

EAST NAPLES

COMMUNITY DEVELOPMENT PLAN

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

September 28, 2020

Prepared for



Prepared by



Table of Contents

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

Figures

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

Maps

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

Tables

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

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

1.0 Introduction

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

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

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

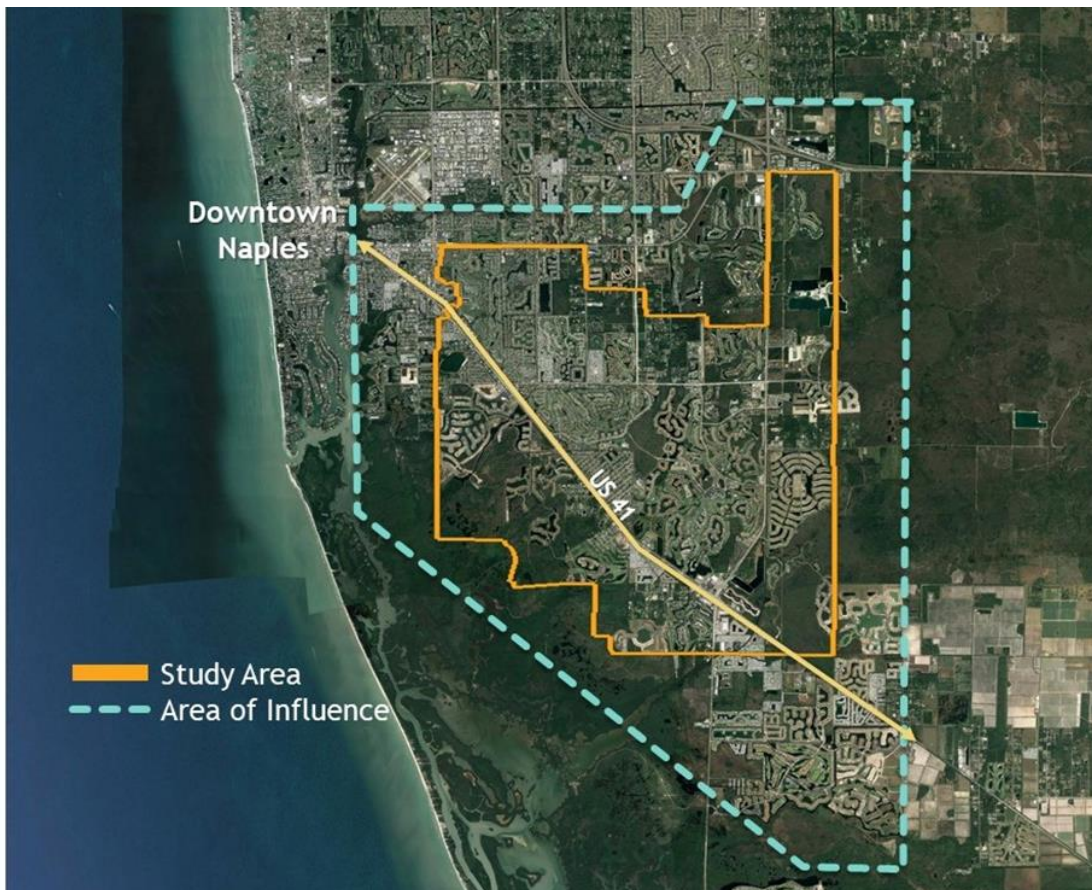
- limited roadway connections
- limited permanent population and overall density
- potential constraints of market demand
- likely development and redevelopment opportunities

The remainder of this technical memorandum includes the following sections:

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

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

Map 1: East Naples Study Area



2.0 Vision

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



Balanced Development

Ensure new development is of good quality and does not overwhelm existing assets and natural places



Diverse & Quality Commercial

Increase commercial options of higher quality that allow for a broader range of places to shop, eat, and have fun



Beautification & Green Space

Ensure development is visually pleasing and that ample green space and natural spaces are maintained



Transportation Options

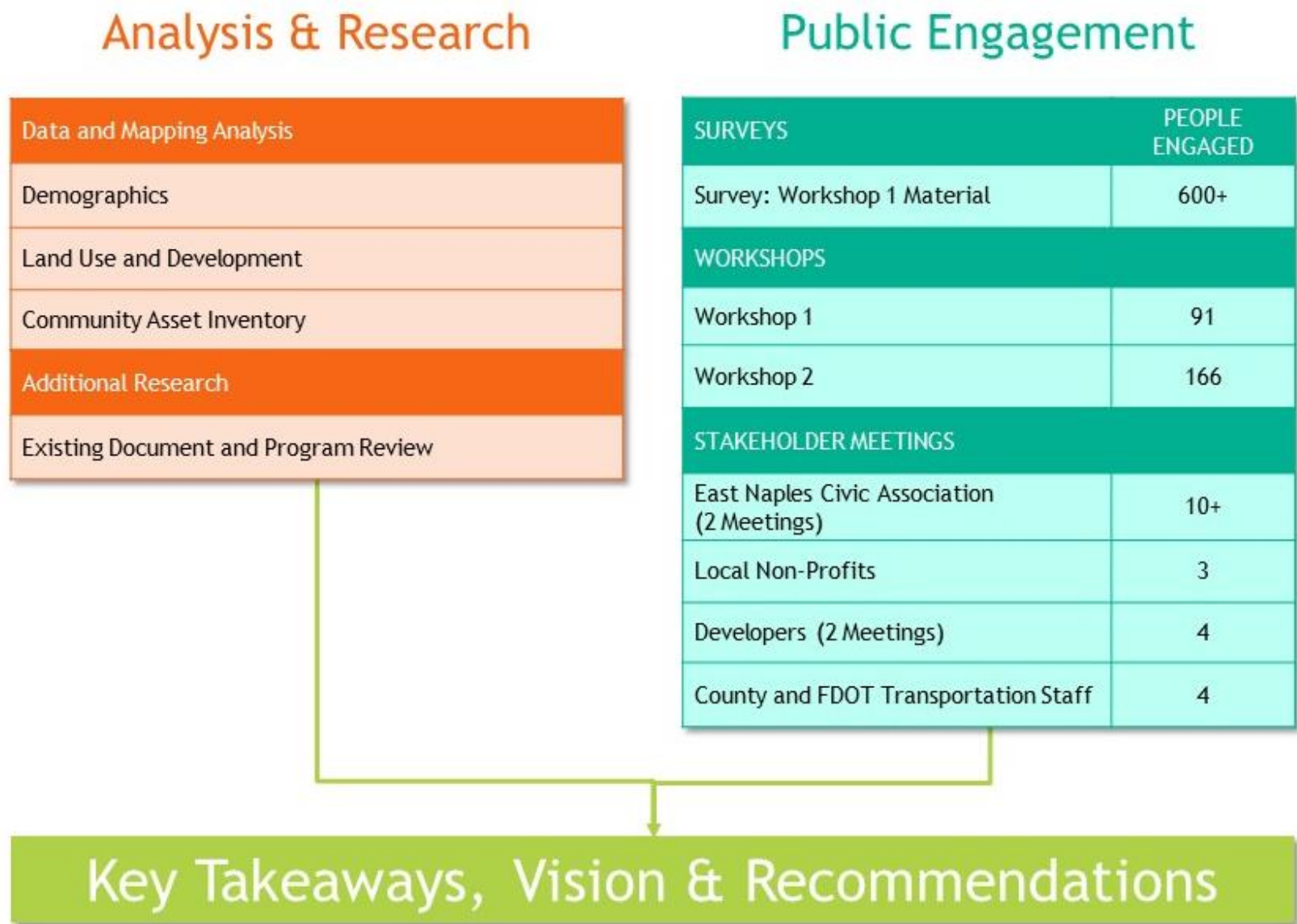
Increase the range of safe options, including non-motorized options; improve connections between neighborhoods and local destinations

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

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

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

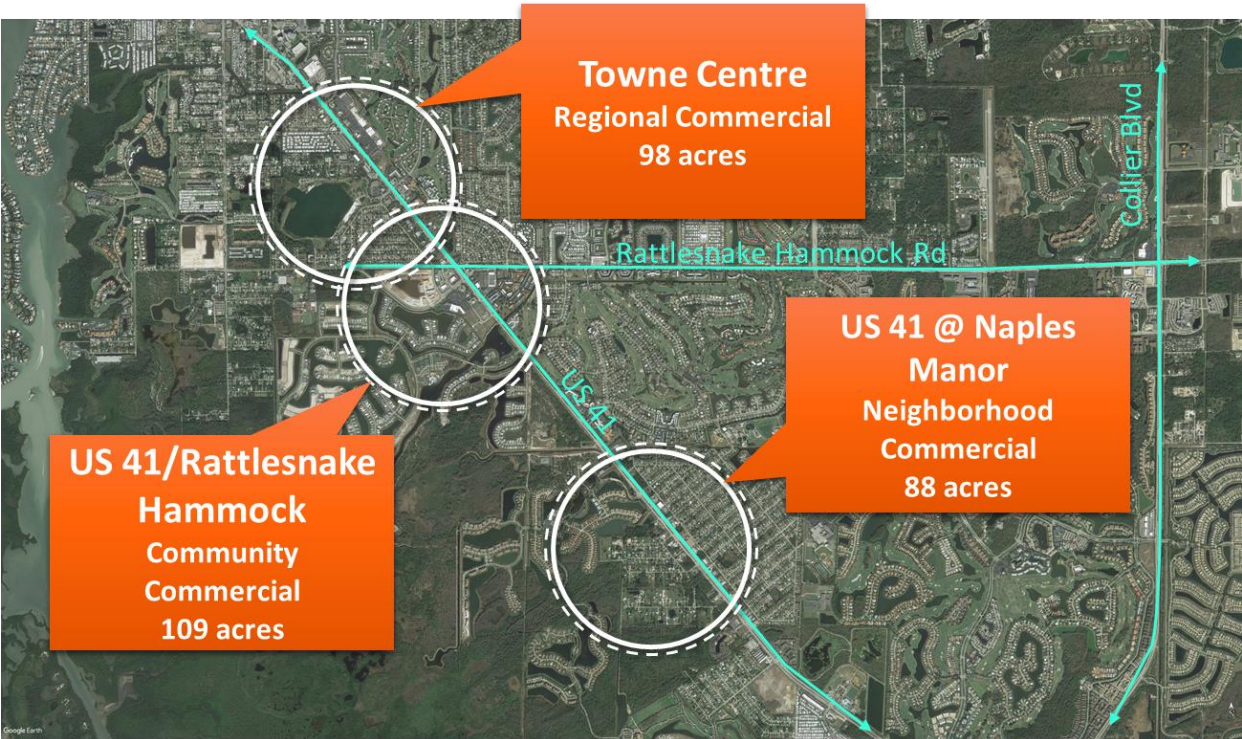
Figure 1: Overview of Planning Process



3.0 Land Use Concepts

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

Map 2: Land Use Concept Sites



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

Figure 2: Build-Out Scenarios

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

These scenarios can help respond to:

