

CRA Plan Amendment Planning Advisory Board Review Draft November 13, 2013





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Chapter 1 Executive Summary

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



In 1992, the City Council created the Redevelopment Task Force made up of business and property owners in the Downtown area. The Task Force advised the City Council to create a Community Redevelopment Agency based upon completing a Finding of Necessity Report. The Finding of Necessity established that that Downtown Naples had obsolete and deteriorated buildings, vacant lots,

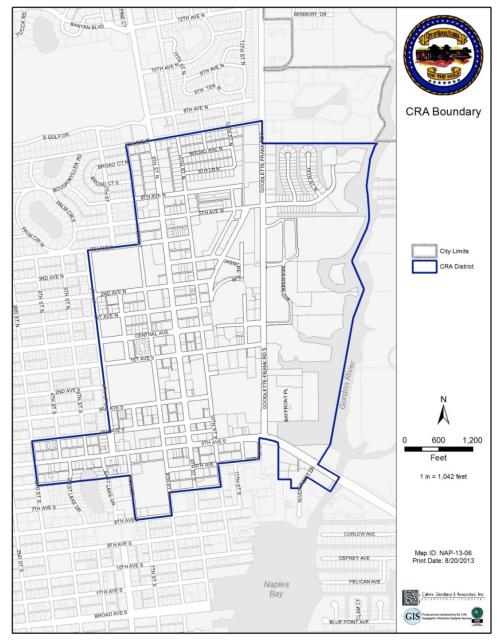
conditions which endangered the property by fire, faulty lot layout, diversity of ownership of small lots which makes reassembly difficult or impossible without public incentives and a shortage of public housing. After completion of the state-required Finding of Necessity for the Creation of a Community Redevelopment Agency, the City Council adopted the Finding of Necessity Report and created the Community Redevelopment Agency in 1994. Also, in 1994, the Community Redevelopment Agency adopted the Community Redevelopment Plan with the Fifth Avenue South Master Plan included within the Community Redevelopment Plan. The 1994 Community Redevelopment Plan is attached hereto as Appendix C, and made part of this CRA Plan. Upon adoption of this plan amendment by the Naples City Council, the Naples CRA will exist through the end of the FY 2043 (thirty years from adoption) per Section 163.362 (10) Florida Statutes.

Significant accomplishments of the CRA since its inception include:

5th Avenue Special Overlay Zoning District

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

The following map shows the Community Redevelopment Area.



Map 1-1 Community Redevelopment Area

The City of Naples began an investigation into the potential of extending the life of the Community Redevelopment Agency (CRA) by amending the CRA Plan in order to refinance its

existing debt so it can continue its work on multiple capital improvement projects. The 1994 CRA Plan is scheduled to sunset in 2023. The City and the CRA wished to continue to encourage investment in the highly successful Naples Community Redevelopment Area. While the economic downturn affected some CRA Plan projects, the Naples CRA,



City Council and community were optimistic about growth and continuing improvements in the area.

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

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

Public participation included two workshops to receive public input for the CRA Plan Amendment. The first workshop was held on March 19th at the River Park Community Center and the second was held on March 28th at the Woman's Club. The consultant team also met with a number of individuals including homeowners' organizations, business groups, development community representatives, civic organizations, CRA Board members and City staff and community organizations in stakeholder interviews in March and April 2013.

The Assessment of Existing and Future Market Conditions in Appendix B concluded that the CRA was recovering more quickly than the City and the County and that Naples and the CRA are well positioned to benefit from increasing interest from private investors seeking to capitalize on a recovering market in an "A" location. The study shows the following demand estimates:

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

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

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

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

- Interim and Ultimate Streetscape Plans
- Identification and improvements to create a Medical District
- Blue Zone healthy community programs and designation

- Arts and Civic District creation
- Natural Naples ecotourism development through the creation of a Gordon River Blueway and Gordon River Park
- Wayfinding Design Theme and Plan
- US 41/9th Street Bypass/Goodlette-Frank Road Improvement
- Additional parking lots and structures
- Neighborhood plans and implementation for Lake Park, River Park and Anthony Park neighborhoods
- Marketing for Downtown Naples

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

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

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

Chapter 2 Existing Conditions

A. Existing Development

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

Midtown Transitional District

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

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

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

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



Map 2-1 Redevelopment Plan Districts and Strategies

improved streetscaping.

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

Design District

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

The Design District is successful and functional. The area north of Central Avenue is pedestrian friendly with narrow streets, onstreet parking, pedestrian scale landscaping, benches, and wide sidewalks. 10th Street itself is well landscaped and has benches along the roadway and a significant amount of parallel, on-street parking. Crosswalks are well marked with colored pavers that



contrast the roadway appearance makes it easier for pedestrians and motorists alike to delineate where to expect pedestrians crossing the roadways. The street also contains pedestrian-scale street lighting.

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

10th Street itself is well landscaped, and contains landscaping with benches along the roadway and a significant amount of parallel, on-street parking. Parking is at a premium in the area since many of the businesses on 10th Street do not have sufficient on-site parking. Crosswalks are well marked with colored pavers that contrast the roadway appearance makes it easier for pedestrians and motorists alike to delineate where to expect pedestrians crossing the roadways. The street also contains pedestrian-scale street lighting.

Despite the success of the area, the Design District is not well identified. There are several locations along 10th Street and US 41/9th Street where signage that defines the boundaries of the area could be located. Signage within the area is not uniform and the few signs are of poor quality or design. This eclectic mix of signs also adds to the area given the larger number of design-related firms.

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

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

Medical District

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

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

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

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

Central Avenue

Central Avenue must be singled out in this area as it is a very under-utilized corridor. Different segments of this roadway throughout the CRA have very different characteristics and do not provide a smooth transition from one area to the next. Central Avenue in the Midtown Transitional Area is more residential in nature. In the Design District, Central Avenue has mostly retail



uses. The roadway contains minimal landscaping in the right-of-way. Streetscaping including on-street parking would add to the character of the area. While first-hand investigations could not confirm it, several residents during public input sessions indicated there are some stormwater issues along the roadways. This roadway is a major east-west corridor through the City. Central Avenue will become a much more utilized roadway when the Gordon River Park and new homes along the river (Mangrove Bay) are developed in addition to redevelopment of the Naples News site.

5th Avenue Overlay

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



Buildings in the area are a mix of new construction (within the last 10 years) and older buildings whose appearance has been well maintained. There is an excellent scale of buildings to the width of the right-of-way and the area has significant density while not having a "canyon" feeling to it. The majority of buildings are occupied though some limited vacancies occur.

Restaurants catering to most any budget can be found along the corridor. On 5th Avenue South, there are significant landscaping and streetscape elements (i.e. pavers, trash receptacles, benches), though some of the landscaping is beginning to get a little mature and woody. Moveable planters (pots) have been placed at some intersection locations which have added to the overall appearance but at close inspection, these pots are not necessarily the ideal method for this enhancement with some spilling dirt around them and others are dirty or cracked.

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

opportunities to rest. Many buildings have awnings and additional landscaping and many of the restaurants offer outdoor seating.

The Avenue is not as bicycle friendly as it could be. There are no bicycle lanes and few bicycle racks in the area. While it is unlikely that bike lanes can be added to the right-of-way due to its limited size, bike racks could be easily added in a number of convenient locations.

As mentioned previously, buildings are well maintained and signage is minimal and designed for the pedestrian more than the vehicular traveler though once on the Avenue, there is limited wayfinding signage to easily and clearly direct visitors to public parking garages or other destinations outside of the 5th Avenue Corridor.

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

Arts and Civic District



Naples residents have created an active visual art and performing arts culture. Cambier Park is already the center for a number of successful arts and musical festivals. Stakeholder and public workshop participants indicated a need for an Arts Park or Arts District capitalizing on the von Liebig Center and the Gulfshore Playhouse housed in the Norris Center in the south end of Cambier Park. The park is home to

events such as the Jazz Concert series, Art in the Park, and the Naples National Art Festival. The Naples Wine and Jazz Festival also take place at Cambier Park. Consistently voted among the top ten art festivals in the country, the Naples National Art Festival sponsored by the Naples Art Association was ranked in the top 10 fine art festivals. The festival is held in scenic Cambier Park and along 8th Street. Two art festivals also take place on 5th Avenue South - the Downtown Naples New Year's Art Fair and the Downtown Naples Festival of the Arts. The 12.84 acre Cambier Park was named after William Cambier, a town engineer instrumental in development of the City of Naples in 1926. Cambier Park is also home to additional facilities such as Norris Community Center, Arthur L. Allen Tennis Center, shuffleboard, bocce, a bandshell, playground, softball field, covered pavilion, and green space.

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

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

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

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

Both sides of 5th Avenue South east of US 41/9th Street are underutilized. The north side consists of vacant land and several smaller buildings and the Naples Depot Museum. The south side contains several office buildings and the former St. George and the Dragon restaurant. While the office buildings are multi-story, the sites have suburban rather than urban

style, with significantly-sized, surface parking lots. These lots break-up the continuity of the pedestrian experience effectively stopping pedestrian traffic from the more activity-filled areas of the Avenue directly to the west. Pedestrian traffic is further hampered by the high volume of traffic that is present on this wider stretch of the roadway.

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

US 41 Gateway Area



Across the bridge to the east of the 5th Avenue Extension Area is a mix of properties that are completely disjointed from the remainder of the redevelopment area. Properties on the north side of the Avenue in this area include a two plus acre site with boat slips and a small building that is currently vacant and plus an unoccupied restaurant building (which is outside of the

Redevelopment Area). On the south side there are several commercial fishing docks/boat slips and boat stowage facilities. This area does not present itself as connected to the remainder of the CRA, nor does it appear connected to properties on the western side of the Gordon River. There is great redevelopment potential for the properties on the north side of the Avenue in this location, though those on the south side are unlikely to redevelop due to the demand for boat stowage in the area as indicated by public input. Streetscaping in this area is appropriate within the roadway though landscaping off of the right-of-way is of limited scale. This particular area, as the gateway to downtown Naples, would be an excellent location for grand entranceways and the initial signage of a wayfinding sign program.

Goodlette-Frank Road

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

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

Neighborhoods

Lake Park Neighborhood

This neighborhood is comprised of smaller-to-medium sized, single-family homes. The lot sizes average 0.22 acres and the average home appears to be between 1500-1700 square feet. All of the homes front on a street and have rear alleyways and there are no sidewalks except that portion of the area that fronts on 10th Street North. The alleyways are fairly well kept and have a mixture of fencing and landscaping borders around the properties. The streets appear in reasonable condition and palm trees line the streets. There is a minimal amount of street lighting in the neighborhood. Some lighting in the alleys is lower and more pedestrian in scale.

Homes are generally in good shape and appear well maintained. Surrounding the neighborhood to the east and south is a sizeable "L" shaped, water retention lake, the southern portion of which is contained within the City's Betty Jones Memorial Park. The small western edge of this lake in the park is improved with benches and shade trees making an excellent pocket-park amenity to the area. Improvements to the retention lake and creation of a stormwater park are part of the Lake Manor Linear Park project at this site.

River Park Neighborhood

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



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

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

Anthony Park Neighborhood

This neighborhood contains a number of smaller homes. Most homes are approximately 800 square feet and with a few approximately 1700 square feet in size. Almost all of the homes are located on canals with access to the Gordon River and to Naples Bay (though bridges prevent

most tall boats from reaching the bay and gulf from these homes), a church, an apartment



complex and a municipal park.

The homes are a mix of those that are well-maintained and those that need significant rehabilitation. There is a concern about the condition of seawalls and the future expense required by property owners to repair them. The apartment complex is

clean and its appearance is well maintained. The complex was built in 1969 and does not have significant landscaping. The church is clean in appearance though its parking lot could use resurfacing and the site has minimal landscaping.

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

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

B. CRA Future Land Use

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

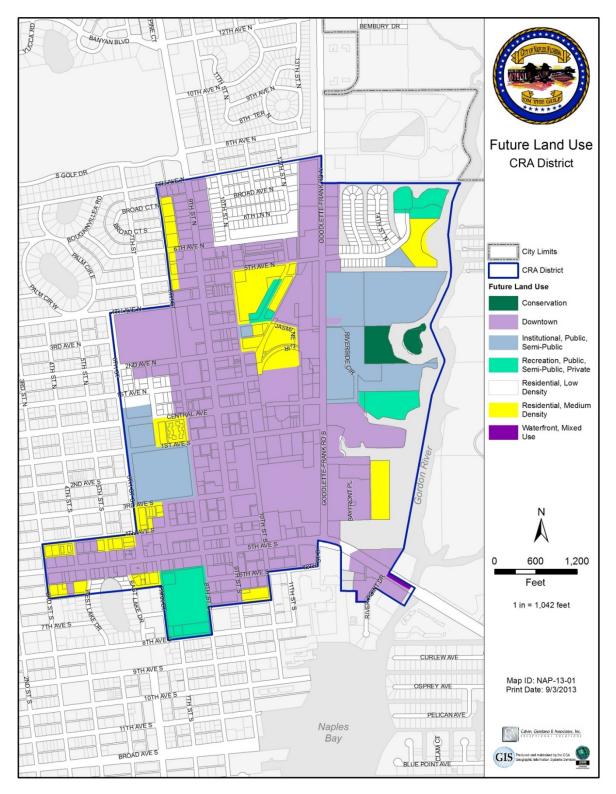
Low Density Residential and Medium Density Residential uses make up another 11.44% and 9.96% respectively. Low Density Residential allows residential development up to six (6) dwelling units per acre and Medium Density Residential allows residential development up to twelve (12) dwelling units per acre.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

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

Table 2-1CRA Future Land Uses

Source: City of Naples

Map 2-2 Future Land Use



C. CRA Zoning

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

5th Avenue South Special Overlay District

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

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

D Downtown

The D Downtown Zoning district was also created based upon a master plan to encourage redevelopment along US 41 and Goodlette-Frank Road. Building placement, setback zones, standards for site and building design, signage standards, parking and landscape requirements all serve to ensure that development and redevelopment will occur consistent with the master plan. The original D-Downtown Code was established in 1998 and in 2000, the Heart of Naples Committee was established and the Committee made recommendations for changes to the code to encourage mixed use and pedestrian-friendly streets. In 2003, those changes were

adopted. Residential density is 12 dwelling units per acre with a density bonus up to 30 dwelling units per acre with provision of public open space or payment for the additional density. The D Downtown zoning district encompasses 27% of the total land area of the CRA.

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

Table 2-2

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

CRA Zoning

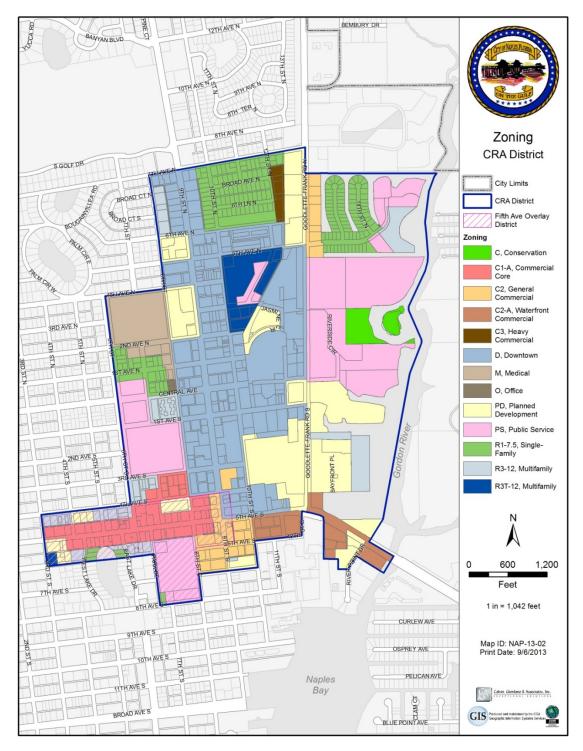
Source: City of Naples

Charter and Height Limits

The Charter states that, "[a]II commercial zoning districts in the City of Naples shall be limited to three floors and building heights of 42 feet to the peak of the roof, measured from the first floor,

FEMA elevation. Commercial zoning districts shall include Highway Commercial, C1 retail shopping, C1A commercial core, C2 general commercial, C2A waterfront commercial, C3 heavy commercial, C4 airport commercial, Industrial, Medical, Office, Planned Development, Downtown, and any future commercial zoning districts that Naples may create." Stakeholder and workshop participants did not indicate a need to change height limitations in the charter and were generally satisfied with this requirement.

Map 2-3 Zoning Districts



D. Existing Land Uses

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

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

Table 2-3

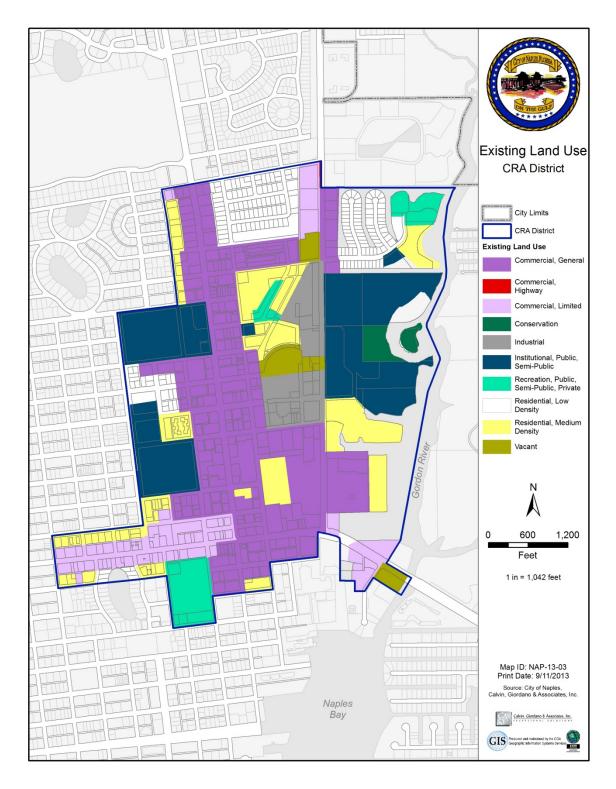
Existing Land Use	Total Acreage	% of Total Area
Commercial	236.0685	42.55%
Industrial	30.73837	5.54%
Institutional	97.87912	17.64%
Recreation	25.10802	4.53%
Low Density Residential	61.48589	11.08%
Medium Density Residential	77.10999	13.90%
Vacant	19.04798	3.43%
Conservation	7.381444	1.33%
Total	554.8193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

CRA Existing Land Use

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



Existing Land Use



E. Number of Dwelling Units

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

F. Publicly-owned Lands

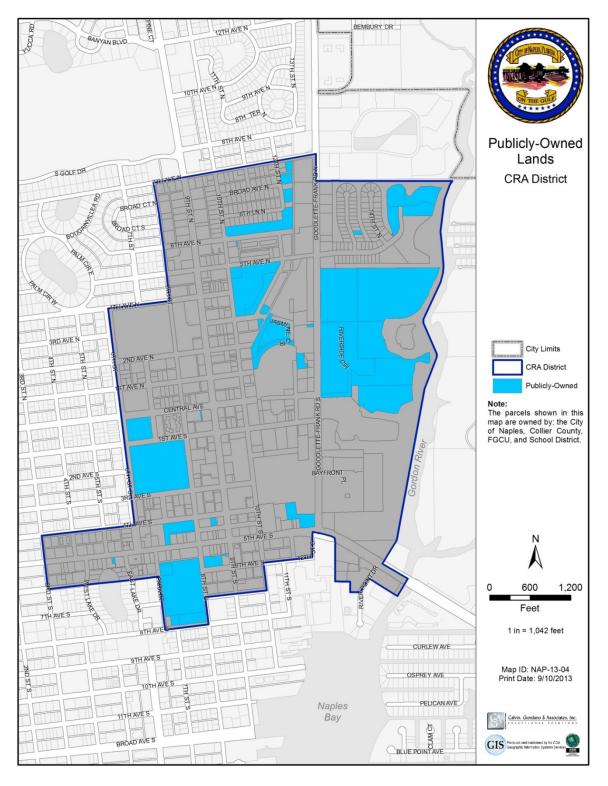
Publicly-owned lands within the CRA, totaling 123.07 acres, include city parks, city facilities, state university property, a school and a post office. City parks within the Community Redevelopment Area include:

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

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

The City also owns the property at George Washington Carver Apartments and Jasmine Cay which are leased to private entities.

Map 2-5 Publicly-owned Lands



G. Existing Utilities in the CRA

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

Water

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

Wastewater

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

Reclaimed Water

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

Lake Manor Linear Park

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

Stormwater Diversion and Aquifer Storage and Recovery (ASR)

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

Solid Waste

The City of Naples Solid Waste Division is responsible for solid waste service for commercial and residential customers within the CRA.

H. Existing Transportation Conditions

An analysis of existing conditions was performed for the Redevelopment Area with an emphasis on selected corridors. The analysis examined existing traffic trends, transit, sidewalk connectivity, and bicycle facilities throughout the study area. In addition, a Level of Service (LOS) analysis for critical roadways was also performed, which is an indication of how close to capacity roadways are operating.

Major Roadways



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

City of Naples, US 41 is designated as State Road 45/State Road 90/Tamiami Trail and falls under the jurisdiction of the Florida Department of Transportation.



and Collier County.

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

Transit

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

Table 2-4 CRA District Existing Transit

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

Source: Collier County Area Transit Map

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

Bicycle Facilities

A bicycle map provided by the Collier County Metropolitan Planning Organization (MPO) was

reviewed to evaluate existing bicycle facilities throughout the Redevelopment Area. It was noted that there is a relatively low number of bicycle lanes provided throughout the Redevelopment Area and the City of Naples as a whole. Based on the information provided by the MPO Bicycle Map, a summary of roadway segments within the



redevelopment area with bicycle facilities is presented below

Table 2-5 Existing Bicycle Facilities

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

Source: City of Naples

*Paved shoulder - does not include dedicated Bike Lane signage

Sidewalks

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



reported as deficient. The roadway segments with sidewalk deficiencies are presented below.

Table 2-6 Sidewalk Deficiencies

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

Source: Calvin, Giordano & Associates, Inc.

Crosswalks and Pedestrian Facilities

Pedestrian crosswalks are provided at most of the major roadway intersections within the Redevelopment Area including a recently constructed signalized crosswalk (June 2013) on the north leg of the intersection of US 41/5th Avenue South and US 41/9th Street South. It should be noted that a pedestrian underpass is provided on the east leg of the intersection of Goodlette-Frank Road and 5th Avenue South which provides connectivity for pedestrians



and bicyclists between the Bayfront area and the Tin City area. However the CRA has identified this underpass as "not in keeping with the aesthetics of the City of Naples" and is considering a Capital Improvement project to improve the pedestrian facility.

Level of Service Analysis

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

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

Table 2-7					
Existing Conditions LOS Summary					

Source: City of Naples Quarterly Traffic Counts **vpd=vehicles per day, LD=Lanes Divided, LU=Lanes Undivided

Planned Transportation Improvements

The Florida Department of Transportation (FDOT) *Five Year Work Program*, Collier County's Metropolitan Planning Organization (MPO) *Transportation Improvement Program (TIP)* and the 2035 *Long Range Transportation Plan (LRTP)* were reviewed to identify programmed transportation related improvements not included in the CRA Capital Improvement Project (CIP) list; the corresponding projects are presented in

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

Table 2-8

Source: FDOT Five-Year Work Program

Chapter 3 CRA Redevelopment Strategies

A. Redevelopment Goals, Objectives and Policies

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

Redevelopment Goals:

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

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

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

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

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

Objectives and Policies

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

Policies:

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

Housing Objective: To protect and preserve the stable residential areas within and adjacent to the Redevelopment Area and expand the residential sector of the downtown by facilitating

mixed uses in new construction and the rehabilitation of existing structures.

Policies:

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

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

Policies:

- 1. Include both public and private open space within the downtown.
- 2. Improve the existing facilities and expand the programs offered in the various parks within the Redevelopment Area.
- 3. Support the creation of public spaces that attract users to the Redevelopment Area that will subsequently support businesses and other uses within the Redevelopment Area.
- 4. Encourage and support the planning and implementation of connections between open spaces and parks within the Redevelopment Area through the use of signage programs and identified pathways for bicycles, pedestrians and other modes of transportation.

