

Draft CRA Plan Amendment

Community Redevelopment Agency October 14, 2013

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Project Scope

- Feasibility Study
- Public Workshops/Stakeholder Interviews
- Market Study
- CRA Plan Amendment



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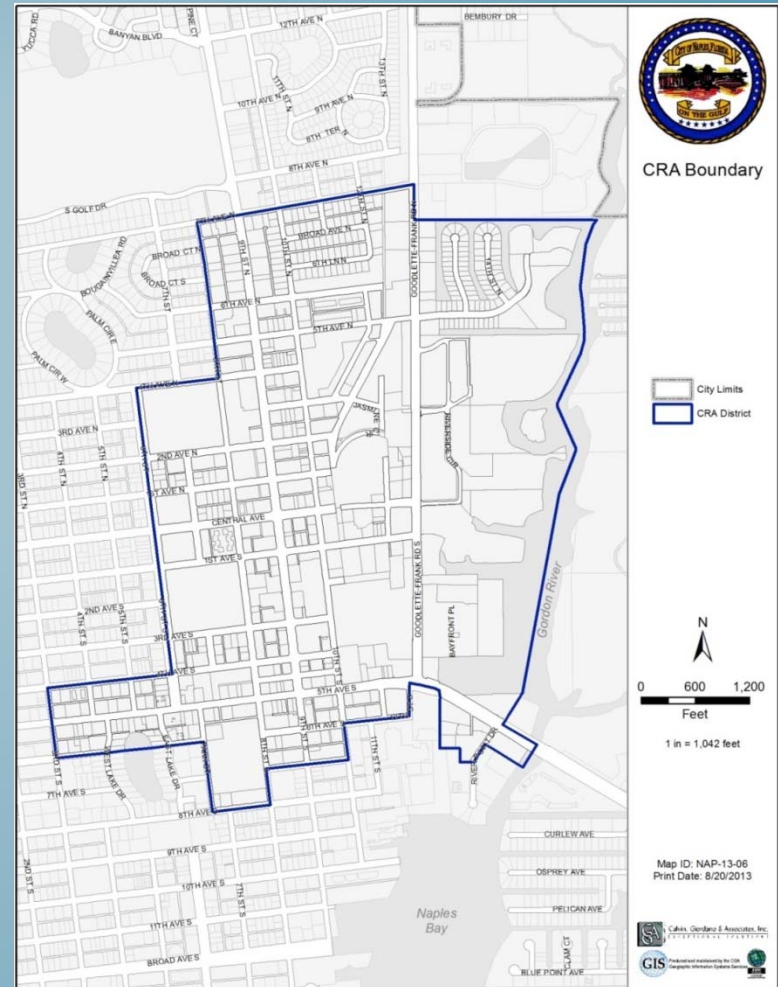
Schedule to Date

Feasibility Study

- Community Redevelopment Agency Advisory Board Recommendation
February 25, 2013
- Community Redevelopment Agency Recommendation
March 6, 2013

Public Workshops

- River Park Community Center
6 PM, March 19, 2013
- Woman's Club
10 AM, March 28, 2013



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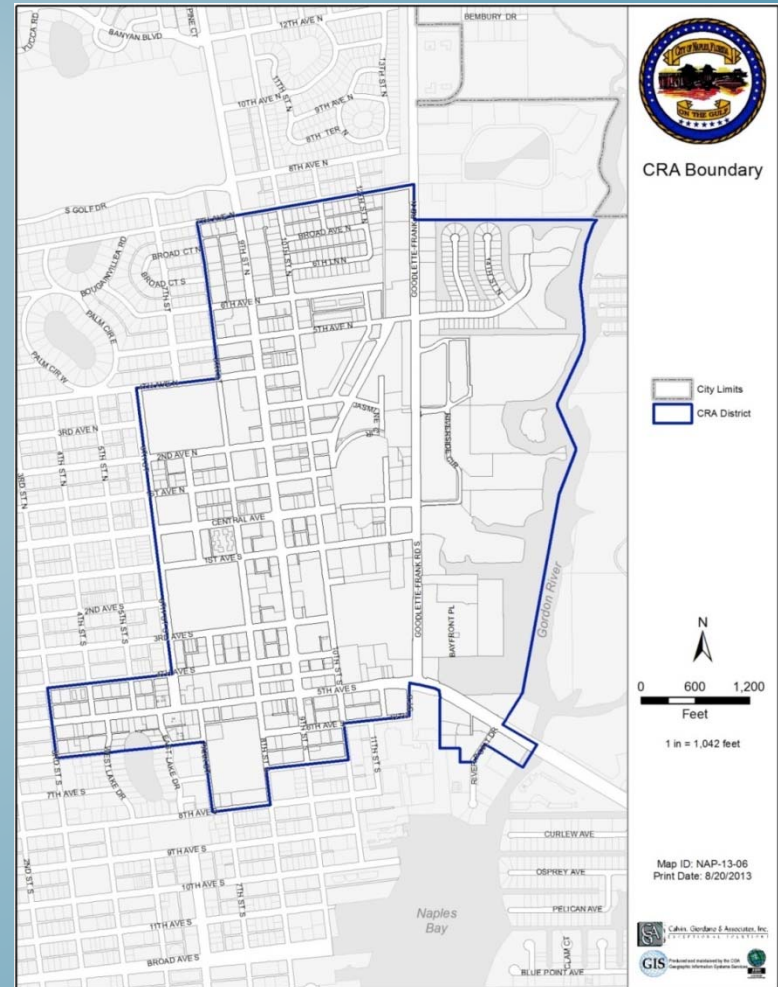
Schedule to Date

Market Study

- Community Redevelopment Agency Advisory Board Review
April 22, 2013

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- Community Redevelopment Agency Advisory Board Review
September 23, 2013



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Feasibility Study

- Estimates of future CRA Increment Revenue
- Availability of future CRA funds for projects and programs
- Ability of CRA to complete all projects on CRA's Potential Capital Improvements Projects (as of February 2013) by CRA 2023 sunset date
- Potential to complete more projects if CRA sunset date extended



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Feasibility Study

- On February 25, 2013, the CRA Advisory Board recommended extending the CRA sunset date to 2043 and the updating of the Community Redevelopment Plan

AND

- On March 6, 2013, CRA Board approved moving forward with a Plan amendment that would support extension of the CRA sunset date until 2043



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Market Study

Findings:

- CRA appears to have recovered from recession
- Ability to support additional retail and restaurant space
- Potential for additional $\pm 350,000$ square feet of retail and restaurant space in next 30 years
- Potential for additional $\pm 200,000$ square feet of office space in next 30 years
- Well positioned to benefit from investors looking for an “A” location
- Demand for new residential and hotel development



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Market Study

Recommendations

- Capitalize on increases in retirees and tourism
- Create a medical district with health and non-health related uses
- Increase diversity of tenants- local, regional, and national operators
- Provide adequate parking to meet demand
- Build upon assets in D Downtown
- Encourage workforce housing options



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Stakeholder Interviews

- March-April 2013
- Interviews held in person and by telephone
- Individual and group interviews

Stakeholders represented the following:

CRA Board
Alliance of Naples Bay
River Park East Homeowners Association
Lake Park Homeowners Association
Coquina Sands HOA
Stoneburner Companies (Bayfront)
10th Street Design District
Downtown Stakeholders Coalition
5th Avenue South Business Improvement District
Naples Beach Hotel
Naples Community Hospital
Neapolitan Enterprises
Third Street Merchants Association
Naples Pathways Coalition
Opera Naples
Gulfshore Playhouse
City of Naples

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Public Workshop/Stakeholder Interviews

Comment Themes

- Transportation (especially US 41/Tamiami Trail)
- Aesthetics including streetscaping
- Wayfinding coordinated with connectivity
- Walking and biking
- Parking
- Healthy community
- Medical district
- Art and culture
- Marketing



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Redevelopment Goals, Objectives, and Policies

New Policies Added

Park and Open Space Objective:

3. Support the creation of public spaces that attract users to the Redevelopment Area that will subsequently support businesses and other uses within the Redevelopment Area.

