

**RESOLUTION NO. 2022-\_\_\_\_\_**

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA ADOPTING THE COLLIER COUNTY COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN, AS AMENDED AND MODIFIED, PURSUANT TO THE COMMUNITY REDEVELOPMENT ACT OF 1969, CHAPTER 163, PART III, FLORIDA STATUTES; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the Legislature of the State of Florida enacted the Community Redevelopment Act of 1969, which is presently codified in Part III of Chapter 163, Florida Statutes (the “Act”); and

**WHEREAS**, pursuant to the Act, a redevelopment plan must be adopted by the governing body to initiate redevelopment activities within the redevelopment area; and

**WHEREAS**, Resolution No. 2000-82 declared the need for a Community Redevelopment Agency and authorized the preparation of a Redevelopment Plan for the Bayshore Gateway Triangle and Immokalee study area; and

**WHEREAS**, the Board, by its approval of Resolution No. 2000-83 established the Board of County Commissioners as the Community Redevelopment Agency to carry out redevelopment activities; and

**WHEREAS**, the Board, by its approval of Resolution No. 2000-181 adopted the Community Redevelopment Plan; and

**WHEREAS**, the Board, by its approval of Resolution No. 2019-75 adopted the first amendment to the Community Redevelopment Plan primarily pertaining to the Bayshore Gateway Triangle Community Redevelopment Area; and

**WHEREAS**, the Board now desires to further modify portions of the Community Redevelopment Plan pertaining to the Immokalee Community Redevelopment Area; and

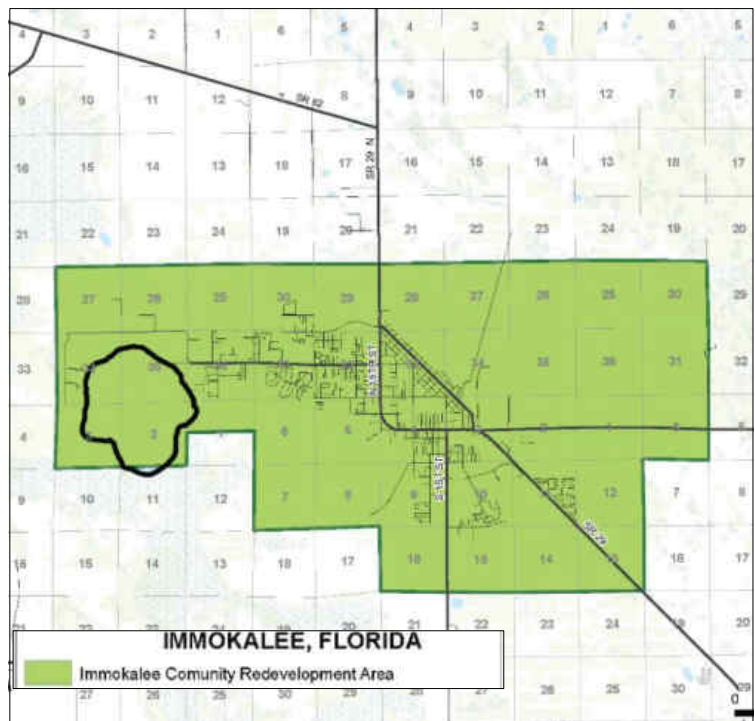
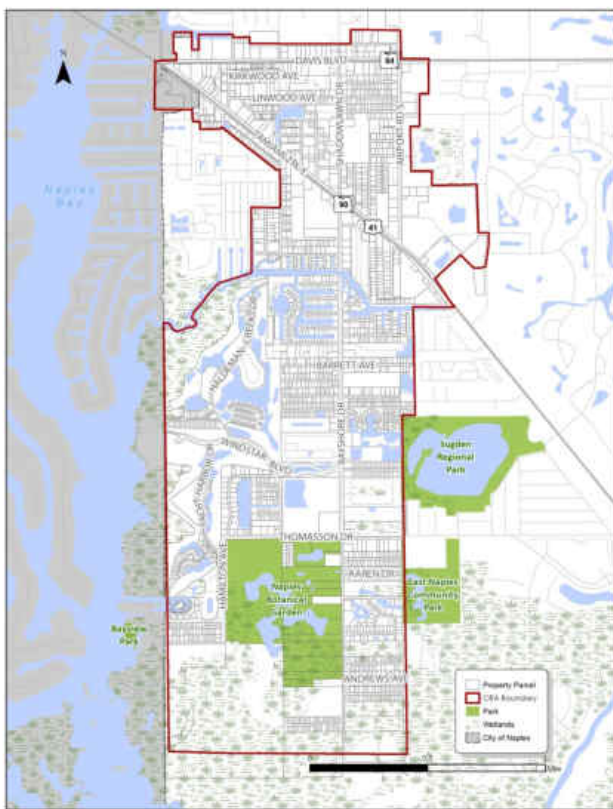
**WHEREAS**, the Collier County Planning Commission (“Local Planning Agency”) conducted a formal review at a public hearing on April 7, 2022, and submitted its recommendations to the Community Redevelopment Agency; and

**WHEREAS**, the recommendations from the Local Planning Agency were considered by the Community Redevelopment Agency at a meeting on May 10, 2022, and reviewed for inclusion into the CRA Plan, as appropriate; and



COLLIER COUNTY COMMUNITY REDEVELOPMENT AGENCY

Community Redevelopment Plan  
Amendment  
April 2022



Bayshore Gateway Triangle CRA • Bayshore Beautification MSTU  
Haldeman Creek MSTU



Adopted June 13, 2000

First Amendment: April 23, 2019

# Collier County Community Redevelopment Plan

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## **Section 1 PLAN OVERVIEW**

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### **Section 1.1 Introduction**

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The Collier County Redevelopment Plan (CRA Plan) is a guide for the physical and economic revitalization and enhancement of the designated redevelopment areas. This plan, with its specific components, has been formulated in close cooperation with the members of each community and is based on the objectives identified by community members in a series of public workshops.

The Collier County Community Redevelopment Agency consists of two areas designated by the Collier County Board of County commissioners as redevelopment areas under the authority of Florida Statutes, Chapter 163, Part III, Community Redevelopment Act. The two areas depicted on Figure 1 as amended, were identified by the presence of one or more conditions of blight as defined in the statutes. These findings are contained in Section 1.2 and further specified in the Appendix A and component section for each area.

The redevelopment program in Collier County provides the authority granted by the statutes, the means to achieve growth management objectives, by redirecting growth to areas where urban services currently are provided or are needed but currently inadequate, encourages revitalization of once viable neighborhoods and business districts and encourages the provision of affordable, good quality housing within centers of urban concentration.

The Collier County Growth Management Plan policies provide the rationale for the establishment of redevelopment areas in the county and recognizes the redevelopment plan adopted for each component area. In addition, each community has formulated their own specific objectives. Each component section describes the history and process of community involvement in each respective community.

The Collier County Community Redevelopment Agency approved an expansion to the Immokalee Community Redevelopment Area boundary in 2004 (Resolution 2004-179 and Resolution 2004-384).

In 2018, the Collier County Community Redevelopment Agency approved a contract with Tindale Oliver Design to gather data, perform technological analysis and seek public and agency input in order to draft an amendment to this redevelopment plan that would lay out a framework of goals, objectives, and strategies to continue the redevelopment efforts in the Bayshore Gateway Triangle Community Redevelopment Area. On April 23, 2019, the Board of County Commissioners adopted Resolution 2019-75 approving the first amendment to the Community Redevelopment Plan.

In 2019, the Collier County Community Redevelopment Agency directed staff to gather data, perform analysis and seek public input to draft an amendment to layout the framework of goals, objectives and strategies to continue the redevelopment efforts in the Immokalee Community Redevelopment Area (ICRA), which resulted in the 2022 Immokalee Redevelopment Plan.

In 1969, the Florida State Legislature established Chapter 163, Part III, enabling local units of government to designate certain areas as Community Redevelopment Agencies (CRA). The overall goal of the legislature was to encourage local initiative in downtown and neighborhood revitalization. The Florida Legislature has made amendments to the enabling legislation over the years. This Plan recognizes those amendments.

Figure 1 Updated Map





## Section 1.2 Findings and Conditions of Blight

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In 1969, the Florida State Legislature established Statute 163.00 enabling local units of government to set up Community Redevelopment Agencies (CRA). To assist in redevelopment efforts, these local agencies were mandated to establish Redevelopment Trust Funds, which would serve as the depository for tax increment revenues.

The overall goal of the legislature was to encourage local initiative in downtown and neighborhood revitalization. In 1984, the Florida Legislature amended Section 163.335 to include five primary objectives:

1. To address the physical, social, and economic problems associated with slum and blighted areas (F.S. 163.335 (1));
2. To encourage local units of government to improve the physical environment (i.e. buildings, streets, utilities, parks, etc.) by means of rehabilitation, conservation or clearance /redevelopment (F.S. 163.335(2));
3. To convey to local community redevelopment agencies the powers of eminent domain, expenditure of public funds, and all other general police powers as a means by which slum and blighted areas can be improved (F.S. 163.335 (3));
4. To enhance the tax base in the redevelopment area by encouraging private reinvestment in the area and by channeling tax increment revenues into public improvements within the area (F.S. 163.335 (4));
5. To eliminate substandard housing conditions and to provide adequate amounts of housing in good condition to residents of low or moderate income, particularly to the elderly (F.S. 163.335(5)).

To be designated as a redevelopment area, the area must meet the criteria outlined in Chapter 163.340 of the Florida Statute. The area in Collier county were designated as Blighted” which is defined as the following:

“Blighted Area” means either:

- (a) An area in which there a substantial number of slum, deteriorated, or deteriorating structures and conditions which endanger life or property by fire or other causes or one or more of the following factors which substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present condition and use:
  1. Predominance of defective or inadequate street layout;
  2. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
  3. Unsanitary or unsafe conditions;
  4. Deterioration of site or other improvements
  5. Tax or special assessment delinquency exceeding the fair value of the land; and
  6. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
- (b) An area in which there exists faulty or inadequate street layout; inadequate parking facilities; or roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following proposed construction.

On March 14, 2000, the Collier County Board of County Commissioners made finding of conditions of blight and adopted Resolution 2000-82 and adopted Resolution 2000-83 establishing the Community Redevelopment Agency. Both of these resolutions are contained in Appendix A.

### **Section 1.3**

#### **CONSISTENCY WITH THE COLLIER COUNTY GROWTH MANAGEMENT PLAN**

The Collier County Growth Management Plan provides land use designations, which describe the intent and allowable density and intensity of appropriate uses for future development. The Growth Management Plan was adopted by the Board of County Commissioners in 1989 and has been amended several times since the original adoption.

This section identifies the goals, objectives and policies that apply to both redevelopment areas. The goals, objectives and policies that apply to each area specifically are included in Section 4 – Immokalee Redevelopment Area Plan and Section 5 – Bayshore/Gateway Triangle Redevelopment Area Plan. This amendment recognizes that the Immokalee Redevelopment Area Plan will be amended following the adoption of the updated Immokalee Area Master Plan currently going through the public hearing process.

Both the Bayshore/Gateway Triangle Redevelopment Area and the Immokalee Redevelopment Area are located in the Urban Designation as identified on the Collier County Future Land Use Map Appendix F. As stated in the Future Land Use Element of the Growth Management Plan:

Urban Designated Areas on the Future Land Use Map include two general portions of Collier County: areas with the greatest residential densities, and areas in close proximity, which have or are projected to receive future urban support facilities and services. It is intended that Urban Designated Areas accommodate the majority of population growth and that new intensive land uses be located within them. Accordingly, the Urban Area will accommodate residential uses and a variety of non-residential uses. The Urban Designated Area, which includes Immokalee, Copeland, Plantation Island, Chokoloskee, Port of the Islands, and Goodland, in addition to the greater Naples area, represents less than 10% of Collier County's land area.

**The redevelopment plan allows for detailed planning that will encourage the coordination of activities as outlined in Objective 4 of the Growth Management Plan.**

#### **OBJECTIVE 4:**

Continually refine the Future Land Use Element through detailed planning in order to improve coordination of land uses with natural and historic resources, public facilities, economic development, housing and urban design.

Policy 4.8 recognizes the adoption of the redevelopment plans for each component area:

#### **Policy 4.8:**

The Board of County Commissioners may consider whether to adopt redevelopment plans for existing commercial and residential areas. Such plans may include alternative land uses, modifications to development standards, and incentives that may be necessary to encourage redevelopment. Such redevelopment plans may only be prepared by the County or its agent unless otherwise authorized by the Board of County Commissioners. The Bayshore/Gateway Triangle Redevelopment Plan was adopted by the Board on June 13, 2000; it encompasses the Bayshore Drive corridor and the triangle area formed by US41 East, Davis Boulevard and Airport-Pulling Road. The Immokalee Redevelopment Plan was adopted

by the Board on June 13, 2000. Other specific areas that may be considered by the Board of County Commissioners for redevelopment include, but are not necessarily limited to:

- a. Pine Ridge, between US41 North and Goodlette-Frank Road;
- b. US 41 North in Naples Park; and
- c. Bonita Beach Road between Vanderbilt Drive and the west end of Little Hickory Shores #1 Subdivision.

The Immokalee Community is governed by the entire Growth Management Plan which includes the Immokalee Area Master Plan (reference FLUE Policy 4.3), a separate element of the Growth Management Plan adopted in 1991 and significantly revised in 1997 and 2007. The Master Plan contains land use designations and policies applicable to the Immokalee area. Significant amendments to the Immokalee Area Master Plan are under review.

A review of the land use designation and policies that apply for each area is contained in the individual component section of this document: Section 4 – Immokalee Redevelopment Area Plan and Section 5 – Bayshore/Gateway Triangle Redevelopment Area Plan.

#### **Section 1.4**

#### **CONFORMANCE WITH STATUTORY REQUIREMENTS**

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Chapter 163, Part III of the Florida Statutes authorizes the creation of Community Redevelopment Agencies and the development of Community Redevelopment Plans. The legislation focuses primarily on the creation of Community Redevelopment Agencies, the powers granted to them and specific criteria of the development of Community Redevelopment Plans. As part of a Community Redevelopment Agency's formation, a Community Redevelopment Plan is created which provides the framework for effective redevelopment of the Community Redevelopment Area.

The Community Redevelopment Plan is a comprehensive document that provides the details for redevelopment of the area, including an extensive analysis required by Florida Statutes. In accordance with Florida Statutes, the governing body, in this case the Board of County Commissioners, may make subsequent changes, amendments or updates to the Community Redevelopment Plan upon recommendations of the Community Redevelopment Agency. Modifications to the plan require a public hearing process and appropriate public notification.

The Community Redevelopment Act requires redevelopment plans to be consistent with the comprehensive growth management plan. This plan is as a whole consistent with the Collier County Growth Management Plan.

This plan establishes a vision for the community as a whole, the component areas and its neighborhoods. The CRA's vision will not be achieved overnight or even in the next five years. This plan is intended to provide a framework for policy decisions and public improvements over the next thirty years.

For the purposes of this plan, "encourage" means to support, recommend, endorse or seek approval of any project, action, program or activity and can also mean to provide incentives and allocate funds, assets and resources, including participation by staff, employees, contractors, consultants or others if approved by the Collier County Agency (CRA) and allocated through the standard operating and procurement guidelines adopted by the Collier County Board of Commissioners.

This plan contains provisions that contemplate actions to be taken by the Board of County Commissioners (BCC), including various agencies, departments or boards of the County. While the BCC has adopted this Plan, any recommendations requiring further BCC action will be taken separately to the BCC to approve and authorize implementation of any such actions.

**The Private Sector**

The Redevelopment Plan cannot be implemented without the predominant participation of the private sector. The role of the private sector is to evaluate the effectiveness of an investment risk in the Redevelopment Area and to pursue development opportunity consistent with the Redevelopment Plan.

## **Section 1.5**

### **The Community Redevelopment Agency**

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The management structure established to undertake formal redevelopment activities within the Redevelopment Area is the Community Redevelopment Agency (CRA). Pursuant to the Community Redevelopment Act, the Collier County Board of County Commissioners declared itself the CRA. The CRA is a legal entity, separate and distinct from the Board of County Commissioners.

The Community Redevelopment Agency will use any and all methods of implementing the plan as authorized by law. The CRA will exercise the powers conferred by statute to take action within the Redevelopment Area such as will result in economic revitalization consistent with the Plan. The Board of County Commissioners has the following powers:

- The power to determine an area to be slum or blighted or a combination thereof; to designate such area as appropriate for a community redevelopment project; and to hold any public hearings required with respect thereto.
- The power to grant final approval to Community Redevelopment Plans and modifications thereof.
- The power to authorize the issuance of revenue bonds as set forth in Section 163.385, Florida Statutes.
- The power to approve the acquisition, demolition, removal or disposal of property and the power to assume the responsibility to bear loss as provided in Section 163.370, Florida Statutes.

#### **Community Redevelopment Agency Authority**

This Plan will be undertaken in accordance with the provisions of the Community Redevelopment Act of 1969. The County and the CRA may use any and all methods of achieving revitalization of the Redevelopment Area as authorized by law. The following sections generally describe the available development actions.

#### **Property Acquisition**

The Act authorizes the County and the Redevelopment Agency to acquire real property in the redevelopment area by purchase, condemnation, gift, exchange or other lawful means in accordance with this Plan. The County and CRA may acquire real property within the redevelopment area as may be necessary for public improvements. These acquisitions will provide sites for public facilities, eliminate unsafe conditions, removing non-conforming uses, or overcome diversity of ownership and faulty lot layout which prevent redevelopment and contribute to the perpetuation of blight in the area.

Whenever possible, the designated property will be acquired through negotiation with current owners. The property will be acquired through standard Community Redevelopment Agency procedures. In those instances where negotiation does not result in a mutually satisfactory agreement, the properties may be acquired by eminent domain proceedings and just compensation awarded in accordance with Chapter 170, Florida Statutes.

Areas for potential land acquisition and relocation (if necessary) are indicated in the component sections of this plan. When necessary, as plans are further specified in Phase I (2001-2005) particular parcels will be identified for acquisition where applicable. Such plans will be subject to approval by the CRA Board. The following provides the policies which would govern acquisition, disposition, or relocation activities.

### **Land Acquisition Plan and Program**

A land acquisition program will be designed to meet the goals and objectives of the redevelopment plan, while minimizing disruption of the neighborhood fabric to be retained and reinforced and minimizing acquisition costs.

A land acquisition program could consist of the following components:

- Right of Way Acquisition
- Commercial Project Acquisitions
- Residential Acquisitions for Major Projects
- Residential Acquisitions for Infill

### **Demolition, Site Preparation and Public Improvement**

The County and the CRA may each demolish, clear or move buildings, structures and other improvements from real property in the redevelopment area which it has acquired and as may be necessary to carry out the purpose of this plan. In addition, the County and /or the CRA may construct or cause to be constructed streets, sidewalks, curbs, utilities, lighting, open space, plazas, landscaping, water elements, and other amenities deemed necessary to implement this plan.

The County and CRA may change portions of the redevelopment area to be devoted to public uses, public improvements, and infrastructure.

### **Disposition Policy**

The CRA is authorized under the Act to sell, lease, exchange, subdivide, transfer, assign, pledge encumber by mortgage or deed of trust, or otherwise dispose of any interest in real property. To the extent permitted by law, the CRA is authorized to dispose of Real Property by negotiated sale or lease. All real property acquired by the CRA in the redevelopment area shall be sold or leased for development for the fair value to further the purpose of this plan and as determined pursuant to 163.380 (2), Florida Statute ( 2018).

The CRA may reserve such powers and controls through disposition and development document with the purchasers or lessees of real property from the CRA as may be necessary to ensure that development begins within a reasonable period of time and that such development is carried out pursuant to the purpose of this plan.

Interested developers will submit proposals in accordance with Section 163.380, Florida Statutes. Selected developers will be required to execute binding disposition agreements with the CRA which will safeguard that the provisions of this plan be implemented. The property may be transferred for fair value subject to the disposition agreement and other conditions or covenants necessary to ensure that the purpose of redevelopment will be effectuated.

The disposition of all publicly owned or assembled land will be subject to objective and clearly defined standards and procedures which will assure timely re-uses and improvements to property in accordance with the plan and its development controls. Guidelines may include but are not limited the following activities:

- Site Re-Use Guidelines
- Preferred Redeveloper Designation
- Competitive Private Developer Selection
- Terms of Property Conveyance

- Development Controls and Design Review
- Residential Relocation
- Commercial Relocation

The CRA's Relocation Procedures are described in Section 6 of this Plan.

**Section 1.6**  
**Duration, Modification and Severability of the Plan**

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The 2000 plan was approved with a 30-year time frame. The 2022 amendment will extend the term of the Immokalee Redevelopment Area to 2052 as allowed by Section 163.387(2)(a), Florida Statutes. From time to time during the term of this plan, the CRA may amend or modify this Plan.

The provisions of this Plan are severable, and it is the intention of the County and the CRA to confer the whole or any part of the powers, goals, objectives and actions herein provided for and if any of the provisions of this Plan or any action implementing any provisions of this Plan shall be held unconstitutional, invalid or void by any court of competent jurisdiction, the decisions of said court shall not affect or impair any of the remaining provisions of this Plan. It is hereby declared to be the intent of the County and the CRA that this Plan would have been adopted and implemented had such unconstitutional, invalid or void provision or action not been included herein.

## **Section 2**

### **FINANCIAL PLAN**

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A viable financing program for redevelopment requires a strong commitment from the public and private sector. The key to implementation the public actions called for in this plan is attracting private market investment and the additional ad valorem tax revenue it produces. To carry out redevelopment, the CRA will use all available sources of funding from local, state and federal government and the private sector.

It should be noted that the following Financial Plan is intended as a guide for funding redevelopment activities in the Redevelopment Area. Flexibility is essential. The timing, cost and tax revenue impact of private investment is, at best, a projection based upon existing knowledge. Interest rates, construction costs, and national economic conditions will vary and cause revisions in investment decisions.

#### **Section 2.1**

##### **Funding Sources**

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###### Tax Increment Financing

Redevelopment of the Redevelopment Area will require a substantial financial investment on the part of the Community Redevelopment Agency. As provided for under the Community Redevelopment Act of 1969, the principal source of funding for the Redevelopment Agency will be through the mechanism of Tax Increment Financing.

Tax Increment Financing (TIF) realizes the incremental increase in property tax revenues resulting from redevelopment and uses it to pay for public improvements needed to support and encourage new development. TIF is designed to allow local government to finance, over a term of years, front-end costs involved in the redevelopment of blighted areas. By using this tool a local government can develop and adopt a redevelopment plan, repave or reroute streets, provide other public improvements and open space, provide housing, provide redevelopment assistance or incentives and acquire property within the redevelopment area for redevelopment. Eligible activities, under current law, include but are not limited to, the acquisition of land and improvements, relocation of displaced residents, demolition of deteriorated structures, site preparation, infrastructure improvements plus housing and commercial development and other activities implementing this plan.

###### **Use of Tax Increment Revenues**

Under Florida legislation, increment revenues can be used for the following purposes when directly related to redevelopment:

- § Administrative and overhead expenses incidental to a redevelopment plan.
- § Redevelopment planning and analysis.
- § Acquisition of real property in the redevelopment area.
- § Clearance and preparation of redevelopment sites, and relocation costs.
- § Repayment of indebtedness and payment of expenses incidental to indebtedness.
- § Development of affordable housing within the redevelopment area.
- § Development of community policing innovations.
- § Construction streets, utilities, parks, public areas, parking garages, and other improvements necessary to carrying out the redevelopment plan.



The greatest single source of funding for the Community Redevelopment Agency will come from tax increment revenues determined by growth in certain real property tax revenues within the Redevelopment Area. For the purpose of calculating the amount of tax increment revenues the frozen tax base is the final 1999 tax roll.

Projected tax increment revenues for each component area is included in the Component sections of this Plan.

## **Section 2.2**

### **Other Funding Sources**

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To make the most effective use of Tax Increment Revenues, the CRA and the County will use other County, State and Federal funding sources as appropriate and available to carry out the provisions of this plan. The Financial Plan assume that funds for the public expenditures identified in the Redevelopment Plan will be obtained from several sources in addition to Tax Increment Financing.

#### Advances and Loans

The Community Redevelopment Agency shall have the power to borrow money and accept advances from any source, public or private, including the County for any lawful purpose in connection with the redevelopment program. Tax Increment Revenues or any other funds deposited into the Redevelopment Trust Fund, which are not otherwise obligated shall be available for repayment of such loans or advances.

#### Tax Increment Revenue Bonds

When authorized by the Board of County Commissioners, the CRA may issue redevelopment revenue bonds, notes or other obligations to finance the undertaking of any community redevelopment project activity, including the payment of principal and interest upon any loans and retirement of bonds or other obligations previously issued. The security for such bonds may be based upon the anticipated tax increment revenues and such other revenues as may be legally available.

#### Grants

The Community Redevelopment Agency may apply for local, state or federal grants that may be applicable to implementation of the redevelopment goals outlined in this Plan. Tax Increment revenues may be used to match grant dollars if necessary.

**Section 3**  
**NEIGHBORHOOD IMPACT ELEMENT**

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Since the redevelopment area contains low- and moderate-income housing, Section 163.362(3) Florida Statutes requires that the redevelopment plan contain a neighborhood impact element which...

*describe in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding area in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.*

The structure of the Redevelopment Plan was specifically organized to minimize housing and residential neighborhood impacts while emphasizing neighborhood enhancement, particularly in those areas containing affordable housing stock. The intensive redevelopment activities recommended in the plan concentrate on existing commercial and semi-industrial areas. Each component section contains a Neighborhood Impact Element.



**SECTION 4**  
**Immokalee Redevelopment Area Plan**  
**Second Amendment**

April 2022



# Section 4 Immokalee Community Redevelopment Area

## 4.1 Introduction

The 2022 Immokalee Redevelopment Plan provides an updated vision and approach to redevelopment of the Immokalee Community Redevelopment Area (ICRA), depicted in Figure 4-1 below.

*Figure 4-1 - Immokalee Community Redevelopment Area Boundary Map*



The Plan is based on data and analysis and community input, serving as a framework to guide future redevelopment activities to eliminate blighted conditions that were identified in 2000 and continue today. It includes a list of potential capital projects and programs that could be funded by tax increment revenues generated within the ICRA. Leveraging the tax increment revenues with other funding sources will be a priority in order for major capital projects to be completed. The Plan should be reviewed every five years to adjust to market and community needs. As part of the ongoing plan review, this 2022 Immokalee Redevelopment Plan has been prepared for the Board of County Commissioners (BCC) to adopt as an amendment to the Community Redevelopment Plan with a timeframe extension applicable to the ICRA through 2052.

While the ICRA is separate and unique from the Bayshore Gateway Triangle Community Redevelopment Area (BGT CRA), the two areas are consistent with approaches to identifying project prioritization and general requirements required by Florida Statutes. Several subsections within each area plan are similar by design.

This Plan outlines five goals for future redevelopment efforts based on community input: Celebrating Culture, Economic Development, Housing, Infrastructure, and Implementation/Administration.

Within this 2022 Immokalee Redevelopment Plan, the acronym ICRA is used to refer to the Immokalee Community Redevelopment Area, and the acronym CRA is used to refer to the Community Redevelopment Agency or staff of the Community Redevelopment Agency. Use of the acronym BCC in this document refers to the Board of County Commissioners.

## 4.2 Goals

This Redevelopment Plan recognizes that goals are interconnected, and together they will move the community forward to achieve this over-arching vision for the Immokalee Community Redevelopment Area:

Vision for Immokalee – A rural community that provides safe and affordable multigenerational living opportunities, interconnected pedestrian and transportation connections, a pristine environment, and a thriving economy that celebrates a diverse culture.

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### **Goal 4.2.1 Celebrating Culture: Create a Cultural Destination**

Preserve and enhance the rich mix of cultures and heritage in Immokalee and embrace new ones as they are identified.

#### Objective 4.2.1.1

Educate residents and visitors on the cultures in Immokalee.

- Strategy 1* Partner with the Collier County Museum and Parks and Recreation and other organizations to develop and expand signature events such as the Cattle Drive.
- Strategy 2* Use architectural features and colors to distinguish cultural identities.
- Strategy 3* Use public art to educate the community on the cultures and history of Immokalee.
- Strategy 4* Support the expansion of culinary experiences in the community, celebrating the rich diversity of food and the fresh produce that are available in Immokalee.
- Strategy 5* Investigate the development of a “Cultural Trail” connecting key landmarks and points of interest that reflect historic and culturally significant places throughout the community. The Trail can educate both residents and visitors while promoting ecotourism.

#### Objective 4.2.1.2

Create the Immokalee brand.

- Strategy 1* Develop a new logo and tag line that celebrates the cultures of Immokalee including its legendary athletes, farming, cattle ranching, and multi-ethnic population. Include input from the Seminole Tribe of Immokalee.
- Strategy 2* Develop an Immokalee Ambassador program that involves educating local residents on the Immokalee brand so they become spokespersons for Immokalee.

- Strategy 3*     Develop a marketing campaign to educate the residents of Collier County, Lee County, and the region on the Immokalee brand.
- Strategy 4*     Enhance gateways and corridors to showcase the Immokalee brand.
- Strategy 5*     Encourage investment in the public realm to reinforce the Immokalee brand through incentives and regulatory changes. Collaborate with both public and private developers to enhance the character of the community.
- Strategy 6*     Engage the business owners and organizations to coordinate branding efforts.
- Strategy 7*     Coordinate with the Seminole Tribe of Immokalee to showcase the Immokalee brand.

### Objective 4.2.1.3

#### Immokalee Cultural Center

- Strategy 1*     Coordinate with other Collier County Divisions, such as the Museum, Library, Parks and Recreation, and Tourism, to incorporate the Immokalee brand into their facilities during renovations and new construction.
- Strategy 2*     Define the concept of a “Cultural Center” and evaluate existing community facilities to determine feasibility of incorporating the Cultural Center into an existing or renovated center or the development of a new Cultural Center.

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## **Goal 4.2.2 Economic Development**

Strengthen the economic health of Immokalee.

### Objective 4.2.2.1

#### Collaborations and Partnerships

- Strategy 1*     Support the local Chamber of Commerce to become a one-stop shop for business development, promotions, and event hosting.
- Strategy 2*     Support and participate in the State of Florida Rural Area of Opportunity designation for the Immokalee Community.
- Strategy 3*     Support local career fairs to assist with local company hiring and employee training.
- Strategy 4*     Support the enhancement of the Federal Opportunity Zone program in rural areas to expand incentives.
- Strategy 5*     Collaborate with the Collier County Airport Authority to market economic development opportunities at the Immokalee Regional Airport.

### Objective 4.2.2.2

#### Immokalee Regional Airport

- Strategy 1* Support development at the Immokalee Regional Airport as an economic development catalyst for the community.
- Strategy 2* Develop a “shovel ready” site at the Airport with an approved set of building plans to encourage new business development at the Airport.
- Strategy 3* Highlight the establishment of the Immokalee Readiness Center – U.S. National Guard and Collier County Mosquito Control facilities at the Airport.
- Strategy 4* Support efforts by the Immokalee Regional Airport to expand industrial development opportunities including the development of an industrial park.
- Strategy 5* Coordinate with the State of Florida Economic Development Agencies to market the Immokalee Regional Airport.
- Strategy 6* Support efforts by the Immokalee Regional Airport to seek grant funds to improve infrastructure and building square footage at the Airport.
- Strategy 7* Collaborate with Collier County to promote the County’s Certified Site Program (CSP) to attract and retain industrial development at the Airport.

### Objective 4.2.2.3

#### Establish Immokalee as a regional opportunity for manufacturing and distribution.

- Strategy 1* Support the expansion of existing and new transportation corridors serving the region including the State Road 29 Bypass or loop road.
- Strategy 2* Establish quarterly meeting updates with Hendry and Glades County to exchange information on opportunities and challenges for the region.
- Strategy 3* Develop partnerships with new towns developing in Eastern Collier County to encourage a regional approach to economic development that will include the Immokalee Community as an option to consider for business development.
- Strategy 4* Collaborate with Collier County to promote the County’s Certified Site Program (CSP) within the community to attract new commercial and industrial development. Provide incentives to encourage private sector participation in the program.
- Strategy 5* Develop incentives to encourage business development and expansion.
- Strategy 6* Coordinate with Collier County to provide and maintain an accurate database of available properties and assist with marketing those properties to end users.

#### Objective 4.2.2.4

Expand commercial opportunities in Immokalee to reduce gaps of retail industry groups.

- Strategy 1* Support the development of a Business Retention and Expansion Program for existing retail establishments. The program should include site visits, education on existing programs, and incentives.
- Strategy 2* Use retail demand assessments to prepare and maintain a target list of retail industry groups.
- Strategy 3* Develop incentive programs, including but not limited to Tax Increment Incentives, to attract the targeted groups.
- Strategy 4* Develop incentive programs to attract the development of new retail space that can provide lease opportunities to small businesses to provide a mix of products and services in Immokalee.
- Strategy 5* Partner with the Collier County Economic Development Office, Chamber of Commerce and other economic development organizations to market available properties and incentives to target industries.
- Strategy 6* Develop incentives to eliminate any “food deserts” identified in the community in coordination with community partners such as the Interagency Council.
- Strategy 7* Develop the Main Street Initiative to improve appearance, mix of uses, infill development to reflect the “center” of commercial activity for Immokalee.
- Strategy 8* Continue to fund the Commercial Façade Improvement Program which provides design services and financial assistance to encourage building renovations that will enhance the community. Review the program periodically and revise as needed.

#### Objective 4.2.2.5

Support the expansion of medical services, both not-for-profit and private sector services, to provide quality health care including but not limited to 24-hour urgent care, 24-hour pharmacies, testing laboratories, mental health services, assisted-living, and memory and palliative care.

- Strategy 1* Participate in the Immokalee Inter-Agency and Immokalee Unmet Needs Coalition to identify needs and develop potential incentives to assist with recruitment of services.
- Strategy 2* Partner with other agencies to recruit and/or expand services in Immokalee.



### Objective 4.2.2.6

Support local business startups and expansions.

*Strategy 1* Support the development of an Entrepreneurial Support Organization to collaborate on training and services for small business development and expansion. Members may include Goodwill, SCORE, Small Business Development Association and microloan providers.

*Strategy 2* Provide incentives for small business start-up and expansion.

### Objective 4.2.2.7

Expand educational and training opportunities.

*Strategy 1* Coordinate with Collier County School Board to maintain and expand training programs within the Immokalee Community.

*Strategy 2* Support alternative transportation options to facilitate attendance at training classes outside the community.

### Objective 4.2.2.8

Expand tourism as a component of the Immokalee economic base.

*Strategy 1* Support the further development and maintenance of destination hubs in Immokalee including: Roberts Ranch, Peppers Preserve, and Lake Trafford. Support services that help the expansion of these destination hubs.

*Strategy 2* Develop a marketing program to highlight the destinations.

*Strategy 3* Coordinate with other Collier County Divisions to promote the Immokalee Community as a tourist destination.

*Strategy 4* Identify sites as potential corporate retreats and coordinate the steps necessary to bring those sites forward for future consideration for the conference and corporate travel sector.

### Objective 4.2.2.9

Develop Immokalee as a food destination.

*Strategy 1* Develop and maintain a database of food venues and food manufacturers.

*Strategy 2* Develop culinary events that highlight the diverse food options.

*Strategy 3* Coordinate with and support the Immokalee Culinary Accelerator to promote and expand businesses.

*Strategy 4* Develop incentives to create opportunities for graduates of the Culinary Accelerator to stay in the Immokalee Community.

*Strategy 5* Partner with agricultural businesses to evaluate and support opportunities for agrotourism.

### Objective 4.2.2.10

Expand the availability and quality of internet service, broadband, and beyond.

*Strategy 1* Prepare and maintain an inventory of available computer and internet service providers in Immokalee.

*Strategy 2* Support rural broadband internet access initiatives and evaluate the potential to initiate a broadband program for the Immokalee Community.

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## **Goal 4.2.3: Housing**

Provide a mix of housing types and price points to allow for safe, high-quality dwelling unit options in Immokalee.

### Objective 4.2.3.1

Support multigenerational housing opportunities in Immokalee.

*Strategy 1* Update the 2011 Immokalee Housing Condition Inventory every five years to identify current conditions and evaluate progress on housing improvements.

*Strategy 2* Coordinate with Collier County to evaluate Land Development Code regulations to support the development of accessory dwelling units.

*Strategy 3* Collaborate with housing providers to leverage funds and seek additional funding to expand housing options in Immokalee.

*Strategy 4* Partner with housing providers to create incentives for housing rehabilitation and replacement, including the replacement of mobile/manufactured homes built prior to 1994 as identified in Collier County SHIP guidelines.

*Strategy 5* Coordinate with housing agencies and providers to promote strategies to maintain and improve the affordable housing inventory and add housing to serve a mix of income levels.

*Strategy 6* Partner with Collier County to develop or expand programs to improve affordable housing options (no more than 30% of gross income is spent on housing costs, including utilities) for both housing renovations and new construction.

*Strategy 7* Collaborate with housing providers to establish transitional housing options for the homeless population in the community.

### Objective 4.2.3.2

Neighborhood Initiative: Create a holistic approach to neighborhood revitalization to improve infrastructure, housing, and safety.

- Strategy 1* Support the Immokalee Area Master Plan Neighborhood Planning Initiative to develop neighborhood improvement plans based on the Neighborhood Map (Exhibit A).
- Strategy 2* Improve vacant and nuisance properties to restore community appearance and safety.
- Strategy 3* Partner with Code Enforcement, Collier County Sheriff's Office, and Community Task Force to bring properties into Code compliance.
- Strategy 4* Support Community Policing initiatives where identified as a need during neighborhood planning efforts.
- Strategy 5* Develop incentives to facilitate the development and redevelopment of residential properties to enhance neighborhoods with housing, recreational amenities, or community gardens.
- Strategy 6* Evaluate a land acquisition program to acquire properties that have Code violations, tax liens, or other blighted conditions so they may be redeveloped.
- Strategy 7* Coordinate with Collier County housing staff, regulators, and housing providers to review and consider incentives to improve the types, quantity, and quality of housing in the ICRA.

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### **Goal 4.2.4: Infrastructure**

Maintain a high quality of life for all residents and visitors of Immokalee.

#### Objective 4.2.4.1

Improve water quality by partnering and supporting stormwater improvements.

- Strategy 1* Coordinate with County Divisions to ensure stormwater improvements are implemented at the time of other infrastructure projects.
- Strategy 2* Support the implementation of the Immokalee Stormwater Master Plan through partnerships with Collier County in efforts to construct improvements and pursue grants and funding opportunities.

#### Objective 4.2.4.2

Promote and improve walking as a safe and inviting mode of travel through a comprehensive network of pedestrian facilities.

- Strategy 1* Evaluate any new development project and identify the opportunity to incorporate the principles of complete streets when feasible to increase the safety of commuters walking

or using transit to get to work through design and construction of sidewalks, stormwater improvements, streetlighting, road resurfacing and striping, broadband, and shade trees.

*Strategy 2* Collaborate with other County Departments to efficiently use resources to complete the Sidewalk Master Plan. (See Exhibit B for Sidewalk Master Plan)

*Strategy 3* Coordinate with partners to implement the Sidewalk Master Plan. (See Exhibit B for Sidewalk Master Plan)

*Strategy 4* Complete improvements identified in Sidewalk Master Plan Focus Area 1 and Focus Area 2 as funds become available.

Focus Area 1 – Lake Trafford Road Area (see Exhibit B-Map 2)

Focus Area 2 -South Immokalee (see Exhibit B-Map 3)

*Strategy 5* Distribute public awareness notices or materials about the rights and responsibilities of pedestrians.

*Strategy 6* Support walking as a recreational activity and evaluate the feasibility of a walking trail around the South 9<sup>th</sup> Street and West Eustis Avenue stormwater pond.

*Strategy 7* Coordinate with County and State agencies and non-profit organizations to plan and implement local and regional trail and pathway connections.

### Objective 4.2.4.3

Promote mobility through interconnected street patterns and improved roadway conditions.

*Strategy 1* Support Collier County initiatives to bring all public roads up to County standards.

*Strategy 2* Assist Collier County in the implementation of a program to bring private roads up to County acceptance standards.

### Objective 4.2.4.4

Improve and maintain water quality standards and waste management services.

*Strategy 1* Support and coordinate with Collier County Waste Management Division to educate commercial and residential customers on the benefits, policies, and procedures to provide a clean environment and improve the aesthetic appearance of the community.

*Strategy 2* Develop initiatives and incentives that facilitate the proper disposal of trash and recyclables by businesses and residents.

*Strategy 3* Coordinate with Collier County to support the Collier County Adopt the Road program to educate the community on the program and encourage participation.

### Objective 4.2.4.5

Maintain a high quality of life for all residents and visitors of Immokalee through recreational opportunities.

- Strategy 1* Partner and coordinate with Collier County Parks and Recreation to provide high quality recreational opportunities in the community. (See Exhibit C for Parks and Open Space Map)
- Strategy 2* Support the enhancement and maintenance of recreational facilities that serve a multi-generational and culturally diverse population through partnerships with Collier County Parks and Recreation, private donors, and nonprofit organizations.
- Strategy 3* Support the addition of amenities that will increase visitor use at tourist destination locations including Lake Trafford, Roberts Ranch, and Pepper Ranch.
- Strategy 4* Continue to support Zocalo Park as a Main Street amenity and a safe and well-maintained community gathering place.

### Objective 4.2.4.6

Improve transit services in Immokalee.

- Strategy 1* Support expanded transit services and choices in Immokalee.
- Strategy 2* Partner with Collier Area Transit (CAT) to complete transit amenities at bus stops. (See Exhibit D for Transit Stop Improvements Map)
- Strategy 3* Support efforts that improve the interconnectivity of the street network to expand transit opportunities.
- Strategy 4* Evaluate options to provide on-demand shuttle service (micro-transit) between homes and transit stops and support, if feasible.
- Strategy 5* Partner with CAT to improve access, frequency, and expanded times of transit service.

### Objective 4.2.4.7

Maintain and improve coordination with private and independent service and utility providers such as Immokalee Water and Sewer, Immokalee Fire Control District, Lee County Electric Cooperative (LCEC) and others.

- Strategy 1* Invite partners to participate in ICRA goal setting workshops and preliminary project kick-off meetings to discuss the development of conceptual designs.
- Strategy 2* Partner with service providers to ensure adequate services are available to meet future demand.

*Strategy 3* Inform utility agencies and service providers of redevelopment goals and objectives, and work with them toward aligning their planning of service level improvements.

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### **Goal 4.2.5 Implementation/Administration**

Maximize resources through collaboration between County, State, and Federal agencies to achieve the CRA goals and objectives.

#### Objective 4.2.5.1

Comply with fiscal, legal, and ethical standards as required by Federal, State, and local mandates.

*Strategy 1* Provide opportunities for training on redevelopment laws, ethics, and plan implementation for the CRA Board, Advisory Board members, and staff.

*Strategy 2* Comply with State reporting requirements.

#### Objective 4.2.5.2

Where applicable, seek funding partners and grants to implement the Redevelopment Plan and leverage resources.

*Strategy 1* Provide administrative support consistent with Florida Statutes to implement the plan.

*Strategy 2* Actively participate in organizations that are aligned with the goals and objectives of the Plan to identify potential partnerships to leverage resources.

*Strategy 3* Develop a project evaluation checklist to verify projects are in alignment with Plan goals.

*Strategy 4* Conduct a quarterly review of Plan implementation and a five-year Plan review to evaluate and recommend necessary amendments to align the goals, objectives, and strategies and funding with conditions of the community at the time of review.

#### Objective 4.2.5.3

Coordinate with the Immokalee Beautification Municipal Service Taxing Unit (MSTU).

*Strategy 1* Incorporate the Immokalee Beautification MSTU into planning and implementation processes for ICRA improvements.

*Strategy 2* Coordinate and partner with the Immokalee Beautification MSTU to leverage funding for project implementation.

#### Objective 4.2.5.4

Ensure a targeted and balanced distribution of CRA planning and implementation efforts.

*Strategy 1* Account for both need-based and geographic considerations in the distribution of planning and implementation efforts.

*Strategy 2* Identify street blocks or neighborhoods for targeted comprehensive improvements with a focus on blocks or neighborhoods that have already received some improvements.

*Strategy 3* Provide education and support to help ensure that improvements are properly maintained.

*Strategy 4* The CRA will coordinate with Collier County Growth Management Department for updates to the Land Development Code to support redevelopment in Immokalee.

## 4.3 Background and Baseline Data

On March 14, 2000, the Board of County Commissioners (BCC) made a determination that a blighted area existed in the area now known as the Immokalee Community Redevelopment Area and there was a need for a redevelopment agency to implement the revitalization of this blighted area. Based on this determination, the BCC adopted Resolution 2000-82 and Resolution 2000-83 establishing the Collier County Community Redevelopment Agency (CRA) pursuant to Chapter 163, Part III, Florida Statutes.

The members of the BCC are also the members of the Collier County CRA. The Collier County CRA covers two redevelopment areas: the Bayshore Gateway Triangle Community Redevelopment Area and the Immokalee Community Redevelopment Area. The redevelopment efforts are guided by the Community Redevelopment Plan. The Community Redevelopment Plan was originally adopted in 2000 (Resolution 2000-181) for a thirty-year timeframe with expiration in 2030. The Community Redevelopment Plan is made up of three components: matters relating to the Collier County CRA, the Redevelopment Plan initiatives for the Immokalee area, and the Redevelopment Plan initiatives for the Bayshore Gateway Triangle area. This Section 4, including the exhibit series in Section 4.6, contains Redevelopment Plan initiatives specific to the Immokalee area. In 2019, the BCC adopted an amendment to the Community Redevelopment Plan which updated the map for the ICRA boundaries (Resolution 2019-75). Redevelopment efforts are primarily funded using tax increment revenues as outlined in Ordinance 2000-042 which established the CRA Trust Fund.

### About Immokalee

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Immokalee means “my home” in the Mikasuki language. Located in eastern Collier County, Immokalee started as a cattle ranch town in the 1800s and has grown into a culturally diverse rural agriculture community, rich in history. The community is known as the prime producer of winter vegetables for the eastern United States. The Immokalee Urban designated area is a community of approximately 30 square miles, or ±17,116 acres; the Redevelopment Area boundary extends beyond the urban area boundary and contains a total of ±24,386 acres, including Lake Trafford and lands designated as Rural Land Stewardship Areas on the Collier County Future Land Use Map. Located approximately 40 miles from the award-winning Naples Paradise Coast, there are significant differences in housing stock, income levels, and education attainment between Immokalee and coastal Collier County.

The Seminole Tribe of Florida owns approximately 600 acres of land in the southern part of Immokalee. As of 2021, there were 161 members of the Tribe living on the Immokalee Seminole Tribe Reservation. The Seminole Tribe owns and operates the Immokalee Casino which is a major destination for visitors and residents in Collier County. The Immokalee Casino, which opened in 1994, is one of seven casinos the Tribe owns. The Casino has expanded over the years and now includes a 99-room hotel and 10,000 square foot event space. The Tribe is currently building a Trading Post on Immokalee Road and a new Medical Clinic and Public Safety Building to serve the Tribal members on ten acres of Tribal land along Seminole Crossing Trail. Future plans include adding additional housing, a Multiuse Sports Complex, swimming pool, and Senior Center.



## Vision Statement: Immokalee Area Master Plan (2019)

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In 2018, the Collier County Growth Management Department began a restudy of the Immokalee Area Master Plan (IAMP), a separate element of Collier County's Comprehensive Plan. The IAMP includes two main parts: The Goals, Objectives, and Policies (GOPs) and the Land Use Designation sections. The Immokalee Local Redevelopment Planning Board (Advisory Board) and CRA staff were involved in the process of engaging the public and putting forth updates to the IAMP. In December 2019, the BCC adopted the new IAMP, which explains the Immokalee community's vision as follows:

*The 2019 Plan focuses on redefining its future, revitalizing its community and developing a new mission that focuses on strengthening and diversifying its economy, embracing cultural diversity, and welcoming visitors to "this place we call home." The community defined its vision as:*

*Immokalee is a family-oriented community that supports a healthy lifestyle. It is attractive, environmentally sustainable and offers a full range of housing, recreation and education opportunities to meet all residents' needs. Immokalee has a safe, well-connected network to walk and bicycle about town, as well as a roadway network needed to support the transport of goods and services. Business and job opportunities flourish in trade and distribution, agri-business, and ecotourism.*

The GOPs of the Immokalee Area Master Plan set forth the strategies to achieve this vision. This 2022 Immokalee Redevelopment Plan builds on and is consistent with the 2019 Immokalee Area Master Plan.

## Redevelopment Plan Update Process

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At the start of preparation of this 2022 Redevelopment Plan, the goals, objectives, policies and status of implementation of the existing 2000 Redevelopment Plan and the 2019 Immokalee Area Master Plan were reviewed. To further understand current conditions and projected conditions going forward, data collection and spatial and quantitative analysis was conducted beginning in December 2020. The findings of this review and analysis were then presented to the community in March 2021 to validate goals and objectives and gather input. Community outreach included hybrid (in-person and virtual) community presentations to the Advisory Board and other community organizations, online surveys, small group sessions and one-on-one interviews. Eight primary themes were initially identified and discussed as areas of focus for the community: culture; recreation; economic development; community facilities; housing; transportation; ecotourism and agrotourism; and stormwater. Generally, the themes and goals identified in the 2019 Immokalee Area Master Plan were validated, and the breadth of community input demonstrated that there is high level of engagement and a significant number of needs in Immokalee. Through the community engagement process, the focus areas for the 2022 Redevelopment Plan were identified as: celebrating culture, economic development, housing, and infrastructure. See Exhibit E for a summary of the input received.

## 2000 Immokalee Redevelopment Plan & Implementation Review

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The 2000 Immokalee Redevelopment Plan included the following three goals:

**Economic Development Goal:** Diversify the economic base of the community by focusing on agricultural production, processing and research; industrial development including manufacturing, distribution and aviation services; and nature tourism.

**Housing Goal:** To provide safe, affordable housing to all zone residents.

**Community Image Goal:** To enhance the image and the perception of the Community as a safe, friendly; family-oriented small town.

The redevelopment efforts over the past nineteen years can be witnessed throughout the community. Improvements to stormwater systems, pedestrian safety, public realm, and the development of quality affordable housing has resulted in increased property values and quality of life.

The tax increment revenues generated over the past 21 years totals \$10,309,035. Some key projects over the past 19 years were achieved using tax increment financing (TIF) funds or by leveraging TIF funds with grant funds as listed below:

- 2007 Allocation of \$250,000 in TIF funds to assist with the establishment of a Florida State University (FSU) School of Medicine rural health training center in Immokalee.
- 2008 Allocation of \$600,000 in TIF funds for the infrastructure development of Esperanza Place located on Immokalee Drive, which includes 62 affordable housing owner-occupied units and 176 affordable housing rental units.
- 2010 The CRA was awarded \$3.5 million in Disaster Recovery Initiative (DRI) funds from Collier County Community & Human Services for Phase I of the Downtown Immokalee Stormwater Improvement Project. The project was completed in 2012 which consisted of approximately 17,000 linear feet of new concrete drainage pipe, 200 drainage structures, 110 square yards of asphalt restoration, 52,000 square yards of sod and a 6.5-acre stormwater retention pond.
- 2012 The CRA was awarded \$994,000 Community Development Block Grant (CDBG) for the land acquisition of two parcels (0.58 acres) and the construction design build activities for properties located at the corner of 1st Street and Main Street to establish a “gateway” public plaza (now known as Zocalo Public Plaza) into the Immokalee Community. The construction of First Street Zocalo Public Plaza was completed. Creating a public gathering place for community activities and host of the annual Holiday Tree lighting event.
- 2014/2015 Two projects were completed to implement the Immokalee Stormwater Master Plan. Immokalee Drive & North 16th Street Project and Colorado Avenue from South First to South Ninth Streets. Funding sources included TIF funds, South Florida Water Management District, and Florida Department of Economic Opportunity grant funds totaling approximately \$3,500,000.

- 2016 The CRA was awarded \$600,000 in CDBG funds to construct Phase 1 Sidewalk improvements in the South Immokalee area. An additional \$141,498 in TIF funds and MSTU funds were used to complete the project. Construction was completed in March 2018.
- 2018 The CRA was awarded \$676,365 in CDBG funds to construct Phase 2 Sidewalk improvements in the South Immokalee area. The project was achieved using TIF funds of \$220,070 and MSTU funds of \$94,679. The project was completed in 2021.
- 2018 The CRA awarded a \$30,000 grant to Residential Options of Florida (ROOF) for renovations to a single family home to establish *Independence Place* located in Immokalee, providing affordable housing to individuals with special needs.

Additionally, TIF funds have been used for the Immokalee Commercial Façade Improvement Grant Program. Since the program’s inception in 2008, the CRA has awarded approximately \$295,000 to 17 businesses to improve the façades of existing buildings.

The CRA has successfully partnered with other Collier County Divisions including Parks and Recreation, Collier Area Transit, and Stormwater to leverage funding to improve Immokalee. Ongoing dialogue with Collier County Code Enforcement and the Collier County Sheriff’s Department has resulted in safer neighborhoods and improved the general quality of life in Immokalee.

Non-profit organizations in Immokalee have established a network of high-quality community services and well-designed facilities including a charter school, day care facilities, and student learning and after-school centers. The overall quality of the housing stock has improved over the years as non-profit housing developers have constructed both farmworker rental housing and fee simple single family affordable housing units.

## Initiatives of the 2000 Immokalee Redevelopment Plan

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The CRA was created to facilitate the physical and economic revitalization and enhancement of the community. CRAs cannot exercise authority until a finding of necessity is determined by county or municipality, as required by Section 163.355, Florida Statutes. This determination must be adopted and supported by data and analysis finding that the conditions in the area meets specific criteria described in Section 163.340, Florida Statutes. The main conditions of blight identified as part of the 2000 planning process remain valid and part of the CRA’s purpose going forward. Figure 4-2 provides an overview of these findings and identifies the Goals, Objectives, Strategies and actions and projects in the 2022 Redevelopment Plan that work toward continuing to address these conditions.

Figure 4-2 –2022 Plan Goals & Initiatives that Address 2000 Plan Issues

Findings of Blight Conditions in 2000 Plan	Sub-Issues in 2000 Plan	2022 Redevelopment Plan
<p><b>Predominance of defective or inadequate street layout</b></p>	<ul style="list-style-type: none"> <li>• Inadequate street layout and design</li> <li>• Lack of shoulders and guardrails along streets adjacent to deep and wide drainage swales</li> <li>• Poor access to commercial and industrial parking and access problems</li> <li>• Few sidewalks available for a predominately pedestrian population</li> <li>• A general lack of neighborhood connections to each other</li> </ul>	<p>Goal 4.2.4 Infrastructure</p> <p>Exhibit B Sidewalk Master Plan</p> <p>Exhibit Q Framework Map</p> <p>Section 4.4.1 Action Plan - Neighborhood Revitalization Initiative</p>
<p><b>Faulty lot layout in relation to size, adequacy, accessibility, or usefulness</b></p>	<ul style="list-style-type: none"> <li>• Many C-4 and C-5 lots do not meet minimum lot size and lot width</li> <li>• Existing buildings are frequently non-conforming (lot width, size, setbacks, and buffers)</li> <li>• Majority of RMF-6 lots are non-conforming, and rebuilding would require variance</li> <li>• 50% of platted lots in South Immokalee are non-conforming</li> <li>• Majority of mobile home parks do not meet minimum standards and permitted densities</li> </ul>	<p>Goal 4.2.3 Housing</p> <p>Objective 4.2.5.4</p> <p>Section 4.4.1 Action Plan - Neighborhood Revitalization Initiative</p>
<p><b>Unsanitary or unsafe conditions</b></p>	<ul style="list-style-type: none"> <li>• Many households lack complete plumbing for exclusive use</li> <li>• Renter occupied units are overcrowded</li> <li>• Lack of sidewalks</li> <li>• Lack of street lighting in residential neighborhoods</li> <li>• Inefficient wide, deep open swales in South Immokalee</li> <li>• Lack of adequate dumpsters</li> </ul>	<p>Goal 4.2.3 Housing</p> <p>Goal 4.2.4 Infrastructure</p> <p>Exhibit B Sidewalk Master Plan</p> <p>Exhibit Q Framework Map</p> <p>Section 4.4.1 Action Plan - Neighborhood Revitalization Initiative</p>
<p><b>Deterioration of site or other improvements</b></p>	<ul style="list-style-type: none"> <li>• Surface water management problems (flooding on local roads)</li> </ul>	<p>Goal 4.2.4 Infrastructure</p> <p>Section 4.4.1 Action Plan</p>

Findings of Blight Conditions in 2000 Plan	Sub-Issues in 2000 Plan	2022 Redevelopment Plan
<b>Tax or special assessment delinquency exceeding the fair value of the land</b>	N / A	Objective 4.2.3.2 Neighborhood Initiative
<b>Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area</b>	N / A	Objective 4.2.3.2 Neighborhood Initiative

### Baseline Data

The following information provides a general overview of the current conditions in Immokalee that helped guide the development of goals, objectives, and strategies of this 2022 Immokalee Redevelopment Plan.

#### Population Data

Population data was collected from 2019 U.S. Census data in the Census Designated Place (CDP) of Immokalee, as indicated within the boundary outlined on the map below. The Immokalee CDP had a total population of 25,855. The following tables provide additional population data on the Immokalee CDP. The Immokalee CDP boundary is smaller than the Immokalee CRA boundary but represents the best available data dataset for analysis.



GEOGRAPHY	
POPULATION PER SQUARE MILE	1,064
LAND AREA IN SQUARE MILES	22.7

<b>FAMILY &amp; LIVING ARRANGEMENTS</b>	
<b>HOUSEHOLDS</b>	<b>5,985</b>
<b>PERSONS PER HOUSEHOLD</b>	<b>4.32</b>
<b>LIVING IN SAME HOUSE 1 YEAR AGO</b>	<b>80.8%</b>
<b>LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME</b>	<b>80.0%</b>

Since the Collier County Property Appraiser also collects housing information, additional data was obtained specifically for the Immokalee CRA. Based on January 2020 Collier County Property Appraiser information, there are a total of 6,870 housing units in the ICRA. Of the total units, 47% or 3,237 are classified as Single Family; 2,313 are classified as Multi-Family; and 1,320 are classified as mobile homes. See Exhibit F for a map of these housing types within the ICRA.

<b>HOUSING UNITS</b>	
<b>OWNER-OCCUPIED HOUSING</b>	<b>37.8%</b>
<b>MEDIAN VALUE OWNER-OCCUPIED</b>	<b>\$121,200</b>
<b>MEDIAN MONTHLY OWNER MORTGAGE COST</b>	<b>\$978</b>
<b>MEDIAN GROSS RENT</b>	<b>\$798</b>

<b>LABOR FORCE</b>	
<b>PERCENT OF POPULATION 16 YEARS AND OLDER IN LABOR FORCE</b>	<b>68.2%</b>
<b>FEMALE PERCENT OF POPULATION 16 YEARS AND OLDER IN LABOR FORCE</b>	<b>57.4%</b>

<b>INCOME &amp; POVERTY</b>	
<b>MEDIAN HOUSEHOLD INCOME</b>	<b>\$30,885</b>
<b>PER CAPITA INCOME</b>	<b>\$12,149</b>
<b>PERSONS IN POVERTY</b>	<b>37.4%</b>

<b>COMPUTER &amp; INTERNET USE</b>	
<b>HOUSEHOLD WITH A COMPUTER</b>	<b>76%</b>
<b>HOUSEHOLDS WITH BROADBAND</b>	<b>54.9%</b>
For comparison, the 2019 American Survey Reports from the U.S. Census Bureau reported for Collier County as a whole, 95% of households had a computer and 88.8% of individuals had broadband internet subscriptions.	

Over 95% of the students at Immokalee High School are classified as economically needy. However, the graduation rate of Immokalee High School increased from 67% to 90% in 2016 (*Source: 2017 TIGER grant application*).

EDUCATION	
HIGH SCHOOL GRAD OR HIGHER	40.1%
BACHELOR'S DEGREE OR HIGHER	5.2%

### *Land Use Data*

Based on 2020 Zoning designations, 69% of the property within the CRA is zoned agricultural. Two percent (2%) is zoned commercial and only 3% is zoned industrial. While agriculture is the primary industry in Immokalee, the limited amount of property currently zoned for commercial and industrial uses limits the opportunity for expansion of those sectors (see Exhibit G for a Zoning Map). The Immokalee Future Land Use Map does designate 7% of the land as Industrial and 4% as commercial (see Exhibit H for a Future Land Use Map). Properties that fall within the Future Land Use Map designations of industrial and commercial will be able to seek rezoning without a need for a Growth Management Plan amendment, which will expediate the development review process.

### *Housing Data*

In 2011, the CRA and the Immokalee Housing Collaboration commissioned the Immokalee Housing Condition Inventory which updated the 2004 study completed by the Collier County Development and Environmental Services Division (CDES). The Immokalee Housing Collaboration is comprised of the Collier County Housing Authority, The Empowerment Alliance of Southwest Florida, I HOPE, and Immokalee Housing and Family Services. The 2011 report evaluated both exterior structural and property conditions through a “windshield survey.” The 2011 survey included a total of 6,268 units. The survey found 86% of all units were in standard condition based on their exterior, while 701 units needed maintenance in one or more categories (roof, the siding, windows, and doors); 133 units were considered substandard and in need of repair in several areas; 63 units were deteriorated; and 19 units were considered dilapidated.

In 2017, the Richard M. Shultz Family Foundation (RMSFF) funded the Collier County: Community Needs and Asset Assessment. RMSFF and its Community Assessment Advisory Committee guided the development of the report.

The report noted the following:

*About 40% of Collier County residents qualify as “housing-cost burdened” – paying more than 30% of their income on rent or mortgages.*

High housing costs can lead to poor housing conditions which can result in substandard housing, a concern in the Immokalee area. The report states that “housing and property conditions in the Immokalee Community have been significantly poorer than the conditions in the county as a whole.”

The report acknowledges improvements in housing over the years due to better code enforcement and due to major efforts by nonprofit organizations to build new structures and repair existing units. During focus group meetings in Immokalee, participants noted rent abuse and overcrowding conditions as prevalent in the community.

The report recognizes income inequality as a cause of concern and notes that to improve happiness and the quality of life of county residents a focus on training programs and educational opportunities that align with occupation growth in high paying occupations is needed.

Farmworker Housing is prevalent and an important asset to the economic base of Immokalee. In September 2021, the Department of Health, Bureau of Environmental Health reported a total sleeping capacity for 3,356 farmworkers among the following facilities: 42 H2A Migrant Camps; 1 HUD Housing (Horizon Village); 10 Migrant Labor Camps; and 49 Residential Migrant Housing accommodations. The same square footage is used for all types of housing to calculate capacity in terms of sleeping area capacity, which is 50 square feet per person, and common area capacity, which is 100 square feet per person. Other factors can limit the sleeping capacity, such as number of toilets, refrigerators, stoves, and sinks. These units are regulated and inspected by the Department of Health. The influx of annual farmworkers typically exceeds the capacity. The additional demand is often handled by structures that are not regulated.

On September 10, 2017, Hurricane Irma made landfall in the coast of Collier County and severely impacted the Immokalee Community. Early damage reports conducted by Collier County reported 16 units destroyed and 67 with major damage. Irma brought the community together, and the Immokalee Unmet Needs Coalition (IUNC) was formed to assist with rebuilding the area.

In 2018, the IUNC and the CRA developed a Disaster Recovery and Resiliency Plan focusing on housing and infrastructure needs in the community following Hurricane Irma's impact. As part of the recovery efforts after Hurricane Irma, 170 housing units were rehabilitated through December 2019. It is updated annually and provides a two-phase approach to project priorities. Updated in October 2020, the Disaster Recovery and Resiliency Plan identifies the following Phase 1 priorities:

- Land Acquisition for Housing Development
- Rental Housing Development
- Homeownership Development
- Owner-Occupied Rehabilitation Assistance and Hardening Program
- Replacement or Acquisition Program
- Demolition of substandard units

Phase 2 priorities include:

- Rental Repair Program – limited to four units or less with restrictions to maintain affordability
- GAP Insurance - a pool of funds created to help individuals who face shortages in covering repair costs due to either high insurance deductibles or depreciation expenses

IUNC partners include Florida Rural Neighborhoods, Mennonite Disaster Service, The Salvation Army, Florida Conference of the United Methodist Church, Guadalupe Center, Community Foundation of Collier County, American Red Cross, and Habitat for Humanity. Collier County Community Services also assisted with providing local funding for rehabilitation to qualifying participants. The IUNC Housing Committee consists of local non-profit housing providers and meets periodically to maintain communication and progress on housing development in Immokalee.



The Immokalee Community is known for supporting the needs of extended family members. Multigenerational Living is defined by the Collier County Consolidated Plan (2021-2026) as a home with three or more generations. The 2010 US Census reported 118,258 households in Collier County and 2.6% or 3,022 household were in multigenerational households.

There are three Senior Housing complexes in Immokalee with a total of 115 units. There are no assisted living or memory care facilities in Immokalee.

Immokalee Friendship House was founded in 1987 to provide emergency shelter in the community and continues today under the management of the non-profit organization St. Matthew's House. The facility currently provides 44 beds. Services have expanded to include addictions counseling, transitional housing, and job training. The organization coordinates with the Collier County Homeless Coalition to assist with providing services to the homeless population.

### *Mobility & Walkable Community Data*

The 2000 Immokalee Redevelopment Plan identified the need for additional sidewalks for Immokalee's predominantly pedestrian population. During the past 20 years, staff has coordinated with transportation partners to identify needs and to implement improvements. The CRA and the Immokalee Beautification Municipal Service Taxing Unit (MSTU) have applied for and received funds to construct sidewalks throughout the community in locations where the highest concentrations of pedestrians exist and where the lack of a sidewalks poses the greatest threat to the pedestrian. Projects also include the removal and replacement of existing deteriorating and/or unsafe features from within the County right-of-way. In 2011, the Collier County Metropolitan Planning Organization (MPO) prepared the Immokalee Walkability Study. According to the study, a "walkable" neighborhood is "defined as a neighborhood that has compact residential development, a mix of land uses, and a well-connected street network." The CRA and MSTU have completed two sidewalk projects in the South Immokalee Area in the timeframe of 2017-2021. See Exhibit B-Map 2, Sidewalk Master Plan Focus Area 2 for a depiction of this area. Both sidewalk projects improved pedestrian and vehicular safety, and connected recreational, educational, and commercial destinations. The construction of the new sidewalks also included improvements to the local drainage systems.

In 2017, Collier County applied for the TIGER IX Grant to implement the Immokalee Complete Streets Project. The application reported that 47% of the population of Immokalee use public transit or bicycle to get to work or walk to work and 23% of residents do not have access to a vehicle. The application further reported that between 2005 and 2017, there were 147 pedestrian-involved collisions and 93 bicycle-involved collisions in Immokalee and 63% of the streets have no sidewalks.

The County was awarded the \$13 million TIGER (Transportation Investment Generating Economic Recovery) Grant to fund the Immokalee Complete Streets project. The total project was estimated at \$16,415,864. Funding sources are FHWA grant funds, which equate to 80% or \$13,132,691, with Collier County matching funds equal to 20% or \$3,283,173. The project includes design and construction of 20 miles of concrete sidewalks, a bike boulevard network, a shared-use path, street lighting, bus shelters, a new transit center, landscaping, drainage improvements, and intersection and traffic calming treatments. The design/build contract, in the amount of \$22,869,280, was awarded in December 2021. Collier County

contributed an additional \$6,453,416 to implement the project. The project is set to start in 2022 and construction is tentatively scheduled to be completed in 2024.

