

Bayshore Gateway Triangle CRA • Bayshore Beautification MSTU
Haldeman Creek MSTU

Bayshore Gateway Triangle Community Redevelopment Area LOCAL ADVISORY BOARD

SPECIAL MEETING AGENDA

Naples Botanical Garden FGCU Buehler Auditorium, 4940 Bayshore Drive, Naples, FL 34112

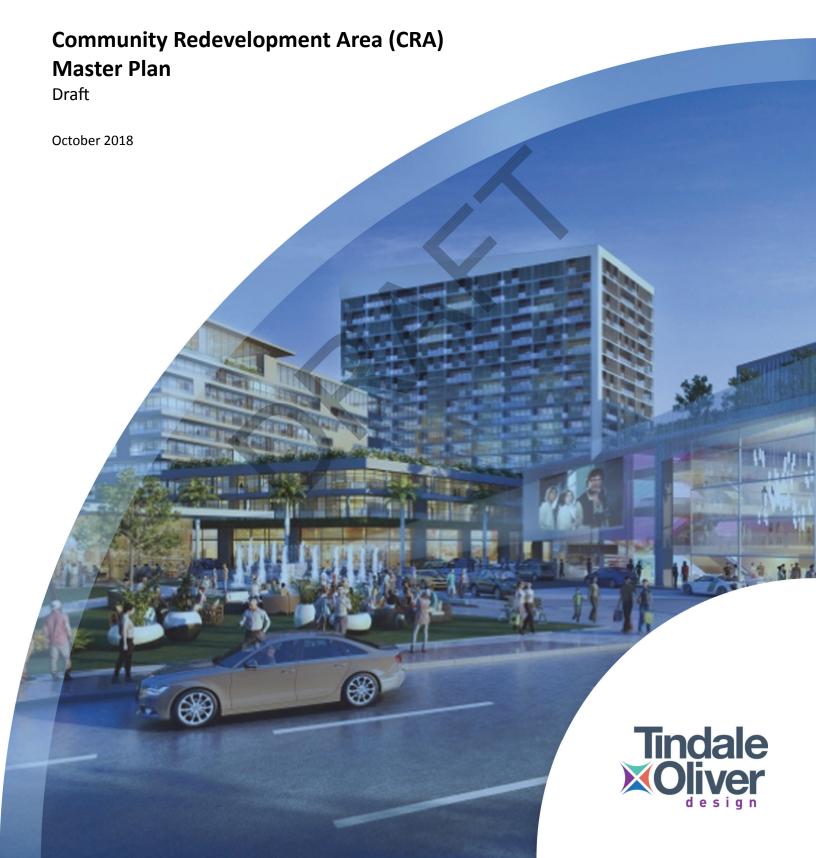
> Date: October 11, 2018 Time: 6:00 PM

Chairman Maurice Gutierrez Karen Beatty, Peter Dvorak, Larry Ingram, Dwight Oakley, Steve Main, Shane Shadis, Michael Sherman, Steve Rigsbee

- 1. Call to order and Roll Call
- 2. Pledge of Allegiance
- 3. Adoption of Agenda
- 4. Old Business
 - A. Draft Redevelopment Plan Update Review and Discussion
 - Draft Plan is available at: www.bayshorecra.com
- 5. Communication and Correspondence
- 6. Public Comments
- 7. Staff Comments
- 8. Advisory Board General Communications
- 9. Next meetings: NOTE DATE CHANGE: November 14, 2018@ 6 p.m.
- 10. Adjournment

Phone: 239-643-1115 Online: www.bayshorecra.com





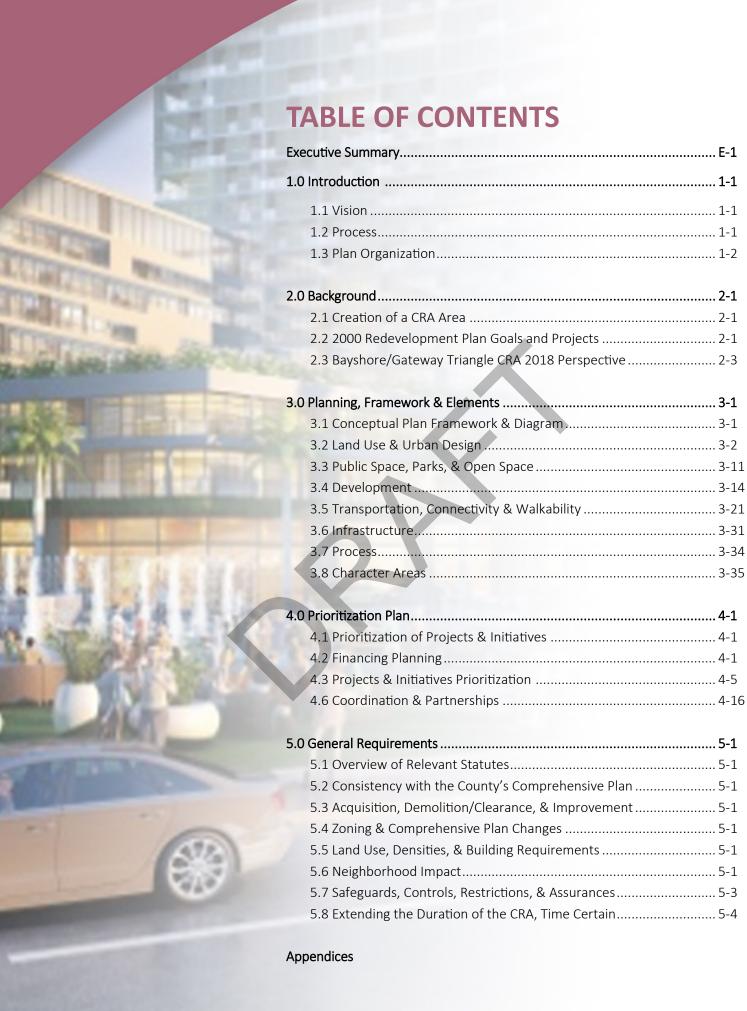
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EXECUTIVE SUMMARY



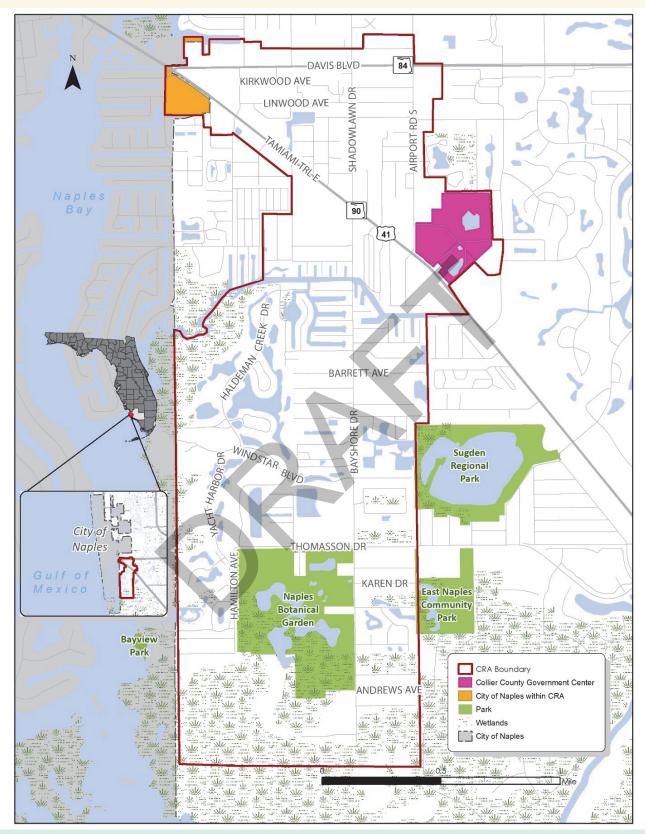
Executive Summary

The 2018 Redevelopment Plan provides an updated vision and approach for the redevelopment of the Bayshore/Gateway Triangle area in Collier County (see Map 1-1).

The Plan brings together information gathered from technical analysis, fieldwork observation, and public and agency outreach. From these efforts and the resulting themes identified, an overarching vision emerged for the future of the CRA area:

Promote quality of life and economic vitality with a mixed-income, urban, multi-modal community that welcomes visitors, cultivates the area's artistic and cultural identity, uplifts unique local destinations, and finds balance with the natural environment.

This Redevelopment Plan provides a Concept Plan to illustrate elements of the vision with Future Land Use, key capital projects, and character images (see Figure ES-1).



Map 1-1: Bayshore/Gateway Triangle CRA Study Area

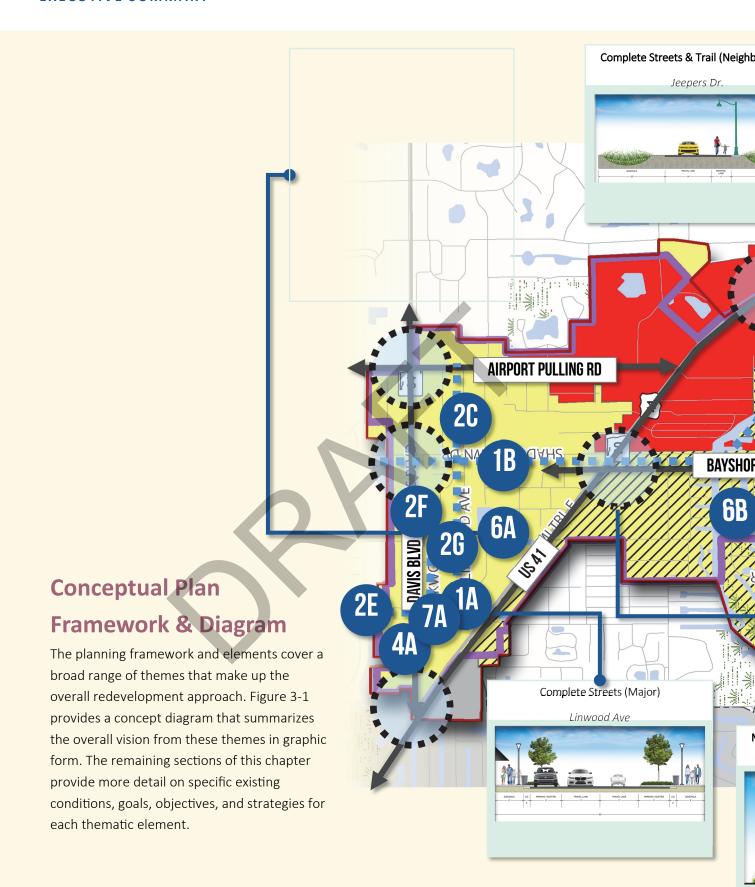
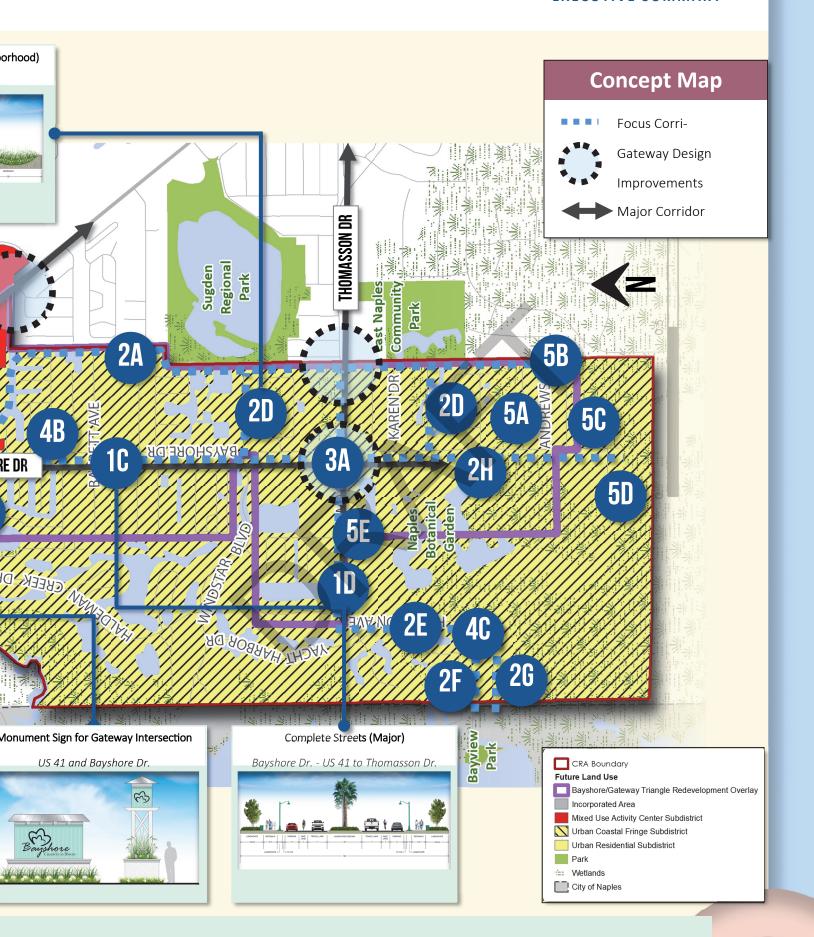


Figure ES-1: Redevelopment Concept



Location-Specific Capital Projects

	<u> </u>		
	Project Type		Project Name
		A.	Linwood Ave—Phase I
		В.	Shadowlawn Ave
		C.	Bayshore Dr—Us 41/Thomasson Dr
	Complete Streets (Major)	D.	Thomasson Dr
		E.	Commercial Dr
		F.	Kirkwood Ave
		G.	Pine St Connection
		A.	Bicycle/Pedestrian Trail
		В.	Jeepers Dr
		C.	Linwood Ave—Phase II
2	Complete Streets & Trails	D.	Republic Dr
2	(Neighborhood)	E.	Hamilton Ave
		F.	Danford St
		G.	Bay St
		Н.	Bayshore Dr—Thomasson Dr/Holly Ave
3	Major Intersection Improvements	А. Т	Thomasson Dr/Bayshore Dr roundabout
		A.	Surface/garage parking—Mini Triangle area
4	Parking	В.	Surface/garage parking—Bayshore area
		C.	Car/boat parking—Bayview Park area
		A.	Pine Tree Dr
	Can and Dand Engineening Standard	В.	Andrews Ave
5	General Road Engineering Standard	C.	Woodside Ave
	Improvements	D.	Holly Ave
		E.	Palmetto Ct
6		A.	Haldeman Creek Dredge
U	Public Space, Parks, & Open Space	В.	Triangle retention pond improvements
7	Infrastructure	A.	Underground/Relocate Overhead Utility Lines—Linwood Ave and
	IIIII asti actul e		Commercial Dr

Non-Location Specific Capital Projects

Project Type	Project Name
Other Bike/Pedestrian Improvements	A. Sidewalk Gap ImprovementsB. Bicycle InfrastructureC. Street Sign/Wayfinding Improvements
Public Space, Parks, & Open Space	A. Pocket Park Land Acquisition & Development
Infrastructure	A. Water Main UpgradesB. Stormwater ImprovementsC. Upgrade Sanitary Sewer Lines

This concept is further developed with a framework of goals, objectives, and strategies to achieve the overall vision:

Land Use & Urban Design



GOAL

Promote a defined, harmonious, and urban visual and land use character tailored to the CRA area, cultivating its unique artistic and cultural identity.

Objective 1: Promote urban-style development.

- Strategy 1: Coordinate with Collier County Growth Management and Zoning Divisions to pilot innovative land use and zoning approaches to promote more urban-style development in the LDC. These approaches might include:
 - Increasing mixed use designations
 - Focus increased densities/intensities along improved roadways (with consideration of Coastal High Hazard Area restrictions)
 - Roadway design standards to support multi-modal transportation (see Transportation, Connectivity, & Walkability section)
 - Reduced building setbacks
 - Zoning for live/work spaces
 - Zoning and incentives for accessory dwelling units
 - Flexible parking regulations
- **Strategy 2:** In awarding density pool units, establish eligibility requirements and/or performance metrics that promote these urban approaches.



Urban-style multi-family housing in Naples.

Objective 2: Achieve consistent land uses in the CRA area and sub-areas.

- Strategy 1: Use sub-area ("Character Area") characteristics (see Map ES-1) to guide land use vision in the CRA area.
- Strategy 2: Amend the LDC to limit heavy commercial and manufacturing/warehouse/ storage uses throughout the CRA area.
- Strategy 3: Identify elements in the LDC to create clear transitional areas and land use buffers between uses that are incompatible; coordinate buffers with related improvements, such as landscaping improvements via the Bayshore Beautification MSTU.
- Strategy 4: Provide funding through CRA-funded grant programs for transitional structures (e.g., walls and fences) between incompatible uses.
 Provide guidance in the program guidelines to coordinate with related elements, such as design standards and Bayshore Beautification MSTU improvements.
- Strategy 5: Provide clear guidance in the LDC for new and emerging uses to ensure consistency with the respective Character Areas.
- **Strategy 6:** Evaluate opportunities for arts-oriented code flexibility that will incorporate existing arts activity such as gallery space.

Objective 3: Achieve a consistent design character in the CRA area and sub-areas that cultivates the area's unique artistic and cultural identity.

- Strategy 1: As part of a CRA-specific Arts and Culture Plan (see Development section, Objective 1, Strategy 5), develop a comprehensive design approach for the public realm with reference to specific Character Areas. The approach might consider:
 - Architectural styles, including resilient designs that better manage natural hazards such as flooding
 - Transitional elements between Character Area designs, building mass types, etc.
 - Design considerations for gateway/focus intersections
 - Design considerations for public art
 - Identification of public art opportunities and incentives
 - Design considerations for streetscape improvements in coordination with the Bayshore Beautification MSTU Master Plan
 - Design considerations for CRA-funded grants for façade and other exterior improvements
 - Incorporation of urban-style development design standards (see Land Use & Urban Design section, Objective 1)
 - Airport Zone height restrictions
- Strategy 2: Fund a commercial façade grant program for exterior improvements to commercial buildings not targeted for major redevelopment.

Public Space, Parks, & Open Space



Ensure accessible, activated, and well-maintained public spaces, parks, and open space.

Objective 1: Increase access to parks and public gathering places in the CRA area.

- Strategy 1: Coordinate with Collier County Road Maintenance Division and Parks & Recreation Division to increase the number and quality of bicycle and pedestrian connections 1) between the Bayshore Dr area and neighboring County parks, including Bayview Park, East Naples Community Park, and Sugden Regional Park and 2) running north/south from neighboring County parks to increase accessibility to the Triangle area (see Transportation, Connectivity, & Walkability section, Objective 1, Strategy 6).
- Strategy 2: Coordinate with Collier County Road Maintenance Division and Parks & Recreation Division in conjunction with Thomasson Ave and Hamilton Ave MSTU improvements to evaluate opportunities for 1) transitioning from on-street Hamilton Ave parking, including boat parking, to parking sites identified by Parks & Recreation to serve Bayview Park and 2) operational maintenance at Bayview Park.
- Strategy 3: Coordinate with Collier County Public Services Department to evaluate opportunities for a park and/or public meeting space (e.g., library) in the CRA area.

- **Strategy 4:** Create a site-specific park plan for the existing retention pond in the Triangle area.
- Strategy 5: Evaluate opportunities for "pocket parks" (very small neighborhood park spaces).

Objective 2: Support events in park spaces geared towards the CRA community.

 Strategy 1: Coordinate with Collier County Parks & Recreation Division to promote park spaces as venues for CRA community events.

Objective 3: Ensure a clean and well maintained public realm.

- Strategy 1: Coordinate with the Collier County Sheriff's Office, Collier County Code Enforcement Division, service providers in the CRA area, and residents and business owners in the CRA area to develop a proactive community safety and clean-up strategy (inclusive of private property along the canal network) with an aim at reducing reliance on case-by-case enforcement.
- Strategy 2: Identify and document a strategy for canal maintenance in the right-of way, including seawalls and mangroves, in coordination with the Haldeman Creek MSTU Advisory Board.



Pedestrian connection between Bayshore neighborhood and Sugden Regional Park that can serve as an example for additional connections

Development



GOAL

Foster and guide private development to enhance community character and provide increased stability and prosperity for community members.

promote the CRA area and its local business and commercial establishments as part of tourism development efforts in the area. This should include coordination with Collier County Parks & Recreation related to East Naples Community Park master planning and pickleball sports tourism.

 Strategy 5: Create an Arts and Culture Plan for the CRA area to incorporate into the overall CRA area vision. This effort should:

Objective 1: Improve the marketing, branding, and communication approach for the CRA area.

- Strategy 1: Create a branding strategy for the CRA area to establish a community vision and character. This strategy should coordinate with the Arts and Culture Plan and the Market Study for the CRA (see Section 3.4, Objective 1, Strategy 4 and Section 3.4, Objective 3, Strategy 1).
- Strategy 2: Create a marketing and communication strategy for the CRA area to communicate vision and character with effective tools (e.g., website, social media, branding materials). This strategy should coordinate with the comprehensive design approach developed for the CRA area (see Section 3.2, Objective 3, Strategy 1), as well as improved communication efforts between the CRA and the community (see Section 3.7, Objective 1).
- Strategy 3: Provide CRA administrative materials (e.g., Advisory Board agendas, budgets, annual reports) in an accessible and easy-to-understand way.

Strategy 4: Coordinate with the Collier County

Tourist Development Council, Collier County Parks

& Recreation Division, and other jurisdictions to



US Open Pickleball Championships at East Naples Community Park.
Source: Collier County Parks & Recreation Division, https://
www.facebook.com/CollierParks/photos/
a.852037184807466.1073741827.118036328207559/19606389606
13944/?type=3&theater

Objective 2: Streamline and clarify the development process

- Strategy 1: Coordinate with Collier County Zoning
 Division to clarify LDC requirements related to
 development in the CRA area, particularly related
 to:
 - Relationship of overlay zoning to base zoning
 - Relationship of various applicable codes to each other (e.g., LDC, fire code, building code)
 - Allowable uses
- Strategy 2: Coordinate with Collier County Zoning
 Division to evaluate approaches to streamline and
 shorten the development review process.

 Approaches might include:
 - Dedicating County staff to review projects within the CRA area and expedite them through the development process.
 - Improving coordination and communication between entities overseeing applicable codes (e.g., Zoning, Fire Marshall).
 - Identifying opportunities to increase reliance on defined criteria for development approval (as opposed to discretionary approval)
 - Encouraging design-build approaches.
- Strategy 3: Establish a formal role for the CRA in the development review process to facilitate development of projects in the CRA area.



Clearer guidance in LDC would be helpful for new uses such as microbreweries

Objective 3: Incentivize desired types of development.

- Strategy 1: Conduct a market study, including information on owners of second homes, which is not captured in typical data sets, to determine what development will be supported in the CRA area.
- Strategy 2: Identify incentives and targeted assistance (see Development Assistance and Incentives Examples) for a range of development and redevelopment, including consideration of the following types of development and additional desirable development supported by the market study:
 - Local neighborhood commercial establishments
 - Social enterprises and business opportunities for those with tenuous livelihoods
 - Larger catalyst development projects
 - Arts-oriented development
- Strategy 3: Evaluate and amend as needed current grant program offerings to reflect new incentives and assistance approaches from Section 3.4, Objective 3, Strategy 2.

Objective 4: Capitalize on current and potential real estate and development opportunities.

- Strategy 1: Facilitate tenancy, development, and redevelopment, particularly for opportunities along US 41, Linwood Ave and neighboring non-residential areas, and Bayshore Dr, through incentives and communication efforts (see Development Assistance and Incentives Examples).
- Strategy 2: Continue to facilitate existing catalyst project opportunities on the Mini Triangle and 17-Acre sites (see Development & Real Estate Opportunities Map) to strengthen and solidify development interest in the CRA area. Efforts might include assisting with coordination of property owners in target areas, negotiating desired amenities to be incorporated into proposed development, and providing incentives (see Development Assistance and Incentives examples).
- Strategy 3: Evaluate alternative funding opportunities, such as private funding and donations, for capital projects.
- Strategy 4: Assess development opportunities for the Activity Center area, including the Courthouse Shadows site.
- **Strategy 5:** Evaluate concepts to expand the CRA boundaries to include new development opportunities, such as areas along Thomasson Dr.

Objective 5: Incorporate protections in development efforts to enhance existing community character and support existing CRA area residents.

- Strategy 1: Establish assistance programs and incentives to protect and enhance existing community-oriented uses and local neighborhood commercial and single-family neighborhoods off the main corridors. Assistance and incentive distribution might account for building age, structural quality, and means of property owners.
- Strategy 2: In coordination with the Collier County
 Affordable Housing Advisory Committee, promote
 strategies to maintain current affordable housing
 availability in the CRA while improving baseline
 quality conditions. Strategies to consider include:
 - Community land trust (see Artist-Oriented Community Land Trust example for Section 3.4, Objective 1, Strategy 4)
 - Coordinating with Collier County
 Community & Human Services Division for mobile home upgrades (see Housing Assistance and Incentives Examples)
 - Residential renovation loan/grant program (see Housing Assistance and Incentives Examples)
 - Encouraging use of Collier County's impact fee deferral program for incomerestricted units (see Housing Assistance and Incentives Examples)

Transportation, Connectivity & Walkability



GOAL

Ensure safety, comfort, and convenience for various modes within and connecting with the CRA area.

Objective 1: Increase safety, comfort, and connectivity for active transportation modes (e.g., walking and biking).

- Strategy 1: Create a strategy to implement discrete transportation improvements and more comprehensive Complete Streets corridor improvements.
- **Strategy 2:** The effort undertaken for Strategy 1 should include development of a sidewalk master plan with inclusion of the following:
 - Visibility assessment related to landscaping
 - Consideration of connections to neighboring parks (see Section 3.3, Objective 1, Strategy 1 and Strategy 6 in this section)
 - Coordination with roadway and infrastructure improvements
- Strategy 3: Identify opportunities to coordinate transportation capital improvements with County/MPO improvements along major arterials.

- Strategy 4: Pilot transportation improvements, such as elements of Complete Streets corridor improvements, elements of Bayshore Dr road diet (traffic lane consolidation), reduced turning radii at intersections to slow traffic, and additional pedestrian crossings, with temporary installations. These efforts should incorporate community input and feedback to gauge response to more urban-style development and any particular concerns to address or opportunities on which to capitalize. These installations can be incorporated into community events that include educational elements on, for example, Complete Streets, the Vision Zero effort to eliminate bicycle and pedestrian fatalities, and roundabouts.
- Strategy 5: Based on input from temporary installations from Strategy 4, move forward with vetting of Bayshore Dr road diet concept scenarios and traffic analysis.
- Strategy 6: Evaluate opportunities for a north/ south bicycle and pedestrian connector in the eastern Bayshore area with connections to Sugden Park and East Naples Community Park (see Section 3.3, Objective 1, Strategy 1).

Objective 2: Increase and enhance alternative vehicle mode options within and connecting with the CRA area.

- Strategy 1: Evaluate opportunities for alternative vehicles (e.g., golf carts, electric shuttles) and bikesharing, including partnerships with neighboring communities.
- Strategy 2: Coordinate with Collier County Public Transit & Neighborhood Enhancement Department for transit service and facilities improvements.

Objective 3: Improve parking options in commercial areas.

- Strategy 1: Evaluate parking concepts for the Bayshore Dr and Mini Triangle/Linwood Ave commercial areas, which may include:
 - Shared parking with shuttle service, particularly to meet peak-season demand
 - Reduced design requirements for parking
 - On-street parking as part of the Bayshore
 Dr road diet
 - Parking garages
 - Parking mitigation fee (development pays for construction of public parking in lieu of providing parking spaces)



 Strategy 1: Coordinate with the City of Naples to explore and partner on transportation improvements and approaches serving both Downtown Naples and the CRA area noted in Objective 2, Strategy 1 of this section.



Slidr operating in Naples area (Source: Paradise Coast, https://www.paradisecoast.com/profile/slidr/1726)

Infrastructure



GOAL

Provide effective infrastructure that preserves environmental and neighborhood design quality through coordinated improvement planning and funding.

Objective 1: Ensure that infrastructure provided will effectively achieve its primary purpose without significantly compromising environmental and neighborhood design quality.

- **Strategy 1:** Develop a Stormwater Master Plan for comprehensive infrastructure improvements that incorporates consideration for the following:
 - Flood plain designations, including FEMA flood designations and Coastal High Hazard requirements
 - Building and site plan design to respond to flooding
 - Primary, secondary, and tertiary infrastructure improvements (both shortand long-term)
 - Potential for a bicycle and pedestrian pathway in easement of north/south drainage ditch along Sugden Regional Park
 - Shared maintenance and maintenance funding between County and CRA
 - Water quality
 - Use/design of right-of-way areas on local streets
 - Innovative techniques to pilot in CRA area, including green infrastructure

- Strategy 2: Coordinate stormwater infrastructure planning with design of new parks (see Section 3.3, Objective 1).
- Strategy 3: Integrate green infrastructure improvements into landscaping and drainage improvements, including those funded by the Bayshore Beautification MSTU.

Objective 2: Coordinate with other jurisdictions and government entities for infrastructure planning and funding.



Kissimmee Lakefront Park rain gardens (Source: City of Kissimmee, https://www.kissimmee.org/Home/Components/News/ News/2208/263?backlist=%2F)

- Strategy 1: Create a CRA-specific Capital
 Improvement Plan to identify and prioritize
 transportation, stormwater, water, and other
 infrastructure improvements. Incorporate MSTU
 funds operating in the CRA area for relevant
 capital improvement projects.
- Strategy 2: Identify additional funding opportunities to supplement capital improvements funds (e.g., grants).
- **Strategy 3:** Document the project prioritization strategy to upgrade water lines in coordination with the City of Naples.

EXECUTIVE SUMMARY

- Strategy 4: As part of the Stormwater Master Plan (Objective 1, Strategy 1 of this section), coordinate with Collier County Stormwater Management to integrate CRA stormwater infrastructure planning with County stormwater planning efforts.
- Strategy 5: As part of the Stormwater Master Plan effort (Objective 1, Strategy 1 of this section), coordinate with Collier County Zoning Division to create right-of-way design guidelines for development that coordinate with Complete Streets concepts for neighborhood streets.
- Strategy 6: Coordinate with Collier County agencies
 to identify and improve other infrastructure
 including sanitary sewer lines, roadways that fail
 to meet minimum standards, and electrical
 utilities identified to be placed underground or
 relocated.

Process



Carry out CRA area planning and implementation efforts to engage and serve the various communities within the CRA area.

Objective 1: Improve approaches and tools for communicating with communities in the CRA area and the general public.

- Strategy 1: As part of the marketing and communication strategy (see Section 3.4, Objective 1, Strategy 2), evaluate communication mechanisms and tools that will most effectively communicate with the various communities in the CRA area.
- Strategy 2: Coordinate with schools and other community partners to improve outreach and communication between the CRA and harder-toreach populations.
- **Strategy 3:** Provide multi-lingual communications and materials.

Objective 2: Ensure a balanced distribution of CRA planning and implementation efforts.

- **Strategy 1:** Account for both need-based and geographic considerations in the distribution of planning and implementation efforts.
- Strategy 2: Update rules and procedures for the CRA Advisory Board for legal consistency and with consideration given to a balanced distribution of planning/implementation efforts and diverse representation.

This framework can be tailored to different sub-areas depending on their specific character, needs, and opportunities. Map ES-1 lays out these different sub-areas, or "Character Areas".



Mini Triangle/Davis

- The Mini Triangle, including CRA-owned parcel, is a major commercial redevelopment opportunity and Focus Development Node
- Corridor commercial along Davis
- Linwood Avenue another potential area for

Airport Pulling

- Mix of corridor commercial, larger big-box style retail, and County Center
- Part of area currently designated as an Activity Center in Future Land Use Map

Windstar

- Residential is primarily condos and singlefamily homes in gated communities
- Includes golf course designated as a commercial use

7 South Bayshore

- Primarily single-family residential neighborhood with Naples Botanical Garden
- Wetland considerations for development

2 Shadowlawn

- Primarily a residential neighborhood with mix of apartments/duplexes and single-family homes around Shadowlawn Elementary
- Borders US 41/Bayshore Drive Focus
 Intersection (asterisk), a gateway between

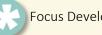
4 Tamiami

- Corridor commercial and residences, including two major malls, Gulfgate Plaza and Courthouse Shadows)
- Borders US 41/Bayshore Drive Focus Intersection (asterisk), a gateway between

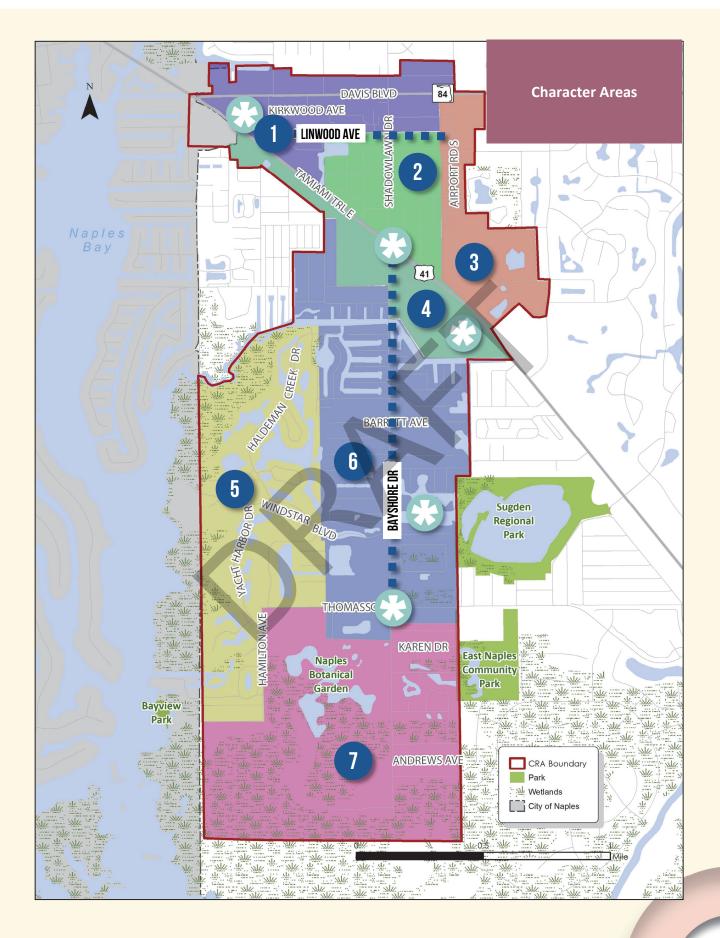
North Bayshore

- Focus Corridor along Bayshore Drive with neighborhood commercial
- Mix of multi- and single-family residential
- Focus Intersection at Bayshore/Thomasson with planned roundabout

■ ■ ■ Focus Corridor



Focus Development Node/Intersection



Focus of Redevelopment

The following provides a focus of redevelopment for each Character Area based on the specific characteristics described in the Character Area Definition Map and the most relevant strategies.

Mini Triangle/Davis

- Urban-style mixed use commercial redevelopment, including capitalization on the Mini Triangle as a catalyst development site and urban-style parking solutions
- Park development at retention pond site
- Complete Streets design along Linwood Ave and pedestrian scale street design between Mini Triangle, Linwood Ave, and the proposed retention pond park
- Improved access to Mini Triangle development from US 41, Davis Blvd, and Linwood Ave
- Multi-modal connectivity:
 - Across Davis Blvd
 - Between Mini Triangle, Linwood Ave, proposed retention pond park, and eastern Triangle neighborhood
 - To Downtown Naples potentially via Davis Blvd, US 41, and Gordon River Bridge improvements
- Additional infrastructure improvements: sanitary sewers, electrical, stormwater

Shadowlawn

- Residential structural enhancement and upgrades
- Avoidance of incompatible uses
- Transitional elements between different uses
- Infill development on vacant residential lots

• Flooding and drainage on neighborhood streets

Airport Pulling

- Transitions between residential neighborhoods and commercial development
- Eventual street enhancements, particularly connectivity across Airport Pulling Rd
- Commercial façade improvements

Tamiami

- Connectivity to Downtown Naples via US 41
- Redevelopment of Courthouse Shadows
- Tenant opportunity at Gulfgate Plaza

Windstar

- Complete Streets and MSTU improvements along major community roadways, including Bayshore Drive, Thomasson Drive, and Hamilton Avenue
- Access to Bayview Park

North Bayshore

- Corridor commercial development along Bayshore Drive, including creative parking solutions
- Larger redevelopment opportunities of 17-Acre
 Site and Del's 24 property
- Arts- and culture-oriented development
- Transitional elements between corridor commercial and residential areas in along Bayshore Drive and Thomasson Drive
- Development of vacant residential lots
- Complete Street design along Bayshore Drive, including Bayshore Drive/Thomasson Drive roundabout
- Neighborhood Complete Street pilots (Jeepers Drive, North Street, Short Street)
- Connections between Sugden Regional Park and

CRA area

- Water main upgrades
- Flooding and drainage on neighborhood streets

South Bayshore

- Mobile home and single-family home residential improvements, upgrades, affordability
- Development of vacant residential lots
- Access to Bayview Park
- Connections between CRA and uses to the east, including East Naples Community Park
- Wetland, flooding, and site preparation

considerations for development

Roadway improvements to meet County engineering standards

The Redevelopment Plan also provides a list of capital projects and non-capital initiatives in support of the vision with a prioritization plan and recommendation for allocated funding (Tables ES-1 through ES-5).

Fund Revenue	Short Term Total	Mid Term Total	Long Term Total	Total
	(1-5 Yrs)	(6-15 Yrs)	(16+ Yrs)	
Tax Increment Financing (TIF)	\$9,790,356	\$36,936,184	\$83,458,889	\$130,185,429
Bayshore Beautification MSTU	\$7,013,949	\$20,105,438	\$39,769,782	\$66,889,169
Haldeman Creek MSTU	\$581,794	\$1,756,487	\$3,481,699	\$5,819,980

Table ES-1: Summary of Projected Revenue Estimates

North of US 41 (Triangle)					
Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²	
Multi-Modal and Complete Streets					
General Sidewalk/Bicycle Infrastructure Improvements	\$2,747,555	\$430,622	\$932,931	\$1,384,002	
Linwood Ave. (Phase I)	\$1,925,186		\$1,925,186		
Linwood Ave. (Phase II)	\$2,046,448		\$2,046,448		
Kirkwood Ave.	\$2,003,588		\$2,003,588		
Commercial Drive	\$1,750,961		\$1,750,961		
Surface Parking Lot - Land Acquisition	\$431,250		\$431,250		
Surface parking lot – Mini Triangle area – excludes land acquisition.	\$351,290		\$351,290		
Shadowlawn Drive - Installation of streetlights	\$379,500		\$379,500		
Commercial Parking garage (possibly on surface lot) – Triangle	\$12,374,050			\$12,374,050	
Pine Street Connection	\$2,299,326			\$2,299,326	
Sub-Total	\$26,309,154	\$430,622	\$9,821,154	\$16,057,379	

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Gateway, Wayfinding, and Street Signage				
Gateway Sign Imrprovements at US 41 and Bayshore	\$15,000	\$15,000		
Wayfinding Sign Improvements	\$52,500	\$52,500		
Gateway Sign - Davis Blvd/Airport Pulling Rd	\$17,250		\$17,250	
Gateway Sign - Davis Blvd/Shadowlawn Dr	\$17,250		\$17,250	
Gateway Sign - Davis Blvd/US 41	\$17,250		\$17,250	
Sub-Total Sub-Total	\$119,250	\$67,500	\$51,750	\$0

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Park Improvements				
Triangle Retention Pond Improvements (Elements Below)	\$752,605		\$752,605	
Land acquisition for pocket parks (2 parks)	\$918,750		\$431,250	\$487,500
Development of Pocket Parks (2 parks)	\$169,705			\$169,705
Sub-Total	\$2,841,060	\$1,000,000	\$1,183,855	\$657,205

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Other Infrastructure Improvements				
Upgrade sanitary sewer lines	\$1,000,000	\$1,000,000		
Stormwater Infrastructure upgrades/Improvements	\$5,825,000	\$250,000	\$575,000	\$5,000,000
Underground Utility Lines - Linwood Avenue	\$931,913			\$931,913
Underground Utility Lines - Commercial Drive	\$247,443			\$247,443
Water Line Upgrades	\$4,038,023	\$482,801	\$555,222	\$3,000,000
Sub-Total	\$12,042,379	\$1,732,801	\$1,130,222	\$9,179,356

 Table ES-2: Capital Improvements Project Matrix—North of US 41 (Triangle)

South of US 41 (Bayshore)					
Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years)²	
Multi-Modal and Complete Streets					
General Sidewalk/Bicycle Infrastructure Improvements	\$2,747,555	\$430,622	\$932,931	\$1,384,002	
Thomason Drive and Hamilton Improvements	\$4,900,000	\$4,900,000			
Jeepers Drive Complete Street Improvements	\$491,849	\$491,849			
Danford Street Complete Streets	\$689,329	\$689,329			
Bay Street Complete Street Improvements	\$491,849	\$491,849			
Republic Drive Complete Streets improvements	\$506,849	\$506,849			
General Road Engineering Improvements – Pine Tree Drive	\$346,649	\$346,649			
General Road Engineering Improvements - Andrews Drive	\$346,649	\$346,649			
Surface Parking Lot at Bayshore and Coco	\$351,290	\$351,290			
Commercial parking garage (possibly on surface lot) — Bayshore Drive	\$10,946,275		\$10,946,275		
Bayshore Drive Complete Street – between US 41 and Thomasson	\$2,875,000		\$2,875,000		
General Road Engineering Improvements - Woodside Avenue	\$398,647		\$398,647		
General Road Engineering Improvements - Holly Avenue	\$398,647		\$398,647		
General Road Engineering Improvements - Palmetto Court	\$221,905			\$221,905	
Bayshore Drive Complete Street	\$2,600,000			\$2,600,000	
Bicycle and pedestrian trail along Sugden drainage ditch	\$394,073		\$394,073		
Sub-Total	\$28,706,567	\$8,555,088	\$15,945,572	\$4,205,908	

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years)¹	Long Term (16+ Years)²
Gateway, Wayfinding, and Street Signage				
Gateway Sign Improvements at US 41 and Bayshore	\$15,000	\$15,000		
Wayfinding Sign Improvements	\$52,500	\$52,500		
Gateway - Thomasson Dr/Dominion Dr	\$17,250		\$17,250	
Gateway US 41/Osceola	\$17,250		\$17,250	
Sub-Total	\$102,000	\$67,500	\$34,500	\$0

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years)²
Park Improvements				
Land acquisition for pocket parks (2 parks)	\$975,000			\$975,000
Development of Pocket Parks (2 parks)	\$169,705			\$169,705
Bayview Park - Car and Boat Parking improvements	\$1,000,000	\$1,000,000		
Sub-Total	\$2,144,705	\$1,000,000	\$0	\$1,144,705

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years)²
Infrastructure Imprvements				
Stormwater Infrastructure upgrades/Improvements	\$5,150,000	\$250,000	\$2,300,000	\$2,600,000
Upgrade water lines	\$6,317,221	\$1,542,894	\$1,774,328	\$3,000,000
Sub-Total	\$11,467,221	\$1,792,894	\$4,074,328	\$5,600,000
Overall Capital Costs Total	\$83,732,336	\$14,646,405	\$32,241,380	\$36,844,552
Non-Capital Costs Total	\$61,273,146	\$11,490,280	\$21,299,912	\$28,482,954
Total Costs	\$145,005,482	\$26,136,685	\$53,541,292	\$65,327,506

 Table ES-3: Capital Improvements South of US 41 (Bayshore)

Non-Capital Expenditures (Studies, Plans, Other)				
Operati	ons and Studies			
Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Process Improvements – updated bylaws for CRA Advisory Board	\$25,000	\$25,000		
Staff and Operating (salaries, benefits, rent, etc.)	\$46,488,146	\$7,110,280	\$14,714,912	\$24,662,954
Land Development Code Updates- based on recommendations from CRA Plan Update	\$100,000	\$25,000	\$25,000	\$50,000
Mini Triangle Development Support	\$500,000	\$500,000		
Gateway Property Support	\$100,000	\$100,000		
Stormwater Master Plan Update	\$200,000	\$200,000		
Arts and Culture Plan for CRA	\$75,000	\$75,000		
Complete Streets Implementation Plan	\$50,000		\$50,000	
Bayview Parking Study — concepts and outreach in coordination with Parks & Recreation Division	\$25,000	\$25,000		
Community Safety & Cleanup Strategy to address code enforcement issues and community safety.	\$15,000	\$15,000		
Marketing, Branding and communication strategy – website update, e-blast templates, marketing materials, etc.	\$50,000		\$50,000	
Market Study/Economic Profile	\$50,000	\$50,000		
Bayshore Drive Technical Feasibility Study	\$40,000		\$40,000	
Bayshore Drive Pilot project	\$15,000	\$15,000		
Water & Fire Update Strategy – document what mains and hydrants will be updated and phasing	\$50,000	\$50,000		
Triangle Retention Pond Feasibility Study Grants	\$25,000 and Programs	\$25,000		
Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Residential Grant/Loan Programs – for structural improvements to single-family homes	\$700,000	\$125,000	\$250,000	\$325,000
Commercial Façade Program	\$1,400,000	\$250,000	\$500,000	\$650,000
Wall & Fence Funding – for funding transitional structures between incompatible uses	\$700,000	\$125,000	\$250,000	\$325,000
Public Art – funding for public art pieces and events	\$420,000	\$75,000	\$150,000	\$195,000
Economic Development – funding for economic development incentives listed in Development Section	\$700,000	\$125,000	\$250,000	\$325,000
Bayshore Bicycle/Pedestrian Feasibility Study (assuming an initial level of Feasibility as deemed by County Staff)	\$25,000	\$25,000		
Incubator Study for concepts and implementation	\$20,000		\$20,000	
Mobile Home Replacement Fund	\$1,500,000	\$500,000	\$1,000,000	
Community Land Trust Housing Construction	\$4,800,000	\$1,800,000	\$3,000,000	
Other Affordable/Workforce Housing Investments	\$3,200,000	\$250,000	\$1,000,000	
Totals	\$61,273,146	\$11,490,280	\$21,299,912	\$28,482,954

Table ES-4: Non Capital Expenditures

INTRODUCTION



1.1 Vision

The 2018 Redevelopment Plan provides an updated vision and approach for the redevelopment of the Bayshore/Gateway Triangle area in Collier County (see Map 1-1). The Plan brings together information gathered from technical analysis, fieldwork observation, and public and agency outreach. From these efforts and the resulting themes identified, an overarching vision emerged for the future of the CRA area:

Promote quality of life and economic vitality
with a mixed-income, urban,
multi-modal community that welcomes visitors,
cultivates the area's artistic and cultural
identity, uplifts unique local destinations, and
finds balance with the natural environment.

This vision provides the guidance for the overall framework, projects, and initiatives laid out in this Redevelopment Plan for furthering the revitalization of the CRA area.

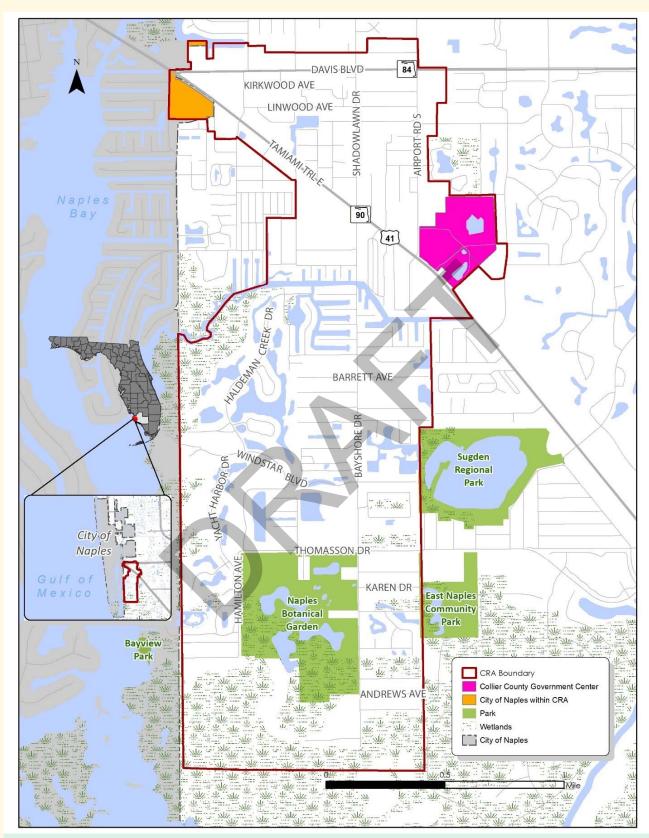
1.2 Process

The technical analysis involved in the Redevelopment Plan process included a review of the existing plans related to the CRA area, as well as spatial and quantitative analysis of data related to the CRA area. The study team also conducted fieldwork to collect additional information and "ground-truth" findings in the data. The public and agency outreach consisted of stakeholder and agency meetings and calls, two public workshops, and a boat tour of Haldeman Creek and adjacent canal areas. Figure 1-1 illustrates the complete planning process and Appendix A provides more detailed findings.

