



EAST NAPLES

COMMUNITY DEVELOPMENT PLAN

NOVEMBER 2020

ACKNOWLEDGEMENTS

COMMISSIONER DONNA FIALA & THE EAST NAPLES COMMUNITY

Thank you to Commissioner Donna Fiala for your years of service to Collier County and to the East Naples area. Your work has been an inspiration for this plan.

Additionally, thank you to all the East Naples community members who provided guiding input.

COLLIER COUNTY STAFF

Thaddeus Cohen

Richard Dawson

James French

Anita Jenkins

Troy Miller

Michele Mosca

Oscar Nieves

Trinity Scott

Other County Staff in Various Departments and Divisions

CONSULTING TEAM STAFF

Ali Ankudowich—Tindale Oliver

Benjamin Cates—Tindale Oliver

Patrick Dougherty—Tindale Oliver

Bo Galloway—Tindale Oliver

Demian Miller—Tindale Oliver

Andrea Sauvageot—Tindale Oliver

Steve Tindale—Tindale Oliver

Maria Bendfeldt -PlusUrbia Design

Andrew Georgiadis—PlusUrbia Design

Juan Mullerat—PlusUrbia Design

Yvonne McClellan—Quest Corporation of America

Nannette Rodriguez—Quest Corporation of America

TABLE OF CONTENTS

| | |
|-------------------------------------|----|
| EXECUTIVE SUMMARY | 1 |
| 1.0 INTRODUCTION | 13 |
| 2.0 KEY TAKEAWAYS & VISION..... | 15 |
| 3.0 LAND USE CONCEPTS..... | 27 |
| 4.0 TRANSPORTATION | 41 |
| 5.0 ADDITIONAL RECOMMENDATIONS..... | 46 |
| 6.0 IMPLEMENTATION | 49 |

SUPPORTING DOCUMENTS

Public Involvement Plan

Technical Memorandum 1: Background & Needs Assessment

Technical Memorandum 2: Vision Elements, Land Use Concepts, and Recommendations

LIST OF FIGURES

| | |
|--|----|
| Figure 1: Overview of Planning Process..... | 2 |
| Figure 2: Vision Elements..... | 4 |
| Figure 3: Build-Out Scenarios Descriptions | 5 |
| Figure 4: Pathway Connection Grand Lely Subdivision/ Donna Fiala Eagle Lakes Community Park | 9 |
| Figure 5: Examples of Intersection Improvements..... | 10 |
| Figure 6: Proposed US 41 Cross Section – Rattlesnake Hammock Road.. | 11 |
| Figure 7: Proposed US 41 Cross Section – Naples Manor Area..... | 11 |
| Figure 8: Overview of Planning Process..... | 15 |
| Figure 9: Residential and Non-Residential Share of Square Footage Built by Decade in East Naples Study Area | 17 |
| Figure 10: Vision Elements..... | 21 |
| Figure 11: Build-Out Scenarios..... | 23 |
| Figure 12: Non-Residential Square Footage Benchmarks | 24 |
| Figure 13: Workshop 2 Polling Responses to Build-Out Scenarios | 24 |
| Figure 14: US 41 at Naples Manor Existing Conditions and Connectivity Opportunities..... | 25 |
| Figure 15: US 41 at Naples Manor Moderate Concept – Plan View..... | 26 |
| Figure 16: US 41 at Naples Manor Moderate Concept – Perspective View..... | 27 |
| Figure 17: US 41 at Naples Manor Light Concept..... | 28 |
| Figure 18: US 41 at Naples Manor Robust Concept | 28 |
| Figure 19: US 41/Rattlesnake Hammock Existing Conditions and Connectivity Opportunities..... | 29 |
| Figure 20: US 41/Rattlesnake Hammock Moderate Concept – Plan View | 30 |
| Figure 21: US 41/Rattlesnake Hammock Moderate Concept – Perspective View..... | 31 |

| | |
|---|----|
| Figure 22: US 41/Rattlesnake Hammock Light Concept..... | 32 |
| Figure 23: US 41/Rattlesnake Hammock Robust Concept | 32 |
| Figure 24: Towne Centre Existing Conditions and Connectivity Opportunities..... | 33 |
| Figure 25: Towne Centre Moderate Concept – Plan View..... | 34 |
| Figure 26: Towne Centre Moderate Concept – Perspective View | 35 |
| Figure 27: Towne Centre Light Concept | 36 |
| Figure 28: Towne Centre Robust Concept..... | 36 |
| Figure 29: Pathway Connection Grand Lely Subdivision/ Donna Fiala Eagle Lakes Community Park | 42 |
| Figure 30: Short-Term Intersection Improvement Examples..... | 43 |
| Figure 31: Existing US 41 Cross Section Example..... | 44 |
| Figure 32: Proposed US 41 Cross Section – Rattlesnake Hammock Road | 45 |
| Figure 33: Proposed US 41 Cross Section – Naples Manor Area | 45 |
| Figure 34: Implementation Summary | 51 |

LIST OF MAPS

| | |
|---|----|
| Map 1: Study Area and Area of Influence..... | 1 |
| Map 2: Existing Land Uses and Roadways in the East Naples Study Area | 3 |
| Map 3: Land Use Concept Sites..... | 5 |
| Map 4: Study Area and Area of Influence..... | 14 |
| Map 5: Public Facilities in East Naples Study Area | 16 |
| Map 6: Existing Land Uses and Roadways in the East Naples Study Area | 18 |
| Map 7: Land Use Concept Sites..... | 22 |
| Map 8: Opportunity Zone in the East Naples Study Area..... | 40 |
| Map 9: Highlighted Planned Transportation Improvements | 41 |

ES

EXECUTIVE SUMMARY

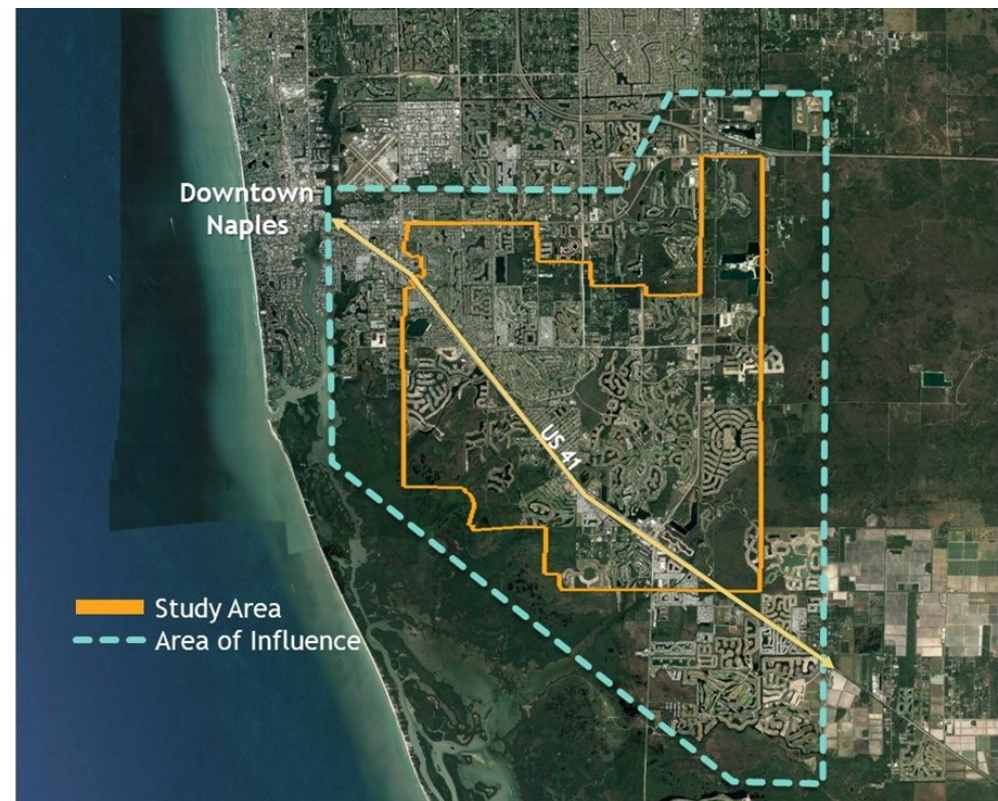
INTRODUCTION

This Community Development Plan focuses on the East Naples Study Area (Map 1) and aims to embrace the area's assets, address current needs, and respond to growth and development trends in the area. Specifically, it provides a community vision for the long-term future to:

- Guide land uses and development
- Support multiple transportation types
- Highlight community assets/improvements
- Provide options for follow-up efforts to address other topics of interest to the community
- Provide steps on implementation

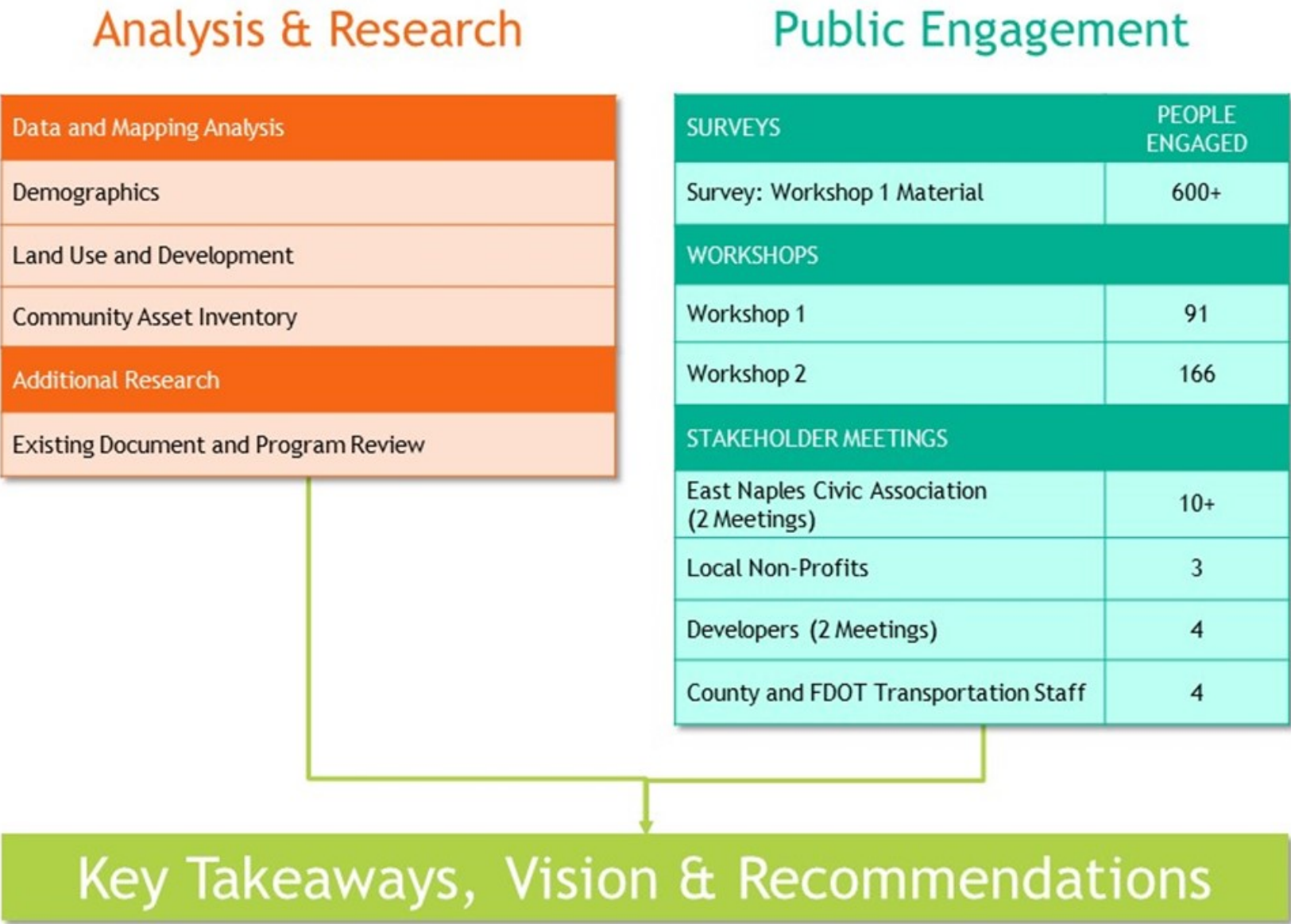
Figure 1 shows an overview of the planning process.

Map 1: Study Area and Area of Influence



EXECUTIVE SUMMARY

Figure 1: Overview of Planning Process



EXECUTIVE SUMMARY

KEY TAKEAWAYS & VISION

The area generally has good coverage by public facilities and services but would benefit from improvements to provide better transportation options, including non-motorized options such as walking and biking, for localized travel. The US 41 2018 Study recommended focusing on transportation network improvements for streets connecting to and running parallel to US 41; these recommendations have been considered for land use concepts developed as part of this plan.

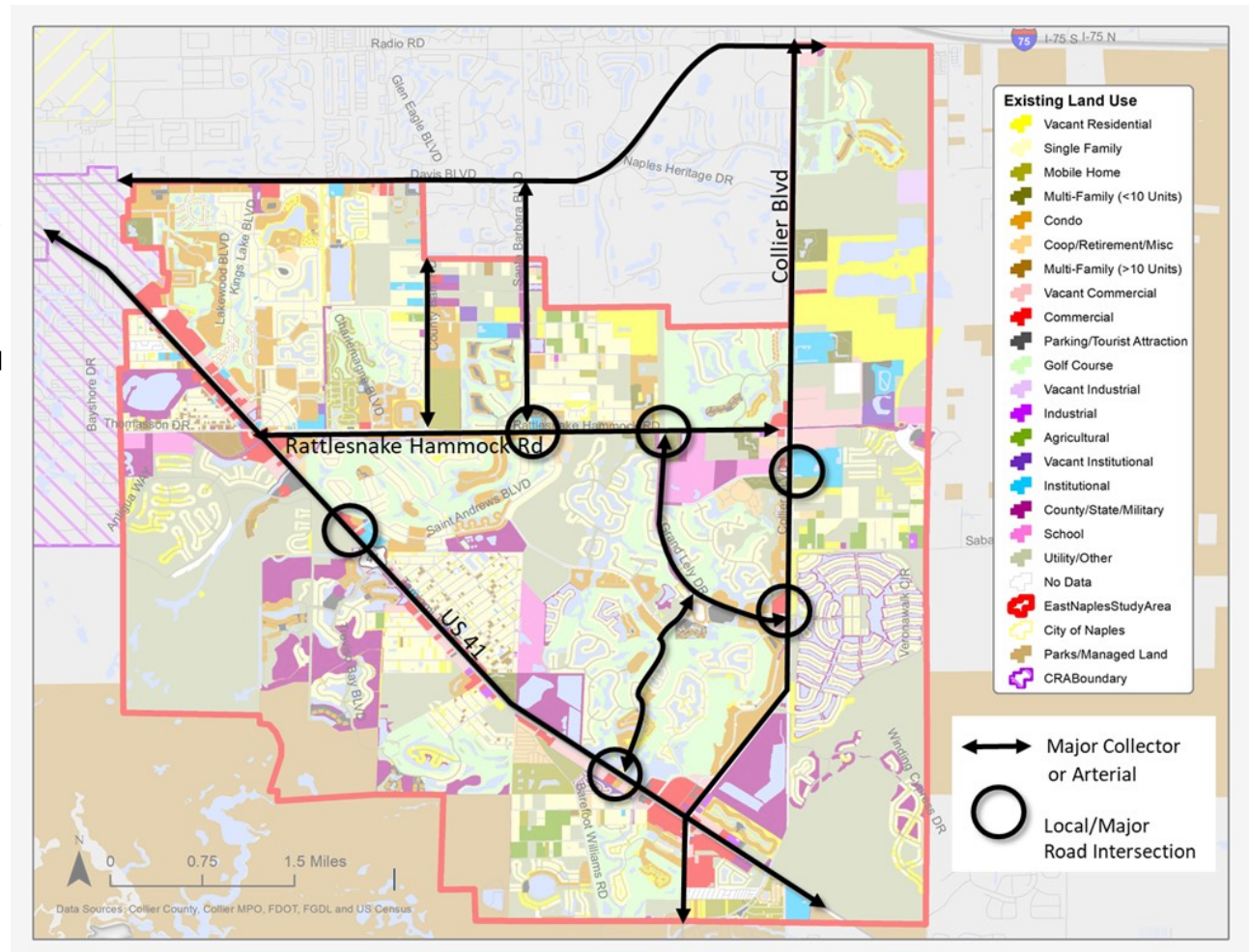
Outreach from prior studies and this current study indicate a desire in the community for more diverse and quality commercial establishments. Looking generally at the amount of non-residential development that would include commercial, the area is underserved, with only 11% of current square footage built as non-residential relative to the unincorporated county as a whole that has a share of 15% non-residential square footage. This plan looks at approaches to increase the share of non-residential development by focusing on increasing desired commercial and other uses that can be paired with commercial for mixed-use development.

The area may already face some potential limitations to adding more commercial uses, which include:

- Limited roadway connections between neighborhoods and commercial corridors
- Low population density
- Significant seasonal population
- Uncertainties related to general market demand

An important starting point for ensuring desirable future development is to implement limitations on undesired uses (such as gas stations, self-storage, car washes, fast food restaurants) and ensure that new development being built includes desirable uses (such

Map 2: Existing Land Uses and Roadways in the East Naples Study Area



Source: Florida Department of Revenue, 2019 with some exceptions

EXECUTIVE SUMMARY

as restaurants, certain additional commercial uses identified during outreach, and green space) for the community.

Development and redevelopment options to provide additional desired commercial uses should focus primarily on the US 41 corridor and nodes but provide approaches that can be used at other development and redevelopment sites in the East Naples Study Area and beyond, such as the outlet shops on Collier Boulevard south of US 41 and developments under consideration near Collier Boulevard and Rattlesnake Hammock Road.

Design is a critical component of desirable future development for the community, including:

- Buildings set back from the roadway with landscaping
- Potential range of heights from one-story to low multi-story, being mindful of concerns about overbuilding
- Walkable developments

Preferred implementation measures include more moderate approaches such as a marketing campaign to promote the area and incentives, such as fee reductions/waivers and expedited permitting; additional approaches were considered as part of this planning process where they might align with other preferences and vision outcomes.

Housing affordability emerged as an important topic with a range of related themes; some community members were concerned about adding more affordable housing to the area, and others saw affordability and value of the area (what you get for what you pay) as an asset.

These takeaways were distilled into the vision elements of Figure 2 to guide land use concepts and recommendations included in the plan.

Figure 2: Vision Elements



EXECUTIVE SUMMARY

LAND USE CONCEPTS

For land use concepts, a range based on different build-out scenarios was considered at three different sites (see Map 3 and Figure 3) along the corridor, from the lowest intensity potential (US 41 at Naples Manor) to the greatest intensity potential (Towne Centre). The build-out scenarios can be paired with approaches to encourage desired uses and discourage undesired uses identified during the project analysis and outreach.

Based on feedback from public engagement activities, the **moderate** build-out scenario for each site received highest or second-highest ratings in terms of most preferred scenario and the lowest, by far, in terms of least-preferred scenario. **Implementing a moderate scenario at all sites would add an estimated maximum of approximately 1.5 million square feet of commercial and office development (assuming the mixed-use development is primarily a combination of these uses). This would shift the current 11% non-residential share of total development to 12–13%.** Note that residential could be considered for mixed-use depending on market demand.

Map 3: Land Use Concept Sites

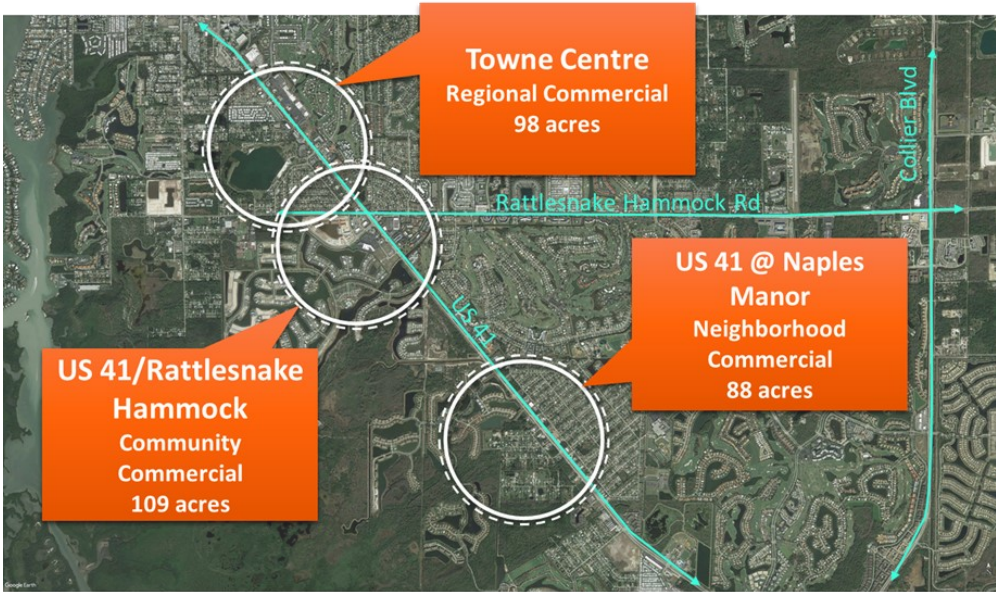


Figure 3: Build-Out Scenarios Descriptions

| Light | Moderate | Robust |
|--|---|---|
| <ul style="list-style-type: none">Focus on transportation, landscaping, and some development design improvements | <ul style="list-style-type: none">Partial site build-outMulti-floor mixed-use (ground floor commercial, upper floor office/residential, max. 3 floors) and ground floor commercialTransportation, landscaping, and development design elements | <ul style="list-style-type: none">Full site build-out, longer termMulti-floor mixed-use (ground floor commercial, upper floor office/residential, max. 3 floors) and ground floor commercialTransportation, landscaping, and development design elements |

Note: each scenario can be paired with approaches to encourage desired uses/discourage undesired uses.

EXECUTIVE SUMMARY



US 41 AT NAPLES MANOR

MODERATE BUILD-OUT SCENARIO DEVELOPMENT ESTIMATES*

- Commercial Square Footage Added: **254,000**
- Max. Office/Residential Square Footage Added: **59,000**
- Max. Employees/Units Added: **700 Employees/40 Units**

**See plan for calculation details and assumptions.*

TRANSPORTATION AND LANDSCAPING HIGHLIGHTS

- US 41 redesigned as multi-way boulevard, moving higher-speed traffic to center lanes and lower-speed traffic to side lanes with a high degree of access and parking; side and center lanes separated by median containing protected pathway with trees
- Improved connections to neighborhoods with additional landscaping; new connections between neighborhoods and US 41 via parking lots, helping reduce block size
- Enhanced street crossings and intersections to aid cyclist/pedestrian movement
- Street parking
- Native plants

LAND USE AND DESIGN HIGHLIGHTS

- Spaces along street frontage filled in with buildings that hug lot edges to support walkability
- Mix of ground-floor commercial and some multi-story mixed-use with commercial and office/residential (more limited build-out in this concept); warehouse space can be encouraged to redevelop as mixed-use
- “Gas backwards” gas station design – placement of fuel pumps at rear of site and store at front of site along roadway, making store easily approachable by pedestrians and cyclists

EXECUTIVE SUMMARY



US 41 / RATTLESNAKE HAMMOCK

MODERATE BUILD-OUT SCENARIO DEVELOPMENT ESTIMATES*

- Commercial Square Footage Added: **372,000**
- Max. Office/Residential Square Footage Added: **372,000**
- Max. Employees/Units Added: **2,000 Employees/270 Units**

**See plan for calculation details and assumptions.*

TRANSPORTATION AND LANDSCAPING HIGHLIGHTS

- Enhanced intersection at US 41/Rattlesnake Hammock Road
- Other enhanced street crossings with adjusted signal timing to aid pedestrian crossings
- Wider sidewalks
- Bike lanes with buffer zone instead of conventional painted lanes
- Planting strips, native plants
- Hidden parking screened in mid-block lots
- Street parking
- Walkability enhancements to Cardinal Way: sidewalks, parallel parking, street trees, lanterns, and street furniture

- Large surface parking lots can be transformed into parking decks with mixed-use development

LAND USE AND DESIGN HIGHLIGHTS

- Spaces along street frontage filled in with buildings, shaping streets; corner properties developed to hug intersection, creating focal point for those traveling along US 41
- Mix of ground-floor commercial and some multi-story mixed-use with commercial and office/residential; anchor stores can be left in place; parking decks can create new space for retail, housing, civic uses, and open space. Anchor stores can be left in place.

EXECUTIVE SUMMARY



TOWNE CENTRE

MODERATE BUILD-OUT SCENARIO DEVELOPMENT ESTIMATES*

- Commercial Square Footage Added: **770,000**
- Max. Office/Residential Square Footage Added: **770,000**
- Max. Employees/Units Added: **4,100 Employees/550 Units**

**See plan for calculation details and assumptions.*

TRANSPORTATION AND LANDSCAPING HIGHLIGHTS

- Existing parking lot broken into blocks with links between US 41 and retail at back of site
- More walkable connection along canal at northern end of site, creating open/gathering space
- Bike lanes with buffer zone instead of conventional painted bike lanes
- Enhanced street crossings and intersections to aid cyclist/ pedestrian movement
- Street parking and opportunity for parking decks lined with mixed-use development; improvements support parking once and walking between establishments
- Native plants

LAND USE AND DESIGN HIGHLIGHTS

- Buildings and green space along new connections
- Opportunity for ground-floor commercial or multi-story mixed-use with commercial and office/residential; mixed-use buildings up to three stories to line potential parking decks; opportunity to evaluate transition of trailer park at Neapolitan Circle to mixed-use development with relocation assistance for trailers
- Nearly every block has green space

EXECUTIVE SUMMARY

This plan summarizes adjustments to the Growth Management Plan and Land Development Code for further evaluation and implementation of the preferred land use concepts, including topics of density and intensity, coastal and flood zone considerations, uses, building and site design, and parking. Aside from development regulations, the County can implement and promote incentives to encourage desired development, such as development review process incentives and funding tools such as a Tax Increment Finance (TIF) District to provide targeted public investments in support of the vision and desired development. The County can also raise awareness about funding support for certain projects along US 41 through the area's Opportunity Zone, a federally designated area to which taxpayers can make certain investments in exchange for tax incentives.

TRANSPORTATION

Improvements can address deficiencies of sidewalks and bike facilities, while exploring opportunities for new connections between residential subdivisions and local destinations (Figure 4).

Figure 4: Pathway Connection Grand Lely Subdivision/Donna Fiala Eagle Lakes Community Park

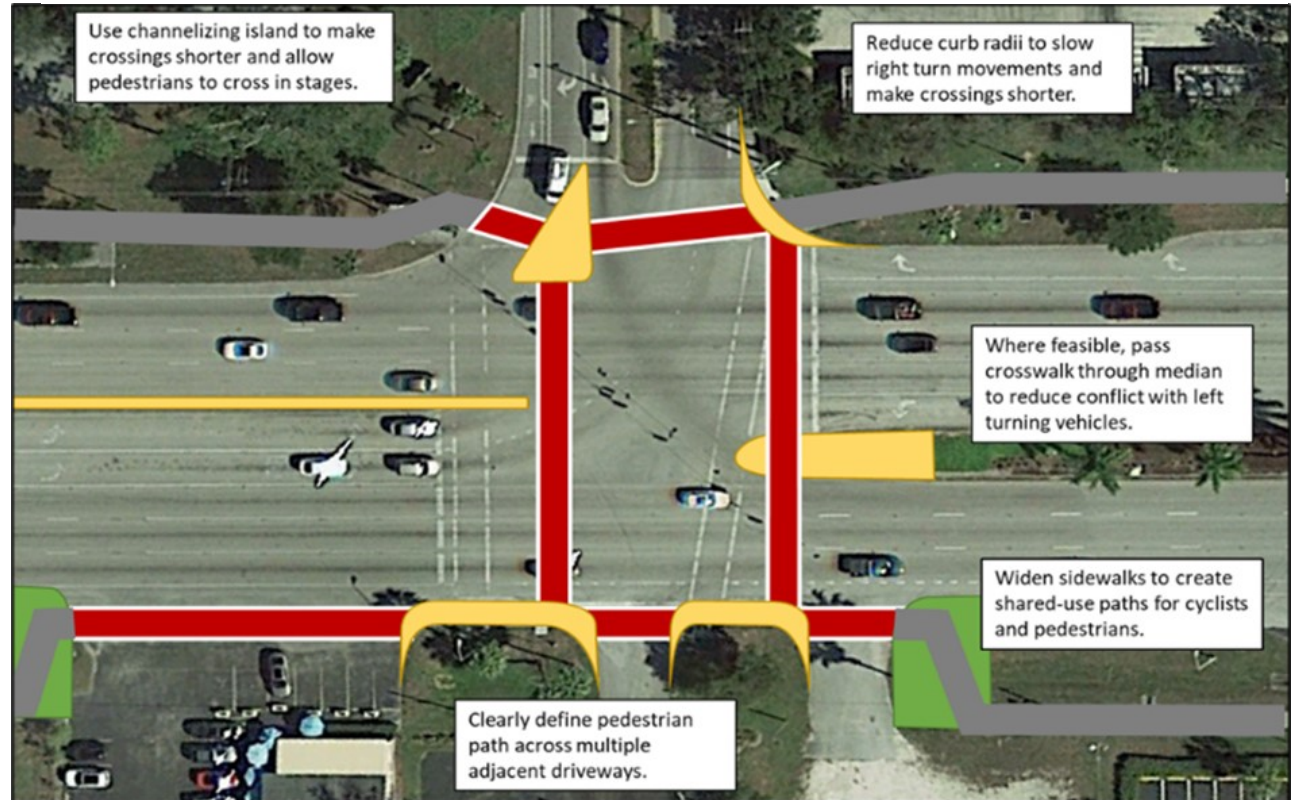


EXECUTIVE SUMMARY

Figures 5 through 7 illustrate strategies that can be used to enhance thoroughfares, including:

- Implementing short- to mid-term intersection improvements based on design best practices for pedestrians; making major intersections safer, easier to cross, and more efficient consistent with Federal Highway Administration (FHWA) and Florida Department of Transportation (FDOT) Intersection Control Evaluation policies and procedures
- Widening existing sidewalks or constructing new shared-use paths for low-stress biking
- Applying FDOT context classification criteria to establish target speeds and identify short- and long-term design changes to maintain roadway capacity, manage speeds, and provide better, safer facilities for all travel types

Figure 5: Examples of Intersection Improvements



EXECUTIVE SUMMARY

Figure 6: Proposed US 41 Cross Section – Rattlesnake Hammock Road

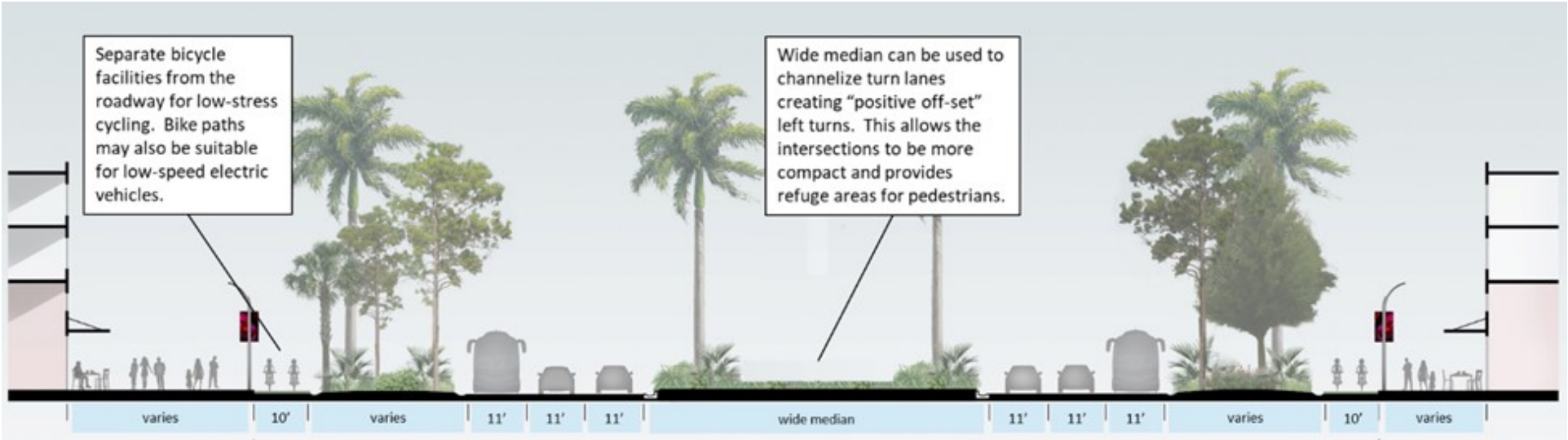
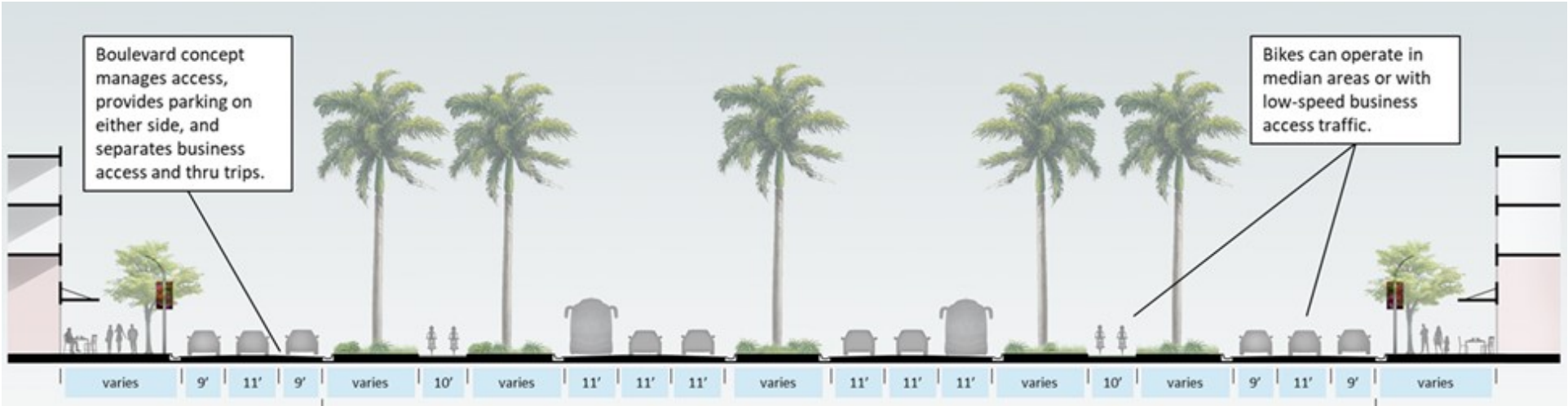


Figure 7: Proposed US 41 Cross Section – Naples Manor Area



EXECUTIVE SUMMARY

ADDITIONAL RECOMMENDATIONS

GREEN SPACE

Balance additional development with maintenance and increases in green spaces; this effort should be coordinated through the County's Parks and Recreation Master Plan updates and related processes, as well as Collier Metropolitan Planning Organization (MPO) bike and pedestrian planning to address trails. Options for funding public green space above and beyond typical County service levels include tools such as a Municipal Services Taxing Unit (MSTU), which would generate funds from properties in the community for further local green space and recreational improvements.

BRANDING AND MARKETING CAMPAIGN

Build on the general vision themes of this plan and work further with community members, businesses, and communications staff to create a brand and specific related elements and materials (logo, color scheme, gateway sign design, brochure, etc.) for the area; can also include raising awareness of investment opportunities via the area's Opportunity Zone.

RECYCLING DROP-OFF CENTER

Nearly 50% of attendees at the second public workshop for this project expressed support for a recycling drop-off center in the East Naples Study Area if it had supplemental design standards. This proposal should be evaluated in more detail as to specific siting and design requirements.

HOUSING AFFORDABILITY

Many community members were concerned about adding more affordable housing to the East Naples area, and others indicated that affordability and value of the area were assets. The mixed-use scenarios

provide an option for residential that can be further evaluated for use of existing County tools and tools under consideration to maintain quality housing at diversified price points in the future. Variation of unit types/sizes and upgrade programs for existing units can also be considered.

LANDSCAPING, ARCHITECTURAL STYLE, & SIGNS

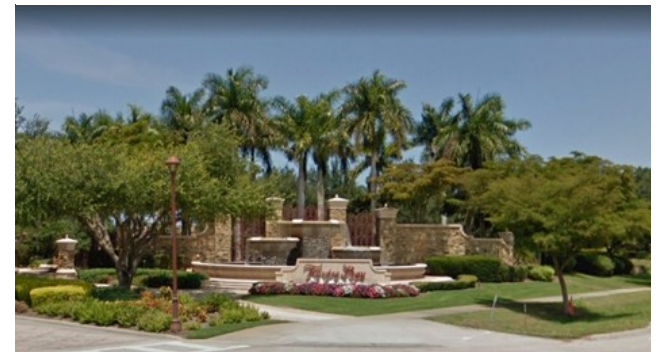
Additional changes to landscaping, architectural style, and signs should be evaluated in further detail as part of follow-up regulatory amendments to the Land Development Code. These adjustments should account for detailed findings from the 2018 US 41 Corridor Study and specific design and branding styles that emerge from the branding and marketing campaign effort.

NEXT STEPS

These recommendations can be implemented through follow-up marketing efforts coordinated by the County with community stakeholders, amendments to the Land Development Code and Growth Management Plan, and proposal of capital improvements through County and regional long-range and capital planning processes.



Rookery Bay and surrounding natural areas are south of the East Naples Study Area. Image Source: <https://www.paradisecoast.com/>



Example of monument sign and gateway feature with landscaping from Treviso Bay community. Image Source: Google Maps

1.0

INTRODUCTION

The East Naples community lies near the natural beauty of the Naples beaches, Rookery Bay, Picayune Strand State Forest, and other natural destinations. It encompasses serene neighborhoods and important travel and development corridors such as US 41. Development has spread east since the 1960s, with new developments proposed and coming online currently. This Community Development Plan aims to embrace the area's assets, address current needs, and respond to growth and development trends in the area. Specifically, it provides a community vision for the long-term future to:

- Guide land uses and development
- Support multiple transportation types
- Highlight community assets/improvements
- Provide options for follow-up efforts to address other topics of interest to the community
- Provide steps on implementation



Picayune State Forest. Image Source: Fanny Kuhn, Google Maps

1.0 INTRODUCTION

This plan focuses on the Study Area shown in Map 4 and accounts for surrounding areas of influence. It provides approaches that can also be used in other parts of East Naples and Collier County in general. This plan builds on the land use and development preferences identified in 2018 during the US 41 Corridor Study for this area, expanding on this study to consider surrounding neighborhoods. The remaining sections of this plan address the following:

Section 2.0: Key Takeaways and Vision provides an overview of the planning process, including analysis and public engagement, with resulting findings and vision elements that guide the plan recommendations.

Section 3.0: Land Use Concepts discusses preferred concepts for future development and redevelopment areas based on use, design, and implementation preferences and effective approaches identified from the planning process.

Section 4.0: Transportation presents additional options from Section 3.0 concepts to improve transportation safety, comfort, and connectivity for various travel methods.

Section 5.0: Additional Recommendations presents recommendations for other potential topics of interest for future efforts, such as green space, marketing and branding, a recycling drop-off center for the area, housing affordability, landscaping and architectural styles, and signs.

Section 6.0: Implementation indicates steps to take following the approval of this plan to implement recommendations.

Supporting Documents include back-up information that served as the basis for the final plan:

- Public Involvement Plan
- Technical Memorandum 1: Background & Needs

Assessment

- Technical Memorandum 2: Vision Elements, Land Use Concepts, and Recommendations

Map 4: Study Area and Area of Influence

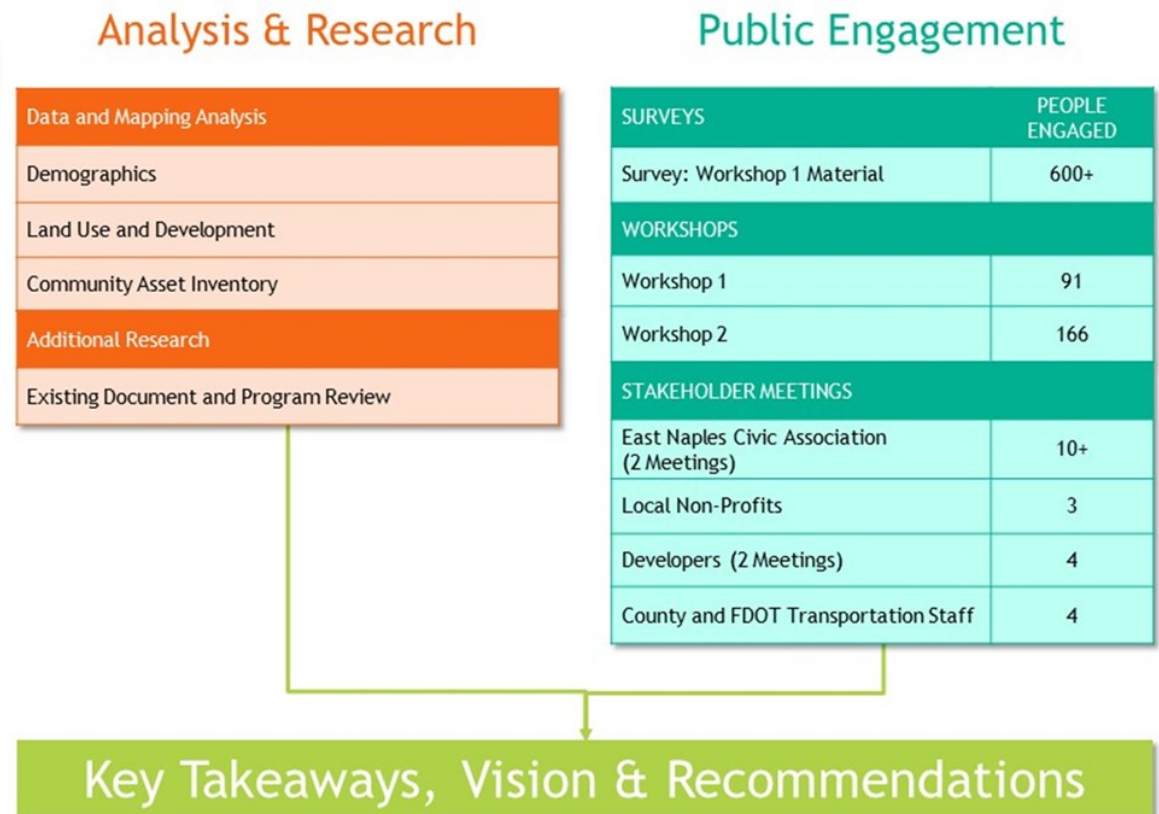


2.0

KEY TAKEAWAYS & VISION

Figure 8 summarizes the analysis and outreach completed during the project to understand community priorities and effective strategies for development, and, ultimately, to craft vision elements. The project team spread public awareness about the project through different means, including emails, social media posts, and digital internet advertisements. The project email contact list reached over 600 subscribers by September, including over 60 contacts for local community organizations. The Public Involvement Plan supporting document provides more detail on the stakeholder and public outreach and engagement efforts.

Figure 8: Overview of Planning Process



2.0 KEY TAKEAWAYS & VISION

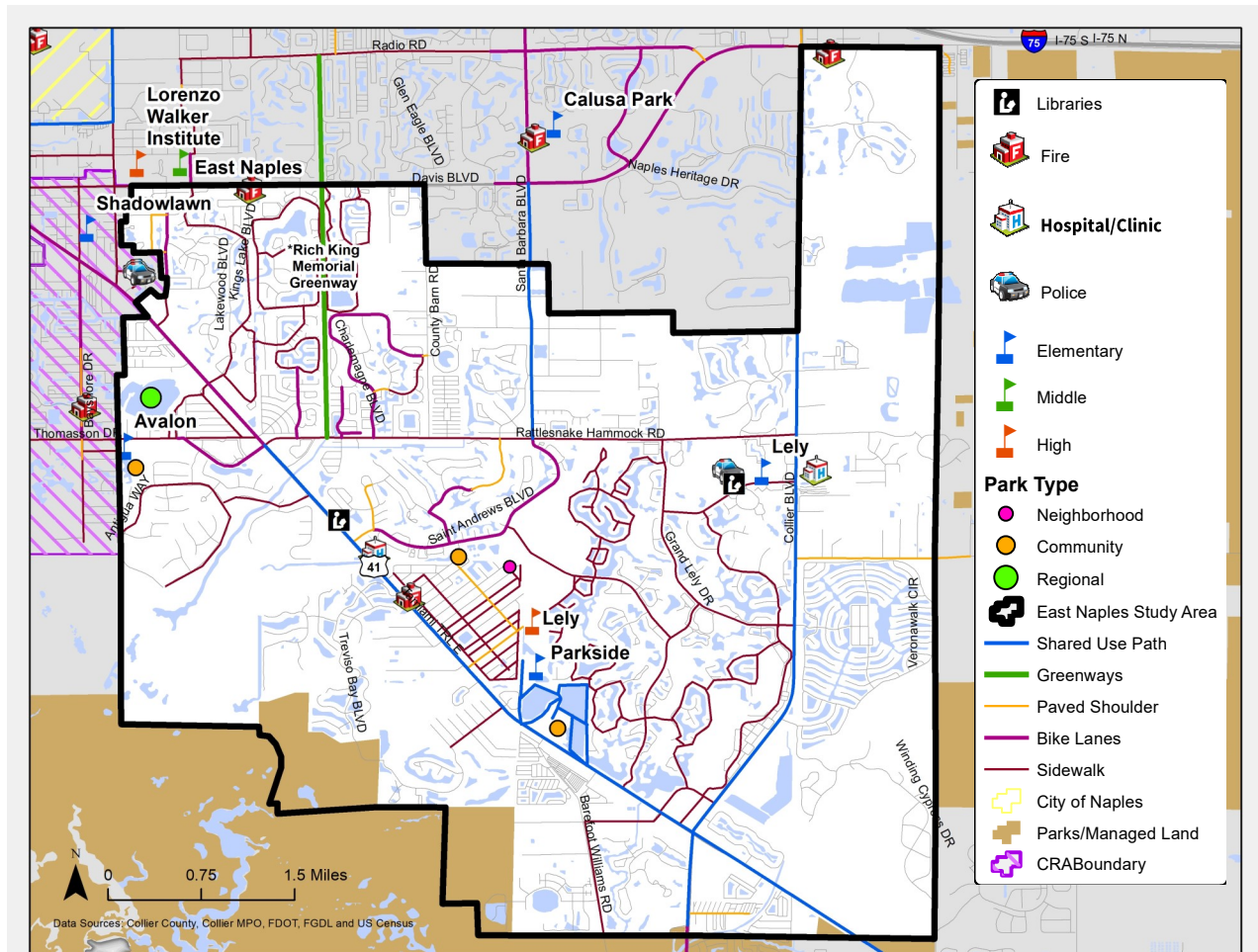
KEY TAKEAWAYS

The area generally has good coverage by public facilities and services but would benefit from improvements to provide **better transportation options**, including non-motorized options such as walking and biking, for localized travel. The US 41 2018 Study recommended focusing on transportation network improvements for streets connecting to and running parallel to US 41; these recommendations have been considered for land use concepts developed as part of this plan.

Outreach from prior studies and this current study indicate a desire in the community for more diverse and quality commercial establishments. Looking generally at the amount of non-residential development that would include commercial, **the area is underserved in terms of non-residential uses**, with only **11%** of current square footage built as non-residential relative to the unincorporated county as a whole that has a share of **15%** non-residential square footage (Figure 9).

This plan looks at approaches to increase the share of non-residential development by focusing on increasing desired commercial and other uses that can be paired with commercial for mixed-use development. Some community members expressed concern about adding more commercial development to the area, likely linked to concerns about over-building and crowding the area. The points in the remainder of this summary help define how to guide future development to achieve desired development while limiting undesired development and preserving/enhancing green space.

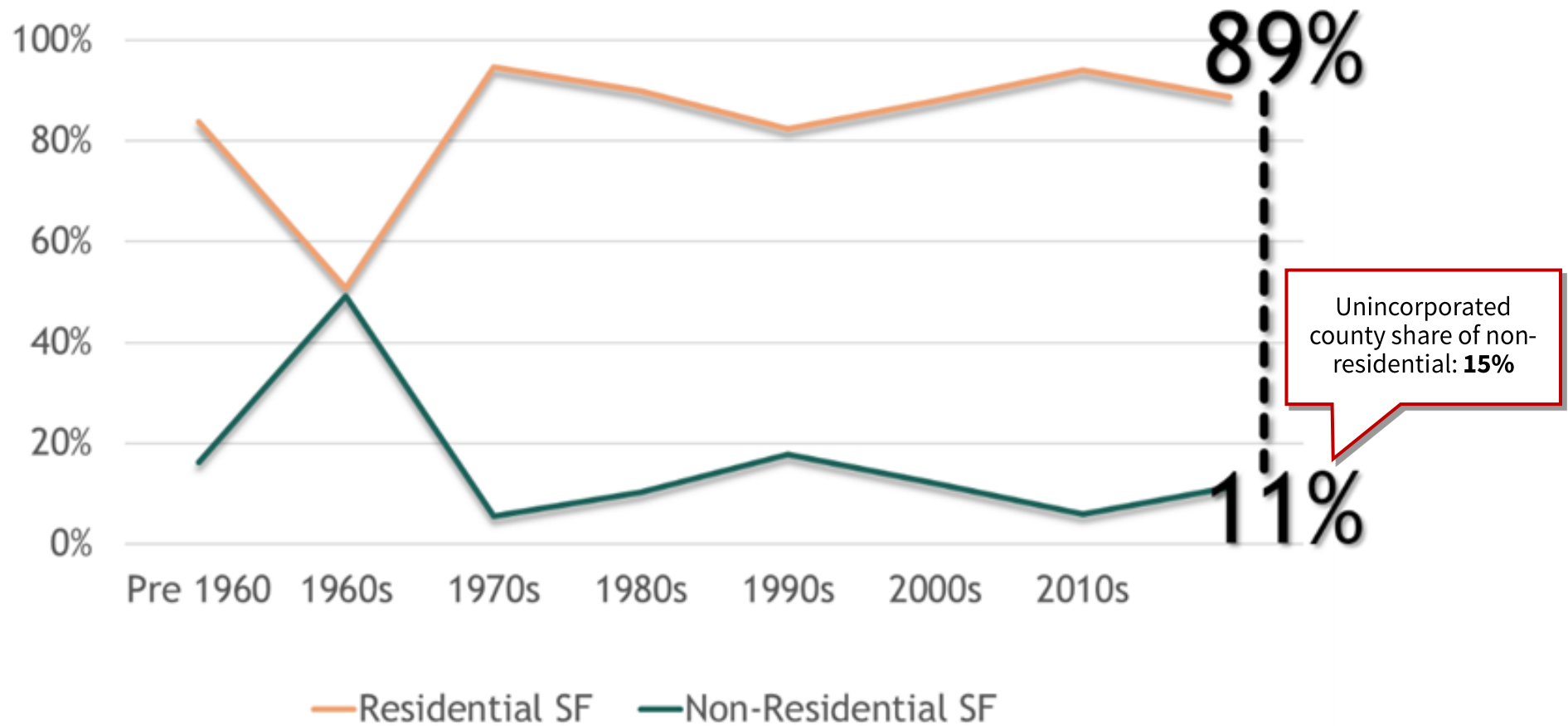
Map 5: Public Facilities in East Naples Study Area



*Rich King Memorial Greenway is an existing greenway; amenities include multi-use path for walking and bicycling, exercise stations, and benches.

2.0 KEY TAKEAWAYS & VISION

Figure 9: Residential and Non-Residential Share of Square Footage Built by Decade in East Naples Study Area



Source: Florida Department of Revenue, 2019

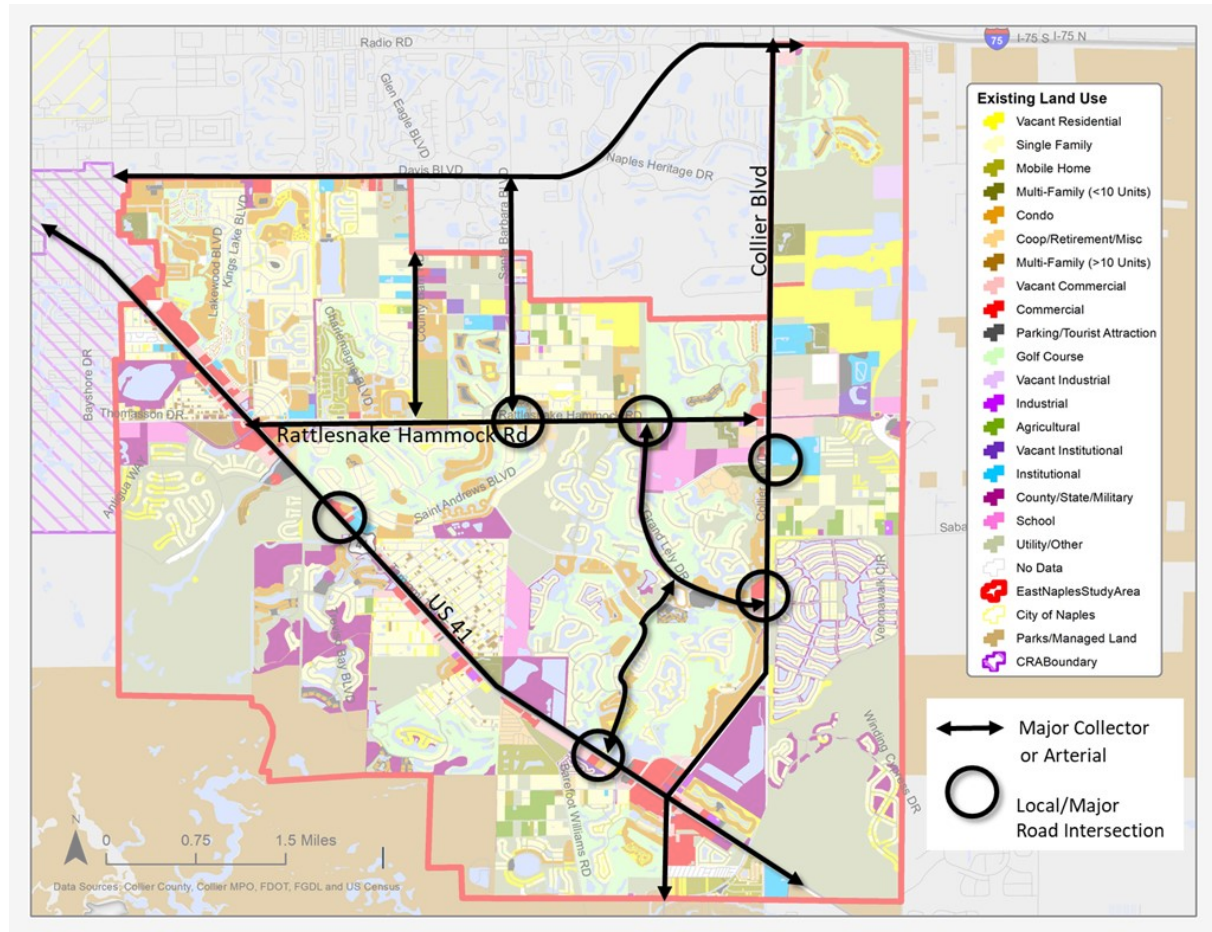
2.0 KEY TAKEAWAYS & VISION

The area may already face some potential limitations to adding more commercial uses, which may moderate the amount of development that could be reasonably anticipated. Although this planning effort did not involve a comprehensive market analysis, it did include some preliminary outreach and analysis to identify possible limiting factors to development in the area for further consideration:

- Roadway connections:** There are a limited number of connections between the large residential areas, particularly at the center of the study area and along larger roadways that contain most of the commercial businesses in the area. Although this land use and transportation pattern can help buffer residential areas, it also can create challenges for neighborhood residents to access commercial and other local destinations, particularly by non-motorized means. It can also limit the suitable places where new commercial businesses might locate and be compatible with surroundings.
- Population density:** East Naples is similar to Collier County as a whole in that most of the area is relatively low density (4 persons per acre or below); an interview with representatives of the development community noted this may be a limiting factor to having a local residential base that can support local commercial uses.
- Seasonal population:** East Naples is also similar to Collier County as a whole in that it has a high estimated seasonal population; this analysis estimated seasonal households at around 60% of total households, based on homestead exemptions and the limited share of rental units relative to total units. This finding indicates there may be some limits to the population that is in the area year-round to support local commercial uses full-time.

- General market demand:** There may be other factors influencing the market demand for commercial space in the area; although the County does not have control over the private market, this analysis evaluated ways it might influence market demand to attract desirable development.

Map 6: Existing Land Uses and Roadways in the East Naples Study Area



Source: Florida Department of Revenue, 2019 with some exceptions

2.0 KEY TAKEAWAYS & VISION

An important starting point for ensuring desirable future development is to implement limitations on undesired uses and ensure that new development being built includes desirable uses for the community:

- Limit undesired uses:** Undesired uses include several auto-oriented uses, such as car washes, gas stations, fast food restaurants, and warehousing. Certain limitations are already in place or are under consideration, such as spacing requirements for gas stations and design requirements in C-4 commercial districts to incorporate warehousing into mixed-use development; this plan provides additional approaches for evaluation.
- Attract desirable uses:** Desirable uses as identified through outreach from the 2018 US 41 Corridor Study and efforts as part of this plan identified several desirable uses that tended to be commercial, including retail/shopping, mixed-use and live/work units, restaurants, grocery stores, hotels/resorts, entertainment, and services such as healthcare and businesses that create jobs; respondents to the public survey for this planning effort indicated that restaurants are a particular priority.
- Ensure green spaces:** Additional comments from the public survey for this plan indicated a desire to ensure ample green space and natural spaces in the area.

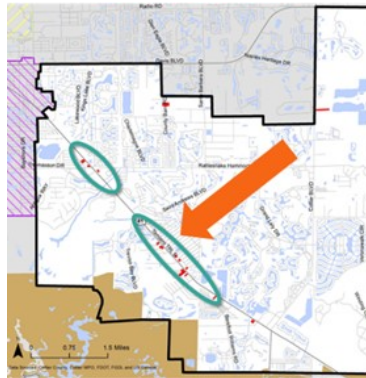
Note that although the 2018 study indicated the desired uses mentioned above as priorities, preferences identified through outreach activities indicated that a majority of outreach participants would support certain forms of residential development along the corridor, including live/work.

Development and redevelopment options to provide additional desired commercial uses should focus **pri-**

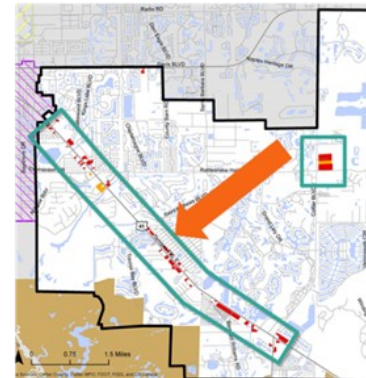
marily on the US 41 corridor and nodes (see Technical Memorandum 1 in the supporting documents) but provide approaches that can be used at other development and redevelopment sites in the East Naples Study Area and beyond, such as the outlet shops on Collier Boulevard south of US 41 and developments under consideration near Collier Boulevard and Rattlesnake Hammock Road.

US 41 FOCUS

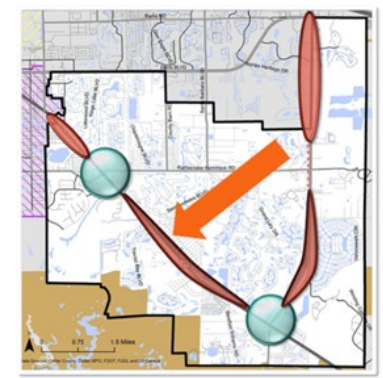
Likely Redevelopment Opportunities



Vacant Land Opportunities



Location Preferences from Public Survey



2.0 KEY TAKEAWAYS & VISION

Design is a critical component of desirable future development for the community, based on input from the public survey. Key points of desirable design to incorporate into land use concepts for the East Naples Community Plan include the following, based on visual preferences from the 2018 US 41 Corridor Study outreach efforts and the public survey for this plan:

- Buildings set back from roads with landscaping
- Potential range of heights from one to low multi-story, being mindful of overbuilding concerns
- Park once at a cluster of establishments and walk between them; walkable development concepts (e.g., an open mall)

Preferred implementation methods also influence the approach for attracting development and anticipated outcomes. Based on results from outreach completed as part of the 2018 US 41 Corridor Study and the public survey for this planning effort, more moderate measures of a **marketing campaign to promote the area and incentives, such as fee reductions/waivers and expedited permitting**, have more widespread support relative to more robust measures, such as allowing and encouraging more intense commercial and/or residential development. Some robust approaches and other approaches were considered as part of this planning process where they might align with other preferences and vision outcomes.

Housing affordability emerged as an important topic with a range of related views. Some stakeholders expressed strong concern over adding housing for low-income households in the study area. Other comments from outreach indicated that the area's value or affordability given its proximity to several local attractions (Naples, beaches, etc.) was an asset. Additional meetings with non-profit organizations that provide affordable housing indicated increasing barriers to serving lower-income households

in the county overall in terms of housing. Analysis for this plan indicated that renters in the study area already are experiencing burdens due to housing costs. This would be a particular issue for renters with lower incomes. Traditional multi-family apartments that are typically rented make up approximately 6% of the housing stock; there may be some additional rental units in other housing types (e.g., single family).

These takeaways were distilled to the vision elements in Figure 10 to guide land use concepts and additional recommendations in the plan.



Examples of preferred images from the 2018 US 41 Corridor Study (the top image was categorized as “destination shopping”). Image source: 2018 US 41 Corridor Study

2.0 KEY TAKEAWAYS & VISION

Figure 10: Vision Elements



3.0

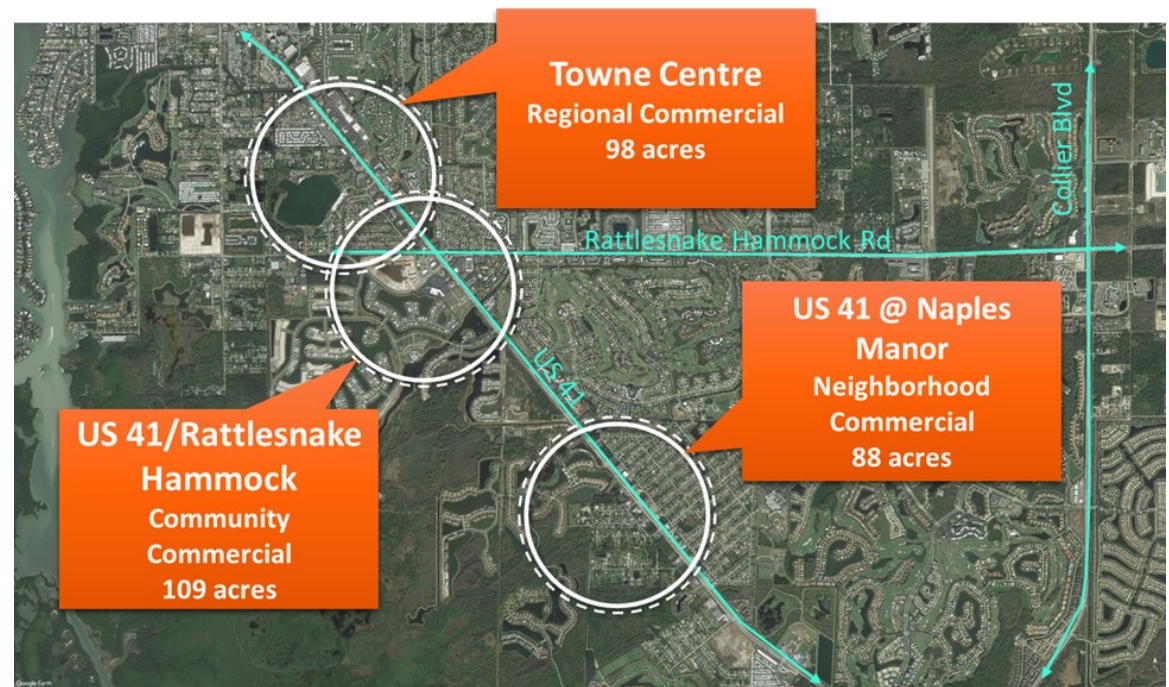
LAND USE CONCEPTS

OVERVIEW

To capture takeaways and vision elements in Section 2.0, the project team selected three sites along the US 41 corridor to highlight a range of conceptual build-out scenarios at each location. These scenarios illustrated some reasonable starting concepts based on conditions and constraints identified in the first part of the project and were used to gauge a response from the community as to whether they met priorities and preferences.

The sites, US 41 at Naples Manor, US 41/Rattlesnake Hammock, and Towne Centre (Map 7), graduate in terms of opportunity for intensity from the Naples Manor site, which is more neighborhood-scale and furthest from the urban node of Downtown Naples, to the Towne Centre site, which is closest to Downtown Naples, contains a relatively large potential redevelopment site with greater depths, and has the potential for a larger regional draw. Aside from this variety of characteristics, the team selected these sites due to their current potential development and redevelopment opportunities, their alignment with location preferences identified through public outreach, and the potential for applicability of concepts on these sites to other sites in the study area and beyond.

Map 7: Land Use Concept Sites



3.0 LAND USE CONCEPTS

Three build-out scenarios were created for each site, including Light, Moderate, and Robust (Figure 11). Incentives to promote desired uses and approaches to discourage/prohibit undesired uses, discussed in more detail later in this section, could be used with any of the build-out scenarios.

These scenarios provide options to help respond to:

- Uncertainties of market demand for different uses and how those may evolve over time
- An approach for transition from current development styles and transportation design based on current, more suburban conditions to desired more walkable options
- General community design, use, and density/intensity preferences summarized in Section 2.0
- Approaches that are repeatable at other development and redevelopment opportunity sites in the East Naples area and Collier County more generally.

Aside from market demand, actual build-out would also depend on a more specific development program that accounts in more detail for requirements such as parking. Additionally, build-out, particularly as scenarios get more robust, would likely occur in the long term, perhaps requiring a decade or more to be constructed.

As noted in Section 2.0, the East Naples Study Area is underserved by non-residential development, with non-residential currently only 11% of overall building square footage in the study area relative to the unincorporated county’s share of 15%. Figure 12 illustrates the additional square footage needed to move from 11% to 15%, assuming a focus on desired commercial uses and other office uses that can be paired with commercial for mixed-use development; it also shows which square footage benchmarks might be achieved

through the Light, Moderate, or Robust approaches (with a focus on commercial and office) if applied at all sites. Residential could be included in mixed-use, depending on market demand. However, these benchmarks are simply illustrative measures; even adding small amounts of these uses can still meet community vision elements if focused on desired commercial types and quality development. Note that these calculations do not include vacancies in existing commercial structures.

Figure 11: Build-Out Scenarios

| Light | Moderate | Robust |
|--|---|---|
| <ul style="list-style-type: none">• Focus on transportation, landscaping, and some development design improvements | <ul style="list-style-type: none">• Partial site build-out• Multi-floor mixed-use (ground floor commercial, upper floor office/residential, max. 3 floors) and ground floor commercial• Transportation, landscaping, and development design elements | <ul style="list-style-type: none">• Full site build-out, longer term• Multi-floor mixed-use (ground floor commercial, upper floor office/residential, max. 3 floors) and ground floor commercial• Transportation, landscaping, and development design elements |

3.0 LAND USE CONCEPTS

The project team also analyzed these scenarios for each individual site, including estimates of the following factors that could be added through each scenario:

- Maximum amount of commercial added
- Maximum amount of office/residential added
- Maximum number of employees and residential units added

Maximum additional office or residential estimates were based on assumptions of upper-story build-out of all office or all residential; the actual built uses would depend on market demand, limitations when accounting more specifically for development requirements, and other external factors, likely resulting in some combination of residential and office.

The project team presented these scenarios at a public workshop to gauge preferences for each scenario at each site; the **Moderate** option at all sites generally received:

- the highest or second highest share of “most preferred” responses *and*
- by far the lowest share of “least preferred” responses (see Figure 13).

Implementing the Moderate scenario at all sites would add an estimated maximum of approximately 1.5 million square feet of commercial and office development (assuming mixed-use development that focuses on those uses). **This would shift the current 11% non-residential share of total development to 12–13%** (Figure 12).

The remainder of this section summarizes the Moderate scenario concepts for each site with a note on other build-out scenarios (see Technical Memorandum 2 supporting document for more details).

Figure 12: Non-Residential Square Footage Benchmarks

| Res. Benchmark | Non-Res. Benchmark | Additional Commercial Square Feet Needed | |
|---|--------------------|---|--|
| 88% | 12% | 1.3 million | <div>Light scenario for all sites: assumes existing commercial/office sq ft</div> <div>Moderate scenario (commercial/office) for all sites: 1.5 million sq ft</div> <div>Robust scenario (commercial/office) for all sites: 3.2 million sq ft</div> |
| 87% | 13% | 2.0 million | |
| 86% | 14% | 2.7 million | |
| 85% | 15% | 3.4 million | |
| Unincorporated county benchmark; East Naples Study Area currently at 11% | | Build-out not only depends on regulations and incentives, but also market demand . | |

Note: the benchmarks shown assume current levels of residential square footage and square footage/acreage added in addition to filling vacancies in existing commercial buildings.

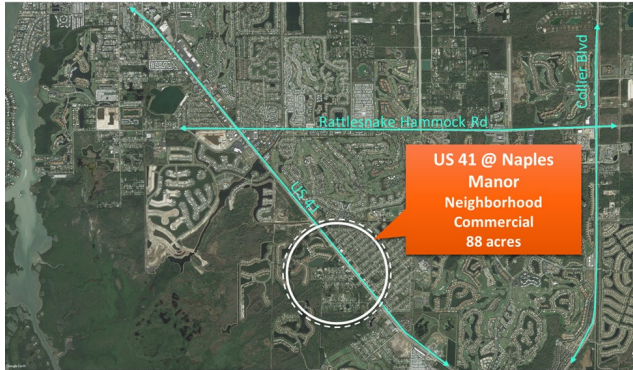
Figure 13: Workshop 2 Polling Responses to Build-Out Scenarios

| Most Preferred Concept | | | Least Preferred Concept | | |
|---------------------------|-----------|----------|---------------------------|--------------------|--------------------|
| Site | Build-Out | Share of | Site | Build-Out Scenario | Share of Responses |
| US 41 at Naples Manor | Light | 24% | US 41 at Naples Manor | Light | 51% |
| | Moderate | 37% | | Moderate | 3% |
| | Robust | 37% | | Robust | 45% |
| US 41/Rattlesnake Hammock | Light | 22% | US 41/Rattlesnake Hammock | Light | 67% |
| | Moderate | 30% | | Moderate | 2% |
| | Robust | 47% | | Robust | 30% |
| Towne Centre | Light | 16% | Towne Centre | Light | 52% |
| | Moderate | 53% | | Moderate | 3% |
| | Robust | 30% | | Robust | 44% |

Source: responses gathered at public workshop held September 10, 2020; number of respondents for these questions ranged from 66 to 88. Note that percentages include responses submitted directly via polling program and responses typed on the workshop's virtual platform. See Technical Memorandum 2 in the supporting documents for more details.

3.0 LAND USE CONCEPTS

US 41 AT NAPLES MANOR

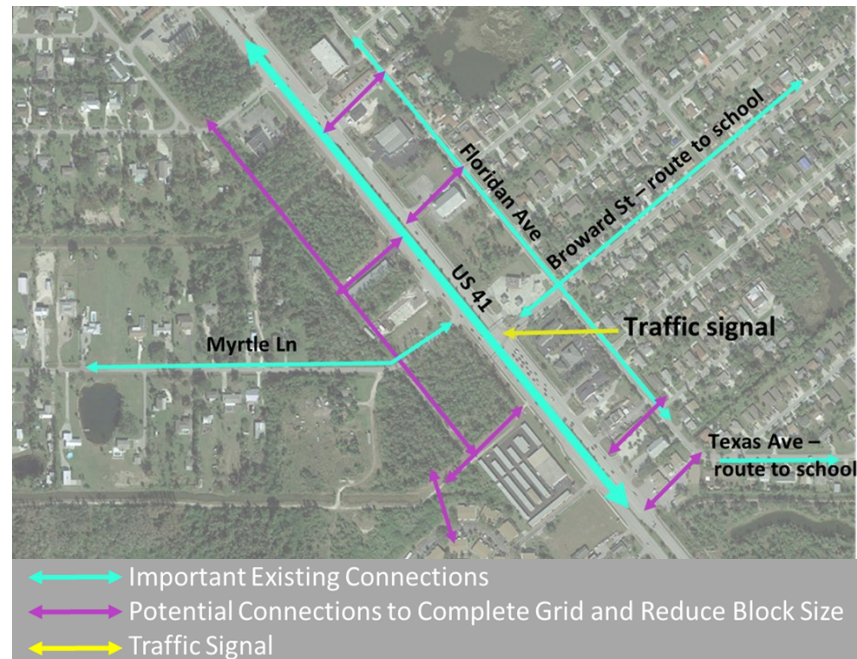


EXISTING CONDITIONS

This site is furthest from the more urban node of Downtown Naples. Many of the streets connecting to US 41 in this area are neighborhood roads, and these connections to neighborhoods such as Naples Manor are fairly regular. The commercial lots along this corridor are also relatively shallow. As a result, the project team considered the lowest levels of potential intensity for this site relative to the other sites.

A closer look at traffic connectivity in this area (Figure 14) shows the near alignment of Myrtle Lane and Broward Street, intersecting with Tamiami Trail with the presence of a traffic signal. The fact that it is near the center of this node makes this intersection a natural place to start building a walkable, mixed-use center. Additionally, the west side of Tamiami Trail lacks a parallel lane to link the commercial properties in the way that Floridan Avenue links the parcels on the east side. Such a lane would provide connectivity for the western side of Tamiami Trail and reduce traffic pressure along Tamiami Trail.