The Immokalee Complete Streets project will transform the neighborhoods within the project area by connecting key community destinations including educational, recreational and employment services. See Exhibit I for the Project Area Map for the Immokalee Complete Streets Project.

The bicycle boulevard network will enhance first/last mile transit access via bike, and the new transit transfer station will improve access within the community as well as travel to coastal Collier County.

### *Regional Transportation Data*

There are several state roadways that intersect in the Immokalee Community. This puts Immokalee in position to become a logistics center for the region. The Florida Department of Transportation (FDOT) is investing hundreds of millions of dollars in regional roadway improvements to improve the connections through Immokalee to the economic centers of Miami, Orlando, Tampa and beyond via connections to the Interstate Highway system. FDOT schedules for an estimated \$25 million improvement along 3.5 miles of SR 82 and a roundabout at the intersection of SR 82 and SR 29 to be completed in 2022. See Exhibit J for a Regional Transportation Map.

### *Economic Development Data*

The Immokalee Community has several economic development incentive programs available to spur private sector investment into the community. In 2017, three census tracts in Immokalee were designated as Qualified Opportunity Zone (QOZ), including one that covers the Immokalee Regional Airport. Created by the Jobs Act of 2017, a QOZ allows private investors the opportunity to defer capital gain taxes by investing in targeted communities. In addition, a portion of the community was designated in 2016 as a Promise Zone. The Promise Zone designation provides preference for certain competitive federal grant programs and technical assistance and potential tax incentives if enacted by Congress. A map of the incentive program areas is included in Exhibit K.

<b>Immokalee QOZ Census Tracts</b>				
<b>CENSUS TRACT</b>	<b>POPULATION</b>	<b>HOUSEHOLDS</b>	<b>MEDIAN HH INCOME</b>	<b>POPULATION GROWTH</b>
<b>112.05</b>	<b>2,778</b>	<b>676</b>	<b>\$22,337</b>	<b>13.5%</b>
<b>113.01</b>	<b>4,768</b>	<b>1,012</b>	<b>\$30,508</b>	<b>28.7%</b>
<b>114 (AIRPORT)</b>	<b>5,310</b>	<b>916</b>	<b>\$46,711</b>	<b>24.4%</b>

*Source: U.S. Census American Community Survey*

In 2001, the Immokalee Community received designation from the State as a Rural Area of Economic Concern. The program has evolved over the years, but the primary mission has remained the same – to market, facilitate and advocate for regional economic development in the rural communities in the state of Florida. As of 2016, Immokalee is included in the South Central Rural Area of Opportunity (RAO) and is a member of the Florida Heartland Economic Region of Opportunity (FHERO). FHERO partners include six counties Desoto, Glades, Hardee, Hendry, Highlands, Okeechobee, the Cities of Belle Glade, Pahokee and South Bay in Palm Beach County and the Community of Immokalee. The benefits of being a designated RAO include additional points for grant scoring, State approved economic development incentives for

rural communities including the Governor’s ability to waive criteria for any economic development incentive.

FHERO is a 501(c) 6 nonprofit organization that provides grant opportunities to implement marketing and strategic planning for the partners. As a member of FHERO, the Immokalee Community collaborates with the other South Central Florida RAO members to market and advocacy for economic development incentives and opportunities in rural Central Florida. Through this partnership, the Immokalee Community receives marketing and technical assistance to advance economic development opportunities in Immokalee.

FHERO has provided funding to complete a retail demand assessment and marketing materials. In addition, a preliminary site development analysis for a 2.8-acre parcel at the Immokalee Regional Airport was completed in 2021.

According to the April 2021 Immokalee Retail Demand Assessment, Immokalee has a relatively low median age (29.3) due largely to a high percentage of children. Median household income ranges from \$23,500 to \$32,000. Local incomes in Immokalee are likely underreported given the amount of cash employment available to residents, which makes it challenging when recruiting new commercial establishments. Some of the key findings of the Report include:

1. Lack of new supply added
2. Existing inventory is dated and insufficient from a functionality/sustainability standpoint
3. Existing Inventory is small in size. Nearly 70% is under 5,000 square feet.
4. Lack of lease options available
5. Current deficits in numerous retail industry groups
6. Current need for an additional 111,515 square feet of retail space

The report identified only three tapestry segments for the 10-mile radius from the center of Immokalee – and 70% of the households fall into two categories: Valley Growers and American Dreamers – both a subset of the Ethnic Enclave Life Mode. “Tapestry segmentation” according to the April 2021 Immokalee Retail Demand Assessment, is a market segmentation system designed to identify consumer markets in the United States. Residual households fall into the “Down the Road” subset of the Rustic Outpost Life Mode. This information is helpful when targeting commercial establishment evaluating the consumer base. Below is a brief overview of the two primary Tapestry Segments.

*Valley Growers* are typically young Hispanic families with children and frequently multi-generations living in the same house. “This market is all about spending time with family, taking care of family and home, and following Hispanic heritage.”

*American Dreamers* typically own their homes, further from city center where housing is more affordable. “The majority of the households include younger married-couple families with children and frequently grandparents. Diversity is high; many residents are foreign born, of Hispanic origin. Hard work and sacrifice have improved their economic circumstances. Spending is focused more on the members of the household than the home. This market is adept on accessing what they want on the Internet.”

Exhibit L provides the Key Findings section of the report.

According to the August 2021 Greater Naples Chamber - Chamber Connect Economic Indicators Report:

“Collier County is at risk of increasing gaps in jobs and talent. In order to fulfill the demand for goods and services of our growing population, the Florida Chamber estimates we will need an increase of 44K net new jobs by 2030. The 2020 Census put Collier County's population at 393K with an estimated increase of 10% by 2025. While the population continues to grow, Collier County has 1.5 times the national average of potential retirees and 30% fewer millennials than the national average to fill the gap.”

Immokalee Regional Airport is located on 1,300 acres within the Immokalee Community Redevelopment Area and is approximately 35 miles from coastal Naples, 10 miles from the new town of Ave Maria, and 110 miles northwest of the Port of Miami. Originally used as an Army Air Corps training base during World War II, the base was later abandoned. The Federal Surplus Act turned the airport over to Collier County in the 1960s. In 1993, the Collier County Airport Authority was created to oversee the development and management of three publicly owned general aviation airports in the County: Immokalee, Marco Island and Everglade City. Over the years, grants have been awarded to improve the Immokalee Regional Airport and develop it as a catalyst for economic development.

In 2019 the Immokalee Regional Airport Airport Layout Plan (ALP) was completed and approved by the Federal Aviation Administration (FAA). The Immokalee Regional Airport ALP is included as Exhibit M and depicts the airport boundaries, existing infrastructure, and identifies proposed airport development over a 20-year period. The planning period for the ALP is 2017-2037. It forecasted an average annual growth rate of aircraft operations at 1.35% resulting in a total of 48,400 forecasted aircraft operations by 2037, an increase of 11,900 above its current rate of 36,500. Total development costs to achieve the planned improvements are estimated at \$47 million from a variety of federal, state, local, and private funding sources.

The ALP includes a number of capital improvements based on future demand. Below is the list of projects and current status.

Runway 18-36 Rehabilitation: Rehabilitation of Runway 18-36 will be complete in May 2022. The improvements were upgraded to include additional lighting and taxiway alignment.

Taxiway C Extension: Project completed August 2021.

Additional Hangar Capacity: Global Flight Training School was approved to build a three-hangar development. With construction anticipated to commence during the final quarter of 2022. An Invitation to Negotiate process has commenced for additional development and will continue into FY22.

Security Upgrades: Anticipated completion December 2022.

Full Perimeter Access Road: Environmental Assessment for Airpark Boulevard is anticipated for 2024. Design for airside perimeter road is pending Airport Improvement Program (AIP) funding eligibility with the FAA.

Runway 9-27 Extension: Extend 7,000 feet anticipated for 2029, if justified.

The Immokalee Airport Land Use Development Plan identifies the following:

Non-Aeronautical (233 Acres): Targeted for Business, Manufacturing, Shipping, and Storage

Aeronautical (276 Acres): Targeted for T-Hangars, conventional Hangars, Maintenance Repair Overhaul (MRO); Air Traffic Control Tower (ATCT) and Cargo

The Immokalee Regional Airport provides an opportunity for business development at low land lease rates (based on current rate, the first year rate is \$.1533 per square foot). However, the ownership of the land must remain with the Collier County Airport Authority as mandated by the FAA per AIP grant assurances which can be a challenge for business recruitment. The FAA will consider approving a 40-year land lease with an option to renew; however, those terms often are not satisfactory to a new business seeking to make a substantial financial investment.

The Collier County Airport Authority markets the available industrial parcels suitable for a wide variety of permissible industrial uses with access to onsite Foreign Trade Zone (FTZ) with very affordable lease rates.

Collier County Mosquito Control and the U.S. National Guard Training Center (Immokalee Readiness Center) are expected to be new tenants at the Airport in the next few years per final lease agreements negotiated in 2022. The development of these governmental facilities is expected to increase consumer retail demand within the community and generate more development opportunity at the Airport.

Located within the Immokalee Regional Airport is The Florida Culinary Accelerator @ Immokalee, providing a state-of-the-art commercial kitchen open to a membership base. As noted on the website, depending on the membership level, members may select from a range of customized hours and plans to prepare, cook and package their culinary creations for distribution. The culinary accelerator's goal is to support area chefs, farmers, and small food businesses achieve their dreams of growing their food businesses and entering the competitive retail marketplace. One of the challenges that chefs, farmers, and small food business face is finding a suitable space for start-up businesses once they reach capacity at the accelerator.

The Immokalee Technical College (iTECH) is a state-of-the art technical training center, providing career and technical education programs for high school students and adults. In addition to the post-secondary adult career and technical training programs, iTECH also offers ABE/GED and adult literacy programs. All programs have active business partners who function beyond the traditional advisory capacity found in most technical schools. Under their model, local businesses and associations adopt programs and serve as foundations for curriculum development, financial assistance, connection activities (internships, job shadowing opportunities, professional in residence, etc.), and job placement assistance for graduates. Programs range from Computer Systems and Information Technology to Heavy Equipment Service Technician training.

## Other Infrastructure & Service Providers

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The Immokalee Water and Sewer District provides service throughout the ICRA. A service map of Immokalee and the Five Year Estimated Capital Improvements Plan is provided in Exhibit N. This

independent district oversees the five-year Capital Improvement Plan (2022-2026) includes approximately \$34.3 million in wastewater system improvements and \$6.6 million in water system improvements plus \$11 million in general project improvements. Approximately, 32.2% percent of Immokalee Urban Area has centralized water and sewer services. Approximately 3.2% is developed without sewer and is privately owned.

The Immokalee Fire Control District is an Independent Special Taxing District established by an act of the Florida Legislature in 1955 (Chapter 55-30666 Laws of Florida) and revised in 2000. The legislation created a fire control and rescue district covering 234 square miles of Collier County, Florida. The purpose of the District is to provide fire protection and prevention services, establish and maintain emergency medical and rescue response services, and acquire and maintain firefighting, rescue, medical, transport, and other emergency equipment. The district currently has two stations (Station 30 and 31) within the ICRA boundaries. A replacement for Station 30 is currently under construction and is tentatively scheduled to be completed in December 2022. See Exhibit O for the district map and operational details.

Within the boundaries of Immokalee Community Redevelopment Area, Collier County Public Schools (CCPS) currently operates five elementary schools, one middle school, one high school, one alternative center and one charter school. As of February 2022, there are 6,988 students enrolled in these CCPS facilities. See Exhibit P for additional information.

## Immokalee Beautification Municipal Service Taxing Unit (MSTU)

The BCC created the Immokalee Beautification MSTU in 1977 for the purpose of providing streetlights and beautification within the designated boundary. In 1986, the BCC adopted Collier County Ordinance No. 86-65, creating the MSTU Advisory Committee. Over the years, the boundary, purpose and advisory board membership have been revised. A Municipal Service Taxing Unit (MSTU) is a funding mechanism where community members, with BCC approval, assess themselves to make improvements to their neighborhood and/or community area and provide additional services based on community desires. The MSTU's ordinance establishes the maximum millage rate that can be levied to implement the mission of the MSTU. Annually, the BCC approves the millage rate and budget to implement the yearly work plan.

To improve coordination between CRA and the MSTU, the BCC moved the management of the MSTU under the CRA in 2011. This organizational structure has improved coordination of capital projects as well as enhanced maintenance of capital assets. The MSTU also receives a contribution from Collier County Fund 111 to assist with the general maintenance of right of way within the MSTU boundary. Over the years the CRA and the MSTU have collaborated on several projects to improve the conditions within the MSTU boundary, which is slightly smaller than the CRA boundary (See Exhibit K for a map depicting the boundaries).

## 4.4 Redevelopment Program

The following section provides a redevelopment program for the ICRA, including the methodology for prioritizing and phasing redevelopment projects that are included in the Redevelopment Program and potential opportunities for improvement and investment in the area, as well as outlines Funding Strategies to implement the Program. The Redevelopment Program for the ICRA includes projects and activities that may be funded by the CRA or by other public agencies, non-governmental organizations, or the private sector.

### 4.4.1 Action Plan

The following Action Plan describes the three phases of Plan implementation, outlines the criteria the CRA shall consider when prioritizing projects and initiatives, summarizes the key redevelopment opportunities to be completed in the short and mid-term, and depicts the 2022 Redevelopment Plan Projects and Programs.

#### Prioritization and Phasing

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This plan recognizes three phases of initial implementation.

- Phase 1: Short-term (five-year planning horizon consistent with other agencies capital project planning approach).
- Phase 2: Mid-term (next 10 years)
- Phase 3: Long-term (15 years through the existence of the CRA)

Projects and community priorities should be evaluated every five years at a minimum to confirm consistency with the community's goals and priorities. Annual reporting of project status and adjustments in tax increment revenues will also confirm that community goals and objectives are being met. Since these projects and initiatives cannot be evaluated and carried out all at once, this section presents a prioritization plan in terms of amount of funds programmed and project/initiative timing. A key consideration for prioritization is the amount of funding available for these projects and initiatives, discussed more in Section 4.4.2.

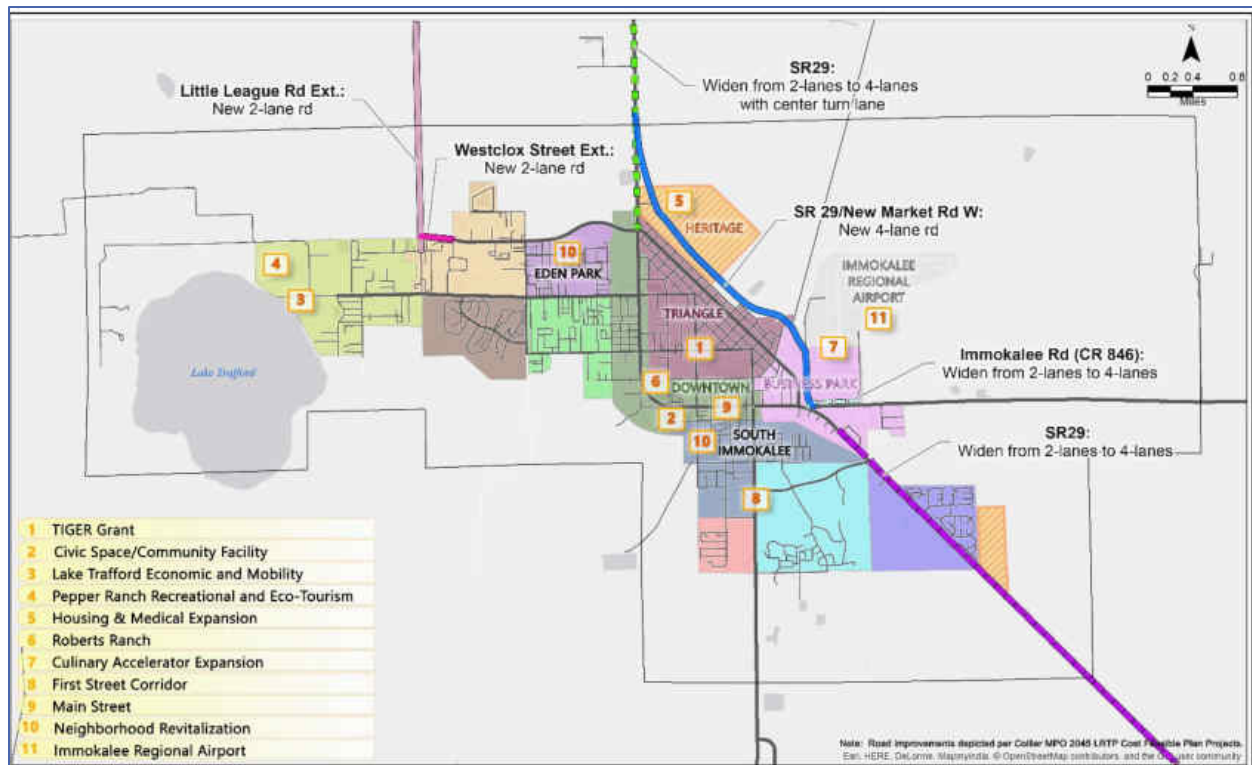
Prioritization criteria to consider include:

- Funding availability from dedicated or outside sources (aside from CRA funds)
- Magnitude of anticipated impact and multiplier effects
- Whether planning/design has already been undertaken or completed
- Project timing considerations independent of prioritization (e.g., TIGER grant improvements should be completed prior to Neighborhood Initiative commences)
- Ability to address health/safety concerns
- Degree of need
- Geographic distribution of projects in the ICRA area
- Priorities identified during annual work plan and five-year plan review

## Opportunities for Redevelopment

Since the adoption of the 2000 Immokalee Community Redevelopment Plan, the CRA has completed several capital projects to improve the public realm, and redevelopment efforts have been accomplished through private investment (see Section 4.3, Background and Baseline Data). Building on the success of these advancements, the CRA is ready to move forward with new and innovative proposals to continue to improve and enhance the area. As shown in Figure 4-3, the Framework Map (also see Exhibit Q) highlights opportunities and priorities the CRA will be focusing on over the next five to 11 years.

Figure 4-3- Immokalee Framework Map



The Framework Map identifies eleven locations for potential redevelopment projects and improvements:

1. **TIGER Grant** – This area in the heart of the community will be transformed with sidewalk and lighting improvements funded through the Federal TIGER grant program. Once the project is completed there will be an opportunity to leverage these improvements by targeting housing initiatives in this area.
2. **Civic Space/Community Facility** – The CRA owns a 1.96-acre site located at the corner of Main Street and South Ninth Street. Originally purchased to create a public plaza similar to the Zocalo Park at the corner of First and Main, the site has remained vacant. Recent discussions have identified several approaches to developing the site to maximize public benefit including selling the property for commercial development; selling the property to develop a community service campus; or entering into a partnership with other public or private agencies to create a community center or community open space.



3. Lake Trafford Economic and Mobility Opportunity – Lake Trafford and Ann Olesky Park are considered a recreational jewel in the community. Lake Trafford Road that leads into the park is programmed for sidewalk improvements except for the last 0.34 miles into the park. Environmental assessment is needed to determine if the pedestrian connection into the park can be completed. Coordination with the property owners surrounding the park also provides an opportunity to expand transit into the area and to expand commercial opportunities to expand eco-tourism in the area.
4. Pepper Ranch Recreational and Eco-Tourism – Pepper Ranch provides low impact recreational amenities to the public. Expansion of services and marketing the property for corporate retreats provides an opportunity to expand the eco-tourism into the area.
5. Housing & Medical Facilities Expansion – The Heritage Planned Unit Development approved in 1991 provides an opportunity to expand services and residential development in this northern section of Immokalee. The 346-acre site allows for a mix of commercial and residential units. Programmed improvements to State Road 29 will enhance this location’s viability for development, offering improved access for the local community, as well as Hendry and Lee Counties.
6. Roberts Ranch – A part of the Collier County Museum system, this historic 13-acre site is in the heart of Immokalee with easy access to Main Street. Originally home to cattleman Robert Roberts and his family, this historic site and museum (the longest running ranch in South Florida) provides visitors with a rare opportunity to experience daily working life on a Southwest Florida pioneer homestead and citrus grove from the early 1900s. This site provides an opportunity to host events that can attract tourists and residents. The site also provides an opportunity to link the agricultural sector to tourism by developing a farm to table venue.
7. Culinary Accelerator Expansion – Located within the Immokalee Regional Airport is The Florida Culinary Accelerator @ Immokalee, providing a state-of-the-art commercial kitchen open to a membership base. Depending on the membership level, members may select from a range of customized hours and plans to prepare, cook, and package their culinary creations for distribution. The culinary accelerator’s goal is to support area chefs, farmers, and small food businesses to achieve their dreams of growing their food businesses and entering the competitive retail marketplace. One of the challenges that chefs, famers, and small food business face is finding a suitable space for start-up businesses once they reach capacity at the accelerator. There is opportunity to expand this successful facility or expand services to address the next level of business expansion.
8. First Street Corridor – Main entrance into Immokalee from coastal Collier, the roadway provides an opportunity to create an entrance into the community and to partner with the landowners along the street to provide needed commercial, residential, and recreational opportunities. The entrance to the ICRA is an opportunity for gateway branding. Additionally, there is an opportunity to connect Immokalee to surrounding areas within and beyond Collier County with the Paradise Coast Trail (PCT). The PCT is a Shared-Use Non-motorized (SUN) Trail.
9. Main Street – At the center of Immokalee, Main Street is a State roadway that has recently been improved for pedestrian access in 2021. A future “loop road” may eliminate the freight traffic that currently hinders the corridor from being designed and treated like a pedestrian oriented downtown

corridor, and this could open the door for a transformation that allows more outdoor dining and neighborhood retail. Main Street also has opportunities as a central focal point for community branding efforts.

10. Neighborhood Revitalization Initiative – As outlined in Objective 4.2.3.2, this initiative focuses on creating a wholistic approach to neighborhood revitalization by including strategies for infrastructure, housing, and safety improvements. There are 12 neighborhoods identified on the Neighborhood Map (Exhibit A). Two areas have emerged as opportunities based on current or budgeted public investment and partners: Eden Park and South Immokalee. Each neighborhood will have unique constraints and opportunities. Initiatives for South Immokalee will include Dreamland Park improvements. In addition to this opportunity, improvements to park amenities throughout the community’s neighborhoods will be pursued through public private partnerships to create a comprehensive park network to be implemented as funds are available. The Neighborhood Revitalization Initiative also addresses housing needs through identifying and pursuing replacement, renovation, and new construction opportunities. Community Policing and Code Enforcement may also be identified within the strategic revitalization plan for each neighborhood.
11. Immokalee Regional Airport – The Airport provides a strategic location for manufacturing and distribution. Through coordination with the Collier County Airport Authority, the CRA has an opportunity to advance economic development goals through marketing the available land, considering the creation of a “shovel ready” site, and supporting the improvement of infrastructure at the Airport.

In addition to those opportunities identified on the Framework Map, the CRA will also leverage resources and funds to further projects and plans led by other agencies and organizations, including:

- Cultural Trail Opportunity
- Affordable Housing Opportunities
- Housing Replacement and Rehabilitation
- School Board Coordination/Education and Training Expansion
- Stormwater Master Plan
- Sidewalk Master Plan
- Recreational Expansion

## Projects and Programs

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Florida Statutes Sections 163.362(9) and (10) require that CRA Plans contain a detailed statement of the projected costs of the redevelopment projects and a time certain for completing redevelopment financed by increment revenues. Figure 4-4 below is a list of CRA capital projects and programs anticipated within the ICRA and associated timeframes (short-term, mid to long-term, and ongoing). It is anticipated that these projects and programs may utilize Tax Increment Financing (TIF) funding and other potential funding sources are also listed which may offset some of the projected costs.

Short-term projects are primarily those that are currently underway and moving toward completion. For the mid to long-term projects, the CRA efforts will focus on positioning these projects for grants,

appropriations, and other funding opportunities. The recently approved Federal Infrastructure Bill (the Infrastructure Investment and Jobs Act) is one such potential funding stream.

For projects and programs with known or estimated costs, those costs are listed in Figure 4-4 below, and those that are partially funded in the Fiscal Year 2021-22 ICRA Capital Budget are noted with an asterisk. For projects or programs that are still preliminary in concept, the costs are indicated as “to be determined” (TBD), subject to more detailed planning, design, and coordination with other agencies.

The proposed projects and programs identified in Figure 4-4 provide general guidance based on public input on project priorities to implement the overall vision of Immokalee. The Redevelopment Plan also allows for flexibility to move into mid-term and long-term projects if funding and partnerships are identified with private sector, non-profit entities, or other government agencies. The majority of the items identified will require assistance from additional funding sources including the MSTU when applicable and grant funds as well as partnering with other governmental agencies, non-profit entities, and County Departments. It is assumed that projects and programs will be further defined and articulated during the five year updates of this Redevelopment Plan.

Figure 4-4 - Capital Projects & Programs

Tax Increment Financing (TIF) is proposed to assist with financing the following projects and programs.

Projects/Programs	Anticipated Costs	Other Potential Funding Sources	Timeframe
<b>Cultivating Culture</b>			
Cultural Center	\$3,740,000**	Grants, Non-profit entities, other government agencies	Mid/Long-Term
Public Art Cultural Trail	TBD	MSTU, Grants, other government agencies	Mid/Long-Term
<b>Economic Development</b>			
Land Acquisition	TBD	Grants, Private Sector, other government agencies	On-going
Shovel Ready Program	TBD	Grants, Private Sector	On-going
Branding and Marketing	TBD	Grants, Non-profit entities, other government agencies	On-going
Site Improvements	TBD	Grants, Private Sector, other government agencies	On-going
TIF Incentive Program	TBD	N/A	On-going
Industrial Park Development	TBD	Grants, Private Sector, other government agencies	On-going
Airport Economic Opportunity	\$5,210,000**	Grants, Private Sector, other government agencies	Short-Term & Mid/Long-Term
Culinary Accelerator Expansion	TBD	Grants, Private Sector, other government agencies	Short-Term & Mid/Long-Term
Airport Park Recreational Opportunity	TBD	Grants, other government agencies	Short-Term & Mid/Long-Term
Retail Incentive Program	TBD	Grants, Private Sector	On-going
Main Street Initiative	TBD	Grants, Private Sector, other government agencies	Short-Term & Mid/Long-Term
Commercial Improvement Grants	\$100,000*	Grants, Private Sector	On-going
Business Expansion and Retention	TBD	Grants, Private Sector, other government agencies	On-going
Broadband Initiatives	TBD	Grants, Private Sector, other government agencies	On-going

<b>Projects/Programs</b>	<b>Anticipated Costs</b>	<b>Other Potential Funding Sources</b>	<b>Timeframe</b>
<b>Housing</b>			
<b>Land Acquisition</b>	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going
<b>Infrastructure Improvements</b>	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going
<b>Mobile Home Replacement Initiative</b>	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going
<b>Housing Renovation Incentives</b>	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going
<b>New Construction Incentives</b>	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going
<b>Neighborhood Revitalization Initiative</b>	\$183,600*	Grants	On-going
<i>Costs for lighting, street trees, benches, waste receptables, bike racks, signage (both sides of street)</i>			
• <b>South Immokalee Planning/Design</b>	\$1,500,000**	MSTU, Grants, other government agencies	Short-Term
• <b>South Immokalee Construction</b>	\$9,900,000**	MSTU, Grants, other government agencies	Long-Term
• <b>Eden Park Planning/Design</b>	\$1,500,000**	MSTU, Grants, other government agencies	Short-Term
• <b>Eden Park Construction</b>	\$9,900,000**	MSTU, Grants, other government agencies	Long-Term
<b>Enhanced Public Safety</b>	TBD	MSTU, Grants, other government agencies	On-going
<b>Community Policing</b>	TBD	Grants, other government agencies	On-going
<b>Community Land Trust - special needs housing</b>	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going

Projects/Programs	Anticipated Costs	Other Potential Funding Sources	Timeframe
<b>Infrastructure</b>			
<b>Immokalee Sidewalk Master Plan</b>			
<i>Cost for upgrades to have sidewalks on both sides of streets with drainage and utility improvements</i>			
<b>Focus Area 2 - South Immokalee Sidewalk Plan</b>			
<ul style="list-style-type: none"> <li>Delaware Ave &amp; Eustis Ave</li> </ul>	\$1,115,000*	MSTU, Grants, other government agencies	Short-Term
<ul style="list-style-type: none"> <li>Other Focus Area 2 gaps</li> </ul>	\$11,560,000**	MSTU, Grants, other government agencies	Mid/Long-Term
<b>Focus Area 1 – Lake Trafford Road Area</b>			
<ul style="list-style-type: none"> <li>All Focus Area 1</li> </ul>	\$18,810,000**	MSTU, Grants, other government agencies	Mid/Long-Term
<b>Outside Focus Areas</b>	\$6,525,000**	MSTU, Grants, other government agencies	Mid/Long-Term
<b>Stormwater</b>	\$278,000*	MSTU, Grants, other government agencies	On-going
<b>General Public Road Improvements</b>	TBD	MSTU, Grants, other government agencies	On-going
<b>Land Acquisition</b>	TBD	Grants, other government agencies	On-going
<b>Waste Management Initiatives</b>	TBD	MSTU, Grants, Private Sector, other government agencies	On-going
<b>Parks and Recreation Partnerships</b>			
<b>Park Amenities</b>	\$70,000*	MSTU, Grants, Private Sector, other government agencies	On-going
<b>Zocalo</b>	TBD	MSTU, Grants, Private Sector, other government agencies	Short-Term
<b>Dreamland</b>	TBD	MSTU, Grants, Private Sector, other government agencies	Short-Term
<b>Land Acquisition</b>	TBD	Grants, Private Sector, other government agencies	Mid/Long-Term
<b>Mobility</b>			
<b>Transit Amenities</b>	TBD	MSTU, Grants, other government agencies	On-going
<b>Streetscape Improvements</b>	TBD	MSTU, Grants, other government agencies	On-going
<b>Main Steet Streetscape</b>	\$1,500,000**	MSTU, Grants, other government agencies	Short-Term

<b>Projects/Programs</b>	<b>Anticipated Costs</b>	<b>Other Potential Funding Sources</b>	<b>Timeframe</b>
<b>First Street Corridor</b>	\$250,000*	MSTU, Grants, other government agencies	Short-Term
<b>Lake Trafford Road Corridor</b>	TBD	MSTU, Grants, other government agencies	Short-Term & Mid/Long-Term
<b>New Market Road Corridor</b>	TBD	MSTU, Grants, other government agencies	Mid/Long-Term
<b>On-demand Transit Service</b>	TBD	Grants, other government agencies	Mid/Long-Term
<b>Pedestrian Safety Improvements</b>	TBD	MSTU, Grants, other government agencies	On-going

\* Partially funded in the FY 2021-22 ICRA Capital Budget

\*\* Costs are conceptual only, final costs and projects to be determined per the outcomes of the planning efforts.

In addition to capital projects, the Redevelopment Plan includes several non-capital projects and programs. These on-going soft costs provide for the operations and administration of the CRA offices, as well as implementation of the Goal to “Create a Cultural Destination” through branding and marketing, public art, and special events. It is anticipated that administration of the CRA will continue to be financed through TIF funding allocations while non-capital initiatives to support Cultivating Culture may be funded through a combination of TIF funds, grant sources, and/or partnerships with private sector, non-profit entities, or other government agencies.

Additional redevelopment opportunities in the area may arise in conjunction with capital projects planned and administered by other agencies and organizations. The CRA should seek to enhance or augment these efforts through coordination and partnerships when initiatives support the goals and objects of the Immokalee Redevelopment Plan. In accordance with §163.362(4), Florida Statutes, any publicly funded capital projects to be undertaken within the Immokalee Community Redevelopment Area as of 2022 are listed in Exhibit R. The Redevelopment Plan also recognizes and allows for partnerships with other County Departments to facilitate the implementation of projects included in the Collier County Annual Update and Inventory Report (AUIR) that may be eligible for Tax Increment Funding, as permitted by Florida Statute.

#### **4.4.2 Funding Strategies**

In order to facilitate redevelopment in the Immokalee Redevelopment Area, the County will need to use various sources of funding from local, state, and federal government and the private sector. This section examines funding methods and strategies to finance redevelopment activities that will implement the Redevelopment Plan, including TIF, Municipal Services Taxing Units (MSTUs), grants, coordination and partnerships, and other funding mechanisms. Funds deposited into the Redevelopment Trust Fund may be expended only in the redevelopment area pursuant to the adopted Redevelopment Plan and in conformance with the requirements of Section 163.387(6), Florida Statutes.

Certain incentives may need to be offered to developers to attract new development, redevelopment, and rehabilitation of existing buildings within the ICRA. Some of these programs may include:

- Tax increment rebates
- Rent subsidies
- Loan or grant programs
- Tenant improvement subsidies
- Land assembly assistance and acquisition of easements
- Impact fee waivers or credits

This Redevelopment Plan does not obligate any funding to any projects listed. It provides a guide and list of both capital and non-capital projects that require approval by the CRA and/or the Board of County Commissioners (BCC) depending on the funding source. The Local Redevelopment Advisory Board will also review projects and make recommendations to the CRA Board for consideration. The CRA will follow the standard operating and procurement guidelines adopted by the BCC for all expenditures. The CRA will follow Collier County standard operating procedures when partnering with other County Departments and will follow state and federal grant guidelines as required for other funding sources outside of TIF.

Projects may require additional vetting and piloting to better understand technical feasibility, impacts, and broader County implementation priorities prior to approval for implementation. To this end, planned projects include technical feasibility studies and pilot projects. As a result, this capital and non-capital funding plan is subject to change as it is re-evaluated. Additionally, the Redevelopment Plan sets a framework based on current conditions but also allows for flexibility in the phasing of projects based on funding opportunities and community priorities identified in annual work plans and capital improvement project lists.

Regarding maintenance costs, maintenance of standard capital improvements is anticipated to be provided and funded by relevant County agencies, while maintenance for capital improvements above and beyond County standards are anticipated to be funded by the CRA. For a full list of non-CRA budgeted capital projects within the Immokalee Community Redevelopment Plan per Florida Statute, see Exhibit R.

## Tax Increment Financing (TIF)

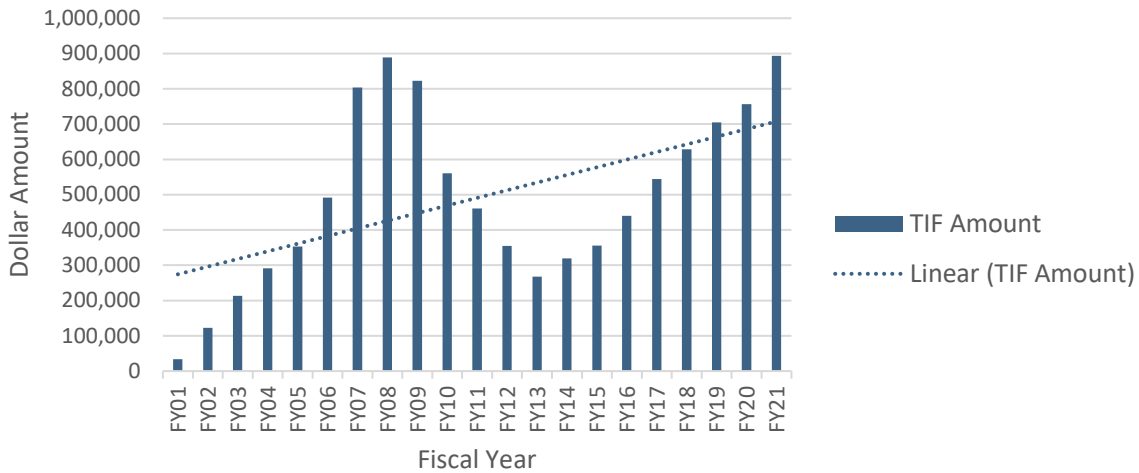
As detailed in Section 2.1 of the Collier County Redevelopment Plan, TIF is a primary mechanism for funding public improvements needed to support and encourage new development in the ICRA. TIF funds are generated within Community Redevelopment Areas by capping (or freezing) the property values at the assessed value for an established base year. Thereafter, any tax revenues generated due to increases in property values in excess of the base values are dedicated to fund improvements and activities within the redevelopment area. The generated revenue is known as tax increment financing or TIF and is used in the CRA to leverage its redevelopment efforts. This revenue source provides Collier County with a means to finance front-end costs that facilitate redevelopment of the area through the existence of the CRA, consistent with the Redevelopment Plan goals and objectives. The CRA is able to use county ad valorem tax revenues generated above the base-year amount (the increment) to apply to projects and initiatives identified in this Redevelopment Plan per Florida Statute.

Figure 4-5 shows the amount of tax increment revenues received since Fiscal Year 2000. The recession in 2009 had a major impact on tax increment revenues through 2012; however, TIF revenues have steadily



increased each year since 2013. By the end of Fiscal Year 2022, it is anticipated that revenues will exceed \$900,000.

*Figure 4-5 - Annual TIF Revenues, FY 2000 – FY 2021*



The projected revenues through Fiscal Year 2052 based on a conservative growth scenario with a 3% assumed average annual growth rate yield a total of \$62,082,900. Historically, the ICRA has experienced a 5.3% growth rate. A medium growth scenario that assumes a 5% average annual growth rate yields a total of \$95,799,700 through Fiscal Year 2052. For more information on the 3% and 5% growth projections, see Exhibit S. All scenarios assume the millage rates remain constant throughout the span of the CRA.

## Municipal Service Taxing Units (MSTUs)

A Municipal Service Taxing Unit (MSTU) is a special taxing district and funding mechanism to make capital improvements to the community or provide additional services based on identified objectives. The MSTU provides an additional ad valorem tax for specific purposes to fund streetscape and right of way improvements (including right-of-way maintenance in the MSTU area). Since 2011, the CRA and the Immokalee MSTU have collaborated on several capital projects. CRA staff will continue to evaluate the opportunity to coordinate with the Immokalee MSTU to fund eligible projects proposed in this CRA plan. A conservative (3%) growth scenario yields \$23,040,500 and a medium growth scenario (5%) yields \$32,605,000 for the MSTU fund over the next 30 years (FY2052). For more information on the 3% and 5% growth rate projections, see Exhibit S. Note that the MSTU does not have a sunset date and will likely continue when the CRA established for Immokalee sunsets.

## Grant Opportunities

Grant funding can benefit Plan implementation, especially in the short-term as capital project costs exceed projected tax increment revenues. Review of appropriate grant opportunities that meet the objectives within the Redevelopment Plan should be vetted through Collier County grant review process and brought to the BCC for consideration when the cost benefit is positive. Tax Increment revenues can be used as matching funds in grant applications when the grant project implements the redevelopment plan. There is currently an advantage in applying for some federal and state grant programs based on the rural character and economic need of the community. When grants are used to subsidize improvements to code required infrastructure such as building facades, landscaping, signage, parking and pedestrian

amenities, it not only improves the appearance of the property but may also serve as a catalyst for neighboring property owners to invest in their properties, further enhancing the aesthetic of the corridor while positively impacting the tax base.

## Coordination and Partnerships

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Many of the projects listed in Section 4.4.1 require the CRA to seek approval from and coordinate with other agencies and entities, which may include planning and process approval and/or coordination. Leveraging funds with other departments or agencies will be needed to implement projects especially in the short-term. Coordination also includes instances in which another agency or entity oversees a project or initiative directly with the CRA assisting with funding or public outreach.

The projects identified in this 2022 Redevelopment Plan are suggestions to be further vetted prior to approval for implementation. This includes review and approval from relevant County staff and elected officials. Planning and implementation may also include broader coordination with other agencies. Examples include coordination with the Collier MPO to share local needs that might inform a state roadway improvement, as well as coordinating with other Collier County agencies on topics such as Land Development Code changes, park access, community safety, transit and transportation, and stormwater.

The CRA also has opportunities to coordinate with the Lee and Hendry Counties on transportation planning and economic development initiatives. Coordination with Immokalee Water and Sewer District and Lee County Electric Cooperative (LCEC) will be important to ensure adequate infrastructure is available for housing and economic development initiatives. This type of coordination might involve design review for projects led by the CRA and setting up meetings coinciding with regular planning and project cycles prior to finalized design phases. Key planning cycles for coordination include the Transportation Improvement Program planning by the MPO and capital improvement planning for Collier County. When working with agencies to identify shared funding opportunities as a part of these planning and implementation processes, it is important to recognize existing funding commitments, as well as limitations on the use of funds. For example, road impact fees in Collier County must be used for capacity expansion, such as adding a new road or new lanes to an existing road.

Aside from government agencies, the CRA may also have opportunities to partner with local entities such as private firms and non-profits to realize some of its strategies and projects, as well as seek private sponsorships. For a successful public/private partnership, the developer must understand and accept the goals of the ICRA while government has to recognize the return-on-investment requirements of the private sector. Examples include potentially partnering with FHERO, the Culinary Accelerator and/or the Chamber of Commerce to expand business opportunities in the community. Coordination and funding opportunities may also be identified as part of private development projects.

Lastly, CRA staff should look for opportunities to coordinate with the MSTU operating in the area to implement capital improvements. Several projects identified in Figure 4-4 would be consistent with the mission of the MSTU including South Immokalee Sidewalk Project, First Street Corridor and Lake Trafford Streetlighting. Immokalee MSTU is projected to have approximately \$23 million in total revenues over the next 30 years that can assist in implementing this plan. Note that the MSTU Advisory Board would need to approve any process or funding coordination.

## Other Funding Mechanisms

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Other redevelopment funding opportunities may be available through loans, bonds, and federal or state programs that offer financing options. To make the most effective use of tax increment revenues, other funding sources should be sought as appropriate to carry out the provisions of the Redevelopment Plan.

Community Redevelopment Agencies have the ability to borrow money and accept advances from both public and private financial institutions, including the County, for any lawful purpose in connection with the redevelopment program. Funds deposited into the Redevelopment Trust Fund, including TIF, which are not otherwise obligated, may be used for repayment of such loans or advances.

The CRA may issue redevelopment revenue bonds, notes or other obligations to finance community redevelopment projects when authorized to do so by the BCC and in accordance with §163.385, Florida Statutes. As noted in Section 2.2 of the Collier County Redevelopment Plan, security for such bonds may be based upon the anticipated tax increment revenues and other such revenues as may be legally available. The program offers tax-exempt, low interest industrial revenue bond financing to qualified manufacturing and 501(c)(3) non-profit organizations through Florida Development Finance Corporation (FDFC). This program is designed to improve low-cost capital availability to Florida's growing and expanding businesses that qualify for tax exempt finance under IRS rules, to allow them to be more competitive in the global and domestic marketplace.

As noted in Section 4.3, the Immokalee Community has several economic development incentive programs available to spur private sector investment into the community. The following designated Incentive Program Areas (see Exhibit K) in Immokalee provide opportunity for grant programs, technical assistance, tax incentives, and/or other economic development incentives:

- Quality Opportunity Zone (QOZ)
- Southwest Florida Promise Zone (SFPZ)
- Rural Area of Economic Concern/South Central Rural Area of Opportunity (RAO) and member of Florida Heartland Economic Region of Opportunity (FHERO)
- Foreign Trade Zone (FTZ)
- Promise Zone

In addition to the aforementioned incentives, a number of economic development resources are available through federal or state programs. The following are examples of other federal or state financing programs that may offer financial assistance for redevelopment efforts within CRAs throughout the state of Florida:

- Community Contribution Tax Credit Program (Corporate Income Tax or Sales Tax Refund)
- Qualified Target Industry Tax Refund Program (QTI)
- Quick Response Training Program (QRT)
- Economic Development Transportation Fund (Road Fund)
- Capital Investment Tax Credit (CITC)
- Voluntary Cleanup Tax Credit (VCTC)
- Brownfields Revolving Loan Fund Grants (RLF) Brownfields Redevelopment Bonus Program

## 4.5 General Requirements

This Redevelopment Plan has been prepared in accordance with the Community Redevelopment Act of 1969, Chapter 163, Part III, *Florida Statutes*, which authorizes the creation of Community Redevelopment Agencies (CRAs) by counties and municipalities on the basis of a finding of blight or slum conditions and the development of Community Redevelopment Plans. The legislation focuses primarily on the creation of Community Redevelopment Agencies, the powers granted to them and specific criteria applicable to Community Redevelopment Plans.

The Community Redevelopment Plan is a comprehensive document that provides the goals and implementation strategies to reduce the probability or elimination of slum and blight. It includes potential capital projects and programs considering different funding sources to accomplish redevelopment goals. The preparation of the Redevelopment Plan includes analysis of existing and future conditions and public involvement, as required by Florida Statutes.

The Redevelopment Plan for the Immokalee Community Redevelopment Area was originally adopted in 2000 (Resolution 2000-181). In 2019, the BCC adopted an amendment to the Community Redevelopment Plan to update the map for the Immokalee area (Resolution 2019-75). The 2022 Immokalee Redevelopment Plan is an update to reflect a revised vision and approach to redevelopment of the Immokalee Community Redevelopment Area, building on the recently amended Immokalee Area Master Plan in December 2019. Section 4.3 of this Plan explains the update process including data, analysis, and public engagement (see Exhibit E for a summary of input received).

Florida Statutes require redevelopment plans to be consistent with the local jurisdiction comprehensive plan, which is referred to as the Growth Management Plan in Collier County. See Section 4.5.2 below for an explanation of this Plan’s consistency with the GMP.

### 4.5.1 Overview of Relevant Statutes

Figure 4-6 provides an overview of the requirements for community redevelopment plans per Florida Statute and the location in this Redevelopment Plan where the relevant information can be found to satisfy these requirements.

*Figure 4-6 –CRA Plan Consistency with Section 163.362, F.S. Requirements*

Section 163.362, F.S. Requirements	Relevant Redevelopment Area Plan
Legal description of CRA area boundaries and reason behind establishing such boundaries	- Collier County Community Redevelopment Plan Appendix A: Ordinance No. 2000-42, Resolution 2000-82, Resolution 2004-179, Resolution 2004-384, Resolution No. 2019-75
Approximate amount of open space to be provided	- Objective 4.2.4.5 - Exhibit C Parks and Open Space Opportunities Map
Street layout and property intended for streets	- Objective 4.2.4.2 - Objective 4.2.4.3 - Objective 4.2.4.6 - Exhibit J Regional Transportation Map - Exhibit T Street Layout Map

Section 163.362, F.S. Requirements	Relevant Redevelopment Area Plan
Limitations on the type, size, height, number, and proposed use of buildings	<ul style="list-style-type: none"> <li>- Section 4.5.2 Consistency with the County’s Comprehensive Plan</li> <li>- Section 4.5.5 Land Use, Densities, &amp; Building Requirements</li> <li>- Exhibit G Zoning Districts and Overlays Map</li> <li>- Exhibit H Future Land Use Map</li> </ul>
The approximate number of dwelling units	<ul style="list-style-type: none"> <li>- Section 4.3 Background and Baseline Data</li> <li>- Exhibit F Residential Dwelling Units Exhibit</li> </ul>
Property intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature	<ul style="list-style-type: none"> <li>- Goal 4.3.4 Infrastructure</li> <li>- Section 4.4.1 Action Plan</li> <li>- Exhibit B Sidewalk Master Plan</li> <li>- Exhibit C Parks and Open Space Opportunities Map</li> <li>- Exhibit Q Framework Map</li> </ul>
Neighborhood impact element describing impact to residents in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood	<ul style="list-style-type: none"> <li>- Goal 4.2.3 Housing</li> <li>- Goal 4.3.4 Infrastructure</li> <li>- Section 4.5.6 Neighborhood Impact</li> <li>- Exhibit A Neighborhood Map</li> <li>- Exhibit B Sidewalk Master Plan</li> <li>- Exhibit C Parks and Open Space Opportunities Map</li> <li>- Exhibit Q Framework Map</li> <li>- Exhibit T - Street Layout Map</li> <li>- Section 6 Relocation Procedures</li> </ul>
Publicly funded capital improvements to be undertaken in the CRA area	<ul style="list-style-type: none"> <li>- Section 4.4.1 Action Plan</li> <li>- Section 4.4.1 Funding Strategies</li> <li>- Exhibit R Non-CRA Projects within the ICRA</li> </ul>
Safeguards, controls, restrictions/covenants to ensure implementation of the plan	<ul style="list-style-type: none"> <li>- Section 4.5.7 Safeguards, Controls, Restrictions, &amp; Assurances</li> </ul>
Assurances there will be replacement housing for relocation of persons temporary or permanently displaced	<ul style="list-style-type: none"> <li>- Section 4.5.6 Neighborhood Impact</li> <li>- Section 4.5.7 Safeguards, Controls, Restrictions, &amp; Assurances</li> <li>- Objective 4.2.3.1</li> <li>- Section 6 Relocation Procedures</li> </ul>
Provide element of residential use, including any intent to remedy housing affordability	<ul style="list-style-type: none"> <li>- 4.3.3 - Housing</li> </ul>
Projected costs of redevelopment	<ul style="list-style-type: none"> <li>- Section 4.4.1 Action Plan</li> <li>- Section 4.4.1 Funding Strategies</li> <li>- Exhibit R Non-CRA Projects within the ICRA</li> </ul>
Redevelopment Area Plan duration and time certain for redevelopment financed by increment revenues	<ul style="list-style-type: none"> <li>- Section 4.4.1 Action Plan</li> <li>- Section 4.4.1 Funding Strategies</li> <li>- Exhibit R Non-CRA Projects within the ICRA</li> </ul>

## 4.5.2 Consistency with the County's Comprehensive Plan

The Collier County Growth Management Plan (GMP) is the local government comprehensive plan, providing goals, objectives and policies to direct future land uses and allowable density and intensity of appropriate uses for future development. The GMP was adopted by the Board of County Commissioners (BCC) in 1989 and has been amended several times since the original adoption.

The Immokalee Redevelopment Plan is consistent with the GMP and specifically the Immokalee Area Master Plan per Florida Statute, which is recognized in Policy 4.3 of the Future Land Use (FLU) Element of the GMP as a detailed planning effort to “improve coordination of land uses with natural and historic resources, public facilities, economic development, housing and urban design” (Objective 4).

The Immokalee Urban Area delineated in the Immokalee Area Master Plan constitutes much of the Redevelopment Area, however the Redevelopment Area is larger and also encompasses Rural Land Stewardship Area/Agricultural designated lands outside the Urban Area.

The Immokalee Redevelopment Plan is consistent with FLU Policy 4.8 which establishes that redevelopment plans may be adopted.

*Policy 4.8: The Board of County Commissioners may consider whether to adopt redevelopment plans for existing commercial and residential areas. Such plans may include alternative land uses, modifications to development standards, and incentives that may be necessary to encourage redevelopment. Such redevelopment plans may only be prepared by the County or its agent unless otherwise authorized by the Board of County Commissioners... The Immokalee Redevelopment Plan was adopted by the Board on June 13, 2000...*

With the exception that the Seminole Reservation comprising approximately 600 acres that is not controlled or regulated by the Collier County GMP, the Immokalee Community Redevelopment Area is governed by the GMP and subsequently the Immokalee Area Master Plan. The goals, objectives, and strategies herein are consistent with the GMP. Figure 4-7 below includes Redevelopment Plan references that align with and further the seven priorities of the Immokalee Area Master Plan (December 2019).

Figure 4-7 – CRA Plan Consistency with the Immokalee Area Master Plan

Immokalee Area Master Plan (2019) Priorities	2022 Redevelopment Plan
<b>Economic Development</b>	Goal 4.2.2 Economic Development
<b>Quality Neighborhoods</b>	Goal 4.2.3 Housing Section 4.4.1 Action Plan - Neighborhood Revitalization Initiative Exhibit A Neighborhood Map
<b>Infrastructure &amp; Public Services Parks &amp; Recreation Transportation</b>	Goal 4.2.4 Infrastructure Exhibit B Sidewalk Master Plan Exhibit C Parks and Open Space Opportunities Map Exhibit J Regional Transportation Map Exhibit T Street Layout Map
<b>Natural Resources &amp; Ecotourism</b>	Goal 4.2.2 Economic Development Exhibit Q Framework Map Section 4.4.1 Action Plan - Pepper Ranch Recreational and Eco-Tourism
<b>Land Uses</b>	Goal 4.2.1 Celebrating Culture Goal 4.2.2 Economic Development Goal 4.2.3 Housing Goal 4.2.4 Infrastructure Goal 4.2.5 Implementation/Administration Section 4.4.1 Action Plan
<b>Urban Form</b>	Goal 4.2.1 Celebrating Culture Goal 4.2.2 Economic Development Goal 4.2.3 Housing Goal 4.2.4 Infrastructure Goal 4.2.5 Implementation/Administration Section 4.4.1 Action Plan
<b>Interlocal &amp; Intergovernmental Coordination</b>	Goal 4.2.1 Celebrating Culture Goal 4.2.2 Economic Development Goal 4.2.3 Housing Goal 4.2.4 Infrastructure Goal 4.2.5 Implementation/Administration Section 4.4.2 Funding Strategies

### 4.5.3 Acquisition, Demolition/Clearance & Improvements

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

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

obtaining necessary permits. The CRA may partner with other agencies to assist in demolition of unsafe structures as authorized and approved by the BCC.

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

#### 4.5.4 Zoning and Comprehensive Plan Changes

No Land Development Code or Growth Management Plan changes are being adopted with the adoption of this Redevelopment Plan. Consequently, the Immokalee Redevelopment Plan is intended to maintain consistency with the land uses, densities, and building requirements provided in the Growth Management Plan and the LDC. For an explanation of those requirements see Section 4.5.5 below and for an explanation of the Redevelopment Plan’s Consistency with the Growth Management Plan, see Section 4.5.2.

#### 4.5.5 Land Use, Densities, & Building Requirements

The Collier County Growth Management Plan and Land Development Code (LDC) establish the policies and standards for land use and urban design, which have a direct impact on the built environment of the Redevelopment Area, with the exception that the Seminole Reservation comprising approximately 600 acres is not controlled or regulated by the Collier County Growth Management Plan or LDC. For all other property, building heights, setbacks, sizes, and other standards are regulated by the zoning districts and overlays per the LDC.

The Immokalee Urban Area delineated in the Immokalee Area Master Plan of the Growth Management Plan constitutes much of the Redevelopment Area, however the Redevelopment Area is larger and also encompasses Rural Land Stewardship Area/Agricultural designated lands outside the Urban Area. Below are the land use designations within the Redevelopment Area per the Future Land Use (FLU) categories on the Immokalee Area Master Plan Future Land Use Map, as well as the County Future Land Use Map for land outside the urban designated area.

Immokalee Area Master Plan Future Land Use	
Recreation Tourism	1.9%
Low Residential Subdistrict	37.6%
Medium Residential Subdistrict	4.5%
High Residential Subdistrict	6.4%
Commercial Mixed Use Subdistrict	4.5%
Industrial Subdistrict	3.0%
Industrial Mixed Use Subdistrict	3.6%
Immokalee Regional Airport Subdistrict	5.7%
Seminole Reservation	2.4%
Collier County Future Land Use	
Agriculture/Rural Mixed Use District/RLSA (including Lake Trafford)	30.3%



Below are the zoning designations within the Redevelopment Area per the Collier County Zoning Atlas. Over 69% of the Redevelopment Area is currently within an Agricultural Zoning District. The zoning districts set the standards for building heights, site development standards, and specific uses.

Residential Zoning Districts	RSF-3	11.9%
	RSF-4	
	RSF-5	
	RSF-6	
	RMF-6	
	RMF-12	
	RMF-16	
	RPUD	
	MH	
	PUD	
	VR	
RT		
Mixed Use	MPUD	1.2%
Commercial Zoning Districts	C-1	2.1%
	C-3	
	C-4	
	C-5	
	CPUD	
Industrial Zoning Districts	I	2.4%
Airport	AOPUD	6.1%
Agricultural Districts	A	69.3%
	E	
Civic and Institutional Zoning Districts	P	0.3%
	CF	
Lake Trafford	-	6.5%

The following Overlay Zoning districts are adopted to apply particular standards or relief from standards to target development results desired for specific geographic areas of the community:

Main Street Overlay Subdistrict (MSOSD)
Agribusiness Overlay Subdistrict (AOSD)
Farm Market Overlay Subdistrict (FMOSD)
Jefferson Avenue Commercial Overlay Subdistrict (JACOSD)
State Road 29 Commercial Overlay Subdistrict (SR29COSD)
Central Business Overlay Subdistrict

Allowable densities (dwelling units per acre) vary from four (4) to twenty (20) dwelling units per acre as identified in the Immokalee Area Master Plan for the corresponding to Future Land Use designations listed below.

Immokalee Future Land Use	Densities
<b>URBAN MIXED USE DISTRICT</b>	
Recreation Tourist Subdistrict	Base Density: Four (4) dwelling units per gross acre. Maximum Density: Four (4) dwelling units per gross acre. Density bonuses do not apply in this subdistrict. Transient lodging is permitted at a maximum density of twenty-six (26) units per gross acre.
Low Residential Subdistrict	Base Density: Four (4) dwelling units per gross acre. Maximum Density: Eight (8) dwelling units per gross acre, inclusive of all density bonuses. Densities above the base density can only be achieved through available density bonuses.
Medium Residential Subdistrict	Base Density: Six (6) dwellings units per gross acre. Maximum Density: Fourteen (14) dwelling units per gross acre, inclusive of all density bonuses. Densities above the base density can only be achieved through available density bonuses.
High Residential Subdistrict	Base Density: Eight (8) dwelling units per gross acre. Maximum Density: Sixteen (16) dwelling units per gross acre, inclusive of all density bonuses. Densities above the base density can only be achieved through available density bonuses.
Commercial Mixed Use Subdistrict	Base Density: Sixteen (16) dwelling units per gross acre. Maximum Density: Twenty (20) dwelling units per gross acre, inclusive of all density bonuses. Densities above the base density can only be achieved through available density bonuses. Transient lodging is allowed at a maximum density of thirty-two (32) units per gross acre.

### 4.5.6 Neighborhood Impact

The structure of the Immokalee Redevelopment Plan was specifically organized to have a positive impact on housing and residential neighborhoods. The intensive redevelopment activities recommended in the Redevelopment Plan concentrate on existing commercial and semi-industrial areas including the Immokalee Regional Airport/Industrial Park and other opportunities identified in the Framework Map (see Exhibit Q).

Since the provision of supportive services to existing residents and ensuring maintenance of low- and moderate-income housing in the area are primary objectives of the plan, the overall impacts of the proposed redevelopment program are expected to be positive, with few negative impacts anticipated. The Redevelopment Plan also proposes a comprehensive approach to redevelopment through neighborhood initiatives identified in Objective 4.2.3.2 as required by §163.362(3), Florida Statutes.

The Immokalee Redevelopment Plan identifies partnering with housing providers to create incentives for housing rehabilitation and replacement in Strategy 4 of Objective 4.2.3.1. Consistent with §163.362(7), Florida Statutes, the 2022 Redevelopment Plan provides assurances of replacement housing for relocation of persons temporary or permanently displaced are established in Section 4.5.7, Safeguards, Controls, Restrictions, & Assurances. For relocation procedures refer to Section 6 of the Collier County Community Redevelopment Plan.

Proposed development is subject to the Collier County development review process to assess and mitigate for Level of Service impacts to public facilities, including roadways, schools, drainage, and utilities. Regarding environmental quality, water quality is a key consideration for stormwater management improvements. Water quality impacts can be evaluated through existing Collier County processes.

#### **4.5.7 Safeguards, Controls, Restrictions, & Assurances**

Redevelopment activities identified in this Redevelopment Plan will not be initiated until they are found to be consistent with the Collier County Growth Management Plan and applicable land development regulations. For an explanation of the Redevelopment Plan's consistency with the Growth Management Plan, see Section 4.5.2. The Community Redevelopment Agency, working collaboratively with County agencies, may propose amendments to the Growth Management Plan and the Land Development Code, including design criteria, building heights, land coverage, setback requirements, special exceptions, traffic circulation, traffic access, and other development and design controls necessary for proper development of public and private projects.

To leverage tax increment revenues, Collier County may consider non-ad valorem assessments. The imposition of special assessments for capital improvements and essential services is covered by well settled case law and specific statutory provisions authorizing collection of non-ad valorem assessments on the same bill as ad valorem taxes. Such provisions require extraordinary notice to all affected property owners.

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

To ensure that redevelopment will take place in conformance with the projects, objectives and strategies expressed in this Redevelopment Plan, the Community Redevelopment Agency will utilize the regulatory mechanisms used by the County to permit development and redevelopment within its jurisdiction. These mechanisms include but are not limited to the Growth Management Plan; the Land Development Code; adopted design guidelines; performance standards; and County-authorized development review, permitting, and approval processes and any other adopted codes, standards, and policies.