4. Encourage and support the planning and implementation of connections between open spaces and parks within the Redevelopment Area through the use of signage programs and identified pathways for bicycles, pedestrians and other modes of transportation.

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Redevelopment Goals, Objectives, and Policies

New Policies Added

Environmental Objective:

11. *Promote a physical and social environment that enhances health and longevity.*
12. *Utilize the Gordon River and natural and complementary commercial assets for ecotourism and water-related activities.*

Transportation Objective:

10. *Encourage the development of Complete Streets throughout the Redevelopment Area to promote the use of streets by all appropriate methods of transportation.*
11. *Provide for a wayfinding system throughout the Redevelopment Area to provide identification of key destinations or sites.*



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Redevelopment Goals, Objectives, and Policies

New Objective and Policy

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

New Policies:

- 1. Encourage the diversification of the economy within the Redevelopment Area.*
- 2. Work with the City and other governmental agencies to streamline the development and business licensing processes.*
- 3. Facilitate a diversified economy that promotes job creation.*
- 4. Assist in marketing the Redevelopment Area as a destination for entertainment, retail and professional services to both potential customers and businesses that may locate in the area.*

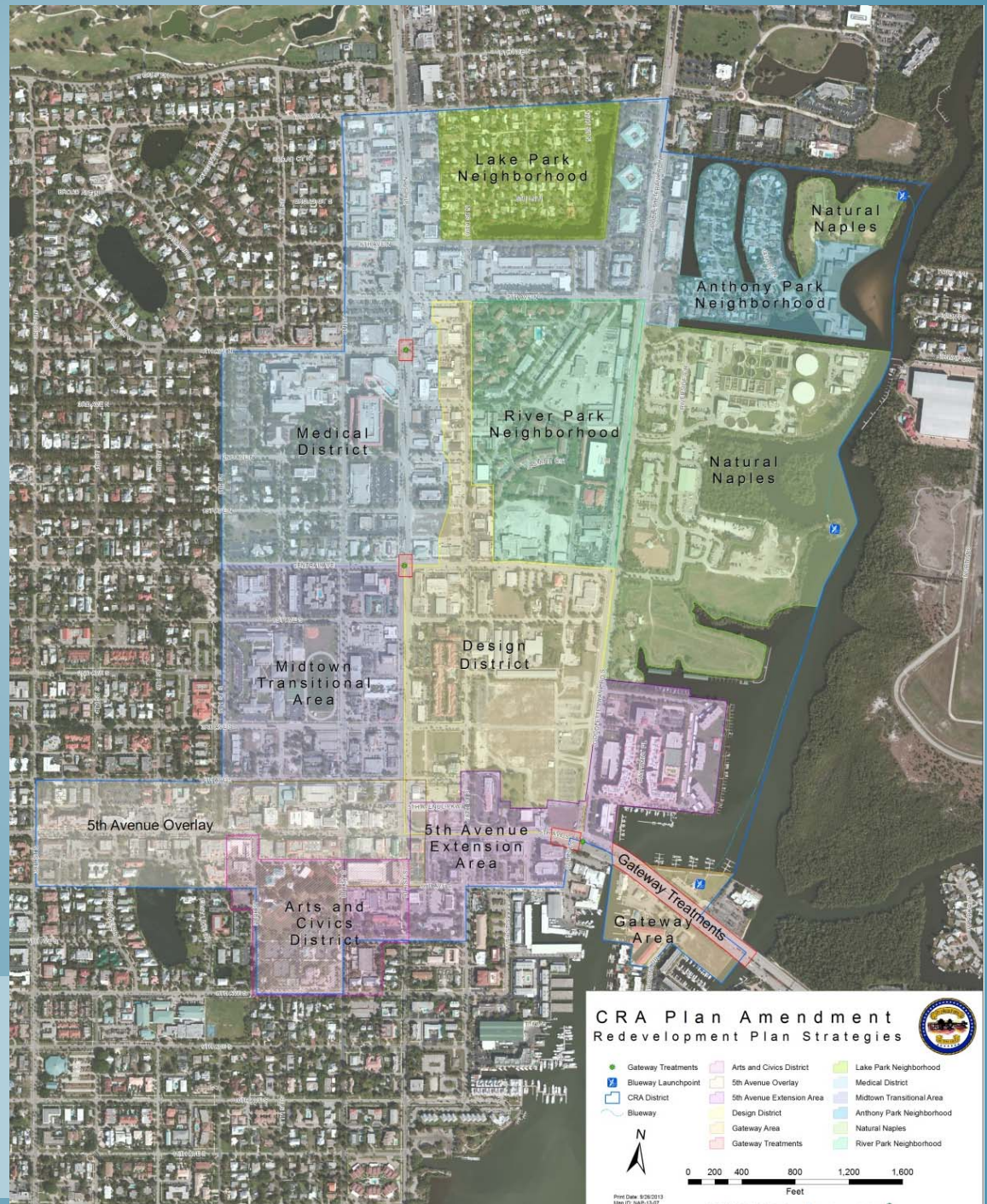
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Redevelopment Plan Strategies

Ten distinct districts are proposed based on their specific locations, their relationship to each other and distinct themes associated within each district.

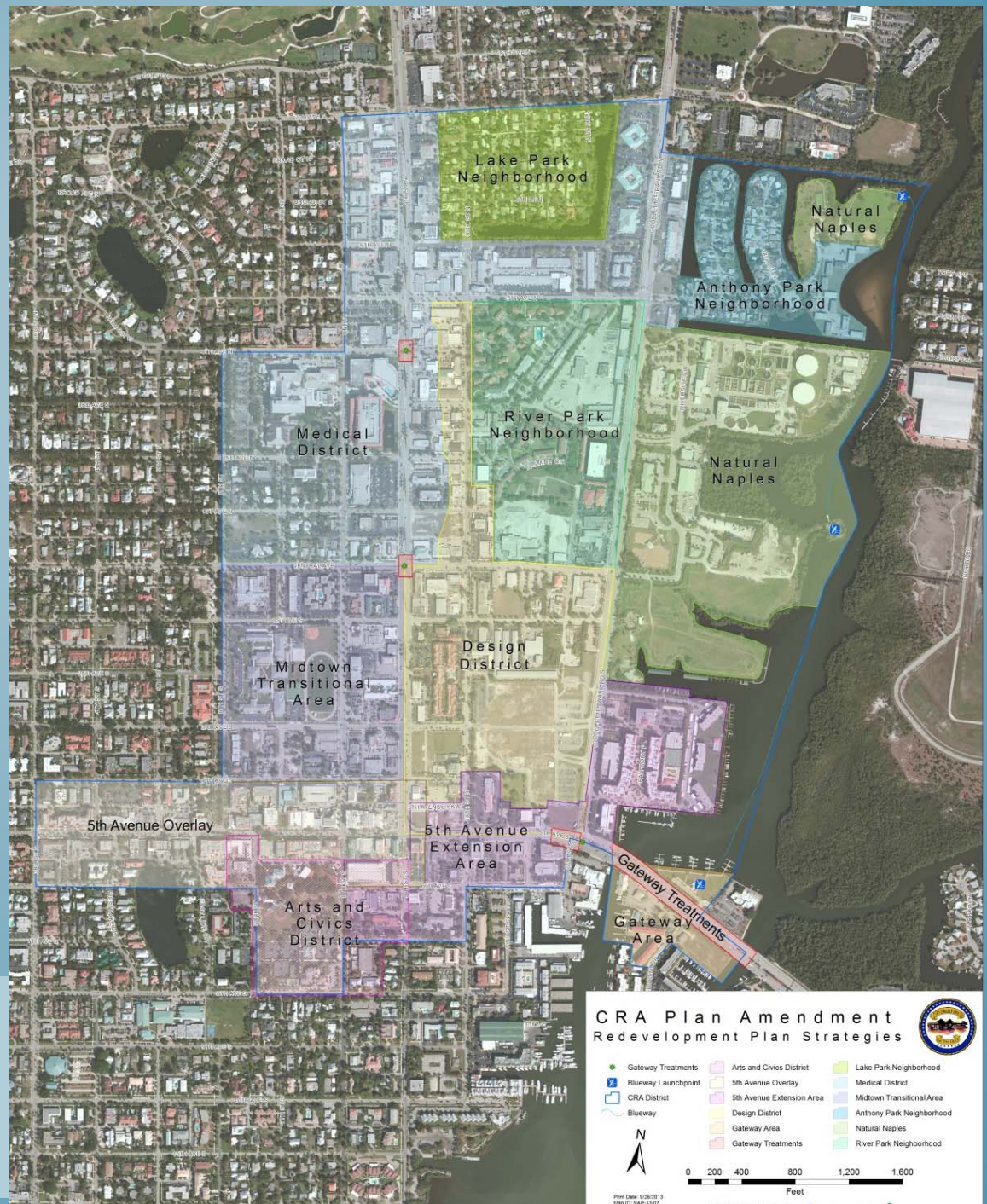
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Redevelopment Plan Strategies

