Naples Redevelopment Plan as Amended by Naples City Council January 15, 2014
# Table of Contents

Chapter 1 Executive Summary .................................................................................................... 5

Chapter 2 Existing Conditions ................................................................................................... 11
  A. Existing Development ........................................................................................................ 11
  B. CRA Future Land Use ....................................................................................................... 23
  C. CRA Zoning ...................................................................................................................... 25
  D. Existing Land Uses ........................................................................................................... 29
  E. Number of Dwelling Units .................................................................................................. 31
  F. Publicly Owned Properties ................................................................................................. 32
  G. Existing Utilities in the CRA ............................................................................................... 34
  H. Existing Transportation Conditions .................................................................................... 36

Chapter 3 CRA Redevelopment Strategies ............................................................................... 42
  A. Redevelopment Goals, Objectives and Policies ................................................................. 42
  B. Redevelopment Programs by Area .................................................................................... 48
    B1. Midtown Transitional Area ........................................................................................... 48
    B2. US41/9th Street South in the Midtown Transitional, Medical District and Design District .................................................................................................................. 51
    B3. Medical District ............................................................................................................ 53
    B4. 5th Avenue Overlay ...................................................................................................... 55
    B5. Arts and Civic District ................................................................................................... 56
    B6. 5th Avenue Extension ................................................................................................... 58
    B7. US 41 Gateway Area ................................................................................................... 62
  C. Districtwide Strategies ....................................................................................................... 63
    C1. Natural Naples: Eco-tourism ........................................................................................ 63
    C2. Neighborhood Plans .................................................................................................... 65
    C3. Community Policing ..................................................................................................... 67
    C4. Blue Zone Project ........................................................................................................ 68
    C5. Sustainability ............................................................................................................... 72
    C6. Wayfinding .................................................................................................................. 73
Table 4-1A FY 2014 through 2044 Increment Revenue and Expenditure Projection ..........113
Table 4-1B Scenario 1 – Thirty Year Extension with Pay-As-You-Go Projects ...............116
Table 4-2 Scenario 2 – Thirty Year Extension with FY 2015 Borrowing to Accelerate Projects125
Table 4-3 Scenario 3-Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to
Accelerate Projects ................................................................................................................134
Table Appendix E-1 LOS Analysis of US 41 under Proposed Conditions .........................195
Table Appendix E-2 LOS Summary with Redirection of Traffic ........................................196

Maps
Map 1-1 Community Redevelopment Area ....................................................................7
Map 2-1 CRA Plan Districts and Redevelopment Strategies ........................................12
Map 2-2 Future Land Use ...............................................................................................24
Map 2-3 Zoning Districts ...............................................................................................28
Map 2-4 Existing Land Use ...........................................................................................30
Map 2-5 Publicly-Owned Lands ....................................................................................33
Map 3-1 Connectivity Plan ............................................................................................78

Figures
Figure Appendix E-1 US 41/9th Street – Interim Improvements Plan ...............................193
Figure Appendix E-2 US 41/9th Street – Interim Improvements Plan Section View ..........194
Figure Appendix E-3 US 41/9th Street – Ultimate Improvements Plan ..........................198
Figure Appendix E-4 US 41/9th Street – Ultimate Improvements Plan- Close Up ..........199
Figure Appendix E-5 US 41/9th Street – Ultimate Improvements Section View ..............200
Chapter 1 Executive Summary

Fifth Avenue has become the true “Main Street” for Naples and is a popular and successful destination for residents and visitors. It clearly embodies the desire for an “elegant casual” lifestyle evoked by workshop and stakeholder participants. The CRA Plan Amendment provides the opportunity for the Naples CRA to continue the success of Fifth Avenue and stimulate new redevelopment opportunities through the CRA that will benefit residents, visitors, property owners, and business owners within the CRA and the Naples community.

In 1992, the City Council created the Redevelopment Task Force made up of business and property owners in the Downtown area. The Task Force advised the City Council to create a Community Redevelopment Agency based upon completing a Finding of Necessity Report. The Finding of Necessity established that Downtown Naples had obsolete and deteriorated buildings, vacant lots, conditions which endangered the property by fire, faulty lot layout, diversity of ownership of small lots which makes reassembly difficult or impossible without public incentives and a shortage of public housing. After completion of the state-required Finding of Necessity for the Creation of a Community Redevelopment Agency, the City Council adopted the Finding of Necessity Report and created the Community Redevelopment Agency in 1994. Also, in 1994, the Community Redevelopment Agency adopted the Community Redevelopment Plan with the Fifth Avenue South Master Plan included within the Community Redevelopment Plan. The 1994 Community Redevelopment Plan is attached hereto as Appendix C, and made part of this CRA Plan. Upon adoption of this plan amendment by the Naples City Council, the Naples CRA will exist through the end of the FY 2043-2044 (thirty years from adoption) per Section 163.362 (10) Florida Statutes.

Significant accomplishments of the CRA since its inception include:

- 5th Avenue Special Overlay Zoning District
• 5th Avenue South Parking Garages and Public Art
• 5th Avenue South lighting and landscaping improvements
• Trolley and valet service
• Spring Lake overlook
• Downtown District Master Plan and Downtown Zoning District
• Continued community policing throughout CRA
• Studies for US 41/Tamiami Trail and Four Corners intersection
• 10th Street improvements
• 12th Street North improvements
• New River Park pool
• Assistance in the creation of the 5th Avenue South Business Improvement District

The following map shows the Community Redevelopment Area.
The City of Naples began an investigation into the potential of extending the life of the Community Redevelopment Agency (CRA) by amending the CRA Plan in order to refinance its existing debt so it can continue its work on multiple capital improvement projects. The 1994 CRA Plan is scheduled to sunset in 2023. The City and the CRA wished to continue to encourage investment in the highly successful Naples Community Redevelopment Area. While the economic downturn affected some CRA Plan projects, the Naples CRA, City Council and community were optimistic about growth and continuing improvements in the area.

The Community Redevelopment Plan Amendment process that commenced in 2013 includes the following components: 1) Feasibility Study, 2) Public participation, 3) Assessment of Existing and Future Market Conditions, and 4) Comprehensive Plan Amendment.

The Feasibility Study determined that the CRA could continue to fund capital improvement projects if the agency's life is extended for 30 years after the end of the current fiscal year and projects are funded on a pay-as-you-go basis. An analysis including projections of increment revenue, operating expenditures and debt service obligations of the CRA for the period through FY 2043 was prepared in order to review the CRA’s ability to complete desired projects. The longer lifespan of the CRA will provide greater potential for financing opportunities. Further, a recommendation is made to undertake an update of the Naples Community Redevelopment Plan to gather public input regarding the Potential Projects List and to allow for a review of the CRA’s goals and objectives. It is recommended that the CRA continue with the process to update and amend its Community Redevelopment Plan in order to reset the extend date to 2043.

Public participation included two workshops to receive public input for the CRA Plan Amendment. The first workshop was held on March 19th at the River Park Community Center and the second was held on March 28th at the Woman’s Club. The consultant team also met with a number of individuals including homeowners’ organizations, business groups, development community representatives, civic organizations, CRA Board members and City staff and community organizations in stakeholder interviews in March and April 2013.
The Assessment of Existing and Future Market Conditions in Appendix B concluded that the CRA was recovering more quickly than the City and the County and that Naples and the CRA are well positioned to benefit from increasing interest from private investors seeking to capitalize on a recovering market in an “A” location. The study shows the following demand estimates:

- Additional + 350,000 square feet of retail and restaurant space in next 30 years
- Additional + 200,000 square feet of office space in next 30 years
- Demand for new residential and hotel development

Conclusions of the market study indicated that the CRA will continue to be successful if the following strategies are considered in the CRA Plan Update:

- Capitalize on increasing retiree population and tourism.
- Encourage creation of a medical district with a mix of health and non-health related tenants
- Increase diversity of tenants to include mix of local, regional, and national operators
- Provide adequate parking facilities to meet demand – parking for a district, not a project
- Increase flexibility in zoning to respond to current market conditions and consumer demand
- Encourage workforce housing options to target those who work in the city (nurses, teachers, public safety workers, etc.) to also reside in the city to help maintain the community’s small town character, attract more full time residents, and expand the property tax base

The Community Redevelopment Plan Amendment provides the CRA the ability to invest based upon these strategies recommended in the Assessment of Existing and Future Market Conditions. Projects proposed in this CRA Plan Amendment document include some previously proposed capital improvement projects, plus implementation strategies and new projects and programs. Redevelopment program strategies include the following:

- Interim and Ultimate Streetscape Plans
- Identification and improvements to create a Medical District
- Blue Zone healthy community programs and designation
• Arts and Civic District creation
• Natural Naples ecotourism development through the creation of a Gordon River Blueway and Gordon River Park
• Wayfinding Design Theme and Plan
• US 41/9th Street /Goodlette-Frank Road Improvement
• Additional parking lots and structures
• Neighborhood plans and implementation for Lake Park, River Park and Anthony Park neighborhoods
• Marketing for Downtown Naples

The strategies are provided as examples of what the CRA may undertake to facilitate redevelopment. The CRA Plan allows projects of a similar nature and purpose to be funded or partially funded by the Community Redevelopment Agency and does not restrict projects to the specific districts or locations. For example, the CRA Plan suggests a number of streetscape projects. If the CRA identifies at a future date an additional streetscape project in the Redevelopment Area not mentioned in this Plan that would benefit businesses and/or residents, the CRA may fund that project.

Taxable value projections assume that there will be continued recovery and thus increases in property values. The Illustrative Financing Plan outlines three scenarios that summarize the anticipated revenues and expenditures of the CRA to implement the CRA Plan. Scenario 1 explores the financing of anticipated projects and programs on a “pay-as-you-go” basis with no borrowing but continued payment of the CRA’s outstanding debt. Scenario 2 models the undertaking of the same projects and programs with a $20 million borrowing in FY 2015; and Scenario 3 models, again, the same projects and programs with the same $20 million borrowing in FY 2015 and a $10 million borrowing in FY 2027. These models are intended as a planning tool so that the projects can be matched against available funds.

Finally, the CRA Plan Amendment proposes ten distinct districts based on their specific locations, their relationship to each other and distinct themes associated within each district.
Chapter 2 Existing Conditions

A. Existing Development
This section includes a description of existing developments, streetscaping, and uses amongst the various districts of the CRA. These districts have been delineated to assist in describing existing conditions and for preparing redevelopment strategies. The following provides a cursory, “windshield survey” of the various districts and areas within the Community Development area. This survey is part of the assessment that provides the basis for the development of redevelopment strategies and programs. Map 2-1 shows the boundaries of the districts described below.

Midtown Transitional District
This area is generally the area west of US 41, east of 6th Street South, north of 4th Avenue South, and south of Central Avenue. The area of concern in this district is the retail along US 41. This area should act as a good transition from the 5th Avenue Overlay District to the Design District and the Medical District. It currently contains a mix of uses that have no distinct theme. The existing buildings are for the most part, older low rise buildings with smaller retail spaces.

This part of the district needs a defining theme and it needs to invite people to move between the districts it bounds. Some of the older buildings here are maintained, but not to the level of structures in other districts. US 41 is not the most inviting location to walk. There is pedestrian-scaled lighting, though better defined crosswalks and other more pedestrian friendly streetscaping are lacking.

Retail and office uses on each of the side streets in this area are similar in nature to those on US 41 and appear to be operating in a similar manner. A theme or better design for crosswalks along with the promotion of this area is needed to assist these users. Additionally, these side streets should be given more attention and design similar to that found along 10th Street.

Central Avenue at the north end of the district is a different configuration from those sections of the Central Avenue east and west of this district. It is a wide roadway that is a major route for cars traveling to the western residential areas. The roadway is wide with minimal shade in the area and on-street parking only in the area of the public library. This area would benefit from
Map 2-1 Redevelopment Plan Districts and Strategies
improved streetscaping.

Overall this district is lacking pedestrian amenities and parking towards the eastern side where commercial uses can be found and more defined connections between this area and 5th Avenue Overlay District, the Medical District and the Design District. Particularly, well-defined crosswalks are missing from the area, which would assist in providing greater connectivity throughout this district.

**Design District**

This area which some have taken to calling the Design District, is located approximately between 5th Avenue North to 5th Avenue South along 10th Street. The area contains a mix of retail, restaurants, automobile-related uses, and office uses. The area received this informal designation as the “Design District” due to the high number of design related office uses (i.e. architects, engineers, interior designers) and retail establishments offering home accessory-type products (i.e. art, home furnishings, home accessories).

The Design District is successful and functional. The area north of Central Avenue is pedestrian friendly with narrow streets, on-street parking, pedestrian scale landscaping, benches, and wide sidewalks. 10th Street itself is well landscaped and has benches along the roadway and a significant amount of parallel, on-street parking. Parking is at a premium in the area since many of the businesses on 10th Street do not have sufficient on-site parking. Crosswalks are well marked with colored pavers that contrast with the roadway. This makes it easier for pedestrians and motorists to delineate the areas where pedestrian travel is expected. The street also contains pedestrian-scale street lighting.

The buildings are well maintained given their age and design. The eclectic mix of uses, having auto-repair next to high-end, one of a kind, furniture store for example, would not work in most locations, however, within this district it adds to the ambiance of the district and the uses do not appear to conflict with one another. Additionally, while there is significant on-street parking, there is clearly a need for additional parking. Many of the buildings have little or no off-street parking and the popularity of the district given the ever-increasing design-related users, has
resulted in a large number of the parking spaces being used most of the day.

Despite the success of the area, the Design District is not well identified. Signage within the area is not uniform and the few signs that exist are of poor quality or design. There are several locations along 10th Street and US 41/9th Street where signage that defines the boundaries of the area could be located.

Alleyways that exist in this area are in need of improvement. They are narrow and there are some trees in odd places and vehicles and dumpsters encroach on the alleys. Additionally, if improvements can be made at the ends of the alleys to limit visibility by those traversing 10th Street and US 41/9th Street, it would help the image of the area.

The majority of non-residential uses not fronting on 10th Street within the vicinity of the Design District and Medical District are more industrial in nature. Many of the individual, free-standing buildings are devoid of landscaping, contain significant areas of pavement, and experience the heavy wear and tear of industrial property. There are also several buildings with multiple bays in this area as well. These complexes, while industrial in nature, do not have uses that are as intense as some of the free-standing facilities. These complexes are landscaped and not quite as worn as the free-standing facilities. There are also some areas in this district where sidewalks do not align along the east-west streets. Additionally, there are locations along these east-west streets where additional landscaping would be beneficial to pedestrians.

**Medical District**

This area is anchored by Naples Community Hospital and currently contains a mix of office uses and residential properties along with retail on US 41 and Goodlette-Frank Road north of 5th Avenue North. With the exception of the hospital parking lot and a limited number of sites, this area has minimal landscaping and is quite harsh in appearance due to the large areas of pavement and concrete. The area is not conducive to pedestrian activity due to the heat and absence of shade and tree canopy. There is a great opportunity for medical offices and other medical-related uses due to proximity to the hospital.

There is a very limited amount of on-street parking in this area and most of what does exist is outside the medical area and geared more towards existing multi-family residential along 8th
Street North. The area is pedestrian in scale though there is nothing that invites an individual to walk the area. The lack of shade and the fact that the existing uses do not relate to one another make it unlikely that visitors would walk from one use to the next. These uses also do not relate to the retail along US 41 and thus it is unlikely that casual visitors to the hospital (i.e. non-employees) would leave the hospital grounds to shop or eat. The hospital itself has more of a campus that relates internally to itself rather than connecting to the immediate area.

While there is pedestrian-scaled lighting in the area and landscaping has been located in areas where there is sufficient space (though these spaces are limited), more pedestrian-friendly treatments along with on-street parking much like what exists on 10th Street North (i.e. benches, pavers, crosswalks) would be beneficial in this area.

There are medical uses on Goodlette-Frank Road north of 5th Avenue North that complement the creation of a Medical District. Connections through area identification and marketing should be made from the Naples Community hospital area to this area of Goodlette-Frank Road.

Central Avenue

Central Avenue must be singled out in this area as it is a very under-utilized corridor. Different segments of this roadway throughout the CRA have very different characteristics and do not provide a smooth transition from one area to the next. Central Avenue in the Midtown Transitional Area is more residential in nature. In the Design District, Central Avenue has mostly retail uses. The roadway contains minimal landscaping in the right-of-way. Streetscaping including on-street parking would add to the character of the area. While first-hand investigations could not confirm it, several residents during public input sessions indicated there are some stormwater issues along the roadways. This roadway is a major east-west corridor through the City. Central Avenue will become a much more utilized roadway when the Gordon River Park and new homes along the river (Mangrove Bay) are developed and the former site of the Naples Daily News is redeveloped.

5th Avenue South Overlay

The 5th Avenue District is generally that area consisting of 5th Avenue South as well as all of that
area north and south of the Avenue that is within the CRA boundaries. 5th Avenue is the highest trafficked and most intensely used area of the CRA. The area is an entertainment district with a significant number of restaurants, high-end shops, and cultural facilities. The area experiences significant foot and vehicular traffic all day long, and is more heavily travelled on weekend evenings and during special events.

Buildings in the area are a mix of new construction (within the last 10 years) and older buildings whose appearance has been well maintained. There is an excellent scale of buildings to the width of the right-of-way and the area has significant density while not having a “canyon” feeling to it. The majority of buildings are occupied though some limited vacancies occur. Restaurants catering to most any budget can be found along the corridor. On 5th Avenue South, there are significant landscaping and streetscape elements (i.e. pavers, trash receptacles, benches), though some of the landscaping is beginning to get a little mature and woody. Moveable planters (pots) have been placed at some intersection locations which have added to the overall appearance but at close inspection, these pots are not necessarily the ideal method for this enhancement with some spilling dirt around them and others are dirty or cracked.

Overall, parking is at a premium throughout the corridor. There is significant public parking in the area in the form of on-street parking and two parking garages towards the eastern side of the district. The lack of a parking structure on the western edge of the Avenue has possibly stymied some business opportunities on this end as well as contributed to a greater use of parking on the eastern side. The Avenue is very pedestrian friendly as there are buffers between the sidewalk and travel lanes of the road in the form of landscaping and on-street parking. There are pedestrian-scale lighting fixtures along the Avenue and benches and other opportunities to rest. Many buildings have awnings and additional landscaping and many of the restaurants offer outdoor seating.

The Avenue is not as bicycle friendly as it could be. There are no bicycle lanes and few bicycle racks in the area. While it is unlikely that bike lanes can be added to the right-of-way due to its limited size, bike racks could be easily added in a number of convenient locations.
As mentioned previously, buildings are well maintained and signage is minimal and designed for the pedestrian more than the vehicular traveler. Once on the Avenue, there is limited wayfinding signage to easily and clearly direct visitors to public parking garages or other destinations outside of the 5th Avenue Corridor.

Cambier Park is located south of 5th Avenue and it is a highly utilized public park offering tennis courts, a softball field, playground, a community center, the von Liebig Arts Center, an amphitheater, and open space. All of these amenities appear to get significant use by residents and visitors alike and the park is a central gathering space.

**Arts and Civic District**

Naples residents have created an active visual art and performing arts culture. Cambier Park is already the center for a number of successful arts and musical festivals. Stakeholder and public workshop participants indicated a need for an Arts Park or Arts District capitalizing on the von Liebig Center and the Gulfshore Playhouse housed in the Norris Center in the south end of Cambier Park. The park is home to events such as the Jazz Concert series, Art in the Park, and the Naples Wine and Jazz Festival. The Naples National Art Festival, consistently voted among the top ten art festivals in the country, is sponsored by the Naples Art Association. The festival is held in scenic Cambier Park and along 8th Street. Two art festivals also take place on 5th Avenue South - the Downtown Naples New Year’s Art Fair and the Downtown Naples Festival of the Arts.

The 12.84 acre Cambier Park was named after William Cambier, a town engineer instrumental in development of the City of Naples in 1926. Cambier Park is also home to additional facilities such as Norris Community Center, Arthur L. Allen Tennis Center, shuffleboard, bocce, a bandshell, playground, softball field, covered pavilion, and green space.

In 1992, the Naples City Council voted to enter into a lease agreement with the Naples Art Association to provide public park land in Cambier Park on which to build a community arts center. The von Liebig Art Center was officially dedicated and opened to the public in 1998.
The mission of the Naples Art Association at the von Liebig Art Center is to promote and advance education, interest and participation in the contemporary visual arts. The report, *The City of Naples, FL, A Decade of 5th Avenue, Supplemental List of Points to Andres Duany’s Presentation of February 27, 2004*, recommended the creation of a Civic Center within the vicinity of the von Liebig Art Center.

To the east is Naples City Hall, center for municipal government and to the west is the Naples Woman’s Club, the building for the active and successful civic association. The City of Naples City hall is on 8th Street South. While not in the Redevelopment Area, it provides a center for civic activities on the east side of this district. On the west side of this area, is the Naples Woman’s Club. The Naples Woman’s Club has supported the Naples community both through philanthropic and volunteer services since 1932. The organization also has a long history of providing scholarships for students in the community as well. The historic building, completed in 1951, is one half block away from 5th Avenue on Park Street, northwest of Cambier Park and across the street from the von Liebig Art Center.

