

Naples Redevelopment Plan as Amended by Naples City Council January 15, 2014



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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,

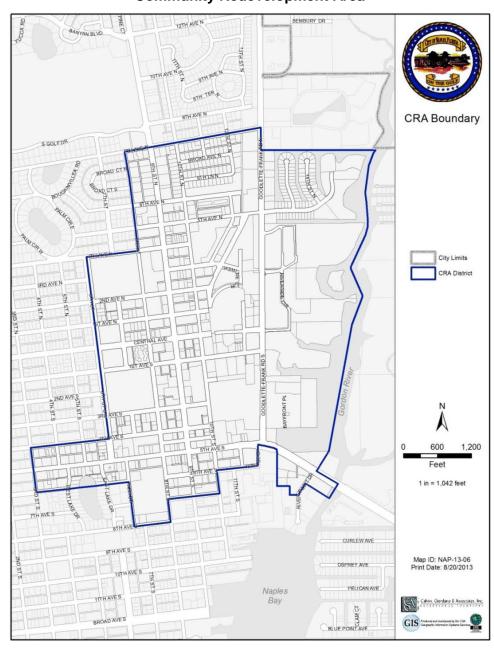
conditions which endangered the property by fire, faulty lot layout, diversity of ownership of small lots which makes reassembly difficult or impossible without public incentives and a shortage of public housing. After completion of the state-required Finding of Necessity for the Creation of a Community 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 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.



Map 1-1
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 2024. 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 improved streetscaping.

Map 2-1 Redevelopment Plan Districts and Strategies



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, onstreet 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.

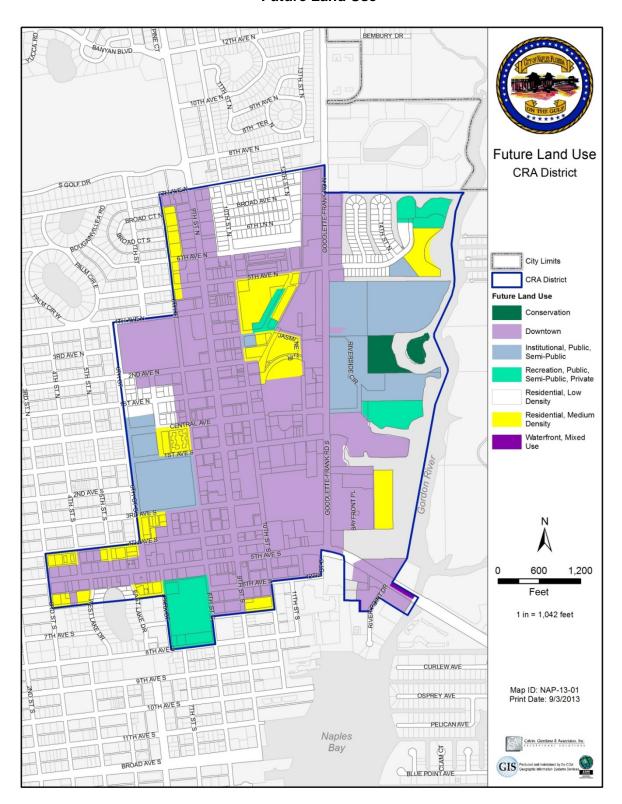
Low Density Residential and Medium Density Residential uses make up another 11.44% and 9.96% respectively. Low Density Residential allows residential development up to six (6) dwelling units per acre and Medium Density Residential allows residential development up to twelve (12) dwelling units per acre. 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 2-1
CRA Future Land Uses

Future Land Use	Total Acreage	% of Area
Downtown	325.36	58.20%
Waterfront, Mixed Use	0.73	0.13%
Institutional, Public, Semi-Public	74.87	13.39%
Residential, Low Density	63.95	11.44%
Residential, Medium Density	55.69	9.96%
Recreation, Public, Semi-Public, Private	31.08	5.56%
Conservation	7.38	1.32%
Total	559.06	100.00%

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 2-2
CRA Zoning

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

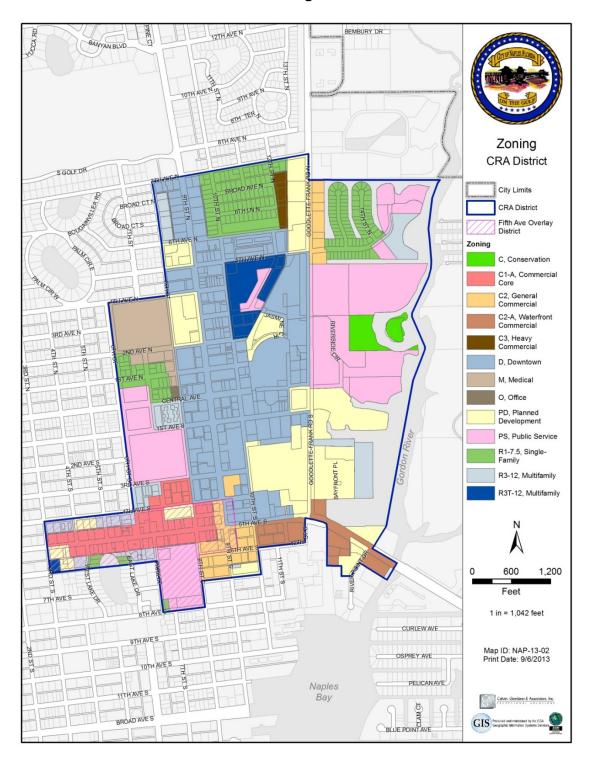
Source: City of Naples

Charter and Height Limits

The Charter states that, "[a]II 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.

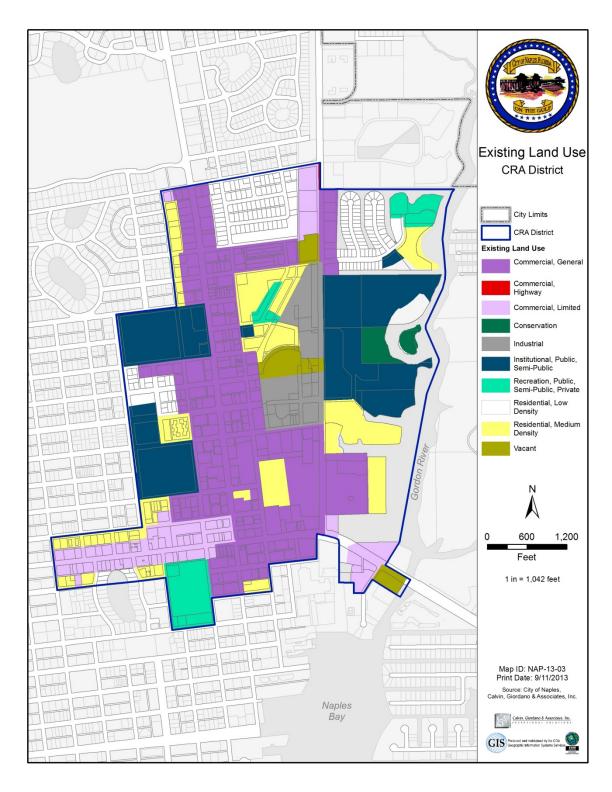
Because of the lack of significant vacant property, the CRA should focus on redevelopment of existing buildings and the enhancement of the various districts in the CRA through streetscape, wayfinding, and other improvements that may attract residents and visitors.

Table 2-3
CRA Existing Land Use

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

Source: City of Naples, Calvin, Giordano & Associates, Inc.

Map 2-3
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

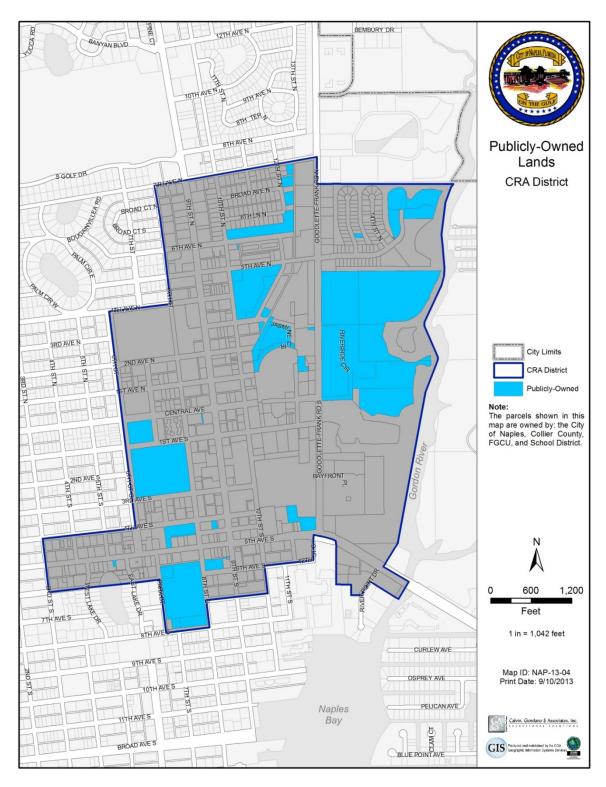
Publicly-owned lands within the CRA, totaling 123.07 acres, include city parks, city facilities, state university property, a school and a post office. City parks within the Community Redevelopment Area include:

- 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



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 forcemain 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.



Naples and Collier County.

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

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

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

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

Roadway	From	То	
*5th Avenue South	Davis Boulevard	Goodlette-Frank Road	
6th Street	5th Avenue South	4th Avenue North	

Source: City of Naples

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

Roadway	From	То
7th Avenue North	300 feet west of Goodlette-Frank Road	10th Street North
Central Avenue	400 feet west of Goodlette-Frank Road	150 east of 10th Street
Central Avenue	120 feet west of 8th Street	6 th Street
8th Street	7th Avenue North	4th Avenue North
8th Street	2nd Avenue North	1st Avenue North

Source: Calvin, Giordano & Associates, Inc.

^{*}Paved shoulder – does not include dedicated Bike Lane signage

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**

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

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

Project #	Type of Project	Roadway	From	То	Fiscal Year
4308771	Sidewalk Improvement	Various	N/A	N/A	2013/2014
4308791	Sidewalk Improvement	Various	N/A	N/A	2015/2016

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

<u>Land Use Objective</u>: 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.

<u>Housing Objective:</u> 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.

<u>Parks and Open Space Objective</u>: 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.
- 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.

<u>Transportation Objective:</u> 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:

- 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.
- 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.

<u>Cultural Objective:</u> 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 D 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 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:
 - o 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
 - o 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 guite 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

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

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:

- o 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
 - Canoe, kayak, paddle board, motor boat, and bicycle rental facilities along Gordon River
 - o Investment in blueway trail marking and information kiosks
 - Trail maps and website development for the blueway
- Blueway and Eco-tourism Facilities
 - 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
 - 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 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 precursors¹

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.

Source: Frank, L.D. Sallis, et al (Winter 2006). Many Pathways from Land Use to Health: Walkability Associations With Active Transportation, Body Mass Index, and Air Quality. Journal of the American Planning Association

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.
 - o 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, wellconnected street grid, beneficial for providing direct and alternates 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:

CRA CONNECTIVITY PLAN

REDEVELOPMENT PLAN STRATEGIES

LEGEND

MAJOR VEHICULAR REGIONAL CONNECTORS
NEIGHBORHOOD SERVICES COMMERCIAL
EXISTING COMMERCIAL CORRIDOR

BICYCLE CONNECTION IMPROVEMENTS
PEDESTRIAN CONNECTION IMPROVEMENTS
SURROUNDING AREAS CONNECTORS
RECREATIONAL TRAIL CONNECTOR

Map 3-1 Connectivity Plan

NORTH

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. 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:
 - 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")
 - 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

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 to assist businesses in any issue related to governmental regulation, permitting, fees or the like.

<u>Marketing Assistance – New Development</u>

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 itself 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:

Ten Year Capital Improvement and Implementation Plan
Midtown Transitional
5th Avenue Parkway Sidewalk Extension
8th Street South Streetscaping
Central Avenue Improvements
Medical District
Identification (Wayfinding and signage)
Permit Fee and Impact Fee Inducements
Pedestrian Facilities
Blue Zone
Health Community Programming
Arts and Civic District
Arts and Civic District Master Plan

US 41 Gateway
Gateway Feature Design and Construction- US 41/5th Avenue
5th Avenue Extension
US 41/5th Avenue Extension Streetscaping- Interim Improvements
Zoning Code Amendments
Third Avenue Couth Improvements
Third Avenue South Improvements
Natural Naples
Gordon River Park
Blueway Launch Point Facilities and Trail Facilities
Wayfinding
Wayfinding Design Theme and Plan
Worfinding Maintanance Program
Wayfinding Maintenance Program
Transportation Plan
Four Corners Study
Bike Lane Improvements-Interim
Bicycle and Pedestrian Circulation
Parking
Parking 5th Avenue South West End Parking Facility-Land Acquisition
Oth Avenue Oodin West End Faiking Facility-Land Acquisition
Neighborhoods
Lake Manor Linear Park
Sixth Avenue North Lighting

Lake Park Neighborhood Plan and Project Implementation
River Park Neighborhood Plan and Project Implementation
Anthony Park Neighborhood Plan and Project Implementation
Marketing
Miscellaneous Marketing
Miscellaneous Zoning Code Amendments
Infrastructure
Miscellaneous Drainage Improvements
Miscellaneous Potable Water Improvements
Miscellaneous Wastewater Improvements
Miscellaneous Transportation Enhancements

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.

11-30 Year Capital Improvement and Implementation Plan
Arts and Civic District
Arts and Civic District Master Plan Implementation
Streetscape Improvements Cambier Park Art Walk
5th Avenue Overlay
Streetscape and Lighting Improvements
5th Avenue Extension
6th Avenue South Promenade
Chariel Factures Catavasus (LIC 44/5th Ctreat)
Special Features Gateways (US 41/5th Street)
US 41 Gateway
Gordon River Bridge and Roadway Treatment
Cordon ravor Bridge and redainay redains in
Gateway
Gateway Feature Design and Construction-US 41/9th Street
Transportation Plan
Bike Lane Improvements-Ultimate
Parking
5th Avenue South West End Parking Facility-Construction
D-Downtown Parking-Land Only
5th Avenue Extension Perking Carego Land Acquisition and Construction
5th Avenue Extension Parking Garage-Land Acquisition and Construction
Neighborhoods
Lake Park Improvements Implementation

River Park Improvements Implementation
Anthony Park Improvements Implementation
Marketing
Miscellaneous Marketing
Infrastructure
Miscellaneous Drainage Improvements
Miscellaneous Potable Water Improvements
Miscellaneous Wastewater Improvements
Miscellaneous Transportation Enhancements

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 on December 11, 2013. 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 reprogram 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.

TABLE 4-1A - FY 2014 THROUGH FY 2044 INCREMENT REVENUE AND EXPENDITURE PROJECTIONS - NAPLES CRA

1992 Base Year Value - \$183,809,274

Fiscal Year		<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Anticipated % Change in Taxable Value			4.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Base Taxable Value (+ Annual change) ¹		\$631,026,496	\$656,267,556	\$675,955,583	\$692,854,472	\$801,400,834	\$821,435,855	\$841,971,751	\$863,021,045	\$884,596,571	\$906,711,485
New Projects ²											
Renaissance Village - Residential					\$89,000,000						
Renaissance Village - Com./Office							\$9,000,000				
Mangrove Bay					\$23,800,000						
Annual Increase		\$0	\$0	\$0	\$89,000,000	\$0	\$0	\$0	\$0	\$0	
Total Taxable Value		\$631,026,496	\$656,267,556	\$675,955,583	\$781,854,472	\$801,400,834	\$821,435,855	\$841,971,751	\$863,021,045	\$884,596,571	\$906,711,485
Base Year Value 1992		\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274
Total Taxable Value Increment		\$447,217,222	\$472,458,282	\$492,146,309	\$598,045,198	\$617,591,560	\$637,626,581	\$658,162,477	\$679,211,771	\$700,787,297	\$722,902,211
	Millage										
Increment Revenue Payment ³	Rate	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Collier County	3.5645	\$1,514,400	\$1,599,874	\$1,666,543	\$2,025,146	\$2,091,335	\$2,159,179	\$2,228,719	\$2,299,998	\$2,373,059	\$2,447,946
City of Naples						\$692,320	\$714,779	\$737,800	\$761,396	\$785,583	\$810,373
	1 1000	@EO1 221									
• •	1.1800	\$501,331 \$2,015,731	\$529,626 \$2,120,400	\$551,696 \$2,218,230	\$670,409 \$2,605,554						. ,
Total Increment Revenue	1.1800 4.7445	\$501,331 \$2,015,731	\$529,626 \$2,129,499	\$2,218,239	\$2,695,554	\$2,783,655	\$2,873,958	\$2,966,519	\$3,061,394	\$3,158,641	\$3,258,319
• •	4.7445	\$2,015,731		\$2,218,239	\$2,695,554	\$2,783,655	\$2,873,958	\$2,966,519	\$3,061,394	\$3,158,641	\$3,258,319
Total Increment Revenue	4.7445	\$2,015,731	\$2,129,499	\$2,218,239	\$2,695,554	\$2,783,655	\$2,873,958	\$2,966,519	\$3,061,394	\$3,158,641	\$3,258,319
Total Increment Revenue Interest Income	4.7445	\$2,015,731 \$ 20,157	\$2,129,499 \$ 21,295	\$2,218,239 \$ 22,182	\$2,695,554 \$ 26,956	\$2,783,655 \$ 27,837	\$2,873,958 \$ 28,740	\$2,966,519 \$ 29,665	\$3,061,394 \$ 30,614	\$3,158,641 \$ 31,586	\$3,258,319 \$ 32,583
Total Increment Revenue Interest Income TOTAL CRA REVENUE	4.7445	\$2,015,731 \$ 20,157	\$2,129,499 \$ 21,295	\$2,218,239 \$ 22,182	\$2,695,554 \$ 26,956	\$2,783,655 \$ 27,837	\$2,873,958 \$ 28,740	\$2,966,519 \$ 29,665	\$3,061,394 \$ 30,614	\$3,158,641 \$ 31,586	\$3,258,319 \$ 32,583
Total Increment Revenue Interest Income TOTAL CRA REVENUE Recurring CRA Expenses	4.7445	\$2,015,731 \$ 20,157 \$2,035,888	\$2,129,499 \$ 21,295 \$2,150,794	\$2,218,239 \$ 22,182 \$2,240,421	\$2,695,554 \$ 26,956 \$2,722,510	\$2,783,655 \$ 27,837 \$2,811,492	\$2,873,958 \$ 28,740 \$2,902,698	\$2,966,519 \$ 29,665 \$2,996,184	\$3,061,394 \$ 30,614 \$3,092,008	\$3,158,641 \$ 31,586 \$3,190,227	\$3,258,319 \$ 32,583 \$3,290,902
Total Increment Revenue Interest Income TOTAL CRA REVENUE Recurring CRA Expenses Personnel Expenses	4.7445	\$2,015,731 \$ 20,157 \$2,035,888 \$511,977	\$2,129,499 \$ 21,295 \$2,150,794 \$524,776	\$2,218,239 \$ 22,182 \$2,240,421 \$537,896	\$2,695,554 \$ 26,956 \$2,722,510 \$551,343	\$2,783,655 \$ 27,837 \$2,811,492 \$565,127	\$2,873,958 \$ 28,740 \$2,902,698 \$579,255	\$2,966,519 \$ 29,665 \$2,996,184 \$593,736	\$3,061,394 \$ 30,614 \$3,092,008 \$608,580	\$3,158,641 \$ 31,586 \$3,190,227 \$623,794	\$3,258,319 \$ 32,583 \$3,290,902 \$639,389
Total Increment Revenue Interest Income TOTAL CRA REVENUE Recurring CRA Expenses Personnel Expenses Operating Expenses	4.7445	\$2,015,731 \$ 20,157 \$2,035,888 \$511,977 \$383,899	\$2,129,499 \$ 21,295 \$2,150,794 \$524,776 \$396,650	\$2,218,239 \$ 22,182 \$2,240,421 \$537,896 \$409,845	\$2,695,554 \$ 26,956 \$2,722,510 \$551,343 \$423,501	\$2,783,655 \$ 27,837 \$2,811,492 \$565,127 \$437,635	\$2,873,958 \$ 28,740 \$2,902,698 \$579,255 \$452,264	\$2,966,519 \$ 29,665 \$2,996,184 \$593,736 \$467,407	\$3,061,394 \$ 30,614 \$3,092,008 \$608,580 \$483,083	\$3,158,641 \$ 31,586 \$3,190,227 \$623,794 \$499,312	\$3,258,319 \$ 32,583 \$3,290,902 \$639,389 \$516,115
Total Increment Revenue Interest Income TOTAL CRA REVENUE Recurring CRA Expenses Personnel Expenses Operating Expenses Debt Service	4.7445	\$2,015,731 \$ 20,157 \$2,035,888 \$511,977 \$383,899 \$1,032,510	\$2,129,499 \$ 21,295 \$2,150,794 \$524,776 \$396,650 \$1,034,571	\$2,218,239 \$ 22,182 \$2,240,421 \$537,896 \$409,845 \$1,052,635	\$2,695,554 \$ 26,956 \$2,722,510 \$551,343 \$423,501 \$1,047,137	\$2,783,655 \$ 27,837 \$2,811,492 \$565,127 \$437,635 \$1,015,914	\$2,873,958 \$ 28,740 \$2,902,698 \$579,255 \$452,264 \$1,013,662	\$2,966,519 \$ 29,665 \$2,996,184 \$593,736 \$467,407 \$1,015,694	\$3,061,394 \$ 30,614 \$3,092,008 \$608,580 \$483,083 \$934,771	\$3,158,641 \$ 31,586 \$3,190,227 \$623,794 \$499,312 \$400,622	\$3,258,319 \$ 32,583 \$3,290,902 \$639,389 \$516,115 \$0

¹ - Annual Changes of 4% for the first year,3% the second year, and 2.5% for each year thereafter. (These values are conservative to allow for future millage rate restrictions)

² - Values added in this category are for predicted increases in taxable value which excludes value of the land at the time of project's inclusion on the tax rolls

³ - Tax increment calculated as 95% of Total Taxable Value Increment per §163.387(1)(a)2, Fla. Stat.

TABLE 4-1A - FY 2014 THROUGH FY 2044 INCREMENT REVENUE AND EXPENDITURE PROJECTIONS - NAPLES CRA

1992 Base Year Value - \$183,809,274

Fiscal Year	<u>2024</u>	<u>2025</u>	2026	<u>2027</u>	2028	2029	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>
Anticipated % Change in Taxable Value	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Base Taxable Value (+ Annual change) ¹	\$929,379,272	\$952,613,754	\$976,429,098	\$1,000,839,826	\$1,025,860,821	\$1,051,507,342	\$1,077,795,025	\$1,104,739,901	\$1,132,358,398	\$1,160,667,358
2										
New Projects ²										
Renaissance Village - Residential										
Renaissance Village - Com./Office										
Mangrove Bay										
Annual Increase	*			•				.		*
Total Taxable Value	\$929,379,272	\$952,613,754	\$976,429,098	\$1,000,839,826	\$1,025,860,821	\$1,051,507,342	\$1,077,795,025	\$1,104,739,901	\$1,132,358,398	\$1,160,667,358
Base Year Value 1992	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274
Total Taxable Value Increment	\$745,569,998	\$768,804,480	\$792,619,824	\$817,030,552	\$842,051,547	\$867,698,068	\$893,985,751	\$920,930,627	\$948,549,124	\$976,858,084
Total Taxable Value increment	\$745,509,996	\$700,004,400	\$792,019,024	φο 17,030,332	Φ042,051,547	\$667,096,006	φο93,963,731	\$920,930,627	φ940,349,124	\$970,000,004
Increment Revenue Payment ³	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Collier County	\$2,524,705	\$2,603,383	\$2,684,029	\$2,766,690	\$2,851,418	\$2,938,264	\$3,027,282	\$3,118,524	\$3,212,048	\$3,307,910
City of Naples	\$835,784	\$861,830	\$888,527	\$915,891	\$943,940	\$972,690	\$1,002,158	\$1,032,363	\$1,063,324	\$1,095,058
Total Increment Revenue	\$3,360,489	\$3,465,213	\$3,572,556	\$3,682,581	\$3,795,358	\$3,910,954	\$4,029,440	\$4,150,888	\$4,275,372	\$4,402,968
Interest Income	\$ 33,605	. ,			* - /					,
TOTAL CRA REVENUE	\$3,394,094	\$3,499,865	\$3,608,281	\$3,719,407	\$3,833,311	\$3,950,063	\$4,069,734	\$4,192,396	\$4,318,125	\$4,446,998
Recurring CRA Expenses										
Personnel Expenses	\$655,374	\$671.758	\$688,552	\$705,766	\$723,410	\$741,495	\$760,033	\$779,034	\$798,509	\$818,472
Operating Expenses	\$533,513	\$551,528	\$570,185	\$589,507	\$609,519	\$630,248	\$651,721	\$673,967	\$697,014	\$720,895
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CRA FIXED EXPENSES	\$1,188,887	\$1,223,287	\$1,258,737	\$1,295,273	\$1,332,929	\$1,371,743	\$1,411,754	\$1,453,000	\$1,495,524	\$1,539,367
TO THE OTOT THE ENGLO	ψ1,100,007	ψ1,220,201	ψ1,200,707	ψ1,200,210	ψ1,002,929	ψ1,071,740	ψ1,-11,70-	ψ1,400,000	ψ1, +30,324	ψ1,000,001
Available for Capital Projects,										
New Projects and New Debt Service	\$2,205,207	\$2,276,579	\$2,349,544	\$2,424,135	\$2,500,382	\$2,578,320	\$2,657,980	\$2,739,396	\$2,822,602	\$2,907,631

¹ - Annual Changes of 4% for the first year,3% the second year, and 2.5% for each year thereafter. (These values are conservative to allow for future millage rate restrictions)

² - Values added in this category are for predicted increases in taxable value which excludes value of the land at the time of project's inclusion on the tax rolls

³ - Tax increment calculated as 95% of Total Taxable Value Increment per §163.387(1)(a)2, Fla. Stat.

TABLE 4-1A - FY 2014 THROUGH FY 2044 INCREMENT REVENUE AND EXPENDITURE PROJECTIONS - NAPLES CRA

1992 Base Year Value - \$183,809,274

Fiscal Year	<u>2034</u>	<u>2035</u>	<u>2036</u>	<u>2037</u>	<u>2038</u>	<u>2039</u>	<u>2040</u>	<u>2041</u>	<u>2042</u>	<u>2043</u>
Anticipated % Change in Taxable Value	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Base Taxable Value (+ Annual change) ¹	\$1,189,684,042	\$1,219,426,143	\$1,249,911,797	\$1,281,159,592	\$1,313,188,582	\$1,346,018,296	\$1,379,668,754	\$1,414,160,472	\$1,449,514,484	\$1,485,752,346
New Projects ²										
Renaissance Village - Residential										
Renaissance Village - Com./Office										
Mangrove Bay										
Annual Increase										
Total Taxable Value	\$1,189,684,042	\$1,219,426,143	\$1,249,911,797	\$1,281,159,592	\$1,313,188,582	\$1,346,018,296	\$1,379,668,754	\$1,414,160,472	\$1,449,514,484	\$1,485,752,346
Base Year Value 1992	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274
Total Taxable Value Increment	\$1,005,874,768	\$1,035,616,869	\$1,066,102,523	\$1,097,350,318	\$1,129,379,308	\$1,162,209,022	\$1,195,859,480	\$1,230,351,198	\$1,265,705,210	\$1,301,943,072
Increment Revenue Payment ³	2034	2035	2036	<u>2037</u>	2038	2039	2040	<u>2041</u>	2042	2043
Collier County	\$3,406,169	\$3,506,884	\$3,610,116	\$3,715,930	\$3,824,389	\$3,935,559	\$4,049,509	\$4,166,308	\$4,286,026	\$4,408,737
City of Naples	\$1,127,586	\$1,160,927	\$1,195,101	\$1,230,130	\$1,266,034	\$1,302,836	\$1,340,558	\$1,379,224	\$1,418,856	\$1,459,478
Total Increment Revenue	\$4,533,754	\$4,667,810	\$4,805,217	\$4,946,060	\$5,090,423	\$5,238,396	\$5,390,068	\$5,545,531	\$5,704,881	\$5,868,215
Interest Income	\$ 45,338	\$ 46,678	\$ 48,052	\$ 49,461	\$ 50,904	\$ 52,384	\$ 53,901	\$ 55,455	\$ 57,049	\$ 58,682
TOTAL CRA REVENUE	\$4,579,092	\$4,714,488	\$4,853,269	\$4,995,520	\$5,141,327	\$5,290,780	\$5,443,968	\$5,600,987	\$5,761,930	\$5,926,898
Daniel ODA Francisco										
Recurring CRA Expenses	# 000 00 4	#050.007	#004 405	#000 440	#000 000	#040.477	#070.000	#007.000	£4,000,400	Φ4 O47 74 4
Personnel Expenses	\$838,934		\$881,405	\$903,440	\$926,026	\$949,177	\$972,906	\$997,229	\$1,022,160	\$1,047,714
Operating Expenses	\$745,640		\$797,860	\$825,406	\$853,959	\$883,558	\$914,244	\$946,059	\$979,048	\$1,013,257
Debt Service	\$0	•	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CRA FIXED EXPENSES	\$1,584,574	\$1,631,191	\$1,679,265	\$1,728,846	\$1,779,985	\$1,832,734	\$1,887,150	\$1,943,288	\$2,001,208	\$2,060,971
Available for Capital Projects,	•				•		•	•		
New Projects and New Debt Service	\$2,994,518	\$3,083,297	\$3,174,004	\$3,266,674	\$3,361,342	\$3,458,045	\$3,556,819	\$3,657,699	\$3,760,723	\$3,865,927

¹ - Annual Changes of 4% for the first year,3% the second year, and 2.5% for each year thereafter. (These values are conservative to allow for future millage rate restrictions)

² - Values added in this category are for predicted increases in taxable value which excludes value of the land at the time of project's inclusion on the tax rolls

³ - Tax increment calculated as 95% of Total Taxable Value Increment per §163.387(1)(a)2, Fla. Stat.

TABLE 4-1B
Scenario 1 - Thirty Year Extension with Pay-As-You-Go Projects (all costs in thousands)

SUMMARY	Tota	al Cost	F	Y2014	F	Y 2015	FY	2016	F	Y 2017	F	FY 2018	F	Y 2019	F'	Y 2020	F	Y 2021	F	Y 2022	F	Y 2023
A. Revenues								-														
1. Tax Increment Revenues ¹			\$	2,016	\$	2,129	\$	2,218	\$	2,696	\$	2,784	\$	2,874	\$	2,967	\$	3,061	\$	3,159	\$	3,258
a. Increment Revenues from County			\$	1,514	\$	1,600	\$	1,667	\$	2,025	\$	2,091	\$	2,159	\$	2,229	\$	2,300	\$	2,373	\$	2,448
b. Increment Revenues from City			\$	501	\$	530	\$	552	\$	670	\$	692	\$	715	\$	738	\$	761	\$	786	\$	810
2. Interest Income/Other Income			\$	24	\$	21	\$	22	\$	27	\$	28	\$	29	\$	30	\$	31	\$	32	\$	33
3. One Time Fund Balance Carry Over			\$	2,187																		
Total Revenues			\$	4,227	\$	2,151	\$	2,240	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
D 5					<u> </u>																	
B. Expenses 1. Personnel Expenses ²					┢																	
-			_		<u> </u>		_		_				_		_		_		_		_	
a. CRA Coordinator (30% of Asst. CM)			\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
b. Community Police Officers (3)			\$	184	\$	188	\$	193	\$	198	\$	203	\$	208	\$	213	\$	218	\$	224	\$	229
c. Landscape Technician III (1)			\$	71	\$	73	\$	75	\$	77	\$	78	\$	80	\$	82	\$	84	\$	87	\$	89
d. Landscape Technician II (1)			\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
f. Benefits and Misc. Personnel Costs			\$	185	\$	190	\$	194	\$	199	\$	204	\$	209	\$	214	\$	220	\$	225	\$	231
2. Operating Expenses ³					<u> </u>																	
a. Administrative Services			\$	111	\$	114	\$	118	\$	121	\$	125	\$	129	\$	133	\$	137	\$	141	\$	145
b. Landscape Maintenance and Signs			\$	90	\$	93	\$	95	\$	98	\$	101	\$	104	\$	107	\$	111	\$	114	\$	117
c. Self Insurance Charge			\$	62	\$	65	\$	68	\$	71	\$	75	\$	79	\$	83	\$	87	\$	91	\$	96
d. Repairs and Maintenance			\$	46	\$	47	\$	49	\$	50	\$	52	\$	53	\$	55	\$	57	\$	58	\$	60
e. Other Operating Expenses			\$	75	\$	77	\$	79	\$	82	\$	84	\$	87	\$	89	\$	92	\$	95	\$	98
Total Operating Expenses			\$	896	\$	921	\$	948	\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,156
C. Debt Service					\vdash																	
1. 2010 Series Bonds (2.18% interest)	\$	7,661																				
a. Principal Payment		•	\$	827	\$	849	\$	886	\$	922	\$	934	\$	952	\$	975	\$	916	\$	399		
b. Interest Payment			\$	159	\$	141	\$	122	\$	82	\$	82	\$	61	\$	40	\$	19	\$	1		
2. Debt-General Fund (2.2% interest)																						
a. Principal Payment	\$	53	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																						
a. Principal Payment	\$	55	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
4. Debt-Streets (Streets Fund @2.2% interest)			Ť		Ť				Ť													
a. Principal Payment	\$	55	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
Total Debt Service	\$	17,926	\$	1,033	\$	1,035	\$	1,053	\$	1,047	\$	1,016	\$	1,014	\$	1,016	\$	935	\$	401	\$	
					F												_					
Total Non-Capital Expenditures			\$	1,928	\$	1,956	\$	2,000	\$	2,022	\$	2,019	\$	2,045	\$	2,077	\$	2,026	\$	1,524	\$	1,156
Available for Capital Projects																						
(Revenues - Operating Expenses- Debt Service)4			\$	2,298	\$	195	\$	240	\$	701	\$	793	\$	858	\$	919	\$	1,066	\$	1,666	\$	2,135

TABLE 4-1B
Scenario 1 - Thirty Year Extension with Pay-As-You-Go Projects (all costs in thousands)

SUMMARY	Total Cost	F	Y 2024	F'	Y 2025	FY	2026	F	Y 2027	F	Y 2028	F	Y 2029	F'	Y 2030	F	Y 2031	F'	Y 2032	F۱	Y 2033
A. Revenues		•		Ė				_ -				Ė		ĺ		Ė					
1. Tax Increment Revenues ¹		\$	3,360	\$	3,465	\$	3,573	\$	3,683	\$	3,795	\$	3,911	\$	4,029	\$	4,151	\$	4,275	\$	4,403
a. Increment Revenues from County		\$	2,525	\$	2,603	\$	2,684	\$	2,767	\$	2,851	\$	2,938	\$	3,027	\$	3,119	\$	3,212	\$	3,308
b. Increment Revenues from City		\$	836	\$	862	\$	889	\$	916	\$	944	\$	973	\$	1,002	\$	1,032	\$	1,063	\$	1,095
2. Interest Income/Other Income		\$	34	\$	35	\$	36	\$	37	\$	38	\$	39	\$	40	\$	42	\$	43	\$	44
3. One Time Fund Balance Carry Over																					
Total Revenues		\$	3,394	\$	3,500	\$	3,608	\$	3,719	\$	3,833	\$	3,950	\$	4,070	\$	4,192	\$	4,318	\$	4,447
B. Expenses																					
1. Personnel Expenses ²																					
a. CRA Coordinator (30% of Asst. CM)		\$	46	\$	48	\$	49	\$	50	-	51	\$	52	\$	54	\$	55	\$	56	\$	58
b. Community Police Officers (3)		\$	235	\$	241	\$	247	\$	253	\$	260	\$	266	\$	273	\$	280	\$	287	\$	294
c. Landscape Technician III (1)		\$	91	\$	93	\$	96	\$	98	\$	100	\$	103	\$	105	\$	108	\$	111	\$	114
d. Landscape Technician II (1)		\$	46	\$	47	\$	48	\$	50	\$	51	\$	52	\$	54	\$	55	\$	56	\$	58
f. Benefits and Misc. Personnel Costs		\$	237	\$	243	\$	249	\$	255	\$	261	\$	268	\$	274	\$	281	\$	288	\$	296
2. Operating Expenses ³																					
a. Administrative Services		\$	149	\$	154	\$	158	\$	163	\$	168	\$	173	\$	178	\$	184	\$	189	\$	195
b. Landscape Maintenance and Signs		\$	121	\$	125	\$	128	\$	132	\$	136	\$	140	\$	144	\$	149	\$	153	\$	158
c. Self Insurance Charge		\$	101	\$	106	\$	111	\$	116	\$	122	\$	128	\$	135	\$	141	\$	149	\$	156
d. Repairs and Maintenance		\$	62	\$	64	\$	66	\$	68	\$	70	\$	72	\$	74	\$	76	\$	78	\$	81
e. Other Operating Expenses		\$	101	\$	104	\$	107	\$	110	\$	113	\$	117	\$	120	\$	124	\$	128	\$	131
Total Operating Expenses		\$	1,189	\$	1,223	\$	1,259	\$	1,295	\$	1,333	\$	1,372	\$	1,412	\$	1,453	\$	1,496	\$	1,539
C Dahi Camina		-																			
C. Debt Service	Φ 7.004	1																			
1. 2010 Series Bonds (2.18% interest) a. Principal Payment	\$ 7,661																				
b. Interest Payment																					
2. Debt-General Fund (2.2% interest)	A 50	-																			
a. Principal Payment	\$ 53	-																			
b. Interest Payment		-																			
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)	A 55																				
a. Principal Payment	\$ 55																				
b. Interest Payment																					
4. Debt-Streets (Streets Fund @2.2% interest)																					
a. Principal Payment	\$ 55																				
b. Interest Payment		+		_				Ļ				<u> </u>				ļ.,					
Total Debt Service	\$ 17,926	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Non-Capital Expenditures		\$	1,189	\$	1,223	\$	1,259	\$	1,295	\$	1,333	\$	1,372	\$	1,412	\$	1,453	\$	1,496	\$	1,539
Available for Capital Projects																					
(Revenues - Operating Expenses- Debt Service)4		\$	2,205	\$	2,277	\$	2,350	\$	2,424	\$	2,500	\$	2,578	\$	2,658	\$	2,739	\$	2,823	\$	2,908

TABLE 4-1B
Scenario 1 - Thirty Year Extension with Pay-As-You-Go Projects (all costs in thousands)

SUMMARY	To	tal Cost	FY	2034	FY	2035	F	Y 2036	F	Y 2037	FY	2038	FY 2	2039	FY	2040	FY 2041	F١	2042	FY	2043	Total	Unfunded
A. Revenues					Π		Т		Т									T					
1. Tax Increment Revenues ¹			\$	4,534	\$	4,668	\$	4,805	\$	4,946	\$	5,090	\$ 5.	238	\$:	5,390	\$ 5,546	\$	5,705	\$	5,868	\$ 117,598	
a. Increment Revenues from County			\$	3,406	\$	3,507	\$	3,610	\$	3,716	\$	3,824	\$ 3.	936	_	4,050	\$ 4,166	\$	4,286	1	4,409	\$ 88,350	
b. Increment Revenues from City			\$	1,128	\$	1,161	\$	1,195	\$	1,230	\$	1,266	\$ 1.	303	\$	1,341	\$ 1,379	\$	1,419	\$	1,459	\$ 29,248	
2. Interest Income/Other Income			\$	45	\$	47	\$	48	\$	49	\$	51	\$	52	\$	54	\$ 55	\$	57	\$	59	\$ 1,180	
3. One Time Fund Balance Carry Over																							
Total Revenues			\$	4,579	\$	4,714	\$	4,853	\$	4,996	\$	5,141	\$ 5	291	\$:	5,444	\$ 5,601	\$	5,762	\$!	5,927	\$ 120,965	
									匚														
B. Expenses									上														
1. Personnel Expenses ²									丄														
a. CRA Coordinator (30% of Asst. CM)			\$	59	\$	61	\$	62	\$	64	\$	66	\$	67	\$	69	\$ 71	\$	72	\$	74	\$ 1,590	
b. Community Police Officers (3)			\$	301	\$	309	\$	316	\$	324	\$	332	\$	341	\$	349	\$ 358	\$	367	\$	376	\$ 8,067	
c. Landscape Technician III (1)			\$	116	\$	119	\$	122	\$	125	\$	129	\$	132	\$	135	\$ 138	\$	142	\$	145	\$ 3,120	
d. Landscape Technician II (1)		-	\$	59	\$	61	\$	62	\$	64	\$	65	\$	67	\$	68	\$ 70	\$	72	\$	74	\$ 1,583	
f. Benefits and Misc. Personnel Costs			\$	303	\$	311	\$	318	\$	326	\$	334	\$	343	\$	351	\$ 360	\$	369	\$	378	\$ 8,117	
2. Operating Expenses ³																							
a. Administrative Services			\$	201	\$	207	\$	213	\$	219	\$	226	\$	233	\$	240	\$ 247	\$	254	\$	262	\$ 5,288	
b. Landscape Maintenance and Signs			\$	163	\$	167	\$	172	\$	178	\$	183	\$	188	\$	194	\$ 200	\$	206	\$	212	\$ 4,282	
c. Self Insurance Charge			\$	164	\$	172	\$	181	\$	190	\$	199	\$	209	\$	219	\$ 230	\$	242	\$	254	\$ 4,100	
d. Repairs and Maintenance			\$	83	\$	86	\$	88	\$	91	\$	94	\$	97	\$	99	\$ 102	\$	105	\$	109	\$ 2,193	
e. Other Operating Expenses			\$	135	\$	139	\$	144	\$	148	\$	152	\$	157	\$	162	\$ 166	\$	171	\$	177	\$ 3,565	
Total Operating Expenses			\$	1,585	\$	1,631	\$	1,679	\$	1,729	\$	1,780	\$ 1	833	\$	1,887	\$ 1,943	\$	2,001	\$:	2,061	\$ 41,905	
C. Debt Service									╁									-				\$ 	
1. 2010 Series Bonds (2.18% interest)	\$	7,661							T													\$ -	
a. Principal Payment		,					T		T													\$ 7,661	
b. Interest Payment							T		T													\$ 706	
2. Debt-General Fund (2.2% interest)							T		T														
a. Principal Payment	\$	53							†													\$ 56	
b. Interest Payment							T		T													\$ 3	
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)							T		T														
a. Principal Payment	\$	55					t		†													\$ 58	
b. Interest Payment									†													\$ 3	
4. Debt-Streets (Streets Fund @2.2% interest)									†														
a. Principal Payment	\$	55					T		T									1				\$ 58	
b. Interest Payment	Ĺ						Ħ		T									1				\$ 3	
Total Debt Service	\$	17,926	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -	\$	-	\$	-	\$ 8,548	
							Ĺ		广														
Total Non-Capital Expenditures	1		\$	1,585	\$	1,631	\$	1,679	\$	1,729	\$	1,780	\$ 1	833	\$	1,887	\$ 1,943	\$	2,001	\$:	2,061	\$ 50,453	
Available for Capital Projects									T									T					
(Revenues - Operating Expenses- Debt Service) ⁴			\$	2.995	\$	3.083	\$	3.174	\$	3,267	\$	3.361	\$ 3	458	\$:	3.557	\$ 3,658	\$	3.761	s	3.866	\$ 70.512	

TABLE 4-1B
Scenario 1 - Thirty Year Extension with Pay-As-You-Go Projects (all costs in thousands)

SUMMARY	Total Cos	<u>st</u>	FY2014	F)	2015	FY 2	2016	F	<u> 2017</u>	E	Y 2018	F`	Y 2019	FY	2020	<u>F</u>	Y 2021	F	2022	FY	2023
D. Capital Project Expenditures																I					
1. Ten Year Improvement Plan																					
a. 5th Avenue Parkway Sidewalk Extension	\$ 25	0						\$	27	\$	223										
b. 8th Street South Streetscaping	\$ 1,25	0																\$	566	\$	684
c. Central Ave. Improvements	\$ 1,75	0										\$	858	\$	892						
d. Miscellaneous Zoning Code Amendments	\$ 7	0						\$	70												
e. Medical District Way Identification (Wayfinding)	\$ 25	0								\$	250										
f. Medical District Inducements	\$ 40	0												\$	27	\$	373				
g. Medical District Pedestrian Facilities	\$ 75	0																			
h. Health Community Programming	\$ 6	5						\$	65												
i. Arts and Civic District Master Plan	\$ 12	5								\$	125										
j. Gateway Feature Design and Cons US41/5th Ave.	\$ 2,50	0																			
k. 5th Ave. Extension Zoning Code Amendments	\$ 9	0				\$	90														
I. 3rd Avenue South Improvements	\$ 1,00	0																\$	1,000		
m. Gordon River Park	\$ 2,00	0																		\$	1,096
n. Blueway Launch Point and Trail Facilities	\$ 50	0																			
o. Wayfinding Design Theme and Plan	\$ 20	0				\$	110	\$	90												
p. Wayfinding Maintenance Program	\$ 10	0																\$	100		
q. Four Corners Study	\$ 10	0								\$	100										
r. Bike Lane Improvements - Interim	\$ 5	0						\$	50												
s. Bicycle and Pedestrian Circulation	\$ 5	0						\$	50												
t. 5th Ave. West End Garage - Land Acquisition	\$ 2,50	0 \$	2,298	\$	195	\$	7														
u. Lake Manor Linear Park	\$ 45	0								\$	95									\$	355
v. 6th Ave. North Lighting	\$ 30	0																			
w. Lake Park Neighborhood Plan	\$ 1	2				\$	12														
x. River Park Neighborhood Plan	\$ 6	0						\$	60												
y. Anthony Park Neighborhood Plan	\$ 6	0				\$	21	\$	39												
z. Miscellaneous Marketing	\$ 15	0														\$	150				
aa. Miscellaneous Drainage Improvements	\$ 25	0																			
bb. Miscellaneous Potable Water Improvements	\$ 20	0																			
cc. Miscellaneous Wastewater Improvements	\$ 20	0														\$	43				
dd. Miscelaneous Transportation Enhancements	\$ 1,25	0						\$	250							\$	500				
Total Ten Year Improvement Plan	\$ 16,93	2 \$	2,298	\$	195	\$	240	\$	701	\$	793	\$	858	\$	919	\$	1,066	\$	1,666	\$	2,135
Total Payanua		-	1 1007	ď	0.454	¢ ,	2.240	¢.	0.700	¢.	2.014	e	2.002	e	2.000	e	2.002	¢.	2.400	¢	2 204
Total Revenue		9	<u> </u>	\$, -	_	2,240	\$	2,723	_	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190		3,291
Total Operating Expenses		9		\$	921	\$	948	\$	975	\$	1,003	\$		\$	1,061	\$	1,092	\$	1,123		1,156
Total Debt Service		9	· '	\$			1,053	\$	1,047		,	\$	1,014		1,016	\$	935	\$	401	\$	- 0.405
Total Capital Project Expenditures		9	, ,	\$	195	\$	240	\$	701	\$	793	\$	858	\$	919	\$	1,066	\$	1,666	\$	2,135
TOTAL CASH FLOW⁴		9	0	\$	(0)	\$	0	\$	(0)	\$	(0)	\$	(0)	\$	0	\$	(0)	\$	0	\$	0

TABLE 4-1B
Scenario 1 - Thirty Year Extension with Pay-As-You-Go Projects (all costs in thousands)

SUMMARY	Total Cos	t F	Y 2024	FY	2025	FY	2026	<u>F</u>	Y 2027	<u>F</u>	Y 2028	<u>F</u>	Y 2029	<u>F</u> Y	2030	<u>F</u>	Y 2031	<u>F</u>	Y 2032	FY	2033
D. Capital Project Expenditures																					
1. Ten Year Improvement Plan																					
a. 5th Avenue Parkway Sidewalk Extension	\$ 250)																			
b. 8th Street South Streetscaping	\$ 1,25)																			
c. Central Ave. Improvements	\$ 1,75)																			
d. Miscellaneous Zoning Code Amendments	\$ 70)																			
e. Medical District Way Identification (Wayfinding)	\$ 250)																			
f. Medical District Inducements	\$ 400)																			
g. Medical District Pedestrian Facilities	\$ 750	\$	750																		
h. Health Community Programming	\$ 6	5																			
i. Arts and Civic District Master Plan	\$ 12	5																			
j. Gateway Feature Design and Cons US41/5th Ave.	\$ 2,500)		\$	2,221	\$	279														
k. 5th Ave. Extension Zoning Code Amendments	\$ 9)																			
I. 3rd Avenue South Improvements	\$ 1,000)																			
m. Gordon River Park	\$ 2,000	\$	904																		
n. Blueway Launch Point and Trail Facilities	\$ 500)				\$	500														
o. Wayfinding Design Theme and Plan	\$ 200)																			
p. Wayfinding Maintenance Program	\$ 100)																			
q. Four Corners Study	\$ 10)																			
r. Bike Lane Improvements - Interim	\$ 50)																			
s. Bicycle and Pedestrian Circulation	\$ 50)																			
t. 5th Ave. West End Garage - Land Acquisition	\$ 2,500)																			
u. Lake Manor Linear Park	\$ 450)																			
v. 6th Ave. North Lighting	\$ 30)				\$	300														
w. Lake Park Neighborhood Plan	\$ 13	2																			
x. River Park Neighborhood Plan	\$ 6)																			
y. Anthony Park Neighborhood Plan	\$ 60)																			
z. Miscellaneous Marketing	\$ 150)																			
aa. Miscellaneous Drainage Improvements	\$ 250	\$	194	\$	56																
bb. Miscellaneous Potable Water Improvements	\$ 200	\$	200																		
cc. Miscellaneous Wastewater Improvements	\$ 200	\$	157																		
dd. Miscelaneous Transportation Enhancements	\$ 1,250)				\$	500														
Total Ten Year Improvement Plan	\$ 16,93	2 \$	2,205	\$	2,277	\$	1,579	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
																L					
Total Revenue		\$	3,394	\$	3,500	_		\$	3,719		3,833		3,950		4,070	<u> </u>		\$	4,318		4,447
Total Operating Expenses		\$	1,189	\$	1,223	\$	1,259	\$	1,295		1,333	\$	1,372	\$	1,412		1,453	\$	1,496		1,539
Total Debt Service		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Capital Project Expenditures		\$	2,205	\$	2,277	\$	1,579	\$	-	\$		\$	-	\$		\$	<u> </u>	\$	<u> </u>	\$	-
TOTAL CASH FLOW⁴		\$	0	\$	(0)	\$	771	\$	2,424	\$	2,500	\$	2,578	\$	2,658	\$	2,739	\$	2,823	\$	2,908

TABLE 4-1B
Scenario 1 - Thirty Year Extension with Pay-As-You-Go Projects (all costs in thousands)

SUMMARY	Tot	al Cost	FY 2034	FY 2035	FY 2036	FY 2037	FY 2038	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043		Total	Unfunded
D. Capital Project Expenditures															
1. Ten Year Improvement Plan															
a. 5th Avenue Parkway Sidewalk Extension	\$	250											\$	250	\$ -
b. 8th Street South Streetscaping	\$	1,250											\$	1,250	\$ -
c. Central Ave. Improvements	\$	1,750											\$	1,750	\$ -
d. Miscellaneous Zoning Code Amendments	\$	70											\$	70	\$ -
e. Medical District Way Identification (Wayfinding)	\$	250											\$	250	\$ -
f. Medical District Inducements	\$	400											\$	400	\$ -
g. Medical District Pedestrian Facilities	\$	750											\$	750	\$ -
h. Health Community Programming	\$	65											\$	65	\$ -
i. Arts and Civic District Master Plan	\$	125											\$	125	\$ -
j. Gateway Feature Design and Cons US41/5th Ave.	\$	2,500											\$	2,500	\$ -
k. 5th Ave. Extension Zoning Code Amendments	\$	90											\$	90	\$ -
I. 3rd Avenue South Improvements	\$	1,000											\$	1,000	\$ -
m. Gordon River Park	\$	2,000											\$	2,000	\$ -
n. Blueway Launch Point and Trail Facilities	\$	500											\$	500	\$ -
o. Wayfinding Design Theme and Plan	\$	200											\$	200	\$ -
p. Wayfinding Maintenance Program	\$	100											\$	100	\$ -
q. Four Corners Study	\$	100											\$	100	\$ -
r. Bike Lane Improvements - Interim	\$	50											\$	50	\$ -
s. Bicycle and Pedestrian Circulation	\$	50											\$	50	\$ -
t. 5th Ave. West End Garage - Land Acquisition	\$	2,500											\$	2,500	\$ -
u. Lake Manor Linear Park	\$	450											\$	450	\$ -
v. 6th Ave. North Lighting	\$	300											\$	300	\$ -
w. Lake Park Neighborhood Plan	\$	12											\$	12	\$ -
x. River Park Neighborhood Plan	\$	60											\$	60	\$ -
y. Anthony Park Neighborhood Plan	\$	60											\$	60	\$ -
z. Miscellaneous Marketing	\$	150											\$	150	\$ -
aa. Miscellaneous Drainage Improvements	\$	250											\$	250	\$ -
bb. Miscellaneous Potable Water Improvements	\$	200											\$	200	\$ -
cc. Miscellaneous Wastewater Improvements	\$	200											\$	200	\$ -
dd. Miscelaneous Transportation Enhancements	\$	1,250											\$	1,250	\$ -
Total Ten Year Improvement Plan	\$	16,932	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	16,932	\$ -
			0.4	0 1	A 4 ===	0.4555	0.5	0.555		0.555	0.5	0.5.55		100.55	
Total Revenue	-						\$ 5,141		\$ 5,444				-	,	\$ -
Total Operating Expenses	-		\$ 1,585		\$ 1,679			\$ 1,833		\$ 1,943		\$ 2,061	\$	41,905	\$ -
Total Debt Service	 		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	8,548	\$ -
Total Capital Project Expenditures			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	16,932	
TOTAL CASH FLOW			\$ 2,995	\$ 3,083	\$ 3,174	\$ 3,267	\$ 3,361	\$ 3,458	\$ 3,557	\$ 3,658	\$ 3,761	\$ 3,866	\$	53,580	

TABLE 4-1B
Scenario 1 - Thirty Year Extension with Pay-As-You-Go Projects (all costs in thousands)

			Y2014		Y 2015		<u>/ 2016</u>		Y 2017		Y 2018		<u> 2019</u>		Y 2020		Y 2021		2022	<u> </u>	2023
\$	1,500																				
\$	200																				
\$	500																				
\$	1,000																				
\$	2,000																				
\$	1,500																				
\$	2,000																				
\$	1,500																				
\$	5,000																				
\$	1,500																				
\$	6,000																				
\$	60																				
\$	300																				
\$	300																				
\$	950																				
\$	325																				
\$	325																				
\$	325																				
\$	12,000																				
\$	37,285	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
+-																					
\$	54,217	\$	2,298	\$	195	\$	240	\$	701	\$	793	\$	858	\$	919	\$	1,066	\$	1,666	\$	2,135
+		\$	4,227	\$	2,151	\$	2,240	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
1		\$	896	\$	921	\$	948	\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,156
		\$	1,033	\$	1,035	\$	1,053	\$	1,047	\$	1,016	\$	1,014	\$	1,016	\$	935	\$	401	\$	-
1		\$	2,298	\$	195	\$	240	\$	701	\$	793	\$	858	\$	919	\$	1,066	\$	1,666	\$	2,135
1		\$	0	\$			0	\$	(0)	\$	(0)	\$	(0)	\$	0	\$	(0)	\$	0	\$	0
	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 200 \$ 500 \$ 1,000 \$ 2,000 \$ 1,500 \$ 5,000 \$ 1,500 \$ 6,000 \$ 300 \$ 300 \$ 325 \$ 325 \$ 325 \$ 12,000 \$ 37,285	\$ 200 \$ 500 \$ 1,000 \$ 2,000 \$ 1,500 \$ 2,000 \$ 1,500 \$ 5,000 \$ 6,000 \$ 60 \$ 300 \$ 325 \$ 325 \$ 325 \$ 325 \$ 12,000 \$ 54,217 \$ \$ \$	\$ 200 \$ 500 \$ 1,000 \$ 2,000 \$ 1,500 \$ 1,500 \$ 5,000 \$ 1,500 \$ 6,000 \$ 60 \$ 300 \$ 300 \$ 325 \$ 325 \$ 325 \$ 12,000 \$ 37,285 \$ 4,227 \$ 896 \$ 1,033 \$ 2,298	\$ 200 \$ 500 \$ 1,000 \$ 2,000 \$ 1,500 \$ 1,500 \$ 5,000 \$ 1,500 \$ 6,000 \$ 60 \$ 300 \$ 300 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 12,000 \$ 37,285 \$ - \$ \$ 4,227 \$ 896 \$ 1,033 \$ 2,298 \$ 303 \$ 304 \$ 305 \$ 305 \$ 305 \$ 325 \$ 325	\$ 200 \$ 500 \$ 1,000 \$ 2,000 \$ 1,500 \$ 5,000 \$ 5,000 \$ 5,000 \$ 6,000 \$ 6,000 \$ 600 \$ 300 \$ 300 \$ 325	\$ 200 \$ 500 \$ 1,000 \$ 2,000 \$ 1,500 \$ 1,500 \$ 5,000 \$ 1,500 \$ 6,000 \$ 60 \$ 300 \$ 300 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 12,000 \$ 37,285 \$ - \$ - \$ \$ 4,227 \$ 2,151 \$ 896 \$ 921 \$ 1,033 \$ 1,035 \$ 30,00 \$ 30,00 \$ 325 \$	\$ 200 \$ 500 \$ 1,000 \$ 2,000 \$ 1,500 \$ 1,500 \$ 5,000 \$ 1,500 \$ 6,000 \$ 60 \$ 300 \$ 300 \$ 325 \$ 326 \$ 327 \$ 328 \$ 329 \$ 329 \$ 320 \$ 3	\$ 200	\$ 200 \$ 500 \$ 1,000 \$ 2,000 \$ 1,500 \$ 1,500 \$ 5,000 \$ 1,500 \$ 5,000 \$ 1,500 \$ 5,000 \$ 1,500 \$ 6,000 \$ 60 \$ 300 \$ 300 \$ 300 \$ 325 \$	\$ 200	\$ 200	\$ 200	\$ 200 \$ 500 \$ 1,000 \$ 2,000 \$ 1,500 \$ 2,000 \$ 1,500 \$ 5,000 \$ 5,000 \$ 5,000 \$ 6,000 \$ 6,000 \$ 600 \$ 300 \$ 300 \$ 300 \$ 300 \$ 300 \$ 300 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 325 \$ 327,285 \$ 7 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200

¹ Revenues assume no change in millage rates and increases in taxable values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self insurance change assumed to increase at 5.0% annually

⁴ Negative Cash flows anticipated to be offset by expenditure cuts in the same FY and thus will not carry over to the next FY or otherwise be

TABLE 4-1B
Scenario 1 - Thirty Year Extension with Pay-As-You-Go Projects (all costs in thousands)

SUMMARY	Total (Cost	FY	2024	<u>F</u>	Y 2025	<u>F`</u>	Y 2026	F	Y 2027	F	Y 2028	<u>F`</u>	Y 2029	<u>F</u>	Y 2030	F	Y 2031	<u>F</u>	Y 2032	FY	2033
D. Capital Project Expenditures																						
2. Year 11- thru Year 30 Improvement Plan																						
a. Arts and Civic District Master Plan Implementation	\$ 1	,500							\$	1,500												
b. Cambier Park Art Walk Streetscape Improvements	\$	200					\$	200														
c. 5th Ave Streetscape and Lighting Improvements	\$	500							\$	500												
d. 6th Ave South Promenade	\$ 1	,000									\$	1,000										
e. Special Features Gateway (US 41/5th Street)	\$ 2	2,000																				
f. Gordon River Bridge and Roadway Treatment	\$ 1	,500																				
g. Gateway Feature Design & Cons US 41/9th St.	\$ 2	2,000																				
h. Bike Lane Improvements - Ultimate	\$ 1	,500																				
i. 5th Ave S West End Parking Garage	\$ 5	5,000											\$	988	\$	2,658	\$	1,354				
j. D-Downtown Parking Garage - Land and Const.	\$ 1	,500															\$	1,385	\$	115		
k. 5th Ave Ext. Parking Garage - Land and Const.	\$ 6	5,000																				
I. Lake Park Master Plan Implementation	\$	60					\$	60														
m. River Park Master Plan Implementation	\$	300					\$	211	\$	89												
n. Anthony Park Master Plan Implementation	\$	300					\$	300														
o. Miscellaneous Marketing	\$	950											\$	950								
p. Miscellaneous Drainage Improvements	\$	325									\$	325										
q. Miscellaneous Potable Water Improvements	\$	325									\$	10	\$	315								
r. Miscellaneous Wastewater Improvements	\$	325											\$	325								
s. Miscellaneous Transportation Enhancements	\$ 12	2,000							\$	335	\$	1,165							\$	2,708	\$	2,908
Total Year 11- thru Year 30 Improvement Plan	\$ 37	7,285	\$	-	\$	-	\$	771	\$	2,424	\$	2,500	\$	2,578	\$	2,658	\$	2,739	\$	2,823	\$	2,908
									_													
Total Capital Projects	\$ 54	1,217	\$	2,205	\$	2,277	\$	2,350	\$	2,424	\$	2,500	\$	2,578	\$	2,658	\$	2,739	\$	2,823	\$	2,908
Total Revenue			\$	3,394	\$	3,500	\$	3,608	\$	3,719	\$	3,833	\$	3,950	\$	4,070	\$	4,192	\$	4,318	\$	4,447
Total Operating Expenses			\$	1,189	\$	1,223	\$	1,259	\$	1,295	\$	1,333	\$	1,372	\$	1,412	\$	1,453	\$	1,496	\$	1,539
Total Debt Service			\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Capital Project Expenditures			\$	2,205	\$	2,277	\$	2,350	\$	2,424	\$	2,500	\$	2,578	\$	2,658	\$	2,739	\$	2,823	\$	2,908
TOTAL CASH FLOW⁴			\$	0	\$	(0)	\$	(0)	\$		\$	0	\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)

¹ Revenues assume no change in millage rates and increases in taxable values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self insurance change assumed to increase at 5.0% annually

⁴ Negative Cash flows anticipated to be offset by expenditure cuts in the same FY and thus will not carry over to the next FY or otherwise be

TABLE 4-1B
Scenario 1 - Thirty Year Extension with Pay-As-You-Go Projects (all costs in thousands)

SUMMARY	To	tal Cost	FY 2034	FY 2035	FY 2036	FY 2037	FY 2038	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043		<u>Total</u>	Unfunded
D. Capital Project Expenditures															
2. Year 11- thru Year 30 Improvement Plan													\$	-	\$ -
a. Arts and Civic District Master Plan Implementation	\$	1,500											\$	1,500	\$ -
b. Cambier Park Art Walk Streetscape Improvements	\$	200											\$	200	\$ -
c. 5th Ave Streetscape and Lighting Improvements	\$	500											\$	500	\$ -
d. 6th Ave South Promenade	\$	1,000											\$	1,000	\$ -
e. Special Features Gateway (US 41/5th Street)	\$	2,000					\$ 1,996	\$ 4					\$	2,000	\$ -
f. Gordon River Bridge and Roadway Treatment	\$	1,500		\$ 1,194	\$ 306								\$	1,500	\$ -
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000						\$ 2,000					\$	2,000	\$ -
h. Bike Lane Improvements - Ultimate	\$	1,500				\$ 135	\$ 1,365						\$	1,500	\$ -
i. 5th Ave S West End Parking Garage	\$	5,000											\$	5,000	\$ -
j. D-Downtown Parking Garage - Land and Const.	\$	1,500											\$	1,500	\$ -
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000			\$ 2,868	\$ 3,132							\$	6,000	\$ -
I. Lake Park Master Plan Implementation	\$	60											\$	60	\$ -
m. River Park Master Plan Implementation	\$	300											\$	300	\$ -
n. Anthony Park Master Plan Implementation	\$	300											\$	300	\$ -
o. Miscellaneous Marketing	\$	950											\$	950	\$ -
p. Miscellaneous Drainage Improvements	\$	325											\$	325	\$ -
q. Miscellaneous Potable Water Improvements	\$	325											\$	325	\$ -
r. Miscellaneous Wastewater Improvements	\$	325											\$	325	\$ -
s. Miscellaneous Transportation Enhancements	\$	12,000	\$ 2,995	\$ 1,889									\$	12,000	\$ -
Total Year 11- thru Year 30 Improvement Plan	\$	37,285	\$ 2,995	\$ 3,083	\$ 3,174	\$ 3,267	\$ 3,361	\$ 2,004	\$ -	\$ -	\$ -	\$ -	\$	37,285	\$ -
Total Capital Projects	\$	54,217	\$ 2,995	\$ 3,083	\$ 3,174	\$ 3,267	\$ 3,361	\$ 2,004	\$ -	\$ -	\$ -	\$ -	\$	54,217	\$ -
Total Revenue			\$ 4,579	\$ 4,714	\$ 4,853	\$ 4,996	\$ 5,141	\$ 5,291	\$ 5,444	\$ 5,601	\$ 5,762	\$ 5,927	\$ -	120,965	
Total Operating Expenses			\$ 1,585	\$ 1,631	\$ 1,679	\$ 1,729	\$ 1,780	\$ 1,833	\$ 1,887	\$ 1,943	\$ 2,001	\$ 2,061	\$	41,905	
Total Debt Service			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	8,548	
Total Capital Project Expenditures			\$ 2,995	\$ 3,083	\$ 3,174	\$ 3,267	\$ 3,361	\$ 2,004	\$ -	\$ -	\$ -	\$ -	\$	54,217	
TOTAL CASH FLOW			\$ (0	\$ 0	\$ 0	\$ (0)	\$ 0	\$ 1,454	\$ 3,557	\$ 3,658	\$ 3,761	\$ 3,866	\$	16,295	

¹ Revenues assume no change in millage rates and increases in taxable values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self insurance change assumed to increase at 5.0% annually

⁴ Negative Cash flows anticipated to be offset by expenditure cuts in the same FY and thus will not carry over to the next FY or otherwise be

TABLE 4-2
Scenario 2 - Thirty Year Extension with FY 2015 Borrowing to Accelerate Projects (all costs in thousands)