1.3 Plan Organization

The remaining sections of this Plan cover the following topics:

- Chapter 2: Background historical overview of the CRA area, including the original 2000 CRA Master Plan and status update
- Chapter 3: Plan Framework & Elements –
 framework of goals, objectives, and strategies
 related to redevelopment in the CRA area, with
 supporting information on existing conditions,
 opportunities, and approaches for carrying out
 strategies
- **Chapter 4:** Prioritization Plan information on revenues; capital project funding and phasing; and planning, administrative, and regulatory initiatives
- Chapter 5: General Requirements information on additional regulatory requirements for the CRA Plan and conclusion



Map 1-1: Bayshore/Gateway Triangle CRA Study Area

Feb-June 2018 Assessment

Fechnical Analysis Fieldwork Public Outreach

Fiscal Analysis & Capital Planning

June-Sept 2018

Plan & Amendments Preparation

Draft Updated CRA Plan

Draft Comprehensive Plan & Zoning Amendment Recommendation

Oct 2018-Jan 2019

Plan & Amendments Approval

Updated CRA Plan Approva

Comprehensive Plan & Zoning Amendment Recommendations Review

Figure 1-1: Planning Process





BACKGROUND





2.1 Creation of the CRA Area

The Bayshore/Gateway Triangle CRA area is located primarily in unincorporated Collier County to the southeast of the city of Naples (a small portion of the area is in the city of Naples; see Map 1-1). It is near the popular destinations of Downtown Naples and coastal beaches and is bisected by US 41, a major access thoroughfare. This corridor defines two major sub-areas within the larger CRA boundary—the Gateway Triangle community north of US 41 and the Bayshore community south of US 41 (see Map 1-1 for CRA area and Appendix B for a legal description of the CRA boundary).

The CRA was created in 2000 under the jurisdiction of Collier County to facilitate the physical and economic revitalization and enhancement of the community. Its creation was based on documenting conditions of blight in a Finding of Necessity study, as required by Florida Statute 163.340. Table 2-1 provides an overview of the findings.

2.2 2000 Redevelopment Plan Goals and Projects

The 2000 Master Plan laid out visual concept goals and corresponding redevelopment projects to improve conditions in the CRA area. Map 2-1 shows the overall Land Use Plan illustrating general land uses and significant activity centers. The Land Use Plan suggested a basic regulatory framework that would guide Future Land Use Map and zoning amendments to support the redevelopment of the CRA area.

In addition to the Land Use Plan, the 2000 Master Plan provided an Urban Design Framework to illustrate the following:

- Primary areas anticipated to undergo significant change via redevelopment or infill development, receive improvements via neighborhood improvement strategies, or remain as stable and planned development areas
- 2. Basic site design conditions recommended to implement the vision defined in the public outreach process
- 3. Primary corridors and areas recommended for landscape/streetscape improvements in support of the vision defined in the public outreach

The primary areas anticipated to undergo significant change included:

- Triangle area approximately defined by US 41,
 Davis Blvd, and a line based on the projected
 alignment of Pine St to the north of US 41
- Naples Plaza (southwest of Davis Blvd and US 41 intersection) and adjacent properties
- Gulfgate Plaza as a Town Center
- Commercial uses on Naples Steel properties
 (along US 41) and other properties on Gulfgate
- Residential uses south and west of Gulfgate
- Infill:
 - Multi- and single-family residential in Shadowlawn neighborhood
 - Commercial uses for Haldeman Creek entertainment center
 - Mixed multi-family and commercial uses along Bayshore Drive north of Lake View (Lakeview) Dr
 - Residential and commercial at Bay Center area (Bayshore and Thomasson)
 - Other opportunities in the Medium Intensity residential area of Land Use Plan

Main Issue	Sub-Issue	Specific Locations Mentioned
	design (including sub-standard	Shadowlawn DrThomasson DrMost local streets
	Commercial parking problems	Davis BlvdAirport RdBayshore RdUS 41
Predominance of defective or inadequate street layout	Lack of streetlights along major arterial and most local streets	Major arterialsMost local streetsDavis Blvd
	Lack of sidewalks	 Shadowlawn Dr Bayshore Rd south of Thomasson Rd Most local streets
	Lack of neighborhood connections	Residential neighborhoods
Faulty lot layout in relation to size, adequacy, accessibility, or usefulness	Commercial lots	US 41Davis BlvdBetween Pine St and US 41
	Built density far below approved density	 RMF-6 residences in Gateway Triangle area
		RMF-6 residential propertiesBayshore area residences
	Disproportionate lack of plumbing	
Unsanitary or unsafe conditions	Disproportionate overcrowding 2 unsafe structures Lack of sidewalks and streetlights	
Deterioration of site or other improvements	Poor drainage of local roads, surface water management problems	
	Lack of right-of-way for improvements along Shadowlawn Dr	
Other problems	No public transportation provided in CRA area	
	Housing affordability noted as an issue in the county and as an issue that could get worse in the CRA area	

 Table 2-1: Findings of Blighted Conditions in CRA Area

The public outreach of the 2000 Master Plan defined the establishment of a Neighborhood Focus Initiative as a programmatic objective. The aim of such a program was "to coordinate the direction of a variety of public and quasi-public services to enhance major residential portions of the project area." The primary neighborhoods for improvements specified on pages 91 and 92 of the 2000 Master Plan included:

- Bayshore
- Shadowlawn

The primary areas for stability and planned development with low-intensity residential included:

- Windstar
- Sabal Bay (Hamilton Bay) development

Site design standards included:

- Roof patterns reflective of Old Florida architectural style
- Placement of buildings close to street to support pedestrian activity
- Use of rectilinear block pattern to strengthen predominant established character of area
- Placement of parking to rear of development sites

The following lays out items covered by the visual preference statement from the public outreach effort of the 2000 Master Plan (p. 70), which supported the design standards:

- Buildings representing an "Old Florida" or "Cracker" style with covered porches, metal roof, and dormers
- Signage representing low, monument-style sign with business logogram (representative sign or character) suppressed to design of sign's

- background and surrounding landscape planting
- Pathways representing sidewalk set back from curb by distance greater than width of walk and with planting materials and low pedestrian lighting provided between walk and curb
- On-Street Parking representing street with narrow planted median and use of angle parking interspersed with planting areas on both sides of street
- Landscaping representing street with landscaped median and landscaping and decorative lighting fixtures on edges
- Public Spaces representing pedestrian area with palms and large pool with water jet fountain

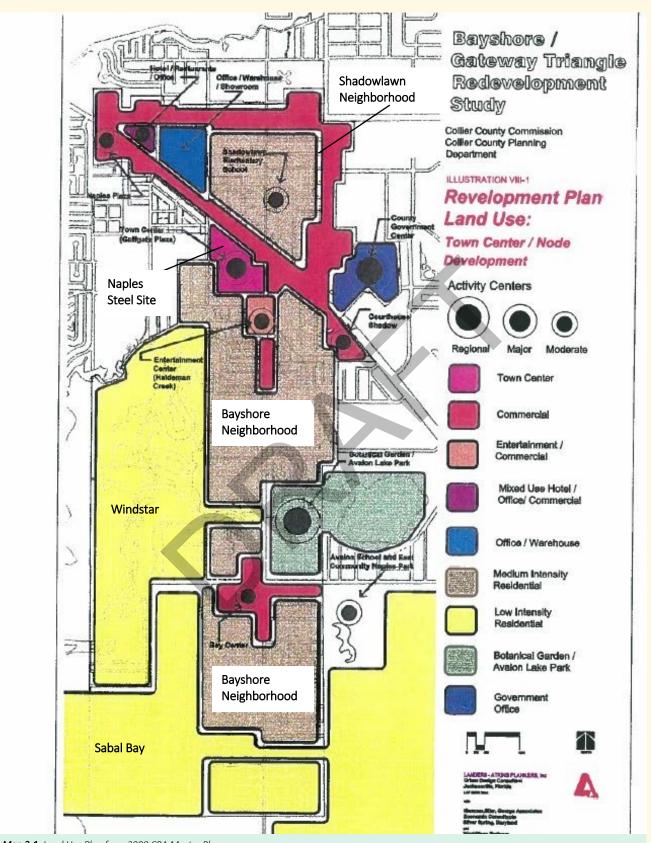
In terms of landscape and streetscape improvements, the design framework focused on:

- Treatments for major roadways, including:
- Davis Blvd
- Airport Pulling Rd
- US 41
- Bayshore Dr
- Thomasson Dr

Significant gateway intersection designs at intersections of the above streets as well as:

- Shadowlawn Dr south of Davis and North of US 41
- Linwood Ave at Airport Pulling Rd
- Pelton Ave north of US 41
- Intersection proposed at time of Sabal Bay's main east/west street with Bayshore Dr

Table 2-2 provides a status update for the various



Map 2-1: Land Use Plan from 2000 CRA Master Plan

Note: Additional labels have been added to clarify location of certain sites and neighborhoods.

Projects	Status							
Catalyst Redevelopment Projects								
Triangle- Hotel/Restaurant/ Office	Parcel at apex currently vacant; CRA-owned property under contract for sale and received PUD zoning for Mixed-Use project (see Table 7-2 of Assessment Memo in Appendix A for more information).							
Triangle – Flex Office/ Warehouse	Current mix of commercial and industrial uses.							
Town Center (Gulfgate Plaza)	Gulfgate Plaza currently has tenants; consideration needs to be given to type of establishments desired for this space. A small business incubator might be a good use for vacant office on second floor.							
Entertainment Center (Haldeman Creek)	Three60 Market has been established west of bridge and south of creek; food truck is planned on north side of creek under same ownership as Three60 Market. Need for commercial parking has emerged as an issue in this area.							
	Additional Redevelopment Projects							
Naples Plaza Property	Current Naples Bay Club and Cottages at Naples Bay Resort.							
Naples Steel Property	WoodSpring Suites currently being developed at 2600 Tamiami Trail.							
	Neighborhood Focus Initiative							
Shadowlawn	Shadowlawn improvements delayed due to recession, warranting prioritization of current study and improvement implementation approach for area. However, some stormwater planning and improvements completed for area (see General Infrastructure Improvements section below).							
Bayshore	 Roundabout will be put in at Bayshore and Thomasson as a Bayshore Beautification MSTU project. Additional beautification and roadway improvements planned for Hamilton Ave and Thomasson Dr, funded by the Bayshore Beautification MSTU. Bayshore Dr needs to be considered for streetscape and roadway updates via the Bayshore Beautification MSTU. CRA-owned site of 17.89 acres ("17-Acre Site") west of Sugden Regional Park currently targeted for development as catalyst site. Additional stormwater planning and improvements completed for area (see General Infrastructure Improvements section below). 							
	General Infrastructure Improvements							
Triangle Stormwater Management Plan	 Need for stormwater improvements identified for entire CRA area, so planning and improvement efforts have included both Triangle and Bayshore neighborhoods, including the following: Stormwater plan created for Gateway Triangle residential area in 2009 and for Bayshore MSTU area in 2011. Karen Dr stormwater improvements completed in 2017. Pineland Ave stormwater improvements completed. CRA will likely want to create updated stormwater management plan for area; see Section 3.6 of Redevelopment Plan further discussion. 							
Haldeman Creek and Canal System Dredging Plan	Last major dredging project was in 2006. Depth assessment will be conducted for creek, and capital reserves currently being accumulated for future maintenance or dredge efforts. Advisory Board voted to increase millage rate to create dredging plan when major dredge will be needed; approved at final budget hearing on September 20, 2018 for increase to 1 mil.							

 Table 2-2: Status of Key Land Use Areas and Initiatives of the 2000 Master Plan

areas and initiatives identified in the Land Use Plan and 2000 Master Plan more generally.

2.3 Bayshore/Gateway Triangle CRA 2018 Perspective

Many of the challenges and efforts identified in the 2000 Master Plan are still relevant today. The Assessment Memo in Appendix A provides a detailed discussion of current conditions and issues in the CRA area. The following are some of the major themes emerging from the Redevelopment Plan update process, which provided the basis for the goals, objectives, and strategies underlying the framework (see Chapter 3.0) for this Redevelopment Plan:

- Improving the compatibility of uses and appearance of the public realm
- Transitioning between suburban and urban development style
- Balancing regional vs. local transportation needs and related transportation safety concerns along major roadways
- Developing in the context of natural conditions and hazards (wetlands, Coastal High Hazard Area, flooding), including how to address the community's desire for increased density/intensity
- Capitalizing on the valuable assets of the area or nearby, including parks, natural areas such as the canal system and Naples beaches, proximity to Downtown Naples, and tourism while also creating public spaces that can be claimed by the community
- Stimulating investment and capitalizing on development opportunities while also providing support and protections for existing residents
- Navigating various perceptions of and visions for the area and incorporating arts and cultural identity



Transition between higher-density multi-family housing and lower-density single-family housing



Artistic and cultural elements of the CRA area include murals

PLANNING, FRAMEWORKS & ELEMENTS





3.1 Conceptual Plan

each thematic element.

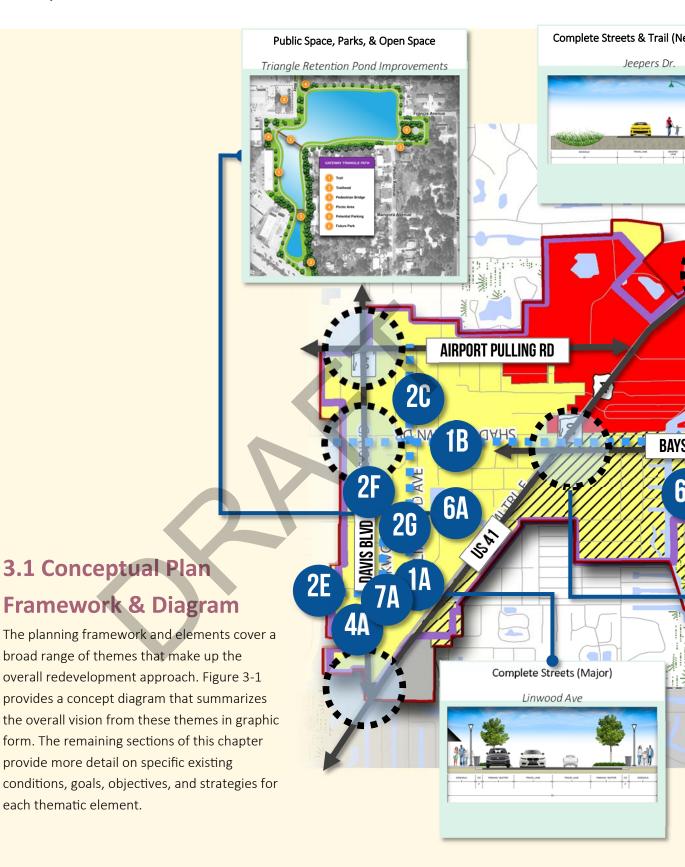
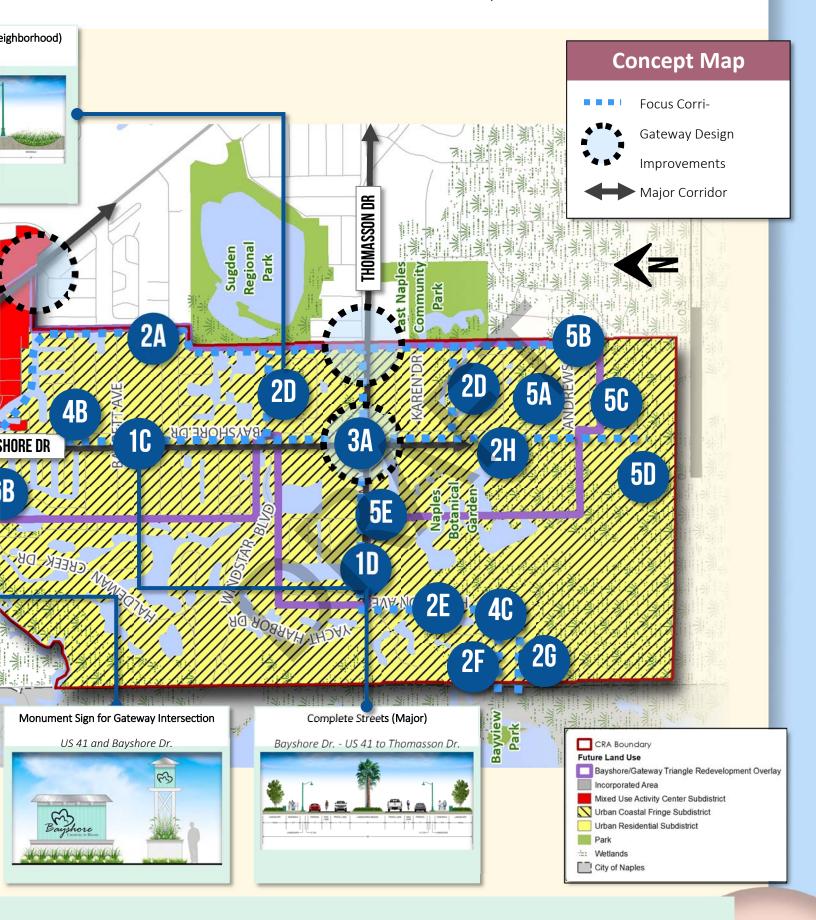


Figure 3-1: Redevelopment Concept



Location-Specific Capital Projects

	Project Type		Project Name	
1	Complete Streets (Major)	A. B. C. D. E. F.	Bayshore Dr—Us 41/Thomasson Dr Thomasson Dr Commercial Dr	
2	Complete Streets & Trails (Neighborhood)	A. B. C. D. E. F. G.	Jeepers Dr Linwood Ave—Phase II Republic Dr Hamilton Ave Danford St Bay St	
3	Major Intersection Improvements	А. Т	homasson Dr/Bayshore Dr roundabout	
4	Parking	A. B. C.	Surface/garage parking—Mini Triangle area Surface/garage parking—Bayshore area Car/boat parking—Bayview Park area	
5	General Road Engineering Standard Improvements	A. B. C. D. E.		
6	Public Space, Parks, & Open Space		Haldeman Creek Dredge Triangle retention pond improvements	
7	Infrastructure	A.	Underground/Relocate Overhead Utility Lines—Linwood Ave and Commercial Dr	

Non-Location Specific Capital Projects

Project Type	Project Name	
Other Bike/Pedestrian Improvements	A. Sidewalk Gap ImprovementsB. Bicycle InfrastructureC. Street Sign/Wayfinding Improvements	
Public Space, Parks, & Open Space	A. Pocket Park Land Acquisition & Development	
Infrastructure	A. Water Main UpgradesB. Stormwater ImprovementsC. Upgrade Sanitary Sewer Lines	

3.2 Land Use & Urban Design

The Growth Management Plan and Land Development Code (LDC) provide tools to shape land use and urban design, which have a direct impact on the built environment of an area. This section highlights existing conditions related to various land use types, as well as ways to promote a defined, harmonious, and urban visual and land use character tailored to the CRA area, cultivating its unique artistic and cultural identity.



GOAL

Promote a defined, harmonious, and urban visual and land use character tailored to the CRA area, cultivating its unique artistic and cultural identity.



Existing Residential Land Use Characteristics

The CRA area has 3,814, dwelling units according to Florida Department of Revenue 2017 data. These units include a range of housing types from mobile to larger single-family to multi-family homes (see Map 3-2 and corresponding images). This diversity of types, when coupled with a range of price points, can accommodate a diversity of residents living in the community. Currently, streets such as Jeepers Drive (picture 3 below) show areas of transition between larger residential and smaller residential, as well as between smaller single-family residential and multi-family on nearby streets. The vision set forth in the Redevelopment Plan aims to guide these transitions towards the desired built environment character laid out for different character areas.



Mobile home



Single-family housing



Small single-family near large new single-family with guest house



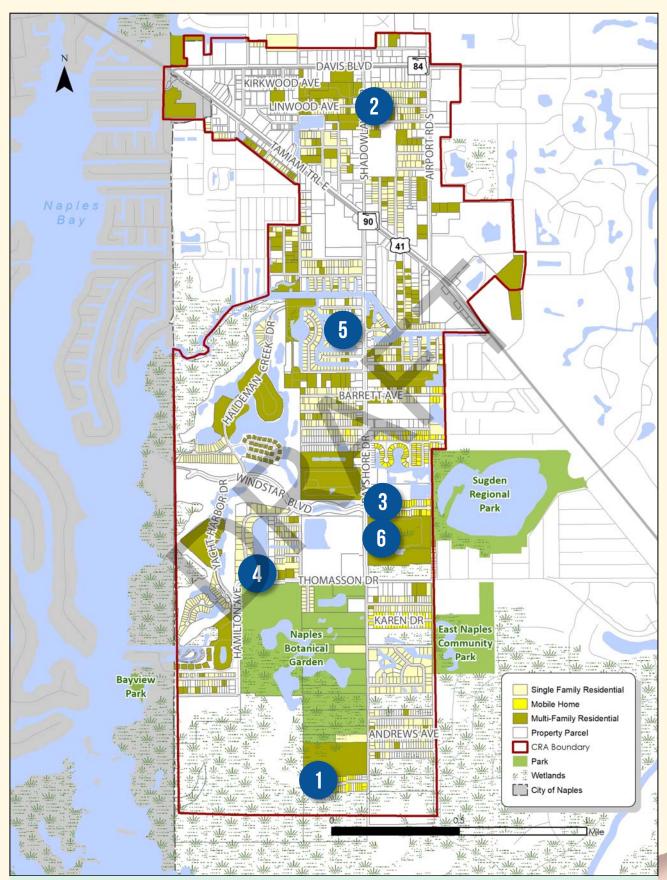
Gated community housing



Small multi-family housing



Multi-family housing



Map 3-2: Existing Residential Land Use Characteristics; Data source: 2017 Florida Department of Revenue



Existing Commercial & Industrial Land Use Characteristics

As with housing types, there are a range of commercial types in the CRA area (see Map 3-3 and corresponding images). Many commercial sites include on-site, street-facing surface parking. The area contains two major mall-style commercial spaces, Gulfgate Plaza and Courthouse Shadows. Uses range from restaurants and retail stores to heavier uses such as auto services. Industrial uses are also present in the Triangle area and northwest of Sugden Park.



New neighborhood commercial on Bayshore Drive— Three60 Market



Mall commercial—Gulfgate Plaza



Mall commercial—Courthouse Shadows

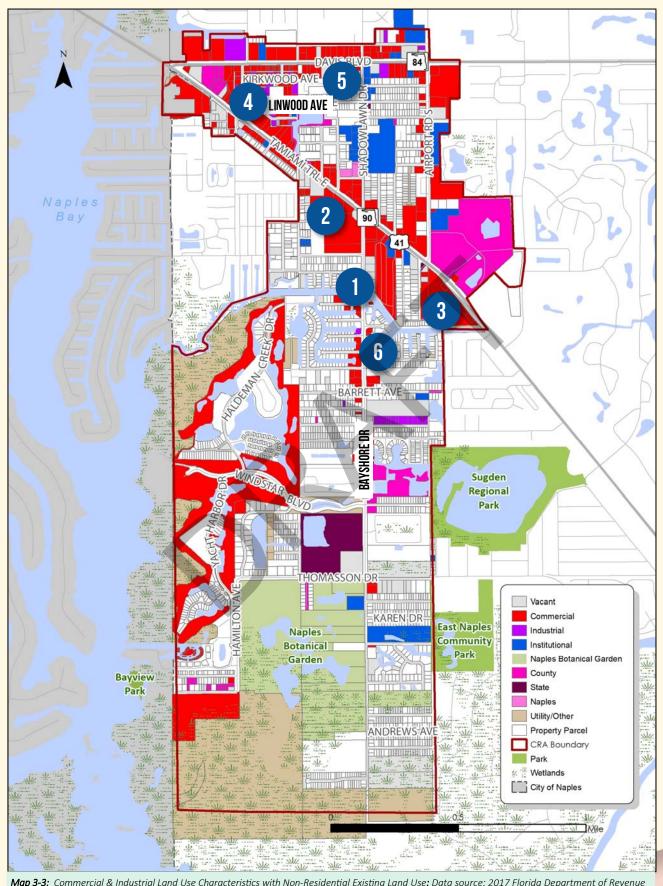


Linwood Avenue commercial



Multi-story strip commercial





Map 3-3: Commercial & Industrial Land Use Characteristics with Non-Residential Existing Land Use; Data source: 2017 Florida Department of Revenue



Existing Community-Oriented Uses

Community-oriented uses support community-building and provide services via government, faith-based, non-profit, and other entities. The Redevelopment Plan aims to preserve and enhance these uses. Government establishments in the area include the CRA office, a Naples Fire Rescue station, and the County Center (see Map 3-4 and corresponding images). Schools in and near the area include Avalon Elementary, Shadowlawn Elementary, and The Garden School of Naples (a Montessori school). There are also various arts-oriented spaces, places of worship, and non-profit service providers. Evaluating locations for a library or other public meeting space can also facilitate the addition of community services and spaces.



Bayshore Gateway CRA Office



Avalon Elementary School



Opera Naples



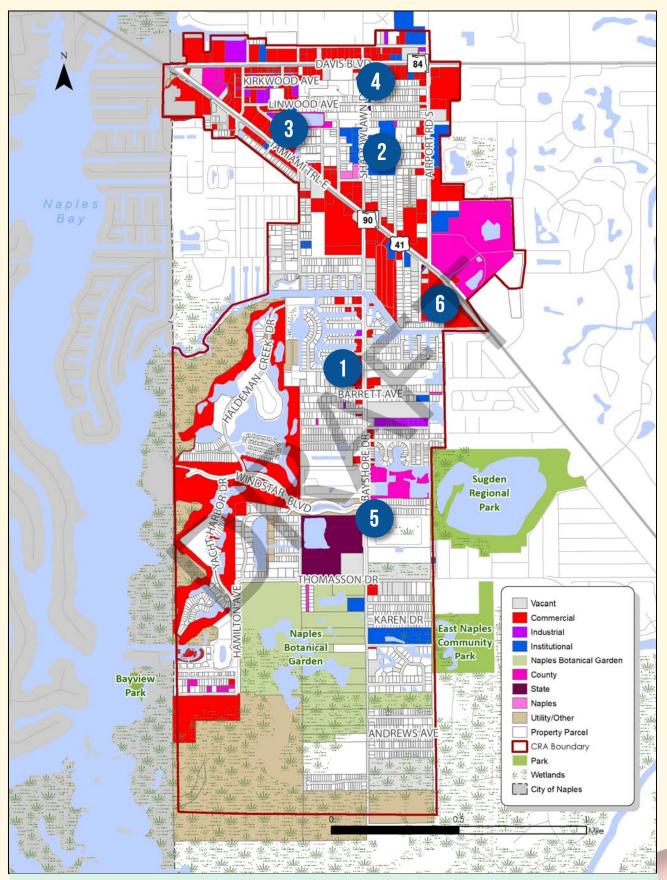
East Naples Baptist Church



Greater Naples Fire Rescue—Station #22



Salvation Army



Map 3-4: Community Oriented Land Use Characteristics with Non-Residential Existing Land Use; Data source: 2017 Florida Department of Revenue

Objective 1: Promote urban-style development.

- Strategy 1: Coordinate with Collier County Growth Management and Zoning Divisions to pilot innovative land use and zoning approaches to promote more urban-style development in the LDC. These approaches might include:
 - Increasing mixed use designations
 - Focus increased densities/intensities along improved roadways (with consideration of Coastal High Hazard Area restrictions)
 - Roadway design standards to support multi-modal transportation (see Section 3.5)
 - Reduced building setbacks
 - Zoning for live/work spaces
 - Zoning and incentives for accessory dwelling units
 - Flexible parking regulations
- Strategy 2: In awarding density pool units, establish eligibility requirements and/or performance metrics that promote these urban approaches.

ADDITIONAL INFORMATION

Character Images



Local Mix Use



Promote use of guest houses (shown here in back of main house) as a way to provide additional density and potentially address affordability









Local multi-family housing styles

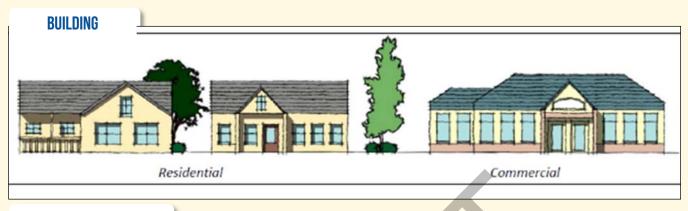
Objective 2: Achieve consistent land uses in the CRA area and sub-areas.

- Strategy 1: Use sub-area ("Character Area") characteristics (see Section 3.8) to guide land use vision in the CRA area.
- Strategy 2: Amend the LDC to limit heavy commercial and manufacturing/warehouse/storage uses throughout the CRA area.
- Strategy 3: Identify elements in the LDC to create clear transitional areas and land use buffers between uses that are incompatible (see Figure 3-2); coordinate buffers with related improvements, such as landscaping improvements via the Bayshore Beautification MSTU.
- Strategy 4: Provide funding through CRA-funded grant
 programs for transitional structures (e.g., walls and fences)
 between incompatible uses. Provide guidance in the
 program guidelines to coordinate with related elements,
 such as design standards and Bayshore Beautification MSTU
 improvements.
- Strategy 5: Provide clear guidance in the LDC for new and emerging uses to ensure consistency with the respective Character Areas.
- Strategy 6: Evaluate opportunities for arts-oriented code flexibility that will incorporate existing arts activity such as gallery space.



Land Use Transition Types

There are four main types of land use strategies to transition between differing land use types (Figure 3-2). Factors affecting use of any given type might include characteristics of the particular site or the general Character Area.







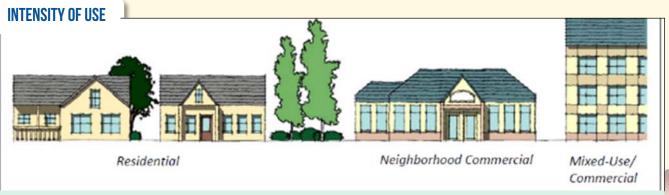


Figure 3-2: Land Use Transition Types



Needed Land Use Transitions

The areas highlighted on Map 3-5 can benefit from strategies to help transition between dissimilar uses, built forms, or development styles. Strategies range from land use buffers (e.g., gradual transition in density/intensity, open space buffers; see Figure 3-2), physical barriers (e.g., walls, fences, landscaping), or the eventual phasing out of uses incompatible with the area's other uses.

Focus: transition from interior residential area of Triangle to the major commercial corridors surrounding it



Strategies:

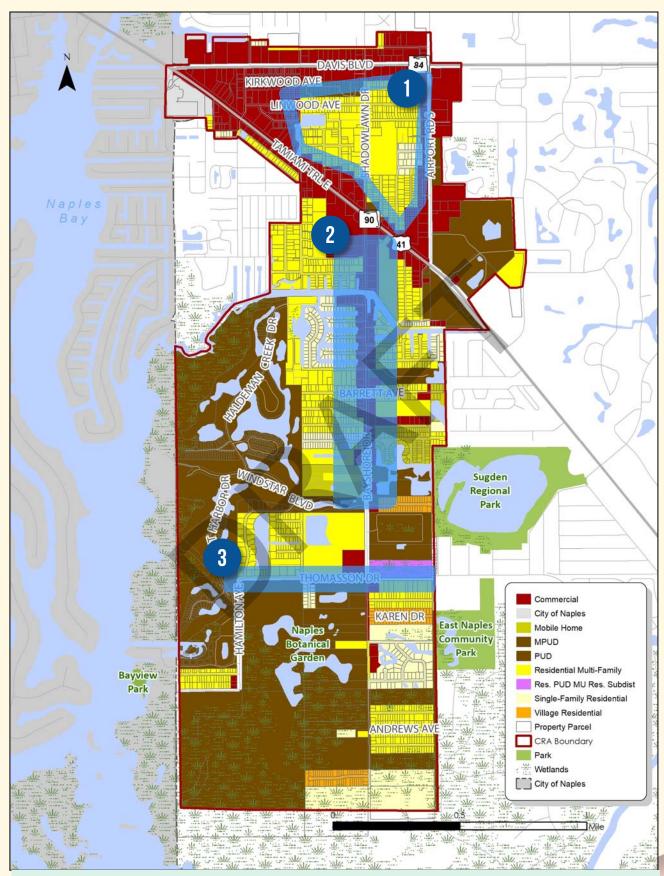
- Put in place land use transition areas of lighter commercial or multi-family residential near single-family residential areas
- Promote use of physical barriers between heavier commercial uses and residential uses
- Phase out heavier industrial and commercial uses in the Triangle area
- 2

Focus: transition from commercial to residential and between different residential densities Strategies:

- Establish land use transition areas to transition from commercial and denser multi-family along Bayshore Drive to moderately dense multi-family residential to single-family residential
- 3

Focus: put in place transition strategies to mesh new development coming online with existing uses Strategies:

• Establish land use transition areas



Map 3-5: Needed Land Use Transitions with Zoning



Funding Transitional Structures

The CRA's grant programs can provide funding for transitional elements such as fences and landscaping to promote buffers between incompatible uses. Tampa's Drew Park CRA, for example, provides up to 50% of project costs up to \$5,000 for decorative fencing meeting certain design standards on commercial properties.

Objective 3: Achieve a consistent design character in the CRA area and sub-areas that cultivates the area's unique artistic and cultural identity.

- Strategy 1: As part of a CRA-specific Arts and Culture Plan (see Section 3.4, Objective 1, Strategy 5), develop a comprehensive design approach for the public realm with reference to specific Character Areas. The approach might consider:
 - Architectural styles, including resilient designs that better manage natural hazards such as flooding Transitional elements between Character Area designs, building mass types, etc.
 - Design considerations for gateway/focus intersections
 - Design considerations for public art
 - Identification of public art opportunities and incentives
 - Design considerations for streetscape improvements in coordination with the Bayshore Beautification MSTU Master Plan
 - Design considerations for CRA-funded grants for façade and other exterior improvements
 - Incorporation of urban-style development

- design standards (see Section 3.2, Objective 1)
- Airport Zone height restrictions
- Strategy 2: Fund a commercial façade grant program for exterior improvements to commercial buildings not targeted for major redevelopment.



Character Images for Design Style

A number of buildings in the CRA establish a modern architectural style that the CRA can promote in public realm design; there are a number of residences with a more traditional Florida style that the CRA can also promote (see the character photos on the facing page). In addition to architectural style, sign styles can be considered as part of public realm design. Figure 3-3 provides potential sign design options for the Bayshore neighborhood of the CRA area, reflecting the style of existing infrastructure. The CRA could promote a more modern design for the Triangle area in the commercial areas targeted for redevelopment.



Character Images for Design Style



Local residence with modern design style



Modern design of Ankrolab Brewing Co. (Source: Hlevel Architects, http://hlevel.info/project/ankrolab_bre)



Modern design of The Garden School (Source: Corban Architecture/Planning/Sustainability, http:// www.davidcorban.com/the-garden-school/)



Opera Naples with modern design style



Local residential design



Local residential design



Local residential design



Local residential design



Figure 3-3: Sign Design Examples





Design Treatments & Attributes

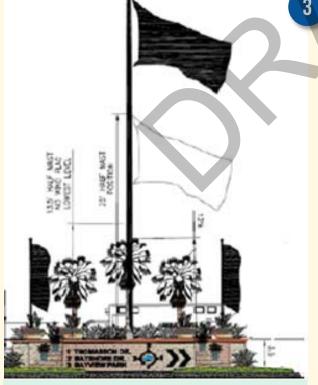
Public realm design in the area is important given the emphasis on arts-oriented development and input from public outreach efforts indicating architectural style as a way of building a sense of place and community. The Bayshore Beautification MSTU has contributed significantly to the design of the southern portion of the area with streetscape improvements including lighting, flags, landscaping, and the design of the Bayshore/Thomasson roundabout. Other design features include architectural styles and the Bayshore murals. Major gateway intersections provide additional opportunities for innovative design and public art. See Map 3-6 for featured items.



Existing gateway design near US 41 and Bayshore Drive



Bayshore Drive mural



Bayshore Drive/Thomasson Dr iveroundabout rendering



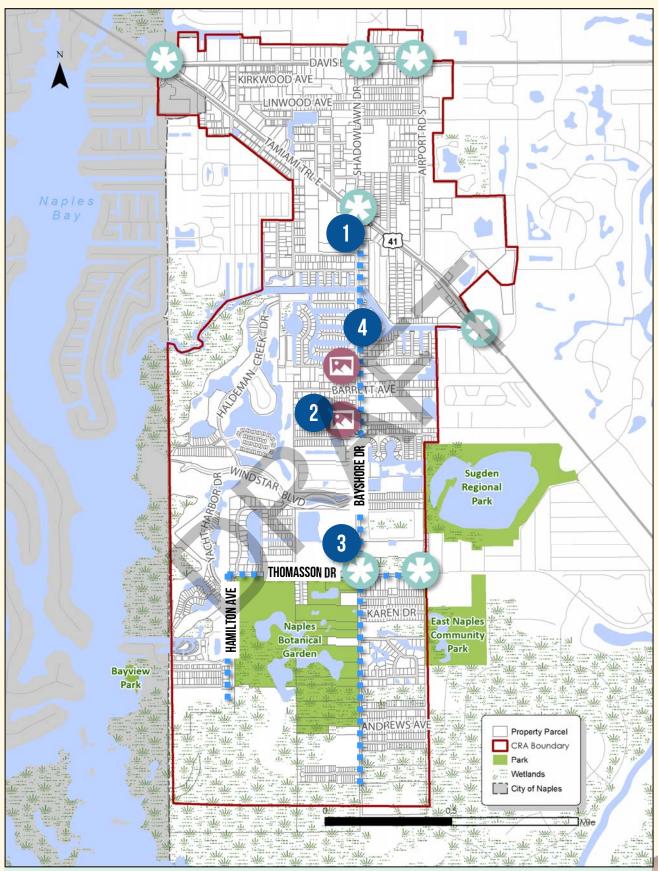
Bayshore Drive flag, lighting, bike land, landscaping, pavement treatments



MSTU Improvements



Gateway Design Opportunities



Map 3-6: Design Treatments & Attributes

3.3 Public Space, Parks,& Open Space

Public space, parks, and open space types of land use that serve an important community-building purpose with particular design considerations given the variety of activity they can support. This section focuses on how to ensure accessible, activated, and well-maintained public spaces, parks, and open space.



GOAL

Ensure accessible, activated, and well-maintained public spaces, parks, and open space.



Pedestrian connection between Bayshore neighborhood and Sugden Regional Park that can serve as an example for additional connections

Objective 1: Increase access to parks and public gathering places in the CRA area.

- Strategy 1: Coordinate with Collier County Road Maintenance Division and Parks & Recreation Division to increase the number and quality of bicycle and pedestrian connections 1) between the Bayshore Dr area and neighboring County parks, including Bayview Park, East Naples Community Park, and Sugden Regional Park and 2) running north/south from neighboring County parks to increase accessibility to the Triangle area (see Section 3.5, Objective 1, Strategy 6).
- Maintenance Division and Parks & Recreation
 Division in conjunction with Thomasson Ave and
 Hamilton Ave MSTU improvements to evaluate
 opportunities for 1) transitioning from on-street
 Hamilton Ave parking, including boat parking, to
 parking sites identified by Parks & Recreation to
 serve Bayview Park and 2) operational
 maintenance at Bayview Park.
- Strategy 3: Coordinate with Collier County Public Services Department to evaluate opportunities for a park and/or public meeting space (e.g., library) in the CRA area.
- **Strategy 4:** Create a site-specific park plan for the existing retention pond in the Triangle area.
- Strategy 5: Evaluate opportunities for "pocket parks" (very small neighborhood park spaces).

Objective 2: Support events in park spaces geared towards the CRA community.

 Strategy 1: Coordinate with Collier County Parks & Recreation Division to promote park spaces as venues for CRA community events.



Park and Connectivity Design Concepts

The potential park design concept shown in Figure 3-4 for the Triangle stormwater retention pond is based on previous planning and design efforts for the pond, with more consideration given to increasing visibility to enhance safety in the pond area (a concern mentioned during public outreach).

The rendering includes a consideration for identifying sites for consolidated public parking, which may take the form of a garage.



Figure 3-4: Potential Triangle Stormwater Pond Design Concept

EXISTING CONDITIONS

Parks & Open Space

The Redevelopment Plan update process identified parks and open spaces as important community assets, providing event spaces and opportunities to build a sense of place and community. Park access can be improved by providing better connections to parks and capitalizing on opportunities for new parks (such as at the Triangle retention pond and small pocket parks). Expansion of the CRA area to include the parks to the east should also be evaluated since it may facilitate making connections and other improvements. See Map 3-7 for existing parks and opportunities.



Sugden Regional Park: County park that provides inland water access and water recreation programming. Image source: Collier County Parks & Recreation Division



Bayview Park: County park that provides access to Haldeman Creek, the local canals, and the Gulf of Mexico.



Haldeman Creek and Canals: provide access to the Bayshore Drive commercial area and the Gulf of Mexico. The Haldeman Creek MSTU funds periodic dredging and maintenance.



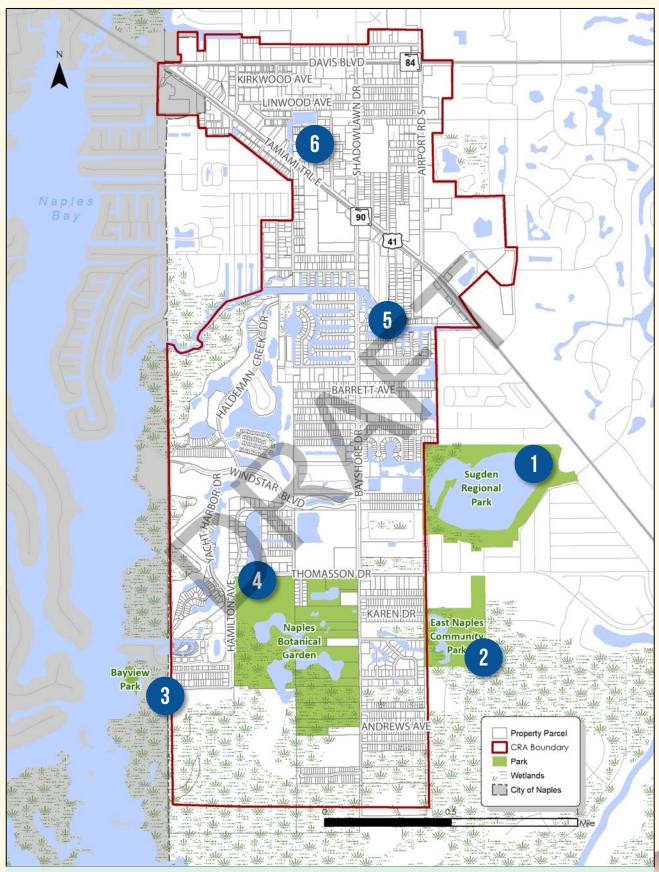
East Naples Community Park: County park that houses 38 pickleball courts for sports tourism and local recreational use; hosts the annual US Open Pickelball Championship and other pickleball tournaments. Image source: Collier County Parks & Recreation Division



Naples Botanical Garden: a non-profit 170-acre botanical garden with over 220,000 visitors per year. Also includes meeting spaces.



Park Opportunity at Stormwater Pond: potential for design, traffic flow, safety, and flood management improvements.



Map 3-7: Parks & Open Space

Objective 3: Ensure a clean and well maintained public realm.

- Strategy 1: Coordinate with the Collier County Sheriff's Office, Collier County Code Enforcement Division, service providers in the CRA area, and residents and business owners in the CRA area to develop a proactive community safety and clean-up strategy (inclusive of private property along the canal network) with an aim at reducing reliance on case-by-case enforcement.
- Strategy 2: Identify and document a strategy for canal maintenance in the right-of way, including seawalls and mangroves, in coordination with the Haldeman Creek MSTU Advisory Board.

Table 3-1 indicates the amount of parks and open space that are in and bordering the CRA area.

Designation	Location	Acreage Estimate			
Total publicly-owned open space within CRA area	Retention pond site (northern Triangle area)	6.48 (includes pond)			
Additional open space or green space in the CRA area	Botanical Garden (non-profit owned)	168			
Total open space/green space in CRA area		174.48			
Park space adjacent to CRA area	Bayview ParkEast Naples Community ParkSugden Regional Park	6.27 120 173.27			
Total park, open, or green space within or adjacent to CRA area		347.75			
Table 3-1: Amount of Parks and Open Space. Source: 2017 Florida Department of Revenue and Google Earth calculation					

3.4 Development

Development and redevelopment can improve the quality and aesthetics of the built environment, as well as generate tax revenue and benefits to property owners through increased property values. This development and redevelopment activity also needs to include protections for existing community members who may face burdens from the increase in property values, such as increased costs for renters. This section provides an approach to foster and guide private development to enhance community character and provide increased stability and prosperity for community members. Also documented are more specific planning and visioning efforts for two key development opportunities, at the Mini Triangle and 17-Acre sites.



GOAL

Foster and guide private development to enhance community character and provide increased stability and prosperity for community members.

Objective 1: Improve the marketing, branding, and communication approach for the CRA area.

- Strategy 1: Create a branding strategy for the CRA area to establish a community vision and character. This strategy should coordinate with the Arts and Culture Plan and the Market Study for the CRA (see Section 3.4, Objective 1, Strategy 5 and Section 3.4, Objective 3, Strategy 1).
- communication strategy for the CRA area to communicate vision and character with effective tools (e.g., website, social media, branding materials). This strategy should coordinate with the comprehensive design approach developed for the CRA area (see Section 3.2, Objective 3, Strategy 1), as well as improved communication efforts between the CRA and the community (see Section 3.7, Objective 1).
- Strategy 3: Provide CRA administrative materials (e.g., Advisory Board agendas, budgets, annual reports) in an accessible and easy-to-understand way.
- Strategy 4: Coordinate with the Collier County
 Tourist Development Council, Collier County
 Parks & Recreation Division, and other
 jurisdictions to promote the CRA area and its
 local business and commercial establishments as
 part of tourism development efforts in the area.
 This should include coordination with Collier
 County Parks & Recreation related to East Naples
 Community Park master planning and pickleball
 sports tourism.
- Strategy 5: Create an Arts and Culture Plan for the CRA area to incorporate into the overall CRA area vision. This effort should:

- Consider prior arts and culture planning efforts, such as those related to the Bayshore Cultural District (Resolution No 2008-60).
- Incorporate an inventory of existing artistic and cultural features of the community to elevate.
- Include a comprehensive public realm design approach for the CRA area and sub -areas (see Section 3.2, Objective 3, Strategy 1).
- Consider housing needs and economic incentives related to arts- and cultureoriented development (see Section 3.4, Objectives 3 and 5).
- Include administrative needs of implementing the plan.
- Coordinate with countywide arts and culture strategic planning efforts.



US Open Pickleball Championships at East Naples Community Park.
Source: Collier County Parks & Recreation Division, https://
www.facebook.com/CollierParks/photos/
a.852037184807466.1073741827.118036328207559/19606389606
13944/?type=3&theater



Artist Housing Example

Artist-Oriented Community Land Trust

A key component of the vision for the CRA area is to foster arts and culture. One aspect of this effort would be to include providing affordable housing for artists, with a primary focus on for-purchase units. Community land trusts are a tool that can provide more affordable for-purchase unit prices over the long term. Typically, a non-profit corporation holds the title of the land and provides a longterm lease to a homebuyer with qualifying income; the price of the housing for the homebuyer is reduced because he/she is not purchasing the land where the property is located. The now owner of the home can then resell the property to a new buyer with qualifying income, with a price based on a formula that allows the seller to build equity but still maintains affordability for the new buyer. In this way, the subsidized land costs serve multiple homebuyers. Examples of community land trusts in Florida that have overseen for-purchase units include the South Florida Community Land Trust and the Bright Community Trust in Pinellas County.

Indianapolis provides an example of how a land trust can cater to artists with its Artist and Public Life Residency program in Garfield Park. The program was created through a partnership between the Big Car Collaborative (an arts organization) and Riley Area Development Corporation with support from the Indianapolis Neighborhood Housing Partnership. The partners bought and rehabilitated 10 vacant houses to sell to artists who apply to buy (part of the application focuses on how their creative practice will contribute to the community). Big Car and partners retain 51% ownership of the house, and the artists retain 49%. When an artist is ready to sell, Big Car and partners buy them out and sell the house to another artist at a subsidized price. Artists also are required to engage in certain community service activities as part of the agreement.

Case Information Source: Big Car Collaborative (2018) APLR Affordable Artist Housing, http://www.bigcar.ora/project/aplr/; Jen Kinney, Next City (April 13, 2017), Indianapolis Land Trust Specializes in Affordable Housing for Artists, https://nextcity.org/daily/entry/land-trusts-indianapolis-housing-artists.



Marketing, Branding, & Communication Examples

The following examples highlight different types of information, structuring of information, and communication tools that can be applied to an updated marketing, branding, and information-sharing strategy for the Bayshore/Gateway Triangle CRA area.

