

VISION 2005

NAPLES' KEY CHALLENGE:

Enhancing a Quality City

Vibrant

Ideas

Started

In

Our

Neighborhoods



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PREFACE

The VISION 2005 document is the culmination of a 10 month community wide effort to establish the framework for the City's new Comprehensive Plan and identify strategies to guide Naples into the 21st century. VISION 2005 contains three main elements as follows:

1. Identification of key issues facing the City over the next ten years.
2. Establishment of a community vision.
3. Outline of programs to achieve the vision.

Dr. Herb Marlowe, Jr., Analytica, was contracted by the City to coordinate the vision process and prepare the VISION 2005 document. Dr. Marlowe has assisted communities and organizations throughout the State of Florida to develop visions and strategies to bring about preferred futures.

The process was designed as a grassroots approach to involve the whole community from the onset. Community involvement was fostered through a series of neighborhood and community wide meetings. Initially, participants identified neighborhood and City wide issues. Follow up meetings focused on prioritization of issues and identification of remedial actions. This approach provided a proactive forum for citizens to initiate change rather than react to change.

Additional meetings were held with community leaders and business owners to verify issues, identify additional issues, and to ensure input from all facets of the community.

An integral part of the process was the Comprehensive Plan Advisory Committee (CPAC) formed to oversee the drafting of the VISION 2005 document. The Committee was composed of the Planning Advisory Board, representatives from each of the eleven (11) neighborhoods in the City, community leaders, and various organizations in the City. Members are listed on the page iii.

The Committee's work product was based on input from community meetings and several months of working sessions facilitated by Dr. Marlowe.

The document as prepared by the CPAC was forwarded to the Planning Advisory Board and City Council for review in a series of five joint public workshops facilitated by Dr. Marlowe.

The document was modified by City Council based on discussion and public input at the workshops resulting in nine drafts of the document. The final version of VISION 2005 was adopted by City Council on October 2, 1996.

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INTRODUCTION

Naples, Florida, is clearly one of the high quality small cities in the nation. As a city striving for excellence, it offers a higher level of services, quiet, safety, and overall quality of life than does the typical city. Its climate, beaches and small town ambiance make it a prime residential area, a preferred retirement/second home location and a vacation destination. In addition, the community's assets provide a desirable environment for families with children of all ages.

In recent years population growth has increased external demands on the City. The numbers of non-City residents working, shopping, actively recreating, or passively visiting have exceeded or are near to exceeding the carrying capacity of the City's resources. Continued uncontrolled use of City resources by residents and non-residents alike will bring a subtle yet real decline in the quality of life in the City. A new set of strategies is required, not just to manage Naples' internal growth, but also to manage the impact of regional growth on the City. Only deliberate and thoughtful management of city resources can prevent destructive overuse or provide for an extension of the carrying capacity.

The attempt to plan and manage a city as an ecosystem represents a relatively new approach to comprehensive planning and strategic positioning. The ultimate value lies in whether it helps one think about the challenge in new ways and therefore create new solutions. The ecosystem approach highlights certain challenges and problems. For Naples, the particularly critical issues an ecosystem approach highlights are presented below.

Critical Challenges

- Continuing the high quality appearance of the City and maintaining Naples' historic small town character.
- Attracting quality residential development while maintaining the current variety of residential neighborhoods for people of different economic means.
- Balancing neighborhood needs and preferences with City-wide goals.
- Providing a safe, secure community for residents and visitors.
- Balancing neighborhood character with private property rights.
- Improving and protecting environmental quality.
- Dealing with the impacts from growth in Collier County and the surrounding region.
- Building a more interdependent relationship with the County.

- ❑ Managing traffic effectively to avoid congestion, gridlock and impacts on residential neighborhoods.
- ❑ Achieving a balance of activities, services and intensity of uses so that the Naples downtown is accessible to its residents while serving as a focal point for selected functions of interest to the region.
- ❑ Creating a quality pedestrian environment.
- ❑ Achieving a viable and diverse economic base which provides quality year-round jobs.
- ❑ Managing the impacts of commercial areas on adjacent residential property.
- ❑ Redeveloping certain areas of the City to allow for a high level of consistent quality in all parts of the City.
- ❑ Encouraging a local economic network between the schools and businesses to encourage young people to remain in the community.
- ❑ Reconciling differing visions for the future of Naples.

STRATEGIES

To remain a quality city, Naples must develop strategies to meet the needs and expectations of four constituencies: the current residents, the future residents, the targeted vacation market, and the local business owners.

Current Residents

Current residents, both full-time and seasonal, are the current "owners" and taxpayers of the City. They have invested both their money and their time in the City and clearly have a vital stake in its future. As the owners, it is their decision as to the future of the City. Residents in each of the neighborhoods have special interests and concerns, some of which are specific to their neighborhood and others of which are City-wide in scope. The residents in the Old Naples neighborhood have particularly unique concerns primarily because of the land use mix, beach access points and being the primary focal point of activities in the City.

Future Residents

While potential residents have no legal vote on the future direction of the City, they cast a very critical vote with their money and where they ultimately choose to live. If the City goes in directions which they find either unappealing or less appealing than other quality communities, the potential residents vote by not residing in Naples. The results of this vote are never public, always open to interpretation and rarely dramatic. Yet its impact will subtly, and over time dramatically, impact the quality of life in the City. While it is highly unlikely that real estate values will drop, they may not rise to the level they could have had the targeted resident relocated to Naples. Some opportunities for cultural or business development may not occur.

Targeted Vacation Market

While the benefits of tourism are great, there is the downside of traffic, crowded facilities, and other people impacts.

Naples should focus on quality residential development, and professional and medical services as the basis for its economy. Naples will always be a vacation destination for its weather and beaches. The question is not whether to attract vacationers or not. The critical issue is attracting the vacation market that is consistent with the lifestyle and values of Naples.

Local Business

Local business owners, including retail, office, service, and industrial business owners, have special needs. These business owners have experienced a shift in the locational focus of the commercial community. At one time, the downtown of Naples was the only business center. Now, there are many competing centers.

Business owners need the assurance that the future development of the City will continue to provide an atmosphere in which they can successfully compete with other businesses both in the City and in the County. Business owners in the City will find it more of a challenge to be successful because new businesses are opening in the County that compete for the same customer and there is a significant amount of vacant property zoned for commercial use in the County which continues to develop.

The commercial areas are part of neighborhoods. In certain parts of the City, the commercial areas are an integral part of the neighborhood, while in other parts of the City, the commercial areas are on the fringe of the neighborhood. It

is important for all of the commercial areas to be viable and attractive while being compatible with the adjacent residential areas.

There are a number of strategies which the City can pursue to remain a high quality City. It is important to note that there are some common principles to strategy implementation. These are:

- Engage the appropriate stakeholder groups for each strategy in strategy development and implementation.
- View strategies as opportunities which are open-ended and dynamic. Strategies should evolve with new information.

Strategy # 1: Ensure Public and Private Uses Remain Within the Carrying Capacity of City Resources.

The issue: We all recognize that too much of anything can ruin a good thing. When we exceed the carrying capacity of any resource, it loses its attractiveness and may ultimately become less viable. The ability to manage the complex ecosystem of a city in the face of overwhelming external population growth and growing popularity as a vacation destination is a substantive challenge. It will require new policy approaches, new management techniques, and extensive use of systems thinking as a prelude to action. The issue is whether Naples has or will soon exceed its carrying capacity.

Desired results:

- 1) The resources of the City, including beaches, parks, recreation facilities, and special events, are used in such a way that they are readily accessible to City residents and guests without a negative impact on the quality of life for the residents of the City.
- 2) The public and private resources of the City are used in such a way that they continue to be enjoyable and pleasurable for City residents and guests as well as future generations.
- 3) The public and private resources of the City are used in such a way that the long term interests of the business and residential communities are protected.
- 4) Effective management of impacts on City residents created by the use of City resources such as special events, beaches and City programs.

Recommendations: To achieve the desired results, the following actions may be taken :

- 1) **COMPREHENSIVE PLAN RECOMMENDATIONS**
 - a. Establish a work plan to determine the carrying capacity for each of the City's resources.
 - b. Establish a cooperative program with Collier County to heighten the County's awareness of the issues and jointly generate strategies to mitigate impacts. Develop a comprehensive parking strategy in which the following remedial actions may be considered.
 - (1) Eliminate parking in the unpaved right-of-way where parking spaces are not delineated.

- (2) Develop a system that would allow only residents and their guests to park in the right-of-way adjacent to their home.
- (3) Establish a parking control strategy that would prohibit parking in the right-of-way except in designated parking spaces within the first beach access block. Provide a mechanism to designate parking spaces for the immediately adjacent residence.
- (4) Establish a priority sign up system for City programs and use of resources that gives priority to residents.
- (5) Establish a significant differential fee structure for City residents and County residents for City programs and use of resources that give a substantially lower fee to City residents.
- (6) Establish satellite parking areas and provide transportation to the beaches and other City destinations.

2) ENHANCED PROGRAMMING RECOMMENDATIONS

- a. Establish a special pass to City facilities or programs that local businesses could issue to customers to promote themselves.
- b. Advocate that the County establish activity hubs within the County to promote alternative gathering sites for special events and to act as focal points for the unincorporated area.
- c. Undertake conservation measures including xeriscape, water conservation plumbing and reuse of water.

Strategy #2: Enhance and Maintain the Neighborhood Character and High Quality of Residential Life.

The issue: Part of the appeal of Naples is the individual character of the residential neighborhoods. Neighborhoods are defined as limited geographic areas formed by natural features, roadways or formal subdivisions. Neighborhoods are comprised of various components, including residential, commercial, natural features and recreational. Strong neighborhoods with active neighborhood associations form much of the basis of the small town ambiance of Naples. In addition, the high quality of residential life is an attraction which drew many current residents and must be maintained to attract preferred residents. Three issues face the City:

- 1) Balancing the needs and preferences of individual neighborhoods whether residential and/or commercial with the overall goals of the City;
- 2) Finding ways to balance private property rights with neighborhood preferences for certain styles and scales of construction; and
- 3) Protecting the quality of life which is threatened by high numbers of visitors and associated traffic.

Desired results:

- 1) Retain and enhance neighborhood character.
- 2) Respect private property rights and the free market system.
- 3) Enhance the historic nature of Naples.
- 4) Balance individual neighborhood desires with the goals of the City.
- 5) Assure quiet, safe, residential neighborhoods free from commercial intrusion.
- 6) Ensure architectural compatibility with and at the interface of adjacent neighborhoods.
- 7) Provide pedestrian friendly neighborhoods highlighted by sidewalks, bike paths and good lighting.
- 8) Ensure landscape compatibility within and between neighborhoods.

- 9) Ensure that commercial development enhances the quality of residential neighborhoods in the City.
- 10) Establish a voluntary historic designation program.

Recommendations: To achieve the desired results, the following actions may be taken:

1) **COMPREHENSIVE PLAN RECOMMENDATIONS**

- a. Recognize the neighborhood planning program within the Comprehensive Plan; and develop a master plan for each of the 11 neighborhoods that includes an action plan to implement the prioritized improvements/programs identified by the residents.
- b. Develop an urban design plan for Old Naples which is the area from Golf Drive on the North to Aqualane Shores on the South and from the Gulf of Mexico on the west to the Redevelopment Area and Naples Bay on the East.
- c. Develop a City sidewalk master plan to identify locations for sidewalks and locations where no sidewalks will be installed.
- d. Complete mapping of bikeway system and develop a bike path master plan cooperatively with the Metropolitan Planning Organization.
- e. Complete a feasibility study to determine the costs of moving power lines underground.
- f. Develop alternative financing sources for neighborhoods to move their power lines underground and explore requiring new site development or site redevelopment to have underground power lines to their site.

2) **COMPREHENSIVE DEVELOPMENT CODE RECOMMENDATIONS**

- a. Allow the creation of new zoning districts for neighborhoods that will allow appropriate variations in zoning by neighborhood including applicable deed restrictions (with a visual dictionary). The zoning districts shall be consistent with adjacent neighborhoods.
 - (1) Down zone selected lots with funding if necessary.
- b. Develop residential neighborhood design review guidelines in cooperation with local neighborhood associations as appropriate for each

neighborhood and goals of the City showing desired development, transitional areas, and buffers. The neighborhood design review guidelines shall be consistent with the Comprehensive Plan and adjacent neighborhood zoning and design review guidelines.

- c. The mega house committee will identify options and develop recommendations for PAB and City Council to address the spatial perception envelope based on the concern that the current ordinance allows homes that are not compatible with the neighborhood in terms of scale. Modifications may be made for specific neighborhoods to reflect unique neighborhood circumstances.
- d. Establish a residential maintenance code recognizing the variations between neighborhoods.
- e. Develop commercial development standards to ensure compatibility with adjacent residential uses.
- f. Incorporate Crime Prevention Through Environmental Design standards in approving new development and redevelopment.
- g. Increase coordination between the City and business/merchant associations to ensure that their advertising and promotions are not in conflict with the protection of the integrity of residential neighborhoods.
- h. Require a residential impact analysis with all commercial development.
- i. Design roadways which are compatible with residential areas.

3) ENHANCED PROGRAMMING RECOMMENDATIONS

- a. Enhance the Community Policing program by training the Community Oriented Policing (COP) teams to recognize code violations to assist their neighborhoods as complaints are brought to their attention. The COP teams will strive to obtain code compliance voluntarily from the property owner before reporting the violation to the Code Enforcement Officer.
- b. Maintain City Department Head assignments to property owner associations and establish a City Planner liaison and reporting forum with each neighborhood and corresponding property owner associations.
- c. Develop a public education program on land development codes.

- d. Continue to regulate tour buses in residential areas.
- e. Examine new emergency medical technology that could provide a higher level of service.
- f. Determine if every resident is within 5 minutes of Emergency Medical Services (EMS), and if not, work with the County to provide additional EMS facilities.

Strategy #3. The City should enhance its cooperative relationship with the County.

The issue: While on a population basis the City is a small component of the County, it serves as the "downtown" for Collier County. Furthermore, Naples is the "brand name" that carries the recognition element for the area. Finally, growth in the County places significant pressure on limited City resources. For these reasons, the City needs to become more proactive in establishing a collaborative relationship with the County.

Desired results:

- 1) County decision-makers and executive administrators consider the County's growth and development impact on the City of Naples.
- 2) Board of County Commissioners authorize policy to implement actions to address growth impacts on the City.
- 3) Increased County/City cooperative efforts through increased participation by City property owners.
- 4) A more equitable balance of taxes paid to the County and services received.
- 5) More compatible land use standards where the City and County are adjacent.
- 6) Positive opportunities for the County to enhance their motivation to cooperate with the City.

Recommendations: To achieve these results, the following actions may be taken:

- 1) **COMPREHENSIVE PLAN RECOMMENDATIONS**
 - a. Coordinate traffic management efforts with the County.
 - b. Enhance corridor management coordination efforts with the County.
 - c. Establish a monitoring procedure for the City to monitor County actions that impact on the quality of life in the greater Naples area.
- 2) **COMPREHENSIVE DEVELOPMENT CODE RECOMMENDATIONS**
 - a. Establish a mutual site review process by interlocal agreement.

- b. Develop coordinated zoning standards including height, density, signage and landscaping along common City and County boundaries.

3) ENHANCED PROGRAMMING RECOMMENDATIONS

- a. Establish regular meetings of the City Council and the County Commission.
- b. Make a concerted effort to place more City residents on County Boards.
- c. Establish a task force to examine the County budget for any components of double taxation and advocate with the County for a more equitable share of tax dollars.
- d. Establish a joint City/County Committee to study growth management issues such as circulation, beach access and water supply.
- e. Convene meetings of the City Boards and City residents on County Boards to identify areas of common concern and positions of best interest for the City.
- f. Advocate revision of County site planning and project approval ordinances to develop urban design standards with criteria that require impacts on the City be addressed.
- g. Hold regularly scheduled meetings of the Planning Advisory Board and the Collier County Planning Commission.
- h. Establish an ambassador program to form relationships with the State of Florida Department of Environmental Protection (DEP), State of Florida Department of Transportation (DOT) and South Florida Water Management District (SFWMD).
- i. Consider expanding the County's Council of Economic Advisors to include representatives of the City.

Strategy # 4: Enhance and Protect the Environment of Naples.

The issue: Protection of the physical environment of Naples is important to the well being of the City as well as improving the physical environment of the City. Continued impacts from population growth, compounded with past mistakes, will permanently damage the physical environment if actions are not taken to manage these impacts.