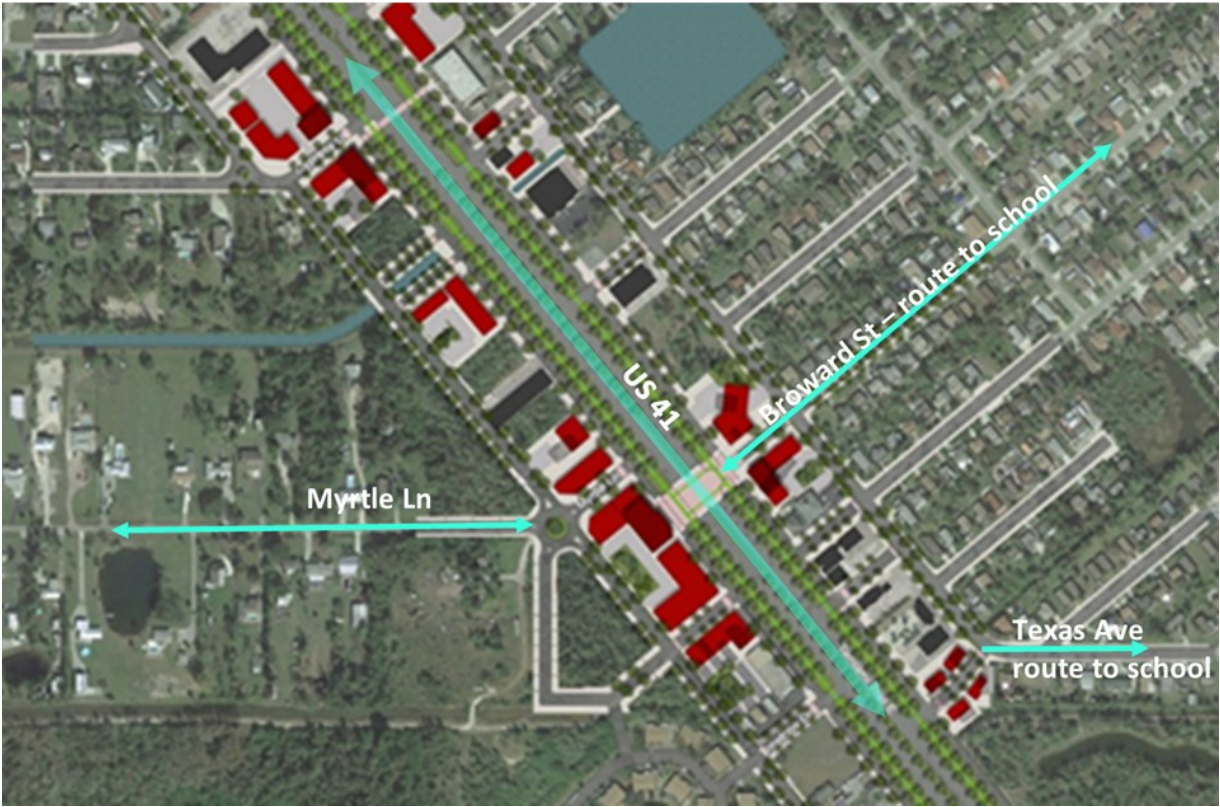
Figure 14: US 41 at Naples Manor Existing Conditions and Connectivity Opportunities



3.0 LAND USE CONCEPTS

MODERATE BUILD-OUT SCENARIO

Figure 15: US 41 at Naples Manor Moderate Concept – Plan View



LEGEND

Existing Buildings

3 story Infill / Redevelopment

1 story Infill / Redevelopment

Demolished Structures

| NAPLES MANOR—MODERATE BUILD-OUT SCENARIO | |
|--|----------------------------|
| DEVELOPMENT ESTIMATES | |
| Commercial Sq. Ft. Added | 254,000 |
| Max. Office/Residential Sq. Ft. Added | 59,000 |
| Max. Employees/Units Added | 700 Employees/ 40 Units |

Source: concept image: PlusUrbia Design; calculations—Tindale Oliver; notes on calculations:
Numbers based on conceptual design and rounded. The calculations shown herein are conceptual and do not guarantee potential build-out.
Maximum square footage of either office or residential indicates that which could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of the two would be possible.
Maximum employees or units indicate those that could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of office and residential would be possible. Assumed 1400 sq ft unit, 300 sq ft of office per employee, 500 sq ft of retail per employee.

3.0 LAND USE CONCEPTS

TRANSPORTATION AND LANDSCAPING HIGHLIGHTS

- US 41 redesign as multi-way boulevard as it passes to the west of Naples Manor. This design would allow for higher speed traffic to move in the lanes of the central thoroughfare and for lower speed traffic to move to side lanes with a high degree of access and parking (similar to Floridan Avenue on the east side); the side and center lanes are separated by a median that contains a protected multi-use pathway with trees.
- Improved connections to neighborhoods, including additional landscaping
- New connections between neighborhoods and US 41 via parking lots, which can help reduce block size
- Enhanced street crossings
- Protected intersection; may include elements such as: corner curb extensions where cyclists and pedestrians can wait for the crossing signal; clear crosswalks for pedestrians and a bike crossing zone, which are striped and positioned to maximize visibility for turning cars; stop bars for cars located slightly farther back than a conventional intersection's stop bars, allowing for wider crosswalks; and a textured area that assists with traffic calming
- Street parking
- Native plantings: multi-way boulevard can be planted with multiple rows of Florida Royal Palms; canopy trees on other streets might include: Florida Live Oak, Gumbo Limbo, Bald Cypress, Florida Maple, Paradise Tree, Satinleaf, Florida Slash Pine, Pigeon Plum, Dahoon Holly, and Wild Tamarind, supplemented by palms such as cabbage palm, Florida Silver Palm, Keys Brittle Thatch Palm, Bucanier Palm, and Saw Palmetto

LAND USE AND DESIGN HIGHLIGHTS

- Spaces along street frontage filled in with buildings that hug the edge of parcels to support walkability
- Mix of ground-floor commercial and some multi-story mixed-use with commercial and office/residential (more limited build-out in this concept); warehouse space can be encouraged to redevelop as mixed-use
- “Gas backwards” gas station design- placement of the fuel pumps at the rear of the site and the store at the front of the site along the roadway, making the store easily approachable by pedestrians and cyclists

Figure 16: US 41 at Naples Manor Moderate Concept – Perspective View



Source: PlusUrbia Design

3.0 LAND USE CONCEPTS

OTHER BUILD-OUT OPTIONS CONSIDERED

The Light and Robust build-out scenarios provided other options for this site. Figure 17 shows landscaping and transportation improvements in the light concept; this scenario could also include adjustments to building design as lots redeveloped. Figure 18 shows the Robust option, which would provide a further build-out of the site using the approaches mentioned for the Moderate scenario. Note that approaches to encourage desired uses and prohibit/discourage undesired uses could still be applied in these scenarios.

Figure 17: US 41 at Naples Manor Light Concept



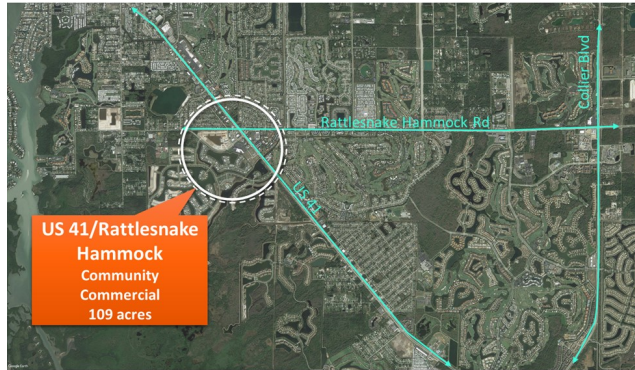
Figure 18: US 41 at Naples Manor Robust Concept



Images source:: PlusUrbia Design

3.0 LAND USE CONCEPTS

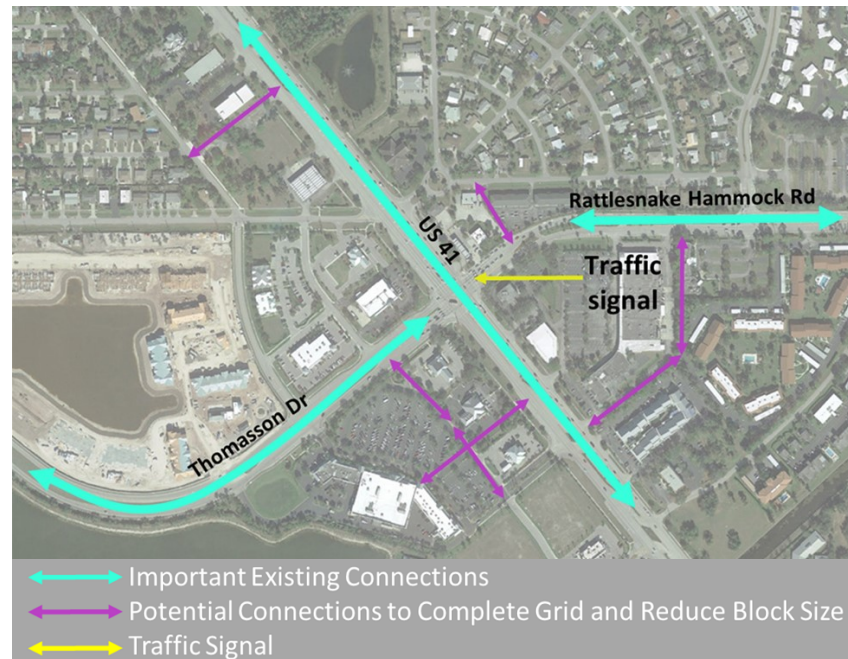
US 41/RATTLESNAKE HAMMOCK



EXISTING CONDITIONS

This site lies at the intersection of US 41 and Rattlesnake Hammock Road, approaching the urban node of Downtown Naples; as a result, the project team considered it to have an opportunity for more intensity relative to the Naples Manor site, if desired. The unique roadway layout includes radial streets. A review of transportation connectivity on the site (Figure 19) shows potential opportunities to connect parking lots and parcels, reducing pressure on certain intersections and reduce the size of large blocks.

Figure 19: US 41/Rattlesnake Hammock Existing Conditions and Connectivity Opportunities



3.0 LAND USE CONCEPTS

MODERATE BUILD-OUT SCENARIO

Figure 20: US 41/Rattlesnake Hammock Moderate Concept – Plan View



LEGEND

Existing Buildings

3 story Infill / Redevelopment

1 story Infill / Redevelopment

Demolished Structures

| NAPLES MANOR—MODERATE BUILD-OUT SCENARIO | |
|--|-------------------------------|
| DEVELOPMENT ESTIMATES | |
| Commercial Sq. Ft. Added | 372,000 |
| Max. Office/Residential Sq. Ft. Added | 372,000 |
| Max. Employees/Units Added | 2,000 Employees/ 270 Units |

Source: concept image: PlusUrbia Design; calculations—Tindale Oliver; notes on calculations:
Numbers based on conceptual design and rounded. The calculations shown herein are conceptual and do not guarantee potential build-out.
Maximum square footage of either office or residential indicates that which could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of the two would be possible.
Maximum employees or units indicate those that could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of office and residential would be possible. Assumed 1400 sq ft unit, 300 sq ft of office per employee, 500 sq ft of retail per employee.

3.0 LAND USE CONCEPTS

TRANSPORTATION AND LANDSCAPING HIGHLIGHTS

- Protected intersection at US 41/Rattlesnake Hammock Road (see Naples Manor description for details)
- Other enhanced street crossings with adjusted signal timing to aid pedestrian crossings
- Wider sidewalks
- Bike lanes with buffer zone in place of conventional painted bike lanes
- Planting strips, native plants (see Naples Manor description for more details)
- Hidden parking screened in mid-block lots
- Street parking
- Cardinal Way is a local street that can be made for walkable with sidewalks, parallel parking, street trees, lanterns, and street furniture
- Large surface parking lots can be transformed into parking decks with mixed-use development, freeing up more space for new retail, housing, civic uses and open space

LAND USE AND DESIGN HIGHLIGHTS

- Spaces along street frontage filled in with buildings, shaping the streets; corner properties developed to hug intersection, creating focal point for those traveling along US 41.
- Mix of ground-floor commercial and some multi-story mixed-use with commercial and office/residential; anchor stores can be left in place.

Figure 21: US 41/Rattlesnake Hammock Moderate Concept – Perspective View



Source: PlusUrbia Design

3.0 LAND USE CONCEPTS

OTHER BUILD-OUT OPTIONS CONSIDERED

The Light and Robust build-out scenarios provided other options for this site. Figure 22 shows landscaping and transportation improvements in The Light concept; this scenario could also include adjustments to building design as lots redeveloped. Figure 23 shows the Robust option, which would provide a further build-out of the site using the approaches noted for the Moderate scenario. Note that approaches to encourage desired uses and prohibit/discourage undesired uses could still be applied in these scenarios.

Figure 22: US 41/Rattlesnake Hammock Light Concept



Figure 23: US 41/Rattlesnake Hammock Robust Concept



Images source:: PlusUrbia Design

3.0 LAND USE CONCEPTS

TOWNE CENTRE



EXISTING CONDITIONS

The Towne Centre site is a large open strip commercial mall that has been the topic of redevelopment discussions in recent years. The lot depths are approximately double the size of other commercial lots fronting the US 41 corridor, allowing more flexibility in its redevelopment. This site is also the closest to Downtown Naples. As a result, the project team considers this site an opportunity for the most added intensity relative to the other sites considered, if desired.

A connectivity analysis at the Towne Centre (Figure 24) illustrates how the large surface parking lot at the Towne Centre site can be broken up into smaller blocks to promote additional development opportunities and walkable connections. The canal may also be evaluated for a walkable connection and open space/gathering space along its route. Parcels along the west side of US 41 can also be better connected.

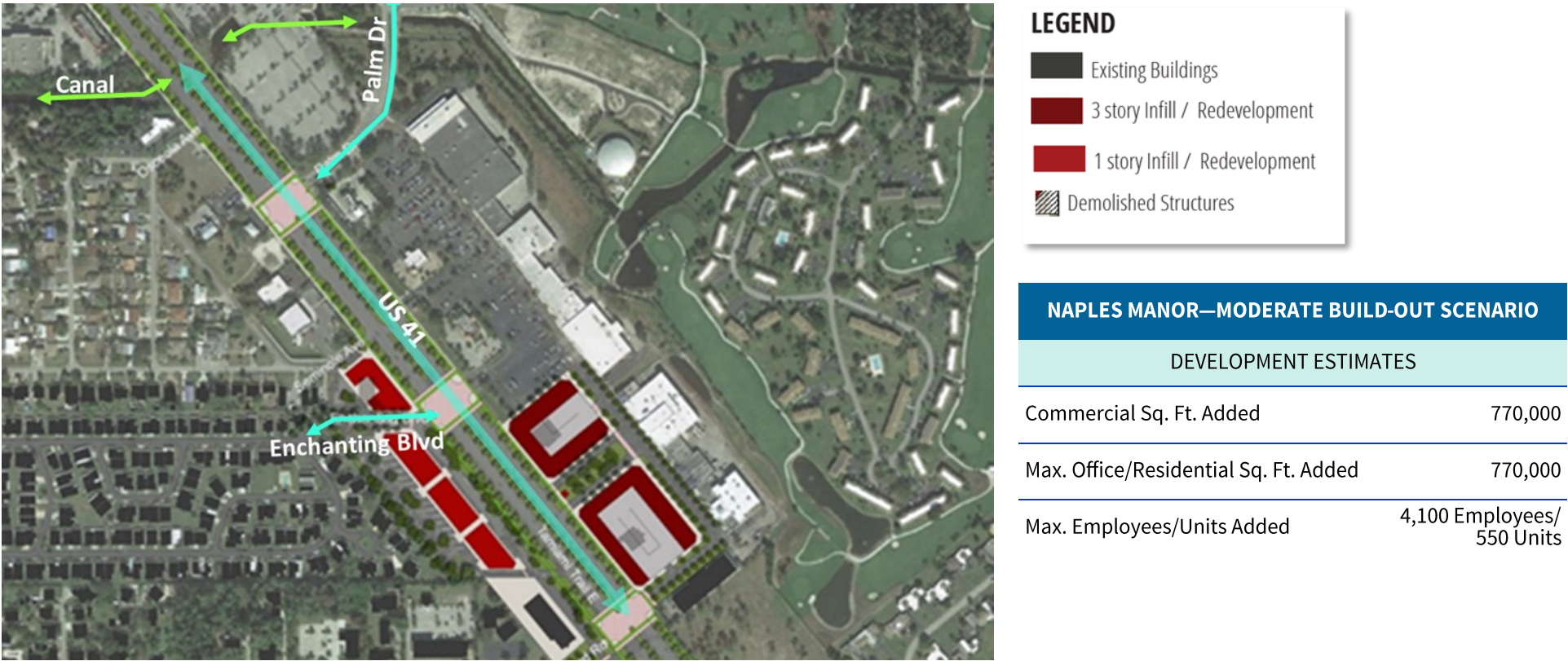
Figure 24: Towne Centre Existing Conditions and Connectivity Opportunities



3.0 LAND USE CONCEPTS

MODERATE BUILD-OUT SCENARIO

Figure 25: Towne Centre Moderate Concept – Plan View



Source: concept image: PlusUrbia Design; calculations—Tindale Oliver; notes on calculations:
Numbers based on conceptual design and rounded. The calculations shown herein are conceptual and do not guarantee potential build-out.
Maximum square footage of either office or residential indicates that which could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of the two would be possible.
Maximum employees or units indicate those that could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of office and residential would be possible. Assumed 1400 sq ft unit, 300 sq ft of office per employee, 500 sq ft of retail per employee.

3.0 LAND USE CONCEPTS

TRANSPORTATION AND LANDSCAPING HIGHLIGHTS

- Existing parking lot broken into blocks with more connections between US 41 and large retail at back of site
- More walkable connection along canal at northern end of site, creating open/gathering space
- Bike lanes with buffer zone in place of conventional bike lanes
- Enhanced street crossings with curb extensions and cyclist-friendly signals to create protected intersections (see fuller description in Naples Manor or site description)
- Street parking and opportunity for parking decks lined with mixed-use development; improvements support parking and walking between establishments
- Native plants (see Naples Manor site description for more details)

LAND USE AND DESIGN HIGHLIGHTS

- Buildings and green space along new connections
- Opportunity for ground-floor commercial or multi-story mixed-use with commercial and office/residential; mixed-use buildings are up to three stories to line potential parking decks; opportunity to evaluate the transition of the trailer park at Neapolitan Circle to mixed-use development with relocation assistance for trailers
- Nearly every block has green space

Figure 26: Towne Centre Moderate Concept – Perspective View



Source: PlusUrbia Design

3.0 LAND USE CONCEPTS

OTHER BUILD-OUT OPTIONS CONSIDERED

The Light and Robust build-out scenarios provided other options for this site. Figure 27 shows landscaping and transportation improvements in the Light concept; this scenario could also include adjustments to building design as lots redeveloped. Figure 28 shows the Robust option, which would provide a further build-out of the site using the approaches mentioned for the Moderate scenario. Note that approaches to encourage desired uses and prohibit/discourage undesired uses could still be applied in these scenarios.

Figure 27: Towne Centre Light Concept



Figure 28: Towne Centre Robust Concept



Images source:: PlusUrbia Design

3.0 LAND USE CONCEPTS

REGULATORY CONSIDERATIONS

This section indicates where adjustments should be further evaluated to implement the land use concepts and preferences presented herein, with a focus on facilitating mixed-use development given its inclusion in the preferred moderate scenarios. Land Development Code adjustments could be implemented as an overlay.

DEVELOPMENT STANDARDS TO PROMOTE LAND USE CONCEPTS

ALLOWED DENSITY AND INTENSITY

As noted in Technical Memorandum 1, there are density restrictions in the Coastal High Hazard Area (CHHA), which contains the US 41 corridor in the East Naples Study Area. The Growth Management Plan and Land Development Code both indicate density restrictions to 4 units per acre (UPA), with an exception for use of the affordable housing density bonus. The mixed-use concepts presented in this plan would require increases in density allowances; language would also need to be evaluated to reflect the intent to target more dense/intense mixed use along this major corridor (aside from the currently formally-designated Activity Centers). Existing regulations do not apply significant restrictions on office and commercial development intensity (Floor Area Ratios, FAR), so those are not constraining to proposed concepts.

COASTAL CONSIDERATIONS

Given the timelines of the build-out scenarios, some of which may take 10 years or more, the County should evaluate the need to adjust criteria for long-term build-out/redevelopment in the CHHA, particularly as environmental conditions such as sea-level rise change or if the area experiences increased vulnerability to coastal hazards; this need may be accelerated if significant

increases to density were allowed and incentivized to facilitate more robust build-out scenarios. These factors may also have implications for Special Flood Hazard Areas defined by the Federal Emergency Management Administration (FEMA) and present in the Study Area.

At a minimum, the County will need to maintain consistency with existing State statutes and account for National Flood Insurance Program requirements from FEMA (the County affirms its participation in this program in Policy 12.2.3 of the Growth Management Plan); this effort could also help further analyze resources needed for proper design/construction in the area over time and how constraining these needs may be to overall development levels. This evaluation might include, among other factors, building design, infrastructure, evacuation, and flood zone designations and the related Community Rating System Classification. It can also account for changes in services/protections provided by natural elements, such as changes to natural buffers.

Note that there are existing requirements and guidance in place for flood plains and development in the CHHA; examples include those in the Conservation and Coastal Management Element for infrastructure design (Policy 12.2.6), structures that suffer certain types of foundational damage (Policy 12.3.6), and land acquisition by the County during post-disaster recovery (Policy 12.3.8). Additionally, there are construction standards for the Special Flood Hazard Areas and CHHA in Section 3.02 of the Land Development Code. These standards require elevation of new or substantially improved residential and non-residential development to base flood elevation/base flood level (non-residential has the option to waterproof), among other supplemental building design standards.

ALLOWED USES

C-3, C-4, and CPUD zoning categories are prevalent along the US 41 corridor. C-3 and C-4 capture many of the desired uses indicated in outreach; only C-3 allows for mixed-use with residential, with additional design requirements. This allowance can be evaluated for C-4 in this area where commercial and office uses are compatible with residential.

Regarding mixed-use requirements that pertain to C-3, the requirement that residential be limited to owners or lessees of retail would create a significant obstacle to creating upper floor residential and a mixed-use environment. Live-work buildings are only one type of mixed-use development, and the scale and phased build-out of development would be better supported by having upper floors that are financially independent of ground floor tenants (no lessor-lessee relationship).

Furthermore, requiring residential to be located above principal uses for mixed-use in C-3 (Sec. 2.03.03) would eliminate the possibility of urban flats or stoops or other building types that engage the ground floor with residential units. Allowing horizontal mix of uses with ground floor residential would be useful where there are frontages not suitable for retail.

The Towne Centre concepts also illustrates the transition of a Tractor Trailer-Recreational Vehicle Campground District (TTRVC) area to a mixed-use area along the corridor. Further outreach and suitable alternative locations for the existing use should be identified if this re-zoning option is pursued.

The heavier nature of commercial use types in C-5 zoning may be less suited to the desired uses identified from outreach. Remaining C-5 designations along this segment of the corridor could be evaluated for re-zoning to C-3 or C-4 as part of the implementation steps.

3.0 LAND USE CONCEPTS

Additional standards that can be applied for undesired uses are addressed later in this section.

HEIGHTS

The two-story height limit for mixed-use development in C-3 (Sec. 2.03.03) would need to be increased to three stories to accommodate concepts provided. The C-3 district has a general height limit of 50 feet, and C-4 has a height limit of 75 feet. These are likely sufficient to facilitate multi-story mixed-use development at a maximum of 3 stories in moderate scenarios.

SETBACKS AND BUFFERS

The amounts by which buildings must be set back from the lot line (setback) for C-3 are as follows:

- Minimum front yard: 50% of building height, but not less than 25 feet
- Minimum side yard (non-waterfront): 50% of building height, but not less than 15 feet
- Minimum rear yard (non-waterfront): 50% of building height, but not less than 15 feet

Setbacks for C-4 are as follows:

- Minimum front yard: 50% of building height, but not less than 25 feet. Structures 50 feet or more in height = 25 feet plus an additional 1 foot of setback for each foot of building height over 50 feet
- Minimum side yard (non-waterfront): 50% of building height, but not less than 15 feet.
- Minimum rear yard (non-waterfront): 50% of building height, but not less than 15 feet

Setbacks need to be re-evaluated to balance community preferences for setbacks and landscaping with the ability to create more walkable environments. Current standards make it difficult to front the streets in some of the concepts shown in this section and promote walkability. Front setbacks can range down to eight

feet in parts of certain concepts. Adjustment to a build-to line or build-to zone, which is not dependent on building height or a maximum front setback, would be more effective to deliver a more walkable environment. Additional provisions may be evaluated where larger front setbacks are retained to include sidewalk space or other amenities within the setback; this effort should include an evaluation of landscape requirements for foundation plantings to ensure that they do not create a barrier for pedestrian activity. Generally, commercial ground floors or even residential urban ground floors with stoops, dooryards, and entrance-way plantings can make pedestrian access to buildings difficult.

Additional special considerations include evaluating the setback requirements from the canal in the Towne Centre example to facilitate a walkway and open/gathering space along that corridor. Buffer requirements in the TTRVC district (10-ft minimum front yard, 5-ft minimum side yard for non-waterfront, 8-ft minimum rear-yard for non-waterfront) may also make it difficult to create the multi-way boulevard streetscape shown in the Towne Centre concept, an issue which could be addressed through re-zoning and transitioning this area to mixed-use, as noted previously.

Finally, there are buffer requirements in Section 4.06.02 between C-3 and C-4 uses, which only apply to external boundaries of mixed-use projects in C-3. Reduced buffer requirements can be evaluated between similar types of commercial uses and any expansions of mixed-use in C-4, to promote more compact development.

PARKING

Regarding the amount of parking required, requirements are generally high and can be evaluated for decreases. Evaluation for a set standard reduction for mixed-use development might also be considered; the

County Land Development illustrates an example of this approach with Planned Unit Development (PUD) standards: required off-street parking Code spaces in neighborhood village centers are reduced to 50–75% of typical standards, a requirement facilitated by their pedestrian-friendly design. Currently, the mixed-use provisions for C-3 allow for a reduction based on a shared parking analysis; if a standard reduction is not pursued, this sort of analysis might also be extended to mixed uses in C-4, particularly if mixed-use containing residential is allowed in certain instances.

Regarding parking structure and space design, an exception on the prohibition of parking structures facing the primary facade should be considered for mixed-use development in the C-3 district (Sec. 4.02.38). This would be useful if an existing strip mall may have a parking structure built facing the primary facade on the other side of newly built internal “street.” Furthermore, minimum 9-ft width for on-street parallel parking is excessive and should be re-evaluated. There are many successful examples throughout the US of 7-ft or 8-ft wide parking bays.

OPEN SPACE

The 30% open space requirement for development in C-3 and C-4 districts would make it difficult to implement some of the proposed concepts unless pervious pavement, streets that can be closed for events and used as plaza space, and green roofs and amenity decks for parking structures are counted. Additionally, maintaining and preserving green space emerged as a key priority during outreach.

One option to evaluate is an *in-lieu* fee for open space, which can help keep development compact and concentrated in a walkable node while allowing for open space to be aggregated at a site nearby in the community. This approach may allow for a larger open space site with more options for what it will contain yet may

3.0 LAND USE CONCEPTS

also require more administrative efforts from the County to ensure the aggregated open space is located and properly maintained. These options should be weighed with additional options for public green space (discussed further in Section 5.0).

Alternatively, open space design standards can be evaluated to ensure quality green space; heightened open space design standards could also be the focus for incentives or financial support to obtain more naturally oriented open space and infrastructure on the site while offsetting additional costs to developers.

SITE CONNECTIVITY AND ACCESS

Regarding site connectivity, mixed-use design criteria for C-3 (Sec. 4.02.38) recommend a grid street system and bicycle, pedestrian, and pathway connections to the extent possible to support interconnectivity in the development; Section 6.06 encourages increased interconnectivity. More explicit provisions can be evaluated to facilitate the addition of connections to break up extremely large blocks.

Regarding site access, explicit requirements for shared access can be evaluated for owners of neighboring properties.

COMMERCIAL PLANNED UNIT DEVELOPMENTS

Much of the study area is zoned as PUD. PUD design criteria (Sec. 4.07.00) should be evaluated in light of the potential adjustments mentioned herein to guide development in areas under consideration for a re-zone to PUD with commercial uses or mixed-use, as well as redevelopment of existing commercial PUDs.

DEVELOPMENT STANDARDS FOR UNDESIRABLE USES

The 2018 US 41 Corridor Study identified gas stations and storage facilities as undesirable uses for the area based on outreach; many comments collected as part of this planning effort also noted carwashes and fast

food as undesirable.

A full prohibition of new undesired uses in the area can require a strong legal basis and defense to implement; as a result, a more moderate approach is often used that involves placing limitations on the location, design, and operations for these new uses. This approach, in coordination with allowances and incentives for desired uses, helps bring a more favorable mix of uses into an area.

Regarding location and types of development with undesired uses, the following are adjustments already proposed to or under consideration by the County that can be continued through the review and/or implementation process:

- The Land Development Code already includes separation standards for facilities with fuel pumps, at 500 feet; the 2018 Study recommended increasing spacing to a quarter mile (1,320 feet) and spacing could range higher (e.g., 5,000 feet).

- Regarding warehousing, the County has already considered some options for placing some controls on this use. The latest effort for consideration, as detailed in Technical Memorandum 1, is to address concerns with the self-storage use by allowing it in C-4 commercial districts only in combination with other permitted uses as part of a mixed-use development and if it occupies less than 50% of the total area of the first floor.

Regarding design of undesired uses, the 2018 study noted in its summary of findings support for landscaping and screening. The County has additional design and site requirements for several undesired uses. Facilities with fuel pumps have special design standards that include additional buffer and landscaping requirements (Sec. 5.05.05); there are additional general design standards for self-storage buildings (5.05.08) and carwashes abutting residential districts (5.05.11). There may be some additional adjustments to these



Example of convenience store fronting the intersection with fuel pumps at the back in Gainesville, FL; image source: Google Maps

3.0 LAND USE CONCEPTS

standards to evaluate, including expansion of these design requirements to remaining undesirable uses and placement of fuel pumps in the back of the site with a convenience store fronting the main road. Given the existence of design requirements in conjunction with continued feedback from the community to further address these uses, efforts may need to be more focused on spacing, better integration of certain uses with other desirable uses, and generally increasing desirable uses overall to change the use landscape.

DEVELOPMENT REVIEW INCENTIVES TO PROMOTE LAND USE CONCEPTS

Development review incentives can be considered to help incentivize development based on the land use concepts for the study area and other appropriate areas. Specific incentives discussed during a stakeholder meeting with representatives of the development community include fee waivers and expedited permitting.

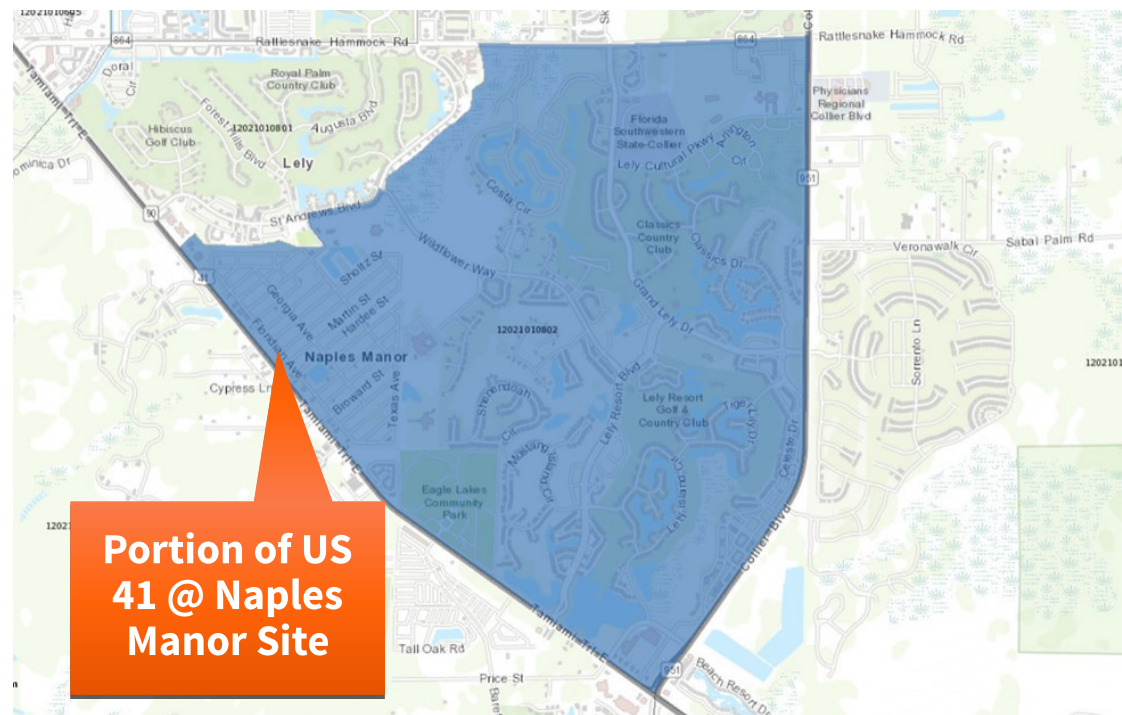
Developers also noted that funding tools specific to investment and improvements in this area may be helpful. One option specifically noted was Tax Increment Financing (TIF) for transportation, infrastructure, and other improvements. This approach takes a portion of property taxes generated in the area and ensure they are reinvested back into the specific boundaries of the area for a defined set of improvement types. These revenues are relatively flexible in terms of items they can be used to fund. TIF is currently used in several parts of the County, including Innovation Zones at Golden Gate City, Activity Center 9 at the Collier Boulevard/I-75 interchange, and Ave Maria. Adding a TIF District in East Naples should be weighed in conjunction with these existing districts and other under consideration.

Another tool for development financing specific to a portion of this area, shown in Map 8, that includes the

part of the US 41 at Naples Manor site is the Opportunity Zone. This option was created by 2017 federal tax reforms that allow tax incentives for those who invest eligible gains (capital and other) in a Qualified Opportunity Fund (QOF). These funds support investments of in qualifying business properties in areas identified as economically distressed and designated as Opportunity Zones; State governors have some discretion on where these zones are designated, with approval from the federal government. Opportunity Zones funds for collecting investment dollars are created by private sector taxpayers. Developers can identify and interface

with managers of these funds, with assistance from the County to market the vision for the area that includes the Opportunity Zone and specific investment opportunities. Regulations to guide development should be in place prior to attracting investment. Investors can contribute money from eligible gains reported for tax purposes through 2026, so marketing efforts would need to be in place prior to that time. Note that opportunities for this particular zone may be somewhat limited given that much of the area is taken up by established residential neighborhoods.

Map 8: Opportunity Zone in the East Naples Study Area



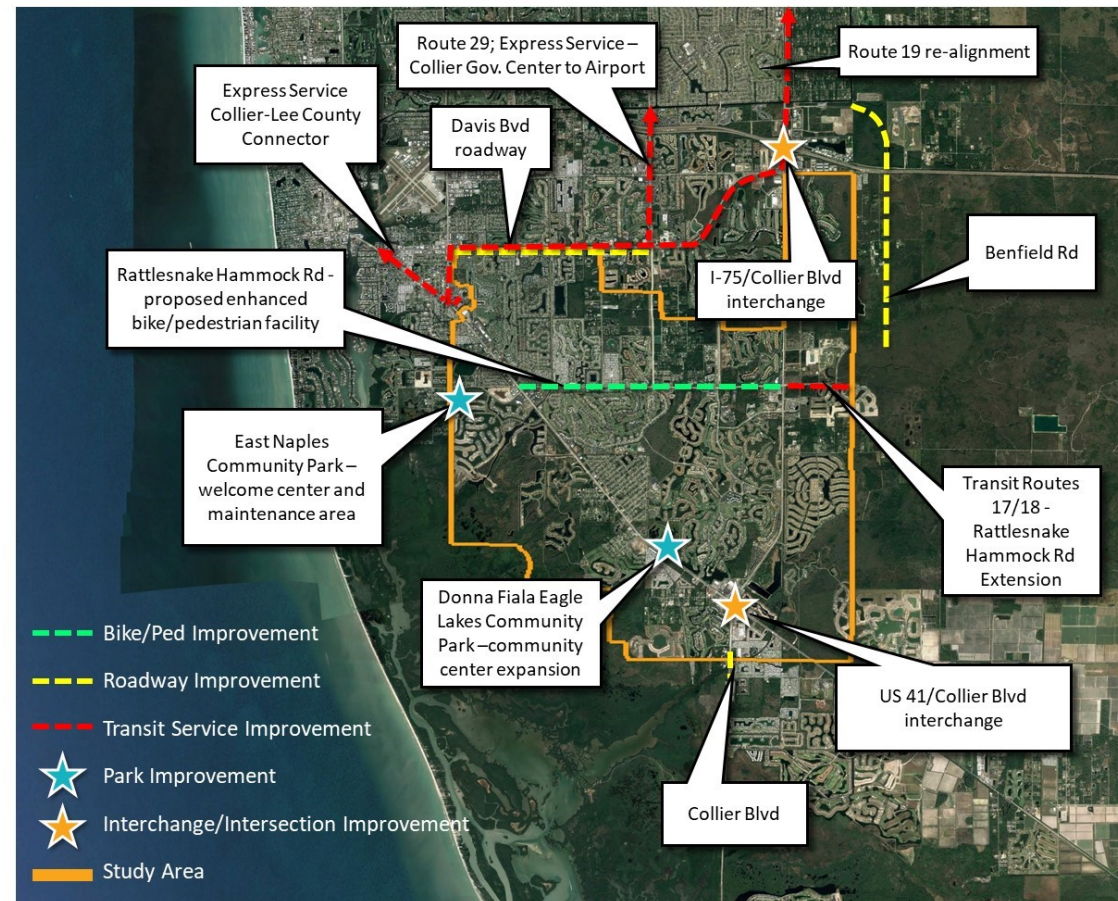
Source: US Department of Treasury

4.0

TRANSPORTATION

Many transportation improvements are already planned for the East Naples Study Area; Map 9 focuses primarily on those that are programmed for funding or that could be brought forth for funding. This plan focuses in particular on additional improvement opportunities for bicycle/pedestrian connections and major roadway design improvements.

Map 9: Highlighted Planned Transportation Improvements



Note: includes improvements for facilities and infrastructure of focus that are in the FY 2019 Annual Update and Inventory Report, FY 2020 Capital Improvement Program (5-year), the 2040 Long Range Transportation Plan Cost Feasible Plan (including improvements with at least partial funding) and Transit Cost Affordable Plan, and the 2019 Collier Metropolitan Planning Organization Bicycle and Pedestrian Master Plan.

4.0 TRANSPORTATION

BICYCLE & PEDESTRIAN CONNECTIONS OFF MAIN ROADWAYS

Regarding bicycle and pedestrian connections, generally most neighborhood roadways and all major roadways in the study area have complete sidewalks; however, many lack either on-street bicycle lanes or parallel multi-use path facilities. Notable deficiencies include:

- Rattlesnake Hammock Drive from US 41 to Santa Barbara Boulevard (bike facilities)
- Lakewood Boulevard (bike facilities)
- County Barn Road (sidewalks)
- Wildflower Way (bike facilities)
- Lely Resort Boulevard (bike facilities)
- Lely Cultural Parkway (bike facilities)
- Grand Lely Drive (bike facilities)

Additionally, the shared-use pathway shown along Collier Boulevard is more limited in width than is typically preferred, at about 6-ft wide instead of 12 ft.

Although roadways such as US 41, Collier Boulevard, and Davis Boulevard have on-street bike lanes, current guidance from FDOT and FHWA suggests that separated bicycle facilities are preferred along these higher-speed roadways. Along lower-speed roadways (35 MPH or less), on-street bike lanes or separate bicycle/shared-use paths are acceptable.

In addition to enhancing/completing the study area's major roadway bicycle network and addressing roadway segments with missing sidewalks, the East Naples community may wish to consider making strategic non-motorized network connections to provide access to amenities without requiring cyclists and pedestrians to rely on perimeter arterials such as US 41 and Collier

Boulevard.

Figure 29 imagines a new pathway connection between a private road in the Grand Lely subdivision and the Donna Fiala Eagle Lakes Community Park Complex. The path shown in red is the route from a home to the park (2.25 miles) and the Parkside Elementary School Campus (3 miles); the path shown in blue using the new trail connection reduces the trip to the park to only 0.75 miles and the school trip to less than 0.25 miles. Neither trip requires travel along busy arterial or

collector streets.

These types of improvements can add to improvements noted in the Section 3.0 land use concepts such as landscaped right-of-way along local street connections between commercial sites and neighborhoods and intersections noted for local streets. Other comments and options for implementation of recreational trails are noted in the green space discussion of Section 5.0.

Figure 29: Pathway Connection Grand Lely Subdivision/ Donna Fiala Eagle Lakes Community Park



4.0 TRANSPORTATION

MAIN ROADWAY IMPROVEMENTS

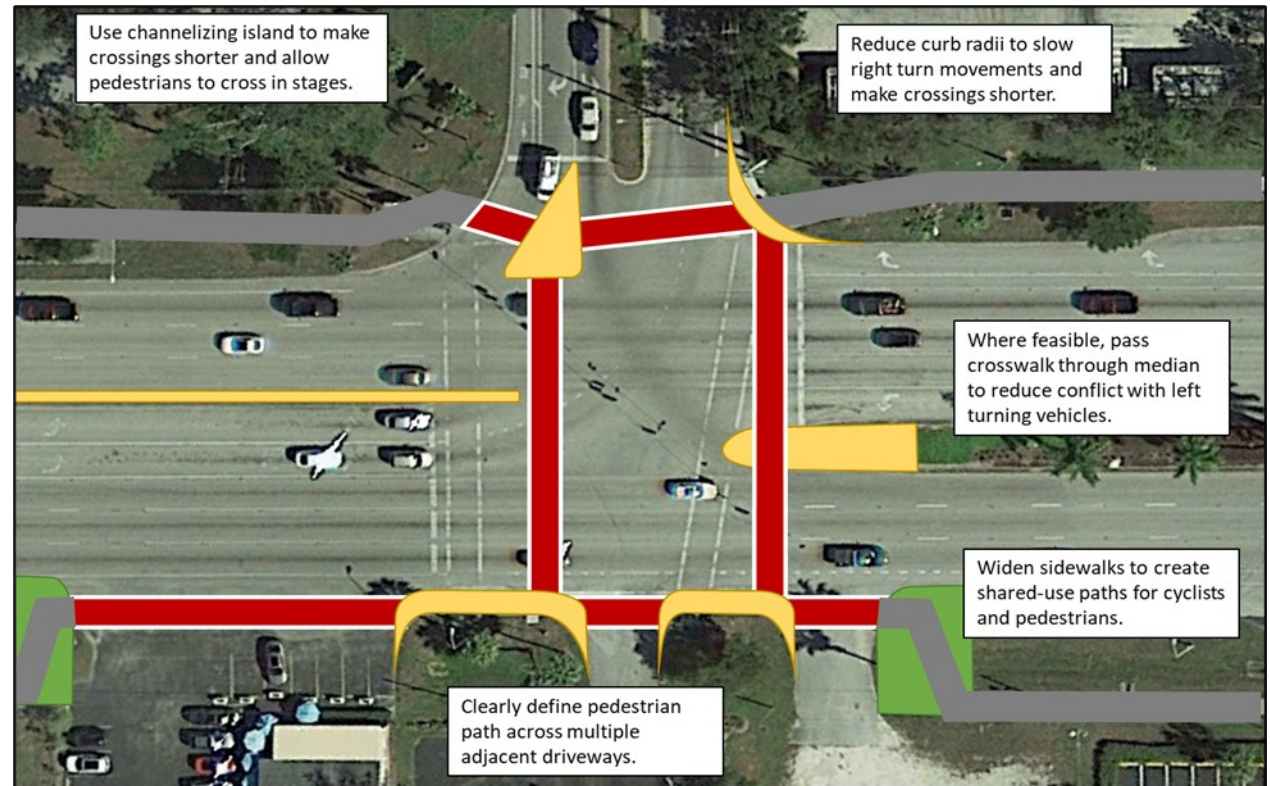
In addition to bicycle and pedestrian connections off the main roadways, there are major thoroughfare improvement options that complement and provide alternatives to those provided in the land use concepts; following are examples of how they can be applied to US 41.

General mobility strategies that can be used to enhance thoroughfares in this area include:

- Short- to mid-term intersection improvements to implement design best practices for pedestrians and widening existing sidewalks or constructing new shared-use paths to provide for low-stress bicycle facilities
- Applying alternative intersection concepts to make major intersections safer, easier to cross, and more efficient consistent with FHWA and FDOT Intersection Control Evaluation policies and procedures
- Applying FDOT context classification criteria to establish target speeds and identify short and longer-term design interventions to maintain roadway capacity but manage speeds and provide better, safer facilities for all travel modes

Figure 30 shows examples of short- and mid-term intersection improvements. These types of improvements do not change the fundamental operations or capacity of an intersection but create a safer environment for cyclists and pedestrians by making the intersection more compact and affecting changes to geometry to reduce turning speeds.

Figure 30: Short-Term Intersection Improvement Examples

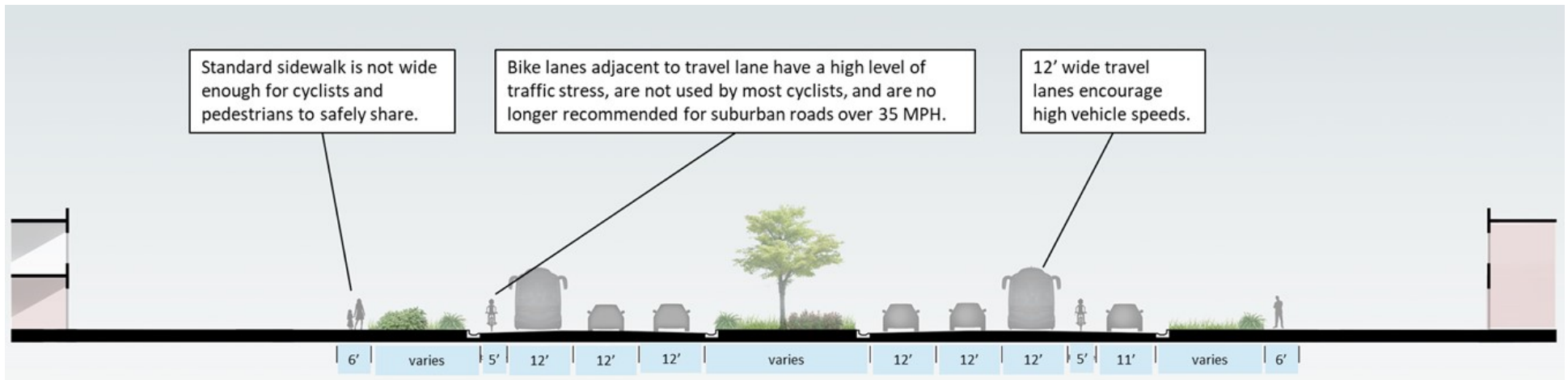


4.0 TRANSPORTATION

Figure 31 shows the existing cross section of US 41; the roadway has an approximate right-of-way width of 200 feet for much of the segment in this area. Figures 32 and 33 show two concepts of how to modify the roadway to reduce speeds and enhance livability while maintaining the roadway's capacity. In the first example a wide median is created by moving the bicycle facilities to a separated pathway, eliminating right turn lanes, and slightly narrowing travel lane widths. The wide median allows for implementation of alternative intersection concepts which can simplify intersections, reduce crashes, and increase roadway capacity.

The second example shows a more compact roadway with a frontage road system to handle local traffic and bicycle & pedestrian activity. Both examples use landscape features to create a sense of "enclosure" to help reduce traffic speeds.

Figure 31: Existing US 41 Cross Section Example



4.0 TRANSPORTATION

Figure 32: Proposed US 41 Cross Section – Rattlesnake Hammock Road

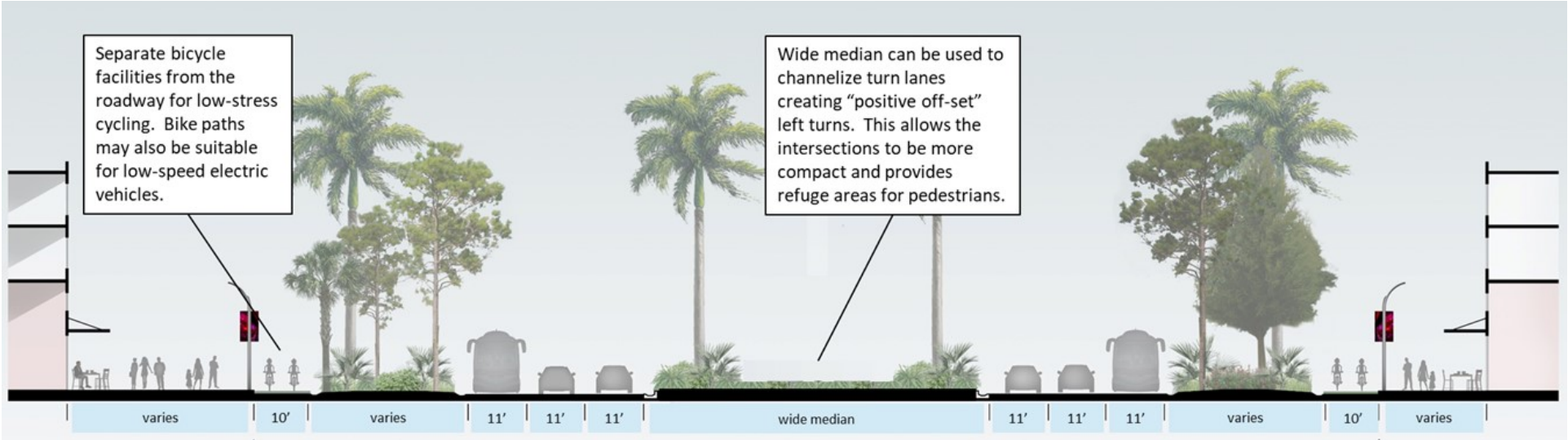
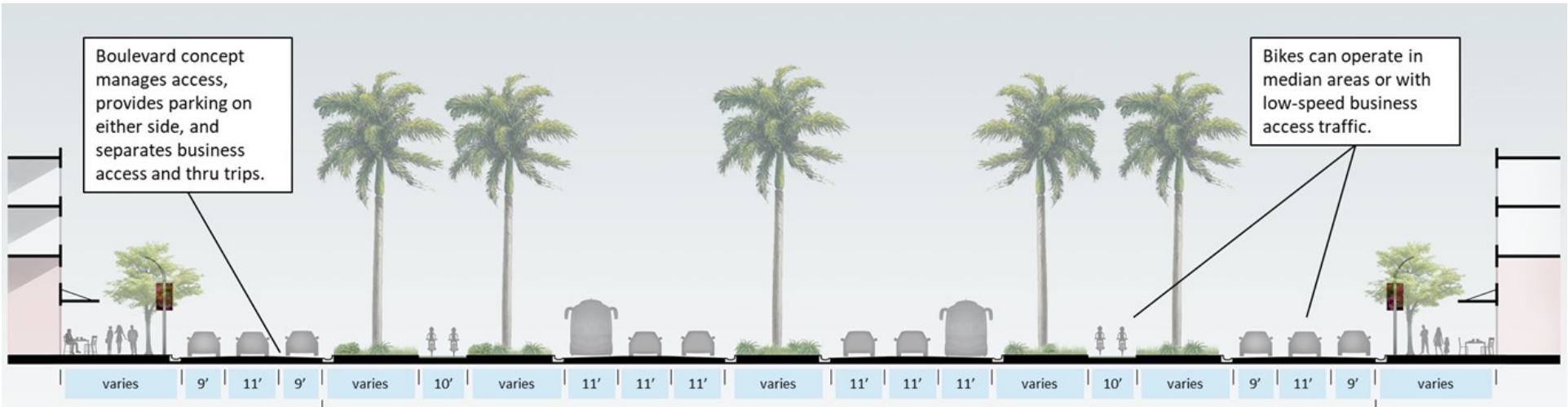


Figure 33: Proposed US 41 Cross Section – Naples Manor Area



5.0

ADDITIONAL RECOMMENDATIONS

GREEN SPACE

Preservation and increases of green space were noted often in public engagement activities such as the online public survey and workshop comments. There are important distinctions to be made between private and public green space as well as green space for more recreational purposes versus more preservation or conservation purposes (although both of those aims may be served by a common site).

In terms of private open space, many residential neighborhoods in this area incorporate private recreational spaces, such as golf courses. The land use concepts in Section 3.0 also highlight ways that green space and landscaping can be incorporated into new private commercial or mixed-use development and right-of-way design.

Regarding public open space, Technical Memorandum 1 measured access to the County's community and regional parks facilities, finding that many of these are accessible within a 20-minute drive or less. These facilities are also guided by Level of Service (LOS) standards laid out in the Growth Management Plan and analyzed in more detailed as part of the Parks and Recreation Master Plan, among other measures. Efforts to increase public recreation and preservation/conservation green spaces would need to be considered in the County's Parks and Recreation Master Plan update processes, the Collier Metropolitan Planning Organization MPO bicycle and pedestrian planning processes that include trails planning, and associated capital planning processes to incorporate these aims in broader planning and funding (both capital and operations/maintenance) considerations; more implementation details are provided in Section

6.0.

For desired improvements above and beyond the typical level of service standards, the community could pursue the option of creating an MSTU to finance additional green space/parks improvements and related maintenance. This option has been used for the Golden Gate area to support a community center.



Rookery Bay and surrounding natural areas are south of the East Naples Study Area. Image Source: <https://www.paradisecoast.com/>

5.0 ADDITIONAL RECOMMENDATIONS

BRANDING AND MARKETING CAMPAIGN

Branding and marketing emerged as key topics of interest in the public engagement for the 2018 US 41 Corridor study as well as engagement efforts for this project. Several comments indicated an interest in renaming the area (for example, South Naples) and basing the branding on natural amenities of this area and other attractions such as parks, the Collier County History Museum, the botanical gardens, arts attractions, and other amenities that include those in the Community Redevelopment Area to the east. See supporting document Technical Memorandum 1 for more information.

These efforts can build on the general vision themes of this plan to evaluate, adjust, and/or create community names, associated logos, design and color schemes, architectural styles, marketing campaign materials (e.g., brochure, video), design and placement of branded signs (e.g., at gateway locations into the community), among other items. The marketing effort can also include raising awareness of investment opportunities via the area's Opportunity Zone, discussed in Section 3.0. This effort should include further coordination with community groups (e.g., East Naples Civic Association, BEONE merchants association, and other stakeholder from this study listed in the Public Involvement Plan), County planning and zoning staff, County communication staff, members of the development and financing community, and others

RECYCLING DROP-OFF CENTER

The current recycling drop-off center serving the East Naples area needs to find a new location due to an expiring lease at the current location. This is an operation that would require at least an acre of land, operate during daytime hours, and have trucks visiting twice weekly for hauling materials as well as an additional truck visiting five times monthly during low traffic times. Enhanced design, such as specific architectural

style elements, landscaping, screen, and other elements, could be considered for the site. During the second public workshop for this project, the project team presented information on such a facility and polled attendees to see if they would be in favor of having a well-design recycling drop-off center in the East Naples study area. The results indicated that 47% of 75 respondents indicated that they would be in favor to some degree of such a facility in the area (with 37% extremely in favor), and 33% indicated they would not be in favor to some degree (with 20% extremely not in

favor). There appears to be enough support for this idea to explore the option further. Note that these results include those gathered directly through the polling program during the workshop and those types into the virtual workshop platform (see Technical Memorandum 2 in the supporting documents for more details).

HOUSING AFFORDABILITY

As noted in Section 2.0, there was input related to housing affordability during public engagement. Options to maintain housing at different price points could be explored in the future for residential units coming online as part of mixed-use developments. A few tools recently approved by the County that can be used to further the provision of housing at various price points include impact fee deferrals (limited to 225 units a year), a pilot program to allow payment of impact fees in installments, promotion of the existing affordable housing density bonus, an option to provide financial support by allocating funds to the Local Affordable Housing Trust Fund (Resolution 2019-207), and the option to add properties to the Community Land Trust the County is establishing (referenced in Contract 19-7577). The County may also promote smaller units as part of mixed-use development and programs for housing upgrades. The County is currently studying tiered impact fee rates based on a buy-down option for economic growth and that does not require reimbursement of covered fees by other funding sources, a *de-minimis* analysis for homes in relevant affordable price ranges, to see if certain home types can be exempt from fees, and identification of homes available at various price points in the county related to different income brackets.



Example of monument sign and gateway feature with landscaping from Treviso Bay community. Image Source: Google Maps



Example of recycling drop-off center. Image Source: Collier County

5.0 ADDITIONAL RECOMMENDATIONS

LANDSCAPING, ARCHITECTURAL STYLE, AND SIGNS

The land use concepts of Section 3.0 provide guidance on certain landscaping and urban design regulatory needs and represent land use concepts using architectural styles such as those currently found in the area and supported by the Land Development Code. However, specific changes to landscaping, architectural style, and signs should be evaluated in further detail as part of follow-up regulatory amendments to the Land Development Code. This evaluation should account for detailed findings from the 2018 US 41 Corridor Study and specific design and branding styles that emerge from the branding and marketing campaign effort.



Example of existing roadway landscaping. Image Source: Google Maps

6.0

IMPLEMENTATION

Implementation of concepts and recommendations in this plan will be a significant, multi-year process. This section focuses on the implementation steps that will be required with general tentative timeframes; a summary of implementation steps and how they relate to the main vision elements in Section 2.0 is shown in Figure 34. Timeframes provided are tentative estimates that may be subject to change depending on timing of different plan updates, development build-out timing, and other factors. Funding sources are assumed to be those typically associated with the implementation processes described below, unless otherwise listed for implementation in Figure 34.

MARKETING AND BRANDING (ESTIMATED 1-2 YEARS)

Based on the vision elements of the East Naples Community Development Plan, the County can immediately begin to coordinate between community and business stakeholders (e.g., East Naples Civic Association, BEONE merchant association, and other stakeholders noted in the Public Involvement Plan in supporting documents) as well as County communications staff and external marketing and branding expertise, to develop more details around a branding and marketing campaign and related materials.

GMP AND LDC UPDATES (ESTIMATED 1-5 YEARS)

Updates to the Growth Management Plan and Land Development Code (potentially as a zoning overlay) to reflect the changes highlighted primarily in Section 3.0. This may require

additional evaluation for items such as public facilities/infrastructure planning, as mentioned in that section. Code changes can take 6–12 months to implement. There may be a longer timeframe for adjustments to the Growth Management Plan; additional time may also be required for the creation of local funding source tools (e.g., TIF district, MSTU).

CAPITAL PLANNING AND IMPROVEMENTS (ESTIMATED 1-5+ YEARS)

Improvements proposed in the Community Development Plan can be considered during initial stages of the following long-term and capital planning processes; note that some improvements, such as more straightforward safety adjustments to intersections and improvements previously identified as a need such as relocation of the recycling drop-off center, may occur more quickly than other improvements that need to go through the long-term planning and capital planning process described below. Technical Memorandum 1 in supporting documents provides more information on improvements that are already planned and programmed for the East Naples areas via the processes below.

COUNTY

Long-term County planning documents that are periodically updated include the Parks and Recreation Master Plan and Master Mobility Plan. Part of the parks planning process is the Parks and Recreation Advisory Board, which advises the County Commission on matters related to the acquisition, development, and programs for parks facilities and provides input to the Parks

6.0 IMPLEMENTATION

and Recreation Department.

Capital projects from the planning efforts and other local efforts typically are implemented through the County's Capital Improvement Program, which includes, among other topics, parks, transportation, and other infrastructure such as the recycling drop-off center. These plans are prepared in five-year increments and are updated annually as part of the budget approval in the fall. In Collier County, this capital planning process is supported by updates to an additional document, the Annual Update and Inventory Report, which documents an inventory and Level of Service Standards for key facilities.

MPO AND FDOT

A significant amount of transportation planning and improvements occurs through the Collier MPO, the regional transportation agency serving Collier County and municipalities (Naples, Marco Island, Everglades City) that oversees the Bicycle and Pedestrian Master Plan and the Long Range Transportation Plan (LRTP) for use of federal and State transportation dollars.

For the Bicycle and Pedestrian Master Plan, the MPO staff issues a call for projects to implement projects that are incorporated directly or by reference into the plan. The staff ranks projects based on a set of criteria for final approval by the MPO Board to identify prioritized projects. These projects are submitted to FDOT on or before June 30 to coordinate for implementation.

Changes to a roadway's cross section or even substantial changes to a major intersection can be costly and require a formal planning and development process. For State highways such as US 41, this process typically begins with the MPO identifying the project within its priorities and then working with FDOT to program funds to perform a Project Development &

Environmental (PD&E) study. PD&E studies include a formal statement of a project's purpose and need, a thorough analysis of the traffic and operational outcomes of various scenarios, public participation, environmental review, and preliminary design and costs estimates.

In some cases, prior to beginning a PD&E study, FDOT will conduct a multimodal corridor study or some other type of feasibility study to get a better sense of options and begin developing conceptual alternatives for further refinement and evaluation as part of a PD&E. These interim studies are especially common when the project purpose and need is focused on supporting changes to a roadway corridor's urban form or addressing subjects other than increasing a roadway's automobile capacity.

Long-term improvements are programmed for funding through the LRTP's Cost Feasible Plan, updated every five years (the MPO is currently updating the 2045 plan). More immediate improvements over five years are contained in the Transportation Improvement Program.

OTHER APPROVALS BY THE COUNTY COMMISSION (ESTIMATED 1-5+ YEARS)

Other items requiring County Commission approval, if pursued, include items such as potential approval of additional housing affordability tools currently being studied; allocations and disbursement of funds to the Local Affordable Housing Trust Fund, which may be tied to budget approvals decided in the Fall of each year); and designation of lands to the Community Land Trust, which may be approved as land opportunities are identified.

6.0 IMPLEMENTATON

Figure 34: Implementation Summary

| Balanced Development/Diverse & Quality Commercial |
|--|
| Short-Term (1-2 years) |
| Branding and Marketing Effort (Section 5.0) |
| Growth Management Plan and Land Development Code amendment evaluation/implementation of overlay elements for promotion of land use concepts, discouragement of undesired uses, development review process incentives, and housing options (Section 3.0 and housing size/type diversity recommendations in Section 5.0): <ul style="list-style-type: none">Density/intensity increases with evaluation of coastal building considerationsAdjust permitted uses in C-3 and C-4 to facilitate mixed use and any desired uses not already capturedPotential rezoning of certain TTRVC and C-5 designations on the corridorHeight allowance adjustments to accommodate three stories in C-3 mixed-use projectsAllowances for setback and buffer decreases in certain cases, with requirements for pedestrian-friendly improvements where larger setbacks are maintained.Parking minimum reductions and adjustments to parking structure/space requirements to facilitate mixed-use and multi-modal environmentExplicit provisions on increasing site connectivity and requirements for shared access for neighboring propertiesAdjustments to PUD design criteria in support of adjustments noted hereinIncreased separation standards for gas stationsContinued current effort of requirement in C-4 to incorporate self-storage into mixed-use development with certain amount restrictions on first floorPlacement of fuel pumps at back of site and expansion of supplement design requirements for undesired uses that currently lack supplemental standardsExpedited review and fee incentives for desired developmentAllow more diverse housing sizes/type through corridor mixed-use provisions |
| Housing affordability tool/program implementation based on outcomes of current study and use of existing housing programs (e.g., for housing upgrades; Section 5.0) |
| Recycling drop-off center relocation (Section 5.0) |

6.0 IMPLEMENTATION

Balanced Development/Diverse & Quality Commercial

Mid-Term (3-5 years)

Land Development Code amendment evaluation/implementation for additional incentives (Section 3.0): TIF district creation with language on use of funds

Housing improvements through longer-term housing affordability tools, such as allocations to/disbursements from affordable housing trust fund and dedication of land to community land trust (Section 5.0)

Long-Term (5+ years)

Continued development incentives and housing support to reach desired development outcomes (Sections 3.0 and 5.0)

Beautification and Green Space

Short-Term (1-2 years)

Growth Management Plan and Land Development Code amendment evaluation/implementation of overlay elements for promotion of land use concepts (Section 3.0): Commercial open space in-lieu fee or open space design standards that promote quality open space without overly burdening development

Mid-Term (3-5 years)

Land Development Code amendment evaluation/implementation for additional site design requirements and green space funding support (Section 5.0):

- Additional landscaping, architectural, sign updates that reference, where applicable, outcomes from the branding effort
- Green space MSTU, if desired

Public green space improvement planning as part of Parks and Recreation planning and capital improvements processes; additional green space planning for special funds created (e.g., MSTU, in-lieu fee; Section 5.0)

Long-Term (5+ years)

Public green space capital improvements through County processes, MSTU, in-lieu fee funding (Section 5.0)

6.0 IMPLEMENTATON

Transportation

Short-Term (1-2 years)

Begin County bicycle and pedestrian connection improvements (Sections 3.0 and 4.0); deficiencies and opportunities noted:

- Rattlesnake Hammock Drive from US 41 to Santa Barbara Boulevard (bike facilities)
- Lakewood Boulevard (bike facilities)
- County Barn Road (sidewalks)
- Wildflower Way (bike facilities)
- Lely Resort Boulevard (bike facilities)
- Lely Cultural Parkway (bike facilities)
- Grand Lely Drive (bike facilities)
- Connections between residential subdivisions and local destinations
- Landscaped right-of-way along local street connections between commercial development and neighborhoods (see Section 3.0 concepts)
- Intersection improvements on local roadways (see Section 3.0 concepts)

Begin coordination with MPO and FDOT processes on more immediate and long-term adjustments on major roadways (Section 4.0)

Mid-Term (3-5 years)

Continue County bicycle and pedestrian connection improvements (Sections 3.0 and 4.0)

Immediate improvements, such as intersection safety improvements, along major roadways (Section 3.0 and 4.0)

Long-Term (5+ years)

Complete remaining County bicycle and pedestrian connection improvements (Sections 3.0 and 4.0)

Remaining improvements for more comprehensive change along major roadways such as US 41 (Section 3.0 and 4.0)



2800 N. HORSESHOE DR.,
NAPLES, FL 34104
PHONE: (239) 252-2466

WWW.COLLIERCOUNTYFL.GOV

East Naples Community Development Plan: Public Involvement Plan

September 28, 2020

Introduction

Public and stakeholder involvement is integral to the development of the East Naples Community Development Plan. Involvement is understood in this process as comprised of two key parts: outreach and engagement. Outreach refers to the efforts made primarily to spread awareness about and promote the project; community members and stakeholders cannot be involved with a project if they are not aware that it is happening and what the opportunities for involvement are. Engagement as used in this process refers to the activities undertaken to exchange ideas and information once community members and stakeholders are made aware of the project and are participating.

The East Naples Community Development Plan is being developed under unique circumstances given the coronavirus pandemic occurring across the country as of early 2020. This plan has been tailored to provide effective public outreach and involvement while also ensuring the health and safety of the public with regards to the virus.

The following Public Involvement Plan (PIP) lays out the approach for outreach and engagement activities that will be used during the planning process, with a focus on general community members, department and agency staff, and elected officials. The final section of this plan provides a tentative schedule for these activities.

Outreach

Raising awareness about a project is important for getting robust participation in workshops, meetings, and online engagement tools. This effort is particularly important for to reach community members, especially those who may not be in formal social networks that may facilitate the communication of information. The following details outreach methods that will be used during the project.

Email Notifications

The consultant team will develop and maintain an email list for project promotion and information sharing based on community contacts from previous outreach efforts, additional contacts identified by the consultant team in coordination with County staff, and contact information gathered as part of outreach and engagement efforts undertaken during the project. The consultant team will prepare County-branded email blasts with a project-specific email to send to the project email contact list to announce the public workshops and postings of major new project information and/or engagement tools to the project webpage (described later in this plan). The consultant team will contact various organizations in the community (e.g., churches, community service organizations, service providers, non-profits, bike/ped clubs. Car clubs, etc.) via phone and/or email to raise awareness about the project and encourage organization members to join the project mailing list.

Digital Web and Social Media Outreach

The consultant team will post a still advertisement for the project to the local group on the NextDoor application prior to the first public workshop; County staff will also be provided this advertisement for use on the County's social media platforms.

The consultant team will run digital ads on select websites and Facebook and Instagram social media platforms to advertise the project and second public workshop (see below) to people visiting those websites within the East Naples study area. This outreach is intended to help reach community members who may not already be connected to the project via existing organization email networks, all while observing social distancing measures.

Other Outreach

The consultant team will prepare an article to raise awareness about the project for distribution to local media outlets.

Engagement

Collective Public Engagement Events and Surveys

The following public workshops will be held during the project; these workshops include a virtual platform for participants to join remotely and observe social distancing measures in relation to the coronavirus pandemic.

- Hybrid Virtual/In-Person Public Workshop 1 (June 2020): the consultant team will plan and facilitate this workshop to present via PowerPoint presentation draft baseline information and findings from Task 2. The workshop will be held on the GoToWebinar digital platform to observe social distancing rules; attendees will also be able to view and participate at the Collier County Commission Chambers. The team will provide the opportunity for the attendees to discuss information with the project team and provide comments during the workshop; the team will also solicit feedback through a digital survey and the project email address (see below) on the preliminary findings, project aims, and project approach identified and summarized from the review of recent planning efforts already undertaken for the area in conjunction with Task 2 analysis findings. This effort will also solicit additional information needed for use as a basis to draft land use scenarios and other recommendations that will be developed in Task 3 of the project. A pre-recording of the presentation, static presentation materials, and the online survey will be made available on the project website (and for broadcasting on the County YouTube account/Collier TV in the case of the recording) in advance of the meeting to gather feedback, especially for those who cannot attend the live workshop. The project email will also be available for additional questions/comments.
- Hybrid Virtual/In-Person Public Workshop 2 (September 2020): the consultant team will plan and facilitate this workshop to present via PowerPoint the preliminary goals, recommendations, and land use concepts for the plan based on content from Task 3. The workshop will be held on the GoToWebinar digital platform to observe social distancing rules; attendees will also be able to view and participate at the Collier County Commission Chambers. The event will allow attendees to discuss options with and pose questions to project team members; the project team will solicit feedback from attendees with polling, verbal questions and comments posed during the workshop, written questions/comments submitted through the webinar platform,

and the project email address. Feedback will inform revisions to goals, recommendations, and land use concepts. Presentation materials will be provided in advance of the workshop on the project website to gather feedback, especially for those who cannot attend the live workshop. The project email will also be available for additional questions/comments.

Project Webpage and Email Address

The County will develop, host, and keep up to date a webpage on its website to share project information, updates, host the online survey, and solicit contact information to develop the project email list. The County will develop a project-specific email address to provide on the project webpage for community members to send general messages.

Commissioner Briefing

One briefing with Commissioner Fiala will be held via teleconference to provide a status update on the project and solicit feedback.

Stakeholder Interviews

Five stakeholder interviews will be conducted during Tasks 2 and 3 to gather information on existing conditions, community needs, and considerations for the development of goals, recommendations, and concepts in Task 3. Stakeholders may include but are not limited to County department staff and other public agencies, such as the County's transportation staff and representatives of the Florida Department of Transportation. These interviews may also be conducted as meetings and used to meet with other project stakeholders, including representatives of the local developer community, the East Naples Civic Association, and local non-profits.

Plan Approval Meeting

The County Commission approval meeting for the final plan provides a final opportunity for public and elected official consideration and comment on the plan. This meeting will include a PowerPoint presentation summarizing the final plan for comment to be considered and addressed in plan revisions.

Project Coordination Calls and Milestone Meetings

Throughout the project planning process, the consultant team will coordinate with the lead staff from the County overseeing the project. These efforts will include coordination calls at a rate of up to one every two weeks to provide a project status update and discuss next steps; there will also be a project kick-off meeting and two additional meetings (which may be GoToMeetings) to discuss considerations and needs for the Technical Memorandums.

Schedule

| | |
|--|-------------------------|
| Project Kick-Off Meeting | February 12, 2020 |
| Coordination Calls | Throughout project |
| Stakeholder Interviews | February through August |
| Post Involvement Materials Related to Workshop 1 | Late April/early May |
| Workshop 1 | June 29, 2020 |
| Complete engagement related to Workshop 1 | Early July |
| Draft Technical Memorandum 1 Submittal | Mid-July |
| Project Milestone Meeting 1 | July 17, 2020 |
| Final Draft Technical Memorandum 1 Submittal | Mid-August |
| Post Involvement Materials Related to Workshop 2 | Early September |
| Workshop 2 | September 10, 2020 |
| Commissioner Briefing | September 16, 2020 |
| Draft Technical Memorandum 2 Submittal | Mid-September |
| Project Milestone Meeting 2 | September 23, 2020 |
| Final Draft Technical Memorandum 2 Submittal | September 29, 2020 |
| Draft Final Development Plan Submittal | September 29, 2020 |
| County Commission Approval Meeting | October 27, 2020 |

Addendum: Outreach and Involvement Outcomes

The following graphic included in the final plan summarizes the engagement activities undertaken and the number of participants. A summary of findings from these activities is included in the appendices of supporting documents Technical Memorandums 1 and 2.

