



CITY OF NAPLES, FLORIDA PARKS MASTER PLAN

DECEMBER 2015



Barth Associates

PUBLIC REALM PLANNING, DESIGN, AND FACILITATION

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| Acknowledgments..... | I |
| Table of Contents..... | II |
| Executive Summary | III |
| CHAPTER ONE - INTRODUCTION | |
| 1.1 Project Background and Purpose | 1 |
| 1.2 Summary of Chapters..... | 3 |
| CHAPTER TWO - REVIEW OF PLANS AND DOCUMENTS | |
| 2.1 Relevant Plans Overview..... | 5 |
| 2.2 Summary of Current Initiatives, Issues, and Challenges | 7 |
| CHAPTER THREE - PUBLIC ENGAGEMENT | |
| 3.1 Interviews and Focus Group Meetings..... | 27 |
| 3.2 City-Sponsored Neighborhood Workshops and Special Events..... | 29 |
| 3.3 Online Public Opinion Survey..... | 30 |
| 3.4 Representative Public Mail/Telephone Survey | 31 |
| CHAPTER FOUR - DEMOGRAPHICS, TRENDS, SUPPLY AND DEMAND ANALYSIS | |
| 4.1 Demographics and Trends..... | 39 |
| 4.2 Existing Parks | 55 |
| 4.3 Facilities and Programs..... | 68 |
| 4.4 Organizational Structure | 75 |
| 4.5 Level of Service (Acreage, Service Areas)..... | 79 |
| 4.6 Summary of Analysis | 96 |
| CHAPTER FIVE - VISION, DESIGN GUIDELINES, AND IMPLEMENTATION STRATEGY | |
| 5.1 Long-Range Vision and Estimated Costs | 99 |
| 5.2 Proposed LOS Guidelines | 116 |
| 5.3 Implementation/ Action Plan Summary..... | 117 |
| APPENDICES | |
| 6.1 Meeting Notes..... | 121 |
| 6.2 Parks and Open Space Funding Worksheet | 141 |
| 6.3 Firm Profile..... | 143 |
| 6.4 Mail Survey | Under Separate Cover |

TO BE COMPLETED

CHAPTER 1

INTRODUCTION



1.1 PROJECT BACKGROUND AND PURPOSE

Naples - the very name evokes images of sun-drenched beaches, lushly green shade trees and resort living. With its vibrant history, strong governance and a lifestyle cherished by residents and visitors, it's no wonder that the City of Naples topped the list of metropolitan areas that are expected to see the most economic growth next year, according to an analysis of data in a new report from the U.S. Conference of Mayors prepared by IHS Global Insight.”¹ While the 4.9% anticipated economic growth in Naples bodes well for strengthening the economic health of the City, managing this growth must take into account the need to maintain the extraordinary quality of life for residents and preserve the City's distinctive character and culture. That challenge is at the core of why this Parks Master Plan was needed and created. While the plan specifics address parks, recreation and open spaces, the plan is truly about maintaining the unique quality of life in Naples while fostering inevitable and robust economic growth.

This Parks and Recreation Master Plan has been created to ensure that the current legacy of parks and open spaces will be secured for the future and include those programs and facilities that are most desired by residents and visitors. The City of Naples (the City) recognizes the important contributions of the parks and recreation facilities, which include enhancing the natural environment, contributing to the health and well being of community residents and visitors, and benefiting local tourism and economic development.

The scope of services for the project included six distinct tasks:

1. Task 1: Project kick-off and existing conditions inventory and analysis
2. Task 2: Review of plans and documents
3. Task 3: Public engagement

4. Task 4: Trends in supply/demand and demographics
5. Task 5: Needs assessment and development of vision, design guidelines and implementation strategy
6. Task 6: Master plan development

VISION AND GOALS

Creation of the Master Plan was guided by the vision and goals outlined in the City of Naples Comprehensive Plan, “Preserving Naples: A vision plan to keep the best of the past while building a better community for the future.”

The Plan States:

“Naples is a premier city that offers a high quality of life exemplified by cleanliness, safety, well-maintained homes and businesses, distinctive architecture, tree-lined streets, landscaped medians, a high level of municipal services, environmental corridors, pristine beaches, and tropical climate. In addition to these assets, the mix and location of residential, commercial, institutional and recreational land uses within a neo-traditional framework fosters the small town character and charm.”

The vision presents five goals:

1. **The core goal:** to preserve the City's distinctive character and culture.

The critical element goals:

2. Make Naples the green jewel of southwest Florida
3. Maintain an extraordinary quality of life for residents
4. Strengthen the economic health and vitality of the City
5. **The enabling goal:** to maintain and enhance governance capacity for public service and leadership.

¹ Roman, Erin, June 19, 2015. *These 18 Cities Will See the Most Economic Growth Next Year*, BloombergBusiness, at <http://www.bloomberg.com/news/articles/2015-06-19/these-18-cities-will-see-the-most-economic-growth-next-year>.

The vision recognizes Naples as one of the nation's premier communities with quality of life that the residents want to preserve. The core vision is preservation of those features that make it a distinctive and high quality place to live, work and play.

The Parks Master Plan that follows in this report aligns with the City's vision, goals and objectives, and translates them to specific recommendations for capital improvements, funding, staffing, programs, maintenance, policies, ordinances and other actions.

1.2 SUMMARY OF CHAPTERS

The creation of the City of Naples Parks Master Plan followed a logical progression of steps, which are reflected in the chapters of this document. The process began with an overview of the City's plans and documents, noting current issues and challenges, and proceeded with concurrent steps to engage the public and solicit their input while researching existing facilities and services within the parks as well as local demographics and trends. Analysis of both qualitative and quantitative data resulted in formation of the Master Plan long-range vision and recommendations for policies, guidelines and future actions.

The preceding Executive Summary provides a succinct synopsis of the plan, while the following report details each step.

CHAPTER 2

REVIEW OF PLANS AND DOCUMENTS



2.1 RELEVANT PLANS OVERVIEW

Eight plans and documents were reviewed during the creation of this Master Plan, and each made unique contributions to the understanding of the City's planning framework and commitment to quality of life.

A strong planning blueprint starts with a strong **Comprehensive Plan**, which defines the recreation and open space element with established levels of service and creates a clear Vision Plan. The Comprehensive Plan has been vetted in and by the community and has legal stature that prevents non-conforming development. Ideally, the Plan provides adequate direction while being flexible enough to address new issues and challenges. With an overall vision of "keeping the best of the past while building on a better community," each of the five goals of the Vision Plan contain strategies that ensure that specific actions taken by the City will be consistent with the community's vision. These five goals include:

- Preserve the Town's distinctive character and culture;
- Make Naples the green jewel of southwest Florida;
- Maintain an extraordinary quality of life for residents;
- Strengthen the economic health and vitality of the City; and
- Maintain and enhance governance capacity for public service and leadership.

The City of Naples Bicycle and Pedestrian Master Plan supports cycling and walking as healthy forms of exercise and transportation. Review of the vibrant plan, first adopted in 2007 and updated in 2013, shows that most of the original projects have been completed or are underway, but additional opportunities to expand and connect walk and bikeways will make them more user-friendly and safe through a combination of physical improvements, enforcement of safety regulations and education of pedestrians, cyclists and motorists.

The Connectivity and Placemaking Study provided a central and unifying design for the City that included five distinct districts balanced with a whole for the City and combining architectural, streetscape and signage elements. The **connectivity** aspect links people with businesses and sites of interest through a system of interconnected pathways, streets, sidewalks and bike routes, which have been designed with the intention of making the journey as pleasant as the destination. This contributes to the City's commitment to enhance quality of life while promoting healthy people and a healthy economy. The five districts include:

- The Downtown 5th Avenue District (made up of 5th Avenue South, 4th Avenue South, 6th Avenue South and intersecting streets from 9th Street South to 3rd Street South)
- The Historic 3rd Street District (made up of several blocks from 9th Street to 13th Street and from 2nd Avenue to 4th Avenue; 3rd Street South connects this District to the Downtown 5th Avenue District.)
- The Waterfront Entertainment District (provides visitors access to the Gulf of Mexico by way of Naples Bay)
- The Crayton Cove District (located at the junction of 12th Avenue and 8th Street) and
- The 10th Street Design District (resides in the corridor of Downtown Naples along Tamiami Trail and 10th Street, from 5th Avenue South, north to 6th Avenue North).

The Community Redevelopment Area Master Plan established an area of over 600 acres targeted for assistance due to conditions meeting the definition of "slum" or "blighted" including old buildings not up to current codes and/or high density or overcrowding of residents. With the intention of protecting the Naples experience, the hope of the CRA Plan is to encourage and incent property owners to work with developers to reshape this area according to future market demands, including

improved park and open spaces integrated into the urban design.

The Baker Park Design is currently being developed.

The Collier County Parks and Recreation Master Plan parallels the City of Naples Master Plan in that both have been created to enhance quality of life through positive recreation experiences while promoting tourism and local economies and protecting the natural environment. Although Naples is the county seat, most of the Collier County growth is projected (along with subsequent major capital projects) to take place outside of Naples, particularly east of CR 951. Even though additional county parks would not be built in Naples, they may help offset demand for Naples parks.

Several recommendations from The 2011 Boat and Beach Access Report were incorporated into the Master Plan, which included aggressively working to increase the number and location of public beach access points; improving parking or transportation options at beaches; and expanding boat parks, parking and facilities.

The City of Naples Capital Improvement Plan, as it relates to Parks and Recreation, includes bike and pedestrian improvements as well as improvements to Gordon River Park and the Blueway Launch Point and Trail Facilities. Neighborhood parks for Lake Manor, Sixth Avenue North, Lake Park, River Park and Anthony Park are also mentioned. Regarding specific capital requests, and not including the Baker Park development, the highest capital amounts requested were for the Naples Pier structure/deck replacements and restroom renovation.

Naples' **Blue Zone Initiative** is part of the Southwest Florida Blue Zones Project started by the NCH Healthcare System headquartered in Naples, whose vision is to make the region "an even healthier, happier and more vibrant place to live." Some programs and infrastructure improvements that encourage Blue Zone concepts are already in progress, such as increasing opportunities to exercise by improving bicycle and pedestrian activity and encouraging social interaction in the Arts and Civic District. Additional initiatives that could be considered include creating community gardens and working with local restaurants to offer healthy menu choices.

Following is additional information regarding each plan.

2.2 DESCRIPTIONS OF RELEVANT PLANS

The following documents were reviewed for relevancy to the master plan.

CITY OF NAPLES COMPREHENSIVE PLAN

A city's Comprehensive Plan is customarily created to establish goals, objectives and policies for growth, acting as a blueprint for development and decisions regarding land use. The City of Naples first began comprehensive planning in 1954, and Comprehensive Plan in its current form dates back to 2007. Planning timeframes include a five-year short-term and 10-year long-term period from adoption. The importance of this guiding document is that it's been vetted in the community and embraced by City officials so that it can act as a springboard for subsequent plans, such as the Parks, Recreation and Open Spaces Master Plan.

The Comprehensive Plan has legal stature and prohibits any public or private development that is not in conformity with the plan. As a living document, "The Plan must be firm enough to provide adequate direction, yet flexible enough to deal with new problems and challenges."

The City's Vision Plan, created with the Comprehensive Plan in 2007, contains many relevant strategies that contributed to the Parks Master Plan. The full report, titled, "Preserving Naples: A vision plan to keep the best of the past while building a better community" is found on the City's website: <http://www.naplesgov.com/DocumentCenter/Home/View/9276>.

The five strategic initiatives from this plan are included below, each listed under the specific vision goal. Further descriptions of these strategies included in the Master Plan follow these goals and strategies.

#1 Core goal: Preserve the Town's distinctive character and culture

Strategies

- Maintain beach renourishment and protection efforts.
- Continue planned open space, park and recreation facility and program enhancements and improvements.
- Maintain the beauty of the community.
- Protect the City's historic sites and structures.
- Adopt an annexation policy.
- Develop more parking options.
- Maintain the diversity characteristic of a small town.
- Support "community character consistent" redevelopment that adds amenities for residents including walkability and public space.
- Maintain a safe community.

#2 Critical element goal: Make Naples the green jewel of southwest Florida

Strategies

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

#3 Critical element goal: Maintain an extraordinary quality of life for residents

Strategies

- Continue planned open space, park and recreation facility and program enhancements and improvements.
- Develop a city pathway system that includes Gordon River & pathways across US 41.
- Maintain the beauty of the community.

- Adopt an annexation policy.
- Develop more transportation options while increasing the influence the City has over transportation routes.
- Develop more parking options.
- Maintain the quality of the Naples recreational experience.
- Enhance the quality of the residential experience of Naples.
- Support regional development of workforce housing.
- Support “community character consistent” redevelopment that adds amenities for residents.
- Maintain the viability of the commercial areas of the City.
- Adopt and promote one of the Healthy America programs.
- Maintain a safe community.

#4 Critical element goal: Strengthen the economic health and vitality of the City

Strategies

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

#5 Enabling goal: Maintain and enhance governance capacity for public service and leadership

Strategies

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

The goal of making Naples “the green jewel of southwest Florida” consists of three overlapping sub-goals:

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

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

b. Promote community sustainability

Rising energy costs, the climate change discussion and new technologies that are changing the cost calculations for “green” buildings and practices have made this topic timely. A number of city governments nationwide are undertaking “green” initiatives with respect to their own practices as well

as encouraging private initiatives. This goal seeks to promote Naples adopting those best practices appropriate to its geographical location.

c. Establish more open and green space in the City

Residents clearly value the physical environment of Naples, which includes open and green spaces. These spaces buffer or lessen an experience of “excessive density” while being integral to the sense of Naples as a small town. The quality with which these spaces are maintained are a key feature of what residents see as the distinctiveness and quality of Naples. Parks, Recreation, and Open Space Elements of the Comprehensive Plan also provide specific goals, objectives, and policies that can guide and inform the development of the Master Plan.

Specific recommendations for open space, park and recreation facility and program enhancements and improvements include:

- Developing Pulling Park property along the Gordon River;
- Continue Fleishman Park improvements with county participation;
- Assessment of River Park pool improvements;
- Expansion of the number of cultural programs and activities;
- Developing a Crayton Cove Master Plan for public use of Naples Bay;
- Development of additional public facilities and services for children;
- Identification and development of more green space opportunities in the 41-10 area and individual neighborhoods;
- Annexation of Keewaydin Island.
- Prepare data on recreational facilities use patterns for fair share funding discussions with the County

Recommendations also include the development of a city pathway system:

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

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

**CITY OF NAPLES COMPREHENSIVE PLAN:
PARKS, RECREATION AND OPEN SPACE
ELEMENT**

The Parks, Recreation and Open Space Element establishes Level of Service (LOS) standards for the City’s parks system. Existing public recreation facilities include seven (7) neighborhood and linear parks, thirteen (13) mini-parks, four (4) community parks, 2 natural resource areas, the Naples Pier, and the City Dock. The Collier County School Board provides recreation facilities within the City limits at four (4) schools. Collier County provides facilities at Bayview Park and at Gulfview Middle School. In addition, there are approximately 9.1 miles of beaches. Naples Bay, Gordon River, Moorings Bay, and the Gulf of Mexico provide many water-oriented recreation opportunities. The City maintains an additional one-hundred-one 101 acres of open space parkway area, including beach ends and access points, street islands and medians, cul-de-sacs and rights-of-way.

Level of Service standards include

Community Parks and Conservation Areas:
2 acres/ 1,000 population

Neighborhood, Linear and Mini Parks:
1 acre/ 1,000 population

Figure 2.1 Facility Service Level

| <u>RECREATION FACILITY</u> | <u>SERVICE LEVEL</u> |
|----------------------------|--------------------------|
| Basketball courts | 1/ 5,000 population |
| Baseball fields | 1/ 5,000 population |
| Beach access points | 1/ 1,000 population |
| Boat ramps | 1/ 9,000 population |
| Bike lanes and routes | 1/ 1,500 population |
| Community centers | 1/ 9,000 population |
| Football fields | 1/ 11,000 population |
| Picnic areas | 1/ 5,000 population |
| Play areas | 1/ 6,000 population |
| Swimming pools | 1/ 25,000 population |
| Tennis courts | 1/ 2,000 population |
| Volleyball courts | 1/ 4,000 population |
| Physical Fitness Trails | 1 acre/ 5,000 population |

CITY OF NAPLES BICYCLE AND PEDESTRIAN MASTER PLAN

The City of Naples Bicycle and Pedestrian Master Plan was first adopted in 2007 and included a 10-year implementation program. This plan was updated in June 2013, and the Executive Summary of the report can be found on the City's website at: <http://www.naplesgov.com/DocumentCenter/Home/View/2044/26325>.

Review of the updated plan indicated that most of the original projects had been completed or were underway, but the 2013 update identified additional opportunities for expansion and interconnectivity with the continuing goals to ensure safety and promote health and fitness by making the bicycle and pedestrian pathways more user-friendly.

The 2007 plan considered these important elements as the plan was developed:

- **Safety** - Without adequate and connecting sidewalks, pedestrians are forced into roads designed solely for cars, which may further risk pedestrian safety by speeding or failing to yield to pedestrians. Improper lighting and signage may further increase risk for both pedestrians and cyclists.

- **Connectivity** - both sidewalks and bike lanes must provide adequately linked routes to desired destinations while making the journey enjoyable and without unnecessary or unsafe disruptions.
- **Recreation** - Providing bike lanes and pedestrian sidewalks offers residents a pleasant means of improving their well being and solidifying Naples as a healthy place to live.
- **Mobility challenges** - Providing ADA compliant sidewalks and bike lanes ensures that people with disabilities have more transportation and recreational opportunities. This is important to any city with a large retirement population.
- **Impacts to environment** - Improvements to bike lanes and sidewalks need to be made while considering and maintaining the existing and attractive landscaping and aesthetics of the City.
- **Separate mode recommendations** - The above considerations recognize that although grouped together for certain commonalities, cyclists and pedestrians have unique needs and require individualized inventories, plans and budgets.

2013 Master Plan programs included the following:

1. Sidewalks

Projects that were not completed from the 2007 Master Plan were carried forward in the 2013 plan. This included missing links around schools, missing links on collector roads (less than two blocks) and projects that have already been identified on FDOT's 5-year work plan. Neighborhood requested sidewalk projects were also added to complete the sidewalk project priority list.

2. Bike Routes

The Bike Route program focused on establishing requested bike routes through signage, striping and/or road widening. Many of the bike route plans were related to the current phase of the Gordon River Greenway project. These routes include 14th Avenue North, Orchid Drive and Fleischmann Blvd. Banyan Blvd has a designated bike lane, which is very near a pedestrian crosswalk on US 41 near 14th Avenue North. Because this is close to the Naples Zoo, the Conservancy of Southwest Florida and future parking lot and access to the Gordon River Greenway, prioritizing 14th Avenue North as a bike route makes sense in order to provide connectivity. Similarly, Orchid Drive and Fleischmann Blvd provide east-west connectivity to the same area on the north side.

As an alternative to signage, many bike routes are marked in the pavement. Where a popular bike corridor exists that does not meet the minimum requirement for a proper bike lane, "Share the Road" pavement markings and arrows in the travelway are provided to alert drivers. Similarly, for areas that need to be shared by cyclists and pedestrians, signage to alert both types of users is recommended.

3. Education

Resident input strongly recommends greater education surrounding motorists, cyclists and pedestrians safely navigating the city with shared spaces. Education should continue to be provided through signage, brochures, safety meetings, and maps reflecting sidewalks and bike routes on the City's website. In addition, the Naples Police Department hosts Bicycle Safety Equipment Distribution Days where free helmets and bicycle lights are distributed to kids when they discuss bicycle safety with police officers.

4. Enforcement

Cyclists' safety concerns include motorists not allowing three feet clearance to pass, and on the other side of the safety equation is the Naples Police Department frequent enforcement of cyclist groups running stop signs. Other motorist concerns include bicycles blocking traffic, particularly when they ride two abreast on motorways.

Message Boards throughout Naples attempt to inform both motorists and cyclists of the laws related to road sharing. Additionally, clearer signage is needed to indicate that where there is no proper bike lane, cyclists are allowed to ride in the travel lane.

5. Wayfinding/signage

When residents were asked, they generally supported the addition of attractive wayfinding signage for specific destinations with the highest ranked being the Gordon River Greenway, parks, Beaches and the Pier.

6. Code/ordinance modifications

When residents were asked, the majority was in favor of revising the code to require new single-family construction to include adding a sidewalk where none exists now. Many mentioned that this could be limited

to those roads identified in the Master Plan as sidewalk priorities. A new ordinance such as this one could help supplement the increasingly reduced Streets fund.

7. Intersection improvements for pedestrians

- a. Crayton Road and Mooring Line Drive improvements would include ADA accessible crosswalk landings and a pedestrian push button to be incorporated with future decorative mast arm replacement.
- b. 9th Street South and 10th Avenue South improvements also would include ADA accessible crosswalk landings and a pedestrian push button to be incorporated with future decorative mast arm replacement.
- c. The Goodlette-Frank Road and 14th Avenue North is an intersection expected to see an increase in pedestrian and bicycle traffic with the opening of the first phase of the Gordon River Greenway Project. Improvements would include adding a crosswalk on the north side and perhaps wider or more visible crosswalks plus better lighting, audible indicator devices and other improvements.
- d. The Goodlette-Frank Road and Fleischmann Blvd intersection is heavily used by pedestrians crossing from the Zoo to Fleischmann park and has only one crosswalk and crossing signal on the south side. Improvements could include replacing span wires with mast arms, better lighting, audible indicator devices and other improvements.

THE LATEST ON BIKE LANES IN NAPLES - JULY 2015 (CITY OF NAPLES WEBSITE)

The City of Naples Streets and Stormwater department is currently in the process of upgrading existing bike lanes. The city will be installing new 20-foot long green thermoplastic bike lane panels at intersections with bike lanes. Thermoplastic bike lane panels are environmentally friendly street markings engineered for use in high-traffic areas subjected to vehicular and bicycle traffic.

The City of Naples believes in supporting cycling as a healthy form of exercise and a great way to get around town. And the new green bike lane panels support this belief and will serve to improve safety for both motorists and cyclists. Specific advantages of the green bike lane panels include promoting awareness and understanding of the bike lanes purpose, increasing lane visibility and identifying potential areas of conflict on the road.

Additionally, the new 20-foot green bike lane panels offer features and benefits that are superior to standard road surface paint. The green bike lane panels are durable, lasting up to eight times longer than paint. They are also versatile, environmentally friendly and quick to install.

The new 20-foot green bike lane panels have already been installed at the following intersection locations: Gulf Shore Blvd N and Park Shore Drive, Crayton Road and Park Shore Drive, Harbour Drive and Gulf Shore Blvd N, Harbour Drive and Crayton Road.



Figure 2.2 Gordon River Greenway Concept Plan



PARKS CONNECTIVITY

In 2010, JRL Design Studios provided a Design Study for the City of Naples, which included five identified districts - 5th Avenue South District, the 3rd Street South District, the Waterfront District, the 10th Street Design District, and Crayton Cove - plus layers - Parks/Recreation/Gordon River Greenway (existing and proposed), Government/Civic Use, and the Historic Downtown Area. The intent was to create a central and unifying vision that recognized both the Districts' unique identifies and as a whole for the City, combining architectural, streetscape and signage elements. (The document can be found at: <http://www.naplesgov.com/DocumentCenter/View/49480>)

The Connectivity and Placemaking Study defines connectivity as a system of interconnected pathways, streets, sidewalks and bike routes. **Connectivity** links people with businesses and City sites of interest and as a result contributes to the local economy while making the journey as pleasant as the destination.

Wayfinding is a term that refers to attractive and efficient signage, pavement markings and distinct banners, all of which enhance the travelers' experience.

Placemaking refers to creating an identify for a public space through signage, building facades or even special events associated with that space to capitalize on the area's unique qualities in a positive manner.

Besides a district's features, **layers** refer to additional businesses or places to visit that may potentially extend beyond the district and benefit from the connectivity that has been created.

Below is a brief description of each of the five Districts.

1. The Downtown 5th Avenue District (made up of 5th Avenue South, 4th Avenue South,

6th Avenue South and intersecting streets from 9th Street South to 3rd Street South) is a mixed-use historic area containing commercial, cultural and residential components. 5th Avenue South is described as "a well vegetated street with public art, lighting, and oversized sidewalks on both sides of the street" allowing for "community gathering areas, mixed-use living, and all the amenities of a first class beach getaway." Existing infrastructure for connectivity includes multiple street crossings, ample sidewalks, attractive streetscaping and free parking, but could benefit from wayfinding signage.

2. The Historic 3rd Street District, known for Gallery Row, shopping and fine eateries, runs through the heart of Old Naples and is made up of several blocks from 9th Street to 13th Street and from 2nd Avenue to 4th Avenue; 3rd Street South connects this District to the Downtown 5th Avenue District. The Historic 3rd Street District gateways display a monument unique to the area, which acts as a brand element throughout the district.

3. The Waterfront Entertainment District is provides visitors access to the Gulf of Mexico by way of Naples Bay and because it serves as the entrance to Downtown Naples from the southeast, it has an important role in the connectivity of the downtown area. This district is close to both the Gordon River and the airport, and includes significant destinations such as Bayfront, Tin City, the Dockside Boardwalk, the Naples Boat Club, and the Old Naples Seaport.

4. The Crayton Cove District, located at the junction of 12th Avenue and 8th Street, offers a variety of shops, lodging and restaurants around the Naples City Dock. The waterfront lifestyle of Crayton Cove boasts the area's largest fishing fleet, boat docking and rentals

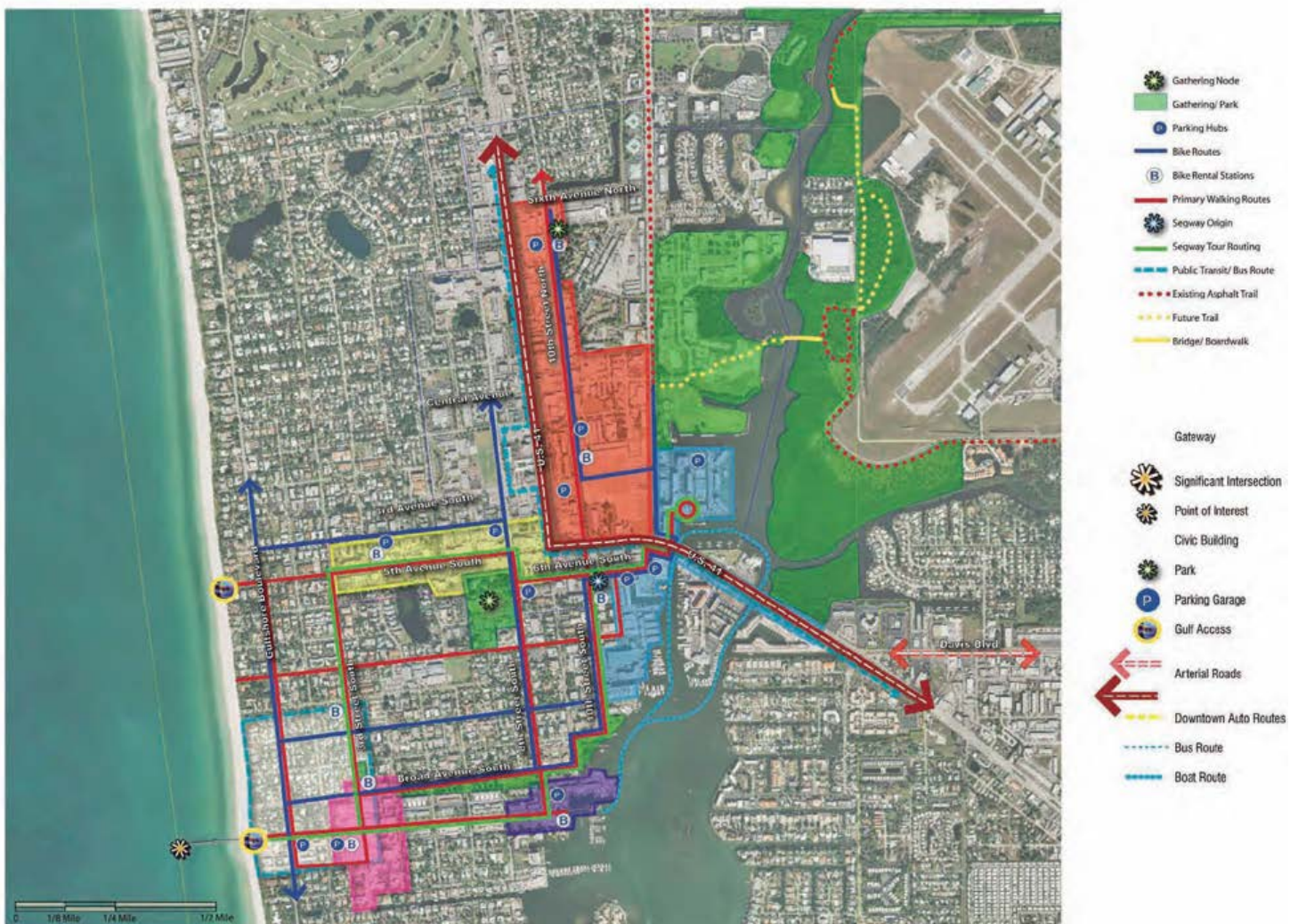
and a connection between the local docks and the trolley service to other main district destinations.

5. The 10th Street Design District resides in the corridor of Downtown Naples along Tamiami Trail and 10th Street, from 5th Avenue South, north to 6th Avenue North. This up-and-coming area contains a mix of retail, professional and medical services as well as designers of all professions. The historic former train station, the Naples Depot is being renovated, and the district's new Cambridge Perry Park and River Park offer beautiful outdoor spaces. The Community Center, a basketball pavilion, playground and

aquatic center are also found in this district. The 10th Street Design District will connect with the new Gordon River Greenway.

Besides defining the five Districts and creating a visual record of their maps and features, the Design Study offered suggestions for improving the connectivity and placemaking of these areas. These included such things as; promoting walkability and bikeability through organized art or history “walks” or tours; improving the visual experience through banners, lighting, color branding; creating a sense of place through logos, informational kiosks and gateways; and improving logistics through signage and consistency.

Figure 2.3 Connectivity and Placemaking Study



COMMUNITY REDEVELOPMENT AREA MASTER PLAN

The Naples CRA 2008 Update can be found on the City's website at: <http://www.naplesgov.com/DocumentCenter/View/2124>. Findings from the 2008 update included the following:

The redevelopment plan established a redevelopment area targeted for assistance. The area is approximately 609 acres. The City Council, during the process to establish a community redevelopment area, found several conditions that met the definition of slum or blighted (a requirement of Chapter 163, Part III, Florida Statutes). These findings included:

- The Redevelopment Study Area consists of a greater than typical proportion of buildings built prior to 1970, which are characterized by parking, parking lot design and landscaping that does not meet minimum code.
- The total assessed land value in the Redevelopment Study Area is more than the assessed value of improvements in the Study Area.
- The Redevelopment Study Area is experiencing vacant storefronts and building sites.
- The Redevelopment Study Area contributes a large proportion of zoning violations, which go before the Code Enforcement Board.
- Certain multi-family residential areas within the Redevelopment Study Area are characterized by high density and overcrowding.
- Because of the age of the buildings, few buildings have fire sprinklers in the Redevelopment Study Area.
- The Redevelopment Study Area has a slightly greater proportion by area of arrests and a significantly greater proportion by area of drug arrests than the rest of the City.
- The lot layout in the Redevelopment Study Area is faulty due to the small size of the lots, which are difficult to develop to meet current demand as well as current standards;
- There are an excessive number of private property access points along U.S. 41 in the Redevelopment Study Area which do not meet current standards and are a safety hazard.
- The Redevelopment Study Area has a large number of small lots, which are owned by separate individuals;
- There is a shortage of housing affordable to low and moderate-income residents within the City.

Based on these findings, the Council concluded:

- There is a predominance of inadequate or defective street layout within the Area;
- There is faulty and inadequate lot layout in the Area in relation to size, adequacy, accessibility, or usefulness;
- There are unsanitary or unsafe conditions within the Area;
- There has been a deterioration of sites or other improvements within the Area;
- There is diversity of ownership, which prevents the free alienability of land within the Area;
- There are inadequate parking facilities within the Area; and
- There is a shortage of housing affordable to low or moderate-income residents including the elderly.

In addition to these findings, the City's Task Force charged with the preliminary work leading up to the preparation of the redevelopment plan; developed a vision for redevelopment: The vision of Naples is largely tied to actions that will encourage the reuse of land. Incentives need to be designed to help property owners join forces with developers to respond to contemporary and future definitions of market demand. At the same time, the integrity of

the Naples experience needs to be protected and enhanced. (Source: Naples, Florida CRA Plan, 1994)

Most recently, the Naples Redevelopment Plan was amended and reported to the Naples City Council. Notes from that meeting in January 15, 2014 include the following:

Parks and Open Space Objective:

To improve the park and open space areas and integrate them into the urban design of the Redevelopment Area.

Policies:

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

Transportation Objective:

To provide an integrated transportation system within and to the downtown.

Policies:

1. Provide appropriate traffic control devices which are integrated with the design of the downtown and which will improve traffic

accessibility and internal circulation.

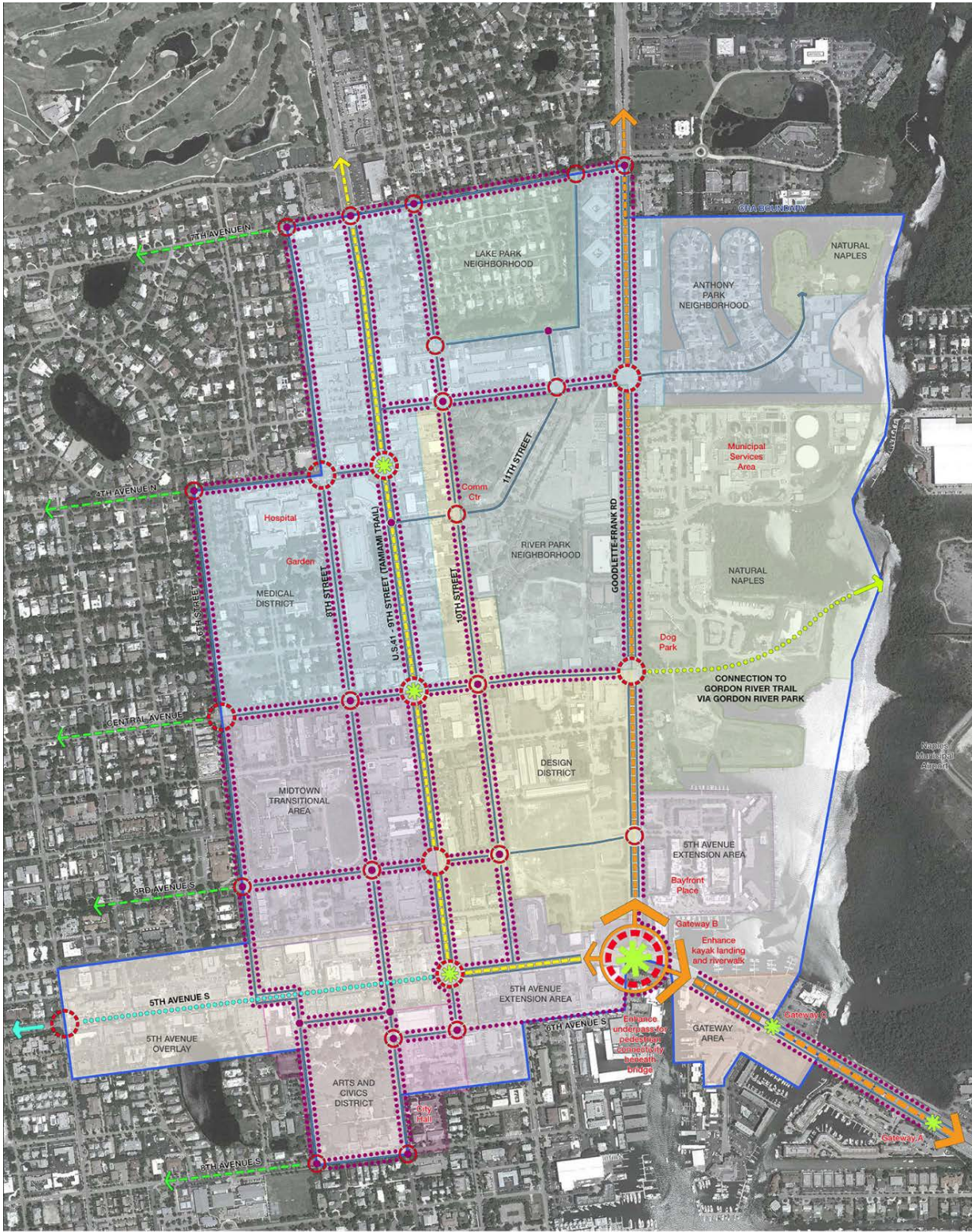
2. Provide for a more integrated system of conveniently located, visible and readily accessible parking.
3. Establish a safe, comfortable and inviting pedestrian and bicycle circulation system within the downtown.
4. Provide for handicapped individuals in the design of all circulation system elements.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

The 2013 CRA Plan Amendment states that the intent of the **Medical District** is “to increase medical business opportunities while also catering to hospital staff and visitors.” A defined Medical District could possibly attract biotechnology institutions, growing the area and creating new jobs while adding a level of sophistication and supporting the Blue Zone Project of Southwest Florida. Currently, the

Naples Community Hospital provides a campus-like base for the Medical District, but would benefit from redevelopment strategies to help enhance appearance and improve connectivity to other areas.

The 2013 CRA Plan Amendment further said that stakeholder and public workshop participants indicated an interest in an Arts District that could expand performing, visual and literary arts with Cambier Park as the center and using the von Liebig Center and Gulfshore Playhouse in the Norris Center of Cambier Park. Because of the proximity of the Naples City Hall, center for municipal government, and the Naples Women's Club, a combined Arts and Civic District could act as a center for cultural tourism and civic activities in Naples. Expansion of classroom and workshop art space, exhibit and performance space and cultural programming could allow for experiential learning with programming combining the resources of area schools, local artists and civic organizations. To create an **Arts and Civic District**, it was recommended that a master plan be created to cover issues of needs, space, programming, wayfinding, signage and funding sources.