Desired results:

- 1) Ensure that the natural resources of the City are used in a sustainable way.
- 2) Increase the amount of green space within the City while protecting environmentally sensitive lands.
- 3) Eliminate drainage as a quality/quantity problem under normal rainfall conditions.
- 4) Enhance the viability of lakes within the City.
- 5) Restore Naples Bay to a viable ecosystem through proper management.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) COMPREHENSIVE PLAN RECOMMENDATIONS
 - a. Green Space Enhancement
 - (1) Develop a work plan to inventory existing green space within the City.
 - (2) Develop a plan to optimize use of existing green space.
 - (3) Inventory alleys to explore the opportunity for additional open space and the development of a greenway system throughout the community.
 - (4) Develop a master plan and capital improvement plan for additional green space.

- b. Stormwater Management
 - (1) Develop stormwater management standards for residential and commercial redevelopment.
 - (2) Continue with the Big Cypress Basin Board and the City's stormwater management plan and establish with the County, a Gordon River Basin stormwater district to plan and fund a basin-wide stormwater management and water quality improvement program.
- c. Potable Water
 - (1) Link water use planning with land use planning.
 - (2) Coordinate with the South Florida Water Management District to determine the availability of water for the future.

2) **COMPREHENSIVE DEVELOPMENT CODE RECOMMENDATIONS**

- a. Develop an ordinance to encourage xeriscaping.
- b. Develop a tree protection ordinance.
- c. Develop a groundwater protection ordinance.
- d. Develop an ordinance that would prevent or limit additional impervious areas on existing developed properties.
- e. Increase enforcement of required commercial landscaped areas.
- f. Create a level of service for boat traffic.
- g. Develop an ordinance to encourage environmentally-friendly residential and commercial landscape design and maintenance using practices recommended in the Florida Yards and Neighborhoods Program developed by the University of Florida.

3) **ENHANCED PROGRAMMING RECOMMENDATIONS**

- a. Continue water quality monitoring of Naples Bay. Identify major sources of pollution. Develop a plan to remove pollutants.

- b. Monitor and maintain all waterways.
- c. Examine available strategies to finance the purchase of additional open space.
- d. Establish a lake maintenance program/schedule.
- e. Develop an alley vacation policy.
- f. Expand water reuse where economically feasible.

Strategy # 5: Develop a Long Term Plan for the Gordon Riverfront and Naples Bayfront Development/Redevelopment.

The issue: The City of Naples has extensive Riverfront and Bayfront footage which is currently used in a variety of ways. Some areas are under utilized . There are differing visions of the potential uses of this land. There is a need to develop a long term plan for development and redevelopment of the Riverfront and Bayfront.

Desired Results:

- 1) A comprehensive, long term plan for the Riverfront and Bayfront with emphasis on a unified effort to connect the River and Bayfront.
- 2) Near term improvements for existing neighborhoods.
- 3) Linear park and greenway coordination.
- 4) Better utilization of river and riverfront property.
- 5) Improved public access to riverfront from the east and west.
- 6) A pedestrian circulation system which includes a boardwalk system.
- 7) Development that improves the land use and water quality.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) COMPREHENSIVE PLAN RECOMMENDATIONS
 - a. Research and summarize prior Riverfront and Bayfront planning efforts.
 - b. Develop a work plan to develop a Riverfront and Bayfront master plan.
 - c. Improve waterfront recreational facilities in the area.
 - d. Identify potential waterfront sites for public use and consider purchase as they become available.
 - e. Establish Level of Service Standards for boat traffic.

2) ENHANCED PROGRAMMING RECOMMENDATIONS

- a. Coordinate volunteer programs or obtain support for an MSTU to clean the canals in the residential areas along the river.
- b. Work with Southwest Florida Land Preservation Trust.

Strategy # 6: Increase Recreational Opportunities, Both Active and Passive, Within the City.

The issue: Opportunities for active recreation, particularly for young people, are too limited within the City.

Desired results:

- 1) A variety of active and passive recreation opportunities.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) COMPREHENSIVE PLAN RECOMMENDATIONS
 - a. Explore increasing the number of parks, including neighborhood and waterfront parks.
 - b. Develop a master plan for parks.
- 2) ENHANCED PROGRAMMING RECOMMENDATIONS
 - a. Continue to explore interlocal agreements with the School Board to expand availability of school board recreational facilities to expand activity base.
 - b. Explore the establishment of a community center with multiple use recreational facilities.
 - c. Increase pre and after school recreational activities.
 - d. Expand City park programs, facilities and physical space targeted for a variety of age groups.
 - e. Analyze current park utilization and recommend age group/usage group changes as determined appropriate.

Strategy # 7: Create a traffic management system that facilitates accessibility and movement while protecting residential quality.

The issue: Traffic is an area of high concern for City residents. This includes traffic movement through residential areas, parking in residential areas, traffic flow on major roads, and commercial vehicles in residential areas.

Desired results:

- 1) Residential areas which are not disrupted by outside traffic.
- 2) Designated parking which is enforced.
- 3) Uncongested traffic flows through the City.
- 4) Adequate provisions for commercial traffic with appropriate consideration and balance for truck traffic.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) **COMPREHENSIVE PLAN RECOMMENDATIONS**
 - a. Develop a urban design plan for traffic control/appearance/calming.
 - b. Conduct a City-wide traffic management study to determine carrying capacity standards for collectors and arterial roadways.
 - c. Analyze the character and ambiance of Naples' residential streets, and adopt development and landscaping standards to ensure the continuance of that character and ambiance.
- 2) **COMPREHENSIVE DEVELOPMENT CODE RECOMMENDATIONS**
 - a. Ensure adequate parking and signage identifying the City parking lots for businesses.
- 3) **ENHANCED PROGRAMMING RECOMMENDATIONS**
 - a. Refine and enhance the traffic calming program.
 - b. Develop signage to direct through traffic around the City and establish an alternate US 41 route. Develop visitor friendly signage.

- c. Explore the ability of private enterprise to develop an environmentally friendly trolley or similar system between 3rd Street, 5th Avenue South and the waterfront areas and between the hotels and major shopping areas.
- d. Complete light synchronization project of U.S. 41 and encourage the County to synchronize lights on County roadways.
- e. Review existing City/County interlocal agreements for roadway impact fees for potential changes. Examine the potential to receive a portion of the County road impact fees for City improvements.
- f. Ensure adequate commercial ingress and egress.
- g. Assure adequate emergency vehicle access.

Strategy #8: Strengthen and diversify the economic base of the City and designate and enhance the appearance and urban design of commercial corridors while protecting the residential character and charm of the City.

The issue: Naples has two primary economic bases, quality residential development (both permanent and seasonal) and professional, business and medical services. It must continue to strengthen these economic bases while searching for compatible economic activities which will generate local economic stability and strength. Tourism is also a significant component of the local economic base, and impacts from tourism on residents should be minimized. In addition, many of the commercial buildings and centers along US 41 are in need of architectural and other aesthetic enhancements. As such, redevelopment planning should continue to allow those facilities to remain viable, offer businesses consistent with the desired image and future of Naples, and enhance the City's economic base.

Desired results:

- 1) Commercial areas that provide a long term stable economic base with an array of quality businesses consistent with the history, ambiance and desired image of Naples.
- 2) A diversity of quality jobs for young people that provide good wages and support families.
- 3) Increase viability of local small businesses through retention and expansion activities.
- 4) A distinctive look for the commercial corridors of the City that is consistent with the architecture and ambiance of Naples.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) COMPREHENSIVE PLAN RECOMMENDATIONS
 - a. Develop an economic profile of the City.
 - b. Develop a master plan for redevelopment of the Community Redevelopment Area (CRA) that is consistent with the Comprehensive Plan.

- c. Monitor the commercial areas north of 7th Avenue North to the City boundaries to determine the continued commercial viability, identify potential redevelopment problems, and examine the feasibility of a CRA.
- d. Construct sidewalks in 41/10 area as per master plan and develop a pedestrian route from Four Corners to Tin City.

2) **COMPREHENSIVE DEVELOPMENT CODE RECOMMENDATIONS**

- a. Develop commercial design guidelines to include new signage and landscaping standards.
- b. Develop architectural and design standards for commercial areas and consider an architectural review process for commercial properties.
- c. Establish standards for the appearance of vacant commercial properties.
- d. Within commercial areas, encourage second- and third-floor residential and explore cottage industries and more extensive home occupations on second-floor residential units.
- e. Explore a transitional zone with design guidelines to protect the residences adjacent to commercial areas and support pedestrian activity where appropriate.
- f. Continue to consider Crime Prevention Through Environmental Design Standards in approving new development and redevelopment.
- g. Develop incentives for historic preservation.

3) **ENHANCED PROGRAMMING RECOMMENDATIONS**

- a. Work with the Chamber of Commerce, Economic Development Council, Tourist Development Council, and local merchant and business associations to enhance ecotourism marketing efforts to develop a year-round tourist market to further the stability of the economic base. Efforts to expand tourism shall minimize impact on residents.
- b. Enhance the communication and working relationship with the Chamber of Commerce, Tourist Development Council, and Economic Development Council as well as major employers.

- c. Work with Florida Gulf Coast University and other post secondary institutions to identify economic development opportunities and develop a cooperative program for local businesses.
- d. Establish a program for targeting tax abatements to special locations which are in need of redevelopment and tax incentives for local small businesses.
- e. Utilize Community Development Block Funds to promote economic development and residential redevelopment in the 10th Street South area of downtown, and establish a storefront improvement matching grant program.
- f. Examine market needs and desires by City residents and provide zoning for those services and businesses needed and desired by City residents.

Strategy #9: *Establish a "Beautiful Streets" Program.*

The Issue: Great cities have great streets. A clear source of competitive advantage for Naples in the future will be streets which provide a variety of experiences and views. There are several issues here. First, small towns are pedestrian friendly and this feature needs to be further developed if Naples is to retain its small town ambiance. Second, one clear solution to automobile congestion is to make a community more pedestrian friendly. Third, streets are the "front yards" of a City, i.e. the truly visible part of a City. The fourth is that the City has a number of street, alley and traffic initiatives which need to be organized in a coherent and comprehensive manner.

Desired Results:

- 1) A comprehensive traffic/street/alley program.
- 2) A diversity of distinctive streets in the City.
- 3) Increased pedestrian and bicycle access to and throughout the City.
- 4) Coordination of this program with water management improvements.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) **COMPREHENSIVE PLAN RECOMMENDATIONS**
 - a. Establish an attractive pedestrian coordinated streetscape program.
 - b. Develop a master landscaping plan for the City's streets.
- 2) **ENHANCED PROGRAMMING RECOMMENDATIONS**
 - a. Establish a neighborhood education/planning process to allow each neighborhood to participate in the process, in the context of the City as a whole, to establish streets which "work" visually and operationally in their neighborhood.
 - b. Develop a recognition program to acknowledge quality streets in the City.
 - c. Develop a public-private matching mechanism to provide funding for streetscape improvements including alleyway improvements.

Strategy # 10: Ensure that the Airport is Operated in the Best Interest of the City.

The issue: The Naples airport is a valuable community asset and needs to be an enhancement to the City and operated and developed in a manner to avoid and/or resolve conflicts which arise from mixed land use activities. Some current and future airport operations create and will continue to create unacceptable levels of noise in certain areas of the City, degrading quality of life and property values.

Desired results:

- 1) An airport which serves some of the air transportation needs of the residents of the Naples urban area.
- 2) An airport planned and operated so as to be the best neighbor possible within the constraints of safety.
- 3) An airport operated in a spirit of cooperation by the Airport Authority as appointed by City Council.
- 4) A well managed airport, operated by Naples Airport Authority operating within the framework of regulations and/or goals established by the City of Naples, State of Florida, U.S. Federal law and F.A.A. regulations.
- 5) An airport developed in accordance with the master plan prepared by the Naples Airport Authority and adopted by City Council.
- 6) An airport managed in a manner to enhance the City and to avoid and/or resolve conflicts which arise from mixed land use activities, thereby avoiding the disruption of the quality of life of the citizens of Naples.
- 7) A safe airport which meets the needs of the City without creating excessive noise, unreasonably affecting property values or otherwise disrupting the overall quality of life in the City.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) **COMPREHENSIVE PLAN RECOMMENDATIONS**
 - a. Work with the Naples airport authority to adopt and implement Scenario 1 (continuation of existing Level of Air Service) as described in the

Master Plan Update and adopt the Master Plan as a part of the City's Comprehensive Plan.

- b. Assist the Naples Airport Authority in working with the County to adopt those portions of the plan that relate to County land use and development.
- c. It is a goal of the City to have the Naples Airport Authority define an acceptable "carrying capacity" of the community in terms of airport growth, noise levels, hours of operation, and number and type of airport operations. Specific actions necessary to achieve this will be included in the Airport Master Plan. The City's approval of the Airport Master Plan will be contingent upon the adequacy of the specified actions.
- d. The Naples Airport Authority will take immediate action to implement and enforce all safe and lawful noise control measures.

2) ENHANCED PROGRAMMING RECOMMENDATIONS

- a. The Naples City Council and Naples Airport Authority will meet no less than quarterly to review the impact of operations on the City and continue regular communications.
- b. Continue to identify ways to reduce airport noise levels, including curfews and limitations on types of planes.
- c. Establish a citizens' advisory board appointed by City Council that will make recommendations to the Naples Airport Authority on the adoption of any safe and legal noise abatement procedures.
- d. Work with the Naples Airport Authority (NAA) to implement and enforce all safe and lawful noise control measures in accordance with the Federal aviation regulation part 150 noise compatibility plan.
- e. Work with the Naples Airport Authority in the development of an F.A.A. Regulation Part 161 Plan (curfew or other aircraft operating restrictions).
- f. The City reserves the right to support or oppose future implementation and use of all modern technologies for the airport's air transportation facilities based upon a thorough review of their merits at the time they are identified.

Strategy #11: Establish a Case-by-Case Annexation Policy.

The issue: Annexation is a significant issue for the City for which there is not yet consensus as to a general end strategy.

Desired results:

- 1) Approach annexation in a manner which respects the wishes of the City residents and the residents of proposed annexation areas while maintaining the goal of a quality small town.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) COMPREHENSIVE PLAN RECOMMENDATIONS
 - a. Examine annexation on a case-by-case basis.
 - b. In order to preserve the City's options and interest in sound community planning, oppose proposed incorporation of areas near City borders, especially if they do not meet Florida Statute.
- 2) ENHANCED PROGRAMMING RECOMMENDATIONS
 - a. Have every annexation request reviewed by all City departments and include comments in staff reports to City Council.

D R A F T

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NAPLES' KEY CHALLENGE:
Enhancing a Quality City

Naples is clearly one of the high quality small cities in the nation. As a city striving for excellence it offers a higher level of services, quiet, safety, and overall quality of life than does the typical city. Its climate, beaches and small town ambiance make it a prime residential area, a tourist destination and a preferred retirement/second home location. In addition, the community's assets provide a desirable environment for families with children of all ages. In recent years population growth has brought higher levels of external demands on the city. More so than other cities under the same pressures, Naples has tried to manage its development and growth in ways that are compatible and consistent with its history and ambiance while simultaneously providing a high quality of life for both residents and visitors. The result of this comparative success has been to make the city an even more desirable place to live, work, recreate and visit.

However, this very success has brought the City to a critical point. The numbers of non-city residents working, shopping, actively recreating, or passively visiting have exceeded or are near to exceeding the carrying capacity of the City's resources. Naples has reached or will soon reach a delicate balance point. Continued uncontrolled use of city resources by residents and non-residents alike will bring a subtle yet real decline in the quality of life in the City. A new set of strategies is required, not just to manage Naples' internal growth, but also to manage the impact of regional growth on the City. These strategies must be based on the premise that Naples is similar to a physical ecosystem in that it has a carrying capacity. Uncontrolled or unmanaged access to an ecosystem can fundamentally alter that ecosystem, sometimes to the point of destruction. On the other hand, ecosystem management, well thought out and consistently practiced, can extend or expand the carrying capacity of an ecosystem. Naples has

reached, or will soon reach, the limits of its carrying capacity. Only deliberate and thoughtful management of city resources can prevent destructive overuse or provide for an extension of carrying capacity.

The attempt to plan and manage a city as an ecosystem represents a relatively new way to think about comprehensive planning and strategic positioning. It's ultimate value lies in whether it helps one think about the challenge in new ways and therefore create new solutions. The ecosystem approach highlights certain challenges and problems. For Naples, the particularly critical issues an ecosystem approach highlights are presented below.

Critical challenges

- Dealing with the impacts from growth in Collier County and the surrounding region.
- Achieving a balance of activities, services and intensity of uses so that the Naples downtown is accessible to its residents while serving as a focal point for selected functions of interest to the region.
- Continuing the high quality appearance of the City.
- Managing traffic effectively to avoid congestion, gridlock and impacts on residential neighborhoods.
- Balancing neighborhood needs and preferences with city-wide goals
- Providing a safe, secure community for residents and visitors.
- Restoring and protecting environmental quality.
- Supporting the viability of the commercial areas south of 7th Avenue North.
- Attracting quality residential development while maintaining the current residential mix.
- Developing quality jobs in the community.
- Achieving a viable and diverse economic base.
- Managing the impacts of commercial areas on adjacent residential property.
- Competing for the targeted tourist.
- Creating a quality pedestrian environment.

