

# Preserving Naples:

A vision plan to keep the best of the  
past while building a better community  
for the future

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# The Vision

Naples is one of the nation's, if not the world's, premier communities. The core vision for its future is preservation of those features that make it a distinctive and high quality place to live, work, and play. Having reached a pinnacle, how does Naples stay there?

For communities at a very high level of quality, what can it mean to suggest that the vision is to "preserve" the community? There are three possible overlapping definitions.

1. Definition 1: "Preserve" means keeping it just as it is. Preservation in this sense is best exemplified by Williamsburg or other historical sites where the goal is to maintain the physical structures and life at a period in history. In this case to keep something we have to intentionally disallow substantive change.
2. Definition 2: "Preserve" means keeping certain distinctive community assets or features as the community changes. This approach is shown by communities that have historic districts, waterfronts, or other community features that the community seeks to keep structurally or in terms of use. Preserve in this sense also means keeping social features of a community such as community events that draw the community together or exhibit a special heritage or maintaining the sense of personalness and friendliness that are equated to a "small town" feel. Preserve in this sense also means keeping the "design" features of the community as to building heights, density or architecture that provide with community with a certain "feel" and style. In this case to keep something we have to intentionally seek to protect the feature, which may require some changes of past practice in order to protect into the future.
3. Definition 3: "Preserve" means maintaining quality of experience. These often include safety, recreation, education, economic opportunity, social interchange. Preserve in this case requires continuous change and improvement because quality is an ever rising standard. In this case to keep something we have to change.

The residents of Naples clearly want to preserve Naples as a high quality small town residential community in a beautiful natural setting. The community offers its residents a variety of recreational and cultural opportunities supported by useful and needed personal services including health care, shopping, property maintenance and public safety and health services. This community is distinguished by a small town feel of personalness, low-mid rise architecture and a community organized around the needs, aspirations and values of its residents.

While some would clearly like to be able to freeze Naples in time, even they recognize that is not realistic for a dynamic community in a private marketplace. Therefore in order to achieve the vision of preserving Naples, definitions two and three must be actively pursued as strategies. In order to preserve the distinctive culture and character of Naples, some features of the City must be deliberately protected from over-use or fundamental change of use. Other features of the City must be deliberately improved if the quality of experience is to remain high. The vision plan to follow details how these two preservation strategies will be instituted. Balancing these two strategies over time requires wise leadership and informed community engagement.

## The format of the vision plan

This plan is organized into five sections. Section one summarizes the trends and issues which underlie the plan. Section two delineates the goals. Goals are the intended and desired results which come from the plan. Each goal contributes to the vision of a preserved Naples in its own way. Section three delineates the strategies. Strategies are courses of action, some straightforward, some very complex, that contribute to one or more goals. A good strategy helps achieve multiple goals. Section four presents strategic initiatives. A strategic initiative consists of a single goal and the various strategies that contribute to achieving that goal. Section five introduces the system through which the plan will be implemented.

# Section One: Trends and Issues

## Introduction

There are many key trends and issues affecting the future of the City of Naples that have surfaced during the process of developing the Vision Plan. These must be reckoned with as the City articulates its vision for the future, and develops a plan to help realize that vision. The process has included analysis of data and information from many sources, including State, regional and city plans and reports; interviews with Naples business, government, and civic leaders; town hall meetings; focus groups; and a citizens' opinion survey.

## The Vision and the Trends Affecting It

The good news is that there is widespread agreement about the general vision for the future of Naples. There also is a high degree of understanding among community leaders about the trends influencing the City and the issues it confronts. What remains to be developed is agreement about key questions of strategy defining how the City will move toward realization of the vision, and how it will tackle the many issues it faces.

The following general features of the vision for the future were developed as a result of the research with many features coming from interviews, and tested in Town Hall meetings. These are the features that attracted people to Naples, and that Neapolitans want to maintain through time.

Features include:

- High quality image of the City
- Beautiful landscaping
- Peaceful, small town atmosphere
- Friendly place, friendly people
- Beaches: access and beauty
- Many outdoor activities
- Cleanliness
- Cultural offerings
- Quiet, laid-back lifestyle
- Excellent medical facilities

- Quality of city services
- Feeling on non-pretentious charm and substance
- Values and ethics of people
- Wealthy, high-caliber people

While these features at first reading may appear simplistic, even idealistic, they are nevertheless revealing and instructive. Taken together, they are the features of a small town; not a bustling urban regional center. They do not reflect the growth ambitions traditionally held by so many Florida communities. These elements also are reflected in the formal vision statement contained in the City's Comprehensive Plan: *"Naples is a premier City that offers a high quality of life exemplified by cleanliness, safety, well-maintained homes and businesses, distinctive architecture, tree-lined streets, landscaped medians, a high level of municipal services, environmental corridors, pristine beaches, and tropical climate. In addition to these assets, the mix and location of residential, commercial, institutional, and recreational land uses within a neo-traditional framework fosters the small town character and charm."* While this vision statement likely will change as a result of the Vision Plan process, the essence of it, in our opinion, reflects residents' desired future for the City of Naples, according to the research.

Some historical trends perspective about the development of Florida communities (including Naples) is helpful.

Florida once had a consensus-based vision to direct its future. The vision was to grow the population, and with it the economy, by attracting more visitors and permanent residents. Tourism and real estate development and construction were to join citrus and agriculture and phosphate mining to become the mainstays of the economy of the future, ever booming with more and more visitors, permanent residents and retirees fueling the population growth.

The governmental architecture serving the state and its principal public fiscal policies were designed to help realize the grand vision. Like so many separate factories state agencies, cities, the county, the school district, and an array of independent special taxing districts were created to produce the physical infrastructure and services to be consumed by ever-increasing masses of newcomers. The role of government was viewed as utilitarian and limited to

helping achieve the grand vision. The principal public fiscal policies at the state and local levels were designed to promote and support the vision. It would be a state of low taxes intentionally designed to grow the population base.

For most of the twentieth century, this vision was widely shared. As a result governing was a relatively harmonious and stable undertaking. The economy and its politics were driven by the same needs, values, and aspirations. This vision and its strategies succeeded. Florida began the twentieth century as one of the nation's least populated states. It ended it as the fourth largest state in the nation.

Looking back, now we can see that the latter part of the 20<sup>th</sup> Century marks the period when the vision for the State became blurred and consensus about direction collapsed. Why did this occur? And why is the creation of a new vision so challenging. We believe there are three reasons.