The strategies are provided as examples of what the CRA may undertake to facilitate redevelopment. The CRA Plan allows projects of a similar nature and purpose to be funded or partially funded by the Community Redevelopment Agency and does not restrict projects to the specific districts or locations.

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Redevelopment Programs

Midtown Transitional Area

- Support area for destination uses and personal services, offices, hotels, and restaurants
- Zoning Code amendments with reduced front setback requirements
- Coordination with US 41/9th Streetscape interim and ultimate improvements
- 8th Street Streetscaping similar to 10th Street



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Redevelopment Programs

US 41/9th Street Midtown Transitional Area, Medical District and Design District

- US 41/9th Streetscape improvements including:
 - Uniform sidewalks in the public right-of-way
 - On-street parking
 - Banner poles and streetlights
 - Right-of-way landscaping and landscaped medians.
- Consider typical streetscape plan with on-street parking, and sidewalks as part of the public right-of-way
 - 1st Avenue South
 - 3rd Avenue South
 - 4th Avenue South
- Gateway Treatments at 4th Avenue North and Central Avenue



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Redevelopment Programs

Medical District

- Attract high profile medical college or high profile biotech or medical center
- Permit or impact fee waivers for medical uses
- Identification of the district
 - Wayfinding and signage with medical theme
- Streetscaping and pedestrian facilities
- Encourage increased transit facilities
- Marketing strategy
- Blue Zone project



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Redevelopment Programs

Blue Zone Project

- Partner with Naples Community Hospital and City of Naples
- Improve pedestrian and bicycle mobility
- Support social interaction such as creation of Arts and Civic District
- Improve diet and encourage healthy eating
 - Community gardens
 - Coordinate with restaurants on healthy eating
- Monitor well-being index



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Redevelopment Programs

5th Avenue Overlay

- Update existing streetscape with new landscaping, public art, and wayfinding
- Invest in new entryway signs
- Install consistent lighting design throughout district



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Redevelopment Programs

Arts and Civic District

- Arts and Civic District Master Plan
 - Evaluation of current assets
 - Recommendations for new art and civic space facilities
 - Art and cultural event planning
 - Coordination of investment with City
 - Implementation plan
 - Marketing plan



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Redevelopment Programs

5th Avenue Extension

- Consistent setback requirements to provide more continuous pedestrian experience
- Create 6th Avenue secondary pedestrian way
- Ensure there is connectivity to the Grand Central Station site.
- US 41/5th Avenue South streetscape improvements similar to US 41/9th Avenue
- Gateway feature in the vicinity of the intersection of US 41/5th Avenue South and Goodlette-Frank Road



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Redevelopment Programs

US 41 Gateway Area

- Create destination use such as a restaurant to support water-related uses and blueway
- Install gateway features to begin entry into Downtown Naples



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Redevelopment Programs

Natural Naples: Eco-tourism

- Gordon River blueway creation
- Blueway facilities in US 41 Gateway area, Gordon River Park and Anthony Park
- Gordon River Park as signature park



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Redevelopment Programs

Neighborhood Plans

- Prepare neighborhood plans for Lake Park, River Park, and Anthony Park Neighborhoods
- Residents, property owners, and homeowners' associations participation
- Recommendations for neighborhood enhancements such as
 - Infrastructure
 - Signage
 - Lighting
 - Home energy efficiency
- Neighborhood Plan implementation
 - Allocate funding based upon the Neighborhood Plan



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Redevelopment Programs

Sustainability

- Encourage reduce water use through xeriscape or Florida friendly landscaping
- Incentives for green building program
- Support alternate energy improvements such as car charging stations, or use of solar panels

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Redevelopment Programs

Wayfinding

- Create unifying sign program
- Coordinate wayfinding with traffic circulation and key attractions
- Prepare sign designs for both street and pedestrian traffic
- Design theme based upon local architectural and natural features
- Develop and design theme coordinated with marketing program