SUMMARY	Total Cos	t F	Y 2014	F	Y 2015	F'	Y 2016	F	Y 2017	F	Y 2018	F	Y 2019	F	Y 2020	F	Y 2021	F	Y 2022	FY	2023
A. Revenues		Τ-																			
1. Tax Increment Revenues ¹		\$	2,016	\$	2,129	\$	2,218	\$	2,696	\$	2,784	\$	2,874	\$	2,967	\$	3,061	\$	3,159	\$	3,258
a. Increment Revenues from County		\$	1,514	\$	1,600	\$	1,667	\$	2,025	\$	2,091	\$	2,159	\$	2,229	\$	2,300	\$	2,373	\$	2,448
b. Increment Revenues from City		\$	501	\$	530	\$	552	\$	670	\$	692	\$	715	\$	738	\$	761	\$	786	\$	810
2. Interest Income/Other Income		\$	24	\$	21	\$	22	\$	27	\$	28	\$	29	\$	30	\$	31	\$	32	\$	33
3. One Time Fund Balance Carry Over		\$	2,187			\$	86														
4. 2015 Borrowing (\$20 million+1.5% issuance cost)				\$	20,000																
Total Revenues		\$	4,227	\$	22,151	\$	2,326	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
B. Expenses																					
1. Personnel Expenses ²																					
a. CRA Coordinator (30% of Asst. CM)		\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
b. Community Police Officers (3)		\$	184	\$	188	\$	193	\$	198	\$	203	\$	208	\$	213	\$	218	\$	224	\$	229
c. Landscape Technician III (1)		\$	71	\$	73	\$	75	\$	77	\$	78	\$	80	\$	82	\$	84	\$	87	\$	89
d. Landscape Technician II (1)		\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
f. Benefits and Misc. Personnel Costs		\$	185	\$	190	\$	194	\$	199	\$	204	\$	209	\$	214	\$	220	\$	225	\$	231
2. Operating Expenses ³																					
a. Administrative Services		\$	111	\$	114	\$	118	\$	121	\$	125	\$	129	\$	133	\$	137	\$	141	\$	145
b. Landscape Maintenance and Signs		\$	90	\$	93	\$	95	\$	98	\$	101	\$	104	\$	107	\$	111	\$	114	\$	117
c. Self Insurance Charge		\$	62	\$	65	\$	68	\$	71	\$	75	\$	79	\$	83	\$	87	\$	91	\$	96
d. Repairs and Maintenance		\$	46	\$	47	\$	49	\$	50	\$	52	\$	53	\$	55	\$	57	\$	58	\$	60
e. Other Operating Expenses		\$	75	\$	77	\$	79	\$	82	\$	84	\$	87	\$	89	\$	92	\$	95	\$	98
Total Operating Expenses		\$	896	\$	921	\$	948	\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,156
C. Debt Service																					
1. 2010 Series Bonds (2.18% interest)	\$ 7,66	1																			
a. Principal Payment		\$	827	\$	6,834																
b. Interest Payment		\$	159	\$	-																
2. Debt-General Fund (2.2% interest)																					
a. Principal Payment	\$ 5	3 \$	14	\$	14	\$	14	\$	14												
b. Interest Payment		\$	1	\$	1	\$	1	\$	0												
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																					
a. Principal Payment	\$ 5	5 \$	14	\$	14	\$	14	\$	14												
b. Interest Payment		\$	1	\$	1	\$	1	\$	0												
4. Debt-Streets (Streets Fund @2.2% interest)																					
a. Principal Payment	\$ 5	5 \$	14	\$	14	\$	14	\$	14												
b. Interest Payment		\$	1	\$	1	\$	1	\$	0												
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$ 20,30	0																			
a. Principal Payment (\$20m total)				\$	471	\$	491	\$	512	\$	534	\$	557	\$	580	\$	605	\$	631	\$	657
b. Interest Payment				\$	863	\$	843	\$	822	\$	800	\$	777	\$	754	\$	729	\$	703	\$	677
Total Debt Service		\$	1,032	\$	8,214	\$	1,379	\$	1,378	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334
Total Non-Capital Expenditures		\$	1,928	\$	9,135	\$	2,326	\$	2,352	\$	2,337	\$	2,366	\$	2,395	\$	2,426	\$	2,457	\$	2,490
Available for Capital Projects																					
(Revenues - Operating Expenses- Debt Service)		\$	2,298	\$	13,016	\$	0	\$	370	\$	475	\$	537	\$	601	\$	666	\$	733	\$	801

TABLE 4-2
Scenario 2 - Thirty Year Extension with FY 2015 Borrowing to Accelerate Projects (all costs in thousands)

SUMMARY	Total Cos	t F	Y 2024	F	Y 2025	F'	Y 2026	F	Y 2027	F	Y 2028	F	Y 2029	F'	Y 2030	F	Y 2031	F	Y 2032	FY	2033
A. Revenues				<u> </u>						<u> </u>						<u> </u>					
1. Tax Increment Revenues ¹		\$	3,360	\$	3,465	\$	3,573	\$	3,683	\$	3,795	\$	3,911	\$	4,029	\$	4,151	\$	4,275	\$	4,403
a. Increment Revenues from County		\$	2,525	\$	2,603	\$	2,684	\$	2,767	\$		\$	2,938	\$	3,027	\$	3,119	\$	3,212	\$	3,308
b. Increment Revenues from City		\$	836	\$	862		889	\$	916	\$	944	\$	973		1,002	\$	1,032	\$	1,063		1,095
2. Interest Income/Other Income		\$	34	\$	35	\$	36	\$	37		38	\$	39	\$	40		42		43	\$	44
3. One Time Fund Balance Carry Over																					
4. 2015 Borrowing (\$20 million+1.5% issuance cost)																					
Total Revenues		\$	3,394	\$	3,500	\$	3,608	\$	3,719	\$	3,833	\$	3,950	\$	4,070	\$	4,192	\$	4,318	\$	4,447
B. Expenses																					
1. Personnel Expenses ²																					
a. CRA Coordinator (30% of Asst. CM)		\$	46	\$	48	\$	49	\$	50	\$	51	\$	52	\$	54	\$	55	\$	56	\$	58
b. Community Police Officers (3)		\$	235	\$	241	\$	247	\$	253	\$	260	\$	266	\$	273	\$	280	\$	287	\$	294
c. Landscape Technician III (1)		\$	91	\$	93	\$	96	\$	98	\$	100	\$	103	\$	105	\$	108	\$	111	\$	114
d. Landscape Technician II (1)		\$	46	\$	47	\$	48	\$	50	\$	51	\$	52	\$	54	\$	55	\$	56	\$	58
f. Benefits and Misc. Personnel Costs		\$	237	\$	243	\$	249	\$	255		261	\$	268	\$		\$	281	\$	288	\$	296
2. Operating Expenses ³																					
a. Administrative Services		\$	149	\$	154	\$	158	\$	163	\$	168	\$	173	\$	178	\$	184	\$	189	\$	195
b. Landscape Maintenance and Signs		\$	121	\$	125		128	\$	132	\$	136	\$	140			\$	149	\$	153	\$	158
c. Self Insurance Charge		\$	101	\$	106	\$	111	\$	116	\$	122	\$	128	\$	135	\$	141	\$	149	\$	156
d. Repairs and Maintenance		\$	62	\$	64	\$	66	\$	68	\$	70	\$	72	\$	74	\$	76	\$	78	\$	81
e. Other Operating Expenses		\$	101	\$	104	\$	107	\$	110	\$	113	\$	117	\$	120	\$	124	\$	128	\$	131
Total Operating Expenses		\$	1,189	\$	1,223	\$	1,259	\$	1,295	\$	1,333	\$	1,372	\$	1,412	\$	1,453	\$	1,496	\$	1,539
C. Debt Service																					
1. 2010 Series Bonds (2.18% interest)	\$ 7,66	1																			
a. Principal Payment																					
b. Interest Payment																					
2. Debt-General Fund (2.2% interest)																					
a. Principal Payment	\$ 5	3																			
b. Interest Payment																					
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																					
a. Principal Payment	\$ 5	5																			
b. Interest Payment																					
4. Debt-Streets (Streets Fund @2.2% interest)																					
a. Principal Payment	\$ 5	5																			
b. Interest Payment																					
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$ 20,30	0																			
a. Principal Payment (\$20m total)		\$	685	\$	715	\$	745	\$	777	\$	810	\$	844	\$	880	\$	917	\$	956	\$	997
b. Interest Payment		\$	649	\$	619	\$	589	\$	557	\$	524	\$	490	\$	454	\$	417	\$	378	\$	337
Total Debt Service		\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334
Total Non-Capital Expenditures		\$	2,523	\$	2,557	\$	2,593	\$	2,629	\$	2,667	\$	2,706	\$	2,746	\$	2,787	\$	2,830	\$	2,873
Available for Capital Projects																					
(Revenues - Operating Expenses- Debt Service)		\$	871	\$	943	\$	1,016	\$	1,090	\$	1,166	\$	1,244	\$	1,324	\$	1,405	\$	1,489	\$	1,574

TABLE 4-2 Scenario 2 - Thirty Year Extension with FY 2015 Borrowing to Accelerate Projects (all costs in thousands)

			=>/ 0		5 1/ 00/		5 1/ 222/		=\(=>/ 0		=>/ 0000	5 1/ 00 10	=>/.00.44	5 1/22/2	5 1/2011		=	
SUMMARY	<u>Tota</u>	l Cost	<u>FY 2</u>	<u> 2034</u>	FY 203	3 <u>5</u>	FY 2036	<u>6</u>	FY 2037	FY 2	<u>038</u>	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043	<u> </u>	<u>Total</u>	Unfunded
A. Revenues					_	_		-	_					_			4.		<u>Amount</u>
1. Tax Increment Revenues ¹					\$ 4,66	_		_				\$ 5,238							
a. Increment Revenues from County						_		_				\$ 3,936					_		
b. Increment Revenues from City			_	, -	\$ 1,16	_						\$ 1,303					+		
2. Interest Income/Other Income			\$	45	\$ 4	17	\$ 48	8 3	\$ 49	\$	51	\$ 52	\$ 54	\$ 55	\$ 57	\$ 59	+-	1,180	
3. One Time Fund Balance Carry Over						_		_									\$	2,273	
4. 2015 Borrowing (\$20 million+1.5% issuance cost)						_		_									_		
Total Revenues			\$ 4	,579	\$ 4,71	14	\$ 4,853	3 5	\$ 4,996	\$ 5,	141	\$ 5,291	\$ 5,444	\$ 5,601	\$ 5,762	\$ 5,927	7 \$	121,051	
B. Expenses																			
1. Personnel Expenses ²								Ī											
a. CRA Coordinator (30% of Asst. CM)			\$	59	\$ 6	31	\$ 62	2 5	\$ 64	\$	66	\$ 67	\$ 69	\$ 71	\$ 72	\$ 74	1 \$	1,590	
b. Community Police Officers (3)			\$	301	\$ 30)9	\$ 316	6 5	\$ 324	\$:	332	\$ 341	\$ 349	\$ 358	\$ 367	\$ 376	3 \$	8,067	
c. Landscape Technician III (1)			\$	116	\$ 11	_	\$ 122	2 5			129	\$ 132	\$ 135	\$ 138	\$ 142	\$ 145	5 \$	3,120	
d. Landscape Technician II (1)			\$	59	\$ 6	31	\$ 62	2 5	\$ 64	\$	65	\$ 67	\$ 68	\$ 70	\$ 72	\$ 74	1 \$	1,583	
f. Benefits and Misc. Personnel Costs			\$	303	\$ 31	11	\$ 318	8 \$	\$ 326	\$:	334	\$ 343	\$ 351	\$ 360	\$ 369	\$ 378	3 \$	8,117	
2. Operating Expenses ³																			
a. Administrative Services			\$	201	\$ 20)7	\$ 213	3 5	\$ 219	\$:	226	\$ 233	\$ 240	\$ 247	\$ 254	\$ 262	2 \$	5,288	
b. Landscape Maintenance and Signs			\$	163	\$ 16	67	\$ 172	2 5			183		\$ 194	\$ 200	\$ 206	\$ 212	2 \$	4,282	
c. Self Insurance Charge			\$	164	\$ 17	72	\$ 18 ²	1 5	\$ 190	\$	199	\$ 209	\$ 219	\$ 230	\$ 242	\$ 254	1 \$	4,100	
d. Repairs and Maintenance			\$	83	\$ 8	_	\$ 88		\$ 91	\$	94		\$ 99	\$ 102	\$ 105	\$ 109	9 \$	2,193	
e. Other Operating Expenses			\$	135	\$ 13	39	\$ 144	4 5	\$ 148	\$	152	\$ 157	\$ 162	\$ 166	\$ 171	\$ 177	7 \$	3,565	
Total Operating Expenses			\$ 1	,585	\$ 1,63	31	\$ 1,679	9 :					\$ 1,887	\$ 1,943	\$ 2,001	\$ 2,061	\$		
C. Debt Service																			
1. 2010 Series Bonds (2.18% interest)	\$	7,661																	
a. Principal Payment		•															\$	7,661	
b. Interest Payment																	\$	159	
2. Debt-General Fund (2.2% interest)																			
a. Principal Payment	\$	53															\$	56	
b. Interest Payment																	\$	3	
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																			
a. Principal Payment	\$	55															\$	58	
b. Interest Payment								Ī									\$	3	
4. Debt-Streets (Streets Fund @2.2% interest)						十		T											
a. Principal Payment	\$	55				十		T									\$	58	
b. Interest Payment																	\$	3	
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$:	20,300																	
a. Principal Payment (\$20m total)			\$ 1.	,039	\$ 1,08	33	\$ 1,129	9 5	\$ 1,177	\$ 1.3	227	\$ 1,280					\$	20,300	
b. Interest Payment				295		51			\$ 157		107						\$	13,050	
Total Debt Service			-			_		_				\$ 1,334	\$ -	\$ -	\$ -	\$	- \$	41,350	
Total Non-Capital Expenditures						=		=				\$ 3,167				\$ 2,061	\$		
Available for Capital Projects						Ŧ	*	Ŧ											
(Revenues - Operating Expenses- Debt Service)			¢ 1	661	\$ 17	10	\$ 1 9/1	,	\$ 1022	\$ 2	027	\$ 2,124	¢ 3.557	\$ 3650	\$ 2.761	\$ 3 950		57,795	
(Nevenues - Operating Expenses- Dept Service)	<u> </u>		Φ 1	,001	⊅ 1,/4	+3	φ i,ō4l	υ į i	Ф 1,933	⊅ ∠,	UZ1	Φ 2,124	Φ 3,33 /	Φ 3,038	Φ 3,/0 1	\$ 3,00t	φ ,	51,195	

TABLE 4-2
Scenario 2 - Thirty Year Extension with FY 2015 Borrowing to Accelerate Projects (all costs in thousands)

SUMMARY	<u>To</u>	tal Cost	<u>F`</u>	<u>Y 2014</u>	<u>F</u>	Y 2015	<u>FY</u>	<u> 2016</u>	<u>F</u>	<u>/ 2017</u>	<u>F</u>	Y 2018	<u>F</u>	Y 2019	<u>FY</u>	<u> 2020</u>	<u> </u>	Y 2021	<u>F\</u>	<u> 2022</u>	<u>FY</u>	2023
D. Capital Project Expenditures																						
1. Ten Year Improvement Plan																						
a. 5th Avenue Parkway Sidewalk Extension	\$	250			\$	250																
b. 8th Street South Streetscaping	\$	1,250									\$	391	\$	561	\$	298						
c. Central Ave. Improvements	\$	1,750			\$	1,750																
d. Miscellaneous Zoning Code Amendments	\$	70			\$	70																
e. Medical District Way Identification (Wayfinding)	\$	250			\$	250																
f. Medical District Inducements	\$	400			\$	400																
g. Medical District Pedestrian Facilities	\$	750			\$	750																
h. Health Community Programming	\$	65			\$	65																
i. Arts and Civic District Master Plan	\$	125			\$	125																
j. Gateway Feature Design and Cons US41/5th Ave.	\$	2,500			\$	2,500																
k. 5th Ave. Extension Zoning Code Amendments	\$	90			\$	90																
I. 3rd Avenue South Improvements	\$	1,000			\$	1,000																
m. Gordon River Park	\$	2,000			\$	2,000																
n. Blueway Launch Point and Trail Facilities	\$	500			\$	500																
o. Wayfinding Design Theme and Plan	\$	200			\$	200																
p. Wayfinding Maintenance Program	\$	100			\$	96			\$	4												
q. Four Corners Study	\$	100			\$	100																
r. Bike Lane Improvements - Interim	\$	50			\$	50																
s. Bicycle and Pedestrian Circulation	\$	50			\$	50																
t. 5th Ave. West End Garage - Land Acquisition	\$	2,500	\$	2,298	\$	202																
u. Lake Manor Linear Park	\$	450			\$	450																
v. 6th Ave. North Lighting	\$	300							\$	216	\$	84										
w. Lake Park Neighborhood Plan	\$	12			\$	12																
x. River Park Neighborhood Plan	\$	60			\$	60																
y. Anthony Park Neighborhood Plan	\$	60			\$	60																
z. Miscellaneous Marketing	\$	150							\$	150												
aa. Miscellaneous Drainage Improvements	\$	250			\$	250																
bb. Miscellaneous Potable Water Improvements	\$	200			\$	200																
cc. Miscellaneous Wastewater Improvements	\$	200			\$	200																
dd. Miscelaneous Transportation Enhancements	\$	1,250			\$	1,250																
Total Ten Year Improvement Plan	\$	16,932	\$	2,298	\$	12,930	\$	-	\$	370	\$	475	\$	561	\$	298	\$	-	\$	-	\$	-
Total Davienus	+-		e	4.007	r.	00.454	e.	2 220	r.	0.700	•	0.044	•	2.002	e.	2.000	e.	2.000	ф	2.400	œ.	2.204
Total Revenue	+-		\$	4,227	\$	22,151	\$,	\$	2,723		2,811	\$	2,903		2,996	\$	3,092	\$	3,190	\$	3,291
Total Debt Service	+-			896	\$	921			\$	975	\$	1,003	_	1,032	\$	1,061	+	1,092				1,156
Total Carital Project Evene diffuse	+-		\$	1,032	\$	8,214		1,379	\$	1,378		1,334	\$	1,334	\$		\$	1,334		1,334		1,334
Total Capital Project Expenditures	+-		\$	2,298	\$	12,930	\$	-	\$	370	\$	475	\$	561	\$	601	\$	666	\$	733	\$	801
TOTAL CASH FLOW⁴	Ш_		\$	0	\$	86	\$	0	\$	0	\$	(0)	\$	(24)	\$	0	\$	0	\$	0	\$	0

TABLE 4-2
Scenario 2 - Thirty Year Extension with FY 2015 Borrowing to Accelerate Projects (all costs in thousands)

SUMMARY	Total C	<u>cost</u>	FY 2024	<u>F</u>	Y 2025	<u>FY</u>	<u> 2026</u>	<u>FY</u>	2027	<u>F\</u>	Y 2028	<u>F\</u>	<u>/ 2029</u>	<u>FY</u>	2030	<u>F`</u>	Y 2031	<u>FY</u>	2032	<u>FY</u>	2033
D. Capital Project Expenditures																					
1. Ten Year Improvement Plan																					
a. 5th Avenue Parkway Sidewalk Extension	\$	250																			
b. 8th Street South Streetscaping	\$ 1	,250																			
c. Central Ave. Improvements	\$ 1	,750																			
d. Miscellaneous Zoning Code Amendments	\$	70																			
e. Medical District Way Identification (Wayfinding)	\$	250																			
f. Medical District Inducements	\$	400																			
g. Medical District Pedestrian Facilities	\$	750																			
h. Health Community Programming	\$	65																			
i. Arts and Civic District Master Plan	\$	125																			
j. Gateway Feature Design and Cons US41/5th Ave.	\$ 2	,500																			
k. 5th Ave. Extension Zoning Code Amendments	\$	90																			
I. 3rd Avenue South Improvements	\$ 1	,000																			
m. Gordon River Park	\$ 2	,000																			
n. Blueway Launch Point and Trail Facilities	\$	500																			
o. Wayfinding Design Theme and Plan	\$	200																			
p. Wayfinding Maintenance Program	\$	100																			
q. Four Corners Study	\$	100																			
r. Bike Lane Improvements - Interim	\$	50																			
s. Bicycle and Pedestrian Circulation	\$	50																			
t. 5th Ave. West End Garage - Land Acquisition	\$ 2	,500																			
u. Lake Manor Linear Park	\$	450																			
v. 6th Ave. North Lighting	\$	300																			
w. Lake Park Neighborhood Plan	\$	12																			
x. River Park Neighborhood Plan	\$	60																			
y. Anthony Park Neighborhood Plan	\$	60																			
z. Miscellaneous Marketing	\$	150																			
aa. Miscellaneous Drainage Improvements	\$	250																			
bb. Miscellaneous Potable Water Improvements	\$	200																			
cc. Miscellaneous Wastewater Improvements	\$	200																			
dd. Miscelaneous Transportation Enhancements	\$ 1	,250																			
Total Ten Year Improvement Plan	\$ 16	,932	\$	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Revenue			\$ 3,394	\$	3,500	\$	3,608	\$	3,719		3,833	\$	3,950	\$	4,070	\$	4,192		4,318	\$	4,447
Total Operating Expenses			\$ 1,189	\$	1,223	\$		\$	1,295	\$	1,333	\$	1,372	_	1,412		1,453		1,496	\$	1,539
Total Debt Service			\$ 1,334	\$	1,334	\$		\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334
Total Capital Project Expenditures			\$ 871	\$	943	\$		\$	1,090	\$	1,166	\$	1,244	\$	1,324	\$	1,405	\$	1,489	\$	1,574
TOTAL CASH FLOW⁴			\$ 0	\$	(0)	\$	(0)	\$	0	\$	0	\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)

TABLE 4-2
Scenario 2 - Thirty Year Extension with FY 2015 Borrowing to Accelerate Projects (all costs in thousands)

SUMMARY	То	tal Cost	FY 2034	FY 2035	FY 2036	FY 2037	FY 2038	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043	Т	otal	Unfunded
D. Capital Project Expenditures															
1. Ten Year Improvement Plan													\$	-	\$ -
a. 5th Avenue Parkway Sidewalk Extension	\$	250											\$	250	\$ -
b. 8th Street South Streetscaping	\$	1,250											\$	1,250	\$ -
c. Central Ave. Improvements	\$	1,750											\$	1,750	\$ -
d. Miscellaneous Zoning Code Amendments	\$	70											\$	70	\$ -
e. Medical District Way Identification (Wayfinding)	\$	250											\$	250	\$ -
f. Medical District Inducements	\$	400											\$	400	\$ -
g. Medical District Pedestrian Facilities	\$	750											\$	750	\$ -
h. Health Community Programming	\$	65											\$	65	\$ -
i. Arts and Civic District Master Plan	\$	125											\$	125	\$ -
j. Gateway Feature Design and Cons US41/5th Ave.	\$	2,500											\$	2,500	\$ -
k. 5th Ave. Extension Zoning Code Amendments	\$	90											\$	90	\$ -
I. 3rd Avenue South Improvements	\$	1,000											\$	1,000	\$ -
m. Gordon River Park	\$	2,000											\$	2,000	\$ -
n. Blueway Launch Point and Trail Facilities	\$	500											\$	500	\$ -
o. Wayfinding Design Theme and Plan	\$	200											\$	200	\$ -
p. Wayfinding Maintenance Program	\$	100											\$	100	\$ -
q. Four Corners Study	\$	100											\$	100	\$ -
r. Bike Lane Improvements - Interim	\$	50											\$	50	\$ -
s. Bicycle and Pedestrian Circulation	\$	50											\$	50	\$ -
t. 5th Ave. West End Garage - Land Acquisition	\$	2,500											\$	2,500	\$ -
u. Lake Manor Linear Park	\$	450											\$	450	\$ -
v. 6th Ave. North Lighting	\$	300											\$	300	\$ -
w. Lake Park Neighborhood Plan	\$	12											\$	12	\$ -
x. River Park Neighborhood Plan	\$	60											\$	60	\$ -
y. Anthony Park Neighborhood Plan	\$	60											\$	60	\$ -
z. Miscellaneous Marketing	\$	150											\$	150	\$ -
aa. Miscellaneous Drainage Improvements	\$	250											\$	250	\$ -
bb. Miscellaneous Potable Water Improvements	\$	200											\$	200	\$ -
cc. Miscellaneous Wastewater Improvements	\$	200											\$	200	\$ -
dd. Miscelaneous Transportation Enhancements	\$	1,250											\$	1,250	0
Total Ten Year Improvement Plan	\$	16,932	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	16,932	\$ -
								_							
Total Revenue								\$ 5,291							\$ -
Total Operating Expenses				\$ 1,631	\$ 1,679			\$ 1,833		\$ 1,943		\$ 2,061		41,905	\$ -
Total Debt Service			\$ 1,334						\$ -	\$ -	\$ -	\$ -		41,350	\$ -
Total Capital Project Expenditures			\$ 1,661	\$ 1,749	\$ 1,840			\$ 2,124				\$ 350		54,217	
TOTAL CASH FLOW⁴			\$ (0)	\$ 0	\$ (0)	\$ (0)	\$ 0	\$ 0	\$ (0)	\$ (0)	\$ (0)	\$ 3,516	\$	3,578	

TABLE 4-2
Scenario 2 - Thirty Year Extension with FY 2015 Borrowing to Accelerate Projects (all costs in thousands)

SUMMARY	To	tal Cost	<u>F</u> `	Y 2014	<u> </u>	Y 2015	<u>F</u>	Y 2016	Į	FY 2017	<u> </u>	Y 2018	<u>F`</u>	Y 2019	<u>F</u>	Y 2020	<u>F</u>	Y 2021	<u> </u>	Y 2022	<u>F`</u>	Y 2023
D. Capital Project Expenditures																						
2. Year 11- thru Year 30 Improvement Plan																						
a. Arts and Civic District Master Plan Implementation	\$	1,500																				
b. Cambier Park Art Walk Streetscape Improvements	\$	200													\$	200						
c. 5th Ave Streetscape and Lighting Improvements	\$	500																				
d. 6th Ave South Promenade	\$	1,000																	\$	517	\$	483
e. Special Features Gateway (US 41/5th Street)	\$	2,000																				
f. Gordon River Bridge and Roadway Treatment	\$	1,500																				
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000																				
h. Bike Lane Improvements - Ultimate	\$	1,500																				
i. 5th Ave S West End Parking Garage	\$	5,000																				
j. D-Downtown Parking Garage - Land and Const.	\$	1,500																				
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000																				
I. Lake Park Master Plan Implementation	\$	60													\$	60						
m. River Park Master Plan Implementation	\$	300															\$	300				
n. Anthony Park Master Plan Implementation	\$	300													\$	43	\$	257				
o. Miscellaneous Marketing	\$	950																			\$	318
p. Miscellaneous Drainage Improvements	\$	325															\$	109	\$	216		
q. Miscellaneous Potable Water Improvements	\$	325																				
r. Miscellaneous Wastewater Improvements	\$	325																				
s. Miscellaneous Transportation Enhancements	\$	12,000																				
Total 11- thru Year 30 Improvement Plan	\$	37,285	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	303	\$	666	\$	733	\$	801
									ļ.,													
Total Capital Projects	\$	54,217	\$	2,298	\$	12,930	\$	-	\$	370	\$	475	\$	561	\$	601	\$	666	\$	733	\$	801
Total Revenue			\$	4,227	\$	22,151	Ф	2,326	\$	2,723	\$	2,811	\$	2,903	\$	2,996	Ф	3,092	Ф	3,190	\$	3,291
Total Operating Expenses	1		\$	896	\$	921	\$	948	\$	975	\$		\$	1,032	_		\$	1,092		1,123		1,156
Total Debt Service	1		\$	1,032	\$	8,214		1,379	\$		_	1,334	\$	1,334	_		\$	1,334	_	1,334		1,334
Total Capital Project Expenditures			\$		\$	12,930		1,379	\$	370	-		\$	561	\$		\$	666	_	733	_	801
TOTAL CASH FLOW	1			2,298	\$	12,930		0	\$		\$		_	(24)	_		\$	000	_	733 0		
TOTAL CASH FLOW	+		\$	0	Þ	86	Þ	- 0	Þ	- 0	3	(0)	\$	(24)	Þ	0	Þ	0	Þ	0	Þ	0

¹ Revenues assume no change in millage rates and increases in taxable values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

 $^{^{3}}$ Operating Expenses assumed to increase 2.0% annually except self insurance change assumed to increase at 5.0% annually

TABLE 4-2
Scenario 2 - Thirty Year Extension with FY 2015 Borrowing to Accelerate Projects (all costs in thousands)

SUMMARY	To	tal Cost	<u>F</u>	Y 2024	<u>F</u>	Y 2025	<u>F</u>	Y 2026	<u> </u>	Y 2027	<u> </u>	Y 2028	<u>F</u>	Y 2029	F\	Y 2030	<u>F</u>	Y 2031	<u>F</u>	Y 2032	<u>F</u> `	Y 2033
D. Capital Project Expenditures																						
2. Year 11- thru Year 30 Improvement Plan																						
a. Arts and Civic District Master Plan Implementation	\$	1,500					\$	373	\$	898	\$	229										
b. Cambier Park Art Walk Streetscape Improvements	\$	200																				
c. 5th Ave Streetscape and Lighting Improvements	\$	500											\$	200	\$	300						
d. 6th Ave South Promenade	\$	1,000																				
e. Special Features Gateway (US 41/5th Street)	\$	2,000																				
f. Gordon River Bridge and Roadway Treatment	\$	1,500															\$	1,277	\$	223		
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000																				
h. Bike Lane Improvements - Ultimate	\$	1,500											\$	348	\$	1,024	\$	128				
i. 5th Ave S West End Parking Garage	\$	5,000																	\$	1,266	\$	1,574
j. D-Downtown Parking Garage - Land and Const.	\$	1,500			\$	857	\$	643														
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000																				
I. Lake Park Master Plan Implementation	\$	60																				
m. River Park Master Plan Implementation	\$	300																				
n. Anthony Park Master Plan Implementation	\$	300																				
o. Miscellaneous Marketing	\$	950	\$	546	\$	86																
p. Miscellaneous Drainage Improvements	\$	325																				
q. Miscellaneous Potable Water Improvements	\$	325	\$	325																		
r. Miscellaneous Wastewater Improvements	\$	325							\$	192	\$	133										
s. Miscellaneous Transportation Enhancements	\$	12,000									\$	804	\$	696								
Total 11- thru Year 30 Improvement Plan	\$	37,285	\$	871	\$	943	\$	1,016	\$	1,090	\$	1,166	\$	1,244	\$	1,324	\$	1,405	\$	1,489	\$	1,574
	ļ																					
Total Capital Projects	\$	54,217	\$	871	\$	943	\$	1,016	\$	1,090	\$	1,166	\$	1,244	\$	1,324	\$	1,405	\$	1,489	\$	1,574
	ļ								ļ.,													
Total Revenue			\$	3,394	\$	3,500	_		\$	3,719	_	3,833	\$	3,950		4,070		4,192		4,318	\$	4,447
Total Operating Expenses			\$	1,189	\$	1,223	1		\$	1,295	-	1,333	\$	1,372		1,412	1	1,453		1,496	\$	1,539
Total Debt Service			\$	1,334	\$	1,334			\$	1,334	_	1,334	\$	1,334			\$	1,334		1,334	\$	1,334
Total Capital Project Expenditures			\$	871	\$	943	_		\$	1,090	_	1,166	\$	1,244		- ,-	\$		\$	1,489	\$	1,574
TOTAL CASH FLOW			\$	0	\$	(0)	\$	(0)	\$	0	\$	0	\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)

¹ Revenues assume no change in millage rates and increases in taxable values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

 $^{^{\}rm 3}$ Operating Expenses assumed to increase 2.0% annually except self insurance change assumed to increase at 5.0% annually

TABLE 4-2
Scenario 2 - Thirty Year Extension with FY 2015 Borrowing to Accelerate Projects (all costs in thousands)

SUMMARY	To	tal Cost	FY	2034	FY	2035	<u>F</u>	Y 2036	FY 2037	<u> </u>	Y 2038	FY 203	9	FY 2040	FY 2041	FY 2042	FY	2043		<u>Total</u>	Unfunded
D. Capital Project Expenditures																					
2. Year 11- thru Year 30 Improvement Plan																			\$	-	\$ -
a. Arts and Civic District Master Plan Implementation	\$	1,500																	\$	1,500	\$ -
b. Cambier Park Art Walk Streetscape Improvements	\$	200																	\$	200	\$ -
c. 5th Ave Streetscape and Lighting Improvements	\$	500																	\$	500	\$ -
d. 6th Ave South Promenade	\$	1,000																	\$	1,000	\$ -
e. Special Features Gateway (US 41/5th Street)	\$	2,000														\$ 1,650	\$	350	\$	2,000	\$ -
f. Gordon River Bridge and Roadway Treatment	\$	1,500																	\$	1,500	\$ -
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000			\$ 1	1,250	\$	750											\$	2,000	\$ -
h. Bike Lane Improvements - Ultimate	\$	1,500																	\$	1,500	\$ -
i. 5th Ave S West End Parking Garage	\$	5,000	\$ 1	1,661	\$	499													\$	5,000	\$ -
j. D-Downtown Parking Garage - Land and Const.	\$	1,500																	\$	1,500	\$ -
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000												\$ 231	\$ 3,658	\$ 2,111			\$	6,000	\$ -
I. Lake Park Master Plan Implementation	\$	60																	\$	60	\$ -
m. River Park Master Plan Implementation	\$	300																	\$	300	\$ -
n. Anthony Park Master Plan Implementation	\$	300																	\$	300	\$ -
o. Miscellaneous Marketing	\$	950																	\$	950	\$ -
p. Miscellaneous Drainage Improvements	\$	325																	\$	325	\$ -
q. Miscellaneous Potable Water Improvements	\$	325																	\$	325	\$ -
r. Miscellaneous Wastewater Improvements	\$	325																	\$	325	\$ -
s. Miscellaneous Transportation Enhancements	\$	12,000					\$	1,090	\$ 1,933	3 \$	2,027	\$ 2,12	4	\$ 3,326					\$	12,000	\$ -
Total 11- thru Year 30 Improvement Plan	\$	37,285	\$ 1	1,661	\$ 1	1,749	\$	1,840	\$ 1,933	\$	2,027	\$ 2,12	4	\$ 3,557	\$ 3,658	\$ 3,761	\$	350	\$	37,285	\$ -
										+									_		_
Total Capital Projects	\$	54,217	\$ 1	1,661	\$ 1	1,749	\$	1,840	\$ 1,933	3 \$	2,027	\$ 2,12	4	\$ 3,557	\$ 3,658	\$ 3,761	\$	350	\$	54,217	\$ -
Total Revenue			\$ 4	4,579	\$ 4	1,714	\$	4,853	\$ 4,996	\$	5 5,141	\$ 5,29	1	\$ 5,444	\$ 5,601	\$ 5,762	\$	5,927	\$	141,051	
Total Operating Expenses			\$ 1	1,585						_			_	\$ 1,887			_	2,061	\$	41,905	
Total Debt Service			\$ 1	1,334	\$ 1	1,334	\$	1,334	\$ 1,334	\$	1,334	\$ 1,33	4	\$ -	\$ -	\$ -	\$	-	\$	41,350	
Total Capital Project Expenditures				1,661					\$ 1,933	_			_	\$ 3,557	\$ 3,658	\$ 3,761	\$	350	\$	54,217	
TOTAL CASH FLOW			\$	(0)	\$	0	\$	(0)	\$ (0)) \$	0	\$	0	\$ (0)	\$ (0)	\$ (0)	\$	3,516			
									,						, ,						
	_		_		_		_			_			_				_		_		

¹ Revenues assume no change in millage rates and increases in taxable values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

 $^{^{\}rm 3}$ Operating Expenses assumed to increase 2.0% annually except self insurance change assumed to increase at 5.0% annually

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

	Total																				
<u>SUMMARY</u>	Cost	<u>F</u>	Y 2014	<u> </u>	Y 2015	<u>F</u>	Y 2016	<u> </u>	Y 2017	<u> </u>	Y 2018	<u> </u>	Y 2019	<u> </u>	Y 2020	<u> </u>	Y 2021	<u>F</u>	Y 2022	<u>F</u>	Y 2023
A. Revenues																					
1. Tax Increment Revenues ¹		\$	2,016	\$	2,129	\$	2,218	\$	2,696	\$	2,784	\$	2,874	\$	2,967	\$	3,061	\$	3,159	\$	3,258
a. Increment Revenues from County		\$	1,514	\$	1,600	\$	1,667	\$	2,025	\$	2,091	\$	2,159	\$	2,229	\$	2,300	\$	2,373	\$	2,448
b. Increment Revenues from City		\$	501	\$	530	\$	552	\$	670	\$	692	\$	715	\$	738	\$	761	\$	786	\$	810
2. Interest Income/Other Income		\$	24	\$	21	\$	22	\$	27	\$	28	\$	29	\$	30	\$	31	\$	32	\$	33
3. One Time Fund Balance Carry Over		\$	2,187			\$	86														
4. 2015 Borrowing (\$20 million+1.5% issuance cost)				\$	20,000																
5. 2027 Borrowing (\$10 million+1.5% issuance cost)																					
Total Revenues		\$	4,227	\$	22,151	\$	2,326	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
B. Expenses																					
1. Personnel Expenses ²																					
a. CRA Coordinator (30% of Asst. CM)		\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
b. Community Police Officers (3)		\$	184	\$	188	\$	193	\$	198	\$	203	\$	208	\$	213	\$	218	\$	224	\$	229
c. Landscape Technician III (1)		\$	71	\$	73	\$	75	\$	77	\$	78	\$	80	\$	82	\$	84	\$	87	\$	89
d. Landscape Technician II (1)		\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
f. Benefits and Misc. Personnel Costs		\$	185	\$	190	\$	194	\$	199	\$	204	\$	209	\$	214	\$	220	\$	225	\$	231
2. Operating Expenses ³																					
a. Administrative Services		\$	111	\$	114	\$	118	\$	121	\$	125	\$	129	\$	133	\$	137	\$	141	\$	145
b. Landscape Maintenance and Signs		\$	90	\$	93	\$	95	\$	98	\$	101	\$	104	\$	107	\$	111	\$	114	\$	117
c. Self Insurance Charge		\$	62	\$	65	\$	68	\$	71	\$	75	\$	79	\$	83	\$	87	\$	91	\$	96
d. Repairs and Maintenance		\$	46	\$	47	\$	49	\$	50	\$	52	\$	53	\$	55	\$	57	\$	58	\$	60
e. Other Operating Expenses		\$	75	\$	77	\$	79	\$	82	\$	84	\$	87	\$	89	\$	92	\$	95	\$	98
Total Operating Expenses		\$	896	\$	921	\$	948	\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,156

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

	Total																				
<u>SUMMARY</u>	Cost	<u>F</u>	Y 2024	<u>F</u>	Y 2025	<u>F</u>	Y 2026	<u> </u>	FY 2027	<u> </u>	Y 2028	<u>F</u>	Y 2029	<u>F</u>	Y 2030	<u>F</u>	Y 2031	<u> </u>	Y 2032	<u> </u>	FY 2033
A. Revenues																					
1. Tax Increment Revenues ¹		\$	3,360	\$	3,465	\$	3,573	\$	3,683	\$	3,795	\$	3,911	\$	4,029	\$	4,151	\$	4,275	\$	4,403
a. Increment Revenues from County		\$	2,525	\$	2,603	\$	2,684	\$	2,767	\$	2,851	\$	2,938	\$	3,027	\$	3,119	\$	3,212	\$	3,308
b. Increment Revenues from City		\$	836	\$	862	\$	889	\$	916	\$	944	\$	973	\$	1,002	\$	1,032	\$	1,063	\$	1,095
2. Interest Income/Other Income		\$	34	\$	35	\$	36	\$	37	\$	38	\$	39	\$	40	\$	42	\$	43	\$	44
3. One Time Fund Balance Carry Over																					
4. 2015 Borrowing (\$20 million+1.5% issuance cost)																					
5. 2027 Borrowing (\$10 million+1.5% issuance cost)								\$	10,000												
Total Revenues		\$	3,394	\$	3,500	\$	3,608	\$	13,719	\$	3,833	\$	3,950	\$	4,070	\$	4,192	\$	4,318	\$	4,447
B. Expenses																					
1. Personnel Expenses ²																					
a. CRA Coordinator (30% of Asst. CM)		\$	46	\$	48	\$	49	\$	50	\$	51	\$	52	\$	54	\$	55	\$	56	\$	58
b. Community Police Officers (3)		\$	235	\$	241	\$	247	\$	253	\$	260	\$	266	\$	273	\$	280	\$	287	\$	294
c. Landscape Technician III (1)		\$	91	\$	93	\$	96	\$	98	\$	100	\$	103	\$	105	\$	108	\$	111	\$	114
d. Landscape Technician II (1)		\$	46	\$	47	\$	48	\$	50	\$	51	\$	52	\$	54	\$	55	\$	56	\$	58
f. Benefits and Misc. Personnel Costs		\$	237	\$	243	\$	249	\$	255	\$	261	\$	268	\$	274	\$	281	\$	288	\$	296
2. Operating Expenses ³																					
a. Administrative Services		\$	149	\$	154	\$	158	\$	163	\$	168	\$	173	\$	178	\$	184	\$	189	\$	195
b. Landscape Maintenance and Signs		\$	121	\$	125	\$	128	\$	132	\$	136	\$	140	\$	144	\$	149	\$	153	\$	158
c. Self Insurance Charge		\$	101	\$	106	\$	111	\$	116	\$	122	\$	128	\$	135	\$	141	\$	149	\$	156
d. Repairs and Maintenance		\$	62	\$	64	\$	66	\$	68	\$	70	\$	72	\$	74	\$	76	\$	78	\$	81
e. Other Operating Expenses		\$	101	\$	104	\$	107	\$	110	\$	113	\$	117	\$	120	\$	124	\$	128	\$	131
Total Operating Expenses		\$	1,189	\$	1,223	\$	1,259	\$	1,295	\$	1,333	\$	1,372	\$	1,412	\$	1,453	\$	1,496	\$	1,539

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

	Total																					Unfunded
<u>SUMMARY</u>	<u>Cost</u>	FY	2034	FY	<u> 2035</u>	FY	2036	FY	<u> 2037</u>	FY	2038	FY:	<u> 2039</u>	FY 204	<u>0</u> <u>F</u>	Y 2041	FY	2042	FY 204	<u>3</u>	<u>Total</u>	<u>Amount</u>
A. Revenues																						
1. Tax Increment Revenues ¹		\$	4,534	\$ 4	1,668	\$	4,805	\$	4,946	\$	5,090	\$ 5	5,238	\$ 5,39	0 \$	5,546	\$	5,705	\$ 5,86	8 \$	117,598	
a. Increment Revenues from County		\$	3,406	\$ 3	3,507	\$	3,610	\$	3,716	\$	3,824	\$ 3	3,936	\$ 4,05	0 \$	4,166	\$	4,286	\$ 4,40	9 \$	88,350	
b. Increment Revenues from City		\$	1,128	\$ 1	,161	\$	1,195	\$	1,230	\$	1,266	\$ 1	,303	\$ 1,34	1 \$	1,379	\$	1,419	\$ 1,45	9 \$	29,248	
2. Interest Income/Other Income		\$	45	\$	47	\$	48	\$	49	\$	51	\$	52	\$ 5	4 \$	55	\$	57	\$ 5	9 \$	1,180	
3. One Time Fund Balance Carry Over																				\$	2,273	
4. 2015 Borrowing (\$20 million+1.5% issuance cost)																						
5. 2027 Borrowing (\$10 million+1.5% issuance cost)								L														
Total Revenues		\$	4,579	\$ 4	1,714	\$ 4	4,853	\$	4,996	\$	5,141	\$ 5	,291	\$ 5,44	4 \$	5,601	\$	5,762	\$ 5,92	7 \$	151,051	
								L														
B. Expenses																						
1. Personnel Expenses ²																						
a. CRA Coordinator (30% of Asst. CM)		\$	59	\$	61	\$	62	\$	64	\$	66	\$	67	\$ 6	9 \$	71	\$	72	\$ 7	4 \$	1,590	
b. Community Police Officers (3)		\$	301	\$	309	\$	316	\$	324	\$	332	\$	341	\$ 34	9 \$	358	\$	367	\$ 37	6 \$	8,067	
c. Landscape Technician III (1)		\$	116	\$	119	\$	122	\$	125	\$	129	\$	132	\$ 13	5 \$	138	\$	142	\$ 14	5 \$	3,120	
d. Landscape Technician II (1)		\$	59	\$	61	\$	62	\$	64	\$	65	\$	67	\$ 6	8 \$	70	\$	72	\$ 7	4 \$	1,583	
f. Benefits and Misc. Personnel Costs		\$	303	\$	311	\$	318	\$	326	\$	334	\$	343	\$ 35	1 \$	360	\$	369	\$ 37	8 \$	8,117	
2. Operating Expenses ³								L														
a. Administrative Services		\$	201	\$	207	\$	213	\$	219	\$	226	\$	233	\$ 24	0 \$	247	\$	254	\$ 26	2 \$	5,288	
b. Landscape Maintenance and Signs		\$	163	\$	167	\$	172	\$	178	\$	183	\$	188	\$ 19	4 \$	200	\$	206	\$ 21	2 \$	4,282	
c. Self Insurance Charge		\$	164	\$	172	\$	181	\$	190	\$	199	\$	209	\$ 21	9 \$	230	\$	242	\$ 25	4 \$	4,100	
d. Repairs and Maintenance		\$	83	\$	86	\$	88	\$	91	\$	94	\$	97	\$ 9	9 \$	102	\$	105	\$ 10	9 \$	2,193	
e. Other Operating Expenses		\$	135	\$	139	\$	144	\$	148	\$	152	\$	157	\$ 16	2 \$	166	\$	171	\$ 17	7 \$	3,565	
Total Operating Expenses	· · · · · · · · · · · · · · · · · · ·	\$	1,585	\$ 1	,631	\$	1,679	\$	1,729	\$	1,780	\$ 1	,833	\$ 1,88	7 \$	1,943	\$	2,001	\$ 2,06	1 \$	41,905	

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

	Total																				
<u>SUMMARY</u>	Cost	F)	Y 2014	<u> </u>	Y 2015	<u>F</u>	Y 2016	<u> </u>	Y 2017	<u> </u>	Y 2018	<u> </u>	Y 2019	<u> </u>	Y 2020	<u>F</u> `	Y 2021	FY	2022	<u>FY</u>	<u>/ 2023</u>
C. Debt Service																					
1. 2010 Series Bonds (2.18% interest)	\$ 7,661																				
a. Principal Payment		\$	827	\$	6,834																
b. Interest Payment		\$	159	\$	-																
2. Debt-General Fund (2.2% interest)																					
a. Principal Payment	\$ 53	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment		\$	1	\$	1	\$	1	\$	0												
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																					
a. Principal Payment	\$ 55	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment		\$	1	\$	1	\$	1	\$	0												
4. Debt-Streets (Streets Fund @2.2% interest)																					
a. Principal Payment	\$ 55	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment		\$	1	\$	1	\$	1	\$	0												
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$ 20,300																				
a. Principal Payment (\$20m+\$300k total)				\$	471	\$	491	\$	512	\$	534	\$	557	\$	580	\$	605	\$	631	\$	657
b. Interest Payment				\$	863	\$	843	\$	822	\$	800	\$	777	\$	754	\$	729	\$	703	\$	677
5. 2027 Series Bonds (15yr@6% + 1.5% issuance)	\$ 10,150																				
a. Principal Payment (\$10m +\$150k total)																					
b. Interest Payment																					
Total Debt Service		\$	1,032	\$	8,214	\$	1,379	\$	1,378	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334
Total Non Canital Expanditures		\$	1,928	\$	9,135	e	2,326	\$	2,352	¢	2,337	\$	2,366	\$	2,395	¢	2,426	\$	2,457	\$	2,490
Total Non-Capital Expenditures		Þ	1,928	ð	9,135	Þ	2,326	ð	2,352	Þ	2,337	Þ	۷,306	Þ	۷,১५٥	Þ	2,426	Ф	2,437	Ф	2,490
Available for Capital Projects																					
(Revenues - Operating Expenses- Debt Service)		\$	2,298	\$	13,016	\$	0	\$	370	\$	475	\$	537	\$	601	\$	666	\$	733	\$	801

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

		Total																				
<u>SUMMARY</u>		Cost	<u>F`</u>	Y 2024	<u> </u>	Y 2025	<u>F</u>	<u> 2026</u>	<u> </u>	FY 2027	<u> </u>	Y 2028	<u> </u>	Y 2029	<u> </u>	Y 2030	<u> </u>	Y 2031	<u>F</u>	Y 2032	<u> </u>	Y 2033
C. Debt Service																						
1. 2010 Series Bonds (2.18% interest)	\$	7,661																				
a. Principal Payment																						
b. Interest Payment																						
2. Debt-General Fund (2.2% interest)																						
a. Principal Payment	\$	53																				
b. Interest Payment																						
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																						
a. Principal Payment	\$	55																				
b. Interest Payment																						
4. Debt-Streets (Streets Fund @2.2% interest)																						
a. Principal Payment	\$	55																				
b. Interest Payment																						
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$	20,300																				
a. Principal Payment (\$20m+\$300k total)			\$	685	\$	715	\$	745	\$	777	\$	810	\$	844	\$	880	\$	917	\$	956	\$	997
b. Interest Payment			\$	649	\$	619	\$	589	\$	557	\$	524	\$	490	\$	454	\$	417	\$	378	\$	337
5. 2027 Series Bonds (15yr@6% + 1.5% issuance)	\$	10,150																				
a. Principal Payment (\$10m +\$150k total)										436		462		490		519		551		584		619
b. Interest Payment										609		583		555		526		495		462		426
Total Debt Service	<u> </u>		\$	1,334	\$	1,334	\$	1,334	\$	2,379	\$	2,379	\$	2,379	\$	2,379	\$	2,379	\$	2,379	\$	2,379
Total Non-Capital Expenditures			\$	2,523	\$	2,557	\$	2,593	\$	3,674	\$	3,712	\$	3,751	\$	3,791	\$	3,832	\$	3,875	\$	3,918
Available for Capital Projects																						
(Revenues - Operating Expenses- Debt Service)			\$	871	\$	943	\$	1,016	\$	10,045	\$	121	\$	199	\$	279	\$	360	\$	444	\$	529
	Щ																					

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

	Total																				Unfunded
SUMMARY	Cost	FY	2034	FY	2035	FY:	<u> 2036</u>	FY	2037	FY	2038	FY	2039	FY 204	<u>0</u>	FY 2041	FY 2042	FY 20	<u>)43</u>	<u>Total</u>	<u>Amount</u>
C. Debt Service																					
1. 2010 Series Bonds (2.18% interest)	\$ 7,661																				
a. Principal Payment																				\$ 7,661	
b. Interest Payment																				\$ 159	
2. Debt-General Fund (2.2% interest)																					
a. Principal Payment	\$ 53																			\$ 56	
b. Interest Payment																				\$ 3	
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																					
a. Principal Payment	\$ 55																			\$ 58	
b. Interest Payment																				\$ 3	
4. Debt-Streets (Streets Fund @2.2% interest)																					
a. Principal Payment	\$ 55																			\$ 58	
b. Interest Payment																				\$ 3	
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$ 20,300																				
a. Principal Payment (\$20m+\$300k total)		\$	1,039	\$	1,083	\$ 1	,129	\$	1,177	\$ '	1,227	\$ ^	1,280							\$ 20,300	
b. Interest Payment		\$	295	\$	251	\$	205	\$	157	\$	107	\$	54							\$ 13,050	
5. 2027 Series Bonds (15yr@6% + 1.5% issuance)	\$ 10,150																				
a. Principal Payment (\$10m +\$150k total)			656		695		737		781		828		877	93	30	986					
b. Interest Payment			389		350		308		264		217		168	11	5	59					
Total Debt Service		\$	2,379	\$	2,379	\$ 2	,379	\$	2,379	\$ 2	2,379	\$ 2	2,379	\$ 1,04	5	\$ 1,045	\$ -	\$	-	\$ 57,026	
Total Non-Capital Expenditures		\$	3,964	\$ 4	4,010	\$ 4	,058	\$ -	4,108	\$ 4	4,159	\$ 4	1,212	\$ 2,93	2	\$ 2,988	\$ 2,001	\$ 2,0	61	\$ 98,932	
															1						
Available for Capital Projects															1						
(Revenues - Operating Expenses- Debt Service)		\$	615	\$	704	\$	795	\$	888	\$	982	\$ 1	1,079	\$ 2,51	2	\$ 2,613	\$ 3,761	\$ 3,8	66	\$ 52,119	

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

	Total																				
SUMMARY	Cost	<u>F`</u>	Y 2014	<u>F</u>	Y 2015	<u>F`</u>	Y 2016	<u>F</u>	Y 2017	<u>F</u>	Y 2018	<u>F`</u>	Y 2019	F١	Y 2020	<u>F</u>	Y 2021	<u>F`</u>	Y 2022	FY	2023
D. Capital Project Expenditures																					
1. Ten Year Improvement Plan																					
a. 5th Avenue Parkway Sidewalk Extension	\$ 250			\$	250																
b. 8th Street South Streetscaping	\$ 1,250									\$	391	\$	537	\$	322						
c. Central Ave. Improvements	\$ 1,750			\$	1,750																
d. Miscellaneous Zoning Code Amendments	\$ 70			\$	70																
e. Medical District Way Identification (Wayfinding)	\$ 250			\$	250																
f. Medical District Inducements	\$ 400			\$	400																
g. Medical District Pedestrian Facilities	\$ 750			\$	750																
h. Health Community Programming	\$ 65			\$	65																
i. Arts and Civic District Master Plan	\$ 125			\$	125																
j. Gateway Feature Design and Cons US41/5th Ave.	\$ 2,500			\$	2,500																
k. 5th Ave. Extension Zoning Code Amendments	\$ 90			\$	90																
I. 3rd Avenue South Improvements	\$ 1,000			\$	1,000																
m. Gordon River Park	\$ 2,000			\$	2,000																
n. Blueway Launch Point and Trail Facilities	\$ 500			\$	500																
o. Wayfinding Design Theme and Plan	\$ 200			\$	200																
p. Wayfinding Maintenance Program	\$ 100			\$	96			\$	4												
q. Four Corners Study	\$ 100			\$	100																
r. Bike Lane Improvements - Interim	\$ 50			\$	50																
s. Bicycle and Pedestrian Circulation	\$ 50			\$	50																
t. 5th Ave. West End Garage - Land Acquisition	\$ 2,500	\$	2,298	\$	202																
u. Lake Manor Linear Park	\$ 450			\$	450																
v. 6th Ave. North Lighting	\$ 300							\$	216	\$	84										
w. Lake Park Neighborhood Plan	\$ 12			\$	12																
x. River Park Neighborhood Plan	\$ 60			\$	60																
y. Anthony Park Neighborhood Plan	\$ 60			\$	60																
z. Miscellaneous Marketing	\$ 150							\$	150												
aa. Miscellaneous Drainage Improvements	\$ 250			\$	250																
bb. Miscellaneous Potable Water Improvements	\$ 200			\$	200																
cc. Miscellaneous Wastewater Improvements	\$ 200			\$	200																
dd. Miscelaneous Transportation Enhancements	\$ 1,250			\$	1,250																
Total Ten Year Improvement Plan	\$ 16,932	\$	2,298	\$	12,930	\$	-	\$	370	\$	475	\$	537	\$	322	\$	-	\$	-	\$	-
Total Revenue		\$	4,227	\$	22,151	\$	2,326	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
Total Operating Expenses		\$	896	\$	921	\$	948	\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,156
Total Debt Service		\$	1,032	\$	8,214	\$	1,379	\$	1,378	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334
Total Capital Project Expenditures		\$	2,298	\$	12,930	\$	-	\$	370	\$	475	\$	537	\$	601	\$	666	\$	733	\$	801
TOTAL CASH FLOW		\$	0	\$	86	\$	0	\$	0	\$	(0)	\$	0	\$	0	\$	0	\$	0	\$	0

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

	Total																			
SUMMARY	Cost	F	Y 2024	FY 2	2025	FY 202	<u>6</u>	FY 2027	FY	2028	<u>F`</u>	<u> 2029</u>	FY	2030	<u>F</u>	Y 2031	<u>F</u>	<u> 2032</u>	FY	2033
D. Capital Project Expenditures																				
1. Ten Year Improvement Plan																				
a. 5th Avenue Parkway Sidewalk Extension	\$ 250)																		
b. 8th Street South Streetscaping	\$ 1,250)																		
c. Central Ave. Improvements	\$ 1,750)																		
d. Miscellaneous Zoning Code Amendments	\$ 70)																		
e. Medical District Way Identification (Wayfinding)	\$ 250)																		
f. Medical District Inducements	\$ 400)																		
g. Medical District Pedestrian Facilities	\$ 750)																		
h. Health Community Programming	\$ 65	;																		
i. Arts and Civic District Master Plan	\$ 125	;																		
j. Gateway Feature Design and Cons US41/5th Ave.	\$ 2,500)																		
k. 5th Ave. Extension Zoning Code Amendments	\$ 90)																		
I. 3rd Avenue South Improvements	\$ 1,000)																		
m. Gordon River Park	\$ 2,000																			
n. Blueway Launch Point and Trail Facilities	\$ 500																			
o. Wayfinding Design Theme and Plan	\$ 200																			
p. Wayfinding Maintenance Program	\$ 100																			
q. Four Corners Study	\$ 100)																		
r. Bike Lane Improvements - Interim	\$ 50)																		
s. Bicycle and Pedestrian Circulation	\$ 50)																		
t. 5th Ave. West End Garage - Land Acquisition	\$ 2,500)																		
u. Lake Manor Linear Park	\$ 450)																		
v. 6th Ave. North Lighting	\$ 300)																		
w. Lake Park Neighborhood Plan	\$ 12	!																		
x. River Park Neighborhood Plan	\$ 60)																		
y. Anthony Park Neighborhood Plan	\$ 60)																		
z. Miscellaneous Marketing	\$ 150)																		
aa. Miscellaneous Drainage Improvements	\$ 250)																		
bb. Miscellaneous Potable Water Improvements	\$ 200)																		
cc. Miscellaneous Wastewater Improvements	\$ 200)																		
dd. Miscelaneous Transportation Enhancements	\$ 1,250)																		
Total Ten Year Improvement Plan	\$ 16,932	\$	-	\$	-	\$	-	\$ -	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
T. (. I D		•	0.004	Φ .	0.500	.	00	e 40.740	Φ.	0.000	Φ.	2.052	Φ.	4.070	Φ.	4.400	ı,	4.040	Φ.	4 4 4 7
Total Revenue		\$	3,394		3,500	\$ 3,6	_	\$ 13,719	\$	3,833	\$	3,950	\$		\$	4,192	\$	4,318	\$	4,447
Total Operating Expenses		\$			1,223		-+	\$ 1,295	_	,	\$	1,372		1,412			\$	1,496	\$	1,539
Total Debt Service		\$	1,334		1,334	\$ 1,3	-+	\$ 2,379	\$	2,379	\$		\$		\$	2,379	\$	2,379	\$	2,379
Total Capital Project Expenditures		\$	871	\$	943	\$ 1,0	_	\$ 10,045	\$	121	\$	199	\$		\$	360	\$	444	\$	529
TOTAL CASH FLOW⁴		\$	0	\$	(0)	\$	(0)	\$ 0	\$	0	\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

	Total												Unfunded
SUMMARY	Cost	FY 2034	FY 2035	FY 2036	FY 2037	FY 2038	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043	<u>Total</u>	<u>Amount</u>
D. Capital Project Expenditures													
1. Ten Year Improvement Plan												\$ -	\$ -
a. 5th Avenue Parkway Sidewalk Extension	\$ 250											\$ 250	\$ -
b. 8th Street South Streetscaping	\$ 1,250											\$ 1,250	\$ -
c. Central Ave. Improvements	\$ 1,750											\$ 1,750	\$ -
d. Miscellaneous Zoning Code Amendments	\$ 70											\$ 70	\$ -
e. Medical District Way Identification (Wayfinding)	\$ 250											\$ 250	\$ -
f. Medical District Inducements	\$ 400											\$ 400	\$ -
g. Medical District Pedestrian Facilities	\$ 750											\$ 750	\$ -
h. Health Community Programming	\$ 65											\$ 65	\$ -
i. Arts and Civic District Master Plan	\$ 125											\$ 125	\$ -
j. Gateway Feature Design and Cons US41/5th Ave.	\$ 2,500											\$ 2,500	\$ -
k. 5th Ave. Extension Zoning Code Amendments	\$ 90											\$ 90	\$ -
I. 3rd Avenue South Improvements	\$ 1,000											\$ 1,000	\$ -
m. Gordon River Park	\$ 2,000											\$ 2,000	\$ -
n. Blueway Launch Point and Trail Facilities	\$ 500											\$ 500	\$ -
o. Wayfinding Design Theme and Plan	\$ 200											\$ 200	\$ -
p. Wayfinding Maintenance Program	\$ 100											\$ 100	\$ -
q. Four Corners Study	\$ 100											\$ 100	\$ -
r. Bike Lane Improvements - Interim	\$ 50											\$ 50	\$ -
s. Bicycle and Pedestrian Circulation	\$ 50											\$ 50	\$ -
t. 5th Ave. West End Garage - Land Acquisition	\$ 2,500											\$ 2,500	\$ -
u. Lake Manor Linear Park	\$ 450											\$ 450	\$ -
v. 6th Ave. North Lighting	\$ 300											\$ 300	\$ -
w. Lake Park Neighborhood Plan	\$ 12											\$ 12	\$ -
x. River Park Neighborhood Plan	\$ 60											\$ 60	\$ -
y. Anthony Park Neighborhood Plan	\$ 60											\$ 60	\$ -
z. Miscellaneous Marketing	\$ 150											\$ 150	\$ -
aa. Miscellaneous Drainage Improvements	\$ 250											\$ 250	\$ -
bb. Miscellaneous Potable Water Improvements	\$ 200											\$ 200	\$ -
cc. Miscellaneous Wastewater Improvements	\$ 200											\$ 200	\$ -
dd. Miscelaneous Transportation Enhancements	\$ 1,250											\$ 1,250	\$ -
Total Ten Year Improvement Plan	\$ 16,932	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,932	\$ -
Total Revenue		\$ 4,579	\$ 4,714	\$ 4,853	\$ 4,996	\$ 5,141	\$ 5,291	\$ 5,444	\$ 5,601	\$ 5,762	\$ 5,927	\$ 151,051	\$ -
Total Operating Expenses		\$ 1,585	\$ 1,631	\$ 1,679	\$ 1,729		\$ 1,833		\$ 1,943		\$ 2,061	\$ 41,905	\$ -
Total Debt Service		\$ 2,379	\$ 2,379	\$ 2,379	\$ 2,379	\$ 2,379	\$ 2,379	\$ 1,045	\$ 1,045	\$ -	\$ -	\$ 57,026	\$ -
Total Capital Project Expenditures		\$ 615	\$ 704	\$ 795	\$ 888	\$ 982	\$ 1,079	\$ 2,512	\$ 2,613	\$ 3,761	\$ 3,866	\$ 52,033	
TOTAL CASH FLOW⁴		\$ 0	\$ 0	\$ (0)	\$ (0)	\$ 0	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ -	

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

<u>SUMMARY</u>	Total Cost	<u>F</u>	Y 2014	<u> </u>	Y 2015	<u> </u>	Y 2016	<u> </u>	FY 2017		FY 2018	<u>F</u>	Y 2019	<u> </u>	Y 2020	<u> </u>	FY 2021	FY	2022	<u>F\</u>	/ 2023
			·																·		
2. Year 11- thru Year 30 Improvement Plan																					
a. Arts and Civic District Master Plan Implementation	\$ 1,500																				
b. Cambier Park Art Walk Streetscape Improvements	\$ 200													\$	200						
c. 5th Ave Streetscape and Lighting Improvements	\$ 500																				
d. 6th Ave South Promenade	\$ 1,000																	\$	493	\$	507
e. Special Features Gateway (US 41/5th Street)	\$ 2,000																				
f. Gordon River Bridge and Roadway Treatment	\$ 1,500																				
g. Gateway Feature Design & Cons US 41/9th St.	\$ 2,000																				
h. Bike Lane Improvements - Ultimate	\$ 1,500																				
i. 5th Ave S West End Parking Garage	\$ 5,000																				
j. D-Downtown Parking Garage - Land and Const.	\$ 1,500																			\$	294
k. 5th Ave Ext. Parking Garage - Land and Const.	\$ 6,000																				
I. Lake Park Master Plan Implementation	\$ 60													\$	11	\$	49				
m. River Park Master Plan Implementation	\$ 300															\$	300				
n. Anthony Park Master Plan Implementation	\$ 300													\$	68	\$	232				
o. Miscellaneous Marketing	\$ 950																				
p. Miscellaneous Drainage Improvements	\$ 325															\$	85	\$	240		
q. Miscellaneous Potable Water Improvements	\$ 325																				
r. Miscellaneous Wastewater Improvements	\$ 325																				
s. Miscellaneous Transportation Enhancements	\$ 12,000																				
Total 11- thru Year 30 Improvement Plan	\$ 37,285	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	279	\$	666	\$	733	\$	801
Total Capital Projects	\$ 54,217	\$	2,298	\$	12,930	\$	-	\$	370	\$	475	\$	537	\$	601	\$	666	\$	733	\$	801
Total Revenue		\$	4,227	\$	22,151	\$	2,326	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
Total Operating Expenses		\$		\$	921	-	948	\$	975	_		_	1,032	_		\$	1,092	\$	1,123	-	1,156
Total Debt Service		\$		\$	8,214	-		\$	1,378	_		_	1,334	<u> </u>	1,334	-	1,334		1,334	-	1,334
Total Capital Project Expenditures		\$	2,298	\$	12,930		-	\$	370	_		\$	537		601	\$	666	\$	733	_	801
TOTAL CASH FLOW		\$	0	\$	86	\$	0	\$	0	\$	(0)	\$	0	\$	0	\$	0	\$	0	\$	0

¹ Revenues assume no change in millage rates and increases in taxable values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

 $^{^3}$ Operating Expenses assumed to increase 2.0% annually except self insurance change assumed to increase at 5.0% annually