Figure 2.4 CRA Connectivity Plan



CRA CONNECTIVITY PLAN
REDEVELOPMENT PLAN STRATEGIES

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

BAKER PARK DESIGN

TO BE COMPLETED

COLLIER COUNTY PARKS AND RECREATION MASTER PLAN

Similar to the City of Naples, the Collier County Parks and Recreation Department's focus is to provide residents and visitors with pleasant and unique recreation experiences, contributing to their health and well being, while bolstering the local economy and tourism and protecting the natural environment.

The City of Naples is the county seat and one of three municipalities in Collier County with the other two being Everglades City and Marco Island. Most of the anticipated growth in Collier County is expected to occur outside of Naples, especially east of CR 951.

The County Parks and Recreation Department identified several major capital projects, should funding become available, that include:

- Develop Big Corkscrew Island Regional Park;
- Develop Manatee Community Park;
- Construct Eagle Lakes Community Center and Swimming Pool Complex;
- Develop Vanderbilt Extension Community Park; and
- Acquire beach and boat access.

Although none of the community parks are within the City of Naples, park development in the vicinity may help offset the demand on Naples parks. Similarly, because Naples enjoys an expanse of waterfront, improvements in beach and boat access directly affects the City of Naples. According to the Water Access Inventory in the Collier County Master Plan, Naples owns 39 of the parks/facilities with water access, while the county owns 20, the state owns 3 and private sources own 6.

Regarding park land, the Master Plan for Collier County states, "based on a review of the regional park acreage planned to be acquired by the county over the next 10 years, (as provided in the County's 2010 Annual Update and Inventory Report), it is determined that Collier County will be very close to meeting the required 2020 regional park acreage based on the adopted LOS. Over the next 10 years, the County will continue to exceed the required community park acreage thru its existing inventory." The plan goes on to state that the location of the land to be acquired is important, and the vast majority is located in areas of the highest projected growth. Currently, because of the extensive parks and recreation system in the County, a "significant portion" of the residents and visitors have access to at least one park and recreation facility within a 15-20 minute drive. Further drive-time analysis of needs indicate the following:

- Athletic Fields and Hard Courts - currently the coverage is very good, but future growth may be needed at Manatee Community Park and future regional parks such as Big Corkscrew Island and Big Cypress.
- Aquatic Facilities - currently an aquatic facility is needed to serve the northern Golden Gate Estates population and another to serve residents of Marco Island (which would fall to the City of Marco Island to provide.) Future growth might include interactive water features at future regional parks.
- Other Facilities - Besides aquatic facilities, other miscellaneous recreation facilities,

such as recreation centers, playgrounds, trails, etc., are needed to serve the northern Golden Gate Estates population. Future growth might include similar recreation facilities at future regional parks.

When the parks and recreation facilities are viewed from the standpoint of current utilization, several of the athletic fields are experiencing some issues:

- Baseball and softball fields at certain parks are over-utilized at times, based on quarterly data but not on annual utilization data.
- Little League and multi-use fields have moderate annual utilization issues.
- Football/soccer fields throughout the County have significant annual utilization issues.

After needs analysis and extensive community input, the following Master Plan recommendations were made.

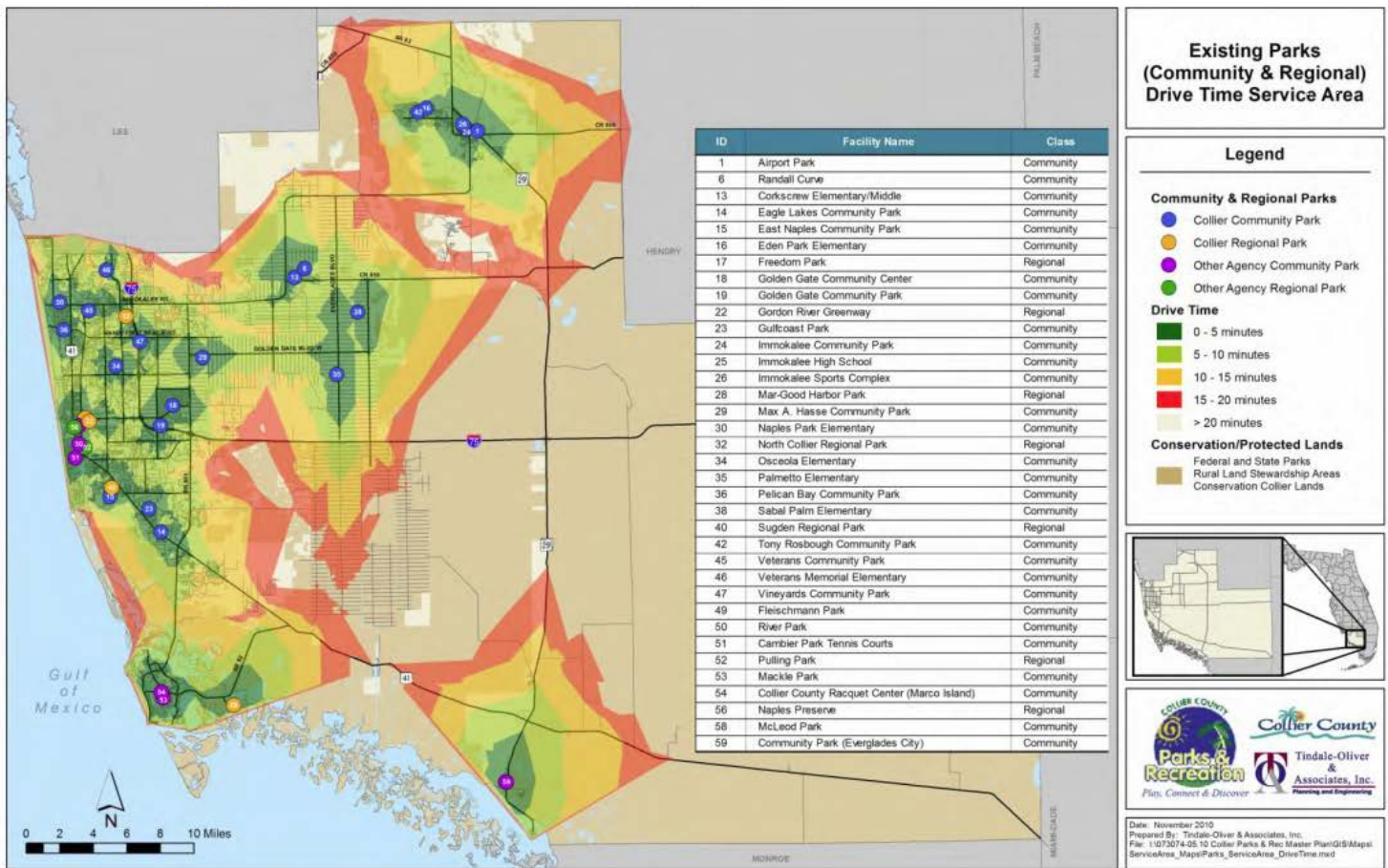
- Development of Big Corkscrew Island Regional Park
- Community/Fitness Center and Pool at Eagle Lakes Community Park
- Additional athletic fields
- Continue to Optimize Interlocal Agreement for School Sites
- Development of Manatee Community Park
- Development of Vanderbilt Extension Community Park

The 2011 Boat and Beach Access Report also made recommendations that were incorporated into the Master Plan.

- Add a dock and pier to the inland side of Barefoot Beach Preserve to allow waterborne visitors access while protecting the beach and dunes.
- Continue to aggressively work to increase the number and location of public beach access points.
- Consider providing beach access through a combination of either tram service or Collier Area Transit during peak use periods at popular beach parks.

- Beach parking passes are free for County residents and available to non-residents for an annual fee.
- Boat ramp lanes and boat trailer parking is currently inadequate, and the County needs to pursue expansion of boat parks, parking and facilities.

Figure 2.5 Collier County Park and Recreation Master Plan



CITY OF NAPLES CAPITAL IMPROVEMENT
PLAN - PARKS AND RECREATION

The following parks and recreation improvements were proposed in the City's 2014/2015 capital improvements program:

| <u>CAPITAL REQUEST FOR FY2014-15</u> | <u>PROJECT</u> |
|--|---|
| \$50,000 | Cont. improvements and preventive maintenance to park facilities, buildings, rest rooms and grounds |
| \$150,000 | Tree fill-in and replacement |
| \$150,000 | Median restoration |
| \$70,000 | Parks vehicle replacement |
| \$50,000 | Facilities vehicle replacement |
| \$25,000 | Cul-de-sac landscaping upgrades |
| \$2,500 | Rotary tiller for athletic fields |
| \$115,000 | Facilities maintenance |
| \$50,000 | River Park/Anthony Park building repairs |
| \$50,000 | Norris Center building repairs |
| \$50,000 | Fleishman Park building repairs |
| \$50,000 | Citywide playground repairs |
| \$6,800 | River Park Computer Lab |
| \$30,000 | River Park Aquatic Center facility improvements |
| \$842,000 | Naples Pier structure/deck replacements |
| \$100,000 | Naples Pier restroom design/renovation (with another \$500,000 requested for 2016) |
| \$12,000 | Beach cart replacement for maintenance of beach |

BLUE ZONE INITIATIVE

On October 14, 2014, NCH Healthcare System (a not-for-profit hospital and healthcare system centered in Naples), Blue Zones LLC, and Healthways (a national wellness company headquartered in Tennessee), announced the launch of the Southwest Florida Blue Zones Project.² The intent in bringing this project to Naples and surrounding areas is to support the 10-year vision of making the region “an even healthier, happier and more vibrant place to live.” Allen Weiss, M.D., president and chief executive officer of NCH Healthcare System, included in the announcement the healthcare system’s intention of focusing on population health and disease prevention by collaborating with other organizations in Collier County and South Lee County towards becoming a Blue Zone. The announcement described The Blue Zone Project as growing out of an examination of the communities around the world where people were happily living the longest, as reported by National Geographic explorer, Dan Buettner.

In addition to larger, regional initiative for the Blue Zone Project, Naples’ CRA may consider facilitating and implementing programs and infrastructure improvements encouraging Blue Zone concepts and characteristics. The CRA shall reserve the ability through this plan to utilize increment revenue funds to assist in the undertaking of any beneficial project resulting from these efforts within the redevelopment area and not restricted to the Medical District or any particular district.

According to the Gallup Healthways, the Naples-Marco Island Metropolitan Statistical Area has the highest overall well-being index among eight measured metropolitan areas in Florida. Naples exhibits a number of characteristics similar to world-renowned healthy communities, or “Blue Zones,” which are known for their lifestyles that lead to increased longevity. A study of these healthy communities performed in conjunction with

researchers from National Geographic found nine strategies that helped people live longer and with less chronic disease (Source: www.bluezones.com).

1. Move naturally - means people live in environments that constantly encourage moving without thinking, such as few or no mechanical conveniences for house or yard work.
2. Purpose - translates to “why you wake up in the morning.” Having a sense of purpose can add up to seven years of extra life expectancy.
3. Down shift - since chronic stress leads to inflammation, associated with every major age-related disease, people in Blue Zones have learned ways to shed stress, such as praying, napping or meditating.
4. 80% rule - to reduce overall calorie consumption, people in Blue Zones remember to stop eating when their stomachs are 80% full, and often eat the smallest meal in the late afternoon or early evening with no more food for the rest of the day.
5. Plant slant - eating a plant-based diet rich in beans, soy and lentils with reduced meat is associated with centenarian diets.
6. Wine @ 5 - people in all Blue Zones (except Adventists) drink alcohol moderately and regularly, averaging one to two glasses per day.
7. Belong - the vast majority of centenarians belong to a faith-based community. Research shows that attending faith-based services four times per month can add four to 14 years of life expectancy.

² NCH Healthcare announcement, Oct. 24, 2014., <https://collier.bluezonesproject.com>

8. Loved Ones First - means putting families first. This means keeping aging parents and grandparents nearby, committing to a life partner and investing time and love in their children.
9. Right Tribe - includes social circles that support healthy behaviors. Research shows that smoking, obesity, happiness and even loneliness are contagious.

Interest by Naples in creating conditions for a Blue Zone community is evidenced through the Naples CRA Plan Amendment. Specific strategies outlined include:

- Partnering - having the City of Naples create a partnership with a health entity such as the Naples Community Hospital
- Mobility - increasing opportunities for exercise by improving bicycle and pedestrian activity. This may include enhancing safety of pedestrians and bicycles; creating walking groups; and introducing complete street concepts.
- Social interaction - by supporting the arts and enhancing the Arts and Civic District. In addition to social interactions, this has the added benefit of enhancing a sense of purpose.
 - Diet - can be improved by creating community gardens where residents can grow their own vegetables and working with local restaurants to offer healthy menu alternatives.
- Monitoring - progress towards creating a Blue Zone community can be monitored using the Gallup-Healthways Well-Being Index and participating in the Centers for Disease Control Healthy Communities Program.

CHAPTER 3

PUBLIC ENGAGEMENT



Meaningful public engagement is critical to meeting the City's goal to "include those programs and facilities that are most desired by residents and visitors." The master planning process included numerous opportunities for residents to provide their thoughts and opinions to the planning team, including interviews, focus group meetings, neighborhood workshops, special events, an online public opinion survey, and a representative, statistically valid mail/telephone survey. Following are the findings from the public engagement process.

3.1 INTERVIEWS AND FOCUS GROUP MEETINGS

Over 40 residents and stakeholder groups participated in interviews and focus group meetings to discuss parks and recreation needs and priorities, including:

- Members of City Council
- Members of the Community Services Advisory Board (CSAB)
- City of Naples management and staff
- Recreation program providers
- Youth and adult sports league providers and volunteers
- Arts, music, and theater providers and volunteers
- Watersports providers and Volunteers
- Concessionaires
- Collier County staff
- Naples Pathway Coalition
- Friends of the Naples Preserve

While the participants did not constitute a representative, random sample of City residents, they are very knowledgeable about parks and recreation needs and issues within the City of Naples. Following are the parks and recreation needs identified in these interviews, listed in order of the number of times each item was mentioned (shown in parentheses). The full meeting notes are included in Appendix 6.3.

Needs Mentioned by Multiple Individuals or Groups (frequency in parentheses):

- Improve communications via social media, promotion and marketing of parks and programs, resident notifications, a comprehensive parks and facilities map, better outreach (9)
- Create additional capacity at Cambier Park to relieve crowded conditions (7)
- Increase connectivity, accessibility, walking, and biking (7)
- Upgrade Fleischmann Park to include a new field house, community center, turf field, safety nets for baseball, separation of kids from skatepark area, etc. (7)
- Improve transportation and parking throughout the City including shuttle buses for kids to summer camp and the Preserve; more parking at Loudermilk, Cambier, and River Parks; parking structures; bicycle access; beach shuttles; increased CAT and trolley service. Conduct a City-wide Transportation and Parking Management study (7)
- Redesign and improve Anthony Park to reflect the needs of local residents, best uses of the property (6)
- Expand the Norris Center at Cambier Park for additional programming, Gulfshore Playhouse (5)
- Provide more amenities at parks throughout the City including splash pads, benches, shade, restrooms, showers at the beaches, outdoor fitness facilities, additional recreation opportunities (5)
- Identify a theme for the Preserve; update and expand facilities, hire a full time manager, provide more programs, expand hours of operation (5)
- Provide more multi-use green space, gathering spaces, passive parks (3)
- Completion of Gordon River Greenway including multi-purpose trail; trailhead and parking (at the Preserve); pedestrian overpass and connection to Freedom Park (3)

Needs Mentioned by Two Individuals or Groups:

- Create a special event review and approval policy (2)
- Expand River Park including health and fitness facilities, music and art programs, locker rooms, bathroom space; make the best use of existing space (2)
- Expand programs for low-income residents, immigrant groups (2)
- Provide fields, concessions, restrooms for lacrosse (2)
- Provide better signage and way-finding for parks and recreation facilities (2)

Needs Mentioned by One Individual or Group:

- Provide a dedicated, lighted softball field or complex
- Upgrade lighting at the Tennis Center
- Upgrade Sea Gate Park
- Provide more pickleball courts
- Provide more family programs
- Generate additional revenues, create revenue

goals

- Provide couples pricing at tennis center
- Build an indoor tennis center
- Build a Holocaust Museum at Cambier Park
- Provide more dog parks
- Clarify County, City, School Board roles
- Engage affluent residents to support facilities and programs for lower income residents
- Provide educational opportunities for youth and adults re: character building, leadership, life skills
- Improve tennis courts at other parks
- Provide baseball fields that can be reserved for Naples Little League, families
- Provide more off-season events, art shows, concerts and programs
- Provide free rent for the sailing center
- Enforce uses at Cambier Park, e.g. no BBQs, off-leash dogs
- Develop the rowing center at Baker Park
- Provide community gardens
- Provide additional swimming instructors



3.2 CITY-SPONSORED NEIGHBORHOOD WORKSHOPS AND SPECIAL EVENTS

TO BE COMPLETED

3.3 ONLINE PUBLIC OPINION SURVEY

The City of Naples hosted an online survey through SurveyMonkey. Responses from 143 people were collected. Online surveys provide an additional opportunity for public involvement, but are not considered to be statistically representative of residents' opinions citywide. A full copy of the responses is included in Appendix 6.2.

Over 97% of respondents indicated that parks and recreation facilities and program services are “very important” or “important” to the quality of life in the City of Naples. Approximately 95% of the respondents rated the physical condition of the City of Naples' parks they've visited as “good” or “excellent.” Over 97% rated the quality of the programs they've participated in as “good” or “excellent.” 90% of respondents are satisfied or very satisfied with the overall value their household receives from the City of Naples Parks and Recreation Department.

Approximately 77% of respondents indicated they have a need for more walking, hiking and biking trails, followed by beachfront parks (60%) and canoeing and kayaking facilities (59%).

Approximately 65% of respondents indicated a need for more youth summer camp programs, followed by youth sports programs (61%); nature/ environmental programs (61%); before and after school programs (56%); youth fitness and wellness programs (56%); youth learn-to-swim programs (54%); and rowing and sailing programs (51%).

Over 79% of respondents have attended a special event concert offered by the City, while 47% have participated in a program offered by the City.

Given \$100 to spend for parks and recreation facilities, respondents averaged the following allocations:

- \$39 to maintain and improve existing community parks
- \$26 to maintain and improve walking and biking facilities

- \$25 to maintain and improve beach parks and waterfront facilities
- \$23 to develop and maintain new Baker Park
- \$17 to maintain and improve community centers
- \$14 to maintain and improve outdoor special event venues
- \$11 to maintain and improve mini-parks
- \$11 to maintain and improve Naples Dog Park

Over 89% of respondents would be willing to pay additional taxes to fund the types of parks, trails, waterfront facilities, sports fields, indoor facilities and program services that are most important to members of their households, including over 65% who would be willing to pay \$72- \$144 more annually.

3.4 REPRESENTATIVE PUBLIC MAIL/ TELEPHONE SURVEY

Barth Associates' sub-consultant ETC Institute conducted a Comprehensive Community Needs Assessment Survey for the City of Naples during the summer of 2015 to help establish priorities for the future improvement of parks, recreation facilities, natural areas, programs and services. The six-page survey and cover letter were mailed to a random sample of 6,000 households in the City of Naples. The goal was to complete a total of 600 surveys. This goal was far exceeded, with a total of 880 households completing the survey (a 14.7% response rate). The results for the sample of 880 households have a 95% level of confidence with a precision rate of at least +/- 3.3%. In order to better understand the reported level of services being delivered by the City, the ETC Institute geocoded the home address of survey respondents. The map below shows the physical distribution of survey respondents based on the location of their home.

MAJOR FINDINGS

Household Use of Parks and Facilities: Seventy-one percent (71%) of respondents indicated, over the past 12 months, they have used Naples Pier. Other facilities households have used include: Lowdermilk Park (59%), Naples City Dock (56%), Gordon River Greenway (42%), Cambier Park Norris Center (40%), and Cambier Park Bandshell (40%).

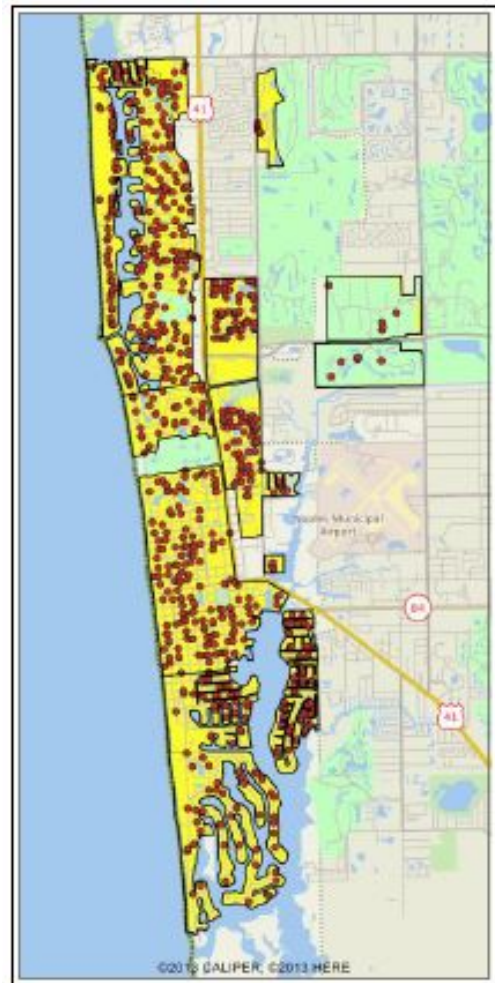
Park Amenities Households Use:

Fifty-three percent (53%) of households indicated restrooms were among the park amenities they used most over the past 12 months. Other park amenities used or visited include: gazebos/picnic pavilions (24%), lakes/ponds (21%), and live theatre productions (21%).

Overall Physical Condition of City of Naples Parks, Trails and Recreation Facilities:

Forty-five percent (45%) of households that visited City of Naples parks, trails and recreation facilities

Figure 3.1



during the past 12 months rated the overall physical condition as excellent; 51% rated the condition as “good”; 3% rated it as “fair” and 1% did not have an opinion.

Participation in City of Naples Recreation

Programs: Seventeen percent (17%) of households indicated they have participated in recreation programs offered by the Naples Parks and Recreation Department during the past 12 months. Of those who participated, nearly one-third (31%) participated in at least four programs; 40% participated in two or three programs, and 29% participated in one program.

Reasons for Participating in Parks and Recreation

Programs: When households were asked the primary reasons why they participated in Naples

parks and recreation programs, 71% indicated location of facility as the primary reason. Other reasons include: quality of the program (47%), quality of the facility (36%), and economical fees (30%).

Overall Quality of Programs in Which Households Have Participated: Forty-one percent (41%) of households that participated in Naples parks and recreation programs during the past 12 months rated the overall quality of the programs as excellent; 49% rated the quality as “good,” 9% rated it as “fair” and 1% said the quality of the programs was “poor.”

Household Responses to Various Statements About Parks and Recreation Facilities and Programs: Fifty-seven percent (57%) of households indicated that the City of Naples currently has a sufficient number of parks. Other statements that households responded to include: funding for parks facilities is sufficient (40%), park facilities are sufficient the way they are now (39%), special events within the City are sufficient (36%), and funding for parks facilities should be increased (31%).

Reasons That Deter Households from Using Parks, Recreation Facilities or Programs More Often: Fifty-five percent (55%) of households indicated they are not deterred from using parks, recreation facilities or programs more often. Reasons given for not using facilities/programs more often include: we are too busy (21%), do not know what is being offered (19%), use facilities other than the City’s (14%), and lack of parking (10%).

Households That Have a Need for Parks and Recreation Facilities: Seventy-eight percent (78%) of households indicated they have a need for beaches. Other parks and recreation facilities that households have a need for include: beachfront parks (65%), walking, hiking and biking trails (64%), outdoor concert venues (56%), and large community parks (44%).

FOUR Parks and Recreation Facilities That Are Most Important to Households: Based on the sum of their top four choices, the parks and recreation facilities that are most important to households include: beaches (56%), walking, hiking and biking trails (43%), beachfront parks (41%), and outdoor concert venues (23%).

Households That Have a Need for Parks and Recreation Programs: Fifty-eight percent (58%) of households indicated they have a need for concerts/live music. Other parks and recreation programs that households have a need for include: adult fitness and wellness programs (39%), nature/environmental programs (37%), special events (32%), and senior adult programs (28%).

FOUR Parks and Recreation Programs That Are Most Important to Households: Based on the sum of their top choices, the parks and recreation programs that are most important to households include: concerts/live music (42%), adult fitness and wellness programs (25%), nature/environmental programs (21%), special events (19%), and senior adult programs (18%).

Households That Attended Special Events and Concerts Offered by the City of Naples: Sixty-eight percent (68%) of households indicated they have attended special events and concerts offered by the City of Naples. Of those, 67% attended an art show/festival, 52% attended a live music concert, and 44% attended fireworks. When households were asked to rate their satisfaction with the special events they attended during the past 12 months, 69% indicated they were very satisfied; 24% were somewhat satisfied, 4% were neutral, 1% were somewhat dissatisfied, and 2% did not have an opinion.

THREE Major Actions the City Could Take to Improve Special Events/Concerts and Encourage Households to Attend More Often or At All: Forty-nine percent (49%) of households that attended special events and concerts during the past 12

months indicated that the City of Naples could offer more live music/concerts as a way to encourage households to attend. Other actions that households felt the City could take include: offering more events/concerts in the evenings (46%), offering more events/concerts on the weekends (46%), and offering more events with street closures (28%).

Ways Households Would Prefer to Learn About Programs and Activities: Fifty-six percent (56%) of households indicated they would prefer to learn about parks and recreation programs and activities through newspaper articles. Other ways households prefer to learn about programs and activities include: website (48%), activity guide (42%), direct mail (34%), and e-blasts (21%).

Overall Value Households Receive from the City of Naples Parks and Recreation Department: Thirty-nine percent (39%) of households indicated they are very satisfied with the value they receive from the City of Naples Parks and Recreation Department; 32% are somewhat satisfied, 17% are neutral, 2% are somewhat dissatisfied, 1% were very dissatisfied, and 9% did not have an opinion.

How Important Parks and Recreation Facilities and Programs Are to Quality of Life in Naples: Three-fourths (75%) of households indicated that parks and recreation facilities and programs are very important to the quality of life in the City of Naples. Nineteen percent (19%) believe that facilities and programs are important, 4% did not have an opinion, and 2% believe they are not important.

How Residents Would Allocate \$100 to Various Parks and Recreation Categories: When households were asked how they would allocate \$100 to various parks and recreation categories, they distributed the funds in the following ways: maintaining/improving mini-parks (\$3.00), maintaining/improving beach parks and waterfront facilities (\$27.70), maintaining/improving walking and biking facilities (\$17.90), maintaining/improving community parks (\$16.00), developing/maintaining a new Baker Park (\$10.90),

maintaining/improving Naples Dog Park (\$4.80), maintaining/improving outdoor special event venues (\$7.90), maintaining/improving community centers (\$8.60), and other improvements (\$3.20).

Additional Tax Support Households Would be Willing to Pay to Fund Parks, Trails, Facilities and Program Services That Are Most Important:

Twenty-two percent (22%) of households would support paying an additional \$120 to \$144 annually to fund parks, trails, facilities and programs that are most important. Other levels of annual funding support include: \$96 to \$108 (16%), \$72 to \$84 (7%), \$48 to \$60 (14%), \$12 to \$36 (15%), nothing (22%), and no opinion (5%).

Figure 3.2

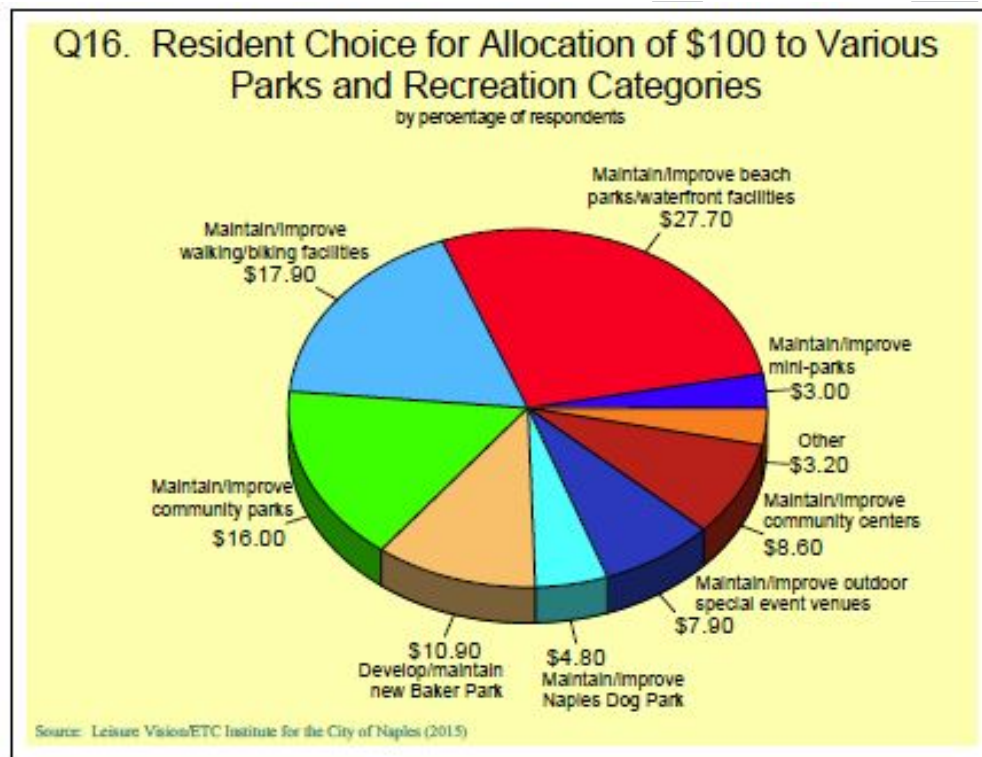
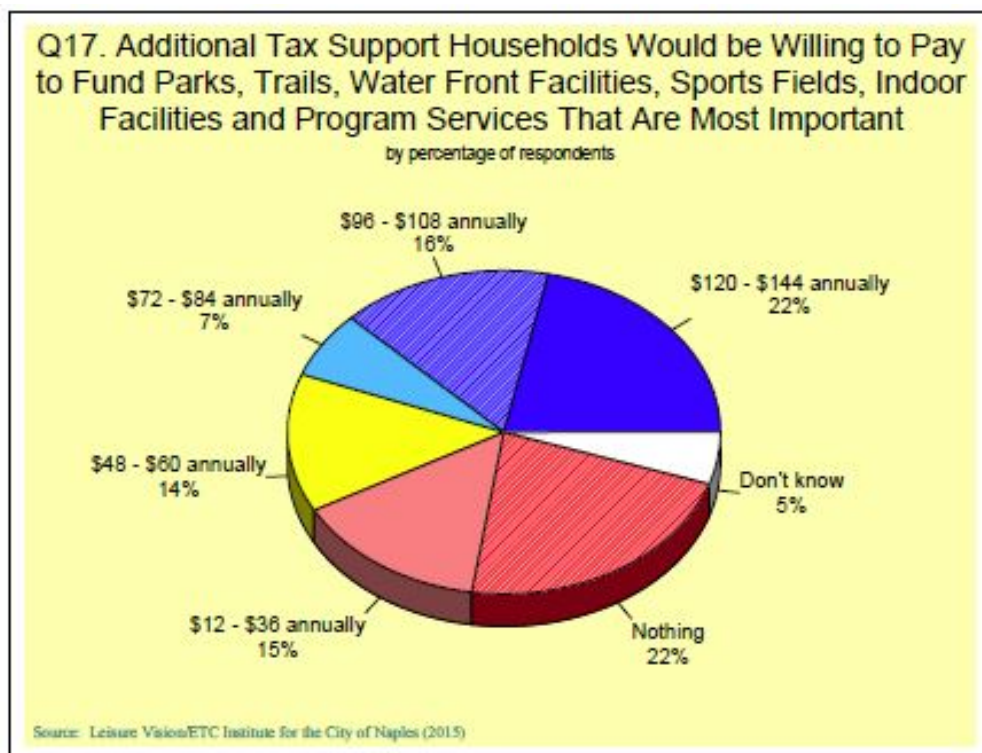


Figure 3.3



IMPORTANCE-UNMET NEEDS MATRICES

The Importance-Unmet Needs Matrices indicates the priority that should be placed on parks and recreation facilities and programs in Naples. Each of the facilities and programs that were assessed on the survey were placed in one of the following four quadrants:

Top Priorities (higher unmet need and higher importance). Services in this quadrant should be given the highest priority for improvement. Respondents placed a high level of importance on these services, and the unmet need rating is high. Improvements to services in this quadrant will have positive benefits for the highest number of residents.

Continued Emphasis (higher importance and lower unmet need). Respondents placed a higher level of importance on these services, but the unmet need rating is relatively low. Generally this quadrant includes services of high priority where a good job has taken place in addressing needs. Continued emphasis on services in this quadrant will ensure that services of importance continue to receive the sufficient allocation of resources.

Special Interests (higher unmet need and lower importance). This quadrant shows where improvements may be needed to serve the needs of specialized populations. While the unmet need rating is high for many of these services, respondents generally placed a lower level of importance on these services. This quadrant includes services that a smaller population of respondents placed high importance on in the survey, but those respondents were not satisfied with their needs being met for these services.

Less Important (lower unmet need and lower importance). Services in this quadrant should receive the lowest priority for improvement. Respondents placed a lower level of importance on these services, and the unmet need rating is relatively low. This does not mean that services in

this quadrant are not important, but rather that the relative importance of these services is lower and the unmet needs are lower than services in the other three quadrants.

Figure 3.4

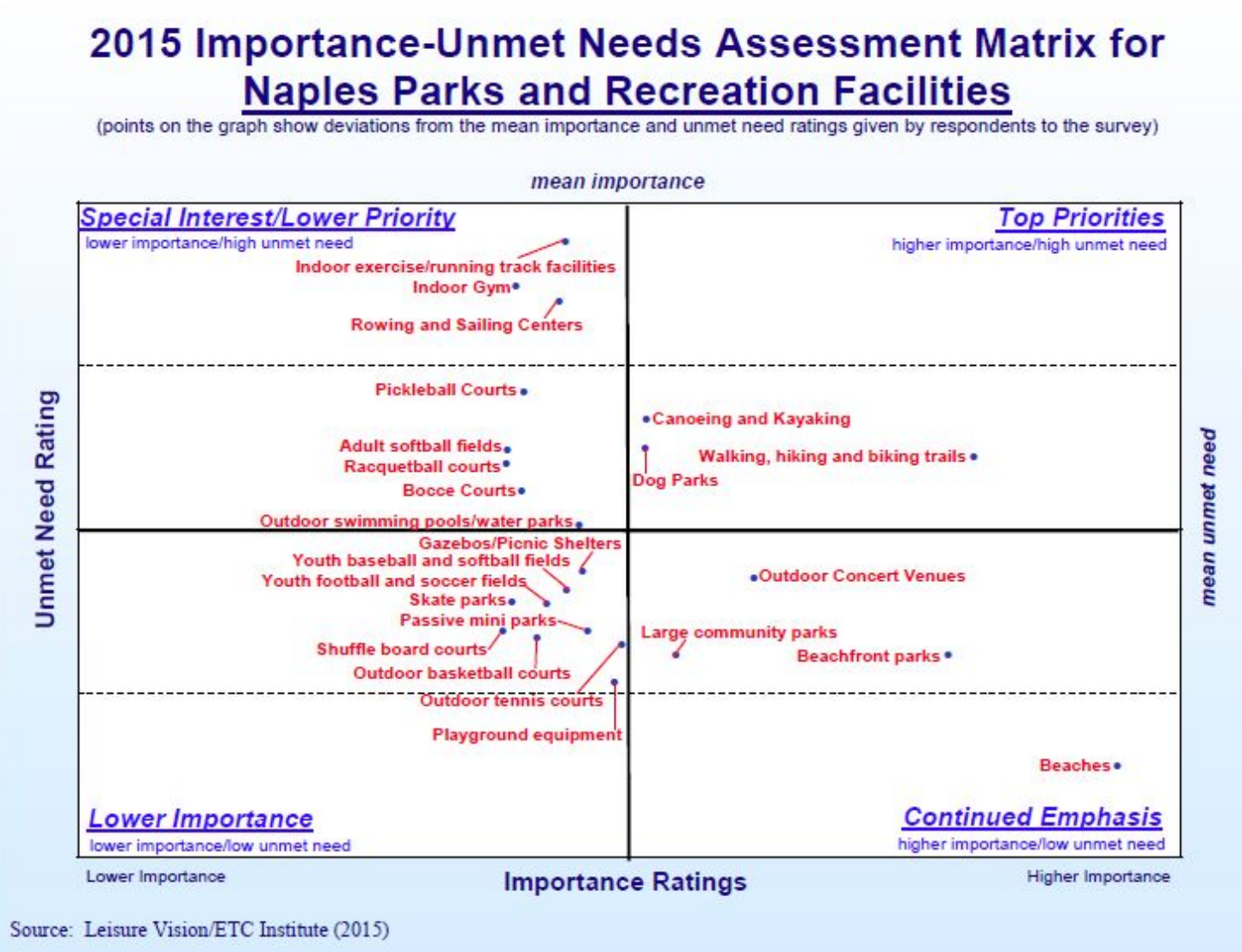
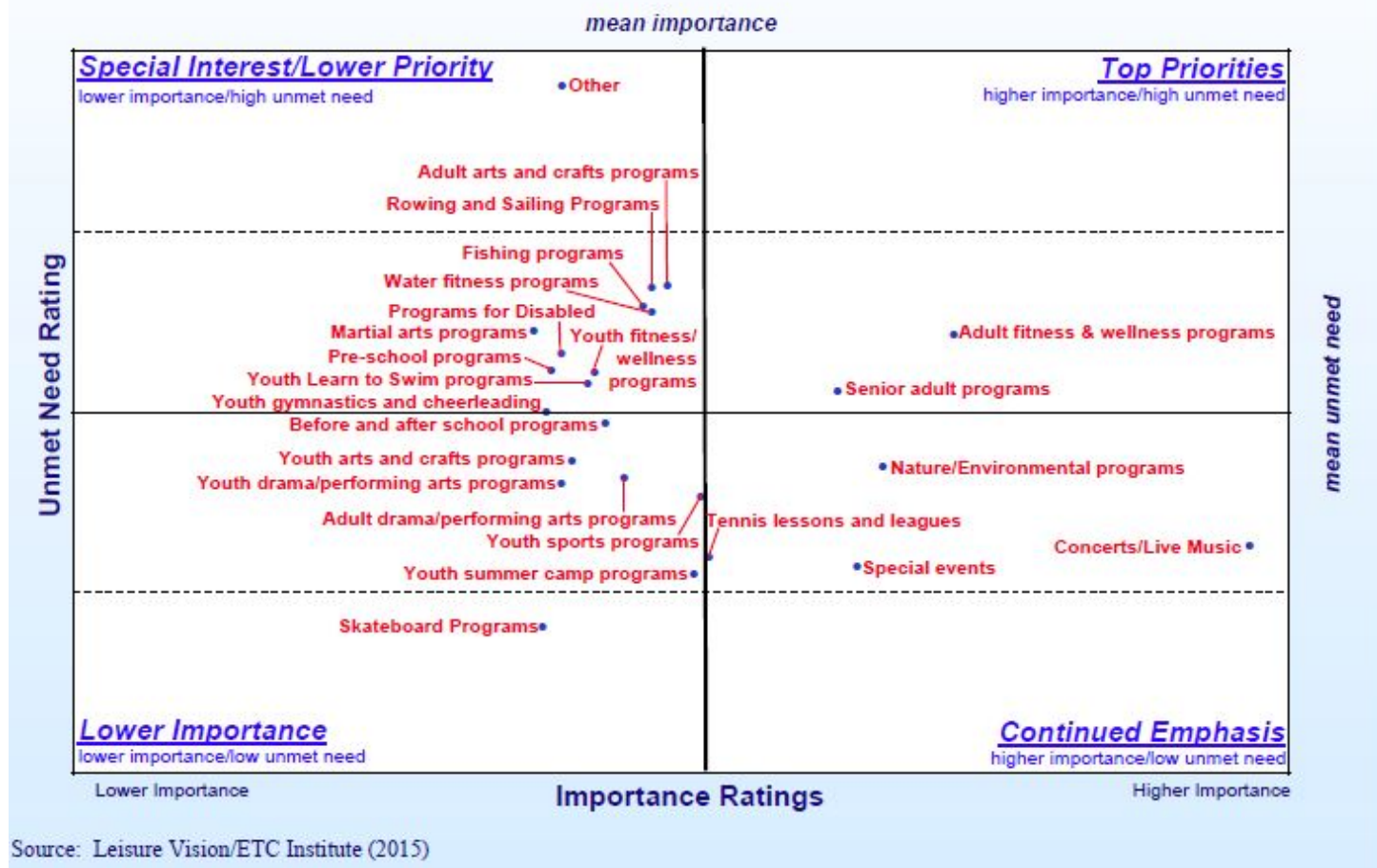


Figure 3.5

2015 Importance-Unmet Needs Assessment Matrix for Naples Parks and Recreation Programs

(points on the graph show deviations from the mean importance and unmet need ratings given by respondents to the survey)



Based on these matrices, priority needs include:

- Canoeing and kayaking facilities
- Dog parks
- Walking, hiking, and biking trails
- Adult fitness and wellness programs
- Senior adult programs

Continued emphasis should be given to:

- Outdoor concert venues
- Large community parks
- Beachfront parks, and beaches
- Nature/ environmental programs
- Tennis lessons and leagues
- Concerts/ live music
- Special events
- Youth sports programs

CHAPTER 4

DEMOGRAPHICS, TRENDS, SUPPLY AND DEMAND ANALYSIS



CHAPTER FOUR - DEMOGRAPHICS, TRENDS, SUPPLY AND DEMAND ANALYSIS

In addition to conducting the public engagement techniques discussed in Chapter 3, the City also analyzed demographics, trends, existing parks and programs, organizational structure, and level of service to determine parks and recreation needs and priorities.