Analysis & Research

| Data and Mapping Analysis |
|--------------------------------------|
| Demographics |
| Land Use and Development |
| Community Asset Inventory |
| Additional Research |
| Existing Document and Program Review |

Public Engagement

| SURVEYS | PEOPLE ENGAGED |
|--|----------------|
| Survey: Workshop 1 Material | 600+ |
| WORKSHOPS | |
| Workshop 1 | 91 |
| Workshop 2 | 166 |
| STAKEHOLDER MEETINGS | |
| East Naples Civic Association (2 Meetings) | 10+ |
| Local Non-Profits | 3 |
| Developers (2 Meetings) | 4 |
| County and FDOT Transportation Staff | 4 |

Key Takeaways, Vision & Recommendations

The following summarizes outcomes from outreach activities:

- Project email list: total of 637 subscribers by September 25, 2020 with more than 60 community organization contacts included (e.g., faith-based organizations, civic and business associations, issue-based organizations operating in the area, etc.)
- Digital web and social media advertisements:
 - Date range: August 24, 2020 to September 6, 2020
 - Total opportunities to view ads (impressions): 306,218
 - Total clicks on ads: 608 (click rate of 0.2%)
 - Specific statistics by advertisement platform:
 - Social media (Facebook and Instagram) post: 102,583 impressions, 139 clicks, 0.14% click rate
 - Website banner ads: 203,635 impressions, 469 clicks, 0.23% click rate
- Media coverage: while the news article developed by the project team was not picked up by any local media outlets, the project was featured in two different media pieces:
 - Donna Fiala (September 14, 2020) Good to be back!, *Coastal Breeze News*, <https://www.coastalbreezenews.com/articles/good-to-be-back/>
 - Patrick Riley (August 24, 2020) Collier to hold public workshop seeking input for East Naples Community Development Plan, *Naples Daily News*, <https://www.naplesnews.com/story/news/government/2020/08/24/collier-county-public-workshop-seeking-input-east-naples-plan/3099882001/> [This article was also advertised as a link in other articles featured on the *Naples Daily News* site.]

EAST NAPLES

COMMUNITY DEVELOPMENT PLAN

Technical Memorandum 1: Background & Needs Assessment

November 18, 2020

Prepared for



Prepared by



Contents

| | | |
|-----|--------------------------------------|----|
| 1.0 | Introduction | 1 |
| 2.0 | Summary of Findings | 3 |
| 3.0 | US 41 Corridor Study Overview | 5 |
| 4.0 | Demographics | 8 |
| 5.0 | Land Use and Market Analysis..... | 14 |
| 6.0 | Community Assets..... | 41 |
| 7.0 | Policy Review | 62 |
| 8.0 | Public/Stakeholder Involvement | 71 |
| 9.0 | Appendices..... | 75 |

Figures

| | |
|--|----|
| Figure 1: Residential and Non-Residential Share of Square Footage Built by Decade in East Naples | 17 |
| Figure 2: Just Values of Single-Family Homes..... | 20 |
| Figure 3: Just Values of Condos..... | 21 |
| Figure 4: Share of Single-Family Homes Built or Significantly Renovated by Decade | 24 |
| Figure 5: Location of Single-Family Homes Built or Significantly Renovated by Decade | 25 |
| Figure 6: Median Square Footage of a Single-Family Home in East Naples by Decade | 27 |
| Figure 7: Existing Land Use Categories Capturing Desired Commercial Uses | 28 |
| Figure 8: Commercial Development Preferences from 2018 US 41 Corridor Study | 75 |
| Figure 9: Residential Preferences from 2018 US 41 Corridor Study | 76 |
| Figure 10: Live/Work and Mixed-Use Preferences from 2018 US 41 Corridor Study | 76 |
| Figure 11: General Urban Design Preferences from the 2018 US 41 Corridor Study..... | 77 |

Maps

| | |
|---|----|
| Map 1: Study Area and Area of Influence | 1 |
| Map 2: Study Area from 2018 US 41 Corridor Study | 6 |
| Map 3: Activity Center Recommendations from the 2018 US 41 Study | 7 |
| Map 4: Population Density in the Study Area and Countywide..... | 9 |
| Map 5: East Naples Housing Unit and Population Estimates through 2040 | 11 |
| Map 6: Median Income for the Study Area Census Block Groups | 12 |
| Map 7: Median Age by Census Block Group in and around Study Area | 13 |
| Map 8: Existing Land Uses and Roadways in Study Area..... | 15 |
| Map 9: Location of Housing Types in East Naples | 18 |
| Map 10: Residential Just Value per Housing Unit in East Naples..... | 22 |
| Map 11: Residential Just Value per Acre in East Naples..... | 23 |

| | |
|--|----|
| Map 12: Housing Burden | 26 |
| Map 13: Location of Existing Desired Commercial Categories | 29 |
| Map 14: East Naples Commercial Square Footage and Demand Estimates through 2040..... | 31 |
| Map 15: Location of Commercial Leasing Opportunities in the Study area | 32 |
| Map 16: Future Land Uses in East Naples, including Mixed-Use Activity Centers | 34 |
| Map 17: Vacant Commercial and Mixed-Use Lots with Potential for Commercial Development | 35 |
| Map 18: Existing Commercial, Excluding Specialized Uses | 37 |
| Map 19: More Likely Redevelopment Areas for Desired Commercial Uses | 38 |
| Map 20: Public Facilities in East Naples..... | 42 |
| Map 21: Travel Time from East Naples Fire Stations to Locations in Study Area | 43 |
| Map 22: Sherriff's District Boundaries | 44 |
| Map 23: Driving Time to Reach Community Parks in East Naples | 47 |
| Map 24: Driving Time to Reach Regional Park in East Naples | 48 |
| Map 25: Existing and Proposed Bicycle and Pedestrian Facilities in East Naples Area | 49 |
| Map 26: Findings from Naples Manor Walkable Community Study 2010 | 50 |
| Map 27: Areas within Walking and Biking Distance of East Naples Libraries | 51 |
| Map 28: Areas within Walking and Biking Distance of Public Schools in East Naples..... | 52 |
| Map 29: Areas within Walking and Biking Distance of Community Parks in East Naples | 53 |
| Map 30: Roadways with Federal Functional Classifications in East Naples | 55 |
| Map 31: Collier 2040 Long Range Transportation Plan Cost Feasible Roadway Improvements.. | 56 |
| Map 32: Transit Routes in East Naples | 58 |
| Map 33: Collier 2040 Long Range Transportation Transit Cost Affordable Plan..... | 59 |
| Map 34: Summary of Major Planned Facility/Infrastructure Improvements in the Study Area .. | 61 |
| Map 35: Future Land Uses in Study Area | 63 |
| Map 36: South US 41 Transportation Concurrency Exception Area | 66 |
| Map 37: Zoning Districts in Project Area | 69 |
| Map 38: 10-Year Potential Improvements for East Naples Area | 78 |

Tables

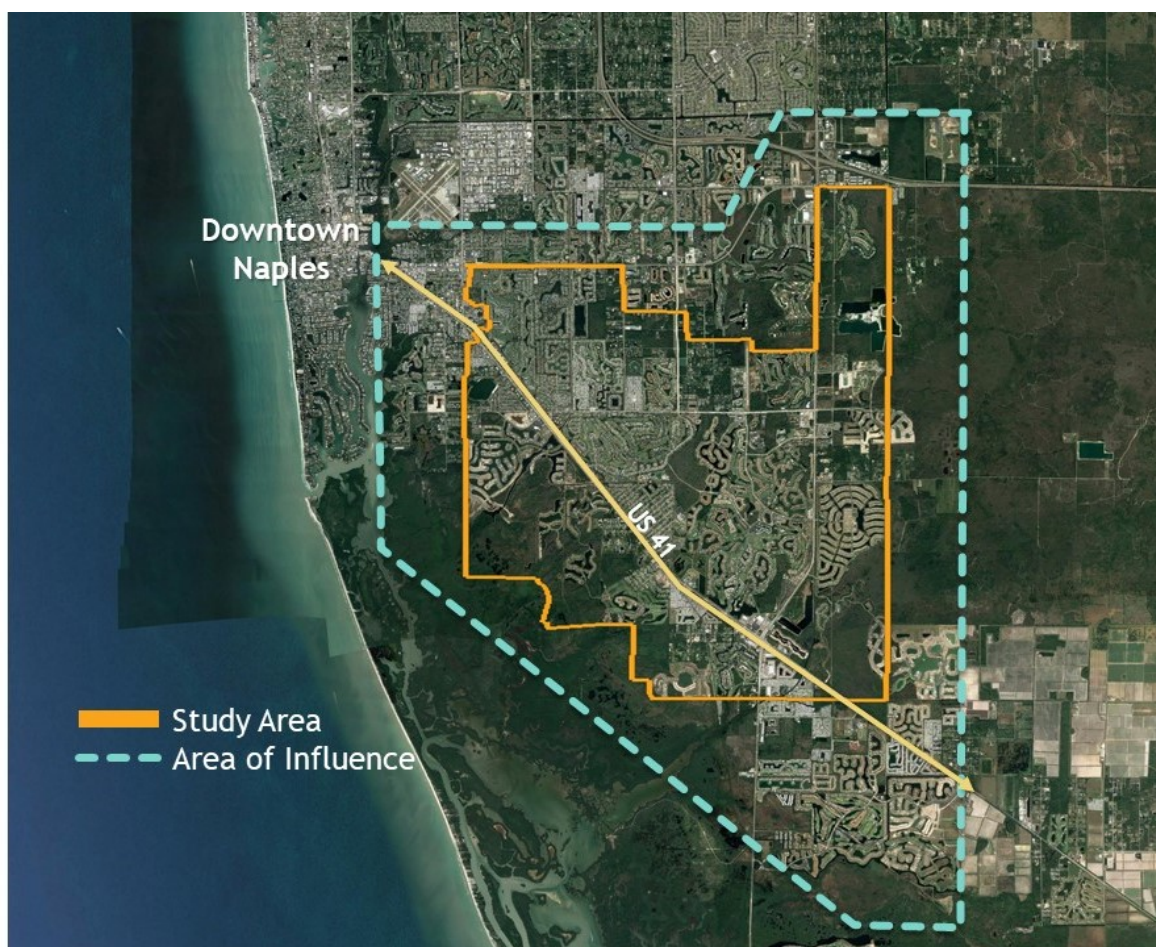
| | |
|--|----|
| Table 1: Use Preferences from 2018 US 41 Corridor Study..... | 7 |
| Table 2: Existing Land Use Acreage and Share of Acreage in Study Area | 16 |
| Table 3: Residential Square Footage Built by Decade and Housing Type | 19 |
| Table 4: Residential Units Built by Decade and Housing Type..... | 19 |
| Table 5: Commercial Square Footage and Acreage Increases Needed by Benchmark of Residential and Non-Residential Shares of Square Footage..... | 33 |
| Table 6: Build-Out Scenario with No Intensification of Commercial Uses | 36 |
| Table 7: Parcel Size, Count, and Acreage for Parcels Valued between \$10,000 and \$1 Million .. | 38 |
| Table 8: Build-Out Scenario with Intensification of Commercial Land that is Vacant or More Likely to Redevelop | 39 |
| Table 9: Average Response Time (Min.) to Calls for Service by District..... | 44 |

| | |
|---|----|
| Table 10: Public School Grades in East Naples | 45 |
| Table 11: Major Future Land Use Categories and Allowed Densities in East Naples | 64 |
| Table 12: Table A. Affordable Housing Density Bonus (Additional Available Dwelling Units Per Gross Acre)..... | 70 |

1.0 Introduction

Collier County has contracted with Tindale Oliver to collaborate with the East Naples community and create an East Naples Community Development Plan. Map 1 shows the general focus area for this plan, including a Study Area for running data and spatial analysis for the study, presented later in the technical memorandum. The project team also recognizes the importance of accounting for conditions and development in the surrounding area and will note aspects of this Area of Influence during the preliminary analysis that will affect outcomes (e.g., major retail development, roadway connections, etc.).

Map 1: Study Area and Area of Influence



This project intends to follow up on the US 41 Corridor Study completed for this area in 2018 (discussed in more detail in Section 3.0). Accounting for findings from the 2018 study, the purpose of the East Naples Community Development Plan project includes the following points:

- Establish a community vision
- Guide future land use and development in the area with the following:
 - Encourage desired uses and discourage undesired uses

- Evaluate commercial development and redevelopment options to promote desired commercial uses
- Create and build consensus on land use concepts for the area
- Inventory community assets and services
- Provide high-level options to promote multiple methods of transportation, such as walking and biking.

This Technical Memorandum provides findings from the background assessment which will serve as a basis to develop goals, recommendations, and land use concepts in the later stages of the East Naples Community Development Plan process. This assessment includes data-based and spatial analysis; a review of existing plans and documents related to the area, including a review of the Growth Management Plan and Land Development Code; and engagement with the public and specific stakeholders. Findings from the assessment are organized in the remaining sections as follows:

- **Section 2.0: Summary of Findings** – provides key takeaways from the Background and Existing Conditions Assessment.
- **Section 3.0: US 41 Corridor Study Overview** – summarizes the process and key outcomes from the 2018 corridor study that serve as a basis for the East Naples Community Development Plan project.
- **Section 4.0: Demographics** – analyzes available data on population and related characteristics as context for later analysis in the Technical Memorandum.
- **Section 5.0: Land Use and Market Analysis** – compares land uses and development between the East Naples area and the broader county, with additional sections specific to residential and commercial development; the commercial development section looks at how to benchmark and increase desired commercial uses in the project Study Area.
- **Section 6.0: Community Assets** – inventories current assets and services and documents performance and planned improvements.
- **Section 7.0: Policy Review** – summarizes key points in the existing Growth Management Plan and Land Development Code that may be areas of focus for implementation options analyzed in later tasks of the project.
- **Section 8.0: Public/Stakeholder Involvement** – summarizes process and findings from public and stakeholder involvement, with analysis on how these findings will be incorporated into the project.
- **Section 9.0: Appendices** – provides additional related information:
 - Appendix A: US 41 Corridor Study Development Style Preferences
 - Appendix B: Additional Transit Improvement Information
 - Appendix C: Online Public Survey Summary
 - Appendix D: Public Workshop 1 Recap

2.0 Summary of Findings

The following are the key takeaways from this preliminary Background and Needs Assessment on the project Study Area and Area of Influence:

- Key aspects of the vision for the area based on public outreach for this project and the 2018 US 41 Corridor Study included the following:
 - Balanced development: making sure that any new development is of good quality and does not overwhelm existing assets and natural places in the community.
 - Diverse and quality commercial: the community is seeking more commercial options of higher quality that allow for a broader range of places to shop, eat, and have fun.
 - Beautification and green space: part of balanced and quality development is ensuring that the development is visually pleasing and that there is ample green space and natural spaces maintained in the community.
 - Transportation options: future efforts in the area should ensure a range of safe options, including non-motorized options such as walking and biking, with improved connections between neighborhoods and local destinations.
- The area generally has good coverage by public facilities and services but would particularly benefit from improvements to provide better transportation options, including non-motorized options such as walking and biking, for localized travel.
- The area is generally underserved in terms of non-residential uses, with only 11% of current square footage built as non-residential relative to the unincorporated county as a whole that has a share of 15% non-residential square footage. Some community members expressed concern about adding more commercial development to the area, likely linked to concerns about over-building and crowding the area. The points in the remainder of this summary will help define how to guide future development to moderate it and achieve desired development while limiting undesired development.
- The area may already face some potential limitations to adding more commercial uses, which may moderate the amount of development that could be reasonably anticipated. While this planning effort did not involve a comprehensive market analysis, it did include some preliminary outreach and analysis to identify possible limiting factors to development in the area for further consideration:
 - Roadway connections: there are a limited number of connections between the large residential areas, particularly at the center of the Study Area, and larger roadways that contain most of the commercial businesses in the area. While this land use and transportation pattern can help buffer residential areas, it also can create challenges for neighborhood residents to access commercial and other local destinations, particularly by non-motorized means. It can also limit the

locations where new commercial businesses might locate and be compatible with surroundings.

- Population density: East Naples is similar to Collier County as a whole in that most of the area is relatively low density (4 persons per acre or below); an interview with representatives of the development community noted this may be a limiting factor to having a local residential base that can support local commercial uses.
- Seasonal population: East Naples is also similar to Collier County as a whole in that it has a high estimated seasonal population; this analysis estimated seasonal households at around 60% of total households, based on homestead exemptions and the limited share of rental units relative to total units. This finding indicates there may be some limits to the population that is in the area year-round to support local commercial uses full-time.
- General market demand: there may be other factors influencing the market demand for commercial space in the area; while the County does not have control over the private market, this analysis evaluated ways it might influence market demand to attract desirable development.
- An important starting point for ensuring desirable future development is to implement limitation on undesired uses and ensure that new development being built is a desirable use for the community.
 - Limit undesired uses: undesired uses include several auto-oriented uses, such as car washes, fast food establishments, and gas stations, and warehousing. Certain limitations are already in place or are under consideration, such as spacing requirements for gas stations and design requirements in C-4 commercial districts to incorporate warehousing into mixed-use development; this study will look into other ways that these uses might be limited.
 - Attract desirable uses: desirable uses as identified through outreach from the 2018 US 41 Corridor Study and efforts as part of this plan identified several desirable uses that tended to be commercial, including: retail/shopping, mixed-use and live/work units, restaurants, grocery stores, hotels/resorts, entertainment, services such as healthcare, and businesses that create jobs; respondents to the public survey for this planning effort indicated that restaurants are a particular priority.
 - Additional comments from the public survey for this plan indicated a desire to ensure ample green space and natural spaces in the area.
- Development and redevelopment options to provide additional desired commercial uses should focus primarily on the US 41 corridor and nodes, as well as viable opportunities along Collier Boulevard.
- Design is a critical component of desirable future development for the community, based on input from the public survey. Key points of desirable design to incorporate into

land use concepts for the East Naples Community Plan include the following, based on visual preferences from the 2018 US 41 Corridor Study outreach efforts and the public survey for this plan:

- Buildings set back from the roadways with landscaping
 - Potential for a range of heights from one to low multi-story, being mindful of concerns about overbuilding
 - Park once at a cluster of establishments and walk between them; walkable development concepts (e.g., an open mall)
- Preferred implementation methods also influence the approach for attracting development and anticipated outcomes. Based on results from outreach completed as part of the 2018 US 41 Corridors Study and the public survey for this planning effort, more moderate measures of a marketing campaign to promote the area and incentives, such as fee reductions/waivers and expedited permitting, has more widespread support relative to more robust measures, such as allowing and encouraging more intense commercial and/or residential development.

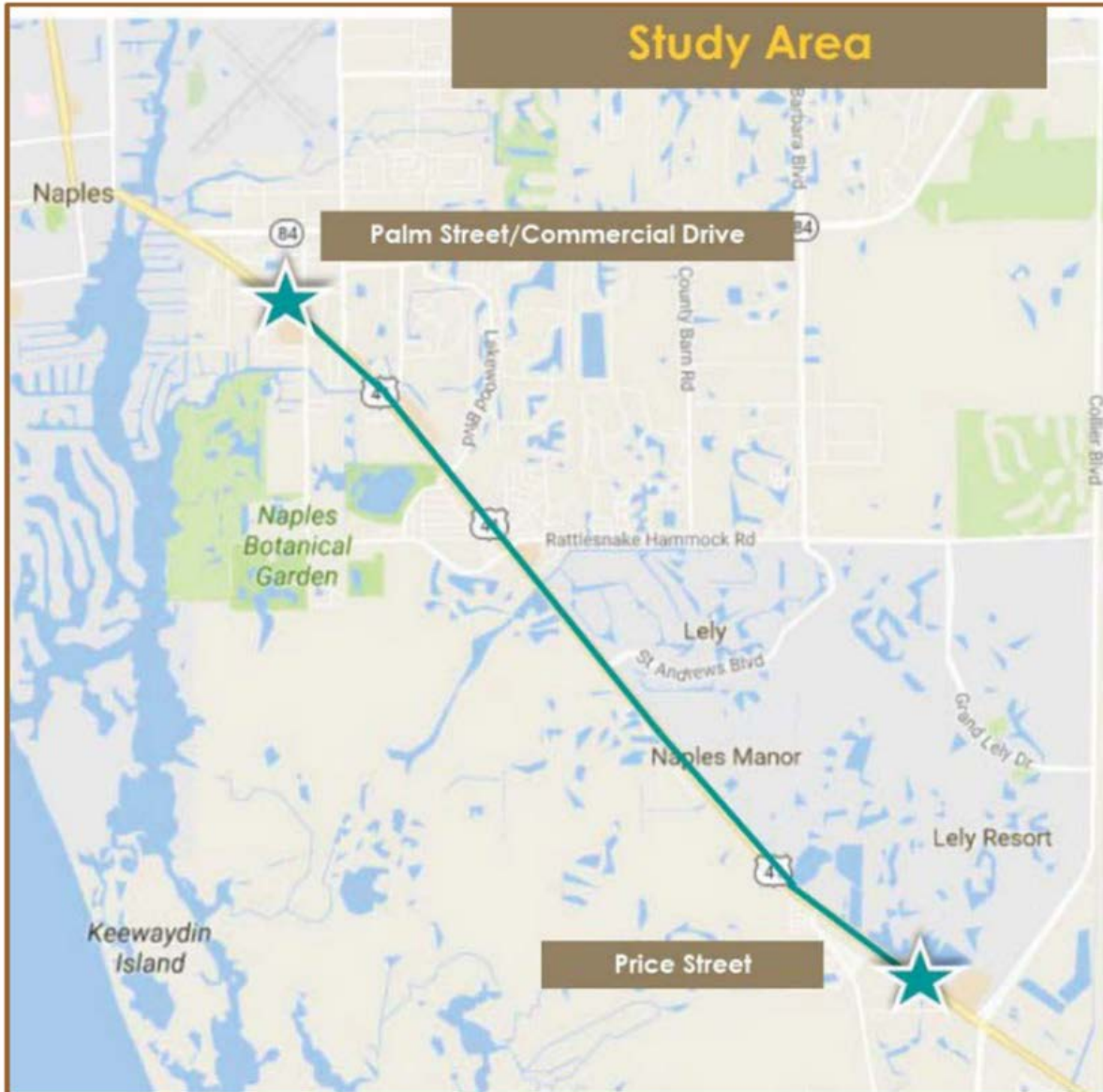
3.0 US 41 Corridor Study Overview

As mentioned in the introduction, the US 41 Corridor Study completed in 2018 serves as a basis for the East Naples Community Development Plan effort. Map 2 shows the corridor segment of focus for the study; note that the East Naples Community Development Plan expands on this area of focus to include surrounding neighborhoods and other major roadways.

The 2018 Study aimed to determine public preferences for future development types and uses along this segment of US 41 so that those types of development and uses could be facilitated and incentivized through Comprehensive Plan policies and Land Development Code updates. Findings were based on input and polling results, including results from visual preference surveys, from three stakeholder meetings and three public meetings held as part of the study. Findings and recommendations emerged from the study that touched on the themes of land use, urban design, transportation, landscaping, and community branding.

The East Naples Community Development Plan will build on these findings, focusing particularly on the preferences for land uses and development style as a basis for a vision for the built landscape in East Naples and related activities; these ideas will be incorporated into land use concepts developed later in the East Naples Community Development Plan process to create concepts tailored to the local community context, along with regulatory and incentive options to implement these preferences in future development.

Map 2: Study Area from 2018 US 41 Corridor Study

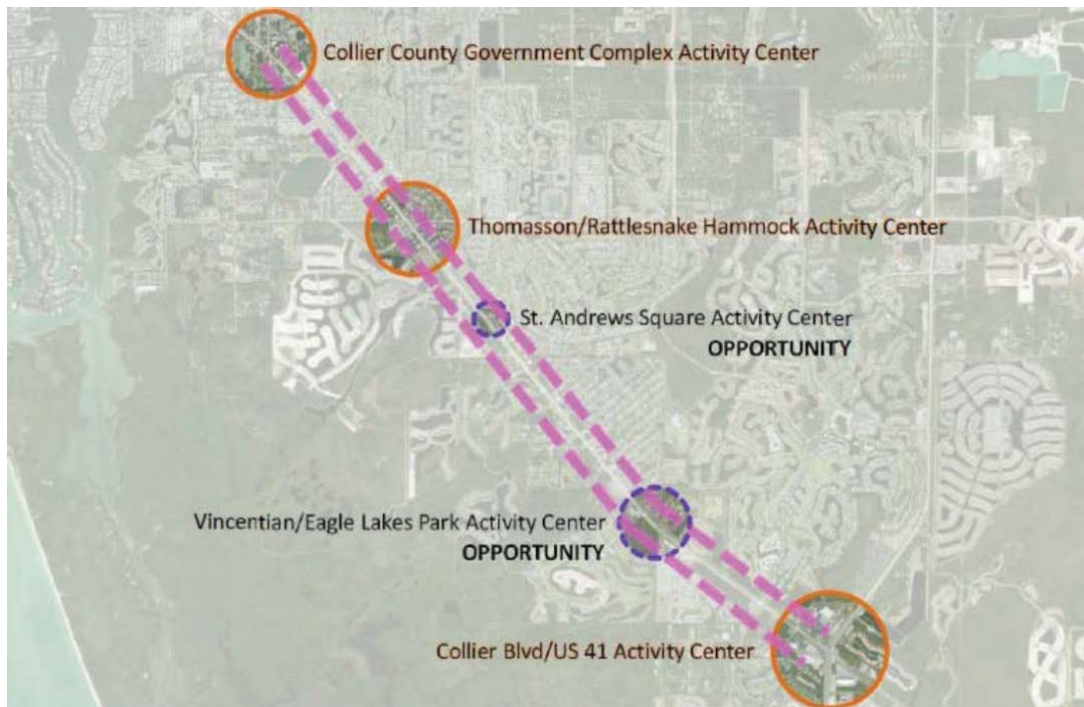


The most desirable and undesirable uses that emerged from the Study are shown in Table 1. Commercial development preferences included strip malls, destination shopping, and hotel/lodging styles; residential development preferences included multi-family options. Preferences also included live/work and mixed-use developments. Appendix A includes more details on the preferred visuals, as well as general urban design preferences. The Study also included support for nodal development, including existing activity centers, as shown in Map 3.

Table 1: Use Preferences from 2018 US 41 Corridor Study

| Desired | Undesired |
|-------------------------|--------------|
| Shopping/retail variety | Self-storage |
| Mixed-use, live/work | Gas stations |
| Restaurants | |
| Grocery, wholesale club | |
| Hotel/resort | |

Map 3: Activity Center Recommendations from the 2018 US 41 Study



4.0 Demographics

Population

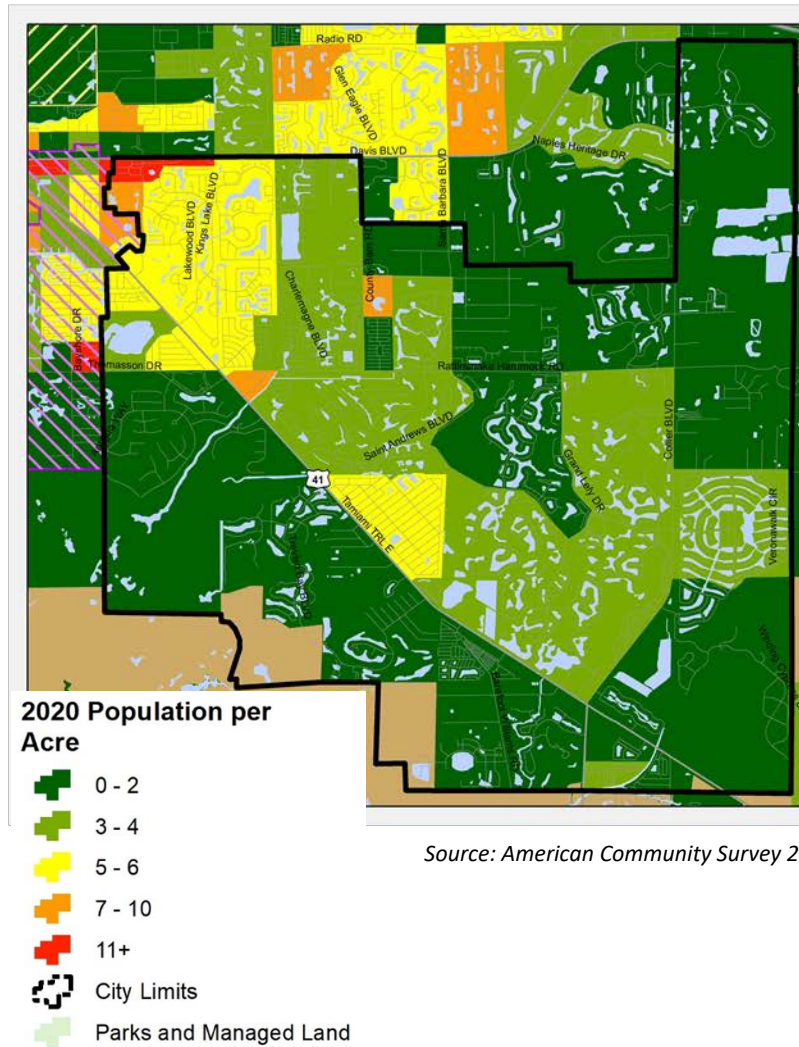
The Study Area has an estimated permanent population of 50,000, about 14% of the estimated total population for the unincorporated county at 364,000. However, it may face potential challenges in terms of specific population measures, such as population density and seasonal population changes.

The population density is generally limited throughout Collier County apart from certain pockets shown in red in Map 4, including parts of the Golden Gate area, coastal communities such as Naples and its surroundings (adjacent to the Study Area), and Immokalee, among others. Much of the Study Area is at four persons per acre or less, which coincides with certain density limitations in the growth management plan due to factors such as the Coastal High Hazard Area where density is limited (see Section 7.0). Interviews with representatives of the local development community indicated that low density could be a limiting factor to achieving certain aims in the Study Area, such as increasing the amount of desired commercial uses, as discussed more in Sections 5.0 and 8.0.

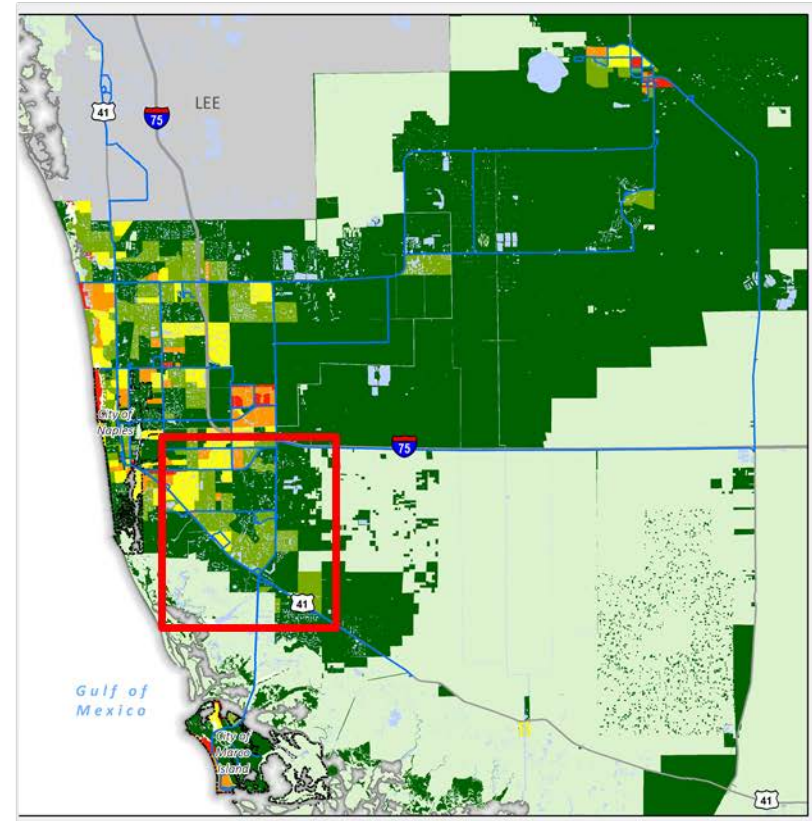
Additionally, the area has a sizable seasonal population, like Collier County as a whole. Approximately 57% of non-rental households in the study area are estimated to be seasonal, compared to approximately 53% countywide. Since these residents are only in the area part of the year, they are more limited in the extent to which they can support local businesses. This analysis used properties claiming the homestead exemption (which are owner-occupied, primary residences), based on 2019 Florida Department of Revenue data, to estimate permanent population. While this measure does not account for rental units housing permanent residents (rental units cannot claim the exemption), increases in permanent population from rentals are likely small since traditional multi-family units that are typically rental do not make up a sizable share of total units overall in the area. In the Study Area, there are 2,000 traditional multi-family apartment units, equaling 6% of the total 31,000 housing units in the area; Countywide, there are 22,000 traditional multi-family units, equaling 10% of the total 221,500 units. In the unlikely event that all these rental units housed permanent residents, the seasonal household share estimate would be approximately 54% for the Study Area, 48% countywide. In this case, roughly half of all households would still be seasonal. Some degree of additional rental units may occur in other housing type categories.

Map 4: Population Density in the Study Area and Countywide

Study Area



Countywide

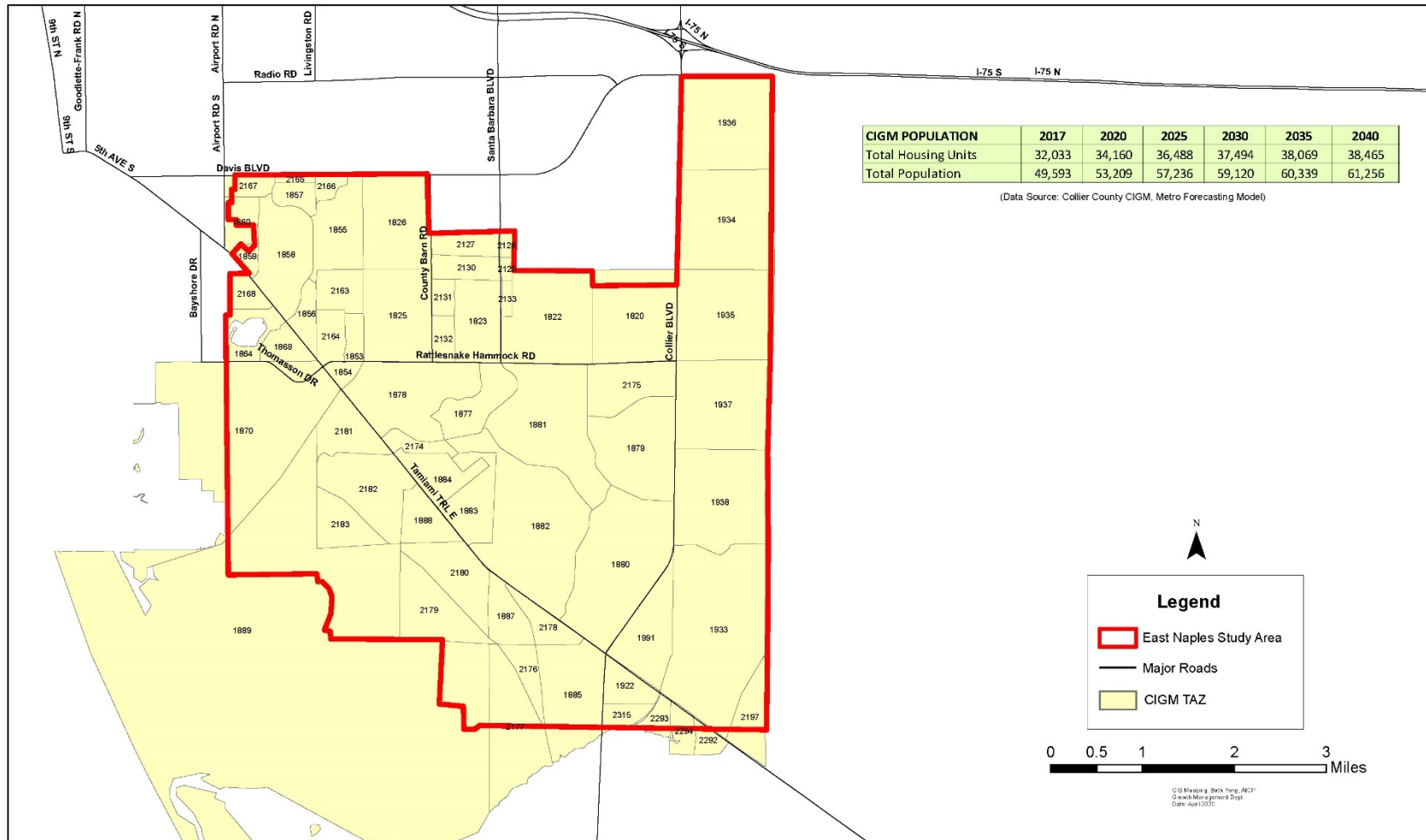


Source: American Community Survey 2018 5-Year Estimates

Regarding future population, the Collier Interactive Growth Model (CIGM) is one method used for population forecasting based on Traffic Analysis Zones (TAZs, see Map 5). The model forecasts that the number of housing units will approach 40,000 and that the population will reach just over 61,000 by 2040; note that the possibility of this growth in the Study Area depends on the land use regulations and future build-out for vacant areas and redevelopment of existing residential, including if more multi-family is built. The Study Area has seen multi-family units being built, as discussed in Section 5.0; however, there are certain limitations on allowable density in parts of the Study Area due to restrictions in the Coastal High Hazard Area and Urban Residential Fringe subdistrict that cover large portions of the Study Area containing sizable amounts of the 187 acres of remaining vacant residential land in the area (see Section 7.0). Depending on these outcomes, there may be some degree of additional permanent population concentrated within the study area to support aims of the East Naples Community Development Plan such as increasing desirable local commercial uses, offsetting some of the effects of lower population density and higher shares of seasonal population. More information on forecasts from this model for commercial demand are provided in Section 5.0. Note that some of the TAZs extend out beyond the boundaries of the study area, yet mainly towards the southwest coastal area where there is a lot of land protected from development; as a result, the increase in dwelling unit and population estimates beyond those strictly within the study area boundaries are likely moderated.

Map 5: East Naples Housing Unit and Population Estimates through 2040

POPULATION ANALYSIS FOR EAST NAPLES STUDY AREA
USING COLLIER INTERACTIVE GROWTH MODEL
(POPULATION DEMAND)

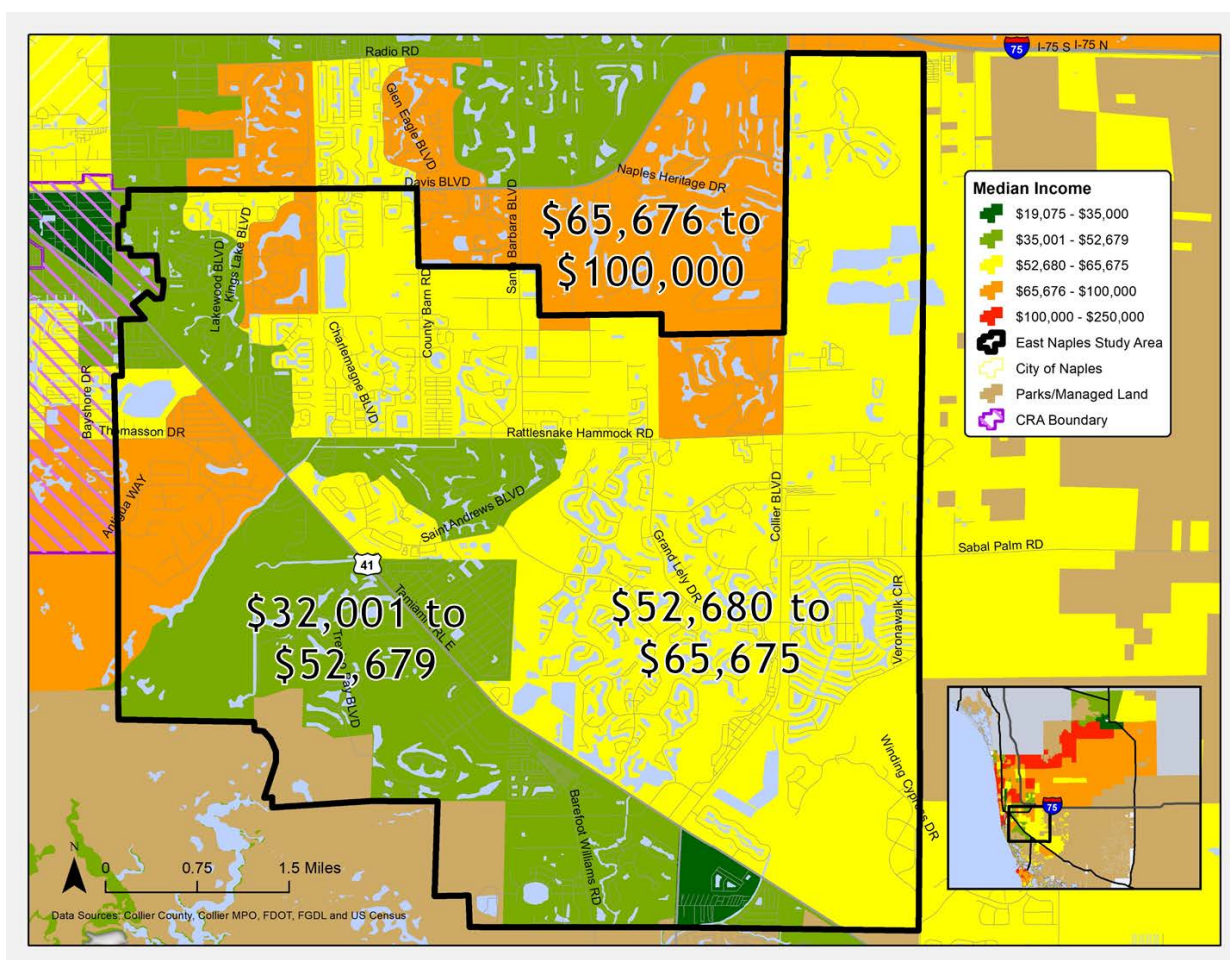


Source: Collier Interactive Growth Model

Income

In addition to population, income is an important factor to consider, particularly in terms of discretionary income available to spend at local shops and businesses. The study area has a sizable median income overall that is comparable to the unincorporated county (\$52,679 versus \$57,600, respectively). Map 6 shows the variation in median income levels in different parts of the study area, with some falling below the East Naples overall median income to the east of the area and south of US 41, while other areas range up to well above the county median income at nearly \$66,000 and \$100,000.

Map 6: Median Income for the Study Area Census Block Groups

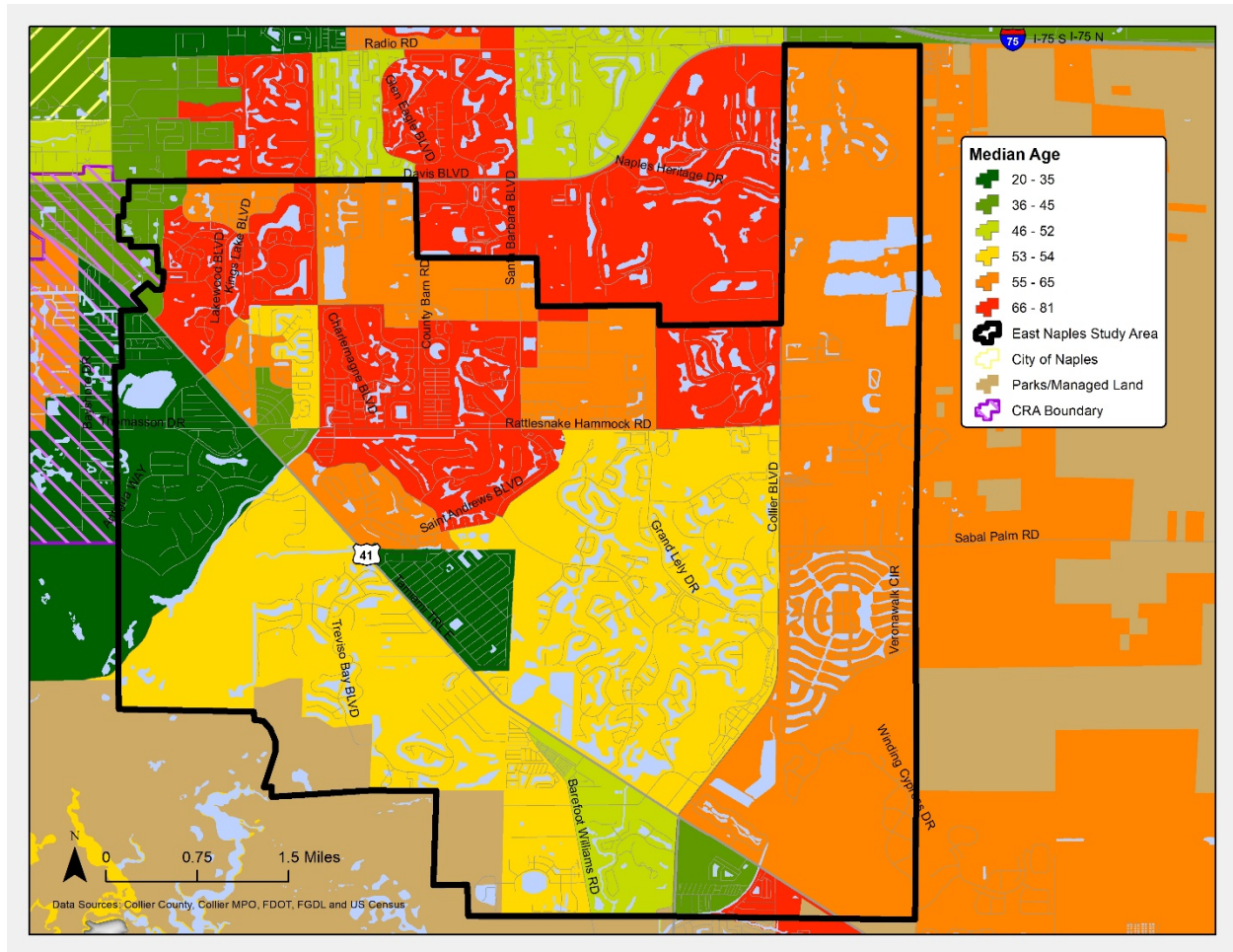


Source: American Community Survey 2018 5-Year Estimates

Age

Map 7 illustrates that there is a range of median ages (a middle measure of ages in an area, indicating a typical age) by census block group in and around the Study Area. The community includes working-age residents that may have children at home still, as well as retirement-age residents.

Map 7: Median Age by Census Block Group in and around Study Area



Source: American Community Survey 2018 5-Year Estimates

5.0 Land Use and Market Analysis

General Overview

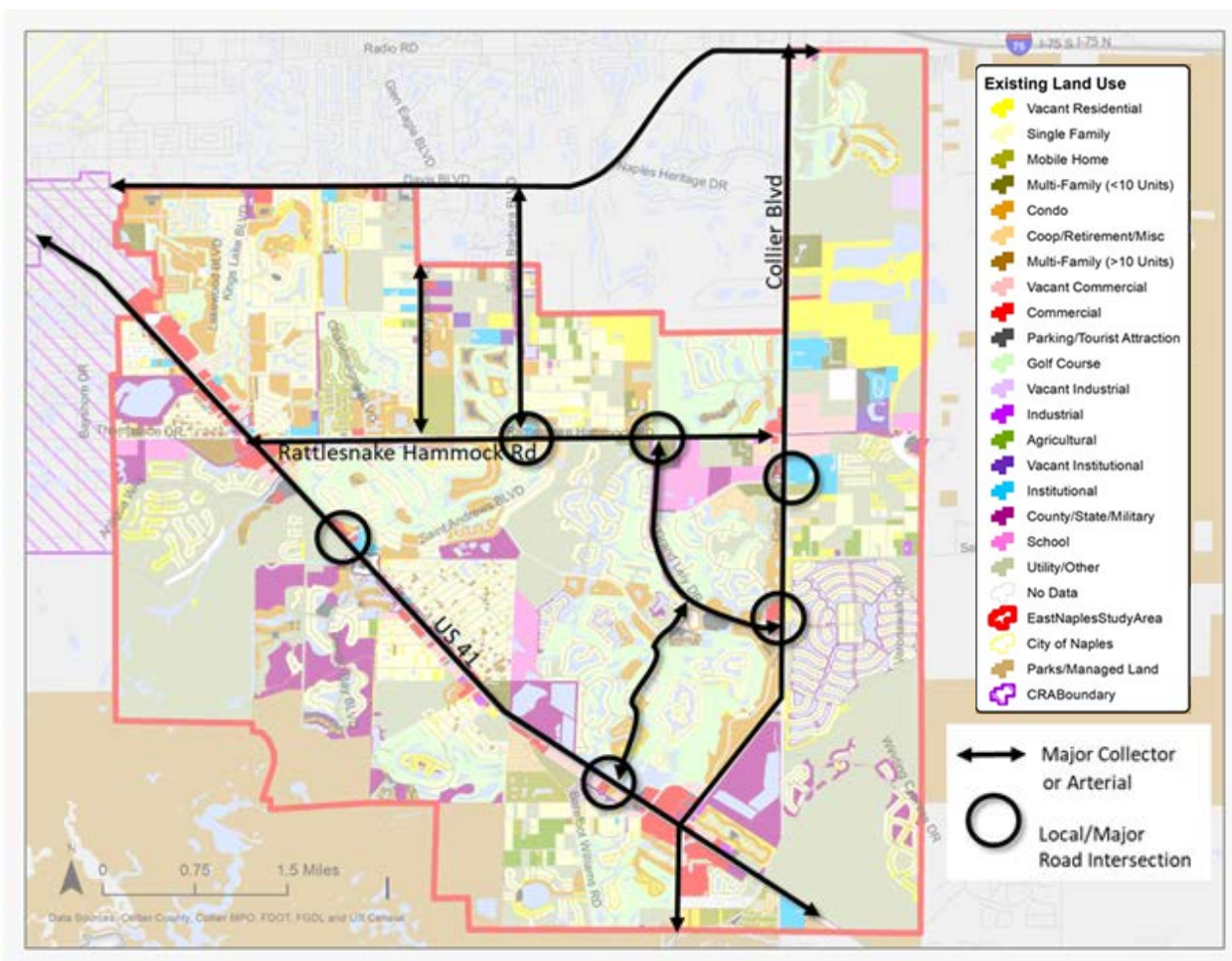
A general review of land uses in the area (Map 8 and Table 2) indicates that vacant land in general in the Study Area is limited, at only 6% of overall Study Area acreage. This finding suggests that the area is primarily in a redevelopment mode as opposed to a mode where new development is going in on vacant lots.

The configuration of land uses with roadways is also critical to highlight, particularly when analyzing existing commercial uses and considering approaches to increase desirable commercial uses in the Study Area. As Map 8 and Table 2 show, the existing amount of vacant and existing commercial that serve as a starting point for development and redevelopment opportunities is limited at 11% (2% for vacant commercial, 9% for existing commercial), if specialized uses such as golf courses, tourism sites, and parking lots/mobile homes lots are included; however, some of these specialized sites may have more involved considerations for redevelopment (consequently, we have not included them in our more detailed opportunity analysis later in this section). Much of the land in the Study Area is used for residential and utilities (a combined 66% of the total acreage); utilities is used here in the context of map designations to indicate utility and other general right-of-way, groundwater recharge areas, extraction areas (where applicable), and other similar uses (not necessarily public).

Additionally, the Study Area lacks a grid pattern roadway network, limiting access between residential neighborhoods at the center of the Study Area and the major roadways, as shown on Map 8. East/west through travel is limited to Davis Boulevard and Rattlesnake Hammock Road, with US 41 cutting diagonally. North/south through travel can mainly use Collier Boulevard as the direct route (again there is also US 41 cutting diagonally); many of the major collectors providing north/south travel do not continue through the entirety of the Study Area. Additionally, there are only six intersections between local and major roads.

This land use and roadway configuration could ultimately be a limiting factor for certain project aims such as attracting additional desired commercial uses since commercial thoroughfares are lacking in the heart of the Study Area, yet later stages of this project will evaluate opportunities for improving access between neighborhoods and existing commercial corridors for multiple transportation modes including walking and biking.

Map 8: Existing Land Uses and Roadways in Study Area



Source: Florida Department of Revenue, 2019 with some exceptions to reflect more recent conditions. Calculations based on existing land uses for this report rely on non-adjusted designations in the Florida Department of Revenue database.

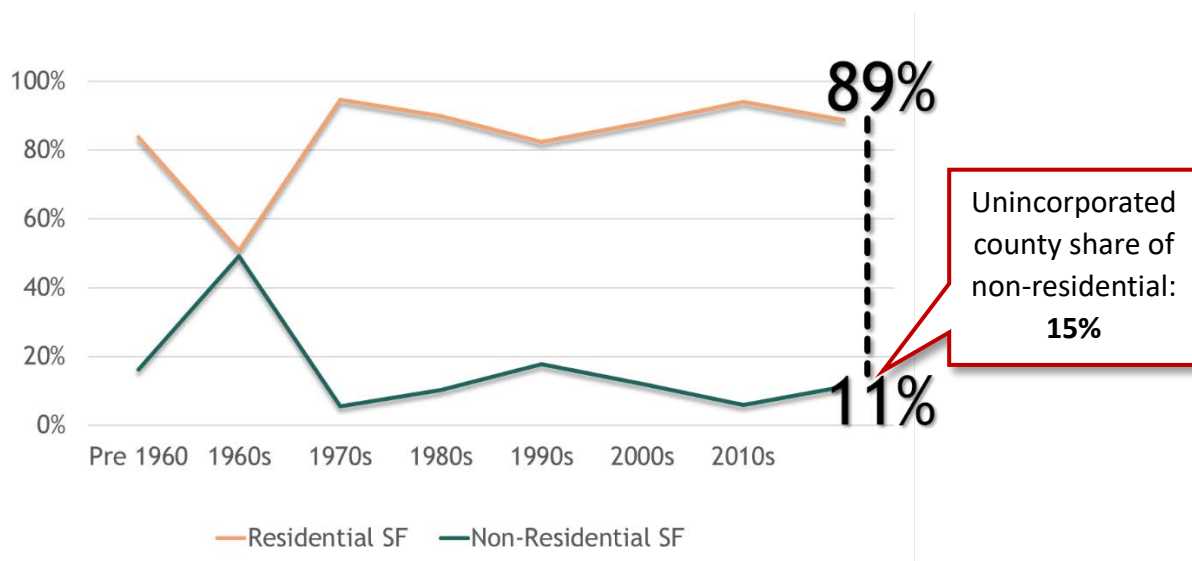
Table 2: Existing Land Use Acreage and Share of Acreage in Study Area

| Existing Land Use | Acres | % of Study Area |
|----------------------------------|--------------|-----------------|
| Vacant | 421 | 6% |
| -Residential | 187 | 3% |
| -Commercial | 175 | 2% |
| -Industrial | 42 | 1% |
| -Institutional | 16 | 0% |
| Single Family Residential | 2,851 | 39% |
| Multi-Family Residential | 92 | 1% |
| Mobile Home | 184 | 3% |
| Commercial | 362 | 5% |
| Industrial | 266 | 4% |
| Institutional | 47 | 1% |
| Agricultural | 149 | 2% |
| County | 649 | 9% |
| State | 50 | 1% |
| Utility/Other | 1,691 | 23% |
| Public Schools | 142 | 2% |
| Colleges | 80 | 1% |
| Golf Courses | 250 | 3% |
| Tourist Attraction | 78 | 1% |
| Parking Lot | 11 | 0% |
| Total | 7,351 | - |

Source: Florida Department of Revenue, 2019; note: total acreage may differ slightly from sum of individual use acreages due to rounding.

The predominance of residential uses over other uses is not unique to the Study Area, but also characterizes the county as a whole. The amount of square footage built by decade (Figure 1) illustrates this point; additionally, the shares of residential and non-residential in East Naples are currently 89%/11% respectively. These shares are currently 85%/15% in the unincorporated county, which was used for comparison since it is made up of areas in the county most similar to the Study Area. These numbers suggest that the predominance of residential may be more severe in East Naples than other similar parts of the county.

Figure 1: Residential and Non-Residential Share of Square Footage Built by Decade in East Naples



Source: Florida Department of Revenue, 2019

The following sections talk about residential trends and commercial trends in more depth, with the section on commercial exploring in more detail the relative lack of non-residential square footage and ways to address this issue.

Residential

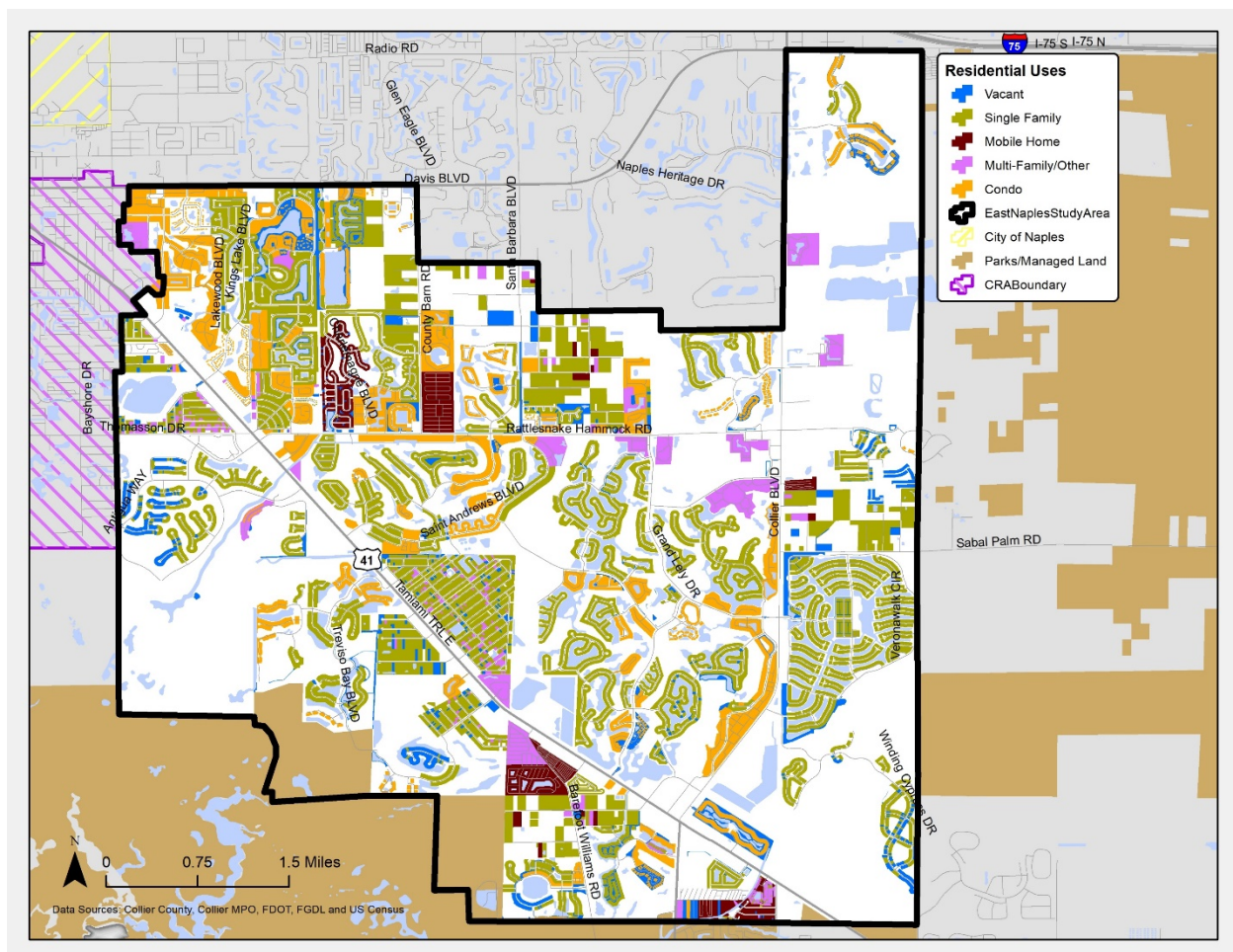
The land use analysis reviewed several factors of residential uses, including housing types, values, age and redevelopment, and affordability; findings are detailed by each of these topics in the remainder of this section.

Housing Types

Map 9 shows the location of different housing types in the Study Area; while single-family residential is widespread and takes up the greatest share of acreage as noted in the previous section, there are pockets of mobile homes, multi-family housing, condos, and other housing. When housing types are reviewed by square footage and number of housing units, multi-family residential, including condos, is the dominant type, with a total of 34.6 million square feet built from before the 1960's through the 2010's (compared to 28.5 million square feet of single-family residential) and over 18,000 units built during the same time period (compared to 11,406

units of single-family residential). As a result, this area is not unfamiliar with housing types that are typically denser than the standard single-family home, even if it is generally a low-density area as noted in Section 4.0.

Map 9: Location of Housing Types in East Naples



Source: Florida Department of Revenue, 2019

Table 3: Residential Square Footage Built by Decade and Housing Type

| Decade | Single-Family | Multi-Family | Condominium | Mobile Homes |
|--------------|-------------------|-------------------|------------------|------------------|
| Pre 1960 | 116,979 | 8,429 | N/A | N/A |
| 1960s | 263,324 | 52,641 | N/A | 93,356 |
| 1970s | 2,186,013 | 3,047,442 | N/A | 394,029 |
| 1980s | 3,590,598 | 4,872,235 | 20,408 | 304,406 |
| 1990s | 3,934,337 | 5,963,871 | 2,202,570 | 148,504 |
| 2000s | 10,137,697 | 6,460,394 | 2,517,865 | 111,412 |
| 2010s | 8,270,704 | 5,389,127 | 4,051,440 | 67,592 |
| Total | 28,499,652 | 25,794,139 | 8,792,283 | 1,119,299 |

Source: Florida Department of Revenue, 2019

Table 4: Residential Units Built by Decade and Housing Type

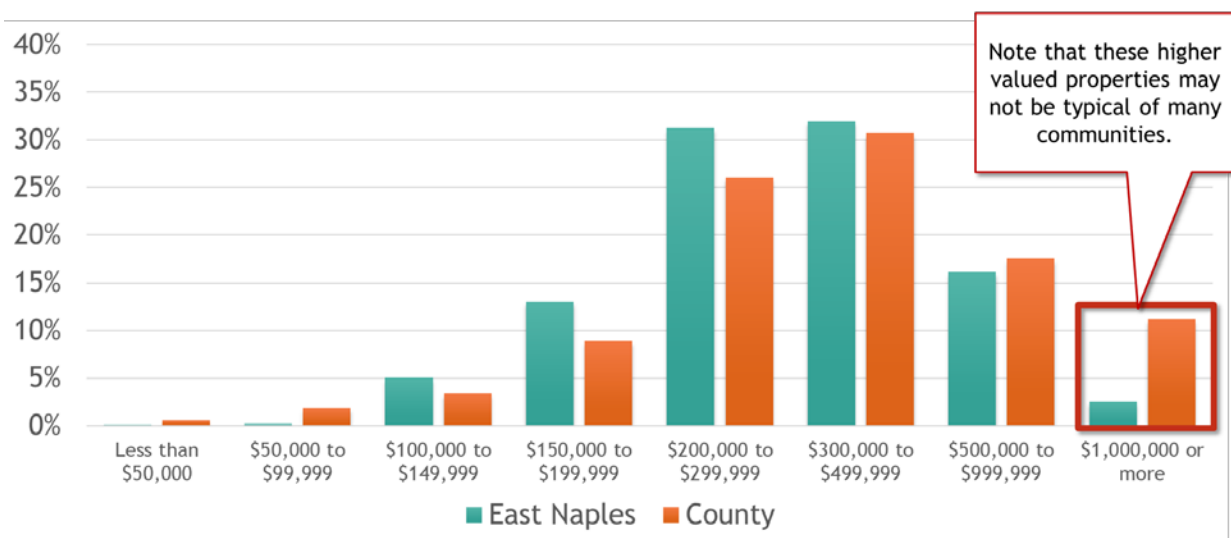
| Decade | Single Family | Condo | Large Multi-Family (10+) | Small Multi-Family (1-9) | Mobile Homes |
|--------------|---------------|---------------|--------------------------|--------------------------|--------------|
| Pre 1960 | 78 | 174 | N/A | 8 | N/A |
| 1960s | 165 | 11 | N/A | 57 | 125 |
| 1970s | 1,087 | 2,225 | N/A | 482 | 387 |
| 1980s | 1,567 | 3,950 | 9 | 85 | 253 |
| 1990s | 1,712 | 3,832 | 690 | 34 | 99 |
| 2000s | 3,950 | 3,934 | 542 | 15 | 74 |
| 2010s | 2,847 | 1,593 | 654 | 3 | 50 |
| Total | 11,406 | 15,719 | 1,895 | 684 | 988 |

Source: Florida Department of Revenue, 2019

Housing Values

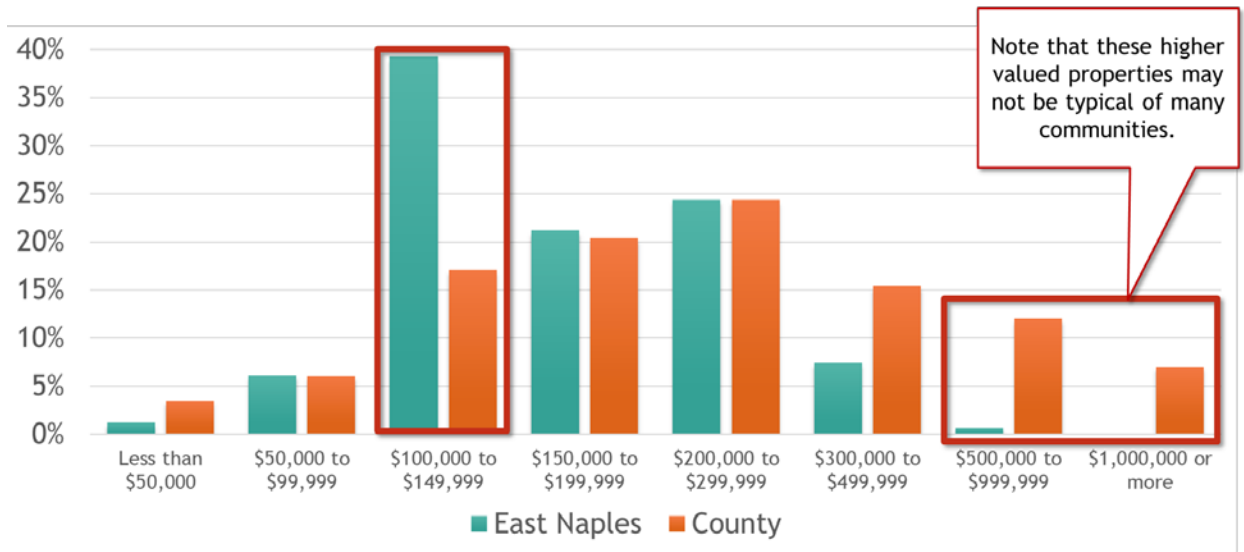
“Just value” provides an estimated value of residences based on property appraiser data (note that this estimated value is typically lower than what the current sales price would be). Figures 2 and 3 show just value for single-family homes and condos in the Study Area Compared to the county as a whole. The figures show that single-family home values are like those countywide, with the exception that East Naples lacks as much housing at the extremes of the values (very low and very high). Note that parts of the county such as Naples tend to have housing values that are high enough to be uncommon among a lot of communities. In terms of condos, East Naples values are similar to the county’s, except that East Naples lacks extremely high value condos and has a much higher share of condos in the \$100,000 to \$150,000.

Figure 2: Just Values of Single-Family Homes



Source: Florida Department of Revenue, 2019

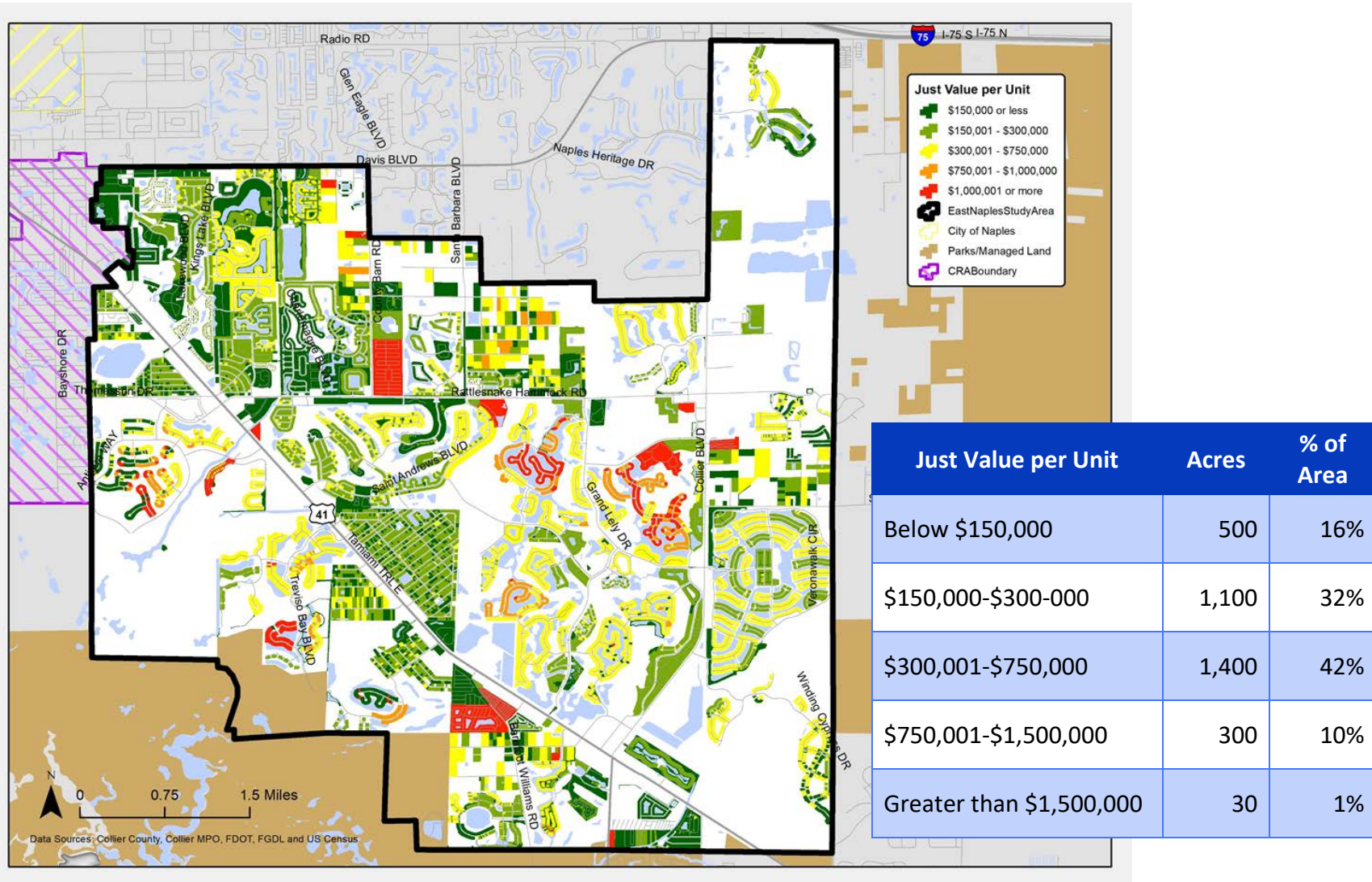
Figure 3: Just Values of Condos



Source: Florida Department of Revenue, 2019

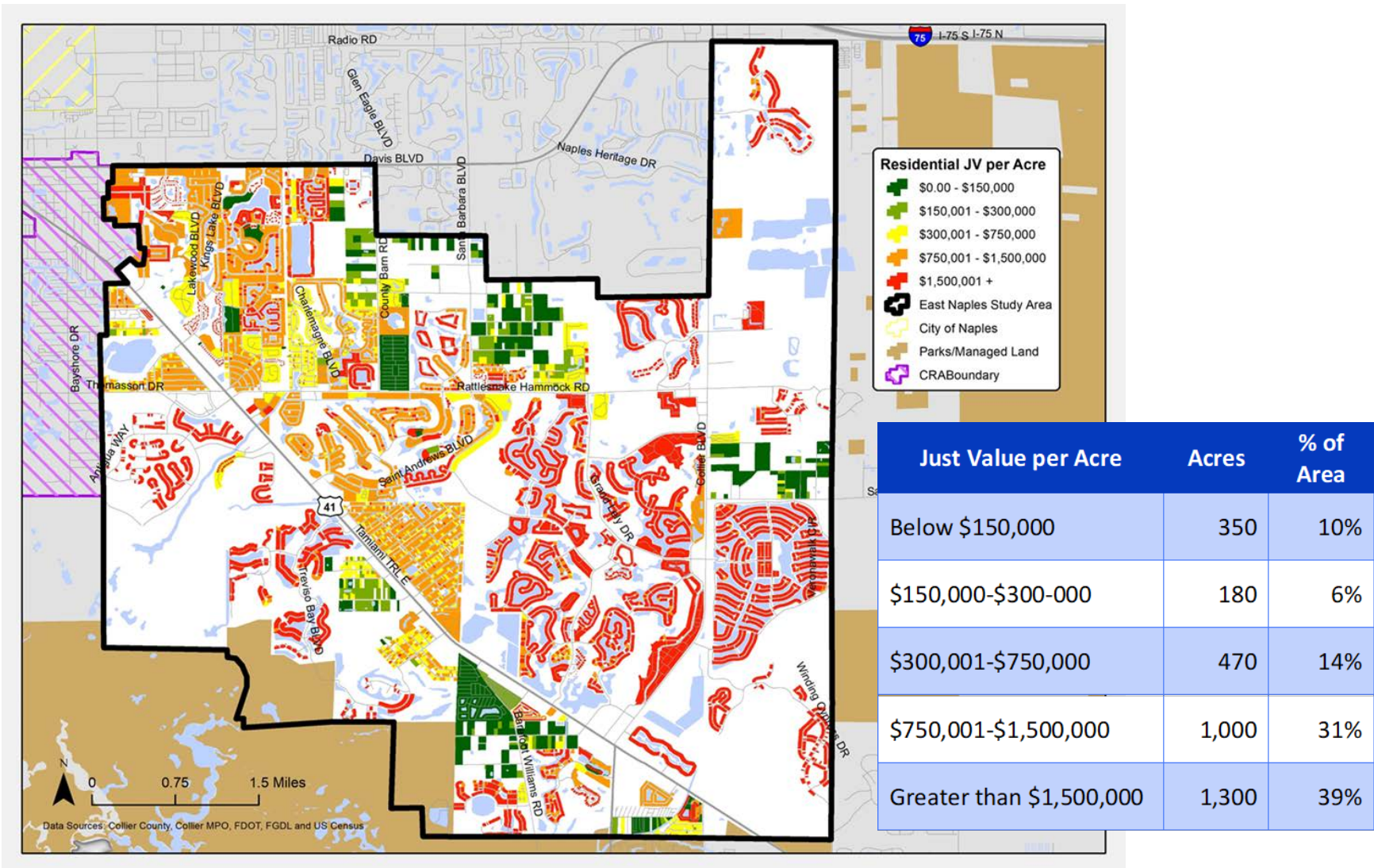
The discussion of density is also important in terms of tax base and taxable values in an area. Areas that may have lower just values on a per unit basis (Map 10) may still have a strong just value per acre measure (Map 11), which is likely due to greater relative densities in these areas. The opposite can be true where higher per unit value can relate to lower per acre value, likely due to lower densities in an area.

