

Naples, Florida

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R/UDAT

April 2-7, 1987

S E R V I C E S

E N V I R O N M E N T

T U R A L

NAPLES, FLORIDA R/UDAT

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EXECUTIVE SUMMARY

This report identifies a number of fundamental issues about the future direction of Naples and Collier County. It reports what key issues were presented to R/UDAT, discusses those issues in terms of their physical, social and/or financial impacts, and recommends strategies to confront those impacts.

The report portrays an image of Naples with its own unique sense of place. Its citizens have emphasized their wish to preserve the quiet, relaxed way of life. At the same time the City is part of a County that is growing tremendously and as a result, creates problems commonly associated with rapid growth. How the City of Naples should react and adapt itself to changes in the surrounding unincorporated area while maintaining its own identity and good relations with the County government is a challenging task.

Both the City and the County have a large number of assets-- physical, environmental, economic, and especially human which should enable it to cope with the challenge of the future. But there are liabilities, which must be satisfactorily addressed.

In developing a strategy for action, R/UDAT intensively investigated the City of Naples and Collier County through site visits, workshops with community leaders and interested citizens, a public hearing, and analysis of provided documentation.

The overriding problem facing both the City of Naples and Collier County is the drastic increase in population growth in the County. The report recommends that viable growth management plans must be enacted by both the City and County in order to understand its impacts and respond accordingly.

The specific issues addressed in the R/UDAT report were:

The sensitivity of the natural environment and the delineation of areas probably unsuitable for development should direct the intensity and location of development.

Growth should be encouraged to concentrate in close proximity to two to three urban centers adjacent to major arterials such as Route 951, Immokalee Road and the intersection of Route 951 and the East Trail.

Traffic congestion is a major problem, especially during the season, but is aggravated throughout the year by the use of indiscriminate curb cuts. To the degree possible, traffic should be diverted from Route 41 to Goodlette Road, Airport Road and finally Route 951 as growth pushes eastward. However, it is mandatory that strict curb cut standards for all County arterials be immediately adopted and that subdivision applications which require substandard curb separations be denied.

Downtown Naples should be vitalized to achieve the broader goals of the City. The plan to do so should include land from the hospital to 12th Avenue, from the Trail

to 6th Street north of 5th Avenue and from the bay to 3rd Street south of 5th Avenue.

Higher visual and physical standards should be adopted for the major County arterials.

Both the County and the City should incorporate open space trails, parks, beach access, and recreational facilities in their specific growth plans.

In order to meet the needs of the City and County needs for affordable housing, both jurisdictions should develop and fund the implementation of their housing programs.

The City can choose to do nothing, it can turn inward, it can create a strong partnership with the County, or it can aggressively annex property to the east. Each choice carries risk, and each has appeal to different segments of the City's population. However, not all will agree which is the best choice.

It is not the function of the R/UDAT team to set forth one particular vision for the future of the City of Naples/Collier County region. Rather, this report presents recommendations which may be considered and then acted upon by the government and residents of the City and County. Methods and tools needed for implementation are outlined.

ACKNOWLEDGEMENTS

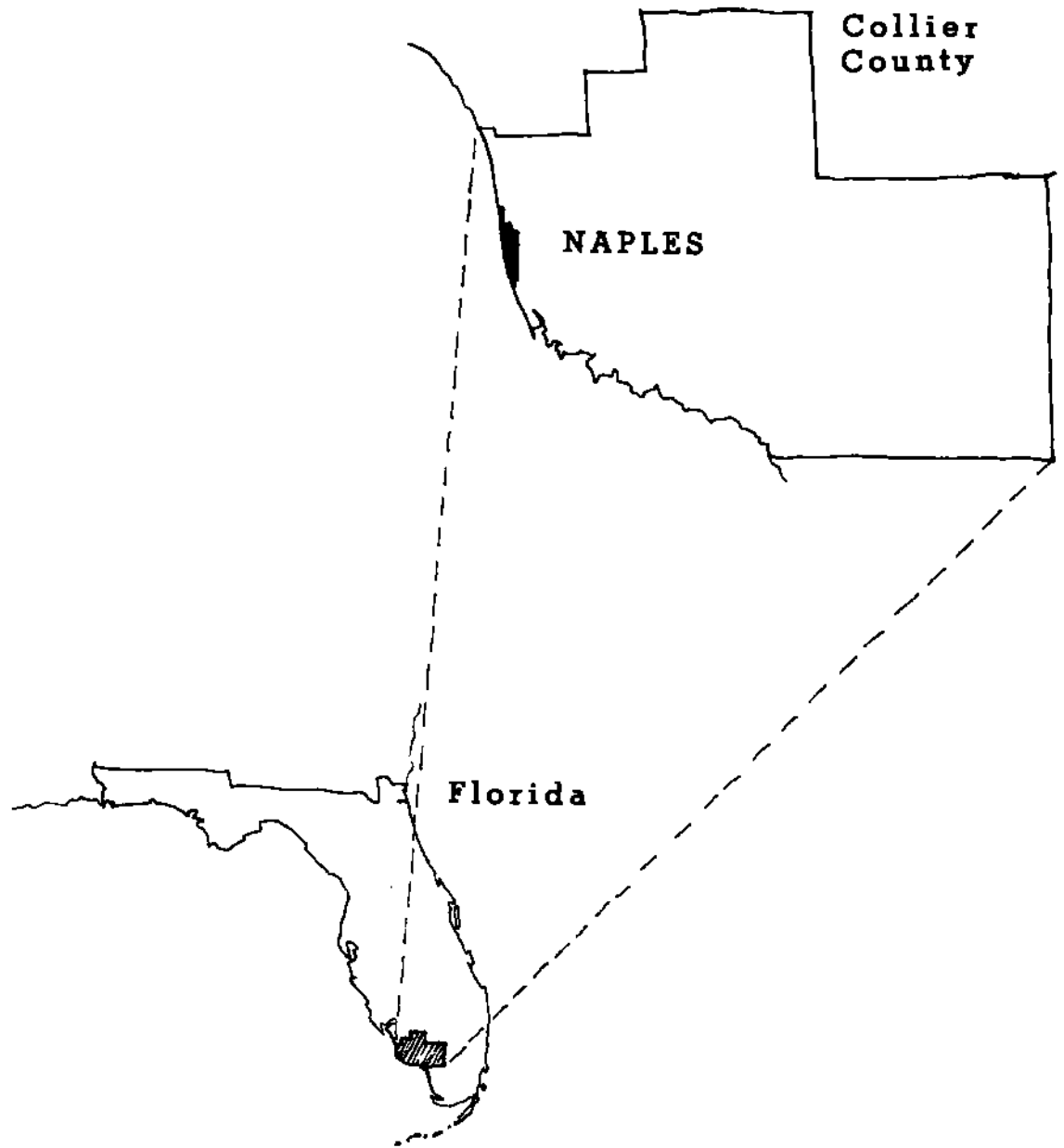
The Naples R/UDAT team would like to acknowledge the efforts of the many people who made this R/UDAT happen. We believe the community has benefitted from the understanding that an interdisciplinary professional team, independent and without vested interests, is an appropriate method of analyzing the City's and County's growth problems. Clearly, the success of this R/UDAT has been, and will continue to be, dependent upon the commitment by the City Council, County Commission, and literally scores of community organizations and individuals.

We would like to thank the Committee for Urban Design, the local steering committee. To Al French, Lodge McKee, Ed Oates and all the members of this committee, we would like express our appreciation for their months of planning and preparation.

It has been apparent to all the members of this team that this community is indebted to Mayor Edwin J. Putzell, Jr. for his leadership and courage in addressing the issues facing this community.

The entire City staff has been superb. We would like to give special thanks to Roger Barry, Ann Walker and Trish Thompson and all of those people who sustained us throughout the project.

Dave Pettrow has been especially helpful, and we have been encouraged by the enthusiasm and cooperation from the County staff.



INTRODUCTION

In October, 1986, the Naples, Florida Committee for Urban Design applied to the American Institute of Architects in Washington, D.C. to have them form a Regional/Urban Design Assistance Team (R/UDAT) to study certain growth and development issues in the City of Naples and Collier County. Appointed by the City Council and actively promoted by Mayor Edwin J. Putzell, Jr., the Committee worked hard to develop broad-based community interest for the project which is reflected by support from the Collier County Commission and Chairman Max Hasse and numerous organizations and individuals. Organized and coordinated by Alfred W. French III, AIA, the Committee application was approved in December, 1986, and a R/UDAT was appointed to visit Naples on April 2-6, 1987.

What is a R/UDAT

The Regional/Urban Design Assistance Team (R/UDAT) program is a service of the Urban Planning and Design Committee of the National American Institute of Architects. Its purpose is to assist American cities and towns to answer questions about urban planning and design in order to help civic, social, and business leaders effectively plan short and long term goals for their communities.

Team members are experts in architecture, urban design, landscape architecture, economics and finance, political and social sciences, growth management, and public policy. Team members are unpaid volunteers, recruited from all over the nation.

Over 90 cities with a combined population of more than 10 million citizens have been served and professional services valued in excess of \$2 million have been donated.

The team's visit is four days and is coordinated by a Steering Committee. The team has been assisted by local professionals and students from the University of Miami and the University of Florida in Gainesville.

The process is very intense and includes team meetings with community groups, site visits and tours, public hearings and late night work sessions. This report is the end product of the four day effort.



A SENSE OF PLACE

This report seeks to present a comprehensive and well-balanced vision of the future physical development of the City of Naples and western Collier County, an area which we have called the Greater Naples Area. It takes into account a variety of competing and inter-related issues which have played and will continue to play important roles in shaping the form of the City and region, and attempts to set a stage for an approach to future planning which, in the opinion of the R/UDAT team, will serve the best interests of the people who live and work in the area.

After two days of meetings, formal and informal, with more than 150 public officials, businessmen and women, professionals, civic association representatives, and residents; after intensive review of planning and other data, extensive site visits by foot, by trolley, and by helicopter, the R/UDAT team members arrived at a shared view of Naples and the Greater Naples Area, which has guided the team through its analysis and served as the basis for framing its recommendations:

[1] The people of Naples view their city in two different ways, which are often in competition with each other. First, people have a preservation oriented view which envisions as the ideal a gentle, quiet lifestyle largely free of friction or conflict. Physically, this view is reflected in a low-key setting of softly rendered small scale buildings set back from tree lined streets amidst lush tropical plantings. It is a view of a life

to be conducted in leisure and grace which wishes neither to intrude nor to be intruded upon.

At the same time, though, people have a more activist view of their community as a business center, with a focus on a thriving commerce and retail center as the vital heart of the City. In this view, if it is to maintain its competitive position and its vitality, the City must continue to play a strong role in the regional marketplace. Furthermore, that by improving its marketplace position, the city will increase its ability to control its future, and indeed, influence the



growth of its region in a favorable direction. This view would maintain, as one individual noted during the R/UDAT public hearing, that "there's a sentiment that all you have to do to preserve something is to freeze it, this sentiment is wrong."

Indeed, even the City's Comprehensive Plan reflects this dichotomy, stating that "...Naples is a unique resort [and] retirement community." Many residents see themselves living in a retirement community, but do not see themselves as a resort, with all that implies in terms of commercial and service activity. The key to the future vitality of Naples is to balance these views as two parts of a whole, each of which are complete only when considered in tandem with the other. Its ability to retain its vitality into the future will lie in its ability to manage its existing strengths in beauty and charm, while carefully and systematically building programs and facilities which create new business and economic opportunities on a scale consistent with the character and self-image of the community.

[2] Residents of Collier County outside the City of Naples, however, seem to view their place in many different ways:

First, as an extension of Naples, fully recognizing that while they may share the facilities of Naples, its physical setting cannot readily be duplicated.

Second, Collier County is younger than Naples, and has not developed a style beyond that shared by many other fast growing, dispersed, and highway oriented metropolitan regions. The County has yet to find strengths in its positive qualities in order to build an image for itself.



Third, people view the County - that part close to the City of Naples - as little more than a sea of enclaves only loosely connected by strip commercial development and rude buildings, or alternatively, as a funnel through which I-75 or the Tamiami Trail bring carloads of tourists through the County in and out of Naples. The scale of the County, its vast expanses of flat vacant land, overwhelm the low-key vision of Naples proper, making comparisons difficult, and the sense of community remote.

More impressions:

[3] Naples is a small city, but one which has begun to experience BIG city traffic volumes on its major arterials. Traffic volumes that would be considered commonplace in large cities are seen as inappropriate, even troubling, in a city with Naples' small-town, low-key, self-image.

[4] The County seems to think of roads as nothing more than a means by which cars can get from place to place. There is a need to begin thinking of, and designing, transportation facilities so that they not only serve transportation needs, but also help mold desirable land use patterns.

[5] The City of Naples makes up only a small percentage of a much larger metropolitan area. While the population has begun to stabilize within the city, the unincorporated area around the city is growing rapidly. Major increases in population are moving the social and political center of the greater Naples area to the east, toward I-75.

[6] Not only the poor, but moderate and middle income people find it difficult to find housing in the City. People are forced to move further and further out to find affordable housing, further increasing traffic congestion in and out of the City.

[7] The City is nearly fully developed. It does not have a growth management issue to the same extent the County has. There are, however, many small infill parcels still vacant, as well as even more parcels developed at low density, potential candidates for redevelopment or intensification.

[8] While the City's developed character may spare it from addressing certain concerns, it raises others - how will the City ensure it remains vital and dynamic, and not become stagnant and devitalized.

[9] The County is attempting to address the growth management

problem. Growth management is as much a process of framing and addressing social goals as a physical planning process; in Collier County, basic issues of quality of life and levels of service provision must still be defined.

[10] Environmental concerns are a crucially important yardstick for managing growth and development. Despite some increase in environmental consciousness, this has yet to be fully appreciated by people in the community.

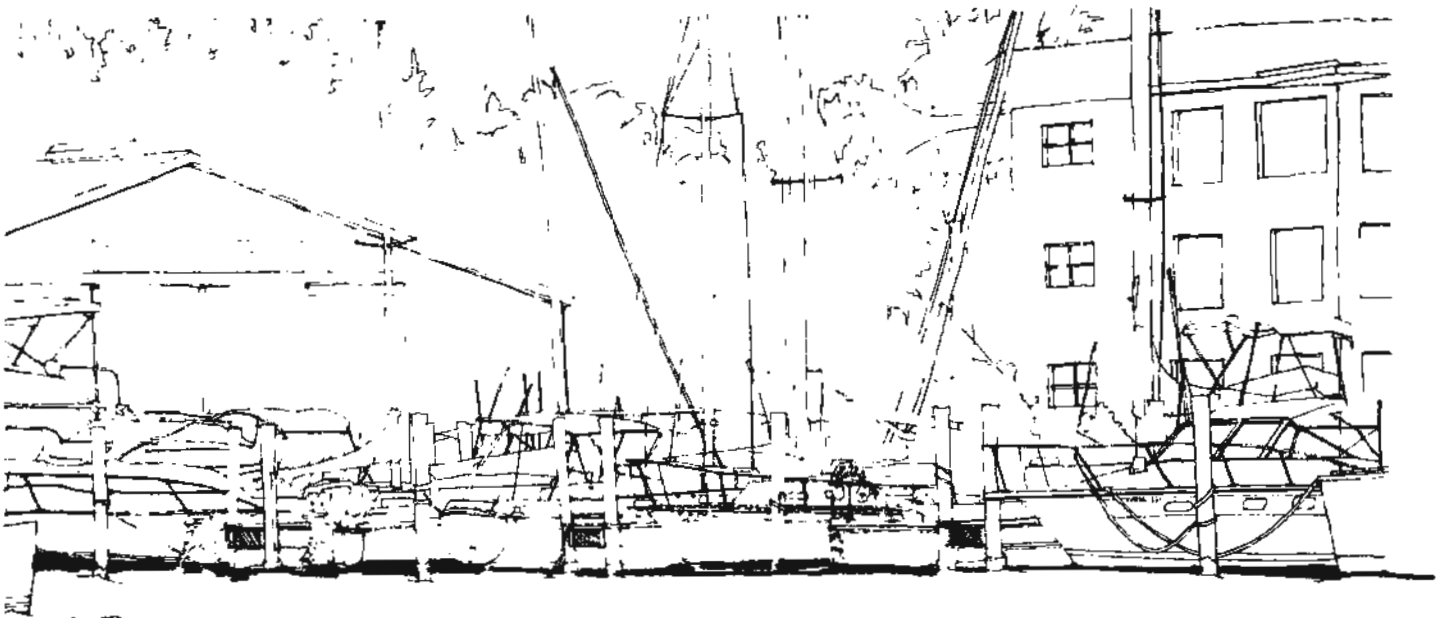
A SENSE OF PLACE: TWO GOALS FOR LIVABILITY

As the members of the R/UDAT team discussed these issues, two overriding goals, which have guided our work and our specific recommendations, emerged:

[1] TO CREATE A VIEW OF NAPLES WHICH CAN BOTH SUPPORT ITS RESIDENTS' DESIRE TO LIVE THEIR CHOSEN LIFE STYLE AS WELL AS CREATE A VISION FOR THE HEART OF THE CITY - ITS COMMERCIAL AND INSTITUTIONAL CORE - WHICH CAN PROJECT VITALITY AND ENGAGEMENT WITH THE FUTURE.

[2] TO PRODUCE A VIEW OF WESTERN COLLIER COUNTY - THE REST OF THE GREATER NAPLES AREA - WHICH WILL SET IT ON A PATHWAY ON WHICH IT WILL USE THE POWERFUL TOOLS WHICH IT HAS AVAILABLE TO CREATE A COMMUNITY WHICH IN ITSELF, AND IN CONJUNCTION WITH NAPLES, WILL CREATE A DISTINCTIVE IMAGE, A POSITIVE QUALITY OF LIFE, IN A MIXED, DIVERSE, AND DYNAMIC GROWING COMMUNITY.

The greater Naples area is inevitably going to grow, and grow rapidly. What it needs, more than anything else, is a vision of how it should grow, where that growth should take it, and what kind of community or communities it will be after it has absorbed the growth that it is today anticipating. Each one of the sections of the R/UDAT report should be seen as a stepping stone toward helping the citizens and leadership of Naples and Collier County in framing that vision for themselves, and making it a reality.



POPULATION GROWTH AND GROWTH MANAGEMENT

Both the City of Naples and the surrounding area in Collier County have experienced dramatic population growth within recent years. The City of Naples, which had a population of less than 5,000 people in 1960, has grown to nearly 20,000 today. Meanwhile, the unincorporated area of Collier County, which had a population of only 11,000 in 1960, has increased to a population of well over 100,000 by 1986. This dramatic increase has led to an equally dramatic transformation in the character of the area from a quiet, almost rural community, to a fast-growing community of increasingly urban and suburban character.

While the growth of the area has been dramatic in recent years, it is likely to continue for some time to come. While the pace of growth has slowed in the City of Naples, as the City's vacant land inventory is gradually reduced, it is continuing unabated in the surrounding unincorporated area. Driving along Route 41 or Davis Boulevard in the County, the traveller is confronted by a seemingly never-ending stream of new subdivisions, condominiums, planned developments, and shopping centers. To the north, Pelican Bay is just beginning to accommodate the population

which it will contain when completed. Massive developments such as the Vineyards have not even begun construction.

The extent to which this growth will continue can be measured by a key statistic: at this time, within Collier County there are some 85,000 unbuilt units within approved Planned Unit Developments and as many as 40,000 additional non-PUD approved subdivision lots, for a total of 125,000 unbuilt allowable housing units. Thus, with no additional approvals of new development proposals as many as 200,000 to 300,000 people could be added to the population of Collier County during the coming years. Nearly all of this population would be located in that part of the County immediately adjacent to the City of Naples, in the area that the County refers to as its "urban service area".

We do not expect all of this population increase to take place immediately; indeed, at least some of these allowed lots may not be developed for many years, if ever. Much of this development, however, is likely to take place. Collier County has projected that its population, including the City of Naples, will increase from today's 126,000 to 218,700 by the year 2005 - an increase of more than 90,000 in less than twenty years. Of this increase, over 60,000 or 2/3 will take place in the Urban Service Area adjacent to the City of Naples.

What this means is straightforward: the City of Naples, which as little as ten or fifteen years ago was a small city, even a town, surrounded largely by open country, is becoming a part of a larger city that we could call Greater Naples. This city, which will stretch from Immokalee Road in the north to below the Tamiami Trail to the south, and from the Gulf of Mexico east to Route 951, an area of approximately 100 square miles, is projected to have a population of 150,000 by the year 2005. Within this city of Greater Naples, the City of Naples proper, with a population of in excess of 20,000 people, will be only a small part of the whole.

The significance of this transformation for both the City and County is great. Economically and socially, the City will find its importance waning within the larger area of which it is a part. Major economic activity is already beginning to move outside its traditional centers within the City to new locations along major highways and in new developments in the unincorporated areas. As the character of the larger community changes, the social and political roles that the City has traditionally played are likely to change. Decisions affecting the City may be made by new actors living outside the City's boundaries.

At the same time, the County will have to grapple with even more serious issues. The magnitude of development taking place has already forced the County to address

directly the problems of providing the infrastructure and services needed by an urban and suburban, rather than a rural, population. We have been impressed by the extent to which in the last few years Collier County government has addressed its need to create, almost from scratch, a massive infrastructure system, including major arterial roads, sewerage systems and treatment plants, and water supply systems. We are hopeful that in the very near future the County will address equally effectively the problem of solid waste disposal.

Still, the provision of infrastructure is only the beginning of the County's responsibility. Using the tools provided by the growth management process now mandated by state law, the County is now in a position to begin directing the course of growth, developing a vision of its future, and putting in place the regulatory system capable of making that vision a reality. That is the greatest challenge, in our judgment, facing Collier County today.

Character and Diversity of the Population

As the population of the Naples area has grown in recent years, its character has undergone a significant change. It is worth noting that as late as 1960, the median age in Collier County was roughly the same as that in the United States as a

whole. Between 1960 and 1980, the median age in Collier County increased from 30 to 38. By 1980, the median age in the City of Naples was over 57, with 36% of all city residents aged over 65.

This trend is continuing. Between 1980 and 1985, according to a study by the University of Florida, while the population of the County increased overall by 34%, the population aged 65 or over increased by 51%.

Despite this trend, many people in the community stressed the importance of trying to maintain the diversity of the Greater Naples community, not only with respect to age distribution, but also with respect to income distribution. We share this concern. We believe that a socially and economically diverse community is a community with greater vitality, capable of seeking and achieving a richer and more attractive quality of life and character. Such a community can support more vigorous cultural and educational institutions, and provide a stronger base of support for a wide range of community organizations - cultural, environmental, political, and the like - to enhance the community as a whole.

Tools for Community Diversity

The tools to foster continued diversity of the community lie in the policies adopted with respect to housing as well as economic development. While both of those will be discussed in separate sections, land use policies with respect to these crucial issues should be discussed here.

Economic Development

The R/UDAT team believes that the City and County should focus their economic development policies on the overriding objective of further diversifying the economic base of the area by going beyond the traditional economic bases of tourism and second home development and expanding into new fields capable of providing diverse year-round employment opportunities with greater potential for personal advancement and economic opportunity. Many different elements must be integrated into such a policy, including creation of more advanced educational opportunities within the County, strengthening of cultural institutions, and provision of affordable housing.