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

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

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

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

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

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

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

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

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

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

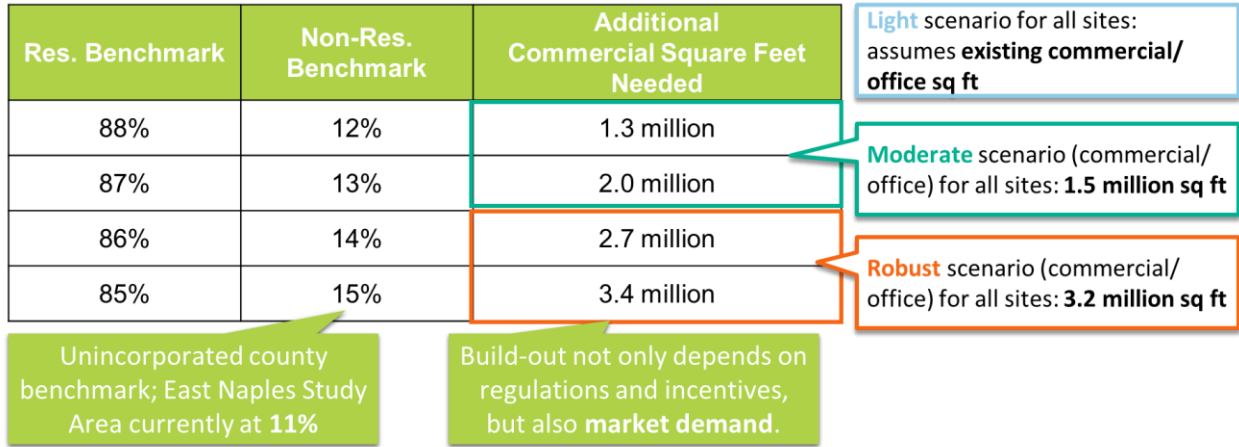


Source: Tindale Oliver



Source: Google Maps

Figure 3: Non-Residential Square Footage Benchmarks

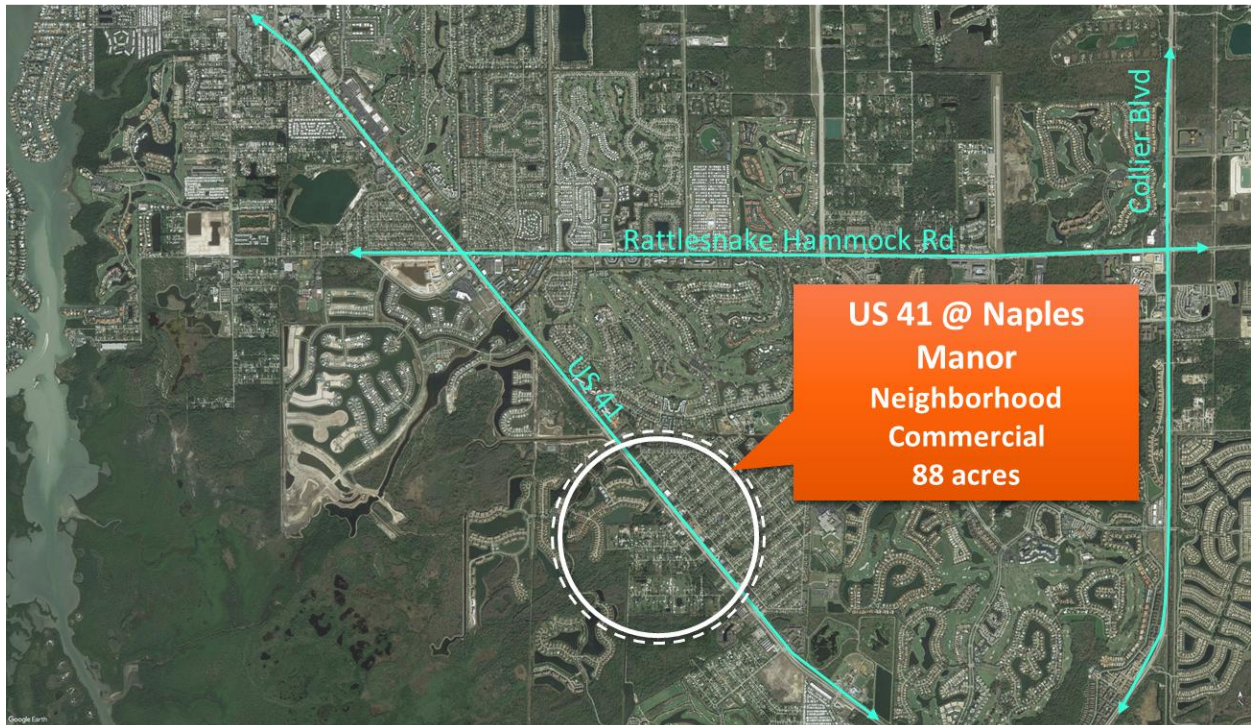


Note: the benchmarks shown assume current level of residential square footage and square footage/acreage added in addition to filling vacancies in existing commercial buildings.

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

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

US 41 Near Naples Manor



Existing Conditions

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

Map 3: US 41 at Naples Manor and Surroundings



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

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

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

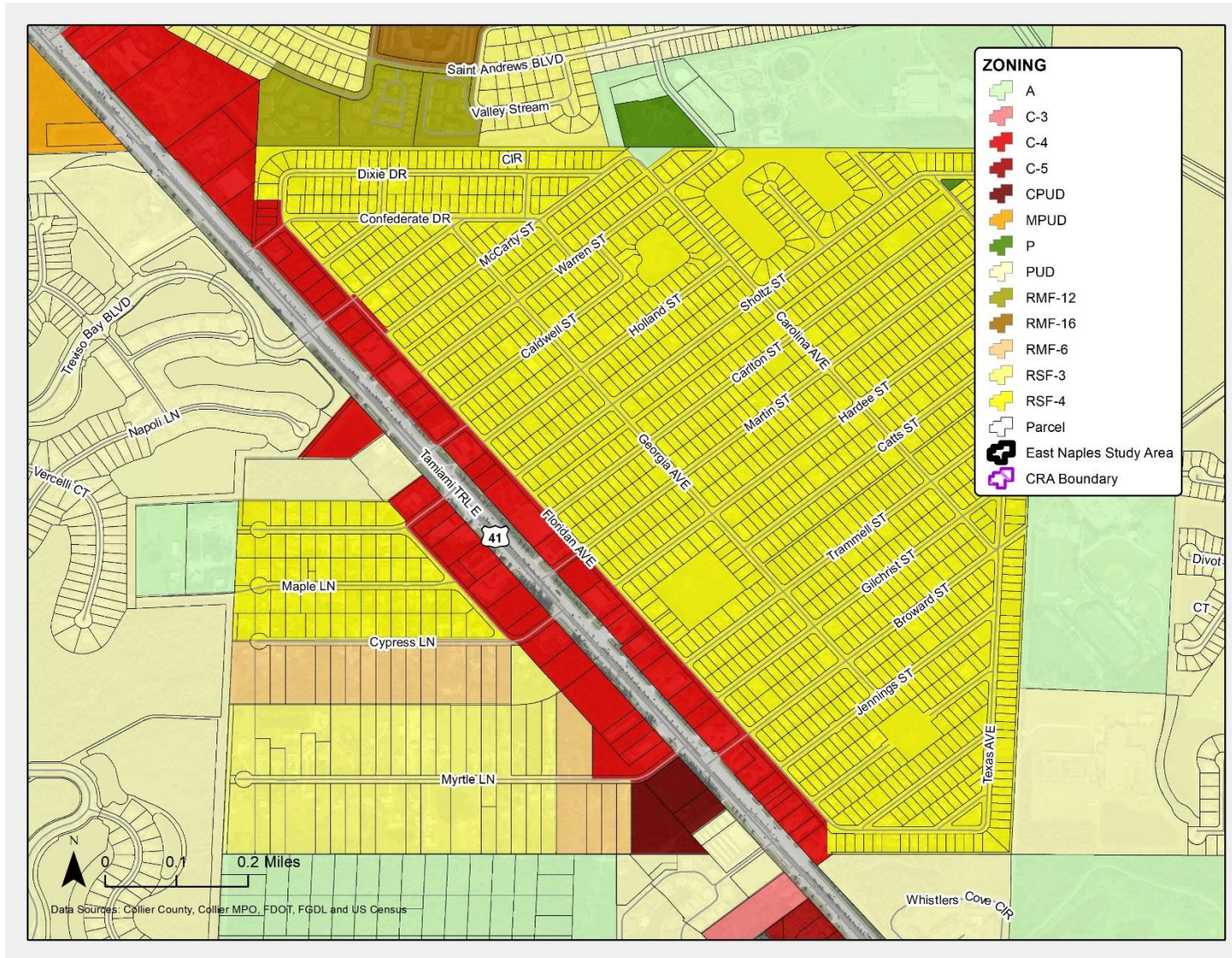
¹Where applicable

²Does not include residences formally designated mobile homes.

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

Source: Florida Department of Revenue, 2019

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



Zoning Data Source: Florida Department of Revenue, 2019

Land Use Concept Build-Out Scenarios

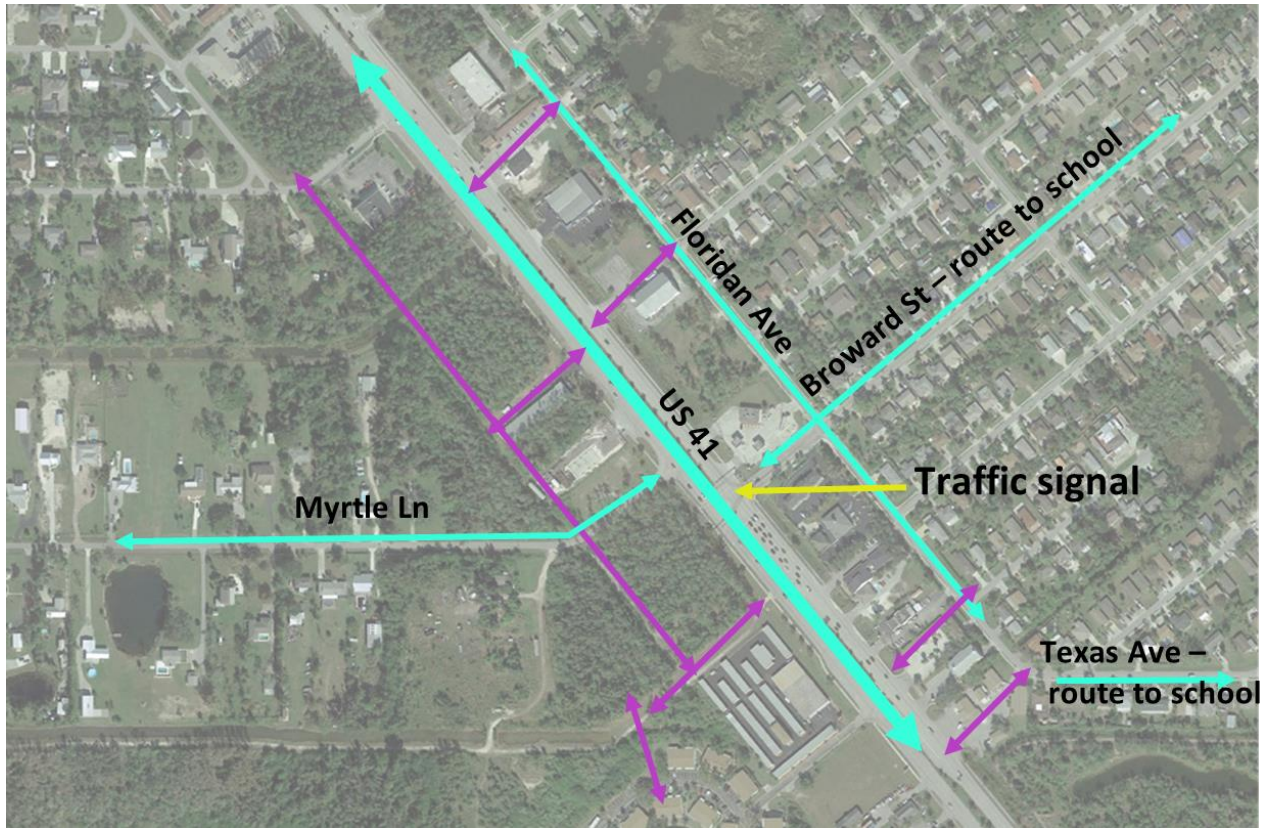
An 88-acre area of this section of US 41 was studied through more detailed aerial photography to develop the following build-out scenarios.



Source: PlusUrbia Design

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

Map 5: US 41 at Naples Manor Connectivity Analysis



- ↔ Important Existing Connections
- ↔ Potential Connections to Complete Grid and Reduce Block Size
- ↔ Traffic Signal

US 41 @ NAPLES MANOR LIGHT CONCEPT



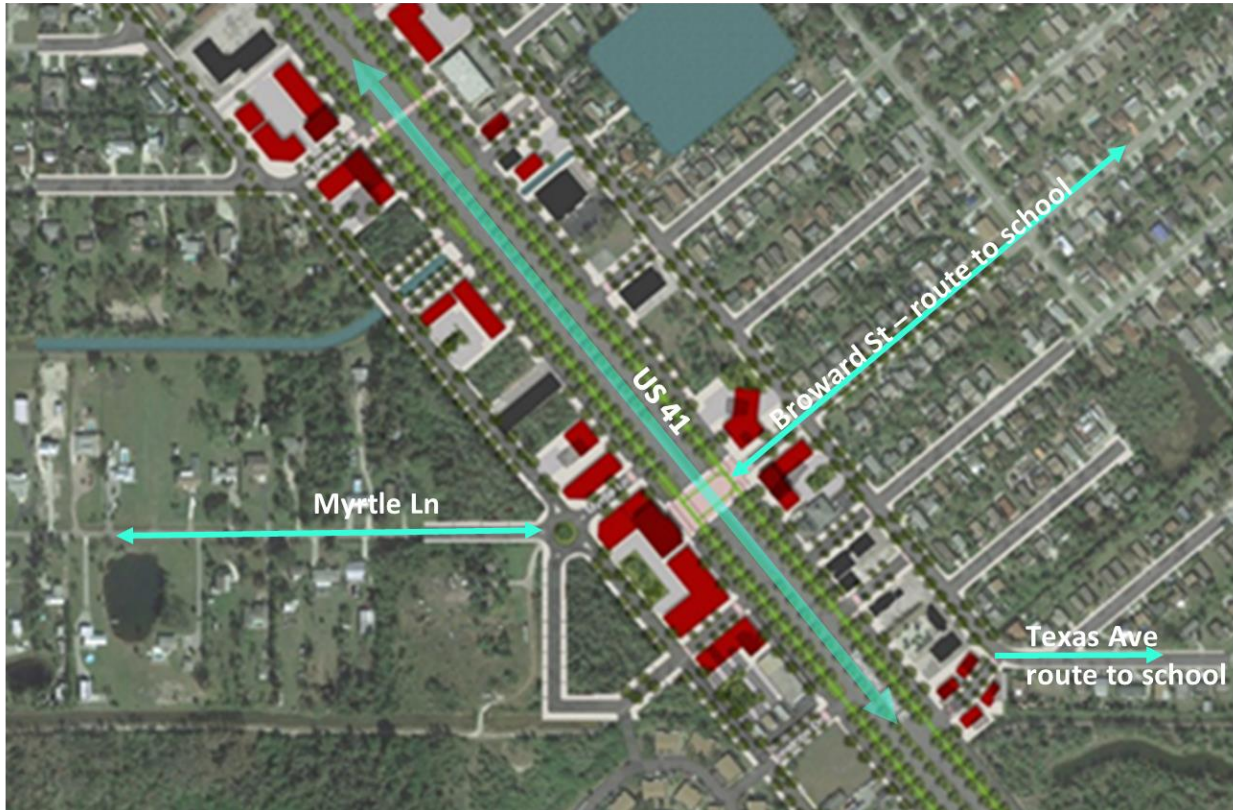
Source: PlusUrbia Design

Transportation and landscaping highlights:


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

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

US 41 @ NAPLES MANOR MODERATE CONCEPT



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

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



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

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

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

Notes on calculations:

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

US 41 @ NAPLES MANOR ROBUST CONCEPT



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

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



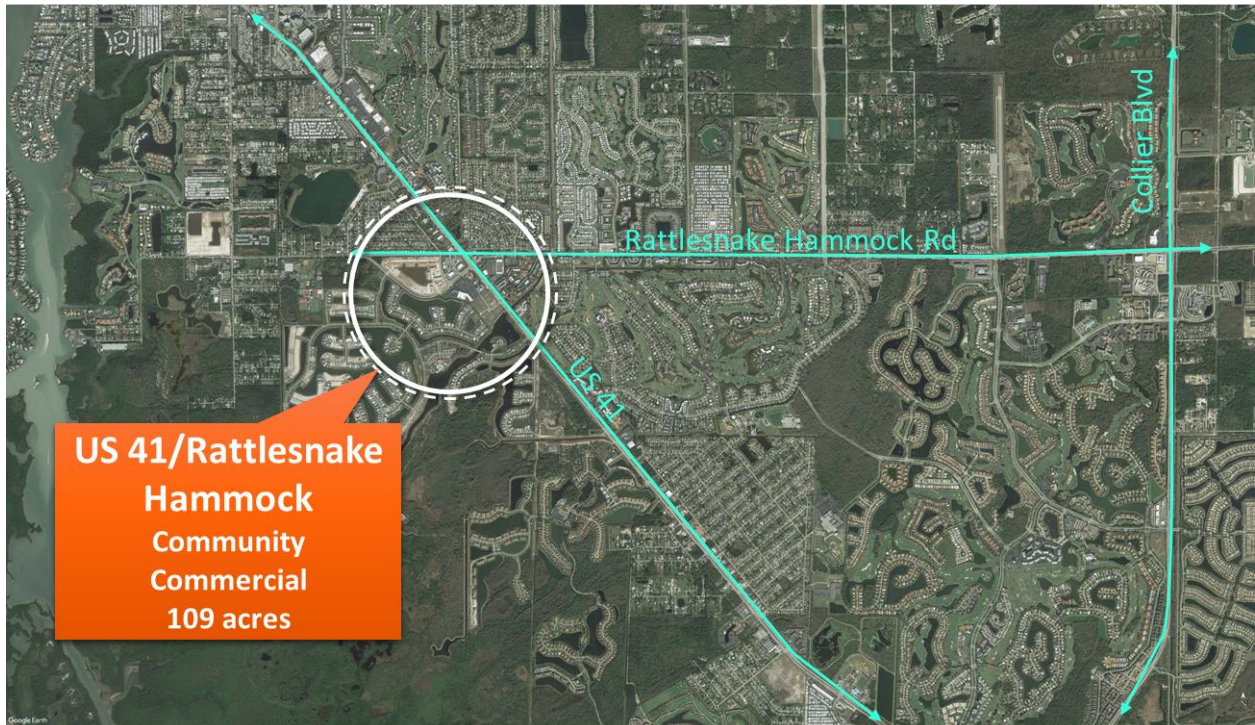
Highlights include those of the Light and Moderate concepts, with a more complete build-out across the site.

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

Notes on calculations:

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

US 41 and Rattlesnake Hammock



Existing conditions

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

Map 6: US 41/Rattlesnake Hammock and Surroundings



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

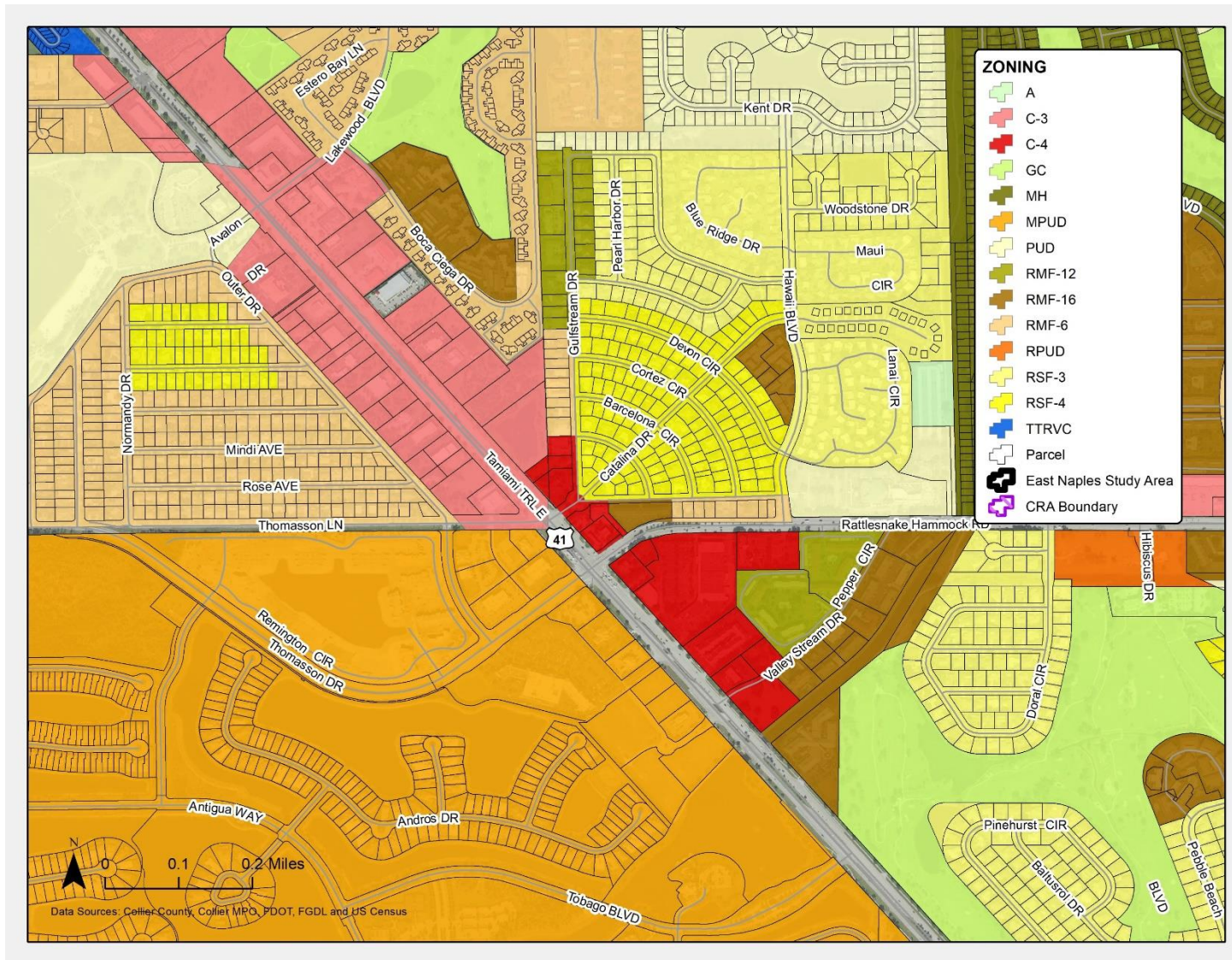
Table 2: US 41/Rattlesnake Hammock and Surroundings - Existing Land Uses

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

¹Where applicable

Source: Florida Department of Revenue, 2019

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



Zoning Data Source: Florida Department of Revenue, 2019

Land Use Concept Build-Out Scenarios

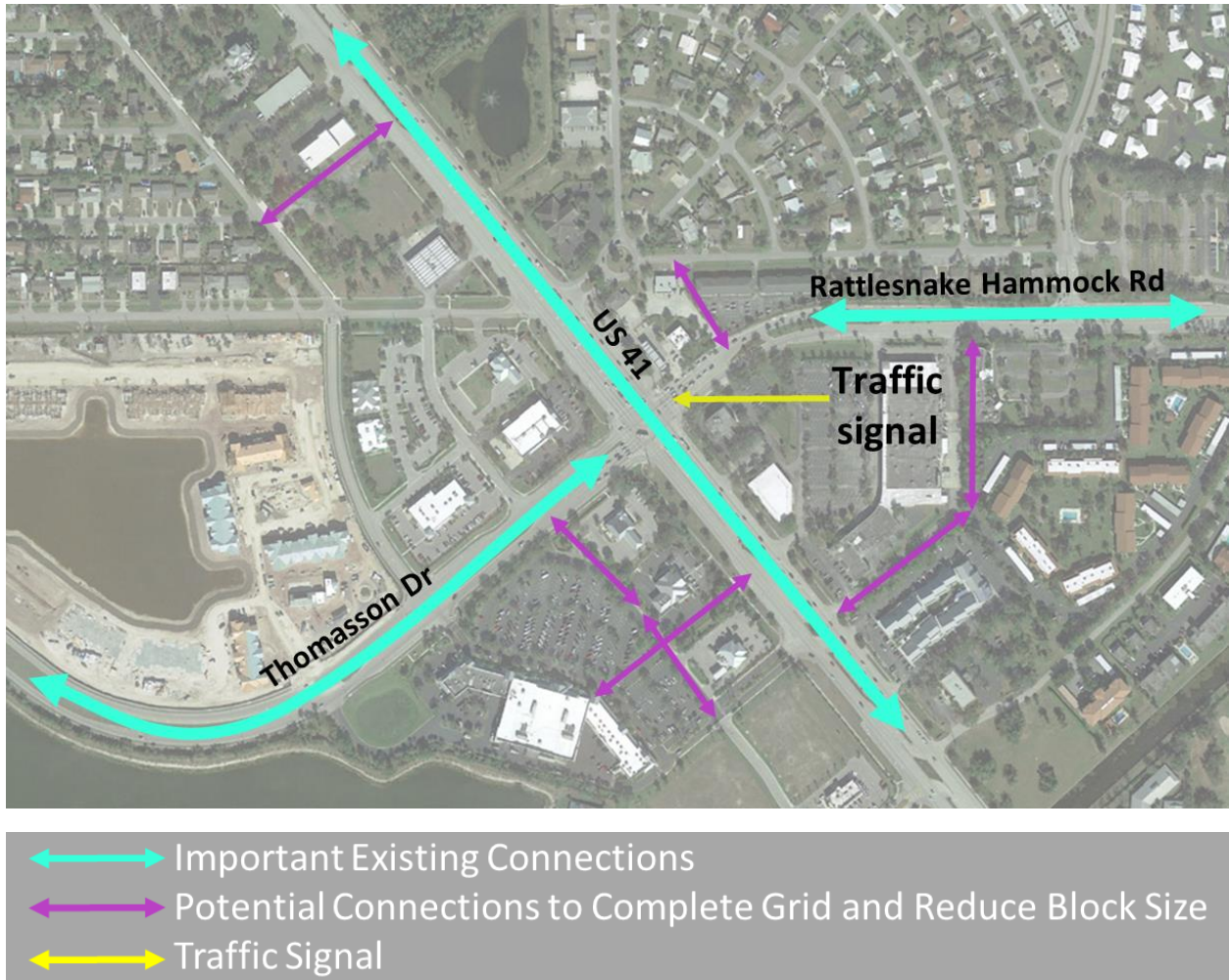
A 109-acre area around the intersection was studied through more detailed aerial photography to develop the following land use concept.



Source: PlusUrbia Design

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

Map 8: US 41/Rattlesnake Hammock Connectivity Analysis



US 41/RATTLESNAKE HAMMOCK LIGHT CONCEPT



Source: PlusUrbia Design

Transportation and landscaping highlights:




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

US 41/RATTLESNAKE HAMMOCK MODERATE CONCEPT



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

LEGEND

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



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

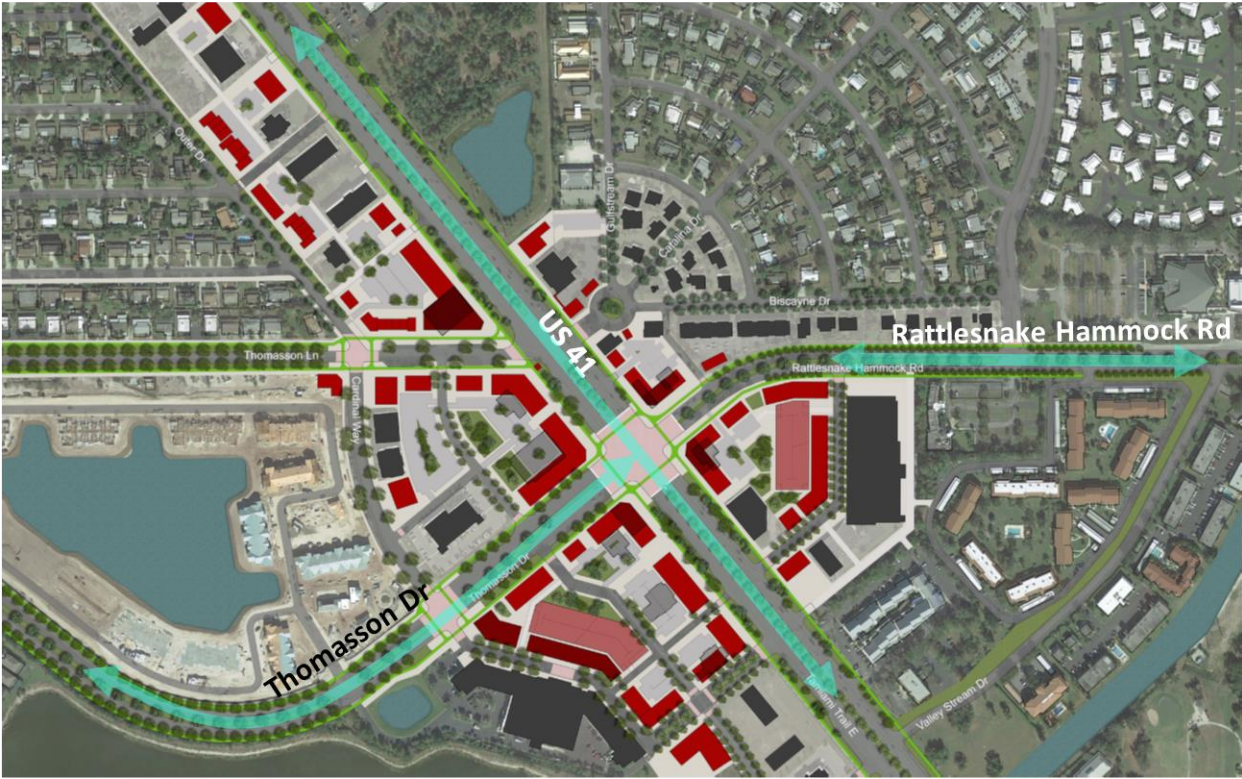
- Spaces along street frontage filled in with buildings, shaping the streets; corner properties are developed to hug the intersection, creating a focal point for those traveling along US 41.
- Mix of ground-floor commercial and some multi-story mixed-use with commercial and office/residential; anchor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