4.1 DEMOGRAPHICS AND TRENDS

The Demographic Analysis provides an understanding of the population within the City of Naples, Florida. This analysis is reflective of the total population and its key characteristics such as age segments, income levels, race, and ethnicity.

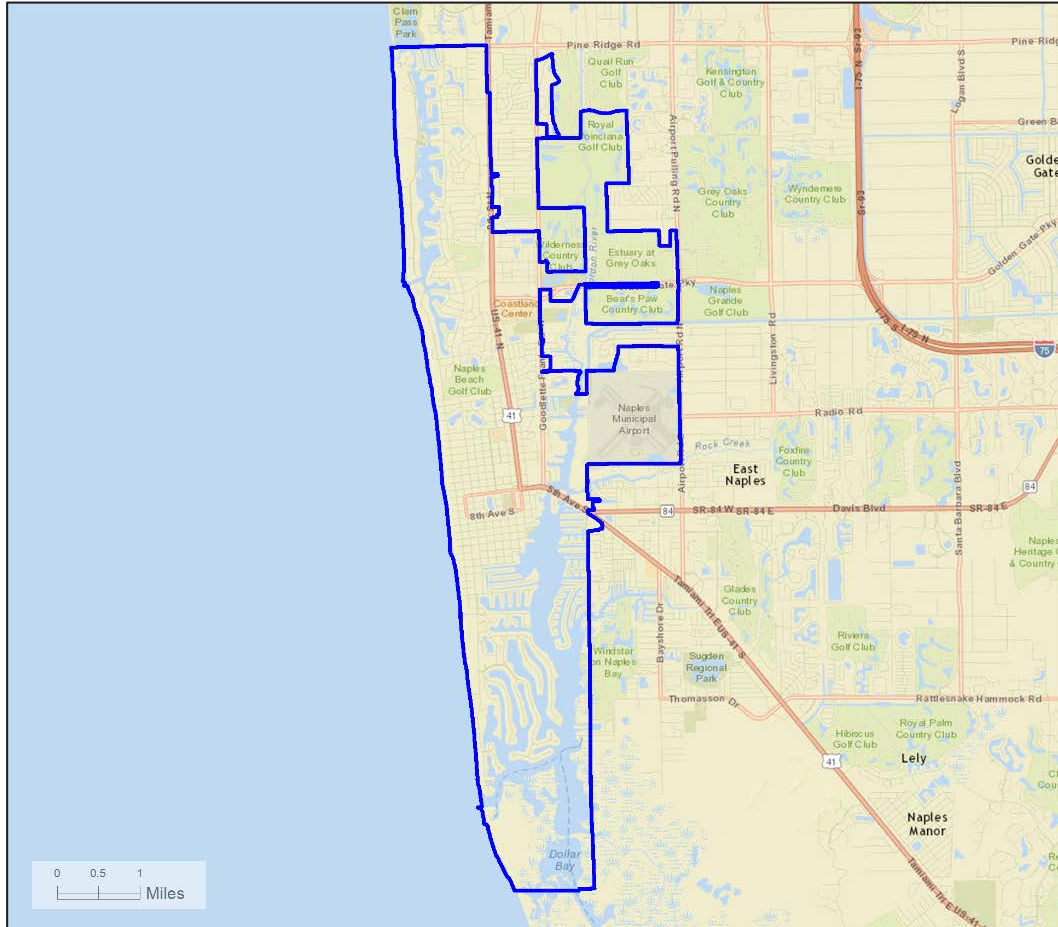
It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in April 2015 and reflects actual numbers as reported in the 2010 Census, and estimates for 2014 and 2019 as obtained by ESRI. Straight-line linear regression was utilized for projected 2024 and 2029 demographics.

The City of Naples was utilized as the demographic analysis boundary shown in Figure 4.1.

Figure 4.1 Demographic Analysis of Naples Boundaries



RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the U.S. population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black - This includes a person having origins in any of the black racial groups of Africa.
- Native Hawaiian or Other Pacific Islander -

This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

POPULATION

The City has experienced minimal growth in recent years and is currently estimated at 19,734 individuals. With an annual growth rate of 0.25% from 2010-2014, the City of Naples is growing at a fraction of the state and national rates. From 2010-2014, the annual population growth rate for the U.S. and Florida was 0.82% and 1.45%, respectively. Projecting ahead, the total population is expected to rise at a more rapid pace over next 15 years. Based on predictions through 2029, the City is expected to have 21,605 residents living within 11,539 households.

Figure 4.2 - Total Population

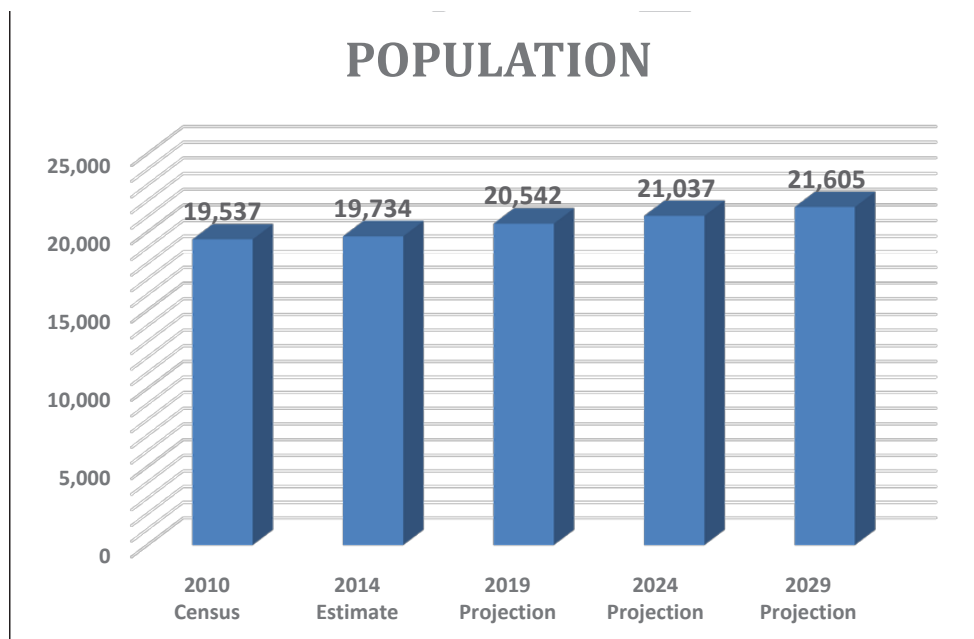


Figure 4.3 Comparative Annual Growth Rate

| Annual Growth Rate 2010-2014 | |
|------------------------------|-------|
| Naples | 0.25% |
| Florida | 1.45% |
| U.S.A. | 0.82% |

AGE SEGMENT

Evaluating the distribution by age segments, the selected area is heavily skewed towards the senior

population. In 2010, the largest segment, by far, is the 55+ age group representing two-thirds of the population, and the smallest is the 18-34 age segment, which constitutes only 6.5% of the populace.

Over time, the overall composition of the population is projected to continue a slight aging trend. Future projections show the 55+ segment will slowly increase to nearly 75% of the total population, while the three youngest segments remain relatively steady.

Figure 4.4 Population by Age Segment

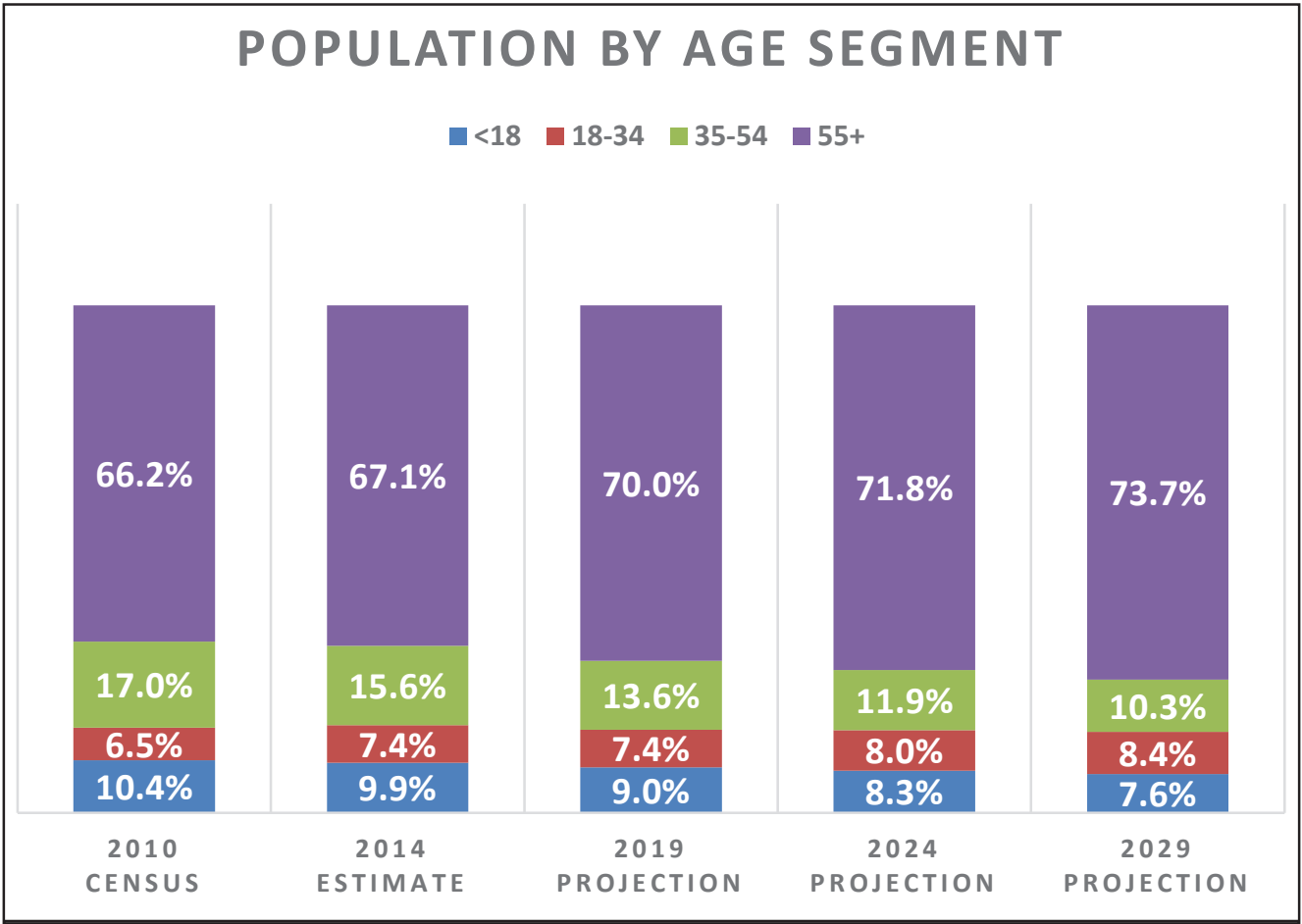
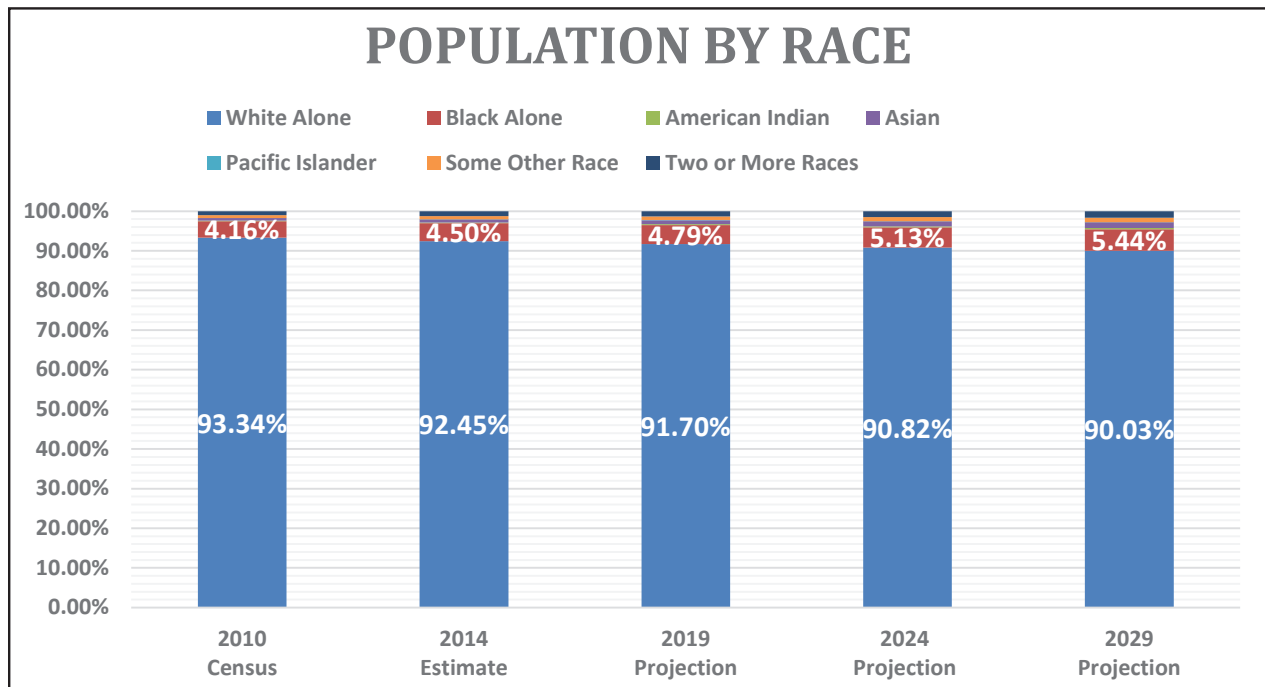


Figure 4.5 Population by Race



RACE AND ETHNICITY

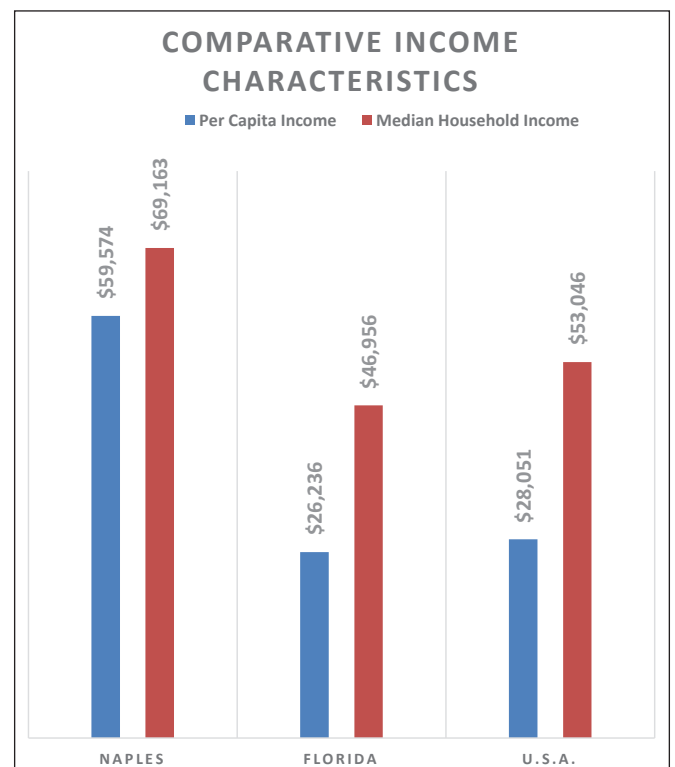
In analyzing race, the City's population is predominately White Alone. The 2014 estimate shows that over 90% of the population falls into the White Alone category, while Black Alone (4.5%) represent the largest minority. Predictions for 2029 expect the population by race to remain constant.

HOUSEHOLDS AND INCOME

As seen in Figure 4.6, the City's median household income is much higher than the state (\$46,956) and national (\$53,046) averages. Per capita income is more than double both state (\$26,236) and national (\$28,051) averages.

The elevated household income characteristics indicate the presence of significant disposable income and a possible tendency among residents to desire best in class facilities and services.

Figure 4.6 Comparative Income Analysis



GENERAL COMMUNITY TRENDS

In addition to demographics changes, several general trends may have implications for the City's parks and recreation system.

More Age-Friendly Communities

First, communities like Naples throughout the U.S. are recognizing the benefits of creating age-friendly communities. The World Health Organization (WHO) states that "age-friendly environments foster health and well-being and the participation of people as they age. They are accessible, equitable, inclusive, safe and secure, and supportive. They promote health and prevent or delay the onset of disease and functional decline. They provide people-centered services and support to enable recovery or to compensate for the loss of function so that people can continue to do the things that are important to them"

(<http://www.who.int/ageing/projects/age-friendly-environments/en/>).

The American Association of Retired Persons (AARP) Network of Age-Friendly Communities targets eight "domains of livability" including:

1. Outdoor spaces and buildings: availability of safe and accessible recreational facilities
2. Transportation: Safe and affordable modes of private and public transit
3. Housing: Range of housing options for older residents, the ability to age in place and home-modification programs
4. Social participation: Access for older adults to leisure and cultural activities, and opportunities for social and civic engagement with both peers and younger people
5. Respect and social inclusion: Programs to promote ethnic and cultural diversity, as well as multigenerational interaction and dialogue

6. Civic participation and employment: Paid work and volunteer activities for older adults, and opportunities to engage in the creation of policies relevant to their lives
7. Communication and information: Access to technology that helps older people connect with their community, friends and family
8. Community support and health services: Access to homecare services, health clinics and programs that promote wellness and active aging

This trend has direct implications for the City of Naples' Parks and Recreation System, considering the City's large population of seniors and retirees. For example, seniors are living longer and staying more active than ever before, requiring recreational facilities and activities such as pickleball courts and fitness classes. They also desire better multi-modal access to City and County parks and recreation centers, particularly by bike or transit. They have more free time and are better connected than previous generations, and want to be kept informed via social media and the Internet.

John Crompton at Texas A & M notes that "seniors are moving from being a relatively small fringe group to being a large central focus" of parks and recreation services. "Five changes in the status of seniors suggest that recreation and park departments should...move them to the center of their service efforts: extension of active retirement time, enhanced discretionary income, contributions to economic development, enhanced leisure literacy and disproportionate political influence" (<http://www.parksandrecreation.org/2013/December/Are-Your-Seniors-Moving-to-Center-Stage/>).

Improved Connectivity

A trend directly related to Age-Friendly Communities is improved connectivity, which is also integral to the City's Blue Zone initiative. The City of Naples has been farsighted in preserving its interconnected street network, unlike many

of the newer suburban communities to the east. Trends such as Smart Growth, New Urbanism, and Complete Streets have been developed over the past two decades to try to reverse the suburban development patterns and improve connectivity. The Florida Department of Transportation, once a leading proponent of just “moving cars,” now promotes Complete Streets through its Traditional Neighborhood Development Handbook. Smart Growth America notes:

Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work. They allow buses to run on time and make it safe for people to walk to and from train stations.

There is no singular design prescription for Complete Streets; each one is unique and responds to its community context. A complete street may include: sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes, roundabouts, and more (<http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/complete-streets-faq>).

This trend also has direct implications for the City’s Parks and Recreation System. In parks and recreation needs assessments throughout Florida and the U.S., residents have consistently ranked interconnected trails and bikeways as their #1 priority.

Access to Nature

Naples residents are requesting more nature/environmental programs. This is consistent with the nationwide desire for closer connection with nature in response to higher population densities, increasing congestion, and loss environmental lands. The overwhelming support for Florida’s Water and Land Conservation Amendment is a good example.

However Richard Louv notes in *Last Child in the Woods* that adults are the predominant users of natural lands, and that today’s youth are losing any sense of connection with nature. : “in the space of a century, the American experience of nature... has gone from direct utilitarianism to romantic attachment to electronic detachment.” In response he calls for a new back-to-the-land movement, including green cities and towns “that, by their very design, reconnect both adults and children to nature”

Numerous researchers and authors have noted the increasing lack of connection between Americans and the natural environment, and the need to make conservation more relevant to the citizens who must fund and support it. In an April 2014 interview with the National Recreation and Park Association (NRPA), Director of the U.S. Fish and Wildlife Service (FWS) Dan Ashe stated that “building a connected conservation constituency is a priority for the entire Service. This is grounded in the notion that we have to make conservation relevant to all American citizens, citizens who are becoming increasingly urban and increasingly disconnected from nature and wildlife. We have been trying to achieve this for years, and in my mind, it has been largely unsuccessful. Connecting to a new generation of Americans is vital. It is a vision that respects diversity and engages people in conservation stewardship. And there are abundant opportunities for cooperation to do this in city parks, local parks and state parks. We understand that much of this effort needs to be local.”

In order to reconnect residents to natural areas - and maintain their support for public spending- public agencies need to focus on creating quality outdoor experiences for all age groups. The Naples Preserve is uniquely positioned to provide these services. For kids, this may mean programs and activities that allow them the freedom to run around, have fun, explore, and get dirty. For adults, it may mean a greater focus on safety and security, clean facilities (e.g. restrooms), and interesting

educational and fitness programs. Ease of access is important to all users, as studies show that closer proximity equates to higher levels of use.

Placemaking

Many of the City’s parks were developed within the “Recreation Era” between 1930 and 1965, characterized by architectural historian Galen Cranz as emphasizing basic, universal facilities to meet the increased demand for recreation, such as playgrounds, ball fields, and picnic shelters. According to Cranz, this era was epitomized by “the park bench and the cyclone fence.”

In 2004 Cranz and Boland identified a new trend in parks and recreation design, the ‘Sustainable Park’, that responds to the needs for communities to become more ecologically and socially sustainable. Characteristics of Sustainable Parks include self-sufficiency of resources and maintenance; solving larger urban problems outside of park boundaries; and adopting new standards for aesthetics and landscape management (Cranz & Boland, 2004).

Communities are becoming more aware of the need to design all parks, preserves and recreation facilities as great public spaces. Cambier Park is a great example of such a space. The Project for Public Spaces, a recognized leader in placemaking, proposes nine strategies to help parks achieve their full potential as great places:

1. Use transit as a catalyst for attracting visitors
2. Make management of the park a central concern
3. Develop strategies to attract people during different seasons
4. Acquire diverse funding sources
5. Design the park layout for flexibility
6. Consider both the “inner park” and “outer park”
7. Provide amenities for the different groups of people using the park
8. Create attractions and destinations

throughout the park
9. Create an identity and image for the park

The following PPS chart shows the four key attributes of great places (center circle); characteristics of each attribute; and metrics or indicators of success as a public space.

Figure 4.7 Project for Public Spaces (PPS) Placemaking Chart



SPORTS AND RECREATION TRENDS

The following tables summarize the findings from the Sports & Fitness Industry Association's (SFIA) 2015 Sports, Fitness and Leisure Activities Topline Participation Report, as well as the local market

potential index data, which compares the demand for recreational activities and spending of residents for the targeted area to the national averages.

Figure 4.8 2015 Sports, Fitness and Leisure Activities Topline Participation Report

| Summary of National Participatory Trends Analysis | |
|--|--|
| 1. Number of “inactives” increased slightly, while “actives” are participating more | |
| a. “Inactives” increased 10.6% from 2009 to 2014, from 74.8 million to 82.7 million | |
| b. 209 million “actives” are participating more often and in multiple activities | |
| 2. Most popular sport and recreational activities | |
| a. Fitness Walking (113 million) | |
| b. Running/Jogging (51 million) | |
| c. Treadmill (50 million) | |
| 3. Most participated in team sports | |
| a. Basketball (23 million) | |
| b. Tennis (18 million) | |
| c. Baseball (13 million) | |
| 4. Activities most rapidly growing over last five years | |
| a. Adventure Racing – up 136% | |
| b. Non-traditional/Off-road Triathlon – up 123% | |
| c. Squash – up 101% | |
| d. Traditional/Road Triathlon – up 92% | |
| e. Rugby – up 77% | |
| 5. Activities most rapidly declining over last five years | |
| a. Wrestling – down 40% | |
| b. Touch Football – down 32% | |
| c. In-line Roller Skating – down 32% | |
| d. Racquetball – down 25% | |
| e. Slow-pitch Softball – down 23% | |

| Summary of Local Market Potential Index Analysis | |
|---|--|
| 6. The City exhibits above average market potential for sport and leisure activities | |
| 7. Top recreational activities in Naples compared to the national average | |
| a. Golf | |
| b. Boating (power) | |
| c. Birdwatching | |
| d. Fishing (salt water) | |
| e. Tennis | |

Information released by Sports & Fitness Industry Association's (SFIA) 2015 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, running/jogging, treadmill, free weights and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Walking participation during the latest year data was available (2014), reported over 112 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23 million people reportedly participating in 2014. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, roller hockey, and gymnastics - all of which have experienced double digit growth over the last five years.

Between 2009 and 2014, the estimated number of "inactives" in America increased by 7.9 million individuals (10.6%), from 74.8 million in 2013 to 82.7 million in 2014. According to the Physical Activity Council, an "inactive" is defined as an individual age 6 and up that doesn't take part in any "active" sport. Although inactivity was up in 2014, the 209 million "actives" seem to be participating more often and in multiple activities.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number

one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2015 from nearly 11,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality." The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

NATIONAL TRENDS IN GENERAL SPORTS

The most heavily participated in sports for 2014 were golf (24.7 million) and basketball (23 million). While both of these activities have seen declining participation levels in recent years, the number of participants for each activity is well above the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

As seen in Figure 4.7, since 2009, squash and other niche sports, like lacrosse and rugby, have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by 100% over the last five years. Based on survey findings from 2009-2014, rugby and lacrosse have also experienced significant growth, increasing by 77% and 73% respectively. Other sports with notable growth in participation over the last five years were field hockey (42.6%), roller hockey (21.7%), ice hockey (20%), gymnastics (16.9%), and cheerleading (12.6%). In the last year, the fastest growing sports were roller hockey (33.7%), squash

(12.9%), competition boxing (12.7%), lacrosse (10.9%), and rugby (7.9%). During the last five years, the sports that are most rapidly declining include wrestling (40.3% decrease), touch football (down 32.3%), and racquetball (24.9% decrease).

In terms of total participants, the most popular activities in the general sports category in 2014 include golf (24.7 million), basketball (23 million), tennis (17.9 million), baseball (13.1 million), and outdoor soccer (12.6 million). Although four out of five of these sports have been declining in recent years, the sheer number of participants demands the continued support of these activities.

Figure 4.9 General Sports National Participatory Trends

| National Participatory Trends - General Sports | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Golf | 27,103 | 24,720 | 24,700 | -0.1% | -8.9% |
| Basketball | 25,131 | 23,669 | 23,067 | -2.5% | -8.2% |
| Tennis | 18,546 | 17,678 | 17,904 | 1.3% | -3.5% |
| Baseball | 14,429 | 13,284 | 13,152 | -1.0% | -8.9% |
| Soccer (Outdoor) | 13,957 | 12,726 | 12,592 | -1.1% | -9.8% |
| Badminton | 7,469 | 7,150 | 7,176 | 0.4% | -3.9% |
| Softball (Slow Pitch) | 9,180 | 6,868 | 7,077 | 3.0% | -22.9% |
| Football, Touch | 9,726 | 7,140 | 6,586 | -7.8% | -32.3% |
| Volleyball (Court) | 7,737 | 6,433 | 6,304 | -2.0% | -18.5% |
| Football, Tackle | 7,243 | 6,165 | 5,978 | -3.0% | -17.5% |
| Football, Flag | 6,932 | 5,610 | 5,508 | -1.8% | -20.5% |
| Volleyball (Sand/Beach) | 4,324 | 4,769 | 4,651 | -2.5% | 7.6% |
| Gymnastics | 3,952 | 4,972 | 4,621 | -7.1% | 16.9% |
| Soccer (Indoor) | 4,825 | 4,803 | 4,530 | -5.7% | -6.1% |
| Ultimate Frisbee | 4,636 | 5,077 | 4,530 | -10.8% | -2.3% |
| Track and Field | 4,480 | 4,071 | 4,105 | 0.8% | -8.4% |
| Racquetball | 4,784 | 3,824 | 3,594 | -6.0% | -24.9% |
| Cheerleading | 3,070 | 3,235 | 3,456 | 6.8% | 12.6% |
| Pickleball | N/A | N/A | 2,462 | N/A | N/A |
| Softball (Fast Pitch) | 2,476 | 2,498 | 2,424 | -3.0% | -2.1% |
| Ice Hockey | 2,018 | 2,393 | 2,421 | 1.2% | 20.0% |
| Lacrosse | 1,162 | 1,813 | 2,011 | 10.9% | 73.1% |
| Wrestling | 3,170 | 1,829 | 1,891 | 3.4% | -40.3% |
| Roller Hockey | 1,427 | 1,298 | 1,736 | 33.7% | 21.7% |
| Squash | 796 | 1,414 | 1,596 | 12.9% | 100.5% |
| Field Hockey | 1,092 | 1,474 | 1,557 | 5.6% | 42.6% |
| Boxing for Competition | N/A | 1,134 | 1,278 | 12.7% | N/A |
| Rugby | 720 | 1,183 | 1,276 | 7.9% | 77.2% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and activities in aquatics have remained very popular among Americans. Fitness swimming is the absolute leader in multigenerational appeal with over 25 million reported participants in 2013 (**Figure 4.10**). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling of injuries.

Aquatic Exercise has a strong participation base, and has recently experienced an upward trend. Aquatic exercise has paved the way for a less stressful form

Figure 4.10 Aquatic Participatory Trends

| National Participatory Trends - Aquatics | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|-------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Swimming (Fitness) | N/A | 26,354 | 25,304 | -4.0% | N/A |
| Aquatic Exercise | 8,965 | 8,483 | 9,122 | 7.5% | 1.8% |
| Swimming (Competition) | N/A | 2,638 | 2,710 | 2.7% | N/A |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 112.5 million participants in 2013, which was a 2.9% increase from the

previous year. Other leading fitness activities based on number of participants include running/jogging (51 million), treadmill (50 million), hand weights (42 million), and weight/resistant machines (36 million).

Over the last five years, the activities that grew most rapidly were off-road triathlons (up 123%), road triathlons (up 92%), trail running (up 55%), high impact aerobics (55% increase), and yoga (up 33%). Most recently, from 2013-2014, the largest gains in participation were high impact aerobics (14% increase), trail running (up 11%), and barre (up 10%).

Figure 4.11 General Fitness National Participatory Trends

| National Participatory Trends - General Fitness | | | | | |
|--|----------------------|---------|---------|----------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Fitness Walking | 110,882 | 117,351 | 112,583 | -4.1% | 1.5% |
| Running/Jogging | 42,511 | 54,188 | 51,127 | -5.6% | 20.3% |
| Treadmill | 50,395 | 48,166 | 50,241 | 4.3% | -0.3% |
| Free Weights (Hand Weights) | N/A | 43,164 | 41,670 | -3.5% | N/A |
| Weight/Resistant Machines | 39,075 | 36,267 | 35,841 | -1.2% | -8.3% |
| Stationary Cycling (Recumbent/Upright) | 36,215 | 35,247 | 35,693 | 1.3% | -1.4% |
| Stretching | 36,299 | 36,202 | 35,624 | -1.6% | -1.9% |
| Free Weights (Dumbbells) | N/A | 32,209 | 30,767 | -4.5% | N/A |
| Elliptical Motion Trainer | 25,903 | 27,119 | 28,025 | 3.3% | 8.2% |
| Free Weights (Barbells) | 26,595 | 25,641 | 25,623 | -0.1% | -3.7% |
| Yoga | 18,934 | 24,310 | 25,262 | 3.9% | 33.4% |
| Calisthenics/Bodyweight Exercise | N/A | N/A | 22,390 | N/A | N/A |
| Aerobics (High Impact) | 12,771 | 17,323 | 19,746 | 14.0% | 54.6% |
| Stair Climbing Machine | 13,653 | 12,642 | 13,216 | 4.5% | -3.2% |
| Pilates Training | 8,770 | 8,069 | 8,504 | 5.4% | -3.0% |
| Stationary Cycling (Group) | 6,762 | 8,309 | 8,449 | 1.7% | 24.9% |
| Trail Running | 4,845 | 6,792 | 7,531 | 10.9% | 55.4% |
| Cross-Training | N/A | 6,911 | 6,774 | -2.0% | N/A |
| Cardio Kickboxing | 5,500 | 6,311 | 6,747 | 6.9% | 22.7% |
| Martial Arts | 6,643 | 5,314 | 5,364 | 0.9% | -19.3% |
| Boxing for Fitness | N/A | 5,251 | 5,113 | -2.6% | N/A |
| Tai Chi | 3,315 | 3,469 | 3,446 | -0.7% | 4.0% |
| Barre | N/A | 2,901 | 3,200 | 10.3% | N/A |
| Triathlon (Traditional/Road) | 1,148 | 2,262 | 2,203 | -2.6% | 91.9% |
| Triathlon (Non-Traditional/Off Road) | 634 | 1,390 | 1,411 | 1.5% | 122.6% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| Legend: <div> <div>Large Increase (greater than 25%)</div> <div>Moderate Increase (0% to 25%)</div> <div>Moderate Decrease (0% to -25%)</div> <div>Large Decrease (less than -25%)</div> </div> | | | | | |

NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA's Topline Participation Report demonstrate increased popularity among Americans in numerous outdoor recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2014, the most popular activities in the outdoor recreation category include road bicycling (40 million), freshwater fishing (38 million), and day hiking (36 million).

From 2009-2014, outdoor recreation activities that have undergone large increases are adventure racing (up 136%), archery (up 33%), backpacking overnight (up 30%), and BMX bicycling (up 27%). Over the same time frame, activities declining most rapidly were in-line roller skating (down 32%), camping within ¼ mile of home or vehicle (down 16%), and recreational vehicle camping (down 14%).