A major area that must be included is that of land use regulation. Land use planning should focus on creating opportunities for non-residential development that will be attractive to high quality industrial,

research, and office development. These can include well planned, well situated, and attractively designed industrial and office parks. Even more important, however, in creating truly attractive location opportunities is the creation of intensive, possibly urban centers of multiple uses and diverse activities. In these centers, development can become more than the sum of its separate parts.

Residential Development

The key tool available to the City and County government to maintain and enhance community diversity is the enactment of land use regulations that foster such diversity. While the County, with its vast resources of vacant land, has far greater scope in this regard than the City of Naples, both have significant roles to play.

Planned Unit Development: Collier County, through its Planned Unit Development process, has a flexible tool through which a variety of housing types can be accommodated. Indeed, the full range of PUDs in the County shows many different housing types - single family subdivisions, a variety of types and styles of condominium developments, and luxurious retirement and second home communities built around golf courses.

The County should encourage and expand the diversity of the housing supply within those PUDs for which rezoning has already taken place, but

which have not yet been built. Under the authority provided under the 1985 Comprehensive Planning Statute, the County should consider not only requirements for affordable housing - discussed elsewhere - but for an overall mix of housing types within its inventory of approved but unbuilt PUDs. Such requirements, if imposed, should be based on a careful analysis of the need for different types of housing as well as on the realities and market constraints affecting development so that unrealistic development conditions are not inadvertently imposed.

Infill development: The scattered pattern of development in the unincorporated areas near the City of Naples has left a variety of parcels, large and small, along or in close proximity to major arterial roads and unlikely to be utilized for PUD development like that taking place in more outlying areas. Such areas, particularly those close to major potential activity nodes [such as the area around the County facilities at the intersection of Route 41 and Airport Road] are particularly appropriate for medium and higher density zoning, including multifamily housing, zero lot line single family development, and more affordable senior citizen housing.

Mobile home communities: Modern mobile home communities offer further opportunities for diversifying the housing stock in a way consistent with attractive development and environmental protection.

With respect to both infill development and mobile home communities, the County should consider identifying appropriate areas and creating "as of right" zoning districts for these uses rather than waiting for rezoning petitions.

Encouraging diversity in the City: While the greatest volume of new housing development and creation of diverse housing opportunities will take place in the unincorporated areas, the City is not without opportunities. Some of the opportunities - in terms of mixed use development and the upgrading of substandard housing - are discussed elsewhere. Without major planning efforts, or expenditure of resources, however, the City can foster a variety of flexible zoning approaches.

Infill: There are many small infill parcels in the City on which density could be increased above permitted levels without affecting the character or appearance of the area. The low density standards governing nearly all residential development in the City, in conjunction with the high land prices, prompt developers to construct large, and therefore, expensive units. Density incentives for smaller units, and for more affordable units should be encouraged.

Accessory apartments and conversion: Many of the larger older single family houses in Naples, particularly in busy or partly commercial areas are becoming less attractive for single family use; at the same

time, their price puts them out of reach of families that might otherwise want to use them for that purpose. By permitting accessory apartments in these buildings, or their conversion to 2 or 3 family occupancy, they can provide additional housing diversity while continuing to maintain the traditional visual and environmental character of the community.

Mixed use: A variety of mixed use opportunities exists in the City, along shopping streets such as 3rd Street South and 5th Avenue, and potentially along parts of the Tamiami Trail immediately north of the Four Corners. Such development can enhance the commercial vitality of these areas, strengthen the visual fabric of these important community nodes and entrances, and create further diversity in the housing stock.

Any discussion of growth management in Collier County and the City of Naples must begin with an understanding of Florida Law. In 1972, the State Legislature enacted the State Environmental Land and Water Management Act (Chapter 380). This law was directed at Developments of Regional Impacts (DRIs) and developments in Areas of Critical State Concern. The policy behind such law is that local governments should continue to have total responsibility for those land use decisions which affect persons within its jurisdictions. The State's role is to represent the broader public interests in those land use decisions which have a substantial regional or statewide impact.

Under the 1972 law, decisions on DRI's and developments in Areas of Critical State Concern, are made by the local government, but pursuant to the policies and standards set forth by the State. Collier County has been processing DRIs over the past several years pursuant to the 1972 law.

However, it was the Local Government Comprehensive Planning Act of 1975 (Chapter 257) which created the present framework for growth management both at the County and City levels. The law mandates that each local government adopt a Comprehensive Plan and designate a local planning agency with overall responsibility for the preparation of the Comprehensive Plan and for the conduct of the Comprehensive Planning Program within the local government.

The 1985 Local Government Comprehensive Planning and Land Development Regulation Act requires every local government in the State of Florida to adopt at least nine specific elements as part of its Comprehensive Plan. These elements include designating plans for:

- A) Future Land Use
- B) Traffic Circulation
- C) Sanitary Sewage, Solid Waste, Drainage & Potable Water
- D) Conservation
- E) Recreation/Open Space
- F) Housing
- G) Coastal Zone Protection
- H) Intergovernmental Coordination
- I) Utilities

Land use decisions in Collier County are presently made pursuant to the Collier County Comprehensive Plan enacted by the Board of County Commissioners on December 6, 1983. This Plan supercedes the 1979 Collier County Comprehensive Plan. The County Plan, containing the nine state mandated elements as well as certain optional elements, acts as the overall planning document for future growth within the County.

The goal of future land use in the County is described as "the achievement of a quality living environment through a well-planned mix of compatible land uses, while preserving the integrity of the natural environment". The most important assumption of the land use plan is that developments should be timed with the facilities necessary to support them. Pursuant to the present Plan, the predecessor Plan and the 1982 Zoning Ordinance, the Board of County Commissioners has reviewed and approved a large number of subdivisions and PUDs. The Plan contains seven land use designations - urban area, vested areas, rural areas, community and interchange, industrial, parks and preserves, and coastal resource management and recreation areas. The major focus of this report will be on the so-called urban area.

The Comprehensive Plan of the City of Naples, Florida, originally adopted in 1979, was last amended in 1984. The preface to the City's plan describes Naples' "special uniqueness and charm" which it attributes in part to its long

history of comprehensive planning. It describes the City as one of clean, accessible beaches, prestigious residential neighborhoods and attractive shopping districts which "have created a unique resort/retirement community". The City's Plan indicates that "efficient and economical water and sewer service, solid waste disposal, parks, recreational facilities and other amenities have been provided as a result of the City's commitment to provide for long range planning for these City services and facilities".

The City of Naples Comprehensive Plan, specifically its future land use element, is described as providing for "the best organization and interrelationship of the various uses of land in order to produce a safe, healthy, convenient, and attractive environment in which the residents of Naples can live and work". Development proposals within the City limits have been evaluated and approved pursuant to the goals, objectives and policies set forth in the Plan and conformance with the City's Zoning Ordinance.

In 1985 the State Legislature enacted a series of far reaching amendments to the Local Government Comprehensive Planning Act, and these amendments will have major implications for Collier County and the City of Naples. Under the new State law and accompanying regulations, both Collier County and the City of Naples will be required to

prepare a Comprehensive Plan meeting State standards and criteria and present such Plan to the State land planning agency (Florida Department of Community Affairs) by August 1, 1988. The plans of the City and County must meet the "minimum criteria for review of local government comprehensive plans" as set forth by the State. Such local plans must also be consistent with the State Comprehensive Plan and the appropriate regional policy plan.

Although the State law recognizes that local governments are charged with setting levels of service for public facilities and services in their comprehensive plan, the 1985 law now mandates that PUBLIC FACILITIES AND SERVICES NEEDED TO SUPPORT DEVELOPMENT SHALL BE AVAILABLE CONCURRENT WITH THE IMPACTS OF SUCH DEVELOPMENT. Thus, public facilities and services must proceed in tandem with proposed developments. If public facilities and services for a development are phased, the development must be phased. The public facilities necessitated by the development must be available concurrently with the impacts of the development. Further, the law requires that public facilities and services, unless already available, are to be consistent with the Capital Improvement element of the local government's Comprehensive Plan or guaranteed in an enforceable developer agreement.

Thus, the 1985 amendments will mandate growth management plans in Collier County and within the City of Naples

directly tied to the availability of the public facilities and services. Although this new law imposes stringent requirements on the County and City, it also gives both local governments unique opportunities for the enactment of progressive growth management plans which will guide the growth of the County and the City well into the next century.

Both the City and the County are hard at work in order to comply with the August 1, 1988 deadline mandated by State law. Collier County has appointed a Growth Management Coordinator and has set up a Growth Management Committee made up of a number of County officials.

A Citizens Advisory Committee composed of a broad cross-section of County residents is working in close contact with the County's Growth Management Coordination Committee. An extensive document entitled "Collier County Growth Management Work Plan" setting forth tasks, assignments and procedures by element has already been completed. The future land use task elements include mapping, tabulation, analysis of availability of facilities and services to serve existing land uses, analysis of character and magnitude of existing vacant or undeveloped land, analysis of land needed for future population, establishment of goals and objectives for future growth management and drafting of future land use maps.

The City of Naples is also working to meet the August,

1988 State deadline. A public workshop on future land use has already been held by the City. A draft of the future land use element has been completed.

There can be no doubt that once the State accepts the growth management plans of the County and City, all future local government land use decisions must be undertaken pursuant to the approved plans. However, there are a number of non-legal constraints on future growth that should not be overlooked. Growth can be constrained by the availability of undeveloped land, environmental barriers, economic conditions which will impact population migration, readiness of developers to build and availability of jobs.

In discussing future growth management, the interrelationship between Collier County and the City of Naples can not be over-emphasized. The County's growth policies will have a major impact within the City limits and vice-versa. It is for this reason that, although the goals of growth management of the City and County may and will diverge, there must be maximum cooperation and coordination as both entities prepare their growth management plans. Since most of the land within the City is already developed, major attention must be focused on the County's future growth management plans and how they will impact the City.

The Collier County Growth Management Plan must have

elements relating to residential, industrial and commercial growth. Time frames must be established, bearing in mind the State mandate regarding the availability of public facilities and services. This will require the County to pay strict attention to the Capital Improvements Program.

Methods to implement the County's Growth Management Plan must be viewed both in the short and long term. In the near future, there is concern that before the Collier County Plan is approved by the State, there may be a rush by developers to "beat the deadline". This may have disastrous consequences for the County's long range growth management goals and policies. As a result, it is recommended that the County give consideration to the enactment of a limited land use moratorium which will enable the County to proceed with the drafting and enactment of its new growth management plan without undue pressure from developers.

In the long term, the County's Growth Management Plan must, as mandated by State law, be tied to the availability of public services and improvements. Although municipalities throughout the United States have attempted numerous growth control techniques such as minimum lot sizes, population caps, and building permit quotas, we recommend continuation of the concept of the point rating system as the primary mechanism for the implementation of the County's Growth Management Plan.

However, the existing point rating system as described in the present Collier County Master Plan and as set forth in the Collier County Zoning Ordinance should be scrapped in favor of a new point rating system in full conformity with the 1985 State Legislation, in which the new point rating system also takes into account the recommendations set forth elsewhere in this report.

Mention must be made of the availability of annexation as a tool by which the City of Naples may control growth outside its borders. However, we believe that an aggressive annexation policy by the City will lead to needless friction between the City and County and may ultimately result in a drastic change in the character of the City, a goal which we believe is not desired by the majority of the City residents.

Collier County and the City of Naples are faced with a number of challenges in regard to future growth management. One issue relates to future applications for smaller residential subdivisions. The sentiment has been repeatedly expressed that the smaller subdivisions have in the past caused more serious land use problems than some of the larger ones that were subjected to more intense scrutiny.

The issue of vested subdivisions is also troubling. There are significant amounts of acreage within the urban area of the County which have "vested" as far as the zoning is

concerned, but have never been developed. Any development within these areas must be undertaken in accordance with new subdivision and PUD requirements.

In this regard, the County must carefully review and revise its subdivision and PUD requirements. Future developments should be reviewed not only from the perspective of the availability of public services and improvements, but also how they relate to environmental concerns such as water quality, flooding, drainage as well as ecological preservation. These environmental considerations need to be embodied in the land use regulations of the County.

The PUD regulations should be revised so as to require the developer to submit proposed guidelines for physical development of the PUD. These criteria should be reviewed and modified as necessary by the County.

Both PUDs and subdivisions should be so located and designed so as to form important linkages with parks, open space areas and the transportation facilities within the County.

Future subdivisions and PUDs must be evaluated qualitatively as well as quantitatively. Such criteria as conformance with the Comprehensive Plan, availability of transportation, water, sewer, drainage, solid waste disposal and parks are mandated. However, there are other

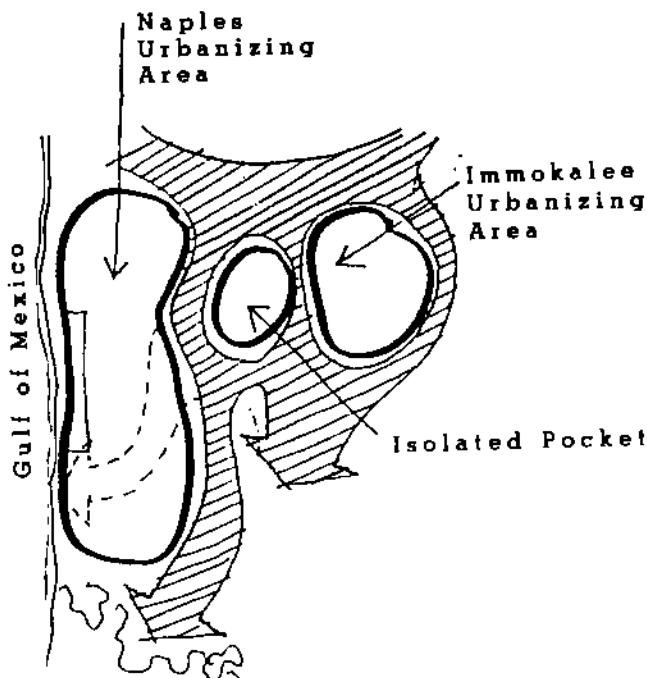
subjective criteria which are qualitative in nature. These criteria include such items as overall design of the subdivision, scale and design of buildings and use of quality construction materials. Quality development can not be mandated, but it must be pursued.

Lastly, a growth management plan for Collier County must be implemented so as to encourage the types and locations of future development that will be necessary to attract a mix of new residents to the County to achieve the diversity of population which is so important to the future of both the County and the City of Naples.

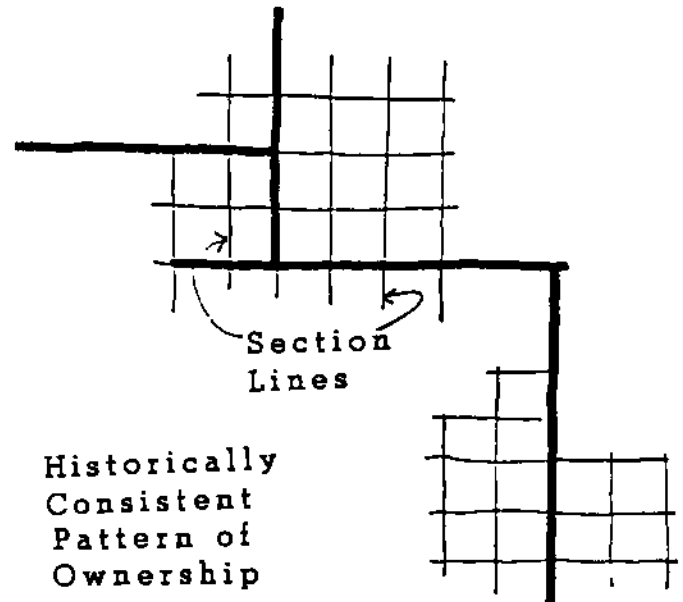
THE SHAPE OF THINGS TO COME

The City of Naples has evolved over 100 years into a quiet discreet gulfside community. Naples' distinctive charm emerges from its proximity to the gulf beaches and to the surrounding natural landscape. The quality of life that originally attracted the early settlers to Naples is the same quality which continues to attract people to the area.

The natural environment is the basis for the quality of life in Naples and Collier County. The environment exists through complex ecological systems. The hydrological functions establish the balance between the uplands, wetlands, estuaries and the Bay. Understanding the ecological balances is required to maintain the quality of the environment as defined by the natural systems and enjoyed by so many residents and visitors.



The historical section lines were surveyed across the natural environment. The sections, of one square mile each, served historically to the present as the basis for land ownership. The sections create a persistent man-made grid with no relation to the natural patterns.



Transportation routes create a further overlay on the system. The highways and roads generally follow section divisions. Natural patterns affect the circulation alignments at various points. The physical impact of the routes in turn both affect the natural systems and current and future development patterns.

Utilizing transportation routes and land ownership patterns, new growth is taking place largely through Planned Unit Developments (PUDs) of varying sizes at scattered locations across the County. The land uses, form and image are largely generated by the developers and their consultants. To develop true "places" like Olde Naples, to which people have a loyalty and

sense of belonging, within the unincorporated area each PUD must be related to all other PUDs, to the transportation routes and to the natural environment, in order to form new "places."

I. FORCES AT WORK

The Environment.

Looked at from the highway, the environment is flat with treed and grassy uplands contrasting with the mangrove edged estuaries and coastline. The dynamic hydrological system of the Southwest Florida landscape is only visible on closer inspection. The hydrological factors are the life blood of the landscape and fuel the varied qualities of the environment in ways essential to both development and ecology. Three basic hydrological factors are at work that dramatically influence the shape of potential man-made environments:

1. Water Quality - the identification and protection of existing and proposed wellfields is vital to sustaining existing and anticipated population within the Naples area. The establishment of new wellfields in the Belle Meade area for the Marco Island community illustrates the importance of a quality water supply.
2. Drainage and Flood Control - Naples and Collier County are part of an enormous interconnected drainage and flowing ground and surface water system. All developments

must respect the regional drainage routing system in order to control drainage within development areas and to control flooding.

3. Watershed Protection - major flow-ways affecting the Greater Naples Area originate from high land in the Immokalee area and move south toward Naples Bay and the estuary system. These major flow-ways create the critical balance needed for the estuarian ecology and upland vegetation. Too much rechannelled water or, conversely, too little, rapidly alters the complex life cycles spawned throughout the estuaries and bay. The basic locations of the principal flow-ways are mapped. Development planning must preserve the continuity and interconnections of the flow ways as well as striking the balance with the sensitive natural systems determined by the naturally regulated amounts of water in particular flow-ways.

A limit to the movement of growth to the east is recommended based on the County's mapping and evaluation of the watershed and environmentally sensitive areas on a macro scale. This mapping defines an area of predominately agricultural development in the Immokalee area, and a large area of urbanizing development to the north and east of the City of Naples. These two areas are separated by a principal flow-way moving southwest from the Immokalee area, through a portion of North Golden Gate to the

North Belle Meade area. By preserving this flow-way, benefits derived will include improved flood control, quality of water supplies, and maintenance of the natural visual environment. The natural balance of the local environment will be maintained.

II. HISTORICAL DIVISIONS

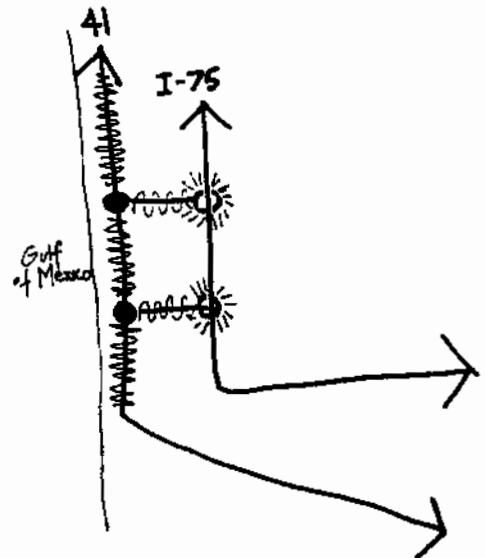
The coming of the railroad led to the division of the countryside into a grid of one square mile sections. The sections became land ownership boundaries. The sections have remained the common denominator of ownership to the present. As such, roadway rights-of-way as well as utility services have followed this pattern. Since the section grid has effectively no relationship to natural systems and features, planning must carefully balance ownership patterns and transportation routes with natural system boundaries.

III. TRANSPORTATION

Historically towns and cities were formed on rivers and harbors to facilitate trade. Railroads expanded development in the interior of the country. Roads and airports are the dynamic generators of development. Roads and the universal acceptance of the automobile together with an affluent economy have permitted development of resort and retirement communities in once-isolated areas where natural amenities create a distinctive quality of life. Naples is such a place.

The west coast of Florida has been served by U.S. 41 for generations. Towns and cities grew off the U.S. 41 spine. Specialized services and retail businesses grew within each city. The route between the cities

has retained here and there a semi-rural character, while commercial strip development has intensified as the Trail approaches each city. As a consequence the roadway has been steadily widened; a further loss of individual city character has ensued, and the efficiency of U.S. 41 as a regional transportation route has been dramatically reduced. Many years later, Interstate 75 was built several miles east of U.S. 41 to provide a new regional limited access transportation route. I-75 is now encouraging the growth within a substantial part of the County. The interchanges off I-75 at Immokalee Road, Pine Ridge Road, and Route 951 have created access points for growth east and west of the Interstate. A series of open space corridors should be created along major arterial roads from the interchanges off I-75, toward Naples.



As important as preservation of the inland environment is, the preservation of the fragile estuary and bay edge of Naples Bay is equally important. Any use of the bay requires careful analysis,

evaluation, and implementation of a regulatory program. An example of a potentially risky use of the bay is the proposal currently under consideration for an 800 boat marina. To properly evaluate such a massive proposal, the community must first evaluate the current levels of bay usage and determine both its current recreational value in conjunction with its ecological sensitivity and potential stress under current and projected use levels. A policy should then be established which will define future use of the bay; the first priority of such a policy should be the protection of the ecological integrity of the bay, and creating the most beneficial use for the community. Any bay development should not only be sensitive to the constraints of the natural environment, but also maintain both physical and visual openness of the bay from the land.

IV. SOLID WASTE

In light of the extreme sensitivity of the natural environment and the potential impact of the dynamic growth of the area, the use of landfills for solid waste disposal is clearly inappropriate. The Collier County Commissioners must address the need for an efficient technology for an integrated program of resource recovery and waste disposal immediately. An appropriate environmentally sound system should be implemented as soon as possible.