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

Notes on calculations:

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

US 41/RATTLESNAKE HAMMOCK ROBUST CONCEPT



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

LEGEND

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



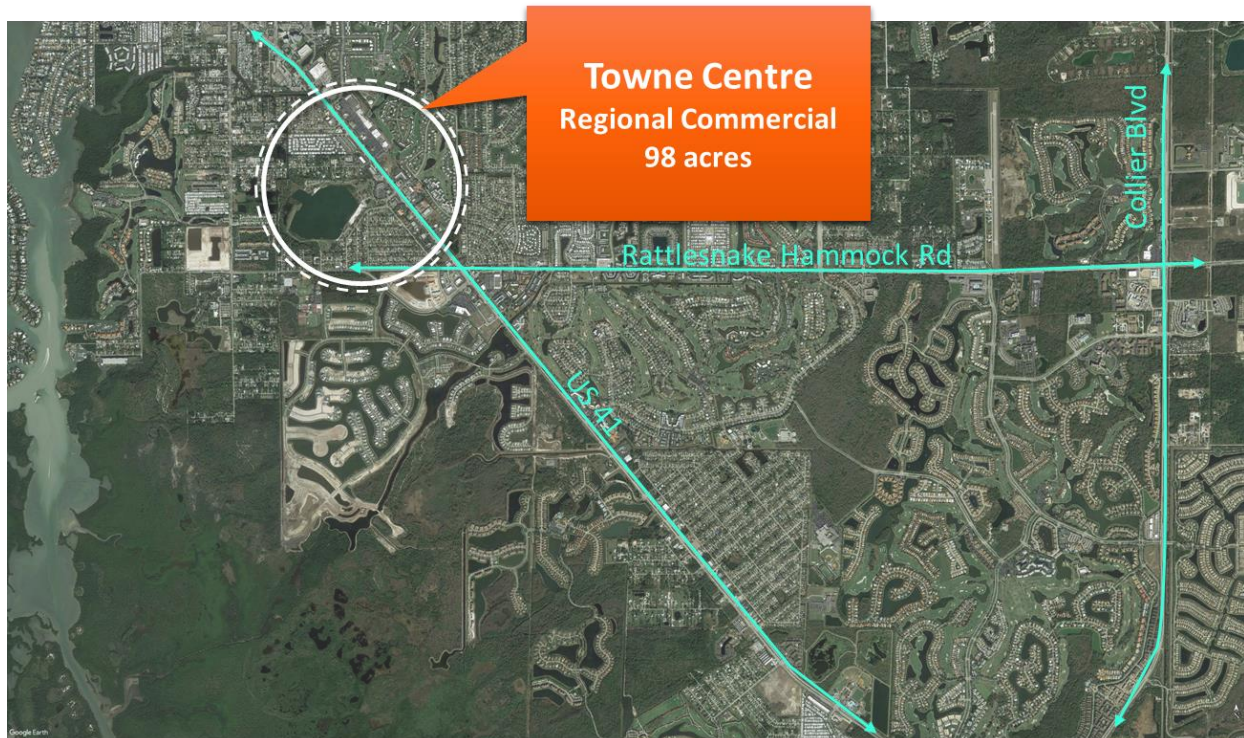
Highlights include those of the Light and Moderate concepts, with a more complete build-out across the site.

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

Notes on calculations:

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

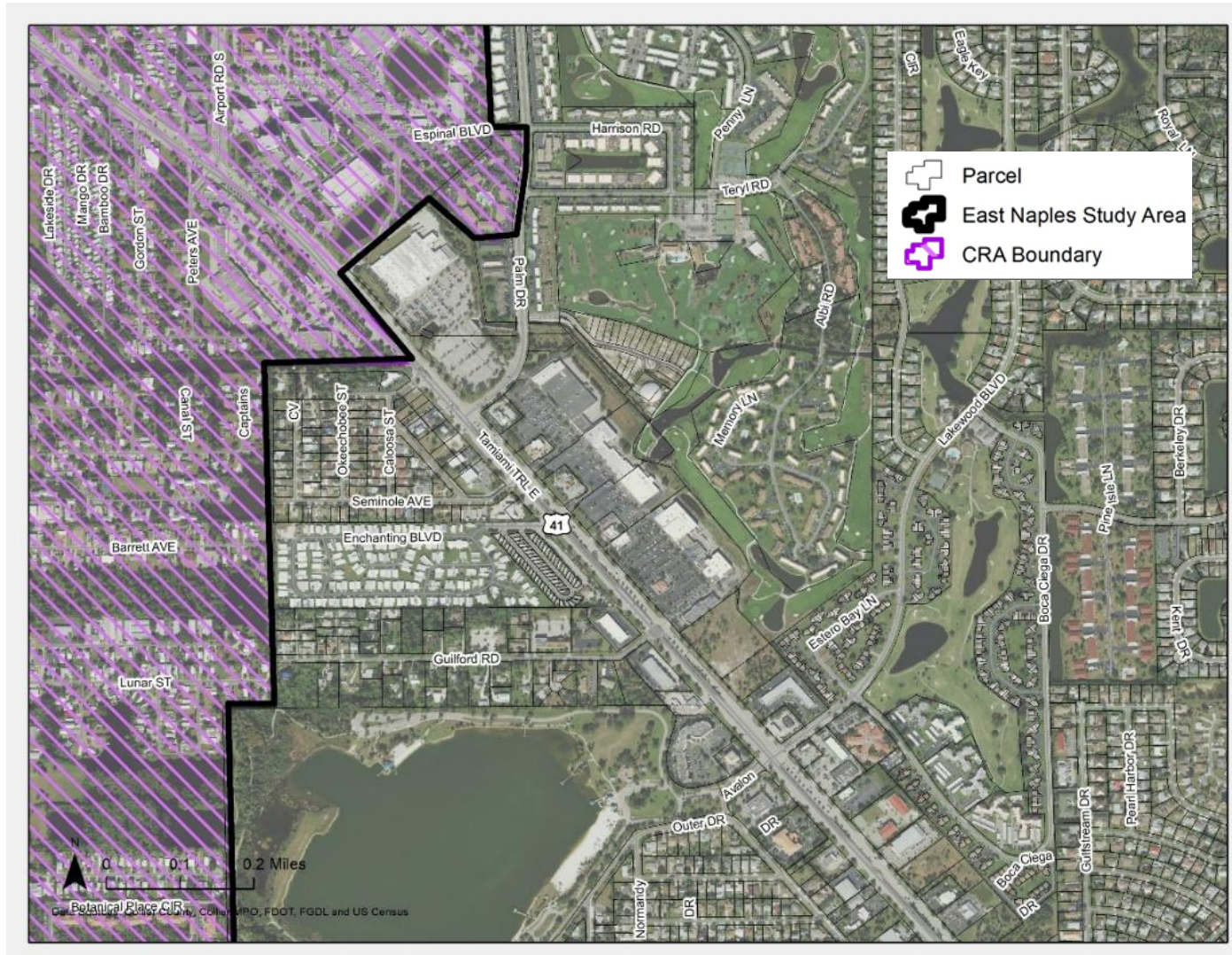
Towne Centre



Existing conditions

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

Map 9: Existing Towne Centre and Surroundings



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

Table 3: Towne Centre and Surroundings - Existing Land Uses

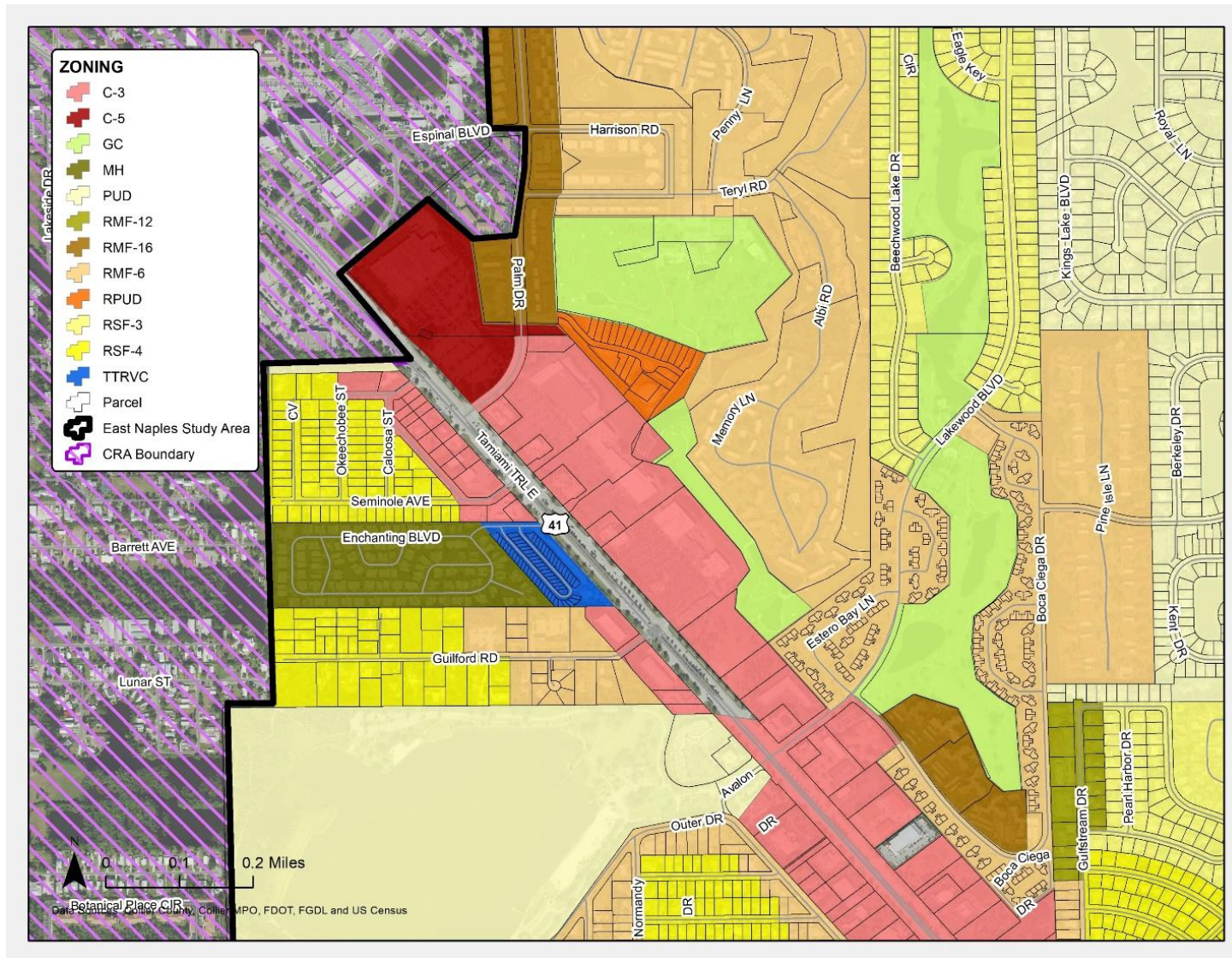
Existing Land Use	Acreage	% of Area Acreage	Building Square Footage ¹	% of Area Building Square Footage
Vacant	18	6%		
Single-Family Residential ²	44	15%	321,006	13%
Multi-Family Residential	5	2%	1,296,884	51%
Commercial	94	32%	844,774	33%
Golf/Parking/Tourism	1	0%		
Industrial	0	0%	2,880	0%
Institutional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

¹Where applicable

²Does not include residences formally designated mobile homes.