Environmental Objective: To create an attractive, safe and comfortable environment that is conducive to activities during the day and at night.

Policies:

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

<u>Transportation Objective</u>: To provide an integrated transportation system within and to the downtown.

Policies:

1. Provide appropriate traffic control devices which are integrated with the design of the

downtown and which will improve traffic accessibility and internal circulation.

- 2. Provide for a more integrated system of conveniently located, visible and readily accessible parking.
- 3. Establish a safe, comfortable and inviting pedestrian and bicycle circulation system within the downtown.
- 4. Provide for handicapped individuals in the design of all circulation system elements.
- 5. Improve accessibility and parking facilities for bicyclists.
- 6. Continue discussions with DOT regarding US 41 issues.
- 7. Establish appropriate truck routes through the downtown area.
- 8. Provide for traffic calming techniques and devices.
- 9. Provide for greater flexibility in parking codes.
- 10. Encourage the development of Complete Streets throughout the Redevelopment Area to promote the use of streets by all appropriate methods of transportation.
- 11. Provide for a wayfinding system throughout the Redevelopment Area to provide identification of key destinations or sites.

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

Policies:

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

<u>Cultural Objective</u>: Develop a cultural action plan which is based on a comprehensive needs assessment process. The plan will be used as an agenda for integrating the arts, humanities and cultural amenities of the community.

Policies:

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

B. Redevelopment Programs by Area

B1. Midtown Transitional Area



The Midtown Transitional Area is the area bordered by US 41/9th Street South to the east, 6th Street South to the west, Central Avenue to the north and 4th Avenue South to the south, except south to 5th Avenue South along the US 41/Tamiami frontage. This area is referred to as the Midtown Transitional Area as the portion of this area of the greatest concern is that portion that

fronts on US 41/Tamiami Trail and extends back to 8th Street North. This portion transitions other areas, such as 5th Avenue South, the Medical District, and the Design District into one another.

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

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

The best strategy is to strengthen the existing uses and promote it as a district for neighborhood

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

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

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

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

Specific recommendations for the Midtown Transitional include:

• Zoning Code Amendments. Consider amending the zoning code with reduced front

setback requirements.

• 8th Street Streetscaping. Introduce streetscaping similar to 10th Street on this roadway.

B2. US 41/9th Street South in the Midtown Transitional, Medical District and Design District Area

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

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

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

Finally, 4th Avenue South has limited on-street parking, full curbs, and a ten foot landscaped, greenspace on both sides of the road between the curb and sidewalk. The CRA should also

seek to add a clearly identifiable sidewalk extension (with road edge curbing) and landscaping along the frontage of the 5th Avenue Parkway parking area.

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

- US 41/9th Streetscape improvements including the following interim improvements:
 - o Banner poles and streetlights
 - Right-of-way landscaping that highlights the area, provides shade, and where possible, provide landscaped medians.
- Consideration of streetscape plans with on-street parking and sidewalks as part of the public right-of-way for 1st Avenue South, 3rd Avenue South, 4th Avenue South, and 4th Avenue North.



- Adding clearly defined sidewalk extension on 5th Avenue Parkway.
- A gateway feature in the vicinity of the intersection of US 41/9th Street and 4th Avenue North or Central Avenue.

B3. Medical District

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

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



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

clearly defined and growing Medical District.

Blue Zone Project

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

Characteristics of Blue Zone community lifestyles:

- 1. Move Naturally The world's longest-lived people don't pump iron, run marathons or join gyms. Instead, they live in environments that constantly nudge them into moving without thinking about it. They grow gardens and don't have mechanical conveniences for house and yard work.
- 2. Purpose. The Okinawans call it "Ikigai" and the Nicoyans call it "plan de vida;" for both it translates to "why I wake up in the morning." Knowing your sense of purpose is worth up to seven years of extra life expectancy
- **3. Down Shift** Even people in the Blue Zones experience stress. Stress leads to chronic inflammation, associated with every major age-related disease. What the world's longest-lived people have that we don't are routines to shed that stress. Okinawans take a few moments each day to remember their ancestors, Adventists pray, Ikarians take a nap and Sardinians do happy hour.
- **4.80% Rule** "Hara hachi bu" the Okinawan, 2500-year old Confucian mantra said before meals remind them to stop eating when their stomachs are 80 percent full. The 20% gap between not being hungry and feeling full could be the difference between losing weight or gaining it. People in the Blue Zones eat their smallest meal in the late afternoon or early evening and then they don't eat any more the rest of the day.
- 5. Plant Slant Beans, including fava, black, soy and lentils, are the cornerstone of most centenarian diets. Meat—mostly pork—is eaten on average only five times per month. Serving sizes are 3-4 oz., about the size of deck or cards.
- 6. Wine @ 5 People in all Blue Zones (except Adventists) drink alcohol moderately and regularly. Moderate drinkers outlive non-drinkers. The trick is to drink 1-2 glasses per day (preferably Sardinian Cannonau wine), with friends and/or with food. And no, you can't save up all weekend and have 14 drinks on Saturday.
- **7. Belong** All but five of the 263 centenarians we interviewed belonged to some faith-based community. Denomination doesn't seem to matter. Research shows that attending faith-based services four times per month will add 4-14 years of life expectancy.
- 8. Loved Ones First Successful centenarians in the Blue Zones put their families first. This means keeping aging parents and grandparents nearby or in the home (It lowers disease and mortality rates of children in the home too.). They commit to a life partner (which can add up to 3 years of life expectancy) and invest in their children with time and love (They'll be more likely to care for you when the time comes).
- 9. Right Tribe The world's longest lived people chose–or were born into–social circles that supported healthy behaviors, Okinawans created "moais"–groups of five friends that committed to each other for life. Research shows that smoking, obesity, happiness, and even loneliness are contagious. So the social networks of long-lived people have favorably shaped their health behaviors.

Source: www.bluezones.com

Built Environment

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

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

Walkable Communities

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

- A 32% increase in minutes of walking and biking
- A ¼ point reduction in body mass index (BMI) (about one pound)
- A 6.5 % reduction in per capita vehicle kilometers traveled
- A 5.5 percent reduction in ozone precursors¹

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

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

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

- Partnership. Partnering with the City of Naples and a strategic partner such as the Naples Community Hospital to qualify as a Blue Zone Community.
- Mobility. Improving pedestrian and bicycle activity by enhancing walkways, bike lanes, and wayfinding within the Community Redevelopment Area can increase opportunities for physical exercise.
 - Introduction of complete streets concepts combining pedestrian, bicycle, and automobile facilities in new street construction or the reconfiguration of existing streets will enhance opportunities for physical exercise.
 - Improvements that enhance the safety of pedestrian and bicyclists also encourage walking and cycling. The CRA can offer specific opportunities within the Community Redevelopment Area that create walking groups including "walking school buses" where children are chaperoned by adults and walk as a group to school. These walking groups provide two purposes: activity and social interaction.
- Social interaction. Opportunities for social interaction can also be fostered through supporting the arts and creation of the Arts and Civic District. A central area for art, cultural and civic activities will create opportunities for social gathering and volunteer activities, components of a healthy lifestyle and longevity. These activities also encourage residents to find their sense of purpose, one of the nine characteristics of Blue Zone Communities.
- Diet. Healthy eating can be combined through community gardens where residents have opportunities to grow their own vegetables. Local food production promotes a higher intake of fresh fruits and vegetables. Likewise, coordinating with restaurants on healthy eating also contributes to the CRA's overall health. Restaurants could be encouraged to also contribute to a healthy lifestyle by offering half-size entrée portions, salads as an alternative to French fries, and only offering bread baskets if requested by customers.
- Monitoring. The Naples CRA can track its success in the creation of a Blue Zone Community by utilizing the Gallup-Healthways Well-Being Index. Also the Center for Disease Control's Healthy Communities Program provides funding and technical assistance to select communities, states, and national groups to help them prevent chronic diseases at the local level.

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

Specific recommendations for development the Naples Medical District include:

- Marketing. Efforts to attract new doctors to the area and give new emphasis on the hospital and to other facilities within the immediate area. The CRA should work closely with the hospital and other health-care providers to identify current trends and specialty areas. The CRA could then prepare a detailed marketing strategy to attract new providers that can fill current and future demand for services.
- Identification. The Medical District should be clearly identified through wayfinding and signage. Banners utilizing medical themes can also mark the area. Facilitating safe and easy travel around the district is important for visitors. Orientation kiosks can also be placed at street level by sidewalks to allow pedestrians to find their way.
- Inducements. Medical office space can be expensive when electric services such as data wiring water and sewer services are needed. The CRA could create programs to waive permit fees and water/sewer impact fees for new or upgraded facilities.
- Attract a high profile biotechnology institution, destination specialty medical center and/or medical college. The CRA may act as a liaison to attract a biotechnology institution, specialty center such as an Alzheimer's Center, or medical college. The CRA can guide the new center through the development review process. Partnerships with colleges such as the Florida Gulf Coast University should be considered.
- Streetscaping. Attractive landscaping, street furniture and lighting that highlight and define the Naples Medical District is also important.
- Pedestrian facilities. The ability to safely walk amongst the Naples Community Hospital, nearby medical buildings, and cross US 41 to complementary services such as restaurants is important to the creation of this district.
- Transit. The CRA can advocate for increased transit opportunities to the Naples Medical District to ensure equal access to the area by patients and employees.
- Creation of Blue Zone projects. Attaining a Blue Zone designation through a partnership

between the Naples Community Hospital, medical facilities, the CRA, and the City to create programs that promote wellness and longevity will support the marketing of the Naples Medical District.

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

B4. 5th Avenue Overlay

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

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

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

B5. Arts and Civic District



Cambier Park is already the center for a number of successful arts and musical festivals. Stakeholder and public workshop participants indicated a need for an Arts Park or Arts District capitalizing on the von Liebig Center and the Gulfshore Playhouse housed in the Norris Center in the south end of Cambier Park. To the east is Naples City Hall, center for municipal government and to the west is the Naples Woman's Club, the building for the active

and successful civic association. The City of Naples City Hall is on 8th Street South. While not in the Redevelopment Area, it provides a center for civic activities on the east side of this district. On the west side of this area, is the Naples Woman's Club which supports the potential for civic activities within the district.

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

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

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

- o Arts and cultural educational programs
- o Unified wayfinding and signage for the district
- Funding sources and implementation plan
- Arts and Civic District Master Plan Implementation. The CRA may contribute to art, cultural, and programming plus infrastructure and building space to support the Arts and Civic District.
- Coordination with the City. The CRA should coordinate with the City on integration of City Hall into the Arts and Civic District. Because City Hall is not directly in the CRA,
 - CRA funds cannot be invested in City Hall facilities or other physical enhancements of the property.
- Marketing. The Arts and Civic District can be marketed as the center the arts, culture, and government facilities within the City of Naples to both residents and visitors through social media, a website for the district, and resources for visitors such as Visitflorida.com.



B6. 5th Avenue Extension



This district is key to the future expansion of activity along 5th Avenue South. Currently, the activity on 5th Avenue South begins at the Four Corners location where US 41/Tamiami Trail turns from westward along 5th Avenue South to northward along 9th Street South. Eastward of Four Corners, pedestrian mobility is disrupted due to the significant change in traffic patterns in this area. The more heavily trafficked portion of 5th Avenue South is quite dangerous to cross on foot and the volume of traffic prevents on-street parking and a more pedestrian scale environment. As a result, the area does not experience the customer base as does that area one block to the west of the

intersection. Currently the south side of the roadway in this area contains mostly office uses and a vacant restaurant site (formerly St. George and the Dragon). In most of the area between 5th Avenue South and 6th Avenue South, buildings cover approximately 50% of the land area, with the remainder comprised of minimal landscaping and extensive surface parking areas. These parking areas are at the rear and along the side of the buildings. Nearly half of the frontage on the roadway is open parking lots. This contrasts with the stretch of 5th Avenue South to the west of this area where building coverage is approximately 75% and all of the surface parking is to the rear of the buildings.



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

The potential for a parking deck with first floor liner, retail space that fronts on 6th Avenue South,

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

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

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

The CRA should encourage additional development on the vacant parcels to be compatible with those that exist on 5th Avenue South to the west of this area through inducements or appropriate regulatory changes. The zoning along US 41/5th Avenue South includes C1-A Commercial Core, C2 Commercial General, C2-A Waterfront Commercial on the south side with some D Downtown parcels on the north side. The following table compares the various zoning districts

along the 5th Avenue Extension area. The front yard setbacks vary from no setback on the 5th Avenue Overlay to a 20 foot front yard setback in the C2-A Waterfront Commercial Area.

Table 3-1

Required Front Yard Setbacks

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

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

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

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

- Zoning Code Amendments. Review zoning requirements and consider development of a regulating plan for the 5th Avenue Extension to be incorporated into the zoning code. Encourage redevelopment of multi-story buildings to have consistent setback requirements to provide more continuous pedestrian experience.
- Create 6th Avenue Secondary Pedestrian Way. Utilize lighting, brick pavers, street trees, wayfinding to create an attractive route for walkers.
- Connectivity. Ensure there is connectivity to the Grand Central Station site.
- US 41/5th Avenue South Streetscape improvements similar to US 41/9th Avenue including the following interim improvements:

- o Banner poles and streetlights.
- Right-of-way landscaping that highlights the area, provides shade, and where possible, provide landscaped medians.
- Gateway. A gateway feature in the vicinity of the intersection of US 41/5th Avenue South and Goodlette-Frank Road would announce the entry into Downtown Naples.

B7. US 41 Gateway Area

This area includes four parcels of which two are currently developed, one is partially developed with a marina, and one is completely vacant. Of greatest importance to the CRA however, is the potential for gateway elements to be placed along this stretch of US 41/Tamiami Trail. The island is the entryway to downtown and the CRA should put interesting, eye catching gateway features at locations in this area. Entrance signage, sculpture(s), towers, or other such elements would begin announcing the arrival into Downtown Naples. With the vacant land on the island, it may be possible for the CRA to obtain property or easements on these sites to construct such facilities.

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

Specific recommendations for the US 41 Gateway area may include:

- Create destination use such as a restaurant to support water-related uses and blueway.
- Install gateway features to begin entry into Downtown Naples.
- Underground utilities to avoid interference with entryway into Downtown.

C. District wide Strategies

C1. Natural Naples: Eco-tourism

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



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

trails and stop off points to enhance the experience.

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

Recommendations for creating and enhancing eco-tourism and the blueway might include:

- Blueway Trail Creation
 - Canoe, kayak, paddle board, motor boat, and bicycle rental facilities along Gordon River
 - o Investment in blueway trail marking and information kiosks
 - Trail maps and website development for the blueway
- Blueway and Eco-tourism Facilities
 - Creation of eco-tourism facility and blueway launch point at vacant parcel north of US 41/5th Avenue S and at Gordon River Park.
 - Launch facilities with automobile and bicycle parking facilities
 - Restroom and changing facilities
 - Coordinate with Gordon River Greenway to share facilities
- Signature Park
 - Create a signature park through a master plan process for Gordon River Park.

C2. Neighborhood Plans

There are three distinct residential neighborhoods within the CRA- Anthony Park, River Park and Lake Park. Lake Park is a larger area that extends outside the CRA. Approximately twenty percent of this neighborhood lies in the CRA. The CRA has invested in these neighborhoods through expenditures in the River Park Community Center, lighting and stormwater improvements in Anthony Park, and projects are planned for Lake Manor Linear Park and lighting on 6th Avenue. Aging neighborhoods need investment to ensure they keep their value and ensure quality of life for the resident. These neighborhoods are also a source of workforce and affordable housing within a City that has a higher than average housing prices. While the overarching connectivity and redevelopment strategies are geared towards ensuring that these neighborhoods are both well-connected to the areas of new employment and services and benefactors of the overall improvement of the surrounding area, the CRA may develop specific neighborhood master plans to further continue the overall investment in these specific neighborhoods beyond infrastructure improvements by providing branding strategies that celebrates the uniqueness and history of the community and by employing strategies that increase the quality of life of its residents. Projects may include improved infrastructure, lighting, signage and wayfinding, traffic calming, home improvement grants, landscape or park improvements.

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

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

C3. Community Policing

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

C4. Sustainability

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

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

- Reduced water use.
 - Encourage the use of xeriscape techniques and facilitate use of reclaimed water to reduce potable water usage.
- Green building program
 - The CRA may consider providing incentives for buildings that achieve state or nationally-recognized green building programs.
- Alternative energy
 - Encourage development of car charging stations or facilities for vehicles using alternative sources of energy. Use of solar panels where appropriate may also reduce energy usage.

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

C5. Wayfinding

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

Presently, there is a variety of competing wayfinding and signage styles throughout the CRA. The variety of styles reduces the potential for a unified identity in the area. The overall visual quality of the district can be significantly improved by the adoption of a cohesive signage package. Having a well-planned graphic identity will contribute to creating a cohesive sense of place and improving the use of the various destinations and businesses within the area by both daily users and visitors.







The various sign-types are mostly standard roadway signs with few stylized pedestrian wayfinding signs. There is a 5th Avenue South entryway sign which identifies this district; however, there is no continuity to assist residents and visitors in identifying and navigating throughout the Downtown Naples area beyond the 5th Avenue South destination.

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

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

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

Specific strategies for the CRA's wayfinding program include:

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

C6. Connectivity

Workshop and stakeholder interview participants expressed an interest in connectivity throughout the Redevelopment Area and connectivity from the Redevelopment Area to other areas of interest in the City of Naples. A connectivity plan can guide Downtown Naples toward the goal of providing access and circuitry for bicycles, and pedestrians, while preserving continual mobility for vehicles. Presently, the Redevelopment Area has an existing, well-connected street grid, beneficial for providing direct and alternates routes to various destinations and for allowing variations in the circuits and chosen routes of travel. This is a critical component in providing for a variety of users and directly impacts the walkability of the area. As such, the proposed connectivity plan seeks to take advantage of this connected grid to create primary and secondary circuits of pedestrian, bicycle, and vehicle routes as a strategy for engaging and connecting all corners of the CRA area and facilitating the connectivity of those assets beyond the CRA's boundaries.

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

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

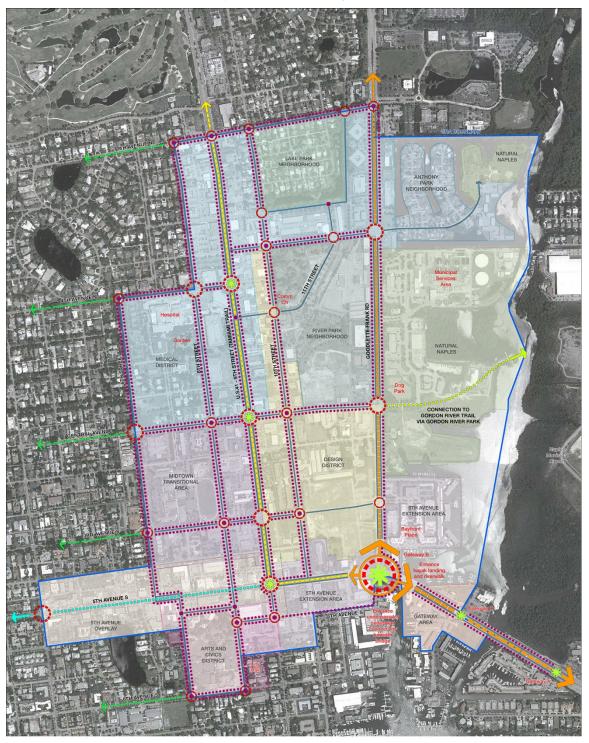
Because of the volume of traffic anticipated between the bridge and the Four Corners intersection, pedestrians and cyclists may be encouraged to utilize 6th Avenue South as an alternate connecting route to the Arts and Civic District and Tin City.

While the existing grid needs very little healing as much of it is well-connected, it is envisioned that Central Avenue will function as a primary east-west connector facilitating the two regionallysignificant features of the area: the Gordon River Park on the eastern boundary of Downtown Naples and the beach west of the Downtown area. As such, the plan envisions that Central Avenue functions as an important connective spine.

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

The following diagram shows the Connectivity Plan:

Map 3-1 Connectivity Plan



CRA CONNECTIVITY PLAN REDEVELOPMENT PLAN STRATEGIES LEGEND

MAJOR VEHICULAR REGIONAL CONNECTORS NEIGHBORHOOD SERVICES COMMERCIAL EXISTING COMMERCIAL CORRIDOR BICYCLE CONNECTION IMPROVEMENTS PEDESTRIAN CONNECTION IMPROVEMENTS SURROUNDING AREAS CONNECTORS RECREATIONAL TRAIL CONNECTOR

C7. Transportation Plan

US 41 Tamiami Trail and Goodlette-Frank Road Intersection

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

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

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

US 41/Tamiami Trail

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

Prior to the expansion of US 41/Tamiami Trail (from four lanes to six lanes) by the FDOT, the Naples City Council passed three separate resolutions in 1974, 1976 and 1977, opposing the

expansion. In 2001, a motion was filed by the Heart of Naples Committee in favor of rerouting US 41/Tamiami Trail to Golden Gate Parkway through Airport Road or Goodlette-Frank Road which was passed unanimously by the City Council in the same year. Based on input received from residents, the City of Naples, FDOT and Collier County Staff, it appears that although the existing roadway cross section may be a good candidate for modifications (such as incorporation of Complete Streets strategies), significant study, analysis and most importantly, public input would be necessary before moving forward with any traffic modifications. Included in Appendix E are suggested strategies that may serve as a catalyst to a public discussion of the feasibility of converting US 41/Tamiami Trail from its existing six-lane configuration to a "main street" corridor encouraging multi-modal transportation.

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

Interim Improvement Plan

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

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

Ultimate Improvement Plan

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

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

Four Corners Intersection

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

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

are efficient and address the appropriate traffic issues that may result from the transportation improvements.

C8. Redevelopment Inducements

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

A. CRA Projects to Promote Redevelopment and Customer Attraction

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

Parking Garages/Decks

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

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

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

properties in anticipation of construction of a garage or deck.

District Identification and Branding

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

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

B. Financial Inducements

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

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

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

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

C. Development Inducements

Direct Cash

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

Loan Guarantees

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

the interest rate or other fees/costs associated with the loan.

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

Cost of Land Buy-Down

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

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

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

Land Assembly

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

Land can also be assembled through a CRA negotiation of price and CRA obtained and transferrable options to purchase. An option to purchase is just that, an agreement that the CRA can purchase the property at a fixed amount at a later date. The transferrable nature of

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

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

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

Land Assembly Coordination (Self Assembly)

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

This is a method by which business owners can sell their land but still remain on the property.

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

Funding/Undertaking of Roadway or Other Infrastructure Improvements

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

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

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

Payment of Impact, Permit, or Plan Review Fees

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

The CRA can induce specific users through this type of inducement potentially making them available to certain business types or for specific development programs. Conditions and

restrictions can be placed upon any development or business as a condition of any agreement to pay.

Payment for Elements Allowing for Zoning Bonuses

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

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

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

D. Staff Development and Marketing Assistance

CRA Development Liaison

One of the few inducement items to have the highest cost-benefit ratio for the CRA and still have significant benefit to business owners, property owners and developers in the district is the provision of a staff person from the CRA acting as the liaison or "point" person for projects. This individual, who should have knowledge of the development process, would be responsible for coordinating permit reviews and approvals from the local governments. The liaison would insure that such reviews or permits were moving as quickly as possible through the approval process

and would communicate informational needs to the developer/business and their representatives. This process can save a company tens of thousands of dollars at very minimal expense to the CRA as development liaison services can have a greater effect on the bottom line than most any cash inducement.

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

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

CRA Business Liaison

Much like in the inducement for new development, the CRA could have an individual assigned to assist businesses in any issue related to governmental regulation, permitting, fees or the like.

Marketing Assistance - New Development

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

E. Inducements to Existing Property Owners

Property Improvement Grants

Programs to assist existing businesses or property owners in upgrading their appearances are a

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

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

Rental Assistance

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

The CRA should use extreme caution when utilizing a rental assistance program as there is no viable measurement of whether the inducement will insure the future viability of the business.