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

\$ \$ \$ \$ \$ \$	1,500 200 500 1,000 2,000 1,500 2,000					\$	569	\$	931												
\$ \$ \$ \$ \$ \$	200 500 1,000 2,000 1,500					\$	569	\$	931												
\$ \$ \$ \$ \$ \$	200 500 1,000 2,000 1,500					\$	569	\$	931												
\$ \$ \$ \$ \$	500 1,000 2,000 1,500															1					
\$ \$ \$	1,000 2,000 1,500							_				l									
\$ \$ \$	2,000 1,500							\$	500												
\$ \$	1,500																				
\$								\$	2,000												
\$	2,000																				
-																				\$	1
ሰ	1,500													\$	168	\$	360	\$	444	\$	528
Ф	5,000							\$	5,000												
\$	1,500	\$	871	\$	335																
\$	6,000																				
\$	60																				
\$	300																				
\$	300																				
\$	950			\$	608	\$	342														
\$	325																				
\$	325					\$	105					\$	109	\$	111						
\$	325							\$	114	\$	121	\$	90								
\$	12,000							\$	1,500												
\$	37,285	\$	871	\$	943	\$	1,016	\$	10,045	\$	121	\$	199	\$	279	\$	360	\$	444	\$	529
_														_		_					
\$	54,217	\$	871	\$	943	\$	1,016	\$	10,045	\$	121	\$	199	\$	279	\$	360	\$	444	\$	529
		\$	3.394	\$	3.500	\$	3.608	\$	13.719	\$	3.833	\$	3.950	\$	4.070	\$	4.192	\$	4.318	\$	4,447
		\$	1,189	\$	•	+	1,259	\$		_		Ť		_		\$				\$	1,539
		\$		\$				\$		_		_		_		+ -		-		_	2,379
		\$	871	\$		•	1,016	<u> </u>			121	\$		\$		1			444	\$	529
		\$	0	\$	(0)	\$	(0)	\$	0	\$	0	\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)
	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 1,500 \$ 6,000 \$ 60 \$ 300 \$ 300 \$ 950 \$ 325 \$ 325 \$ 325 \$ 12,000 \$ 37,285	\$ 1,500 \$ \$ 6,000 \$ \$ 60 \$ 300 \$ \$ 300 \$ \$ 325	\$ 1,500 \$ 871 \$ 6,000 \$ 60 \$ 300 \$ 300 \$ 950 \$ 325 \$ 325 \$ 325 \$ 12,000 \$ 37,285 \$ 871 \$ 54,217 \$ 871 \$ 1,189 \$ 1,334 \$ 871	\$ 1,500 \$ 871 \$ \$ 6,000 \$ 60 \$ 300 \$ 300 \$ 950 \$ 325 \$ 325 \$ 325 \$ 12,000 \$ 37,285 \$ 871 \$ \$ 54,217 \$ 871 \$ \$ 1,189 \$ \$ 1,334 \$ \$ 871 \$	\$ 1,500 \$ 871 \$ 335 \$ 6,000 \$ 60 \$ 60 \$ 608 \$ 300 \$ 5 608 \$ 325 \$ 608 \$ 325 \$ 608 \$ 325 \$ 72,825 \$ 871 \$ 943 \$ 54,217 \$ 871 \$ 943 \$ 1,189 \$ 1,223 \$ 1,334 \$ 1,334 \$ 871 \$ 943	\$ 1,500 \$ 871 \$ 335 \$ \$ 6,000 \$ \$ 60 \$ \$ 300 \$ \$ 5 608 \$ \$ 325 \$ \$ 325 \$ \$ 325 \$ \$ 12,000 \$ \$ 37,285 \$ 871 \$ 943 \$ \$ \$ 54,217 \$ 871 \$ 943 \$ \$ \$ 1,189 \$ 1,223 \$ \$ 1,334 \$ 1,334 \$ \$ 871 \$ 943 \$	\$ 1,500 \$ 871 \$ 335 \$ \$ 6,000 \$ \$ 60 \$ \$ 300 \$ \$ 300 \$ \$ 350 \$ \$ 300 \$ \$ 325 \$ \$ 105 \$ 325 \$ \$ 12,000 \$ \$ 37,285 \$ 871 \$ 943 \$ 1,016 \$ \$ 54,217 \$ 871 \$ 943 \$ 1,016 \$ \$ 1,189 \$ 1,223 \$ 1,259 \$ 1,334 \$ 1,334 \$ 1,334 \$ 1,334 \$ 1,334 \$ 1,334 \$ 1,334 \$ 1,016	\$ 1,500 \$ 871 \$ 335 \$ \$ 6,000 \$ \$ 60 \$ \$ 300 \$ \$ 300 \$ \$ 300 \$ \$ 325 \$ \$ 325 \$ \$ 105 \$ \$ 325 \$ \$ 12,000 \$ \$ \$ 37,285 \$ 871 \$ 943 \$ 1,016 \$ \$ \$ 3,394 \$ 3,500 \$ 3,608 \$ \$ 1,189 \$ 1,223 \$ 1,259 \$ \$ 1,334 \$ 1,334 \$ 1,334 \$ \$ 1,334 \$ \$ 1,334 \$ \$ 1,334 \$ \$ 1,016 \$	\$ 1,500 \$ 871 \$ 335 \$ \$ 6,000 \$ \$ 60 \$ \$ 300 \$ \$ 300 \$ \$ 300 \$ \$ 300 \$ \$ 325 \$ \$ 105 \$ \$ 325 \$ \$ 105 \$ \$ 114 \$ 12,000 \$ \$ 37,285 \$ 871 \$ 943 \$ 1,016 \$ 10,045 \$ \$ 3,394 \$ 3,500 \$ 3,608 \$ 13,719 \$ 1,189 \$ 1,223 \$ 1,259 \$ 1,295 \$ 1,334 \$ 1,334 \$ 2,379 \$ \$ 871 \$ 943 \$ 1,016 \$ 10,045	\$ 1,500 \$ 871 \$ 335 \$ \$ 6,000 \$ \$ 600 \$ \$ 300 \$ \$ 300 \$ \$ 325 \$ \$ 105 \$ \$ 114 \$ \$ \$ 12,000 \$ \$ 37,285 \$ 871 \$ 943 \$ 1,016 \$ 10,045 \$ \$ \$ 1,189 \$ 1,223 \$ 1,259 \$ 1,295 \$ \$ \$ 1,334 \$ 1,334 \$ 1,334 \$ 2,379 \$ \$ \$ 1,334 \$ 1,016 \$ 10,045 \$ \$	\$ 1,500 \$ 871 \$ 335 \$ \$ \$ 6,000 \$ \$ 60 \$ \$ 300 \$ \$ 300 \$ \$ 350 \$ \$ 325 \$ \$ 105 \$ \$ 114 \$ 121 \$ 12,000 \$ \$ 37,285 \$ 871 \$ 943 \$ 1,016 \$ 10,045 \$ 121 \$ \$ 54,217 \$ 871 \$ 943 \$ 1,016 \$ 10,045 \$ 121 \$ \$ 1,334 \$ 1,334 \$ 1,334 \$ 2,379 \$ 2,379 \$ 1,235 \$ 1,333 \$ \$ 1,334 \$ 1,334 \$ 1,334 \$ 2,379 \$ 2,379	\$ 1,500 \$ 871 \$ 335 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 1,500 \$ 871 \$ 335 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 1,500 \$ 871 \$ 335 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 1,500 \$ 871 \$ 335 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 1,500 \$ 871 \$ 335 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 1,500 \$ 871 \$ 335 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 1,500 \$ 871 \$ 335 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 1,500 \$ 871 \$ 335	\$ 1,500 \$ 871 \$ 335 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$

¹ Revenues assume no change in millage rates and increases in taxable values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

 $^{^3}$ Operating Expenses assumed to increase 2.0% annually except self insurance change assumed to increase at 5.0% annually

TABLE 4-3
Scenario 3 - Thirty Year Extension with Two Borrowings (FY 2015 and FY 2027) to Accelerate Projects (all costs in thousands)

		Total							_														unded
<u>SUMMARY</u>	<u> </u>	Cost	<u>F)</u>	<u>/ 2034</u>	<u>FY</u>	2035	<u>FY</u>	2036	<u>F</u>	<u>/ 2037</u>	<u>FY</u>	2038	<u>FY</u>	<u>/ 2039</u>	FY 2040	<u> </u>	Y 2041	FY 2042	FY 2043		<u>Total</u>	An	<u>mount</u>
2. Year 11- thru Year 30 Improvement Plan																+				\$	-	\$	
a. Arts and Civic District Master Plan Implementation	\$	1,500																		\$	1,500	\$	
b. Cambier Park Art Walk Streetscape Improvements	\$	200																		\$	200	\$	
c. 5th Ave Streetscape and Lighting Improvements	\$	500																		\$	500	\$	
d. 6th Ave South Promenade	\$	1,000							ĺ											\$	1,000	\$	
e. Special Features Gateway (US 41/5th Street)	\$	2,000																		\$	2,000	\$	
f. Gordon River Bridge and Roadway Treatment	\$	1,500					\$	115	\$	888	\$	497								\$	1,500	\$	
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000	\$	615	\$	704	\$	680												\$	2,000	\$	
h. Bike Lane Improvements - Ultimate	\$	1,500																		\$	1,500	\$	
i. 5th Ave S West End Parking Garage	\$	5,000																		\$	5,000	\$	-
j. D-Downtown Parking Garage - Land and Const.	\$	1,500																		\$	1,500	\$	-
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000														\$	1,189	\$ 3,761	\$ 1,050	\$	6,000	\$	
I. Lake Park Master Plan Implementation	\$	60																		\$	60	\$	
m. River Park Master Plan Implementation	\$	300																		\$	300	\$	
n. Anthony Park Master Plan Implementation	\$	300																		\$	300	\$	
o. Miscellaneous Marketing	\$	950																		\$	950	\$	
p. Miscellaneous Drainage Improvements	\$	325																		\$	325	\$	
q. Miscellaneous Potable Water Improvements	\$	325																		\$	325	\$	
r. Miscellaneous Wastewater Improvements	\$	325																		\$	325	\$	
s. Miscellaneous Transportation Enhancements	\$	12,000									\$	485	\$	1,079	\$ 2,512	\$	1,424		\$ 2,816	\$	9,816	\$	2,184
Total 11- thru Year 30 Improvement Plan	\$	37,285	\$	615	\$	704	\$	795	\$	888	\$	982	\$	1,079	\$ 2,512	\$	2,613	\$ 3,761	\$ 3,866	\$	35,101	\$	2,184
Total Capital Projects	\$	54,217	\$	615	\$	704	\$	795	\$	888	\$	982	\$	1,079	\$ 2,512	\$	2,613	\$ 3,761	\$ 3,866	\$	52,033	\$	2,184
									<u> </u>											<u> </u>			
Total Revenue			_	4,579					-	4,996	_		_			_		\$ 5,762		+ -	151,051		
Total Operating Expenses	╄			1,585						1,729	-	,	_		. ,	-		. ,	\$ 2,061	\$	41,905		
Total Debt Service				2,379			_		1	2,379	-		_		\$ 1,045	-			\$ -	\$	57,026		
Total Capital Project Expenditures			\$	615	\$	704	\$	795	\$	888	\$	982	\$	1,079	\$ 2,512	\$	2,613	\$ 3,761	\$ 3,866	\$	52,033		
TOTAL CASH FLOW			\$	0	\$	0	\$	(0)	\$	(0)	\$	0	\$	(0)	\$ (0) \$	(0)	\$ (0)	\$ (0)				

¹ Revenues assume no change in millage rates and increases in taxable values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self insurance change assumed to increase at 5.0% annually

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 interlocal 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

<u>Other</u>

- 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



618 E. South Street Suite 600 Orlando, Florida 32801

Assessment of Existing and Future Market Conditions: Naples Community Redevelopment Area

April 2013

Prepared in conjunction with redevelopment efforts led by:



Redevelopment Solutions

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1.0 EXECUTIVE SUMMARY

Real Estate Research Consultants, Inc. (RERC) was retained as a subconsultant to Calvin Giordano and Associates (CGA) to assess the general market and economic context specific to the future potential to catalyze economic development within the Community Redevelopment Area (CRA). This market and economic assessment is part of CGA's overall work effort in completing the Community Redevelopment Plan amendment. The following are selected key findings from this analysis:

General Profile of the CRA and Surrounding Community:

- The initial community redevelopment plan for the CRA was adopted in 1994.
- The CRA comprises several sub-areas:
 - The Fifth Avenue South overlay district was created to encourage development with a series of specific design guidelines intended to foster a small town feel and encourage pedestrian connectivity. The district has become one of the most famous and visited streets in Florida.
 - The D-Downtown District covers a larger area within the CRA consisting of a mixture of commercial, medical, office, restaurant, institutional, and residential uses. This district acts as the major employment center for the CRA with 4,000 employees coming from the Naples Community Hospital.
 - River Park East is a residential area with a large and relatively underutilized public park.
 - River Park West is also a residential area with some subsidized housing structures.
- Population in the Naples-Marco Island MSA continues to increase, providing implicit opportunities for both housing development and commercial activities.
- Naples and the CRA have both experienced slight declines in population since 2000.
- In Naples, over 48% of the population is at least 65 years of age. That percentage is expected to increase to 52% by 2018.
- In the CRA, 30% of the population is under the age of 25 and only 23% are over 65.
- The median and average household incomes in the CRA are less than the county and the city. Between 2000 and 2013, the median household income in the CRA declined by an average of 0.06% per year.
- Housing permit activity is showing signs of a rebound since the low point in 2009. Data analyzed indicate these slow but steady growth trends will continue into 2013.
- Despite limited new multifamily product in the CRA, homeownership is substantially more prevalent in the county and city than in the CRA where nearly 58% of the occupied households are occupied by renters.
- After rising unemployment rates across the MSA since 2007, the area is now showing signs of employment growth as the rate dropped to 8.6% in 2012. In February 2013, Collier County posted a 6.9% unemployment rate, implying increased employment is likely to continue into 2013.
- Only 28% of employees within the city reside in the city, a drop from nearly 40% in 2002.
- Nearly 55% of those employed in the CRA work in the health care and social assistance industries. Approximately 45% of those who live and work in the CRA are employed in one of the following industries: health care and social assistance (16.2%), retail trade (15.1%), and accommodation and food services (13.7%).

- There are currently three projects/locations providing evidence of an economic recovery in the CRA and the city.
 - o NRE Design Center
 - Lighthouse Point
 - Grand Central Station/Renaissance Village

Assessment of Existing Conditions and Future Demand:

- Within Collier County, approximately 3,617,000 SF of retail space were added to the supply since 2006.
- Approximately 167,000 SF were added to city's supply since 2006, despite the loss of about 170,000 SF from within the CRA.
- Lease rates also declined during the recession with rates dropping by nearly \$10 per SF within the CRA and the city.
- The CRA appears to have recovered from the recession more quickly as rates and occupancies began to increase in 2011.
- With approximately 226 SF of retail and restaurant space per capita, the city is able to support significantly more retail than other comparable communities.
- The office market within the three areas analyzed has similar trends as those posted in the retail market with high lease rates and occupancies in 2006 and 2007, followed by declines in 2007 through 2010, and evidence of a rebound in 2011.
- Unlike the experiences in the retail market, 2012 lease rates are near or exceed the rates commanded in 2006.
- Naples and the CRA are well positioned to benefit from private investors seeking to capitalize on a recovering market in an "A" location.
- There are four principal generators for retail and service expenditures in the CRA: permanent residents, seasonal residents, non-resident workers, and visitors/tourists.
 - The analysis suggests approximately 307,000 to 393,000 SF of retail and restaurant space could be supported within the CRA over the next 30 years. The overwhelming majority of this demand is attributed to new visitor spending.
- Demand for new office space in the CRA considers the CRA's historical share of the estimated office space in Collier County and Naples as well as historical growth patterns from known data points.
 - This methodology yields additional demand for approximately 150,000 to 220,000 SF of office space.
- Between the non-resident workers and an increasing population of wealthy retirees, there is ample demand for a mix of new residential development.
- There are approximately 300 hotel rooms within the CRA, but new boutique, full service, and limited service hotel facilities could be supported by increased visitation.

Strategies to Catalyze (Re)development:

- The downturn in the economy significantly delayed or altered projects considered important to the CRA future redevelopment efforts. Some of these projects are once again poised for development, but the scale and program are likely to reflect caution adjusting to new economic realities. The following list summarizes possible strategies to implement incremental projects to catalyze further development within the CRA:
 - Capitalize on increased retirees and tourism
 - Create a medical district with a mix of health and non-health related users

- Increase diversity of tenants to include a variety of local, regional, and national operators
- o Provide adequate parking facilities to meet demand
- Build upon the community assets already in place in the D-Downtown overlay district
- Increase flexibility in zoning and building codes to respond to current market conditions and consumer demand
- Encourage workforce housing options to target those who work in the city 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.

2.0 INTRODUCTION

Real Estate Research Consultants, Inc. (RERC) was retained as a subconsultant to Calvin Giordano and Associates (CGA) to assess the general market and economic context specific to the future potential to catalyze economic development within the Community Redevelopment Area (CRA). This market and economic assessment is part of CGA's overall work effort in completing the Community Redevelopment Plan amendment.

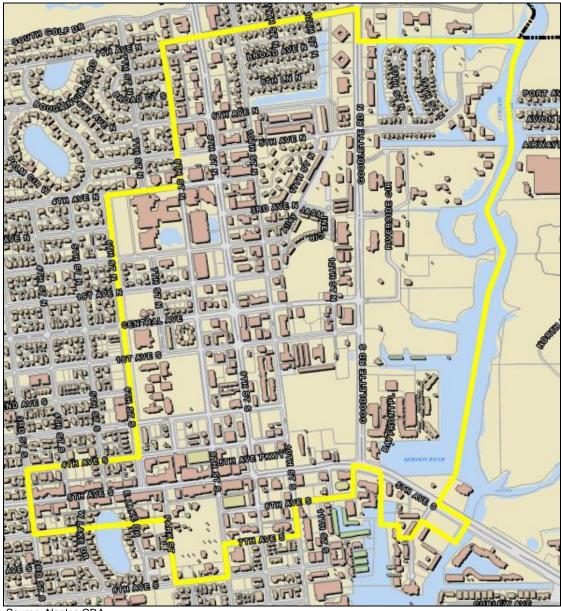
The City of Naples was founded in the late 1880s and the principal city in the Naples-Marco Island Metropolitan Statistical Area. The city is commonly known as a unique resort and retirement community with affluent neighborhoods, attractive coast lines, tropical climate, and attractive shopping districts. Progressive planning efforts over the past 20 years have led to a focus on neo-traditional development activities to create and maintain a small town character and charm.

The following analysis, which builds upon prior planning initiatives completed for the CRA, focuses on the potential demand over the next 30 years for retail, office, and residential product within the CRA. The analysis also highlights potential strategies that can be applied to implement incremental performance enhancing projects that could catalyze further investment.

3.0 NAPLES COMMUNITY REDEVELOPMENT AREA

The initial community redevelopment plan for the CRA was adopted in 1994 to assist the city in its efforts to revitalize key areas within the city's downtown that had shown signs of age and wear. The designated redevelopment area, shown in Figure 1, comprises approximately 609 acres. According to the original plan, the city's vision for the CRA is to encourage the reuse of land and protect and enhance the integrity of the city. The CRA consists of a mix of residential, commercial, institutional, and government uses. One of the city's largest employers, Downtown Naples Hospital Campus is located within the CRA as is one of the area's most notable shopping and entertainment destinations, Fifth Avenue South.

Figure 1: Map of the CRA



Source: Naples CRA

With few exceptions, the land area within the CRA is well distributed amongst a number of uses. As shown in Figure 2 nearly 28% of the land area within the CRA is made up of government uses. Residential uses consist of nearly 16% (single family – 9.2%; multifamily/condominiums – 7.2%) of the land area. Retail and restaurant uses (13%) also make up a significant portion of the total land area within the CRA.

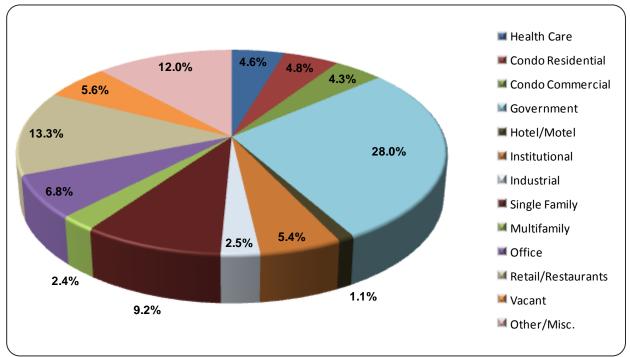


Figure 2: Distribution of Land Area within the CRA by Land Use

Source: City of Naples; Collier County Property Appraiser; RERC, Inc.

The CRA consists of several sub-areas, two of which are notable overlay districts - Fifth Avenue South Special Overlay District and the D-Downtown District. The Fifth Avenue South overlay district was created to encourage development consistent with a series of design guidelines intended to foster a small town feel and encourage pedestrian activities. The district has become one of the most famous and visited streets in Florida. The D-Downtown District covers a larger area within the CRA consisting of a mixture of commercial, medical, office, restaurant, institutional, and residential uses. Some of the primary functions of this overlay district are to improve the aesthetics and physical appearance of the downtown area, encourage fulltime residential use in the downtown area, recognize and promote the role of the medical community in the area, and reinforce the role of the downtown as a community center and a meeting place for residents, tourists, and visitors. Naples Community Hospital and a variety of related medical and commercial uses are located along the U.S. 41 corridor. The 500-bed hospital houses more than 4,000 employees and nearly 2,000 volunteers. The River Park East area is bordered by Goodlette Road on the west and the Gordon River to the east. This area is primarily a residential area with a large and relatively underutilized public park. South of this area sits a number of public buildings associated with public safety, utilities, and community services. The River Park West area is also predominantly residential with some subsidized housing structures.

4.0 MARKET AND ECONOMIC CONTEXT

As the basis for evaluating the opportunity to initiate redevelopment within the CRA, the population, household, and economic trends for the CRA were compared to the city and Collier County. The economic profile herein focuses on those variables that drive demand for retail,

restaurants, office, and residential, and how the level of demand present in the market compares to existing supply.

There are generally four principal generators for retail and service expenditures in the CRA – permanent residents, seasonal residents, workers, and visitors/tourists. The analysis estimates the demand from each of these groups and in total over the next 30 years.

Recent data from a number of industry sources provide context for the assumptions used in the accompanying analysis. This information should not be construed as an affirmation of the market in which potential development projects might perform, but it does provide some perspective on the underlying economic influences associated with the area's real estate sales and leasing activity. Third-party population and household projections are consistent within standard industry practices and are included as one perspective in the analysis.

Population

The Naples-Marco Island Metropolitan Statistical Area (MSA) is coextensive with Collier County and has a current estimated population of over 334,000 people. The population continues to increase in the Naples-Marco Island MSA, providing implicit opportunities for both housing development and commercial activities. Third party data sources (e.g. Claritas and U.S. Census Bureau) provide projections indicating the MSA's population will grow at a rate of about 1.2% annually for the next five years. The City of Naples and the Naples CRA have both seen a slight decline in population since 2000, a trend that is projected to continue into 2018.

Given the regional trends, the population in the MSA is likely to continue increasing at a modest pace over the next five years, as the projections show. Population in the city is expected to continue decreasing, but at a more moderate pace of -0.36% annually over the next five years. Table 1 illustrates population trends from the census, as well as estimated population for 2013 and projected population for 2018.

Table 1: Population Trends and Projections, 2000-2018

	Collier County	Naples	Naples CRA
2000	251,363	22,162	2,004
2010	321,520	19,800	1,749
2013	334,124	19,447	1,736
2018	354,816	19,100	1,732

Source: U.S. Census Bureau; Claritas

Table 2 presents the age cohorts of the city's population for the last two census counts, as well as the current year estimate and the future year projection. In Naples, there is a clear progression of an aging population with about 49% of the population aged 65 years or older in 2013 and over 52% of the population projected to be 65 years or older by the year 2018. The aging trend is also seen in Collier County, but not at the same rate. Approximately 27% of the Collier County population is under the age of 25, whereas less than 15% are under 25 in Naples. Even though the CRA is located within the Naples, their age distributions are surprisingly different. About 30% of the population of the CRA is under the age of 25 and only 23% are over 65. Although the median age for the CRA is around 44, the trends in the city and county suggest an aging population with fewer younger people migrating or staying in the area.

Table 2: Age Distribution, 2000 - 2018

	Collier County			Collier County Naples				Naples CRA				
Age	2000	2010	2013	2018	2000	2010	2013	2018	2000	2010	2013	2018
0-4	5.4%	5.2%	5.3%	5.5%	2.8%	2.3%	2.4%	2.6%	7.4%	6.5%	6.7%	7.1%
5-9	5.7%	5.4%	5.3%	5.3%	3.2%	3.3%	2.8%	2.6%	8.7%	6.6%	6.6%	6.7%
10-14	5.5%	5.4%	5.4%	5.3%	3.2%	3.3%	3.4%	3.0%	7.3%	4.8%	5.6%	6.3%
15-17	3.3%	3.4%	3.4%	3.3%	2.0%	2.1%	2.2%	2.4%	4.7%	3.7%	3.3%	3.4%
18-20	2.9%	2.9%	3.0%	3.0%	1.2%	1.4%	1.7%	1.8%	3.4%	3.7%	3.5%	3.0%
21-24	3.7%	3.9%	4.2%	4.4%	1.2%	1.5%	2.0%	2.6%	3.1%	4.5%	4.4%	4.4%
25-34	11.2%	10.1%	9.9%	9.9%	5.6%	4.1%	4.1%	4.7%	11.0%	10.0%	10.5%	10.7%
35-44	13.3%	11.1%	10.5%	10.0%	9.5%	6.6%	5.7%	4.8%	14.9%	10.5%	10.3%	9.9%
45-54	11.7%	12.7%	12.3%	11.3%	12.7%	11.2%	10.2%	8.1%	12.8%	15.0%	13.4%	11.0%
55-64	12.7%	13.4%	12.9%	12.2%	16.5%	17.6%	16.8%	14.6%	10.9%	14.0%	14.4%	14.5%
65-74	14.0%	14.4%	15.4%	16.9%	20.4%	22.3%	23.9%	26.9%	8.3%	12.8%	12.9%	13.6%
75-84	8.4%	9.1%	9.2%	9.6%	16.5%	17.1%	17.4%	18.2%	5.6%	6.1%	6.4%	7.0%
85+	2.1%	3.0%	3.1%	3.2%	5.3%	7.1%	7.3%	7.6%	1.8%	1.9%	2.1%	2.4%

Source: U.S. Census Bureau; Claritas; RERC, Inc.

Households and Income

The change in households since 2000 generally mirrors the population trends over the same timeframe. Table 3 illustrates household trends since 2000 as well as estimated and projected for 2013 and 2018, respectively. The strong economy, particularly in the housing industry, helped Collier County achieve an compounded average annual growth rate (CAGR) of 2.6% between 2000 and 2010 for households and 3.2% for housing units with the majority of the increases in the number of households occurring between 2000 and 2006.

Table 3: Number of Households and Housing Units, 2000-2018

	Collier County	Naples	Naples CRA
Households	1		
2000	102,970	11,323	783
2010	133,179	10,232	727
2013	138,629	10,202	739
2018	147,644	10,181	752
Housing Un	its		
2000	144,532	17,504	1,148
2010	197,298	17,673	1,123
2013	205,563	17,572	1,139
2018	219,099	17,472	1,158

Source: US Census Bureau; Claritas

The recession had a substantial impact on housing in Collier County, particularly concerning new construction. As shown in Figure 2, residential building permit activity in Collier County dropped significantly starting in 2006. Between 2000 and 2005, as many as 8,000 single and multifamily permits were issued each year. In 2009, only 944 total permits were issued within the county. Since the low point in 2009, building permits have been increasing, but at a very

slow rate that does not compare to pre-recession permit numbers. Given the region's past growth, the number of permits will likely continue to increase, though a time frame for full recovery is questionable at best. The city was not affected as drastically as the county, with permits only decreasing by about a third during the recession. The same recovery trend seen in Collier County is apparent in Naples, with the number of permits growing since the low point in 2009. There have only been 33 multi-family units permitted in Naples since 2008, which could be due to factors other than the state of the market (such as available financing, zoning regulations, etc.).

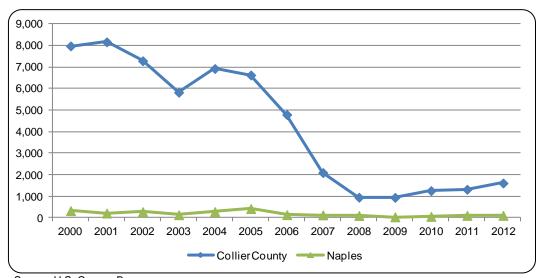


Figure 2: Residential Building Permits in Collier County and the City of Naples, 2000-2012

Source: U.S. Census Bureau

Permit increases in 2012 appear to be continuing into 2013. As shown in Table 4, there is much more activity in the first two months of 2013 than there was in the same time period of 2012.

Table 4: Year-to-Date Comparison of Building Permits, 2012 and 2013

	Collier County	Naples
Jan 2012	94	6
Jan 2013	107	13
% Change	13.8%	116.7%
Feb 2012	99	8
Feb 2013	151	15
% Change	52.5%	87.5%

Source: U.S. Census Bureau

Despite the limited amount of new multifamily product in the CRA, homeownership is substantially more prevalent in the county and city than in the CRA where almost 58% of the occupied households are renters. Figure 3 illustrates the housing tenure within Collier County, the City of Naples, and the Naples CRA.

Naples
Naples
Naples CRA

72.2%

78.8%

78.8%

Figure 3: Housing Tenure - Occupied Units, 2013

Source: U.S. Census Bureau

Traditionally, such a high percentage of renter occupied households indicates a greater proportion of households with low incomes and higher housing cost burden. Table 5 presents the distribution of households by household income.

Table 5: Households by Household Income, 2000, 2013, and 2018

	Co	Collier County			Naples			Naples CR	Α
	2000	2013	2018	2000	2013	2018	2000	2013	2018
< \$15,000	10.0%	11.9%	13.4%	9.3%	11.5%	13.2%	1.4%	1.1%	1.2%
\$15,000-\$24,999	11.6%	11.3%	12.9%	8.2%	12.3%	14.3%	1.0%	1.8%	2.1%
\$25,000-\$34,999	12.9%	12.2%	13.1%	10.3%	9.4%	10.2%	1.0%	0.7%	0.8%
\$35,000-\$49,999	17.1%	16.4%	16.2%	11.5%	11.9%	11.7%	0.8%	0.7%	0.7%
\$50,000-\$74,999	19.4%	17.3%	16.8%	16.3%	14.1%	13.7%	1.2%	1.2%	1.1%
\$75,000-\$99,999	10.9%	11.4%	10.5%	11.6%	10.1%	9.4%	0.6%	0.6%	0.5%
\$100,000-\$149,999	9.1%	9.6%	8.4%	13.8%	10.3%	9.1%	0.5%	0.5%	0.5%
\$150,000-\$249,999	5.3%	5.8%	4.8%	9.9%	8.6%	7.0%	0.2%	0.4%	0.3%
\$250,000-\$499,999	2.3%	2.5%	2.2%	5.0%	6.1%	5.6%	0.1%	0.2%	0.2%
\$500,000+	1.4%	1.5%	1.5%	4.1%	5.6%	5.8%	0.0%	0.1%	0.1%
Median HH Income	\$ 48,636	\$48,303	\$48,205	\$ 66,403	\$ 60,139	\$ 58,705	\$35,780	\$ 35,550	\$ 35,482
Average HH Income	\$ 73,151	\$75,433	\$70,721	\$107,293	\$116,003	\$ 110,266	\$53,199	\$ 67,215	\$ 61,172

Source: U.S. Census Bureau; RERC, Inc.

As presented in Table 5, the median and average household incomes in the CRA are less than Collier County and considerably less than Naples for all years represented. Between 2000 and 2013, the median household income for the Naples CRA declined by an average of 0.06% per year. The median household income for the city and county also decreased during the same time period. It is also worth noting the differences between the median and average household income for each of the areas analyzed. The average household income is nearly twice the median in most cases, indicating fewer very high incomes and a higher frequency of lower household incomes.

Employment

Although the recession raised unemployment rates across the nation, including in the Naples-Marco Island MSA, the area is now making its way toward recovery. Hitting the highest unemployment rate in the decade in 2010 with 11.6%, the unemployment rate for the county was down to 8.5% in 2012. As seen in Figure 4, the unemployment trend across the state is nearly identical to that of the MSA for the last ten years.

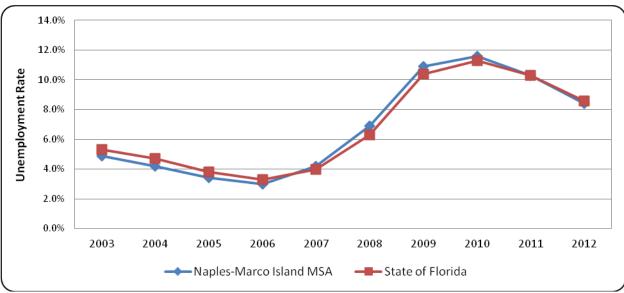


Figure 4: Unemployment Rates, 2003-2012

Source: U.S. Bureau of Labor Statistics

Year-to-date unemployment rate figures for Collier County indicate that rates have continued to decrease the first two months of 2013. The 6.9% rate seen in February of 2013 is the same as the annual rate from 2008 prior to the climb in unemployment.

The county hit its historical peak employment of 146,101 people in 2006, in the midst of an economic expansion. The unemployment rate was under 5% five times over the past 10 years. In 2009, however, the unemployment rate increased from 6.9% to 10.9% while total employment declined by over 10,700 jobs. Employment counts in the county are up 3.9% from the 2011 annualized number of 132,944 workers to an estimated 138,079 workers reported for 2012.

In the MSA, Naples is the principal commercial center, yet in 2010 only 28% of the city's employees reside within the city, a drop from nearly 40% in 2002. This could be due to a number of factors including the age of the population, scarcity of professional jobs, or the cost of living in the city.

Essentially, 2010 employment data suggests that over 16,000 jobs within the city were filled by individuals commuting from outside Naples. In other communities analyzed, the ratio of jobs to population typically ranges from 0.4 to 0.6 for commonly vibrant communities. This ratio in Naples is nearly 0.85, exceeding the height of the range. The jobs to population ratio measure does not consider the number of people working in the city but live outside the limits. The number of people commuting into the city for work could indicate opportunities for housing product that would be appropriately priced for the workforce. Growing the city's population is beneficial to the city's budget as well as local businesses that would likely see a boost from a larger population base. This is even more pronounced in the CRA where less than 9% of the 8,100 employees within the CRA live within its boundaries (based on 2010 data).

Table 8: Employment by Industry – Resident and Total Employment in the CRA and Naples, 2010

	CI	RA	City of	Naples
	Resident	Employment	Resident	Employment
	Employment	within CRA	Employment	within City
Agriculture, Forestry, Fishing and Hunting	1.5%	0.0%	1.0%	0.0%
Mining, Quarrying, and Oil and Gas Extraction	0.1%	0.0%	0.0%	0.0%
Utilities	0.1%	0.0%	0.3%	0.1%
Construction	3.7%	1.5%	5.7%	1.9%
Manufacturing	0.8%	0.6%	1.6%	1.0%
Wholesale Trade	2.2%	0.7%	3.6%	2.7%
Retail Trade	16.5%	5.3%	15.1%	10.7%
Transportation and Warehousing	1.9%	1.6%	2.0%	1.4%
Information	2.4%	4.7%	2.0%	2.1%
Finance and Insurance	2.2%	3.5%	3.7%	2.9%
Real Estate and Rental and Leasing	1.4%	1.6%	2.7%	3.5%
Professional, Scientific, and Technical Services	4.4%	3.5%	6.3%	5.6%
Management of Companies and Enterprises	0.7%	0.1%	1.4%	0.4%
Admin. & Support, Waste Management and Remediation	5.8%	4.0%	6.0%	4.8%
Educational Services	5.5%	0.2%	7.0%	0.5%
Health Care and Social Assistance	19.8%	54.7%	16.2%	30.7%
Arts, Entertainment, and Recreation	4.4%	0.6%	3.6%	3.1%
Accommodation and Food Services	18.7%	14.2%	13.7%	20.4%
Other Services (excluding Public Administration)	3.3%	2.7%	4.9%	5.1%
Public Administration	4.2%	0.4%	3.4%	3.0%

Source: U.S. Census Bureau; RERC, Inc.

Of the nearly 22,500 jobs reported in the city, more than 30% are in the healthcare and social assistance industries. As shown in Table 8, the next highest is accommodation and food service. Retail trade has the third highest percentage of jobs in the city. These figures are not completely unexpected given the city's demographic makeup of a wealthy, elderly population. The CRA employment industries mimic the city's, but have a much greater percentage of people employed in the health care and social assistance industries. Nearly 55% of those employed within the CRA work in the health care and social assistance industries. Approximately 45% of the city's residents are employed in one of the following industries: health care and social assistance (16.2%), retail trade (15.1%), and accommodation and food services (13.7%). Again,

these industries are the three largest in the CRA, employing about 55% of the CRA residents with a job. These comparisons show what is expected based on the needs and wants of an aging population with a healthy household income.

5.0 ASSESSMENT OF EXISTING MARKET CONDITIONS

Despite its reputation and desirability Naples and the CRA have lost population over the past 13 years, and there is some evidence of obsolescence and property neglect. These declines, however, have not significantly impacted demand for new development. Interest in new development within the CRA and Naples continues to gain momentum since coming out of the recession. The following three projects/locations alone, illustrated in Figure 5, indicate the increasing market strength for both residential and non-residential development.

1. NRE Design Center:

• This site, located at 980 1st Avenue North, was previously approved for 36 residential units, 7 retail shops, 6 office units, and covered parking. This project, known as Enterprise Plaza, was never constructed due to the economic downturn in 2007. The site is now under construction with three buildings planned. Phase 1 is a two story commercial building comprising 8,500 SF. Phase 2 is a two story commercial building totaling 10,840 SF and Phase 3 is a one story commercial building comprising 5,000 SF. The Phase 1 structure has will house an interior design firm which has already signed a 10-year lease. The developer has committed to provide all required parking on site, as well as improve the existing right-of-way to allow for on street parking. Phases 2 and 3 are also expected to be leased to design oriented firms needing space similar to studio or showroom layouts.

2. Lighthouse Point:

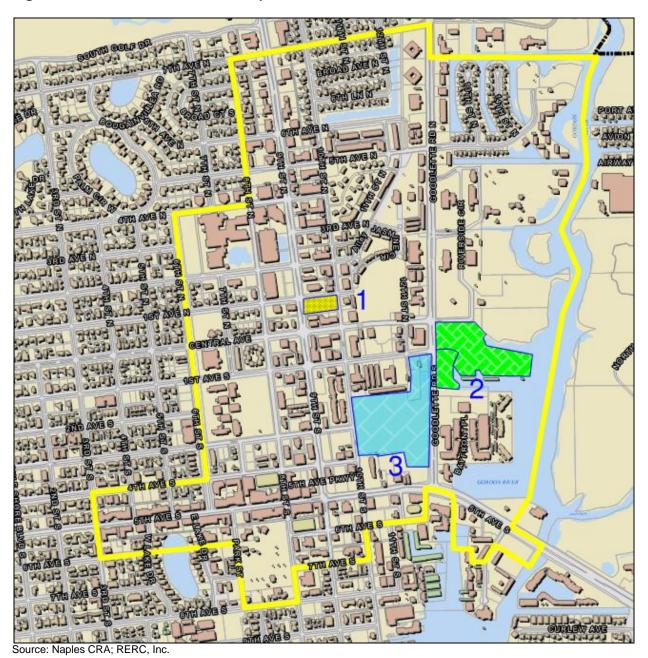
• City Council approved three petitions related to the development of the Lighthouse Point Planned Development comprising 56 single family townhomes and approximately 3,400 SF of non-residential space located at the southwest corner of Central Avenue and Goodlette Road South. The homes are currently planned to comprise approximately 3,500 to 4,000 SF and command price points of approximately \$1.3 million and higher. As currently planned, the developer will also construct docks along the waterfront and a community center. The development is consistent with objectives noted in the CRA plan through streetscape improvements along Goodlette Road, improved connections to the Gordon River, and increasing pedestrian activity.

3. Grand Central Station/Renaissance Village

No recent plans have been submitted for this parcel, but this site is arguably the most important to the continuing success of redevelopment activities within the CRA. The 19.15 acre site is located at the northwest corner of Goodlette Road and Fifth Avenue South. In 2005, the site was approved for a major mixed use development comprising 300 residential units and over 200,000 SF of commercial space. The downturn in the real estate market in 2007 brought the plan to a standstill and later the site was foreclosed by the lenders. Earlier this month it was reported Wheelock Street Capital purchased the land with the intent

of constructing a multi-use development. Plans for the site have not been disclosed, but given its size, location, accessibility, and connectivity, the site is well positioned for a mix of residential and commercial uses that could reasonably catalyze additional private investment in the area. Current market conditions as well as the site layout and size may not lend itself for vertical mixed use development, but it does offer plenty of opportunities to create a multi-use development with sound pedestrian connections within and outside the project site.

Figure 3: Location of Noted Development Sites



While the analysis considers the economic conditions within the city and county, its primary focus is the potential demand for new development within the CRA. The obvious goal is to provide a land use platform and planning environment capable of attracting private and public investment, which may also allow reorganization of existing properties and reverse the decline of underutilized parcels.

Retail

The retail market within Collier County has experienced little fluctuation since 2006. Much of the growth in Collier County has been outside Naples. In 2006 retail space within the CRA made up approximately 8% of the county's leasable space. In 2012 the CRA's capture dropped to 6%. Similarly, the city's share of the county's leasable space declined from 31% to 27% over the same period. Table 9 summarizes retail trends over between fourth quarter 2006 and fourth quarter 2012.

Table 9: Summary Retail Characteristics, 2006-2012

		Total	Occupied	Total	Total Gross	Avg. Lease
Period	# Bldgs	Leaseable SF	Percent	Vacant SF	Absorption	Rate per SF
Naples C	RA					
2006 4Q	167	1,567,742	97.7%	36,429	11,000	\$30.47
2007 4Q	168	1,577,154	96.5%	54,947	0	\$35.09
2008 4Q	161	1,356,615	91.5%	115,333	13,348	\$26.13
2009 4Q	164	1,398,450	91.1%	123,934	27,342	\$22.69
2010 4Q	164	1,398,450	91.5%	119,360	33,689	\$20.32
2011 4Q	164	1,398,450	93.7%	87,572	30,546	\$21.94
2012 4Q	164	1,398,450	94.6%	75,425	11,243	\$23.47
City of Na	ples					
2006 4Q	477	6,081,877	98.2%	109,945	38,311	\$28.31
2007 4Q	479	6,093,929	97.6%	146,162	11,174	\$29.48
2008 4Q	482	6,133,656	94.6%	334,008	44,478	\$24.95
2009 4Q	489	6,216,553	92.3%	480,154	121,615	\$20.81
2010 4Q	490	6,236,553	92.3%	478,607	70,738	\$18.23
2011 4Q	492	6,243,129	94.0%	372,261	85,650	\$17.79
2012 4Q	493	6,248,929	94.6%	337,852	72,654	\$19.93
Collier C	ounty					
2006 4Q	1,509	19,588,004	97.8%	422,485	335,399	\$23.50
2007 4Q	1,546	20,570,609	96.7%	683,725	134,814	\$24.16
2008 4Q	1,592	22,114,988	94.9%	1,133,693	271,761	\$23.35
2009 4Q	1,617	22,994,113	91.0%	2,059,907	221,272	\$20.18
2010 4Q	1,621	23,144,613	91.5%	1,976,278	273,058	\$16.94
2011 4Q	1,628	23,191,734	92.7%	1,691,675	264,200	\$16.40
2012 4Q	1,631	23,205,357	93.0%	1,614,145	174,928	\$16.60

Source: CoStar; RERC, Inc.

Note: All lease rates shown are triple net

Within the county, approximately 3,617,000 SF of retail space were added to the supply since 2006. Approximately 167,000 SF were added to city's supply since 2006, despite the loss of about 170,000 SF from within the CRA.

All three areas experienced declines in occupancy in 2007, likely the result of the recent recession, but the decreases were relatively insignificant and short-lived. The occupancy rate within the CRA, however, would have dropped even more, but the rate was propped up by the noted decline in leasable SF.

Lease rates also declined during the recession with rates dropping by nearly \$10 per SF within the CRA and the city. Rates in Naples and Collier County declined by nearly 5.6% and 5.7% each year since 2007, compared to an average annual drop of 4.3% within the CRA. The CRA appears to have recovered from the recession more quickly as rates began to increase in 2011, whereas the city and county did not begin to increase until a year later. With occupancies beginning to rise again and proposed product either in planning or under construction, lease rates will likely continue to increase above the rate estimated in the fourth quarter 2012.

As illustrated in Table 10, Naples is able to support significantly more retail than other selected communities, indicating the high demand for retail and restaurants generated by seasonal residents, visitors, and local non-resident employees.

Table 10: Comparison of Retail/Restaurant SF Per Capita

	Retail / Restaurants				
	Building SF	Land SF			
Location	per Capita	per Capita			
Naples	226.11	607.74			
Collier County	69.89	281.37			
City of Fort Myers	61.98	257.14			
City of Bradenton	47.60	220.10			
City of Sarasota	85.76	244.20			
City of Boca Raton	98.11	261.69			
Town of Palm Beach	136.97	221.13			
City of Coral Gables	62.87	56.52			

Source: Florida Dept. of Revenue; U.S. Bureau of the Census; RERC, Inc.

Office

As shown in Table 11, the office market within the three areas analyzed has similar trends as those posted in the retail market with high lease rates and occupancies in 2006 and 2007, followed by declines in 2007 through 2010, and evidence of a rebound in 2011. With an approximate 1% total decline between 2006 and 2012, the CRA and the city maintained their share of the county's total office space. That being said, total leasable space within the city and county has increased by 1.3% and 2.7%, respectively, compared to an average annual increase of 0.6% within the CRA.

Given the state of the economy since 2007, the drop in occupancy rates is expected. The data presented do show signs of a slight rebound in occupancies within the three areas.

Unlike the experiences in the retail market, reported 2012 lease rates are near or exceed the rates commanded in 2006. The data summarized in Table 11 indicate the declining occupancies and increased unemployment had little impact on the lease rates reported. It should be noted the data presented is base on reporting from commercial real estate brokers so some figures may be higher or lower than what is actually occurring.

Table 11: Summary of Office Characteristics, 2006-2012

		Total		Total	Total Gross	Avg. Lease
Period	# Bldgs	Leaseable SF	Occupancy	Vacant SF	Absorption	Rate per SF
Naples C	RA					
2006 4Q	68	870,935	97.4%	22,532	1,005	\$19.83
2007 4Q	68	870,935	96.8%	27,676	11,176	\$22.27
2008 4Q	67	867,767	91.8%	71,212	6,714	\$20.69
2009 4Q	68	907,767	85.6%	130,731	18,638	\$21.28
2010 4Q	68	907,767	89.4%	96,300	26,718	\$20.72
2011 4Q	67	904,388	90.9%	82,255	19,212	\$19.24
2012 4Q	66	902,377	90.6%	84,544	7,436	\$19.02
City of Na	ples					
2006 4Q	248	3,580,615	95.0%	179,885	33,897	\$18.21
2007 4Q	252	3,689,142	94.3%	211,328	48,726	\$21.63
2008 4Q	255	3,719,802	90.7%	344,974	33,869	\$21.59
2009 4Q	260	3,829,342	87.1%	493,525	90,219	\$21.26
2010 4Q	261	3,863,342	87.9%	468,956	74,103	\$21.52
2011 4Q	261	3,863,342	87.1%	498,845	36,668	\$20.55
2012 4Q	261	3,863,342	87.5%	484,138	51,242	\$19.56
Collier Co	ountv					
2006 4Q	655	7,623,174	94.5%	417,704	81,509	\$21.82
2007 4Q	672	8,092,001	91.7%	673,237	196,716	\$23.98
2008 4Q	691	8,539,554	87.4%	1,078,155	112,914	\$22.97
2009 4Q	703	8,797,389	85.3%	1,290,200	165,150	\$21.32
2010 4Q	705	8,871,995	85.3%	1,301,349	137,901	\$20.69
2011 4Q	707	8,896,567	84.4%	1,389,868	161,128	\$21.35
2012 4Q	708	8,916,718	86.0%	1,249,263	152,561	\$20.80

Source: CoStar; RERC, Inc. Note All lease rates are full service

As shown in Table 12, office space per capita is in the middle of the selected communities analyzed.

Table 12: Comparison of Office SF Per Capita

	Office				
	Building SF	Land SF			
	per Capita	per Capita			
Naples	100.46	242.63			
Collier County	17.60	62.24			
City of Fort Myers	54.12	291.01			
City of Bradenton	68.54	222.75			
City of Sarasota	109.66	178.04			
City of Boca Raton	208.70	462.04			
Town of Palm Beach	112.81	161.44			
City of Coral Gables	282.57	98.76			

Source: Florida Dept. of Revenue; U.S. Bureau of the Census; RERC, Inc.

Residential

Residential permit activity in the city and county began declining prior to the start of the recent recession in 2007. Between 2000 and 2005, Naples and Collier County reported approximately 3,900 multifamily and 145 single family permits issued per year. Between 2006 and 2012 the average annual number of permits issued dropped to nearly 1,170 and 80 for the county and city, respectively. Permit activity between 2010 and 2012 provides some indication that 2009 was the "bottom" of residential permit activity in the county, with evidence for gradual incremental increases in permits over the next several years. That said, the county has a more difficult challenge than the city to achieve permit levels similar to those reported prior to the recession. The decline in Naples was not as severe as Collier County, allowing the rebound and recovery to begin more quickly in the city. As such, Naples has comprised a larger share (approximately 8%) of the single family permits issued annually in the county. Prior to the recession the city was able to capture only 3% of the county's single family permits. With regard to multifamily permits, the city has issued only 978 permits since 2000, compared to nearly 24,000 multifamily permits within the county. Table 13 shows the total number of permits issued annually for the thirteen-year period between 2000 and 2012 in Naples and Collier County.

Table 13: Residential Permits Issued, 2000-2012

	Collier (County	City of I	Naples
Year	Single Family	Multifamily	Single Family	Multifamily
2000	4,065	3,905	131	199
2001	3,878	4,280	122	96
2002	4,173	3,109	118	165
2003	3,376	2,444	128	12
2004	4,202	2,719	173	115
2005	4,052	2,570	192	236
2006	2,829	1,959	96	48
2007	1,069	1,026	82	52
2008	652	299	83	22
2009	630	314	39	4
2010	766	493	63	-
2011	920	400	81	29
2012	1,296	316	111	-

Source: FHUD SOCDS Building Permits Database (US Bureau of the Census); RERC, Inc.

As development activity continues to increase, average sales prices will also begin to recover. The median sales price in Collier County rose to \$235,000 in January 2013, compared to \$203,000 in January 2012. As of April 2013, the city's median closing price was approximately \$220,000. Prices will continue to increase until the supply is able to meet the increasing demand for the area's residential product.

Implications

The Naples real estate market was hit hard during the latest recession, but its demographic characteristics enabled the city to weather the economic storm much better than other locations within Florida and the U.S. The community is bouncing back with increased housing production, residential and land sales, and commercial leasing activity. 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. As evidenced by recent sales and approvals, projects once abandoned or halted are being revived as modified development plans which better fit the current market demands.

As shown in Table 10, the Naples retail and restaurant market is unique in its ability to support substantially more retail and restaurant per capita than other selected communities within Florida. Demand for future growth should not be constrained if population levels within the CRA and city continue to decline. New growth should continue to increase as a result of increased seasonal residents and visitation as well as any employment growth.

6.0 ESTIMATED FUTURE DEMAND

The analysis considers recent trends in the marketplace as well as potential redevelopment activity to help determine the level of future demand for commercial and residential development in the CRA. Current retail market conditions indicate the current space meets the demand that exists today. Therefore, any new growth will generate demand for additional pace. The retail demand analysis takes into account demand generated by four primary groups — new residents/households, new seasonal residents, increased visitation, and new workers within the CRA. Using a variety of data sources, a series of demand models were built and calibrated specific to Naples. These models estimate expenditures by each of these groups and translate these expenditures into the demand for square feet of retail space.

The demand for new office space is based on the area's historical share of office development in Collier County and the city. This methodology assumes new demand for space in the near future will be accommodated in existing vacancies, with greater growth potential for new growth over the next 30 years.

Retail, Restaurants, & Services

Local residents' expenditures are typically the key driver of demand for retail and services, but within the CRA, the seasonal population and visitors are the primary demand generators. For purposes of this analysis, only new residents, employees, and visitors were considered in estimating new retail demand.

To derive the estimated demand for retail, restaurants, and services needed from the residential population, the analysis estimates the expenditures from the new residents and estimates the square footage needed by those expected expenditures. The residential market is cyclical with periods of large gains and large declines. A conservative 2% annual growth rate was applied to calculate the number of new households over the extended 30-year period. New household growth is based on third party data sources (e.g. Claritas, U.S. Census Bureau) which in this case could be considered conservative. The Naples average household income was applied in the analysis to estimate the total anticipated non-auto retail expenditures. An estimate of non-auto retail expenditures for the market area is made by multiplying the total household income by the percent of income spent on non-auto retail goods. According to the Department of Commerce's Consumer Expenditure Survey, southern households spend about 36.3% of their income on non-auto retail goods. This calculation results in \$21,455,000 in total potential retail expenditures over the next 30 years. To determine the estimated demand in terms of square footage, the analysis estimates the average sales per SF for stores in the market area based on

ULI's Dollars and Cents of Shopping Centers. Of the approximate 96,000 SF of retail space demanded by these households, the analysis assumes 60% of this demand will be met within the market area. In other words, these households will purchase 40% of their retail, restaurant and service needs from facilities outside the CRA. The capture rate takes into consideration potential competition from outside the CRA and consumer shopping behavior. Table 14 summarizes the range of estimated SF demanded by the new households at build-out.

Similar methodologies were applied to estimate the potential demand from new seasonal residents. The analysis applied the Naples average household income to determine potential retail sales generated by these new seasonal households. Since these households do not reside within the CRA full time, the potential retail expenditures were discounted to reflect a seasonal period of five months per year. Applying the same household expenditure ratio as noted above, the estimated new seasonal households could generate approximately \$6,409,000 over the next 30 years. This equates to approximately 28,600 SF of space demanded by these households, of which 60% is also assumed to be captured within the CRA.

The demand from new non-resident employees is derived from employees within the CRA, but residing somewhere else. According to the U.S. Census, approximately 8,100 people work in the CRA, but less than 1% of those employed in the CRA actually live within the defined boundaries of the redevelopment area. Employment levels within the CRA and Naples have fluctuated since 2002 so the analysis assumes a 1% annual growth in employment throughout the 30-year planning horizon. These new employees will spend some of their income on retail, restaurant, or service goods during their lunch break or before or after work hours. According to a recent report completed by the International Council of Shopping Centers, an average employee in an urban area spends nearly \$3,000 per year on retail, restaurant and service needs near their place of employment. Dividing the total potential gross expenditures by annual sales per SF estimates yields the square footage demanded by the new employees. Realistically, not all of the potential spending would occur in the downtown core. Given the location of competing retail and restaurant users the analysis applies a conservative capture rate of 20% to estimate the total potential demand within the CRA.

According to the Naples, Marco Island, Everglades Convention and Visitors Bureau, more than 1,573,000 people visited Collier County, up nearly 6% from 2011. Average spending per person per day also increased from \$129 to \$133. The analysis applied a lower growth rate of 2.5% to annual visitation and per capita expenditures to account for any fluctuations over the next 30 years. After factoring out such expenditures such as hotel stays and transportation, each visitor is estimated to spend most of their remaining dollars on retail and entertainment during their visit. Based on these estimated expenditures, new visitors are estimated to generate demand for approximately 950,000 SF of retail, service, and entertainment demand. Again, it would be unreasonable to suggest all of this demand could be met within the CRA, or even the city. A capture rate of 25% was applied to calculate the estimated space that could be captured within the CRA. Table 14 summarizes the range of potential demand from visitor spending as well as the total demand from all four demand generators.

Table 14: Estimated Range of Demand for Retail, Restaurants, and Services, 2014-2043

Retail / Service Demand Generator	30-Year Demand		
New Residents/Households	51,700	-	66,100
New Seasonal Residents/Households	37,100	-	47,400
New Non-resident Workers	6,700	-	8,600
Incremental Visitors	212,000	-	270,900
Total	307,600	-	393,000

As shown in Table 14, new residents account for about 17% of all demand while new seasonal households and visitors account for 12% and 69% of the demand, respectively. Potential tenants of this space could include retailers and service providers within the following categories:

- Appliances & electronics
- Building materials & hardware
- Apparel & accessories
- Miscellaneous retail stores
- Food stores & supermarkets
- Drug stores & pharmacies
- Banking and real estate

- Beer, wine & liquor
- · Cosmetic, health & beauty
- Full services restaurants
- Limited service restaurants
- · Specialty food service
- Drinking places
- Personal services
- Social Services

In its current state, the demand is generally being met by the existing supply. As such, the demand presented in Table 14 assumes a minimal amount of growth to generate future demand for retail goods and services. Admittedly, these figures are conservative particularly when considering some of the development projects being planned, under construction, or recently approved. These projects, in whatever form they are implemented, will reasonably generate greater demand than assumed in this analysis. The analysis also excludes any potential demand from residents living outside the CRA but frequent the shopping, restaurant, and entertainment amenities located within the CRA. The timing of the new demand depends upon market conditions allowing for redevelopment within the CRA. These conditions have been turning around over the past two to three years, reviving interest and investment from the private sector. However, it remains important for the city and/or CRA to plan their implementation and redevelopment strategies to assure it is ready when the market is ripe for increased redevelopment.

Office

The demand for new office space considers the CRA's historical share of the estimated office space in Collier County and Naples as well as historical growth patterns from known data points. This approach assumes the rate of growth in office space within these areas over the past seven years continues over the next 30 years. Between 2006 and 2012, Collier County, Naples, and the CRA experienced average annual growth rates of 2.6%, 1.3%, and 0.6%, respectively. The average capture rate of all Collier County office space within the CRA from

has averaged about 10.5% since 2006. In the same time period the CRA comprises on average approximately 23.6% of the total office space within the city. Understanding there is currently about a 12.5% vacancy within the office market in Naples, the majority of any new growth in the next five years is expected to fill these vacancies prior to the CRA increasing its ability to capture a greater percentage of office space in the city. While many areas within the CRA are destinations for visitor spending on retail and entertainment, there is potential for increased office space. These users could include professional services such as real estate, accounting, or architecture as well as medical or users seeking a strategic location near the hospital.

Under this approach, the analysis suggests between 150,000 and 220,000 SF of office space could be supported over the next 30 years. Again, these figures are considered conservative and are sensitive to the nature and characteristics of the Naples market area.

Other Uses - Residential and Hotel

Generally, demand for new residential product is based on expected population and employment growth. Naples and the CRA population trends indicate a decline in population while employment in these areas remains relatively stable. However, Naples and the CRA are well positioned to take advantage of the recovering economy and new residential construction activity to support additional housing units.

There are 22,500 employees in the city of which 8,100 are in the CRA. The overwhelming majority reside outside the city and CRA, creating ample opportunities for increased residential development over the next 30 years. These opportunities are further strengthened by an increasing population of retirees with high incomes and wealth. Although the majority of the households in the CRA are renter occupied, there is apparent demand for additional multifamily product in the CRA, particularly units affordable to employees within the CRA. Some of this new demand would likely require the demolition and replacement of outdated structures. Again, the potential to support additional residential activity is contingent on a mix of flexible policies, removing, or limiting, negative perceptions such as crime and blight in certain sub areas of the CRA, and continuing to develop parcels in such a manner that creates a sense of place in the downtown core. These improvements will foster development that will attract potential new residents with easy access to the airport, interstate, employment, and a variety of retail and entertainment offerings.

With approximately 306 hotel rooms within the CRA, hotel development will also be supportable. New demand is generally in response to increased visitation and hotel occupancy rates. It is reasonable to suggest additional boutique, full service, and limited service hotel formats could be supported within the CRA.

The demand for each of the uses described above depends on complimentary market conditions but do take into consideration the common ups and downs of the real estate market. Potential challenges do arise from increased development activity outside the core in other parts of Collier County.

There are many different ways redevelopment can proceed. The usual challenges stem from prohibitive market conditions, local capacity – primarily as that capacity is limited by funding availability – and the conflicts among priorities. These conflicts often stem from uncertainty

about future conditions, political priorities, and the difficulty in evaluating what efforts might achieve the most significant return given time and financial resources.

7.0 STRATEGIES FOR CATALYZING (RE)DEVELOPMENT

The Naples CRA is certainly experiencing a resurgence of private development interest, but whether certain projects get built or the speed of the economic recovery occurs is yet to be seen. The downturn in the economy significantly delayed or altered projects considered important to the CRA future redevelopment efforts. Some of these projects are once again poised for development, but the scale and program are likely to reflect caution adjusting to new economic realities. The following list generally discusses redevelopment strategies based on the current economic climate and addresses certain challenges facing the CRA as planning for the area continues to be adapted to the changing environment.

- Capitalize on increased retirees and tourism. Both Naples and the CRA continue to benefit from increased tourism and seasonal residents. As the baby boom generation continues to overflow the pool of retirees, retirement incomes and assets are not only rebounding, but thriving compared to recent years. According to the Investment Company Institute, retirement assets were nearly 50% higher than they were at the end of March 2009 when they hit a low during the recession. They were also up 7.9% over their pre-recession peak in September 2007.
- Create a medical district with a mix of health and non-health related users. The Naples Community Hospital offers incredible benefits for community health and potential redevelopment. Healthcare organizations have become more aware of the importance of innovating around consumer trends, particularly in terms of how they design their facilities, how they plan their space, and what programs they use to address consumers' needs. Many healthcare facilities around the country have recognized the potential of upgraded and updated retail outlets. Nearly 20 years after Dartmouth-Hitchcock Medical Center unveiled its 20,000 SF retail mall in New Hampshire, an increasing number of hospitals are recognizing that a retail mix is a logical step in providing additional services to patients, visitors, and employees. The mini-mall includes retail offerings such as food services, dry cleaners, hair salon, and a full service bank. Other healthcare organizations implementing similar strategies include:
 - The 654-bed Northwestern Memorial Hospital in Chicago expanded the concept of a traditional gift shop by dedicating 13,000 F of space to new retail outlets. There is also a 3,300 SF pharmacy, two hospital operated gift shops, and a modern food court.
 - The 426-bed El Camino Hospital in Mountain View, California includes a twostory pedestrian mall boasting a half dozen retail shops. Combined, these shops are expected to generate an additional \$3.5 million in annual revenue on health related products.

Healthcare organizations often generate product need, but rarely capitalize on the revenue potential. A cash leakage exists where consumers are purchasing their healthcare products outside of the medical campus. Out-of-pocket healthcare spending

continues to increase, particularly for products such as prosthetics, wigs, and hearing aids.

Extended elderly care facilities such as Assisted Living Facilities and continuing care retirement communities also offer synergy within a medical district. The expansion plans at Moorings Park, which is located in the city but not the CRA, exemplify the increasing demand for upscale residential communities providing medical care and assistance to its residents.

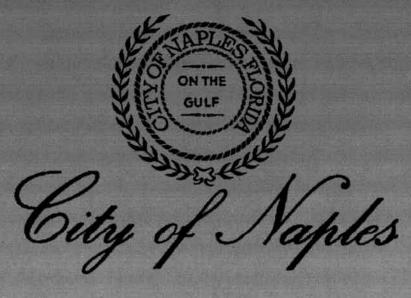
These are simply a few brief examples of how medical facilities can be leveraged to increase private investment and create a medical district aimed at preserving the health and well being of its patients and playing a key role in local community development. Immediately surrounding the hospital there is limited land available to implement any major redevelopment efforts, some of which could require more parking spaces than currently allowed, but there are opportunities to begin smaller catalytic projects targeting uses that are complimentary to the missions of the hospital and CRA.

- Increase diversity of tenants. Tourists tend to spend more money while away from home, but they are frequently drawn in by brands and concepts already familiar to them. There is a sense of comfort in name brands and the purchase is less risky for the consumer who can return or exchange the purchased item after they return home. Regional fast casual restaurants such as Chipotle, Pei Wei, Panera Bread, or Cosi are establishing themselves as leaders in the restaurant marketplace. Many traditional sit-down restaurants are mimicking the fast casual concept as more and more consumers begin to prefer quality food and service at lower costs. These users would be better located within the D-Downtown Overlay district.
- D-Downtown Overlay District. This area comprises a number of development sites with potential to catalyze further private investment and create synergy between the district and other areas within the CRA. Although there are limited as-is developable sites within the CRA, there are two notable vacant sites. The first comprises 8.8 acres located on Central Avenue between 10th Street South and Goodlette Road. Another vacant parcel with potential to improve the immediate area is located directly across the Central Avenue currently dominated by an older self storage facility and auto repair shops.
- **Parking.** To be competitive and keep visitors coming back, adequate parking is essential to attract and capture demand in the CRA. Parking as a building amenity is crucial to a project's success. Parking garages should also consider including a limited number of spaces for electric vehicles with plug-in stations as well.
- Increase flexibility in zoning and building codes. The city strongly encourages, even requires in many locations, vertical mixed use construction for new developments. The most common of these development types is a retail or restaurant tenant on the first floor below two to four floors of residential, hotel, or office users. Many suggest retail spaces under residential uses are a prerequisite to walkable and compelling urban spaces. There are many valid planning and programmatic reasons to exclude retail activity from future proposed residential projects. Conflicts which exist between residential and retail uses will only be intensified should the units be owner, rather than renter, occupied.

While the integrated approach offers visually aesthetic appeal to some, those actually engaged in the development, financing, and management of such projects are looking for a more effective model, noting that time and context have forced certain ideas about form to be reevaluated. In the main, it is not the physical integration of uses that define a project's function and potential to create a sense of place but rather physical accessibility to complementing spaces, activities, and civic uses.

• Encourage workforce housing options. There is an obvious income and affordability gap within the city and the CRA. Only 1% of the people working in the CRA actually live there. Housing options affordable to public safety personnel, nurses working at the hospital, as well as local small business owners should be encouraged. Attracting these employees to reside in the city and CRA promotes a level of diversity that will help the community maintain its small town character while continuing to make it attractive to current and future residents.

Appendix C. City of Naples Community Redevelopment Plan approved by the Naples City Council on May 18, 1994 pursuant to Resolution 94-7202.





COMMUNITY
REDEVELOPMENT
PLAN
1994

COMMUNITY REDEVELOPMENT PLAN

Appreciation is extended to the following people for their dedication and numerous hours of work in developing the Community Redevelopment Plan:

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PURPOSE OF THE

PLAN

INTRODUCTION

This Community Redevelopment Plan (the "Plan") for the Community Redevelopment Area established in Naples, Florida has been prepared by the Community Redevelopment Agency (CRA) and its Advisory Board pursuant to the Community Redevelopment Act, Chapter 163, Part III, Florida Statutes.

The City Council (the "City Council") of the City of Naples found that the downtown area of Naples contained deteriorated and deteriorating land uses and vacant, nonconforming or underutilized properties and a shortage of affordable housing which do not contribute to the creation of a prosperous, viable downtown center. The primary goal of the City Council is to provide a tool through the Community Redevelopment Agency to guide the various private and public efforts that will be needed to stimulate economic development, improve the physical characteristics, and encourage development and redevelopment within the Community Redevelopment Area. This Plan provides the framework for coordinating and facilitating public and private redevelopment and investment within the Naples Community Redevelopment Area.

The Community Redevelopment Act, (the "Act") Chapter 163, Part III, Florida Statutes, provides the statutory authority to adopt and implement this Plan. The Act grants municipalities and community redevelopment agencies the authority to undertake community redevelopment and related activities upon the City Council finding that one or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly exist within the City; and the rehabilitation, conservation, or redevelopment, or a combination thereof, of such areas is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City. Upon approval of this Plan by the City Council, the Community Redevelopment Agency is charged with implementing the Plan in accordance with its terms.

SEVERABILITY

If any provision, section, or clause of this Community Redevelopment Plan is held to be invalid, unconstitutional, or otherwise illegally infirm, such decision shall not affect the validity of the remaining portions of this Plan.