One, and perhaps the most basic, is that the historic vision promised more than it could deliver. The historic vision was based on a paradox, a false promise, an illusion: low taxes, a limited and economic utilitarian role for government, cheap land, and unlimited prosperity---all with a paradise lifestyle. The promise contained the seeds of its own destruction, and was broken by the harsh realities wrought by its success. The very attributes that attract people to Florida--- the quality of life, natural environment, the promise of paradise--- are threatened by the sheer magnitude of people who come to visit and live here. We have labeled this phenomenon "the Paradox of Paradise". The old vision was unsustainable.

A second reason the historic vision collapsed and a new vision is so challenging to create, is because there is a marked lack of community identity on the parts of thousands of people who call Florida home. For many "home" is in some other state. High rates of growth in typical urban sprawl patterns weaken traditional community identity. As "new communities" develop, often in unincorporated areas, people have difficulty accepting ownership of the massive problems facing the older, established community or with the region as a whole. People perhaps identify with their residential community or the core community in existence prior to significant annexations, but less with the larger area whose boundaries are now more diffuse.

A third reason why consensus in support of a new vision is challenging is a changing understanding of citizenship. Clearly, a sense of citizenship, and its accompanying responsibilities, drives the nature of political participation and outcomes. Much of the new housing stock results in communities segregated by income. Increasingly, people reside and establish community identity and citizenship in what has been termed “lifestyle enclaves”, whose membership consists of others with similar backgrounds, incomes, and stations in life. This segregation fosters a narrower sense of citizenship focused on protection of economic group. Mix economic segregation with continued cultural/ethnic segregation and it is difficult to discover the “common good”. The presence of lifestyle enclaves together with the bewildering patchwork of fragmented governmental jurisdictions and agencies suppresses any sense of belonging and citizenship in a diverse community of people struggling to govern for the common good. In many areas of Florida, new and long-time residents alike have a weak sense of democratic community and citizenship in their larger meanings.

These three challenges; the “Paradox of Paradise”, diminished community identity, and the weakened understanding of citizenship as responsibility for the common good have combined to make the process of governing highly-complex and contentious. Virtually every serious analyst of Florida’s political culture concludes that public trust and confidence (or the lack thereof) is major problem facing Florida public leaders who are struggling to forge a new vision consistent with public needs, aspirations, and values.

How do these generalized observations apply to Naples? Based on the vision plan research process and the consultants’ collective judgment, the general Florida trends and issues analysis presented here are mirrored in Naples’ experience. Several citizens have articulated the dynamics of the “Paradox of Paradise” as applying to Naples. Concerns about controlling growth top the list. The lack of community identity and responsible citizenship also has been cited.

Yet Naples’ experience of these broader observations about Florida is distinctive in several important ways. As noted, residents appear to share a common vision for the City. They want a beautiful, safe, uncongested, enriching, and active community with a small town feel. This consensus about the future vision is not present in many areas of Florida. Secondly, Naples is experiencing distinctive growth pressures. A close look at population growth trends affecting Naples



reveals that many concerns citizens have about growth impacts can be traced to rapid population increases taking place outside the city, rather than inside it. Growth issues inside the city can be traced not to population increases and new development, but to redevelopment within long-standing city boundaries, especially multi-family and mixed use projects within redevelopment areas.

Between 1970 and 2005, the population of Naples increased from 13,000 to 23,000. (During season, some 13,000 additional people populate the City, an annual temporary increase that is expected to remain relatively stable through 2020). While this is impressive growth, it pales in comparison to what happened to the growth of Collier County as a whole. The County's population increased from 38,000 in 1970 to 319,000 in 2005. Moreover, Naples' population growth rate is leveling off, with a steady and modest 1% annual increase, a rate that began in the early 1990's and is expected to continue. Absent major annexations and re-zonings of existing City properties (especially single family to multi-family) and unanticipated new mixed-use developments, the population is expected to increase to only 25,635 by 2020. This is the projected build out of the City with 19,545 dwelling units and a peak seasonal population of 38,500. By contrast, Collier County as a whole by 2020 is expected to be approaching the half million mark. Another way of looking at these trends is to consider that Naples constituted about one-third of the County's population during the early 1970's. That percentage decreased to 7.14% by 2005, and is projected to drop to 5.2% by 2020. Two trends have combined to produce this result: the County (and Southwest Florida region generally) has skyrocketed; and Naples has chosen thus far to pursue a very conservative annexation approach in order to maintain the City's size. Naples area real estate market forces and sharp increases in housing costs also have played a role.

It is important to note that the City of Naples during the past near-decade has maintained its Comprehensive Plan's established levels of service for infrastructure and services. There are no outstanding concurrency management problems; and, with the exception of needed funding for a storm water master plan, capital improvements needed to maintain existing city levels of service are well-financed. There are, of course, many infrastructure and service issues that must be addressed to realize the city's vision over time. These will be examined next in this report. But there is definitely justification for a sense of accomplishment in maintaining most comprehensive planning levels of service,

implementing a financially-sound capital improvements program, and averting concurrency management problems. By these measures, the City is well-planned and managed.

Naples is holding fast to its distinctive small town vision. The City is on a road “back to the future”. But, as in the popular motion picture by that name, Naples cannot turn back the clock: it must reckon with present day growth impacts coming from its surroundings and redevelopment impacts coming from within its boundaries. Each presents problems and opportunities for the City. Naples appears to be adopting the following credo: “For our future, we shall strive to re-appropriate the best of our past into the present, as we redevelop and adjust positively to our changing surroundings”.

## **The Major Issues**

Our purpose here is to present and briefly define a list of issues that must be addressed in the Vision Plan. The first task is to make sure the list is complete and the issues themselves are as clearly understood as possible. Strategies to address the major issues in ways that are consistent with the over-arching vision are included in Section 3.

The City has begun to identify and develop ways to address many of the major issues it faces. The Evaluation and Appraisal Report, adopted in October, 2006, contains an outstanding examination of issues. (See Section 2, Evaluation of Major Issue, Evaluation and Appraisal Report of the City of Naples Comprehensive Plan).

In developing the issues list and strategies for the Vision Plan, we have used the EAR analysis as a foundation, and have re-conceptualized the list of major issues based on the interviews, focus groups, Town Hall Meetings, and Citizens Opinion Survey. The issues list includes:

- **Annexation**
- **Transportation**
- **Work force housing**
- **Clean-up of Naples Bay and other Water Bodies**
- **Redevelopment and Downtown issues**
- **Affordability**

- Green space, beach and recreation
- Governance
- Other

### *Annexation*

Annexation policy and practice in recent times has been the subject of much conflict. The failed Pelican Bay annexation effort sparked differences within the community that remain unresolved.