Source: Florida Department of Revenue, 2019

Map 10: Towne Centre and Surroundings – Zoning



Zoning Data Source: Florida Department of Revenue, 2019

Land Use Concept Build-Out Scenarios

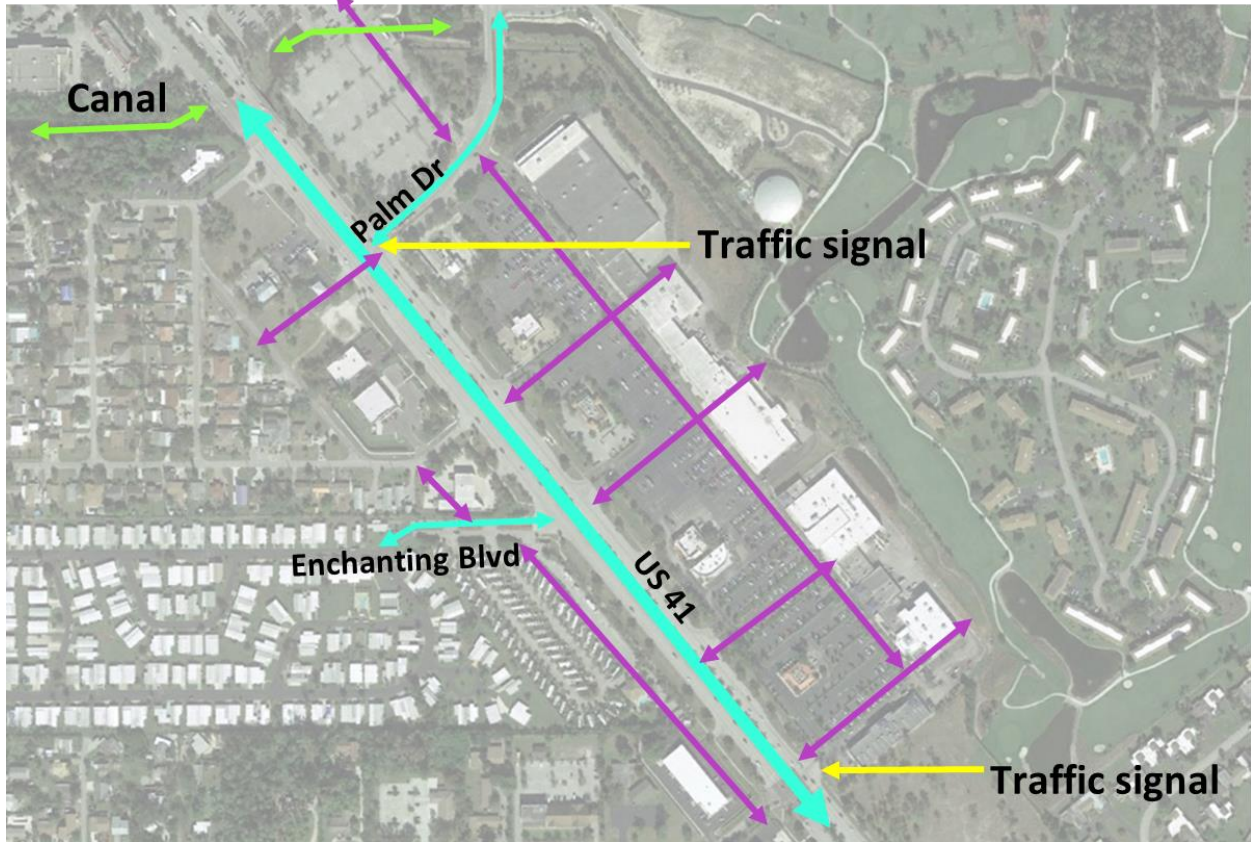
A 98-acre area around the Town Centre site, including the parcels across US 41 from the commercial mall, was studied through more detailed aerial photography to develop the land use concept.



Source: PlusUrbia Design

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

Map 11: Towne Centre Connectivity Analysis



- ↔ Important Existing Connections
- ↔ Potential Connections to Complete Grid and Reduce Block Size
- ↔ Traffic Signal

TOWNE CENTRE LIGHT CONCEPT



Source: PlusUrbia Design

Transportation and landscaping highlights:

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

TOWNE CENTRE MODERATE CONCEPT



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

LEGEND

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



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

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

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

Notes on calculations:

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





TOWNE CENTRE ROBUST CONCEPT



DEVELOPMENT ESTIMATES

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

LEGEND

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



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

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

Notes on calculations:

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

Concept Preferences

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

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

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

Table 4: Land Use Build-Out Scenario Polling Results

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

Regulatory Considerations

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

Development Standards to Promote Land Use Concepts

Allowed Density and Intensity

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

Coastal Considerations

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

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

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

Allowed Uses

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

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

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

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

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

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

Heights

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

Setbacks and Buffers

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

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

Setbacks for C-4 are as follows:

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

Setbacks need to be re-evaluated to balance community preferences for setbacks and landscaping with the ability to create more walkable environments. Current standards make it difficult to front the streets in some of the concepts shown in this section and promote walkability. Front setbacks can range down to eight feet in parts of certain concepts. Adjustment to a build-to line or build-to zone, which is not dependent on building height or a maximum front setback, would be more effective to deliver a more walkable environment. Additional provisions may be evaluated where larger front setbacks are retained to include sidewalk space or other amenities within the setback; this effort should include an evaluation of landscape requirements for foundation plantings to ensure that they do not create a barrier for pedestrian activity. Generally, commercial ground floors or even residential urban ground floors with stoops, dooryards, and entranceway plantings can make pedestrian access to buildings difficult.

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

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

Parking

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

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

Open Space

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

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

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

Site Connectivity and Access

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

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

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

Commercial Planned Unit Developments

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

Development Standards for Undesired Uses

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

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

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

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

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

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



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

Development Review Incentives to Promote Land Use Concepts

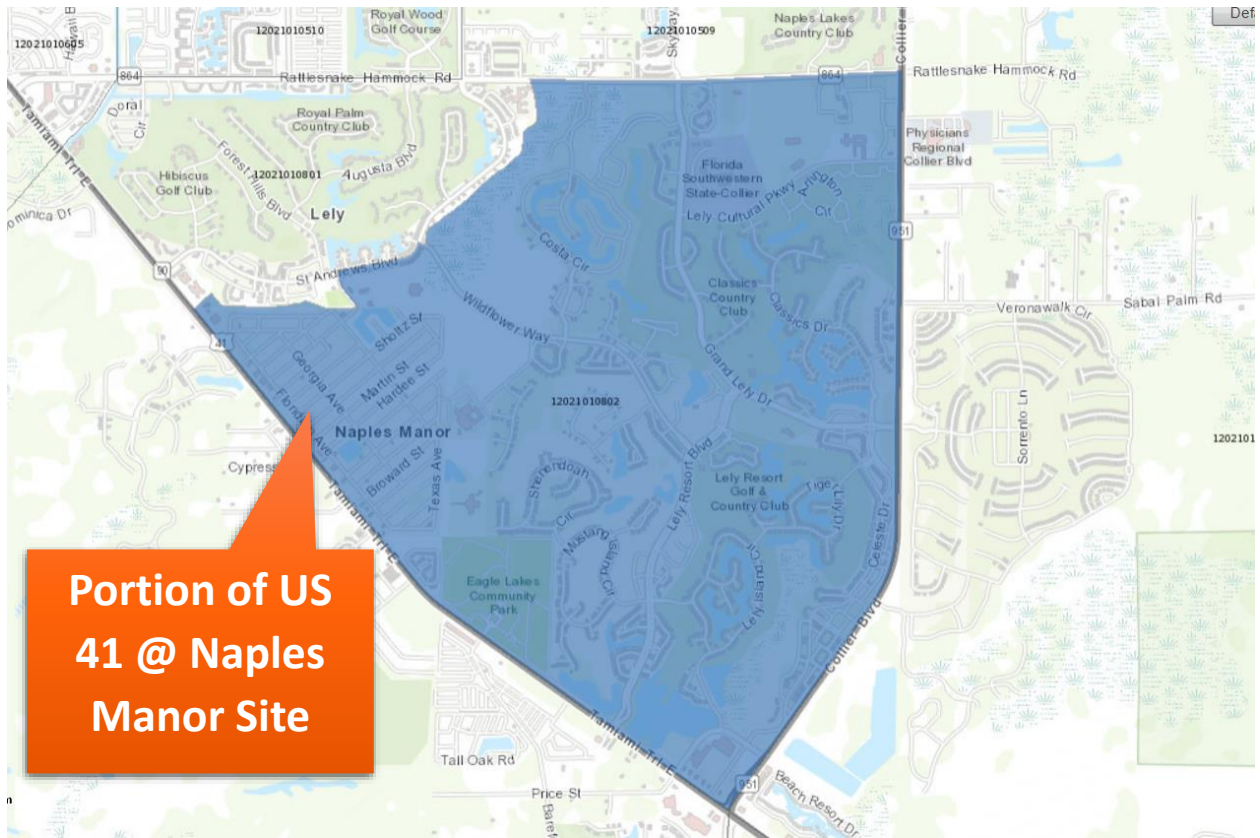
Development review incentives can be considered to help incentivize development based on the land use concepts for the study area and other appropriate areas. Specific incentives discussed during a stakeholder meeting with representatives of the development community include fee waivers and expedited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

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

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

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

Map 12: Opportunity Zone in the East Naples Study Area



Source: US Department of Treasury

4.0 Transportation Options

Bicycle & Pedestrian Connections Off Main Roadways

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

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

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

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

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

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

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

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



Main Roadway Improvements

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

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

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

Figure 5 shows examples of short- and mid-term intersection improvements. These types of improvements do not change the fundamental operations or capacity of an intersection but create a safer environment for cyclists and pedestrians by making the intersection more compact and affecting changes to geometry to reduce turning speeds.

Figure 5: Short-Term Intersection Improvement Examples

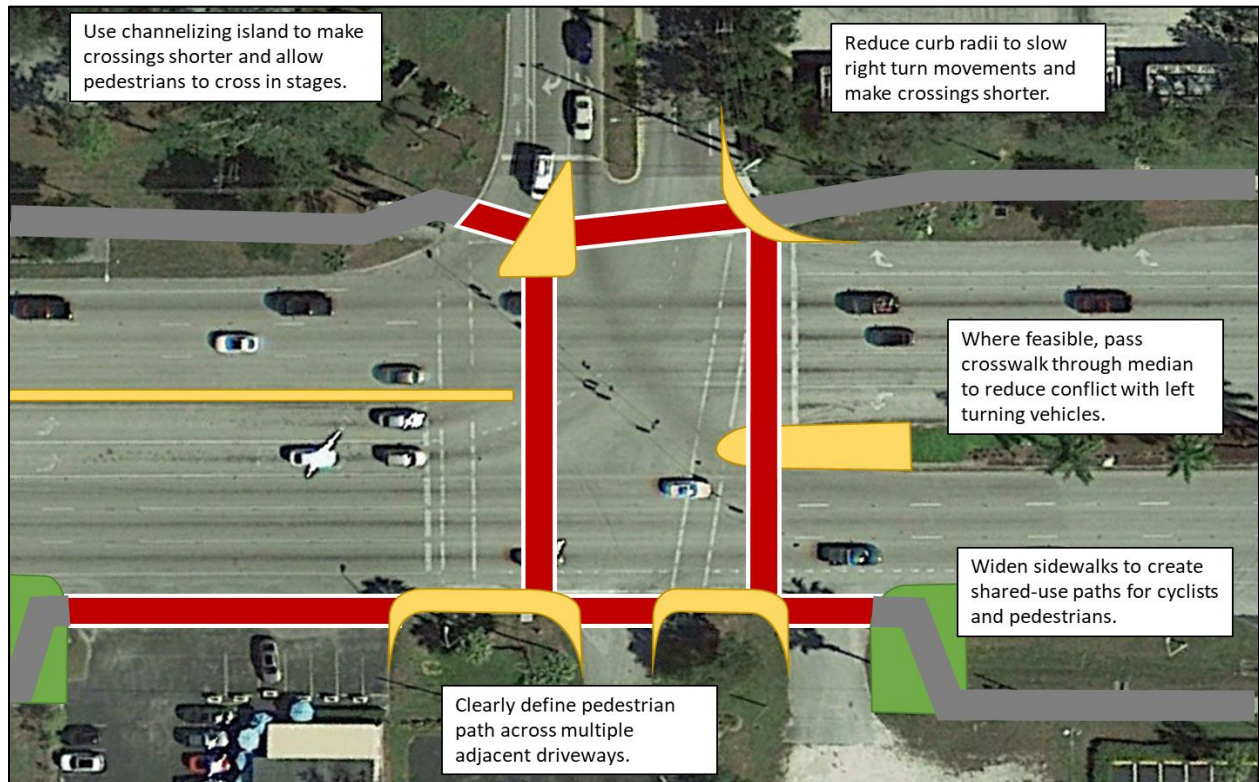


Figure 6 shows the existing cross section of US 41; the roadway has an approximate right-of-way width of 200 feet for much of the segment in this area. Figures 7 and 8 show two concepts of how to modify the roadway to reduce speeds and enhance livability while maintaining the roadway’s capacity. In the first example a wide median is created by moving the bicycle facilities to a separated pathway, eliminating right turn lanes, and slightly narrowing travel lane widths. The wide median allows for implementation of alternative intersection concepts which can simplify intersections, reduce crashes, and increase roadway capacity.