Map 10: Residential Just Value per Housing Unit in East Naples



Source: Florida Department of Revenue, 2019; note: this map is for general illustrative purposes. Some areas are mobile home parks where the entire development site is recorded as a unit within the database as opposed to individual mobile home units within the site, which may inflate just value per unit.

Map 11: Residential Just Value per Acre in East Naples

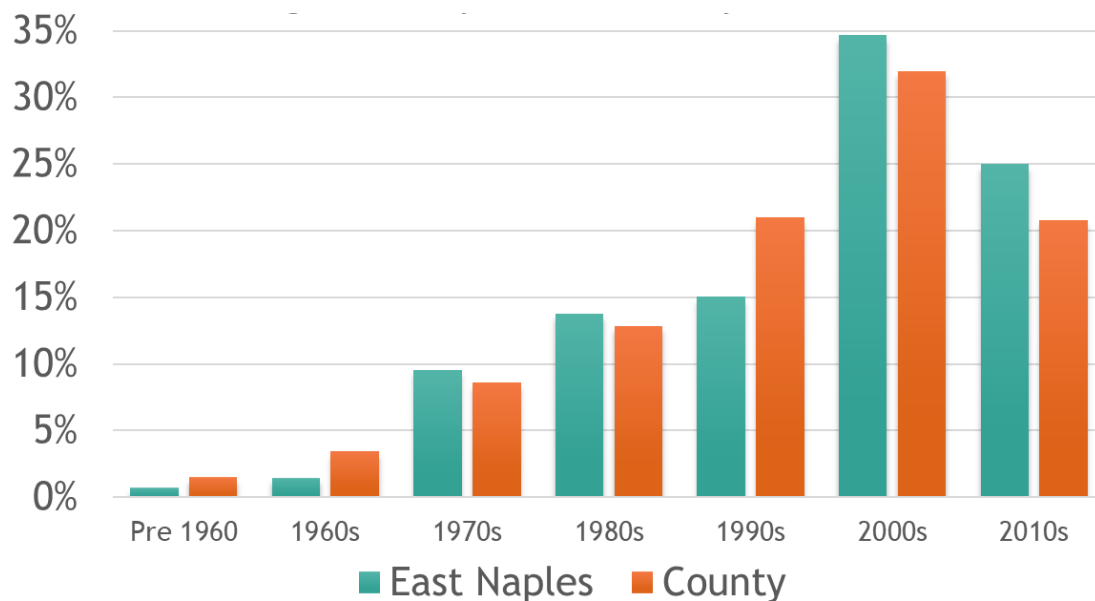


Source: Florida Department of Revenue, 2019

Housing Age and Redevelopment

Redevelopment can help maintain housing values and improve structural quality where needed. The age of housing in terms of when units were built or significantly renovated may provide an indication of structural quality and whether units are typically in a condition to be ready for redevelopment or not. Figure 4 shows when single-family homes were most recently built or significantly renovated; most units (60%) were built or updated in the 2000s or 2010s, so they are likely in good condition. However, there is still a sizable share from the 1990s or previous decades that are approaching an age where redevelopment may be needed or that have already aged to that point.

Figure 4: Share of Single-Family Homes Built or Significantly Renovated by Decade



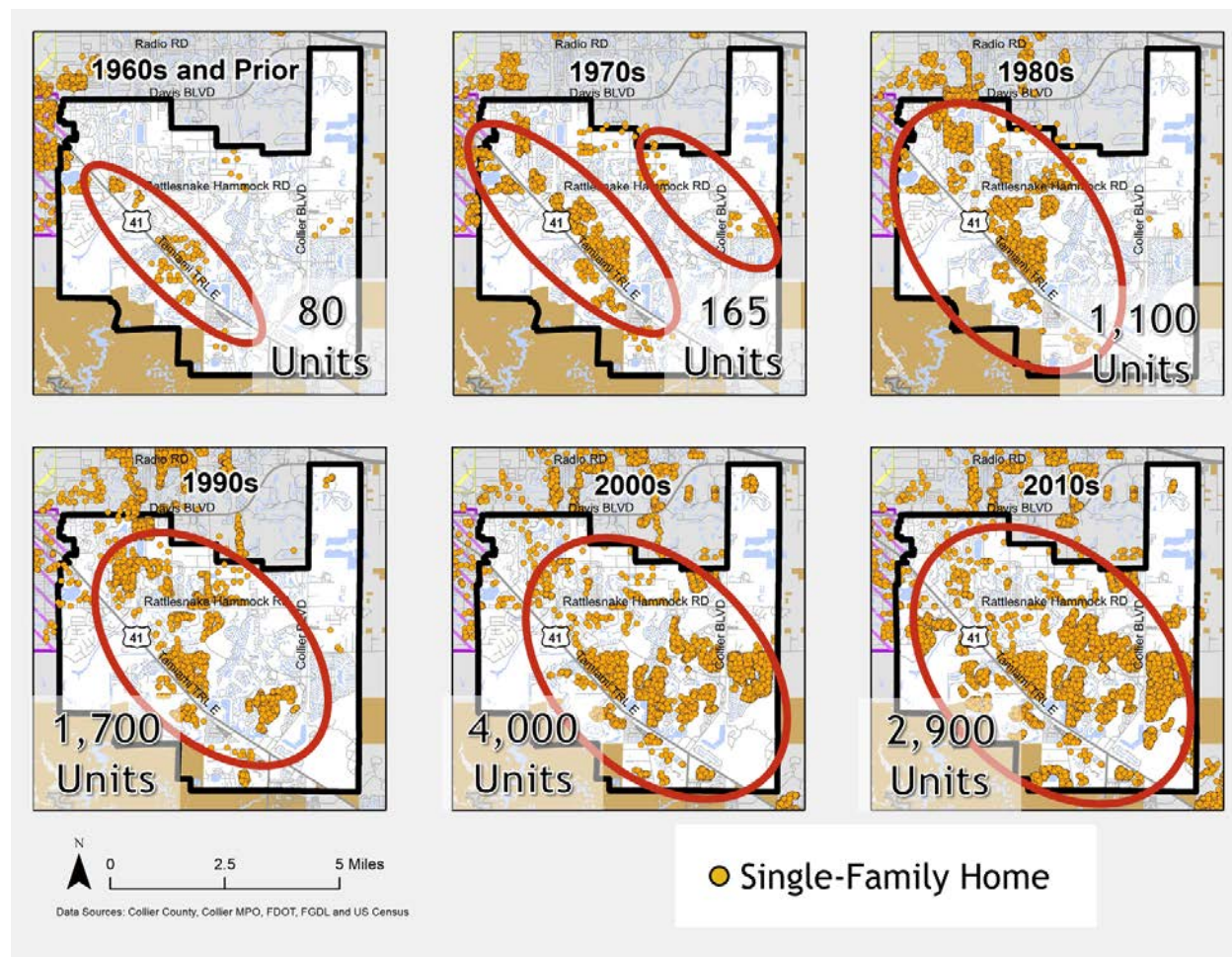
| Year Built or Significantly Renovated | Units | Per Year |
|---------------------------------------|---------------|----------|
| Pre 1960 | 80 | N/A |
| 1960s | 165 | 17 |
| 1970s | 1,100 | 110 |
| 1980s | 1,600 | 160 |
| 1990s | 1,700 | 170 |
| 2000s | 4,000 | 400 |
| 2010s | 2,900 | 290 |
| Total | 11,545 | - |

60% of single-family homes were built in the 2000's and 2010's.

Source: Florida Department of Revenue, 2019

Figure 5 shows the decade single-family homes were built or significantly renovated by location. Some of the older homes are along the US 41 corridor or in the western portion of the study area, indicating that there may be a need to renovate or redevelopment to improve structural quality in those areas. Newer units are also located in these areas, but also are significantly located in the eastern portion of the study area.

Figure 5: Location of Single-Family Homes Built or Significantly Renovated by Decade



Source: Florida Department of Revenue, 2019

Housing Affordability

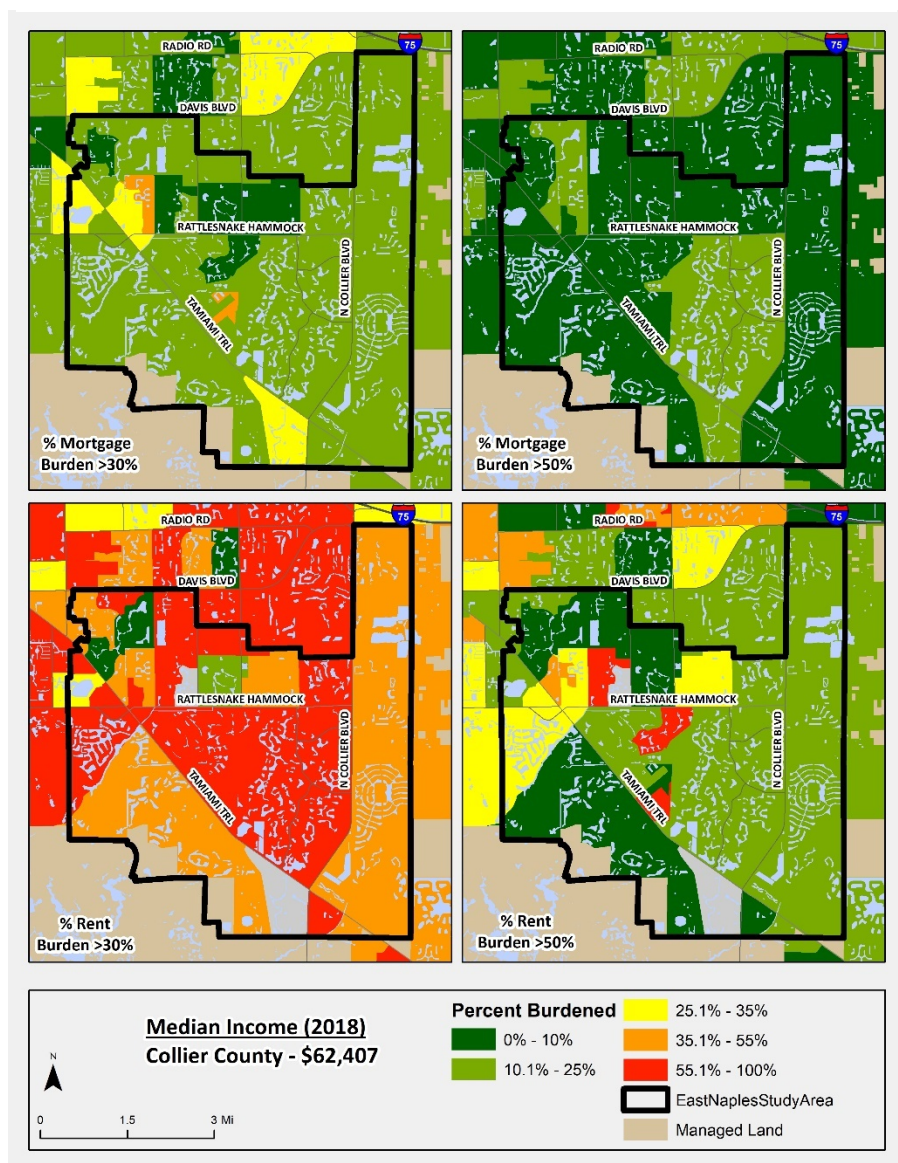
Housing burden is a measure that provides a snapshot of current affordability conditions in an area, for both rental and owner-occupied units. A household is typically considered burdened if it is paying 30% or more of its income on housing and is typically considered extremely burdened if paying 50% or more of income on housing. Additional considerations to keep in mind when thinking about this measure is the absolute numbers of renters or homeowners in an area (which can indicate number of people affected by rental or mortgage burden), as well as absolute income levels. A household that is paying 30% of income on housing but making \$1

million of annual income is in a better position to pay for other living expenses than a household paying 30% of income on housing and only making \$30,000 in annual income.

Map 12 shows the share of existing households in the community experiencing rental and housing burden, both at the 30% measure and 50% measure, by census block of the Study Area. Traditional multi-family housing units that are typically rental make up about 6% of the housing units in the Study Area, as noted earlier; Map 12 indicates that rental burden tends to be more extreme (higher shares of households experiencing burden at the 30% and 50% thresholds) than mortgage burden in the Study Area. However, sizable shares of owner-occupied households (10-25%) are still experiencing mortgage burden, an occurrence widespread throughout the Study Area at the 30% burden threshold. These findings suggest a need for more affordable options for households in the community, particularly for rental units and households falling below the median income.

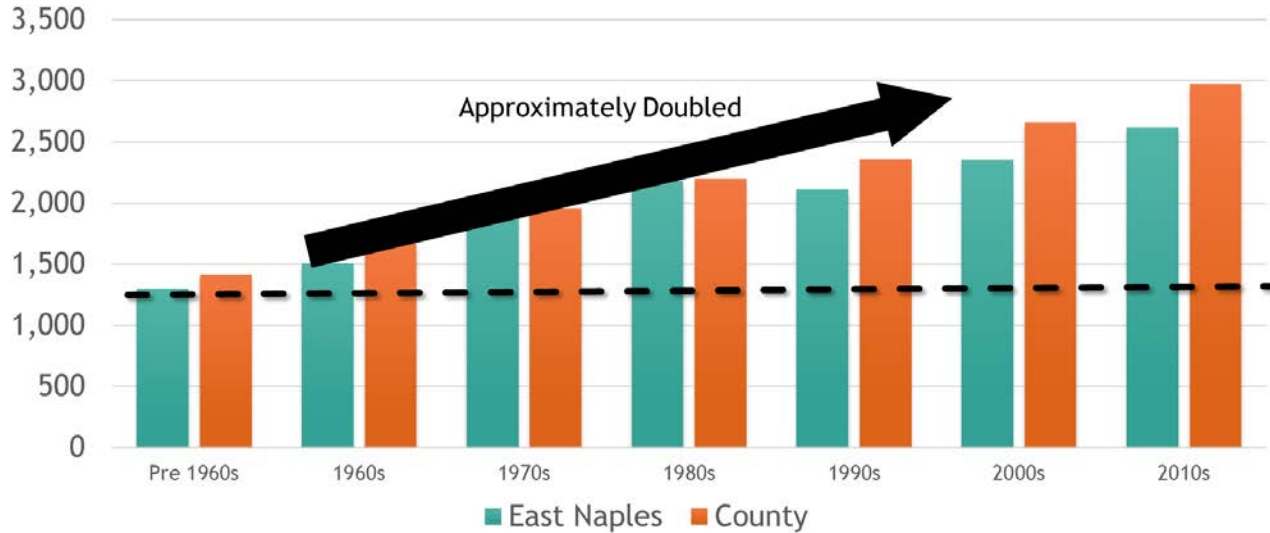
One factor changing dramatically over the years and that may influence housing affordability is housing size. Figure 6 shows how the median square footage for a single-family home has steadily increased since the time prior to the 1960's, roughly doubling in size. This finding may signal intensified housing affordability issues if housing prices increase due to size increases.

Map 12: Housing Burden



Source: American Community Survey 2018 5-Year Estimates

Figure 6: Median Square Footage of a Single-Family Home in East Naples by Decade



Source: Florida Department of Revenue, 2019

Commercial

As noted in Section 3.0, participants in the 2018 US 41 Corridor Study wanted to encourage more of certain desirable commercial uses along the corridor, including shopping and retail, mixed-use and live/work development, restaurants, grocery stores and wholesale clubs, and hotels and resorts. As noted in the beginning of this section, the Study Area appears to be underserved by non-residential development in general. As a result, the following analysis focuses on the amount of desirable uses already in the Study Area, reasonable benchmarks to gauge and increase the amount of desirable uses, and approaches for how to move towards those benchmarks.

Existing Amount and Location of Desirable Commercial Uses

As noted earlier in this section, the amount of commercial in general in the study is limited to about 9% of the total Study Area. Figure 7 shows the land use categories that capture desired uses noted in the 2018 US 41 Corridor Study. One-story retail or shopping centers make up most of the desirable commercial categories in the area. Note that some development types may be measured in different categories; for instance, restaurants may be captured in the shopping center category, the mixed-use category, or the restaurant category. Map 13 shows where these categories are in the Study Area, mainly along US 41.

There are certain additional developments just outside the Study Area that capture certain desirable uses. These developments are in the Community Redevelopment Area (CRA) located to the west of the Study Area and shown on Map 13. Other developments are located further south along Collier Boulevard and to the north near the Interstate 75 interchange at the intersection with Collier Boulevard.

Figure 7: Existing Land Use Categories Capturing Desired Commercial Uses

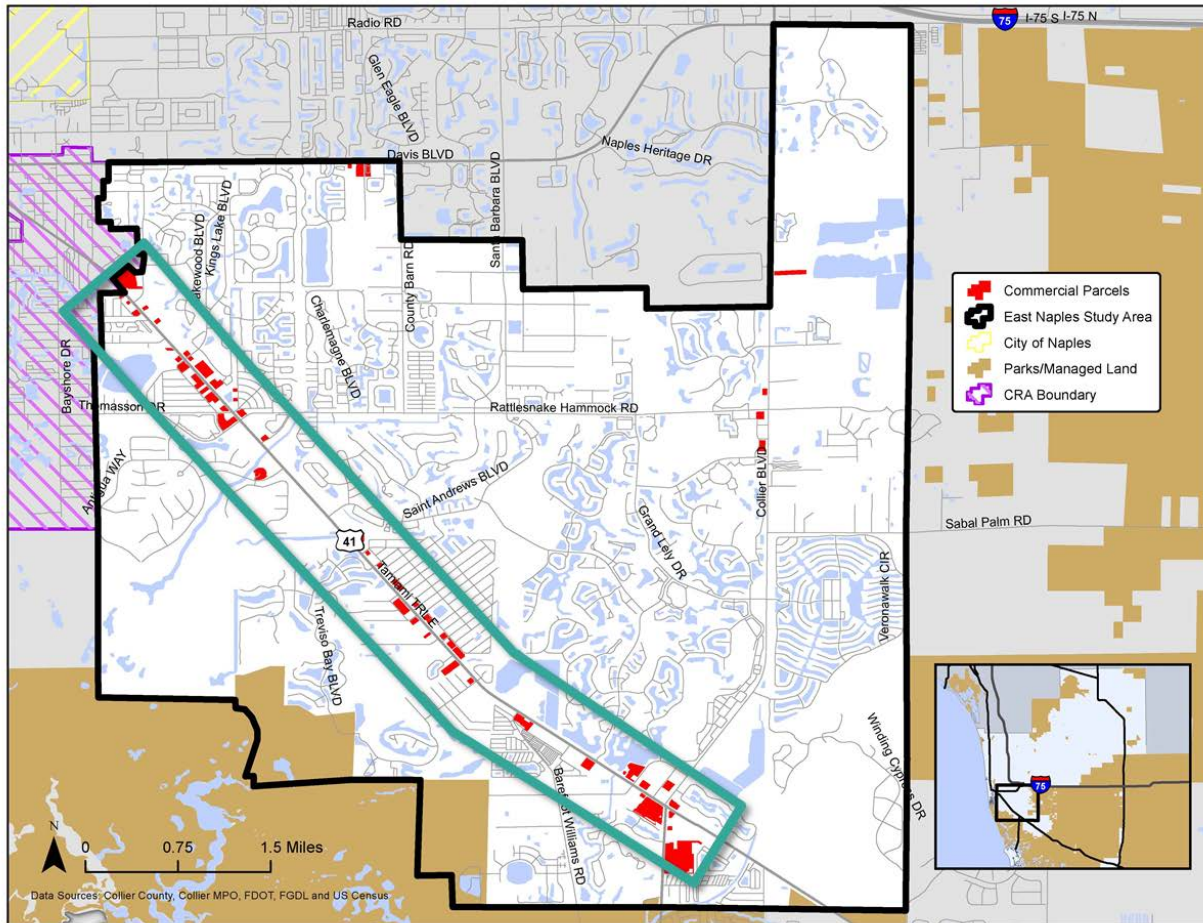
There are **374 acres** of total commercial, **9%** of the total project area.

| Existing Land Use* | Acres | % of Commercial Area |
|--------------------|-------|----------------------|
| One Story Retail | 125 | 33% |
| Shopping Center | 127 | 34% |
| Mixed Use | 19 | 5% |
| Office | 26 | 7% |
| Restaurants | 14 | 4% |
| Hotel/Motel | 3 | 1% |

*Note that measures for some development types, such as restaurants, may be captured in different categories (such as “shopping center”, “Mixed Use,” or “restaurants”).



Map 13: Location of Existing Desired Commercial Categories



Source: Florida Department of Revenue, 2019

Commercial Benchmarks

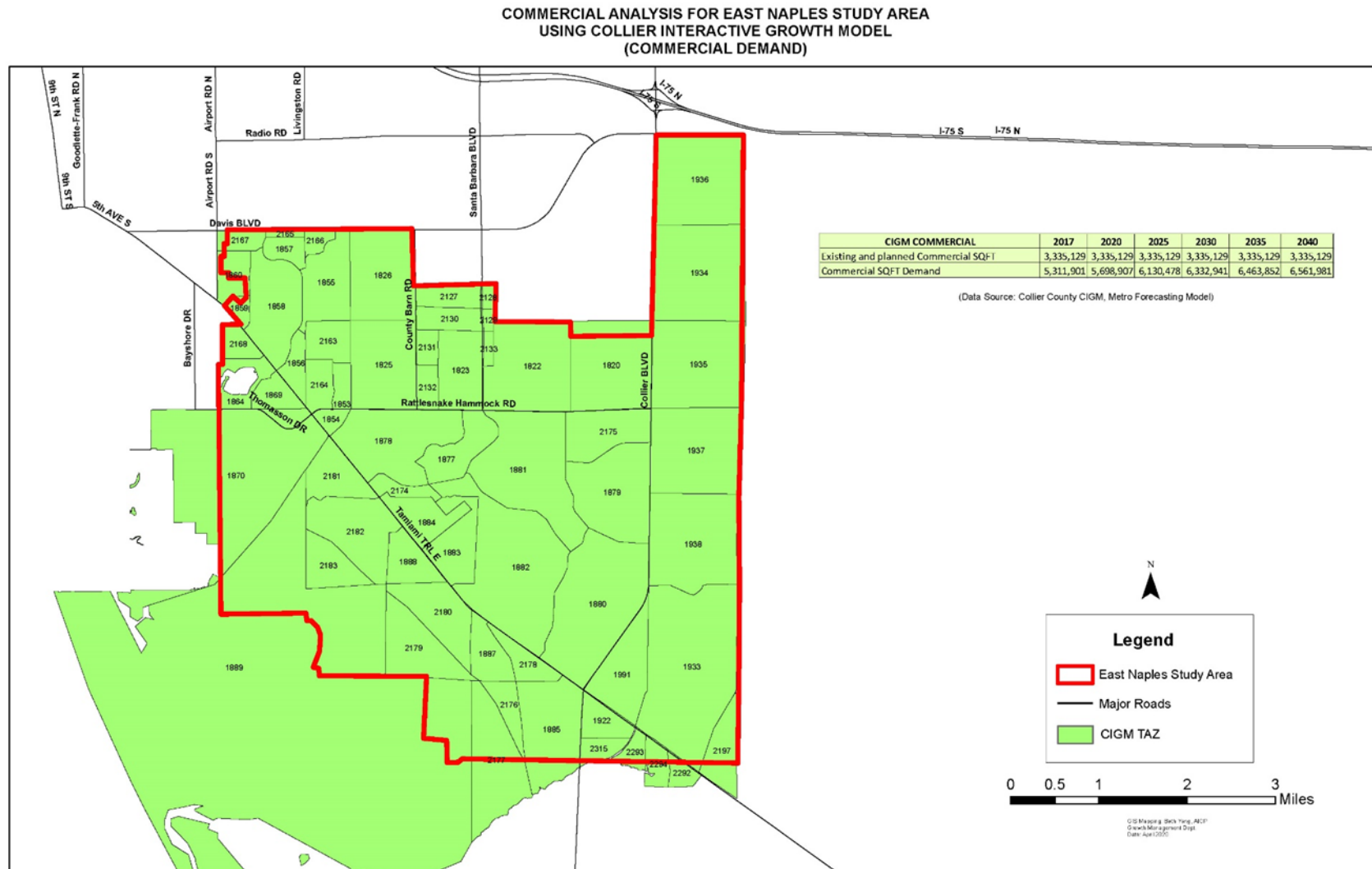
The beginning of this section noted that the share of total square footage that is non-residential, which would include square footage of desired commercial uses, is currently 11% in the Study Area this compares to a 15% share in the unincorporated county as a whole, which represents areas thought to be most similar to the Study Area in Collier County. In view of this difference, the project team began to analyze how the Study Area might move towards closing this gap, with a focus on increasing desirable commercial uses.

In thinking about benchmarks for these increases, it is important to keep in mind some of the constraints noted in the previous sections of this memorandum. The lower population density and high estimated share of seasonal population (60% of residential units estimated to house seasonal residents) may make it difficult to attract additional commercial uses to the area (Section 4.0). Additionally, the current land use and roadway configuration may limit the areas where new commercial may locate and how accessible the businesses are by neighborhoods (Map 8).

However, if the population growth estimated by the CIGM (Map 5) for the area in coming years occurs and is accommodated, it could lead to increased density in the area. The possibility of this outcome depends in part on land use regulations and incentives implemented by the County, discussed further at the end of this section. The CIGM also estimates the commercial square footage and demand for square footage for the area, shown in Map 14. The amount of existing and planned commercial square footage is estimated at more than 3.3 million square feet and remaining steady over time, while the demand is estimated to increase to nearly 6.6 million square feet by 2040. As a result, it is estimated that the demand for commercial square footage may outpace what exists and is planned in the coming years.

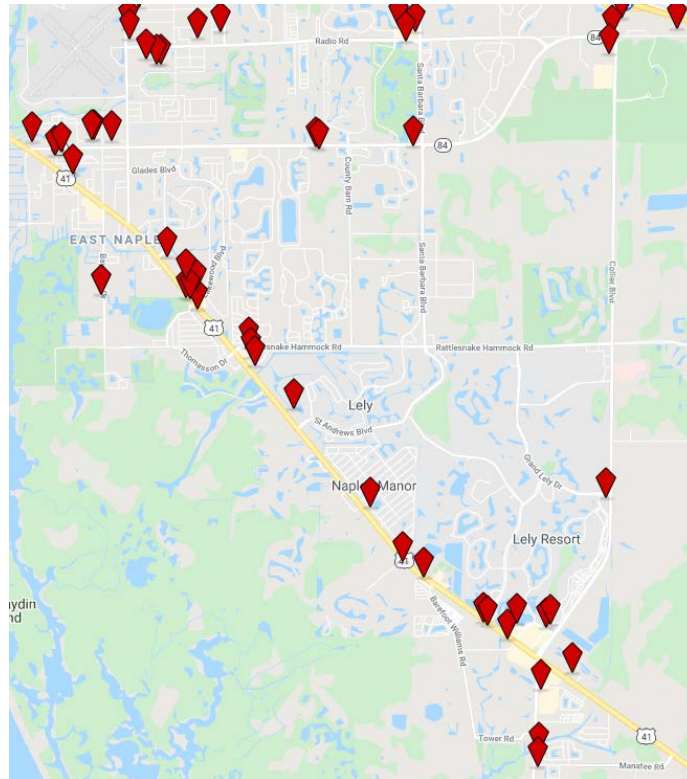
In addition to reviewing these estimates for commercial demand in the long-term, the project team also looked at a more immediate, on-the-ground gauge of market demand for the existing commercial spaces in the Study Area by looking at current vacancies of these spaces. A high-level review of existing commercial leasing opportunities in the area from listings on the internet service LoopNet provides an approximate vacancy rate of 7%, based on listing as of April 15, 2020. This suggests that there are existing commercial opportunities not currently being filled by the market, many of which are spread along US 41 (Map 15). The County is limited in its control over the private market, yet it can work to influence the market through regulations and incentives, discussed later in this section.

Map 14: East Naples Commercial Square Footage and Demand Estimates through 2040



Source: Collier Interactive Growth Model

Map 15: Location of Commercial Leasing Opportunities in the Study area



Source: Commercial leasing opportunities posted on LoopNet.com as of April 15, 2020

In view of these considerations, reaching a full increase to a 15% share of non-residential square footage may pose a challenge; yet even getting partway to 15%, such as 12-13%, is a potential target, particularly if the increases are mainly from increased desirable commercial uses. Table 5 shows the amount of additional commercial square footage and corresponding acreage needed to reach 12% to 15% shares of non-residential square footage relative to the overall square footage. The acreage is based on typical square footage built per acre for these uses in the unincorporated county. These estimates assume the current amount of residential square footage and that existing vacancies in built commercial structures would be filled. Estimates range up to 3.4 million square feet or 270 acres of commercial uses for the 15% benchmark.

Table 5: Commercial Square Footage and Acreage Increases Needed by Benchmark of Residential and Non-Residential Shares of Square Footage

| Residential Benchmark | Non-Residential Benchmark | Additional Commercial Square Feet Needed | Additional Commercial Acres Needed |
|-----------------------|---------------------------|--|------------------------------------|
| 88% | 12% | 1.3 million | 99 |
| 87% | 13% | 2.0 million | 157 |
| 86% | 14% | 2.7 million | 214 |
| 85% | 15% | 3.4 million | 270 |

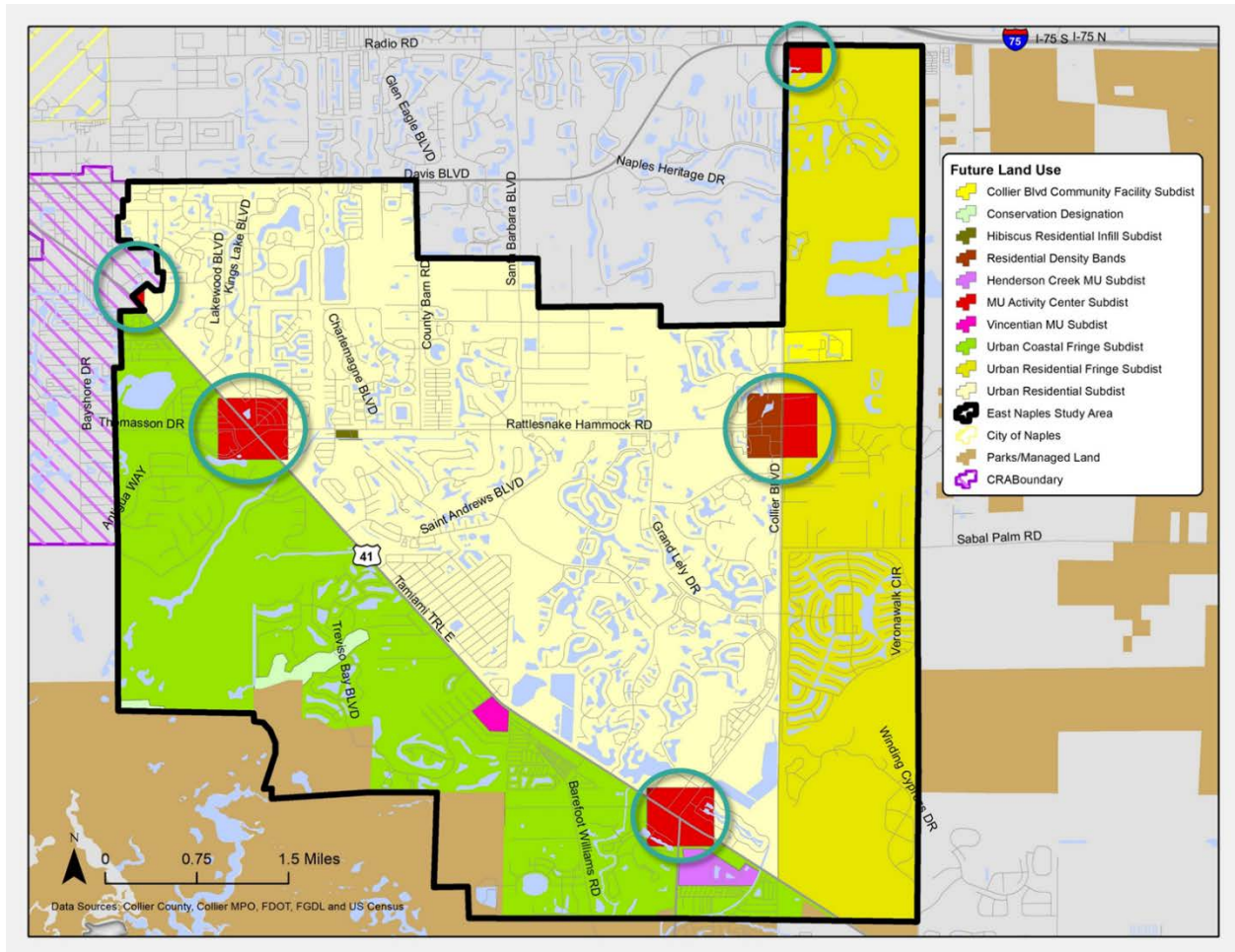
Source: calculations based on Florida Department of Revenue 2019 data; note: these numbers assume the current level of residential square footage and square footage/acreage added in addition to filling vacancies in existing commercial buildings.

The remainder of this section will explore approaches for progressing towards these benchmarks.

Commercial Development and Redevelopment Opportunities

The following analysis focuses on likely locations for new desired commercial uses. To begin with, Activity Centers (Map 16) are areas formally defined in the Collier County Growth Management Plan that are intended for more intense and mixed-use development relative to single-family residential areas. They cover 530 acres, or about 3%, of the Study Area. The project team then looked at on-the-ground development patterns to understand how the current development landscape and potential future opportunities compared to these target areas.

Map 16: Future Land Uses in East Naples, including Mixed-Use Activity Centers



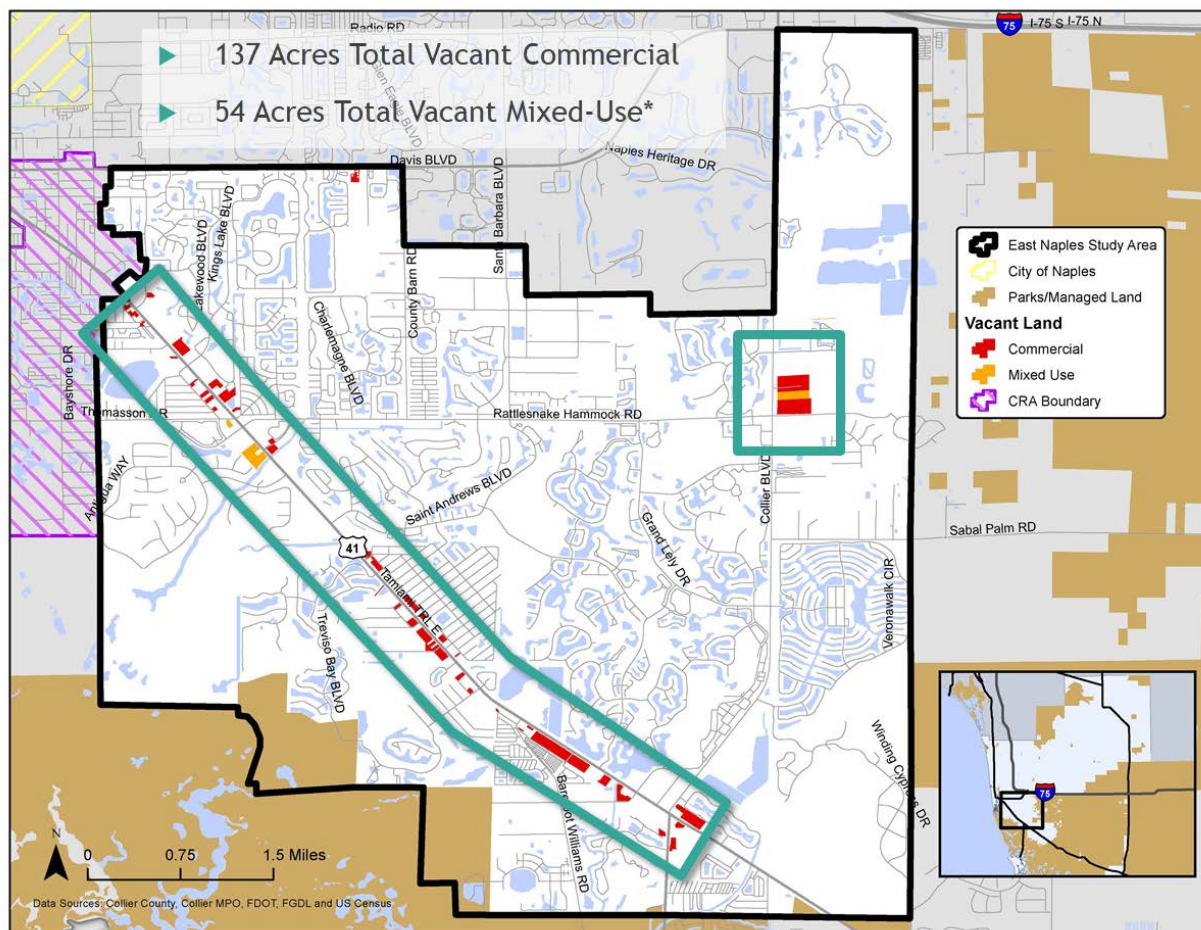
Source: Collier County

Aside from filling vacancies in existing commercial buildings as discussed previously in this section, the most straightforward areas to encourage new business and commercial uses are vacant commercial and mixed-use lots; they are already zoned for desired uses and do not have existing buildings. Map 17 shows that there are several existing vacant commercial and mixed-use properties, primarily along US 41 and around the intersection of Rattlesnake Hammock Road and Collier Boulevard. There is a total of approximately 137 acres of vacant commercial lots and 54 acres among vacant mixed-use lots with potential for commercial development; note that the Hacienda Lakes mixed-use site in the northeast section of the Study Area is vacant based on property appraiser data, yet it is likely to be developed without commercial uses so it is excluded from Map 17 and the acreage count. While there is sizable vacant mixed-use acreage, typically only 10% of mixed-use land is used for commercial, based on an analysis of how these parcels are typically developed in the unincorporated county.

Additionally, many of these properties are along major thoroughfares which helps buffer residential neighborhoods from the major roadways and allows those neighborhoods to remain

cohesive residential areas; however, as noted earlier, this can also make roadway access between neighborhoods and commercial uses challenging. Any efforts to develop these sites need to promote access to the new developments.

Map 17: Vacant Commercial and Mixed-Use Lots with Potential for Commercial Development



Source: Florida Department of Revenue, 2019; *note: does not include large mixed-use Hacienda Lakes parcel; typically less than 10% of mixed-use land is built out for commercial, based on an analysis of how these types of lots are typically developed in unincorporated county.

If the County could employ a strategy to influence the private market and achieve a full build-out of vacant commercial land and a more moderate build-out of vacant mixed-use land for commercial (based on the typical 10% build-out in unincorporated county), the Study Area could achieve the 12% non-residential square footage benchmark (Table 6). Existing vacancies in built structures may make it harder to fully build out vacant lots; incentives and other strategies may help. Achieving the higher benchmarks would require additional intensity on vacant commercial/mixed-use land or on existing commercial land that is redeveloped. Again, the ability to achieve this build-out depends on market demand and the ability to influence it.

Table 6: Build-Out Scenario with No Intensification of Commercial Uses

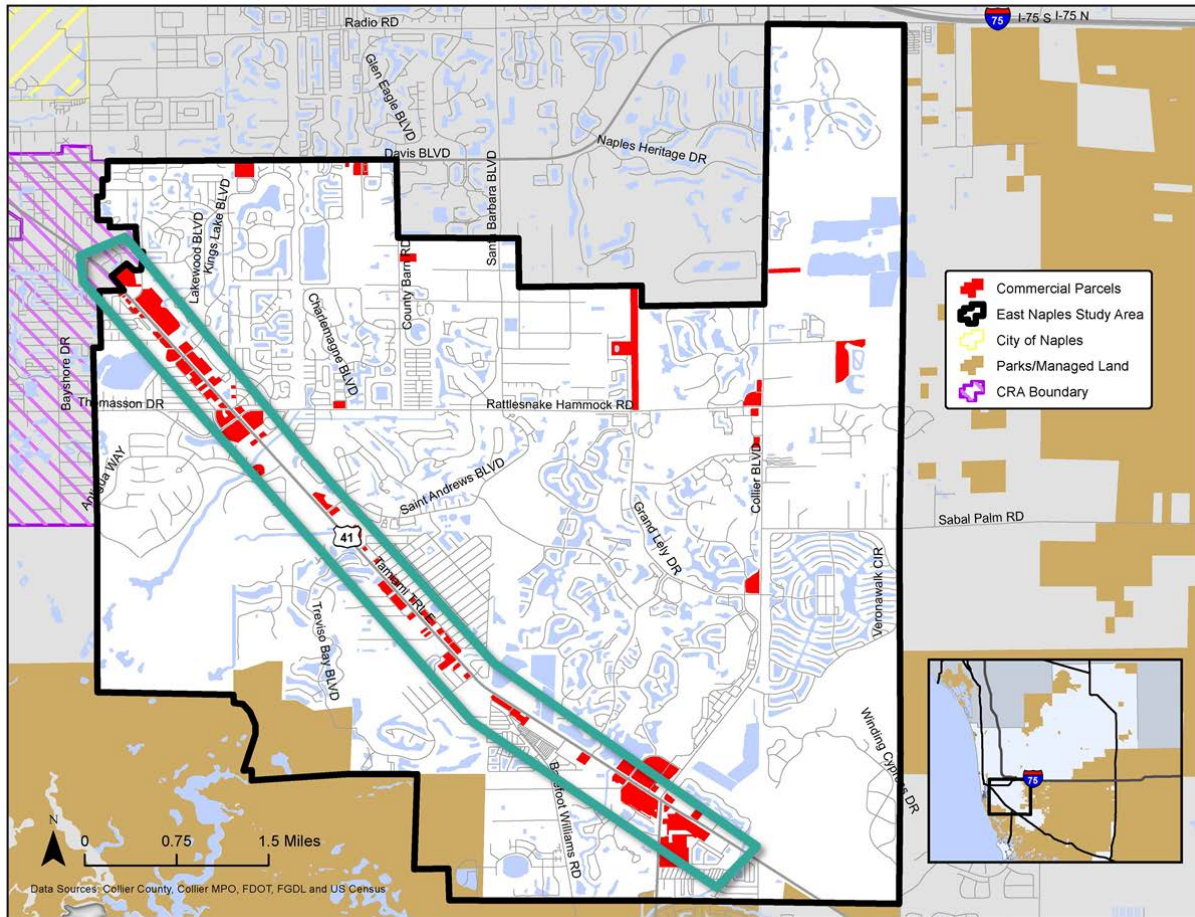
| % Non-Residential Benchmark | Acreage Benchmark | Vacant Commercial Acres Used | Vacant Mixed-Use Acres Used | Remaining Acreage Needed |
|-----------------------------|-------------------|------------------------------|-----------------------------|--------------------------|
| | | If 137 used of 137 total | If 5 used of 54 Total | |
| 12% | 99 | 137 | 5 | 0 |
| 13% | 157 | | | 15 |
| 14% | 214 | | | 72 |
| 15% | 270 | | | 128 |

Source: calculations based on Florida Department of Revenue 2019 data; note: vacant mixed-use acreage used in this scenario based on 10% commercial build-out typically seen on mixed-use lots in unincorporated county.

Aside from new development on vacant lots, existing development can be redeveloped to update structures and provide additional commercial opportunities. Commercial development, particularly that which is already zoned for desired uses, is the most straightforward (Map 18); note golf courses, tourism uses, and parking/mobile home lots are excluded since there may be special considerations when trying to redevelop these parcels. For the purposes of this section, these uses are referred to as “specialized commercial uses.”

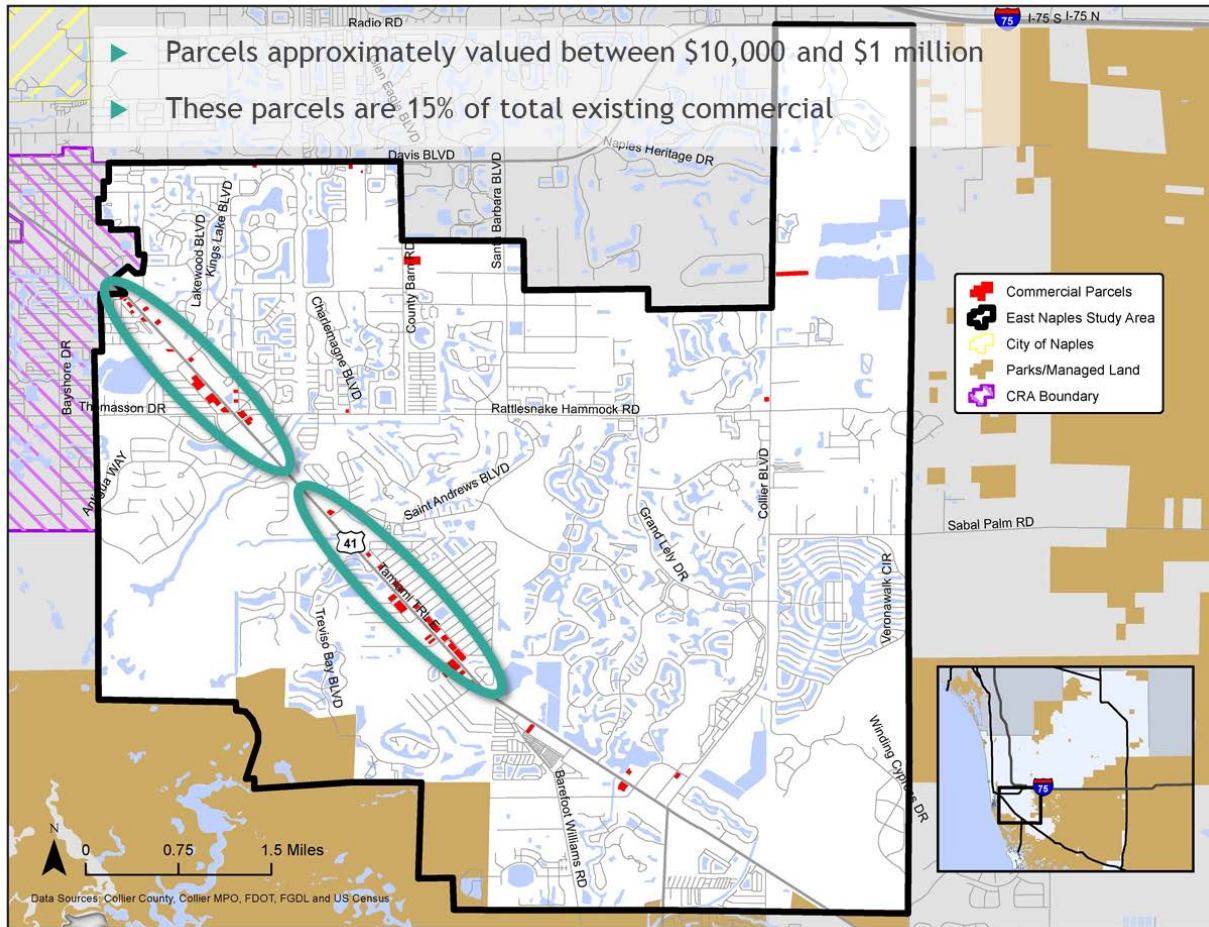
The project team attempted to identify more likely redevelopment opportunities among these commercial uses based on value and size of the parcel; less costly and larger parcels are easier to redevelop. Map 19 shows non-specialized existing commercial uses valued between \$10,000 and \$1 million that the project team considered more likely to redevelop since they are relatively less expensive (note that values below \$10,000 were excluded to remove any abnormally low values that may not accurately reflect the true parcel value). Most of these parcels are located along the US 41 corridor. The project team also filtered these parcels based on those larger than an acre in size, resulting in 16 parcels with a total of 30 acres among them (Table 7).

Map 18: Existing Commercial, Excluding Specialized Uses



Source: Florida Department of Revenue, 2019; note: these commercial parcels do not include golf courses, tourism uses, or parking/mobile home lots since these uses may require special considerations when exploring the option to redevelop them.

Map 19: More Likely Redevelopment Areas for Desired Commercial Uses



Source: calculations based on Florida Department of Revenue 2019 just value data; note: these commercial parcels do not include golf courses, tourism uses, or parking/mobile home lots since these uses may require special considerations when exploring the option to redevelop them.

Table 7: Parcel Size, Count, and Acreage for Parcels Valued between \$10,000 and \$1 Million

| Parcel Size | Count | Combined Acres | % of Total Acres |
|----------------------------|-------|----------------|------------------|
| Large (10 or Larger Acres) | 0 | 0 | 0% |
| Medium (3 to 9 Acres) | 3 | 13 | 25% |
| Small (1 to 2 Acres) | 13 | 17 | 32% |
| Very Small (<1 Acres) | 53 | 22 | 42% |
| Total | 69 | 53 | 100% |

Source: calculations based on Florida Department of Revenue 2019 data; note: includes commercial parcels valued between \$10,000 and \$1 million in just value with desired commercial use categories and excludes golf courses, tourism uses, or parking/mobile home lots since these uses may require special considerations when exploring the option to redevelop them.

To get an increase in commercial uses, more intensity would need to be added to these sites. Certain existing commercial could also be redeveloped at the existing intensity with a focus on desired uses through incentives. Table 8 illustrates a scenario in which the County successfully engaged in more robust approaches to encourage additional commercial development, including additional intensity, on vacant land and commercial land identified as more likely to redevelop based on value and size as described in Table 7. If the County allowed and could successfully incentivize an additional 25% increase to existing intensity, the area could achieve additional commercial acreage needed to achieve the 13% benchmark. Note that the table does not account for existing commercial that may redevelop since it is gauging only added uses (and not those that are replaced); however, incentives could be used to encourage redevelopment of existing commercial uses towards more desired commercial uses at the same allowed intensity.

Table 8: Build-Out Scenario with Intensification of Commercial Land that is Vacant or More Likely to Redevelop

| % Non-Residential Benchmark | Acreage Benchmark | Vacant Commercial Acres Used | Vacant Mixed-Use Acres Used | Additional Acreage: Commercial Land More Likely to Redevelop | Remaining Acreage Needed |
|-----------------------------|-------------------|--|-----------------------------|--|--------------------------|
| | | 137 total used x 1.25 additional intensity | 5 used of 54 Total | 30 total acres x 0.25 additional intensity | |
| 12% | 99 | 137 | 5 | 7.5 | 0 |
| 13% | 157 | | | | 0 |
| 14% | 214 | | | | 31 |
| 15% | 270 | | | | 87 |

Source: calculations based on Florida Department of Revenue 2019 data; note: vacant mixed-use acreage used in this scenario based on 10% commercial build-out typically seen on mixed-use lots in unincorporated county.

Approaches for Influencing the Private Market

Given the potential development and redevelopment options, what tools are at the County's disposal to influence the market to produce these outcomes? Some tools, such as a marketing campaign and regulatory/incentive adjustments within the existing parameters of lot sizes and allowed amounts of development, provide a more moderate approach. These tools can be used first to see if they have the desired effect without larger changes. If more robust measures and

incentives are needed, other approaches could be explored such as adjustments to lot depths on the corridor and an evaluation for increased allowed amounts of commercial intensity and incentives to achieve full allowed build-out. This approach can also be explored for residential uses in the area to allow and encourage more residential units and provide a larger local customer base for local commercial. The following provides an initial list of implementation options to explore further for recommendations, which may include regulatory changes to the Land Development Code and Growth Management Plan, incentives, funding tools, and capital/non-capital investments, in Technical Memorandum #2 of the plan:

- Marketing campaign for area
- Adjust regulations for site requirements
- Evaluate and adjust amount of commercial development allowed (this can be paired with incentives to encourage full build-out)
- Allow/encourage adjustments to commercial lot depths
- Evaluate and adjust amount of residential allowed to increase residential units and customer base for local businesses (this can be paired with incentives to encourage full build-out)
- Incentives, including but not limited to:
 - Design flexibility
 - Expedited permitting
 - Fee reductions/waivers

Tax increment finance funding was also mentioned in a stakeholder meeting with development representatives as a potential incentive to support development and redevelopment in the area. Note that this is already in place in nearby areas, such as the Bayshore/Gateway Triangle Community Redevelopment Area to the west of the Study Area and in the Innovation Zone to the northeast of the Study Area near the Interstate-75 interchange.

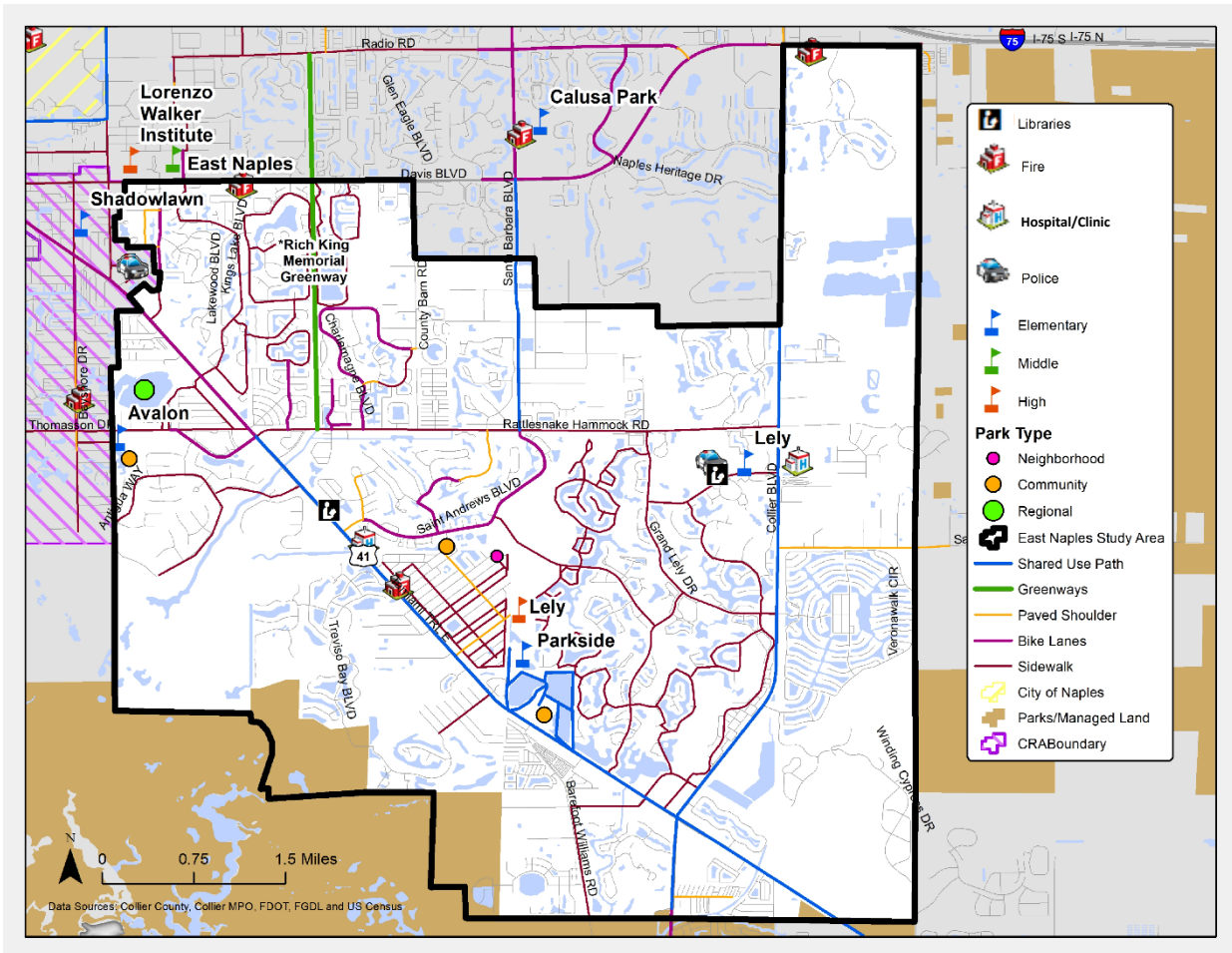
6.0 Community Assets

The project team documented community assets, including public facilities and services, in East Naples along with their performance levels and planned improvements to support community branding and marketing and identify facility/service provision considerations for future planning efforts. Information is based on spatial data files from the County, the Fiscal Year 2019 Annual Update and Inventory Report (AUIR), the Fiscal Year 2020 Capital Improvement Plan (CIP), and the most recent plans for specific topics (e.g., transportation, parks, schools, etc.).

The following summary includes maps that show the location of major facilities, services, and other assets in the Study Area and its surroundings, as well as more detailed descriptions on assets by types, including information on performance and planned improvements. Map 34 at the end of this section shows the location of planned improvements for all the assets reviewed in the summary.

To begin with, Map 20 shows that location of public facilities including libraries, fire stations, hospitals, police stations, schools, parks, and non-motorized transportation infrastructure. The following provides performance information on the public facilities shown (does not include hospitals).

Map 20: Public Facilities in East Naples



Source: Collier County and Collier County School District

*Rich King Memorial Greenway is an existing greenway; amenities include multi-use path for walking and bicycling, exercise stations, and benches.

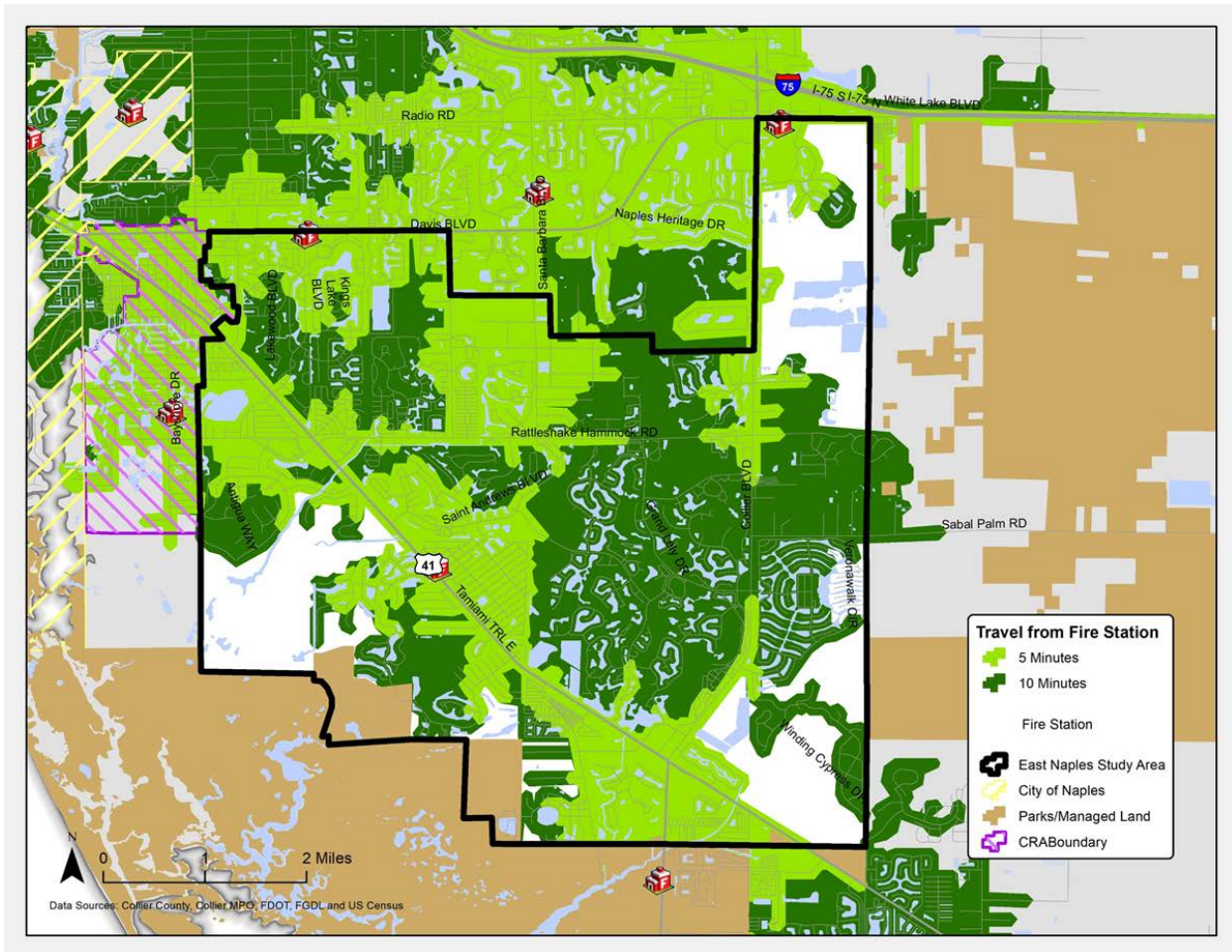
Libraries

Libraries include the East Naples Library and South Regional Library; no major facility additions or improvements are noted in the AUIR or CIP.

Fire

There are eight fire stations in and around the Study Area; all of the Study Area is within a ten-minute travel time from a station (Map 21; note that areas shown in white do not have any roads for assessing accessibility).

Map 21: Travel Time from East Naples Fire Stations to Locations in Study Area

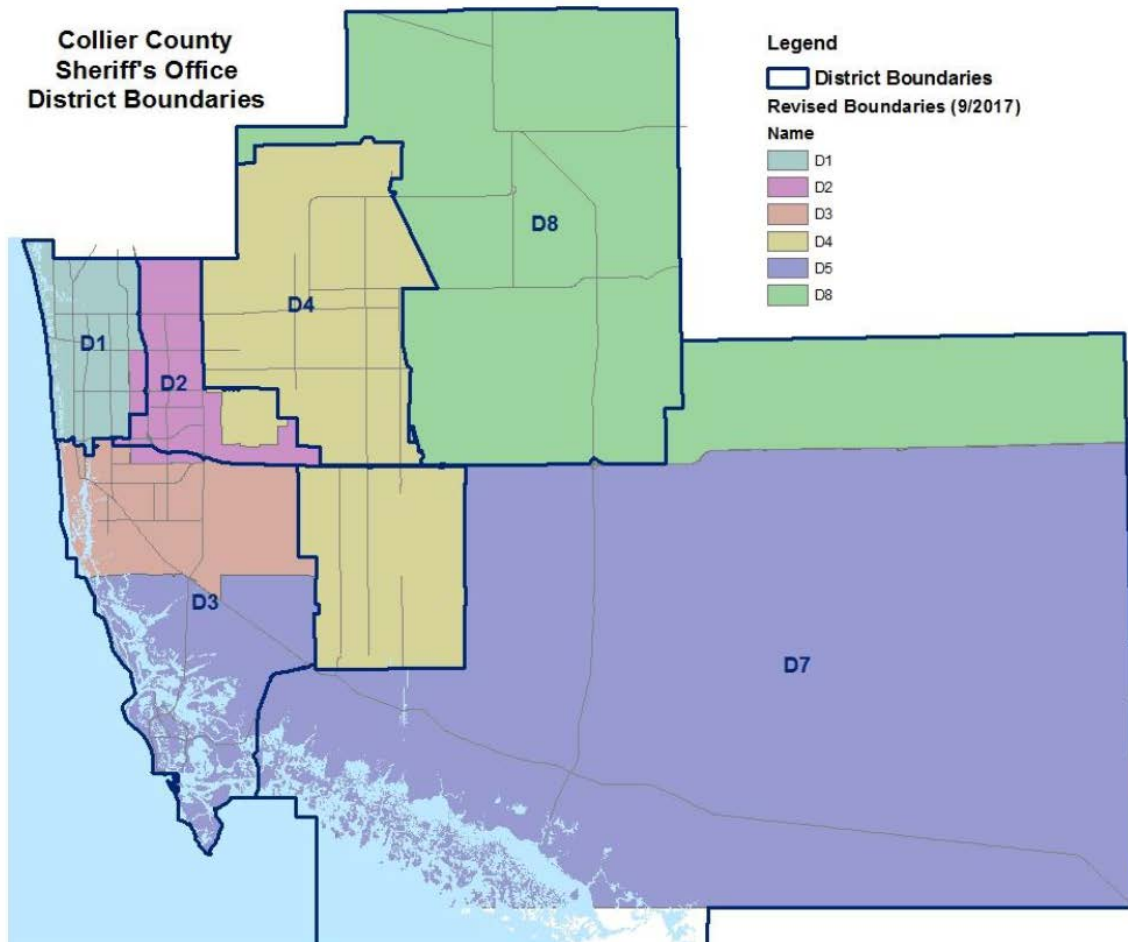


Source: calculations based on facility data from Collier County

Police

The Study Area lies in the revised District 3 for the Sheriff's Office (Map 22). No major new facilities or expansions for this district are noted in the AUIR or CIP. Table 9 shows average response time to calls for service have increased slightly since 2011, similar to many other districts, and that the average response time for 2018, 11.3 minutes, was between those of the more urbanized areas such as North Naples District (District 1 at 9.4-minute average response time) and more rural areas such as the Everglades District (now District 5 at 12.2-minute average response time).

Map 22: Sherriff's District Boundaries



Source: Collier County Fiscal Year 2019 AUIR

Table 9: Average Response Time (Min.) to Calls for Service by District

| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|-------------------|------|------|------|------|------|------|------|------|
| D1 – North Naples | 9.0 | 9.1 | 9.1 | 9.2 | 9.2 | 9.1 | 9.5 | 9.4 |
| D2 – Golden Gate | 8.2 | 8.7 | 9.7 | 9.9 | 9.7 | 10.1 | 9.6 | 10.5 |
| D3 – East Naples | 9.5 | 9.7 | 10.0 | 10.6 | 11.0 | 11.1 | 11.8 | 11.3 |
| D4 – Estates | 11.0 | 10.5 | 9.9 | 10.1 | 10.9 | 11.2 | 11.5 | 12.0 |
| D5 - Everglades | -- | -- | -- | -- | -- | -- | 8.4 | 12.2 |
| D7 – Everglades | 12.8 | 13.6 | 13.8 | 12.8 | 12.1 | 12.6 | 12.4 | -- |
| D8 – Immokalee | 6.0 | 5.9 | 5.8 | 6.3 | 6.5 | 6.5 | 7.3 | 7.3 |

Response times represent average time in minutes from dispatch-to-arrival for citizen-generated calls for service.

Districts 3 and 7 boundaries changed, created a new District 5 in November 2017; District 7 no longer exists.

Source: Collier County Fiscal Year 2019 AUIR

Schools

There are six elementary schools, two middle schools, and two high schools in and around the Study Area. Table 10 shows the school grades for 2018 and 2019. All schools are maintaining at least a C grade, and most maintained or improved their grades between 2018 and 2019 except for two. The Fiscal Year 2019-2038 Capital Improvement Plan for Collier County Public Schools does not note any major facility expansion or additions for the Study Area.

Table 10: Public School Grades in East Naples

| School | 2019 | 2018 |
|------------------------|------|------|
| Avalon Elementary | C | C |
| Calusa Park Elementary | B | B |
| Lely Elementary | C | C |
| Manatee Elementary | B | B |
| Parkside Elementary | B | C |
| Shadowlawn Elementary | C | A |
| East Naples Middle | C | B |
| Manatee Middle | B | B |
| Lely High | B | B |
| Lorenzo Walker Tech | A | A |

Source: Collier County Public Schools

Parks

The following parks are in and around the Study Area; amenities and needs from the analysis and public outreach completed as part of the 2018 Parks and Recreation Plan (PRMP) are noted, with updates where available on certain improvements planned or completed more recently.

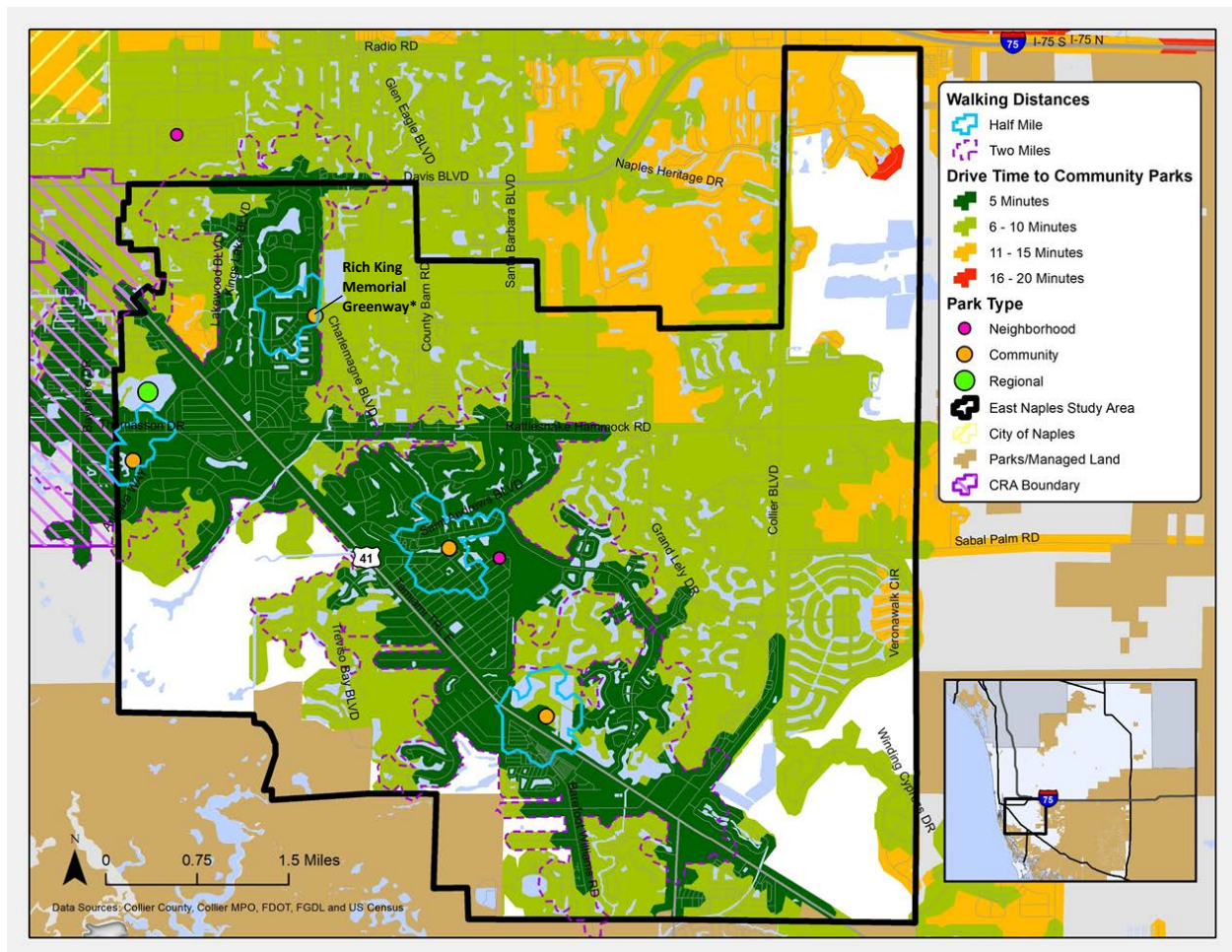
- Eagle Lakes Community Park

- The park's new community center and pool are completed. Nearly \$60,000 of improvements were programmed for the aquatic facility in Fiscal Year 2019 (AUIR). \$3 million total is planned over the plan's 5-year timeframe for the Eagle Lakes Community Center Expansion, adding indoor gym/courts to the existing building; the improvement will be funded with impact fees (CIP).
- The PRMP documented over-use of the soccer/multi-purpose fields; installation of artificial turf is anticipated to increase field capacity and accommodate field users from East Naples Community Park after conversion of those fields for pickleball use.
- Other needs noted from outreach and/or analysis from the PRMP included:
 - General maintenance, including fields and invasive species management
 - Use of space behind the community center
 - Free STEAM camps for kids and more education programs
- Sugden Regional Park
 - This park currently offers an inland beach and water sports.
- East Naples Community Park
 - The park is currently used for pickleball and pickleball sports tourism, including the US Open Pickleball Championship. A Master Plan was approved in 2019 laying out 2 phases of upgrades for new courts, facility buildings, parking, and other general improvements to the park. The CIP includes nearly \$2.1 million for construction of a new East Naples Community Park Welcome Center, which will replace the restroom building and the pro-shop, as well as a new maintenance area.
 - The PRMP documented high use of soccer/multi-purpose fields; the fields are planned for conversion to pickleball courts, with the artificial turf installation at Eagle Lakes Community Park anticipated to increase capacity of those fields and help accommodate current East Naples Community Park field users that will be displaced.
 - Other needs noted from outreach and/or analysis from the PRMP included:
 - Upgrades and general maintenance
 - More gymnasiums, parking, and a maintenance barn
- Rich King Greenway Regional Park
 - Currently offers the greenway.
- Cindy Mysels Park
 - Currently offers little league fields.
- Naples Manor Neighborhood Park
 - Current offers a playground.
 - General need for facilities noted in the outreach and/or analysis of the PRMP.

Maps 23 and 24 show the driving time needed to reach community and regional parks. Most of the Study Area is within a 15-minute drive of these parks, and other areas are within a 20-

minute drive-time or less (note that areas in white do not have any roads for assessing accessibility). As a result, parks are fairly accessible by car.

Map 23: Driving Time to Reach Community Parks in East Naples



Source: calculations based on facility location data from Collier County

*Rich King Memorial Greenway is an existing greenway; amenities include multi-use path for walking and bicycling, exercise stations, and benches.