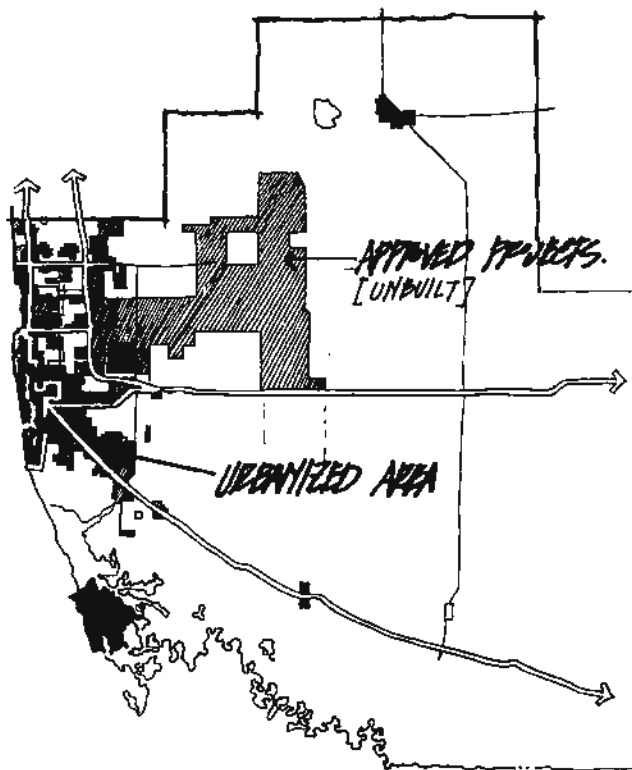
V. PLANNED UNIT DEVELOPMENT: CONCENTRATION OF DEVELOPMENT AROUND URBAN CENTERS

We estimate that roughly two thirds of the County's lands east and north of the City of Naples and contained by the growth boundary

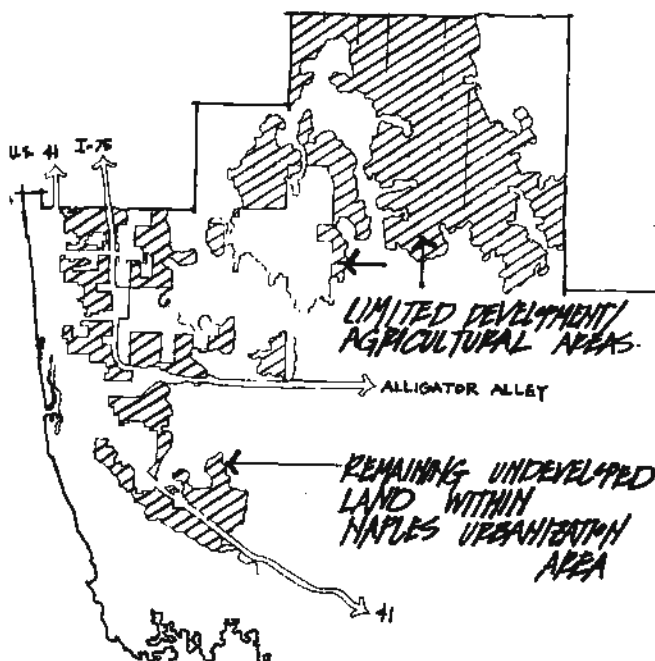
dictated by environmental constraints have either been developed, have been approved for PUDs, or platted for subdivision development. As a rule, the PUDs have been planned as self-contained developments with little relationship to adjacent PUDs, or to any overall scheme of development. The opportunity to appropriately develop this large land area in a manner that will create identifiable urban centers cannot be achieved under the current approval process.

Development is approved under the assumption that what will happen will happen. Timing or development appears to relate only to facility improvements by the County with respect to roads, sewer and water.

The R/UDAT study recommends a new strategy for Planned Unit Development in the County. We recommend that three or four urban centers be created within the unincorporated area, for which the goal would be to provide a wide variety of services and activities, and to create a sense of place within their surroundings. Residents of the surrounding areas would come to identify with the new town center, much as Naples currently retains the loyalty and affection of its residents. The urban centers would create a variety of opportunities for employment and for social interaction, around employment centers, retail and commercial facilities, restaurants, recreational amenities, and mixed housing types. We anticipate that one center would be located in each of the eastern, central, and southern parts of the area, along major arterials, well to the west of I-75 and Route 951.

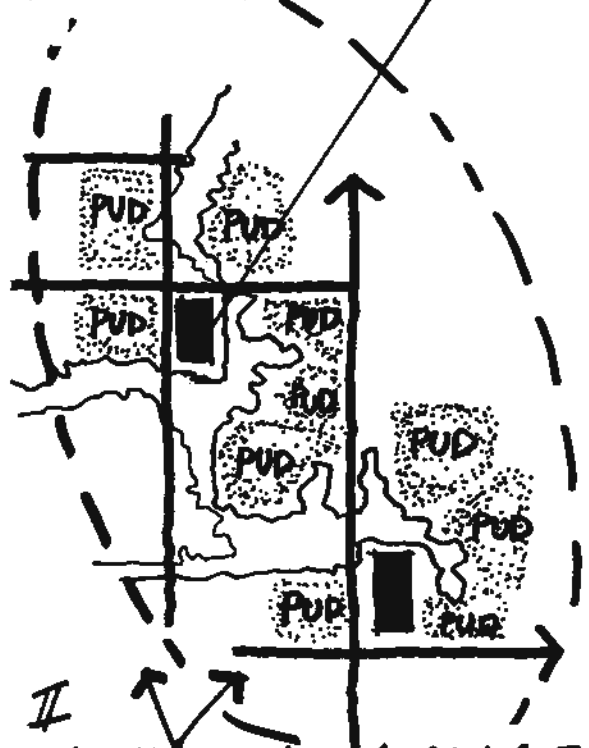


Developable Area



Currently, PUDs have been approved at densities generally in the area of four units per acre, through an evaluation based on a point system established and administered by the County Planning Department. The team recommends that the County establish a new approach, based on a transfer of development rights concept overlaying both approved PUDs and unplanned lands. Each of the urban centers would be the center of a series of irregular circles or gradients defining areas of declining density surrounding the center, and constituting together an urban district:

*LOCALIZED PLANNED
UNIT DEVELOPMENTS -
AGGREGATED AROUND
A COMMUNITY CORE*



*I
GROUPS OF THESE AGGREGATIONS
DEFINE AN URBAN CENTER*

*II PLAN ENCOURAGES
THESE MULTIPLE
CENTERS WITHIN
THE REGION.*

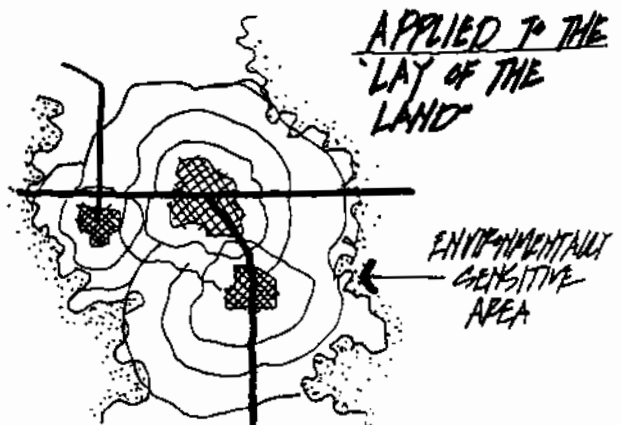
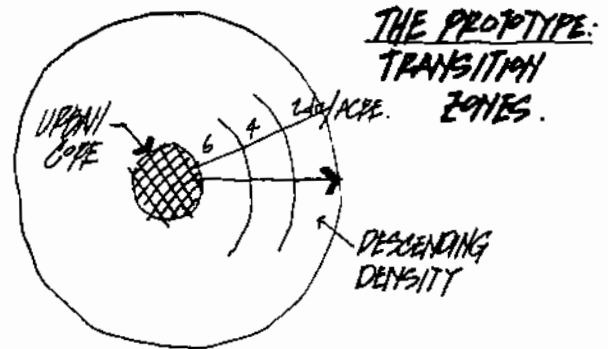
Urban center - 1/2 mile radius, mixed use/housing at 12 units per acre, recreation facilities

Mixed housing - 1 mile radius, 7 units per acre

Housing/retail convenience - 2 mile radius, 4 units per acre, recreation facilities

Housing - 3 mile radius, 1 unit per acre, cluster development, open space

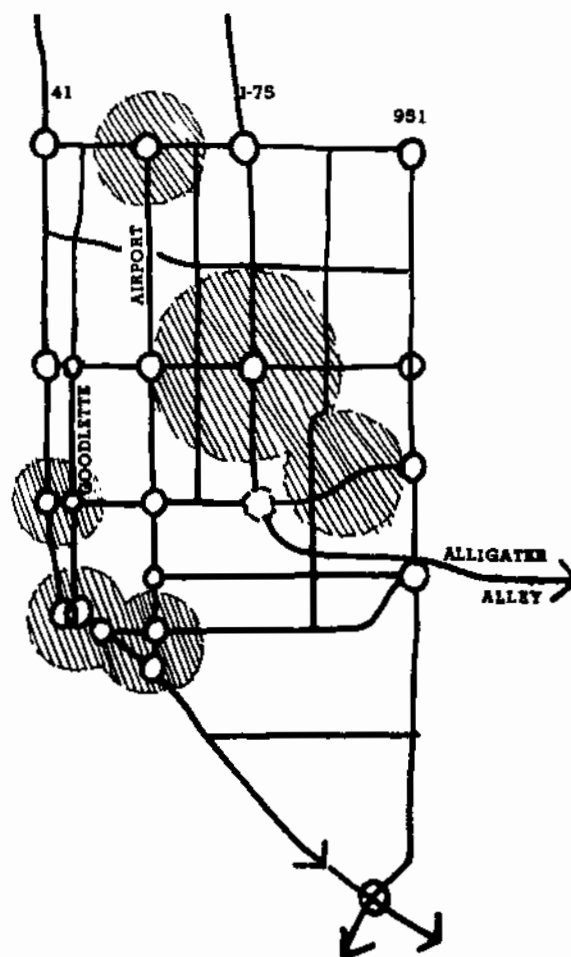
Approved PUDs within circles of density higher than the current approved density would be able to increase their density to the permitted maximum by buying development rights from a PUD with a reduced density. PUDs in circles lower than their current approved density would receive marketable development rights for the difference between the two density standards. In addition, areas in which a mixed use was required would have minimum requirements for non-residential uses as well as minimum standards for a variety of housing types. Areas located in circles of two different densities, resulting from overlapping circles of two separate urban districts, would receive the higher density designation of the two. In areas not yet planned, the density would be established by the gradient diagram.



The purpose of the varying densities would be to maximize the diversity of housing types and enhance the strength and intensity of the urban centers. By contrast, the lower density zoning would facilitate preservation of open space, lessen the pressure and impact of development on environmentally sensitive land, and create a zone of contrast between different urban centers.

The County should develop overall architectural, urban design and landscaping guidelines for PUDs, as well as other development above certain minimum limits and sizes. Based on these guidelines, developers would be required to furnish, at the time of submitting a new or revised PUD, detailed development site standards defining the landscaping, grading, road sections, recreational amenities, lighting, signage and architectural profiles for the PUD. Using these guidelines, the County can then evaluate the site concepts of each PUD in order to create a shared image and sense of identity for each district, which can then vary within each PUD.

"Multiple Center" Development Pattern



TRANSPORTATION

Transportation facilities play two roles:

1. Transportation moves people and goods. This is the most commonly defined role.

2. Transportation can be used as a physical tool to direct and shape urban and suburban development. This role is not widely recognized, but should be. With the large projected growth in Collier County (an additional 92,000 by the year 2005 using the medium projection prepared by the Collier County Planning Department), this role should be an important part of the effort to create the desirable land use arrangements necessary to create a high quality of living.

ROLES OF STREETS

Streets carry out different functions in the total network. When a given street is asked to function in a different manner than originally intended, problems are created.

A freeway is a high-speed, high capacity route with complete access control. Interstate 75 is an example. No driveway cuts are permitted and all intersections are grade-separated.

An arterial street carries both through and local traffic. Arterials connect communities and major traffic

generators (shopping centers, medical centers, and government complexes) by providing a high

traffic-carrying capacity.

Arterials should form a continuous, unbroken alignment. Examples of arterial streets include Goodlette, Pine Ridge, Golden Gate, Davis Boulevard, and Airport Road.

A collector connects local streets to the arterial network. Local residential streets feed into collectors, which in turn connect to the arterial streets.

A local street provides direct access to adjacent property.

A functional classification of streets sets the framework for both traffic control and land uses. It allows residents, business people, and public agencies to make decisions intelligently.

The following table summarizes the roles that each type of street is intended to play. Freeways and major arterials are designed for movement while local streets are designed for access to adjacent property. Arterials are the links to major land uses. Interstate 75 and the arterials help shape development more effectively than collectors and local streets.

ELEMENT	FREEWAY	ARTERIAL	COLLECTOR	LOCAL
<u>Service Function</u>				
Movement	Primary	Primary	Equal	Secondary
Access	None	Secondary	Equal	Primary
Trip Length	> 3 miles	> 1 mile	< 1 mile	< 1/2 mile
<u>Linkages</u>				
Land Uses	Major	Secondary	Local	Sites
<u>Spacing</u>	3-5 miles	1-2 miles	1/2 mile	---
<u>Potential to Shape Development</u>				
	Significant	Significant	Important	Minor

ACCESSIBILITY FRAMEWORK

Transportation facilities provide accessibility in two ways. The first is closeness to central locations which are those areas where the maximum number of activities seek sites. High land values are the result. Not all activities can afford central locations so they locate in other areas, accepting transportation and other interaction costs to overcome distance and separation.

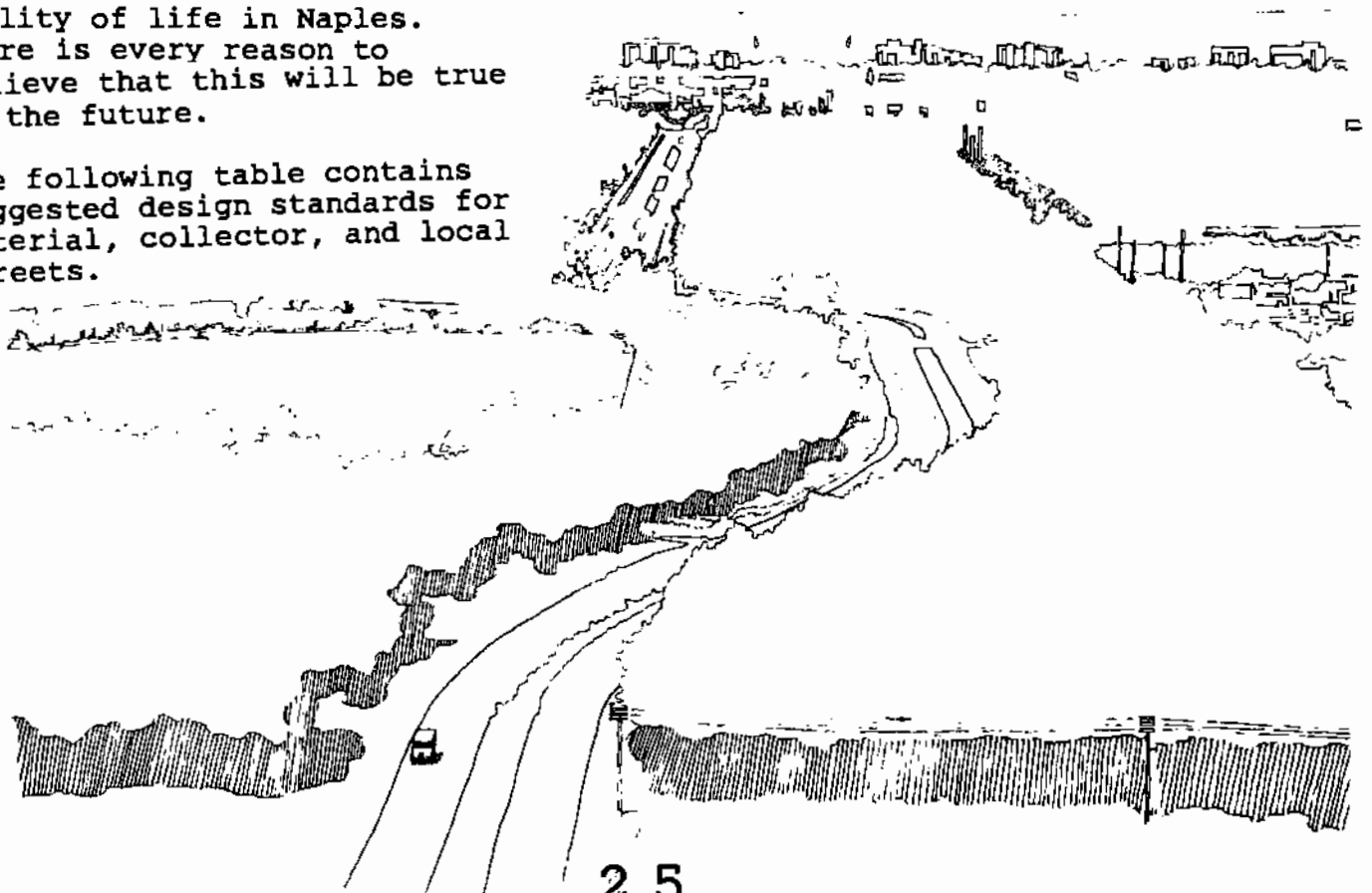
Using an accessibility framework and the functional classification of streets, it is possible to specify the requirements for different land uses. The key is the intersections, because they provide better access for all land uses except residential. The following table illustrates the accessibility requirements for different land uses.

<u>Intersections</u>	<u>Land Use Categories</u>		<u>Institutional</u>
	<u>Residential</u>	<u>Commercial</u>	
Arterial-Arterial	High Density	Community Shopping Centers	Major Institutions
Arterial-Collector	Medium & Low Density	Local Shopping Centers	Community Health Centers
Collector-Collector	Low Density	Local Shopping Facilities	Junior High School

Note that the above table considers transportation and land use together. This has strong management implications because transportation and land use professionals in this area (and most areas in the country) work for different agencies. The management problem is further compounded by the active roles played by federal, state, regional, county, and local agencies. We are not suggesting one comprehensive agency and we are well-aware of the coordination efforts that take place. We are stressing the importance of effective management coordination because of the large growth projected in some areas and the vital need to shape this growth.

Historically, transportation and development decisions have influenced the form and quality of life in Naples. There is every reason to believe that this will be true in the future.

The following table contains suggested design standards for arterial, collector, and local streets.



ARTERIAL STREET DESIGN STANDARDS

Right-of-Way Width	100 to 120 feet
Pavement Width	2 @ 24 ft. or 2 @ 36 feet
Median Width	0 to 18 feet
Type of Curb	vertical face
Width of Sidewalks	5 to 15 feet
Sidewalk to Curb Face	0 to 10 feet
Minimum Sight Distance	240 to 275 feet
Design Speed	40 to 45 MPH
Parking	None
Curb Cut Spacing	Note #1
Setback	Note #2

NOTE #1: To preserve the arterial function of outlying roads in the County (such as Highway-951), we suggest 1,000 feet. Closer-in arterials should have curb cuts spaced at least 500 feet. For arterials with existing development adjacent to them, we suggest reducing the total number and discouraging curb cuts to the extent possible.

NOTE #2: For outlying roads in the County, we suggest setbacks of 100 feet to allow for frontage roads, landscaping, and building yards. For closer-in arterials, we suggest 50 foot setbacks.

COLLECTOR STREET DESIGN STANDARDS

Right-of-Way Width	86 feet
Pavement Width	39 feet
Type of Curb	vertical face
Sidewalk Width	5 feet
Sidewalk to Curb Face	10 feet
Minimum Sight Distance	200 feet
Design Speed	25 to 30 MPH

LOCAL STREET DESIGN STANDARDS

Right-of-Way Width	60 to 66 feet
Pavement Width	28 to 34 feet
Sidewalk Width	5 feet
Sidewalk to Curb Face	6 to 10 feet
Minimum Sight Distance	150 feet
Maximum Cul-de-Sac Length	1,000 feet
Minimum Cul-de-Sac Radius (pavement)	30 feet
Design Speed	25 MPH

ARTERIAL STREET NETWORK

Arterial streets, especially in the County, are generally spaced one to two miles apart and the right-of-way is wide enough to accommodate expansion. We commend the County for recognizing the transportation problems, anticipating growth, and making strong efforts to stay on top of the needs.

The major actions necessary to meet future needs are:

- widen pavement widths as needed (usually four to six lanes within existing rights-of-way.

- acquire limited new rights-of-way to allow construction of a viable network (primarily Livingston and Logan).

- preserve the traffic-carrying capacity of arterials by enforcement of the design standards.

- change signal timing patterns and improve the capacity of selected intersections by means of turning lanes.

- encourage through traffic to use I-75.

- resolve the problems associated with the proposed Gordon River crossing because of the impact that this proposal has on the East Trail and the Naples central area.

Making sure that the arterial street network is used properly should be a high priority. Arterials should continue to be designed to carry heavy volumes of traffic. Curb cuts, which provide access to adjacent properties should be kept to a minimum and subdivision

approvals granted with this in mind. One important result of this policy will be a reduction in the number of drivers seeking informal bypass routes through residential neighborhoods.

One person told us that there are "significant and difficult bottlenecks." Another said: "people don't want to fight commuting problems". In looking at the traffic count information, it is clear that Naples is a small city with big city traffic movements on a few roads. Several intersections have heavy turning movements which require separate turning lanes. Since the major direction of traffic is one-way in the morning peak and another way in the afternoon peak, the number and use of traffic lanes must reflect this. The proposed computer traffic system to tie 28 intersections together will help.

Some arterial streets will have to be upgraded to meet the traffic demand. Some residents will object to improving the arterials by adding traffic lanes, but we think improvements will be necessary. Since right-of-way already exists, additional land purchases will not be necessary. Residents and businesses will not have to be relocated. Improving the arterial streets means that major through and local traffic will be on the arterials rather than on the collectors and local streets. This will help preserve residential neighborhoods. It is consistent with the sentiment expressed by one

resident who said: "We are very protective of residential in this town".

Properly designed arterial streets will help promote desirable land use patterns. Commercial, institutional, and industrial activities will benefit by locating in areas with good access. Residents will benefit by living in quiet, low traffic volume residential areas, but still have good access to non-residential activities.

One phenomenon worth commenting on is the change in travel patterns among some local residents during season and off-season months. Residents say they avoid using the Trail during the season, avoid making major purchases during the season, and avoid the restaurants during the season. However, avoiding the Trail means using collector streets as arterials, and this causes extra traffic in undesirable locations on collector streets.

The difference in peak hours is also worth noting because of its impact on transportation planning. The typical rush hour morning and afternoon periods is common in the County outside of Naples. The City of Naples tends to have a late morning to early afternoon peak period in addition to the commuting peak.

U.S. 41 (THE TAMIAMI TRAIL)

Far and away the most frequently-mentioned traffic problems were locations along the Trail. The shift from 6 lanes to 4 lanes north of

Solana, the East Trail, the heavy turning movements at some intersections, arterial streets that don't always cross the Trail directly (they have a jog which causes both Trail traffic and cross traffic to use the same section of street along the Trail), the number and size of the commercial activities (and related curb cuts), the season peaks, and the number of tourists are all causes of the congestion problems. To avoid traffic, local residents who know alternate routes tend to use them, causing traffic flow problems on some of these alternate routes.

The use of bypass routes has been suggested to us as a possible solution. We don't see the need for a brand new bypass right-of-way. Goodlette, Airport, and Highway-951 are all major north-south arterials which can handle large volumes of traffic. Interstate 75 should handle as much through traffic as possible. Basic traffic engineering improvements, such as signal timing, intersection improvements, and limiting the curb cuts and medians will also help. Most drivers on an arterial street are not driving a long distance. This means that a bypass will intercept the through traffic, which is only a small percentage of the total.

INTERSTATE 75

There are three interchanges on I-75 now -- at Immokalee Rd. (Highway-846), Pine Ridge, and Highway-951. An additional interchange at Golden Gate Parkway (Highway-886) has been

proposed and we were told that planning funds are included in the 1988-89 budget. We think that an additional interchange is likely to be a good idea, because it will provide better access, provide a major new gateway into Naples, and will increase development opportunities. Accounting for the drainage ditch east of I-75 in the design and engineering is clearly necessary.