This area has the potential for additional art, cultural and civic activities. Programs to support an Arts and Civic District should be considered.

**5th Avenue South Extension (East of the northward turn of US 41/Tamiami Trail)**

Both sides of 5th Avenue South east of US 41/9th Street are underutilized. The north side consists of vacant land and several smaller buildings and the Naples Depot Museum. The south side contains several office buildings and the former St. George and the Dragon restaurant. While the office buildings are multi-story, the sites have suburban rather than urban style, with significantly-sized, surface parking lots. These lots break-up the continuity of the pedestrian experience effectively stopping pedestrian traffic from the more activity-filled areas of the Avenue directly to the west. Pedestrian traffic is further hampered by the high volume of traffic that is present on this wider stretch of the roadway.

There are three significant vacant parcels to the northwest of the intersection of Goodlette-Frank Road and US 41/5th Avenue South. The owners of two of these parcels have submitted the Naples Square Development which will include 300 residential units and undesignated
commercial development which is under review by the City. The third property is immediately
south of the Naples Square site at the northwest corner of the Goodlette-Frank/5th Avenue
South intersection. This parcel is currently owned by Florida Gulf Coast University and was, at
one time, proposed to be a satellite facility for the school, but its future use is currently
undetermined.

**US 41 Gateway Area**

Across the bridge to the east of the 5th Avenue Extension Area is
a mix of properties that are completely disjointed from the
remainder of the redevelopment area. Properties on the north
side of the Avenue in this area include a two plus acre site with
boat slips and a small building that is currently vacant and an
unoccupied restaurant building (which is outside of the
Redevelopment Area). On the south side there are several commercial fishing docks/boat slips
and boat stowage facilities. This area does not present itself as connected to the remainder of
the CRA, nor does it appear connected to properties on the western side of the Gordon River.
There is great redevelopment potential for the properties on the north side of the Avenue in this
location, though those on the south side are unlikely to redevelop due to the demand for boat
stowage in the area as indicated by public input. Streetscaping in this area is appropriate within
the roadway though landscaping off of the right-of-way is of limited scale. This particular area,
as the gateway to downtown Naples, would be an excellent location for grand entranceways
and the initial signage of a wayfinding sign program.
**Goodlette-Frank Road**

Goodlette-Frank Road does not see significant traffic outside of rush hour periods (and even at those times it seems to be under-capacity). Physically, the right-of-way includes overhead utilities which are very noticeable as they exist along both sides of the roadway. The landscaping in the right-of-way is very inconsistent throughout the length of the roadway in the CRA. The medians in the roadway contain mostly palm trees and shrubbery but also include areas of mulch or grass. Shade trees are not generally located on these medians. There are a number of concrete traffic separators that are two feet wide in the roadway at turning locations. Some properties include significant shade trees on their perimeter and some have landscaping that has deteriorated and has been poorly maintained. Through most of this corridor, there is a small two-foot grassy strip between the sidewalk and curb along the roadway. In some locations (generally in front of the City owned property) there is shrubbery in this strip instead of grass.

The Goodlette-Frank Road corridor includes three significant vacant parcels near the intersection of Goodlette-Frank Road and US 41/5th Avenue South previously described in the 5th Avenue Extension Area. North of these parcels, there is a mix of uses that include: self-storage, auto-related uses, small retail, residential, and a municipal complex including a park. While these properties do not generally relate to each other, the corridor is not designed in a way that will facilitate a more cohesive theme or significant business identity. This may change when the Naples Square and university site is developed.

**Neighborhoods**

**Lake Park Neighborhood**

This neighborhood is comprised of smaller-to-medium sized, single-family homes. The neighborhood extends beyond the boundaries of the CRA and the portion of this neighborhood that is south of 7th Avenue North is located within the redevelopment area.

The lot sizes average 0.22 acres and the average home appears to be between 1500-1700 square feet. All of the homes front on a street and have rear alleyways and there are no sidewalks except that portion of the area that fronts on 10th Street North. The alleyways are fairly well kept and have a mixture of fencing and landscaping borders around the properties.
The streets appear in reasonable condition and palm trees line the streets. There is a minimal amount of street lighting in the neighborhood. Some lighting in the alleys is lower and more pedestrian in scale. Homes are generally in good shape and appear well maintained. Surrounding the neighborhood to the east and south is a sizeable “L” shaped, water retention lake, the southern portion of which is contained within the City’s Betsy Jones Memorial Park. The small western edge of this lake in the park is improved with benches and shade trees making an excellent pocket-park amenity to the area. Improvements to the retention lake and creation of a stormwater park are part of the Lake Manor Linear Park project at this site.

River Park Neighborhood
Several multi-family complexes can be found in this area including the George Washington Carver Apartments and Jasmine Cay, both of which are designated low-income housing developments. Neither complex is architecturally appealing; however, they are both maintained well. There is another group of residential buildings in private ownership that are currently vacant and under renovation in this area.

The city-owned River Park Community Center is also located in this area, providing a civic meeting space, recreational facilities including a pool and open-air basketball courts covered with a roof structure. The Center offers various regular fitness and cultural programs.

There is also one major vacant parcel in this area, the old Naples News site 8.8 acres on the north side of Central Avenue and 0.96 on the south side. Fronting on Central Avenue, but located between the major north-south roadways, this site abuts properties with a varied mix of uses ranging from retail on Goodlette-Frank Road, more light-industrial/intense retail uses to the west and south, and the Jasmine Cay residential apartments to the north. The future of this parcel will determine the future of the nearby lots along both sides of Central Avenue which are currently a mix of uses (industrial, office) or vacant lots/buildings with no common theme or direction.

Anthony Park Neighborhood
This neighborhood contains a number of smaller homes. Most homes are approximately 800
square feet and with a few approximately 1700 square feet in size. Almost all of the homes are located on canals with access to the Gordon River and to Naples Bay (though bridges prevent most tall boats from reaching the bay and gulf from these homes), a church, an apartment complex and a municipal park.

The homes are a mix of those that are well-maintained and those that need significant rehabilitation. There is a concern about the condition of seawalls and the future expense required by property owners to repair them. The apartment complex is clean and its appearance is well maintained. The complex was built in 1969 and does not have significant landscaping. The church is clean in appearance though its parking lot could use resurfacing and the site has minimal landscaping.

The park is clean and well maintained. It contains significant open space, small picnic pavilions, a baseball field, and a small community center. The park is a great amenity to the area but does not appear to get significant use as the fields and other areas do not appear to be suffering from much wear.

Installation of street lighting, street and stormwater improvements were made in this neighborhood between 2003 and 2005. The area contains significant landscaping in the form of palm trees lining the streets, pedestrian scale street lighting, and the streets themselves are well maintained with paving in good condition. There are also a number of city-owned trash receptacles throughout the neighborhood which are not usually found in residential neighborhoods and thus appear out-of-place.
B. CRA Future Land Use

The primary future land use designation in the CRA is the Downtown Mixed Use future land use category which allows for commercial uses, transient lodging units, residential and residential mixed use up to twelve (12) dwelling units per acre. The Downtown Mixed Use future land use make up 58.2% of the area within the Redevelopment Area. Institutional land uses make up another 13.39% of the area.

Low Density Residential and Medium Density Residential uses make up another 11.44% and 9.96% respectively. Low Density Residential allows residential development up to six (6) dwelling units per acre and Medium Density Residential allows residential development up to twelve (12) dwelling units per acre. The Waterfront Mixed Use allows marinas and marine research and development and there is only a small area with this designation east of the Gordon River of US 41/Tamiami Trail. Generally, the Future Land Use designations are appropriate for redevelopment and desired uses within the CRA.

<table>
<thead>
<tr>
<th>Future Land Use</th>
<th>Total Acreage</th>
<th>% of Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>325.36</td>
<td>58.20%</td>
</tr>
<tr>
<td>Waterfront, Mixed Use</td>
<td>0.73</td>
<td>0.13%</td>
</tr>
<tr>
<td>Institutional, Public, Semi-Public</td>
<td>74.87</td>
<td>13.39%</td>
</tr>
<tr>
<td>Residential, Low Density</td>
<td>63.95</td>
<td>11.44%</td>
</tr>
<tr>
<td>Residential, Medium Density</td>
<td>55.69</td>
<td>9.96%</td>
</tr>
<tr>
<td>Recreation, Public, Semi-Public, Private</td>
<td>31.08</td>
<td>5.56%</td>
</tr>
<tr>
<td>Conservation</td>
<td>7.38</td>
<td>1.32%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>559.06</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

Source: City of Naples
Map 2-2
Future Land Use
C. CRA Zoning

There are two zoning districts based upon master plans to enhance redevelopment: 1) The 5th Avenue Overlay District and 2) D Downtown District.

5th Avenue South Special Overlay District

The Fifth Avenue South Master Plan was prepared in 1994 based upon a charrette process in 1993. The plan suggested that “Fifth Avenue must be made into a community space, a civic space, a place where neighbors can meet and come to know each other.” Prepared to enhance Fifth Avenue as the Naples Main Street, the plan called for bringing buildings closer to the right-of-way with an enhanced pedestrian experience including landscaping, awnings and parking. It also suggested a roundabout at Four Corners to alleviate traffic backups on US 41/5th Avenue South and direct some traffic onto 5th Avenue South.

Subsequently, the City adopted the 5th Street Special Overlay District and the master plan’s regulating plan into the City’s zoning code. The purpose of the 5th Street overlay district is to “ensure that new buildings are encouraged; that such buildings be compatible with each other while also relating to the pedestrian; that retail be safeguarded along specific street frontages; that development opportunities be equitable for all scales of ownership; that no significant additional traffic impacts will be added to surrounding residential neighborhoods; and that the permitting process be simplified and facilitated.” There is no setback requirement for the first floor, but setback requirements apply to upper stories. Commercial uses only may occupy the first floor. Architectural design standards including fenestration and requiring all buildings to be a white or coral color are included. The Fifth Avenue Special Overlay District encompasses 65.11 acres or 11.7% of the CRA.

D Downtown

The D Downtown Zoning district was also created based upon a master plan to encourage redevelopment along US 41 and Goodlette-Frank Road. Building placement, setback zones, standards for site and building design, signage standards, parking and landscape requirements all serve to ensure that development and redevelopment will occur consistent with the master plan. The original D-Downtown Code was established in 1998 and in 2000, the Heart of Naples Committee was established and the Committee made recommendations for changes to the code to encourage mixed use and pedestrian-friendly streets. In 2003, those changes were
adopted. Residential density is 12 dwelling units per acre with a density bonus up to 30 dwelling units per acre with provision of public open space or payment for the additional density. The D Downtown zoning district encompasses 27% of the total land area of the CRA.

The Commercial Core, General Commercial, Waterfront Commercial and Heavy Commercial districts make up 13.25% of the Redevelopment Area and have more traditional zoning standards. Properties with the Public Service designation make up 19.56% of the land area. Multifamily development makes up just 8.34% of the total land area. New residential development has been proposed in two areas with Planned Development zoning at the Grand Central Station site (multifamily) and a site along the Gordon River where Central Avenue meets Riverside Circle (single family).

<table>
<thead>
<tr>
<th>Zoning</th>
<th>Total Area</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1-A Commercial Core</td>
<td>30.80</td>
<td>5.49%</td>
</tr>
<tr>
<td>C2 General Commercial</td>
<td>23.17</td>
<td>4.13%</td>
</tr>
<tr>
<td>C2-A Waterfront Commercial</td>
<td>16.87</td>
<td>3.01%</td>
</tr>
<tr>
<td>C3 Heavy Commercial</td>
<td>3.49</td>
<td>0.62%</td>
</tr>
<tr>
<td>D Downtown</td>
<td>151.48</td>
<td>27.00%</td>
</tr>
<tr>
<td>M Medical</td>
<td>21.37</td>
<td>3.81%</td>
</tr>
<tr>
<td>O Office</td>
<td>0.61</td>
<td>0.11%</td>
</tr>
<tr>
<td>PD Planned Development</td>
<td>92.95</td>
<td>16.57%</td>
</tr>
<tr>
<td>PS Public Service</td>
<td>109.73</td>
<td>19.56%</td>
</tr>
<tr>
<td>R1-7.5 Single Family</td>
<td>56.19</td>
<td>10.02%</td>
</tr>
<tr>
<td>R3-12 Multifamily</td>
<td>31.64</td>
<td>5.64%</td>
</tr>
<tr>
<td>R3T-12 Multifamily</td>
<td>15.15</td>
<td>2.70%</td>
</tr>
<tr>
<td>C Conservation</td>
<td>7.55</td>
<td>1.35%</td>
</tr>
<tr>
<td>Total</td>
<td>561.00</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Source: City of Naples

Charter and Height Limits
The Charter states that, “[a]ll commercial zoning districts in the City of Naples shall be limited to
three floors and building heights of 42 feet to the peak of the roof, measured from the first floor, FEMA elevation. Commercial zoning districts shall include Highway Commercial, C1 retail shopping, C1A commercial core, C2 general commercial, C2A waterfront commercial, C3 heavy commercial, C4 airport commercial, Industrial, Medical, Office, Planned Development, Downtown, and any future commercial zoning districts that Naples may create.” Stakeholder and workshop participants did not indicate a need to change height limitations in the charter and were generally satisfied with this requirement.
Map 2-3
Zoning Districts
D. Existing Land Uses

Commercial land uses make up 42.55% of the total land area within the CRA. Institutional uses including the Naples Community Hospital make up 17.64%. Low Density Residential and Medium Density Residential make up 11.08% and 13.90% respectively. Vacant lands make up only 3.43% or just over nineteen acres of land. There are existing significant undeveloped properties such as the Grand Central Station site and the site along the Gordon River where Central Avenue meets Riverside Circle that are not counted as vacant because they have development applications on file with the City.

Because of the lack of significant vacant property, the CRA should focus on redevelopment of existing buildings and the enhancement of the various districts in the CRA through streetscape, wayfinding, and other improvements that may attract residents and visitors.

Table 2-3

<table>
<thead>
<tr>
<th>Existing Land Use</th>
<th>Total Acreage</th>
<th>% of Total Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>236.0685</td>
<td>42.55%</td>
</tr>
<tr>
<td>Industrial</td>
<td>30.73837</td>
<td>5.54%</td>
</tr>
<tr>
<td>Institutional</td>
<td>97.87912</td>
<td>17.64%</td>
</tr>
<tr>
<td>Recreation</td>
<td>25.10802</td>
<td>4.53%</td>
</tr>
<tr>
<td>Low Density Residential</td>
<td>61.48589</td>
<td>11.08%</td>
</tr>
<tr>
<td>Medium Density Residential</td>
<td>77.10999</td>
<td>13.90%</td>
</tr>
<tr>
<td>Vacant</td>
<td>19.04798</td>
<td>3.43%</td>
</tr>
<tr>
<td>Conservation</td>
<td>7.381444</td>
<td>1.33%</td>
</tr>
<tr>
<td>Total</td>
<td>554.8193</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Source: City of Naples, Calvin, Giordano & Associates, Inc.
Map 2-4

Existing Land Use
E. Number of Dwelling Units

Per the 2010 Census, there were 1,123 dwelling units within the Redevelopment Area. This is a significant increase over the estimate of 855 dwelling units in the 1994 Community Redevelopment Plan. Housing in the Redevelopment Area includes a mix of single family dwelling units, apartments and condominiums. The population of the area in 2010 was 1,749. The 1994 population was 1,654. Development petitions with 300 additional units have been submitted by the developers of Naples Square and approximately another 50 dwelling units by the developers of Mangrove Bay. Both are located in the Redevelopment Area. If built, the number of dwelling units will increase by over 30%.
F. Publicly-owned Lands

Publicly-owned lands within the CRA, totaling 123.07 acres, include city parks, city facilities, state university property, a school and a post office. City parks within the Community Redevelopment Area include:

- Anthony Park
- Gordon River Park
- Lake Manor Linear Park
- River Park Community Center
- River Park Aquatic Center
- Cambier Park
- Tennis Center
- Norris Community Center
- Merrihue and Menefee mini-parks
- Naples Dog Park

City facilities in the Redevelopment Area include various administrative buildings and City utility facilities along Riverside Drive. Other City properties include the two parking garages north and south of Fifth Avenue South and a surface parking lot on 4th Avenue South. Florida Gulf Coast University owns the property at the southwest corner of US 41/5th Avenue South and Goodlette-Frank Road. Gulfview Middle School is the only school in the Redevelopment Area and the post office is at the corner of 6th Avenue South and 9th Street South.

The City also owns the property at George Washington Carver Apartments and Jasmine Cay which are leased to private entities.
Map 2-5
Publicly-owned Lands

Note:
The parcels shown in this map are owned by the City of Naples, Collier County, FGCU, and School District.
G. Existing Utilities in the CRA

The entire CRA falls within the City of Naples Water Service Area and Sewer Service Area, while approximately half of the CRA is serviced by the City’s Reclaimed Water Service Area.

**Water**

The City of Naples Water Treatment Plant is located just north of the CRA at 1000 Fleischmann Boulevard. The main lines from the facility into the CRA are located on 9th Street North, 10th Street North, and Goodlette-Frank Road North. Extending south from the northern boundary, the pipes are 20” in diameter on the west side of 9th and 10th St N and 12” on the east side of Goodlette-Frank Road North. All three lines downsize as they approach the south boundary. A twelve inch watermain is located on the north side of 7th Ave N. The watermain located on the north side of the bridge crossing the Gordon River is a twelve inch line. The potable water supply and pipe networks capacity is sufficient for use by revitalization projects. Each new project, particularly large users, will require review based upon individual needs and requirements.

**Wastewater**

A network of gravity sewer mains throughout the CRA connect to pressurized mains located primarily along 10th Street South and Goodlette-Frank Road North. The pressurized mains direct wastewater to the City’s wastewater treatment plan and reclamation facility located off Goodlette-Frank Road North at 1400 3rd Avenue North. Smaller users should have the ability to connect directly to the gravity sewer network. Large user projects will require a specific review of the availability of sewer capacities. If unavailable, large users may have the option of providing a sewer pump station to connect to existing force mains which will transfer waste to the wastewater treatment plant. Any major project on River Point Drive will require a review of the available capacity of the existing six inch force main which discharges waste off of the island.

**Reclaimed Water**

The main reclaimed water line from the City’s facility is a thirty inch pipe on Goodlette-Frank Road North. Overall, the CRA is not fully serviced by reclaimed water infrastructure. It is recommended that any large user projects and/or CRA corridor work consider extending the reclaimed water lines.
Current Proposed Projects

Lake Manor Linear Park
The City of Naples owns and maintains a 4.3 acre stormwater pond on 6th Avenue North that receives stormwater from major streets (including a portion of US 41) and upland areas. The lake’s health and its ability to filter pollutants have declined dramatically. In order to restore the stormwater pond’s ability to filter pollutants, dredging will be done to remove a large portion of the sediment that built up over decades. Additionally, a new educational stormwater park will be created with a pathway along the south and east end of the pond with benches and educational platforms regarding the importance of the lake to cleaning stormwater prior to releasing it into Naples Bay. The total project cost is approximately $485,000 and is funded by the Stormwater Fund.

Stormwater Diversion and Aquifer Storage and Recovery (ASR)
The City is proposing to expand the aquifer storage and recovery system by completing the two wells permitted by the Florida Department of Environmental Protection and constructing a transmission system from a nearby stormwater pump station to the Water Reclamation Facility. This will enable the City to send large volumes of treated wastewater and stormwater deep underground, stored for periods of time, and then retrieved for irrigation use. Additionally, by diverting an additional 120 million gallons of nutrient rich stormwater per year from the Gordon River, the pollutant loading of the nutrient, copper, and bacteria impaired water body will be significantly reduced. The total project cost is approximately $7,405,000.

Solid Waste
The City of Naples Solid Waste Division is responsible for solid waste service for commercial and residential customers within the CRA.
H. Existing Transportation Conditions
An analysis of existing conditions was performed for the Redevelopment Area with an emphasis on selected corridors. The analysis examined existing traffic trends, transit, sidewalk connectivity, and bicycle facilities throughout the study area. In addition, a Level of Service (LOS) analysis for critical roadways was also performed, which is an indication of how close to capacity roadways are operating.

Major Roadways

The two (2) primary roadways for ingress and egress are US 41 and Goodlette-Frank Road. US 41/Tamiami Trail is a 6-lane divided principal arterial with a north-south direction and a posted speed limit varying from 30 MPH to 40 MPH within the study limits. Available data indicate US 41 accommodates an average daily traffic ranging between 29,000 and 36,500 vehicles per day. Within the limits of the City of Naples, US 41 is designated as State Road 45/State Road 90/Tamiami Trail and falls under the jurisdiction of the Florida Department of Transportation.

Goodlette-Frank Road is a 6-lane divided principal arterial with a north-south direction and a posted speed limit of 45 MPH within the study limits. Available data indicate Goodlette-Frank Road accommodates an average daily traffic ranging between 24,500 and 33,500 vehicles per day. Goodlette-Frank Road is designated as County Road 851 and falls under the jurisdiction of both the City of Naples and Collier County.