City of Port St. Lucie

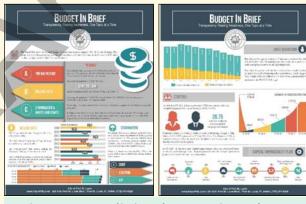
The City of Port St. Lucie was recently recognized by numerous entities for its efforts in marketing and communication and received an award from the Public Relations Society of America, Sunshine District, for its new website redesign. The new website includes strong use of visuals and major events, meetings, news, and highlights embedded directly on its landing page and links directly to social media accounts for the City. For the Bayshore/Gateway Triangle CRA, the use of newer technologies should be weighed with the most effective communication tools for reaching various communities within the CRA. For example, the public outreach process indicated that some members of the community may respond better to flyers than to social media.

Additionally, the City of Port St. Lucie has been recognized for its brochure graphics and publications such as "Budget in Brief," highlighting how graphics and visuals can be used to more effectively communicate technical information about the jurisdiction.

Case Information Source: City of Port St. Lucie (July 18, 2018), City of Port St. Lucie's Communications Efforts Win Multiple State, National Awards, http://www.cityofpsl.com/Home/Components/News/News/3400/1749.



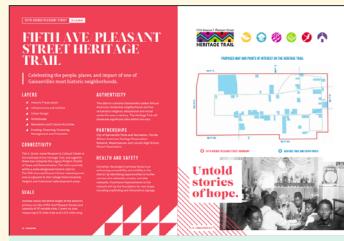
The City of Port St. Lucie's website includes major events, meetings, news, and highlights embedded directly on its landing page. (Source: http://www.cityofpsl.com/home)



Graphic representation of budget information in the City of Port St. Lucie's "Budget in Brief." (Source: City of Port St. Lucie, http://www.cityofpsl.com/home/showdocument?id=3986)

Gainesville CRA

The Gainesville CRA Annual Report includes highly-visual representations of projects using maps and photos as well as information on how projects tie back to overall CRA principles ("layers") and broader themes of connectivity, scale, authenticity, partnerships, and health and safety. The Bayshore/Gateway Triangle CRA could adopt a similar visually-driven approach to its communications and show how projects and development tie back to overall CRA goals in documents such as an annual report.

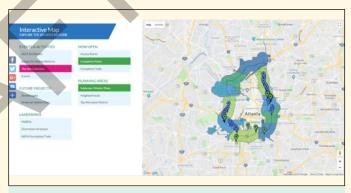


Fifth Ave/Pleasant Street Heritage Trail description from Gainesville CRA 2017 Annual Report (pp. 18-19). (Source: Gainesville CRA https://www.gainesvillecra.com/images/annual-reports/docs/FY2017.pdf)

Atlanta Beltline

The Atlanta Beltline website

(https://beltline.org/) provides an example of how an interactive map can be used to communicate information. The Beltline's map includes layers for events and activities, future projects, landmarks, access points, completed parks, completed trails, and planning areas. A similar approach could be used by the Bayshore/Gateway Triangle CRA to highlight events, recent or forthcoming major developments and projects, and character areas.



Interactive map of Atlanta Beltline website. (Source: Atlanta Beltline https://beltline.org/)



Arts Grants Examples

Tampa Downtown Partnership Space Activation Grant Program

The CRA-funded grant programs could fund murals and other public art, with consideration given to what principles or guidelines will be used to award funding. This approach has been taken in other jurisdictions. For example, the Tampa Downtown Partnership has a Public Space Activation Grant Program that provides funds for projects that enhance "the public realm through sensory experiences (i.e., art, color, sound, food, play, texture, engagement)".

Projects must meet one of more of the following criteria:

- Relationship to the arts
- Originality/creativity
- Mission/purpose (of the Partnership)
- Relationship to Downtown Tampa
- Accessibility
- Playfulness
- Environmental impact

Applications are reviewed by the agency staff and a review committee. Criteria for the grant would need to account for code criteria to ensure that the efforts of the CRA and Code Enforcement are coordinated and working at cross purposes.

Case Information Source: Tampa Downtown Partnership (2018), 2018 Tampa Downtown Special Service District Grant: Public Space Activation Grant Program, https://www.tampasdowntown.com/about-us/program-details/grant-program/.



Maven Mural funded by the Tampa Downtown Partnership's Activation Grant Program. (Source: Tampa Downtown Partnership, http:// www.tampasdowntown. com/wp-content/ uploads/2016/12/ Activation_Grant Cut_Sheet_CDCA.pdf)

\$5,500 Other Expenses
\$8,000 Total Project Cost
TAMPA
TOTAL TAMPA
TAMPA
TAMPA
TAMPA
TAMPA

\$2,500 Grant Award

Tapestries - Lakeland, an Un-Mural Art Exhibition

This exhibition, which will run from November 2018 to January 2020, is commissioning local artists to create 60 paintings on large canvases (up to 10x12 ft) to display on walls as a temporary alternative to murals. Artwork is not required to have a specific theme, but it must fit the urban environment and be politically and ideologically neutral. Artists will be paid \$10 per square foot, with canvas tapestry and approved paint provided. The exhibition budget is \$50,000, with \$10,000 committed by the Lakeland CRA, \$10,000 committed by the Lakeland Downtown Development Authority, and \$5,000 committed by Citrus Connection-Lakeland Area Mass Transit District as part of "Arts in Transit." Exhibition organizers are seeking \$25,000 in additional funding through corporate sponsorship and crowdfunding. The Bayshore/Gateway Triangle CRA could fund similar types of public art events through a public art grant program.

Case Information Source: The Working Artist Studio/Gallery, Lakeland Artists Will Paint Sixty Un-Murals That Will be Installed on Buildings in Lakeland, https://davidnelsoncollins.com/tapestries-lakeland-an-un-mural-art-exhibition/.

Objective 2: Streamline and clarify the development process

- Strategy 1: Coordinate with Collier County Zoning
 Division to clarify LDC requirements related to
 development in the CRA area, particularly related
 to:
 - Relationship of overlay zoning to base zoning
 - Relationship of various applicable codes to each other (e.g., LDC, fire code, building code)
 - Allowable uses
- Strategy 2: Coordinate with Collier County Zoning
 Division to evaluate approaches to streamline and
 shorten the development review process.

 Approaches might include:
 - Dedicating County staff to review projects within the CRA area and expedite them through the development process.
 - Improving coordination and communication between entities overseeing applicable codes (e.g., Zoning, Fire Marshall).
 - Identifying opportunities to increase reliance on defined criteria for development approval (as opposed to discretionary approval)
 - Encouraging design-build approaches.
- Strategy 3: Establish a formal role for the CRA in the development review process to facilitate development of projects in the CRA area.



Clearer guidance in LDC would be helpful for new uses such as microbreweries

Objective 3: Incentivize desired types of development.

- Strategy 1: Conduct a market study, including information on owners of second homes, which is not captured in typical data sets, to determine what development will be supported in the CRA area.
- Strategy 2: Identify incentives and targeted assistance (see Development Assistance and Incentives Examples) for a range of development and redevelopment, including consideration of the following types of development and additional desirable development supported by the market study:
 - Local neighborhood commercial establishments
 - Social enterprises and business opportunities for those with tenuous livelihoods
 - Larger catalyst development projects
 - Arts-oriented development
- Strategy 3: Evaluate and amend as needed current grant program offerings to reflect new incentives and assistance approaches from Section 3.4, Objective 3, Strategy 2.

Objective 4: Capitalize on current and potential real estate and development opportunities.

- Strategy 1: Facilitate tenancy, development, and redevelopment, particularly for opportunities along US 41, Linwood Ave and neighboring non-residential areas, and Bayshore Dr, through incentives and communication efforts (see Development Assistance and Incentives Examples).
- Strategy 2: Continue to facilitate existing catalyst project opportunities on the Mini Triangle and 17-Acre sites (see Development & Real Estate Opportunities Map) to strengthen and solidify development interest in the CRA area. Efforts might include assisting with coordination of property owners in target areas, negotiating desired amenities to be incorporated into proposed development, and providing incentives (see Development Assistance and Incentives examples).
- Strategy 3: Evaluate alternative funding opportunities, such as private funding and donations, for capital projects.
- Strategy 4: Assess development opportunities for the Activity Center area, including the Courthouse Shadows site.
- Strategy 5: Evaluate concepts to expand the CRA boundaries to include new development opportunities, such as areas along Thomasson Dr.



Development Assistance and Incentives Examples

- Density/intensity increases
- Impact fee offsets or payment over time
- TIF rebates and TIF money for infrastructure
- Land acquisition through CRA for targeted needs such as parking and stormwater infrastructure
- Tenant attraction and relocation support
- Micro-enterprise incubator and technical assistance support in partnership with other local entities (see Potential Partnership Opportunities for Micro-Enterprise Incubator).

Potential Partnership Opportunities for Micro-Enterprise Incubator

Incubators can provide workspace and assistance to micro-enterprises, particularly small businesses, looking to get their start in the CRA area. The CRA could potentially partner with existing efforts or collaborate on new efforts to support the work of incubators. For example, the Naples Accelerator (https://naplesaccelerator.com/) provides office space and amenities and connections to local economic resources to assist its member businesses. There may also be interest from other local entities, such as St. Matthew's House, in partnering to start a new incubator. Such partnerships can bring together organizations to pool capacity and funding to carry out incubator efforts and can also be used to support artists and arts-oriented development, a key aspect of the CRA's vision.



General Development and Redevelopment Potential

Figure 3-5 provides a general indication of the development opportunities in the CRA area, showing vacant land acreage and the corresponding number of vacant parcels by land use type that could potentially be developed and indicating that most of the vacant acreage is residential. Map 3-8 indicates where these parcels are located. As the map and additional information in the Assessment Memo (Appendix A) indicate, the parcel sizes can run fairly small, so assembly may be a consideration for developers. The Assessment Memo also indicates a sizable number of parcels with structures, particularly single-family and mobile homes, that might particularly benefit from upgrades to improve their structural condition. These efforts should take into account any potential increases in prices and costs when units are upgraded to avoid pricing out residents who find the new price and cost points unaffordable.

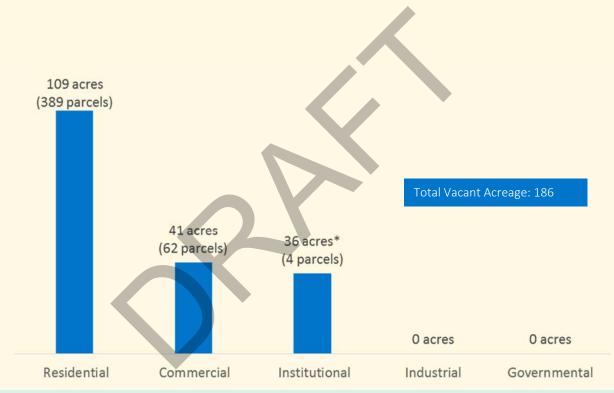
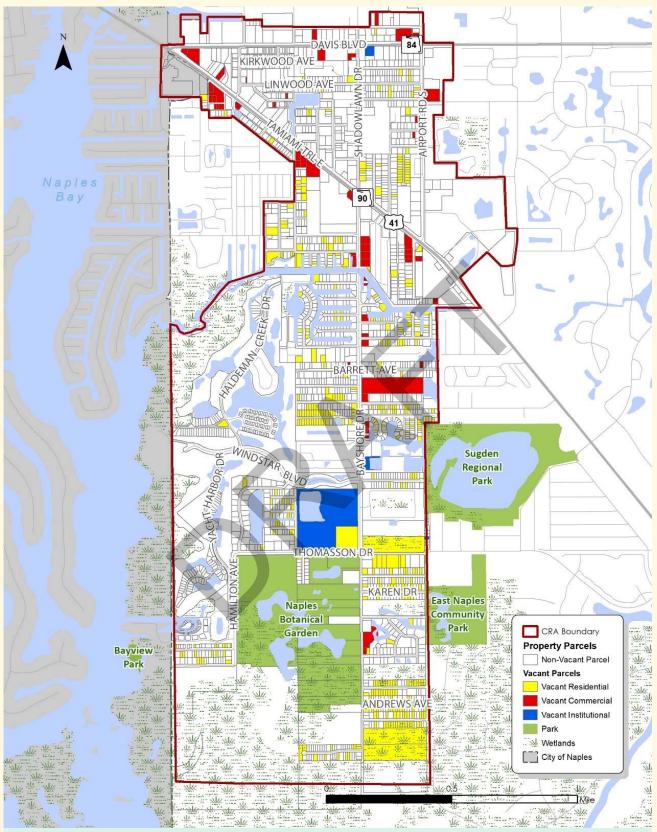


Figure 3-5: Vacant Land Acreage Distribution by Land Use Type.

*Note: A 32.5-acre parcel northwest of the Bayshore/Thomasson intersection is coded as Vacant Institutional but is owned by Mattamy Naples LLC. (Source: 2017 Florida Department of Revenue)



Map 3-8: Vacant Land Parcels in CRA Area . Note: Vacant institutional land northwest of Bayshore Dr/Thomasson Dr intersection is coded as Vacant Institutional but it owned by Mattamy Naples LLC. (Source: 2017 Florida Department of Revenue)



Development & Real Estate Opportunities

The CRA can facilitate development, redevelopment, and tenancy of vacant spaces through incentives and improvements to the surrounding areas. Map 3-9 and corresponding images show some of the key opportunities in the CRA area; note that the Mini Triangle site and the 17-Acre Site contain parcels currently owned by the CRA.



Linwood Avenue commercial corridor redevelopment



Courthouse Shadows redevelopment



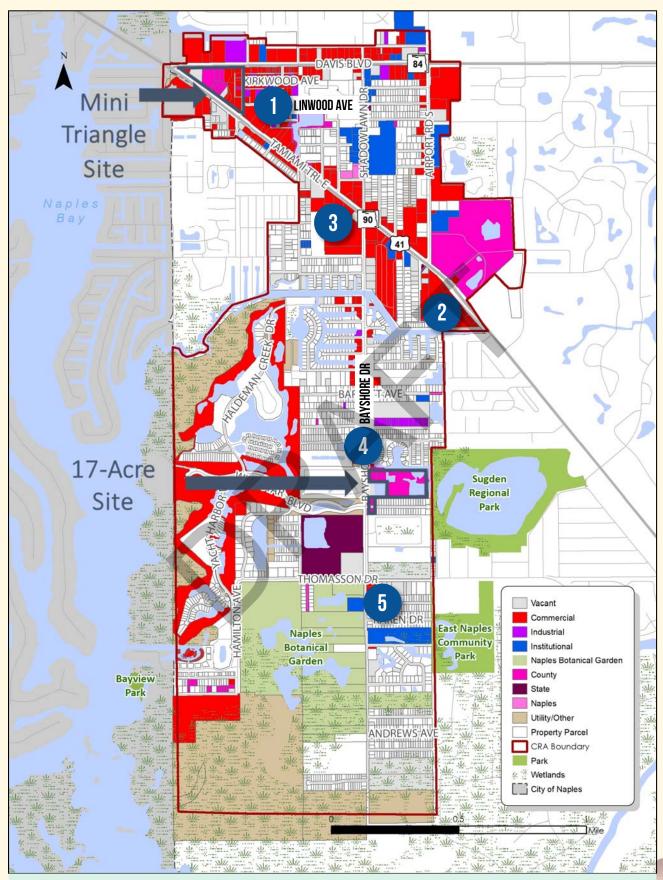
Gulfgate Plaza office tenant opportunity



Bayshore Drive commercial corridor redevelopment



Del's 24 redevelopment opportunity



Map 3-9: Development & Real Estate Opportunities with Non-Residential Existing Land Use; Data source: 2017 Florida Department of Revenue



Catalyst Site Charrette Highlights

- Coordinating with Collier County Community & Human Services Division for mobile home upgrades (see Housing Assistance and Incentives Examples)
- Residential renovation loan/grant program (see Housing Assistance and Incentives Examples)
- Encouraging use of Collier County's impact fee deferral program for income-restricted units (see Housing Assistance and Incentives Examples)



ADDITIONAL INFORMATION

Housing Assistance and Incentives Examples

Objective 5: Incorporate protections in development efforts to enhance existing community character and support existing CRA area residents.

- Strategy 1: Establish assistance programs and incentives to protect and enhance existing community-oriented uses and local neighborhood commercial and single-family neighborhoods off the main corridors. Assistance and incentive distribution might account for building age, structural quality, and means of property owners.
- Strategy 2: In coordination with the Collier County Affordable Housing Advisory Committee, promote strategies to maintain current affordable housing availability in the CRA while improving baseline quality conditions. Strategies to consider include:
 - Community land trust (see Artist-Oriented Community Land Trust example for Section 3.4, Objective 1, Strategy 5)

Residential Renovation Grant

As noted in the Assessent Memo (Appendix A), the use with the greatest number and share of structures most in need of upgrades in the Bayshore/Gateway Triangle CRA area are single-family residential units. One form of assistance for improving these structures as an alternative to redevelopment is to provide funds for structural improvements. Many CRAs in Florida offer grants, matching grants, or loans for structural improvements of residences. Examples include the following:

- Miami-Dade County, West Perrine CRA, Residential Rehabilitation Program financial assistance to qualified resident-owners of detached single-family homes, townhomes, and duplexes in the CRA area for certain home repairs, including roof and gutter repairs, kitchen and bathroom repairs, etc.; grants are available in amounts up to \$15,000; applicants are expected to provide a match of 50% of the cost of improvement. Payments are made as reimbursements.
- Lakeland CRA, Downtown and Midtown Areas, Fix-It-Up Program – grants geared towards home repairs for owners of single-family homes, townhomes, and duplexes.
 Repairs include exterior structure improvements such as repair of eaves, fences, gutters, etc. Grants are \$5,000–



\$25,000, depending on the level of repair.

• City of Ft. Lauderdale CRA, Northwest-Progresso-Flagler Heights Area, Residential Rehabilitation Forgivable Loan – loans for owners of single-family residences valued at less than \$300,000 and with a household income of 160% of area median income or less. Loans can be used to for repairs to correct code violations and address health and safety, including repairs related to electrical, plumbing, roofing, windows, AC/heating, and structural elements. The maximum award is \$75,000, and a cash contribution by the owner of 10% of the repair cost is required if costs exceed \$55,000 (based on costs exceeding that amount).

In the case of the Bayshore/Gateway Triangle CRA, it is recommended that a program target structural improvements for single-family homes and include income as an eligibility consideration to ensure that lower income households are prioritized in receiving support.

Case Information Source:

West Perrine Community Redevelopment Agency (June 7, 2011), Board Memorandum: Commercial and Residential Rehabilitation Grant Programs, http://www.miamidade.gov/govaction/legistarfiles/Matters/Y2011/110723.pdf. Lakeland CRA, Fix-It-Up Program (Downtwon & Midtown), https://static1.squarespace.com/

<u>static/5930d7bce4fcb5becc66acb5/</u> <u>t/5b901fdd03ce64e07d718c56/1536172165990/Fix-</u> <u>lt+Up+Program+Rev+9-04-18.pdf.</u>

City of Fort Lauderdale CRA, Northwest-Progresso-Flagler Heights Community Redevelopment Area, Incentives Modification, https://www.fortlauderdale.gov/home/showdocument?id=29743.

Collier County Mobile Home Upgrade Program

Collier County Community & Human Services Division currently oversees a program that uses State Housing Initiatives Partnership (SHIP) program funds to replace mobile homes with more sturdy single-family modular homes in response to hurricane damage. In Everglades City, these homes are elevated on stilts. The Bayshore/Gateway Triangle CRA may be able to capitalize on this program, in which the approach has already been determined and tested by

coordinating and partnering with this County agency.

Impact Fee Deferral for Income-Restricted Units

Several cities and counties in Florida, including Collier County, offer impact fee incentives for affordable and/or workforce housing. In Collier County, for-purchase and rental units for households with incomes less than 120% of median income in the county qualify for impact fee deferrals. Deferrals are equivalent to up to 3% of the prior year's total impact fee collections, a cap instituted to minimize revenue lost through the program. The County also limits to 225 the number of rental units receiving deferrals. Impact fees are deferred for owner-occupied units until the owner sells, refinances, or moves out of the home, at which time fees are due with interest. Rental unit fees are deferred for a 10year period. Historically, this level of deferral has allowed the program to defer impact fees on approximately 100 homes per year. A pilot program for payment of impact fees by installments collected through property tax bills (as an alternative to making the entire payment upfront) was also planned for the Immokalee area. The Bayshore/Gateway Triangle CRA could support or replicate the County's program to defer fees in the CRA area; this approach could also be used to incentivize other types of desired development, as well.

Case Information Source: Tindale Oliver (August 2017), Impact Fee Incentives for Affordable/Workforce Housing.

3.5 Transportation, Connectivity & Walkability

Having a variety of transportation options that are easy and desirable to use are important for all who live and work in the CRA area. Transportation systems not only cater to local needs between the CRA area and places such as Downtown Naples and local workplaces, but also to more regional traffic moving through the CRA area on major roadways. In light of the various needs, this section aims to ensure safety, comfort, and convenience for various modes within and connecting with the CRA area.



GOAL

Ensure safety, comfort, and convenience for various modes within and connecting with the CRA area.

Objective 1: Increase safety, comfort, and connectivity for active transportation modes (e.g., walking and biking).

- Strategy 1: Create a strategy to implement discrete transportation improvements and more comprehensive Complete Streets corridor improvements.
- Strategy 2: The effort undertaken for Strategy 1 should include development of a sidewalk master plan with inclusion of the following:
 - Visibility assessment related to landscaping
 - Consideration of connections to neighboring parks (see Section 3.3,
 Objective 1, Strategy 1 and Strategy 6 in this section)
 - Coordination with roadway and infrastructure improvements
- Strategy 3: Identify opportunities to coordinate transportation capital improvements with County/MPO improvements along major arterials.
- such as elements of Complete Streets corridor improvements, elements of Bayshore Dr road diet (traffic lane consolidation), reduced turning radii at intersections to slow traffic, and additional pedestrian crossings, with temporary installations. These efforts should incorporate community input and feedback to gauge response to more urbanstyle development and any particular concerns to address or opportunities on which to capitalize. These installations can be incorporated into community events that include educational elements on, for example, Complete Streets, the Vision Zero effort to eliminate bicycle and pedestrian fatalities, and roundabouts.

- Strategy 5: Based on input from temporary installations from Strategy 4, move forward with vetting of Bayshore Dr road diet concept scenarios and traffic analysis.
- Strategy 6: Evaluate opportunities for a north/south bicycle and pedestrian connector in the eastern Bayshore area with connections to Sugden Park and East Naples Community Park (see Section 3.3, Objective 1, Strategy 1).



ADDITIONAL INFORMATION

What are Complete Streets?

FDOT defines Complete Streets as streets that "serve the transportation needs of transportation system users of all ages and abilities, including pedestrians, bicyclists, transit riders, motorists, and freight handlers. A transportation system based on Complete Streets principles can help to promote safety, quality of life, and economic development."

Source: FDOT, Completing Florida's Streets, http://www.flcompletestreets.com/files/FDOT-CompleteStreets-Brochure.pdf.

EXISTING CONDITIONS

Existing Transportation Conditions

Map 3-10 highlights existing transportation conditions identified by fieldwork. Roadways in the CRA area range from large arterials carrying regional traffic to small neighborhood streets, many of which dead-end throughout the CRA area. During fieldwork, cyclists were noted on the sidewalks of larger arterials such as Davis Boulevard and Airport Pulling Road, and many bikes were parked at Gulfgate Plaza off of US 41. The MPO and FDOT also identified Airport Pulling Road and US 41 as high bike/pedestrian crash corridors. Relative to other streets, Bayshore Drive has a number of improvements, including bike lanes, sidewalks, and transit shelters, yet it still experiences a lack of parking. There are limited pedestrian connections to parks from streets off Bayshore Drive; one connection is at Republic Drive.



Divided arterial with street-fronting parking



Cyclist on sidewalk of arterial



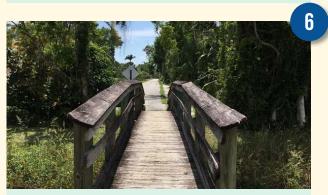
Bayshore Drive with sdewalks and bike lanes



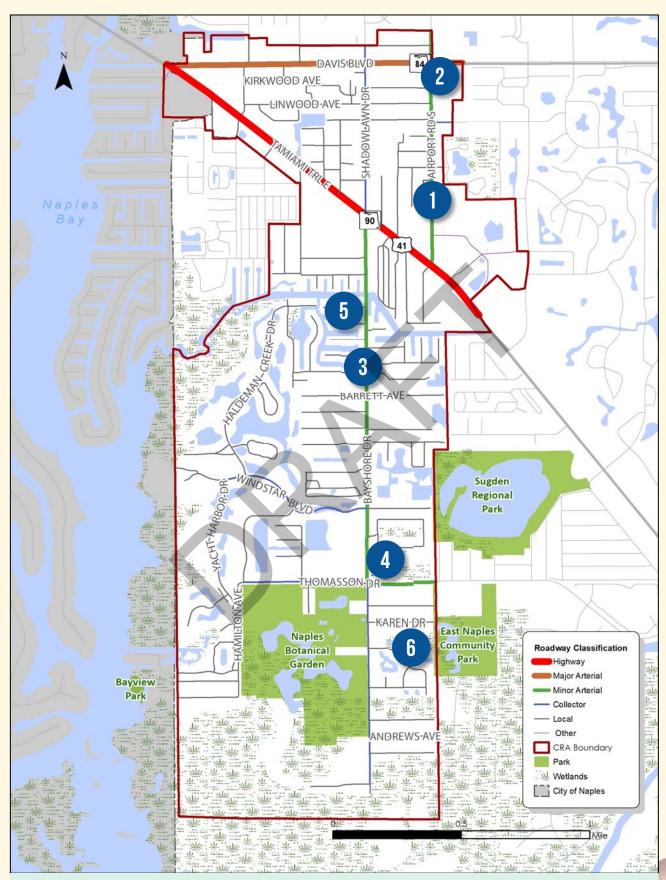
Bus shelter at Bayshore Drive and Thomasson Drive



Dead-end neighborhood street



Pedestrian bridge to East Naples Community Park

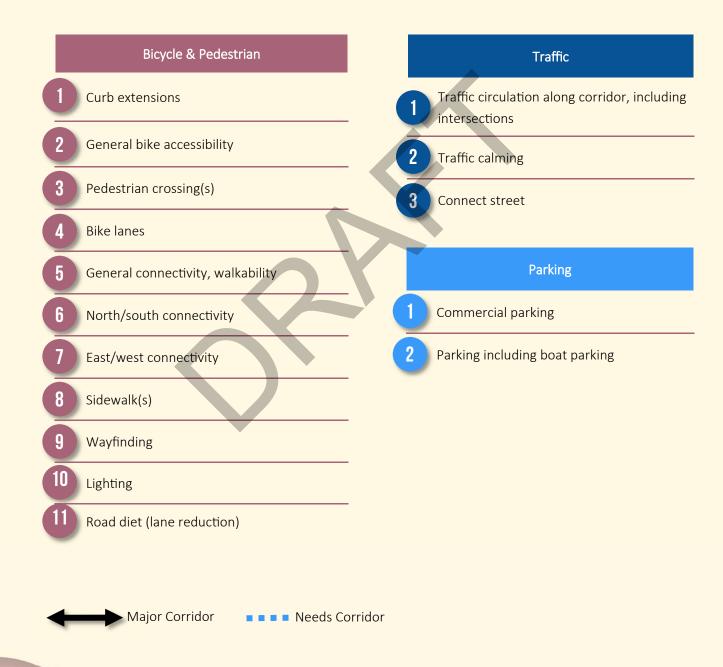


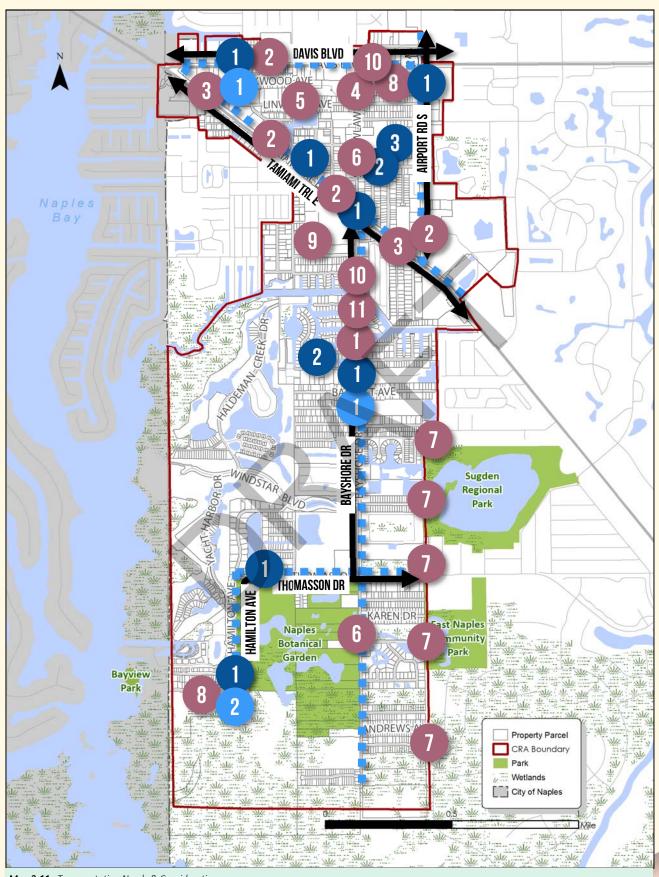
Map 3-10: Existing Transportation Conditions with Roadway Classifications



Specific Transportation Needs & Considerations

Fieldwork, discussions with CRA staff, public outreach, and specific project recommendations from the 2018 *East Naples Discovery Report* informed location-specific, discrete transportation needs and considerations in the CRA area (Map 3-11). These needs and interventions are shown on the map on the facing page. Many of these needs and considerations will be addressed through Complete Streets projects recommended in this redevelopment plan. Other transportation improvements such as addressing sidewalk and bike infrastructure gaps, providing parking infrastructure, and providing wayfinding sings will be addressed through separate project recommendations.





Map 3-11: Transportation Needs & Considerations

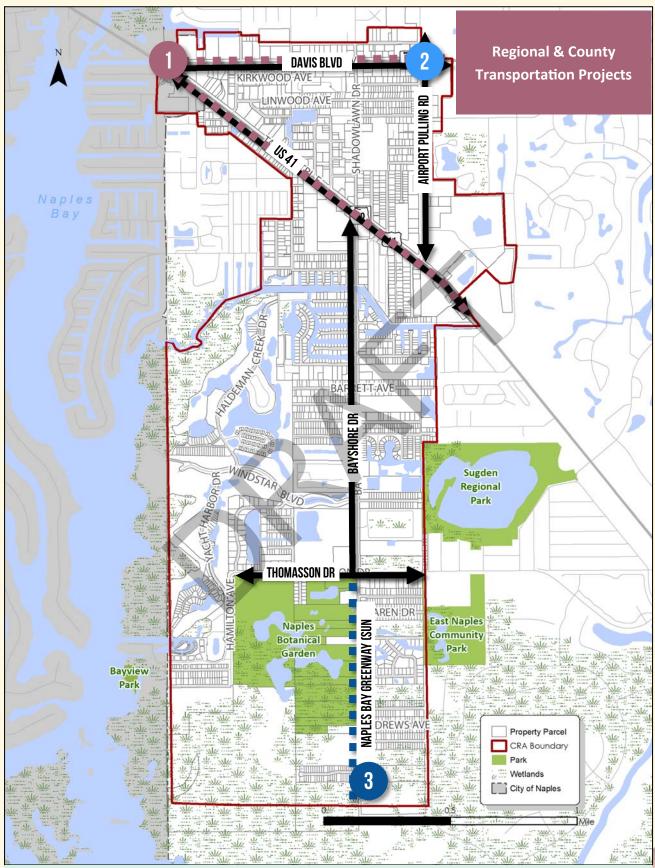


Regional & County Transportation Projects

The projects shown in Map 3-12 are those identified in the Collier Metropolitan Planning Organization's Fiscal Year 2017/18 to 2021/22 Transportation Improvement Program (which also features the Collier County five-year program) and the trail recommendations from the *Comprehensive Pathways Plan* update process. These projects will thus be overseen by regional and county transportation agencies. The full set of recommendations from the *Comprehensive Pathways Plan*, once finalized, should also be considered in conjunction with transportation planning and improvements led by the CRA.

- 1 FDO
 - FDOT TIP Projects •••••
 - US 41 resurfacing
 - US 41 signal timing improvements
 - Davis Boulevard resurfacing
- 2 County TIP Projects
 - Davis Boulevard/Airport Pulling Road intersection improvement
- 3 MPO Pathways Plan Proposed Trail Improvements
 - Naples Bay Greenway (Sun Trail)

Major Corridor



Map 3-12: Regional & County Transportation Projects



Potential CRA Complete Streets Projects & Trails

Complete Streets is an approach to comprehensive corridor improvements tailored to the size and land use context of the corridor. This approach can address many of the major needs and considerations identified in Map 3-12, including traffic calming, sidewalks, bike lanes, lighting, wayfinding, on-street parking, and landscaping. Complete streets improvements can also be coordinated with other infrastructure improvements, such as water main and drainage upgrades. The CRA can take the lead on Complete Streets projects, focusing on the streets listed below categorized. Fieldwork, staff discussions, public outreach, and recommendations from the 2018 *East Naples Discovery Report* informed which streets were targeted for these improvements. Map 3-13 shows recommended projects for neighborhood streets and busier corridors.



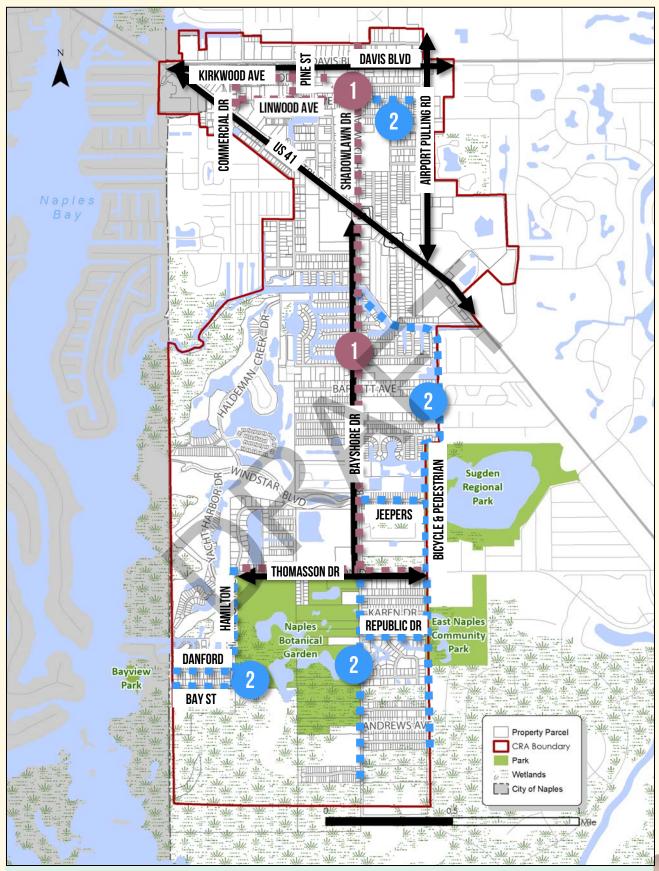
Major Complete Streets

- Linwood Avenue—Phase I
- Shadowlawn Drive
- Bayshore Drive (northern section)
- Thomasson Drive
- Commercial Drive
- Kirkwood Ave
- Pine Street Connection



Neighborhood Complete Streets & Trails

- Bay Street
- Linwood—Phase II
- Danford Street
- Hamilton Avenue
- Jeepers Drive
- Republic Drive
- Bayshore Drive (southern section)
- Bicycle/Pedestrian Trail

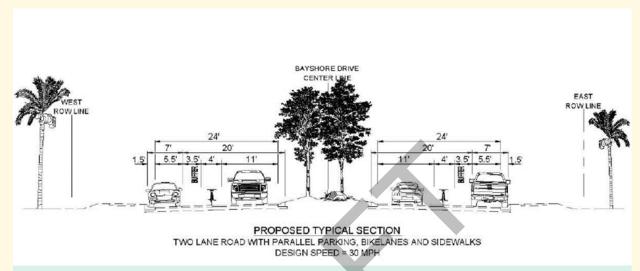


Map 3-13: Potential Complete Streets Projects



Character Images for Complete Streets Improvements and Connections

The following images illustrate Complete Streets elements from prior planning efforts for Bayshore Dr and Complete Streets improvements elsewhere.



Potential cross section for Bayshore Dr road diet, as proposed in Trebilcock's 2017 Parking Needs Analysis. Existing cross section is four-lane road with bike lanes and sidewalks





Complete Streets improvement examples (Left image source: Wikimedia Commons)

These efforts and examples inspired the renderings of possible transformations for Linwood Ave, Bayshore Dr, and Jeepers Dr shown in Figures 3-6 through 3-9. As corridors for potential commercial redevelopment, the Linwood Ave and Bayshore Dr renderings highlight an emphasis on ample sidewalk space along the landscaping and storefronts. Linwood Ave might promote a more modern design look, whereas Bayshore Dr might retain the existing style of streetscape elements in the lighting and signs.

As a less traveled residential street type, Jeepers Dr shows how people biking, walking, and playing can share the street space with cars accessing residences. Given that many streets dead-end and do not allow for through traffic, more simplified pedestrian infrastructure may be promoted over formal sidewalks. For example, the pedestrian space in the rendering might be indicated with road paint. The swales have also been retained for water quality considerations, but incorporate vegetation to improve the visual appearance of swales. Lighting in provided on one side given the limited road space, similar to improvements made on Lunar St in the CRA area.

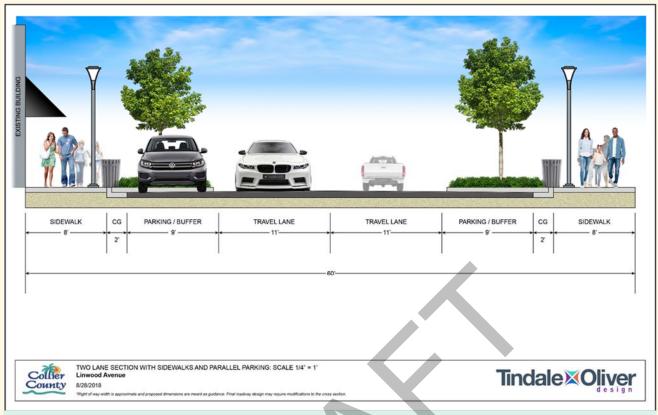


Figure 3-6: Potential Cross Section of Linwood Ave

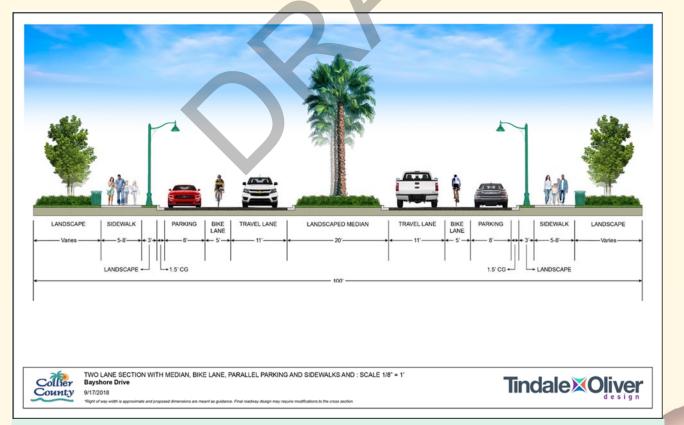


Figure 3-7: Potential Cross Section for Bayshore Dr

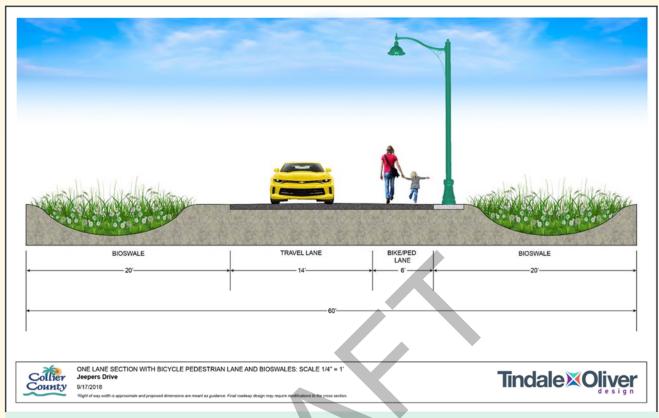


Figure 3-8: Potential Cross Section for Jeepers Dr

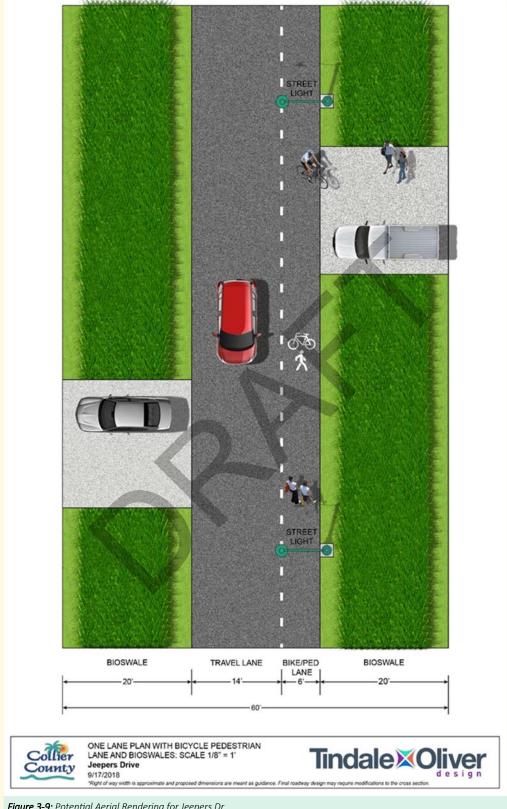


Figure 3-9: Potential Aerial Rendering for Jeepers Dr



Examples of Engagement in Temporary and Tactical Urbanism Events

"Tactical urbanism" is a term used to describe temporary installations of built environment improvements as a means of piloting and raising awareness around the improvements. These types of projects and other temporary events can be used to pilot improvements desired in the CRA area. Engagement with the community to seek feedback is an important aspect to understand what elements of a temporary improvement did or did not work to inform any permanent improvements. The following are examples of installations, events, and outreach methods.

Islington Street Lab Project - Portsmouth, NH

Portsmouth Smart Growth for the 21st Century led this fiveweek tactical urbanism project in coordination with the City of Portsmouth, the West End Business Association, Mike Lydon (tactical urbanism expert), and several other partners.

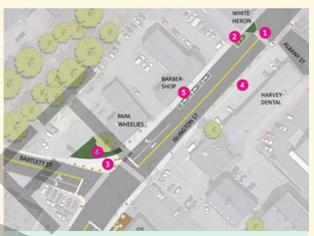
The project focused on a temporary transformation of a section of Islington St, which included the following elements (numbers correspond to image to the right):

- 1. Crosswalk
- 2. Parklet
- 3. Curb extension
- 4. Sidewalk boundary definition
- 5. On-street parking spaces
- Other elements signs, greenery, banners, crosswalk striping across curb cuts, markings for cars to share the road with bicycles ("sharrows")

Public outreach for the project included public informational meetings and workshops in preparation with Mike Lydon, an online and paper survey to collect feedback, and meetings and materials to share results of the temporary installation. The survey indicated support for more temporary demonstrations of this type in the city and for making some or all of the temporary changes permanent, with support for follow-up low-cost interim installations.

The Bayshore/Gateway Triangle CRA potentially could use a similar approach in piloting and building awareness around Complete Street elements (e.g., buffers and on-street parking).

Case Information Source: Portsmouth Smart Growth for the 21st Century (July 2016), Islington Street Lab: A Tactical Urbanism Project in Portsmouth, NH, http://ps21.info/wp-content/uploads/2016/07/PS21TU-report update160714.pdf.



Islington St Lab Elements and Design Plan (Source: Portsmouth Smart Growth for the 21st Century, http://ps21.info/wp-content/uploads/2016/07/PS21TUreport update160714.pdf)

Los Angeles County Metro Open Streets Program

Open Streets events temporarily close streets to auto traffic, allowing for non-motorized transportation such as biking and walking. Los Angeles County Metro's Open Streets Grant Program has funded 21 events since 2014 in the greater Los Angeles area. Metro incorporates surveys to gather feedback from participants, businesses, and volunteers. In the case of a West Hollywood Open Streets event, a City Council report explains:

As part of the grant processes, Metro is surveying participants, businesses and volunteers at Cycle Two Open Street events. This data will be used to analyze how Open Street events affect:

- Participants' and businesses perceptions about nonauto oriented transportation
- Transit ridership and perceptions
- Business sales as compared to a "typical" weekend day

Survey materials that will be used during the events include:

- Business Anecdotal Interview (administered on day of event)
- Business Owner Economic Benefits Interview (administered within one week of the event)
- Participants/Volunteer Anecdotal Interview (administered on day of event)
- Participant Metro Rail Survey (administered on day of event)

These types of surveys can be adapted to information the CRA hopes to gather on its temporary improvements and can also be adapted to online platforms and promoted through regular CRA meetings.

Case Information Source: West Hollywood City Council (April 16, 2018), Update on West Hollywood's Ciclavia Open Streets Event (City Council Consent Calendar Report), p. 5, http://weho.granicus.com/MetaViewer.php?wiew id=16&event id=1032&meta id=147108.



Metro Open Streets (Source: Los Angeles County Metro, https://www.metro.net/projects/active-transportation/metro-open-streets-grant-program/)

City of West Palm Beach Community Redevelopment Agency Sunset Lounge Project

The West Palm Beach CRA worked with the organizations 880 Cities and Better Block to reimagine the local Sunset Jazz Lounge venue and a nearby vacant lot. The

engagement process included:

- Meeting with prominent community members to understand concerns about the site and neighborhood to inform public engagement materials
- Including a cultural anthropologist with ties to the community to act as a liaison between the CRA and community members, building relationships.
- Finding opportunities to engage community members
 where people already gather and at sponsored
 community concerts and block parties at the site.
 During these sponsored events, event organizers
 talked with attendees and also set up engaging visuals
 and interactive displays to gather feedback (such as
 voting on items with dot stickers).
- Following up with the community to report back findings.

The Bayshore/Gateway Triangle CRA could incorporate interactive displays and discussion approaches to gather feedback when temporary road improvements are in place, which may include a special concert or event to draw more people.



Sunset Lounge Project (Source: 880 Cities, https://www.880cities.org/building-community-trust-tactical-urbanism-lessons-west-palm-beach-fl/)

Case Information Source: Rossana Tudo (May 18, 2017), Building Community Trust through Tactical Urbanism — Lessons from West Palm Beach, FL, https://www.880cities.org/building-community-trust-tactical-urbanism-lessons-west-palm-beach-fl/.

Objective 2: Increase and enhance alternative vehicle mode options within and connecting with the CRA area.

- **Strategy 1:** Evaluate opportunities for alternative vehicles (e.g., golf carts, electric shuttles) and bikesharing, including partnerships with neighboring communities.
- **Strategy 2:** Coordinate with Collier County Public Transit & Neighborhood Enhancement Department for transit service and facilities improvements (e.g., more frequent service and transit stop shelters).



Alternative Vehicle Examples

Electric Shuttles

Tampa, Sarasota, and Naples are examples of jurisdictions that have started using low-speed electric shuttle systems. Slidr in Naples (https://www.rideslidr.com/) is an electric shuttle service that provides on-demand service with the use of an app. Rides are free of charge to riders, and costs are offset by advertising opportunities associated with the service. Note that shuttle vehicles with top speeds of 20–25 miles per hour (mph) are classified as low-speed vehicles in Florida Statutes, which limits them to roads with speed limits at or below 35 miles per hour under Section 316.2122 F.S.



Slidr operating in Naples area (Source: Paradise Coast, https://www.paradisecoast.com/profile/slidr/1726)

Golf Carts

The use of golf carts (motor vehicles created for use on golf courses and not exceeding speeds of 20 mph) on roadways is governed by Section 316.212, F.S. This statute places limitations on areas and roadways where golf carts may be operated (with strict limitations for operation on State roads), allowable times of operation, and age of operator, among other items. It also indicates the necessary equipment needed to operate a golf cart legally. Section 130.4 of the Collier County Code of Ordinances designates the specific areas in Collier County where golf carts may be operated, including Goodland and Ave Maria, with additional parameters laid out. A golf cart study and ordinance are options to pursue in support of golf cart use in the CRA area.

Objective 3: Improve parking options in commercial areas.

- Strategy 1: Evaluate parking concepts for the Bayshore Dr and Mini Triangle/Linwood Ave commercial areas, which may include:
 - Shared parking with shuttle service, particularly to meet peak-season demand
 - Reduced design requirements for parking
 - On-street parking as part of the Bayshore Dr road diet
 - Parking garages
 - Parking mitigation fee (development pays for construction of public parking in lieu of providing parking spaces)



Parking Example

Downtown Naples

Naples provides free garage parking in its Downtown area. Some garage spaces are sold through an in-lieu fee system through which Downtown establishments can pay a fee instead of building required parking spaces.