Existing Wayfinding



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Redevelopment Programs

Pedestrian Sign Examples



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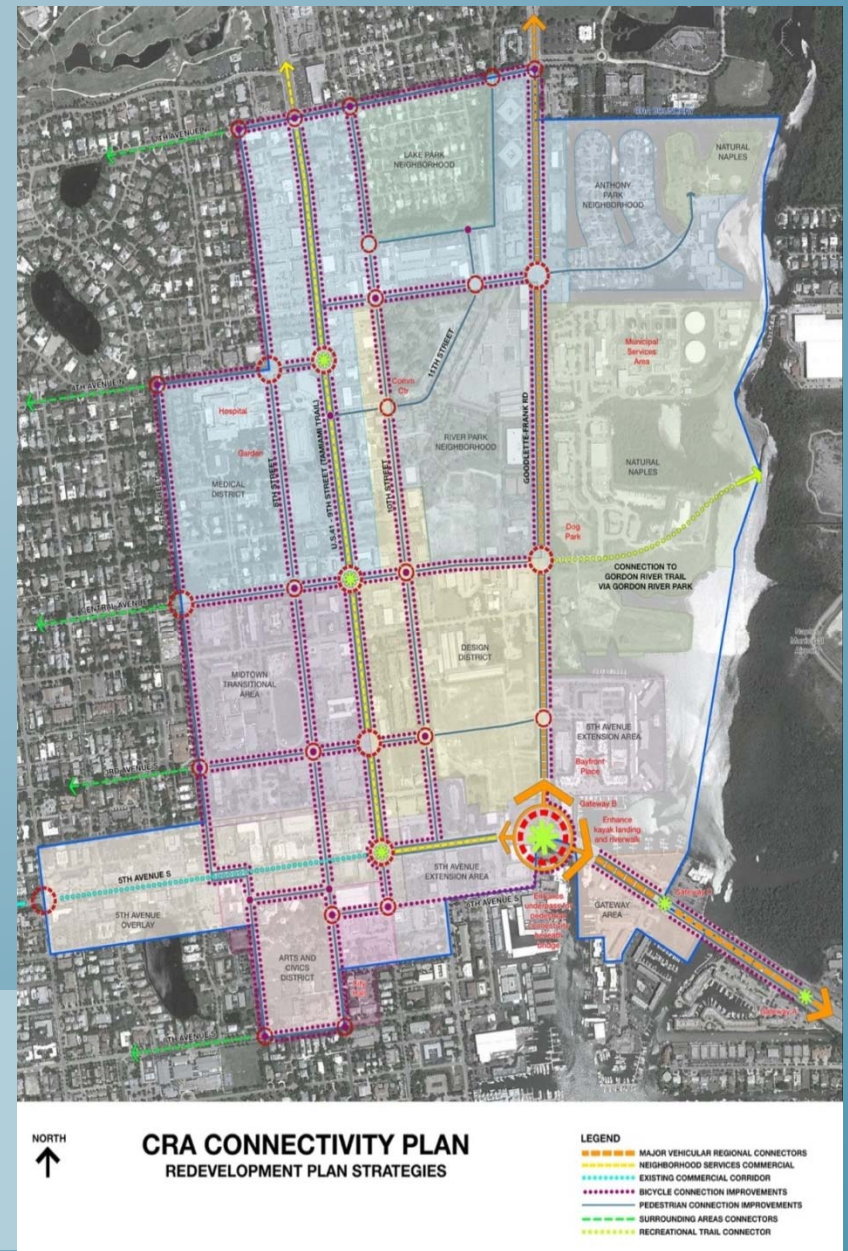


Redevelopment Programs

Connectivity Plan - Network

- Emphasis on walkability and bicycle-friendly strategies to connect all areas of the CRA
 - Special emphasis on establishing a hierarchy of connective networks that facilitate mobility and access both in the north-south and east-west directions
- Main connective components
 - North-South
 - Goodlette-Frank Road – regional
 - US41/ Tamiami Trail – local
 - 6th and 8th Street – neighborhood
 - East-West
 - Central Avenue – main axis between Beach and Gordon River Park
 - 5th Avenue South – destination connector
 - 7th, 5th, 4th Avenue North and 3rd Ave South – neighborhood

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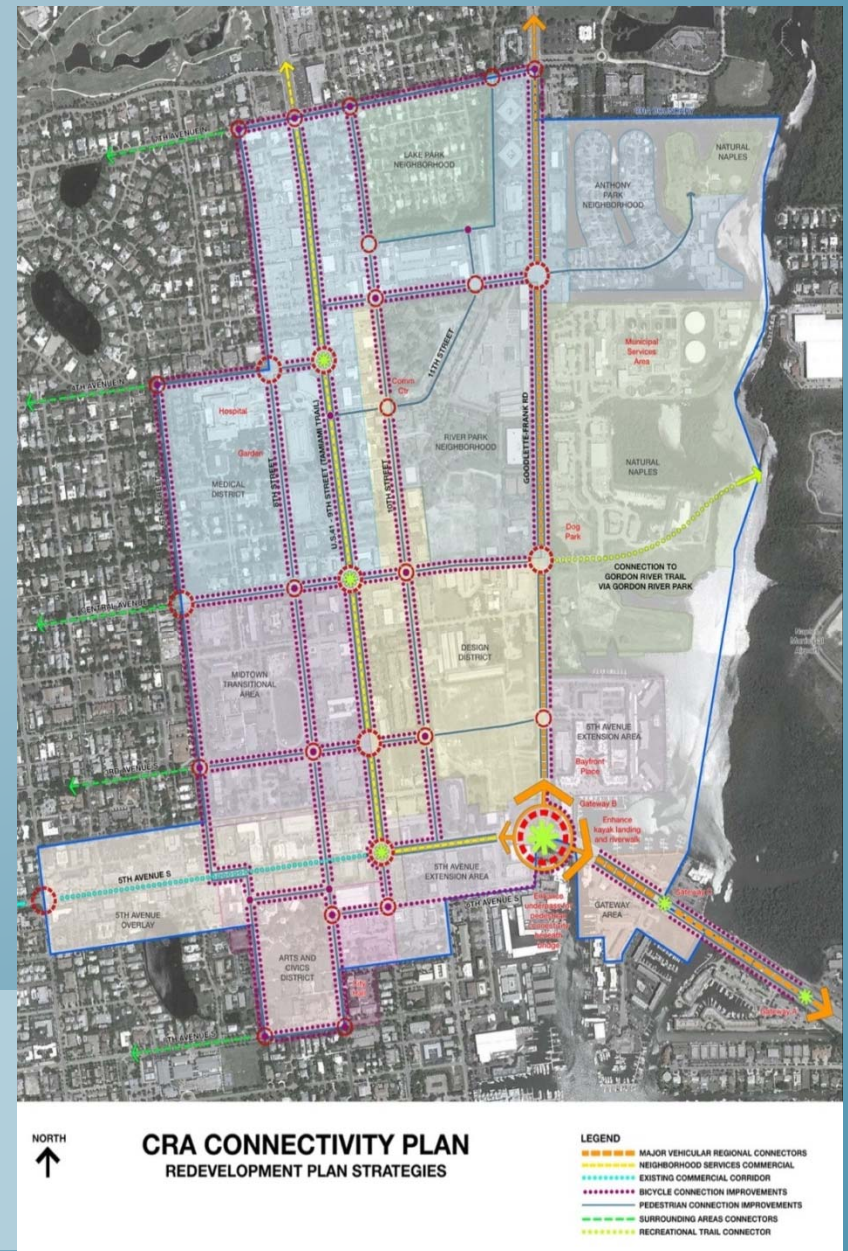


Redevelopment Programs

Connectivity Plan - Bicycles

- Bike lanes on
 - Goodlette-Frank Road
 - US 41/ Tamiami Trail
 - Provide bike lanes on US 41 coming over bridges into Downtown
- Encourage bikers to use 6th Avenue South parallel to 5th Avenue South as an alternate connection to Arts and Civic District and Tin City
- Attractive underpass improvements for safe pedestrian movement from 6th Avenue South to Goodlette-Frank Road (without crossing US41/ Tamiami Trail)
- Provide bike lanes on US 41 coming over bridges into downtown area