Transit

Transit throughout the Redevelopment Area and the City of Naples is provided by Collier Area Transit (CAT). There are currently three (3) major transit routes serving the Redevelopment Area: Route 1B, Route 2A and Route 2B. It should be noted that Route 2A and Route 2B service the same major streets within the Redevelopment Area. Based on information provided
on the respective bus schedules, it appears the bus routes currently operate with an average headway (lapsed time between buses arriving at the same stop) of 90 minutes. The transit routes are summarized in the following table.

Table 2-4
CRA District Existing Transit

<table>
<thead>
<tr>
<th>Route</th>
<th>Major Streets</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAT Route 1B</td>
<td>US 41 /Tamiami Trail, 5th Avenue South, 9th Street South</td>
</tr>
<tr>
<td>CAT Route 2A/2B</td>
<td>US 41 /Tamiami Trail, Thomasson Drive, Bayshore Drive, Davis Blvd, Goodlette-Frank Road, 9th Street South, Fleischman Blvd</td>
</tr>
</tbody>
</table>

Source: Collier County Area Transit Map

In addition to the fixed bus routes, the CAT provides services for the disabled and economically disadvantaged through the Collier Area Paratransit system. The majority of trips are provided to passengers traveling to medical appointments, nutrition sites, and work. Use of the Collier Area Paratransit system requires pre-certification and all passengers using the system are either disabled or low income.

Bicycle Facilities
A bicycle map provided by the Collier County Metropolitan Planning Organization (MPO) was reviewed to evaluate existing bicycle facilities throughout the Redevelopment Area. It was noted that there are a relatively low number of bicycle lanes provided throughout the Redevelopment Area and the City of Naples as a whole. Based on the information provided by the MPO Bicycle Map, a summary of roadway segments within the redevelopment area with bicycle facilities is presented below.
Table 2-5
Existing Bicycle Facilities

<table>
<thead>
<tr>
<th>Roadway</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>*5th Avenue South</td>
<td>Davis Boulevard</td>
<td>Goodlette-Frank Road</td>
</tr>
<tr>
<td>6th Street</td>
<td>5th Avenue South</td>
<td>4th Avenue North</td>
</tr>
</tbody>
</table>

Source: City of Naples
*Paved shoulder – does not include dedicated Bike Lane signage

Sidewalks

Sidewalks are provided along both sides of the road for major arterials within the Redevelopment Area, however, deficiencies relating to sidewalk connectivity and/or continuity on some of the major collectors within the Redevelopment Area were identified. It should be noted that roadways with a sidewalk provided on only one side of the road were also reported as deficient. The roadway segments with sidewalk deficiencies are presented below.

Table 2-6
Sidewalk Deficiencies

<table>
<thead>
<tr>
<th>Roadway</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>7th Avenue North</td>
<td>300 feet west of Goodlette-Frank Road</td>
<td>10th Street North</td>
</tr>
<tr>
<td>Central Avenue</td>
<td>400 feet west of Goodlette-Frank Road</td>
<td>150 east of 10th Street</td>
</tr>
<tr>
<td>Central Avenue</td>
<td>120 feet west of 8th Street</td>
<td>6th Street</td>
</tr>
<tr>
<td>8th Street</td>
<td>7th Avenue North</td>
<td>4th Avenue North</td>
</tr>
<tr>
<td>8th Street</td>
<td>2nd Avenue North</td>
<td>1st Avenue North</td>
</tr>
</tbody>
</table>

Source: Calvin, Giordano & Associates, Inc.
Crosswalks and Pedestrian Facilities

Pedestrian crosswalks are provided at most of the major roadway intersections within the Redevelopment Area including a recently constructed signalized crosswalk (June 2013) on the north leg of the intersection of US 41/5th Avenue South and US 41/9th Street South. It should be noted that a pedestrian underpass is provided on the east leg of the intersection of Goodlette-Frank Road and 5th Avenue South which provides connectivity for pedestrians and bicyclists between the Bayfront area and the Tin City area. However the CRA has identified this underpass as “not in keeping with the aesthetics of the City of Naples” and is considering a Capital Improvement project to improve the pedestrian facility.

Level of Service Analysis

A Level of Service (LOS) is an analysis tool used to indicate how well a roadway is operating. Roadway Levels of Service can range from a LOS “A” which indicates a roadway is operating well under capacity, to LOS “F” which indicates a roadway is operating significantly over capacity. A Level of Service analysis of existing conditions was performed for several roadway segments within the Redevelopment Area based on existing Average Annual Daily Traffic (AADT) volumes obtained from the City of Naples Quarterly Traffic Counts for Year 2012, and the FDOT Traffic Online website. The respective Levels of Service were determined based on threshold values from FDOT’s 2013 Quality/LOS Handbook. The analysis shows that under existing conditions all roadway segments examined operate above Collier County’s Adopted Level of Service minimum standard of “LOS D or better”.
Table 2-7
Existing Conditions LOS Summary

<table>
<thead>
<tr>
<th>Roadway</th>
<th>From</th>
<th>To</th>
<th>Roadway Type</th>
<th>Traffic Volume (vpd)</th>
<th>LOS</th>
<th>LOS D Threshold</th>
<th>Available Capacity (vpd)</th>
</tr>
</thead>
<tbody>
<tr>
<td>US 41</td>
<td>Davis Boulevard</td>
<td>Goodlette-Frank Road</td>
<td>8LD</td>
<td>50,000</td>
<td>D</td>
<td>67,300</td>
<td>17,300</td>
</tr>
<tr>
<td>Goodlette-Frank Road</td>
<td>9th Street South</td>
<td>6LD</td>
<td>35,500</td>
<td>D</td>
<td>50,000</td>
<td>14,500</td>
<td></td>
</tr>
<tr>
<td>5th Avenue South</td>
<td>7th Avenue North</td>
<td>6LD</td>
<td>29,000</td>
<td>D</td>
<td>50,000</td>
<td>21,000</td>
<td></td>
</tr>
<tr>
<td>Goodlette-Frank Road</td>
<td>US 41</td>
<td>Golden Gate Pkwy</td>
<td>6LD</td>
<td>24,500</td>
<td>D</td>
<td>45,000</td>
<td>20,500</td>
</tr>
<tr>
<td>7th Avenue North</td>
<td>9th Street North</td>
<td>10th Street North</td>
<td>4LU</td>
<td>4,323</td>
<td>C</td>
<td>27,540</td>
<td>23,217</td>
</tr>
<tr>
<td>10th Street North</td>
<td>6th Avenue North</td>
<td>7th Avenue North</td>
<td>2LU</td>
<td>3,113</td>
<td>C</td>
<td>13,320</td>
<td>10,207</td>
</tr>
<tr>
<td>Central Avenue</td>
<td>9th Street North</td>
<td>10th Street North</td>
<td>4LU</td>
<td>7,040</td>
<td>C</td>
<td>27,540</td>
<td>20,500</td>
</tr>
<tr>
<td>8th Street South</td>
<td>1st Avenue South</td>
<td>3rd Avenue South</td>
<td>2LU</td>
<td>4,652</td>
<td>C</td>
<td>13,320</td>
<td>8,668</td>
</tr>
<tr>
<td>3rd Avenue South</td>
<td>8th Street South</td>
<td>9th Street South</td>
<td>4LU</td>
<td>8,141</td>
<td>C</td>
<td>27,540</td>
<td>19,399</td>
</tr>
<tr>
<td>5th Avenue South</td>
<td>6th Street South</td>
<td>7th Street South</td>
<td>2LU</td>
<td>11,021</td>
<td>D</td>
<td>13,320</td>
<td>2,299</td>
</tr>
<tr>
<td>9th Street South</td>
<td>5th Avenue South</td>
<td>6th Avenue South</td>
<td>2LD</td>
<td>9,219</td>
<td>D</td>
<td>14,060</td>
<td>4,841</td>
</tr>
</tbody>
</table>

Source: City of Naples Quarterly Traffic Counts
**vpd=vehicles per day, LD=Lanes Divided, LU=Lanes Undivided**
Planned Transportation Improvements
The Florida Department of Transportation (FDOT) *Five Year Work Program*, Collier County’s Metropolitan Planning Organization (MPO) *Transportation Improvement Program (TIP)* and the 2035 *Long Range Transportation Plan (LRTP)* were reviewed to identify programmed transportation related improvements not included in the CRA Capital Improvement Project (CIP) list; the corresponding projects are presented in

**Table 2-8**
Planned Projects

<table>
<thead>
<tr>
<th>Project #</th>
<th>Type of Project</th>
<th>Roadway</th>
<th>From</th>
<th>To</th>
<th>Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>4308771</td>
<td>Sidewalk Improvement</td>
<td>Various</td>
<td>N/A</td>
<td>N/A</td>
<td>2013/2014</td>
</tr>
<tr>
<td>4308791</td>
<td>Sidewalk Improvement</td>
<td>Various</td>
<td>N/A</td>
<td>N/A</td>
<td>2015/2016</td>
</tr>
</tbody>
</table>

Source: FDOT Five-Year Work Program
Chapter 3 CRA Redevelopment Strategies

A. Redevelopment Goals, Objectives and Policies

In preparation of the CRA Plan Amendment, the Redevelopment Goals, Objectives from the 1994 City of Naples Community Redevelopment Plan and Policies were reviewed. Based upon feedback from participants in the public workshops and stakeholder interviews, the 1994 goals, objectives and policies continue to reflect the values and aspirations of the Redevelopment Area and the Naples community. The goals, objectives, and policies are reiterated here with new objectives and policies in *italics*. A new Economic Development Objective and related policies were also added to complement the existing list.

**Redevelopment Goals:**

**Goal:** To implement the Community Redevelopment Plan through the exercise by the Community Redevelopment Agency of the authority vested in such agency by the Community Redevelopment Act of 1969, as amended and applicable City Ordinances and Resolutions.

**Goal:** To direct the redevelopment, rehabilitation, conservation, or any combination thereof, of the Redevelopment Area in the interest of the public health, safety, morals, or welfare of the residents of the City of Naples.

**Goal:** To establish the Redevelopment Area as a focal point for the community by stimulating economic development, improving physical characteristics, and increasing the activities in the downtown.

**Goal:** To guide the appropriate reuse and new development and allow for infrastructure and open space needs for the Redevelopment Area.

**Goal:** The primary responsibility for redevelopment lies with the private sector; however, the Community Redevelopment Agency and the City of Naples will provide mutually supportive programs in terms of public services, facilities, and other public assistance to the extent deemed necessary or appropriate to achieve the objectives of this Plan.
Objectives and Policies

**Land Use Objective:** To provide a general framework in which the Redevelopment Area will evolve into a more dynamic office, service, medical, retail, financial, cultural, and governmental center with increased residential development, but which shall not be so specific as to constrain or inhibit the initiation of private development in terms of the most effective operation of the marketplace.

**Policies:**
1. Encourage a land use mix which supports a diversified economic base.
2. Maintain the growth of the commercial sectors in the downtown.
3. Provide for utilizing the waterfront to its best advantage by coordinating with the Waterfront Property Owners Association and encouraging implementation of the regulations for the Waterfront District as adopted by the City Council.
4. Encourage the preservation and protection of the Depot which is listed on the National Register of Historic Places.
5. Plan adequate public infrastructure towards meeting the needs for private development.
6. Increase the visibility, identity and unity of the downtown through physical design, promotion, and improved signage.
7. Develop zoning codes that add greater flexibility in the reuse of existing buildings and sites.
8. Develop building and fire codes that address the special problems associated with the redevelopment of older structures.
9. Streamline the development review and approval process to expedite the implementation of projects within the Redevelopment Area.
10. Encourage property owner and/or merchant associations to develop plans for specific areas and assist in the implementation of those plans.
11. Encourage developers of major office complexes and commercial centers to include open spaces in the form of plaza areas, mini parks or other landscaped open space areas, within their developments.

**Housing Objective:** To protect and preserve the stable residential areas within and adjacent to
the Redevelopment Area and expand the residential sector of the downtown by facilitating mixed uses in new construction and the rehabilitation of existing structures.

**Policies:**
1. Encourage projects which combine residential with commercial and/or office use.
2. Encourage a variety of housing types and prices within the downtown.
3. Establish specific access management standards and buffering requirements to help ensure that commercial traffic does not encroach into stable residential neighborhoods.
4. Provide a Residential Use Element that satisfies the needs and requirements for housing consistent with Chapter 163.362, Florida Statutes.
5. Monitor and promote the development of the affordable housing units throughout the Redevelopment Area.
6. Monitor and document the success of housing units developed as part of mixed use projects within the Redevelopment Area.
7. Continue to enforce the Minimum Housing Code standards within this Area.
8. Encourage the creation of innovative strategies and funding mechanisms to develop workforce and affordable housing units within the Redevelopment Area.

**Parks and Open Space Objective:** To improve the park and open space areas and integrate them into the urban design of the Redevelopment Area.

**Policies:**
1. Include both public and private open space within the downtown.
2. Improve the existing facilities and expand the programs offered in the various parks within the Redevelopment Area.
3. Support the creation of public spaces that attract users to the Redevelopment Area that will subsequently support businesses and other uses within the Redevelopment Area.
4. Encourage and support the planning and implementation of connections between open spaces and parks within the Redevelopment Area through the use of signage programs and identified pathways for bicycles, pedestrians and other modes of transportation.
**Environmental Objective:** To create an attractive, safe and comfortable environment that is conducive to activities during the day and at night.

**Policies:**
1. Enhance the visual attractiveness of the Redevelopment Area through landscape features, pedestrian-scale lighting and street furnishings.
2. Emphasize the pedestrian orientation and scale of the Redevelopment Area.
3. Develop landscaped entrances or intersections within the Redevelopment Area to provide designed "signature" focal points.
4. Eliminate blighted and dilapidated structures and improve the appearance of vacant lots.
5. Improve street and sidewalk maintenance and encourage building improvements by property owners.
6. Provide shade trees and other canopy features in pedestrian areas of the Redevelopment Area.
7. Provide for enforcement of zoning codes and regular inspection relative to aesthetic matters to improve the attractiveness of the Redevelopment Area.
8. Require replacement of trees removed or eliminated from rights of way by development or redevelopment.
9. Work with utility providers and private and public property owners to underground overhead utilities to provide for enhanced aesthetics and lessen the potential for utility disruption.
10. Encourage the use of crime prevention through environmental design (CPTED) guidelines in all new construction and renovation.
11. *Promote a physical and social environment that enhances health and longevity.*
12. *Utilize the Gordon River and natural and complementary commercial assets for ecotourism and water-related activities.*

**Transportation Objective:** To provide an integrated transportation system within and to the downtown.

**Policies:**
1. Provide appropriate traffic control devices which are integrated with the design of the
downtown and which will improve traffic accessibility and internal circulation.

2. Provide for a more integrated system of conveniently located, visible and readily accessible parking.

3. Establish a safe, comfortable and inviting pedestrian and bicycle circulation system within the downtown.

4. Provide for handicapped individuals in the design of all circulation system elements.

5. Improve accessibility and parking facilities for bicyclists.

6. Continue discussions with DOT regarding US 41 issues.

7. Establish appropriate truck routes through the downtown area.

8. Provide for traffic calming techniques and devices.

9. Provide for greater flexibility in parking codes.

10. **Encourage the development of Complete Streets throughout the Redevelopment Area to promote the use of streets by all appropriate methods of transportation.**

11. **Provide for a wayfinding system throughout the Redevelopment Area to provide identification of key destinations or sites.**

**Economic Development Objective:** To diversify the economic base of the Redevelopment Area, encourage new business development and the retention of existing businesses.

**Policies:**

1. **Encourage the diversification of the economy within the Redevelopment Area.**

2. **Work with the City and other governmental agencies to streamline the development and business licensing processes.**

3. **Facilitate a diversified economy that promotes job creation.**

4. **Assist in marketing the Redevelopment Area as a destination for entertainment, retail and professional services to both potential customers and businesses that may locate in the area.**
**Cultural Objective:** Develop a cultural action plan which is based on a comprehensive needs assessment process. The plan will be used as an agenda for integrating the arts, humanities and cultural amenities of the community.

**Policies:**

1. Encourage greater cultural involvement in the downtown.
2. Support a cultural needs assessment team to conduct the survey and assessment work to carry out the development of an action plan.
3. Stimulate greater governmental and public awareness and appreciation of the importance of cultural opportunities in the downtown to the people of the City of Naples.
4. Promote the development of local artists, cultural institutions and community organizations sponsoring cultural activities, and their audiences.
5. Encourage greater and more efficient use of governmental and private resources for the development and support of cultural activities and facilities.
B. Redevelopment Programs by Area

B1. Midtown Transitional Area

The Midtown Transitional Area is the area bordered by US 41/9th Street South to the east, 6th Street South to the west, Central Avenue to the north and 4th Avenue South to the south, except south to 5th Avenue South along the US 41/Tamiami frontage. The US 41/Tamiami frontage and the properties that extend back to 8th Street South are of the greatest concern since portion transitions to other areas, such as 5th Avenue South, the Medical District, and the Design District into one another.

The Midtown Transitional Area does not necessarily contain any of the major characteristics of the other districts. It does not have any particular theme; it has a mix of building styles, designs and placement on each site. This area does not experience the pedestrian traffic that can be found in the 5th Avenue South or the Design District since there is no compelling reason to walk the area as the location is filled with businesses that are destination uses. Destination uses are defined as those businesses where the customer travels to the area to go to one specific destination use as opposed to going to an area such as 5th Avenue South where the customer travels to the area, parks their car, and then stroll the Avenue looking for a place to eat or to visit any business that interests them.

The area as a whole contains a number of different uses. The portion between the US 41/Tamiami Trail frontage and 8th Street South contains a number of small retailers, personal services, office buildings and older hotels. The area west of 8th Street contains a number of public uses including a large building taking up an entire block which houses a branch of the Collier County Library, and a four block area that contains Gulfview Middle School. The remainder of the area is a mix of a few single family homes and a number of multi-family residential projects.

The best strategy is to strengthen the existing uses and promote it as a district for neighborhood services commercial uses including personal grooming, dry cleaners, tailors, shoe repair, mobile
phone shops, electronics repair and service, travel agencies, pack and ship stores, printers, and other unique personal services shops. It can act as the hub of all of the CRA/City for these types of uses. Being in the center of the CRA, there is the opportunity for employees of businesses in the other districts and the visitors to patronize these businesses located in the center of all of the activity.

The buildings in this area currently are a mix of styles and designs. The majority of retail buildings are single story. Moving into the future, the CRA should focus on the placement of buildings on lots rather than building styles. This sub-area does not have a consistent frontage line since buildings front on the sidewalk, some have landscaping and others contain parking in front of the building. Buildings on US 41/Tamiami Trail should be placed close to the right-of-way though consideration should be given to insuring there is an appropriate amount of sidewalk and landscaping. The landscaping in this area would add green space to soften the view of the building and reduce the starkness of the asphalt and concrete that surround the buildings but not be an obstacle to pedestrians or to limit views. The proper placement of landscaping on private property should be included in design guidelines or regulations.

For properties along US 41/9th Street, the Downtown zoning district requires eight (8) foot sidewalks, ten (10) foot landscaped zones with a minimum twenty foot setback. The properties along US 41/9th Street are shallow (approximately 90 feet) and the current setback requirements may not encourage redevelopment.

The CRA could also review the potential to include a streetscape scheme along 8th Street South similar to that which can be found on 10th Street South through the Design District. The inclusion of more landscaping, decorative brick pavers and on-street parking spaces that are separated from the roadway by bump-outs with landscaping would be a great benefit to the area. The roadway appearance would be softened and landscaping would make the area more inviting and certainly reduce ground-level temperatures. The area would not need to be enhanced to the level of 10th Street South, but similar improvements can be made.

Specific recommendations for the Midtown Transitional include:

- Zoning Code Amendments. Consider amending the zoning code with reduced front setback requirements.
• 8th Street Streetscaping. Introduce streetscaping similar to 10th Street on this roadway.
B2. US 41/9th Street South in the Midtown Transitional, Medical District and Design District Area

Redevelopment and improvement of aesthetics along US 41/9th Street South would be greatly enhanced by improvements to the right-of-way and streetscaping. US 41/9th Street currently also lacks adequate pedestrian and biking facilities. The CRA should investigate designs that might add shade to make any right-of-way in the area more inviting to both passers-by and to pedestrians with additional trees, shade and greater mobility through the area. This might include a landscape palette of similar and/or compatible trees, shrubbery and grass species, similar curb type, and the incorporation of appropriate streetlights and banner poles.

Sidewalks along the US 41/Tamiami Trail also require some attention. Through the relatively short stretch in this area, the pedestrian area (from the inside edge of the sidewalk to the curb edge of the street), varies significantly. Just north of 5th Avenue South, the sidewalks are 6 feet in width, however as one travels northward, the sidewalks vary between 4 and 6 feet wide. In some locations there is a small strip of grass between the sidewalk and the edge of curb and in other locations, this area has been cemented over. In areas where decorative street lighting has been placed along the sidewalk, a patch of brick pavers extends in a strip about two feet in width from the light pole. All of these conditions have led to a situation where the sidewalks are not consistent in width or appearance. The CRA should work to remedy this condition by supporting installation of uniform sidewalks.