BACKGROUND

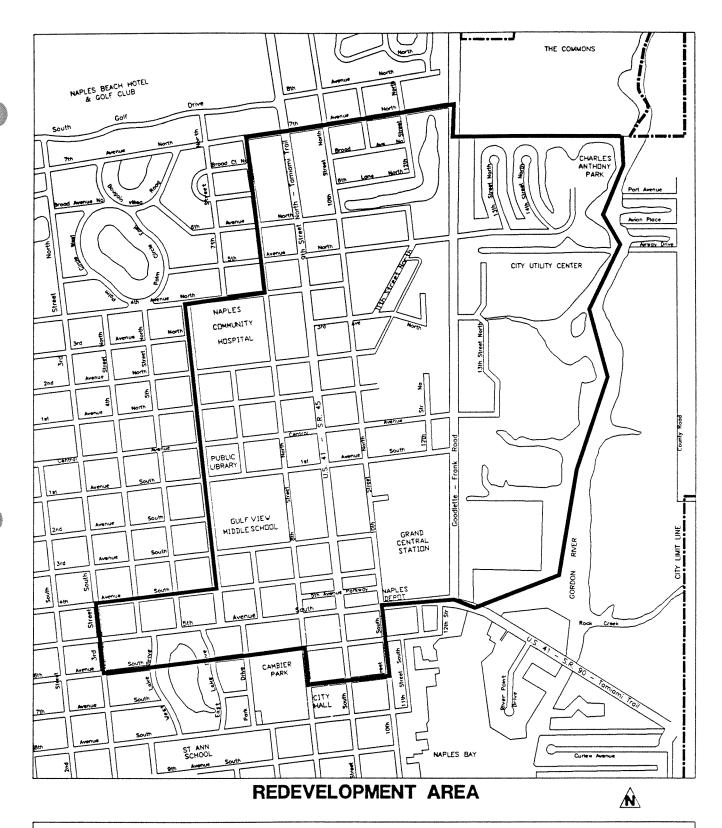
The City Council decided to establish a Community Redevelopment Agency based primarily on the recommendation of a redevelopment task force. The City Council created the Redevelopment Task Force (the "Task Force") in February, 1992 and appointed nine citizens who either owned businesses or property in the downtown area as members of the Task Force. The mission statement charged the Task Force with the responsibility of preparing a comprehensive report dealing with various aspects of redevelopment along the U.S. 41 corridor in downtown Naples.

The Task Force identified a study area which is generally described as including that area bounded on the north by 7th Avenue North, on the east by the Gordon River, on the south by 6th Avenue South, and on the west, 6th Street. It also included that portion of 5th Avenue South continuing westerly to 3rd Street South. The initial Redevelopment Study Area is shown on Map 1. The total study area encompassed some 575 acres of land. The Task Force recommended, based on its analysis of the conditions within this area and the public input received, that the boundaries of the study area become the boundaries of the Community Redevelopment Area.

The Task Force identified the existing conditions within the study area, the magnitude of the redevelopment effort needed and the financial resources available. The Task Force invited guest panelists to their meetings to provide the Task Force with input and ideas relative to the study area. Each meeting had a public input session. Based upon the months of deliberation and substantive amount of public information gathered, the Task Force developed a vision for redevelopment in the study area as follows:

The vision of Naples is largely tied to actions that will encourage the reuse of land. Incentives need to be designed to help property owners join forces with developers to respond to contemporary and future definitions of market demand. At the same time, the integrity of the Naples experience needs to be protected and enhanced.

The Task Force presented its findings to the City Council in July, 1992 and unanimously recommended that the City Council proceed with the creation of a Community Redevelopment Agency. As stated in its report "It is our belief that time is now running short and that failure by City government and the community to act on the recommendations of this Task Force could substantially result in continued decline in the quality of life in the Naples Central Business District."

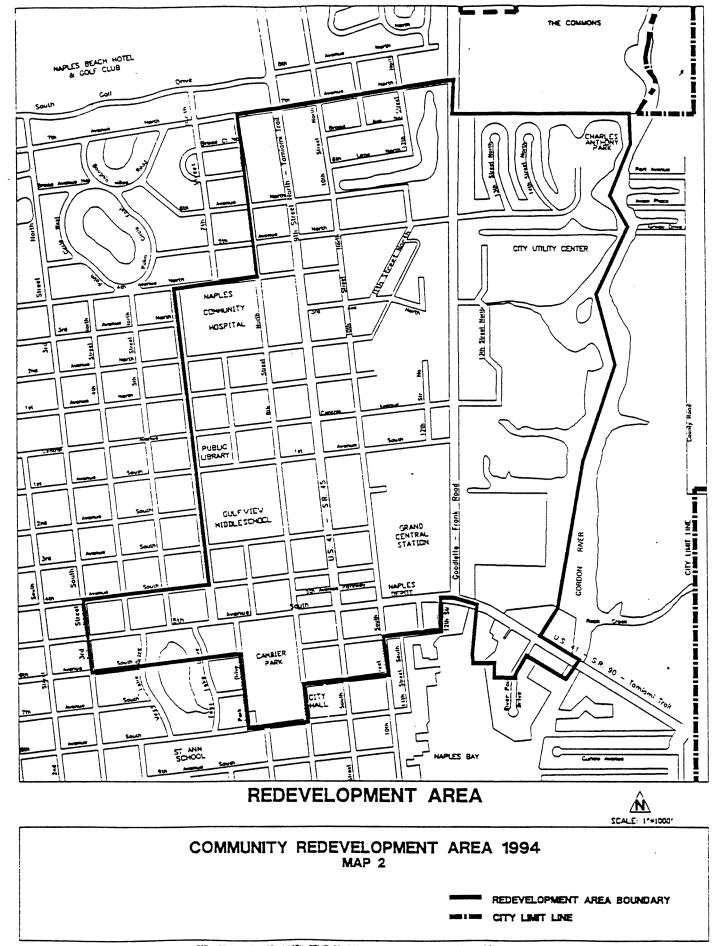


The City Council subsequently established a Community Redevelopment Advisory Board (the "Advisory Board"). Most of the members of the Task Force agreed to continue to serve on the newly formed Advisory Board.

The City Council directed the Advisory Board to proceed in collecting the data and preparing the analysis necessary to determine if the requirements of the Act could be met for the creation of a Community Redevelopment Agency. The Advisory Board worked with the City staff to develop the Report on the Determination of the Finding of Necessity for the Creation of a Community Redevelopment Agency (the "Finding of Necessity Report") dated December 21, 1993. As the Advisory Board continued its investigation of the downtown area, it determined that the redevelopment study area should be expanded to include two areas: Cambier Park because of its direct relationship with 5th Avenue South and the majority of properties along the U.S. 41 corridor to the east of the existing boundary so that the entrance into Naples and the downtown area would be included within the redevelopment area. These additions increased the redevelopment area from approximately 575 acres to approximately 609 acres. The boundaries of the Redevelopment Area (the "Redevelopment Area") are shown on Map 2 and are legally described in Appendix A. The Finding of Necessity Report concluded that the Redevelopment Area has obsolete buildings; deteriorated, vacant lots and buildings; high density and overcrowding in the residential areas; conditions which endanger 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 affordable housing.

On January 5, 1994, at a duly noticed meeting, the City Council was formally presented with the Finding of Necessity Report and heard additional testimony as to the existing conditions within the Redevelopment Area. Based upon the information presented at that meeting, the City Council adopted Resolution No. 94-7098 (the "Finding of Necessity Resolution") making the requisite findings and determining the need for a Community Redevelopment Agency. On January 5, 1994, the City Council enacted Resolution No. 94-7099 creating a Community Redevelopment Agency ("CRA") and appointing the members of the City Council to serve as its Board of Commissioners. See Appendix B - "Copies of Finding of Necessity" Resolution and Appendix C Resolution "Creating Community Redevelopment Agency".

The CRA directed the Advisory Board to proceed with the development of a community redevelopment plan and that substantial public input should be obtained. During the first week of January, 1994 six public input sessions were held by the Advisory Board in order to obtain public opinions and suggestions



for improvements within the Redevelopment Area. All property owners and merchants within the Redevelopment Area were invited by letter to these meetings as were those within the first block immediately adjacent to the boundaries of the Redevelopment Area. Six additional public input sessions were held the first week of March, 1994 to respond to the input received at the first round of public input meetings and to receive additional input. The input from these meetings provided a significant amount of the foundation for this Plan.

In August, 1993, the Fifth Avenue South Property Owners' Association, with the assistance of a grant from the City Council, retained the firm of Andres Duany/Elizabeth Plater-Zyberk ("Duany") to develop a master plan and retail recommendations for the area known as the Fifth Avenue South District, which is situated within the redevelopment area. A charrette was conducted in October, 1993 resulting in the development of a master plan (the "Fifth Avenue South Master Plan") for the Fifth Avenue South District. A second charrette was subsequently conducted in December, 1993 to address redevelopment activities involving Cambier Park, also situated within the Redevelopment Area. The Fifth Avenue South Master Plan is included as Appendix D to this Plan and is incorporated as if fully set forth herein.

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[&]quot;Fifth Avenue South Master Plan" as used in this Plan refers to Volume 1 of the document entitled "Master Plan and Retail Recommendations for Fifth Avenue South, Final Draft 1994" exclusive of the section thereof entitled "Cambier Park" or "Cambier Park Master Plan" and the reference to Cambier Park on page 17 thereof.

CONFORMANCE WITH COMPREHENSIVE

PLAN

CONFORMANCE WITH THE CITY OF NAPLES COMPREHENSIVE PLAN

The Comprehensive Plan for the City of Naples (the "Comprehensive Plan") provides extensive guidance to downtown vitalization. Many of the pertinent sections of the Comprehensive Plan are found in Appendix E, some of which are discussed in more detail below.

The Comprehensive Plan identifies several planning themes. Three of these themes are directly related to this Redevelopment Plan. These are:

A vital downtown central core - Encourage a vital business and institutional core of the Naples metropolitan area, without encroaching on stable residential areas. Develop an urban design framework to guide central Naples and foster a concern for three dimensional quality of the urban environment.

Transportation and corridor management - Plan for long-range traffic circulation needs and control of adjacent land use, with concentration on density and intensity of land use at urban nodes or urban development concentration points and provisions for open space between them.

Cultural arts and institutions - Provide a framework for cultural diversity and development of the arts and the various components of culture. Create an environment for public and private participation which recognizes the role of the cultural arts in the community.

The Comprehensive Plan addresses the need to incorporate an urban design framework to guide growth and development within the central Naples core study area of which the Redevelopment Area is a part. "The primary challenge for the City is to allow the downtown area to prosper so that it continues to play a strong role in the marketplace. At the same time, however, the City must preserve the physical character, scale and ambiance of its residential neighborhoods." (Comprehensive Plan, Land Use Element, page 53) Land Use, Objective 12 speaks directly to the issue of a design plan for central Naples: "Utilize an urban design framework and develop an urban design plan for the core area of central Naples which considers land use and zoning controls, traffic patterns, parking plans, vehicular and pedestrian circulation and public spaces, design review processes and open space linkages."

Within the Comprehensive Plan, certain areas of the City are identified as "Areas of Special Concern." Many of these areas are adjacent to or within the Redevelopment Area. Certain recommendations and programs have been developed for these Areas of Special Concern. The Areas of Special Concern identified in the Comprehensive Plan within or adjacent to the Redevelopment Area are: "Olde Naples" Area, Fifth Avenue South Shopping District, Naples Industrial Area, Goodlette-Frank Road Area, River Park East, Carver/River Park Neighborhood, Hospital Transition Area, and Tamiami Trail Area.

Many of the programs of this Plan will implement direction provided by the Comprehensive Plan for these Areas of Special Concern. In addition, this Plan implements many of the objectives and policies of the Comprehensive Plan.

With the Comprehensive Plan providing the underlying themes and philosophies for this Plan as well as directing many of its programs, this Plan is consistent and conforms with to the Comprehensive Plan.

GOALS, OBJECTIVES, AND POLICIES

REDEVELOPMENT GOALS, OBJECTIVES AND POLICIES

The following redevelopment goals, objectives, and policies of this Plan will guide redevelopment of the City of Naples Redevelopment Area.

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.

- 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.

<u>HOUSING OBJECTIVE:</u> 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.

- 1. Encourage projects which combine residential with commercial 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 the development of the affordable housing project on the City owned property located north of the Naples Daily News and 3rd Avenue North and east of 11th Street North.
- 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 major employers to provide housing for their seasonal employees by permitting mixed use development.

<u>PARKS AND OPEN SPACE OBJECTIVE:</u> 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.

<u>ENVIRONMENTAL OBJECTIVE:</u> To create an attractive, safe and comfortable environment that is conducive to activities during the day and at night.

- 1. Enhance the visual attractiveness of the downtown through landscape features, pedestrian-scale lighting and street furnishings.
- 2. Emphasize the pedestrian orientation and scale of the downtown.

- 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 maintenance and encourage building improvements by property owners.
- 6. Provide shade trees and other canopy features in pedestrian areas of the downtown.
- 7. Provide for enforcement of zoning codes and regular inspection relative to aesthetic matters to improve the attractiveness of the area.
- 8. Require replacement of trees removed or eliminated from rights of way by development or redevelopment.
- 9. Encourage the use of crime prevention through environmental design (CPTED) guidelines in all new construction and renovation.

TRANSPORTATION OBJECTIVE: To provide an integrated transportation system within and to the downtown.

- 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 U.S. 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.

<u>CULTURAL OBJECTIVE</u>: 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.

- 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.

EXISTING LAND USE IN CENTRAL NAPLES

The Redevelopment Area is shown on Map 2 and is generally described as including that area bounded on the north by 7th Avenue North, on the east by the Gordon River, on the south by 6th Avenue South, and on the west by 6th Street. It also includes that portion of 5th Avenue South continuing westerly to 3rd Street South and Cambier Park in its entirety. It encompasses approximately 609 acres, or about 7.4% of the total land area of the City.

During the 1960s and early 1970s, the area functioned as the central business district for the City and greater Collier County. Beginning in the 1970s, growth patterns in Collier County served to significantly increase population north and east of the City. Commercial areas were built to serve those segments of the population. The opening of Coastland Mall in the mid-1970s moved the City's shopping center to the north.

The location of Naples Community Hospital, Naples City Hall and various other governmental functions, as well as numerous financial institutions, helps to secure the downtown area as a major service and governmental center, but it no longer occupies the dominant position of earlier years. If present trends continue, all remnants of a downtown commercial and service center could be lost. Redevelopment efforts are expected to help reverse this trend.

A parcel by parcel study of the Redevelopment Area was done and is included in the Finding of Necessity Report. Below is a summary of information found in this report.

The area contains a microcosm of land uses found throughout the City. Included are single family residences, multifamily complexes, a wide range of commercial uses, and the City's industrially zoned area. The residential uses comprise approximately 20% of the privately owned land; commercial and industrial uses approximately 55%; and governmental uses, approximately 25%.

Current zoning within the Redevelopment Area limits building heights to three stories. Almost all of the single family residential units are one story in height; the majority of the multifamily complexes are two stories. The majority of the commercial buildings are single story, a reflection of their age; more recent commercial construction tends to be at least two story. Two exceptions to the historic one-story buildings are the four story building which formerly housed the United Telephone switching operations, located at the corner of 5th Avenue South and 8th Street, and Naples Community Hospital, which contains six habitable floors. The hospital's parking garage, opened in 1993, contains seven parking levels but is not physically as tall as the hospital itself.

The Redevelopment Area is deteriorating, both physically and in function. Approximately 80% of the buildings within the Area are twenty or more years old. The requirement for automatic fire sprinklers was not effective until January 1987. In addition, during the years 1988-1992, the redevelopment area contributed 25% of all violations which came before the Code Enforcement Board, indicating lack of maintenance and a large number of nuisance factors within the area. Considered as "legally established nonconformities" and not cited as violations, 70% of the properties within the area do not meet the requirements for the number of parking spaces, 73% do not meet current design standards for parking, and 83% do not meet landscaping requirements.

Within the Redevelopment Area are 628 separate parcels of property, 427 of which are used for commercial, industrial, institutional, and multifamily purposes. Over one-half (53%) of these lots are 15,000 square feet or smaller.

According to the 1990 census, there are 1,654 residents of the Redevelopment Area in a total of 855 dwelling units (see Map 3). Two hundred and one (201) are single family and 654 units are within the 28 multifamily complexes within the area. A 73 unit complex designed for low to moderate income families and elderly is proposed for a 4.9 acre City-owned site. In addition to this project, the Housing Element of the City's adopted Comprehensive Plan projects that by 1998, 304 additional residential units targeted for very low, low, and moderate income individuals, including the elderly, will be needed within the City of Naples. Additional dwelling units within the Redevelopment Area will generally be part of multi-use complexes. Target tenants for this type of housing are young couples beginning their careers and retirees. No significant impact upon school enrollment is expected with the only expected increase resulting from the development of Jasmine Cay, a 73-unit project. The projected number of children is 115. No residents are proposed to be displaced as a result of this Plan.

The Redevelopment Area contains a community park, Cambier Park, two neighborhood parks, Anthony Park and River Park, and two mini-parks, Merrihue and Menefee. The facilities provided are shown in Table 1. This plan contemplates maintaining approximately this same amount of open space.

These City facilities, plus the two mini-parks on Fifth Avenue South, amount to approximately 19-1/4 acres. The adopted level of service standards for recreation facilities, as shown in the Comprehensive Plan, are exceeded for this area.

EXISTING USES AND CONDITIONS

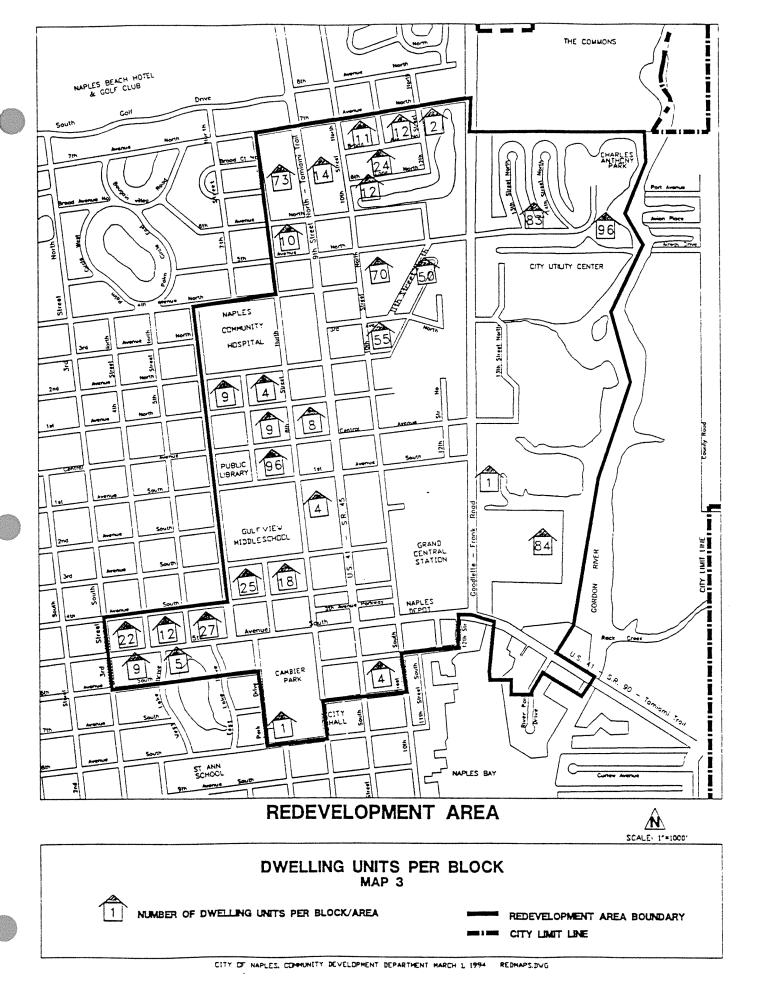


Table 1

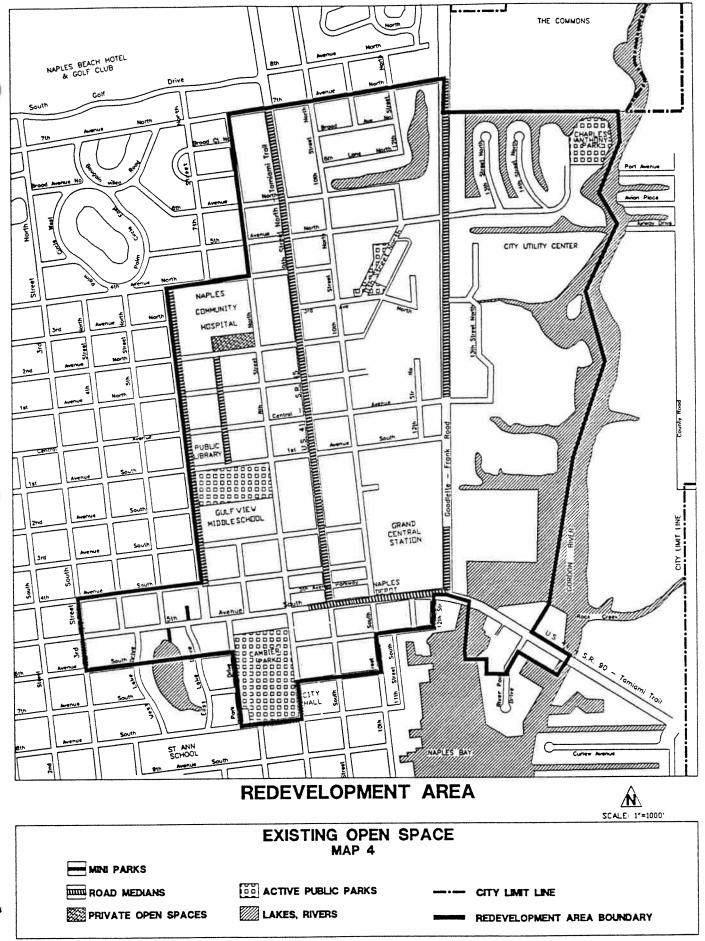
PARK FACILITIES REDEVELOPMENT AREA

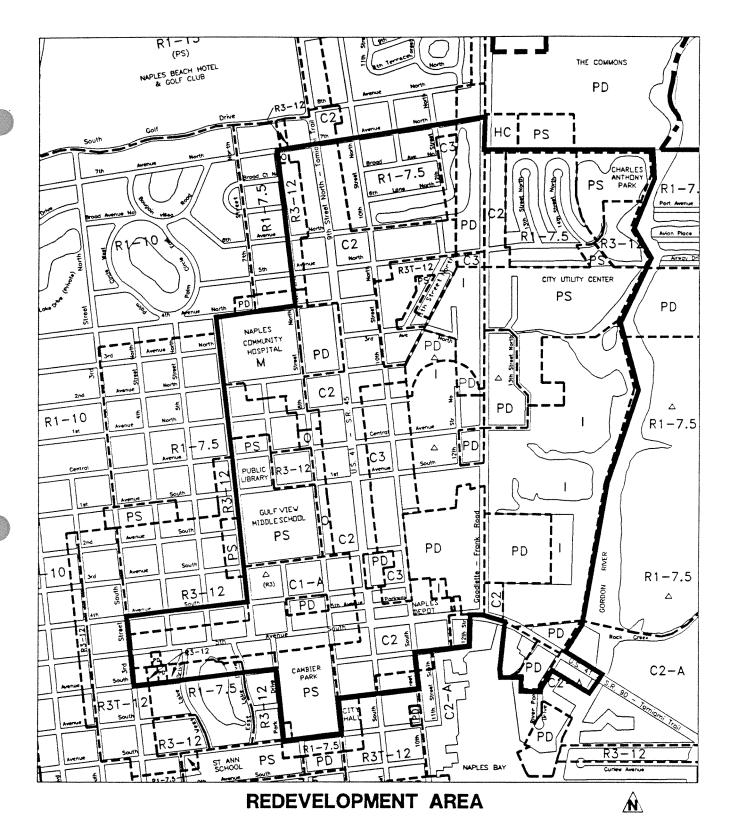
	Cambier	Anthony	River
	Park	Park	Park
Community Center	1	0	1
Playground	1	1	1
Tennis Courts	14	0	0
Baseball Field	1	0	0
Basketball Court	1	1	2
Shuffleboard	12	0	0
Picnic Areas	1	0	0
Racquetball	1	2	0
Swimming Pool	0	0	1
Pavilion	1	0	1
Volleyball	1	1	2
Meeting Rooms	2	0	1
Bandshell	1	0	0

Source: City of Naples Comprehensive Plan, Appendix 24

Also within the Redevelopment Area are 218 acres of right of way. Local roadway widths are typically 24 to 26 feet within 60 to 80 foot rights of way. Significant open, green space is contributed to the area by the landscaping within the rights of way. In addition, 6th Street, 7th Street, and 9th Street within the Area contain center medians which are also landscaped. Although landscaped rights of way and medians add visual open space to the area, these open spaces do not form useable greenways. Map 4 shows the location of existing open space within the Redevelopment Area.

Zoning within the Redevelopment Area is shown on Map 5. This map shows eleven separate districts. Included are R1-7.5, a single family residential district requiring a minimum lot size of 7,500 square feet; R3-12 and R3T-12, multifamily districts allowing a maximum of 12 units per net acre; PS, the public service district which encompasses parks and other institutional facilities; six commercial and industrial zones; and PD, planned development, which allows an owner to establish specific uses and development standards for a parcel of land. There are thirteen approved Planned Developments within





		ı	EXISTING ZOI MA	VING D P 5	ISTRICTS		
R3-12	MULTI-FAMILY	0	OFFICE	C2-A	WATERFRONT COMMERCIAL	PS	PUBLIC SERVICE
R3T-12	MULTI-FAMILY	HC	HIGHWAY COMMERCIAL	C3	HEAVY BUSINESS	PD	PLANNED DEVELOPMENT
R1-7.5	SINGLE FAMILY	C1-A	LIMITED COMMERCIAL	М	MEDICAL	1	INDUSTRIAL

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the Redevelopment Area, including the 73 unit housing project on the 4.9 acre City-owned site which does not become effective until the development has secured the necessary financing. These planned developments range in size from under one acre to approximately 17.5 acres. Only two of these planned developments are completely built out. The undeveloped portions of the other developments are listed in Table 2.

The commercial districts within the Redevelopment Area are very similar, permitting an overlapping array of uses. The permitted uses and development standards for these districts are shown in Table 3. The waterfront commercial district, designated as C2-A, is included in this table for comparison purposes, but it is the subject of a separate study.

The original plan of Naples showed a strong grid system of streets, with alleys at mid-block. Within the Redevelopment Area, this grid has been interrupted many times. "Superblocks" have been accumulated to provide the land necessary for community institutions, including Naples Community Hospital, Gulfview Middle School, and Cambier Park, as well as several commercial ventures. The former Seaboard Coast Line Railroad right of way on the west side of Goodlette Road also contributed breaks in the grid, and traffic patterns within the industrially-zoned area are difficult. Alleys within the area have been vacated or have not been maintained, further breaking the grid, particularly for service functions. Rights of way which have been vacated by the City are shown on Map 6.

All public utilities are available within the Redevelopment Area. However, because this was one of the first areas of Naples to develop, the facilities are, in some cases, outdated. Many portions of the area are serviced by overhead electrical installations. The water and sewer facilities are sufficient to handle existing development, but the stormwater collection system is deteriorating.

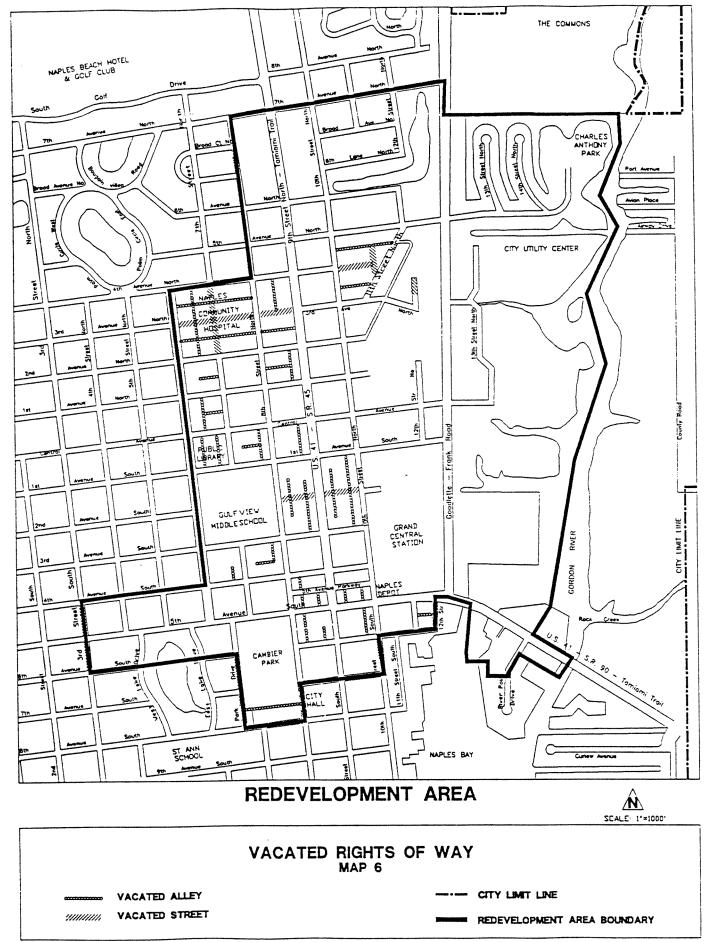
TABLE 2

	PLANNED DEVELOPMENTS - CITY APPROVED - PRESENTLY UNBUILT	REDEVELOPMENT AREA
THE PERSON NAMED AND ADDRESS OF THE PERSON NAMED AND ADDRESS O	PLANNED DEVELOPMENTS - CITY APPRC	REDEVELOPMENT

		Unbuilt Parcel				Q
File No.	Proper Name	Size	Bldg. Size.	Bldg. Ht.	Use(s)	Expiration
80-R10	Natl. Cap. Invest.	.98 AC	10,000 footprint	Not spec.	Restaurant, bank, office	None
85-R10	John Pulling	7.4 AC	113,800 max.	Two stories	C2	None
87-R5	Springfield Holding	.65 AC	7,000	One story	"Commercial"	
88-R13	Minneapolis Gulf	3.0 AC	10,850 sq.ft.	Two stories	Office, medical	
90-R1	Naples Comm. Hosp.	2.0 AC	180,000 sq.ft.	Four stories	Medical	None
90-R3	Woodford, et al	11.5 AC	40,000 sq.ft. 60,000 sq.ft. 60,000 sq.ft. 20 units 22 boat slips	One story Five story Three story	Existing retail/theater Office Shopping Center Residential	
90-R11	Andrew B. Wolfe	2.32 AC	2.32 AC 33 boat slips		Marina	None
91-R3	First Natl. Bank etal	2.76 AC	25,500 sq.ft.	Two story	Retail, restaurant	9/4/96
92-R4	Comm. Dev. Corp.	1.3 AC		One deck	Parking garage	None
93-R1	Trails End	.3 AC	20 units	Three story	Transient lodging	2/17/95
93-R6	Robb, Dering & Assoc.	4.9 AC	73 units	Two story	Affordable housing	None

TABLE 3			ZONI	NG DIST	RICTS		
	C1-A	C2	C2-A	C 3	М	0	1
Uses:					-		
Amusement Parlors		С					
Amusement/Recreation			С	С			
Art/Photo Studio	P	Р	Р	Р			Р
Bakery	P	Р	Р	P			Р
Boat Sales			Р				Р
Boat Yards			Р				
Bowling Alleys		С					
Building Supplies		·····		Р			Р
Car Rental		С					
Car Washes		С		С			
Child Care Centers		С					
Churches		С		······			
Clothing Fabrication				Р			Р
Cocktail Lounge	Р	Р	Р	Р			
Convenience Service	Р	Р		Р			Р
Cultural Facilities	P	Р	С	Р			
Dancing/Entertainment	С	С	С	С			
Drive-in Restaurants		С		С			
Drive-up Windows	С	С		С			
Financial Institutions	P	Р		Р			Р
Fish/Seafood			P				
Fishing Boats			P				
Funeral Homes		С					
Gasoline Service Stations		C		С			Р
Hospital Related Comm.					С		<u> </u>
Hospitals					С	1	
Laundry/Dry Cleaning				Р			P
Locksmith Shops				Р			Р
Maintenance Businesses				Р			P
Manufacturing				•			P
Marinas			Р				<u> </u>
Marine R&D Facilities			P	······································			Р
Medical Offices	Р	P		Р	Р	Р	
New Car Sales		C		P	-		Р
Nursing Homes		C		-	P		<u> </u>
Offices	Р	P	Р	Р	•	Р	P
Parking Garages	C	C		C	С		
Parking Lots	P	P	P	P	P		
Personal Services	P	<u>.</u> Р	Р	P	•		Р
Pet Shops		P	 	<u>.</u> Р			P
Pharmacy					Р		<u> </u>
Plant Nursery		С		Р	•		Р
Pool Parlor	-	С					•
Printing		P		Р			P
Radio/TV Studio		<u>.</u> Р		Р			P
Residential Units	С	•	c	•	С		'
THE THE PERSON OF THE PERSON O		***************************************					1

				T			
	C1-A	C2	C2-A	С3	М	0	1
Uses:							
Restaurants	Р	Р	Р	P			С
Retail Sales	P	P	P	P			P
Schools/Colleges		С					
Small Appliance Repair		Р		Р			Р
Storage							Р
Theaters	С	С					
Time Share Lodging			С				
Transient Lodging	С	С	С				
Transportation				Р			P
Veterinarians				С			P
Warehousing/Distribution				Р			Р
Yacht Clubs			Р				
"P" indicates that the use is p "C" indicates that the use ma of a conditional use.				Jance			
		DEVEL	OPMEN	TSTAN	DARDS	L	
	C1-A	C2	C2-A	C 3	M	0	l
Yards Required							
Front	10	10	20	10	20	20	25
Side	0	0	0	0	0	0	
Rear	25	25	25	25	20	20	
Maximum Height	3 story	3 story	3 story	3 story			3 story
	35 feet	35 feet	35 feet	35 feet	30 feet	30 feet	35 feet
Maximum Lot Coverage	45%	40%	40%	50%	40%	40%	60%



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PROPOSED

REDEVELOPMENT,

IMPROVEMENTS,

AND

REHABILITATION

PROPOSED REDEVELOPMENT, IMPROVEMENTS, REHABILITATION

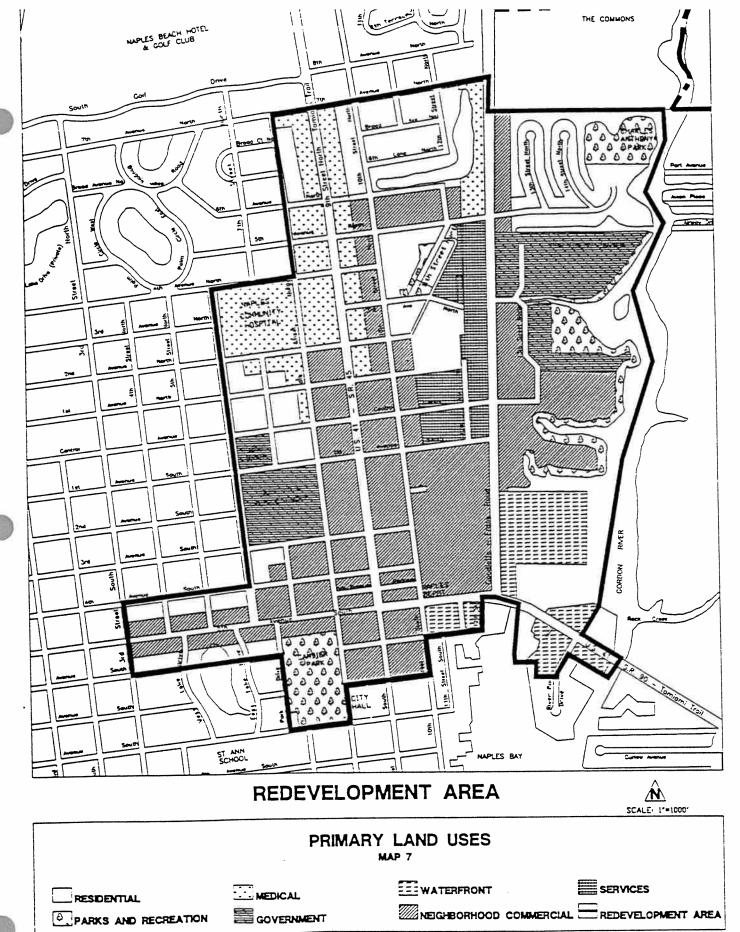
LAND USE/ZONING

As discussed in the previous section, there are currently eleven zoning districts within the Redevelopment Area. Five of the six commercial zones should be reviewed with a view toward simplification of the districts. Those properties with C2-A, Waterfront Commercial, zoning are included in a separate waterfront district study which is expected to recommend changes.

Studies will be conducted of specific areas or corridors within the Redevelopment Area over the next two years. The 5th Avenue South Commercial District has been the subject of a specific study conducted by Andres Duany. The 5th Avenue South Master Plan, which is included herein as Appendix D, includes site-specific recommendations for making the street increasingly pedestrian friendly and lending a "sense of place" to the area. The area surrounding the hospital expected to be studied by staff, with the assistance of the hospital staff, with specific changes to development standards to be completed by December of 1994. The U.S. 41/Tenth Street Corridor is proposed for consultant study, with completion by June of 1995. The balance of the area, expected to be studied by staff, will likewise be completed by June, 1995. As a result of these studies, changes may be proposed to both the Comprehensive Development Code and the Comprehensive Plan.

Pending these specific studies, "primary land uses" are proposed for designated areas as a means of implementing a program for public and private investment in accordance with the policies and objectives of this Plan. Based upon existing conditions and past trends, certain primary land uses are recommended to be located in designated areas for cohesiveness and compatibility. Clustering similar land uses creates a synergy leading to a more viable economic atmosphere. The major economic activities existing within the Redevelopment Area at this time include Naples Community Hospital, government facilities, legal and financial office uses, transient lodging, and restaurants, with retail and service establishments interspersed. In addition, housing is located throughout the area. To achieve the land use objective of this Redevelopment Plan, the primary land uses are proposed in order for the Redevelopment Area to evolve into a more dynamic office, service, retail, medical, financial, cultural, and governmental center targeted to increased residential development.

The six primary land use areas are identified on Map 7. The six land use areas are: (1) Neighborhood commercial; (2) Medical facilities and offices; (3)



Service facilities; (4) Government facilities; (5) Parks, Recreation, and Open Space; and (6) Residential. The remaining areas are within the waterfront district. For the most part, the land use designations reflect current patterns of use. These patterns are compatible with the redevelopment of the downtown so long as reinvestment takes place. Special projects undertaken or supported by the Community Redevelopment Agency and the City of Naples will comprise an important part of such reinvestment by providing the stimulus for private investment.

It is important to note that these proposed primary land uses are not regulatory. At this time, the current zoning is in compliance with the Comprehensive Plan Future Land Use Map. If the specific studies of the various areas within the Redevelopment Area actually propose changes in land use and zoning, it is recognized that such changes may require amending the Comprehensive Plan and Future Land Use Map. The primary land uses are described below.

Neighborhood Commercial: Neighborhood commercial areas are intended to focus primarily on the needs of the residents of Naples for general retail sales, professional offices, personal service establishments such as barber and beauty shops, convenience service establishments, restaurants, and transient lodging. The neighborhood commercial area is the most appropriate location for the creation of mixed use projects, with residential units over the commercial uses. Incentives will be given for the aggregation of properties and performance standards developed for buffering. The greatest portion of the Redevelopment Area falls within this classification. The outline below describes this area.

Neighborhood Commercial

PURPOSE:

This district is intended to focus primarily on the needs of the residents of Naples and permits a broad range of retail sales; professional, business, and personal services; financial institutions; convenience service establishments; and restaurants; with a limited number of transient facilities.

USES:

Generally C-2 Uses/C-3 Uses with design standards

General retail sales

Personal and convenience services

Financial institutions

Offices

Studios Restaurants Hotels/Motels

Residential except on 1st Floor

HEIGHT:

3 Stories

Subject to further study, additional height and/or stories

may be permitted.

PARKING:

Subject to further study, parking requirements may be

reduced or design standards modified.

BUFFER:

Standards for buffering will be reviewed and developed with

the intent to improve the transition between existing commercial and residential neighborhoods and to allow a

wide mixture of uses, utilizing special screening

requirements to mitigate potentially noxious impacts of

outdoor storage, uses producing noise, glare, etc.

Medical Commercial: Medical offices and facilities and their supporting commercial activities, including such facilities as laboratories, florists, pharmacies, and gift shops, are most appropriate in the vicinity of Naples Community Hospital, as well as a limited area on the west side of 8th Street, where one-story medical offices abut single family residential uses. Incentives, perhaps in the form of relaxed parking standards, will be given for medical uses in this area. Mixed use projects, with residential units targeted to medical employees, are also appropriate in this area. The outline below describes this area.

Medical Commercial

PURPOSE:

This district is intended to cluster medical and medical

related uses in the vicinity of Naples Community Hospital.

USES:

Primarily "M", Medical, and "O", Office, uses with some C2

uses

Hospital

Medical offices

Clinics

Physical and occupational therapy

Medical laboratories

Fitness and recreational facilities

Recreation equipment sales

Offices

Support commercial activities:

florists

pharmacies gift shops book stores

Restaurants

Transient Lodging

Residential

HEIGHT:

3 Stories for new buildings

Subject to further study, additional height and/or stories

may be permitted.

PARKING:

Subject to further study, parking requirements may be

reduced or design standards modified.

BUFFER:

Standards for buffering will be reviewed and developed with

the intent to protect the existing single family neighborhood

adjacent to much of this district

Service Commercial: Service facilities are intended to serve the need for heavier commercial uses, such as automobile repair, the Naples Daily News, and construction and utility storage yards. These uses should be located where there is good access to the arterial roadway system and should be well buffered from residential uses. The outline below describes this area.

Service Commercial

PURPOSE:

This district is intended to serve the need for heavier

commercial uses which should be located where there is good access to the arterial roadway system and should be

well buffered from residential uses.

USES:

Generally C3 and Industrial uses

Automobile agencies Automobile repair Auction businesses

Car washes

Gasoline service stations Building supply outlets

Contractors' fabrication, storage and supply establishments Maintenance, repair and renovation businesses, packaging, manufacturing and/or assembling operations

Offices

Plant nurseries Rental businesses

Retail

Testing/Research and development establishments

Utility businesses

Warehousing, wholesaling, or distribution facilities

HEIGHT:

3 Stories

PARKING:

Subject to further study, parking requirements may be

reduced or design standards modified.

BUFFER:

Standards for buffering will be reviewed and developed with

the intent to protect residential uses adjacent to this district.

The locations shown for government facilities reflect the current patterns of use, except that an expansion of the Utilities/Community Services Departments has been anticipated to the east of their current location. Parks and Recreation areas also reflect current usage, except that open space along the west bank of the Gordon River has been designated in this classification to allow for the possibility of a linear waterfront park. No changes in the zoning/design standards are anticipated.

The residential uses within the Redevelopment Area typically represent stable neighborhoods; no changes in the boundaries or the zoning/design standards are proposed. The existing single family residential stock is comprised of stable neighborhoods, targeted to a broad spectrum of citizens, from retirees to young families. In general, the existing multi-family complexes are also geared to family living. Both should continue to be provided with good access to commercial uses and improved pedestrian and bicycle access, but protected from further encroachment of commercial zoning. For these areas increased buffering standards and an access management regulation will be proposed. The multifamily area on 8th Street, north of

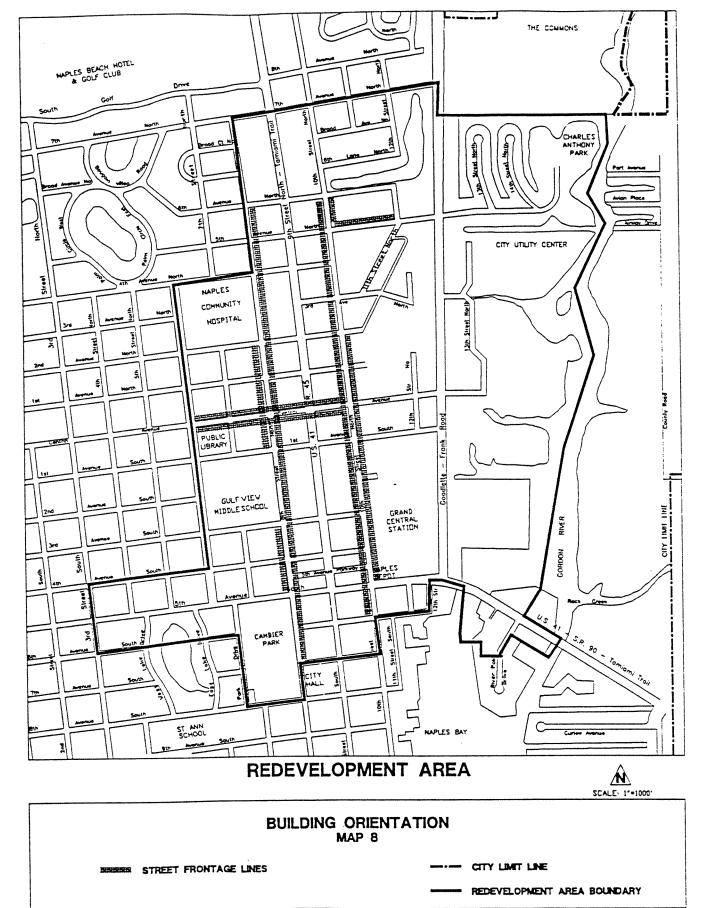
Naples Community Hospital, is almost wholly owned by the hospital to provide housing for their professional employees in close proximity to their workplace. This commitment of the hospital to provide housing for a portion of its workforce is encouraged. Because of the close proximity of the residential to the hospital, it should be recognized that parking requirements are reduced for both uses.

In reviewing the commercial zoning districts, special attention should be given to several aspects of any proposed redevelopment, including orientation of the buildings, aggregation of the properties, simplification of height definitions, and provisions for mixed use developments. These elements are discussed below.

Orientation of Buildings: Outside of the Fifth Avenue South corridor, commercial buildings within the Redevelopment Area should generally be oriented, where possible, to the north/south streets rather the east/west avenues. This orientation will be required through changes in the development standards for any new construction or rebuilding of structures on properties along frontage lines as shown on Map 8. On frontage lines, buildings should present a pedestrian oriented facade to the street sidewalk, with parking and service areas located on the avenues. Renovation to existing buildings should also comply with this orientation, if possible. In order to protect the desired pedestrian scale for these streets, buildings elevated over parking should not be permitted on these frontages.

Aggregation of Properties: Many of the properties within the Redevelopment Area lack sufficient square footage to support modern development. As these small properties come on the market, the Community Redevelopment Agency should encourage their purchase by neighboring owners. If this purchase is not feasible, the Community Redevelopment Agency should explore the possibility of purchasing the land to hold it until adjacent properties become available. In some cases, projects within the area are built over several small parcels. The City should require aggregation of these parcels prior to the issuance of permits for any proposed redevelopment. Revised development standards should include incentives for the aggregation of properties. These incentives could take the form of increased building heights or relaxed parking standards.

<u>Definitions:</u> Building heights within the Redevelopment Area are currently limited to three stories, with differing definitions of measurement of the vertical height of structures. The intent of the Plan is to maintain the three story character of the downtown. Further studies may indicate



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increased height and/or stories is/are appropriate for specific locations, or along specific corridors, within the Area or an increase in height could be offered as an incentive such as for the aggregation of properties. In any case, the definitions of height should be reviewed with a view toward simplification.

Mixed Use Developments: Additional residential units within the area will be part of mixed commercial/residential developments. This type of unit is typically targeted to those who desire a more active streetscape. The Comprehensive Development Code contains density limitations in zoning districts C1-A, C2-A, and M, but does not address densities within mixed use developments, where residential development can be expected to take place on second and third floors. However, densities within commercial districts are limited by maximum coverage of lot by all buildings (building footprints), by minimum dwelling unit square footages (600-900 square feet), and by parking requirements. Therefore, a density cap on mixed use residential is not anticipated.

For this reason and since no particular properties are being targeted for residential development except the City owned property where the 73 unit Jasmine Cay project has been approved, specific densities cannot be predetermined. Because buildings cannot exceed the lot coverage specified for the zoning district in which they are located, incorporating a residential use, which displaces potential commercial uses, will generally decrease the overall intensity of use of the property.

Development and redevelopment within the area must comply with a variety of regulations found within the Comprehensive Development Code and the Code of Ordinances of the City of Naples, including:

Standard Building Code (1991) with local amendments Standard Plumbing Code (1991) with local amendments National Electrical Code (1990) with local amendments

Standard Gas Code, 1991 edition

Standard Swimming Pool Code (1991) with local amendments

State of Florida Accessibility Code, 1990 edition

State of Florida Energy Code, 1990 Edition

City of Naples Floodplain Management Ordinances

City of Naples Zoning Ordinance, which includes standards for parking, landscaping, on-site signage, driveways, property numbering, and a number of other issues.

National Fire Codes, 1985 edition, with local amendments Life Safety Code, 1981 Edition Local Fire District regulations In addition, the City has a number of other ordinances regarding backflow prevention, pretreatment of wastes, disposal of hazardous materials, stormwater management, etc. All of these codes will be reviewed and revised to allow greater simplicity and consistency where and as appropriate for the redevelopment of individual properties within the Redevelopment Area. The CRA should also explore and facilitate development of a more streamlined method for obtaining approvals for permits within the Redevelopment Area.

None of the programs mentioned in this element should be undertaken without a clear understanding of their economic impacts, both upon the Redevelopment Area and city-wide. The CRA should encourage activities which contribute to the marketing and promotion of the Redevelopment Area, explore the inclusion of an economic development element within the City's Comprehensive Plan, and investigate and develop when and if appropriate grant and/or loan programs for property owners interested in improving their property.

Implementation Programs for Land Use/Zoning

Implement the 5th Avenue South District Master Plan, including the following:

Bicycle facilities
Street furniture
Landscape improvements
Develop a visual entrance from Four Corners to 5th Avenue South
Pedestrian scale lighting
Restore alleys as recommended in the plan
The Square at 6th Street
The Plaza at 5th Street

Proceed with consultant studies
U.S. 41 Corridor land use/design study
10th Street land use/design study

Direct staff to complete staff studies

Hospital area land use/design
Service facilities land use/design
Parking, buffering and access standards
Incentives for the aggregation of properties
Review all codes to allow for greater simplicity and consistency

Complete required Comprehensive Plan amendments (if any) and Comprehensive Development Code changes Explore streamlining methods for obtaining permit approvals

Direct staff to develop an economic element for the Comprehensive Plan.

Monitor development in Collier County to identify the changing economic environment and its impact on the downtown area of the City in order to make the necessary adjustments to respond to the needs of the marketplace.

Encourage and assist commercial property owners and merchants to form associations to develop long-range plans and promote their individual areas.

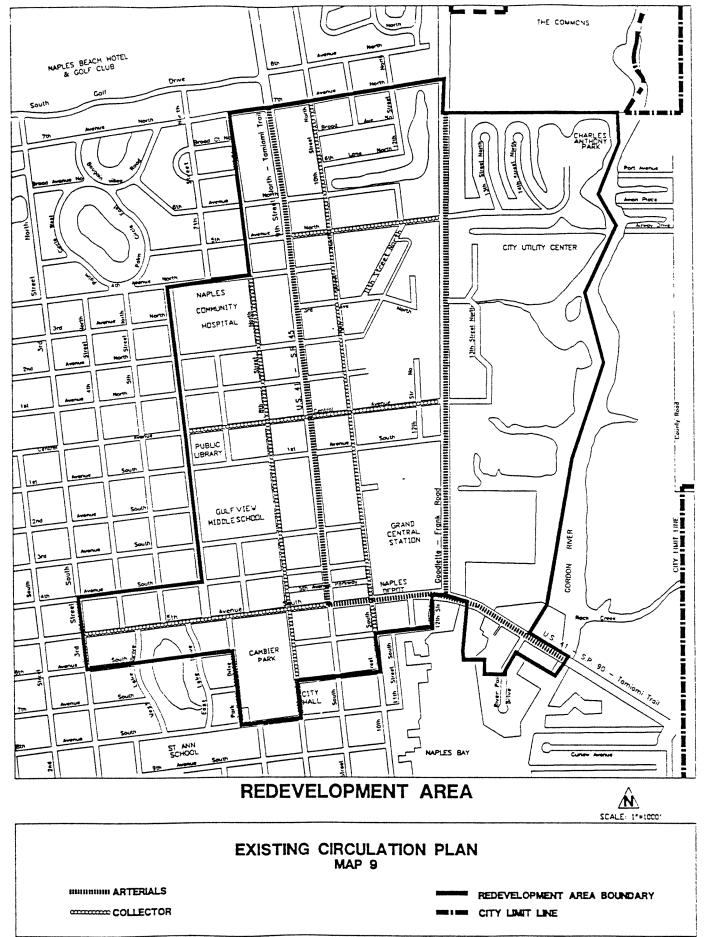
Consider a marketing program for the City of Naples which includes the promotion of the Redevelopment Area.

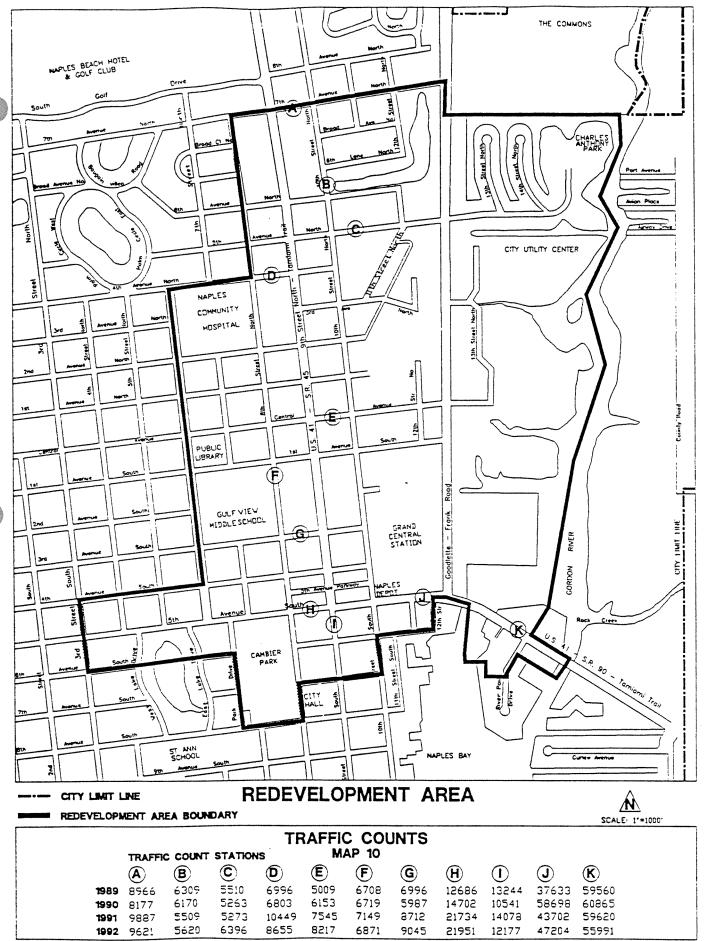
Investigate and develop grant and/or loan programs for private property owners.

TRAFFIC/CIRCULATION PLAN

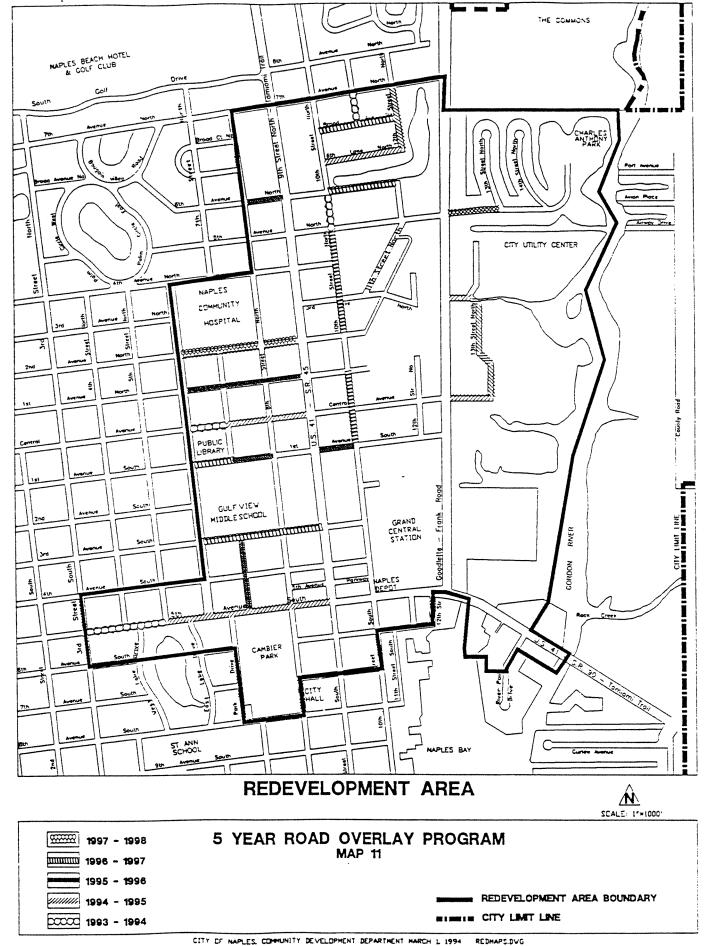
The transportation system within the Redevelopment Area is a combination of numerous interacting elements. Roadways have varying jurisdictions (Florida Department of Transportation, Collier County, and the City of Naples) and classifications (arterials, collectors, and local streets). The current circulation plan is shown on Map 9. A comprehensive traffic study of the Redevelopment Area should be made to insure maximum benefits to all users of the transportation system.

The two arterial roadways within the Redevelopment Area, U.S. 41 and Goodlette-Frank Road, are viewed as intrusions into the local character of the majority of the Redevelopment Area. They act as barriers to the free flow of east/west traffic, forcing those motorists who wish to travel east/west onto the avenues with signalized intersections, causing these avenues to be designated as major collectors in the City's traffic circulation plan. The traffic volumes on these collectors, along with the need for green time along the arterials, cause delay and frustration. In addition, these arterials are difficult for pedestrians and bicyclists to cross and act as barriers between neighborhoods. The Community Redevelopment Agency should continue to explore with the Florida Department of Transportation and Collier County methods to improve local movements, both for automobiles and non-motorized transportation, including





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improved signage and improved or additional pedestrian crossings. The Community Redevelopment Agency may continue to explore the possibility of a roundabout at the Four Corners intersection and the feasibility of the relocation of U.S. 41 or establishing more effective by-pass routes with the Florida Department of Transportation. The Community Redevelopment Agency should also explore the possibility of a detailed study of the U.S. 41 and 10th Street corridors, both as to land uses and traffic issues, to make specific recommendations for the redevelopment of these areas and if the CRA deems it appropriate implement the recommendations.

With the volume of traffic on arterial and collector roadways, as shown on Map 10, many local motorists use residential streets as alternatives. This leads to frustrations on the part of property owners along those roadways. The City and the Community Redevelopment Agency should make a strong commitment to exploration of traffic calming techniques and devices, including the development of a "catalog" of such devices which can be used by neighborhood groups to ameliorate specific conditions within their areas. Several street segments have been identified in the Road Overlay Program of the City's Capital Improvement Budget (see Map 11). Additional right of way improvements are needed, however, especially in the block between U.S. 41 and 10th Street and numerous alleys throughout the district.

As noted within the Existing Conditions section of this Plan, the original Plat of Naples showed a strong grid system of streets, with alleys at mid-block. This system has been interrupted, with the vacation of many street and alley rights of way. No further vacations should be granted without alternate provisions for the required service areas. The Fifth Avenue South Master Plan, included herein as Appendix D, recommends that the alley system be restored, by condemnation if necessary. The east/west alleys between 9th and 10th Streets, north of Central Avenue, create difficulties in orienting buildings along the north/south streets. A study should be done to explore the feasibility of re-orienting these alleys north and south.

The interruption of the grid system has created additional difficulties for truck traffic. Trucks currently use the path of least resistance, causing numerous complaints from both residential and business owners. A comprehensive study of the patterns should be made; specific truck routes identified and signed; and the prohibition against truck traffic on other streets strictly enforced.

The sidewalk system within the Redevelopment Area is not continuous. While the commercial areas are generally served with sidewalks, segments are

missing and corner connections are incomplete. Single family districts typically have no sidewalks at all, making pedestrian travel both difficult and dangerous. Missing segments of sidewalk should be filled in as quickly as possible and sidewalks added in those areas which have none in conjunction with other right of way improvements.

Bike paths are also discontinuous. In some cases, they are designated on the sidewalks; in other areas, bicyclists are forbidden to use the sidewalks. A comprehensive bikeway system serving the Redevelopment Area, linking residences, schools, commercial areas, and parks, should be implemented.

Several rights of way have been identified for such improvements. At the request of the Lake Park Property Owners Association, a study has been done of the 10th Street Corridor, from 5th Avenue South to beyond the northern end of the Redevelopment Area. Preliminary plans indicate a comprehensive sidewalk/bikeway system, with improvements to the landscaping and proposals for pedestrian level lighting. The Fifth Avenue South Master Plan included herein as Appendix D identifies locations for pedestrian and bicycle facilities, including benches, sidewalk and landscape improvements, bike racks, and similar items.

Parking is also a factor in traffic circulation. The Redevelopment Area contains a mixture of very diverse uses (retail, residential, commercial, recreation, medical, and lodging). The intensity and proximity of these uses creates parking generation characteristics different than those outside the central business district. The City's parking requirements are expressed in terms of peak parking indices or ratios for individual land uses. While the peak ratios reflect the differences in parking demand generated by separate land uses and under certain conditions, they do not reflect the fact that total or combined peak parking demand can be significantly less than the sum of the individual demand values. The parking requirements are generally overstated because they require space for the peak parking accumulations of each individual land use. The Institute of Traffic Engineers estimates the percentage of overestimation of individually computed parking in office/retail/ entertainment districts as 45% (Shared Parking, 1983). Amendments to the City's regulations will be proposed which will allow the reconfiguration of parking lots within blocks to permit calculation of parking spaces at a shared parking ratio.

Implementation Programs for Traffic/Circulation:

Proceed with consultant study

Comprehensive traffic study of entire area, including recommendations for truck routes, access management standards, reorientation of alleyways between 9th and 10th Streets,

Discussion with Department of Transportation concerning U.S. 41 issues
Needed pedestrian crossings
Improved lane markings/signage
Develop coordinated signage on U.S. 41 to direct traffic to the
appropriate routes/destinations
Study the feasibility of an Alternate U.S. 41
Identify feasible alternatives
Identify impact on businesses and residents
Develop strategy to implement recommended action
Pursue redesign alternatives for U.S. 41
Roundabout at Four Corners
Study the feasibility of signalization at 5th Avenue North

Discussion with the County Department of Transportation Needed pedestrian crossing improvements Improved signage

Survey the existing right-of-way to identify needed but currently unfunded improvements and identify a funding source and schedule in which to achieve these improvements

Develop an ongoing alley improvement and maintenance plan
Identify the alleys which need repair
Identify adjacent property's use of the alley in order to identify potential
improvements in the design of the alley.

Explore use and locations for traffic calming techniques and devices

Develop a catalog of such devices, including policies for citizen requests

for implementation

Establish a policy that further vacation of alleys will not be approved without alternative provisions for the required service areas.

Alley and street reconstruction and improvements should take into account the need for upgraded water and sewer facilities, and storm water management

Develop a pedestrian circulation plan for the Redevelopment Area Identify the missing sidewalk links
Pursue funding for these missing links through ISTEA funds
Develop implementation plan

Develop a bicycle circulation plan for the Redevelopment Area linking the residences, schools, commercial areas, and parks

Develop an implementation plan

Provide sidewalks to the beaches along appropriate roadways

CORRIDOR MANAGEMENT/DESIGN

A corridor management plan has been adopted for Goodlette-Frank Road within the Redevelopment Area. That corridor management plan adopts greater setbacks, access controls, and specific landscaping standards for properties within the overlay district. The corridor management plan was adopted to provide greater consistency in roadway treatment, since Goodlette-Frank Road forms a portion of the city limit line, with some properties being within the jurisdiction of the City of Naples and others within the jurisdiction of Collier County. A similar plan should be prepared for U.S. 41, with emphasis given to access management and specific landscaping standards. Similar plans should also be considered for local roadways to help insure the same consistency.

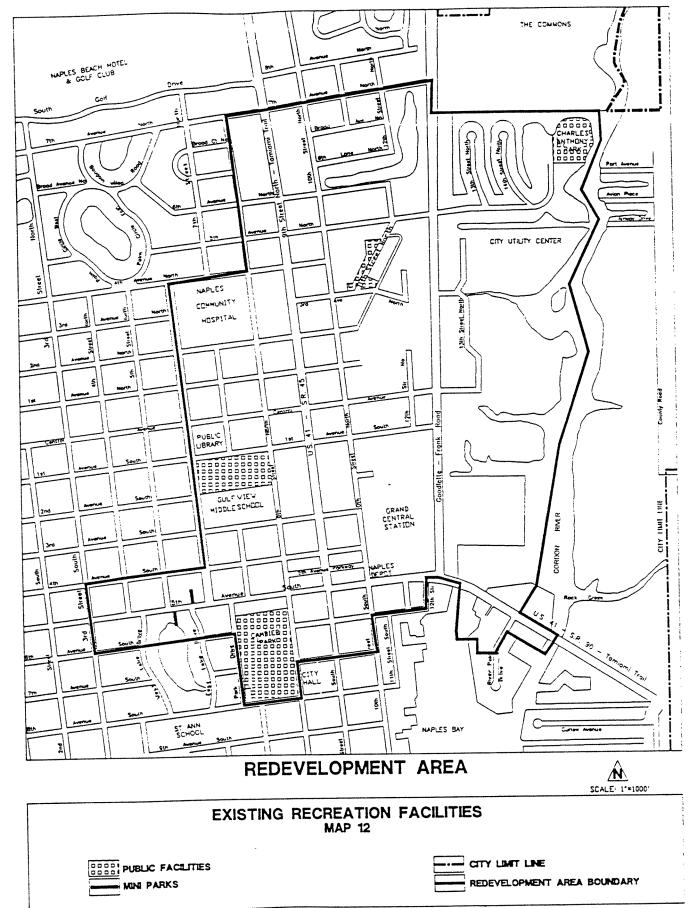
Street trees have been proposed for all roadways within the Redevelopment Area. A planting schedule should be adopted to insure the timely implementation of this program.

Implementation Programs for Corridor Management/Design

Implement the Goodlette-Frank Road Corridor Management Plan Review the zoning regulations to ensure that the Plan will be implemented for redevelopment as well as new development

Proceed with study for U.S. 41 Corridor Management Plan

Implement the 10th Street Corridor Design Plan
Identify individual projects and their funding source
Pedestrian scale lighting
Street tree planting schedule
Sidewalks/Bikepaths



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Change the City policy to allow the City maintenance of the 10th Street right of way for at least one year after planting has occurred

Develop a schedule for the planting of street trees.

RECREATION AND OPEN SPACE

The Redevelopment Area contains a community park, Cambier Park, two neighborhood parks, Anthony Park and River Park, two mini-parks, Merrihue and Menefee, and Gulfview Middle School which is proposed for enhanced recreation facilities, all of which are shown on Map 12. Special consideration for the health, safety and welfare of children residing in the general vicinity of the Redevelopment Area has been given in addressing park and recreational areas and facilities as set forth below. Such special consideration shall be given in implementing these provisions.

Cambier Park provides a wide range of facilities and activities including a community center which is approximately 30 years old. The park has been developed over approximately 40 years, and the facilities have been placed for convenience. Improvements to the park are planned, including a renovation of the Norris Community Center, renovations to the tennis pro shop, and extension of the stage at the bandshell. These improvements, estimated at \$111,000, are budgeted in the City's Capital Improvements Program ("CIP") for 1994/95 through 1997/98 fiscal years. Additional improvements have been identified and the cost of these are included in the Projected Cost section of this Plan.