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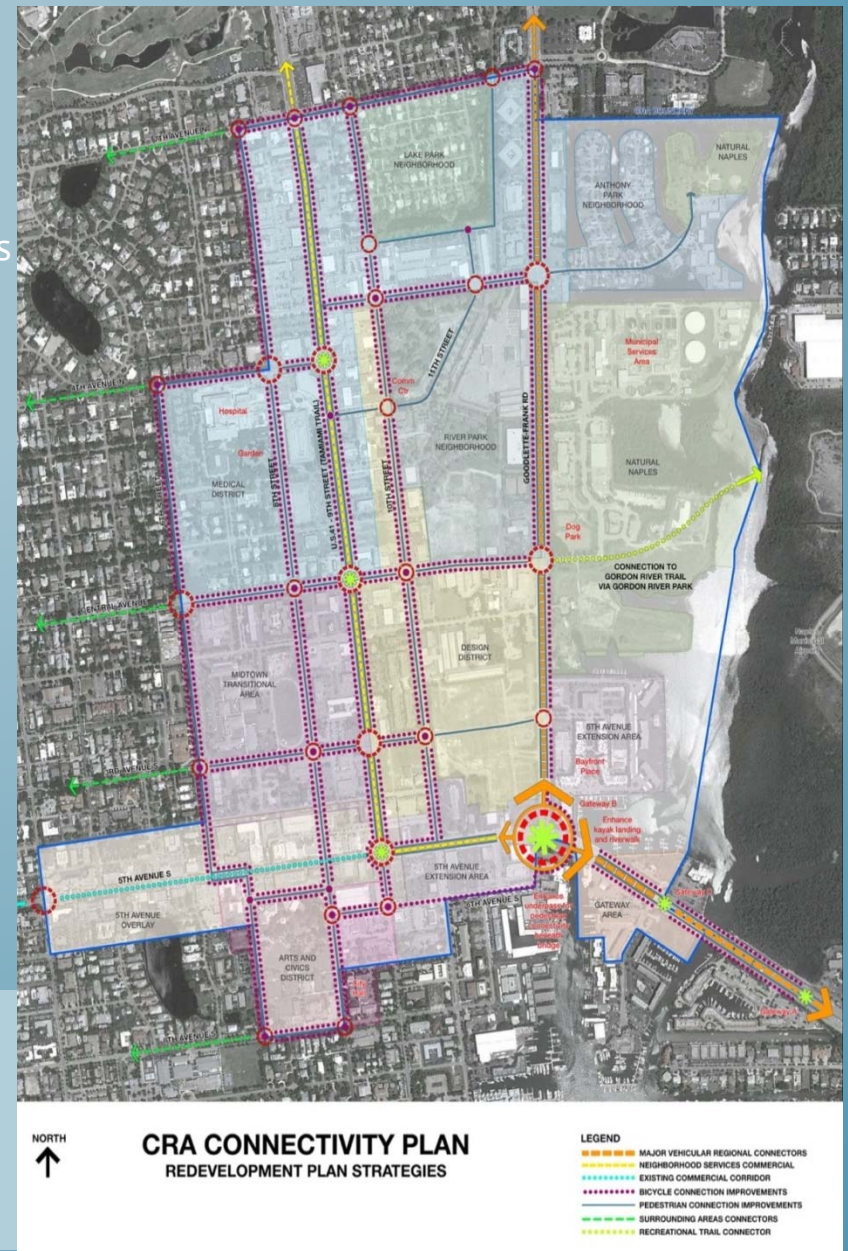


Redevelopment Programs

Connectivity Plan - Pedestrians

- Walkability strategies coordinated with recommended streetscape improvements
 - Ample sidewalks
 - Street trees for shade and traffic calming experiences
 - Crosswalks and improved intersection crossings
 - Increased safety for all
 - Connection to destinations
 - Commercial amenities
 - Recreational amenities
 - Access to immediately abutting neighborhoods

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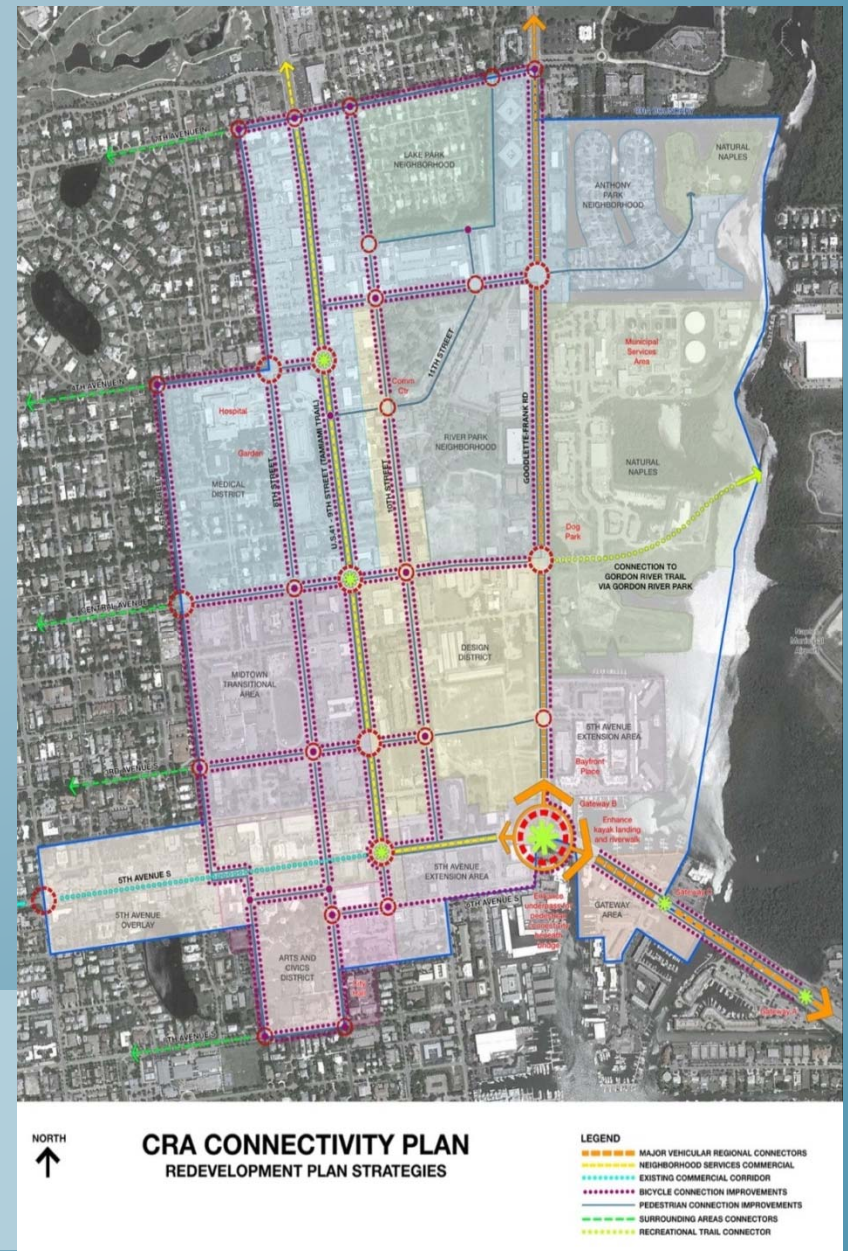