All of the side streets intersecting with US 41/Tamiami Trail have different parking profiles. 1st Avenue South includes two locations where there is parking in the right-of-way but these parking areas operate as if they are parking lots for the adjacent users with cars parking perpendicular to the roadway. Additionally, there is no curbing along this section of the street but valley gutters are included to facilitate drainage. 3rd Avenue South contains no on-street parking and has curbing along the entire one block stretch from US 41/Tamiami Trail to 8th Street South. The right-of-way on 3rd Avenue South has sufficient width and the potential to construct landscaped medians in the roadway. The CRA may want to create a typical street section for these side streets.

Finally, 4th Avenue South has limited on-street parking, full curbs, and a ten foot landscaped, greenspace on both sides of the road between the curb and sidewalk. The CRA should also
seek to add a clearly identifiable sidewalk extension (with road edge curbing) and landscaping along the frontage of the 5th Avenue Parkway parking area.

Specific recommendations for the US 41/9th Street South might include:

- **US 41/9th Streetscape improvements including the following interim improvements:**
  - Banner poles and streetlights
  - Right-of-way landscaping that highlights the area, provides shade, and where possible, provide landscaped medians.

- **Consideration of streetscape plans with on-street parking and sidewalks as part of the public right-of-way for 1st Avenue South, 3rd Avenue South, 4th Avenue South, and 4th Avenue North.**

- **Adding clearly defined sidewalk extension on 5th Avenue Parkway.**

- **A gateway feature in the vicinity of the intersection of US 41/9th Street and 4th Avenue North or Central Avenue.**
B3. Medical District
The Naples Community Hospital provides the perfect base for the development of a medical district. The current facility is located on the west side of US 41 between 2nd Avenue North and 4th Avenue North and has a campus-like setting. The hospital has its own pedestrian bridge crossing 8th Street North. However, the immediate surrounding area is lacking tree canopy, safe pedestrian facilities, connection to retail along US 41 and identity.

The intent of the Medical District is to increase medical business opportunities while also catering to hospital staff and visitors. Attracting and partnering with biotechnology institutions into the Medical District would bring a new level of sophistication. Creating new jobs for Naples residents is also a key objective. The Naples Medical District should be a collaborative environment that enhances the experience of employee and visitors.

The 1994 CRA Plan called for a Medical Commercial “primary land use” area. The Plan proposed incentives for medical uses such as parking incentives. It was envisioned that mixed use projects would develop in this area with residential units targeted to medical employees. A more holistic, multifaceted approach using a variety of redevelopment strategies may result in a clearly defined and growing Medical District.

Marketing the Medical District is key to attracting new patients, doctors and medical facilities. Identifying the area using banners and appropriate signage helps create the sense of a district and concentration of medical uses. Blue Zone Project healthy community designation of the CRA and City done in partnership with the Naples Community Hospital will also promote the area.

Specific recommendations for development the Naples Medical District include:

- Marketing. Efforts to attract new doctors to the area and give new emphasis on the hospital and to other facilities within the immediate area. The CRA should work closely with the hospital and other health-care providers to identify current trends and specialty areas. The CRA could then prepare a detailed marketing strategy to attract new
providers that can fill current and future demand for services.

- **Identification.** The Medical District should be clearly identified through wayfinding and signage. Banners utilizing medical themes can also mark the area. Facilitating safe and easy travel around the district is important for visitors. Orientation kiosks can also be placed at street level by sidewalks to allow pedestrians to find their way.

- **Inducements.** Medical office space can be expensive when electric services such as data wiring, water, and sewer services are needed. The CRA could create programs to waive permit fees and water/sewer impact fees for new or upgraded facilities.

- **Attract a high profile biotechnology institution, destination specialty medical center and/or medical college.** The CRA may act as a liaison to attract a biotechnology institution, specialty center such as an Alzheimer’s Center, or medical college. The CRA can guide the new center through the development review process. Partnerships with colleges such as the Florida Gulf Coast University should be considered.

- **Streetscaping.** Attractive landscaping, street furniture, and lighting that highlight and define the Naples Medical District is also important.

- **Pedestrian facilities.** The ability to safely walk amongst the Naples Community Hospital, nearby medical buildings, and cross US 41 to complementary services such as restaurants is important to the creation of this district.

- **Transit.** The CRA can advocate for increased transit opportunities to the Naples Medical District to ensure equal access to the area by patients and employees.

- **Creation of Blue Zone projects.** Attaining a Blue Zone designation through a partnership between the Naples Community Hospital, medical facilities, the CRA, and the City to create programs that promote wellness and longevity will support the marketing of the Naples Medical District.

- **Fiber Network.** The CRA may participate in the installation of broadband infrastructure (fiber network). Fiber-optic communications use optical fibers which permit transmission over longer distances and at higher bandwidths (data rates) than other forms of communication. A fiber network can accommodate the need for greater speeds to send and receive large amounts of data.
B4. 5th Avenue Overlay

Fifth Avenue South benefitted from the Fifth Avenue Master Plan by requiring redevelopment to move closer to the wide pedestrian area, ample landscaping, nearby visual and performing art opportunities and festivals leading to a successful business, shopping, and entertainment area. The Fifth Avenue Master Plan continues to be part of the adopted Community Redevelopment Plan. The area could be further improved with new entryway signs at the corners of US 41 (9th Street) and 3rd Street. The addition of public art to the area with coordinated landscaping on 5th Avenue South would also continue to enhance the area’s success. Using the same lighting design throughout the overlay will also distinguish the overlay district from other Downtown Naples Districts.

Specific strategies for the Fifth Avenue Overlay area include the following:

- Streetscaping. Prepare plan for updating existing plantings, and add public art, and wayfinding. Connections and wayfinding that show a connection of the Fifth Avenue Overlay with the overlapping Arts and Civic District could be considered.
- Entryway Signs. The entranceways to the Fifth Avenue Overlay should be marked with entryway signs so visitors can be sure that they have arrived in the Fifth Avenue Overlay area.
- Lighting. Install lighting with a consistent design throughout the overlay district for safety and identification of the district.
B5. Arts and Civic District

Cambier Park is already the center for a number of successful arts and musical festivals. Stakeholder and public workshop participants indicated a need for an Arts Park or Arts District capitalizing on the von Liebig Center and the Gulfshore Playhouse housed in the Norris Center in the south end of Cambier Park. To the east is Naples City Hall, center for municipal government and to the west is the Naples Woman’s Club, the building for the active and successful civic association. The City of Naples City Hall is on 8th Street South. While not in the Redevelopment Area, it provides a center for civic activities on the east side of this district. On the west side of this area, is the Naples Woman’s Club which supports the potential for civic activities within the district.

Performing, visual and literary arts including classroom and workshop space, exhibit and performance space and cultural programming should be expanded. Opportunities for student learning through the arts by providing education, entertainment and excitement through the experience of art, cultural, and other civic events could be centered here. Programming could combine the resources of the area schools, local artists, arts and Naples civic organizations.

Ultimately, the Arts and Civic District can be the center for cultural tourism and civic activities in Naples. Recommendations for creating an Arts and Civic Park or Arts District include the following:

- Prepare Arts and Civic District Master Plan. Contents of the master plan might include the following:
  - Evaluation of art resource needs
  - Recommendations to provide the appropriate space for arts, culture and civic activities
  - Permanent public art exhibits
  - Space for temporary public art spaces
  - Arts and cultural event programming
- Arts and cultural educational programs
- Unified wayfinding and signage for the district
- Funding sources and implementation plan

- Arts and Civic District Master Plan Implementation. The CRA may contribute to art, cultural, and programming plus infrastructure and building space to support the Arts and Civic District.

- Coordination with the City. The CRA should coordinate with the City on integration of City Hall into the Arts and Civic District. Because City Hall is not directly in the CRA, CRA funds cannot be invested in City Hall facilities or other physical enhancements of the property.

- Marketing. The Arts and Civic District can be marketed as the center of the arts, culture, and government facilities within the City of Naples to both residents and visitors through social media, a website for the district, and resources for visitors such as Visitflorida.com.
B6. 5th Avenue Extension

This district is key to the future expansion of activity along 5th Avenue South. Currently, the activity on 5th Avenue South begins at the Four Corners location where US 41/Tamiami Trail turns from westward along 5th Avenue South to northward along 9th Street South. Eastward of Four Corners, pedestrian mobility is disrupted due to the significant change in traffic patterns in this area. The more heavily trafficked portion of 5th Avenue South is quite dangerous to cross on foot and the volume of traffic prevents on-street parking and a more pedestrian scale environment. As a result, the area does not experience the customer base as does that area one block to the west of the intersection. Currently the south side of the roadway in this area contains mostly office uses and a vacant restaurant site (formerly St. George and the Dragon). In most of the area between 5th Avenue South and 6th Avenue South, buildings cover approximately 50% of the land area, with the remainder comprised of minimal landscaping and extensive surface parking areas. These parking areas are at the rear and along the side of the buildings. Nearly half of the frontage on the roadway is open parking lots. This contrasts with the stretch of 5th Avenue South to the west of this area where building coverage is approximately 75% and all of the surface parking is to the rear of the buildings.

Infill buildings could be placed along the edge of the right-of-way to provide a more continuous pedestrian experience. This situation may be remedied so the buildings more closely resemble those along 5th Avenue South to the west of this area. These structures could be multistory to match the existing office buildings and should encourage uses similar to those that exist nearby on 5th Avenue South (retail, restaurants, etc.).

The potential for a parking deck with first floor liner, retail space that fronts on 6th Avenue South,
may make up for lost surface parking and could provide the activation necessary. Areas at the
northeast intersection of 6th Avenue South with both 9th and 10th Streets South may be ideal
locations for this parking. The inclusion of a limited-sized parking deck or garage along 6th
Avenue South, east of 9th Street South (even though there is an existing garage in this area
already) would allow the properties on either side of 6th Avenue South, particularly those that
front on 5th Avenue South, to redevelop with additional building space.

In addition, an effort should be made to better activate the properties that front on both sides of
6th Avenue South. This street could make an excellent alternative pedestrian alternative to
walking on 5th Avenue South where it is part of the US 41/Tamiami Trail system. The right-of-
way along 6th Avenue South should be redesigned and beautified to encourage pedestrian
traffic with on-street parking with bump-outs, pedestrian-scale street lighting, brick paver
highlights in the area, and appropriate street trees and landscaping. Directional signage to
destinations on the eastern edge of this section such as Tin City and future key infill projects will
attract pedestrian attention to this area.

The area on the north side of 5th Avenue South/US 41/Tamiami Trail currently contains vacant
land, several small retail spaces, and the Naples Depot Museum. This side of the roadway
currently has minimal foot traffic due to the traffic along the roadway and difficulty in crossing
US 41/Tamiami Trail. A more pedestrian-friendly Four Corners intersection will encourage
pedestrian traffic eastward along 5th Avenue. Once the vacant land is developed along 5th
Avenue and the large, mixed use project anticipated for the Grand Central Station site to the
immediate north is built, pedestrian traffic will be greatly enhanced. Florida Gulf Coast
University controls some of the vacant land in this area and has expressed interest in creating a
satellite building for the University which could further activate the area with additional students
and staff. The CRA should assist in developing connections and wayfinding between these
projects and 5th Avenue.

The CRA should encourage additional development on the vacant parcels to be compatible with
those that exist on 5th Avenue South to the west of this area through inducements or appropriate
regulatory changes. The zoning along US 41/5th Avenue South includes C1-A Commercial
Core, C2 Commercial General, C2-A Waterfront Commercial on the south side with some D
Downtown parcels on the north side. The following table compares the various zoning districts
along the 5th Avenue Extension area. The front yard setbacks vary from no setback on the 5th Avenue Overlay to a 20 foot front yard setback in the C2-A Waterfront Commercial Area.

Table 3-1
Required Front Yard Setbacks
5th Avenue South Extension

<table>
<thead>
<tr>
<th>Zoning District</th>
<th>5th Avenue South Special Overlay</th>
<th>C1-A, Commercial Core</th>
<th>C2, Commercial</th>
<th>C2-A, Waterfront Commercial</th>
<th>D, Downtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front Yard Setback</td>
<td>No setback for first story</td>
<td>10 foot front yard</td>
<td>10 feet, 6 feet of which must be landscaped</td>
<td>20 feet, 6 feet of which must be landscaped</td>
<td>Setback Zone A: 20 feet minimum, 30 feet maximum, first 10 feet shall be landscaping only</td>
</tr>
</tbody>
</table>

The CRA may want to initiate the creation of a new zoning designation or overlay zoning for the 5th Avenue extension to create consistency in the frontages along this area. Like the 5th Avenue South Special Overlay and D Downtown, the zoning could be amended based upon a master plan for the area which addresses building placement, building use, and architectural standards.

In all portions of this sub-area, the CRA should make efforts to underground utility lines, standardize street furniture and other streetscape elements (including pedestrian-scale lighting), and to insure that a wayfinding signage system is in place to guide visitors to their desired location or to indicate additional locations they may wish to visit.

Specific recommendations for the 5th Avenue Extension Area might include:

- Zoning Code Amendments. Review zoning requirements and consider development of a regulating plan for the 5th Avenue Extension to be incorporated into the zoning code. Encourage redevelopment of multi-story buildings to have consistent setback requirements to provide more continuous pedestrian experience.
- Create 6th Avenue Secondary Pedestrian Way. Utilize lighting, brick pavers, street trees, wayfinding to create an attractive route for walkers.
- Connectivity. Ensure there is connectivity to the Grand Central Station site.
- US 41/5th Avenue South Streetscape improvements similar to US 41/9th Avenue
including the following interim improvements:
  - Banner poles and streetlights.
  - Right-of-way landscaping that highlights the area, provides shade, and where possible, provide landscaped medians.
- Gateway. A gateway feature in the vicinity of the intersection of US 41/5th Avenue South and Goodlette-Frank Road would announce the entry into Downtown Naples.
B7. US 41 Gateway Area
This area includes four parcels of which two are currently developed, one is partially developed with a marina, and one is completely vacant. Of greatest importance to the CRA however, is the potential for gateway elements to be placed along this stretch of US 41/Tamiami Trail. The island is the entryway to downtown and the CRA should put interesting, eye catching gateway features at locations in this area. Entrance signage, sculpture(s), towers, or other such elements would begin announcing the arrival into Downtown Naples. With the vacant land on the island, it may be possible for the CRA to obtain property or easements on these sites to construct such facilities.

In order to facilitate visibility of development, as well as any gateway features in this area, this is another location in which the CRA should investigate and consider the undergrounding of utilities. Overhead lines in this area are low and would interfere with the appearance of buildings and some of the lines cross the roadway interfering with the view of the upcoming downtown.

Specific recommendations for the US 41 Gateway area may include:
- Create destination use such as a restaurant to support water-related uses and blueway.
- Install gateway features to begin entry into Downtown Naples.
- Underground utilities to avoid interference with entryway into Downtown.
C. District wide Strategies

C1. Natural Naples: Eco-tourism
A highlight of the Naples Redevelopment Area is the Gordon River and the ample natural assets directly adjacent to the river. It is an ideal location for creation of a blueway, additional green space and supporting eco-tourism. The river flows along a habitat of pine flatwoods, scrub and mangrove fringe. The river is a good area for bird watching and fishing. To the south of the CRA, the Gordon River has become the venue for popular community events, such as the annual Great Dock Canoe Race. The Gordon River to the north of US 41/Tamiami Trail within the CRA has the potential to provide opportunities to expand on these events. Assets include Anthony Park, the newly-acquired Gordon River Park, natural areas between the river and the airport, the Gordon River Greenway, Bayfront Plaza, plus properties on the north side of US 41/5th Avenue including Joe’s Crab Shack (outside the CRA) and the vacant parcel to the west.

A blueway or water trail is a water path or trail that is developed with launch points, and points of interest for canoeists, paddle boarders and kayakers. The Paradise Coast blueway already exists in Collier County extending from Goodland into the Ten Thousand Islands. Lee County also has its own blueway, the Great Calusa Blueway. Organized blueways provide marked trails and stop off points to enhance the experience.

The vacant parcel to the west of Joe’s Crab Shack has the potential for the starting point of a blueway along the river. This area could also provide bicycle rentals and a starting point to connect to the Gordon River Greenway. Small motor boat rentals could also be available to appeal to a wide variety of residents and visitors wishing to enjoy the Gordon River. The newly acquired Gordon River Park and Anthony Park are also prime spots for launches and rest areas along the blueway. Gordon River Park which is more than fifteen acres could be developed into a signature park through a master plan process. The city park will be joined to the greenway by a pedestrian bridge over the Gordon River near the Naples Airport. There may be a potential riverfront connection to Anthony Park also located on the Gordon River, north of the new park.

Recommendations for creating and enhancing eco-tourism and the blueway might include:
• Blueway Trail Creation
  o Canoe, kayak, paddle board, motor boat, and bicycle rental facilities along Gordon River
  o Investment in blueway trail marking and information kiosks
  o Trail maps and website development for the blueway

• Blueway and Eco-tourism Facilities
  o Creation of eco-tourism facility and blueway launch point at vacant parcel north of US 41/5th Avenue S and at Gordon River Park.
  o Launch facilities with automobile and bicycle parking facilities
  o Restroom and changing facilities
  o Coordinate with Gordon River Greenway to share facilities

• Signature Park
  o Create a signature park through a master plan process for Gordon River Park.
C2. Neighborhood Plans

There are three distinct residential neighborhoods within the CRA- Anthony Park, River Park and Lake Park. Lake Park is a larger area that extends outside the CRA, north of 7th Avenue North. Approximately twenty percent of this neighborhood lies in the CRA. The CRA has invested in these neighborhoods through expenditures in the River Park Community Center, lighting and stormwater improvements in Anthony Park, and projects are planned for Lake Manor Linear Park and lighting on 6th Avenue. Aging neighborhoods need investment to ensure they keep their value and ensure quality of life for the resident. These neighborhoods are also a source of workforce and affordable housing within a City that has a higher than average housing prices. While the overarching connectivity and redevelopment strategies are geared towards ensuring that these neighborhoods are both well-connected to the areas of new employment and services and benefactors of the overall improvement of the surrounding area, the CRA may develop specific neighborhood master plans to further continue the overall investment in these specific neighborhoods beyond infrastructure improvements by providing branding strategies that celebrates the uniqueness and history of the community and by employing strategies that increase the quality of life of its residents. Projects may include, but not limited to, improved infrastructure, lighting, signage and wayfinding, traffic calming, home improvement grants, landscape or park improvements.

Specific strategies for the Anthony Park, River Park, and Lake Park neighborhoods may include the following:

- **Neighborhood Plan Preparation**
  - The neighborhood plans may include public participation through meetings and charrettes with property owners, neighborhood associations, homeowners groups, and business groups as appropriate. Through a public process, the plan may include recommendations for neighborhood enhancements such as infrastructure projects, signage, lighting, home improvement grants, streetscaping, or park improvements. Projects that support sustainability such as home improvements that increase energy efficiency may also be considered.

- **Neighborhood Plan Implementation**
  - Funding and capital improvements should be planned to ensure the neighborhood plans are implemented for the benefit of the neighborhood and CRA.  

As the Lake Park Neighborhood is both inside and outside the redevelopment...
area, the CRA may consider cooperating with the City to fund and accomplish the Neighborhood Plan.
C3. Community Policing

The CRA also supports security for businesses, residents and visitors. To accomplish this, the CRA is authorized and may provide funding for community policing innovations. Community policing is designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in criminal activity. Strategies include creating a visible presence of police in the community, including community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, and intensified motorized patrol. The CRA may fund Community Police Officers who patrol on bicycles, on foot, as well as in patrol cars to enforce state laws, City ordinances, respond to calls for service and preventive patrols in the CRA District.
C4. Blue Zone Project

The CRA may consider facilitating and implementing programs and infrastructure improvements encouraging Blue Zone concepts and characteristics. The CRA shall reserve the ability through this plan to utilize increment revenue funds to assist in the undertaking of any beneficial project resulting from these efforts within the redevelopment area and not restricted to the Medical District or any particular district.

Per the Gallup Healthways, the Naples-Marco Island Metropolitan Statistical Area has the highest overall well-being index among eight measured metropolitan areas in Florida. Naples exhibits a number of characteristics similar to world renowned healthy communities, or “Blue Zones,” such as the Barbagia region of Sardinia, Okinawa, Japan, the Nicoya Peninsula in Costa Rica and Loma Linda, California. These “Blue Zones” are known for their lifestyles that lead to increased longevity and have a life expectancy of 10 to 12 years longer than the average American. A study of these healthy communities performed in conjunction with researchers from National Geographic found nine strategies that helped people live longer and with less chronic diseases.
Characteristics of Blue Zone community lifestyles:

1. **Move Naturally**  The world’s longest-lived people don’t pump iron, run marathons or join gyms. Instead, they live in environments that constantly nudge them into moving without thinking about it. They grow gardens and don’t have mechanical conveniences for house and yard work.

2. **Purpose.** The Okinawans call it “Ikigai” and the Nicoyans call it “plan de vida;” for both it translates to “why I wake up in the morning.” Knowing your sense of purpose is worth up to seven years of extra life expectancy.