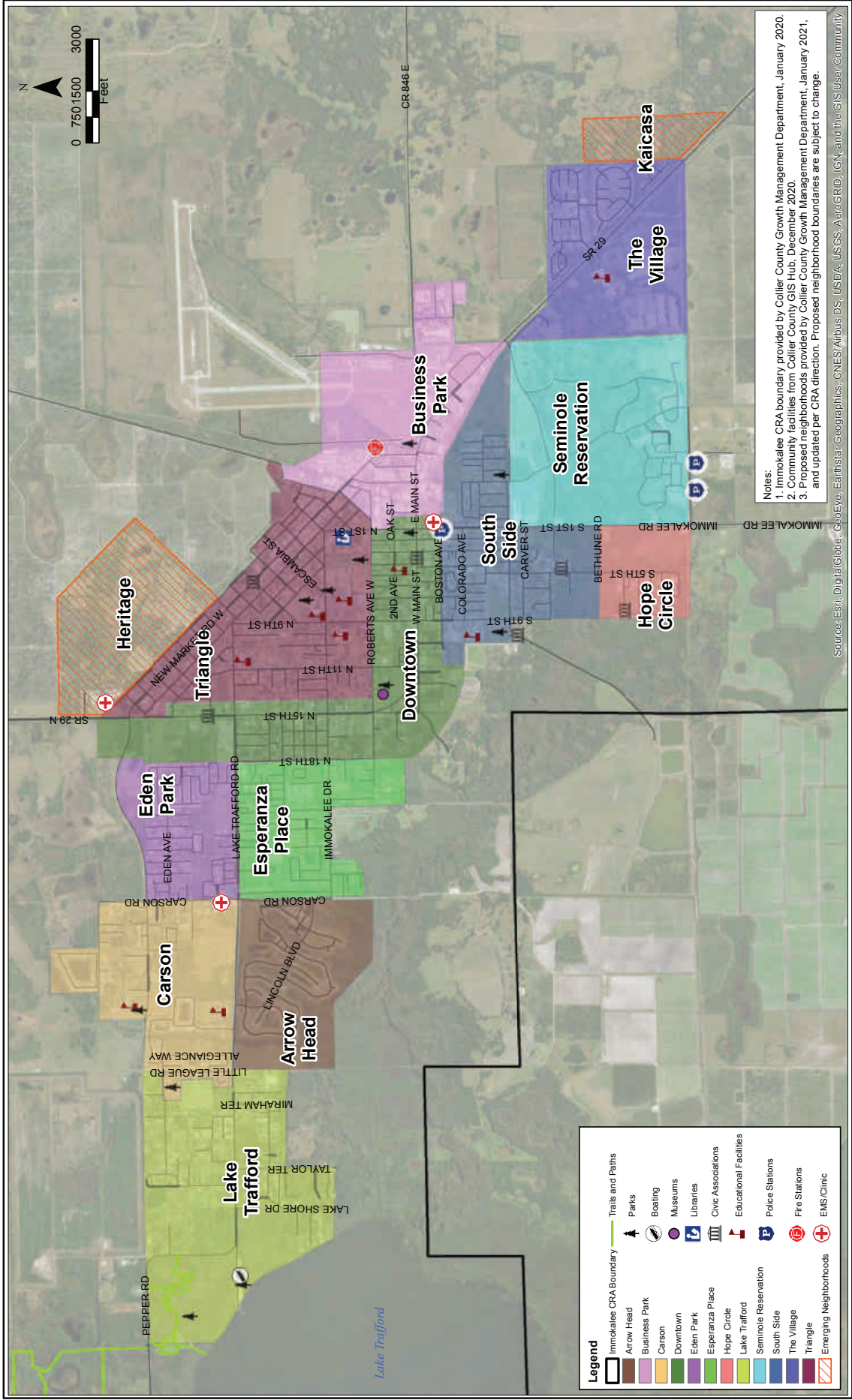
## 4.6 Exhibits

- A. Neighborhood Map
- B. Sidewalk Master Plan (Overall, Focus Area 1, & Focus Area 2)
- C. Parks & Open Space Map
- D. Funded & Unfunded Collier Area Transit (CAT) Stop Improvements
- E. Public Meeting Presentation & Focus Group Meeting Summaries
- F. Housing Types & Residential Dwelling Units
- G. Zoning Map
- H. Immokalee Future Land Use Map
- I. TIGER Grant 2017 Project Area Map
- J. Regional Transportation Map
- K. Immokalee Incentive Program Areas
- L. Immokalee Retail Demand Assessment
- M. Immokalee Regional Airport Master Plan Layout
- N. Immokalee Water and Sewer Service Map and Five Year CIP (2022-2026)
- O. Immokalee Fire Control District
- P. Collier County Public Schools Data Sheet
- Q. Framework Map
- R. Budgeted Capital Projects (Non-CRA)
- S. TIF & MSTU Revenue Projections with 3% and 5% Growth Rates
- T. Street Layout Map

# **Exhibit A**

Neighborhood Map

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**Immokalee Community  
Redevelopment Plan Update  
Collier County, Florida**



JOHNSON ENGINEERING, INC.  
2122 JOHNSON STREET  
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PHONE (239) 334-0046  
FAX (239) 334-0867  
E.B. #692 & L.B. #692

DATE	FEB 2021	PROJECT NO.	20203067-007	SCALE	AS SHOWN	SHEET	1
<b>Residential Neighborhood Map</b>				<b>FOR DISCUSSION</b>			

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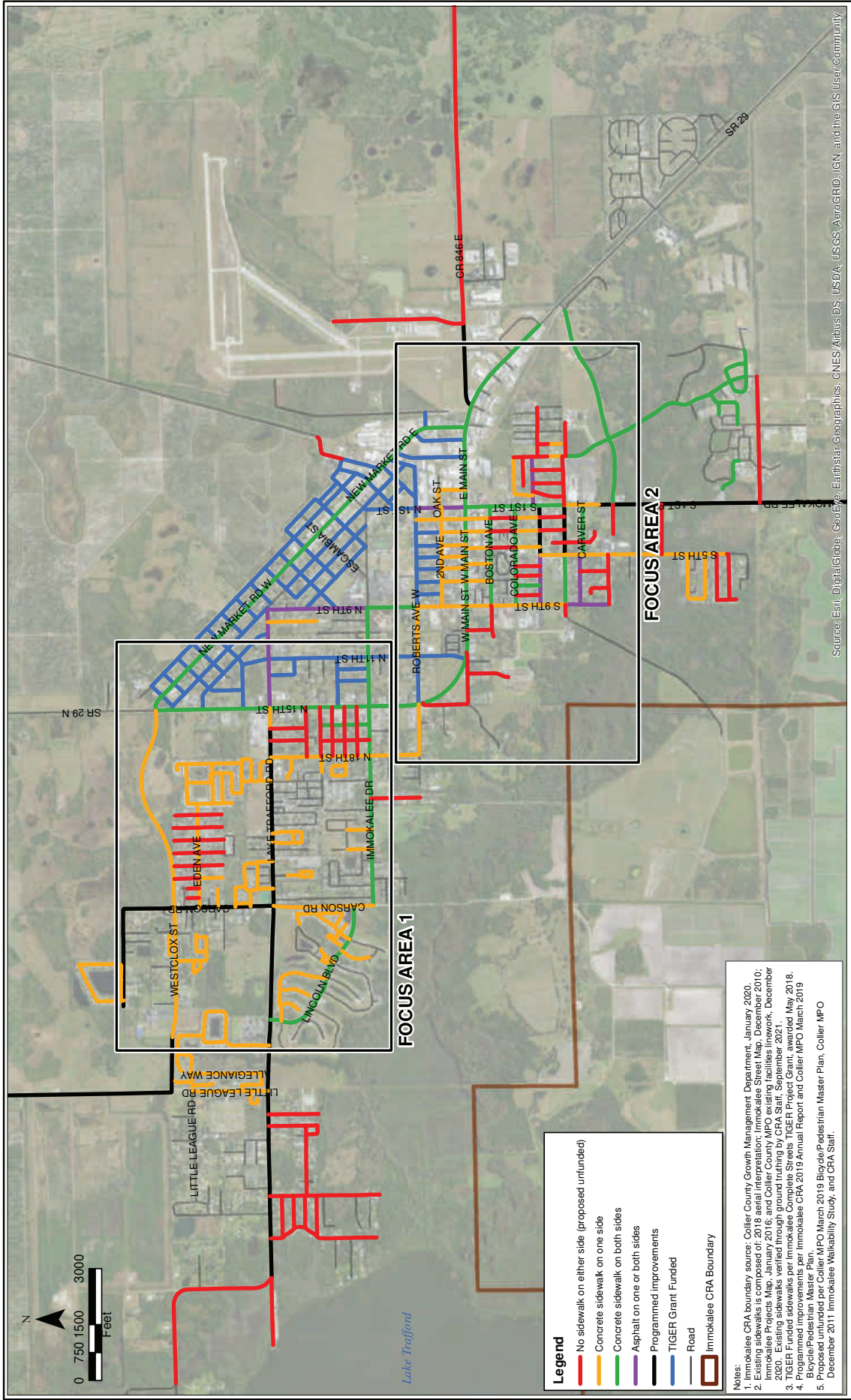


# **Exhibit B**

Sidewalk Master Plan

(Overall, Focus Area 1, & Focus Area 2)

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**Immokalee Community  
Redevelopment Plan Update  
Collier County, Florida**

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FAX (239) 334-3861  
E.B. #462 & L.B. #492

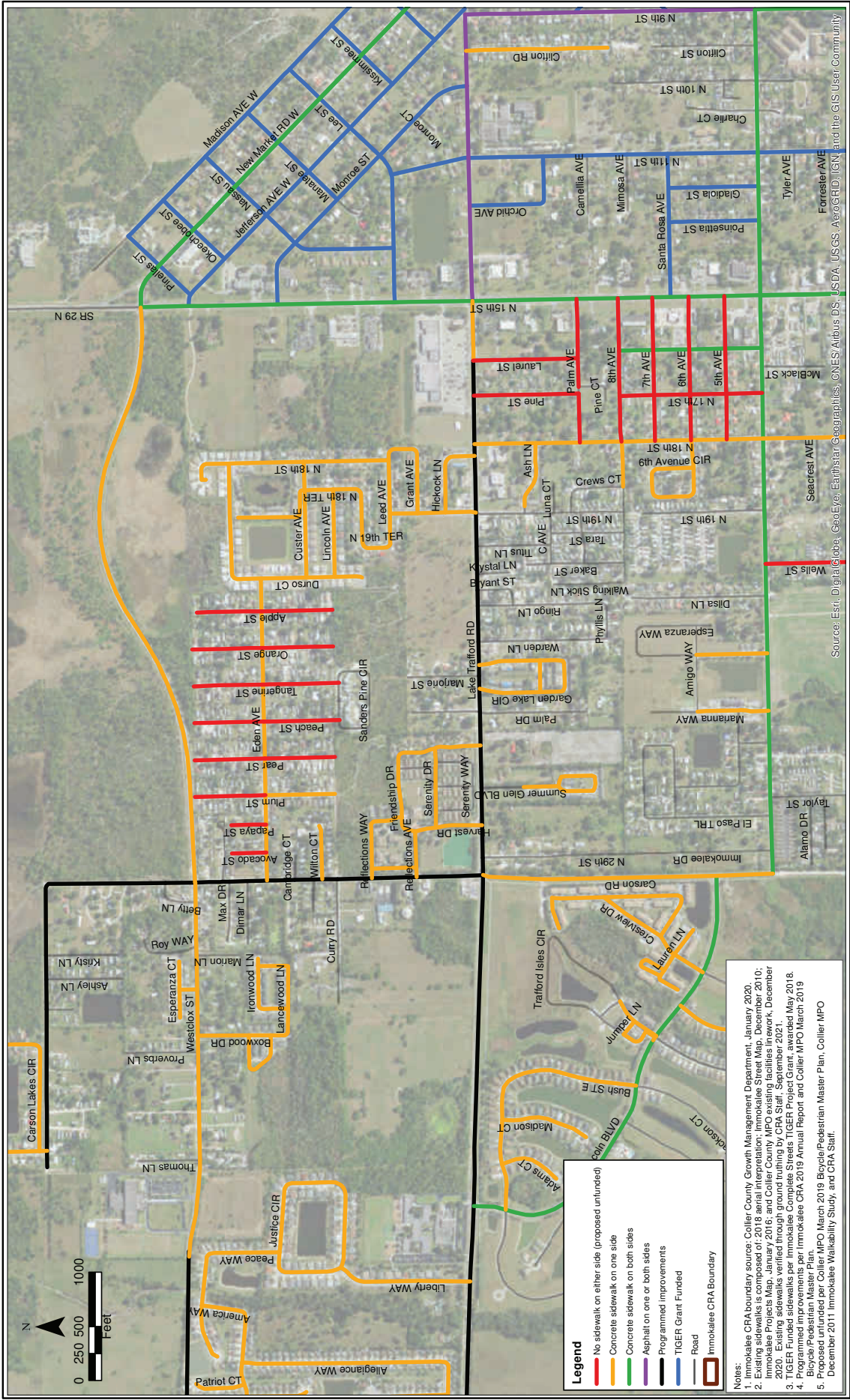
**JOHNSON ENGINEERING**

**Sidewalk Master Plan**

PROJECT NO. 230307-001  
FILE NO.  
SCALE AS SHOWN  
SHEET 1

DATE: SEPT 2021

DATE: SEPT 2021



- Notes:**
1. Immokalee CRA boundary source: Collier County Growth Management Department, January, 2020.
  2. Existing sidewalks is composed of: 2018 aerial interpretation; Immokalee Street Map, December 2010; 2019 aerial interpretation; Immokalee Street Map, December 2010; 2020 aerial interpretation; Immokalee Street Map, December 2020. Existing sidewalks verified through fieldwork by CRA Staff, September 2021.
  3. TIGER Funded sidewalks per Immokalee Complete Streets TIGER Project Grant, awarded May 2018.
  4. Programmed improvements per Immokalee CRA 2019 Annual Report and Collier MPO March 2019 Bicycle/Pedestrian Master Plan.
  5. Proposed unfunded per Collier MPO March 2019 Bicycle/Pedestrian Master Plan, Collier MPO December 2011 Immokalee Walkability Study, and CRA Staff.

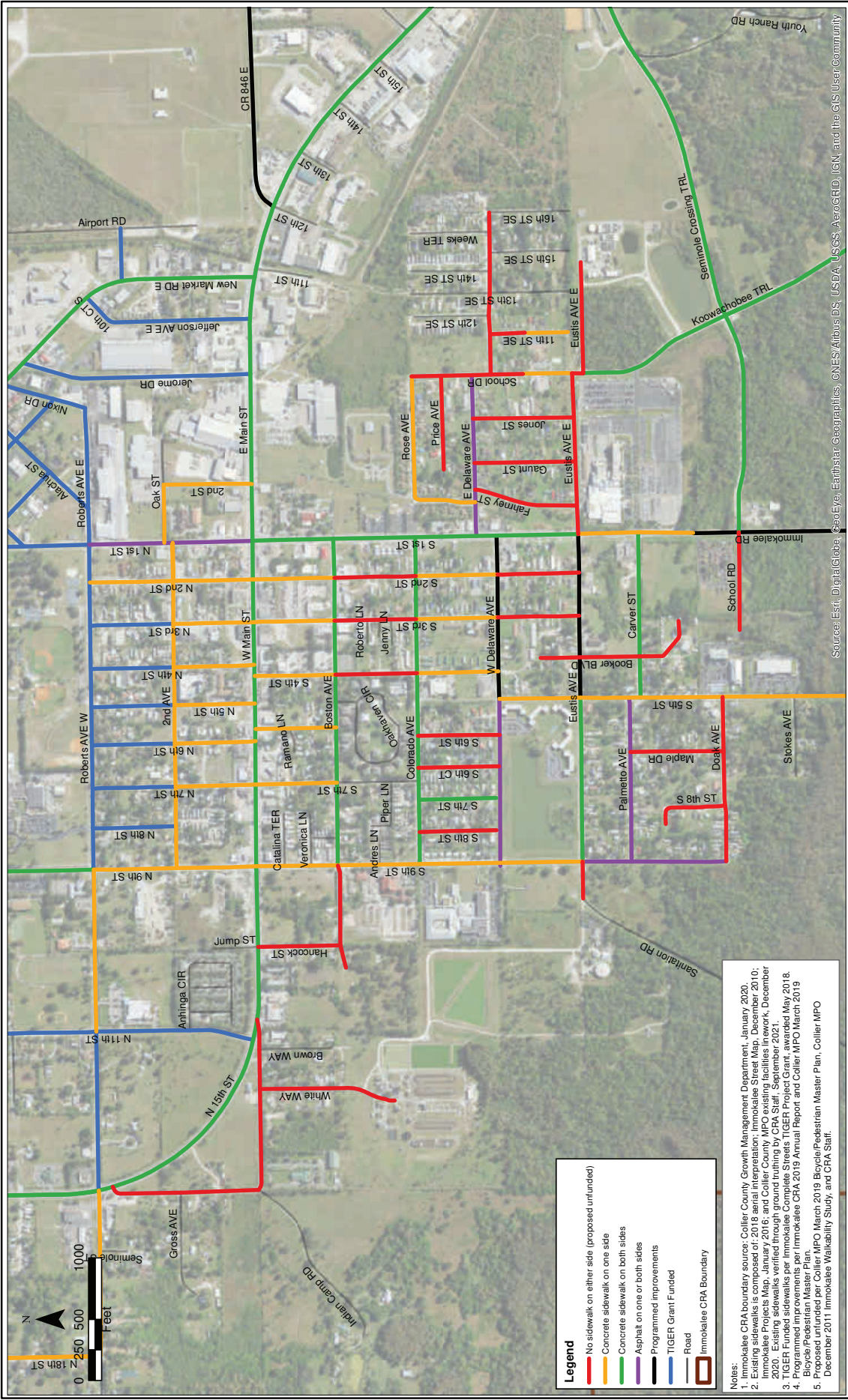
**JOHNSON ENGINEERING, INC.**  
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FORT MYERS, FLORIDA 33902-1550  
PHONE (239) 334-0046  
FAX (239) 332-0982  
E.B. #642 & L.B. #642

**Immokalee Community  
Redevelopment Plan Update  
Collier County, Florida**

**Sidewalk Master Plan  
Focus Area 1**

DATE: SEPT 2021  
PROJECT NO: 2020067-002  
SCALE: AS SHOWN  
SHEET: 1

W:\2020\2020067-002\GIS\Sidewalk Exhibit\092121 11x17 Sidewalks Focus Area 1.mxd Date: 9/23/2021 Time: 1:32:16 PM User: MAG



Notes:  
 1. Immokalee CRA boundary; source: Collier County Growth Management Department, January, 2020.  
 2. Existing sidewalks is composed of 2018 aerial interpretation; Immokalee Street Map, December 2010; Immokalee Projects Map, January 2016; and Collier County MPO existing facilities in network, December 2020. Existing sidewalks verified through ground truthing by CRA Staff, September 2021.  
 3. TIGER Funded sidewalks per Immokalee Complete Streets TIGER Project Grant, awarded May 2018.  
 4. Programmed improvements per Immokalee CRA 2019 Annual Report and Collier MPO March 2019 Bicycle/Pedestrian Master Plan.  
 5. Proposed funded per Collier MPO March 2019 Bicycle/Pedestrian Master Plan, Collier MPO December 2011 Immokalee Walkability Study, and CRA Staff.

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**JOHNSON ENGINEERING**

Immokalee Community  
 Redevelopment Plan Update  
 Collier County, Florida

**Sidewalk Master Plan**  
**Focus Area 2**

PROJECT NO. 2023067-002  
 DATE: SEPT 2023  
 FILE NO.  
 SCALE: AS SHOWN  
 SHEET: 1

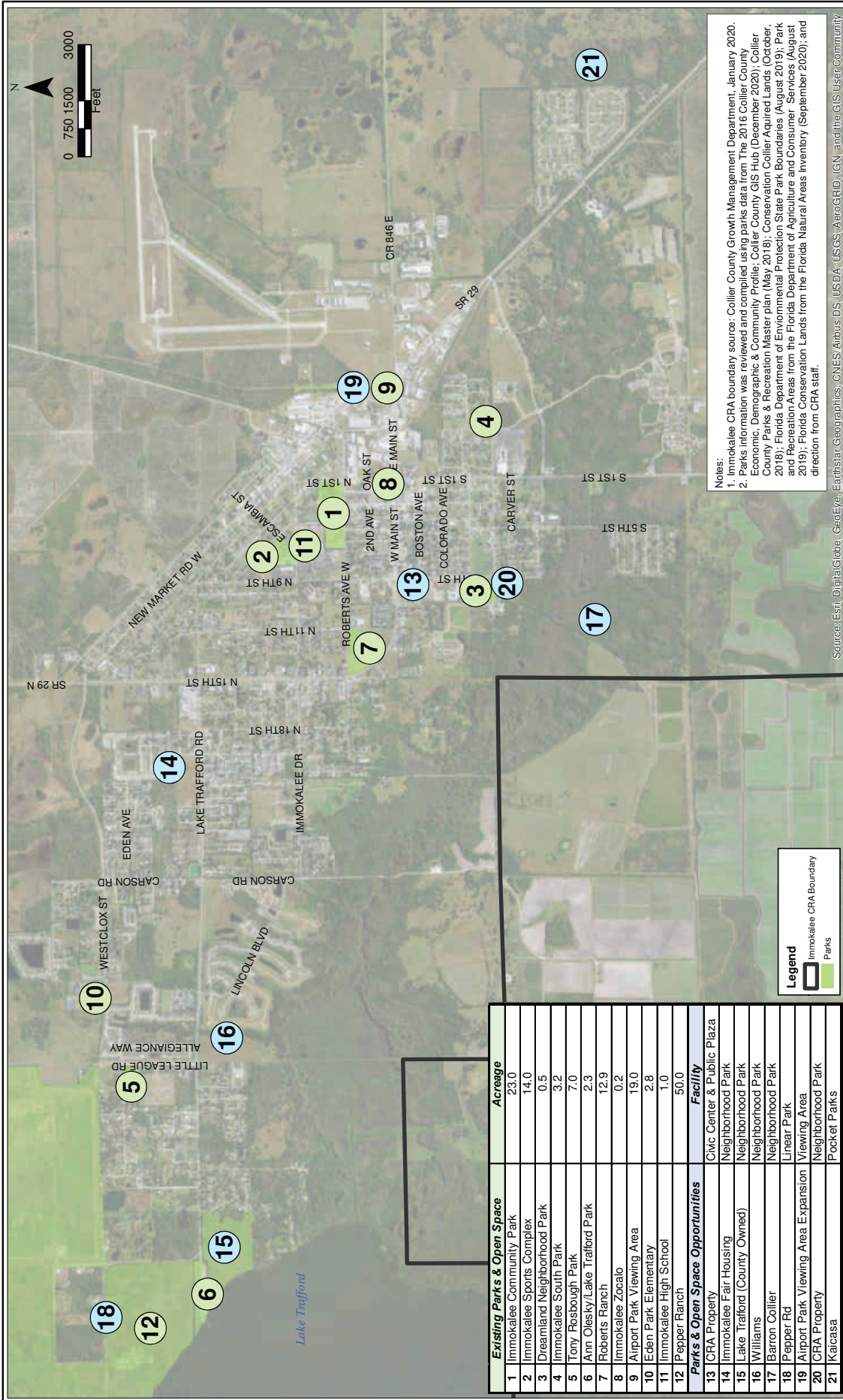
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# **Exhibit C**

Parks & Open Space

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Notes:  
 1. Immokalee CRA boundary source: Collier County Growth Management Department, January 2020.  
 2. Parks information was reviewed and compiled using parks data from The 2016 Collier County Economic, Demographic & Community Profile; Collier County GIS Hub (December 2020); Collier County Parks & Recreation Master plan (May 2019); Conservation Collier Acquired Lands (October 2018); Florida Department of Environmental Protection State Park Boundaries (August 2019); Park and Recreation Areas from the Florida Department of Agriculture and Consumer Services (August 2019); Florida Conservation Lands from the Florida Natural Areas Inventory (September 2020); and direction from CRA staff.

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Existing Parks & Open Space	Acreage
1 Immokalee Community Park	23.0
2 Immokalee Sports Complex	14.0
3 Dreamland Neighborhood Park	0.5
4 Immokalee South Park	3.2
5 Tony Rosbough Park	7.0
6 Ann Olesky/Lake Trafford Park	2.3
7 Roberts Ranch	12.9
8 Immokalee Zocalo	0.2
9 Airport Park Viewing Area	19.0
10 Eden Park Elementary	2.8
11 Immokalee High School	1.0
12 Pepper Ranch	50.0
Parks & Open Space Opportunities	Facility
13 CRA Property	Civic Center & Public Plaza
14 Immokalee Fair Housing	Neighborhood Park
15 Lake Trafford (County Owned)	Neighborhood Park
16 Williams	Neighborhood Park
17 Barron Collier	Neighborhood Park
18 Pepper Rd	Linear Park
19 Airport Park Viewing Area Expansion	Viewing Area
20 CRA Property	Neighborhood Park
21 Kaicasa	Pocket Parks



Immokalee Community  
 Redevelopment Plan Update  
 Collier County, Florida



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Parks & Open Space

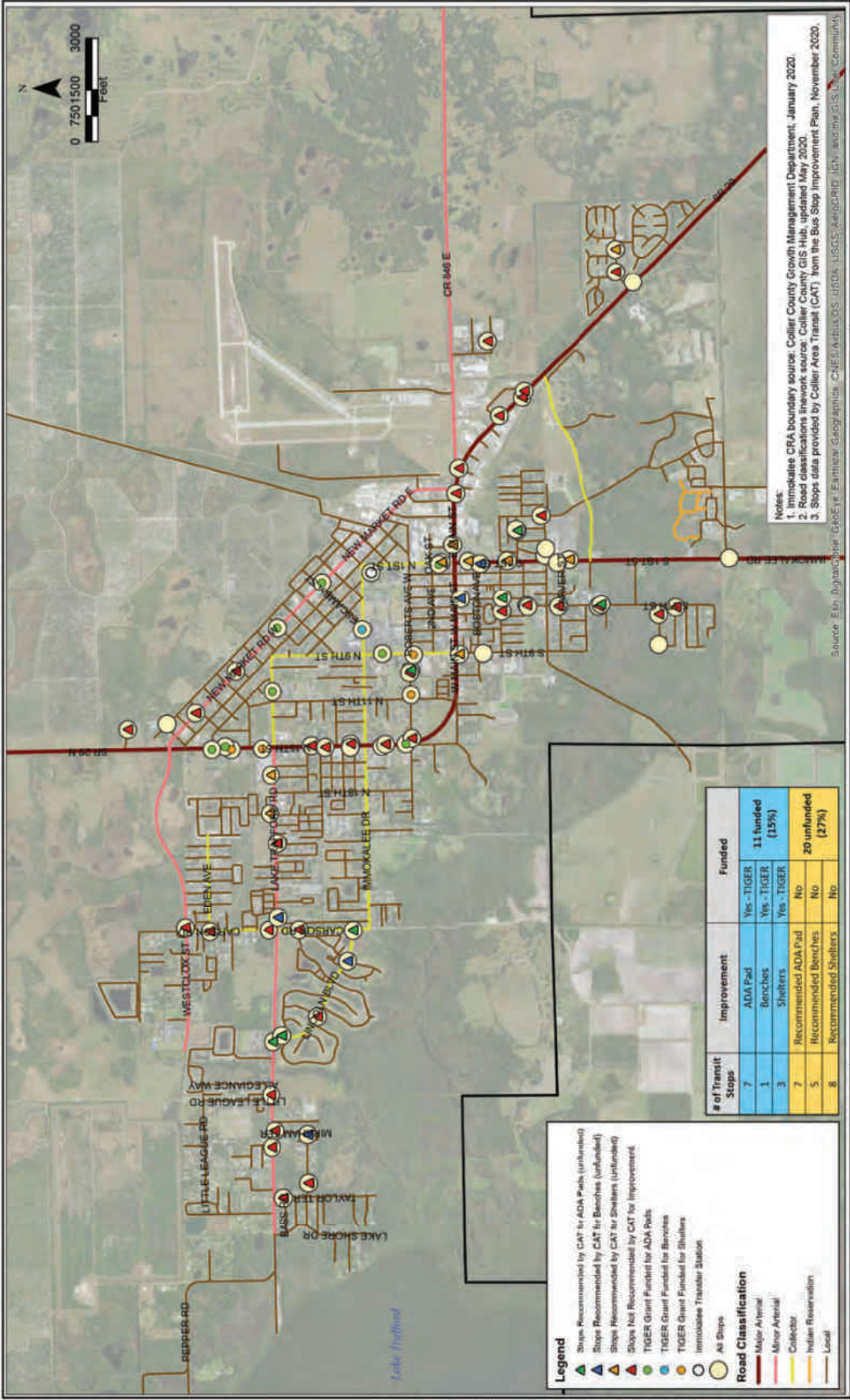
DATE	PROJECT NO.	FILE NO.	SCALE	SHEET
FEB 2021	2020067-002		AS SHOWN	1

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## **Exhibit D**

Funded & Unfunded  
Collier Area Transit (CAT)  
Stop Improvements

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**Immokalee Community  
Redevelopment Plan Update  
Collier County, Florida**

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**Immokalee  
CRA**  
Collier County Community  
Redevelopment Agency

**Funded & Unfunded  
Transit Stop Improvements**

DATE: FEB 2021  
PROJECT NO: 2000047-001  
SCALE: AS SHOWN  
SHEET: 1

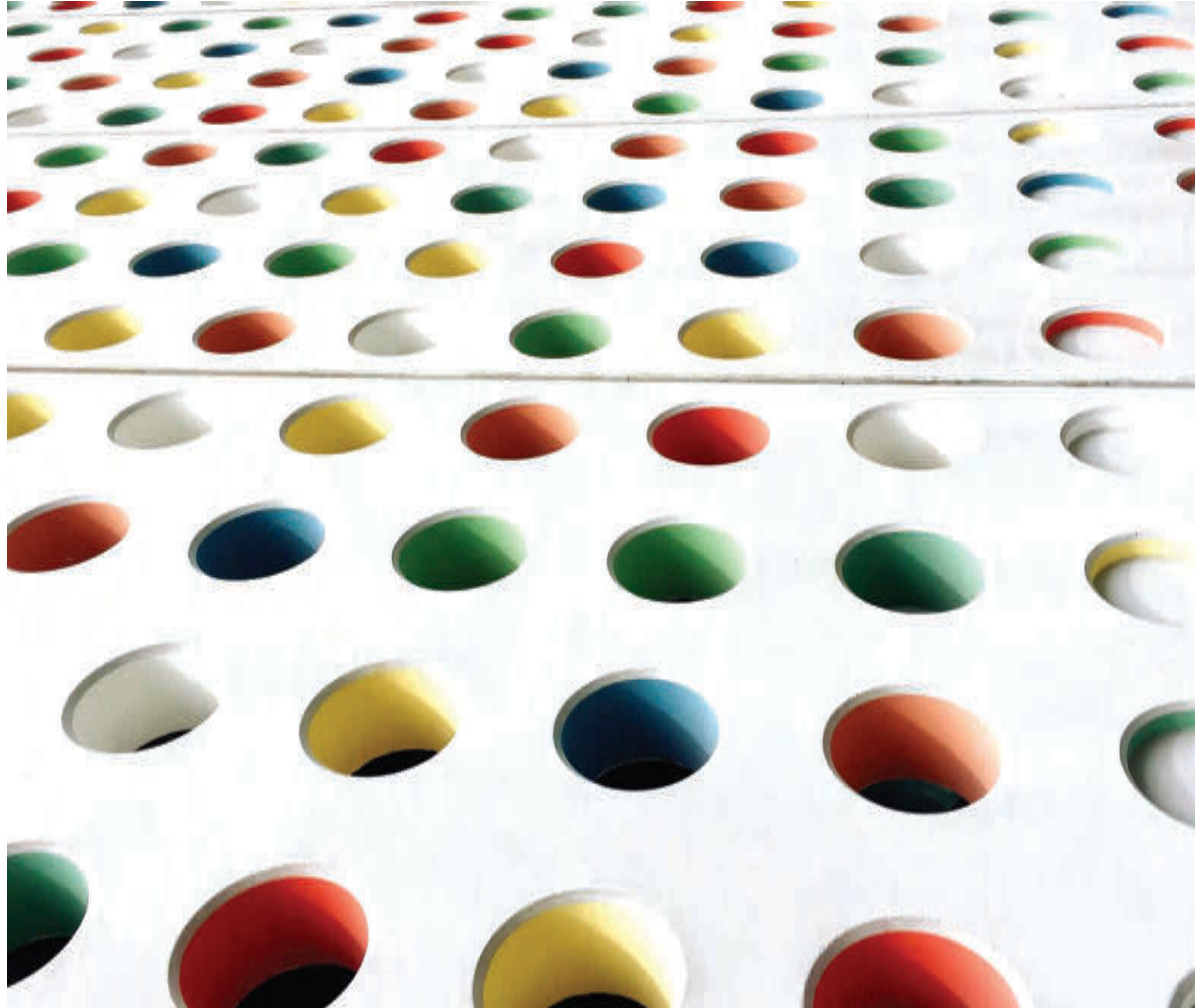
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## **Exhibit E**

Public Meeting Presentation &  
Focus Group Meeting Summaries

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# Immokalee CRA Redevelopment Plan Update

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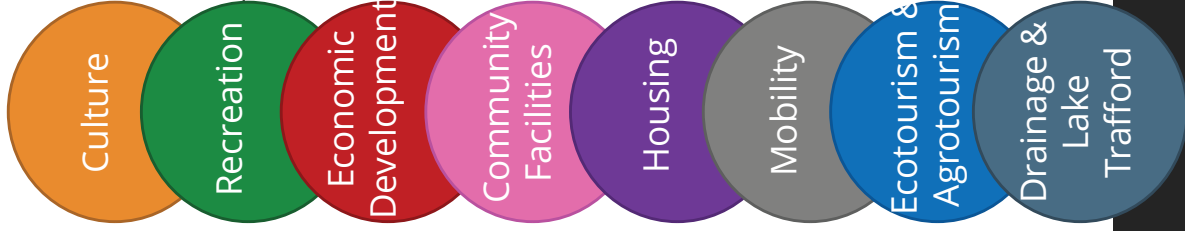
MARCH 31, 2021

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# Community Goals





# Common Themes

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- Celebrate Culture
- Prioritize Recreation Facilities
- Promote Economic Development
- Improve Community Facilities
- Improve Housing Conditions and Expand Housing Options
- Provide Safe and Convenient Mobility Options
- Promote Ecotourism and Agrotourism
- Improve Drainage and Lake Trafford Water Quality



# What we've heard...

---

## Culture

- 255 survey participants
- Very positive response to **funding events & celebrating culture**
  - 68% support a look and feel to celebrate different styles & cultures
- What is your culture: Mexican (56%), Immokalee native (14%)
- Most needed services: Housing related services (20%) & education/training (16%)
- Immokalee is safe but could use improvements (79%)
- 60% do not perceive Immokalee as a place of opportunity
- 710% support a public use on the CRA property @ W Main St and S 9th



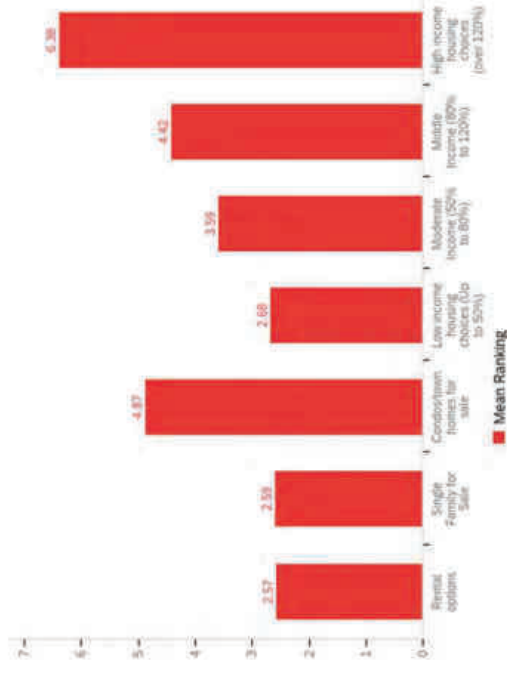
# What we've heard...

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## Housing

- 140 survey participants
- 60% live in satisfactory housing
- 45% indicate their home needs significant repair
- 86% feel safe in their neighborhood
- Lighting would help neighborhood feel safer (44%)
- Most needed housing options: Rentals, single family & low income housing choices

Lowest Value = Highest Ranking



# What we've heard...

---

## Economic Development

- 89% have shopped, dined, or received services at a business on **Main Street** within the last 12 months
- 73% of respondents are interested in training or higher education opportunities
- Biggest barriers for training & education:
  - Day/time of available classes (39%)
  - Tuition costs (33%)

# What we've heard...

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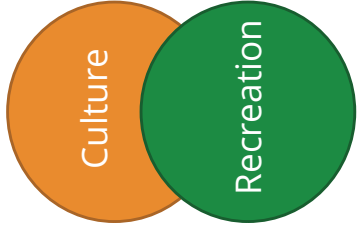
## Transportation & Infrastructure

- 16 survey participants
- Preferred improvements:
  - High frequency bus service (bus come more often)
  - Expanded bus service hours (earlier and later service hours)
- 82% prefer sidewalks on both sides of the street (vs sidewalks on one side)
- 73% are willing to donate an easement for sidewalk or drainage improvements
- Flooding occurs often (80%) (**New Market Road** identified by majority)

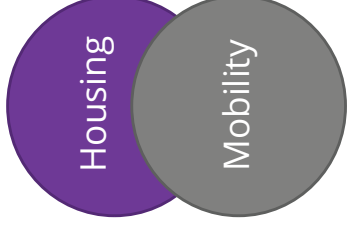


# Next Steps – Focus Groups

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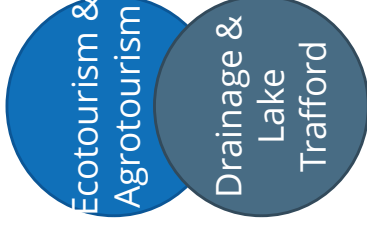
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@ 6:00 p.m.



April 20, 2021  
@ 6:00 p.m.



April 27, 2021  
@ 6:00 p.m.



May 6, 2021  
@ 6:00 p.m.

## Redevelopment Plan – Culture/Recreation 4-13-2021

### **A. Culture**

1. Number of Haitian participants is not indicative of the population in Immokalee.
2. Latin American and Haitian Cultures should be celebrated
3. Approaching Churches might help get more community input
4. Funding murals in open spaces like Zocalo Park
5. Using open spaces for a community garden
6. Supporting events
7. Having more colorful thing around town not just Main Street
8. Honoring NFL players from Immokalee – Immokalee has 5 NFL players

### **B. Recreation**

1. More shade – Parks working with Botanical Gardens – donation of trees coming
2. Maintenance at existing facility
3. New facilities – Not enough recreational spaces
4. Outdoor equipment
5. More participation at the PARAB meetings and more members from Immokalee on that board
6. Better soccer fields/additional fields
7. Pepper Ranch – extended hours? – Limited to activity because of panther mitigation area/Conservation Collier

## Redevelopment Plan – Housing/Mobility 4-20-2021

### **A. Housing**

1. Teacher housing, they don't qualify for low income housing
2. More housing options (rental/ownership) for middle income housing
3. Lighting (Lake Trafford) – update existing, add more

### **B. Mobility**

1. Education – traffic lights, pedestrians, bicycle users, drivers
2. Outreach – getting the message out to everyone/language barrier
3. Face-To-Face outreach if possible

Redevelopment Plan – Economic Development/Community Facilities 4-27-2021

**A. Economic Development**

1. Business Park – Commercial/Industrial Space (as a trial run to see if expansion is possible)
2. Work Force – Match incoming Commercial/Industry with work force
3. Retention Incentives – Incentives for employers already in the area
4. Land Availability
5. Cultural Center
6. Coffee Shops – Student areas
7. Business Maintenance – Store front upkeep
8. Higher paying jobs
9. Commercial Retail Shops
10. Business Support Services - Goodwill Micro Enterprise Program/Small Business Development
11. Entrepreneurial Services – Group of people to help get entrepreneurial started
12. Chamber of Commerce – Collaborate to help businesses in the community

**B. Community Facilities**

1. Civic Center/Government offices

**A. Ecotourism/Agrotourism**

1. Reenactment - Museum
2. Branding – Activities to attract more outsiders
3. Lake Trafford/Pepper Ranch/Parks – Food sales (currently no place to purchase food, people would stay longer if there was a place to eat on the premises)
4. Museum – Green Space (picnic tables)/Food Trucks/Gathering place/expanded hours (area for people to be able to mingle/eat)- Botanical Garden
5. Collaboration with all entities/businesses when there is an event
6. Change Mindset – local people think there is nothing to do in Immokalee, change the mindset and show the local people (waitresses, fuel station workers, handy store workers, those that work in places where people will stop) how much there is to do here (hidden gems).
7. Farms – Restaurant on the farms – Agro experience – pick vegetables
8. Branding – Food – People will travel for food experiences (keep them with activities)
9. Marketing – Niche with Food/Food Truck Rally (Chamber needs to be involved)
10. Engaging Foodies/influencers – Latin Flo (huge on instagram, can do marketing for you if they attend your events)
11. Taco Tuesday – Taco cook-off, who has the best taco in town, once a month (Day of the Dead celebration), make sure restaurants spruce up to make their place looks good so people will want to come.

**B. Stormwater/Lake Trafford**

1. Street by Street Analysis – Tertiary (third level) drainage systems
2. Specify by Neighborhood
3. Collaboration with other entities – coordinating to make sure drainage is addressed

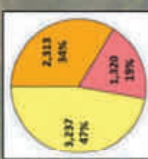
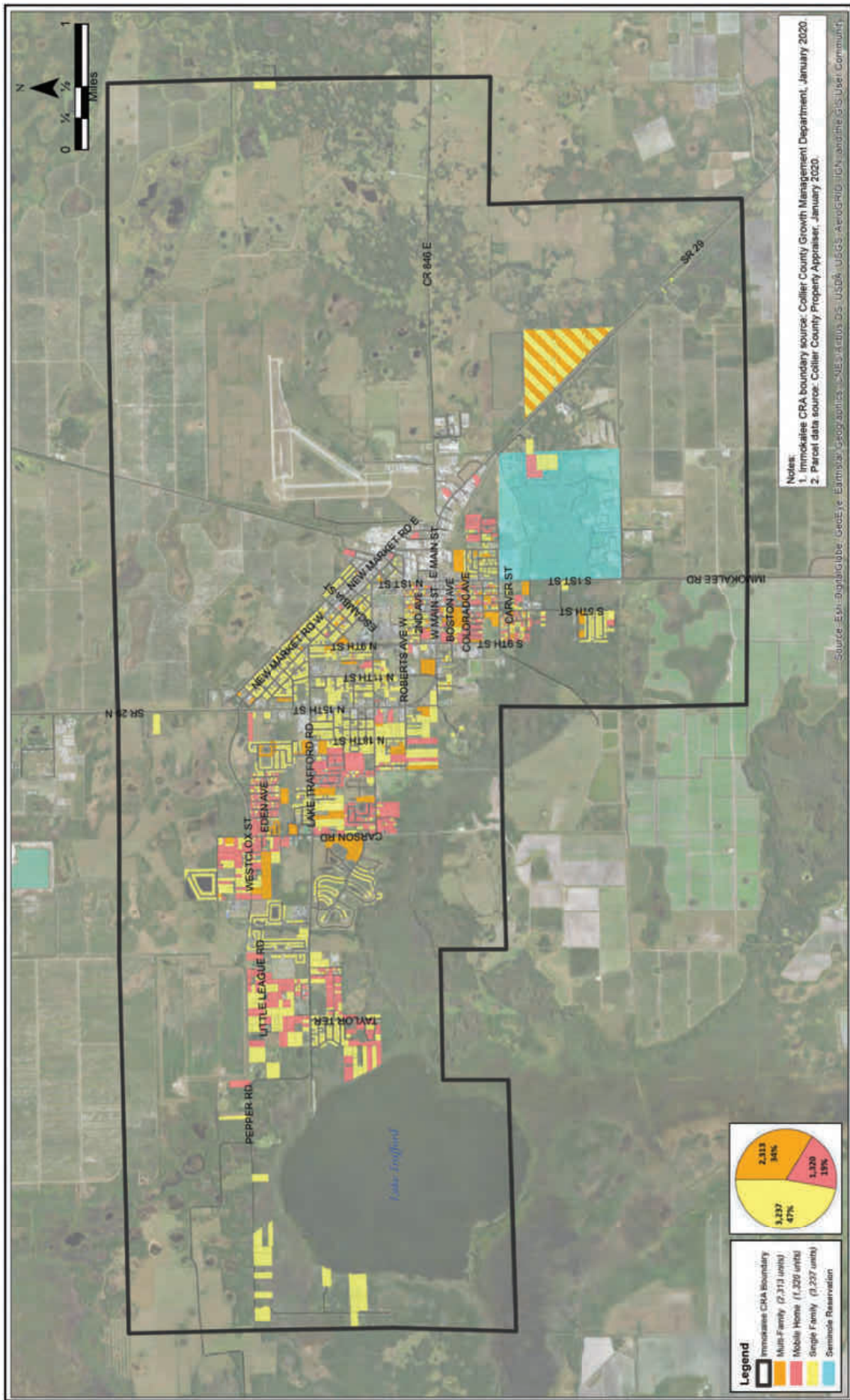
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# **Exhibit F**

Housing Types & Residential Dwelling Units

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- Legend**
- Immokalee CRA Boundary
  - Multi-Family (2,313 units)
  - Mobile Home (1,209 units)
  - Single Family (2,227 units)
  - Semivacant Reservation



**Immokalee Community Redevelopment Plan Update**  
Collier County, Florida



JOHNSON ENGINEERING, INC.  
2122 JOHNSON STREET  
FORT MYERS, FLORIDA 33902-1650  
FLY/CORP 334-5400  
E.B. #642 & L.B. #642

DATE	FEB 2021	PROJECT NO.	300064-001	SCALE	AS SHOWN	SHEET	1
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**Residential Dwelling Units**

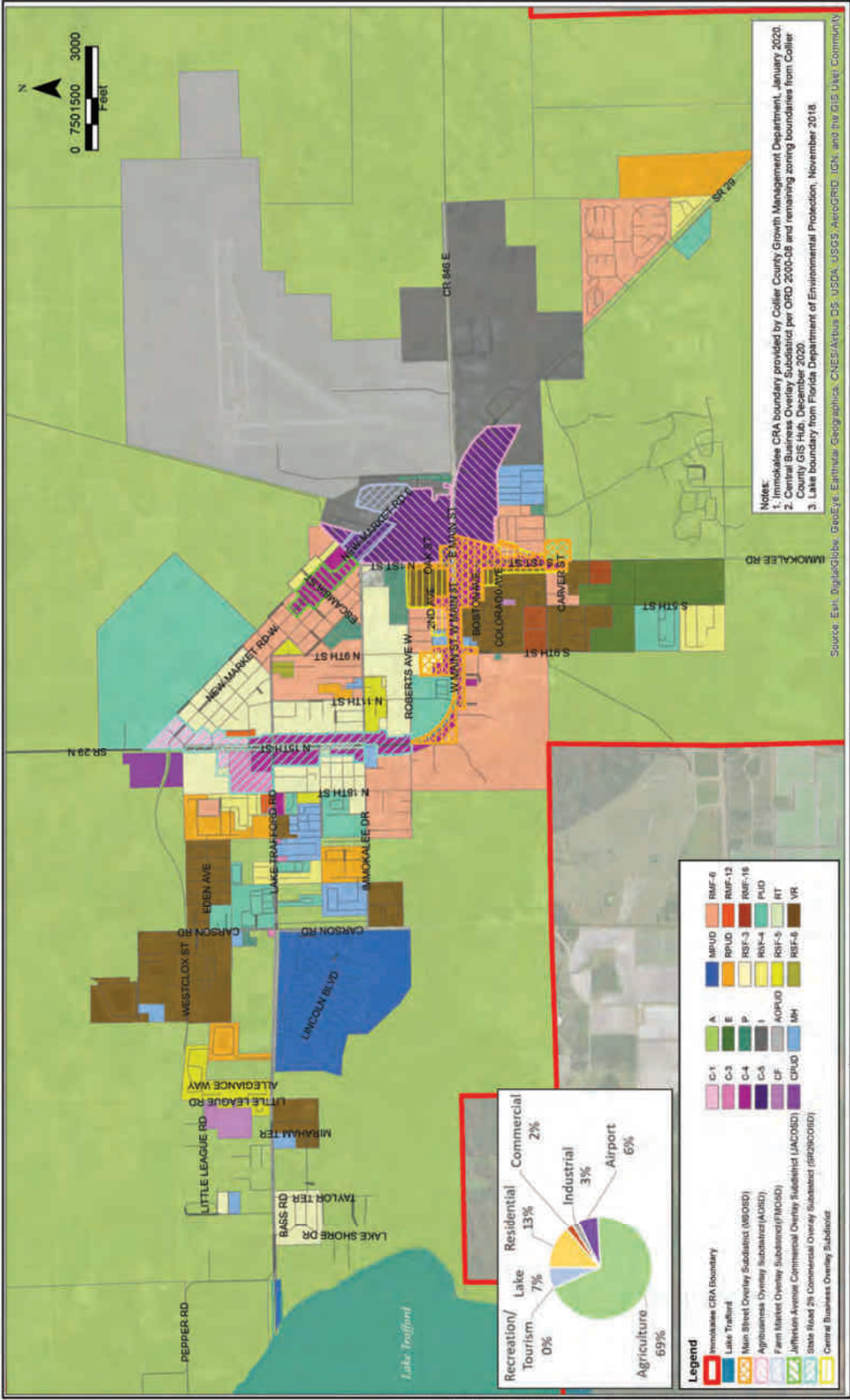
Notes:  
1. Immokalee CRA boundary source: Collier County Growth Management Department, January 2020  
2. Parcel data source: Collier County Property Appraiser, January 2020.

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# **Exhibit G**

Zoning Map

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Notes:  
 1. Immokalee CRA boundary provided by Collier County Growth Management Department, January 2020.  
 2. Central Business Overlay Subdistrict per ORD 2000-08 and remaining zoning boundaries from Collier County GIS Hub, December 2020.  
 3. Lake boundary from Florida Department of Environmental Protection, November 2018.

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

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 FAX (239) 334-9867  
 ESI: 8692 & L.B. 8692

**JOHNSON ENGINEERING**

Immokalee Community Redevelopment Plan Update  
 Collier County, Florida



Zoning Districts and Overlays  
 DATE: FEB 2021  
 PROJECT NO: 2008064-002  
 FILE NO:  
 SCALE: AS SHOWN  
 SHEET: 1

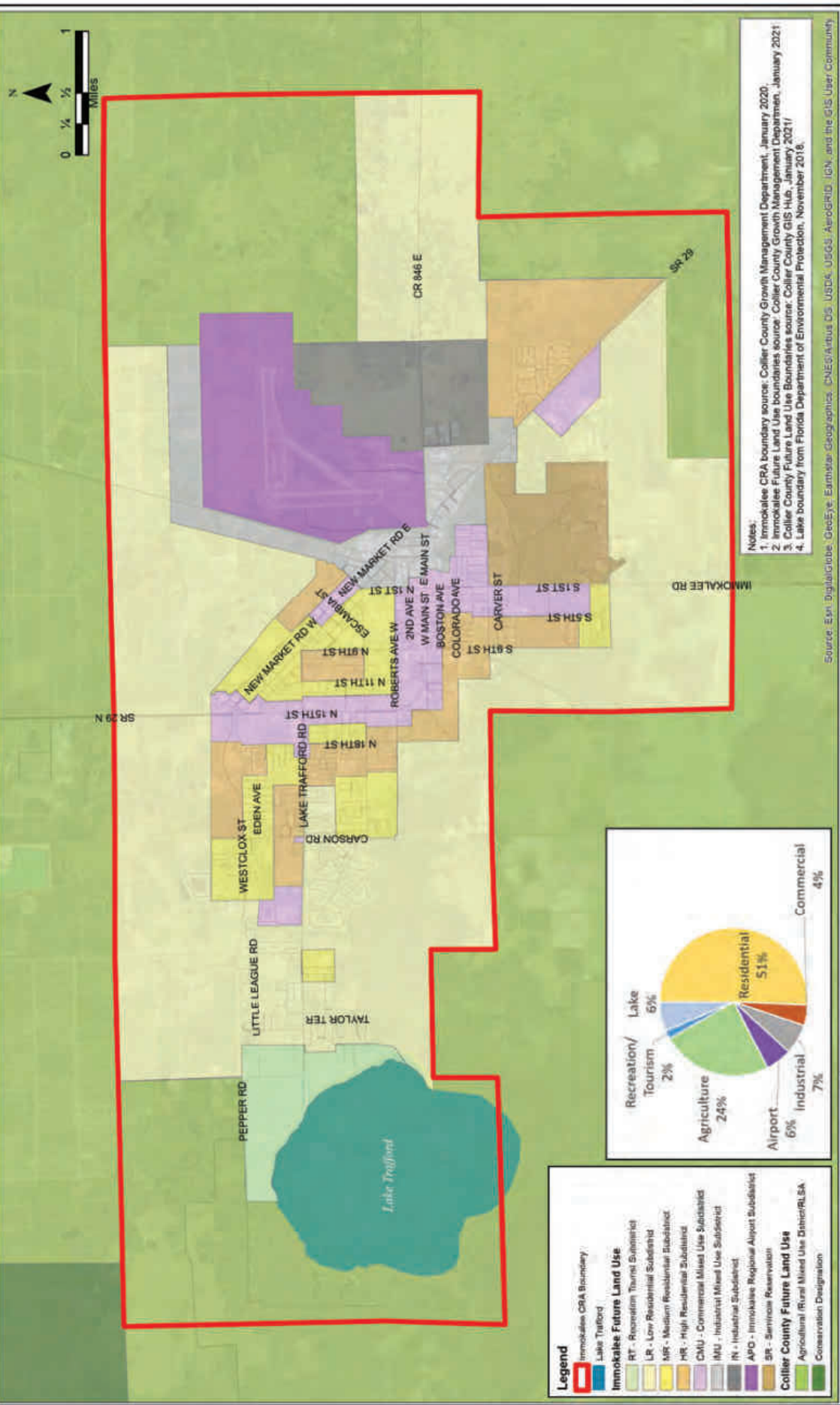
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# **Exhibit H**

Immokalee Future Land Use Map

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**JOHNSON ENGINEERING**

JOHNSON ENGINEERING, INC.  
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FAX (239) 334-0862  
E.S. #692 & L.B. #692

**Future Land Use Map**

DATE: FEB 2021  
PROJECT NO: 2008064-001  
FILE NO:  
SCALE: AS SHOWN  
SHEET: 1

**Immokalee Community Redevelopment Plan Update**  
Collier County, Florida

**IMMOKALEE CRA**  
Collier County Community Redevelopment Agency

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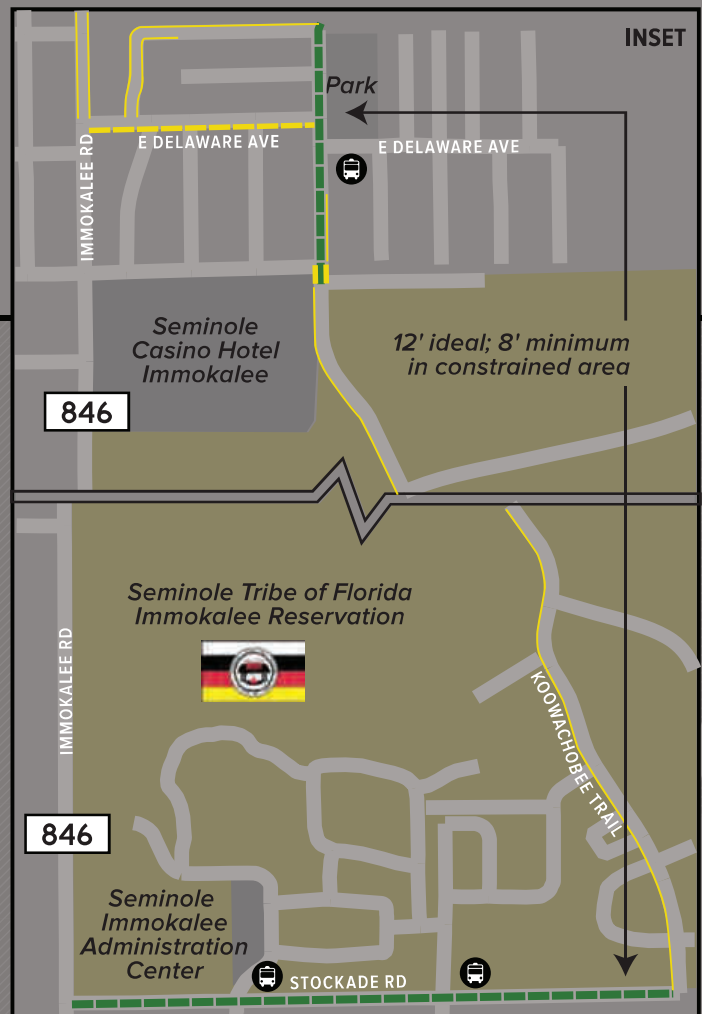
# **Exhibit I**

TIGER Grant 2017 Project Area Map

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**PROJECT AREA MAP**

- Existing Sidewalk
- Proposed Sidewalk with Drainage Improvements
- Proposed Bike Boulevard
- Proposed Multi-Use Path
- Employment
- Education
- Health
- Community Center/Recreation
- Agricultural
- Bus Stop
- Transfer Station



Two bus stops will also be provided at Farmers Village.

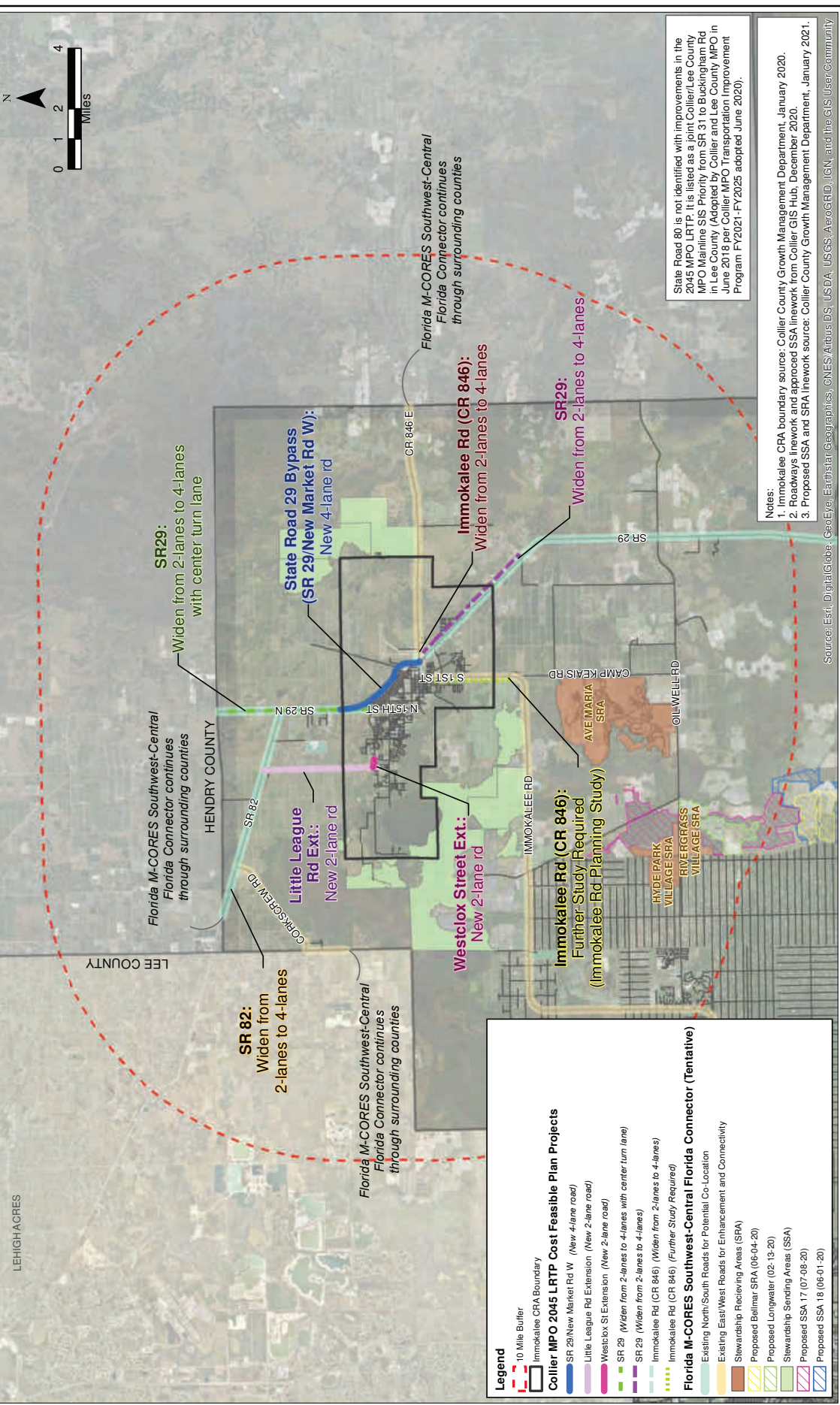
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# **Exhibit J**

Regional Transportation Map

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W:\2020\20203067-007\ArGIS\GIS\021121 11x17 Regional Transportation Map.mxd Date: 2/25/2021 Time: 2:54:35 AM User: MAG

State Road 80 is not identified with improvements in the 2045 MPO LRTP. It is listed as a joint Collier/Lee County MPO Mainline SIS Priority from SR 31 to Buckingham Rd in Lee County Adopted by Collier and Lee County MPO in June 2016 per Collier MPO Transportation Improvement Program FY2021-FY2025 adopted June 2020.

Notes:  
 1. Immokalee CRA boundary source: Collier County Growth Management Department, January 2020.  
 2. Roadways linework and appoiced SSA linework from Collier GIS Hub, December 2020.  
 3. Proposed SSA and SRA linework source: Collier County Growth Management Department, January 2021.

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

**Immokalee Community Redevelopment Plan Update**  
Collier County, Florida

**JOHNSON ENGINEERING**

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 E.B.#642 & L.B.#642

**Regional Transportation Map**

PROJECT NO. 20203067-007  
 FILE NO. AS SHOWN  
 SCALE AS SHOWN  
 SHEET 1

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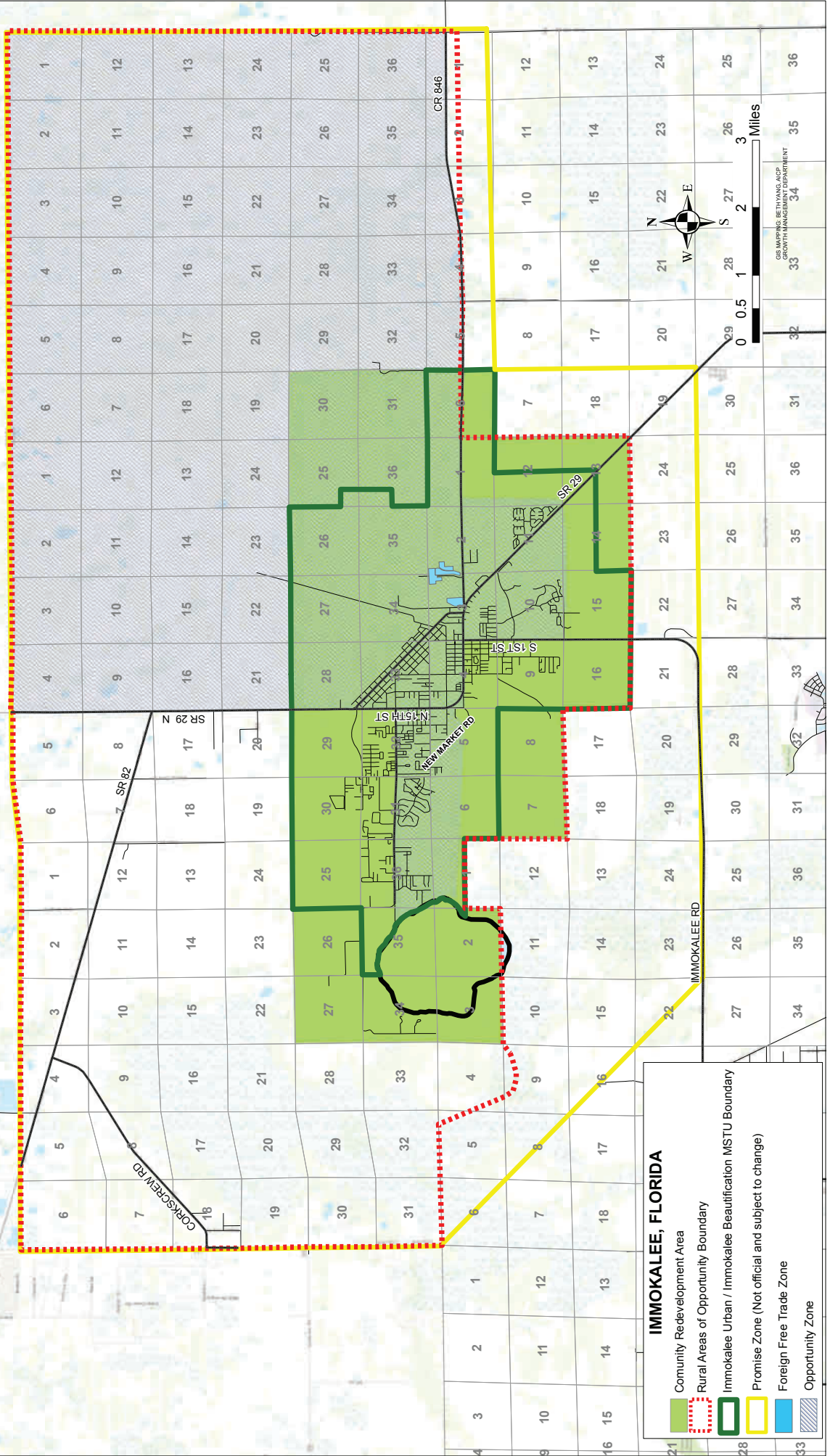
# **Exhibit K**

Immokalee Incentive Program Areas

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# INCENTIVE PROGRAM AREAS IMMOKALEE, FLORIDA



**IMMOKALEE, FLORIDA**

- Community Redevelopment Area
- Rural Areas of Opportunity Boundary
- Immokalee Urban / Immokalee Beautification MSTU Boundary
- Promise Zone (Not official and subject to change)
- Foreign Free Trade Zone
- Opportunity Zone

GIS MAPPING, BETH VAN DYKE ACP  
GROWTH MANAGEMENT DEPARTMENT

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# **Exhibit L**

Immokalee Retail Demand Assessment

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**IMMOKALEE RETAIL DEMAND ASSESSMENT**

Florida Heartland Economic Region of Opportunity

April 2021

# Background/Objectives, Key Contacts & Limiting Conditions

## BACKGROUND & OBJECTIVES

Florida Heartland Economic Region of Opportunity (“FHRO” or “Client”) is analyzing the potential retail development (or redevelopment) opportunity within the Immokalee Community. The objective of this assignment is to analyze relevant economic and demographic trends in the Immokalee Community to identify the need (if any) for additional retail establishments.

Key elements to define and address in this research:

- Demographic profile: Immokalee Community
- Demographic comparison benchmark profile: Lehigh Acres
- Current Retail concentration and health of the retail market
- Ability of current Retail concentration to satisfy future demand
- Need/opportunity for supplemental retail establishments

*Note: This report was completed during the ongoing global health crisis created by the COVID-19 (coronavirus) outbreak, the duration and consequences of which are still largely unknown. Our research and conclusions are based upon the best information available to us at the time of publication.*

## LIMITING CONDITIONS

Client is responsible for representations about the development plans, marketing expectations and for disclosure of any significant information that might affect the ultimate realization of the projected results. There will usually be differences between projected and actual results because events and circumstances frequently do not occur as expected, and the difference may be material. We have no responsibility to update our report for events and circumstances occurring after the date of our report. Payment of any and all of our fees and expenses is not in any way contingent upon any factor other than our providing services related to this report.

## KEY CONTACTS

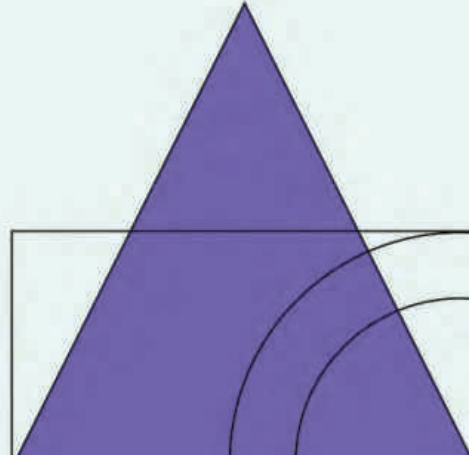
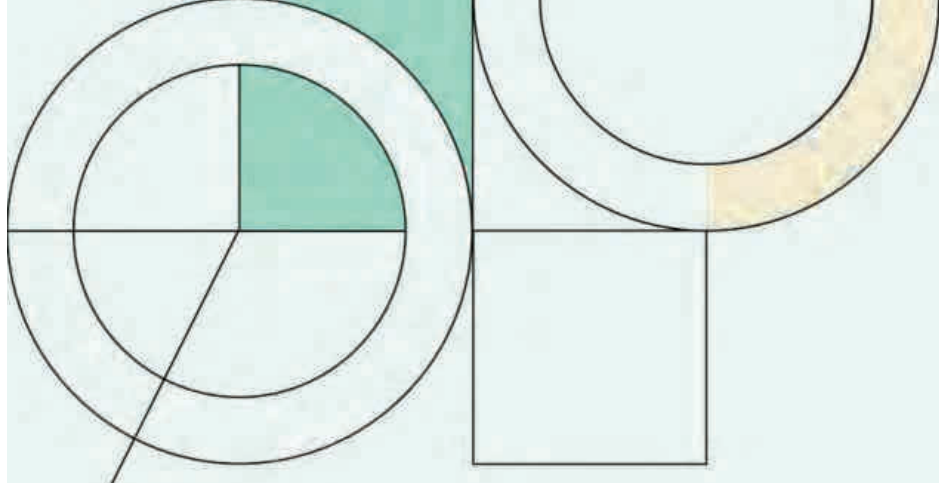
The following key team members participated on this analysis:

**Tim Sullivan, Senior Managing Principal**, oversees our Advisory practice. With over 38 years of experience, Mr. Sullivan is an expert in residential and mixed use feasibility studies, strategic planning, and product development, and regularly conducts market analyses around the United States and internationally.

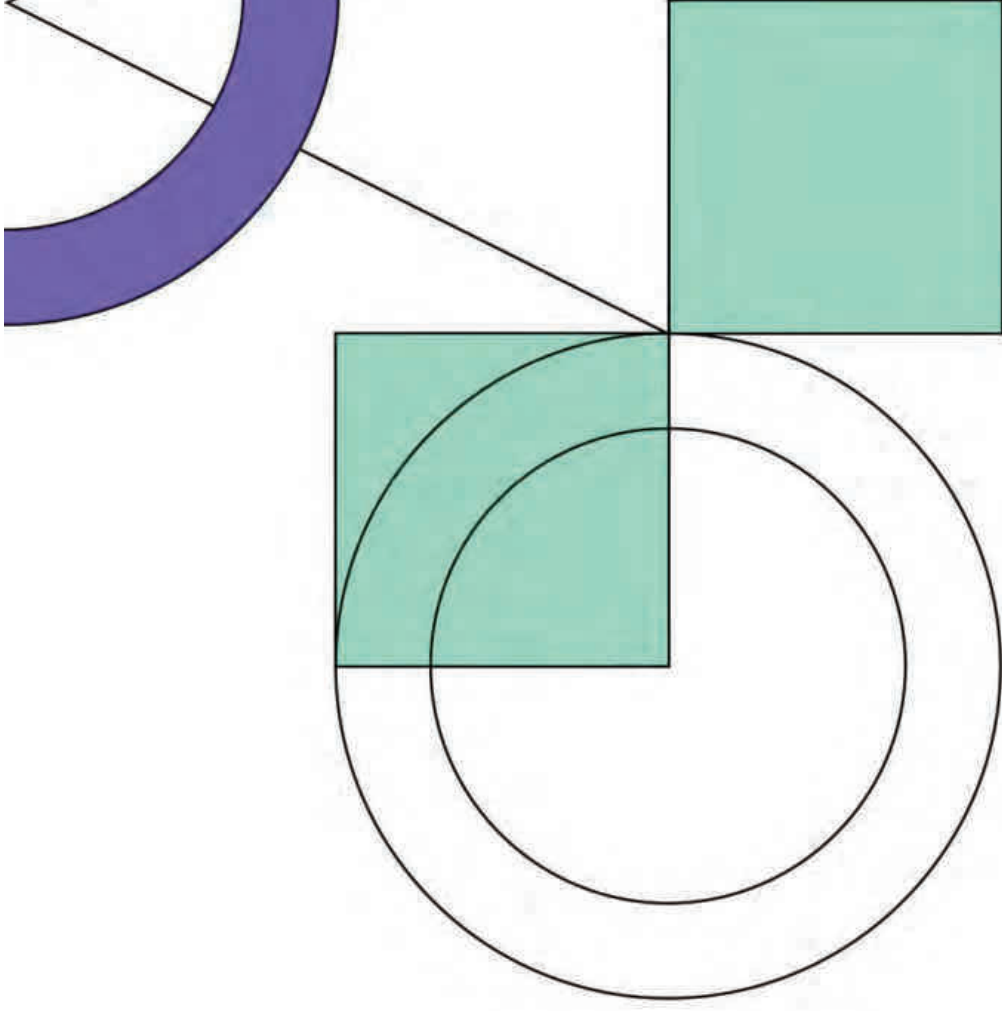
**Kristine Smale, Senior Vice President**, managed the assignment. Ms. Smale has 16 years of experience in real estate strategy and market analysis. She has worked for two public home builders and performed market and financial analyses on commercial projects throughout the U.S., including apartments, retail, industrial and office buildings.