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

Figure 6: Existing US 41 Cross Section Example

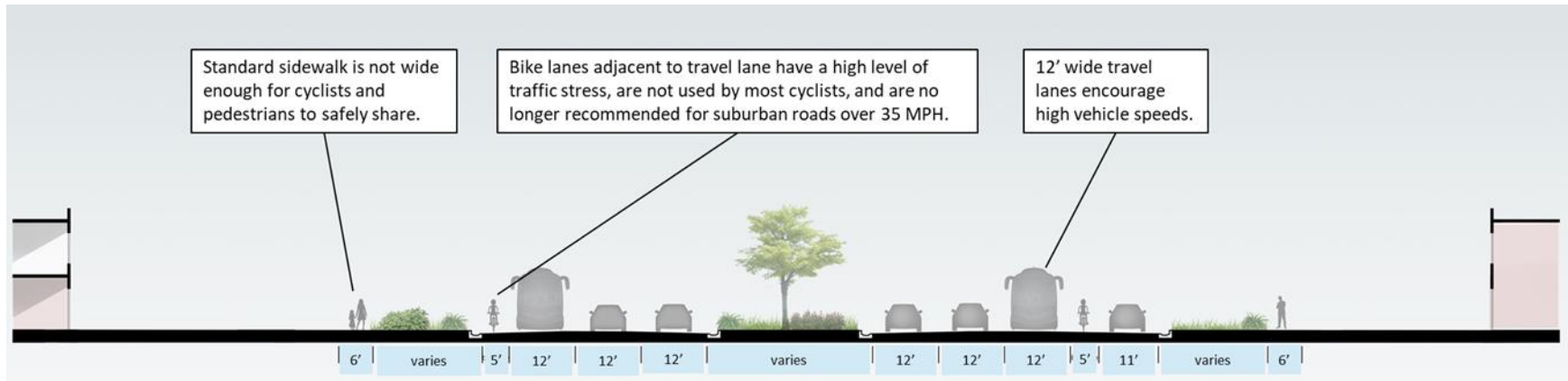


Figure 7: Proposed US 41 Cross Section – Rattlesnake Hammock Road

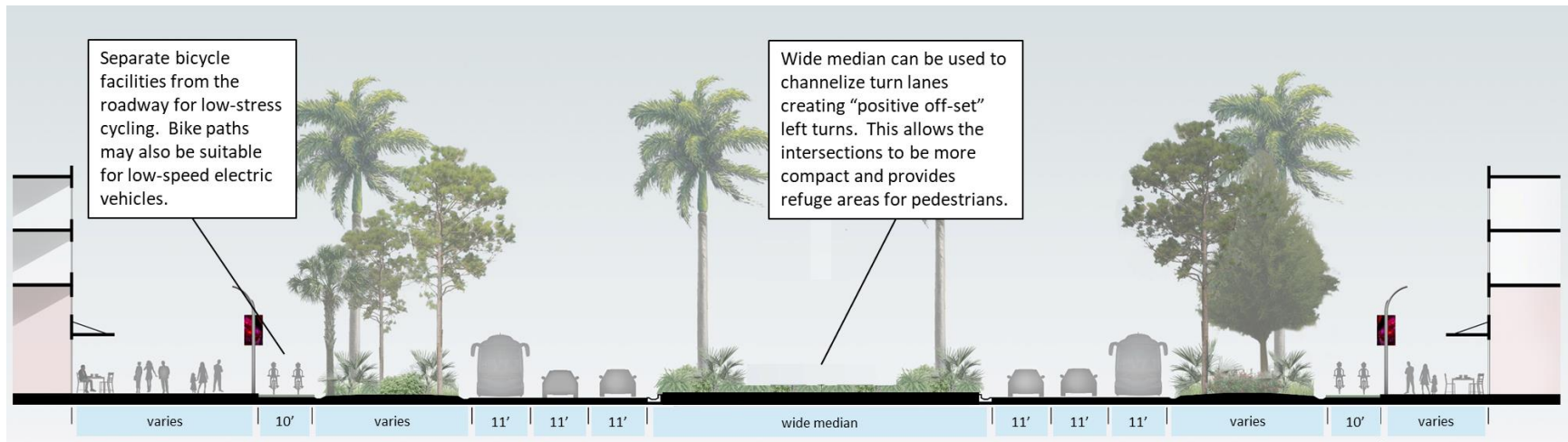
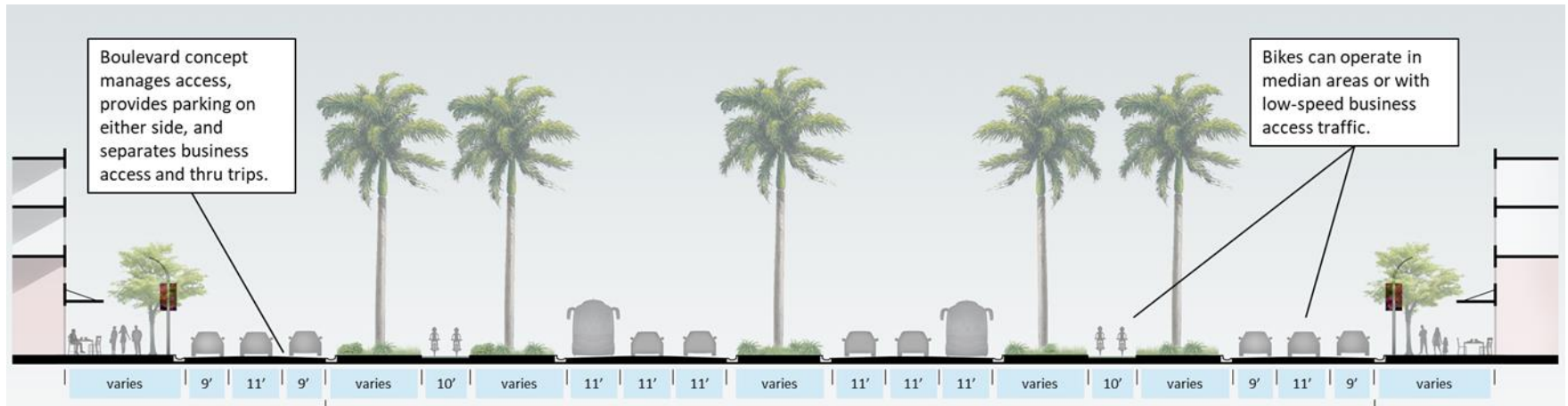


Figure 8: Proposed US 41 Cross Section – Naples Manor Area



5.0 Additional Recommendations

Green Space

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

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

Regarding public open space, Technical Memorandum 1 measured access to the County's community and regional parks facilities, finding that many of these are accessible within a 20-minute drive or less. These facilities are also guided by Level of Service (LOS) standards laid out in the Growth Management Plan and analyzed in more detailed as part of the Parks and Recreation Master Plan, among other measures. Efforts to increase public recreation and preservation/conservation green spaces would need to be considered in the County's Parks and Recreation Master Plan update processes, the Collier Metropolitan Planning Organization MPO bicycle and pedestrian planning processes that include trails planning, and associated capital planning processes to incorporated these aims in broader planning and funding (both capital and operations/maintenance) considerations; more implementation details are provided in Section 6.0.



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

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

Branding and Marketing Campaign

Branding and marketing emerged as key topics of interest in the public engagement for the 2018 US 41 Corridor study as well as engagement efforts for this project. Several comments indicated an interest in renaming the area (for example, South Naples) and basing the branding

on natural amenities of this area and other attractions such as parks, the Collier County History Museum, the botanical gardens, arts attractions, and other amenities that include those in the Community Redevelopment Area to the east. See supporting document Technical Memorandum 1 for more information.

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



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

Recycling Drop-Off Center

The current recycling drop-off center serving the East Naples area needs to find a new location due to an expiring lease at the current location. This is an operation that would require at least an acre of land, operate during daytime hours, and have trucks visiting twice weekly for hauling materials



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

as well as an additional truck visiting five times monthly during low traffic times. Enhanced design, such as specific architectural style elements, landscaping, screen, and other elements, could be considered for the site. During the second public workshop for this project, the project team presented information on such a facility and polled attendees to see if they would be in favor of having a well-designed recycling drop-off center in the East Naples study area. The results indicated that 47% of 75 respondents indicated that they would be in favor to some degree of such a facility in the area (with 37% extremely in favor), and 33% indicated they

would not be in favor to some degree (with 20% extremely not in favor). There appears to be enough support for this idea to explore the option further. Note that these results include those gathered directly through the polling program during the workshop and those types into the virtual workshop platform (see Technical Memorandum 2 in the supporting documents for more details).

Housing Affordability

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

Landscaping, Architectural Style, and Signs

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



Example of existing roadway landscaping. Image Source: Google Maps

6.0 Implementation

Implementation of concepts and recommendations in this plan will be a significant, multi-year process. This section focuses on the implementation steps that will be required with general tentative timeframes; a summary of implementation steps and how they relate to the main vision elements in Section 2.0 is shown in Table 5. Timeframes provided are tentative estimates that may be subject to change depending on timing of different plan updates, development build-out timing, and other factors. Funding sources are assumed to be those typically associated with the implementation processes described below, unless otherwise listed for implementation in Table 5.

Branding and Marketing (estimated 1-2 years) – Based on the vision elements of the East Naples Community Development Plan, the County can immediately begin to coordinate between community and business stakeholders (e.g., East Naples Civic Association, BEONE merchant association, and other stakeholders noted in the Public Involvement Plan in supporting documents) as well as County communications staff and external marketing and branding expertise, to develop more details around a branding and marketing campaign and related materials.

Growth Management Plan and Land Development Code Updates (estimated 1-5 years) – Updates to the Growth Management Plan and Land Development Code (potentially as a zoning overlay) to reflect the changes highlighted primarily in Section 3.0. This may require additional evaluation for items such as public facilities/infrastructure planning, as mentioned in that section. Code changes can take 6–12 months to implement. There may be a longer timeframe for adjustments to the Growth Management Plan; additional time may also be required for the creation of local funding source tools (e.g., TIF district, MSTU).

Long-Term Capital Planning and Improvements (estimated 1-5+ years) – Improvements proposed in the Community Development Plan can be considered during initial stages of the

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

- **County** – Long-term County planning documents that are periodically updated include the Parks and Recreation Master Plan and Master Mobility Plan. Part of the parks planning process is the Parks and Recreation Advisory Board, which advises the County Commission on matters related to the acquisition, development, and programs for parks facilities and provides input to the Parks and Recreation Department. Capital projects from the planning efforts and other local efforts typically are implemented through the County’s Capital Improvement Program, which includes, among other topics, parks, transportation, and other infrastructure such as the recycling drop-off center. These plans are prepared in five-year increments and are updated annually as part of the budget approval in the fall. In Collier County, this capital planning process is supported by updates to an additional document, the Annual Update and Inventory Report, which documents an inventory and Level of Service Standards for key facilities.
- **MPO and FDOT** – A significant amount of transportation planning and improvements occurs through the Collier MPO, the regional transportation agency serving Collier County and municipalities (Naples, Marco Island, Everglades City) that oversees the Bicycle and Pedestrian Master Plan and the Long Range Transportation Plan (LRTP) for use of federal and State transportation dollars. For the Bicycle and Pedestrian Master Plan, the MPO staff issues a call for projects to implement projects that are incorporated directly or by reference into the plan. The staff ranks projects based on a set of criteria for final approval by the MPO Board to identify prioritized projects. These projects are submitted to FDOT on or before June 30 to coordinate for implementation. Changes to a roadway’s cross section or even substantial changes to a major intersection can be costly and require a formal planning and development process. For State highways such as US 41, this process typically begins with the MPO identifying the project within its priorities and then working with FDOT to program funds to perform a Project Development & Environmental (PD&E) study. PD&E studies include a formal statement of a project’s purpose and need, a thorough analysis of the traffic and operational outcomes of various scenarios, public participation, environmental review, and preliminary design and costs estimates. In some cases, prior to beginning a PD&E study, FDOT will conduct a multimodal corridor study or some other type of feasibility study to get a better sense of options

and begin developing conceptual alternatives for further refinement and evaluation as part of a PD&E. These interim studies are especially common when the project purpose and need is focused on supporting changes to a roadway corridor’s urban form or addressing subjects other than increasing a roadway’s automobile capacity. Long-term improvements are programmed for funding through the LRTP’s Cost Feasible Plan, updated every five years (the MPO is currently updating the 2045 plan). More immediate improvements over five years are contained in the Transportation Improvement Program.

Other Approvals by the County Commission (estimated 1-5+ years) – Other items requiring County Commission approval, if pursued, include items such as potential approval of additional housing affordability tools currently being studied; allocations and disbursement of funds to the Local Affordable Housing Trust Fund, which may be tied to budget approvals decided in the Fall of each year); and designation of lands to the Community Land Trust, which may be approved as land opportunities are identified.

Table 5: Implementation Summary

BALANCED DEVELOPMENT/DIVERSE & QUALTY COMMERCIAL
Short-Term (1-2 years)
<p>Branding and Marketing Effort (Section 5.0)</p> <p>Growth Management Plan and Land Development Code amendment evaluation/implementation of overlay elements for promotion of land use concepts, discouragement of undesired uses, development review process incentives, and housing options (Section 3.0 and housing size/type diversity recommendations in Section 5.0):</p> <ul style="list-style-type: none"> • Density/intensity increases with evaluation of coastal building considerations • Adjust permitted uses in C-3 and C-4 to facilitate mixed use and any desired uses not already captured • Potential rezoning of certain TTRVC and C-5 designations on the corridor • Height allowance adjustments to accommodate three stories in C-3 mixed-use projects • Allowances for setback and buffer decreases in certain cases, with requirements for pedestrian-friendly improvements where larger setbacks are maintained. • Parking minimum reductions and adjustments to parking structure/space requirements to facilitate mixed-use and multi-modal environment • Explicit provisions on increasing site connectivity and requirements for shared access for neighboring properties • Adjustments to PUD design criteria in support of adjustments noted herein • Increased separation standards for gas stations • Continued current effort of requirement in C-4 to incorporate self-storage into mixed-use development with certain amount restrictions on first floor • Placement of fuel pumps at back of site and expansion of supplement design requirements for undesired uses that currently lack supplemental standards • Expedited review and fee incentives for desired development • Allow more diverse housing sizes/type through corridor mixed-use provisions

Housing affordability tool/program implementation based on outcomes of current study and use of existing housing programs (e.g., for housing upgrades; Section 5.0)

Recycling drop-off center relocation (Section 5.0)

Mid-Term (3-5 years)

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

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

Long-Term (5+ years)

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

BEAUTIFICATION & GREEN SPACE

Short-Term (1-2 years)

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

Mid-Term (3-5 years)

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

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

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

Long-Term (5+ years)

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

TRANSPORTATION

Short-Term (1-2 years)

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

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

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

Mid-Term (3-5 years)

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

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

Long-Term (5+ years)

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

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

7.0 Appendices

Appendix A: Summary of Additional Stakeholder Meetings

Collier County and Florida Department of Transportation (FDOT) Staff (August 11, 2020)

Tindale Oliver and Collier County held this meeting with County and FDOT transportation agency representatives to discuss potential transportation approaches for US 41 (prior to future additional analysis such as Intersection Control Evaluations). The discussion began with a presentation on possible improvement approaches along US 41 that would enhance safety and convenience for multiple modes. Highlights of potential approaches discussed included:

- Removing on-street bike lanes and creating separated multi-use pathways in the area where sidewalks are generally located (including width adjustments)
- Intersection adjustments to shorten crossing distances for pedestrians
- Adjusted intersection geometry to slow speeds around site access points and increased use of U-turns leaving and accessing sites to decrease reliance on left turns. These adjustments would need to account for impacts on access management and turning radii need and intersection maintenance considerations for vehicles such as trucks.