Radio RD

Glen Eagle BLVD

Davis BLVD

Naples Heritage DR

Saint Barbara BLVD

County Barn RD

Rich King Memorial Greenway

Champlaine BLVD

Rattlesnake Hammock RD

Saint Andrews BLVD

Grand Lily DR

Collier BLVD

Sabal Palm RD

Verdugo Way

Winding Cypress DR

Barefoot Williams RD

Tamiami TRLE

Tavernier Bay BLVD

Anclote WAY

Sugden Regional Park

41

75

1-75 S 1-75 N

Walking Distances

- Half Mile
- Two Miles

Drive Time to Regional Parks

- 5 Minutes
- 6 - 10 Minutes
- 11 - 15 Minutes
- 16 - 20 Minutes

Park Type

- Neighborhood
- Community
- Regional
- East Naples Study Area
- City of Naples
- Parks/Managed Land
- CRA Boundary

0 0.75 1.5 Miles

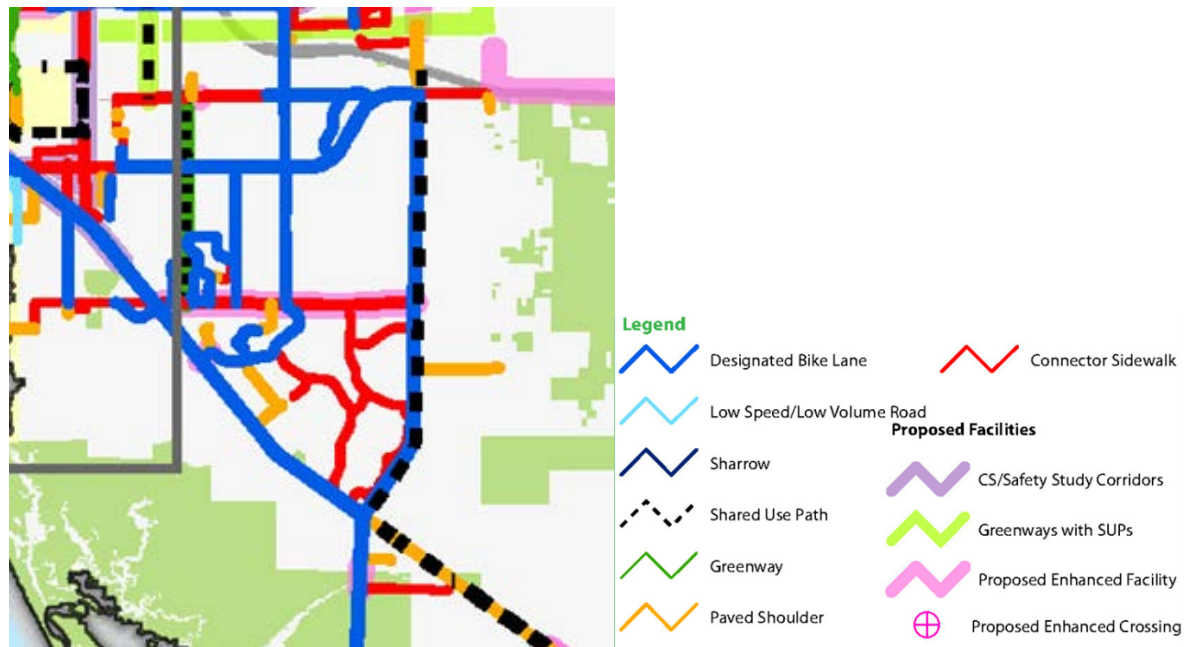
Data Sources: Collier County, Collier MPO, FDOT, FGDL and US Census

**Rich King Memorial Greenway is an existing greenway; amenities include multi-use path for walking and bicycling, exercise stations, and benches.*

Map 25 shows existing and proposed bicycle and pedestrian facilities as of the 2019 Collier MPO Bicycle and Pedestrian Master Plan. Several major thoroughfares in the Study Area have a designated bike lane, with one proposed for Rattlesnake Hammock Road. The local neighborhood roads typically have sidewalks and/or paved shoulders. Note that first tier priorities from local walkability studies, one of which was conducted for the Naples Manor area within the Study Area in 2010, were included in the needs assessment for this MPO Plan; Tier 2 and 3 priorities are not yet completed. Map 26 shows the Naples Manor area on which the walkability study focused, as well as the Tier 1 through 3 priorities from the plan and associated recommendations for these roadways. Note that the AUIR and CIP show line items for general sidewalk improvements in the county, with an associated budget of \$10 million over the 5-year

capital planning timeframe. County staff is currently planning sidewalks on Catts Street, Carlton Street, Warren Avenue, and Carolina Avenue.

Map 25: Existing and Proposed Bicycle and Pedestrian Facilities in East Naples Area



Source: Excerpted from the 2019 Collier MPO Bicycle and Pedestrian Master Plan

Map 26: Findings from Naples Manor Walkable Community Study 2010

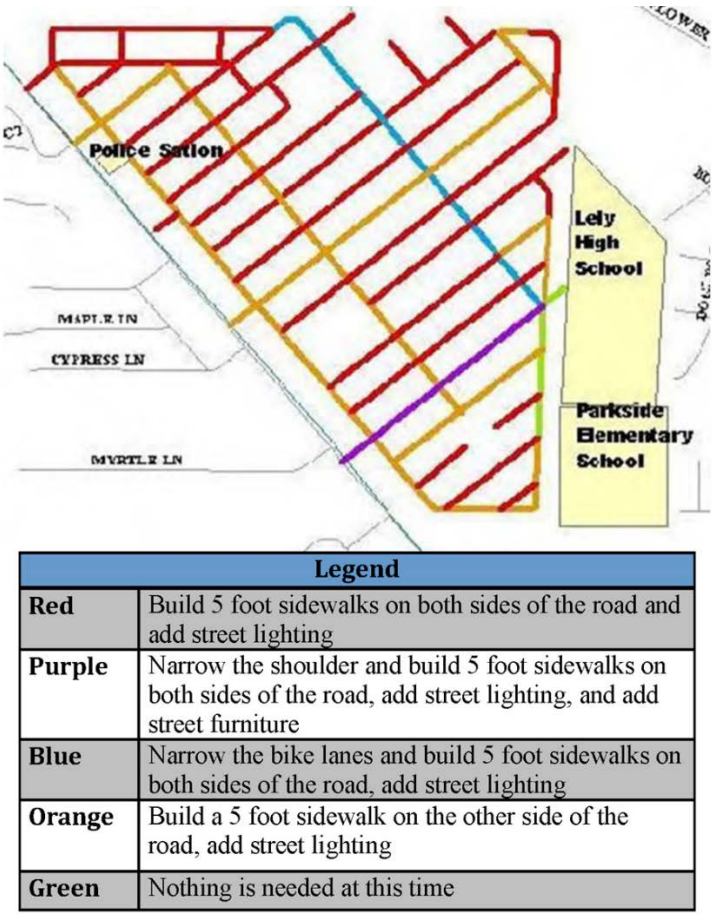
Study Area



Needs by Tier



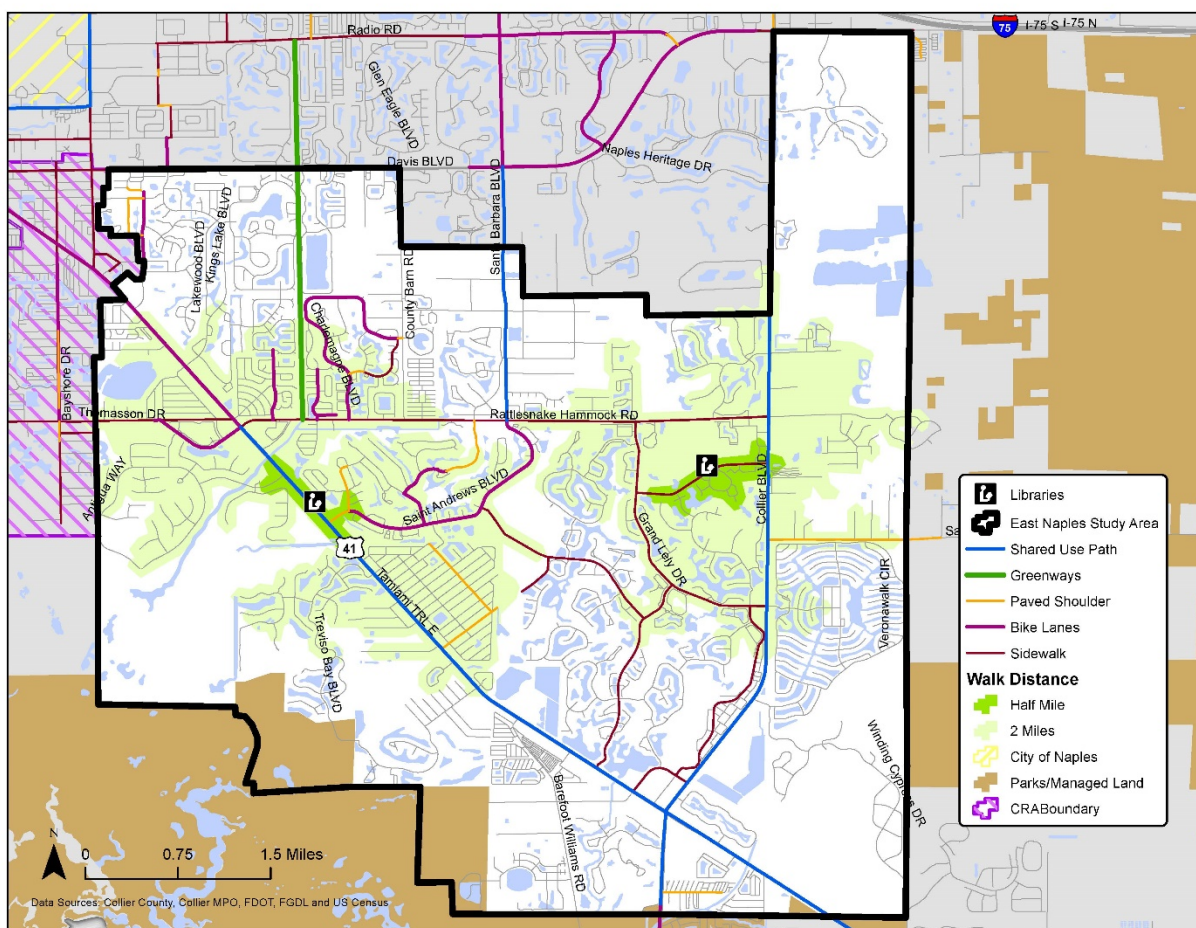
Recommendations



Source: excerpted from the 2019 Collier MPO Bicycle and Pedestrian Master Plan

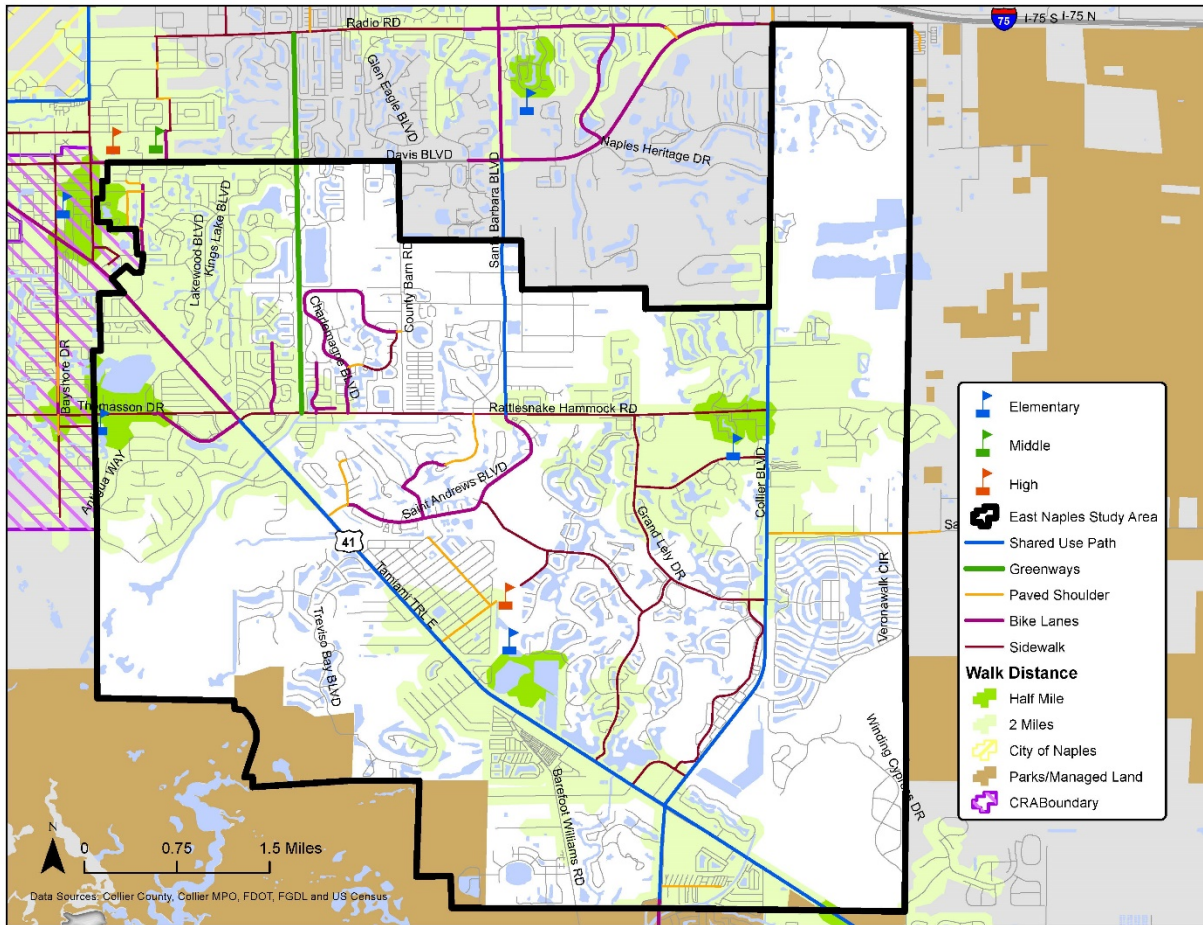
Maps 27 through 29 show areas within walking and biking distances (a half-mile and two miles, respectively) for libraries, schools, and community parks in the Study Area and its surroundings. Walking and biking was measured specifically for community parks since they provide a certain level of amenities and are more widespread relative to regional parks that draw from larger areas. Many sections of the Study Area are outside of these walking and biking distances, indicating they may have to rely on other means such as cars to get to these amenities. For areas within these distances, methods for facilitating walking and biking may be explored.

Map 27: Areas within Walking and Biking Distance of East Naples Libraries



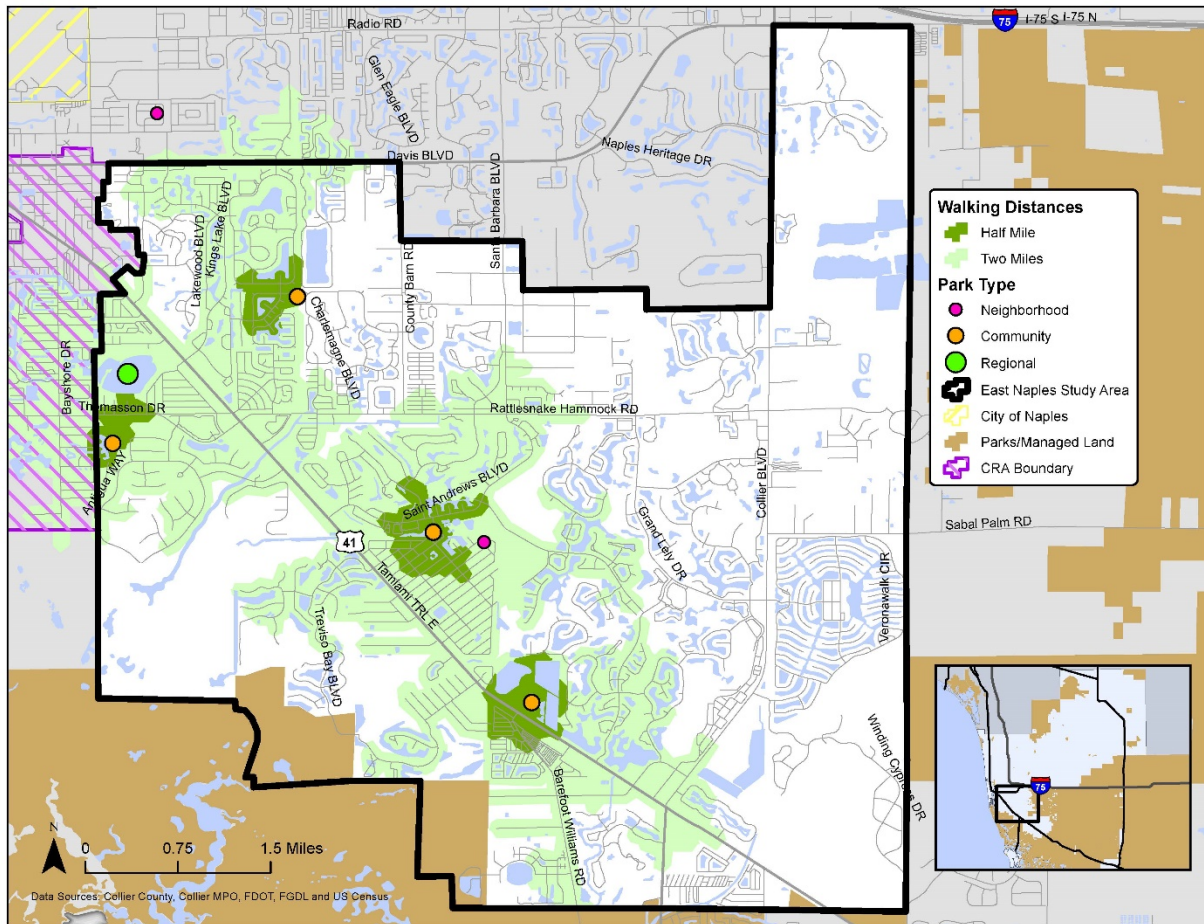
Source: calculations based on Collier County facility data

Map 28: Areas within Walking and Biking Distance of Public Schools in East Naples



Source: calculations based on Collier County Public Schools facility data

Map 29: Areas within Walking and Biking Distance of Community Parks in East Naples



Source: calculations based on Collier County facility data

Roadways

Map 30 shows the roadways in the Study Area with federal functional classes. The Level of Service analysis in the AUIR does not indicate that any major roadway segments in the Study Area are deficient based on the minimum adopted standard. Notes on improvements from the AUIR and CIP include the following:

- US 41 between Airport Pulling Road and Rattlesnake Hammock Road is expected to become deficient by 2027; the AUIR notes that this is in the South US 41 Transportation Concurrency Exception area and plans to monitor the situation.
- Segments of Collier Boulevard south of the Study Area are expected to become deficient in 2028; the AUIR notes plans to widen the roadway between Wal-Mart Driveway and Manatee Road and monitor the situation to Mainsail Drive (see Long Range Transportation Plan Cost Feasible discussion below for additional information).
- The AUIR also notes an intersection improvement for Airport Pulling Road and Davis Boulevard from Fiscal Year 2018; the CIP also notes nearly half a million dollars' worth of improvements for Fiscal Year 2019.
- The AUIR notes the Wilson Benfield Road study and right-of-way considerations; the CIP mentions nearly \$3.5 million in funding forecasted for Fiscal Year 2019 and \$2 million for Fiscal Year 2020 in roadway impact fee funding (see Long Range Transportation Plan Cost Feasible discussion below for additional information).

These plans also mention funds for general improvements, such as road resurfacing.

Map 31 shows the Cost Feasible roadway improvements from the 2040 Long Range Transportation Plan; note that this plan is currently being updated for 2045. Improvements in and around the Study Area include the following:

- Davis Boulevard roadway improvement - partially funded in Cost Feasible Plan
- US 41/Collier Boulevard interchange improvement - partially funded in Cost Feasible Plan
- Collier Boulevard roadway improvement, south of US 41 between Manatee Road and Tower Road - funding programmed for 2026 to 2030
- I-75/Collier Boulevard interchange improvement, northeast of the Study Area – funding programmed for 2021-2025
- Benfield Road roadway improvements, east of Collier Boulevard – partially funded in Cost Feasible Plan

There is also one Congestion Management Systems/Intelligent Transportation Systems (CMS/ITS) project identified at the edge of the project area near Airport Pulling Drive and US 41; CMS/ITS projects are moved to the Cost Feasible Plan as funding becomes available.

Map 30: Roadways with Federal Functional Classifications in East Naples



Source: TR-3.4 Map, Collier County Growth Management Plan; note: cropped to highlight Study Area

Study Area Classified Roads

Principle arterials:

- US 41
- Collier Boulevard

Minor arterials:

- Davis Boulevard
- Rattlesnake Hammock Road

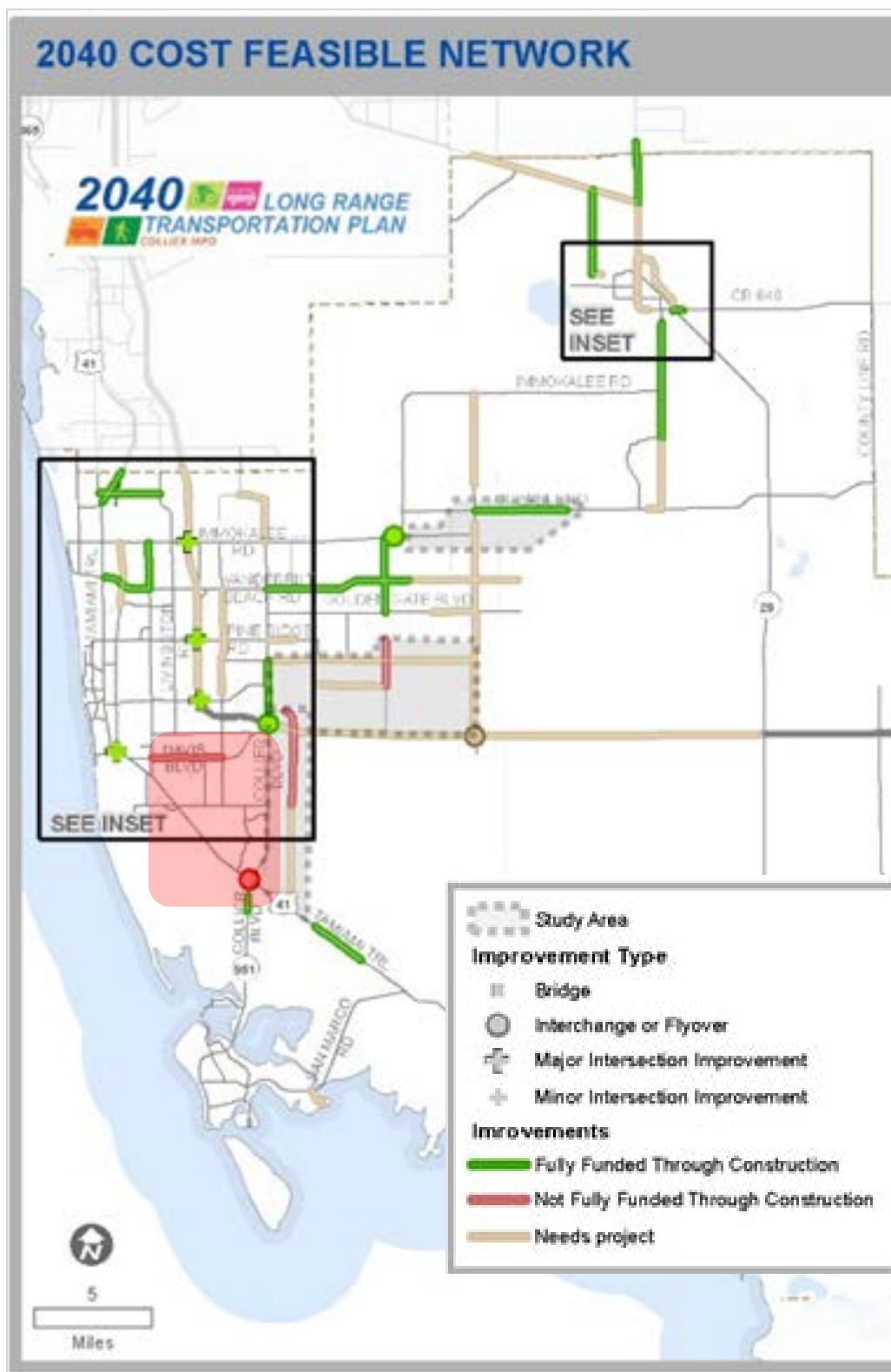
Major Collectors:

- Thomasson Drive
- County Barn Road
- Santa Barbara Boulevard
- Grand Lely Drive
- Lely Resort Boulevard

Minor Collectors:

- Lely Cultural Parkway

Map 31: Collier 2040 Long Range Transportation Plan Cost Feasible Roadway Improvements



Source: Collier 2040 Long Range Transportation Plan; note: map cropped to highlight Study Area.

Additionally, a 2014 Collier MPO Pedestrian and Bicycle Safety Study found that the segment of US 41 between Commercial Drive and Guilford Road, and the segment of Airport Pulling Road between US 41 Avenue and Estey Avenue were high pedestrian/bicycle crash corridors. Part of the US 41 segment identified is in the East Naples Community Development Plan Study Area. Based on the findings from the 2014 Study, the Florida Department of Transportation conducted a follow-up Pedestrian/Bicycle Safety audit in 2015. Cardno prepared this safety audit and summarized the findings and follow-up implementation undertaken in a March 2018 presentation. Key observations along the high crash corridor segments of US 41 and Airport Pulling include the following, excerpted from the Cardno presentation:

- *Heavy traffic*
- *High Speed traffic*
- *High bicycle and pedestrian activity*
- *Bicyclists mostly on sidewalk*
- *Bicyclists and pedestrians were sharing the sidewalk*
- *Bicyclists riding with and against traffic flow*
- *Pedestrians crossing mid-block*
- *Appeared to be commuter users versus tourists*

Summarized improvements include different bicycle facilities types, speed reduction measures, improved site distance for side streets, driveway crash countermeasures (reduce driveway conflict points, reduce turning radii, crosswalk markings, etc.), intersection improvements (crosswalks, signal improvements, etc.), mid-block crossing improvements, and general corridor improvements (narrower lanes, wider sidewalks). Non-capital and design measures included enforcement and education measures.

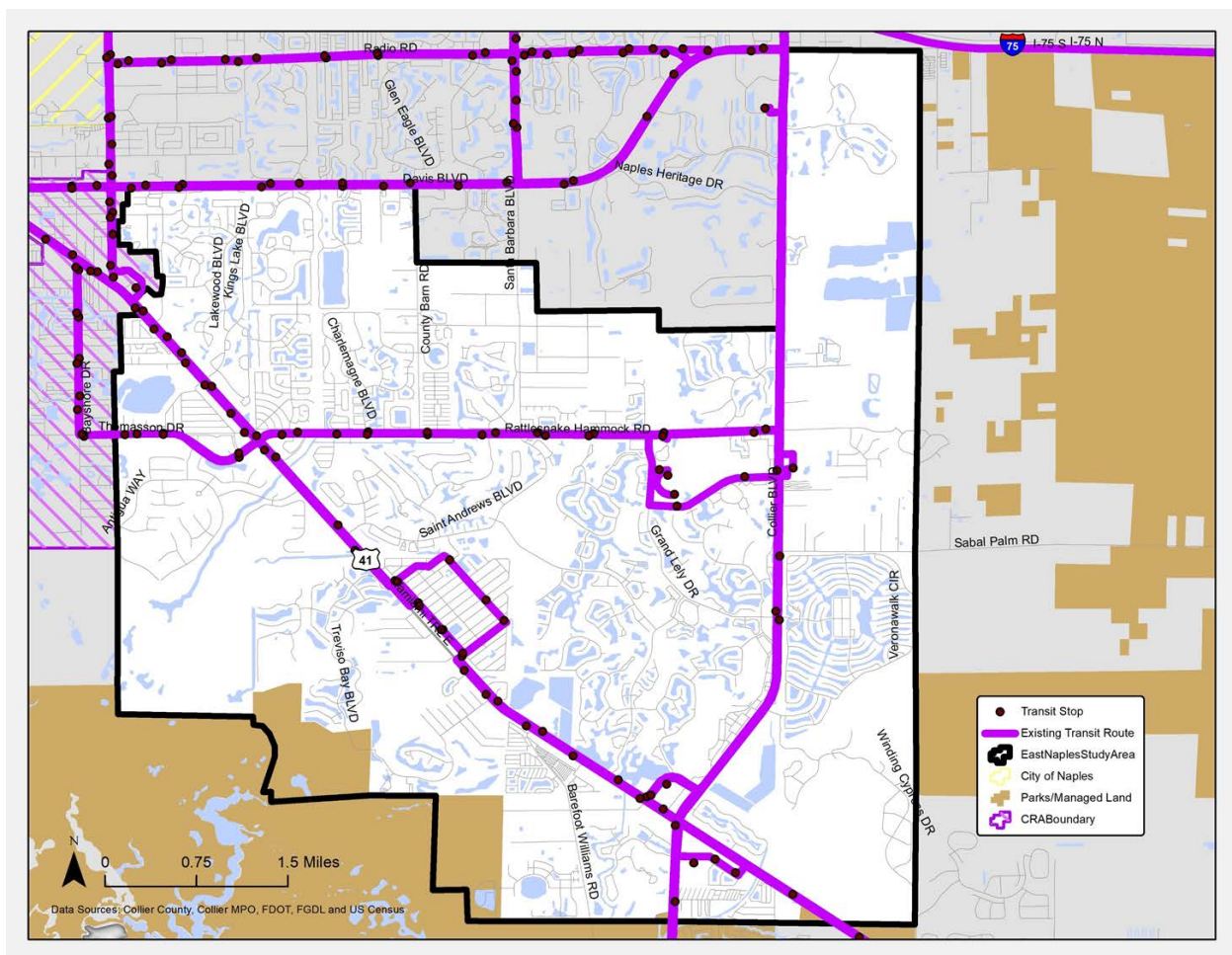
Funded improvements noted include those at Commercial Drive/Palm Street, Airport Pulling Road, Courthouse Shadows/Espinal Boulevard, and Calusa Avenue/Great Blue Drive.

Fiscal Year 2019 landscaping capital projects noted in the CIP include Collier Boulevard between US 41 and E Marin Circle (\$1.8 million), Davis Boulevard between County Barn Road and Santa Barbara Boulevard (nearly \$373,000), and Santa Barbara Boulevard between Rattlesnake Hammock Road to Davis Boulevard (\$1.6 million). US 41 landscaping is also generally noted (nearly \$71,000).

Transit

Map 32 shows the current transit routes in the Study Area, along with transit stops. Many of the major thoroughfares have transit service, with stops located along these thoroughfares. Due to the land use and roadway configuration in the area discussed in Section 4.0, the stops may be difficult to access easily from central residential neighborhoods in the Study Area since access to the thoroughfares is somewhat limited. Additionally, the frequency with which the transit services run (headways) ranges between 1 and 1.5 hours, which poses an additional challenge in using transit.

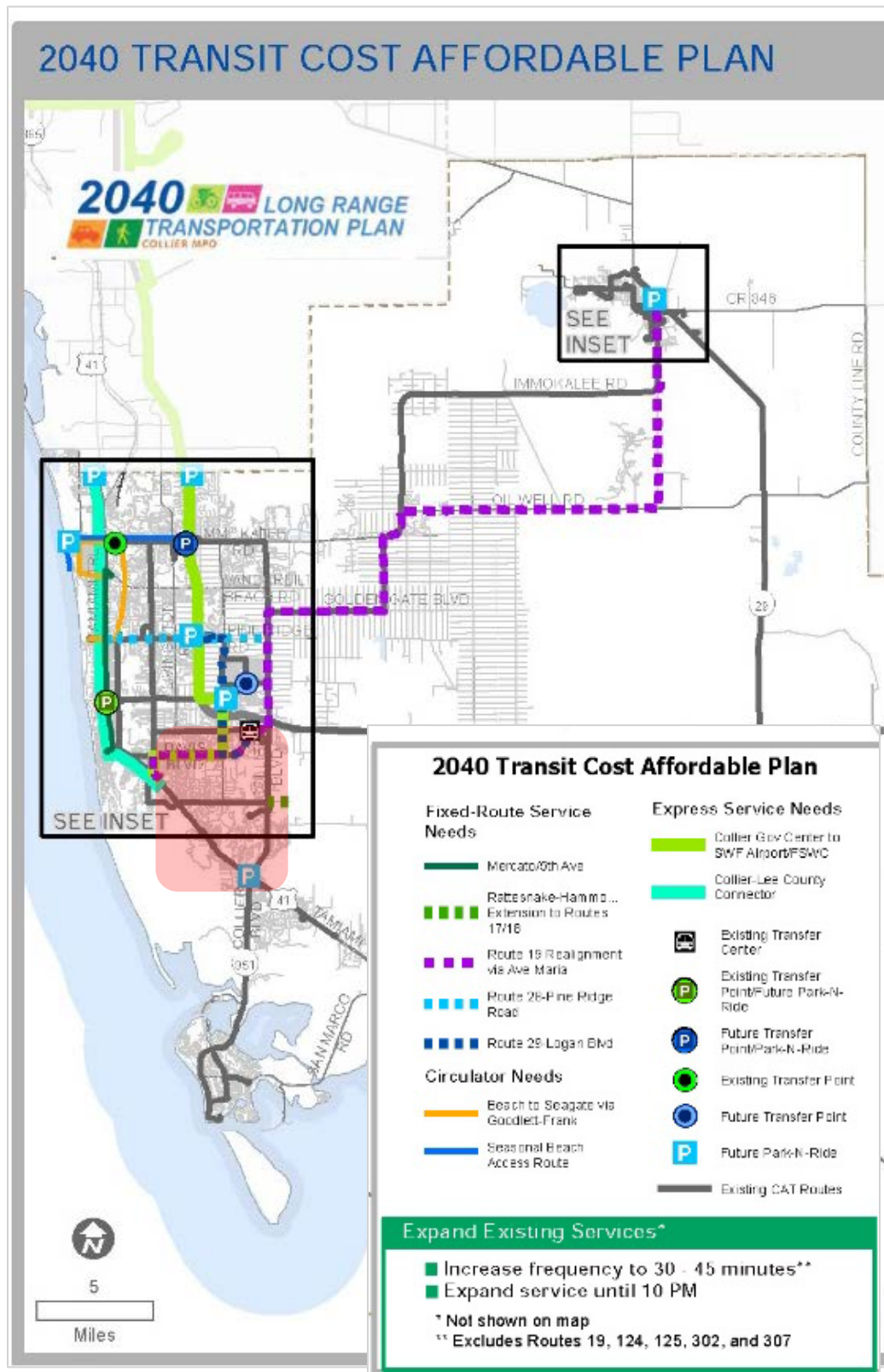
Map 32: Transit Routes in East Naples



Source: Collier Area Transit

However, improvements to Routes 17/18, Route 19, Route 29, express service between the Government Center and the airport, and express service between the Government Center and Lee County are in the Transit Cost Affordable Plan for the Collier 2040 Long Range Transportation Plan (Map 33). Additional information on transit improvement can be found in Appendix B.

Map 33: Collier 2040 Long Range Transportation Transit Cost Affordable Plan



Source: Collier 2040 Long Range Transportation Plan; note: edited to remove inset maps for clarity.

A Brief Note on Other Infrastructure

Other infrastructure related to drinking water, stormwater management, wastewater, and solid waste are not a primary focus of this plan, yet it is important that these services are adequately provided for current and future development. Highlights of improvements noted in the AUIR and CIP are noted here. County utilities staff indicates that there should be no major stormwater capacity issues in the area assuming current stormwater design criteria is followed for development and redevelopment, and there are no encroachments into the natural areas or storage areas. Capital stormwater improvements noted in the AUIR and CIP include those in the Lely Area Stormwater Improvement Project area, Old Lely, Naples Manor, and Griffin Road (south of US 41 near Barefoot Williams Road) areas. Regarding water, staff does not note any pressing capacity issues at this time, and the CIP notes funding for pipe replacement in the Old Lely area. Regarding wastewater, improvements include updates to the South County Water Reclamation Facility; County staff notes that there is a phased project underway to transfer wastewater at up to 4 mg/day from the south plant to the north plant to address stressed sewer capacity.

For solid waste, the CIP shows funding for improvements for the East Naples Recycling Drop Off Center. Staff notes that they have done an initial review for potential sites for a new recycling drop-off center in or near the community given interest from business owners and residents.

Map 34: Summary of Major Planned Facility/Infrastructure Improvements in the Study Area



Note: includes improvements for facilities and infrastructure of focus and included in the FY 2019 AUIR, FY 2020 CIP, the 2040 L RTP Cost Feasible Plan (including improvements with at least partial funding) and Transit Cost Affordable Plan, and the 2019 Collier MPO Bicycle and Pedestrian Master Plan.

7.0 Policy Review

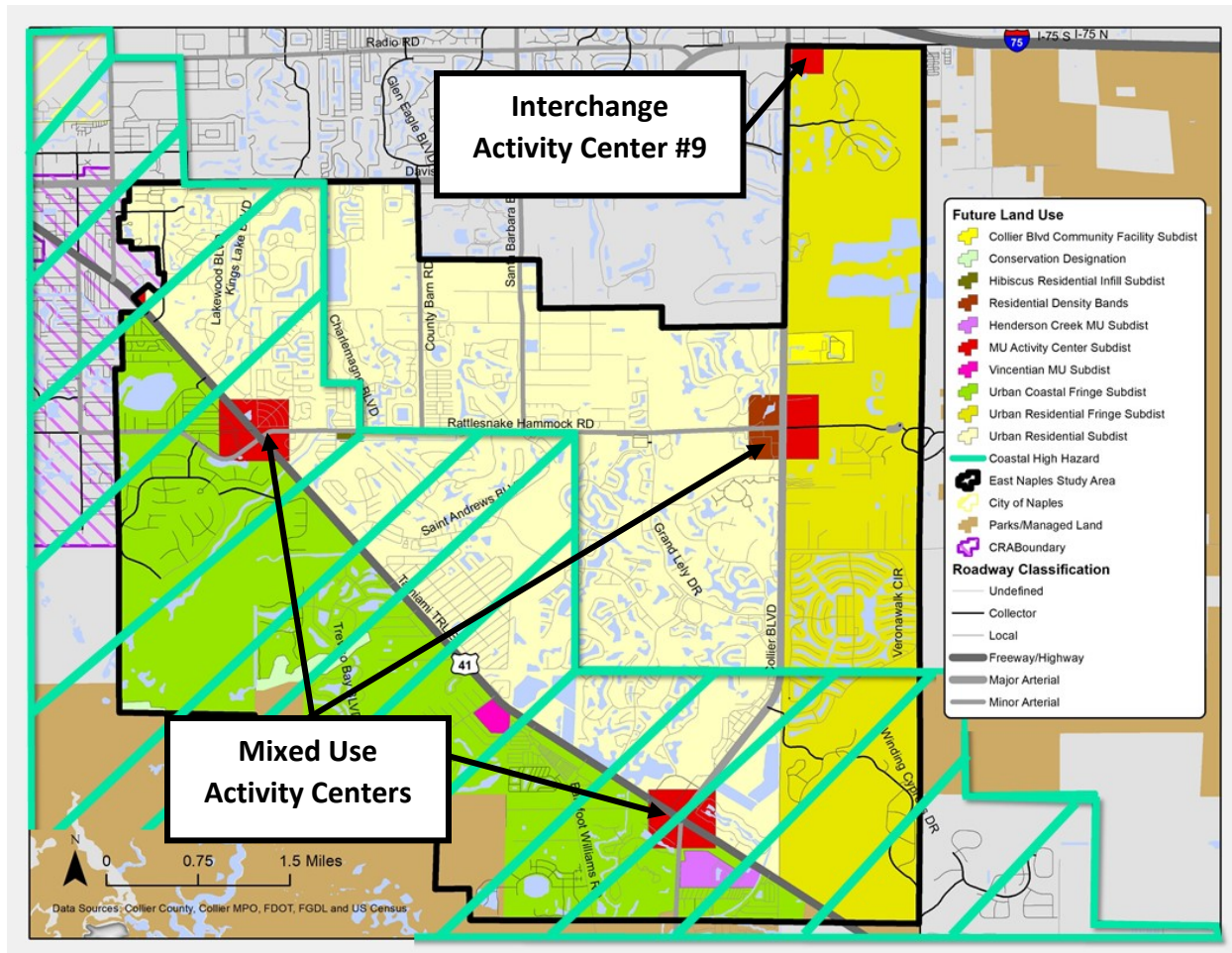
The following provides an overview of key considerations from the existing Growth Management Plan and Land Development Code.

Growth Management Plan

The following are some key takeaways from the density analysis and general review of the Growth Management Plan:

- Major Future Land Use categories of the area include Urban Residential, Urban Residential Fringe, and Urban Coastal Fringe, as well as the Mixed-Use and Interchange Activity Centers (Map 35 and Table 11 for related maximum densities).
- Key portions of the Study Area, including the US 41 corridor, lie in the Coastal High Hazard Area (CHHA), which formally limits density allowances generally to 4 dwelling units per acre (DUPA; see Table 11).
- Mixed Use Subdistricts allow for the redevelopment of C-1 through C-3 zoning with a mix of commercial and residential, although note that areas in the CHHA are still limited to 4 DUPA (further details are in Sec. 4.02.38 of the Land Development Code).
- Mixed-Use and Interchange Activity Centers are allowed the maximum densities of their respective subdistricts, although several of these areas are also limited by density restrictions in the CHHA and Urban Residential Fringe subdistrict limitations on densities.
- As of the current Future Land Use plan, additional residential density in the area would need to be considered for areas generally north of US 41 and west of Collier Boulevard.
- There is general support expressed for “Smart Growth” (e.g., walkable, mixed-use development) policies in Objective 7 of Future Land Use Element.
- Part of the project area is also in a Transportation Concurrency Exception Area (TCEA, Map 36), which can allow for more urban-style approaches to managing transportation needs and level of service. Note that an ongoing Transit Impact Analysis for Collier County provides the following preliminary recommendations:
 - Consolidate the TCEA and the Transportation Concurrency Management Areas (TCMAs) into a transit-oriented infill and redevelopment district, adjusting the transportation review process to incentivize infill and redevelopment in support of transit and non-motorized modes by simplifying the Transportation Impact Study requirements while retaining certain requirements to guard against adverse traffic impacts of large-scale development.
 - Adjust requirements and strategy options related to Transportation Demand Management strategies applied in the TCEA and TMAs for increased effectiveness.
 - Allow density increases in the established activity centers and mixed-use corridors. Note that certain activity centers in the project area may face certain limitations due to location in the CHHA, as noted previously.

Map 35: Future Land Uses in Study Area



Source: Collier County

Table 11: Major Future Land Use Categories and Allowed Densities in East Naples

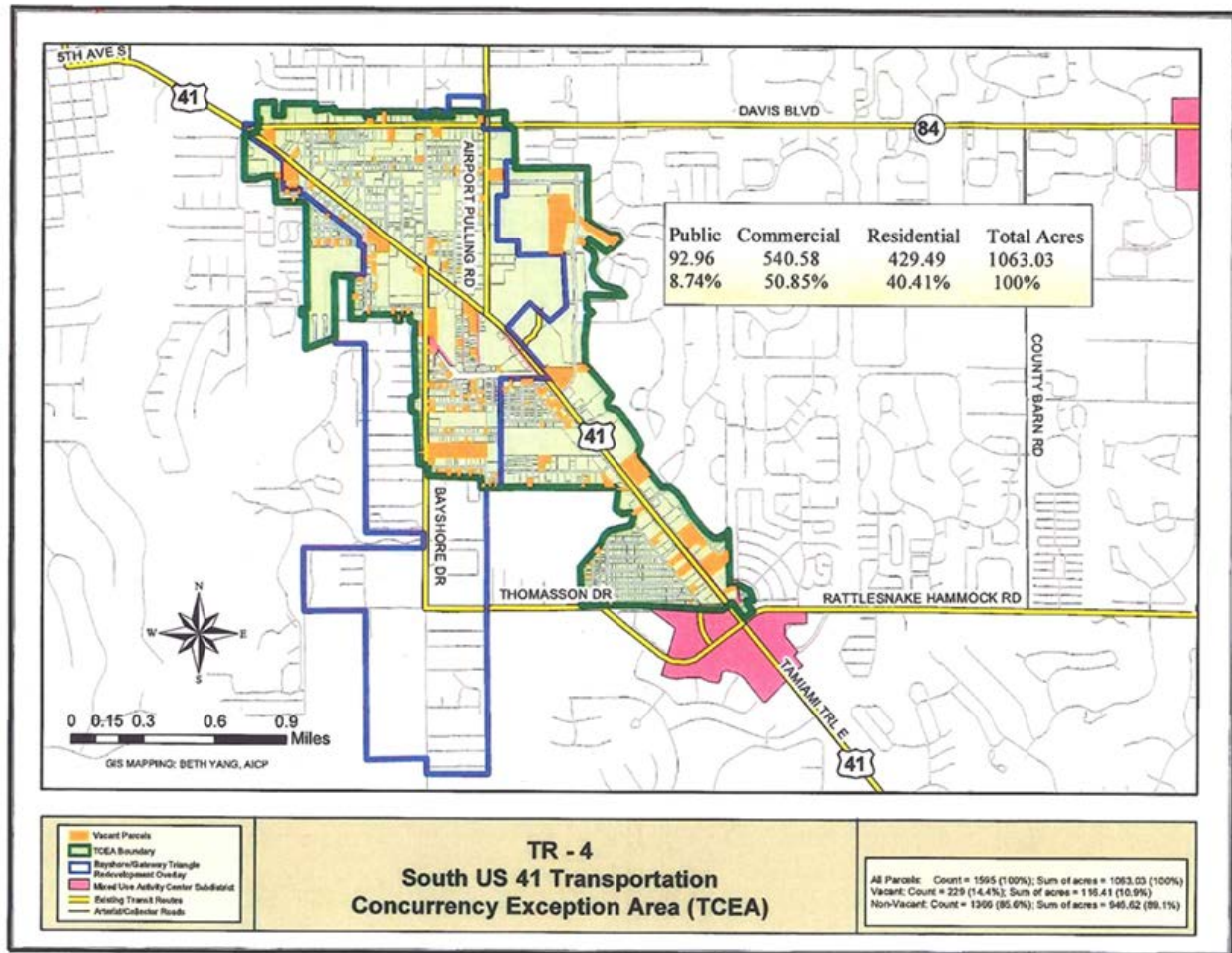
| Future Land Use Category | Base Density | Applicable Density Bonuses and Additional Density |
|--------------------------|--------------|--|
| Urban Residential | 4 DUPA | <p>Affordable Housing Density Bonus: up to 12 additional DUPA</p> <p>Additional options if located outside the CHHA for a maximum of up to 16 DUPA:</p> <ul style="list-style-type: none"> • Conversion of commercial zoning consistent with Collier County Zoning Re-evaluation Program (Ord. 90-23): up to 16 DUPA for every acre of commercial zoning converted to residential • For project within one mile of Mixed Use Activity Center, Interchange Activity Center and located within a residential density band: 3 DUPA • Residential in-fill for eligible small projects: up to 3 DUPA if 1 of the units is transferred from a Sending Land • Project has direct access to two or more arterial or collector roads as identified in Transportation Element: 1 DUPA <p>Mixed-Use Activity Centers allow up to 16 DUPA outside CHHA; otherwise density limited to 4 DUPA. Hotel/motel uses in these centers are allowed at maximum of 26 DUPA</p> |
| Urban Residential Fringe | 1.5 DUPA | <p>Maximum of up to 2.5 DUPA with 1 additional DUPA from TDRs from Sending Lands designation in Agricultural Rural/Rural Fringe Mixed Use District.</p> <p>Affordable Housing Density Bonus for specified areas: up to 6 additional DUPA</p> <p>Up to 10% density bonus for open space/vegetation retention (Conservation and Coastal management Element Policy 6.2.5(6)b.1)</p> <p>The general base density and applicable bonuses/additional density allowances also apply in Mixed Use Activity Center; hotel/motel uses in these centers are allowed at maximum of 26 DUPA</p> |

| | | |
|---|--------|--|
| Urban Coastal Fringe (located seaward of Coastal High Hazard Area) | 4 DUPA | <p>Certain properties may exceed 4 DUPA if deemed consistent by policy where higher densities are allowed (e.g., RMF-6 zoning allows residential multi-family at 6 DUPA).</p> <p>Affordable Housing Density Bonus: up to 12 additional DUPA (additional mitigation may apply)</p> <p>The general base density and applicable bonuses/additional density allowances also apply in Mixed Use Activity Centers; hotel/motel uses in these centers are allowed at maximum of 26 DUPA</p> |
|---|--------|--|

Source: Collier County Growth Management Plan. Notes (see the Growth Management Plan for further details):

- *There are some exceptions to the above general rules, including for certain parcels that have used the Zoning Reevaluation Ordinance, Ord. No. 90-23.*
- *Some subdistricts may qualify for additional density through the Transfer of Development Rights program, yet that is not included here since there are no receiving areas in the Study Area.*
- *Additional Future Land Use categories in the area include certain Mixed-Use subdistricts and others shown in Map 35.*

Map 36: South US 41 Transportation Concurrency Exception Area



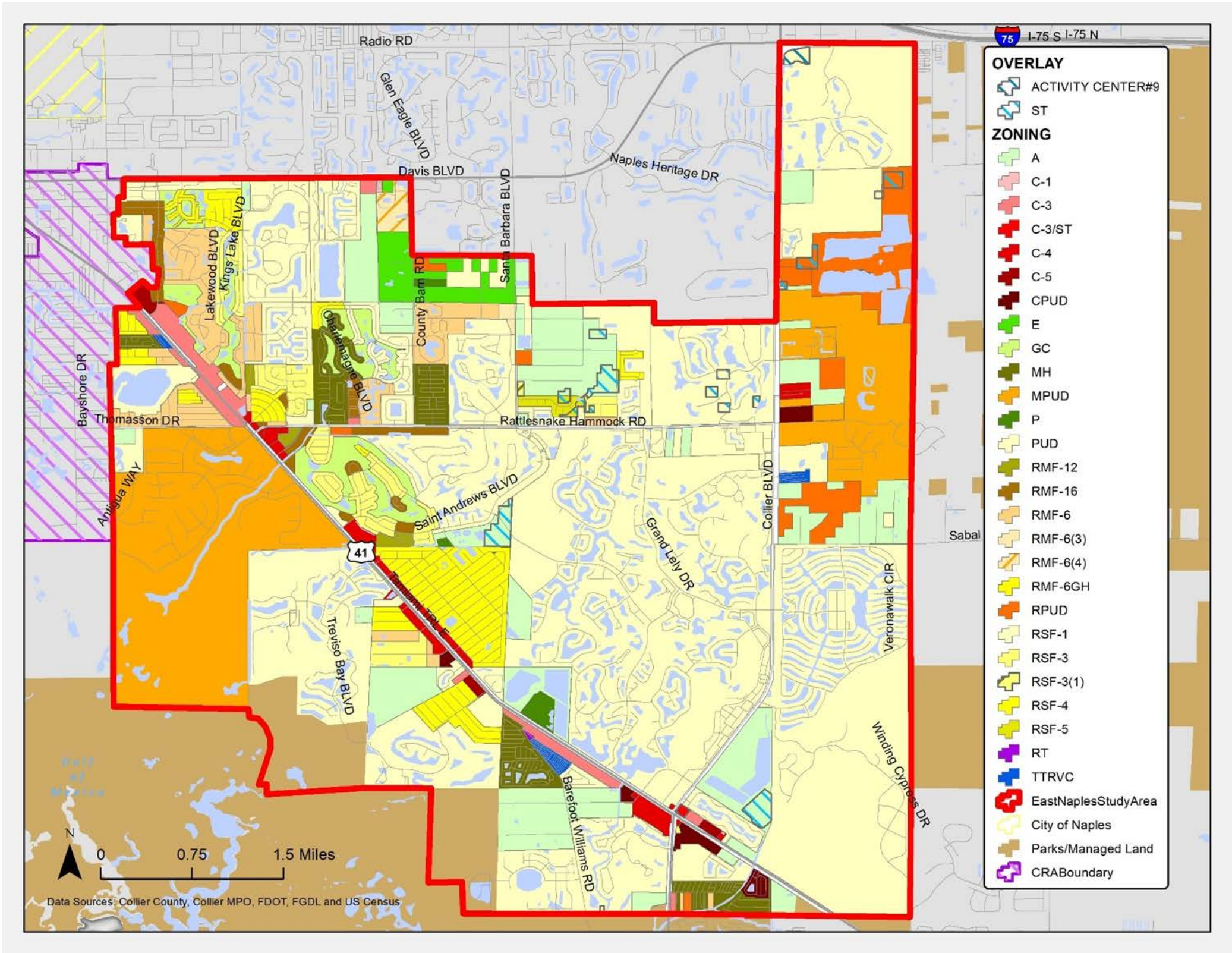
Source: Collier County

Land Development Code

- Much of the Study Area is zoned as Planned Unit Developments (PUDs), which carry zoning regulations specific to each development (Map 37). Provisions for Mixed Use PUDs and Residential Mixed Use Neighborhood Center PUDs are contained in Sec. 2.03.06, yet these provisions do not include required ranges for the mix of shares of commercial and residential (the latter in fact includes a maximum share for neighborhood commercial). This finding may hamper the creation of truly mixed-use developments if these types of PUDs are used in the redevelopment of the area; typically mixed-use developments in the county include less than a 10% share of commercial development. For further analysis on how these have been built out and vacancy opportunities, particularly for new desired commercial development, see Section 5.0.
- As mentioned in the previous sub-section, Mixed Use Subdistricts allow for the redevelopment of C-1 through C-3 zoning with a mix of commercial and residential, although note that areas in the CHHA are still limited to 4 DUPA. Additionally, relevant commercial categories, mainly along US 41, are relatively shallow, which may constrain commercial development, redevelopment, or mixed-use development through Mixed Use Subdistricts (see additional discussion in Section 8.0). Lot depth may be considered to help stimulate development and redevelopment of these commercial areas.
- Tractor Trailer-Recreational Vehicle Campground District areas along the corridor may also be evaluated for mixed-use, with consideration of transitioning existing users of those sites.
- Design criteria for undesirable uses:
 - Sec. 5.05.05 includes separation requirements (currently 500 feet) and other special design standards for facilities with fuel pumps; evaluate the current separation standard and also the placement of pumps at the rear of the development, away from the main façade and main roadway frontage.
 - Public outreach activities from the 2018 US 41 Corridor Study indicated that there was a desire to limit self-storage uses in the area. “Motor freight transportation and warehousing (mini- and self-storage warehousing only)” is a permitted use in C-5 and a conditional use in C-4 (Sec. 2.03.03). A proposed amendment to the Land Development Code is under consideration to address concerns with the self-storage use by allowing it in C-4 commercial districts only in combination with other permitted uses as part of a mixed-use development and if it occupies less than 50% of the total area of the first floor. The East Naples Community Development Plan process will document these efforts and evaluate other appropriate options to adjust the Land Development Code to discourage and/or obtain more preferable design for new uses of this type.
- Design criteria for desired development:

- There are already design criteria for Mixed use Subdistricts (Sec. 4.02.38) that include screening provisions through landscaping and off-street parking placement at the rear or side-street of the buildings, which can aid with creating a walkable environment.
- Sec. 4.02.01 includes setbacks for commercially zoned properties; setbacks for C-3 through C-5, commercial zones prevalent in the Study Area, are typically 15 feet or above. Evaluate these setbacks to support walkability while also meeting design desires established through public outreach activities.
- Evaluate commercial-to-commercial buffer requirements in 4.06.00 to support more accessible and walkable commercial development in the Study Area.
- Evaluate placement of off-street parking in the rear for commercial development, which relates to parking standards in Sec. 4.05.00; this may be targeted to certain areas, such as in an Activity Center and along certain segments of major corridors.
- Note that access management for Mixed Use Activity Centers is regulated in Sec. 4.04.02 and the associated Access Control Policy; these provisions can be evaluated as needed in relation to access of commercial development in Activity Centers by non-motorized means.
- Sec. 4.02.23 includes provisions for development in Activity Center #9; these are mainly focused on architectural style and landscaping.
- Table 12 recreates affordable housing density bonus regulations in the code.
- Additional zoning regulations will be evaluated as needed based on project analysis and public engagement outcomes in the initial stages of the project.

Map 37: Zoning Districts in Project Area



- Main development districts for potential areas of change:
- C-1
 - C-3
 - C-4
 - C-5
 - TTRVC
 - Innovation Zone (Activity Center #9, overlay)

- PUD districts:
- PUD
 - MPUD
 - RPUD
 - CPUD

- Areas of stability:
- A
 - E
 - GC
 - MH
 - P
 - RMF-6
 - RMF-12
 - RMF-16
 - RMF-6(3)
 - RMF-6(4)
 - RMF-6GH
 - RSF-1
 - RSF-3
 - RSF-3(1)
 - RSF-4
 - RSF-5
 - RT
 - ST (overlay)

Source: Collier County

Table 12: Table A. Affordable Housing Density Bonus
(Additional Available Dwelling Units Per Gross Acre)

| Maximum Allowable Density Bonus by Percent of Development Designated as Affordable Housing ^{1, 2, 3} | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| Product (% of MI) | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
| Gap (>120—≤140) ^{4, 5} | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | n/a | n/a |
| Moderate (>80—≤120) ⁴ | 2 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Low (>50—≤80) | 3 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 12 | 12 |
| Very-Low (≤50) | 7 | 8 | 9 | 10 | 11 | 12 | 12 | 12 | 12 | 12 |

¹ Total Allowable Density = Base Density + Affordable Housing Density Bonus. In no event shall the maximum gross density exceed that which is allowed pursuant to the GMP.

² Developments with percentages of affordable housing units which fall in between the percentages shown on Table A shall receive an AHDB equal to the lower of the two percentages it lies between, plus 1/10 of a residential dwelling unit per gross acre for each additional percentage of affordable housing units in the development.

³ Where more than one type of affordable housing unit (based on level of income shown above) is proposed for a development, the AHDB for each type shall be calculated separately. After the AHDB calculations for each type of affordable housing unit have been completed, the AHDB for each type of unit shall be added to those for the other type(s) to determine the maximum AHDB available for the development. In no event shall the AHDB exceed 12 dwelling units per gross acre.

⁴ Owner-occupied only.

⁵ May only be used in conjunction with at least 20% at or below 120% MI.

8.0 Public/Stakeholder Involvement

Public and stakeholder involvement included two calls with members of the development community active in the local scene, a preliminary meeting with the East Naples Civic Association Board, and a public survey along with opportunities for comment as part of a public webinar and via the project email address. The following summarizes findings from these activities.

East Naples Civic Association

The project team met with East Naples Civic Association Board members from 3:40 to 4:30 pm on February 12, 2020. The meeting began by reviewing some preliminary findings from the project team's analysis, which was followed by a question and answer discussion. The following key takeaways from the discussion are listed by topic area.

- Study area:
 - The Civic Association has a larger boundary than the project study area.
 - There is interest from Civic Association members in expanding the study area further east to Manatee Boulevard. Staff noted that further east on 951, the land use designation changes to rural fringe, which informed the boundary for the study area; the rural fringe area is currently under its own re-study as part of an in-house project.
 - There was a suggestion to add an area north of the current study area, up to Davis Boulevard and I-75.
- Relevant planning studies for reference include:
 - Bayshore CRA plan
 - Activity Center #9 planning
 - Golden Gate City plan [note: after review, the project team found some differences between the land use and transportation configuration of the Golden Gate City area when compared to the East Naples Study Area which may limit applicability of this plan to the Study Area.]
- Concerns/Interests:
 - The concentration of low-income housing in the area is a concern; the Civic Association is interested in data on this point.
 - The Civic Association expressed concern about school quality; it is interested in data on schools and performance.
 - Storage uses on vacant commercial and car washes were noted as concerning land uses.
 - Interest was expressed in attracting redevelopment and commercial/restaurants through incentives; note that there are some uses outside the current study area that might affect access to commercial (e.g., outlet mall south of US 41 along Collier Boulevard).

- Interest was expressed in funding mechanisms for infrastructure and incentives (e.g., MSTU); there was a proposal for Michelle Arnold from the County to speak on MSTUs.
- Transportation:
 - The project team noted the analysis would be high-level and information taken from other plans. It would include transportation considerations to support connectivity and recreational opportunities.
 - There was a recommendation to add Santa Barbara to major thoroughfares/collectors

Development Stakeholders

The project team held two calls with various members of the local development community, on March 25, 2020 and April 9, 2020. The following are key takeaways by theme from these discussions:

- What the market will provide is determined by supply/demand and the economics of projects. A good amount of commercial acreage is already approved, and simply allowing more intensity will not result in more commercial acreage built. Look at vacancy rates for existing commercial structures to get an indication of current market demand.
- Rezoning is always a barrier and entitling small properties is often not worth the effort; having zoning to support desired direction is helpful, but there is still a need to make projects more cost-effective.
- Doubling intensity to meet the target will be challenging; construction costs are high. Additionally, some lots on US 41 have high prices even though they are small parcels.
- The planning process needs to focus on incentives to make the developments more cost-effective. Appealing incentives include:
 - Flexibility on development standards
 - Expedited reviews
 - Waiving impact fees (aside from the standard credit process)
 - Tax increment financing investments (note that tax increment is applied in nearby community redevelopment area and in the Innovation Zone area to the north east of the project study area).
- It was noted that there are possibly only two truly mixed-use projects exist in Lee and Collier County; mixed-use is very limited. Mixed-use would require intensity to make the numbers work out and would need residential for immediate returns.
- The area needs to redevelop to have more dense areas in terms of residential; this is a major limiting factor. However, the area is seeing more apartments going in.
- Seasonal population and the associated market can also pose a challenge; a high seasonal population can limit the number of people frequenting establishments for part of the year.

- Depth can also pose a challenge, particularly on an angled roadway such as US 41 that may create lot shapes that are more difficult to work with; this issue posed a challenge at Courthouse Shadows. Adding depth can help fix the geometry of a lot.
- It was recommended to check the build-out of existing Planned Unit Developments (PUDs) to understand opportunities for commercial. Other locations with development potential included:
 - The south side of Rattlesnake Hammock Rd north of the hospital could be a shopping area.
 - Shopping center with Goodwill and former Lucky's has multiple owners but is a good opportunity.
- No specific uses were identified to target; there is a need to look at incentives for both residential and non-residential uses, especially to support mixed-use developments. Redevelopment and new commercial and mixed-use development are all types to encourage.

Summary of Public Input

The following are key themes that emerged from input from the general community and public, primarily collected through an online survey that collected responses between May and June 2020 and a public hybrid in-person and virtual workshop that was held June 29, 2020 with over 90 attendees. Community members could also submit additional comments to a project-specific email address. More detailed summaries of input received are in Appendices C and D.

- There were some questions about how the Study Area Boundary was determined, and the inclusion of other surrounding areas. The boundary was informed by the District 1 Commission boundary with some adjustments for land use and transportation patterns. The project team added a surrounding area of influence for consideration to accommodate aspects outside the Study Area and intends that this plan can guide development and redevelopment efforts in other similar parts of East Naples and the county.
- Much of the survey responses came from a demographic that lived at least part time in the study area, did not go to work or school, and were at least 30 years of age.
- The area has great access to amenities and provides great value in terms of what is offered for the affordability of the area, although some community members are concerned about adding more affordable housing to the area.
- The area has potential and could be better developed, but there are concerns about over-building and losing or not having adequate green space and natural areas. Maintaining an aesthetically pleasing appearance for businesses and neighborhoods also emerged as a priority.
- Many community members expressed a desire to rebrand the area, particularly with regards to naming, such as "South Naples" instead of "East Naples".

- Limiting undesired businesses was a need identified in the 2018 US 41 Corridor Study outreach and continues to be cited as an issue for the community in these current outreach efforts.
- More quality, well-designed, and diverse commercial businesses are desired; some respondents felt little additional commercial development is needed, potentially aligning with concerns about over-building and desires to maintain quality. Restaurants were noted as a priority among a variety of desired uses. Business types included both big-box, functional retail and small businesses
- Survey respondents preferred to focus on major corridors including US 41 and Collier Boulevard to evaluate for additional commercial opportunities; US 41 was a corridor that the project team also found to have more potential opportunities through its analysis.
- In terms of implementation approaches to increase desired commercial uses in the area, marketing and incentives tended to have the most widespread support, including considerations to try a mix of different approaches. Marketing and fee incentives were also some of the more highly rated implementation options from the 2018 US 41 Corridor Study outreach.
- Managing traffic flow and general congestion was a topic that emerged from the survey, as well as promoting non-motorized options including biking and walking; most survey respondents recognized the importance of thoroughfares for automobile traffic but were willing to consider compromises to accommodate other transportation methods. Survey respondents also indicated a preference for walkable commercial concepts, such as parking once in a cluster of establishments and walking between them.
- In survey responses, most public facilities and services for the area were rated as mostly satisfactory or as neither satisfactory nor unsatisfactory, falling in the middle; the exception was non-motorized pathways, the public facility/service rated as mostly unsatisfactory by survey respondents. This aligns with findings from the 2018 US 41 Corridor Study.

9.0 Appendices

Appendix A: US 41 Corridor Study Development Style Preferences

Figures 8 through 11 show development type preferences from the 2018 US 41 Corridor Study based on those types that received a preferential vote from a majority of people participating in the public involvement polls. The percentage of preferential votes received by the choice is shown below the images, with percentages in green indicated the share of preferential votes when “all of the above” votes were included; note that “none of the above” was also a response option in these polls. Note that all images are sourced from the Study.

Figure 8: Commercial Development Preferences from 2018 US 41 Corridor Study

Strip Mall



51%

Hotel/Lodging



59%

Destination Shopping



Destination Shopping

79%

Figure 9: Residential Preferences from 2018 US 41 Corridor Study

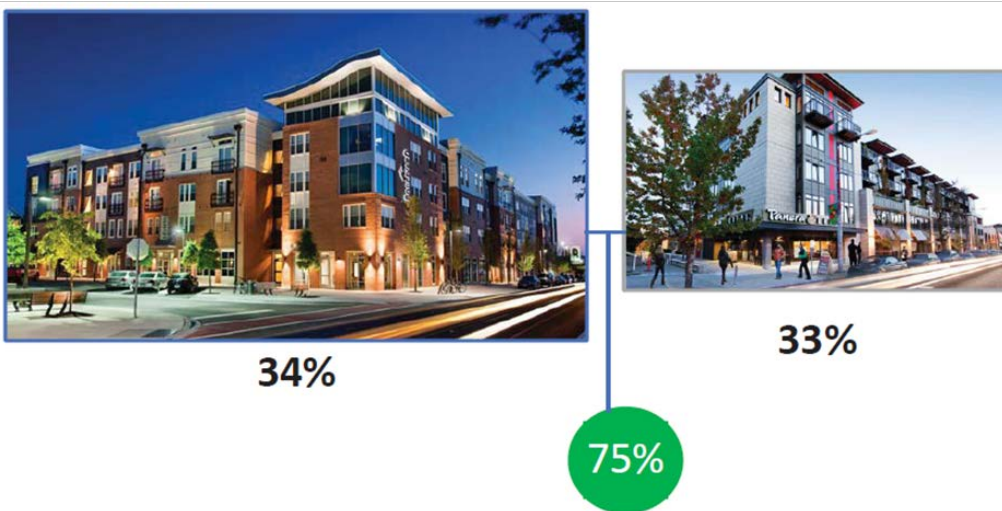


Figure 10: Live/Work and Mixed-Use Preferences from 2018 US 41 Corridor Study

Live/Work Building



Mixed-Use



Note: the 2018 Study grouped the two mixed-use visuals here together in the analysis of the share of support for certain mixed-use types; the summary of findings indicates strong support for mixed-use of four to five stories. These similarities in building height may be why choices were grouped as such.

Figure 11: General Urban Design Preferences from the 2018 US 41 Corridor Study

Building Scale



65%

Building Placement



71%

Appendix B: Additional Transit Improvement Information

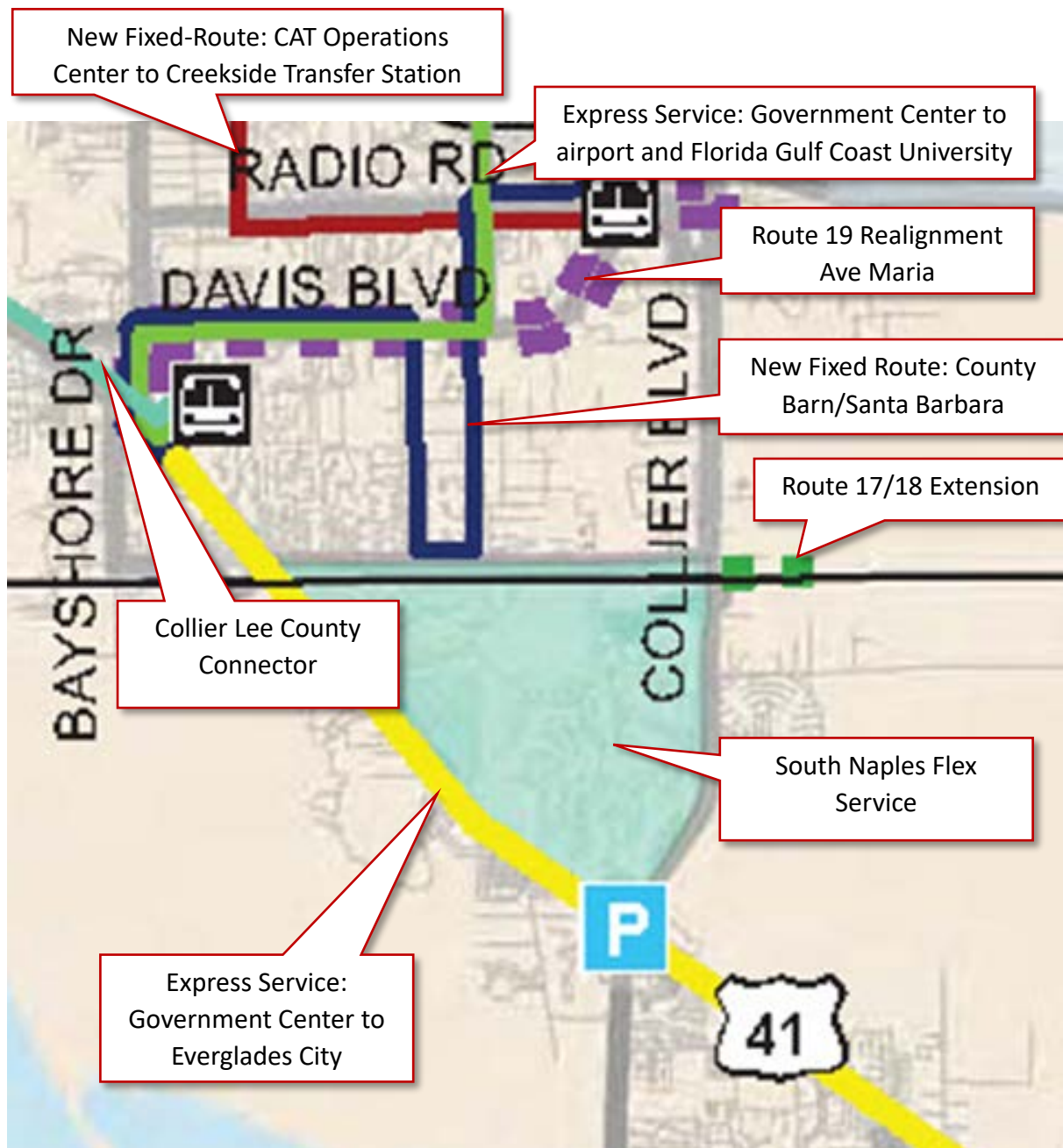
Map 38 shows an excerpt from the 2016-2025 Collier Area Transit (CAT) Transit Development Plan (TDP), with potential improvements for the 10-year planning period. Note that this plan is currently in the process of being updated. Potential improvements identified in the project area include the following, with services providing broader countywide or regional connections noted in addition to local service:

- Fixed route service:
 - Route 17/18 extension along Davis Boulevard; costs for this improvement were estimated at \$1,298,568 and implementation recommended for 2025.
 - Route 19 realignment to Ave Maria; costs for this improvement were estimated at \$940,432 and implementation recommended for 2025.
 - New fixed route service proposed for County Barn/Santa Barbara, connecting the CAT Operations Center and the Government Center along Radio Road and Davis Boulevard, with a loop on County Barn Road and Santa Barbara; costs for this improvement were estimated at \$505,349 and implementation recommended for 2025.
- Express service:
 - Along US 41 between the Government Center and Everglades City; costs for this improvement were estimated at \$446,461 and implementation recommended for 2025.
 - Along Davis Boulevard between the Government Center, airport, and Florida Gulf Coast University (Lee County); costs for this improvement were estimated at \$334,846 and implementation recommended for 2025.
- Flex service:
 - South Naples flex area; costs for this improvement were estimated at \$334,846 and implementation was recommended for 2025.

Other improvements proposed near the Study Area include new service between the CAT operations center and Creekside Transfer Station and the Collier-Lee County express service.

As of the 2018 TDP Annual Progress Report, no improvements to the fixed-route services in the area were implemented.

Map 38: 10-Year Potential Improvements for East Naples Area



Source: excerpted from the Collier Area Transit Transit Development Plan (2016-2025)

Appendix C: Online Public Survey Summary

The project included a public survey to gather input from the public on the vision, desires, and priorities for East Naples. The survey received responses from the beginning of May through the beginning of July 2020. The following summarizes findings from the survey; the total number of respondents is noted in parentheses for the question on which the information is based. The summary of findings is followed by a copy of the survey questions.

Respondent Characteristics

- 607 total respondents
- At least 300 respondents for each question, except for questions providing an option to provide additional comments as a follow-up to certain questions
- 79% are full- or part-time residents of study area (of 603 total respondents)
- 70% of do not work or go to school (of 602 total respondents)
- Nearly 100% of respondents were older than 30; 60% were older than 65 (of 604 total respondents)

Common Terms to Describe the Study Area and Area of Influence Currently

When describing the area, **the most common theme** survey respondents shared was that **the area has potential, is underdeveloped and underutilized**. They view the area as critical and important with a desirable placement in the county. They also describe the study area as **inconsistent, lacking a true identity or cohesion** in the type and style of commercial and residential development. Many respondents noted the area is unattractive or felt the area could be beautified or improved to become a more desirable area within Collier County. In this vein, many respondents felt there has been **little or poor planning for the study area, poor zoning guidelines and too much of the wrong kind of development**. Respondents most noted **the study area lacks a variety of retail options, fine-dining or more upscale restaurants, and other service-oriented businesses** such as entertainment venues and hotels. Most respondents also noted the study area has too many gas stations, fast food restaurants, storage facilities, car repair and car washes. **Many also noted many vacant commercial properties that are in the study area, which they would like to see redeveloped first**. Others still noted they would like to develop and/or maintain a **local flair** to the area in spite of a desire to see more well-known brand stores as well.