The CRA could provide 12 months of subsidy and at the end of those 12 months, the business closes.

Marketing Assistance – Business Community

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

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

F. Other Inducements

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

Awarding Inducements

It is important that the CRA only (except in exceptionally unique and rare instances) provide incentives, other than staff time or improvements that are owned by the public, after the granting

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

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

Inducements are an important element of enticing private development in the CRA, but they should be designed to "get the ball rolling". With this in mind the CRA should consider a higher level of incentive for the most desired uses as well as for the first few development projects. After the approval of these projects, the potential inducements should be reduced for the next few projects ultimately resulting in the withdrawal of inducement programs. For example, the first hotel or inn requesting approval my get an award of 75% of the increment generated, the second such project might only be eligible for 50% and the third, no inducement at all (this

example is designed to be illustrative and not a specific recommendation).

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

G. Inducement Program Conclusion

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

D. Ten Year Capital Improvement and Implementation Plan

This amended CRA Plan describes a number of redevelopment programs, strategies and capital improvements. In order to implement the CRA Plan in practical and functional manner the projects have been divided into a Ten Year Capital Improvement Plan and a longer term 11-30 Year Capital Improvement and Implementation Plan. The CRA may determine through annually budgeting how projects are further prioritized.

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

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

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

Anthony Park Neighborhood Plan

Marketing

Miscellaneous Marketing

Miscellaneous Zoning Code Amendments

Infrastructure

Miscellaneous Drainage Improvements

Miscellaneous Potable Water Improvements

Miscellaneous Wastewater Improvements

Miscellaneous Transportation Enhancements

E. 11-30 Year Capital Improvement and Implementation Plan

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

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

11-30 Year Capital Improvement and Implementation Plan
Arts and Civic District
Arts and Civic District Master Plan Implementation
Streetscape Improvements Cambier Park Art Walk
5th Avenue Overlay
Streetscape and Lighting Improvements
5th Avenue Extension
6th Avenue South Promenade
Special Features Gateways (US 41/5th Street)
Special realules Galeways (03 41/501 Street)
US 41 Gateway
Gordon River Bridge and Roadway Treatment
Gateway Gateway Feature Design and Construction-US 41/9th Street
Galeway Feature Design and Construction-03 41/9th Street
Transportation Plan
Bike Lane Improvements-Ultimate
Parking 5th Avenue South West End Parking Facility-Construction
D-Downtown Parking-Land Only
5th Avenue Extension Parking Garage-Land Acquisition and Construction
Neighborhoodo
Neighborhoods Lake Park Improvements Implementation

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

F. Neighborhood Impact of Redevelopment Programs

Section 163.362 of the Florida Statutes requires that if the redevelopment area contains low or moderate income housing, the Community Redevelopment Plan must contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.

Relocation of Displaced Residents

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

Traffic Circulation

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

Environmental Quality

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

Community Facilities

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

Schools

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

G. Conformance with the City of Naples Comprehensive Plan

Florida Statutes require that the Community Redevelopment Plan conforms to the City of Satellite Beach Comprehensive Plan. This Community Redevelopment Plan conforms to the goals, objectives, and policies of the Comprehensive Plan according to Planning Advisory Board on [Add date of Planning Advisory Board meeting] in effect at the time. Any program recommended in this Community Redevelopment Plan that would require an amendment to the Comprehensive Plan, such as a land use amendment, shall not be effectuated unless such amendment to the Comprehensive Plan occurs.

Chapter 4 CRA Plan Operation

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

This Section is designed to give an idea of the potential for the CRA to be able to fund and implement the projects and programs outlined in this modified Community Redevelopment Plan. This Financing Plan should be utilized to understand the limitations of the CRA and its potential revenue. Individual project funding decisions should be made by the CRA and the community based on more solid short-term financial projections and actual revenue receipts as the real estate market begins to stabilize and produce trends that are more reliable for projecting future revenues.

This section is also designed to meet the requirements of Section 163, Part III, Florida Statutes. that this Plan show a workable program of redevelopment and to outline a time certain for and costs of all redevelopment contemplated by the Community Redevelopment Plan to be financed by increment revenues.

A. Illustrative Financing Plan

The amended Community Redevelopment Plan outlines a number of projects and programs that will assist in promoting the goals and objectives of the CRA. The following section presents an illustrative financing program for the projects and the implementation of the overall redevelopment program.

Assumptions

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

 FY 2015
 4.0 percent

 FY 2016
 3.0 percent

 FY 2017-2043
 2.5 percent

Due to legislation passed during the prosperous real estate markets, it is increasingly difficult to keep millage rates at current levels as taxable values increase. Adopted legislation now requires a two thirds majority vote of the City Council to levy a millage between 100% and 110% of the maximum previous year's rollback rate plus increase for per capita income, and a

unanimous vote or a public referendum to increase more than 110% of the maximum rate. Allowances in these calculations are made for increment revenue contributions and for certain other nuances in the calculation of millage through the use of conservative property values changes. Since this legislation makes it difficult to ascertain future rollback rates, the millage rates are assumed to stay constant at 2013 levels of 1.1800 mills for the City of Naples and 3.5645 mills for Collier County.

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

B. Increment Revenue Projections

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

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

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

Total Taxable Value indicates the total value subject to ad valorem taxation within the CRA boundary each year. The 1993 *Base Year Value* is \$183,809,274; the difference between the Taxable Value for any given year and this value represents the Total Taxable Value Increment for that year, or the amount from which the tax increment is calculated. The *Total Taxable Value Increment* is used to calculate the increment revenue payment for each of the two jurisdictions, Collier County and the City of Naples, that contribute to the CRA. Per Florida Statutes, the increment revenue due by each of these governments to the CRA is 95% of the *Total Taxable Value Increment* multiplied by each government's individual operating millage rate for that year.

The total of the millage rates utilized in the CRA is the sum of these, currently 4.7445 mils. It is difficult to project future changes to the millage rates due to current legislation (discussed earlier in this section), therefore, constant millage rates equal to the current rates are used through the entire table. The Total CRA Revenue is the sum of the *Total Increment Revenue* plus anticipated Interest Income for year.

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

C. Illustrative Funding Scenarios

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

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

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

It will be up to the CRA Board to adopt budgets that reflect its priorities for projects and programs and to program items according to presented opportunities, critical needs, and available revenue (provided the projects, programs and expenses to be funded are outlined in the Community Redevelopment Plan). Furthermore, in order to promptly and effectively

advance this Plan as opportunities arise or challenges occur, the CRA should support and work with the City to develop a financing structure for each desired project or program utilizing all available sources of revenue, including without limitation: tax increment revenue, fees, assessments, grants, covenants to budget and appropriate non-ad valorem revenue, or any other source of revenue which may be available to finance these projects and/or programs.

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

- Returned to each taxing authority which paid the increment in the proportion that the amount of the payment of such taxing authority bears to the total amount paid into the trust fund by all taxing authorities for that year;
- b) Used to reduce the amount of any indebtedness to which increment revenues are pledged;
- c) Deposited into an escrow account for the purpose of later reducing any indebtedness to which increment revenues are pledged; or
- d) Appropriated to a specific redevelopment project pursuant to an approved community redevelopment plan which project will be completed within 3 years from the date of such appropriation.

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

Scenario 1 - Pay-As-You-Go Model

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

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

projects and programs or to shut down the CRA four years earlier than anticipated.

Scenario 2 - FY 2015 Borrowing to Accelerate Projects

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

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

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

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

borrowing fees of 1.5% of the total borrowed (\$150,000), assumes an interest rate of 6.00% over a 15 year repayment of the loan.

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

Scenario 3 is also the only one of the scenarios in which all projects are not funded by the sunset year of the CRA. In this model, about 40% of one project, approximately \$2,184 would remain unfunded. If funding lags for any reason, it could be difficult to fund these remaining projects in the later years due to the inability of the CRA to "save up" its funds (as outlined earlier in this sub-section)

D. CRA Expenditures

The financial projections discussed here allow the CRA to understand anticipated expenses and finance timing to achieve the goals of the community vision. This Illustrative Financing Plan can serve as a basis for decision making, but future expenditures will be more dependent upon the cost of existing commitments, the ability of the CRA to encourage private investment in the CRA, and the ability to find grants and funding partners for major public infrastructure projects in the Plan. Anticipated capital projects and other programs in the Illustrative Financing Plan are discussed in greater detail, with goals and objectives for the CRA, in the Redevelopment Strategies section of this Plan.

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

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

Fiscal Year		<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Anticipated % Change in Taxable Value			4.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Base Taxable Value (+ Annual change) ¹		\$631,026,496	\$656,267,556	\$675,955,583	\$692,854,472	\$801,400,834	\$821,435,855	\$841,971,751	\$863,021,045	\$884,596,571	\$906,711,485
New Projects ²											
Renaissance Village - Residential					\$89,000,000						
Renaissance Village - Com./Office					φ03,000,000		\$9,000,000				
Mangrove Bay					\$23,800,000		\$3,000,000				
Annual Increase		\$0	\$0	\$0	\$89,000,000	\$0	\$0	\$0	\$0	\$0	
Total Taxable Value		\$631.026.496	\$656,267,556	\$675,955,583	\$781,854,472	\$801,400,834	\$821,435,855	\$841,971,751	\$863,021,045	\$884,596,571	\$906,711,485
		<i>\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\</i>	\$000 <u>,</u> _07,000	<i>\\\\\\\\\\\\\</i>	¢, e, jee i, i i ⊥	<i>\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\</i>	¢0 <u>−</u> 1,100,000	<i>\$611,611,101</i>	\$000,0 <u>1</u> ,010	<i>\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\</i>	¢000,1 1,100
Base Year Value 1992		\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274
Total Taxable Value Increment		\$447,217,222	\$472,458,282	\$492,146,309	\$598,045,198	\$617,591,560	\$637,626,581	\$658,162,477	\$679,211,771	\$700,787,297	\$722,902,211
	Millage										
Increment Revenue Payment ³	Rate	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Collier County	3.5645	\$1,514,400	\$1,599,874	\$1,666,543	\$2,025,146	\$2,091,335	\$2,159,179	\$2,228,719	\$2,299,998	\$2,373,059	\$2,447,946
City of Naples	1.1800	\$501,331	\$529,626	\$551,696	\$670,409	\$692,320	\$714,779	\$737,800	\$761,396	\$785,583	\$810,373
Total Increment Revenue	4.7445	\$2,015,731	\$2,129,499	\$2,218,239	\$2,695,554	\$2,783,655	\$2,873,958	\$2,966,519	\$3,061,394	\$3,158,641	\$3,258,319
Interest Income		\$ 20.157	\$ 21,295	\$ 22,182	\$ 26,956	\$ 27,837	\$ 28,740	\$ 29,665	\$ 30,614	\$ 31,586	\$ 32,583
TOTAL CRA REVENUE		\$2,035,888	\$2,150,794	\$2,240,421	\$2,722,510	\$2,811,492	\$2,902,698	\$2,996,184	\$3,092,008	\$3,190,227	\$3,290,902
		.,,,				.,,,	.,,,		.,,,		
Recurring CRA Expenses											
Personnel Expenses		\$511,977	\$524,776	\$537,896	\$551,343	\$565,127	\$579,255	\$593,736	\$608,580	\$623,794	\$639,389
Operating Expenses		\$383,899	\$396,650	\$409,845	\$423,501	\$437,635	\$452,264	\$467,407	\$483,083	\$499,312	\$516,115
Debt Service		\$1,032,510	\$1,034,571	\$1,052,635	\$1,047,137	\$1,015,914	\$1,013,662	\$1,015,694	\$934,771	\$400,622	\$0
TOTAL CRA FIXED EXPENSES		\$1,928,386	\$1,955,998	\$2,000,376	\$2,021,981	\$2,018,676	\$2,045,181	\$2,076,837	\$2,026,434	\$1,523,728	\$1,155,504
Ausilable for Conital Prejects											
Available for Capital Projects,		\$107,503	¢404 707	\$040.04F	¢700 500	¢700.040	¢057 547	¢040.047	¢4 005 574	¢4 ccc 400	\$2,135,398
New Projects and New Debt Service		\$107,503	\$194,797	\$240,045	\$700,529	\$792,816	\$857,517	\$919,347	\$1,065,574	\$1,666,499	\$2,13 3,39 6
¹ - Annual Changes of 4% for the first year,3%											
the second year, and 2.5% for each year											
thereafter. (These values are conservative to											
allow for future millage rate restrictions)											
² - Values added in this category are for predicted increases in taxable value which											

predicted increases in taxable value which excludes value of the land at the time of project's inclusion on the tax rolls

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

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

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

Fiscal Year	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>
Anticipated % Change in Taxable Value	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Base Taxable Value (+ Annual change) ¹	\$929,379,272	\$952,613,754	\$976,429,098	\$1,000,839,826	\$1,025,860,821	\$1,051,507,342	\$1,077,795,025	\$1,104,739,901	\$1,132,358,398	\$1,160,667,358
New Projects ²										
Renaissance Village - Residential										
Renaissance Village - Com./Office										
Mangrove Bay										
Annual Increase										
Total Taxable Value	\$929,379,272	\$952,613,754	\$976,429,098	\$1,000,839,826	\$1,025,860,821	\$1,051,507,342	\$1,077,795,025	\$1,104,739,901	\$1,132,358,398	\$1,160,667,358
Base Year Value 1992	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274
Total Taxable Value Increment	\$745,569,998	\$768,804,480	\$792,619,824	\$817,030,552	\$842,051,547	\$867,698,068	\$893,985,751	\$920,930,627	\$948,549,124	\$976,858,084
Increment Revenue Payment ³	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>
Collier County	\$2,524,705	\$2,603,383	\$2,684,029	\$2,766,690	\$2,851,418	\$2,938,264	\$3,027,282	\$3,118,524	\$3,212,048	\$3,307,910
City of Naples	\$835,784	\$861,830	\$888,527	\$915,891	\$943,940	\$972,690	\$1,002,158	\$1,032,363	\$1,063,324	\$1,095,058
Total Increment Revenue	\$3,360,489	\$3,465,213	\$3,572,556	\$3,682,581	\$3,795,358	\$3,910,954	\$4,029,440	\$4,150,888	\$4,275,372	\$4,402,968
Interest Income	\$ 33,605	. ,	. ,	. ,		. ,	. ,	. ,		. ,
TOTAL CRA REVENUE	\$3,394,094	\$3,499,865	\$3,608,281	\$3,719,407	\$3,833,311	\$3,950,063	\$4,069,734	\$4,192,396	\$4,318,125	\$4,446,998
Recurring CRA Expenses	* 255.074	0 074 750	* 000 550	* 705 700	*700 (10)	AT () () C	* 700.000	A ==0.004	* =00,500	* 040.470
Personnel Expenses	\$655,374	\$671,758	\$688,552	\$705,766	\$723,410	\$741,495	\$760,033	\$779,034 \$673,967	\$798,509 \$697,014	\$818,472
Operating Expenses Debt Service	\$533,513	\$551,528 \$0	\$570,185	\$589,507 \$0	\$609,519 \$0	\$630,248	\$651,721	\$673,967 \$0		\$720,895 \$0
TOTAL CRA FIXED EXPENSES	\$0 \$1,188,887	_{ە0} \$1,223,287	\$0 \$1,258,737	₄₀ \$1,295,273	ەر \$1,332,929	\$0 \$1,371,743	\$0 \$1,411,754	ەن \$1,453,000	\$0 \$1,495,524	ە ت ەر \$1,539,367
TOTAL GRA FIXED EXPENSES	φ1,100,00 <i>1</i>	\$1,223,207	\$1,200,7 <i>31</i>	\$1,295,273	\$1,332,929	Φ 1,371,743	ΦΙ,4ΙΙ,7 54	ΦΙ,453,000	\$1,495,524	\$1,559,567
Available for Capital Projects,										
New Projects and New Debt Service	\$2,205,207	\$2,276,579	\$2,349,544	\$2,424,135	\$2,500,382	\$2,578,320	\$2,657,980	\$2,739,396	\$2,822,602	\$2,907,631
¹ - Annual Changes of 4% for the first year,3%										
the second year, and 2.5% for each year thereafter (These values are conservative to										

thereafter. (These values are conservative to allow for future millage rate restrictions)

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

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

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

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

Fiscal Year Anticipated % Change in Taxable Value Base Taxable Value (+ Annual change) ¹	2034 2.5% \$1,189.684.042	2035 2.5% \$1,219,426,143	<mark>2036</mark> 2.5% \$1.249.911.797	2.5%	2038 2.5% \$1,313,188,582	2039 2.5% \$1,346.018,296	2040 2.5% \$1 370 668 754	2041 2.5% \$1,414,160,472	2042 2.5% \$1,449,514,484	<mark>2043</mark> 2.5% \$1,485,752,346
	φ1,10 3 ,004,042	ψ1,219,420,143	φ1,249,911,7 <i>91</i>	φ1,201,109,092	φ1,515,100,302	\$1,5 4 0,010,290	\$1,579,000,754	\$1,414,100,47Z	\$1,449,014,404	ψ1,403,732,340
New Projects ²										
Renaissance Village - Residential										
Renaissance Village - Com./Office										
Mangrove Bay Annual Increase										
Total Taxable Value	\$1,189,684,042	\$1,219,426,143	\$1,249,911,797	\$1,281,159,592	\$1,313,188,582	\$1,346,018,296	\$1,379,668,754	\$1,414,160,472	\$1,449,514,484	\$1,485,752,346
Base Year Value 1992	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274	\$183,809,274
Total Taxable Value Increment	\$1,005,874,768	\$1,035,616,869	\$1,066,102,523	\$1,097,350,318	\$1,129,379,308	\$1,162,209,022	\$1,195,859,480	\$1,230,351,198	\$1,265,705,210	\$1,301,943,072
Increment Revenue Payment ³	<u>2034</u>	<u>2035</u>	<u>2036</u>		<u>2038</u>	<u>2039</u>	<u>2040</u>	<u>2041</u>	<u>2042</u>	<u>2043</u>
Collier County	\$3,406,169	\$3,506,884	\$3,610,116		\$3,824,389	\$3,935,559	\$4,049,509	\$4,166,308	\$4,286,026	\$4,408,737
City of Naples Total Increment Revenue	\$1,127,586	\$1,160,927	\$1,195,101	\$1,230,130	\$1,266,034	\$1,302,836	\$1,340,558	\$1,379,224	\$1,418,856	\$1,459,478
lotal increment Revenue	\$4,533,754	\$4,667,810	\$4,805,217	\$4,946,060	\$5,090,423	\$5,238,396	\$5,390,068	\$5,545,531	\$5,704,881	\$5,868,215
Interest Income	\$ 45,338	\$ 46,678	\$ 48,052	\$ 49,461	\$ 50,904	\$ 52,384	\$ 53,901	\$ 55,455	\$ 57,049	\$ 58,682
TOTAL CRA REVENUE	\$4,579,092	\$4,714,488	\$4,853,269	\$4,995,520	\$5,141,327	\$5,290,780	\$5,443,968	\$5,600,987	\$5,761,930	\$5,926,898
Recurring CRA Expenses										
Personnel Expenses	\$838,934	\$859,907	\$881,405	. ,	\$926,026	\$949,177	\$972,906	\$997,229	\$1,022,160	\$1,047,714
Operating Expenses	\$745,640	\$771,284	\$797,860	. ,	\$853,959	\$883,558	\$914,244	\$946,059	\$979,048	\$1,013,257
Debt Service	\$0	\$0	\$0	• -	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CRA FIXED EXPENSES	\$1,584,574	\$1,631,191	\$1,679,265	\$1,728,846	\$1,779,985	\$1,832,734	\$1,887,150	\$1,943,288	\$2,001,208	\$2,060,971
Available for Capital Projects,										
New Projects and New Debt Service	\$2,994,518	\$3,083,297	\$3,174,004	\$3,266,674	\$3,361,342	\$3,458,045	\$3,556,819	\$3,657,699	\$3,760,723	\$3,865,927

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

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

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

SUMMARY	To	tal Cost	F	Y2014	F	Y 2015	F	Y 2016	F	Y 2017	F	Y 2018	F	Y 2019	F	Y 2020	F	Y 2021	F	Y 2022	F	Y 2023
A. Revenues																						
1. Tax Increment Revenues ¹			\$	2,016	\$	2,129	\$	2,218	\$	2,696	\$	2,784	\$	2,874	\$	2,967	\$	3,061	\$	3,159	\$	3,258
a. Increment Revenues from County			\$	1,514	\$	1,600	\$	1,667	\$	2,025	\$	2,091	\$	2,159	\$	2,229	\$	2,300	\$	2,373	\$	2,448
b. Increment Revenues from City			\$	501	\$	530	\$	552	\$	670	\$	692	\$	715	\$	738	\$	761	\$	786	\$	810
2. Interest Income/Other Income			\$	24	\$	21	\$	22	\$	27	\$	28	\$	29	\$	30	\$	31	\$	32	\$	33
3. One Time Fund Balance Carry Over			\$	2,187																		
Total Revenues			\$	4,227	\$	2,151	\$	2,240	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
<u>B. Expenses</u>																						
1. Personnel Expenses ²																						
a. CRA Coordinator (30% of Asst. CM)			\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
b. Community Police Officers (3)			\$	184	\$	188	\$	193	\$	198	\$	203	\$	208	\$	213	\$	218	\$	224	\$	229
c. Landscape Technician III (1)			\$	71	\$	73	\$	75	\$	77	\$	78	\$	80	\$	82	\$	84	\$	87	\$	89
d. Landscape Technician II (1)			\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
f. Benefits and Misc. Personnel Costs			\$	185	\$	190	\$	194	\$	199	\$	204	\$	209	\$	214	\$	220	\$	225	\$	231
2. Operating Expenses ³																						
a. Administrative Services			\$	111	\$	114	\$	118	\$	121	\$	125	\$	129	\$	133	\$	137	\$	141	\$	145
b. Landscape Maintenance and Signs			\$	90	\$	93	\$	95	\$	98	\$	101	\$	104	\$	107	\$	111	\$	114	\$	117
c. Self Insurance Charge			\$	62	\$	65	\$	68	\$	71	\$	75	\$	79	\$	83	\$	87	\$	91	\$	96
d. Repairs and Maintenance			\$	46	\$	47	\$	49	\$	50	\$	52	\$	53	\$	55	\$	57	\$	58	\$	60
e. Other Operating Expenses			\$	75	\$	77	\$	79	\$	82	\$	84	\$	87	\$	89	\$	92	\$	95	\$	98
Total Operating Expenses			\$	896	\$	921	\$	948	\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,156
<u>C. Debt Service</u>	^	7.004																				
1. 2010 Series Bonds (2.18% interest)	\$	7,661	^		<u>^</u>	0.40	^		^		^	00.4	•	050	<u>^</u>	075	*		•			
a. Principal Payment			\$	827	\$	849	\$	886	\$	922	\$	934	\$	952	\$	975	\$	916	\$	399		
b. Interest Payment			\$	159	\$	141	\$	122	\$	82	\$	82	\$	61	\$	40	\$	19	\$	1		
2. Debt-General Fund (2.2% interest)	^		^		Â		^		<u>^</u>													
a. Principal Payment	\$	53	<u> </u>	14	\$	14	\$ \$	14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)	^		^		^				<u>^</u>													
a. Principal Payment	\$	55	· ·	14	\$	14		14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
4. Debt-Streets (Streets Fund @2.2% interest)	^		¢		¢		^		^													
a. Principal Payment	\$	55	\$	14	\$	14		14	\$	14												
b. Interest Payment	_	4	\$	1	\$	1	\$	1	\$	0							-					
Total Debt Service	\$	17,926	\$	1,033	\$	1,035	\$	1,053	\$	1,047	\$	1,016	\$	1,014	\$	1,016	\$	935	\$	401	\$	-
Total Non-Capital Expenditures			\$	1,928	\$	1,956	\$	2,000	\$	2,022	\$	2,019	\$	2,045	\$	2,077	\$	2,026	\$	1,524	\$	1,156
Available for Capital Projects																						
(Revenues - Operating Expenses- Debt Service) ⁴			\$	2,298	\$	195	\$	240	\$	701	\$	793	\$	858	\$	919	\$	1,066	\$	1,666	\$	2,135