Redevelopment Programs

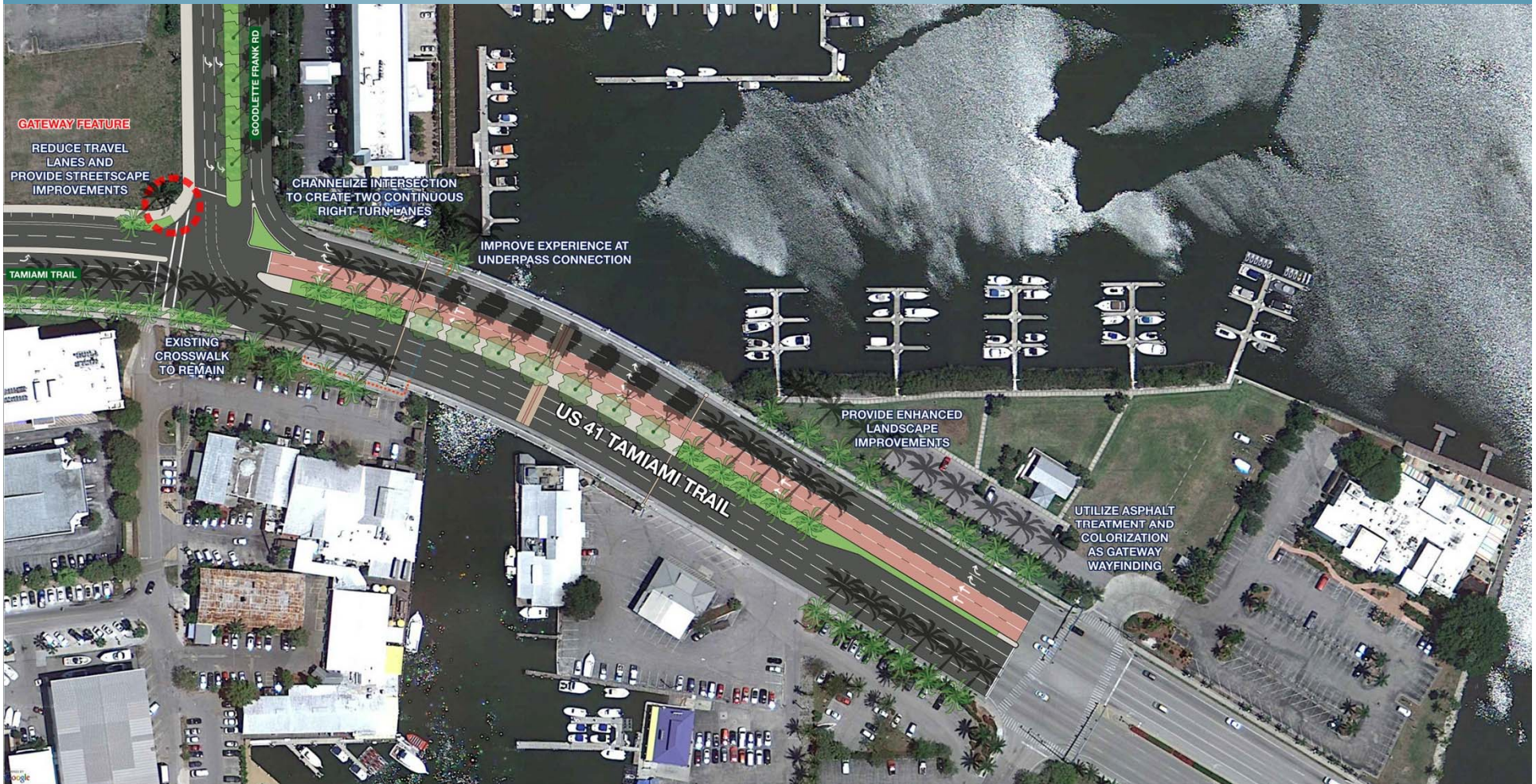
Central Avenue

- Emphasize Central Avenue as main east/west route from Gordon River Park to various areas of the Downtown and the beach
- Streetscaping with on-street parking
- Dedicated bicycle lanes
- Potential gateway feature at US 41/9th Street

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Gateway Treatment at US 41 Tamiami Trail and Goodlette-Frank Road Intersection



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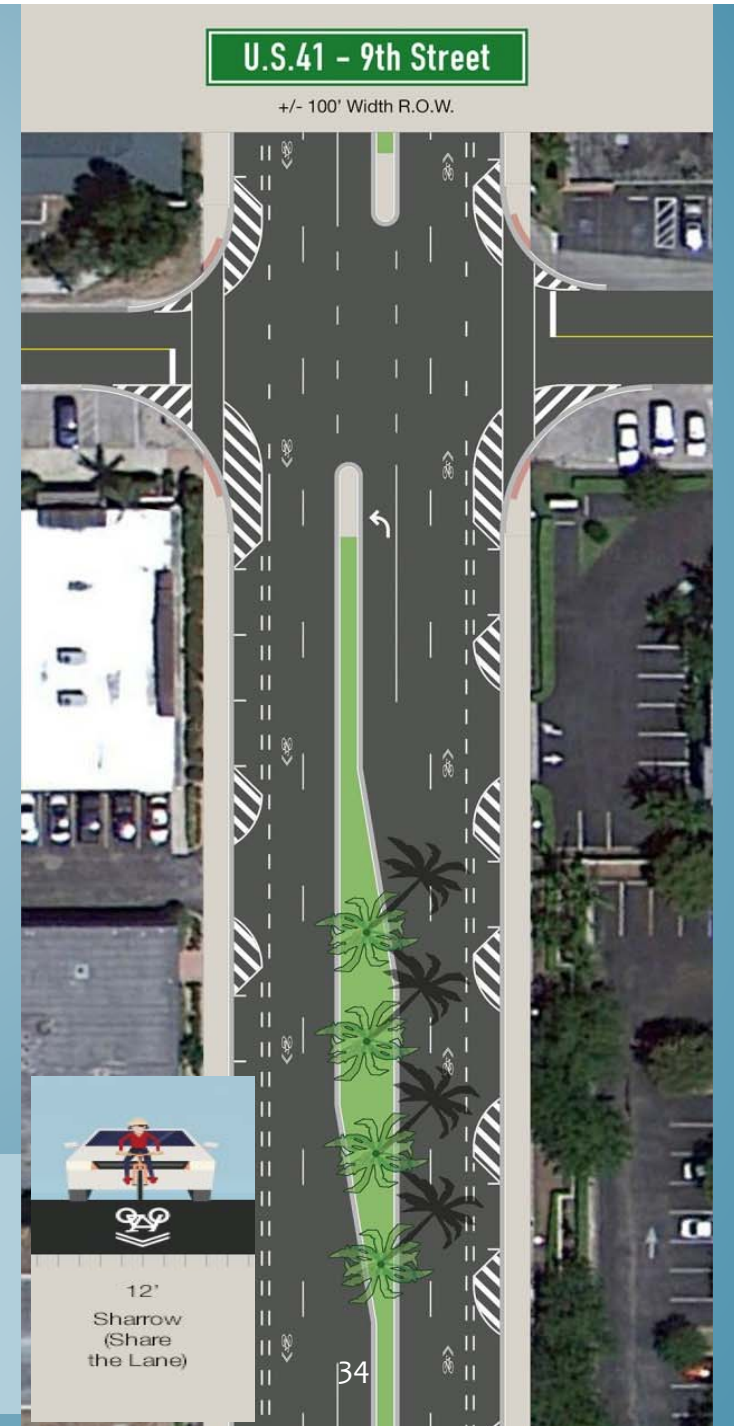


Redevelopment Programs

Interim Transportation Plan

- Encourage greater use of Goodlette-Frank Road through signage and wayfinding
- Reduce the width of US 41/Tamiami Trail from 6 to 4 lanes by introducing on-street parking using striping only
 - FDOT has indicated support for this modification
 - Creates a more pedestrian friendly and multi-modal corridor and adds over 400 new parking spaces
 - Modifications are reversible
- Provide sharrows along 8th Street, 9th Street, 10th Street & Central Avenue