The potential impacts of I-75 are substantial, despite initial impressions to the contrary. The volume of traffic on the interstate and the arterial street crossings will be sufficient to attract developer interest over the long-term even though it is presently beyond the water and sewer service districts.

CRAYTON ROAD

We were specifically asked to look at the traffic flow problems on Crayton Road, which is a collector street that runs north-south, parallel to the Trail. It is a good example of a collector that is functioning as a bypass to the Trail when congestion levels get high. If the Trail could handle the heavy traffic volumes at a good level of service (LOS C or better), drivers would not seek an alternate route. Since the Trail becomes congested, Crayton is used. One real estate businessman said: "It is tough to sell a house on Crayton because of the traffic". A neighborhood representative came to a workshop for the sole purpose of calling our attention to the problem. The proper role for Crayton is as a collector

as specified in the transportation plan. Its misuse as a minor arterial is causing the complaints and problems. An aggravating condition is the length of Crayton (from Seagate Road to Banyan Boulevard, a distance of about 3.3 miles). If it were shorter, it would not be as tempting to so many drivers.

Limiting the search for a solution to Crayton Road is not appropriate. A better approach is to make the Trail function better, then look at making Crayton less desirable as a through street, perhaps by the construction of loops or diverters to reduce the total distance that it runs.

GORDON RIVER BRIDGE

There is a proposal to construct an additional bridge across the Gordon River. The intent is to provide additional east-west access and relieve congestion on the East Trail, and help control area circulation. Two locations have been mentioned -- (1) Central Avenue connecting to the southern edge of the Airport and then linking to Radio Road and (2) 7th Avenue North connecting to the northern edge of the Airport and then linking to Radio Road.

Despite the merits of the proposal, several problems have to be resolved. Both locations are expensive and neither is included in any federal or state funding program. Both locations would intersect Airport Road in T-intersections which would force both north-south and

east-west traffic to use a short segment of Airport Road (because of the jog), and there are environmental impacts which would have to be mitigated.

We cannot make a clear-cut recommendation to either build or not build this proposed bridge until the implications of resolving the problems are clear. The traffic impacts are positive, but the environmental impacts and cost are negatives.

PUBLIC TRANSIT

Complete reliance on the private automobile is not desirable. Children, some elderly, and disabled people cannot drive but have a need (and a right) to make trips. There is a need for other forms of transportation besides the private automobile. Having said this, our impression is that the densities necessary to support a regular fixed-route bus route system are not present in Naples. To our knowledge, no public transit system in the country makes a profit or breaks even. All are subsidized. With the low densities that are characteristic of Naples, our feeling is that a public transit system is not feasible.

However, there are alternatives worth considering, including car and van pools, employer shuttles, and the informal arrangements people make to satisfy their transportation needs (I'll baby sit for you twice a week in return for transportation

to the shopping center). The formal name for these alternatives is "paratransit" and there are thousands of examples across the country. We were informed that there are several elderly and disabled paratransit providers that meet some of the need for these two markets, but do not have sufficient information to comment on them.

We need to convey our enthusiasm for the Dolly Trolley. It seems to work well and help create part of the image that is Naples.

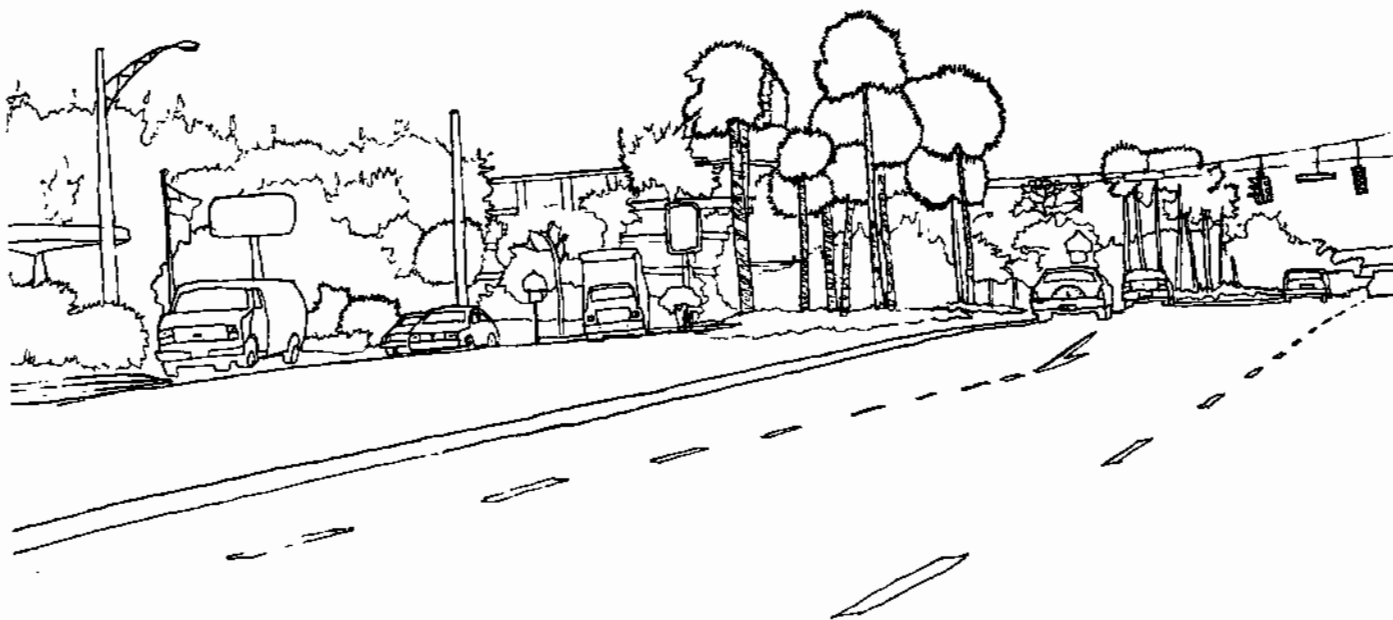
NAPLES AIRPORT

We understand that the question of whether to relocate the Airport is resolved. It will remain where it is. The cost and time to build a new airport is high, and the Southwest Regional Airport is 27 miles away.

One participant at the Transportation Workshop has done extensive amounts of work on the impacts of the Airport. He raises the issues of noise, air-ground safety in the approach zones, property values, public health, and commitments made to bond holders and the public prior to the construction of the Southwest Regional Airport. We are very sympathetic to impact issues, which are common to many airports across the country.

The resolution lies in realistic compromises. Air

traffic is important to the economy of Naples, but airport impacts need to be recognized and mitigated. There is also a management aspect to the issue. A participatory process seems to be slow, time-consuming, and unproductive at times, but the Airport authority, residents, and business people need to recognize that each has legitimate concerns even though each group weighs them differently. It is tough to disagree with people frequently and still work with them over the long-term, but it is better than the alternatives of confrontation and litigation.



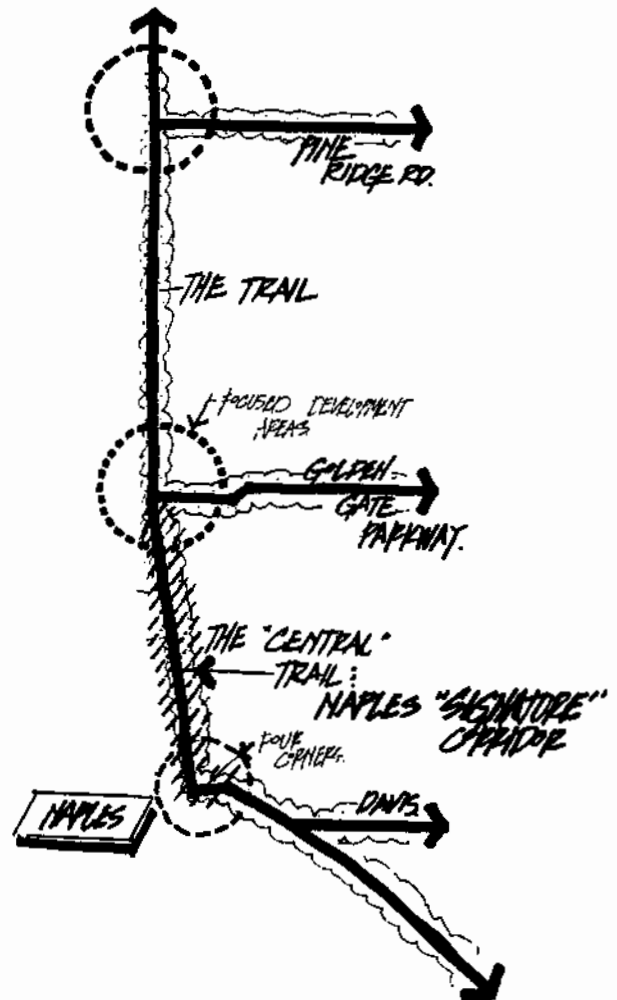
CORRIDOR DEVELOPMENT ISSUES

Corridors & Arterial Approaches to Naples

The City of Naples has established a high standard of landscaping along most of its residential streets. The landscape along avenues and streets are clean, mature and well maintained. The regional routes within the City and corridor approaches into Naples from the County lack the same sensitivity and density of landscaping. With the pressures of development in the County and the quality demands of the development market, a vigorous landscape policy is needed in the County together with a responsibility of the city to add a new dimension for landscaping and general imaging on its more "public" thoroughfares.

The corridor and arterial approaches, Pine Ridge Road and Golden Gate Parkway (a new corridor), require a strong non-residential approach to the streetscape. Trees of matching variety and hedging require mass planting in multiple rows. Simplicity and boldness is more appropriate than gardenesque and timidity. If palms are used, royal palms or washingtonia or regularly planted rows of sabal palms are more appropriate than queen palms or coconut. On corridors, back plantings of oak, mahogany, ficus or pine would give strength and dimension. Double or triple

rows of trees allow the location of bike routes and walking paths to be set back from the vehicular roadways. The ground plain should be grass with grading that appears natural.



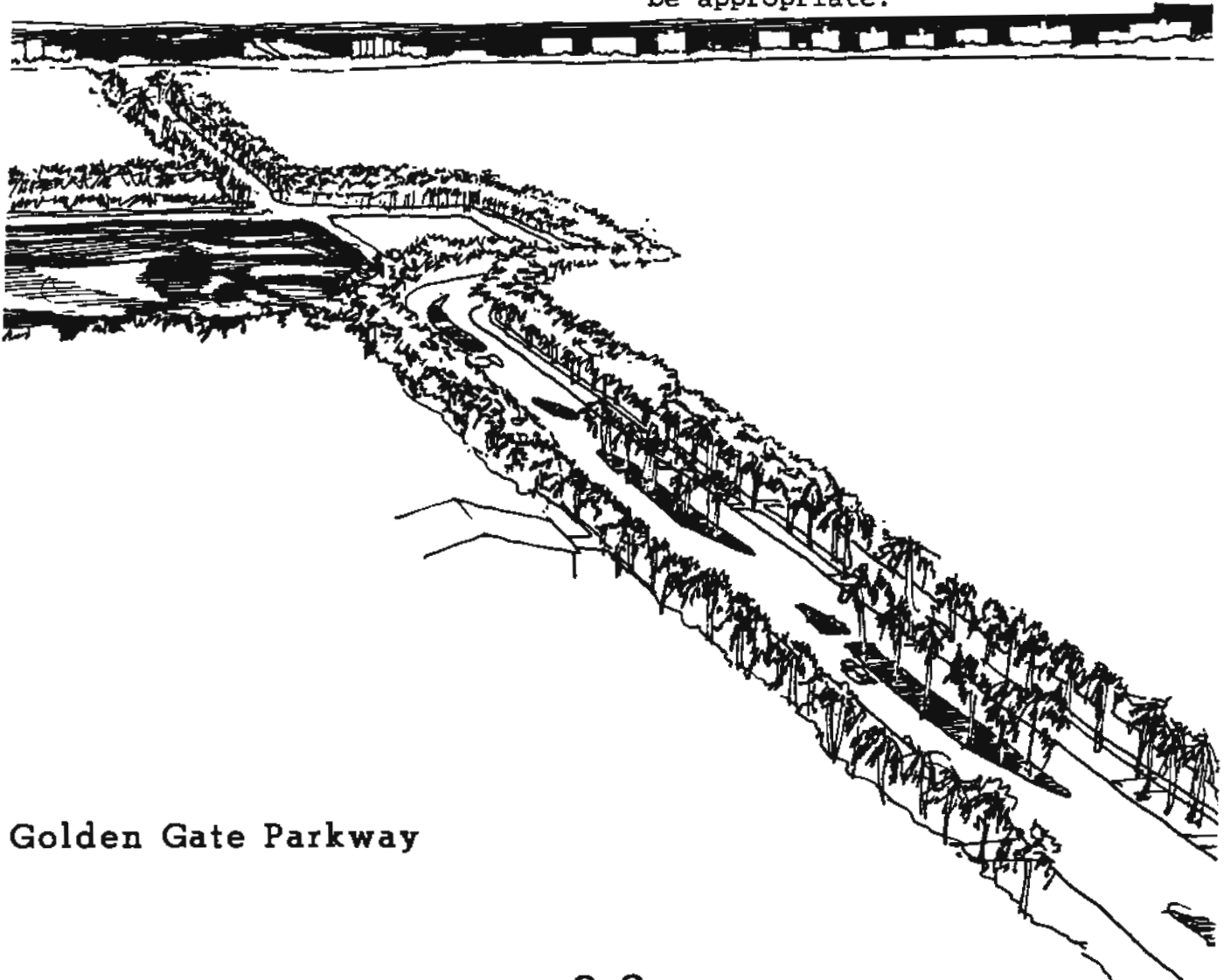
Together with the strength and simplicity of the landscaping, signage should be direct with clean graphics and support. The lighting should be obviously safe but discreet in foot candles and design. The Florida Power and Light

Company might be convinced to introduce an alternative to their standard fixture. The new streetscape policy both in the County and within the City is strongly recommended to initiate buried wiring for public safety as well as aesthetic appropriateness.

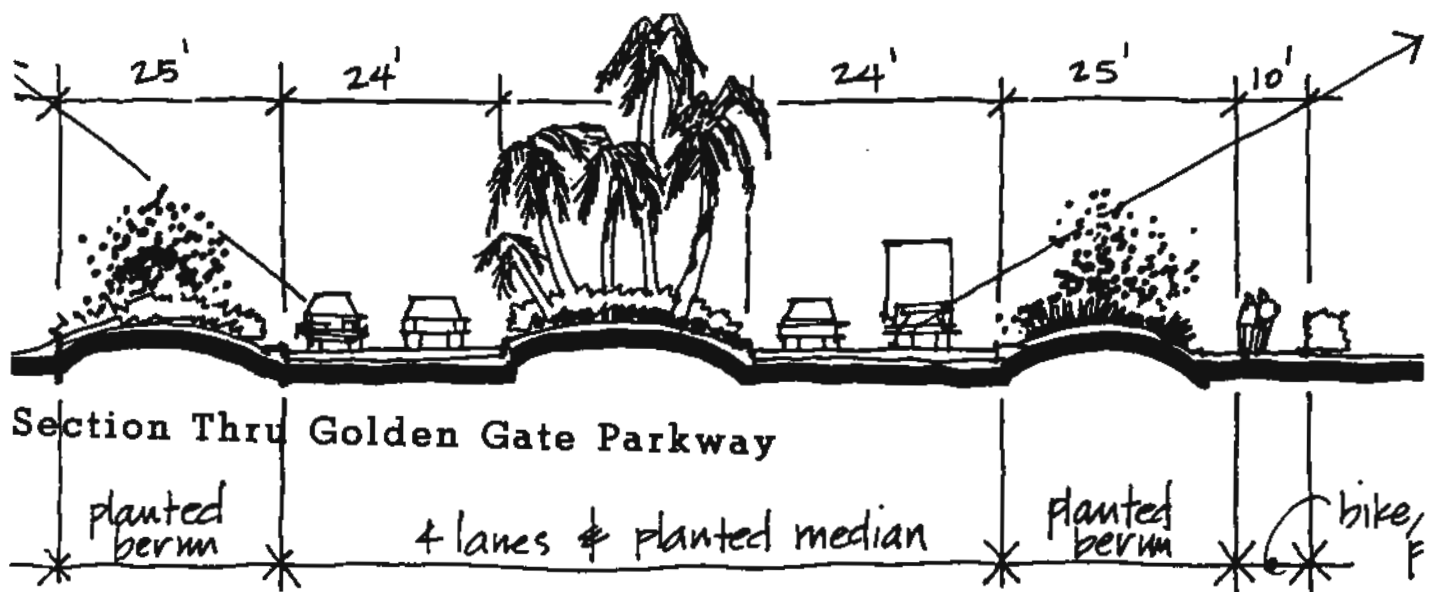
Signature Streets

Signature streets, defined on accompanying plans, should each be defined with a specific image. A palm lined road with oleander medians or an arching tunnel created by ficus trees are possible examples.

The section of Route 41 between Golden Gate Parkway and the Four Corners is recommended to receive a signature landscaping. That section of Route 41 should exhibit the "Pride of Place" that residents present on their own neighbor streets. The street tree planting should be distinctive, simple regularity of planting with hedging in the right-of-way. Distinctive even lighting would be appropriate. The lines in this section should be buried and signalization pole mounted. Median planting of low-flowering shrubs in mass non-residential installation or grass and palms would be appropriate.



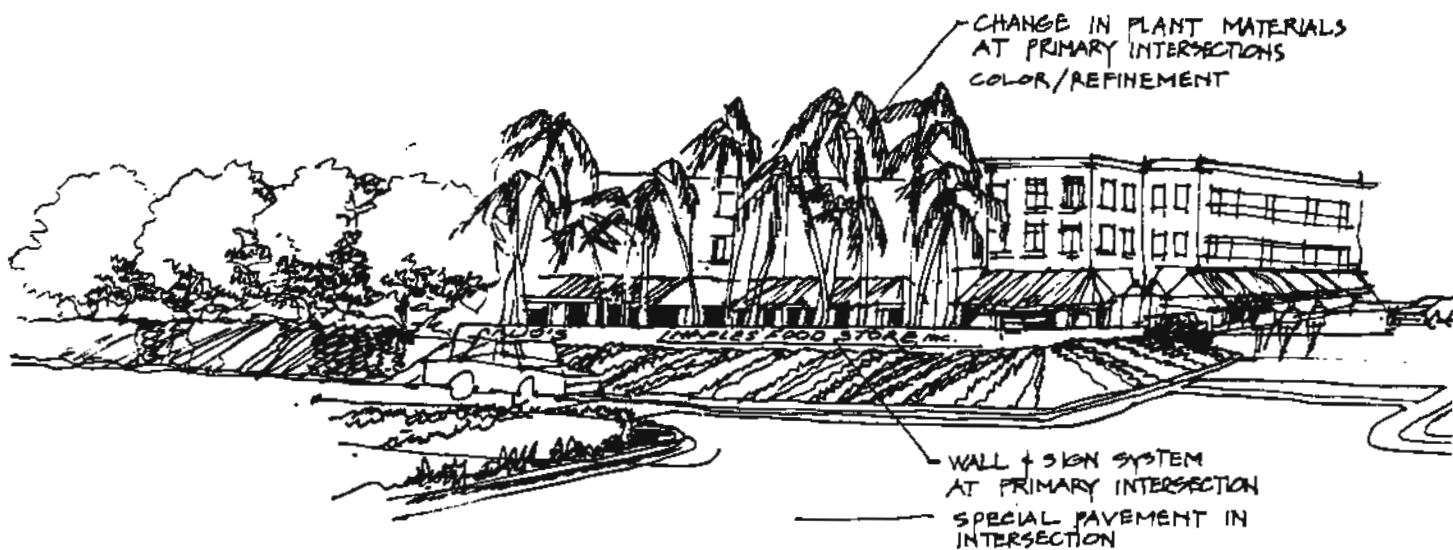
Golden Gate Parkway



Gateways

Special boldly planted gateway planting at the highway interchanges is recommended. Multiple rows of mature palm, pine, or leaf tree would retain the entrance image at a highway scale.

At the intersection of corridor streets, including Fifth Avenue and Route 41, an entry statement of date palms would be bold and effective.