3. **Down Shift**  Even people in the Blue Zones experience stress. Stress leads to chronic inflammation, associated with every major age-related disease. What the world’s longest-lived people have that we don’t are routines to shed that stress. Okinawans take a few moments each day to remember their ancestors, Adventists pray, Ikarians take a nap and Sardinians do happy hour.

4. **80% Rule**  “Hara hachi bu” – the Okinawan, 2500-year old Confucian mantra said before meals remind them to stop eating when their stomachs are 80 percent full. The 20% gap between not being hungry and feeling full could be the difference between losing weight or gaining it. People in the Blue Zones eat their smallest meal in the late afternoon or early evening and then they don’t eat any more the rest of the day.

5. **Plant Slant**  Beans, including fava, black, soy and lentils, are the cornerstone of most centenarian diets. Meat—mostly pork—is eaten on average only five times per month. Serving sizes are 3-4 oz., about the size of a deck or cards.

6. **Wine @ 5**  People in all Blue Zones (except Adventists) drink alcohol moderately and regularly. Moderate drinkers outlive non-drinkers. The trick is to drink 1-2 glasses per day (preferably Sardinian Cannonau wine), with friends and/or with food. And no, you can’t save up all weekend and have 14 drinks on Saturday.

7. **Belong**  All but five of the 263 centenarians we interviewed belonged to some faith-based community. Denomination doesn’t seem to matter. Research shows that attending faith-based services four times per month will add 4-14 years of life expectancy.

8. **Loved Ones First**  Successful centenarians in the Blue Zones put their families first. This means keeping aging parents and grandparents nearby or in the home (It lowers disease and mortality rates of children in the home too.). They commit to a life partner (which can add up to 3 years of life expectancy) and invest in their children with time and love (They’ll be more likely to care for you when the time comes).

9. **Right Tribe**  The world’s longest lived people chose—or were born into—social circles that supported healthy behaviors. Okinawans created “moais”—groups of five friends that committed to each other for life. Research shows that smoking, obesity, happiness, and even loneliness are contagious. So the social networks of long-lived people have favorably shaped their health behaviors.

Source: www.bluezones.com
**Built Environment**

The urban form can directly affect the health of a community. Many of these key aspects are addressed in the Naples Community Redevelopment Plan. The physical aspects that affect healthy communities the most are:

- Walkability
- Density and intensity
- Proximity of live/work opportunities
- Mix of uses
- Transit access and availability
- Roadway design and connectivity
- Urban form and character
- Bicycle and pedestrian environment
- Access to parks and open spaces
- Accommodation for food production
- Physical spaces that encourage interaction and community

**Walkable Communities**

Increasing walkability in the Naples CRA as desired by the community will contribute significantly to enhancing this healthy community. According to a study in the American Journal of the American Planning Association, a 5% increase in walkability is associated with:

- A 32% increase in minutes of walking and biking
- A ¼ point reduction in body mass index (BMI) (about one pound)
- A 6.5 % reduction in per capita vehicle kilometers traveled
- A 5.5 percent reduction in ozone precursors

Naples has the benefit of having the characteristics of a healthy community. Workshop and stakeholder interview participants indicated a desire for increased opportunities for walking and biking to enhance their existing routines.

Specific strategies toward creating a Blue Zone Community include the following:

- Partnership. Partnering with the City of Naples and a strategic partner such as the Naples Community Hospital to qualify as a Blue Zone Community.

- Mobility. Improving pedestrian and bicycle activity by enhancing walkways, bike lanes, and wayfinding within the Community Redevelopment Area can increase opportunities for physical exercise.
  - Introduction of complete streets concepts combining pedestrian, bicycle, and automobile facilities in new street construction or the reconfiguration of existing streets will enhance opportunities for physical exercise.
  - Improvements that enhance the safety of pedestrian and bicyclists also encourage walking and cycling. The CRA can offer specific opportunities within the Community Redevelopment Area that create walking groups including “walking school buses” where children are chaperoned by adults and walk as a group to school. These walking groups provide two purposes: activity and social interaction.

- Social interaction. Opportunities for social interaction can also be fostered through supporting the arts and creation of the Arts and Civic District. A central area for art, cultural and civic activities will create opportunities for social gathering and volunteer activities, components of a healthy lifestyle and longevity. These activities also encourage residents to find their sense of purpose, one of the nine characteristics of Blue Zone Communities.

- Diet. Healthy eating can be combined through community gardens where residents have opportunities to grow their own vegetables. Local food production promotes a higher intake of fresh fruits and vegetables. Likewise, coordinating with restaurants on healthy eating also contributes to the CRA’s overall health. Restaurants could be encouraged to also contribute to a healthy lifestyle by offering half-size entrée portions, salads as an alternative to French fries, and only offering bread baskets if requested by customers.

- Monitoring. The Naples CRA can track its success in the creation of a Blue Zone Community by utilizing the Gallup-Healthways Well-Being Index. Also the Center for Disease Control’s Healthy Communities Program provides funding and technical assistance to select communities, states, and national groups to help them prevent
chronic diseases at the local level.

C5. Sustainability

The City of Naples encourages green building techniques and has a Green Business Program where businesses receive guidance on ways to save on reducing waste, conserving water, and saving energy. Certified businesses receive plaques and stickers to display as well as on-going recognition and promotion.

Additional techniques to promote sustainability in the CRA may include encouraging the following:

- Reduced water use.
  - Encourage the use of xeriscape techniques and facilitate use of reclaimed water to reduce potable water usage.

- Green building program
  - The CRA may consider providing incentives for buildings that achieve state or nationally-recognized green building programs.

- Alternative energy
  - Encourage development of car charging stations or facilities for vehicles using alternative sources of energy. Use of solar panels where appropriate may also reduce energy usage.

The CRA may also employ mechanisms by which sustainable principles are fostered as a fundamental part of the branding of the Downtown Naples. This could include providing localized transportation trolleys that use alternative sources of energy, car charging stations, a shared bicycle program to foster non-vehicular, short-distance commuting within the area, and working with the City to provide connectivity from the Downtown to important regional assets, such as the beach.
C6. Wayfinding

The goal of a well-crafted wayfinding and signage program is to orient users and visitors to important landmark experiences, parking, business and recreational opportunities. It fosters a brand and thereby communicates a sense of being within a special area. Wayfinding signage systems should be made up of a series of standards, each addressing specific audiences: pedestrians, motorized visitors, and those passing-through. These systems should be designed in a manner where minor customization for localized branding appealing to the Redevelopment Area’s districts, such as the Medical District and the Design District, while still conforming to a consistent area-wide standard.

Presently, there is a variety of competing wayfinding and signage styles throughout the CRA. The variety of styles reduces the potential for a unified identity in the area. The overall visual quality of the district can be significantly improved by the adoption of a cohesive signage package. Having a well-planned graphic identity will contribute to creating a cohesive sense of place and improving the use of the various destinations and businesses within the area by both daily users and visitors.
The various sign-types are mostly standard roadway signs with few stylized pedestrian wayfinding signs. There is a 5th Avenue South entryway sign which identifies this district; however, there is no continuity to assist residents and visitors in identifying and navigating throughout the Downtown Naples area beyond the 5th Avenue South destination.

Through a comprehensive wayfinding program including entry features, streetscaping, and signage, the CRA can initiate a comprehensive strategy that will accentuate the aesthetic qualities of Downtown Naples to attract visitors, support business owners and develop a sense of community pride. A comprehensive wayfinding program has a unique economic impact by reinforcing a sense of prosperity, emphasizing the identity and accentuating the unique heritage and cultural values of a district. It can enhance accessibility to services whether on foot, by public transit, bicycle or automobile. Coordination with parking management programs can be incorporated as well.

Architectural and graphic influences based upon local architecture and natural features can enhance the program. A review of historic Naples features and natural assets can guide the ultimate design theme of the wayfinding program. The design theme and identification of mobility patterns and attractions will guide organization of pedestrians, bicyclists and automobiles through the local environment using maps, signs, landmarks, and icons.

Wayfinding to unique Naples’ assets outside the Redevelopment Area such as Tin City, Crayton Cove and the Third Avenue Historic District may also be considered for incorporation into the overall strategy with funding from non-CRA sources.
Development of a wayfinding program often involves creating a “family of signs,” which is a set of sample signs with a theme used as a guide for creating wayfinding signs throughout the area. Pedestrian, vehicle, and bicyclist circulation patterns and routes should be established for directing each mode of transportation. Key districts, points of interests, parks, and public facilities should also be identified. Once these key features are identified and mapped, wayfinding signs can be designated and installed. Maintenance, repair and replacement programs should be considered as well to ensure consistency over the long term. Consideration should be given to utilizing wayfinding designs and aesthetics in advertising and print materials for Downtown Naples and to enhance branding efforts.

Specific strategies for the CRA’s wayfinding program include:

- Development of design theme for wayfinding that may also be used with branding program.
- Coordinate wayfinding program that reviews traffic circulation and identifies key points of interest, districts, and attractions.
- Prepare maintenance, repair and replacement program to ensure consistency in the long term.
C7. Connectivity

Workshop and stakeholder interview participants expressed an interest in connectivity throughout the Redevelopment Area and connectivity from the Redevelopment Area to other areas of interest in the City of Naples. A connectivity plan can guide Downtown Naples toward the goal of providing access and circuitry for bicycles, and pedestrians, while preserving continual mobility for vehicles. Presently, the Redevelopment Area has an existing, well-connected street grid, beneficial for providing direct and alternate routes to various destinations and for allowing variations in the circuits and chosen routes of travel. This is a critical component in providing for a variety of users and directly impacts the walkability of the area. As such, the proposed connectivity plan seeks to take advantage of this connected grid to create primary and secondary circuits of pedestrian, bicycle, and vehicle routes as a strategy for engaging and connecting all corners of the CRA area and facilitating the connectivity of those assets beyond the CRA’s boundaries. Improvements to the grid to enhance traffic circulation and flow (for cars, bicycles, pedestrians and other alternative forms of transportation), including all east–west roadways (Avenues) and north–south roadways (Streets) may be considered. This includes all intersection improvements in the redevelopment area, across US 41 specifically. The CRA shall reserve the ability through this plan to utilize increment revenue funds to assist in the undertaking of any beneficial project resulting from these efforts. This will also include the ability of the CRA to fund, in whole or in part, any improvement related to these projects within the CRA.

Major vehicular connectors include Goodlette-Frank Road and US 41/Tamiami Trail. While the plan envisions that Goodlette-Frank Road will continue to serve as a major regional connecting arterial, the plan envisions that neighborhood services commercial destination drivers may utilize US 41/5th Avenue and US 41/9th Street as connectors to the existing commercial corridor along 5th Avenue South west of the Four Corners intersection and en-route as a regional connector north of the Four Corners intersection. Additionally, the plan places emphasis on enhancing the safety of pedestrians crossing both roadways by recommending crosswalk improvements, prolonged pedestrian crossing timing allowances and streetscape improvements geared towards providing some traffic calming and increasing the cognition of pedestrian use.

In order to enhance the local, neighborhood services businesses of the area, special emphasis is placed on promoting walkability and creating bicycle-friendly amenities along the US
41/Tamiami Trail. Bicycle connection improvements could be made with the use of shared bicycle lanes, also known as “Sharrows.” The Gordon River underpass could be improved to encourage the sense of safety pedestrians will require in order to make it a viable connective component as a safe alternate to pedestrian crossings across US 41/Tamiami Trail's intersection with Goodlette-Frank Road.

Because of the volume of traffic anticipated between the bridge and the Four Corners intersection, pedestrians and cyclists may be encouraged to utilize 6th Avenue South as an alternate connecting route to the Arts and Civic District and Tin City.

While the existing grid needs very little healing as much of it is well-connected, it is envisioned that Central Avenue will function as a primary east-west connector facilitating the two regionally-significant features of the area: the Gordon River Park on the eastern boundary of Downtown Naples and the beach west of the Downtown area. As such, the plan envisions that Central Avenue functions as an important connective spine. East/west connections and US 41 intersections throughout the CRA should be inviting for pedestrians to cross.

Secondary north/south connectors within the connectivity plan are 6th, 8th and 10th Streets using the availability of existing right-of-way and the unique upgraded character of these areas.

The following diagram shows the Connectivity Plan:
C8. Transportation Plan

US 41 Tamiami Trail and Goodlette-Frank Road Intersection

The intersection of US 41/Tamiami Trail and Goodlette-Frank Road is one of the key gateways into the Naples Redevelopment Area. The existing signage is not particularly tailored to guiding unfamiliar drivers into the Downtown area. One of the main issues is the lack of advance signage to help guide unfamiliar drivers to their ultimate destination. In addition, there are no visual prompts to clearly distinguish between the entry into the Downtown area and alternate routes that circumvent Downtown Naples. Gateway treatments and wayfinding improvements may be considered viable solutions to address these concerns.

From the intersection of US 41/Tamiami Trail and River Point Drive leading up to the intersection of US 41 and Goodlette-Frank Road, there are several opportunities to provide enhanced visual cues to guide drivers into the Downtown area, such as colored asphalt for the Downtown-bound lanes and landscape improvements to enhance the gateway features.

As part of these proposed improvements, the configuration of the intersection of Goodlette-Frank Road and US 41/Tamiami Trail would be revised to provide two (2) continuous right-turn lanes for westbound to northbound traffic. This improvement would encourage traffic with a destination other than Downtown Naples to use Goodlette-Frank Road as an alternate route. The crosswalk on the north leg of the intersection would need to be removed and the pedestrian underpass would be improved, providing a safer north/south connection for pedestrians. It should be noted that the existing crosswalk on the west leg of US 41 would remain in order to provide an alternate North-South connection for pedestrians on the west side of the intersection.

US 41/Tamiami Trail

Since the expansion of US 41/Tamiami Trail to a six-lane highway, the road has been the topic of much discussion and debate between the City of Naples and the FDOT. The City has even attempted to work with the FDOT to allow the City to maintain local control over the roadway in an attempt to improve connectivity and guide the land use potential along the 10th Street corridor.

Prior to the expansion of US 41/Tamiami Trail (from four lanes to six lanes) by the FDOT, the Naples City Council passed three separate resolutions in 1974, 1976 and 1977, opposing the...
expansion. In 2001, a motion was filed by the Heart of Naples Committee in favor of rerouting US 41/Tamiami Trail to Golden Gate Parkway through Airport Road or Goodlette-Frank Road which was passed unanimously by the City Council in the same year. Based on input received from residents, the City of Naples, FDOT and Collier County Staff, it appears that although the existing roadway cross section may be a good candidate for modifications (such as incorporation of Complete Streets strategies), significant study, analysis and most importantly, public input would be necessary before moving forward with any traffic modifications. Included in Appendix E are suggested strategies that may serve as a catalyst to a public discussion of the feasibility of converting US 41/Tamiami Trail from its existing six-lane configuration to a "main street" corridor encouraging multi-modal transportation. The CRA shall continue to work with the City, County and the Florida Department of Transportation (FDOT) to enhance traffic circulation and flow (for cars, bicycles, pedestrians and other alternative forms of transportation) within the U.S. 41 corridor and all roadways within the CRA District. In addition, the CRA shall reserve the ability through this plan to utilize increment revenue funds to assist in the undertaking of any beneficial project resulting from these efforts. This will also include the ability of the CRA to fund, in whole or in part, any beautification project related to these projects or of any public space within the CRA.

Other transportation related improvements are recommended below. Considering the potential impacts of transportation modifications, it is recommended that the proposed improvements be accomplished in two (2) phases:

**Interim Improvement Plan**

The Interim Phase of implementing transportation improvements would include an evaluation period in which temporary roadway modifications would be introduced and traffic operations would be monitored to weigh the feasibility of implementing more permanent improvements. These temporary roadway modifications include the following:

- Provide sharrow shared-use lane markings (in both directions) along Central Avenue between Goodlette-Frank Road and 6th Street North. These recommended bicycle accommodations will serve to provide connectivity between the western terminus of Central Avenue and the proposed Gordon River Greenway project.
• Provide sharrow shared-use lane markings (in both directions) along 8th Street between 8th Avenue South and 4th Avenue North.
• Provide sharrow shared-use lane markings (in both directions) along 10th Street between 7th Avenue South and 7th Avenue North.
• Evaluate the option of providing expanded shuttle service throughout the Redevelopment Area between the different traffic/pedestrian generators (existing and proposed) such as parking garages, the 5th Avenue South Overlay District, Arts and Civic District, Design District, and Medical District.

Ultimate Improvement Plan

• Consider providing dedicated bicycle lanes along Central Avenue, 8th Street and 10th Street within the limits of the Redevelopment Area. This would provide a north/south bike corridor on the east side of US 41 and on the west side of US 41, as well as east/west connectivity via Central Avenue.
• Consider revising the configuration of the intersection of Goodlette-Frank Road and 5th Avenue South to include the following:
  o Provide dual right-turn lanes from 5th Avenue South onto Goodlette-Frank Road. This right-turn movement would be permitted at all times (known as a “free right movement”)
  o Remove the pedestrian crosswalk on the north leg and revise the signage to encourage use of the nearby pedestrian underpass. Signage improvements to be included in the Wayfinding Project

It should be noted that the proposed configuration changes to roadways and intersections within the CRA district will require coordination with Collier County and FDOT staff.

Four Corners Intersection
The Four Corners intersection has been the subject of numerous transportation related studies. Recommended modifications have included infrastructure improvements, such as conversion of the intersection to a roundabout to alleviate traffic backups on US 41/5th Avenue South, as well as operational improvements such as signal timing modifications. The intersection was also the subject of a design contest in which the winning design included a pedestrian bridge and escalator over the intersection. The intersection continues to be a challenge for vehicles and
pedestrians.

As outlined in this CRA Plan Amendment, significant infrastructure and operational modifications have been proposed on both an interim and permanent basis. These modifications will very likely result in substantial changes to the traffic characteristics of the Four Corners intersection. These changes may include a reduction and/or redistribution of vehicular traffic, an increase in pedestrian traffic, and land use changes. For this reason, it is recommended that improvements to the Four Corners intersection be re-evaluated after the interim improvements to US 41 and Goodlette-Frank Road have been well established and assimilated. This will ensure that recommended improvements for the Four Corners intersection are efficient and address the appropriate traffic issues that may result from the transportation improvements.
C9. Redevelopment Inducements

The main objective of the Naples CRA is the elimination of blighting factors found prior to the CRA’s creation with a goal of increasing activity in the area, enhancing tourism, enhancing the quality of life for residents and increasing the tax base of the area to lessen the financial burden on those in the entire City. Additionally, the Community Redevelopment Act (Chapter 163 Part III, Florida Statutes) specifically indicates that it is the role of a CRA to undertake activities that promote private investment.

A. CRA Projects to Promote Redevelopment and Customer Attraction

There are projects the CRA can undertake that will promote the area and attraction of new building space and customers to the Redevelopment Area. Several of these project types will be described.

Parking Garages/Decks
The construction of public parking garages/decks in several locations of the Redevelopment Area will allow a greater portion of private land to be utilized for leasable building space and will enhance the ability of the public to find convenient parking in a minimal period of time.

There is an immediate need for such a facility in the western portion of 5th Avenue South. The City and CRA are currently investigating the purchase of a property for future construction of a parking garage. The inclusion of a limited-sized parking deck or garage along 6th Avenue South, east of 9th Street South (even though there is an existing garage in this area already) would allow the properties on either side of 6th Avenue South, particularly those that front on 5th Avenue South, to redevelop with additional building space. As mentioned elsewhere in this Plan, currently buildings in this area are about 50% of property coverage with the remaining area consisting primarily of surface parking lots.

Further, if the Design District begins to develop further and attracts additional customers, there may be a future need for a parking facility in this area as well. The CRA should keep watch of the area and determine what locations may be appropriate for such a facility. If property in these locations becomes available over time, the CRA should consider purchase of these
properties in anticipation of construction of a garage or deck.

**District Identification and Branding**

Clear identification and branding of thematic districts will increase awareness of the public as to the products or services that can be found in the district.

This identification and branding can take place through the use of streetscape elements that are similar to those throughout the City or Redevelopment Area, but which use some element that is unique to the district. Light pole banners, unique landscaping, or placement of landscaping are an excellent way to make this distinction. Advertisements and marketing (discussed later in this section) can also be pivotal in identification of specific district. These themed districts can also be clearly identified on any wayfinding signage placed throughout the Redevelopment Area.

**B. Financial Inducements**

There are several catalyst and/or key projects that, should they be undertaken, would promote and attract additional development and redevelopment projects. These projects would further the CRA’s goals of promoting tourism and activity in the CRA district as well as enhance taxable values in the district. This is particularly applicable to the 5th Avenue Extension area and to the Grand Central Station property. It might be appropriate for the CRA to encourage and promote the construction of these key projects with desired amenities for public use through financially prudent inducements. This is because the completion of these projects will increase the customer base for all businesses in the nearby areas generating additional revenue for not only the nearby property and business owners, but for the City and CRA as well in the form of business and property taxes.

It may be more difficult for these projects, as well as any new project or business to obtain financing for a number of different reasons. For example, at the time of the preparation of this plan, the private capital markets had taken a very conservative approach to lending. Many projects that would have had an easy time obtaining financing ten years ago, due to a slow economic recovery these projects now find difficulty in obtaining financing and/or lenders are requiring significant equity investment to reduce their own exposure. Various types of inducements can reduce the investors/lenders risk and/or reduce the project’s costs. This makes it more likely that private capital market will participate and it increases the chance that
the project will have a sufficient return on investment to justify its undertaking.