Downtown Naples parking garage (Source: NaplesDowntown.com, https://www.naplesdowntown.com/transportation.htm)

Objective 4: Improve transportation connections with Downtown Naples.

 Strategy 1: Coordinate with the City of Naples to explore and partner on transportation improvements and approaches serving both Downtown Naples and the CRA area noted in Objective 2, Strategy 1 of this section.



ADDITIONAL INFORMATION

Downtown Naples Mobility and Connectivity Study

This study, completed in 2017, included a recommendation for an improved bicycle and pedestrian pathway on the Gordon River Bridge (5th Avenue/US 41) that connects Downtown Naples and the Triangle area. The proposed design calls for narrower travel lanes and removal of the road shoulder to increase the bicycle and pedestrian pathway to 14 feet on either side of the bridge. If implemented, the responsibility for carrying out the project would be FDOT (state level).



Proposed typical section for Gordon River Bridge bicycle and pedestrian improvement from 2017 Downtown Naples Mobility and Connectivity Study (Source: City of Naples, https://www.naplesqov.com/sites/default/files/fileattachments/streets amp stormwater/project/3351 city council presentation 201710 final revisions.pdf)

3.6 Infrastructure

Infrastructure can be key to facilitating development, providing the services communities need to function. Certain infrastructure, such as for stormwater management, is particularly important in the CRA area, which grapples with natural environmental factors including storms and flooding but also benefits from a healthy natural environment due to quality of life factors and tourism. As a result, the framework for this section aims to provide effective infrastructure that preserves environmental and neighborhood design quality through coordinated improvement planning and funding.



GOAL

Provide effective infrastructure that preserves environmental and neighborhood design quality through coordinated improvement planning and funding.

Objective 1: Ensure that infrastructure provided will effectively achieve its primary purpose without significantly compromising environmental and neighborhood design quality.

- Strategy 1: Develop a Stormwater Master Plan for comprehensive infrastructure improvements that incorporates consideration for the following:
 - Flood plain designations, including FEMA flood designations and Coastal High Hazard requirements
 - Building and site plan design to respond to flooding
 - Primary, secondary, and tertiary infrastructure improvements (both shortand long-term)
 - Potential for a bicycle and pedestrian pathway in easement of north/south drainage ditch along Sugden Regional Park
 - Shared maintenance and maintenance funding between County and CRA
 - Water quality
 - Use/design of right-of-way areas on local streets
 - Innovative techniques to pilot in CRA area, including green infrastructure
- Strategy 2: Coordinate stormwater infrastructure planning with design of new parks (see Section 3.3, Objective 1).
- Strategy 3: Integrate green infrastructure improvements into landscaping and drainage improvements, including those funded by the Bayshore Beautification MSTU.



Green Infrastructure Examples

Green infrastructure aims to reduce stormwater runoff and treat it closer to its source while providing environmental, social, and economic benefits. The following examples create surfaces or collection structures that allow stormwater to infiltrate the underlying or surrounding ground. They also can help manage stormwater flows and improve water quality of runoff and often can be combined with vegetation and landscaping.

- Infiltration basin/retention pond shallow basins or ponds that collect stormwater and can allow it to infiltrate the underlying ground
- Permeable pavement pavement that allows water to flow through and infiltrate the underlying ground
- Rain garden shallow planted basins that allow water to infiltrate the ground
- Bioswales vegetated or soft-lined channels that collect and convey, slow, and clean water and let it infiltrate into the ground
- Vegetated planter boxes and bulb-outs—infiltration areas with raised edges that can be incorporated into roadway design features
- Tree plantings



Kissimmee Lakefront Park rain gardens (Source: City of Kissimmee, https://www.kissimmee.org/Home/Components/News/ News/2208/263?backlist=%2F)



Vegetated infiltration area in roadway bulb-out in Palmetto, FL at 10th Ave W and 5th St W (Source: Google Maps, https://www.qoogle.com/maps/@27.5151522,-82.575633,3a,60y,118.29h,75.57t/data=!3m6!1e1!3m4!
1slahqGjvzSzLDetQ43h5HQq!2e0!7i13312!8i6656)



Retention pond amenities in Tampa at E Dr Martin Luther King Jr. Blvd and N 19th St (Source: Google Maps, https://www.google.com/maps/@27.9815571, -82.4391844,3a,60y,90t/data=!3m6!1e1!3m4!1sQJ3ul3LDTatc2Vr7pkfflq!2e0!7i13312!8i6656)

Objective 2: Coordinate with other jurisdictions and government entities for infrastructure planning and funding.

- Strategy 1: Create a CRA-specific Capital
 Improvement Plan to identify and prioritize
 transportation, stormwater, water, and other
 infrastructure improvements. Incorporate MSTU
 funds operating in the CRA area for relevant
 capital improvement projects.
- Strategy 2: Identify additional funding opportunities to supplement capital improvements funds (e.g., grants).
- **Strategy 3:** Document the project prioritization strategy to upgrade water lines in coordination with the City of Naples.
- Strategy 4: As part of the Stormwater Master Plan (Objective 1, Strategy 1 of this section), coordinate with Collier County Stormwater Management to integrate CRA stormwater infrastructure planning with County stormwater planning efforts.
- Strategy 5: As part of the Stormwater Master Plan effort (Objective 1, Strategy 1 of this section), coordinate with Collier County Zoning Division to create right-of-way design guidelines for development that coordinate with Complete Streets concepts for neighborhood streets.
- Strategy 6: Coordinate with Collier County agencies
 to identify and improve other infrastructure
 including sanitary sewer lines, roadways that fail
 to meet minimum standards, and electrical
 utilities identified to be placed underground or
 relocated.

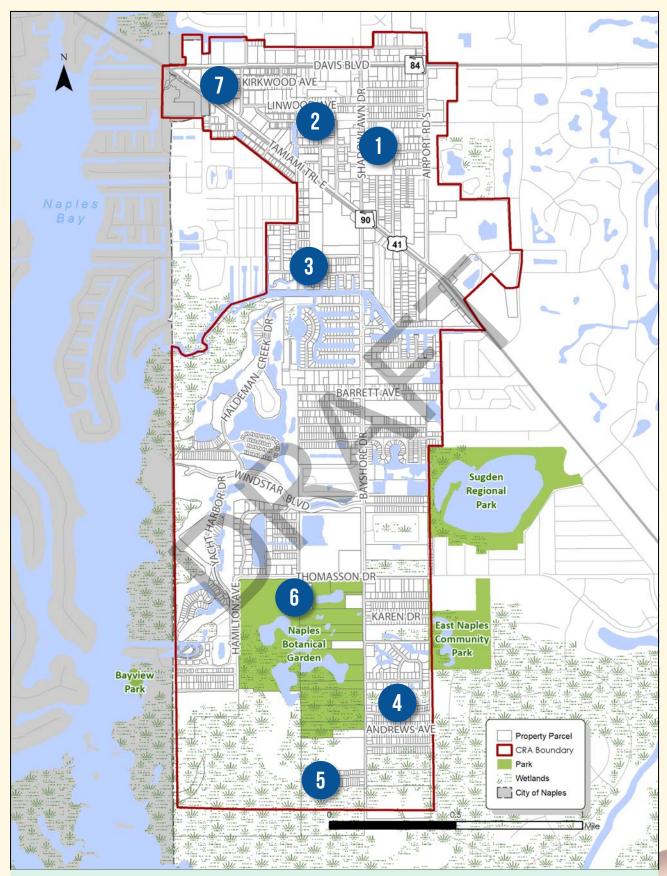


Infrastructure—Stormwater, Roadway Engineering, Sanitary Sewer, Electric

Stormwater and flooding are major challenges in the CRA area, requiring special attention be paid to stormwater management projects. The CRA has already overseen a successful drainage improvement project on Karen Drive, and moving forward, will coordinate with the County Stormwater Management Section. The map on the facing page shows where further stormwater management improvements are needed based on public outreach. Additional needs should be identified through an updated stormwater master plan for the area. Other identified infrastructure needs include upgrading certain roads to meet County standards, upgrading capacity of sanitary sewer infrastructure in certain areas, and placing underground or relocating overhead electric utilities in certain areas. See Map 3-14 for highlighted needs.

- 1 Need for culverts for flooding,
- Retention pond area improvements needed—lighting, security, barriers/gates to direct car traffic, pump improvements for flooding issues
- 3 Flooding issues and need for drainage
- Flooding issues and need for drainage on side streets off of Bayshore Drive. Note that Pine Tree Drive, Andrews Avenue, and Woodside Avenue have been identified as below County standards (involving for example sufficient right-of-way, drainage, paving, or similar elements) in Resolution 2011-097. These streets should be a focus in stormwater and infrastructure planning to bring them up to standards.
- Flooding issues and need for drainage on Holly Avenue. Holly Avenue also identified as below County standards and in need of road engineering improvements (see Item 4 above).
- Palmetto Court identified as below County standards and in need of road engineering improvements (see item 4 above).
- Upgrades needed to sanitary sewer capacity in the Triangle area to support new development.

 Opportunities to place overhead electric utilities on Linwood Avenue and Commercial Drive underground or relocate them.



Map 3-14: Infrastructure Needs—Stormwater, Roadway Engineering, Sanitary Sewer, Electric

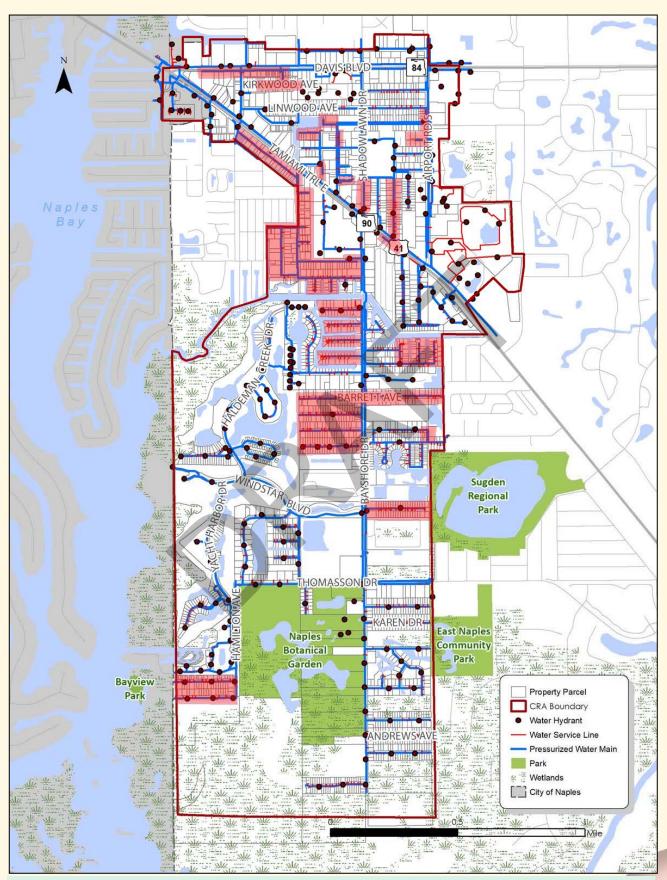


Water Infrastructure

The City of Naples provides water and water infrastructure for the CRA area, which also supports fire suppression systems such as fire hydrants. The fire suppression infrastructure can influence the insurance ratings for an area. On a scale of 1 to 10 (with 1 being the best), the CRA area currently has an Insurance Service Office (ISO) rating of 4. according to the Greater Naples Fire Rescue District.

The City is currently in the process of upgrading neighborhood water lines to support hydrants for fire suppression. Areas highlighted in red on Map 3-15 indicate water mains that do not meet the standard fire flow requirements determined by the City of Naples' potable water model. These mains have potential for replacement to upgrade for fire flow improvements. However, note that most of the water mains in the CRA area are older and will need to be replaced eventually.





Map 3-15: Water Infrastructure

3.7 Process

The substance of the CRA's planning and implementation is important, as is the way it carries out this planning and implementation. In view of the diversity of communities living and working in the CRA area, this section lays out a framework to carry out CRA area planning and implementation efforts to engage and serve the various communities within the CRA area.



GOAL

Carry out CRA area planning and implementation efforts to engage and serve the various communities within the CRA area.

Objective 1: Improve approaches and tools for communicating with communities in the CRA area and the general public.

- Strategy 1: As part of the marketing and communication strategy (see Section 3.4, Objective 1, Strategy 2), evaluate communication mechanisms and tools that will most effectively communicate with the various communities in the CRA area.
- Strategy 2: Coordinate with schools and other community partners to improve outreach and communication between the CRA and harder-toreach populations.
- **Strategy 3:** Provide multi-lingual communications and materials.

Objective 2: Ensure a balanced distribution of CRA planning and implementation efforts.

- **Strategy 1:** Account for both need-based and geographic considerations in the distribution of planning and implementation efforts.
- Strategy 2: Update rules and procedures for the CRA Advisory Board for legal consistency and with consideration given to a balanced distribution of planning/implementation efforts and diverse representation.

3.8 Character Areas

In addition to a diversity of communities in the CRA area, there is also a diversity of built character.

This section tailors the thematic goals, objectives, and strategies of the previous sections to specific character areas within the CRA area as a whole.

The character areas numbered on the Map 3-16 are defined by the land use characteristics discussed in the preceding maps. Key focus nodes, intersections, and corridors within the character areas that have potential for redevelopment are noted on the map with the asterisks and dotted lines.

For each Character Area, a brief description is provided as well as a focus for redevelopment efforts to prioritize framework elements for each area.



Mini Triangle/Davis

- The Mini Triangle, including CRA-owned parcel, is a major commercial redevelopment opportunity and Focus Development Node
- Corridor commercial along Davis
- Linwood Avenue another potential area for

Airport Pulling

- Mix of corridor commercial, larger big-box style retail, and County Center
- Part of area currently designated as an Activity Center in Future Land Use Map

Windstar

- Residential is primarily condos and singlefamily homes in gated communities
- Includes golf course designated as a commercial use

7 South Bayshore

- Primarily single-family residential neighborhood with Naples Botanical Garden
- Wetland considerations for development

2 Shadowlawn

- Primarily a residential neighborhood with mix of apartments/duplexes and single-family homes around Shadowlawn Elementary
- Borders US 41/Bayshore Drive Focus Intersection (asterisk), a gateway between

4 Tamiami

- Corridor commercial and residences, including two major malls, Gulfgate Plaza and Courthouse Shadows)
- Borders US 41/Bayshore Drive Focus
 Intersection (asterisk), a gateway between

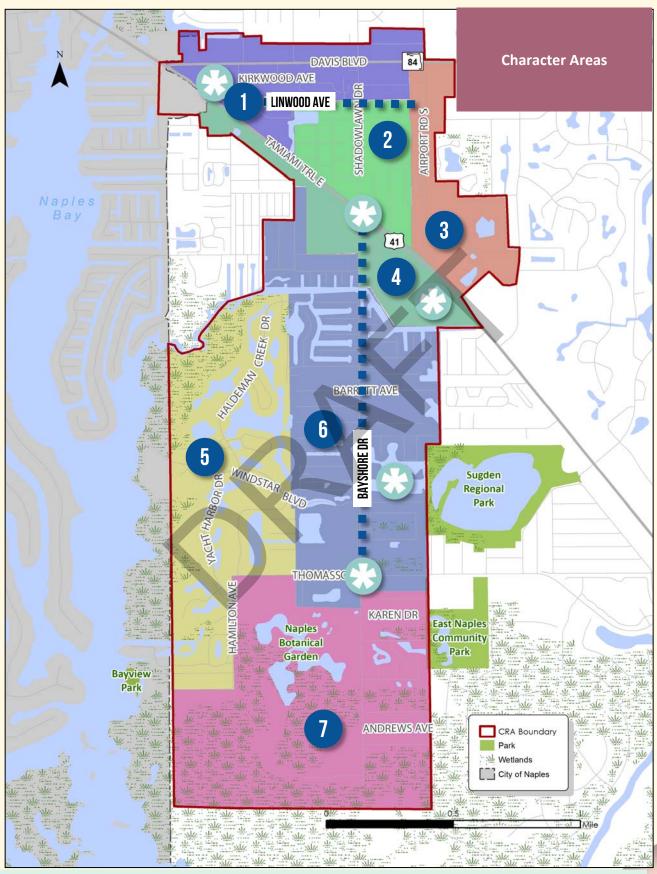
North Bayshore

- Focus Corridor along Bayshore Drive with neighborhood commercial
- Mix of multi- and single-family residential
- Focus Intersection at Bayshore/Thomasson with planned roundabout

■ ■ ■ Focus Corridor



Focus Development Node/Intersection



Map 3-16: Character Areas

Focus of Redevelopment

The following provides a focus of redevelopment for each Character Area based on the specific characteristics described in the Character Area Definition

Map and the most relevant strategies.

Mini Triangle/Davis

- Urban-style mixed use commercial redevelopment, including capitalization on the Mini Triangle as a catalyst development site and urban-style parking solutions
- Park development at retention pond site
- Complete Streets design along Linwood Ave and pedestrian scale street design between Mini Triangle, Linwood Ave, and the proposed retention pond park
- Improved access to Mini Triangle development from US 41, Davis Blvd, and Linwood Ave
- Multi-modal connectivity:
 - Across Davis Blvd
 - Between Mini Triangle, Linwood Ave, proposed retention pond park, and eastern Triangle neighborhood
 - To Downtown Naples potentially via Davis Blvd, US 41, and Gordon River Bridge improvements
- Additional infrastructure improvements: sanitary sewers, electrical, stormwater

Shadowlawn

- Residential structural enhancement and upgrades
- Avoidance of incompatible uses
- Transitional elements between different uses
- Infill development on vacant residential lots
- Flooding and drainage on neighborhood streets

Airport Pulling

- Transitions between residential neighborhoods and commercial development
- Eventual street enhancements, particularly connectivity across Airport Pulling Rd
- Commercial façade improvements

Tamiami

- Connectivity to Downtown Naples via US 41
- Redevelopment of Courthouse Shadows
- Tenant opportunity at Gulfgate Plaza

Windstar

- Complete Streets and MSTU improvements along major community roadways, including Bayshore Drive, Thomasson Drive, and Hamilton Avenue
- Access to Bayview Park

North Bayshore

- Corridor commercial development along Bayshore Drive, including creative parking solutions
- Larger redevelopment opportunities of 17-Acre
 Site and Del's 24 property
- Arts- and culture-oriented development
- Transitional elements between corridor commercial and residential areas in along Bayshore Drive
 and Thomasson Drive
- Development of vacant residential lots
- Complete Street design along Bayshore Drive, including Bayshore Drive/Thomasson Drive roundabout
- Neighborhood Complete Street pilots (Jeepers Drive, North Street, Short Street)
- Connections between Sugden Regional Park and CRA area

- Water main upgrades
- Flooding and drainage on neighborhood streets

South Bayshore

- Mobile home and single-family home residential improvements, upgrades, affordability
- Development of vacant residential lots
- Access to Bayview Park
- Connections between CRA and uses to the east, including East Naples Community Park
- Wetland, flooding, and site preparation considerations for development
- Roadway improvements to meet County engineering standards

PRIORITIZATION PLAN





4.1 Prioritization of Projects& Initiatives

The CRA will need to implement or coordinate on a number of capital improvement projects and planning, administrative, and regulatory initiatives to carry out the framework of goals, objectives, and strategies presented in Chapter 3.0. Since these projects and initiatives cannot be carried out all at once, this chapter presents a prioritization plan in terms of amount of funds programmed and project/initiative timing. A key consideration for prioritization is the amount of funding available for these projects and initiatives, discussed more in Section 4.2. Other prioritization criteria to consider that were primarily highlighted in the public outreach process (see Appendix B) include:

- Funding availability from dedicated or outside sources (aside from CRA funds)
- Magnitude of anticipated impact and multiplier effects
- Whether planning has already been undertaken or completed

Other considerations that received sizable positive responses during the public outreach process included:

- Project timing considerations independent of prioritization (e.g., Haldeman Creek dredging should account for timeframe of sediment buildup, a stormwater master plan should be completed before stormwater improvement projects)
- Ability to address health/safety concerns

Additional considerations recommended by the project team based on the Redevelopment Plan update process include:

- Degree of need
- Geographic distribution of projects in the CRA area
- Priorities identified during the Community Forum for the Redevelopment Plan (see Appendix B)

4.2 Financing Plan

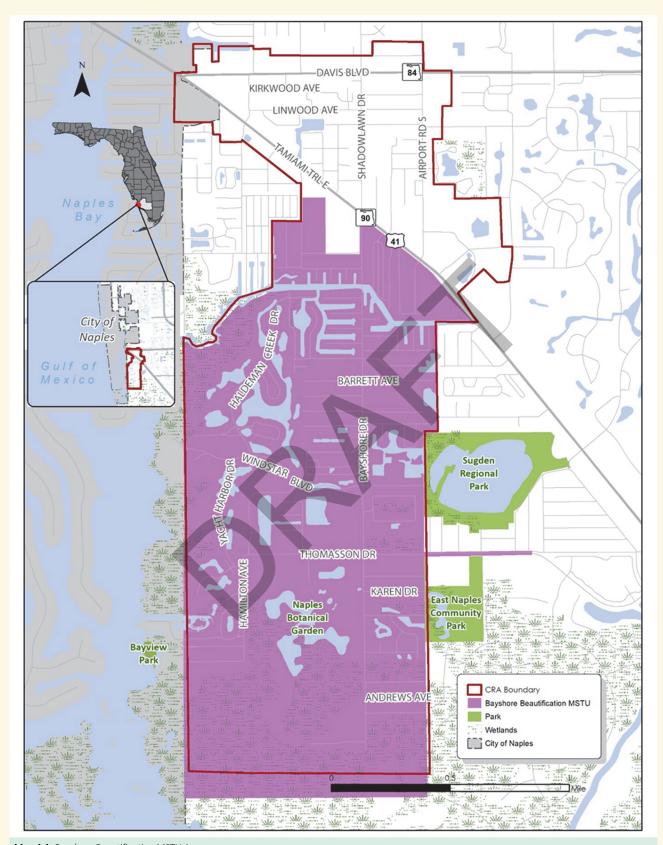
The primary funding source for the CRA is Tax Increment Financing (TIF) revenue generated by the within the CRA area. The Bayshore/Gateway Triangle CRA is able to use County ad valorem tax revenues generated above the base-year amount in the CRA area to apply to projects and initiatives identified in this Redevelopment Plan.

Figure 4-1 shows the historic revenue trends and projected revenues through 2045 based on a low growth scenario that follows the County's historic growth trends with a 4.8% assumed growth rate, a medium growth scenario that assumes a 5.2% growth rate, and a high growth scenario that assumes a 5.7% growth rate. For more information on the development of growth scenarios, methods of revenue calculation, and detailed revenue tables, see Appendix D.

Certain parts of the CRA area are also designated as Municipal Service Taxing Units (MSTUs), which utilize an additional ad valorem tax for specific purposes. The Bayshore Beautification MSTU, created in 1997, applies to the CRA area south of US 41 (see Map 4-1); revenues from this tax are focused on streetscape and right-of-way improvements (including right-of-way maintenance), with some additional provisions for use of funds on other public realm improvements in the MSTU area. Figure 4-2 shows projected revenues through 2045 using the same growth scenarios developed for the TIF revenue calculations (see Appendix D for more information and detailed revenue tables).

A Haldeman Creek MSTU (see Map 4-2) was also created in 2006 for maintenance dredging and navigational marker maintenance within the MSTU boundary. Figure 4-3 shows projected revenues through 2045 using the same growth scenarios developed for the TIF revenue calculations (see Appendix D for more information and detailed revenue tables).

Other potential funding sources that may be identified to supplement the funds above include grants and funding from partnerships (other agencies and private funders). There may also be opportunities in the future to take on additional debt to pay for capital projects with a plan for repayment.



Map 4-1: Bayshore Beautification MSTU Area

Note: includes a boundary extension on Thomasson east of the CRA boundary that was pending approval during the development of this Redevelopment Plan.



Figure 4-1: CRA TIF Revenue Scenarios

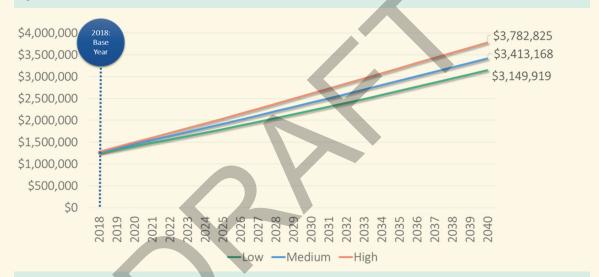


Figure 4-2: Bayshore Beautification MSTU Revenue Scenarios

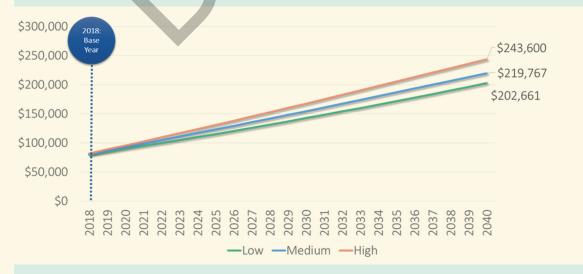
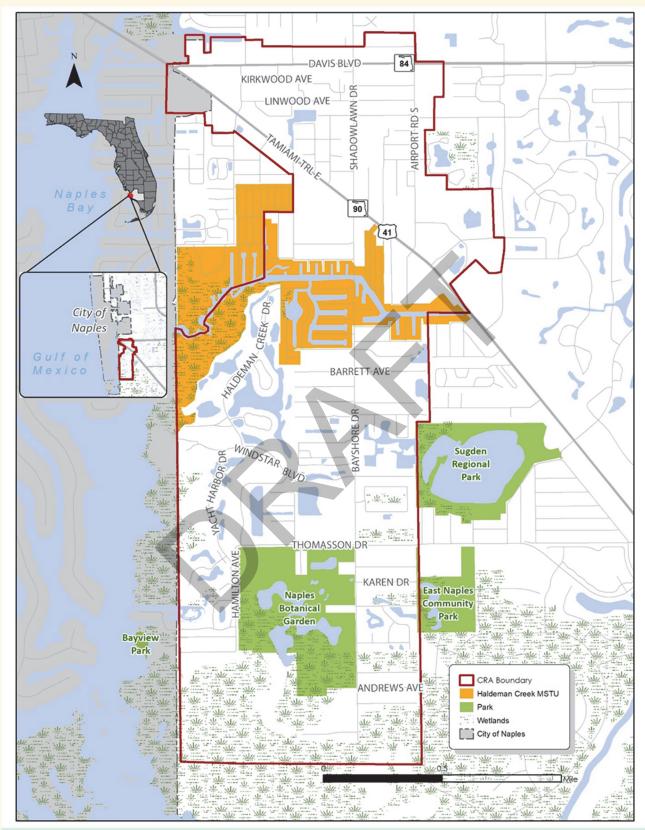


Figure 4-3: Haldeman Creek MSTU Revenue Scenarios



Map 4-2: Haldeman Creek MSTU Area

4.3 Projects & Initiatives Prioritization

Based on available funding and prioritization considerations, the following sets out the phasing for recommended projects and initiatives with descriptions. Note that the CRA proposed sunset date extension is for 2060 (in 42 years). Tables 4-1 through 4-5 summarize the available funding and the prioritization plan with recommended funding amounts and sources.

Short Term (1-5 years)

Capital Projects

- Thomasson Dr and Hamilton Ave Improvements –
 this project is expected to be implemented with
 existing Bayshore Beautification MSTU funds, but
 there may potentially be a need for additional
 capital funding that has been accounted for in th
 capital plan.
- Republic Dr Complete Streets Improvements –
 neighborhood-level Complete Streets
 improvements between Bayshore Dr and East
 Naples Community Park, including lighting,
 possible sidewalk expansion, any necessary
 drainage improvements, and an improved
 pedestrian bridge connection to East Naples
 Community Park
- Danford St Complete Streets Improvements —
 neighborhood-level Complete Streets
 improvements between the end of the roadway
 and Hamilton Ave, including lighting, sidewalks,
 water line upgrades, and any necessary drainage
 improvements
- Bayview Car and Boat Parking Improvements coordination with Parks & Recreation Division to transition from on-street parking on Hamilton Ave to parking at sites identified by the Parks & Recreation Division

- Bay St Complete Street Improvements –
 neighborhood-level Complete Streets
 improvements between Hamilton Ave and the
 end of the roadway, including lighting, pedestrian
 walk lane striping, and any necessary drainage
 improvements
- Surface Parking Lot in Bayshore Dr Area to increase available commercial parking
- General Road Engineering Improvements on Pine
 Tree Dr and Andrews Dr to bring these roadways
 up to minimum County standards
- Jeepers Dr Complete Street Improvements neighborhood Complete Streets improvements between Bayshore Dr and Sugden Regional Park, including walk lane striping, upgraded bioswales, lighting, and a pedestrian connection to Sugden Regional Park
- Gateway Intersection Design Improvements at US
 41/Shadowlawn Dr/Bayshore Dr sign
 improvements in the right-of-way and median
 areas with an opportunity to showcase public art
- Street Sign/Wayfinding Improvements in CRA area

 signs to address branding and bicycle/pedestrian
 movement
- Sidewalk/Bicycle Infrastructure Program –
 program to address gaps in the pedestrian and
 bicycle infrastructure networks that are not
 addressed through Complete Streets
 improvements
- Stormwater Infrastructure Upgrades/ Improvements
- Wastewater Upgrades in Triangle Area to increase capacity

Non-Capital Expenditures

- Ongoing Operating Expenses for CRA
- Process Improvements updated bylaws for CRA Advisory Board
- Process Improvements establish a formal role for the CRA in development review process

- Staff and Administration Costs
- Land Development Code Updates- based on recommendations from CRA Plan Update
- Mini Triangle Development funding for incentives and other needed support for the development of the Mini Triangle
- Gateway Property Development funding for potential incentive in support of the project.
- Stormwater Master Plan Update identify primary, secondary, and tertiary improvements needed in the CRA area with a prioritization plan
- Arts and Culture Plan for CRA Area
- Complete Streets Implementation Plan
- Bayview Parking Study concepts and outreach in coordination with Parks & Recreation Division
- Community Safety & Cleanup Strategy strategy to address code enforcement issues and community safety
- Branding Strategy
- Marketing and Communication Strategy strategies to communicate outcomes from the branding effort and connect with the various communities in the CRA area (including hard-toreach groups) with updated tools including the website, e-blast templates, marketing materials, etc.
- Market Study/Economic Profile
- Bayshore Dr Technical Feasibility Study for Complete Street implementation
- Bayshore Dr Pilot project for Complete Street implementation
- Community Land Trust Strategy
- Mobile Home Upgrade Strategy coordination with the Collier County Community & Human Services Division to upgrade mobile homes using established County program
- Water & Fire Update Strategy documentation of what mains and hydrants will be updated and phasing
- Triangle Retention Pond Feasibility Study finalized

design and engineering for passive park improvements

- Grants
 - Residential Grant/Loan Programs for structural improvements to single-family homes
 - Mobile Home Upgrade Program for transition of mobile homes to modular homes
 - Commercial Façade Program for areas that are not a major focus for commercial redevelopment but that can be enhanced with exterior façade and structural improvements
 - Wall & Fence Funding for transitional structures between incompatible uses
 - Public Art Funding –for public art pieces and events
 - Economic Development Incentives
 Program –for economic development incentives related to Section 3.4 of the Redevelopment Plan

Mid Term (6-15 years)

Capital Projects

- Triangle Retention Pond Improvements implementation of passive park improvements at
 the pond site with any necessary drainage and
 connectivity improvements
- Surface Parking Lot in the Mini Triangle area to support commercial uses
- Bicycle and Pedestrian Trail along Sugden
 Regional Park Drainage Ditch to provide north/ south connectivity
- Commercial Parking Garage on Bayshore Dr possibly on surface lot included in short-term capital projects for commercial parking
- Bayshore Dr Complete Street major Complete
 Street improvement between US 41 and

- Thomasson Dr, including possible lane reduction, on-street parking, and any additional needed infrastructure improvements
- Linwood Ave Complete Street major Complete
 Street improvement between Commercial Dr and
 Wild Pines Ln including on-street parking, lighting,
 sidewalk widening, and any additional needed
 infrastructure improvements
- Shadowlawn Dr Complete Street major Complete Street improvement between Davis Blvd and US 41, including lighting and any additional needed infrastructure improvements
- Gateway Intersection Design Improvements –
 signage and potential public art opportunities for:
 - Davis Blvd/Airport-Pulling Rd
 - Davis Blvd/Shadowlawn Dr
 - Davis Blvd/US 41
 - Thomasson Dr/Dominion Dr
 - US 41/Osceola Ave
- Haldeman Creek Dredging
- General Road Engineering Improvements to bring the following roads up to minimum County standards:
 - Woodside Ave
 - Holly Ave
 - Palmetto Ct
- Sidewalk/Bicycle Infrastructure Program
- Priority Water Upgrades for mains that require upgrades for fire suppression
- Stormwater Infrastructure Upgrades/ Improvements
- Underground/relocate overhead utility lines in Mini Triangle Area and Linwood

Non-Capital Expenditures

- Ongoing Operating Expenses for CRA
- Bayshore Bicycle/Pedestrian Trail Feasibility Study
 for trail along Sugden Regional Park drainage

- ditch, assuming an initial level of feasibility as deemed by County staff
- Micro-enterprise Incubator Study for concepts and implementation
- Grants
 - Residential Grant/Loan Programs for structural improvements to single-family homes
 - Mobile Home Upgrade Program for transition of mobile homes to modular homes
 - Commercial Façade Program for areas that are not a major focus for commercial redevelopment but that can be enhanced with exterior façade and structural improvements
 - Wall & Fence Funding for transitional structures between incompatible uses
 - Public Art Funding –for public art pieces and events
 - Economic Development Incentives
 Program –for economic development
 incentives related to Section 3.4 of the
 Redevelopment Plan

Long Term (16+ years)

Capital Projects

- Bayshore Dr Complete Street Improvement
 between Thomasson Dr and Holly Ave –
 neighborhood-level Complete Street, including any
 drainage improvements and connections to
 potential Naples Bay Greenway Sun Trail
 improvements
- Commercial Parking Garage in Mini Triangle Area possibly on Surface Lot included in Mid-Term Capital Projects— to address commercial parking needs

- Sidewalk/Bicycle Infrastructure Program
- Future Phase Water Upgrades all remaining nonpriority mains
- Stormwater Infrastructure Upgrades/ Improvements
- Underground/relocate overhead utility lines in Mini Triangle Area and Linwood

Non-Capital Expenditures

- Ongoing Operating Expenses for CRA
- Grants
 - Residential Grant/Loan Programs for structural improvements to single-family homes
 - Mobile Home Upgrade Program for transition of mobile homes to modular homes
 - Commercial Façade Program for areas that are not a major focus for commercial redevelopment but that can be enhanced with exterior façade and structural improvements
 - Wall & Fence Funding for transitional structures between incompatible uses
 - Public Art Funding –for public art pieces and events
 - Economic Development Incentives
 Program –for economic development
 incentives related to Section 3.4 of the
 Redevelopment Plan

Fund Revenue	Short Term Mid Term Tot	Mid Term Total	Long Term Total	Total
	(1-5 Yrs)	(6-15 Yrs)	(16+ Yrs)	
Tax Increment Financing (TIF)	\$9,790,356	\$36,936,184	\$83,458,889	\$130,185,429
Bayshore Beautification MSTU	\$7,013,949	\$20,105,438	\$39,769,782	\$66,889,169
Haldeman Creek MSTU	\$581,794	\$1,756,487	\$3,481,699	\$5,819,980

Table 4-1: Summary of Projected Revenue Estimates



North of US 41 (Triangle)				
Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Multi-Modal and Complete Streets				
General Sidewalk/Bicycle Infrastructure Improvements	\$2,747,555	\$430,622	\$932,931	\$1,384,002
Linwood Ave. (Phase I)	\$1,925,186		\$1,925,186	
Linwood Ave. (Phase II)	\$2,046,448		\$2,046,448	
Kirkwood Ave.	\$2,003,588		\$2,003,588	
Commercial Drive	\$1,750,961		\$1,750,961	
Surface Parking Lot - Land Acquisition	\$431,250		\$431,250	
Surface parking lot – Mini Triangle area – excludes land acquisition.	\$351,290		\$351,290	
Shadowlawn Drive - Installation of streetlights	\$379,500		\$379,500	
Commercial Parking garage (possibly on surface lot) – Triangle	\$12,374,050			\$12,374,050
Pine Street Connection	\$2,299,326			\$2,299,326
Sub-Total	\$26,309,154	\$430,622	\$9,821,154	\$16,057,379

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years)²
Gateway, Wayfinding, and Street Signage				
Gateway Sign Imrprovements at US 41 and Bayshore	\$15,000	\$15,000		
Wayfinding Sign Improvements	\$52,500	\$52,500		
Gateway Sign - Davis Blvd/Airport Pulling Rd	\$17,250		\$17,250	
Gateway Sign - Davis Blvd/Shadowlawn Dr	\$17,250		\$17,250	
Gateway Sign - Davis Blvd/US 41	\$17,250		\$17,250	
Sub-Total Sub-Total	\$119,250	\$67,500	\$51,750	\$0

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Park Improvements	·			
Triangle Retention Pond Improvements (Elements Below)	\$752,605		\$752,605	
Land acquisition for pocket parks (2 parks)	\$918,750		\$431,250	\$487,500
Development of Pocket Parks (2 parks)	\$169,705			\$169,705
Sub-Total	\$2,841,060	\$1,000,000	\$1,183,855	\$657,205

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Other Infrastructure Improvements				
Upgrade sanitary sewer lines	\$1,000,000	\$1,000,000		
Stormwater Infrastructure upgrades/Improvements	\$5,825,000	\$250,000	\$575,000	\$5,000,000
Underground Utility Lines - Linwood Avenue	\$931,913			\$931,913
Underground Utility Lines - Commercial Drive	\$247,443			\$247,443
Water Line Upgrades	\$4,038,023	\$482,801	\$555,222	\$3,000,000
Sub-Total	\$12,042,379	\$1,732,801	\$1,130,222	\$9,179,356

 Table 4-2: Capital Improvements Project Matrix—North of US 41 (Triangle)

South of US 41 (Bayshore)				
Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Multi-Modal and Complete Streets				
General Sidewalk/Bicycle Infrastructure Improvements	\$2,747,555	\$430,622	\$932,931	\$1,384,002
Thomason Drive and Hamilton Improvements	\$4,900,000	\$4,900,000		
Jeepers Drive Complete Street Improvements	\$491,849	\$491,849		
Danford Street Complete Streets	\$689,329	\$689,329		
Bay Street Complete Street Improvements	\$491,849	\$491,849		
Republic Drive Complete Streets improvements	\$506,849	\$506,849		
General Road Engineering Improvements – Pine Tree Drive	\$346,649	\$346,649		
General Road Engineering Improvements - Andrews Drive	\$346,649	\$346,649		
Surface Parking Lot at Bayshore and Coco	\$351,290	\$351,290		
Commercial parking garage (possibly on surface lot) — Bayshore Drive	\$10,946,275		\$10,946,275	
Bayshore Drive Complete Street – between US 41 and Thomasson	\$2,875,000		\$2,875,000	
General Road Engineering Improvements - Woodside Avenue	\$398,647		\$398,647	
General Road Engineering Improvements - Holly Avenue	\$398,647		\$398,647	
General Road Engineering Improvements - Palmetto Court	\$221,905			\$221,905
Bayshore Drive Complete Street	\$2,600,000			\$2,600,000
Bicycle and pedestrian trail along Sugden drainage ditch	\$394,073		\$394,073	
Sub-Total	\$28,706,567	\$8,555,088	\$15,945,572	\$4,205,908

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years)²
Gateway, Wayfinding, and Street Signage				
Gateway Sign Improvements at US 41 and Bayshore	\$15,000	\$15,000		
Wayfinding Sign Improvements	\$52,500	\$52,500		
Gateway - Thomasson Dr/Dominion Dr	\$17,250		\$17,250	
Gateway US 41/Osceola	\$17,250		\$17,250	
Sub-Total	\$102,000	\$67,500	\$34,500	\$0

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years)²
Park Improvements				
Land acquisition for pocket parks (2 parks)	\$975,000			\$975,000
Development of Pocket Parks (2 parks)	\$169,705			\$169,705
Bayview Park - Car and Boat Parking improvements	\$1,000,000	\$1,000,000		
Sub-Total	\$2,144,705	\$1,000,000	\$0	\$1,144,705

Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Infrastructure Imprvements				
Stormwater Infrastructure upgrades/Improvements	\$5,150,000	\$250,000	\$2,300,000	\$2,600,000
Upgrade water lines	\$6,317,221	\$1,542,894	\$1,774,328	\$3,000,000
Sub-Total	\$11,467,221	\$1,792,894	\$4,074,328	\$5,600,000
Overall Capital Costs Total	\$83,732,336	\$14,646,405	\$32,241,380	\$36,844,552
Non-Capital Costs Total	\$61,273,146	\$11,490,280	\$21,299,912	\$28,482,954
Total Costs	\$145,005,482	\$26,136,685	\$53,541,292	\$65,327,506

 Table 4-3: Capital Improvements South of US 41 (Bayshore)

Non-Capital Expenditures (Studies, Plans, Other)				
Operat	ions and Studies			
Project	Total	Short Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16- Years) ²
Process Improvements – updated bylaws for CRA Advisory Board	\$25,000	\$25,000		
Staff and Operating (salaries, benefits, rent, etc.)	\$46,488,146	\$7,110,280	\$14,714,912	\$24,662,954
Land Development Code Updates- based on recommendations from CRA Plan Update	\$100,000	\$25,000	\$25,000	\$50,000
Mini Triangle Development Support	\$500,000	\$500,000		
Gateway Property Support	\$100,000	\$100,000		
Stormwater Master Plan Update	\$200,000	\$200,000		
Arts and Culture Plan for CRA	\$75,000	\$75,000		
Complete Streets Implementation Plan	\$50,000		\$50,000	
Bayview Parking Study — concepts and outreach in coordination with Parks & Recreation Division	\$25,000	\$25,000		
Community Safety & Cleanup Strategy to address code enforcement issues and community safety.	\$15,000	\$15,000		
Marketing, Branding and communication strategy – website update, e-blast templates, marketing materials, etc.	\$50,000		\$50,000	
Market Study/Economic Profile	\$50,000	\$50,000		
Bayshore Drive Technical Feasibility Study	\$40,000		\$40,000	
Bayshore Drive Pilot project	\$15,000	\$15,000		
Water & Fire Update Strategy – document what mains and hydrants will be updated and phasing	\$50,000	\$50,000		
Triangle Retention Pond Feasibility Study	\$25,000	\$25,000		
Grants	and Programs	Short Term	Mid-Term	Long Term (16-
Project	Total	(1-5 Years)	(6-15 Years) ¹	Years) ²
Residential Grant/Loan Programs – for structural improvements to single-family homes	\$700,000	\$125,000	\$250,000	\$325,00
Commercial Façade Program	\$1,400,000	\$250,000	\$500,000	\$650,000
Wall & Fence Funding – for funding transitional structures between incompatible uses	\$700,000	\$125,000	\$250,000	\$325,000
Public Art – funding for public art pieces and events	\$420,000	\$75,000	\$150,000	\$195,000
Economic Development – funding for economic development incentives listed in Development Section	\$700,000	\$125,000	\$250,000	\$325,000
Bayshore Bicycle/Pedestrian Feasibility Study (assuming an initial level of Feasibility as deemed by County Staff)	\$25,000	\$25,000		
Incubator Study for concepts and implementation	\$20,000		\$20,000	
Mobile Home Replacement Fund	\$1,500,000	\$500,000	\$1,000,000	
Community Land Trust Housing Construction	\$4,800,000	\$1,800,000	\$3,000,000	
Other Affordable/Workforce Housing Investments	\$3,200,000	\$250,000	\$1,000,000	
Totals	\$61,273,146	\$11,490,280	\$21,299,912	\$28,482,954

Table 4-4: Non Capital Expenditures

South of US 41 (Bayshore)	Total Overall	Short-Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
	Capital Costs			
Total Capital Costs-MSTU Eligible Proejcts	\$17,511,002	\$8,271,297	\$5,033,797	\$4,205,908
Total Capital Costs-Non ROW	\$24,909,491	\$3,144,184	\$15,020,603	\$6,744,705
Total Capital Costs	\$42,420,493	\$11,415,481	\$20,054,399	\$10,950,612
	Revenue			
Total Revenue-ROW MSTU	\$66,889,169	\$7,013,949	\$20,105,438	\$39,769,782
Total Revenue-TIF Low	\$97,639,072	\$7,342,767	\$27,702,138	\$62,594,167
Total Revenue	\$164,528,241	\$14,356,716	\$47,807,576	\$102,363,949
North of US 41 (Triangle)	Total Overall	Short-Term	Mid-Term	Long Term (16+
North of 03 41 (Thangle)	Total Overall	(1-5 Years)	(6-15 Years) ¹	Years) ²
Total Capital Costs	\$41,311,844	\$3,230,923	\$12,186,981	\$25,893,939
Total Revenue-TIF Low	\$32,546,357	\$2,447,589	\$9,234,046	\$20,864,722

Non Capital (Entire CRA)	Total Overall	Short-Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Total Non-Capital	\$61,273,146	\$11,490,280	\$21,299,912	\$28,482,954

Overall Totals (Entire CRA)	Totals	Short-Term (1-5 Years)	Mid-Term (6-15 Years) ¹	Long Term (16+ Years) ²
Total ROW MSTU Revenue	\$66,889,169	\$7,013,949	\$20,105,438	\$39,769,782
Total ROW MSTU Eligible Projects	\$17,511,002	\$8,271,297	\$5,033,797	\$4,205,908
Difference	\$49,378,167	-\$1,257,348	\$15,071,641	\$35,563,874
Total TIF Revenue	\$130,185,429	\$9,790,356	\$36,936,184	\$83,458,889
Total TIF Capital Projects	\$66,221,334	\$6,375,107	\$27,207,584	\$32,638,644
Total NON-Capital	\$61,273,146	\$11,490,280	\$21,299,912	\$28,482,954
Difference	\$2,690,949	-\$8,075,031	-\$11,571,311	\$22,337,291

¹ Overall period costs increased by 15% to account for annual increases

 Table 4-5:
 Summary of all Revenues and Expenditures

 $^{^{2}}$ Overall period costs increased by 30% to account for annual increases $\,$

4.6 Coordination & Partnerships

Many of the items listed in the Chapter 3.0 framework require the CRA to coordinate with other agencies and entities as opposed to overseeing a project or initiative directly. Examples of inter-agency coordination include coordination with the Collier MPO to share local needs that might inform a state roadway improvement, as well as coordinating with other Collier County agencies on topics such as Land Development Code changes, park access, community safety, transit, and stormwater. The CRA also has opportunities to coordinate with the City of Naples on transportation planning and water main upgrades. This type of coordination might involve setting up regular meetings coinciding with planning and project cycles prior to finalized design phases. Key planning cycles for coordination include the Transportation Improvement Program planning by the MPO and capital improvement planning for Collier County.

Aside from government agencies, the CRA may also have opportunities to partner with local entities such as private firms and non-profits to realize some of its objectives. Examples include potentially partnering with the Naples Accelerator or St. Matthew's House on a business incubator idea. There may also be opportunities to partner with companies such as Slidr for alternative vehicle transportation in the area.

GENERAL REQUIREMENTS





5.1 Overview of Relevant Statutes

Sections 163.360 and 163.362 of Florida Statutes contain specific requirements for community redevelopment plans. Table 5-1 provides an overview of the requirements from these statutes and the location in this Redevelopment Plan where the relevant information can be found to satisfy these requirements.

5.2 Consistency with the County's Comprehensive Plan

This Redevelopment Plan sets forth a vision for the CRA area centered on fostering more urban-style development, including multi-modal corridors, mixed use projects, and building out to allowable densities. The Collier County Growth Management Plan largely supports this vision with the Bayshore/Gateway Triangle Redevelopment Overlay provisions and the Activity Center designation. The Mixed Use overlays provided in the Land Development Code further support these efforts. Development and redevelopment are thus largely intended to be completed within the provisions of the Growth Management Plan as they exist now or indicate where future amendments may be needed in order to carry out implementation of action items.

5.3 Acquisition, Demolition/Clearance, & Improvement

In the future, the Redevelopment Agency may choose to pursue a program of property acquisition and/or consolidation to realize the redevelopment objectives. These objectives might relate to facilitating private development and providing identified needed public uses. If a property is designated for acquisition, the process must comply with County requirements and/ or State statutes.

The Redevelopment Agency is authorized to demolish, clear, or move buildings, structures, and other improvements from any real property acquired in the redevelopment project area, subject to obtaining necessary permits.