Cambier Park should be incorporated into the downtown design concept with more defined connections with Fifth Avenue South. The CRA should study the potential alternative locations for these connections to Fifth Avenue and develop the connections if deemed appropriate.

River Park is a very active neighborhood park, which contains the City's only public swimming pool. Approximately \$25,000 in improvements are budgeted within the CIP for 1994/95 and 1997/98 fiscal years, including remarciting the pool and a storage facility. In addition, a space utilization study of the interior of the community center should be done in conjunction with a survey of additional programs desired by the residents so that the space could be better utilized.

The facilities at Anthony Park are entirely outdoor and include a tot lot, a basketball court, and two handball courts. Almost \$123,000 has been budgeted in the 1993/94 through 1995/96 CIP for expansion of this park, with

additional open space development to include open play fields, waterfront access for fishing, and picnic facilities. Structured, supervised recreational activities should be added to this facility.

Both the Merrihue and Menifee mini-parks on 5th Avenue South are scheduled for landscape improvements which will open the parks to the street and provide a safer environment for users.

An agreement has been reached with the School Board of Collier County for the provision of additional facilities at Gulfview Middle School, which is to be rebuilt beginning in 1994. The City will have access to the gymnasium, track, baseball fields, fitness stations, and tennis courts. The City's enhancements to the gymnasium have been budgeted at \$230,000 in the 1994/95 CIP.

The Southwest Florida Land Preservation Trust has been exploring the possibility of a linear park along the Gordon River. The City and the CRA should explore the possibility of providing a boardwalk and other public improvements along the riverfront on City owned property adjacent to the wastewater treatment plant and if the CRA deems it appropriate implement the improvements. With some facility rearrangement, public access could be provided from Goodlette-Frank Road along the north side of this property to a public area on the river. The CRA should also consider joining with the Southwest Florida Land Preservation Trust to acquire rights of ways and/or easements along privately-owned property along the Gordon River waterfront.

Implementation Programs for Recreation and Open Space

Implement the CIP for scheduled park improvements
Improved playground at Cambier Park
Renovations to Norris Community Center
Tennis court improvements
Repairs to pool at River Park
Anthony Park expansion

Consider additional improvements to Cambier Park.

Develop programs and a public awareness program for the use of Gulfview Middle School

Conduct space utilization study for River Park Community Center; survey residents for facility needs and desires

Develop structured programs at Anthony Park

Develop the passive park on lake in Lake Manor

Coordinate with the Southwest Florida Land Preservation Trust to develop an implementation program for the Gordon River Linear Park

Consider park/boardwalk along Gordon River behind the Utilities complex

Consider aiding in the acquisition of easements and/or rights of way along privately owned land

Study the potential alternative locations for connection from Cambier Park to Fifth Avenue South and develop the connections as deemed appropriate.

Support the waterfront property owners with the implementation of the boardwalk along Gordon River.

PUBLIC FACILITIES

The Redevelopment Area is served with public utilities. Water and sewer lines within the area are adequate for the existing uses but may not support much additional capacity. Approximately \$200,000 of general system improvements within the area are programmed within the City's five-year Capital Improvements Program and Requests for Proposals are being reviewed for a comprehensive water and sewer master plan for the entire City, which will pinpoint the need for specific improvements to the existing system. Alley and street reconstruction and improvement programs, especially along 5th Avenue South and 10th Street, should take into account the possible need for upgraded water and sewer facilities.

Several areas within the Redevelopment Area suffer from flooding during the summer rainy season. A master plan for managing stormwater will be developed in the near future for the entire City. Road improvements within the Redevelopment Area should include upgraded stormwater facilities. The City will continue to require that properties being proposed for redevelopment meet, to the extent possible, local standards for stormwater retention and/or detention.

The Redevelopment Area contains overhead electric service along many streets and alleys. Although no funds have been programmed as of yet, discussions should be initiated with Florida Power and Light for the

undergrounding of all electric service throughout the Redevelopment Area.

This undergrounding should be required in conjunction with any street or alley reconstruction, as should the installation of fiber-optic cables for enhanced telephone service in the future.

Implementation Programs for Public Facilities:

Implement the Capital Improvement Program for water and sewer facilities

Continue to explore with utility providers the possibility of undergrounding of facilities in conjunction with any street or alley reconstruction

CULTURAL FACILITIES

The City of Naples' cultural community is growing rapidly and in terms of cultural programming offers a broad range of opportunities in musical programs, theater, and the visual arts. Naples currently has no central facility in which these numerous local arts groups can perform and/or show their work. Cultural groups are forced to use inadequate facilities for their productions. The City is also unable to attract professional touring groups to the area because it lacks a facility sufficient to meet production and seating capacity requirements. Art shows are held out of doors or in scattered storefront locations because there is no permanent gallery space available to local groups.

The Community Redevelopment Agency should participate with local art organizations and other applicable entities toward the development of a cultural facilities within the Redevelopment Area. The Community Redevelopment Agency, by way of example, can assist this effort by investigating potential sites in the redevelopment area, negotiating with property owners, and acting as liaison among potential users and partners to make such cultural facilities center feasible and to encourage and facilitate cultural facility activities with the Redevelopment Area. The Community Redevelopment Agency should support a cultural needs assessment to facilitate the development of an action plan for implementation of a cultural center.

Implementation Programs for Cultural Facilities

Develop and implement a cultural amenity plan for the Redevelopment Area Conduct a needs assessment survey Identify available facilities/resources Identify needed facilities/funding sources

ACQUISITION OF LAND

At this time no particular parcels of land are anticipated for immediate acquisition by the CRA. The CRA should explore the funding sources available for the acquisition of the alleys recommended to be restored in the 5th Avenue South Master Plan. The CRA should consider joining with the Southwest Florida Land Preservation Trust to acquire rights of way and/or easements along privately-owned property along the Gordon River waterfront.

Restoration of Alleys in 5th Avenue South Master Plan

In order to implement the recommendations of the 5th Avenue South Master Plan, the CRA should develop a program and identify funding sources to restore the alleys in the 5th Avenue South District which may include acquisition by the CRA or the City of such alleys.

The CRA should identify key properties within the Redevelopment Area that are likely to redevelop in the near future and work with the property owner to develop a project which will meet the goals, objectives and policies of this Plan. If it appears that this cannot be accomplished, the CRA should consider acquiring the property in order to implement this Plan. For example, one of the goals of this Plan is to encourage property owners to aggregate adjacent properties to increase the size of properties intended for redevelopment. Where aggregation of properties does not occur, the CRA may desire to purchase properties through negotiation especially if they are for sale or through eminent domain, in order to aggregate property to be sold and developed in a manner consistent with this Plan.

PROPOSED DEMOLITION OF BUILDINGS

No buildings are proposed to be demolished utilizing CRA funds at this time. Buildings within the Redevelopment Area may be demolished from time to time by the property owner or developer because of their obsolescence and the anticipated redevelopment of the property. In fact the City currently encourages property owners to demolish vacant buildings which are obsolete such as the old gas stations along U.S. 41 by guaranteeing impact fee credits for the existing structure and facilities.

RESIDENTIAL USE ELEMENT

RESIDENTIAL USE ELEMENT

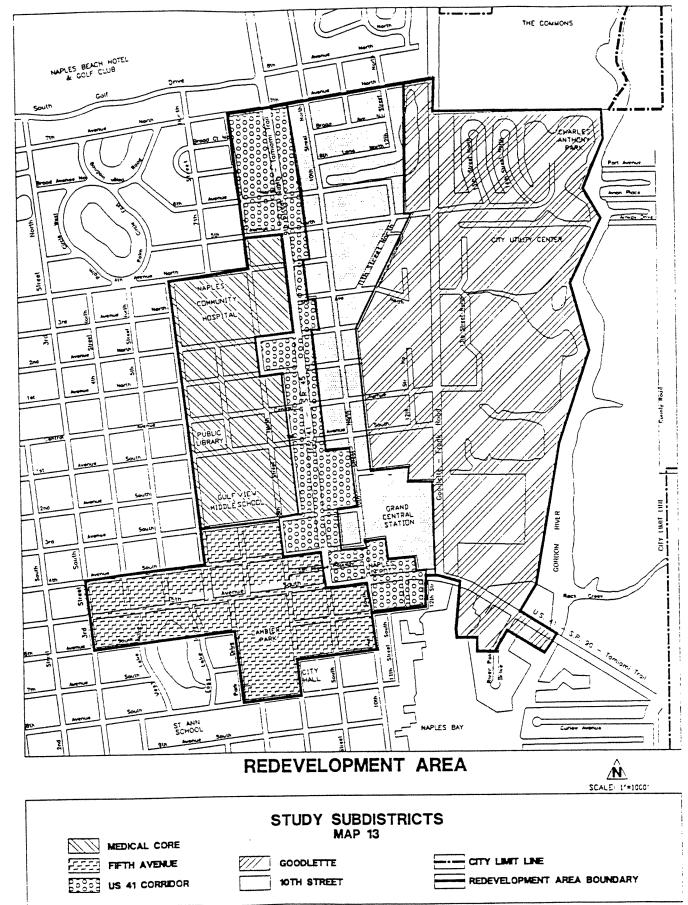
The Redevelopment Area is a mixed use area with single family and multifamily neighborhoods. As stated in the Existing Land Use and Growth Patterns in Central Naples section, there are 1,654 residents within the Redevelopment Area in a total of 855 dwelling units. The table below identifies the types of units by subdistrict. (The subdistricts are found on Map 13.)

TABLE 4 RESIDENTIAL UNITS BY SUBDISTRICT

SUBDISTRICT	# OF SINGLE FAMILY	MULTIFAMILY			
		# OF PRO- JECTS	UNITS	DENSITY	PERSON PER HOUSE- HOLD
MEDICAL CORE	22	4	114	33.9	0.9
U.S. 41 CORRIDOR	0	5	73	27.1	1.3
10th ST.	76	2	174	18.8	2.74
5th AVE. S.	19	15	113	23.5	0.9
GOODLETTE RD.	84	2	180	20.1	2.2
TOTAL	201	28	654	22.6	1.79

The above table identifies the residential units by subdistrict. However through the public input sessions, more specific neighborhoods are identified through common concerns.

Several distinct single family neighborhoods are located within the Redevelopment Area. River Park East subdivision has 83 single family homes found within the Goodlette Road Subdistrict. Lake Manor subdivision has 57 single family homes with an additional 19 homes along the south side of 7th Avenue North found within the 10th Street Subdistrict. The remaining single family residences within the Redevelopment Area are scattered generally around the Hospital, Gulfview Middle School and 5th Avenue South (within the Medical Core and 5th Avenue South Subdistricts) and do not comprise as



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distinct of a neighborhood as River Park East and Lake Manor. The single family homes within these neighborhoods are generally considered affordable and it is the intent of this Plan to protect these single family neighborhoods so that they remain stable. Because of the central location and accessibility to schools, parks, the library and the hospital, these neighborhoods make an ideal location for families and retired residents.

The majority of residential units within the Redevelopment Area are located within multifamily complexes. These multifamily complexes are generally clustered in the River Park neighborhoods, north of the Hospital, around Gulfview Middle School and adjacent to 5th Avenue South.

RIVER PARK NEIGHBORHOODS

The River Park East neighborhood is located on Gordon River and a series of canals and is compact with no through street. Anthony Park and a church are found in this neighborhood. River Park East is composed of 83 single family lots and one 96 unit multifamily complex.

The River Park neighborhood is located along 10th Street North between 3rd Avenue North and 5th Avenue North. George Washington Carver and River Park Apartments, with 70 and 104 units respectively, are found in this area. The residents of the George Washington Carver complex receive rent subsidies from the United States Department of Housing and Urban Development. The land on which the Carver complex is located is owned by the City, which oversees the management of the complex through a City agency, Carver Finance, Inc. Included in this area are River Park Community Center and the only City operated public pool.

During the public input sessions, the residents stated that they like living in this neighborhood because of its central location, accessibility to schools and services, affordability, access to the Gordon River as well as park and recreation facilities, and community spirit. The residents stressed the need to expand the park and recreation programs, improve the landscaping, add a sidewalk/bikepath for school children, have a crossing guard at U.S. 41 and Central Avenue for school children as well as to enforce zoning codes.

LAKE MANOR NEIGHBORHOOD

Lake Manor neighborhood is located along 10th Street extending east almost to Goodlette Frank Road, and south of 7th Avenue North almost to 5th Avenue North. The Lake Manor neighborhood residents like their neighborhood because of its central location in respect to the hospital, library, schools, and the beaches; its value; and its seclusion and privacy. They also expressed appreciation for the community spirit and diversity of the

neighborhood. Concerns of the residents centered on traffic and streetscape improvements.

HOSPITAL/GULFVIEW MIDDLE SCHOOL NEIGHBORHOOD

Twenty two single family homes are located in this portion of the Redevelopment Area. A number of multifamily complexes are located in this area. The residents like living in this central location because it is close to the hospital, post office, parks, schools, beaches, and businesses. Although the Redevelopment Area only includes a small portion of homes in this area, the residents identify with and are part of the residential neighborhoods to the west resulting in a strong sense of community. This area is characterized as stable, with active remodeling of the single family homes. The multifamily area on 8th Street, north of Naples Community Hospital, is almost wholly owned by the hospital to provide housing for their professional employees in close proximity to their workplace. This commitment of the hospital to provide housing for a portion of its workforce is encouraged.

The concerns in this neighborhood include improvements to the alleys, continuous sidewalks, slower traffic, additional bikepaths, and improved median landscaping.

5th AVENUE SOUTH NEIGHBORHOOD

The residents adjacent to 5th Avenue South within the Redevelopment Area include both single family and multifamily residences. They find this an attractive area in which to live because of its central location, access to the beach and Cambier Park as well as 5th Avenue Commercial area. This neighborhood is still affordable and is characterized as quiet and peaceful, yet providing an interesting life style. The residents adjacent to the commercial area of 5th Avenue South expressed concern for the proposed redevelopment of 5th Avenue South. Their concern focused on the potential impacts of glare and noise from increased commercial activity. The encouragement of outdoor dining and expansion of evening activity in this area could have a negative impact on the adjacent single family residential areas. However, the intent of the redevelopment of 5th Avenue South is to develop a more pedestrian and residentially oriented commercial area. Pedestrian scale lighting is recommended which will be placed and focused in such a way as not to produce glare on adjacent properties. The outdoor dining activities will occur on the 5th Avenue side of the properties which should not affect the residential areas located to the south of 5th Avenue. Several single family homes are located on 6th Street on the north side of 5th Avenue. An alley separates these homes from the commercial properties on 5th Avenue. Redevelopment of the commercial properties adjacent to these homes should take precautions to limit potential negative impacts on these properties. The addition of

residential units on 5th Avenue South will have a number of benefits which will help to reduce the impacts of commercial on the adjacent residential areas. The benefits include a twenty-four hour presence, increased security, a constant monitoring of activity levels, and increased pedestrian activity in the area.

The residents in this area expressed the need to keep the post office in downtown and to improve the landscaping and lighting of parking lots in this area. The sidewalks and bikepaths should be improved and the area should be kept a pedestrian friendly place.

AFFORDABLE HOUSING

The City of Naples identified in the Comprehensive Plan a site for affordable housing comprising approximately 4.9 acres located north of the Naples Daily News and 3rd Avenue North and east of 11th Street North. The property was purchased with Community Development Block Grant funds and subsequently a private developer was identified to build 73 units on this site if he is successful in obtaining the necessary financing. The Community Redevelopment Agency should monitor and encourage this project. In tThe City of Naples Comprehensive Housing Affordability Strategy states that almost 300 units of affordable housing are needed to accommodate the City's low to moderate income residents. Although the proposed 73 unit complex will help address this need, additional affordable housing is needed. It is anticipated that some additional units affordable to the low and moderate income residents, including the elderly, will be developed as part of mixed use projects within the Redevelopment Area.

MIXED USE COMPLEXES

One of the major influences the redevelopment effort is intended to have is the encouragement of mixed commercial and residential projects. It is envisioned that residential units will be developed on the second and third floors above commercial uses generally throughout the 5th Avenue South District. The 5th Avenue South Overlay District allows residential on the upper floors as a permitted use. Other commercial zoning districts within the Redevelopment Area should be amended to permit residential units. It is expected that many of these units will be affordable and attractive to hospital workers, school teachers, city employees as well as others who work in the Redevelopment Area.

RELOCATION

This Plan does not propose to replace any of the residential areas with commercial or other uses. In fact the Plan will help to ensure that the existing 54

residential neighborhoods remain stable by addressing the concerns identified by the residents. However, if relocation is necessary of any residents within the redevelopment area due to new development or redevelopment, the City staff will prepare for the CRA's consideration a relocation plan to assist those residents in finding replacement housing. In addition, the City will coordinate the need for replacement housing with other community social services agencies. The Redevelopment Plan anticipates additional residential opportunities within the Redevelopment Area which will add opportunities for housing for all income groups including low and moderate income individuals and the elderly.

Implementation Programs For Residential

Develop residential above commercial as a permitted use in the commercial districts in the Redevelopment Area.

Continue to support the developer in obtaining funding for the affordable housing project on the City owned property.

Encourage the formation of property owner associations within the residential areas in the Redevelopment Area.

NEIGHBORHOOD

IMPACT

ELEMENT

NEIGHBORHOOD IMPACT

The impact of this Plan upon the residents of the Redevelopment Area and surrounding areas is as follows.

RELOCATION

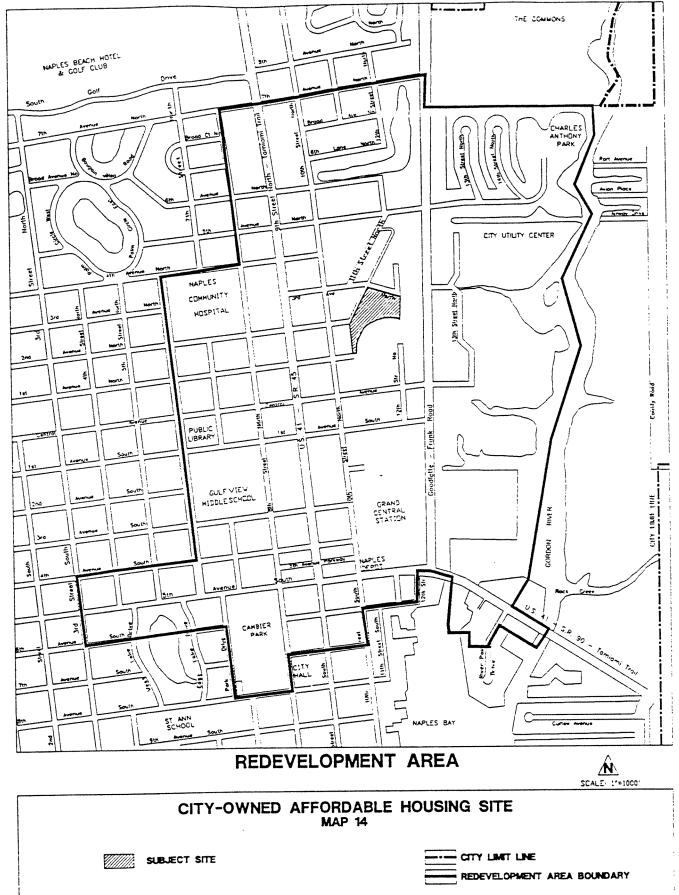
No residents currently residing within the Redevelopment Area is expected to be relocated. However, if relocation is necessary of any residents within the redevelopment area due to new development or redevelopment, the City staff will prepare for the CRA's consideration a relocation plan to assist those residents in finding replacement housing. In addition the City will coordinate the need for replacement housing with other community social service agencies.

In fact, the Redevelopment Plan provides for the creation of additional housing. On the City owned property identified on Map 14, 73 units in the Jasmine Cay project have been approved through a PD rezoning subject to the developer obtaining financing. In addition, residential on the second and third floors is encouraged in this Plan for commercial properties in much of the Redevelopment Area.

TRAFFIC CIRCULATION

Redevelopment of the Area encourages the use of traffic calming devices, the development of truck routes, and improved pedestrian and bicycle facilities which will help to reduce the impacts of traffic especially in residential areas. The Plan does not propose to increase the intensity of uses currently permitted by the Comprehensive Plan. Additional residential opportunities within the commercial core are expected to reduce the intensity of use and will reduce the need for an automobile for many trips for people located within to the Redevelopment Area.

The Plan does direct further study of several areas over the next one and a half years. As part of these studies, a comprehensive traffic study of the downtown area should be done to identify all potential impacts of any proposed changes to the land use and zoning standards. This study should identify not only the traffic impacts within the Redevelopment Area but also potential impacts on the adjacent neighborhoods. The traffic study should include proposals to mitigate any identified negative impacts on residential neighborhoods.



ENVIRONMENTAL QUALITY

Redevelopment of the Area will improve the Area's environmental quality in the following ways:

Provide buffers for residential areas to protect them from incompatible uses. This will be accomplished through the design standards which are directed for the neighborhood commercial, medical and service areas within the Redevelopment Area.

Encourage the removal and redevelopment of vacant and blighting structures. Demolition of vacant structures is encouraged by providing impact fee credits for the existing structure payment of future impact fees.

Provide for compatible redevelopment of underutilized and vacant properties. The studies which will be completed for the commercial areas of the Redevelopment Area will ensure compatibility of new development and will encourage the redevelopment of underutilized and vacant properties.

Provide for new and upgraded public improvements including sidewalks, traffic calming devices to slow traffic, landscaping, lighting and recreation facilities. Many of these improvements are funded in the current City of Naples Capital Improvement Budget. Other improvements are recommended to be funded. All of the projects identified in this plan or proposed to be funded in this Plan are expected to improve the quality of the downtown area.

Add additional public open space in the City's Public Facilities area along the Gordon River waterfront. This open space will enhance the opportunities for enjoyment of the waterfront area within the Redevelopment Area.

COMMUNITY FACILITIES AND SERVICES

Many community facilities and services exist within the Redevelopment Area. These include Cambier Park, River Park and two mini parks, Gulfview Middle School, the Post Office, the Hospital and numerous private businesses providing a vast array of services such as medical, financial, personal, etc. It is the intent of this Plan to provide an environment in which the existing services remain and new services needed by the residents of the City locate in the Redevelopment Area. The City is committed to continue its efforts to improve

and expand the services provided in the Redevelopment Area.

Specifically, the Plan provides for increased park and recreation facilities, reduced traffic speeds throughout this area, improved pedestrian facilities, and conveniently located commercial and medical services to serve the residents of the area. Provision for these have been made in various sections of this Plan.

SCHOOL POPULATION

The Plan will have a minor increase on school population with the development of the 73 units on the City owned site located north of the Naples Daily News. Approximately 115 children are projected to live in this new development. The additional residential planned to be added within the commercial areas may also impact the school population.

The Plan does propose a continuous sidewalk system, improved bikeways, and improved pedestrian crossings which will directly affect children.

EMPLOYMENT

The Plan provides for increased employment opportunities within the Redevelopment Area by encouraging new development and redevelopment of properties in the Redevelopment Area. Based on the Finding of Necessity Report many of the properties are underutilized, therefore, new development or redevelopment presumably will provide more commercial opportunities and therefore more employment opportunities. It is the intent of the Plan that many of these new employees will live in the Redevelopment Area close to their place of employment.

Many of these issues are further discussed within the appropriate sections of the Plan.

IMPLEMENTATION, ENFORCEMENT AND CONTROLS

IMPLEMENTATION STRATEGIES

Redevelopment will be undertaken in accordance with the provisions of The Community Redevelopment Act (Chapter 163, Florida Statutes) and through the coordinated efforts and authority of the respective governmental entities in cooperation with the private sector.

The Redevelopment Plan cannot be implemented without the predominant participation of the private sector. The role of the individual property owner is to evaluate the effectiveness of an investment risk in the Redevelopment Area and to pursue such opportunities and development incentives as may be evident to them, conforming to the requirements set forth in the Plan.

The City Council and CRA will take the necessary actions so that the work of redevelopment is carried out pursuant to this Plan, including by way of example, by making such amendments in its codes and policies as are required to implement the Plan, by carrying out the adopted Capital Improvement Program in an expeditious manner, and by continuing to provide staff and funding for the implementation of this Plan.

The City Council, acting as the Community Redevelopment Agency, will use any and all methods of implementing the Plan as authorized by law. The Agency will exercise the powers conferred by statute to take action within the Redevelopment Area such as will result in economic redevelopment consistent with the Plan.

The Community Redevelopment Agency Advisory Board (CRAAB) shall serve in an advisory capacity to the Agency regarding implementation of the Plan and shall continue in such capacity at the pleasure of the Community Redevelopment Agency. The CRAAB can also be effective in helping to foster and coordinate public/private linkages, and will continue to play a key role in an effective marketing of the ongoing redevelopment program.

The City Manager will function as the initial executive director and shall serve at the pleasure of the Community Redevelopment Agency. The Community Development Department will function as the staffing arm of the Agency and shall serve at the pleasure of the Community Redevelopment Agency. Together they will carry out such directives as are given to them by the Agency regarding the Plan.

FINANCING

AND

PROJECTED COSTS

REDEVELOPMENT FINANCING METHODS

A viable financing program for redevelopment requires a strong commitment from the public and private sectors built upon a cooperative partnership. The ultimate success of this program is dependent upon its ability to match anticipated revenues with capital requirements for each stage of project development. In order to carry out redevelopment, the Community Redevelopment Agency will utilize all available sources of funding from local, state, and federal government sources and the private sector.

A number of financing sources and vehicles can be used by a municipality in cooperation with the private sector to implement a comprehensive program from the redevelopment. Since the necessary components of a redevelopment project can be quite diverse, the available funding sources for each component should be explored and analyzed. The scope and quality of redevelopment may depend on the Agency's ability to complement the objectives of the redevelopment program by lowering development cost and minimizing risk to the private sector. The CRA and the City may utilize any available funding or financing vehicle which is lawful and appropriate in order to implement the Plan and related activities including, but not limited to the issuance of bonds (as defined in the Act); available general revenue funds of the City; federal/state grant programs; special taxing districts; special assessment districts; tax credits; community development block grant funds; historic rehabilitation tax credit programs; and others. Some of these are described in greater detail below:

- 1. Federal funds: Funding for redevelopment is available from several federal agencies including the Department of Housing and Urban Development (HUD), Economic Development Administration (EDA), and the Small Business Administration (SBA). HUD provides funding through the Community Development Block Grant program. Although its programs have been cut back, EDA still provides funding for business development and technical assistance. SBA provides funding to the private sector in the form of loans, loan guarantees and guaranteed debentures. The Department of Transportation provides funding for a wide array of transportation improvements, including pedestrian and bicycle facilities.
- 2. Tax Increment Financing: Tax increment financing (TIF) is a funding mechanism for redevelopment authorized by Chapter 163, Florida Statutes, the Community Redevelopment Act. TIF captures the incremental increase in tax revenues resulting from redevelopment, and uses it to pay for public improvements needed to support and encourage new development. Eligible activities include the acquisition of land and improvements, demolition

- of deteriorated structures, and infrastructure improvements. The Act requires the establishment of a trust fund from which projects can be funded on an annual basis from monies deposited in the trust fund, the issuance of tax increment bonds and bond anticipation notes. Tax increment financing can be a reliable source of funding for essential project activities and improvements. All projects using tax increment financing will be complete within a 30-year time frame after the fiscal year in which the plan is approved, adopted, or amended pursuant to the Act.
- 3. The City of Naples' Capital Improvement Program: The City's five year capital improvement budget contains many projects outlined in this Plan. The funding sources identified in that budget will be used to implement the projects.
- 4. The City of Naples' General Operating Budget: Initial funds for project planning and administration will come from appropriations by the City. This indirect support will support the various costs, fees, expenses and other charges incurred during the planning and initial administration period and thereafter at the discretion of the City Council.

PROJECTED COSTS

A detailed statement of the projected costs of redevelopment contemplated by this Plan, including the amount to be expended on publicly funded capital, and other, projects in the Redevelopment Area is shown on the following Table 5 to the extent that projected costs can be quantified at the time of adoption of this Plan. The Plan calls for a number of studies to be undertaken which are expected to generate additional projects for consideration.

The costs identified in the right hand column are included in the City's five-year Capital Improvement Budget for years 1994-98. The costs identified in the right hand column do not include the total costs of most of these projects. Future CIP monies or other funding sources including redevelopment trust fund monies may be used to complete these projects. Such capital improvement projects are expected to positively impact the Redevelopment Area as well as other areas of the City. A more detailed breakdown of just the capital improvement projects currently programmed is contained in Table 6. The items in Table 6 which are noted with asterisks (*) reflect improvements which are proposed for the City's water and sewer service area. Since the Redevelopment Area represents approximately 3.85% of the land area of the water and sewer service area, the costs shown are 3.85% of the total projected costs.

TABLE 5 PROJECTED COSTS OF PUBLICLY FUNDED PROJECTS IN THE REDEVELOPMENT AREA

	ESTIMATED TOTAL COST	PROGRAMMED IN CIP	
STUDIES:	0001	O.I.	
Comprehensive Traffic Study	\$50,000		
U.S. 41 Corridor	\$150,000		
10th Street Corridor	\$100,000		
Cultural Assessment	\$20,000		
Space Study - River Park Comm. Ctr.	\$5,000		
RIGHT OF WAY IMPROVEMENTS:			
Street Trees	\$47,496	\$25, 9 75	
Other Landscape - 5th Ave.	\$154,195	\$75,000	
Lighting	\$1,331,338		
Sidewalks	\$478,000	\$50,000	
Street Furnishings - 5th Ave.	\$78,000		
Drainage	\$1,161,600		
Road Overlays	\$486,205	\$267,154	
Alley Right of Way	\$137,500		
Alley Improvements	\$1,704,000		
Plazas	\$25,000		
Roundabout at Four Corners	\$900,000		
Other Traffic Calming Devices	\$100,000		
Undergrounding of Utilities	\$2,750,000		
Signage/Signals	\$125,000	\$62,500	
PARKS/RECREATION IMPROVEMENTS:			
Cambier Park Master Plan	\$1,122,138		
Cambier Park - Other	\$261,392	\$261,392	
River Park	\$25,500	\$25,500	
Anthony Park	\$122,905	\$122,905	
Gulfview Enhancements	\$210,000	\$210,000	
Lake Manor Park	\$12,400	\$12,400	
PUBLIC FACILITIES			
Water	\$61,665	\$61,665	
Sewer	\$2,138,535	\$2,138,535	
Reuse	\$588,750	\$588,7 50	
IMPROVEMENTS TO CITY PROPERTY:			
Parking Lot Landscaping	\$24,000	\$24,000	
Parks & Parkways Center Renovation	\$84,538	\$84,538	
Solid Waste Center Paving	\$112,900	\$112,900	
Metal Roof for Equipment Services	\$38,400	\$38,400	
TOTAL FOR THESE PROJECTS	\$14,606,457	\$4,161,614	

TABLE 6 PROJECTS INCLUDED IN THE CITY'S CAPITAL IMPROVEMENT PLAN 1994-98 WITHIN THE REDEVELOPMENT AREA These projects will benefit the Redevelopment Area, but will not be paid for with redevelopment trust funds. 1994 1995 1996 1997 1998 SEWER TREATMENT: \$75,000 94M01 Anaerobic Digester Cleaning \$75,000 \$15,960 94M02 Plan Chlorination Equipment \$15,960 \$1,650,000 \$150,000 \$1,500,000 94M06 Sludge Processing Facility \$57,000 94M10 Reclaimed Water Main \$57,000 \$3,850 \$3,850 \$15,400 94M12 Reuse Distribution System Expansion \$3,850 \$3,850 \$20,000 \$20,000 \$64,000 94M13 | Central Lab Expansion \$24,000 \$15,000 \$15,000 94M24 | Continuous Flow Analyzer \$5,260 94M29 Computer Systems \$5,260 \$20,000 \$20,000 94M31 Clarifier Sweep Arms \$4,000 \$4,000 94M33 PCS Software 94M03 Chlorine Residual Analyser \$3,000 \$3,000 \$3,000 94M04 Effluent Flow Meter \$3,000 94M05 Lab Equipment \$6,500 \$6,500 94M11 Upgrade Reuse Water Pump Station \$258,750 \$230,000 \$488,750 94M14 Influent and Effluent Samplers \$10,000 \$5,000 \$5,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$50,000 94M18 Rehab Reuse Transfer Pumps and Motors \$10,000 \$10,000 \$10,000 \$10,000 \$50,000 94M19 Rehab Aeration System \$10,000 94M32 Autoclave \$5,000 \$5,000 \$2,537,870 ATER DISTRIBUTION: \$5,775 \$9,625 \$9,625 \$9.625 \$44,275 \$9,625 94L02* Water Transmission Mains 94L03* Computerization of Maps \$385 \$5,390 \$3,080 \$1,925 94L12 12" Water Main \$12,000 \$12,000 \$61,665 SEWER COLLECTION: 94N05* Management Software \$540 \$540 94N01 * Replacement of Sewer Force Mains \$5.775 \$5,679 \$20,097 | \$20,059 \$6,738 \$58.348 \$48,124 94NO4* Replacement of Faulty Mains/Laterals \$5,775 \$10,202 \$10,395 | \$10,780 | \$10,972 94N07* Mini-Camera \$308 \$308 \$107,320 UTILITIES MAINTENANCE: \$1,540 \$1,540 94X10* Back-up Generators for Lift Stations \$7,315 \$1,540 \$1,540 \$1,155 94X03* Sludge Pumps \$655 \$655 \$655 \$385 \$385 \$2,735 \$674 \$693 \$712 \$731 94X04*|Submersible Pumps \$750 \$3,560 94X05* Lift Station Revision \$1,347 \$1,347 \$1,347 \$1,347 \$1,347 \$6.735 94X08 | Telemetry Station Monitoring \$10,500 \$16,250 \$10,000 | \$10,000 | \$15,000 \$61,750 \$82,095 COMMUNITY SERVICES - RECREATION \$210,000 94G04 Gymnasium Enhancement - Gulfview \$210,000 95G10 Norris Community Center Renovation \$60,000 \$18,000 \$78,000 \$9,371 \$9,840 \$10,332 \$10.849 95G20 Tennis Court Resurfacing \$40,392 98G25 Remarsite Pool \$15,500 \$15,500 98G26 Tennis Pro Shop Renovation \$4,500 \$4,500 98G27 Bandshell Stage Extensions \$28,500 \$28,500 94G09 Playground Equipment - Cambier \$19,000 \$19,000 Storage Facility - River Park \$10,000 95G11 \$10,000 ?95G23 Tennis Court Conversion \$75,000 \$75,000 ?95G24 Shuffleboard Courts \$8,000 \$8,000 \$16,000 \$496,892

		1994	1995	1996	1997	1998	
СОММ	JNITY SERVICES - PARKS AND PARKWAYS						
94F02	Anthony Park Improvements	\$52,010	\$37,015	\$33,880			\$122,905
94F16	7th Street Median	\$25,975					\$25,975
95F08	Parks & Parkways Center Renovations		\$84,538				\$84,538
95F36	5th Ave. South Landscaping/Irrigation		\$25,000	\$25,000	\$25,000		\$75,000
98F49	Parking Lot Improvements					\$24,000	\$24,000
98F50	Right of Way 10th St./6th Ave. North		-			\$12,400	\$12,400
							\$344,818
COMMU	JNITY SERVICES - SOLID WASTE:						
94P02	Operations Center - Paving	\$112,900					\$112,900
							······································
EQUIPM	IENT SERVICES						
94504	Metal Roof	\$38,400					\$38,400
STREET	S:						
94U07	School Zone Flashers	\$2,500		**			\$2,500
94U08	Sidewalks, Bikepaths	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
94U23	Signals - 5th Ave. S. @ 8th St.	\$60,000					\$60,000
							\$112,500
ROAD O	DVERLAY PROGRAM:	\$47,025	\$88,457	\$42,509	\$67,617	\$21,546	\$267,154

APPENDIX A

LEGAL DESCRIPTION OF REDEVELOPMENT AREA

Exhibit A

That part of the City of Naples, Collier County, Florida situated in Section 34 Township 49 South, Range 25 East and Section 3, Township 50 South, Range 25 East described as follows:

Begin at the point of the intersection of the west right-of-way line of Goodlette Frank Road with the south right-of-way line of 7th Avenue North;

thence Westerly along said south right-of-way line of 7th Avenue North to the west right-of-way line of 8th Street North;

thence Southerly along said west right-of-way line of 8th Street North to the north right-of-way line of 4th Avenue North;

thence Westerly along said north right-of-way line of 4th Avenue North to the west right-of-way line of 6th Street North;

thence Southerly along said west right-of-way line of 6th Street North to the north right-of-way line of 4th Avenue South;

thence Westerly along said north right-of-way line of 4th Avenue South to the rest right-of-way line of 3rd Street South;

thence Southerly along said west right-of-way line of 3rd Street South to the south right-of-way line of 6th Avenue South;

thence Easterly along said south right-of-way line of 6th Avenue South to the east right-of-way line of West Lake Drive;

thence continue Easterly along a line extending to the intersection of the east right-of-way line of East Lake Drive and the south right-of-way line of 6th Avenue South;

thence continue Easterly along said south right-of-way line of 6th Avenue South to the west right-of-way line of Park Street South;

thence Southerly along said west right-of-way line of Park Street South to the north right-of-way line of 8th Avenue South;

thence Easterly along said north right-of-way line of 8th Avenue South to the west right-of-way line of 8th Street South;

thence Northerly along said west right-of-way line of 8th Street South to the south right-of-way line of 7th Avenue South;

thence Easterly along said right-of-way line of 7th Avenue South to the east right-of-way line of 10th Street South;

thence Northerly along said east right-of-way line of 10th Street South to the south right-of-way line of 5th Avenue south (S.R. 45 marked U.S. 41);

thence Easterly along said south right-of-way line of 5th Avenue South (S.R. 45) to the center line of the western branch of the Gordon River to its confluence with the center line of the Gordon River;

thence generally Northerly along said center line of the Gordon River to the intersection with a line being the easterly prolongation of the north line of the River Park East Subdivision;

thence Westerly along said north line of the River Park East Subdivision extended westerly to intersect the west right-of-way line of Goodlette-Frank Road;

thence Northerly along said west right-of-way line of Goodlette Frank Road to the Point of Beginning.

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APPENDIX B

FINDING OF NECESSITY RESOLUTION

RESOLUTION NO. 94-7098

A RESOLUTION OF THE CITY OF NAPLES, FLORIDA, RELATING TO COMMUNITY REDEVELOPMENT; DELINEATING THE COMMUNITY REDEVELOPMENT AREA; FINDING THE EXISTENCE OF CERTAIN SLUM AND BLIGHTED CONDITIONS; FINDING A SHORTAGE OF AFFORDABLE HOUSING; DECLARING THAT THE DATA CONTAINED IN THE "REPORT ON THE DETERMINATION OF THE FINDING OF NECESSITY FOR THE CREATION OF A COMMUNITY REDEVELOPMENT AGENCY" PREPARED BY THE CITY OF NAPLES COMMUNITY DEVELOPMENT DEPARTMENT IS A PROPER FACTUAL BASIS UPON WHICH THE CITY COUNCIL DETERMINED THE REDEVELOPMENT AREA TO HAVE SLUM AND BLIGHTED CONDITIONS PURSUANT TO SECTION 163.355, FLORIDA STATUTES AND THAT A SHORTAGE OF AFFORDABLE HOUSING EXISTS; PROVIDING A REPEALER PROVISION AND AN EFFECTIVE DATE.

WHEREAS,

the Legislature of the State of Florida (Legislature) in 1969 duly enacted the Community Redevelopment Act of 1969 as amended (Act), codified as and consisting of Florida Statutes 163.330 through 163.450, in which Act the legislature found that there existed in counties and municipalities of the state slum and blighted areas which constituted a serious and growing menace to the public health, safety morals and welfare of the residents of the state constituting an economic and social liability and authorized counties and municipalities in the state to formulate workable programs for utilizing appropriate private and public resources to eliminate and prevent the development or spread of slums and urban blight, to encourage needed community rehabilitation, to provide for redevelopment of slum and blighted areas, or to undertake such of the aforesaid activities or other feasible county or municipal activities as may be suitably employed to achieve the objective of such workable program; and

WHEREAS,

the City Council of the City of Naples, Florida, finds the need for affordable housing within the City and the existence of certain slum and blighted areas within the boundary of the Community Redevelopment Area (the "Area"), and determines that the rehabilitation, conservation or redevelopment, or a combination thereof, of the Area by a redevelopment agency is necessary in the best interests of the public health, safety, morals, or welfare of the residents and citizens of the City of Naples; and

the primary factual basis for such determination considered by the City Council has been compiled by the Community Development Department in the "Report on the Determination of the Finding of Necessity for the Creation of a Community Redevelopment Agency", a copy of which is attached hereto for reference; and

WHEREAS,

- a substantial number of deteriorated or deteriorating structures or conditions exist which endanger life or property by fire or other causes or one or more of the factors listed below exist which substantially impairs or arrests the sound growth within the Area and adjacent territory and which are detrimental to the public health, safety, morals and welfare in their present conditions and use:
- (i) a predominance of inadequate or defective street layout within the Area; and
- (ii) faulty and inadequate lot layout in the Area in relation to size, adequacy, accessibility, or usefulness; and
- (iv) a deterioration of site or other improvements
 within the Area; and
- (v) diversity of ownership which prevents the free alienability of land within the Area; and

WHEREAS,

action must be taken immediately to prevent further blight and deterioration and to protect and enhance public expenditures previously made by the City in the Area; and

WHEREAS,

a shortage of housing affordable to low and moderate income residents exists, including the elderly, as documented in the City of Naples Comprehensive Plan; and

WHEREAS,

the City desires to proceed under Part III, Chapter 163, Florida Statutes, to establish the necessary means by which redevelopment can be accomplished in the Area; and

WHEREAS,

all prerequisites having been accomplished, it is now appropriate and necessary in order to proceed further that a community redevelopment agency be created and a redevelopment plan be prepared.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NAPLES, FLORIDA:

- The City Council, based upon evidence presented to it and in the public record does hereby expressly find that slum or blighted areas as defined in Section 163.340(7) and (8), Florida Statues (1991), exist within the Community Redevelopment Area as defined in Section 163.340(10), Florida Statutes (1991), as described in Exhibit A, attached hereto.
- The City Council, based upon the City of Naples Comprehensive Plan and evidence presented to it and in the public record does hereby expressly find a shortage of housing affordable to residents of low or moderate income, including the elderly.
- For the purpose of this resolution and any community redevelopment project undertaken pursuant hereto, the Community Redevelopment Area shall be that area more particularly described in Exhibit A, attached hereto.
- The City Council does hereby expressly find that the rehabilitation, conservation or redevelopment, or a combination thereof, of the area described in Section Three hereof is necessary in the interest of the public health, safety, morals or welfare of the residents of the City of Naples.
- SECTION 5. The City Council does hereby expressly find that it is necessary, appropriate, proper and timely that a Community Redevelopment Agency be created to carry out the community redevelopment purposes of the provisions of Part III, Chapter 163, Florida Statutes and other resolutions, ordinances and laws that may be utilized to further redevelopment within the area described in Exhibit A.
- SECTION 6. The findings and statements contained in the "WHEREAS" clauses above are hereby confirmed as if restated in their entirety.
- That all sections or parts of sections of the Code of Municipal Ordinances, all ordinances or parts of

ordinances, Resolution No. 93-6860, and all resolutions or parts of resolutions in conflict herewith, be and the same are hereby repealed to the extent of such conflict.

This resolution shall take effect upon the repeal SECTION 8. of Ordinance No. 93-6868.

PASSED IN OPEN AND REGULAR SESSION OF THE CITY COUNCIL OF THE CITY OF NAPLES, FLORIDA, THIS 5th DAY OF JANUARY, 1994.

Attest:

Approved as to form and legality:

Janet Cason, City Clerk

Approved as to accuracy:

Ann Walker, AICP, Planner I Community Development Dept. M:\REF\COUNCIL\RES\94-7098

94	-7098	}
Anderson	S	Y
Herms		Y
Korest	M	Y
Pennington		Y
Sullivan		Y
VanArsdale		Y
Muenzer		Y
(7-0)		
M=Motion S=	=Seco	nd
Y=Yes N=No	A=A	bse

Exhibit A Resolution 94-7098

That part of the City of Naples, Collier County, Florida situated in Section 34 Township 49 South, Range 25 East and Section 3, Township 50 South, Range 25 East described as follows:

Begin at the point of the intersection of the west right-of-way line of Goodlette Frank Road with the south right-of-way line of 7th Avenue North;

thence Westerly along said south right-of-way line of 7th Avenue North to the west right-of-way line of 8th Street North;

thence Southerly along said west right-of-way line of 8th Street North to the north right-of-way line of 4th Avenue North;

thence Westerly along said north right-of-way line of 4th Avenue North to the west right-of-way line of 6th Street North;

thence Southerly along said west right-of-way line of 6th Street North to the north right-of-way line of 4th Avenue South;

thence Westerly along said north right-of-way line of 4th Avenue South to the west right-of-way line of 3rd Street South;

thence Southerly along said west right-of-way line of 3rd Street South to the south right-of-way line of 6th Avenue South;

thence Easterly along said south right-of-way line of 6th Avenue South to the east right-of-way line of West Lake Drive;

thence continue Easterly along a line extending to the intersection of the east right-of-way line of East Lake Drive and the south right-of-way line of 6th Avenue South;

thence continue Easterly along said south right-of-way line of 6th Avenue South to the west right-of-way line of Park Street South;

thence Southerly along said west right-of-way line of Park Street South to the north right-of-way line of 8th Avenue South;

thence Easterly along said north right-of-way line of 8th Avenue South to the west right-of-way line of 8th Street South;

thence Northerly along said west right-of-way line of 8th Street South to the south right-of-way line of 7th Avenue South;

thence Easterly along said right-of-way line of 7th Avenue South to the east right-of-way line of 10th Street South; thence Northerly along said east right-of-way line of 10th Street South to the south right-of-way line of 6th Avenue; thence Easterly along said south right-of-way line of 6th Avenue South to the east right-of-way line of 12th Street South;

thence North along said east right-of-way line of 12th Street South to the south right-of-way line of 5th Avenue South (S.R. 45 marked U.S. 41);

thence East along said south right-of-way line of 5th Avenue South to the center line of the western branch of the Gordon River;

thence south along said center line of the western branch of the Gordon River approximately 580 feet;

thence Easterly approximately 200 feet; thence South 155 feet; thence East 150 feet to the centerline of River Point Drive; thence North and Northeasterly along said centerline of River Point Drive 260 feet to the south line of Lot 1 of Beaumaris Subdivision;

thence Southeasterly along said south line of Lot 1 of Beaumaris Subdivision approximately 500 feet to the center line of the easterly branch of the Gordon River;

thence Northeasterly along said center line approximately 300 feet to the north right-of-way line of U.S. 41; Northwesterly along said right-of-way line 450 feet; Northeasterly 385 feet to the waters of the Gordon River;

thence generally Northerly along the center line of the Gordon River to the intersection with a line being the easterly prolongation of the north line of the River Park East Subdivision;

thence Westerly along said north line of the River Park East Subdivision extended westerly to intersect the west right-of-way line of Goodlette-Frank Road;

thence Northerly along said west right-of-way line of Goodlette Frank Road to the Point of Beginning.

APPENDIX C

CREATING
COMMUNITY
REDEVELOPMENT
AGENCY
RESOLUTION

RESOLUTION NO. 94-7099

A RESOLUTION OF THE CITY OF NAPLES, FLORIDA, RELATING TO COMMUNITY REDEVELOPMENT; CREATING A COMMUNITY REDEVELOPMENT AGENCY, PURSUANT TO SECTION 163.356, FLORIDA STATUTES; DECLARING THE CITY COUNCIL TO BE THE COMMUNITY REDEVELOPMENT AGENCY; AUTHORIZING THE AGENCY TO EXERCISE POWERS WITHIN THE COMMUNITY REDEVELOPMENT AREA; APPOINTING A BOARD OF COMMISSIONERS OF THE COMMUNITY REDEVELOPMENT AGENCY; DESIGNATING A CHAIRMAN AND VICE CHAIRMAN OF THE BOARD; PROVIDING FOR TERMS OF OFFICE OF THE COMMISSIONERS; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS,

the City Council of the City of Naples, Florida has adopted a resolution finding the existence of certain slum or blighted areas within the boundary of the Naples Community Redevelopment Area ("the Area") and a shortage of affordable housing within the City (collectively hereinafter referred to as the "Statutory Conditions") and determined that rehabilitation, conservation or redevelopment, or a combination thereof, of the Area by a redevelopment agency is necessary and in the best interest of the public health, safety, morals, and welfare of the residents and citizens of the City of Naples; and

WHEREAS.

the Redevelopment Task Force recommends, based on their report entitled "Report of the Redevelopment Task Force" presented to Naples City Council on July 22, 1992 that the City Council appoint a Community Redevelopment Agency; and

WHEREAS,

the factual basis for the determination of the Statutory Conditions has been collected by the Community Development Department in the "Report on the Determination of the Finding of Necessity for the Creation of a Community Redevelopment Agency"; and

WHEREAS,

the City Council finds that the conditions as stated in the "Report on the Determination of the Finding of Necessity for the Creation of a Community Redevelopment Agency" do exist; and

WHEREAS,

the City Council passed Resolution No. 94-7098 finding that there is a need for a Community Redevelopment Agency to function in the City to carry out the community redevelopment purposes; and

WHEREAS,

the City desires to proceed under Part III, Chapter 163, Florida Statutes, to establish the necessary means by which redevelopment can be accomplished in the Area; and

WHEREAS,

all prerequisites having been accomplished, it is now appropriate and necessary in order to proceed further that a Community Redevelopment Agency be created;

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF NAPLES, FLORIDA:

- The City Council does hereby expressly create a Community Redevelopment Agency, pursuant to Section 163.356, Florida Statutes, which shall be a public body corporate and politic and constitute a public instrumentality.
- The City Council does hereby expressly authorize the Community Redevelopment Agency to exercise all the powers conferred, and as limited, by Part III, Chapter 163, Florida Statutes, necessary or convenient to carry out and effectuate the purposes of community redevelopment within the boundaries of the Community Redevelopment Area, more particularly described in Exhibit A, attached hereto.
- The City Council does hereby expressly declare itself to be the Community Redevelopment Agency pursuant to Section 163.357, Florida Statutes. The Chairman and Vice Chairman shall be designated by majority vote of the City Council.
- The terms of office of the members of the Community Redevelopment Agency shall be concurrent with the terms of the Mayor and members of the City Council. A vacancy occurring during a term shall be filled in the same manner as provided for filling a vacancy in the term of the Mayor or members of City Council.
- SECTION 5. This resolution shall take effect upon the repeal of Ordinance No. 93-6868.

PASSED AFTER PUBLIC HEARING IN OPEN AND REGULAR SESSION OF THE CITY COUNCIL OF THE CITY OF NAPLES, FLORIDA, THIS 5TH DAY OF JANUARY, 1994.

Paul W. Muenzer, Mayor

Attest:

Approved as to form and legality:

Jenet Cason, City Clerk

Maria J. Chiaro, City Attorney

Prepared by: Ann Walker, AICP, Community Development Department

m:\ref\council\res\94-7099

94	-7099	,
Anderson	S	Y
Herms	M	Y
Korest		Y
Pennington		Y
Sullivan		Y
VanArsdale		Α
Muenzer		Y
(6-0)		
M=Motion S=	Seco	nd
Y=Yes N=No	A=A	bsent

Exhibit A

That part of the City of Naples, Collier County, Florida situated in Section 34 Township 49 South, Range 25 East and Section 3, Township 50 South, Range 25 East described as follows:

Begin at the point of the intersection of the west right-of-way line of Goodlette Frank Road with the south right-of-way line of 7th Avenue North;

thence Westerly along said south right-of-way line of 7th Avenue North to the west right-of-way line of 8th Street North;

thence Southerly along said west right-of-way line of 8th Street North to the north right-of-way line of 4th Avenue North;

thence Westerly along said north right-of-way line of 4th Avenue North to the west right-of-way line of 6th Street North;

thence Southerly along said west right-of-way line of oth Street North to the north right-of-way line of 4th Avenue South;

thence Westerly along said north right-of-way line of 4th Avenue South to the west right-of-may line of 3rd Street South;

thence Southerly along said west right-of-way line of 3rd Street South to the south right-of-way line of 6th Avenue South;

thence Easterly along said south right-of-way line of 6th Avenue South to the east right-of-way line of West Lake Drive;

thence continue Easterly along a line extending to the intersection of the east right-of-way line of East Lake Drive and the south right-of-way line of 6th Avenue South;

thence continue Easterly along said south right-of-way line of 6th Avenue South to the west right-of-way line of Park Street South;

thence Southerly along said west right-of-way line of Park Street South to the north right-of-way line of 8th Avenue South;

thence Easterly along said north right-of-way line of 8th Avenue South to the west right-of-way line of 8th Street South;

thence Northerly along said west right-of-way line of 8th Street South to the south right-of-way line of 7th Avenue South;

thence Easterly along said right-of-way line of 7th Avenue South to the east right-of-way line of 10th Street South;

thence Northerly along said east right-of-way line of 10th Street South to the south right-of-way line of 6th Avenue;

thence Easterly along said south right-of-way line of 6th Avenue South to the east right-of-way line of 12th Street South;

thence North along said east right-of-way line of 12th Street South to the south right-of-way line of 5th Avenue South (S.R. 45 marked U.S. 41);

thence East along said south right-of-way line of 5th Avenue South to the center line of the western branch of the Gordon River;

thence south along said center line of the western branch of the Gordon River approximately 580 feet;

thence Easterly approximately 200 feet; thence South 155 feet; thence East 150 feet to the centerline of River Point Drive; thence North and Northeasterly along said centerline of River Point Drive 260 feet to the south line of Lot 1 of Beaumaris Subdivision;

thence Southeasterly along said south line of Lot 1 of Beaumaris Subdivision approximately 500 feet to the center line of the easterly branch of the Gordon River;

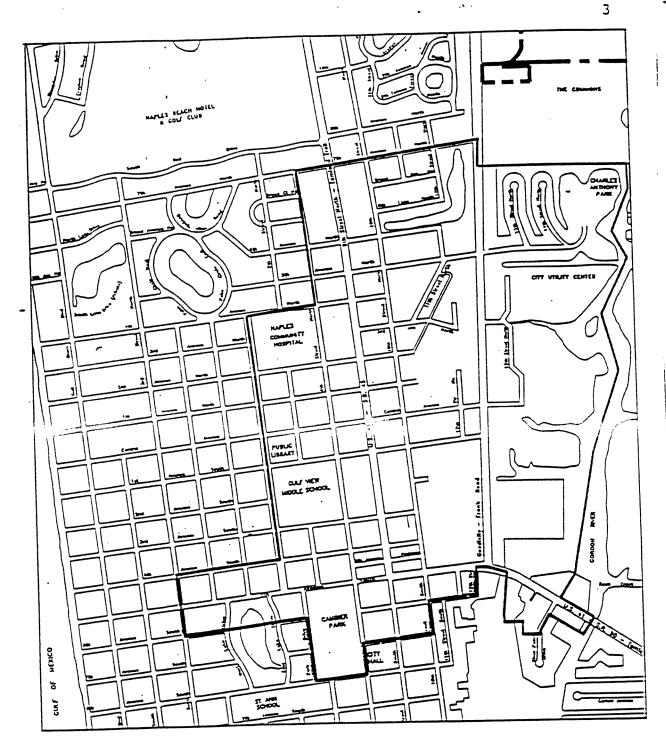
thence Northeasterly along said center line approximately 300 feet to the north right-of-way line of U.S. 41; Northwesterly along said right-of-way line 450 feet; Northeasterly 385 feet to the waters of the Gordon River;

thence generally Northerly along the center line of the Gordon River to the intersection with a line being the easterly prolongation of the north line of the River Park East Subdivision;

thence Westerly along said north line of the River Park East Subdivision extended westerly to intersect the west right-of-way line of Goodlette-Frank Road;

thence Northerly along said west right-of-way line of Goodlette Frank Road to the Point of Beginning.

CRAAB\LEGAL93.RED



REDEVELOPMENT STUDY AREA

STUDY AREA BOUNDARY



APPENDIX D

FIFTH AVENUE SOUTH MASTER PLAN

11 X 17 SHEETS UNDER SEPARATE COVER "FIFTH AVENUE SOUTH MASTER PLAN"

APPENDIX E

SECTION
OF THE
COMPREHENSIVE
PLAN

COMPREHENSIVE PLAN

GOALS/OBJECTIVES/POLICIES RELATIVE TO

DOWNTOWN REDEVELOPMENT

FUTURE LAND USE ELEMENT

Objective 1: Manage community growth and redevelopment to ensure that it is orderly, balanced, and compatible with the City's desire to maintain and improve its existing residential character, to maintain the viability of its commercial and industrial areas, and to coordinate future land use with the constraints of the City's natural resources and public service capabilities. Development will be managed through the adoption and implementation of appropriate land development regulations.

Policy 1-2: Individual parcels of land will be encouraged to develop according to their optimal use capabilities taking into account compatibility and interrelationships to neighboring uses and natural resources.

Policy 1-3: Building standards and zoning requirements shall provide adequate protection but shall not add unnecessary costs to construction.

Policy 1-4: The review process for obtaining development permits and plan approval shall be as simple, efficient, and effective as possible.

Policy 1-9: Intensities and/or densities for each land use category have been established and are shown in Table FL1A. Development and/or redevelopment which is not in conformance with these standards will not be permitted.

Policy 1-14: Mixed use (commercial/residential) land use designations will be studied and the Future Land Use Element, the Future Land Use Manual, the City's level of service standards, and the land development regulations will be amended in accordance with the findings of the study.

Policy 1-15: The development intensity of mixed use (commercial/residential) land use designation will be equal to or less intense than the existing land use designation.

Policy 1-16: The City will study measures that provide a direct relationship between increasing development intensity and open space and that will assure the enhancement of its current open and green space qualities which have been gradually diminishing.

Objective 2: The City will preserve and protect stable residential neighborhoods, provide a variety of residential areas and housing types to meet the lifestyles and needs of all

residents, and encourage redevelopment and renewal of blighted areas. This will be implemented on an annual basis through the city's Housing Assistance Plan, with an update every three years.

Policy 2-2: Protect single family residential neighborhoods from the undesirable impacts of through-traffic movements.

Policy 2-6: New or expanding commercial or industrial development shall not be permitted to encroach into stable residential areas.

Policy 2-7: New residential development shall not be permitted within the high noise impact zone of the airport.

Objective 3: Maintain a mixture of land use activities which are consistent with other goals of the Comprehensive Plan and which will ensure a variety of employment and investment opportunities.

Policy 3-1: Maintain the economic viability of the City's commercial districts through appropriate zoning and development standards.

Palloy 3-2: Continue Name of role as a focal point of economic activity in Collier County.

Policy 3-4: Encourage diversified environmentally compatible industry to locate in the Naples area.

Policy 3-5: Consider property rights in the land use and development process.

Program 3-1: Continue to support the efforts of the Economic Development Council of Collier County to bring environmentally acceptable, diversified industry into Naples and Collier County.

Program 3-2: Aid merchant and property owner associations in developing long-range development and maintenance plans for distinct and well designed shopping districts.

Land Use Policy 10: Encourage property owner and/or merchant associations to develop plans for specific areas and assist in the implementation of those plans.

Program 3-3: Study the downtown commercial areas to determine appropriate mechanisms which would maintain a vital commercial core.

Objective 4: Provide an adequate amount of land zoned for industrial use, based on past trends, but ensure that such land is used by industrial activities designed in an environmentally acceptable manner to complement the character of the City which is generally low density residential and low-intensity commercial and industrial development.

Policy 4-1: Determine past development trends for industrial zoned land to assess future need.

Policy 4-2: Industrial uses shall be buffered from residential and other incompatible land uses. Industrial development shall provide for efficient use of the land and be serviced by adequate central water, central sewer, and utilities.

Policy 4-3: Industrial uses proposed to be located adjacent, or in close proximity, to residential uses shall be required to have general development and site plans (GDSP) approved by the Planning Advisory Board prior to construction.

Policy 4-4: The City will assess the hazard potential of industrial and commercial land uses and any proposed transfer and/or storage of hazardous materials. Appropriate measures and programs will be required to be submitted as part of the GDSP process to assure that the proposed commercial or industrial project will meet or exceed the best management practices. A Development of Significant Environmental Impact may be required by the Natural Resources Manager to assure no environmental impacts.

Objective 5: Provide conveniently located and readily accessible commercial districts, as determined by the Future Land Use Map, and ensure that commercial developments are designed in such a manner as to complement the character of the City by protecting neighboring residential areas and providing well-designed and landscaped site plans.

Policy 5-1: According to the Zoning Ordinance requirements, adequate landscaping and buffering shall be provided where commercial uses adjoin residential neighborhoods to avoid a negative impact on the residential neighborhood.

Policy 5-2: Commercial development shall be compact and in a readily accessible location for the market it is intended to service, and shall not encroach into stable residential areas.

Policy 5-3: Traffic ingress and egress from commercial properties shall be regulated by controls such as limiting curb cuts, right turn-only exits, the establishment of common on-site circulation patterns between different developments, and other controls intended to improve safety and efficiency.

Objective 6: Provide necessary community facilities and utilities for existing development based on level of service standards, and plan for the provision of land for necessary community facilities for new development. Designate the financial resources needed in the five year capital improvements program.

Policy 6-3: New growth shall help pay the capital costs of providing services and facilities to service new growth and to maintain the level of service standards established in the

plan.

Policy 6-4: Require that water and sewer construction and extensions, and street right-of-way dedication and improvements, or related construction, for new development be the financial obligation of the developer when new or improved facilities of this type are needed as a result of the new development.

Policy 6-5: When technically and economically feasible, public service systems that are necessary for new local distribution or collection shall be placed underground in accordance with the City's Subdivision Regulations.

Policy 7-1: Avoid adverse impacts on property, places, or sites that are on the National Register of Historic Places, Florida Master Site File, or designated as a local historic resource through official action by the City of Naples.

Objective 8: Improve the appearance of residential, commercial, and industrial areas in order to maintain the unique identity and attractive character of Naples.

Policy 8-1: A high sense of aesthetic quality should be encouraged through the continued development of scenic rights-of-way, attractive street designs, including landscaped medians and street tree plantings, and the continued maintenance of adequate open space areas throughout the City.

Objective 9: Future development will be directed as designated on the Future Land Use Map. Development will be controlled to eliminate inconsistent land uses by limiting and controlling the location of commercial land uses on the Future Land Use map. Through these measures the City will discourage the proliferation of urban sprawl.

Policy 9-3: Encourage innovative development through the use of the planned development change of zone process and by establishing provisions for mixed use areas.

Policy 9-5: Development review processes will consider drainage, stormwater management, open space, traffic flow and parking to control the impact of development.

Program 9-1: Implement development controls in the zoning ordinance to minimize impacts of strip or commercial development and provide adequate buffer zones.

Objective 12: Utilize an urban design framework and develop an urban design plan for the core area of central Naples which considers land use and zoning controls, traffic patterns, parking plans, vehicular and pedestrian circulation and public spaces, design review processes and open space linkages.

Policy 12-1: Establish a Central Naples Design Study District which includes a core study area for the development of an urban design master plan. Investigate a special

assessment or taxing district as a funding mechanism.

Policy 12-2: Designate and prioritize specific study parts within the Design Study District.

Policy 12-3: Designate funding in the Capital Improvements Element, or through alternate funding sources, for specific studies needed for the Design Study District in order to implement Comprehensive Plan policies.

Objective 13: Create an open space landscaped system within the Central Naples Design Study District to link together residential and business areas.

Policy 13-1: Consider Cambier Park as a central park or "town green" area and provide open space linkages to the park.

Policy 13-2: Develop landscaped entrances or intersections within Naples to provide designed "signature" focal points.

Policy 13-3: Encourage the development of a unified boardwalk along Naples Bay.

Objective 14: Study the institutional and commercial core area in central Naples and along the southern segment of U.S. 41 in order to maintain economic development potential.

Policy 14-1: Studies within the core area should focus on opportunities for commercial, institutional and medical/health care economic development. Methods to accomplish such revitalization can relate to land use, zoning and development regulations. These studies should result in recommendations which prevent overdevelopment of the existing commercial areas and also prevent encroachment into stable residential neighborhoods.

Policy 14-2: Opportunities for parking structures and traffic circulation changes within the core district should be considered.

Policy 14-3: Consider the formation of a Central Naples Development Authority to analyze public and private partnerships as a means to coordinate plans and finance capital improvements needed within the core study area.

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COMPREHENSIVE PLAN

FUTURE LAND USE ELEMENT

RELATIVE TO DOWNTOWN REDEVELOPMENT

2. Commercial

Commercial areas designated on the Future Land Use Map identify the land areas appropriate for office, retail, service, and other commercial enterprises which support the resident and tourist population in the City and the surrounding urban area.

Commercial areas should be consolidated into compact and cohesive areas in order to control strip commercial uses, provide <u>spatial definition</u> to shopping districts, prevent or correct destabilizing encroachment into residential neighborhoods, and to <u>maintain property values</u>. In distinct commercial districts, property owners and merchants should be encouraged to develop a long-range development and improvement plan for their areas.

A mixed use commercial/residential land use designation that would encourage mixed use development should be explored as a possible means of achieving these goals.

"Limited Commercial" areas are areas that have distinct and limited commercial use. Three such areas include the Fifth Avenue Shopping District, the Third Street South Shopping District, and the Crayton Cove Shopping District. These commercial areas shall be kept compact and unified so that all locations within these districts are within convenient walking distances. Adequate and easily recognized off-street parking areas shall be provided at convenient locations on the perimeter of such districts. A mixture of compatible activities, such as retail, service, office, cultural, institutional, tourist oriented facilities, and residential uses are appropriate and should encourage "twenty-four hour use" of these areas. A high level of architectural design should be encouraged, building intensity and height regulations should be carefully balanced, and landscaping and street plantings should be well established and maintained in order to present an attractive and pleasing environment, retain a "human scale", and create a sense of cohesiveness within each area. Outside storage shall be properly screened, adjacent landscaped buffering provided, and soundproofing required when it is deemed appropriate. Adjoining residential areas must be properly protected to minimize adverse impacts by the commercial districts.

"General Commercial" areas, such as portions of Eighth Street, the Trail, and Tenth Street, are also designated on the Future Land Use Map and are intended to serve a broad range of activities, such as retail, service, professional, tourist, financial, storage, wholesale, repairs, and a limited number of heavier service commercial uses, as well as limited commercial uses such as those permitted in the "Office" and "Medical" zoning districts. Commercial activities in these areas shall be developed on parcels large enough to accommodate adequate on-site circulation, parking, and landscaping. Architecturally attractive buildings and proper sign control are needed to promote attractive facilities. Access into businesses shall be controlled by limiting curb cuts in order to reduce traffic hazards and encourage common on-site circulation patterns. Screening and buffer areas shall be used to protect adjoining residential neighborhoods, particularly in those areas (presently zoned "C-3") where heavy service commercial uses are permitted.

3. Industrial

Industrial land in Naple. should be consolidated into a unified, compact and relatively small area. Industrial activity which would be appropriate in the City includes light manufacturing, warehousing, wholesaling, distributing, service, and research oriented facilities. Industrial activities seeking to locate or expand in the City shall meet strict environmental standards. They should not generate excessive noise, smoke, vibration, glare, odor, or dust, nor should they pose hazards to the health and safety of City residents, or place an unreasonable burden on public facilities and services. outside storage of material may be permitted provided adequate screening is provided. Residential areas shall be protected by requiring landscaped buffer areas or transition areas with more compatible land uses.