Naples currently has a “case by case” annexation policy. Petitions for annexation are considered as they are filed. Since 2000, Naples has annexed approximately 123 acres, 82 acres of which constitutes the planned development, Moorings Park.

During the interviews, focus groups, and town hall meetings, the following annexation issues were raised:

- **Annexation** policy should consider the following concerns:
  - Desire to maintain small town atmosphere
  - Loss of Naples’ regional political influence as city’s population continues to become a smaller percentage of the region
  - Loss of existing Naples residents’ political influence within the City as new residential properties are annexed
  - Effects of annexation on city’s capacity to provide quality services and infrastructure to residents
  - Need to “smooth out” city boundaries for service delivery efficiencies, and to ensure that all communities adjacent to Naples Bay are part of the city so pollution problems can be addressed more effectively
  - Create a future annexation area boundary, and link to water and sewer service area agreement with county
  - Opportunity for Naples residents to vote on significant future annexation proposals
  - A process spelling out the steps that must be taken for annexations to be considered by the city
  - Agreement on the criteria that must be met for annexations to be considered:

- Compatibility of new with existing residents with respect to demographics, and openness and accessibility of streets and community facilities
- Financial impacts on city
- Service delivery efficiencies
- Water and sewer service availability and provision
- Consideration of future annexation based on experiences with past annexations, successful and unsuccessful.

### **Annexation Issues**

- When asked which annexation policy they preferred respondents were not overwhelmingly in favor of any one of the options given. However, establishing a new annexation policy was preferred by 36 percent (35.7 percent). About one third (33.5 percent) preferred developing a strategic annexation policy while 31 percent (31.8 percent) preferred continuing with the current annexation policy.
- More than half of the respondents (56.6 percent and 53.6 percent respectively) felt that the ability of current residents to have access to their officials and to vote on significant annexations is very important. They also felt that it is very important that current residents have the ability to influence City Council decisions (48.4 percent) and that the city has greater ability to impact County government decisions growth and other issues.
- About 24 percent respectively (23.8 percent and 23.1 percent) felt that lowering property taxes by bringing in more commercial properties and financial benefits to the City in the form revenues were not important at all.

The following is taken from the public opinion survey results:

When asked which annexation policy they preferred respondents were not overwhelmingly in favor of any one of the options given. However, establishing a new annexation policy was preferred by 36 percent (35.7 percent). About one third (33.5 percent) preferred developing a strategic

annexation policy while 31 percent (31.8 percent) preferred continuing with the current annexation policy.

Next, respondents were given six annexation criteria and asked how important each was for them. More than half of the respondents (56.6 percent and 53.6 percent respectively) felt that the ability of current residents to have access to their officials and to vote on significant annexations is very important. They also felt that it is very important that current residents have the ability to influence City Council decisions (48.4 percent) and that the city has greater ability to impact County government decisions growth and other issues.

About 24 percent respectively (23.8 percent and 23.1 percent) felt that lowering property taxes by bringing in more commercial properties and financial benefits to the city in the form revenues were not important at all.

### *Transportation*

Traffic congestion leads the list of concerns on the minds of Naples residents, according to the opinion survey. During the focus groups and interviews, respondents were concerned about traffic congestion, but expressed interesting views about it. Many suggested traffic congestion is largely “in the eyes of the beholder”; that is, the problem is relative to one’s background, experience and expectations. Many observed that most traffic congestion occurred during the season, and that the problem is attributable to visitors and commuters driving into Naples. Another observation was that traffic congestion is at its worst in the areas adjacent to, but outside the city and on major county and state roads, not on city streets per se.

From a comprehensive planning and concurrency management perspective and by comparison with other Florida cities in high-growth areas, Naples’ traffic problems are not considered overly-problematic. Levels of service on major state and county maintained roads within the City are established at relatively low levels (D and E on an A {highest} to F {lowest} scale). This may help explain the concerns expressed in the citizens’ opinion survey, but it should be noted that levels of service at D and E on state and county roads is not unusual in growing Florida regions. The adopted level of service for City streets is C. This

level is being maintained with the single exception of a constrained 5<sup>th</sup> Avenue South between U.S. 41 and Gulf Shore Boulevard.

The survey findings follow:

- The most important problem facing the City of Naples was traffic congestion, mentioned by about one third of the respondents (30.3 percent). Other high priority issues were population growth (18.1 percent), affordability (13.1 percent), building issues (11.4 percent), and quality and lifestyle issues (9.7 percent).
- For the vast majority of city residents (80 percent) traffic congestion is a very significant (63.9 percent) or significant (16.1 percent) issue.
- Respondents were about equally split when asked if they would want the city to seek diversion of traffic on 41 to other north-south roadways even if there was a negative impact on businesses along 41 (yes 46.1 percent; no 42.6 percent).

For the vast majority of city residents (80 percent) traffic congestion is a very significant (63.9 percent) or significant (16.1 percent) issue. About 14 percent (13.7 percent) felt it is a somewhat significant issue and 6 percent (5.8 percent) felt it is not an issue at all for them.

Respondents were about equally split when asked if they would want the city to seek diversion of traffic on 41 to other north-south roadways even if there was a negative impact on businesses along 41 (yes 46.1 percent; no 42.6 percent). About 11 percent (11.3 percent) were not sure.

### ***Work Force Housing***

The City of Naples itself has an affordable housing or work force housing problem “on steroids”. Single family housing prices inside Naples are extraordinarily high. This is why those participating in interviews, town hall meetings and focus groups suggested that the solution to work force housing shortages lay outside Naples. As the City redevelops, there may be

opportunities to link development approval processes to affordable or work force housing requirements.

Work force housing was considered important or very important to 64% of the respondents in the opinion survey.

Other research produced the following observations and concerns:

- Define problem as including work force housing and housing needs of residents challenged by housing costs generally
- Undertake a mix of strategies
- View housing as an element of the city's infrastructure
- Link solutions to development of regional mass transit system
- Solutions lay in providing affordable housing in the unincorporated area, not the city.

There was special concern expressed about the ability to attract and retain service workers (including public servants like teachers, police, and fire personnel) to Naples. Concern also was expressed about the commuting costs of service workers being passed on to the services they provide to Naples residents and visitors, driving up prices in ways the presence of reasonably close affordable housing would mitigate.