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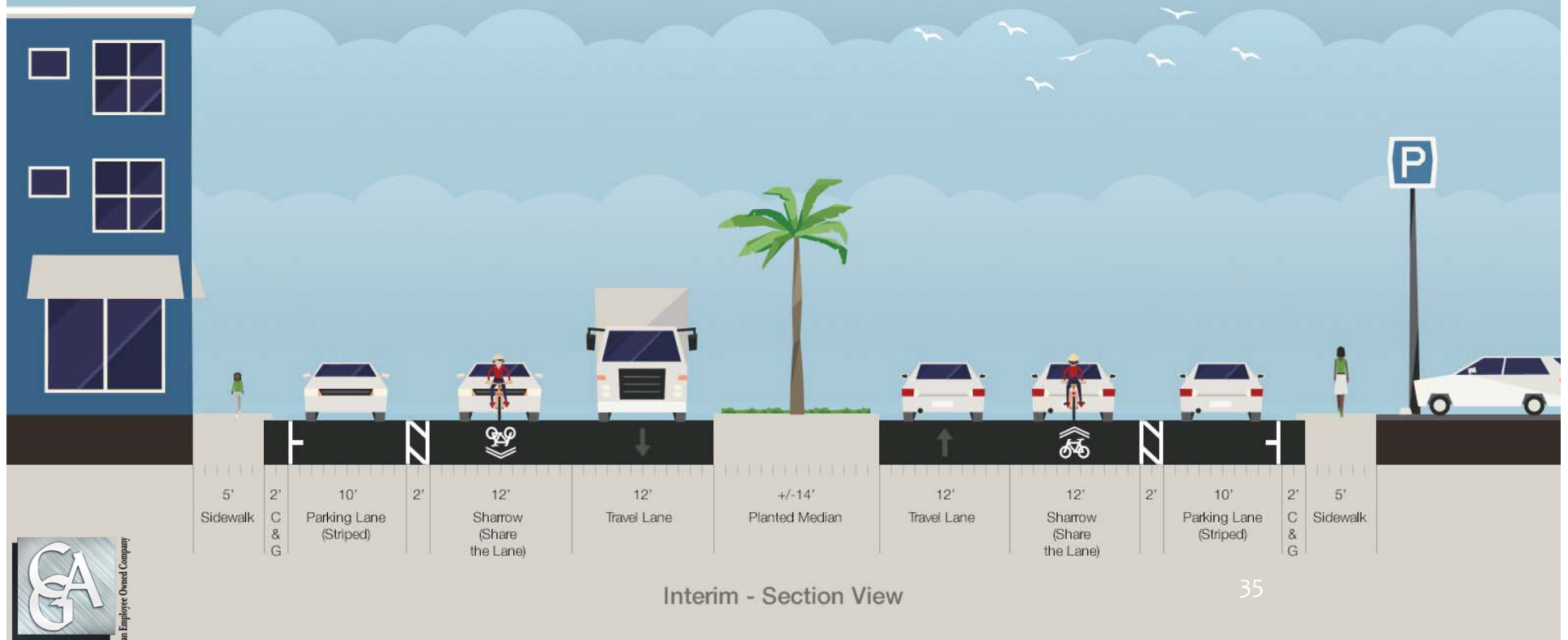


Redevelopment Programs

Transportation Plan-US 41/Tamiami Trail Interim Plan

U.S.41 - 9th Street

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



Redevelopment Programs

Ultimate Transportation Plan

- Revise configuration of Goodlette-Frank Road and US 41/5th Avenue
- Provide dual right turn lanes
- Remove pedestrian crosswalk on Goodlette-Frank Road and encourage use of underpass
- Improve signage through wayfinding program

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Redevelopment Programs

Ultimate Transportation Plan-

US 41/Tamiami Trail

- Implementation of complete streets
- Dedicated bicycle lanes along Central Avenue, 8th Street and 10th Street
- Expand shuttle service between districts

Four Corners

- Proposed Interim and Ultimate improvements will likely reduce vehicular traffic at the intersection
- It is recommended the intersection be evaluated after Interim improvements have been implemented and the resulting traffic patterns have been established

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Redevelopment Programs

Transportation Plan-US 41/Tamiami Trail Ultimate Improvement Plan

U.S.41 - 9th Street

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



Financial Inducements

Purpose

- Inducements are designed to lower the cost to build, own, open, operate or market a property or business
- Owners/developers take substantial financial risks – inducements reduce the risk and thus increase the opportunity to undertake a project or successfully operate a business
- Inducements can be used for the following:
 - A key or catalyst project
 - Desired project type or use
 - Desired appearance, design or functionality
 - Amenity available for public use (open space, square, parking, jobs)

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Financial Inducements

Development Inducements

- Direct cash
- Loan guarantees
- Cost of land buy-down
- Land assembly
- Land assembly coordination (self assembly)
- Funding or undertaking of roadway or other infrastructure improvements
- Payment of impact, permit, or plan review fees
- Payment of elements allowing for zoning bonuses



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Financial Inducements

- Staff Development and Marketing Assistance
 - CRA development liaison
 - Marketing assistance – new development
- Inducements to Existing Property Owners
 - Property improvement grants
 - Rental assistance
 - Marketing assistance – business community

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Financial Inducements

Awarding Incentives

- Provide inducements after completion of desired project and property value is added to the area (so increment revenue collection proceeds payment of inducement)
- Programs for the granting of inducements should be created with appropriate guidelines
- Inducements should be offered to the “pioneers” of the desired business /development /design types
- Inducements should be offered by agreements that outline specific performance measures



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Finance and Administration

Administration

- Retain current administrative structure
 - Review of staffing needs as needed
- Inter-local agreement(s) outlining responsibilities of CRA and City
 - Including the basis for payment of City costs/staff services provided by City to the CRA
- Continuation current budget process
 - Cursory review in the future to insure this process continues to be appropriate
- Adherence to statutory requirements for budgeting, reporting, and audits
- Specifically indicates the plan extends the sunset date of the CRA to 2043

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1. Ten Year Improvement Plan

- a. US 41/9th St. Streetscaping Interim Plan
- b. 5th Avenue Parkway Sidewalk Extension
- c. 8th Street South Streetscaping
- d. Central Ave. Improvements
- e. Miscellaneous Zoning Code Amendments
- f. Medical District Way Identification (Wayfinding)
- g. Medical District Inducements
- h. Medical District Pedestrian Facilities
- i. Health Community Programming
- j. Arts and Civic District Master Plan
- k. Gateway Feature Design and Cons.- US41/5th Ave.
- l. US 41/5th Ave. S. Extension Streetscaping - Interim
- m. 5th Ave. Extension Zoning Code Amendments
- n. 3rd Avenue South Improvements
- o. Gordon River Park
- p. Blueway Launch Point and Trail Facilities
- q. Wayfinding Design Theme and Plan
- r. Wayfinding Maintenance Program
- s. Four Corners Study
- t. US 41/Tamiami Trl. Roadway Improvements - Interim
- u. Bike Lane Improvements - Interim
- v. Bicycle and Pedestrian Circulation
- w. 5th Ave. West End Garage - Land Acquisition
- x. Lake Manor Linear Park
- y. 6th Ave. North Lighting
- z. Lake Park Neighborhood Plan
- aa. River Park Neighborhood Plan
- bb. Anthony Park Neighborhood Plan
- cc. Miscellaneous Marketing
- dd. Miscellaneous Drainage Improvements
- ee. Miscellaneous Potable Water Improvements
- ff. Miscellaneous Wastewater Improvements

The Ten Year Capital Improvement and Implementation Plan provides a guide to the CRA for prioritizing projects.