SUMMARY	Total C	Cost	F١	(2024	F	Y 2025	F`	Y 2026	F	TY 2027	F	FY 2028	F	Y 2029	F	Y 2030	F	Y 2031	F	Y 2032	F	Y 2033
A. Revenues									Ē													
1. Tax Increment Revenues ¹			\$	3,360	\$	3,465	\$	3,573	\$	3,683	\$	3.795	\$	3,911	\$	4,029	\$	4,151	\$	4,275	\$	4,403
a. Increment Revenues from County			\$	2,525	\$	2,603		2,684	\$	2,767	\$	2,851	\$		\$,	\$	3,119	\$	3,212	\$	3,308
b. Increment Revenues from City			\$	836	\$	862		889	\$	916	\$	944	\$	973	\$		\$	1,032	\$	1,063	\$	1,095
2. Interest Income/Other Income			\$	34	\$	35		36	\$	37	\$	38	\$	39	\$		\$	42	\$	43	\$	44
3. One Time Fund Balance Carry Over													·				,					
Total Revenues			\$	3,394	\$	3,500	\$	3,608	\$	3,719	\$	3,833	\$	3,950	\$	4,070	\$	4,192	\$	4,318	\$	4,447
			•	- ,	•	-,		-,		-, -		- ,	•	- ,		,		, -	•	,	•	,
B. Expenses																						
1. Personnel Expenses ²																						
a. CRA Coordinator (30% of Asst. CM)			\$	46	\$	48	\$	49	\$	50	\$	51	\$	52	\$	54	\$	55	\$	56	\$	58
b. Community Police Officers (3)			\$	235	\$	241	\$	247	\$	253	\$	260	\$	266	\$	273	\$	280	\$	287	\$	294
c. Landscape Technician III (1)			\$	91	\$	93	\$	96	\$	98	\$	100	\$	103	\$	105	\$	108	\$	111	\$	114
d. Landscape Technician II (1)			\$	46	\$	47	\$	48	\$	50	\$	51	\$	52	\$	54	\$	55	\$	56	\$	58
f. Benefits and Misc. Personnel Costs			\$	237	\$	243	\$	249	\$	255	\$	261	\$	268	\$	274	\$	281	\$	288	\$	296
2. Operating Expenses ³																						
a. Administrative Services			\$	149	\$	154	\$	158	\$	163	\$	168	\$	173	\$	178	\$	184	\$	189	\$	195
b. Landscape Maintenance and Signs			\$	121	\$	125	\$	128	\$	132	\$	136	\$	140	\$	144	\$	149	\$	153	\$	158
c. Self Insurance Charge			\$	101	\$	106	\$	111	\$	116	\$	122	\$	128	\$	135	\$	141	\$	149	\$	156
d. Repairs and Maintenance			\$	62	\$	64	\$	66	\$	68	\$	70	\$	72	\$	74	\$	76	\$	78	\$	81
e. Other Operating Expenses			\$	101	\$	104	\$	107	\$	110	\$	113	\$	117	\$	120	\$	124	\$	128	\$	131
Total Operating Expenses			\$	1,189	\$	1,223	\$	1,259	\$	1,295	\$	1,333	\$	1,372	\$	1,412	\$	1,453	\$	1,496	\$	1,539
C. Debt Service																						
1. 2010 Series Bonds (2.18% interest)	\$7,	,661																				
a. Principal Payment																						
b. Interest Payment																						
2. Debt-General Fund (2.2% interest)																						
a. Principal Payment	\$	53																				
b. Interest Payment																						
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																						
a. Principal Payment	\$	55																				
b. Interest Payment																						
4. Debt-Streets (Streets Fund @2.2% interest)																						
a. Principal Payment	\$	55																				
b. Interest Payment																						
Total Debt Service	\$ 17,	,926	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Non-Capital Expenditures			\$	1,189	\$	1,223	\$	1,259	\$	1,295	\$	1,333	\$	1,372	\$	1,412	\$	1,453	\$	1,496	\$	1,539
Available for Conital Projecto									\vdash												-	
Available for Capital Projects			¢	0.005	*	0.07-	¢	0.050	-	0.404	_	0.500	¢	0.570	*	0.050	¢	0 700	~	0.000	*	0.000
(Revenues - Operating Expenses- Debt Service) ⁴			\$	2,205	\$	2,277	\$	2,350	\$	2,424	\$	2,500	\$	2,578	\$	2,658	\$	2,739	\$	2,823	\$	2,908

SUMMARY	Tot	al Cost	FY	2034	FY	2035	FY	2036	F١	Y 2037	FY	2038	FY 2039	FY	2040	FY 2	2041	FY	2042	FY	2043		Total	Unfunded
A. Revenues														Т				T T						
1. Tax Increment Revenues ¹			\$ 4	1,534	\$4	1,668	\$	4,805	\$	4,946	\$ 5	5,090	\$ 5,238	\$	5,390	\$ 5	,546	\$ 5	,705	\$ 5	5,868	\$	117,598	
a. Increment Revenues from County			\$ 3	3,406	\$ 3	3,507	\$	3,610	\$	3,716	\$ 3	3,824	\$ 3,936	\$	4,050	\$ 4	,166	\$ 4	,286	\$ 4	1,409	\$	88,350	
b. Increment Revenues from City			\$ 1	1,128	\$ 1	,161	\$	1,195	\$	1,230	\$ 1	,266	\$ 1,303	\$	1,341	\$ 1	,379	\$ 1	,419	\$ 1	1,459	\$	29,248	
2. Interest Income/Other Income			\$	45	\$	47	\$	48	\$	49	\$	51	\$ 52	\$	54	\$	55	\$	57	\$	59	\$	1,180	
3. One Time Fund Balance Carry Over																								
Total Revenues			\$ 4	1,579	\$4	1,714	\$	4,853	\$	4,996	\$ 5	5,141	\$ 5,291	\$	5,444	\$5	,601	\$ 5	,762	\$ 5	5,927	\$ ·	120,965	
<u>B. Expenses</u>																								
1. Personnel Expenses ²																								
a. CRA Coordinator (30% of Asst. CM)			\$	59	\$	61	\$	62	\$	64	\$	66	\$ 67	\$	69	\$	71	\$	72	\$	74	\$	1,590	
b. Community Police Officers (3)			\$	301	\$	309	\$	316	\$	324	\$	332	\$ 341	\$	349	\$	358	\$	367	\$	376	\$	8,067	
c. Landscape Technician III (1)			\$	116	\$	119	\$	122	\$	125	\$		\$ 132	\$	135	\$	138	\$	142	\$	145	\$	3,120	
d. Landscape Technician II (1)			\$	59	\$	61	\$	62	\$	64	\$	65	\$ 67	\$	68	\$	70	\$	72	\$	74	\$	1,583	
f. Benefits and Misc. Personnel Costs			\$	303	\$	311	\$	318	\$	326	\$	334	\$ 343	\$	351	\$	360	\$	369	\$	378	\$	8,117	
2. Operating Expenses ³																								
a. Administrative Services			\$	201	\$	207	\$	213	\$	219	\$	226	\$ 233	\$	240	\$	247	\$	254	\$	262	\$	5,288	
b. Landscape Maintenance and Signs			\$	163	\$	167	\$	172	\$	178	\$	183	\$ 188	\$	194	\$	200	\$	206	\$	212	\$	4,282	
c. Self Insurance Charge			\$	164	\$	172	\$	181	\$	190	\$	199	\$ 209	\$	219	\$	230	\$	242	\$	254	\$	4,100	
d. Repairs and Maintenance			\$	83	\$	86	\$	88	\$	91	\$	94	\$ 97	\$	99	\$	102	\$	105	\$	109	\$	2,193	
e. Other Operating Expenses			\$	135	\$	139	\$	144	\$	148	\$	152	\$ 157	\$	162	\$	166	\$	171	\$	177	\$	3,565	
Total Operating Expenses			\$ 1	1,585	\$ 1	,631	\$	1,679	\$	1,729	\$ 1	,780	\$ 1,833	\$	1,887	\$1	,943	\$ 2	,001	\$ 2	2,061	\$	41,905	
C. Debt Service														_								\$	-	
1. 2010 Series Bonds (2.18% interest)	\$	7,661												_								\$	-	
a. Principal Payment																						\$	7,661	
b. Interest Payment														_								\$	706	
2. Debt-General Fund (2.2% interest)																								
a. Principal Payment	\$	53																				\$	56	
b. Interest Payment														_								\$	3	
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																								
a. Principal Payment	\$	55																				\$	58	
b. Interest Payment																						\$	3	
4. Debt-Streets (Streets Fund @2.2% interest)														1										
a. Principal Payment	\$	55																				\$	58	
b. Interest Payment																						\$	3	
Total Debt Service	\$	17,926	\$	-	\$	-	\$	-	\$	-	\$	-	\$-	\$	-	\$	-	\$	-	\$	-	\$	8,548	
										1					4 9 9 7							-		
Total Non-Capital Expenditures			\$1	,585	\$1	,631	\$	1,679	\$	1,729	\$1	,780	\$ 1,833	\$	1,887	\$1	,943	\$2	,001	\$2	2,061	\$	50,453	
Available for Capital Projects	<u> </u>		-		-				-					+										
(Revenues - Operating Expenses- Debt Service) ⁴	-		6 7	005	¢ ?	1023	¢	3 174	¢	3 267	\$ 2	361	\$ 3,458	¢	3 557	6.2	659	6 2	761	¢ :	3,866	¢	70.512	

SUMMARY	Tot	al Cost	<u>F</u> `	<u>Y2014</u>	FY	<u>(2015</u>	FY	<u>2016</u>	<u>F</u>	Y 2017	F	Y 2018	FY	2019	FY	2020	F	Y 2021	F	<u>Y 2022</u>	FY	2023
D. Capital Project Expenditures	Γ																					
1. Ten Year Improvement Plan																						
a. 5th Avenue Parkway Sidewalk Extension	\$	250							\$	27	\$	223										
b. 8th Street South Streetscaping	\$	1,250																	\$	566	\$	684
c. Central Ave. Improvements	\$	1,750											\$	858	\$	892						
d. Miscellaneous Zoning Code Amendments	\$	70							\$	70												
e. Medical District Way Identification (Wayfinding)	\$	250									\$	250										
f. Medical District Inducements	\$	400													\$	27	\$	373				
g. Medical District Pedestrian Facilities	\$	750																				
h. Health Community Programming	\$	65							\$	65												
i. Arts and Civic District Master Plan	\$	125									\$	125										
j. Gateway Feature Design and Cons US41/5th Ave.	\$	2,500																				
k. 5th Ave. Extension Zoning Code Amendments	\$	90					\$	90														
I. 3rd Avenue South Improvements	\$	1,000																	\$	1,000		
m. Gordon River Park	\$	2,000																			\$	1,096
n. Blueway Launch Point and Trail Facilities	\$	500																				
o. Wayfinding Design Theme and Plan	\$	200					\$	110	\$	90												
p. Wayfinding Maintenance Program	\$	100																	\$	100		
g. Four Corners Study	\$	100									\$	100										
r. Bike Lane Improvements - Interim	\$	50							\$	50												
s. Bicycle and Pedestrian Circulation	\$	50							\$	50												
t. 5th Ave. West End Garage - Land Acquisition	\$	2,500	\$	2,298	\$	195	\$	7														
u. Lake Manor Linear Park	\$	450									\$	95									\$	355
v. 6th Ave. North Lighting	\$	300																				
w. Lake Park Neighborhood Plan	\$	12					\$	12														
x. River Park Neighborhood Plan	\$	60							\$	60												
y. Anthony Park Neighborhood Plan	\$	60					\$	21	\$	39												
z. Miscellaneous Marketing	\$	150															\$	150				
aa. Miscellaneous Drainage Improvements	\$	250																				
bb. Miscellaneous Potable Water Improvements	\$	200																				
cc. Miscellaneous Wastewater Improvements	\$	200															\$	43				
dd. Miscelaneous Transportation Enhancements	\$	1,250							\$	250							\$	500				
Total Ten Year Improvement Plan	\$	16,932	\$	2,298	\$	195	\$	240	\$	701	\$	793	\$	858	\$	919	\$	1,066	\$	1,666	\$	2,135
Total Revenue			\$	4,227	\$	2,151	\$,	\$	2,723	\$	2,811	\$	2,903	\$	2,996		3,092	\$	3,190	\$	3,291
Total Operating Expenses			\$	896	\$	921	\$	948	•	975	\$	1,003	\$	1,032	\$,	\$	1,092	\$	1,123	\$	1,156
Total Debt Service			\$	1,033	\$	1,035		1,053	\$	1,047	\$	1,016	\$	1,014	\$	1,016		935		401	\$	-
Total Capital Project Expenditures			\$	2,298		195		240	\$		\$		\$	858		919		,		1,666	\$	2,135
TOTAL CASH FLOW ⁴			\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)	\$	(0)	\$	0	\$	(0)	\$	0	\$	0

SUMMARY	Total Cost	F١	(2024	FY	2025	F۲	2026	F١	í 2027	F	Y 2028	FY	2029	FY	2030	F	Y 2031	FY	2032	FY	2033
D. Capital Project Expenditures																					
1. Ten Year Improvement Plan																					
a. 5th Avenue Parkway Sidewalk Extension	\$ 250																				
b. 8th Street South Streetscaping	\$ 1,250																				
c. Central Ave. Improvements	\$ 1,750																				
d. Miscellaneous Zoning Code Amendments	\$ 70																				
e. Medical District Way Identification (Wayfinding)	\$ 250																				
f. Medical District Inducements	\$ 400																				
g. Medical District Pedestrian Facilities	\$ 750	\$	750																		
h. Health Community Programming	\$ 65																				
i. Arts and Civic District Master Plan	\$ 125																				
j. Gateway Feature Design and Cons US41/5th Ave.	\$ 2,500			\$	2,221	\$	279														
k. 5th Ave. Extension Zoning Code Amendments	\$ 90																				
I. 3rd Avenue South Improvements	\$ 1,000																				
m. Gordon River Park	\$ 2,000	\$	904																		
n. Blueway Launch Point and Trail Facilities	\$ 500					\$	500														
o. Wayfinding Design Theme and Plan	\$ 200																				
p. Wayfinding Maintenance Program	\$ 100																				
q. Four Corners Study	\$ 100																				
r. Bike Lane Improvements - Interim	\$ 50																				
s. Bicycle and Pedestrian Circulation	\$ 50																				
t. 5th Ave. West End Garage - Land Acquisition	\$ 2,500																				
u. Lake Manor Linear Park	\$ 450																				
v. 6th Ave. North Lighting	\$ 300					\$	300														
w. Lake Park Neighborhood Plan	\$ 12																				
x. River Park Neighborhood Plan	\$ 60																				
y. Anthony Park Neighborhood Plan	\$ 60																				
z. Miscellaneous Marketing	\$ 150																				
aa. Miscellaneous Drainage Improvements	\$ 250	\$	194	\$	56																
bb. Miscellaneous Potable Water Improvements	\$ 200	\$	200																		
cc. Miscellaneous Wastewater Improvements	\$ 200	\$	157																		
dd. Miscelaneous Transportation Enhancements	\$ 1,250					\$	500														
Total Ten Year Improvement Plan	\$ 16,932	\$	2,205	\$	2,277	\$	1,579	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Revenue		\$	3,394	\$	3,500		3,608		3,719		3,833		3,950	\$	4,070		4,192	\$	4,318	-	4,447
Total Operating Expenses		\$	1,189	\$	1,223	\$	1,259	\$	1,295	\$	1,333	\$	1,372	\$	1,412		1,453	\$	1,496	\$	1,539
Total Debt Service		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Capital Project Expenditures		\$	2,205	\$,		1,579		-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
TOTAL CASH FLOW ⁴		\$	0	\$	(0)	\$	771	\$	2,424	\$	2,500	\$	2,578	\$	2,658	\$	2,739	\$	2,823	\$	2,908

SUMMARY	Tot	tal Cost	FY 2034	FY 2035	FY 2036	FY 2037	FY 2038	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043		Total	Unfunded
D. Capital Project Expenditures	Γ												1		
1. Ten Year Improvement Plan															
a. 5th Avenue Parkway Sidewalk Extension	\$	250											\$	250	\$-
b. 8th Street South Streetscaping	\$	1,250											\$	1,250	\$-
c. Central Ave. Improvements	\$	1,750											\$	1,750	\$-
d. Miscellaneous Zoning Code Amendments	\$	70											\$	70	\$-
e. Medical District Way Identification (Wayfinding)	\$	250											\$	250	\$-
f. Medical District Inducements	\$	400											\$	400	\$-
g. Medical District Pedestrian Facilities	\$	750											\$	750	\$-
h. Health Community Programming	\$	65											\$	65	\$-
i. Arts and Civic District Master Plan	\$	125											\$	125	\$-
j. Gateway Feature Design and Cons US41/5th Ave.	\$	2,500											\$	2,500	\$-
k. 5th Ave. Extension Zoning Code Amendments	\$	90											\$	90	\$-
I. 3rd Avenue South Improvements	\$	1,000											\$	1,000	\$-
m. Gordon River Park	\$	2,000											\$	2,000	\$-
n. Blueway Launch Point and Trail Facilities	\$	500											\$	500	\$-
o. Wayfinding Design Theme and Plan	\$	200											\$	200	\$-
p. Wayfinding Maintenance Program	\$	100											\$	100	\$-
q. Four Corners Study	\$	100											\$	100	\$-
r. Bike Lane Improvements - Interim	\$	50											\$	50	\$-
s. Bicycle and Pedestrian Circulation	\$	50											\$	50	\$-
t. 5th Ave. West End Garage - Land Acquisition	\$	2,500											\$	2,500	\$-
u. Lake Manor Linear Park	\$	450											\$	450	\$-
v. 6th Ave. North Lighting	\$	300											\$	300	\$-
w. Lake Park Neighborhood Plan	\$	12											\$	12	\$-
x. River Park Neighborhood Plan	\$	60											\$	60	\$-
y. Anthony Park Neighborhood Plan	\$	60											\$	60	\$-
z. Miscellaneous Marketing	\$	150											\$	150	\$-
aa. Miscellaneous Drainage Improvements	\$	250											\$	250	\$-
bb. Miscellaneous Potable Water Improvements	\$	200											\$	200	\$-
cc. Miscellaneous Wastewater Improvements	\$	200											\$	200	\$-
dd. Miscelaneous Transportation Enhancements	\$	1,250											\$	1,250	\$-
Total Ten Year Improvement Plan	\$	16,932	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$	16,932	\$-
Total Revenue	ļ						1	\$ 5,291						120,965	\$-
Total Operating Expenses	ļ			\$ 1,631	\$ 1,679	\$ 1,729	\$ 1,780	\$ 1,833		\$ 1,943	\$ 2,001	\$ 2,061	\$	41,905	\$-
Total Debt Service	ļ		\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$	8,548	\$-
Total Capital Project Expenditures			\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$	16,932	
TOTAL CASH FLOW ⁴			\$ 2,995	\$ 3,083	\$ 3,174	\$ 3,267	\$ 3,361	\$ 3,458	\$ 3,557	\$ 3,658	\$ 3,761	\$ 3,866	\$	53,580	

SUMMARY	To	otal Cost	F	<u>Y2014</u>	F	Y 2015	F	Y 2016	F	FY 2017	E	<u>-Y 2018</u>	<u>F</u>	<u>(2019</u>	E	Y 2020	F	Y 2021	F	Y 2022	<u>F</u>	<u> 2023</u>
D. Capital Project Expenditures																						
2. Year 11- thru Year 30 Improvement Plan																						
a. Arts and Civic District Master Plan Implementation	\$	1,500																				
b. Cambier Park Art Walk Streetscape Improvements	\$	200																				
c. 5th Ave Streetscape and Lighting Improvements	\$	500																				
d. 6th Ave South Promenade	\$	1,000																				
e. Special Features Gateway (US 41/5th Street)	\$	2,000																				
f. Gordon River Bridge and Roadway Treatment	\$	1,500																				
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000																				
h. Bike Lane Improvements - Ultimate	\$	1,500																				
i. 5th Ave S West End Parking Garage	\$	5,000																				
j. D-Downtown Parking Garage - Land and Const.	\$	1,500																				
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000																				
I. Lake Park Master Plan Implementation	\$	60																				
m. River Park Master Plan Implementation	\$	300																				
n. Anthony Park Master Plan Implementation	\$	300																				
o. Miscellaneous Marketing	\$	950																				
p. Miscellaneous Drainage Improvements	\$	325																				
q. Miscellaneous Potable Water Improvements	\$	325																				
r. Miscellaneous Wastewater Improvements	\$	325																				
s. Miscellaneous Transportation Enhancements	\$	12,000																				
Total Year 11- thru Year 30 Improvement Plan	\$	37,285	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Ta fall Oanital Duala da		54.047	^	0.000	^	405	^	0.40		704	^	700	^	050	¢	040	^	4 000	•	4 000	^	0.405
Total Capital Projects	\$	54,217	\$	2,298	\$	195	\$	240	\$	701	\$	793	\$	858	\$	919	\$	1,066	\$	1,666	\$	2,135
Total Revenue	1		\$	4,227	\$	2,151	\$	2,240	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
Total Operating Expenses			\$	896	\$	921	\$	948	\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,156
Total Debt Service			\$	1,033	\$	1,035	\$	1,053	\$	1,047	\$	1,016	\$	1,014	\$	1,016	\$	935	\$	401	\$	-
Total Capital Project Expenditures			\$	2,298	\$	195	\$	240	\$	701	\$	793	\$	858	\$	919	\$	1,066	\$	1,666	\$	2,135
TOTAL CASH FLOW ⁴			\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)	\$	(0)	\$	0	\$	(0)	\$	0	\$	0

NOTES:

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

 $^{\rm 2}$ Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self

insurance change assumed to increase at 5.0% annually

⁴Negative Cash flows anticipated to be offset by expenditure cuts in the

same FY and thus will not carry over to the next FY or otherwise be

SUMMARY	To	tal Cost	<u>F</u>	<u>Y 2024</u>	F	Y 2025	F	Y 2026	E	Y 2027	E	Y 2028	F	Y 2029	E	Y 2030	F	<u>Y 2031</u>	F	<u> 2032</u>	F١	(2033
D. Capital Project Expenditures																						
2. Year 11- thru Year 30 Improvement Plan																						
a. Arts and Civic District Master Plan Implementation	\$	1,500							\$	1,500												
b. Cambier Park Art Walk Streetscape Improvements	\$	200					\$	200														
c. 5th Ave Streetscape and Lighting Improvements	\$	500							\$	500												
d. 6th Ave South Promenade	\$	1,000									\$	1,000										
e. Special Features Gateway (US 41/5th Street)	\$	2,000																				
f. Gordon River Bridge and Roadway Treatment	\$	1,500																				
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000																				
h. Bike Lane Improvements - Ultimate	\$	1,500																				
i. 5th Ave S West End Parking Garage	\$	5,000											\$	988	\$	2,658	\$	1,354				
j. D-Downtown Parking Garage - Land and Const.	\$	1,500															\$	1,385	\$	115		
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000																				
I. Lake Park Master Plan Implementation	\$	60					\$	60														
m. River Park Master Plan Implementation	\$	300					\$	211	\$	89												
n. Anthony Park Master Plan Implementation	\$	300					\$	300														
o. Miscellaneous Marketing	\$	950											\$	950								
p. Miscellaneous Drainage Improvements	\$	325									\$	325										
q. Miscellaneous Potable Water Improvements	\$	325									\$	10	\$	315								
r. Miscellaneous Wastewater Improvements	\$	325											\$	325								
s. Miscellaneous Transportation Enhancements	\$	12,000							\$	335	\$	1,165							\$	2,708	\$	2,908
Total Year 11- thru Year 30 Improvement Plan	\$	37,285	\$	-	\$	-	\$	771	\$	2,424	\$	2,500	\$	2,578	\$	2,658	\$	2,739	\$	2,823	\$	2,908
Total Capital Projects	\$	54,217	\$	2,205	\$	2,277	\$	2,350	\$	2,424	\$	2,500	\$	2,578	\$	2,658	\$	2,739	\$	2,823	\$	2,908
Total Revenue	\square		\$	3,394	\$	3,500	\$	3,608	\$	3,719	\$	3,833	\$	3,950	\$	4,070	\$	4,192	\$	4,318	\$	4,447
Total Operating Expenses			\$	1,189	\$	1,223	\$	1,259	\$	1,295	\$	1,333	\$	1,372	\$	1,412	\$	1,453	\$	1,496	\$	1,539
Total Debt Service			\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Capital Project Expenditures			\$	2,205	\$	2,277	\$	2,350	\$	2,424	\$	2,500	\$	2,578	\$	2,658	\$	2,739	\$	2,823	\$	2,908
TOTAL CASH FLOW ⁴			\$	0	\$	(0)	\$	(0)	\$	0	\$	0	\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)