**Nicole Ernst, Senior Manager**, has over 25 years of strategic market research experience in both the residential and commercial real estate arenas. Nicole’s feasibility expertise includes extensive work for large-scale master-planned amenity-rich communities in Florida and the Southern region of the U.S. Nicole also brings more than 10 years of commercial real estate valuation with a concentration in tactical value-add, exit/disposition strategies for investment grade assets.

<b>Key Findings</b>	<b>4</b>
<b>Primary Methodology</b>	<b>8</b>
<b>Existing Retail Landscape</b>	<b>14</b>
<b>Retail Demand Model</b>	<b>32</b>
<b>Economic &amp; Demographic Overview</b>	<b>42</b>
<b>Appendix</b>	<b>49</b>



# Key Findings



## Summary of Key Findings

Key Findings

### Opportunity:

- **Our research and analysis within the Immokalee area and surrounding market supports an opportunity for additional new retail to satisfy current, near-term, and future demand.** Several factors play an integral role in this conclusion specifically:
  - ✓ **Current retail occupancy in Immokalee is the highest reported in the past five years:** Occupancy of retail space in Immokalee is currently 96%--the highest reported since 2016 showing both post-recessionary resiliency and high demand for retail in the market. A vacancy rate of only 4% is a distinct indicator of the need for more retail inventory.
  - ✓ **Lack of new supply added consistent with population:** Despite an increase in population of approximately 2.0% annually in the Immokalee market area, the total retail SF of inventory (721,000 sf) has seen no change since 2015 when that threshold was reached. In contrast, the competitive and benchmark market areas have experienced growth of 5.0% to over 7.0% in the same timeframe, adding 16,000 – 30,000 square feet to their retail inventory.
  - ✓ **Existing inventory is dated and insufficient from a functionality/sustainability standpoint:** Much of the existing retail inventory is older and may possess deferred maintenance and lack of functionality to support current and future retail demand.
  - ✓ **Existing inventory is small in size:** Nearly 70% of Immokalee's current retail inventory is under 5,000 sqft in size, due to an unbalanced distribution of retail center types which in part, hinders the ability for larger-well capitalized national brands to enter the market if they cannot operate inside such a condensed footprint.
  - ✓ **Distribution of retail center type is highly unbalanced in Immokalee:** Traditionally, retail square footage configured in community centers, neighborhood centers, storefront retail and strip malls allows for synergistic co-tenancy—a proven revenue-enhancing business advantage. Immokalee's allocation in these retail center types is approximately 50% deficient when compared to the surrounding and benchmark market areas. This significantly hinders Immokalee's ability to attract national retailers. It also impacts the success of local and regional retailers who require this synergy.
  - ✓ **Reconfiguring existing retail inventory is economically infeasible:** A fair percentage of the retail inventory in the Immokalee Community is single-tenant and configured for a specific retail use. Reconfiguring these structures to allow for multi-tenancy and a more general retail use may be cost prohibitive; therefore, while currently functional as-is, this inventory is not considered a usable part of the trade area's "retail universe" for future use.
  - ✓ **Lack of for lease options available:** At the time of this report, there were only two retail assets with space available for lease: Lake Trafford Center 28,051 sf available in three suites, and one freestanding retail structure of 1,450 sf on S 1<sup>st</sup> St.
  - ✓ **Available space for lease is overpriced:** The space available for lease is nearly all priced above market—thus not affordable retail supply for new business entrants who may otherwise consider the retail arena in the trade area.

## Summary of Key Findings

Key Findings

### Retail Demand Model Key Findings: Deficit & Oversupply

#### **Current deficits in numerous retail industry groups in Immokalee were identified during our analysis.**

- ✓ Our proprietary retail demand model identified support for approximately 111,515 square feet of retail **today**. Without the addition of supplemental retail, this gap/deficit will be nearly 125,000 square feet of retail by 2025 based on corresponding population and income projections.
- ✓ The Retail GAP analysis shows a “leakage” (opportunity where demand exceeds supply) in the following retail industry groups sub-groups. **Note: These categories may not necessarily align with retailer’s requirements for traffic counts, rooftop counts and income targets—thus not all are considered feasible for the Immokalee market.**

#### Primary GAPS: (More than 50% of Primary Market Area Expenditures)

- ✓ Sporting Goods/Hobby/Books/Music
- ✓ Furniture and Home Furnishings
- ✓ Entertainment/Electronics/Appliances
- ✓ Department Store

#### Secondary GAPS: (More than 20% - 50% of Primary Market Area Expenditures)

- ✓ Office Supplies/Gifts/Used Merchandise
- ✓ Clothing and Accessories Stores
- ✓ Gaps of less than 20% in the market are generally not high enough to consider additional supply warranted; however, in the case of the Immokalee market area, the economic, demographic and workforce profile may align well with the category of Building Materials, Garden Supplies, and General Supply Stores. These categories post an 11.3% gap (equating to a deficit of approximately \$850,000 in annual expenditures).
- ✓ The Retail GAP analysis shows a “surplus” (where supply exceeds demand) in the following retail industry groups sub-groups including Food and Beverage Stores, Grocery Stores/Specialty Food Stores, and Gas Stations; **however, given the high ratio of cash businesses in the Immokalee market area, demand may not be accurately captured and reflected. In this circumstance, the actual spending (supply) may be a more accurate indication of actual demand, which could be underreported for the local population.**

## Summary of Key Findings

Key Findings

### Challenges:

#### The primary market area has some challenges which include:

- ✓ **Lower income base than elsewhere in the county:** This may be impactful to the success of certain community-supported retail. Incentives, including rent subsidies, may be required to spur a new wave of growth in the retail arena. However, it is acknowledged and considered throughout this analysis that reported incomes and business revenues may not be all-inclusive given the abundance of all-cash business in the trade area. As such, statistical incomes and business revenues included herein may be understated. **An income inflator of 20% was applied to the retail demand model used in this report to account mitigate this factor.**
- ✓ **Current underutilization of existing retail base:** The Immokalee market area has a higher-than-average inventory of existing retail structures that are not optimized and/or utilizing current space and lot allocation to the highest and best use. As new retail is built and added to the market's inventory, an opportunity exists to ensure efficient space utilization/coverage ratios to optimize the area's retail concentration and avoid furthering this inefficiency.
- ✓ **No retail options for sale:** Further limiting new, community-supportive retail establishments is the lack of available **retail inventory for sale**—hindering business owners who wish to invest into the community with longevity of ownership. At the time of this research, there was only one vacant property for sale for an owner/user to consider. This asset is also on the market for lease. Both the for lease and for sale price are unaligned with market supportable comparables and considered overpriced. This factor provides further support the need for new retail development to augment and diversify Immokalee's current retail inventory.
- ✓ **Data Disclaimer:** *Due to the size and localized nature of the Immokalee community, a certain amount of “shadow inventory” exists which is not publicly advertised. This may include both for sale and for lease assets as well as properties which may have leased and/or sold which may not be reported in third party data sources used herein.*
- ✓ *Costar, the foremost a third party data supplier was used as the primary source for data relating to existing retail inventory, distribution of inventory by property type, and all leasing and sales activity including properties for lease and for sale. Identified submarkets and retail inventory in the market may differ from Costar definitions.*

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# **Exhibit M**

Immokalee Regional Airport Master Plan Layout

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**ON AIRPORT LAND USE**

- AIRFIELD
- NON-AERONAUTICAL
- AERONAUTICAL

**EXISTING CLEARANCES**

- RPZ — RUNWAY PROTECTION ZONE
- ROFA — RUNWAY OBSTACLE FREE AREA
- PL — PROPERTY LINE

**FUTURE CLEARANCES**

- (RPZ) — RUNWAY PROTECTION ZONE
- (ROFA) — RUNWAY OBSTACLE FREE AREA
- FPL — FUTURE PROPERTY LINE

**OFF AIRPORT LAND USE**

- AGRICULTURE/FUTURE AVIATION
- COMMERCE CENTER
- COMMERCE CENTER/INDUSTRIAL
- LOW DENSITY RESIDENTIAL
- HIGH DENSITY RESIDENTIAL
- INDUSTRIAL
- AGRICULTURE

- OTHER
- DEVELOPMENT RESTRICTED\*
- WETLAND AREA

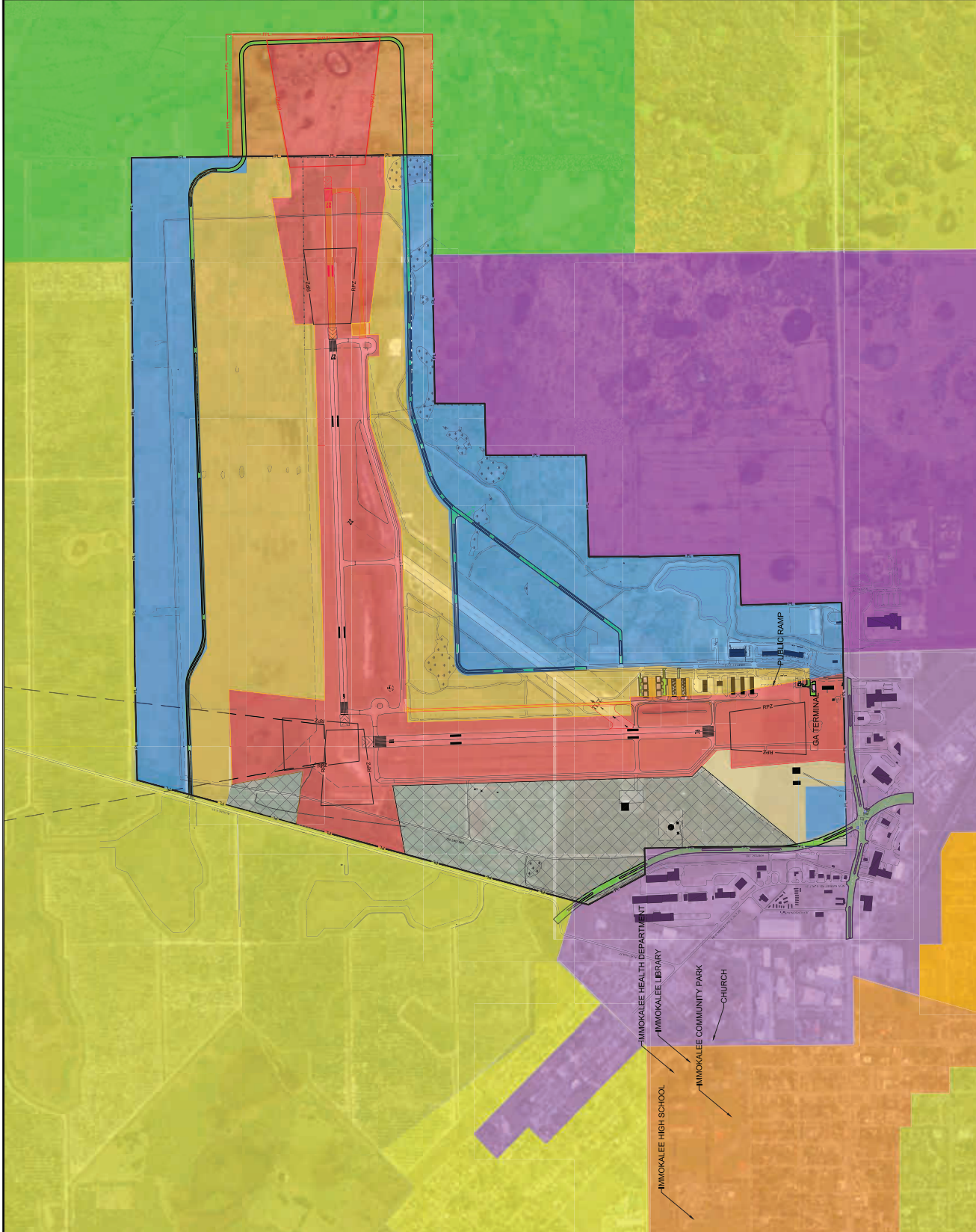
\*Conservation Easement

TRUE NORTH

SCALE

1" = 500'

APRIL 2017  
ANNUAL AIRPORT MASTER PLAN  
VERTICAL CLEARANCE  
CHANGE  
D & W



DATE	REVISIONS	DESCRIPTION



**COLLIER COUNTY  
AIRPORT AUTHORITY**

**AIRPORT LAYOUT PLAN UPDATE  
IMMOKALEE REGIONAL AIRPORT  
IMMOKALEE, FLORIDA**

LAND USE MAP

**ATKINS**

7775 Murrell Road, 32904  
www.atkinsglobal.com/northamerica

JOB NO. \_\_\_\_\_  
DESIGN \_\_\_\_\_  
CHECKED \_\_\_\_\_  
DATE \_\_\_\_\_

DESIGNED \_\_\_\_\_  
DRAWN \_\_\_\_\_  
CHECKED \_\_\_\_\_  
DATE \_\_\_\_\_

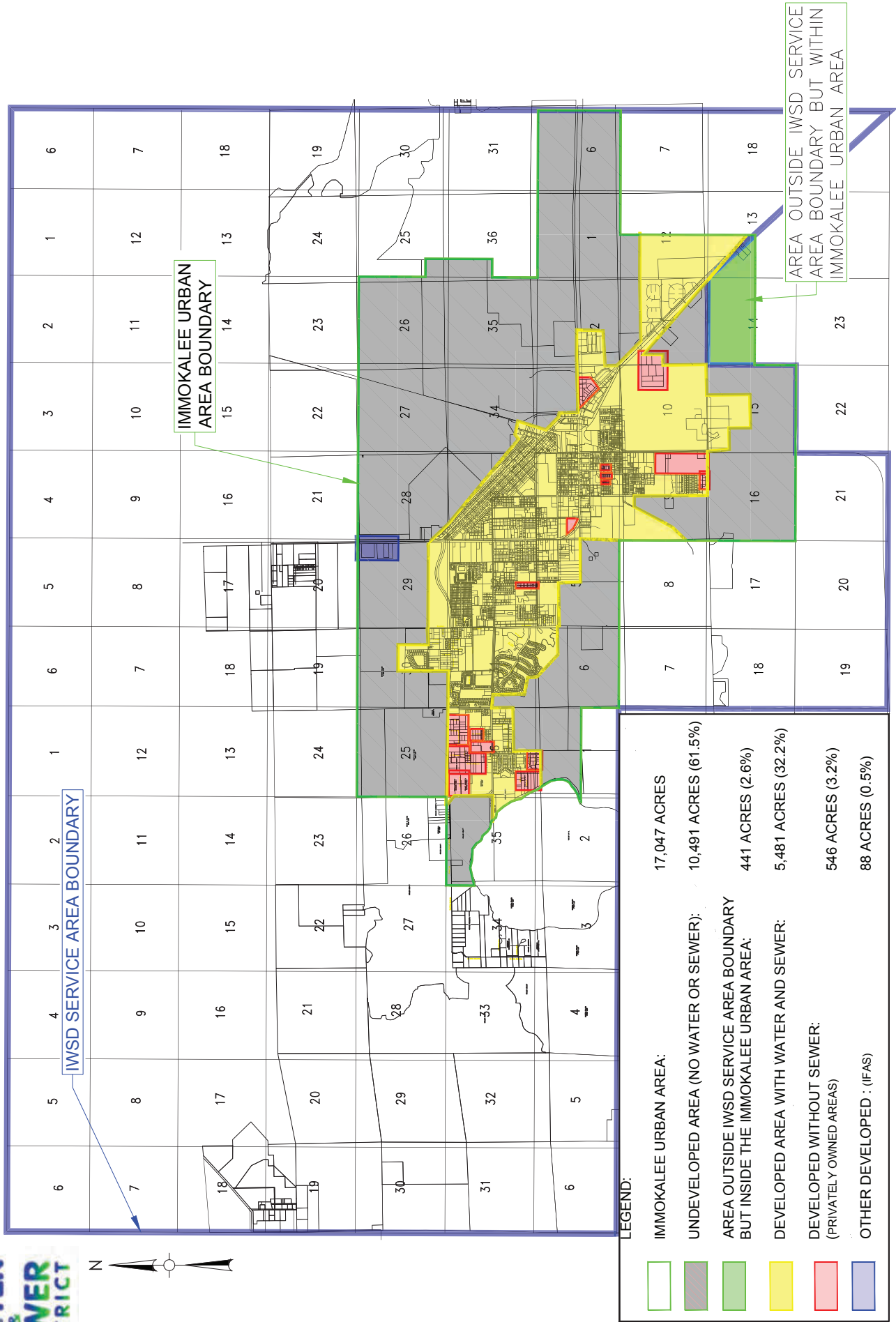
SHEET 9 OF 11

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## **Exhibit N**

Immokalee Water and Sewer Service Map  
and Five Year CIP (2022-2026)

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# Immokalee Water and Sewer District Water and Wastewater Utility Rate Study Five Year Estimated Capital Improvements

Project No.	Project Description	Funding Source	Budgeted FY 2021-2022	Budgeted FY 2022-2023	Budgeted FY 2023-2024	Budgeted FY 2024-2025	Budgeted FY 2025-2026	Five Year Total	Beyond FY 2025-2026
<b>Wastewater System</b>									
<b>WW-01</b>	<b>Rehab Three Existing Clarifiers</b>								
WW-01	Design Engineering	RRS	\$0.00					\$0.00	
WW-01	Construction	USDA - B2	\$944,000.00					\$944,000.00	
WW-01	Construction	USDA - G2	\$765,000.00					\$765,000.00	
WW-01	Construction	RRS	\$250,000.00					\$250,000.00	
WW-01	Construction Engineering	RRS	\$62,000.00					\$62,000.00	
								<b>\$2,021,000.00</b>	
<b>WW-02</b>	<b>Line 8" &amp; 18" Clay Pipe Sewers</b>								
WW-02	Design Engineering	DEO	\$0.00					\$0.00	
WW-02	Design Engineering	RRS	\$42,500.00	\$42,500.00	\$42,500.00			\$170,000.00	
WW-02	Construction	DEO	\$0.00					\$0.00	
WW-02	Construction	RRS	\$652,650.00	\$652,650.00	\$652,650.00			\$2,610,600.00	
WW-02	Construction Engineering	DEO	\$0.00					\$0.00	
WW-02	Construction Engineering	RRS	\$35,100.00	\$35,100.00	\$35,100.00			\$140,400.00	
								<b>\$2,921,000.00</b>	
<b>WW-03</b>	<b>Lift Station P&amp;O Upgrades and 10" FM Extension</b>								
WW-03	Design Engineering	RRS	\$65,200.00					\$65,200.00	
WW-03	Construction	RRS	\$496,000.00					\$496,000.00	
WW-03	Construction Engineering	RRS	\$34,400.00					\$34,400.00	
								<b>\$595,600.00</b>	
<b>WW-04</b>	<b>6" Plug Valve Replacement at Arrowhead</b>								
WW-04	Design Engineering	RRS	\$5,000.00					\$5,000.00	
WW-04	Construction	RRS	\$25,000.00					\$25,000.00	
WW-04	Construction Engineering	RRS	\$5,000.00					\$5,000.00	
								<b>\$35,000.00</b>	
<b>WW-05</b>	<b>Line Key Manholes Throughout System (annual program 6-7 manholes per year; 48 manholes remain to be lined as of 7/22/2020)</b>								
WW-05	Design Engineering	RRS	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$25,000.00	\$15,000.00
WW-05	Construction	RRS	\$101,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$501,000.00	\$300,000.00
WW-05	Construction Engineering	RRS	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$25,000.00	\$15,000.00
								<b>\$551,000.00</b>	<b>\$330,000.00</b>
<b>WW-06</b>	<b>Oxidation Ditch Bridges (4 Bridges - Ditches # 1 &amp; #2)</b>								
WW-06	Design Engineering	RRS	\$0.00					\$0.00	
WW-06	Construction	RRS	\$285,000.00					\$285,000.00	
WW-06	Construction Engineering	RRS	\$8,000.00					\$8,000.00	
								<b>\$293,000.00</b>	
<b>WW-07</b>	<b>Lake Trafford Road/Carson Road Area Lift Stations &amp; Force Main Improvements</b>								
WW-07	Design Engineering - Modeling	RRS	\$69,200.00					\$69,200.00	
WW-07	Design Engineering	CSA				\$100,000.00		\$100,000.00	
WW-07	Construction	RRS				\$500,000.00		\$500,000.00	
WW-07	Construction	CSA				\$500,000.00		\$500,000.00	
WW-07	Construction Engineering	RRS				\$85,000.00		\$85,000.00	
WW-07	Construction Engineering	CSA				\$85,000.00		\$85,000.00	
								<b>\$1,339,200.00</b>	
<b>WW-08</b>	<b>Oxidation Ditch Bridges (2 Bridges - Ditch #3)</b>								
WW-08	Design Engineering	RRS	\$8,000.00					\$8,000.00	
WW-08	Construction	RRS	\$145,000.00					\$145,000.00	
WW-08	Construction Engineering	RRS	\$10,000.00					\$10,000.00	
								<b>\$163,000.00</b>	
<b>WW-09</b>	<b>Deep Injection Well #2</b>								
WW-09	Design Engineering	TBD	\$46,040.00	\$250,000.00				\$296,040.00	
WW-09	Construction	TBD		\$7,320,000.00	\$7,320,000.00			\$14,640,000.00	
WW-09	Construction Engineering	TBD		\$425,000.00	\$425,000.00			\$850,000.00	



# Immokalee Water and Sewer District Water and Wastewater Utility Rate Study Five Year Estimated Capital Improvements

Project No.	Project Description	Funding Source	Budgeted FY 2021-2022	Budgeted FY 2022-2023	Budgeted FY 2023-2024	Budgeted FY 2024-2025	Budgeted FY 2025-2026	Five Year Total	Beyond FY 2025-2026
<b>WW-10 Agricultural Public Access Re-Use Water System</b>									
WW-10	Design Engineering	TBD	\$1,000,000.00					\$1,000,000.00	
WW-10	Construction	TBD		\$1,500,000.00	\$1,500,000.00			\$3,000,000.00	
WW-10	Construction Engineering	TBD		\$80,000.00	\$80,000.00			\$160,000.00	
								\$3,260,000.00	
<b>WW-11 Unsewered Areas/Septic Tank Replacement Program (20 unsewered areas, Complete 2 or 3 areas per year)</b>									
WW-11	Design Engineering	TBD	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$750,000.00	\$300,000.00
WW-11	Construction	TBD	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$6,000,000.00	\$4,500,000.00
WW-11	Construction Engineering	TBD	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$600,000.00	\$450,000.00
			\$4,151,000.00	\$12,378,250.00	\$11,965,250.00	\$3,910,250.00	\$1,910,000.00	\$34,314,840.00	\$5,250,000.00
								\$5,580,000.00	
<b>Water System</b>									
<b>W-01 Replacement of AC Water Mains and Undersized Water Mains throughout the System</b>									
W-01	Construction	USDA - BI						\$0.00	
W-01	Construction	USDA - GI	\$464,088.00					\$464,088.00	
W-01	Construction	RRW		\$250,000.00				\$250,000.00	
W-01	Construction Engineering	USDA - BI						\$0.00	
W-01	Construction Engineering	USDA - GI						\$0.00	
								\$714,088.00	
<b>W-02 Fuel Storage Tank at Airport WTP</b>									
W-02	Design Engineering	RRW		\$5,000.00				\$5,000.00	
W-02	Construction	RRW		\$80,000.00				\$80,000.00	
W-02	Construction Engineering	RRW		\$5,000.00				\$5,000.00	
								\$90,000.00	
<b>W-03 Legacy Lots &amp; Water Main Looping</b>									
W-03	Design Engineering	RRW	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$300,000.00	
W-03	Construction	RRW	\$637,500.00	\$637,500.00	\$637,500.00	\$637,500.00	\$637,500.00	\$2,550,000.00	
W-03	Construction Engineering	RRW	\$90,000.00	\$90,000.00	\$90,000.00	\$90,000.00	\$90,000.00	\$360,000.00	
								\$3,210,000.00	
<b>W-04 IFAS Tank &amp; Booster Station</b>									
W-04	Design Engineering	TBD			\$80,000.00			\$80,000.00	
W-04	Construction	TBD			\$2,000,000.00			\$2,000,000.00	
W-04	Construction Engineering	TBD			\$120,000.00			\$120,000.00	
								\$2,200,000.00	
<b>W-05 New 2.5 MGD Reverse Osmosis Water Treatment Plant</b>									
W-05	Design Engineering	TBD				\$400,000.00		\$400,000.00	\$400,000.00
W-05	Construction	TBD					\$0.00	\$0.00	\$10,000,000.00
W-05	Construction Engineering	TBD					\$0.00	\$0.00	\$600,000.00
								\$400,000.00	\$11,000,000.00
			\$1,266,588.00	\$1,142,500.00	\$3,002,500.00	\$802,500.00	\$400,000.00	\$6,614,088.00	\$11,000,000.00
<b>General Projects</b>									
<b>GP-01 New Maintenance Building</b>									
GP-01	Design Engineering	RRS		\$10,000.00				\$10,000.00	
GP-01	Design Engineering	RRW		\$10,000.00				\$10,000.00	
GP-01	Construction	RRS		\$800,000.00				\$800,000.00	
GP-01	Construction	RRW		\$800,000.00				\$800,000.00	
GP-01	Construction Engineering	RRS		\$20,000.00				\$20,000.00	
GP-01	Construction Engineering	RRW		\$20,000.00				\$20,000.00	
								\$1,660,000.00	
<b>GP-02 Fuel Storage Tanks at JW WTP &amp; WWTP</b>									
GP-02	Design Engineering	RRS		\$20,000.00				\$20,000.00	
GP-02	Design Engineering	RRW		\$20,000.00				\$20,000.00	

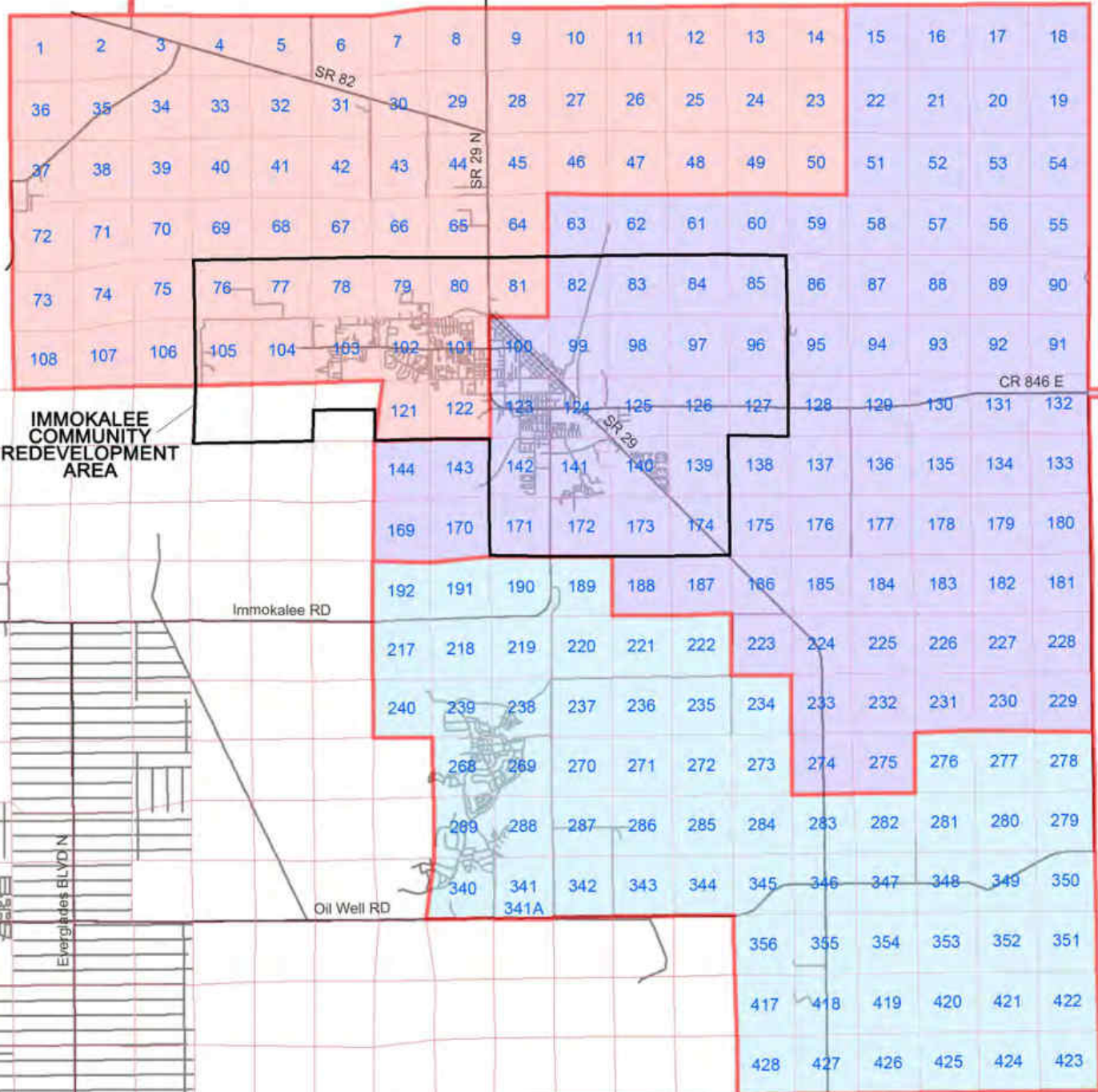
# Immokalee Water and Sewer District Water and Wastewater Utility Rate Study Five Year Estimated Capital Improvements

Project No.	Project Description	Funding Source	Budgeted FY 2021-2022	Budgeted FY 2022-2023	Budgeted FY 2023-2024	Budgeted FY 2024-2025	Budgeted FY 2025-2026	Five Year Total	Beyond FY 2025-2026
GP-02	Construction	RRS	\$80,000.00	\$80,000.00				\$80,000.00	
GP-02	Construction	RRW	\$80,000.00	\$80,000.00				\$80,000.00	
GP-02	Construction Engineering	RRS	\$10,000.00	\$10,000.00				\$10,000.00	
GP-02	Construction Engineering	RRW	\$10,000.00	\$10,000.00				\$10,000.00	
								<b>\$220,000.00</b>	
<b>GP-03 Utility Relocation for SR29 Widening from CR846 to Agriculture Way</b>									
GP-03	Design Engineering	FDOT	\$50,000.00			\$1,600,000.00		\$1,600,000.00	
GP-03	Construction	FDOT				\$80,000.00		\$80,000.00	
GP-03	Construction Engineering	FDOT				\$80,000.00		\$80,000.00	
								<b>\$1,780,000.00</b>	
<b>GP-04 Utilities for SR29 By-Pass from CR846 to north of New Market Road</b>									
GP-04	Design Engineering	TBD			\$180,000.00			\$180,000.00	
GP-04	Construction	TBD				\$4,000,000.00		\$4,000,000.00	
GP-04	Construction Engineering	TBD				\$230,000.00		\$230,000.00	
								<b>\$4,510,000.00</b>	
<b>GP-05 District Wide Water and Sewer Expansion</b>									
GP-05	Design Engineering	TBD			\$100,000.00			\$100,000.00	\$300,000.00
GP-05	Construction	TBD						\$0.00	\$6,000,000.00
GP-05	Construction Engineering	TBD						\$0.00	\$200,000.00
								<b>\$100,000.00</b>	<b>\$6,500,000.00</b>
<b>GP-06 SR29 Bypass/Master Plan Update</b>									
GP-06	Design Engineering - Study	RRS	\$100,000.00					\$100,000.00	
GP-06	Design Engineering - Study	RRW	\$100,000.00					\$100,000.00	
								<b>\$200,000.00</b>	
<b>GP-07 New Administration Building</b>									
GP-07	Design Engineering/Architectural	TBD	\$250,000.00	\$140,000.00				\$390,000.00	
GP-07	Construction	TBD		\$2,000,000.00				\$2,000,000.00	
GP-07	Construction Engineering/Architectural	TBD		\$125,000.00				\$125,000.00	
								<b>\$2,515,000.00</b>	
<b>General Projects Totals</b>			<b>\$450,000.00</b>	<b>\$4195,000.00</b>	<b>\$50,000.00</b>	<b>\$1,860,000.00</b>	<b>\$4,430,000.00</b>	<b>\$10,985,000.00</b>	<b>\$6,500,000.00</b>
<b>System Totals</b>			<b>\$5,867,678.00</b>	<b>\$17,715,750.00</b>	<b>\$15,017,750.00</b>	<b>\$6,572,750.00</b>	<b>\$6,740,000.00</b>	<b>\$51,913,928.00</b>	<b>\$23,080,000.00</b>
<b>Source of Funds</b>									
	USDA Water Grant Funds	USDA - G1	\$464,088.00	\$0.00	\$0.00	\$0.00	\$0.00	\$464,088.00	\$0.00
	USDA Water Loan Funds	USDA - B1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	USDA Wastewater Grant	USDA - G2	\$765,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$765,000.00	\$0.00
	USDA Wastewater Loan	USDA - B2	\$944,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$944,000.00	\$0.00
	Rate Revenue - Sewer	RRS	\$2,246,050.00	\$1,943,250.00	\$840,250.00	\$1,425,250.00	\$110,000.00	\$6,564,800.00	\$330,000.00
	Rate Revenue - Water	RRW	\$902,500.00	\$2,082,500.00	\$802,500.00	\$802,500.00	\$0.00	\$4,590,000.00	\$0.00
	Cost Share Agreement	CSA	\$0.00	\$0.00	\$0.00	\$685,000.00	\$0.00	\$685,000.00	\$0.00
	Florida Department of Transportation	FDOT	\$0.00	\$50,000.00	\$50,000.00	\$1,680,000.00	\$0.00	\$1,780,000.00	\$0.00
	Florida Department of Economic Opportunity	DEO	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	To Be Determined at a later date	TBD	\$546,040.00	\$13,640,000.00	\$13,325,000.00	\$1,980,000.00	\$6,630,000.00	\$36,121,040.00	\$2,750,000.00
			<b>\$5,867,678.00</b>	<b>\$17,715,750.00</b>	<b>\$15,017,750.00</b>	<b>\$6,572,750.00</b>	<b>\$6,740,000.00</b>	<b>\$51,913,928.00</b>	<b>\$23,080,000.00</b>

# **Exhibit O**

Immokalee Fire Control District

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**IMMOKALEE  
COMMUNITY  
REDEVELOPMENT  
AREA**

**IFD Station Areas**

- 30
- 31
- 32
- Other District Beats

**Immokalee Fire District Beats  
and Station Coverage Areas**



Prepared By:  
John Peabody  
Collier County Sheriff's Office  
E9-1-1 GIS Office

February 2020

## **Exhibit O - Immokalee Fire Control District**

The Immokalee Fire Control District is in the process of updating their strategic plan. The proposed plan will focus on the following items: Personnel, Facilities, Insurance Services Office (ISO), and Sustainability. The following information is based on the draft strategic plan update.

### **Personnel**

In 2018-19 fiscal year the District added two new part time administrative staff positions, Deputy Chief of Administration and Chief Financial Officer positions were created. The District has not increased the number of on duty firefighters since 2015. Currently staff is 30 Combat, 4 Admin, and 2 Part Time. Due to our current call volumes and the potential of growth of our district, the personnel needs will need to be adjusted to fit service and district operational needs. The following are the projected needs with-in this 5-year period.

- 2021-22 Hire three firefighter / paramedics
- 2022-23 Hire one EMS training chief and three firefighter / paramedics
- 2023-24 Hire three firefighter / paramedics
- 2024-25 Hire three Firefighter/ paramedics

### **Facilities**

The District operates three stations for emergency response to calls throughout the 234 square miles of the District as well as mutual aid to the surrounding areas.

- Station 30 – located at 502 New Market Rd. East  
Current demands – Fire, medical, rescue, prevention, Community/departmental conference and training room. Building has 4 bay spaces for apparatus and no additional storage space. Multiple apparatus are exposed to the elements. This station will be replaced with a new state of the art facility located at 510 New Market Rd. East. The state-of-the-art firehouse will feature three apparatus bays and be equipped with bunker gear storage and a shop area. Construction started December 2021, with a projected completion date of December 2022. The District plans to sell the 502 New Market Road facility once the new station is opened.
- Station 31 – located at 1107 Carson Road, closed in November 2018 for Fire Operations and is anticipated to reopen in October 2022 with engine company.
- Station 32 – located at 5368 Useppa Dr., Ave Maria, Florida. Opened in 2022  
Current demands – Fire, medical, rescue, prevention and administrative headquarters. The Districts Emergency Command Center, community/ departmental conference and training room, also where the monthly Board meetings are held. This is a joint facility shared by Immokalee Fire , Collier County EMS, and Collier County Sheriff's Office.

The District is proactively moving forward with facility project projection goals and is strategically planning to secure properties for future stations located in areas of the District that will see future growth.

### **Insurance Services Office (ISO)**

The District strives to comply with the Insurance Services Office (ISO) requirements in an effort to provide better insurance rates to the community. The District's current ISO rating is a 4/9. The District plans to continue to improve the rating by using an enhanced record keeping management program with regard to training, hydrant maintenance and proper apparatus purchases and vehicle maintenance.

## **Exhibit O - Immokalee Fire Control District**

### **Sustainability**

The District recognizes the importance of providing adequate fire protection, rescue services and prevention to the community. In order to ensure adequate funds are available to meet organizational needs both now, and in the future for capital improvement, fire prevention, emergency services, training and education.

The District will continue to review the impact fee structure and consult with the Board to make impact fees fair and equitable for all. The District continues to develop investment policies, as well as inventory control policies, accounting policies, and capitalization procedures to maintain accurate records and manage the District's resources. The District is constantly pursuing grants to fund special projects, equipment and manpower and will continue to do so.

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# **Exhibit P**

Collier County Public Schools Data Sheet

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## Exhibit P – Collier County Public Schools

Over the last eight years capacity (2014-2022) has been added to the Immokalee schools to accommodate growth. Prior to the 2014-15 school year all 6<sup>th</sup> grade classes were housed at the elementary schools. Once an addition was opened at the middle school all 6<sup>th</sup> grade classes were moved to the middle school. As a result, there was additional space at the elementary level and no additional capacity improvements were needed at the elementary. Finally, the current Capital Improvement Plan includes a 500 seat addition at the high school scheduled to open August 2022.

With the completion of the high school addition in August 2022, there will be adequate permanent capacity for all CCPS schools in Immokalee. Future school capacity needs for Immokalee schools are reevaluated every year. This process is part of the annual update of CCPS's five year Capital Improvement Plan. The plan addresses future capacity needs resulting from changes in enrollment over time so that adequate space is available to meet projected enrollments.

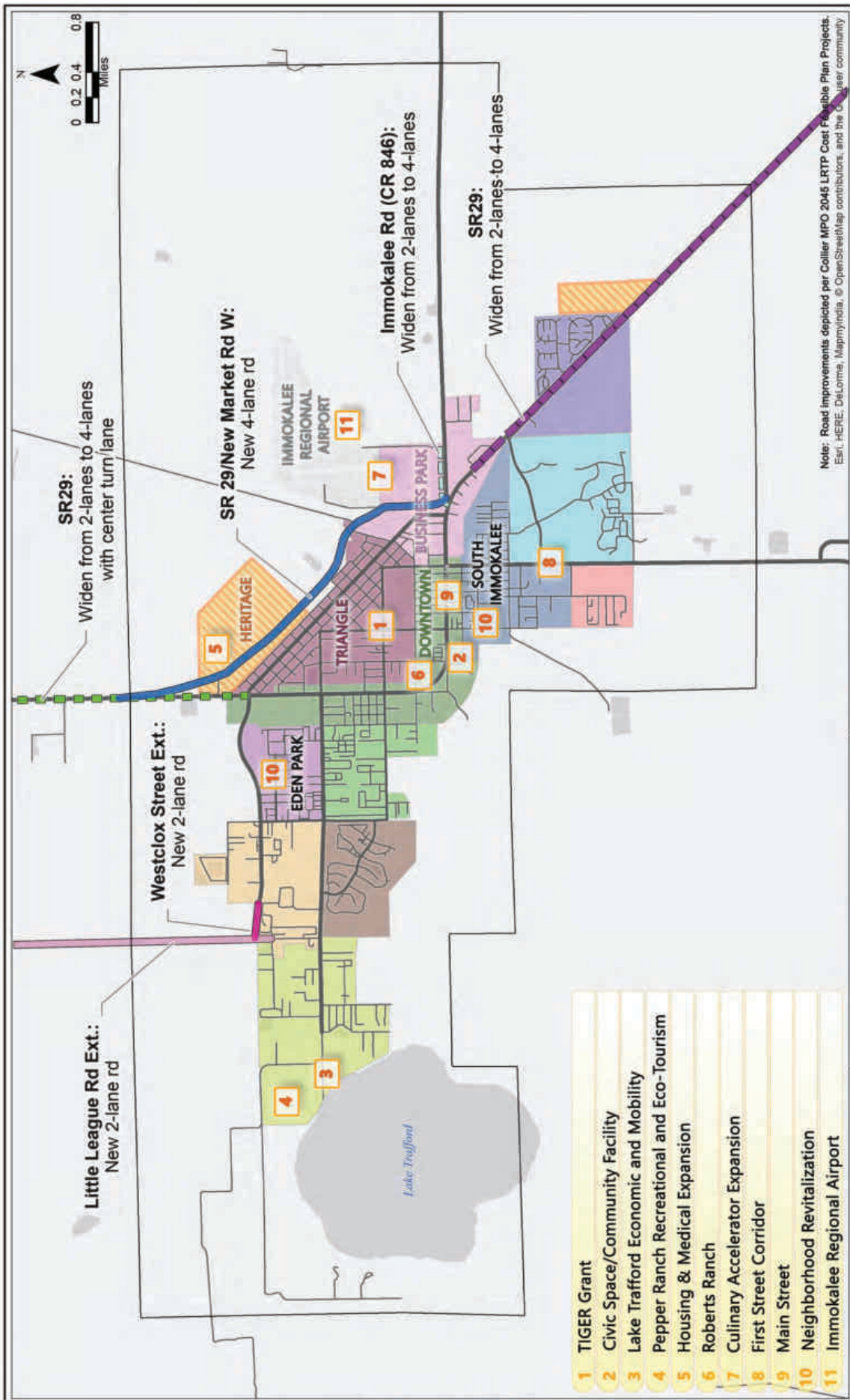
<b>Elementary Schools</b>	<b>Grades</b>
Eden Park Elementary (0631)	PK-5th
Lake Trafford Elementary (0191)	PK-5th
Pinecrest Elementary (0161)	PK-5th
Village Oaks Elementary School (0341)	PK-5th
Highlands Elementary School (0181)	PK-5th
<b>Middle Schools</b>	
Immokalee Middle School (0361)	6th-8th
<b>High School</b>	
Immokalee High School (0271)	9th-12th
<b>Charter</b>	
RCMA Immokalee Community Academy (9021)	PK-8th
<b>Alternative Programs</b>	
Bethune Education Center	PK-12th

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# **Exhibit Q**

Framework Map

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- 1 TIGER Grant
- 2 Civic Space/Community Facility
- 3 Lake Trafford Economic and Mobility
- 4 Pepper Ranch Recreational and Eco-Tourism
- 5 Housing & Medical Expansion
- 6 Roberts Ranch
- 7 Culinary Accelerator Expansion
- 8 First Street Corridor
- 9 Main Street
- 10 Neighborhood Revitalization
- 11 Immokalee Regional Airport

Note: Road improvements depicted per Collier MPO 2045 L RTP Cost Feasible Plan Projects. Earl, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the Open User community

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**JOHNSON**  
 ENGINEERING

Immokalee Community  
 Redevelopment Plan Update  
 Collier County, Florida



Framework Map

DATE	JAN 2022	PROJECT NO.	2020001-001	SCALE	AS SHOWN	SHEET	1
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## **Exhibit R**

Budgeted Capital Projects (Non-CRA)

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Budgetted Capital Projects wihin ICRA - Non-CRA Funded

Source	Agency	Project Name	Cost	Schedule/Timeframe	Notes
FDOT	FDOT	State Route 82 from Gator Slough Lane to State Route 29	\$29,000,000	On-going, estimated completion FY2022	Expansion to four-lanes with bike lanes and 10-foot multi-use path and roundabout at SR82/29 intersection
AUIR/FDOT 2021-26 Work Program	FDOT	State Route 82 from Hendry County Line to Gator Slough Lane	\$38,640,141	FY2023-24	Expansion to four-lanes with bike lanes and 10-foot multi-use path
FDOT 2021-26 Work Program	FDOT	SR 29 FROM CR 846 E TO N OF NEW MARKET W (New Bypass Road)	\$56,730,000	FY2023-2025 - Environmental & Right-Of-Way \$6,820,000	Construction \$49,910,000 Years 2036-45
FDOT 2021-26 Work Program & 2045 LRTP	FDOT	SR 29 FROM N OF NEW MARKET RD TO SR 82	\$31,801,703	FY2022-24 - Environmental & Right-Of-Way \$1,441,703	Construction \$30,360,000 Years 2026-30
FDOT 2021-26 Work Program	FDOT	SR 29 FROM AGRICULTURAL WAY TO CR 846 E	\$28,980,000	FY2024-25 - Pre-Engineering \$30,000	Right-of-Way \$5,630,000 Years 2031-2035, Construction \$23,320,000 Years 2036-45
2045 LRTP	Collier MPO	Little League Road Extension from Westclox to SR82	\$15,810,000	FY2036-45	Right-of-Way \$8,480,000, Pre-Engineering \$7,330,000 Years 2036-45
2045 LRTP	Collier MPO	Immokalee Road (CR 846) from SR29 to Airpark Blvd	\$7,200,000	FY2036-45	Right-of-Way \$550,000, Pre-Engineering \$770,000, Construction \$5,880,000 Years 2036-45
2045 LRTP	Collier MPO	Westclox Street Extension from Little League Road to West of Carson Road	\$5,510,000	FY2031-35 - Pre-Engineering \$510,000	Right-of-Way \$550,000, Construction \$4,450,000 Years 2036-45
FY 2021 Paving Plan	Transportation	TIPPENS TER from Lake Trafford Rd to Deer Run Rd			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	BASS RD from Tippens Ter to Taylor Ter			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	PERCH PL from Tippens Ter to Taylor Ter			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	QUAIL ROOST RD from Tippens Ter to Taylor Ter			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	DEER RUN RD from Tippens Ter to Taylor Ter			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	GLADIOLA ST from Immokalee Dr to Santa Rosa Ave			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	FORRESTER AVE from N 11th ST to end			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	JEFFERSON AVE W from N 15th St to Charlotte St			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	JEFFERSON AVE E from Charlotte St to Nixon Dr			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	LEE ST from N 15th St to Madison Ave W			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	KISSIMMEE ST from Jefferson Ave W to Madison Ave W			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	JACKSON ST from Jefferson Ave W to Madison Ave W			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	GLADES ST from N 9th St to Madison Ave W			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	FLAGLER ST from Washington Ave to Calle Amistad			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	ESCAMBIA ST from Immokalee to Calle Amistad			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	DADE ST from Immokalee to Dixie Ave			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	JEROME DR from Main St to New Market Rd			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	JEFFERSON AVE E from Main St to 10th Ct S			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	PEAR ST from End (Eden Ave) to End			Provided per Road & Bridge adopted paving plan
FY 2021 Paving Plan	Transportation	DIMAR LN from Carson Rd to End			Provided per Road & Bridge adopted paving plan
Transit Stop Improvements	Collier Area Transit	7 Stops ADA Pads	TIGER	Construction 2022	TIGER Complete Streets Grant
Transit Stop Improvements	Collier Area Transit	1 Stop Bench	TIGER	Construction 2022	TIGER Complete Streets Grant
Transit Stop Improvements	Collier Area Transit	3 stops Shelters	TIGER	Construction 2022	TIGER Complete Streets Grant
Transit Stop Improvements	Collier Area Transit	7 stops Recommended ADA Pad	NA	Construction TBD	Bus Stop Improvement Plan - 11/16/2020
Transit Stop Improvements	Collier Area Transit	5 stops Recommended Benches	NA	Construction TBD	Bus Stop Improvement Plan - 11/16/2020
Transit Stop Improvements	Collier Area Transit	8 Stops Recommended Shelters	NA	Construction TBD	Bus Stop Improvement Plan - 11/16/2020
Transit Stop Improvements	Collier Area Transit	42 Stops No Improvement Recommended or Identified	NA	NA	Bus Stop Improvement Plan - 11/16/2020

Immokalee Complete Streets Transportation Investment Generation Economic Recovery (TIGER) Grant/AUIR	Sidewalks	-20 miles of concrete sidewalks -1 mile of shared-use path -20 miles of upgraded drainage/ditch and swales -32 intersection enhancing treatments at priority intersections -Enhanced bus stop amenities/shelters -Construction of a Bus Transfer Station at the Collier County Health Department in Immokalee -5 miles of street lights and 106 lit intersections -5 mile neighborhood bike boulevard network with traffic calming and wayfinding	\$16,415,864	Start construction 2022	Waiting on design builder selection to determine extent of the project based on cost and available funding
2019 CRA Annual Report Lake Trafford Road Projects	MSTU Stormwater	Little League Road to Laurel Street - Add sidewalk to south side of Street	\$799,460	Construction FY 2020-21	
2019 CRA Annual Report Lake Trafford Road Projects	MSTU Stormwater	Carson Road to Laurel Street - Add bike lanes	\$642,884	Construction FY 2020-22	
2019 CRA Annual Report Lake Trafford Road Projects	MSTU Stormwater	Little League Road to Tippins Terrace - Stormwater project and pathway	TBD	Design FY 2020 Construction timing TBD	
AUIR/FDOT 2021-26 Work Program	FDOT/MPO	Eden Park Elementary School Sidewalks - Add sidewalk on south and west side of road	Estimated \$633,000	Construction FY 2021-22	
FDOT 2021-26 Work Program	FDOT	Immokalee City Sidewalks - Various Locations	\$719,046	FY2023/24	
Immokalee Stormwater Improvement Project/AUIR	Stormwater Management		\$12,500,000 total project cost*	Right-of-Way, Design and Permitting, and Construction starting in 2021	*Immokalee Stormwater Improvements (P/N 60143) This project includes an update to the Immokalee Stormwater Master Plan, future stormwater treatment pond siting feasibility analysis, coordination with the Lake Trafford Management Group, and the Immokalee Water and Sewer District. Future stormwater management improvement projects, as prioritized by the master plan update, will be fully coordinated and vetted with the Immokalee Community Redevelopment Agency.
Immokalee Stormwater Improvement Project/AUIR	Stormwater Management	Lake Trafford Road Area: Phase 1 - Arrowhead Tract 3; Phase 2 Lake Trafford Rd. pathway and drainage improvements from Little League Rd. to Tippins Terrace; Phase 3 - ; Phase 4 - TBD	Estimated \$10,300,000	Phase 1 - Construction late Fall 2021; Phase 2 - Construction late Fall 2022; Phase 3 - TBD; Phase 4 - TBD	Need specifics of Phase 3 & 4
Immokalee Stormwater Improvement Project/AUIR	Stormwater Management	Madison Avenue Channel Project	Estimated \$5,100,000	FY21/22 - Design and Property Acquisition; Construction - TBD	Staff is working with FDOT's design firms to coordinate the alignment of the SR-29 bypass loop so they can avoid having to route the stormwater from the Madison Avenue channel all the way around the north and east sides of the airport.
Immokalee Stormwater Improvement Project/AUIR	Stormwater Management	Fish Branch Creek Project	Estimated \$5,000,000	TBD	Prioritization TBD
Immokalee Stormwater Improvement Project/AUIR	Stormwater Management	East Delaware Avenue Area Project	Estimated \$1,000,000	TBD	Prioritization TBD
Immokalee Stormwater Improvement Project/AUIR	Stormwater Management	Immokalee Slough Flow Capacity Project	Estimated \$300,000	TBD	Prioritization TBD
Immokalee Stormwater Improvement Project/AUIR	Stormwater Management	Roberts Avenue West water Quality Project	Estimated \$500,000	TBD	Prioritization TBD
Immokalee Stormwater Improvement Project/AUIR	Stormwater Management	Seminole Reservation Pump Station(s) Project	Estimated - NA	TBD	Prioritization TBD
2019 CRA Annual Report	MSTU Stormwater	North 3rd Street Drainage Project	Estimated \$600,000	FY-21/22 - Design	Construction proposed Summer 2021
2019 CRA Annual Report	MSTU Stormwater	Eden Garden Bypass Drainage Improvement Project	Estimated \$600,001	FY21/22 - Design	Construction proposed late Fall 2021
AUIR	School District	Immokalee High School Additions/Renovations	Estimated \$2,000,000 Estimated \$16,500,000	FY-2019-20 FY-2020-21	
IW&SD 5-Year CIP	Immokalee Water & Sewer District (IWSD)	Line 8" Clay Pipe Sewers in "I" Section	\$814,736	FY2021-22	Wastewater System
IW&SD 5-Year CIP	IWSD	Line 8" Clay Pipe Sewers in Farm Worker's Village "A" Section	\$721,493	FY2022-23	Wastewater System
IW&SD 5-Year CIP	IWSD	Line Key Manholes Throughout System	\$350,000	FY2021-25	Wastewater System
IW&SD 5-Year CIP	IWSD	Oxidation Ditch Bridges	\$163,000	FY2021-22	Wastewater System
IW&SD 5-Year CIP	IWSD	Deep Injection Well #2	\$8,300,000	FY2021-23	Wastewater System
IW&SD 5-Year CIP	IWSD	New 3.0 MGD Public Access Re-Use Water System	\$3,060,000	FY2022-25	Wastewater System
IW&SD 5-Year CIP	IWSD	Fuel Storage Tank at Airport WTP	\$90,000	FY2021-22	Water System
IW&SD 5-Year CIP	IWSD	Legacy Lots & Water Main Looping	\$3,210,000	FY2021-23	Water System
IW&SD 5-Year CIP	IWSD	IFAS Tank & Booster Station	\$2,200,000	FY2022-23	Water System
IW&SD 5-Year CIP	IWSD	New 2.5 MGD Reverse Osmosis Water Treatment Plant	\$400,000	FY2024-25	Water System - Design Engineering Only
IW&SD 5-Year CIP	IWSD	New Maintenance Building	\$1,660,000	FY2021-22	General Project
IW&SD 5-Year CIP	IWSD	Fuel Storage Tanks at JVV WTP & WWTP	\$220,000	FY2022-23	General Project
IW&SD 5-Year CIP	IWSD	Utility Relocation for SR29 Widening from CR846 to Agriculture Way	\$1,780,000	FY2022-25	General Project

IW&SD 5-Year CIP	IWSD	Utilities for SR29 By-Pass from CR846 to north of New Market Road	\$180,000	FY2024-25	General Project - Design Engineering Only
IW&SD 5-Year CIP	IWSD	District Wide Water and Sewer Expansion	\$100,000	FY2024-25	General Project - Design Engineering Only
AUIR	Jails	Immokalee Jail Expansion 64 bed expansion	Estimated \$5,957,376	FY 2026-27	
FDOT 21-26 Work Program	Immokalee Regional Airport	Environmental Assessment Airpark Extension	\$166,700	FY2023-24	Environmental Assessment
FDOT 21-26 Work Program	Immokalee Regional Airport	Runway18/36 Rehabilitate	\$500,000	FY2021-22	Construction
FDOT 21-26 Work Program	Immokalee Regional Airport	Runway 9/27 Extension	\$200,000	FY25-26	Environmental Assessment
FDOT 21-26 Work Program	Immokalee Regional Airport	Airpark Blvd Extension	\$500,000	FY25-26	Construction
FDOT 21-26 Work Program	Immokalee Regional Airport	Perimeter Road/Taxiway A Modification	\$1,263,700	FY-21-23	Construction
FDOT 21-26 Work Program	Immokalee Regional Airport	Fuel Farm	\$375,000	FY2023-24	Construction
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Generators	Funded	2021	
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Community Park - Parking Lot Resurface & Restriping w/ curbing	Priority Funding	2022	Priority funding indicates project has been included in FY22 Budget Request
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee South Park - Playground Replacement	Priority Funding	2022	Priority funding indicates project has been included in FY22 Budget Request
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Replacement of competition Pool	Funded	2022	
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Interactive Water Feature Splash Pad Resurfaced	Funded	2022	
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Parking Lot Assessment for Underground Tanks	Priority Funding	2022	Priority funding indicates project has been included in FY22 Budget Request
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Pump House Improvements	Funded	2022	
Immokalee Area 5-Year Capital Priorities	Parks & Recreation		Funded	2022	
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Add Concession Building w/ Bathrooms	TBD	2022	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Area - Add Soccer Field, Fence and Access security	Priority Funding	2022	Location has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Dreamland Neighborhood Park - Add Open Space Athletic Field	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Dreamland Neighborhood Park - Playground Lighting	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Dreamland Neighborhood Park - Playground Shade Structure	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Airport Park - Fence Renovation	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Airport Park - Pavilion Assessment	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Airport Park - Playground Replacement	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Community Park - Pathway Renovation	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Community Park - Skatepark Rehab	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Community Park - Replace Wall Partitions	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee South Park - Add Irrigation System to Open Space	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Additional ADA Renovations and Improvements	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Multi-Purpose Fields LED Lighting Conversion	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Ventilation system Remediation at Fitness Center & Gym	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Parking Lot Renovation	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - CDBG Building Hardening	TBD	2023	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Dreamland Neighborhood Park - Add LED Sports Lighting to Field	TBD	2024	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Community Park - Parking Lot Renovation	TBD	2024	TBD indicates planned but funding has not been determined

Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Community Park - Softball Field Irrigation	TBD	2024	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Community Park - Walking Path Extension and Add Lighting	TBD	2024	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Soccer field Repair/Replace/Upgrade	TBD	2024	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Area - Land Purchase for Additional Park	TBD	2024	Location Undetermined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Community Park - Irrigation Pumpsystem Renovation	TBD	2025	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Community Park - Softball Field Dugout	TBD	2025	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee South Park - Emergency Exit Door VPK Room	TBD	2025	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Fence Renovation	TBD	2025	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Lighting Assessment	TBD	2025	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Sports Complex - Sidewalk Repairs	TBD	2025	TBD indicates planned but funding has not been determined
Immokalee Area 5-Year Capital Priorities	Parks & Recreation	Immokalee Area - additional Recreation Facilities in Immokalee	TBD	2026	TBD indicates planned but funding has not been determined

## **Exhibit S**

TIF & MSTU Projections with  
3% and 5% Growth Rates

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**Figure 4-4-4 TIF Projects Based on 3% Growth  
Immokalee Community Redevelopment Area**

			TIF		Increment	Total
Fiscal	Tax	Taxable	Tax		\$ Change	TIF
Year	Year	Value	Base	Increment	per Year	Provided
FY22	2021	391,123,283	148,645,590	242,477,693	-	1,007,000
FY23	2022	402,856,981	148,645,590	254,211,391	11,733,698	1,055,700
FY24	2023	414,942,690	148,645,590	266,297,100	12,085,709	1,105,900
FY25	2024	427,390,971	148,645,590	278,745,381	12,448,281	1,157,600
FY26	2025	440,212,700	148,645,590	291,567,110	12,821,729	1,210,900
FY27	2026	453,419,081	148,645,590	304,773,491	13,206,381	1,265,700
FY28	2027	467,021,653	148,645,590	318,376,063	13,602,572	1,322,200
FY29	2028	481,032,303	148,645,590	332,386,713	14,010,650	1,380,400
FY30	2029	495,463,272	148,645,590	346,817,682	14,430,969	1,440,300
FY31	2030	510,327,170	148,645,590	361,681,580	14,863,898	1,502,100
FY32	2031	525,636,985	148,645,590	376,991,395	15,309,815	1,565,600
FY33	2032	541,406,095	148,645,590	392,760,505	15,769,110	1,631,100
FY34	2033	557,648,278	148,645,590	409,002,688	16,242,183	1,698,600
FY35	2034	574,377,726	148,645,590	425,732,136	16,729,448	1,768,000
FY36	2035	591,609,058	148,645,590	442,963,468	17,231,332	1,839,600
FY37	2036	609,357,330	148,645,590	460,711,740	17,748,272	1,913,300
FY38	2037	627,638,050	148,645,590	478,992,460	18,280,720	1,989,200
FY39	2038	646,467,192	148,645,590	497,821,602	18,829,142	2,067,400
FY40	2039	665,861,208	148,645,590	517,215,618	19,394,016	2,148,000
FY41	2040	685,837,044	148,645,590	537,191,454	19,975,836	2,230,900
FY42	2041	706,412,155	148,645,590	557,766,565	20,575,111	2,316,400
FY43	2042	727,604,520	148,645,590	578,958,930	21,192,365	2,404,400
FY44	2043	749,432,656	148,645,590	600,787,066	21,828,136	2,495,000
FY45	2044	771,915,636	148,645,590	623,270,046	22,482,980	2,588,400
FY46	2045	795,073,105	148,645,590	646,427,515	23,157,469	2,684,600
FY47	2046	818,925,298	148,645,590	670,279,708	23,852,193	2,783,600
FY48	2047	843,493,057	148,645,590	694,847,467	24,567,759	2,885,600
FY49	2048	868,797,849	148,645,590	720,152,259	25,304,792	2,990,700
FY50	2049	894,861,784	148,645,590	746,216,194	26,063,935	3,099,000
FY51	2050	921,707,638	148,645,590	773,062,048	26,845,854	3,210,400
FY52	2051	949,358,867	148,645,590	800,713,277	27,651,229	3,325,300
<b>Grand Total</b>						<b>62,082,900</b>

**Figure 4-4-5 TIF Projects Based on 5% Growth**  
**Immokalee Community Redevelopment Area**

			TIF		Increment	Total
Fiscal	Tax	Taxable	Tax		\$ Change	TIF
Year	Year	Value	Base	Increment	per Year	Provided
FY22	2021	391,123,283	148,645,590	242,477,693	-	1,007,000
FY23	2022	410,679,447	148,645,590	262,033,857	19,556,164	1,088,200
FY24	2023	431,213,419	148,645,590	282,567,829	20,533,972	1,173,500
FY25	2024	452,774,090	148,645,590	304,128,500	21,560,671	1,263,000
FY26	2025	475,412,795	148,645,590	326,767,205	22,638,705	1,357,100
FY27	2026	499,183,435	148,645,590	350,537,845	23,770,640	1,455,800
FY28	2027	524,142,607	148,645,590	375,497,017	24,959,172	1,559,400
FY29	2028	550,349,737	148,645,590	401,704,147	26,207,130	1,668,300
FY30	2029	577,867,224	148,645,590	429,221,634	27,517,487	1,782,500
FY31	2030	606,760,585	148,645,590	458,114,995	28,893,361	1,902,500
FY32	2031	637,098,614	148,645,590	488,453,024	30,338,029	2,028,500
FY33	2032	668,953,545	148,645,590	520,307,955	31,854,931	2,160,800
FY34	2033	702,401,222	148,645,590	553,755,632	33,447,677	2,299,700
FY35	2034	737,521,283	148,645,590	588,875,693	35,120,061	2,445,600
FY36	2035	774,397,347	148,645,590	625,751,757	36,876,064	2,598,700
FY37	2036	813,117,214	148,645,590	664,471,624	38,719,867	2,759,500
FY38	2037	853,773,075	148,645,590	705,127,485	40,655,861	2,928,300
FY39	2038	896,461,729	148,645,590	747,816,139	42,688,654	3,105,600
FY40	2039	941,284,815	148,645,590	792,639,225	44,823,086	3,291,700
FY41	2040	988,349,056	148,645,590	839,703,466	47,064,241	3,487,200
FY42	2041	1,037,766,509	148,645,590	889,120,919	49,417,453	3,692,400
FY43	2042	1,089,654,834	148,645,590	941,009,244	51,888,325	3,907,900
FY44	2043	1,144,137,576	148,645,590	995,491,986	54,482,742	4,134,200
FY45	2044	1,201,344,455	148,645,590	1,052,698,865	57,206,879	4,371,700
FY46	2045	1,261,411,678	148,645,590	1,112,766,088	60,067,223	4,621,200
FY47	2046	1,324,482,262	148,645,590	1,175,836,672	63,070,584	4,883,100
FY48	2047	1,390,706,375	148,645,590	1,242,060,785	66,224,113	5,158,100
FY49	2048	1,460,241,694	148,645,590	1,311,596,104	69,535,319	5,446,900
FY50	2049	1,533,253,779	148,645,590	1,384,608,189	73,012,085	5,750,100
FY51	2050	1,609,916,468	148,645,590	1,461,270,878	76,662,689	6,068,500
FY52	2050	1,690,412,291	148,645,590	1,541,766,701	80,495,823	6,402,700
<b>Grand Total</b>						<b>95,799,700</b>

**Figure 4-4-6 Three Percent Annual Growth Rate  
Immokalee Beautification MSTU**

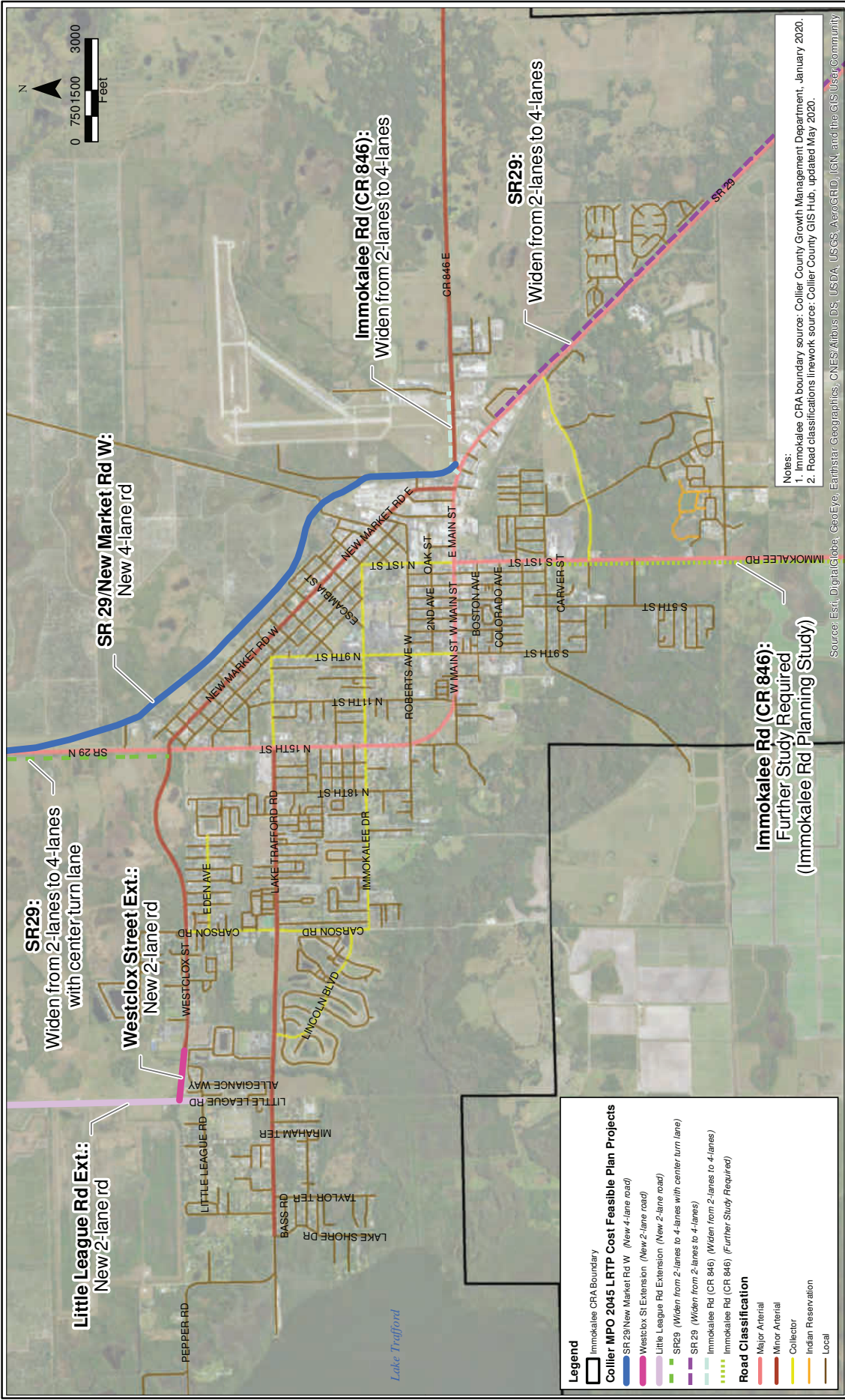
				<b>Total</b>
<b>Fiscal</b>	<b>Tax</b>	<b>Taxable</b>		<b>Ad Valorem</b>
<b>Year</b>	<b>Year</b>	<b>Value</b>	<b>Millage</b>	<b>Taxes Levied</b>
FY22	2021	460,757,386	1.0000	460,800
FY23	2022	474,580,108	1.0000	474,600
FY24	2023	488,817,511	1.0000	488,900
FY25	2024	503,482,036	1.0000	503,500
FY26	2025	518,586,497	1.0000	518,600
FY27	2026	534,144,092	1.0000	534,200
FY28	2027	550,168,415	1.0000	550,200
FY29	2028	566,673,467	1.0000	566,700
FY30	2029	583,673,671	1.0000	583,700
FY31	2030	601,183,881	1.0000	601,200
FY32	2031	619,219,397	1.0000	619,300
FY33	2032	637,795,979	1.0000	637,800
FY34	2033	656,929,858	1.0000	657,000
FY35	2034	676,637,754	1.0000	676,700
FY36	2035	696,936,887	1.0000	697,000
FY37	2036	717,844,994	1.0000	717,900
FY38	2037	739,380,344	1.0000	739,400
FY39	2038	761,561,754	1.0000	761,600
FY40	2039	784,408,607	1.0000	784,500
FY41	2040	807,940,865	1.0000	808,000
FY42	2041	832,179,091	1.0000	832,200
FY43	2042	857,144,464	1.0000	857,200
FY44	2043	882,858,798	1.0000	882,900
FY45	2044	909,344,562	1.0000	909,400
FY46	2045	936,624,899	1.0000	936,700
FY47	2046	964,723,646	1.0000	964,800
FY48	2047	993,665,355	1.0000	993,700
FY49	2048	1,023,475,316	1.0000	1,023,500
FY50	2049	1,054,179,575	1.0000	1,054,200
FY51	2050	1,085,804,962	1.0000	1,085,900
FY52	2051	1,118,379,111	1.0000	1,118,400
<b>Grand Total</b>				<b>23,040,500</b>

<b>Figure 4-4-7 Five Percent Annual Growth Rate</b>			
<b>Immokalee Beautification MSTU</b>			
			<b>Total</b>
<b>Fiscal Year</b>	<b>Tax Year</b>	<b>Taxable Value</b>	<b>Ad Valorem Taxes Levied</b>
FY22	2021	460,757,386	460,800
FY23	2022	483,795,255	483,800
FY24	2023	507,985,018	508,000
FY25	2024	533,384,269	533,400
FY26	2025	560,053,482	560,100
FY27	2026	588,056,156	588,100
FY28	2027	617,458,964	617,500
FY29	2028	648,331,912	648,400
FY30	2029	680,748,508	680,800
FY31	2030	714,785,933	714,800
FY32	2031	750,525,230	750,600
FY33	2032	788,051,492	788,100
FY34	2033	827,454,067	827,500
FY35	2034	868,826,770	868,900
FY36	2035	912,268,109	912,300
FY37	2036	957,881,514	957,900
FY38	2037	1,005,775,590	1,005,800
FY39	2038	1,056,064,370	1,056,100
FY40	2039	1,108,867,589	1,108,900
FY41	2040	1,164,310,968	1,164,400
FY42	2041	1,222,526,516	1,222,600
FY43	2042	1,283,652,842	1,283,700
FY44	2043	1,347,835,484	1,347,900
FY45	2044	1,415,227,258	1,415,300
FY46	2045	1,485,988,621	1,486,000
FY47	2046	1,560,288,052	1,560,300
FY48	2047	1,638,302,455	1,638,400
FY49	2048	1,720,217,578	1,720,300
FY50	2049	1,806,228,457	1,806,300
FY51	2050	1,896,539,880	1,896,600
FY52	2051	1,991,366,874	1,991,400
<b>Grand Total</b>			<b>32,605,000</b>

# **Exhibit T**

Street Layout Map

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Notes:  
 1. Immokalee CRA boundary source: Collier County Growth Management Department, January 2020.  
 2. Road classifications linework source: Collier County GIS Hub, updated May 2020.