More than half of respondents describe the area as a mixed area, and responses were evenly favorable and unfavorable. Some felt the area is eclectic and diverse, and attractive for tourism with leisure and recreational activities, affordable real estate and an area that is up and coming and improving and less congested than North Naples. They described the area as their community and home. Others felt the area is overdeveloped describing it as low to middle-income and felt it doesn't reflect the middle to upper middle-income residents who live or work in the study area. And others described the area as convenient and sufficient.

Some descriptions of the study area were more contradictory. Respondents both lauded the study area for its **affordability and low density**, while others felt low density was an issue and

that the study area represents a dumping ground for **low-income housing** and the **homeless** in greater Naples and Collier County. In the same manner, respondents equally described the area as overdeveloped and underdeveloped. Some described it as convenient, safe, quiet and peaceful, while others equally described it as disconnected, crowded, run down and noisy.

Of respondents who mentioned **natural resources** and **wildlife**, many felt it is a growing concern that needs to be strongly considered in the planning and development of the study area and would like to see **natural lands and habitats preserved and more parks and connected bike trails**. Some stakeholders also expressed concerns about **traffic** and **congestion** increasing in the area. Of respondents who mentioned housing, some expressed a desire not to see any more residential development in the area while others expressed a desire to see less condominium homes and fewer multi-story units.

Common Terms to Describe the Top Three Favorite Aspects of the Study Area and Area of Influence

Convenience, and easy **access to amenities and services** including the beaches, downtown and area businesses were the primary aspect survey respondents like the most about the study area. A majority of respondents also highly appreciated that the study area is **less crowded or congested** than other areas of Naples, and still has **open spaces, low density and lots of natural environment**. Many want to keep the **natural environment at the forefront of the community planning process**, and some mentioned a desire to see more landscaped medians as a beautification effort in the study area.

Many respondents also noted the **affordability** or value of the area and its safe, community feel, and the good condition of the roadway as the top reasons they like the study area. To delve deeper into the nearby amenities residents appreciate most, respondents listed parks, green spaces, sidewalks and recreational paths, golfing and the Bayshore area with its artist feel and the botanical gardens. Some respondents expressed a desire for the development of an arts center and more restaurants in the Bayshore area (which is outside of the study limits).

Some respondents expressed a desire to see **greater connectivity** throughout the study area, particularly for recreational paths. Some expressed an interest in connectivity between Sugden Regional Park to the Botanical Gardens and Bayshore CRA, and others **expressed concerns about the rise in gated communities and how those landlocked areas** make the study area less bikeable and walkable.

Some respondents noted the **diverse population** and **middle-class neighborhoods** as one of the aspects they like most about the area, and some respondents appreciated the **planned communities** such as Treviso Bay and Lely Estates. They noted the study area is friendly and supportive as well. Most respondents also mentioned the **potential growth of the area**, including its potential to attract a new mix of upscale retail and new restaurant amenities.

Common Terms to Describe a Desirable and Attainable Vision for the Future of the Study Area and Area of Influence

In describing a desirable and attainable vision for the future of the study area and area of influence most respondents mentioned a strong desire for **more mid-to-upscale restaurants, more shopping diversity and beautification.**

An ongoing theme was **controlled development**, with more of a **focus on retail and shopping and less new residential**. Respondents mentioned not wanting anymore strip malls and a **desire to see existing commercial areas modernized and brought up to date** or rezoned. One respondent mentioned permitting guidelines should be critically evaluated for long-term value rather than only short-term tax increases. Respondents also expressed a desire **to maintain the existing setbacks** and a strong concern for maintaining high standards for stormwater runoff and management. Some also mentioned retaining the **old Florida feel** to the area and ensuring that there are **affordable amenities** and entertainment venues for seniors.

Another important theme across all responses is the desire for **balance** in maintaining **low density and land preservation** with **attracting future businesses** and having more **robust commercial centers**. Some respondents would like to see **bigger box stores** in the area such as a Target or Costco and perhaps a **movie theater and post office**, while others would like to maintain a **small business feel to the community** with unique independent restaurants and retailers. Others still expressed a desire to see **mixed-use areas** like Mercato in North Naples, or concepts that have more square footage per acre with retail and restaurants on the ground floor and housing on the second and third levels.

Respondents expressed a desire to have a place where they can **live, work and shop** that is **safe, convenient, and beautiful**. Respondents also mentioned ensuring the study area is **diverse culturally and socioeconomically**, but with an effort to remove or update blighted, low-income areas. Better **public transportation, more connected non-motorized pathways and green spaces** for walking and biking continue to be a strong theme throughout responses.

Traffic management and controlling congestion was also a concern for many respondents, with one respondent suggesting widening the main roadways, and another suggesting parking garages similar to downtown Naples. Respondents also expressed a desire to see a reduction in crime and improved safety throughout the area, particularly at US 41 near Shadowlawn Drive and the Bayshore Community Redevelopment Area (mentioned in Question 8 responses).

Some respondents expressed a desire for community input to be an ongoing part of planned development for the area.

Business-Related Information

- 77% of 600 respondents visit businesses along US 41 several times a week or more, indicating that most survey takers are very familiar with this business area.
- Top 5 issues (percentage of 378 total respondents):
 - Quality (88%)

- General site/building design and aesthetics (73%)
- Mix of types (60%)
- Type (57%)
- Amount (50%)
- Other comments received related to issues with commercial businesses included the following: Respondents recommended **developing regulations to require a consistent look and aesthetic** for area businesses. They expressed a desire to **elevate and maintain the appearance of properties** and to have much needed beautification of the commercial corridors and to have more **walkable or strollable business and residential areas**. Overall, they expressed having a **strategic plan in place to guide the aesthetic vision** of the area and also a **plan to attract a diverse mix of higher-end retail and services** to the area. As part of this, some respondents mentioned a desire to have a no-high rise policy for new development.

Respondents expressed a desire to have more of an **upscale feel** to the area and suggested **first redeveloping areas with vacant commercial spaces** before allowing any new commercial development. Stakeholders suggested **providing incentives for redevelopment**, and **rezoning** areas to attract the kind of businesses desired in the community. Respondents also **suggested lowering taxes, requiring fewer fees and limiting regulations** to attract better development. However, they are concerned there should be a **scaled approach to growth and redevelopment** of the area so that as new growth is planned, there is time to evaluate and assess the growth of the area as it progresses.

While respondents strongly expressed a desire for more retail and upscale dining options and **entertainment venues**, they also want to see **unique dining concepts, owner-operated concepts and fewer chains**, particularly chain restaurants. A small group of respondents expressed a desire to attract healthy-concept restaurants and grocers and sustainable retailers to the area. They suggested establishing **microcenters with tropical vegetation and outdoor dining**, emulating 3rd Street or other areas of downtown Naples. Some also mentioned targeting retail and restaurant concepts that offer a better value than Fifth Avenue sites and coordinating with the hotels and resorts near the study area to develop a shuttle service to US 41 businesses in East Naples rather than downtown.

Respondents expressed interest in having a **Target or a Costco** as a large retailer in the area and having an **anchor business who could be a large, year-round high-wage employer**. Alternatively, some respondents expressed a desire to have a **destination mixed-use center with dining, retail and entertainment** similar to Mercato in North Naples, **but with more affordable options**. They recommended the US 41-Collier Boulevard area as a location for an anchor retailer or a mixed-used retail center. In describing these retail areas, respondents suggested having more **strict guidelines for new development** to build in a way that is more aesthetically pleasing to the end user and have more **site awareness**. Some suggestions included parking areas that do not

face the US 41 corridor, requiring businesses to better situate or plan their footprint, having outdoor dining face a retention pond rather than parking areas for example. They also mentioned increasing the availability and access to parking and incorporating design and aesthetics into those areas as well. They also would like to see **shops and restaurants more set back from US 41**.

Respondents were also concerned with possible overbuilding and how that may cause increased traffic congestion in the area. They expressed interest in having more mixed-use developments with residential and commercial components and **having more transportation options including public transportation and non-motorized pathways**. In addition, as the area continues to grow, respondents want to see **improved traffic flow, reduced congestion**, and more signalized intersections especially at entrances for large gated communities. Many expressed a desire to **maintain greenspace**, whether that be requiring more stringent setbacks for businesses along the US 41 corridor or having more landscaping to soften the structures and generally make business corridors more attractive from the roadway. **Land preservation** and very **controlled development** was also an undertone of these comments with bicycle and pedestrian access and more green pathways and recreational lands.

Respondents also expressed a concern regarding low-income neighborhoods and **no longer allowing development of low-income housing** in the area and establishing a plan to phase out existing trailer park communities.

Other comments included establishing a business improvement district and having **one website representing** all of the businesses in **the study area**, bringing a **charter school to East Naples**, and a **post office** to the area, as well as a fitness center and a lighted dog park.

- Ranking of businesses identified as desirable during the 2018 US 41 Corridor Study (based on 368 respondents)
 - Restaurants
 - Stores for goods (e.g., clothing store, hardware store)
 - Cafes/coffee shops
 - Grocery Stores
 - Stores/offices for services (e.g., dentist, salon)
 - Business/retail on same site as residences (e.g., mixed-use, live/work units)
 - Hotels/motels
 - Other common themes from additional comments: More than 170 respondents shared other preferences for the type of retail or business. Some shared that they would like to see more **walkable retail areas** and would like to see a **balance between large chains and small, local companies and community needs**. Many suggested mid- to high-end **elder housing and healthcare services**, and strong employers such as **research and development companies**. Respondents expressed an interest in seeing unique concepts like a **progressive eatery & market** or food hall similar to the Timeout market in Miami.

Respondents expressed a desire to see more **parks and preserves** or more **small retail businesses** and cafes that have quiet, **green outside eating areas**.

Respondents also expressed interest in a **specialty garden center** such as Driftwood Nursery.

Respondents expressed a desire for a **large or small open mall concept** like Mercato or Vanderbilt Shoppes in North Naples as well as a **wholesale store** such as Target, BJ's Wholesale, Costco, or Sam's Club.

Other concepts respondents favored included **specialty stores** with unique offerings including **specialty food shops**, butcher shop, bakery, seafood shop, gift shops, artist studios, doggy day care and couture shops.

Areas for entertainment were also strongly favored including **sports entertainment centers**, such as a driving range or bowling alley, sporting goods stores or sports bar. Respondents also voiced interest in **family-oriented entertainment centers**, a **more modern movie theater**, or indoor activity center, such as Sky Zone, or art venues.

Nightlife was also a theme with respondents expressing interest in **nightclubs**, **music venues**, **pool halls**, a playhouse, a comedy club, brewpubs and wineries.

Fitness-oriented businesses were also favored by respondents including gym services and fitness concepts such as a cycling center.

Other concepts respondents mentioned included a **book store**, a community center for afterschool care and organized youth sports such as a YMCA, upscale spa, preschool recreational facilities, private schools, clubs, museums, art galleries, performing arts center, and artistic workshops including glass blowing, jewelry making or pottery shops. Some respondents mentioned liquor stores and casino gambling centers.

Respondents called out **specific well-known retailers** they would like to see in the study area including Home Goods, Bed Bath & Beyond, Ikea, Crate & Barrel, Burlington Coat Factory, Talbots, Barnes & Noble, Whole Foods or Trader Joe's, or local concept Food & Thought and Oakes Farm Market.

Many respondents reiterated their interest in **higher-end restaurant chains** suggesting well-known brands including, Seasons 52, Brio Tuscan Grille, Cheesecake Factory, and Ruth's Chris Steakhouse.

- Preferred locations to evaluate for new business opportunities (based on 339 total respondents)
 - 58% of respondents indicated a preference for US 41
 - 42% of respondents indicated a preference for the Activity center at US 41 and Collier Boulevard
 - 40% of respondents indicated a preference for Collier Boulevard
 - 34% indicated a preference for the Activity Center at US 41 and Rattlesnake Hammock Road

- Site preferences
 - 65% of 371 total respondents preferred parking once in a walkable cluster of establishments and walking between them; walkable concepts, such as an open mall, were also highlighted in comments about business issues.
 - As mentioned previously in this section, additional comments throughout the survey indicated a preference for controlled development that ensures land preservation and green space.
- Preferred Strategies to Increase Desired Businesses (based on 349 respondents)
 - Note that this question allowed only one strategy to be chosen; no strategy had a majority share of support, but top supported strategies included:
 - Marketing campaign to attract new desired businesses (24% of respondents)
 - Incentivize new desired businesses through expedited permitting (20% of respondents)
 - Incentivize new desired businesses through fee reductions/waivers (12%)
 - Nearly 14% of respondents did not support any options to increase new desired commercial uses in the Study Area.
 - The additional comments indicated that several respondents would have preferred to choose more than one option.
 - Other comments are summarized as follows: **Quality of life** for the residents and the **visual appearance** of the community and roadways remains a common theme in respondents' comments. Also, of critical importance is **fostering controlled growth while limiting any increase in traffic and maintaining a quality to the design and construction** of new developments.

Some respondents felt very **little new commercial development is needed** in the study area. Some said they were more in support of **mixed-use developments** with park space, or **streetscapes** like in segments of Tamiami Trail North. Some felt mixed-use developments would be helpful in balancing high-end housing for residents in these new communities in East Naples with housing options that are affordable for the service workers who will work in the restaurants and shops the higher-end communities desire. Others echoed that any new planned development should be balanced by efforts to **protect green space and the natural aesthetics** of the area.

Many supported all or most of the suggested incentives, but some said that **incentives should only be offered to types of businesses that are most desired** by the community. Some felt that marketing and any incentives should go hand-in-hand. Many respondents felt **significant marketing efforts**, especially marketing the study area as a place where year-round residents live, would go a long way to help attract a better mix of businesses. Part of this would be **rebranding the name** East Naples to another name, and one stakeholder

suggested Naples Bay or South Naples or SoNo or Naples East Township. Some **supported expedited permitting** while others were **not in support of fee reductions, waivers or adjustments to lot depths**. Another respondent suggested enforcing and updating zoning laws. Yet another suggested temporary tax breaks of 3 to 5 years for businesses that are opening in existing vacant storefronts. Some respondents felt that design reductions or waivers may result in a substandard look and decrease overall values in relationship to other areas of Naples. With any of the incentive options listed in the survey, respondents felt **strong oversight was needed and a streamlined process in place for any new development**.

One respondent supported commercial growth but only in Zone 2 – the existing activity center outlined in the County Growth Management Plan. Another respondent felt that it depends on which centers/zones are the focus, where if the area of focus is only the US 41 corridor mixed-use development would be desired. One respondent suggested marketing to draw new businesses by using demographic data including residential housing and income values especially near Zones 2 and 3, which are both existing activity centers outlined in the County Growth Management Plan.

Some respondents expressed that the plan and survey seem to be set up more as a commercial development plan than a land use plan. Another felt that meeting the commercial benchmark of 12 percent to 15 percent similar to the rest of the county is an assumption about East Naples, which is more unique, and those numbers may not be true of the study area.

Transportation

- 56% of respondents indicated that US 41 and other major roadways are important thoroughfares for automobile traffic, but some compromises are necessary to improve other ways of traveling (such as biking, walking, and/or transit) and access to places along the corridors (based on 332 responses about US 41 and 329 responses about other major thoroughfares).
- Additional comments in the survey indicated a preference for the following:
 - Transportation options and walkability
 - Improved traffic flow and lower congestion

Areas Outside the US 41 Corridor

- Top three issues based on 344 respondents:
 - Amount of traffic (47% of respondents)
 - General design and aesthetics (42% of respondents)
 - Type of development (34% of respondents)
- Comments on questions related to this topic echoed many of the themes seen elsewhere in the survey responses:

- Limit undesired uses
- Beautification
- Concerns of overdevelopment
- More green space and parks
- Manage traffic and promote more non-motorized paths
- The comments are summarized in more detail as follows: Respondents shared there are too **many undesired businesses** in the study area, and more thought needs to be given to the type and mix of businesses for a cohesive plan. Respondents communicated that there is a **significant need for regulated and organized beautification efforts** of both new and older commercial and residential areas. In particular, they felt beautification of the building aesthetics and landscaping should be a priority. Respondents are concerned about the long-term poor image of East Naples and feel rebranding should be a priority. Many are concerned and wary of **overdevelopment** and want to make sure low density remains a priority as the study area continues to grow.

Some respondents felt there is a **significant need for more green space and parks**, including a lighted dog park. One respondent felt it would be ideal if a **park could be developed abutting a microcenter** of shopping with a café and retail options.

Some respondents expressed desire to have **alternative traffic control devices** other than signalized intersections with wide intersections and dedicated turn lanes. Some feel that **more signalized intersections or other traffic control devices are needed** to help maintain the flow of traffic. In particular, one respondent noted heavy traffic congestion at the Triangle Boulevard and US 41 intersection as well as the Triangle Boulevard and Collier Boulevard intersection. Other respondents expressed a desire to have **more biking and walking paths**.

Some other issues of note include **using Saint Andrews Boulevard**, a residential road through Lely Estates, **as a cut-through** to get to US 41 from Santa Barbara Boulevard. Respondents feel greater traffic enforcement, or another solution is needed to discourage cut-through traffic. One respondent expressed concerns about **pedestrian and bicycle traffic safety** when crossing the intersections at US 41 and Rattlesnake-Hammock Road and US 41 and Thomasson Drive. Another echoed that marked crosswalks are of limited value because turning vehicles don't see bicyclists and/or pedestrians in the crosswalks, and would like to see an option for designated "safer" centralized crossing areas and routes/trails that lead to those crosswalks.

Some respondents feel there is too much **housing development and that it is outpacing roadway planning** to meet the demand of new residents using the roadways. Also, some respondents feel **non-motorized pathways need to be improved**. In addition, some respondents felt strongly that setbacks should not be reduced, to help with stormwater absorption. Another respondent mentioned that Hawaii Boulevard floods frequently during heavy rains and that the neighborhood needs better drainage.

Public Facilities and Services

| More Satisfactory | Middle | More Unsatisfactory |
|---|---|-------------------------|
| Fire Service Roadways Libraries Police Service Emergency Services | Parks Schools Housing Affordability | Non-Automobile Pathways |

(Based on 300+ responses)

General Survey Comments

More than 70 respondents shared additional comments about the preliminary project findings. Many echoed early statements regarding **discouraging low-income housing, undesired businesses** and limiting rental complexes mentioned early in the report. Others echoed **filling up or attracting new businesses for the vacant commercial centers** and ensuring a new type of business mix other than storage units and gas stations. Two respondents noted a need to **maintain housing that is affordable** in the area and commented it should be along the US 41 corridor.

Some stated that there are homeowners in the HOA communities within the study area who would support the higher quality retail, services and hospitality businesses that could be developed in the study area.

Some respondents continued to voice concerns about the need to enhance green space requirements for new **developments** so that abundant landscaping is required. A part of this is a serious **concern of overcrowding and overdevelopment** as they feel areas of North Naples are overdeveloped. Many feel that development should not infringe upon **natural lands and wildlife habitats** as the open green spaces are a major draw for many to the study area and area of influence. Respondents also felt, especially with the older population in the study area, that **activity centers need to be accessible for citizens with mobility issues and should be open enough to be walkable or bikeable**.

Some respondents continued to lobby for **more green space, parks and walking trails in the study area**. Others felt that **traffic patterns and planning** needed to be looked more closely to reduce future traffic congestion as the area grows, as well as plans to **increase pathways and safety for pedestrians and cyclists**. Other respondents requested more shade trees rather than palm trees.

Timing of the signalized intersections, particularly along US 41 at Collier Boulevard, Rattlesnake-Hammock Road, Lakewood Boulevard, and Airport-Pulling Road need to be re-evaluated.

Respondents suggested **renaming the area from East Naples to another alternative**. Some respondents suggested **South Naples**. Many respondents feel that with its proximity to downtown and the beaches, they area could develop very well with careful planning.

One respondent lobbied for the development of an **advisory board to help guide the community development and planning process**. Another respondent strongly suggested a fitness facility and another requested improved landscaping for the center island at Thomasson Drive.

Outside of the study area, respondents felt that the Arts District and the triangle at Davis Boulevard and US 41 need to be further developed.

Some respondents wanted more information regarding how the study can be expedited and wanted to know what the timeline is to begin implementing the plan as well as next steps.



East Naples Community Development Plan Survey

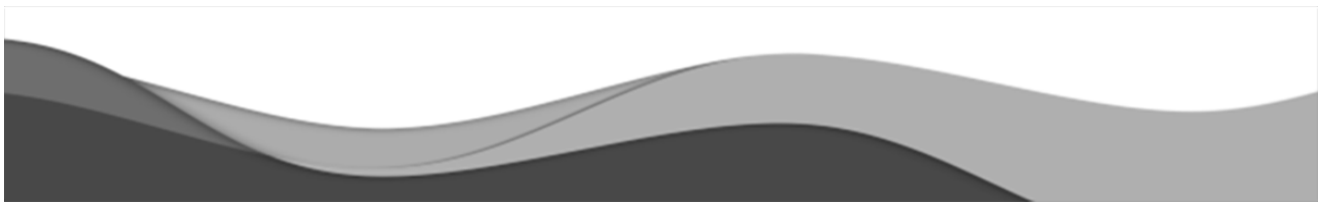
Collier County is working with the East Naples community and consultants from Tindale Oliver to create a Community Development Plan for the East Naples study area (see map below). A US 41 Corridor Study completed in 2018 included public outreach for communities along the US 41 Corridor in this area and provided a set of recommendations. The East Naples Community Development Plan will build on these recommendations and those of other relevant studies (e.g., local transportation plans) to provide more detailed options to guide future land uses and development.

You can check out some preliminary findings and a suggested project approach from the project team [here](#).

The following questions gather additional information and feedback related to these findings. All 25 questions are voluntary; you can also share general comments and questions at the end of the survey.

If you need immediate assistance or would like to join the project email list to receive notifications on project events and updates, you can email us at ENCDP@colliercountyfl.gov. You can also visit the project webpage for more information: <http://colliercountyfl.gov/EastNaplesCDP>.

Thank you for your input!





East Naples Community Development Plan Survey

Tell Us a Bit About Yourself

The following questions help us understand your relationship to the study area and area of influence for the plan.



1. Which area below best describes where you live?

- ☐ Within the study area (full-time or part-time)
- ☐ Within the area of influence but outside the study area (full-time or part-time)
- ☐ Outside the study area and the area of influence, but within Collier County (full-time or part-time)
- ☐ I have no full-time or part-time place of residence in Collier County.

2. Which area below best describes where you work or go to school:

- ☐ Within the study area
- ☐ Within the area of influence but outside the study area
- ☐ Outside the study area and the area of influence, but within Collier County
- ☐ Outside of Collier County
- ☐ I do not work or go to school.

3. What is your age?

- ☐ Younger than 18
- ☐ 18-30
- ☐ 31-65
- ☐ Older than 65

4. If you do not live and/or work in the study area, which of the options below best describes how frequently you visit the study area?

- ☐ Several times a week or more
- ☐ A few times a month
- ☐ A few times a year or less
- ☐ I do not visit the study area.
- ☐ Not applicable - I live and/or work in the area.

5. Which of the options below best describes how often you visit businesses along US 41?

- ☐ Several times a week or more
- ☐ A few times a month
- ☐ A few times a year or less
- ☐ I do not visit businesses along US 41.

6. Which of the options below best describes how often you travel along US 41 to get to/from work/school?

- ☐ Several times a week or more
- ☐ A few times a month
- ☐ A few times a year or less
- ☐ I do not use US 41 to get to/from work/school.



East Naples Community Development Plan Survey

What Does this Area Mean to You? A Vision for the Future.

The following questions help us gather fundamental ideas and language used to describe the study area and surroundings currently, as well as what makes the area great now and in the future. These responses will provide a basis for a general vision for the area.



7. What top three words/terms would you use to describe the study area and area of influence?

1st:

2nd:

3rd:

Other Comments:

8. What are the top three aspects of the study area and area of influence that you like the most?

1st:

2nd:

3rd:

Other Comments:

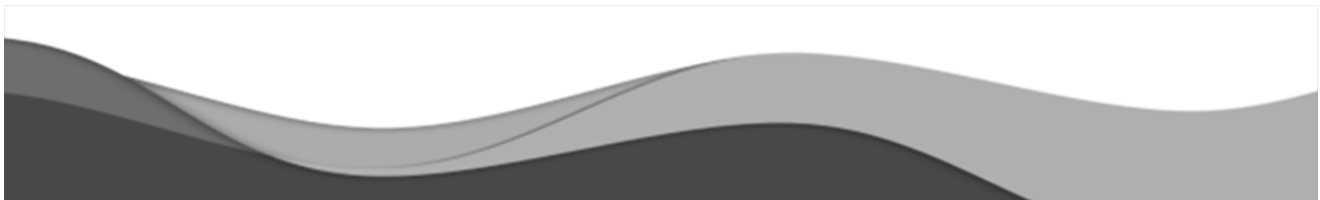
9. What are three terms you would use to describe a desirable and attainable vision for the future of the study area and area of influence?

1st:

2nd:

3rd:

Other Comments:





East Naples Community Development Plan Survey

Business and Retail

Findings from the US 41 Corridor Study indicated that participants wanted expanded commercial offerings and less storage and gas station uses. We'd like to gather some additional information for more detailed land use and development options in the East Naples Development Plan.



10. What are the top 5 issues to address in terms of businesses (e.g., restaurants, shops, cafes, etc.) in the study area and its surrounding area of influence?

- ☐ Amount
- ☐ Type
- ☐ Mix of types
- ☐ Access, including transit and non-motorized access
- ☐ Quality
- ☐ Affordability
- ☐ Parking availability/access
- ☐ General site/building design and aesthetics
- ☐ I don't think there are any issues with businesses in the study area or area of influence.
- ☐ Other (please specify)

11. Please provide any additional comments to explain your choices from question 10.

12. Rank the following options below in terms of business and retail types to encourage in the study area and area of influence (1 being MOST preferred and 7 being LEAST preferred option; note that you can drag and drop options into your preferred order).



Cafes/coffees shops



Grocery stores



Hotels/motels



Restaurants



Stores for goods (e.g., clothing store, hardware store)



Stores/offices for services (e.g., dentist, salon)

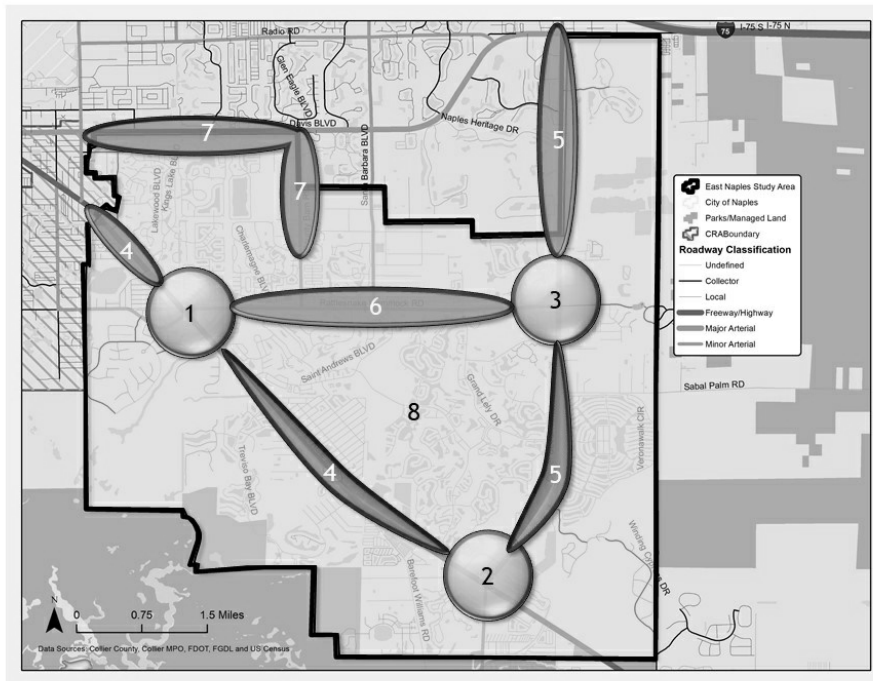


Business/retail on the same site as residences (e.g., mixed-use, live/work units)

13. Regarding question 12 above, are there other business and/or retail preferences you would like to tell us about?

- ☐ Park in front of each retail establishment without having to walk between establishments. This option provides visible, convenient parking at the front of each establishment; larger parking lots may be required fronting the roadways and may make storefronts less visible from the roadway.
- ☐ Park behind each retail establishment without having to walk between establishments. This option allows for store fronts to be more visible along the roadway; larger parking lots may be required and may not be as visible from the roadway.
- ☐ Park once in a walkable cluster of establishments and walk between establishments. This option may allow for shared parking and parking garages that may take up less land and may allow for storefronts to be more visible along the roadways; visitors may rely more on physical activity such as walking to move to and between establishments.
- ☐ Access establishments by methods other than a personal car, such as transit, walking, or biking. This option may provide more access choices and allow for smaller parking lots and more visible storefronts along the roadway; visitors may rely more on physical activity to access transit and/or an establishment.
- ☐ Other (please specify)

| |
|--|
| |
|--|



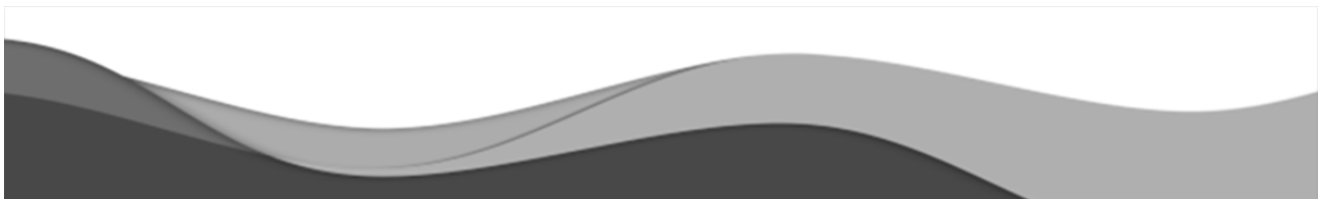
15. Which of the zones (1-8) shown in the map above would you like the project team to review for opportunities for additional desired commercial uses? (Choose all that apply.)

- ☐ Zone 1: Existing Activity Center designated in County Growth Management Plan
- ☐ Zone 2: Existing Activity Center designated in County Growth Management Plan
- ☐ Zone 3: Existing Activity Center designated in County Growth Management Plan
- ☐ Zone 4: Major Corridor – US 41
- ☐ Zone 5: Major Corridor – Collier Blvd
- ☐ Zone 6: Major Corridor- Rattlesnake Hammock Rd
- ☐ Zone 7: Major Corridor-Davis Boulevard and County Barn Rd
- ☐ Zone 8: Existing primarily residential areas

16. Which, if any, of the following options would you support to achieve an increase in desired commercial uses in the Study Area?

- ☐ Create a marketing campaign to attract new desired businesses to the Study Area
- ☐ Incentivize new desired businesses through flexible site design requirements
- ☐ Incentivize new desired businesses through an expedited permitting process
- ☐ Incentivize new desired businesses through development fee reductions or waivers
- ☐ Evaluate and increase the amount of commercial development allowed on sites
- ☐ Allow and encourage adjustments to commercial lot depths along the major roadways
- ☐ Evaluate and increase the amount of residential allowed on sites to increase potential customers in the area for local businesses
- ☐ I do not support any options to increase these commercial uses in the Study Area.
- ☐ Other (please specify)

17. Please provide any additional comments to explain your choices from the previous question.



East Naples Community Development Plan Survey

Areas Outside of US 41 Corridor



18. For parts of the study area and area of influence that are NOT along the US 41 corridor, what are the top 3, if any, issues?

- ☐ Amount of traffic
- ☐ Traffic speed is too slow
- ☐ Traffic speed is too fast
- ☐ Roadway connectivity and access to destinations
- ☐ Non-motorized connectivity (e.g., connections for walking and biking) and access to destinations
- ☐ Type of development
- ☐ Mix of development
- ☐ Coverage or quality of community facilities (e.g., parks, community centers)
- ☐ Performance of infrastructure (e.g., drainage)
- ☐ General design and aesthetics
- ☐ Landscaping
- ☐ There are no issues in the study area and area of influence NOT along the US 41 corridor.
- ☐ Other (please specify)

19. Please provide any additional comments to explain your choices from the previous question.

Transportation

Please refer to the map below for questions 18 and 19.



20. Which statement below best reflects your vision for US 41 in the study area?

- ☐ US 41 should be optimized for all automobile traffic, including minimizing travel time for as many automobiles as possible, even if this makes other methods of travel such as walking and biking more difficult.
- ☐ US 41 is an important thoroughfare for automobile traffic, but some compromises are necessary to improve other ways of traveling (such as biking, walking, and/or transit) and access to places along the corridor.
- ☐ Appropriate development intensity and mix to promote walking, access to properties, and local connectivity should be prioritized along US 41; minimizing automobile traffic and travel time along these roadways is less important.
- ☐ Other (please specify)

21. Which statement below best reflects your vision for major roadways aside from US 41 in the study area?

- ☐ These major roadways should be optimized for all automobile traffic, including minimizing travel time for as many automobiles as possible, even if this makes other methods of travel such as walking and biking more difficult.
- ☐ These major roadways are important thoroughfares for automobile traffic, but some compromises are necessary to improve other ways of traveling (such as biking, walking, and/or transit) and access to places along the corridor.
- ☐ Appropriate development intensity and mix to promote walking, access to properties, and local connectivity should be prioritized along these major roadways; minimizing automobile traffic and travel time along these roadways is less important.
- ☐ Other (please specify)

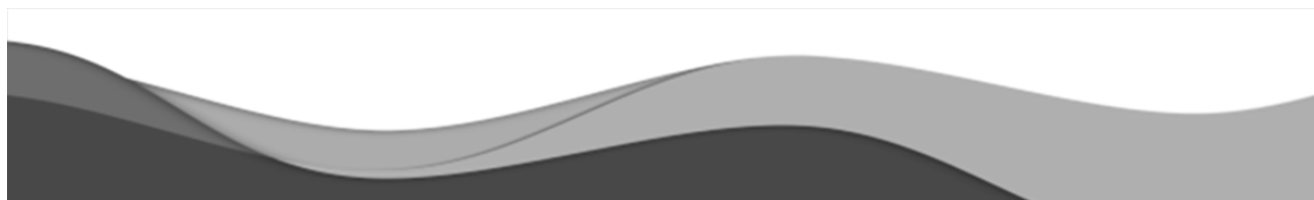
Facilities and Services

22. Which, if any, of the following publicly provided or supported facilities and services do you think are provided at a SATISFACTORY level in the study area and area of influence? (Choose all that apply.)

- ☐ Roadways
- ☐ Non-automobile pathways (example: sidewalks, trails)
- ☐ Libraries
- ☐ Parks
- ☐ Schools
- ☐ Fire service
- ☐ Police service
- ☐ Emergency Services (such as those responding to a medical emergency)
- ☐ Housing affordability
- ☐ All of the above
- ☐ None of the above
- ☐ Other (please specify)

23. Which, if any, of the following public facilities and services do you think are provided at an UNSATISFACTORY level in the study area and area of influence? (Choose all that apply.)

- ☐ Roadways
- ☐ Non-automobile pathways (example: sidewalks, trails)
- ☐ Libraries
- ☐ Parks
- ☐ Schools
- ☐ Fire service
- ☐ Police service
- ☐ Emergency Services (such as those responding to a medical emergency)
- ☐ Housing affordability
- ☐ All of the above
- ☐ None of the above
- ☐ Other (please specify)





East Naples Community Development Plan Survey

Additional Comments and Contact

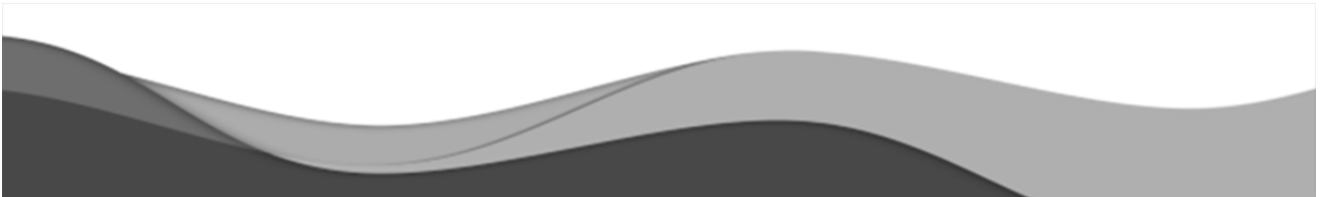
24. Are there any additional comments you would like to add related to the preliminary project findings and approach that you can view again here? Any additional general comments?

25. If you would like to join the project email list to receive notifications of upcoming project events and postings to the project webpage, please fill out the blanks below.

Name:

Organization (optional):

Email:



Appendix D: Workshop 1 Recap

A public workshop was held June 29, 2020, providing the ability to participate either in-person at the Collier Board of County Commission Chambers or via an online platform. The workshop had over 90 participants. A brief presentation was made to the participants, then the project team discussed questions and comments submitted by participants for the remainder of the workshop. For questions and comments not addressed directly during the discussion period, a follow-up recap of submitted questions/comments and responses from the project team was created. This recap is provided in the remainder of this appendix.

EAST NAPLES

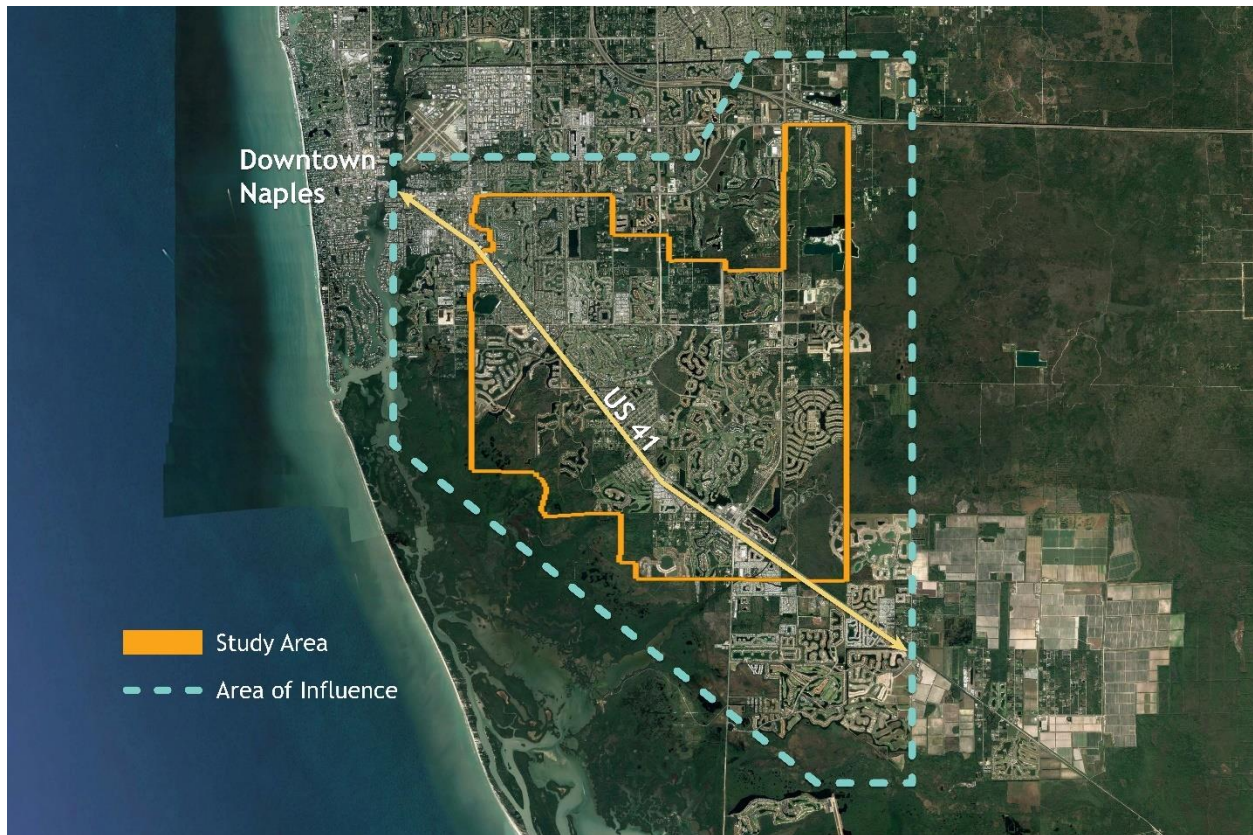
COMMUNITY DEVELOPMENT PLAN

Public Workshop 1: Response to Comments and Questions

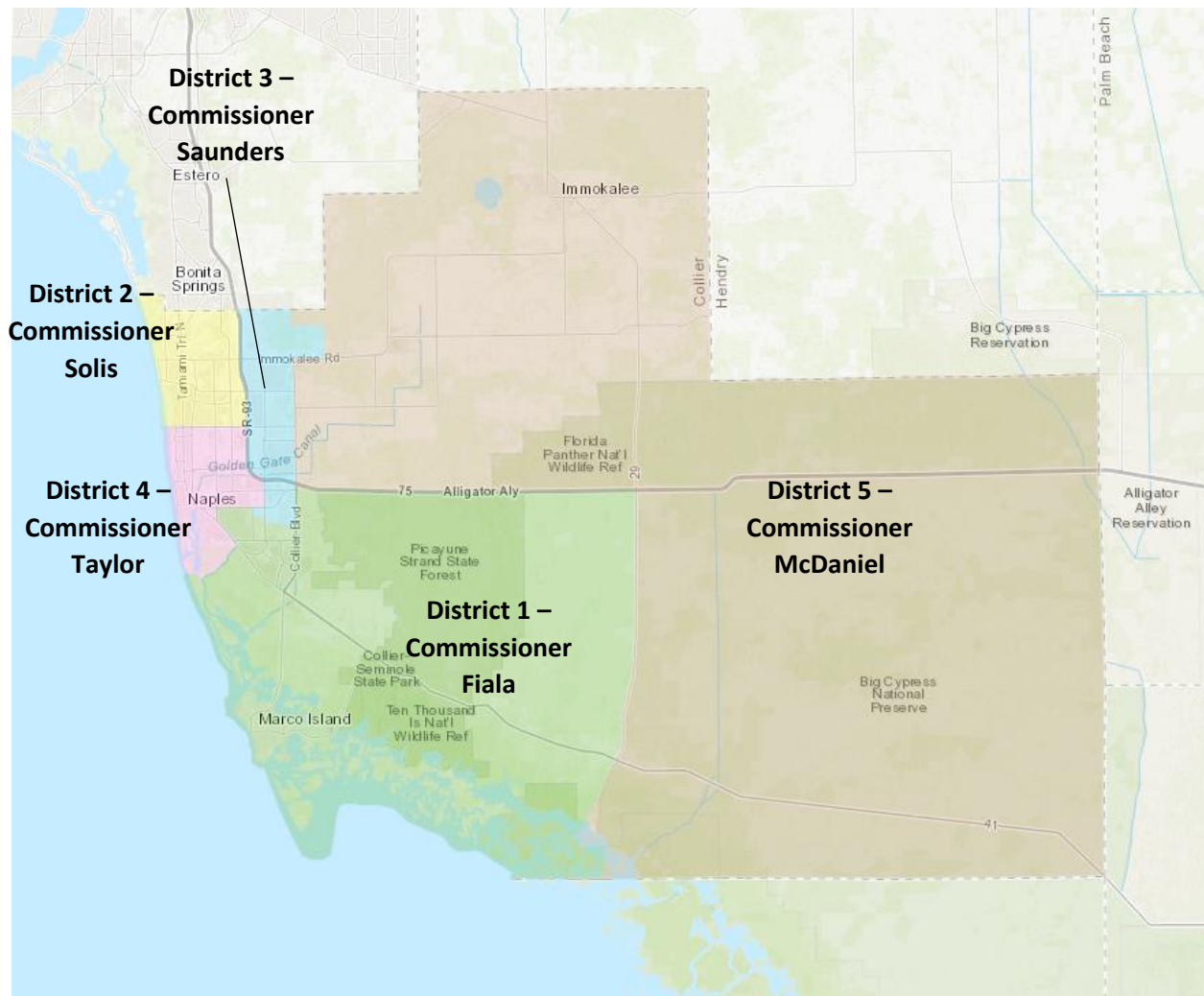
Thank you to everyone who joined us for the East Naples Community Development Plan public workshop held June 29, 2020! The following summarizes comments and questions received during event, along with responses from the project team. We will incorporate this input as we move forward with the next stages of the project.

Project Study Area

Project Study Area & Area of Influence Map



Collier County Commissioner Districts Map



Comments/questions on the Study Area boundary:

- What guided the study boundary? Was it Zoning/FLU?
- Why does the northern boundary of the study area exclude the area between County Barn and 951?
- Davis Boulevard is a natural boundary without regard to arbitrary district boundary. Development should be focused on serving people without regard to political boundaries.

The Study Area for this project (shown above) is used to run data and spatial analysis and was primarily informed by the District 1 boundaries with some adjustments for land use and roadway patterns; we are also looking at the surrounding area to account for major developments, improvements project, and other factors outside the Study Area that may influence the project. We anticipate that this plan will provide analysis, approaches, and recommendation options that can be referenced and easily adjusted for use by other areas in East Naples and the unincorporated county given many of the similar issues and land use/roadway patterns in these areas.

Is this webinar strictly concerning the US 41 corridor?

Part of the webinar covered information primarily relating to the US 41 Corridor, including a 2018 study focused on the corridor and possible opportunities for commercial development/redevelopment which are primarily located along this corridor. However, our project focus area and outreach includes surrounding areas and other major thoroughfares, so we are conducting analysis and gathering feedback on those points, as well. See the project study area map shown above.

Other areas mentioned for consideration:

- **Does the study include Marco Island with East Naples? The commercial needs for East Naples will also serve Marco residents.**
- **Also take into consideration to North Naples. Having commercial businesses that are only there presently creates an inordinate amount of traffic, particularly during peak season. There would be significant decrease in overcrowded roads if some of the commercial businesses have a presence in East/South Naples.**
- **Your developer input seemed to have concern about a lack of density. But there is tremendous additional population around the eastern area within a short drive. Would highlighting the areas of Winding Cypress, Collier Preserve, Reflection Lakes, Fiddler's Creek, etc. help make development more desirable? These developments are already online and expanding.**

We will account for how surrounding areas influence the Study Area, as mentioned above. Part of the consideration of how surrounding areas support existing retail in the Study Area or in other locations and how they may support any new retail that may be built relates to market demand dynamics; this plan will not include an in-depth market analysis, but as noted in the comments above, we have talked with members of the development community to get a general sense of what may be feasible for the area.

Vision & Branding

So far, I am not seeing anything that indicates a vision to a design for improving the area; the project is just going to move along with some minor improvements.

This first stage of the project really aims to identify or validate the existing understanding of what needs to be done in the area and establishing some foundational ideas to create forward-looking development concepts with renderings and options for an implementation program in the second half of this project.

Comments/questions on specific marketing/branding ideas:

- **There is a negative perception of East Naples, and there is a desire to rebrand the area, particularly in terms of the name; "South Naples" is an example of a possible rebrand [Several comments mention a desire to rebrand the area with a new name, although one comment indicated a desire not to rebrand].**
- **Rebrand the area and signage based on the existing built and natural environment; an example of a new name for the US 41 corridor is the Naples Everglades Trail as a connection of Fifth Avenue and the Beaches with the Everglades, Fatahatchee Strand, Big Cypress, Rookery Bay with a Collier County History Museum in between; there are also the blossoming Bayshore Arts District with the Botanical Garden, the Wang Center and the Bayshore Gateway**

Triangle Redevelopment Area 17-acre development yet to come, as well as parks: Sugden, Donna Fiala, East Naples, and Bayview.

- **What do you have in mind for a marketing agenda?**

We will document the issue of branding and marketing in our report, provide some foundational vision themes and land use concepts that can serve as a basis for more specific future branding and marketing efforts, and note some high-level guidance for these future efforts; this information will be developed in the second half of the project and presented at the next public meeting.

Please don't make East Naples as crowded as Florida's East Coast.

Concerns of overbuilding and overcrowding were key themes emerging from the initial survey responses, aligning with this particular comment. We will take this theme into account as we develop land use concepts for the area for review and feedback at the next public meeting and related online public engagement.

Land Use & Development

Comments related to attracting additional commercial development:

- **Please explain if commercial is already at 11% and 7% is not being used, why would we want to increase to 15%? I may not be reading this correctly but there is a lot of commercial buildings that are not in use up and down the 41 corridor. This is an eyesore on the community surrounding.**
- **Why would the Board allow more commercial development when we have so many commercial areas that are not viable? Case in point is the Outlet Center on 951, and up and down 41 there are empty store which are just an eyesore on the community that surround them.**

We have noted an estimated vacancy rate for existing commercial properties (7%), as well as the share of non-residential square footage built of total square footage built during the last decade (11%). Since 11% is lower than the 15% we observe elsewhere in similar parts of the county, we are showing that this area is underserved from what we might expect based on similar areas. The 7% vacancy rate in existing structures indicates the area is further underserved since these vacancies are not accounted for in the building square footage measures.

We hope our analysis shows some benchmarks that may be useful to think about the current amount of existing commercial and some potential feasible approaches to attracting more desirable uses, yet this analysis is merely a starting point for discussion. In addition to attracting tenants for vacancies in existing buildings, approaches include encouraging building on vacant lots or redevelopment of existing lots that are already targeted for commercial uses. These approaches do not have to include any increases in intensity from what is already allowed, yet increased allowances could be reviewed as a way to attract development in locations where the current allowances may be a constraining factor to developing or redeveloping existing sites. In this regard, we are relying on community comments and survey input to indicate the degree of additional commercial desired to help inform the ultimate approach to pursue; preliminary comment and survey results did not indicate a strong preference for pursuing approaches that involved increases in allowed commercial development.

A lot of businesses went out of business in the area. Big box stores have a colder character and are not very homey; boutique and mom-and-pop stores are nicer.

Many survey responses indicated a preference for functional and anchor retailers as well as smaller local businesses; the project team can account for these different types of retail and what approaches might help make them sustainable in the area.

What to do about updating older housing stock, including older condos?

In most instances, we rely on the market to address the redevelopment of housing units, particularly for multi-family. If land supply is constrained and/or the older housing provides a geographic advantage, developers will reinvest in an area. If there is a lot of new housing being built with similar access to jobs/amenities, reinvestment may take much longer. Grant programs are available through the Community and Human Services Department.

Questions related to the Bayshore Gateway Triangle Community Redevelopment Area Plan:

- **There was a plan to put in a cultural center off Bayshore Drive. Any update?**
- **What is happening to the land at Davis and 41?**
- **The area along Davis Boulevard and US 41 from the Triangle area heading east has unattractive strip malls. Any plans for those specifically?**

Plans for the areas along Bayshore Drive and Davis Boulevard/US 41 are addressed in the recently updated Bayshore Gateway Triangle Community Redevelopment Area Plan; you can get more information about this area and current efforts on the redevelopment area website: <https://bayshorecra.com/>.

For strip malls and strip commercial along US 41 east of the redevelopment area, the East Naples Community Development Plan will provide land use concepts to help guide redevelopment of sites such as those along US 41 in the future.

Is there not data that says unkept commercial properties are more apt to fail than those with a reasonable management that constantly improves the property?

Activating vacant lots and support for upkeep and beautification of properties are commonly included in approaches to redevelopment and stimulating local economic activity. One example is façade improvement programs, which are often used in redevelopment areas and business districts. Research on façade improvements based on outreach to a selection of downtown businesses in Wisconsin suggests that the businesses perceived some economic benefits after making façade investments (<https://fyi.extension.wisc.edu/resilientdowntowns/files/2016/06/Final-Report.pdf>), although note that many factors can affect the economic performance of an individual business or area.

Based on the preliminary findings presented, are there specific businesses being targeted for marketing a presence in East Naples?

In terms of desired uses, regulations and incentives will likely focus on general categories that capture these desired uses; future marketing efforts that build on this plan may be an opportunity to target specific businesses and retailers mentioned in comments and survey responses.

Have there been any large year-round employers that have expressed interest in establishing headquarters or office space in the study area or area of influence?

In addition to retailers, such as, HomeGoods, Burlington Coat Factory, etc., an Amazon Distribution Center will be locating to the East Naples area.

Comments on green spaces in the community:

- **Need to have more open space and public golf courses as most come here to enjoy the outdoors.**
- **Consider East Naples Community Park for the activity center at the Rattlesnake Hammock and 41 intersection.**

Having ample green space was a key theme emerging in general from the initial survey results, aligning with these comments. This point will be considered as we are developing recommendations in the second half of this project.

What is meant by Activity Center at [US 41 intersections with] Rattlesnake Hammock Road and Collier Boulevards. Would that be a casino?

Activity Centers are areas formally designated in the County's Growth Management Plan that are intended for more commercial intensity and mixed-use allowances relative to areas such as single-family residential neighborhoods. Preliminary survey results indicated that these are areas the project team should further evaluate for opportunities for desired commercial uses identified from the 2018 US 41 Corridor Study and further prioritized through preliminary survey results for this current planning effort. While casinos are not explicitly part of the list of desired uses we identified from the 2018 study findings, entertainment and nightlife uses were mentioned in the comments from our current survey efforts.

Any plans to purchase the Riviera Golf Club?

There have not been any discussions at this time to purchase the Riviera Golf Club.

Add car washes to the list of undesirable uses.

The project team will note this use as it looks at strategies for limiting undesirable uses in the second half of this project.

The gas station on US 41 broken down from Hurricane Irma still there! I asked about last year and was told it was waiting on permits. What's going on?

These comments have been referred to the County's Code Enforcement Division.

Why is a storage unit being built on US 41 next to CVS just east of Collier when residents made it very clear we did not want one?

Storage units have clearly been identified as an undesirable use, and a proposed amendment to the Land Development Code is under consideration to address concerns with self-storage uses by allowing these uses in C-4 commercial districts only in combination with other permitted uses as part of a mixed-use development and if it occupies less than 50% of the total area of the first floor. The East Naples

Community Development Plan process will document these efforts and evaluate other appropriate options to adjust the Land Development Code to discourage and/or obtain more preferable design for new uses of this type.

Comments/questions on a post office for the area:

- **The outlets on Collier would be the perfect place for a post office and a draw store...it would increase other businesses and help the area.**
- **I continue to be concerned about the lack of a United States Post Office in our area. Family pharmacy has a corner set up inside for this service. Can we look to develop postal service center in our area?**
- **Thank you for addressing the post office question. I am originally from Stony Brook NY. The original Stony Brook village surrounded the post office. Formed a village green surrounding it. Feels like home. We also need the service in the area! I travel to Marco Island. South Naples would be great!**

Collier County has limited authority over the placement of post offices, given that these are part of the federal government's jurisdiction as part of the United State Postal Service.

Questions/comments on specific anticipated developments:

- **We heard Home Goods, Burlington, and Planet Fitness are going in Freedom Square...when is this happening?**
- **When will Publix be going up on 41 east of Collier next to Fiddlers Creek?**

The County is not involved with leasing agreements and opening timeframes of storefronts, so related information is unknown. The Publix store at Fiddler's Creek is now under construction.

Transportation

Comments/questions on the US 41 overpass:

- **There is a tremendous amount of development east of Collier Blvd on 41 so a fly over would be helpful for transportation.**
- **What is the plan for the fly over at 41 and Collier Blvd?**

This project falls primarily under the jurisdiction of the Collier Metropolitan Planning Organization (MPO), a regional transportation planning organization. The US 41/Collier Boulevard overpass is shown as a need in the MPO's 2040 Long Range Transportation Plan (LRTP) but was not included in the Cost Feasible Plan (this latter plan indicates those projects with programmed funding). The MPO is currently updating the LRTP and extending the horizon year to 2045, so the plan regarding this project may change.

What are the plans for Davis Boulevard and Collier Boulevard?

While these roadways are under the jurisdiction of the Florida Department of Transportation (FDOT), the East Naples Community Development Plan will account for programmed improvements and coordinate with FDOT as needed on proposed local transportation options as part of the planning process.

Based on FDOT's Work Program for 2021-2025, Collier Boulevard south of US 41 approximately between Manatee and Tower Roads is undergoing lane addition/pavement rehabilitation. Collier Boulevard north of the East Naples Community Development Plan Study Area between Golden Gate Canal to Green Boulevard has activities programmed related to widening/resurfacing of existing lanes in 2024.

Improvement activities along Davis Boulevard between US 41 Radio Road were programmed in the 2015-2020 Work Program, and included activities related to widening/resurfacing of existing lanes, adding lanes, landscaping, signs/markings, lighting, and resurfacing, depending on the section. Some of these activities are noted as ongoing as of 2020.

Comments/questions on the FDOT north/south toll road:

- **Is there any update on the proposed FDOT toll road from Polk County south to Collier? Will that impact the design for East Naples?**
- **As the planning for East Naples continues, it is important to consider changes that are occurring outside of the proposed planning area and the impact those changes may have on our community. One such change, could be the FDOT North-South Connector Toll Road. If this roadway does in fact terminate in or near to East Naples, it will change the amount of traffic, commercial businesses possibilities and demographics of the community. I am not suggesting this is a positive or a negative just that items of this nature should be part of any long-range plan for our community.**

Nearly \$750 million was included in the State's budget to study and design the three M-CORES toll road projects including the Southwest-Central Florida Connector (previously referred to as the Heartland Parkway). The alignment for the corridor has not been determined at this point (another task force meeting is scheduled for 7/23). It is unlikely, however, that the corridor will extend south of I-75. We will monitor the M-CORES study and report details relevant to the ENCDP. For more information, visit: <https://floridamcores.com/>.

When will the widening of US 41 be finished?

The expansion of US 41 between Greenway Road and 6 L Farm Road from 2 to 4 lanes is identified in the 2040 LRTP Cost Feasible Plan for construction. However, it has not been funded in FDOT's 5-Year Work Program (which identifies the most immediate projects for implementation).

Specific bicycle and pedestrian concerns:

- **More dedicated, protected bike lanes that connect East/South Naples with Naples proper, to include pedestrian walkway(s) over US 41.**
- **The local St. Andrews road is experiencing a lot of traffic and has had issues including a pedestrian death.**

Non-motorized connections, including safety considerations, is a key theme that has emerged from prior and current outreach efforts; we will take into consideration comments on specific bike and pedestrian needs in addition to a review of existing transportation analysis and planning efforts that we will use as a basis for transportation options and recommendations in this plan.

Who is responsible for street direction signs, such as those for Naples Reserve Boulevard off US 41? It's very hard to see the entrance to Reflection Lakes and Naples Reserve from US 41.

The developer or community association is responsible for entrance signs; and, the County Transportation Dept. approves and installs all wayfinding and street signage on public roadways.

Other Public Facilities

With regards to residential expansion, what provisions have been made for an expansion on the school system in Manatee School district?

Based on data, analysis, and public input the goals of the East Naples Community Development Plan focus on improving options for non-residential land uses. As far as capacity for Manatee Elementary, current enrollment is 593 students; permanent capacity for this school as of 2018 is 706 seats, according to the Collier County School District, indicating that the current capacity can accommodate current enrollment.

Has a study of stormwater management systems along the US 41 corridor been done to determine expansion of canal capacity supporting the commercial development which is being considered?

County staff will coordinate with the FDOT to address stormwater needs/improvements for the area.

I hope that infrastructure needs for roads, stormwater management, parks, and schools, among other things, are thoroughly evaluated before deciding whether we need more restaurants and shopping centers in East Naples.

The Community Development Plan process will document existing and planned public facilities and services to support development and/or redevelopment in the area; more detailed impacts to public services and infrastructure are also analyzed as part of the development review process for new developments.

Participation

Can the August meeting also be a webinar, which will help summer travelers participate?

We plan to have a virtual component to our next meeting and related outreach/engagement efforts given the number of seasonal residents and social distancing considerations related to the coronavirus based on guidance from the Center for Disease Control.

Is there a committee one could be part of?

Based on recommendations in the ENCDP, various opportunities to participate in committees will be available to interested stakeholders/residents.

Do online participants need to do anything special to be added to the distribution list for updates? Did registering online automatically add us to that list?

Those who registered for the workshop virtually will be contacted to join the project email list; attendees can sign up for the list at any time on the project website (<http://colliercountyfl.gov/EastNaplesCDP>).

Will we receive the PowerPoint?

A recording of the webinar and a copy of the PowerPoint will be made available on the project website. We will send an email to the project email list once those materials are posted, and you can join the

email list via the project website (<http://colliercountyfl.gov/EastNaplesCDP>).

What if a lot more or different survey responses are received after the June 9th date when the preliminary survey results were analyzed for this workshop?

The project team will add any additional survey responses received between June 9th and July 9th to the overall survey summary, document findings, and note any changes to the preliminary findings in the subsequent public outreach and engagement efforts.

Other Topics

Do we have any projects on rain barrels?

The Stormwater and Pollution Control Sections have information on rain barrel programs and projects.

Are there any other plans to install art in the area? Love the new statue erected for Donna.

Aesthetics and design were key themes that emerged from the preliminary survey results. Comments such as this one on art can be considered as part of future branding discussions for the area. The Community Redevelopment Area just west of the East Naples Study Area is also developing a Public Art Plan, which can be viewed here: <https://bayshorecra.com/projects/public-arts-master-plan/>.

EAST NAPLES

COMMUNITY DEVELOPMENT PLAN

Technical Memorandum 2: Vision Elements, Land Use Concepts, and Recommendations

September 28, 2020

Prepared for



Prepared by



Table of Contents

| | | |
|-----|----------------------------------|----|
| 1.0 | Introduction | 4 |
| 2.0 | Vision..... | 6 |
| 3.0 | Land Use Concepts | 9 |
| 4.0 | Transportation Options | 54 |
| 5.0 | Additional Recommendations | 59 |
| 6.0 | Implementation | 62 |
| 7.0 | Appendices..... | 66 |

Figures

| | |
|--|----|
| Figure 1: Overview of Planning Process | 8 |
| Figure 2: Build-Out Scenarios..... | 10 |
| Figure 3: Non-Residential Square Footage Benchmarks..... | 12 |
| Figure 4: Pathway Connection Grand Lely Subdivision/ Donna Fiala Eagle Lakes Community Park | 55 |
| Figure 5: Short-Term Intersection Improvement Examples | 56 |
| Figure 6: Existing US 41 Cross Section Example | 57 |
| Figure 7: Proposed US 41 Cross Section – Rattlesnake Hammock Road | 57 |
| Figure 8: Proposed US 41 Cross Section – Naples Manor Area | 58 |

Maps

| | |
|--|----|
| Map 1: East Naples Study Area | 5 |
| Map 2: Land Use Concept Sites | 9 |
| Map 3: US 41 at Naples Manor and Surroundings | 14 |
| Map 4: US 41 at Naples Manor and Surroundings - Zoning..... | 16 |
| Map 5: US 41 at Naples Manor Connectivity Analysis..... | 18 |
| Map 6: US 41/Rattlesnake Hammock and Surroundings..... | 25 |
| Map 7: US 41/Rattlesnake Hammock and Surroundings – Zoning | 27 |
| Map 8: US 41/Rattlesnake Hammock Connectivity Analysis | 29 |
| Map 9: Existing Towne Centre and Surroundings | 36 |
| Map 10: Towne Centre and Surroundings – Zoning | 38 |
| Map 11: Towne Centre Connectivity Analysis | 40 |
| Map 12: Opportunity Zone in the East Naples Study Area | 53 |

Tables

| | |
|--|----|
| Table 1: US 41 at Naples Manor and Surroundings – Existing Land Uses | 15 |
| Table 2: US 41/Rattlesnake Hammock and Surroundings - Existing Land Uses | 26 |

| | |
|---|----|
| Table 3: Towne Centre and Surroundings - Existing Land Uses | 37 |
| Table 4: Land Use Build-Out Scenario Polling Results | 46 |
| Table 5: Implementation Summary | 64 |

1.0 Introduction

This second technical memorandum for the East Naples Community Development Plan builds on analytical and outreach findings from the first stages of the planning process, documented in Technical Memorandum 1. It recaps the desired direction for the community and provides land use concepts, recommendations related to transportation and other topics, and implementation guidance in response to this future vision.

Technical Memorandum 1 summarizes findings from the Background and Needs Assessment completed in the first stages of the project. The analysis showed that while the East Naples Study Area (Map 1) is generally well served by public facilities and services, it is underserved in terms of non-residential uses, with only 11% of current square footage built as non-residential relative to the unincorporated county as a whole that has a share of 15% non-residential square footage; the lack of quality commercial options was also identified as a major issue through outreach conducted in 2018 as part of the US 41 Corridor Study for this area. Initial outreach for this planning effort also indicated that additional development needed to be balanced with green space and aesthetic considerations. Additionally, more local transportation options and connections are needed, including for non-motorized travel.

This second technical memorandum provides a way forward for the community that responds to the vision elements identified through public engagement (detailed further in Section 2.0). and addresses the imbalance of residential and non-residential uses. It takes into consideration limitations and opportunities detailed further in Technical Memorandum 1:

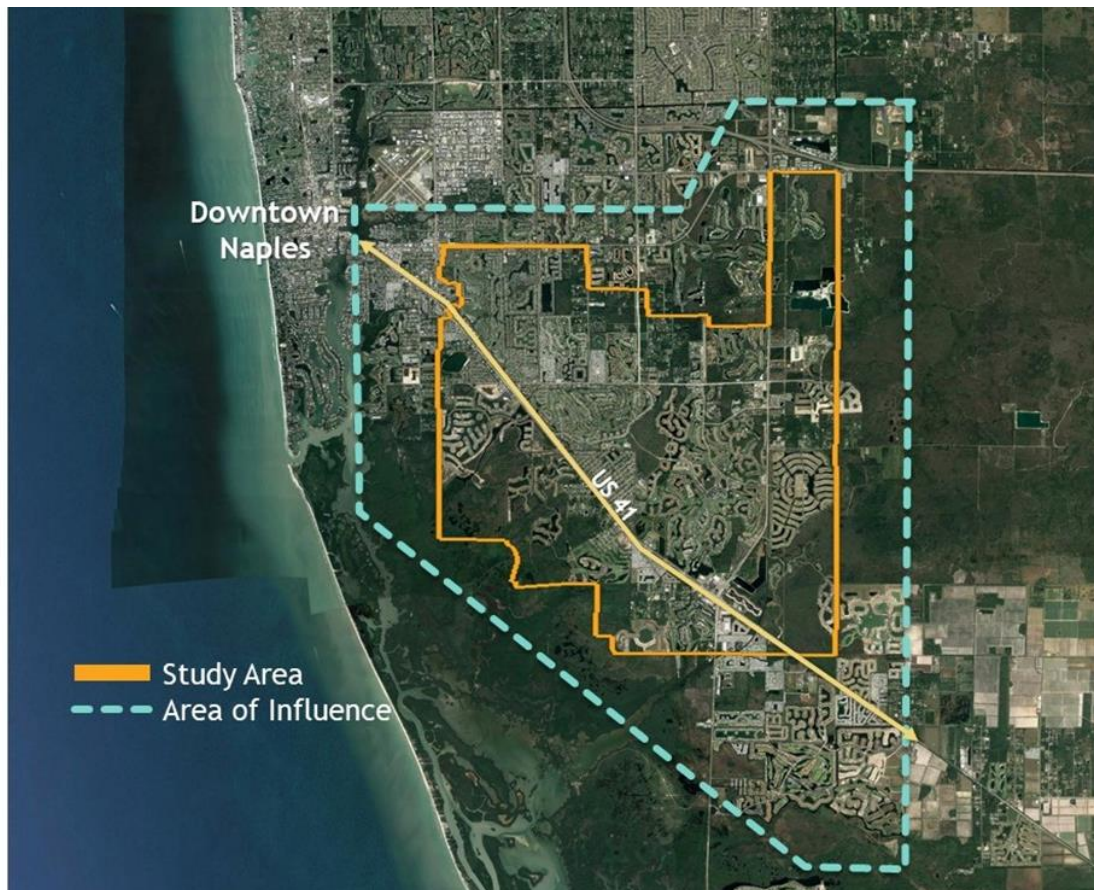
- limited roadway connections
- limited permanent population and overall density
- potential constraints of market demand
- likely development and redevelopment opportunities

The remainder of this technical memorandum includes the following sections:

- **Section 2.0: Vision** – provides elements of the future direction for the community, accounting for public engagement and analytical findings in Technical Memorandum 1 and additional stakeholder and community engagement completed for this technical memorandum; this section summarizes the full planning process, including engagement.
- **Section 3.0: Land Use Concepts** – provides land use concepts ranging from moderate to more robust changes on three selected sites in the East Naples Study Area that can be applied to other development and redevelopment opportunity sites; also includes regulatory, incentive, and longer-term planning considerations to implement concepts.
- **Section 4.0: Transportation Options** – summarizes complimentary options and alternatives to transportation improvements shown in the land use concepts to improve safety, comfort, and connectivity to destinations for various modes of transportation.

- **Section 5.0: Additional Recommendations** – summarizes recommendations for other potential topics of interest for future efforts, such as green space, marketing and branding, a recycling drop-off center for the area, housing affordability, landscaping and architectural styles, and signs.
- **Section 6.0: Implementation**– summarizes steps to take following the approval of this plan to implement recommendations, including marketing efforts, regulatory changes, long-term and capital planning processes, and budget programming.
- **Section 7.0: Appendices** – summarizes in more detail findings from additional community engagement:
 - **Appendix A:** summary of additional stakeholder meetings
 - **Appendix B:** summary of findings from second workshop and related online engagement

Map 1: East Naples Study Area



2.0 Vision

The following components are the basis for a future vision of the area:

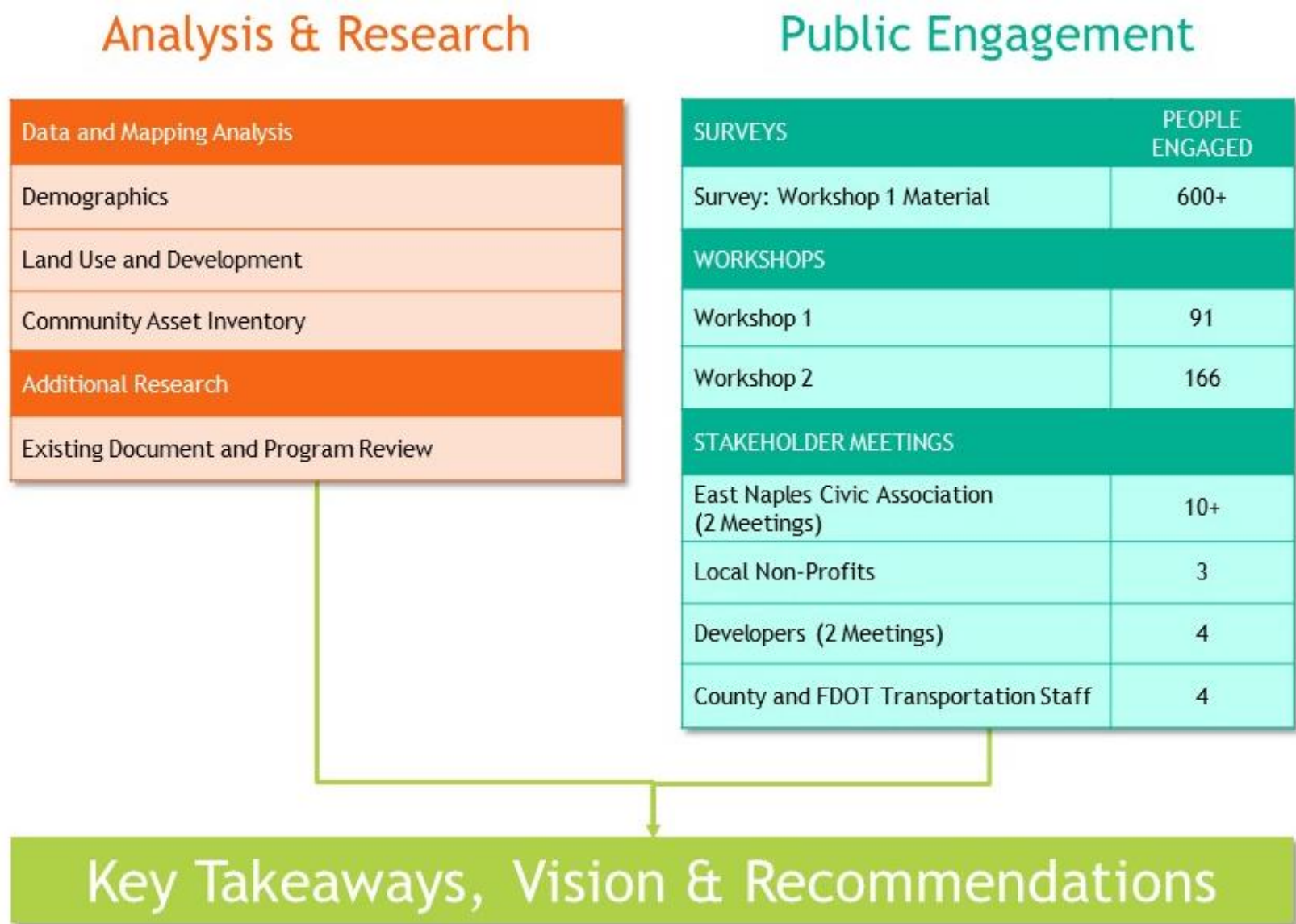


The elements above are based on the outreach and analytical findings from Technical Memorandum 1. There are additional considerations for affordability based on stakeholder meetings conducted for this technical memorandum (see Appendix A for details on additional stakeholder meetings). Figure 1 summarizes the complete set of analysis and engagement activities undertaken for this project.

Some stakeholders in the most recent meetings expressed strong concern over adding housing for low-income households in the Study Area, a concern also noted in outreach for Technical Memorandum 1. Other comments from outreach indicated that the area's value, or affordability given its proximity to several local attractions (Naples, beaches, etc.), was an asset. Additional stakeholder meetings for this technical memorandum with non-profits that provide housing indicated that there are increasing barriers to serving lower income households in the county in terms of housing. Technical Memorandum 1 also showed that renter households are facing particularly widespread burden issues – renters in the area already burdened; traditional multi-family units that are typically rental make up about 6% of the housing stock. This would be a particular issue for renters with lower incomes.