NOTES:

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

 $^{\rm 2}$ Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self

insurance change assumed to increase at 5.0% annually

⁴Negative Cash flows anticipated to be offset by expenditure cuts in the

same FY and thus will not carry over to the next FY or otherwise be

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

NOTES:

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

² Personnel Expenses assumed to increase 2.5% annually

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

insurance change assumed to increase at 5.0% annually

⁴Negative Cash flows anticipated to be offset by expenditure cuts in the

same FY and thus will not carry over to the next FY or otherwise be

SUMMARY	Tot	al Cost	<u>F`</u>	<u>Y 2014</u>	F	Y 2015	<u>FY</u>	2016	<u>F</u>	Y 2017	F	<u>Y 2018</u>	<u>F</u>	<u>Y 2019</u>	<u>F</u> `	<u>Y 2020</u>	<u>F</u>	<u>Y 2021</u>	F	Y 2022	F	Y 2023
A. Revenues																						
1. Tax Increment Revenues ¹			\$	2,016	\$	2,129	\$	2,218	\$	2,696	\$	2,784	\$	2,874	\$	2,967	\$	3,061	\$	3,159	\$	3,258
a. Increment Revenues from County			\$	1,514	\$	1,600	\$	1,667	\$	2,025	\$	2,091	\$	2,159	\$	2,229	\$	2,300	\$	2,373	\$	2,448
b. Increment Revenues from City			\$	501	\$	530	\$	552	\$	670	\$	692	\$	715	\$	738	\$	761	\$	786	\$	810
2. Interest Income/Other Income			\$	24	\$	21	\$	22	\$	27	\$	28	\$	29	\$	30	\$	31	\$	32	\$	33
3. One Time Fund Balance Carry Over			\$	2,187			\$	86														
4. 2015 Borrowing (\$20 million+1.5% issuance cost)					\$	20,000																
Total Revenues			\$	4,227	\$	22,151	\$	2,326	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
B. Expenses																						
1. Personnel Expenses ²																						
a. CRA Coordinator (30% of Asst. CM)			\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
b. Community Police Officers (3)			\$	184	\$	188	\$	193	\$	198	\$	203	\$	208	\$	213	\$	218	\$	224	\$	229
c. Landscape Technician III (1)			\$	71	\$	73	\$	75	\$	77	\$	78	\$	80	\$	82	\$	84	\$	87	\$	89
d. Landscape Technician II (1)			\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
f. Benefits and Misc. Personnel Costs			\$	185	\$	190	\$	194	\$	199	\$	204	\$	209	\$	214	\$	220	\$	225	\$	231
2. Operating Expenses ³																						
a. Administrative Services			\$	111	\$	114	\$	118	\$	121	\$	125	\$	129	\$	133	\$	137	\$	141	\$	145
b. Landscape Maintenance and Signs			\$	90	\$	93	\$	95	\$	98	\$	101	\$	104	\$	107	\$	111	\$	114	\$	117
c. Self Insurance Charge			\$	62	\$	65	\$	68	\$	71	\$	75	\$	79	\$	83	\$	87	\$	91	\$	96
d. Repairs and Maintenance			\$	46	\$	47	\$	49	\$	50	\$	52	\$	53	\$	55	\$	57	\$	58	\$	60
e. Other Operating Expenses			\$	75	\$	77	\$	79	\$	82	\$	84	\$	87	\$	89	\$	92	\$	95	\$	98
Total Operating Expenses			\$	896	\$	921	\$	948	\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,156
C. Debt Service																						
1. 2010 Series Bonds (2.18% interest)	\$	7,661																				
a. Principal Payment			\$	827	\$	6,834																
b. Interest Payment			\$	159	\$	-																
2. Debt-General Fund (2.2% interest)																						
a. Principal Payment	\$	53	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																						
a. Principal Payment	\$	55	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
4. Debt-Streets (Streets Fund @2.2% interest)																						
a. Principal Payment	\$	55	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$	20,300																				
a. Principal Payment (\$20m total)					\$	471	\$	491	\$	512	\$	534	\$	557	\$	580	\$	605	\$	631	\$	657
b. Interest Payment					\$	863	\$	843	\$	822	\$	800	\$	777	\$	754	\$	729	\$	703	\$	677
Total Debt Service			\$	1,032	\$	8,214	\$	1,379	\$	1,378	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334
Total Non-Capital Expenditures			\$	1,928	\$	9,135	\$	2,326	\$	2,352	\$	2,337	\$	2,366	\$	2,395	\$	2,426	\$	2,457	\$	2,490
Available for Capital Projects																						
(Revenues - Operating Expenses- Debt Service)			\$	2,298	\$	13,016	\$	0	\$	370	\$	475	\$	537	\$	601	\$	666	\$	733	\$	801

SUMMARY	Tota	l Cost	<u>F</u>	Y 2024	<u>F</u>	Y 2025	<u>FY</u>	<u> 2026</u>	<u> </u>	<u>Y 2027</u>	<u>F`</u>	<u>Y 2028</u>	<u>F</u>	Y 2029	<u>F</u>	Y 2030	<u> </u>	<u>Y 2031</u>	<u></u>	Y 2032	<u>F</u>	<u>Y 2033</u>
A. Revenues																						
1. Tax Increment Revenues ¹			\$	3,360	\$	3,465	\$	3,573	\$	3,683	\$	3,795	\$	3,911	\$	4,029	\$	4,151	\$	4,275	\$	4,403
a. Increment Revenues from County			\$	2,525	\$	2,603	\$	2,684	\$	2,767	\$	2,851	\$	2,938	\$	3,027	\$	3,119	\$	3,212	\$	3,308
b. Increment Revenues from City			\$	836	\$	862	\$	889	\$	916	\$	944	\$	973	\$	1,002	\$	1,032	\$	1,063	\$	1,095
2. Interest Income/Other Income			\$	34	\$	35	\$	36	\$	37	\$	38	\$	39	\$	40	\$	42	\$	43	\$	44
3. One Time Fund Balance Carry Over																						
4. 2015 Borrowing (\$20 million+1.5% issuance cost)																						
Total Revenues			\$	3,394	\$	3,500	\$	3,608	\$	3,719	\$	3,833	\$	3,950	\$	4,070	\$	4,192	\$	4,318	\$	4,447
B. Expenses																						
1. Personnel Expenses ²																						
a. CRA Coordinator (30% of Asst. CM)			\$	46	\$	48	\$	49	\$	50	\$	51	\$	52	\$	54	\$	55	\$	56	\$	58
b. Community Police Officers (3)			\$	235	\$	241	\$	247	\$	253	\$	260	\$	266	\$	273	\$	280	\$	287	\$	294
c. Landscape Technician III (1)			\$	91	\$	93	\$	96	\$	98	\$	100	\$	103	\$	105	\$	108	\$	111	\$	114
d. Landscape Technician II (1)			\$	46	\$	47	\$	48	\$	50	\$	51	\$		-	54	\$	55	\$	56	\$	58
f. Benefits and Misc. Personnel Costs			\$	237	\$	243	\$	249	\$	255	\$	261	\$	268	\$	274	\$	281	\$	288	\$	296
2. Operating Expenses ³																						
a. Administrative Services			\$	149	\$	154	\$	158	\$	163	\$	168	\$	173	\$	178	\$	184	\$	189	\$	195
b. Landscape Maintenance and Signs			\$	121	\$	125	\$	128	\$	132	\$	136	\$	140	\$	144	\$	149	\$	153	\$	158
c. Self Insurance Charge			\$	101	\$	106	\$	111	\$	116	\$	122	\$	128	\$	135	\$	141	\$	149	\$	156
d. Repairs and Maintenance			\$	62	\$	64	\$	66	\$	68	\$	70	\$	72	\$	74	\$	76	\$	78	\$	81
e. Other Operating Expenses			\$	101	\$	104	\$	107	\$	110	\$	113	\$	117	\$	120	\$	124	\$	128	\$	131
Total Operating Expenses			\$	1,189	\$	1,223	\$	1,259	\$	1,295	\$	1,333	\$	1,372	\$	1,412	\$	1,453	\$	1,496	\$	1,539
C. Debt Service																						
1. 2010 Series Bonds (2.18% interest)	\$	7,661																				
a. Principal Payment																						
b. Interest Payment																						
2. Debt-General Fund (2.2% interest)																						
a. Principal Payment	\$	53																				
b. Interest Payment																						
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																						
a. Principal Payment	\$	55																				
b. Interest Payment																						
4. Debt-Streets (Streets Fund @2.2% interest)																						
a. Principal Payment	\$	55																				
b. Interest Payment																						
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$ 2	20,300																				
a. Principal Payment (\$20m total)			\$	685	\$	715	\$	745	\$	777	\$	810	\$	844	\$	880	\$	917	\$	956	\$	997
b. Interest Payment			\$	649	\$	619	\$	589	\$	557	\$	524	\$	490	\$	454	\$	417	\$	378	\$	337
Total Debt Service			\$	1,334	\$	1,334		1,334	-	1,334			\$	1,334		1,334		1,334		1,334	\$	1,334
Total Non-Capital Expenditures			\$	2,523	\$	2,557	\$	2,593	\$	2,629	\$	2,667	\$	2,706	\$	2,746	\$	2,787	\$	2,830	\$	2,873
Available for Capital Projects																						
(Revenues - Operating Expenses- Debt Service)			\$	871	\$	943	\$	1,016	\$	1,090	\$	1,166	\$	1,244	\$	1,324	\$	1,405	\$	1,489	\$	1,574

SUMMARY	Tota	al Cost	<u>FY</u>	<u>2034</u>	<u>FY 2</u>	2 <u>035</u>	FY	<u>2036</u>	<u>FY</u>	<u>(2037</u>	<u>FY</u>	2038	<u>FY 2</u>	<u>039</u>	<u>FY 204</u>	0	<u>FY 2041</u>	<u>FY</u>	2042	FY	<u>2043</u>	<u>Total</u>	Unfunded
A. Revenues																							Amount
1. Tax Increment Revenues ¹			\$ 4	1,534	\$4	,668	\$	4,805	\$	4,946	\$	5,090	\$ 5,	238	\$ 5,39	0	\$ 5,546	\$	5,705	\$ 5	5,868	\$ 117,598	
a. Increment Revenues from County			\$ 3	8,406	\$ 3	,507	\$	3,610	\$	3,716	\$	3,824	\$3,	936	\$ 4,05	0	\$ 4,166	\$	4,286	\$ 4	4,409	\$ 88,350	
b. Increment Revenues from City			\$ 1	,128	\$ 1	,161	\$	1,195	\$	1,230	\$	1,266	\$1,	303	\$ 1,34	1	\$ 1,379	\$	1,419	\$ 1	1,459	\$ 29,248	
2. Interest Income/Other Income			\$	45	\$	47	\$	48	\$	49	\$	51	\$	52	\$ 5	4	\$55	\$	57	\$	59	\$ 1,180	
3. One Time Fund Balance Carry Over																						\$ 2,273	
4. 2015 Borrowing (\$20 million+1.5% issuance cost)																							
Total Revenues			\$4	,579	\$4	,714	\$	4,853	\$	4,996	\$	5,141	\$5,	291	\$ 5,44	4	\$ 5,601	\$	5,762	\$ 5	5,927	\$ 121,051	
B. Expenses																							
1. Personnel Expenses ²																							
a. CRA Coordinator (30% of Asst. CM)			\$	59	\$	61	\$	62	\$	64	\$	66	\$	67	\$6	9	\$71	\$	72	\$	74	\$ 1,590	
b. Community Police Officers (3)			\$	301	\$	309	\$	316	\$	324	\$	332	\$	341	\$ 34	9	\$ 358	\$	367	\$	376	\$ 8,067	
c. Landscape Technician III (1)			\$	116	\$	119	\$	122	\$	125	\$	129	\$	132	\$ 13	5	\$ 138	\$	142	\$	145	\$ 3,120	
d. Landscape Technician II (1)			\$	59	\$	61	\$	62	\$	64	\$	65	\$	67	\$6	8	\$ 70	\$	72	\$	74	\$ 1,583	
f. Benefits and Misc. Personnel Costs			\$	303	\$	311	\$	318	\$	326	\$	334	\$	343	\$ 35	1	\$ 360	\$	369	\$	378	\$ 8,117	
2. Operating Expenses ³																							
a. Administrative Services			\$	201	\$	207	\$	213	\$	219	\$	226	\$	233	\$ 24	0	\$ 247	\$	254	\$	262	\$ 5,288	
b. Landscape Maintenance and Signs			\$	163	\$	167	\$	172	\$	178	\$	183	\$	188	\$ 19	4	\$ 200	\$	206	\$	212	\$ 4,282	
c. Self Insurance Charge			\$	164	\$	172	\$	181	\$	190	\$	199	\$	209	\$ 21	9	\$ 230	\$	242	\$	254	\$ 4,100	
d. Repairs and Maintenance			\$	83	\$	86	\$	88	\$	91	\$	94	\$	97	\$9	9	\$ 102	\$	105	\$	109	\$ 2,193	
e. Other Operating Expenses			\$	135	\$	139	\$	144	\$	148	\$	152	\$	157	\$ 16	2	\$ 166	\$	171	\$	177	\$ 3,565	
Total Operating Expenses			\$ 1	,585	\$1	,631	\$	1,679	\$	1,729	\$	1,780	\$1,	833	\$ 1,88	7	\$ 1,943	\$	2,001	\$ 2	2,061	\$ 41,905	
C. Debt Service																							
1. 2010 Series Bonds (2.18% interest)	\$	7,661																					
a. Principal Payment																						\$ 7,661	
b. Interest Payment																						\$ 159	
2. Debt-General Fund (2.2% interest)																							
a. Principal Payment	\$	53																				\$ 56	
b. Interest Payment																						\$ 3	
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																							
a. Principal Payment	\$	55																				\$ 58	
b. Interest Payment																						\$ 3	
4. Debt-Streets (Streets Fund @2.2% interest)																							
a. Principal Payment	\$	55																				\$ 58	
b. Interest Payment																						\$ 3	
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$	20,300																					
a. Principal Payment (\$20m total)			\$ 1	,039	\$ 1	,083	\$	1,129	\$	1,177	\$	1,227	\$1,	280								\$ 20,300	
b. Interest Payment			\$	295	\$	251	\$	205	\$	157	\$	107	\$	54								\$ 13,050	
Total Debt Service			\$ 1	,334	\$ 1	,334	\$	1,334	\$	1,334	\$	1,334	\$1,	334	\$	-	\$-	\$	-	\$	-	\$ 41,350	
Total Non-Capital Expenditures			\$ 2	2,919	\$2	,965	\$	3,013	\$	3,063	\$	3,114	\$3,	167	\$ 1,88	7	\$ 1,943	\$	2,001	\$ 2	2,061	\$ 83,256	
Available for Capital Projects																T							
(Revenues - Operating Expenses- Debt Service)			\$ 1	,661	\$ 1	,749	\$	1,840	\$	1,933	\$	2,027	\$2,	124	\$ 3,55	7	\$ 3,658	\$	3,761	\$ 3	3,866	\$ 57,795	

SUMMARY	Tot	al Cost	F	<u>Y 2014</u>	F	<u>Y 2015</u>	<u>F</u>	<u>(2016</u>	<u>F</u>	<u> 2017</u>	F	Y 2018	F	<u>Y 2019</u>	F١	<u> 2020</u>	<u>F</u>	Y 2021	F١	(2022	FY	2023
																	1					
D. Capital Project Expenditures																						
1. Ten Year Improvement Plan																						
a. 5th Avenue Parkway Sidewalk Extension	\$	250			\$	250																
b. 8th Street South Streetscaping	\$	1,250									\$	391	\$	561	\$	298						
c. Central Ave. Improvements	\$	1,750			\$	1,750																
d. Miscellaneous Zoning Code Amendments	\$	70			\$	70																
e. Medical District Way Identification (Wayfinding)	\$	250			\$	250																
f. Medical District Inducements	\$	400			\$	400																
g. Medical District Pedestrian Facilities	\$	750			\$	750																
h. Health Community Programming	\$	65			\$	65																
i. Arts and Civic District Master Plan	\$	125			\$	125																
j. Gateway Feature Design and Cons US41/5th Ave.	\$	2,500			\$	2,500																
k. 5th Ave. Extension Zoning Code Amendments	\$	90			\$	90																
I. 3rd Avenue South Improvements	\$	1,000			\$	1,000																
m. Gordon River Park	\$	2,000			\$	2,000																
n. Blueway Launch Point and Trail Facilities	\$	500			\$	500																
o. Wayfinding Design Theme and Plan	\$	200			\$	200																
p. Wayfinding Maintenance Program	\$	100			\$	96			\$	4												
q. Four Corners Study	\$	100			\$	100																
r. Bike Lane Improvements - Interim	\$	50			\$	50																
s. Bicycle and Pedestrian Circulation	\$	50			\$	50																
t. 5th Ave. West End Garage - Land Acquisition	\$	2,500	\$	2,298	\$	202																
u. Lake Manor Linear Park	\$	450			\$	450																
v. 6th Ave. North Lighting	\$	300							\$	216	\$	84										
w. Lake Park Neighborhood Plan	\$	12			\$	12																
x. River Park Neighborhood Plan	\$	60			\$	60																
y. Anthony Park Neighborhood Plan	\$	60			\$	60																
z. Miscellaneous Marketing	\$	150							\$	150												
aa. Miscellaneous Drainage Improvements	\$	250			\$	250																
bb. Miscellaneous Potable Water Improvements	\$	200			\$	200																
cc. Miscellaneous Wastewater Improvements	\$	200			\$	200																
dd. Miscelaneous Transportation Enhancements	\$	1,250			\$	1,250																
Total Ten Year Improvement Plan	\$	16,932	\$	2,298	\$	12,930	\$	-	\$	370	\$	475	\$	561	\$	298	\$	-	\$	-	\$	-
Total Revenue	<u> </u>		\$	4,227	\$	22,151		1	\$	2,723		2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
Total Operating Expenses	 		\$	896	\$	921	\$		\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,156
Total Debt Service	<u> </u>		\$	1,032	\$	8,214		1,379	\$	1,378		1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334
Total Capital Project Expenditures	1		\$	2,298	\$	12,930		-	\$	370		-	\$	561	\$	601	\$	666	\$	733	\$	801
TOTAL CASH FLOW ⁴			\$	0	\$	86	\$	0	\$	0	\$	(0)	\$	(24)	\$	0	\$	0	\$	0	\$	0

SUMMARY	Tota	l Cost	<u>FY</u>	2024	FY	2025	FY	2026	FY	2027	F۲	Y 2028	FY	<u>2029</u>	FY	2030	F	Y 2031	F١	(2032	FY	(2033
D. Capital Project Expenditures																						
1. Ten Year Improvement Plan																						
a. 5th Avenue Parkway Sidewalk Extension	\$	250																				
b. 8th Street South Streetscaping	\$	1,250																				
c. Central Ave. Improvements	\$	1,750																				
d. Miscellaneous Zoning Code Amendments	\$	70																				
e. Medical District Way Identification (Wayfinding)	\$	250																				
f. Medical District Inducements	\$	400																				
g. Medical District Pedestrian Facilities	\$	750																				
h. Health Community Programming	\$	65																				
i. Arts and Civic District Master Plan	\$	125																				
j. Gateway Feature Design and Cons US41/5th Ave.	\$	2,500		_																		
k. 5th Ave. Extension Zoning Code Amendments	\$	90																				
I. 3rd Avenue South Improvements	\$	1,000																				
m. Gordon River Park	\$	2,000																				
n. Blueway Launch Point and Trail Facilities	\$	500																				
o. Wayfinding Design Theme and Plan	\$	200																				
p. Wayfinding Maintenance Program	\$	100																				
q. Four Corners Study	\$	100																				
r. Bike Lane Improvements - Interim	\$	50																				
s. Bicycle and Pedestrian Circulation	\$	50																				
t. 5th Ave. West End Garage - Land Acquisition	\$	2,500																				
u. Lake Manor Linear Park	\$	450																				
v. 6th Ave. North Lighting	\$	300																				
w. Lake Park Neighborhood Plan	\$	12																				
x. River Park Neighborhood Plan	\$	60																				
y. Anthony Park Neighborhood Plan	\$	60																				
z. Miscellaneous Marketing	\$	150																				
aa. Miscellaneous Drainage Improvements	\$	250		_																		
bb. Miscellaneous Potable Water Improvements	\$	200		_																		
cc. Miscellaneous Wastewater Improvements	\$	200																				
dd. Miscelaneous Transportation Enhancements	\$	1,250																				
Total Ten Year Improvement Plan	\$	16,932	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Revenue				3,394		3,500		,	\$	3,719		- /	\$	3,950		4,070	\$	-	\$	4,318	\$	4,447
Total Operating Expenses	<u> </u>			1,189			\$		\$	1,295		1,333	\$,	\$	1,412	\$	1,453	\$	1,496	\$	1,539
Total Debt Service				1,334		1,334			\$	1,334		1,334	\$	1,334		1,334	\$	1,334	\$	1,334	\$	1,334
Total Capital Project Expenditures			\$	871	\$	943		,	\$			1,166	\$	1,244		1,324	\$,	\$	1,489	\$	1,574
TOTAL CASH FLOW ⁴			\$	0	\$	(0)	\$	(0)	\$	0	\$	0	\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)