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

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**JOHNSON ENGINEERING**

**IMMOKALEE CRA**  
 Collier County Community Redevelopment Agency

Immokalee Community Redevelopment Plan Update  
 Collier County, Florida

Street Layout

DATE	PROJECT NO.	FILE NO.	SCALE	SHEET
FEB 2021	20203067-002		AS SHOWN	1

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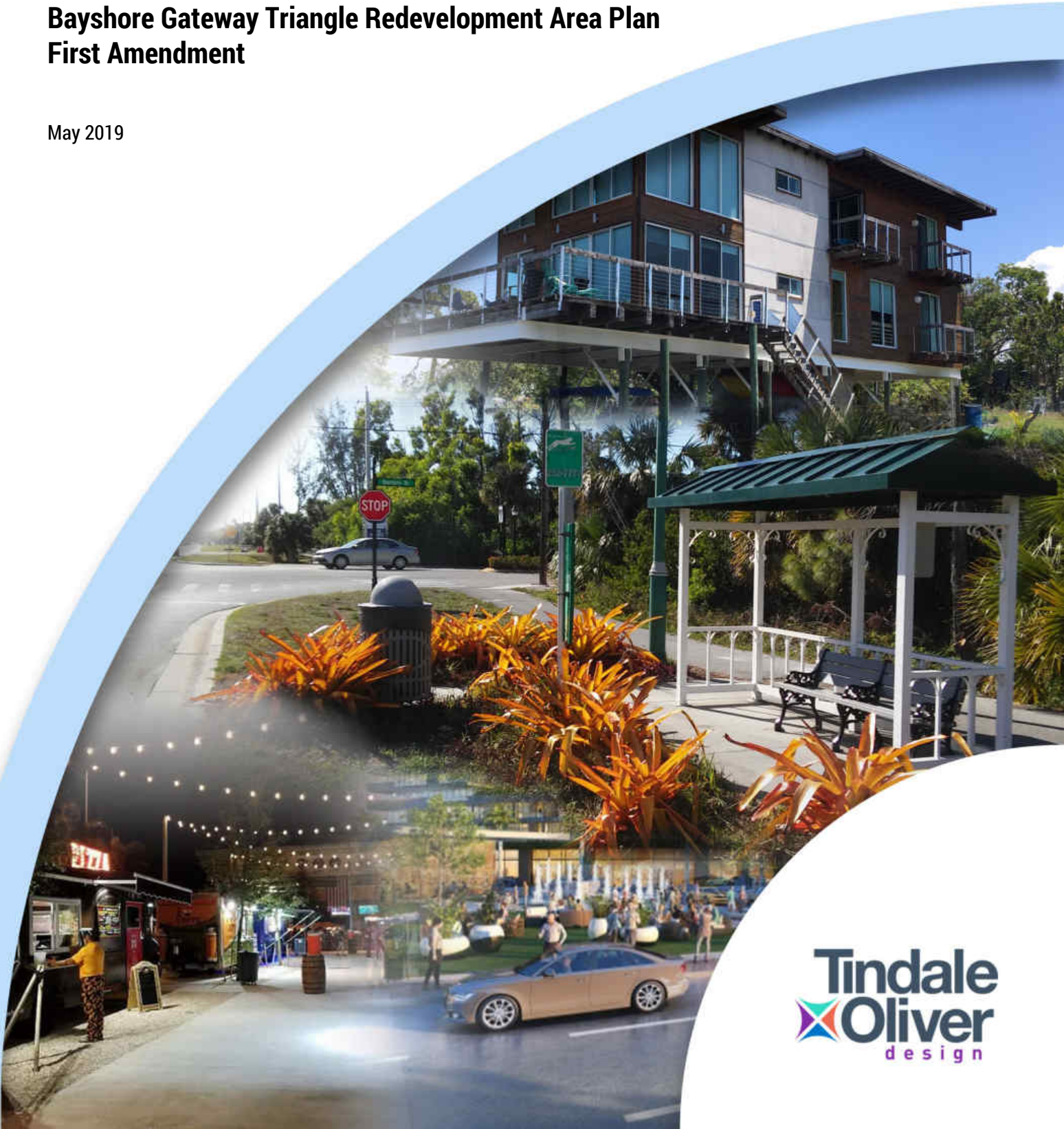




## SECTION 5

# Bayshore Gateway Triangle Redevelopment Area Plan First Amendment

May 2019



*Prepared for*



*Prepared by*



*May 2019*

*Cover Photo Sources: Zyscovich Architects;  
Google.com - Marys Palacios*



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# EXECUTIVE SUMMARY



5.0

## 5.0.1 Executive Summary

The Bayshore Gateway Triangle Redevelopment Area Plan amendment provides an updated long-term vision and approach for the redevelopment of this component area (see Map 5-ES-1).

The Plan brings together information gathered from technical analysis, fieldwork observation, and public and agency outreach (documented in further detail in a separate Assessment Memo). From these efforts and the resulting themes identified, an overarching vision emerged for the future of the Community Redevelopment Agency (CRA) and this component area:

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

The Redevelopment Area Plan lays out a framework of goals, objectives, and strategies organized thematically in support of this overall vision, along with a list of projects to carry out the framework. This plan is meant to provide a palette of options, generated by the technical analysis, fieldwork observations, and public and agency outreach, that the CRA can further explore. Consequently, not all of these suggestions will necessarily be carried through to full implementation. Full implementation of approaches and projects will be based on further study of capacity, technical feasibility, and public priorities.

## 5.0.2 Goals

The main goals of the Plan include:

### Land Use & Urban Design

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

### Public Space, Parks, & Open Space

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

### Development

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

### Transportation, Connectivity, & Walkability

Ensure safety, comfort, and convenience for various methods of transportation within and connecting with the CRA area.

### Infrastructure

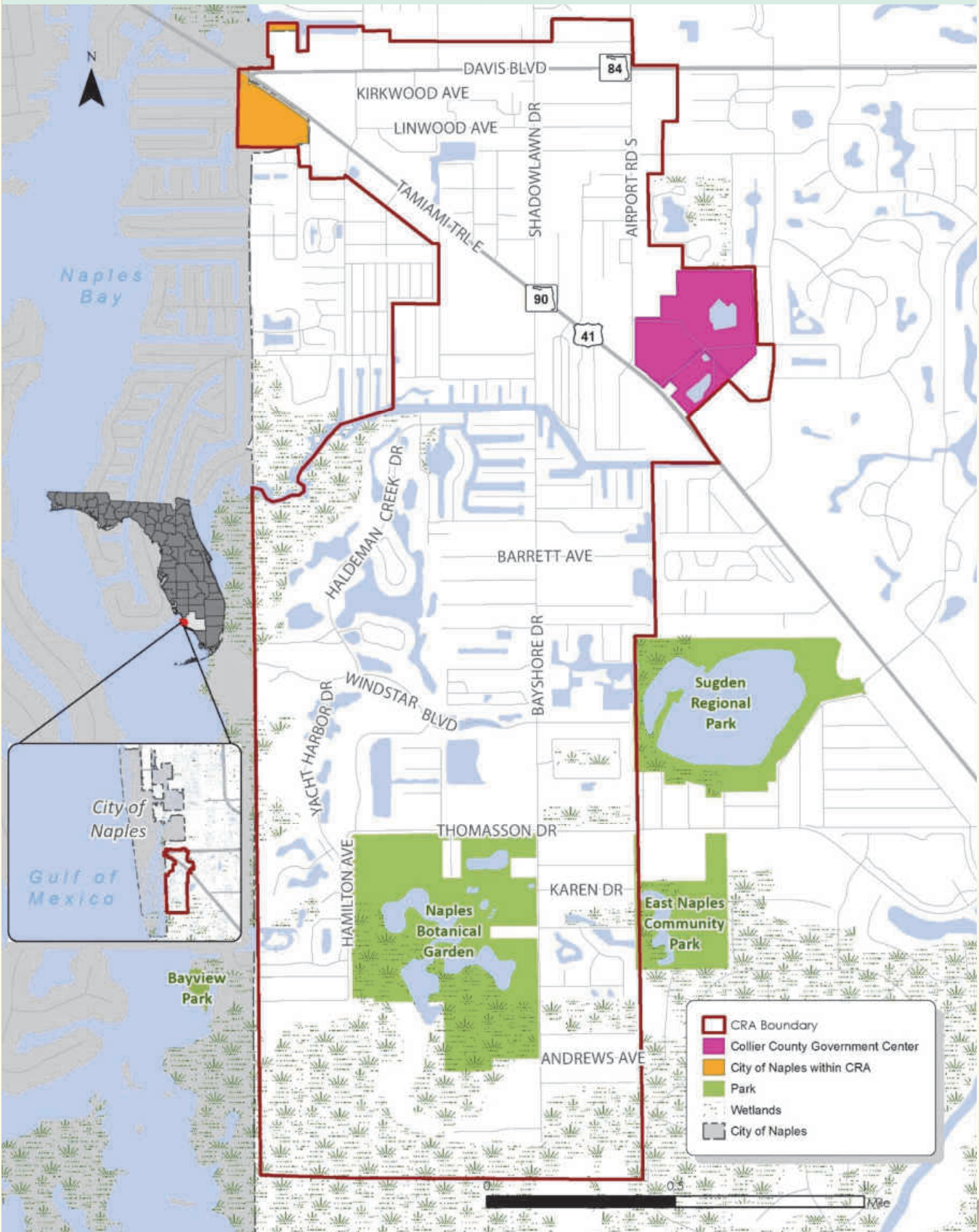
Provide effective infrastructure that preserves environmental and neighborhood design quality through coordinated improvement planning and funding.

### Process

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

Figure 5-ES-1 provides a Concept Diagram focused on location-specific capital improvement projects, followed by a list of non-location-specific capital improvements projects and a description of non-capital projects (e.g., plans, studies, grant programs).

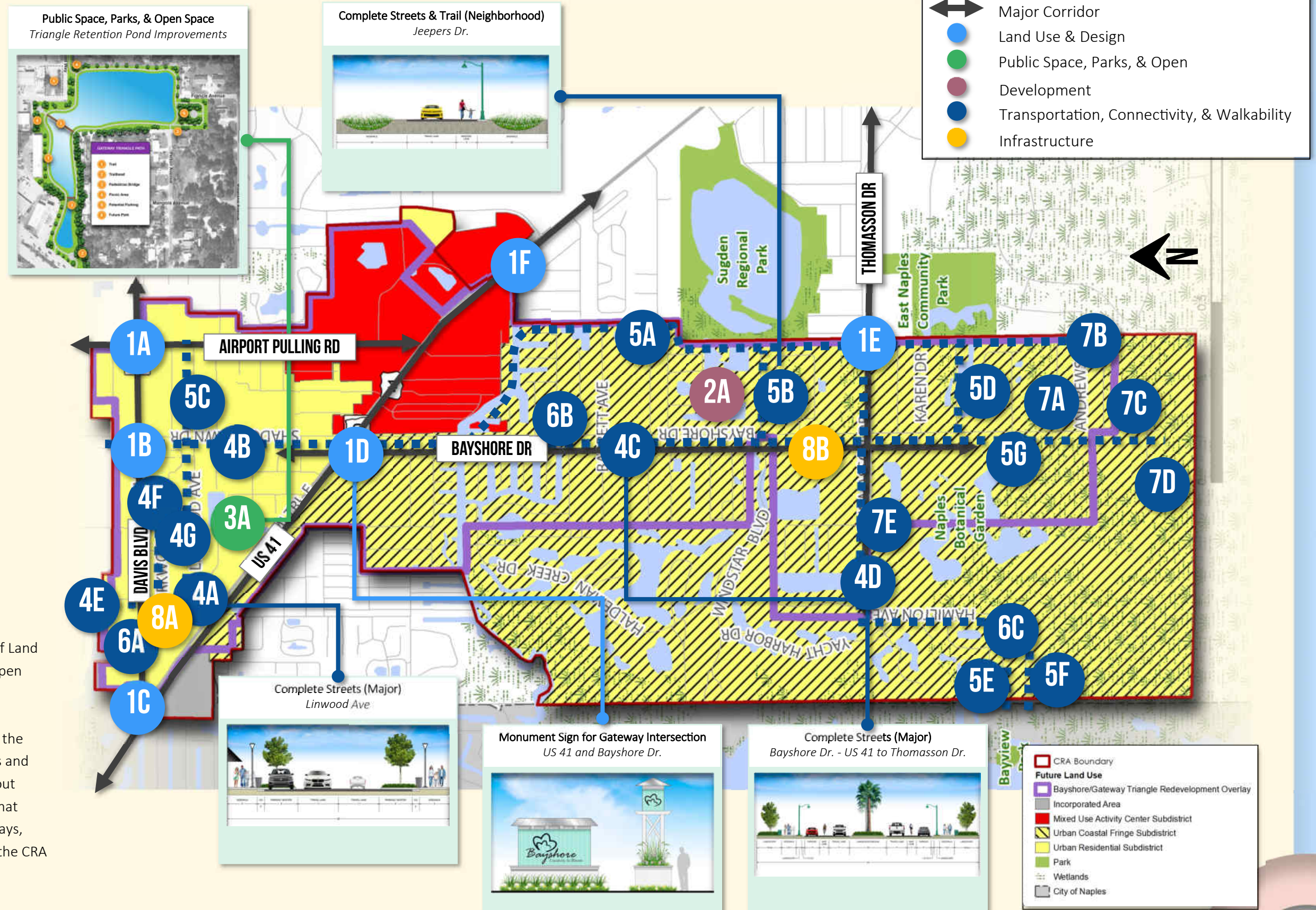
Map 5-ES-1: Bayshore Gateway Triangle CRA Study Area



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Figure 5-ES-1: Redevelopment Concept



### 5.0.3 Conceptual Plan Diagram

Figure 5-ES-1 provides a Concept Plan illustrating future land use and capital improvements with associated goals of Land Use & Design; Public Space Parks, & Open Space; Development; Transportation, Connectivity, & Walkability; and Infrastructure. See the map legend on the following page for project descriptions and additional capital improvements without specified locations at this time. Note that “Major Corridors” are based on highways, minor arterials, and major arterials in the CRA area.

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## Location-Specific Capital Projects

### Land Use & Urban Design Projects

- |   |  |                                  |
|---|--|----------------------------------|
| 1 | Gateway Intersection Design Improvements | A. Davis Blvd/Airport Pulling Rd |
|   |  | B. Davis Blvd/Shadowlawn Dr      |
|   |  | C. Davis Blvd/US 41              |
|   |  | D. US 41/Bayshore Dr             |
|   |  | E. Thomasson Dr/Dominion Dr      |
|   |  | F. Us 41/Osceola Ave             |

### Development

- |   |                      |  |
|---|----------------------|--|
| 2 | Development Projects | A. Development of Multi-Purpose Facility/Structure |
|---|----------------------|--|

### Public Space, Parks, & Open Space Projects

- |   |                    |   |
|---|--------------------|---|
| 3 | Parks improvements | A. Triangle Retention Pond Improvements |
|---|--------------------|---|

### Transportation, Connectivity, & Walkability Projects

- |   |                          |   |
|---|--------------------------|---|
| 4 | Complete Streets (Major) | A. Linwood Ave—Phase I                  |
|   |                          | B. Shadowlawn Ave                       |
|   |                          | C. Bayshore Dr—Us 41/Thomasson Dr       |
|   |                          | D. Thomasson Dr/Hamilton Ave            |
|   |                          | E. Commercial Dr                        |
|   |                          | F. Kirkwood Ave/Kirkwood Ave Connection |
|   |                          | G. Pine St Connection                   |

- |   |  |                                       |
|---|--|---------------------------------------|
| 5 | Complete Streets & Trails (Neighborhood) | A. Bicycle/Pedestrian Trail           |
|   |  | B. Jeepers Dr                         |
|   |  | C. Linwood Ave—Phase II               |
|   |  | D. Republic Dr                        |
|   |  | E. Danford St                         |
|   |  | F. Bay St                             |
|   |  | G. Bayshore Dr—Thomasson Dr/Holly Ave |

- |   |         |  |
|---|---------|--|
| 6 | Parking | A. Surface/garage parking—Mini Triangle area |
|   |         | B. Surface/garage parking—Bayshore area      |
|   |         | C. Car/boat parking—Bayview Park area        |

- |   |  |                 |
|---|--|-----------------|
| 7 | General Road Engineering Standard Improvements | A. Pine Tree Dr |
|   |  | B. Andrews Ave  |
|   |  | C. Woodside Ave |
|   |  | D. Holly Ave    |
|   |  | E. Palmetto Ct  |

### Infrastructure Projects

- |   |                |  |
|---|----------------|--|
| 8 | Infrastructure | A. Underground/Relocate Overhead Utility Lines—Linwood Ave and Commercial Dr |
|   |                | B. Underground/Relocate Overhead Utility Lines—Bayshore Dr                   |

## Non-Location Specific Capital Projects

Project Type	Project Name
Public Space, Parks, & Open Space	<ul style="list-style-type: none"> <li>A. Pocket Park Land Acquisition &amp; Development</li> <li>B. General Parks Improvements</li> <li>C. Community Safety/Clean-Up and Neighborhood Initiatives General Improvements</li> </ul>
Development	<ul style="list-style-type: none"> <li>A. Land Acquisition for Community Land Trust</li> </ul>
Transportation, Connectivity, & Walkability	<ul style="list-style-type: none"> <li>A. Sidewalk Gap Improvements</li> <li>B. Bicycle Infrastructure</li> <li>C. Street Sign/Wayfinding Improvements</li> <li>D. General Multi-Modal Improvements</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>A. Water Main and Fire Suppression Upgrades</li> <li>B. Stormwater Improvements</li> <li>C. Upgrade Sanitary Sewer Lines</li> </ul>

## Non-Capital Projects

Projects and initiatives that are not capital investments include a variety of plans, studies, and grant programs in support of redevelopment or capital project planning throughout the CRA area. These non-capital projects and initiatives include:

CRA operating expenditures and administrative updates

Land Development Code updates

Development support for catalyst development sites

Master planning for:

- Stormwater improvements
- Arts and culture-oriented development and redevelopment efforts
- Implementation of Complete Streets projects
- Community safety and clean-up
- Branding
- Marketing and communications
- Water and fire infrastructure improvements

Feasibility studies, including:

- General market study/economic profile
- Bayshore Drive Complete Street technical feasibility
- Bayshore Drive Complete Streets pilot project
- Triangle retention pond improvements
- Micro-enterprise and arts incubator

Grants and funding programs, including:

- Residential improvements grants/loans
- Commercial façade improvements
- Wall and fence funding for areas with incompatible uses
- Public art funding
- Economic development incentives
- Mobile home replacements
- Community Land Trust housing construction
- Other affordable/workforce housing investments

Other non-capital expenditures that may arise in the future and are not yet identified

## 5.0.4 Character Areas

The Redevelopment Area Plan framework can be tailored to different sub-areas depending on their specific character, needs, and opportunities. Map 5-ES-2 lays out these different sub-areas, or “Character Areas” with accompanying descriptions.

1

### Mini Triangle/Davis

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

3

### Airport Pulling

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

5

### Windstar

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

7

### South Bayshore

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

2

### Shadowlawn

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

4

### Tamiami

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

6

### North Bayshore

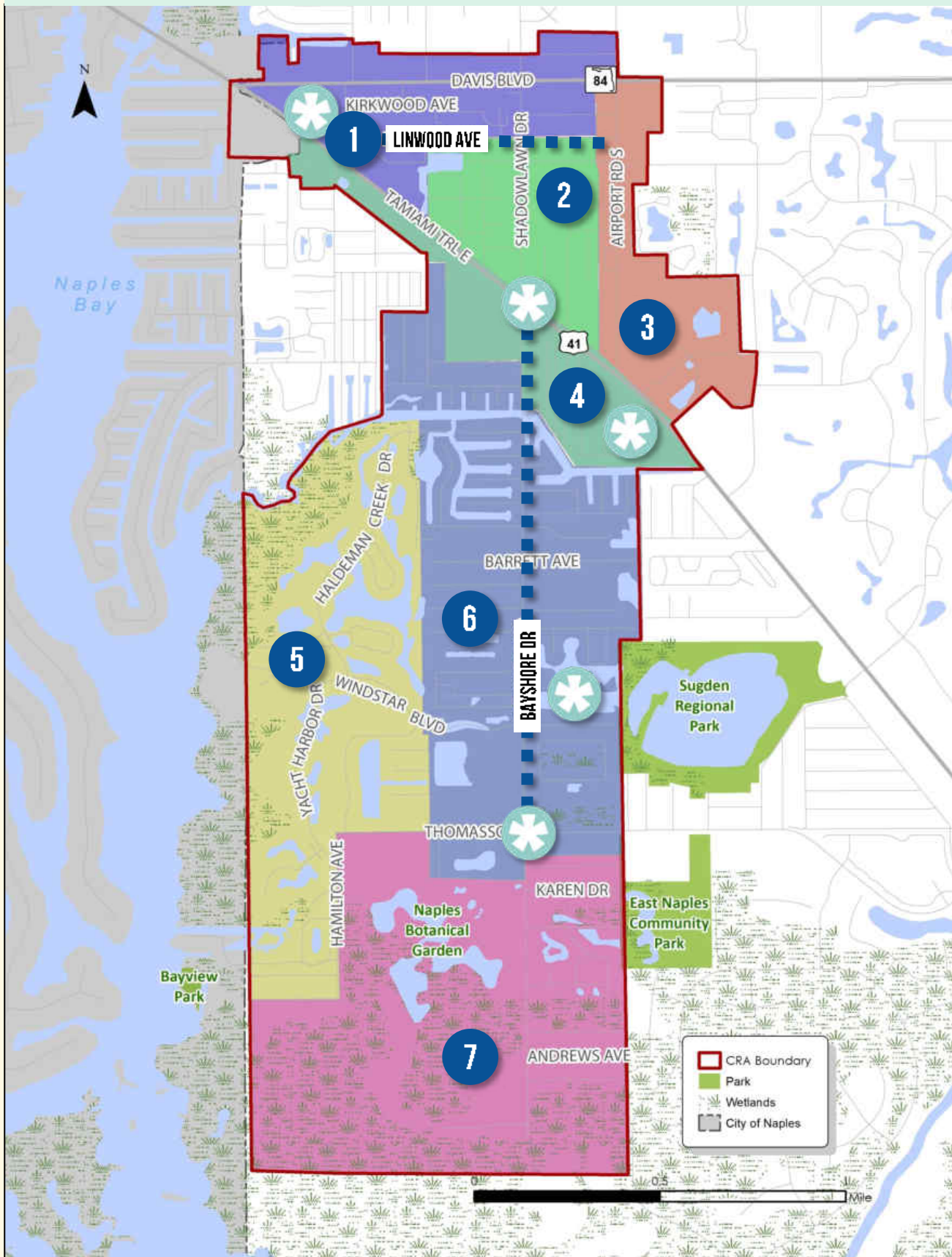
- Focus Corridor along Bayshore Drive with neighborhood commercial (including Haldeman Creek Entertainment Center near Creek)
- Mix of multi- and single-family residential
- Focus Intersection at Bayshore/Thomasson with planned roundabout
- CRA-owned Focus Development Node (17-Acre Site)

■ ■ ■ ■ Focus Corridor



Focus Development Node/Intersection

Map 5-ES-2: Character Areas



## 5.0.5 Focus of Redevelopment

The following provides a focus of redevelopment for each Character Area based on the specific characteristics described in Map 5-ES-2 and the most relevant redevelopment strategies.

### 1. Mini Triangle/Davis

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

### 2. Shadowlawn

- Residential structural enhancement and upgrades
- Avoidance of incompatible uses
- Transitional elements between different uses

- Infill development on vacant residential lots
- Flooding and drainage on neighborhood streets
- Complete Street improvements along Shadowlawn Drive

### 3. Airport Pulling

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

### 4. Tamiami

- Connectivity to Downtown Naples via US 41
- Redevelopment of Courthouse Shadows
- Tenant opportunity and site improvements for walkable design at Gulfgate Plaza

### 5. Windstar

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

### 6. North Bayshore

- Corridor commercial development along Bayshore Drive, including Haldeman Creek Entertainment Center near Creek and creative parking solutions
- Larger redevelopment opportunities of 17-Acre Site and Del's 24 property
- Arts and culture-oriented development
- Transitional elements between corridor commercial and residential areas along Bayshore Drive and Thomasson Drive
- Development of vacant residential lots

- Neighborhood Complete Streets and trails
- Connections between Sugden Regional Park and CRA area
- Water main and fire suppression upgrades
- Flooding and drainage on neighborhood streets

## 7. South Bayshore

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

### 5.0.6 Prioritization & Funding

The Redevelopment Area Plan includes a prioritization plan recommending projects for the period through 2030 (11 years after the adoption of the amended Plan), the period for which tax increment financing (TIF) funding will be available. The remaining project recommendations are included for longer term implementation post-2030 and will require alternative funding sources aside from TIF. The Plan provides an overview of potential alternative funding sources.

Table 5-ES-1 summarizes projected revenues through 2030 for various funding sources currently operating in the CRA area, including Municipal Service Taxing Units (MSTUs) that are potential funding sources independent of TIF (dependent on coordination with and approval from the respective MSTU advisory boards). Note that the MSTUs do not have a sunset

date and will likely continue past 2030. However, for the purposes of the capital and non-capital planning effort, no projections have been made for years after 2030.

This Plan does not obligate any funding to any projects listed. It provides a guide and list of both capital and non-capital projects that require approval by the CRA Advisory Board within the initial 11-year programming period and allocation through the standard operating and procurement guidelines adopted by the Collier County Board of Commissioners if TIF revenues are to be used for funding. Approval by relevant decision-making bodies is required for other funding sources outside of TIF.

Projects may also require additional vetting and piloting to better understand technical feasibility, impacts, and broader County implementation priorities prior to approval for implementation. To this end, planned projects include technical feasibility studies and pilot projects. As a result, this capital and non-capital funding plan is subject to change as it is re-evaluated. Additionally, the Plan sets a framework based on current conditions but allows for flexibility in phasing of projects based on funding opportunities and community priorities identified in annual work plans and capital improvement project lists.

Figures 5-ES-2 and 5-ES-3 summarize the expenditure breakdown by timeframe and type of project/initiative. Note that non-capital projects include studies, plans, and grant programs. Table 5-ES-2 compares projected TIF revenues and costs (note that some projects are programmed at a deficit because other funding partners or sources are anticipated, including after 2030 when TIF revenues will cease). Table 5-ES-3 shows CRA project costs that may also be eligible for Bayshore Beautification MSTU funds, indicating the potential benefit from MSTU coordination.



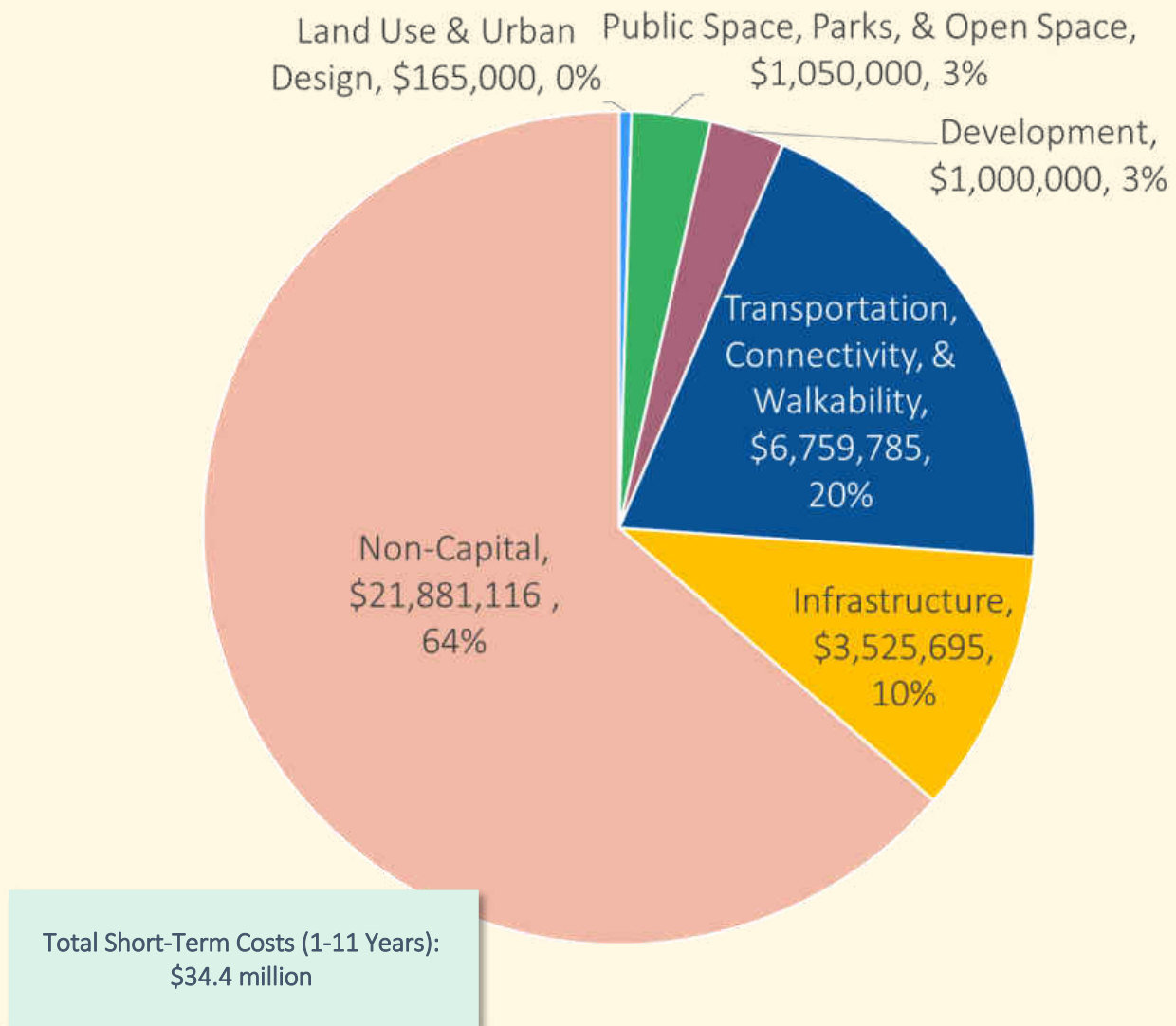
**Table 5-ES-1: Revenue Projection Summary**

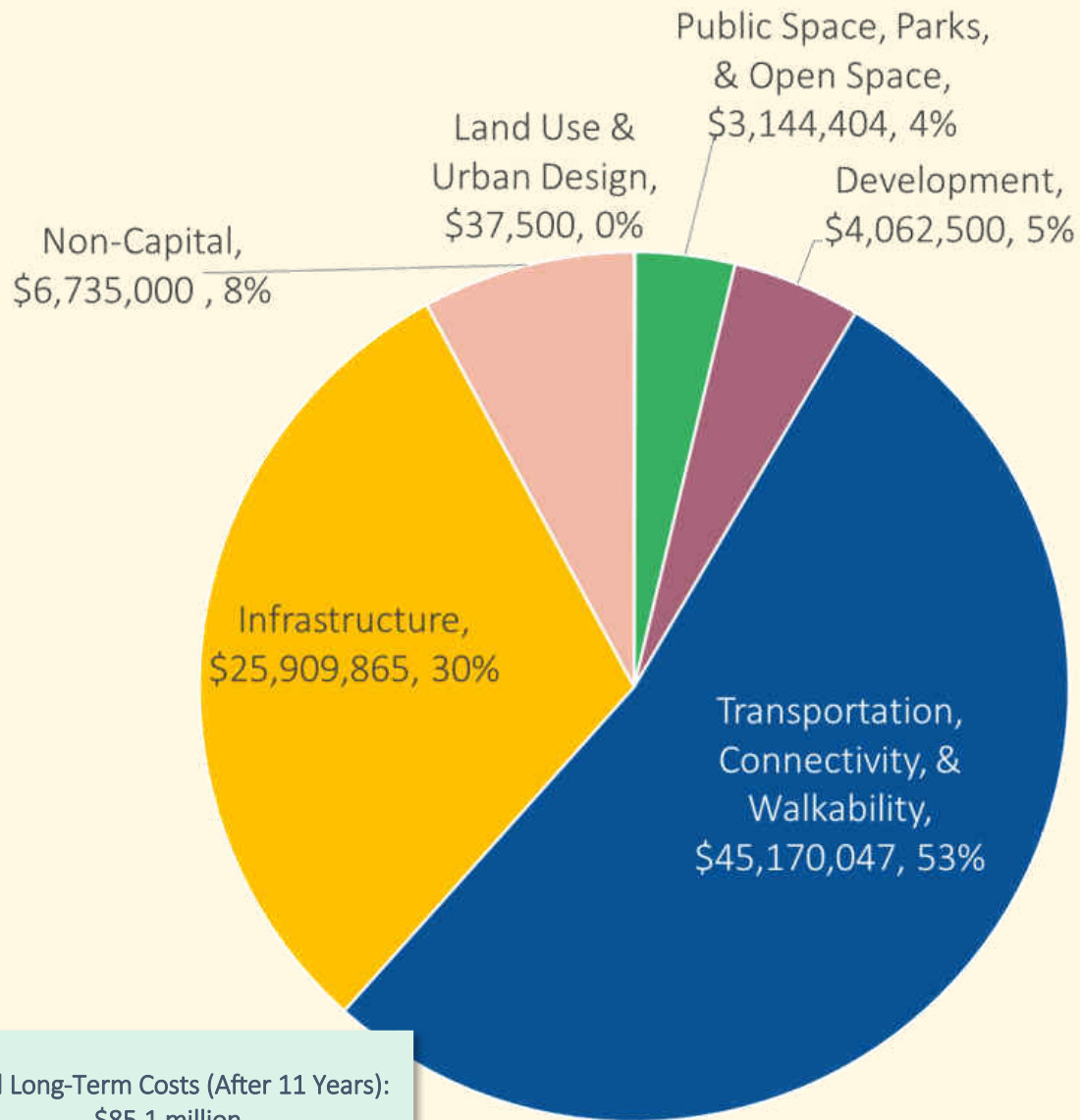
Fund Revenue	Short-Term Total (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
Tax Increment Financing (TIF)	\$33,790,000	\$0
Bayshore Beautification MSTU	\$20,193,000	TBD
Haldeman Creek MSTU	\$1,762,000	TBD

**Note:**

<sup>1</sup>The TIF funding will sunset in 2030, so no TIF revenues are shown after 11 years. The MSTUs do not have a sunset date and will likely continue past 2030. However, for the purposes of this planning effort, no projections have been made for years after 2030.

**Figure 5-ES-2: Short-term costs by project type**



**Figure 5-ES-3: Long-term project costs by type**

**Table 5-ES-2: Summary of CRA Project Costs and Projected TIF Revenues**

TIF Funding Summary	Total Overall	Short-Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
Total Capital Costs - North of US 41 (Triangle)	\$44,945,859	\$4,709,998	\$40,235,861
Total Capital Costs - South of US 41 (Bayshore)	\$45,878,936	\$7,790,481	\$38,088,455
Total Capital Costs	\$90,824,795	\$12,500,480	\$78,324,316
Total Non-Capital Costs	\$28,616,116	\$21,881,116	\$6,735,000
Total TIF Revenue	\$33,790,000	\$33,790,000	\$0
Difference	-\$85,650,911	-\$591,595	-\$85,059,316

**Notes:** revenues rounded to thousands

<sup>1</sup>Overall costs increased by 25% to account for annual increases. The TIF funding will sunset in 2030, so no TIF revenues are shown after 11 years.

**Table 5-ES-3: Summary of MSTU-Eligible Costs and Projected MSTU Revenues**

MSTU Funding Summary	Total Overall	Short-Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
Total Capital Costs - MSTU-Eligible Projects	\$14,261,958	\$4,121,297	\$10,140,660
Total Right-of-Way MSTU Revenue <sup>2</sup>	\$20,193,000	\$20,193,000	TBD
Difference	\$5,931,042	\$16,071,703	-\$10,140,660

**Note:** Projects are considered MSTU-eligible based on those that align with accepted uses of Bayshore Beautification MSTU funds according to Ordinance No. 2013-68; revenues rounded to thousands

<sup>1</sup>Overall costs increased by 25% to account for annual increases

<sup>2</sup>The MSTUs do not have a sunset date and will likely continue past 2030. However, for the purposes of this planning effort, no projections have been made for years after 2030.

## 5.0.7 2000 & 2019 Plan Comparison

Table 5-ES-4 assists in comparing the 2000 Plan to the amended Redevelopment Area Plan, showing a status update for the various areas and initiatives identified for Tax Increment Finance (TIF) funding in the 2000 Plan, as well as how the Redevelopment Area Plan update responds to the identified initiatives. Note that two additional redevelopment sites, Naples Plaza and Naples Steel, were identified for private redevelopment without TIF assistance (now Naples Bay Club/Cottages at Naples Bay Resort and Woodspring Suites, respectively). While the 2000 Plan has a strong orientation around these sites and initiatives, the updated Redevelopment Area Plan is oriented around general themes of: Land Use and Urban Design; Public Space, Parks, & Open Space; Development; Transportation, Connectivity, & Walkability; Infrastructure; and Process. As a result, the amended Redevelopment Plan contains additional considerations that may not stem directly from the 2000 Plan, including but not limited to:

- A focus on the CRA-owned 17-Acre Site west of Sugden Regional Park for catalyst redevelopment
- A focus on arts and culture in the CRA area redevelopment vision
- Connections to nearby parks
- Land use transitions between incompatible uses and densities/intensities
- More comprehensive infrastructure improvements

**Table 5-ES-4: Status of Key Land Use Areas and Initiatives of the 2000 Plan**

2000 Plan Projects	Status	2019 Redevelopment Area Plan Update Response
<b>Catalyst Redevelopment Projects</b>		
Triangle- Hotel/ Restaurant/ Office	Parcel at apex currently vacant; CRA-owned property under contract for sale and received PUD zoning for Mixed-Use project.	Specific planning tasks included for Mini Triangle and larger Triangle area with associated improvements (primarily roadway, infrastructure, and land use transitions) and incentives identified that are generally supported by the Redevelopment Area Plan (see Sections 5.3.2, 5.3.4, 5.3.5, and 5.3.6); general development support is also funded in the non-capital projects (see Section 5.4)
Triangle – Flex Office/ Warehouse	Current mix of commercial and industrial uses.	Specific planning tasks included for Mini Triangle and larger Triangle area with associated improvements (primarily roadway, infrastructure, and land use transitions) and incentives identified that are generally supported by the Redevelopment Area Plan (see Sections 5.3.2, 5.3.4, 5.3.5, and 5.3.6); general development support is also funded in the non-capital projects (see Section 5.4)

**Table 5-ES-4 (continued): Status of Key Land Use Areas and Initiatives of the 2000 Plan**

2000 Plan Projects	Status	2019 Redevelopment Area Plan Update Response
<b>Catalyst Redevelopment Projects (Continued)</b>		
Town Center (Gulfgate Plaza)	Gulfgate Plaza currently has tenants; consideration needs to be given to type of establishments desired for this space. A small business incubator might be a good use for vacant office on second floor.	Identified as an opportunity for new tenancy in second floor space and to incentivize optimal tenant mix and walkable design; Courthouse Shadows is another large commercial space providing a redevelopment opportunity (Section 5.3.4)
Entertainment Center (Haldeman Creek)	Three60 Market has been established west of bridge and south of creek; food truck park recently opened on north side of creek under same ownership as Three60 Market. Need for commercial parking has emerged as an issue in this area.	Recommendations made to evaluate LDC changes to facilitate commercial development such as that in the Bayshore area (Section 5.3.4); commercial parking solutions explored (Section 5.3.5, Section 5.4)
<b>Neighborhood Focus Initiatives</b>		
Shadowlawn	<p><b>The 2000 Plan initiative included the following:</b></p> <ul style="list-style-type: none"> <li>• New general housing and affordable housing</li> <li>• Rehabilitation of affordable housing</li> <li>• Neighborhood gateway features</li> <li>• Traffic calming by closing part of Linwood</li> <li>• Extension of Pelton Ave to Linwood for improved internal circulation</li> </ul> <p><b>Current status:</b> The Shadowlawn improvements delayed due to recession, warranting prioritization of current study and improvement implementation approach for area. However, some stormwater planning and improvements completed for area (see General Infrastructure Improvements section below).</p>	CRA will generally aim to continue these Neighborhood Focus Initiatives. Neighborhood enhancement focused on structural upgrades, limiting uses incompatible with the redevelopment vision, transitions between uses/intensities, infill development on vacant lots, addressing flooding/drainage, and complete streets/transportation improvements that will address streetscape elements such as lighting and traffic calming. These improvements will likely require strategic property acquisition and demolition of structures for redevelopment. Other relevant initiatives include gateway design and coordination with County sheriff, code enforcement, and housing agencies to address quality and supply of housing and streetlighting. See section 5.3 for more information.

Table 5-ES-4: Status of Key Land Use Areas and Initiatives of the 2000 Plan

2000 Plan Projects	Status	2019 Redevelopment Area Plan Update Response
<b>Neighborhood Focus Initiatives (Continued)</b>		
<p>Bayshore</p>	<p><b>The 2000 Plan initiative included the following:</b></p> <ul style="list-style-type: none"> <li>• Landscaping and beautification along Bayshore Drive</li> <li>• New affordable housing</li> <li>• Rehabilitation of market-rate and affordable housing</li> <li>• Botanical Gardens relocation</li> <li>• Design of new neighborhood park and connection to Sugden Park site</li> <li>• Sabal Bay development (pending legal actions)</li> </ul> <p><b>Current related efforts include:</b></p> <ul style="list-style-type: none"> <li>• Beautification and roadway improvements planned for Hamilton Ave and Thomasson Dr, funded by the Bayshore Beautification MSTU.</li> <li>• Additional stormwater planning and improvements completed for area (see General Infrastructure Improvements section below).</li> <li>• Residential units have been built; substandard housing has been demolished.</li> </ul>	<p>CRA will generally aim to continue these Neighborhood Focus Initiatives. Redevelopment focus for this neighborhood split into North and South. <b>North focus:</b> commercial/catalyst site development, parking, arts and culture, transition between residential and commercial, residential infill, comprehensive street improvements that will address elements such as streetlighting and traffic calming, park connections (Sugden Regional Park). <b>South focus:</b> residential upgrades and affordability, residential infill, park access (East Naples Community Park, Bayview Park), wetlands/flooding considerations, roadway standards. These improvements will likely require strategic property acquisition and demolition of structures for redevelopment. Other relevant initiatives include additional street/transportation improvements to address elements such as lighting and traffic calming, as well as coordination with County sheriff, code enforcement, and housing agencies to address quality and supply of housing and streetlighting. See Section 5.3 for more information.</p>

**Table 5-ES-4 (continued): Status of Key Land Use Areas and Initiatives of the 2000 Plan**

2000 Plan Projects	Status	2019 Redevelopment Area Plan Update Response
<b>General Infrastructure Improvements</b>		
Triangle Stormwater Management Plan	<p>Need for stormwater improvements identified for entire CRA area, so planning and improvement efforts have included both Triangle and Bayshore neighborhoods, including the following:</p> <ul style="list-style-type: none"> <li>Stormwater plan created for Gateway Triangle residential area in 2009 and for Bayshore MSTU area in 2011.</li> <li>Karen Dr stormwater improvements completed in 2017.</li> <li>Pineland Ave stormwater improvements completed.</li> </ul>	Recommendation made to update stormwater management plan for the entire CRA area (Section 5.3.6)
Haldeman Creek and Canal System Dredging Plan	<p>Last major dredging project was in 2006. Depth assessment will be conducted for creek, and capital reserves currently being accumulated for future maintenance or dredge efforts. Advisory Board voted to increase millage rate to create dredging plan when major dredge will be needed; the millage increase to 1 mil was approved at the final budget hearing on September 20, 2018.</p>	Recommendation made to coordinate the capital improvements of the MSTUs, including that used to maintain Haldeman Creek, in a Capital Improvements Plan (Section 5.3.7).
<b>Roadway Improvements</b>		
US 41 Zoning Overlay and Landscaping	Resurfacing and certain safety improvements currently programmed in FDOT Transportation Improvement Program.	Recommendation to coordinate on future improvements with FDOT to develop and incorporate a community vision for comprehensive Complete Streets improvements along this corridor (see Section 5.3.5).
Davis Boulevard Streetlighting and Zoning Overlay	Resurfacing project beginning as part of FDOT Transportation Improvement Program projects.	Recommendation to coordinate on future improvements with FDOT to develop and incorporate a community vision for comprehensive Complete Streets improvements along this corridor (see Section 5.3.5).
Bayshore Drive Landscaping	<ul style="list-style-type: none"> <li>Roundabout will be put in at Bayshore and Thomasson as a Bayshore Beautification MSTU project.</li> <li>Bayshore Dr needs to be considered for streetscape and roadway updates via the Bayshore Beautification MSTU.</li> </ul>	Recommendation included to make Complete Streets comprehensive roadway improvements along Bayshore Drive and evaluate opportunity to underground overhead utilities (see Section 5.3.5, Section 5.3.6, and capital funding in Section 5.4).
<b>Other TIF-Funded Projects</b>		
Botanical Gardens Support	<p>Botanical Gardens is now located southwest of the Bayshore Drive/Thomasson Drive intersection. The CRA currently owns the 17.89-acre site ("17-Acre Site") west of Sugden Regional Park; the site is targeted for catalyst development.</p>	Specific planning tasks included for the 17-Acre Site that highlight in particular connections to Sugden Regional Park and a performance space (see Section 5.3.4 and capital and non-capital improvements in Section 5.4).

# INTRODUCTION



5.1



## 5.1.1 Vision

The 2019 Redevelopment Area Plan provides an updated vision and approach for the redevelopment of the Bayshore Gateway Triangle CRA area in Collier County (see Map 5-1-1). The Plan brings together information gathered from technical analysis, fieldwork observation, and public and agency outreach (documented in further detail in a separate Assessment Memo). From these efforts and the resulting themes identified, an overarching vision emerged for the future of the CRA area:

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

This vision provides the guidance for the overall framework and projects laid out in this Redevelopment Area Plan for furthering the revitalization of the CRA area. This Plan is meant to provide a palette of options, generated by the technical analysis, fieldwork observations, and public and agency outreach, that the CRA can further explore. Consequently, not all of these suggestions will necessarily be carried through to full implementation. Full implementation of framework strategies and projects will be based on further study of capacity, technical feasibility, and public priorities.

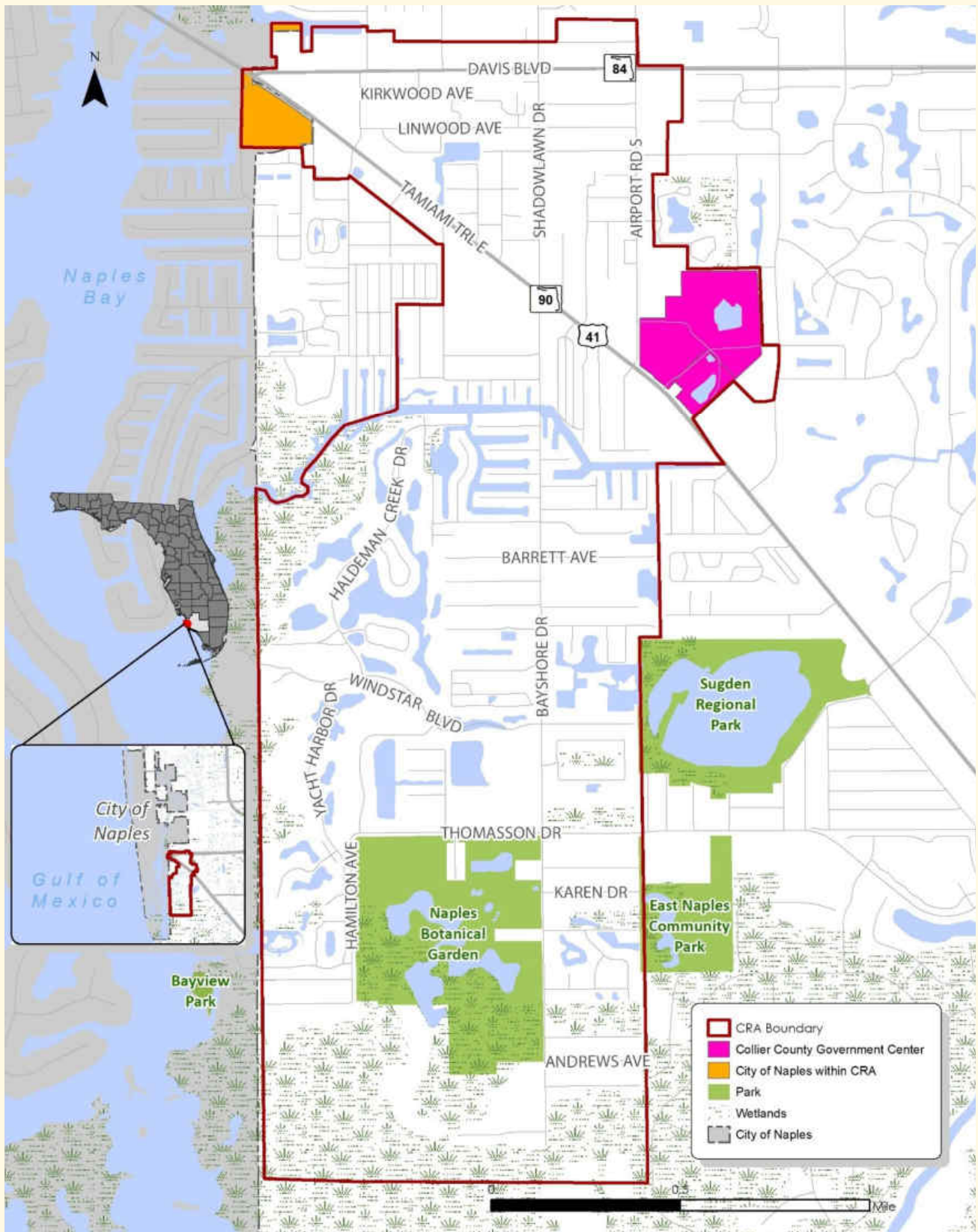
## 5.1.2 Process

The technical analysis involved in the Redevelopment Area Plan process included a review of the existing plans related to the CRA area, as well as spatial and quantitative analysis of data related to the CRA area. The study team also conducted fieldwork to collect additional information and “ground-truth” findings in the data. The public and agency outreach consisted of stakeholder and agency meetings and calls, two public workshops, and a boat tour of Haldeman Creek and adjacent canal areas. Figure 5-1-1 illustrates the complete planning process.

## 5.1.3 Plan Organization

The remaining sections of this Plan cover the following topics:

- **Section 5.2:** Background – historical overview of the CRA area, including the original 2000 CRA Plan and status update
- **Section 5.3:** Plan Framework & Elements – framework of goals, objectives, and strategies related to redevelopment in the CRA area, with supporting information on existing conditions, opportunities, and approaches for carrying out strategies
- **Section 5.4:** Prioritization Plan – information on revenues; capital project funding and phasing; and planning, administrative, and regulatory initiatives
- **Section 5.5:** General Requirements – information on additional regulatory requirements for the CRA Plan and conclusion
- **Section 5.6:** Tax Increment & MSTU Estimates – provides methodology and underlying assumptions for tax increment and Municipal Service Taxing Unit (MSTU) revenues.



Map 5-1-1: Bayshore Gateway Triangle CRA Study Area



*Figure 5-1-1: Planning Process*

# BACKGROUND



5.2

## 5.2.1 Creation of the CRA Area

The Bayshore Gateway Triangle CRA area is located primarily in unincorporated Collier County to the southeast of the city of Naples (a small portion of the area is in the city of Naples; see Map 5-1-1). It is near the popular destinations of Downtown Naples and coastal beaches and is bisected by US 41, a major regional thoroughfare. This corridor defines two major sub-areas within the larger CRA boundary—the Gateway Triangle community north of US 41 and the Bayshore community south of US 41 (see Map 5-1-1 for CRA area and Resolution 2000-82, Exhibit A at end of this document for a legal description of the CRA boundary).

The CRA was created in 2000 under the jurisdiction of Collier County to facilitate the physical and economic revitalization and enhancement of the community. Its creation was based on documenting conditions of blight in a Finding of Necessity study, as required by Florida Statute 163.340. Table 5-2-1 provides an overview of the findings.

## 5.2.2 2000 Plan Goals and Projects

The 2000 Plan laid out visual concept goals and corresponding redevelopment projects to improve conditions in the CRA area. The projects were planned out in phases over a 20-year time span. Map 5-2-1 shows the overall Land Use Plan illustrating general land uses and significant activity centers. The Land Use Plan suggested a basic regulatory framework that would guide Future Land Use Map and zoning amendments to support the redevelopment of the

CRA area.

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

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

The primary areas anticipated to undergo significant change included:

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

Main Issue	Sub-Issue	Specific Locations Mentioned
Predominance of defective or inadequate street layout	Inadequate street layout and design (including sub-standard street widths)	<ul style="list-style-type: none"> <li>Shadowlawn Dr</li> <li>Thomasson Dr</li> <li>Most local streets</li> </ul>
	Commercial parking problems	<ul style="list-style-type: none"> <li>Davis Blvd</li> <li>Airport Rd</li> <li>Bayshore Rd</li> <li>US 41</li> </ul>
	Lack of streetlights along major arterial and most local streets	<ul style="list-style-type: none"> <li>Major arterials</li> <li>Most local streets</li> <li>Davis Blvd</li> </ul>
	Lack of sidewalks	<ul style="list-style-type: none"> <li>Shadowlawn Dr</li> <li>Bayshore Rd south of Thomasson Rd</li> <li>Most local streets</li> </ul>
	Lack of neighborhood connections	<ul style="list-style-type: none"> <li>Residential neighborhoods</li> </ul>
Faulty lot layout in relation to size, adequacy, accessibility, or usefulness	Commercial lots	<ul style="list-style-type: none"> <li>US 41</li> <li>Davis Blvd</li> <li>Between Pine St and US 41</li> </ul>
	Built density far below approved density	<ul style="list-style-type: none"> <li>RMF-6 residences in Gateway Triangle area</li> </ul>
	Not meeting lot standards in at least one respect	<ul style="list-style-type: none"> <li>RMF-6 residential properties</li> <li>Bayshore area residences</li> </ul>
Unsanitary or unsafe conditions	Disproportionate lack of plumbing	
	Disproportionate overcrowding	
	2 unsafe structures	
	Lack of sidewalks and streetlights	
Deterioration of site or other improvements	Poor drainage of local roads, surface water management problems	
Other problems	Lack of right-of-way for improvements along Shadowlawn Dr	
	No public transportation provided in CRA area	
	Housing affordability noted as an issue in the county and as an issue that could get worse in the CRA area	

**Table 5-2-1: Findings of Blighted Conditions in CRA Area**

area (Bayshore and Thomasson)

- Other opportunities in the Medium Intensity residential area of Land Use Plan

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

- Bayshore
- Shadowlawn

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

- Windstar
- Sabal Bay (Hamilton Bay) development

Site design standards included:

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

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

- Buildings – representing an “Old Florida” or “Cracker” style with covered porches, metal roof, and dormers
- Signage – representing low, monument-style sign

with business logogram (representative sign or character) suppressed to design of sign’s background and surrounding landscape planting

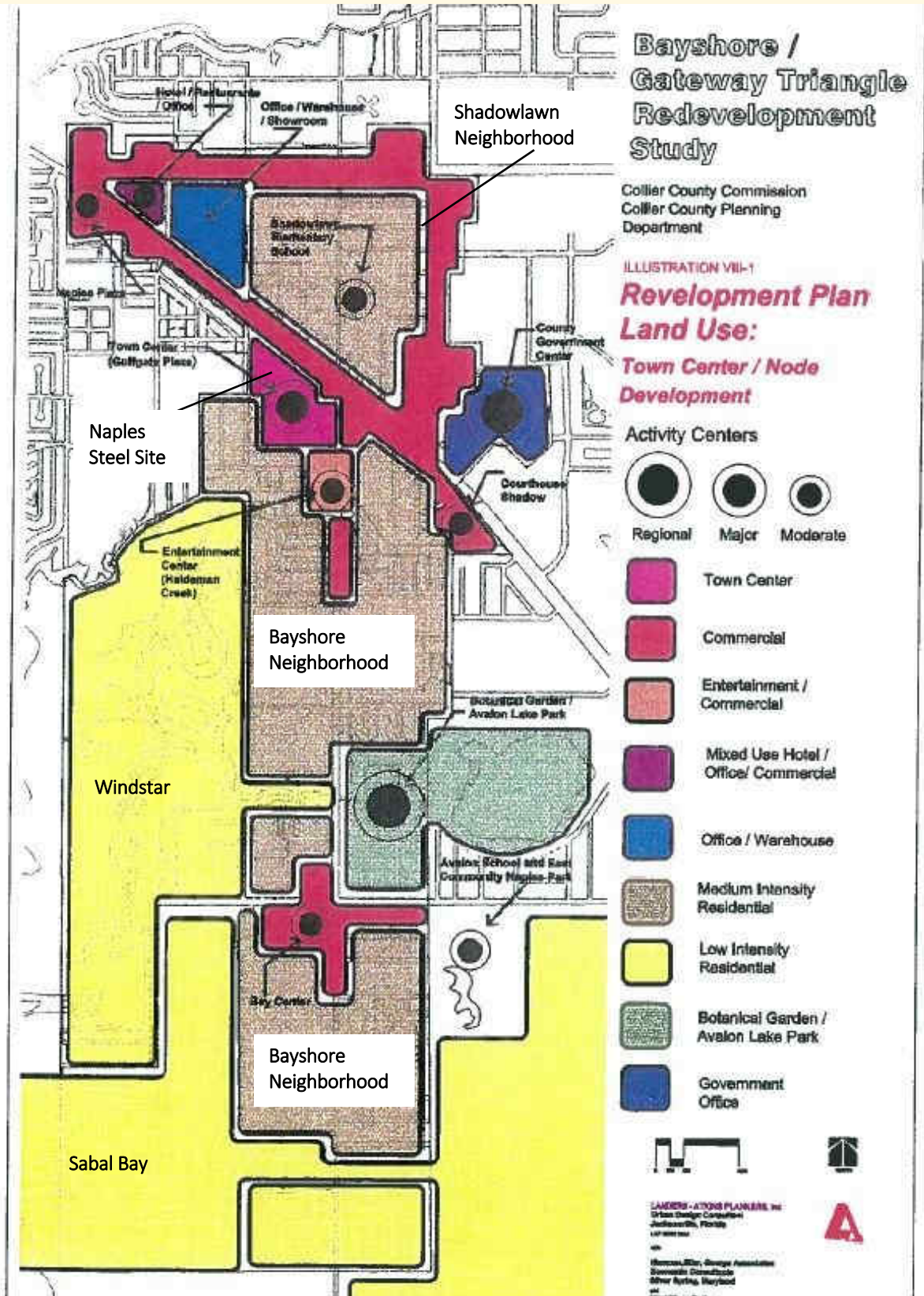
- Pathways – representing sidewalk set back from curb by distance greater than width of walk and with planting materials and low pedestrian lighting provided between walk and curb
- On-Street Parking – representing street with narrow planted median and use of angle parking interspersed with planting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

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

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

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

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



Map 5-2-1: Land Use Plan from 2000 CRA Plan  
 Note: Additional labels have been added to clarify location of certain sites and neighborhoods.



Table 5-2-2 provides a status update for the various areas and initiatives identified for Tax Increment Finance (TIF) funding in the 2000 Plan, as well as how the Redevelopment Area Plan update responds to the identified initiatives. Note that two additional redevelopment sites, Naples Plaza and Naples Steel, were identified for private redevelopment without TIF assistance (now Naples Bay Club/Cottages at Naples Bay Resort and Woodspring Suites, respectively). While the 2000 Plan has a strong orientation around these sites and initiatives, the updated Redevelopment Area Plan is oriented around general themes of: Land Use and Urban Design; Public Space, Parks, & Open Space; Development; Transportation, Connectivity, & Walkability; Infrastructure; and Process. As a result, the updated Redevelopment Plan contains additional considerations that may not stem directly from the 2000 Plan, including but not limited to:

- A focus on the CRA-owned 17-Acre Site west of Sugden Regional Park for catalyst redevelopment
- A focus on arts and culture in the CRA redevelopment vision
- Connections to nearby parks
- Land use transitions between incompatible uses and densities/intensities
- More comprehensive infrastructure improvements

2000 Plan Projects	Status	2019 Redevelopment Area Plan Update Response
<b>Catalyst Redevelopment Projects</b>		
Triangle- Hotel/ Restaurant/ Office	Parcel at apex currently vacant; CRA-owned property under contract for sale and received PUD zoning for Mixed-Use project.	Specific planning tasks included for Mini Triangle and larger Triangle area with associated improvements (primarily roadway, infrastructure, and land use transitions) and incentives identified that are generally supported by the Redevelopment Area Plan (see Sections 5.3.2, 5.3.4, 5.3.5, and 5.3.6); general development support is also funded in the non-capital projects (see Section 5.4)
Triangle – Flex Office/ Warehouse	Current mix of commercial and industrial uses.	Specific planning tasks included for Mini Triangle and larger Triangle area with associated improvements (primarily roadway, infrastructure, and land use transitions) and incentives identified that are generally supported by the Redevelopment Area Plan (see Sections 5.3.2, 5.3.4, 5.3.5, and 5.3.6); general development support is also funded in the non-capital projects (see Section 5.4)
Town Center (Gulfgate Plaza)	Gulfgate Plaza currently has tenants; consideration needs to be given to type of establishments desired for this space. A small business incubator might be a good use for vacant office on second floor.	Identified as an opportunity for new tenancy in second floor space and to incentivize optimal tenant mix and walkable design; Courthouse Shadows is another large commercial space providing a redevelopment opportunity (Section 5.3.4)

**Table 5-2-2: Status of Key Land Use Areas and Initiatives of the 2000 Plan**

2000 Plan Projects	Status	2019 Redevelopment Area Plan Update Response
<b>Catalyst Redevelopment Projects (Continued)</b>		
Entertainment Center (Haldeman Creek)	Three60 Market has been established west of bridge and south of creek; food truck park recently opened on north side of creek under same ownership as Three60 Market. Need for commercial parking has emerged as an issue in this area.	Recommendations made to evaluate LDC changes to facilitate commercial development such as that in the Bayshore area (Section 5.3.4); commercial parking solutions explored (Section 5.3.5, Section 5.4)
<b>Neighborhood Focus Initiative</b>		
Shadowlawn	<p><b>The 2000 Plan initiative included the following:</b></p> <ul style="list-style-type: none"> <li>• New general housing and affordable housing</li> <li>• Rehabilitation of affordable housing</li> <li>• Neighborhood gateway features</li> <li>• Traffic calming by closing part of Linwood</li> <li>• Extension of Pelton Ave to Linwood for improved internal circulation</li> </ul> <p><b>Current status:</b>                      The Shadowlawn improvements delayed due to recession, warranting prioritization of current study and improvement implementation approach for area. However, some stormwater planning and improvements completed for area (see General Infrastructure Improvements section below).</p>	CRA will generally aim to continue these Neighborhood Focus Initiatives. Neighborhood enhancement focused on structural upgrades, limiting uses incompatible with the redevelopment vision, transitions between uses/intensities, infill development on vacant lots, addressing flooding/drainage, and complete streets/transportation improvements that will address streetscape elements such as lighting and traffic calming. These improvements will likely require strategic property acquisition and demolition of structures for redevelopment. Other relevant initiatives include gateway design and coordination with County sheriff, code enforcement, and housing agencies to address quality and supply of housing and streetlighting. See section 5.3 for more information.