As a result, proposed concepts and recommendations include options for mixed-use that can support quality non-residential uses and potential opportunities for additional housing at market rates and more attainable price points. The stakeholder meeting with transportation agency staff also highlighted how mixed-use options could support the walkability and diversity of transportation options indicated as desirable in the community engagement.

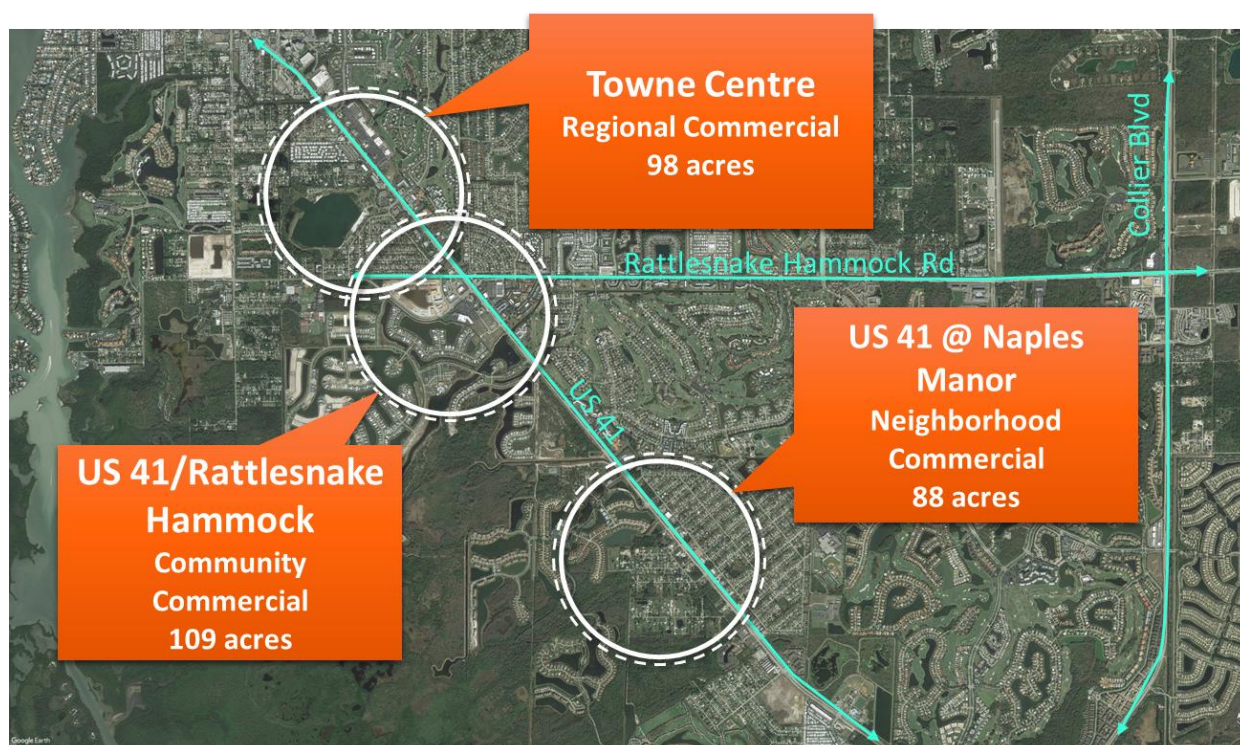
Figure 1: Overview of Planning Process



3.0 Land Use Concepts

The project team selected three sites in the East Naples Study Area to illustrate potential land use concepts: the US 41 at Naples Manor, US 41/Rattlesnake Hammock, and Towne Centre sites (Map 2). The sites graduate in terms of opportunity for intensity from the Naples Manor site, which is more neighborhood scale and furthest from the urban node of Downtown Naples, to the Towne Centre site, which is closest to Downtown Naples, contains a relatively large potential redevelopment site with greater depths, and has the potential for a larger regional draw. Aside from this variety of characteristics, the team chose these sites due to their current potential development and redevelopment opportunities, their alignment with location preferences identified through public outreach, and the potential for applicability of concepts on these sites to other sites in the Study Area and beyond, such as the outlet shops on Collier Boulevard south of US 41 and developments under consideration near Collier Boulevard and Rattlesnake Hammock Road.

Map 2: Land Use Concept Sites



Three build-out scenarios were created for each site, ranging from light to moderate to robust (Figure 2). Incentives to promote desired uses and approaches to discourage/prohibit undesired uses, discussed in more detail later in this section, could be used with any of the build-out scenarios.

Figure 2: Build-Out Scenarios

| Light | Moderate | Robust |
|--|---|---|
| <ul style="list-style-type: none">Focus on transportation, landscaping, and some development design improvements | <ul style="list-style-type: none">Partial site build-outMulti-floor mixed-use (ground floor commercial, upper floor office/residential, max. 3 floors) and ground floor commercialTransportation, landscaping, and development design elements | <ul style="list-style-type: none">Full site build-out, longer termMulti-floor mixed-use (ground floor commercial, upper floor office/residential, max. 3 floors) and ground floor commercialTransportation, landscaping, and development design elements |

These scenarios can help respond to:

- market demand, particularly given that developers saw residential density as a limiting factor on additional commercial uses and that there are a number of areas in Collier County where more urban-style and walkable areas are being promoted; this market demand may also shift in the future in terms of amount and type of retailers and offices, with the prevalence of big box retailers, general shifts in discretionary spending income for middle class households, and the rise of services-oriented buying, online retailers, and remote work.¹
- a possible approach to transition over time from current development styles and transportation design based on current, more suburban conditions to desired more walkable options.
- general community design, use, and density/intensity preferences identified through public engagement and documented in Technical Memorandum 1.

¹ Some sources indicate that, aside from the stressors of the pandemic on retailers such as those in traditional malls, these retailers have already faced declines due to the diminishing prominence of anchor department stores, the rise of big box retail that competes with mall-style retailers, less discretionary funds for middle class households, and a shift in focus from buying goods to buying services. Others anticipate a sustained increase in remote work due to the pandemic, which may affect office demand. See:

Austan Goolsbee (February 13, 2020) Never mind the internet. Here's what's killing malls, *The New York Times*.

Justine Griffin (December 11, 2015) What will fill the mall of the future? Probably not more department stores, *Tampa Bay Times*.

Katherine Guyot and Isabel V. Sawhill (April 6, 2020) Telecommuting will likely continue long after the pandemic, *Brookings*.

Sara DiNatale (May 28, 2020) COVID-19 has likely quickened the end of malls as we knew them, *Tampa Bay Times*.

- approaches that are repeatable at other development and redevelopment opportunity sites in the East Naples area and Collier County more generally.

They also illustrate approaches that have already been used elsewhere in more urban parts of the county, such as the City of Naples.

Note that aside from market demand, actual build-out would also depend on a more specific development program that accounts in more detail for requirements such as parking. Additionally, build-out, particularly as the scenarios get more robust, would likely occur in the long-term, perhaps requiring a decade or more to be constructed.

Technical Memorandum 1 also established non-residential building square footage benchmarks for gauging increases in desired commercial development. The share of square footage built in for unincorporated county is approximately 15%, while it is only 11% in the East Naples area. The project team calculated the additional square footage needed to move from the 11% mark to the 15% mark in the East Naples area, assuming current levels of residential development and a focus on desired commercial uses or other uses such as office incorporated with commercial as part of mixed-use development. Figure 3 illustrates which square footage benchmarks might be achieved with the use of a light, moderate, or robust approach at all the sites, with a focus on commercial and office; residential could be included in mixed-use, depending on market demand. However, these benchmarks are simply illustrative measures. Even adding small amounts of these uses can still meet the intent of community vision elements if focused on desired commercial types and quality development. Note that these calculations do not include vacancies in existing commercial structures.

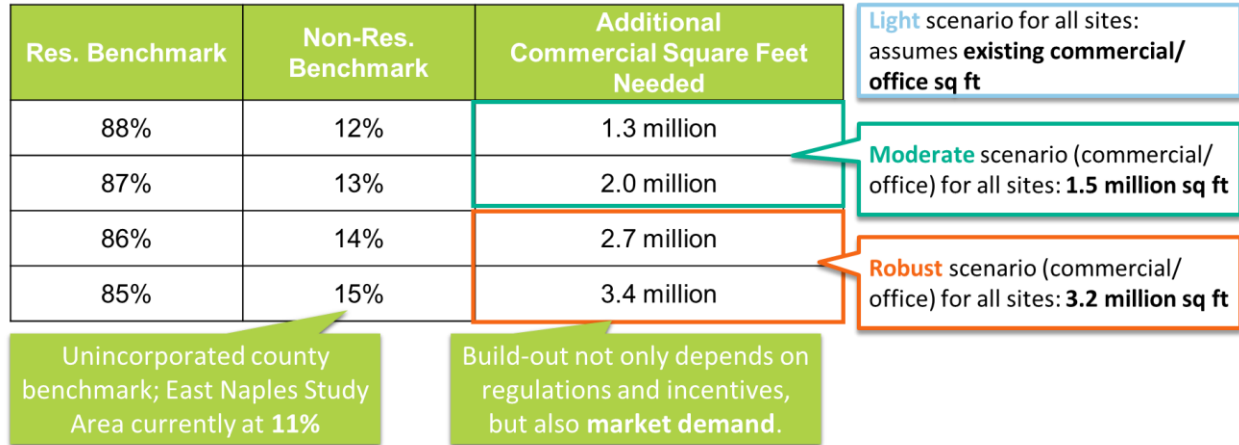


Source: Tindale Oliver



Source: Google Maps

Figure 3: Non-Residential Square Footage Benchmarks

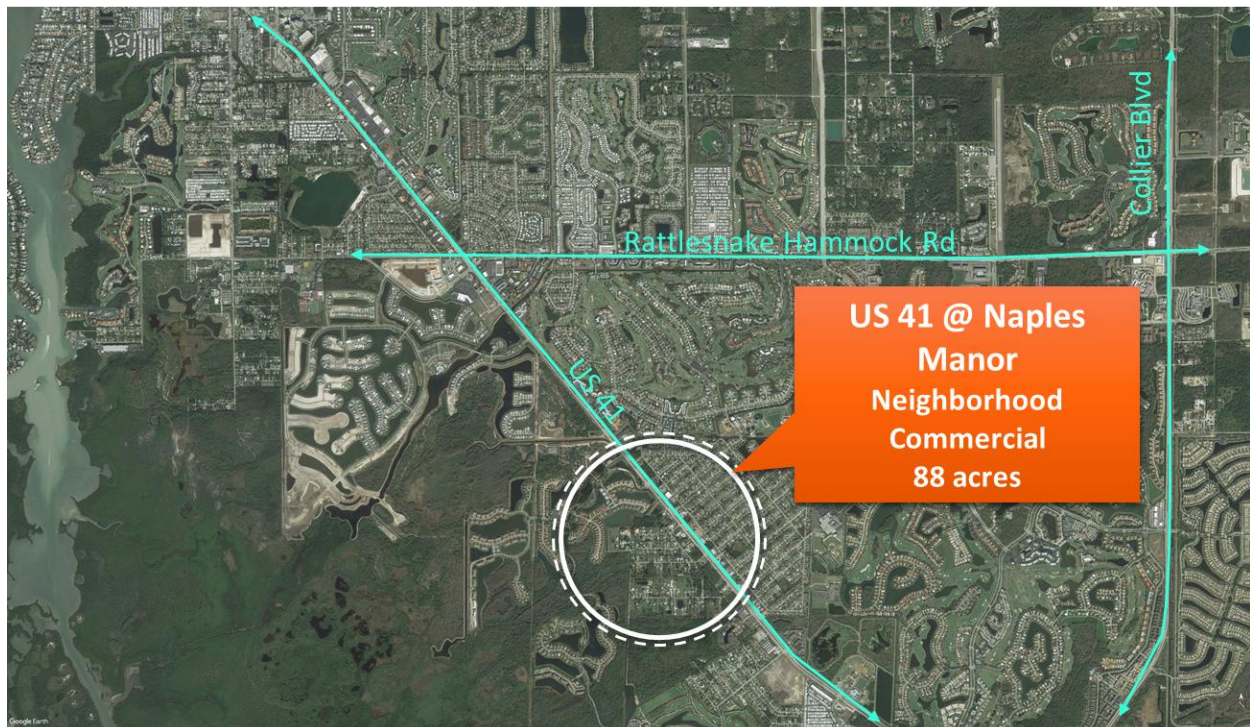


Note: the benchmarks shown assume current level of residential square footage and square footage/acreage added in addition to filling vacancies in existing commercial buildings.

For each of the build-out scenarios shown in this section, approximate additional commercial square footage is shown based on concept-level estimates, as well as a maximum amount of additional office or residential square footage, assumed to be in upper stories. These maximums are based on assumptions of upper story build out of all office or all residential; again, the actual built uses would depend on market demand, limitations when accounting more specifically for development requirements, and other external trends, likely resulting in some combination of residential and office. Approximations for a maximum number of employees or residential units that could be added based on the square footage maximums are also included.

The project team presented these scenarios to attendees of Workshop 2 to understand preferences for these different scenarios, the findings of which are discussed further at the end of this section and in Section 7.0, Appendix B.

US 41 Near Naples Manor



Existing Conditions

This site is furthest from the more urban node of Downtown Naples. Many of the streets connecting to US 41 in this area are neighborhood roads, and these connections to neighborhoods such as Naples Manor are fairly regular. The commercial lots along this corridor are also relatively shallow. As a result, the project team considered the lowest levels of potential intensity for this site, relative to the other sites. Map 3 provides a closer aerial view of the area. Table 1 shows the existing land uses for the area. Single-family and multi-family residential makes up much of the land use square footage in this area, given the surroundings of this segment of the corridor. Map 4 shows the zoning for this area.

Map 3: US 41 at Naples Manor and Surroundings



Data source: Collier County, Collier Metropolitan Planning Organization, Florida Department of Transportation, Florida Geographic Data Library, US Census

Table 1: US 41 at Naples Manor and Surroundings – Existing Land Uses

| Existing Land Use | Acreage | % of Area Acreage | Building Square Footage ¹ | % of Area Building Square Footage |
|--|---------|---------------------|--------------------------------------|-----------------------------------|
| Vacant | 36 | 9% | | |
| Single-Family Residential ² | 236 | 62% | 1,801,005 | 45% |
| Multi-Family Residential | 20 | 5% | 1,951,428 | 48% |
| Commercial | 21 | 5% | 168,478 | 4% |
| Golf/Parking/Tourism | 1 | 0% | | |
| Industrial | 2 | 1% | 57,791 | 1% |
| Institutional | 0 | 0% | 31,547 | 1% |
| Government | 8 | 2% | | |
| Other/Utility | 59 | 15% | 20,978 | 1% |
| Total | 382 | 100.0% ³ | 4,031,227 | 100% |

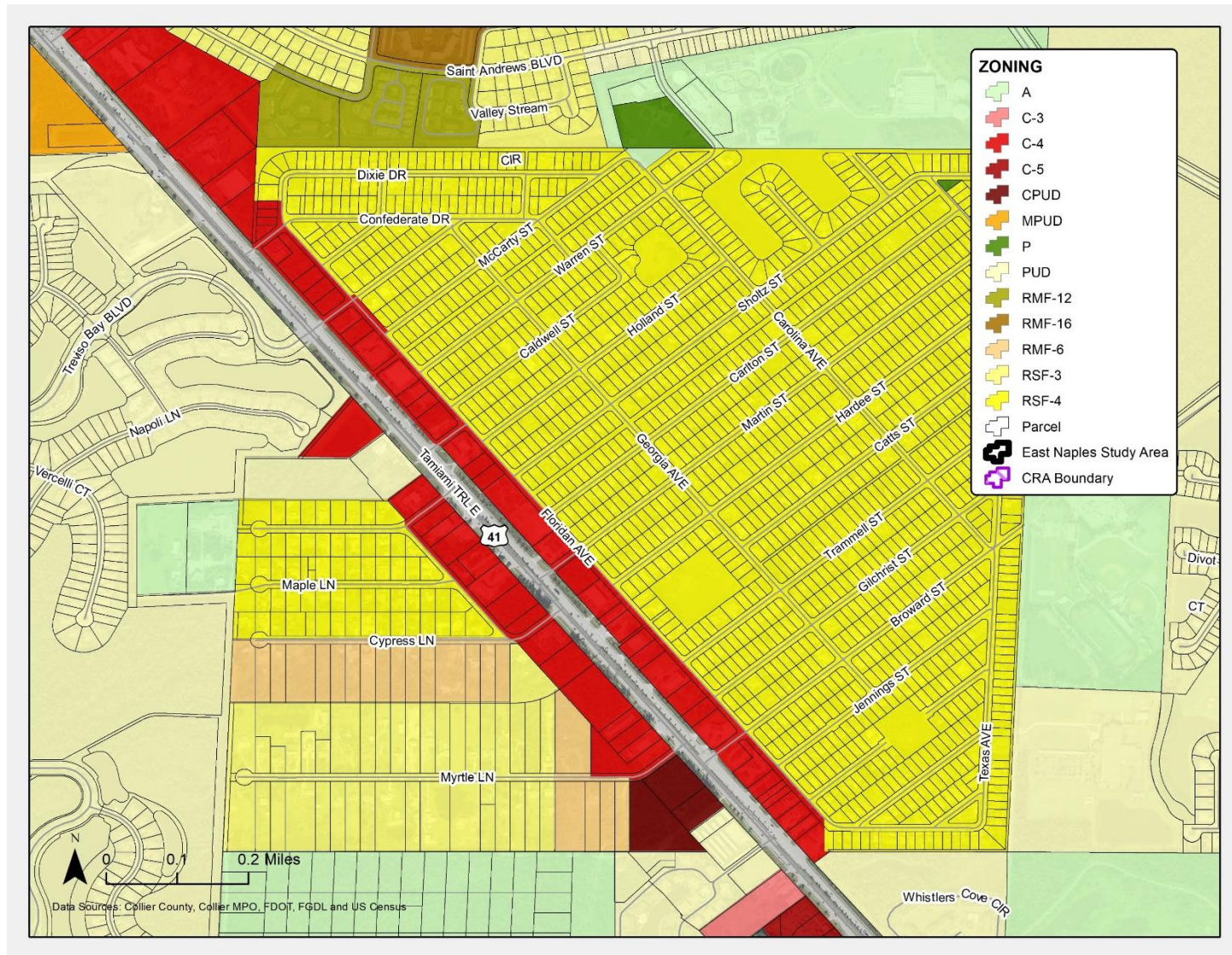
¹Where applicable

²Does not include residences formally designated mobile homes.

³There is a slight difference between total percentage as shown and summed percentages of land uses due to rounding.

Source: Florida Department of Revenue, 2019

Map 4: US 41 at Naples Manor and Surroundings - Zoning



Zoning Data Source: Florida Department of Revenue, 2019

Land Use Concept Build-Out Scenarios

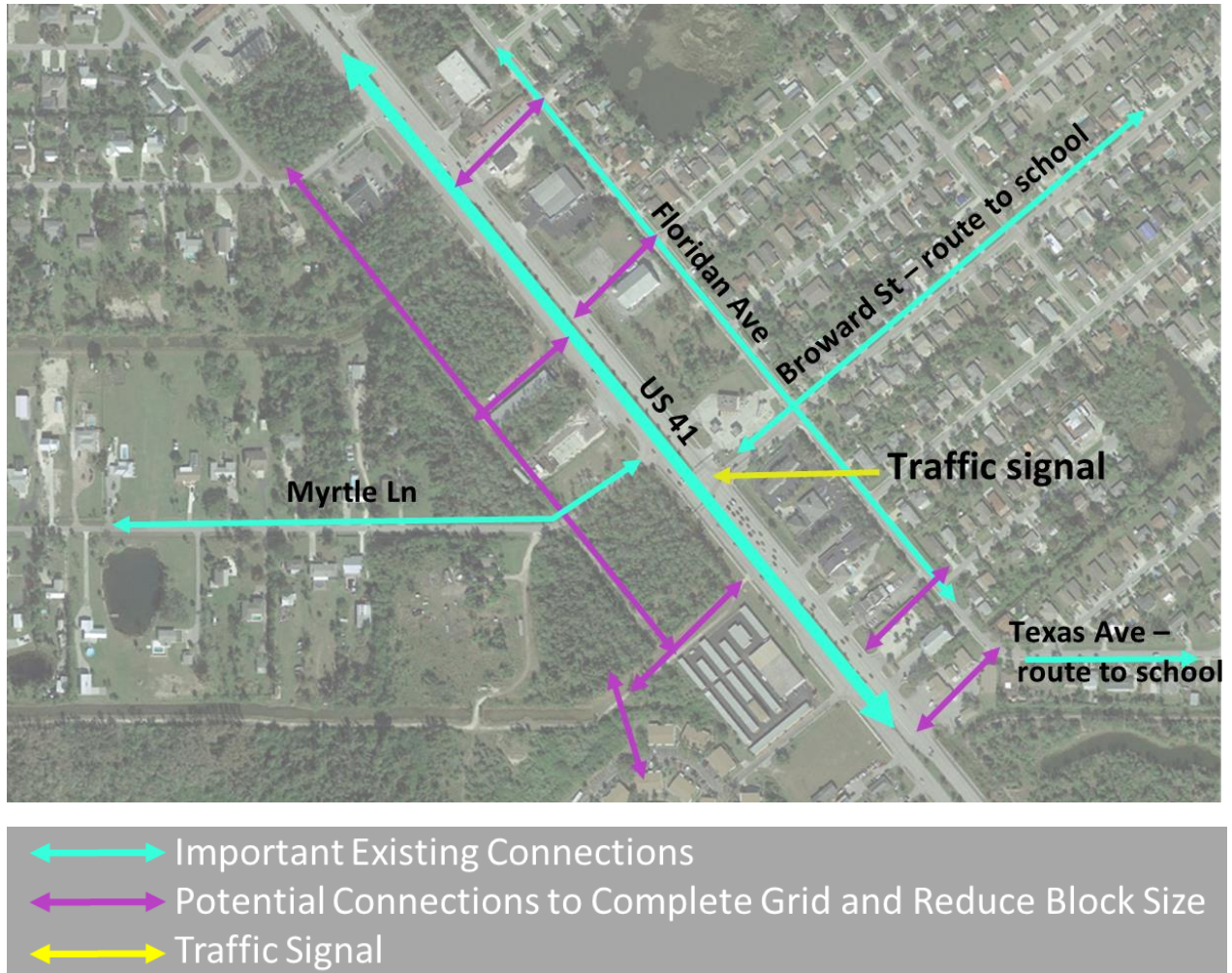
An 88-acre area of this section of US 41 was studied through more detailed aerial photography to develop the following build-out scenarios.



Source: PlusUrbia Design

A closer look at traffic connectivity in this area (Map 5) shows the near alignment of Myrtle Lane and Broward Street, intersecting with Tamiami Trail with the presence of a traffic signal. The fact that it is near the center of this node makes that intersection a natural place to start building a walkable, mixed use center. Additionally, the west side of Tamiami Trail lacks a parallel lane to link the commercial properties in the way that Floridan Avenue links the parcels on the east side. Such a lane would provide connectivity for the western side of Tamiami Trail and reduce the traffic pressure along Tamiami Trail.

Map 5: US 41 at Naples Manor Connectivity Analysis



US 41 @ NAPLES MANOR LIGHT CONCEPT



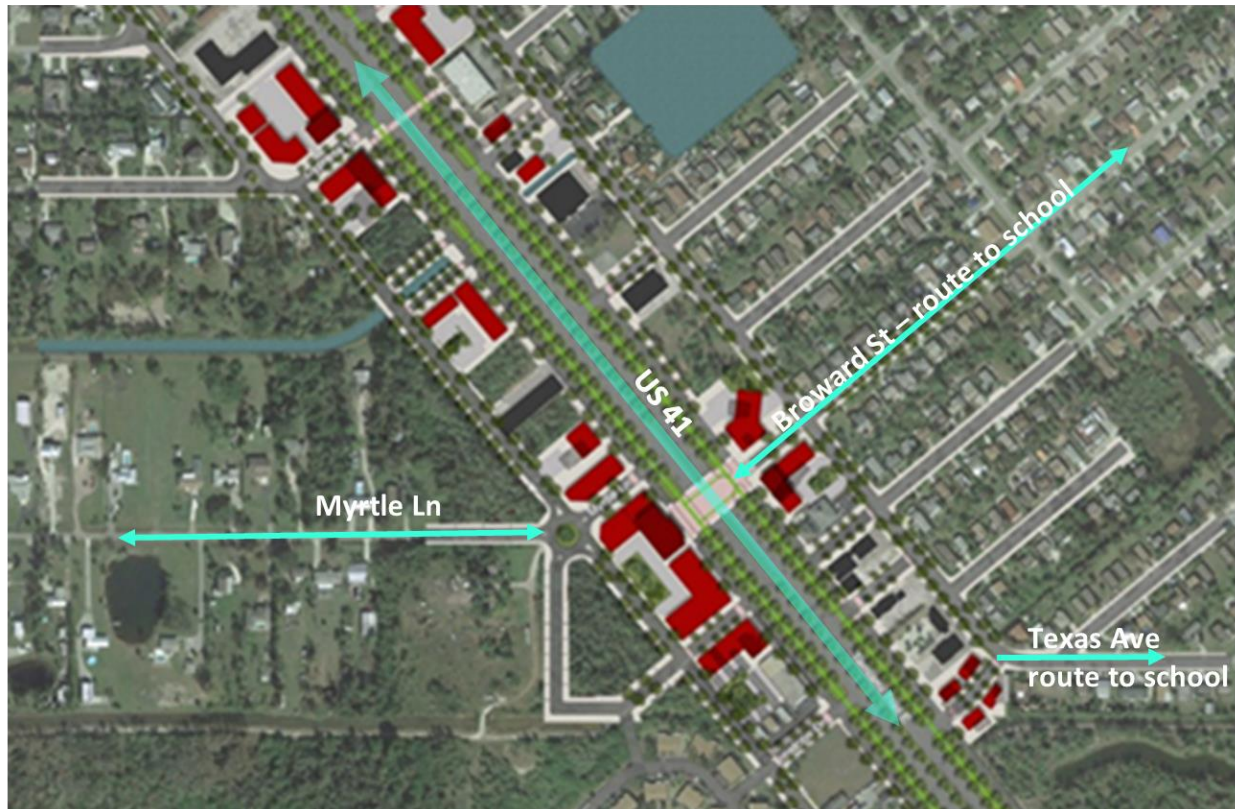
Source: PlusUrbia Design

Transportation and landscaping highlights:

- US 41 redesign as multi-way boulevard as it passes to the west of Naples Manor. This design would allow for higher speed traffic to move in the lanes of the central thoroughfare and lower speed traffic with a high degree of access and parking to be relegated to the side lanes (similar to Floridan Avenue on the east side); the side lanes and central thoroughfare are separated by a median that contains a protected multi-use pathway with trees.
- Improved connections to neighborhoods, including additional landscaping
- New connections between neighborhoods and US 41 via parking lots, which can help reduce block size
- Enhanced street crossings
- Protected intersection; may include elements such as: corner curb extensions where cyclists and pedestrians can wait for the crossing signal; clear crosswalks for pedestrians and a bike crossing zone, which are striped and positioned to maximize visibility for turning cars; stop bars for cars located slightly farther back than a conventional intersection's stop bars, allowing for wider crosswalks; and a textured area that assists with traffic calming
- Street parking

- Native plantings: multi-way boulevard can be planted with multiple rows of Florida Royal Palms; canopy trees on other streets might include: Florida Live Oak, Gumbo Limbo, Bald Cypress, Florida Maple, Paradise Tree, Satinleaf, Florida Slash Pine, Pigeon Plum, Dahoon Holly, and Wild Tamarind, supplemented by palms such as cabbage palm, Florida Silver Palm, Keys Brittle Thatch Palm, Buccaneer Palm, and Saw Palmetto

US 41 @ NAPLES MANOR MODERATE CONCEPT



DEVELOPMENT ESTIMATES

| | |
|------------------------------|----------------------------|
| Commercial Sq Ft Added | 254,000 |
| Max. Office/Res. Sq Ft Added | 59,000 |
| Max Employees/Units Added | 700 employees/ 40 units |

LEGEND

- Existing Buildings
- 3 story Infill / Redevelopment
- 1 story Infill / Redevelopment
- Demolished Structures



Land use and design highlights (in addition to highlights from Light concept):

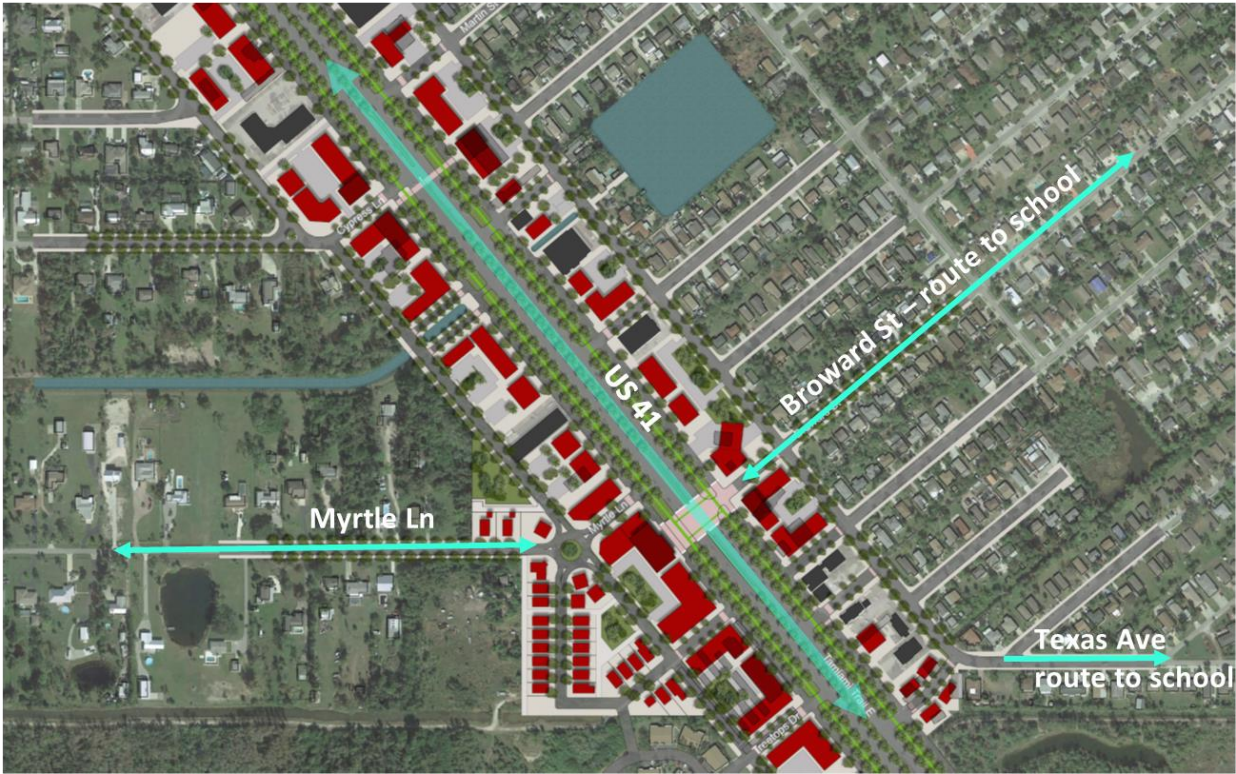
- Spaces along street frontage filled in with buildings that hug the edge of parcels to support walkability
- Mix of ground-floor commercial and some multi-story mixed-use with commercial and office/residential (more limited build-out in this concept); warehouse space can be encouraged to redevelop as mixed-use
- “Gas backwards” gas station design- placement of the fuel pumps at the rear of the site and the store at the front of the site along the roadway, making the store easily approachable by pedestrians and cyclists

Source: concept images - PlusUrbia Design; calculations – Tindale Oliver

Notes on calculations:

- *Numbers based on conceptual design and rounded. The calculations shown herein are conceptual and do not guarantee potential build-out.*
- *Maximum square footage of either office or residential indicates that which could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of the two would be possible.*
- *Maximum employees or units indicate those that could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of office and residential would be possible. Assumed 1400 sq ft unit, 300 sq ft of office per employee, 500 sq ft of retail per employee.*

US 41 @ NAPLES MANOR ROBUST CONCEPT



DEVELOPMENT ESTIMATES

| | |
|------------------------------|-------------------------------|
| Commercial Sq Ft Added | 329,000 |
| Max. Office/Res. Sq Ft Added | 170,000 |
| Max Employees/Units Added | 1,200 employees/ 120 units |

LEGEND

- Existing Buildings
- 3 story Infill / Redevelopment
- 1 story Infill / Redevelopment
- Demolished Structures



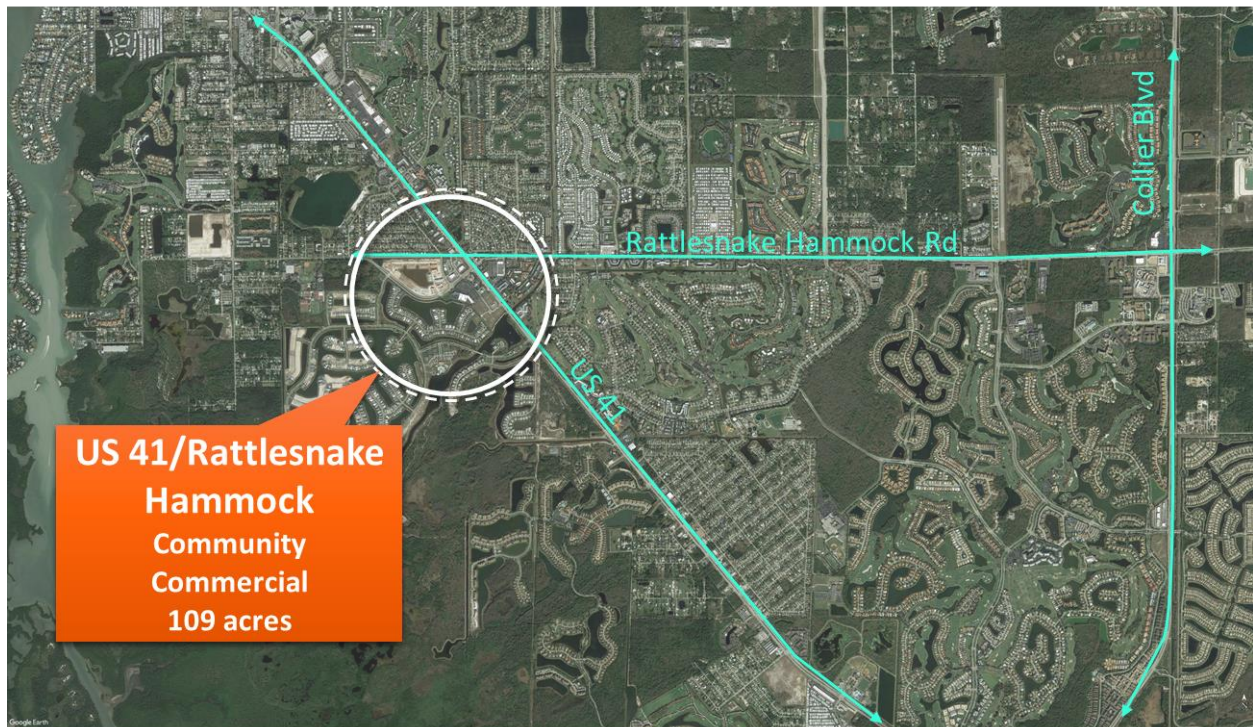
Highlights include those of the Light and Moderate concepts, with a more complete build-out across the site.

Source: concept images - PlusUrbia Design; calculations – Tindale Oliver

Notes on calculations:

- *Numbers based on conceptual design and rounded. The calculations shown herein are conceptual and do not guarantee potential build-out.*
- *Maximum square footage of either office or residential indicates that which could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of the two would be possible.*
- *Maximum employees or units indicate those that could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of office and residential would be possible. Assumed 1400 sq ft unit, 300 sq ft of office per employee, 500 sq ft of retail per employee.*

US 41 and Rattlesnake Hammock



Existing conditions

This site lies at the intersection of US 41 and Rattlesnake Hammock Road, approaching the urban node of Downtown Naples; as a result, the project team considered it to have an opportunity for more intensity relative to the Naples Manor site, if desired. The unique roadway layout includes radial streets. Map 6 shows the area in more detail. Table 2 summarizes the existing land uses in terms of acreage and square footage. The area includes a variety of commercial and residential uses, including both multi-family and single-family housing that make up significant shares of the square footage in the area. Map 7 shows the zoning for the area.

Map 6: US 41/Rattlesnake Hammock and Surroundings



Data source: Collier County, Collier Metropolitan Planning Organization, Florida Department of Transportation, Florida Geographic Data Library, US Census

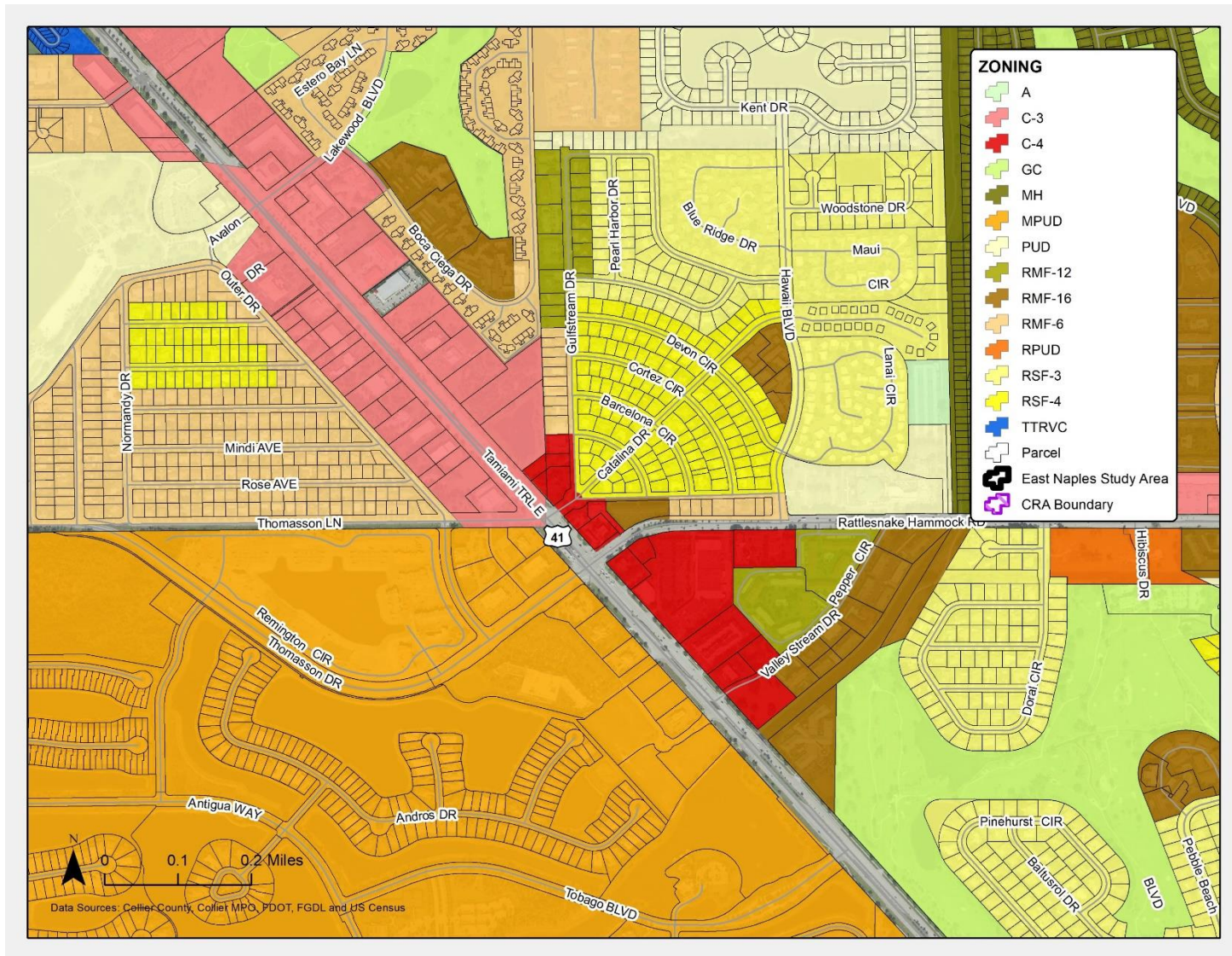
Table 2: US 41/Rattlesnake Hammock and Surroundings - Existing Land Uses

| Existing Land Use | Acreage | % of Area Acreage | Building Square Footage ¹ | % of Area Building Square Footage |
|---------------------------|---------|-------------------|--------------------------------------|-----------------------------------|
| Vacant | 24 | 8% | | |
| Single-Family Residential | 112 | 40% | 1,226,634 | 37% |
| Mobile Home | 2 | 1% | 19,476 | 1% |
| Multi-Family Residential | 18 | 7% | 1,334,173 | 41% |
| Commercial | 68 | 24% | 501,879 | 15% |
| Golf/Parking/Tourism | 1 | 0% | | |
| Institutional | 7 | 2% | 191,282 | 6% |
| Government | 50 | 18% | | |
| Other/Utility | 1 | 0% | 11,092 | 0% |
| Total | 284 | 100.0% | 3,284,536 | 100% |

¹Where applicable

Source: Florida Department of Revenue, 2019

Map 7: US 41/Rattlesnake Hammock and Surroundings – Zoning



Zoning Data Source: Florida Department of Revenue, 2019

Land Use Concept Build-Out Scenarios

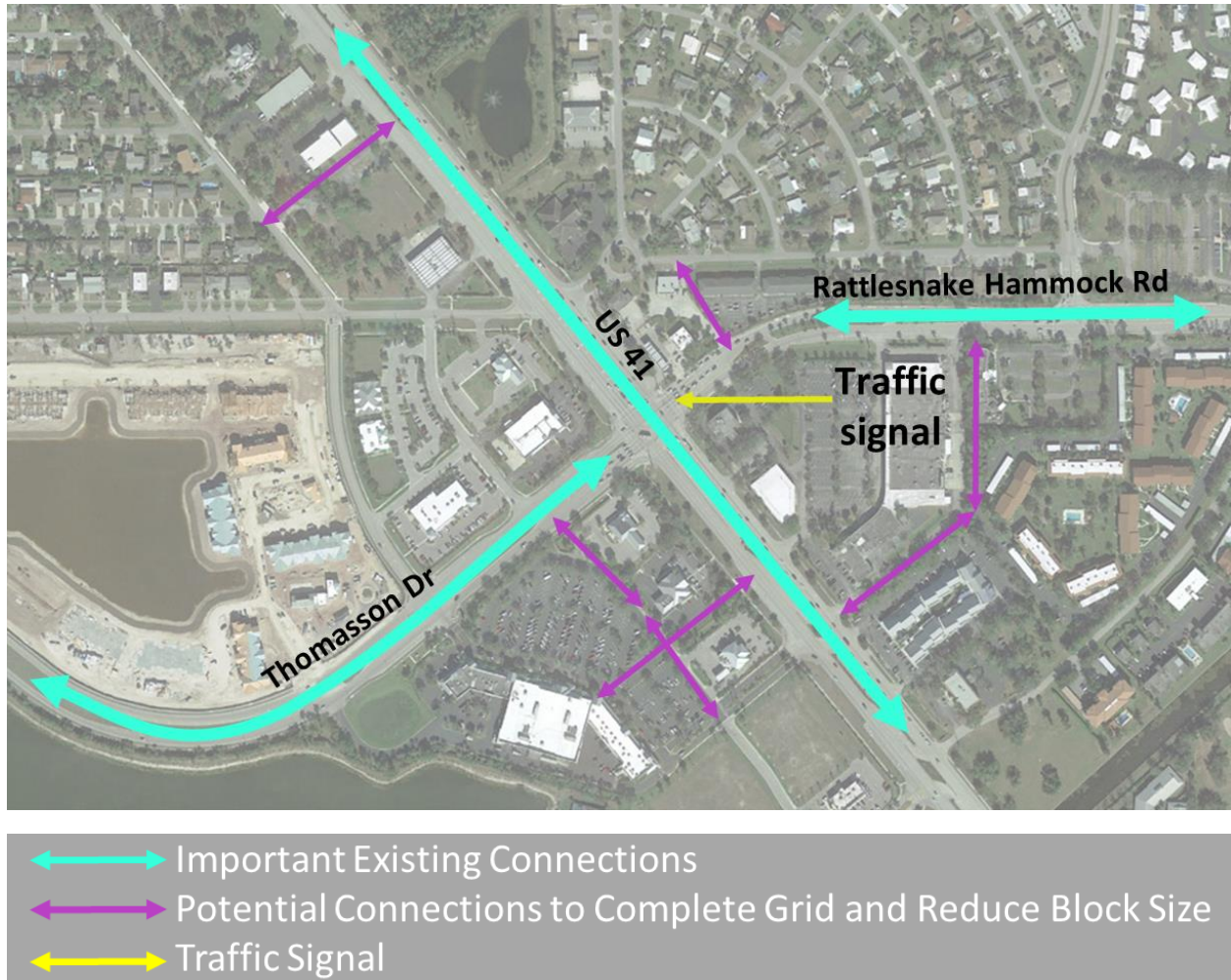
A 109-acre area around the intersection was studied through more detailed aerial photography to develop the following land use concept.



Source: PlusUrbia Design

A transportation connectivity analysis on the site (Map 8) shows potential opportunities to connect parking lots and parcels, reducing pressure on certain intersections and reduce the size of large blocks.

Map 8: US 41/Rattlesnake Hammock Connectivity Analysis



US 41/RATTLESNAKE HAMMOCK LIGHT CONCEPT



Source: PlusUrbia Design

Transportation and landscaping highlights:

- Protected intersection at US 41/Rattlesnake Hammock Road (see Naples Manor description for details)
- Other enhanced street crossings with adjusted signal timing to aid pedestrian crossings
- Wider sidewalks
- Bike lanes with buffer zone in place of conventional bike lanes
- Planting strips, native plants (see Naples Manor description for more details)
- Hidden parking screened in mid-block lots
- Street parking
- Cardinal Way is a local street that can be made for walkable with sidewalks, parallel parking, street trees, lanterns and street furniture
- Large surface parking lots can be transformed into parking decks with mixed-use development, freeing up more space for new retail, housing, civic uses and open space

US 41/RATTLESNAKE HAMMOCK MODERATE CONCEPT



DEVELOPMENT ESTIMATES

| | |
|------------------------------|-------------------------------|
| Commercial Sq Ft Added | 372,000 |
| Max. Office/Res. Sq Ft Added | 372,000 |
| Max Employees/Units Added | 2,000 employees/ 270 units |

LEGEND

- Existing Buildings
- 3 story Infill / Redevelopment
- 1 story Infill / Redevelopment
- Demolished Structures



Land use and design highlights (in addition to highlights from Light concept):

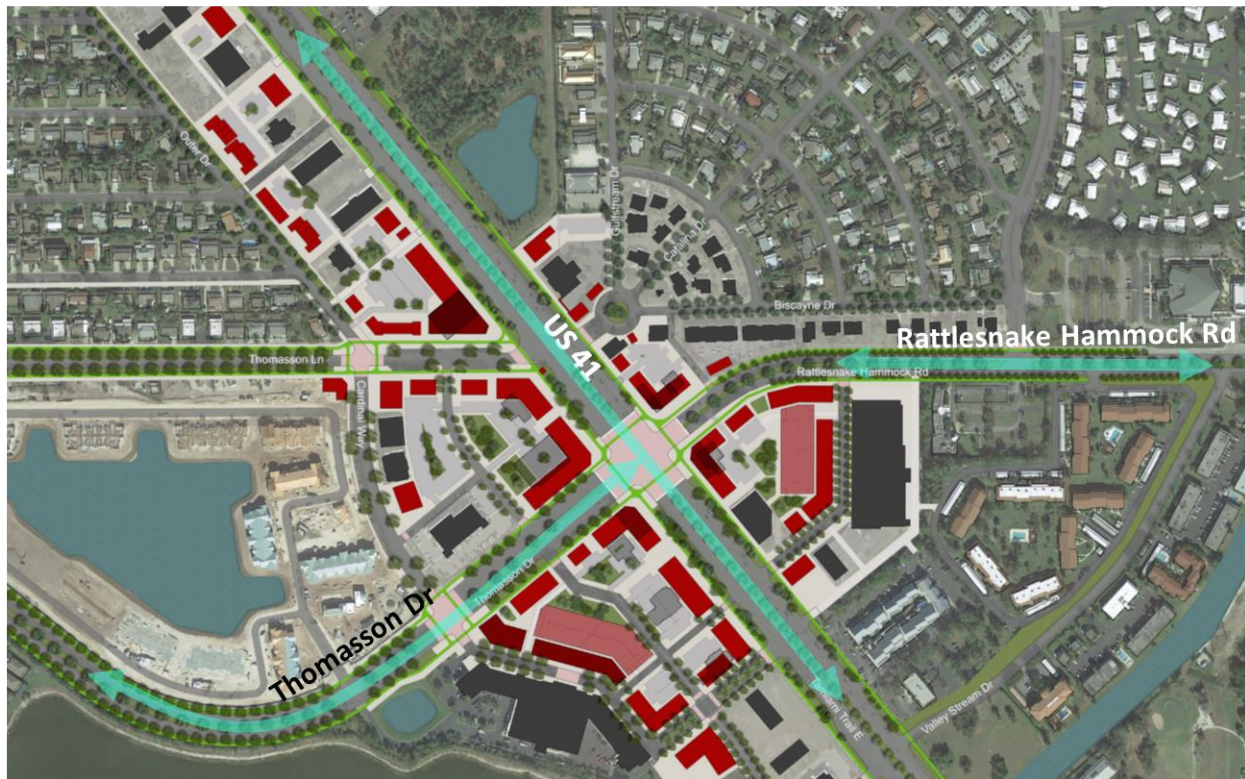
- Spaces along street frontage filled in with buildings, shaping the streets; corner properties are developed to hug the intersection, creating a focal point for those traveling along US 41.
- Mix of ground-floor commercial and some multi-story mixed-use with commercial and office/residential; anchor stores can be left in place.

Source: concept images - PlusUrbia Design; calculations – Tindale Oliver

Notes on calculations:

- *Numbers based on conceptual design and rounded. The calculations shown herein are conceptual and do not guarantee potential build-out.*
- *Maximum square footage of either office or residential indicates that which could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of the two would be possible.*
- *Maximum employees or units indicate those that could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of office and residential would be possible. Assumed 1400 sq ft unit, 300 sq ft of office per employee, 500 sq ft of retail per employee.*

US 41/RATTLESNAKE HAMMOCK ROBUST CONCEPT



DEVELOPMENT ESTIMATES

| | |
|------------------------------|-------------------------------|
| Commercial Sq Ft Added | 454,000 |
| Max. Office/Res. Sq Ft Added | 454,000 |
| Max Employees/Units Added | 2,400 employees/ 320 units |

LEGEND

- Existing Buildings
- 3 story Infill / Redevelopment
- 1 story Infill / Redevelopment
- Demolished Structures



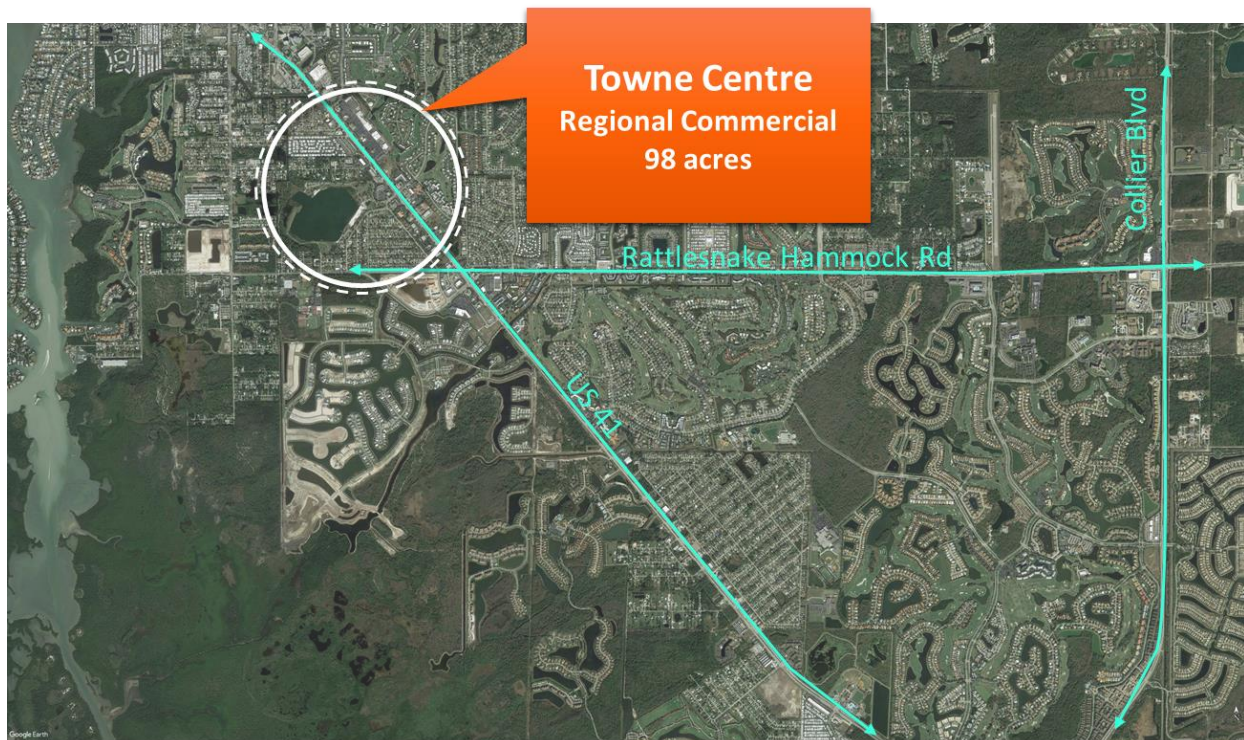
Highlights include those of the Light and Moderate concepts, with a more complete build-out across the site.

Source: concept images - PlusUrbia Design; calculations – Tindale Oliver

Notes on calculations:

- Numbers based on conceptual design and rounded. The calculations shown herein are conceptual and do not guarantee potential build-out.
- Maximum square footage of either office or residential indicates that which could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of the two would be possible.
- Maximum employees or units indicate those that could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of office and residential would be possible. Assumed 1400 sq ft unit, 300 sq ft of office per employee, 500 sq ft of retail per employee.

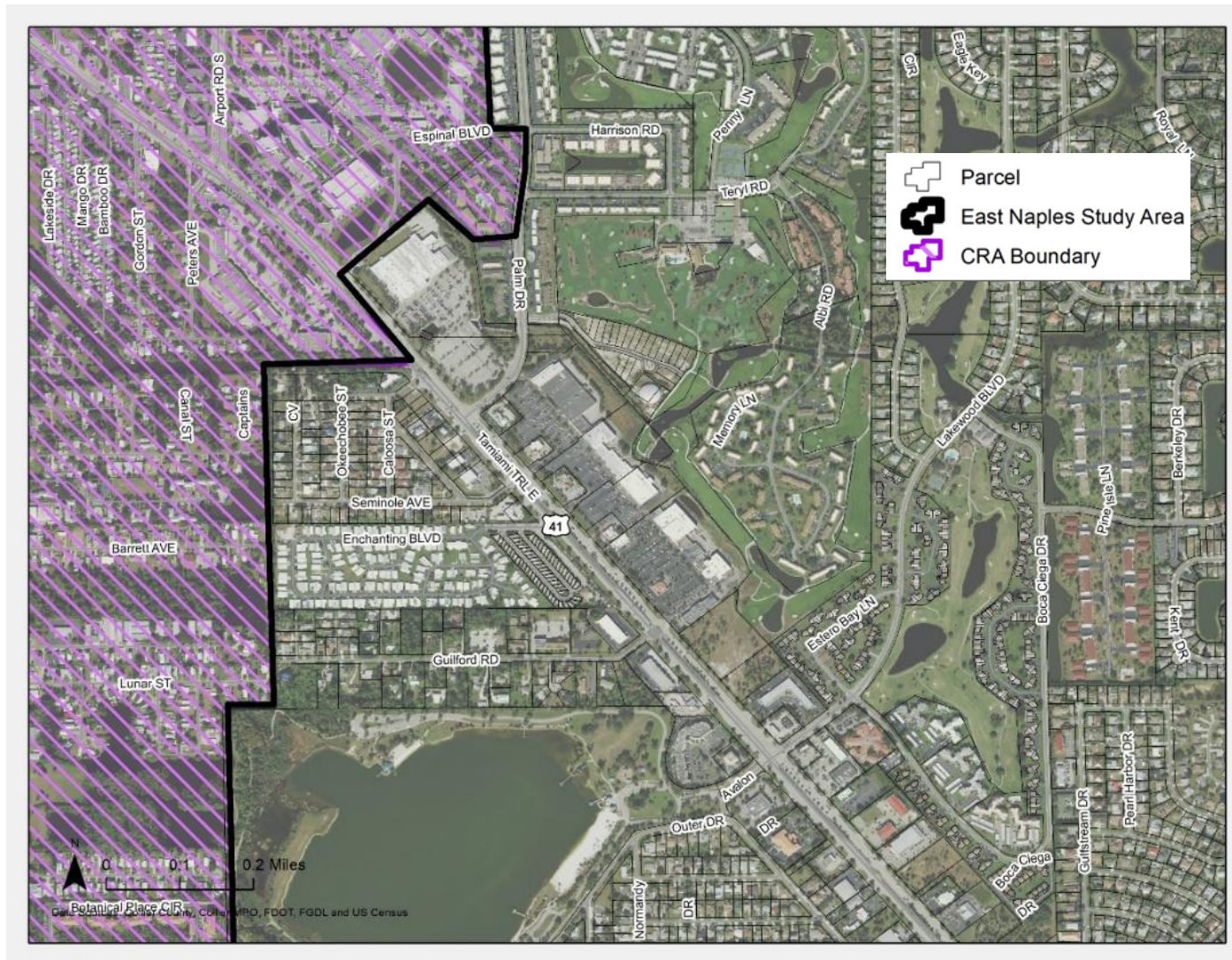
Towne Centre



Existing conditions

The Towne Centre site (Map 9) is a large open strip commercial mall that has been the topic of redevelopment discussions in recent years. The lot depths are approximately double the size of other commercial lots fronting the US 41 corridor, allowing more flexibility in its redevelopment. This site is also the closest to Downtown Naples. As a result, the project team considers this site an opportunity for the most added intensity, relative to the other sites considered, if desired. Table 3 shows acreages and building square footage of existing land uses for the Towne Centre site and its surroundings, based on the extent shown in Map 9. Much of the acreage is government-related due to the Collier County Government Center in the area, just outside the Study Area boundary. Commercial uses make up about a third of acreage and square footage. Multi-family residential is far less prominent in terms of acreage, yet much more prominent in terms of square footage due to density. Map 10 shows the current zoning for this area.

Map 9: Existing Towne Centre and Surroundings



Data source: Collier County, Collier Metropolitan Planning Organization, Florida Department of Transportation, Florida Geographic Data Library, US Census

Table 3: Towne Centre and Surroundings - Existing Land Uses

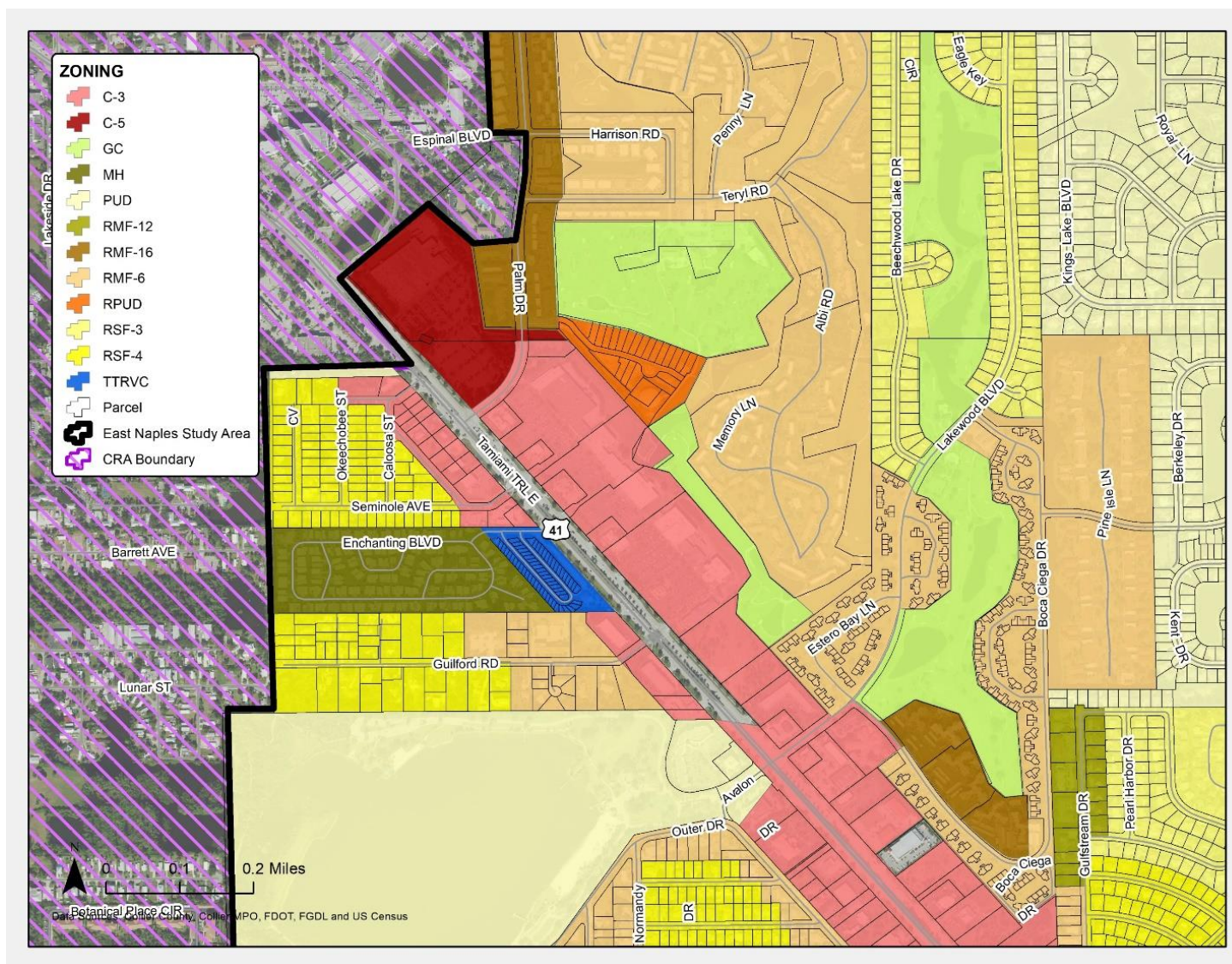
| Existing Land Use | Acreage | % of Area Acreage | Building Square Footage ¹ | % of Area Building Square Footage |
|--|---------|-------------------|--------------------------------------|-----------------------------------|
| Vacant | 18 | 6% | | |
| Single-Family Residential ² | 44 | 15% | 321,006 | 13% |
| Multi-Family Residential | 5 | 2% | 1,296,884 | 51% |
| Commercial | 94 | 32% | 844,774 | 33% |
| Golf/Parking/Tourism | 1 | 0% | | |
| Industrial | 0 | 0% | 2,880 | 0% |
| Institutional | 9 | 3% | 68,364 | 3% |
| Government | 121 | 41% | | |
| Other/Utility | 3 | 1% | 7,764 | 0% |
| Total | 296 | 100.0% | 2,541,672 | 100% |

¹Where applicable

²Does not include residences formally designated mobile homes.

Source: Florida Department of Revenue, 2019

Map 10: Towne Centre and Surroundings – Zoning



Zoning Data Source: Florida Department of Revenue, 2019

Land Use Concept Build-Out Scenarios

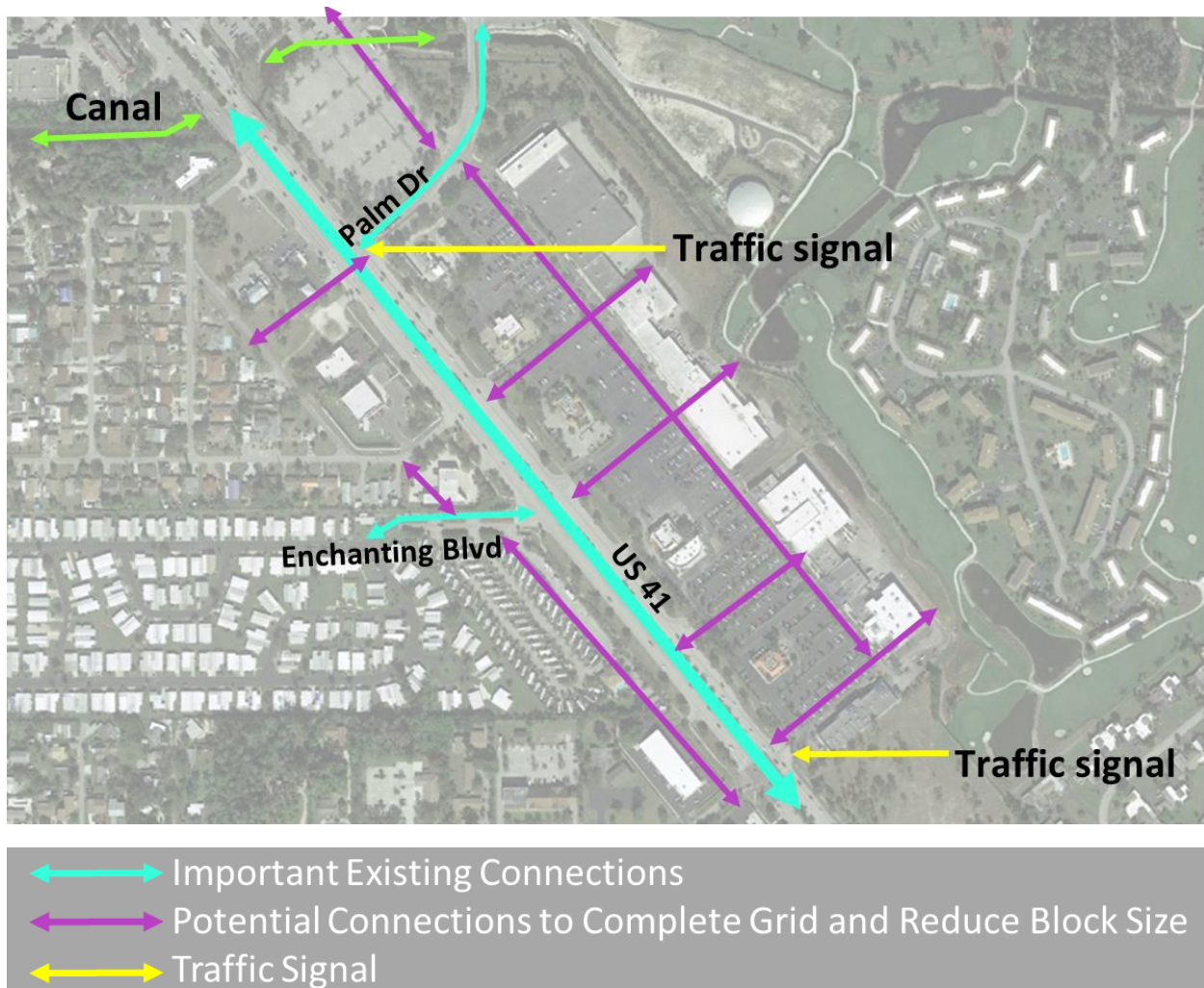
A 98-acre area around the Town Centre site, including the parcels across US 41 from the commercial mall, was studied through more detailed aerial photography to develop the land use concept.



Source: PlusUrbia Design

A connectivity analysis at the Towne Centre (Map 11) illustrates how the large surface parking lot at the Towne Centre mall site can be broken up into smaller blocks to promote additional development opportunities and walkable connections. The canal may also be evaluated for a walkable connection and open space/gathering space along its route. Parcels along the west side of US 41 can also be better connected.

Map 11: Towne Centre Connectivity Analysis



TOWNE CENTRE LIGHT CONCEPT



Source: PlusUrbia Design

Transportation and landscaping highlights:

- Existing parking lot broken into blocks with more connections between US 41 and large retail at back of site
- More walkable connection along the canal at the northern end of site, creating open/gathering space
- Bike lanes with buffer zone in place of conventional bike lanes
- Enhanced street crossings with curb extensions and cyclist-friendly signals to create protected intersections (see fuller description in Naples Manor site description)
- Street parking and opportunity for parking decks lined with mixed-use development; these improvements support parking once and walking between establishments
- Native plants (see Naples Manor site description for more details)





TOWNE CENTRE MODERATE CONCEPT



DEVELOPMENT ESTIMATES

| | |
|------------------------------|-------------------------------|
| Commercial Sq Ft Added | 770,000 |
| Max. Office/Res. Sq Ft Added | 770,000 |
| Max Employees/Units Added | 4,100 employees/ 550 units |

LEGEND

-  Existing Buildings
-  3 story Infill / Redevelopment
-  1 story Infill / Redevelopment
-  Demolished Structures



Land use and design highlights (in addition to highlights from Light concept):

- Buildings and green space along new connections
- Opportunity for ground-floor commercial or multi-story mixed-use with commercial and office/residential; mixed-use buildings are up to three stories to line potential parking decks; opportunity to evaluate the transition of the trailer park at Neapolitan Circle to mixed-use development with relocation assistance for trailers
- Nearly every block has green space

Source: concept images - PlusUrbia Design; calculations – Tindale Oliver

Notes on calculations:

- *Numbers based on conceptual design and rounded. The calculations shown herein are conceptual and do not guarantee potential build-out.*
- *Maximum square footage of either office or residential indicates that which could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of the two would be possible.*
- *Maximum employees or units indicate those that could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of office and residential would be possible. Assumed 1400 sq ft unit, 300 sq ft of office per employee, 500 sq ft of retail per employee.*

TOWNE CENTRE ROBUST CONCEPT



DEVELOPMENT ESTIMATES

| | |
|------------------------------|----------------------------------|
| Commercial Sq Ft Added | 905,000 |
| Max. Office/Res. Sq Ft Added | 905,000 |
| Max Employees/Units Added | 4,830 employees/ 650 units |

LEGEND

- Existing Buildings
- 3 story Infill / Redevelopment
- 1 story Infill / Redevelopment
- Demolished Structures



Highlights include those of the Light and Moderate concepts, with a more complete build-out across the site.

Source: concept images - PlusUrbia Design; calculations – Tindale Oliver

Notes on calculations:

- *Numbers based on conceptual design and rounded. The calculations shown herein are conceptual and do not guarantee potential build-out.*
- *Maximum square footage of either office or residential indicates that which could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of the two would be possible.*
- *Maximum employees or units indicate those that could be added given the concept design and based on whether net square footage added was all office or all residential, yet some combination of office and residential would be possible. Assumed 1400 sq ft unit, 300 sq ft of office per employee, 500 sq ft of retail per employee.*

Concept Preferences

During the public workshop held September 10, 2020, attendees had the opportunity to participate in a poll on these land use concept build-out scenarios to indicate their most and least preferred scenarios. Table 4 shows the results based on the results from 66 to 88 respondents (the number varied by question). The **moderate** scenario for each site was:

- the highest or second highest (see the following note on the US 41/Rattlesnake Hammock site) share of “most preferred” responses *and*
- had the lowest share by far of “least preferred” responses.

Note that the percentages shown include results from direct responses received via the polling program, as well as responses typed into the virtual workshop platform. For more details on polling results, see Section 7.0, Appendix B.

Table 4: Land Use Build-Out Scenario Polling Results

| SITE | BUILD-OUT SCENARIO | SHARE OF RESPONSES |
|---------------------------|--------------------|--------------------|
| Most Preferred Concept | | |
| US 41 at Naples Manor | Light | 24% |
| | Moderate | 37% |
| | Robust | 37% |
| US 41/Rattlesnake Hammock | Light | 22% |
| | Moderate | 30% |
| | Robust | 47% |
| Towne Centre | Light | 16% |
| | Moderate | 53% |
| | Robust | 30% |
| Least Preferred Concept | | |
| US 41 at Naples Manor | Light | 51% |
| | Moderate | 3% |
| | Robust | 45% |
| US 41/Rattlesnake Hammock | Light | 67% |
| | Moderate | 2% |
| | Robust | 30% |
| Towne Centre | Light | 52% |
| | Moderate | 3% |

Regulatory Considerations

Technical Memorandum 1 provides an overview of existing Growth Management Plan (GMP) and Land Development Code (LDC) regulations that pertain to the East Naples Study Area in general. This section indicates where adjustments should be further evaluated to implement the land use concepts and preferences presented herein, with a focus on facilitating mixed-use development given its inclusion in the preferred moderate scenarios. LDC adjustments could be implemented as an overlay.

Development Standards to Promote Land Use Concepts

Allowed Density and Intensity

As noted in Technical Memorandum 1, there are density restrictions in the Coastal High Hazard Area (CHHA), which contains the US 41 corridor in the East Naples Study Area. The Growth Management Plan and Land Development Code both indicate density restrictions to 4 units per acre (UPA), with an exception for use of the affordable housing density bonus. The mixed-use concepts presented in this plan would require increases in density allowances; language would also need to be evaluated to reflect the intent to target more dense/intense mixed use along this major corridor (aside from the currently formally-designated Activity Centers). Existing regulations do not apply significant restrictions on office and commercial development intensity (Floor Area Ratios, FAR), so those are not constraining to proposed concepts.

Coastal Considerations

Given the timelines of the build-out scenarios, some of which may take 10 years or more, the County should evaluate the need to adjust criteria for long-term build-out/redevelopment in the CHHA, particularly as environmental conditions such as sea-level rise change or if the area experiences increased vulnerability to coastal hazards; this need may be accelerated if significant increases to density were allowed and incentivized to facilitate more robust build-out scenarios. These factors may also have implications for Special Flood Hazard Areas defined by the Federal Emergency Management Administration (FEMA) and present in the Study Area.