If inducements are considered for a project, the project should be reviewed by the CRA in terms of the value of the project to the area. This review should include all benefits such as increase in tax base, number of jobs created, levels of pay of jobs created, potential spin-off effects, development of affordable housing and other governmental revenues generated by the project. The review should also include the need to provide additional incentives beyond what may already be available and whether these incentives should be in a monetary form or some other form.

There are several means by which the Naples CRA can offer inducements to private projects to encourage the development of desired projects or location of desired businesses types to the CRA. All of these methods should be considered with various development projects presented to the CRA. These inducements may include (but not be limited to):

C. Development Inducements

Direct Cash
Through this method, the CRA would offer a direct monetary amount to the business or developer to be paid at one time or over time and not associated with any aspect of the construction or the business but is merely a payment for building or locating in the CRA. As risk levels are high for direct cash projects, this type of incentive should be undertaken with great caution after other types of inducement are considered for the project first. The CRA is not actually purchasing anything or taking ownership of anything through this type of incentive. A return might still happen with new construction due to the payment of property taxes, but there would be no return if granted to a business that does not ultimately open or stay open within the district. This type of inducement reduces the cost of a project for the developer or business thus making it more likely they will build and/or locate in the CRA.

Loan Guarantees
The CRA could guarantee a portion of loans or all of a portion of the interest on loans to developers or businesses from banking and other financial institutions. A guarantee by the CRA to pay a portion of a loan or its interest would reduce the risk to the lender and thus bring down
the interest rate or other fees/costs associated with the loan.

Loan guarantees could be used as an inducement to attract developers to desired projects or to assist desired business types to locate within the CRA.

Cost of Land Buy-Down
The CRA purchases land and either gives the land to a developer or writes-down the cost and sells the property at below-market rates. Another possibility in this category is for the CRA to retain ownership of the land and lease it to the developer at advantageous rates.

A donation of land or the below-market sale would directly reduce the overall cost to the developer. The CRA can put deed restrictions or other conditions upon the development in exchange for this donation (i.e. types of uses allowed, design or other amenities over and above those required by land development regulations).

If the land were leased, this could reduce the cost of the land over time and eliminate the need for any up-front payment thus freeing-up funding for other aspects of the project. Deed restrictions and conditions over and above those required by land development regulations can be implemented as in the donation of land and all costs associated with the land and its use can be passed along to the developers while the CRA continues to hold the asset in the long term.

Land Assembly
Similar to the buy-down of land, assistance can be provided with land assembly. There are projects that would not be viable without sufficient land. Often parcel assembly makes a desired project viable. If there are projects of this type that the CRA feels should be undertaken, it can begin to purchase land appropriate for the assembly with the intent of selling it to a developer at a later time. In some cases, the assembled land may have a lower market valuation than the sum of the purchasing of all of the individual parcels. This would require a write-down or donation of key pieces.

Land can also be assembled through a CRA negotiation of price and CRA obtained and transferrable options to purchase. An option to purchase is just that, an agreement that the CRA can purchase the property at a fixed amount at a later date. The transferrable nature of
these would be that the CRA could assign their option to another party at any time without jeopardizing the deal. This would allow the CRA to have the purchase committed at a set price, but not have to actually come up with the funds to purchase the property. The private party to which the options are transferred would be responsible for the actual purchase. This can be a risky method as payment is usually made to the property owner for the exclusive right to purchase the property and the options would expire. This is a good method when the CRA is soliciting a developer request for proposals (RFPs) as it shows the land is available for purchase and it establishes the cost of the land.

Developers could obtain appropriate, assembled land areas reducing their need to assemble properties. Assembly can be a time-consuming activity and the carrying costs of the land can be significant. CRA ownership would reduce this cost. This and potential write-down of the property reduce up-front costs for the developer.

The CRA could start assembly for the type of project(s) it desires thus insuring that they happen in a timelier manner. The CRA can put deed restrictions or other conditions upon the sale or leasing of any land added to an assembly by a private party or to the entire of several parcels assembled by the CRA itself.

Land Assembly Coordination (Self Assembly)
Another aspect of land assembly that the CRA can get involved with as a strategy is to coordinate the efforts of one or more land owners in assembling parcels or getting the parcels developed by a third party in a manner consistent with the Community Redevelopment Plan. This is done by getting one or more land owners to agree to a sales price or other terms and then the CRA releasing a Developer Request for Proposals (RFP). This RFP would seek developers that would be willing to develop a project as envisioned and would be willing to pay the agreed upon price for the land and other conditions (i.e., a restaurant owning the large parcel it occupies might put a price on the land and require that they have a fifty-year lease for 8,000 square foot of restaurant space in the new project). The CRA would take on the expense of the legal work necessary and the search for the developer and, if appropriate for the right user, write-down the cost of the land purchase.

This is a method by which business owners can sell their land but still remain on the property.
Additionally, they can downsize or upsize the space they currently have and put their own conditions on other uses. It also allows the potential for single-use properties to be rebuilt with multiple users that would attract more potential customers. The CRA only has costs associated with legal work, advertising and staff time. This process can be time consuming for CRA staff. The CRA could choose to add land buy-down or any other inducement into the deal, but it may not be necessary.

Funding/Undertaking of Roadway or Other Infrastructure Improvements

The CRA could undertake improvements to infrastructure such as roadways, water, sewer, or stormwater and work with the City to create a pool of credits based on value of the improvements or increased capacity to the infrastructure system. These credits could then be transferred at no or reduced cost to developers or businesses to offset impact fees or other requirements related to those infrastructure systems.

The granting of reduced-cost or no cost credits reduces up-front costs to the developer or business while insuring infrastructure maintains capacity to serve existing and new users.

The CRA could put restrictions or conditions upon projects or businesses that are offered credits through this program. The credits could be offered for specific types of development or specific types of users.

Payment of Impact, Permit, or Plan Review Fees

Payment of these types of fees is usually done by reimbursement of fees paid and is a method to measure a potential grant to write-down costs. The payment of impact or service fees can be advantageous when trying to attract certain users that have a high impact on infrastructure. This is particularly the case with medical and dental office and restaurants as they have high water-sewer impacts and connection charges and fees for these utilities can be a significant up-front cost for these users. The payment of these costs reduces up-front cost to the developer or business owners allowing for greater working capital when first occupying a new development or working capital for a business.

The CRA can induce specific users through this type of inducement potentially making them available to certain business types or for specific development programs. Conditions and
restrictions can be placed upon any development or business as a condition of any agreement to pay.

**Payment for Elements Allowing for Zoning Bonuses**

The inclusion of CRA-desired elements, such as public spaces, or certain design features, may qualify a property to have an increased density or intensity. The CRA could devise a program to reimburse developers/property owners for the construction of such desired elements. This would not only insure that these public elements are provided across the CRA but would allow for more efficient use of land and increased property values.

The developer has costs reduced while also allowing for additional use of the land which will increase future revenue. This is due to the CRA paying for desired elements and the developer reaping the benefit of additional units due to the inclusion of the desired elements. So for no cost to the developer, additional revenue is generated through the sale or lease of added units. Additionally, the desired elements should add additional lifestyle elements to the project that should have the effect of increasing the desirability of the project; thus, unit prices or rents for the project should be higher than without these elements.

Restrictions and conditions over and above what the zoning bonus program requires can be requested in funding agreements. This particular inducement can be very beneficial in the creation of workforce/affordable housing units. A zoning bonus can be introduced that can allow a greater number of units or smaller units, if these units are to be available at affordable prices or rents.

**D. Staff Development and Marketing Assistance**

**CRA Development Liaison**

One of the few inducement items to have the highest cost-benefit ratio for the CRA and still have significant benefit to business owners, property owners and developers in the district is the provision of a staff person from the CRA acting as the liaison or “point” person for projects. This individual, who should have knowledge of the development process, would be responsible for coordinating permit reviews and approvals from the local governments. The liaison would insure that such reviews or permits were moving as quickly as possible through the approval process.
and would communicate informational needs to the developer/business and their representatives. This process can save a company tens of thousands of dollars at very minimal expense to the CRA as development liaison services can have a greater effect on the bottom line than most any cash inducement.

Businesses, property owners and developers benefit by having a single point for questions and understanding of past interpretations of codes and other regulations. Projects move through the review process smoother and much quicker with this system. This can significantly reduce review times and save the petitioner tens of thousands of dollars in lost productivity and/or carrying costs.

The CRA sees projects happen quicker with decreased tension between project owner and government staff. This promotes the CRA as a location to get a project done quickly and with minimal unanticipated obstacles. This service is an excellent public relations tool when it works correctly and as anticipated.

**CRA Business Liaison**

Much like in the inducement for new development, this responsibility may be assigned to a CRA staff member or through a partnership with the City, Greater Naples Chamber of Commerce, Fifth Avenue South Business Improvement District or other organization the CRA could have an individual assigned to assist businesses in any issue related to governmental regulation, permitting, fees or the like.

**Marketing Assistance – New Development**

CRA staff can also be instrumental in assisting a property owner in signing tenants. This can be done through a united front with the property owner when pitching to a prospective tenant. If the CRA staff person can offer the Development Liaison services and be available for any questions the tenant might have, this can often be the difference for a tenant to locate in the CRA rather than outside the CRA. The important thing with this service is to insure the CRA can deliver what is promised; otherwise the CRA begins to get a poor reputation for service that will actually hinder the attraction of new tenants rather than assist with attraction of them.

**E. Inducements to Existing Property Owners**
Property Improvement Grants

Programs to assist existing businesses or property owners in upgrading their appearances are a staple program of CRA’s across the State. These types of programs are also one of the few available to existing businesses/property owners. In most instances, there are standards set for the level of improvements such as to meet updated or improved codes or to meet specific guidelines. This may include items such as increased landscaping, or adding awning or building embellishments that come as close as possible to current design standards. These programs are inducements to get other property owners to upgrade without public funds and thus it is usually the case that a higher level of investment is made in an individual property than will be returned by the property in increased increment revenue.

Property and business owners get enhanced appearances with their properties becoming more marketable due to cleaner more attractive appearances. CRA gets enhanced appearances and pressure on other property owners to upgrade. Values may increase slowly over time though it is difficult to measure the dollar impact of such programs. The CRA can also get existing properties to meet desired design standards they would not otherwise be required to meet.

Rental Assistance

Rental Assistance grants are being used more and more by CRA’s to insure that certain businesses survive the current recession or to help attract new users to specific properties. Through these grants, the CRA would cover a percentage of the tenants rent for a fixed period of time (usually about a year). This percentage can be fixed to the number of jobs created, the length of time the space has been vacant, the anticipated affect the tenant will have on other businesses, etc. The idea behind these grants is to give a new business a chance to establish themselves in the marketplace or in the case of an existing business, the chance to catch up on outstanding costs that are preventing them from financially moving ahead.

The CRA should use extreme caution when utilizing a rental assistance program as there is no viable measurement of whether the inducement will insure the future viability of the business. The CRA could provide 12 months of subsidy and at the end of those 12 months, the business closes.
Marketing Assistance – Business Community

The CRA can be instrumental in marketing efforts of the CRA and for a specific themed district of the CRA. For instance, the CRA could develop a marketing program to promote the Design District. This program could include the production of brochures, print or television advertisements which promote the types of businesses in the district or to highlight a “business of the month.” Any marketing could be prepared as blanket marketing to the general public or could be in the form of direct marketing to a group more likely to shop or utilizes the products or services available in the district. This would attract additional customers to the area and would take a portion of the marketing burden off of the owners in the area. A similar program could be run in any other district of the CRA with a theme.

Another opportunity would be for the CRA to assist local property/business owners in the creation of non-profit merchant association’s or to facilitate the creation (if desired by the local owners) of a business improvement district much like the one in operation for 5th Avenue South. The CRA could fund the legal needs to put the district creation to a vote and could subsidize any other cost associated with these efforts. This would be beneficial as it would create an additional funding mechanism for the promotion of the district and/or potentially for local property/business owner desired improvements.

F. Other Inducements

This section is not intended to be an exhaustive list of inducements that can be utilized. The purpose of these inducements is to lower the cost to the developer/business owner to make their project more financially feasible. The CRA should be creative and determine where it may be able to lower the costs in a desirable project to make sure the project can be built. Any cost to the developer that can be mitigated, delayed or covered by the CRA could be the difference between a project moving forward or the developer walking away. It is important to be responsible in the offering of CRA funds to private projects however. Care should be taken to offer the most cost-effective methods which serve as an investment with a clear return in activity and additional future revenue to the CRA.

Awarding Inducements
It is important that the CRA only (except in exceptionally unique and rare instances) provide incentives, other than staff time or improvements that are owned by the public, after the granting of a certificate of occupancy for a building. Further, inducement payments should only be paid after value is added to a property and increment is collected by the CRA. These provisions insure that the CRA will not pay for anything that does not add value to the community and that there is no additional cost, either direct (payment for improvements) or indirect (inability to undertake another project as funds were allocated to the incentive) prior to the revenue being collected by the CRA. There are few exceptions to this potential policy. Roadway enhancements and other publicly-owned projects are an exception, as value has been added that will presumably be utilized by the public even if a project is never completed or fails to attract users. Additionally the façade, landscaping or other small property improvement grants should be paid on a reimbursement basis, after the completion of the project and payment of all bills by the property owner as these projects are usually undertaken to enhance appearance of the community and encourage other property owners to do so without CRA funds.

If the CRA is to utilize inducement programs, it should create program guidelines with clear goals for the programs and clear requirements on eligibility. The best programs are clear in what is required of the applicant and what the CRA is willing to give. The dollar amount the CRA is willing to assist with should be defined whether it be on a scoring basis (like the zoning bonus program) where if the applicant provides X they are granted up to Y% of the increment created or a clear set of financial standards that must be met in order for the CRA to fund a “gap” in the project financing. Review standards should be defined and reviews completed by persons with full knowledge of the CRA programs and intent. The CRA should work to be flexible in the manner in which it provides inducements (whether they be in the form of impact fee payment, transfer of credits or property, etc.) but should have a standard as to the value of the inducements they are willing to provide (i.e. up to 50% of the anticipated increment generated each year for a set period of years).

Inducements are an important element of enticing private development in the CRA, but they should be designed to “get the ball rolling”. With this in mind the CRA should consider a higher level of incentive for the most desired uses as well as for the first few development projects. After the approval of these projects, the potential inducements should be reduced for the next few projects ultimately resulting in the withdrawal of inducement programs. For example, the
first hotel or inn requesting approval my get an award of 75% of the increment generated, the second such project might only be eligible for 50% and the third, no inducement at all (this example is designed to be illustrative and not a specific recommendation).

Any inducement offered should have an agreement for performance with any and all conditions for the reimbursement of funds or granting of credits clearly delineated with dates and/or timelines for performance that must be met. Penalties for non-compliance should be clearly stated and adhered to. All agreements should be written so that they can be filed as liens against projects to insure that they are constructed or operated in a manner outlined in the agreement. This protects the CRA from abuse of its inducements and insures proper use of public funds. All transfer of funds should be on a reimbursement basis, happening only upon the collection of increment by the CRA after the first year in which the improvements to property are on the tax rolls (except in the instance of property improvement grants which should be paid on a reimbursement basis after the presentation of fully paid bills for the work completed).

G. Inducement Program Conclusion

There are a number of different methods for the CRA to provide inducements to get the desired development and business users. These methods include land donations and write-downs, credits for infrastructure improvements made by the CRA, reimbursement for development fees, cost of public amenities on private property and assistance with the permitting and project review process. Most inducements should be granted on a reimbursement basis so no funds are expended by the CRA until they are collected in increment revenue first. No matter the form of the inducement, it is important for the CRA to have clear program guidelines to ensure public benefit as to what is expected in the projects and what the CRA is willing to expend for inducements. Any recipient of inducements should sign an agreement with the CRA that can be filed as a lien against the property to insure that all conditions are met or funds will not be granted.
D. Ten Year Capital Improvement and Implementation Plan

This amended CRA Plan describes a number of redevelopment programs, strategies and capital improvements. In order to implement the CRA Plan in a practical and functional manner the projects have been divided into a Ten Year Capital Improvement Plan and a longer term 11-30 Year Capital Improvement and Implementation Plan. The CRA will undertake a strategic planning process identifying specific regulatory changes, staff action, and projects desired by the community and approved for funding by the CRA and City Council in the annual budget and in a 5 to 10 year planning cycle. The CRA may determine through annual budgeting how projects are further prioritized.

The following shows projects and capital improvement suggested for the first ten year period after adoption of the CRA Plan Amendment:

<table>
<thead>
<tr>
<th>Ten Year Capital Improvement and Implementation Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Midtown Transitional</strong></td>
</tr>
<tr>
<td>5th Avenue Parkway Sidewalk Extension</td>
</tr>
<tr>
<td>8th Street South Streetscaping</td>
</tr>
<tr>
<td>Central Avenue Improvements</td>
</tr>
<tr>
<td><strong>Medical District</strong></td>
</tr>
<tr>
<td>Identification (Wayfinding and signage)</td>
</tr>
<tr>
<td>Permit Fee and Impact Fee Inducements</td>
</tr>
<tr>
<td>Pedestrian Facilities</td>
</tr>
<tr>
<td><strong>Blue Zone</strong></td>
</tr>
<tr>
<td>Health Community Programming</td>
</tr>
<tr>
<td><strong>Arts and Civic District</strong></td>
</tr>
<tr>
<td>Arts and Civic District Master Plan</td>
</tr>
<tr>
<td><strong>US 41 Gateway</strong></td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td>Gateway Feature Design and Construction- US 41/5th Avenue</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>5th Avenue Extension</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>US 41/5th Avenue Extension Streetscaping- Interim Improvements</td>
<td></td>
</tr>
<tr>
<td>Zoning Code Amendments</td>
<td></td>
</tr>
<tr>
<td>Third Avenue South Improvements</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Natural Naples</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gordon River Park</td>
<td></td>
</tr>
<tr>
<td>Blueway Launch Point Facilities and Trail Facilities</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Wayfinding</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wayfinding Design Theme and Plan</td>
<td></td>
</tr>
<tr>
<td>Wayfinding Maintenance Program</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Transportation Plan</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Four Corners Study</td>
<td></td>
</tr>
<tr>
<td>Bike Lane Improvements-Interim</td>
<td></td>
</tr>
<tr>
<td>Bicycle and Pedestrian Circulation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Parking</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5th Avenue South West End Parking Facility-Land Acquisition</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Neighborhoods</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lake Manor Linear Park</td>
<td></td>
</tr>
<tr>
<td>Sixth Avenue North Lighting</td>
<td></td>
</tr>
<tr>
<td>Lake Park Neighborhood Plan and Project Implementation</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>River Park Neighborhood Plan and Project Implementation</td>
<td></td>
</tr>
<tr>
<td>Anthony Park Neighborhood Plan and Project Implementation</td>
<td></td>
</tr>
<tr>
<td><strong>Marketing</strong></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Marketing</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Zoning Code Amendments</td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Drainage Improvements</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Potable Water Improvements</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Wastewater Improvements</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Transportation Enhancements</td>
<td></td>
</tr>
</tbody>
</table>
E. 11-30 Year Capital Improvement and Implementation Plan

The CRA Plan will sunset in 2043. Some of the projects in the Ten Year CIP are the interim projects for long term redevelopment strategies. The CRA will need to consider maintenance of improvements and implementation of plans development in the first ten years.

The following shows the capital improvements and redevelopment program in the 11-30 year period.

<table>
<thead>
<tr>
<th>11-30 Year Capital Improvement and Implementation Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Arts and Civic District</strong></td>
</tr>
<tr>
<td>Arts and Civic District Master Plan Implementation</td>
</tr>
<tr>
<td>Streetscape Improvements Cambier Park Art Walk</td>
</tr>
<tr>
<td><strong>5th Avenue Overlay</strong></td>
</tr>
<tr>
<td>Streetscape and Lighting Improvements</td>
</tr>
<tr>
<td><strong>5th Avenue Extension</strong></td>
</tr>
<tr>
<td>6th Avenue South Promenade</td>
</tr>
<tr>
<td>Special Features Gateways (US 41/5th Street)</td>
</tr>
<tr>
<td><strong>US 41 Gateway</strong></td>
</tr>
<tr>
<td>Gordon River Bridge and Roadway Treatment</td>
</tr>
<tr>
<td><strong>Gateway</strong></td>
</tr>
<tr>
<td>Gateway Feature Design and Construction-US 41/9th Street</td>
</tr>
<tr>
<td><strong>Transportation Plan</strong></td>
</tr>
<tr>
<td>Bike Lane Improvements-Ultimate</td>
</tr>
<tr>
<td><strong>Parking</strong></td>
</tr>
<tr>
<td>5th Avenue South West End Parking Facility-Construction</td>
</tr>
<tr>
<td>D-Downtown Parking-Land Only</td>
</tr>
<tr>
<td>5th Avenue Extension Parking Garage-Land Acquisition and Construction</td>
</tr>
<tr>
<td><strong>Neighborhoods</strong></td>
</tr>
<tr>
<td>Lake Park Improvements Implementation</td>
</tr>
<tr>
<td>Category</td>
</tr>
<tr>
<td>--------------------------------</td>
</tr>
<tr>
<td>River Park Improvements</td>
</tr>
<tr>
<td>Anthony Park Improvements</td>
</tr>
<tr>
<td><strong>Marketing</strong></td>
</tr>
<tr>
<td>Miscellaneous Marketing</td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
</tr>
<tr>
<td>Miscellaneous Drainage</td>
</tr>
<tr>
<td>Miscellaneous Potable Water</td>
</tr>
<tr>
<td>Miscellaneous Wastewater</td>
</tr>
<tr>
<td>Miscellaneous Transportation</td>
</tr>
</tbody>
</table>
F. Neighborhood Impact of Redevelopment Programs
Section 163.362 of the Florida Statutes requires that if the redevelopment area contains low or moderate income housing, the Community Redevelopment Plan must contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.