2. Year 11- thru Year 30 Improvement Plan

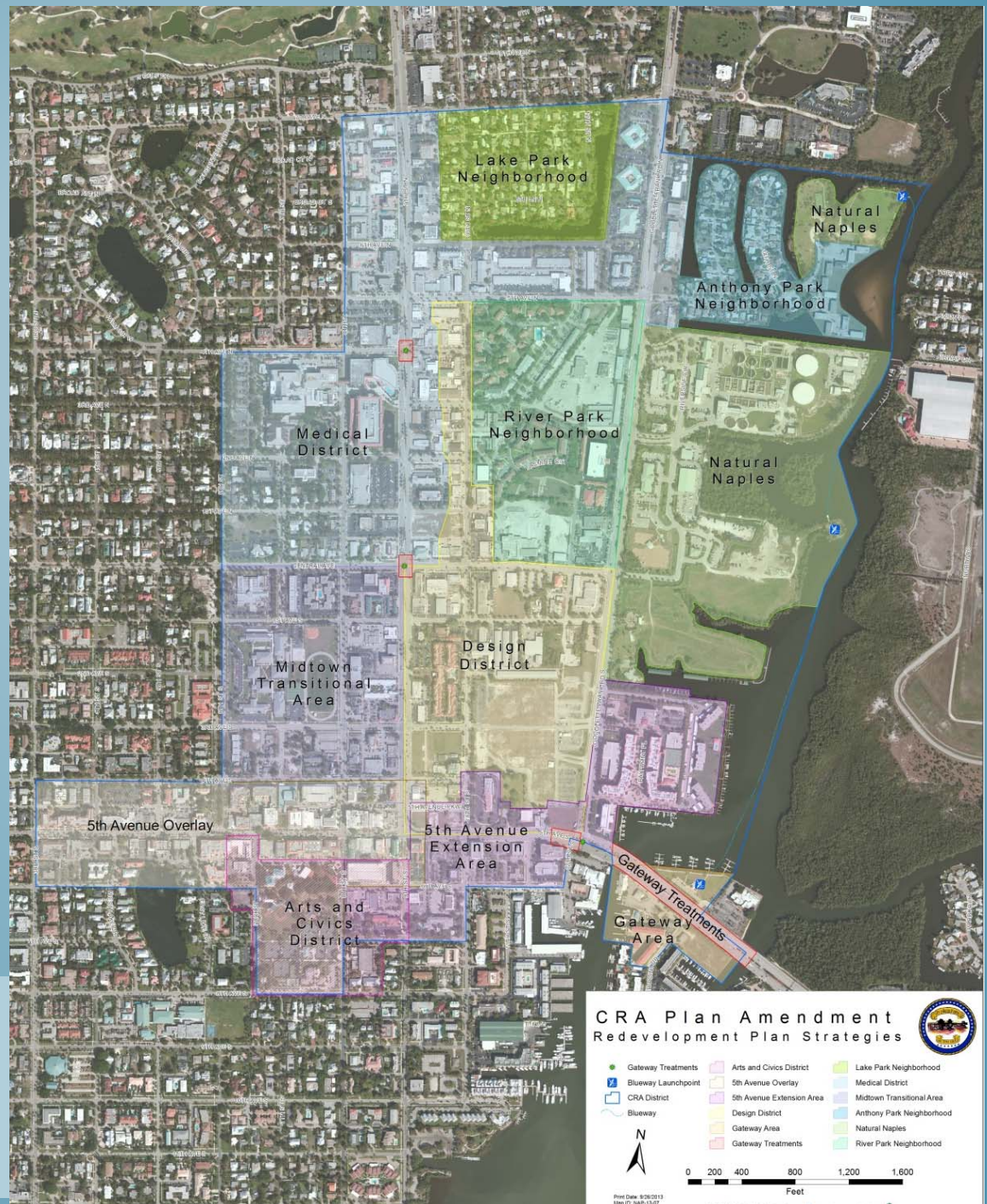
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|--|
| a. US 41/9th St. Streetscaping - Ultimate Improvements |
| b. Arts and Civic District Master Plan Implementation |
| c. Cambier Park Art Walk Streetscape Improvements |
| d. 5th Ave Streetscape and Lighting Improvements |
| e. US 41/5th Ave Ext. Streetscaping - Ult. Improvmts. |
| f. 6th Ave South Promenade |
| g. Special Features Gateway (US 41/5th Street) |
| h. Gordon River Bridge and Roadway Treatment |
| i. Gateway Feature Design & Cons. - US 41/9th St. |
| j. US 41/Tamiami Trl. Roadway - Ult. Improvements |
| k. Bike Lane Improvements - Ultimate |
| l. 5th Ave S West End Parking Garage |
| m. D-Downtown Parking Garage - Land and Const. |
| n. 5th Ave Ext. Parking Garage - Land and Const. |
| o. Lake Park Master Plan Implementation |
| p. River Park Master Plan Implementation |
| q. Anthony Park Master Plan Implementation |
| r. Miscellaneous Marketing |
| s. Miscellaneous Drainage Improvements |
| t. Miscellaneous Potable Water Improvements |
| u. Miscellaneous Wastewater Improvements |

The 11-30 Year Capital Improvement and Implementation Plan provides a guide to the CRA for prioritizing projects.

Redevelopment Plan Strategies

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Redevelopment Plan Strategies

Questions and Comments



Finance and Administration

Revenue Projections

- **Assumption**

- 4.0% increase in 2015
- 3.5% increase in 2016
- 2.5% thereafter
- Millage rates remain constant

Note: Property tax law limiting millage rate v. rolled back rate may cause instability

- Two new projects worked into estimates:
 - Mangrove Bay Residential at \$23.8 million in 2017
 - Naples Square at:
 - \$89 million in value for residential portion in 2017
 - \$9 million for future office/commercial in 2019

- **Projected Total Increment Revenue through 2043 - \$117.6 million**
- **Projected Total Revenues - \$118.8 million (including interest income)**

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Finance and Administration

Illustrative Funding Scenarios

- Three scenarios presented
 1. Pay-as-you-go
 2. Upfront borrowing of \$20 million in FY 2015
 3. Upfront borrowing of \$20 million in FY 2015 and secondary borrowing of \$10 million in FY 2027
- 10-year Capital Implementation Projects shown separately from 11-30 Year Long Term projects.
- *Note: Illustrative Funding Plan is an example to show funding is feasible*
 - CRA may prioritize according to opportunities and needs



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Finance and Administration

Finance – Illustrative Funding Scenarios

- Scenario 1 – Pay-as-you-go
 - All projects funded by FY2039
 - \$12.4 million remaining for enhancements of projects or additional projects
- Scenario 2 – Upfront borrowing of \$20 million in FY 2015
 - Borrowing of \$20 million , 1.5% borrowing costs, 4.5% interest, 25 year term
 - Almost all 10 year capital projects funded in FY 2015
 - Remaining 10 year capital projects funded by FY 2020
 - All projects funded by sunset date FY2043
 - \$3.5 million remaining for enhancements of projects or additional projects

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Finance and Administration

Finance – Illustrative Funding Scenarios

- Scenario 3 – Upfront borrowing of \$20 million in FY 2015 and \$10 million in FY 2027
 - FY 2015 \$20 million bond, 1.5% borrowing costs, 4.5% interest, 25 year term
 - FY 2027 \$10 million bond, 1.5% borrowing costs, 6.0% interest, 15 year term
 - Almost all 10 year capital projects funded in FY 2015 remaining \$1.8 million in 10 year capital projects funded by FY 2020
 - All but one \$2.2 million project funded by last year (FY 2043)

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Finance and Administration

Other Funding

- Other Governmental Entities
 - Florida Department of Transportation (FDOT) – US 41/Tamiami Trail
 - Collier County – Goodlette-Frank Road
 - City of Naples – Still have responsibilities within CRA
- Grants
 - Various FDOT programs from beautification
 - Community Development Block Grants (CDBG)
 - U.S. Economic Development Administration (EDA)
- Special Assessment and Neighborhood Improvement Districts
 - Direct assessments to benefiting property owners for specific improvements
 - Improvement Districts (like 5th Ave. South Business Improvement District)



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Finance and Administration

Questions and Comments



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Schedule

October 14, 2013- Community Redevelopment Agency recommendation

November 13, 2013- Planning Advisory Board review of Consistency with the Comprehensive Plan

To be determined- City Council adoption

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