At a minimum, the County will need to maintain consistency with existing State statutes and account for National Flood Insurance Program requirements from FEMA (the County affirms its participation in this program in Policy 12.2.3 of the Growth Management Plan); this effort could also help further analyze resources needed for proper design/construction in the area over time and how constraining these needs may be to overall development levels. This evaluation might include, among other factors, building design, infrastructure, evacuation, and flood zone designations and the related Community Rating System Classification. It can also account for changes in services/protections provided by natural elements, such as changes to natural buffers.

Note that there are existing requirements and guidance in place for flood plains and development in the CHHA; examples include those in the Conservation and Coastal Management Element for infrastructure design (Policy 12.2.6), structures that suffer certain types of foundational damage (Policy 12.3.6), and land acquisition by the County during post-disaster recovery (Policy 12.3.8). Additionally, there are construction standards for the Special Flood Hazard Areas and CHHA in Section 3.02 of the Land Development Code. These standards require elevation of new or substantially improved residential and non-residential development to base flood elevation/base flood level (non-residential has the option to waterproof), among other supplemental building design standards.

Allowed Uses

C-3, C-4, and CPUD zoning categories are prevalent along the US 41 corridor. C-3 and C-4 capture many of the desired uses indicated in outreach; only C-3 allows for mixed-use with residential, with additional design requirements. This allowance can be evaluated for C-4 in this area where commercial and office uses are compatible with residential.

Regarding mixed-use requirements that pertain to C-3, the requirement that residential be limited to owners or lessees of retail would create a significant obstacle to creating upper floor residential and a mixed-use environment. Live-work buildings are only one type of mixed-use development, and the scale and phased build-out of development would be better supported by having upper floors that are financially independent of ground floor tenants (no lessor-lessee relationship).

Furthermore, requiring residential to be located above principal uses for mixed-use in C-3 (Sec. 2.03.03) would eliminate the possibility of urban flats or stoops or other building types that engage the ground floor with residential units. Allowing horizontal mix of uses with ground floor residential would be useful where there are frontages not suitable for retail.

The Towne Centre concepts also illustrates the transition of a Tractor Trailer-Recreational Vehicle Campground District (TTRVC) area to a mixed-use area along the corridor. Further outreach and suitable alternative locations for the existing use should be identified if this re-zoning option is pursued.

The heavier nature of commercial use types in C-5 zoning may be less suited to the desired uses identified from outreach. Remaining C-5 designations along this segment of the corridor could be evaluated for re-zoning to C-3 or C-4 as part of the implementation steps.

Additional standards that can be applied for undesired uses are addressed later in this section.

Heights

The two-story height limit for mixed-use development in C-3 (Sec. 2.03.03) would need to be increased to three stories to accommodate concepts provided. The C-3 district has a general height limit of 50 feet, and C-4 has a height limit of 75 feet. These are likely sufficient to facilitate multi-story mixed-use development at a maximum of 3 stories in moderate scenarios.

Setbacks and Buffers

The amounts by which buildings must be set back from the lot line (setback) for C-3 are as follows:

- Minimum front yard: 50% of building height, but not less than 25 feet
- Minimum side yard (non-waterfront): 50% of building height, but not less than 15 feet
- Minimum rear yard (non-waterfront): 50% of building height, but not less than 15 feet

Setbacks for C-4 are as follows:

- Minimum front yard: 50% of building height, but not less than 25 feet. Structures 50 feet or more in height = 25 feet plus an additional 1 foot of setback for each foot of building height over 50 feet
- Minimum side yard (non-waterfront): 50% of building height, but not less than 15 feet.
- Minimum rear yard (non-waterfront): 50% of building height, but not less than 15 feet

Setbacks need to be re-evaluated to balance community preferences for setbacks and landscaping with the ability to create more walkable environments. Current standards make it difficult to front the streets in some of the concepts shown in this section and promote walkability. Front setbacks can range down to eight feet in parts of certain concepts.

Adjustment to a build-to line or build-to zone, which is not dependent on building height or a maximum front setback, would be more effective to deliver a more walkable environment.

Additional provisions may be evaluated where larger front setbacks are retained to include sidewalk space or other amenities within the setback; this effort should include an evaluation of landscape requirements for foundation plantings to ensure that they do not create a barrier for pedestrian activity. Generally, commercial ground floors or even residential urban ground floors with stoops, dooryards, and entranceway plantings can make pedestrian access to buildings difficult.

Additional special considerations include evaluating the setback requirements from the canal in the Towne Centre example to facilitate a walkway and open/gathering space along that corridor. Buffer requirements in the TTRVC district (10-ft minimum front yard, 5-ft minimum side yard for non-waterfront, 8-ft minimum rear-yard for non-waterfront) may also make it difficult to create the multi-way boulevard streetscape shown in the Towne Centre concept, an issue which could be addressed through re-zoning and transitioning this area to mixed-use, as noted previously.

Finally, there are buffer requirements in Section 4.06.02 between C-3 and C-4 uses, which only apply to external boundaries of mixed-use projects in C-3. Reduced buffer requirements can be evaluated between similar types of commercial uses and any expansions of mixed-use in C-4, to promote more compact development.

Parking

Regarding the amount of parking required, requirements are generally high and can be evaluated for decreases. Evaluation for a set standard reduction for mixed-use development might also be considered; the County Land Development illustrates an example of this approach with Planned Unit Development (PUD) standards: required off-street parking Code spaces in neighborhood village centers are reduced to 50–75% of typical standards, a requirement facilitated by their pedestrian-friendly design. Currently, the mixed-use provisions for C-3 allow for a reduction based on a shared parking analysis; if a standard reduction is not pursued, this sort of analysis might also be extended to mixed uses in C-4, particularly if mixed-use containing residential is allowed in certain instances.

Regarding parking structure and space design, an exception on the prohibition of parking structures facing the primary facade should be considered for mixed-use development in the C-3 district (Sec. 4.02.38). This would be useful if an existing strip mall may have a parking structure built facing the primary facade on the other side of newly built internal “street.” Furthermore, minimum 9-ft width for on-street parallel parking is excessive and should be re-evaluated. There are many successful examples throughout the US of 7-ft or 8-ft wide parking bays.

Open Space

The 30% open space requirement for development in C-3 and C-4 districts would make it difficult to implement some of the proposed concepts unless pervious pavement, streets that can be closed for events and used as plaza space, and green roofs and amenity decks for parking structures are counted. Additionally, maintaining and preserving green space emerged as a key priority during outreach.

One option to evaluate is an *in-lieu* fee for open space, which can help keep development compact and concentrated in a walkable node while allowing for open space to be aggregated at a site nearby in the community. This approach may allow for a larger open space site with more options for what it will contain yet may also require more administrative efforts from the County to ensure the aggregated open space is located and properly maintained. These options should be weighed with additional options for public green space (discussed further in Section 5.0).

Alternatively, open space design standards can be evaluated to ensure quality green space; heightened open space design standards could also be the focus for incentives or financial support to obtain more naturally oriented open space and infrastructure on the site while offsetting additional costs to developers.

Site Connectivity and Access

Regarding site connectivity, mixed-use design criteria for C-3 (Sec. 4.02.38) recommend a grid street system and bicycle, pedestrian, and pathway connections to the extent possible to support interconnectivity in the development; Section 6.06 encourages increased

interconnectivity. More explicit provisions can be evaluated to facilitate the addition of connections to break up extremely large blocks.

Regarding site access, explicit requirements for shared access can be evaluated for owners of neighboring properties.

Commercial Planned Unit Developments

Much of the study area is zoned as PUD. PUD design criteria (Sec. 4.07.00) should be evaluated in light of the potential adjustments mentioned herein to guide development in areas under consideration for a re-zone to PUD with commercial uses or mixed-use, as well as redevelopment of existing commercial PUDs.

Development Standards for Undesired Uses

The 2018 US 41 Corridor Study identified gas stations and storage facilities as undesirable uses for the area based on outreach; many comments collected as part of this planning effort also noted carwashes and fast food as undesirable.

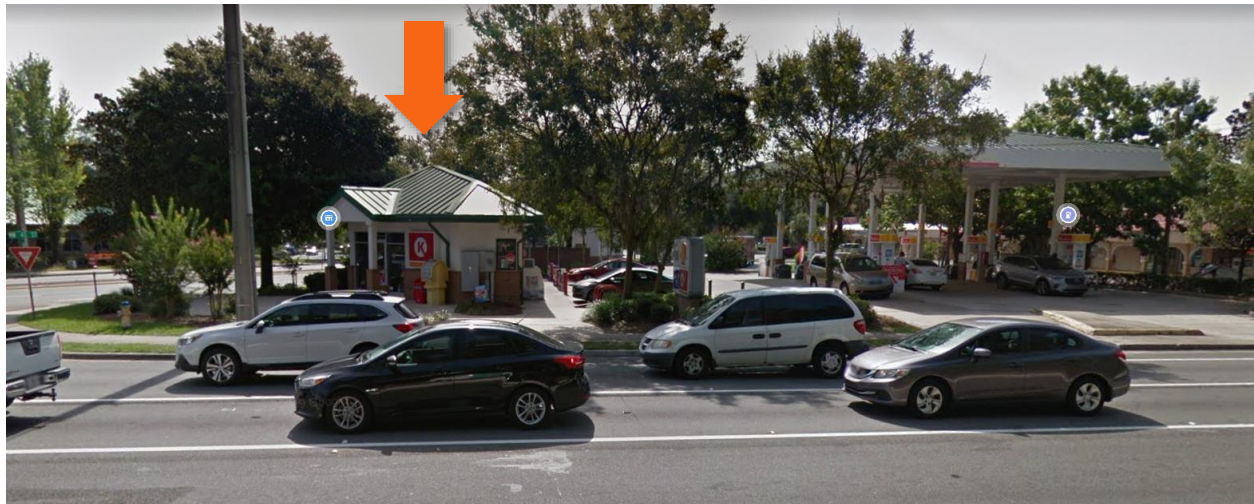
A full prohibition of new undesired uses in the area can require a strong legal basis and defense to implement; as a result, a more moderate approach is often used that involves placing limitations on the location, design, and operations for these new uses. This approach, in coordination with allowances and incentives for desired uses, helps bring a more favorable mix of uses into an area.

Regarding location and types of development with undesired uses, the following are adjustments already proposed to or under consideration by the County that can be continued through the review and/or implementation process:

- The Land Development Code already includes separation standards for facilities with fuel pumps, at 500 feet; the 2018 Study recommended increasing spacing to a quarter mile (1,320 feet) and spacing could range higher (e.g., 5,000 feet).
- Regarding warehousing, the County has already considered some options for placing some controls on this use. The latest effort for consideration, as detailed in Technical Memorandum 1, is to address concerns with the self-storage use by allowing it in C-4 commercial districts only in combination with other permitted uses as part of a mixed-use development and if it occupies less than 50% of the total area of the first floor.

Regarding design of undesired uses, the 2018 study noted in its summary of findings support for landscaping and screening. The County has additional design and site requirements for several undesired uses. Facilities with fuel pumps have special design standards that include additional buffer and landscaping requirements (Sec. 5.05.05); there are additional general design standards for self-storage buildings (5.05.08) and carwashes abutting residential districts (5.05.11). There may be some additional adjustments to these standards to evaluate, including expansion of these design requirements to remaining undesirable uses and placement of fuel pumps in the back of the site with a convenience store fronting the main road. Given the

existence of design requirements in conjunction with continued feedback from the community to further address these uses, efforts may need to be more focused on spacing, better integration of certain uses with other desirable uses, and generally increasing desirable uses overall to change the use landscape.



Example of convenience store fronting the intersection with fuel pumps at the back in Gainesville, FL; image source: Google Maps

Development Review Incentives to Promote Land Use Concepts

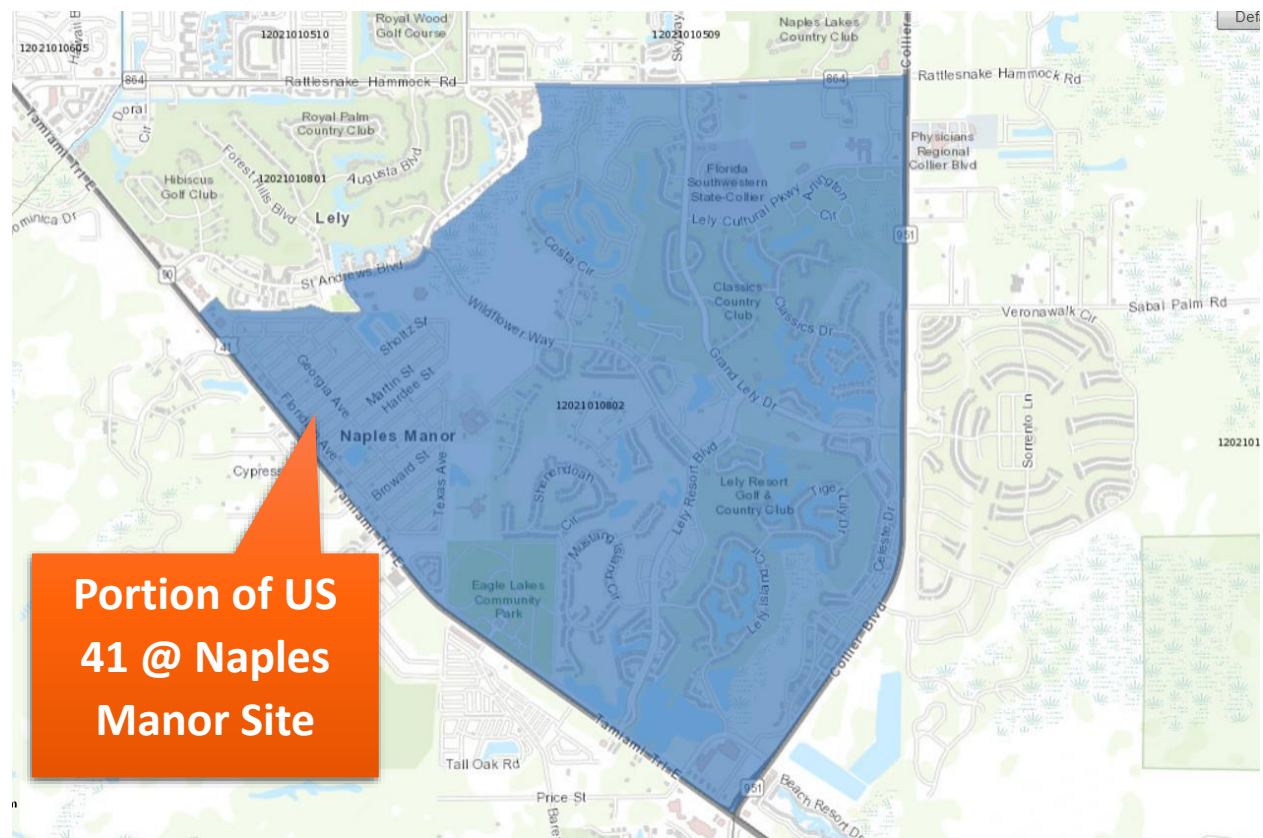
Development review incentives can be considered to help incentivize development based on the land use concepts for the study area and other appropriate areas. Specific incentives discussed during a stakeholder meeting with representatives of the development community include fee waivers and expedited permitting.

Developers also noted that funding tools specific to investment and improvements in this area may be helpful. One option specifically noted was Tax Increment Financing (TIF) for transportation, infrastructure, and other improvements. This approach takes a portion of property taxes generated in the area and ensure they are reinvested back into the specific boundaries of the area for a defined set of improvement types. These revenues are relatively flexible in terms of items they can be used to fund. TIF is currently used in several parts of the County, including Innovation Zones at Golden Gate City, Activity Center 9 at the Collier Boulevard/I-75 interchange, and Ave Maria. Adding a TIF District in East Naples should be weighed in conjunction with these existing districts and other under consideration.

Another tool for development financing specific to a portion of this area, shown in Map 12, that includes the part of the US 41 at Naples Manor site is the Opportunity Zone. This option was created by 2017 federal tax reforms that allow tax incentives for those who invest eligible gains (capital and other) in a Qualified Opportunity Fund (QOF). These funds support investments of in qualifying business properties in areas identified as economically distressed and designated as Opportunity Zones; State governors have some discretion on where these zones are designated, with approval from the federal government. Opportunity Zones funds for collecting

investment dollars are created by private sector taxpayers. Developers can identify and interface with managers of these funds, with assistance from the County to market the vision for the area that includes the Opportunity Zone and specific investment opportunities. Regulations to guide development should be in place prior to attracting investment. Investors can contribute money from eligible gains reported for tax purposes through 2026, so marketing efforts would need to be in place prior to that time. Note that opportunities for this particular zone may be somewhat limited given that much of the area is taken up by established residential neighborhoods.

Map 12: Opportunity Zone in the East Naples Study Area



Source: US Department of Treasury

4.0 Transportation Options

Bicycle & Pedestrian Connections Off Main Roadways

Regarding bicycle and pedestrian connections, generally most neighborhood roadways and all major roadways in the study area have complete sidewalks; however, many lack either on-street bicycle lanes or parallel multi-use path facilities. Notable deficiencies include:

- Rattlesnake Hammock Drive from US 41 to Santa Barbara Boulevard (bike facilities)
- Lakewood Boulevard (bike facilities)
- County Barn Road (sidewalks)
- Wildflower Way (bike facilities)
- Lely Resort Boulevard (bike facilities)
- Lely Cultural Parkway (bike facilities)
- Grand Lely Drive (bike facilities)

Additionally, the shared-use pathway shown along Collier Boulevard is more limited in width than is typically preferred, at about 6-ft wide instead of 12 ft.

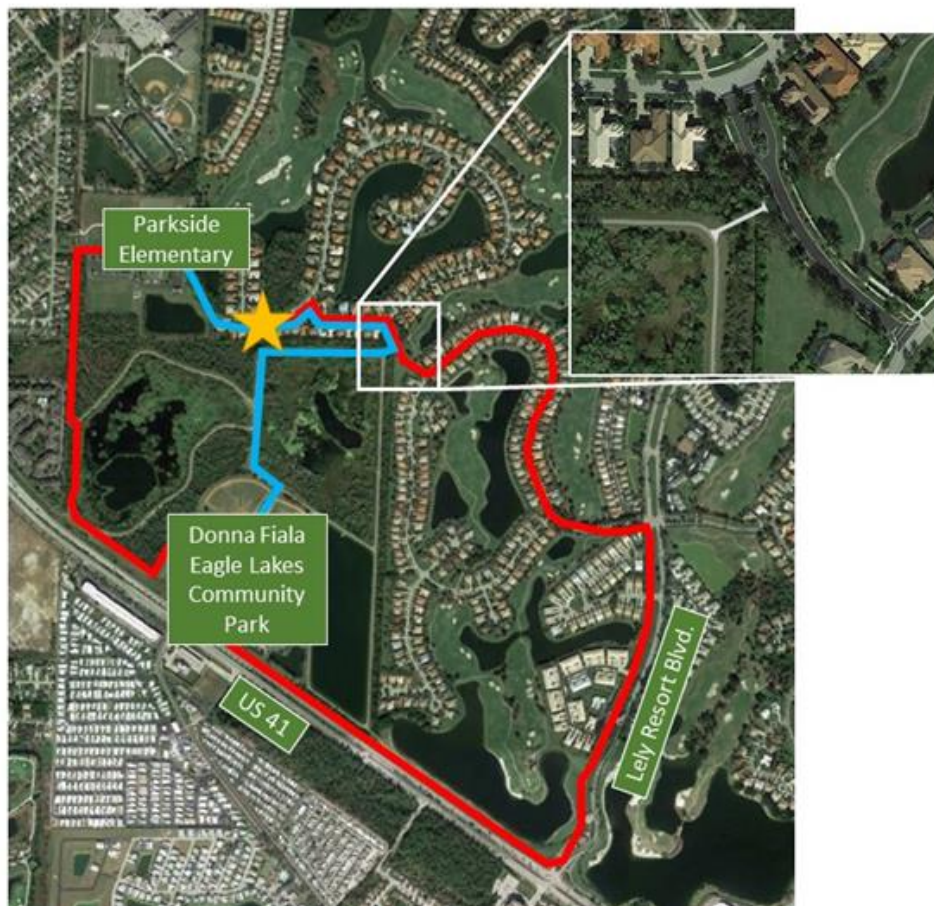
Although roadways such as US 41, Collier Boulevard, and Davis Boulevard have on-street bike lanes, current guidance from FDOT and FHWA suggests that separated bicycle facilities are preferred along these higher-speed roadways. Along lower-speed roadways (35 MPH or less), on-street bike lanes or separate bicycle/shared-use paths are acceptable.

In addition to enhancing/completing the study area's major roadway bicycle network and addressing roadway segments with missing sidewalks, the East Naples community may wish to consider making strategic non-motorized network connections to provide access to amenities without requiring cyclists and pedestrians to rely on perimeter arterials such as US 41 and Collier Boulevard.

Figure 4 imagines a new pathway connection between a private road in the Grand Lely subdivision and the Donna Fiala Eagle Lakes Community Park Complex. The path shown in red is the route from a home to the park (2.25 miles) and the Parkside Elementary School Campus (3 miles); the path shown in blue using the new trail connection reduces the trip to the park to only 0.75 miles and the school trip to less than 0.25 miles. Neither trip requires travel along busy arterial or collector streets.

These types of improvements can add to improvements noted in the Section 3.0 land use concepts such as landscaped right-of-way along local street connections between commercial sites and neighborhoods and intersections noted for local streets. Other comments and options for implementation of recreational trails are noted in the green space discussion of Section 5.0.

Figure 4: Pathway Connection Grand Lely Subdivision/ Donna Fiala Eagle Lakes Community Park



Main Roadway Improvements

In addition to bicycle and pedestrian connections off the main roadways, there are major thoroughfare improvement options that complement and provide alternatives to those provided in the land use concepts; following are examples of how they can be applied to US 41.

General mobility strategies that can be used to enhance thoroughfares in this area include:

- Short- to mid-term intersection improvements to implement design best practices for pedestrians and widening existing sidewalks or constructing new shared-use paths to provide for low-stress bicycle facilities
- Applying alternative intersection concepts to make major intersections safer, easier to cross, and more efficient consistent with FHWA and FDOT Intersection Control Evaluation policies and procedures
- Applying FDOT context classification criteria to establish target speeds and identify short and longer-term design interventions to maintain roadway capacity but manage speeds and provide better, safer facilities for all travel modes

Figure 5 shows examples of short- and mid-term intersection improvements. These types of improvements do not change the fundamental operations or capacity of an intersection but create a safer environment for cyclists and pedestrians by making the intersection more compact and affecting changes to geometry to reduce turning speeds.

Figure 5: Short-Term Intersection Improvement Examples

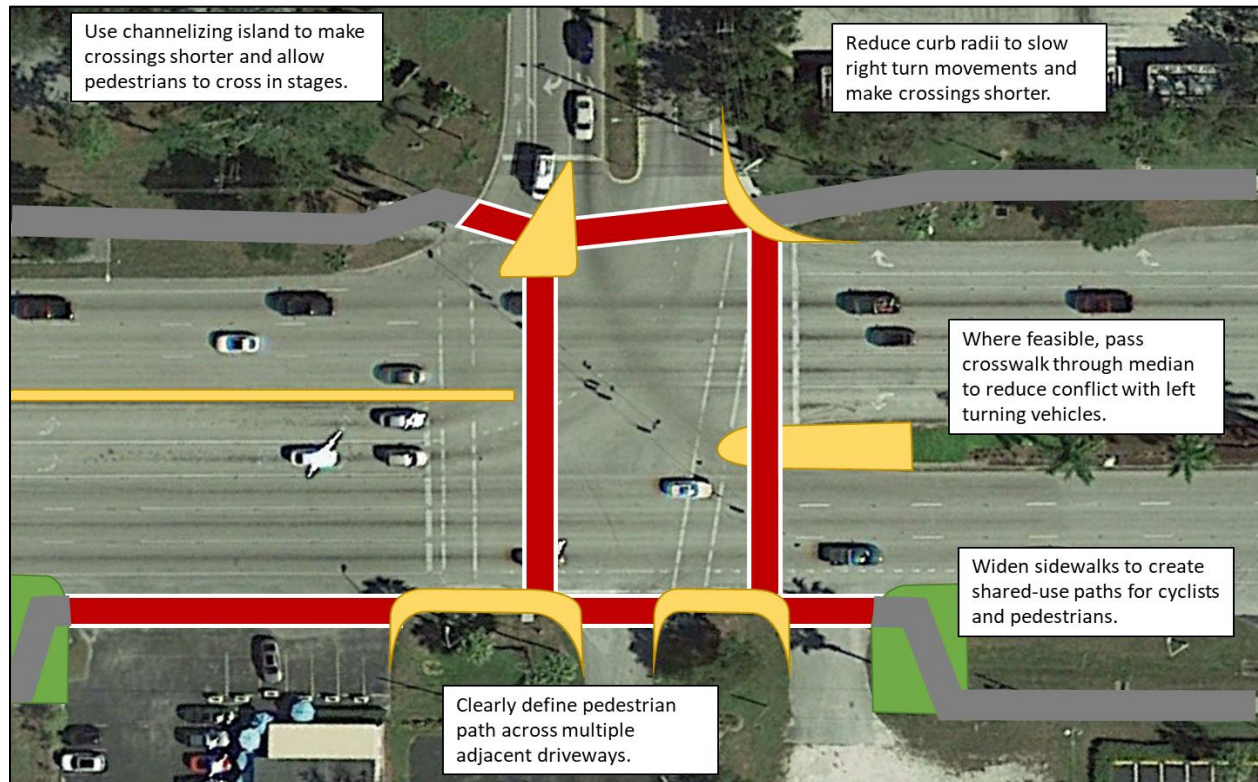


Figure 6 shows the existing cross section of US 41; the roadway has an approximate right-of-way width of 200 feet for much of the segment in this area. Figures 7 and 8 show two concepts of how to modify the roadway to reduce speeds and enhance livability while maintaining the roadway's capacity. In the first example a wide median is created by moving the bicycle facilities to a separated pathway, eliminating right turn lanes, and slightly narrowing travel lane widths. The wide median allows for implementation of alternative intersection concepts which can simplify intersections, reduce crashes, and increase roadway capacity.

The second example shows a more compact roadway with a frontage road system to handle local traffic and bicycle & pedestrian activity. Both examples use landscape features to create a sense of "enclosure" to help reduce traffic speeds.

Figure 6: Existing US 41 Cross Section Example

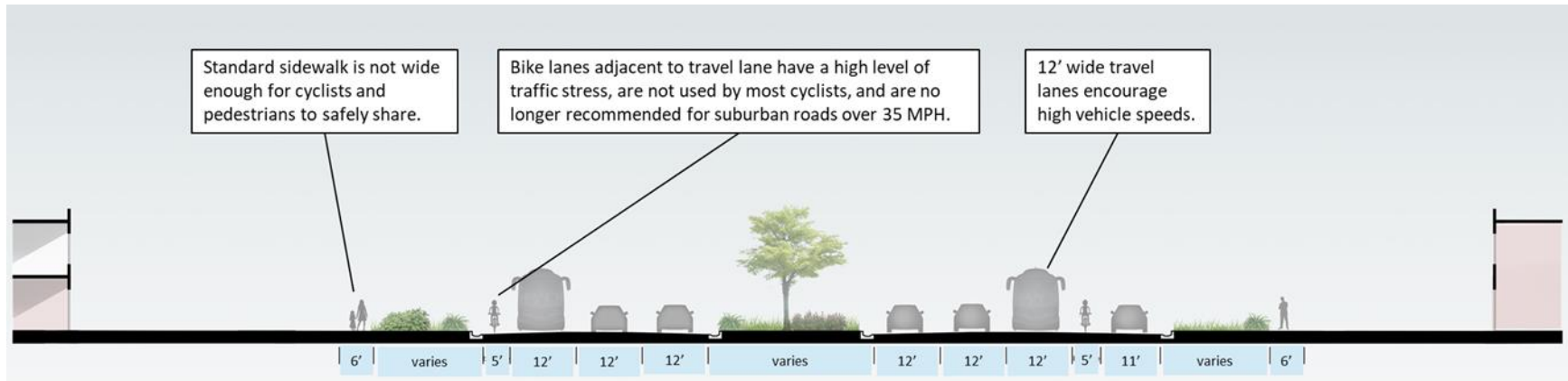


Figure 7: Proposed US 41 Cross Section – Rattlesnake Hammock Road

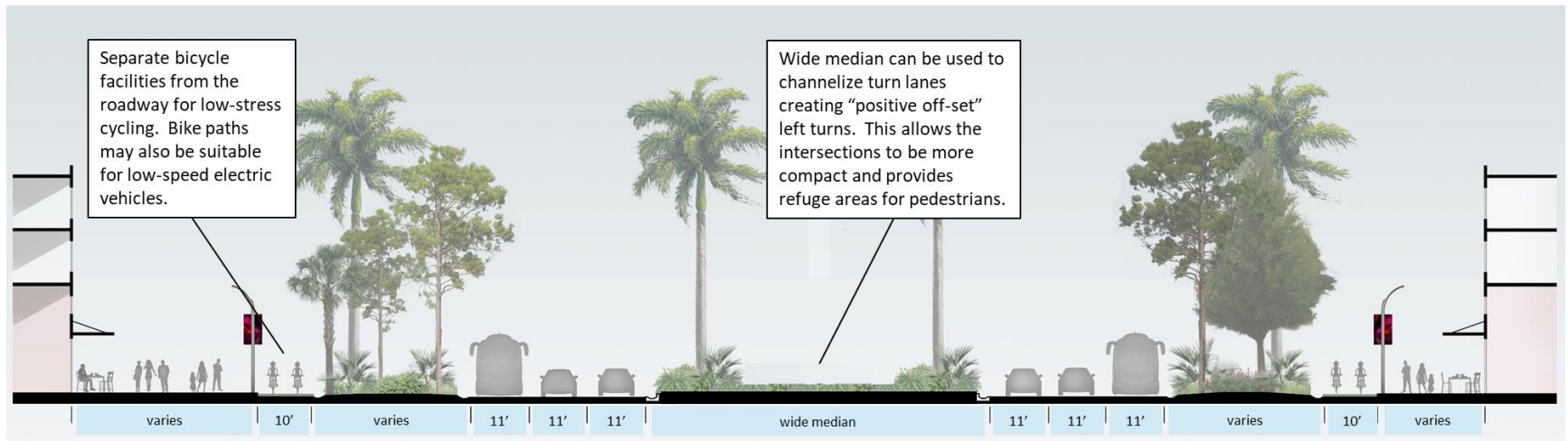
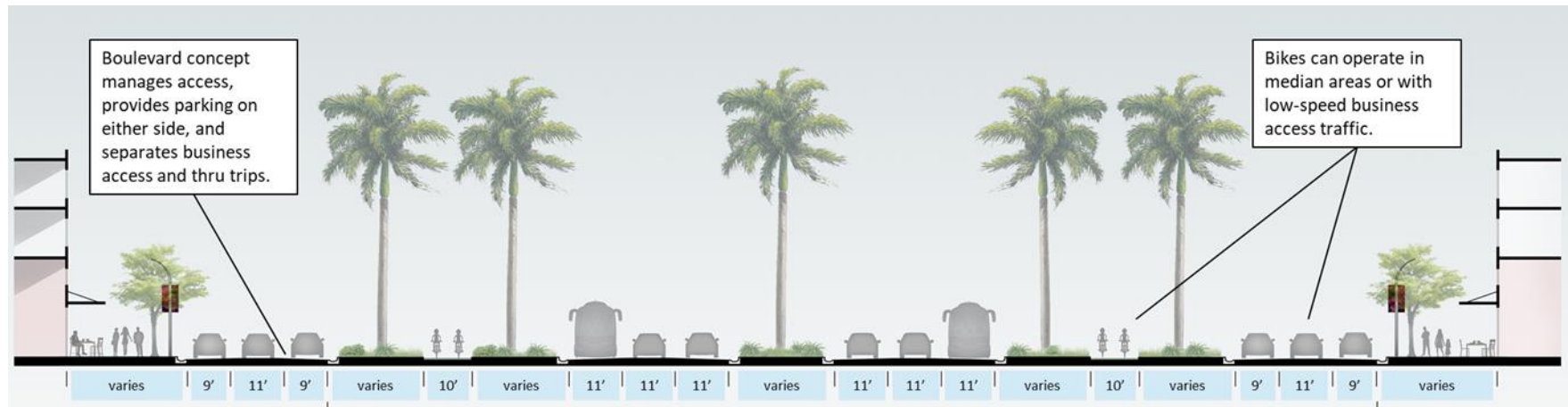


Figure 8: Proposed US 41 Cross Section – Naples Manor Area



5.0 Additional Recommendations

Green Space

Preservation and increases of green space were noted often in public engagement activities such as the online public survey and workshop comments. There are important distinctions to be made between private and public green space as well as green space for more recreational purposes versus more preservation or conservation purposes (although both of those aims may be served by a common site).

In terms of private open space, many residential neighborhoods in this area incorporate private recreational spaces, such as golf courses. The land use concepts in Section 3.0 also highlight ways that green space and landscaping can be incorporated into new private commercial or mixed-use development and right-of-way design.

Regarding public open space, Technical Memorandum 1 measured access to the County's community and regional parks facilities, finding that many of these are accessible within a 20-minute drive or less. These facilities are also guided by Level of Service (LOS) standards laid out in the Growth Management Plan and analyzed in more detailed as part of the Parks and Recreation Master Plan, among other measures. Efforts to increase public recreation and preservation/conservation green spaces would need to be considered in the County's Parks and Recreation Master Plan update processes, the Collier Metropolitan Planning Organization MPO bicycle and pedestrian planning processes that include trails planning, and associated capital planning processes to incorporate these aims in broader planning and funding (both capital and operations/maintenance) considerations; more implementation details are provided in Section 6.0.



Rookery Bay and surrounding natural areas are south of East Naples Study Area. Image Source: <https://www.paradisecoast.com/>

For desired improvements above and beyond the typical level of service standards, the community could pursue the option of creating an MSTU to finance additional green space/parks improvements and related maintenance. This option has been used for the Golden Gate area to support a community center.

Branding and Marketing Campaign

Branding and marketing emerged as key topics of interest in the public engagement for the 2018 US 41 Corridor study as well as engagement efforts for this project. Several comments indicated an interest in renaming the area (for example, South Naples) and basing the branding

on natural amenities of this area and other attractions such as parks, the Collier County History Museum, the botanical gardens, arts attractions, and other amenities that include those in the Community Redevelopment Area to the east. See supporting document Technical Memorandum 1 for more information.

These efforts can build on the general vision themes of this plan to evaluate, adjust, and/or create community names, associated logos, design and color schemes, architectural styles, marketing campaign materials (e.g., brochure, video), design and placement of branded signs (e.g., at gateway locations into the community), among other items. The marketing effort can also include raising awareness of investment opportunities via the area's Opportunity Zone, discussed in Section 3.0. This effort should include further coordination with community groups (e.g., East Naples Civic Association, BEONE merchants association, and other stakeholder from this study listed in the Public Involvement Plan), County planning and zoning staff, County communication staff, members of the development and financing community, and others.



Example of monument sign and gateway feature with landscaping from Treviso Bay community. Image Source: Google Maps

Recycling Drop-Off Center

The current recycling drop-off center serving the East Naples area needs to find a new location due to an expiring lease at the current location. This is an operation that would require at least an acre of land, operate during daytime hours, and have trucks visiting twice weekly for hauling materials



Example of recycling drop-off center. Image Source: Collier County

as well as an additional truck visiting five times monthly during low traffic times. Enhanced design, such as specific architectural style elements, landscaping, screen, and other elements, could be considered for the site. During the second public workshop for this project, the project team presented information on such a facility and polled attendees to see if they would be in favor of having a well-designed recycling drop-off center in the East Naples study area. The results indicated that 47% of 75 respondents indicated that they would be in favor to some degree of such a facility in the area (with 37% extremely in favor), and 33% indicated they

would not be in favor to some degree (with 20% extremely not in favor). There appears to be enough support for this idea to explore the option further. Note that these results include those gathered directly through the polling program during the workshop and those types into the virtual workshop platform (see Technical Memorandum 2 in the supporting documents for more details).

Housing Affordability

As noted in Section 2.0, there was input related to housing affordability during public engagement. Options to maintain housing at different price points could be explored in the future for residential units coming online as part of mixed-use developments. A few tools recently approved by the County that can be used to further the provision of housing at various price points include impact fee deferrals (limited to 225 units a year), a pilot program to allow payment of impact fees in installments, promotion of the existing affordable housing density bonus, an option to provide financial support by allocating funds to the Local Affordable Housing Trust Fund (Resolution 2019-207), and the option to add properties to the Community Land Trust the County is establishing (referenced in Contract 19-7577). The County may also promote smaller units as part of mixed-use development and programs for housing upgrades. The County is currently studying tiered impact fee rates based on a buy-down option for economic growth and that does not require reimbursement of covered fees by other funding sources, a *de-minimis* analysis for homes in relevant affordable price ranges, to see if certain home types can be exempt from fees, and identification of homes available at various price points in the county related to different income brackets.

Landscaping, Architectural Style, and Signs

The land use concepts of Section 3.0 provide guidance on certain landscaping and urban design regulatory needs and represent land use concepts using architectural styles such as those currently found in the area and supported by the Land Development Code. However, specific changes to landscaping, architectural style, and signs should be evaluated in further detail as part of follow-up regulatory amendments to the Land Development Code. This evaluation should account for detailed findings from the 2018 US 41 Corridor Study and specific design and branding styles that emerge from the branding and marketing campaign effort.



Example of existing roadway landscaping. Image Source: Google Maps

6.0 Implementation

Implementation of concepts and recommendations in this plan will be a significant, multi-year process. This section focuses on the implementation steps that will be required with general tentative timeframes; a summary of implementation steps and how they relate to the main vision elements in Section 2.0 is shown in Table 5. Timeframes provided are tentative estimates that may be subject to change depending on timing of different plan updates, development build-out timing, and other factors. Funding sources are assumed to be those typically associated with the implementation processes described below, unless otherwise listed for implementation in Table 5.

Branding and Marketing (estimated 1-2 years) – Based on the vision elements of the East Naples Community Development Plan, the County can immediately begin to coordinate between community and business stakeholders (e.g., East Naples Civic Association, BEONE merchant association, and other stakeholders noted in the Public Involvement Plan in supporting documents) as well as County communications staff and external marketing and branding expertise, to develop more details around a branding and marketing campaign and related materials.

Growth Management Plan and Land Development Code Updates (estimated 1-5 years) – Updates to the Growth Management Plan and Land Development Code (potentially as a zoning overlay) to reflect the changes highlighted primarily in Section 3.0. This may require additional evaluation for items such as public facilities/infrastructure planning, as mentioned in that section. Code changes can take 6–12 months to implement. There may be a longer timeframe for adjustments to the Growth Management Plan; additional time may also be required for the creation of local funding source tools (e.g., TIF district, MSTU).

Long-Term Capital Planning and Improvements (estimated 1-5+ years) – Improvements proposed in the Community Development Plan can be considered during initial stages of the

following long-term and capital planning processes; note that some improvements, such as more straightforward safety adjustments to intersections and improvements previously identified as a need such as relocation of the recycling drop-off center, may occur more quickly than other improvements that need to go through the long-term planning and capital planning process described below. Technical Memorandum 1 in supporting documents provides more information on improvements that are already planned and programmed for the East Naples areas via the processes below.

- **County** – Long-term County planning documents that are periodically updated include the Parks and Recreation Master Plan and Master Mobility Plan. Part of the parks planning process is the Parks and Recreation Advisory Board, which advises the County Commission on matters related to the acquisition, development, and programs for parks facilities and provides input to the Parks and Recreation Department. Capital projects from the planning efforts and other local efforts typically are implemented through the County's Capital Improvement Program, which includes, among other topics, parks, transportation, and other infrastructure such as the recycling drop-off center. These plans are prepared in five-year increments and are updated annually as part of the budget approval in the fall. In Collier County, this capital planning process is supported by updates to an additional document, the Annual Update and Inventory Report, which documents an inventory and Level of Service Standards for key facilities.
- **MPO and FDOT** – A significant amount of transportation planning and improvements occurs through the Collier MPO, the regional transportation agency serving Collier County and municipalities (Naples, Marco Island, Everglades City) that oversees the Bicycle and Pedestrian Master Plan and the Long Range Transportation Plan (LRTP) for use of federal and State transportation dollars. For the Bicycle and Pedestrian Master Plan, the MPO staff issues a call for projects to implement projects that are incorporated directly or by reference into the plan. The staff ranks projects based on a set of criteria for final approval by the MPO Board to identify prioritized projects. These projects are submitted to FDOT on or before June 30 to coordinate for implementation. Changes to a roadway's cross section or even substantial changes to a major intersection can be costly and require a formal planning and development process. For State highways such as US 41, this process typically begins with the MPO identifying the project within its priorities and then working with FDOT to program funds to perform a Project Development & Environmental (PD&E) study. PD&E studies include a formal statement of a project's purpose and need, a thorough analysis of the traffic and operational outcomes of various scenarios, public participation, environmental review, and preliminary design and costs estimates. In some cases, prior to beginning a PD&E study, FDOT will conduct a multimodal corridor study or some other type of feasibility study to get a better sense of options

and begin developing conceptual alternatives for further refinement and evaluation as part of a PD&E. These interim studies are especially common when the project purpose and need is focused on supporting changes to a roadway corridor's urban form or addressing subjects other than increasing a roadway's automobile capacity. Long-term improvements are programmed for funding through the LRTP's Cost Feasible Plan, updated every five years (the MPO is currently updating the 2045 plan). More immediate improvements over five years are contained in the Transportation Improvement Program.

Other Approvals by the County Commission (estimated 1-5+ years) – Other items requiring County Commission approval, if pursued, include items such as potential approval of additional housing affordability tools currently being studied; allocations and disbursement of funds to the Local Affordable Housing Trust Fund, which may be tied to budget approvals decided in the Fall of each year); and designation of lands to the Community Land Trust, which may be approved as land opportunities are identified.

Table 5: Implementation Summary

| BALANCED DEVELOPMENT/DIVERSE & QUALTY COMMERCIAL |
|--|
| Short-Term (1-2 years) |
| <p>Branding and Marketing Effort (Section 5.0)</p> <p>Growth Management Plan and Land Development Code amendment evaluation/implementation of overlay elements for promotion of land use concepts, discouragement of undesired uses, development review process incentives, and housing options (Section 3.0 and housing size/type diversity recommendations in Section 5.0):</p> <ul style="list-style-type: none"> • Density/intensity increases with evaluation of coastal building considerations • Adjust permitted uses in C-3 and C-4 to facilitate mixed use and any desired uses not already captured • Potential rezoning of certain TTRVC and C-5 designations on the corridor • Height allowance adjustments to accommodate three stories in C-3 mixed-use projects • Allowances for setback and buffer decreases in certain cases, with requirements for pedestrian-friendly improvements where larger setbacks are maintained. • Parking minimum reductions and adjustments to parking structure/space requirements to facilitate mixed-use and multi-modal environment • Explicit provisions on increasing site connectivity and requirements for shared access for neighboring properties • Adjustments to PUD design criteria in support of adjustments noted herein • Increased separation standards for gas stations • Continued current effort of requirement in C-4 to incorporate self-storage into mixed-use development with certain amount restrictions on first floor • Placement of fuel pumps at back of site and expansion of supplement design requirements for undesired uses that currently lack supplemental standards • Expedited review and fee incentives for desired development • Allow more diverse housing sizes/type through corridor mixed-use provisions |

Housing affordability tool/program implementation based on outcomes of current study and use of existing housing programs (e.g., for housing upgrades; Section 5.0)

Recycling drop-off center relocation (Section 5.0)

Mid-Term (3-5 years)

Land Development Code amendment evaluation/implementation for additional incentives (Section 3.0): TIF district creation with language on use of funds

Housing improvements through longer-term housing affordability tools, such as allocations to/disbursements from affordable housing trust fund and dedication of land to community land trust (Section 5.0)

Long-Term (5+ years)

Continued development incentives and housing support to reach desired development outcomes (Sections 3.0 and 5.0)

BEAUTIFICATION & GREEN SPACE

Short-Term (1-2 years)

Growth Management Plan and Land Development Code amendment evaluation/implementation of overlay elements for promotion of land use concepts (Section 3.0): Commercial open space in-lieu fee or open space design standards that promote quality open space without overly burdening development

Mid-Term (3-5 years)

Land Development Code amendment evaluation/implementation for additional site design requirements and green space funding support (Section 5.0):

- Additional landscaping, architectural, sign updates that reference, where applicable, outcomes from the branding effort
- Green space MSTU, if desired

Public green space improvement planning as part of Parks and Recreation planning and capital improvements processes; additional green space planning for special funds created (e.g., MSTU, in-lieu fee; Section 5.0)

Long-Term (5+ years)

Public green space capital improvements through County processes, MSTU, in-lieu fee funding (Section 5.0)

TRANSPORTATION

Short-Term (1-2 years)

Begin County bicycle and pedestrian connection improvements (Sections 3.0 and 4.0); deficiencies and opportunities noted:

| |
|--|
| <ul style="list-style-type: none"> • Rattlesnake Hammock Drive from US 41 to Santa Barbara Boulevard (bike facilities) • Lakewood Boulevard (bike facilities) • County Barn Road (sidewalks) • Wildflower Way (bike facilities) • Lely Resort Boulevard (bike facilities) • Lely Cultural Parkway (bike facilities) • Grand Lely Drive (bike facilities) • Connections between residential subdivisions and local destinations • Landscaped right-of-way along local street connections between commercial development and neighborhoods (see Section 3.0 concepts) • Intersection improvements on local roadways (see Section 3.0 concepts) |
| Begin coordination with MPO and FDOT processes on more immediate and long-term adjustments on major roadways (Section 4.0) |
| Mid-Term (3-5 years) |
| Continue County bicycle and pedestrian connection improvements (Sections 3.0 and 4.0) |
| Immediate improvements, such as intersection safety improvements, along major roadways (Section 3.0 and 4.0) |
| Long-Term (5+ years) |
| Complete remaining County bicycle and pedestrian connection improvements (Sections 3.0 and 4.0) |
| Remaining improvements for more comprehensive change along major roadways such as US 41 (Section 3.0 and 4.0) |

7.0 Appendices

Appendix A: Summary of Additional Stakeholder Meetings

Collier County and Florida Department of Transportation (FDOT) Staff (August 11, 2020)

Tindale Oliver and Collier County held this meeting with County and FDOT transportation agency representatives to discuss potential transportation approaches for US 41 (prior to future additional analysis such as Intersection Control Evaluations). The discussion began with a presentation on possible improvement approaches along US 41 that would enhance safety and convenience for multiple modes. Highlights of potential approaches discussed included:

- Removing on-street bike lanes and creating separated multi-use pathways in the area where sidewalks are generally located (including width adjustments)
- Intersection adjustments to shorten crossing distances for pedestrians
- Adjusted intersection geometry to slow speeds around site access points and increased use of U-turns leaving and accessing sites to decrease reliance on left turns. These adjustments would need to account for impacts on access management and turning radii need and intersection maintenance considerations for vehicles such as trucks.

Comments received in response to these proposals included the following:

- There are a lot of areas trying to create more urban and walkable styles of development; the project needs to be mindful of demand given other sites in the county with similar aims so that infrastructure and design is implemented that people will actually use. In response to this comment, the project would include phasing to show how design, infrastructure, and surrounding land uses and development might evolve over time to accommodate market demand constraints.
- US 41 is reaching its current capacity, so will need to redevelop with mixed-use and Transportation Demand Management strategies to meet needs and accommodate travel moving forward.
- Interconnections between residential subdivisions and commercial developments need to be made.
- Consider an approach taken in Golden Gate City where the County is looking to decrease the roadway median and move that right-of-way to provide green space on the outside of the lanes where it may better benefit multi-use pathway users.
- While Intersection Control Evaluations may show that traffic volumes are not near the targets needed to make adjustments discussed, consider requiring development to set aside right-of-way to accommodate necessary improvements in the future for more urban-style design and infrastructure [This point may be particularly helpful for areas not built out yet, primarily in broader East Naples area and beyond.]
- Think about the context classification of the roadway, currently and for the future, and how land use and transportation infrastructure/design relate.

[East Naples Civic Association \(August 12, 2020\)](#)

Tindale Oliver and the County held this meeting with three members of the East Naples Civic Association. The following are key takeaways from the discussion, the key topics of which were identified during the February meeting with the Association:

- Civic Association representatives were concerned that housing values in East Naples are lower than other parts of the County and that there is a disproportionate amount of low-income housing in the East Naples area. Findings in Technical Memorandum 1 indicate that single-family homes and condos are comparable in just value between East Naples and the county (including incorporated areas), with the exception that the East Naples area tends to not have the highest values that the County does and that the East Naples areas tends to have more condos in the \$100,000 to \$150,000 value range. Note that areas such as Naples might have values high enough that they are not characteristic of most communities. Findings also indicated that traditional multi-family housing that is typically rental only makes up about 6% of the total housing units.
- Undesired uses were also discussed, including the option to remove these uses from allowable uses if a zoning overlay for the area is considered.

- Incentives as an approach to shift development patterns were discussed, including the consideration of desirability of incentives by the community members and effectiveness of incentives for developers.
- Branding was discussed and the possibility of working with local merchants' groups to help with a branding/marketing campaign during future efforts.

Local Nonprofits: St. Matthew's House and Habitat for Humanity (August 12, 2020)

The following takeaways emerged from the discussion with representations of the local Habitat for Humanity chapter and St. Matthew's House, who help provide services to the community:

- Habitat for Humanity is finding it increasingly difficult to serve the lowest income brackets for which it provides services (the organization serves households at 80% Area Median Income – AMI- and below); in practice, households need to make at least \$30,000 annually (estimated by the organization at approximately 30% AMI) for the organization to process them. The organization is increasingly competing with private developers to purchase land; the organization also faces barriers in terms of zoning allowance restrictions and the variance process to implement projects.
- The affordable housing impact fee waiver was shifted to a deferral.
- There is a land trust set up that can accept land for affordable housing.
- The East Naples Study Area is primarily built out, so any efforts to include affordable housing would likely need to focus on redevelopment and upgrades to mobile homes with lower structural quality. The organization is also considering what can be done in areas outside rural boundary.
- St. Matthew's House is seeking funding for a housing project with set-aside for affordable units that they have planned.

Appendix B: Workshop 2 and Online Component Summary

Introduction

This workshop provided an opportunity to review and provide feedback on the draft East Naples Community Development Plan elements, including draft goals/vision elements (developed in the first stages of the project), land use concepts, transportation options, and other recommendations. The workshop included a brief presentation and the following options for attendees to provide feedback:

- Polling questions
- A questions/comments box to provide written feedback and questions
- A question and answer session to provide verbal feedback and questions

Workshop details:

- Date and time: Thursday, September 10, 2020, 5:30 p.m. – 8 p.m.
- Total attendance: 179
 - Virtual attendance: 166

GoToWebinar:

<https://global.gotowebinar.com/join/1277329455024836368/390707721>

Webinar ID 654-146-803

- In-person, following CDC guidelines, attendance: 13
Board of County Commissioner Chambers
Third Floor, Collier County Administration Building, 3229 Tamiami Trail E.,
Naples, FL 34112
- Staff/panelists present:
 - Tindale Oliver:
 - Ali Ankudowich
 - Demian Miller
 - Steve Tindale
 - IT support: Ben Cates, Andrea Sauvageot
 - PlusUrbia:
 - Andrew Georgiadis
 - Juan Mullerat
 - Collier County:
 - Commissioner Fiala
 - Michele Mosca
 - Anita Jenkins
 - Trinity Scott
 - IT support: Richard Dawson, Troy Miller

Polling Responses

The following summarize responses to polling questions posed during the workshop. Attendees could text in responses using the Poll Everywhere program (noted as “direct polling” below). Virtual attendees could also type in responses to the polls using the GoToWebinar platform if texting was unavailable or if they had difficulties with the polling program. In cases where typed responses were not labelled, responses were assigned based on the time received; generally, the addition of the typed responses did not have a large effect on the generally preferences of the group, but these two types of responses are shown separately. For anyone having difficulties submitting input through any of the means provided during the workshop, they could submit feedback via the project email address.

| How did you first hear about this workshop? | Typed | Direct Polling | Totals | % DP | % Both |
|---|-------|----------------|--------|------|--------|
| Response | Count | Count | Count | | |
| A. Email from a mailing list | 2 | 25 | 27 | 54% | 55% |
| B. Digital Ad (web, social media) | 0 | 3 | 3 | 7% | 6% |
| C. Word of mouth | 0 | 13 | 13 | 28% | 26% |
| D. Other | 1 | 5 | 6 | 11% | 12% |

| | | | | | |
|--------|---|----|----|--|--|
| Totals | 3 | 46 | 49 | | |
|--------|---|----|----|--|--|

| Choose your MOST preferred concept for US 41 at Naples Manor | Typed | Direct Polling | Totals | % DP | % Both |
|---|--------------|-----------------------|---------------|-------------|---------------|
| Response | Count | Count | Count | | |
| A. Light | 2 | 14 | 16 | 25% | 24% |
| B. Moderate | 3 | 22 | 25 | 40% | 37% |
| C. Robust | 6 | 19 | 25 | 35% | 37% |
| Totals | 11 | 55 | 66 | | |

| Choose your LEAST preferred concept for US 41 at Naples Manor | Typed | Direct Polling | Totals | % DP | % Both |
|--|--------------|-----------------------|---------------|-------------|---------------|
| Response | Count | Count | Count | | |
| A. Light | 6 | 35 | 41 | 52% | 51% |
| B. Moderate | 0 | 3 | 3 | 4% | 3% |
| C. Robust | 7 | 29 | 36 | 43% | 45% |
| Totals | 13 | 67 | 80 | | |

| Choose your MOST preferred concept for US 41/ Rattlesnake Hammock | Typed | Direct Polling | Totals | % DP | % Both |
|--|--------------|-----------------------|---------------|-------------|---------------|
| Response | Count | Count | Count | | |
| A. Light | 2 | 16 | 18 | 23% | 22% |
| B. Moderate | 4 | 20 | 24 | 29% | 30% |
| C. Robust | 4 | 34 | 38 | 49% | 47% |
| Totals | 10 | 70 | 80 | | |

| Choose your LEAST preferred concept for US 41/ Rattlesnake Hammock | Typed | Direct Polling | Totals | % DP | % Both |
|---|--------------|-----------------------|---------------|-------------|---------------|
| Response | Count | Count | Count | | |
| A. Light | 6 | 47 | 53 | 67% | 67% |
| B. Moderate | 1 | 1 | 2 | 1% | 2% |
| C. Robust | 2 | 22 | 24 | 31% | 30% |
| Totals | 9 | 70 | 79 | | |

| Choose your MOST preferred concept for Town Centre | Typed | Direct Polling | Totals | % DP | % Both |
|---|--------------|-----------------------|---------------|-------------|---------------|
| Response | Count | Count | Count | | |
| A. Light | 0 | 14 | 14 | 18% | 16% |
| B. Moderate | 6 | 41 | 47 | 53% | 53% |

| | | | | | |
|-----------|----|----|----|-----|-----|
| C. Robust | 5 | 22 | 27 | 29% | 30% |
| Totals | 11 | 77 | 88 | | |

| Choose your LEAST preferred concept for Town Centre | Typed | Direct Polling | Totals | % DP | % Both |
|--|--------------|-----------------------|---------------|-------------|---------------|
| Response | Count | Count | Count | | |
| A. Light | 9 | 37 | 46 | 49% | 52% |
| B. Moderate | 0 | 3 | 3 | 4% | 3% |
| C. Robust | 4 | 35 | 39 | 47% | 44% |
| Totals | 13 | 75 | 88 | | |

| Rate the Idea of a Well-Designed Recycling Center in the East Naples Study Area | Typed | Direct Polling | Totals | % DP | % Both |
|--|--------------|-----------------------|---------------|-------------|---------------|
| Response | Count | Count | Count | | |
| 1. Completely Support | 5 | 23 | 28 | 35% | 37% |
| 2. Support Moderate | 0 | 9 | 9 | 14% | 10% |
| 3. Neutral | 2 | 11 | 13 | 17% | 17% |
| 4. No Support Moderate | 1 | 9 | 10 | 14% | 13% |
| 5. No Support at All | 2 | 13 | 15 | 20% | 20% |
| Totals | 10 | 65 | 75 | | |

Key Takeaways from Comments

The most common themes that emerged from the comments included the following:

- Amount, type, and location of development:
 - Desire for fewer fast food/chain restaurant/less expensive uses and gas stations
 - Desire for more Trader Joes and/or Whole Foods, “nicer” restaurants and shopping
 - Suggestions to improve or redevelop existing blighted commercial areas instead of building out new areas
- Preserving and increasing green space: support more open green space / preserves and trails / native landscaping and shading; concerns of overbuilding
- Transportation safety:
 - Support safer non-motorized transportation (bike/ped) connections to other greenways and attractions/venues
 - Safety concerns with crossing US 41; desire for safer intersections
- Recycling drop-off center: truck traffic and noise concerns regarding recycling center off of US 41 and near residential areas; some general concerns about placement along US 41 or in East Naples, yet note that the polls indicate overall support for recycling drop-off center in the Study Area.

Questions

Questions are in **bold** and responses follow.

- **Questions on the eastern part of the Study Area:**
Why didn't you propose more development around the Collier Blvd and US 41 general area since it is closer to the newer and extensive residential developments to the east, north and south of that intersection?
Are you going to look at the Collier Blvd and US 41 intersection area as part of this process?
Why did the presentation not include the more eastern part, such as proposed area at Rattlesnake and Collier?
I just recently reviewed the plans for East Naples. The June presentation included potential redevelopment off of Rattlesnake and Collier Blvd. This was not addressed in presentation that I could see. I live in Naples Lakes Country club and am wondering about development in and around NLCC. Is there anything on the horizon for this area? It has many areas of need between Rattlesnake and 75.
 - We looked at these intersections as possible examples for land use concepts but thought the others would make better examples for various reasons, such as focusing on redeveloping some of the older existing development in the sites selected. The example sites are meant to be illustrative of how more diverse land uses can be accommodated in the study area but are not meant to exclude the potential for this type of development at locations other than those shown during the workshop. There are several vacant parcels with approved development orders on the east side of Collier Boulevard and north and south of Rattlesnake Hammock Road in this area. A recent approval in the northeast quadrant allows 265 multi-family dwelling units with up to 185,000 square feet of commercial development.
- **How much has the plan morphed post COVID lockdowns for the new realities (ie curbside) in retail development?**
 - The plan provides concepts and related implementation items to put rules, incentives, and other strategies in place to encourage more desired development and land use outcomes; yet it acknowledges that the actual build-out is likely subject to external factors affecting market demand, such as COVID-19. The plan includes options to adjust to these factors as more information becomes available and to allow for variance in timing and phasing for build-out based on these factors and related uncertainties.
- **How would you connect the two sides of US 41? Is it just traffic lights?**
 - Strategies include slowing traffic by narrowing lanes and geography improvements to cross the street. Break up and shorten crossing distances to help drivers be more conscious and more refuge to cross. This would include widening sidewalks and improved lighting.

- **Will plantings be native with limited need for treatment and care?**
 - The concepts show native plantings; follow-up landscaping requirement review and adjustments as recommended in Section 5.0 of this memo can provide an opportunity to address this item.
- **Would Bike/Pedestrian Blvd. extend all along 41, joining all three centers?**
 - Extension of this concept along the corridor aligns with goals in the plan and would depend on more detailed transportation analysis for feasibility.
- **Has there been discussion with the plan to emphasize greenways for pedestrians to connect the other areas?**
 - It is not a large transportation component in the project as the major roadways are where the development would occur. However, the general concept is not in conflict with this plan. Other County and regional transportation planning documents that do focus on greenways are noted in the first technical memo for the plan, and we will provide information on how to engage with those processes as part of the final plan.
- **Will green space left on west side of light concept be maintained or adapted into greenspace?**
 - Vacant properties with entitlements shown in the “Light” concepts (such as those at the US 41 at Naples Manor site) are assumed to be allowed to develop as usual with the option for some design improvements; interventions to turn these areas into additional greenspace would require further evaluation through planning and capital improvement processes for the parks and recreation system, unless a specific local funding option was passed for capital and maintenance (e.g., an MSTU).
- **What happens to the existing businesses? In the robust plan, the warehouses are gone, where did they go?**
 - Existing businesses are allowed to operate until they decide to sell and redevelop, which would occur through typical market processes; as occurs under typical market circumstances, a use might find another area in which to locate, owners of the operation may turn to other activities, etc. These concepts show what kind of redevelopment might be possible with certain adjustments to regulations, incentives, and capital improvements to facilitate a transition to other types of development and uses, but it avoids requiring a transition of existing uses due to property rights protections.
- **On the moderate and high-density buildouts, what is the impact based on seasonal versus full-time occupancy?**
 - Existing estimates of seasonal and full-time households for East Naples were presented in Workshop 1 and are similar to the County as a whole: approximately 40% permanent households and 60% seasonal households (note that rentals were not included in this estimate, but traditional multi-family units that are typically rental make up 10% or less of the housing in either area). More

detailed analysis would be required to understand whether these ratios would change significantly with additional residential units.

- **How many non-official/non-Tindale residents are attending? Are these the only people voting or are the official and Tindale folk voting in the poll too?**
 - There are currently 145 attendees for this event, not counting officials or Tindale Oliver staff. Staff are not participating in the polls. (Note: virtual attendance maxed at 166.)
- **Canal infrastructure questions:**

Will this contribute to significant water runoff into that canal? Does that lead to Naples Bay, which is already under pressure with freshwater pollution?

What modifications to the canals will be needed to handle the additional impervious areas and resultant increase in stormwater flow in each of the 3 zones?

 - Specific infrastructure and environmental impacts would be part of a more detailed review of this concept for code implementation.
- **Are potential developers being provided with data regarding the number of residences in East Naples that fall within in plus \$1.5M, \$1.25 to \$1.5M, \$1M to \$1.25M, \$750K to \$1M, etc.? I suspect the number are huge and would go a long way to encourage higher end commercial and retail development.**
 - The project team found the median income in the area to be approximately \$53,000. We spoke with development representatives as part of outreach for this project with information on general population and median income estimates in the area; those discussions touched on concerns about limited density in the area. A marketing strategy and materials put together as a follow-up to this project could be used to share information about the area to developers and other target audiences.
- **What is considered affordable housing?**
 - Affordable housing may take a broader meaning in this context, indicating ways to diversify price points through types/sizes of housing provided (e.g., allowing for smaller units) and/or housing subsidized for different income levels that may particularly benefit from such a subsidy.
- **Is the shopping center with Greenwise also being updated?**
 - In the concept presented for US 41 at Rattlesnake Hammock Road, the building with Publix remains.
- **Have there been any thoughts of tearing down the entire old Lucky's plaza and starting over? Maybe then making the entire area new as opposed to just the parking lot area.**
 - This site could be redeveloped under current regulations with low-level design changes or could be included for redevelopment as part of moderate or robust scenarios with more significant adjustments to regulations.

- **Any conversation about greenways to connect areas like the proposed Naples Bay Greenway from Collier MPO? These can connect multiple communities, businesses and recreational areas.**
 - The first stages of this project reviewed plans for bicycle and pedestrian improvements in the area, including trails, from the MPO Bicycle and Pedestrian Master Plan. That planning process and future updates provide a platform for more detailed trails improvement discussions; that process will be documented in the final Community Development Plan for East Naples.
- **Did transit plans also look at other destinations for biking or walking, such as to the Botanical Garden, Sugden, or downtown?**
 - Technical Memorandum 1 reviewed existing transit service and planned improvements, as well as existing bike and pedestrian infrastructure and improvements; further proposals for roadway, bicycle, and pedestrian improvements are included in this technical memorandum. Many of the existing transit amenities and roadway, bicycle, and pedestrian proposals are located along US 41, which is a main route to access the Community Redevelopment Area containing the Botanical Gardens and Sugden Regional Park; this main roadway then continues west to approach Downtown Naples. As a result, the connections between the Study Area and the destinations noted will likely be further enhanced.
- **When are you going to provide a library and post office on 41 after Collier?**
 - New libraries are assessed through level of service analysis and implemented through capital planning processes for the County; these are comments that can be raised during the updates to related documents, such as the budget with capital plan and Annual Update and Inventory Report annual update. The final plan will provide an overview of those processes. Placement of post offices are not under the jurisdiction of the County since they are federal facilities; there is no current plan for a post office.
- **Are you planning a post office in East Naples? It is very necessary.**
 - Placement of post offices are not under the jurisdiction of the County since they are federal facilities; there is no current plan for a post office.
- **While you're working on the areas identified on US 41 which need it, the eastern end of the county is under enormous pressure from developers seeking to develop what is currently agricultural or open space - habitat for endangered species, bird rookeries, etc. Is there any plan to reign in the residential developers at all?**
 - Development will be consistent with policies in the Growth Management Plan and Land Development Code. The County has programs in the eastern portion of the County that aim to protect natural areas and direct development growth. Just east of Collier Boulevard is the Rural Fringe Mixed-Use District that has a Transfer of Development Rights program; this program allows for the transfer of the right to develop from certain areas to other areas with an aim to concentrate

development and take pressure off the places left open and undeveloped. The area is undergoing a restudy to understand how to support initial aims of the program, such as natural area protection and development of growth, and make the program more effective. You can learn more about this area and program on the [County's website](#).

- **Any way to understand the traffic impacts to these three designs?**
 - Presently any development in unincorporated Collier County would need to comply with the County's Traffic Impact Study procedures. Because the East Naples area has a high number of residences with relatively few non-residential uses, providing these uses closer to where people live could capture trips that otherwise would head further north; however, this would need to be evaluated as part of any future traffic impact study.
- **Is there a PRIORITY of which location we want developed first? Or are they all being developed at once?**
 - The County will focus on getting regulations and incentives in place, then the private market will likely dictate development priorities.
- **What type of time frame are we looking at if plan is approved? When does it start and process?**
 - The team will forward recommendations of policies, transportation and land development codes to the County for their approval. Depending on the complexity of the changes, it would take from six months to more than a year. As far as US 41, FDOT will have to do a study. Making physical changes take longer than land development codes. It will need to get into the FDOT work program. Traffic and engineering analysis require about three to five years or at least five years for a complete overhaul of highway. More information on implementation processes and timing will be included in the final plan.
- **Since there will be moderate to robust development there is a need for a better process for approvals. Will this be discussed in the "next steps" such as the recommendation for a community board for oversight?**
 - Based on discussions with representatives of the development community, we understand that development review process incentives such as expediting permitting would be helpful to encourage the implementation of the plan. A community board for oversight can give a certain group more review of development but may also hamper the process from the developer prospective. As a result, having strong community input on the vision, plan, and regulations overall and upfront may be preferable to having an additional review step for individual developments that meet the approved plans and regulations. However, a policy to authorize a review board would go through a Board of County Commission approval if pursued.
- **How much weight will the poll results have on the approval to the county? Are those the only areas and options (light, moderate and robust) on those sections? Will this**

impact traffic in East Naples? Will people from North Naples come into East Naples to increase traffic in our area?

- The concepts put together for the workshop and related preference poll results provide general guidance for the direction of the plan; the plan provides approaches and a process with examples for making change and serves as the basis for further implementation efforts, yet these steps are not final. We will document overall responses to the concepts as we complete the plan, and then it must go through approval with the County Commission. Individual implementation steps, such as regulatory adjustments and long-term/capital planning changes must also go through additional approval processes prior to changes being made. This will include further opportunities to analyze and discuss more specifics of these concepts and potential impacts, such as traffic. Ultimately, these concepts are intended to provide more local and walkable options for the Community of East Naples, yet there may be changes to traffic patterns, including around site access points.
- **Adding more shops, residentials, etc. how do you get over the bridge to go to downtown Naples with the traffic especially during season?**
 - The aim of these concepts is to reduce mileage on the roads from trips outside the area. We are trying to keep trips closer to the East Naples area so you do not have to travel outside of it.
- **No mention of Courthouse Shadows, what about it?**
 - Courthouse Shadows is being developed separately out of this area. It will be coordinated with the community development plan moving forward.
- **What is the status of the road work on Thomasson between Bayshore and 41?**
 - The Collier Community Redevelopment Agency provides the following information about this project on the Bayshore Gateway Triangle Community Redevelopment Area website (<https://bayshorecra.com/projects/bayshore-beautification-projects/thomasson-drive-hamilton-ave/>):
The \$6 million Thomasson Drive/Hamilton Avenue project is funded by the Bayshore Beautification Municipal Service Taxing Unit (MSTU). The new project will consist of a roundabout at the intersection of Thomasson Drive and Bayshore Drive and will enhance Thomasson Drive from Orchard Lane to Hamilton Avenue by constructing new 6-foot-wide sidewalks, bike lanes, decorative street lighting, signage and Florida friendly landscaping. Wright Construction Group Inc. based in Fort Myers, Florida was awarded the construction contract. Construction began on May 6, 2020 and will last approximately 12 months. The project started at the intersection of Hamilton Avenue and Thomasson Drive, moving east along Thomasson Drive to the intersection of Orchard Lane.
- **Can you give us a status on the new light on 41 at the entrance of Treviso Bay?**
 - On August 3, the developer resubmitted plans to FDOT for their review of design plan. They said they would have a contractor selected in 60-90 days.

- **Everyone wants to preserve the quiet/calm and safety, quality of life and property values of their residential neighborhoods. How will increased commercial development impact our homes/residential neighborhoods?**
 - Part of the public engagement for this project looked at preferred locations for additional development, which tended to be along US 41 and to a lesser degree along Collier Boulevard. The aim of targeting commercial development to these corridors, aside from focusing on where opportunities are more likely for this type of development, is to remain consistent with community preferences and avoid the residential neighborhoods of the area. In this way, the neighborhoods remain buffered but still have some increased local options, with green space and connectivity/access considerations.
- **Any budget estimates for these various plans? Or is it premature?**
 - It is too premature.
- **Are there pedestrian counts to justify the plan for pedestrian plan. Any other areas in Florida use the left lane? I don't see me or others walking across six lanes. I would prefer above street crossing.**
 - The idea is to encourage and provide the pedestrian circulation. You want to reduce the vehicular speeds to encourage the pedestrian plan. Once you get to a place in a vehicle, you do not necessarily want to have to drive to a neighboring shopping center across the street or to the one next door. There are short-term and long-term solutions to ultimately operate US 41 as an urban street. Other areas with left turn configuration as shown are West Palm and Miami.
- **Explain the overlay. Who creates it and has separation standards worked for undesirable development?**
 - The overlay is a regulatory tool that targets to certain areas, such as those within East Naples, the regulatory adjustments that would promote the plan outcomes, The County Commission makes the final decision on approving an overlay. Separation standards are often used for undesirable uses because it can be legally challenging to prohibit uses outright and address uses already in existence. These standards mandate a distance between uses (i.e., gas stations must be a certain distance apart). These standards are already implemented for gas stations, but they can be evaluated for an increase in distance. Design standards can also be heightened to make these uses more aesthetically pleasing or more buffered from surrounding areas (through architectural standards, heights, setbacks, etc.).
- **What happened to the plans for a new arts center/theater/opera house park?**
 - A multi-purpose facility was proposed as part of the Bayshore Gateway Triangle Community Redevelopment Plan for the area just west of the East Naples Study Area. More information on this plan can be found in Section 5 of this document: <https://bayshorecra.com/wp-content/uploads/2015/09/05.13.2019-Final->

[Redevelopment-Plan-Update.pdf](#) and on the Community Redevelopment Area's website: <https://bayshorecra.com/>.

- **How about an entrepreneur incubator, culinary incubator facility?**
 - This effort may be coordinated with the existing Naples Accelerator that assists new and emerging businesses (overseen by the Collier County Economic Development Office; more information available here: <https://www.collieredo.org/naples-accelerator>), as well as the incubator idea proposed as part of the Bayshore Gateway Triangle Community Redevelopment Plan (more information available in Section 5 of this document: <https://bayshorecra.com/wp-content/uploads/2015/09/05.13.2019-Final-Redevelopment-Plan-Update.pdf>).
- **What is happening with the gas station on 41 east of Collier Blvd on corner of Auto Ranch Road? It was destroyed in Irma and is in same condition. I asked two years ago what was happening and they said the new owners were waiting on permits. That was two years ago! Why hasn't the county razed this gas station and fixed up that corner? This looks disgusting.**
 - This issue is a current Code Enforcement case; next steps may include a Notice of Violation and possible hearing.
- **The old K-Mart in Freedom Square was supposed to have several businesses open there. What is happening? I haven't seen any work.**
 - The County is not involved in storefront openings; these are part of a developer-driven process with leases being determined between property owners and lessees. Permits have been pulled for interior renovations.
- **Would the recycling center be in one of the zones presented? Our neighbors would be in favor of one in our area. Also, any news about possible overpass at 951 and US 41?**
 - The County is looking for a recycling site along US 41 and wanted to get consensus from the community to see if this fits within the East Naples vision. There are other locations that may be available near the airport. One site was identified on US 41; it was not yet purchased. We wanted to receive consensus from the community about a location along US 41 or about suggesting it move to an industrial area in the East Naples area.
 - There is no funding identified yet for an overpass through 2040 and the MPO plan is updated periodically. The 2045 plan is currently in planning stage.
- **There are three Collier commissioners that have oversight over parts of East Naples and that brings forth many problems especially with respect to their vision for growth. I live in the Isles of Collier Preserves and part of the development is in District 1 and others in the same development are in District 4. Does that really make any sense? Are there any plans to review this and give East Naples one commissioner? Redistricting only occurs once every 10 years after the census is completed. It is time for change; one commissioner for East Naples. The way it is now only causes**

confusion and conflict with those commissioners that have responsibility in east and other parts of Collier County. Who do they really advocate for?

- Redistricting will begin in 2021; there are no plans at this time to change Commission district boundaries.
- **We have been seeing some activity on Markley that have us wondering if development is planned soon. Any information would be appreciated.**
 - Land clearing at 2185 Markley Avenue is related to agricultural farmland and mobile home.