Figure 4.12 Outdoor Recreation National Participatory Trends

| National Participatory Trends - Outdoor Recreation | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Bicycling (Road) | 39,127 | 40,888 | 39,725 | -2.8% | 1.5% |
| Fishing (Freshwater) | 40,646 | 37,796 | 37,821 | 0.1% | -7.0% |
| Hiking (Day) | 32,542 | 34,378 | 36,222 | 5.4% | 11.3% |
| Camping (< 1/4 Mile of Vehicle/Home) | 34,012 | 29,269 | 28,660 | -2.1% | -15.7% |
| Wildlife Viewing (>1/4 Mile of Home/Vehicle) | 22,702 | 21,359 | 21,110 | -1.2% | -7.0% |
| Camping (Recreational Vehicle) | 16,977 | 14,556 | 14,633 | 0.5% | -13.8% |
| Birdwatching (>1/4 mile of Vehicle/Home) | 13,847 | 14,152 | 13,179 | -6.9% | -4.8% |
| Fishing (Saltwater) | 13,054 | 11,790 | 11,817 | 0.2% | -9.5% |
| Backpacking Overnight | 7,757 | 9,069 | 10,101 | 11.4% | 30.2% |
| Archery | 6,368 | 7,647 | 8,435 | 10.3% | 32.5% |
| Bicycling (Mountain) | 7,367 | 8,542 | 8,044 | -5.8% | 9.2% |
| Hunting (Shotgun) | 8,611 | 7,894 | 7,894 | 0.0% | -8.3% |
| Skateboarding | 7,580 | 6,350 | 6,582 | 3.7% | -13.2% |
| Roller Skating, In-Line | 8,942 | 6,129 | 6,061 | -1.1% | -32.2% |
| Fishing (Fly) | 5,755 | 5,878 | 5,842 | -0.6% | 1.5% |
| Climbing (Sport/Indoor/Boulder) | 4,541 | 4,745 | 4,536 | -4.4% | -0.1% |
| Climbing (Traditional/Ice/Mountaineering) | 2,062 | 2,319 | 2,457 | 6.0% | 19.2% |
| Adventure Racing | 1,005 | 2,095 | 2,368 | 13.0% | 135.6% |
| Bicycling (BMX) | 1,858 | 2,168 | 2,350 | 8.4% | 26.5% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service in the City of Naples. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

Overall, the City demonstrates mixed results for market potential across all categories. Whether above or below the national average, the variance

in index figures for many activities was substantial. On the low end of participation levels were activities such as visiting an indoor water park, attending an NBA game, visiting a zoo, horseback riding, and camping. While higher levels of participation were reported for golf, power boating, birdwatching, salt water fishing, and tennis. Based on sheer number of estimated participants, the most prevalent activities were walking for exercise, attending sporting events, golf, swimming, and visiting a museum.

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within the City of Naples based on the purchasing preferences of residents.

Figure 4.13 Sport and Leisure Market Potential Data

| Local Participatory Trends - General Sports | | | | |
|---|------------------------|-----------------|------|------------|
| Activity | Estimated Participants | % of Population | | MPI |
| | | Naples | USA | |
| Golf | 3,108 | 17.5% | 9.5% | 185 |
| Tennis | 1,027 | 5.8% | 4.3% | 136 |
| Basketball | 951 | 5.3% | 8.3% | 64 |
| Football | 725 | 4.1% | 5.1% | 81 |
| Skiing (Downhill) | 643 | 3.6% | 2.9% | 126 |
| Baseball | 595 | 3.3% | 4.4% | 75 |
| Soccer | 504 | 2.8% | 3.7% | 75 |
| Volleyball | 457 | 2.6% | 3.6% | 73 |
| Softball | 452 | 2.5% | 3.4% | 74 |

| Local Participatory Trends - Fitness | | | | |
|--------------------------------------|------------------------|-----------------|-------|------------|
| Activity | Estimated Participants | % of Population | | MPI |
| | | Naples | USA | |
| Walking for exercise | 6,169 | 34.7% | 28.0% | 124 |
| Swimming | 3,095 | 17.4% | 15.8% | 110 |
| Jogging/running | 2,029 | 11.4% | 12.7% | 90 |
| Weight lifting | 1,757 | 9.9% | 10.6% | 93 |
| Aerobics | 1,439 | 8.1% | 8.9% | 91 |
| Yoga | 1,003 | 5.6% | 7.1% | 79 |
| Pilates | 468 | 2.6% | 2.8% | 94 |

| Local Participatory Trends - Outdoor Activity | | | | |
|---|------------------------|-----------------|-------|-----|
| Activity | Estimated Participants | % of Population | | MPI |
| | | Naples | USA | |
| Hiking | 1,686 | 9.5% | 10.0% | 95 |
| Bicycling (road) | 1,643 | 9.2% | 9.8% | 94 |
| Boating (power) | 1,594 | 9.0% | 5.3% | 170 |
| Went overnight camping | 1,396 | 7.9% | 12.7% | 62 |
| Birdwatching | 1,327 | 7.5% | 4.8% | 157 |
| Canoeing/kayaking | 1,195 | 6.7% | 5.4% | 125 |
| Fishing (salt water) | 980 | 5.5% | 4.0% | 137 |
| Bicycling (mountain) | 882 | 5.0% | 4.0% | 124 |
| Backpacking | 625 | 3.5% | 2.9% | 120 |
| Horseback riding | 265 | 1.5% | 2.5% | 61 |

| Local Participatory Trends - Commercial Recreation | | | | |
|--|------------------------|-----------------|-------|-----|
| Activity | Estimated Participants | % of Population | | MPI |
| | | Naples | USA | |
| Attended sports event | 4,065 | 22.9% | 23.6% | 97 |
| Visited a Museum | 2,376 | 13.4% | 13.0% | 103 |
| Visited a theme park | 2,329 | 13.1% | 17.9% | 73 |
| Attended baseball game - MLB reg seas | 1,604 | 9.0% | 9.6% | 94 |
| Spent \$250+ on sports/rec equip | 1,368 | 7.7% | 7.0% | 110 |
| Spent \$100-249 on sports/rec equip | 1,254 | 7.1% | 6.6% | 108 |
| Visited a zoo | 1,249 | 7.0% | 11.7% | 60 |
| Attended football game (college) | 1,112 | 6.3% | 5.7% | 111 |
| Attended football game - NFL weekend | 1,033 | 5.8% | 4.6% | 125 |
| Spent \$1-99 on sports/rec equip | 890 | 5.0% | 6.0% | 84 |
| Attended basketball game (college) | 704 | 4.0% | 3.0% | 134 |
| Attended high school sports | 601 | 3.4% | 4.7% | 73 |
| Attended football game - NFL Mon/Thurs | 535 | 3.0% | 2.6% | 116 |
| Attended ice hockey - NHL reg seas | 365 | 2.1% | 2.9% | 73 |
| Attended basketball game - NBA reg seas | 332 | 1.9% | 3.2% | 59 |
| Visited indoor water park | 246 | 1.4% | 3.2% | 44 |

DEMOGRAPHIC AND TRENDS FINDINGS

Based on the projected demographic characteristics and local purchasing preferences of Naples residents, the service area has some unique qualities that the Community Services Department can build upon moving into the future. The key takeaways from the demographic and trends analysis include: below rate of growth, significant senior population, well-above average income characteristics, and the broad spectrum of market potential.

The recent annual population growth rate of Naples has been well below average, with the national population increasing three times faster and the state growing nearly six times more rapidly than the local rate. This minimal rate of growth is also contributing to a stagnation of population distribution within demographic attributes such as age and race. The fact that the population is not experiencing substantial shifts in composition presents a prime opportunity for the Department to focus on fine tuning its delivery of services in relation to its target audience.

The City's population is heavily skewed toward the older age segment, and the 55+ group is expected to approach 75% of the total in the near future. This indicates that programming mix should reflect the age distribution and provide adequate recreational opportunities for the senior population. The Department must also consider that the 55+ population is more active than ever before, and more recent trends in programming for this segment have led to further division of the senior segment to include active adults 55-65 and 75+. This is not to say the younger segments should be ignored in terms of offerings, but the Department must ensure that programming echoes the age distribution of the service area.

Income characteristics for residents of the City of Naples are also very encouraging, as median household income and per capita income are much higher than state and national averages. This indicates the presence of increased disposable income among residents and greater elasticity in pricing programs and services. These elevated income levels paired with strong local market potential would suggest enhanced flexibility in programming and an increased ability to take chances in offering new and innovative programs, including programs that have high barriers of entry (i.e. expensive equipment, cutting-edge technology, specialized amenities, etc.). The fact that residents have greater earning capabilities signals that they are likely willing to pay for high-quality facilities, programs, and services that require a greater financial commitment, as long as the quality reflects the price.

When analyzing market potential index figures for the local population, there is significant deviation, both high and low, from the national averages in recreational and leisure activities. While some of the subpar figures can be attributed to the nature of the activities in relation to the older population, it should be a goal of the Department to increase participation in activities that are lagging behind the national trends.

Based on the findings from the demographic and trends analysis, the service area is well suited to support parks and recreation within the City of Naples. The significant earning capabilities of residents signals much greater disposable income that may be realized in the form of revenues for the Department, as long as the facilities and programming meet the interests and expectations of the community. In addition, the limited movement in demographic characteristics should allow the Department to dig deep into its service delivery to provide offerings that are custom fit to the community, resulting in high levels of engagement among residents in recreational and leisure activities.

4.2 EXISTING PARKS

The City of Naples “Citizens’ Guide” describes the City’s existing parks and venues:

“**Naples Landing** is a scenic park that overlooks Naples Bay and has a boat launch, metered vehicle with trailer parking, several picnic areas, a children’s playground and restroom facility. Annual boat launch stickers may be purchased at City Hall. The Naples Community Sailing Center is also located in Naples Landing.”



“**River Park Community Center** provides a computer lab - library - fitness room and a large auditorium with stage and dance floor. It also includes a covered basketball pavilion - playground and a public swimming pool with restroom facilities.”

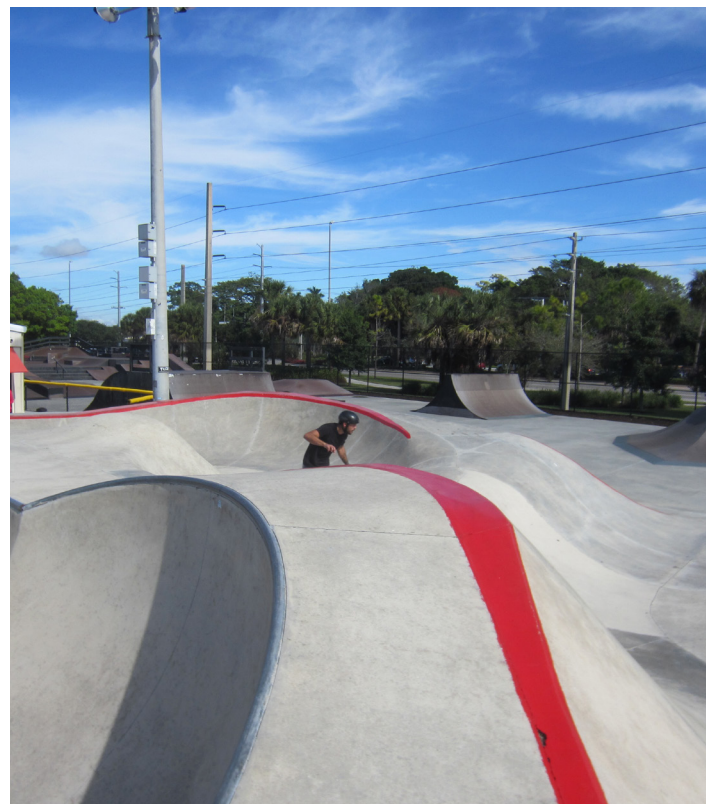


“**Naples Preserve** is a unique “green space” located in the heart of Naples on U.S. 41 near the Coastland Mall. An elevated boardwalk provides a 0.4 mile self-guided tour through an ecosystem that once compromised most of early Naples. Observation decks, with benches along the way, provide visitors with spots to relax and enjoy the beauty of the Preserve.”



“**The Edge Johnny Nocera Skate Park** provides 43,000 square feet of skating, boarding and biking fun:

- 14,000 sq ft concrete bowl, pool and snake run
- 18,000 sq ft course w/pyramids, banks, trannies, etc.
- 9,000 sq ft street course with skate plaza, 10 stairs, handrails, ledges, benches and banks”



“**Lowdermilk Park** is one of Naples’ premier beachfront parks, with metered and unmetered parking, a concession stand located in the middle of the park, sand volleyball courts, two children’s playgrounds, restrooms, and showers. There are two gazebos for rent. The north gazebo is next to the sand volleyball courts and a large children’s playground.”



“**Naples City Dock** is a perfect location to spend the day. The charter fishing fleet is recognized as one of the best in the area. Whether you want backwater fishing or fishing out in the Gulf, there is a boat just right for you. If just taking a scenic tour, choose either a private sailing trip or come aboard our public access catamaran. For waterfront sightseeing, stroll up and down the dock and watch dolphins, manatees, pelicans and boats passing by or one of Naples’ famous sunrises.

Immediate Availability for both Commercial and Recreational Slip Leases

- 10 transient Slips
- 12 Transient Mooring Balls Available to the Public on a First-Come First-Served Basis
- Recreational Wet Storage Boat Slips - 58', 42', 40', 35', 30'
- Commercial Slips - 48', 40', 35', 30'
- Water and Electric are Provided at No Additional Charge”



“The Naples Fishing Pier is located on the Gulf of Mexico at the West end of 12th Ave South. On-street parking is supplemented by a parking lot one block east, with additional parking at beach ends of avenues to the north and south. The Naples Pier is a favorite location for sightseers and fishermen with plenty of space to cast a line. It features a concession stand with a covered eating area, clean restrooms and beach supplies.

Fishing from the Naples Pier does not require a fishing license. The beach at the pier features volleyball nets. The beach is one of the best places to enjoy a spectacular Naples sunset.”



“Anthony Park is four acres of pristine landscape on the banks of the Gordon River at 1500 5th Ave North. The following facilities are available: A community center with 2 meeting rooms, a baseball field/play area, a lighted outdoor basketball court, a lighted outdoor tennis court, a covered children’s playground and picnic facilities.”



“The Arthur L. Allen Tennis Center, located on 8th Street South and Cambier Park, is an award winning public tennis facility in the heart of Old Naples. The professionally staffed, full-service Tennis Center offers unsurpassed quality programming and facilities for the novice through advanced player, and junior through senior players. The Center has 12 state-of-the-art Hydro-Grid (sub-irrigated) lighted Har-Tru (clay-like surface) courts. Two center courts have additional lighting to accommodate professional exhibition or tournament play. Chickee shade structures with cold-water fountains are located between each court. The tennis shop offers refreshments and the latest in tennis technology. The Allen Tennis Center is a fully programmed facility with leagues, clinics, lessons and other social events available to all.”



“Fleischmann Park is located off Fleishmann Blvd. directly south of the Coastland Center Mall food court entrance. The park is approximately 15 acres. Outdoor amenities are lighted including a 40,000 square foot skate park, 4 racquetball courts, 3 baseball fields, 2 sand volleyball courts, 2 basketball courts, football field, playground with water splash area, illuminated walkways around the park for walking/jogging, picnic shelters and open play areas. The Community Center includes multi-purpose rooms for meetings, dances, martial arts, social clubs, games, parties and gymnastics, a game room, an indoor rock climbing wall and restrooms.”





“**The Norris Community Center** on the south end of Cambier Park on 8th Street South, reopened in March 2004. It has an auditorium with a stage, two meeting rooms, a dance studio, conference room, game room, an art gallery and an amphitheater. The center offers many cultural and recreation classes including creative arts, adult dance, acting, languages and martial arts. During holidays there are a variety of camp programs and special performances for families. The center is home to Gulfshore Playhouse and many other local performance groups.”



“**Cambier Park** is located in the heart of Old Naples on 8th Street South just off the prestigious 5th Ave South. It's home to several state-of-the-art facilities including the Arthur L. Allen Tennis Center, The Bandshell and the Norris Community Center. There is a unique community built playground, covered pavilion, lots of open green space and ample parking. The park is frequently the site of art fairs and other cultural events. It's also home to the Greater Naples Girls Little League National Champions.”





OTHER PARKS

Naples Dog Park



Cambridge Perry Park



Seagate Park



Streets, Bikeways and Sidewalks



City staff and consultants visited the City's parks to evaluate existing conditions, using the Parks Evaluation Form developed by Barth Associates in Appendix 6.1.

Figure 4.14 summarizes the scores from the evaluation forms. Key findings include:

- The entire parks system is beautifully maintained, showing great pride in ownership.
- The three parks that scored the highest overall (according to the Barth Associates criteria) are Lowdermilk Park, Cambier Park, and the Landings.
- The three parks that scored the lowest overall (according to the Barth Associates criteria) are Anthony Park, the Naples Preserve, and Fleischmann Park.
- Systemwide, the two criteria that scored the

highest are “Comfort and Image” (3.5 out of a possible 5.0) and “Uses, Activities, and Sociability” (3.4 out of 5.0).

- Systemwide, the two criteria that scored the lowest are: “Environmental Sustainability”(2.25 out of 5.0) and “Buildings and Architecture” (3.0 out of 5.0).
- Overall, the City’s parks system is in relatively good condition but needs to be upgraded and expanded to meet changing needs and repair aging facilities.

Figure 4.14 Parks Evaluation Summary

| | Anthony Park | Cambier Park | Fleischmann Park | Naples Preserve | River Park | Sea Gate Park | Lowdermilk Park | Aquatics Center | Naples Pier | The Landings | Dog Park | Total |
|--|--------------|--------------|------------------|-----------------|------------|---------------|-----------------|-----------------|-------------|--------------|------------|------------|
| Proximity/ Access/ Linkages | 1.5 | 4.2 | 3.7 | 3.2 | 3.2 | 2.5 | 3.8 | 3.3 | 3.0 | 3.8 | 2.7 | 3.2 |
| Visibility from a distance | 2 | 3 | 4 | 5 | 4 | 2 | 4 | 4 | 3 | 3 | 2 | 3.3 |
| Ease in walking to the park property | 2 | 5 | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 2 | 3.5 |
| Transit Access (exclude neighborhood parks) | 1 | 4 | 4 | 3 | 3 | 2 | 4 | 3 | 3 | 4 | 3 | 3.1 |
| Clarity of information/ signage | 1 | 5 | 3 | 2 | 2 | 2 | 4 | 3 | 3 | 4 | 3 | 2.9 |
| ADA Compliance | 1 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3.0 |
| Lighting | 2 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3.3 |
| Comfort & Image | 2.1 | 4.7 | 3.3 | 3.3 | 3.6 | 2.3 | 4.4 | 4 | 3.4 | 4.5 | 3.8 | 3.6 |
| First Impression/overall attractiveness | 2 | 5 | 4 | 4 | 4 | 2 | 5 | 4 | 4 | 5 | 4 | 3.9 |
| Feeling of safety | 2 | 5 | 5 | 5 | 3 | 3 | 5 | 4 | 4 | 4 | 4 | 4.0 |
| Cleanliness/overall quality of maintenance (exterior) | 3 | 5 | 4 | 4 | 4 | 3 | 5 | 4 | 5 | 5 | 4 | 4.2 |
| Cleanliness/overall quality of maintenance (interior) | 3 | 5 | 3 | 3 | 4 | - | 4 | - | 3 | - | - | 3.6 |
| Comfort of places to sit | 2 | 5 | 3 | 3 | 3 | 2 | 5 | 4 | 3 | 4 | 3 | 3.4 |
| Protection from bad weather | 1 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 1 | 4 | 4 | 3.3 |
| Evidence of management (exterior) | 2 | 5 | 3 | 3 | 4 | 2 | 5 | 4 | 4 | 5 | 4 | 3.7 |
| Evidence of management (interior) | 2 | 5 | 3 | 3 | 4 | - | 5 | - | 3 | - | - | 3.6 |
| Ability to easily supervise/manage (interior) | - | 5 | 2 | 2 | 2 | - | 3 | - | - | - | - | 2.8 |
| Condition and effectiveness of operating systems | - | 3 | 2 | 2 | 4 | - | 3 | - | - | - | - | 2.8 |
| Uses and Activities & Sociability | 2.5 | 4.2 | 3.8 | 2.7 | 3.8 | 2.3 | 4.3 | 3.8 | 4.0 | 3.3 | 3.5 | 3.5 |
| Mix of uses/things to do (excluding special use parks) | 3 | 5 | 4 | 2 | 4 | 2 | 4 | 4 | 4 | 3 | 3 | 3.5 |
| Level of Activity | 2 | 5 | 4 | 2 | 4 | 1 | 5 | 4 | 5 | 2 | 4 | 3.5 |
| Sense of pride/ownership | 3 | 5 | 4 | 3 | 4 | 2 | 5 | 4 | 4 | 4 | 4 | 3.8 |
| Programming Flexibility | 3 | 3 | 4 | 3 | 4 | 3 | 5 | 4 | 4 | 4 | 3 | 3.6 |
| Ability of Facility to Support Current Programs | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3.8 |
| Marketing or promotional efforts for facility or activities | 1 | 4 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 2.7 |
| Environmental Sustainability | 2.0 | 2.8 | 2.3 | 2.0 | 2.0 | 2.0 | 3.0 | 2.3 | 1.8 | 2.5 | 2.5 | 2.3 |
| Stormwater Management | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 2 | 3 | 1.9 |
| Multi-Modal Capacity | 2 | 4 | 3 | 2 | 2 | 2 | 4 | 4 | 3 | 3 | 2 | 2.8 |
| Co-Location/Integration of Infrastructure | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 1 | 2 | 2 | 2.0 |
| Facility Energy Efficiency | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 3 | 3 | 2.4 |
| Buildings/Architecture | 3.9 | 2.3 | 2.7 | 3.7 | | | | | | | | 3.2 |
| Image and Aesthetics | - | 4 | 2 | 3 | 4 | - | - | - | - | - | - | 3.3 |
| Clarity of Entry and Connections to Park | - | 5 | 2 | 3 | 4 | - | - | - | - | - | - | 3.5 |
| Interior Layout | - | 4 | 2 | 2 | 4 | - | - | - | - | - | - | 3.0 |
| Interior Finishes and Furniture and Equipment | - | 4 | 2 | 2 | 3 | - | - | - | - | - | - | 2.8 |
| Functioning Dimensions of spaces | - | 3 | 2 | 2 | 3 | - | - | - | - | - | - | 2.5 |
| Structural Integrity | - | 5 | 3 | 3 | 4 | - | - | - | - | - | - | 3.8 |
| Building Enclosure | - | 3 | 3 | 3 | 4 | - | - | - | - | - | - | 3.3 |
| Building Systems | - | 3 | 3 | 3 | 4 | - | - | - | - | - | - | 3.3 |
| Code Compliance | - | 4 | 2 | 3 | 4 | - | - | - | - | - | - | 3.3 |
| Energy and Sustainability | - | 4 | 2 | 3 | 3 | - | - | - | - | - | - | 3.0 |
| Average Score Without Building/Architecture | 2.0 | 3.9 | 3.3 | 2.8 | 3.2 | 2.3 | 3.9 | 3.4 | 3.0 | 3.5 | 3.1 | |
| Average Score with/for Building/Architecture | | 3.9 | 3.1 | 2.8 | 3.3 | | | | | | | 3.1 |
| <div> <div></div> Far Exceeding Expectations <div></div> Exceeding Expectations <div></div> Meeting Expectations <div></div> Far Below Expectations </div> | | | | | | | | | | | | |

4.3 FACILITIES AND PROGRAMS

The following is the Vision Goal established for the Recreation Division: “Maintain an extraordinary quality of life for residents.”

RECREATION DIVISION

The Recreation Division continues to provide quality programming and an exceptional variety of activities for all ages of residents integrating social, cultural

and recreational pursuits and interests.

The recreation division provides a wide variety of activities for the residents of Naples and users from Collier County as well. The following are the core program areas offered at the various facilities in Naples, and suggested goals for each.

| Program Areas | Suggested Goals |
|---|--|
| Special Events | To create a fun memorable experience for the entire family by offering quality and affordable events that enrich lives and connect communities. |
| Aquatics | To teach kids a life saving skill, promote health and fitness activities and encourage increased utilization and access to the water in a coastal community like Naples. |
| Performing Arts / Dance / Theater | To provide residents and visitors of all ages, economic status and social background an opportunity to enjoy and participate in cultural and performing art activities through classes, performances and events. |
| Sports and Athletics (Leagues) | To create a positive impact on the physical, mental, and social health of individuals and their communities through sport. |
| Martial arts | To provide an opportunity to learn self-defense and self-discipline, increase physical fitness and boost self-esteem in a structured, guided environment. |
| Extreme sports | To help build self confidence and foster a love for outdoor recreation and adventure in thrill-seeking kids and adults alike in a safe, controlled environment. |
| Camps | To provide kids with opportunities for life long learning experiences, safe places to interact, learn socialization skills, sportsmanship and community awareness. |
| Inclusion programs (provided for individuals with “special abilities” including summer camps for pre-school age, elementary age, middle school age and high school age participants) | To provide a safe environment for individuals with special needs to enhance social skills, daily living skills, and promote a healthy mind, body, and spirit. |

Recommended Program Area

Based on the survey results, concerts and live music is one of the most popular and desired program area for households. Ensuring they are held at times convenient for the broad majority of users to attend will be key to increase participation and user satisfaction. With current technology, there are also options to livestream music events using tools such as Periscope (with Twitter) that allow users who are not on site to also experience the event.

A continued focus on adult fitness and wellness program and senior adult programs will be important to ensure programs are aligned with the largest demographic group in Naples - 55+ age group audience. Customizing offerings for younger seniors (55-69) and older seniors (70 and older) is how a large number of agencies are better serving the older audiences.

With an increased focus on wellness as well as healthy living including diet and nutrition, it may be beneficial to grow and expand the Health and Wellness program area. Also, given the unique differences in age segment needs with the City's aging population demographics and Collier County's comparatively younger population, there may be an opportunity to have separate Youth Health and Wellness programs and Adult Health and Wellness programs as well.

The Department is doing a good job managing existing programs with the resources they have. Also, based on the statistically-valid survey, 90% of all households that participated in Naples parks and recreation programs during the past 12 months rated the overall quality as good (49%) or excellent (41%), which speaks highly of the quality of program offerings provided by the staff.

PROGRAM LIFECYCLE RECOMMENDATION

The table below illustrates the various stages of the lifecycle of a program offering starting from Introduction Stage (new program with modest participation numbers) to the Decline Stage

(program with declining participation numbers). The lifecycle evaluation is a key tool in aiding staff decision-making for future program additions or reductions based on participation trends.

Also, the lifecycles can, and often do, change from year to year or over time depending on how the programs fare. Thus, it is recommended that staff perform an annual lifecycle evaluation of all program offerings to ensure a continuous program innovation cycle and offerings aligned with community participation preferences.

As seen below, it is recommended that programs from Saturated to Decline should comprise **no more than 10%** of the total program mix at any given time. Additionally, the bottom 5% of all poorly performing programs must be eliminated or repositioned to ensure the cycle of program innovation continues. It would also be helpful to establish a performance metric to ensure a set percentage of programs only should be in the Decline stage and any programs staying in that stage for two years should be repositioned or eliminated in favor of new programs. These recommendations for lifecycles and retention rates are meant to be used as performance metrics for the Naples staff to track against and demonstrate success.

| Lifecycle Stage | Description | Recommended Distribution |
|---------------------|---|--------------------------|
| Introduction | New program; modest participation | 50-60% total |
| Take-Off | Rapid participation growth | |
| Growth | Moderate, but consistent population growth | |
| Mature | Slow participation growth | 40% |
| Saturation | Minimal to no participation growth; extreme competition | 0-10% total |
| Decline | Declining participation | |

Program Financial Assessment and Recommendations

Finding ways to enhance revenue year-on-year and improve service pricing strategies are critical to ensure long term financial sustainability in Naples.

To that end, the consulting team reviewed the current practices of the department and provides the following recommendations to address program cost recovery.

COST RECOVERY STRATEGIES

Currently, cost recovery performance is not tracked consistently at a program level and what is tracked is limited to direct costs but not all indirect and overhead expenses that constitute the true cost of offering a program.

The Consulting team recommends using core programs areas as a basis for categorization. Cost recovery targets should be identified for each program area, at least, and for specific programs or large events if necessary.

Targets should reflect the degree to which the program area provides a public versus private good. Programs providing public benefits should

be subsidized more; programs providing private benefits should seek to recover costs and/or generate revenue for other services.

Generally, non-core programs, which are less critical to the organizational mission, should aim to yield a higher cost recovery rate to sustain them, leaving the limited tax-based appropriations to fund core programs. Based on data provided by Naples staff, the following are the projected 2015 completed year revenue and expense for the key sites / program areas.

It is also recommended that all revenue producing facilities such as Arthur Allen Tennis Center, Fleischmann Park, River Park etc. should develop an annual program business plan to evaluate annual performance and plan for the year ahead.

Information on program classification and suggested cost recovery rates driving organizational structure is provided in the next section.

| Site | Revenue | Expense | % of Expenses |
|---------------------------|-----------|-----------|---------------|
| Fleischmann Park | \$343,000 | \$911,032 | 37% |
| Norris Center | \$167,500 | \$362,605 | 46% |
| River Park | \$ 81,850 | \$583,983 | 14% |
| River Park Aquatic Center | \$ 36,000 | \$301,494 | 12% |

Marketing and Promotions

In the current situation, when parks and recreation departments have to compete with other agencies, public and private provides and even in-home gaming and entertainment, marketing and promotions are critical elements of driving community participation.

Respondents in the statistically valid survey were asked about barriers to participation and the top two reasons for not participating were: (1) **we are too busy** (21%) and (2) **do not know what is being offered** (19%). Thus, one out of five potential participants in Naples did not participate simply due to lack of awareness and outreach, which further underscores the importance of marketing and communication.

Also, when asked about preferred means of communication, the top two choices were newspaper articles (55%) and website (48%).

Website

The current city and parks and recreation website www.naplesgov.com/parks is relatively easy to scroll through and the 'Related Pages' link on the left panel makes it easy to navigate directly to the information desired by the users. It would be preferable to have social media accounts utilized and the icons easily visible on the website. Collier County Parks and Recreation has its own facebook page and is quite effective with over 4000+ 'likes' (<https://www.facebook.com/CollierParks>).

While having a mobile-friendly website (see image below) is a good addition and a key tool in today's

times of increased smartphone utilization, the parks and recreation department's mobile version is not visually appealing nor truly user-friendly for today's tech-savvy audiences.

Figure 4.15 City of Naples Mobile Site

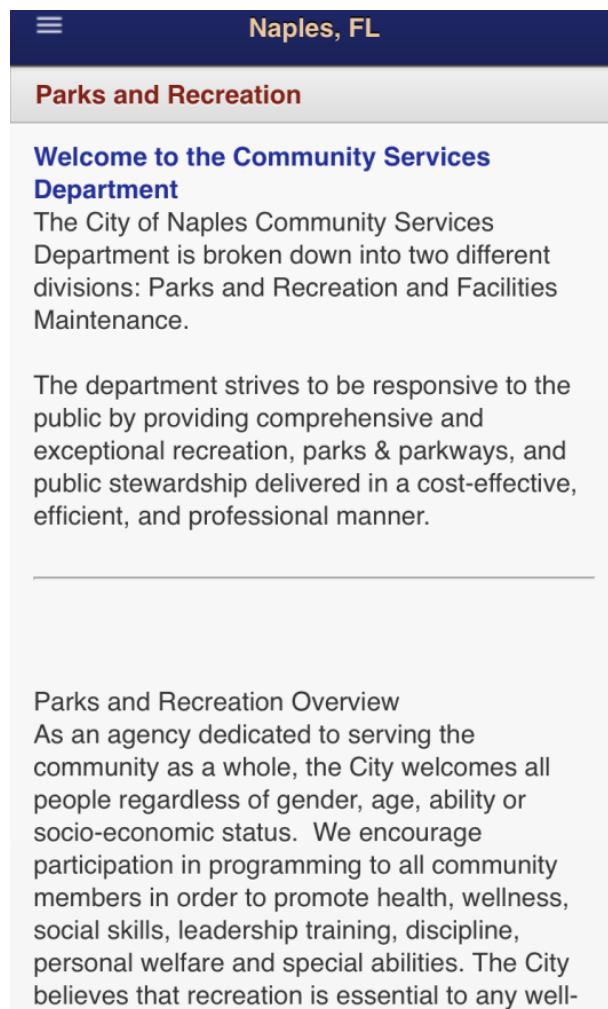


Figure 4.16 City of Naples Website



The use of Web 2.0 technology must be increased starting with Facebook, Twitter, and YouTube and expand to other mediums such as Instagram and Pinterest as well. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:

- Allowing controlled ‘user generated content’ by encouraging users to send in their pictures from the City’s special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for crowd-sourcing information on an ongoing basis
 - o Some existing resources include www.mindmixer.com and www.peakdemocracy.com which can be evaluated if the agency has the resources and can utilize it on an on-going basis
- Provide opportunities for donations or crowdfunding through the website
 - o www.kickstarter.org/
 - o www.indiegogo.com/
 - o www.razoo.com
- for crowdfunding options including printing program guides or developing marketing material
- Maximize the website’s revenue generating capabilities
 - o Evaluate using Google AdSense to allow for placements of relevant ads on the website
- Add Google Analytics to the website
- Add a Google Translate functionality on the site to allow Naples’ diverse user base translate pages into a language of choice
- Expand the current mobile version of the website and also develop a smart-phone application listing facilities and parks based on GPS locations, programs, rentals, online registration links, contact info, hours of operations etc.
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the Department



Social Media Trends

From the February 2014 Nielsen, The Digital Consumer report, the following chart shows unique audience of social media websites and apps by platform. The chart illustrates that individuals are reaching for their smartphone versus a traditional computer to access social media platforms.



The report also indicated that while Facebook remains the largest social network in both web and mobile, consumers are taking on other social media platforms such as Pinterest (triple unique users on smartphone apps), and Instagram (nearly double the number of unique users in 2013).

The following is a summary of all the various web and social tools that can be used by the department to promote their program and facility offerings.

| Type | URL | Description and Use for PRNS |
|--------------------------|--|--|
| App | http://www.arlingtontx.gov/app/ http://www.thealaskaapp.com/ | Develop a smartphone and tablet app highlighting City offerings such as the one developed by Arlington or Alaska. Could be combined with the City of Naples Facilities iPhone App currently available. |
| Wikipedia | www.wikipedia.com | Among Top 10 most visited websites in the world. List all parks, facilities, events and monitor links on it constantly |
| Online Reviews | www.yelp.com | List all parks, facilities, events on it. Seek, monitor and respond to reviews |
| | www.tripadvisor.com | Highlight Naples' local attractions and things to do in Naples ; monitor and respond to reviews |
| Video | www.vine.com | 7 second video clips for rentals / events etc. |
| | www.youtube.com | Large videos, dedicated YouTube channel highlighting Naples' events, facilities, parks etc. |
| Deals | www.groupon.com www.livingsocial.com www.savelocal.com | Deals and promotions to access various Naples offerings |
| Pay-Per-Click ads | adwords.google.com | Pay-per-click ads based on select key words for targeted outreach locally and regionally or by language through Google |
| | https://www.facebook.com/advertising | Pay-per-click ads based on select key words, interests, groups, affiliations for targeted outreach locally and regionally or by language through Facebook |
| Check-Ins | www.foursquare.com | Foursquare Check-in letting people know they are at a PRNS facility / park |
| | https://www.facebook.com/about/location | Facebook Places letting people know they are at a Naples facility /park |

Program Customer Service and Feedback

Customer service is at the heart of the success of any organization. A true community-service organization prides itself on identifying its customers' preferences and acting in accordance to help fulfill their needs. In order to do this, an ongoing and systemwide feedback mechanism is of vital importance and with the diverse community in Naples, a critical step for user satisfaction.

Currently, there is not a strong system wide approach to customer feedback but more through individual programs and often through feedback collected after a program is offered.

It is recommended that the department provide customer service training to the entire staff in order to effectively identify and address customer issues as well as enhance the user experience.

Additionally, best practice systems such as Carmel-Clay Parks and Recreation, Indiana are starting to utilize real-time customer feedback reporting apps to gather location-based feedback at all programs, parks or facilities throughout the City. Something similar could be implemented in Naples particularly for signature spaces such as Fleischmann Park, Cambier Park, and River Park.



4.4 ORGANIZATIONAL STRUCTURE

The goal of the organizational structure review is to establish a framework for managing core programs / services by the various categories of “core essential, important and value added” as recommended in the previous section.

These will allow the Naples Parks and Recreation Division to operate at a higher level through functional organizational design. Thus, the classification helps answer the questions:

- Whom are services provided for?
- What purpose?
- What benefit?
- What cost?
- What outcome?

Using the are criteria, staff can determine what is core essential, important and value-added services the Department provides and thus align the organizational structure to meet those goals.

CORE ESSENTIAL SERVICES

- Definition of “Core Services”
 - o Core “Essential” services are those programs, services and facilities the Department must provide and/or are essential in order to capably govern the Department. The failure to provide a core service at an adequate level would result in a significant negative consequence relative to the County’s health and safety and economic and community vitality
- Criteria
 - o The Department is mandated by law, by the Charter or is contractually obligated by agreement to provide the service
 - o The service is essential to protecting and supporting the public’s health and safety
 - o The service protects and maintains valuable County assets and

Infrastructure

- o The County’s residents, businesses customers and partners would generally and reasonably expect and support the County in providing the service, and that service is one that cannot or should not be provided by the private sector, and provides a sound investment of public funds

IMPORTANT SERVICES

- Definition of “Important” Services
 - o Important services are those programs, services and facilities the County should provide, and are important to governing the Department and effectively serving the residents, businesses, customers and partners. Providing Important services expands or enhances our ability to provide and sustain the County’s core services, health and safety, and economic and community vitality
- Criteria
 - o Service provides, expands, enhances or supports identified core essential services
 - o Services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the service is paid for or funded
 - o Service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide an economic, social or environmental outcome or result within the community

VALUE-ADDED SERVICES

- Definition of Value-Added Services

- o Value-Added services are discretionary programs, services and facilities that the County may provide when additional funding or revenue exists to offset the cost of providing those services. Value-Added services provide added value to our residents, businesses, customers and partners above and beyond what is required or expected of a municipal Agency
- Criteria
 - o Service expands, enhances or supports Core Essential Services and Important Services, and the quality of life of the community

- o Services are supported and well utilized by the community, and provide an appropriate and valuable public benefit
- o Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful economic, social or environmental benefit to the community

The following table is a summary snapshot of the detailed classification provided above.

| Category | Description | Cost Recovery | Subsidy |
|-----------------------|---|-------------------------------------|------------------|
| Core-Essential | <ul style="list-style-type: none"> • Part of the organizational mission • Serves a majority of the community • “We must offer this program.” | None to moderate (0% - 30%) | High to complete |
| Important | <ul style="list-style-type: none"> • Important to the community • Serves large portions of the community • “We should offer this program.” | Moderate (31% - 70%) | Moderate |
| Value-Added | <ul style="list-style-type: none"> • Enhanced community offerings • Serves niche groups • “It would be nice to offer this program.” | High to complete (71% or higher) | Little to none |

Programs falling into the Important or Value-Added classifications generally represent programs that receive lower priority for tax subsidy. Important programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e. between 30% to 70% overall). Value-added programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near to, or in excess of, 100%.