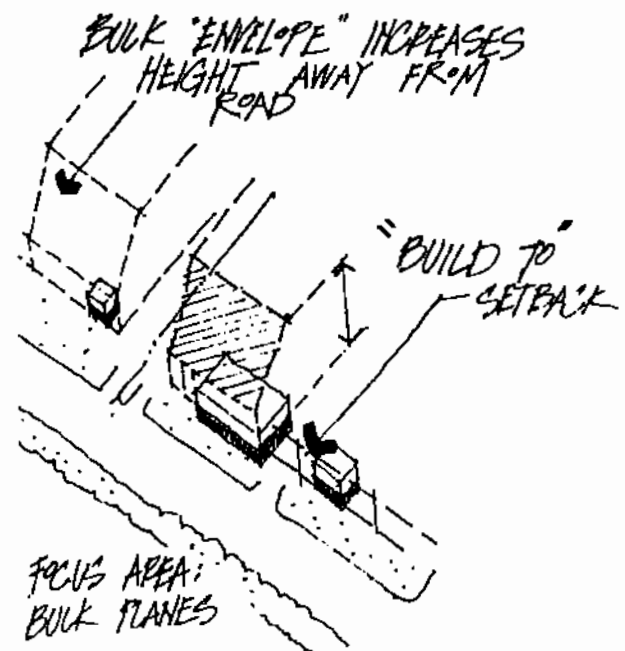
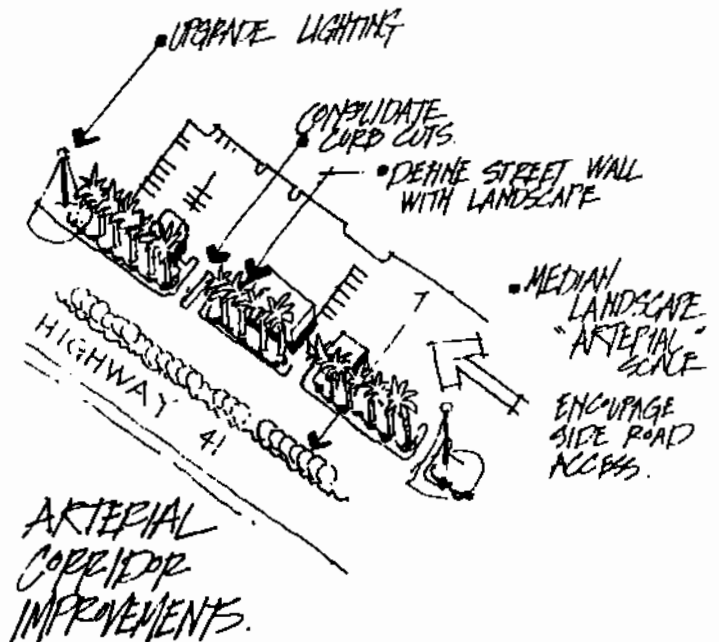
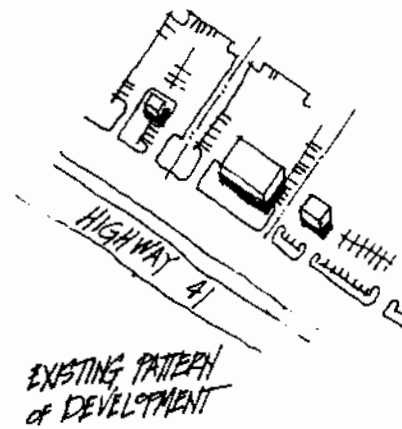
Intersection 41/Golden Gate Parkway

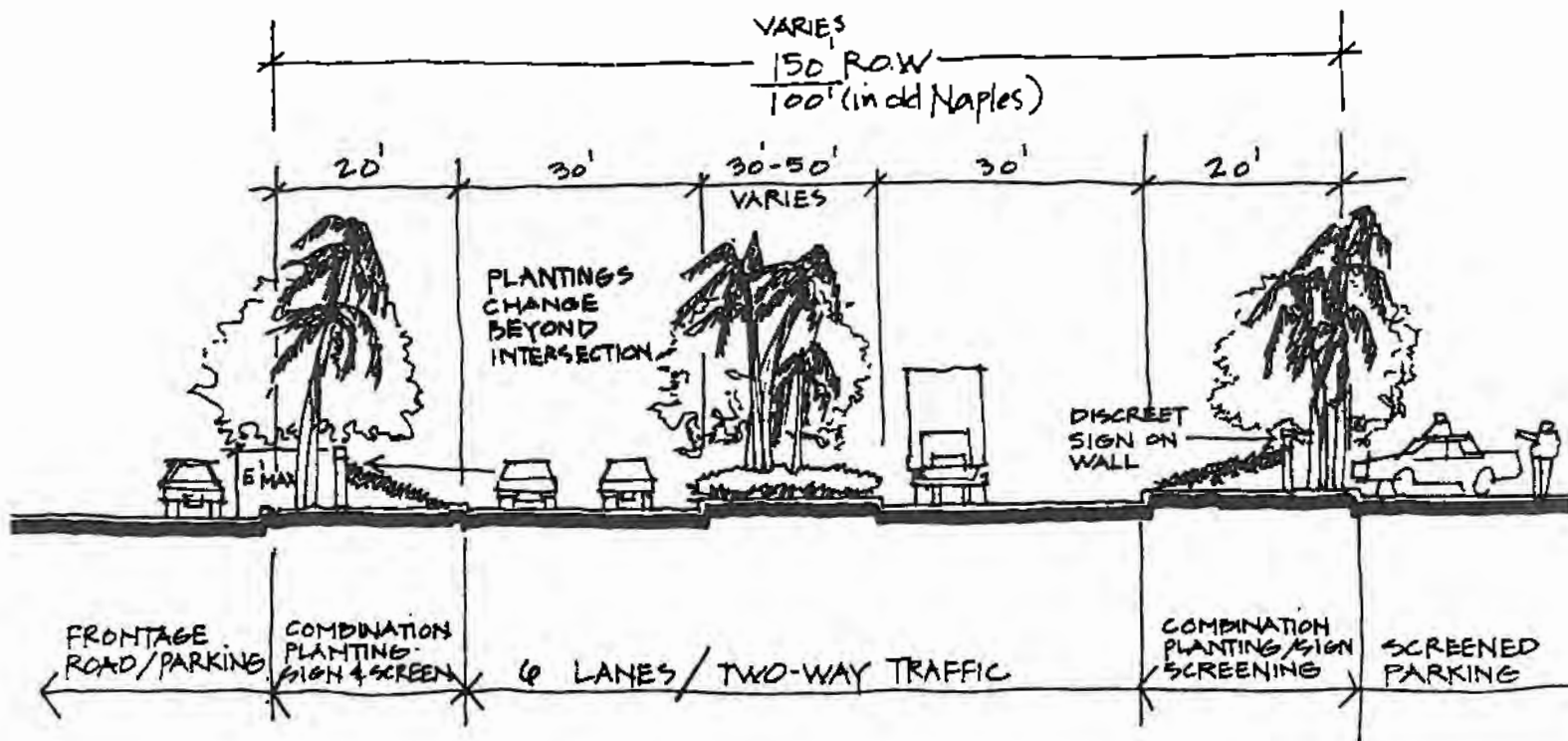
Improving Existing Strip Retail Development:

The strip development has grown by rezoning and uncoordinated individualism. The textbook applications of curb cut consolidation and tree planting is necessary. Parking lots visible from the road should have one tree per ten cars. The trees can be planted between four cars without loss of space but resulting in a greatly enhanced environment. With car views at approximately four feet, visibility to controlled signage would not be impaired.

New buildings should conform to street wall elevations of no more than three stories. At key intersections the building developers should be encouraged to create focus buildings with additional stories and intensity of use. The roof sections could rise higher if stepped back from the three story "street wall" fitting within a sixty (60) degree angle measured from the center of the nearest travelled lane, but in no case should it exceed 50 feet.

Additional strip development should be prohibited. Strip retail should be alternatively clustered in well landscaped "courts" and discreet signage.





RECREATION AND OPEN SPACE

Overview

The existing patterns of open space in the City of Naples are non-cohesive, but there are ways to improve and expand them. The natural environment is rich and diverse providing many opportunities. The scale of Naples makes walking, jogging, and biking enjoyable. Nevertheless, pathways and parks are limited, which affect not only the way Naples looks, but also the way it functions.

Open space and recreation are vitally important to the urban areas of Naples. Urban open space provides an organizing framework, within the city; particularly for the pedestrian. Open space can be a sidewalk, a water body, a beach or a landscaped streetscape which penetrates the urban fabric. Most importantly, with increasing visitors and County residents coming to Olde Naples, a planned open space system can direct and focus people's activities away from quiet, more private neighborhoods. Additionally, varied types of open space will create a wide diversity of activities. A bold plan for open space can attract and direct new development. The function of open space also becomes a visual, functional, and activity organizer and connector. An open space system in the County should take advantage of natural preserves, lakes, golf courses, landscaped transportation corridors and sensitive environmental areas.



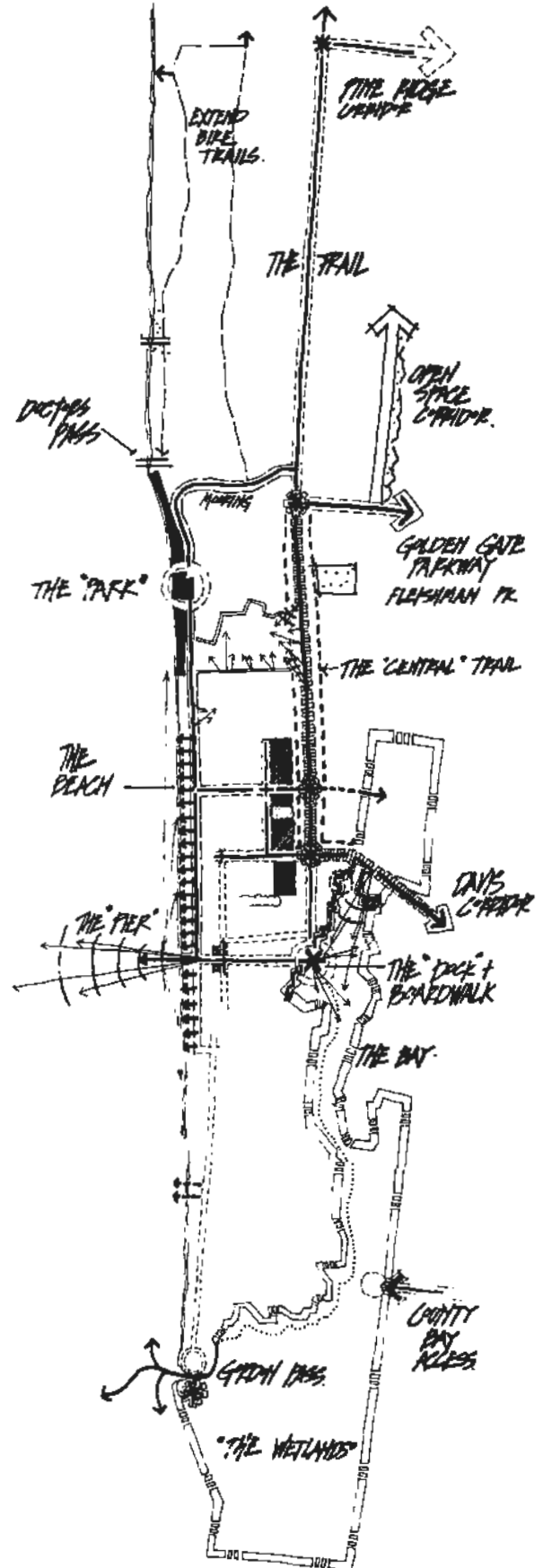
City Wide Opportunities

There are two goals of an open space system in Naples: to create a sense of place and to help join the various sections of the City to its natural amenities.

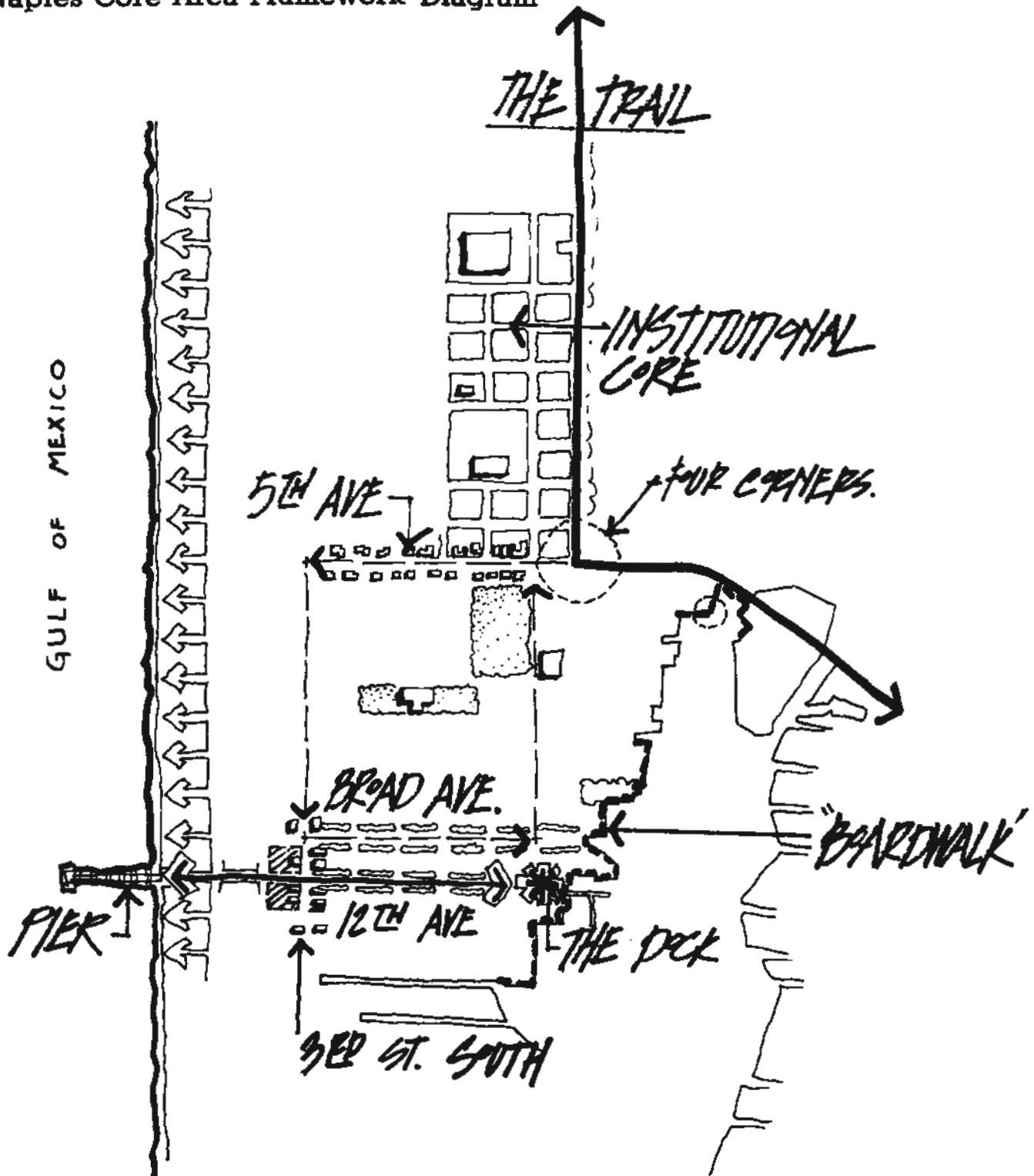
Access to Naples Bay



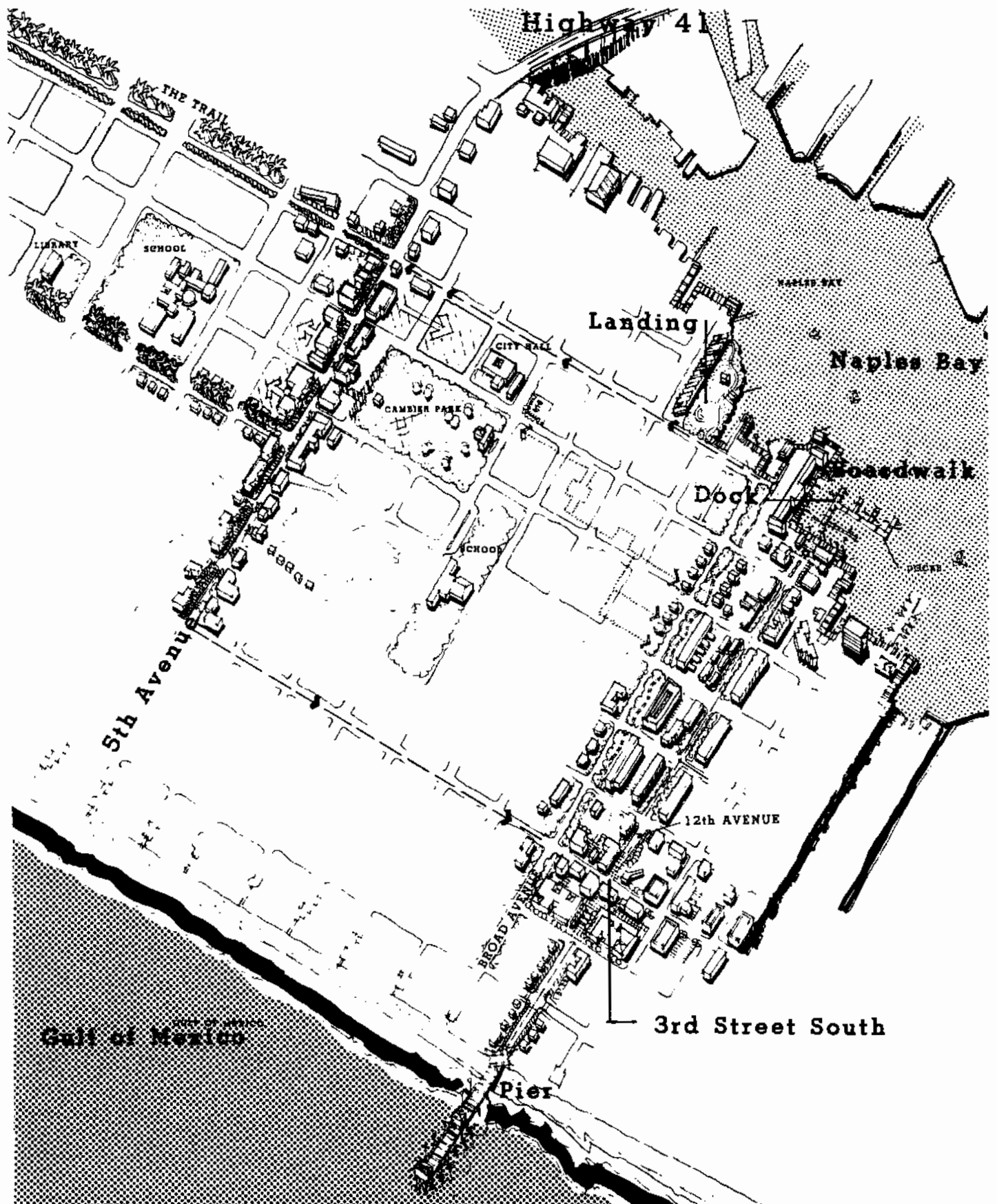
Open Space Framework Diagram



Naples Core Area Framework Diagram



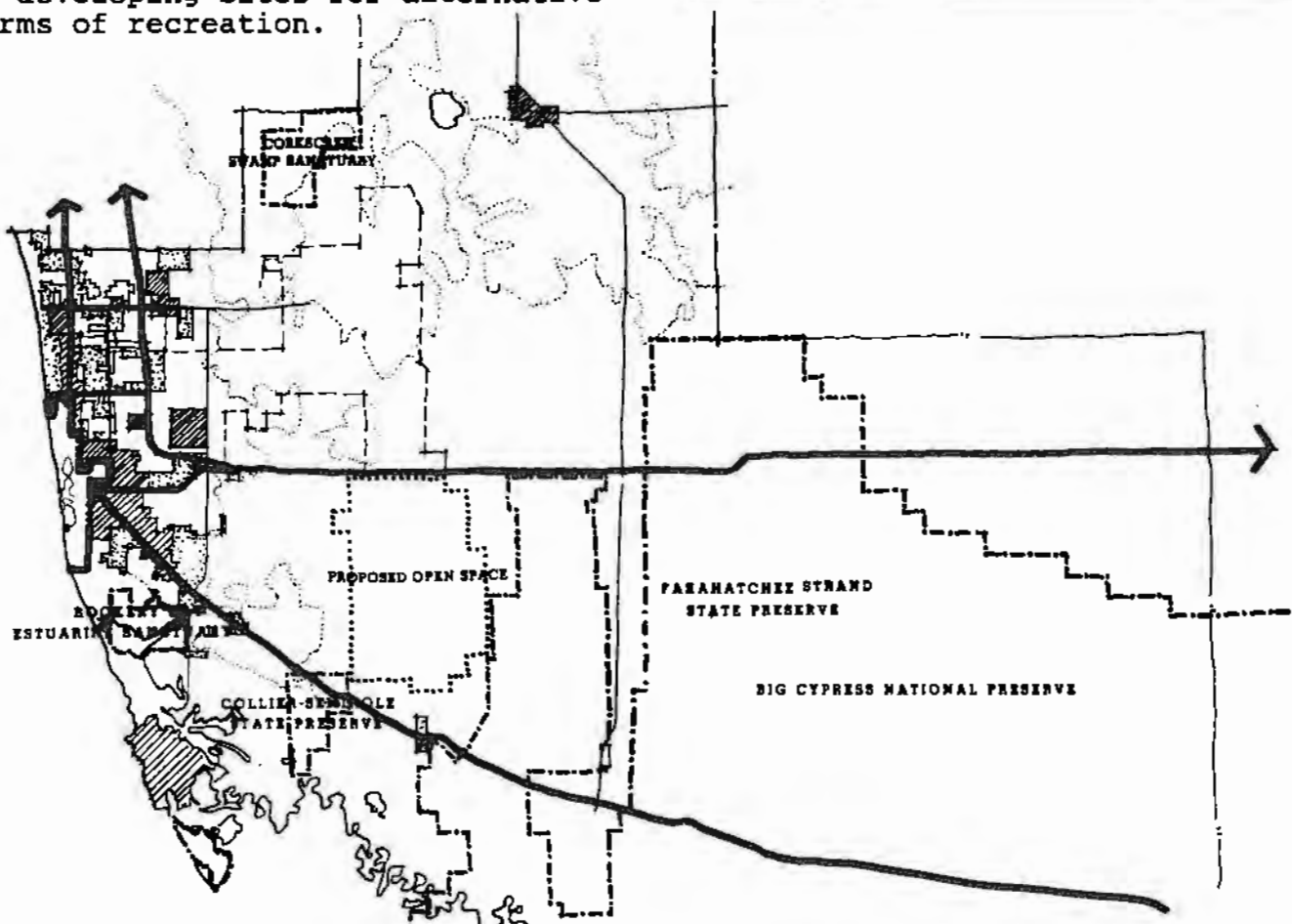
In order to establish an open space system in Naples, this plan proposes to recognize those unique characteristics of the City and physically or visually tie them together.



Naples Core Area Framework Illustration

Existing access to the beach within the city needs to be retained. The County has a responsibility to both its residents and visitors to provide increased opportunities for beach access outside of the City of Naples. Parking areas need to be provided where possible at least to the same extent as in the City. If adequate parking directly at the beach is not feasible, remote parking areas should be provided augmented by a shuttle service during peak use periods. The Wiggins Pass area should be considered a candidate for additional beach access.

Efforts should be made to acquire additional lands for public beaches and adjacent parking lots as well as public access points to beaches located in developed areas. Inland, attention should be given to developing sites for alternative forms of recreation.

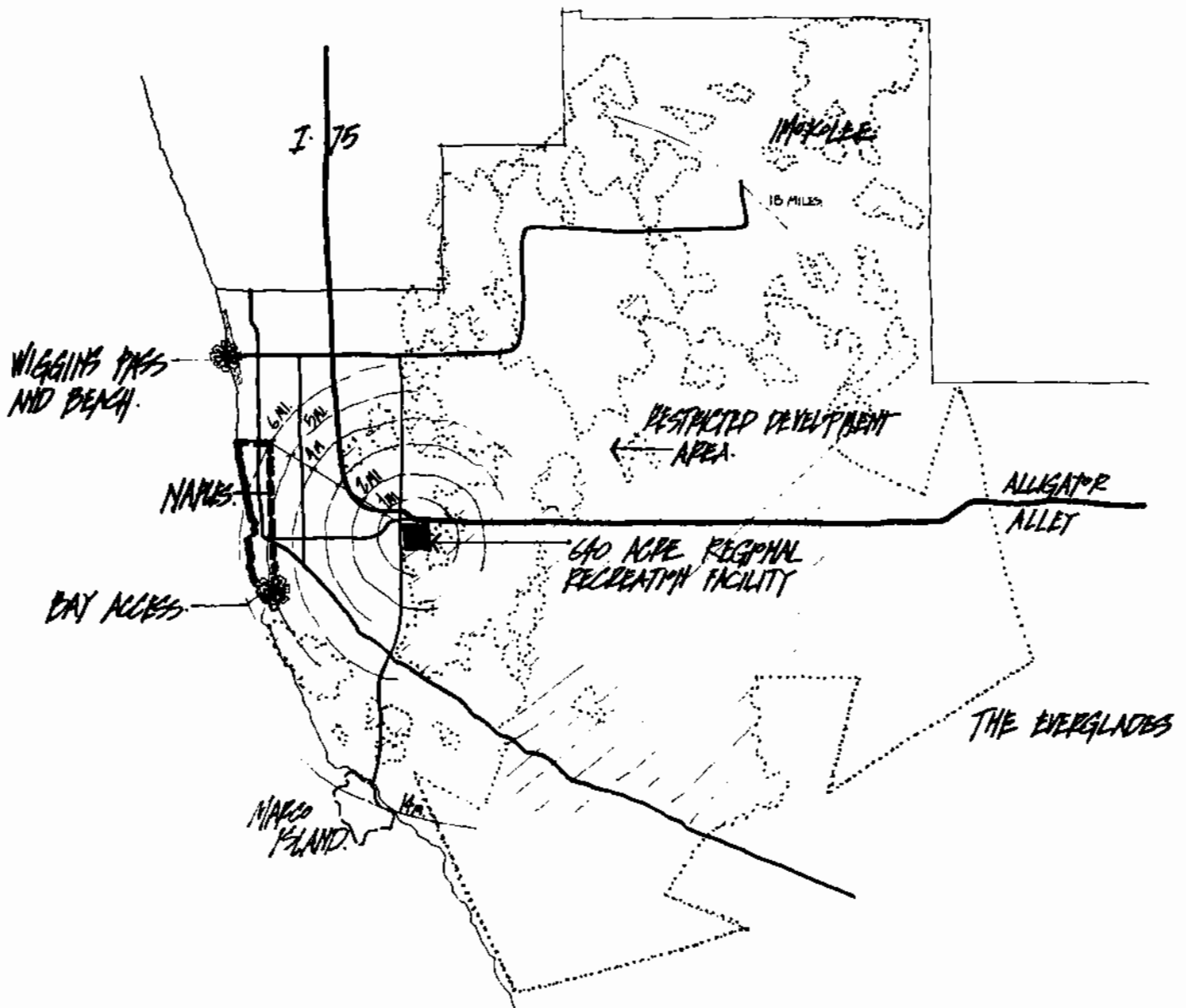


Collier County : Open Space/Urbanized Area/Natural Overlay

County Wide Opportunities

The roadways connecting Naples to I-75 and the County will create opportunities for open space corridor development. Other open space corridors should connect isolated "urban preserves" with the macro watershed.