- Redeveloping certain areas of the City so that there is a high level of consistent quality in all parts of the City.
- Balancing neighborhood integrity with private property rights.
- Resolving the needs of differing interests within the City.
- Maintaining the diversity and other characteristics of the City which make it a real place.
- Providing a variety of neighborhoods for people of different economic means.
- Building a more interdependent relationship with the County.
- Finding a balance between commercial and residential needs.
- Developing a local economic network between the schools and businesses to encourage young people to remain in the community.
- Maintaining Naples' historic small town character in pockets of the city.
- Reconciling differing visions for the future of Naples.

These critical challenges are based on the following driving assumptions:

Driving assumptions

- Naples is currently one of the higher quality small cities in America.
- To remain at this same level, energy and effort must be invested in maintaining the assets [natural resources, economic assets, moral resources] of the City.
- The quality and level of service a city must meet to be a premier small city will rise in the next decade.
- To remain in the top tier of small cities, a number of proactive actions will have to occur.
- The current economic base of Naples is quality residential development and tourism.
- A developing economic base is professional services.
- Community stability, provided by residents, is a unique resource.
- Other communities are trying to attract the same type of resident that Naples is.
- Other communities are targeting the same tourist market.

- Businesses within the City are competing with other locational opportunities and businesses outside of the City.
- One cannot freeze time. Nothing remains as it was. Nothing remains the same.
- Change can bring improvement and enhanced quality of life.
- Carrying capacity does have its real limits, which if exceeded lower the quality of life in a City.
- Management practices and design can prevent overuse of carrying capacity while also expanding carrying capacity.
- The main tax base of the City will remain residential property.

NAPLES' ADVANTAGES IN A COMPETITIVE MARKET

Many other cities seek to emulate the success of Naples as a quality small city. They also seek to provide high quality residential development and attract the family tourist market. Given that Naples is in a competitive posture with these communities, what are its advantages and what competencies does it possess to succeed in this competitive situation?

What are Naples' sources of competitive advantage?

1) Competitive Advantage

The City of Naples has the following strengths which provide ongoing sources of competitive advantage for its historical and developing economic bases:

- Human Resources - The City has residents with diverse backgrounds and high levels of experience.
- Weather - The winter climate is particularly attractive and a prime attraction for tourism and winter-use second homes or retirement.
- Beaches - The beaches have been recently renourished and are a strong magnet for tourism, retirement and second homes.
- Transportation access to Fort Myers, Tampa Bay and the East Coast - The City is now within three hours or less by car to major airports and urban centers.

- Access to the Everglades - The City sits on the northwestern edges of one of the major emerging ecotourism sites.
- Access to Key West - The City is within easy air and boat access to Key West.
- Small town ambiance - The physical scale and layout of the City provide a "small town feel" to Naples.
- Airport - The availability and convenience of the airport give Naples an advantage.
- Florida Gulf Coast University - A university presence provides an advantage over communities that do not have a university and facilitates economic development.
- Stable tax base - The high ad valorem residential valuation of the City provides a very stable tax base.
- High expectations of the City residents - The City residents have high expectations which lead to high levels of performance by City government in the provision of services.
- Favorable tax rate - The City is able to provide a high level of service for a low ad valorem rate.
- Cultural resources - The Philharmonic; the Naples Players and other theater groups; and the Naples Art Association and other arts groups all provide a rich cultural mix for Naples.
- Health care resources - Naples Community Hospital and other health care providers ensure a wide range of medical services for the community.
- Naples Bay - The Bay provides the City with beautiful views and opportunities for commercial and residential activities.

What are the critical competencies that Naples as a city possesses?

2) *Critical competencies and strengths*

Critical competencies are those assets, resources, strengths, skills and knowledge that an individual, a business, or a community need to become and remain successful. These obviously differ for each situation. The key point, however, is that communities that lack certain critical competencies are not able to handle existing challenges or meet future challenges. These competencies enable a community to better plan for its future or resolve current problems.

By virtue of its history and the experiences, interests and involvement of its citizens, Naples has developed a knowledge and skill base about certain topics. These competencies allow the residents of the City to identify emerging issues and find creative solutions for those issues. The two fundamental questions are: what competencies does the City possess now? what competencies will it need to successfully address future issues?

Current competencies:

- Knowledge about small town design and ambiance. The City has a track record of success in developing public policies and, in some cases, design standards which maintain and promote small town ambiance.
- Public-Private redevelopment. The City has been engaged in a successful redevelopment effort of 5th Avenue South and is now beginning a major redevelopment effort in the 41/10 corridor.
- Neighborhood development. The City has established successful mechanisms through neighborhood planning, community oriented policing (COP's) program, and staff liaisons assigned to homeowner associations for working with the neighborhoods.
- Special events management. While many city residents, especially those in affected neighborhoods, view special events as a mixed blessing, it is a fact that the City serves as the host community for many events of a county-wide or regional interest. As a result of this activity, city staff have developed a special skill in special events management.

Future competencies:

These are competencies which the City may currently possess but will need to be brought to a higher level in the near future.

- Ecotourism. Ecotourism is accounting for an increasing percentage of tourism expenditures and is viewed as a growth market. Naples' proximity to the Everglades, Corkscrew Sanctuary, the Florida Keys, Rookery Bay, the Gordon River basin, and other natural resources make it an attractive base for trips to those areas. Naples will need to develop additional competencies to take advantage of this growing market.
- Private redevelopment management. Given the Naples waterfront as well as the reputation of Naples, the trend toward private redevelopment is likely to continue. Some of this redevelopment generates community concern, such as the mega-house issue. The City will need to develop additional competencies to manage private redevelopment in ways that enhance, rather than destroy, the unique ambiance of Naples.
- Public-private partnerships. Even given the financial resources of the City, many of the projects that should be undertaken to continually upgrade the quality of Naples cannot

be afforded by the City acting alone. Instead, the City will need to become even more proficient in developing public-private partnerships.

- Traffic management. Traffic is clearly a concern of residents. Given the disparity between the increase in traffic growth and the City population growth rate, it is likely to remain an issue of concern. Therefore, the City will need to develop new capabilities in traffic management.
- Public-Public negotiations. Given the significant impact that the County has on the City, the ability to negotiate with the County will be of increasing importance in years to come.
- Urban Design guidelines. The City already has expertise in design guidelines. Given increasing amounts of redevelopment, tourism and traffic growth, and continual commercial shifts, this expertise will need to be enhanced in the future.
- Economic development. The City faces a several-fold challenge. One, it cannot afford to take its existing economic base, quality residential development and tourism for granted. Second, continued growth in the area will create new business opportunities as will the opening of Florida Gulf Coast University. Third, economic development must be managed for the overall benefit of the community by balancing commercial and residential needs.
- Ecosystem Management. While the specifics of this item are addressed in many of the above items, it is worthy of separate mention. The ability to manage a complex ecosystem of a city in the face of overwhelming external population growth and growing popularity as a vacation destination is a substantive challenge. It will require new policy approaches, new management techniques, and extensive use of systems thinking as a prelude to action.
- Airport Management. The City needs to develop capabilities to manage airport traffic patterns and airport noise.

STRATEGIES

To remain a quality city, Naples must develop strategies to meet the needs and expectancies of four constituencies: the current residents, the future residents, the targeted tourist market, and the local business owners.

Current residents

Current residents, both full-time and seasonal, are the current "owners" and taxpayers of the City. They have invested both their money and their time in the

City and clearly have a vital stake in its future. As the owners, it is their decision as to the future of the City. Residents in each of the neighborhoods have special interests and concerns, some of which are specific to their neighborhood and others are city-wide in scope. The residents in the Old Naples neighborhood have particularly unique concerns primarily because of the land use mix, beach access points and being the focal point of activities in the City.

Future residents

While potential residents have no legal vote on the future direction of the City, they cast a very critical vote with their money and their feet. If the City goes in directions which they find either unappealing or less appealing than other quality communities, the potential residents vote by not residing in Naples. The results of this vote are never public, always open to interpretation and rarely dramatic. Yet its impact will subtly, and over time dramatically, impact the quality of life in the City. While it is highly unlikely that real estate values will drop, they may not rise to the level they could have had the targeted resident relocated to Naples. Some opportunities for cultural or business development may not occur.

Targeted tourist market

Toward the end of any tourist season there is the normal reaction of relief that another season is over. While the benefits of tourism are great, there is the downside of traffic, long lines, and other people impacts.

While in theory one could contend Naples should move away from tourism and focus on retirement and second homes as the basis for its economy, the reality is much different. Naples will always be a tourist destination for its weather and beaches. The question is not whether to attract tourists or not. Rather it is what type of tourist does the community wish to attract? In sum, Naples will have tourists; therefore the critical issue is attracting the tourist market that is consistent with the lifestyle and values of Naples.

Local Businesses

Local business owners, including retail, office, service, and industrial business owners, have special needs. These business owners have experienced a shift in the locational focus of the commercial community. At one time, the downtown of Naples was the only business center. Now, there are many competing centers.

Business owners need the assurance that the future development of the City will continue to provide an atmosphere in which they can successfully compete with other businesses both in the City and in the County. Business owners in the City will find it more of a challenge to be successful because new businesses are opening in the County that compete for the same customer and there is a significant amount of vacant property zoned for commercial use in the County which continues to develop.

The commercial areas are part of neighborhoods. In certain parts of the City, the commercial areas are an integral part of the neighborhood, while in other parts of the City, the commercial areas are on the fringe of the neighborhood. It is important for all of the commercial areas to be compatible with the adjacent residential areas.

There are a number of strategies which the City can pursue to remain a high quality City. These are enumerated below in a random order. It is important to note that there are some common principles to strategy implementation. These are:

- Engage the appropriate stakeholder groups for each strategy in strategy development and implementation.
- View strategies as opportunities which are open-ended and dynamic. Strategies should evolve with new information.

Strategy #1. Enhance neighborhood character while allowing for market driven improvements.

The issue: Part of the appeal of Naples is the individual character of the neighborhoods. Strong neighborhoods with active neighborhood associations form much of the basis of the small town ambiance of Naples. There are two issues facing the City. One is balancing the needs and preferences of individual neighborhoods with the overall needs of the City. The second is finding ways to balance neighborhood preferences for certain styles and scales of construction with private property rights.

Desired results:

- 1) To retain neighborhood character.
- 2) Respect private property rights and the free market system.
- 3) Retain the historic nature of Naples.
- 4) Balance individual neighborhood desires with the goals of the City.

Recommendations: The following steps may be taken to achieve the desired results:

- 1) Allow new zoning districts for each neighborhood as appropriate which will allow appropriate variations in zoning by neighborhood [with a visual dictionary].
- 2) Develop a neighborhood design review manual in cooperation with local neighborhood associations as appropriate for each neighborhood showing desired development and update spatial perception as needed.
- 3) Establish a residential maintenance code recognizing the variations between neighborhoods.
- 4) Train the Community Oriented Policing (COP) teams to identify code violations and establish a procedure for reporting those violations:
- 5) Establish a maximum residential house size threshold for each neighborhood zoning district. Dwelling units exceeding the threshold will require review and approval by the Planning Advisory Board.

- 6) Maintain City Department Head assignments to property owner associations and establish a City Planner liaison and reporting forum with each neighborhood and corresponding property owner association(s).
- 7) Maintain neighborhood community policing efforts.
- 8) Downzone selected lots.
- 9) Develop a public education program on land development codes.
- 10) Develop commercial development standards to ensure compatibility with adjacent residential uses.
- 11) Continue to consider Crime Prevention Through Environmental Design standards in approving site plans and building permits.
- 12) Develop a long term city-wide plan for right-of-way landscaping.
- 13) Develop incentives for historic preservation.

Strategy #2. Ensure public uses remain within the carrying capacity of City resources.

The issue: We all recognize that too much of anything can ruin a good thing. When we exceed the carrying capacity of any resource, it loses its attractiveness and may ultimately become less viable. The issue is whether Naples has or will soon exceed carrying capacity.

Desired results:

- 1) The resources of the City, including beaches, parks, recreation facilities, and special events, are used in such a way that they are readily accessible to City residents and guests.
- 2) The resources of the City are used in such a way that they continue to be enjoyable and pleasurable for City residents and guests as well as future generations.
- 3) The resources of the City are used in such a way that the long term interests of the business and residential communities are protected.

Recommendations: To achieve these results, while recognizing the natural limits of City resources, the following steps may be taken:

- 1) In order to manage these resources the City utilize one or more of the following methods:
 - a. Eliminate parking in the right-of-way.
 - b. Develop a system that would allow only residents and their guests to park in the right-of-way adjacent to their home.
 - c. Establish a parking control strategy that would prohibit parking in the right-of-way except in designated parking spaces within the first beach access block. Provide a mechanism to designate parking spaces for the immediately adjacent residence.
 - d. Establish a priority sign up system for City programs and use of resources that give priority to residents.
 - e. Establish a significant differential fee structure for City residents and County residents for City programs and use of resources that give a substantially lower fee to City residents..
 - f. Establish a task force to explore other options and recommendations for Planning Advisory Board/City Council consideration of the use of City resources.
- 2) Establish a special pass to City facilities or programs that local businesses could issue to customers to promote themselves.
- 3) Advocate that the County establish activity hubs within the county to promote alternative gathering sites for special events and to act as focal points for the unincorporated area.
- 4) Undertake conservation measures including xeriscape, water conservation plumbing and reuse of water.

Strategy #3. Increase the "voice" of Naples in the County and the Region.

The issue: While on a population basis the City is a small component of the County, it serves as the "downtown" for Collier County. Furthermore, Naples is the "brand name" that carries the recognition element for the area. Finally, growth in the County places significant pressure on limited City resources. For these reasons, it is important that Naples increase its "voice" in county and regional affairs.

Desired results:

- 1) County decision-makers and executive administrators consider the County's growth and development impact on the City of Naples.
- 2) Board of County Commissioners authorize policy to implement actions to alleviate substantive negative impacts.
- 3) Increased County/City cooperative efforts through increased participation by City property owners.

Recommendations: To achieve these results, the following actions may be taken:

- 1) Make a concerted effort to place more City residents on County Boards.
- 2) Establish a task force to examine the County budget for any components of double taxation.
- 3) Advocate with the County for a more equitable share of tax dollars.
- 4) Coordinate traffic management efforts with the County.
- 5) Establish regular meetings of the City Council and the County Commission.
- 6) Enhance corridor management coordination efforts with the County.
- 7) Establish a joint City/County Committee to study growth management issues.
- 8) Establish a water planning forum.
- 9) Convene meetings of the City Boards and City residents on County Boards to identify areas of common concern and positions of best interest for the City.
- 10) Establish a monitoring procedure for the City to monitor County actions that impact on the quality of life in the greater Naples area.
- 11) Advocate revision of county site planning and project approval ordinances to develop criteria that require impacts on the City be addressed.
- 12) Hold regularly scheduled meetings of the Planning Advisory Board and the Collier County Planning Commission.
- 13) Establish by interlocal agreement a mutual site review process.

- 14) Establish an ambassador program to form relationships with the State of Florida Department of Environmental Protection (DEP), State of Florida Department of Transportation (DOT) and South Florida Water Management District (SFWMD).
- 15) Advocate development of urban design standards for County projects.
- 16) Establish a City - County program where staff switch to enhance appreciation for each others challenges.

Strategy #4: Enhance and protect the environment of Naples.

The issue: Protection of the physical environment of Naples is important to the well being of the City as well as improving the physical environment of the City. Continued impacts from population growth, compounded with past mistakes, will permanently damage the physical environment if actions are not taken to manage these impacts.

Desired results:

- 1) Ensure that the natural resources of the City are used in a sustainable way.
- 2) Increase the amount of green space within the City.
- 3) Eliminate drainage as a problem under normal rainfall conditions.
- 4) Enhance the viability of lakes within the City.
- 5) Restoration of Naples Bay to a viable ecosystem.

Recommendations: To achieve the desired results, the following steps may be taken:

- 1) Inventory existing green space within the City.
- 2) Develop a plan to optimize use of existing green space.
- 3) Inventory alleys to develop a policy of vacating alleys.
- 4) Inventory alleys to explore the opportunity for additional open space.
- 5) Develop a master plan and capital improvement plan for additional green space.
- 6) Continue water quality monitoring of Naples Bay. Identify major sources of pollution. Develop a plan to remove pollutants.