Relocation of Displaced Residents
Contemplated projects in this plan do not require the relocation of residents. In the event that existing or future CRA projects require relocation of residents or businesses, a relocation plan which includes a feasible method for the relocation of families who will be displaced from the community redevelopment area in decent, safe, and sanitary dwellings may be submitted for official action by the City Council.

Traffic Circulation
Proposed road and traffic improvements will be designed to enhance safety and increase convenience for the movement of pedestrians and vehicles to, within, and through the Redevelopment Area. This will include intersection improvements, and enhancements of bicycle and pedestrian facilities.

Environmental Quality
The CRA proposes to improve the environmental quality of the Redevelopment Area as redevelopment proceeds. The recommended improvements are primarily related to increased tree canopy and landscaping improvements that will reduce urban heat island effects.

Community Facilities
CRA activities are anticipated to have a positive impact on the existing community facilities in the Redevelopment Area. The Plan calls for additional art and civic facilities, park development, blueway and ecotourism facilities. The Plan also calls for a multitude of improvements to roads, streets, sidewalks, drainage, parks, and beatification of the right-of-way.
**Schools**

Schools within the Redevelopment Area include Gulfview Middle School. While specific residential development has not been proposed, new development and redevelopment may be attracted by investments made in the area. Residential development may occur on its own without intervention of the Community Redevelopment Agency.
G. Conformance with the City of Naples Comprehensive Plan

Florida Statutes require that the Community Redevelopment Plan conforms to the City of Naples Comprehensive Plan. This Community Redevelopment Plan conforms to the goals, objectives, and policies of the Comprehensive Plan as determined by the Planning Advisory Board of on December 11, 2013 in effect at the time. Any program recommended in this Community Redevelopment Plan that would require an amendment to the Comprehensive Plan, such as a land use amendment, shall not be effectuated unless such amendment to the Comprehensive Plan occurs.
Chapter 4 CRA Plan Operation

This section is provided as an illustrative example of potential financing and for the reader to better understand the current and long term financial potential of the Naples Community Redevelopment Agency. All financial projections are made with an assumption of a conservative scenario. It is believed by the authors that it is better for the CRA to plan for conservative situations and have more revenue collections than anticipated than to plan for brighter scenarios and find the CRA unable to fund planned and promised projects.

This section is designed to give an idea of the potential for the CRA to be able to fund and implement the projects and programs outlined in this modified Community Redevelopment Plan. This Financing Plan should be utilized to understand the limitations of the CRA and its potential revenue. Individual project funding decisions should be made by the CRA and the community based on more solid short-term financial projections and actual revenue receipts as the real estate market begins to stabilize and produce trends that are more reliable for projecting future revenues. The CRA will undertake a strategic planning process identifying specific regulatory changes, staff action, and projects desired by the community and approved for funding by the CRA and City Council in the annual budget and in a 5 to 10 year planning cycle.

This section is also designed to meet the requirements of Section 163, Part III, Florida Statutes. that this Plan show a workable program of redevelopment and to outline a time certain for and costs of all redevelopment contemplated by the Community Redevelopment Plan to be financed by increment revenues.
A. Illustrative Financing Plan
The amended Community Redevelopment Plan outlines a number of projects and programs that will assist in promoting the goals and objectives of the CRA. The following section presents an illustrative financing program for the projects and the implementation of the overall redevelopment program.

Assumptions

- Several assumptions must be made in order to make any meaningful increment revenue projections. The most important assumption is the growth (positive or negative) in taxable value. The real estate market of recent years has made predicting value growth (or loss) difficult. Unprecedented growth in values during the early to mid 2000’s have given way to historic drops in values the last few years. This is coupled with a high number of foreclosures, significant distress in the commercial market and continued concerns about the potential for continued foreclosures leading to a market that has lost significant value and in which many investors have lost confidence. While sales prices are beginning to level off, it is expected that it will be several years before real estate values stabilize to a level at which revenue projections can be done with a high level of confidence. The Naples market is particularly difficult to project due to the City’s nature as a tourist destination and a location for an above average number of second (non-homesteaded) luxury and super luxury homes.

- The escalation rates used in taxable value projections in this section assume that there will be continued recovery and thus increases in property values. As mentioned previously, the assumed increases in value presented are believed to be a conservative scenario. The rates of increase in taxable values used in the table are as follows:
  
  FY 2015  4.0 percent  
  FY 2016  3.0 percent  
  FY 2017-2043 2.5 percent

Due to legislation passed during the prosperous real estate markets, it is increasingly difficult to keep millage rates at current levels as taxable values increase. Adopted legislation now requires a two thirds majority vote of the City Council to levy a millage between 100% and 110% of the maximum previous year’s rollback rate plus increase for per capita income, and a
unanimous vote or a public referendum to increase more than 110% of the maximum rate. Allowances in these calculations are made for increment revenue contributions and for certain other nuances in the calculation of millage through the use of conservative property values changes. Since this legislation makes it difficult to ascertain future rollback rates, the millage rates are assumed to stay constant at 2013 levels of 1.1800 mills for the City of Naples and 3.5645 mills for Collier County.

NOTE: Financial assumptions in this Section were prepared with a conservative assumption scenario. These conservative assumptions attempt to insure that the CRA is not caught in a deficit scenario but is instead more likely to have more revenue than anticipated. This assumption results in a scenario that limits short-term revenues.
B. Increment Revenue Projections

The Naples Community Redevelopment Agency utilizes the taxable values from a base year of 1993. The objective of the CRA will be to promote a wide range of community improvements and redevelopment activities. The CRA provides a mechanism for capturing the tax increment generated by the increase in taxable value over the base year. Over the now 30 years remaining in the life of the CRA, this stream of funds is a substantial amount. Revenue projections for the Naples CRA are presented in Table 4-1A.

Table 4-1A has a number of different pieces of information and is more than just increment revenue projections. The rows along the table include items that make assumptions of not only taxable property values with anticipated percentage changes in these values, but it also includes anticipated values for two large developments that are moving through the approval process in the City at the time of the authoring of this plan amendment: 1) Naples Square, which includes 300 multi-family residential units (currently going through review) and an anticipated commercial component (not currently in any approval process), and 2) Mangrove Bay, a project consisting of 52 single-family, waterfront homes. The table continues to include anticipated recurring CRA expenses based on the FY 2014 CRA budget so as to make assumptions about the amount of funds that will be available for future capital projects, new programs, and new debt service.

It is anticipated this plan modification will be approved after the start of the FY 2014, therefore, the table shows values for a 30 year period ending in FY 2043 to reflect the additional 30 year extension based on this plan modification.

_Total Taxable Value_ indicates the total value subject to ad valorem taxation within the CRA boundary each year. The 1993 _Base Year Value_ is $183,809,274; the difference between the Taxable Value for any given year and this value represents the _Total Taxable Value Increment_ for that year, or the amount from which the tax increment is calculated. The _Total Taxable Value Increment_ is used to calculate the increment revenue payment for each of the two jurisdictions, Collier County and the City of Naples, that contribute to the CRA. Per Florida Statutes, the increment revenue due by each of these governments to the CRA is 95% of the _Total Taxable Value Increment_ multiplied by each government’s individual operating millage rate for that year.
The total of the millage rates utilized in the CRA is the sum of these, currently 4.7445 mils. It is difficult to project future changes to the millage rates due to current legislation (discussed earlier in this section), therefore, constant millage rates equal to the current rates are used through the entire table. The Total CRA Revenue is the sum of the Total Increment Revenue plus anticipated Interest Income for year.

Recurring CRA Expenses have been projected based on budgeted amounts for various expenses in the proposed budget for FY 2014. These expenses, including personnel expenses, operating expenses and debt service, allow for the calculation of total CRA fixed expenses which, when subtracted from total CRA revenues, provides for the amount of CRA funds available each year for capital projects, new projects, or new debt.
C. Illustrative Funding Scenarios

Revenue projections from a steady source of funds such as a CRA tax increment can be used to finance a number of catalytic programs designed to trigger the redevelopment of the area. This is the essence of redevelopment planning. Community ideas for projects and programs formulated during public input meetings, conducted in advance of the writing of this amended Redevelopment Plan, along with projects and programs previously contemplated by the CRA comprise the list of projects included in the strategy. The CRA revenue stream can be allocated to accomplish these projects in some order of priority. This section of the plan will present three scenarios that summarize the anticipated revenues and expenditures of the CRA. Scenario 1 explores the financing of anticipated projects and programs on a “pay-as-you-go” basis with no borrowing but continued payment of the CRA’s outstanding debt. Scenario 2 models the undertaking of the same projects and programs with a $20 million borrowing in FY 2015; and Scenario 3 models, again, the same projects and programs with the same $20 million borrowing in FY 2015 and a $10 million borrowing in FY 2027. These models are intended as a planning tool, so that the projects can be matched against available funds.

In each of the scenarios, information is presented in a standardized format. Reading from the top of the table to the bottom, the reader can follow: the anticipated revenue of the CRA, recurring personnel and operating expenditures based on the FY 2014 proposed budget, debt service for any outstanding amounts owed, capital expenditures for the projects and programs outlined in this modified community redevelopment plan, and a summary of these figures at the bottom of the page. It is believed that the tables and respective column headers are self-explanatory.

**THESE MODELS ARE NOT INTENDED TO BE A FINANCIAL PLAN OR INDICATE ANTICIPATED IMPLEMENTATION OF PROJECTS AND PROGRAM, NOR DO THEY PORTRAY EXACT ESTIMATES OF PROJECT AND PROGRAM COSTS. THEY ARE INTENDED TO INDICATE POTENTIAL FINANCIAL SCENARIOS.**

It will be up to the CRA Board to adopt budgets and approve financing mechanisms that reflect its priorities for projects and programs and to program items according to presented opportunities, critical needs, and available revenue (provided the projects, programs and expenses to be funded are outlined in the Community Redevelopment Plan). Furthermore, in
order to promptly and effectively advance this Plan as opportunities arise or challenges occur, the CRA should support and work with the City to develop a financing structure for each desired project or program utilizing all available sources of revenue, including without limitation: tax increment revenue, fees, assessments, grants, covenants to budget and appropriate non-ad valorem revenue, or any other source of revenue which may be available to finance these projects and/or programs.

It is important to note that the CRA has limited ability to “save up” its funds due to Section 163.387(7), Florida Statutes. This section requires that funds remaining in the Redevelopment Trust Fund on the last day of the fiscal year shall be:

a) Returned to each taxing authority which paid the increment in the proportion that the amount of the payment of such taxing authority bears to the total amount paid into the trust fund by all taxing authorities for that year;

b) Used to reduce the amount of any indebtedness to which increment revenues are pledged;

c) Deposited into an escrow account for the purpose of later reducing any indebtedness to which increment revenues are pledged; or

d) Appropriated to a specific redevelopment project pursuant to an approved community redevelopment plan which project will be completed within 3 years from the date of such appropriation.

Essentially, the CRA cannot continue to hold money without allocating it to a specific project. This is why the goal of the presented model is to expend all funds each year or to allocate them to a project that will be done in the three or maximum four year timeframe.

*Scenario 1 - Pay-As-You-Go Model*

This model shows the funding of short term projects, those desired in the first 10 years of implementation of this plan, and the funding of projects in years 11-30. The projects and programs listed are all described elsewhere in this Plan.

In this scenario, short term projects cannot be fully funded within the first 10 years, however, all of these projects and programs can be fully funded by the 13th year of implementation (FY 2026). Additionally all long term projects are actually funded before the 27th year of implementation (FY 2039), leaving four years of increment, equal to $12,429,000, available for
in the last 4 years of the CRA’s operation. This would allow the CRA in FY 2039 to expand projects and programs or to shut down the CRA four years earlier than anticipated.

**Scenario 2 - FY 2015 Borrowing to Accelerate Projects**

As with Scenario 1, this model shows the funding of short term projects, those desired in the first 10 years of implementation of this plan, and the funding of projects in years 11-30. In this scenario however, the CRA would borrow $20 million in the 2nd year, FY 2015, to accelerate the implementation of projects. This borrowing, which is assumed to capitalize borrowing fees of 1.5% of the total borrowed ($300,000), also assumes an interest rate of 4.25% over the 25 year repayment of the loan. Additionally, a portion of this borrowing, $6,834,000 is utilized to refund the existing 2010 Series Bonds. This is a trade off as the current rate on the 2010 Bond is 2.18%; the borrowing used to repay these funds would increase this rate to 4.25% and extend payments over the life of the new borrowing.

This scenario significantly accelerates the implementation of the short term projects. In fact, it shows all but four of the 32 short term projects can be financed in 2015 (the 2nd year of implementation). The remaining four projects can be completely financed by the 5th year of implementation. Theoretically, the implementation of these projects will enhance property values and increase increment revenue collections (the amount of increase cannot be reasonably projected and included in any revenue projections at this time). Repayment of this loan does restrict the number of projects the CRA can finance each year for about 10 years after the borrowing. Even with this large borrowing, all of the projects outlined, both short and long term, can still be fully funded by year 29 of the 30 year life of the CRA in this scenario. At the conclusion of all of the outlined projects, the CRA would still have $3,516,000 that it can re-program to expanded projects and programs or return to the City and County upon the sunset of the CRA.

**Scenario 3 - Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects**

As with Scenarios 1 and 2, this model shows the funding of short term projects, those desired in the first 10 years of implementation of this plan, and the funding of long term projects, those desired to be funded in years 11-30. In this scenario however, the CRA would not only borrow the same $20 million in the 2nd year, FY 2015 (with the same assumptions or rate and term) as in Scenario 2, but it would also borrow another $10 million in the 14th year of implementation, FY
2027 to accelerate additional projects. This second borrowing, which is assumed to capitalize
borrowing fees of 1.5% of the total borrowed ($150,000), assumes an interest rate of 6.00%
over a 15 year repayment of the loan.

Identical to Scenario 2, this scenario significantly accelerates the implementation of the short
term projects and then accelerates several large projects in the year of the second borrowing.
Repayment of the two loans even further restricts the number of projects the CRA can finance
after the implementation of those projects financed by the second borrowing. In fact, there
probably would be less than one project per year undertaken after this time as funding would
have to be saved over two to four fiscal years for each remaining project in order to have
enough to undertake each.

Scenario 3 is also the only one of the scenarios in which all projects are not funded by the
sunset year of the CRA. In this model, about 40% of one project, approximately $2,184 would
remain unfunded. If funding lags for any reason, it could be difficult to fund these remaining
projects in the later years due to the inability of the CRA to “save up” its funds (as outlined
earlier in this sub-section)
D. CRA Expenditures
The financial projections discussed here allow the CRA to understand anticipated expenses and finance timing to achieve the goals of the community vision. This Illustrative Financing Plan can serve as a basis for decision making, but future expenditures will be more dependent upon the cost of existing commitments, the ability of the CRA to encourage private investment in the CRA, and the ability to find grants and funding partners for major public infrastructure projects in the Plan. Anticipated capital projects and other programs in the Illustrative Financing Plan are discussed in greater detail, with goals and objectives for the CRA, in the Redevelopment Strategies section of this Plan.
E. Other Revenue Generating Mechanisms

It is possible for the City/CRA to encourage or require some of the projects listed to be undertaken by private parties in the pursuit of individual development projects over the lifetime of the CRA (contributions to a parking fund, sidewalk and streetscaping projects). Other projects will need to be undertaken by other governmental entities including the City, County or the Florida Department of Transportation or undertaken by the CRA with grants or other financial contributions by City, County, state and federal governments. The CRA cannot be the only entity responsible for some of these publicly-owned projects within the Redevelopment Area.

Grants

Unfortunately, grant availability has significantly waned during the past decade as government sources have seen large budget reductions. A number of grants available to redevelopment agencies are no longer offered and those that are have seen an increase in competition for a reduced available dollar amount. The following are a few sources of funding for the types of projects outlined in this community redevelopment plan.

*FDOT – Highway Beautification Grants* – This is Federal money passed through the State that can be utilized to beautify State roadways. It may only be used for landscape, irrigation and other similar “softscape” materials. The grant may not be used to place benches, trash receptacles, lighting.

*FDOT – Discretionary Beautification Grants* – Subject to annual funding, this program allows each FDOT district’s landscape architect to award beautification grants to sub-recipients for the installation of landscape, irrigation and other materials within FDOT rights-of-way.

*FDOT – Transportation Enhancement Funding* – May be used for safety enhancements to along state roadways. This may include streetscaping/landscaping if a safety angle to the project is evident. This funding also includes safe-route to schools which may assist funding or other enhancements for children traveling to Gulfview Middle School in the heart of the CRA. This program can also be utilized to fund alternate modes of transportation which could assist with bike lanes and pedestrian and bicycle facilities outlined in the plan. The funding is subject to
ranking and other criteria by the local Metropolitan Planning Organization.

_U.S. Economic Development Administration (EDA)_ – Limited grant programs to assist localities in economically distressed area. Programs available to fund such economic development related planning efforts as well as programs/projects as infrastructure improvements, business incubators. Projects should be contained in the local Comprehensive Economic Development Strategy (CEDS) document. It may be difficult for Naples to show economic distress at the time of the authoring of this plan.

_Community Development Block Grants (CDBG)_ – Federal grant program administered by County, Cities, or State to meet one of three National needs:
1) Elimination of Slum and Blight
2) Assist Low to Moderate Income Persons
3) Meet Urgent Need

The City’s limited income eligible area is contained within the CRA and may be of assistance in providing assistance for affordable housing or to homeowners for single family home rehabilitation. This program can also be used for park projects or infrastructure improvements in income eligible areas.

_Special Taxing or Assessment Districts_
While increment revenues could be sufficient to complete projects contemplated by this plan, it is not the sole responsibility of the CRA to undertake redevelopment within its boundaries. If additional funding could be found and costs spread more directly to those who will specifically benefit, this would be more equitable and could increase the pace at which outlined projects, and redevelopment could happen. Special Assessment Districts or Neighborhood Improvement Districts are potential sources of revenue. With either of these tools, the CRA can work with affected residents and/or property owners in establishing an annual assessment or the levying of a millage to fund capital improvements. Such districts would assist in accelerating redevelopment while providing for a more equitable distribution of costs to affected property owners.

The following is a list of the types of special districts allowed by Florida Statutes along with the
specific citation, type of revenue, and limitations on the revenue authorized:

_Special Assessment District - Section 170.01(1), Florida Statutes_. Allows the City to make improvements and levy assessment against benefited property owners to pay for improvements.

_Special Assessment District Section 170.01(3), Florida Statutes. (Business Improvement District) - _Any municipality, subject to the approval of a majority of the affected property owners, may levy and collect special assessments against property benefited for the purpose of stabilizing and improving:_

(a) Retail business districts,
(b) Wholesale business districts, or
(c) Nationally recognized historic districts,

_Local Government Neighborhood Improvement District 163.506, Florida Statutes - (1) _After a local planning ordinance has been adopted authorizing the creation of local government neighborhood improvement districts, the local governing body of a municipality or county may create local government neighborhood improvement districts by the enactment of a separate ordinance for each district, which ordinance specifies such items as:_

a) Authorizing the local government neighborhood improvement district to levy an ad valorem tax on real and personal property of up to 2 mills annually.
b) Authorizes the use of special assessments to support planning and implementation of district improvements pursuant to the provisions of s. 163.514(16), including community policing innovations.
(c) Designates the local governing body as the board of directors of the district.

_Special Neighborhood Improvement District 163.511, Florida Statutes. - Substantially similar to Local Government Neighborhood Improvement District except its governing board can be three (3) persons appointed by the creating local government and creation required referendum._
F. Administration of the CRA
This section is designed to layout best practices for the administration of the Naples Community Redevelopment Agency (CRA). It is important that the CRA Board continuously review its administrative structure, practices, and implementation policies to insure the greatest possible efficiencies.

Through this section, it is affirmed that the CRA has the right to expend funds to administer the CRA in any manner allowable by state statutes and for the purposes outlined or suggested by §163, Part III, Florida Statutes.

Current Administrative Structure
The current administrative structure at the time of the adoption of this redevelopment plan modification is such that staff of the City of Naples administers the CRA and its projects and programs. The City’s Assistant City Manager provides the bulk of administrative leadership with the City’s Finance Department, Clerk’s Office, Public Works Departments and other departments providing day-to-day assistance in their areas of expertise. This structure has served the CRA well to date and no recommendation is made through this modification to alter it.