A major opportunity within the County would be a large recreational park. A potential location has been identified at I-75 and 951, which could be developed after the current quarry operations are phased out. This park could become an alternative to Naples' beach and the associated inner City park system.



Collier County Open Space Framework Diagram

Mechanisms

The visit of the R/UDAT team to the City of Naples and Collier County has convinced us that policies should be implemented by both levels of government with regard to the acquisition and preservation of open space and recreational lands. This is probably the most important heritage which the residents of Naples and Collier County can leave to their children.

Both the City and the County must diligently care for and maintain existing public open spaces and recreational areas. As the County population continues to grow, there will be more pressures exerted on existing open space areas and recreational facilities within the City.

The County should adopt an Open Space and Recreation Map, identifying all current sites and targeting other sites for future recreational and open space opportunities.

Among the methods that may be utilized by the County to acquire new recreation lands are outright purchase or even condemnation. The County may also be able to persuade property owners to donate land to the County or convey open space or recreational easements over their

property. These methods would result in certain tax benefits to the property owner. Similar tax benefits would be achieved by land donations to non-profit organizations such as the Nature Conservancy.

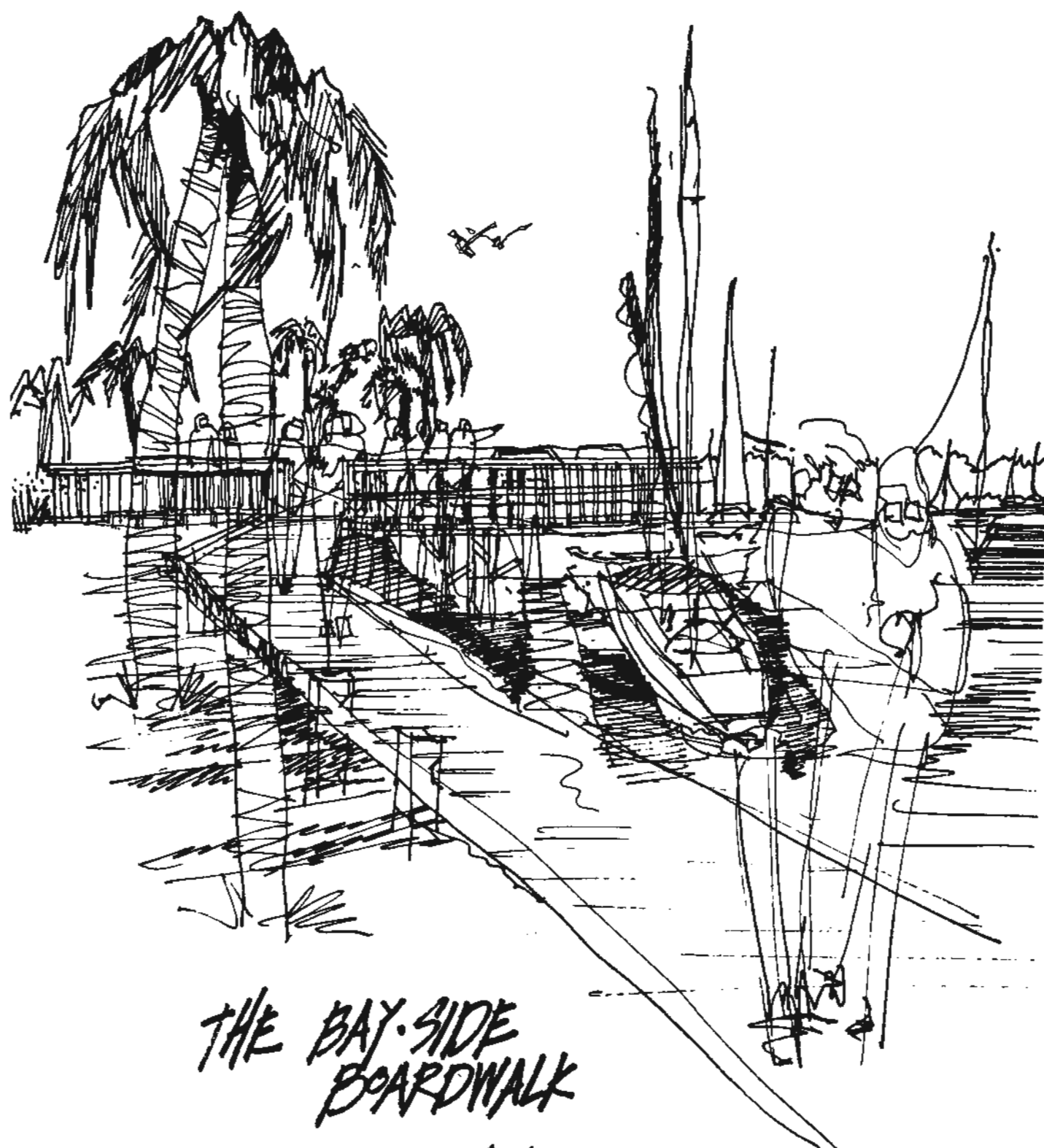
In regard to new subdivisions and PUDs, provisions for public or private open space and recreational areas are legitimate subjects for discussion. The legality of requiring open space and recreational land dedications from developers as a condition of their approvals should be further explored.

Alternatively, the developer could be given a choice of making a payment to the County in lieu of land. Such payments could be accumulated in a fund which would be utilized to acquire and develop new recreational sites within the County.

Finally, the zoning ordinances and subdivision regulations could be revised so as to incorporate density bonuses for developers who are willing to donate park or recreational land to the local government or allow bike paths, walking trails or the like to transverse their property.



DOWNTOWN NAPLES:
THE PUBLIC HEART



I. THE ISSUE

The central downtown core of Naples, an area that includes the Third Street South and Fifth Avenue shopping and business areas, the area around Naples Community Hospital, extending up the Tamiami Trail from the Four Corners, is a diverse and complex area in an unmistakable state of transition and change. It demonstrates both the vitality of major capital investment and market activity, as well as the debilitating effects of land misuse and increasing traffic congestion. More and more of the area is used for land-consuming parking lots, while both sides of the congested Route 41 are occupied by commercial uses inconsistent with the traditional character of the community.

No single area within the boundaries of the City of Naples combines both the opportunity for heightening the quality of the experience offered by the community, for both residents and visitors, as well as for significant private investment in the community; at the same time, no other area carries with it a greater risk of undermining, even destroying, the unique character of the community. Come what may, the status quo in this area cannot be maintained; major expansion and development is already being planned for downtown Naples, while regional growth is changing the traditional economic basis of the area. A perception that existing growth patterns will sustain the quality of this area in the long run will, in all probability, accomplish the opposite.

The Fifth Avenue commercial area is in danger of losing its preeminence as one of the County's principal



business district. Parking and traffic congestion are a major concern and a constant irritant for both residents and visitors, particularly during the winter months. In other parts of the area, undistinguished, block-like condominiums, which are replacing older single family homes, are damaging the character of the area without meaningfully enhancing its economic base. While the success of the south Third street resort commercial area is a justifiable source of pride to the residents of the community, its success can have negative side effects unless carefully anticipated: traffic pressures could affect residential values along heavily travelled routes between this area and Four Corners. Even more seriously, its success has spawned expansion of the commercial activity in the area which, unless carefully controlled, could lead to the loss of the distinctive character that has made it a success. In other words, too much of the same will kill the proverbial "goose that laid the golden egg".

Institutional and civic facilities, commercial and retail buildings, parking lots and parks occur seemingly randomly within the area. Scattered among residential land uses, they act as isolated facilities rather than as an integrated system; they interrupt the continuous sweep of residential land use, rather than enhancing the fabric of the community. Along Tamiami Trail, the expansion of Naples Hospital will create a major land use only a few blocks to the north of Four Corners. The area between the hospital and Fifth Avenue, however, is characterized by low intensity, scattered commercial uses. This area, rather than enhancing the community, visibly detracts from it. As an entrance to the center of Naples,

it is both an economic and aesthetic failure.

THIS LARGE, MIXED-USE DOWNTOWN AREA NEEDS AN OVERALL CONCEPT AND DIRECTION TO GUIDE ITS FUTURE GROWTH, TO PREVENT OVERDEVELOPMENT IN AREAS ALREADY INTENSIVELY USED, TO RESTRICT FURTHER ENCROACHMENT OF NONRESIDENTIAL USES INTO HOMOGENEOUS SINGLE FAMILY NEIGHBORHOODS, AND PROVIDE A FRAMEWORK FOR PUBLIC AND PRIVATE INVESTMENT ESSENTIAL TO THE ECONOMIC AND SOCIAL FUTURE OF NAPLES AND THE GREATER NAPLES AREA.

II. THE VISION

What do we see as the features of the central core of Olde Naples?

- A dramatic vitalization of the commercial core;
- A definition of an enhanced civic and institutional area;
- Reorganization of needed parking through construction of carefully sited and designed multilevel parking decks and reduction of amount of land area utilized for parking purposes;
- Recognition of the significance of certain special streets, such as Broad Avenue, or Sixth and Seventh Streets north of Fifth Avenue, and Fifth Avenue, itself.
- Enhancement of a more efficient less congested traffic flow through the area;
- Creation of a continuous

open space and parkway system through the core of the city;

- Creation of diverse new housing types and attraction of new housing markets into the central area, emerging from the pedestrian scale and convenient location to shopping, recreation, employment and services. This can include both more expensive housing designed to attract "empty nesters", singles and young couples, and affordable housing in the direction of the hospital, oriented to people working in retail and service employment.
- Creating an atmosphere attractive to investment consistent with enhancing the character of the area;
- Attracting visitors without extending the boundaries of existing mixed-use areas, and without negative impact on existing homogenous single family residential neighborhoods;
- Confirming the continued vitality of the center of Naples as the regional center for special commercial, financial, health, education, and resort-serving land uses;
- Permitting greater separation to be maintained between the activities of permanent residents and those of transient visitors;

- Creating new pride in Naples as the center of key activities in a growing region, rather than fostering an introverted or protectionist attitude to the rest of the area; maintain the special character of a place that emerges from its dynamic role within the region.
- Addition of diverse restaurant, entertainment, and lodging facilities serving both visitors and residents, including facilities for community gatherings, as a part of the fabric of the central area;
- The preservation of historic structures, which may require mixed-use alternatives providing these alternatives are consistent with other neighborhood uses.

III. TOOLS & MANAGEMENT

Creation of a special planning and zoning district for the downtown area, should have clearly defined boundaries for the core area and exhibit flexibility within land use and subdivision standards under clearly defined guidelines. A detailed plan for the special zoning district should be developed which:

- outlines the specific uses and combinations of uses appropriate to each part of the district. This plan should limit the growth of the Third Street shopping area to

prevent overdevelopment. This may have the peripheral benefit of stimulating retail growth in the Fifth Avenue area; the plan should extend the commercial boundaries of the Fifth Avenue area North between 6th and the Trail and South between Eighth and 10th to Eighth Avenue. Institutional and public facility uses should be encouraged between Cambier Park and the hospital along Eighth Street. Residential uses of higher densities should be encouraged along the proposed, new pathway and open space systems in mixed use areas and along the more heavily travelled streets. Lower residential densities should be encouraged in other areas. No change in height limitation is recommended except in the area between the hospital and Fifth Avenue and Eighth Street and the Trail, in which case 50 feet is recommended.

- sets forth the scope and structure of the open space, recreation, and pedestrian circulation systems within the district;
- establishes a functional use plan for the street network within the district so that the traffic impacts on neighboring streets of single family character is minimized.
- establishes architectural

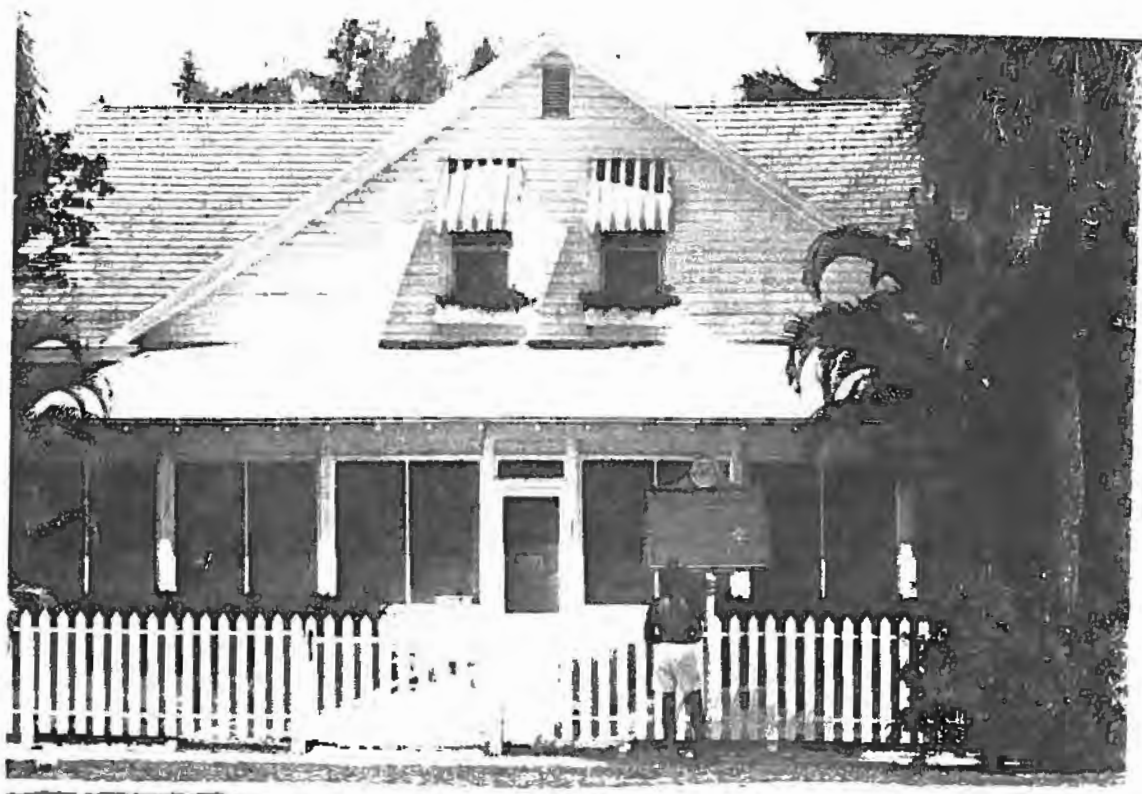
and urban design guidelines for the appearance of structures and for relationships between structures within the district and provides flexibility for design creativity.

- establishes landscape architectural standards to provide a cohesive landscape treatment for plant material, signage, lighting and street furniture.

While the entire area presented would be a single special zoning district, and would be covered by an overall master plan, it should be clear that there would be different standards and objectives to govern different areas within the district. In particular, the area within the proposed district north of Fifth Avenue would be more oriented toward institutional and community-serving uses than the more intensively commercial areas to the south. Even within the area north of Fifth Avenue, the area fronting along Tamiami Trail would be treated differently than the area to the rear. In other words, the plan would have to be sensitive to the many significant distinctions among the different subareas - some a little more than a block in area - within the district.

Establishment of a mix of development incentives and impact fees, as appropriate, to generate

- parking structures
- open space dedication or contribution
- pedestrian linkages - walks and pathways



- landscaping improvements
- provision of street furniture

The provision of these public amenities - both in the positive sense in terms of open space and pedestrian routes, and negative in terms of removal of single-level surface parking areas, is essential to the success of the scheme.

Application of diverse financial resources for capital improvements project:

- incentives to developers to finance capital improvements;
- impact fees linked to measurable impacts of specific developments, such as parking off site.
- creation of special taxing district and/or tax increment financing district;
- incentives to encourage location of businesses which contribute to overall economic development goals of community;
- utilization of parking revenues;
- creation of new municipal revenue sources, including accommodation tax, additional sales tax, real estate transfer tax (within special district)
- assessments through possible creation of property owners association to handle common problems, such as

litter, parking abuse, etc., affecting the entire area;

- incentives to developers to incorporate parking and open space network effectively into project master plan. Such incentives might include some form of TDR (Transferable Development Right) within specific areas of the zone;
- donation of land to charitable corporation, as discussed below.

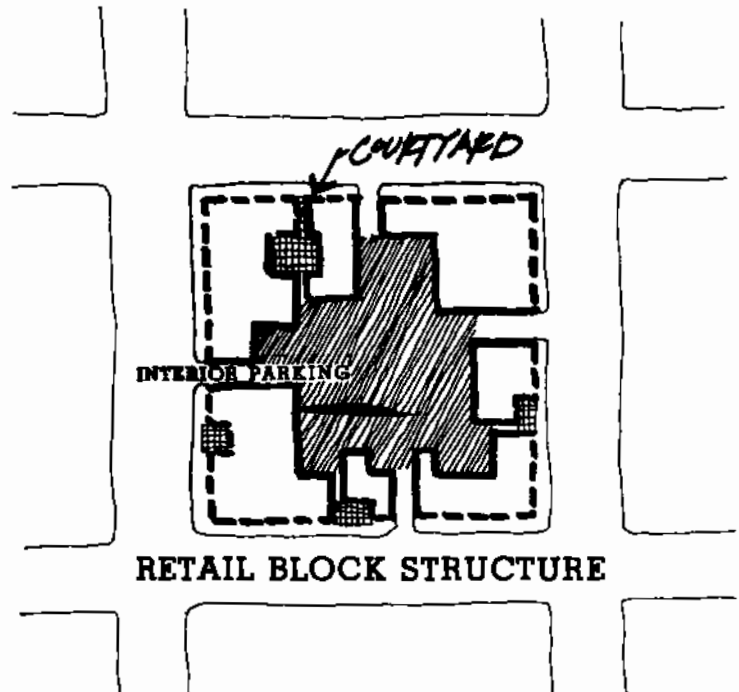
A major element of the plan for the district would be creation of a capital improvement program and a budget for realization of the plan. Depending on the magnitude of this budget, the municipality should explore available sources of financing, not excluding the city's own bonding capability, for the project.

Once the planning and implementation is in place, and the first evidence of the implementation is visible, it is highly likely that significant increases in property values within the district, leading to increased ad valorem tax revenues, will occur. As a result, it is not unreasonable to think of municipal investment in this project as a form of "seed money".

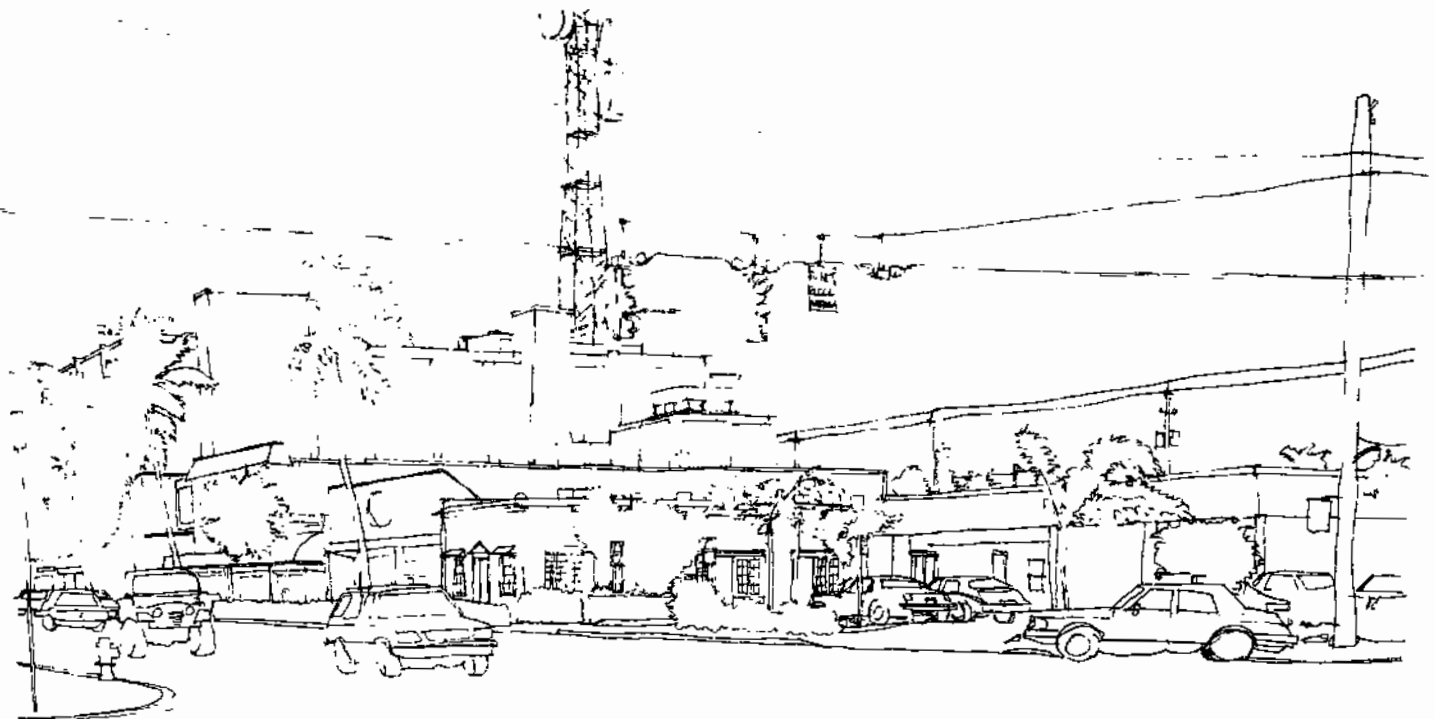
Establish a nonprofit charitable corporation, which could be called the "Historic Naples Development Commission," to coordinate planning, fund raising, marketing, and ongoing maintenance and administration of the district. This corporation should be a broadly based organization which might include, for example, representatives from groups such as

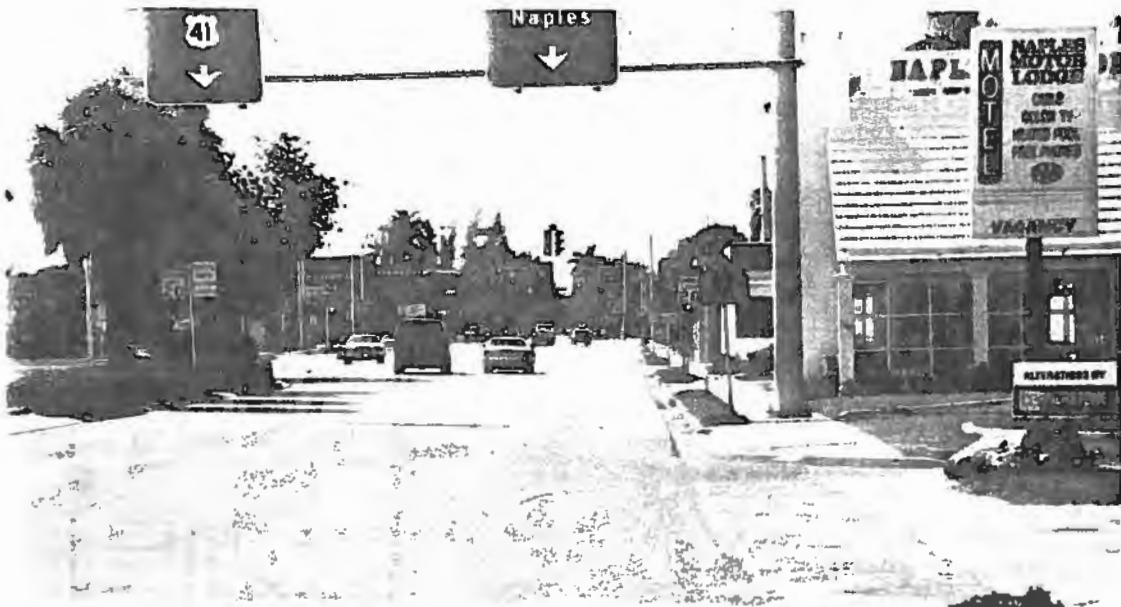
the Collier County Historic Society, the Olde Naples Association, Naples Civic Association, Hospital Board, Chamber of Commerce, and the Third Street South and Fifth Avenue business associations. In addition to its general responsibilities, the Corporation could sponsor activities to increase awareness of planning and design issues, including design competitions, awards, etc.