- 7) Establish, with the County, a Gordon River Basin stormwater district to plan and fund a basin-wide stormwater management and water quality improvement program.
- 8) Develop residential stormwater management standards.
- 9) Develop commercial redevelopment stormwater management standards.
- 10) Continue with the City's stormwater management plan.
- 11) Establish a lake maintenance program/schedule.
- 12) Monitor and maintain all waterways.
- 13) Develop a plan to encourage xeriscaping.
- 14) Develop a tree protection ordinance.
- 15) Expand the Greenway system throughout the community.
- 16) Link water use planning with land use planning.
- 17) Develop a groundwater protection ordinance.
- 18) Develop a policy that would prevent or limit additional impervious areas on existing developed properties.
- 19) Examine available strategies to finance the purchase of additional open space.
- 20) Increase enforcement of required commercial landscaped areas.
- 21) Coordinate with the South Florida Water Management District on the availability of water for the future.

Strategy #5: Maintain and enhance the high quality of residential life within the City.

The issue: The high quality of residential life is an attraction which drew current residents and which must be maintained to continue to attract preferred residents. One of the major concerns of current residents is that residential quality is threatened by high numbers of visitors and associated traffic.

Desired results:

- 1) Quiet, safe neighborhoods free from commercial intrusion.
- 2) Architectural compatibility with and at the interface of neighborhoods.
- 3) Pedestrian friendly neighborhoods.
- 4) Landscape compatibility within and between neighborhoods.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Establish a zoning district for each neighborhood.
- 2) Develop appropriate codes for each zoning district.
- 3) Continue City staff neighborhood assignments.
- 4) Continue community oriented policing.
- 5) Complete mapping of city sidewalks and develop a city sidewalk master plan.
- 6) Complete mapping of bikeway system and develop a pikepath master plan.
- 7) Complete streetscape plans to promote pedestrian friendly environment.
- 8) Continue to study the potential impacts of Federal and State regulations (i.e., FEMA) on development and explore design standards to reduce their impacts.
- 9) Work with the Metropolitan Planning Organization (MPO) to develop master bikepath plan.
- 10) Construct sidewalks in 41/10 area as per master plan.
- 11) Develop design standards that would support pedestrian activity.
- 12) Continue to regulate tour buses in residential areas.
- 13) Complete a feasibility study to determine the costs of moving power lines underground.
- 14) Develop alternative financing sources for neighborhoods to move their power lines underground and explore requiring new site development or site redevelopment to have underground power lines to their site.

- 15) Examine new emergency medical technology that could provide a higher level of service.
- 16) Determine if every resident is within 5 minutes of Emergency Medical Services (EMS) and if not, work with the County to provide additional EMS facilities.
- 17) Encourage 2nd and 3rd floor residential in commercial areas.
- 18) Improve landscaping and sign ordinance.
- 19) Develop a pedestrian route from 5th Avenue South to Tin City.

Strategy #6: Create a traffic management system that facilitates accessibility and movement while protecting residential quality.

The issue: Traffic is an area of high concern for city residents. This includes traffic movement through residential areas, parking in residential areas, traffic flow on major roads, and commercial vehicles in residential areas.

Desired results:

- 1) Residential areas which are not disrupted by outside traffic.
- 2) Designated parking which is enforced.
- 3) Uncongested traffic flows through the City.
- 4) Adequate provisions for commercial traffic

Recommendations: To achieve the desired results, the following steps may be taken:

- 1) Conduct a City-wide traffic management study.
- 2) Continue the traffic calming program.
- 3) Coordinate traffic calming efforts with the County.
- 4) Establish an alternate US 41 route.
- 5) Develop signage to direct through traffic around the City.
- 6) Establish and sign truck routes.

- 7) Develop a trolley or similar system between 3rd Street, 5th Avenue South and the waterfront areas.
- 8) Develop a trolley system between the hotels and major shopping areas.
- 9) Complete light synchronization project.
- 10) Review existing interlocal agreements for roadway impact fees for potential changes. Examine the potential to receive a portion of the County road impact fees for City improvements.
- 11) Ensure adequate parking and signage identifying the parking for businesses.
- 12) Develop a urban design plan for traffic control/appearance/calming.
- 13) Develop visitor-friendly signage.
- 14) Establish truck and commercial routes in the city.
- 15) Ensure adequate commercial ingress and egress.
- 16) Assure adequate public vehicle access.

Strategy #7: Develop commercial design guidelines for the major commercial corridors consistent with the overall urban design of Naples.

The issue: Major commercial chains have a standard physical design for their facilities which may either be incompatible with Naples or result in Naples looking like "Anywhere, USA".

Desired Results:

- 1) A distinctive look for the commercial corridors of the City that is consistent with the architecture and ambiance of Naples.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Develop commercial design guidelines to include new signage and landscaping standards.
- 2) Engage in corridor management practices with the County.
- 3) Develop architectural and review standards for commercial areas.

- 4) Establish a store-front improvement matching grant program.
- 5) Establish standards for the appearance of vacant stores.
- 6) Develop an architectural review board for commercial properties.

Strategy #8: Develop and implement commercial corridor redevelopment plans.

The issue: Many of the commercial developments along US 41 have reached or are nearing the end of their original life cycle. In order for those facilities to remain viable and offer businesses consistent with the desired image and future of Naples, redevelopment planning should begin.

Desired results:

- 1) A viable commercial corridor both north and south of 7th Avenue North offering an array of quality businesses consistent with the history, ambiance and desired image of Naples.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Develop a master plan for redevelopment of the Community Redevelopment Area (CRA).
- 2) Monitor the commercial areas north of 7th Avenue North to determine the continued commercial viability and identify potential redevelopment problems.
- 3) Examine the feasibility of a CRA for the highway commercial area north of 7th Avenue North.
- 4) Develop design guidelines to protect the adjacent residences.
- 5) Ensure consistency between the commercial redevelopment master plan and the comprehensive plan.
- 6) Review and update the CRA master Plan.

Strategy #9: Establish a case-by-case annexation policy.

The issue: Annexation is a significant issue for the City over which there is not yet consensus as to a general end strategy.

Desired results:

- 1) Approach annexation in a manner which respects the wishes of the City residents and the residents of proposed annexation areas while maintaining the goal of a quality small town.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Examine annexation on a case-by-case basis.
- 2) Continue to target "Area B" [the city sewer area] as an annexation area.

Strategy #10: Increase recreational opportunities, both active and passive, within the City.

The issue: Opportunities for active recreation, particularly for young people, are too limited within the City.

Desired results:

- 1) A variety of active recreation opportunities.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Continue to explore interlocal agreements with the School Board to expand availability of school board recreational facilities.
- 2) Establish a community center with multiple use recreational facilities.
- 3) Increase pre and after school recreational activities.
- 4) Expand City park programs, facilities and physical space targeted for a variety of age groups.
- 5) Explore increasing the number of neighborhood parks.
- 6) Expand the greenway system throughout the community.
- 7) Develop a master plan and capital improvement plan for additional green space.
- 8) Inventory alleys to explore the opportunity for additional open space.
- 9) Develop a plan to optimize use of existing green space.

Strategy #11: Support airport activities and usages which promote the City.

The issue: The airport is a resource that the City has and which needs to be managed in a manner to enhance the City.

Desired results:

- 1) An airport which meets the needs of residents while not disrupting the qualities of Naples.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Work with the Naples Airport Authority (NAA) to develop scenario 1 as described in the Master Plan Update.
- 2) Identify ways to reduce airport noise levels including curfews and limitations on types of planes.
- 3) Continue city council/NAA Board regular meetings.
- 4) Examine limitations on the volume of planes.

Strategy #12: Strengthen and diversify the economic base of the City.

The issue: Naples has two primary economic bases, quality residential development and tourism. Other strong economic sectors are professional businesses and medical services. It must continue to strengthen these economic bases while searching for compatible economic activities which will generate local economic stability and strength.

Desired results:

- 1) Continued high property values and a strong real-estate market.
- 2) Expanded preferred tourism markets
- 3) A diversity of quality jobs for local young people.
- 4) Good wage jobs that support families.
- 5) Promote viability of local small businesses through retention and expansion activities.
- 6) An economic element in the Comprehensive Plan.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Expand efforts in ecotourism
- 2) Maintain tourism marketing efforts to develop a year-round tourist market.
- 3) Continue to work with adjacent economic development agencies.
- 4) Work with Florida Gulf Coast University to identify economic development opportunities.
- 5) Form a Council of Executives to determine what efforts would attract corporate relocations to the area.
- 6) Develop off-season tourism opportunities to enhance the stability of the economic base.
- 7) Consider expanding the County's Council of Economic Advisors to include representatives of the City.
- 8) Work with the Chamber of Commerce and the Tourist Development Council as to expand the tourist season and hours of operations of businesses and coordinate these efforts with the local merchant and business associations.
- 9) Establish a program for targeting tax abatements to special locations which are in need of redevelopment.
- 10) Allow more extensive home occupations in residential units located in mixed use projects.
- 11) Utilize Community Development Block Funds to promote economic development and residential redevelopment in the 10th Street South area.
- 12) Develop services to make the City more internationally business friendly.
- 13) Encourage cottage industries.
- 14) Develop an economic profile of the City.
- 15) Increase the availability of post-secondary education programs.
- 16) Develop coordination forum of major employers.
- 17) Work to establish local options in health care for employers.

- 18) Develop a cooperative program with local businesses and post-secondary institutions.
- 19) Establish tax incentive programs for local small businesses.
- 20) Broaden use of the concept of the 5th Avenue South parking guidelines.
- 21) Establish distance learning centers in the City.
- 22) Identify and organize major employers to coordinate their strategic plans with the City's strategic plan.
- 23) Ensure a balanced economy.
- 24) Examine economic diversification within the City to provide a wide variety of services and businesses needed and desired by City residents.

Strategy #13: Establish a "Beautiful Streets" program

The Issue: There are several issues here. One, small towns are pedestrian friendly and this feature needs to be further developed if Naples is to retain its small town ambiance. Second, one clear solution to automobile congestion is to make a community more pedestrian friendly. Third, streets are the "frontyards" of a City, i.e. the truly visible part of a City. Great cities have great streets. A clear source of competitive advantage for Naples in the future will streets which provide a variety of experiences and views. The fourth is that the City has a number of street and traffic initiatives which need to be organized in a coherent and comprehensive manner.

Desired Results:

- 1) A comprehensive traffic/street program.
- 2) A diversity of distinctive streets in the City.
- 3) Increased pedestrian access to the City.

Recommendations:

- 1) Establish an attractive pedestrian coordinated streetscape program within City government.
- 2) Establish a neighborhood education/planning process so that each neighborhood can co-design, in the context of the city as a whole, streets which "work" visually and operationally in their neighborhood.

- 3) Develop a master plan for the City's streets.
- 4) Develop a recognition program to acknowledge quality streets in the City.
- 5) Develop a public-private matching mechanism to provide funding for streetscape improvements.

Strategy #14: Develop a long term plan for the Riverfront and Bayfront development/redevelopment

The issue: The City of Naples has extensive Riverfront and Bayfront footage which is currently used in a variety of ways. There are differing visions of the potential uses of this land. There is a need to develop a long term plan for development and redevelopment of the Riverfront and Bayfront.

Desired Results:

- 1) A long term plan for the Riverfront and Bayfront.
- 2) Near term improvements for existing neighborhoods.
- 3) Greenway coordination.

Recommendations:

- 1) Research and summarize prior Riverfront and Bayfront planning efforts.
- 2) Institute a planning process to develop a long term plan.
- 3) Clean the canals in the residential areas along the river.
- 4) Improve recreational facilities in the area.
- 5) Develop a coordinated plan for Greenway and Riverfront efforts.

D R A F T

Version 3.06 ~~April 26, May 22, 1996~~

~~VISION 2005 STRATEGIC PLAN~~

~~NAPLES KEY CHALLENGE: REMAINING A PREMIER CITY~~

~~NAPLES' KEY CHALLENGE: Enhancing a Quality City~~

Naples is clearly one of the premier high quality small cities in the nation. As a premier city ~~it's striving for excellence~~ it offers a higher level of services, quiet, safety, and overall quality of life than does the typical city. Its climate, beaches and small town ambiance make it a prime residential area, a tourist destination and a preferred retirement/second home location, a preferred retirement/second home location and a tourist destination. In addition, the community's assets provide a desirable environment for families with children of all ages. In recent years population growth has brought higher levels of external demands on the city. More so than other cities under the same pressures, Naples has tried to manage its development and growth in ways that are compatible and consistent with its history and ambiance while simultaneously providing a high quality of life for both residents and visitors. The result of this comparative success has been to make the city an even more desirable place to live, work, recreate and visit. To date, Naples has managed its development and growth in ways that are compatible and consistent with its history and ambiance while simultaneously providing a high

quality of life for both residents and visitors. The result of this success has been to make the city an even more desirable place to live;

However, this very success has brought the City to a critical point. The numbers of non-city residents working, shopping, actively recreating, or passively visiting have exceeded or are near to exceeding the carrying capacity of the City's resources, or passively visiting have exceeded or are near to exceeding the carrying capacity of the City's resources, both the natural and physical. Naples has reached or will soon reach a delicate balance point. Continued uncontrolled use of city resources by residents and non-residents alike will bring a subtle yet real decline in the quality of life in the City. A new set of strategies is required, not just to manage Naples internal growth, not just to manage Naples internal growth, but also to manage the impact of regional growth on the City. These strategies must be based on the premise that Naples is similar to a physical ecosystem that has a finite carrying capacity in that it has a carrying capacity. Uncontrolled or unmanaged access to an ecosystem can fundamentally alter that ecosystem, sometimes to the point of destruction. On the other hand, ecosystem management, well thought out and consistently practiced, can extend or expand the carrying capacity of an ecosystem. Naples has reached, or will soon reach, the limits of its carrying capacity. Only deliberate and thoughtful management of city resources can prevent destructive overuse or provide for an extension of carrying capacity.

The attempt to plan and manage a city as an ecosystem represents a relatively new way to think about comprehensive planning and strategic positioning. Its ultimate value lies in whether it helps one think about the challenge in new ways and therefore create new solutions. The ecosystem approach highlights certain challenges and problems. Only deliberate and thoughtful management of city resources can prevent destructive overuse and provide for an acceptable extension or expansion of the City's carrying capacity.

The attempt to plan and manage a city as an ecosystem represents a relatively new way to think about comprehensive planning and strategic positioning. The ultimate value is that it helps one think about the challenge in new ways and therefore create new solutions. The ecosystem approach highlights unique challenges and problems. For Naples, the particularly critical issues an ecosystem approach highlights are presented below.

Critical challenges

- Dealing with the impacts from growth in Collier County and the surrounding region.
- ~~■ Achieving a balance of activities.~~
- ~~Maintaining a balance of activities,~~ services and intensity of uses so that the Naples downtown is accessible to its residents while serving as a focal point for selected functions of interest to the region.
- ~~■ Continuing the high quality appearance of the City.~~
- ~~Maintaining the high quality appearance of the City.~~
- Managing traffic effectively to avoid congestion, gridlock and impacts on residential neighborhoods.
- ~~■ Balancing neighborhood needs and preferences with city-wide goals.~~
- Providing a safe, secure community for residents and visitors.
- Restoring and protecting environmental quality.
- ~~■ Supporting the viability of the commercial areas south of 7th Avenue North.~~
- ~~■ Attracting quality residential development while maintaining the current residential mix.~~
- ~~■ Developing quality jobs in the community.~~
- ~~■ Achieving a viable and diverse economic base.~~
- ~~Maintaining the viability of the commercial areas south of 7th Ave N.~~
- ~~Attracting high end residential development while maintaining the current residential mix.~~
- ~~Developing and enhancing the local economy.~~
- Managing the impacts of commercial areas on adjacent residential property.
- ~~■ Competing for the targeted tourist.~~
- ~~Competing for the high end tourist.~~
- Creating a quality pedestrian environment.

- Redeveloping certain areas of the City so that there is a high level of consistent quality in all parts of the City.
- Balancing neighborhood integrity with private property rights.
- Resolving the needs of differing interests within the City.
- ~~■ Maintaining the diversity and other characteristics of the City which make it a real place.~~
- ~~■ Maintaining the diversity and other characteristics of the City which make it a real place, a unique identity.~~
- Providing a variety of neighborhoods for people of different economic means.
- ~~■ Building a more interdependent relationship with the County.~~
- ~~■ Finding a balance between commercial and residential needs.~~
- ~~■ Developing a local economic network between the schools and businesses to encourage young people to remain in the community.~~
- ~~■ Maintaining Naples' historic small town character in pockets of the city.~~
- ~~■ Reconciling differing visions for the future of Naples.~~
- ~~■ Maintaining small town character.~~

These critical challenges are based on the following driving assumptions:

Driving assumptions

- ~~■ Naples is currently one of the higher quality small cities in America.~~
- ~~Naples is currently one of the premier small cities in America.~~
- To remain at this same level, energy and effort must be invested in maintaining the assets [natural resources, economic assets, moral resources] of the City, energy and effort must be invested in maintaining the assets of the City.
- The quality and level of service a city must meet to be a premier small city will rise in the next decade.
- To remain in the top tier of small cities, a number of proactive actions will have to occur.