Only one industrial area is identified on the Future Land Use Map. It is located in the area bounded by Goodlette-Frank Road, First Avenue South, Eleventh Street and Fifth Avenue North. The City plans to rezone some seven and one half acres of this area to multifamily residential. This land borders on the residential community of River Park and would be designated for low to moderate income housing.

4. Public and Semi-public

Lands designated for <u>public and semi-public uses</u> are divided into two subclassifications: one to identify land presently being used, or proposed to be used in the future, for <u>open space and recreational purposes</u>, and the other to identify land

occupied, or to be occupied, by institutional or governmental buildings.

Land designated for "Public, Semi-Public and Private Recreation and Open Space" use on the Future Land Use Map includes such facilities as public parks, playgrounds, beaches, and other similar recreational areas, and private recreational uses such as private beaches, boating facilities, golf courses, tennis clubs, and other similar uses.

Land designated for "Public and Semi-Public Institutional" uses includes such public facilities as schools, libraries, governmental administration buildings, the City's Public Works complex, and private uses such as educational, religious, or cultural facilities.

7. Land Use Intensity/Density Standards

The following Table FL1A establishes intensity and density of use for each land use category. Development and/or redevelopment which is not in conformance with these standards will not be permitted. Within the individual residentially designated areas on the Future Land Use Map, single family homes exist on lots less than 7,500 square feet and multifamily projects exceed the density permitted for new development. Single family residents on existing lots may redevelop so long as the existing lot is not decreased in size. Existing multifamily projects which exceed the density allowed for new development are encouraged to redevelop at a lower density in an effort to enhance the design of these projects and the character of the neighborhood as well as to establish conformity with parking, landscaping, and other design standards. The density standards for redevelopment are established to provide an incentive to existing projects to lower their densities and enhance their design.

The redevelopment of multifamily residential property which exceeds existing density levels will be allowed at a greater density than currently permitted for new development as long as all of the following criteria are met:

- The density by which a multifamily project exceeds current standards is reduced by a minimum of 50% and the density standards shown in Table FL1A for redevelopment of multifamily categories are not exceeded.
- 2) The redevelopment will enhance the character or quality of the neighborhood in which it is located; and
- 3) Any nuisance feature involved is decreased; and
- 4) Vehicular traffic generated from the property is decreased; and
- 5) Parking and landscaping are enhanced; and

- 6) Appropriate drives, walks and buffers are installed; and
- 7) The overall design of the site is improved from existing conditions.

If all of the above criteria cannot be met, the property will be required to conform to all requirements for new development.

TABLE FL1A

DENSITY AND INTENSITY STANDARDS BY LAND USE CATEGORY

CATEGORY	INTENSITY/DENSITY New Development	Redevelopment				
low density residential	one unit per 7,500 - 67,500 square foot lot	one unit per existing lot				
medium density residential	maximum of 12 units per acre	maximum of 15 units per acre				
high density residential	maximum of 18 units per acre	maximum of 22 units per acre				
limited commercial (ltd. retail/office)	50% building coverage					
highway commercial (planned commercial)	30% building coverage					
general commercial (retail/office)	50% building coverage					
mixed commercial (mixed use, waterfront)	50% building coverage					
airport commercial (airport related)	40% building coverage					
industrial (manufacture/storage)	60% building coverage					

institutional (schools, govt.)

45% building coverage

recreational

conservation

urban planned development

See Table FL1 and discussion of UPD classification

Source: City Planning Division, 1989.

8. Land Use Designations Versus Zoning Classifications

The Future Land Use Map is not intended to be used as a zoning map, but rather as a general indicator of desirable future land use relationships. In instances where lands are designated for a specific land use on the Future Land Use Map, such a designation shall not confer upon the land owner the automatic right to such land use. Before land may be utilized for the use indicated on the Future Land Use Map, it must be zoned in a district which permits the desired land use. Rezoning shall be in accordance with the standards and procedures as established by the City of Naples Zoning Ordinance and other applicable regulations. The Future Land Use Map identifies the most intense land uses that should be permitted. In some instances, a less intense use (e.g. a residential use rather than a commercial use) may be acceptable and consistent with the intent of the plan, but such instances will have to be judged individually through the rezoning process. However, the Local Government Comprehensive Planning and Land Development Regulation Act mandates that development must be consistent with the adopted plan, and that the plan, therefore, takes precedence over existing zoning district classifications.

8. Blight, Redevelopment and Compatibility

The River Park apartment complex is the only significant area in need of residential redevelopment. This has been cited as an area for the use of Community Development Block Grant funds for various public facility and housing improvements as designated in the Housing Element. Several individual housing units in the Olde Naples area are in need of redevelopment.

Approximately 70% of the City lies within the designated flood area and is primarily developed. Any substantial redevelopment or new development in this area must comply with the existing flood plain development standards as established by the Federal Emergency Management Agency and adopted by the City.

To some extent, residential and commercial land use needs are also being met through the demolition of older structures, assemblage of land parcels and other activities of this type. The City anticipates the redevelopment of several commercial areas: Third Street and <u>Fifth Avenue shopping areas</u>, the waterfront area and <u>land along U.S. 41 from 7th Avenue North to 5th Avenue South</u>. This plan contains specific policies to guide redevelopment.

An urban design analysis and plan for Central Naples, and a waterfront study to guide future activity in the waterfront area will also be undertaken to guide the quality and extent of redevelopment in these areas.

The City's policies as well as zoning provisions and specific areas of concern as designated in the plan will eliminate incompatible land uses. The implementation of long range planning will enhance the integration of compatible land uses.

F. URBAN DESIGN

Urban design is the generally accepted name for the process of giving physical design direction to urban growth, conservation and change. It is understood to include landscaping as well as buildings, both preservation and new construction, and rural areas as well as cities. It is the process used to prepare and implement policies and plans that guide the physical development of the built environment and which make it functional, orderly, efficient, visually pleasing, environmentally sound, economically viable, and supportive of generally accepted social and community goals.

It is the intent of the City to incorporate an urban design framework to guide growth and development within the central Naples core study area (see Central Naples Design Study District map, Figure FL3).

The primary challenge for the City is to allow the downtown area to prosper so that it continues to play a strong role in the marketplace. At the same time, however, the City must preserve the physical character, scale and ambience of its residential neighborhoods. Special efforts need to be made to preserve the character of Olde Naples, the pier, the fishing and marine activities along Naples Bay and to link the commercial areas within the downtown. City landmarks should be preserved and the area surrounding Naples Bay and the Gordon River should also be protected under a revised Naples Bay waterfront zoning district.

The City and Collier County should create entrances to Naples which are signature intersections in which urban design guidelines are provided. This should be part of the recommendations of any corridor management studies and urban design plans for central Naples.

An open space network is needed which will become a visual and functional organizer of recreational activities, natural amenities and other open space green areas. This should include private as well as public lands, passive as well as active recreation areas, beaches and conservation resource areas. (See Parks, Recreation and Open-Space Element for more information).

This open space framework will be accomplished through the results of various component studies within the Central Naples Design Study District and with supporting objectives, policies and programs of the plan. The studies are supported in various plan elements and include an urban design master plan for the central Naples core area which will focus on existing commercial areas and preservation of existing neighborhoods. Funding for this should come from a special taxing district or other alternate source. The master plan should consider that the commercial districts and neighborhoods are composed of three dimensional qualities including color, scale and efficient use of resources. It should consider image and design to increase human interaction and cohesiveness in design themes as related to landscaping, architecture, paving, building materials and signage. It should also consider focal points and landmarks, special uses and public interaction. Additional projects are needed within the study district in order to carry out the concept of a vital central community. These include the development of an historic district ordinance; revisions to existing zoning to create a waterfront zoning district which provides for greater protection of water dependent uses; mechanisms and provision for low to moderate income housing; additional analysis of an open space network and linkages; and the preservation of residential neighborhoods and conservation lands. The various elements of this plan support these concepts and studies.

AREAS OF PUBLIC CONCERN

5. "Olde Naples" Area

This primarily residential area of the City, extending generally from 14th Avenue South to Fifth Avenue South and from the Gulf to the Bay, has a particularly unique charm and character which should be protected and enhanced. The area provides the resident and visitor alike with not only an attractive setting but also one with a convenient location relative to the gulf; Third Street South, Fifth Avenue South, and Crayton Cove commercial areas; Cambier Park; the park and boating facility of Naples Landing; the City Pier and Dock; City Hall; and a variety of church, school, and similar facilities. It is, in short, an excellent area in which to live or visit, and it is the intent of the City to protect and enhance its

<u>present character</u> and provide the opportunity to enjoy the area to as many people as possible without causing any detrimental effect on its quality and amenities.

7. Fifth Avenue South Shopping District

The <u>Fifth Avenue South Shopping District</u> is the "Central Business District" of Naples. It is "anchored" by financial institutions and contains numerous retail stores and boutiques, professional and business offices, and service establishments. The primary issues facing the area include defining the ultimate boundaries of the district, maintaining its economic vitality and attractiveness, and ensuring that adequate parking facilities are provided and maintained as the district may expand in the future.

The "heart" of the district is a corridor along Fifth Avenue South between Third Street South and Ninth Street, and is clearly delineated by cohesive, unified space created by the street planting and palm trees lining the right-of-way, and by the architecture and mixture of commercial activity. Additional commercial uses extend further to the east on Fifth Avenue, east of Ninth Street, and the north between Sixth and Ninth Streets, generally following the boundaries of the existing "C1-A" zone as designated in the City's Zoning Atlas.

The experience of other cities around the country has shown that <u>it is important to maintain a healthy downtown commercial office district</u>, and that to do so takes a constant awareness of the problems and opportunities of such area. A competitive downtown area can maintain its success by keeping businesses and points of activity within convenient walking distances of each other; by maintaining an attractive environment for working and shopping by providing a variety of quality retail, service, and office uses; by providing ample parking conveniently located to all points in the district; by maintaining easy access to the district from other areas of the City; and by developing residential mixed-use projects that will provide the benefit of twenty-four hour residential utilization of properties.

Over the years, providing adequate parking has been a recurring issue in the district. Although parking space requirements under the current Zoning Ordinance appear to be adequate, much of the area was developed under the more lenient provisions of past ordinances. To correct the parking deficiency, some years ago the City established the Naples Parking Authority and created the Fifth Avenue Parking Tax District, which followed the general boundaries of the "CI-A" zone in the eastern half of the district. The Parking Authority provided 365 spaces in four separate parking lots within the boundaries of the tax district. The Parking Authority and taxing district no longer exist. The City owns and maintains these parking lots.

There are two public parking lots in the area that are potential sites for a parking structure. Such a structure could incorporate commercial rental space and would permit the upgrading and expansion of older commercial structures which have no required on-site parking. Such a structure should be well designed so as to be physically attractive, functionally efficient, and compatible with the existing "low key" character of the area.

The City recognizes that the parking areas directly south of the 300 block of Fifth Avenue South are tied to the adjacent commercial uses. Since their uses as parking lots must remain to fill the parking requirements of the adjacent commercial areas, a residential zoning designation appears inappropriate. However, the existence of "RI-7.5" on the southern boundary of the parking lots creates a sensitive land use issue. In recognizing the need to protect the residential neighborhood and the necessity for the parking areas, the City recommends that a portion of this block designated Medium Density Residential on the Future Land Use map should be designated Limited Commercial. This area should also be rezoned from "R3-12" to "CI-A" to acknowledge the connection to Fifth Avenue commercial area.

The uses in this area shall be limited to the existing uses and to accessory uses which are subordinate to the adjacent commercial uses and which are small scale in nature and compatible with the adjacent residential neighborhood. The existing uses are non-commercial parking areas, which serve the Holland Salley Building and the Landmark Building, and a motel. A drive-through bank facility is approved for the

parking lot parcel adjacent to the Holland Salley Building.

Similar transitional areas exist north of 5th Avenue South within the zoning district boundary designated on Figure FL 13 of the plan. An existing drive-through facility is located at the northwest corner of 4th Avenue South and 7th Street South. This use can continue as an accessory use to any existing bank facility on 5th Avenue South.

All new development or change of use, other than redevelopment of existing improvements in these areas will be tightly controlled through the General Development Site Plan review and approval process, and through a comprehensive plan amendment requirement. Any proposed development must demonstrate that it will be compatible with the adjacent residential area and that it has mitigated any potential negative impacts. These areas should be further studied and analyzed as a part of the urban core design study as described below.

The core commercial area and zoning boundaries of the Fifth Avenue South Shopping district are shown in Figure FL13. The Fifth Avenue Shopping District should be kept unified and compact by limiting the boundaries of the area. Additional growth should be vertical that is, additional floors should be added rather than horizontal or spread out. However, the presently permitted maximum height of 30 to 35 feet should not be increased except in conjunction with an overall master development plan for the entire district. Adequate parking should continue to be provided at convenient and easily recognized locations around the perimeter of the district. The alleys, public and private parking areas, and rear sides of the buildings in the District should all be improved in appearance. It would benefit the area if the Fifth Avenue Merchants' Association could develop, with the cooperation of the property owners and the City, a long-range development and improvement plan for the district.

The City will conduct a study to identify public alleys and parking facilities in need of beautification and improvement and fund such improvements through allocations in the Capital Improvement Program. Private developers will be required to improve the appearance of existing development in conjunction with the expansion.

8. Naples Industrial Area

The old, dilapidated housing units that made up the former McDonald Quarters "complex" in this area have been demolished. The City now owns the site on which the George Washington Carver apartment complex is located and leases it to the National Corporation for Housing Partnerships. This company owns and manages a 70-unit U.S. Department of Housing and Urban Development "Section 8" low income housing project on the site.

Now that the McDonald Quarters housing units have been demolished, the area between First Avenue South, Fifth Avenue South, Fifth Avenue North, and the two former Seaboard Coastline Railroad rights-of-way on the east and west will be required to redevelop with uses that are compatible with the general area; particularly the residential areas to the northwest and east, and the attractive recent development that has taken place in the Tenth Street area. The City plans to rezone approximately seven and one half acres to multifamily residential. This area borders on the River Park complex and will be designated for low to moderate income housing. This should occur through a "PD" rezone. Opportunities for purchasing land should be considered as possible alternatives to this site. Some incentives may also be considered regarding density bonuses for low to moderate income units (see Figure FL14).

Existing uses in the area include the Naples Daily News, a Florida Power and Light substation, and the Naples Printing Company. These are established, modern facilities and are unlikely to change location or character. Because of these existing uses and various locational factors, this area shall remain designated as the City's major industrial, warehousing, and heavy commercial area. However, in order to guide the redevelopment of this area into a unified district that is compatible with adjacent uses, the City shall invoke the following controls:

(a) All major development proposals, those new developments having a project area of more than one (1) acre will be required to seek a "PD" rezone classification, which shall include the review and approval of a master development plan. Any minor developments which shall mean those new developments having a project area of less than or equal to one (1) acre, and/or any

expansion of existing uses requiring either new construction exceeding ten (10%) percent of the existing gross floor area or substantial renovation of existing structures or buildings, need only obtain the City's approval of a General Development and Site Plan (GDSP) petition as provided for by the City's Land Development Regulations (LDR's). For purposes of this paragraph, substantial renovation shall mean that renovation which will increase required parking or alter traffic flow which determination shall be made by the Zoning Administrator.

- (b) Adequate setbacks that can be used as buffers to protect neighboring residential areas, and to ensure that this area becomes stabilized and is compatible with the surrounding area, shall be required.
- (c) Older properties, buildings and uses will be required to be upgraded to present standards through the GDSP review and-approval process.

9. Goodlette-Frank Road Area

Goodlette-Frank Road is one of only two major north/south arterial roadways within the City; the other is U.S. 41, also known as the Tamiami Trail. The importance of Goodlette-Frank Road as a transportation artery has increased significantly through its recent widening from two to six lanes from Fifth Avenue South (U.S. 41) to Golden Gate Parkway, and from two to four lanes from the Parkway to Pine Ridge Road to the north.

The widening of this roadway was expedited by the abandonment of the right-of-way for the Seaboard Coastline Railroad a few years ago. The abandoned right-of-way is west of Goodlette-Frank Road and is mostly parallel to it. The abandonment of this right-of-way has made available a narrow strip of vacant land (approximately 100 feet in width in most places) along the entire length of Goodlette-Frank Road. Most of this former right-of-way has remained privately owned.

When considering the amount of this vacant land with the substantial amount of vacant land along the east side of Goodlette-Frank Road (both in the City and in the unincorporated area), there is significant opportunity for future development in this area. Accordingly, it is expected that development will increase in this area as the amount of vacant land along U.S. 41 and throughout the City diminishes, and the growth in the urban area adjacent to the City continues to increase.

It is the intent of the City to ensure that:

- (a) The former railroad right-of-way is used in a manner which will not create land use or traffic circulation problems;
- (b) Access to Goodlette-Frank Road is carefully regulated to restrict the number of curb cuts and other points of access in order to protect its function as a major north/south transportation facility, as recommended in the City's Barr-Dunlop Traffic Study;
- (c) "Strip" commercialization along Goodlette-Frank Road is minimized to the greatest extent possible.

Meeting these objectives would generally require retaining the existing zoning classifications for this area, and coordinating with Collier County to obtain these or similar objectives for the property on the east side of Goodlette-Frank Road that is not within the City limits.

The former railroad right-of-way from First Avenue South to 14th Avenue North has been platted and rezoned for appropriate uses that should be compatible with the existing uses to the west. A large tract of undeveloped land (approximately 8 acres) is located along the former railroad right-of-way between Fifth Avenue North and Seventh Avenue North on Goodlette Road. Recent development in the vicinity includes multifamily development at Seventh Avenue North and office facilities at Fifth Avenue North. The area has recently been rezoned to "PD" for office development. In addition, the right-of-way from Seventh Avenue North to Fourteenth Avenue North has been targeted as a linear park area to eliminate certain recreation deficiencies (see Parks, Recreation and Open Space Element).

The balance of the railroad right-of-way, from approximately 500 feet south of Fleischmann Boulevard to Creech Road, was purchased by Collier County in conjunction with the recent widening of Goodlette-Frank Road.

On the east side of Goodlette-Frank Road, the area north of what used to be the Homeowners Outlet Mall Exchange, formerly Harbourtowne Mall, and south of the City's Public Works complex and horticultural trimmings landfill site is appropriate for a master-planned, mixed commercial, office, and/or light industrial use under the provisions of the "PD" zoning district (See Figure FL15). A change of zone to a "PD" designation will be required in conjunction with the submittal of a specific development proposal. Any future development in this area shall make provision for retaining the function of, or providing an alternative to, the existing drainage canals and ditches that exist in this area.

10. River Park East

The River Park East area is a residential neighborhood bounded by the Gordon River on the east, the municipal Utilities Department yard on the south, Goodlette-Frank Road on the west, and the City limits and undeveloped Collier County property on the north (See Figure FL16). There are 78 single family houses, a 96-unit apartment complex, a City park, and a church in the neighborhood. Undeveloped land in the River Park East area consists of a 7.5 acre parcel zoned "PS" and designated as a community center site at the eastern end of Fifth Avenue North.

Generally the physical appearance of the single family houses indicates that the residences are in sound condition, although routine maintenance is needed on some of the homes. The Gordon River Apartment complex appears to be in good condition; however, an ongoing maintenance program should be continued, and additional landscaping is needed.

Concerns of the residents center around protecting the neighborhood from deterioration and overcrowding, improved lighting, drainage, landscaping, and future development of the undeveloped tracts of land.

The City recently changed certain "R3" zoning to "R1" and certain "C3" zoning to "C2" in an effort to protect the area from increased densities and potentially incompatible commercial land uses. Every effort will be made to enhance and maintain a stable, relatively low density residential neighborhood in this area.

Site plans for any proposed development of the commercial property on the east side of Goodlette-Frank Road shall be reviewed and approved by the City to ensure that an adequate buffer is provided along the east property line, and to ensure that there is limited and properly controlled access to Goodlette-Frank Road.

It is the intent of the City to:

- (a) Encourage the establishment of a neighborhood association to articulate neighborhood needs and problems, and to serve as a "self-help" group for neighborhood improvement projects;
- (b) Monitor the availability of grant programs to assist in maintaining and improving the area;
- (c) Periodically inspect the Gordon River Apartments to ensure that they are being properly maintained, meet minimum ordinance requirements, and are kept free of litter and debris:
- (d) Consider the expansion of Anthony Park to an abutting two acre parcel of land, which was donated to the City, when the need for expansion has been clearly demonstrated.

11. Carver/River Park Neighborhood

This area is located north of Second Avenue North, south of Fifth Avenue North, east of Tenth Street North, and west of the "Naples Industrial Area" previously discussed in this section. A map of the area is provided in Figure FL17 on the next page.

Located in this area are both the George Washington Carver and River Park Apartments with 70 and 104 units, respectively. The residents of the George Washington Carver complex receive rent subsidies from the United States' Department of Housing and Urban Development. The land on which the Carver complex is located is owned by the City, which oversees the management of the complex through a City agency, Carver Finance, Inc. The housing complex itself is owned and managed by the National Corporation of Housing Partnerships.

The City has made a strong commitment to maintain and improve this area. In continuing to do so, every effort should be made to cooperate with the owners of River Park Apartments to rehabilitate these apartments. They are old and are deteriorating to the point that significant rehabilitation is needed.

It is the intent of the City to:

- (a) Continue to see that the Carver complex is properly maintained,
- (b) Periodically inspect the River Park Apartments to ensure that they are being properly maintained, meet minimum ordinance requirements and are kept free of litter and debris,
- (c) Monitor the availability of grant programs to assist in the maintenance and improvement of this area in general, and the River Park Apartments in particular,
- (d) Encourage the formation of a neighborhood association that can identify and work toward solving local problems,
- (e) Make the needed "public improvements" in the area (i.e., improved drainage facilities, provision of sidewalks, street and alley improvement and improved lighting, and landscaping),
- (f) Ensure that the residential area is "protected" from the surrounding commercial and industrial uses.

The City has received federal Community Development Block Grant funds which were used for public improvements in the Carver/River Park area. This money was targeted toward drainage improvements, alley and street repairs, street lights, sidewalks and

landscaping.

In conjunction with the policies of the Housing Element, future block grant funds should be used to upgrade and improve the River Park Apartments along with current scheduled improvements. In addition, these funds may be used in conjunction with other mechanisms to assist in the provision of low to moderate income housing. These mechanisms may include the purchase of vacant land designated for low to moderate income housing and a home improvements loan program.

13. Hospital Transition Area

The fifteen square block area bounded by Sixth Street on the west, Sixth Avenue North on the north, Ninth Street (U.S. 41) on the east, and First Avenue South on the south has been undergoing a gradual transition as a result of pressure from expanding institutional and medical related uses. The major influence causing the change in the northern section of this area is the Naples Community Hospital. Public and other institutional activities in the southern portion of the area include the Gulf View Middle School, the Christian Science Church, and the Collier County Public Library. These institutional uses are identified in Figure FL19 on the next page.

The Naples Community Hospital is the only such facility in Collier County. The hospital also has two satellite facilities (North Collier Campus and Marco Island Campus) which may each be expanded in the future to include 50-bed hospitals. The main hospital complex will still remain the major medical center even with these two satellite facilities. Therefore, it is very important to recognize the expansion needs of the hospital and balance these needs with the need to protect the adjacent residential areas.

A community blood center building (7,200 square feet in area) has been completed in the "transitional zone" at the northwest corner of Fourth Avenue and Seventh Street North. On the south side of the main hospital complex, a two story ancillary educational building (i.e., classrooms, meeting hall, and doctors' library) have been built over an existing parking area south of the main hospital building. This will complete the hospital's long range development plans.

Future options under consideration by the hospital include the development of hospital owned properties south of Fourth Avenue North and east of Eighth Street.

The projected rapid growth of the population of Collier County should be paralleled by similar growth in the health services sector of the economy. The hospital is expected to continue to act as a magnet for such related facilities as medical offices, laboratories, medical supply facilities, and long-term nursing care centers. In addition, as the hospital increases its size and services, the staffing requirements will eventually necessitate residential facilities for part of its support staff. Such facilities are necessary because of the scarcity of moderately priced housing in the City. A location near the hospital is desirable for such facilities because of the convenience it provides patients and medical personnel.

As previously mentioned, the Gulf View Middle School and the Collier County Public Library are located in the southern portion of this area. The expansion of these facilities beyond their present sites is not anticipated during the next twenty year period. The Parks, Recreation, and Open Space Element of this plan identifies a

portion of the Gulf View Middle School grounds or the Collier County Public Library grounds as a possible location for a neighborhood park. This proposed park is discussed in that element.

There are two single family residential areas that deserve particular attention; one to the north and the other to the south of the existing Medical ("M") zoning district. Both areas are identified in the following Figure FL2O.

The area to the north extends from an east/west alley north of Fourth Avenue North to South Golf Drive, and is bounded by Seventh Street on the west and Eighth Street on the east. The area is developed with single family homes, although there are some vacant lots in the vicinity of Eighth Street and Broad Court North. This area has been pressured from a need for the medical/office uses to the south to expand and, to a lesser extent, from the desire for the multifamily residential uses to the east to expand to the west. Although some homes in this area are in need of maintenance, they are generally sound and the area is large enough to sustain itself as a residential neighborhood. Individual improvements to certain properties, an improved landscaped median on Seventh Street, and a strong commitment on the part of the City that no use other than a single family use will be permitted in this neighborhood should assist in stabilizing it.

The other single family residential area to the south of the present "Medical" zoning district is bounded by Sixth Street on the west, the Naples Community Hospital on the north, various professional office uses on the east, and a large multifamily residential development (south of Central Avenue) on the south, and includes the Christian science Church at the northeast corner of Central Avenue and Sixth Street. This neighborhood of single family homes is relatively small, but the homes are in good condition and are well maintained. The integrity of this residential neighborhood should be protected.

In regard to the "Hospital Transition Area," the City intends to:

- (a) Extend the eastern boundary of the hospital and related medical uses (such as medical offices, nursing care centers, or hospital staff dormitories) to the Tamiami Trail, as identified in Figure FL2I.
- (b) Improve the landscaping of the medians on Sixth Street to help provide a more effective and attractive visual buffer between the hospital and the single family residential area to the west.
- (c) Encourage large scale, multifloor medical office complexes, medical supply businesses, laboratories, and similar intensive uses to replace older commercial structures on the Trail (U.S. 41).

- (d) Require that the granting of variance, conditional use, or rezoning petitions for the expansion of existing or proposed large institutional complexes, such as the hospital, library or school, be related to the review and approval of a specific development proposal. This process can be incorporated into the existing process of General Development and Site Plan Review (GDSP), already established in the Zoning Ordinance.
- (e) Rezone an area between 2nd Avenue North and 4th Avenue North from 8th Street to U.S. 41 from current "C2" commercial zone to "M" Medical to accommodate medical uses on land which is owned by the hospital.

15. Tamiami Trail Area

Portions of the Tamiami Trail (U.S. 41), particularly between Fifth Avenue South and Seventh Avenue North, and the east side of the Trail north of 22nd Avenue North, may be considered unattractive and tend to degrade the image the City has strived to maintain. Problems exist with respect to unattractive signs, a mixture of structures of different and uncomplimentary architectural styles, heights and setbacks, undermaintained or nonexistent landscaping, and improperly screened storage and loading areas.

Maintaining and improving the visual and physical appearance of the Trail is important for several reasons. To tourists passing through the city, portions of the Trail reflect the appearance of any typical Florida coastal city rather than the uniqueness of Naples. An improved appearance would leave a better impression on passing tourists and residents alike, tend to make shopping along the Trail a more pleasant experience, and help maintain or increase property values. Recent new construction in this area has considerably improved the overall appearance of the Trail. Every opportunity should be taken to encourage this trend to continue.

In the past, land use conflicts between commercial users fronting on the Trail and abutting residential neighborhoods have developed because of ineffective land use controls, inadequate buffering requirements, and poor site design. This situation is particularly evident on the east side of the Trail between Sixth Avenue North and 14th Avenue North, and between 22nd Avenue North and Creech Road. On the west side of the Trail, similar conflicts have developed between Fourth Avenue North and Seventh Avenue North. The potential for similar land use conflicts also exists north of Harbour Drive. The City should seek to ensure that future commercial development, redevelopment or expansion adequately protects existing residential neighborhoods. Conflicts of this type result in complaints of noise or visual nuisance and may decrease property values, increase traffic on residential streets, and generally contribute to the deterioration of residential neighborhoods.

It is the intent of the City to:

- (a) Encourage new medical or hospital related uses to locate to the east of the hospital on the Trail, as mentioned in the Hospital Transition Area section of this Plan.
- (b) Encourage property owners to upgrade the appearance of existing facilities in conjunction with the expansion or redevelopment of commercial properties in this area.
- (c) Enlist the support of the Chamber of Commerce and other business groups and civic associations to encourage businessmen to improve and maintain the Trail's appearance.
- (d) Include specific beautification projects in the City's Capital Improvement Program to improve the landscaping of certain median areas and to provide for the planting of street trees on either side of the Trail.
- (e) Enlist the cooperation of Collier County relative to comparable development and beautification standards for the east side of the Trail (north of Creech Road), which is in Collier County's jurisdiction but which directly affects the image of Naples.

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HOUSING ELEMENT

GOALS, OBJECTIVES, POLICIES

RELATIVE TO THE COMMUNITY REDEVELOPMENT PLAN

- Policy 1-1: Protect and preserve stable residential areas by implementing the policies and programs outlined in the Future Land Use Element of the Comprehensive Plan. Establish standards for the protection and stabilization of residential neighborhoods and define and identify these areas.
- Policy 1-2: Promote the conservation and rehabilitation of deteriorating housing units and encourage the appropriate improvement to substandard housing units.
- Policy 2-1: The codes and ordinances regulating development shall provide for flexible and innovative residential design and a choice of housing types, styles and price ranges. These shall include principles and criteria guiding the location of special housing need and establishment of development standards for mixed use development forms that incorporate housing within commercial zoning districts.
- Policy 2-6: Encourage major employers to provide housing for their seasonal employees.

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PARKS, RECREATION, AND OPEN SPACE ELEMENT GOALS, OBJECTIVES, POLICIES

RELATIVE TO THE COMMUNITY REDEVELOPMENT PLAN

GOAL: Provide or encourage the provision of a full range of public and semipublic park and recreation facilities which are well equipped, in convenient locations, and adequate in number for existing and future populations, with particular concern for the needs of the young and the elderly.

- Policy 1-3: Ensure the preservation and conservation of open space to serve the recreational, environmental, health and safety needs of the City.
- Policy 1-11: Encourage the dual use of school facilities to meet the park and recreation needs of both the students and the residents in the vicinity of such facilities.
- Policy 3-2: Maintain existing open space areas and, where possible, acquire additional public open space areas.
- Policy 3-5: Require developers of major office complexes and commercial centers to include open spaces, in the form of plaza areas, mini parks, or other landscaped opens space areas, within their developments.
- Policy 3-8: New development will be required to plant right of way trees in accordance with the existing tree pattern for that neighborhood or as approved by the Community Services Director. Any right of way trees to be removed due to driveways and accesses shall be relocated to a location designated by the Community Services Director at the cost of the developer.
- Policy 5-1: Provide additional landscaping, pedestrian walkways, bikeways or recreational facilities at key locations to further define the City's unique sense of place.
- Policy 5-2: Incorporate Cambier Park into a "town green" design concept and study potential alternatives for its direct connection to Fifth Avenue South.

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INTRODUCTION/CULTURAL GOALS, OBJECTIVES AND POLICIES RELATIVE TO THE REDEVELOPMENT PLAN

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.

Policy: Support a cultural needs assessment team to carry out the development of an action plan and survey and assessment work.

Policy: Stimulate greater governmental and public awareness and appreciation of the importance of cultural affairs to the people of Collier County.

Policy: Promote the development of Collier County artists, cultural institutions and community organizations sponsoring cultural activities, and their audiences.

Policy: Encourage greater and more efficient use of governmental and private resources for the development and support of cultural affairs.

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TRAFFIC ELEMENT

GOALS, OBJECTIVES AND POLICIES

RELATIVE TO THE REDEVELOPMENT PLAN

GOAL: Provide an efficient, balanced, attractive, and safe multimodal system of transportation facilities in accord with recognized safety standards, various land use demands and environmental considerations unique to the City of Naples.

Objective 1: Protect the integrity and character of existing and future residential neighborhoods by maintaining existing levels of service. Where possible decrease traffic flow in residential neighborhoods by diverting through traffic to alternate arterial.

- Policy 1-2: Require landscape buffers between residential neighborhoods and arterial and collector streets through zoning ordinance provisions.
- Policy 2-1: "Clustered" commercial development, with limited and integrated access to U.S. 41, should be encouraged relative to all vacant, commercially zoned property and relative to the redevelopment of previously developed property.
- Policy 2-2: Control connections and access points of driveways and roads through the site plan review process in the Zoning Ordinance which outlines standards and criteria.
- Policy 3-1: Require through the zoning ordinance and building code that all future circulation related improvements be designed to accommodate pedestrians, cyclists, and the handicapped, and consider needed motorized and non-motorized vehicle parking.
- Policy 3-2: Give priority to those portions of the overall sidewalk/bike path system providing access to and from school areas.
- Policy 3-4: Include pedestrian and bicycle needs in the review of General Development Site Plans.
- Policy 3-5: Require transportation and traffic impact analysis for all commercial and residential development proposals over one acre.
- Objective 6: Enhance and maintained the appearance of the City's streets, alleys, public parking areas and related signs, and trash containers, and require the protection

of existing and future rights-of-way from building encroachment through the Zoning Ordinance.

Policy 6-1: Require newly developing and redeveloping properties to make required street and parking area related beautification improvements according to the landscape provisions in the Zoning Ordinance and, where possible, negotiate landscaping maintenance agreements prior to the installation of highway plantings. Newly developing and redeveloping properties will be required to plant right-of-way trees in accordance with the existing tree pattern for that neighborhood, or as approved by the Community Services Director. Any right-of-way trees to be removed due to driveways and accesses shall be relocated, at the cost of the developer, to a site designated by the Community Services Director.

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GOALS, OBJECTIVES AND POLICIES

PUBLIC FACILITIES AND WATER RESOURCES ELEMENT

RELEVANT TO THE REDEVELOPMENT PLAN

Policy 2-17: Encourage the utilization of native vegetation in landscaping to minimize irrigation requirements. Minimize irrigation requirements through the use of native or xeric vegetation for landscaping. Encourage no landscape irrigation between 9 a.m. and 5 p.m. after the establishment of plantings.

Policy 5-1: All electrical distribution facilities, except main feeder lines, serving new growth should be placed underground, except where it is not economically, technically, or operationally feasible...

Policy 6-6: Reduce, by appropriate zoning regulations, decorative and outdoor lighting and other electrical devices that are not required for safety, security, or normal functions of a living or working unit.

GOALS, OBJECTIVES AND POLICIES

CONSERVATION AND COASTAL MANAGEMENT ELEMENT

RELEVANT TO THE REDEVELOPMENT PLAN

Policy 2-5: ...Promote xeric (drought resistant) landscaping through the landscape ordinance. Native species shall be used to the greatest extent possible to prevent the encroachment of exotic species...

Policy 4-2: Promote multiple recreation use of the various water areas in Collier County.

Program 4-4: Examine methods of developing a bay front public access boardwalk system in nonresidential areas which would incorporate City-owned bay front land and offer incentives to encourage private owners to link into the system.

GOALS, OBJECTIVES AND POLICIES INTERGOVERNMENTAL COORDINATION ELEMENT RELEVANT TO THE REDEVELOPMENT PLAN

Program 1-3: Develop metropolitan corridor management plans that improve the consistency of land use and development regulations, and carry out urban design policies along those corridors.

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MASTER PLAN
AND
RETAIL RECOMMENDATIONS
FOR

FIFTH AVENUE SOUTH

CITY OF NAPLES FLORIDA

> FINAL DRAFT APRIL 1994

MASTER PLAN
VOLUME 1 OF 2

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NAPLES
Andres Duany

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NAPLES CHARRETTE

Closing Presentation--Monday, October 18, 1993

Andres Duany

Perhaps I'll start by explaining what our team of architects and planners did in Naples the last six days — a short synopsis of the charrette. [Fig. 1] We began by drawing every store on Fifth Avenue, as well as all its sidewalks and landscaping, to create a solid base of information. [See fold-out of Existing Conditions at end of publication.] While this material was being collected and produced, there were ongoing public meetings with public officials, community leaders, land owners, merchants, neighborhood residents, and concerned citizens. These meetings ran all day: from nine o'clock in the morning to eleven o'clock at night we were listening to and talking with a few of you. From the beginning we tested ideas, turning what we learned from the meetings into graphic proposals and designs. Finally, the last two days, we closed the door and started producing the recommendations presented here.

This presentation comprises two scales of investigation. One is what we call general policies or general directives. They're general ideas, modifications, or suggestions about Fifth Avenue and it's general position within the City of Naples, which you'll hear from me. The other entails the very specific and detailed recommendations that our retail consultant, Bob Gibbs, will give you. So there are two different scales of operation. I will talk about pedestrian movement, vehicular traffic, and landscaping—the overall aesthetics of the street. Bob will talk in detail about the individual shops: whether the jewelry counter is six inches off, whether its light bulbs are the wrong color, or whether its signs are visible, and so forth. It is fortunate that we can operate independently, because I would be drowning in that detail and Bob Gibbs wouldn't have the time to conceptualize at a larger level since he is tracking so much detail.

Bob Gibbs will present his findings first. Bear in mind, he is outlining recommendations and proposals regarding typical examples. Each of the shop owners will be getting a report on his or her shop, all of which are included in this final report. [See Retail Recommendations--Volume 2 of 2]

Well, Bob Gibbs has set a standard for diplomatic criticism that I might not be able to keep up. During the presentation I made the first day, Bob was out doing his job instead of speaking publicly here. To prove that he did exist, we had Bob give a presentation on what he does for the shopping center and mall developers for whom he usually consults. What came through in that presentation was the extraordinary competence of those retailers. And what Bob was being diplomatic about today was that the competition that Fifth Avenue presents to them is so incredibly good. There's no contradiction between successful retail and the small-town charm of neighborhood shops, both of which the citizens of Naples want. But grime, fading posters, broken signs, and other junk are incompatible with the small-town charms of many of Fifth Avenue's storefronts. Naples can continue to feel like a small town, but its retailing must be cleaned up and sharpened. Otherwise, the city will eventually lose its small-town feeling, the feeling of a neighborhood. The small-town stores will go out of business, and the building owners will rent to whomever they can.

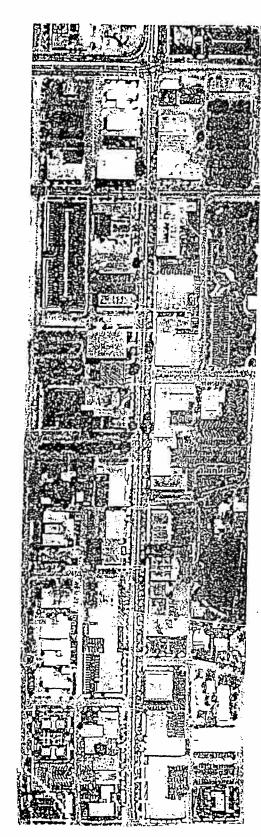


FIGURE 1
FIFTH AVENUE SOUTH
(EAST UP)

THE CURRENT CONDITION OF FIFTH AVENUE

People who do not look at maps or do not fly around in airplanes fail to see what is happening to Naples. [Fig. 2] There are several important things to see in a photograph like this. There are extraordinary locations on the way to Naples from the east, such as the "Sin City" area [Fig. 3, lower left], whose potential has been debated for so long, and the rail station on the other side.

Fifth Avenue east of Ninth Street, which is US 41, is distinguished from the west side by the extremely low quality of its urbanism. It is virtually impossible to be a pedestrian on US Highway 41. Even the Department of Transportation, the DOT, was honest enough not to have a crossing button for pedestrians on US 41. It would be a complete waste of time, and I admire that honesty. The key to reviving Fifth Avenue is not solely to make it work competently from the point of view of retail, as Bob Gibbs discussed. Rather, Fifth Avenue must be made into a community space, a civic space, a place where neighbors can meet and come to know each other. And though the stores may initially draw people in, its location is perfect for the center of the City of Naples. But if the street space does not support pedestrian life, it will be nothing but a mall, an open-air mall, which has no advantages over suburban shopping malls. The mall that is open air is merely a hot mall.

Making Fifth Avenue into the place it has the potential to be requires adjustments from an urban design point of view, which are as delicate as the advice Bob is giving individual stores on lighting and signage. Most of what we are going to be talking about is exactly that: how to make this street wonderful.

Moving west from the low quality urbanism of US 41, the urban fabric of Fifth Avenue changes as parking begins to move to the rear of buildings. [Fig. 4] Traffic does not prevent a street from having a sense of place. Cars must be limited in number, not eliminated. When you remove cars, you remove your shoppers. But cars must be limited and their speed and movement must be carefully controlled.

Along Fifth Avenue there are some spatially ill-defined spots or gaps where parking lots have been slipped in. Heading west, Fifth Avenue turns into a residential street of single-family houses and, eventually, the beach. [Fig. 5] Fifth Avenue is two different worlds. One of its charming aspects is that it goes from the most violent suburban highway life at one end to the most idyllic old Floridian street-life at the other. Chronologically, it goes seventy years: clapboard houses to the west and a seven-lane highway on the east — a remarkable transformation.

LIMITED BUDGETS AND ELEMENTARY IMPROVEMENTS

During this presentation, I'm going to recommend several design guidelines and adjustments. In retrospect, you may think that I've talked about apples and oranges and question why they are in the same barrel, but the detail planning that is necessary requires us to tinker with many small elements. There is one underlying factor regarding all these elements; there is very little money to do much about anything. The property owners and merchants' associations, the city tax base and the public works — all that's available for funding, when spread-over the length of Fifth Avenue, dwindles very quickly. So in the proposed plan, we've had to be very clever and very austere in our recommendations. We're not proposing a single solution to each problem; we're giving two or three. There are relative costs; one might cost less than another and so forth. Determining the relative value



FIGURE 2



FIGURE 3



FIGURE 4

of the solutions and their costs is up to the citizens of Naples to decide.

There are aspects to Fifth Avenue that make it different from most of the places that we've worked on. The first is that, unlike most downtowns, this one is not surrounded by a doughnut of poverty. Often, where downtowns have retained their charm and have active office buildings, they are surrounded by run-down areas and crimeridden neighborhoods, in turn surrounded by middle-class and wealthy suburbs. Physically and demographically, there's a burned out doughnut between downtown and the suburbs. In contrast, there is no doughnut in Naples. From Fifth Avenue to the suburbs there is a continuous fabric of houses and apartments, which is a tremendous advantage over other cities.

The other thing about Fifth Avenue, which is figuratively and literally Naples' Main Street, is that it has not hit bottom. Its economic peak was 1975, and it has been declining since. Statistics indicate that sales have been dropping, but they have not collapsed. We talked to a demographer who concluded, "Naples will probably never hit bottom in anything approaching the degree to which many downtowns have, even in Florida." Because there's such an extraordinary concentration of wealth within the immediate area, Fifth Avenue will never be a main street that closes down and boards up. It will simply bounce along at its current level. If that level is comfortable with you, you can probably sustain it. But most people perceive that things could be better, so we're trying to nudge it up. This is not a situation where I can say, "Well, I'm going to really scare you now, you're dying." Main street is not dying; ten new shops are opening. It's doing okay, but not as well as other places nor as well as it could.

NATURAL AND SCULPTURAL LANDSCAPING

An immediate observation is that Fifth Avenue's landscaping has two attributes. One is that it is mostly tired, old landscaping; the grass is not at all what it should be. [Fig. 6] Just compare it to any sharp retail street. The grass is in trouble. It's maintained as municipal grass is always maintained, which is marginally at best. But interestingly, the little strangely-shaped bushes are very well-trimmed. [Fig. 7] Obviously, municipal gardeners enjoy trimming bushes and put a lot of effort into it. The only problem with these bushes is that sculpting nature into perfect geometric objects, which was so fashionable in the 1960s, is now completely out-of-date. Literally, out-of-date. Just as architecture and storefront design follow trends, so does humanity's relationship to nature. And the current fashion is to let nature be natural, to let plants take on their natural form and to use indigenous species that don't need a lot of maintenance. The influence of this ecological movement on landscape design is evident in this photograph taken at one of the new shopping centers on US 41. [Fig. 8] Shopping center developers do this type of landscaping because it looks better — it's fashionable and easier to maintain. We've learned a lot from what people have told us. One citizen, who was in Naples in 1963 when sculptural landscaping was put in, told me several times, "Get rid of it!"

Fifth Avenue's landscaping, however, is unique. Even if most of it is replaced and made more natural, some of it should be maintained as if it were a historic building. Several areas are privately maintained, such as in front of Southern Exposure. [Fig. 9] It's beautifully maintained and would be a typical example of 1960s landscaping. Bob Gibbs spoke with a regional expert on landscape art who said that sixties landscaping maybe making a comeback. We don't want to make the mistake of getting rid of it just when it becomes the next trend. So, we propose that where sixties landscaping is too ratty, it be replaced with more natural landscaping. But where it's in good shape, the closest thing to preservation ordinances should be adopted to keep it as a piece of Naples' past.



FIGURE 5



FIGURE 6



FIGURE 7

And you don't have to visit shopping centers to see natural landscaping. The median on Sixth Street — as it approaches Fifth Avenue from the hospital — was done by a local garden club with wonderfully naturalistic landscaping. [Fig. 10] The members of the garden club are raring to go! "Point us in the right direction," they exclaim. In fact, they have so much energy that they landscaped the median on US 41, which is, I think, an exercise in futility. We're very grateful, but beautiful landscaping is not appreciated by six or seven lanes of cars cruising at forty-five miles per hour. So let's apply this abundant energy and goodwill to Fifth Avenue, where it can be truly appreciated.

We asked three people in our organization to give us ideas about landscaping on Fifth Avenue. Ellen Goetz, a local landscape architect, responded by giving us this suggestion list, which includes the specifying of indigenous species and their costs. [Fig. 11] An urban landscaper and someone from the garden club also gave us suggestions. From them and others, we realized that we're on the right track. I reminded everybody that Naples has a certain look, that it isn't just Florida landscaping. There's a Naples look to create and reflect. Among the dozens or hundreds of possible trees, select those that make sense here.

BICYCLE PATHS

Bicycle paths are very easy to put in, because so many of the roads and the streets entering Fifth Avenue are simply too wide. When roads are too wide, motorists drive too fast. By creating a four to six-foot wide bicycle path with a simple white stripe, the street is narrowed and cars must slow down. [Fig. 12] This makes it much safer for the many people who bicycle, despite the absence of bicycle racks. We'll have bike racks and benches [Fig. 13] in our plan, but we'd also like to stripe in bicycle paths — an easy and inexpensive way of controlling the speed of traffic.

LEARN FROM BOCA RATON'S MISTAKES

This is Third Street, which is one of the best examples of how to do things right. [Fig. 14] Boca Raton, on the east coast, also does things well. It is also Naples' true sister city, because it has similar demographics. Boca is a wealthy city petrified of Miami, just like Naples, and has implemented many policies to prevent "Miami Creep." But it is different in one major way: it is approximately ten years ahead of Naples. Whatever is happening here, happened there ten years ago. It would be very educational if mayor spoke to mayor and planner spoke to planner and so forth. And if people went to Boca to observe what has been done well and what has been done poorly, then Naples could profit from Boca's experience. So I recommend that this kind of exchange be part of a sister city program.

RETAIL SIGNAGE

Fifth Avenue's signage needs to be improved in different ways. We're making proposals for signs to be seen by pedestrians and signs to be seen by motorists. There are now no signs that can be read from the sidewalk. Pedestrian signs are illegal; they're against the code. So we'll write a new code for them, as well as for those seen FEBRUARY 1994

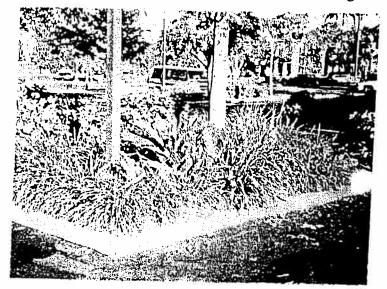


FIGURE 8

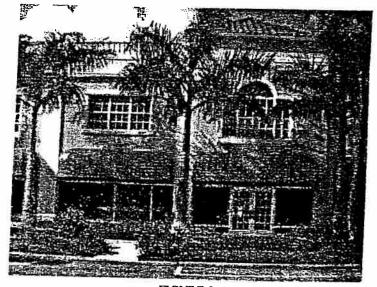


FIGURE 9



FIGURE 10

Page 5

Andres Duany

from the car. Today, the car is the shopper. About 22,000 cars pass along Fifth Avenue each day. For retailers and street activity, the street should not be a purely pedestrian place. Since the 1960s, about two hundred main streets in this country have been turned into pedestrian malls. At last count, 198 of them have died. Most of them have been re-opened to cars. Closing the street to traffic has never helped retailers; they need slowly moving motorists. When cars go fast, motorists can't read retail signs. They can't see what is being sold and their cars make life miserable for pedestrians. As I will explain later, the modifications we're making for parking will slow cars down.

MODIFYING THE SIDEWALK AND INSTALLING AWNINGS

Another major element that makes Fifth Avenue such a unique main street is that its sidewalks are separated from the storefronts by twelve feet. [Fig. 15] If you go to any mall or to Venetian Village, you will see that the walkway is no more than twenty-five feet wide, but its entire center is absolutely cluttered with junk. There are planters, signs, and benches. And why is the center so cluttered up? To make shoppers walk close to the retailers' windows, to make them see the merchandise being sold. To me, that's excessive, because twenty-five feet is an awfully narrow space. But on Fifth Avenue, everything is done to keep people at least twelve feet away from the storefronts. As a result, shoppers can't see what is being sold in the stores. From the sidewalk, they don't know if jewelry is being displayed or not, nor can they read the titles in a bookstore. Window shopping then becomes a most peculiar experience, because you have to go along the sidewalk, go up to the window, then come back, go over, go up, come back. The location of the sidewalk is about as bad as it could be. Some merchants have resorted to paving the area between the sidewalks and their storefronts. This is the southern side of Fifth Avenue where this area has been paved. [Fig. 16] The result is an awful lot of paving with very low aesthetic quality. There is neither the quantity of landscaping nor the quality of paving needed to make it better.

Fifth Avenue has two sidewalk conditions: there is the building setback twelve feet from a ten-foot wide sidewalk, between which is the landscaping; and there is the paving over of the landscaping from the building to the sidewalk. There are two solutions for improving both.

The first and easiest solution is to simply move the sidewalk closer to the storefronts, replant the area in the middle where it was, and then add a three-foot wide walk, right at the curb, so that when people get out of their cars they have something to step onto. [Illus. A, lower left] Right now, the potential shopper has to fight his or her way through a jungle, which is something that should have been dealt with before. Moving the sidewalk back transforms the street the least. And if Fifth Avenue is going to have a new landscaping scheme, it should involve rearranging the sidewalk in this way. Just as an aside, when pavement is of limited size, it is not necessary to make it beautiful pavement. The streets of Paris are made out of asphalt, not beautiful brick. In fact, you don't want to distract potential customers with beautiful brick patterns and so forth. You want them to look at the shops. The pedestrian area should be well designed, but not expensively designed.

The second solution comes from the fact that almost everybody who came to the charrette said that Naples is awfully hot and that they are getting awfully old. It's difficult for them to traverse the three-quarter mile of Fifth Avenue on a hot day, which even young people would rather not do. A way to alleviate this is to keep the existing sidewalk and put an awning over it, a twelve-foot arched awning. [Illus. A, lower right] Shop owners would then be allowed to graft smaller awnings onto it from their entry ways. This would produce several benefits. The first

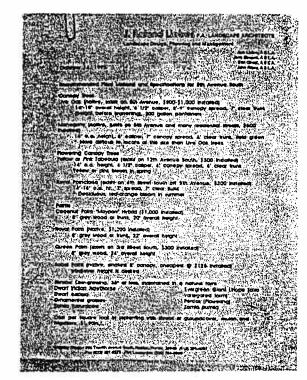


FIGURE 11

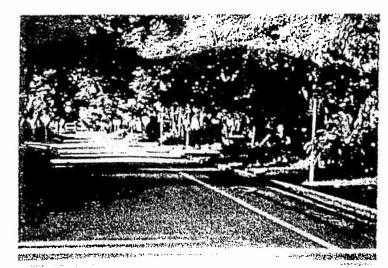


FIGURE 12

is that shade will be provided. The second relates to Fifth Avenue's buildings, most of which are — and I have to tell you the truth — of modest architectural quality. The buildings are utilitarian, they're not aggressive in any way. Some positive attributes, which are important, are that they are calm and comfortable. There's a comportment in Fifth Avenue's buildings lacking in Boca Raton or Palm Beach, which are much more hyped architecturally. Naples should be careful to avoid the excessive fussiness of these designs. Naples' architecture is calm and comfortable, which we're trying to preserve with our new codes.

Providing an arched awning over the existing sidewalk is an easy way of improving the Fifth Avenue's architecture. The awning is like an armature of pipes, as shown in this rendering. [Fig. 17] The awning is as full as can be, but it is not continuous. There are signs for pedestrians and, supported by brackets on top, signs for the motorist that are visible from Fifth Avenue and US 41. The stanchions would have two lights: a floodlight off the vertical piece for lighting the sign and a light for illuminating the building behind. If you've got a good looking building, by all means light it, and if not, point the light into the shop window to highlight its merchandise. This makes much more sense than paying for expensive street lights that usually illuminate bushes or sidewalks.

In funding this proposal, think of it as the budget for the facade and its surroundings rather than for simply the facade. Whatever this costs, it will cover the signage budget, the lighting budget, and the facade budget. Instead of canvas, some of you mentioned that you'd love to have a trellis with bougainvillea. This would have the disadvantage of letting the rain through, but the advantage of being incredibly beautiful. To have a street lined with bougainvillea would be a uniquely beautiful street.

However, we don't have to decide on one solution for the whole street. One block can do one thing, the next block can do another. For now, we recommend that a section of this awning with lights be built, as an experiment to see how it works. There's a chance that there might be something wrong with it. It could be either too low and block the view of the stores or too high and fail to block the sun. We don't know what problems might arise. It's our fourth design; it's a highly massaged design. But if there's something wrong, it's better not to have furnished the entire street, then to make a major mistake. Let's build one or one-half block and have a minor mistake that we can easily correct.

It would be spectacular to start with something that transforms the street as radically as this awning will. So to accelerate its implementation, we went ahead and got bids for its cost. [Fig. 18] We were working at such speed that we had an awning man calculating all weekend. It would be great to have one or one-half block installed now, so that Naples' citizens could test it over the season. Then we'll come back in the Spring to see how it fared, and whether to modify, eliminate, or leave it as it is.

SPATIAL DEFINITION: A RATIO OF BUILDING HEIGHT TO STREET WIDTH

There is a fundamental ingredient for achieving the desired effect on a main street that very few people are aware of. Those memorable places in European towns and older American towns like Greenwich, New Canaan, Key West, Winter Park, and Lake Forest have one attribute in common: the height of the buildings and the width of the street is within the ratio of one-to-three. It rarely exceeds one-to-three. That is to say, the wider the street, the higher the buildings. I can give you a very famous example. In Paris, a city many of us spend a fortune just to visit, the height of the buildings is consistently one and one-half times the width of the avenues. It's a ratio of



FIGURE 13





FIGURE 15

one-to-one and one-half. In most Italian cities, like Florence, the ratio is three up to one across. What these ratios do is define the space, they define the street as an outdoor room, which is what creates a sense of place.

Nearby, the Waterside Shops have a ratio of one-toone; they're little squares and feel like specific places. In Naples, Third Street is within the ratio of one-tothree, although it relies on landscaping to define its space. [Illus. B] Unfortunately, Fifth Avenue is oneto-eight, sometimes one-to-nine, which is completely beyond the pale — a worst-case condition. [Illus. C] By having parking in front the German deli produces a ratio of one-to-nine, which is "no place." [Fig. 19] Spatially it is very similar to a shopping center parking lot. Although there's a building to the left and a building to the right, it fails to define a space. Now, there are two ways to decrease this ratio. The first is to get serious about landscaping. On Fifth Avenue the palms that previously defined the space are now too tall; their trunks cannot create spatial definition. A new layer of shorter palms is needed. I would prefer a layer of palms that would never grow that high, so that the street's spatial definition would always be maintained. Used consistently, the proposed awnings will also decrease the ratio. [Illus. D] The street will then have a one-to-four height-to-width ratio.

Secondly, limiting the height of buildings along Fifth Avenue to thirty feet, as the city is currently considering, is a first step to positively defining the space. As shown here, the new buildings create a perfect ratio of one-to-two point seven (2.7). [Illus. E] The sooner buildings are made taller, the quicker the street will feel like a place. I can't overemphasize the importance of this. It is absolutely magical when these height-to-width ratios are maintained. All of the world's famous places have it.

A BETTER WAY TO LIMIT BUILDING HEIGHTS

However, limiting the height of buildings to thirty feet can be a problem for two reasons. First, if there is a maximum height, every developer will build to it. They will punch up to it, resulting in a very steady and boring cornice, which is not the American tradition. The American tradition is to have a varied and interesting cornice. The second problem with the thirty-foot height is that if there are about 18 inches of structure between every floor and the building is raised a little to meet flood criteria, then developers are forced to build nothing but eight-foot ceilings. Eight-foot ceilings on every floor, which is exactly what motels do. And the reason why most people comment, "How could anything be this badly proportioned?" is because the spaces are pancaked. I strongly recommend that the height limit be raised to thirty-six feet and measured to the eaves. Cheap developers will stick to thirty feet. But with an extra six feet, other developers will have room to maneuver, to create twelve or fourteen-foot first floors, which lends a certain elegance to the storefronts. It's very important to

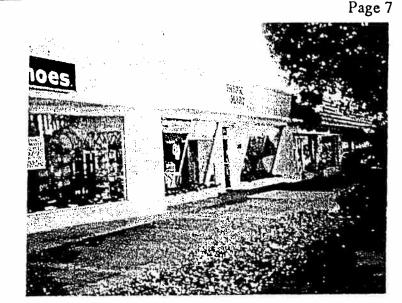


FIGURE 16

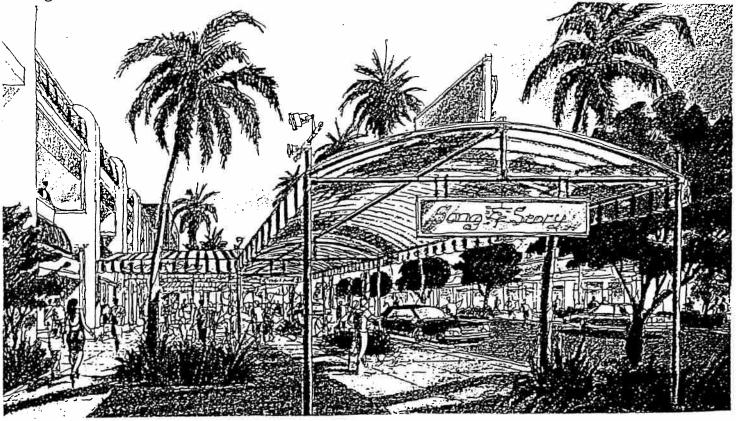


FIGURE 17

give developers a maximum of thirty-six feet or three stories. In fact, it's better to specify the number of stories. That way, developers will be able to vary ceiling heights, resulting in more interesting cornice lines on the street.

Because the code is ambiguous, there is another problem regarding building heights. Building heights are now determined by measuring to the peak of the roof, which forces developers to build flat-roofed buildings. The codes that measure to the pitch of the roof create flat-roofed towns, which is not what Naples is about. If you want an old-time domestic looking main street, reward the creation of pitched roofs. Measure to the eaves and let the pitch continue up. And the same goes with gable ornamentation. If the peak is limited in height, the result will be flat tops and none of the beautiful gables that are in the tradition of Naples' oldest buildings.

BUILDING SETBACKS AND ENCLOSED PROJECTIONS

We debated an awful lot about how to handle the twelve-foot setback of the building from the sidewalk. This setback is actually private; it belongs to the landowner. And it is a God-send because it provides room for awnings attached to the building facades. [Illus. E, left] Most awnings are an imposition to pedestrian movement. And most cities have a terrible time just legislating where the chairs and tables can be placed. But built into Naples' new code is the possibility of having a full twelve-foot awning that doesn't interfere with pedestrian traffic. If awnings are permitted over the setback, there will be more cafes than previously thought possible. According to the Old Naples Association, a lot of residents were enamored with the idea of outdoor dining and outdoor cafes, which we propose for here.

Awnings are wonderful if you are in the restaurant business, but they're not so good if you're in the bookstore business. And Fifth Avenue has bookstores and many other businesses. So we recommend that the code allow the first floor to project into the street. [Illus. E, right] A solid roof can come forward, bringing the storefront up to the existing sidewalk. This will enhance Fifth Avenue's wonderful scale. The street will be lined with three-story buildings with small, human-scaled, and enclosed storefronts projecting twelve feet into it.

We negotiated with the fire marshal not to force shop owners to install sprinklers under their awnings, since they are no wider than twelve feet. Twelve is perfect; it is all that is needed. If the projection is a permanent addition, the shop owner would have to install sprinklers and connect them to the portable water system. A sprinkler system with six heads would cost between \$750 and \$1,500. It's very low tech, similar to installing pipe. So it was a very reasonable request, and was easily negotiated. It was a matter of finding what the limits are. If you make an awning deeper than the building behind it, then it becomes a fire hazard. But if it is limited to something so narrow that even the most foolish among us would find their way out, it's not a problem.

ALLOW APARTMENTS TO BE ABOVE STORES

FEBRUARY 1994

An extremely popular idea with all the focus groups, and which also appeared in the Old Naples Association report, was the idea of having apartments above the stores. This is Robinson Court, designed by Al French and recently built on Third Street. [Fig. 20] It has wonderful shops on the first floor, wonderful offices on the second floor, and four wonderful apartments on top. They're really delightful. You should see this building. Any question, any fear of what a three-story building might be like, or whether it's dangerous to live above the store

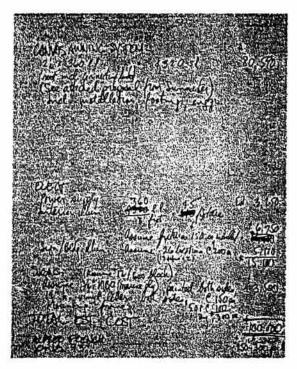


FIGURE 18

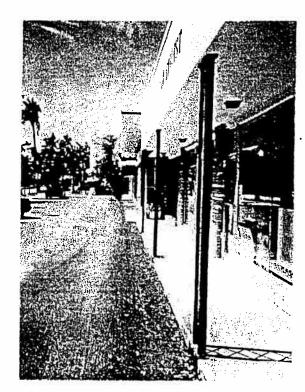


FIGURE 19

Page 9

is answered by seeing this building. And there are other buildings on Third Street which have apartments above shops.

There are several benefits to apartments above the store. First of all, apartments have windows; windows are eyes on the street. When people start to live on Fifth Avenue, it will be a safer place. More people will be on the street and lights will be on in the evenings. Second, for the next ten years there will be only so much office space that's rentable because of over-building. The office market is completely over-built throughout South Florida. But this business of living above the shop is not overbuilt; it is a niche. It is a life-style choice that is simply not available. Wherever it has been built recently, and I know of three places nearby, it has been wildly successful. People love it! They line up to buy these apartments. One of them, which you should visit, is Mizner Park in Boca Raton. Recently finished, it is a tremendously successful main street. The other one, called Main Street, is in Miami Lakes, which is a new town started twenty years ago by Senator Graham's family. We recommend that a chartered bus take interested citizens and developers to these towns to see how successful apartments above shops can be. Apartments above retail makes sense, economically and socially. We really do hope that Fifth Avenue becomes a mixed-use street where people can live, work, and shop. Restaurants can be used by office workers and salespeople during the day and by residents at night. Office, retail, and residential parking can be shared in the same way.

This rendering depicts several three-story buildings on a specific block. [Illus. F] The difference in three stories is not solely in the height; it's also in how aggressive the architecture is. If the architecture is done in a vernacular style, especially a low-key Florida vernacular, then three stories is not overwhelming. The world is full of three-story buildings that people love. But if the architecture is done in an aggressive style of mirrored glass or something else architects do these days, even a two-story building can be hostile. The code we are writing for Fifth Avenue will strictly control the architectural aesthetics.

CREATE CONTINUOUS MULTI-USE PARKING LOTS

There is a tremendous advantage to the multiple-use of parking lots. If parking is used at different times of day by different types of users, it's much more efficient. The Institute of Traffic Engineers, or ITE, rates it much higher. For example, a parking lot which is assigned exclusively to a restaurant or exclusively to a doctor's office has an efficiency of one. If a parking space is available to different users during different times of day — for residents, workers, and shoppers — its efficiency is increased to one point four (1.4). The same parking space has a much higher use.

Usually, when we are hired to improve a main street, the first and the last thing we hear is that there isn't enough parking. We are very grateful to report that we didn't hear too much of that here. Most of Fifth Avenue's parking is in lots behind its buildings, not on the street. Naples' main street has 1,468 parking spaces in the rear, but its peak use, according to the city's statisticians, is 806 spaces. This means that, at any given time, even during the worst part of the season, there are about 600 unused spaces behind the buildings. The reason it seems like there are not enough spaces is because they are so badly managed. There is such a hodgepodge. As shown in this drawing, Fifth Avenue has more parking area than total building footprint area. [Illus. G]



FIGURE 20

Page 10

However, and also unique to Naples, there is a whole series of implied threats for parking in the wrong space. There is the \$20 fine; there is the tow-away. And all that the motorist knows is that when he enters the rear parking lot and tries to find a spot, he may have gone past a sign explaining the threat, which may be a very expensive oversight. So people are insecure about parking in the back. Is it private or is it public? Is it okay or will they catch me?

We strongly recommend that the parking lots be managed in a systematic way, the way they are in shopping centers, malls, and hotels. At these places, parking is treated as one large, comprehensive and continuous lot. Managed this way, Fifth Avenue would have more than enough parking. It would require removing the barriers between individual parking lots and the coherent re-striping of individual spaces.

This drawing is a typical example of parking that we rearranged in a very simple way: the parking alleys run north-south and are open to the alley. [Fig. 21, right] No longer is there this weird system in which sometimes the driver can get out through the alley and sometimes he or she cannot. All parking opens onto the alley. From sheer efficiency, the re-striping, the repainting alone increases the number of parking spaces by twenty-five percent. And that doesn't include the fact that many more people will feel free to use it.

A single, large parking lot would be a tremendous benefit to all merchants. Unfortunately, it is expensive to do, because all parking lots are at slightly different levels. The drainage system has an ancient and secret covenant, so neighbors would avoid flooding each other's parking. Leveling them would require a coherent design. It's not inexpensive, but it's worth doing and should be done soon.

How is it going to be funded? We have an incentive system. Parking lots are now assigned to specific shops or to specific buildings, even when they are not used. The efficiency of these parking lots—the percentages of their uses—are revealed in this drawing. [Illus. G] It's horrifying how empty some of these parking lots are because they are not open to all customers. If they were combined, the increased efficiency of the ITE shared parking rate would be applicable. In other words, a parking space would be more than one space, more like one point four (1.4) spaces. So we propose that when landlords on the block get together and do this, their parking should receive the higher rating. Immediately, every lot is more valuable, which allows every building to expand. From both the city and property owners' perspectives, it's really worth doing.