In conclusion, we believe that execution of this project would create a new focus for the people of Naples and their community. Instead of turning their back on the development taking place all around them, the project would recognize and respond to the growth pressures taking place - not in a way that would destroy the unique and special character of the community, but in a way that would build on that character and enhance it, while at the same time enhancing the quality of life for all its residents.



RETAIL BLOCK STRUCTURE





HOUSING CHOICE

As Naples and Collier County have developed in recent years and have become more and more attractive to the affluent - whether as year-round or seasonal residents - the price of housing in the area has increased. As housing has become more expensive, a parallel trend has increased the demand for less expensive housing - the dramatic increase in the number of low wage service jobs triggered by the expansion in the area's resort and service economy.

Between 1981 and 1984, employment in services and retail trade in Collier County (including the City of Naples) increased by over 4,000 jobs. Since 1984, some 1,500-2,000 jobs have been added to that total by the opening of the Ritz-Carlton and Registry resort hotels alone. The great majority of these jobs are low wage jobs, often enabling a worker to earn no more than \$10,000 to \$12,000 a year even in a full-time year-round job.

When one looks at the greater Naples area as a whole, it is clear that a wide variety housing is available. Although housing prices in the city proper are generally very high - with limited exceptions - in many of the outlying developments in the unincorporated area, housing is found for sale at prices beginning in the low to mid \$50's, including both modest single family houses and condominiums. Although less new rental housing is being built, apartments are available with prices typically in the vicinity of \$400 per month for one bedroom units and \$500 per month for two bedroom units. The majority of middle income as well as more affluent persons seeking

housing in the area are able to find housing appropriate to their needs, at prices that they can afford.

There are, however, many households in the Naples area which do not share in the housing choices and opportunities available to the majority. Through discussions with a variety of local officials and residents, three distinct groups are identified as having unmet housing needs:

Low income families living in substandard housing conditions:

There are a substantial number of low income families, many of them black and Hispanic, living in substandard housing conditions both within the City of Naples and in the county. An important group, comprised of predominantly black residents, are located in the River Park area where housing conditions are particularly bad and household incomes low.

Low wage service employee households:

A service job in the Naples area, even if full-time and year-round, is not enough to enable a family to obtain sound decent housing. While a family with two full-time year-round workers may be able to scrape enough together to buy a modest house or condominium in an outlying part of the area, a household where only one member has a year-round job cannot. Many of these families are those headed by single women with children, others are young single persons and couples with small children. Many of these residents were born and raised in the local area.

The significance of the unmet housing needs of this population extends beyond the housing issue. Many service and retail employers in the Naples area are experiencing great difficulty in finding

employees to fill the jobs that have been created as a result of the population and economic growth in the area. More than one business and community leader has informed us that unless more affordable housing can be provided, the economic growth of the greater Naples area - and indeed maintaining its present vitality - could be significantly impaired.

Senior citizens: Contrary to the image many hold of the Naples area, there are many elderly and retired residents who are not affluent and who are living on limited fixed incomes, often no more than their Social Security. Many of these families are living in small single family houses, many of which are substandard, and which they cannot maintain. The needs of lower income senior citizens are likely to include not only affordable apartments, but also transitional or congregate living facilities at affordable prices, and nursing care facilities.

The Issue

A housing policy: The upgrading of existing housing conditions and the provision of affordable housing for those in need is a fundamental part of preserving and enhancing the quality of life in the Naples area. Provision of affordable housing is not only necessary to meet the needs of a substantial part of the community - including many long time residents - but is also central to the economic vitality of the area. For this reason, we believe that both the City of Naples and Collier County should develop and adopt strong forthright policies designed to lead to the upgrading of substandard housing, and the provision of decent housing at affordable prices, to the extent feasible, for all those

unable to share in the variety of housing offered in the area to the majority of its residents.

While the impetus for this recommendation emerges from the character of the Naples community, it is also mandated by State law, as a result of the 1985 Growth Management Act. The criteria adopted by the State Department of Community Affairs to implement the act require every city and county to adopt a housing element which must provide for:

1. Adequate and affordable housing for both existing and anticipated population, and households with special housing needs, including rural and farmworker housing.
2. The elimination of substandard housing conditions, and the structural and aesthetic improvement of existing housing;
3. Adequate sites for housing for low and moderate income families, and for mobile homes.
[Sec. 9J5.010(3)(b)]

Thus, this recommendation, coming as it does at a point where both the City of Naples and Collier County are preparing comprehensive plans in conformity with the State mandate, is timely and appropriate.

As will be discussed further below, this is a concern shared by both City and County, and which should be addressed forthrightly by both City and County. While the dimensions of the issue will vary from City to County, and the extent to which it can realistically be addressed, it is still a shared issue. Both governments can contribute to meeting the affordable housing needs of the greater Naples area.

Addressing substandard housing conditions: Both the City and County should address the existing substandard housing conditions within their respective jurisdictions. The City of Naples is in a particularly fortunate position in this respect since the number of persons living in deteriorated housing is modest. The City is potentially in a position to assemble the necessary resources to eliminate substandard conditions and provide decent affordable housing for all current city residents. We believe that the City of Naples should establish a policy designed to lead, within the immediate future, to that end.

The magnitude of the County's problems is far greater and extends well beyond the Naples area. The housing problems in Immokalee alone are vast and will require allocation of substantial resources during the coming years. The County has already begun the process of exploring potential resources to address the problem of substandard housing; this is an activity that should be extended and expanded during the coming years.

Providing for low wage households and senior citizens: Both the City and County should adopt policies to ensure that, as population growth and housing construction takes place, a reasonable percentage of all new units will be affordable to low wage households and/or senior citizens. This should be in reasonable relationship to the distribution of different household types in need. Such housing should reflect not only the distribution between young households and the elderly, but also the distribution of need among households of different size, including small and large families.

Realistically, this is a goal that may have far more potential with respect to the County than to the City, at least while the City is contained by its present boundaries. It is not expected that massive residential development will take place within the City of Naples in the future. To the extent that such development does take place, however, we believe that this goal should be embodied in the process by which that development is reviewed and approved.

What is affordable housing?

The term "affordable housing" means different things to different people. In a recent issue of the Naples Daily News, a housing development, selling for prices starting at \$169,000, was headlined "luxurious yet affordable". When we talk about the families described above, we are talking about something very different.

County officials have estimated the average wage in Collier County at \$230 per week. Assuming that a worker earning the average wage works 50 weeks per year, he or she will earn \$11,500 per year. A general rule of thumb is that a family should spend no more than 30% of its gross income for rent. On that basis, that family should be able to find an apartment renting for no more than \$288 per month. That should include utilities. Assuming that the same family, if it tried to buy a house, could buy a house costing 2.5 times gross income, or a house costing roughly \$29,000.

We believe that the income in the above example is typical of many of the households which are left out of housing opportunity in the Naples area today. For example,

the median household income in the River Park section of Naples in 1980 was \$9,476; increasing that by 20%, we would estimate the current median income in that area at about \$11,400, or roughly the same as the above example. Some low wage households, particularly where there is a second wage earner, earn more, perhaps between \$15,000 and \$18,000. Such families might be able to afford to buy a house costing between \$35,000 and \$50,000, if they can come up with the necessary down payment and closing costs. Conversely, many elderly persons on Social Security, living by themselves, may earn no more than \$5,000 per year.

Tools

Tools for the creation of housing opportunities for the household groups we have identified above fall into two general categories - financial resources and regulatory approaches. In some cases, as we will see, it is the regulatory mechanism that creates the financial resources that in turn make the affordable housing happen. Finally, once the financial and regulatory tools are in place, some entity is needed to put it all together - to provide the "glue" for implementing the program.

In this section, we will describe briefly some of the tools available to Naples and Collier County. In a following section, we will look in more detail at the particular concerns of the River Park neighborhood in Naples.

Inclusionary zoning: An inclusionary zoning program is one under which a developer is granted a density bonus to produce lower income housing, or alternatively, the developer is required to provide a certain percentage of

lower income housing as a condition of approval of his development.

Inclusionary zoning has been used to generate affordable housing in many parts of the United States, most widely in New Jersey and California, but also in states such as Massachusetts, Maryland and Colorado. Developers have found that their developments can accommodate as many as 20% of the units as affordable housing without noticeably impairing the marketability of the more expensive units or potential profitability of the project as a whole.

We believe that, under the authority provided by the 1985 Comprehensive Planning Statute, the County can impose reasonable inclusionary requirements on already approved PUDs, where approval has not yet led to construction. The affordability standards for the units to be required, as well as the number or percentage of the total to be required, should be based on a careful assessment of needs and of the economic impact on the various developments.

Housing trust funds: Many communities, including Miami/Dade County, have established housing trust funds to finance local efforts to produce affordable housing. The Florida State Legislature passed enabling legislation which permitted Miami and certain other municipalities to impose a surcharge on the real estate transfer tax with the proceeds dedicated to affordable housing programs. Miami has used this money to enable low income homeowners to rehabilitate their homes, to enable lower income earners to become homeowners, and to assist in the production of affordable rental housing. The Naples and Collier County delegation in the State

Legislature could work to broaden the scope of this existing legislation, so that it could be applied to this area.

Other communities, most notably Boston and San Francisco, have imposed impact fee requirements on the developers of non-residential developments, office buildings, hotels, and the like, keyed to the number of employees added and the increased need for affordable housing created as a result. These funds, too, can go into a housing trust fund. In addition, the City and/or County may want to consider allowing some developers of residential property, subject to inclusionary requirements, to make a payment into the trust fund in lieu of producing the housing units directly. For a developer building particularly expensive housing, this may be an attractive alternative.

Trust fund money can be used for a variety of purposes:

- rehabilitation loans and grants to lower income homeowners, and to landlords of inexpensive rental housing;
- acquisition of land for construction of lower income housing, as well as site preparation, soft costs, etc.;
- low interest financing of homeownership for low and moderate income households;
- rent subsidies to enable lower income families to live in more expensive apartments than they can afford through their own resources;

- loan guarantees, to enable developers of affordable housing to obtain conventional financing at reasonable rates;
- acquisition of sub-standard buildings for conveyance to a nonprofit corporation or housing authority for rehabilitation and operation as affordable housing;
- seed money, to facilitate preparing applications for federal grants under existing housing programs.

While there are relatively few existing federal programs to assist in provision of affordable housing, there are some, including Section 202, which provide financing for housing for low income senior citizens; and the Community Development Block Grant program, which provides multipurpose funds for improving conditions of lower income people, including housing. In the final analysis, use of such funds is limited only by the creativity and imagination of the community, and the skills and energy of the housing professionals and community leaders involved in the affordable housing program.

Nonprofit development corporation:
Resources do not spend themselves, nor do regulations enforce themselves. Every successful local affordable housing program in the country has relied either on a nonprofit corporation, a housing authority, or some other public or private entity to make the effort a success. We recommend creation of a nonprofit development corporation made up of a combination of representatives of development, business, government and lower

income households to act as the catalyst to carry out the lower income housing programs of both City and County.

This organization should be ready to undertake a wide variety of activity. It should be able to make rehabilitation loans to lower income homeowners, act as a non-profit developer of new affordable housing, buy and rehabilitate existing housing, and work with developers subject to inclusionary ordinances to ensure that the units are provided to families who need them, and that they remain affordable over time.

River Park

The conditions of the River Park area in Naples should be addressed as an area of particular concern. In this area, located generally along 10th Street North, between the Trail and Goodlette Road, between 1st Avenue North and 5th Avenue North, live a substantial majority of the City's black population. Nearly all the remaining black households in the City live immediately on the other side of Goodlette Road.

While 70 of the roughly 400 households that live in this area are well housed in the Carver Apartments, a development constructed with assistance from the federal government under the Section 236 program, and many are homeowners, roughly 200 live in two severely deteriorated and poorly maintained privately-owned housing developments.

In addition to the severely substandard housing conditions, the neighborhood is adversely impacted by a variety of light industrial and warehousing operations which

nearly surround it, as well as a Florida Power & Light substation. On the other hand, the neighborhood is conveniently located in close proximity to employment and shopping. The City has made a substantial investment in community and recreation facilities in the neighborhood.

One major issue is whether the housing needed by this community should be provided within this area or elsewhere. There is no question that provision of housing in the area would only serve to maintain a highly concentrated pattern of racial segregation. In 1980, 96% of all black residents of Naples resided in the small River Park census tract; 94% of all of the residents of that tract were black. It would certainly be desirable to create opportunities for enhancing racial integration in the community. At the same time, we must recognize that the limited availability of land within the City represents a significant constraint; it would not be desirable to disperse a settled community, particularly if that resulted in families being located in remote areas without adequate access to jobs and community services. At the same time, minority families from the area seeking to live in other parts of Naples should have that opportunity.

The first priority should be rehabilitation of the existing apartments. We believe, based on a preliminary assessment, that it would be more economical to rehabilitate these units than to demolish them and build new housing on the sites. We recommend that:

- The nonprofit corporation mentioned above be charged with the acquisition and

- The City of Naples finance acquisition and rehabilitation with a general obligation bond issue. Although the project will be able to repay the obligation, by making these G.O. bonds, they will be readily marketable at a modest interest rate below 7%.
- The project should be structured in a way that will enable those households who can to become owners of their units. The City would take back a mortgage on the property from the non-profit corporation and would be repaid from a combination of rent receipts and lump-sum payments when individual units were sold (either as a cooperative or a condominium) to individual families.

willing to sell at fair market value, the City should use its condemnation powers to buy the land, and convey it to the nonprofit corporation or to a housing authority for development of lower income housing.

In the final analysis, we anticipate that most of the funds that would be initially provided by the City would be repaid. If not, however, the number of households in need is modest, and the dollar amount required of the City would be equally modest. The program would be well within the financial means of the City and would be a particularly valuable undertaking. Many of the residents of the River Park community are among the longer-term residents of the City; they have helped to build the City and should share in its resources and opportunities.

Once the rehabilitation of the apartments has been ensured, the City and the nonprofit corporation should embark on two additional efforts:

- A rehabilitation loan program for low and moderate income homeowners in the neighborhood, to enable them to improve their properties without financial hardship; and
- A program to acquire adjacent vacant and/or industrial land in order to create sites for construction of additional affordable housing for neighborhood residents. In the event that owners are not

COMMUNITY INSTITUTIONS: EDUCATION, ARTS, CULTURE

A community's vitality can, in the opinion of many, be measured by the quality of its higher education and cultural arts programs. It is argued that the integration of diverse commercial, educational, and cultural uses enhances the character and quality of a community and increases its attractiveness for potential high quality economic development.

Availability of quality museums, libraries, cultural arts facilities, adds value to a community.

Many cities including Dallas, Texas; Washington, D.C.; Minneapolis, Minnesota; and Portland, Oregon; among others, have instituted the development of a "cultural arts master plan" as an element in its comprehensive planning process. The planning activities are carried out differently in each city, but they generally present an opportunity for broad based community involvement and participation. In Dallas, the Department of Cultural Affairs appointed a Blue Ribbon Panel on the Arts and Economic Development to do the job; and in Portland, Oregon, its the City Arts Commission.

In each case, the publically appointed body was charged to conduct a planning process

through public involvement to produce a plan that would become part of the city's comprehensive plan and would provide guidelines for coordinating the development of arts in the city. This planning model can work equally well for a variety of educational institutions and activities, which could potentially improve their own effectiveness by combining forces.

A comprehensively planned approach is never easy since the audience for cultural arts events is fragile; many art facilities of all types have experienced the indignity of empty houses and, as in the case of Eugene, Oregon, ended up closing a major award winning building because of the inability to cover costs.

Vision is needed and can be provided by a joint City/County commission on the arts. We recommend that a group be appointed jointly by the Mayor of Naples and the Chairman of the County Board of Commissioners to investigate and make recommendations to their respective governing bodies on the formation of such an arts agency. Consultation can be sought from the National Assembly of Local Arts Agencies, the Florida Commission on the Arts, and the National Endowment for the Arts-Local Arts Initiative. Such programs have been studied and implemented in this fashion most recently in Phoenix, Arizona. Such a commission would help consolidate efforts to produce quality arts programs and eliminate unnecessary

duplication of effort between the City and County.

Similarly, a joint committee should be appointed to enhance any efforts to establish a full two-year college in the area. Given the need to retain young adults in the area, the need for employee training, and the additional potential market for its services from the retirement community, having this facility in the community would be highly desirable.

SCENARIOS FOR THE FUTURE

During the preceding sections we have described a wide variety of issues affecting the future of Naples and Collier County - population growth, transportation, environmental protection, housing, and many others. While each of these issues, and our recommendations on how they can best be addressed in the coming years, can be dealt with separately, they all relate to one another as elements in the future growth and direction of the Greater Naples Area. In this section we have framed four different scenarios, each of which summarizes a different but broad direction by which the City and County can seek to address that growth.



1. NO GROWTH IN NAPLES/WELL PLANNED GROWTH IN THE COLLIER COUNTY

This scenario reflects the sentiments of many community residents, based on discussions with the R/UDAT group. It reflects the deep-seated desire to keep Naples essentially as it is, as a community with a small-town flavor, and to protect it from development occurring in the County. As the County would develop, Naples would become a smaller and smaller part of the County, not only in terms of population, but also in terms of economic activity, and social and political influence.

More and more of the major economic activities - office, retail, industry - as well as the major institutions, both public and private, would be located outside the City. Within the City, economic activity would become more and more oriented to tourism. In the final analysis, a "no growth" strategy will not maintain the admittedly attractive status quo, but will result in a deterioration of the level and character of economic activity taking place.

As a result of good planning and environmental protection by the County, the overall quality of life in the area will remain high. Attractive centers created around major arterial intersections, supported by public and private investment, will attract economic activity, and eventually foster a more diversified regional economic base. At the same time, sound residential development planning, coupled with the creation of an

attractive open space network and the greater affordability of housing in the County, will make the unincorporated areas more attractive to energetic young households. Except for certain areas which will continue to attract a more diverse population by virtue of their particular charm, the City of Naples will continue to become more and more a city of retirees, with the more diverse population living in the unincorporated areas.



This scenario would, at least in the short run, represent a "low budget" alternative for the City, since it would not have to extend infrastructure, or make more than modest ongoing maintenance and repair expenditures within the existing municipal boundaries. As with any other growth alternative, the County will have to make major expenditures to provide infrastructure and facilities during the next two decades.

II. AGGRESSIVE ANNEXATION BY CITY TO CREATE SEPARATE GREATER NAPLES ENTITY

This scenario reflects a different perspective, but one also widely held by Naples residents; namely, that the City has a substantial stake in the way in which the unincorporated areas outside the City are planned and developed, and that the City should act aggressively to protect that stake. When we refer to "aggressive" annexation, we are referring to an annexation policy that is intended to extend beyond the limit of current city utility services and, indeed, is designed eventually to encompass all areas of urban-oriented development now within the County.

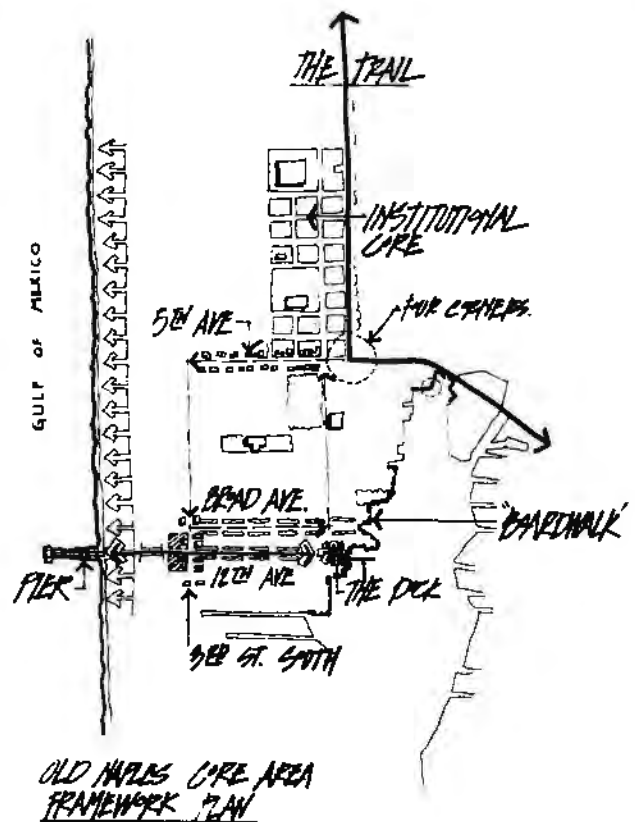
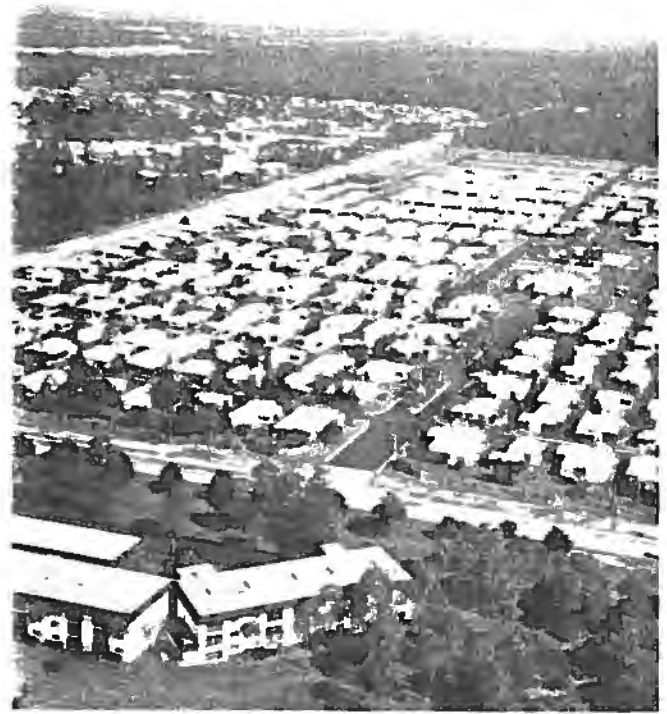
By controlling development throughout the growing area, the City may be able to ensure that the development that takes place is more oriented toward the commercial and other centers within the current City limits, and may to some extent be able to slow or limit the extent of overall growth in the area. In view of existing PUD approvals and subdivisions, the extent to which this last goal



could be accomplished is likely to be modest. In addition, it should be stressed that annexation would have to take place well in advance of actual development in order for it to have more than a nominal effect on the course of that development.