**Table 5-2-2 (continued): Status of Key Land Use Areas and Initiatives of the 2000 Plan**

2000 Plan Projects	Status	2019 Redevelopment Area Plan Update Response
<b>Neighborhood Focus Initiatives (Continued)</b>		
<p>Bayshore</p>	<p><b>The 2000 Plan initiative included the following:</b></p> <ul style="list-style-type: none"> <li>• Landscaping and beautification along Bayshore Drive</li> <li>• New affordable housing</li> <li>• Rehabilitation of market-rate and affordable housing</li> <li>• Botanical Gardens relocation</li> <li>• Design of new neighborhood park and connection to Sugden Park site</li> <li>• Sabal Bay development (pending legal actions)</li> </ul> <p><b>Current related efforts include:</b></p> <ul style="list-style-type: none"> <li>• Beautification and roadway improvements planned for Hamilton Ave and Thomasson Dr, funded by the Bayshore Beautification MSTU.</li> <li>• Additional stormwater planning and improvements completed for area (see General Infrastructure Improvements section below).</li> <li>• Residential units have been built; substandard housing has been demolished.</li> </ul>	<p>CRA will generally aim to continue these Neighborhood Focus Initiatives. Redevelopment focus for this neighborhood split into North and South. <b>North focus:</b> commercial/catalyst site development, parking, arts and culture, transition between residential and commercial, residential infill, comprehensive street improvements that will address elements such as streetlighting and traffic calming, park connections (Sugden Regional Park). <b>South focus:</b> residential upgrades and affordability, residential infill, park access (East Naples Community Park, Bayview Park), wetlands/flooding considerations, roadway standards. These improvements will likely require strategic property acquisition and demolition of structures for redevelopment. Other relevant initiatives include additional street/transportation improvements to address elements such as lighting and traffic calming, as well as coordination with County sheriff, code enforcement, and housing agencies to address quality and supply of housing and streetlighting. See Section 5.3 for more information.</p>

**Table 5-2-2 (continued): Status of Key Land Use Areas and Initiatives of the 2000 Plan**

2000 Plan Projects	Status	2019 Redevelopment Area Plan Update Response
<b>General Infrastructure Improvements</b>		
Triangle Stormwater Management Plan	<p>Need for stormwater improvements identified for entire CRA area, so planning and improvement efforts have included both Triangle and Bayshore neighborhoods, including the following:</p> <ul style="list-style-type: none"> <li>Stormwater plan created for Gateway Triangle residential area in 2009 and for Bayshore MSTU area in 2011.</li> <li>Karen Dr stormwater improvements completed in 2017.</li> <li>Pineland Ave stormwater improvements completed.</li> </ul>	Recommendation made to update stormwater management plan for the entire CRA area (Section 5.3.6)
Haldeman Creek and Canal System Dredging Plan	<p>Last major dredging project was in 2006. Depth assessment will be conducted for creek, and capital reserves currently being accumulated for future maintenance or dredge efforts. Advisory Board voted to increase millage rate to create dredging plan when major dredge will be needed; the millage increase to 1 mil was approved at the final budget hearing on September 20, 2018.</p>	Recommendation made to coordinate the capital improvements of the MSTUs, including that used to maintain Haldeman Creek, in a Capital Improvements Plan (Section 5.3.7).
<b>Roadway Improvements</b>		
US 41 Zoning Overlay and Landscaping	Resurfacing and certain safety improvements currently programmed in FDOT Transportation Improvement Program.	Recommendation to coordinate on future improvements with FDOT to develop and incorporate a community vision for comprehensive Complete Streets improvements along this corridor (see Section 5.3.5).
Davis Boulevard Streetlighting and Zoning Overlay	Resurfacing project beginning as part of FDOT Transportation Improvement Program projects.	Recommendation to coordinate on future improvements with FDOT to develop and incorporate a community vision for comprehensive Complete Streets improvements along this corridor (see Section 5.3.5).
Bayshore Drive Landscaping	<ul style="list-style-type: none"> <li>Roundabout will be put in at Bayshore and Thomasson as a Bayshore Beautification MSTU project.</li> <li>Bayshore Dr needs to be considered for streetscape and roadway updates via the Bayshore Beautification MSTU.</li> </ul>	Recommendation included to make Complete Streets comprehensive roadway improvements along Bayshore Drive and evaluate opportunity to underground overhead utilities (see Section 5.3.5, Section 5.3.6, and capital funding in Section 5.4).
<b>Other TIF-Funded Projects</b>		
Botanical Gardens Support	Botanical Gardens is now located southwest of the Bayshore Drive/Thomasson Drive intersection. The CRA currently owns the 17.89-acre site (“17-Acre Site”) west of Sugden Regional Park; the site is targeted for catalyst development.	Specific planning tasks included for the 17-Acre Site that highlight in particular connections to Sugden Regional Park and a performance space (see Section 5.3.4 and capital and non-capital improvements in Section 5.4).

**Table 5-2-2 (continued):** Status of Key Land Use Areas and Initiatives of the 2000 Plan

Section 5.2.3 and Sections 5.3 and 5.4 provide more information on these additional considerations and their basis.

## 5.2.3 Bayshore Gateway

### Triangle CRA 2019

#### Perspective

Many of the challenges and efforts identified in the 2000 Plan are still relevant today. The following are some of the major ideas emerging from the Redevelopment Area Plan update process, which provided the basis for the goals, objectives, and strategies underlying the framework (see Section 5.3) for this Redevelopment Area Plan:

- Improving the compatibility of uses and appearance of the public realm
- Transitioning between suburban and urban development style
- Balancing regional vs. local transportation needs and related transportation safety concerns along major roadways; incorporating a focus on multi-modal transportation
- Developing in the context of natural conditions and hazards (wetlands, Coastal High Hazard Area, flooding), including how to address increased density/intensity
- Capitalizing on the valuable assets of the area or nearby, including parks, natural areas such as the canal system and Naples beaches, proximity to Downtown Naples, and tourism while also creating public spaces that can be claimed by the community

- Stimulating investment and capitalizing on development opportunities while also providing support and protections for existing residents
- Navigating various perceptions of and visions for the area and incorporating arts and culture into the vision; marketing this vision



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



*Artistic and cultural elements of the CRA area include murals*

# PLANNING FRAMEWORK & ELEMENTS



5.3

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### 5.3.1 Conceptual Plan Diagram

The planning framework and elements cover a broad range of themes that make up the overall redevelopment approach. Figure 5-3-1 provides a Concept Plan illustrating aspects of the framework through future land use and capital improvements with associated goals that are more capital intensive, including Land Use & Design; Public Space Parks, & Open Space; Development; Transportation, Connectivity, & Walkability; and Infrastructure. See the map legend on the following page for project descriptions, additional capital improvements without specified locations at this time, and future land use details. The remainder of this chapter provides lays out the framework in more detail by goal. Note that “Major Corridors” are based on highways, minor arterials, and major arterials in the CRA area.

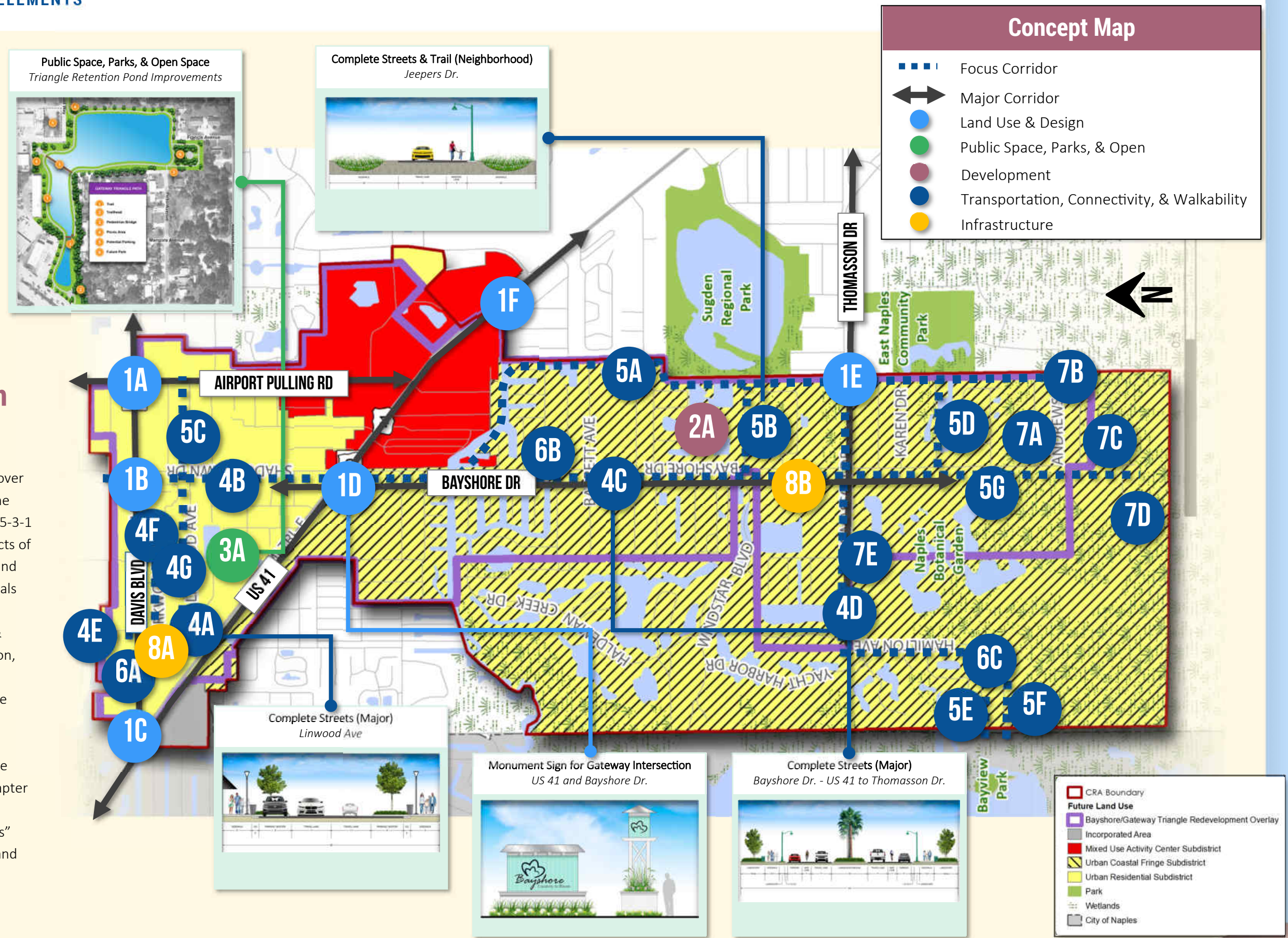


Figure 5-3-1: Redevelopment Concept



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## Location-Specific Capital Projects

Land Use & Urban Design Projects	
1 Gateway Intersection Design Improvements	<ul style="list-style-type: none"> <li>A. Davis Blvd/Airport Pulling Rd</li> <li>B. Davis Blvd/Shadowlawn Dr</li> <li>C. Davis Blvd/US 41</li> <li>D. US 41/Bayshore Dr</li> <li>E. Thomasson Dr/Dominion Dr</li> <li>F. Us 41/Osceola Ave</li> </ul>
Development	
2 Development Projects	A. Development of Multi-Purpose Facility/Structure
Public Space, Parks, & Open Space Projects	
3 Parks improvements	A. Triangle Retention Pond Improvements
Transportation, Connectivity, & Walkability Projects	
4 Complete Streets (Major)	<ul style="list-style-type: none"> <li>A. Linwood Ave—Phase I</li> <li>B. Shadowlawn Ave</li> <li>C. Bayshore Dr—Us 41/Thomasson Dr</li> <li>D. Thomasson Dr/Hamilton Ave</li> <li>E. Commercial Dr</li> <li>F. Kirkwood Ave/Kirkwood Ave Connection</li> <li>G. Pine St Connection</li> </ul>
5 Complete Streets & Trails (Neighborhood)	<ul style="list-style-type: none"> <li>A. Bicycle/Pedestrian Trail</li> <li>B. Jeepers Dr</li> <li>C. Linwood Ave—Phase II</li> <li>D. Republic Dr</li> <li>E. Danford St</li> <li>F. Bay St</li> <li>G. Bayshore Dr—Thomasson Dr/Holly Ave</li> </ul>
6 Parking	<ul style="list-style-type: none"> <li>A. Surface/garage parking—Mini Triangle area</li> <li>B. Surface/garage parking—Bayshore area</li> <li>C. Car/boat parking—Bayview Park area</li> </ul>
7 General Road Engineering Standard Improvements	<ul style="list-style-type: none"> <li>A. Pine Tree Dr</li> <li>B. Andrews Ave</li> <li>C. Woodside Ave</li> <li>D. Holly Ave</li> <li>E. Palmetto Ct</li> </ul>
Infrastructure Projects	
8 Infrastructure	<ul style="list-style-type: none"> <li>A. Underground/Relocate Overhead Utility Lines—Linwood Ave and Commercial Dr</li> <li>B. Underground/Relocate Overhead Utility Lines—Bayshore Dr</li> </ul>

## Non-Location Specific Capital Projects

Project Type	Project Name
Public Space, Parks, & Open Space	<ul style="list-style-type: none"> <li>A. Pocket Park Land Acquisition &amp; Development</li> <li>B. General Parks Improvements</li> <li>C. Community Safety/Clean-Up and Neighborhood Initiatives General Improvements</li> </ul>
Development	<ul style="list-style-type: none"> <li>A. Land Acquisition for Community Land Trust</li> </ul>
Transportation, Connectivity, & Walkability	<ul style="list-style-type: none"> <li>A. Sidewalk Gap Improvements</li> <li>B. Bicycle Infrastructure</li> <li>C. Street Sign/Wayfinding Improvements</li> <li>D. General Multi-Modal Improvements</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>A. Water Main and Fire Suppression Upgrades</li> <li>B. Stormwater Improvements</li> <li>C. Upgrade Sanitary Sewer Lines</li> </ul>

## Non-Capital Projects

Projects and initiatives that are not capital investments include a variety of plans, studies, and grant programs in support of redevelopment or capital project planning throughout the CRA area. These non-capital projects and initiatives include:

CRA operating expenditures and administrative updates

Land Development Code updates

Development support for catalyst development sites

Master planning for:

- Stormwater improvements
- Arts– and culture-oriented development and redevelopment efforts
- Implementation of Complete Streets projects
- Community safety and clean-up
- Branding
- Marketing and communications
- Water and fire infrastructure improvements

Feasibility studies, including:

- General market study/economic profile
- Bayshore Drive Complete Street technical feasibility
- Bayshore Drive Complete Streets pilot project
- Triangle retention pond improvements
- Micro-enterprise and arts incubator

Grants and funding programs, including:

- Residential improvements grants/loans
- Commercial façade improvements
- Wall and fence funding for areas with incompatible uses
- Public art funding
- Economic development incentives
- Mobile home replacements
- Community Land Trust housing construction
- Other affordable/workforce housing investments

Other non-capital expenditures that may arise in the future and are not yet identified

## Future Land Use Densities

The following table shows Future Land Use densities corresponding to designations on the Concept Map (Figure 5-3-1). Note that certain projects in the Redevelopment Overlay are eligible for additional units from a pool of 388; these units are referred to as “density pool units” below. Also note that the entire CRA area lies in the Coastal High Hazard Area, which deducts one unit per gross acre (UPGA) from the eligible base density of four units per acre (UPA) and does not permit rezones for mobile home development.

Future Land Use	Densities
Mixed Use Activity Center	<p>A. Mixed Use—Bayshore/Gateway Triangle Overlay</p> <p>B. Residential—Bayshore/Gateway Triangle Overlay; 16 UPGA for area outside of overlay</p>
Redevelopment Overlay— Properties with access to US 41 East/Bayshore Dr/Davis Blvd (84)/west side of Airport-Pulling Rd <sup>1</sup>	<p>12 UPA via density pool units (with cap of 97 density pool units per project); limits apply for projects that do not comply with the requirements for this density increase. The Mini Triangle Catalyst Site is an exception with a maximum of 12 UPA and is not subject to the density pool unit requirements. Within this site, there is a Mini-Triangle Subdistrict that was approved through Ordinance No. 2018-23 which amended the Growth Management Plan and Ordinance No. 2018-25 which amended the Land Development Code creating the Mini-Triangle MPUD to allow for construction of up to, with a mix to be determined by maximum allowable traffic generation, the following development plan:</p> <ul style="list-style-type: none"> <li>• 377 multi-family dwelling units</li> <li>• 228 hotel suites</li> <li>• 150 assisted living units</li> <li>• 200,000 square feet of commercial uses inclusive of 60,000 square feet of self-storage and 30,000 square feet of car dealership</li> </ul>
Redevelopment Overlay— Properties having frontage on one or more of Bayshore Drive, Davis Boulevard, Airport- Pulling Road (west side only) or US 41 East <sup>2</sup>	<p>Residential only: 8 UPA via use of density bonus pool (with cap of 97 density pool units per project). Eligibility requires that the project:</p> <ol style="list-style-type: none"> <li>1. shall be a Planned Unit Development (PUD)</li> <li>2. shall be a minimum of 3 acres</li> <li>3. shall be redevelopment of a site</li> <li>4. consist of all market-rate units</li> </ol> <p>Limits apply for projects that do not comply with the requirements for this density increase.</p>
Urban Residential Subdistrict (outside Redevelopment Overlay)	<p>Maximum residential density determined through Collier County’s Density Rating System, but shall not exceed 16 UPA except in accordance with Transfers of Development Rights in the Land Development Code.</p>
Urban Coastal Fringe Subdistrict (outside of Redevelopment Overlay)	<p>To facilitate hurricane evacuation and protect the adjacent environmentally sensitive Conservation designated area, residential densities within the Subdistrict shall not exceed a maximum of 4 UPA, except as allowed in the Density Rating System to exceed 4 UPA through provision of Affordable Housing and Transfers of Development Rights, and except as allowed by certain Future Land Use Element Policies under Objective 5 in the Growth Management Plan. New rezones to permit mobile home development within this Subdistrict are prohibited. Rezones are recommended to be in the form of a PUD.</p>

<sup>1</sup>This definition is interpreted broadly to mean properties that can gain access to the road(s), whether directly (access point on the road) or via one or more other roads; it is not viewed narrowly to mean have an access point onto the road(s). As a result, this definition encompasses all properties in the Bayshore Gateway Triangle Redevelopment Overlay except those on east side of Airport Road.

<sup>2</sup>According to Collier County Growth Management staff, such properties must literally have frontage on (abut) one or more of the specified roads.

## 5.3.2 Land Use & Urban Design

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



### GOAL

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





EXISTING CONDITIONS

Existing Residential Land Use Characteristics

The CRA area has 3,814, dwelling units according to Florida Department of Revenue 2017 data. These units include a range of housing types from mobile to larger single-family to multi-family homes (see Map 5-3-2 and corresponding images). This diversity of types, when coupled with a range of price points, can accommodate a diversity of residents living in the community. Currently, streets such as Jeepers Drive (picture 3 below) show areas of transition between larger residential and smaller residential, as well as between smaller single-family residential and multi-family on nearby streets. The vision set forth in the Redevelopment Area Plan aims to guide these transitions towards the desired built environment character laid out for different sub-areas (see Section 5.3.8).

1



Mobile home

2



Single-family housing

3



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

4



Gated community housing

5

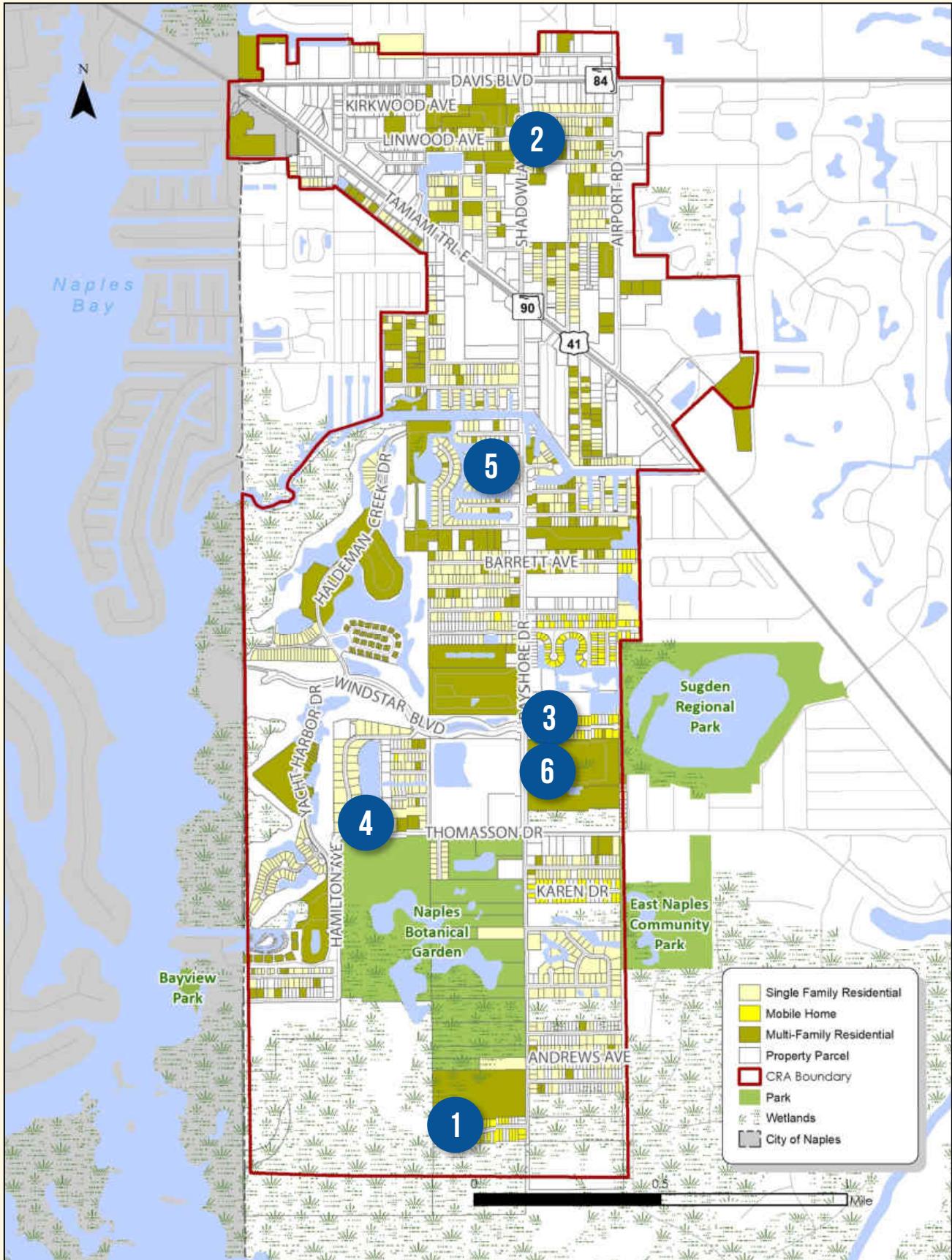


Small multi-family housing

6



Multi-family housing



Map 5-3-2: Existing Residential Land Use Characteristics; Data source: 2017 Florida Department of Revenue



EXISTING CONDITIONS

Existing Commercial & Industrial Land Use Characteristics

As with housing types, there are a range of commercial types in the CRA area (see Map 5-3-3 and corresponding images). Many commercial sites include on-site, street-facing surface parking. The area contains two major mall-style commercial spaces, Gulfgate Plaza and Courthouse Shadows. Uses range from restaurants and retail stores to heavier uses such as auto services. Industrial uses are also present in the Triangle area and northwest of Sugden Park.

1



New neighborhood commercial on Bayshore Drive— Three60 Market

2



Mall commercial—Gulfgate Plaza

3



Mall commercial—Courthouse Shadows

4



Linwood Avenue commercial

5



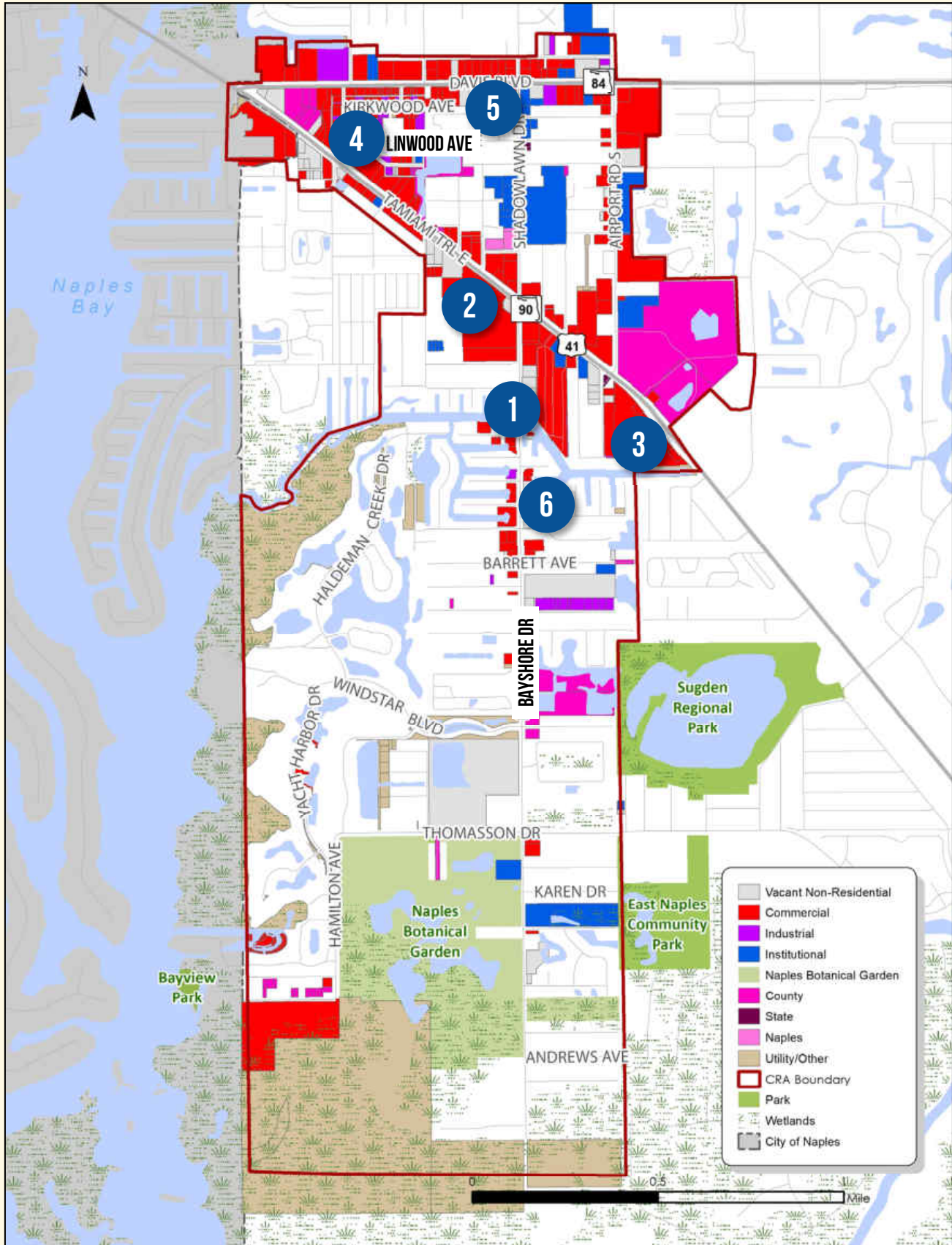
Multi-story strip commercial

6



Vertical mixed-use





Map 5-3-3: Commercial & Industrial Land Use Characteristics with Non-Residential Existing Land Use; Data source: 2017 Florida Department of Revenue

 EXISTING CONDITIONS

**Existing Community-Oriented Uses**

Community-oriented uses support community-building and provide services via government, faith-based, non-profit, and other entities. The Redevelopment Area Plan aims to preserve and enhance these uses. Government establishments in the area include the Bayshore Gateway Triangle CRA Area office, a Naples Fire Rescue station, and the County Center (see Map 5-3-4 and corresponding images). Schools in and near the area include Avalon Elementary, Shadowlawn Elementary, and The Garden School of Naples (a Montessori school). There are also various arts-oriented spaces, places of worship, and non-profit service providers. Evaluating locations for a library or other public meeting space can also facilitate the addition of community services and spaces.



1

*Bayshore Gateway Triangle CRA Area Office*



2

*Avalon Elementary School*



3

*Opera Naples*



4

*East Naples Baptist Church*



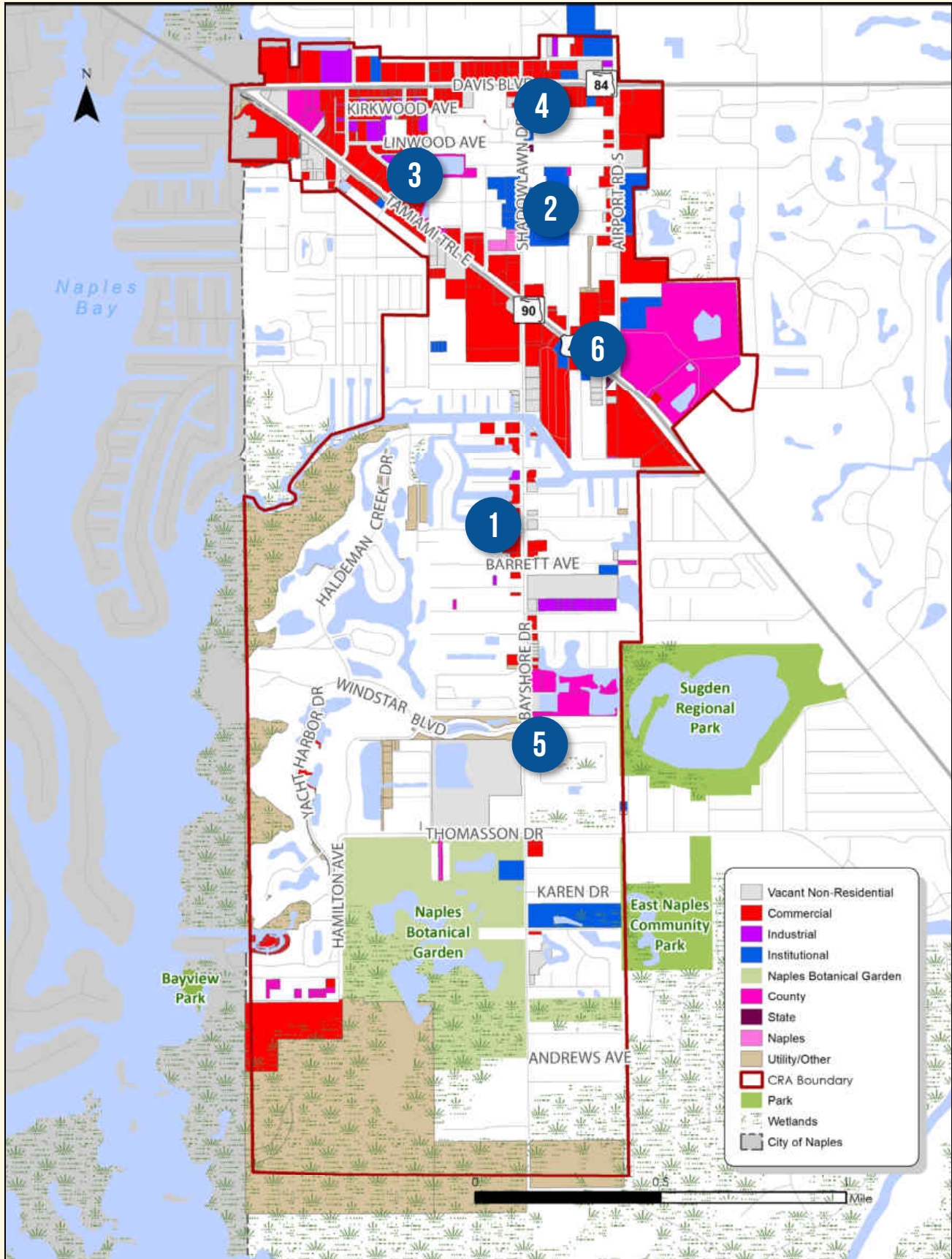
5

*Greater Naples Fire Rescue—Station #22*



6

*Catholic Charities*



Map 5-3-4: Community Oriented Land Use Characteristics with Non-Residential Existing Land Use; Data source: 2017 Florida Department of Revenue

### **Objective 1: Promote urban-style development.**

- **Strategy 1:** Coordinate with Collier County Growth Management and Zoning Divisions to pilot innovative land use and zoning approaches to promote more urban-style development in the LDC. These approaches might include:
  - Increasing mixed use designations
  - Focus increased densities/intensities along improved roadways (with consideration of Coastal High Hazard Area restrictions)
  - Roadway design standards to support multi-modal transportation (see Section 5.3.5)
  - Reduced building setbacks
  - Zoning for live/work spaces
  - Zoning and incentives for accessory dwelling units
  - Flexible parking regulations
- **Strategy 2:** In awarding density pool units, establish eligibility requirements and/or performance metrics that promote these urban approaches.

 **ADDITIONAL INFORMATION**

**Character Images**



*Local Mix Use*



*Local multi-family housing styles*



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

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

- **Strategy 1:** Use sub-area (“Character Area”) characteristics (see Section 5.3.8) to guide land use vision in the CRA area.
- **Strategy 2:** Amend the LDC to limit heavy commercial and manufacturing/warehouse/storage uses throughout the CRA area; evaluate incentives to encourage transitions away from heavy commercial and manufacturing/warehouse/storage uses.
- **Strategy 3:** Identify elements in the LDC to create clear transitional areas and land use buffers between uses that are incompatible (see Figure 5-3-2); coordinate buffers with related improvements, such as landscaping improvements via the Bayshore Beautification MSTU.
- **Strategy 4:** Provide funding through CRA-funded grant programs for transitional structures (e.g., walls and fences) between incompatible uses. Provide guidance in the program guidelines to coordinate with related elements, such as design standards and Bayshore Beautification MSTU improvements.
- **Strategy 5:** Provide clear guidance in the LDC for new and emerging uses to ensure consistency with the respective Character Areas.

**i** ADDITIONAL INFORMATION

**Land Use Transition Types**

There are four main types of land use strategies to transition between differing land use types (Figure 5-3-2). Factors affecting use of any given type might include characteristics of the particular site or the general Character Area.

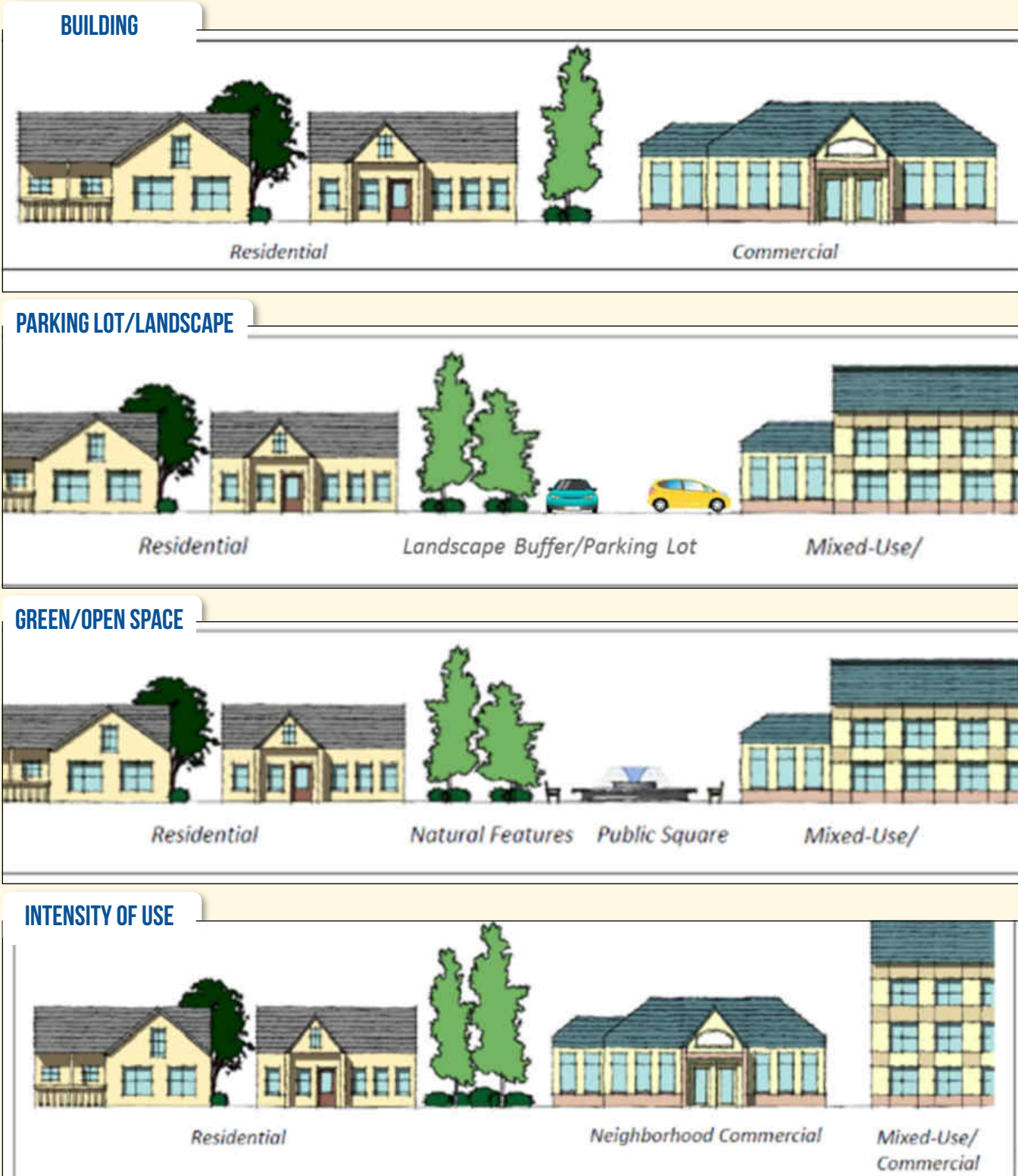


Figure 5-3-2: Land Use Transition Types



## RECOMMENDATIONS

### Needed Land Use Transitions: Uses

Elements to facilitate transitions can be helpful where there are dissimilar uses, built forms, or development styles. Strategies range from land use buffers (e.g., gradual transition in density/intensity, open space buffers; see Figure 5-3-2), physical barriers (e.g., walls, fences, landscaping), or limitations placed on uses incompatible with the area's land use vision. Map 5-3-5 shows the generalized base zoning districts, highlighting areas with use boundaries that might benefit from transition strategies. The highlighted areas are described further below.

---

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

Strategies:

1

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

---

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

Strategies:

2

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

---

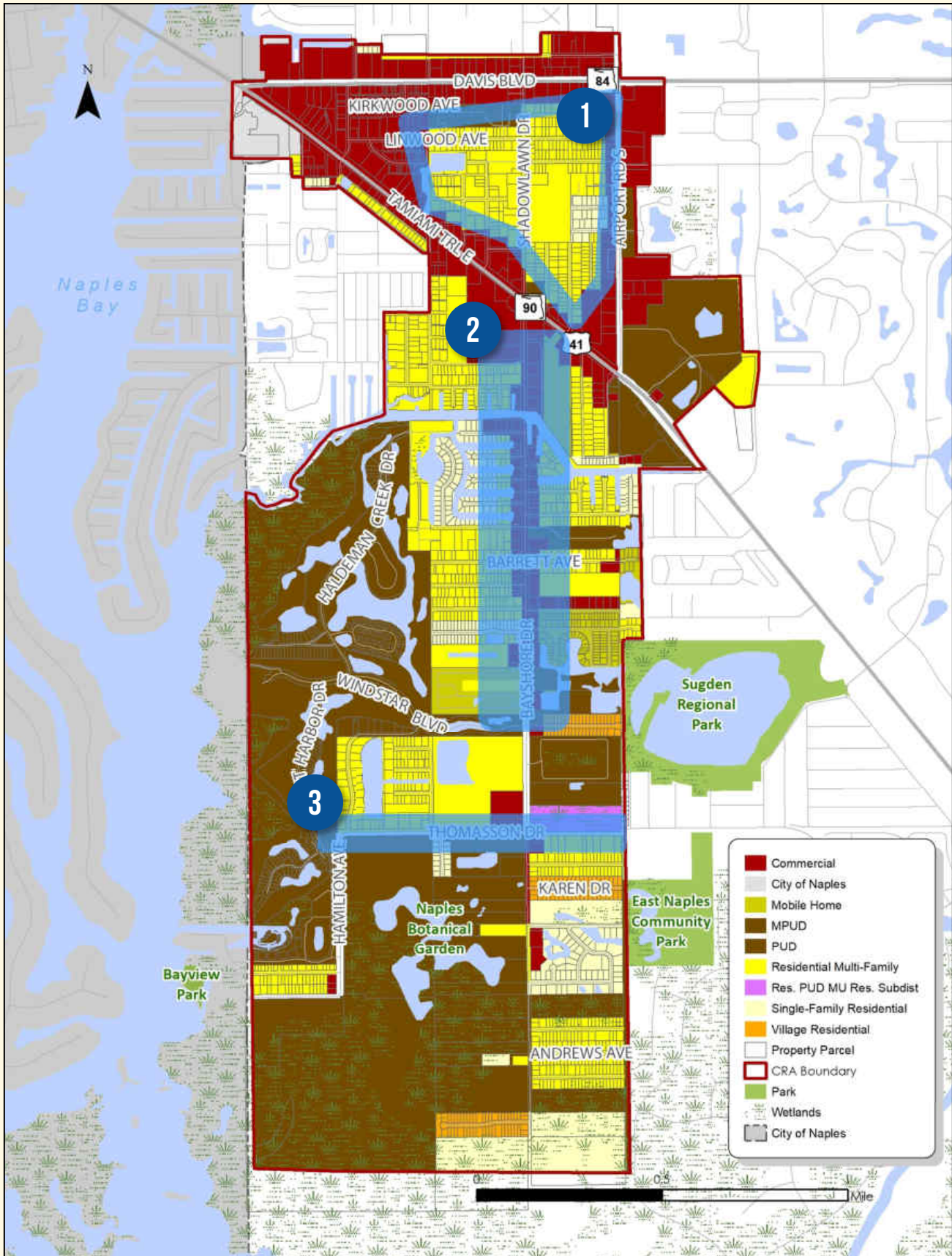
**Focus:** put in place transition strategies to mesh new development coming online with existing uses

Strategies:

3

- Establish land use transition areas





Map 5-3-5: Needed Land Use Transitions with Base Zoning



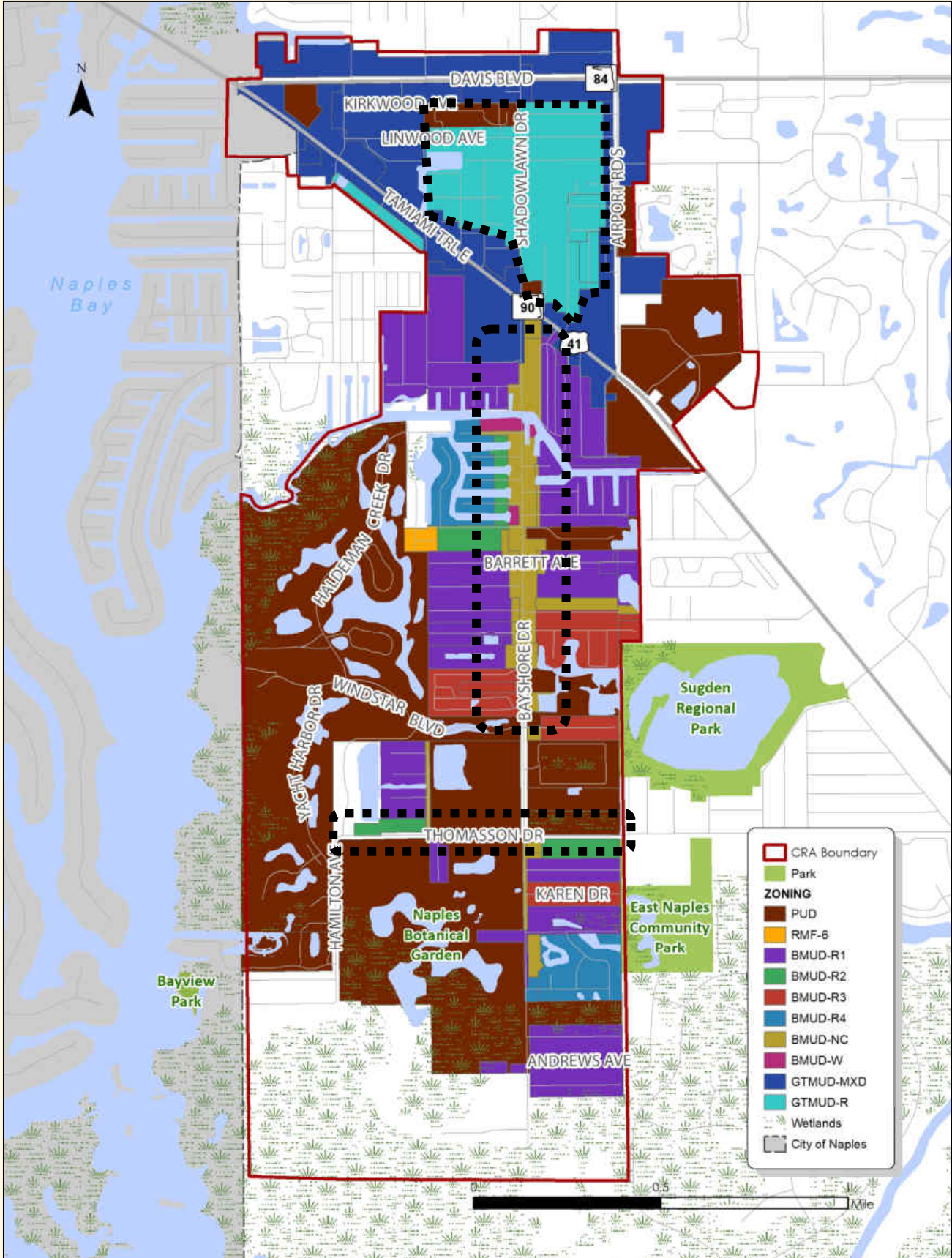
## EXISTING CONDITIONS

### Needed Land Use Transitions: Building Heights

Identifying boundaries between different existing zoned building heights can indicate areas where land use transition approaches may be helpful. Map 5-3-6 shows the applicable Mixed Use Overlay Districts that provide more detailed design standards for the CRA area with highlighted transition areas from Map 5-3-4 and maximum zoned heights of buildings in the table below. Note that there are exceptions for certain structures in the code (e.g., church spires, antenna). PUD sites are governed by zoning in their respective ordinances.

Mixed Use Overlay Designation	Maximum Zoned Height of Building in Feet						
	House	Mobile Home	Rowhouse	Apartment	Mixed-Use	Commercial	Civic & institutional
BMUD-NC	42		42	42	56	56	42
BMUD-W	42		42	42	56	56	42
BMUD-R1	35		35	35			35
BMUD-R2	35		35	35			35
BMUD-R3	35	30	35	35			35
BMUD-R4	35						35
GTMUD-MXD	42		42	42	56	56	42
GTMUD-R	35		35	35			35

■ ■ ■ ■ ■ Needed Transition Area



Map 5-3-6: Mixed Use Overlay Districts in the CRA Area

- **Strategy 6:** Evaluate opportunities for arts-oriented code flexibility that will incorporate existing arts activity such as gallery space.

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

- **Strategy 1:** As part of a CRA-specific Arts and Culture Plan (see Section 5.3.4, Objective 1, Strategy 5), develop a comprehensive design approach for the public realm with reference to specific Character Areas. The approach might consider:
  - Architectural styles, including resilient designs that better manage natural hazards such as flooding
  - Transitional elements between Character Area designs, building mass types, etc. (see Section 5.3.8)
  - Design considerations for gateway/focus intersections
  - Design considerations for public art
  - Identification of public art opportunities and incentives
  - Design considerations for streetscape improvements in coordination with the Bayshore Beautification MSTU Master Plan
  - Design considerations for CRA-funded grants for façade and other exterior improvements
  - Incorporation of urban-style development design standards (see Section 5.3.2, Objective 1)
  - Airport Zone height restrictions
- **Strategy 2:** Fund a commercial façade grant program for exterior improvements to commercial buildings not targeted for major redevelopment.



#### ADDITIONAL INFORMATION

### **Character Images for Design Style**

A number of buildings in the CRA establish a modern architectural style that the CRA can promote in public realm design; there are a number of residences with a more traditional Florida style that the CRA can also promote. Art that is incorporated into private development, but visible in the public realm, can also contribute to the community character conveyed in the physical environment (see the character photos on the facing page). In addition to architectural style, sign styles can be considered as part of public realm design. Figure 5-3-3 provides potential sign design options for the Bayshore neighborhood of the CRA area, reflecting the style of existing infrastructure. The CRA can promote a more modern design for the Triangle area in the commercial areas targeted for redevelopment.

*i* ADDITIONAL INFORMATION



Local residence with modern design style



Modern design of Ankrلاب Brewing Co. (Source: Hlevel Architects, [http://hlevel.info/project/ankrolab\\_brewing\\_co/](http://hlevel.info/project/ankrolab_brewing_co/))



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



Opera Naples with modern design style



Local residential design



Local residential design



Local residential design



Local residential design



Art in the public realm on Bayshore Dr



Figure 5-3-3: Sign Design Examples

★ RECOMMENDATIONS

Design Treatments & Attributes

Public realm design in the area is important given the emphasis on arts-oriented development and input from public outreach efforts indicating architectural style as a way of building a sense of place and community. The Bayshore Beautification MSTU has contributed significantly to the design of the southern portion of the CRA area with streetscape improvements including lighting, flags, landscaping, and the design of the Bayshore/Thomasson roundabout. The CRA should coordinate with the MSTU for further improvements, including the design of major gateway intersections that can include signs and public art (see Map 5-3-7 for opportunities). Note that gateway intersection opportunities north of US 41 would not qualify for Bayshore Beautification MSTU funds, yet the northern Triangle area can explore the creation of its own MSTU to fund these and other types of improvements (see Section 5.3.7, Objective 3, Strategy 2).



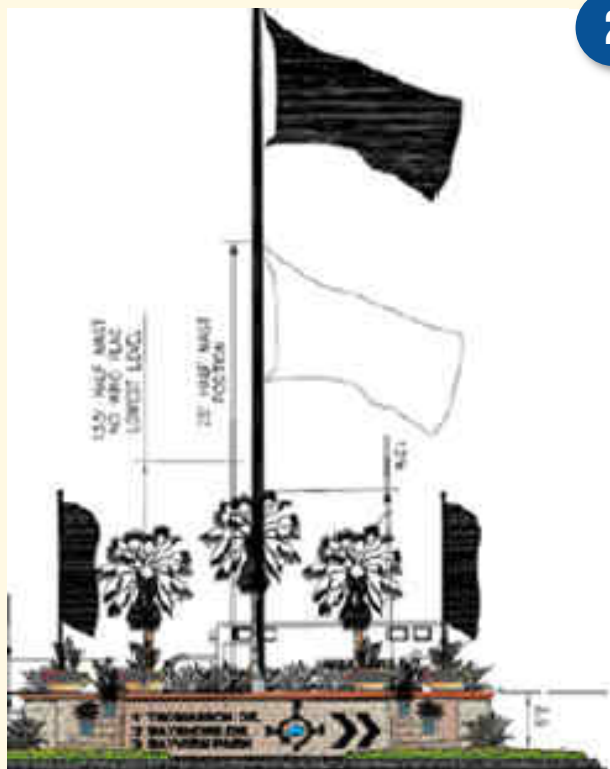
1

Existing gateway design near US 41 and Bayshore Drive



3

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



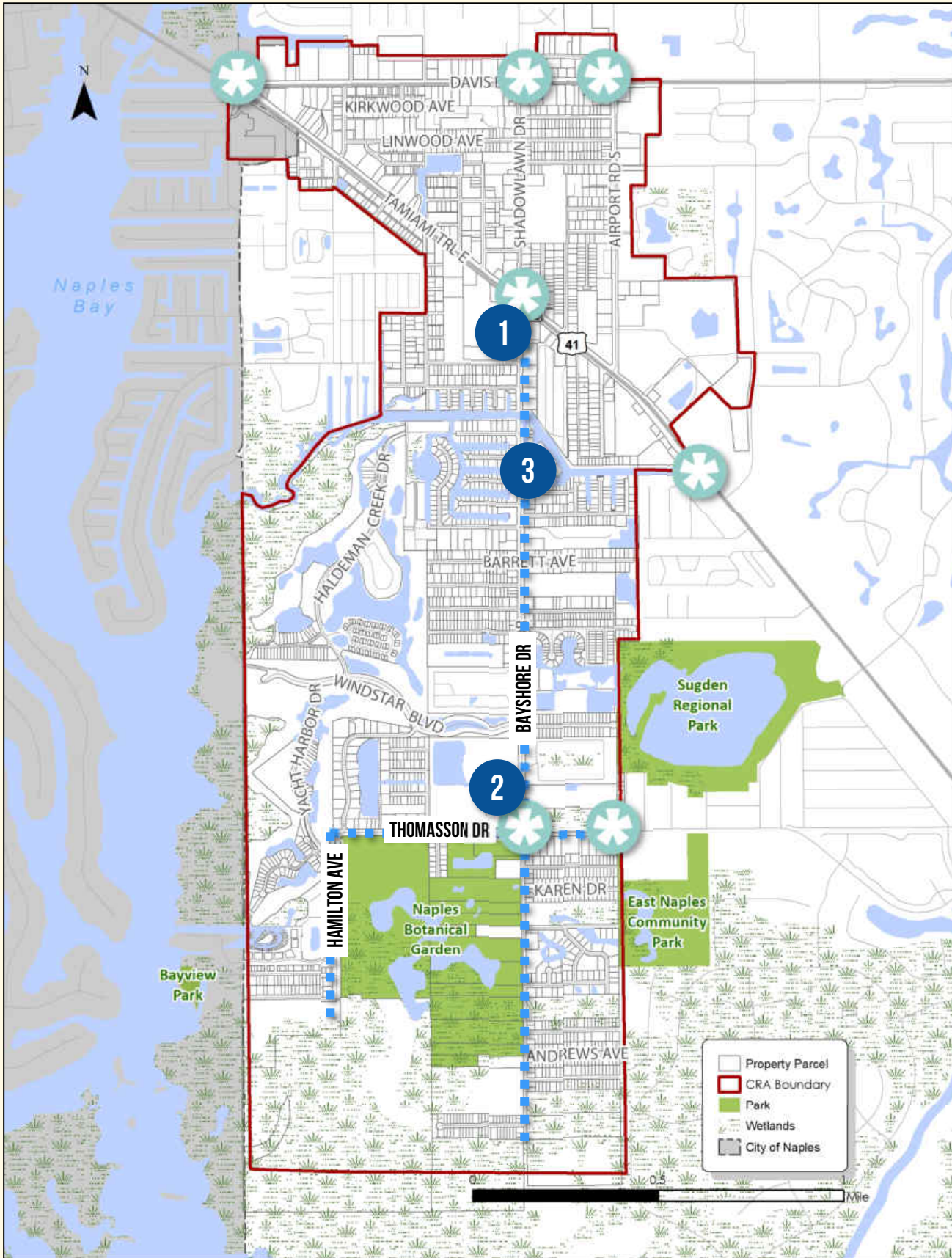
2

Bayshore Drive/Thomasson Drive roundabout rendering

■ ■ ■ ■ MSTU Improvements



Gateway Design Opportunities



Map 5-3-7: Design Treatments & Attributes

### 5.3.3 Public Space, Parks, & Open Space

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



GOAL

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



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

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

- **Strategy 1:** Coordinate with Collier County Road Maintenance Division and Parks & Recreation Division to increase the number and quality of bicycle and pedestrian connections 1) between the Bayshore Dr area and neighboring County parks, including Bayview Park, East Naples Community Park, and Sugden Regional Park and 2) running north/south from neighboring County parks to increase accessibility to the Triangle area (see Section 5.3.5, Objective 1, Strategy 6).
- **Strategy 2:** Coordinate with Collier County Road Maintenance Division and Parks & Recreation Division in conjunction with Thomasson Ave and Hamilton Ave MSTU improvements to evaluate opportunities for 1) maintaining car and boat parking at Bayview Park and 2) operational maintenance at Bayview Park.
- **Strategy 3:** Coordinate with Collier County Public Services Department to evaluate opportunities for a park and/or public meeting space (e.g., library) in the CRA area.
- **Strategy 4:** Create a site-specific park plan for the existing retention pond in the Triangle area.
- **Strategy 5:** Evaluate opportunities for “pocket parks” (very small neighborhood park spaces).
- **Strategy 6:** Coordinate with Collier County Parks & Recreation Division on any general parks improvements related to CRA development/redevelopment sites and efforts, including the 17-Acre Site (see Section 5.3.4).

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

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



★ RECOMMENDATIONS

**Park and Connectivity Design Concepts**

The potential park design concept shown in Figure 5-3-4 for the Triangle stormwater retention pond is based on previous planning and design efforts for the pond, with more consideration given to increasing visibility to enhance safety in the pond area (a concern mentioned during public outreach).

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

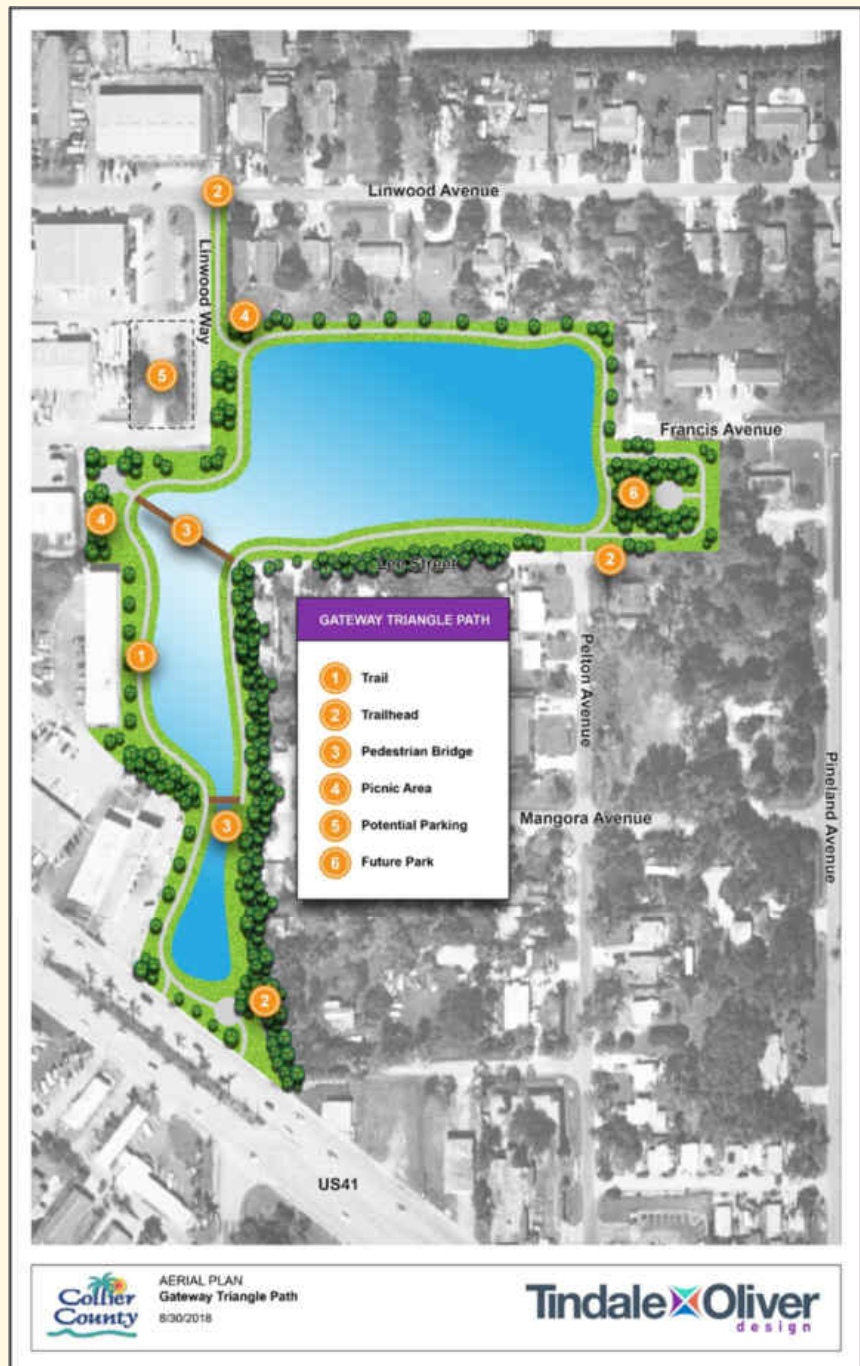


Figure 5-3-4: Potential Triangle Stormwater Pond Design Concept

 **EXISTING CONDITIONS**

**Parks & Open Space**

The Redevelopment Area Plan update process identified parks and open spaces as important community assets, providing event spaces and opportunities to build a sense of place and community. Park access can be improved by providing better connections to parks and capitalizing on opportunities for new parks (such as at the Triangle retention pond and small pocket parks). Expansion of the CRA area to include the parks to the east should also be evaluated since it may facilitate making connections and other improvements. See Map 5-3-8 for existing parks and opportunities.



1

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



2

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



3

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



4

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



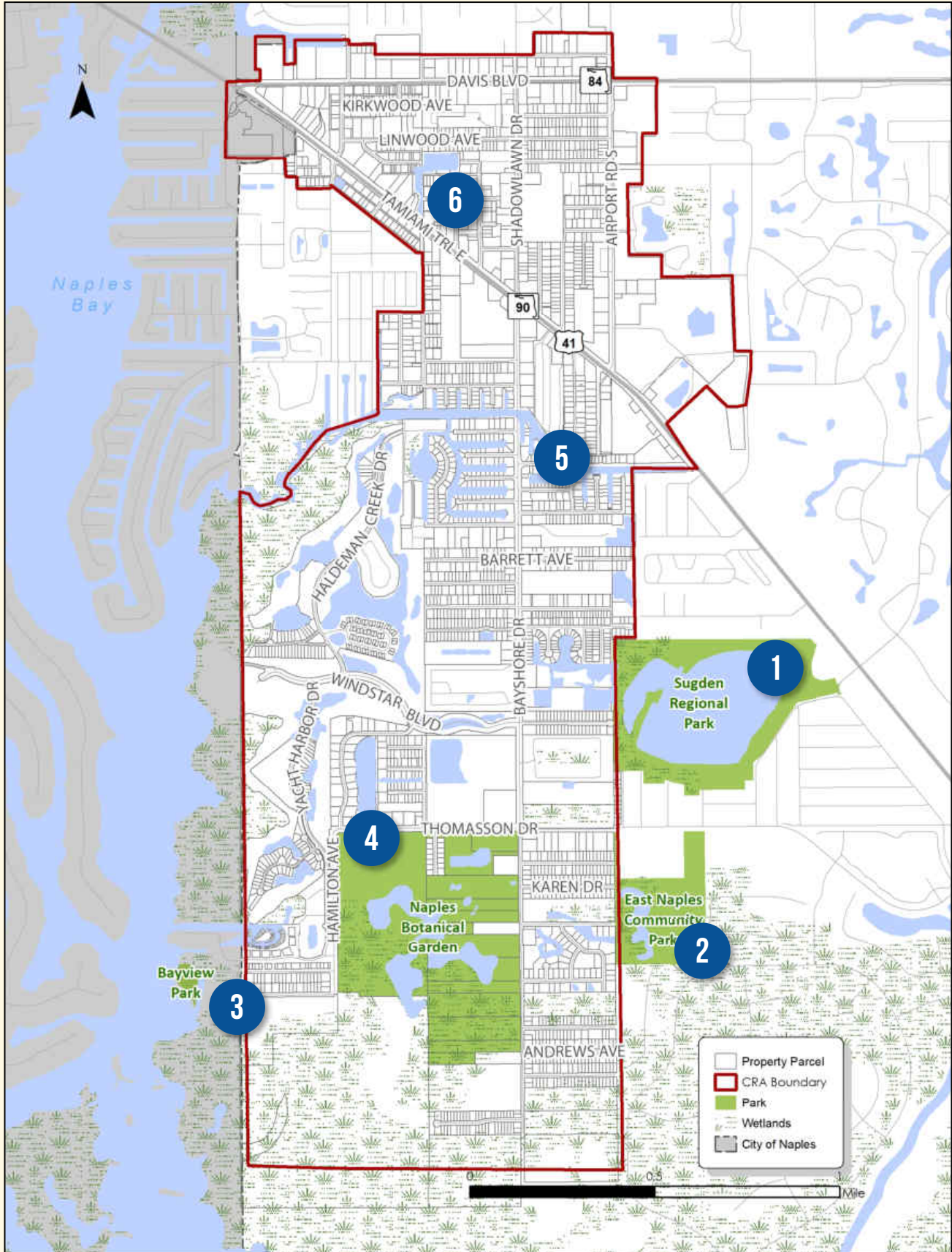
5

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



6

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



Map 5-3-8: Parks & Open Space

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

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

Table 5-3-1 indicates the amount of parks and open space that are in and bordering the CRA area.

Designation	Location	Acreage Estimate
Total publicly-owned open space within CRA area	Retention pond site (northern Triangle area)	6.48 (includes pond)
Additional open space or green space in the CRA area	Botanical Garden (non-profit owned)	168
Total open space/green space in CRA area		174.48
Park space adjacent to CRA area	<ul style="list-style-type: none"> <li>• Bayview Park</li> <li>• East Naples Community Park</li> <li>• Sugden Regional Park</li> </ul>	6.27 120 173.27
Total park, open, or green space within or adjacent to CRA area		347.75

**Table 5-3-1:** Amount of Parks and Open Space.

Source: 2017 Florida Department of Revenue and Google Earth calculation

## 5.3.4 Development

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



### GOAL

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



*Mini Triangle site rendering excerpt; Source: Zyscovich Architects*

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

- **Strategy 1:** Create a branding strategy for the CRA area to establish a community vision and character. This strategy should coordinate with the Arts and Culture Plan and the Market Study for the CRA (see Section 5.3.4, Objective 1, Strategy 5 and Section 5.3.4, Objective 3, Strategy 1).
- **Strategy 2:** Create a marketing and communication strategy for the CRA area to communicate vision and character with effective tools (e.g., website, social media, branding materials). This strategy should coordinate with the comprehensive design approach developed for the CRA area (see Section 5.3.2, Objective 3, Strategy 1), as well as improved communication efforts between the CRA and the community (see Section 5.3.7, Objective 1).
- **Strategy 3:** Provide CRA administrative materials (e.g., Advisory Board agendas, budgets, annual reports) in an accessible and easy-to-understand way.
- **Strategy 4:** Coordinate with the Collier County Tourist Development Council, Collier County Parks & Recreation Division, and other jurisdictions to promote the CRA area and its local business and commercial establishments as part of tourism development efforts in the area. This should include coordination with Collier County Parks & Recreation related to East Naples Community Park master planning and pickleball sports tourism.
- **Strategy 5:** Create an Arts and Culture Plan for the CRA area to incorporate into the overall CRA area vision. This effort should:
  - Consider prior arts and culture planning efforts, such as those related to the Bayshore Cultural District (Resolution No 2008-60).
  - Incorporate an inventory of existing artistic and cultural features of the community to elevate.
  - Include a comprehensive public realm design approach for the CRA area and sub-areas (see Section 5.3.2, Objective 3, Strategy 1).
  - Consider housing needs and economic incentives related to arts and culture-oriented development (see Section 5.3.4, Objectives 3 and 5).
  - Include administrative needs of implementing the plan (e.g., an arts committee, additional staff).
  - Coordinate with countywide arts and culture strategic planning efforts.