SUMMARY	Total Co	t FY 2034	FY 2035	FY 2036	FY 2037	FY 2038	FY 2039	FY 2040	FY 2041	FY 2042	FY 2043	Total	Unfunded
			T										
D. Capital Project Expenditures													
1. Ten Year Improvement Plan												\$-	\$-
a. 5th Avenue Parkway Sidewalk Extension	\$ 2	0										\$ 250	\$-
b. 8th Street South Streetscaping	\$ 1,2	0										\$ 1,250	\$-
c. Central Ave. Improvements	\$ 1,7	0										\$ 1,750	\$-
d. Miscellaneous Zoning Code Amendments	\$	0										\$ 70	\$-
e. Medical District Way Identification (Wayfinding)	\$ 2	60										\$ 250	\$-
f. Medical District Inducements	\$ 40	0										\$ 400	\$-
g. Medical District Pedestrian Facilities	\$ 7	0										\$ 750	\$-
h. Health Community Programming	\$	5										\$ 65	\$-
i. Arts and Civic District Master Plan	\$ 12	5			1							\$ 125	\$-
j. Gateway Feature Design and Cons US41/5th Ave.	\$ 2,50	0										\$ 2,500	\$-
k. 5th Ave. Extension Zoning Code Amendments	\$	0										\$ 90	\$-
I. 3rd Avenue South Improvements	\$ 1,00	0										\$ 1,000	\$-
m. Gordon River Park	\$ 2,00	0										\$ 2,000	\$-
n. Blueway Launch Point and Trail Facilities	\$ 50	0										\$ 500	\$-
o. Wayfinding Design Theme and Plan	\$ 20	0										\$ 200	\$-
p. Wayfinding Maintenance Program	\$ 10	0										\$ 100	\$-
q. Four Corners Study	\$ 10	0										\$ 100	\$-
r. Bike Lane Improvements - Interim	\$	0										\$ 50	\$-
s. Bicycle and Pedestrian Circulation	\$	0										\$ 50	\$-
t. 5th Ave. West End Garage - Land Acquisition	\$ 2,50	0										\$ 2,500	\$-
u. Lake Manor Linear Park	\$ 4	60										\$ 450	\$-
v. 6th Ave. North Lighting	\$ 30	0										\$ 300	\$-
w. Lake Park Neighborhood Plan	\$	2										\$ 12	\$-
x. River Park Neighborhood Plan	\$	60										\$ 60	\$-
y. Anthony Park Neighborhood Plan	\$	60										\$ 60	\$-
z. Miscellaneous Marketing	\$ 1	60										\$ 150	\$-
aa. Miscellaneous Drainage Improvements	\$ 2	60										\$ 250	\$-
bb. Miscellaneous Potable Water Improvements	\$ 20	0										\$ 200	\$-
cc. Miscellaneous Wastewater Improvements	\$ 20	0										\$ 200	\$-
dd. Miscelaneous Transportation Enhancements	\$ 1,2	0										\$ 1,250	0
Total Ten Year Improvement Plan	\$ 16,9	2 \$ -	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$ 16,932	\$-
			<u> </u>										
Total Revenue			\$ 4,714				\$ 5,291					\$ 141,051	\$-
Total Operating Expenses			\$ 1,631				\$ 1,833		\$ 1,943		\$ 2,061	\$ 41,905	\$-
Total Debt Service			\$ 1,334				\$ 1,334		\$-	\$-	\$ -	\$ 41,350	\$-
Total Capital Project Expenditures			- · ·				\$ 2,124		\$ 3,658		\$ 350	\$ 54,217	
TOTAL CASH FLOW ⁴		\$ (0)\$0	\$ (0)	\$ (0)	\$0	\$0	\$ (0)	\$ (0)	\$ (0)	\$ 3,516	\$ 3,578	

| Tot | al Cost | <u>F</u> | <u> 2014</u> | <u> </u>

 | Y 2015 | <u> </u> | <u>Y 2016</u> | <u> </u> | <u>Y 2017</u> | <u> </u> | <u>Y 2018</u> | <u>F`</u>
 | <u>Y 2019</u> | <u>F`</u> | <u>Y 2020</u> | <u> </u> | <u>Y 2021</u>
 | <u> </u> | Y 2022 | <u> </u> | Y 2023 |
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NOTES:

¹ Revenues assume no change in millage rates and increases in taxable

values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self

SUMMARY	To	tal Cost	<u>F</u>	Y 2024	F	Y 2025	F	Y 2026	E	<u>Y 2027</u>	E	Y 2028	F	Y 2029	F	Y 2030	F	<u>Y 2031</u>	F	Y 2032	F	Y 2033
D. Capital Project Expenditures																						
2. Year 11- thru Year 30 Improvement Plan																						
a. Arts and Civic District Master Plan Implementation	\$	1,500					\$	373	\$	898	\$	229										
b. Cambier Park Art Walk Streetscape Improvements	\$	200																				
c. 5th Ave Streetscape and Lighting Improvements	\$	500											\$	200	\$	300						
d. 6th Ave South Promenade	\$	1,000																				
e. Special Features Gateway (US 41/5th Street)	\$	2,000																				
f. Gordon River Bridge and Roadway Treatment	\$	1,500															\$	1,277	\$	223		
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000																				
h. Bike Lane Improvements - Ultimate	\$	1,500											\$	348	\$	1,024	\$	128				
i. 5th Ave S West End Parking Garage	\$	5,000																	\$	1,266	\$	1,574
j. D-Downtown Parking Garage - Land and Const.	\$	1,500			\$	857	\$	643														
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000																				
I. Lake Park Master Plan Implementation	\$	60																				
m. River Park Master Plan Implementation	\$	300																				
n. Anthony Park Master Plan Implementation	\$	300																				
o. Miscellaneous Marketing	\$	950	\$	546	\$	86																
p. Miscellaneous Drainage Improvements	\$	325																				
q. Miscellaneous Potable Water Improvements	\$	325	\$	325																		
r. Miscellaneous Wastewater Improvements	\$	325							\$	192	\$	133										
s. Miscellaneous Transportation Enhancements	\$	12,000									\$	804	\$	696								
Total 11- thru Year 30 Improvement Plan	\$	37,285	\$	871	\$	943	\$	1,016	\$	1,090	\$	1,166	\$	1,244	\$	1,324	\$	1,405	\$	1,489	\$	1,574
Total Capital Projects	\$	54,217	\$	871	\$	943	\$	1,016	\$	1,090	\$	1,166	\$	1,244	\$	1,324	\$	1,405	\$	1,489	\$	1,574
	<u> </u>																				-	
Total Revenue	<u> </u>		\$	3,394	\$	3,500	1	3,608	\$	3,719	-	- /	\$	3,950	\$,	\$	4,192	\$	4,318	\$	4,447
Total Operating Expenses			\$	1,189	\$	1,223		1,259	\$	1,295	_	1,333		,-	\$	1,412	<u> </u>	1,453	\$	1,496		1,539
Total Debt Service			\$	1,334	\$	1,334	-	1,334	\$	1,334	-	1	\$	1,334	\$,	\$	1,334	\$	1,334	\$	1,334
Total Capital Project Expenditures			\$	871	\$	943	<u> </u>	'	\$	1,090		1,166	\$	1,244	\$	1,324	\$	1,405	\$	1,489	\$	1,574
TOTAL CASH FLOW			\$	0	\$	(0)	\$	(0)	\$	0	\$	0	\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)
NOTEO																						

NOTES:

¹ Revenues assume no change in millage rates and increases in taxable

values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self

SUMMARY	To	tal Cost	FY	<u>2034</u>	FY	<u>2035</u>	FY	2036	FY 2	2 <u>037</u>	FY 2	2 <u>038</u>	<u>FY 2</u>	<u>039</u>	<u>FY 2040</u>	<u>)</u> <u>F</u>	Y 2041	<u>FY 20</u>)42	FY	2043	-	Total	Unfunded
D. Capital Project Expenditures											-													
2. Year 11- thru Year 30 Improvement Plan																						\$	-	\$-
a. Arts and Civic District Master Plan Implementation	\$	1,500																				\$	1,500	\$-
b. Cambier Park Art Walk Streetscape Improvements	\$	200																				\$	200	\$-
c. 5th Ave Streetscape and Lighting Improvements	\$	500																				\$	500	\$-
d. 6th Ave South Promenade	\$	1,000																				\$	1,000	\$-
e. Special Features Gateway (US 41/5th Street)	\$	2,000																\$ 1,6	650	\$	350	\$	2,000	\$-
f. Gordon River Bridge and Roadway Treatment	\$	1,500																				\$	1,500	\$-
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000			\$ 1	,250	\$	750														\$	2,000	\$-
h. Bike Lane Improvements - Ultimate	\$	1,500																				\$	1,500	\$-
i. 5th Ave S West End Parking Garage	\$	5,000	\$	1,661	\$	499																\$	5,000	\$-
j. D-Downtown Parking Garage - Land and Const.	\$	1,500																				\$	1,500	\$-
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000													\$ 231	\$	3,658	\$ 2,1	11			\$	6,000	\$-
I. Lake Park Master Plan Implementation	\$	60																				\$	60	\$-
m. River Park Master Plan Implementation	\$	300																				\$	300	\$-
n. Anthony Park Master Plan Implementation	\$	300																				\$	300	\$-
o. Miscellaneous Marketing	\$	950																				\$	950	\$-
p. Miscellaneous Drainage Improvements	\$	325																				\$	325	\$-
q. Miscellaneous Potable Water Improvements	\$	325																				\$	325	\$-
r. Miscellaneous Wastewater Improvements	\$	325																				\$	325	\$-
s. Miscellaneous Transportation Enhancements	\$	12,000					\$	1,090	\$ 1	,933	\$ 2	2,027	\$2,	124	\$ 3,326	5						\$	12,000	\$-
Total 11- thru Year 30 Improvement Plan	\$	37,285	\$	1,661	\$ 1	,749	\$	1,840	\$1	,933	\$2	2,027	\$2,	124	\$ 3,557	'\$	3,658	\$ 3,7	' 61	\$	350	\$	37,285	\$-
																_				 				
Total Capital Projects	\$	54,217	\$	1,661	\$ 1	,749	\$	1,840	\$1	,933	\$2	2,027	\$2,	124	\$ 3,557	'\$	3,658	\$ 3,7	' 61	\$	350	\$	54,217	\$-
																-		•		<u> </u>				
Total Revenue						-									\$ 5,444	-						*	141,051	
Total Operating Expenses							_								\$ 1,887	_	1,943		01	· ·	2,061	· ·	41,905	
Total Debt Service				1,334			_									• \$		\$	-	\$	-	· ·	41,350	
Total Capital Project Expenditures			· ·												\$ 3,557	_	3,658			\$	350	\$	54,217	
TOTAL CASH FLOW			\$	(0)	\$	0	\$	(0)	\$	(0)	\$	0	\$	0	\$ (0) \$	(0)	\$	(0)	\$	3,516			
NOTEO																								

NOTES:

 $^{1}\,\mbox{Revenues}$ assume no change in millage rates and increases in taxable

values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

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

	Total																				
SUMMARY	Cost	<u>F`</u>	<u>Y 2014</u>	E	Y 2015	<u>F</u> `	<u>Y 2016</u>	E	<u> Y 2017</u>	F	Y 2018	F	Y 2019	F١	<u>Y 2020</u>	<u>F</u>	<u>Y 2021</u>	<u>F</u> `	<u>Y 2022</u>	<u>F</u>	Y 2023
A. Revenues																					
1. Tax Increment Revenues ¹		\$	2,016	\$	2,129	\$	2,218	\$	2,696	\$	2,784	\$	2,874	\$	2,967	\$	3,061	\$	3,159	\$	3,258
a. Increment Revenues from County		\$	1,514	\$	1,600	\$	1,667	\$	2,025	\$	2,091	\$	2,159	\$	2,229	\$	2,300	\$	2,373	\$	2,448
b. Increment Revenues from City		\$	501	\$	530	\$	552	\$	670	\$	692	\$	715	\$	738	\$	761	\$	786	\$	810
2. Interest Income/Other Income		\$	24	\$	21	\$	22	\$	27	\$	28	\$	29	\$	30	\$	31	\$	32	\$	33
3. One Time Fund Balance Carry Over		\$	2,187			\$	86														
4. 2015 Borrowing (\$20 million+1.5% issuance cost)				\$	20,000																
5. 2027 Borrowing (\$10 million+1.5% issuance cost)																					
Total Revenues		\$	4,227	\$	22,151	\$	2,326	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
B. Expenses																					
1. Personnel Expenses ²																					
a. CRA Coordinator (30% of Asst. CM)		\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
b. Community Police Officers (3)		\$	184	\$	188	\$	193	\$	198	\$	203	\$	208	\$	213	\$	218	\$	224	\$	229
c. Landscape Technician III (1)		\$	71	\$	73	\$	75	\$	77	\$	78	\$	80	\$	82	\$	84	\$	87	\$	89
d. Landscape Technician II (1)		\$	36	\$	37	\$	38	\$	39	\$	40	\$	41	\$	42	\$	43	\$	44	\$	45
f. Benefits and Misc. Personnel Costs		\$	185	\$	190	\$	194	\$	199	\$	204	\$	209	\$	214	\$	220	\$	225	\$	231
2. Operating Expenses ³																					
a. Administrative Services		\$	111	\$	114	\$	118	\$	121	\$	125	\$	129	\$	133	\$	137	\$	141	\$	145
b. Landscape Maintenance and Signs		\$	90	\$	93	\$	95	\$	98	\$	101	\$	104	\$	107	\$	111	\$	114	\$	117
c. Self Insurance Charge		\$	62	\$	65	\$	68	\$	71	\$	75	\$	79	\$	83	\$	87	\$	91	\$	96
d. Repairs and Maintenance		\$	46	\$	47	\$	49	\$	50	\$	52	\$	53	\$	55	\$	57	\$	58	\$	60
e. Other Operating Expenses		\$	75	\$	77	\$	79	\$	82	\$	84	\$	87	\$	89	\$	92	\$	95	\$	98
Total Operating Expenses		\$	896	\$	921	\$	948	\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,156

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

	Total																							Unfunded
SUMMARY	<u>Cost</u>	<u>FY</u>	<u>2034</u>	<u>FY</u>	2035	<u>F</u>	<u> 2036</u>	<u>F</u>	<u>Y 2037</u>	<u>FY</u>	<u>2038 2038 2038 2038 2038 2038 2038 2038 </u>	FY	2039	<u>FY</u> :	2 <u>040</u>	<u>FY</u>	<u>2041</u>	<u>FY</u>	2042	<u>FY</u>	<u>2043</u>	-	<u>Total</u>	<u>Amount</u>
A. Revenues																								
1. Tax Increment Revenues ¹		\$ 4	4,534	\$ 4	4,668	\$	4,805	\$	4,946	\$	5,090	\$	5,238	\$ 5	,390	\$	5,546	\$	5,705	\$ {	5,868	\$	117,598	
a. Increment Revenues from County		\$ 3	3,406	\$ 3	3,507	\$	3,610	\$	3,716	\$	3,824	\$	3,936	\$ 4	,050	\$	4,166	\$	4,286	\$ 4	4,409	\$	88,350	
b. Increment Revenues from City		\$ `	1,128	\$	1,161	\$	1,195	\$	1,230	\$	1,266	\$	1,303	\$ 1	,341	\$	1,379	\$	1,419	\$ `	1,459	\$	29,248	
2. Interest Income/Other Income		\$	45	\$	47	\$	48	\$	49	\$	51	\$	52	\$	54	\$	55	\$	57	\$	59	\$	1,180	
3. One Time Fund Balance Carry Over																						\$	2,273	
4. 2015 Borrowing (\$20 million+1.5% issuance cost)																								
5. 2027 Borrowing (\$10 million+1.5% issuance cost)																								
Total Revenues		\$ 4	4,579	\$ 4	4,714	\$	4,853	\$	4,996	\$	5,141	\$	5,291	\$5	,444	\$	5,601	\$	5,762	\$!	5,927	\$	151,051	
B. Expenses																								
1. Personnel Expenses ²																								
a. CRA Coordinator (30% of Asst. CM)		\$	59	\$	61	\$	62	\$	64	\$	66	\$	67	\$	69	\$	71	\$	72	\$	74	\$	1,590	
b. Community Police Officers (3)		\$	301	\$	309	\$	316	\$	324	\$	332	\$	341	\$	349	\$	358	\$	367	\$	376	\$	8,067	
c. Landscape Technician III (1)		\$	116	\$	119	\$	122	\$	125	\$	129	\$	132	\$	135	\$	138	\$	142	\$	145	\$	3,120	
d. Landscape Technician II (1)		\$	59	\$	61	\$	62	\$	64	\$	65	\$	67	\$	68	\$	70	\$	72	\$	74	\$	1,583	
f. Benefits and Misc. Personnel Costs		\$	303	\$	311	\$	318	\$	326	\$	334	\$	343	\$	351	\$	360	\$	369	\$	378	\$	8,117	
2. Operating Expenses ³																								
a. Administrative Services		\$	201	\$	207	\$	213	\$	219	\$	226	\$	233	\$	240	\$	247	\$	254	\$	262	\$	5,288	
b. Landscape Maintenance and Signs		\$	163	\$	167	\$	172	\$	178	\$	183	\$	188	\$	194	\$	200	\$	206	\$	212	\$	4,282	
c. Self Insurance Charge		\$	164	\$	172	\$	181	\$	190	\$	199	\$	209	\$	219	\$	230	\$	242	\$	254	\$	4,100	
d. Repairs and Maintenance		\$	83	\$	86	\$	88	\$	91	\$	94	\$	97	\$	99	\$	102	\$	105	\$	109	\$	2,193	
e. Other Operating Expenses		\$	135	\$	139	\$	144	\$	148	\$	152	\$	157	\$	162	\$	166	\$	171	\$	177	\$	3,565	
Total Operating Expenses		\$ ´	1,585	\$ ·	1,631	\$	1,679	\$	1,729	\$	1,780	\$	1,833	\$ 1	,887	\$	1,943	\$	2,001	\$ 2	2,061	\$	41,905	

		Total																				
SUMMARY	-	<u>Cost</u>	F	<u>Y 2014</u>	<u> </u>	Y 2015	<u>F</u>	<u>Y 2016</u>		<u>FY 2017</u>	<u> </u>	<u>Y 2018</u>	FY	2019	<u> </u>	<u>Y 2020</u>	<u>F</u>	<u>Y 2021</u>	<u>F</u>	Y 2022	<u>F</u>	<u>Y 2023</u>
C. Debt Service																						
1. 2010 Series Bonds (2.18% interest)	\$	7,661																				
a. Principal Payment			\$	827	\$	6,834																
b. Interest Payment			\$	159	\$	-																
2. Debt-General Fund (2.2% interest)																						
a. Principal Payment	\$	53	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																						
a. Principal Payment	\$	55	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
4. Debt-Streets (Streets Fund @2.2% interest)																						
a. Principal Payment	\$	55	\$	14	\$	14	\$	14	\$	14												
b. Interest Payment			\$	1	\$	1	\$	1	\$	0												
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$	20,300																				
a. Principal Payment (\$20m+\$300k total)					\$	471	\$	491	\$	512	\$	534	\$	557	\$	580	\$	605	\$	631	\$	657
b. Interest Payment					\$	863	\$	843	\$	822	\$	800	\$	777	\$	754	\$	729	\$	703	\$	677
5. 2027 Series Bonds (15yr@6% + 1.5% issuance)	\$	10,150																				
a. Principal Payment (\$10m +\$150k total)																						
b. Interest Payment																						
Total Debt Service			\$	1,032	\$	8,214	\$	1,379	\$	1,378	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334
Total Non-Capital Expenditures			\$	1,928	\$	9,135	\$	2,326	¢	2,352	\$	2,337	\$	2,366	\$	2,395	¢	2,426	\$	2,457	\$	2,490
			φ	1,320	φ	3,133	φ	2,320	Ŷ	2,332	φ	2,337	φ	2,300	φ	2,333	φ	2,420	φ	2,437	φ	2,430
Available for Capital Projects																						
(Revenues - Operating Expenses- Debt Service)			\$	2,298	\$	13,016	\$	0	\$	370	\$	475	\$	537	\$	601	\$	666	\$	733	\$	801

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

		Total																			Unfunded
SUMMARY	1	Cost	<u>FY</u>	<u>2034</u>	<u>FY</u>	<u>2035</u>	<u>FY</u> :	<u>2036</u>	FY 203	<u>87</u>	FY 20	<u>038</u>	<u>FY 2</u>	2 <u>039</u>	<u>FY 2040</u>	<u>FY 2041</u>	<u>FY 2042</u>	<u>FY 2043</u>		<u>Total</u>	<u>Amount</u>
C. Debt Service																					
1. 2010 Series Bonds (2.18% interest)	\$	7,661																			
a. Principal Payment																			\$	7,661	
b. Interest Payment																			\$	159	
2. Debt-General Fund (2.2% interest)																					
a. Principal Payment	\$	53																	\$	56	
b. Interest Payment																			\$	3	
3. Debt-Plaza on Fifth (General Fund @ 2.2% interest)																					
a. Principal Payment	\$	55																	\$	58	
b. Interest Payment																			\$	3	
4. Debt-Streets (Streets Fund @2.2% interest)																					
a. Principal Payment	\$	55																	\$	58	
b. Interest Payment																			\$	3	
5. 2015 Series Bonds (25yr@4.25% + 1.5% issuance)	\$	20,300																			
a. Principal Payment (\$20m+\$300k total)			\$	1,039	\$ 1	,083	\$ 1	,129	\$ 1,17	7	\$ 1,2	227	\$ 1	,280					\$	20,300	
b. Interest Payment			\$	295	\$	251	\$	205	\$ 15	57	\$ 1	107	\$	54					\$	13,050	
5. 2027 Series Bonds (15yr@6% + 1.5% issuance)	\$	10,150																			
a. Principal Payment (\$10m +\$150k total)				656		695		737	7	81		828		877	930	986					
b. Interest Payment				389		350		308	2	64		217		168	115	59					
Total Debt Service			\$	2,379	\$ 2	2,379	\$ 2	2,379	\$ 2,37	'9	\$ 2,3	379	\$ 2	,379	\$ 1,045	\$ 1,045	\$-	\$-	\$	57,026	
Total Non-Capital Expenditures			\$	3,964	\$ 4	1,010	\$4	,058	\$ 4,10	8	\$ 4,1	159	\$4	,212	\$ 2,932	\$ 2,988	\$ 2,001	\$ 2,061	\$	98,932	
Available for Capital Projects										_									_		
	-		\$	615	\$	704	\$	795	\$ 88		\$ 9	102	¢ 1	070	¢ 2512	\$ 2,613	¢ 2.761	\$ 2.966	\$	52,119	
(Revenues - Operating Expenses- Debt Service)			Þ	015	φ	704	φ	192	φ 88	0	φ 5	90Z	φĨ	,079	ə ∠,512	⇒ ∠,613	৯ 3,761	ə 3,800	>	52,119	
	L		I																		

		Total																				
SUMMARY		Cost	<u>F</u>	<u>Y 2014</u>	<u>F</u>	<u>Y 2015</u>	FY	<u>2016</u>	<u>F)</u>	Y 2017	<u>F</u>	Y 2018	<u>F)</u>	<u>Y 2019</u>	FY	<u> 2020 </u>	<u>F`</u>	Y 2021	<u>F)</u>	<u> 2022</u>	FY	2023
D. Capital Project Expenditures																						
1. Ten Year Improvement Plan	1																					
a. 5th Avenue Parkway Sidewalk Extension	\$	250			\$	250																
b. 8th Street South Streetscaping	\$	1,250									\$	391	\$	537	\$	322						
c. Central Ave. Improvements	\$	1,750			\$	1,750																
d. Miscellaneous Zoning Code Amendments	\$	70			\$	70																
e. Medical District Way Identification (Wayfinding)	\$	250			\$	250																
f. Medical District Inducements	\$	400			\$	400																
g. Medical District Pedestrian Facilities	\$	750			\$	750																
h. Health Community Programming	\$	65			\$	65																
i. Arts and Civic District Master Plan	\$	125			\$	125																
j. Gateway Feature Design and Cons US41/5th Ave.	\$	2,500			\$	2,500																
k. 5th Ave. Extension Zoning Code Amendments	\$	90			\$	90																
I. 3rd Avenue South Improvements	\$	1,000			\$	1,000																
m. Gordon River Park	\$	2,000			\$	2,000																
n. Blueway Launch Point and Trail Facilities	\$	500			\$	500																
o. Wayfinding Design Theme and Plan	\$	200			\$	200																
p. Wayfinding Maintenance Program	\$	100			\$	96			\$	4												
q. Four Corners Study	\$	100			\$	100																
r. Bike Lane Improvements - Interim	\$	50			\$	50																
s. Bicycle and Pedestrian Circulation	\$	50			\$	50																
t. 5th Ave. West End Garage - Land Acquisition	\$	2,500	\$	2,298	\$	202																
u. Lake Manor Linear Park	\$	450			\$	450																
v. 6th Ave. North Lighting	\$	300							\$	216	\$	84										
w. Lake Park Neighborhood Plan	\$	12			\$	12																
x. River Park Neighborhood Plan	\$	60			\$	60																
y. Anthony Park Neighborhood Plan	\$	60			\$	60																
z. Miscellaneous Marketing	\$	150							\$	150												
aa. Miscellaneous Drainage Improvements	\$	250			\$	250																
bb. Miscellaneous Potable Water Improvements	\$	200			\$	200																
cc. Miscellaneous Wastewater Improvements	\$	200			\$	200																
dd. Miscelaneous Transportation Enhancements	\$	1,250			\$	1,250																
Total Ten Year Improvement Plan	\$	16,932	\$	2,298	\$	12,930	\$	-	\$	370	\$	475	\$	537	\$	322	\$	-	\$	-	\$	-
Total Revenue	+		\$	4,227	\$	22,151	\$	2,326	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,291
Total Operating Expenses	1		\$,	\$	921	\$		\$		\$		\$		\$	1,061	\$		\$,	\$	1,156
Total Debt Service	1		\$	1,032	\$	8,214	Ŧ		\$		\$,	\$,	\$	1,334	\$,	\$,	\$	1,334
Total Capital Project Expenditures	1		\$	2,298	\$	12,930		,	\$	370	\$	· ·	\$,	\$	601	\$	666	\$,	\$	801
			·Ψ	-,	Ψ				.Ψ		Ψ		Ψ		•Ψ	001	·Ψ			,00	Ψ	001