The CRA may also engage in or assist in site preparation improvements on properties it already owns or properties it acquires in the future to facilitate development. Other improvements include general infrastructure and streetscape improvements that indirectly support development. See Section 4.0 for those improvements that are planned for the CRA to fund. All of these improvements are subject to obtaining necessary permits.

5.4 Zoning & Comprehensive Plan Changes

No Growth Management Plan or Land Development Code changes were brought through an approval process as part of this planning effort, and no Land Development Code or Comprehensive Plan changes are being adopted with the adoption of this Redevelopment Plan. However, recommended changes will be brought for initial consistency review by Collier County staff and the Collier County Planning Commission following adoption of this plan.

5.5 Land Use, Densities, & Building Requirements

As noted in Section 5.4, no Land Development Code or Comprehensive Plan changes are being adopted with the adoption of this Redevelopment Plan.

Consequently, the Redevelopment Plan will follow the land uses, densities, and building requirements provided in the Growth Management Plan and the Land Development Code for the time being. However, recommended changes will be brought forth for initial consistency review by Collier County staff and the Collier County Planning Commission.

5.6 Neighborhood Impact

The Redevelopment Plan focuses on improving structural quality of buildings, compatibility of uses, and urban design, as well as promoting more urbanstyle development and multi-modal transportation. As of right now, there is housing available at lower income levels, yet this may be due to lower structural quality based on findings from the Assessment Memo (Appendix A). As improvements are made in the area, there is a potential risk of property values rising to

Section 163.360, F.S. Requirements	Relevant Redevelopment Plan Section	
Conformity to the Growth Management Plan	5.2, Appendix E	
Zoning and planning changes	5.4	
Land uses, maximum densities, and building requirements	5.5; for general considerations to guide these requirements, see 3.2	
Land acquisition, demolition, clearance and site preparation, redevelopment, improvements, and rehabilitation proposed to carry out the Redevelopment Plan	4.3, 5.3	
Affordable housing provision	3.4- Objective 5	
Section 163.362, F.S. Requirements	Relevant Redevelopment Plan Section	
Legal description of CRA area boundaries and reason behind establishing such boundaries	Appendix C	
Approximate amount of open space to be provided shown by diagram and in general terms	Section 3.3-Table 3-1 and Map 3-7	
Property intended for parks and recreation space shown by diagram and in general terms	Section 3.3-Map 3-7	
Street layout and property intended for streets shown by diagram and in general terms	3.5-Map 3-13	
Limitations on the type, size, height, number, and proposed use of buildings shown by diagram and in general terms	5.5	
The approximate number of dwelling units shown by diagram and in general terms	3.2-Map 3-2	
Replacement housing and relocation	3.4-Objective 5 examples	
Property intended for public utilities shown by diagram and in general terms	3.6-Maps 3-14 and 3-15	
Property for public improvements of any nature shown by diagram and in general terms	3.1-Map 3-1 , 4.2; additional details in 3.2-Map 3-6, 3.3-Map 3-7, 3.4-Map 3-9, 3.5-Maps 3-11 and 3-13, 3.6-Maps 3-14 and 3-15	
Neighborhood impact element describing impacts on residents of CRA area and surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood	5.6	
Publicly funded capital improvements to be undertaken in the CRA area	4.2	
Safeguards, controls, restrictions/covenants	5.7	
Replacement housing for relocation of displaced persons from housing facilities	3.4-Objective 5 examples	
Residential use element	3.2, 3.4-Objective 5	
Projected costs of redevelopment	4.3	
Redevelopment Plan duration and time certain for redevelopment financed by increment revenues	5.8	
Table 5-1: Statutory Requirements for Redevelopment Plan		

make housing substantially less affordable.
Consequently, protective measures are being considered to maintain the affordability of these units while improving their quality (see Section 3.4, Objective 5). Temporary relocation of residents in lower quality units may be required to make building improvements.

An additional consideration for lower income households with improvements to the CRA area is the availability of community facilities and services. These uses may also risk displacement if property values increase rapidly or dramatically. This Redevelopment Plan includes provisions to support community-oriented uses that include these facilities and services so that they can remain a part of the community (see Section 3.4, Objective 3, Strategy 2).

With more urban-style development and multi-modal improvements, traffic circulation may change. There may be increased congestion on roadways and at major state road intersections in making them safer for non-automobile modes and pursuing catalyst development opportunities. Any development would need to go through the existing Collier County process to assess and mitigate for Level of Service changes on roadways. Ensuring low-cost transportation alternatives may also support affordable mobility for lower income households and community members.

Regarding impacts on other facilities, such as schools, any new development would need to go through the existing Collier County process to assess and mitigate for Level of Service changes.

Regarding environmental quality, water quality is a key consideration for stormwater management improvements. Water quality impacts can be evaluated through existing Collier County processes. Additionally, this Redevelopment Plan encourages green infrastructure techniques that may help provide certain levels of localized water treatment and ground infiltration prior to arriving at major collector sites.

5.7 Safeguards, Controls, Restrictions, & Assurances

Redevelopment activities identified in this
Redevelopment Plan will not be initiated until they are
found to be consistent with the Collier County Growth
Management Plan and applicable land development
regulations. The Redevelopment Agency, working
collaboratively with County agencies, may propose
amendments to the Growth Management Plan and the
Land Use Development Code, including design criteria,
building heights, land coverage, setback requirements,
special exceptions, traffic circulation, traffic access, and
other development and design controls necessary for
proper development of public and private projects.

To leverage the increment revenues, Collier County may consider non-ad valorem assessments. For example, during the Redevelopment Plan update process, the County was working on a stormwater utility fee that, if adopted, would apply to the CRA area. The imposition of special assessments for capital improvements and essential services is covered by well settled case law and specific statutory provisions authorizing collection of non-ad valorem assessments on the same bill as ad valorem taxes. Such provisions require extraordinary notice to all affected property owners.

Issues concerning restrictions on any property acquired for community redevelopment purposes and then returned to use by the private sector will be addressed on a case-by-case basis to ensure all activities necessary to perpetuate the redevelopment initiative are advanced in a manner consistent with this CRA Plan and any amendment to it. Such restrictions or controls would be expected in the form of covenants on any land sold or leased for private use as provided for in the Community Redevelopment Act, Section 163.380, F.S.

To assure that redevelopment will take place in conformance with the projects, objectives and strategies expressed in this CRA Plan, the Redevelopment Agency will utilize the regulatory mechanisms used by the County to permit

development and redevelopment within its jurisdiction. These mechanisms include but are not limited to the Growth Management Plan; the Land Development Code; adopted design guidelines; performance standards; and County-authorized development review, permitting, and approval processes and any other adopted codes, standards, and policies.

5.8 Extending the Duration of the CRA, Time Certain

Consistent with the provisions of the Community Redevelopment Act, Section 163.362(10), F.S., all redevelopment activities financed by increment revenues from the Redevelopment Trust Fund must occur within 30 years after the fiscal year in which the 2018 CRA Plan Update is approved or adopted. The Bayshore/Gateway Triangle CRA has selected the maximum 30 years for the duration of this Redevelopment Plan. While the CRA believes that it will take the full 30 years for implementation, economic conditions may improve from those assumed in the financial scenarios or additional funding sources may be identified to expedite the process.

Conclusion

With the recovery from the recession of 2008, the CRA area is poised for revitalization via investment, development, and redevelopment. With this update, the CRA will be able to continue the general mission of redevelopment that it set out when the Bayshore/ Gateway Triangle redevelopment area was first created in 2000.

The CRA can move forward with the vision and implementation items of this Redevelopment Plan in a guided way, allowing for change and also protecting and enhancing what defines the area and makes it unique.

APPENDIX







GREAT INSIGHTS, GREATER OUTCOMES.

To: Debrah Forester, Director, Bayshore Gateway Triangle Community Redevelopment

Agency

From: Evan Johnson, AICP, LEED AP, Project Manager, Tindale Oliver

Subject: Bayshore Gateway Triangle CRA Plan Update, Assessment Memo (Task 1)

Date: REVISED DRAFT October 2, 2018

1.0 Project Overview

1.1 Scope of Work

This Assessment Memo is the deliverable for Task 1 of the update to the Bayshore/Gateway Triangle CRA Redevelopment Plan (Redevelopment Plan). The major tasks and sub-tasks of this update effort, detailed below, build on each other to ultimately arrive at an updated CRA Plan:

- Task 1: This task generally involves an assessment of the existing conditions and opportunities in the CRA through technical analysis, observation, and public and agency outreach. The Task 1 deliverable documents the existing conditions and opportunities, proposes updated objectives and principles to guide the CRA Plan, provides an outline and framework for the CRA Plan, and provides recommendations related to the following themes:
 - Transportation connectivity
 - Parking assessment and strategies
 - o Infrastructure needs
 - Land use and urban design strategies
 - Vacant parcel strategies and identification of catalyst project sites
 - Streetscape, parks, and aesthetic improvements
 - Development incentives and other strategies
- Task 2: This task focuses on the development of the CRA Plan, including tax increment finance
 projections, capital improvement planning and funding, proposed comprehensive plan and
 zoning changes, and development of the draft and final CRA Plan document.

1.2 Assessment Memo Overview

As noted in the Scope of Work section, the findings of this Assessment Memo are based primarily on technical analysis, observation, and public and agency outreach. The remaining sections of this memo describe these efforts in more detail, covering the following information:

- Section 2.0 Preliminary Recommendations and Next Steps: provides recommendations related to themes listed in Section 1.1 and next steps in the project.
- Section 3.0 Study Area Overview and Context: summarizes high-level demographic, economic, and environmental conditions within the CRA area and trends at the county level that contextualize and influence CRA planning efforts.
- Section 4.0 Plan, Policy, and Program Assessment: documents the planning, policies, and
 programs undertaken by the CRA and/or Collier County to promote redevelopment in the CRA
 area, as well as planning efforts by other jurisdictions whose actions influence the CRA. This
 section includes a review of land use and zoning, existing plans, capital improvement efforts,
 and CRA grant programs.
- Section 5.0 Fiscal Trends and Property Assessment: analyzes structural age and improvement levels to indicate which sections of the CRA area may have a more particular need for enhancement/redevelopment. Also highlights the connection between these findings and taxable value for the CRA area, followed by budget and revenue trends over time for the CRA area funds (including the Municipal Service Taxing Units MSTUs) stemming from the taxable value.
- Section 6.0 Public Outreach: summarizes conditions, issues, and opportunities identified from
 meetings and calls with agency representatives and stakeholders, the public workshop, and the
 boat tour of the canals.
- Section 7.0 Built Environment Assessment and Needs: highlights existing conditions and needs
 related to the built environment that were identified through fieldwork, public and agency
 outreach, and technical analysis. Findings are categorized by the following themes: land use,
 parks and open space, design treatments and attributes, needed land use transitions, character
 areas, transportation, and other infrastructure.

2.0 Preliminary Recommendations and Next Steps

2.1 Preliminary Recommendations

The following are the preliminary recommendations based on findings of the initial assessment (detailed in the remainder of this memo). These recommendations will serve as the basis for the Goals, Objectives, and Policies framework of the final Redevelopment Plan.

Land Use & Urban Design

- Amend the LDC to limit heavy commercial and manufacturing/warehouse/storage uses in the CRA area and provide clear guidance for new uses, particularly on relationship of overlay zoning to base zoning.
- Identify elements in the LDC to institute transitional areas and buffers between uses that are less compatible.
- Identify areas appropriate for accessory dwelling units and live/work designations.
- Identify incentives or technical assistance to promote more urban-style development, such as mixed use projects and accessory dwelling unit development.
- Evaluate opportunities for arts-oriented code flexibility that will incorporate existing arts activity such as murals and gallery space.
- Create approach for design of the public realm, architectural styles, and gateway/focus intersections, including public art opportunities.
- Build on existing Bayshore MSTU funded improvements and re-evaluate any visibility issues posed by landscaping and design to promote transportation and community safety.
- Use sub-area characteristics (see proposed Character Areas section of the final Redevelopment Plan) to inform land use vision and strategies for sections of the CRA area.

Public Realm, Parks, & Open Space

- Coordinate with Collier County Parks & Recreation Division to evaluate opportunities for additional parking and operational maintenance at Bayview Park, which is just outside the CRA area to the west.
- Identify opportunities for community programming and events, including coordination with County Parks and Recreation Division for event space in parks just outside the CRA boundaries.
- Create site-specific parks plan for retention pond in Triangle area.
- Identify and document a strategy for canal maintenance in right-of way, including seawalls and mangroves, in coordination with the Haldeman Creek MSTU Advisory Board.
- Coordinate with Collier County Sheriff, Collier County Code Enforcement, service providers in CRA area, and residents/business owners in CRA area for a community safety and clean-up strategy (inclusive of private property in the canal network) that reduces reliance on case-bycase enforcement.

Development Strategies

- Coordinate with County Growth Management and Zoning Divisions to pilot innovative land uses and zoning techniques to promote more urban-style development (e.g., mixed-use, multimodal, reduced setbacks, live/work spaces). See related recommendations in preceding Land Use & Urban Design section.
- Evaluate the addition of eligibility requirements/performance metrics in awarding density pool units.
- Identify ways to streamline the review process, including dedicated staffing in the review process, better coordination between applicable codes and entities involved, code clarification (see preceding Land Use & Urban Design section), increased reliance on defined criteria for development approval, and encouragement of design-build approaches.
- Incorporate CRA as formal entity in the development review process.
- Coordinate with Collier County Tourist Development Council and Parks and Recreation Division
 to promote local business and commercial establishments in the CRA area as part of tourism
 development in the area. A specific effort will be to coordinate as part of the East Naples
 Community Park pickleball planning process.
- Create an Arts and Culture Plan for the CRA area, in coordination with county-wide efforts.
- Identify incentives for a range of development and redevelopment, including small, local
 commercial, social enterprises and business opportunities for those with tenuous livelihoods,
 and larger development projects; consider incentives for land assembly, tenant attraction and
 re-location expenses, and tax breaks, among others. These efforts can be used to revise current
 grant program offerings.
- Identify incentives for target tenants along US 41 Bayshore and capitalize on vacancies.
- Create marketing and branding strategy for CRA to communicate vision and improve approaches
 and tools for communicating with public (website, social media, branding materials); this
 strategy should coordinate with design concepts developed for public realm and private
 development.
- Explore current tenancy and redevelopment opportunities, including those at Del's 24, in the office space at Gulfgate Plaza, along Linwood Ave, along Bayshore Drive, and in Courthouse Shadows.
- Protect and enhance existing community-oriented uses and single-family neighborhoods off of the main corridors. These considerations can inform current grant program offerings for home enhancements, which may consider building age, structural quality, and means of the property owners.
- Capitalize on opportunities for Activity Center, including the redevelopment of the Courthouse Shadows site.
- Evaluate concepts to expand the CRA boundaries, which may include Sugden Regional Park, East Naples Community Park, Bayview Park or areas along Thomasson Drive. A formal process (Finding of Necessity) is required as an initial step in expanding CRA area boundaries.
- Maintain current housing affordability in CRA while improving baseline quality conditions.

- Coordinate with schools to enhance outreach and communication.
- Conduct a market study, including information on owners of second homes that is not captured in typical data sets, to determine what development will be supported in the CRA area.

Vacant Parcels and Catalyst Site Opportunities

- Continue to move forward with existing catalyst projects to strengthen and solidify development interest in the CRA area. CRA can assist with coordination of property owners in target areas and can play a role in negotiating desired amenities to be incorporated in the development.
- Identify alternative funding opportunities for capital projects.

Transportation

- Create an implementation strategy for discrete transportation improvements and more comprehensive Complete Streets corridor improvements. This effort should include development of a sidewalk master plan, including visibility assessment with landscaping and connections to neighboring parks. Prioritization of projects should consider the priorities of the Collier County Comprehensive Pathways Plan (currently being updated) related to the local CRA area.
- Identify opportunities to coordinate transportation capital improvements with FDOT improvements along major arterials (e.g., the US 41 connection between the CRA area and Downtown Naples).
- Temporary installations can be used to vet bike/pedestrian improvements, such as "Home" streets pilots on neighborhood streets, elements of Bayshore Drive road diet, turning radii, and additional pedestrian crossings. These efforts should incorporate community input and feedback to gauge response to more urban-style development and any particular concerns to address or opportunities on which to capitalize. These installations can be incorporated into community events that include educational elements on, for example, Complete Streets, Vision Zero, and roundabouts.
- Based on input from temporary installations, move forward with vetting of Bayshore Drive road diet concept scenarios and traffic analysis.
- Evaluate opportunities to improve local transportation options, including considerations for improving access to Downtown Naples, improving commuting options, and coordinating with the City of Naples. Options to explore further include alternative vehicles (e.g., golf carts, electric shuttles), bikeshare, transit, and active transportation improvements (e.g., enhanced pedestrian infrastructure along Us 41/5th Ave between Downtown Naples and the Triangle area contained within Davis Boulevard, US 41, and Airport Pulling Road).
- Evaluate opportunities for a north/south neighborhood connector in Bayshore area with connections to Sugden Park and East Naples Community Park.

 Evaluate parking opportunities in the Bayshore area, including shared parking, reduced design requirements for parking, and parking garage. Based on this initial evaluation, vet creative parking concepts with public outreach and technical feasibility study.

Infrastructure

- Create CRA-specific Capital Improvement Plan to identify and prioritize transportation, stormwater, water, and other infrastructure improvements. Incorporate MSTU funds where appropriate.
- Document the strategy to upgrade water lines in coordination with the City of Naples.
- Develop a Stormwater Master Plan in coordination with Collier County Stormwater
 Management to comprehensively document stormwater needs and integrate with general
 capital improvements planning (see below). Include considerations for water quality and
 use/design of right-of-way areas. Coordinate with Collier County Zoning Division to create Right of-Way design guidelines for development that coordinate with "Home" streets concepts.

General

• CRA area improvements/projects should be based on degree of need and geographic distribution throughout the district.

2.2 Next Steps for Plan

Based on a review of the existing 2000 Master Plan, it was been determined that the existing plan should be deleted and replaced with a new Redevelopment Plan (as opposed to an approach of amending the existing plan). A draft framework of goals, objectives, and strategies will be developed based on these preliminary recommendations to provide a guiding organizational structure for the final Redevelopment Plan. The final Plan will also include revenue projections for the CRA redevelopment fund and a capital improvement plan and implementation strategy for the five years following the Plan's adoption. With these draft components in place, the draft final plan will be brought back to the public for comment prior to entering the formal approval process. A formal approval process will also take place for any accompanying LDC amendments.

3.0 Study Area Overview and Context

3.1 Demographic Considerations

This section lays out information on population, age, and income trends to understand characteristics of the residents of the CRA area in the context of broader county-wide trends. Note that maps and tables from the recent Collier County Parks and Recreation Master Plan update are used to contextualize the data from the CRA area, which accounts for why 2015 data is referenced for countywide trends while 2016 data is referenced for the CRA area.

Existing Population

Map 3-1 shows the existing population in the CRA area based on 2016 ACS data. There is a higher concentration of population in the northeast portion of the CRA to the east of Airport Pulling Road, which is likely due to a large apartment complex outside of the CRA area boundary as opposed to the County Center within the CRA area. While this higher concentration of development may not be directly in the CRA's jurisdiction, the higher concentration may affect local traffic and commercial traffic in the CRA area generated by these residents. The southern portion of the CRA shows elevated population, yet this finding may be due to the size of the census block group that contains that section of the CRA (see Population Density section below).

ESRI's Community Analyst tool uses ACS-derived data and other ESRI data to calculate descriptive statistics for the demographics of special areas (those that are different from the typical geographies of block group, census tract, etc.). For the CRA area, Community Analyst calculated a population estimate of 6,495 people.

Population Growth

Transportation Analysis Zone (TAZ) data was used to understand expected population growth for the CRA area. Map 3-2 indicates that more significant growth is expected for the area including the southern portion of the CRA, yet note again that this finding corresponds to a larger area of measurement (including the Isles of Collier Preserves) the size of which may influence how much absolute growth it can expect (see Population Density section below). Figure 3-1 and Map 3-3 place this information in context by showing population growth projected for Collier County. Figure 3-1 indicates that the county has historically experienced a higher rate of growth than Florida as a whole, although the difference in growth rate is showing signs of lessening currently and through 2030. Growth rates are also expected to stabilize through this time period. Map 3-3 shows the distribution of this projected growth, which is moderate in most parts of the county, yet there is the slightly heightened area of growth intersecting the southern portion of the CRA area.

Bayshore Triangle CRA Plan Total Population (2016) 2018 45 501 - 1,000 1,001 - 1,500 1,501 - 2,000 CRA Boundary

Map 3-1: Existing Population within the CRA Area (2016)

Source: 2016 ACS

TAMPA

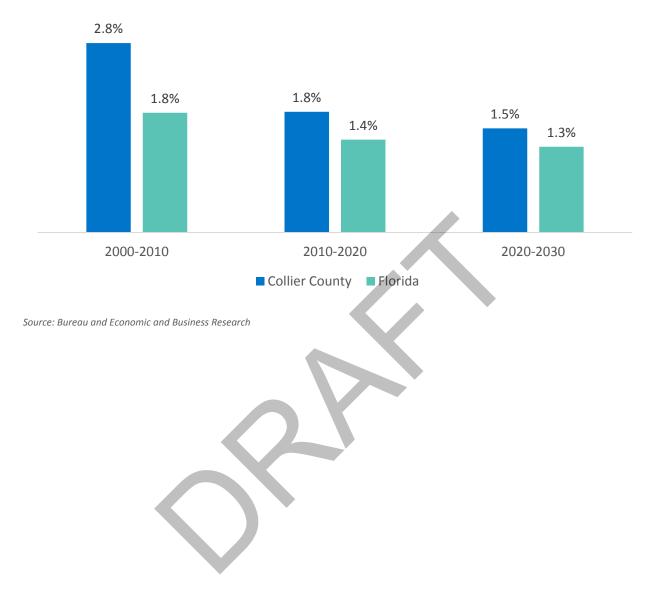
Bayshore Triangle CRA Plan Population Change 2017-2040 2018 IRKWOOD AVE 90 41 Population Change 2017-2040 No Change 1 - 100 101 - 250 251 - 500 501 - 1,737 CRA Boundary Park City of Naples

Map 3-2: Projected Population within the CRA Area (2017-2040)

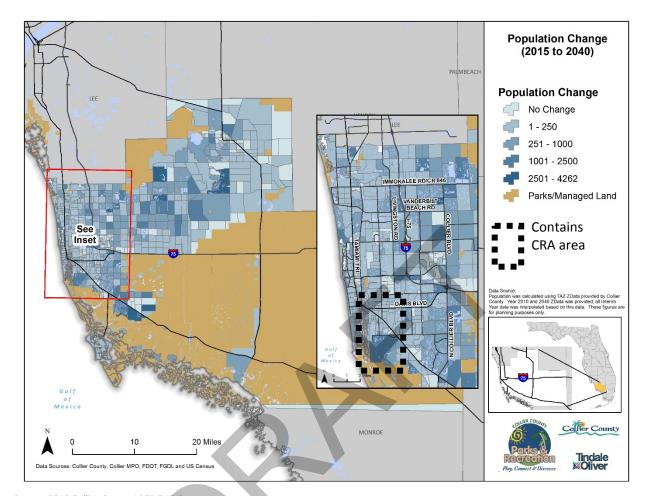
 $Note: the\ base\ year\ of\ 2017\ was\ extrapolated\ from\ the\ TAZ\ data\ with\ an\ original\ base\ year\ of\ 2010.$

Source: 2040 Collier County LRTP TAZ data

Figure 3-1: Historical and Projected Population Growth Rate Trends for Collier County and Florida (2000-2030)



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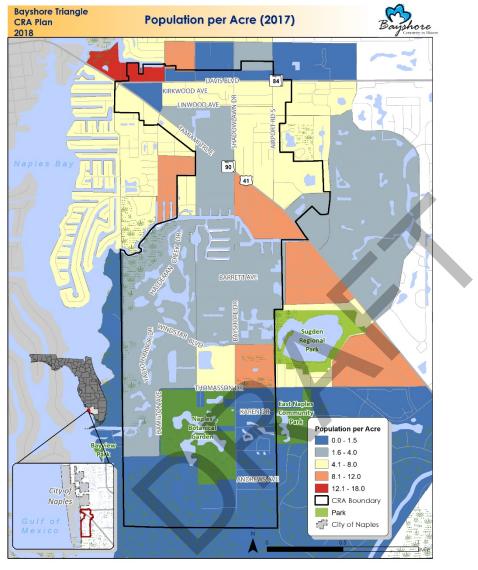
Map 3-3: Projected Population within Collier County (2015-2040)

Source: 2040 Collier County LRTP TAZ data

Population Density

Population density shows population concentrations while also helping control for sizes of land area by showing population by per unit of land. Map 3-4 shows that the population density as population per acre is higher in the northern section than the southern section of the CRA area. Using Community Analyst, the population density for the entire CRA area is estimated at 3.9 people per acre. Map 3-5 puts this density in context by showing how density in the county has progressed over time from 1990 to 2015. Although density has increased in the county, progressing further east from the urbanized coastal area over time, it has generally stayed at lower to moderate density levels. While the CRA has one of the spots with elevated densities, it is also near the edge of the dense area where it borders environmental lands and low-density areas.

At the county level, the density increases trending east are expected to continue, and the CRA area is expected to contain or border some of the pockets of mid- to high-level density in the county (Map 3-6), although note that density is limited by policies such as those related to inundation zones discussed in Section 3.3.



Map 3-4: Population Density within the CRA Area (2017)

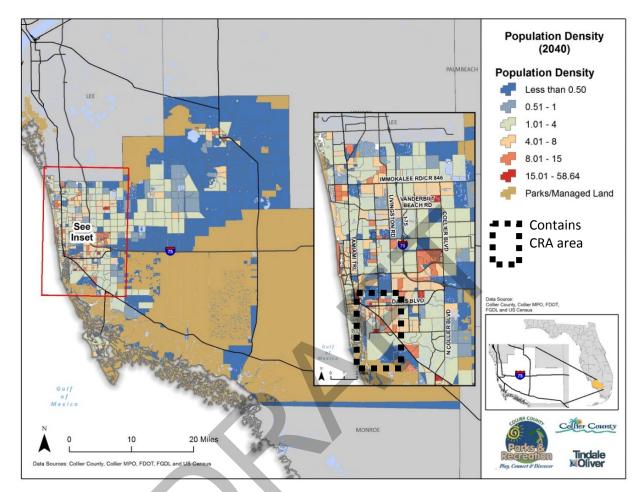
Source: 2040 Collier County LRTP TAZ data

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75 1990 2000 PALMBEAC PALMBEACH HENDRY HENDRY [41] 41 MONROE MONROE PALMBEAC PALMBEACH 2010 2015 HENDRY HENDRY Orange arrows show increase in higher-density land inside the 41 urbanized area as population growth has moved east over time. MONROE **Environmental Land** 20 Mi Population per Acre Less than 0.50 Data Source: Population is from the 2015 American Community Survey, 2010 US Census, 2000 US Census,1990 US Census and is based by Census Block Group. 0.51 - 1.0 1.1 - 4.0 4.1 - 8.0 Collier County 8.1 - 15 **Tindale** Recreation 16 - 26 **XOliver**

Map 3-5: Population Density Trend within Collier County (1990-2015)

Sources: 1990, 2000, and 2010 US Census; 2015 ACS

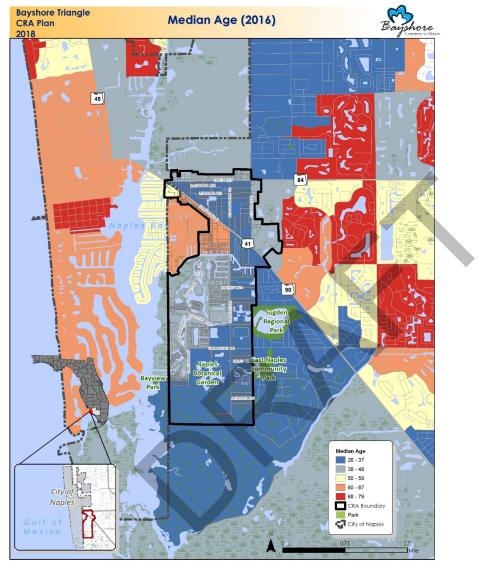


Map 3-6: Population Density Projection within Collier County (2040)

Source: 2040 Collier County LRTP TAZ data

Median Age

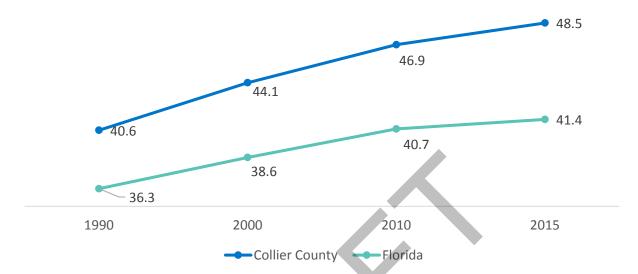
Map 3-7 indicates that the median ages of most sections of the CRA area are relatively low (under 50), except for a section immediately south of US 41 and west of Bayshore Drive which is relatively high (60-67). Community Analyst estimates the median age for the entire CRA area at approximately 42. Reviewing age at the county level indicates that the county as a whole is relatively older than the state population and is increasing over time (Figure 3-2). The aging of the population is distributed throughout the county, as the census tracts showing elevations of concentrations of residents over 65 between 2000 and 2015 are dispersed both in urbanized and more rural areas (Map 3-8). Despite these larger trends, the CRA area generally has a median age approximately at or below the County's median age.



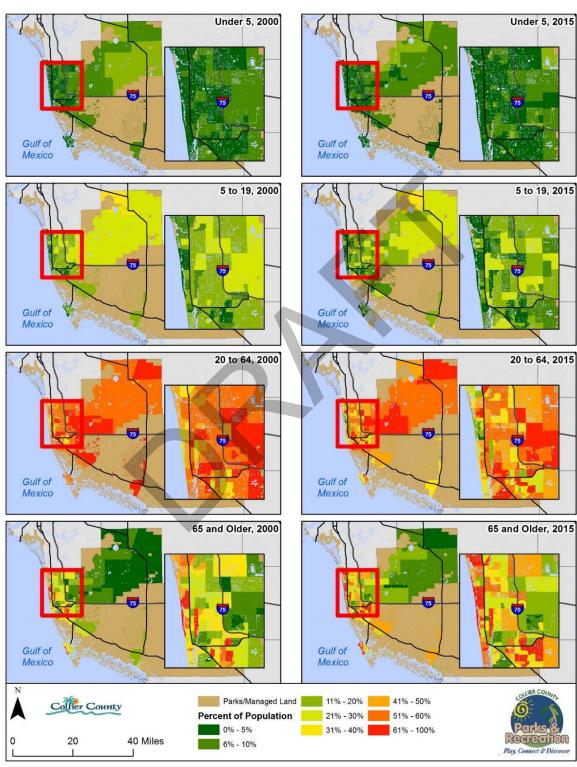
Map 3-7: Median Age within the CRA Area (2016)

Source: 2016 ACS

Figure 3-2: Median Age Trends for Collier County and Florida (1990-2015)



Sources: 1990, 2000, 2010 US Census; 2015 ACS



Map 3-8: Distribution of Age within Collier County (2000 and 2015)

Sources: 2000 US Census, 2015 ACS

Median Household Income

The median income information presented in this section is based on incomes of permanent residents (so incomes associated with seasonal residents in non-homesteaded properties are not counted). The median incomes for this population within the CRA area are moderate to low in relative terms (approximately \$60,000 or below) with the exception of residents along the eastern boundary of the CRA area just south of US 41 (Maps 3-9 and 3-10). Community Analyst estimates the median disposable income for the entire CRA area at \$38,382.

For comparison, Figure 3-3 indicates that the median income for the county as a whole was just under \$60,000 in 2015 and for the state was just under \$50,000. Sizable sections of the CRA area fall below these median measures. Yet the taxable value analysis and fieldwork review (see Sections 5.1 and 7.1) indicate that sections to the west of the CRA area, including Windstar, have high value properties with high structural quality, despite the fact that these sections do not show up as high-income in this particular analysis. These findings suggest the possibility of the presence of second homes that are not counted in the median income calculations.

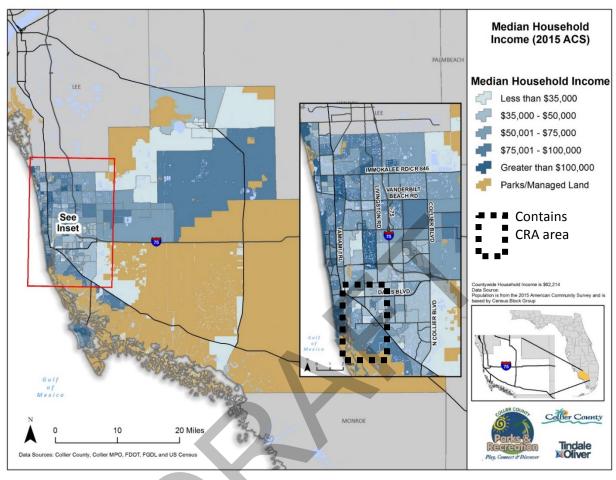


Bayshore Triangle CRA Plan Median Income (2016) 2018 \$28,500 - \$37,196 \$37,197 - \$47,738 \$47,739 - \$59,750 \$59,751 - \$81,944 \$81,945 - \$152,500 CRA Boundary

Map 3-9: Median Income within the CRA Area (2016)

Source: 2016 ACS

Map 3-10: Median Household Income within Collier County (2015)



Source: 2015 ACS

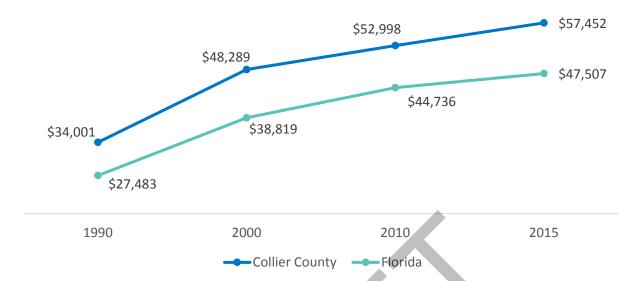


Figure 3-3: Median Household Income Trends for Collier County and Florida (1990-2015)

Sources: 1990, 2000, 2010 US Census; 2015 ACS

3.2 Economic Activity

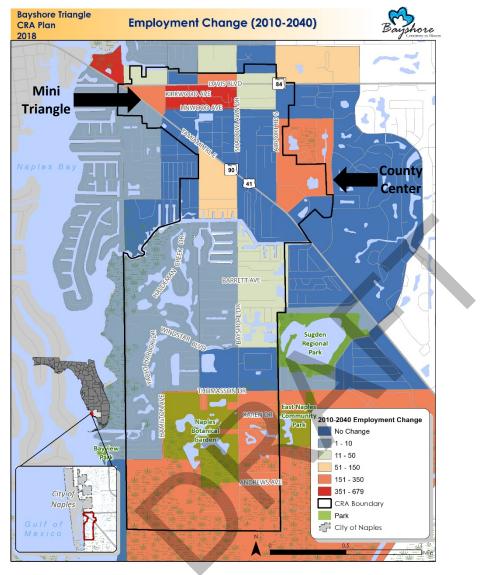
The following section focuses on characteristics of workers in the CRA area to provide a basis of understanding in support of the workforce and related industries. The second part of this section analyzes development trends in the CRA area relative to the county to illustrate how the CRA area is capturing development activity.

Worker Characteristics

Evaluating worker characteristics including wages, employment industries, and commuting patterns helps inform:

- What land uses and industries should be encouraged within the CRA
- How to facilitate commutes for workers commuting into and out of the CRA
- Affordability considerations for workers in terms of housing and transportation

Map 3-11 shows the anticipated growth in employment from 2010 to 2040. Several of the growth areas are near government property or activity, including the Mini Triangle development with the CRA-owned parcel and the County Center. Relatively high absolute growth is also anticipated along Kirkwood and Linwood Avenues, suggesting an opportunity to promote economic development. An additional growth area is noted in a TAZ that overlaps with the southern portion of the CRA area, possibly due in part to the size of that particular TAZ.



Map 3-11: Employment Projection within CRA Area (2040)

Source: 2040 Collier County LRTP TAZ data

Currently, the CRA area as a whole has more workers commuting in than out, with only a small number of residents who both live and work in the CRA area (Figure 3-4). This finding suggests that transportation connections between the CRA area and outside employment and residential areas is an important consideration. Residential locations for workers in the CRA are spread amongst several zip codes, but the zip code with the greatest percentage of worker residences is the one containing the CRA area (34112), housing 11% of workers according to the US Census Bureau's OnTheMap tool (Map 3-12). As for workers who reside in the CRA area and work elsewhere, the zip code receiving the greatest percentage of workers is 34102 (containing Naples) at 17%, followed by the zip code containing the CRA area (34112) at 12% (Map 3-13). These findings indicate that notable amounts of workers and residents are commuting among areas near the CRA area, yet commuting patterns overall are somewhat dispersed among zip codes.

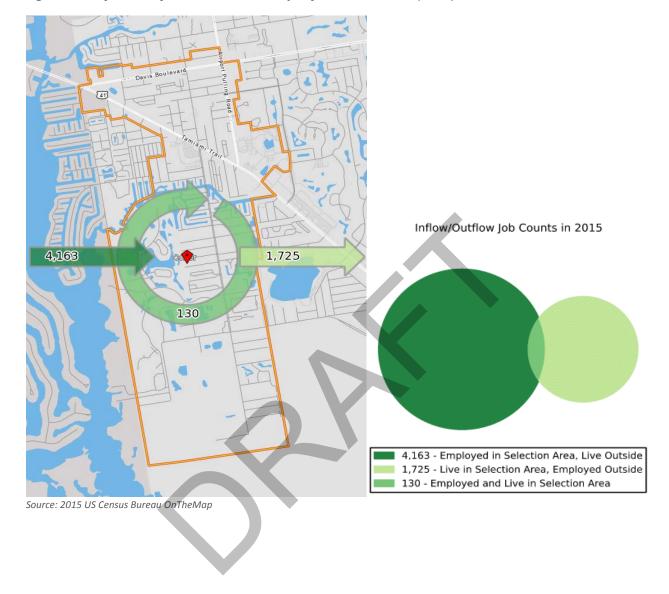
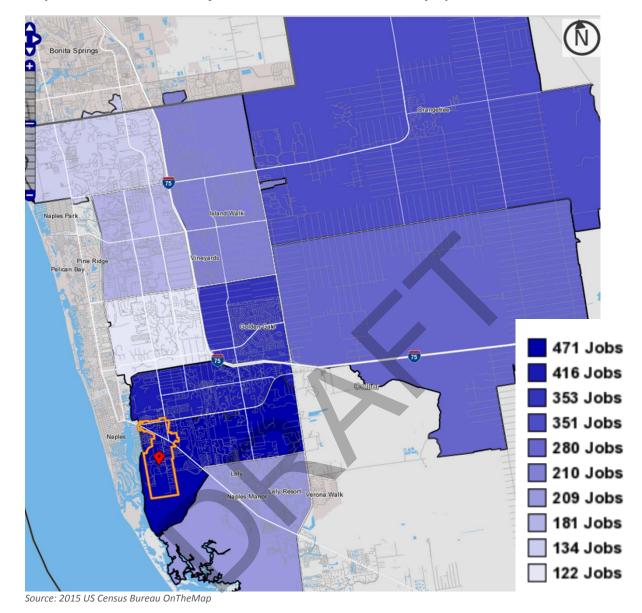
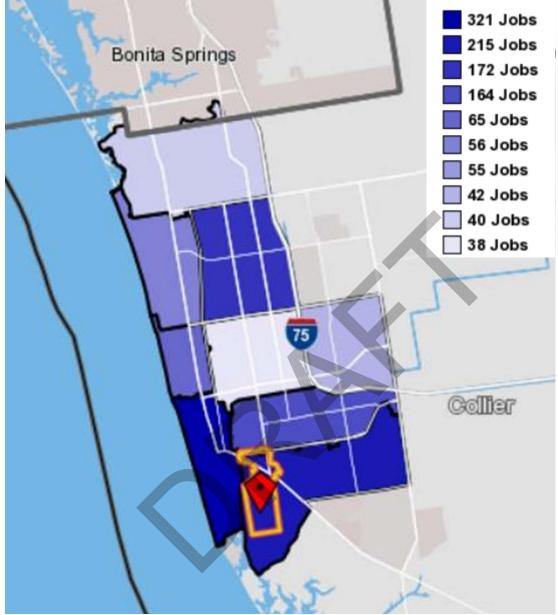


Figure 3-4: Inflow/Outflow Commuter Analysis for the CRA Area (2015)



Map 3-12: Residence Location for Those Who Work in CRA Area, by Zip Code



Map 3-13: Workplace Locations for Residents of the CRA Area, by Zip Code

Source: 2015 US Census Bureau OnTheMap

When looking at the top industries in which those working in the CRA area are employed, Public Administration clearly stands out with 62% of workers, according to the US Census Bureau's OnTheMap tool. This finding is likely due to the location of the County Center and other County offices within the CRA area. The next highest employment sectors are Accommodation and Food Services and Arts, Entertainment, and Recreation, employing 6% and 5% of workers, respectively. For comparison, industries making up the regional economy as identified in the 2018 Comprehensive Economic Development Strategy of the Southwest Florida Regional Planning Council include historically agriculture, construction, and tourism; possible future industries include these historic industries as well as global trade and logistics, health care, manufacturing, emerging technologies, and finance and

professional services. The CRA has opportunities to capitalize on opportunities related to these regional industries, such as employment tied to the pickleball sports tourism occurring at East Naples Community Park just east of the CRA area and beach tourism (see Sections 4.2 and 6.1 for a more detailed discussion).

A final point on worker characteristics is worker wages. The US Census Bureau's OnTheMap tool indicates that 46% of those working in the CRA earn less than \$3,333 per month, equivalent to nearly \$40,000 annually in earnings (Table 3-1). For comparison, the US Department of Housing and Urban Development (HUD) cites a Median Family Income (MFI) for a household of one at \$46,600 for the Naples-Immokalee-Marco Island area in 2015.

Table 3-1: Monthly Wages for Those Working in CRA Area (2015)

Wage Limits	Wage Limit Annual Equivalents	Count	Share
\$1,250/month or less	\$15,012	628	15%
\$1,251 to \$3,333/month	\$15,012 - \$39,996	1,350	31%
More than \$3,333/month	\$39,996	2,315	54%

Source: 2015 US Census Bureau OnTheMap

Development Trends

An additional way to gauge general economic activity is to look at development trends in terms of square footage built. Figures 3-5 and 3-6 compare total square footage built in Collier County over time to square footage built in the CRA area, which can provide an indication of how the CRA area is capturing overall development in the county. When looking at the square footage built from before the 1960's to 2016 by decade, the county and CRA area show a similar trend up through the 1990's and 2000's where the amount of square footage peaks, yet the CRA area square footage drops more severely after the 2000's relative to its initial building amounts (Figure 3-5). Figure 3-6 takes a closer look at the period surrounding the 2008 recession from 2006 to 2016. The county has nearly returned back to square footage levels experienced just prior to the recession (in 2015, only 4% below where it was in 2007 in terms of square footage built), while the CRA has been slower to recover (in 2015, 84% below where it was in 2007 in terms of square footage built). Since development rates in general were extremely high just prior to the recession, it is important to consider how to identify a healthy but not overly inflated recovery target for these areas.

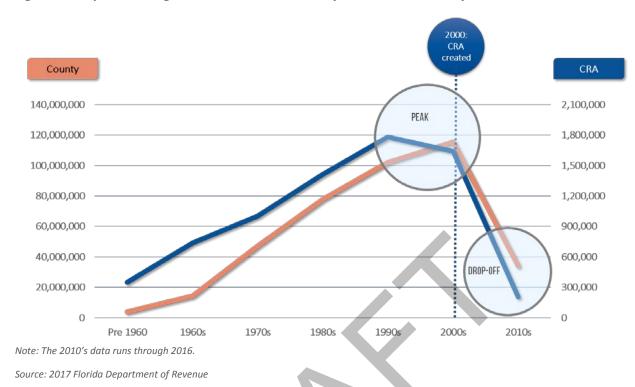
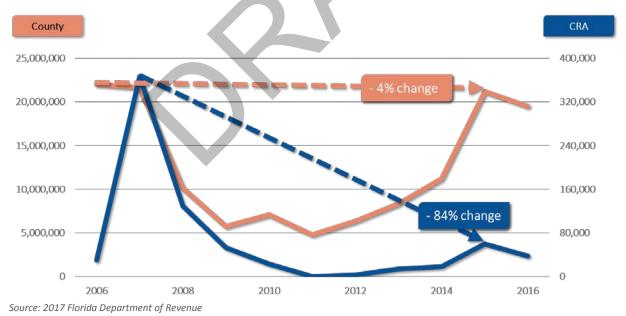


Figure 3-5: Square Footage Built within Collier County and the CRA Area by Decade





3.3 Environmental Considerations

Flood Zones and Coastal Zone Areas

Map 3-14 shows the flood zone designations within the CRA area; most notably, the map indicates that the entire CRA area lies in flood zone AE that would be inundated if a flood with a one-percent chance of occurring takes place. The Federal Emergency Management Agency (FEMA) is currently updating the flood zone map (a process that could take a couple of years), so the CRA will need to take this into consideration as planning and implementation efforts move forward. Additionally, the CRA area is completely in the Coastal High Hazard Area (defined in Florida statute 163.3178(2)(h) as the area below the elevation of the category 1 storm surge line as established by the Sea, Lake, and Overland Surges from Hurricanes (SLOSH) computerized storm surge model) as shown in the corresponding map from the Collier County Growth Management Plan (Map 3-15). Due to this designation, the area is subject to a reduction of one dwelling unit per gross acre from the base residential density allowed, according to the County's Growth Management Plan.

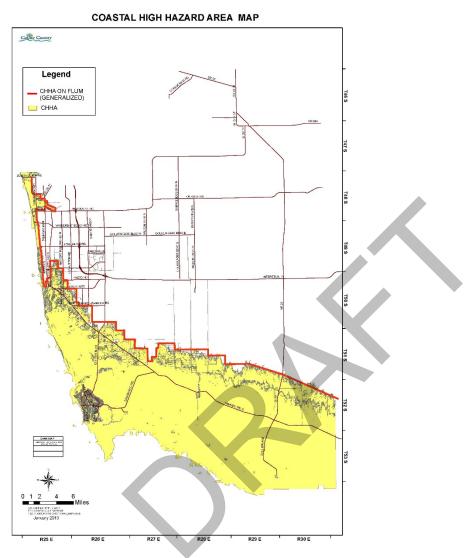


Bayshore Triangle CRA Plan **FEMA Flood Zones** 2018 -DAVIS BLVD KIRKWOOD AVE LINWOOD AVE BARRETT-AVE

Map 3-14: FEMA Flood Zone Designations within the CRA Area (2017)

Source: 2017 FEMA

Map 3-15: Collier County Coastal High Hazard Area



Source: Collier County Growth Management Future Land Use Element Maps

3.4 Study Area Overview and Context Takeaways

- There is heightened population density east of Airport Pulling, likely due to development that is just outside the CRA area boundary but that may affect traffic and visits to commercial establishments within the CRA area.
- Growth in the county is expected to stabilize, and not much absolute growth is anticipated generally in the CRA area.
- The CRA area is near the transition between the denser urban area and rural/environmental lands, which may signal an opportunity for more urban-style development
- The CRA area generally has a lower median age (approximately 42) than the surrounding areas (50+ for many areas) and the County as a whole (approximately 49).
- The median income for the CRA area is relatively moderate to low when compared to the county (approximately \$60,000 or below in most areas), yet this measure does not account for incomes for non-homesteaded households which may be present in sections of the CRA area such as the Windstar community.
- Employment growth for the area is projected for the Triangle area.
- More workers commuting into or out of the area as opposed to both living and working in the
 area, so providing job access via transportation is important. A sizable number of workers and
 residents commute within the zip codes containing the CRA and Naples, so focusing on local
 connections may be an initial step. There may also be some opportunities to provide housing
 near employment.
- Most of the workers in the CRA area work in Public Administration, likely due to the presence of the County Center.
- Wages for 46% of workers in the CRA amount to less than \$40,000 annually as of 2015. The MFI
 for a household of one in the Naples-Immokalee-Marco Island area in 2015 was \$46,600
 according to HUD.
- The CRA area has experienced a pronounced drop in development measured by square footage built and a relatively slow recovery post-recession when compared to the county.
- The CRA area's location in the CHHA restricts allowable density by a reduction of one dwelling unit per gross acre from the base residential density allowed, according to the County's Growth Management Plan.

4.0 Plan, Policy, and Program Assessment

4.1 Land Use and Zoning

Land use and zoning guidelines and policies are an important way for jurisdictions to guide development in their area and lay out a vision and incentives for desired development. The following section analyzes what the County has currently laid out for development now and in the future.