## Objective 2: Streamline and clarify the development process

- **Strategy 1:** Coordinate with Collier County Zoning Division to clarify LDC requirements related to development in the CRA area, particularly related to:
  - Relationship of overlay zoning to base zoning
  - Relationship of various applicable codes to each other (e.g., LDC, fire code, building code)
  - Allowable uses
- **Strategy 2:** Coordinate with Collier County Zoning Division to evaluate approaches to streamline and shorten the development review process. Approaches might include:
  - Dedicating County staff to review projects within the CRA area and expedite them through the development process.
  - Improving coordination and communication between entities overseeing applicable codes (e.g., Zoning, Fire Marshall).
  - Identifying opportunities to increase reliance on defined criteria for development approval (as opposed to discretionary approval)
  - Encouraging design-build approaches.
- **Strategy 3:** Establish a formal role for the CRA in the development review process to facilitate development of projects in the CRA area.



US Open Pickleball Championships at East Naples Community Park. Source: Collier County Parks & Recreation Division, <https://www.facebook.com/CollierParks/photos/a.852037184807466.1073741827.118036328207559/1960638960613944/?type=3&theater>



Existing artistic features, such as murals, should be considered in the Arts and Culture Plan



Clearer LDC guidance would help new uses such as microbreweries

### Objective 3: Incentivize desired types of development.

- **Strategy 1:** Conduct a market study, including information on owners of second homes, which is not captured in typical data sets, to determine what development will be supported in the CRA area.
- **Strategy 2:** Identify incentives and targeted assistance (see Development Assistance and Incentives Examples) for a range of development and redevelopment, including consideration of the following types of development and additional desirable development supported by the market study:
  - Local neighborhood commercial establishments
  - Social enterprises and business opportunities for those with tenuous livelihoods
  - Larger catalyst development projects
  - Arts-oriented development
- **Strategy 3:** Evaluate and amend as needed current grant program offerings to reflect new incentives and assistance approaches from Section 5.3.4, Objective 3, Strategy 2.

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

- **Strategy 1:** Facilitate tenancy, development, and redevelopment, particularly for opportunities along US 41, Linwood Ave and neighboring non-residential areas, and Bayshore Dr, through incentives and communication efforts (see Development Assistance and Incentives Examples).
- **Strategy 2:** Continue to facilitate existing catalyst project opportunities on the Mini Triangle and 17-Acre sites (see Map 5-3-10) to strengthen and solidify development interest in the CRA area. Efforts might include assisting with coordination of property owners in target areas, negotiating desired amenities to be incorporated into proposed development, and providing incentives (see Development Assistance and Incentives Examples).
- **Strategy 3:** Evaluate alternative funding opportunities, such as private funding and donations, for capital projects.
- **Strategy 4:** Assess development opportunities for the Activity Center area, including the Courthouse Shadows site.
- **Strategy 5:** Evaluate concepts to expand the CRA boundaries. Considerations might include the incorporation of new development opportunities, such as areas along Thomasson Drive, and the incorporation of County parks.



**i** ADDITIONAL INFORMATION

**Development Assistance and Incentives Examples**

- Density/intensity increases
- Impact fee offsets or payment over time
- TIF rebates and TIF money for infrastructure
- Land acquisition through CRA for targeted needs, such as parking and stormwater infrastructure, and to facilitate redevelopment
- Tenant attraction and relocation support
- Micro-enterprise incubator and technical assistance support in partnership with other local entities

among the Bayshore Drive businesses, the Mini Triangle are property owners, and the property owners along Linwood Avenue and Kirkwood Avenue.

***Potential Partnership Opportunities for Micro-Enterprise Incubator***

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

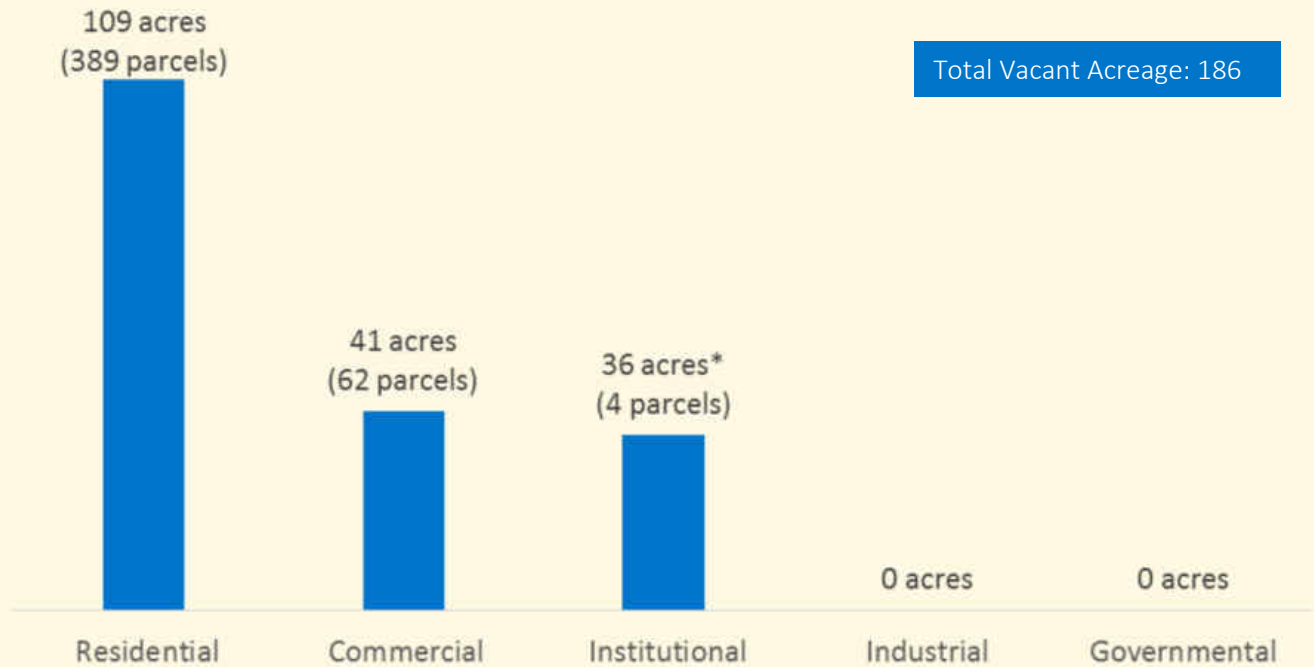
***Other Partnership Opportunities: Business Associations***

The CRA encourages businesses operating in the area to form associations and business districts to coordinate development efforts and potential funding tools such as MSTUs. Such associations can also serve as important partners to the CRA in its implementation of development assistance and incentives. Areas where these associations might be particularly beneficial are

**i** ADDITIONAL INFORMATION

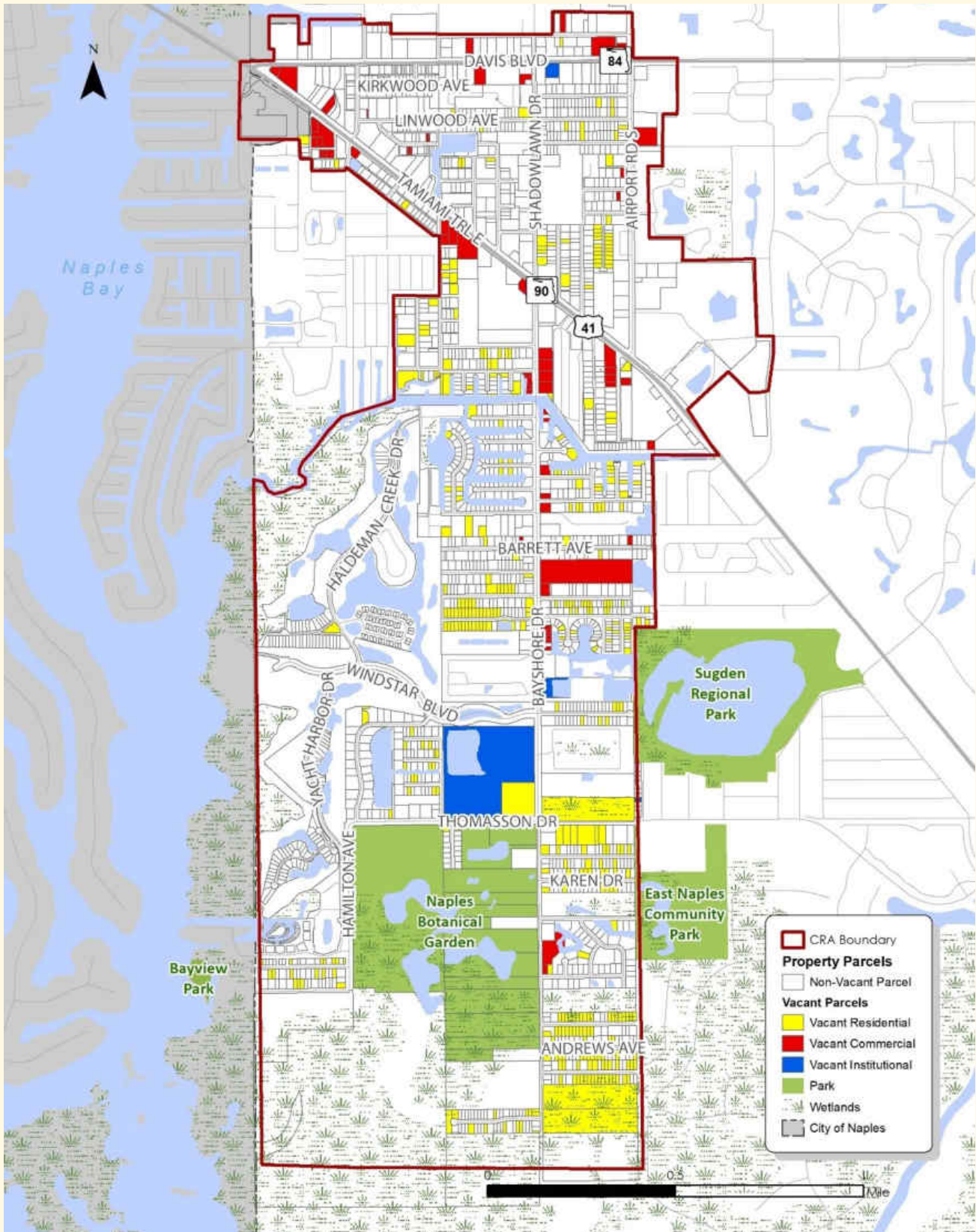
**Development and Redevelopment Potential**

Figure 5-3-5 provides a general indication of the development opportunities in the CRA area, showing vacant land acreage and the corresponding number of vacant parcels by land use type that could potentially be developed and indicating that most of the vacant acreage is residential. Map 5-3-9 indicates where these parcels are located. As the map indicates, the parcel sizes can run fairly small, so assembly may be a consideration for developers. The background analysis for the Redevelopment Area Plan also indicates a sizable number of parcels with structures, particularly single-family and mobile homes, that might benefit from upgrades to improve their structural condition. These efforts should take into account any potential increases in prices and costs when units are upgraded to avoid pricing out residents who find the new price and cost points unaffordable.



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

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



**Map 5-3-9: Vacant Land Parcels in CRA Area . Note: Vacant institutional land northwest of Bayshore Dr/Thomasson Dr intersection is coded as Vacant Institutional but it owned by Mattamy Naples LLC. (Source: 2017 Florida Department of Revenue)**

★ RECOMMENDATIONS

Development & Real Estate Opportunities

The CRA can facilitate development, redevelopment, and tenancy of vacant spaces through incentives and improvements to the surrounding areas. Map 5-3-10 and corresponding images show some of the key opportunities in the CRA area; note that the Mini Triangle site and the 17-Acre Site contain parcels currently owned by the CRA.



1

Linwood Avenue commercial corridor redevelopment



2

Courthouse Shadows redevelopment



3

Gulfgate Plaza office tenant opportunity



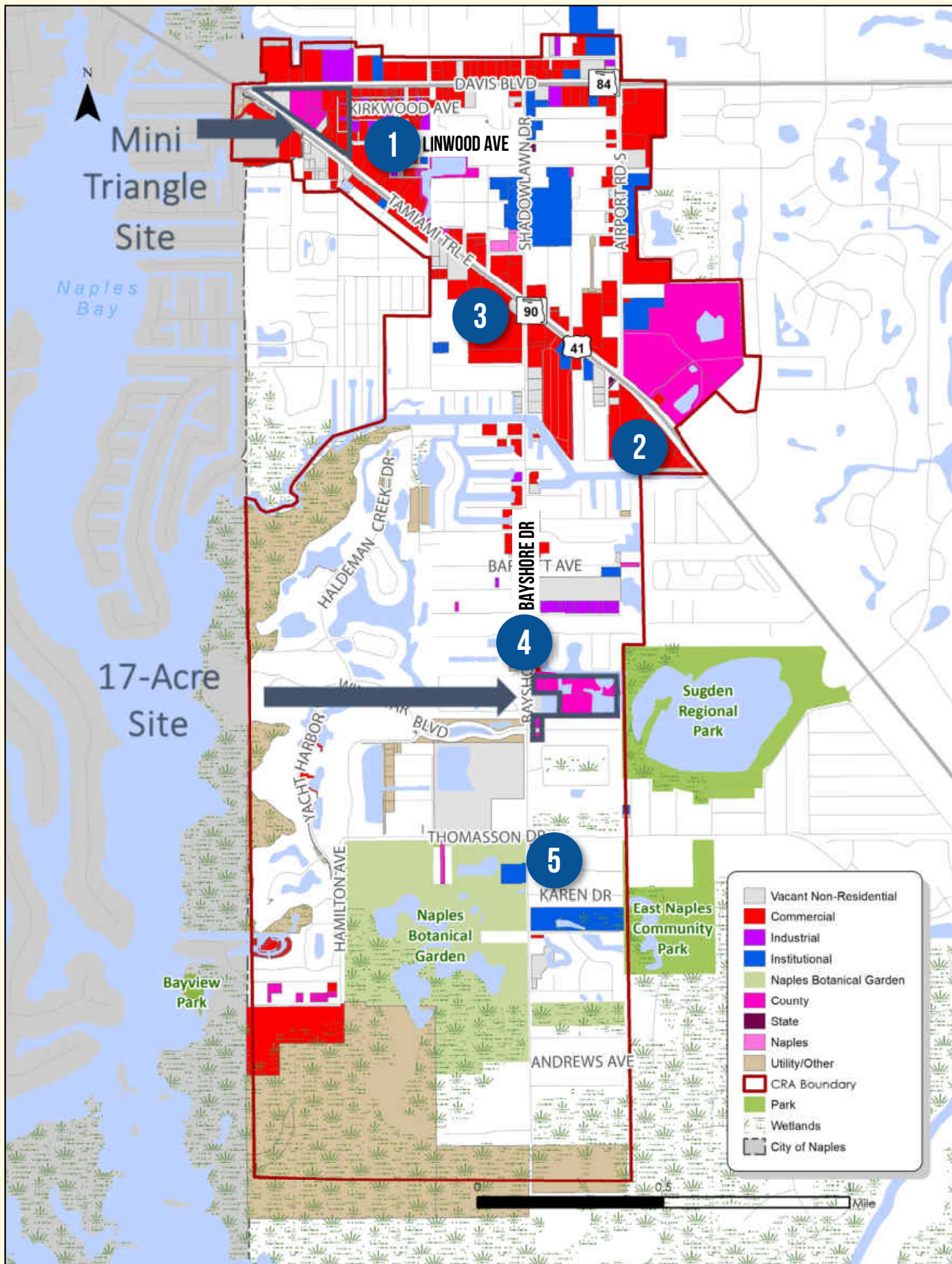
4

Bayshore Drive commercial corridor redevelopment (including Halde-man Creek Entertainment District near Creek)



5

Del's 24 redevelopment opportunity



Map 5-3-10: Development & Real Estate Opportunities with Non-Residential Existing Land Use; Data source: 2017 Florida Department of Revenue

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

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



#### ADDITIONAL INFORMATION .....

##### Collier County Mobile Home Upgrade Program

Collier County Community & Human Services Division currently oversees a program that uses State Housing Initiatives Partnership (SHIP) program funds to replace mobile homes with more sturdy single-family modular homes in response to hurricane damage. In Everglades City, these homes are elevated on stilts. The Bayshore Gateway Triangle CRA may be able to refine this program to meet the needs of the community to encourage replacement with a more suitable building type for the area.

##### Residential Renovation & the FEMA 50% Rule

The FEMA 50% Rule requires that any existing building within an identified FEMA Flood Zone will have to be upgraded to meet current flood standards if improvements are made that are in excess of 50% of the structure value. When determining structure value, only the value of the improvement itself (exclusive of land value) is considered. During the building permit review process, the County will require anyone located within a flood zone to go through a review process to ensure that proposed improvements are not worth in excess of 50% of the building value. The CRA may consider developing partnerships/grants to assist in replacing structures to encourage bringing existing buildings up to code and maintain affordability.

##### Impact Fee Deferral for Income-Restricted Units

Several cities and counties in Florida, including Collier County, offer impact fee incentives for affordable and/or workforce housing. In Collier County, for-purchase and rental units for households with incomes less than 120% of median income in the county qualify for impact fee deferrals. Deferrals are equivalent to up to 3% of the prior year’s total impact fee collections, a cap instituted to minimize revenue lost through the program.

The County also limits to 225 the number of rental units receiving deferrals. Impact fees are deferred for owner-occupied units until the owner sells, refinances, or moves out of the home, at which time fees are due with interest. Rental unit fees are deferred for a 10-year period. Historically, this level of deferral has allowed the program to defer impact fees on approximately 100 homes per year. A pilot program for payment of impact fees by installments collected through property tax bills (as an alternative to making the entire payment upfront) was also planned for the Immokalee CRA area. The Bayshore Gateway Triangle CRA could support or replicate the County's program to defer fees in the Bayshore Gateway Triangle CRA area; this approach could also be used to incentivize other types of desired development, as well.

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

### 5.3.5 Transportation, Connectivity, & Walkability

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



GOAL

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





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

- **Strategy 1:** Create a strategy to implement discrete transportation improvements and more comprehensive Complete Streets corridor improvements.
- **Strategy 2:** The effort undertaken for Strategy 1 should include development of a sidewalk master plan with inclusion of the following:
  - Visibility assessment related to landscaping
  - Consideration of connections to neighboring parks (see Section 5.3.3, Objective 1, Strategy 1 and Strategy 6 in this section)
  - Coordination with roadway and infrastructure improvements planned and/or approved for implementation, including those that may stem from this Redevelopment Area Planning process or other agency planning and implementation efforts (e.g., County and CRA stormwater master planning).
- **Strategy 3:** Identify opportunities to coordinate transportation capital improvements with County/MPO improvements along major arterials.
- **Strategy 4:** Pilot transportation improvements, such as elements of Complete Streets corridor improvements, elements of Bayshore Dr road diet (traffic lane consolidation), reduced turning radii at intersections to slow traffic, and additional pedestrian crossings, with temporary installations. These efforts should incorporate community input and feedback to gauge response to more urban-style development and any particular concerns to address or opportunities on which to capitalize. These installations can be incorporated into community events that include educational

elements on, for example, Complete Streets, the Vision Zero effort to eliminate bicycle and pedestrian fatalities, and roundabouts.

- **Strategy 5:** Based on input from temporary installations from Strategy 4, move forward with vetting of Bayshore Dr road diet concept scenarios and traffic analysis.
- **Strategy 6:** Evaluate opportunities for a north/south bicycle and pedestrian connector in the eastern Bayshore area with connections to Sugden Park and East Naples Community Park (see Section 5.3.3, Objective 1, Strategy 1).

.....  **ADDITIONAL INFORMATION**

**What are Complete Streets?**

Streets that “serve the transportation needs of transportation system users of all ages and abilities, including pedestrians, bicyclists, transit riders, motorists, and freight handlers. A transportation system based on Complete Streets principles can help to promote safety, quality of life, and economic development.” - *FDOT, Completing Florida’s Streets*, <http://www.flcompletestreets.com/files/FDOT-CompleteStreets-Brochure.pdf>.

 **EXISTING CONDITIONS** .....

**Existing Transportation Conditions**

Map 5-3-11 highlights existing transportation conditions identified by fieldwork. Roadways in the CRA area range from large arterials carrying regional traffic to small neighborhood streets, many of which dead-end throughout the CRA area. During fieldwork, cyclists were noted on the sidewalks of larger arterials such as Davis Boulevard and Airport Pulling Road, and many bikes were parked at Gulfgate Plaza off of US 41. The MPO and FDOT also identified Airport Pulling Road and US 41 as high bike/pedestrian crash corridors. Relative to other streets, Bayshore Drive has a number of improvements, including bike lanes, sidewalks, and transit shelters, yet it still experiences a lack of parking. There are limited pedestrian connections to parks from streets off Bayshore Drive; one connection is at Republic Drive. Note that these existing conditions are a general, preliminary assessment, with more detailed measures of existing conditions such as trip counts and traffic modeling anticipated as part of follow-up strategy– and project-specific evaluation prior to a decision to implement.



1

*Divided arterial with street-fronting parking*



2

*Cyclist on sidewalk of arterial*



3

*Bayshore Drive with sidewalks and bike lanes*



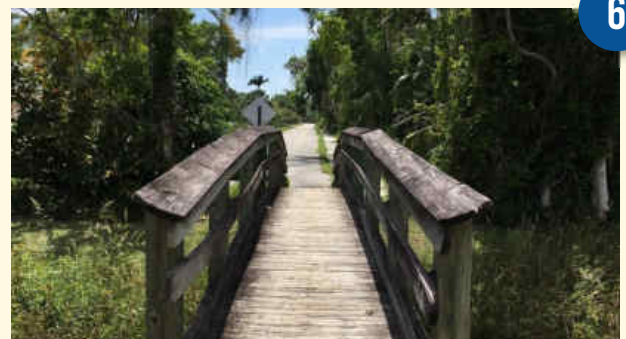
4

*Bus shelter at Bayshore Drive and Thomasson Drive*



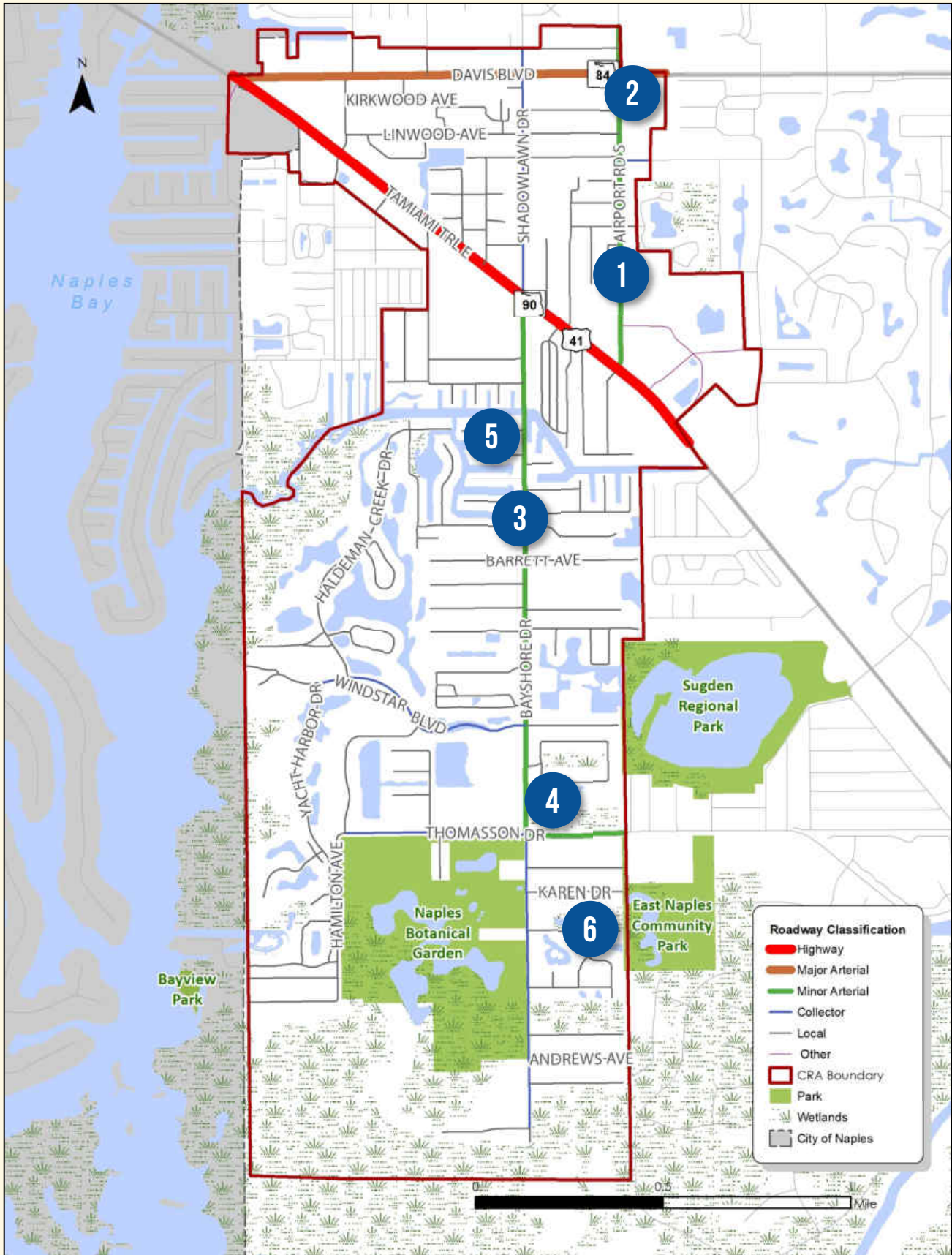
5

*Dead-end neighborhood street*



6

*Pedestrian bridge to East Naples Community Park*



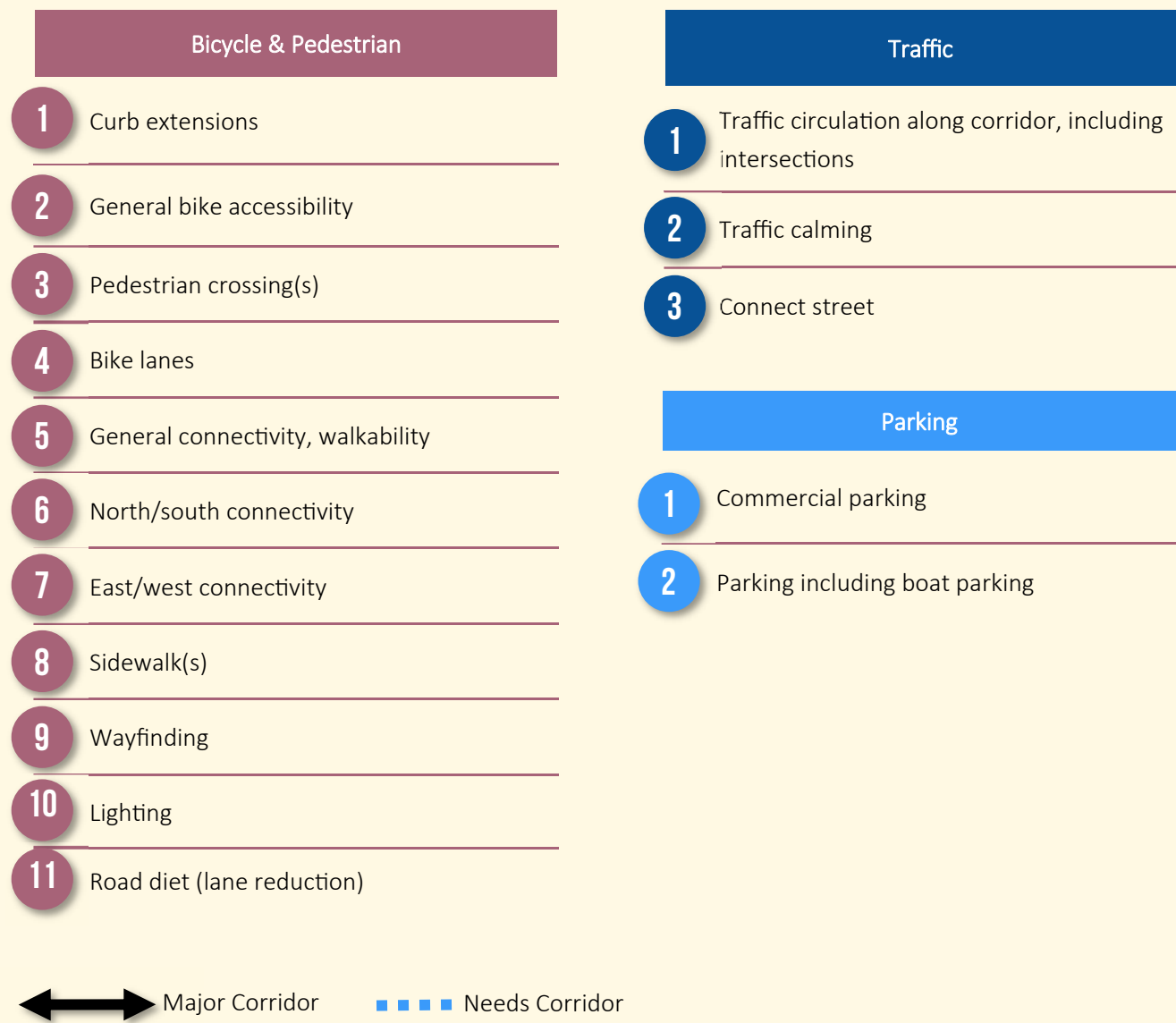
Map 5-3-11: Existing Transportation Conditions with Roadway Classifications

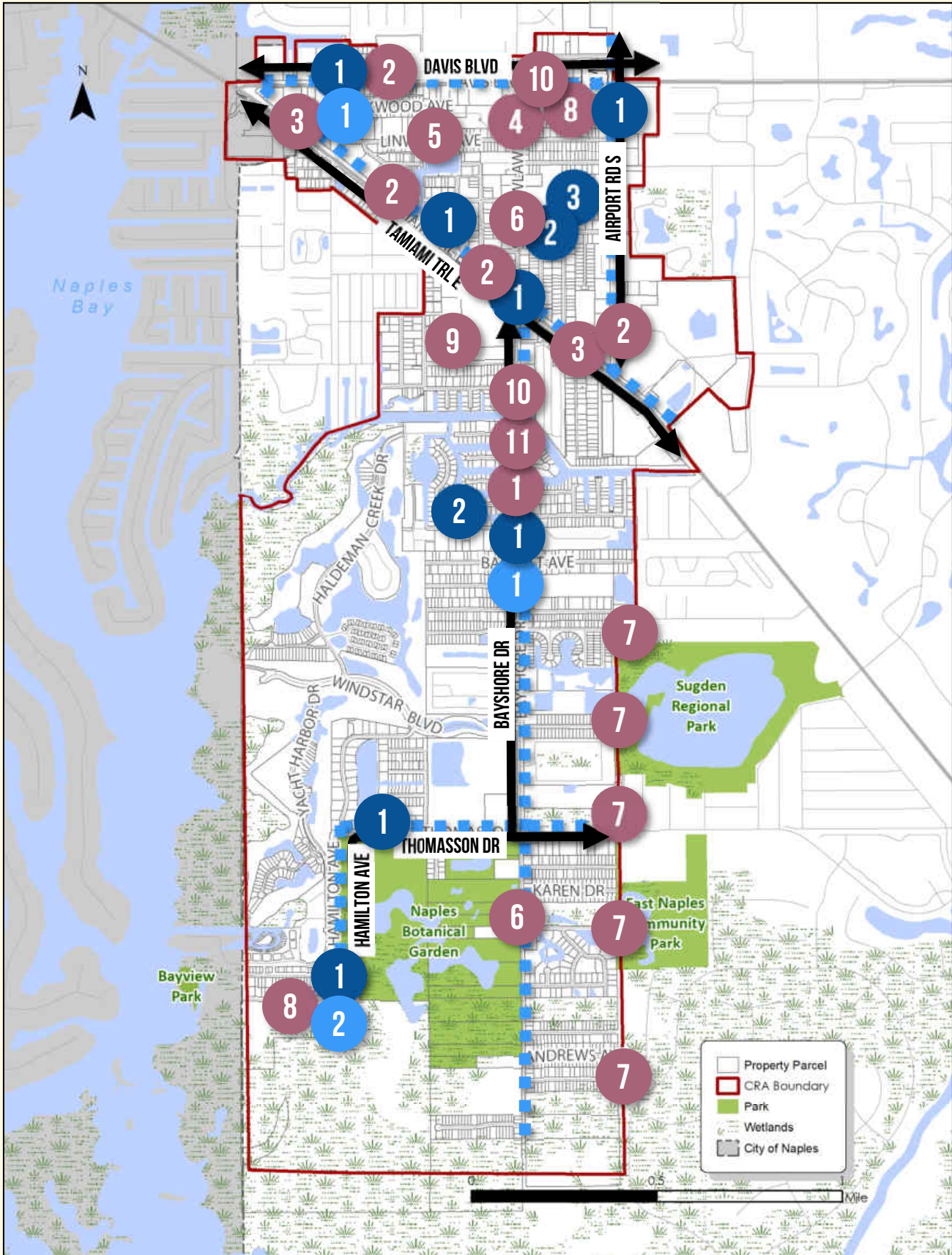


EXISTING CONDITIONS

Specific Transportation Needs & Considerations

Fieldwork, discussions with CRA staff, public outreach, and specific project recommendations from the 2018 Blue Zones Project/Dan Burden *East Naples Discovery Report* informed location-specific, discrete transportation needs and considerations in the CRA area (Map 5-3-12). Many of these needs and considerations will be addressed through Complete Streets projects recommended in this Redevelopment Area Plan. Other transportation improvements such as addressing sidewalk and bike infrastructure gaps, providing parking infrastructure, and providing wayfinding signs will be addressed through separate project recommendations. Note that “Major Corridors” are designated based on highways, minor arterials, and major arterials in the area. “Needs Corridors” are designated where needs identified are generalized along the length of a roadway segment (related needs are those where labels intersect the corridor on Map 5-3-12).





Map 5-3-12: Transportation Needs & Considerations

 **ADDITIONAL INFORMATION** .....

**Regional & County Transportation Projects**

The projects shown in Map 5-3-13 are those identified in the Collier Metropolitan Planning Organization’s Fiscal Year 2017/18 to 2021/22 Transportation Improvement Program (which also features the Collier County five-year program) and the trail recommendations from the *Comprehensive Pathways Plan* update process. These projects will thus be overseen by regional and county transportation agencies. The full set of recommendations from the *Comprehensive Pathways Plan*, once finalized, should also be considered in conjunction with transportation planning and improvements led by the CRA.

**1** **FDOT TIP Projects** .....

- US 41 resurfacing
- US 41 signal timing improvements
- Davis Boulevard resurfacing

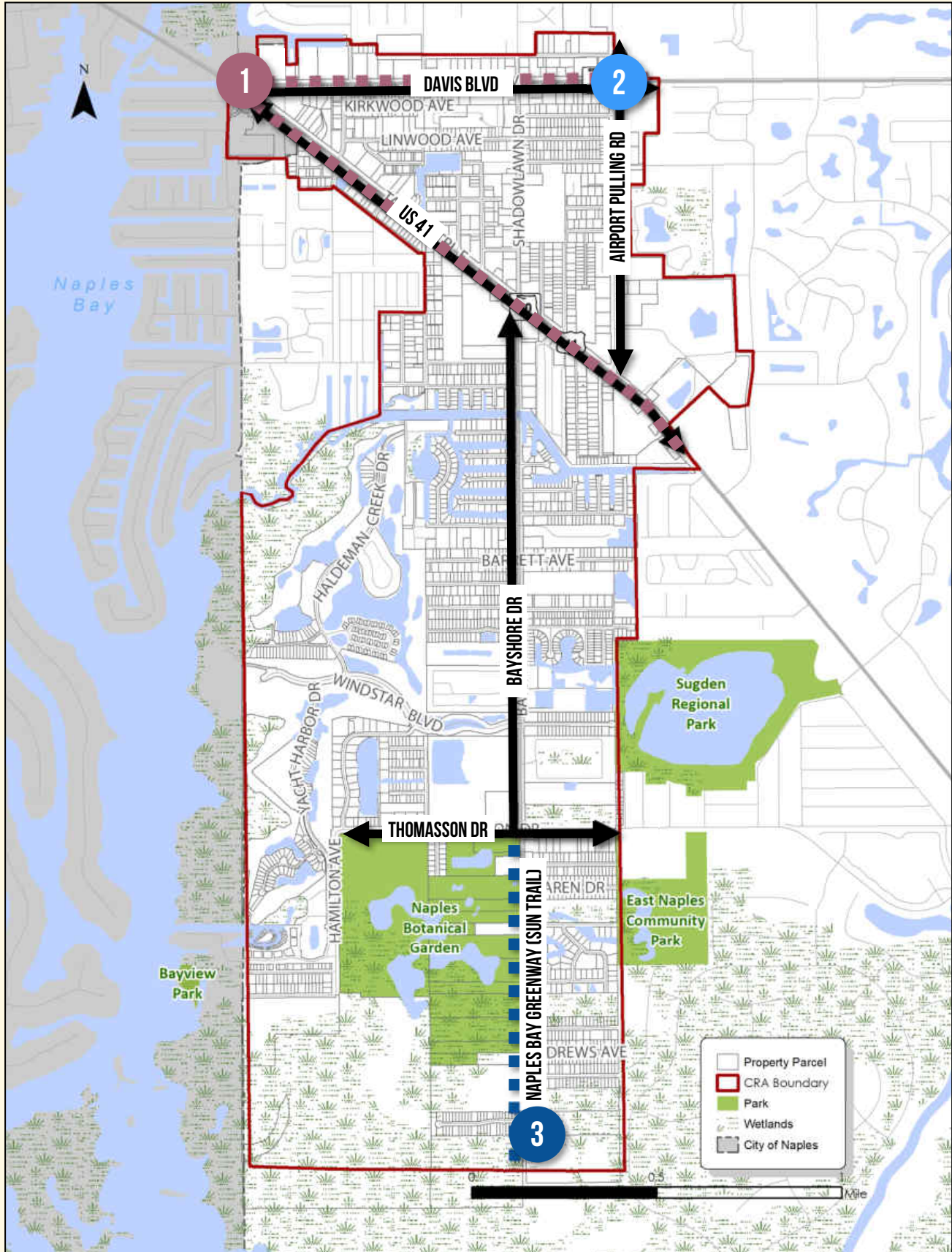
**2** **County TIP Projects**

- Davis Boulevard/Airport Pulling Road intersection improvement

**3** **MPO Pathways Plan Proposed Trail Improvements** .....

- Naples Bay Greenway (Sun Trail)





Map 5-3-13: Regional & County Transportation Projects


 **RECOMMENDATIONS**

**Potential CRA Complete Streets Projects & Trails**

Complete Streets is an approach to comprehensive corridor improvements tailored to the size and land use context of the corridor. This approach can address many of the major needs and considerations identified in Map 5-3-13, including traffic calming, sidewalks, bike lanes, lighting, wayfinding, on-street parking, and landscaping. Complete streets improvements can also be coordinated with other infrastructure improvements, such as water main, fire suppression, and drainage upgrades. The CRA can take the lead on Complete Streets projects, focusing on the streets listed below categorized. Fieldwork, staff discussions, public outreach, and prior planning efforts informed which streets were targeted for these improvements.


Map 5-3-14 shows recommended projects for neighborhood streets and busier corridors (“Major Complete Streets”). Suggested improvements for Major Complete Streets corridors may include changes to the roadway for vehicles (such as the addition of on-street parking). Neighborhood Complete Streets & Trails recommendations focus primarily on improvements for pedestrians, cyclists, and other active transportation (see the remainder of Section 5.3.5 for examples of suggested improvements). Connectivity in terms of destinations and network connections was a key consideration in selection and prioritization of these projects. Note that the length of the bicycle and pedestrian trail will depend on considerations such as available right-of-way; the Section 5.4 capital planning provides an estimate for a section between East Naples Community Park and Sugden Regional park. Also note that the Kirkwood Avenue “connection” between Pine Street and Shadowlawn and the Pine Street “connection” between Davis and Linwood refer to proposed roadway extensions that do not have existing right-of-way.

**1**

**Major Complete Streets** 

- Linwood Avenue—Phase I
- Shadowlawn Drive
- Bayshore Drive (north of Thomasson Drive)
- Thomasson Drive
- Commercial Drive
- Kirkwood Ave/Kirkwood Ave Connection to Shadowlawn Drive
- Pine Street Connection

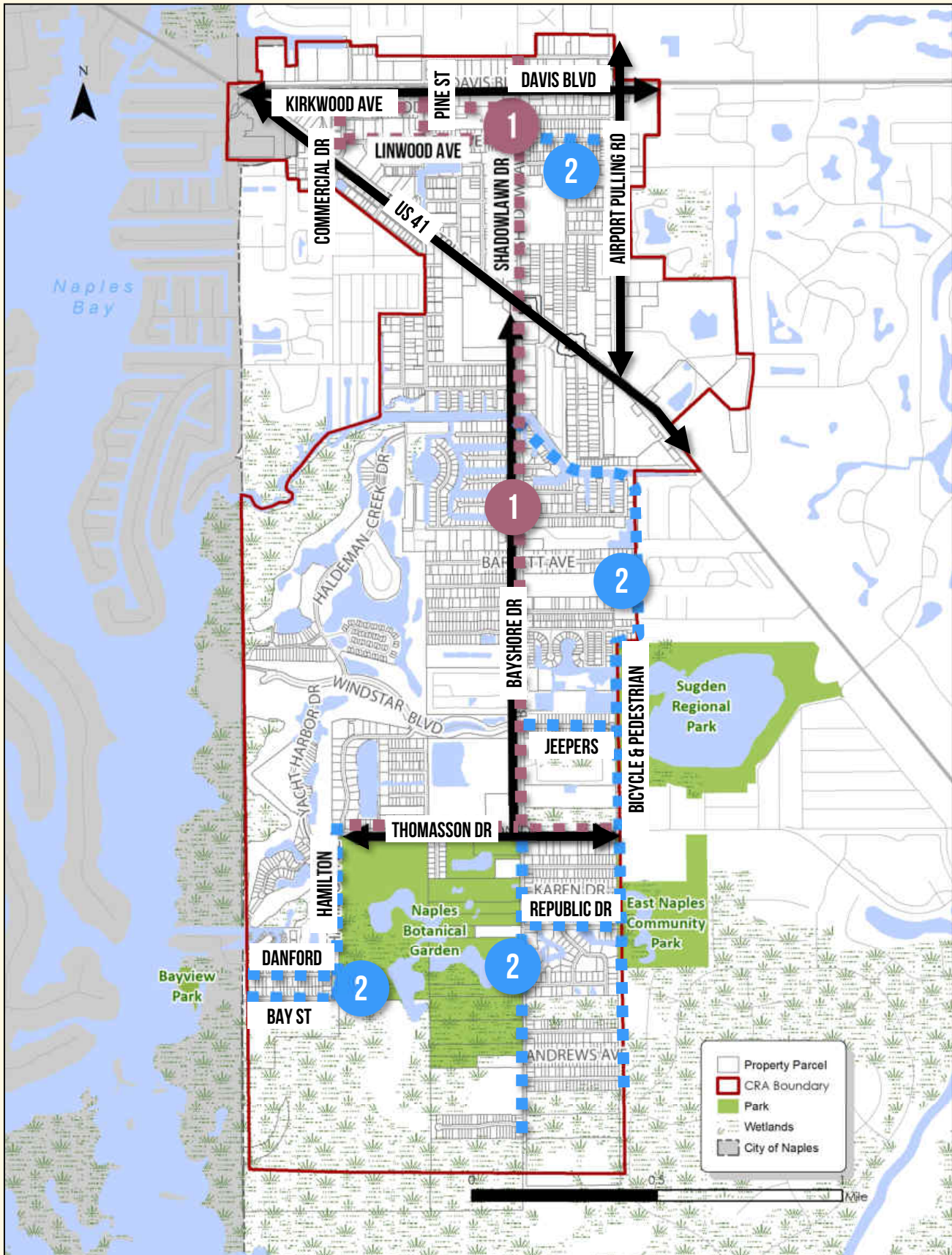
**2**

**Neighborhood Complete Streets & Trails** 

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





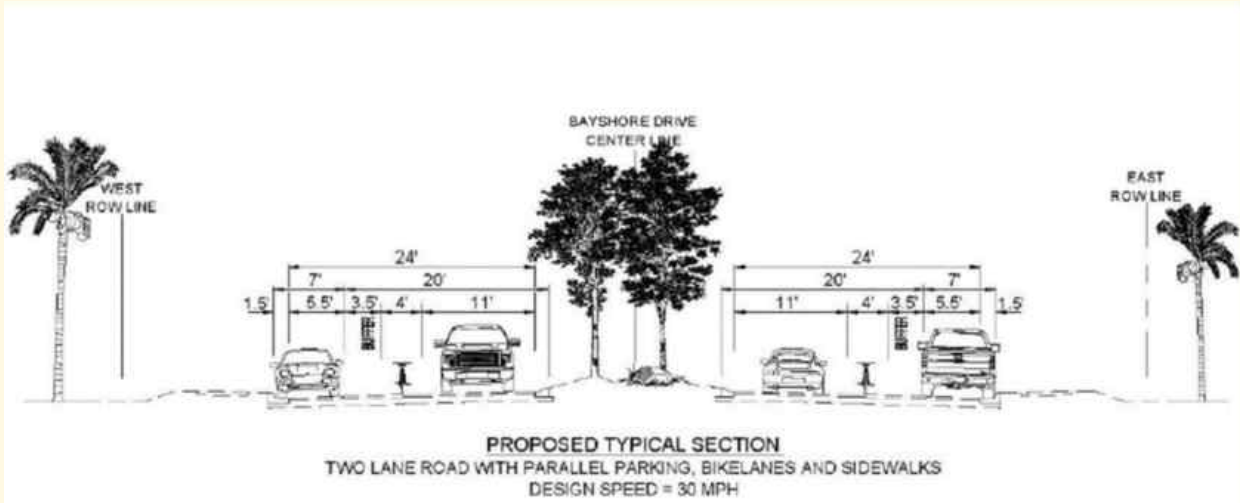


Map 5-3-14: Potential Complete Streets Projects

**i** ADDITIONAL INFORMATION

**Character Images for Complete Streets Improvements and Connections**

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



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



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

These efforts and examples inspired the renderings of possible transformations for Linwood Ave, Bayshore Dr, and Jeepers Dr (shown in Figures 5-3-6 through 5-3-9) suggested as part of this Redevelopment Area Plan update effort. As corridors for potential commercial redevelopment, the Linwood Ave and Bayshore Dr renderings highlight an emphasis on ample sidewalk space along the landscaping and storefronts. Linwood Ave might promote a more modern design style for lighting and streetscape features as shown in Figure 5-3-6 and potentially further inspired by the modern style images on page 5-3-22. Bayshore Dr might retain the existing style of streetscape elements in the lighting and signs. These renderings can provide a starting point for Complete Streets designs of other busier corridors (see “Major Complete Streets” on Map 5-3-49), with the Linwood Ave design particularly suited as a basis for the suggested re-designs of Commercial Dr and Kirkwood Ave.

As a less traveled residential street type, Jeepers Dr shows how people biking, walking, and playing can share the street space with cars accessing residences. Given that many streets dead-end and do not allow for through traffic, more simplified pedestrian infrastructure may be promoted over formal sidewalks. For example, the pedestrian space in the

rendering might be indicated with road paint. The swales have also been retained for water quality considerations, but incorporate vegetation to improve the visual appearance of swales. Porous pavement may also be an option for the areas where swales are represented, which might require different maintenance costs (an aspect that would be addressed with a more detailed follow-up design evaluation as noted below). Lighting is provided on one side given the limited road space, similar to improvements made on Lunar St in the CRA area. This type of design might serve as a starting point for the re-design of other neighborhood Complete Streets projects (see Map 5-3-49).

Note that these proposed cross sections are only intended for general, initial illustrative purposes; final designs would need to account for a more detailed study and analysis of factors including engineering considerations, impacts, mitigation needs, and potentially the increase of alternative transportation methods (see Objective 2, Strategy 1 of this section for examples). For example, a follow-up analysis of a lane reduction proposal on Bayshore Drive would need to account for impacts to Level of Service standards on the roadway and on connecting roadways such as US 41, air quality, freight and evacuation routes, and a variety of other factors. It would also study whether additional easements would be needed or desired for a re-design. Piloting temporary versions of these improvements also provides a way to vet the design. This plan accounts for this follow-up analysis need and piloting with budgeted items for a Bayshore Drive technical feasibility study, a Complete Streets Implementation Plan that would provide a next-level feasibility analysis for these projects, and a Bayshore Drive pilot project with opportunities for additional pilots as part of the “other” non-capital projects budget item (see Section 5.4 for more information).

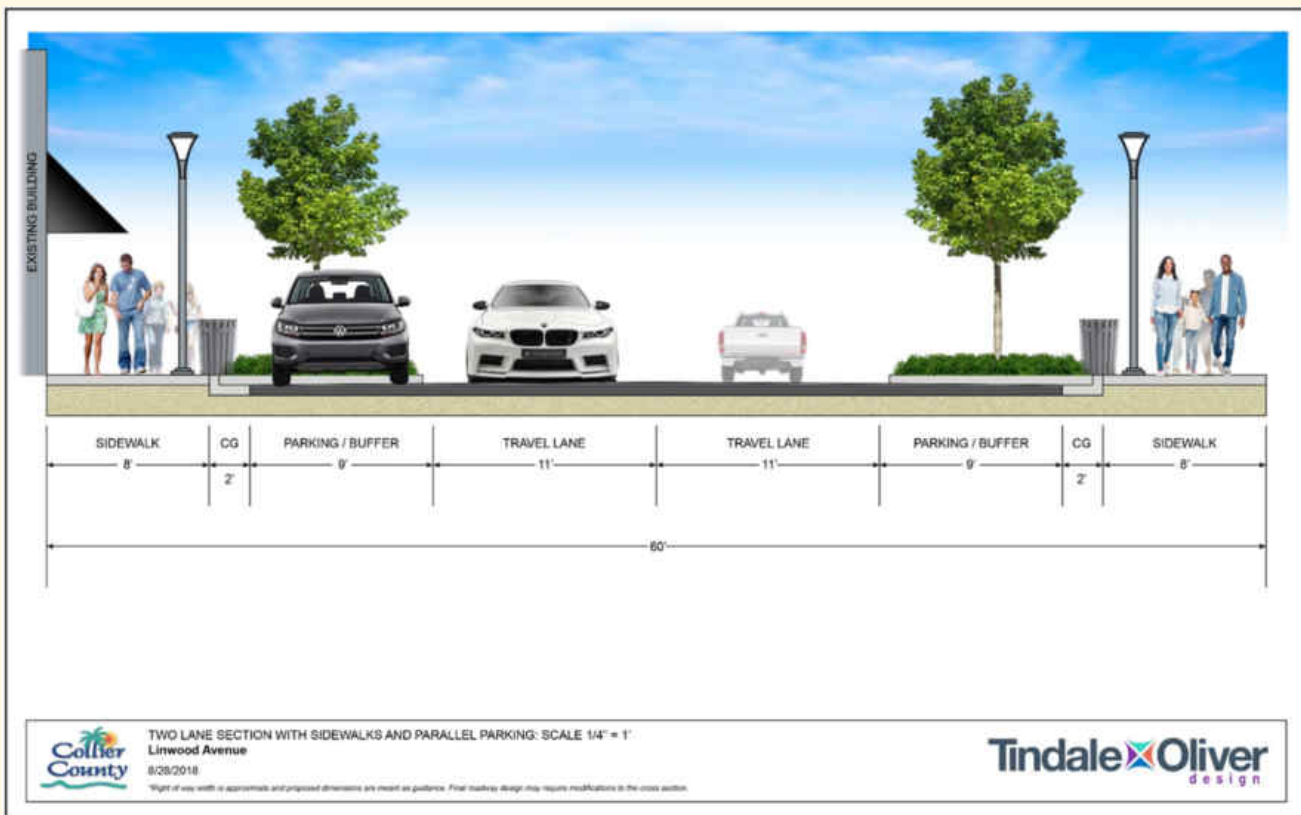


Figure 5-3-6: Potential Cross Section of Linwood Ave

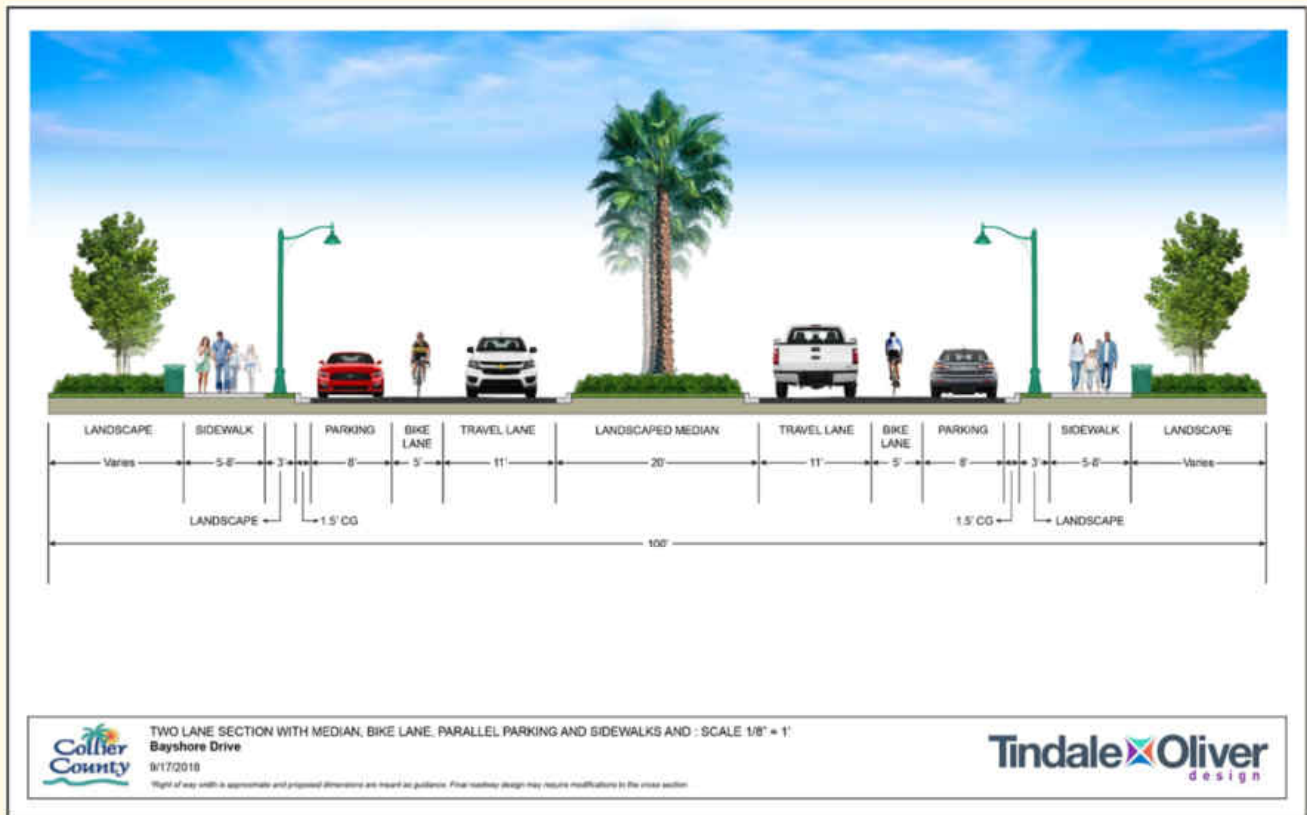


Figure 5-3-7: Potential Cross Section for Bayshore Dr

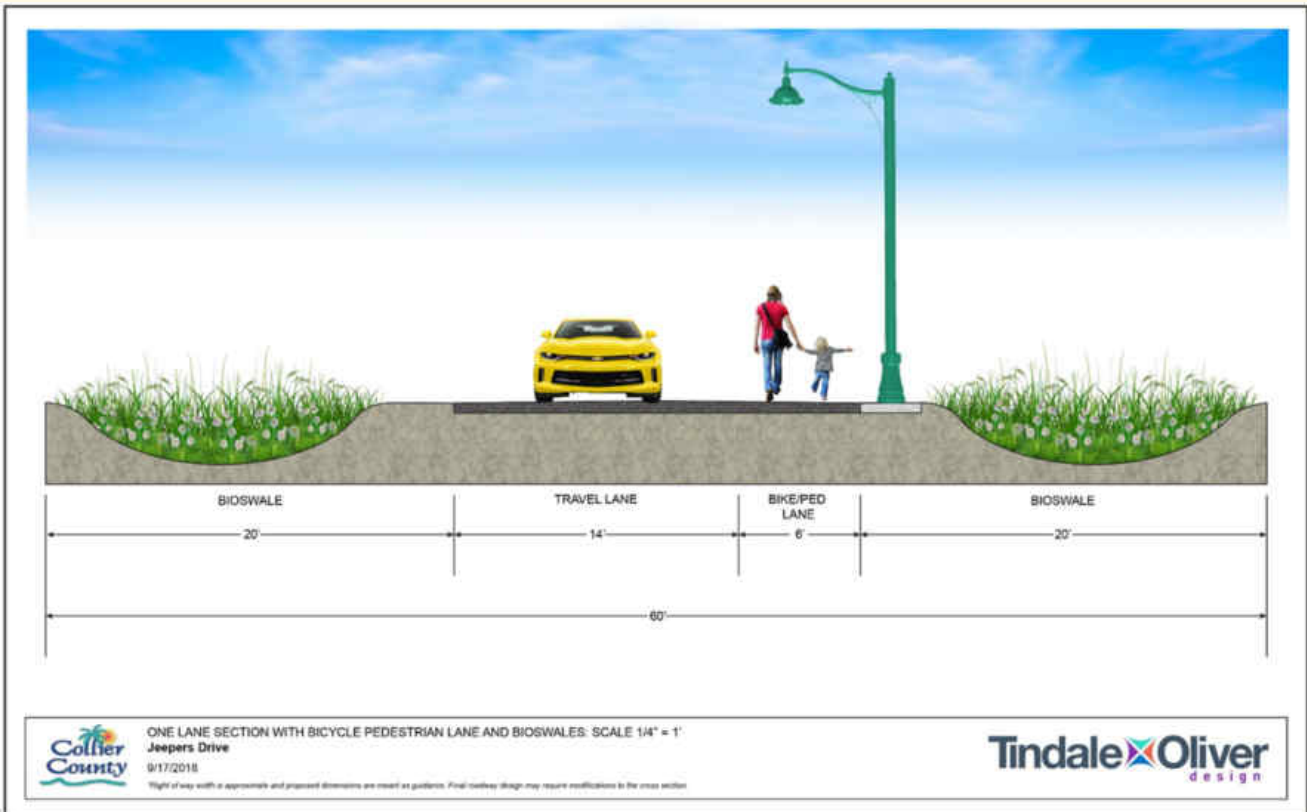


Figure 5-3-8: Potential Cross Section for Jeepers Dr

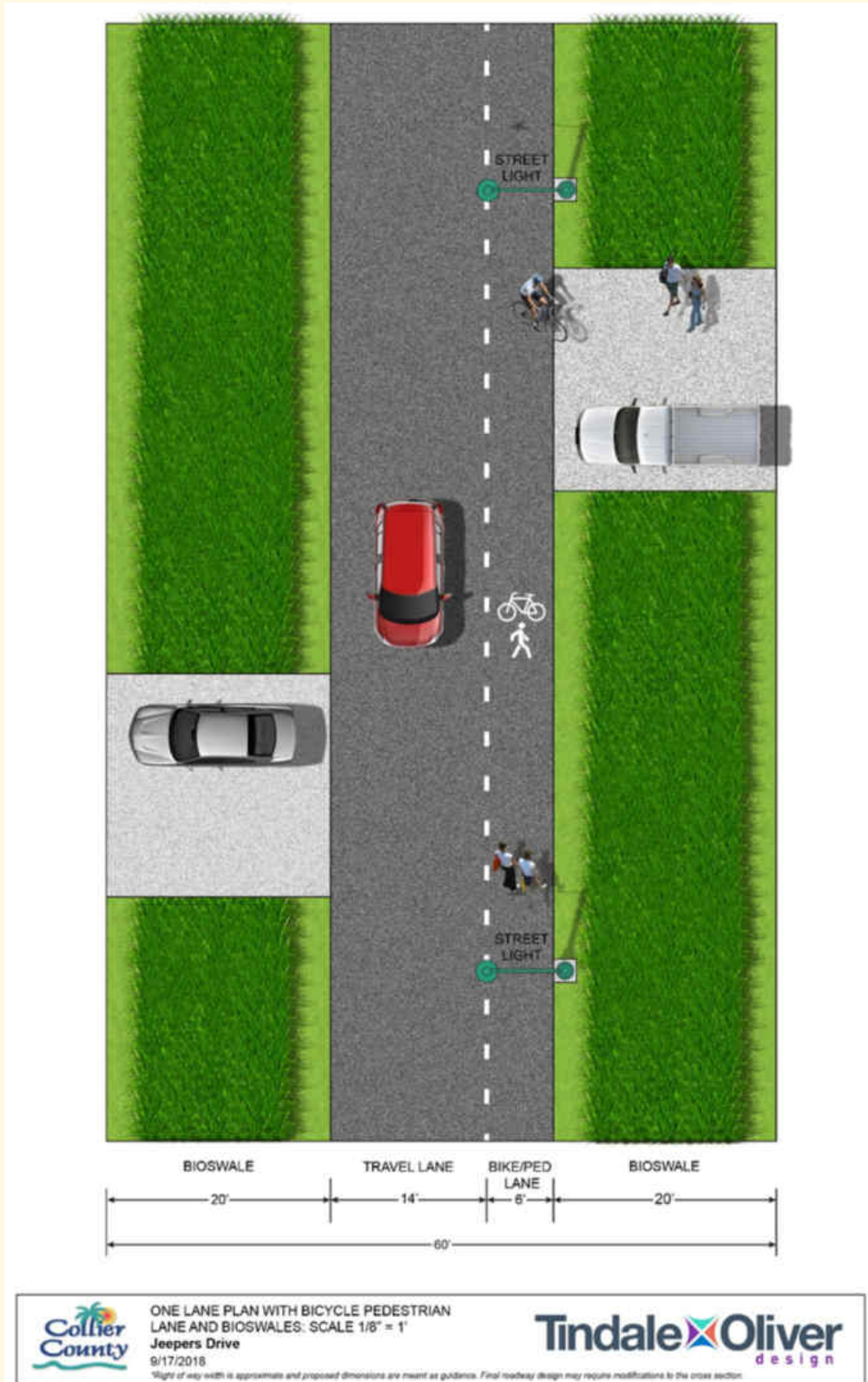


Figure 5-3-9: Potential Aerial Rendering for Jeepers Dr

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

- **Strategy 1:** Evaluate opportunities for alternative transportation methods (e.g., golf carts, electric shuttles, other neighborhood/electric vehicles, shared and/or autonomous vehicles, bikeshare, water-borne transportation), including considerations for partnerships with neighboring communities.
- **Strategy 2:** Coordinate with Collier County Public Transit & Neighborhood Enhancement Department for transit service and facilities improvements (e.g., more frequent service and transit stop shelters).
- **Strategy 3:** Evaluate option to expand Transportation Concurrency Exception Area (TCEA) to include entire CRA area.

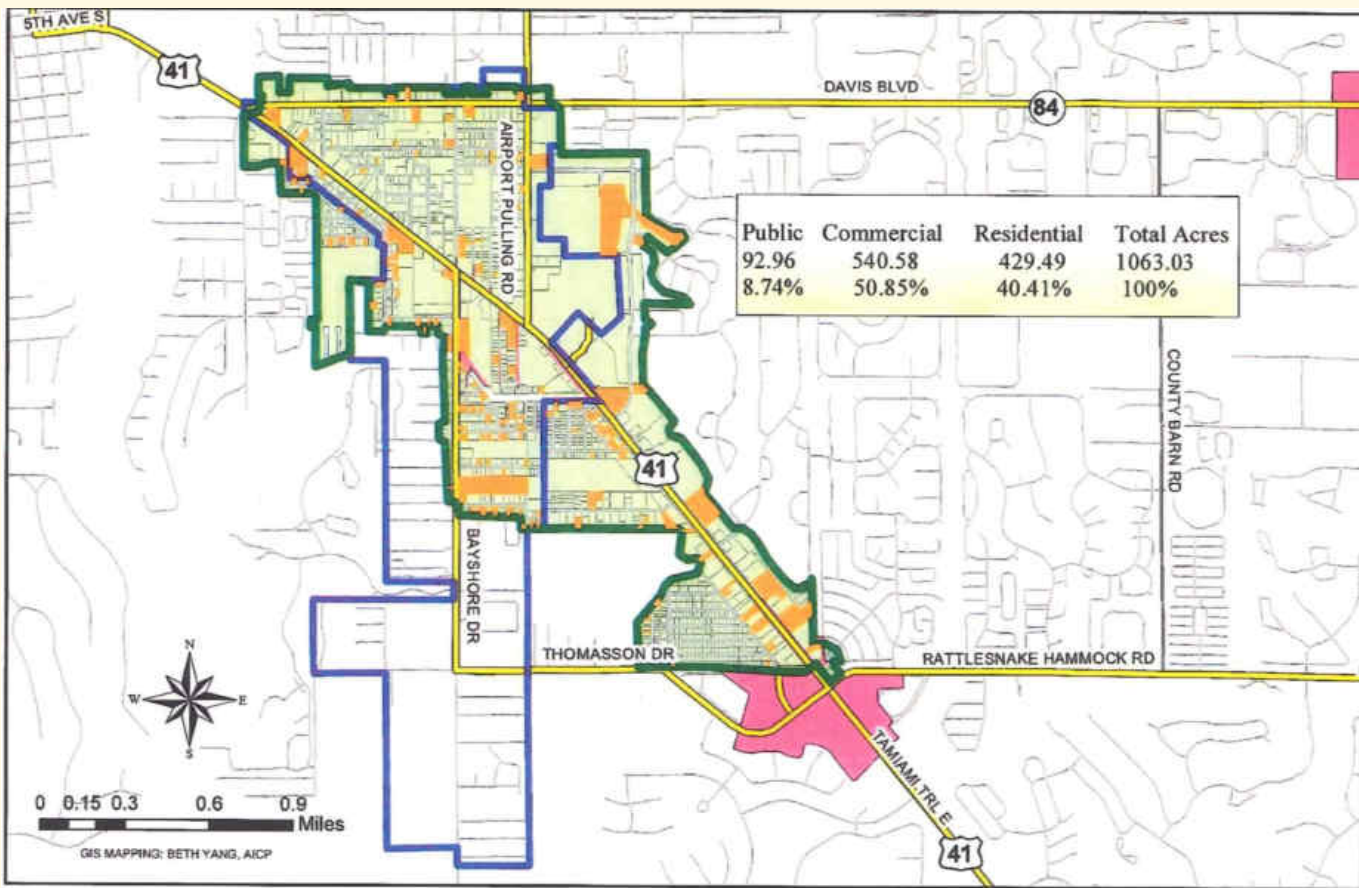
## **Objective 3: Improve parking options in commercial areas.**

- **Strategy 1:** Evaluate parking concepts for the Bayshore Dr and Mini Triangle/Linwood Ave commercial areas, which may include:
  - Shared parking with shuttle service, particularly to meet peak-season demand
  - Reduced design requirements for parking
  - On-street parking as part of the Bayshore Dr road diet
  - Parking garages
  - Parking mitigation fee (development pays for construction of public parking in lieu of providing parking spaces)
  - Considerations for changes in alternative transportation methods such as those noted in Objective 2, Strategy 1 of this section.