The CRA Board should however, review the administrative structure with each new budget to insure that these efficiencies are maintained. As the CRA’s increment revenue expands in the future, its projects and programs will naturally expand in number, size, and/or scope. The CRA may find, in the future, that an expansion of the CRA’s administration may be warranted. If this case does arise, this Plan reserves the CRA’s ability to re-structure its administration in any method deemed to be legal under §163, Part III, Florida Statutes.

Inter-local Agreement/Memorandums of Understanding
It is likely and desirable for the City to continue to provide services to the CRA or to undertake certain activities on behalf of the CRA, therefore, the CRA and City should enter into an inter-local agreement for such services as previously mentioned. This agreement should outline the responsibilities of each party, the method by which the CRA would request services, and the rate of reimbursement the CRA will pay to the City. Statutory interpretation by agencies of the State have determined that the City can only be reimbursed for its cost to provide services and
no profit or other fee over and above cost can be charged to the CRA. Therefore, any interlocal agreement or memorandum of understanding should provide the rates of reimbursement for persons or positions which may be utilized to undertake CRA activities as well as a statement that materials or related expenses paid for by the City will be reimbursed appropriately. Reimbursements should be made either based on hourly billings or through the undertaking of a cost allocation study showing the allocation of time and expense for different City staff and/or departments undertaking activities on behalf of the CRA.

Annual Budget
Provisions for budgeting of dependent special districts outlined in §189.418, Florida Statutes provide the requirements for annual budgeting of the special district and the information that must be contained in the annual budget. The CRA should insure that each year it approves a budget by a resolution of the CRA Board that meets all requirements outlined in the statute.

Additionally, §189.418(5), Florida Statutes requires that the proposed budget of a dependent special district must be contained within the general budget of the local governing authority to which it is dependent and be clearly stated as the budget of the dependent district. However, with the concurrence of the local governing authority, a dependent district may be budgeted separately. The dependent district must provide any budget information requested by the local governing authority at the time and place designated by the local governing authority. The CRA currently provides its budget along with the City’s. This practice has served the CRA and City well and it is not recommended that it change. This being said however, the CRA should review this method of budget preparation each budget year to insure that it is the method that best serves the needs of the CRA.

Purchasing of Products and Services
The CRA will need to contract for products or services from time to time in order to fulfill its mission. When contracting out or purchasing products, the CRA shall meet all requirements of its by-laws (as amended from time to time) and of all statutory provisions related to purchasing.

Audits and Annual Reporting of CRA Activities
The CRA needs to insure that it files all required reports each year and provides for its statutorily required annual audit. The reports required as of the authoring of this Community
Redevelopment Plan include:

1. Special District Report. The CRA is a dependent special district under Chapter 189 of the Florida Statutes. As such, the CRA is required to annually report to the Florida Department of Economic Opportunity (DEO) each year. This report consists of the payment of an annual Special District Fee and the updating of pertinent information related to the CRA such as the CRA’s Registered Agent, its business address, and the district’s boundaries.

2. Annual Report to the governing body. The CRA is required under §163.356(3)(c), Florida Statutes to submit to the Governing Body (City Council) by March 31st of each year a report of its activities for the previous year. This report shall include a description of the CRA’s activities during the preceding fiscal year and shall include a complete financial statement setting forth its assets, liabilities, income, and operating expenses as of the end of such fiscal year. The CRA must also publish in a newspaper of general circulation in Collier County a statement that the report has been submitted and is available for inspection by the general public at the Naples City Clerk’s Office and the Office of the CRA. The CRA should also strive to make this report available for viewing at the local library and to have it posted on both the City and CRA’s websites.

3. Annual CRA Audit. §163.387(8), Florida Statutes requires the CRA to provide for an annual audit of the Redevelopment Trust Fund and an audit report to be conducted and prepared by an independent certified public accountant or firm. The audit report must describe the amount and source of deposits into and the amount and purpose of withdrawals from the trust fund during the fiscal year. The report must also include the amount of principal and interest paid during the year on any indebtedness to which increment revenues are pledged and the remaining amount of such indebtedness. The CRA is further required to provide a copy of the report to each taxing authority levying taxes within the CRA (whether the taxing authority contributes increment to the CRA or not) by registered (certified) mail.

The CRA may choose to have its own auditors perform this audit or it may contract with the same auditors as the City provided that the final audit report for the CRA is provided as a separate section or document that can be distributed independently of the City’s audit.

4. Annual Financial Report. The CRA, as a special district, is also required, under §218.32,
Florida Statutes to provide for a Comprehensive Annual Financial Report to be submitted to the Florida Department of Financial Services (DFS). This report must follow a format prescribed by the DFS and must be completed in accordance with generally accepted accounting principles.

CRA’s are generally accounted for as blended component units of the governing body that created them and as such, the CRA report would be contained within the City’s Comprehensive Annual Financial Report. There are several CRAs which submit their own Comprehensive Annual Financial Report (CAFR), but this number is limited. If part of the City’s report, the CRA must ensure that all relevant information is submitted to the City in a timely manner and that the City submits its report to the DFS in a timely manner.

Timeframe for Redevelopment
As per §163.362(10), Florida Statutes it is clearly stated that this Community Redevelopment Plan modification shall “re-set” the timeframe for redevelopment and all redevelopment to be financed by increment revenues shall be completed within a period of 30 years from the adoption date of this modification.
Appendix A Public Participation

Workshops

Two workshops were held to solicit public input into the CRA Plan. A brief presentation was made on background and purpose of the project. Participants worked in groups with maps of the CRA to create suggestions for the CRA Plan Amendment. The first workshop was held at 6:30 pm on March 19th at the River Park Community Center and the second was held at 10 AM on March 28th at the Woman’s Club. The workshops were advertised through notices in City Hall and community centers, on the City’s website, announcements at public meetings, and an “email blast” that was distributed broadly through the community.

Stakeholder Interviews

The CGA redevelopment team met with a number of individuals including homeowners’ organization, business groups, development community representatives, civic organizations, CRA Board members and City staff and community organizations in stakeholder interviews for the Naples CRA Plan Amendment. Stakeholder interviews were held in person and over the phone in March and April 2013. The stakeholders represented the following organizations:

- CRA Board
- Alliance of Naples Bay
- River Park East Homeowners Association
- Lake Park Homeowners Association
- Coquina Sands HOA
- Stoneburner Companies (Bayfront)
- 10th Street Design District
- Downtown Stakeholders Coalition
- Fifth Avenue South Business Improvement District
- Naples Beach Hotel
- Naples Community Hospital
- Neapolitan Enterprises
- Third Street Merchants Association
- Naples Pathways Coalition
- Opera Naples
- Gulfshore Playhouse
- City of Naples
Workshop/Stakeholder Interview Comments

The following is a summary of comments received in the CRA Plan Amendment workshops and stakeholder interviews. Trends in comments included a focus on transportation especially US 41/Tamiami Trail, aesthetics including streetscaping, and wayfinding coordinated with connectivity. Most participants agreed more parking is needed in the Redevelopment area. The community generally likes the height limits in the City’s charter.

Naples residents indicated that the community has a casual elegance, with a large retiree population interested in walking and biking from various areas of interest in the CRA. This interest supports the creation of healthy community programming and expansion of the medical district. There is also deep interest in art and culture in the community with support for an arts district. Workshop and stakeholder interview participants agreed marketing was important to highlight key assets in the Redevelopment Area.

Transportation

- Complete Four Corner crosswalk
- Beautiful, pedestrian–friendly 41, slower traffic
- Review 2006 Four Corners Plan
- Review truck routes, especially on 5th Avenue
- 41/Center City business route
- Traffic management study for Central Avenue
- Create alternate pedestrian route on 6th Avenue South or nearby alley to Tin City, implement Sixth Avenue South Promenade project
- Boomers will seek walkable, accessible communities with convenient transit linkages and good public services like libraries, cultural activities and health care
- Greenway supported
- US 41 Boulevard-re-route traffic at Golden Gate to allow on street parking for 41
- Make truck traffic routes easier to enforce and new laws
- Slow traffic on US 41
- Speeding on 41 is a concern
- Greenway is not needed
- Concern about narrowing 41
- Create Downtown Naples bypass and direct traffic onto Central Avenue
- Need to address Four Corners safety
- Ensure continuation of 3rd Avenue South through Renaissance/Grand Central Station property
• Eliminate truck traffic from 5th Avenue
• Found that pedestrian bridges in other cities not well used
• 41 pedestrian bridge is a good idea
• Concrete escalator concept on 41 is too much like Fort Lauderdale, not Naples
• Coordinate with master bicycle plan
• Trolley loops don’t connect
• All current projects related to Central Avenue, Goodlette-Frank, Third Avenue South to 10th Street should be on hold until Renaissance Plaza plan has been put forward
• Allow pedicabs to transport people around CRA

Aesthetics/Beautification

• Beautify Central Avenue
• 6th Avenue north need beautification
• Safeguard character and identity/emphasize casual elegance of Naples
• Vibrant, pedestrian friendly urban core
• Naples is classy, high end, high class
• High quality, understated community
• Need upgraded street lighting citywide
• Redo landscaping throughout 5th Avenue corridor
• Archway on entrance at 41 needed
• 10/41 area needs identity
• Special Features Plaza does not make sense
• Landscaping on 41 unnecessary

Signage

• Wayfinding
• Put walking map at trolley stops, stores
• Design District signage
• Wayfinding would create too many signs

Connectivity

• Increase connectivity especially pedestrian facilities
• Connect Bayfront
• Transition from beach to 5th Avenue
• Robb and Stucky disrupts pedestrian friendly concepts
• Gordon River underpass is good
Parking

- Address loss of parking at Grand Central Station when it is gone
- Uniformity of parking/lighting between 10th and 41 north of 1st Avenue
- Parking Garage for 10th /41 between 1st Avenue North/6th Avenue
- Allow shared parking in D Downtown
- Make parking a priority
- Increase parking on the west side of 5th Avenue
- Angle parking on south side of 5th Avenue
- Purchase land for surface parking on the Renaissance property
- Parking garages needed, especially special event parking
- More parking okay, but not on 5th Avenue

Development

- Code is internally inconsistent, biggest properties use Planned Development designation
- No more than 5 stories
- Ensure objectives of Comprehensive Plan are being implemented
- Review conflict of future land use and zoning
- Consider rezoning St. George and the Dragon and neighboring properties
- Keep height limit
- Concern about additional residential development
- Height limitation is a plus

Healthy Community

- Healthy Community-market as Blue Zone

Medical District

- Build medical community
- Promote medical tourism
- Create safe, pedestrian friendly area around hospital
- Create safe crossings of 41 by hospital
- Create space for medical outpatient services

Arts and Culture

- Highlight cultural heritage assets
- Create an experience
• Create cultural district with boundaries, identity, and special improvements
• Created cultural arts corridor south of 5th Avenue for arts, music, and performing arts including City Hall site and Cambier park and close the street to cars
• Create rail museum that will be an anchor on Grand Central Station property
• No cultural plaza or gateway

D Downtown

• Need master plan for D-Downtown that outlines greenspace, parking, and incentives for redevelopment

Design District

• Consensus lacking in 10th Street Design District
• Special events for 10th Street Design District or “Heart of Naples”

Marketing

• Marketing need for various pockets of activity within and outside CRA
• Commercials to promote CRA in hotel TVs

Parks

• Anthony Park needs programmed activities such as baseball/little league sports
• Gordon River is currently wasted- needs emphasis
• Create park at Renaissance property
• Don’t need Lake Manor linear park
• Construct facilities at Anthony Park for future greenway bridge across the Gordon River
• Sanitation area could become future park and event parking

Neighborhoods

• Protect River Park area and initiate improvements
• Home improvement grants
• Don’t use CRA funds in neighborhoods

Infrastructure

• Extend recycled water on 5th Avenue North
• Address stormwater issues on Central Avenue

General Redevelopment
• Need resident input on Plan
• Consider how area should function overall
• Need overall development strategy and vision
• Big projects make a big difference
• Retail-smaller in nature
• Prioritize East-West section of 41
• Redevelop 5th Avenue South to make an attractive investment area
• Concern about overdevelopment of 5th Avenue
• Treat Grand Central Station as front door to Naples
• Provide façade grants and other economic incentives on 5th Avenue

Other

• Should mail invitations to participate
• Equitable distribution of TIF collection
• Expand boundary and include Tin City
• Increase economic opportunities not just for tourism
• Throw away existing project list
• CRA needs independent advocate with travel budget to attract investment
• General fund should pay for maintenance issues, focus of capital improvement projects
• Expand CRA to include Crayton Cove, potential to utilize 10th Avenue South for connectivity
Appendix B:  
Assessment of Existing and Future Market Conditions: 
Naples Community Redevelopment Area
Appendix C. City of Naples Community Redevelopment Plan approved by the Naples City Council on May 18, 1994 pursuant to Resolution 94-7202. (Copy available on City’s website.)
Appendix D. Utility Atlases
Appendix E. US 41 Modifications

The feasibility of converting the US 41 corridor from its existing six-lane configuration to the CRA’s proposed 41-10 Master Plan concept was evaluated. The 41-10 Master Plan envisions the US 41 corridor (within the CRA district) functioning similar to a “main street” corridor with parking, streetscaping, continuous sidewalks and updated landscaping. As an ultimate goal, the conversion is designed to provide a more pedestrian friendly corridor which, based on the 41-10 Master Plan, is essential in promoting growth of the commercial sectors in the Downtown area.

Considering the potential impacts of reduced traffic volumes on the vitality of the existing businesses within the CRA district, careful consideration was given with regards to the necessary strategies to efficiently implement this conversion. Consequently, it is recommended that the conversion be accomplished in two (2) phases:

**Interim Improvement Plan**

The first phase of the US 41 conversion would include an evaluation period in which temporary roadway modifications would be introduced and traffic operations would be monitored to weigh the feasibility of implementing more permanent improvements. These temporary roadway modifications include the following:

- Reduce the cross section of US 41/5th Avenue South from six (6) lanes to four (4) lanes between 9th Street South and Goodlette-Frank Road by introducing on-street parking. The lane reduction would be accomplished by re-striping the roadway to accommodate parallel parking stalls on both sides of the roadway and four (4) through lanes. These roadway striping modifications would be relatively easy to reverse if the proposed improvements are deemed unacceptable after the evaluation period.

- Reduce US 41/9th Street South from six (6) lanes to four (4) lanes between 5th Avenue South and 7th Avenue North. This would be accomplished in a similar fashion as described above, with roadway modifications limited to roadway striping.

- Provide striped on-street parking stalls along both sides of 5th Avenue South between 9th Street and Goodlette-Frank Road

- Provide striped on-street parking stalls along both sides of 9th Street between 5th Avenue South and 7th Avenue North.

- Provide “Sharrows” or shared-use lane markings (in both directions) along 9th Street

- Provide striped on-street parking stalls along both sides of 9th Street between 5th Avenue South and 7th Avenue North.

- Provide striped on-street parking stalls along both sides of 9th Street between 5th Avenue South and 7th Avenue North.

- Provide “Sharrows” or shared-use lane markings (in both directions) along 9th Street
between 7th Avenue South and 7th Avenue North. Sharrows consist of pavement markings that help make drivers more aware that bicyclists are permitted to share the driving lanes with vehicles.
Figure Appendix E-1 US 41/9th Street - Interim Improvements Plan View
Figure Appendix E-2 US 41/9th Street- Interim Improvements Plan Section View
**Level of Service Analysis**

A Level of Service analysis was performed for US 41 to determine if the corridor could accommodate existing traffic volumes with the proposed lane reduction from six lanes to four lanes. As indicated, the analysis demonstrated that the lane reduction would deteriorate existing Levels of Service for the US 41 corridor between Goodlette-Frank Road and 9th Street South. Based on the analysis, the existing traffic volumes along this segment would need to be reduced by approximately 12% for the corridor to operate within Collier County’s Adopted Level of Service standard of “LOS D or better”.

### Table Appendix E-1

**LOS Analysis of US 41 under Proposed Conditions (4 Through Lanes)**

<table>
<thead>
<tr>
<th>Roadway</th>
<th>From</th>
<th>To</th>
<th>Roadway Type</th>
<th>Traffic Volume</th>
<th>LOS</th>
<th>LOS D Threshold</th>
<th>Available Capacity (vpd)</th>
</tr>
</thead>
<tbody>
<tr>
<td>US 41</td>
<td>Goodlette-Frank Road</td>
<td>9th Street South</td>
<td>4LD</td>
<td>35,500</td>
<td>E</td>
<td>32,400</td>
<td>-3100</td>
</tr>
<tr>
<td></td>
<td>5th Avenue South</td>
<td>7th Avenue North</td>
<td>4LD</td>
<td>29,000</td>
<td>D</td>
<td>32,400</td>
<td>3400</td>
</tr>
</tbody>
</table>

Source: City of Naples and Florida Department of Transportation

In order to achieve this traffic volume reduction, it is proposed that measures be taken to redirect a portion of US 41 traffic to Goodlette-Frank Road. It should be noted that the proposed re-direction of traffic from US 41 to Goodlette-Frank Road is consistent with the recommendations contained within the US 41 Re-designation Feasibility Study completed for the City of Naples CRA by Kimley-Horn and Associates (March 2011).

Based on the Downtown Naples Traffic Study completed by the City of Naples Public Works Department (2007), approximately 25%-30% of traffic using US 41 is considered “through” traffic for which the Downtown area of Naples is not the final destination. This through traffic could likely be redirected off of the US 41 corridor to Goodlette-Frank Road in an attempt to improve traffic operations on the four lane US 41 facility.
A Level of Service analysis was conducted assuming 20% of existing US 41 traffic is redirected to Goodlette-Frank Road. As indicated, the analysis demonstrates that with a redistribution of 20% of traffic from 9th Street to Goodlette-Frank Road, all the roadway segments operate above Collier County’s Adopted Level of Service standard of “LOS D or better.”

Table Appendix E-2
LOS Summary with Redirection of Traffic

<table>
<thead>
<tr>
<th>Roadway</th>
<th>From</th>
<th>To</th>
<th>Roadway Type</th>
<th>Traffic Volume</th>
<th>LOS</th>
<th>LOS—D Threshold</th>
<th>Available Capacity (vpd)</th>
</tr>
</thead>
<tbody>
<tr>
<td>US 41</td>
<td>Goodlette-Frank Road</td>
<td>9th Street South</td>
<td>4LD</td>
<td>28,400</td>
<td>D</td>
<td>32,400</td>
<td>4,000</td>
</tr>
<tr>
<td>US 41</td>
<td>7th Avenue North</td>
<td>4LD</td>
<td>23,200</td>
<td>D</td>
<td>32,400</td>
<td>9,200</td>
<td></td>
</tr>
<tr>
<td>Goodlette-Frank Road</td>
<td>US 41</td>
<td>Golden Gate Pkwy</td>
<td>6LD</td>
<td>36,100</td>
<td>D</td>
<td>45,000</td>
<td>8,900</td>
</tr>
</tbody>
</table>

Source: City of Naples and Florida Department of Transportation

Although it is possible that the lane reduction along the US 41 corridor could in itself motivate through traffic drivers to choose an alternate route such as Goodlette-Frank Road, the proposed wayfinding and gateway projects could also result in reduced traffic volumes on US 41. Wayfinding would not only enhance the accessibility to services and major points of interest throughout the Downtown Naples area; it would provide the necessary signage for “through” traffic entering the Downtown area to seek alternate routes to avoid delays commonly associated with more pedestrian, bicycle and transit friendly corridors. Generally speaking, corridors that are designed for multimodal use typically experience lower vehicular speeds as drivers pay closer attention to the presence of multimodal users. The addition of gateway features provides a visual indication to motorists that they are entering the Downtown area and reinforces the aforementioned perception of lower speeds which may be considered undesirable.
Ultimate Improvement Plan

If the interim improvements are shown to be effective and traffic operations do not deteriorate, it is recommended that more permanent improvements be implemented. In the unlikely event that the recommendations proposed in the interim improvement plan do not yield the expected results, it is recommended that the City of Naples consider: (a) seeking further alternatives to achieve the necessary redistribution of traffic along US 41, (b) contemplating alternate bicycle routes to the corridors proposed in Phase 1 and/or (c) restoring US 41 to its original configuration.

Recommendations for ultimate improvements to improve mobility include the following:

- Consider the implementation of complete streets strategies along the US 41 corridor from west of Goodlette-Frank Road to 7th Avenue North. A complete street is a street where the entire right of way is planned, designed, and operated for all modes of transportation and all users regardless of age or ability. Pedestrians, bicyclists, transit riders, and motorists of all ages and abilities must be able to safely move along and across a complete street. This recommendation should be implemented in conjunction with the CRA’s D Downtown concept.
Figure Appendix E-3-US 41/9th Street- Ultimate Improvements Plan
Figure Appendix E-4-US 41/9th Street—Ultimate Improvements Plan View—Close Up
Figure Appendix E-5 US 41/9th Street - Ultimate Improvements Section View

U.S. 41 - 9th Street

+/- 100' Width R.O.W.

Ultimate - Section View