Existing Land Use

Map 4-1 shows that commercial land uses cover sizable parts of the western section of the CRA area where the Windstar community is located, as well as the major corridor areas of the northern Triangle section of the CRA area. Note that some of the commercial land in the Windstar community is a golf course, which makes up about 36% of the total commercial land in the CRA area based on the Collier County Property Appraiser's acreage estimate for that parcel. Bayshore Drive also has a small area of commercial use to the north. A mix of multi-family and single-family residential covers much of the area off of Bayshore Drive and the area in the center of the northern Triangle section surrounded by corridor commercial. To the south of the CRA area, utility and other uses not belonging to the major categories shown are primary uses in addition to residential. Figure 4-1 illustrates that by acreage, commercial is the largest land use, followed by the utilities and other uses, multi-family uses, and single-family uses. Note that the "Other" designation includes land that currently has an existing use code of "acreage not zoned agricultural". This designation means that the land is largely vacant wetland, but is not formally designated as conservation or agricultural land (allowing it to be developed in the future).



Bayshore Triangle CRA Plan **Existing Land Use** 2018 Existing Land Use Single Family Residential Mobile Home Multi-Family Resi Commercial Industrial Institutional Naples Botanical Garden County State Utility/Other CRA Boundary Park
City of Naples

Map 4-1: Existing Land Use Map

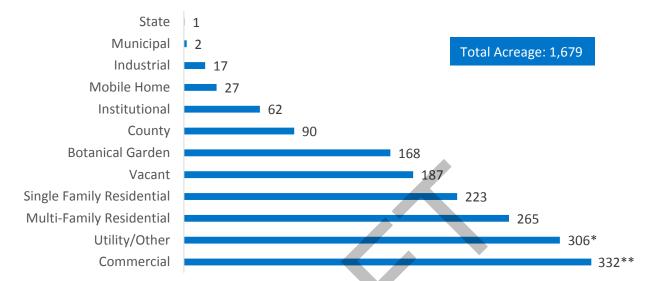


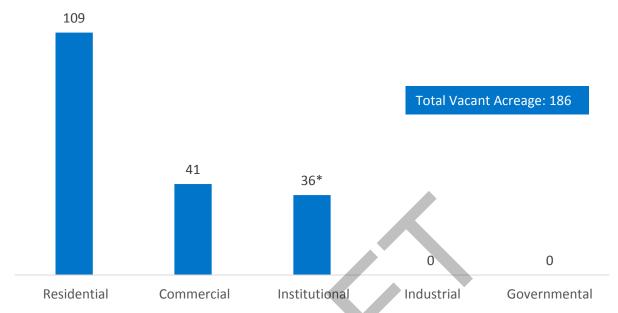
Figure 4-1: Existing Land Use Acreage Distribution

Figure 4-2 takes a closer look at the land that is currently vacant, which is an important asset for development. The data show that vacant land is roughly 11% of the total acreage calculated using the land use data, highlighting the importance of redevelopment in the area. The land use type with the greatest amount of vacant land is residential, yet Table 4-1 shows that the average parcel size is small (0.3 acres). This circumstance may present challenges in trying to develop vacant residential land, and assembly efforts will likely need to be considered in development efforts. Additionally, Map 4-2 shows that these vacant residential parcels are fairly dispersed around the CRA area. Commercial parcels are mainly in the Triangle and northern Bayshore Drive area. Note that the large vacant institutional parcel northwest of the Bayshore/Thomasson intersection is coded as vacant institutional by the Property Appraiser, but is owned by Mattamy Naples LLC.

^{*}Note that the "Other" designation includes land that currently has an existing use code of "acreage not zoned agricultural". This designation means that the land is largely vacant wetland, but is not formally designated as conservation or agricultural land (allowing it to be developed in the future).

^{**}A portion of the commercial land in the CRA area is used as a golf course in the Windstar community. The Collier County property appraiser estimates the acreage at approximately 119 acres, which is 36% of the total commercial acreage.

Figure 4-2: Vacant Land Acreage Distribution by Land Use Type

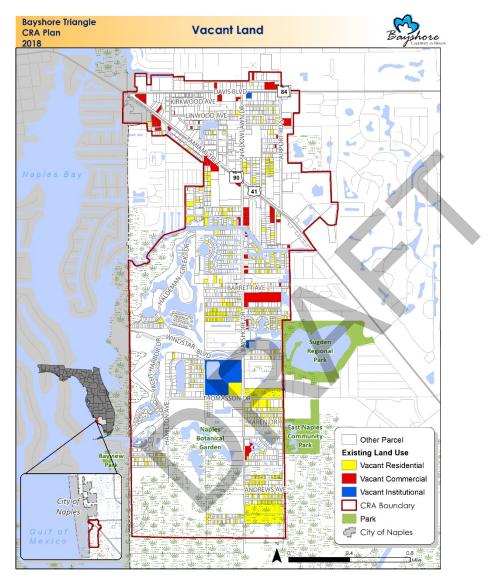


^{*}Note: A 32.5-acre parcel northwest of the Bayshore/Thomasson intersection is coded as vacant institutional, but is owned by Mattamy Naples LLC.

Table 4-1: Average Vacant Parcel Size by Land use Type

Use Typ	e	Average Vacant Parcel Size
Residential		0.3
Commercial		0.7
Institutional		9.0
Industrial		N/A
Governmental		N/A

Source: 2017 Florida Department of Revenue



Map 4-2: Vacant Land by Land Use Type

Note: The vacant institutional land northwest of the Bayshore Drive/Thomasson Drive intersection is coded as vacant institutional, but it owned by Mattamy Naples LLC.

Source: 2017 Florida Department of Revenue

Aside from vacant land, government-owned land can be an asset for a CRA area in that the government can play a greater role in how that land is used. The largest piece of land owned by the government is the County Center to the east of Airport Pulling Road and north of US 41 (Map 4-3). The CRA owns two key pieces of land that are intended for catalyst development projects, a property in the Mini Triangle and the 17-Acre Site west of Sugden Park. Development efforts for these two sites are discussed in greater detail in the Section 7.4.

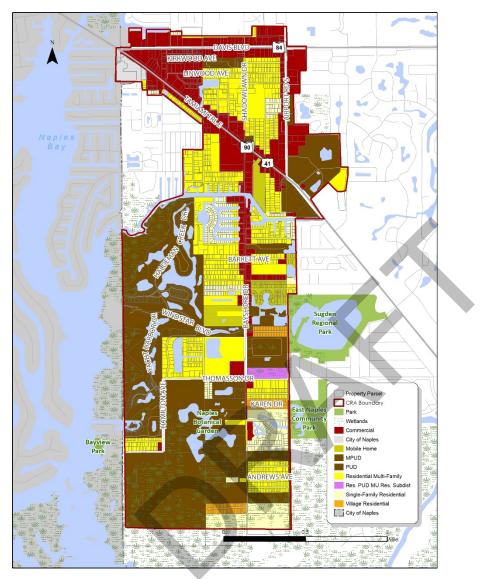
Bayshore Triangle Government Owned Property CRA Plan 2018 Mini -DAVIS-BLVD KIRKWOOD AVE **Triangle** LINWOOD AVE County Center 17 -Acre Site

Map 4-3: Government-Owned Land

Zoning

The base zoning for the CRA area (shown in Map 4-4) reinforces many of the findings from the existing land use analysis, although it is important to note that much of the base zoning for the CRA area is in the form of Planned Unit Development (PUD), as shown in Figure 4-3. This zoning provides for a more comprehensive planning approach to a particular area. In terms of vacant land, the most common zoning is commercial (Figure 4-4). The base zoning for much of the CRA area is made more complex due to the fact that there are mixed-use zoning overlay districts, as shown in Map 4-5.

Map 4-4: Base Zoning



846

448

309

Total Acreage: 1850*

143

58

29

17

PUD Multi-Family Commercial Single Family Mobile Home Village Residential

Figure 4-3: Zoning Acreage Distribution

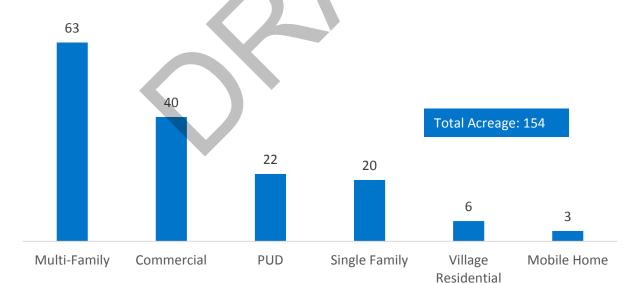


Figure 4-4: Vacant Parcel Acreage Distribution by Zoning Type

Source: Collier County

TAMPA ORLANDO FORT LAUDERDALE BALTIMORE SEATTLE www.tindaleoliver.com

^{*}The discrepancy between total zoning acreage and total land use acreage presented later in this section is due to discrepancies in the GIS files. There is slight overlap of areas in the future land use spatial files, including overlap of future land use areas with the canal and river to the west, which explains why the total acreage for future land use is slightly higher than that of zoning.

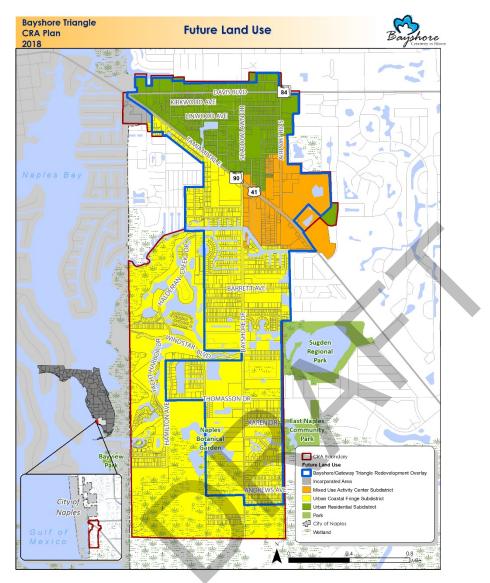
Bayshore Triangle Zoning and Overlay CRA Plan 2018

Map 4-5: Zoning Overlay Districts

Future Land Use

The future land use for the CRA area shows an overlay district for the eastern section and the Triangle section of the CRA area (Map 4-6). This overlay allows for more intense development and also contains an Activity Center which is an additional measure for targeted development. While a large section of this sub-area is taken up by the County government center, another sizable portion south of US 41 is taken up by the Courthouse Shadows retail center that provides an important redevelopment opportunity. Figure 4-5 indicates that the majority of the CRA area is designated as the Urban Coastal Fringe District.

Map 4-6: Future Land Use



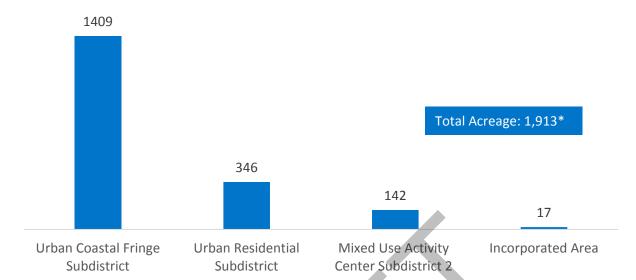


Figure 4-5: Future Land Use Acreage Distribution

4.2 Plan Document Assessment

A review of existing planning documents related to or influencing the CRA area illustrates what planning efforts have already been undertaken so as not to duplicate what has come before, but evaluate and build on it. The findings from this document review also provided guidance as to what other analysis need to be completed as part of the Redevelopment Plan update. Figure 4-6 provides an overview of key takeaways from each individual document, and a summary of overarching takeaways is provided here:

Growth:

• The northern Triangle section of the CRA area was identified as a residential and employment growth area based on engagement exercises with MPO Board members in the 2040 LRTP. Growth projections are further explored in Sections 3.1 and 3.2 of this memo.

Development and Redevelopment:

- The 2000 Master Plan identified projects and targeted areas to advance redevelopment in the CRA area. Section 2.2of the final Redevelopment Plan provides a status update on these items.
- Development density and intensity aims are an important consideration for the Redevelopment Plan particularly given the Future Land Use Redevelopment Overlay, the mixed-use overlays, and the CHHA density restrictions.

^{*} The discrepancy between total land use acreage and total zoning acreage presented previously in this section is due to discrepancies in the GIS files There is slight overlap of areas in the future land use spatial files, including overlap of future land use areas with the canal and river to the west, which explains why the total acreage for future land use is slightly higher than that of zoning.

- The CRA area contains or is near a number of notable parks/recreation assets on which the CRA can capitalize as it plans for improvements and new development/redevelopment:
 - Sugden Park is a regional destination just east of the CRA area with inland beach/water access with proposed connections to nearby development and parks.
 - o East Naples Community Park is a pickleball tournament and sports tourism hub just east of the CRA area that creates sizable economic impact for the area.
 - Bayview Park, just west of the CRA area, provides access to Haldeman Creek, local canals, and Naples Bay.
 - The Naples Botanical Garden provides not only gardens, but also educational opportunities and meeting rooms.
- Arts and culture is a focus of development, particularly along Bayshore Drive where a cultural
 district was adopted by the CRA Board. A parallel parking/road diet was recommended to
 promote the community character and allow additional on-site parking access for
 establishments along the roadway. These concepts are explored more as a part of this memo,
 particularly in Section 6.1.

Affordable Housing:

• Plans and studies reviewed below identified the CRA, including its Activity Center, as an area to increase density and the supply of subsidized or mixed-income housing. The area can also supplement density with mechanisms like the Affordable-Workforce Housing Bonus. Affordable housing came up further during stakeholder outreach, detailed in Section 6.4.

Transportation:

- Sections of Tamiami Trail and Airport Pulling in the northern Triangle area were identified as
 high crash areas in a Collier Metropolitan Planning Organization (MPO) safety study with followup Florida Department of Transportation (FDOT) Pedestrian/Bicycle Safety Audit, highlighting
 the importance of transportation safety as a consideration for the Redevelopment Plan update.
 Transportation safety issues were discussed further as part of public outreach, detailed in
 Sections 6.1 and 6.2. FDOT projects are documented in Section 4.3 of this memo.
- The East Naples Discovery Report provided additional bicycle and pedestrian improvement recommendations for Bayshore Drive, and the Bayshore Beautification MSTU Master Plan includes vision concepts, goals, and objectives related to streetscape and bike/pedestrian improvements. Specific recommendations are considered further in Section 7.1 of this memo.
- The CRA area has existing transit service. Transit improvements that intersect with the CRA are identified in the Collier MPO 2040 LRTP. Transit and other transportation modes were discussed further as part of public outreach, detailed in Sections 6.1 and 6.2 of this memo.

Figure 4-6: Plan Review Matrix

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
Collier County Growth Management Plan	Includes various elements with provisions to manage growth in the County; Elements of particular relevancy are Future Land Use, Housing, and Transportation.	 There is a specific Bayshore/Gateway Triangle Redevelopment Overlay designation. This overlay area overlaps with Mixed Use Activity Center #16 US 41 and Airport Pulling Road (additional provisions for Mixed Use Activity Center Subdistricts are included in the Future Land Use element) Provisions for the overlay also reference additional Density Rating System provisions in the Future Land Use element, which include an Affordable-Workforce Housing Bonus with reference to the Affordable-Workforce Housing Density Bonus Ordinance (Section 2.06.00 of the Land Development Code, Ordinance No. 04-41, as amended, adopted June 22, 2004 and effective October 18, 2004). Transportation Element: The South US 41 Transportation Concurrency Exception Area (TCEA) overlaps with the CRA area.
2000 CRA Master Plan	Primarily provides goals and objectives to meet to address problems laid out in the blight findings	See Section 2.2 of the final Redevelopment Plan for an overview of key takeaways from this document.

Parking Needs Analysis for Bayshore Drive (from US 41 to Thomasson Drive) February 2017 Analyzes parking and roadway conditions and needs to:

- determine how the current and future parking supply can best serve growing development and redevelopment in the Bayshore CRA area.
- evaluate whether there is an opportunity for on-street parking
- evaluate the possibility of a reduction in road section from 4 lanes to 2 ("road diet").

Noted Existing Conditions for Parking:

- The total number of existing parking spaces (including private) is 511.
- On-street parking along Bayshore Drive or any of the side streets is not provided.
- Some businesses have overcrowded parking within their properties and spillover parking is occurring on grass shoulders of side streets.
- Rear parking is identified as "Auxiliary Parking Zone" in the Bayshore CRA Master Plan. These areas can be acquired by either the CRA or business owners in the future.

Conclusions:

- 131 additional on-site parking spaces are needed to service current demand.
- A road diet from 4 to 2 lanes is feasible along Bayshore Drive (LOS D will be maintained through 2040). Such a project would improve overall safety and conditions for all road users.
- The existing typical section on Bayshore Drive can accommodate
 parallel parking, one traffic lane, and one bike lane in each direction.
 This typical section would accommodate 178 parallel parking space on
 Bayshore between Thomasson and Weeks. Additional parallel spaces
 can be added if shared driveways are coordinated.

Recommendations:

- Implement the road diet and reduce speed limit to 30 mph.
- Complement on-site parking with on-street parking; possibly create a
 parking bank for developers to purchase parking credits for on-site
 needs that would pay for project construction costs.
- Complement on-street parking with additional options (e.g. auxiliary parking and site parking)
- Arrange to have driveways eliminated, modified, or shared for

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
		additional parking. Pursue crediting system to interconnect.
		 Increase future parking availability with additional pubic and/or private lots identified in the Bayshore CRA Master Plan; consider shared parking and an incentive program to eliminate driveways.
		Improve bus stops.
		 Evaluate existing and expected through and turning volumes; pursue left-turning lane or traffic calming opportunities.
		 Consider additional traffic calming measures such as one-lane roundabouts and other intersection improvements.
		 Create final engineering drawings for the project.
Collier MPO Comprehensive Pathways Plan (A Technical Guide) 2012	Comprehensive and pedestrian needs and Pathways Plan (A improvements, as well as general policy and program recommendations	The plan identifies some high priority bicycle infrastructure improvement projects and major pathways that intersect with the CRA area: • Two high priority bike facility projects lie within or intersect with the northern part of the CRA area: bike lanes on both sides of Davis Boulevard between Tamiami Trail E and Airport Pulling Road S; and bike lanes on both sides of Airport Pulling Road S between Radio Road and Tamiami Trail E
		 Tamiami Trail, Davis Boulevard, and Airport Pulling Road are identified as significant corridors in the plan and intersect with the CRA area.
		 Naples Bay Greenway passes through the southern section of the CRA up Bayshore Drive
		Note that this plan is currently being updated.

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
Collier County Community Housing Plan 2017	Plan documenting housing conditions and needs, a vision for the future of housing in Collier County, and recommendations and	 The Housing Plan provides an implementation plan to create new or continue/strengthen existing strategies to facilitate the provision of affordable housing.
implementations and implementation guidance to move towards that vision.	implementation guidance to move	 A notable recommendation is to increase density in the CRA area, as well as require residential units and allow higher densities in Activity Centers and Strategic Opportunity Sites (a section of the CRA overlaps with an Activity Center). According to the Plan, current density limits are 16 units/acre. A target maximum density for Activity Centers and Strategic Opportunity Sites is 20-25 units/acre, while suggested maximum densities from the referenced ULI study range from 30-35 units/acre.
		 An additional recommendation noted is the continuation of the use of CRA funds to "correct deteriorating physical and economic conditions, including housing affordability issues"
		Affordable housing opportunities and allowable densities should thus be evaluated for the Activity Center overlapping the CRA.
	On April 24, 2018, the Board of County Commissioners voted to have staff follow up on the following items related to the Community Housing Plan and bring them forward for future discussion:	
		Amendments to the Impact Fee Deferral Program
		 Establishment of a new or superseding local housing trust fund with guidelines to use the money with the understanding that ad valorem and linkage fees would not be used as funding sources
		 Process to establish a community land trust
		 "Housing that is affordable" marketing, public relations, and communications plan.

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
Urban Land F Institute Advisory i	Provides a strategy and basis for implementation for Collier County to meet housing affordability needs	The report affirms that the housing affordability problem continues in Collier County since being identified in the 2000 CRA Master Plan. In 2015, an estimated 40% of households in the County were cost-burdened (spending more than 30% of gross income on housing). This information suggests that housing affordability remains an issue for CRA redevelopment, and the report notes that the Bayshore Gateway Triangle CRA might serve as an opportunity site for increased density and mixed-income housing. The report also provides recommendations for County action, which may influence or provide a model for redevelopment at the CRA-level. Those that the CRA might incorporate in its own planning efforts include:
		Creating a vision for the future community
		 Recognizing that housing affordability affects all segments of the community Increasing the supply of affordable housing by adding to the current supply and maintaining existing affordable units Developing solutions that link housing with access to transportation options
		 Establishing transportation corridors to target mixed-income, multifamily housing development
		 Raising public awareness, educate, and communicate with the community about housing affordability
		Additional recommendations that may affect affordable housing as part of CRA redevelopment if the County acts on them include:
		 Adopting a smart code to distinguish between urban and rural parts of the county
		Reactivating and using the Affordable Housing Trust Fund
		Consider establishing an enhanced minimum wage ordinance

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
Collier MPO Pedestrian and Bicycle Safety Study 2014	Analyzes bicycle and pedestrian crash data so the MPO and jurisdictions can identify future pathway improvement projects and other initiatives to improve pedestrian and bicycle safety	One of three street corridors identified as having the highest volume (more than 10 crashes) and highest severity (more than 25% of crashes are fatal or incapacitating) of crashes in a cluster lies in the northeast corner of the CRA area along Airport Pulling Road between Great Blue Drive and Estey Avenue. One of two street corridors with the highest volume of crashes and moderate severity of crashes (1-25% of crashes are fatal or incapacitating) was on Tamiami Trail E between Commercial Drive and Seminole Avenue. A follow-up Road Safety Audit with more detailed analysis and identification of safety issues with corresponding short-, mid- and long-term suggestions was completed.



Collier MPO Connecting Our Neighborhoods: Walkable Community Study 2010 Evaluates bicycle and pedestrian mobility issues and overall walkability of the Bayshore Beautification MSTU and Bayshore Triangle Redevelopment Agency areas.

The Study split the area into the Bayshore neighborhood (roughly corresponding to the CRA area south of US 41) and the Gateway Triangle neighborhood (roughly corresponding to the CRA area along and north of US 41) and rated walkability from A to F based on five pedestrian measures (directness, continuity, street crossing, visual interests and amenities, and security). Overall, the combined areas received a C rating, with highest priorities along Shadowlawn and Thomasson Drive because of their close proximity to elementary schools.

Findings for the Bayshore neighborhood include:

The Bayshore neighborhood received a D rating, with the highest priority needs for bicycle and pedestrian facilities along Bayshore Drive and Thomasson Drive due to the amount of bicycle and pedestrian use. Additional needs for the Bayshore neighborhood include:

- 3 additional East/West pedestrian crossings on Bayshore Drive
- Bayshore Drive and Thomasson Drive wayfinding signs
- A public event (such as a 5k) to raise awareness about and encourage a bicycle and pedestrian friendly atmosphere
- Shelters at bus/school bus stops
- A study to identify locations for lighting improvements
- A pedestrian connection to Sugden Park, along with an intra-park pathway network linking Sugden Park, East Naples Community Park, Bayview Park, and 17-acre site.
- Evaluate function of bridge in relation to transportation corridor
- Pedestrian improvements at Bayshore Drive and Thomasson Drive
- A west side crosswalk at Bayshore Drive and US 41
- Colorized, skid-resistant bike lanes
- A greenway at Thomasson Drive and Hamilton Avenue

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
		 Evaluate pedestrian crossing at Thomasson Drive and Hamilton Avenue due to visibility
		Pedestrian improvements near Avalon Elementary
		The Gateway Triangle neighborhood received a C rating, with highest priority needs along Shadowlawn Drive and Linwood Avenue due to amount of bicycle and pedestrian use. Additional needs for the neighborhood include:
		 "Bayshore Drive" type lighted crosswalk at Shadowlawn Drive and Francis Avenue intersection
		 Crosswalk on US 41 on NW side of Shadowlawn Drive to SW side of Bayshore Drive
		 Neighborhood traffic calming features at Linwood Avenue and Linwood Way to separate residential from commercial sections
		Thermoplastic, high visibility crosswalks
		Gateway triangle logo on sidewalks
		Speed limit and pedestrian caution signage
		Survey to determine location of lighting improvements
		Evaluate future CAT bus routes
		Bus shelters and signage
		 Gateway Triangle pathway around storm water pond to connect Linwood Way and Francis Avenue/Lee Street; link this pathway to the
		Bayshore Drive pathway network and the Gordon River Greenway project

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
2018 East Naples Discovery Report (PowerPoint presentation)	Discovery Report corridor area between Weeks Avenue (PowerPoint and North Street using the Blue Zones	The study found that adding the median, slimming lanes to 10 feet, and creating bike lanes in 2012 has improved walking and bicycling along Bayshore Drive. Opportunities to further enhance the corridor include: Marquee projects
	walking, biking, and retail	Advance Bayshore Drive road diet and use curb extensions
		Create a link trail to Sugden Regional Park
		 Trial a "home street" (more walking, biking, street play) on Jeepers Drive, N Road, or Short Road
		Plan an urban village for East Naples
		Capacity-building opportunities
		 Have schools lead work with Safe Routes to School coordinator (involve youth in planning)
		Develop a complete streets outreach and education plan
		Policy opportunities
		Reduce speeds in school zones to 20 mph
		Choose a "roundabouts first" intersection policy
		Adopt a Vision Zero policy

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
2011 Bayshore Beautification MSTU Master Plan	Master Plan based on identified vision, goals and objectives; public participation; and research and analysis	Lists vision concepts, goals, and objectives related to positive marketing of the area, promotion of artists, Smart Growth approaches to design, "green" principles in streetscape design, and cleanliness/safety. A list of focus preferences include:
		 Gateways and sense of place. Major gateways include US 41/Bayshore Dr, Thomasson Dr/Bayshore Dr, Thomasson Dr/Us 41 Branding
		Neighborhood Development IdentityConnectivity to regional attractors
		Public art
		Primary streets identified include: US 41, Bayshore Dr, Thomasson Dr, Hamilton Ave. The Plan also includes a concept map of proposed alternative transportation that includes a greenway.

Collier MPO 2040 Long Range Transportation Plan Includes growth analysis, long range transportation goals and objectives, a transportation needs assessment, a financial plan, and a list of cost feasible projects for the MPO area. The following summarizes findings that provide insights on the CRA area or may influence redevelopment efforts in the area. Findings are categorized by growth analysis, where population, dwelling units, and jobs are projected to increase; corridor characteristics that identify key information for roadways intersecting the CRA area; and project findings, including projects in general that are identified and projects that are designated as cost feasible based on anticipated funding.

Relevant growth analysis findings:

 The Davis Boulevard/Tamiami Trail East/Airport Pulling Road Triangle (in the northern part of the CRA area) is identified as an area of residential and employment growth based on engagement exercises with MPO Board members.

Committed highway projects for 2020:

• Intersection improvement of added turn lanes at Airport Pulling Road and Davis Boulevard.

Relevant findings for corridor characteristics in the CRA:

- As part of the freight corridor network, Davis Boulevard is identified as regional freight mobility corridor, and Tamiami Trail is identified as a freight distribution route for sections intersecting the CRA area.
- Tamiami Trail and Airport Pulling Road are identified as high crash corridors, including corridor sections that intersect with the CRA area.

Relevant cost feasible project findings (not including unfunded projects):

 A partially funded highway improvement (add 2 lanes with sidewalk, bike lane, curb and gutter, and inside shoulder paved) is identified for SR 84/Davis Boulevard just east of the intersection with Airport Pulling Road.

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
		The plan of cost feasible projects includes improvements related to certain transit routes in the CRA area: Route 19 realignment via Ave Maria (runs along portion of Airport Pulling Road in CRA area), express services between Collier Government Center and SWF Airport (runs along portion of Airport Pulling Road in CRA area), and the Collier-Lee County Connector (runs along portion of Tamiami Trail in CRA area) Other projects identified as needs:
		 A Congestion Management System/Intelligent Transportation System (CMS/ITS) project is identified for Airport Road where it intersects with Tamiami Trail E
		 New local transit service connecting Collier County Government Center and CAT Operations Center along Radio Road and Davis Boulevard, with a loop on County Barn Road and Santa Barbara Boulevard.
2018 Collier County Parks and Recreation Master	Assesses current and projected conditions to optimize the County's parks and recreation resources and	Parks near the CRA include Sugden Regional Park, East Naples Community Park and Bayview Regional Park.
Plan	assets, as well as strategically plan for	 Sugden and Bayview Regional Parks provide water access.
	the future.	 East Naples Community Park has become a sports tourism venue for pickleball in hosting the US Open Pickleball Championship. The first Championship was held at the park in 2016 and contributed \$2.5 million worth of direct economic impact through hotels, restaurants, attractions, and local businesses. The park also hosted the 2017 Championship, with plans to host the 2018 Championship as well. A master plan will be created for the park to plan for its future in light of this tournament activity.

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
CRA Resolution No. 08-60: Cultural District	Resolution related to creating a cultural district in the CRA area.	Includes a proposed boundary for a cultural district along Bayshore Drive and on the Gulf Gate Plaza, 17-acre development, arboretum, and Naples Botanical Garden sites. The CRA Board accepted the boundary, as well as a mission and vision. The CRA Board recommended that the Board of County Commissioners (BCC) use the boundary to create a Cultural District and Plan by ordinance. The resolution references a Cultural Needs Assessment Report identifying next steps which include: • Performance/exhibition venue proposals for 17-acre site • A detailed master plan for the district • A specific study of the individual artist market for live, live-work, and studio-exhibit space • A Marketing and Promotion Plan for the district • A management and funding source for continued research, planning,

Southwest Florida Regional Planning Council 2018 Comprehensive Economic Development Strategy Provides a framework by which economic development projects in the region qualify for grant funding from the US Economic Development Administration; it includes existing regional conditions, strengths and weaknesses, regional industry clusters, goals and objectives with an implementation plan, and priority projects

Historic industries important to the regional economy included:

- Agriculture
- Construction
- Tourism

Future industries on which to focus to diversify the economy might include:

- Global Trade and Logistics
- Manufacturing
- Emerging Technologies
- Health Care
- Finance and Professional Services

A few key goals that may be particularly relevant for the role of the CRA in supporting regional economic development include:

- Protect natural resources to support quality environment and ecotourism.
- Develop projects that improve the region's quality of life.
- Increase the supply of workforce housing in the region.
- Expand arts and cultural identity.
- Develop transportation systems to support a prosperous, globally competitive economy while minimizing impacts to the natural environment.
- Promote available ready-sites and buildings.
- Develop projects and programs that support existing and new business.
- Increase investment in business development and placement in the Region.

Existing Plan Documents	Plan/Study Overview	Key CRA Redevelopment Plan Implications
		 Provide funding for ongoing economic development activities.
		 Provide technical assistance and use new technology to promote job growth.
		Brand the region as a hub to attract and retain entrepreneurs.



4.3 Capital Improvements Plans

The funds operating in the CRA area could potentially support significant capital upgrades. These funds include:

- Bayshore/Gateway Triangle Redevelopment: funds the redevelopment of the CRA area and implementation of the CRA redevelopment plan; created in 2000.
- Bayshore Beautification MSTU: funds right-of-way and streetscape improvements in the Bayshore area south of US 41, as well as other public areas within the MSTU as recommended by the MSTU's Advisory Committee; created in 1997
- **Haldeman Creek MSTU:** funds maintenance dredging and maintenance of navigational channel markers within the MSTU boundary; created in 2006
- Bayshore CRA Grant and Grant Match: all grants to the CRA are presented to the Board of County Commissioners; the budget amendment process allocates funds and expenditures.

The following specific improvement projects have been noted in the past five adopted budgets for Collier County. They consist primarily of streetscape and stormwater improvements. The CRA area would benefit from a regularly updated capital improvement plan specific to the area in conjunction with the MSTU plans.

- Bayshore Beautification MSTU Fund:
 - o Thomasson Drive Streetscape improvements
 - Hamilton Avenue improvements
 - Bayview and Lunar Street projects
- Bayshore CRA Grant and Grant Match Fund: The CRA is considered a priority area of Collier County Community Development Block Grant (CDBG) entitlement funds. The CRA participates in the annual grant process and competes with other agencies. The CRA applies for other grant funds as they are identified to leverage funding of capital projects. CDBG has funded:
 - o Pineland tertiary stormwater projects
 - o Fire suppression infrastructure
 - o Karen Drive stormwater Improvements

Transportation Improvement Program

The following projects from the FY 2017/18 to 2021/22 Transportation Improvement Program are planned for the CRA area. Notable projects provide basic maintenance and congestion management.

Highway Projects

- Resurfacing Davis Boulevard from US 41 to Airport Pulling
- Resurfacing US 41 between Davis and Courthouse Shadows

Congestion Management System and Intelligent Transportation System (CMS/ITS) Projects

• Signal Timing US 41 from SR 951 to Old US 41

Aviation Projects

• Naples Municipal ARPT Aircraft Rescue and Fire Fighting Facility (on Airport Pulling Road)

The County Transportation Improvement Program includes the following project:

• Intersection improvement at Airport Road and Davis Boulevard

4.4 Grant Program Assessment

The following is a list of CRA Grant Programs. These programs will need to be re-evaluated in light of the recommendations from the final Redevelopment Plan. It is also advisable to remove these programs from the LDC to provide more flexibility in adjusting the programs as needs evolve.

- Site Improvement Grant
- Impact Fee Assistance Grant
- Modified Sweat Equity Improvement Grant
- Shoreline Stabilization Grant
- Landscape Improvement Grant
- Commercial Building Improvement Grant
- Community Event Grant

4.5 Plan and Policy Takeaways

- The top existing land uses are commercial, utility/other, multi-family residential, and single-family residential. Note that approximately 36% of commercial land in the CRA area is used as a golf course in the Windstar community.
- Roughly 11% of the land is vacant, which highlights a primary focus on redevelopment.
- Most vacant land is residential, but the parcels are smaller in size (0.3 acres on average), which might present some challenges in terms of assembling land for larger development.
- The CRA owns key parcels that already have plans for catalyst development.
- Much of the CRA area has PUD zoning allowing for comprehensive site planning. Zoning for the remaining areas is complicated by relationship of base zoning to overlay districts.
- The Courthouse Shadows site may be able to capitalize on the Activity Center designation as part of a redevelopment plan.
- The northern part of the CRA is identified as an opportunity area for residential and employment growth in the Collier MPO 2040 LRTP based on engagement exercises with MPO Board members. This finding mirrors findings from the TAZ data indicating projected growth for the Triangle, but contrasts with TAZ projections for limited population growth in the Triangle.
- The CRA should also continue its neighborhood improvement efforts generally, and can reevaluate specific goals as a part of the Redevelopment Plan update, including affordable housing. See Section 6.0 of this assessment memo in particular for further discussion.

- The CRA area would benefit from an updated stormwater master plan to coordinate systematic and comprehensive improvements. See Sections 6.4 and 6.5 for further discussion.
- The CRA would also benefit from a dredging and canal maintenance plan in conjunction with capital improvement planning.
- The CRA area contains or is near a number of notable parks/recreation destinations:
 - Sugden Park is a regional destination just east of the CRA area with inland beach/water access with proposed connections to nearby development and parks.
 - o East Naples Community Park is a pickleball hub just east of the CRA area that creates sizable economic impact for the area.
 - O Bayview Park, just west of the CRA area, provides water access to Haldeman Creek, local canals, and Naples Bay.
 - The Naples Botanical Garden provides not only gardens, but also educational opportunities and meeting rooms.
- Arts and culture is a focus of development, particularly along Bayshore Drive where an arts and culture district was adopted by the CRA Board. A parallel parking/road diet was recommended to promote the community character and allow additional on-site parking access for establishments along the roadway.
- The CRA area, including its Activity Center, are identified in existing plans as an area in which to
 increase density and the supply of subsidized or mixed-income housing. The area can also
 supplement density with mechanisms like the Affordable-Workforce Housing Bonus. The area is
 somewhat limited, however, by its CHHA designation discussed in Section 1.0.
- Sections of Tamiami Trail and Airport Pulling in the northern Triangle area were identified as
 high crash areas in the existing plan review, highlighting transportation safety as an important
 consideration as part of the Redevelopment Plan update.
- The MPO's Pathways Plan update, the East Naples Discovery Report, and the Bayshore Beautification MSTU Master Plan include discrete streetscape and bike/pedestrian improvements that can provide a basis for specific recommendations.
- Transit improvements that intersect with the CRA area are identified in the Collier MPO 2040
 LRTP. These projects should be considered in conjunction with improvements to other
 transportation modes (walking, biking, and CRA-specific transit options), housing provisions, and
 new development.
- Significant capital upgrades for the CRA area, documented in the five most recent County budgets, consist primarily of streetscape and stormwater improvements. The CRA area would benefit from a regularly updated capital improvement plan specific to the area in conjunction with the MSTU plans. The grant programs will need to be re-evaluated in light of the final Redevelopment Plan recommendations; it is advisable to remove the grant programs from the LDC so that they can be more easily adjusted as needs evolve.

5.0 Property and Fiscal Trends Assessment

5.1 Property

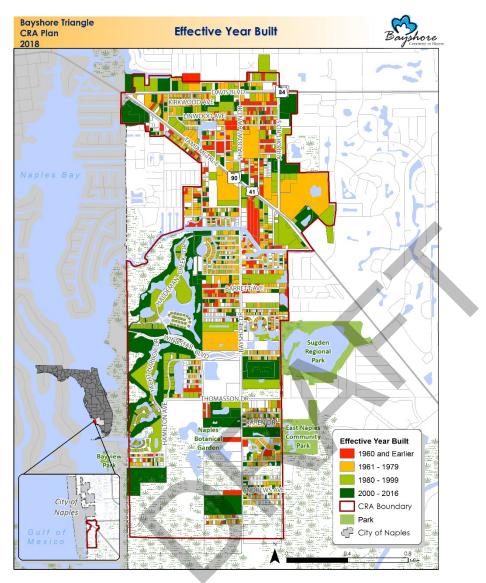
Analyzing the properties in the CRA area provides insights on a number of factors important for the community. First, looking at building ages and improvement levels helps indicate where investment or other assistance that the CRA can provide may be needed to improve the structural conditions in which people are living and working. In this way, building upgrades and improvements can enhance quality of life and aesthetics. This information is also helpful in providing a foundation to understand property values, which contribute to equity for property owners and the ability of the CRA area to generate tax increment for further improvements. An important consideration in addition to the benefits of structural improvements and increasing property values is also a consideration of protections for residents who rent or who may have difficulty paying increased costs of property taxes. Increased values may create a heightened burden on these residents which could affect their ability to remain in the community (aside from those property owners who wish to sell and relocate). These factors are important to keep in mind for the following discussion of building age and improvement levels.

Building Age

Looking at the age of buildings, including when they last had major improvements, can indicate which areas of the CRA may have greater need of reinvestment. Map 5-1 indicates that many of the older structures that have not been renovated recently (measured as "effective year built") are clustered in the residential area of the Triangle to the north and are also found on many of the smaller lots throughout the Bayshore Drive area. There is also a sizable amount of relatively newer development throughout the CRA area, with a major cluster in the Windstar area to the west.

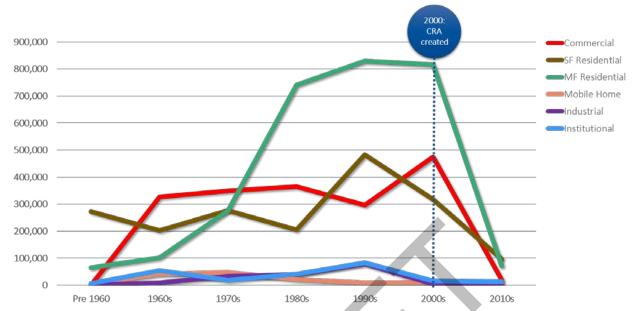
In terms of structural age, Figure 5-1 shows how commercial, single-family residential, and particularly multi-family residential square footage building increased from pre-1960 until the 1990's and 2000's. While the 2010's data only represent years 2010 to 2016, the square footage has severely dropped off from the 1990's and 2000's, likely due to the 2008 recession. Figure 5-2, which looks at the effective year built of structures by parcel, shows a similar trend for multi-family residential. Single-family residential structure effective building peaked in the pre-1960 period, mobile homes in the 1960's, and commercial slightly in the 1990's. These trends indicate that the structures built later on these types of parcels may have been larger, which may explain why the square footage built had much more pronounced peaks for these use types in the 1990's and 2000's in comparison to the effective year built by parcel. Additionally, a further break-down of the residential square footage built by decade indicates that the surge of multi-family square footage built from the 1980's through the 2000's was largely driven by condominium square footage (Figure 5-3).

Map 5-1: Effective Year Built



Source: 2017 Florida Department of Revenue

Figure 5-1: Square Footage Built in CRA Area by Decade



Note: Government square footage was not included due to outlier amounts for the 1970's and 2000's (over 7 million and 2 million, respectively). The 2010's data runs through 2016.

Source: 2017 Florida Department of Revenue

Figure 5-2: Number of Parcels with Effective Year Built by Decade



Note: The 2010's data runs through 2016.

Source: 2017 Florida Department of Revenue

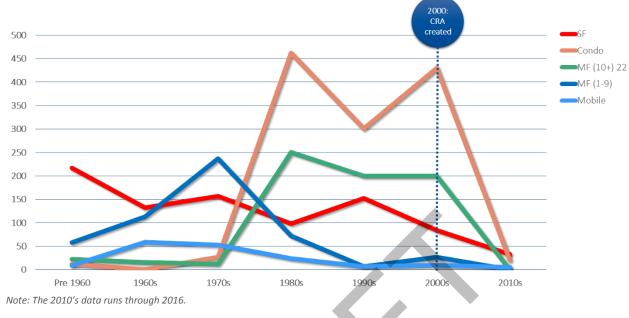


Figure 5-3: Residential Square Footage Built in CRA Area by Decade

Source: 2017 Florida Department of Revenue

Improvement Levels

Similar to building age, the improvement level of a structure can indicate which structures might benefit most from reinvestment and upgrades. The Florida Department of Revenue (FDOR) collects data from local property appraisers on the structural conditions of buildings. Figure 5-4 shows that, according to the FDOR data, many of the parcels with structures having lower improvements levels are designated as single-family residential. Note that some of the other parcel types may be larger than the single-family parcels (noted as small in size in section 3.0), so they may have larger structures that could benefit from reinvestment and upgrades. The percentages associated with each land use type show the share of parcels with below-average improvement for that type compared to the total number of parcels with that land use type. The percentage associated with total parcels with structure having below average improvement levels is the share of these parcels when compared to the total number of parcels in the entire CRA area.

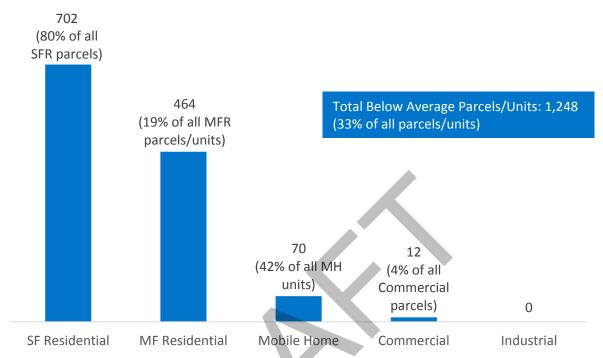


Figure 5-4: Parcels and Multi-Family Units with Structures having Below Average Improvement Levels

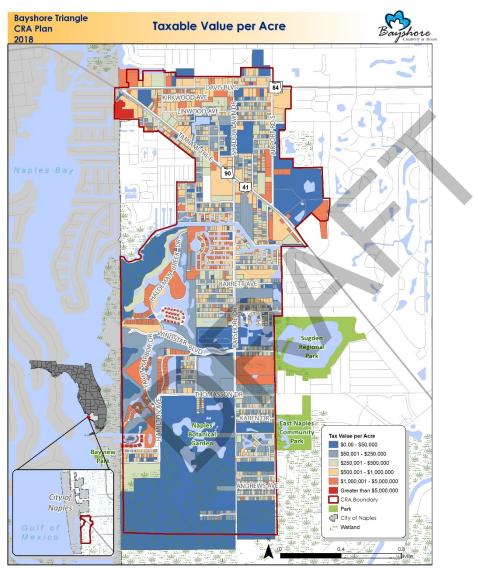
Note: multi-family (MF) residential is based on parcel counts for condominiums (which captures individual units) and unit counts for other multi-family. Single-family (SF) residential, mobile home, commercial, and industrial are based on parcels counts. Percentages for each parcel type are based on number of parcels with below average improvement levels for the corresponding land use type as a percentage of the total number of parcels of that type. The percentage for total parcels is based on total parcels/units with below average improvement levels as a percentage of the total number of parcels/units.

Source: 2017 Florida Department of Revenue

Taxable Value

As noted in the introduction of this section, property improvements play a role in property values that serve as a taxing base. Map 5-2 shows the taxable values for parcels in the CRA area. Note that for condominium parcels where multiples units are represented by one geographic unit, an average taxable value was calculated using property appraiser information; this value is represented for these parcels on the map. Properties with higher taxable values are located in the Windstar area to the west, along the northern section of Bayshore Drive on the west side, and among the parcels in the Triangle area. Other parcels in the Triangle area, particularly along the corridors, show moderate taxable value levels. Large segments of the low property value areas are public or non-profit land, such as Shadowlawn Elementary School, the County Center, and the Naples Botanical Garden. The remaining parcels of the CRA area show a mix of relatively moderate to low property values. The lower to moderate value commercial and residential properties, as well as publicly owned properties (particularly those owned by the CRA), may provide important redevelopment opportunities.

Figure 5-5 indicates that the land use type with the highest average values are designated multi-family residential.



Map 5-2: Taxable Value within the CRA Area

Source: 2017 Florida Department of Revenue

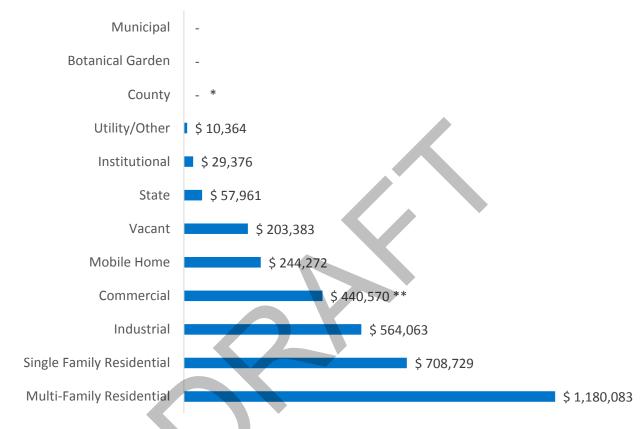


Figure 5-5: Average Taxable Value per Acre within CRA Area by Land Use Type

*Note: Parcel 29280960006 appeared in the Florida Department of Revenue data as county-owned with an average taxable value, yet public land is not typically taxable. The Collier County Property Appraiser indicates that this parcel is owned by an LLC entity. Consequently, this parcel was treated as a miscode and taxable value is shown as zero.

Source: 2017 Florida Department of Revenue

5.2 Fiscal Trends

TAMPA

The taxable values reviewed in the previous section are the major driver of revenues for certain funds operating in the CRA area, including the Bayshore/Gateway Triangle Redevelopment fund, the Bayshore Beautification MSTU fund, and the Haldeman Creek MSTU fund. The most recent adopted budgets for the funds and revenue trends over time are analyzed here to understand the funds available moving forward. This information will also provide an initial basis for revenue projections that will be featured in the final Redevelopment Plan.

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^{**}Note that the golf course in the Windstar Community highly influences the commercial taxable value since it makes up approximately 36% of commercial land. Excluding this golf course, the average taxable value per acre is approximately \$658,033.

Budget Overview

Figures 5-6 through 5-8 show the latest adopted budget for the three funds operating in the CRA area. The charts indicate that a majority of the budget for each fund is dedicated towards reserves, transfers, and/or interest or capital improvements. Note that the spending ability for the Redevelopment Fund is limited by the need to maintain a certain amount of reserves as coverage for loan debt for land purchases within the CRA, the largest of which is the Mini Triangle catalyst site; once the lot is sold, the CRA will be able to pay off this loan. As noted in the FY 2018 Adopted Budget, the reserves in the Haldeman Creek MSTU fund can be used towards the next major dredging project (the last dredge was completed in 2006). MSTU funds will be used to enhance Thomasson Drive and Hamilton Avenue including the construction of a roundabout at the intersection of Bayshore Drive and Thomasson Drive. The final Redevelopment Plan will thus provide a more detailed program of capital expenditures with corresponding funding estimates, which will also help indicate what funds will remain for other projects.