- ~~The current economic base of Naples is quality residential development and tourism.~~
- ~~A developing economic base is professional services.~~
- ~~The traditional economic base of Naples is quality residential development and tourism.~~
- ~~An expanding economic base is professional services.~~
- Community stability, provided by residents, provided by long term residents, is a unique resource.
- ~~Other communities are trying to attract the same type of resident that Naples is.~~
- ~~Other communities are targeting the same tourist market.~~
- ~~Other communities are trying to attract the high end resident.~~
- ~~Other communities are targeting the high end tourist as the desired tourist.~~
- Businesses within the City are competing with other locational opportunities and businesses outside of the City.
- One cannot freeze time. Nothing remains as it was. Nothing remains the same.
- Change can bring improvement and enhanced quality of life.
- Carrying capacity does have its real limits, which if exceeded lower the quality of life in a City.
- ~~Management practices and design can prevent overuse of carrying capacity while also expanding carrying capacity.~~
- ~~The main tax base of the City will remain residential property.~~

~~NAPLES ADVANTAGES~~

~~NAPLES ADVANTAGES~~

IN A COMPETITIVE MARKET

- ~~*Effective management practices and design can prevent overuse of the carrying capacity while also expanding the carrying capacity.*~~

~~Many other cities seek to emulate the success of Naples as a quality small city. They also seek to provide high quality residential development and attract the family tourist market. Many other cities seek to emulate the success of Naples as a premier small city. They also seek to provide high quality residential development and attract the quality tourist market. Given that Naples is in a competitive posture with these communities, what are its advantages and what competencies does it possess to succeed in this competitive situation?~~

~~What are Naples' sources of competitive advantage?~~

~~1) Competitive Advantage~~

~~The City of Naples has the following strengths which provide ongoing sources of competitive advantage for its historical and developing economic bases:~~

- ~~■ Human Resources - The City has residents with diverse backgrounds and high levels of experience.~~
- ~~■ Weather - The winter climate is particularly attractive and a prime attraction for tourism and winter-use second homes or retirement.~~

1) Competitive Advantages

The City of Naples has the following strengths which provide ongoing sources of competitive advantages for its historical and developing economic bases:

- Weather - The winter climate is particularly attractive and a prime attraction for tourism and winter-use retirement and second homes.
- Beaches - The beaches have been recently renourished and are a strong magnet for tourism, retirement and second homes.
- Transportation access to Fort Myers, Tampa Bay and the East Coast - The City is now within three hours or less by car to major airports and urban centers.
- ~~■ Access to the Everglades - The City sits on the northwestern edges of one of the major emerging ecotourism sites.~~
- Access to the Everglades - The City sits on the northwestern edge of one of the major emerging ecotourism sites.
- Access to Key West - The City is within easy air and boat access to Key West.
- Small town ambiance - The physical scale and layout of the City provide a "small town feel" to Naples.

- Airport - The availability and convenience of the airport give Naples an advantage.
- Florida Gulf Coast University - A university presence provides an advantage over communities that do not have a university and facilitates economic development.
- Stable tax base - The high ad valorem residential valuation of the City provides a very stable tax base.
- High expectations of the City residents - The City residents have high expectations which lead to high levels of performance by City government in the provision of services.
- Favorable tax rate - The City is able to provide a high level of service for a low ad valorem rate.
- Cultural resources - The Philharmonic; the Naples Players and other theater groups; and the Naples Art Association and other arts groups all provide a rich cultural mix for Naples.
- Health care resources - Naples Community Hospital and other health care providers ensure a wide range of medical services for the community.

~~■ Naples Bay - The Bay provides the City with beautiful views and opportunities for commercial and residential activities.~~

~~What are the critical competencies that Naples as a city possesses?~~

2) *Critical competencies and strengths*

Critical competencies are those assets, resources, strengths, skills and knowledge that an individual, a business, or a community need to become and remain successful. These obviously differ for each situation. The key point, however, is that communities that lack certain critical competencies are not able to handle existing challenges or meet future challenges. These competencies enable a community to better plan for its future or resolve current problems.

By virtue of its history and the experiences, interests and involvement of its citizens, Naples has developed a knowledge and skill base about certain topics. These competencies allow the residents of the City to identify emerging issues and find creative solutions for those issues. The two fundamental questions are: what competencies does the City possess now? what competencies will it need to successfully address future issues?

Current competencies:

- Knowledge about small town design and ambiance. ~~The City has a track record of success in developing public policies and~~ The City has a successful track record at in developing public policies and, in some cases, design standards which maintain and promote small town ambiance.
- Public-Private redevelopment. ~~The City has been engaged in a successful redevelopment effort of 5th Avenue South and is now beginning a major redevelopment effort in the 41/10 corridor. The City has been engaged in a successful redevelopment effort of 5th Avenue South and is now beginning a major redevelopment effort in the 41/10 corridor.~~
- Neighborhood development. The City has established successful mechanisms through neighborhood planning, community oriented policing (COP's) program, and staff liaisons assigned to homeowner associations for working with the neighborhoods.
- Special events management. While many city residents, especially those in affected neighborhoods, view special events as a mixed blessing, it is a fact that the City serves as the host community for many events of a county-wide or regional interest. As a result of this activity, city staff have developed a special skill in special events management.

Future competencies:

These are competencies which the City may currently possess but will need to be brought to a higher level in the near future.

- Ecotourism. Ecotourism is accounting for an increasing percentage of tourism expenditures and is viewed as a growth market. Naples' proximity to the Everglades, Corkscrew Sanctuary, the Florida Keys, Rookery Bay, the Gordon River basin, and other natural resources make it an attractive base for trips to those areas. Naples will need to develop additional competencies to take advantage of this growing market.
- Private redevelopment management. Given the Naples waterfront as well as the reputation of Naples, the trend toward private redevelopment is likely to continue. Some of this redevelopment generates community concern, such as the mega-house issue. The City will need to develop additional competencies to manage private redevelopment in ways that enhance, rather than destroy, the unique ambiance of Naples.
- ~~Public-private partnerships. Even given the financial resources of the City, many of the projects that should be undertaken to continually upgrade the quality of Naples cannot be afforded by the City acting alone. Instead, the City will need to become even more proficient in developing public-private partnerships.~~
- Traffic management. Traffic is clearly a concern of residents. Given the disparity between the increase in traffic growth and the City population growth rate, it is likely to remain an issue of concern. Therefore, the City will need to develop new capabilities in traffic management.

- Public-Public negotiations. Given the significant impact that the County has on the City, the ability to negotiate with the County will be of increasing importance in years to come.
- Urban Design guidelines. The City already has expertise in design guidelines. Given increasing amounts of redevelopment, tourism and traffic growth, and continual commercial shifts, this expertise will need to be enhanced in the future.
- Economic development. The City faces a several-fold challenge. One, it cannot afford to take its existing economic base, quality residential development and tourism for granted. Second, continued growth in the area will create new business opportunities as will the opening of Florida Gulf Coast University. Third, ~~economic development must be managed for the overall benefit of the community by balancing commercial and residential needs; economic development must be managed for the overall benefit of the community.~~
- Ecosystem Management. While the specifics of this item are addressed in many of the above items, ~~it is worthy of separate mention, it is worthy of separate mention.~~ The ability to manage a complex ecosystem of a city in the face of overwhelming external population growth and growing popularity as a vacation destination is a substantive challenge. It will require new policy approaches, new management techniques, and extensive use of systems thinking as a prelude to action.
- Airport Management. The City needs to develop capabilities to manage airport traffic patterns and airport noise.

STRATEGIES

To remain a ~~premier quality~~ city, Naples must develop strategies to meet the needs and expectancies of four constituencies: the current residents, ~~the future residents, the targeted tourist market, and the local business owners, local business owners, the future preferred residents, and the preferred tourist.~~

Current residents

Current residents, both full-time and seasonal, are the current "owners" and taxpayers of the City. They have invested both their money and their time in the City and clearly have a vital stake in its future. As the owners, it is their decision as to the future of the City. Residents in each of the neighborhoods have special

interests and concerns, some of which are specific to their neighborhood and others are city-wide in scope. The residents in the Old Naples neighborhood have particularly unique concerns primarily because of the land use mix, beach access points and being the focal point of activities in the City.

~~Future residents~~

~~While potential residents have no legal vote on the future direction of the City,~~

~~THE FOLLOWING TEXT WAS MOVED~~

they cast a very critical vote with their money and their feet. If the City goes in directions which they find either unappealing or less appealing than other quality communities, ~~the potential residents vote by not residing in Naples, the potential preferred residents vote by not residing in Naples.~~ The results of this vote are never public, always open to interpretation and rarely dramatic. Yet its impact will subtly, and over time dramatically, impact the quality of life in the City. While it is highly unlikely that real estate values will drop, ~~they may not rise to the level they could have had the targeted resident relocated to Naples, they may not rise to the level they could have had the preferred resident relocated to Naples.~~ Some opportunities for cultural or business development may not occur.

~~Targeted tourist market~~

~~Preferred tourist market~~

Toward the end of any tourist season there is the normal reaction of relief that another season is over. While the benefits of tourism are great, there is the downside of traffic, long lines, and other people impacts.

While in theory one could contend Naples should move away from tourism and focus on retirement and second homes as the basis for its economy, the reality is much different. Naples will always be a tourist destination for its weather and beaches. The question is not whether to attract tourists or not. Rather it is what type of tourist does the community wish to attract? In sum, Naples will have tourists; ~~therefore the critical issue is attracting the tourist market that is consistent~~

~~with the lifestyle and values of Naples, therefore the critical issue is attracting the tourist market that is consistent with the lifestyle of Naples.~~

~~There are a number of strategies which the City can pursue to remain a premier City.~~

~~There are a number of strategies which the City can pursue to remain a premier City. These are enumerated below in random order.~~

~~THE PRECEDING TEXT WAS MOVED~~

Local Businesses

Local business owners, including retail, office, service, and industrial business owners, have special needs. These business owners have experienced a shift in the locational focus of the commercial community. At one time, the downtown of Naples was the only business center. Now, there are many competing centers.

~~Business owners need the assurance that the future development of the City will continue to provide an atmosphere in which they can successfully compete with other businesses both in the City and in the County. As the population in unincorporated Collier County has increased, there has been a commensurate increase in commercial square footage. Business owners need the assurance that the future development of the City will continue to provide an atmosphere in which they can successfully compete with other businesses both in the City and in the County. Business owners in the City will find it more of a challenge to be successful because new businesses are opening in the County that compete for the same customer and there is a significant amount of vacant property zoned for commercial use in the County which continues to develop.~~

The commercial areas are part of neighborhoods. In certain parts of the City, the commercial areas are an integral part of the neighborhood, while in other parts of the City, the commercial areas are on the fringe of the neighborhood. It is important for all of the commercial areas to be compatible with the adjacent residential areas.

2) Develop a neighborhood design review manual in cooperation with local neighborhood associations as appropriate for each neighborhood showing desired development and update spatial patterns as needed.

3) Allow new zoning districts for each neighborhood as appropriate which will allow appropriate variations in zoning by neighborhood [with a visual dictionary].

Recommendations: The following steps may be taken to achieve the desired results:

1) Balance individual neighborhood desires with the goals of the City.

2) Retain the historic nature of Naples.

3) Respect private property rights and the free market system.

4) To retain neighborhood character.

Desired results:

The issue: Part of Naples' appeal is its neighborhoods. Strong dynamic neighborhoods form much of the basis of the small town ambience of Naples. Enhance neighborhood character while allowing for market driven redevelopment.

1) To retain neighborhood character.

Desired results:

The issue: Part of the appeal of Naples is the individual character of the neighborhoods. Strong neighborhoods with active neighborhood associations form much of the basis of the small town ambience of Naples. There are two issues facing the City. One is balancing the needs and preferences of individual neighborhoods with the overall needs of the City. The second is finding ways to balance neighborhood preferences for certain styles and scales of construction with private property rights.

Improvements:

Strategy #1. Enhance neighborhood character while allowing for market driven

the City;

While potential preferred residents have no legal vote on the future direction of

Future preferred residents

evolve with new information.

View strategies as opportunities which are open-ended and dynamic. Strategies should

implementation.

Engage the appropriate stakeholders for each strategy in strategy development and

principles to strategy implementation. These are:

are enumerated below in a random order. It is important to note that there are some common

There are a number of strategies which the City can pursue to remain a high quality City. These

- ~~3) Establish a residential maintenance code recognizing the variations between neighborhoods.~~
- ~~4) Train the Community Oriented Policing (COP) teams to identify code violations and establish a procedure for reporting those violations.~~
- ~~5) Establish a maximum residential house size threshold for each neighborhood zoning district. Recommendations: The following steps may be taken to achieve the desired results:~~
 - 1) ~~Create new zoning districts for each neighborhood which will allow appropriate variations in zoning by neighborhood [with graphics and pictures].~~
 - 2) ~~Develop a neighborhood design review manual for each neighborhood detailing desired development and update spatial perception as needed.~~
 - 3) ~~Establish a residential maintenance code.~~
 - 4) ~~Train the COP teams to identify zoning code violations and establish a procedure for reporting those violations.~~
 - 5) ~~Establish a maximum residential house size threshold for each zoning district. Dwelling units exceeding the threshold will require review and approval by the Planning Advisory Board.~~
- ~~6) Maintain City Department Head assignments to property owner associations and establish a City Planner liaison and reporting forum with each neighborhood and corresponding property owner association(s).~~
- 6) Maintain City Department Head assignments to property owner associations and establish a City Planner liaison and reporting forum with each neighborhood and corresponding property owner association(s).
- 7) Maintain neighborhood community policing efforts.
- 8) Downzone selected lots.
- 9) Develop a public education program on land development codes.
- 10) Develop commercial development standards to ensure compatibility with adjacent residential uses.
- ~~11) Continue to consider Crime Prevention Through Environmental Design standards in approving site plans and building permits.~~

- ~~11) Continue to consider Crime Prevention Through Environmental Design (CPTED) standards in approving site plans and building permits.~~
- 12) Develop a long term city-wide plan for right-of-way landscaping.
- ~~12) Develop incentives for historic preservation.~~
- ~~13) Develop incentives for historic preservation.~~

Strategy #2. Ensure public uses remain within the carrying capacity of City resources.

The issue: We all recognize that too much of anything can ruin a good thing. When we exceed the carrying capacity of any resource, it loses its attractiveness and may ultimately become less viable. ~~The issue is whether Naples has or will soon exceed carrying capacity.~~

Desired results:

- 1) The resources of the City, including beaches, parks, recreation facilities, and special events, ~~are used in such a way that they are readily accessible to City residents and guests, are used in such a way that they are readily accessible to city residents and guests.~~
- 2) The resources of the City are used in such a way that they continue to be enjoyable and pleasurable for City residents and guests as well as future generations.
- ~~3) The resources of the City are used in such a way that the long term interests of the business and residential communities are protected.~~
- ~~3) The resources of the City are used in such a way that the long term interests of the residential and business communities are protected.~~

Recommendations: To achieve these results, while recognizing the natural limits of City resources, the following steps may be taken:

- 1) In order to manage these resources the City utilize one or more of the following methods:
 - a. ~~Eliminate parking in the right of way.~~ Place a cap on the number of beach parking stickers that are distributed. This cap should be calculated based on parking availability in that zone.

- b. ~~Develop a system that would allow only residents and their guests to park in the right-of-way adjacent to their home. Establish a charge for beach parking permits for County residents.~~
 - c. ~~Establish a parking control strategy that would prohibit parking in the right-of-way except in designated parking spaces within the first beach access block. Provide a mechanism to designate parking spaces for the immediately adjacent residence. Establish a differential charge for City resident and non City resident beach parking permits.~~
 - d. ~~Establish a priority sign up system for City programs and use of resources that give priority to residents.~~
 - e. ~~Establish a significant differential fee structure for City residents and County residents for City programs and use of resources that give a substantially lower fee to City residents. Establish a moratorium on beach parking permits for County residents until the County provides adequate off beach parking and transportation system on "weekends".~~
 - e. ~~Establish a moratorium on beach parking permits for County residents until the County provides additional road impact fees to the City.~~
 - f. ~~Establish a task force to explore other options and recommendations for Planning Advisory Board/City Council consideration of the use of City resources. Establish a resident first policy.~~
 - g. ~~Eliminate beach and special event parking in the right of way.~~
 - h. ~~Develop a system that would allow residents and their guests to park in the right of way.~~
 - i. ~~Establish a registration system for City programs that give priority to City residents.~~
- 2) Establish a special pass to City facilities or programs that local businesses could issue to customers to promote themselves.
 - 3) Advocate that the County establish activity hubs within the county to promote alternative gathering sites for special events and to act as focal points for the unincorporated area.
 - 4) Undertake conservation measures including xeriscape, water conservation plumbing and reuse of water.