Thus, an example of using the classifications for the core programs that Naples offers would be:

Recreation and Program “Core Essential” Services

- Learn To Swim Programs
- Inclusion Programs
- Youth Sports
- Special Events and Concerts

Recreation and Program “Important” Services

- Performing Arts / Dance / Theater
- Seasonal Camps
- Teen Services
- Tennis

Recreation and Program “Value-Added” Services

- Adventure Camps
- Adult Sports
- Martial Arts

Functional Organizational Structure Recommendations

The Functional Organizational Chart is not populated with staff, but is outlined to demonstrate types of functional divisions that could be evaluated by the Department to achieve a higher level of efficiency, financial sustainability and accountability.

The Department will need to populate the Functional Organizational chart with people based on set standards and outcomes each division is to support and achieve for the future. The following are examples and descriptions of some types of Functional Divisions:

- **Administration Division:** this functional division goal is to provide **support functions** to the Department as it applies to HR/ Payroll, Information Technology, Training and Development, Business Planning, Accounting Services, Contracts, and Legal Services. The majority of the functions in this division are Core Essential Services or Important Services. The key component of this Functional Division is to develop processes that involve developing flow charts for each system it manages to draw out bureaucracy and simplify the processes to move services as quickly as possible to the people who work in the other functional divisions.

This division needs to teach staff how to be efficient, help create business plans and to focus on measureable outcomes that demonstrate efficiency and financial sustainability. Cost of service development should be primary elements this division and the staff need to focus on helping staff understand cost of service at the unit cost level.

- **Planning and Development Division:** This functional division is very similar to what

was provided in the old organizational chart. All functions in this division are **lead functions** in driving core essential and important services forward. The functions that fall under this functional division include: Planning and Research, Capital Programs, Design and Construction Management, Project Management, Strategic Planning, Park Property Management and Planning, Permitting Management, Construction Services, and Community Image.

- **Marketing and Communication:** This Functional Division is entirely a **lead function** Division. For the Department to be successful these divisional functions must provide marketing and communication services that are cost effective, inspirational and targeted so that major attractions and core programs can be as successful as possible. The majority of the functions that are served by this Functional Division require very entrepreneurial thinking on all levels. The functions served under this division include Agency/System Marketing and Branding, Graphics, Customer Research, Customer Surveying, Intra-Communications, Social Networking, Reservations and Online Registration.
- **Park Operations and Management:** This Functional Division is responsible for all maintenance of Parks and Natural Areas, Tree and Landscape Management, Beach Management, Aesthetics and Asset Management and Facility Management. This will maximize the resources and talents of staff in one Functional Division.
- **Development, Fundraising and Advocacy:** This Functional Division should seek outside funding for the Department in the way of a park foundation, fundraising, grants, partnership development, volunteer

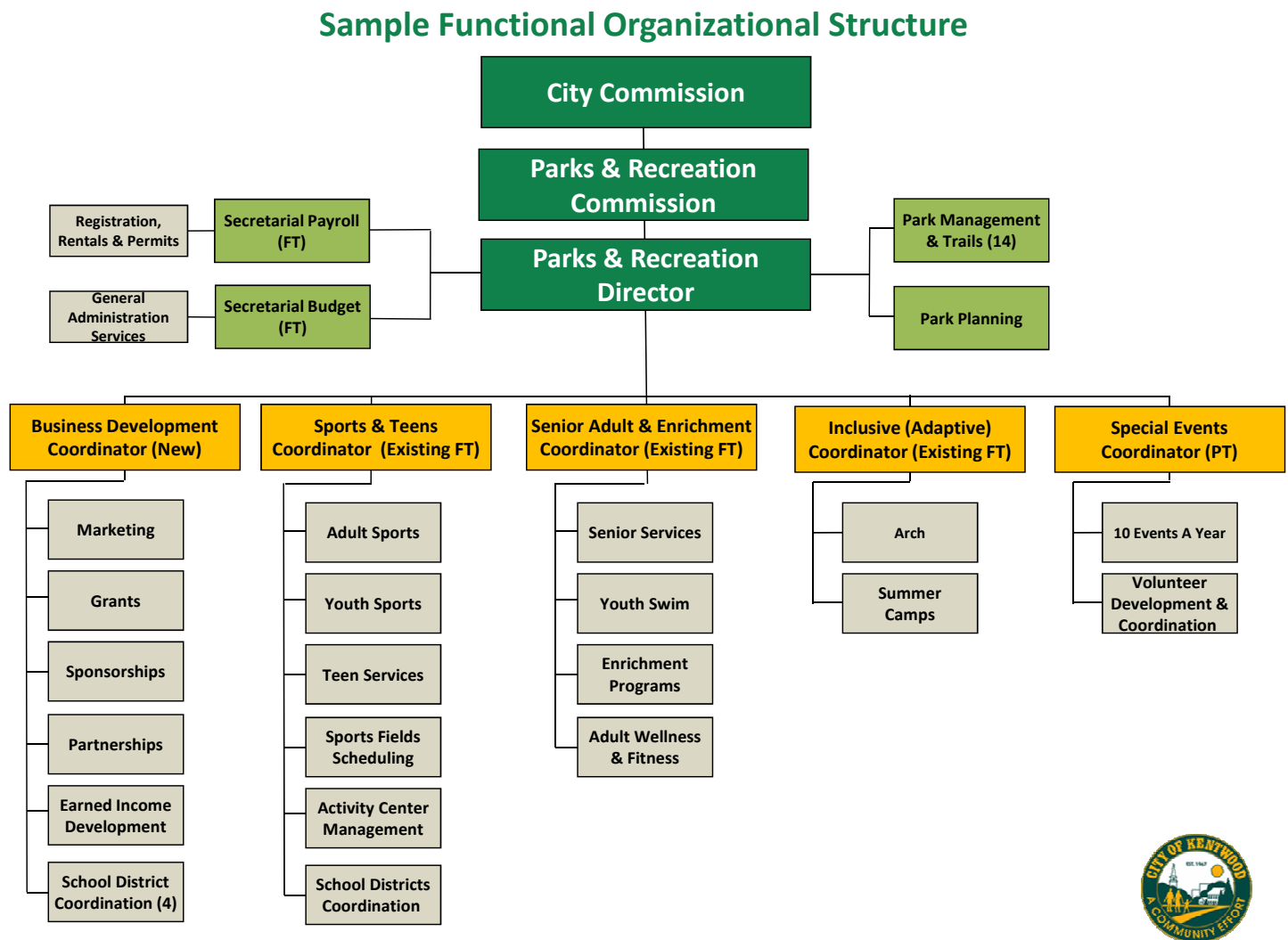
coordination and sponsorship development. All functions are lead functions and are a combination of core essential, important and value added services. This division needs to operate in a self-supportive manner. The majority of this functional division is policy driven with clear financial principles to guide its development and management.

- **Recreation and Program Services:** One has to understand that programs drive energy into a Department and into

facilities. It creates a lifetime customer, and it will provide ongoing new customers if developed correctly. The majority of this Functional Division involves **Lead Functions** that are “important services” that will require a combination of tax and user fees to support its services.

Given below is an example of a functional organizational chart developed for and used by the City of Kentwood Parks and Recreation Department.

Figure 4.17 Functional Organization Chart



4.5 LEVEL OF SERVICE (ACREAGE, SERVICE AREAS)

There is no industry standard or regulation regarding how a community should establish Levels of Service (LOS) for parks and recreation services. Both the National Recreation and Parks Association (NRPA) and the Florida State Comprehensive Outdoor Recreation Plan (SCORP) have discontinued the use of traditional population-based LOS standards such as acres and facilities per 1,000 population. Instead, cities are encouraged to conduct communitywide needs assessments and benchmark themselves against other similar communities in order to establish their own LOS standards. NRPA has developed its benchmarking website PRORAGIS, and SCORP publishes regional LOS averages around the state to assist local communities in establishing their LOS.

Three different LOS methods were used to determine how well the City's parks and recreation system is meeting residents' needs:

1. Acreage LOS - Measures the quantity of parkland acreage that is available per 1,000 residents.
2. Facilities LOS - Measures the number of residents that have access to a single recreation facility such as a soccer field, baseball field, pool, etc.
3. Access LOS - Illustrates where in the County residents have access to a park or recreation facility with a given distances from their home.

ACREAGE LOS

Figure 4.18 below shows that the City currently has an acreage LOS of approximately 7.19 acres of parkland per 1,000 residents. This is considered an "average" LOS when compared to other small Florida cities. For example the City of Doral has an LOS of 3.28 acres/ 1,000; the City of Tamarac has an LOS of 6.3 ac/ 1,000; and the City of Fernandina Beach has an LOS of almost 34 acres/ 1,000. If the City's population continues to grow as projected, the LOS will drop to 6.57 acres/ 1,000 if no additional parkland is acquired.

Figure 4.18 Acreage Level of Service

| Acreage Level of Service | | | 2014 Estimate | | | 2019 | | | 2024 | | | 2029 | | |
|--|--------------|------------------------------|---------------|--------|------------------------|----------|--------|------------------------|----------|--------|------------------------|----------|--------|------------------------|
| City Population* | | | 19,734 | | | 20,542 | | | 21,037 | | | 21,605 | | |
| Park Acreage | Park Acreage | LOS Target (Acres per 1,000) | 2014 LOS | Target | Acreage Need / Surplus | 2020 LOS | Target | Acreage Need / Surplus | 2025 LOS | Target | Acreage Need / Surplus | 2030 LOS | Target | Acreage Need / Surplus |
| Total City Park Acreage (Including Open Space Parks) | 141.87 | | 7.19 | 0.00 | 141.87 | 6.91 | 0.00 | 141.87 | 6.74 | 0.00 | 141.87 | 6.57 | 0.00 | 141.87 |
| Total LOS City Park Acreage | 95.04 | 3.0 | 4.82 | 59.20 | 35.84 | 4.63 | 61.63 | 33.41 | 4.52 | 63.11 | 31.93 | 4.40 | 64.82 | 30.23 |
| Community Parks | 71.34 | 2.0 | 3.62 | 39.47 | 31.87 | 3.47 | 41.08 | 30.26 | 3.39 | 42.07 | 29.27 | 3.30 | 43.21 | 28.13 |
| Neighborhood, Linear and Mini Parks | 23.7 | 1.0 | 1.20 | 19.73 | 3.97 | 1.15 | 20.54 | 3.16 | 1.13 | 21.04 | 2.66 | 1.10 | 21.61 | 2.10 |

*Source: ESRI Business Analyst, 2015

FACILITIES LOS

The number of recreation facilities provided by the City was benchmarked against the City's Comprehensive Plan requirements Figure 4.19, and the State of Florida Comprehensive Outdoor Recreation Plan (SCORP) Figure 4.18. It appears that the City is meeting or exceeding

the benchmarked LOS targets, with the exception of "Football Fields." According to the City's Comprehensive Plan, two additional fields are needed to meet residents' needs. However, according to the mail/telephone survey (Section 3.4 of this report), this is a low priority need for most residents.

Figure 4.19 City of Naples Comprehensive Plan Facility LOS Analysis

| Facilities Level of Service | | | | | | |
|---|----------|---------------|-----------------------|-----------------------|-----------------------|-----------------------|
| City Population* | | 2014 Estimate | 2019 | 2024 | 2029 | |
| | | 19,734 | 20,542 | 21,037 | 21,605 | |
| Facility Type | Quantity | LOS Target** | Facility Need/Surplus | Facility Need/Surplus | Facility Need/Surplus | Facility Need/Surplus |
| Basketball courts | 6 | 5,000 | 2 | 2 | 2 | 2 |
| Baseball fields | 5 | 5,000 | 1 | 1 | 1 | 1 |
| Beach access points | 42 | 1,000 | 22 | 21 | 21 | 20 |
| Boat ramps | 3 | 9,000 | 1 | 1 | 1 | 1 |
| Bike lanes and routes (miles) | 22 | 1,500 | 9 | 8 | 8 | 8 |
| Community Centers | 4 | 9,000 | 2 | 2 | 2 | 2 |
| Indoor Community Center square footage^ | 33,600 | 1.5 | 3,999 | 2,787 | 2,045 | 1,193 |
| Football fields | 2 | 5,000 | (2) | (2) | (2) | (2) |
| Picnic areas | 25 | 6,000 | 22 | 22 | 21 | 21 |
| Play areas | 8 | 25,000 | 7 | 7 | 7 | 7 |
| Swimming pools | 1 | 25,000 | 0 | 0 | 0 | 0 |
| Tennis courts | 15 | 2,000 | 5 | 5 | 4 | 4 |
| Volleyball courts | 6 | 4,000 | 1 | 1 | 1 | 1 |

*Source: ESRI Business Analyst, 2015

** LOS targets based on City of Naples Comprehensive Plan, unless otherwise noted

^ Industry guideline suggest between 1.0 - 2.0 square foot of Indoor Recreation Center Per Capita. 1.5 is used as an average.

Figure 4.20 State of Florida Comprehensive Outdoor Recreation Plan (SCORP) Facility LOS Analysis

| Outdoor Facility Type | South West Region Resident Participation | 2020 South West Region LOS X/1000 Pop. | Number of Facilities in the City of Naples | City of Naples Existing LOS (2014) X/1000 Pop. Based on Regional Participation | Need / Surplus to meet South West Region LOS | Need / Surplus to meet South West Region LOS by 2019 | Need / Surplus to meet South West Region LOS by 2024 | Need / Surplus to meet South West Region LOS by 2029 |
|---------------------------|--|--|--|--|--|--|--|--|
| Baseball Fields | 11% | 0.85 | 5 | 2.30 | 3 | 3 | 3 | 3 |
| Outdoor Basketball Courts | 9% | 0.86 | 6 | 3.38 | 4 | 4 | 4 | 4 |
| Football Fields | 9% | 0.48 | 2 | 1.13 | 1 | 1 | 1 | 1 |
| Tennis Courts | 13% | 1.46 | 15 | 5.85 | 11 | 11 | 11 | 11 |
| Soccer | 10% | 0.45 | 2 | 1.01 | 1 | 1 | 1 | 1 |
| Outdoor Swimming Pools | 28% | 0.09 | 1 | 0.18 | 1 | 0 | 0 | 0 |
| Saltwater Boat Ramps | 25% | 0.16 | 3 | 0.61 | 2 | 2 | 2 | 2 |

ACCESS LOS

Barth Associates and City of Naples staff established the following preliminary targets for travel distances to various types of parks and recreation facilities within the City of Naples:

- All neighborhood and community parks ½ mile
- Community parks 3 miles
- Community centers 3 miles
- Off-leash dog park 3 miles
- Swimming pools 3 miles
- Play areas ½ mile
- Sports courts
 - Basketball courts ½ mile
 - Tennis courts ½ mile
 - Pickleball courts ½ mile
- Athletic fields
 - Baseball/softball fields 3 miles
 - Soccer/football fields 3 miles
- Beach access points 1 mile
- Boat ramps 3 miles
- Volleyball courts ½ mile
- Bike lanes and routes ½ mile

Using these targets, Barth Associates analyzed actual Access LOS for several types of facilities. The following maps indicate a deficiency in access to:

- A neighborhood or community park within ½ mile of every resident (walking distance)
- Playgrounds, basketball courts, tennis courts, pickleball courts, and volleyball courts within ½ mile of every resident (walking distance)
- Off-leash dog parks, swimming pools, and boat ramps within 3 miles of every resident

Of these deficiencies, residents indicated in the mail/telephone survey (Section 3.4 of this report) that dog parks are the most important, followed by tennis courts and playgrounds.