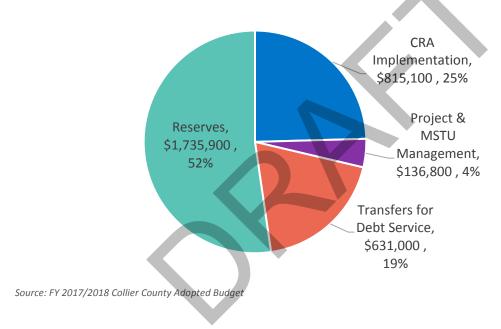


Figure 5-7: 2018 Adopted Budget for Bayshore Beautification MSTU Fund

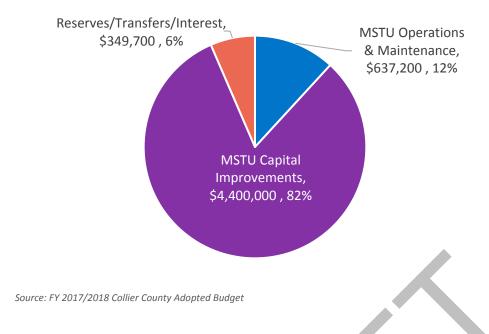
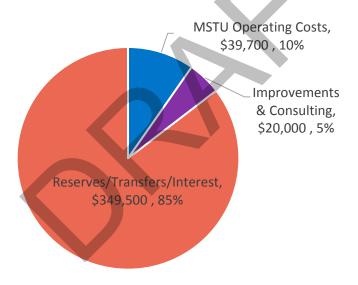


Figure 5-8: 2018 Adopted Budget for Haldeman Creek MSTU Fund



Source: FY 2017/2018 Collier County Adopted Budget

Revenue Overview

The following figures provide information on the primary revenue sources for each of the three funds operating in the CRA. Note that since these fund revenues are based on property values, they are generally limited by the Florida Save Our Homes statute that caps property value assessment increases to 3% of the assessed value of the property for the prior year or the percent change in the Consumer Price Index (whichever is lower). Figure 5-9 shows tax increment finance (TIF) revenues for CRA redevelopment from 2001 to 2018. The trend has generally followed the rise and fall of the economy, but an important observation to note is that the TIF revenues have been steadily trending upwards since 2013 despite the lag in square footage built noted for the CRA between 2011 and 2016 in Section 2.0.

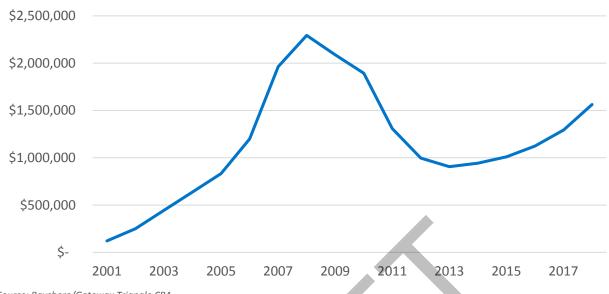
This finding suggests that assessed values are still increasing.

The Bayshore Beautification MSTU ad valorem revenues have remained fairly consistent for roughly the past ten years (Figure 5-10). Note that the amount for 2017 is the forecasted amount, and the amount for 2018 is the adopted amount.

The Haldeman Creek MSTU ad valorem revenues increased in the first few years after the MSTU's creation in 2006, and have remained steady through 2014, followed by an increase in revenues through 2018 (Figure 5-11). Note that the amount for 2017 is the forecasted amount, and the amount for 2018 is the adopted amount.

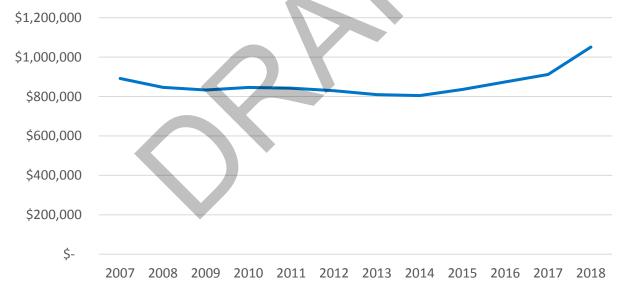


Figure 5-9: TIF Revenue Trend (2001-2018)



Source: Bayshore/Gateway Triangle CRA

Figure 5-10: Bayshore Beautification MSTU Ad Valorem Revenue Trend (2007-2018)



Note: the 2017 amount is the forecasted amount and the 2018 amount is the adopted amount in the FY 2017/2018 Collier County Adopted Budget.

Source: FY 2007/2008 to FY 2017/2018 Collier County Adopted Budgets

\$90,000 \$80,000 \$70,000 \$60,000 \$50,000 \$40,000 \$30,000 \$20,000 \$10,000 \$-2014 2008 2009 2010 2011 2012 2013 2015 2016 2017 2018

Figure 5-11: Haldeman Creek MSTU Ad Valorem Revenue Trend (2008-2018)

Note: the 2017 amount is the forecasted amount and the 2018 amount is the adopted amount in the FY 2017/2018 Collier County Adopted Budget.

Source: FY 2007/2008 to FY 2017/2018 Collier County Adopted Budgets

Figure 5-12 compares the 2018 revenues for each fund. The CRA TIF and Bayshore Beautification MSTU ad valorem make up the majority of revenues. These revenues are a primary focus for CRA are investment, particularly since the Haldeman Creek MSTU revenues have a more specific dedicated purpose to dredging and other Haldeman Creek maintenance.

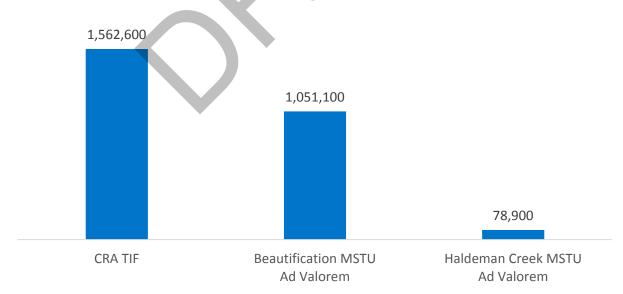


Figure 5-12: 2018 TIF/Ad Valorem MSTU Revenues for Funds in CRA Area

Note: the MSTU revenue amounts are the adopted 2018 amounts from the 2018 Collier County Adopted Budget.

Source: Bayshore/Gateway Triangle CRA, FY 2017/2018 Collier County Adopted Budget

5.3 Property and Fiscal Trends Takeaways

- Important considerations for analyzing properties in the CRA area include:
 - How investment in areas with structures that are older or have lower improvement levels can enhance living conditions and aesthetics for existing residents, improve equity for property owners through property value increases, and increase TIF revenues due to property value increases.
 - How to support and protect residents, workers, and property owners who may rent their spaces or have difficulty paying increased costs of property taxes so they can remain a part of the community.
- Many of the older structures that have not been renovated recently are clustered in the residential area of the Triangle to the north and are also found on many of the smaller lots throughout the Bayshore Drive area.
- Many parcels with single-family homes and mobile homes have not seen major re-builds or improvements since the 1960's or prior, and the majority of parcels with lower improvement levels are those with single-family homes. As a result, these residential parcels may experience heightened benefit from investment for improvements or possibly redevelopment.
- Parcels with commercial have mainly had structures built or improved from the 1970's to 1990's, so they too may significantly benefit from such investment.
- Parcels with multi-family residential tend to have the newest or most recently improved structures, primarily ranging in age from the 1980's through the 2000's. Square footage trends indicate that building during this time was primarily for condominiums and large multi-family residential (ten or more units).
- Multi-family residential tends to have the highest taxable value per acre. Higher tax values are
 found in the Windstar community, in the northern section of Bayshore Drive to the west, and
 along the corridors in the Triangle area. The lower to moderate value commercial and
 residential properties, as well as publicly owned properties (particularly those owned by the
 CRA), may provide important redevelopment opportunities.
- The budgets for the three funds in the CRA area (CRA redevelopment fund, Bayshore Beautification MSTU, and Haldeman Creek MSTU) have high appropriations for reserves, transfers, and interest or capital improvements. These portions of the budget may eventually provide funds for major projects in the area, such as the dredging of Haldeman Creek and the roundabout at Thomasson Drive and Bayshore Drive. Documenting planned projects, their funding needs, and their timing (or tentative timing) will be an important follow-up step for creating the Capital Improvement Plan as part of the final Redevelopment Plan. Much of the funds remaining for discretionary spending will likely be focused in the CRA redevelopment funds and Bayshore Beautification MSTU fund given the specific purpose of the Haldeman Creek MSTU.

- TIF revenues for CRA redevelopment have tracked the economic boom and recession around 2008; despite the finding in Section 3.2 that building has been slow to recover in the CRA area, TIF revenues have recovered in a relatively steady way likely due to assessed values.
- Ad valorem revenues for the two MSTUs have been relatively stable in recent years (Haldeman Creek took a couple of years to stabilize just after its establishment in 2006).



6.0 Public Outreach

6.1 Agency and Community Stakeholder Meetings Summary

Nine agency and community stakeholder meetings were held for more focused discussions on issues and opportunities related to redevelopment in the CRA area. The following provides a list with meeting date and focus:

April 25th, 2018

- Advisory Board Members CRA, Bayshore Beautification MSTU, Haldeman Creek MSTU
- Commercial, Business, Real Estate Professionals

April 26th, 2018

- County Agencies- Transportation, Stormwater
- City of Naples- Utilities, Streets, Stormwater
- Gateway Triangle Property Owners and Businesses
- Public Art and Tourism
- Design and Placement

April 27th, 2018

- County Agencies- Growth Management, Zoning, Code Enforcement
- County Agencies Public Services, Parks and Recreation

Key issues and opportunities distilled from these discussions are presented for each of the major themes below, which include transportation, stormwater, water, growth and development, parks and open space, the Gateway Triangle neighborhood, and general issues and opportunities.



Advisory Board Stakeholder Meeting

Transportation

Issues

- The CRA is in an area of transition between urban and suburban with both local and regional transportation activity; there is a need to consider this transition in the redevelopment process and get buy-in if more urban multi-modal transportation approaches are pursued.
- ROW constraints can make transit improvements difficult, and requiring amenities to be provided by private developers needs to be weighed in light of impact fee amounts.
- There are concerns over the growth impacts of the county on Naples; traffic and transportation are the number one issues (one example is events in parks that generate traffic).
- Major corridors and intersections, such as the US 41 corridor with intersections at Sandpiper Street/Davis Boulevard and Bayshore Drive, can create a challenge for all modes in terms of safety, connectivity, and circulation. Impacts of roadway changes, such as accommodating traffic on alternative routes, need to be identified and considered.
- Parking on Bayshore Drive is limited.

Opportunities

- Comprehensive Plan and code changes can promote new urban approaches in the CRA area. Political framing of urbanization of CRA area is important.
- Transit in the CRA connecting to Naples has relatively good ridership; improved frequency is a general transit focus to attract more riders.
- There may be opportunities to coordinate with the City of Naples in creating and improving transportation connections between the CRA area and the city (examples: the pedestrian bridge on US 41/5th Avenue; alternative vehicle coordination such as Slidr electric shuttles, golf cart pathways, and bikeshare). Naples may also provide an example of approaches to urban transportation (example: downtown parking garages)
- FDOT is facilitating safety improvements on US 41, which might consider crosswalks and signals; other safety improvements the County might consider are evaluating landscaping for visibility and turning radii at intersections and driveways
- Evaluate an easement to allow the CRA area to connect to parks.
- Evaluate parking ideas (shared parking, parking garages, parallel parking, design requirement adjustments)

Stormwater

Issues

- Approaches are needed to manage stormwater effectively with water quality and use of rightof-way considerations.
- Any changes to flood designations within the CRA area that may arise due to FEMA's current reevaluation effort need to be considered for CRA area redevelopment efforts.
- Pond space is needed for streets to connect for drainage.

Opportunities

- There is need for a follow-up effort as part of the Redevelopment Plan update to identify
 general flooding issue areas, outfall capacity (places where stormwater empties after being
 drained), and areas with curb and pipe infrastructure versus ditches and swales. This
 information can provide a basis for a broader systematic plan for managing stormwater (even a
 comprehensive stormwater master plan) for the CRA area, including capital improvements.
- A clarified and pre-approved process for design, management, and use of the road right-of-way
 can promote a shared understanding between agency staff, developers, and property owners on
 this issue.

Water

Issues

• Many neighborhood side-streets need upgrades to their water lines to support the installation of fire hydrants.

Opportunities

- The CRA is coordinating with the City of Naples (who oversees the water infrastructure) to complete the water infrastructure improvements in conjunction with the installation of sidewalks
- Grants, such as Community Development Block Grants, were used in the latest round of water line upgrades, along with funding from the City of Naples. Becca Avenue and Pine Street will also soon receive upgrades.
- New Mattamy development is "looping" the main water line on Thomasson Drive and Bayshore Drive.

Growth & Development

Issues

- The current development process takes time and is complex, particularly for small developers and developers seeking to build infill, redevelopment projects, or new types of projects. Developers, consultants, and the County are not always on the same page.
- It can be difficult to assemble individual lots to promote a more significant development opportunity.
- Infill or redevelopment in CRA is competing with corporate development nearby (e.g., Isles of Collier Preserve), other urban infill opportunities (Naples, Downtown Fort Meyers), a lack of large parcels, and the ability of some landlords to make returns on sub-standard properties.
- There's still a risk in developing and whether it will pay off; construction costs are high land costs, wetland mitigation (which is a complex determination), and flood requirements contribute to these costs.
- The current circumstances of the development process may result in possibility of pockets of wealth and only spotty successes elsewhere (uneven successful development).
- There is a lack of infrastructure to support big development.
- There is a possible discrepancy in perception and vision for the CRA area between traditional development being built and funky, artistic efforts. There is a question of whether generational differences might contribute to different perceptions of the area.
- Bayshore Drive acts as a dividing line between "better" schools in Naples and those elsewhere.
- There are density restriction in the CRA area due to the Coastal High Hazard Area designation. Development numbers do not work well without density or mixed use.
- There are limited live/work possibilities.
- The area is not affordable to younger people.
- Dumping and general site appearance/cleanliness create a negative perception of the area for some
- There is a need for ownership of homes instead of rental.
- There is a need for consistent zoning (example: not having residential near warehouses)
- Murals create a highly subjective and discretionary code issue.
- Consideration is needed of how to accommodate service providers, their clients and residential neighborhoods, particularly north of US 41.
- The CRA area is in a transitional area between urban and suburban development; consideration needs to be given to what kind of development to aim for moving forward in terms of building set-backs, placement of parking, etc.
- There is concern over county growth impacts on traffic and public facilities (e.g., parks and beaches) in Naples.



Public Art and Tourism Stakeholder Meeting

Opportunities

- People with money are interested in investing/developing in the CRA area.
- There is an opportunity to make infrastructure improvements before values go up (if land purchase is required).
- Arts and cultural development provides a possible image for the CRA area and a means of guiding development; this development may be broader than affordable housing for artists to include serving artist not living in the area, fostering art-supportive businesses, and serving customers who are interested in the funky/arts feel as opposed to the traditional gated communities. This idea might also be broadened to include arts aside from the visual arts. Marketing of the area in this way is already happening on social media as the "Bayshore Arts District".
- The CRA area is close to Downtown Naples and may receive some of the growth/market from that area.
- There are temporary lodging opportunities such as for bed and breakfasts and AirBnB.
- Rental housing may help development numbers pencil out.
- The CRA area has good amenities on which to build, including Botanical Garden, Sugden Regional Park, East Naples Community Park, the golf course, Bayview Park, and the Hamilton Harbor Social Club.

- Opportunities for the County and the CRA to help include:
 - o Establish a vision with an aim to keep the area "funky" and avoid a rapid shift in affordability and character that may undermine this vision.
 - Provide public space for display and events.
 - Establish a strategic arts program at the county level.
 - o Require development to include art.
 - Provide effective development incentives for those ready to invest, which might include impact fee incentives; attract a better anchor to Gulfgate Plaza.
 - Use land use and code authority to address development concerns, including affordability considerations:
 - Establish Neighborhood Commercial zoning for live/work spaces.
 - Allow for smaller units or two units on a lot (e.g., guest houses) or incentivize
 accessory units where they are permitted. Evaluate what any concerns might be
 among lenders, insurers, or those interested in single-family homes and how to
 successfully implement accessory units.
 - Reduce building set-back requirements.
 - Evaluate opportunities for vertical mixed-use of residential over commercial.
 - Evaluate opportunities to streamline and update land uses; eliminate those that are not needed or that are too heavy.
 - Include Standard Industrial Classification codes (SIC) directly in the Land Development Code (LDC) to identify allowable uses.
 - Provide more clarity on what areas are wetlands.
 - Evaluate whether a person can turn consecutive lots into commercial if they own the head lot and it is commercial.
 - Streamline rules between zoning, building, and fire codes.
 - Pilot new development approaches and codes that better support urban development, infill, and redevelopment in the CRA.
 - o Place on-site water retention underground.
 - Promote catalyst projects to change perception that it is risky to develop in the CRA area; use limited funds to focus on major nodes, such as Thomasson Drive/Bayshore Drive and US 41 and the River. Capture and direct spillover effects.
 - CRA can advocate for desired development in the County process and build relationships with existing property owners to discuss and guide future redevelopment.
 The CRA might aim to become part of the development review process.
 - Assess code enforcement and community policing ability and capacity to handle code issues and crime. Address landlords who charge high rents on low quality property. Use proactive planning to help reduce reliance on code enforcement.

- Evaluate opportunities to have some utilities needs met (e.g. stormwater) ahead of time by government to reduce needs that must be met by developers of new, larger developments.
- o Evaluate opportunities to streamline and facilitate better development in the CRA area:
 - Rely more on criteria where possible to make decisions as opposed to discretionary political processes (example: Mixed Use Project process).
 - Evaluate the opportunity to have dedicated staff for CRA area developments (this might depend on the volume of applications) or a single point of contact within the process.
 - Establish time limits for processing applications or pay back fees when process takes too long.
 - Increase coordination of schedules for developers, consultants, and the County agencies in the development process.
 - Encourage the design-build concept which may streamline the more detailed decision-making while still retaining final approval power for the Board of County Commissioners.
- Expand the CRA area boundaries to include Thomasson to US 41 to assist County on US
 41 commercial corridor development.

Parks and Open Space

Issues

- There is limited public access to Haldeman Creek.
- Bayview Park neighborhoods are concerned about trash and speeding.
- There is limited connectivity to parks.

Opportunities

- Incorporating parks into the CRA area might help give people a sense of having a public space as part of the community and would help facilitate connections between parks and the CRA area (in terms of pathways, stormwater infrastructure, parks amenities provided by CRA, etc.).
- Evaluate connections between parks and CRA, including with Bayshore Drive.
- Hours of operation might be adjusted for parks with electronic gates to allow for earlier/later hours.
- There may be an opportunity for land acquisition from the School District near East Naples Community Park.
- In conjunction with Bayshore MSTU improvements along Hamilton Avenue, the County can evaluate how to use its additional Danford neighborhood parcels for potential parking and neighborhood park opportunities. A next step might include possible conceptual plans.

- Evaluate the possibility to increase user fees/have an additional charge to ensure that trash is picked up.
- Evaluate how to encourage visitors of East Naples Community Park and Sugden Park to also visit commercial/retail establishments in the CRA area. Evaluate how these parks with national and international draws can continue to serve local residents, as well. On opportunity to do so is the East Naples Community Park Master Plan process.
- Evaluate event opportunities at the parks.
- Evaluate the opportunity for a library on the Del's 24 property and sponsorship opportunities for funding.



Del's 24 Property

Gateway Triangle Neighborhood

Issues

- There are concerns about crime, drugs, and informal dwelling situations in the area. Specific
 topics noted include maintaining visibility with landscaping, a lack of police presence, efforts to
 create park space in which people feel comfortable, and the relationship between service
 providers and surrounding neighborhoods.
- Some desire code enforcement for items out in front of properties.
- There is a need for more consistency and harmony among uses to support the neighborhood feel. This effort might involve removing heavy industrial uses and the use of buffers (e.g., trees, fences).
- The value of residential properties needs to be considered as well as commercial properties.
- There is a lack of communication between the CRA and residents.
- There are flooding and stormwater infrastructure problems and a desire for pipe infrastructure to allow for covering the culverts. There was concern over red tide in the retention pond.
- There is a particular transitional challenge between the residential neighborhoods of the area and the surrounding commercial along the major arterials without much depth.

Opportunities

- The Triangle area is close to Downtown Naples.
- There is not a need to overhaul the area necessarily, but to have a nicer neighborhood vibe without heavy uses.
- The retention pond might serve as a green space.
- Evaluate if there are older commercial buildings that might benefit from redevelopment (along Davis Boulevard, Avondale Street, Kirkwood Avenue, and Linwood Avenue).
- Evaluate opportunities to combine lots.

 Bicycle and pedestrian infrastructure may be needed in the future along with businesses for people to visit.

General

Issues

• There is concern over people paying into the CRA but not seeing improvements (example: Van Buren).

6.2 Community Outreach Forum Summary

A community outreach forum open to the general public was held on April 26, 2018 from 6:00 to 8:00 pm at the Naples Botanical Garden. There were over 30 attendees. The forum began with an introductory presentation by the consulting team that included polling questions about the attendees and aspects of the CRA area. The attendees then completed a mapping exercise in small groups to respond to issues and opportunities identified by staff and the consulting team, as well as identify new issues and opportunities. The forum ended with time for attendees to fill out comment forms. The remainder of this section summarizes key findings from each of these activities.

Polling Questions Summary

Questions regarding characteristics of the attendees indicated that the many attendees:

- Were between the ages of 50 and 71 (66%)
- Did not own a business in the CRA area (77%)
- Owned property in the CRA (78%)¹

Note that the percentages above reflect percentage of respondents to each question, yet these questions had high response rates (27 or more). The number of those living inside or outside the CRA area was more evenly split, with 53% of the 32 respondents living inside the CRA area. A sizable number of attendees also lived in a two-person household.

The primary assets identified in the CRA area included:

- Parks, recreation facilities, gardens
- Neighborhood commercial, restaurants

The primary challenges identified in the CRA area included:

- Poor walkability
- Limited economic development/employment
- Flooding or other infrastructure issues
- Crime/safety

¹ A question was asked more specifically about homeownership in the CRA area; while all of the question respondents indicated they owned a home in the CRA area, only 19 attendees answered this question. So at least roughly 60% of attendees owned a home in the CRA area.

In terms of land use, single-family homes were the primary residential type desired by attendees. The primary types of commercial/non-residential uses included:

- Coffee shops, cafes
- Restaurants, bars

The primary items that attendees identified to help create a better sense of community/sense of place included:

- Architectural styles
- Public parks, plazas, and gathering spaces

For transportation preferences, attendees would prefer to travel in the CRA area via the following modes:

- Walking, rolling (using wheeled modes that might primarily use the sidewalk; e.g., skateboards, wheelchairs, etc.)
- Biking
- Golf carts, small vehicles

Map Exercise Summary

Figure 6-1 summarizes comments collected from the six small groups of attendees. Icons indicate an issue or opportunity identified by staff and consulting team efforts prior to the workshop. Attendees were instructed:

- to mark any comments regarding issues/opportunities identified by staff and the consulting team in green.
- to mark any additional issues in red.
- to mark any additional opportunities in blue.

The boxes around each comment in Figure 6-1 reflect this color-coding.

Comments on specific needs and improvements related to major themes which included:

- Pedestrian improvements and connectivity, including mention of lighting and wayfinding
- Flood management
- Property appearance and clean-up
- Traffic calming
- Traffic congestion
- Parking opportunities
- Bike improvements
- Public art opportunities

Other comments mentioned redevelopment opportunities or use-related opportunities for commercial,

cultural development, or live/work spaces. Additional points of concern related to the Triangle area in terms of improvements for the retention pond and interactions between service provider operations and residential uses in the area. A final point that came up was raising the bridge over Haldeman Creek.



Mapping Exercise at the Community Outreach Forum

Comment Form Summary

The attendees had the opportunity to fill out a comment form which included the following prompts:

- In a few words, describe your vision for the Bayshore/Gateway Triangle CRA area.
- What is the most important outcome you would like to see from this CRA Redevelopment Plan update process?
- Any additional comments

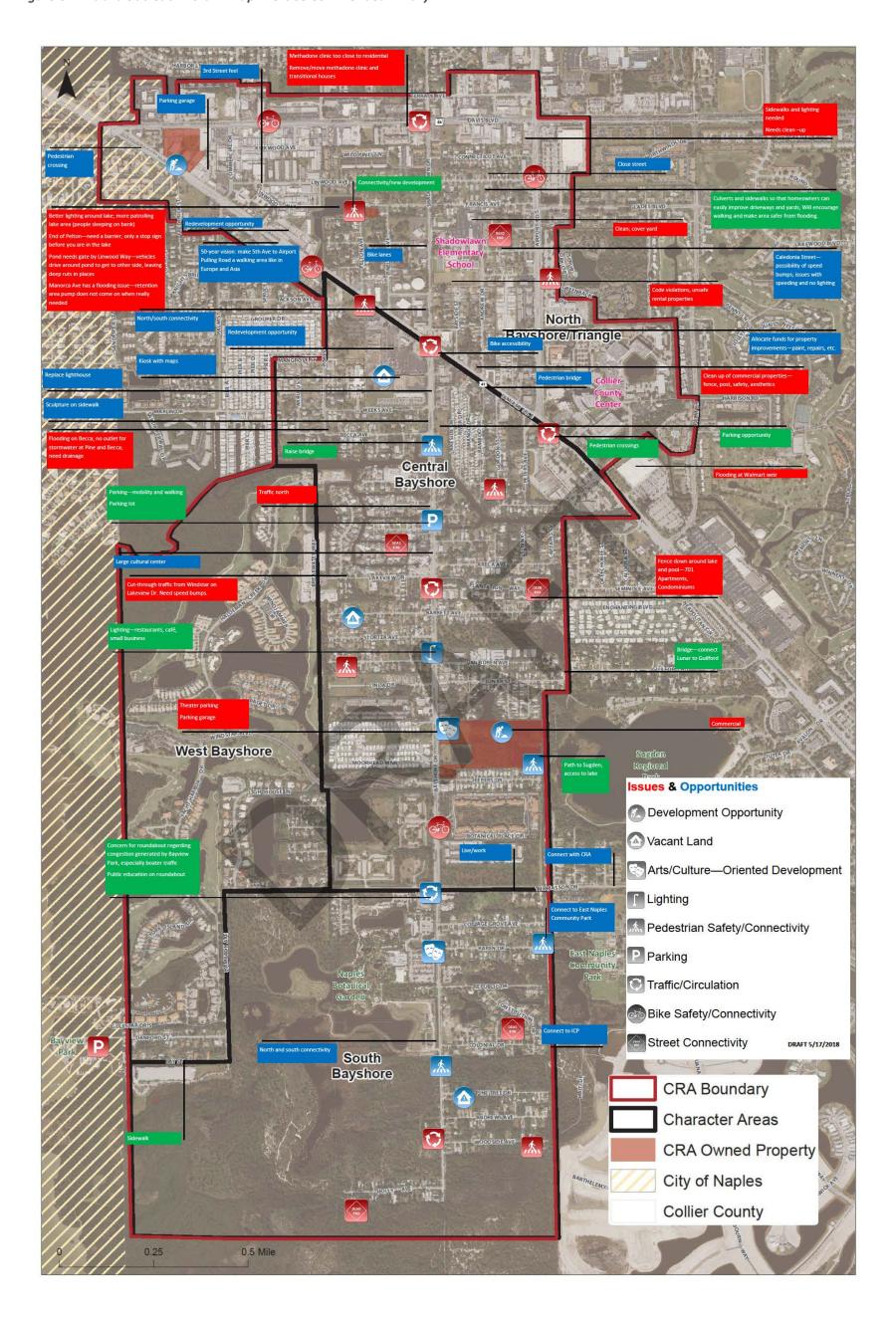
Since there were similar responses across all three prompts, the main themes overall for all the questions are summarized below (these themes generally captured three or more related comments):

- Improving the ability to walk and bike in the CRA area
- Incorporating an arts and culture focus into redevelopment efforts
- Promoting commercial development in the area, including entertainment, dining, and leisure
- Promoting a local focus, including being able to live and work in the area and having local businesses
- Expanding the CRA area to include areas to the east
- Promoting code enforcement and clean-up of properties
- Promoting commercial/residential mixed-use
- · Addressing parking issues

- Providing assistance in the development process
- Promoting safety
- Focusing on the Triangle area



Figure 6-1: Public Outreach Forum Map Exercise Comment Summary



6.3 Canal Boat Tour Summary

On the final day of agency and public outreach, the consulting team and CRA staff completed a boat tour of the canal network in the CRA area. A few key issues that emerged included:

- Seawall upkeep: in several places, the seawall was in disrepair. Clarity is needed on the responsibility for maintaining seawalls and funding repairs.
- Mangrove management: mangroves are an important part of the natural environment along the waterways, yet in some parts of the canals, mangroves have grown thickly enough to obstruct parts of the passageway. Clarity is needed on how to manage the mangroves to account for environmental needs and requirements, as well as keeping boat passages clear. Clarity is also needed on the responsibility for maintaining and funding mangrove management.



Haldeman Creek in the CRA Area

Property management, including docks and boats: in some areas of the canals, boats and docks
are in severe disrepair. An approach is needed to properly maintain or dispose of boats and dock
components.

6. 4 Additional Stakeholder Calls

Additional calls with stakeholder were made to follow up on items that emerged from the public outreach events described above. The following provides the stakeholders on the calls and key takeaways from the discussions.

Collier County Zoning (June 8, 2018) - Takeaways:

- Provide clarity on relationship between mixed-use overlays and base zoning.
- Evaluate possibility for more consistency of uses and design requirements for heavier uses
- Zoning Division seeks CRA's recommendation as part of a review with any public hearing.
- Evaluate possibility for reduced design requirements for parking for additional capacity, balancing with style and design considerations
- Evaluate possibility for garage with new developments, such as the 17-Acre Site; also evaluate on-street parking, multi-modal options, and shared parking.
- Evaluate if there are ways to address the underutilization of mixed use projects (MUPs).

Collier County Stormwater Management (June 15, 2018) – Takeaways:

 The County is in the process of adopting a stormwater utility with an assessment that would apply to the unincorporated county. Consequently, there is a need for more capital improvement coordination between the CRA and the Stormwater Management. The next year of capital funding is committed, but then other projects will be evaluated, as well as other funding sources.

- There is a need for a more systematic plan around stormwater and capital improvements (such as Immokalee CRA's recent stormwater master plan).
- A follow-up call with the County can address the following topics:
 - The potential for an easement in the Bayshore area for north/south and park connectivity
 - o Site planning information for stormwater management
 - o Flood plain information
 - Swale use and design in front of properties
 - o Capital needs coordination and prioritization in conjunction with the County
 - Wetland mitigation

Isram Realty, owner and operator of Gulfgate Plaza (July 2, 2018) – Takeaways:

- There is a slow process of change towards a less seasonal population and increased disposable income in the area.
- Effective development incentives might include tax breaks, assistance with tenant move-in and relocation of existing tenants, improved roads and streetscape.
- There is large office space currently available on second floor of Gulfgate Plaza.

Kite Realty, owner of Courthouse Shadows (July 11, 2018) - Takeaways:

- Effective development incentives might include additional density, addressing length of time development process requires, providing TIF dollars for infrastructure, and impact fee reductions.
- Kite Realty currently considering possibility of multi-family residential development geared towards young professionals on the current Courthouse Shadows site.
- Transportation improvements related to various modes and continuation of water line upgrades may be helpful in supporting development.

Avalon Elementary School (July 11, 2018) - Takeaways:

- Of Avalon's 500 students, approximately 70% are Hispanic and 20% are Haitian Creole; 80% are a part of families who do not primarily speak English at home; 95% of the students are economically disadvantaged.
- Affordable housing is a primary concern; many families share housing, and about 40 to 50 students were homeless after Hurricane Irma.
- Safety is also a concern; there is a need for lighting, landscaping, addressing crime.
- Most students get to school by walking or riding in a car; many parents walk or use CAT buses. Families face barriers to driving due to licensing requirements and lack of car ownership.
- There is high parent involvement at the school; calls and flyers are more effective for reaching them than social media; Spanish translation is provided at meetings. Friday morning meeting times are more effective than evening times.

- The school population has been shrinking over the past few years, possibly due to students attending private school or people moving into the area without school-age children.
- Compared to Avalon, Shadowlawn Elementary may have relatively lower, but still significant, percentages of Hispanic students, students who speak a different language at home, and economically disadvantaged students.
- There are many community entities that support the population at Avalon School, such as volunteer efforts of the Isles of Collier Preserve community.
- The school uses County parks amenities through an interlocal agreement. School amenities are not open for public use.
- St. Matthew's House, faith-based service provider (July 13, 2018) Takeaways:
 - St. Matthew's House operates in several different locations, including the Bayshore/Gateway Triangle area, Immokalee, and Labelle in Hendry County. It provides various services, including shelters for those without homes, direct assistance to prevent homelessness, job placement and training (partnership with Starbucks supporting the latter), substance abuse recovery assistance, chaplain ministry in the County jail system, reintegration programs for those who have been incarcerated, among others. St Matthew's House is also interested in a business accelerator idea to assist people in making a livelihood.
 - The non-profit has a \$16.5 million operating budget, 70% of which is generated by social enterprises (retail outlets, catering, etc.) with fundraising making up the rest.
 - St. Matthew's House has invested approximately \$12 million in the past 10 years and aims to make \$8 million more in project investments in the next year or two.
 - The primary need identified for the community is affordable and workforce housing. Lot lines also posed an issue with development of employee and transitional housing. Other needs include renovation funds, downpayment assistance, and design features/design scheme for the area's public realm. In terms of transportation, there is more walking, transit use, and biking among clients in this area than in others. Only about 10% coming into the shelter have a vehicle. Clients often get work within 30 days, with about 80% employed.
 - The area is seeing signs of improvement over time. The crime rate has decreased in the area since the 1990's.

6.5 Public Outreach Takeaways

- The CRA area is in a transitional area between the highly urbanized Naples area and more suburban/environmental lands, and the current development code may not accommodate urban styles of development very well. The following are considerations emerging from the public outreach for navigating the different development styles of the more and less urbanized areas:
 - The CRA area can pilot new urban approaches through the Comprehensive Plan and LDC, which might include a multi-modal focus, transit-related improvements, traffic calming, live/work spaces, a local focus to meet needs, smaller units or guest houses, mixed-use.
 - The community outreach events indicated that there are members of the community who primarily desire single-family home development, are concerned about traffic circulation and congestion, and desire accessible parking (primarily on Bayshore Drive, discussed in further detail below).
- Attendees of the community outreach forum identified limited economic development and employment as a challenge in the CRA area. Yet the public outreach events also indicated that there is development potential for the CRA area. Developers with funding are interested, and the area has a number of desirable qualities. It is near Downtown Naples, the beaches, and other interesting destinations such as County parks and the Botanical Gardens which draw many non-local visitors. These qualities signal a potential for tourist-oriented development in the area. There is also social enterprise activity, and there is interest from St. Matthew's House to promote a business accelerator for local community economic development to support those with tenuous livelihoods.
- Comments from the public outreach event characterized the development process as long, costly, and complex, particularly for small developers and developers of infill, redevelopment, or new types of projects. Needs identified included:
 - Addressing the cost of land, environmental factors (e.g., wetland mitigation, flooding, CHHA), and infrastructure needs.
 - Addressing the complexity of the development process and code requirements (clarity and streamlining of codes, dedicated County staff assistance, procedural time limits, increased coordination of those involved, increased design-build and criteria-based decisions, etc.).
 - o Increasing the involvement of the CRA in the development process.
- Aside from the development process, assembly of land was noted as a challenge to development.
- Key potential development and real estate opportunities include the second floor office space of Gulfgate Plaza, Courthouse Shadows, and Del's 24 property, in addition to the CRA-owned parcels.

- Effective development incentives might include increased density, impact fee incentives (the CRA cannot reduce impact fees but can offset the costs or allow them ot be paid down over time),TIF rebates, TIF money provided for infrastructure, and incentives related to land provision. Improved streetscape, transportation, and infrastructure provided by government agencies can also support new development.
- Many comments from the public outreach relate to issues that impact the perception of the CRA area and the community, with related impacts for development. These issues include:
 - o The need for a clear vision and way of marketing the area. There is currently a mix of traditional development and efforts for more arts/culture-oriented development with desire for a strategic plan and identifying public art opportunities. Architectural style and public realm design were also noted as approaches to improving the community.
 - O School quality influences the perception of sub-areas in the community, with Bayshore Drive acting as a dividing line between "better" schools in Naples and schools elsewhere. Avalon Elementary, one of the elementary schools serving the area, has seen large improvements in its school grades over the past several years.
 - O General site appearance and cleanliness was frequently noted as negatively impacting perception of the area. This concern extended to Haldeman Creek and the canal system in terms of seawalls, mangroves, and boat/pier property. The mixture of heavy uses and residential was also noted to impact the feel and appearance of the community, with concerns for property values of the owner-occupied residences.
 - Public outreach participants raised concerns about crime and safety in the neighborhood.
 - The Redevelopment Plan update process can assess the role of code enforcement and community policing to address site appearance issues and crime and also evaluate where better planning can reduce reliance on these enforcement agencies.
- The CRA can focus on catalyst projects and spend its limited funds on nodes to stimulate private development and capture spillover effects.
- Affordable housing and housing quality is a primary need for many of the existing CRA area residents. Opportunities to partner with interested parties, such as St. Matthew's House, should be evaluated.
- The balance between owner-occupied housing and rental units should be explored further. Ownership units were noted as a community stabilizer, but rental was noted as a way to retain profitability in residential development. Further analysis on this topic is provided in Section 7.2.
- The CRA should account for community-oriented uses and services, including service providers and clients based in the CRA area, in its planning to support these efforts and strengthen community networks/connections between uses.
- Neighborhood commercial and restaurants were noted as an asset in the public outreach forum, which can be a use to expand in the CRA area.
- The community outreach forum attendees identified public parks, plazas, and gathering spaces as opportunities to build a sense of community and place. Public spaces are also important for hosting events. The existing parks, recreation spaces, and gardens of the CRA area were identified as assets in the outreach forum, and ideas for further improvements include:

- Expansion of CRA area to include parks and lands to the east to facilitate connections and improvements
- o Increased park connectivity through a possible easement.
- Better access and parking at Bayview Park to access waterways
- Evaluating opportunities and funding for a library
- In terms of transportation, the CRA area will have to navigate differences between regional/auto-oriented and local/multi-modal needs given the major roadways in the area and the desire highlighted in public outreach for improved conditions for alternative modes. Major corridors and intersections, such as US 41 at Sandpiper Street/Davis Boulevard and US 41 at Bayshore Drive, illustrate this issue. Transportation safety and connectivity for bikes and pedestrians was highlighted as a problem in the outreach, with suggested solutions including for example crosswalks, bike lanes, and a possible north/south easement east of the Bayshore Drive neighborhood with connections to the parks and development further east. Alternative vehicles also emerged, such as golf carts and shuttle services (e.g., Slidr in Naples). Providing effective transportation is particularly important for residents who face barriers to driving or owning a car.
- An additional issue for transportation is parking, particularly for establishments along Bayshore
 Drive. Parking is a concern where innovative urban approaches may help address needs, such as
 off-site parking and shuttles during peak season or shared parking opportunities. The CRA might
 also consider additional parking lots or a parking garage for the area.
- Many of the above issues also apply to the CRA area's relationship with the City of Naples. Issues such as traffic and growth impacts can span between the two jurisdictions, particularly given their proximity. Solutions can also span jurisdictions, such as coordination on alternative vehicles and related infrastructure. Additionally, the City of Naples provides water for the CRA area, so there has been coordination on water line upgrades and fire hydrant installation (see Section 7.1).
- Flooding and stormwater drainage emerged as a problem in various public outreach events, highlighting the need for systemic approaches to drainage that account for water quality and use/design of right-of-way. Capital improvements will require increased coordination with County Stormwater Management.
- Better communication between the CRA and residents was noted as a need; current CRA efforts
 may begin to facilitate this improvement, such as an update to the CRA website design. The CRA
 also needs to account for residents who do not primarily speak English in their outreach efforts
 by providing materials and meetings in translation. It may consider coordinating with other
 entities, such as schools, for effective and consolidated meeting times.
- CRA area improvements should consider both need and geographic distribution.

7.0 Built Environment Assessment and Needs

7.1 Built Environment Assessment and Needs Planning Graphics

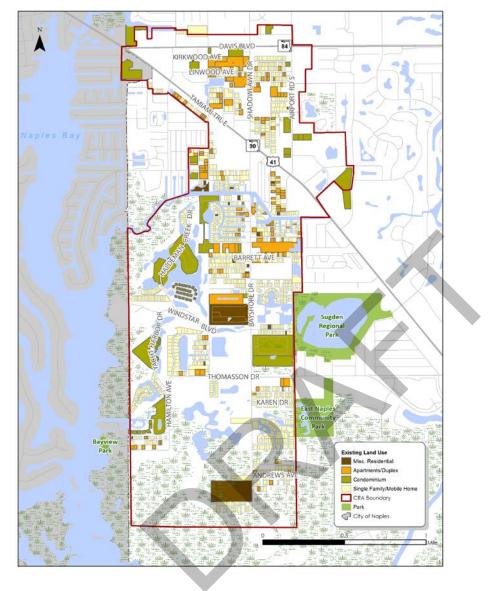
The final Redevelopment Plan provides planning graphics summarizing many of the findings and key takeaways from the Built Environment Assessment and Needs in the following sections:

- Residential Land Use Characteristics
- Commercial & Industrial Land Use Characteristics
- Community-Oriented Uses
- Parks & Open Space
- Design Treatments & Attributes
- Needed Land Use Transitions
- Character Areas
- Existing Transportation Conditions
- Specific Transportation Needs
- Potential Complete Streets Projects
- Stormwater Infrastructure
- Water Infrastructure

The following information provides additional relevant analysis.

7.2 Ownership & Rental Housing

The balance between rental residential units and owned residential units was a topic to explore further from the public outreach. Rented versus owned multi-family units can be shown using the distinction between condominiums and apartments, as illustrated in Map 7-1. The map indicates that there is a mix of condominiums and apartments, with condominiums primarily in the Windstar area and along corridors in the Triangle area and apartments primarily in the northern Bayshore Drive area and central Triangle area.



Map 7-1: Break-Down of Multi-Family Residential in the CRA Area

Source: 2017 Florida Department of Revenue

7.3 Housing Affordability

Table 7-1 shows for-purchase housing affordable within the CRA area at different levels of Median Family Income (MFI) of the Naples-Immokalee-Marco Island area, as well as the share this housing makes up of the total number of parcels (which corresponds to total number of units) for each type. A "just value threshold" is determined for each MFI level by multiplying the income amount by 2.5, a conservative multiplier to determine the just value at which a home would be affordable at the given income level. The number of units available is determined by evaluating how many of the total units by type have a just value at or below this threshold. Note that these numbers include occupied units and that the number of units is cumulative as the percentage of MFI level increases.

The table indicates that there is some amount of for-purchase housing available at all of the income

ranges, with mobile homes in particular available to low-income households making 80% of MFI or less. Note however that Section 5.1 found that approximately 80% of single-family homes and 42% of mobile homes had a below-average improvement quality, suggesting that some of the affordability of housing may be due to lower structural quality. It is important to ensure that a baseline level of dwelling quality is accomplished in conjunction with maintaining adequate housing availability.

Table 7-1: Housing Available within the CRA Area at Different Percentage Levels of MFI by Housing Type

MFI Level	JV Threshold	Single Family	% of Total Single- Family	Condo	% of Total Condo	Mobile Home	% of Total Mobile Home
30%	\$51,225	6	0.7%	12	1.0%	43	25.7%
50%	\$85,375	34	3.9%	201	16.1%	131	78.4%
60%	\$102,450	81	9.3%	234	18.7%	147	88.0%
80%	\$136,600	217	24.9%	485	38.7%	163	97.6%
100%	\$170,750	379	43.4%	645	51.5%	166	99.4%
120%	\$204,900	472	54.1%	688	55.0%	166	99.4%
140%	\$239,050	539	61.7%	767	61.3%	166	99.4%
150%	\$256,125	563	64.5%	778	62.1%	167	100.0%
160%	\$273,200	581	66.6%	798	63.7%	167	100.0%
180%	\$307,350	608	69.6%	875	69.9%	167	100.0%
200%	\$341,500	634	72.6%	959	76.6%	167	100.0%

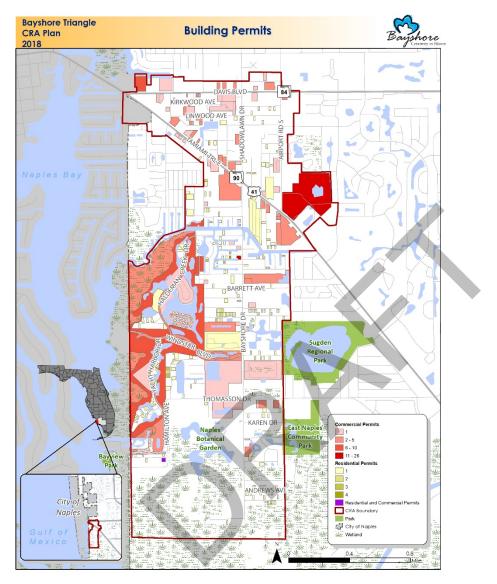
Note: just value threshold is determined using a conservative 2.5 multiplier for MFI income to create an affordable home price. This threshold is used to determine how many units by type are available at the given MFI levels by evaluating how many of the total units have just values at or below the threshold.

Source: 2017 HUD Income Limits for MFI

7.4 Recent Development

Recent development and approved development provides a current snapshot of the overall development activity in the area and indicates development interest. Map 7-2 shows new construction permits for residential and commercial buildings between 2012 and 2018. The permits shown apply only to the general building and exclude sub-structures and sub-systems (e.g., car ports, fire systems, signs). A sizable number of parcels in the CRA area have had these types of permits issued, some parcels having multiple permits issued. Table 7-6 provides more details on a few highlighted recent development efforts. For more information on recent projects or those currently in the development phase, please see the latest CRA Annual Report. These findings indicate that there is a fair amount of development interest in the CRA area, which would be further solidified and strengthened by completion of a large catalyst project.

Some of the approved development has highlighted points of potential improvement in the development process. For example, Ankrolab Brewing Co., a new microbrewery coming online on Bayshore Drive, highlighted ways to clarify and coordinate the various codes involved in development, such as referencing SIC codes directly in the LDC to facilitate new types of uses in the area.



Map 7-2: New Construction Building Permits by Parcel (2012-2018)

Note: the parcel with both residential and commercial permits issued (shown in purple) had 3 commercial and 2 residential permits issued during this time.

Source: Bayshore/Gateway Triangle Community Redevelopment Agency

Table 7-2: Highlighted Recent Development Efforts in the CRA Area

Name	Location	Description/Status		
Gateway Mini	Apex of US	The contract to purchase and redevelop the 5.34-acre site was		
Triangle	41 and Davis	awarded to Real Estate Partners, International in 2017 (the entire		
Project	Boulevard	Mini Triangle area is approximately 14.3 acres). The site is currently		
		planned for mixed-use, including retail, hotel, cineplex, car		
		showroom. In May of 2018, the zoning for the property was changed to Mixed Use Planned Unit Development in the Mixed Use		
		Subdistrict of the Gateway Triangle Mixed Use District Overlay. The		
		project is allowed up to 377 multi-family dwelling units, 228 hotel		
		suites, 111,000 square feet of commercial uses and 90,000 square		
		feet of general and medical office uses, 150 assisted living units,		
		60,000 square feet of self-storage and 30,000 square feet of car		
		dealership. The zoning change also allowed an exemption from		
		height standards for development in Airport Zones.		
Cultural Arts	Off of	Proposals for the 17.89-acre site are being reconsidered due to the		
Village Project	Bayshore	lack of financing for the most recent mixed-use project proposal by		
	Drive, west of Sugden	Arno Inc.		
	Regional Park			
Mattamy	Northwest	Residential Planned Unit Development that allows construction of a		
Homes	corner of	maximum of 276 units on a property of approximately 37 acres.		
	Bayshore			
	Drive and Thomasson			
	Drive			
Regatta	End of	Multi-family residential development approved in 2013 for 64 units		
Landing	Lakeview	on approximately 20 acres. In 2015, project modified and approved		
Condominiums	Drive	for 26 boat slips. As of the 2017 CRA Annual Report, 60 units and the		
& Boat Docks		boat slips were built.		
Ankrolab	3555	Project in the development process to repurpose a building for a		
Brewing Co.	Bayshore	microbrewery with 6000 SF Brew Garden planned		
	Drive			
Woodspring	2600	Project in the development process with building permit issued for		
Suites Tamiami Trail 4-story hotel with 123 units				

Sources: PUD documentation, Building permits, establishment websites, and 2017 CRA Annual Report

7.5 Built Environment Takeaways

- There is a fairly good mix of rental and ownership in the CRA area, as well as for-purchase units available at various MFI levels. However, since approximately 80% of single-family homes and 42% of mobile homes have a below-average improvement quality, some of the affordability of housing may be due to lower structural quality. It is important to ensure that a baseline level of dwelling quality is accomplished in conjunction with maintaining adequate housing availability.
- The number of newly approved developments indicate that there is interest in redevelopment
 in the CRA area; the successful completion of a larger catalyst project could further solidify and
 strengthen this interest and activity. Other incentives the CRA might consider are discussed
 further in Section 6.0 of this memo.