~~5) Provide reuse water to residents for their yards.~~

~~Strategy #3.~~

~~Strategy #3.~~ **Strategy #3. Increase the "voice" of Naples in the County and the Region.**

~~The issue:~~ While on a population basis the City is a small component of the County. While on a population and geographic basis the City is a small component of the County urban area, in reality, it serves as the "downtown" for Collier County. Furthermore, Naples is the "brand name" that carries the recognition element for the area. Finally, growth in the County places significant pressure on limited City resources. For these reasons, it is important that Naples increase its "voice" in county and regional affairs.

~~Desired results~~

- ~~1) County decision-makers and executive administrators consider the County's growth and development impact on the City of Naples.~~
- ~~1) County decision-makers and executive administrators recognize the County's growth and development impacts on the City of Naples.~~
- 2) Board of County Commissioners authorize policy to implement actions to alleviate substantive negative impacts.
- ~~3) Increased County/City cooperative efforts through increased participation by City property owners.~~

Recommendations: To achieve these results, the following actions may be taken:

- 1) Make a concerted effort to place more City residents on County Boards.
- 2) Establish a task force to examine the County budget for any components of double taxation.
- 3) Advocate with the County for a more equitable share of tax dollars.
- 4) Coordinate traffic management efforts with the County.
- 5) Establish regular meetings of the City Council and the County Commission.

- 6) Enhance corridor management coordination efforts with the County.
- ~~7) Establish a joint City/County Committee to study growth management issues.~~
- ~~8) Establish a water planning forum.~~
- ~~9) Convene meetings of the City Boards and City residents on County Boards to identify areas of common concern and positions of best interest for the City.~~
- ~~10) Establish a monitoring procedure for the City to monitor County actions that impact on the quality of life in the greater Naples area.~~
- ~~11) Advocate revision of county site planning and project approval ordinances to develop criteria that require impacts on the City be addressed.~~
- ~~12) Hold regularly scheduled meetings of the Planning Advisory Board and the Collier County Planning Commission.~~
- ~~13) Establish by interlocal agreement a mutual site review process.~~
- ~~14) Establish an ambassador program to form relationships with the State of Florida Department of Environmental Protection (DEP).~~
- 7) Explore the possibility of limiting the use of "Naples" as an address to property within the City boundary.
- 8) Establish a joint City/County Planning Board and Growth Management Commission.
- 9) Establish a water planning forum.
- 9) Establish a water planning forum.
- 10) Convene meetings of the City Boards and City residents on County Boards to identify areas of common concern and positions of best interest for the City.
- 11) Establish a monitoring procedure for the City to monitor County actions that impact the City.
- 12) Advocate revision of county site planning and project approval ordinances to develop criteria that require impacts on the City be addressed.
- 13) Hold regularly scheduled meetings of the Planning Advisory Board and the Collier County Planning Commission.

- ~~14) Establish by interlocal agreement a mutual site review process.~~
- ~~15) Establish an ambassador program to form relationships with the State of Florida Department of Community Affairs (DCA), State of Florida Department of Environmental Protection (DEP), State of Florida Department of Transportation (DOT) and South Florida Water Management District (SFWMD).~~
- ~~15) Advocate development of urban design standards for County projects.~~
- ~~16) Establish a City - County program where staff switch to enhance appreciation for each others challenges.~~
- ~~16) Advocate development of urban design standards for County projects.~~
- ~~17) Establish a City - County program where staff switch to enhance appreciation for each others challenges.~~
- ~~18) Use annexation strategies to increase influence with County Government.~~

Strategy #4: Enhance and protect the environment of Naples.

The issue: Protection of the physical environment of Naples is important to the well being of the City as well as improving the physical environment of the City. Continued impacts from population growth, compounded with past mistakes, will permanently damage the physical environment if actions are not taken to manage these impacts.

Desired results:

- 1) Ensure that the natural resources of the City are used in a sustainable way.
- 2) Increase the amount of green space within the City.
- 3) Eliminate drainage as a problem under normal rainfall conditions.
- 4) Enhance the viability of lakes within the City.
- 5) Restoration of Naples Bay to a viable ecosystem.

Recommendations: To achieve the desired results, the following steps may be taken:

- 1) Inventory existing green space within the City.
- 2) Develop a plan to optimize use of existing green space.

- ~~3) Inventory alleys to develop a policy of vacating alleys.~~
- ~~4) Inventory alleys to explore the opportunity for additional open space.~~
- ~~5) Develop a master plan and capital improvement plan for additional green space.~~
- ~~6) Continue water quality monitoring of Naples Bay. Identify major sources of pollution. Develop a plan to remove pollutants.~~
- 3) Inventory alleys to develop a policy of vacating alleys and explore the opportunity for additional open space.
- 4) Develop a master plan and capital plan for additional green space.
- 5) Continue water quality monitoring of Naples Bay.
- 6) Establish,
- ~~7) Establish, with the County, a Gordon River Basin stormwater district to plan and fund a basin-wide stormwater management and water quality improvement program.~~
- ~~8) Develop residential stormwater management standards.~~
- ~~9) Develop commercial redevelopment stormwater management standards.~~
- ~~10) Continue with the City's stormwater management plan.~~
- ~~11) Establish a lake maintenance program schedule.~~
- ~~12) Monitor and maintain all waterways.~~
- ~~13) Develop a plan to encourage xeriscaping.~~
- ~~14) Develop a tree protection ordinance.~~
- ~~15) Expand the Greenway system throughout the community.~~
- ~~16) Link water use planning with land use planning.~~
- ~~17) Develop a groundwater protection ordinance.~~
- ~~18) Develop a policy that would prevent or limit additional impervious areas on existing developed properties.~~

~~19) Examine available strategies to finance the purchase of additional open space.~~

~~20) Increase enforcement of required commercial landscaped areas.~~

~~21) Coordinate with the South Florida Water Management District on the availability of water for the future.~~

~~7) Develop residential stormwater management standards.~~

~~8) Develop commercial redevelopment stormwater management standards.~~

~~9) Continue with the development of the City's stormwater management plan.~~

~~10) Establish a lake maintenance program/schedule.~~

~~11) Monitor and maintain all waterways.~~

~~12) Develop a plan to encourage xeriscaping.~~

~~12) Develop a plan to encourage xeriscaping.~~

~~13) Develop a tree protection ordinance.~~

~~14) Expand the Greenway system throughout the community.~~

~~15) Link water use with planning.~~

~~16) Develop a groundwater protection ordinance.~~

Strategy #5: Maintain and enhance the high quality of residential life within the City.

The issue: The high quality of residential life is an attraction which drew current residents and which must be maintained to continue to attract preferred residents. One of the major concerns of current residents is that residential quality is threatened by high numbers of visitors and associated traffic.

Desired results:

- 1) Quiet, safe neighborhoods free from commercial intrusion.

~~2) Architectural compatibility with and at the interface of neighborhoods.~~

~~2) Architectural compatibility of neighborhoods.~~

3) Pedestrian friendly neighborhoods.

~~4) Landscape compatibility within and between neighborhoods.~~

~~Recommendations: To achieve the desired results, the following actions may be taken:~~

~~1) Establish a zoning district for each neighborhood.~~

~~2) Develop appropriate codes for each zoning district.~~

~~3) Continue City staff neighborhood assignments.~~

~~4) Continue community oriented policing.~~

~~5) Complete mapping of city sidewalks and develop a city sidewalk master plan.~~

~~6) Complete mapping of bikeway system and develop a bikeway master plan.~~

~~7) Complete streetscape plans to promote pedestrian friendly environment.~~

~~8) Continue to study the potential impacts of Federal and State regulations (i.~~

~~Recommendations: To achieve the desired results, the following actions may be taken:~~

~~1) Create new zoning districts for each neighborhood which will allow appropriate variations in zoning by neighborhood [with graphics and pictures].~~

~~2) Develop a neighborhood design review manual for each neighborhood detailing desired development and update spatial perception as needed.~~

~~3) Continue to consider Crime Prevention Through Environmental Design (CPTED) standards in approving site plans and building permits.~~

~~4) Develop a long term city wide plan for right of way landscaping.~~

~~5) Develop appropriate codes for each zoning district.~~

~~5) Develop appropriate codes for each zoning district.~~

~~6) Continue City staff neighborhood assignments.~~

- 7) ~~Continue community oriented policing.~~
- 8) ~~Complete mapping of city sidewalks and develop a city sidewalk master plan.~~
- 9) ~~Complete streetscape plans to promote pedestrian friendly environment.~~
- 10) ~~Continue to study the potential impacts of Federal and State regulations (i.e., FEMA) on development and explore design standards to reduce their impacts.~~
- 9) ~~Work with the Metropolitan Planning Organization (MPO) to develop master bikepath plan.~~
- 10) ~~Construct sidewalks in 41/10 area as per master plan.~~
- 11) ~~Develop design standards that would support pedestrian activity.~~
- 12) ~~Continue to regulate tour buses in residential areas.~~
- 13) ~~Complete a feasibility study to determine the costs of moving power lines underground.~~
- 14) ~~Develop alternative financing sources for neighborhoods to move their power lines underground and explore requiring new site development or site redevelopment to have underground power lines to their site.~~
- 15) ~~Examine new emergency medical technology that could provide a higher level of service.~~
- 16) ~~Determine if every resident is within 5 minutes of Emergency Medical Services (EMS) and if not, work with the County to provide additional EMS facilities.~~
- 11) ~~Work with the Metropolitan Planning Organization (MPO) to develop master bikepath plan.~~
- 12) ~~Construct sidewalks in 41/10 area as per master plan.~~
- 13) ~~Develop design standards that would support pedestrian activity.~~
- 14) ~~Continue to regulate tour buses in residential areas.~~
- 15) ~~Complete a feasibility study to determine the costs of moving power lines underground.~~

- 16) ~~Develop alternative financing sources for neighborhoods to move their power lines underground.~~
- 17) ~~Require new site development or site redevelopment to have underground power lines to their site.~~
- 18) ~~Limit the number of new commercial, single family and multi family building permits issued annually.~~
- 19) ~~Examine new emergency medical technology that could provide a higher level of service.~~
- 20) ~~Determine if every resident is within 5 minutes of Emergency Medical Services (EMS) and if not,~~
- ~~21) Encourage 2nd and 3rd floor residential in commercial areas.~~
- ~~22) Improve landscaping and sign ordinance.~~
- ~~23) Develop a pedestrian route from 5th Avenue South to Tin City.~~
- 21) ~~Encourage 2nd and 3rd floor residential in commercial areas.~~
- 22) ~~Improve landscaping and sign ordinance.~~
- 23) ~~Develop a pedestrian route from 5th Ave S. to Tin City.~~

Strategy #6: Create a traffic management system that facilitates accessibility and movement while protecting residential quality.

The issue: ~~Traffic is an area of high concern for city residents.~~ Traffic is an area of tremendous concern for City residents. This includes traffic movement through residential areas, parking in residential areas, traffic flow on major roads, and commercial vehicles in residential areas.

Desired results:

- 1) Residential areas which are not disrupted by outside traffic.
- 2) Designated parking which is enforced.
- 3) Uncongested traffic flows through the City.

~~4) Adequate provisions for commercial traffic~~

Recommendations: To achieve the desired results, the following steps may be taken:

1) Conduct a City-wide traffic management study.

~~2) Continue the traffic calming program.~~

~~2) Continue the traffic calming and the boulevard program.~~

3) Coordinate traffic calming efforts with the County.

4) Establish an alternate US 41 route.

5) Develop signage to direct through traffic around the City.

6) Establish and sign truck routes.

7) Develop a trolley or similar system between 3rd Street, 5th Avenue South and the waterfront areas.

8) Develop a trolley system between the hotels and major shopping areas.

~~9) Complete light synchronization project.~~

~~9) Complete traffic light synchronization project.~~

10) Review existing interlocal agreements for roadway impact fees for potential changes. Examine the potential to receive a portion of the County road impact fees for City improvements.

11) Ensure adequate parking and signage identifying the parking for businesses.

12) Develop a urban design plan for traffic control/appearance/calming.

~~13) Develop visitor-friendly signage.~~

~~14) Establish truck and commercial routes in the city.~~

~~15) Ensure adequate commercial ingress and egress.~~

~~16) Assure adequate public vehicle access.~~

Strategy #7: Develop commercial design guidelines for the major commercial corridors consistent with the overall urban design of Naples.

The issue: Major commercial chains have a standard physical design for their facilities which may either be incompatible with Naples or result in Naples looking like "Anywhere, USA".

Desired Results:

- 1) A distinctive look for the commercial corridors of the City that is consistent with the architecture and ambiance of Naples.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Develop commercial design guidelines to include new signage and landscaping standards.

~~2) Engage in corridor management practices with the County.~~

~~3) Develop architectural and review standards for commercial areas.~~

~~2) Engage in corridor management planning and practices with the County.~~

~~3) Develop architectural and design standards for commercial areas.~~

4) Establish a store-front improvement matching grant program.

5) Establish standards for the appearance of vacant stores.

~~6) Develop an architectural review board for commercial properties.~~

Strategy #8: Develop and implement commercial corridor redevelopment plans.

The issue: Many of the commercial developments along US 41 have reached or are nearing the end of their original life cycle. In order for those facilities to remain viable and offer businesses consistent with the desired image and future of Naples, redevelopment planning should begin.

Desired results:

- 1) A viable commercial corridor both north and south of 7th Avenue North offering an array of quality businesses consistent with the history, ambiance and desired image of Naples.

Recommendations: To achieve the desired results, the following actions may be taken:

- ~~1) Develop a master plan for redevelopment of the Community Redevelopment Area (CRA).~~
 - ~~2) Monitor the commercial areas north of 7th Avenue North to determine the continued commercial viability and identify potential redevelopment problems.~~
 - ~~3) Examine the feasibility of a CRA for the highway commercial area north of 7th Avenue North.~~
 - ~~4) Develop design guidelines to protect the adjacent residences.~~
 - ~~5) Ensure consistency between the commercial redevelopment master plan and the comprehensive plan.~~
 - ~~6) Review and update the CRA master Plan.~~
- ~~1) Develop a master design plan for redevelopment of the Community Redevelopment Area (CRA).~~
 - ~~2) Consider a CRA for the highway commercial area north of 7th Avenue North.~~
 - ~~3) Develop design guidelines to protect the adjacent residences.~~
 - ~~4) Ensure consistency between the commercial redevelopment master design plan and the comprehensive plan.~~
 - ~~5) Review and update the CRA master Plan.~~

Strategy #9: ~~Establish a case-by-case annexation policy. Continue the current City policy on annexation.~~

The issue: Annexation is a significant issue for the City over which there is not yet consensus as to a general end strategy.

~~Desired results:~~

- ~~1) Approach annexation in a manner which respects the wishes of the City residents and the residents of proposed annexation areas while maintaining the goal of a quality small town.~~

~~Recommendations:~~ To achieve the desired results, the following actions may be taken:

~~1) Examine annexation on a case-by-case basis.~~

~~1) Approach annexation in a manner which respects the wishes of the City residents and the residents of proposed annexation areas.~~

~~1) Continue the annexation practice of friendly annexations.~~

2) Continue to target "Area B" [the city sewer area] as an annexation area.

Strategy #10: ~~Increase recreational opportunities, both active and passive, within the City. Increase recreational opportunities within the City.~~

The issue: Opportunities for active recreation, particularly for young people, are too limited within the City.

Desired results:

1) A variety of active recreation opportunities.

Recommendations: To achieve the desired results, the following actions may be taken:

1) Continue to explore interlocal agreements with the School Board to expand availability of school board recreational facilities.

2) Establish a community center with multiple use recreational facilities.

3) Increase pre and after school recreational activities.

~~4) Expand City park programs, facilities and physical space targeted for a variety of age groups.~~

~~5) Explore increasing the number of neighborhood parks.~~

~~6) Expand the greenway system throughout the community.~~

~~7) Develop a master plan and capital improvement plan for additional green space.~~

~~8) Inventory allows to explore the opportunity for additional open space.~~

~~9) Develop a plan to optimize use of existing green space.~~

~~4) Expand City park programs and facilities targeted for a variety of age groups.~~

Strategy #11: Support airport activities and usages which promote the City.

The issue: The airport is a resource that the City has and which needs to be managed in a manner to enhance the City.