Figure 4.21 City of Naples Parks System

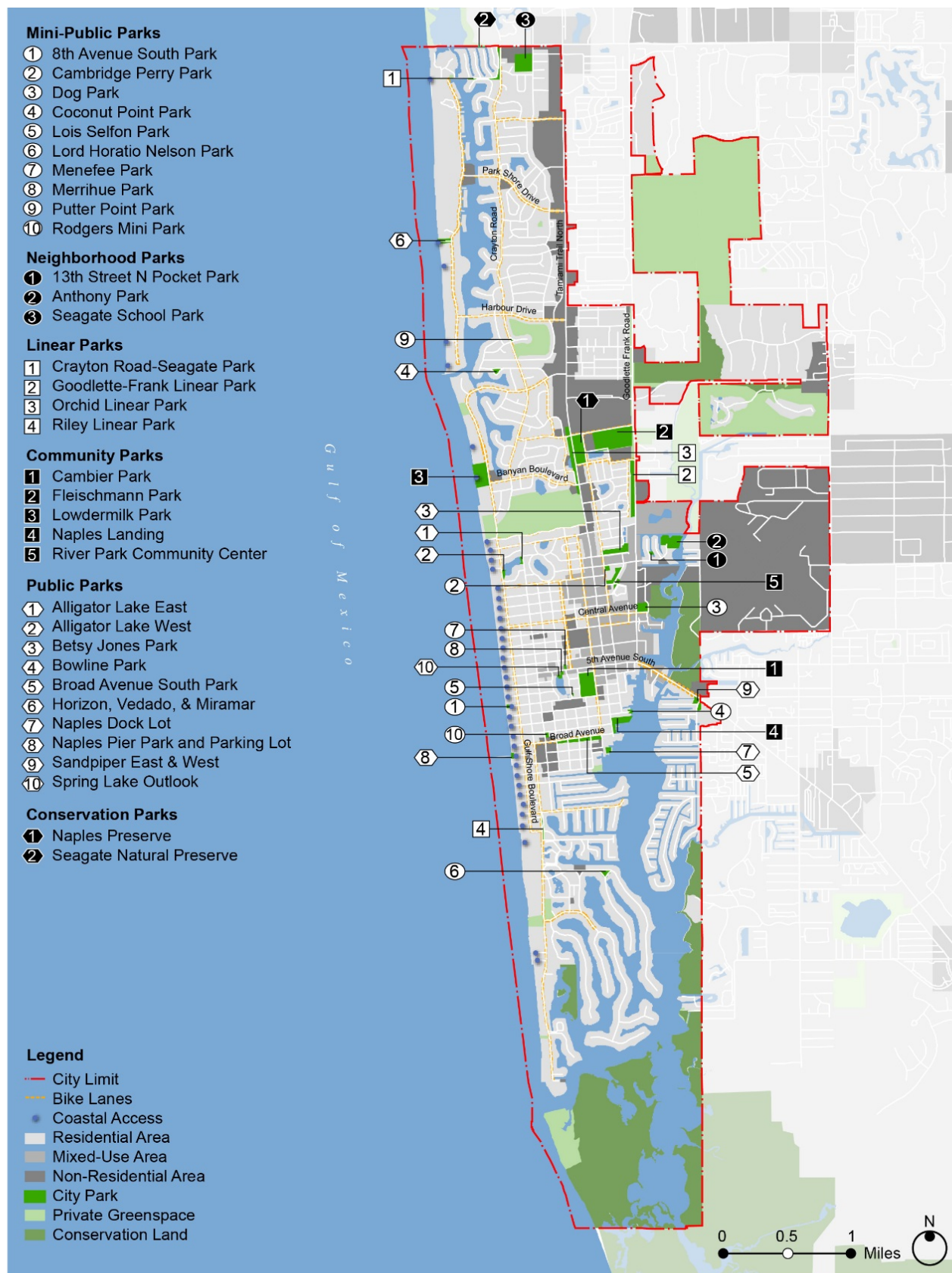


Figure 4.22 All Neighborhood and Community Parks - ½ Mile Access LOS

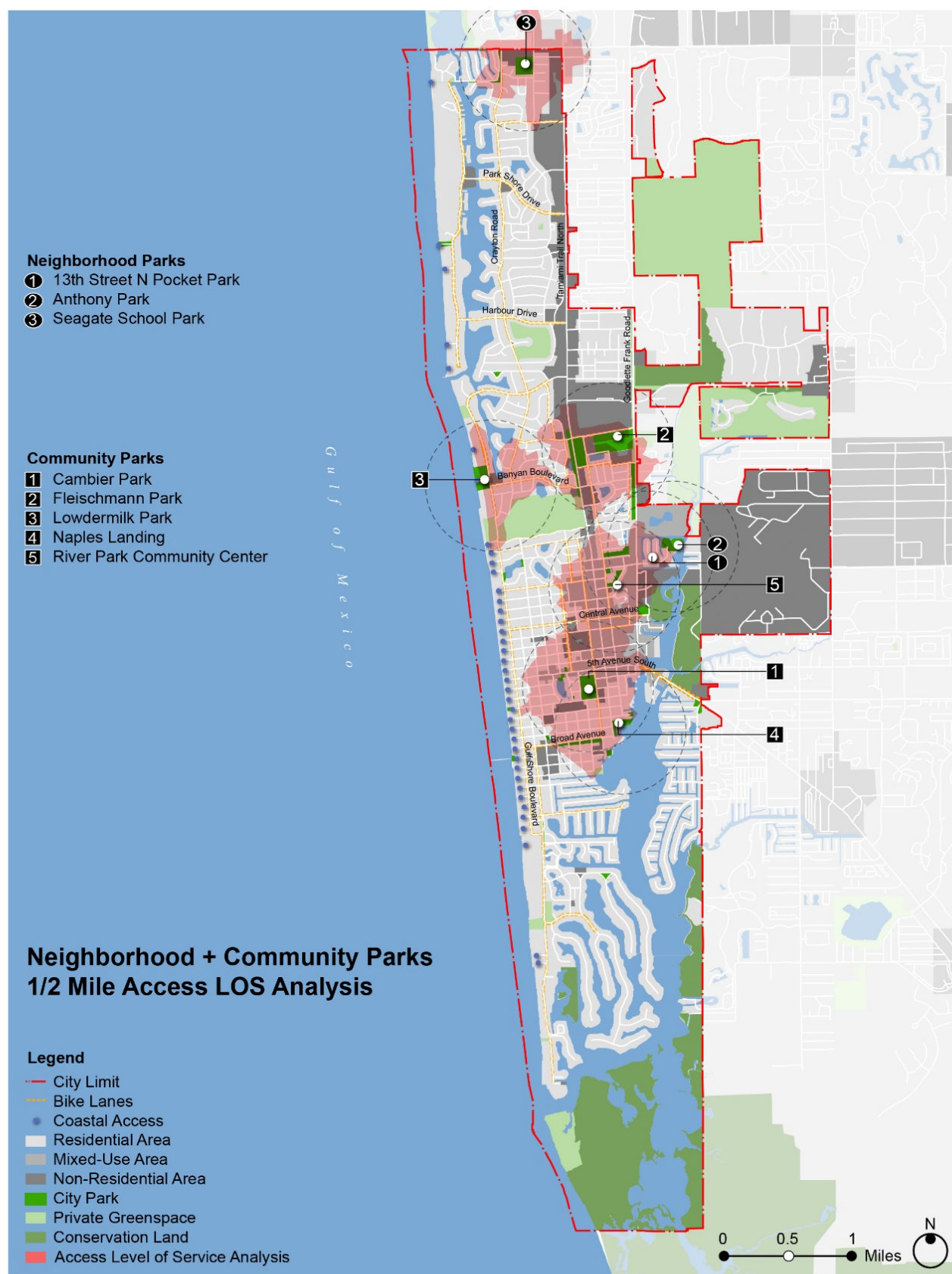


Figure 4.23 Community Parks - 3 Mile Access LOS

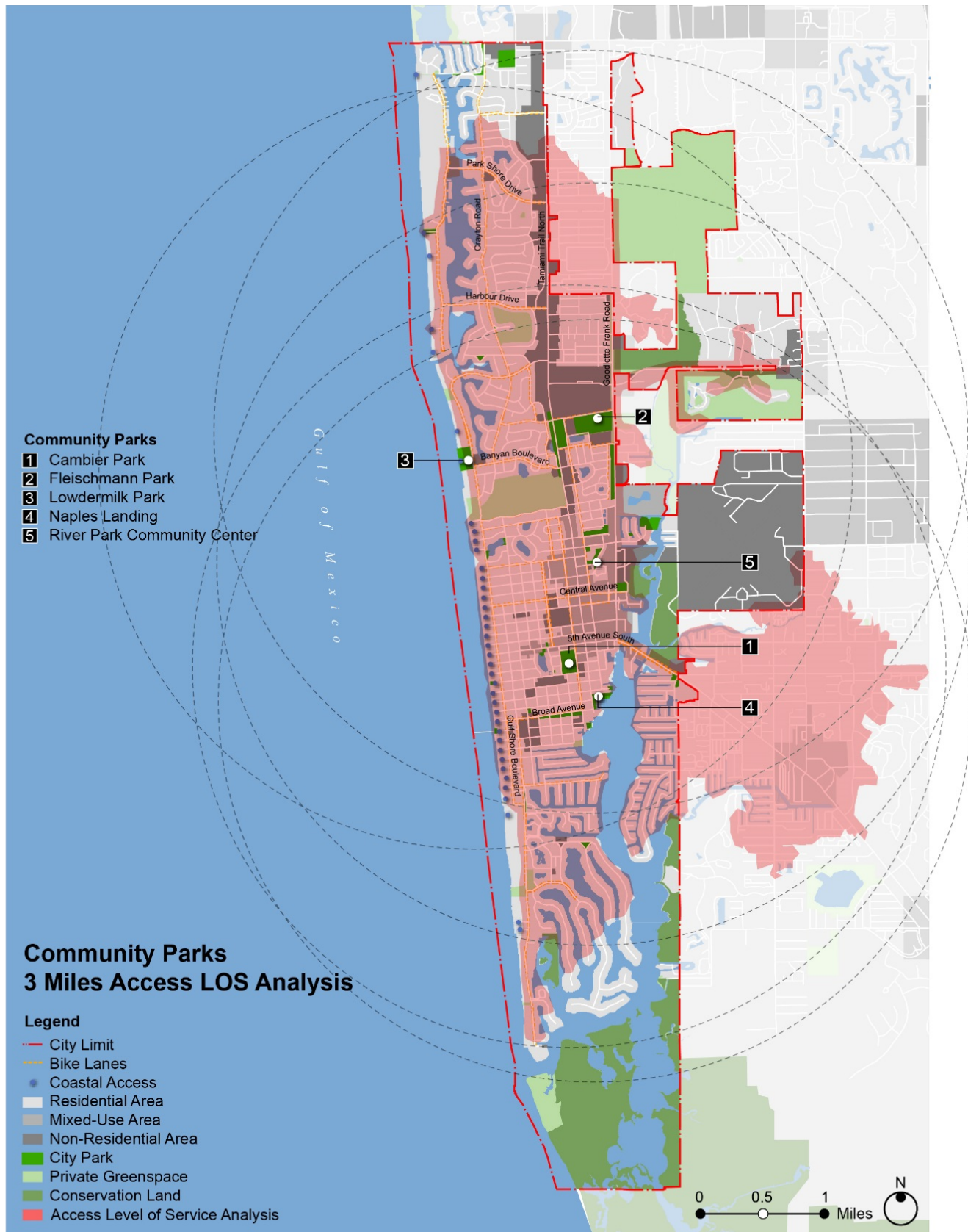


Figure 4.24 Community Centers - 3 Mile Access LOS

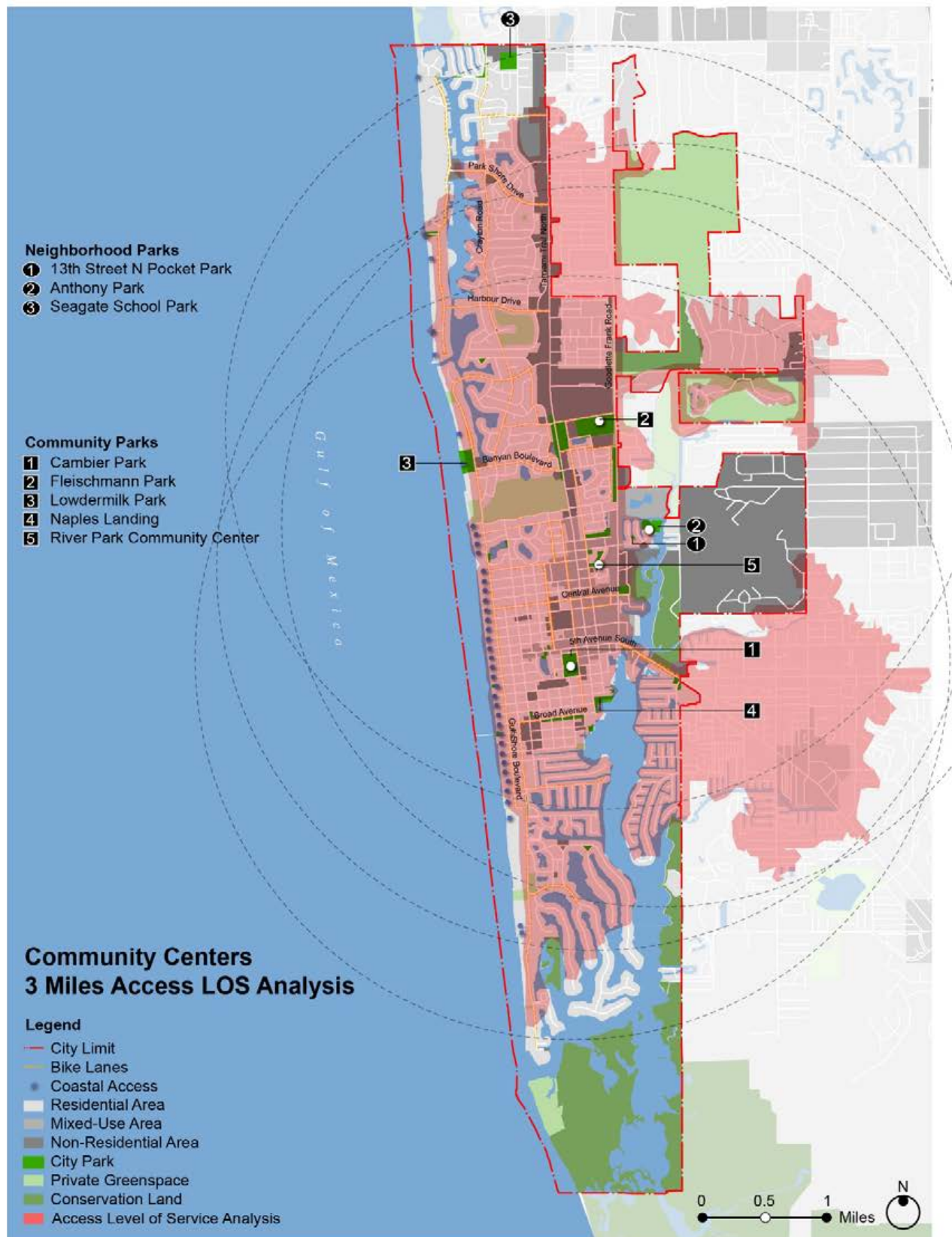


Figure 4.25 Off-Leash Dog Parks - 3 Mile Access LOS

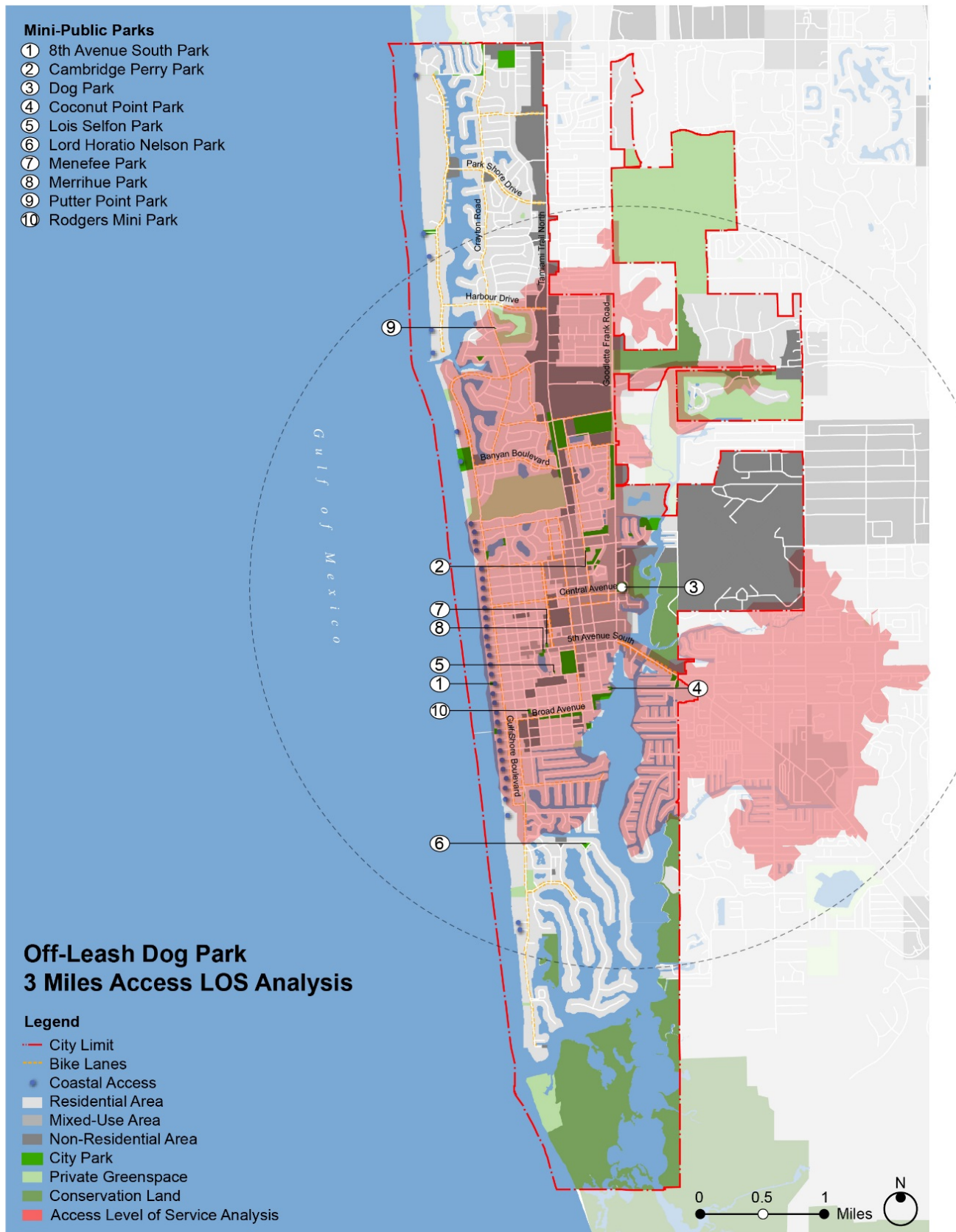


Figure 4.26 Swimming Pools - 3 Mile Access LOS

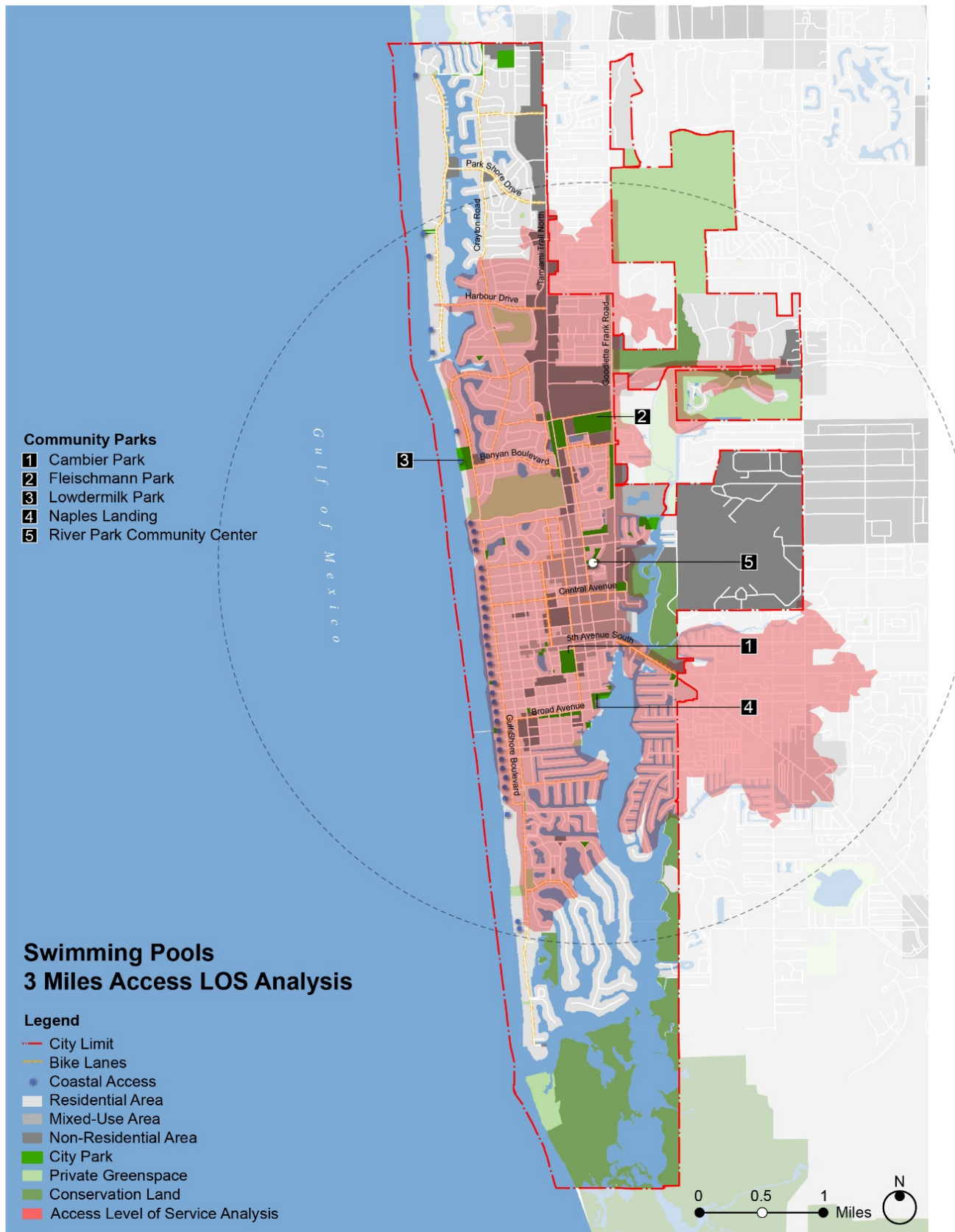


Figure 4.27 Play Areas - 1/2 Mile Access LOS

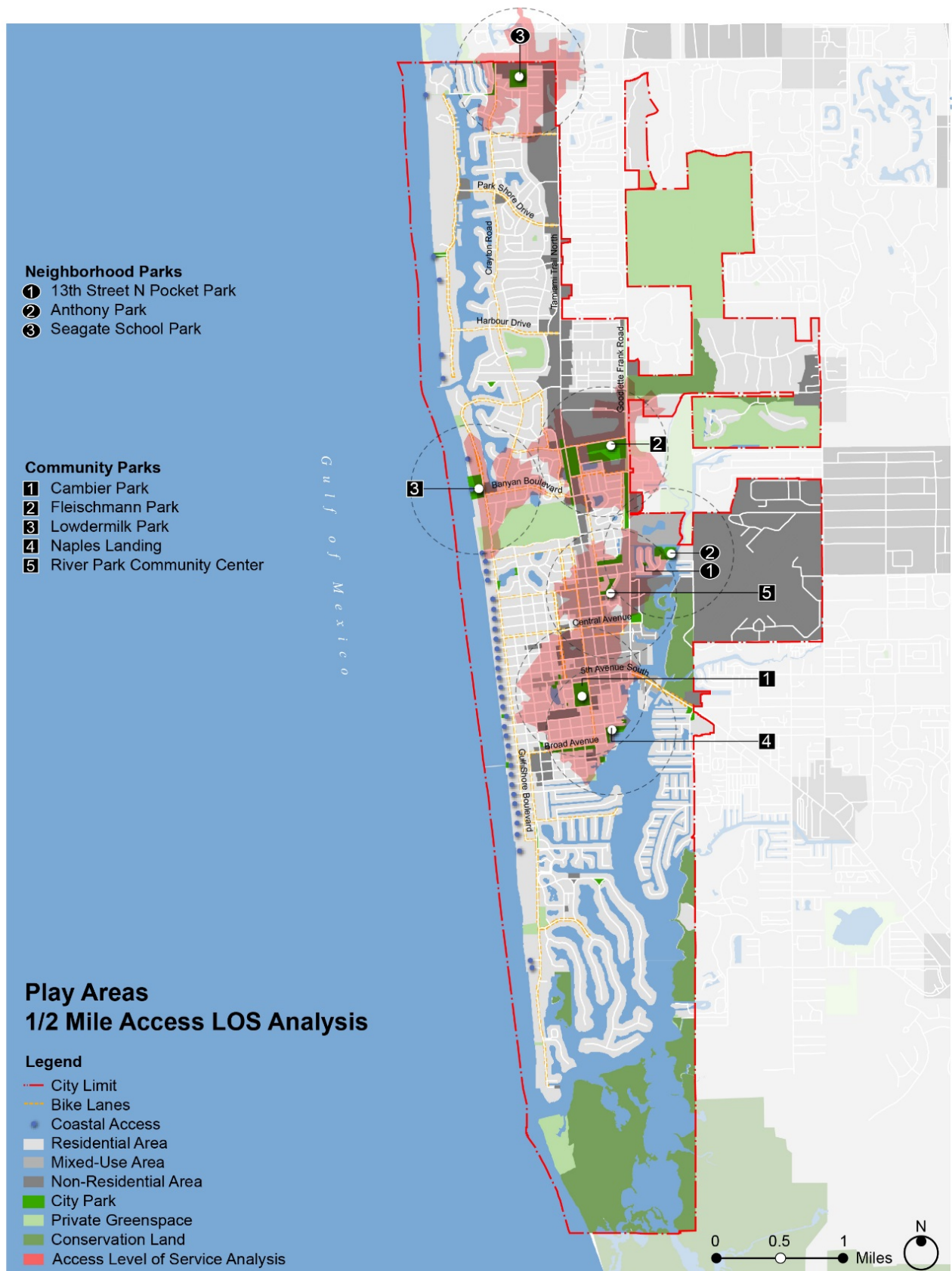


Figure 4.28 Basketball Courts - 1/2 Mile Access LOS

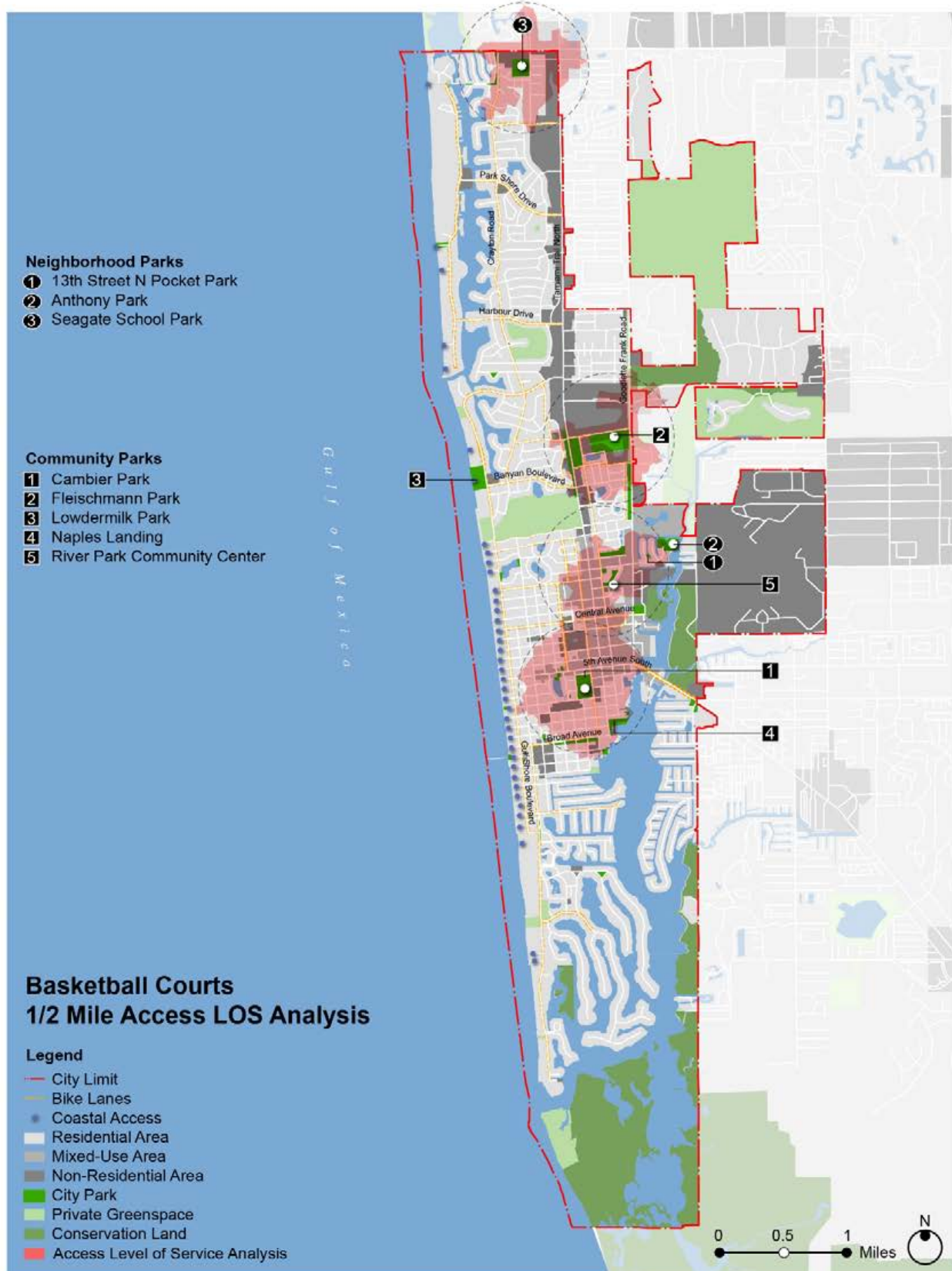


Figure 4.29 Tennis Courts - 1/2 Mile Access LOS

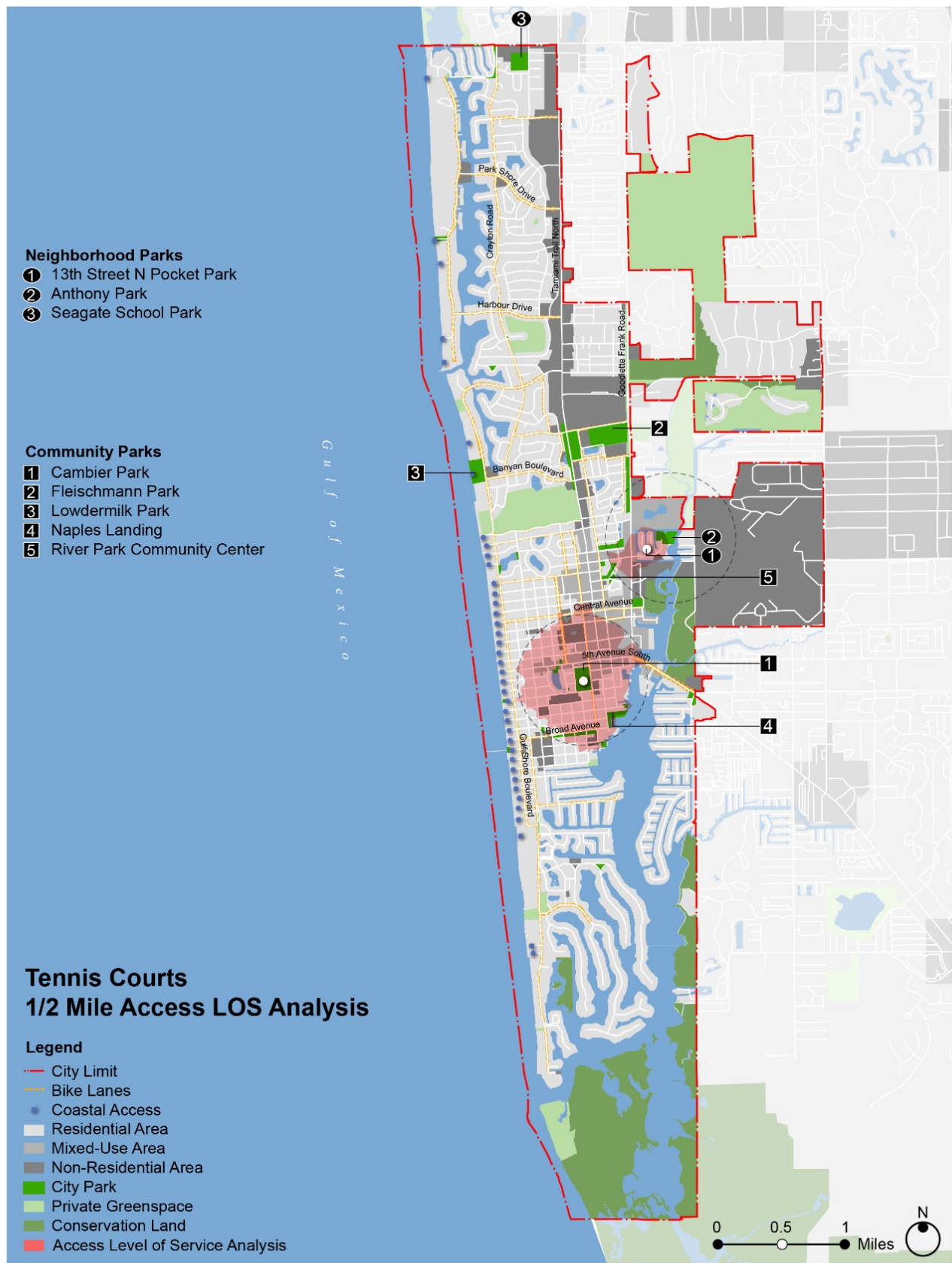


Figure 4.30 Pickleball Courts - 1/2 Mile Access LOS

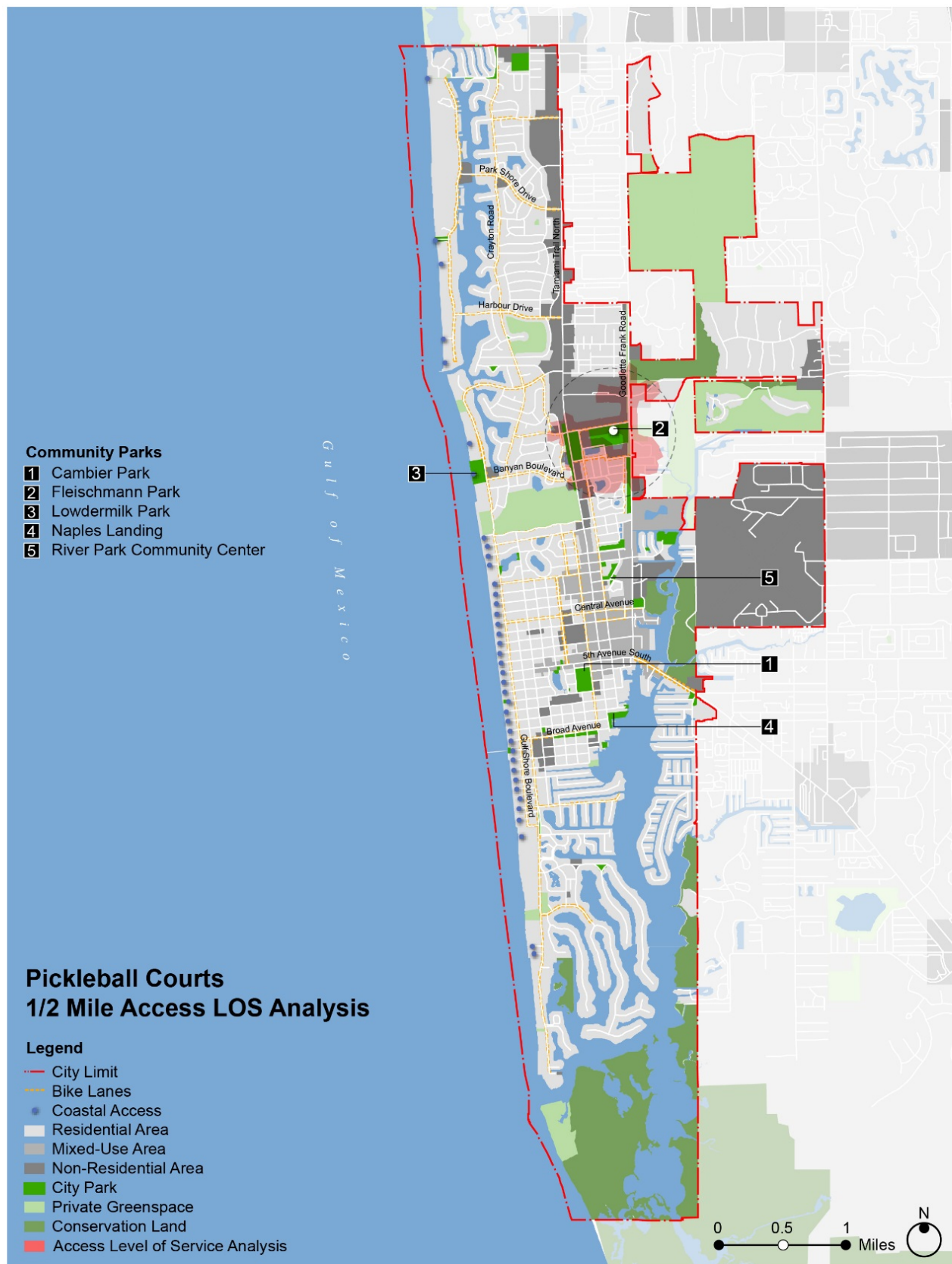


Figure 4.31 Baseball/Softball Fields - 3 Mile Access LOS

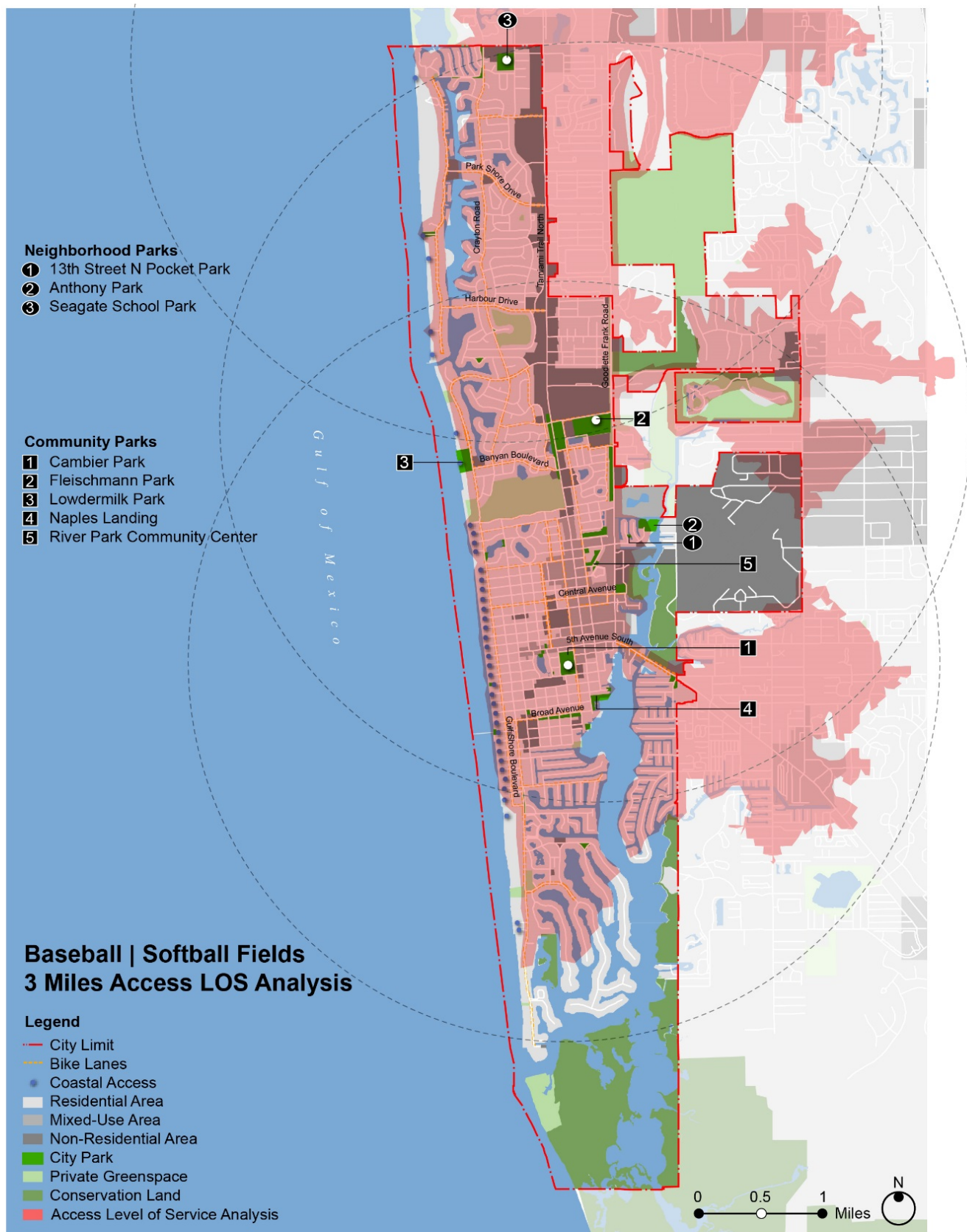


Figure 4.32 Soccer/Football Fields - 3 Mile Access LOS

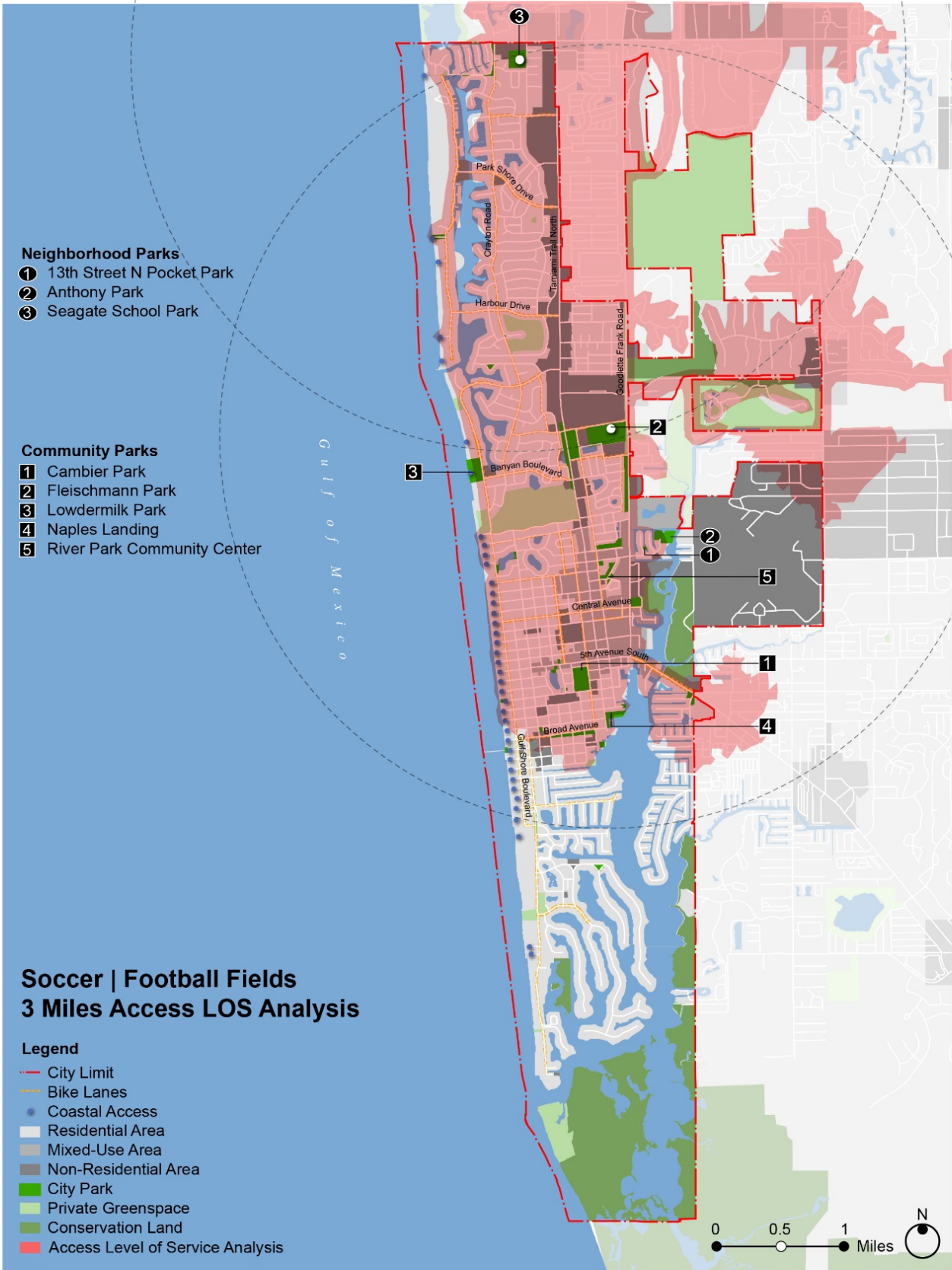


Figure 4.33 Boat Ramps - 3 Mile Access LOS

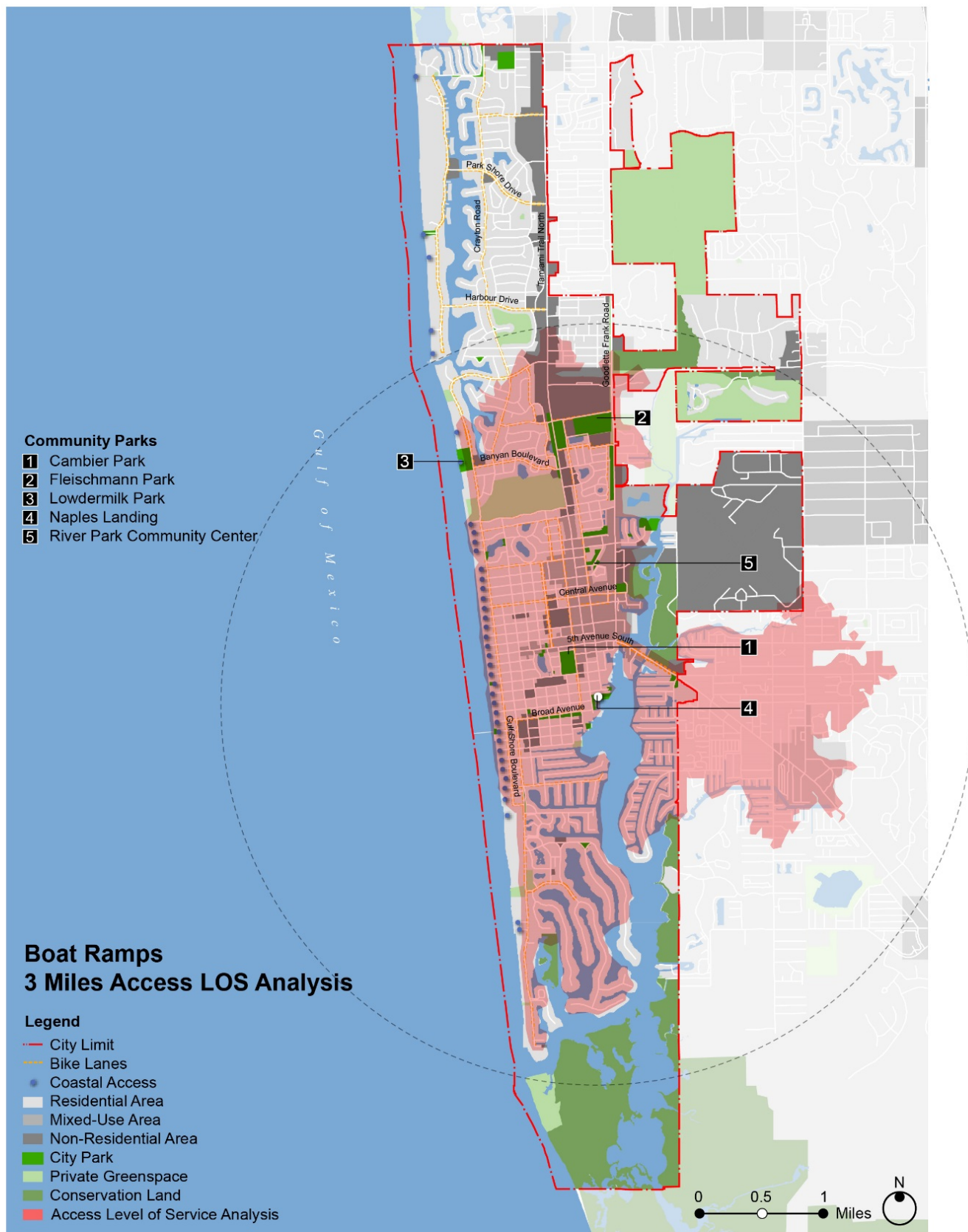
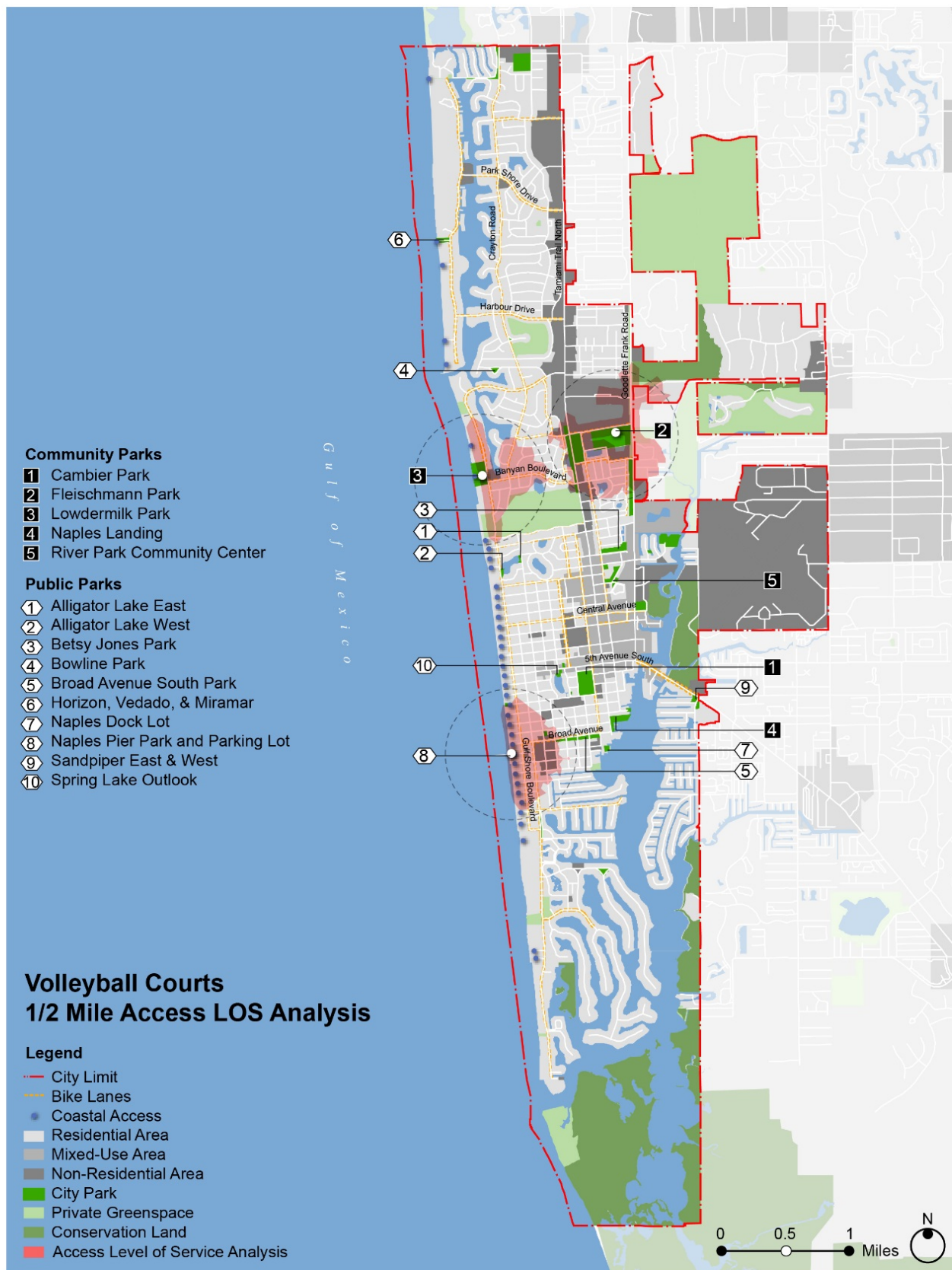


Figure 4.34 Volleyball Courts - 1/2 Mile Access LOS



4.6 SUMMARY OF ANALYSIS

The following chart illustrates the findings from the needs assessment process, including both public engagement and analytical techniques. Top priority needs appear to include:

- Increased connectivity, accessibility, walking, and biking, including completion of the Gordon River Greenway
- Additional canoeing and kayaking facilities, and boat ramps
- Improved/ additional dog parks
- Adult fitness and wellness programs
- Senior adult programs
- Outdoor concert venues; Large community parks; Multi-use green space, gatheringspaces, passive parks
- Improvements to beachfront parks, and beaches
- Nature/ environmental programs
- Tennis lessons and leagues, tennis courts
- Concerts/ live music
- Special events
- Youth sports programs
- More amenities, improvements to parks throughout the City

Figure 4.35 Needs Assessment Summary

| | Representative Public Mail/ Telephone Survey | Online Survey | Interviews and Focus Group Meetings | Site Visits | Level of Service Analysis | Trends |
|---|--|------------------|--|----------------|---------------------------------|--------|
| Walking, hiking, and biking trails; Increased connectivity; Gordon River Greenway | ● | ● | ● | | | ● |
| Canoeing and kayaking facilities; boat ramps | ● | ● | | | ● | ● |
| Dog Parks; maintain and improve Naples Dog Park | ● | ● | | | | ● |
| Adult fitness and wellness programs | ● | | | | | ● |
| Senior adult programs | ● | | | | | ● |
| Outdoor concert venues; Large community parks; Multi-use green space, | ● | ● | ● | ● | ● | ● |
| Gathering spaces, passive parks | | | | | | |
| Beachfront parks, and beaches | ● | ● | | | | |
| Nature/ environmental programs | ● | | | | | |
| Tennis lessons and leagues; tennis courts | ● | | | | ● | ● |
| Concerts/ live music | ● | | | | | ● |
| Special events | ● | | | | | ● |
| Youth sports programs | ● | ● | | | | ● |
| More amenities, improvements to parks throughout the City | | ● | ● | ● | | ● |
| Improve communications | | | ● | | | ● |
| Transportation and parking improvements | | | ● | | | ● |
| Youth summer programs | | ● | | | | |
| Develop and maintain new Baker Park | | ● | | | | |
| Football fields | | | | | ● | |
| Playgrounds | | | | | ● | |
| Basketball courts | | | | | ● | |
| Pickle-ball courts | | | | | ● | ● |
| Volleyball courts | | | | | ● | |
| Swimming pools | | | | | ● | |

CHAPTER 5

VISION, DESIGN GUIDELINES, AND IMPLEMENTATION STRATEGY



5.1 LONG-RANGE VISION AND ESTIMATED COSTS

CITY OF NAPLES VISION

Following the completion of the needs assessment, Barth Associates met with City staff to discuss the “appropriate response” to residents’ needs and priorities. Discussion focused on five key topics: service delivery models, programs, connectivity, special events venues, and improvements to existing parks. Based on the discussion, following is a vision for the City of Naples Parks System, and recommendations for specific site improvements.

1. Service Delivery Model

Parks and recreation agencies deliver services through a variety of different models, including

centralized, de-centralized, neighborhood activity-based, and specialized-venue models. The City of Naples will continue to deliver the majority of its parks and recreation services through a venues-based model; each venue focuses on a specific program area such as athletics, culture and the arts, and aquatics. Depending on the cost-recovery goals for each program area and venue, programs may be offered by the City or through public/private partnerships.

The City’s key venues and program areas include:

| Venue | Program Area(s) |
|--|--|
| Cambier Park, Bandshell, and Norris Center | Arts and Culture, Special Events, General Recreation |
| Arthur L. Allen Tennis Center | Tennis |
| Fleischmann Park, Edge Skate Park | Sports, Health and Fitness |
| River Park | Aquatics, Therapeutic Recreation, General Recreation |
| Naples Preserve | Environmental Preservation, Education |
| Naples Dog Park | Dog Park |
| Lowdermilk Park | Beach Recreation |
| Naples Pier | Fishing, Sightseeing, Beach Access |
| Naples City Dock | Marina |
| Anthony Park | Special Events, General Outdoor Recreation |
| Sea Gate Park | General Outdoor Recreation |
| Baker Park | Special Events, General Outdoor Recreation |

Figure 5.1 Location of Each Key Venue

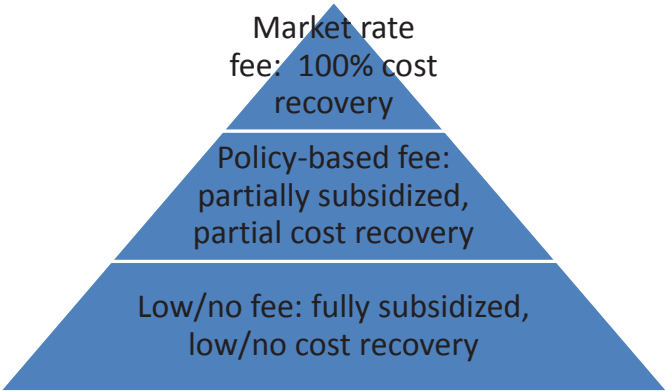


2. Programs

The needs assessment indicated that priority should be given to adult fitness and wellness programs and senior adult programs, followed by nature/ environmental programs, tennis lessons and leagues, concerts/ live music, special events, and youth sports programs. According to the statistically valid survey however, only 17% of the City’s residents attend City recreation programs.

In response to these needs the City will continue to offer programs at the appropriate venues, and improve communications to make residents more aware of what’s being offered. Cost-recovery goals will be established for each venue to help clarify objectives and to establish fees (see Exhibit 1, Cost Recovery Pyramid). For example the Arthur L. Allen Tennis Center is established as an enterprise fund, and has managed to recover 100% of the costs of its services. Conversely, the City subsidizes many of the low/no cost programs and services provided to lower income families at the River Center.