	Tota	I																			
SUMMARY	Cos	t	<u>FY 202</u>	4	FY 2025	E	FY 2026	F	Y 2027	<u>F</u> `	Y 2028	<u>F</u>	<u>(2029</u>	FY	<u>2030</u>	<u>F</u>	<u>Y 2031</u>	<u>F</u> Y	2032	FY	2033
D. Capital Project Expenditures																					
1. Ten Year Improvement Plan																					
a. 5th Avenue Parkway Sidewalk Extension	\$	250																			
b. 8th Street South Streetscaping	\$ 1	250																			
c. Central Ave. Improvements	\$ 1	750																			
d. Miscellaneous Zoning Code Amendments	\$	70																			
e. Medical District Way Identification (Wayfinding)	\$	250																			
f. Medical District Inducements	\$	400																			
g. Medical District Pedestrian Facilities	\$	750																			
h. Health Community Programming	\$	65																			
i. Arts and Civic District Master Plan	\$	125																			
j. Gateway Feature Design and Cons US41/5th Ave.	\$ 2	500																			
k. 5th Ave. Extension Zoning Code Amendments	\$	90																			
I. 3rd Avenue South Improvements	\$ 1	000																			
m. Gordon River Park	\$ 2	000																			
n. Blueway Launch Point and Trail Facilities	\$	500																			
o. Wayfinding Design Theme and Plan	\$	200																			
p. Wayfinding Maintenance Program	\$	100																			
q. Four Corners Study	\$	100																			
r. Bike Lane Improvements - Interim	\$	50																			
s. Bicycle and Pedestrian Circulation	\$	50																			
t. 5th Ave. West End Garage - Land Acquisition	\$ 2	500																			
u. Lake Manor Linear Park	\$	450																			
v. 6th Ave. North Lighting	\$	300																			
w. Lake Park Neighborhood Plan	\$	12																			
x. River Park Neighborhood Plan	\$	60																			
y. Anthony Park Neighborhood Plan	\$	60																			
z. Miscellaneous Marketing	\$	150																			
aa. Miscellaneous Drainage Improvements	\$	250																			
bb. Miscellaneous Potable Water Improvements	\$	200											_								
cc. Miscellaneous Wastewater Improvements	\$	200																			
dd. Miscelaneous Transportation Enhancements	\$ 1	250																			
Total Ten Year Improvement Plan	\$ 16	932	\$	-	\$-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Revenue			\$ 3,3	94	\$ 3,500	\$	3,608	\$	13,719	\$	3,833	\$	3,950	\$	4,070	\$	4,192	\$	4,318	\$	4,447
Total Operating Expenses			\$ 1,1		\$ 1,223	-	,	\$	1,295	\$	1,333	\$,	\$	1,412	\$		\$	1,496	\$	1,539
Total Debt Service			\$ 1,3	_	\$ 1,334			\$	2,379	\$	2,379	\$	2,379		2,379	\$,	\$	2,379	\$	2,379
Total Capital Project Expenditures				_	\$ 943	-	1,016		10,045		121	\$	199	\$	279	\$	360	\$	444	\$	529
TOTAL CASH FLOW			\$	0			(0)	-	0			\$	0		(0)		0		(0)	•	(0)

		Total													Unfund	ed
SUMMARY		Cost	<u>FY 2034</u>	<u>FY 2035</u>	FY 2036	<u>FY 2037</u>	<u>FY 2038</u>	FY 2039	<u>FY 2040</u>	<u>FY 2041</u>	FY 2042	FY 2043		<u>Total</u>	Amou	nt
D. Capital Project Expenditures																
1. Ten Year Improvement Plan													\$	-	\$	-
a. 5th Avenue Parkway Sidewalk Extension	\$	250											\$	250	\$	-
b. 8th Street South Streetscaping	\$	1,250											\$	1,250	\$	-
c. Central Ave. Improvements	\$	1,750											\$	1,750	\$	-
d. Miscellaneous Zoning Code Amendments	\$	70											\$	70	\$	-
e. Medical District Way Identification (Wayfinding)	\$	250											\$	250	\$	-
f. Medical District Inducements	\$	400											\$	400	\$	-
g. Medical District Pedestrian Facilities	\$	750											\$	750	\$	-
h. Health Community Programming	\$	65											\$	65	\$	-
i. Arts and Civic District Master Plan	\$	125											\$	125	\$	-
j. Gateway Feature Design and Cons US41/5th Ave.	\$	2,500											\$	2,500	\$	-
k. 5th Ave. Extension Zoning Code Amendments	\$	90											\$	90	\$	-
I. 3rd Avenue South Improvements	\$	1,000											\$	1,000	\$	-
m. Gordon River Park	\$	2,000											\$	2,000	\$	-
n. Blueway Launch Point and Trail Facilities	\$	500											\$	500	\$	-
o. Wayfinding Design Theme and Plan	\$	200											\$	200	\$	-
p. Wayfinding Maintenance Program	\$	100											\$	100	\$	-
q. Four Corners Study	\$	100											\$	100	\$	-
r. Bike Lane Improvements - Interim	\$	50											\$	50	\$	-
s. Bicycle and Pedestrian Circulation	\$	50											\$	50	\$	-
t. 5th Ave. West End Garage - Land Acquisition	\$	2,500											\$	2,500	\$	-
u. Lake Manor Linear Park	\$	450											\$	450	\$	-
v. 6th Ave. North Lighting	\$	300											\$	300	\$	-
w. Lake Park Neighborhood Plan	\$	12											\$	12	\$	-
x. River Park Neighborhood Plan	\$	60											\$	60	\$	-
y. Anthony Park Neighborhood Plan	\$	60											\$	60	\$	-
z. Miscellaneous Marketing	\$	150											\$	150	\$	-
aa. Miscellaneous Drainage Improvements	\$	250											\$	250	\$	-
bb. Miscellaneous Potable Water Improvements	\$	200											\$	200	\$	-
cc. Miscellaneous Wastewater Improvements	\$	200											\$	200	\$	-
dd. Miscelaneous Transportation Enhancements	\$	1,250											\$	1,250	\$	-
Total Ten Year Improvement Plan	\$	16,932	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$	16,932	\$	-
Total Revenue			\$ 4,579	\$ 4,714	\$ 4,853	\$ 4,996	\$ 5,141	\$ 5,291	\$ 5,444	\$ 5,601	\$ 5,762	\$ 5,927	\$	151,051	\$	_
Total Operating Expenses			\$ 1,585	. ,	. ,	\$ 1,729	. ,		. ,	\$ 1,943		\$ 2,061	· ·	41,905	\$ \$	-
Total Debt Service	+		\$ 2,379	\$ 2,379	\$ 2,379	\$ 2,379	. ,	. ,		\$ 1,045	\$ -	\$ -	· ·	57,026	\$ \$	-
Total Capital Project Expenditures			\$ 615	\$ 704	\$ 795	\$ 888	\$ 982	\$ 1,079		\$ 2,613		\$ 3,866	\$	52.033	Ŷ	
TOTAL CASH FLOW ⁴	-		\$ 013	\$ 704	\$ 793	• • • • •	· · ·	\$ 1,079			\$ (0)	. ,	· ·	02,000		

		Total																				
SUMMARY	1	<u>Cost</u>	<u>F</u>	<u>Y 2014</u>	<u> </u>	Y 2015	<u> </u>	Y 2016	<u> </u>	<u>-Y 2017</u>	<u> </u>	Y 2018	<u> </u>	<u>Y 2019</u>	<u> </u>	<u>Y 2020</u>	<u> </u>	<u>Y 2021</u>	<u> </u>	<u>Y 2022</u>	<u>F</u>	<u>Y 2023</u>
2. Year 11- thru Year 30 Improvement Plan									-													
a. Arts and Civic District Master Plan Implementation	\$	1,500																				
b. Cambier Park Art Walk Streetscape Improvements	\$	200													\$	200						
c. 5th Ave Streetscape and Lighting Improvements	\$	500													Ť							
d. 6th Ave South Promenade	\$	1,000																	\$	493	\$	50
e. Special Features Gateway (US 41/5th Street)	\$	2,000																				
f. Gordon River Bridge and Roadway Treatment	\$	1,500																				
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000																				
h. Bike Lane Improvements - Ultimate	\$	1,500																				
i. 5th Ave S West End Parking Garage	\$	5,000																				
j. D-Downtown Parking Garage - Land and Const.	\$	1,500																			\$	29
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000																				
I. Lake Park Master Plan Implementation	\$	60													\$	11	\$	49				
m. River Park Master Plan Implementation	\$	300															\$	300				
n. Anthony Park Master Plan Implementation	\$	300													\$	68	\$	232				
o. Miscellaneous Marketing	\$	950																				
p. Miscellaneous Drainage Improvements	\$	325															\$	85	\$	240		
q. Miscellaneous Potable Water Improvements	\$	325																				
r. Miscellaneous Wastewater Improvements	\$	325																				
s. Miscellaneous Transportation Enhancements	\$	12,000																				
Total 11- thru Year 30 Improvement Plan	\$	37,285	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	279	\$	666	\$	733	\$	80
	\$	54.047	¢	0.000	¢	40.000	¢		\$	270	¢	475	¢	537	¢	601	\$	666	¢	700	¢	
Total Capital Projects	\$	54,217	\$	2,298	\$	12,930	⊅	-	¢	370	⊅	4/5	\$	537	⇒	601	⊅	000	\$	733	\$	80
Fotal Revenue			\$	4,227	\$	22,151	\$	2,326	\$	2,723	\$	2,811	\$	2,903	\$	2,996	\$	3,092	\$	3,190	\$	3,29
Total Operating Expenses			\$	896	\$	921	\$	948	\$	975	\$	1,003	\$	1,032	\$	1,061	\$	1,092	\$	1,123	\$	1,15
Total Debt Service			\$	1,032	\$	8,214	\$	1,379	\$	1,378	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,334	\$	1,33
Total Capital Project Expenditures			\$	2,298	\$	12,930	\$	-	\$	370	\$	475	\$	537	\$	601	\$	666	\$	733	\$	80
FOTAL CASH FLOW			\$	0	\$	86	\$	0	\$	0	\$	(0)	\$	0	\$	0	\$	0	\$	0	\$	

NOTES:

¹ Revenues assume no change in millage rates and increases in taxable

values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self

SUMMARY		Total <u>Cost</u>	F	Y 2024	<u>F</u>	Y 2025	<u>F</u>	Y 2026	<u> </u>	FY 2027	Ē	FY 2028	<u>F`</u>	<u> 2029</u>	F	Y 2030	F	<u>Y 2031</u>	<u>F</u> `	<u>Y 2032</u>	<u>F)</u>	<u>(2033</u>
2. Vers 44, they Vers 20, Immersion and Disp																						
2. Year 11- thru Year 30 Improvement Plan	¢	4 500					\$	569	¢	931												
a. Arts and Civic District Master Plan Implementation	\$	1,500					Þ	263	\$	931												
b. Cambier Park Art Walk Streetscape Improvements	\$	200							^		-											
c. 5th Ave Streetscape and Lighting Improvements	\$	500							\$	500												
d. 6th Ave South Promenade	\$	1,000																				
e. Special Features Gateway (US 41/5th Street)	\$	2,000							\$	2,000												
f. Gordon River Bridge and Roadway Treatment	\$	1,500																				
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000																			\$	1
h. Bike Lane Improvements - Ultimate	\$	1,500													\$	168	\$	360	\$	444	\$	528
i. 5th Ave S West End Parking Garage	\$	5,000							\$	5,000												
j. D-Downtown Parking Garage - Land and Const.	\$	1,500	\$	871	\$	335																
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000																				
I. Lake Park Master Plan Implementation	\$	60																				
m. River Park Master Plan Implementation	\$	300																				
n. Anthony Park Master Plan Implementation	\$	300																				
o. Miscellaneous Marketing	\$	950			\$	608	\$	342														
p. Miscellaneous Drainage Improvements	\$	325																				
q. Miscellaneous Potable Water Improvements	\$	325					\$	105					\$	109	\$	111						
r. Miscellaneous Wastewater Improvements	\$	325							\$	114	\$	121	\$	90								
s. Miscellaneous Transportation Enhancements	\$	12,000							\$	1,500												
Total 11- thru Year 30 Improvement Plan	\$	37,285	\$	871	\$	943	\$	1,016	\$	10,045	\$	121	\$	199	\$	279	\$	360	\$	444	\$	529
Total Capital Projects	\$	54,217	\$	871	\$	943	\$	1,016	\$	10,045	\$	121	\$	199	\$	279	\$	360	\$	444	\$	529
Total Revenue			\$	3,394	\$	3,500		- ,	\$	13,719	_	- ,	\$	-,	\$	4,070	\$	4,192		4,318	· ·	4,447
Total Operating Expenses			\$	1,189	\$	1,223		1,259	\$	1,295		,	\$	7-	\$	1,412	-	1,453		1,496		1,539
Total Debt Service			\$	1,334	\$	1,334		1,334	\$	2,379		2,379	\$,	\$	2,379	-	2,379		2,379	-	2,379
Total Capital Project Expenditures			\$	871	\$	943	\$	1,016	\$	10,045	\$	121	\$	199	\$	279	\$	360	\$	444	\$	529
TOTAL CASH FLOW			\$	0	\$	(0)	\$	(0)	\$	0	\$	0	\$	0	\$	(0)	\$	0	\$	(0)	\$	(0)
NOTEO																						

NOTES:

¹ Revenues assume no change in millage rates and increases in taxable

values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self

		Total																					Unf	funded
<u>SUMMARY</u>	Ŧ	Cost	<u>FY</u>	<u>2034</u>	<u>F</u>	<u> 2035</u>	<u>F</u> Y	<u> 2036</u>	F	Y 2037	<u>FY</u>	<u>2038</u>	<u>F</u>	<u>Y 2039</u>	FY 204	<u>) </u>	Y 2041	<u>FY 2042</u>	<u>FY 20</u>	3	To	otal	<u>A</u>	mount
2. Year 11- thru Year 30 Improvement Plan																				\$		-	\$	-
a. Arts and Civic District Master Plan Implementation	\$	1,500																		\$	5	1,500	\$	-
b. Cambier Park Art Walk Streetscape Improvements	\$	200																		\$	5	200	\$	-
c. 5th Ave Streetscape and Lighting Improvements	\$	500																		\$	5	500	\$	-
d. 6th Ave South Promenade	\$	1,000																		\$	5	1,000	\$	-
e. Special Features Gateway (US 41/5th Street)	\$	2,000																		\$	5	2,000	\$	-
f. Gordon River Bridge and Roadway Treatment	\$	1,500					\$	115	\$	888	\$	497								\$	5	1,500	\$	-
g. Gateway Feature Design & Cons US 41/9th St.	\$	2,000	\$	615	\$	704	\$	680												9	5	2,000	\$	-
h. Bike Lane Improvements - Ultimate	\$	1,500																		9	5	1,500	\$	-
i. 5th Ave S West End Parking Garage	\$	5,000																		9	5	5,000	\$	-
j. D-Downtown Parking Garage - Land and Const.	\$	1,500																		9	5	1,500	\$	-
k. 5th Ave Ext. Parking Garage - Land and Const.	\$	6,000														9	5 1,189	\$ 3,761	\$ 1,0	0 \$	5	6,000	\$	-
I. Lake Park Master Plan Implementation	\$	60																		\$	5	60	\$	-
m. River Park Master Plan Implementation	\$	300																		9	5	300	\$	-
n. Anthony Park Master Plan Implementation	\$	300																		9	5	300	\$	-
o. Miscellaneous Marketing	\$	950																		9	5	950	\$	-
p. Miscellaneous Drainage Improvements	\$	325																		9	5	325	\$	-
q. Miscellaneous Potable Water Improvements	\$	325																		ç	5	325	\$	-
r. Miscellaneous Wastewater Improvements	\$	325																		9	5	325	\$	-
s. Miscellaneous Transportation Enhancements	\$	12,000									\$	485	\$	1,079	\$ 2,512	2 9	5 1,424		\$ 2,8	6 \$	5	9,816	\$	2,184
Total 11- thru Year 30 Improvement Plan	\$	37,285	\$	615	\$	704	\$	795	\$	888	\$							\$ 3,761	\$ 3,8	6 \$	53	5,101	\$	2,184
·																								
Total Capital Projects	\$	54,217	\$	615	\$	704	\$	795	\$	888	\$	982	\$	1,079	\$ 2,512	2 5	5 2,613	\$ 3,761	\$ 3,8	6 \$	55	2,033	\$	2,184
Total Revenue			\$	4,579	\$	4,714	\$	4,853		4,996		,	\$	5,291	\$ 5,444	1 5	5,601	\$ 5,762	\$ 5,92	7 \$	5 15	1,051		
Total Operating Expenses			\$	1,585	\$	1,631	\$	1,679	\$	1,729	\$	1,780	\$	1,833	\$ 1,887	7 9	5 1,943	\$ 2,001	\$ 2,06	1 \$	5 4	1,905		
Total Debt Service			\$	2,379	\$	2,379	\$	2,379	\$	2,379	\$	2,379	\$	2,379	\$ 1,045	5 5	5 1,045	\$-	\$	- \$	5 5	57,026		
Total Capital Project Expenditures			\$	615	\$	704	\$	795	\$	888	\$	982	\$	1,079	\$ 2,512	2 9	5 2,613	\$ 3,761	\$ 3,8	6 \$	\$5	52,033		
TOTAL CASH FLOW			\$	0	\$	0	\$	(0)	\$	(0)	\$	0	\$	(0)	\$ (0)) \$	6 (0)	\$ (0)	\$	(0)				

NOTES:

¹Revenues assume no change in millage rates and increases in taxable

values of 4% for 2015, 3.5% for 2016, and 2.5% thereafter

² Personnel Expenses assumed to increase 2.5% annually

³ Operating Expenses assumed to increase 2.0% annually except self

E. Other Revenue Generating Mechanisms

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

Grants

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

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

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

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

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

Community Development Block Grants (CDBG) – Federal grant program administered by County, Cities, or State to meet one of three National needs:

- 1) Elimination of Slum and Blight
- 2) Assist Low to Moderate Income Persons
- 3) Meet Urgent Need

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

Special Taxing or Assessment Districts

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

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

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

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

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

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

a) Authorizing the local government neighborhood improvement district to levy an ad valorem tax on real and personal property of up to 2 mills annually.

b) Authorizes the use of special assessments to support planning and implementation of district improvements pursuant to the provisions of s. 163.514(16), including community policing innovations.

(c) Designates the local governing body as the board of directors of the district.

Special Neighborhood Improvement District 163.511, Florida Statutes. - Substantially similar to Local Government Neighborhood Improvement District except its governing board can be three (3) persons appointed by the creating local government and creation required referendum.

F. Administration of the CRA

This section is designed to layout best practices for the administration of the Naples Community Redevelopment Agency (CRA). It is important that the CRA Board continuously review its administrative structure, practices, and implementation policies to insure the greatest possible efficiencies.

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

Current Administrative Structure

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

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

Inter-local Agreement/Memorandums of Understanding

It is likely and desirable for the City to continue to provide services to the CRA or to undertake certain activities on behalf of the CRA, therefore, the CRA and City should enter into an interlocal agreement for such services as previously mentioned. This agreement should outline the responsibilities of each party, the method by which the CRA would request services, and the rate of reimbursement the CRA will pay to the City. Statutory interpretation by agencies of the State have determined that the City can only be reimbursed for its cost to provide services and no profit or other fee over and above cost can be charged to the CRA. Therefore, any interlocal agreement or memorandum of understanding should provide the rates of reimbursement for persons or positions which may be utilized to undertake CRA activities as well as a statement that materials or related expenses paid for by the City will be reimbursed appropriately.

Reimbursements should be made either based on hourly billings or through the undertaking of a cost allocation study showing the allocation of time and expense for different City staff and/or departments undertaking activities on behalf of the CRA.

Annual Budget

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

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

Purchasing of Products and Services

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

Audits and Annual Reporting of CRA Activities

The CRA needs to insure that it files all required reports each year and provides for its statutorily required annual audit. The reports required as of the authoring of this Community

Redevelopment Plan include:

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

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

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

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

4. Annual Financial Report. The CRA, as a special district, is also required, under §218.32,

Florida Statutes to provide for a Comprehensive Annual Financial Report to be submitted to the Florida Department of Financial Services (DFS). This report must follow a format prescribed by the DFS and must be completed in accordance with generally accepted accounting principles.

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

Timeframe for Redevelopment

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

Appendix A Public Participation

Workshops

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

Stakeholder Interviews

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

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

Workshop/Stakeholder Interview Comments

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

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

Transportation

- Complete Four Corner crosswalk
- Beautiful, pedestrian-friendly 41, slower traffic
- Review 2006 Four Corners Plan
- Review truck routes, especially on 5th Avenue
- 41/Center City business route
- Traffic management study for Central Avenue
- Create alternate pedestrian route on 6th Avenue South or nearby alley to Tin City, implement Sixth Avenue South Promenade project
- Boomers will seek walkable, accessible communities with convenient transit linkages and good public services like libraries, cultural activities and health care
- Greenway supported
- US 41 Boulevard-re-route traffic at Golden Gate to allow on street parking for 41
- Make truck traffic routes easier to enforce and new laws
- Slow traffic on US 41
- Speeding on 41 is a concern
- Greenway is not needed
- Concern about narrowing 41
- Create Downtown Naples bypass and direct traffic onto Central Avenue
- Need to address Four Corners safety
- Ensure continuation of 3rd Avenue South through Renaissance/Grand Central Station property
- Eliminate truck traffic from 5th Avenue

Naples CRA Plan Amendment November 13, 2013 Draft

- Found that pedestrian bridges in other cities not well used
- 41 pedestrian bridge is a good idea
- Concrete escalator concept on 41 is too much like Fort Lauderdale, not Naples
- Coordinate with master bicycle plan
- Trolley loops don't connect
- All current projects related to Central Avenue, Goodlette-Frank, Third Avenue South to 10th Street should be on hold until Renaissance Plaza plan has been put forward
- Allow pedicabs to transport people around CRA

Aesthetics/Beautification

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

<u>Signage</u>

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

Connectivity

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

Parking

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

Development

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

Healthy Community

• Healthy Community-market as Blue Zone

Medical District

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

Arts and Culture

- Highlight cultural heritage assets
- Create an experience
- Create cultural district with boundaries, identity, and special improvements

- Created cultural arts corridor south of 5th Avenue for arts, music, and performing arts including City Hall site and Cambier park and close the street to cars
- Create rail museum that will be an anchor on Grand Central Station property
- No cultural plaza or gateway

D Downtown

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

Design District

- Consensus lacking in 10th Street Design District
- Special events for 10th Street Design District or "Heart of Naples"

Marketing

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

<u>Parks</u>

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

Neighborhoods

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

Infrastructure

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

General Redevelopment

• Need resident input on Plan

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

<u>Other</u>

- Should mail invitations to participate
- Equitable distribution of TIF collection
- Expand boundary and include Tin City
- Increase economic opportunities not just for tourism
- Throw away existing project list
- CRA needs independent advocate with travel budget to attract investment
- General fund should pay for maintenance issues, focus of capital improvement projects
- Expand CRA to include Crayton Cove, potential to utilize 10th Avenue South for connectivity

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



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

April 2013

Prepared in conjunction with redevelopment efforts led by:



Calvin, Giordano & Associates, Inc.

Redevelopment Solutions

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1.0 EXECUTIVE SUMMARY

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

General Profile of the CRA and Surrounding Community:

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

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

Assessment of Existing Conditions and Future Demand:

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

Strategies to Catalyze (Re)development:

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

- Increase diversity of tenants to include a variety of local, regional, and national operators
- Provide adequate parking facilities to meet demand
- Build upon the community assets already in place in the D-Downtown overlay district
- Increase flexibility in zoning and building codes to respond to current market conditions and consumer demand
- Encourage workforce housing options to target those who work in the city to also reside in the city to help maintain the community's small town character, attract more full time residents, and expand the property tax base.