Desired results:

- 1) An airport which meets the needs of residents while not disrupting the qualities of Naples.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Work with the Naples Airport Authority (NAA) to develop scenario 1 as described in the Master Plan Update.
- 2) Identify ways to reduce airport noise levels including curfews and limitations on types of planes.
- 3) Continue city council/NAA Board regular meetings.
- 4) Examine limitations on the volume of planes.

Strategy #12: Strengthen and diversify the economic base of the City.

The issue: Naples has two primary economic bases, quality residential development and tourism. ~~Other strong economic sectors are professional businesses and medical services.~~ It must continue to strengthen these economic bases while searching for compatible economic activities which will generate local economic stability and strength.

Desired results:

- 1) Continued high property values and a strong real estate market.
- 2) Expanded preferred tourism markets
- 3) A diversity of quality jobs for local young people.
- 4) Good wage jobs that support families.
- ~~5) Promote viability of local small businesses through retention and expansion activities.~~
- ~~6) An economic element in the Comprehensive Plan.~~

~~*Recommendations:* To achieve the desired results, the following actions may be taken:~~

- ~~1) Expand efforts in ecotourism.~~
- ~~2) Maintain tourism marketing efforts to develop a year-round tourist market.~~
- 1) Expand efforts in ecotourism.
- 2) Expand tourism marketing efforts.
- 3) Continue to work with adjacent economic development agencies.
- 4) Work with Florida Gulf Coast University to identify economic development opportunities.
- 5) Form a Council of Executives to determine what efforts would attract corporate relocations to the area.
- ~~6) Develop off-season tourism opportunities to enhance the stability of the economic base.~~
- 6) Develop off-season tourism opportunities.
- 7) Consider expanding the County's Council of Economic Advisors to include representatives of the City.
- 8) Work with the Chamber of Commerce and the Tourist Development Council as to expand the tourist season and hours of operations of businesses and coordinate these efforts with the local merchant and business associations.
- 9) Establish a program for targeting tax abatements to special locations which are in need of redevelopment.
- ~~10) Allow more extensive home occupations in residential units located in mixed use projects.~~
- 10) Allow more extensive home occupations in residential units located in mixed use projects in commercial areas.
- 11) Utilize Community Development Block Funds to promote economic development and residential redevelopment in the 10th Street South area.
- 12) Develop services to make the City more internationally business friendly.
- 13) Encourage cottage industries.

- ~~14) Develop an economic profile of the City.~~
- ~~15) Increase the availability of post-secondary education programs.~~
- ~~16) Develop coordination forum of major employers.~~
- ~~17) Work to establish local options in health care for employers.~~
- ~~18) Develop a cooperative program with local businesses and post-secondary institutions.~~
- ~~19) Establish tax incentive programs for local small businesses.~~
- ~~20) Broaden use of the concept of the 5th Avenue South parking guidelines.~~
- ~~21) Establish distance learning centers in the City.~~
- ~~22) Identify and organize major employers to coordinate their strategic plans with the City's strategic plan.~~
- ~~23) Ensure a balanced economy.~~
- ~~24) Examine economic diversification within the City to provide a wide variety of services and businesses needed and desired by City residents.~~

Strategy #13: Establish a "Beautiful Streets" program

~~Establish a "Beautiful Streets" program.~~

The Issue: There are several issues here. One, small towns are pedestrian friendly and this feature needs to be further developed if Naples is to retain its small town ambiance. Second, one clear solution to automobile congestion is to make a community more pedestrian friendly. Third, streets are the "frontyards" of a City, i.e. the truly visible part of a City. Great cities have great streets. A clear source of competitive advantage for Naples in the future will streets which provide a variety of experiences and views. The fourth is that the City has a number of street and traffic initiatives which need to be organized in a coherent and comprehensive manner.

Desired Results:

- 1) A comprehensive traffic/street program.
- 2) A diversity of distinctive streets in the City.

- 3) Increased pedestrian access to the City.

~~Recommendations:~~

- ~~1) Establish an attractive pedestrian coordinated streetscape program within City government.~~
- ~~1) Establish a formal "Great Streets" program that includes design parameters within City government.~~
- 2) Establish a neighborhood education/planning process so that each neighborhood can co-design, in the context of the city as a whole, streets which "work" visually and operationally in their neighborhood.
- 3) Develop a master plan for the City's streets.
- 4) Develop a recognition program to acknowledge quality streets in the City.
- 5) Develop a public-private matching mechanism to provide funding for streetscape improvements.

~~Strategy #14: Develop a long term plan for the Riverfront and Bayfront development/redevelopment~~

~~The issue: The City of Naples has extensive Riverfront and Bayfront footage which is currently used in a variety of ways. There are differing visions of the potential uses of this land. There is a need to develop a long term plan for development and redevelopment of the Riverfront and Bayfront.~~

~~Desired Results:~~

- ~~1) A long term plan for the Riverfront and Bayfront.~~
- ~~2) Near term improvements for existing neighborhoods.~~
- ~~3) Greenway coordination.~~

~~Recommendations:~~

- ~~1) Research and summarize prior Riverfront and Bayfront planning efforts.~~
- ~~2) Institute a planning process to develop a long term plan.~~
- ~~3) Clean the canals in the residential areas along the river.~~

4) Improve recreational facilities in the area.

5) Develop a coordinated plan for Greenway and Riverfront efforts.

STRAT1MM WPD

Tara Norman
City Clerk's Office

Herbert A. Marlowe, Jr., Ph.D

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Newberry, FL 32669

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MEMORANDUM

To: Advisory Committee

Date: April 26, 1996

RECEIVED
APR 29 1996
CITY OF NAPLES
CITY CLERK

1. Attached you will find version 3.0 of the strategic vision plan for the City based on your comments received Monday, April 22nd. Please review and provide additional written comment if you wish that we may distribute to the PAB by May 2nd for their review the following week.
2. I would like to thank each of you for the effort you have put into the process to date. We welcome your continued input and ideas as the draft document is rewritten to the satisfaction of the PAB and Council.
3. The following outlines PAB and City Council meeting dates to review the draft:

<u>PAB</u>	May 7, 1996	7:00 p.m.
	May 13, 1996	4:00 p.m.
<u>City Council</u>	June 3, 1996	8:30 a.m. - Workshop
	June 17, 1996	8:30 a.m. - Workshop
	June 19, 1996	9:00 a.m. - Regular Council Meeting

96-0008

D R A F T

Version 3.0

April 26, 1996

VISION 2005 STRATEGIC PLAN

NAPLES KEY CHALLENGE: REMAINING A PREMIER CITY

Naples is clearly one of the premier small cities in the nation. As a premier city it offers a higher level of services, quiet, safety, and overall higher quality of life than does the typical city. Its climate, beaches and small town ambiance make it a prime residential area, a preferred retirement/second home location and a tourist destination. In addition, the community's assets provide a desirable environment for families with children of all ages. To date, Naples has managed its development and growth in ways that are compatible and consistent with its history and ambiance while simultaneously providing a high quality of life for both residents and visitors. The result of this success has been to make the city an even more desirable place to live, work, recreate and visit.

However, this very success has brought the City to a critical point. The numbers of non-city residents working, shopping, actively recreating, or passively visiting have exceeded or are near to exceeding the carrying capacity of the City's resources, both the natural and physical. Naples has reached or will soon reach a delicate balance point. Continued uncontrolled use of city resources by non-residents will bring a subtle yet real decline in the quality of life in the City. A new set of strategies is required, not just to manage Naples internal growth, but also to manage the impact of regional growth on the City. These strategies must be based on the premise that Naples is similar to a physical ecosystem that has a finite carrying capacity. Uncontrolled or unmanaged access to an ecosystem can fundamentally alter that ecosystem,

sometimes to the point of destruction. On the other hand, ecosystem management, well thought out and consistently practiced, can extend or expand the carrying capacity of an ecosystem. Naples has reached, or will soon reach, the limits of its carrying capacity. Only deliberate and thoughtful management of city resources can prevent destructive overuse and provide for an acceptable extension or expansion of the City's carrying capacity.

The attempt to plan and manage a city as an ecosystem represents a relatively new way to think about comprehensive planning and strategic positioning. The ultimate value is that it helps one think about the challenge in new ways and therefore create new solutions. The ecosystem approach highlights unique challenges and problems. For Naples, the particularly critical issues an ecosystem approach highlights are presented below.

Critical challenges

- Dealing with the impacts from growth in Collier County and the surrounding region.
- Maintaining a balance of activities, services and intensity of uses so that the Naples downtown is accessible to its residents while serving as a focal point for selected functions of interest to the region.
- Maintaining the high quality appearance of the City.
- Managing traffic effectively to avoid congestion, gridlock and impacts on residential neighborhoods.
- Providing a safe, secure community for residents and visitors.
- Restoring and protecting environmental quality.
- Maintaining the viability of the commercial areas south of 7th Ave N.
- Attracting high-end residential development while maintaining the current residential mix.
- Developing and enhancing the local economy.
- Managing the impacts of commercial areas on adjacent residential property.

- Competing for the high-end tourist.
- Creating a quality pedestrian environment.
- Redeveloping certain areas of the City so that there is a high level of consistent quality in all parts of the City.
- Balancing neighborhood integrity with private property rights.
- Resolving the needs of differing interests within the City.
- Maintaining the diversity and other characteristics of the City which make it a real place, a unique identity.
- Providing a variety of neighborhoods for people of different economic means.
- Maintaining small town character.

These critical challenges are based on the following driving assumptions:

Driving assumptions

- Naples is currently one of the premier small cities in America.
- To remain at this same level, energy and effort must be invested in maintaining the assets of the City.
- The quality and level of service a city must meet to be a premier small city will rise in the next decade.
- To remain in the top tier of small cities, a number of proactive actions will have to occur.
- The traditional economic base of Naples is quality residential development and tourism.
- An expanding economic base is professional services.
- Community stability, provided by long term residents, is a unique resource.
- Other communities are trying to attract the high-end resident.

- Other communities are targeting the high-end tourist as the desired tourist.
- Businesses within the City are competing with other locational opportunities and businesses outside of the City.
- One cannot freeze time. Nothing remains as it was. Nothing remains the same.
- Change can bring improvement and enhanced quality of life.
- Carrying capacity does have its real limits, which if exceeded lower the quality of life in a City.
- Effective management practices and design can prevent overuse of the carrying capacity while also expanding the carrying capacity.

NAPLES ADVANTAGES IN A COMPETITIVE MARKET

Many other cities seek to emulate the success of Naples as a premier small city. They also seek to provide high quality residential development and attract the quality tourist market. Given that Naples is in a competitive posture with these communities, what are its advantages and what competencies does it possess to succeed in this competitive situation?

1) Competitive Advantages

The City of Naples has the following strengths which provide ongoing sources of competitive advantages for its historical and developing economic bases:

- Weather - The winter climate is particularly attractive and a prime attraction for tourism and winter-use retirement and second homes.
- Beaches - The beaches have been recently renourished and are a strong magnet for tourism, retirement and second homes.
- Transportation access to Fort Myers, Tampa Bay and the East Coast - The City is now within three hours or less by car to major airports and urban centers.

- Access to the Everglades - The City sits on the northwestern edge of one of the major emerging ecotourism sites.
- Access to Key West - The City is within easy air and boat access to Key West.
- Small town ambiance - The physical scale and layout of the City provide a "small town feel" to Naples.
- Airport - The availability and convenience of the airport give Naples an advantage.
- Florida Gulf Coast University - A university presence provides an advantage over communities that do not have a university and facilitates economic development.
- Stable tax base - The high ad valorem residential valuation of the City provides a very stable tax base.
- High expectations of the City residents - The City residents have high expectations which lead to high levels of performance by City government in the provision of services.
- Favorable tax rate - The City is able to provide a high level of service for a low ad valorem rate.
- Cultural resources - The Philharmonic; the Naples Players and other theater groups; and the Naples Art Association and other arts groups all provide a rich cultural mix for Naples.
- Health care resources - Naples Community Hospital and other health care providers ensure a wide range of medical services for the community.

2) Critical competencies and strengths

Critical competencies are those assets, resources, strengths, skills and knowledge that an individual, a business, or a community need to become and remain successful. These obviously differ for each situation. The key point, however, is that communities that lack certain critical competencies are not able to handle existing challenges or meet future challenges. These competencies enable a community to better plan for its future or resolve current problems.

By virtue of its history and the experiences, interests and involvement of its citizens, Naples has developed a knowledge and skill base about certain topics. These competencies allow the residents of the City to identify emerging issues and find creative solutions for those issues. The two fundamental questions are: what competencies does the City possess now? what competencies will it need to successfully address future issues?

Current competencies:

- Knowledge about small town design and ambiance. The City has a successful track record at in developing public policies and, in some cases, design standards which maintain and promote small town ambiance.
- Public-Private redevelopment. The City has been engaged in a successful redevelopment effort of 5th Avenue South and is now beginning a major redevelopment effort in the 41/10 corridor.
- Neighborhood development. The City has established successful mechanisms through neighborhood planning, community oriented policing (COP's) program, and staff liaisons assigned to homeowner associations for working with the neighborhoods.
- Special events management. While many city residents, especially those in affected neighborhoods, view special events as a mixed blessing, it is a fact that the City serves as the host community for many events of a county-wide or regional interest. As a result of this activity, city staff have developed a special skill in special events management.

Future competencies:

These are competencies which the City may currently possess but will need to be brought to a higher level in the near future.

- Ecotourism. Ecotourism is accounting for an increasing percentage of tourism expenditures and is viewed as a growth market. Naples' proximity to the Everglades, Corkscrew Sanctuary, the Florida Keys, Rookery Bay, the Gordon River basin, and other natural resources make it an attractive base for trips to those areas. Naples will need to develop additional competencies to take advantage of this growing market.
- Private redevelopment management. Given the Naples waterfront as well as the reputation of Naples, the trend toward private redevelopment is likely to continue. Some of this redevelopment generates community concern, such as the mega-house issue. The

City will need to develop additional competencies to manage private redevelopment in ways that enhance, rather than destroy, the unique ambiance of Naples.

- Traffic management. Traffic is clearly a concern of residents. Given the disparity between the increase in traffic growth and the City population growth rate, it is likely to remain an issue of concern. Therefore, the City will need to develop new capabilities in traffic management.
- Public-Public negotiations. Given the significant impact that the County has on the City, the ability to negotiate with the County will be of increasing importance in years to come.
- Urban Design guidelines. The City already has expertise in design guidelines. Given increasing amounts of redevelopment, tourism and traffic growth, and continual commercial shifts, this expertise will need to be enhanced in the future.
- Economic development. The City faces a several-fold challenge. One, it cannot afford to take its existing economic base, quality residential development and tourism for granted. Second, continued growth in the area will create new business opportunities as will the opening of Florida Gulf Coast University. Third, economic development must be managed for the overall benefit of the community.
- Ecosystem Management. While the specifics of this item are addressed in many of the above items, it is worthy of separate mention. The ability to manage a complex ecosystem of a city in the face of overwhelming external population growth and growing popularity as a vacation destination is a substantive challenge. It will require new policy approaches, new management techniques, and extensive use of systems thinking as a prelude to action.
- Airport Management. The City needs to develop capabilities to manage airport traffic patterns and airport noise.

STRATEGIES

To remain a premier city, Naples must develop strategies to meet the needs and expectancies of four constituencies: the current residents, local business owners, the future preferred residents, and the preferred tourist.

Current residents

Current residents, both full-time and seasonal, are the current "owners" and taxpayers of the City. They have invested both their money and their time in the City and clearly have a vital stake in its future. As the owners, it is their decision as to the future of the City. Residents in each of the neighborhoods have special interests and concerns, some of which are specific to their neighborhood and others are city-wide in scope. The residents in the Old Naples neighborhood have particularly unique concerns primarily because of the land use mix, beach access points and being the focal point of activities in the City.

Local Businesses

Local business owners, including retail, office, service, and industrial business owners, have special needs. These business owners have experienced a shift in the locational focus of the commercial community. At one time, the downtown of Naples was the only business center. Now, there are many competing centers.

As the population in unincorporated Collier County has increased, there has been a commensurate increase in commercial square footage. Business owners need the assurance that the future development of the City will continue to provide an atmosphere in which they can successfully compete with other businesses both in the City and in the County. Business owners in the City will find it more of a challenge to be successful because new businesses are opening in the County that compete for the same customer and there is a significant amount of vacant property zoned for commercial use in the County which continues to develop.

The commercial areas are part of neighborhoods. In certain parts of the City, the commercial areas are an integral part of the neighborhood, while in other parts

of the City, the commercial areas are on the fringe of the neighborhood. It is important for all of the commercial areas to be compatible with the adjacent residential areas.