APPENDIX



Community Forum Summary

The Redevelopment Plan update process included a Community Forum on September 19, 2019 from 6 to 8 pm at the Naples Botanical Gardens to present preliminary recommendations to the public and gather feedback about project and initiative prioritization. More than 50 people attended the event. Attendees had the opportunity to vote on which themes, projects and initiatives, and prioritization criteria they considered to be the most important.

Based on comment form feedback focused on the vision statement, goals, and project/initiative prioritization the following themes were most often mentioned (around 4 comments on related items) as important to address:

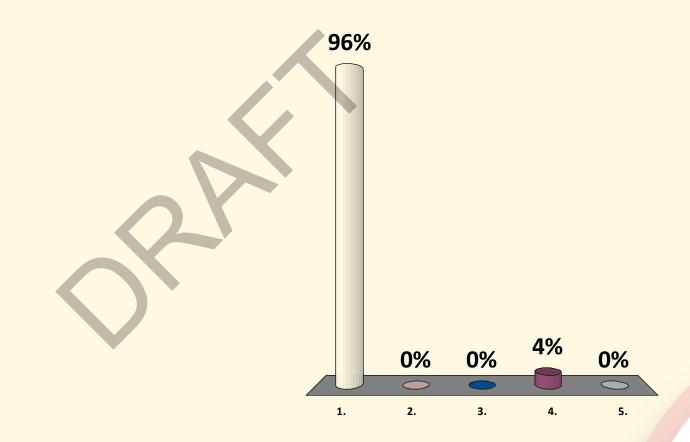
- Walkability and pedestrian amenities
- Stormwater infrastructure and its maintenance
- Code enforcement issues and property clean-up
- Connections to parks

The remainder of this section summarizes the polling responses from the attendees.



Test Question: How Did you get to today's workshop?

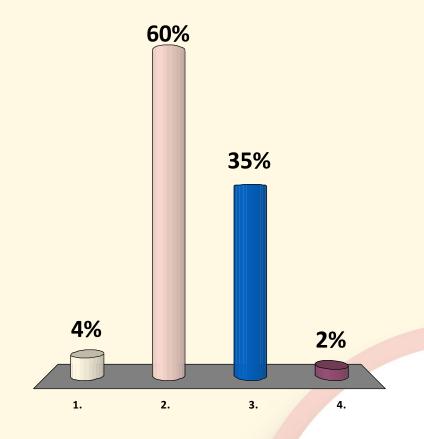
- 1. Your Car
- 2. Bus
- 3. Bike
- 4. Walk
- 5. Other





Where do you live?

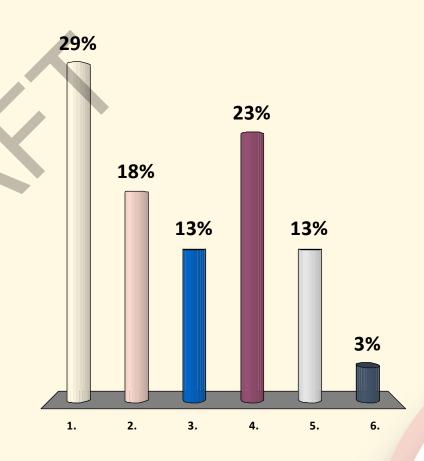
- 1. In the Triangle Area of the CRA
- 2. In the Bayshore Area of the CRA
- 3. Elsewhere in Collier County
- 4. Outside of Collier County





Pick the top **three** themes that are most important:

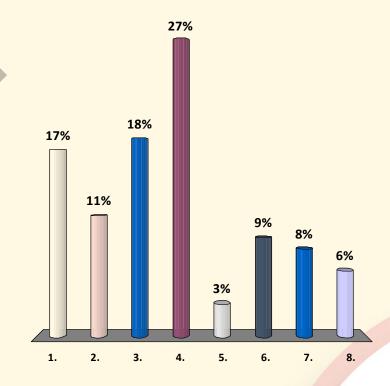
- 1. Land Use & Design
- 2. Public Space, Parks, & Open Space
- 3. Private Development
- 4. Transportation & Walkability
- 5. Infrastructure
- 6. Process





Pick the top **three** land use & design projects/initiatives that are most important:

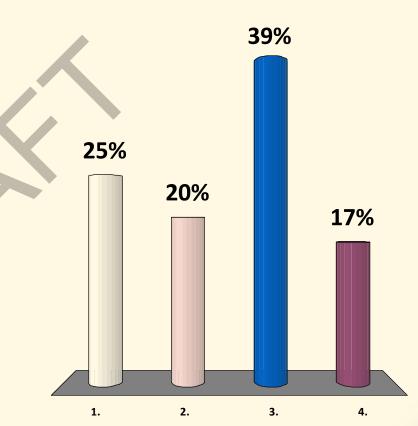
- 1. Gateway intersection design elements
- 2. Street signs/wayfinding
- 3. Design standards in an arts & culture plan
- 4. Land Development Code/Zoning updates
- 5. Wall and fence grant program
- 6. Public art grant program
- 7. Commercial façade grant program
- 8. Other





Pick the top **two** public space, parks, & open space projects/ initiatives that are most important:

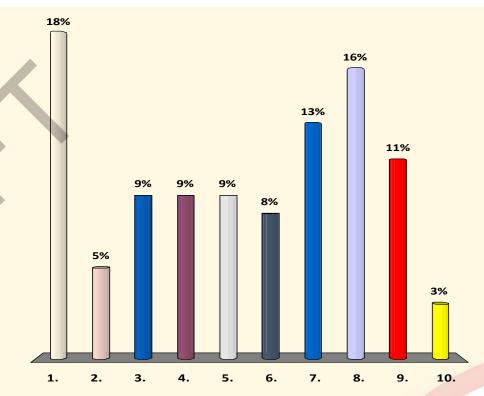
- 1. Haldeman Creek dredge
- 2. Triangle retention pond park feasibility study and project
- 3. Community safety & cleanup strategy
- 4. Other





Pick the top **three** development projects/initiatives that are most important:

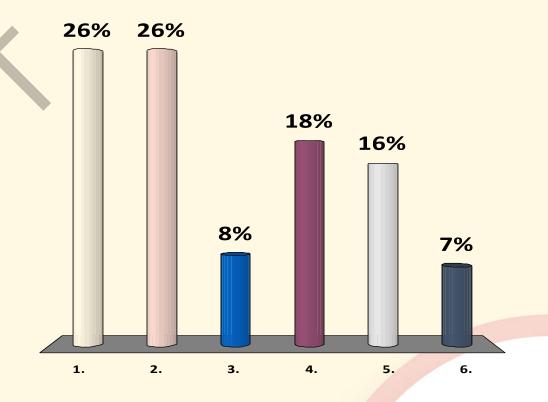
- 1. Arts & culture plan
- 2. Market study
- 3. Branding strategy
- 4. Marketing & communication strategy
- 5. Community land trust implementation
- 6. Micro-enterprise incubator strategy
- 7. Economic development grant program
- 8. Residential improvement grant/loan program
- 9. Establish CRA role in development review process
- 10. Other





Pick the top **two** complete streets projects/initiatives that are most important:

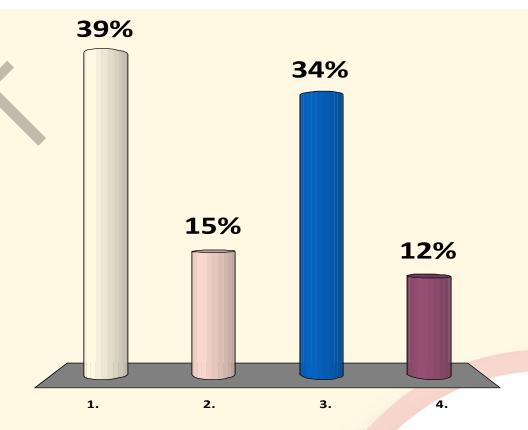
- Complete Streets & trails strategy plan and projects
- 2. Bayshore Drive Complete Street
- 3. Jeepers Drive Complete Street
- 4. Bayshore bicycle/pedestrian trail feasibility study
- 5. Sidewalk gaps/Bicycle Infrastructure
- 6. Other





Pick the top two Parking projects/ initiatives that are most important:

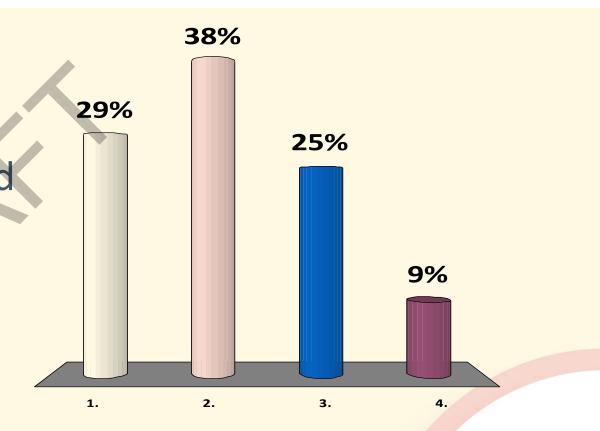
- Surface parking lot/garage –
 Bayshore area
- Surface parking lot/garage -Mini Triangle area
- 3. Car/boat parking Bayview Park area
- 4. Other





Pick the top **two** infrastructure projects/initiatives that are most important:

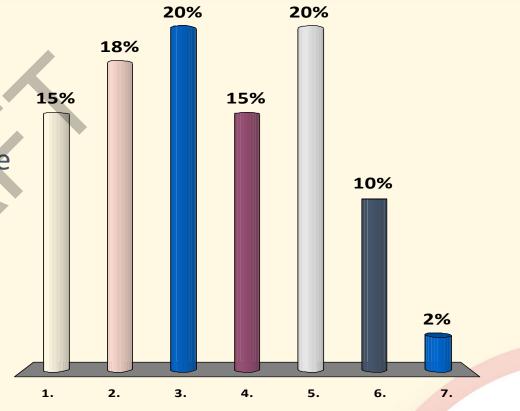
- 1. Water Infrastructure Upgrades
- 2. Stormwater Master Plan Update
- 3. General Road Minimum Standard Improvements (Pine Tree, Andrews, Woodside, Holly, Palmetto)
- 4. Other





Pick the top **three** criteria for prioritizing projects/initiatives (in addition to public input):

- 1. Timing of project/initiative
- 2. Planning already undertaken or completed
- Funding availability from dedicated or outside sources
- 4. Ability to address health/safety concerns
- 5. Magnitude of impact and multiplier effects
- 6. CRA staff prioritization recommendations
- 7. Other





APPENDIX



LEGAL DESCRIPTION

Bayshore/Gateway Triangle Redevelopment Area legal description from enabling Resolution 2000-82 of the Board of County Commissioners:

BAYSHORE/GATEWAY TRIANGLE REDEVELOPMENT AREA DESCRIPTION

BEG SW CNR SECT 2, TWP 50, RNG 25, N 630', E 662', S 427', E 200', N 270', E TO THE E R/W LINE OF BROOKSIDE DRIVE, S TO THE SW CNR OF LOT 10, SUNSET SUB, E TO THE SE CNR OF LOT 6, SUNSET SUB, S 92', E TO THE NW CRN OF LOT 55, BLK A, ROCK CREEK PARK, N TO THE NW CNR OF LOT 10, BLK B, ROCK CREEK PARK, E TO THE E SECT LINE SECT 2, TWP 50, RNG 25, S TO THE NW CNR OF SECT 12, TWP 50, RNG 25, E 670', S 773', W 200', S 735', W 200', S 990', E 460', S 330', E 972', S 1174', SWLY 481', NWLY 523', W 95', SWLY 730' TO THE NELY R/W LINE U.S. 41, CONT SWLY TO THE SWLY R/W LINE U.S. 41, NWLY ALG THE SWLY R/W LINE OF U.S. 41 TO ITS INTERSECT WITH THE W R/W LINE OF BAYSHORE DRIVE,

S TO THE N R/W LINE OF WEEKS AVE, W 761', N 1355', W TO THE W R/W LINE OF PINE STREET, N TO THE SE CNR OF LOT 2, BLK K, INOMAH SUB, W 100', N TO THE N R/W OF WASHINGTON AVE, CONT NWLY AND WLY ALG NLY R/W LINE WASHINGTON AVE TO THE SW CNR OF LOT 2, BLK C, INOMAH SUB, W TO THE W R/W LINE OF FREDRICK ST, N TO NE CNR LOT 9, COC-LEE-TERRACE SUB, W TO THE W SECT LINE OF SECT 11, TWP 50, RNG 25, N TO THE SW SECT CNR OF SECT 2, TWP 50, RNG 25 AND THE POB.

AND

BEG SE CNR SECT 23, TWP 50, RNG 25, N ALG THE E SECT LINES OF SECT 23 AND 14, TWP 50, RNG 25, TO E 1/2 CNR SECT 14, TWP 50, RNG 25, E TO THE SE CNR LOT 6, CREWS SUB, N TO THE S LINE OF HALDEMAN CREEK, E TO THE SWLY RW LINE OF U.S. 41, NWLY ALG THE SWLY RW LINE OF U.S. 41 TO ITS INTSECT WITH THE W RW LINE OF BAYSHORE DRIVE, S TO THE N RW LINE OF WEEKS AVE, W 761', N 1355', W TO THE W RW LINE OF PINE STREET, S TO THE S RW LINE OF MANGROVE STREET, W TO THE NW CNR LOT 14, BLK F, HALDEMAN RIVER SUB, S TO THE N LINE OF HALDEMAN CREEK, SWLY ALG THE N LINE OF HALDEMAN CREEK TO ITS INTSECT WITH THE W SECT LINE OF SECT 14, TWP 50, RNG 25, S ALG THE W SECT LINE OF SECT 14 AND 23, TWP 50, RNG 25, TO THE SW CNR OF SECT 23, TWP 50, RNG 25, E TO THE SE CNR OF SECT 23, TWP 50, RNG 25 AND THE POB.

APPENDIX





TAX INCREMENT & MUNICIPAL SERVICE TAXING UNITS ESTIMATES

Tax Increment Financing

The Redevelopment Area is dependent upon the use of increment revenue financing for funding. Using this method, the County froze all taxable values within the Redevelopment Area at the 2000 rate to establish a base collection amount. Millages are applied through the General Fund (001) and the Unincorporated Area General Fund (111). The future taxes collected (associated with tax base and property value increases) are placed into a separate account and designated for specific uses. The funds can be dedicated to transportation or general improvements, or placed in the general fund with the base ad valorem revenues.

The analysis is based on the historical tax roll data obtained from the Florida Department of Revenue (FDOR) and population projections for Collier County obtained from the Bureau of Economic and Business Research (BEBR). Specific increases in the tax base are shown in terms of expected development and its value. This expected development is based exclusively on past patterns of activity adjusted for anticipated community redevelopment activities within the Redevelopment Area. These programmatic assumptions offer a baseline for comparison with future potential development.

For this analysis, the Bayshore CRA's current millage rates have been used, and were held constant over the planning horizon.

As for the structure of the revenues which may accrue, only the taxable value(s) net of the base year taxable value is considered in calculating current or future increment revenues.

The general procedures used to calculate available revenues are shown in the following calculations:

- Assessed values, including new construction Exemptions or exclusions = Current taxable values.
- Current taxable values Established base year taxable values = Net valuations subject to applicable jurisdictional millages.
- Net valuations × by applicable millages = increment revenues. Pursuant to the Community Redevelopment Act, Section 163.387, F.S., the maximum revenue available to the Redevelopment Trust Fund will be 95 percent of the calculated increment revenues.

Note that the first 5-years (2019-2024) of projected values are obtained from Florida's Office of Economic & Demographic Research (EDR) Revenue Estimating Conference. The conference produces detailed projections of the "County Taxable Value" for each county in Florida. The values projected by EDR were used for each CRA tax increment scenario with the low, medium, high growth scenarios starting in 2025. For projection purposes past 2025, three different scenarios were developed that reflect different future growth rates for taxable values in the Redevelopment Area. Additional details for each scenario are presented below.

Scenario #1

Ad valorem revenues associated with the increment revenue financing for the Redevelopment Area were estimated using the projected growth of the taxable values for residential and non-residential developments. The average taxable values were indexed annually based on the positive correlation

between population growth and taxable value increases discussed previously, along with the historical growth trends of taxable values in the Redevelopment Area, by land use. Based on these projections, if the current millage is held constant (3.5645 mils for fund 001 and 0.8069 mils for fund 111), the ad valorem taxes used for the Redevelopment Area fund are estimated to generate approximately \$92.9 million between 2018 and 2040.

Additional growth scenarios are presented in this report that reflects more aggressive growth rates in taxable values and potential revenues. Although more aggressive than the growth rates in Scenario #1, these scenarios still present revenue projections that can reasonably be obtained. Since 1976, the taxable value for residential property in Collier County has averaged a 10 percent annual increase, and commercial property has averaged a 9 percent annual increase. Within the CRA, taxable values (all property) have averaged a 5 percent annual increase.

Scenario #2

Scenario #2 reflects increased growth rates that are consistent with the historical growth rates in taxable values for the entire CRA area. This scenario estimates slightly higher taxable value growth than Scenario #1, with a projected average annual taxable value growth rate of 5.2 percent (as opposed to Scenario #1 at 4.8 percent). As CRA properties are redeveloped, it is reasonable to assume that taxable values will increase at or above historical growth rates. Using these higher annual growth rates, the Scenario #2 increment revenue financing option would generate approximately \$96.6 million between 2018 and 2040.

Scenario #3

Additionally, an optimistic growth rate scenario was developed. Scenario #3 has increased growth rates that are more than Scenarios #1 and #2, bringing the average growth rate for all land uses more in line with the recent growth rates of the entire county seen over the last few years. This scenario projects the growth in taxable values for all property to average approximately 5.7 percent, annually. Using these rates, the increment revenue financing option generated approximately \$103.9 million between 2018 and 2040.

For each of the following scenarios, the following apply:

- Projected total taxable value of all properties within Redevelopment Area. Projected growth rates by land use are consistent with historical growth rates observed between 2000 and 2017 within Redevelopment Area. All figures rounded to nearest thousand.
- Difference between total taxable value (Item 1) for each year and base year (2000).
- For projection purposes, millage rates are assumed to remain the same through 2040.
- Increment revenue by year (Item 2), divided by 1,000, multiplied by total millage rate, and reduced by 5 percent for budgeting purposes.

Table AE-1: Scenario #1 Projected TIF Revenues

Year	Taxable		Mill	age	Revenue ⁽³⁾		
Year	Value ⁽¹⁾	Tax Increment ⁽²⁾	Fund 001	Fund 111	Fund 001	Fund 111	Total
2017	\$663,687,689	\$375,606,583	3.5645	0.8069	-	-	-
2018	\$701,076,000	\$412,994,894	3.5645	0.8069	\$1,271,907	\$287,923	\$1,559,830
2019	\$761,806,000	\$473,724,894	3.5645	0.8069	\$1,398,514	\$316,583	\$1,715,097
2020	\$810,239,000	\$522,157,894	3.5645	0.8069	\$1,604,163	\$363,136	\$1,967,299
2021	\$861,111,000	\$573,029,894	3.5645	0.8069	\$1,768,170	\$400,263	\$2,168,433
2022	\$914,322,000	\$626,240,894	3.5645	0.8069	\$1,940,437	\$439,259	\$2,379,696
2023	\$970,752,000	\$682,670,894	3.5645	0.8069	\$2,120,624	\$480,048	\$2,600,672
2024	\$1,062,117,000	\$774,035,894	3.5645	0.8069	\$2,311,711	\$523,305	\$2,835,016
2025	\$1,109,715,000	\$821,633,894	3.5645	0.8069	\$2,621,098	\$593,341	\$3,214,439
2026	\$1,158,389,000	\$870,307,894	3.5645	0.8069	\$2,782,278	\$629,828	\$3,412,106
2027	\$1,208,139,000	\$920,057,894	3.5645	0.8069	\$2,947,102	\$667,139	\$3,614,241
2028	\$1,258,967,000	\$970,885,894	3.5645	0.8069	\$3,115,569	\$705,275	\$3,820,844
2029	\$1,310,871,000	\$1,022,789,894	3.5645	0.8069	\$3,287,687	\$744,237	\$4,031,924
2030	\$1,363,851,000	\$1,075,769,894	3.5645	0.8069	\$3,463,448	\$784,025	\$4,247,473
2031	\$1,417,909,000	\$1,129,827,894	3.5645	0.8069	\$3,642,853	\$824,637	\$4,467,490
2032	\$1,473,043,000	\$1,184,961,894	3.5645	0.8069	\$3,825,908	\$866,075	\$4,691,983
2033	\$1,529,253,000	\$1,241,171,894	3.5645	0.8069	\$4,012,607	\$908,338	\$4,920,945
2034	\$1,586,541,000	\$1,298,459,894	3.5645	0.8069	\$4,202,949	\$951,427	\$5,154,376
2035	\$1,644,905,000	\$1,356,823,894	3.5645	0.8069	\$4,396,942	\$995,341	\$5,392,283
2036	\$1,704,346,000	\$1,416,264,894	3.5645	0.8069	\$4,594,579	\$1,040,080	\$5,634,659
2037	\$1,764,863,000	\$1,476,781,894	3.5645	0.8069	\$4,795,862	\$1,085,645	\$5,881,507
2038	\$1,826,457,000	\$1,538,375,894	3.5645	0.8069	\$5,000,790	\$1,132,035	\$6,132,825
2039	\$1,889,128,000	\$1,601,046,894	3.5645	0.8069	\$5,209,364	\$1,179,250	\$6,388,614
2040	\$1,952,876,000	\$1,664,794,894	3.5645	0.8069	\$5,421,585	\$1,227,291	\$6,648,876
2041	\$2,017,700,000	\$1,729,618,894	3.5645	0.8069	\$5,637,453	\$1,276,157	\$6,913,610
2042	\$2,083,601,000	\$1,795,519,894	3.5645	0.8069	\$5,856,965	\$1,325,848	\$7,182,813
2043	\$2,150,579,000	\$1,862,497,894	3.5645	0.8069	\$6,080,124	\$1,376,365	\$7,456,489
2044	\$2,218,633,000	\$1,930,551,894	3.5645	0.8069	\$6,306,930	\$1,427,707	\$7,734,637
2045	\$2,287,764,000	\$1,999,682,894	3.5645	0.8069	\$6,537,380	\$1,479,874	\$8,017,254
Total					\$106,154,999	\$24,030,432	\$130,185,431

- 1. Source: Scenario #1 projected taxable values for the Bayshore CRA. Average annual growth at 4.8%. Note that the first 5-years (2019-2024) of projected values are obtained from Florida's Office of Economic & Demographic Research (EDR) Revenue Estimating Conference.
- 2. http://edr.state.fl.us/Content/conferences/advalorem/index.cfm
- 3. Taxable value for each year (Item 1) less the base year taxable value of \$288,081,106
- 4. For each fund, the tax increment for the previous year multiplied by the millage, divided by 1,000 and reduced by 5%. Note that the revenues for each year are offset against the tax increment changes due to timing of collections (i.e., the revenue for 2019 is based on the tax increment change from 2017 to 2018

Table AE-2: Scenario #2 Projected TIF Revenues

Year	Taxable	·		lage		Revenue ⁽³⁾	
Teal	Value ⁽¹⁾	Tax Increment ⁽²⁾	Fund 001	Fund 111	Fund 001	Fund 111	Total
2017	\$663,687,689	\$375,606,583	3.5645	0.8069	-	-	-
2018	\$701,076,000	\$412,994,894	3.5645	0.8069	\$1,271,907	\$287,923	\$1,559,830
2019	\$761,806,000	\$473,724,894	3.5645	0.8069	\$1,398,514	\$316,583	\$1,715,097
2020	\$810,239,000	\$522,157,894	3.5645	0.8069	\$1,604,163	\$363,136	\$1,967,299
2021	\$861,111,000	\$573,029,894	3.5645	0.8069	\$1,768,170	\$400,263	\$2,168,433
2022	\$914,322,000	\$626,240,894	3.5645	0.8069	\$1,940,437	\$439,259	\$2,379,696
2023	\$970,752,000	\$682,670,894	3.5645	0.8069	\$2,120,624	\$480,048	\$2,600,672
2024	\$1,028,659,000	\$740,577,894	3.5645	0.8069	\$2,311,711	\$523,305	\$2,835,016
2025	\$1,086,938,000	\$798,856,894	3.5645	0.8069	\$2,507,800	\$567,694	\$3,075,494
2026	\$1,146,540,000	\$858,458,894	3.5645	0.8069	\$2,705,149	\$612,368	\$3,317,517
2027	\$1,207,463,000	\$919,381,894	3.5645	0.8069	\$2,906,978	\$658,056	\$3,565,034
2028	\$1,269,707,000	\$981,625,894	3.5645	0.8069	\$3,113,280	\$704,757	\$3,818,037
2029	\$1,333,274,000	\$1,045,192,894	3.5645	0.8069	\$3,324,055	\$752,470	\$4,076,525
2030	\$1,398,162,000	\$1,110,080,894	3.5645	0.8069	\$3,539,311	\$801,198	\$4,340,509
2031	\$1,464,372,000	\$1,176,290,894	3.5645	0.8069	\$3,759,039	\$850,938	\$4,609,977
2032	\$1,531,904,000	\$1,243,822,894	3.5645	0.8069	\$3,983,244	\$901,692	\$4,884,936
2033	\$1,600,757,000	\$1,312,675,894	3.5645	0.8069	\$4,211,926	\$953,459	\$5,165,385
2034	\$1,670,932,000	\$1,382,850,894	3.5645	0.8069	\$4,445,082	\$1,006,238	\$5,451,320
2035	\$1,742,429,000	\$1,454,347,894	3.5645	0.8069	\$4,682,713	\$1,060,031	\$5,742,744
2036	\$1,815,247,000	\$1,527,165,894	3.5645	0.8069	\$4,924,822	\$1,114,838	\$6,039,660
2037	\$1,889,387,000	\$1,601,305,894	3.5645	0.8069	\$5,171,404	\$1,170,657	\$6,342,061
2038	\$1,964,849,000	\$1,676,767,894	3.5645	0.8069	\$5,422,462	\$1,227,489	\$6,649,951
2039	\$2,041,632,000	\$1,753,550,894	3.5645	0.8069	\$5,677,997	\$1,285,335	\$6,963,332
2040	\$2,119,738,000	\$1,831,656,894	3.5645	0.8069	\$5,938,006	\$1,344,193	\$7,282,199
2041	\$2,199,165,000	\$1,911,083,894	3.5645	0.8069	\$6,202,494	\$1,404,066	\$7,606,560
2042	\$2,279,913,000	\$1,991,831,894	3.5645	0.8069	\$6,471,456	\$1,464,951	\$7,936,407
2043	\$2,361,983,000	\$2,073,901,894	3.5645	0.8069	\$6,744,891	\$1,526,849	\$8,271,740
2044	\$2,445,375,000	\$2,157,293,894	3.5645	0.8069	\$7,022,802	\$1,589,760	\$8,612,562
2045	\$2,530,089,000	\$2,242,007,894	3.5645	0.8069	\$7,305,190	\$1,653,684	\$8,958,874
Total					\$112,475,627	\$25,461,240	\$137,936,867

- 1. Source: Scenario #1 projected taxable values for the Bayshore CRA. Average annual growth at 5.2%. Note that the first 5-years (2019-2024) of projected values are obtained from Florida's Office of Economic & Demographic Research (EDR) Revenue Estimating Conference.
- 2. Taxable value for each year (Item 1) less the base year taxable value of \$288,081,106
- 3. For each fund, the tax increment for the previous year multiplied by the millage, divided by 1,000 and reduced by 5%. Note that the revenues for each year are offset against the tax increment changes due to timing of collections (i.e., the revenue for 2019 is based on the tax increment change from 2017 to 2018

Table AE-3: Scenario #3 Projected TIF Revenues

Year	Taxable		Mill	age	Revenue ⁽³⁾			
Teal	Value ⁽¹⁾	Tax Increment ⁽²⁾	Fund 001	Fund 111	Fund 001	Fund 111	Total	
2017	\$663,687,689	\$375,606,583	3.5645	0.8069	-	-	-	
2018	\$701,076,000	\$412,994,894	3.5645	0.8069	\$1,271,907	\$287,923	\$1,559,830	
2019	\$761,806,000	\$473,724,894	3.5645	0.8069	\$1,398,514	\$316,583	\$1,715,097	
2020	\$810,239,000	\$522,157,894	3.5645	0.8069	\$1,604,163	\$363,136	\$1,967,299	
2021	\$861,111,000	\$573,029,894	3.5645	0.8069	\$1,768,170	\$400,263	\$2,168,433	
2022	\$914,322,000	\$626,240,894	3.5645	0.8069	\$1,940,437	\$439,259	\$2,379,696	
2023	\$970,752,000	\$682,670,894	3.5645	0.8069	\$2,120,624	\$480,048	\$2,600,672	
2024	\$1,054,119,000	\$766,037,894	3.5645	0.8069	\$2,311,711	\$523,305	\$2,835,016	
2025	\$1,119,750,000	\$831,668,894	3.5645	0.8069	\$2,594,015	\$587,210	\$3,181,225	
2026	\$1,187,573,000	\$899,491,894	3.5645	0.8069	\$2,816,260	\$637,520	\$3,453,780	
2027	\$1,257,587,000	\$969,505,894	3.5645	0.8069	\$3,045,927	\$689,510	\$3,735,437	
2028	\$1,329,792,000	\$1,041,710,894	3.5645	0.8069	\$3,283,014	\$743,180	\$4,026,194	
2029	\$1,404,190,000	\$1,116,108,894	3.5645	0.8069	\$3,527,520	\$798,529	\$4,326,049	
2030	\$1,480,778,000	\$1,192,696,894	3.5645	0.8069	\$3,779,452	\$855,559	\$4,635,011	
2031	\$1,559,559,000	\$1,271,477,894	3.5645	0.8069	\$4,038,800	\$914,268	\$4,953,068	
2032	\$1,640,531,000	\$1,352,449,894	3.5645	0.8069	\$4,305,574	\$974,658	\$5,280,232	
2033	\$1,723,694,000	\$1,435,612,894	3.5645	0.8069	\$4,579,767	\$1,036,727	\$5,616,494	
2034	\$1,809,049,000	\$1,520,967,894	3.5645	0.8069	\$4,861,380	\$1,100,476	\$5,961,856	
2035	\$1,896,596,000	\$1,608,514,894	3.5645	0.8069	\$5,150,416	\$1,165,906	\$6,316,322	
2036	\$1,986,334,000	\$1,698,252,894	3.5645	0.8069	\$5,446,874	\$1,233,015	\$6,679,889	
2037	\$2,078,264,000	\$1,790,182,894	3.5645	0.8069	\$5,750,751	\$1,301,804	\$7,052,555	
2038	\$2,172,385,000	\$1,884,303,894	3.5645	0.8069	\$6,062,052	\$1,372,274	\$7,434,326	
2039	\$2,268,698,000	\$1,980,616,894	3.5645	0.8069	\$6,380,771	\$1,444,423	\$7,825,194	
2040	\$2,367,202,000	\$2,079,120,894	3.5645	0.8069	\$6,706,913	\$1,518,252	\$8,225,165	
2041	\$2,467,898,000	\$2,179,816,894	3.5645	0.8069	\$7,040,475	\$1,593,761	\$8,634,236	
2042	\$2,570,786,000	\$2,282,704,894	3.5645	0.8069	\$7,381,459	\$1,670,950	\$9,052,409	
2043	\$2,675,865,000	\$2,387,783,894	3.5645	0.8069	\$7,729,867	\$1,749,819	\$9,479,686	
2044	\$2,783,135,000	\$2,495,053,894	3.5645	0.8069	\$8,085,693	\$1,830,368	\$9,916,061	
2045	\$2,892,598,000	\$2,604,516,894	3.5645	0.8069	\$8,448,939	\$1,912,596	\$10,361,535	
Total					\$123,431,445	\$27,941,322	\$151,372,767	

- 1. Source: Scenario #1 projected taxable values for the Bayshore CRA. Average annual growth at 5.70%. Note that the first 5-years (2019-2024) of projected values are obtained from Florida's Office of Economic & Demographic Research (EDR) Revenue Estimating Conference.
- 2. Taxable value for each year (Item 1) less the base year taxable value of \$288,081,106
- 3. For each fund, the tax increment for the previous year multiplied by the millage, divided by 1,000 and reduced by 5%. Note that the revenues for each year are offset against the tax increment changes due to timing of collections (i.e., the revenue for 2019 is based on the tax increment change from 2017 to 2018

Municipal Service Taxing Units (MSTUs)

There are two MSTUs that overlap with the CRA area – the Bayshore Beautification MSTU and the Haldeman Creek MSTU. The Bayshore Beautification MSTU was created to provide certain streetscape and right-of-way improvements in the CRA area generally south of US 41. The Haldeman Creek MSTU was created for maintenance dredging and navigational marker maintenance. Projected revenues for these two MSTUs are based on the same scenarios described for the TIF calculations above. Note that revenues stem directly from millages (as opposed to an increment difference with a base year as in the case of the TIF revenues).

Bayshore Beautification MSTU

Table AE-4: Scenario #1 Projected Revenues

Tax Year (FY)	MSTU Valuation	Budgeting	Millage	Projected
rax rear (r r)	Wisto Valuation	Adjustment	·······age	Revenue
2017	\$520,652,265	95%		
2018	\$556,395,962	95%	2.3604	\$1,247,651
2019	\$591,115,003	95%	2.3604	\$1,325,504
2020	\$625,527,320	95%	2.3604	\$1,402,670
2021	\$660,034,619	95%	2.3604	\$1,480,048
2022	\$694,831,419	95%	2.3604	\$1,558,076
2023	\$730,024,175	95%	2.3604	\$1,636,992
2024	\$765,674,832	95%	2.3604	\$1,716,934
2025	\$801,819,577	95%	2.3604	\$1,797,984
2026	\$838,478,945	95%	2.3604	\$1,880,188
2027	\$875,663,295	95%	2.3604	\$1,963,570
2028	\$913,375,780	95%	2.3604	\$2,048,136
2029	\$951,615,129	95%	2.3604	\$2,133,883
2030	\$990,376,372	95%	2.3604	\$2,220,800
2031	\$1,029,652,374	95%	2.3604	\$2,308,872
2032	\$1,069,434,646	95%	2.3604	\$2,398,079
2033	\$1,109,713,336	95%	2.3604	\$2,488,399
2034	\$1,150,478,225	95%	2.3604	\$2,579,809
2035	\$1,191,719,137	95%	2.3604	\$2,672,287
2036	\$1,233,425,692	95%	2.3604	\$2,765,809
2037	\$1,275,588,082	95%	2.3604	\$2,860,353
2038	\$1,318,196,940	95%	2.3604	\$2,955,898
2039	\$1,361,243,853	95%	2.3604	\$3,052,426
2040	\$1,404,721,160	95%	2.3604	\$3,149,919
2041	\$1,448,622,279	95%	2.3604	\$3,248,362
2042	\$1,492,941,782	95%	2.3604	\$3,347,743
2043	\$1,537,675,538	95%	2.3604	\$3,448,053
2044	\$1,582,820,738	95%	2.3604	\$3,549,286
2045	\$1,628,375,926	95%	2.3604	\$3,651,438
Total	-	FY 2018-45:		\$66,889,169

Note: there is a 5% statutory reduction requirement for counties when projecting for budget

Table AE-5: Scenario #2 Projected Revenues

Table AE-5: Sce	MSTU Valuation	Budgeting	Millogo	Projected
Tax Year (FY)	IVISTO Valuation	Adjustment	Millage	Revenue
2017	\$520,652,265	95%		
2018	\$564,585,635	95%	2.3604	\$1,266,016
2019	\$606,549,761	95%	2.3604	\$1,360,115
2020	\$647,828,592	95%	2.3604	\$1,452,678
2021	\$688,973,702	95%	2.3604	\$1,544,941
2022	\$730,242,846	95%	2.3604	\$1,637,482
2023	\$771,769,450	95%	2.3604	\$1,730,600
2024	\$813,623,294	95%	2.3604	\$1,824,453
2025	\$855,837,738	95%	2.3604	\$1,919,113
2026	\$898,423,883	95%	2.3604	\$2,014,608
2027	\$941,377,891	95%	2.3604	\$2,110,927
2028	\$984,686,255	95%	2.3604	\$2,208,041
2029	\$1,028,328,725	95%	2.3604	\$2,305,904
2030	\$1,072,280,092	95%	2.3604	\$2,404,459
2031	\$1,116,512,185	95%	2.3604	\$2,503,645
2032	\$1,160,994,826	95%	2.3604	\$2,603,392
2033	\$1,205,696,625	95%	2.3604	\$2,703,630
2034	\$1,250,585,657	95%	2.3604	\$2,804,288
2035	\$1,295,630,050	95%	2.3604	\$2,905,295
2036	\$1,340,798,359	95%	2.3604	\$3,006,579
2037	\$1,386,060,036	95%	2.3604	\$3,108,073
2038	\$1,431,385,662	95%	2.3604	\$3,209,711
2039	\$1,476,747,194	95%	2.3604	\$3,311,428
2040	\$1,522,118,310	95%	2.3604	\$3,413,168
2041	\$1,567,474,241	95%	2.3604	\$3,514,873
2042	\$1,612,792,344	95%	2.3604	\$3,616,493
2043	\$1,658,052,037	95%	2.3604	\$3,717,983
2044	\$1,703,234,847	95%	2.3604	\$3,819,300
2045	\$1,748,324,458	95%	2.3604	\$3,920,408
Total		FY 2018-45:		\$71,937,603

Table AE-6: Scenario #3 Projected Revenues

Tax Year (FY)	MSTU Valuation	Budgeting	Millage	Projected
Tax Teal (FT)	IVISTO Valuation	Adjustment	ivilliage	Revenue
2017	\$520,652,265	95%		
2018	\$570,657,837	95%	2.3604	\$1,279,632
2019	\$618,846,476	95%	2.3604	\$1,387,689
2020	\$666,424,041	95%	2.3604	\$1,494,376
2021	\$714,013,673	95%	2.3604	\$1,601,090
2022	\$761,898,751	95%	2.3604	\$1,708,467
2023	\$810,218,308	95%	2.3604	\$1,816,817
2024	\$859,037,223	95%	2.3604	\$1,926,288
2025	\$908,377,891	95%	2.3604	\$2,036,928
2026	\$958,236,209	95%	2.3604	\$2,148,730
2027	\$1,008,590,342	95%	2.3604	\$2,261,643
2028	\$1,059,406,499	95%	2.3604	\$2,375,592
2029	\$1,110,642,628	95%	2.3604	\$2,490,483
2030	\$1,162,251,104	95%	2.3604	\$2,606,209
2031	\$1,214,180,327	95%	2.3604	\$2,722,654
2032	\$1,266,376,232	95%	2.3604	\$2,839,697
2033	\$1,318,783,498	95%	2.3604	\$2,957,214
2034	\$1,371,346,270	95%	2.3604	\$3,075,079
2035	\$1,424,008,878	95%	2.3604	\$3,193,169
2036	\$1,476,716,929	95%	2.3604	\$3,311,361
2037	\$1,529,416,999	95%	2.3604	\$3,429,534
2038	\$1,582,057,896	95%	2.3604	\$3,547,575
2039	\$1,634,590,626	95%	2.3604	\$3,665,373
2040	\$1,686,968,643	95%	2.3604	\$3,782,825
2041	\$1,739,148,306	95%	2.3604	\$3,899,831
2042	\$1,791,089,012	95%	2.3604	\$4,016,302
2043	\$1,842,753,405	95%	2.3604	\$4,132,153
2044	\$1,894,107,627	95%	2.3604	\$4,247,309
2045	\$1,945,121,181	95%	2.3604	\$4,361,701
Total		FY 2018-45:		\$78,315,721

Haldeman Creek MSTU

Table AE-7: Scenario #1 Projected Revenues

Table AE-7: Sce		Budgeting		Projected
Tax Year (FY)	MSTU Valuation	Adjustment	Millage	Revenue
2017	\$106,705,344	95%		
2018	\$114,144,177	95%	0.7348	\$79,679
2019	\$121,367,536	95%	1.0000	\$115,299
2020	\$128,526,521	95%	1.0000	\$122,100
2021	\$135,704,827	95%	1.0000	\$128,920
2022	\$142,942,896	95%	1.0000	\$135,796
2023	\$150,262,704	95%	1.0000	\$142,750
2024	\$157,677,032	95%	1.0000	\$149,793
2025	\$165,193,225	95%	1.0000	\$156,934
2026	\$172,815,346	95%	1.0000	\$164,175
2027	\$180,545,373	95%	1.0000	\$171,518
2028	\$188,383,756	95%	1.0000	\$178,965
2029	\$196,329,988	95%	1.0000	\$186,513
2030	\$204,382,850	95%	1.0000	\$194,164
2031	\$212,540,650	95%	1.0000	\$201,914
2032	\$220,801,394	95%	1.0000	\$209,761
2033	\$229,162,805	95%	1.0000	\$217,705
2034	\$237,622,632	95%	1.0000	\$225,742
2035	\$246,178,462	95%	1.0000	\$233,870
2036	\$254,827,995	95%	1.0000	\$242,087
2037	\$263,568,960	95%	1.0000	\$250,391
2038	\$272,399,253	95%	1.0000	\$258,779
2039	\$281,316,833	95%	1.0000	\$267,251
2040	\$290,320,002	95%	1.0000	\$275,804
2041	\$299,407,206	95%	1.0000	\$284,437
2042	\$308,577,110	95%	1.0000	\$293,148
2043	\$317,828,658	95%	1.0000	\$301,937
2044	\$327,161,143	95%	1.0000	\$310,803
2045	\$336,574,094	95%	1.0000	\$319,745
Total	-	FY 2018-45:		\$5,819,980

Table AE-8: Scenario #2 Projected Revenues

Table AE-8: Sce		Budgeting	B #211	Projected
Tax Year (FY)	MSTU Valuation	Adjustment	Millage	Revenue
2017	\$106,705,344	95%		
2018	\$115,835,723	95%	0.7348	\$80,860
2019	\$124,558,218	95%	1.0000	\$118,330
2020	\$133,140,017	95%	1.0000	\$126,483
2021	\$141,695,436	95%	1.0000	\$134,611
2022	\$150,277,871	95%	1.0000	\$142,764
2023	\$158,914,679	95%	1.0000	\$150,969
2024	\$167,620,097	95%	1.0000	\$159,239
2025	\$176,400,756	95%	1.0000	\$167,581
2026	\$185,258,652	95%	1.0000	\$175,996
2027	\$194,192,721	95%	1.0000	\$184,483
2028	\$203,199,877	95%	1.0000	\$193,040
2029	\$212,275,571	95%	1.0000	\$201,662
2030	\$221,414,344	95%	1.0000	\$210,344
2031	\$230,610,047	95%	1.0000	\$219,080
2032	\$239,856,126	95%	1.0000	\$227,863
2033	\$249,145,751	95%	1.0000	\$236,688
2034	\$258,472,054	95%	1.0000	\$245,548
2035	\$267,828,164	95%	1.0000	\$254,437
2036	\$277,207,234	95%	1.0000	\$263,347
2037	\$286,602,686	95%	1.0000	\$272,273
2038	\$296,008,161	95%	1.0000	\$281,208
2039	\$305,417,647	95%	1.0000	\$290,147
2040	\$314,825,418	95%	1.0000	\$299,084
2041	\$324,226,118	95%	1.0000	\$308,015
2042	\$333,614,832	95%	1.0000	\$316,934
2043	\$342,987,111	95%	1.0000	\$325,838
2044	\$352,338,908	95%	1.0000	\$334,722
2045	\$361,666,688	95%	1.0000	\$343,583
Total		FY 2018-45:		\$6,265,129

Table AE-9: Scenario #3 Projected Revenues

Table AE-9: Sce		Budgeting	2.0111	Projected
Tax Year (FY)	MSTU Valuation	Adjustment	Millage	Revenue
2017	\$106,705,344	95%		
2018	\$117,093,425	95%	0.7348	\$81,738
2019	\$127,106,206	95%	1.0000	\$120,751
2020	\$136,994,758	95%	1.0000	\$130,145
2021	\$146,888,010	95%	1.0000	\$139,544
2022	\$156,844,298	95%	1.0000	\$149,002
2023	\$166,892,038	95%	1.0000	\$158,547
2024	\$177,044,257	95%	1.0000	\$168,192
2025	\$187,305,175	95%	1.0000	\$177,940
2026	\$197,673,490	95%	1.0000	\$187,790
2027	\$208,144,221	95%	1.0000	\$197,737
2028	\$218,709,954	95%	1.0000	\$207,774
2029	\$229,361,500	95%	1.0000	\$217,893
2030	\$240,088,574	95%	1.0000	\$228,084
2031	\$250,880,014	95%	1.0000	\$238,336
2032	\$261,724,194	95%	1.0000	\$248,638
2033	\$272,609,257	95%	1.0000	\$258,979
2034	\$283,523,220	95%	1.0000	\$269,347
2035	\$294,454,148	95%	1.0000	\$279,731
2036	\$305,390,372	95%	1.0000	\$290,121
2037	\$316,320,528	95%	1.0000	\$300,505
2038	\$327,233,622	95%	1.0000	\$310,872
2039	\$338,119,195	95%	1.0000	\$321,213
2040	\$348,967,293	95%	1.0000	\$331,519
2041	\$359,768,601	95%	1.0000	\$341,780
2042	\$370,514,490	95%	1.0000	\$351,989
2043	\$381,196,966	95%	1.0000	\$362,137
2044	\$391,808,847	95%	1.0000	\$372,218
2045	\$402,343,563	95%	1.0000	\$382,226
Total		FY 2018-45:		\$6,824,748

Underlying Assumptions

The following charts show underlying population and tax value trends that inform and contextualize the revenue projections calculations presented in this section. Table AE-10 shows that the rate of population growth for Collier County has decreased sizably since 2002/2003, with a more gradual decrease projected out from 2017/2018 for the next few decades.

Annual Population Growth Rate (2000-2045)

4.50%

4.00%

3.50%

2.50%

2.50%

1.50%

1.50%

1.50%

1.50%

Table AE-10: Population Growth Rate Trends and Projections (2000-2045)

Source: Source: BEBR, Volume 51, Bulletin 180, January 2018

In terms of historic tax value growth rates since 2000, Table AR-11 shows that there was an increase during the lead up to the recession, followed by a drop during the recession itself. In recent years, the rate has gradually risen.

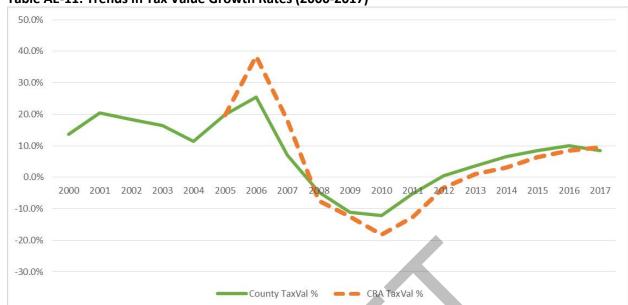
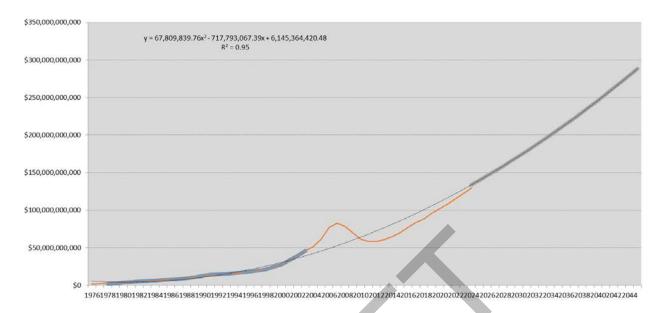


Table AE-11: Trends in Tax Value Growth Rates (2000-2017)

Source: Florida Property Valuations and Tax Databook & EDR Ad Valorem Revenue Estimating Conference

Given the sizable changes during the lead-up to the recession and the recession itself, the model used to generate TIF projections was matched to longer historical trends in County taxable values, from the 1970s through 2003/2004. historical taxable value for Collier County. Table AE-3 shows the historical trend used for guidance in blue; this trend is continued for comparison to projection calculations (shown by the grey line through 2044). The orange line indicates historic data that was excluded from the historic trend basis since it was considered an anomaly.

Table AE-12: Historic and Projected TIF Revenue Trend Comparison



Source: Florida Property Valuations and Tax Databook & EDR Ad Valorem Revenue Estimating Conference

APPENDIX



RESOLUTIONS

- Planning & Zoning Resolution Finding the Community Redevelopment Plan is Consistent with the City's Comprehensive Plan [Forthcoming]
- 2018 Community Redevelopment Plan Update Adoption [Forthcoming]