Each parking space has a financial implication. In a shopping center every parking space is worth \$7,000 a year, which is what it yields in sales. That's what it means to Fifth Avenue's retailers. And it certainly means that when a store or restaurant cannot expand because there isn't enough parking, then there's a choke hold on redevelopment and renovation. If developers do these numbers, they'll discover it works very well for them. It's an easy, highly incentive-driven improvement.

These columns analyze the private parking behind buildings. [Illus. H] As I mentioned, there are now 1,468 parking spaces. If all owners combine their parking to allow for general use and for the increased ITE rate of 1.4 to take effect, then there will be parking for 2,057 cars. Current use is only 806, so this will effectively double the efficiency of the private parking.

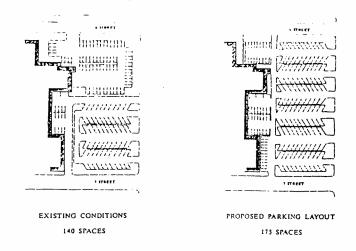


FIGURE 21



FIGURE 22

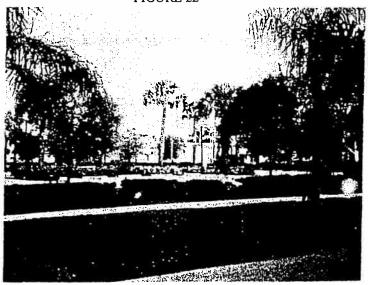


FIGURE 23

ASSIGNED PARKING SPACES AND SAFER LOT DESIGN

If I may backtrack, it's probably too much to ask for all parking to become general. Some tenants, are going to want their own parking spaces, and will want to maintain some level of punishment if others use them. I was looking at this parking bumper in one of the lots and realized, "Wow, isn't that elegant?" [Fig. 22] It looks as if Ralph Lauren might have designed it. The gold on black is very elegant. A little Dom Perignon type parking. And it gave me the idea that if two colors are used, the driver would know immediately whether he or she is in danger of receiving a fine for parking illegally. For example, the yellow spaces are open and the red spaces are assigned. You don't park on the red unless you know it's for you. This coding would be a very simple; it would work. It would allow every tenant to have a set of monitored parking spaces. And if some red spaces are not being used, then paint them yellow. This is the recommendation for assigning parking spaces: yellow and red paint.

Regarding how to improve existing parking lots, we always like to work with a local model so residents can see how it works. This is a new parking lot in back of the Regency Row building. [Fig. 23] A relatively new building, it also has beautiful landscaping in front. The parking lot in back is a perfect model of what should be done. The bushes are high enough to cover the grilles of car, yet low enough to prevent someone from lurking behind. The palms are high for the same reason - so no visibility is blocked. And the lighting is perfect: just the right amount of full-spectrum white lighting. It's an absolutely beautiful parking lot, day and night. When the other parking lots are redone we recommend that this be the standard. Perhaps, the city or the developer can give us the specifications that created this beautiful parking lot, so that it can become the standard for all other parking lots.

IMPROVE THE PASSAGEWAYS AND POCKET PARKS

When land owners combine their parking lots, not only should they be rewarded with the right to enlarge their buildings, but the city should also have the power to ask owners of certain buildings to make specific improvements. The city should be able to say, "Yes, but in your case you really have to do something about this perfectly awful way of going from the back to the front. This is not in any way a pedestrian-friendly throughway and it is detrimental to the shops on the street." [Fig. 24] After all, one of Fifth Avenue's handicaps is that most of its parking is not where the storefronts are. Bringing the shopper from the back to the front has to be a very pleasant and seemingly safe experience. Once the shopper reaches Fifth Avenue, the shopping centers are beat because it feels so much better. All the advantages become apparent. So the transition is a very important and very delicate piece of design.

There are other problems up and down the Fifth Avenue. For example, somehow the German deli acquired a 7-11 parking lot in front. [Fig. 19] I haven't spoken to all the tenants or even the landlord to see what they think of this parking lot, but it's an awful piece of work. It's far below the level of Naples, far below the level of what Fifth Avenue could be. But parking can't be removed without rewarding the owner. That would be merely punitive. To correct the minor illnesses up and down the street, we'll put a reward system in the Master Plan that says, "If you remove these parking spaces and put them behind your building, we'll give you additional parking."

This walkway from the back parking lot to the building's front is very beautiful. [Fig. 25] It can be the model for this transition. In contrast, the little pocket parks should be donated to the Police Academy as examples of high crime locations. Or, I should say, parks designed for high crime. Currently, there is no crime on Fifth Avenue

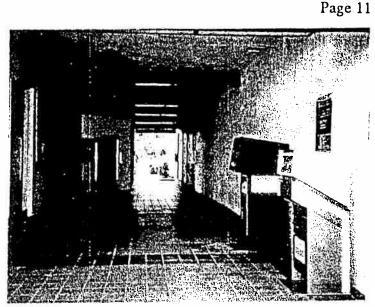


FIGURE 24



FIGURE 25

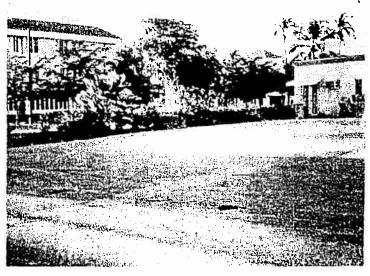


FIGURE 26

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to speak of, which is why these pockets are not mugging centers. [Fig. 26] But they are designed in every way to not work. First of all, because the bushes are high and thick, people can menacingly lurk behind them any time of day. And because there are blank walls on both sides, it is visually boring. According to sociological studies, only when there are windows like these on the side does a place feel safe and interesting enough to be in. [Fig. 25] And the tall trees are perfect because they provide shade without allowing anyone to hide. This walkway should be the model. The others need to be redone if they're going to be an asset, because if crime ever creeps in from the east, these are the places it will occur.

SPECIFIC RECOMMENDATIONS, TENANT MIX, AND COORDINATED ADVERTISING

Bob Gibbs has already spoken about the micro-management of retail, but here is a typical Specific Recommendation for a retail store, which incorporates his evaluations and suggestions. [Illus. I] As part of our final report, it incudes the following: a picture of the store; a description of the store, including square footage; a plan of its sidewalk with recommendations for improvements; exterior recommendations for improving its facade and signage; and interior recommendations for improving its efficiency and productivity. This document will make it much easier for a leasing agent go out and get tenants. With Bob's proposed tenant mix, Fifth Avenue will have a thorough document for correctly determining its tenant needs. Active, thriving retail will not just happen. Every shopping center and mall manager goes out and finds the tenants needed for specific locations. By the way, those managers are now raiding Fifth Avenue. They are coming in and making great offers to entice tenants to relocate to their shopping centers. You can no longer pretend it's 1975 or 1963. The mall managers out there are very aggressive, so Naples' leasing agents need to go out and recruit retailers. This document is an instrument for aggressively competing with mall managers, for going out and finding a terrific restaurant in the wasteland of US 41 and bringing it back to Fifth Avenue.

Coordinated advertising is crucial to any concerted effort to attract customers. No single shop on Fifth Avenue has enough clout to bring in people thirty miles away. But a collection of shops, like the six jewelry stores, can, as can six antique stores or six restaurants. This is the first step toward a group ad, with a square for each store. [Fig. 27] Bob recommended that the advertising be comprehensive and well-distributed. The Naples Daily has terrific advertising rates. If it selects the day, a full-page ad is \$750 — an extraordinary bargain.

THE NEED FOR PROFESSIONAL PERMITTING

We heard many complaints about what an awful experience it is to get a building permit in Naples. There were anecdotes that would make your jaw drop. Let me give you a few: what actually happened and what the solutions are.

The way modern codes are written, the extent to which a building can be expanded or renovated is determined by the number of cars its lot can accommodate. There is a direct correlation between the number of parked cars and the size of the building; the more parking spaces, the bigger the building. Parking is the currency of modern planning. So the first anecdote is about a bank; its expansion was denied because it lacked two parking spaces. Fifth Avenue lost a big and elegant tenant to somewhere on US 41. That's a typical anecdote. And what can you do about it? There is nothing you can do. It's the law. It's the way the code is written. Bureaucrats are not stubborn; they are doing their job, which is administering the current code. The solution is not to beat up on the bureaucrats.

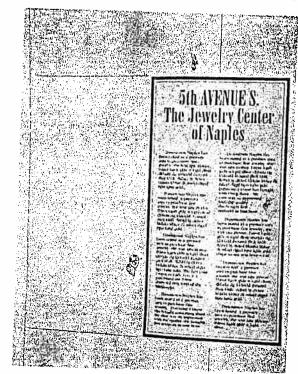


FIGURE 27

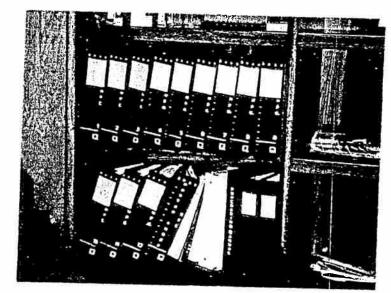


FIGURE 28

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The solution is to change the code if the code is stupid. With an intelligent code, having bureaucrats who can administer it that well would be wonderful. The lesson of this anecdote is: change the rigid correlation between cars and what can be built.

The second type of anecdote we heard was, "Can you believe they made me put a sprinkler in a bank vault which is designed to be fireproof? Can you believe that?" Why do sprinklers have to be installed? Because the Florida State Fire Code, which is twelve volumes — I photographed them for you — requires sprinklers in bank vaults, and there is no way around that. [Fig. 28] There were many anecdotes like that. I won't go into the details, but let me say that we were able to negotiate very reasonable compromises with the fire marshal and building inspector on all the things Fifth Avenue desperately needs. For example, building owners won't have to build stunted awnings. Fifth Avenue is the world's largest collection of malformed awnings! They are actually hilarious. [Fig. 29] This has ended. Awnings can now extend twelve feet out without sprinklers. This will create an immediate and extraordinary transformation of the street. If the extension is solidly built with two-by-fours or concrete block, then the area underneath has to have sprinklers.

After meeting for almost three hours with the fire marshal and the building inspectors, I'm confident that they are doing their jobs. For every story about something ridiculous they did to you, they had a story of something ridiculous you did to them. It was one-to-one. What is happening is that Naples is now going through a very difficult period of transition from small-town, down-home methods to big-city economics. This town is growing up. The fire marshal, for example, is trying to be a nice, small-town civil servant by accepting the little sketch of building modifications an owner or builder submits. Or at the site he will say, "Yes, I guess that's okay." Unfortunately, sketches and verbal agreements can be misinterpreted, which means everyone has to cover his or her rear. The fire marshal and the building inspector are bending over backward to accommodate the small-town habit of unprofessional submittals. A lot of sub-professional drawings, sketches, and handwritten corrections are being submitted, which causes more confusion than clarification. So we will devise a system of presentation and processing that requires the submission of professional drawings. Once the fire marshal and building inspector have given their okay, then the drawings will get a stamp verifying their approval. In this way, the permitting process will become more professional.

Those of you who were at the charrette saw how furious I was at some of the anecdotes I heard, the totally irrational things building owners were made to do. But there is another side to this, the fire marshal and building inspector's, which I also can see. Basically, it's a failure to communicate. By professionalizing the permitting process, the likelihood of effective communication will increase. The Good Old Boys, who did it the old way, may not like it, but in the end, the rebuilding of Naples' Fifth Avenue will be more predictable.

The revival of Fifth Avenue is hampered by its reputation for having unpredictable growth and development. Building here is not a good investment because it's such a free-for-all, partly caused by several state and federally mandated building requirements. So, we're looking for loop-holes to avoid these unnecessary requirements. There is one loop-hole I haven't checked. I'm an architect, and the last fire code I looked at wasn't twelve volumes long like Naples'. I haven't asked the fire marshal whether it's mandatory to use that fire code. It might be a state fire code, but the state may not mandate the use of this version. There may be another fire code, an earlier, more simple version that could be used. What the city cannot do is ask the fire marshal not to administer the code. By law, he must administer it, which he does very well.



FIGURE 20

THE ARCHITECTURAL CODE AND THE REGULATING PLAN

The experience of becoming a shop owner or building a building in Naples has to be compared with the same experience in the suburbs. Fifth Avenue's competition are the brand new PUDs — Planned Unit Developments — being built to the east and north of Naples. In PUDs, the permitting process for the building developer is very rational. It is the master developer who has gone through hell to get the permit. They are the people who spent three years and did the DRIs (Development of Regional Impact) to get their PUDs permitted. But once they've done that, the PUDs are basically pre-permitted, allowing builders have a very easy time of it. An architect working in a PUD gets one sheet of instructions telling him or her precisely what to do. He or she has no reason to go to City Hall or to get a lawyer.

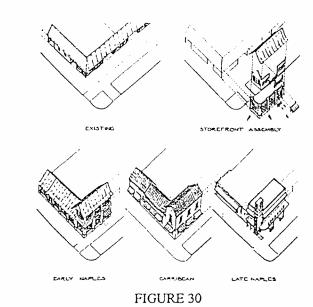
Fifth Avenue should have an architectural code as straightforward and simple as one in a PUD. We've been working on this code, which is a sixth generation of its type. We've implemented them in other cities, such as Providence, Trenton, St. Louis, and West Palm Beach. And Naples' main street, Fifth Avenue, can be coded on one page. Shown here, the Architectural Code includes the definitions, the prescribed building heights and setbacks, the assigned building uses, and the specified materials and signage. [Illus. J] It is written in plain English, with complete sentences and proper punctuation. With this code, building on Fifth Avenue will no longer be such an onerous procedure. Right now, a developer has to really love main street to seriously entertain the idea of building on it. So far, everyone has responded positively to this simple code. Perhaps, it can become the code for the rest of Naples.

This is the Regulating Plan, which has to do with rules for regulating the frontages on Fifth Avenue. [Illus. K] As a main street, Fifth Avenue is remarkable. For example, no one has capitalized on the street vistas that terminate on it. Most of the streets coming from the north and south don't cross it; they terminate on it. The main street in Nantucket, which is a beautiful street, has the same attribute. Coming down one of its intersecting streets, the building on the other side of main street receives you, figuratively, with a gable or a window. In Naples, there are no such architectural details; it's completely random. The architects have not paid attention to the act of arriving. The new Regulating Plan requires special architecture at the termination of each vista. It may take a generation to fully materialize, but these details will enhance Fifth Avenue immensely.

Fifth Avenue's new Architectural Code will be one sheet and its Urban Regulations will be on two, so they can be easily distributed, understood, and used.

BUILDING STUDIES: THREE STYLES OF ARCHITECTURE

These building studies show what the code can do. [Fig. 30] Fifth Avenue's existing boxes, usually treated with mansards and awnings, can be modified in two ways. They can be built up to two or three stories or they can be re-facaded. This, on Fifth Avenue, is an example of absolutely substandard architecture. [Fig. 31] It wouldn't be found in a shopping center on US 41. So why does Naples, a place of presumed class, have a code that permits something like this? The general principle is fine; a single story is too low to create an urban quality on main street, so a second story is needed. Adding a story can be done without rebuilding the whole building, but the problem here has to do with its architectural style, or lack thereof.



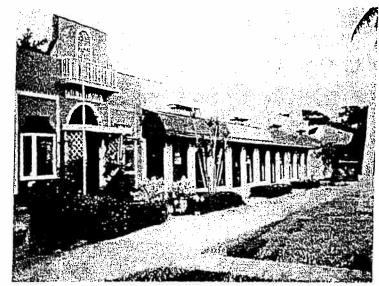


FIGURE 31

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Architecturally, Naples is unique because it has three distinct styles. The first style is the original Cracker vernacular, as seen in the 1919 block on Third Street. The Wind in the Willows, a beautiful building, is basically a box with thin balconies, which is clearly the Old Florida Cracker vernacular. [Fig. 32]

The second style, which constitutes most of Fifth Avenue, is a modern 1950s style with cantilevers, eyebrows, and angled glass. You may think it is completely out of date, but now it is the "in-est" thing to build. The Art Deco of Miami Beach is like this style, and people love it. In many ways, your main street is that style, though it was built in the fifties. It was never done with any inspiration and it wasn't done with a great deal of soul, but it is the style. It offers a unique opportunity: Fifth Avenue can have a fifties look.

Then there is the most recent style, which is a little problematic. It began honorably enough as a kind of Bermuda style. Al French's building, shown earlier, is in this style. It has a nice, bright color with restrained trim and a white tile roof. It's not Mediterranean, nor is it of Boca Raton or Palm Beach. It's a Bermuda look, but it is about to become baroque Bermuda. The style of some of the buildings on Fifth Avenue, which are also prevalent on Third Street, are too elaborate. The developers spent too much money; the budget for ornament was too generous. The buildings may be beautiful, but they are not calm and comfortable. And what came through so clearly during the charrette was that Naples' citizens want their city to be a calm and comfortable place. It shouldn't have a hyperactive, overly ambitious architecture.

So the question is, do we permit all three styles, which is possible as long as they are restrained — Bermuda but not baroque Bermuda, or do we limit the street to a more homogeneous look the way Palm Beach does? That's something to talk about. These drawings show the same building being treated in three different ways. [Fig. 30] We can write a code that limits buildings to one of these or we can write a code that allows all three. But the existing box with mansard will no longer be tolerated.

ADDITIONAL ON-STREET PARKING

In addition to the private parking behind buildings, the city has numerous public parking spaces on the street. Mostly parallel parking, the number of spaces on the street that belong to the city is 180. However, they could not be less efficiently striped. By re-striping the streets more efficiency, we created an additional 181 parking spaces — just for the price of paint. This view from where we worked, Park Street, is typical of inefficient on-street parking. [Fig. 33] The street has parallel parking but is wide enough for head-in parking on both sides, which would triple the number of spaces. Also, I've never seen Fifth Avenue's funny little squares for parking anywhere else. For efficiency, Fifth Avenue should have one large square for parking, the way Third Street does.

This drawing depicts the haphazard on-street parking that now exists on Fifth Avenue. [Illus. L, lower left] If the gaps are filled in, as the code requires, parking becomes continuous. [Illus. L, lower right]. That's how we found the 181 extra spaces. This table shows the on-street parking capacity. [Illus. H]

The municipality of Naples, like every city, is financially strapped. There's no money to do anything on Fifth Avenue, from installing awnings to improving landscaping. All the money from the public purse is going to the construction of highways and bridges. So I suggest that the additional 181 parking spaces, especially if they are increased to 253 by the shared parking rating, be given to the first developers who rebuild their buildings with



FIGURE 32



FIGURE 33

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housing above shops. These spaces are rewards for those willing to take this risk. In my opinion, it's hardly a risk because apartments above shops are always successful. Nevertheless, those developers who follow the Master Plan — adding one or two stories, creating apartments, creating porches, installing awnings — will get free parking, which will run out long before the street is completely rebuilt. Free parking is a great incentive for developers to build quickly.

In going over the numbers with a very skeptical developer, Bob Gibbs explained that even if the apartments cost \$100 a square foot to build and the land were rated at \$25 a square foot, both of which are very high, building apartments above stores is still very profitable. We've spoken to two developers who are now redesigning their buildings with housing on top. It is definitely profitable, but the first to build them should still be rewarded with free parking.

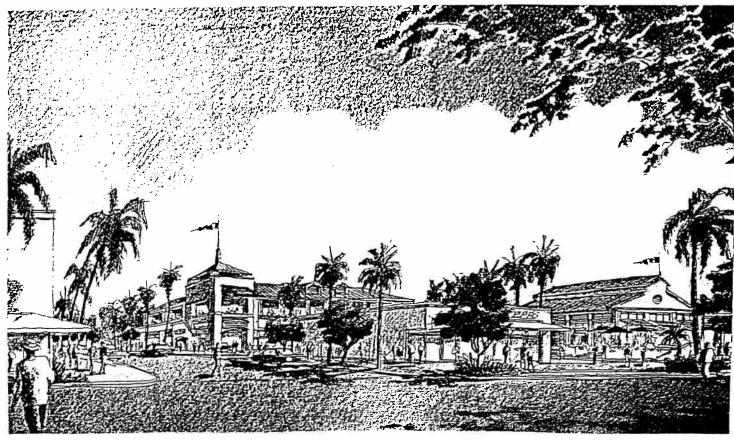


FIGURE 34

A NEW BUILDING FOR THEATERS AND THE ARTS

I was astonished by the number of theaters and art institutions close to Fifth Avenue. Unfortunately, they are all saddled with inadequate facilities. So they are being raided by the suburban developers. They're being enticed by the offer of free land within a sea of free parking. They don't want to go there, but they can't stay here. And if Naples loses culture, it loses its single most important asset. Ultimately, culture is a city's pride. And Fifth Avenue will be more enjoyable if it has three or four theaters, three or four first-rate galleries, and three or four arts and crafts centers. These cultural institutions have been formed, but they can't find adequate quarters. Providing appropriate and attractive facilities is crucial to the revival of Fifth Avenue, otherwise these institutions will move to the suburbs. They've already had drawings done for suburban buildings, so something has to be done quickly.

Here's an idea to prevent this. Cultural institutions may be able to build buildings, but they certainly can't buy land at downtown prices. That's out of the question. So where is free land downtown? Free land exists in the municipal parking lots. Some of these lots are quite large, like the one behind Winn's Market that is jointly owned with the municipality. Rather than building a multi-level parking garage, as now planned, the city should build a facility for housing the institutions on a deck with parking below on grade. It will have the same amount of parking as now, but the theater groups, cinema operators, and art institutions will now have the facilities they need.

Designed properly, this arts complex could have an entrance on the street by building an extension on the empty lot between Winn's Market and Kepp's Antiques. [Fig. 34] Of course, neither of these stores want to give up this extra parking, but there is an incentive. The building could be the lobby for the cultural facilities, with entrances to both stores off of it. The important thing is to have the complex's entrance or ticket booth on the street. That way, if people find they extra twenty minutes or two hours after buying their tickets, they can shop on the street

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or in these stores. It would have a spectacular effect, not only on the street economically, but also on the sort of nightlife that so many of you want but fear. You all want nightlife but you are afraid it will be loud and uncultured. Well, this is the kind of nightlife that the most sophisticated cities have.

It's unbelievable that Naples' cultural institutions are being so maltreated. That's the only word for it. If Naples builds this complex with parking below it, it would be a tremondous asset and a spectacular model for other towns.

Until this project, I hadn't proposed anything that costs much money. A little canvas here, a few bushes there. However, people have responded to similar presentations by remarking, "Well, what did you do? You just rearranged our paint and parking lots." We heard this in Palm Beach, as well as the criticism, "Where's the splash? You gave us beans and boiled potatoes and now we want dessert." So we've learned to provide a couple of "splashy" elements. This cultural facility is a one of them. With its commercial implications, it would be a tremendous shot in the arm for downtown Naples. In the evening, it would have a tremendous effect on the restaurants and shops. [Subsequent to the charrette, the northwest corner of Cambier Park has been masterplanned to accommodate the Cultural Arts Center because it was felt to be a superior location. A report of the Cambier Park Charrette is attached as an addendum to this report.]

A ROUNDABOUT FOR FOUR CORNERS

The other splashy element has to do with something everybody hates, which is Four Corners. [Illus. M] Everybody hates Four Corners for different reasons. It took a long time to figure out what was wrong with it because everyone had a different problem with it. For example, "I can't believe I can't get into this parking lot," or, "Where is the left turn I want to take to go north?"

This intersection was designed to shoot the motorist heading west on US 41 up Ninth Street as efficiently as possible. To continue onto Fifth Avenue, the driver has to know what he or she is doing. As a result, this intersection is destroying Fifth Avenue's retail. As Bob Gibbs discovered, when it was improved, the adjacent shop owners took a dive. Obviously, it works for some regional dream of smooth traffic, but it doesn't work for Fifth Avenue. First of all, it is terribly inconvenient. Some people want to do just one thing that they aren't supposed to do; continue onto Fifth Avenue, which blocks up traffic. This intersection doesn't work. This type of intersection can only be resolved by the traffic circle, the old roundabout.

So we designed a roundabout for it. [Illus. N] There's a traffic engineer at the Florida Department of Transportation who's an expert on roundabouts. We've learned from working with him what roundabouts can do, which is permit traffic to flow without interruption--every car can go in any direction without stopping.

Roundabouts have a reputation for being difficult to use. But that's unfair. It's true for only a certain type of roundabout, one where three lanes come in and the roundabout is only three lanes wide. The motorist must be very skilled because there is no room for error. Nor can the driver hesitate, which would annul the advantages of the roundabout. But if the roundabout is designed with two additional lanes — a maximum of three lanes feed in and the roundabout is equivalent to five lanes — one can be a slovenly driver. There is a roundabout in Coral Gables two blocks from my house that I've observed for fourteen years in amazement — it's incredible how badly you can drive and still handle it. It's the two additional lanes that makes it so successful.

Roundabouts have a reputation for being difficult to use. But that's unfair. It's true for only a certain type of roundabout, one where three lanes come in and the roundabout is only three lanes wide. The motorist must be very skilled because there is no room for error. Nor can the driver hesitate, which would annul the advantages of the roundabout. But if the roundabout is designed with two additional lanes--a maximum of three lanes feed in and the roundabout is equivalent to five lanes--one can be a slovenly driver. There is a roundabout in Coral Gables two blocks from my house that I've observed in amazement for fourteen years --it's incredible how badly you can drive and still handle it. The two additional lanes are what make it so successful.

Renovating Four Corners into a roundabout is one of the few proposals we've made that might cost some money. If Naples plays its cards right, the Department of Transportation will pay for it. In our proposal, two of the existing corner buildings have been left untouched. Unfortunately, the liquor store on the southwest corner looses some space and will have to be compensated. It's the one egg that must break to make this omelette, but the result would be a beautiful roundabout.

The proposed pool is for when the City of Naples sits down to negotiate with the DOT. The DOT is completely convinced that beauty is distracting to drivers. Accordingly, we put in this enormously tall fountain, so that when they say no, Naples can negotiate it away. [Fig. 35] Fountains rarely work all the time anyway, and they're too expensive. The royal palms and flowers are what's important to have, and will be more appreciated. Get the garden club to create a beautiful arrangement. Apart from smoothly flowing traffic, this intersection will be famous again because it will be absolutely unique in the country.

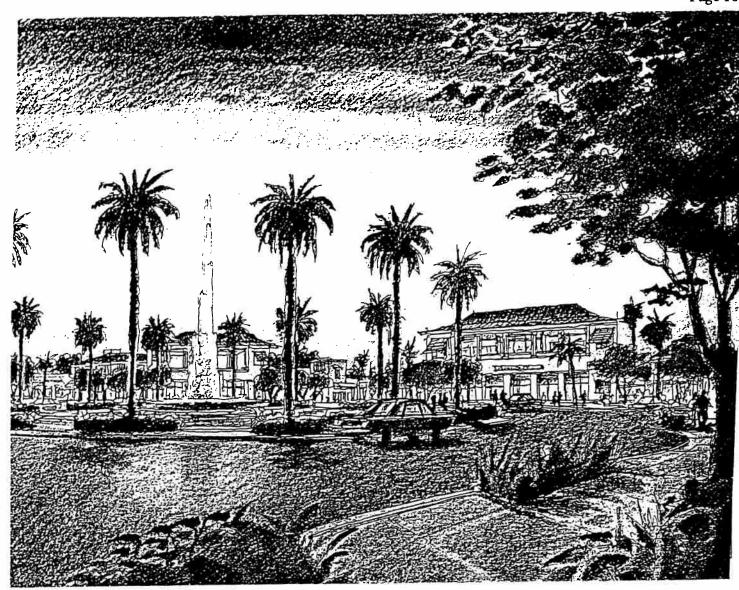
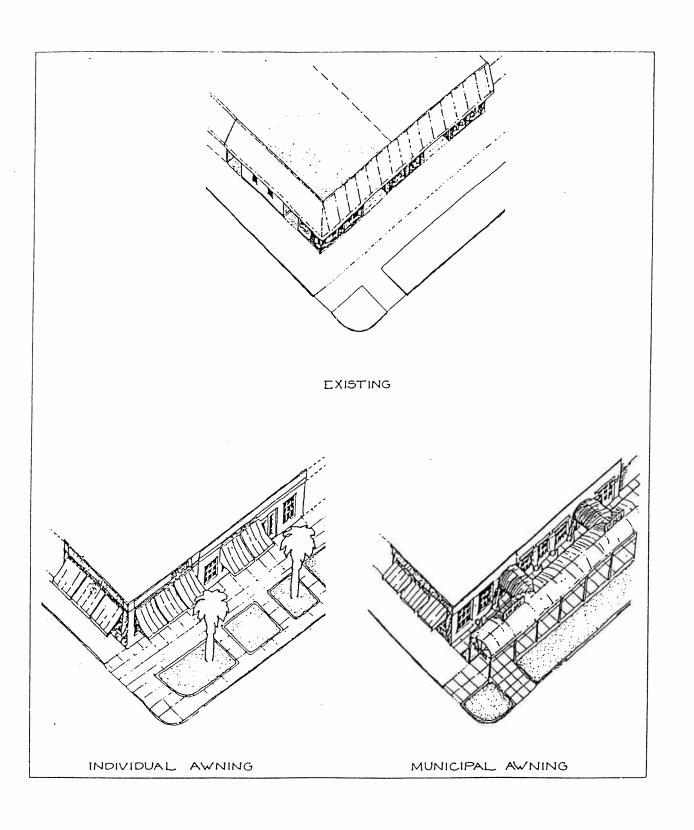
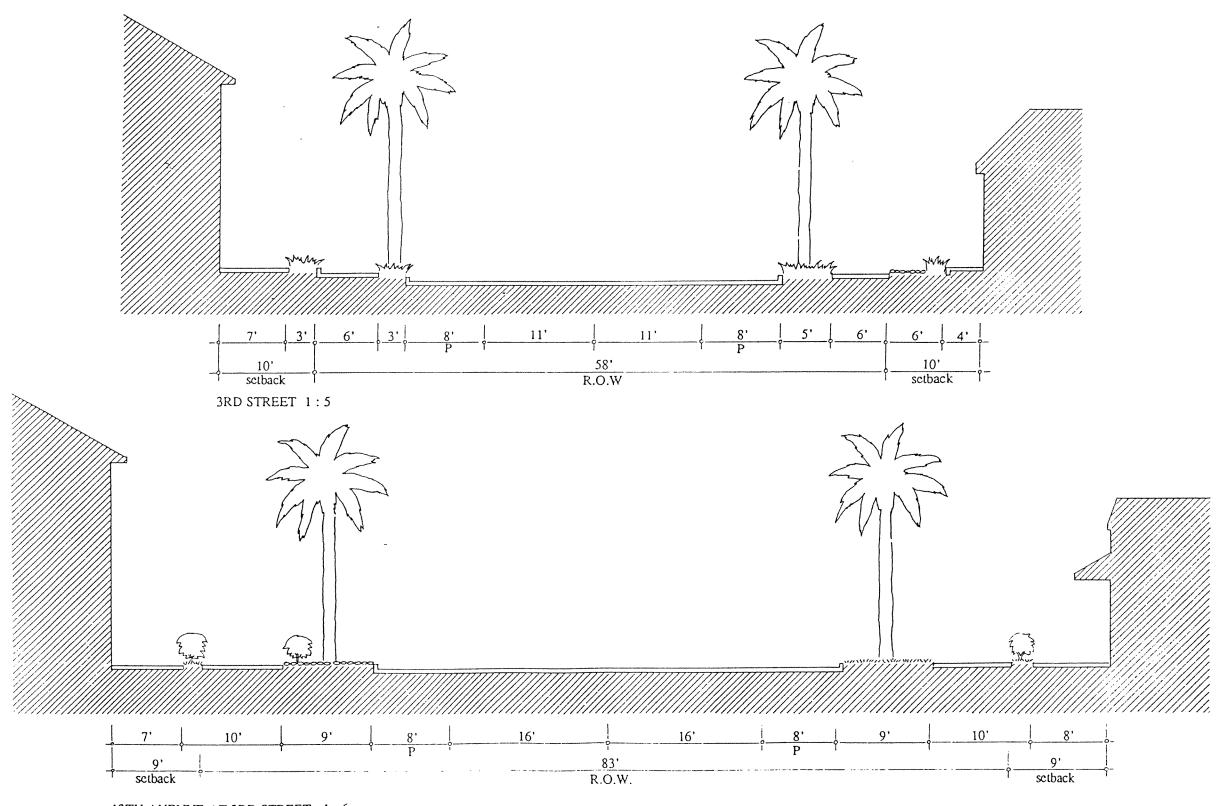


FIGURE 35

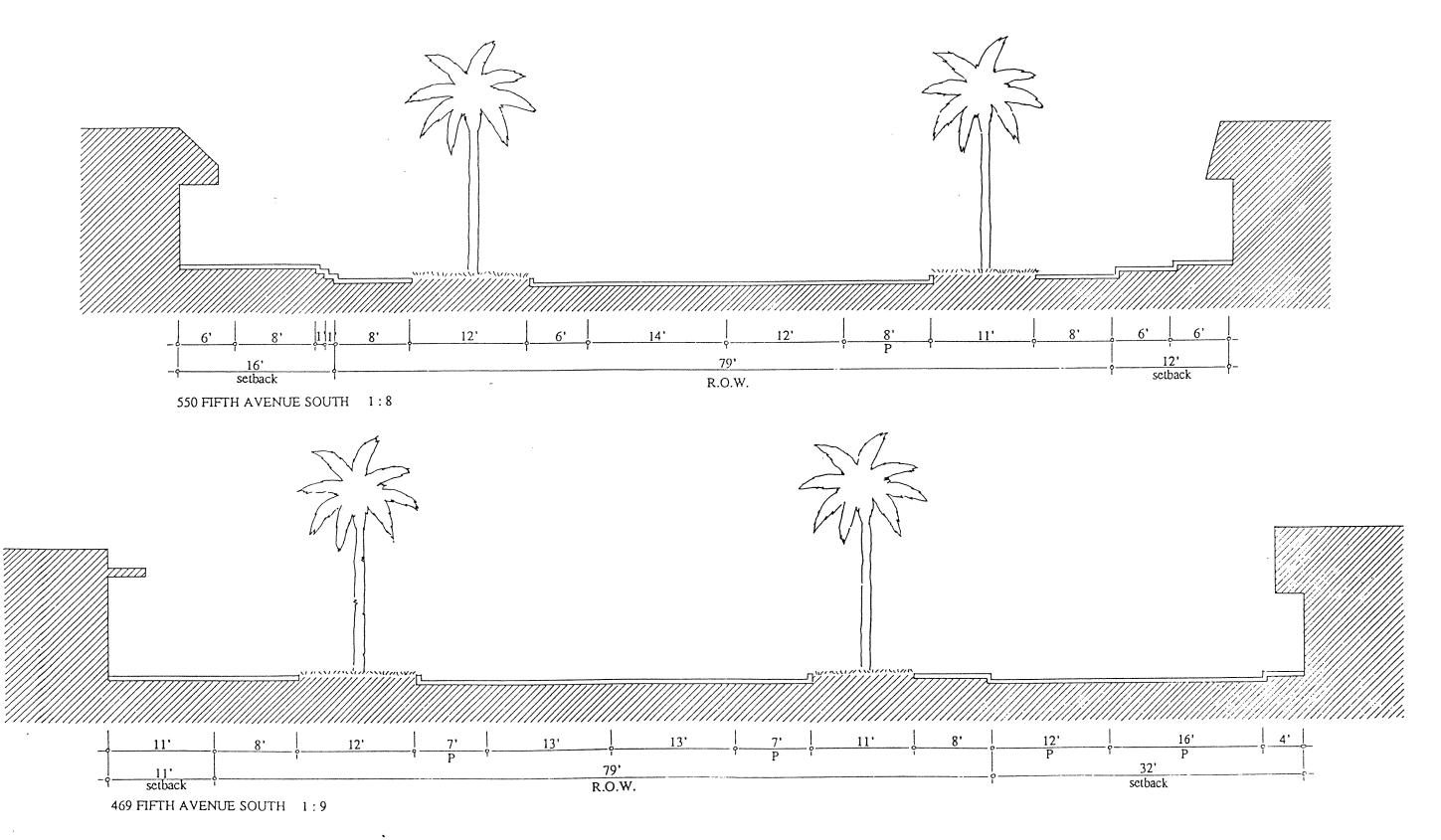
Storefront Analysis



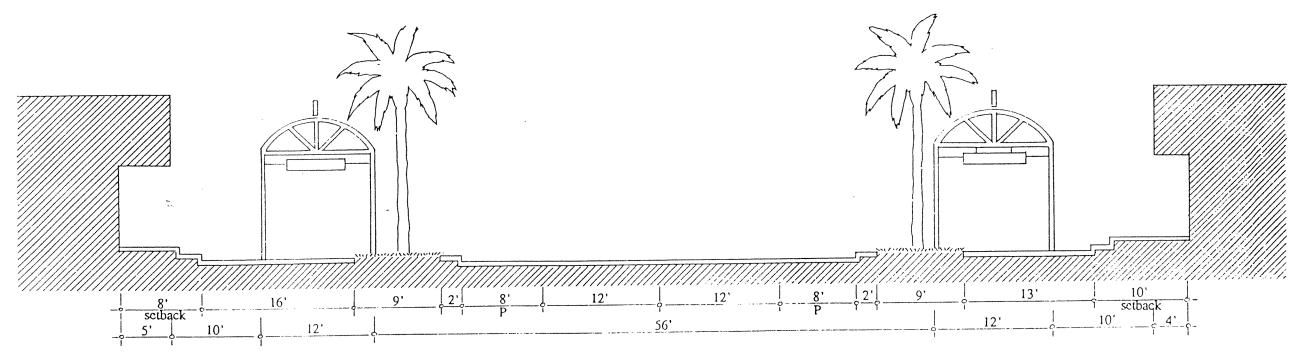
Street Sections: Third Street



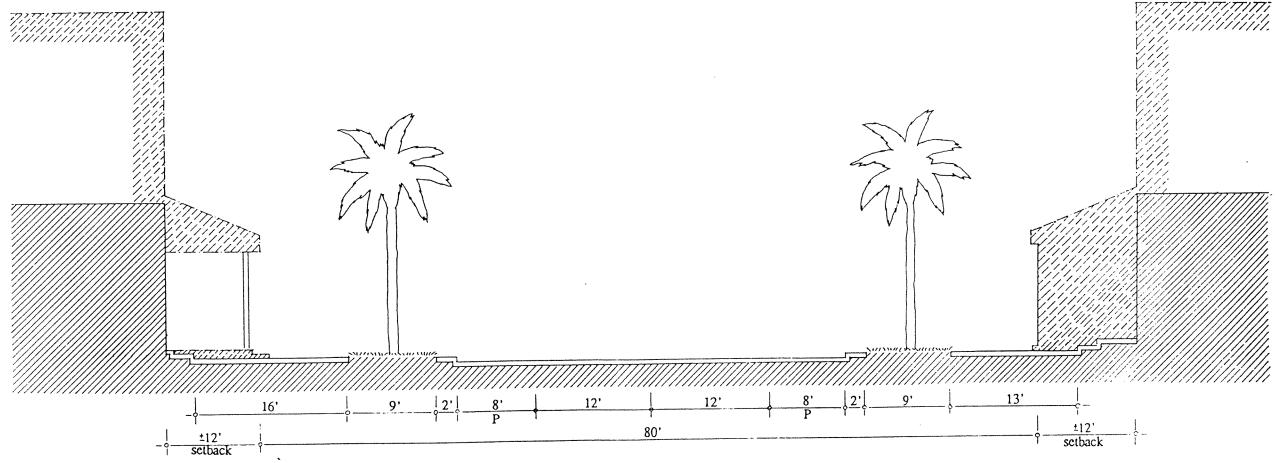
Street Sections: Existing Conditions



Street Sections with Awnings

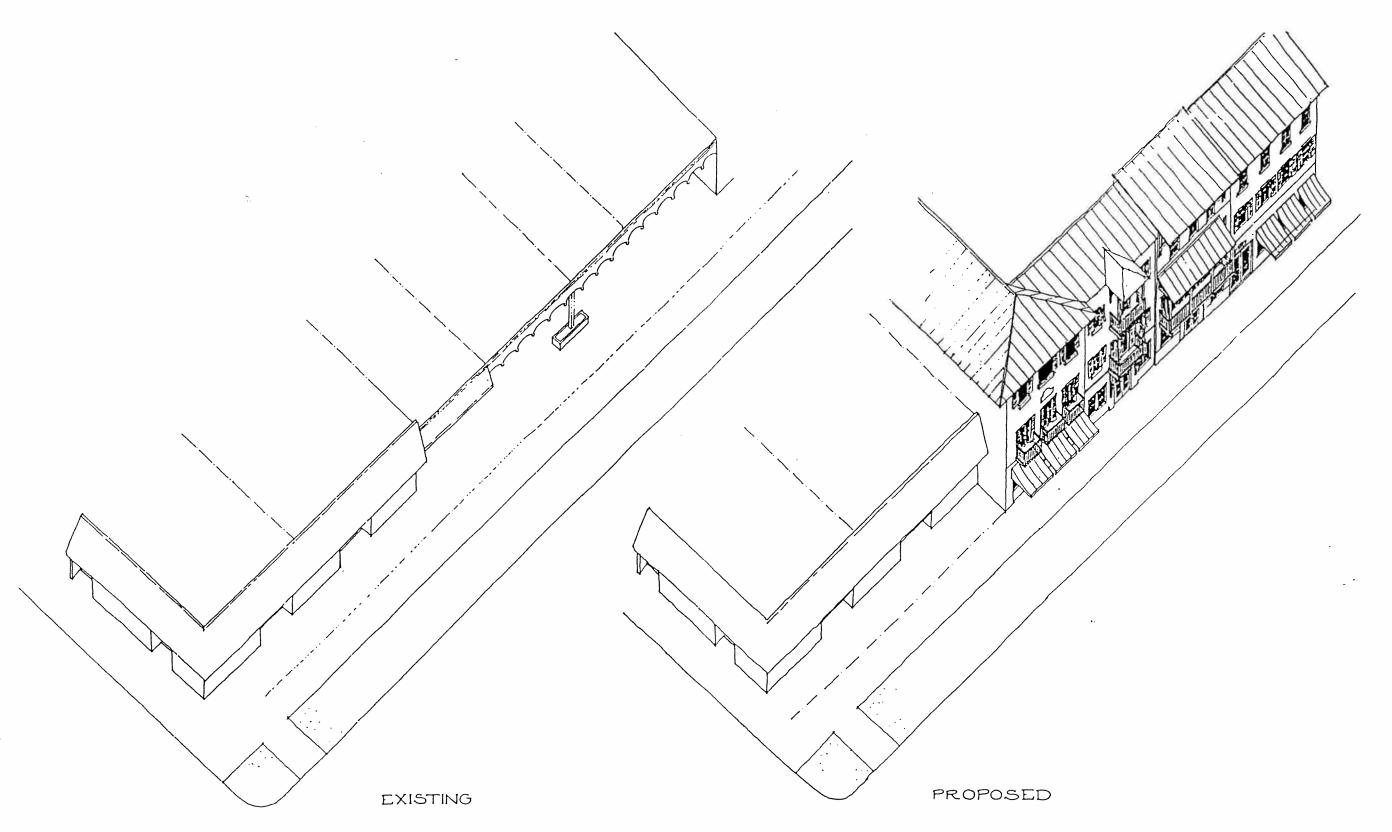


ILLUS. D: A TYPICAL STREET SECTION WITH AWNINGS 1:5

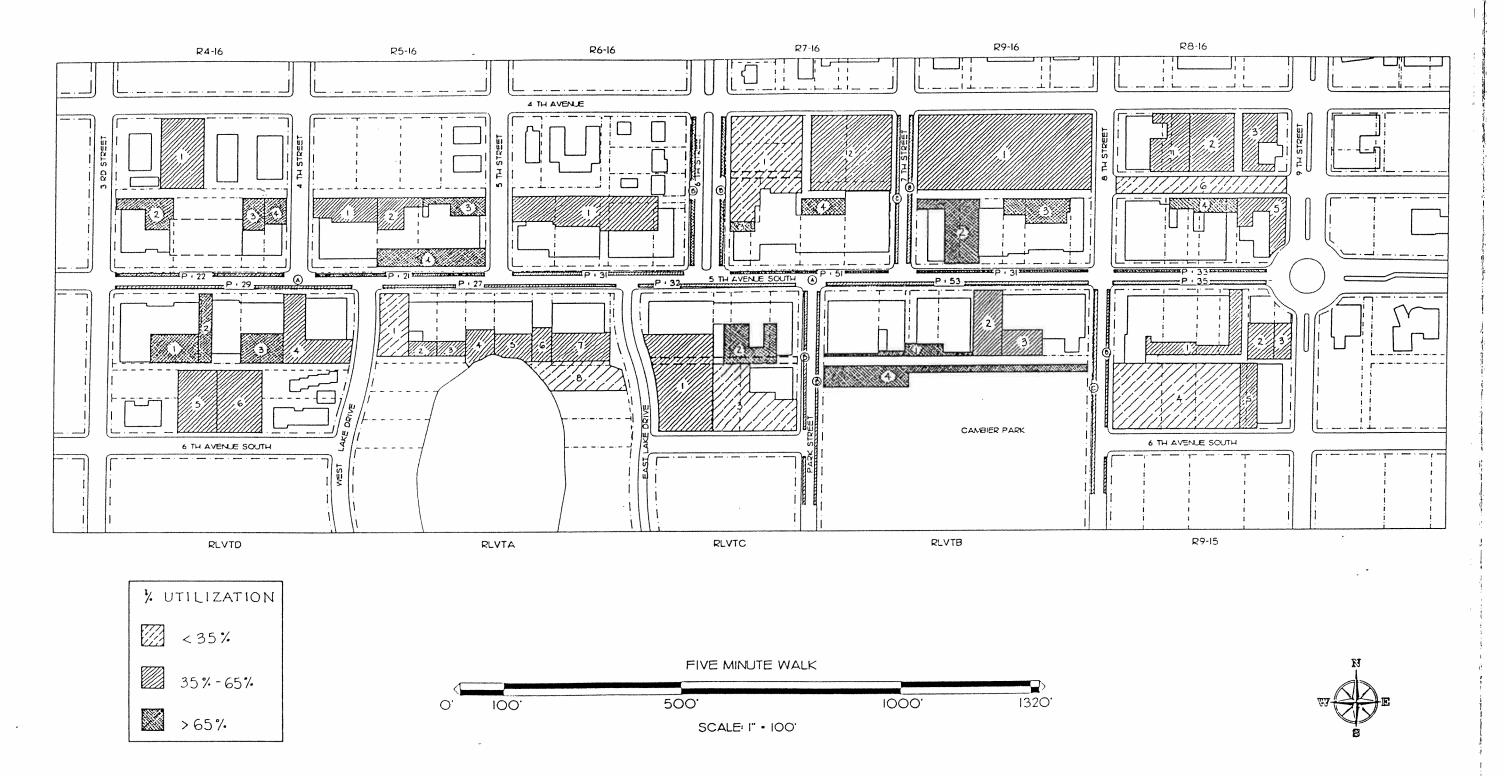


ILLUS: A TYPICAL STREET SECTION WITH AWNINGS /LEFT/ AND EXTENDED FIRST STORY /RIGHT/ 1:5

Building Studies



Parking Utilization



Parking Utilization

CURRENT CAPACITY

> 6 28 18

107 19 41

1468

BLOCK/LOT

RLVTA/1 RLVTA/2 RLVTA/3 RLVTA/4

RLVTA/5 RLVTA/6 RLVTA/7 RLVTA/8

RLVTC/1 RLVTC/2 RLVTC/3

RLVTB/1 RLVTB/2 RLVTB/3 RLVTB/4

R9-15/1 R9-15/2 R9-15/3 R9-15/4 R9-15/5

LOT TOTALS

SHARED USE CAPACITY (140%)

> 39 25

2057

APPROX. PEAK UTILIZATION

13

806

PARKING LOT CAPACITY

BLOCK/LOT	CURRENT	SHARED USE	APPROX. PEAK
	CAPACITY	CAPACITY (140%)	LITILIZATION
R1-16/1	35	49	18
R1-16/2	20 %	28	16
R1-16/3	9	13	7
R1-16/4	8	11	6
R5-16/1	19	27	10
R5-16/2	22	31	11
R5-16/3	11	16	8
R5-16/4	11	16	10
R6-16/1	57	80	29
R7-16/1	66	92	5
R7-16/2	60	84	24
R7-16/3	3	4	2
R7-16/4	16	22	16
R8-16/1	138	193	56
R8-16/2	25	35	25
R8-16/3	28	39	28
R9-16/1	28	39	17
R9-16/2	24	34	15
R9-16/3	20	28	12
R9-16/4	12	17	12
R9-16/5	14	20	9
R9-16/6	20	28	2
RLVTD/1	25	35	20
RLVTD/2	14	20	11
RLVTD/3	18	25	17
RLVTD/4	36	50	18
RLVTD/5	57	80	20
RLVTD/6	32	45	16

STREET PARKING CAPACITY

BLOCK/LOT	CURRENT CAPACITY	SHARED USE CAPACITY (140%)	APPROX. PEAK UTILIZATION
R1-16/A	10	14	6
R5-16/A	12	17	10
R6-16/A R6-16/B	13 4	18 6	7 4
R7-16/A R7-16/B R7-16/C	12 7 9	17 10 13	11 5 3
R8-16/A R8-16/B	6 6	8 8	6 3
R9-16/A	4	6	3
RLVTD/A	17	24	10
RLVTA/A	16	22	10
RLVTC/A RLVTC/B	10 5	14 7	6 3
RLVTB/A RLVTB/B RLVTB/C	18 5 6	25 7 8	12 3 3
R9-15/A R9-15/B	7 5	10 7	3 2
FOUND SPACES	181	253	Ω
STREET TOTALS	353	494	110

FIFTH AVENUE SOUTH, NAPLES, FLORIDA

EXTERIOR RECOMMENDATIONS

OBSERVATIONS

EXTERIOR OF BUILDING LOOKS CLEAN. NICE AWNING.

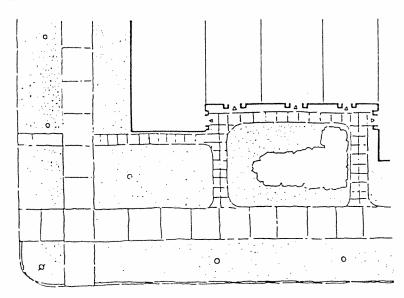
PROBLEMS

APPEARS MORE LIKE MEDICAL PROFESSIONAL BUILDING THAN RETAIL STORE.
SIDEWALKS ARE IN NEED OF REPAIR.
LANDSCAPING IS INCONSISTENT- TREES NEED TO BE ADDED TO FILL VOIDS.
BUILDING COLORS ARE OUTDATED.

RECOMMENDATIONS

PRESENT A MORE 'RETAIL' LOOK
INSTEAD OF MEDICAL

ADD BLADE SIGN
USE LIGHTER TINTED GLASS
BETTER FIXTURING FOR GLASS
RE-DO GLASS TO OPEN UP VIEW SO
BUSINESS LOOKS OPEN FROM THE
OUTSIDE
PROVIDE DIAGONAL PARKING ON THIS BLOCK
(NORTH SIDE OF 5TH AVENUE)
REPLACE SIDEWALK
ADD TREES TO LANDSCAPING



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SPECIFIC RECOMMENDATIONS

INTERIOR RECOMMENDATIONS

OBSERVATIONS

FORECOURT WOULD BE IDEAL FOR OUTDOOR DINING.

PROBLEMS

RECOMMENDATIONS

IN ADJACENT VACANCIES, PROPOSE LOCATION OF INTERNATIONAL CAFE. INSTALL OUTSIDE DINING AREA WHERE GARDEN PRESENTLY EXISTS. THIS MAY REQUIRE SPECIAL PERMISSION FROM LANDLORD.

BUILDING SPECIFICATIONS

PLAT / LOT: OWNER:

R6-16 [9] 14032720001 JOSEPH TEEBOOM

OWNER'S ADDRESS: 3440 GULF

3440 GULF SHORE BOULEVARD NAPLES, FLORIDA 33940

TENANTS / USES:

505 - VACANT

505 - THE OPTICAL SHOP.

505 - VACANT

505 - HERITAGE SECURITIES.

NYSE OFFICE

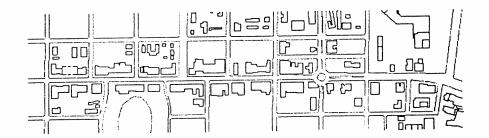
LAND AREA: 15,000 SF GROSS LEASE AREA: 5,040 SF

GROSS LEASE AREA: 5, BUILDING CONDITION: X NUMBER OF FLOORS: 1 PARKING ON SITE 18 PARKING ON STREET 4

505 FIFTH AVENUE SO

24 OF 130

RETAIL



(ORAFT, FEBRUARY 4, 1994, pending comments from the City of Naples and the Fifth Avenue South Property Owners' Association.)

The Fifth Avenue South Code

An ordinance in a mendment of the Comprehensive Development Code of Naples. Fiorida, that establishes The Fifth Avenue South District as an overlay zoning district and adopts Urban Regulations and a Regulating Plan to guide its development.

The Comprehensive Development Code of Naples 16 hereby ammended by:

- (1) Establishing the boundaries of The Fifth Avenue South District on a pre-existing map filed in the Building and Zoning Division titled "City of Naples Zoning Map".
- (2) Adding a special map entitled the "Regulating Plan of the Fifth Avenue South District" to the Comprehensive Development Code.
- (3) Adding to the Comprehensive Development Code the following text entitled "Urban Regulations of the Fifth Avenue South District":

Section 7-5.4 THE URBAN REGULATIONS FOR THE FIFTH AVENUE SOUTH DISTRICT

A. INTENT:

The purpose of this section is to encourage and direct development within the Fifth Avenue South District. This section shall ensure that new buildings are encouraged; that such buildings are compatible with each other while also relating to the pedestrian; that retail be safeguarded along specific street frontages; that renovation be equitable for all scales of ownership; and that the permitting process be simplified and facilitated. The design of buildings on Fifth Avenue South shall be regulated and approved in accordance with the provisions of this section.

- B. GENERAL PROVISIONS:
- (1) The Fifth Avenue South Code (This Code) consists of the Regulating Plan and the Urban Regulations.
- 2) The provisions of This Code, when in conflict, shall take

precedence over the Comprehensive Development Code.

- (3) The provisions of the Standard Building Code, when in conflict, shall take precedence over the provisions of This Code.
- (4) This Code shall determine the design of all private buildings with Frontage Lines as designated on the Regulating Plan. Other buildings shall be subject to the provisions of the existing Comprehensive Development Code.
- (5) The design of Civic Buildings shall not be subject to these Regulations, but shall be negotiated with the Staff Action Committee (SAC) and the Naples Planning Advisory Board.
- (6) Locations designated on the Regulating Plan for Terminated Vistas shall receive special attention from the SAC. These locations shall be provided with architectural features of enhanced character and visibility.
- (7) Locations designated on the Regulating Plan for New Garages or Civic Buildings shall be reserved for such development.
- (8) The areas marked on the Regulating Plan for Special Landscape Treatment shall be subject to cooperative design by the property owners and the city as determined by the SAC.
- C. SPECIFIC PROVISIONS:
- (1) Building Height. The various elements of building height shall be determined as follows:
 - 1.1. Buildings shall be a maximum of 3 stories and 42 feet above sidewalk grade.
 - 1.2 Stories at sidewalk level shall be no less than 12 feet in height from finished floor to finished ceiling.
 - 1.3. A Transition Line shall be provided at the top of the first story. The transition shall be detailed to receive an awning.
 - Parking garages shall be no more than one deck above grade.
- (2) Building Placement. Buildings and their elements shall be

A significant

placed on their lots as follows:

- Single story facades shall have no minimum front setback. All other facades shall have a mandatory setback of 10 feet.
- 2.2 In the absence of a building facade, a streetwall shall be built along the iline of the adjacent building facade.
- 2.3. Side setbacks are not required.
- 2.4. Rear facades shall be set back a minimum of 50 feet.
- 2.5. In the event of adjacent pre-existing setbacks, an adjustment may be allowed or required by the SAC.
- 2.6. Awnings may encroach the sidewalk in its entirety but must avoid the municipal planter areas.
- Loading docks and service areas shall not be permitted on Frontage Lines.
- 2.8. Surface parking lots shall not be permitted on a Frontage Line.
- 2.9. All buildings shall have their principal pedestrian entrance on a Frontage Line.
- (3) Building Use. Buildings shall accommodate the following range of uses:
 - 3.1. First stories shall be for commercial use only Upperstories may be for commercial or residential
 - 32. Commercial or residential uses are required to a minimum depth of 30 feet from the Frontage Line on all stories. The remaining depth may be used for parking.
 - 3.3. Seating for outdoor dining shall be permitted to encroach the public sidewalks with the exception of a 5 ft clear pedestrian passage.
 - 3.4. Parking exposure on a Frontage Line shall be an opening not wider than 25 feet.
 - 3.5. Newspaper vending machines shall not be permitted along the Frontage Line.
- (4) Building Area. The building area shall be calculated as a function of the number of parking spaces provided as follows:
 - 4.1. There is required a minimum of 3 off-street parking spaces for each 1000 square feet of commercial use and 1.5 parking spaces for each residential unit and 1 for each lodging unit. Parking

- requirements shall be calculated by the Net Interior Area. There shall be no parking requirement for outdoor dining use.
- 4.2 The Regulating Plan specifies the number of municipal spaces from the On-Street Parking Reserve which are present on each block. These spaces shall be made available to the property owners at the time of new construction at no cost on a first-come basis. The spaces must be used towards the fulfillment of the new building parking requirements of each block. Once the Reserve is exhausted, the S.A.C. may create and provide additional parking spaces at a fee sufficient to cover the construction of parking garages at the sites designated on the Regulating Plan.
- This base area may be increased as follows: The calculated number of parking spaces provided shall be enhanced by one and four tenths (1.4) at the repulliding of the existing lot according to the Fifth Avenue parking standards and the assignment of such spaces to the shared parking program.
- 4.4 The City shall facilitate building construction and renovation by favorably interpreting the various thresholds of value/cost ratios which trigger compliance with the new Fire Code, A.O.A., and F.E.M.A. These requirements shall be held in abeyarce by: a. Arranging for the highest possible realistic appraisal: b. Excluding from the construction cost the elements which are not integral to the utility of the building: cabinetry which is not encumbered by plumbing; lighting beyond that which is necessary for health and safety: luxury wall and floor finishes such as mirrors, stone, and omamental tile; signage and awnings; windowwalls beyond the cost of standard aluminum and plate glass storefront.
- 4.5 Retractable awnings shall be exempt from fire sprinkler requirements. Fixed awnings under 1450 SF shall be subject to sprinkler requirements but only from the potable water supply without requirements for backflow prevention.
- (5) Architectural Standards. Buildings shall be subject to the following physical requirements:
 - 5.1. The excedor finish material on all facades shall be

- limited to smooth stucco and stone veneer.
- 5.2. Exterior building shall be white or colored in the cream-yellow-ochre-red range. Trimshall be white.
 Doors, shopfronts, windows and shutters shall be any color at any saturation.
- 5.3. Glass shall be clear or lightly tinted only.
- Balconles railings and porch structures shall be metal.
- 5.5. Facade openings, including porches, windows, and colonnades, shall be square or vertical in proportion.
- 5.6. Silding doors and windows are forbidden along Frontage Lines.
- 5.7. Flat roofs shall be enclosed by parapets no less than 42 Inches high or as required to conceal equipment.
- 5.8. Buildings with visible roofs shall have symmetrical pitched roofs with slopes no less than 5:12. Porches may have shed roofs with pitch no less than 2:12.
- 5.9. Cantilevered mansard roofs are not permitted.
- 5.10. The glazed area of a facade shall not exceed 35% of the total area with each facade being calculated independently.
- 5.11. The facades on Frontage Lines at first-floor level shall be detailed and glazed as storefronts. The wood or metal armature of such storefronts shall be painted.
- 5.12. Facades may be supplemented by awnings which shall be straight sheds without side flaps, not cubed or curved. Awnings shall be no more than 10 feet high at the lower drip edge.
- 5.13. Outside dining tables and chairs shall be primarily metal or wood (no plastic).
- 6) Signage Standards. Signage, when provided, shall be as follows:
 - 6.1. Address numbers shall be no larger than 8 Inches In vertical dimension. The quantity and location shall be as required for post office purposes.
 - 6.2 Highway signs may be applied to the roof top of buildings provided that they are not visible from the sidewalks of Fifth Avenue.
 - 6.3. A single external sign band or zone may be applied to the facade of each building, providing that it shall not exceed 2.5 feet in vertical dimension by any length. The sign band or zone may contain multiple individual signs.

- 6.4. Additional pedestrian signs or shingles may be attached to a building perpendicular to the facade extending up to 4 feet from the facade. These signs shall not exceed 1.5 feet in vertical dimension nor 4 feet in horizontal dimension. There may be one individual pedestrian sign for each business located on the first floor.
- 6.5. In addition, the vertical drip of an awning may be stencilled with letters no more than 8 inches in vertical dimension by any length.
- 6.6. External signs shall not be translucent, but may be externally lit with the exception of neon signs within the shopfronts which shall not exceed four square feet in area.

D. DEFINITIONS:

Note: Terms used throughout these Urban Regulations shall take their commonly accepted meaning unless herein defined. When there are conflicts between the definitions herein and definitions as provided in the Naples Comprehensive Development Code, these shall take precedence.

Artesanal Use: Premises used primarily for the repair,
manufacture and sale of domestic furniture, arts and
crafts. The work must take place entirely within an enclosed
structure using only hand-held and/or table-mounted
marual and electrical tools.

Civic Use: Premises used primarily for education, cultural performances, gatherings and displays administered by non-profit cultural, educational, and religious organizations.

Commercial Use: Premises used generally for the conduct of Artesanal, retail, restaurant, Limited Lodging, professional business. governmental service, cultural and entertainment activities, but excluding Prohibited Uses.

Facade: The vertical surface of a building which is set parallel to a Frontage Line.

Frontage Line: Certain property lines of a lot or the edge of an open space as designated on the Regulating Plan.

Height: A limit to the vertical extent of a building measured from



the sidewalk grade at the frontage line to the eaves of a pitched roof building or the roof deck of a flat roofed building. Height limits do not apply to flag masts, parapets, beiffies, clock towers, chimney flues, elevator bulkheads, scenery lofts and similar structures.

- Limited Lodging Use: Residential premises with the provision of no more than 16 bedrooms for letting. Food service may be included between the hours of 6:00 AM to 11:00 AM.

 The maximum length of stay shall not exceed 7 days.
- Net Floor Area: The enclosed area of a building, excluding unglazed porches, colonnades, balconies, decks, patios and courtyards.
- Prohibited Use: Uses which are not permitted anywhere within the District: a) automatic food and drink vending machines. newpaper vending machines (at frontage lines only); b) any commercial use which encourages patrons to remain In their automobiles while receiving goods or services. except bank drive-throughs; c) manufacturing, storage or distribution as a primary use except as defined by Artesa nal Use: d) enameling, painting or plating, except as an artist's studio; e) outdoor advertising or biliboard as a principal use: f) carting, moving or hauling yard. except delivery goods to businesses; g) single-room occupancy hotels, prisons, detention centers or halfway houses: h) manufacture, storage or disposal of hazardous waste materials: 1) scrap yards : 1) mobile homes: k) kennels, except as ancillary to a veterinarian and as ancillary use to police station; m) any use which produces adverse impacts as defined by the SAC.
- Residential Use: Premises used primarily for human habitation.

 Units shall not be less than 750 square feet in net area except that Limited Lodging Use may have smaller units.
- Setback: The mandatory distance between the Lot Lineor Frontage and a Facade. This area must be left free of structures that are higher than 3 feet, excluding Streetwalls.
- Shared Parking Policy: Parking spaces assigned to more than one use where utility is thereby increased by 140 percent.

 This policy shall be used by the SAC to encourage renovation and new construction.

- Storefront: The portion of a building at the first story of a Frontage Line. Storefronts shall be directly accessible from sidewalks. Each Storefront must have transparent areas, equal to 70% of its portion of the facade, between 2 and 8 feet from the ground. Storefronts shall have the mullion system, doorways and signage integrally designed and painted.
- Story: A habitable floor level within a building, no more than 14 feet high from floor to celling.
- Streetwall: An opaque freestanding wall built on lot lines with the purpose of masking parking from the street. Streetwalls shall be between 2.5 and 3.5 feet in height and made of a material matching the adjacent building or a continuous, maintained hedge. Streetwalls may have openings to allow automobile and pedestrian access.
- Terminated Vistas: A building or a portion thereof which terminates a view as designated on the Regulating Plan.
- Transition Line: A horizontal line, the full width of a facade expressed by a material change, by a trim line or by a balcony ro more than 2.5 feet deep.

E. DUTIES OF THE S.A.C.

- (1) The Staff Action Committee (SAC) is established to facilitate the permitting process within the Fifth Avenue South District Regulation of Development. The SAC shall be authorized to regulate all improvements on private land, including the construction, reconstruction, alteration, demolition, and rehabilitation of new and
- (2) Adoption of Rules. The SAC shall adopt and publish the minimum rules and procedures necessary to carry out its functions.

existing buildings and appurtenances.

Decisions. The SAC shall be authorized to approve, with conditions, or deny an application. Approval shall be based upon conformance with the requirements of the Fifth Avenue South District Code. The SAC shall record its reasons and conditions for approval or denial of the application.