2.0 INTRODUCTION

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

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

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

3.0 NAPLES COMMUNITY REDEVELOPMENT AREA

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

Figure 1: Map of the CRA



Source: Naples CRA

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

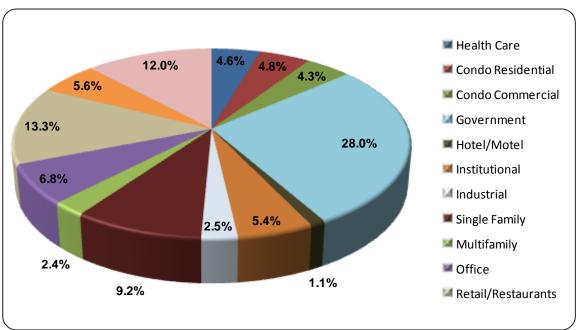


Figure 2: Distribution of Land Area within the CRA by Land Use

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

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

4.0 MARKET AND ECONOMIC CONTEXT

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

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

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

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

Population

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

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

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

Table 1: Population Trends and Projections, 2000-2018

Source: U.S. Census Bureau; Claritas

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

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

Table 2: Age Distribution, 2000 – 2018

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

Households and Income

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

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

	Collier County	Naples	Naples CRA
Households	5		
2000	102,970	11,323	783
2010	133,179	10,232	727
2013	138,629	10,202	739
2018	147,644	10,181	752
Housing Un	its		
2000	144,532	17,504	1,148
2010	197,298	17,673	1,123
2013	205,563	17,572	1,139
2018	219,099	17,472	1,158
Source: LIS Cor	neue Burgau: Claritae		

Source: US Census Bureau; Claritas

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

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

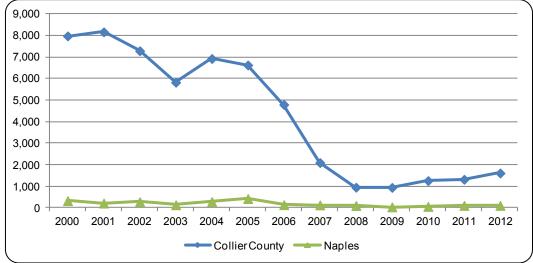


Figure 2: Residential Building Permits in Collier County and the City of Naples, 2000-2012

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

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

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

Source: U.S. Census Bureau

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

Source: U.S. Census Bureau

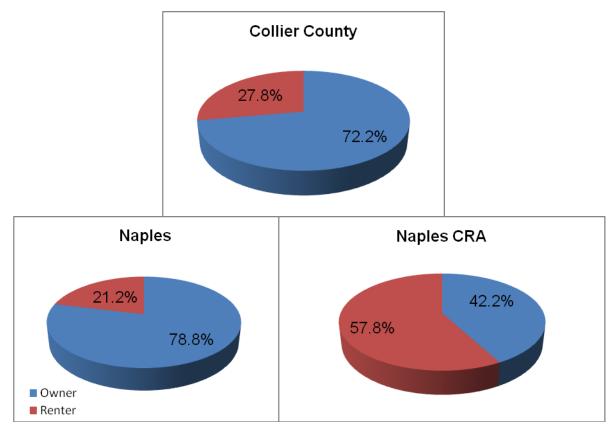


Figure 3: Housing Tenure – Occupied Units, 2013

Source: U.S. Census Bureau

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

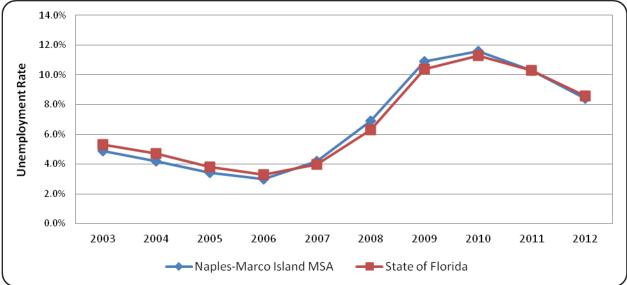
	Col	Collier County			Naples		Naples CRA		
	2000	2013	2018	2000	2013	2018	2000	2013	2018
< \$15,000	10.0%	11.9%	13.4%	9.3%	11.5%	13.2%	1.4%	1.1%	1.2%
\$15,000-\$24,999	11.6%	11.3%	12.9%	8.2%	12.3%	14.3%	1.0%	1.8%	2.1%
\$25,000-\$34,999	12.9%	12.2%	13.1%	10.3%	9.4%	10.2%	1.0%	0.7%	0.8%
\$35,000-\$49,999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

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

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

Employment

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





Source: U.S. Bureau of Labor Statistics

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

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

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

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

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

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

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

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

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

5.0 ASSESSMENT OF EXISTING MARKET CONDITIONS

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

1. NRE Design Center:

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

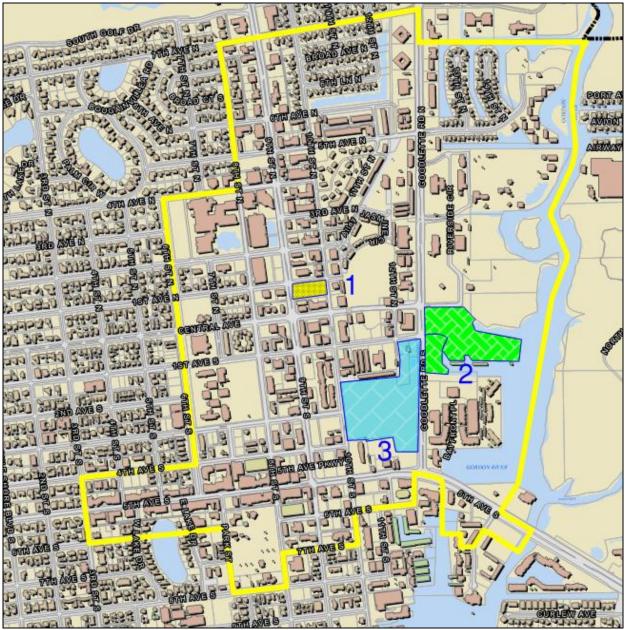
2. Lighthouse Point:

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

3. Grand Central Station/Renaissance Village

 No recent plans have been submitted for this parcel, but this site is arguably the most important to the continuing success of redevelopment activities within the CRA. The 19.15 acre site is located at the northwest corner of Goodlette Road and Fifth Avenue South. In 2005, the site was approved for a major mixed use development comprising 300 residential units and over 200,000 SF of commercial space. The downturn in the real estate market in 2007 brought the plan to a standstill and later the site was foreclosed by the lenders. Earlier this month it was reported Wheelock Street Capital purchased the land with the intent of constructing a multi-use development. Plans for the site have not been disclosed, but given its size, location, accessibility, and connectivity, the site is well positioned for a mix of residential and commercial uses that could reasonably catalyze additional private investment in the area. Current market conditions as well as the site layout and size may not lend itself for vertical mixed use development, but it does offer plenty of opportunities to create a multi-use development with sound pedestrian connections within and outside the project site.





Source: Naples CRA; RERC, Inc.

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

Retail

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

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

Table 9: Summary Retail Characteristics, 2006-2012

Source: CoStar; RERC, Inc.

Note: All lease rates shown are triple net

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

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

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

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

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

Table 10: Comparison of Retail/Restaurant SF Per Capita

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

Office

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

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

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

		Tatal		Tetel	Tatal	A
		Total	•	Total	Total Gross	Avg. Lease
Period	# Bldgs	Leaseable SF	Occupancy	Vacant SF	Absorption	Rate per SF
Naples Cl						
2006 4Q	68	870,935	97.4%	22,532	1,005	\$19.83
2007 4Q	68	870,935	96.8%	27,676	11,176	\$22.27
2008 4Q	67	867,767	91.8%	71,212	6,714	\$20.69
2009 4Q	68	907,767	85.6%	130,731	18,638	\$21.28
2010 4Q	68	907,767	89.4%	96,300	26,718	\$20.72
2011 4Q	67	904,388	90.9%	82,255	19,212	\$19.24
2012 4Q	66	902,377	90.6%	84,544	7,436	\$19.02
	_					
City of Na	ples					
2006 4Q	248	3,580,615	95.0%	179,885	33,897	\$18.21
2007 4Q	252	3,689,142	94.3%	211,328	48,726	\$21.63
2008 4Q	255	3,719,802	90.7%	344,974	33,869	\$21.59
2009 4Q	260	3,829,342	87.1%	493,525	90,219	\$21.26
2010 4Q	261	3,863,342	87.9%	468,956	74,103	\$21.52
2011 4Q	261	3,863,342	87.1%	498,845	36,668	\$20.55
2012 4Q	261	3,863,342	87.5%	484,138	51,242	\$19.56
0.111.0.0						
Collier Co		7 000 474	04 50/	447 704	04 500	\$04.00
2006 4Q	655	7,623,174	94.5%	417,704	81,509	\$21.82
2007 4Q	672	8,092,001	91.7%	673,237	196,716	\$23.98
2008 4Q	691	8,539,554	87.4%	1,078,155	112,914	\$22.97
2009 4Q	703	8,797,389	85.3%	1,290,200	165,150	\$21.32
2010 4Q	705	8,871,995	85.3%	1,301,349	137,901	\$20.69
2011 4Q	707	8,896,567	84.4%	1,389,868	161,128	\$21.35
2012 4Q	708	8,916,718	86.0%	1,249,263	152,561	\$20.80

Table 11: Summary of Office Characteristics, 2006-2012

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

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

Table 12: Comparison of Office SF Per Capita

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

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

Residential

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

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

Table 13: Residential Permits Issued, 2000-2012	Table 13:	Residential	Permits	Issued.	2000-2012
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Source: FHUD SOCDS Building Permits Database (US Bureau of the Census); RERC, Inc.

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

Implications

The Naples real estate market was hit hard during the latest recession, but its demographic characteristics enabled the city to weather the economic storm much better than other locations within Florida and the U.S. The community is bouncing back with increased housing production, residential and land sales, and commercial leasing activity. Naples and the CRA are well positioned to benefit from increasing interest from private investors seeking to capitalize on a

recovering market in an "A" location. As evidenced by recent sales and approvals, projects once abandoned or halted are being revived as modified development plans which better fit the current market demands.

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

6.0 ESTIMATED FUTURE DEMAND

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

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

Retail, Restaurants, & Services

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

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

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

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

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

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

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

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

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

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

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

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

Office

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

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

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

Other Uses – Residential and Hotel

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

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

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

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

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

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

7.0 STRATEGIES FOR CATALYZING (RE)DEVELOPMENT

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

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

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

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

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

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

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

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

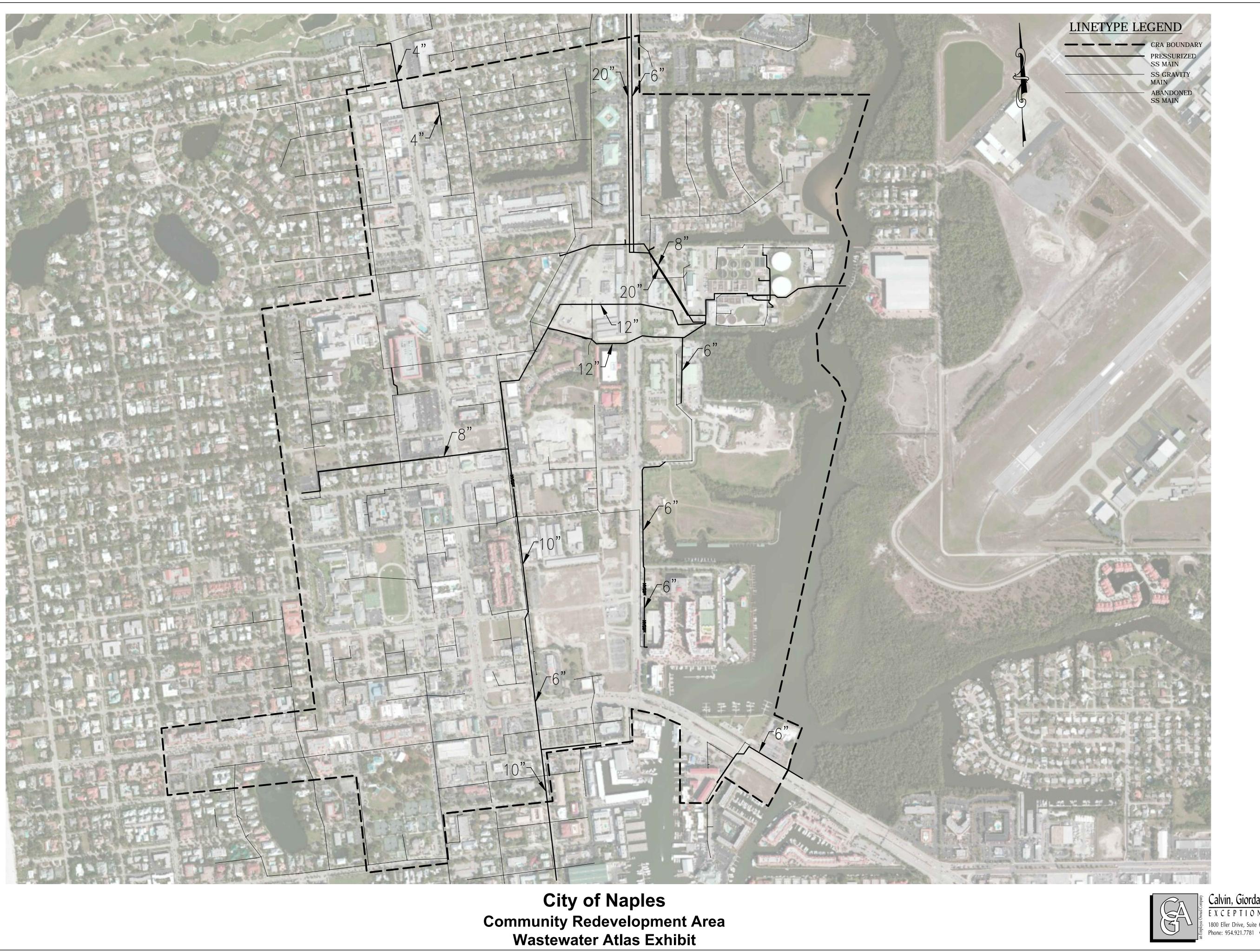
• Encourage workforce housing options. There is an obvious income and affordability gap within the city and the CRA. Only 1% of the people working in the CRA actually live there. Housing options affordable to public safety personnel, nurses working at the hospital, as well as local small business owners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

Appendix C. City of Naples Community Redevelopment Plan (Copy available on City's website.) Appendix D. Utility Atlases



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Appendix E. US 41 Modifications

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

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

Interim Improvement Plan

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

- Reduce the cross section of US 41/5th Avenue South from six (6) lanes to four (4) lanes between 9th Street South and Goodlette-Frank Road by introducing on-street parking. The lane reduction would be accomplished by re-striping the roadway to accommodate parallel parking stalls on both sides of the roadway and four (4) through lanes. These roadway striping modifications would be relatively easy to reverse if the proposed improvements are deemed unacceptable after the evaluation period.
- Reduce US 41/9th Street South from six (6) lanes to four (4) lanes between 5th Avenue South and 7th Avenue North. This would be accomplished in a similar fashion as described above, with roadway modifications limited to roadway striping.
- Provide striped on-street parking stalls along both sides of 5th Avenue South between 9th Street and Goodlette-Frank Road
- Provide striped on-street parking stalls along both sides of 9th Street between 5th Avenue South and 7th Avenue North.
- Provide "Sharrows" or shared-use lane markings (in both directions) along 9th Street between 7th Avenue South and 7th Avenue North. Sharrows consist of pavement

markings that help make drivers more aware that bicyclists are permitted to share the driving lanes with vehicles.

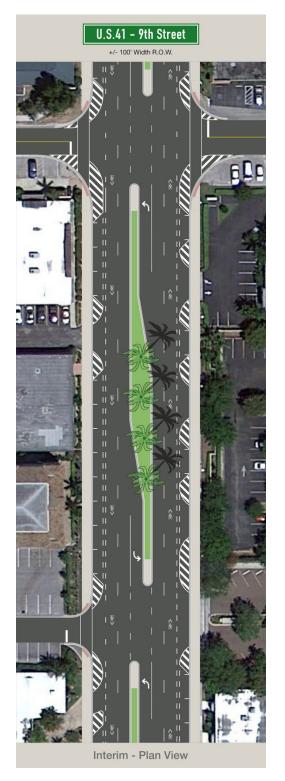
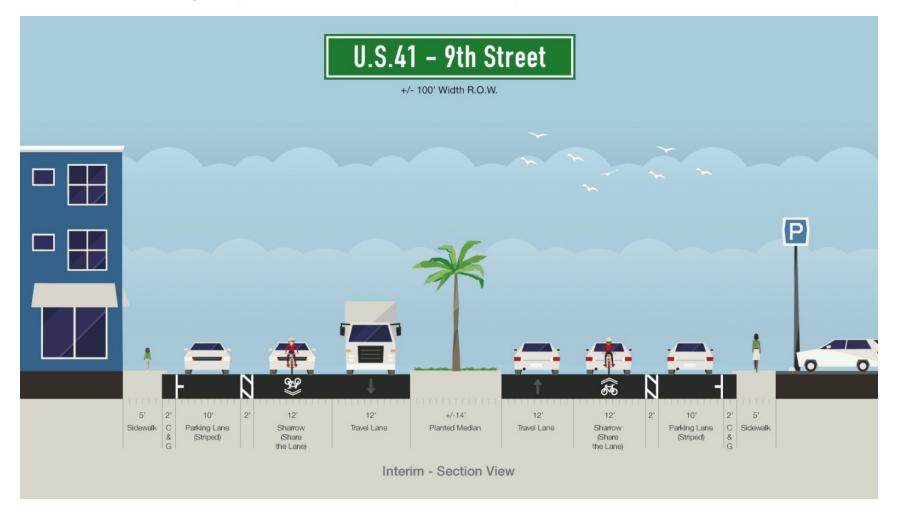


Figure Appendix E-1 US 41/9th Street- Interim Improvements Plan View

Figure Appendix E -2 US 41/9th Street- Interim Improvements Plan Section View



Naples CRA Plan Amendment November 13, 2013 Draft

Level of Service Analysis

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

LOS Analysis of 05 41 under Proposed Conditions (4 Through Lanes)												
Roadway	From	То	Roadway Type	Traffic Volume	LOS	LOS D Threshold	Available Capacity (vpd)					
US 41	Goodlette-	9th										
	Frank	Street	4LD	35,500	Е	32,400	-3100					
	Road	South										
	5 th	7th										
	Avenue	Avenue	4LD	29,000	D	32,400	3400					
	South	North										

Table Appendix E-1LOS Analysis of US 41 under Proposed Conditions (4 Through Lanes)

Source: City of Naples and Florida Department of Transportation

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

Based on the *Downtown Naples Traffic Study* completed by the City of Naples Public Works Department (2007), approximately 25%-30% of traffic using US 41 is considered "through" traffic for which the Downtown area of Naples is not the final destination. This through traffic could likely be redirected off of the US 41 corridor to Goodlette-Frank Road in an attempt to improve traffic operations on the four lane US 41 facility.

A Level of Service analysis was conducted assuming 20% of existing US 41 traffic is redirected to Goodlette-Frank Road. As indicated, the analysis demonstrates that with a redistribution of 20% of traffic from 9th Street to Goodlette-Frank Road, all the roadway segments operate above Collier County's Adopted Level of Service standard of "LOS D or better."

Roadway	From	То	Roadway Type	Traffic Volume	LOS	LOS D Threshold	Available Capacity (vpd)
US 41	Goodlette- Frank Road	9th Avenue South	4LD	28,400	D	32,400	4,000
	US 41	7th Avenue North	4LD	23,200	D	32,400	9,200
Goodlette-Frank Road	US 41	Golden Glades Pkwy	6LD	36,100	D	45,000	8,900

Table Appendix E-2LOS Summary with Redirection of Traffic

Source: City of Naples and Florida Department of Transportation

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

for through traffic.

Ultimate Improvement Plan

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

Recommendations for ultimate improvements to improve mobility include the following:

 Consider the implementation of *complete streets* strategies along the US 41 corridor from west of Goodlette-Frank Road to 7th Avenue North. A complete street is a street where the entire right of way is planned, designed, and operated for all modes of transportation and all users regardless of age or ability. Pedestrians, bicyclists, transit riders, and motorists of all ages and abilities must be able to safely move along and across a complete street. This recommendation should be implemented in conjunction with the CRA's D Downtown concept.



Figure Appendix E-3-US 41/9th Street- Ultimate Improvements Plan

Ultimate - Plan View

Naples CRA Plan Amendment November 13, 2013 Draft Figure Appendix E-4-US 41/9th Street- Ultimate Improvements Plan View - Close Up



Figure Appendix E-5 US 41/9th Street- Ultimate Improvements Section View



Naples CRA Plan Amendment November 13, 2013 Draft



Florida Department of Transportation

RICK SCOTT GOVERNOR 10041 Daniels Parkway Fort Myers, FL 33913 ANANTH PRASAD, P.E. SECRETARY

October 16, 2013

Gregg Strakaluse, P.E. Director-Streets & Stormwater Department City of Naples, Florida 295 Riverside Circle Naples, FL 34102

RE: City of Naples Community Redevelopment Agency Plan Amendment – FDOT Review Comments

Dear Mr. Strakaluse:

The Florida Department of Transportation (FDOT) acknowledges the City of Naples Community Redevelopment Agency (CRA) initiative to explore ways to improve multi-modal mobility on US 41. We understand that the intent of the proposed CRA Plan Amendment (*September 23, 2013 Draft*) is to support economic development and livability within the City and along the US 41 corridor by providing a more pedestrian friendly corridor deemed essential in promoting growth of the commercial sectors in the downtown area. This goal aligns with the Department's mission, as outlined in the "Florida Transportation Vision for the 21st Century", which calls for project solutions that address both multi-modal mobility and the economic development needs of a community.

The proposed project, as described by the CRA Plan Amendment, involves modifying the crosssection of US 41, from Goodlette Frank Road to 9th Street South and from 5th Avenue South to 7th Avenue North, to re-allocate one travel lane in each direction to provide on-street parking and wider sidewalks. The proposed strategy is also referred to as a road diet or a lane reduction. We understand the CRA plan proposes to implement the project in two-phases. The first interim phase consists of "evaluating" the feasibility of the lane reduction by re-striping outside lanes to on-street parking on a to-be-determined segment of US 41 and evaluating the benefits and impacts of this configuration. Contingent upon the evaluation of the interim phase, the second ultimate phase consists of rebuilding portions of US 41 from six to four lanes to accommodate on-street parking, streetscape, and sidewalks using the design principles of complete streets.

The Department notes that since lane reductions are a relatively new approach, there are few built examples or models on the National Highway System (NHS). The process to advance such a solution for US 41, a designated MAP-21 Principal Arterial, will require a strong partnership between the City, FDOT and the Federal Highway Administration (FHWA) to

Mr. Gregg Strakaluse October 16, 2013 Page 2 of 2

carefully and thoughtfully evaluate the impacts of the proposed interim and long-term alternatives.

FDOT is currently working with FHWA to develop policies and procedures pertaining to the evaluation of lane reductions on the NHS. These policies and procedures will lay out the steps for evaluating alternatives and potential future impacts of the proposed reduction in travel through lanes. The Department looks forward to partnering with the City of Naples in applying these procedures, and in so doing, leveraging the work that the City has accomplished to date. This collaborative process will assist the City's decision makers in weighing the tradeoffs of each option and providing all stakeholders with a better understanding of the potential benefits of the preferred alternatives.

Thank you for providing the District with this opportunity to review and comment on the proposed amendment through this memorandum. Please let me know how we can assist the City in collectively moving forward to improve the livability of US 41.

Sincerely,

Billy J. Ha

Billy L. Hattaway, P.E. District Secretary

cc: Roger Reinke, Assistant City Manager, City of Naples