Future preferred residents

While potential preferred residents have no legal vote on the future direction of the City, they cast a very critical vote with their money and their feet. If the City goes in directions which they find either unappealing or less appealing than other quality communities, the potential preferred residents vote by not residing in Naples. The results of this vote are never public, always open to interpretation and rarely dramatic. Yet its impact will subtly, and over time dramatically, impact the quality of life in the City. While it is highly unlikely that real estate values will drop, they may not rise to the level they could have had the preferred resident relocated to Naples. Some opportunities for cultural or business development may not occur.

Preferred tourist market

Toward the end of any tourist season there is the normal reaction of relief that another season is over. While the benefits of tourism are great, there is the downside of traffic, long lines, and other people impacts.

While in theory one could contend Naples should move away from tourism and focus on retirement and second homes as the basis for its economy, the reality is much different. Naples will always be a tourist destination for its weather and beaches. The question is not whether to attract tourists or not. Rather it is what type of tourist does the community wish to attract? In sum, Naples will have tourists; therefore the critical issue is attracting the tourist market that is consistent with the lifestyle of Naples.

There are a number of strategies which the City can pursue to remain a premier City. These are enumerated below in random order.

Strategy #1. Enhance neighborhood character while allowing for market driven redevelopment.

The issue: Part of Naples' appeal is its neighborhoods. Strong dynamic neighborhoods form much of the basis of the small town ambiance of Naples.

Desired results:

- 1) To retain neighborhood character.
- 2) Respect private property rights and the free market system.
- 3) Retain the historic nature of Naples.

Recommendations: The following steps may be taken to achieve the desired results:

- 1) Create new zoning districts for each neighborhood which will allow appropriate variations in zoning by neighborhood [with graphics and pictures].
- 2) Develop a neighborhood design review manual for each neighborhood detailing desired development and update spatial perception as needed.
- 3) Establish a residential maintenance code.
- 4) Train the COP teams to identify zoning code violations and establish a procedure for reporting those violations.
- 5) Establish a maximum residential house size threshold for each zoning district. Dwelling units exceeding the threshold will require review and approval by the Planning Advisory Board.
- 6) Maintain City Department Head assignments to property owner associations and establish a City Planner liaison and reporting forum with each neighborhood and corresponding property owner association(s).
- 7) Maintain neighborhood community policing efforts.
- 8) Downzone selected lots.

- 9) Develop a public education program on land development codes.
- 10) Develop commercial development standards to ensure compatibility with adjacent residential uses.
- 11) Continue to consider Crime Prevention Through Environmental Design (CPTED) standards in approving site plans and building permits.
- 12) Develop a long term city-wide plan for right-of-way landscaping.
- 13) Develop incentives for historic preservation

Strategy #2. Ensure public uses remain within the carrying capacity of City resources.

The issue: We all recognize that too much of anything can ruin a good thing. When we exceed the carrying capacity of any resource, it loses its attractiveness and may ultimately become less viable.

Desired results:

- 1) The resources of the City, including beaches, parks, recreation facilities, and special events, are used in such a way that they are readily accessible to city residents and guests.
- 2) The resources of the City are used in such a way that they continue to be enjoyable and pleasurable for City residents and guests as well as future generations.
- 3) The resources of the City are used in such a way that the long term interests of the residential and business communities are protected.

Recommendations: To achieve these results, while recognizing the natural limits of City resources, the following steps may be taken:

- 1) In order to manage these resources the City utilize one or more of the following methods:

- a. Place a cap on the number of beach parking stickers that are distributed. This cap should be calculated based on parking availability in that zone.
 - b. Establish a charge for beach parking permits for County residents.
 - c. Establish a differential charge for City resident and non-City resident beach parking permits.
 - d. Establish a moratorium on beach parking permits for County residents until the County provides adequate off beach parking and transportation system on "weekends".
 - e. Establish a moratorium on beach parking permits for County residents until the County provides additional road impact fees to the City.
 - f. Establish a resident first policy.
 - g. Eliminate beach and special event parking in the right-of-way.
 - h. Develop a system that would allow residents and their guests to park in the right-of-way.
 - i. Establish a registration system for City programs that give priority to City residents.
- 2) Establish a special pass to City facilities or programs that local businesses could issue to customers to promote themselves.
 - 3) Advocate that the County establish activity hubs within the county to promote alternative gathering sites for special events and to act as focal points for the unincorporated area.
 - 4) Undertake conservation measures including xeriscape, water conservation plumbing and reuse of water.
 - 5) Provide reuse water to residents for their yards.

Strategy #3. Increase the "voice" of Naples in the County and the Region.

The issue: While on a population and geographic basis the City is a small component of the County urban area, in reality, it serves as the "downtown" for Collier County. Furthermore, Naples is the "brand name" that carries the recognition element for the area. Finally, growth in the County places significant pressure on limited City resources. For these reasons, it is important that Naples increase its "voice" in county and regional affairs.

Desired results:

- 1) County decision-makers and executive administrators recognize the County's growth and development impacts on the City of Naples.
- 2) Board of County Commissioners authorize policy to implement actions to alleviate substantive negative impacts.

Recommendations: To achieve these results, the following actions may be taken:

- 1) Make a concerted effort to place more City residents on County Boards.
- 2) Establish a task force to examine the County budget for any components of double taxation.
- 3) Advocate with the County for a more equitable share of tax dollars.
- 4) Coordinate traffic management efforts with the County.
- 5) Establish regular meetings of the City Council and the County Commission.
- 6) Enhance corridor management coordination efforts with the County.
- 7) Explore the possibility of limiting the use of "Naples" as an address to property within the City boundary.
- 8) Establish a joint City/County Planning Board and Growth Management Commission.

- 9) Establish a water planning forum.
- 10) Convene meetings of the City Boards and City residents on County Boards to identify areas of common concern and positions of best interest for the City.
- 11) Establish a monitoring procedure for the City to monitor County actions that impact the City.
- 12) Advocate revision of county site planning and project approval ordinances to develop criteria that require impacts on the City be addressed.
- 13) Hold regularly scheduled meetings of the Planning Advisory Board and the Collier County Planning Commission.
- 14) Establish by interlocal agreement a mutual site review process.
- 15) Establish an ambassador program to form relationships with the State of Florida Department of Community Affairs (DCA), State of Florida Department of Environmental Protection (DEP), State of Florida Department of Transportation (DOT) and South Florida Water Management District (SFWMD).
- 16) Advocate development of urban design standards for County projects.
- 17) Establish a City - County program where staff switch to enhance appreciation for each others challenges.
- 18) Use annexation strategies to increase influence with County Government.

Strategy #4: Enhance and protect the environment of Naples.

The issue: Protection of the physical environment of Naples is important to the well being of the City as well as improving the physical environment of the City. Continued impacts from population growth, compounded with past mistakes, will permanently damage the physical environment if actions are not taken to manage these impacts.

Desired results:

- 1) Ensure that the natural resources of the City are used in a sustainable way.
- 2) Increase the amount of green space within the City.
- 3) Eliminate drainage as a problem under normal rainfall conditions.
- 4) Enhance the viability of lakes within the City.
- 5) Restoration of Naples Bay to a viable ecosystem.

Recommendations: To achieve the desired results, the following steps may be taken:

- 1) Inventory existing green space within the City.
- 2) Develop a plan to optimize use of existing green space.
- 3) Inventory alleys to develop a policy of vacating alleys and explore the opportunity for additional open space.
- 4) Develop a master plan and capital plan for additional green space.
- 5) Continue water quality monitoring of Naples Bay. Identify major sources of pollution. Develop a plan to remove pollutants.
- 6) Establish, with the County, a Gordon River Basin stormwater district to plan and fund a basin-wide stormwater management and water quality improvement program.
- 7) Develop residential stormwater management standards.
- 8) Develop commercial redevelopment stormwater management standards.
- 9) Continue with the development of the City's stormwater management plan.
- 10) Establish a lake maintenance program/schedule.
- 11) Monitor and maintain all waterways.

- 12) Develop a plan to encourage xeriscaping.
- 13) Develop a tree protection ordinance.
- 14) Expand the Greenway system throughout the community.
- 15) Link water use with planning.
- 16) Develop a groundwater protection ordinance.

Strategy #5: Maintain and enhance the high quality of residential life within the City.

The issue: The high quality of residential life is an attraction which drew current residents and which must be maintained to continue to attract preferred residents. One of the major concerns of current residents is that residential quality is threatened by high numbers of visitors and associated traffic.

Desired results:

- 1) Quiet, safe neighborhoods free from commercial intrusion.
- 2) Architectural compatibility of neighborhoods.
- 3) Pedestrian friendly neighborhoods.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Create new zoning districts for each neighborhood which will allow appropriate variations in zoning by neighborhood [with graphics and pictures].
- 2) Develop a neighborhood design review manual for each neighborhood detailing desired development and update spatial perception as needed.
- 3) Continue to consider Crime Prevention Through Environmental Design (CPTED) standards in approving site plans and building permits.
- 4) Develop a long term city-wide plan for right-of-way landscaping.

- 5) Develop appropriate codes for each zoning district.
- 6) Continue City staff neighborhood assignments.
- 7) Continue community oriented policing.
- 8) Complete mapping of city sidewalks and develop a city sidewalk master plan.
- 9) Complete streetscape plans to promote pedestrian friendly environment.
- 10) Continue to study the potential impacts of Federal and State regulations (i.e., FEMA) on development and explore design standards to reduce their impacts.
- 11) Work with the Metropolitan Planning Organization (MPO) to develop master bikepath plan.
- 12) Construct sidewalks in 41/10 area as per master plan.
- 13) Develop design standards that would support pedestrian activity.
- 14) Continue to regulate tour buses in residential areas.
- 15) Complete a feasibility study to determine the costs of moving power lines underground.
- 16) Develop alternative financing sources for neighborhoods to move their power lines underground.
- 17) Require new site development or site redevelopment to have underground power lines to their site.
- 18) Limit the number of new commercial, single family and multi-family building permits issued annually.
- 19) Examine new emergency medical technology that could provide a higher level of service.
- 20) Determine if every resident is within 5 minutes of Emergency Medical Services (EMS) and if not, work with the County to provide additional EMS facilities.

- 21) Encourage 2nd and 3rd floor residential in commercial areas.
- 22) Improve landscaping and sign ordinance.
- 23) Develop a pedestrian route from 5th Ave S. to Tin City.

Strategy #6: Create a traffic management system that facilitates accessibility and movement while protecting residential quality.

The issue: Traffic is an area of tremendous concern for City residents. This includes traffic movement through residential areas, parking in residential areas, traffic flow on major roads, and commercial vehicles in residential areas.

Desired results:

- 1) Residential areas which are not disrupted by outside traffic.
- 2) Designated parking which is enforced.
- 3) Uncongested traffic flows through the City.

Recommendations: To achieve the desired results, the following steps may be taken:

- 1) Conduct a City-wide traffic management study.
- 2) Continue the traffic calming and the boulevard program.
- 3) Coordinate traffic calming efforts with the County.
- 4) Establish an alternate US 41 route.
- 5) Develop signage to direct through traffic around the City.
- 6) Establish and sign truck routes.
- 7) Develop a trolley or similar system between 3rd Street, 5th Avenue South and the waterfront areas.

- 8) Develop a trolley system between the hotels and major shopping areas.
- 9) Complete traffic light synchronization project.
- 10) Review existing interlocal agreements for roadway impact fees for potential changes. Examine the potential to receive a portion of the County road impact fees for City improvements.
- 11) Ensure adequate parking and signage identifying the parking for businesses.
- 12) Develop a urban design plan for traffic control/appearance/calming.

Strategy #7: Develop commercial design guidelines for the major commercial corridors consistent with the overall urban design of Naples.

The issue: Major commercial chains have a standard physical design for their facilities which may either be incompatible with Naples or result in Naples looking like "Anywhere, USA".

Desired Results:

- 1) A distinctive look for the commercial corridors of the City that is consistent with the architecture and ambiance of Naples.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Develop commercial design guidelines to include new signage and landscaping standards.
- 2) Engage in corridor management planning and practices with the County.
- 3) Develop architectural and design standards for commercial areas.
- 4) Establish a store-front improvement matching grant program.
- 5) Establish standards for the appearance of vacant stores.

Strategy #8: Develop and implement commercial corridor redevelopment plans.

The issue: Many of the commercial developments along US 41 have reached or are nearing the end of their original life cycle. In order for those facilities to remain viable and offer businesses consistent with the desired image and future of Naples, redevelopment planning should begin.

Desired results:

- 1) A viable commercial corridor both north and south of 7th Avenue North offering an array of quality businesses consistent with the history, ambiance and desired image of Naples.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Develop a master design plan for redevelopment of the Community Redevelopment Area (CRA).
- 2) Consider a CRA for the highway commercial area north of 7th Avenue North.
- 3) Develop design guidelines to protect the adjacent residences.
- 4) Ensure consistency between the commercial redevelopment master design plan and the comprehensive plan.
- 5) Review and update the CRA master Plan

Strategy #9: Continue the current City policy on annexation.

The issue: Annexation is a significant issue for the City over which there is not yet consensus as to a general end strategy.

Desired results:

- 1) Approach annexation in a manner which respects the wishes of the City residents and the residents of proposed annexation areas.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Continue the annexation practice of friendly annexations.

- 2) Continue to target "Area B" [the city sewer area] as an annexation area.

Strategy #10: Increase recreational opportunities within the City.

The issue: Opportunities for active recreation, particularly for young people, are too limited within the City.

Desired results:

- 1) A variety of active recreation opportunities.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Continue to explore interlocal agreements with the School Board to expand availability of school board recreational facilities.
- 2) Establish a community center with multiple use recreational facilities.
- 3) Increase pre and after school recreational activities.
- 4) Expand City park programs and facilities targeted for a variety of age groups.

Strategy #11: Support airport activities and usages which promote the City.

The issue: The airport is a resource that the City has and which needs to be managed in a manner to enhance the City.

Desired results:

- 1) An airport which meets the needs of residents while not disrupting the qualities of Naples.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Work with the Naples Airport Authority (NAA) to develop scenario 1 as described in the Master Plan Update.
- 2) Identify ways to reduce airport noise levels including curfews and limitations on types of planes.
- 3) Continue city council/NAA Board regular meetings.

- 4) Examine limitations on the volume of planes.

Strategy #12: Strengthen and diversify the economic base of the City.

The issue: Naples has two primary economic bases, quality residential development and tourism. It must continue to strengthen these economic bases while searching for compatible economic activities which will generate local economic stability and strength.

Desired results:

- 1) Continued high property values and a strong real estate market.
- 2) Expanded preferred tourism markets
- 3) A diversity of quality jobs for local young people.
- 4) Good wage jobs that support families.

Recommendations: To achieve the desired results, the following actions may be taken:

- 1) Expand efforts in ecotourism.
- 2) Expand tourism marketing efforts.
- 3) Continue to work with adjacent economic development agencies.
- 4) Work with Florida Gulf Coast University to identify economic development opportunities.
- 5) Form a Council of Executives to determine what efforts would attract corporate relocations to the area.
- 6) Develop off-season tourism opportunities.
- 7) Consider expanding the County's Council of Economic Advisors to include representatives of the City.

- 8) Work with the Chamber of Commerce and the Tourist Development Council as to expand the tourist season and hours of operations of businesses and coordinate these efforts with the local merchant and business associations.
- 9) Establish a program for targeting tax abatements to special locations which are in need of redevelopment.
- 10) Allow more extensive home occupations in residential units located in mixed use projects in commercial areas.
- 11) Utilize Community Development Block Funds to promote economic development and residential redevelopment in the 10th Street South area.
- 12) Develop services to make the City more internationally business friendly.
- 13) Encourage cottage industries.

Strategy #13: Establish a "Beautiful Streets" program.

The Issue: There are several issues here. One, small towns are pedestrian friendly and this feature needs to be further developed if Naples is to retain its small town ambiance. Second, one clear solution to automobile congestion is to make a community more pedestrian friendly. Third, streets are the "frontyards" of a City, i.e. the truly visible part of a City. Great cities have great streets. A clear source of competitive advantage for Naples in the future will streets which provide a variety of experiences and views. The fourth is that the City has a number of street and traffic initiatives which need to be organized in a coherent and comprehensive manner.

Desired Results:

- 1) A comprehensive traffic/street program.
- 2) A diversity of distinctive streets in the City.
- 3) Increased pedestrian access to the City.

Recommendations:

- 1) Establish a formal "Great Streets" program that includes design parameters within City government.
- 2) Establish a neighborhood education/planning process so that each neighborhood can co-design, in the context of the city as a whole, streets which "work" visually and operationally in their neighborhood.
- 3) Develop a master plan for the City's streets.
- 4) Develop a recognition program to acknowledge quality streets in the City.
- 5) Develop a public-private matching mechanism to provide funding for streetscape improvements.

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