- (4) Building Area Calculation. To affect the equitable distribution and redistribution within each block of the on-street municipal parking designated on the Regulating Plan for the purpose of encouraging building construction and to keep a record of such transactions. This record shall be open to the public.
- (5) Construction of Parking. To initiate for the purchase of land and the securing of funds for the acquisition, construction and management of parking facilities. The SAC shall be permitted to sell, and lease specific parking spaces and also implement a Shared Parking Program.
- (6) Management of Parking. To initiate procedures that induce existing parking lots to be rebuilt and landscaped and to require that they be irrigated and frequently cleaned, and to enforce these regulations with fines and leans.
- (7) Non-Conforming Buildings. To consider the status of existing non-conforming buildings when they are brought up for renovation.
- (B) Code Administration. To revise this code from time to time in order to accommodate recurring conditions which were not anticipated and to close loopholes when they appear.
- F. ORGANIZATION OF THE 5 A C:
- (1) Members. The members of the SAC should be people who have demonstrated an interest and commitment to the Fifth Avenue South District. The SAC shall consist of the following members.
 - A member of the City Council in rotation or a member of the Community Redevelopment Agency (CRA) in rotation.
 - The Director of the Community Development
 Department...
 - 1.3. The heads of the following departments or their appointed representatives: the Planning Division, the Building Division, the Fire Department, the Utilities Department, the Engineering Division and the Police Department.
- (2) The Chair shall be the Director of the Community

 Development Department. The Vice Chair shall be the Fire

 Marshall. The Chair shall preside over all SAC meetings

 and shall have the right to vote. The Vice Chair shall, in the

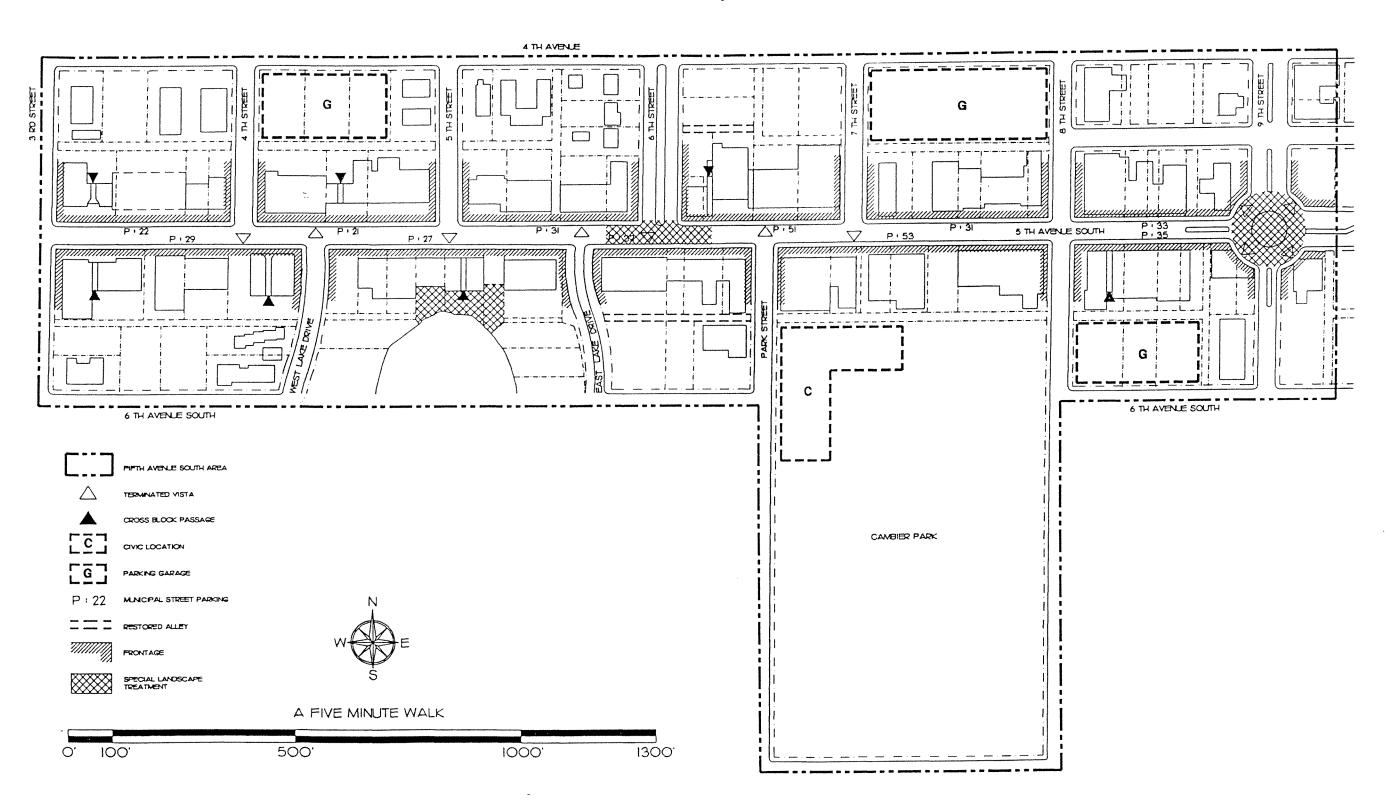
- case of absence of the Chair, perform the duties of the ${\it Chair}$.
- (3) A quorum shall be necessary for conducting the business of the SAC. A majority of the duly appointed members constitutes a quorum.
- (4) Meetings of the SAC shall be open to the public but public notice is not required.
- G. PROCEDURES FOR DESIGN APPROVAL:
- (1) Application. Before beginning any improvements on private land. Including the construction, reconstruction, alteration, and demolition of buildings and appurtenances a written and drawn application for such work shall be submitted to the Staff Action Committee (SAC). No building permit shall be issued before the project receives approval from the SAC or its staff.
- (2) Drawings. All submittals involving no dedications to walls shall be drawn and scaled by an architect or engineer licensed in the State of Florida.
- (3) Decision. A decision by the SAC shall be made within fourteen (14) days of the receipt of a completed application.

 Staff review for sufficiency shall be completed within seven (7) days. These time periods may be extended by mutual agreement between the applicant and the SAC or staff.
- (4) Walvers. The SAC shall not be authorized to grant waivers from the regulations of this code. Applications requesting waivers to this section and appeals to decisions of the SAC shall be decided in public hearing by the Community Redevelopment Agency.
- (5) Appeal. A decision made by the S.A.C. may be appealed to the City Council. The opportunity for such an appeal shall be made possible within twenty-eight (28) days of the decision by the S.A.C.
- (6) Enforcement. This regulation shall be enforced in accordance with the provisions of the Comprehensive Development Code.

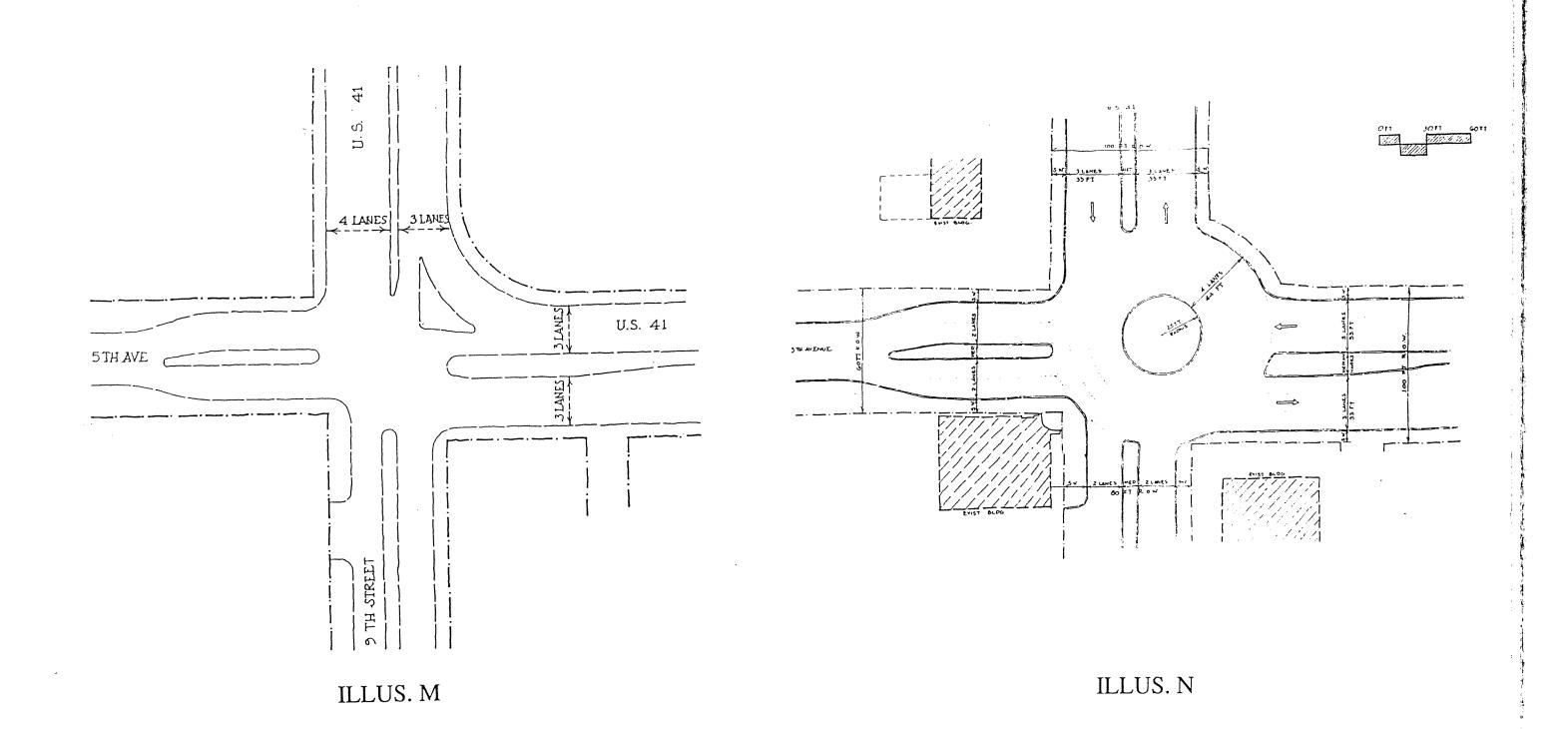


Fifth Avenue South Regulating Plan

February 1, 1994



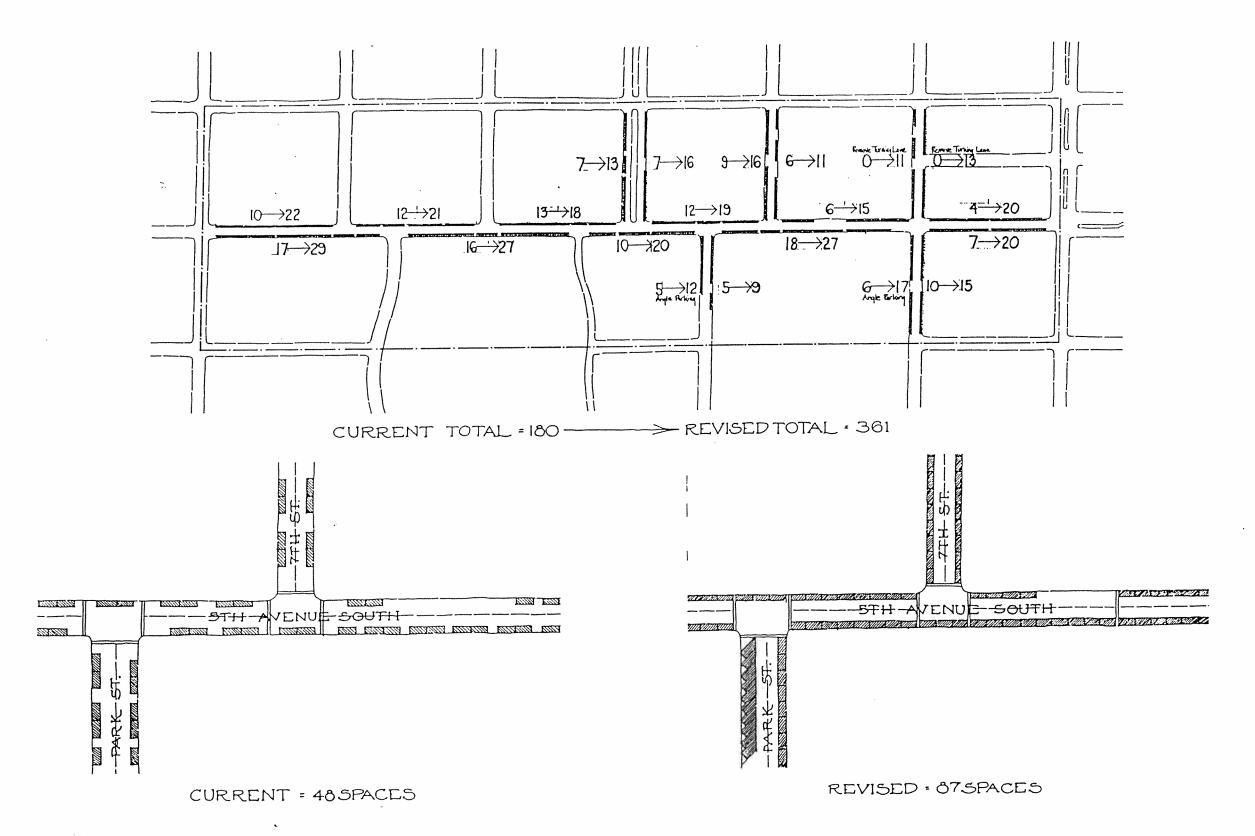
The Roundabout



EXISTING PLAN

PROPOSED PLAN

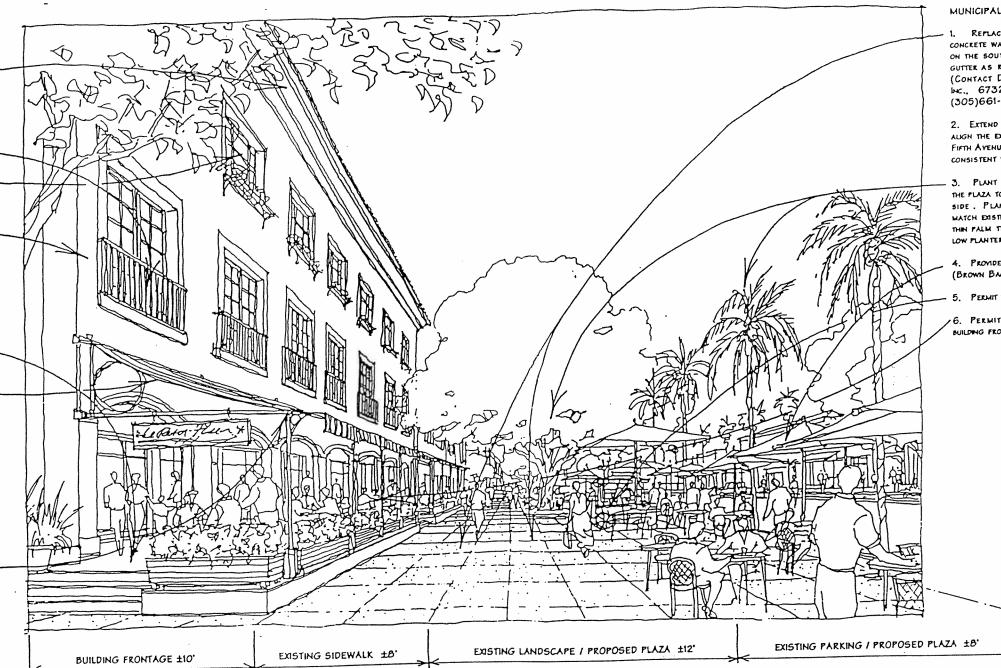
On-Street Parking



The Square at Sixth Street

PROPERTY OWNER NOTES:

- 1. INSTALL NEW ADDITIONAL CORNICE/EXPRESSION LINE(5) AND WHOOW OPENING THE THEU-OUT WITH "DRINT" TYPE PRODUCT DETAILING. PAINT ALL BUILDING TRIM WHETE.
- 2. ENLARGE (VERTICALLY DOWN) THE EXISTING SECOND FLOOR WINDOW OPENING AND INSTALL NEW WOOD OR WOOD/VINYL CLAD FRENCH DOORS WITH METAL RAILINGS. DOORS SHALL OPEN IN AND SHALL HAVE REAL WOOD OR WOOD/MATE CLAD MULLIONS. -
- 3. REPLACE EXISTING THIRD FLOOR WINDOWS WITH OPERABLE WINDOWS TO MATCH FRENCH DOORS.
- 4. PAINT BUILDING EXTERIOR WALLS "NAPLES" YELLOW (BENJAMIN MOOKE PAINTS #306 OR TO MATCH, SUBMIT BAMPLE FOR APPROYAL). -
- 5. CONSTRUCT A NEW CONTINUOUS CONCRETE TERRACE FOR BEATING TO REPLACE THE LANDSCAPED AREA FRONTING THE ARCADE, MATCH THE TERRACE HEIGHT TO THE FINISHED FLOOR ELEVATION OF THE EXISTING ARCADE. PROVIDE NEW WOOD OR CAST CONCRETE PLANTER BOXES FOR THE REQUIRED RAILING AT THE ELEVATION CHANGES. MAINTAIN EXISTING RAMPS PER HANDICAP ACCESSIBILITY REQUIREMENTS. MATCH THE CONCRETE MINSH TO THE NEW FINISH OF THE SIDEWALK (SEE MUNICIPAL HOTES). -
- 6. INSTALL NEW AWNINGS OVER THE TERRACE. EXTEND THE AWNINGS TO THE MAXIMUM PERMITTED OVERHANG INTO THE PUBLIC R/W.
- 7. INSTALL FLOOD LIGHTS ABOVE THE AWNINGS FOR CONTINUOUS ILLUMINATION OF THE BUILDING FACADES. (MAKE CERTAIN THAT THE LUMINARIES ARE FULL-SPECTRUM UGHTING. WE RECOMMEND QUARTZ HALOGEN OF THE INEXPENSIVE RETAIL VARIETY USING MORE LOWER WATTAGE (500W) BULBS YS. HIGHER WATTAGE (1500W) BULBS FOR MORE CONSISTENT SURFACE WASHING. THE PURCHASE COST (NOT MAINTENANCE COST) OF QUARTZ HALOGEN SHOULD BE CONSIDERABLE LESS THAN THE METAL HALIDE (COOL) AND POSSIBLY HIGH PRESSURE SODIUM (YELLOW-BROWN) AND THE LIGHT IS MUCH MORE APPEALING. THE METAL HALIDE IS RECOMMENDED OVER HIGH PRESSURE SODIUM IN CASES WHERE THESE ARE THE ONLY OPTIONS. HOWEVER THERE IS A HJ. BOOKUM LAMP WITH LESS YELLOW COLOR CALLED LUM-A-LIX BY G.E. F THE COOL COLOR IS A PROBLEM).
- B. PROVIDE EXPRESSO COFFEE SERVICE WITHIN EACH RESTAURANT (PILON COFFEE SERVICE (305) 594-2886 OK EQUAL).

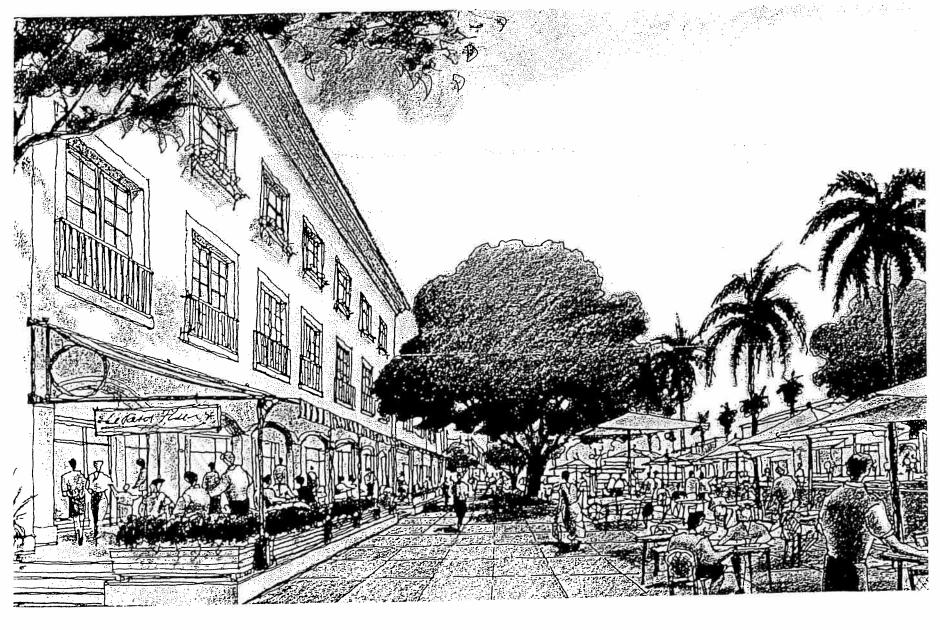


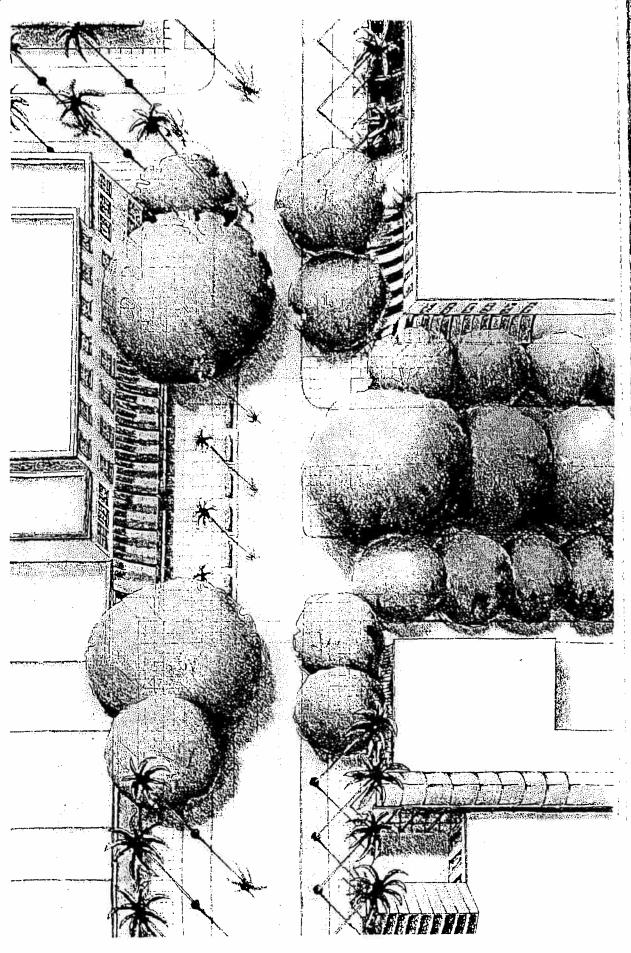
MUNICIPAL NOTES:

- REPLACE THE EXISTING BIDEWALK AND EXTEND A NEW CONCRETE WALK TO THE EXISTING PARALLEL PARKING SPACES ON THE SOUTH SIDE AS SHOWN. PROVIDE NEW CURS AND GUTTER AS REQUIRED. STAIN EXISTING AND NEW CONCRETE (CONTACT DAVID SHANKMAN, STONEWORKS UNLIMITED. INC., 6732 SW COURT, MIAMI, FLORIDA 33143. (305)661-9854).
- 2. EXTEND THE 6TH STREET MEDIAN TO THE SOUTH AND AUGH THE EXISTING MEDIAN WITH THE NORTH CURB FACE OF FIFTH AVENUE SOUTH. DETAILS AND FINISHES SHALL BE CONSISTENT WITH THE PROPOSAL FOR THE SOUTH SIDE,
- 3. PLANT A NEW LARGE SHADE TREE ON THE WEST SIDE OF THE PLAZA TO MATCH THE EDSTING LARGE TREE ON THE EAST SIDE . PLANT NEW MEDIUM SIZE TREES WHERE SHOWN TO MATCH EXISTING MEDIUM SHADE TREES. PLANT NEW SMALL THIN PALM TREES IN THE NEW PLAZA AS SHOWN. PROVIDE LOW PLANTERS AS REQUIRED FOR TRAFFIC SAFETY.
- 4. PROVIDE MUNICIPAL SEATING, TABLES, AND UMBRELLAS (BROWN BAG EATING)
- PERMIT VENDING CARTS IN THE PLAZA AND WALKS.
- 6. PERMIT OUTDOOR RESTUARANT DRING BETWEEN THE BUILDING FRONTAGE AND THE STREET R/W.

FIFTH AVENUE SOUTH LOOKING WEST

The Square at Sixth Street





MASTER PLAN AND RETAIL RECOMMENDATIONS FOR

FIFTH AVENUE SOUTH

CITY OF NAPLES FLORIDA

> FINAL DRAFT APRIL 1994

RETAIL RECOMMENDATIONS

VOLUME 2 OF 2 PART 1 - REPORT

ANDRES DUANY
ELIZABETH PLATER-ZYBERK
ARCHITECTS AND TOWN PLANNERS

ROBERT GIBBS
RETAIL CONSULTANT

CHARRETTE TEAM: ANDRES DUANY, ROBERT GIBBS, THOMAS LOW, ALISA BLOCK, DANA LITTLE, LAURENCE QAMAR, ISKANDAR SHAFIE, RICHARD SHEARER, JEFF SPECK, AND CURTIS WOODHOUSE

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age 1

Bob Gibbs

NAPLES CHARRETTE Robert Gibbs

Over the last eight days I have had the pleasure of meeting with most of Naples' downtown merchants and business owners. I came early, ahead of the charrette, to start comparing Fifth Avenue with other retail centers in the area. This work included listening to Naples' merchants, gathering information on the issues they have had over the years and communicating these concerns back to city officials and the planning team. I also had the responsibility of relaying the changes and initiatives undertaken by both the city and the community to those businesses that are affected. As a consequence, I learned a great deal about Naples and enjoyed working with its merchants, city officials, and concerned citizens.

Tonight, I'm going to give an overview of what I learned about Naples and the processes I use to determine the best way of merchandising or marketing Fifth Avenue. This presentation is not the final product, but a summary of our analyses and recommendations. But first, what I did not do the last week. Given this short amount of time, I have not attempted to do a complete detailed market analysis or a primary demographic analysis. I am not promoting myself as a market research expert. This study is not intended to project whether opening a particular business — a restaurant or an antique shop, etc. — will be successful, nor whether there's a specific market for any particular type of business along Fifth Avenue. Rather, we relied on market studies prepared by the City and the County. Everyone we met or contacted was very generous in sharing information. So this plan for reviving Naples' retail is based on what we learned from others as well as our own experience with successful retail districts. And, as you shall see, many of our recommendations are simply common sense.

THE HISTORIC LOCATION OF COMMERCE

One of the first things I wanted to know about Naples was why did Fifth Avenue develop as its center of commerce. Why didn't business locate along Fourth or Sixth Avenues? We quickly discovered that, historically, the intersection of Fifth Avenue and Highway 41 was the original Four Corners of Naples. [Fig. 1] In the 1940s, as Highway 41 expanded to accommodate more and more traffic, more and more businesses located there, a developmental progression common to small towns. Initially, commercial activity almost always locates where the most people or cars are in the town. In Naples' case, because Highway 41 forms a right angle when it meets Fifth Avenue, cars had to stop and turn. And when traffic stops there is a chance for merchants to entice — with signs and window displays — motorists into shopping, a strategy for capturing potential customers that continues to work for many of Naples' retailers.

During peak season, approximately 40,000 cars per day pass through the intersection of Highway 41 and Fifth Avenue, which is almost the same number of cars that pass by Naples on Interstate 75. If a national retailer wanted to come into this market area, the Highway 41 corridor would seem to be the most lucrative location.

Then why did commercial and service businesses continue west along Fifth Avenue rather than on Highway 41? Because it was responding to trends in traffic and development, a basic pattern or functional relationship that continues to this day. Many people who live near downtown, such as in Port Royal, regularly travel along Fifth Avenue to reach their homes. In addition, the beaches and pier at the westernmost end of Fifth Avenue continue to be important regional attractions.

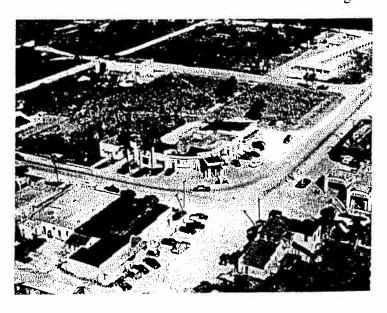


FIGURE 1

FIFTH AVENUE'S ORIGINAL NEIGHBORHOOD RETAIL

Early in the charrette, we realized that we wanted to know about the heyday of Fifth Avenue, so we asked almost everyone we met, "When do you consider Fifth Avenue to have been its most prosperous?" Nearly everyone responded that the zenith for its commerce was in the middle of the 1970s. That is, the peak for Fifth Avenue's retail was about a year or two before the Coastland Mall opened on Highway 41. [Fig. 2] About one year after this mall opened, Fifth Avenue's merchants published a promotional brochure showing the exact locations of their businesses. This was fortuitous and important to our research: knowing where the different retailers and service businesses were located during the district's prime helps us determine whether this tenant mix has any relevance today.

From the first signs of commercial development to the tenant mix of the mid-seventies, Fifth Avenue could be characterized as a "neighborhood service" type of retail district. It was a place where neighboring residents went to buy groceries, purchase medications, and meet with their bankers, lawyers, or doctors. In fact, many of these businesses are still active on Fifth Avenue. As you know, Fifth Avenue has an outstanding grocery market and very active pharmacy. [Fig. 3] That's significant to us, because it indicates that Fifth Avenue's shops probably never had a large regional draw. In other words, I don't think people ever drove, on a regular basis, 15 or 20 miles to shop on Fifth Avenue. During the mid-seventies, Fifth Avenue may have functioned as a semi-regional shopping district and many of its retailers may wish for this status to return, but historically, that was not the reason downtown developed there.

In addition to shopping for daily needs, we were told that many people continue to worship in churches downtown and that many residents visit their bankers or brokers almost every weekday. [Figs. 4 & 5] In fact, we discovered that the banks and brokerage firms on Fifth Avenue are serving as anchors for the entire district. In other words, these financial services draw people downtown, which other businesses can capitalize on. Drawn downtown for financial reasons, these people may become potential customers to other businesses.

Fifth Avenue has a number of very well-furnished clothing and general retail stores. And these businesses are well known for their excellent service. I can't tell you how many of Fifth Avenue's merchants know their customers by name and regularly send them clothing or new merchandise that may interested them. This attention to detail, this insistence on a high level of service and quality, is becoming rarer and rarer, and is nearly non-existent in chain retail stores. [Fig. 6]

TRAFFIC'S INFLUENCE ON THE LOCATION OF COMMERCE

In the 1940s, as more and more people came to Southwest Florida to vacation or live, Highway 41 became an increasingly important center for commerce. By the late 1950s strip shopping centers began to appear along Highway 41, a trend that continues today. As I mentioned before, the Coastland Mall opened on Highway 41 around 1975, and more upscale shopping centers, such as the Waterside Mall, have recently been built there. Again, it is important to understand that there is a direct relationship between the number of cars per day along Highway 41 and the demand for retail services. Commerce has always located along Highway 41 because that



FIGURE 2



FIGURE 3

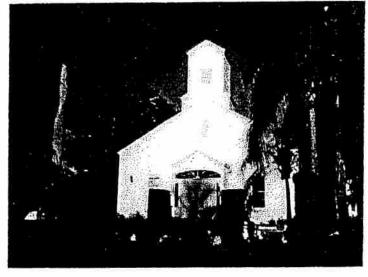


FIGURE 4

This diagram depicts the history of retail and commerce in the Naples area since 1930. Shown are the three primary places for retail in this area. [Illus. A] The top line represents Third Street, which was, before 1940, the retail and service center for the Naples region because of the pier and the original hotel. During the 1940s, as residential development grew and road improvements provided for more vehicular traffic, retail and neighborhood service developed along Fifth Avenue. Significant retail development along Highway 41 started later, near the end of the 1950s. This illustration correlates the total retail square footage with a subjective evaluation of the importance of each location's business activity. Although Third Street was the area's original center of commerce, its retail importance, although significant, was surpassed by Fifth Avenue in the 1940s. Presently, Highway 41 represents the region's primary retail corridor.

I have been told that both the Coastland and the Waterside Malls have fairly large trade areas. This means that people will drive long distances to shop at these malls. Typically, shoppers are drawn to a regional mall because of its department stores' advertising, as well as the tenant mix and overall selection of merchandise. A high quality, moderately large shopping center will attract people from great distances away. Although it has shops of high quality, Fifth Avenue has neither the variety of stores, the diversity of merchandise, nor the adequate advertising to create and sustain a large regional draw. Fifth Avenue does, however, have more of a regional draw than most towns Naples' size.



As outlined earlier, we reviewed the vehicular traffic volumes during the charrette. Without going into a lot of detail, we were very surprised to find very high levels of traffic and, consequently, congestion. Over 20,000 cars per day travel along Fifth Avenue during the peak season. This is an extremely high number for a small town, and, I think, helps explain why Fifth Avenue continues to be an important retail and commercial center. If Naples had converted this avenue into a pedestrian mall, which many small towns did in the 1960s, then most of its businesses probably wouldn't have survived. If Naples built a road looping around Fifth Avenue, thereby reducing its vehicular traffic to two or three thousand cars per day, then most of this avenue's retail and service would have had to relocate.

This image graphically illustrates the quoted approximate rents for the Fifth Avenue shopping district compared to the number of cars that pass by its storefronts each day. [Illus. B] The reddish color represents the number of cars per day and the green represents the quoted rents for Fifth Avenue, the Waterside and Coastland Malls, and the strip centers along Highway 41. In retail, there is usually a direct correlation between vehicular traffic, rental rates, and actual sales. However, Naples has an exception to this rule: compared to Fifth Avenue and Highway 41, Third Street has fewer cars per day but higher quoted rents. Most likely, this is because of the high quality of its merchandise and consequent higher volume of sales per square foot.

Fifth Avenue need not have more vehicular traffic than it presently does, especially during peak season. We could all agree that the vehicular traffic could run more smoothly than it now does, but the high volume of traffic is very important to the avenue's commerce, directly affecting the success of its shops.



FIGURE 5

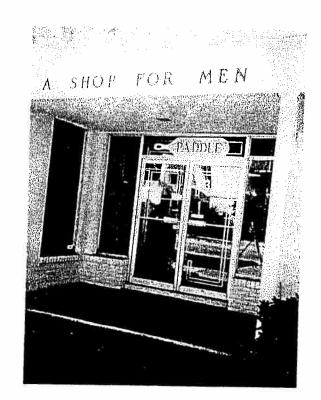


FIGURE 6

FIFTH AVENUE'S TENANT MIX

We also reviewed Fifth Avenue's current tenant mix, that is, the types of businesses located along it. This diagram represents our key for the existing business types. [Illus. C] We grouped the Avenue's businesses into five types: neighborhood service, such as banks, hair salons, drug stores, food markets; specialty shops, such as clothing and shoe stores; restaurants; financial services; home accessory shops. In general, the tenant mix — the types of retail — is evenly distributed along Fifth Avenue. For example, Fifth Avenue does not have a cluster of clothing stores in one location or a group of restaurants in another. Unfortunately, this probably works to this retail district's disadvantage. Most new shopping centers group similar types of businesses together to take maximum advantage of destination shoppers.

During the 50 years that Fifth Avenue has been a location for commerce, neighborhood service has remained its most important type of business. Winn's Market and the German Deli demonstrate that neighboring residents continue to use Fifth Avenue for their basic, daily shopping needs, which is significant. [Fig. 7] We propose that Fifth Avenue preserve and enhance the primacy of neighborhood businesses and services. This would not only improve the avenue, but also benefit its other businesses and surrounding neighborhoods.

Recently, several "special niche" businesses have opened on Fifth Avenue. The west end of Fifth has an emerging antiques district, which is significant because it serves both the year-round residential community and the area's tourist market. The Pair Tree, a home accessory and decorating shop, is a good example of a specialty shop. [Fig. 8]

I was pleasantly surprised to find so many high quality clothing and jewelry stores located along the Fifth Avenue. These stores seem to provide a wide selection of up-to-date styles, good values and excellent service. This type of store is rarely seen in a town of this size. Usually, apparel stores of this quality are located in regional malls. Much of the avenue's identity, I believe, is a related to these stores. The quality of downtown is, in a large part, a result of these businesses, so we're proposing a number of ways for preserving and enhancing these types of stores.

During the charrette, we noticed that many new businesses are opening along Fifth Avenue. Actually, it was easy to see. It seemed that almost every other person I met was opening a new business downtown, which was very encouraging. Over ten businesses are currently moving to or opening on Fifth Avenue. I don't think I've ever seen that before in a town this size. This slide is of the New Digs, a home accessory and decorating shop, and, across the street, what will be a new linen shop. [Fig. 9] It was exciting to see so much activity; the owners were working on Saturday nights and Sundays painting and improving their stores.

FIFTH AVENUE'S IMAGE FROM HIGHWAY 41

We then stepped back and evaluated how nonresidents perceive downtown Naples. Most people's initial perception of downtown Naples is from Highway 41, as they drive by. Unfortunately, the image they get is not one of a downtown; rather, it looks like the rest of Highway 41. [Fig. 10] Most likely, touring motorists on Highway 41 don't even realize they're passing a town, unless they see the highway sign, "Downtown straight ahead."

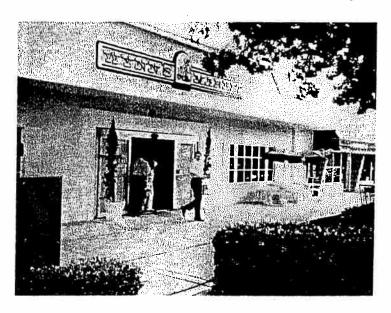


FIGURE 7

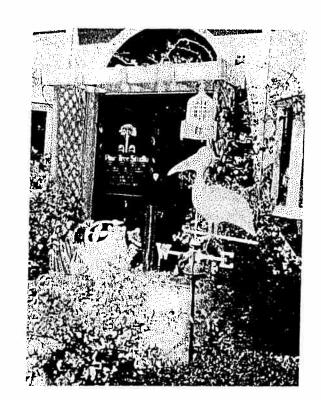


FIGURE 8

This is something that needs to be changed. From the Highway 41, Fifth Avenue should present itself as part of a small town not part of a highway. In the proposed plan, we developed a series of steps Naples can take to ensure that motorists on Highway 41 will know they are approaching a town of unique shops and restaurants.

A good first step is to encourage more of the high quality landscaping now lining Fifth Avenue. This includes installing more signs such as the existing one, "The Shops on Fifth Avenue." The second step includes looking at the building types, their locations and surrounding land uses. Close to downtown there is a middle school, a hospital, a pier, and the gulf's wonderful beaches, all of which draw traffic down Fifth Avenue. Naples continues to have the character of an American small town, as illustrated by this gentleman sitting on a bench. [Fig.11] Amenities such as benches, shade trees, clean sidewalks, and storefronts contribute to this much sought after character. And although most shops are closed on Sundays, people are out strolling along Fifth Avenue. Last Sunday morning so many people were driving to the beach that I had a difficult time crossing this avenue. In fact, during a meeting with a retailer that morning, a pedestrian mistakenly thought that the store was open and made an expensive purchase. On a national level, many retailers sell more during five hours on Sunday than during nine hours on Saturday. So I would encourage Fifth Avenue's retailers to keep regular Sunday hours during the vacation season.

With regard to how first-time visitors actually perceive the downtown, Fifth Avenue communicates very mixed messages. New buildings should present an image of high quality. Fine detailing and well-groomed landscaping are important to the shopper. They convey to the customer that this is where the "good stuff" can be bought. The quality of the merchandise is directly reflected in the quality of the storefront and the detailing. This image typifies the other end of the mixed message. [Fig. 12] From the driver's seat, from the perspective of the 20,000 motorists who pass by Fifth Avenue each day, it's nearly impossible to see many of the storefronts. The final report will include specific suggestions for improving the visibility of Naples' storefronts. These recommendations will also help businesses capture the eyes of passing motorists, let them know what's in their stores and thus capture the sale!

Much of Fifth Avenue's landscaping, though extremely well-maintained, blocks the visibility of the merchandise in storefront windows. Plants are either overgrown and too high or were planted in the wrong place. So we'll have recommendations for correcting this. In addition, some of the avenue's site details are now completely out-of-date. [Fig. 13] They were fine when they were created, but we recommend revising these amenities and details with contemporary colors, materials, and textures.

THE IMPORTANCE OF IMPROVING STOREFRONTS

During the charrette I met with over 75 shop owners to discuss specific recommendations for improving their stores. Sometimes, when I talk to owners, they don't like to hear about their stores' drawbacks. For example, we may recommend removing handwritten signs from the storefront, changing wall colors or light fixtures, or rearranging the interior the store. Most of our suggestions for improving the presentation of merchandise are fairly inexpensive and can be implemented by the merchant. I was surprised and gratified to see that so many retailers started implementing our store planning and visual merchandise suggestions immediately after they closed shop. These shop owners were rearranging showcases, scraping decals off windows, changing lighting,



FIGURE 9



FIGURE 10

or repainting. In effect, each merchant was simply stepping back and reevaluating his or her store, its layout and operation and how to improve both.

So far, at least one-half dozen businesses have changed the way they present themselves to potential customers by adopting our recommendations. Our report will include a checklist of improvements that most business owners can use. [See Specific Recommendations] Rarely have I seen a downtown with so many retailers eager to improve their merchandising plan.

I should add that during these meetings any problems voiced by merchants regarding the city or county were relayed by us, with suggestions, to the appropriate departments.

A MERCHANDISING PLAN FOR FIFTH AVENUE

The unique thing about Naples is the high number of retirees (or people having mid-life crises) who have sold their homes in the northeast or midwest, moved here and opened new businesses. Many recent residents said something like this: "I turned 42, sold the house, came down here, and had the option of opening a dog kennel, clothing store, or antique shop." All of these businesses are completely unrelated; the transplanted snowbird simply picked one and became an entrepreneur.

As a result, we've developed a merchandising plan, a plan for grouping similar types of businesses, which is what would happen downtown under ideal conditions. [Illus. D] One of the problems with Naples' downtown is that the retail district is much longer than the typical mall of a new shopping center. It is simply too long for people to easily walk from one end to the other. So we recommend that the ends of Fifth Avenue's retail district be designated as "gateway retail." On the east end, adjacent Highway 41, the existing businesses should be supplemented by similar types of businesses. Similar businesses help one another by creating an identifiable area for their type of retail, allowing shoppers to browse and shop among their stores. In addition, if new businesses occupy vacant lots, then the image of a coherent, small town will be projected to motorists on Highway 41. In the same way, the west end should be completed with businesses similar to Paddle Mens Store, which is already there. We anticipate that people driving either north-south or east-west will stop and shop in these places known for their specific type of retail.

And two identifiable types of retail have started to develop at these opposite ends of Fifth Avenue. At the west end, a "home district" has emerged. This area includes antique shops, specialty designers, interior designers, and home accessory shops, which all complement each other. If a shopper is buying antiques, it's likely that he or she will want to get a complementary lamp or painting. This retail district has developed naturally, so we're making specific recommendations to enhance its viability and identity.

On the east end, a traditional "neighborhood service district" has developed. It's where Winn's Market, the pharmacy, financial services, and most banks are located. So we're recommending similar businesses for this area, including bakeries, gourmet foods, ice cream shops, and book stores. That is, if an entrepreneur wants to open a gourmet cheese shop on Fifth Avenue, then the city authorities should recommend that he or she open on this side of town because such a shop would complement other businesses in the area.

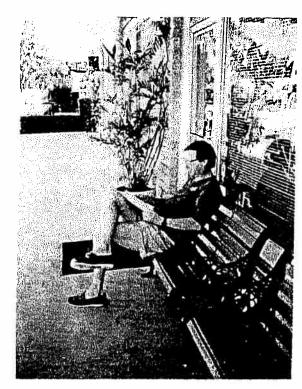


FIGURE 11

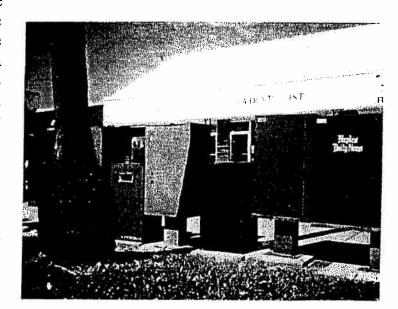


FIGURE 12

Page 7

In the center of Fifth Avenue, we're proposing the "downtown district," which will be about 1,300 feet in length. Concentrated in its center will be restaurants and entertainment facilities. We're rewriting the city codes in order to allow sidewalk cafes and dining. We hope the city will encourage different kinds of restaurants in order to make Naples a destination for dining, a proven draw for towns this size. People will drive from Marco Island and elsewhere if a variety of dining and entertainment is provided. By bringing people into town, these restaurants will also help the existing stores. Since diners can shop before or after eating, merchants would be wise to extend their hours. In offering a variety of restaurants and entertainment, the downtown district will become a recognizable draw for nearby residents and tourists alike.

SPECIFIC RECOMMENDATIONS FOR INDIVIDUAL STORES

We are making specific recommendations to the city and shop owners about what they can do to increase sales and to project an image of providing high quality goods and service. In many cases, the quality of the goods merchants are selling here is much better than the perception people get when driving by. Some shops are run down; others have dirty windows or out-of-date signs. These stores simply don't reflect the quality of the wares they're selling.

Many retail centers clean their sidewalks every day, often with power washers. In fact, I've worked with retailers who wash their windows three times a day. Aclean, well-lit, and updated storefront is crucial to increasing sales. It signals to customers that they are buying merchandise of high quality and value. So we're recommending a maintenance program of cleaning sidewalks and windows in order Fifth Avenue to present an image that is attractive and user-friendly to tourists and residents alike.

There are other things Naples needs to do to make Fifth Avenue more user-friendly. For example, we recommend the installation of kiosks or signs that have maps showing the locations of restaurants and businesses in the city.

The goal of our merchandising plan and specific recommendations for Fifth Avenue is to ensure that it continues to grow and prosper as the center of the community's commerce at the same time that it remains a place where neighbors can meet, where retailers and customers can know each other by name, and where the charms of a small town can be preserved. [Fig. 14]



FIGURE 13

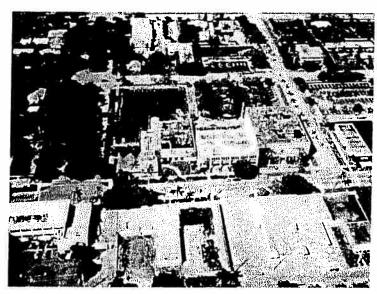
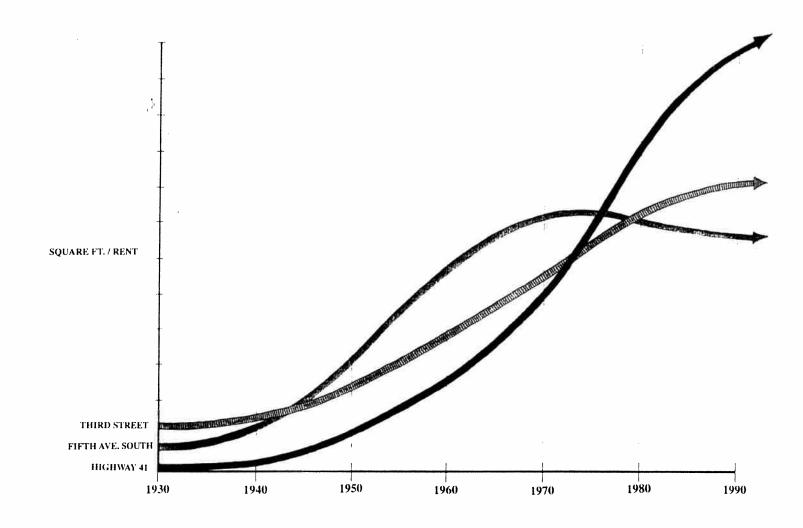
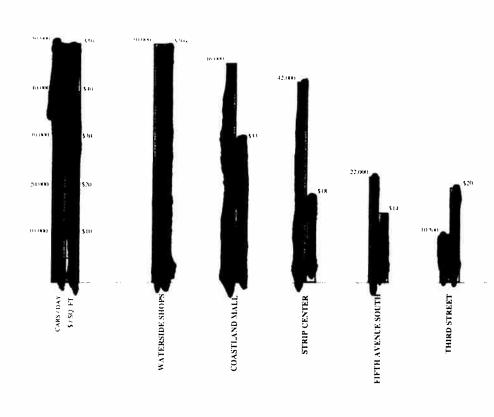


FIGURE 14

Retail Diagrams



RETAIL GROWTH PATTERNS

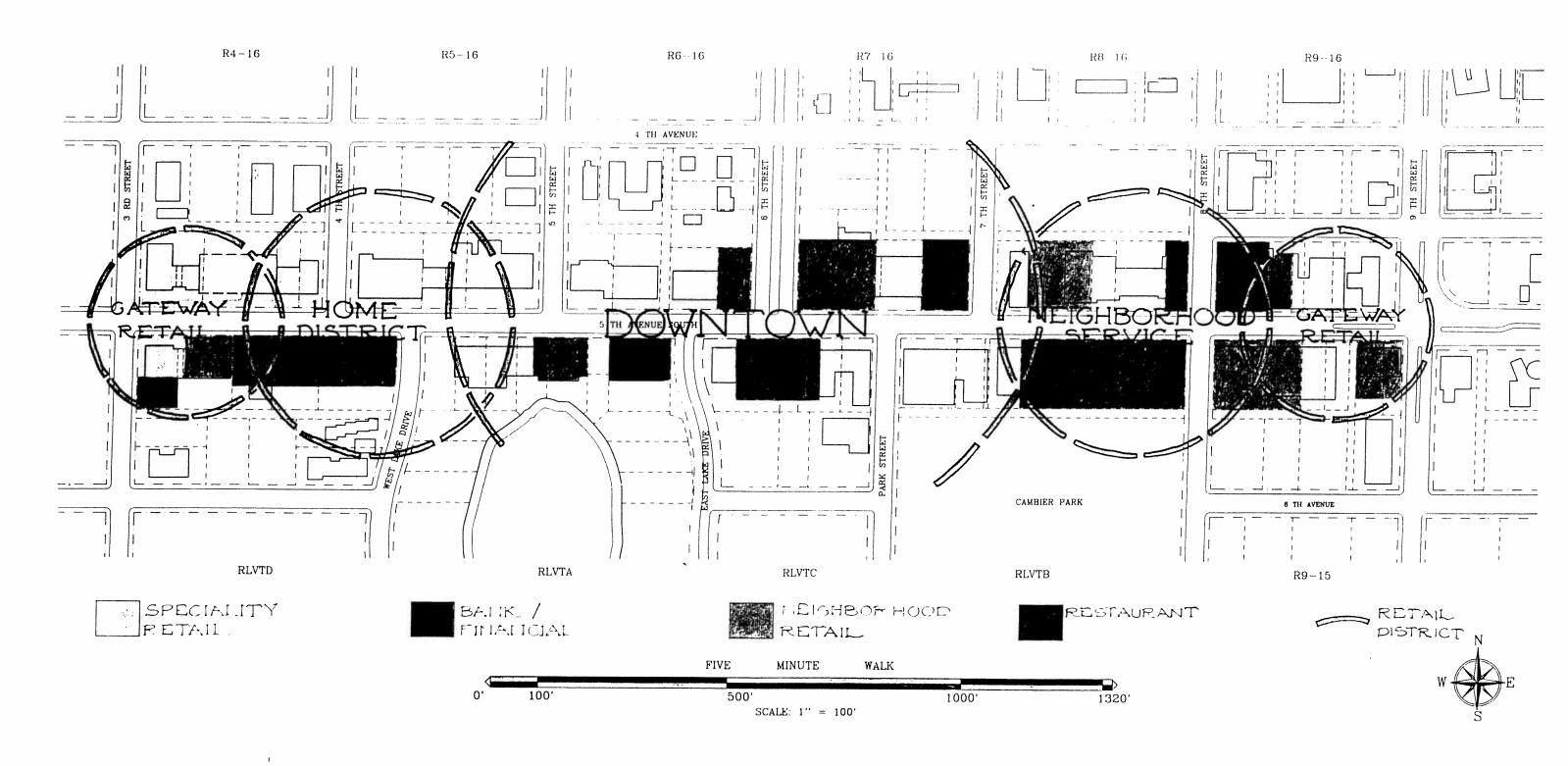


TRAFFIC VOLUME / LEASE RATES

Existing Commercial Distribution



Merchandising Plan



MASTER PLAN AND RETAIL RECOMMENDATIONS FOR

FIFTH AVENUE SOUTH

CITY OF NAPLES FLORIDA

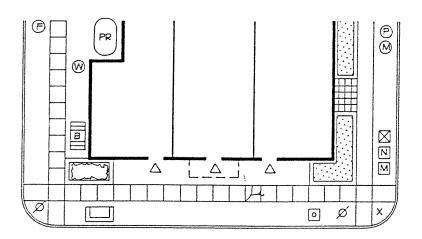
> FINAL DRAFT JUNE 1994

RETAIL RECOMMENDATIONS

VOLUME 2 OF 2
PART 2 - SPECIFIC RECOMMENDATIONS

ANDRES DUANY
ELIZABETH PLATER-ZYBERK
ARCHITECTS AND TOWN PLANNERS

ROBERT GIBBS
RETAIL CONSULTANT



Legend

STREET FURNITURES

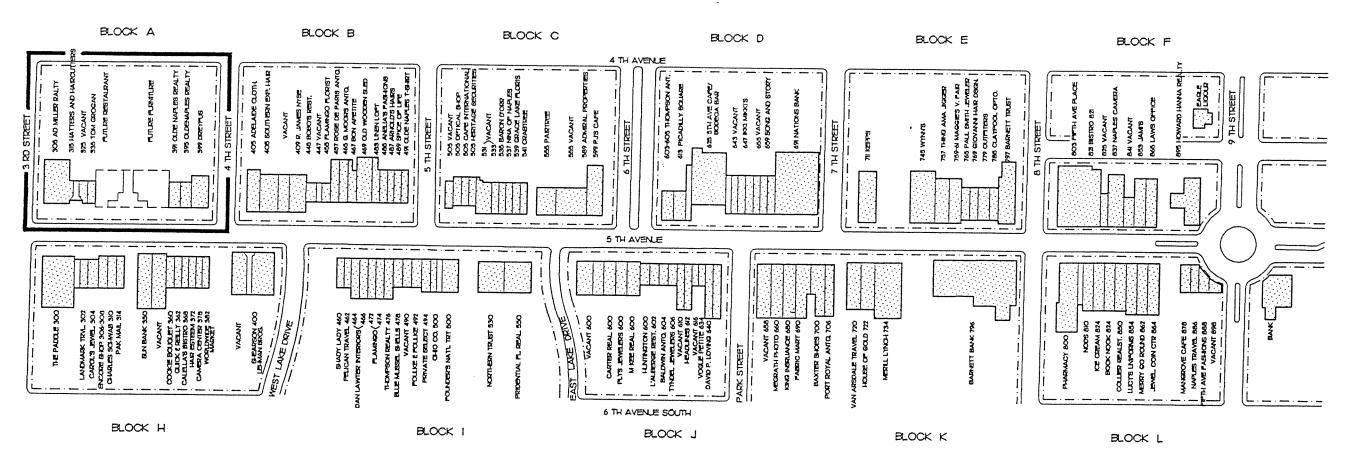
EXISTING TREE / TREE WELL GRASS/ LANDSCAPE GRASS/ LANDSCAPE HEDGES / GREEN M MAIL BOX NEWSPAPER STAND SIDEWALK PR PLBLIC RESTROOM TRASH CAN / DUMPSTER DAMAGED CONCRETE STREET SIGN WATER FOUNTAIN

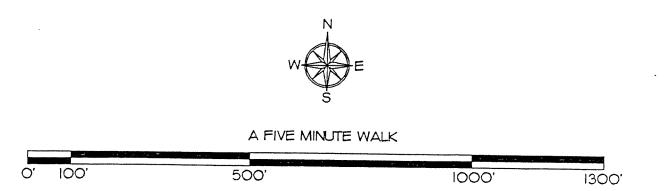
LANDSCAPE

UTILITIES FIRE HYDRANT EXISTING STREET LIGHT M MANHOLE TELEPHONE POLE X TRAFFIC LIGHT POLE

Specific Recommendation Key

Block A





IFTH AVENUE SOUTH, NAPLES, FLORIDA

XTERIOR RECOMMENDATIONS

3SERVATIONS

PROBLEMS

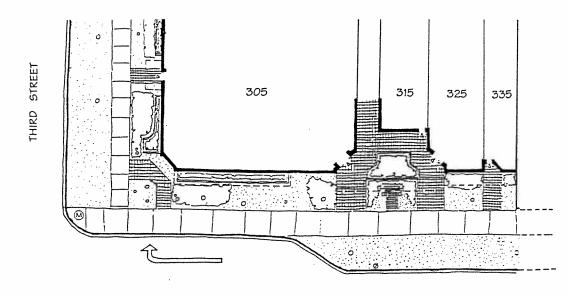
DOD BUSINESS TYPE FOR FIFTH AVENUE ELL MAINTAINED BUILDING

LANDSCAPING IS TOO DENSE AND HIGH

RECOMMENDATIONS

DISPLAY PHOTOS OF HOMES AND PROPERTIES IN DISPLAY CASE FOR PEDESTRIANS UPGRADE AND TRIM LANDSCAPING LEAVE LIGHTS ON INTO EVENING





FIFTH AVENUE SOUTH

SPECIFIC RECOMMENDATIONS

INTERIOR RECOMMENDATIONS

OBSERVATIONS

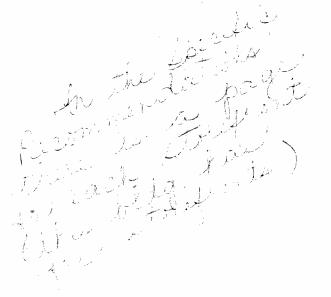
NONE NOTED

PROBLEMS

NONE NOTED

RECOMMENDATIONS

NONE NOTED



BUILDING SPECIFICATIONS

PLAT / LOT: OWNER:

R4-16[4] 14*02080000*1 ADDISON D. MILLER 3*0*5 5TH AVENUE SOUTH

OWNER'S ADDRESS: 305 5TH AVENUE SOUTH NAPLES, FLORIDA 33940

TENANTS / USES:

305 - AD MILLER & ASSOCIATES, REALTOR, OFFI

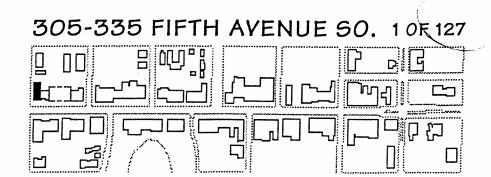
315 - HATTERS &

HAIRCUTTERS RETAIL 325 - AD MILLER'S RENTAL

DEPARTMENT, RETAIL
335 - TOM GROGAN OFFICE

LAND AREA: 20,025 SF GROSS LEASE AREA: 16,858 SF

BUILDING CONDITION: GOOD NUMBER OF FLOORS: 2 PARKING ON SITE 20 PARKING ON STREET 2



FIFTH AVENUE SOUTH, NAPLES, FLORIDA

EXTERIOR RECOMMENDATIONS

CLIPPED BOXHEDGES AND EVENLY

BUILDING HAS VERY NICE FLORIDIAN STYLE

ERY WELL MAINTAINED LANDSCAPING OF

ERY GOOD PARKING IN REAR WITH NICE

ICE ENTRY THROUGH REAR OF BUILDING

SPACED PALMS
IDEWALK IN GOOD CONDITION

LANDSCAPING

BSERVATIONS

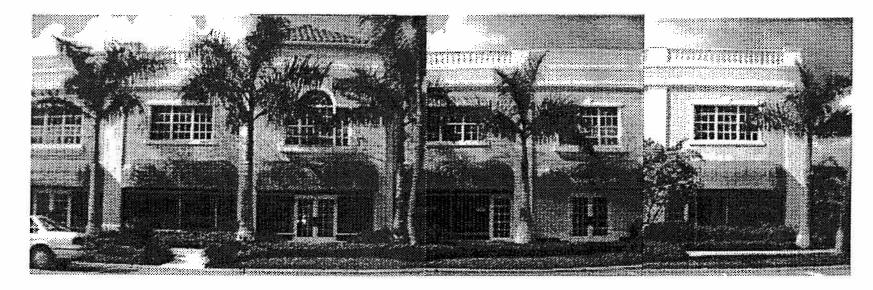
UITE PLEASANT

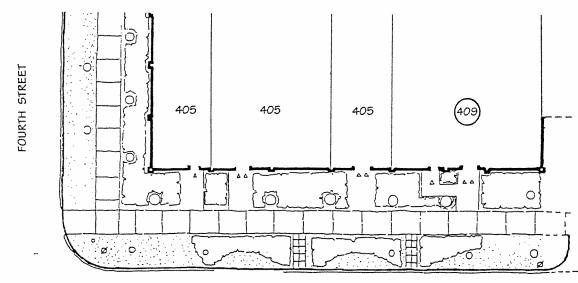
PROBLEMS

NONE NOTED

RECOMMENDATIONS

REPLACE TINTED GLASS WITH CLEAR GLASS IMPROVE SIGNAGE AND ITS VISABILITY FROM THE STREET UPGRADE HARDWARE ON THE FRONT DOOR





FIFTH AVENUE SOUTH

SPECIFIC RECOMMENDATIONS

INTERIOR RECOMMENDATIONS

OBSERVATIONS

NONE NOTED

PROBLEMS

OBSTRUCTED VIEW OF INTERIOR FROM STREET AND SIDEWALK

RECOMMENDATIONS

UPDATE DOOR HARDWARE LEAVE LIGHTS ON INTO THE EVENING OPEN VIEW TO INTERIOR FROM SIDEWALK AND STREET

BUILDING SPECIFICATIONS

PLAT / LOT: OWNER: R5-16[5] 14026960000 REGENCY ROW ASSOCIATES LTD. 851 5TH AVENUE SOUTH

OWNER'S ADDRESS: 851 5TH AVENUE SOUTH NAPLES, FLORIDA 33940

TENANTS / USES:

405 - ADELAIDE (CLOTHING) RETAIL 405 - SOUTHERN EXPOSURE

HAIR DESIGN RETAIL

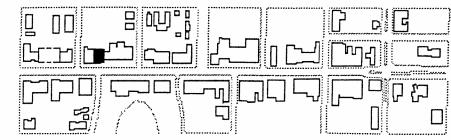
405 - VACANT [ONE BAY] 409 - RAYMOND JAMES &

ASSOCIATES, NYSE OFFICE

LAND AREA: 22,500 SF GROSS LEASE AREA: 20,090 SF BUILDING CONDITION: GOOD NUMBER OF FLOORS: 2 PARKING ON SITE 13 PARKING ON STREET 5

405 FIFTH AVENUE SO.

1 2 OF 127



FIFTH AVENUE SOUTH, NAPLES, FLORIDA

EXTERIOR RECOMMENDATIONS

)BSERVATIONS

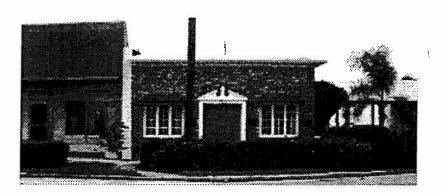
JONE NOTED

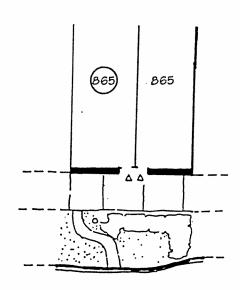
PROBLEMS

TALL LANDSCAPING OBSTUCTS ACCESS

RECOMMENDATIONS

UPDATE LANDSCAPING. USE LOW GROUND COVER, NOT 4' TALL SHRUBS BEST LAND USE WOULD BE COMMERCIAL SHOPS, BUT GOOD FOR AN OFFICE PAINT BRICK WHITE





FIFTH AVENUE SOUTH

SPECIFIC RECOMMENDATIONS

INTERIOR RECOMMENDATIONS OBSERVATIONS

NONE NOTED - DID NOT VISIT

PROBLEMS

NONE NOTED - DID NOT VISIT

RECOMMENDATIONS

NONE NOTED - DID NOT VISIT

BUILDING SPECIFICATIONS

PLAT / LOT:

OWNER:

R9-16 [11] 19012600007 BENJAMIN G. PARKS 525 KINGSTOWN DRIVE NAPLES, FLORIDA 33940

TENANTS / USES:

OWNER'S ADDRESS:

865 - GULF REALTY,

3,313 SF

865 - LAW OFFICE.

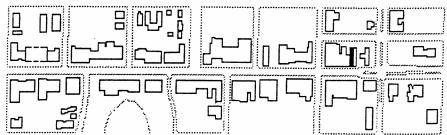
OFFICE OFFICE

LAND AREA: GROSS LEASE AREA: 2,613 SF BUILDING CONDITION: GOOD NUMBER OF FLOORS:

PARKING ON SITE PARKING ON STREET O

865 FIFTH AVENUE SO.





Bob Gibbs

SPECIFIC RECOMMENDATION KEY

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335 - Tom Grogan	4	505 - Heritage Securities	28
335 - Poggen Pohl	5	531- Vacant	29
391 - Olde Naples Realty	6	535 - Baron D' Orr	30
395 - Olde Naples Realty	7	537 - Nina Of Naples	31
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405 - Vacant	11		
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447 - Vacant	14	613 - Piccadilly Square	38
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485 - Anella's Fashions	21	BLOCK E	
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		759/61- Maggie's	47
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NAPLES Bob Gibbs

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785 - Claypool	400 - Shearson Lehman	
797 - Barnett Trust		
	BLOCK I	
BLOCK F	460 - Shady Lane	
803/821 - Fifth Avenue Place/Bistro 821	462 - Pelican Travel	
825 - Vacant	464/66 - Dan Lawter Interiors	
837 - Naples Camera	472/474 - Project Flamingo Salon and Flamingo Fashion 81	
839 - Vacant	476 - Thompson Realty	
841 - Vacant	478 - Blue Mussel Shell	
853 - Jami's	490 - Vacant	
865 - Gulf Realty	492 - Foulke and Foulke	
865 - Law Office	494 - Private Selections	
895 - Howard Hanna Realtor	500 - Ohio Company	
	500 - Founders National Trust	
·	530 - Northern Trust	
FIFTH AVENUE SOUTH - SOUTH BLOCKS	550 - Prudential Florida Realty	
BLOCK H	BLOCK J	
300 - Paddle	600 - Vacant	
302 - Landmark Travel	600 - Jo Carter Realty	
304 - Carol's Jewelery	600 - J. Ply's Jewelers	
306/8 - Encore Shop	600 - Mc. Kee Realtors	
310 - Charles Schwab	600 - Huntington Bank	
314 -Pak Mail	602 - L' Auberge	
350 - Sun Bank	604 - Baldwin's	
352 - Vacant	606 - Tyndell Jewelers	
360 - Cookie Bouquet	610 - Vacant	
362 - Quick & Reilly	612 - Headlines	
368 - Calella's Bistro	616 - Vacant	
372 - Hair Esteem	634 - Vogue Petite Shop	
378 - Camera Center	640 - David P Loving	

NAPLES Bob Gibbs

BLOCK K													
658 - Vacant .									•				104
660 - McGrath .		•		•	•	•	•		•		•	•	105
680 - King Insurance				•									106
690 - Fabric Mart												•	107
700 - Baxters Shoes.													108
706 - Port Royal Jewe	lery		•										109
708/12 - Offices.	•		•		•								110
720 - Van Arsdale Trav	vel							•					111
722 - House of Golf			•		٠	•		•					112
734 - Merrill Lynch						•		٠					113
796 - Barnett Bank	•	•				•	•		•	•	•	•	114
BLOCK L													
800 - Fifth Avenue Pha	ırmac	y						•		•		•	115
810 - Nod's	•							٠					116
824 - Ice-Cream Pavili	on	•											117
824 - Book Nook .					•	•							118
850 - Collier Real Esta	te Gr	oup				•					•		119
854 - Lucy's Uniform.							•	•	•				120
862 - Merry Go Round				•			٠			•	٠	•	121
864 - Jewelry and Coin	Cen	ter.	•									•	122
878 - Mangrove Cafe .										•		•	123
886 - Naples Travel :					•	•		•				٠	124
888 - Fifth Avenue Win	dow	Fash	ions		•								125
898 - Vacant		·	•		•	•		•	•	•			126
ADDITIONAL MERO	CHA	NT											
360 - Ninth Avenue - Ea	agle I	Lique	or Sto	re									127

Appendix D. Utility Atlases



City of Naples
Community Redevelopment Area
Water Atlas Exhibit





City of Naples
Community Redevelopment Area
Wastewater Atlas Exhibit





City of Naples
Community Redevelopment Area
Reclaimed Water Atlas Exhibit