The City would have to spend substantial resources, however, in terms of the bonding needed to extend infrastructure to the annexed areas beyond current utility lines, as well as substantial expansion of the City's administrative and operating capacity; it is likely that new facilities, ranging from sewage treatment plants to police substations, as well as an extended network would be required. It should be noted, however, that the City would be realizing additional revenues from the areas annexed; extensive analysis would be required before the actual fiscal impact and tax consequences of such annexation on the City's citizens can be predicted. In addition, as the population of the new larger City of Naples grew - as it would inevitably - political power, and control over financial matters, may well shift from the existing leadership toward the new center of the City's population.

Collier County, with the greater part of its growth area removed, would be likely to revert over time to something resembling its historic rural character, and County government would become a less significant factor in development decision-making within the growth areas of the County.



III. VITALIZATION OF CENTRAL NAPLES/WELL PLANNED GROWTH IN COLLIER COUNTY

This scenario reflects some of the considerations in both of the previous scenarios. As in the first scenario, it assumes that Collier County will adopt a sound planning and environmental protection approach to guide the future development of the unincorporated areas. As a result, quality of life in the greater Naples area will remain high. The urban area of the County will be characterized by the presence of multifunctional centers organized at the intersections of major arterial highways, a strong economic base and attractive and diverse residential areas linked by an open space network.

In addition to development in the unincorporated area, the City of Naples would carry out a major effort to take advantage of its particular strengths and unique character to enhance the variety and level of activities taking place within its central area, including the Third Street South and Fifth Avenue shopping districts, much of Olde Naples, and other areas including the Tamiami Trail immediately north of Four Corners up to the area of the hospital. The City will seek to maintain a strong economic role as one of the major centers of activity within the greater Naples area, and as a major social and political factor in the development of the area. Increasing diversity in the business and cultural life of the City, coupled with increasing variety and choice of housing, attracting a diverse population of all ages, is likely to maintain the City as an economically and socially vital community.



This scenario will require more expenditures by the City than the first scenario, but fewer than the second. In order to trigger the vitalization activities sought, the City will have to initiate a variety of activities, including planning, possible land acquisition, creation of public amenities - pedestrian systems, open space, parking decks - to attract investment. It is likely, however, that much or all of the initial expenditures can be recovered through a variety of mechanisms, including impact fees, incentives, user fees, and increasing municipal revenues from added development.



The role of the County government is largely the same under this scenario as under the first. The major population growth will take place in the unincorporated areas for which the county will have to provide infrastructure and services. Although some additional housing units are likely to be created in the City of Naples under this scenario, their number is not likely to be enough to divert any substantial part of the population growth from the County. Since the total level of regional investment may not change drastically at least some of the economic activity that may move to the County under the first scenario will be retained within the City, or attracted to it.

IV. TREND GROWTH

The final scenario represents an extension of present development trends into the future, without any conscious redirection of those trends. Within Naples, the trend growth scenario is much like the first "no growth" scenario; little development will take place within the City, except for scattered intensification, including replacement of single family homes by condominiums in multifamily residential zones, and increased development capitalizing on the success of the Third Street South shopping district.

Massive growth will take place outside the City, but without overall planning in terms either of creating centers of activity or integrating residential developments with non-residential

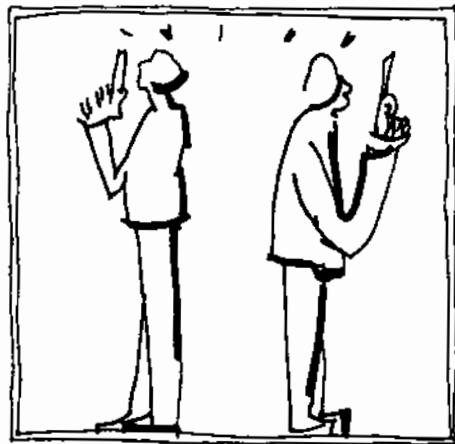
development, with open space networks, or with one another. As a result, economic development will be less effective and economic activities will be scattered between the City and County in strip development along major arteries and in a large number of modest concentrations at intersections.

The quality of life in the area may deteriorate as inefficient travel patterns coupled with the increase in population will result in greater traffic congestion and increased air pollution. As in the "no growth" scenario, the economy of the City will become more

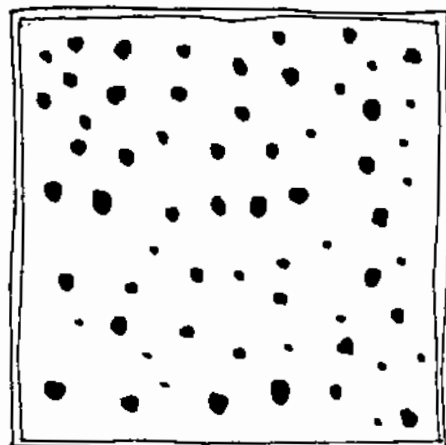
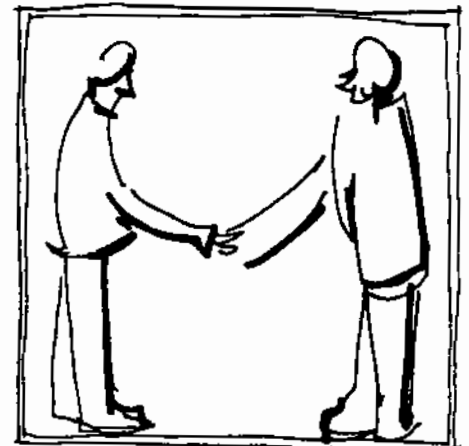
tourist oriented and more congested both during the high season and off season, and its population proportionately more and more made up of elderly retirees and seasonal residents. While the absence of strong regional centers may enable the city to retain a greater share of total economic activity than under the no growth scenario, it will be accompanied by more congestion and more negative impact on City residents and their quality of life. Although the County population will be more diverse, housing opportunities for low wage earners and their families will be limited and economic growth will suffer from the shortage of employees.

While the City will continue to maintain a financially sound position and will not, at least in the short run, have to incur any major new expenditures, the County will experience substantial financial strain providing extensive infrastructure for its growing population, expenditures that may or may not balance out in the long run by the increasing revenues derived from that development.

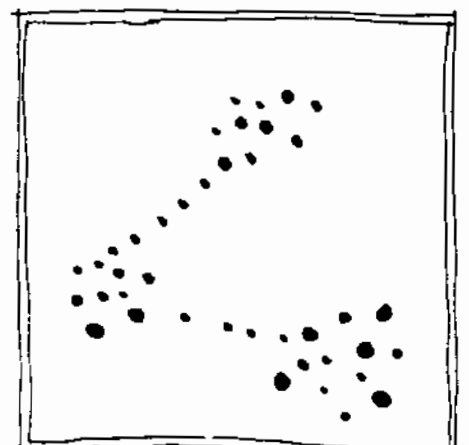
The future is in the hands of the people of Naples and Collier County, and their political, civic, and business leadership. It is not too late to make decisions that will fundamentally determine the course of growth in the Greater Naples Area and the quality of life for the Area's residents and visitors.



OR



OR



R/UDAT TEAM

Charles B. Zucker, AIA, Team
Chairman

Charlie Zucker is Senior Program Director for Professional Programs at the American Institute of Architects in Washington. He is a graduate of Princeton University, Master in Architecture and the University of Illinois, Bachelor of Architecture.



Mr. Zucker was formerly Deputy Director of Design Arts Program of National Endowment for the Arts, Washington, D.C., and prior to that was a principal of an architectural firm in Baltimore, Maryland. He has particular expertise in residential planning, design research and participatory planning.

He has taught at the Graduate School of Urban Planning and

Policy Development, Rutgers University, New Brunswick, New Jersey; he taught architectural design and planning at the City College of New York School of Architecture and at Princeton University. Mr. Zucker has co-authored the "Planning and Design Workbook for Community Participation." He has worked with community planning groups in Long Island, New York City and New Jersey.

Mr. Zucker was Chairman of R/UDAT teams in the Springfield Neighborhood, Jacksonville, Florida; and Portland, Oregon; and served as a team member on two other R/UDAT's.



Alan Mallach, AICP

Alan Mallach is an independent consultant based in Roosevelt, New Jersey, providing professional services in housing, planning, economic analysis and land development.

His expertise includes housing market and economic feasibility studies, land use planning and zoning, social research, development of affordable housing, preparation of neighborhood revitalization and redevelopment plans, designing and models for regional planning. He was graduated cum laude from Yale University in 1966.

Mr. Mallach's experience in social/economic planning and public administration, especially as it relates to housing and land use planning, is extensive and impressive. As Executive Director of the Atlantic County Improvement Authority, he was engaged in development of lower income housing, public facilities, transportation facilities and a convention center for the Atlantic City area. Serving as Research Director for the New Jersey Government Study Commission, a commission of the New Jersey legislature, he supervised research studies of fiscal and social impacts of multi-family developments, planned unit developments, neighborhood preservation, and regional approaches to providing public safety and social services. From 1971 to 1973, he was Assistant Dean of Livingston College of Rutgers University, and prior to that, held a number of positions in the New Jersey Department of Community Affairs and with the City of New Haven, Connecticut. He has been an Adjunct Professor/Lecturer at New Jersey School of Architecture, Antioch Graduate Center, Rutgers University and Fairleigh Dickinson University. He has

lectured at Harvard Graduate School of Design, Woodrow Wilson School at Princeton, Loyola Law School and elsewhere. Among his credits are numerous publications on affordable housing and zoning law.

R/UDATS are not a new experience for Mr. Mallach - this is his fifth!

Joel H. Sachs

Joel H. Sachs is a practicing attorney and a partner in the law firm of Plunkett & Jaffe, P.C. located in White Plains, N.Y., a suburb of New York City. He specializes in municipal land use and environmental law. Mr. Sachs



also serves as an Adjunct Professor of Law at Pace University Law School in White Plains New York, teaching courses in municipal, land use and environmental law.

Mr. Sachs received his Bachelor of Arts degree from Cornell University. He has a Doctor of Jurisprudence Degree from the University of Pennsylvania Law School and a Master's Degree from New York University of Law.

Mr. Sachs previously served as a law clerk to a Federal Judge in New York City. He is a former Assistant Attorney General of the State of New York where he served as Deputy Clerk of the Bureau of Environmental Protection. Prior to entering private law practice, Mr. Sachs served as the full-time Town Attorney for the largest town in Westchester County, New York.

In Mr. Sachs' present position, he represents both municipal government as special counsel and private land use developers. He has lectured extensively throughout the United States on land use and environmental matters for various organizations such as the American Bar Association, the Practicing Law Institute, the American Planning Association and the New York State Bar Association. Mr. Sachs recently received the Henry W. Heissenbuttel Award from the New York State Planning Federation for his contributions to the local government in the area of planning, zoning and land use. He has also received an award from the New York State Bar Association for his efforts in continuing legal education in the field of environmental law.

This is Mr. Sachs' second R/UDAT team. He previously served on a R/UDAT team which examined Carlsbad, New Mexico.



Eric L. Ernstberger, ASLA

Eric Ernstberger is a principal in the landscaping/landscape architectural firm of Rundell, Ernstberger and Associates located in Muncie, Indiana. He is a graduate of Ball State University in Landscape Architecture and Environmental Design. He is currently on the faculty of the College of Architecture and Planning.

Mr. Ernstberger is responsible for management and coordination of design and graphics at REA. Significant projects include the waterfronts for Evansville and Jeffersonville, Indiana, and corporate developments for Magnavox, Borg Warner and Ball Corporation. He was the principal designer for the "Commons" at New Indianapolis Zoo. Currently he is landscape architectural consultant for the Indiana State Capitol Complex in Indianapolis.

Mr. Ernstberger was on the R/UDAT teams in San Francisco and Niagara Falls. He is a registered landscape architect in Indiana, Kentucky and Ohio.



Redevelopment Plan, Comprehensive Plan, Downtown Plan, Gateway District, and boulevards and neighborhoods. He has organized and led numerous public planning workshops. His work as a private planning and architectural consultant, has resulted in three AIA Urban Design Awards. In addition to public urban design positions, Mr. Sehnert has worked in several architectural offices and landscape architectural offices in Denver and Cincinnati.

Mr. Sehnert is a registered Architect in Ohio and has National Council of Architectural Registration Board Certificate.

Paul David Sehnert, AIA

Paul Sehnert is an Architect/Urban Designer with the Denver Planning Office. He was graduated magna cum laude from the University of Cincinnati with a Bachelor of Architecture Degree.

Mr. Sehnert is an experienced urban designer. In Denver he has had major responsibility for overall planning, preparation of urban design frameworks, detailed site plans and development guidelines related to the City's Central Platte Valley



David W. Ames

David Ames is a principal of both Amesco, Inc. and

Development Associates, Inc. in Hilton Head Island, South Carolina. He was graduated from the University of Pennsylvania with a Masters Degree of Architecture and Princeton University with a Bachelor of Arts degree.

As a developer, Mr. Ames has developed a number of successful residential communities of varying densities on Hilton Head Island and along other locations on the South Carolina coast. Long Cove Club on Hilton Head Island, an award winning project, comprises 660 acres and has generated sales of \$50,000,000. He is also developing a 300 acre planned residential development outside Charleston, South Carolina. As Vice President of Sea Pines Company, his responsibilities included community planning for 34,000 acres of developed land containing 28,000 dwelling units.

Mr. Ames is currently Chairman of the Hilton Head Island Economic Diversification, Vice-Chairman of the Chamber of Commerce, one of the founding members of Hilton Head Island Civic Association, and a member of the Island's Comprehensive Plan Action Committee. Mr. Ames served on the Bethel Island, California, R/UDAT.

Albert Rick Lamb III, ASLA

Rick Lamb is an accomplished landscape architect, practicing as a principal of The SWA Group in Boston. He holds a Master's degree in Landscape Architectures from the University of Michigan and Bachelor's degree from the Rhode Island School of Design.



He currently is a lecturer at the Center for Real Estate Development at M.I.T., and in 1980-1981 served as Visiting Critic in Landscape Architecture at Harvard's Graduate School of Design. From 1968-1970 Mr. Lamb was a Rome Prize Fellow at the American Academy in Rome.

Mr. Lamb has significant experience in resort planning and as a designer and project manager of residential communities and mixed-use developments. Prior to his association with The SWA Group, he was principal of his

own consulting practice, and prior to that senior designer for Dan Kiley and Partners in charge of the Paris, France office. He has collaborated on award winning projects, including Faneuil Hall Market Place in Boston, Harbor Place in Baltimore, Alaska State Capital Competition, three Intercontinental hotels in the Middle East, and Project Le Defense in Paris.

Mr. Lamb is a Registered Landscape Architect in Massachusetts and Maryland, and a member of the American Society of Landscape Architects.



Rick Kuner, AICP

Rick Kuner is President of New Alternatives, Inc., a Chicago-based private consulting firm offering services in the areas of

transportation planning, city planning, public policy analysis, and computer modeling. He has a Master's Degree in City Planning from M.I.T. and a Bachelor of Arts in Political Science from the University of Pennsylvania.

As a private consultant, Mr. Kuner has carried out assignments in more than 50 communities in 21 states. Prior to founding New Alternatives in 1975, he was Senior Associate for a transportation planning firm in Chicago and a Chief Transportation Planner at the Boston Redevelopment Authority. He has worked extensively on traffic flow problems, parking in downtown areas, and related environmental impacts. Many of his papers on corridor analysis, transportation centers, transit facilities and computer models have been published in professional journals.

Mr. Kuner is an Adjunct Professor in the Masters of Public Administration program at Illinois Institute of Technology. He has previously taught at Loyola University, and lectured at Boston University, Brandeis, Harvard, Tufts, and the University of Illinois at Chicago.

This is Mr. Kuner's fourth R/UDAT!

Jeffrey Wright, Student
Chairman

Jeff is a second-year student at the University of Miami majoring in both Architecture and Motion Pictures. Previously from Ft. Lauderdale, Florida, he resides with his wife in North Miami. His experience at this date includes employment with the City of Miami Planning Dept.; Jung-Brannen Architects, Boston, Mass.; Drummey, Rosane, & Anderson Architects, Newton Center, Mass. Most recently, Jeffrey participated on a team that received an Honorable Mention as entrants in the University of Miami Masterplan Competition.

Dana Little

Dana Little is a lifetime resident of Miami, Florida and is currently in his third year at the University of Miami School of Architecture. Dana's interest in architecture began at an early age through his father's influence and eventually escalated into various drafting and design jobs throughout high school and college years. Dana is a lifeguard and teaches adult swimming lessons throughout the school year at the University and spends his summers training parents and instructors in swimming safety and technique.

Odalys Leonor Martinez

Odalys Martinez is a student at the University of Miami, presently completing her fourth year in the School of Architecture. She has worked with architects since 1984 and is presently working on CAD intergraph systems.

Odalys is now living in Miami and intends to practice architecture there.

Felix Pereira

Mr. Pereira is a fourth year student at the University of Miami School of Architecture. Felix's architectural interests center around his desire to further develop municipal zoning codes. After graduation Felix plans to enter airport safety planning.

Elizabeth A. Piotrowski

Elizabeth A. Piotrowski is a first-year architecture student at the University of Miami. Being a transfer student from Buffalo, New York, she feels the locational change has been a positive aspect with regard to her education. Her future plans include pursuing an architectural career in Florida. Presently, she is employed at the School of Architecture and is the student representative for the University Alumni Association.

Christopher J. Taylor

Christopher J. Taylor is a graduating senior studying architecture at the University of Florida. In the summer of 1986, he studied in Vicenza, Italy, concentrating on sketching as a means for analysis of the urban form. After graduation in May, he plans to work until the fall of 1988 when he will begin study at Harvard University in the Graduate School of Design.

Christopher is a resident of Naples, son of John and Ann Taylor.

WORKSHOP PARTICIPANTS

Michael Watkins
Anthony Ridgway
John Larson
Allan L. McLeod, Jr.
James Dziewik
Joan Tobin
Roger Lacy
Dennis Lynch
Ben Wood
Robert Wallace
Charles Dwight
Thomas Peek
John Conroy
Byron Koste
Clifford Barksdale
Scott Lutgert
David Bennett
Allan Slaff
Edward McMahon
Scott Foster
Alden Rudd Crawford
William I. Brickman
Toivo Tammerk
Mark Benedict
Stanley Hole
Chris Busk
Herbert Anderson
Chris Holley
Jon Staiger

Franklin Adams
Michael Arnold
Hubert Howard
George Archibald
Lyle Richardson
John Graver
Franklin C. Jones
Ann Walker
Trish Thompson
Steve Ball
Robert Tiffany
Fritz Hediger
Jeff Perry
Betty Gulacsik
Willie Anthony
Brad Estes
Herbert Cambridge
Charles Mohlke
Bruce Hayhoe
John Passidomo
Lodge McKee
Harry Cunningham
Almeida Evans
Robert C. Demarest
Donald E. Flock
Davud Pettrow
Charles Gauthier
Missy McKim
Jane Fitzpatrick
Wanda Jones

PARTICIPANTS IN OPEN MEETING

Brad Estes
Bob Schroer
Dudley Goodlette
Lodge McKee
Al French
David Humphrey
Andrea C. Brown
Allyn French
Elise Sechrist
George Orban
Frederick Sweitland
Pat Flock
Don Flock
Charlie Andrews
Lee Robbins
W. T. Doar

Mitchell Rubin
Trish Thompson
Ann Walker
Steve Ball
Aggie Dement
Nadya Nick
Ruth K. W. Fisher
Myra J. Daniels
C. M. Long
Mabel Laughlin
Rev. Robert Laughlin
Mr. & Mrs. George Rippers
Marty Bonvechio
Jan Jones
Jeanne Bloodgood
Pat Tompkins
Marjorie Hemmer
Michael J. Botes, Sr.
Frank L. DelleLese
Dick Faricy
Almeida Evans
Harry Cunningham
Herbert Cambridge
Brenda Hawkins
Richard DeGette
Willie Anthony
David J. Pettrow
Chuck Mohlke
Toivo Tammerk
Bob Tiffany
David Eagleson
Charlotte Westman
Marion deForest
Judith deF. Taves
Chuck Neal
Woody Campbell
Barb MacMichael

PERSONS INTERVIEWED

Mayor

Edwin J. Putzell, Jr.

Naples City Council

Kim Anderson-McDonald
William E. Barnett
William F. Bledsoe
Alden R. Crawford, Jr.
John T. Graver
Lyle S. Richardson

City of Naples, Planning Advisory Board

C. Lodge McKee II, Chairman
Hubert Howard
John Passidomo

City Staff

Franklin C. Jones, City Manager
Roger Barry, Community Development
Director
David W. Rynders, City Attorney
Gerald Gronvold, City Engineer
Jon C. Staiger, Ph.D., Natural
Resources Manager
Christopher Holley, Community
Services Director
Ann Walker, Planner I
Trish Thompson, Planner II
Steve Ball, Chief Planner

Collier County Commission

Max Hasse, Chairman
John Pistor

Collier County, Planning Commission

Edward J. Oates, Jr., Chairman

County Staff

George Archibald, County Engineer
Mike Arnold, Utility Department
Jane Fitzpatrick, Growth Management
Coordinator
Wanda Jones, Director of Housing

Charles Gauthier, Chief of Long
Range Planning
David Pettrow, Community
Development Director
Missy McKim, Zoning and Planning
Director

Metropolitan Planning Organization

Jeffory Perry, MPO Staff Planner

Southwest Florida Regional Planning
Agency

Wayne Daltry, Executive Director

Airport Authority

Robert Tiffany

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County, numerous organizations and
individuals.

COMMITTEE FOR URBAN DESIGN
(R/UDAT STEERING COMMITTEE)

Alfred W. French III, Co-Chair
C. Lodge McKee II, Co-Chair
Edward J. Oates, Jr., Co-Chair
Willie Anthony
David S. Bennett
Brad Estes
Marcia Flinn
J. Dudley Goodlette
Toivo Tammerk
Henry Watkins, Jr.

Staff:

Roger J. Barry
David J. Pettrow
Robert Schroer

WORD PROCESSING TECHNICIANS

Susan L. Grippin
Shirley D. Mann
Jodie M. O'Driscoll
Patricia L. Rambosk