### ***Clean-up of Naples Bay and Other Water Bodies***

Major progress currently is being made in the overall intergovernmental initiative to clean-up Naples Bay. The City of Naples is playing several key roles in this clean-up effort. The City facilitates and supports the work of other major stakeholders, including the South Florida Water Management District, Collier County, the Natures Conservancy, and others under the banner of the Naples Bay Watershed Initiative. A key decision by the City is whether to increase its commitment to storm water management. The research for the Vision Plan clearly indicates strong support for clean up efforts, and a willingness by Naples residents to increase storm water utility fees.

- More than half of the respondents interviewed (61 percent) said they are very concerned (37.2 percent) or concerned (24.9 percent) about the

water quality of Naples Bay. About one in five said they are somewhat concerned (21.6 percent), 13 percent (13.4 percent) are not at all concerned about the water quality of Naples Bay.

- When prompted that one factor contributing to poor water quality in Naples Bay is storm water run off from the city, more than half (58.2 percent) felt that they would be willing to increase the current water fee to clean up storm water run off from the city. About 42 percent (41.8 percent) said they were not willing to increase water fees.
- About 36 percent (35.5 percent) were willing to pay \$2 more per month while 46 percent (19.6 percent \$6 more; 26.4 percent more than \$6 per month) were willing to pay \$6 or more per month to clean up storm water run off in Naples Bay. Nineteen percent (18.8 percent) were willing to pay \$4 more per month.

More than half of the respondents interviewed (61 percent) said they are very concerned (37.2 percent) or concerned (24.9 percent) about the water quality of Naples Bay. About one in five said they are somewhat concerned (21.6 percent), 13 percent (13.4 percent) are not at all concerned about the water quality of Naples Bay and about 3 percent (2.9 percent) were not sure or did not know how concerned they were about the water quality of Naples Bay.

When prompted that one factor contributing to poor water quality in Naples Bay is storm water run off from the city, more than half (58.2 percent) felt that they would be willing to increase the current water fee to clean up storm water run off. About 42 percent (41.8 percent) said they were not willing to increase water fees to clean up storm water run off from the city.

About 38 percent (35.5 percent) were willing to pay \$2 more per month, 19 percent (18.8 percent) \$4 more per month, 20 percent (19.6 percent) \$6 more per month, and 26 percent (26.4 percent) were willing to pay more than \$6 more per month to clean up storm water run off in Naples Bay.



## *Redevelopment and Downtown Issues*

Many redevelopment and downtown issues were raised during the research. Issues include:

- Traffic management
- More public parking
- Pedestrian access
- Downtown goes parking in residential areas
- Parking space requirements in new and redevelopment
- Parking requirement incentives for targeted businesses
- Noise control
- Special events management
- Public education about redevelopment strategies
- Review marketing vision for downtown
- Mega house impacts

The following redevelopment and downtown issues were addressed in the public opinion survey:

- Noise associated with commercial activities (28.4 percent), entertainment (26.1 percent) and attracting tourists to the City of Naples (26.0 percent), were rated as very important by about one in four of the respondents respectively.
- The majority felt that the ambience of Fifth Avenue South has improved (59.7 percent) while 22 percent felt it has stayed about the same and 16 percent felt it declined.
- The majority of city residents (62.8 percent) felt that parking along the business district on Fifth Avenue South is a problem and almost half of the respondents (46.6 percent) felt that there is a parking problem along the business district of Third Street South.
- About 40 percent (39.6 percent) felt there is not a parking problem along Third Street South.
- Almost two-third of the respondents (63.2 percent) favors construction of new parking garages in the business district of
- Public parking garages with mixed use of retail, commercial, and residential use were favored by a majority (63.3 percent).

- About 37 percent (36.7 percent) favored exclusive public parking garages.
- Almost half of the respondents (48.0 percent) would **not** encourage the City of Naples to foster development concepts that offer below market rent to support basic commercial businesses in appropriate city owned properties (i.e. parking garages or other city facilities) while 42 percent **would**.

When asked if the ambience of Fifth Avenue South has changed in the last five years or as long as they have lived there the majority felt that it has improved (59.7 percent) while about 22 percent (21.9 percent) felt it has stayed about the same and 16 percent (15.5 percent) felt it has declined. About 3 percent (2.8 percent) were not sure.

The majority of city residents participating in the survey (62.8 percent) felt that parking along the business district on Fifth Avenue South is a problem. About one-fourth (25.3 percent) felt that parking along Fifth Avenue South is not a problem and about 12 percent (11.9 percent) were not sure.

Similarly, almost half of the respondents (46.6 percent) felt that there is a parking problem along the business district of Third Street South. About 40 percent (39.6 percent) felt there is not a parking problem and about 14 percent (13.9 percent) were not sure.

Almost two-third of the respondents (63.2 percent) favor construction of new parking garages in the business district of Fifth Avenue South. About 29 percent (28.6 percent) do not favor construction of new parking garages in the Fifth Avenue South area and about 8 percent (8.2 percent) were not sure.

Public parking garages with mixed use of retail, commercial, and residential use were favored by a majority (63.3 percent). About 37 percent (36.7 percent) favored exclusive public parking garages.

Opinions on offering below market rents in appropriate city facilities received almost equally split reactions. Almost half of the respondents (48.0 percent) would not encourage the City of Naples to foster development concepts that offer below market rent to support basic commercial businesses in appropriate

city owned properties (i.e. parking garages or other city facilities) while 42 percent would. About 11 percent (10.9 percent) were not sure.

### *Affordability*

During the interviews, focus groups, and town hall meetings, many residents raised affordability issues that are currently of concern to Floridians generally. These include the following:

- High cost of property insurance
- FEMA insurance requirements
- State property tax policy, including Save Our Homes portability, increasing the homestead exemption and other proposals being discussed at the state level
- (Workforce/Affordable housing issues are addressed separately)

In the public opinion survey, the following affordability issues were addressed:

- The most important problem facing the City of Naples was traffic congestion, mentioned by about one third of the respondents (30.3 percent). Other high priority issues were population growth (18.1 percent), **affordability (13.1 percent)**, building issues (11.4 percent), and quality and lifestyle issues (9.7 percent).