Figure 5.2 Cost Recovery Pyramid

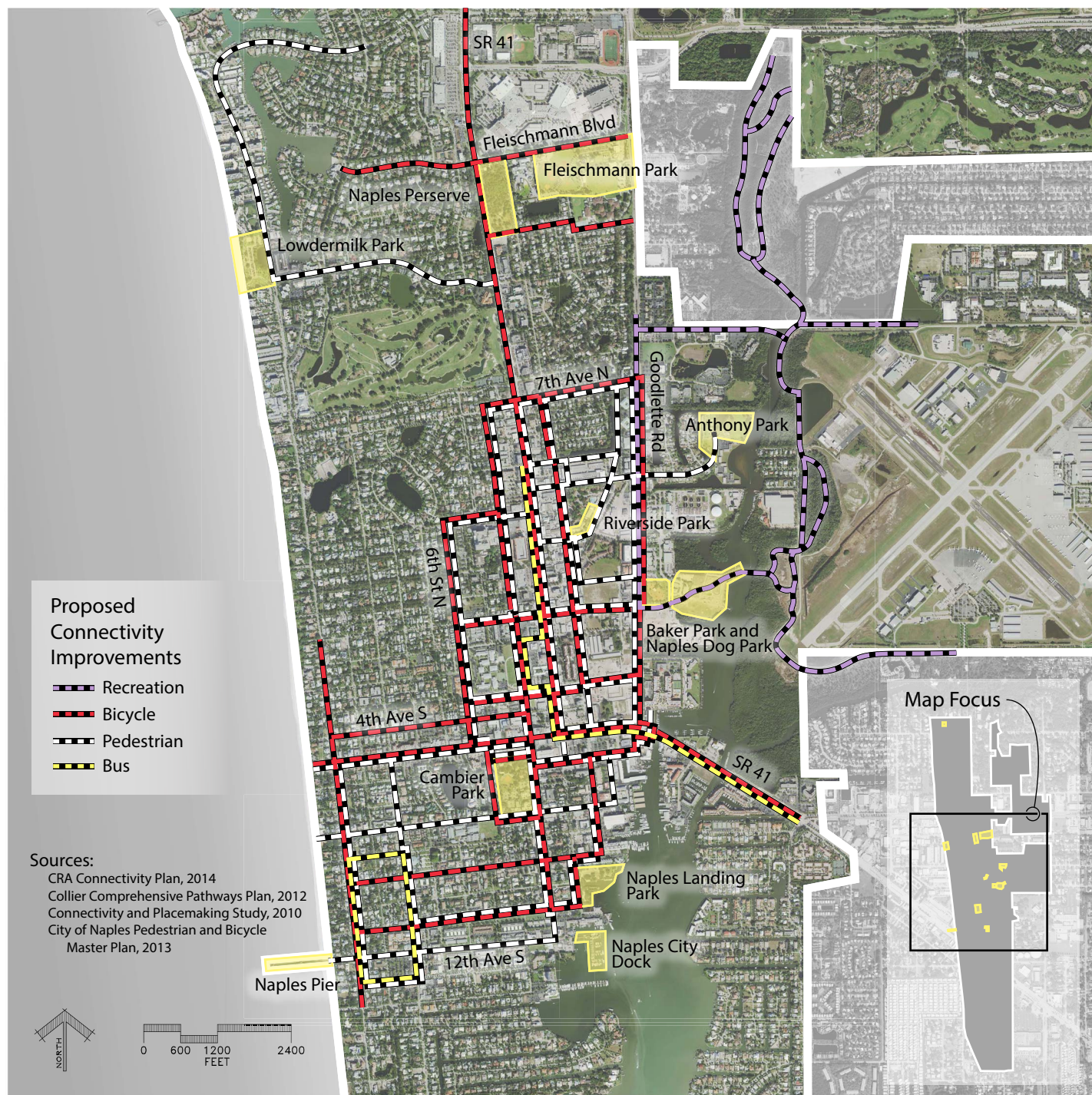


The City will need to invest in its venues to meet the increasing demand for programs and services, particularly at the most popular venues such as Cambier Park and the Norris Center; Fleishmann Park; and River Park. Future plans for capital improvements will be accompanied by 1) estimates of operating costs, and 2) proposed cost recovery models in order to adequately address the ongoing management and maintenance of the venues.

3. Connectivity

The City continues to focus on connectivity to parks and beaches through trails, bikeways, sidewalks, greenways, and complete streets. The City’s vision for an interconnected system resides in several different planning documents including the Comprehensive Plan, Pedestrian and Bicycle Master Plan, Downtown Redevelopment Plan, and the City of Naples Connectivity Study. The following map illustrates the aggregate vision for a multi-modal network that connects all the City’s parks and open spaces.

Figure 5.3 Aggregate Connectivity Vision



4. Special Events Venues

The mail survey found that “Outdoor Concert Venues” are one of the most important parks and recreation facilities provided by the City; approximately 67% of the City’s residents attend art shows and festivals, and 52% attend live music concerts. Also, “additional capacity at Cambier Park” was mentioned as a top priority by many of the participants in the stakeholder interviews and focus group meetings.

In response to the need for expanded special event venues, the City’s vision includes: 1) expansion of multi-use open space at Cambier Park, and 2) development of Baker Park as an alternative special events venue.

Cambier Park

Expansion of multi-use open space at Cambier Park proposes the conversion or relocation of the existing softball field. The 2015 roster provided by the Girls Softball League indicates that only 19 City of Naples' residents participate in the program

(out of 107 total participants). While the softball field may have special meaning to some residents, far more residents will be served by an expanded special events venue. Ultimately the City will need to determine the highest and best public use of this very valuable property.

Figure 5.4 Existing Cambier Park



The first option is to replace the outfield fencing and grandstands with portable fencing and bleachers. When the field is not in use, it could be used as multi-purpose open space for special events and concerts. This option will likely require

additional field maintenance or repairs before the beginning of the softball season each year, and a designated area for storage of the portable fencing and bleachers when not in use.

Figure 5.5 Option 1



The second option is to relocate the field to Fleishmann Park. This option is more consistent with the venues-based model outlined above, which emphasizes Cambier Park as an arts and culture venue, and Fleishmann Park as a sports venue.

A third option is to redevelop the existing field at Anthony Park as a multi-purpose/ softball field.

Figure 5.6 Option 2



Baker Park

The needs assessment suggests that development of Baker Park could help meet many of residents' top priority needs, including:

- Canoeing and kayaking access to the Gordon River
- Walking and hiking trails, including connection to the Gordon River Greenway
- An on-leash dog-friendly park
- Outdoor concert venues

Special event parking could be provided through use of the adjacent municipal parking lots on evenings and weekends; the use of airport parking across the river; conversion of Riverside Circle into a “complete street,” providing additional on-street parking spaces; and construction of new parking areas on the Baker Park site. Consider relocating the proposed Recycle Drop Off Area to another location and avoid disturbing the current warehouse storage lot.

Figure 5.7 Section of Riverside Circle Complete Street

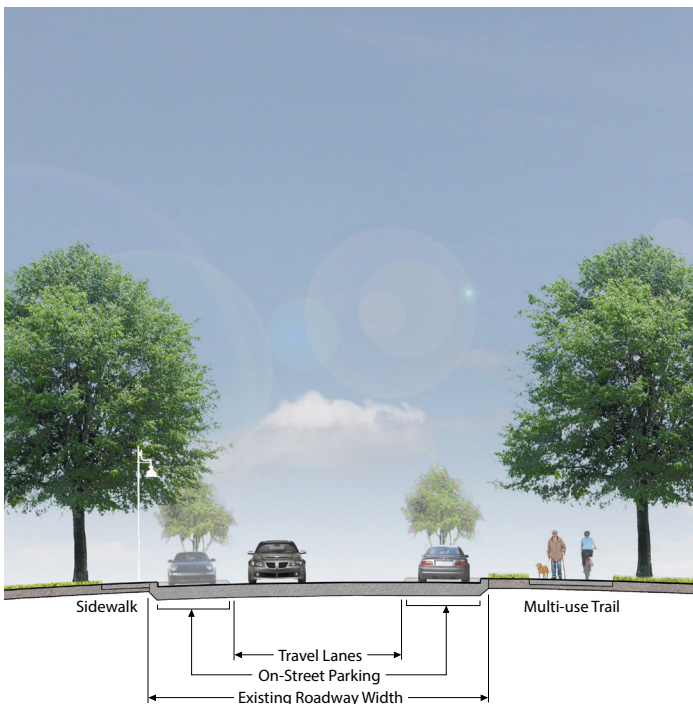


Figure 5.8 Plan of Riverside Circle as a Complete Street



5. Improvements to Existing Parks

In addition to the expansion of the City's special events venues, the needs assessment indicated a need for improvements to existing parks. Following are proposed improvements to each of the key venues.

Naples Dog Park

- Add shade trees inside the dog areas
- Add several small shade pavilions, café tables and chairs along the inside perimeter of the dog areas
- Provide a walkway connection and cross walk to the proposed new restroom building (solidwaste facility) across Riverside Circle
- Improve ADA accessibility; consider building a concrete walkway separating the grass and mulch areas of the dog areas
- Improve bicycle/pedestrian access to the dog park from Goodlette-Frank Road.

Cambier Park (in addition to the conversion/relocation of the softball field)

- Prune existing trees to improve sight lines throughout the park
- Add amenities throughout the park including moveable Adirondack style chairs, drinking fountains with bottle-filling capabilities, Wi-Fi access and/or other amenities to enhance the visitor experience
- Re-purpose the existing Girl Scout hut, perhaps as a park concession (see below)
- Create moveable outdoor seating in the mulch area under the tree canopy, between the bandshell and 8th Street South. Consider introducing an outdoor concession or food/ icecream/ beverage carts (provided by local restaurants) to enhance the park experience
- Consider a “mid-level supervisory” position for the Norris Center due to the elimination of a Park Manager position.



Existing Cambier Park



Purposed Outdoor Seating Area at Cambier Park

Anthony Park

- Engage the community in a focused process for park master planning to design and develop Anthony Park as a general purpose community park
- Consider adding specialized facilities that will attract more users, such as a canoe/ kayak launch; exercise/ fitness facilities; pickleball courts; softball/ multi-purpose field; improved expanded walking/ biking trail; and/or other facilities that meet both local and community wide needs
- Consider relocating the Rowing Association of Naples (RAN) to Anthony Park
- Provide on site staff and programs to energize the park; provide a “presence”; and protect against vandalism. Explore alternatives to operate and program the park, including non-profit organizations
- Develop and maintain the park to the same high quality design standards found in other City parks
- Redesign the entrance and parking area to 1) create a sense of arrival, and 2) provide needed parking
- Prune existing mangroves (as permitted by law) to open views in and out of park
- Evaluate the need to demolish and replace the existing “field house” with a small recreation center or other facility to support staffing and/or programming needs
- Explore the opportunity to trade the site for the adjacent housing site in order to 1) increase the visibility of the park, and 2) improve the value of adjacent properties for redevelopment.

Figure 5.9 Anthony Park Site Analysis



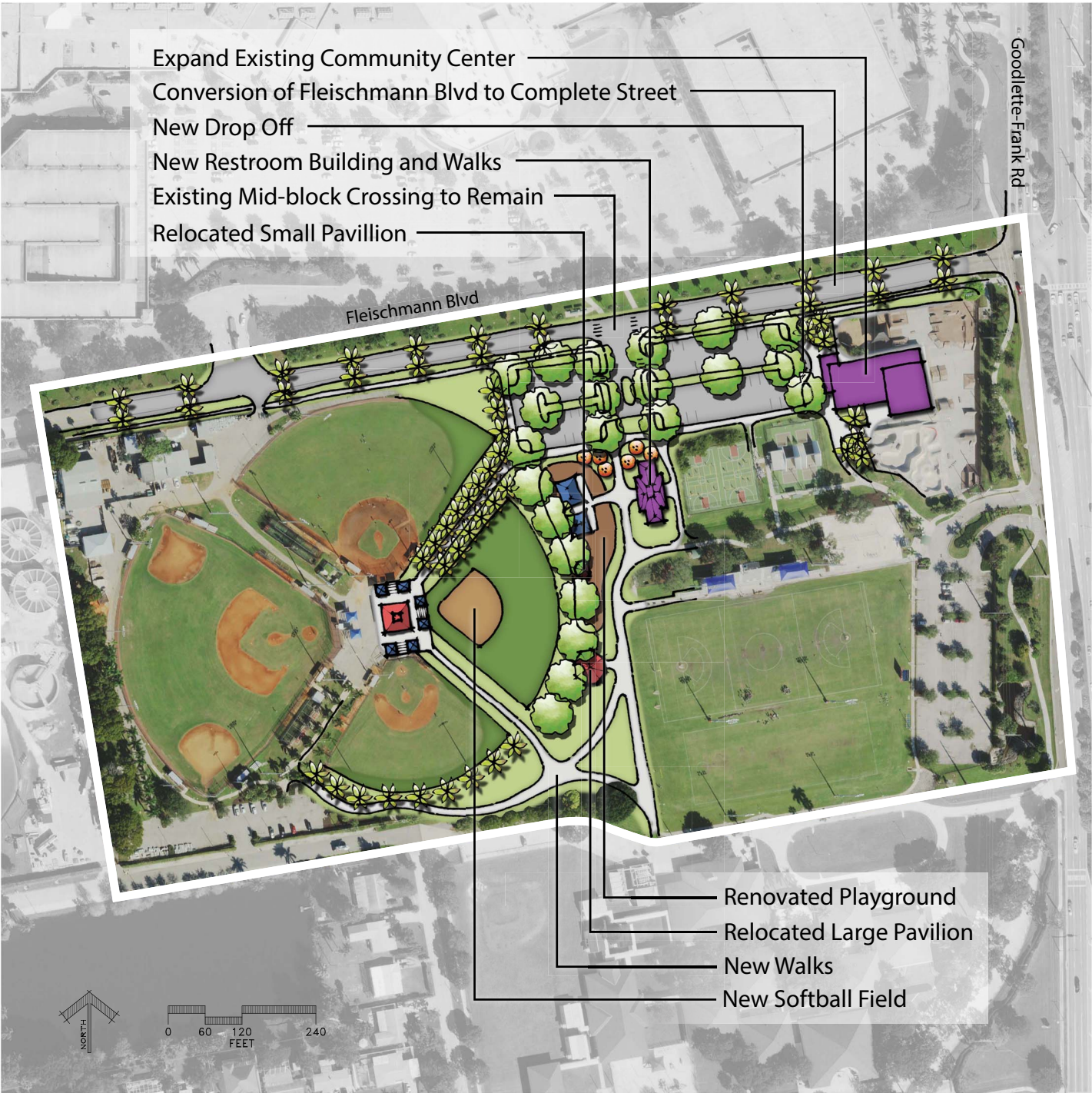
Fleishmann Park

- Solicit proposals from commercial providers to expand, operate, and maintain the existing community center as an indoor sports venue, including gymnastics; rock climbing; basketball; pickle ball; and other indoor sports
- Demolish the existing field house
- “Insert” a new softball field into the existing field complex to replace the Cambier Park field(unless the City chooses the “multi-purpose” option for the existing softball field)
- Upgrade or replace existing restrooms located at the one-story building
- Add amenities throughout the park including seating areas, a multi-purpose fitness path, shade trees and pavilions, drinking fountains with bottle-filling capabilities, Wi-Fi access,spectator seating, and/or other amenities to enhance the visitor experience.

Figure 5.10 Existing Fleishmann Park



Figure 5.11 Proposed Fleishmann Park



River Park

- Convert the covered basketball to an indoor, multi-purpose gymnasium connecting there creation center to the aquatics center; consider a multi-story building with an elevated, indoor walking/ running track, enlarged fitness/spin room with lockers and showers
- Explore alternatives to provide additional access via bicycle parking, bus access, and automobile parking. Options for additional parking include on-street parking along 11th Street North, and use of the adjacent FPL property

Naples Landings

- Improve the appearance of the Sailing Center if it is going to remain at the park. For example, the U.S. Sailing Center at Martin County's Indian Riverside Park (below) was designed and developed in keeping with the local architectural character.



The Preserve

- Develop a Master Plan for the Preserve as part of the Gordon River Greenway system. The Plan should also include the Conservancy of Southwest FL, the Naples Zoo, and potentially Freedom Park in Collier County. The Plan should focus on the desired mission and role of the Preserve within the larger network of environmental lands, being careful not to duplicate the services and focus of the Conservancy, Zoo, or commercial operations.
- Evaluate the possibility of a closer relationship with the Conservancy to pursue mutually beneficial initiatives.
- Analyze opportunities to expand the role and visibility of the Preserve while maintaining its integrity. Ideas include:
 - o Provide opportunities for healing gardens and walks for Naples Community Hospital (NCH) patients who want a quiet respite, consistent with the Blue Zones initiative
 - o Create trailhead amenities (parking, kiosk, drinking fountain, environmental education exhibits for the Gordon River Greenway)
 - o Serve as the City's "Center for Urban Environmental Education," possibly including environmental presentations and conferences; demonstrations regarding energy efficiency, fertilizer applications, water conservation, and native landscaping; forums for discussing sea level rise, stormwater management, endangered species, and/or other regional issues; and elementary school, afternoon, and summer environmental programs
 - o Develop a short and long-term strategy for a sustainable population of gopher tortoises, possibly including relocation to the City's restored dunes.

ESTIMATE OF COSTS

Implementation of the Vision outlined in the previous section is estimated to cost approximately \$34 million over the next ten years, based on the estimated “Planning level” costs outlined below.

It is important to note that actual costs for each project may vary widely from the estimate; the City will need to complete detailed site analyses, design, and construction documents for each project in order to accurately estimate construction costs.

Figure 5.12

| Cambier Park | | | | |
|---|--------|------|--------------|------------------------|
| Item | Qty | Unit | Unit Cost | Cost |
| Upgrade and expand the Norris Center | 30,000 | SF | \$ 300.00 | \$ 9,000,000.00 |
| Demolish the existing softball field and structures | 1 | LS | | \$ 200,000.00 |
| Convert the existing softball field to multi-use open space | 1 | LS | | \$ 430,000.00 |
| Add site furnishings, amenities, trees, and walks | 1 | LS | | \$ 90,000.00 |
| | | | Total | \$ 9,720,000.00 |

| Baker Park | | | | |
|------------------------------------|-----|------|------------------|-------------------------|
| Item | Qty | Unit | Unit Cost | Cost |
| Improvements and pedestrian bridge | 1 | LS | \$ 11,000,000.00 | \$ 11,000,000.00 |
| | | | Total | \$ 11,000,000.00 |

| Naples Dog Park | | | | |
|--|-------|------|--------------|----------------------|
| Item | Qty | Unit | Unit Cost | Cost |
| Add several small picnic pavilions with tables and chairs | 3 | EA | \$ 35,000.00 | \$ 105,000.00 |
| Construct a walkway to provide access to restroom | 2,000 | LF | \$ 15.00 | \$ 30,000.00 |
| Construct an interior walkway between mulch and grass to improve ADA accessibility | 7,000 | LF | \$ 12.50 | \$ 87,500.00 |
| Redesign Riverside Circle as an urban boulevard with on-street parking | 1 | LS | | \$ 140,000.00 |
| | | | Total | \$ 362,500.00 |

| Anthony Park | | | | |
|---|-----|------|---------------|------------------------|
| Item | Qty | Unit | Unit Cost | Cost |
| Develop a Master Plan to redevelop Anthony Park, including public participation | 1 | LS | \$ 50,000.00 | \$ 50,000.00 |
| Redevelop Anthony Park | 1 | LS | | \$ 3,000,000.00 |
| Develop design and construction documents | 1 | LS | \$ 360,000.00 | \$ 360,000.00 |
| | | | Total | \$ 3,410,000.00 |

| Fleischman Park | | | | |
|---|--------|------|--------------|------------------------|
| Item | Qty | Unit | Unit Cost | Cost |
| Expand existing community center (two-stories, expanded footprint) | 16,000 | SF | \$ 175.00 | \$ 2,800,000.00 |
| Demolish existing Field House | 1 | LS | | \$ 375,000.00 |
| Construct new softball field | 1 | LS | | \$ 150,000.00 |
| Demolish and replace new Restroom Building | 1 | LS | | \$ 420,000.00 |
| Provide additional site furnishings, walkways, amenities | 1 | LS | | \$ 300,000.00 |
| Redesign Fleischmann Boulevard as an urban boulevard with on-street parking | 1 | LS | | \$ 1,250,000.00 |
| | | | Total | \$ 5,295,000.00 |

| River Park | | | | |
|---|--------|------|--------------|------------------------|
| Item | Qty | Unit | Unit Cost | Cost |
| Replace the covered basketball court with a two-story gymnasium | 25,000 | SF | \$ 150.00 | \$ 3,750,000.00 |
| Provide additional parking, bus access, and bicycle access | 1 | LS | | TBD |
| | | | Total | \$ 3,750,000.00 |

| Naples Landing | | | | |
|---|-------|------|--------------|----------------------|
| Item | Qty | Unit | Unit Cost | Cost |
| Construct a new sailing center building | 2,500 | SF | \$ 250.00 | \$ 625,000.00 |
| | | | Total | \$ 625,000.00 |
| | | | | |

| The Preserve | | | | |
|----------------------|-----|------|---------------|----------------------|
| Item | Qty | Unit | Unit Cost | Cost |
| General Improvements | 1 | LS | \$ 100,000.00 | \$ 100,000.00 |
| | | | Total | \$ 100,000.00 |
| | | | | |

| Sea Gate Park | | | | |
|----------------------|-----|------|---------------|----------------------|
| Item | Qty | Unit | Unit Cost | Cost |
| General Improvements | 1 | LS | \$ 100,000.00 | \$ 100,000.00 |
| | | | Total | \$ 100,000.00 |
| | | | | |

| | | | | |
|--------------------|--|--|--|-------------------------|
| Grand Total | | | | \$ 34,362,500.00 |
|--------------------|--|--|--|-------------------------|

5.2 PROPOSED LOS GUIDELINES

The City's existing Parks and Recreation Level of Service was analyzed in Chapter 4, based on the LOS standards for parkland and facilities established in the City's Comprehensive Plan. The LOS was also analyzed based on "access" standards established by City staff and Barth Associates. Based on our analysis, it is recommended that the City simplify its LOS standards to two key metrics: Acreage and Access.

Acreage

There is no standard for acreage LOS in the United States, and LOS can vary widely due to a community's history, culture, demographics, density, development patterns, and other factors. Some communities include public golf courses and beaches in their LOS, while others include publicly accessible lakes and wetlands. Some cities also include public parkland owned by other agencies, such as state parks and national forests. Some communities also count private recreation areas, owned and managed by homeowners associations, because these areas help meet residents' local recreation needs.

Since the primary purpose of acreage LOS is to ensure that residents' parkland needs are being met, it is recommended that the City only count developable, publicly accessible parkland within its jurisdiction. Undevelopable lands such as conservation areas, wetlands, water bodies, golf courses, and beaches cannot help a community meet its needs for parks, playgrounds, athletic fields, open play space, recreation centers, and other basic parks and recreation facilities. Privately owned parkland is not open to the public, and could be sold or redeveloped. Public parkland owned by another jurisdiction (such as state or county-owned land within a municipality) should be counted only for the population served by that jurisdiction.

Rather than divide the parkland LOS between neighborhood and community parks, it is recommended that the City establish a single LOS of 7 total acres of parkland/ 1,000 residents. This is slightly less than the existing LOS of 7.19 acres/ 1,000, and is more reflective of a City with a high quality of life. As discussed in Chapter 4, it is considered an "average" LOS when compared to other small Florida cities. For example the City of Doral has an LOS of 3.28 acres/ 1,000; the City of Tamarac has an LOS of 6.3 ac/ 1,000; and the City of Fernandina Beach has an LOS of almost 34 acres/ 1,000.

Access

The City should discontinue its use of an LOS for Recreation Facilities. Neither the National Recreation and Park Association (NRPA) nor the State of Florida Outdoor Recreation Plan (SCORP) publish facility LOS standards any longer, as they cannot be indiscriminately applied to individual communities without regard to demographics, values, climate, development patterns, and/or other variables. Instead, communities are encouraged to conduct needs assessments to determine residents' needs and priorities, using the techniques discussed in Chapters 3 and 4 of this Plan. The Comprehensive Plan should require the City to update its needs assessment every five years to make sure that residents' needs are being met.

The Facilities LOS should be replaced with the Access LOS standards outlined in Section 4.5. These standards should be adjusted as needed to reflect land development patterns, transportation preferences (automobile, bus/trolley, bicycle, pedestrian), and comprehensive plan policies regarding land use and transportation.

5.3 IMPLEMENTATION/ ACTION PLAN
SUMMARY

PROJECTED FUNDING

City of Naples staff estimated potential funding for parks and open space improvements, based on historical and projected funding. (See Figure 5.12 below). It is estimated that approximately \$1.65 - \$2 million will be available for capital improvements every year, including:

Figure 5.13 Funding Sources

| | |
|---------------------------------|---------------|
| Capital Improvements Plan (CIP) | \$600k - 900k |
| Collier County: | \$600k |
| Concession revenues | \$100K - 200K |
| Impact fees: | \$250,000 |
| Grants: | \$200k |
| User fees: | \$700K - 800K |

Approximately \$25 – 30 million will be available over the next ten years if the City maintains these funding levels.

Additionally, City residents have shown a willingness to fund capital improvement initiatives through capital campaigns, fund-raising, donations, gifts, and naming rights. For example over \$5.7 million in private funds have been raised to develop Baker Park; it is conceivable that private funds could also be raised for popular projects such as the Norris Center expansion, and improvements to Cambier Park, Fleischmann Park, and the Naples Dog Park. It is estimated that approximately \$10 million in additional funds could be available over the next ten years if the community continues to support these capital initiatives. Additional funds could also be raised through special assessments, general obligation bonds, and/or other common municipal funding techniques.

Based on these projections, a total of approximately \$35 – 40 million could be available for parks and recreation capital improvements over the next ten years.

SPENDING PRIORITIES

Section 4.6 of this report states that top priorities from the needs assessment appear to include:

- Increased connectivity, accessibility, walking, and biking, including completion of the Gordon River Greenway
- Additional canoeing and kayaking facilities, and boat ramps
- Improved/ additional dog parks
- Adult fitness and wellness programs
- Senior adult programs
- Outdoor concert venues; large community parks; multi-use green space, gathering spaces, passive parks
- Improvements to beachfront parks, and beaches
- Nature/ environmental programs
- Tennis lessons and leagues, tennis courts
- Concerts/ live music
- Special events
- Youth sports programs Phasing
- More amenities, improvements to parks throughout the City

Based on these priorities, following is the proposed “priority ranking” for proposed parks and recreation improvements:

1. Cambier Park:

- Upgrade and expand the Norris Center
- Demolish the existing softball field and structures (*assuming this option is selected)
- Convert the existing softball field to multi-use open space
- Add site furnishings, amenities, shade trees, and walkway

2. Baker Park:

- Develop Baker Park as budgeted by City Council

3. Naples Dog Park;

- Add several small picnic pavilions with tables and chairs

- Construct a walkway to provide access to restroom
- Construct an interior walkway between mulch and grass to improve ADA accessibility
- Redesign Riverside Circle as an urban boulevard with on-street parking

4. Anthony Park:

- Develop a Master Plan to redevelop Anthony Park, including public participation
- Develop design and construction documents
- Redevelop Anthony Park

5. Fleischmann Park:

- Expand existing community center (expanded footprint, 2 stories)
- Demolish existing field house
- Construct new softball field (*assuming this option is selected)
- Demolish and replace existing restroom building (depending on location of center, if more centralized in park, additional restroom structure likely unnecessary)
- Provide additional site furnishings, walkways, and amenities
- Redesign Fleischmann Boulevard an urban street with on-street parking

6: River Park:

- Replace the covered basketball court with a 2 – story gymnasium (enclose and connect to existing community center)
- Provide additional parking, bus access, and bicycle access

7. The Preserve:

- Make general improvements, to be determined

8. Sea Gate Park:

- Make general improvements, to be determined

9. Naples Landing:

- Construct a new sailing center building (to be privately funded)

CHAPTER 6
APPENDICES



6.1 MEETING NOTES

Following are notes from interviews and focus group meetings on March 11, 12; April 1, 2; and May 12, 2015.

1. Community Services Advisory Board (CSAB) Member

Needs and Priorities:

- Building at Fleischman needs to be upgraded
- Naples Landing and Anthony Park are underused
- Riverside Park largely Haitian
- Seagate is mostly a neighborhood park
- Need to identify parks that are over used, under used, need for change in facilities
- Relieve Fleischman at Anthony Park?
- Cambier Park is popular, overused; primarily used by non-residents
- Most of City residents don't use the parks; mostly visitors/ tourist with children, residents with grandkids, residents of unincorporated Collier County
- Separate needs assessment for incorporated vs. unincorporated residents? Do on-site surveys at Cambier, Fleischmann?
- Softball program at Cambier; almost all participants are non-City residents
- Norris Center would love to expand theater at Cambier Park; Dave has plans for expansion
- Cambier could be expanded as a cultural center, including opera? (DB - changing to a venues model)
- Council concerned about carrying capacity (DB - parking, trolley)
- Special events policy - people are still coming, have attracted back the foot traffic that we lost
- Loudermilk, pier don't need much attention
- Baker Park - need to recommend functions it should serve

Funding:

- If there's a compelling need, willingness to do a referendum to support it
- May consider a millage increase
- Community is fiscally conservative

2. CSAB Member

Needs and Priorities:

- Need more green space, passive parks
- Demographics are changing, need to predict future needs: getting younger, more bicycling
- Walk, bike, accessibility, connectivity, skateboards; not necessarily all the busy aspects of a park
- Places to walk, exercise
- Have Fleischman for active sports
- Each park has a special function; in favor of venues model
- Doing a lot of things right
- Bicycling, connectivity, within streets

Funding:

- Focus on "pay as you go," wouldn't recommend borrowing money
- Keep chipping away from general fund
- Special assessment would probably not be supported
- Community will get behind special causes

Comparable Communities:

- Old "Carmel," Montecito, other California cities
- Don't want to be Palm Beach, Miami
- We're unique

3. Council Member

Needs and Priorities:

- City recently adopted blue zones concept; going to launch this spring
- Parks are places where people gather, commune, meet with community
- Need to create spaces, opportunities for people to come together
- Spaces, benches, outdoor classrooms, etc.
- Fleischman park community buildings is a drag; smoothie stand with tables and chairs
- Anthony Park needs to reflect interests of neighborhood
- Fleischman Park is soul-less
- Want to get a lot of special event pressure off of Cambier Park
- The Preserve, The Conservancy (with wetlands), Zoo and Heritage Garden, LoudermilkPark - opportunities for green space, ecosystem enhancement, experiences. BotanicalGarden willing to come re-vegetate the Preserve
- CIP Budget comes up in June if we want to make recommendations
- The Preserve has an identity crisis, doesn't know what it wants to become; currently acts as a visitor center of sorts
- Baker Park: how do we provide opportunity to donate?

Neighborhood Outreach:

- Linda to talk with President's Council, apprise them that we are trying to get to their neighborhoods
- Dave to get Ron to validate 5 - 10 questions, send to Linda
- Need criteria for special events venues, e.g. St. Petersburg
- Need policy and procedures re: receiving gifts, e.g. Gainesville Parks Foundation, Lakeland Community Foundation, including expectations/obligations for control, de-accessioning

4. Gulfshore Playhouse, Norris Center

Needs:

- Need approximately 30,000 for administrative offices, classrooms, large theater, small theater
- If expand, would need stand-alone facility
- If Gulfshore Playhouse is to become one of the best professional regional theaters in U.S., would need a separate space
- Duany said you need the arts downtown
- Patrons find place to park; City allows parking within ROW during special events
- Need a long term lease

5. Cambier Park/ Norris Center

Needs:

- Need more activity space (expansion of building) for rentals from Oct 1 - mid May: water color classes, Italian classes, arts, language; predominantly adults, 45 +, 15 -20% City residents (County, non-residents)
- Fees cover 30- 40% of program costs
- Need to discuss differential fees vs. \$500,000
- Game room too small, not being used for children and families
- Rent spaces to World affairs, HOAs, opera society, Italian Culture, Naples Jewish Film Festival, bluegrass festival
- Typical recreation uses don't fit into current location, e.g. game room, softball fields
- Theater generates \$80,000/ yr. for the City
- Everything is contracted out
- Softball no longer fits here; tennis, shuffleboard, tennis, basketball?
- Band-shell, outdoor performances
- City residents have 1st priority
- 110 players for softball (incl. 10 -12 city residents). Play from Feb- May. No one else uses fields. Trend changing to Lacrosse and soccer, use County facilities

6. Arthur Allen Tennis Center

- Enterprise Fund; must include funding for both operations and capital
- Affordable rates for kids
- 2 free hard courts at Sea Gate, one at Anthony Park
- Need lighting upgrades

7. Seagate Park

- See list of needs; upgrade existing park, add batting cage
- People use racquetball court as a “hitting wall” for all kinds of sports (see memo)
- Area south of walkway is unusable: tree stumps, concrete pad, etc.; not conducive to multiple use
- Seagate is a multi-purpose neighborhood park. Used by people from Pelican Bay, Park Shore, Moorings

8. Naples Preserve Focus Group

- Focus is on preserving habitat, providing environmental education
- Center for environmental education, in collaboration with 20 other state/ fed/county sites
- Need a full-time manager and staff (management plan calls for 2 people, including natural resource manager, education, etc.)
- Need to provide additional programs, including programs for families and children
- City underwrote bonds to purchase site
- FCT Management Plan calls for preservation of site, provide education
- Compliance with Plan encompasses goals
- Need to broaden awareness of preserve, promotion
- Need to incorporate “Friends” activities into City-wide programs, promotion
- Master naturalists use the facility, could be promoted more

- Need to improve existing building
- Provide opportunities for both locals and tourists
- Jay Exum to review current management
- Incorporate Preserve activities into City program offerings

9. Program Provider

- Uses Preserve for programs
- Summer programs is primary “niche”
- Need master naturalist on the site to accommodate programs
- Need dedicated dance studio in new community center
- Need to promote, expand programs including adult programs

10. Pickleball Focus Group

- Need more pickleball courts, centrally located; ideally we would have 8 dedicated courts
- Potentially the two tennis courts at Seagate could be used
- Covered courts would be ideal because of the summer heat: could be used for tournaments
- Could use the parking lot at Fleischman

11. Greater Naples Little League All 5 fields are at Fleischman

- Need safety netting; +/- \$50,000. Concerned about kids getting hurt
- Over 350 participants; mostly City residents

12. CSAB Member

Needs:

- Buildings are old, outdated: e.g. Fleischman, Norris
- Connectivity: walking, biking, etc. Both recreation and commuting

- Incorporating cycling, running, swimming; “hot” recreational trends (no age boundaries)
- Some parks are overused, some are underused
- Resident vs. no-resident use: how can you make it fair and balanced?
- Need for revenue-generating activities; goals?
- We do all this work, we do a plan, then do nothing
- Need to look at Sugden Park, special events venue?

13. Loudermilk Park Beach Café City Pier

Needs:

- Biggest fight is over parking; have more land at park, could fit in another 50 - 100space?
- Need to do parking study?
- Logical answers: build more parking; add shuttle; improve bike access; build parkingstructure; fill in lake; get CAT (Collier Area Transit) to provide access; ask Naples Trolleyto include Loudermilk, Pier, Cambier, etc.
- Parking meters don't take bills
- Traditional parking for pier has been on the street (with meters), just have a small lot
- People complain that they can't get change, have to put in quarters all day
- Should people charge for pier?
- Biggest issue with parks is parking, especially at beach areas
- No grills anymore at Loudermilk, people complained about smell of food
- A lot of people will not support additional taxes if they don't use facilities
- Trying to keep small town character, but it's getting away from them. Keep allowingmore development. If you're going to keep growing, need to be more flexible.

Comparable communities: Venice, Boca, West Palm

14. City Administration

- Need special event review process
- Are we paying for things that we don't need, do we have too many facilities, how do webetter utilize facilities
- Don't include parking in scope: make recommendations re: a parking/ traffic management study
- County gives City \$1,000,000; 600k for parks, 400k for parking
- Would be helpful to calculate County vs. City participation
- Stay focused on core scope
- New Baker Park; Mayor raised \$6 million in private funding.
- Need to schedule public workshop, additional stakeholder interviews, review survey
- Survey to be completed by 13th
- Cambier Park: acquire outlying residence? Redevelopment Plan includes Arts andCulture District
- Anthony Park: need to utilize, sell off? Best use?
- About 150 acres of parkland, adequate LOS?
- Blue Zone project, eco-tourism?

15. CSAB Member

- Liked Fernandina Beach approach, survey
- Improve communications, e.g. Garbage Gram
- Mr. Lykins is not a full-time parks and recreation person; only spends 80% of his time onparks and rec
- Department has a racial problem:
 - group of girl scouts asked for renaming of park to reflect full name of founder
 - park manager at Anthony Park didn't come out to meet group on parks tour
 - Anthony Park lumped in with River Park
- Talk with Willie Anthony about park

- Need to review SCORP LOS Facilities
 - Softball fields have great history
 - Tennis Center; City Council has directed to be self-sustaining. No couples pricing.
 - River Park swimming complex. Missing from capital requests budget. Need to talk with Penny Taylor?
 - Naples Pier - Should be a fee for fishing.
- NEED POLICY RECOMMENDATIONS**
- River Park - Parents drop kids off accept kids, should have to go into programs or classed, not just hang out
 - Mayor should be heard out re: County usage
 - Bike lanes are a great thing, need to include connectivity should paint lanes light green, need more visual cues
 - We need branding?
 - “Wild Ideas”: build indoor tennis center? Move Holocaust Center in Cambier Park?
 - Seagate Park; don’t know if anymore could/ should be done.
 - Funding: Parks need to generate some revenues (“chip in”) to offset costs. In favor of privatizing some improvements.
 - Parks are good here, beautiful entrance to beaches. Don’t see any problems.
 - Should look at what other cities do, no real comparables

- City needs non-residents to offset costs
- City could charge a non-County fee
- City and county work together to avoid redundancy
- County currently doing cost recovery/ fees/ study: \$45k for phase 1
- City should do similar study; Public Resource Management Inc.