Comments received in response to these proposals included the following:

- There are a lot of areas trying to create more urban and walkable styles of development; the project needs to be mindful of demand given other sites in the county with similar aims so that infrastructure and design is implemented that people will actually use. In response to this comment, the project would include phasing to show how design, infrastructure, and surrounding land uses and development might evolve over time to accommodate market demand constraints.
- US 41 is reaching its current capacity, so will need to redevelop with mixed-use and Transportation Demand Management strategies to meet needs and accommodate travel moving forward.
- Interconnections between residential subdivisions and commercial developments need to be made.
- Consider an approach taken in Golden Gate City where the County is looking to decrease the roadway median and move that right-of-way to provide green space on the outside of the lanes where it may better benefit multi-use pathway users.
- While Intersection Control Evaluations may show that traffic volumes are not near the targets needed to make adjustments discussed, consider requiring development to set aside right-of-way to accommodate necessary improvements in the future for more urban-style design and infrastructure [This point may be particularly helpful for areas not built out yet, primarily in broader East Naples area and beyond.]
- Think about the context classification of the roadway, currently and for the future, and how land use and transportation infrastructure/design relate.

[East Naples Civic Association \(August 12, 2020\)](#)

Tindale Oliver and the County held this meeting with three members of the East Naples Civic Association. The following are key takeaways from the discussion, the key topics of which were identified during the February meeting with the Association:

- Civic Association representatives were concerned that housing values in East Naples are lower than other parts of the County and that there is a disproportionate amount of low-income housing in the East Naples area. Findings in Technical Memorandum 1 indicate that single-family homes and condos are comparable in just value between East Naples and the county (including incorporated areas), with the exception that the East Naples area tends to not have the highest values that the County does and that the East Naples areas tends to have more condos in the \$100,000 to \$150,000 value range. Note that areas such as Naples might have values high enough that they are not characteristic of most communities. Findings also indicated that traditional multi-family housing that is typically rental only makes up about 6% of the total housing units.
- Undesired uses were also discussed, including the option to remove these uses from allowable uses if a zoning overlay for the area is considered.

- Incentives as an approach to shift development patterns were discussed, including the consideration of desirability of incentives by the community members and effectiveness of incentives for developers.
- Branding was discussed and the possibility of working with local merchants' groups to help with a branding/marketing campaign during future efforts.

Local Nonprofits: St. Matthew's House and Habitat for Humanity (August 12, 2020)

The following takeaways emerged from the discussion with representations of the local Habitat for Humanity chapter and St. Matthew's House, who help provide services to the community:

- Habitat for Humanity is finding it increasingly difficult to serve the lowest income brackets for which it provides services (the organization serves households at 80% Area Median Income – AMI- and below); in practice, households need to make at least \$30,000 annually (estimated by the organization at approximately 30% AMI) for the organization to process them. The organization is increasingly competing with private developers to purchase land; the organization also faces barriers in terms of zoning allowance restrictions and the variance process to implement projects.
- The affordable housing impact fee waiver was shifted to a deferral.
- There is a land trust set up that can accept land for affordable housing.
- The East Naples Study Area is primarily built out, so any efforts to include affordable housing would likely need to focus on redevelopment and upgrades to mobile homes with lower structural quality. The organization is also considering what can be done in areas outside rural boundary.
- St. Matthew's House is seeking funding for a housing project with set-aside for affordable units that they have planned.

Appendix B: Workshop 2 and Online Component Summary

Introduction

This workshop provided an opportunity to review and provide feedback on the draft East Naples Community Development Plan elements, including draft goals/vision elements (developed in the first stages of the project), land use concepts, transportation options, and other recommendations. The workshop included a brief presentation and the following options for attendees to provide feedback:

- Polling questions
- A questions/comments box to provide written feedback and questions
- A question and answer session to provide verbal feedback and questions

Workshop details:

- Date and time: Thursday, September 10, 2020, 5:30 p.m. – 8 p.m.
- Total attendance: 179
 - Virtual attendance: 166

GoToWebinar:

<https://global.gotowebinar.com/join/1277329455024836368/390707721>

Webinar ID 654-146-803

- In-person, following CDC guidelines, attendance: 13
Board of County Commissioner Chambers
Third Floor, Collier County Administration Building, 3229 Tamiami Trail E.,
Naples, FL 34112
- Staff/panelists present:
 - Tindale Oliver:
 - Ali Ankudowich
 - Demian Miller
 - Steve Tindale
 - IT support: Ben Cates, Andrea Sauvageot
 - PlusUrbia:
 - Andrew Georgiadis
 - Juan Mullerat
 - Collier County:
 - Commissioner Fiala
 - Michele Mosca
 - Anita Jenkins
 - Trinity Scott
 - IT support: Richard Dawson, Troy Miller

Polling Responses

The following summarize responses to polling questions posed during the workshop. Attendees could text in responses using the Poll Everywhere program (noted as “direct polling” below). Virtual attendees could also type in responses to the polls using the GoToWebinar platform if texting was unavailable or if they had difficulties with the polling program. In cases where typed responses were not labelled, responses were assigned based on the time received; generally, the addition of the typed responses did not have a large effect on the generally preferences of the group, but these two types of responses are shown separately. For anyone having difficulties submitting input through any of the means provided during the workshop, they could submit feedback via the project email address.

How did you first hear about this workshop?	Typed	Direct Polling	Totals	% DP	% Both
Response	Count	Count	Count		
A. Email from a mailing list	2	25	27	54%	55%
B. Digital Ad (web, social media)	0	3	3	7%	6%
C. Word of mouth	0	13	13	28%	26%
D. Other	1	5	6	11%	12%

Totals	3	46	49		
--------	---	----	----	--	--

Choose your MOST preferred concept for US 41 at Naples Manor	Typed	Direct Polling	Totals	% DP	% Both
Response	Count	Count	Count		
A. Light	2	14	16	25%	24%
B. Moderate	3	22	25	40%	37%
C. Robust	6	19	25	35%	37%
Totals	11	55	66		

Choose your LEAST preferred concept for US 41 at Naples Manor	Typed	Direct Polling	Totals	% DP	% Both
Response	Count	Count	Count		
A. Light	6	35	41	52%	51%
B. Moderate	0	3	3	4%	3%
C. Robust	7	29	36	43%	45%
Totals	13	67	80		

Choose your MOST preferred concept for US 41/ Rattlesnake Hammock	Typed	Direct Polling	Totals	% DP	% Both
Response	Count	Count	Count		
A. Light	2	16	18	23%	22%
B. Moderate	4	20	24	29%	30%
C. Robust	4	34	38	49%	47%
Totals	10	70	80		

Choose your LEAST preferred concept for US 41/ Rattlesnake Hammock	Typed	Direct Polling	Totals	% DP	% Both
Response	Count	Count	Count		
A. Light	6	47	53	67%	67%
B. Moderate	1	1	2	1%	2%
C. Robust	2	22	24	31%	30%
Totals	9	70	79		

Choose your MOST preferred concept for Town Centre	Typed	Direct Polling	Totals	% DP	% Both
Response	Count	Count	Count		
A. Light	0	14	14	18%	16%
B. Moderate	6	41	47	53%	53%

C. Robust	5	22	27	29%	30%
Totals	11	77	88		

Choose your LEAST preferred concept for Town Centre	Typed	Direct Polling	Totals	% DP	% Both
Response	Count	Count	Count		
A. Light	9	37	46	49%	52%
B. Moderate	0	3	3	4%	3%
C. Robust	4	35	39	47%	44%
Totals	13	75	88		

Rate the Idea of a Well-Designed Recycling Center in the East Naples Study Area	Typed	Direct Polling	Totals	% DP	% Both
Response	Count	Count	Count		
1. Completely Support	5	23	28	35%	37%
2. Support Moderate	0	9	9	14%	10%
3. Neutral	2	11	13	17%	17%
4. No Support Moderate	1	9	10	14%	13%
5. No Support at All	2	13	15	20%	20%
Totals	10	65	75		

Key Takeaways from Comments

The most common themes that emerged from the comments included the following:

- Amount, type, and location of development:
 - Desire for fewer fast food/chain restaurant/less expensive uses and gas stations
 - Desire for more Trader Joes and/or Whole Foods, “nicer” restaurants and shopping
 - Suggestions to improve or redevelop existing blighted commercial areas instead of building out new areas
- Preserving and increasing green space: support more open green space / preserves and trails / native landscaping and shading; concerns of overbuilding
- Transportation safety:
 - Support safer non-motorized transportation (bike/ped) connections to other greenways and attractions/venues
 - Safety concerns with crossing US 41; desire for safer intersections
- Recycling drop-off center: truck traffic and noise concerns regarding recycling center off of US 41 and near residential areas; some general concerns about placement along US 41 or in East Naples, yet note that the polls indicate overall support for recycling drop-off center in the Study Area.

Questions

Questions are in **bold** and responses follow.

- **Questions on the eastern part of the Study Area:**
 - Why didn't you propose more development around the Collier Blvd and US 41 general area since it is closer to the newer and extensive residential developments to the east, north and south of that intersection?**
 - Are you going to look at the Collier Blvd and US 41 intersection area as part of this process?**
 - Why did the presentation not include the more eastern part, such as proposed area at Rattlesnake and Collier?**
 - I just recently reviewed the plans for East Naples. The June presentation included potential redevelopment off of Rattlesnake and Collier Blvd. This was not addressed in presentation that I could see. I live in Naples Lakes Country club and am wondering about development in and around NLCC. Is there anything on the horizon for this area? It has many areas of need between Rattlesnake and 75.**
 - We looked at these intersections as possible examples for land use concepts but thought the others would make better examples for various reasons, such as focusing on redeveloping some of the older existing development in the sites selected. The example sites are meant to be illustrative of how more diverse land uses can be accommodated in the study area but are not meant to exclude the potential for this type of development at locations other than those shown during the workshop. There are several vacant parcels with approved development orders on the east side of Collier Boulevard and north and south of Rattlesnake Hammock Road in this area. A recent approval in the northeast quadrant allows 265 multi-family dwelling units with up to 185,000 square feet of commercial development.
- **How much has the plan morphed post COVID lockdowns for the new realities (ie curbside) in retail development?**
 - The plan provides concepts and related implementation items to put rules, incentives, and other strategies in place to encourage more desired development and land use outcomes; yet it acknowledges that the actual build-out is likely subject to external factors affecting market demand, such as COVID-19. The plan includes options to adjust to these factors as more information becomes available and to allow for variance in timing and phasing for build-out based on these factors and related uncertainties.
- **How would you connect the two sides of US 41? Is it just traffic lights?**
 - Strategies include slowing traffic by narrowing lanes and geography improvements to cross the street. Break up and shorten crossing distances to help drivers be more conscious and more refuge to cross. This would include widening sidewalks and improved lighting.

- **Will plantings be native with limited need for treatment and care?**
 - The concepts show native plantings; follow-up landscaping requirement review and adjustments as recommended in Section 5.0 of this memo can provide an opportunity to address this item.
- **Would Bike/Pedestrian Blvd. extend all along 41, joining all three centers?**
 - Extension of this concept along the corridor aligns with goals in the plan and would depend on more detailed transportation analysis for feasibility.
- **Has there been discussion with the plan to emphasize greenways for pedestrians to connect the other areas?**
 - It is not a large transportation component in the project as the major roadways are where the development would occur. However, the general concept is not in conflict with this plan. Other County and regional transportation planning documents that do focus on greenways are noted in the first technical memo for the plan, and we will provide information on how to engage with those processes as part of the final plan.
- **Will green space left on west side of light concept be maintained or adapted into greenspace?**
 - Vacant properties with entitlements shown in the “Light” concepts (such as those at the US 41 at Naples Manor site) are assumed to be allowed to develop as usual with the option for some design improvements; interventions to turn these areas into additional greenspace would require further evaluation through planning and capital improvement processes for the parks and recreation system, unless a specific local funding option was passed for capital and maintenance (e.g., an MSTU).
- **What happens to the existing businesses? In the robust plan, the warehouses are gone, where did they go?**
 - Existing businesses are allowed to operate until they decide to sell and redevelop, which would occur through typical market processes; as occurs under typical market circumstances, a use might find another area in which to locate, owners of the operation may turn to other activities, etc. These concepts show what kind of redevelopment might be possible with certain adjustments to regulations, incentives, and capital improvements to facilitate a transition to other types of development and uses, but it avoids requiring a transition of existing uses due to property rights protections.
- **On the moderate and high-density buildouts, what is the impact based on seasonal versus full-time occupancy?**
 - Existing estimates of seasonal and full-time households for East Naples were presented in Workshop 1 and are similar to the County as a whole: approximately 40% permanent households and 60% seasonal households (note that rentals were not included in this estimate, but traditional multi-family units that are typically rental make up 10% or less of the housing in either area). More

detailed analysis would be required to understand whether these ratios would change significantly with additional residential units.