### *Green Space, Beach and Recreation*

Residents of Naples place a high priority on the quality of the beach, landscaping and green space, and recreation. It is clear from the research that Neapolitans value the natural environment and an active lifestyle. The following issues were identified:

- Acquire more green space
- Develop public property for parks
- Preserve Gordon River Greenway
  - Develop more bikeways and sidewalks
  - Beach Issues
    - Red Tide
    - Erosion

- Parking/access
- The citizens' opinion survey found:
  - Quality of life issues such as good health care service (74.8 percent) and beach preservation (74.8) were rated as very important most frequently. However, cleanliness of down town shopping areas (65.0 percent), maintaining small town feel (63.6 percent) and workforce housing (50.2 percent) followed closely as being very important. Cultural activities followed with 44 percent. Landscaping city property and use of city beaches by county residents followed with 39 percent and 38 percent respectively (rated as very important).
  - The majority (65.9 percent) of the respondents would support the city's use of right-of-way to construct bike paths and sidewalks while 27.5 percent would not.
  - The majority of the respondents (55.9 percent) would **not** support an increase in taxes or fees to accelerate building of sidewalks on major streets within the city. About 36 percent (35.8 percent) **would** support taxes or fees. Another 7 percent (6.9 percent) **might** support such action.

The majority (38.0 percent very supportive; 16.3 percent supportive) also supported building a sidewalk and/or bike path along Gulfshore Boulevard between Fifth Avenue and the Pier (54.3 percent). About 15 percent (14.6 percent) were somewhat supportive and 28.0 percent were not at all supportive of building sidewalks or bike paths between Fifth Avenue South and the Pier. Three percent did not know or were not sure.

The majority (65.9 percent) of the respondents would support the city's use of right-of-way to construct bike paths and sidewalks while 28 percent (27.5 percent) would not and about 7 percent (6.5 percent) were not sure.

However, the majority of the respondents (55.9 percent) would not support an increase in taxes or fees to accelerate building of sidewalks on major streets within the city. About 36 percent (35.8 percent) would support taxes or fees to accelerate building of sidewalks within the city and another 7 percent (6.9 percent) might support such action. About 1 percent (1.4 percent) were not sure.

## *Governance*

During the interviews, focus groups, and town hall meetings, several suggestions were made to improve the process of governance of the City and region.

- Full cost-sharing interlocal agreements with the county that address impacts of non-city residents' uses of city-owned public facilities, including parks and beach parking
- Conduct a study of the impacts of regional growth on the carrying capacity of Naples infrastructure and services, including a financial plan addressing needed revenues and costs of impacts
- Address alignment of city service delivery systems and infrastructure with demands of city and regional growth, paying special attention to:
  - Attracting and retaining qualified city personnel
  - Maintaining a responsive, customer-friendly approach
  - More flexibility in zoning and building codes and code enforcement
  - Expansion of water reuse
  - Airport noise
  - Boat speeds in cooperation with other regulating agencies
  - More public facilities and services for kids
  - Maintain high aesthetic standards for landscaping and signage
  - A growing crime problem
- Emphasize City participation in organizations and efforts to address problems from a regional perspective, including:
  - Development of a water supply plan for the City
  - Affordable/Work force housing
  - Homelessness
  - Transportation
  - City support for regional economic development, with emphasis on diversification of the economy and high-wage job creation
  - Water supply plan
  - Water concurrency standards
  - Water conservation and reuse
  - Other targeted issues

- Consider supporting a county charter for Collier County that:
  - Addresses method of election of county commissioners to promote greater representation for Naples
  - Reforms that promote more efficient and effective governance

## Section Two: The goals

There are five goals (along with some sub-goals) that will ensure that the distinctive character and culture of Naples is preserved. These goals, along with explanatory comments, are listed below.

The core goal:

1. Preserve the Town's distinctive character and culture

The critical element goals:

2. Make Naples the green jewel of southwest Florida
  - a. Restore Naples Bay, protect beaches and other key waters
  - b. Promote community sustainability and environmental conservation
  - c. Establish more open and green space in the City
3. Maintain an extraordinary quality of life for residents
  - a. Maintain and improve public amenities for residents
  - b. Promote community health
  - c. Enhance mobility in the city
  - d. Maintain and enhance public safety
4. Strengthen the economic health and vitality of the City

The enabling goal:

5. Maintain and enhance governance capacity for public service and leadership

## Discussion of the Goals

The core goal is the focus of the plan. It is the goal directly tied to the vision for the future and the goal that expresses the desires of community members for their city. The core goal addresses the experience of life in Naples.

Achievement of this goal represents the standard against which the overall success of this plan is judged

Critical element goals consist of more tangible efforts that in combination help achieve the core goal. They are important and valued in their own right, but are judged by their contribution to, and consistency with, the core goal

The enabling goal is a means to an end. It supports or “enables” the prior goals.

## The Core Goal

1. Preserve the City’s distinctive character and culture by maintaining the small town “feel and look” of the City

Residents clearly want to preserve the special nature of Naples. Preserving the specialness of Naples has several dimensions. One is maintaining the existing scale and character of the community so that Naples is not transformed into a high rise community. A second is maintaining those social functions, public or private, that give the community the events that make it special. A third is maintaining the beauty of the City, both in its natural areas and in its developed parts. A fourth dimension is keeping an ambiance and experience which is often described as “small town”. Small town is a matter of perception. When residents of Naples use the term they envision a community where:

- People are generally well-acquainted and well-connected;
- Interactions with the Town Government are personal, convenient, and productive.
- There is strong sense of personal safety;
- There are many locally owned and operated businesses;
- The built scale of the city is low and mid rise;
- The ability to walk or bike around the City is widespread;

Another dimension of this goal is building the social capital that is often associated with small towns where there is a web of relationships helping build a sense of a community working together for the common good. The ability to respect various community perspectives while seeking



balanced solutions to common problems is an important dimension of this goal.

Of all the goals of this plan, this is the most ephemeral. But that does not diminish its significance or importance to residents. This goal at its core addresses the psychological and emotional experience of the community as a place that is different from other communities. When the term distinctive is used it refers to dimensions such as:

- The non-gated character of the community;
- Private residences instead of high rise condominiums along the gulf;
- Multiple beach access points;
- The mix of housing types;
- The array of recreational and cultural opportunities;
- 5<sup>th</sup> Avenue South and 3<sup>rd</sup> Street;
- The low-mid rise nature of buildings;
- The relationships among community members

## The Critical Element Goals

### 2. Make Naples the green jewel of southwest Florida

This goal consists of three overlapping sub-goals which are summarized below.

#### a. Restore Naples Bay, protect beaches and other key waters

The natural environment is another distinctive feature of Naples and a significant reason, along with weather, for attracting people to the City. There is a high level of concern for the environment which is often expressed particularly with respect to Naples Bay and the beaches. Survey and focus group data indicate the level of concern is high enough that residents are willing to increase stormwater fees for restoration.