Needs:

- Gordon River Greenway: multi-purpose trail
- Pedestrian overpass, connectivity with Freedom Park
- Don’t have enough parking; neighbors don’t want County to do anything else. Ultimately it’s the airport’s decision
- SW Florida Land Preservation Trust; is there a management plan? Could be part of a larger corridor, +/- 7 miles. Need a fully amenitized trail head
- Beach access is a real issue; County doesn’t have adequate access. Looking at park and ride, CAT, other strategies
- Traditional use of a community center has changed
- Interest in sports tourism, tournaments: aggressive sports marketing
- Increased demand for dog parks
- Capacity issues re: special needs: County is moving away from providing therapeutic rec.
- Need to have further discussion re: roles and responsibilities for each facility/ program type including special events, therapeutic rec, etc.
- Need to include school board in discussion

16. Collier County

Funding

- Currently no differential fee between City and County residents
- Since tennis is an enterprise fund, there is a differential
- Both operations support programs through ad valorem and user fees
- Cost recovery is +/- 40% through user fees; ad valorem pays the basis
- Everyone pays County as valorem
- Most of County’s operations comes from non-City ad valorem taxes
- Could compare % of Countywide ad valorem to City ad valorem

17. River Park Focus Group

Strengths:

- River Park facility, the pool and the classes offered there is great
- Cambier Park is a great facility with high quality offerings

- Staff is very supportive and are good partners for various service providers
- Good customer service provided by Department staff at the various facilities
- The classes offered are excellent
- Multi-use facility and has created a good sense of community
- Facilities are well used by the broader community
- Well maintained parks and feel very safe visiting the parks and centers
- City's focus on planning through this venture is a great strength
- Centers offer a true sense of community which is of great value to everyone
- Number of programs offer great value for money or are free
- Facility maintenance and upkeep is excellent

Opportunities

- Need to increase facility utilization and integrate various different communities within the city to bring people together
- Anthony Park is significantly underutilized and needs to be programmed to broaden its appeal
- Special events and programs are concentrated in certain signature parks only which creates gridlocks and makes for a poor user experience
- Tennis Center is underutilized - only have a volunteer coach which might impact limited participation
 - Need to have additional programming at the tennis facility to increase use
- Bigger exercise and health / fitness facilities - more locker room / bathroom space at the River Park facility to allow for programmatic expansion
- The Hospital Gym is beautiful but is very expensive - could the City offer a similar lowercost facility and amenities
- Offerings / providing spaces for music and arts programs would be helpful
 - Could also target kids to help get them into constructive activities
- Build a sustained volunteer program that can be used
- Community outreach is key to get organic growth in the community
 - Need to expand marketing and promotions to help get the word out in the community
 - Website / word of mouth / press publicity would be good avenues
 - Toy drive at River Park Center / newsletters were helpful to get the word out for the events at the Center
 - Target local business and management companies as well
- Need to ensure consistency in offerings and brand
- Facility design not built to a plan - pieces seems to be added together but they don't all fit
- Design principles are not consistent and seem disjointed with multiple ingress / egress and no single point of control at many sites
- Community across River Park with new renters coming in could be potential users of River Park
- Must continue involving youth with the programming to keep them out of trouble
- Partnerships with entities that are well funded could be helpful
 - Boys and Girls Club could be an avenue for partnerships
 - Partner with the high school for self-learning and life skill type programs to be offered at the Centers in Town
- Create consistency in service delivery - provide standardized
- Programs with additional fees limit participation from people who can't afford to pay for it
 - Offer opportunities for scholarships for underprivileged individuals

Income Generation / Funding Priorities

- Partner with local developers and rental companies to offer park amenities for a fee
 - Currently fitness space membership is \$120 / year or \$20 / month
- Market rental opportunities within existing centers during non-prime times
- Funding priorities should focus on support of youth programs and at-risk youth (summer camps, after school programs, transportation)
- Spend money to support people on the economic margins and immigrant groups who cannot afford to pay for the recreation offerings in the City
- Facilities should benefit people living in the City primarily
- Use the City resources to address social

Single Most Important Outcome

- Enhance facility design to increase utilization of parks and facilities (e.g. Anthony Park)
- Increase organized programming at parks to give everyone an opportunity to participate in recreation opportunities
- Programming for youth in the community
- Keep providing opportunities for the community to be involved through parks, programs and facilities
- Community centers become a focal point of the community
- Engage the affluent community members to help with advocacy and financial support of the Department
- Education opportunities focused on the youth and adults to help with character-building, leadership and life skills
- Continue to utilize the existing resources to meet the needs of the community
- Identify ways for financial sustainability

18. Fleischmann Park Focus Group - Gymnastics, Others

Strengths:

- Staff has been great to work with
- Fleischmann Park is a great asset but maintenance can certainly be better
- Currently, gymnastics publicize offerings through golf course magazines for cross promotions which has been very successful

Opportunities:

- Would be easier for contractors to register participants themselves and pay the city in one payment versus multiple individual payments
- Communication can be improved especially in partnering with schools for the gymnastics programs
- Fleischmann Park maintenance is not up to par with the other parks - not inviting for parents or kids and does not make for a quality experience
 - Entrance, visual appeal, paint etc. all are in need of help
- At minimum, fix the existing facility offerings at Fleischmann Park
 - At times even the air conditioner has not been working
 - Leaks from the room during rains is also a big concern
- Build two separate game rooms areas for high school versus younger age kids
- For gymnastics, build an designated room and expanded kids space (middle school and younger kids) which is separate from the teen center area;
 - Create a sitting room area where parents can watch the kids participate in gymnastics etc. / currently parents have to sit on the floor and the surrounding noise and equipment is distracting to kids as well

- o Need to build a gymnastics focused, kid-friendly rubberized padded flooring
- o Have a water fountain inside the room so kids aren't leaving constantly from the room
- o After-school program needs two classrooms as multipurpose rooms
- o Create separation for the different age groups

Single Most Important Outcome:

- Update and maintain existing facility at Fleischmann Park to provide a quality experience
- Expand offerings if possible

19. Fleischmann Park Focus Group: Naples Gators Football Program

Strengths:

- Concession stand at Fleischmann Park works well for us
 - o Would be good to have dry storage for food
- Great relationship with the City and the Department have been good partners
- The updated press box has been a good addition
- New parking lot area is good too but when the games overlap with baseball, it makes parking hard

Opportunities:

- Looking to become the feeder system for football
- The field house at Fleischman Park needs to be updated (e.g. keep the three locker rooms but they need to be updated)
- Conference room space for meetings etc.
- Display area for trophies etc. to help celebrate the accomplishments

- Building needs to be updated
 - o Parents are concerned with safety issues with mold etc. as well
 - o Additional storage space required
 - o No real use of the shower space currently
 - o Could the shower room be converted for additional storage space
- Wish list situation would be to have a turf field available
- Utilization of the available facility space is not ideal
- Would be ideal to have Wi-Fi available in the building for coaches to use

20. Norris Center: Tennis Focus Group

- Demand is high from Jan- March
- Courts are sufficient the remainder of the year
- 12 courts at Cambier; 2 hard courts at Seagate; 5 courts at Naples HS; 1 court at Anthony Park
- Clay courts get used the most, preferred by older residents
- High School, summer camps use some capacity
- Courts can be reserved at the AA Tennis Complex, but not at other locations
- Don't remove courts at Cambier
- Improve courts at other locations\Consider adding a reservations system for other courts?
- AATC is appropriate location in olde Naples
- Also have fee-based courts available at Naples Hotel, Naples Beach Resort
- Can't find parking on busy days
- There is an Overflow list at AATC; may support expansion at other locations if courts can be reserved. Possible under AATC control?
- Showers, lockers, amenities not critical; "part of the charm is it's not a country club, it's a park"

- Available court time is most important
- Need to maintain what we have; clean, well-maintained
- “Clay in May” is a 46 year old, 1 month long tournament. Generates economic benefits from both spectators and participants
- Would not be opposed to wine, beer in park; partner with restaurants?
- Possibility of special events to raise money for tennis center, other venues, e.g. “Save the Huts”?
- Existing staff does not have capacity to organize special events, would have to be done by volunteers, friends groups
- Create conservancy or friends group for each venue?
- Tennis center also caters to visitors, tourists

21. Norris Center: Arts Association

- Naples National Arts Festival, 2 days every February
- Would like to have capacity for more events
- Need more time /venues for special events, prefer Cambier Park

22. Norris Center: Celebration Community Beach Church

- Have a use agreement with the City for 5 years
- Set out 1300 chairs for a typical service during the season
- Need more outdoor space
- 60-70% of users are City residents (estimated)
- Parking is an issue
- People bring dogs, spread out on blankets; need more green space

23. Norris Center: Naples Concert Band

- Need space for rehearsals
- 8 concerts a year at Cambier
- Would like to have schedule approved earlier so they can plan accordingly

- Did parking survey at January 18 concert; parking is not a problem
- Concerts generate \$ for 5th Avenue restaurants
- Storage area is maxed out
- Approx. 2000 people attend concerts
- Probably not physically possible to accommodate more than 3000 - 3500
- Have a 5 year agreement
- Current policy; no alcohol in park

24. Norris Center: Gulf Coast Big Band, Naples Dixieland Band, Music Makers, Russ Morrison Bluewater Acoustic and Blue Grass Concert Series

- Need more indoor seating capacity in Norris Center

25. Naples Art Crafters

- Use Cambier Park 1 x month during seasons, October - April
- Estimate 1500 attendees per show throughout day
- Support local artists
- Also use Norris Center for juries, board meetings, etc.

26. Friends of Naples Preserve

MEMORANDUM

To: David Barth, Ph.D., Carlos Perez

From: Jay Exum, Ph.D.

Date: May 12, 2015

Re: Meeting with Friends of the Naples Preserve

Attending: Jennifer Fox, Becky Speer - (the sole City staff member dedicated to the Preserve), Mary and Ron Echols.

Becky indicated that the recently opened Gordon River Greenway has brought with it cyclists that come off the Greenway and now hike the preserve. She thought that they might need to get another bike rack to accommodate the new user group. Becky believes the size of the preserve is perfect for small kids, given the fact that they can walk the entire boardwalk in a relatively short period of time.

Other users of the Preserve include the Naples Community Hospital (NCH) patients who are undergoing cancer treatment who simply want a quiet place to come and sit. This is consistent with the Florida Blue concept, which could also foster a partnership among several entities with the Preserve.

All three of the Preserve volunteers indicated that they could have much more educational programs if they had more staff or volunteers. In part for this reason, they have recently established a Friends of the Preserve. Their recent meetings have attracted approximately 50 interested members, and they have approximately 35 members so far.

Becky has led programs for second graders, and more recently kindergartners from Lake Park elementary school. The second graders make an annual visit, staggered for each class in the second grade. While there they visit the earth globe and make promises for what they will do to help the earth.

A recent issue that has come up with potential volunteers is the requirement by the city to screen all potential volunteers as though they are employees. The application process is somewhat onerous, and some of the retired potential volunteers find the questions intrusive. As a consequence, Jennifer believes that many potential volunteers are instead going to the Conservancy of Southwest Florida where they can volunteer more easily.

The Preserve has hosted camps for a number of years, and Becky was the leader and instructor of

camps that included overnight stays at Myakka River State Park, and all day field trips to Big Cypress National Preserve. Recently, the camps have become a part of a contracted service that is a part of the city's comprehensive summer programs.

Becky mentioned other groups that used the Preserve that might be somewhat nontraditional. One of these was a group called "Manners camp" where etiquette and good behavior are re-enforced. Becky believe that the group of parents that bring their kids to manners camp might learn about regional ecology at the Preserve even though they might not otherwise visit state or national parks. The idea is that the manners camp brings in a different set of interest groups that can learn about environmental topics.

Jennifer believes that nature camps are trending again, and she has filled the slots that are currently available for the eco-camps through one of the city's program contractors. There may be additional programs that could be contracted by this group.

The Preserve is required by the FCT Grant to host 24 environmental education sessions a year. Becky and Mary indicated that they far exceed that with all of the programs that they lead. One of the programs is an adult education program with relatively in-depth lectures on wildlife and ecology. They lead these programs during the snowbird season of January through April and every Tuesday have approximately 25 to 30 people attend programs given by partners of the Preserve.

The Preserve has a vast number of partners that are listed on their website. These include Big Cypress National Preserve, Picayune Strand, Myakka River State Park and Corkscrew Swamp. The Friends of the Preserve host a table at the events and festivals held by these partners.

At Christmas, the Preserve puts up solar powered Christmas lights, and the partners put up displays in an event called "Preserving the Holiday Spirit"

The Preserve has occasionally hosted the upland portion of the master naturalist program because of the patches of scrub habitat they have that are easily accessible.

The interior of the Preserve was remodeled in 2006, and it currently includes environmental education exhibits, a library with regional ecological texts, and a display stand for brochures from the partners.

Though it is impossible to calculate because of the relatively uncontrolled access, the Preserve provides a monthly report on the estimated number of visitors.

There is a cycling and transportation map that shows key features in the city, and it does not currently include the Preserve. It will include the Preserve in its next version.

The Conservancy of Southwest Florida has recently expanded and revamped its headquarters near the Preserve. They focus on coastal and freshwater wetlands research, monitoring the bay, and serve as environmental advocates for local, regional and statewide issues. It is a well-funded, fully staffed organization with approximately 700 volunteers that assist full-time staff.

The Preserve used to host a Discovery Club that was an afternoon program for kids. It was one day a week and was a part of the city's afterschool program. They no longer have any staff to conduct this program. Also, the Preserve did not specifically receive any revenue for performing these services.

Preserve staff gave me a copy of the current management plan. It was not being referenced until recently.

Jennifer indicated that she did not believe the city would be willing to hire additional staff to assist with ongoing activities at the Preserve. (As an aside, there is no overall volunteer ambassador for the city, and it is unlikely that one will be hired.)

The Preserve gets quite a number of tourists from out of the country. It is listed in the Naples Chamber of Commerce brochure as a natural place, and tourists frequently come there during visits to Naples.

I asked about whether the Preserve was serving as the headquarters for environmental awareness for urban environmental topics such as energy, water use, fertilizers, chemical use, native vegetation for landscaping, etc., and staff indicated that these topics and opportunities had been broached by Mike Bauer in the recent past.

The Preserve leads six or so eco-tours a year, primarily in the winter season. These are very popular in part because transportation is provided to a unique natural area in the region such as Big Cypress National Preserve. One of the limitations to the number of these tours is the number of approved drivers that the city can use to drive a van that is filled with non-city employees that travel outside of the city. I asked if this could be expanded through an agreement with the private contractor, and Jennifer indicated that this could potentially be worked out.

Becky indicated that the Preserve needed to be open Saturdays and Sundays during the winter season in order to maximize attendance.

Ron provided a brochure with all of the partners' information on it and it included a map with distances from each park to the Preserve.

The park has specific fencing to keep gopher tortoises inside the Preserve. A number of years ago, 10 tortoises were transferred from a pending development to the Preserve. These were transferred through a Florida Fish and Wildlife Conservation Commission relocation permit, and the development company provided the fencing to keep the tortoises in the Preserve. Soon after these tortoises were transferred, people began unauthorized transfer of additional tortoises to

the tract. At one time, Becky believes the population of tortoises was near 200, and believes that it is currently at approximately 140 tortoises.

After briefly driving the area around the Preserve prior to the meeting, it became clear that some connection to the Gordon River Greenway, the land owned by the Southwest Florida Conservancy, the Naples Zoo and the Preserve could be enhanced. When I mentioned this to the Preserve volunteers, they agreed, and indicated that Freedom Park in Collier County needed to be added to the mix. They also indicated that Mike Bauer had envisioned this kind of connection a number of years ago. He opined that the parks and facilities should be a part of an ecological story to highlight the historic natural communities from wetlands at Freedom Park to the scrub at the Preserve. He contemplated this at a time before the Gordon River Greenway was completed, and now it is particularly tangible.

Becky gave a tour of the Preserve: She summarized the purpose of a relatively heavily manicured portion of the trail at the north end, and we discussed the kiosk and informational material at the beginning of the boardwalk. Because of the difficulties of using prescribed fire and heavy equipment at the Preserve, and an impressive amount of vegetation control has been accomplished through manual labor, particularly including students from a class at FGCU. As a result of these efforts, a broad array of primarily native vegetation has emerged from the previously dense saw palmetto/muscadine/ smilax/rosary pea morass. Small patches of scrub and dry prairie and a tiny relic herbaceous prairie also occur on the Preserve.

The Preserve has created educational signs documenting these natural communities, and their representative plants along the boardwalk.

We saw a number of tortoises during our brief stroll across the site and along the boardwalk. Although certainly not by design, the current estimated population of tortoises is way beyond sustainable.

Based on the cursory review, much of the habitat is still only marginal for tortoises, and certain areas look as though they've been overgrazed by the number of tortoises that currently exist there.

Because of the relevance of Mike Bauer's previous work on the Preserve, Jennifer scheduled a meeting with him and me to discuss some of his history on the Preserve, and environmental issues in the Naples in general. Mike is currently assigned to the stormwater department at the city, and focuses on issues relevant to water management and water quality. He confirmed the history of the translocation of tortoises, and suggested that perhaps some of the tortoises could be moved to the restored dune habitat in a few areas along the coast within the city.

Mike also confirmed his original thoughts about a coalition of environmental and conservation destinations near the Preserve. He believed it would be valuable to collaborate more closely with the Conservancy, and share the efforts of its volunteers. Mike mentioned other partners that should be considered. These included Ellie Krier with the Southwest Florida Land Preservation Trust who provided the funding for the Gordon River Greenway, perhaps the Naples Botanical Garden, and the Everglades Wetland Research Park where acclaimed wetland scientist William Mitch currently serves as the executive director during the winter months. Mike also mentioned programs at Rookery Bay related to Team Ocean.

We talked a little bit about urban environment issues and whether the Preserve (or the Parks Master Plan) could be an impetus for a "greener" approach on City properties. Mike lauded the notion that the Parks Plan could be used as a vehicle to demonstrate an environmental ethic on city Park property. He thought that Parks could be demonstration sites for stormwater management, and that pocket parks could be places where local stormwater retrofits could occur. Mike asked whether the topic of sea level rise would be addressed in the plan, and I told

him that I did not know. He informed us that he had written a memorandum regarding its potential implications that had been approved by the city manager and provided to the city Council

Mike also informed us that he had drafted and had passed a fertilizer ordinance in 2008 that proceeded, but was similar in context to what the state and other local governments have recently passed.

At the conclusion of the meeting with Mike and Jennifer, David Lykins and Michael Leslie and Carlos Perez joined us and we began to discuss other activities that might be appropriate at the Preserve. Which activities would be appropriate would include an internal review, but also review and approval by the Florida Department of Environmental Protection in an assessment of its compliance with the Florida Community Trust Grant. Considerations for alternative activities that were brainstormed included a zip line, a treehouse or tree canopy observation booth, and an aquarium,

As we talked about conclusions from the day, I mentioned that an initial conclusion of mine was that the Preserve would benefit from a workshop to better define a vision and its mission within the current context of its physical space and the efforts of other organizations in the vicinity. I believe it is essential to collaborate with other partners beyond which is happening today, and to consider the physical network from Freedom Park across the Greenway to the Preserve.

27. Community Services Advisory Board (CSAB)

May 12, 2015

Drafted by Jay Exum

County staff in attendance:

David Lykins, Mike Leslie

Attending from the Barth Associates Team:

Carlos Perez, Jay Exum

- 1) Introductions (three of the CSAB members are new to the Board today)
- 2) Presentation by Carlos:
 - o Philosophy of public realm planning
 - o description of High Performance Public Spaces
 - o project description and schedule
 - o three questions asked of the CSAB
- 3) Discussion:
 - o Question # 1: what are the top priority parks and recreation needs?
 - **Foster** - Having the Gordon River Greenway has opened a lot of excitement in the City - would like more opportunities like that
 - **Jeffreys** - Need to maintain children's spaces for families - e.g. baseball fields for greater Naples Little League. Fields are constantly being used, and it is hard to schedule practice times.
 - **Jeffreys** - Blue Zones like around Cambier are great - helps to meet objectives to become a healthy City
 - **Jeffreys** - in the survey, use a better map. Can they get a map that lists, and illustrates all the parks? There is a map like this that has already been created.
 - **Swingley** - pleased with the parks, in her mind, any suggestions may be "frosting on the cake". Wants to see results of survey to determine what to do further.
 - **Jeffreys and McLeod** - agree that "needs" could be framed to say "desire" since they like the park system as it is, improvements would be beneficial but they aren't necessary
 - **McLeod** - wanted to talk about the survey more than anything else - Carlos explained that the survey was previously approved by City Council, and it has already been printed to be mailed to residents.
 - **Black** - why is the dog park in the survey? That isn't a City expense - David

explained that they want to assess whether specific elements like a dog park is an important element of the parks program for some residents

- **McLeod** - feels the survey could be improved and wished that modifications could be made to it
- **Swingley** stated that “what was done is done,” let’s wait on the survey results and build from there
- **David** explained that ETC has done surveys across the country and their survey methodology is tried and true
- **Jeffreys** - wants to get summaries of focus groups to understand what their input was
- **Black** - how was the survey disseminated? How do we know the survey will be distributed in a balanced way? Carlos explained that the statistically valid survey was submitted randomly to a sufficient number of residents to receive an expected 600 respondents.
- **Swingley** - assess survey results by age group.
- **Jeffreys** - Can the mayor tweet a request to fill out the on-line survey so that more people will respond?
- **Foster** - what about snowbirds - David explained that the surveys will be sent out first class mail with return envelope - those should follow seasonal residents to their summer homes.
- **David** also explained that the same number of surveys will be sent to each geographical area of the City to get adequate coverage of each area. Once the survey comes back, there are plenty of opportunities for resident (and CSAB) input
- **McLeod** - can the CSAB get copies of the groups that are being met with for focus and stakeholder groups? Can she e-mail David with a list of groups that

are not on the lists to be interviewed?
David said sure.

- **McLeod** - asked other CSAB members who was missing:
- **Swingley** - students? Needs more time to make suggestions -are softball, soccer, football users all included? - David said yes.
- **Black** - where will the survey go when it comes back? CSAB might want to look at the results and determine whether more interviews are necessary
- **Jeffreys** - has no recommendations for additional focus groups to be interviewed
- **Foster** - has no recommendations for additional focus groups to be interviewed
- Back to considerations for Question # 1:
- **Jeffreys** - depends on the user groups, but some considerations should include
 - Shading and restrooms,
 - accommodate tourists and winter visitors,
 - shower facilities at beaches,
 - more recreational opportunities at beaches (life vests for small children at the beach was a great program provided by the City -can they do more than that?.
 - Make citizens more aware of the facilities and services that already exist.
- **Foster** - are there medical emergency facilities? David says auto defibrillators at several facilities
- **Black** - very happy that the City has different kinds of parks - event parks, venue parks. Make each park special and unique
- **David** - are parks under-or over-utilized? Black - Over-used for certain events like art shows, but people expect that
- **Foster** - create more off-season events,

such as a moderate-sized art show, or concert, Swingley - continue programs that are available in season to off-season

- **Black** - increase connectivity between parks
- **David** - are their changes with the times that should be made, because the parks were created, envisioned 30 years ago? E.g. personal fitness -biking, running - (shuffleboard, horseshoes are out).
- **Black** - Needs analysis will help answer some of these questions. Many people are afraid of change, but the Plan will help move parks in a new direction
- **McLeod** - look at notes from CSAB tour of parks - they had great ideas and suggestions after that meeting
- **Jeffreys** - go to parks and ask questions - Carlos - we have done this, and are scheduled do it again
- **Foster** - Baker Park - can the results of this Plan be used to make suggestions as it continues to evolve - David says short answer is Yes.

o Question # 2: What sources of funding would you support?

- **Foster** - how can the County take a larger role in funding City Parks? David says this is tough - the current Interlocal agreement with the County was negotiated for a 10-year term at 1\$ dollars per year, much of which goes to manage beach access. 60% goes into general funds. But this amount (1\$M) doesn't pay for all the uses by people from Collier County. The City will likely seek to negotiate the funding amount with the new agreement
- **Swingley** - doesn't know of any funding sources that she wouldn't consider
- **Foster** - would probably say no to requesting funding from churches
- **Carlos** - is it safe to say that all CSAB

members would at least entertain all options referenced in the presentation?
- All CSAB members said yes.

o Question # 3: Comparable Cities?

- **McLeod** - Carmel
- **Foster** - Vancouver, Boca Raton
- **Jeffreys** - Naples is the best, but it would be nice for the CSAB to get information about other parks, trends, what they are doing, etc.

David mentioned that I was going to visit The Preserve later this morning and asked whether any CSAB members had things they wanted me to consider as I toured the facility. **Foster** suggested that I consider how the Preserve and the Conservancy of Southwest FL should interact.

28. Sailing Center

Naples Community Sailing Center, River Park
Interview | Tuesday May 12, 2015

Needs and Priorities

- Sailing Center Needs, been in Naples Landing for 20 years in temporary trail that is permanent. Have docks. Thriving program that is important. Completely non-profit. Always broke. Lowdermilk Park is used for regatta, used once per year. 200 + 250 boats for 3 days. Big deal event.
- Permanent residence is Naples Landing, funded 100% of what is there.
- +300 room nights are sold for the event, food, shopping that is brought by the event
- Have frustration with City bureaucracy for the use of park. Need to pay a fee of \$800 perday for use of the park. Have paid for police, but never in 15 years have they paid for the park. Don't have another location for the regatta. Don't want to pay.
- Perception that the City would not like them there and are enforcing the rule to

push them out.

- Physical location, need more storage space, interior learning location
- Point of confusion of beach re-nourishment permit. Have received permits from the City, but were in conflict with the events to the County. Need better co-ordination between the City and the County for events.
- Clearwater, Martin County, and Coconut Grove all have great facilities.
- Seattle, Center for Wooden Boats
- Kim - Do not remove softball field, remove some of the tennis courts and place exercise equipment in those locations.
- Need more enforcement of uses in Cambrier Park, BBQing, off-leashing dogs.
- Women's Club parking lot could be another location for parking.
- More trees and benches in Fleishman Park, fixed seating might be better than movable tables and chairs.
- Ball field is used for other uses like picnicking, classes, kids flying parks. Could use a nice big open space for a variety of uses.
- Don't build more parks if you can't maintain at the same level.

Funding

- Would support all of the funding strategies.

29. Rowing - Rowing Association

Needs + Priorities

- 50% of members are in the City proper. Will be going under footbridge in Baker Park and the Greenway. Need votes from Baker Park to keep it going, since Council is decisive.
- Rowing Association is being asked to pay for all the constructions.
- Motor boating access may not be

appropriate due to technical reasons, is very shallow.

Funding

- Would not support bonding

30. Running - Gulf Coast Runners + Naples Triathletes

Needs + Priorities

- 40-year organization, 1,100 members, 25,000 local users, do 18 to 20 races. Most of them are held at the City of Naples, Lowdermilk, Cambrier Park, 501c3 raises funds for local non-profits. Use of parks is during times that others are not using it.
- Some residents, mostly elderly/seasonal that have complained about the routes of the events because they don't want the events on the street or in certain areas. The city has received complaints of their use of Cambrier Park. City should let residents know that the event is happening and alert residents of what is happening so people can plan for, similar to what Pelican Bay does.
- Have had cyclist get hit by cars on their way to church.
- Better connectivity for cyclist and pedestrians
- Better education and culture for sharing the roads

Funding

- Would support all of the funding strategies.

Comparables

- Miami, Fort Lauderdale - Escape to Miami and other events are in parks that are more inclusive, multi-purpose.

31. Blue Zones Project

TG - Safe and Healthy Children Coalition

- Softball Field should remain in Cambrier Park
- Anthony Park, would like to see facilities and activities for older kids. Parking is an issue (i.e. grills, picnic pavilion, fitness areas, track, restrooms, need more for kids, parking).
- Need parking for River Park, Citywide for all events.
- More events to bring families together.
- Outdoor Fitness facilities in all City Parks next to playgrounds
- Community Gardens
- Splash Pad (Anthony Park, Cambrier Park)
- Shuttle service to parks and beaches
- Organized sports, transportation to organized sports.
- Costs of organized sports have gone up, too expensive. Don't have to pay referees, could use volunteers.
- Sidewalk and crossability, pedestrian connectivity
- Signage + Wayfinding, the only signs are in the parks.
- Marketing and advertisement of public parks
- Swimming instructors, leading for cause of death for ages 1 to 4.
- Connect all the parks

Funding

- Nothing that increases taxes
- User fees that are minimal
- Parking meters
- Beach stickers for non-residents and non-county
- Combination of sources

Comparable Parks

- La Hacienda Park, Los Angeles

32. Lacrosse

Needs and Priorities

Boys and Girls Lacrosse (Age 7 to 16) Naples

- Beginning Sept to December; January for Map
- Field space for practice and tournaments. Fleishman Field is ok, but have to compete with Football. One dedicated field for routine, second field for tournament. Ideal scenario would to have artificial turf fields. Greenfields provide discount for turf on lacrosse fields.
- Travel teams start end of April and play to end of July.
- During the summer, fields are used for instructional purposes

Boys Lacrosse (Age 6 to 15) Collier County

- 140 kids, league if from January to end of April, Sept to December.
- Had 7 teams in Naples.
- Travel teams start end of April and play to end of July.
- Need minimum 3 fields, 4 would be preferable.
- Turf is better.
- Would also like to have a wall to throw against, wall on grass.
- Need concession and restroom facilities for lacrosse fields
- Need sufficient parking if they were to do tournaments.
- Storage facility for goals and miscellaneous equipment.
- Lighted fields are important.
- Lining the fields for boys and girls, which are different.
- Collier County has a facility, but is used for Soccer so Lacrosse gets bumped. City is much better at accommodating.

Funding

- Would support all of the funding strategies.

Comparable

- Lakewood Ranch in Sarasota, maintained and lit lacrosse fields.
- St. Andrews

33. Naples Pathway Coalition

Needs and Priorities

- Connectivity, get from wherever they live to an open space park in their neighborhood.
- Walk or ride a bicycle to a larger facility, community center
- Signage and way finding that allows people to see that there is a way to get to these facilities walking, biking,

Funding

- Would support all kinds of funding

34. Softball League

Needs and Priorities

- Want a designated softball field in the City for Naples Girls Softball
- The dream is to have 4 fields
- Would be fine with 1 stadium field and 1 practice field. Having a lighted field is more important than where geographically the practice field is located.
- Continued relationship with the City to program field
- Parking is a challenge, particularly on the 1st Saturday of the month

Funding

- Would not support funding, particularly barrowing to take down the stadium to build anew one. That would really upset people.
- Pay at least \$5.00 per year for parks.
- Would support all kinds of funding

Other Discussion Points

- Make people aware that there are alligators in Anthony Park
- Include exercise equipment at Cambrier Park and Anthony Park
- Include playground cover at Anthony Park
- Explore community redevelopment grant for programs at Anthony Park
- Use River Park as a training facility for kids, Anthony Park for recreation and sports.

35. Football - Football University Youth Football Championship

- US Army All American Bowl - High School Football event. Played in San Antonio, TX. Put the game on for the Army.
- Football University Youth Football Championship. Nationwide tournament, final four games in Florida in Naples. December 18th to 22nd. Currently use Fleishman Park and Naples High School.
- Fleishman Park is a great park to bring the event that he does. It needs significant improvements. Could hold 1500 to 2000 people there. Build out a stadium with stands, locker rooms, concessions stands, turf field. 1st Class event space.
- Are committed to Naples for the next two years, but if nothing is planned, they will entertain other cities.

As a City Resident

- Fleishman building needs to be updated. It's an old building.

- Need to have someone come in and do programming for year round sports and training events for all ages.

Funding

- Support all funding types.

Comparable

- Williamsport, Pennsylvania - Little League World Series of Baseball. TV ready facility.
- Williamsburg, Virginia - Multi-sport facility

36. Girls Softball Little League

Bill,

Recent emails concerning the ball field use at Cambier Park prompted this office to review the youth participation in the Girls Softball Program at Cambier Park.

Player rosters for the most recent 2014 and 2015 seasons are attached for your information.

Participation, based on residency, resulted in the following findings:

| 2014 | | Total |
|----------------|------------------|-------|
| City Residents | County Residents | |
| 20 (20%) | 80 (80%) | 98 |

| 2015 | | |
|----------------|------------------|-----|
| City Residents | County Residents | |
| 19 (18%) | 88 (82%) | 107 |

This information will be shared with Barth Associates and incorporated into future findings related to the citywide parks master plan.

Dave Lykins
Community Services Director
City of Naples
dlykins@naplesgov.com

37. Lacrosse Letter

I recently saw an article in NDN that said you were doing an assessment/evaluation of the City of Naples Parks. You may remember me from the Park Shore Association Board, but I am also on the Board of Directors and a Coach for the Collier County Lacrosse Association and as such have a keen interest in making sure that local youth lacrosse gets the playing time on local fields that is needed to grow the sport and sustain our current players. Consequently, I wanted to let you know that from CCLA's perspective there is a shortage of lighted playing fields for lacrosse in Collier County and the City of Naples. Lacrosse is played on a field similar in size to a soccer field or a football field. Please take this into consideration when doing your assessment and do not leave lacrosse out of the mix when deciding if any new facilities should be added or the best use for such fields.

Lacrosse is the fastest growing sport in the United States. It is also the oldest sport in the United States dating back to Native Americans who invented the sport. It also played at all of the major high schools in Collier County at a varsity level. Please keep lacrosse in mind when doing your evaluation/assessment. Also, let me know if there is anyone else we should contact to discuss the needs of local youth lacrosse in Naples. We are also happy to participate in any further discussions or meetings that you may have on the topic of parks in the City of Naples.

Other Needs, Notes:

- Have low LOS of 2 -3 acres per 1000, every venue needs to be as good as possible
- Include bikeways/ pathways plan
- New ethic, making venues as great as they can be, environmental ethic
- Intercept surveys could indicate current park usage, users, length of stay, resident/ non-resident
- State to Council "Venues Model"; "Core Services"; "Cost Recovery"]

- Cambier Arts and Culture Park, Norris Center
- Bigger City model: Bryant Park
- Two future studies needed: cost recovery/ fee study, traffic/ parking management study
- Need to use social Media - not allowed to use
- More family programs, e.g. Easter egg hunts, programs for less advantaged
- Programs for residents who live year-round, inner city residents
- Need to include blue zone principles in plan
- People come into City (from County) to work; need family programs to serve serviceworkers, want to enroll kids in programs here
- New community center at Fleischman
- Bus to serve kids, preserves, summer camps
- Separate skate park at Fleischman from young kid's areas

6.2 PARKS AND OPEN SPACE FUNDING WORKSHEET

Following are projected revenues from various City of Naples funding sources.

| Pay As You Go | 1 YR | 5 YRS | 10 YRS | Comments |
|---|---------|-------|--------|---|
| City/County CIP for Park Improvements | 615k | 750k | 900k | Estimated increase each year due to aging facilities |
| City-wide Parks Improvement District | N/A | N/A | N/A | |
| Area Parks Improvement District | N/A | N/A | N/A | |
| Special Parks Assessment | 600k | 600k | 600k | Funding provided by Collier County. Agreement expires in 2 years. |
| Parks Conservancy, Capital Campaign, Fund-Raising (bricks, naming rights, etc) | 2.0 mil | TBD | TBD | Includes Baker Park Naming Right |
| Tax Increment Financing | N/A | N/A | N/A | |
| Concession Revenues | 110k | 150k | 200k | Includes Pier & Lowdermilk |
| Public Use Easements on Private Parcels, including Roof Tops, Stormwater Ponds, Vacant Lands, etc | N/A | N/A | N/A | |
| Prescriptive Codes, Regulations | N/A | N/A | N/A | |
| Partnerships with Schools, Churches, Non-Profits | N/A | N/A | N/A | |
| Use of Other Public Lands (e.g. DOT underpass) | N/A | N/A | N/A | |
| Donations, Gifts | 3.7mil | TBD | TBD | Includes Baker Park & Dog Park donations and pledges |
| Interagency Transfers (e.g. military) | N/A | N/A | N/A | |
| Impact Fees: Parks, Transportation | 257k | 250k | 250k | Fund Balance as of April 2015 |
| Tax-Defaulted Properties | N/A | N/A | N/A | |
| Grants: local, state, federal | 200k | 200k | 200k | Applied for 2 FRDAP Grants for Baker Park in 2015 |
| Parking Fees | N/A | N/A | N/A | |
| Stormwater Utility Fees | N/A | N/A | N/A | |

| | | | | |
|------------------------|------|------|------|---|
| User Fees | 722k | 750k | 800k | Includes all recreation revenue with an estimated annual increase |
| Corporate Sponsorships | N/A | N/A | N/A | |
| Land Swaps | N/A | N/A | N/A | |
| Local Sales Tax | N/A | N/A | N/A | |

| Borrowing | 1 YR | 5 YRS | 10 YRS | Comments |
|----------------------------|------|-------|--------|----------|
| City/ County G.O. Bonds | N/A | N/A | N/A | |
| City/ County Revenue Bonds | N/A | N/A | N/A | |
| Revolving Loan Fund | N/A | N/A | N/A | |

| Regulatory, Private Actions | 1 YR | 5 YRS | 10 YRS | Comments |
|---|------|-------|--------|---|
| Prescriptive Codes, Regulations | N/A | N/A | N/A | |
| Zoning, Land Use Incentives and Credits | N/A | N/A | N/A | |
| Negotiated Exactions, Donations | N/A | N/A | N/A | |
| Legal Settlements, Mitigation | N/A | N/A | N/A | |
| Volunteers, Adopt-a- Park Programs | N/A | N/A | N/A | Friends or Baker Park, Dog Park, Lowdermilk Park, Naples Preserve, etc. |
| Site Plan/ Design Assistance | N/A | N/A | N/A | |
| Stormwater Treatment Design Standards | N/A | N/A | N/A | |
| Transfer of Development Rights | N/A | N/A | N/A | |
| Water Quality, Conservation Credits | N/A | N/A | N/A | |

| | | | | |
|---------------|--------------------|--------------------|--------------------|--|
| TOTALS | \$2,504,000 | \$2,700,000 | \$2,950,000 | |
|---------------|--------------------|--------------------|--------------------|--|

6.3 FIRM PROFILE

Barth Associates, LLC was founded to help communities “harness the power” of their parks and recreation system to become more resilient and sustainable. A parks and recreation system can comprise as much as 50% of a city’s land mass, and a well-planned, designed, programmed and maintained system can generate numerous economic, social and environmental benefits for the community.

Dr. David Barth is a registered Landscape Architect, Certified Planner, and Certified Parks and Recreation Professional (CPRP). Formerly a Principal with Glatting Jackson/ AECOM, he has led the development of over seventy Parks and Recreation System Master Plans for communities throughout the United States including Washington D.C, Miami-Dade County, Norfolk VA, Raleigh NC, and downtown San Diego CA. He is also a nationally-recognized author and speaker on parks and recreation issues; he was a co-author of the American Planning Association (APA) publication *From Recreation to Re-Creation*, as well as a contributor to APA’s *Planning and Urban Design Standards* for parks and recreation needs assessments.

Dr. Barth received his undergraduate degree in Landscape Architecture from the University of Florida; his Master’s Degree in Organizational Leadership from Palm Beach Atlantic University; and his PhD in Design, Construction and Planning at the University of Florida.