- **How many non-official/non-Tindale residents are attending? Are these the only people voting or are the official and Tindale folk voting in the poll too?**
 - There are currently 145 attendees for this event, not counting officials or Tindale Oliver staff. Staff are not participating in the polls. (Note: virtual attendance maxed at 166.)
- **Canal infrastructure questions:**
 - Will this contribute to significant water runoff into that canal? Does that lead to Naples Bay, which is already under pressure with freshwater pollution?**
 - What modifications to the canals will be needed to handle the additional impervious areas and resultant increase in stormwater flow in each of the 3 zones?**
 - Specific infrastructure and environmental impacts would be part of a more detailed review of this concept for code implementation.
- **Are potential developers being provided with data regarding the number of residences in East Naples that fall within in plus \$1.5M, \$1.25 to \$1.5M, \$1M to \$1.25M, \$750K to \$1M, etc.? I suspect the number are huge and would go a long way to encourage higher end commercial and retail development.**
 - The project team found the median income in the area to be approximately \$53,000. We spoke with development representatives as part of outreach for this project with information on general population and median income estimates in the area; those discussions touched on concerns about limited density in the area. A marketing strategy and materials put together as a follow-up to this project could be used to share information about the area to developers and other target audiences.
- **What is considered affordable housing?**
 - Affordable housing may take a broader meaning in this context, indicating ways to diversify price points through types/sizes of housing provided (e.g., allowing for smaller units) and/or housing subsidized for different income levels that may particularly benefit from such a subsidy.
- **Is the shopping center with Greenwise also being updated?**
 - In the concept presented for US 41 at Rattlesnake Hammock Road, the building with Publix remains.
- **Have there been any thoughts of tearing down the entire old Lucky's plaza and starting over? Maybe then making the entire area new as opposed to just the parking lot area.**
 - This site could be redeveloped under current regulations with low-level design changes or could be included for redevelopment as part of moderate or robust scenarios with more significant adjustments to regulations.

- **Any conversation about greenways to connect areas like the proposed Naples Bay Greenway from Collier MPO? These can connect multiple communities, businesses and recreational areas.**
 - The first stages of this project reviewed plans for bicycle and pedestrian improvements in the area, including trails, from the MPO Bicycle and Pedestrian Master Plan. That planning process and future updates provide a platform for more detailed trails improvement discussions; that process will be documented in the final Community Development Plan for East Naples.
- **Did transit plans also look at other destinations for biking or walking, such as to the Botanical Garden, Sugden, or downtown?**
 - Technical Memorandum 1 reviewed existing transit service and planned improvements, as well as existing bike and pedestrian infrastructure and improvements; further proposals for roadway, bicycle, and pedestrian improvements are included in this technical memorandum. Many of the existing transit amenities and roadway, bicycle, and pedestrian proposals are located along US 41, which is a main route to access the Community Redevelopment Area containing the Botanical Gardens and Sugden Regional Park; this main roadway then continues west to approach Downtown Naples. As a result, the connections between the Study Area and the destinations noted will likely be further enhanced.
- **When are you going to provide a library and post office on 41 after Collier?**
 - New libraries are assessed through level of service analysis and implemented through capital planning processes for the County; these are comments that can be raised during the updates to related documents, such as the budget with capital plan and Annual Update and Inventory Report annual update. The final plan will provide an overview of those processes. Placement of post offices are not under the jurisdiction of the County since they are federal facilities; there is no current plan for a post office.
- **Are you planning a post office in East Naples? It is very necessary.**
 - Placement of post offices are not under the jurisdiction of the County since they are federal facilities; there is no current plan for a post office.
- **While you're working on the areas identified on US 41 which need it, the eastern end of the county is under enormous pressure from developers seeking to develop what is currently agricultural or open space - habitat for endangered species, bird rookeries, etc. Is there any plan to reign in the residential developers at all?**
 - Development will be consistent with policies in the Growth Management Plan and Land Development Code. The County has programs in the eastern portion of the County that aim to protect natural areas and direct development growth. Just east of Collier Boulevard is the Rural Fringe Mixed-Use District that has a Transfer of Development Rights program; this program allows for the transfer of the right to develop from certain areas to other areas with an aim to concentrate

development and take pressure off the places left open and undeveloped. The area is undergoing a restudy to understand how to support initial aims of the program, such as natural area protection and development of growth, and make the program more effective. You can learn more about this area and program on the [County's website](#).

- **Any way to understand the traffic impacts to these three designs?**
 - Presently any development in unincorporated Collier County would need to comply with the County's Traffic Impact Study procedures. Because the East Naples area has a high number of residences with relatively few non-residential uses, providing these uses closer to where people live could capture trips that otherwise would head further north; however, this would need to be evaluated as part of any future traffic impact study.
- **Is there a PRIORITY of which location we want developed first? Or are they all being developed at once?**
 - The County will focus on getting regulations and incentives in place, then the private market will likely dictate development priorities.
- **What type of time frame are we looking at if plan is approved? When does it start and process?**
 - The team will forward recommendations of policies, transportation and land development codes to the County for their approval. Depending on the complexity of the changes, it would take from six months to more than a year. As far as US 41, FDOT will have to do a study. Making physical changes take longer than land development codes. It will need to get into the FDOT work program. Traffic and engineering analysis require about three to five years or at least five years for a complete overhaul of highway. More information on implementation processes and timing will be included in the final plan.
- **Since there will be moderate to robust development there is a need for a better process for approvals. Will this be discussed in the "next steps" such as the recommendation for a community board for oversight?**
 - Based on discussions with representatives of the development community, we understand that development review process incentives such as expediting permitting would be helpful to encourage the implementation of the plan. A community board for oversight can give a certain group more review of development but may also hamper the process from the developer prospective. As a result, having strong community input on the vision, plan, and regulations overall and upfront may be preferable to having an additional review step for individual developments that meet the approved plans and regulations. However, a policy to authorize a review board would go through a Board of County Commission approval if pursued.
- **How much weight will the poll results have on the approval to the county? Are those the only areas and options (light, moderate and robust) on those sections? Will this**

impact traffic in East Naples? Will people from North Naples come into East Naples to increase traffic in our area?

- The concepts put together for the workshop and related preference poll results provide general guidance for the direction of the plan; the plan provides approaches and a process with examples for making change and serves as the basis for further implementation efforts, yet these steps are not final. We will document overall responses to the concepts as we complete the plan, and then it must go through approval with the County Commission. Individual implementation steps, such as regulatory adjustments and long-term/capital planning changes must also go through additional approval processes prior to changes being made. This will include further opportunities to analyze and discuss more specifics of these concepts and potential impacts, such as traffic. Ultimately, these concepts are intended to provide more local and walkable options for the Community of East Naples, yet there may be changes to traffic patterns, including around site access points.
- **Adding more shops, residentials, etc. how do you get over the bridge to go to downtown Naples with the traffic especially during season?**
 - The aim of these concepts is to reduce mileage on the roads from trips outside the area. We are trying to keep trips closer to the East Naples area so you do not have to travel outside of it.
- **No mention of Courthouse Shadows, what about it?**
 - Courthouse Shadows is being developed separately out of this area. It will be coordinated with the community development plan moving forward.
- **What is the status of the road work on Thomasson between Bayshore and 41?**
 - The Collier Community Redevelopment Agency provides the following information about this project on the Bayshore Gateway Triangle Community Redevelopment Area website (<https://bayshorecra.com/projects/bayshore-beautification-projects/thomasson-drive-hamilton-ave/>):
The \$6 million Thomasson Drive/Hamilton Avenue project is funded by the Bayshore Beautification Municipal Service Taxing Unit (MSTU). The new project will consist of a roundabout at the intersection of Thomasson Drive and Bayshore Drive and will enhance Thomasson Drive from Orchard Lane to Hamilton Avenue by constructing new 6-foot-wide sidewalks, bike lanes, decorative street lighting, signage and Florida friendly landscaping. Wright Construction Group Inc. based in Fort Myers, Florida was awarded the construction contract. Construction began on May 6, 2020 and will last approximately 12 months. The project started at the intersection of Hamilton Avenue and Thomasson Drive, moving east along Thomasson Drive to the intersection of Orchard Lane.
- **Can you give us a status on the new light on 41 at the entrance of Treviso Bay?**
 - On August 3, the developer resubmitted plans to FDOT for their review of design plan. They said they would have a contractor selected in 60-90 days.

- **Everyone wants to preserve the quiet/calm and safety, quality of life and property values of their residential neighborhoods. How will increased commercial development impact our homes/residential neighborhoods?**
 - Part of the public engagement for this project looked at preferred locations for additional development, which tended to be along US 41 and to a lesser degree along Collier Boulevard. The aim of targeting commercial development to these corridors, aside from focusing on where opportunities are more likely for this type of development, is to remain consistent with community preferences and avoid the residential neighborhoods of the area. In this way, the neighborhoods remain buffered but still have some increased local options, with green space and connectivity/access considerations.
- **Any budget estimates for these various plans? Or is it premature?**
 - It is too premature.
- **Are there pedestrian counts to justify the plan for pedestrian plan. Any other areas in Florida use the left lane? I don't see me or others walking across six lanes. I would prefer above street crossing.**
 - The idea is to encourage and provide the pedestrian circulation. You want to reduce the vehicular speeds to encourage the pedestrian plan. Once you get to a place in a vehicle, you do not necessarily want to have to drive to a neighboring shopping center across the street or to the one next door. There are short-term and long-term solutions to ultimately operate US 41 as an urban street. Other areas with left turn configuration as shown are West Palm and Miami.
- **Explain the overlay. Who creates it and has separation standards worked for undesirable development?**
 - The overlay is a regulatory tool that targets to certain areas, such as those within East Naples, the regulatory adjustments that would promote the plan outcomes, The County Commission makes the final decision on approving an overlay. Separation standards are often used for undesirable uses because it can be legally challenging to prohibit uses outright and address uses already in existence. These standards mandate a distance between uses (i.e., gas stations must be a certain distance apart). These standards are already implemented for gas stations, but they can be evaluated for an increase in distance. Design standards can also be heightened to make these uses more aesthetically pleasing or more buffered from surrounding areas (through architectural standards, heights, setbacks, etc.).
- **What happened to the plans for a new arts center/theater/opera house park?**
 - A multi-purpose facility was proposed as part of the Bayshore Gateway Triangle Community Redevelopment Plan for the area just west of the East Naples Study Area. More information on this plan can be found in Section 5 of this document: <https://bayshorecra.com/wp-content/uploads/2015/09/05.13.2019-Final->

[Redevelopment-Plan-Update.pdf](#) and on the Community Redevelopment Area's website: <https://bayshorecra.com/>.

- **How about an entrepreneur incubator, culinary incubator facility?**
 - This effort may be coordinated with the existing Naples Accelerator that assists new and emerging businesses (overseen by the Collier County Economic Development Office; more information available here: <https://www.collieredo.org/naples-accelerator>), as well as the incubator idea proposed as part of the Bayshore Gateway Triangle Community Redevelopment Plan (more information available in Section 5 of this document: <https://bayshorecra.com/wp-content/uploads/2015/09/05.13.2019-Final-Redevelopment-Plan-Update.pdf>).
- **What is happening with the gas station on 41 east of Collier Blvd on corner of Auto Ranch Road? It was destroyed in Irma and is in same condition. I asked two years ago what was happening and they said the new owners were waiting on permits. That was two years ago! Why hasn't the county razed this gas station and fixed up that corner? This looks disgusting.**
 - This issue is a current Code Enforcement case; next steps may include a Notice of Violation and possible hearing.
- **The old K-Mart in Freedom Square was supposed to have several businesses open there. What is happening? I haven't seen any work.**
 - The County is not involved in storefront openings; these are part of a developer-driven process with leases being determined between property owners and lessees. Permits have been pulled for interior renovations.
- **Would the recycling center be in one of the zones presented? Our neighbors would be in favor of one in our area. Also, any news about possible overpass at 951 and US 41?**
 - The County is looking for a recycling site along US 41 and wanted to get consensus from the community to see if this fits within the East Naples vision. There are other locations that may be available near the airport. One site was identified on US 41; it was not yet purchased. We wanted to receive consensus from the community about a location along US 41 or about suggesting it move to an industrial area in the East Naples area.
 - There is no funding identified yet for an overpass through 2040 and the MPO plan is updated periodically. The 2045 plan is currently in planning stage.
- **There are three Collier commissioners that have oversight over parts of East Naples and that brings forth many problems especially with respect to their vision for growth. I live in the Isles of Collier Preserves and part of the development is in District 1 and others in the same development are in District 4. Does that really make any sense? Are there any plans to review this and give East Naples one commissioner? Redistricting only occurs once every 10 years after the census is completed. It is time for change; one commissioner for East Naples. The way it is now only causes**

confusion and conflict with those commissioners that have responsibility in east and other parts of Collier County. Who do they really advocate for?

- Redistricting will begin in 2021; there are no plans at this time to change Commission district boundaries.
- **We have been seeing some activity on Markley that have us wondering if development is planned soon. Any information would be appreciated.**
 - Land clearing at 2185 Markley Avenue is related to agricultural farmland and mobile home.