#### b. Promote community sustainability

Rising energy costs, the climate change discussion and new technologies that are changing the cost calculations for “green” buildings and practices have made this topic timely. A number of city governments nationwide are undertaking “green” initiatives with respect to their own practices as well as encouraging private initiatives. This goal seeks to promote Naples adopting those best practices appropriate to its geographical location.

c. Establish more open and green space in the City

Residents clearly value the physical environment of Naples which includes open and green spaces. These spaces buffer or lessen an experience of “excessive density” while being integral to the sense of Naples as a small town. The quality with which these spaces are maintained are a key feature of what residents see as the distinctiveness and quality of Naples.

3. Maintain an extraordinary quality of life for residents

a. Maintain and improve amenities for residents

Amenities include a broad array of public or private services. From the public perspective it includes passive and active parks, sidewalks, bike paths, landscaping, and recreational programs. From the private perspective it includes arts and culture, entertainment, dining, shopping and other privately provided services.

b. Promote community health

Issues of public and personal health continue to increase in significance. Active physical activity is clearly valued by many residents for both recreational and health reasons. Research studies indicate the baby boomer retirement lifestyle likely to be a highly active one. Provisions of public spaces that allow for active lifestyles as well as programs that encourage healthy practices are the practical consequences of this goal.

c. Enhance mobility in the city

Traffic congestion is a major complaint of residents. While much of the congestion occurs outside of the City in the County, there are traffic-related issues within the City. These include construction vehicles on City streets, parking and traffic through neighborhoods. In addition there is an expressed desire for more alternatives to automobile use.

d. Maintain and enhance public safety

There appears to be a high level of satisfaction with public safety services which include police, fire, emergency medical, and disaster response. Maintaining this high level of service is a “given” as far as expectations for the future involve.

4. Strengthen the economic health and vitality of the City

As a retirement and destination community the economy of Naples is primarily dependent upon the secured incomes of its residents. Clearly tourists and visitors contribute to the economy, particularly the commercial areas of 5<sup>th</sup> Avenue S. and 3<sup>rd</sup> Street. Unlike many cities, the economic well being of Naples is not tied to an employer or group of employers. While Naples may be buffered from some economic trends, it is not independent of these trends. Maintaining the viability of local businesses is important not only for the tax base but for ensuring that residents have the amenities they desire.

## The Enabling Goal

5. Maintain and enhance governance capacity for public service and leadership

As a small town in a growing county and region, Naples has to act in concert with other governmental jurisdictions to accomplish its goals. To meet the expectations of its residents for a quality community, public services need to be consistently performed at a high level of quality and productivity. The goal seeks to enact strategies that will ensure a well-run local government that can participate as a leader on the larger issues that impact the quality and future of Naples.

## Section Three: Strategies & Actions

Strategies are approaches consisting of specific action steps that lead to one or more goals being accomplished. They represent a concrete program of work toward the vision. Rarely does a strategy by itself fully accomplish a goal; more often it takes several strategies. However, a strategy may well contribute to more than one goal.

Some of the strategies presented below are self-explanatory and are presented as a direct strategy statement. Others may require some background comment and that is provided in a sub-text. Strategies are not listed in any priority order. They are grouped by some general topic similarity solely for organizational purposes.

1. Maintain beach renourishment and protection efforts

This strategy would include:

- Support continued monitoring of the quality of sand used to re-nourish beaches;
- Consideration of alternative methods of beach cleaning which would better protect the natural and wildlife features of the beach.

2. Continue planned open space, park and recreation facility and program enhancements and improvements

This strategy would include such actions as:

- Developing Pulling Park property along the Gordon River;
- Continue Fleishman Park improvements with county participation;
- Assessment of River Park pool improvements;
- Expansion of the number of cultural programs and activities;
- Developing a Crayton Cove Master Plan for public use of Naples Bay;
- Development of additional public facilities and services for children;
- Identification and development of more green space opportunities in the 41-10 area and individual neighborhoods;

- Annexation of Keewaydin Island.
- Prepare data on recreational facilities use patterns for fair share funding discussions with the County

3. Develop a city pathway system

This strategy places particular emphasis on developing pathway connections with schools and existing or planned greenways, sidewalk interconnections and better defined crosswalks. It would include actions such as:

- Implementation of existing pathway studies;
- Strategic annexations that would provide more pathway options for residents;
- Joint projects with the County.

4. Maintain the beauty of the community

The intent of this strategy is that the high aesthetic standards of the City will be maintained and improved in the future. Some specific actions to fulfill this strategy include:

- Maintain the quality of landscaping in public areas;
- Maintain high quality signage;
- Maintain requirements for private landscaping, particularly in commercial areas;
- Maintain clean-up schedules on public right of ways and in commercial areas;
- Support re-investment and improvements in commercial areas;
- Maintain a debris removal effort along with a plan for debris removal in disaster situations;
- Take advantage of any opportunities to place electric utilities underground.

5. Support public-private and private efforts to protect the City's historic sites and structures

This strategy would include actions such as:

- Review and expand the city's historic district designations;
- Create more incentives for remodeling and renovation;
- Support efforts to educate the public about Naples's history.

6. Adopt an annexation policy

The intent of this policy is to increase the control the City exerts over annexation and focuses annexation on those areas that are of strategic benefit to the City with the prime (but not only criterion) being whether the annexation serves to maintain the character and culture of Naples. Special attention should be paid to annexation process steps, criteria, whether to target future annexation areas, and whether and in what circumstances voter referenda should be held.

This strategy would include actions such as:

- Continuation of current case by case approach
- Publication of an annexation policy statement that indicates:
  - Primary purpose of any annexation is to protect character and culture of Naples
  - No intent of an aggressive expansionist annexation strategy
- Consideration and adoption of specific criteria to determine strategic benefit such as:
  - Impact on the small town character;
  - Impact on the level or quality of existing services to residents;
  - Increase in City's ability to influence or control development that would impact Naples;
  - Consistency of the area under consideration with the character of Naples;
  - Impact on existing city residents access to City officials;
  - Impact on the voting power of existing city residents;
  - Transportation impacts;
  - Use of city services by residents of area being considered for annexation.
  - Presence within the City's utility service area
  - Financial benefits and costs

- Public referendum on areas of significant impact to the City
7. Develop more transportation options while increasing the control the City has over transportation routes

This strategy would include actions such as:

- Complete a motorized and non-motorized traffic study to optimize circulation, and an implementation plan.
  - Examine feasibility of re-routing 41 and establishing existing 41 as business 41 with City having greater control over traffic on business 41.
  - Develop ways to protect single family neighborhoods from traffic congestion, including consideration of traffic calming programs and delineated truck routes.
  - Manage impacts on community of Golden Gate overpass through traffic diversion and other approaches
8. Develop more parking options

The intent of this strategy is to lessen public parking in residential neighborhoods while providing more parking to support local businesses. It is also to plan for impacts on downtown parking needs of newly developed town centers outside the city, and redeveloped commercial and retail areas inside the city. Specific actions that could implement this strategy include:

- Development of additional parking garages. The public opinion survey indicated a preference for “hybrid” parking garages that offer retail space that traditional public parking garages do not.
  - Establish a well understood and accepted methodology for calculating parking space needs.
9. Maintain the quality of the Naples recreational experience

The intent of this strategy is to ensure that the recreational experiences that draw people to Naples remain enjoyable, safe and of high quality. Some specific actions include:

- Address boat speeds in cooperation with other regulating agencies;

- Work collaboratively with Collier County to address beach access issues;
- Maintain the quality of the parks and recreational programs;
- Ensure County pays fair share of beach access costs.

10. Enhance the quality of the residential experience of Naples

The intent of this strategy is to promote the safety, ambiance, beauty, and quietness of life in neighborhoods in balance with property rights and the needs of the larger community. Some specific actions by which this strategy would be implemented include:

- Eliminate parking in residential area by downtown visitors by providing additional parking capacity;
- Review with residents their willingness to support effective policies to address the “mega-house” redevelopment issue;
- Improve noise control systems outside of commercial establishments adjacent to residential areas;
- Continue to work with Airport to manage and reduce airport noise.
- Develop better planning and control of impacts on residents from special events downtown;
- Establish work groups of business owners, property owners and residents to address issues of concern regarding noise or other issues.

11. Maintain the diverse aspects of small town life

The intent of this strategy is to protect and promote a level of community diversity that will help Naples retain its small town character while continuing to make it an interesting City attractive to current and new residents. Diversity includes not only cultural diversity but retail, socio-economic and lifestyle. Some specific actions that would implement this strategy include:

- Develop and execute a State lobbying strategy, consistent with City revenue and budgeting needs, in collaboration with Collier County and other appropriate stakeholders to address affordability issues of taxes and insurance and associated public policy concerns;
- Promote diversity of housing and lifestyle choices consistent with character of Naples;



- Foster better public understanding and acceptance of city redevelopment strategies in the 41-10 district, especially higher densities allowances as incentives for mixed use; and disincentives for “big box” retailers;
- Use parking requirement flexibility as an incentive for businesses that primarily serve needs of local residents.

12. Support regional development of workforce housing

The intent of this strategy is to ensure that workforce housing is available and close to Naples so that the service economy of Naples is not disrupted. Some specific actions that could implement this strategy include:

- Promote through incentives the development of workforce housing within the downtown redevelopment area and other areas of the City;
- Identify ways to preserve existing affordable rental and homeownership, especially with respect to the George Washington Carver Apartments;
- Continue participation in regional workforce housing efforts.

13. Support “community character consistent” redevelopment that adds amenities for residents

This strategy recognizes that redevelopment will be the primary type of development that occurs in the future and that the City needs to manage redevelopment toward the vision of Naples as a high quality small town. Specific actions this strategy could use include:

- Examination of more flexibility in zoning and building codes to achieve desired results with respect to design or impacts;
- Use parking requirement flexibility as an incentive for businesses that primarily serve needs of local residents;
- Develop appropriate implementation plans after review of the Trent Green Report for 5<sup>th</sup> Avenue South and US 41 East; among other recommendations:
  - Consider corridor overlay district
  - Consider creation of a town center at 4 corners;

- Develop appropriate implementation plans after review of the Andres Duany Report recommendations for 5<sup>th</sup> Avenue South; among other recommendations address:
  - Traffic management
  - A west end parking garage
  - Improved pedestrian access
  - Park Street Plaza;
- Foster better public understanding and acceptance of city redevelopment strategies, especially higher densities allowances as incentives for mixed use; and disincentives for “big box” retailers;
- Examine the City’s land development code and amend it to assist with implementation of redevelopment strategies.

14. Maintain the viability of the commercial areas of the City.

The intent of this strategy is to ensure that the commercial areas of the City remain viable, particularly with respect to services of value to residents. This strategy requires on-going balancing of business needs with the interests of residents. Some specific actions include:

- Foster public understanding that downtown has become by virtue of regional private market forces a venue for tourists and people from outside the city, and adjust city policies, services, and infrastructure accordingly;
- Broaden the development and marketing vision for downtown to include not only a venue for tourists and people from outside the city but as a place residents will use and enjoy;
- Foster better public understanding and acceptance of city redevelopment strategies, especially higher densities allowances as incentives for mixed use; and disincentives for “big box” retailers;
- Establish work groups of business owners, property owners and residents to address issues of concern.

15. Adopt and promote one of the Healthy America programs

The intent of this strategy is to deliberately encourage residents to engage in healthier lifestyles. Some specific actions could include:

- Review of existing programs designed for community health promotion such as Healthy America 2010 or the National Governor’s Association Healthy America program;
- Formation of partnerships with School Board, Hospital, other major employers;
- In concert with pathway strategy develop a more walkable or bikeable City;
- Development of city facilities that encourage physical activity.

16. Continue and strengthen the City’s leadership role in environmental protection and regional/community sustainability

The intent of this strategy is to protect the environmental assets of Naples, such as the bay and the beach, while at the same time engaging in practices that are more environmentally friendly in a global sense. Such a strategy requires not only local actions under the control of City residents but active participation and leadership with others in the region, state and nation. Some specific actions that could be considered include:

- Actively participate in regional water and environmental forums;
- Maintain up to date water supply plans and investments;
- Adoption of Florida Green Building standards;
- Expand water reuse system and capacity;
- Work collaboratively with other public agencies to support solutions to red tide;
- Continue participation in the Naples Bay Watershed Initiative and the Surface Water Improvement and Management Plan;
- Partner with Collier County to establish a ring of natural filter marshes around Naples Bay to capture storm water runoff;
- Support efforts by the Big Cypress Basin (South Florida Water Management District) to divert large amounts of water currently entering Naples Bay from the Golden Gate Canal to the south and out of the Naples Bay watershed;
- Adopt U.S. Conference of Mayor’s Climate Agreement;
- Participate in Florida and National League of Cities and U.S. Conference of Mayors forums on environmental issues;

- Review approaches being considered by other cities or best practices adopted by other cities. Included in this review should be:
  - Examination of alternative fuels for the City's fleet
  - Water conservation
  - Electricity conservation
  - Examination of new waste to energy technologies;
- Enhance the stormwater management system. This action would consider increases in the storm water fee to fully fund a storm water capital improvements initiative that will benefit Naples Bay and other water bodies, and generally benefit storm water management throughout the City;
- Work with Florida Power and Light on energy conservation methods the City as an entity and local businesses and residents could institute as well as begin discussions on net metering for residents or businesses that decide to invest in solar energy.

#### 17. Maintain a safe community

The intent of this strategy is that Naples remains a safe community in all senses of that term. Specific actions which will enact this strategic initiative include:

- Maintenance of adequate public safety staffing and response times;
- Maintenance of public safety credentials including accreditation, certifications, etc;
- Maintenance of public safety infrastructure including equipment and public works capacities;
- On-going relationships with the community as to their desires, concerns and expectations;
- Maintenance of public safety plans, in particular disaster response plans.

18. Maintain and enhance governance capacity for public service and leadership

The intent of this strategy is to ensure that the City has the infrastructure and organizational capacity to enact the above strategies while also meeting emerging needs and issues. It is also the intent of this strategy to utilize the extensive expertise of Naples residents to resolve public policy issues. Some specific actions include:

- Maintain accredited and licensed status. Many city functions and personnel require some credential for their work or function. These credentials must be maintained to ensure residents receive a high quality of service.
- Maintain up to date plans, particularly disaster response plans.
- Establish a strategy management system to manage this plan (see Section 5);
- Address alignment of city service delivery systems and infrastructure with demands of city redevelopment and regional growth;
  - This will require a study consisting of an analysis of projected demand on services and benchmarking the city's levels of service against similar municipalities.
- Develop time-limited and role specific projects related to the vision plan and seek citizens with specific skills to participate in those projects;
- Actively participate in regional governance forums;
- Continue to seek participation of Naples residents on regional forums that draw on their expertise and interest.
- Attract and retain qualified city personnel through competitive salary and benefits in an excellent workplace;
- Continue adherence to best management practices;
- Conduct cost/benefit studies on any major capital item;
- Encourage regional solutions;
- Maintain a responsive, customer-friendly approach;
- Continue planning and funding for adequate capital maintenance.

19. Increase citizen involvement and engagement with City Government

The intent of this strategy is to broaden and enrich citizenship on the part of Naples residents. Some specific actions could include:

- Conduct annual satisfaction survey formally or in the newspaper;
- Various board, particularly the Planning Advisory Board, regularly hold informal meetings with invited citizens to keep the pulse of the community;
- Conduct periodic web or newspaper based straw polls on topical issues;
- Continue to secure residents who will serve on regional forums, town committees and boards;
- Develop time-limited and role specific projects related to the vision plan and seek citizens with specific skills to participate in those projects;
- Offer on a regular basis “citizen” academies;
- Create a formal schedule for the City Council to speak at neighborhood or condominium associations.

## Section Four: The Strategic Initiatives

The section presents five strategic initiatives based on the five goals of the vision plan. Under each initiative the strategies appropriate to that initiative are presented.

### 1. Preserving the Town’s distinctive character and culture

Strategies:

- Maintain beach renourishment and protection efforts.
- Continue planned open space, park and recreation facility and program enhancements and improvements.
- Maintain the beauty of the community
- Protect the City’s historic sites and structures
- Adopt an annexation policy.
- Develop more parking options.
- Maintain the diversity characteristic of a small town

- Support “community character consistent” redevelopment that adds amenities for residents including walkability and public space
- Maintain a safe community

## 2. Naples as the green jewel of southwest Florida

### Strategies:

- Continue planned open space, park and recreation facility and program enhancements and improvements.
- Develop a city pathway system
- Maintain the beauty of the community
- Adopt an annexation policy.
- Continue and strengthen the City’s leadership role in environmental protection and community sustainability

## 3. Resident quality of life

### Strategies:

- Continue planned open space, park and recreation facility and program enhancements and improvements.
- Develop a city pathway system that includes Gordon River & pathways across US 41
- Maintain the beauty of the community
- Adopt an annexation policy.
- Develop more transportation options while increasing the influence the City has over transportation routes.
- Develop more parking options.
- Maintain the quality of the Naples recreational experience
- Enhance the quality of the residential experience of Naples.
- Support regional development of workforce housing.
- Support “community character consistent” redevelopment that adds amenities for residents.
- Maintain the viability of the commercial areas of the City
- Adopt and promote one of the Healthy America programs
- Maintain a safe community

#### 4. Economic health and vitality

##### Strategies:

- Develop a city pathway system
- Adopt an annexation policy.
- Develop more transportation options while increasing the control the City has over transportation routes.
- Develop more parking options.
- Maintain the quality of the Naples recreational experience
- Enhance the quality of the residential experience of Naples.
- Maintain the characteristic diversity of a small town.
- Support regional development of workforce housing.
- Support “community character consistent” redevelopment that adds amenities for residents.
- Maintain the viability of the commercial areas of the City
- Maintain a safe community

#### 5. Citizenship, public service and leadership

##### Strategies:

- Support regional development of workforce housing.
- Continue and strengthen the City’s leadership role in environmental protection and regional and community sustainability
- Maintain and enhance governance capacity for public service and leadership
- Increase citizen involvement and engagement with Town Government
- Maintain quality of the Town’s public services
- Adopt an annexation policy



## Section Five: Implementing and Managing the Plan

The ultimate value and test of the plan is dependent upon its implementation. There are a number of procedures and approaches to managing plan implementation under the rubric of a strategy management system. Regardless of specific techniques, the keys to a successful strategy management effort include:

- Regular tracking and reporting on progress and status, with periodic governing board review;
- An organizational accountability system that clearly assigns responsibilities and the holds people accountable for those assignments;
- At a minimum annual updating of the plan by the Governing Body;
- Linkages to existing organizational processes such as the annual and capital budgeting processes, planning cycles and regulatory review;
- Episodic reports to the community.

Once the Council has adopted the plan, the details of the strategy management system will be designed by the staff and consultants.

Document Tracking			
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1.0	HM	5.17.07	
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