**i** ADDITIONAL INFORMATION

**Transportation Concurrency Exception Area (TCEA)**

Policy 5.4 of the Transportation Element in the Growth Management Plan created the South US 41 TCEA. This designation allows commercial and residential developments an exception to meeting transportation concurrency standards, which relate to the timing and programming of necessary transportation facilities to ensure they are generally provided in a timeframe comparable to the development. (see Policy 5.3 of the Capital Improvement Element for more details). The strategies developers can use to obtain the exception are intended to reduce trips or miles traveled in single-occupancy vehicles, such as incentives and amenities to promote transit, carpooling, telecommuting, walking, and biking. This Redevelopment Area Plan reinforces these strategies by promoting mixed-used and urban land use types that support alternative transportation (see Section 5.3.2). Objectives 1 and 2 of this section also promote improved facilities for walking, biking, and transit use. A potential option to further align the redevelopment efforts of the CRA and the goals of the TCEA is to expand the TCEA to include all of the CRA area, expanding the exception applicability to further encourage alternative transportation.



**TR - 4**

**South US 41 Transportation Concurrency Exception Area (TCEA)**

All Parcels: Count = 1595 (100%); Sum of acres = 1063.03 (100%)  
 Vacant: Count = 229 (14.4%); Sum of acres = 116.41 (10.9%)  
 Non-Vacant: Count = 1366 (85.6%); Sum of acres = 946.62 (89.1%)

South US 41 TCEA (Source: Collier County Growth Management Plan, Transportation Element, Map TR-4)

## Objective 4: Improve transportation connections with Downtown Naples.

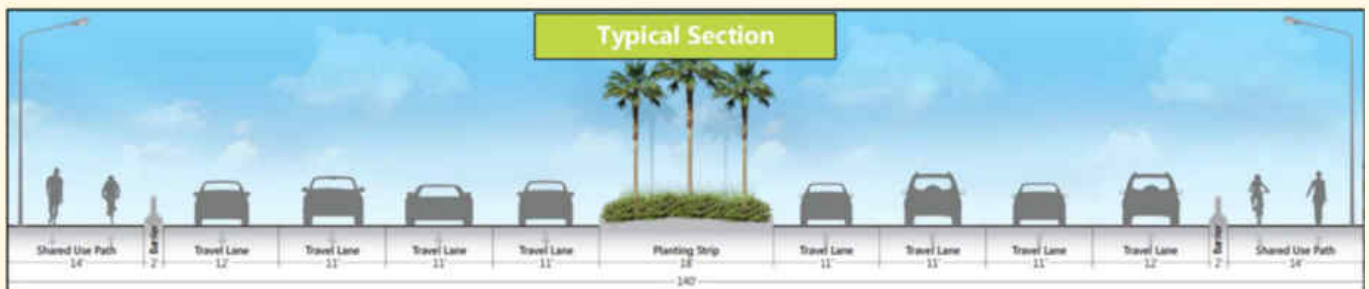
- **Strategy 1:** Coordinate with the City of Naples to explore and partner on transportation improvements and approaches serving both Downtown Naples and the CRA area noted in Objective 2, Strategy 1 of this section.



### ADDITIONAL INFORMATION

#### Downtown Naples Mobility and Connectivity Study

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



*Proposed typical section for Gordon River Bridge bicycle and pedestrian improvement from 2017 Downtown Naples Mobility and Connectivity Study (Source: City of Naples, [https://www.naplesgov.com/sites/default/files/fileattachments/streets\\_amp\\_stormwater/project/3351/city\\_council\\_presentation\\_201710\\_final\\_revisions.pdf](https://www.naplesgov.com/sites/default/files/fileattachments/streets_amp_stormwater/project/3351/city_council_presentation_201710_final_revisions.pdf))*



## 5.3.6 Infrastructure

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



GOAL

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

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

- **Strategy 1:** Develop a stormwater master plan for comprehensive infrastructure improvements that incorporates consideration for the following:
  - Flood plain designations, including FEMA flood designations and Coastal High Hazard requirements
  - Building and site plan design to respond to flooding
  - Primary, secondary, and tertiary infrastructure improvements (both short- and long-term)
  - Potential for a bicycle and pedestrian pathway in easement of north/south drainage ditch along Sugden Regional Park
  - Shared maintenance and maintenance funding between County and CRA
  - Water quality
  - Use/design of right-of-way areas on local streets, including an evaluation of turf block (see page 5-3-58)
  - Innovative techniques to pilot in CRA area, including green infrastructure
- **Strategy 2:** Coordinate stormwater infrastructure planning with design of new parks (see Section 5.3.3, Objective 1).
- **Strategy 3:** Integrate green infrastructure improvements into landscaping and drainage improvements, including those funded by the Bayshore Beautification MSTU.

## ADDITIONAL INFORMATION

### Green Infrastructure Examples

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

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



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



*Vegetated infiltration area in roadway bulb-out in Palmetto, FL at 10<sup>th</sup> Ave W and 5<sup>th</sup> St W (Source: Google Maps, <https://www.google.com/maps/@27.5151522,-82.575633,3a,60y,118.29h,75.57t/data=!3m6!1e1!3m4!1slahqGivzSzLDetQ43h5HQg!2e0!7i13312!8i6656>)*



*Retention pond amenities in Tampa at E Dr Martin Luther King Jr. Blvd and N 19<sup>th</sup> St (Source: Google Maps, <https://www.google.com/maps/@27.9815571,-82.4391844,3a,60y,90t/data=!3m6!1e1!3m4!1sQJ3u13LDtAtc2Vr7pkfflq!2e0!7i13312!8i6656>)*



*Turf block, shown in the right-of-way area immediately bordering the street in the photo above, has been used in certain developments in the Bayshore neighborhood to allow for use of right-of-way space for parking. This option should be evaluated as part of the right-of-way design considerations in the stormwater master plan update.*

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

- **Strategy 1:** Identify additional funding opportunities to supplement capital improvements funds (e.g., grants).
- **Strategy 2:** Document the project prioritization strategy to upgrade water lines and fire suppression systems in coordination with the City of Naples.
- **Strategy 3:** As part of the stormwater master plan (Objective 1, Strategy 1 of this section), coordinate with Collier County Stormwater Management to integrate CRA stormwater infrastructure planning with County stormwater planning efforts.
- **Strategy 4:** As part of the stormwater master plan effort (Objective 1, Strategy 1 of this section), coordinate with Collier County Zoning Division to create right-of-way design guidelines for development that coordinate with Complete Streets concepts for neighborhood streets.
- **Strategy 5:** Coordinate with Collier County agencies and utility providers to identify and improve other infrastructure including sanitary sewer lines, roadways that fail to meet minimum standards, and electrical utilities identified to be placed underground or relocated.



## EXISTING CONDITIONS

### Infrastructure—Stormwater, Roadway Engineering, Sanitary Sewer, Electric

Stormwater and flooding are major challenges in the CRA area, requiring special attention be paid to stormwater management projects. The CRA has already overseen a successful drainage improvement project on Karen Drive, and moving forward, will coordinate with the County Stormwater Management Section. Map 5-3-15 shows where further stormwater management improvements are needed based on public outreach. Additional needs should be identified through an updated stormwater master plan for the area. Other identified infrastructure needs on the map include upgrading certain roads to meet County standards, upgrading capacity of sanitary sewer infrastructure in certain areas, and placing underground or relocating overhead electric utilities in certain areas.

1

Need for culverts for flooding,

2

Retention pond area improvements needed—lighting, security, barriers/gates to direct car traffic, pump improvements for flooding issues

3

Flooding issues and need for drainage

4

Flooding issues and need for drainage on side streets off of Bayshore Drive. Note that Pine Tree Drive, Andrews Avenue, and Woodside Avenue have been identified as below County standards (involving for example sufficient right-of-way, drainage, paving, or similar elements) in Resolution 2011-097. These streets should be a focus in stormwater and infrastructure planning to bring them up to standards.

5

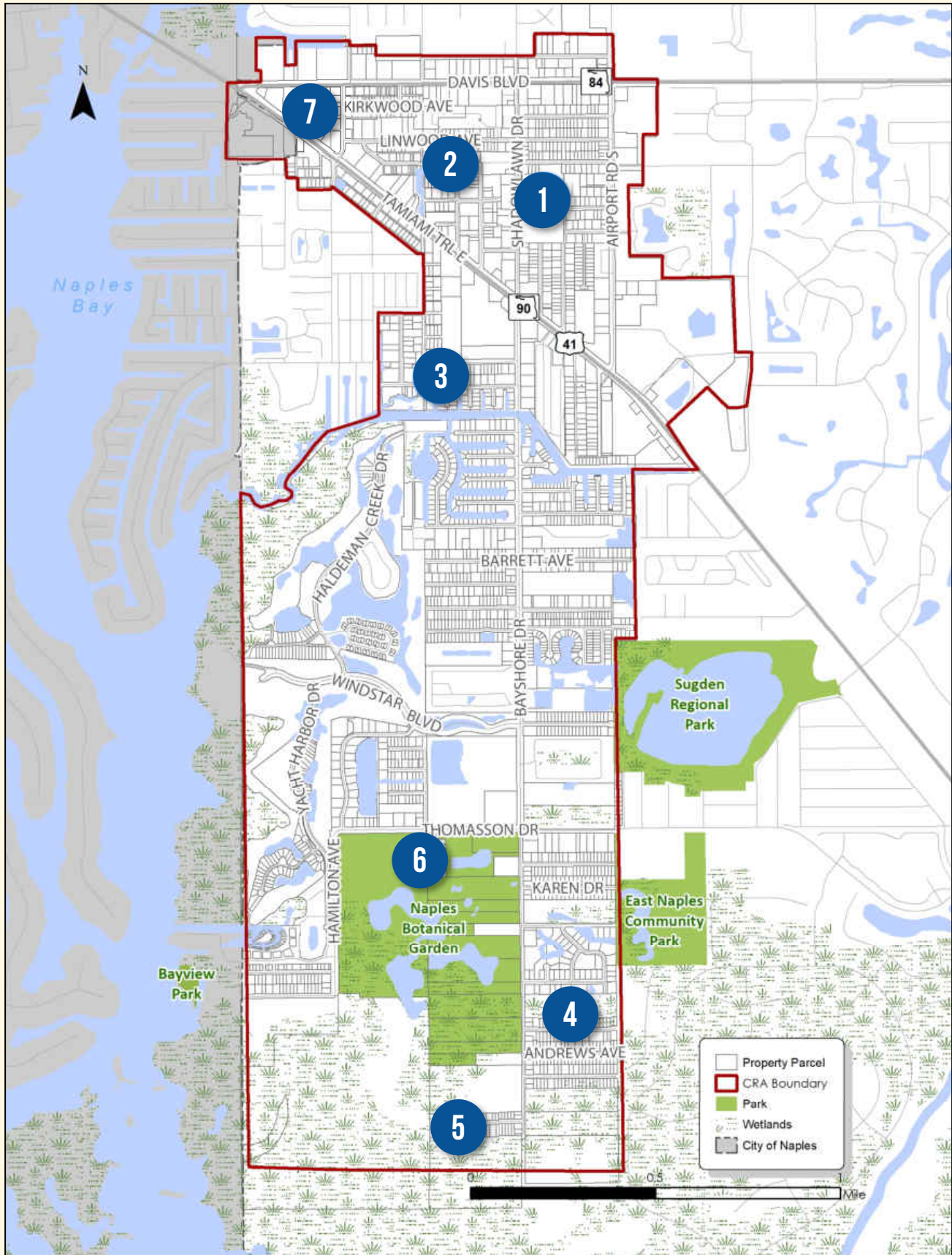
Flooding issues and need for drainage on Holly Avenue. Holly Avenue also identified as below County standards and in need of road engineering improvements (see Item 4 above).

6

Palmetto Court identified as below County standards and in need of road engineering improvements (see item 4 above).

7

Upgrades needed to sanitary sewer capacity in the Triangle area to support new development. Opportunities to place overhead electric utilities on Linwood Avenue and Commercial Drive underground or relocate them.



Map 5-3-15: Infrastructure Needs—Stormwater, Roadway Engineering, Sanitary Sewer, Electric



## EXISTING CONDITIONS

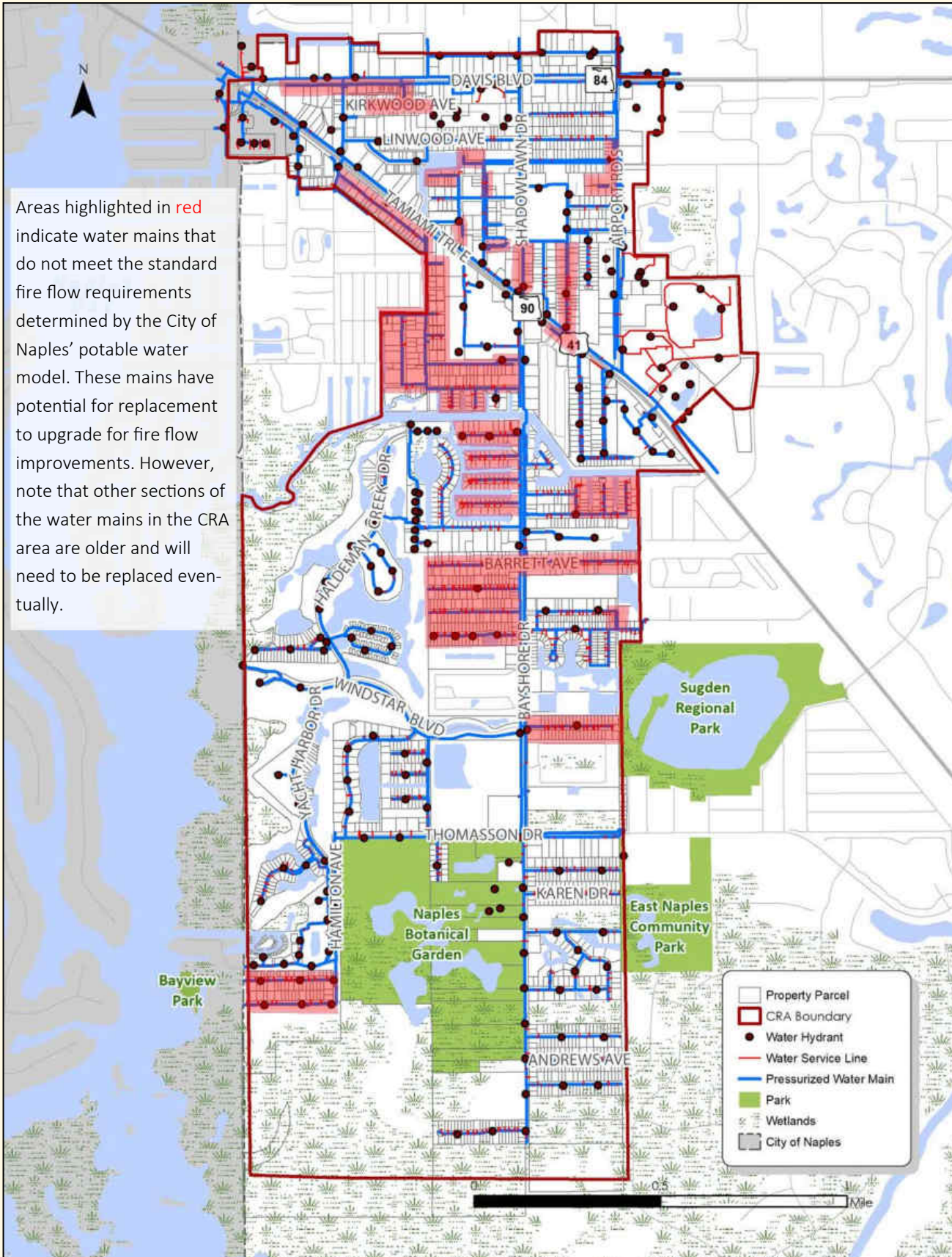
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### Water Infrastructure

The City of Naples provides water and water infrastructure for the CRA area, which also supports fire suppression systems such as fire hydrants. The fire suppression infrastructure can influence the insurance ratings for an area. On a scale of 1 to 10 (with 1 being the best), the CRA area currently has an Insurance Service Office (ISO) rating of 4, according to the Greater Naples Fire Rescue District. In practice, the District typically assigns ratings of 4, 9, or 10.

The City is currently in the process of upgrading neighborhood water lines to support hydrants for fire suppression. Areas highlighted in red on Map 5-3-16 indicate water mains that do not meet the standard fire flow requirements determined by the City of Naples' potable water model. These mains have potential for replacement to upgrade for fire flow improvements. However, note that other sections of the water mains in the CRA area are older and will need to be replaced eventually.

There is continued interest on the part of the CRA to identify and obtain grants to complete this work in partnership with the City of Naples.



Map 5-3-16: Water Infrastructure

### 5.3.7 Process

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



GOAL

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

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

- **Strategy 1:** As part of the marketing and communication strategy (see Section 5.3.4, Objective 1, Strategy 2), evaluate communication mechanisms and tools that will most effectively communicate with the various communities in the CRA area.
- **Strategy 2:** Coordinate with schools and other community partners to improve outreach and communication between the CRA and harder-to-reach populations.
- **Strategy 3:** Provide multi-lingual communications and materials.
- **Strategy 4:** Create a CRA-specific Capital Improvement Plan to identify, prioritize, and effectively communication near-term capital improvements . Coordinate with MSTUs operating in the CRA area for relevant capital improvement projects.

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

- **Strategy 1:** Account for both need-based and geographic considerations in the distribution of planning and implementation efforts.
- **Strategy 2:** Identify street blocks for targeted comprehensive improvements, with a focus on blocks that have already received some improvements and consideration for balanced distribution of these targeted blocks throughout the entire CRA area.



- **Strategy 3:** Update rules and procedures for the CRA Advisory Board for legal consistency and with consideration given to a balanced distribution of planning/implementation efforts and diverse representation.

### **Objective 3: Coordinate with MSTUs in the area and explore opportunities for new MSTUs.**

- **Strategy 1:** Incorporate Haldeman Creek and Bayshore Beautification MSTU Advisory Boards into planning and implementation processes for CRA improvements.
- **Strategy 2:** Explore the option of creating an MSTU for capital improvements in the Triangle area north of US 41.

## **5.3.8 Character Areas**

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

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

The character areas numbered on the Map 5-3-17 are defined by the land use characteristics discussed in the preceding maps. Key focus nodes, intersections, and corridors within the character areas that have potential for redevelopment are noted on the map with the asterisks and dotted lines.

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



## RECOMMENDATIONS

1

**Mini Triangle/Davis**

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

3

**Airport Pulling**

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

5

**Windstar**

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

7

**South Bayshore**

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

2

**Shadowlawn**

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

4

**Tamiami**

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

6

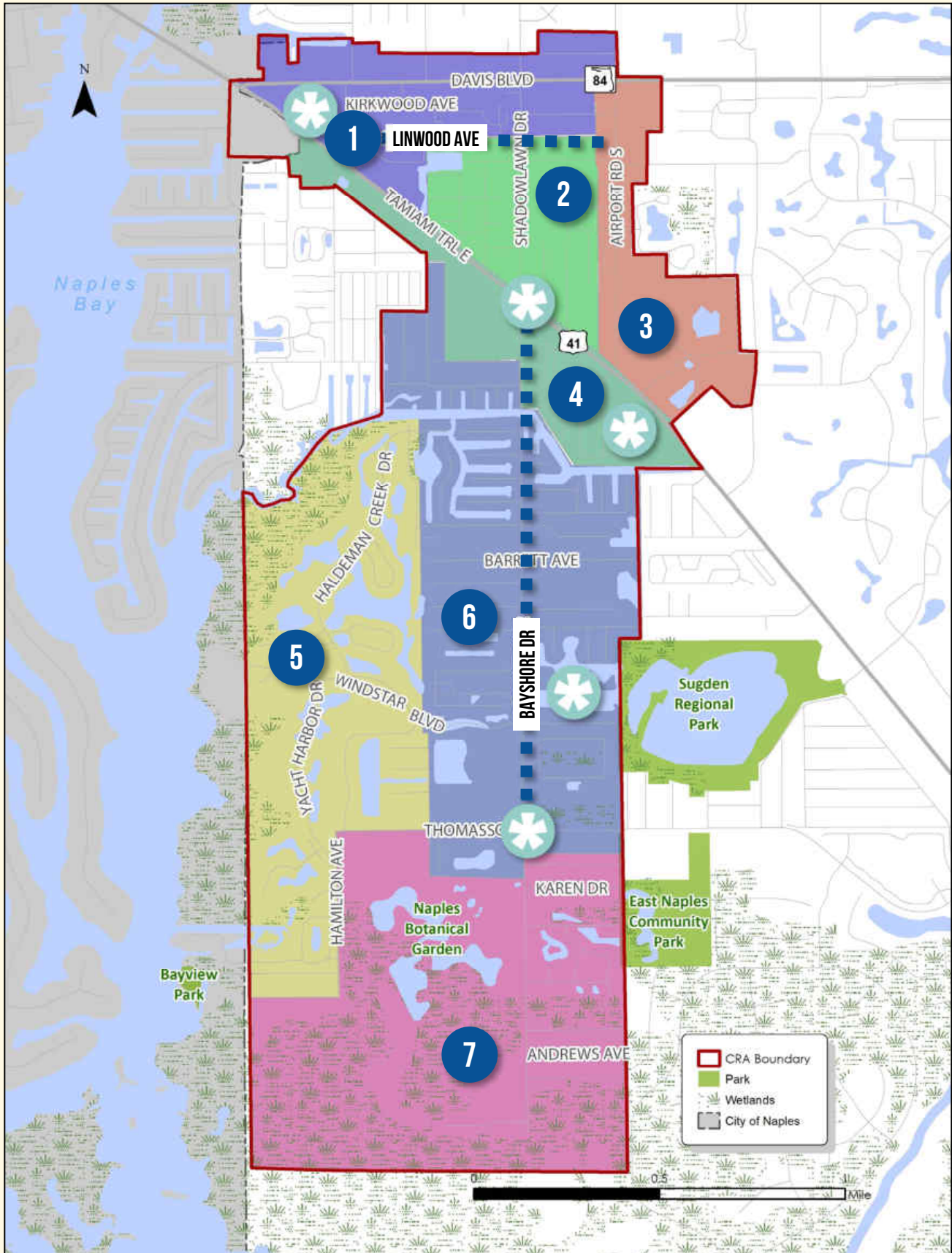
**North Bayshore**

- Focus Corridor along Bayshore Drive with neighborhood commercial (including Haldeman Creek Entertainment District near Creek)
- Mix of multi- and single-family residential
- Focus Intersection at Bayshore/Thomasson with planned roundabout
- CRA-owned Focus Development Node (17-Acre Site)

■ ■ ■ ■ Focus Corridor



Focus Development Node/Intersection



Map 5-3-17: Character Areas

## Focus of Redevelopment

The following provides a focus of redevelopment for each Character Area based on the specific characteristics described for Map 5-3-17 and the most relevant strategies.

### 1. Mini Triangle/Davis

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

### 2. Shadowlawn

- Residential structural enhancement and upgrades
- Avoidance of incompatible uses
- Transitional elements between different uses

- Infill development on vacant residential lots
- Flooding and drainage on neighborhood streets
- Complete Street improvements along Shadowlawn Drive

### 3. Airport Pulling

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

### 4. Tamiami

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

### 5. Windstar

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

### 6. North Bayshore

- Corridor commercial development along Bayshore Drive, including Haldeman Creek Entertainment District near Creek and creative parking solutions
- Larger redevelopment opportunities of 17-Acre Site and Del's 24 property
- Arts and culture-oriented development
- Transitional elements between corridor commercial and residential areas in along Bayshore Drive and Thomasson Drive
- Development of vacant residential lots
- Complete Street design along Bayshore Drive and

Thomasson Drive, including Bayshore Drive/  
Thomasson Drive roundabout

- Neighborhood Complete Streets and trails
- Connections between Sugden Regional Park and CRA area
- Water main and fire suppression upgrades
- Flooding and drainage on neighborhood streets

## 7. South Bayshore

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

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# PRIORITIZATION PLAN



**5.4**

## 5.4.1 Prioritization of Projects & Initiatives

The CRA will need to evaluate and implement or coordinate on a number of capital improvement projects and planning, administrative, and regulatory initiatives to carry out the framework of goals, objectives, and strategies presented in Section 5.3. Since these projects and initiatives cannot be evaluated and carried out all at once, this section presents a prioritization plan in terms of amount of funds programmed and project/initiative timing. A key consideration for prioritization is the amount of funding available for these projects and initiatives, discussed more in Section 5.4.2. Other prioritization criteria to consider that were primarily highlighted in the public outreach process include:

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

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

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

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

- Degree of need
- Geographic distribution of projects in the CRA area
- Priorities identified during public outreach for the Redevelopment Area Plan

## 5.4.2 Financing Plan

An important revenue source over the next 11 years following plan approval is tax increment financing (TIF) revenue generated by the property within the CRA area. The Bayshore Gateway Triangle CRA area is able to use county ad valorem tax revenues generated above the base-year amount (the increment) to apply to projects and initiatives identified in this Redevelopment Area Plan.

Figure 5-4-1 shows the historic revenue trends and projected revenues through 2030 based on a low growth scenario that follows the County's historic growth trends with a 5.2% assumed average annual growth rate, a medium growth scenario that assumes a 5.6% average annual growth rate, and a high growth scenario that assumes a 6.0% average annual growth rate. For more information on the development of growth scenarios, methods of revenue calculation, and detailed revenue tables, see Section 5.6.

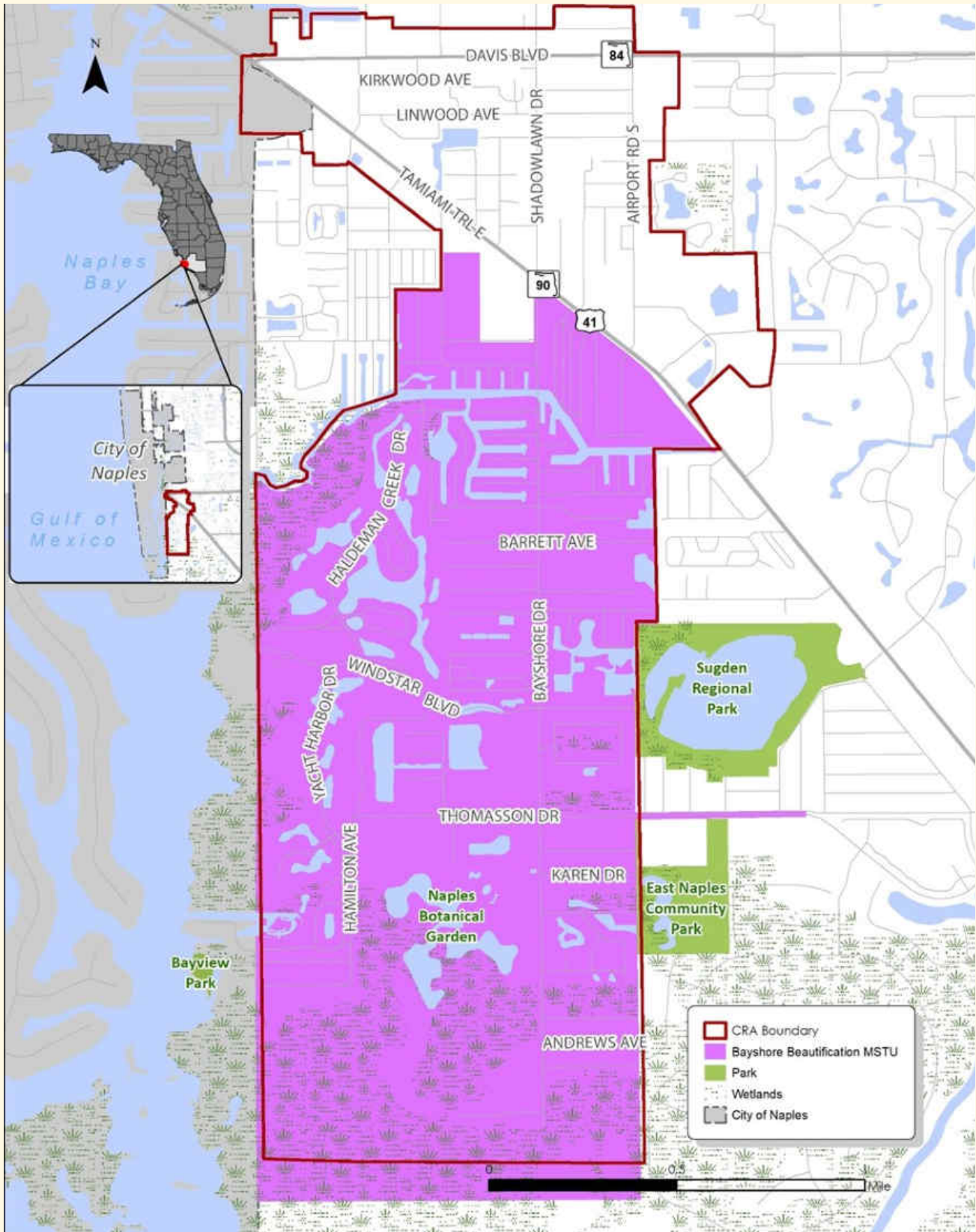
Certain parts of the CRA area are also designated as Municipal Service Taxing Units (MSTUs), which utilize an additional ad valorem tax for specific purposes. The CRA can evaluate the opportunity to coordinate with the MSTUs to provide eligible projects proposed in this CRA plan.

The Bayshore Beautification MSTU, created in 1997, applies to most of the CRA area south of US 41 (see Map 5-4-1); revenues from this tax are focused on streetscape and right-of-way improvements (including right-of-way maintenance), with some additional provisions for use of funds on other public realm improvements in the MSTU area. Figure 5-4-2 shows projected revenues through 2030 using the following average annual taxable value growth rate scenarios (see Section 5.6 for more information and detailed revenue tables):

- Low: 3.98%
- Medium: 4.18%
- High: 4.52%

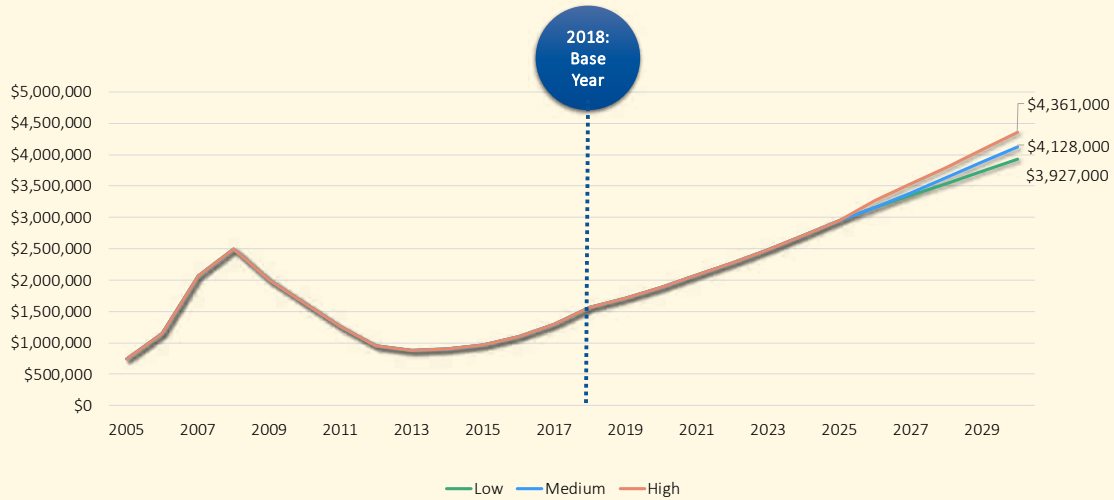
A Haldeman Creek MSTU (see Map 5-4-2) was created in 2006 for maintenance dredging and navigational marker maintenance within the MSTU boundary. Figure 5-4-3 shows projected revenues through 2030 using the following average annual taxable value





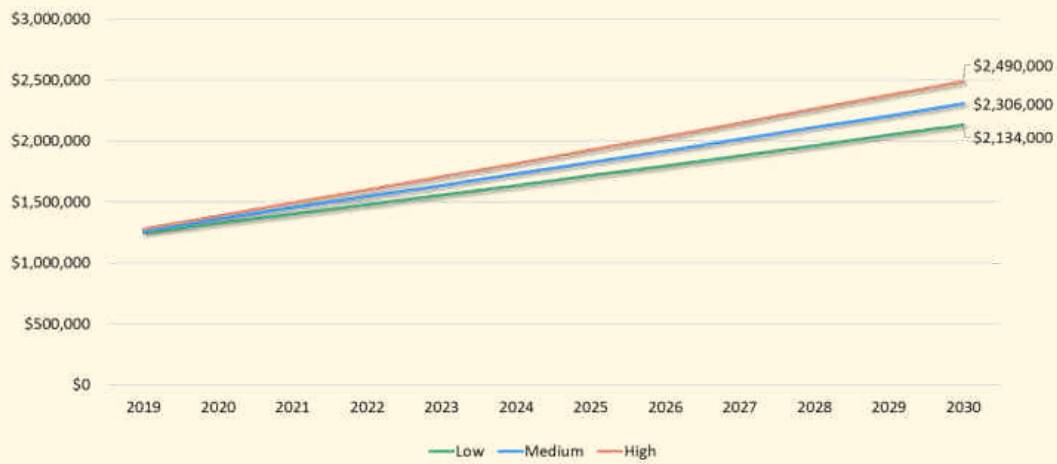
**Map 5-4-1:** Bayshore Beautification MSTU Area

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



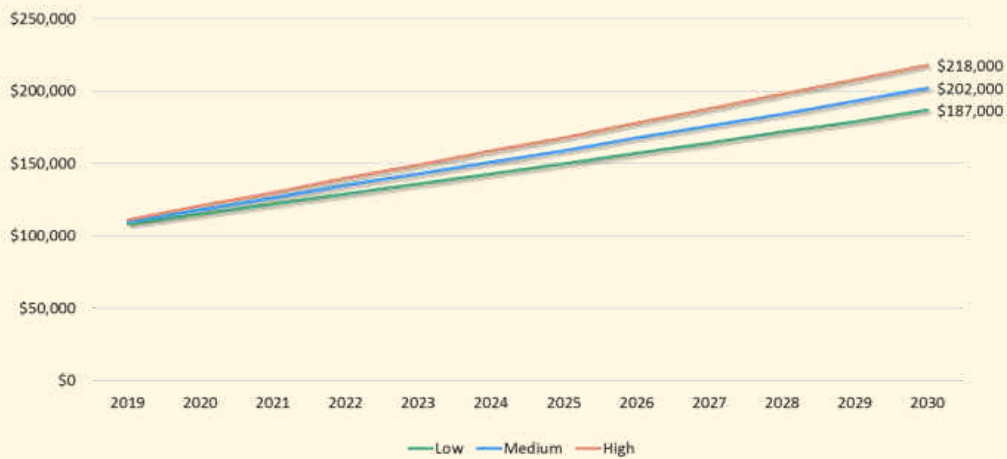
**Figure 5-4-1: CRA TIF Revenue Scenarios**

**Note:** The TIF funding will sunset in 2030, so no TIF revenues are shown after 11 years.



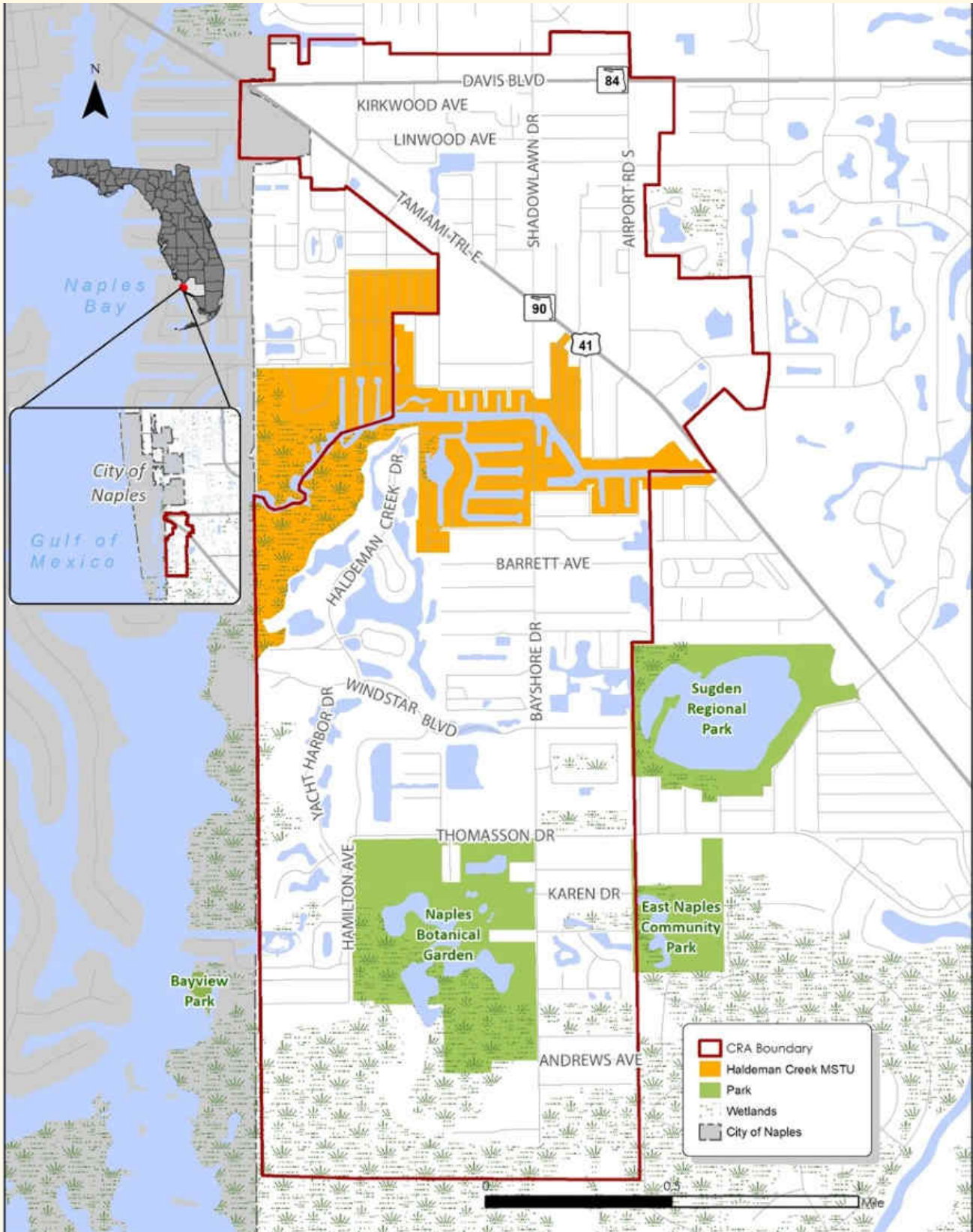
**Figure 5-4-2: Bayshore Beautification MSTU Revenue Scenarios**

**Note:** The MSTUs do not have a sunset date and will likely continue past 2030. However, for the purposes of this planning effort, no projections have been made for years after 2030.



**Figure 5-4-3: Haldeman Creek MSTU Revenue Scenarios**

**Note:** The MSTUs do not have a sunset date and will likely continue past 2030. However, for the purposes of this planning effort, no projections have been made for years after 2030.



Map 5-4-2: Haldeman Creek MSTU Area

growth rate scenarios (see Section 5.6 for more information and detailed revenue tables):

- Low: 4.01%
- Medium: 4.21%
- High: 4.55%

Note that the MSTUs do not have a sunset date and will likely continue past 2030. However, for the purposes of the capital and non-capital planning effort, no projections have been made for years after 2030.

Other potential funding sources that may be identified to supplement the funds above include grants and funding from partnerships (other agencies and private funders). There may also be opportunities in the future to take on additional debt to pay for capital projects with a plan for repayment; note however that no debt will be taken on for the purposes of future property acquisition, based on direction from the Board of County Commissioners. More information on coordination and partnerships, including those for funding opportunities, is discussed in Section 5.4.4.

### 5.4.3 Projects & Initiatives

#### Prioritization

Based on available funding and prioritization considerations, this section sets out a prioritization plan recommending projects for the period through 2030 (11 years after the adoption of the amended Plan), the period for which tax increment financing (TIF) funding will be available. The remaining project recommendations are included for longer term implementation post-2030 and will require alternative funding sources aside from TIF. The Plan provides an overview of potential alternative funding sources.

This Plan does not obligate any funding to any projects listed. It provides a guide and list of both capital and non-capital projects that require approval by the CRA Advisory Board within the initial 11-year programming period and allocation through the standard operating

and procurement guidelines adopted by the Collier County Board of Commissioners if TIF revenues are to be used for funding. Approval by relevant decision-making bodies is required for other funding sources outside of TIF.

Projects may require additional vetting and piloting to better understand technical feasibility, impacts, and broader County implementation priorities prior to approval for implementation. To this end, planned projects include technical feasibility studies and pilot projects. As a result, this capital and non-capital funding plan is subject to change as it is re-evaluated. Additionally, the Plan sets a framework based on current conditions but also allows for flexibility in the phasing of projects based on funding opportunities and community priorities identified in annual work plans and capital improvement project lists.

Table 5-4-1 summarizes total projected revenues for various funds operating in the CRA area (including MSTUs) through 2030. Note that following the successful sale of the Mini Triangle property anticipated in the first five years, it is expected that the CRA will have additional funds of \$350,000 available that are currently being held in reserve due to loan requirements.

Figures 5-4-4 and 5-4-5 summarize capital and non-capital project costs broken down by timeframe and type of project/initiative, followed by Tables 5-4-2 through 5-4-4 which provide a detailed list of projects and initiatives. Table 5-4-5 compares projected TIF revenues and costs. Note that the planning includes a built-in deficit to indicate where other agencies would likely help fund projects or other revenue sources might be sought, including once the TIF revenues cease in 2030. Regarding maintenance costs, maintenance of standard capital improvements is anticipated to be provided and funded by relevant County agencies, while maintenance for capital

improvements above and beyond County standards are anticipated to be funded by the CRA.

## Short Term (1-5 Years)

### Capital Projects

- Linwood Ave Complete Street Phase I – major Complete Street improvement between Commercial Dr and Wild Pines Ln including on-street parking, lighting, sidewalk widening, and any additional needed infrastructure improvements
- Thomasson Dr and Hamilton Ave Improvements – Bayshore Beautification MSTU anticipated to fund project, but any shortfall could trigger partnership with CRA funding portion
- Republic Dr Complete Streets Improvements – neighborhood-level Complete Streets improvements between Bayshore Dr and East Naples Community Park, including lighting, possible sidewalk expansion, any necessary drainage improvements, and an improved pedestrian bridge connection to East Naples Community Park
- Danford St Complete Streets Improvements – neighborhood-level Complete Streets improvements between the end of the roadway and Hamilton Ave
- General Parks Improvements in Bayshore Area—general item to address connections to parks and amenities, including any associated with the 17-Acre Site and Sugden Regional Park
- Community Safety/Clean-Up and Neighborhood Initiatives General Improvements—general item to address capital improvements from Community Safety & Clean-Up Strategy and Neighborhood Focus Initiatives; may include projects identified based on neighborhood interest to coordinate with the Sheriff’s Department and Code Enforcement to educate and provide small capital improvements
- Land Acquisition for a Community Land Trust—may support maintenance of current affordable housing availability in the CRA area while improving baseline quality conditions; may also support housing for artists
- Bay St Complete Street Improvements – neighborhood-level Complete Streets improvements between Hamilton Ave and the end of the roadway
- Surface Parking Lot in Bayshore Area – to increase available commercial parking
- General Road Engineering Improvements on Pine Tree Dr and Andrews Dr – to bring these roadways up to minimum County standards
- Jeepers Dr Complete Street Improvements – neighborhood Complete Streets improvements between Bayshore Dr and Sugden Regional Park, including walk lane striping, upgraded bioswales, lighting, and a pedestrian connection to Sugden Regional Park
- Gateway Intersection Design Improvements:
  - Davis Blvd/Airport-Pulling Rd
  - Davis Blvd/Shadowlawn Dr
  - Davis Blvd/US 41
  - US 41/Shadowlawn Dr/Bayshore Dr – sign improvements in the right-of-way and median areas with an opportunity to showcase public art
- Street Sign/Wayfinding Improvements in CRA area – signs to address branding and bicycle/pedestrian movement
- Sidewalk/Bicycle Infrastructure Program – program to address gaps in the pedestrian and bicycle infrastructure networks that are not addressed through Complete Streets improvements
- Other General Multi-Modal Improvements—for additional multi-modal amenities (e.g., bus shelters)
- Stormwater Infrastructure Upgrades/Improvements
- Sanitary Sewer Line Upgrades in Triangle Area – to increase capacity
- Water Line and Fire Suppression Upgrades—to address infrastructure age and flow requirements

***Non-Capital Expenditures***

- Ongoing Operating Expenses for CRA, including staff and administration costs
- Process Improvements – updated bylaws for CRA Advisory Board
- Land Development Code Updates- based on recommendations from CRA Plan Update
- Mini Triangle Development – funding for incentives and other needed support for the development of the Mini Triangle
- 17-Acre Development—funding for incentives and other needed support for the development of the 17-Acre Site.
- Gateway Property Development – funding for potential incentive in support of the project at the apex of Davis Boulevard and Us 41.
- Stormwater Master Plan Update – identify primary, secondary, and tertiary improvements needed in the CRA area with a prioritization plan
- Arts and Culture Plan for CRA Area
- Complete Streets Implementation Plan
- Bayview Parking Study – concepts and outreach in coordination with Parks & Recreation Division
- Community Safety & Cleanup Strategy – strategy to address code enforcement issues and community safety
- Branding Strategy
- Marketing and Communication Strategy – strategies to communicate outcomes from the branding effort and connect with the various communities in the CRA area (including hard-to-reach groups) with updated tools including the website, e-blast templates, marketing materials, etc.
- Market Study/Economic Profile
- Bayshore Dr Pilot project – for Complete Street implementation
- Water & Fire Update Strategy – documentation of what mains and hydrants will be updated and phasing
- Triangle Retention Pond Feasibility Study – finalized design and engineering for passive park improvements
- Other Non-Capital Operations and Study Expenditures—may include a study to expand the CRA boundary, non-capital costs associated with Community Safety & Clean-Up Plan, non-capital costs from Neighborhood Focus Initiatives, or other expenditures that may arise in the future and are not yet identified.
- Grants and Programs
  - Residential Grant/Loan Programs – for structural improvements to single-family homes
  - Commercial Façade Program – for areas that are not a major focus for commercial redevelopment but that can be enhanced with exterior façade and structural improvements
  - Wall & Fence Funding – for transitional structures between incompatible uses
- Public Art Funding –for public art pieces and events
- Economic Development Incentives Program – for economic development incentives related to Section 5.3.4 of the Redevelopment Area Plan
- Bayshore Bicycle/Pedestrian Feasibility Study
- Mobile Home Replacement Fund - for transition of mobile homes to modular homes or other appropriate structures
- Community Land Trust Housing Construction
- Other Affordable/Workforce Housing Investments

## Long-Term (After 11 Years)

### Capital Projects

- Triangle Retention Pond Improvements - implementation of passive park improvements at the pond site with any necessary drainage and connectivity improvements
- Land Acquisition and Development for Six Pocket Parks (small neighborhood parks)
- Community Safety/Clean-Up and Neighborhood Initiatives General Improvements
- Land Acquisition for a Community Land Trust
- Surface Parking Lot in the Mini Triangle area to support commercial uses
- Development of Multi-Purpose Facility/Structure— may occur on currently CRA-owned 17-Acre Site; potential uses of the facility/structure may include a CRA office and/or arts/incubator space
- Bicycle and Pedestrian Trail - along Sugden Regional Park Drainage Ditch to provide north/south connectivity
- Commercial Parking Garage on Bayshore Dr - possibly on surface lot included in short-term capital projects for commercial parking
- Bayshore Dr Complete Street – major Complete Street improvement between US 41 and Thomasson Dr, including possible lane reduction, on-street parking, and any additional needed infrastructure improvements
- Kirkwood Ave Complete Street—Complete Street improvement potentially similar to Linwood Ave Phase I with potential Shadowlawn Dr connection
- Commercial Dr Complete Street—Complete Street improvement potentially similar to Linwood Ave Phase I
- Linwood Ave Complete Street Phase II— neighborhood Complete Street improvements between Wild Pines Ln and Airport-Pulling Rd
- Shadowlawn Dr Complete Street – major roadway Complete Street improvement between Davis Blvd and US 41, including lighting and any additional needed infrastructure improvements
- Gateway Intersection Design Improvements – signage and potential public art opportunities for:
  - Thomasson Dr/Dominion Dr
  - US 41/Osceola Ave
- General Road Engineering Improvements – to bring the following roads up to minimum County standards:
  - Woodside Ave
  - Holly Ave
  - Palmetto Ct
- Sidewalk/Bicycle Infrastructure Program
- Other General Multi-Modal Improvements
- Water Line and Fire Suppression Upgrades—to address age and flow requirements
- Stormwater Infrastructure Upgrades/Improvements
- Undergrounding Utilities—along Bayshore Dr between US 41 and Holly Ave, coordinated with the Complete Streets project and Bayshore Beautification MSTU; Linwood Ave; and Commercial Dr
- Bayshore Dr Complete Street Improvement between Thomasson Dr and Holly Ave – neighborhood-level Complete Street, including any drainage improvements and connections to potential Naples Bay Greenway Sun Trail improvements
- Commercial Parking Garage in Mini Triangle Area possibly on Surface Lot included in Mid-Term Capital Projects– to address commercial parking needs
- Pine Street Connection—between Davis Blvd and Linwood Ave

***Non-Capital Expenditures***

- Land Development Code Updates
- Bayshore Dr Technical Feasibility Study – for Complete Street implementation
- Microenterprise and Arts Incubator Study—for concepts and implementation, which could include an arts focus and/or arts space
- Other Non-Capital Operations and Study Expenditures—other expenditures that may arise in the future and are not yet identified
- Grants and Programs
  - Residential Grant/Loan Programs – for structural improvements to single-family homes
  - Commercial Façade Program – for areas that are not a major focus for commercial redevelopment but that can be enhanced with exterior façade and structural improvements
  - Wall & Fence Funding – for transitional structures between incompatible uses
  - Public Art Funding –for public art pieces and events
  - Economic Development Incentives Program –for economic development incentives related to Section 5.3.4 of the Redevelopment Area Plan
  - Mobile Home Replacement Fund - for transition of mobile homes to modular homes or other appropriate structures
  - Community Land Trust Housing Construction
  - Other Affordable/Workforce Housing Investments

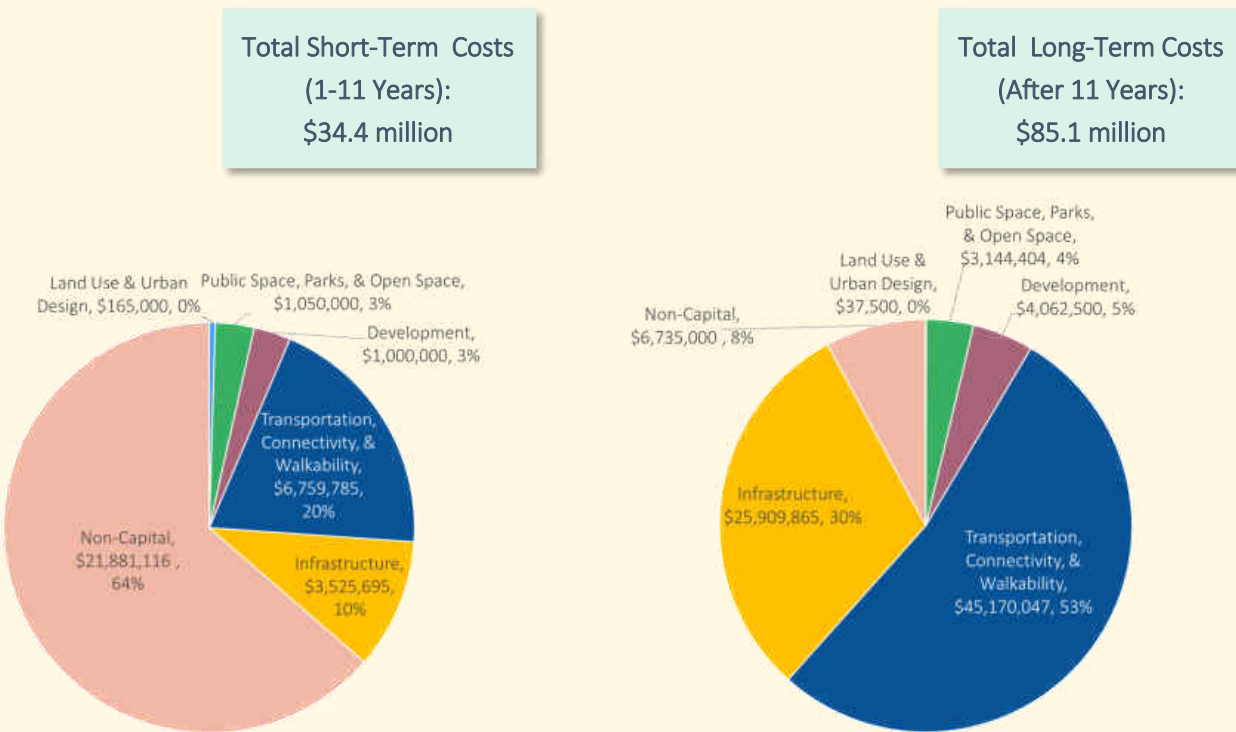


Fund Revenue	Short-Term Total (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
Tax Increment Financing (TIF)	\$33,790,000	\$0
Bayshore Beautification MSTU	\$20,193,000	TBD
Haldeman Creek MSTU	\$1,762,000	TBD

**Table 5-4-1: Summary of Projected Revenue Estimates**

**Note:** rounded to thousands

<sup>1</sup>The TIF funding will sunset in 2030, so no TIF revenues are shown after 11 years. The MSTUs do not have a sunset date and will likely continue past 2030. However, for the purposes of this planning effort, no projections have been made for years after 2030.



**Figure 5-4-4: Short-term costs by project type**

**Figure 5-4-5: Long-term costs by project type**

## PRIORITIZATION PLAN

North of US 41 (Triangle)			
Land Use & Urban Design Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
<b>Gateway Intersection Design Improvements</b>			
Gateway Sign - Davis Blvd/Airport Pulling Rd	\$15,000	\$15,000	
Gateway Sign - Davis Blvd/ Shadowlawn Dr	\$15,000	\$15,000	
Gateway Sign - Davis Blvd/US 41	\$15,000	\$15,000	
<b>Street Sign/Wayfinding Improvements</b>			
Wayfinding Sign Improvements	\$52,500	\$52,500	
<b>Sub-Total</b>	<b>\$97,500</b>	<b>\$97,500</b>	<b>\$0</b>
Public Space, Parks, & Open Space Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
<b>Park Improvements</b>			
Triangle Retention Pond Improvements	\$818,049		\$818,049
Land Acquisition for Pocket Parks (2 parks)	\$937,500		\$937,500
Development of Pocket Parks (2 parks)	\$163,178		\$163,178
<b>Public Space Improvements</b>			
Community Safety/Clean-Up and Neighborhood Initiatives General Improvements	\$87,500	\$25,000	\$62,500
<b>Sub-Total</b>	<b>\$2,006,227</b>	<b>\$25,000</b>	<b>\$1,981,227</b>
Development Projects	Total	Short Term (1-5 Years)	Long-Term (After 11 Years) <sup>1</sup>
Land Acquisition for Community Land Trust	\$1,125,000	\$500,000	\$625,000
<b>Sub-Total</b>	<b>\$1,125,000</b>	<b>\$500,000</b>	<b>\$625,000</b>

**Table 5-4-2: Capital Improvements Project Matrix—North of US 41 (Triangle)**

Transportation, Connectivity, & Walkability Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
<b>Complete Streets - Major</b>			
Linwood Ave (Phase I)	\$1,674,075	\$1,674,075	
Shadowlawn Dr - Installation of Streetlights	\$412,500		\$412,500
Commercial Dr	\$1,903,219		\$1,903,219
Kirkwood Ave/Kirkwood Ave Connection	\$2,177,813		\$2,177,813
Pine Street Connection	\$2,210,891		\$2,210,891
<b>Complete Streets &amp; Trails - Neighborhood</b>			
Linwood Ave (Phase II)	\$2,224,400		\$2,224,400
<b>Parking</b>			
Surface Parking Lot - Land Acquisition	\$937,500		\$937,500
Surface Parking Lot – Mini Triangle Area - excludes land acquisition cost	\$439,113		\$439,113
Commercial Parking Garage (possibly on surface lot) – Triangle - excludes land acquisition cost	\$11,898,125		\$11,898,125
<b>General Multi-Modal Improvements</b>			
General Sidewalk/Bicycle Infrastructure Improvements	\$2,775,449	\$430,622	\$2,344,827
Other General Multi-Modal Improvements	\$875,000	\$250,000	\$625,000
<b>Sub-Total</b>	<b>\$27,528,083</b>	<b>\$2,354,697</b>	<b>\$25,173,386</b>
Infrastructure Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
<b>Other Infrastructure Improvements</b>			
Upgrade Sanitary Sewer Lines	\$1,000,000	\$1,000,000	
Stormwater Infrastructure Upgrades/Improvements	\$7,218,750	\$250,000	\$6,968,750
Underground Utility Lines - Linwood Ave	\$896,070		\$896,070
Underground Utility Lines - Commercial Dr	\$237,926		\$237,926
Water Line and Fire Suppression Upgrades	\$4,836,303	\$482,801	\$4,353,502
<b>Sub-Total</b>	<b>\$14,189,049</b>	<b>\$1,732,801</b>	<b>\$12,456,248</b>
<b>Total North</b>	<b>\$44,945,859</b>	<b>\$4,709,998</b>	<b>\$40,235,861</b>

<sup>1</sup> Overall costs increased by 25% to account for annual increases

**Table 5-4-2 (continued): Capital Improvements Project Matrix—North of US 41 (Triangle)**

## PRIORITIZATION PLAN

South of US 41 (Bayshore)			
Land Use & Urban Design Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
<b>Gateway Intersection Design Improvements</b>			
Gateway Sign Improvements at US 41 and Bayshore <sup>3</sup>	\$15,000	\$15,000	
Gateway - Thomasson Dr/Dominion Dr <sup>3</sup>	\$18,750		\$18,750
Gateway US 41/Osceola <sup>3</sup>	\$18,750		\$18,750
<b>Street Sign/Wayfinding Improvements</b>			
Wayfinding Sign Improvements <sup>3</sup>	\$52,500	\$52,500	
<b>Sub-Total</b>	<b>\$105,000</b>	<b>\$67,500</b>	<b>\$37,500</b>
Public Space, Parks, & Open Space Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
<b>Park Improvements</b>			
Land Acquisition for Pocket Parks (2 parks)	\$937,500		\$937,500
Development of Pocket Parks (2 parks)	\$163,178		\$163,178
General Parks Development/Improvements	\$1,000,000	\$1,000,000	
<b>Public Space Improvements</b>			
Community Safety/Clean-Up and Neighborhood Initiatives General Improvements	\$87,500	\$25,000	\$62,500
<b>Sub-Total</b>	<b>\$2,188,178</b>	<b>\$1,025,000</b>	<b>\$1,163,178</b>
Development Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
Land Acquisition for Community Land Trust	\$1,125,000	\$500,000	\$625,000
Development of Multi-Purpose Facility/Structure	\$2,812,500		\$2,812,500
<b>Sub-Total</b>	<b>\$3,937,500</b>	<b>\$500,000</b>	<b>\$3,437,500</b>

**Table 5-4-3: Capital Improvements South of US 41 (Bayshore)**

Transportation, Connectivity, & Walkability Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
<b>Complete Streets - Major</b>			
Bayshore Dr Complete Street – between US 41 and Thomasson <sup>2</sup>	\$3,125,000		\$3,125,000
Thomason Dr and Hamilton Improvements <sup>2</sup>	\$500,000	\$500,000	
<b>Complete Streets &amp; Trails - Neighborhood</b>			
Bicycle and pedestrian trail along Sugden drainage ditch <sup>2</sup>	\$428,340		\$428,340
Jeepers Dr Complete Street Improvements <sup>2</sup>	\$491,849	\$491,849	
Republic Dr Complete Streets improvements <sup>2</sup>	\$506,849	\$506,849	
Danford St Complete Streets <sup>2</sup>	\$689,329	\$689,329	
Bay St Complete Street Improvements <sup>2</sup>	\$491,849	\$491,849	
Bayshore Dr Complete Street - Thomasson Dr/Holly Ave <sup>2</sup>	\$2,500,000		\$2,500,000
<b>Parking</b>			
Surface Parking Lot at Bayshore and Coco	\$351,290	\$351,290	
Commercial Parking Garage (possibly on surface lot) – Bayshore Dr	\$9,893,500		\$9,893,500
<b>General Road Engineering Standard Improvements</b>			
General Road Engineering Improvements – Pine Tree Dr <sup>2</sup>	\$346,649	\$346,649	
General Road Engineering Improvements - Andrews Dr <sup>2</sup>	\$346,649	\$346,649	
General Road Engineering Improvements - Woodside Ave <sup>2</sup>	\$433,312		\$433,312
General Road Engineering Improvements - Holly Ave <sup>2</sup>	\$433,312		\$433,312
General Road Engineering Improvements - Palmetto Ct <sup>2</sup>	\$213,371		\$213,371
<b>General Multi-Modal Improvements</b>			
General Sidewalk/Bicycle Infrastructure Improvements <sup>2</sup>	\$2,775,449	\$430,622	\$2,344,827
Other General Multi-Modal Improvements <sup>2</sup>	\$875,000	\$250,000	\$625,000
<b>Sub-Total</b>	<b>\$24,401,748</b>	<b>\$4,405,088</b>	<b>\$19,996,660</b>

Table 5-4-3 (continued): Capital Improvements South of US 41 (Bayshore)

## PRIORITIZATION PLAN

Infrastructure Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
<b>Other Infrastructure Improvements</b>			
Stormwater Infrastructure Upgrades/Improvements <sup>2</sup>	\$5,250,000	\$250,000	\$5,000,000
Water Line and Fire Suppression Upgrades	\$7,221,510	\$1,542,894	\$5,678,617
Underground Utility Lines - Bayshore Dr <sup>2</sup>	\$2,775,000		\$2,775,000
Sub-Total	\$15,246,510	\$1,792,894	\$13,453,617
<b>Total South</b>	<b>\$45,878,936</b>	<b>\$7,790,481</b>	<b>\$38,088,455</b>
Overall Capital Costs Total	\$90,824,795	\$12,500,480	\$78,324,316
Non-Capital Costs Total	\$28,616,116	\$21,881,116	\$6,735,000
<b>Total Costs</b>	<b>\$119,440,911</b>	<b>\$34,381,595</b>	<b>\$85,059,316</b>

<sup>1</sup> Overall costs increased by 25% to account for annual increases

<sup>2</sup> Potentially MSTU-eligible project; requires coordination and approval of Bayshore Beautification MSTU Advisory Board.

**Table 5-4-3 (continued): Capital Improvements South of US 41 (Bayshore)**

Non-Capital Expenditures (Studies, Plans, Other)			
Operations and Studies			
Project	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
Process Improvements – updated bylaws for CRA Advisory Board	\$25,000	\$25,000	
Staff and Operating (salaries, benefits, rent, etc.) <sup>2</sup>	\$16,626,116	\$16,626,116	
Land Development Code Updates- based on recommendations from CRA Plan Update	\$100,000	\$75,000	\$25,000
Mini Triangle Development Support	\$500,000	\$500,000	
17-Acre Development Support	\$500,000	\$500,000	
Gateway Property Support	\$100,000	\$100,000	
Stormwater Master Plan Update	\$200,000	\$200,000	
Arts and Culture Plan for CRA	\$75,000	\$75,000	
Complete Streets Implementation Plan	\$50,000	\$50,000	
Bayview Parking Study – concepts and outreach in coordination with Parks & Recreation Division	\$25,000	\$25,000	
Community Safety & Cleanup Strategy to address code enforcement issues and community safety.	\$15,000	\$15,000	
Marketing, Branding and communication strategy – website update, e-blast templates, marketing materials, etc.	\$50,000	\$50,000	
Market Study/Economic Profile	\$50,000	\$50,000	
Bayshore Drive Technical Feasibility Study	\$40,000		\$40,000
Bayshore Drive Pilot project	\$15,000	\$15,000	
Water & Fire Update Strategy – document what mains and hydrants will be updated and phasing	\$50,000	\$50,000	
Triangle Retention Pond Feasibility Study	\$25,000	\$25,000	
Microenterprise and arts incubator Study for concepts and implementation	\$20,000		\$20,000
Other non-capital operations and study expenditures	\$500,000	\$250,000	\$250,000
Grants and Programs			
Project	Total	Short Term (1-11 Years)	Long Term (After 11 Years) <sup>1</sup>
Residential Grant/Loan Programs – for structural improvements to single-family homes	\$375,000	\$125,000	\$250,000
Commercial Façade Program	\$750,000	\$250,000	\$500,000
Wall & Fence Funding – for funding transitional structures between incompatible uses	\$375,000	\$125,000	\$250,000
Public Art – funding for public art pieces and events	\$225,000	\$75,000	\$150,000
Economic Development – funding for economic development incentives listed in Development Section	\$375,000	\$125,000	\$250,000
Mobile Home Replacement Fund	\$1,500,000	\$500,000	\$1,000,000
Community Land Trust Housing Construction	\$4,800,000	\$1,800,000	\$3,000,000
Other Affordable/Workforce Housing Investments	\$1,250,000	\$250,000	\$1,000,000
<b>Totals</b>	<b>\$28,616,116</b>	<b>\$21,881,116</b>	<b>\$6,735,000</b>

<sup>1</sup> Assumes a 25% cost increase to account inflation and other potential cost increases

<sup>2</sup> Assumes no staff and operating costs after the end of the TIF collection period in 2030

**Table 5-4-4: Non Capital Expenditures**

TIF Funding Summary	Total Overall	Short-Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
Total Capital Costs - North of US 41 (Triangle)	\$44,945,859	\$4,709,998	\$40,235,861
Total Capital Costs - South of US 41 (Bayshore)	\$45,878,936	\$7,790,481	\$38,088,455
Total Capital Costs	\$90,824,795	\$12,500,480	\$78,324,316
Total Non-Capital Costs	\$28,616,116	\$21,881,116	\$6,735,000
Total TIF Revenue	\$33,790,000	\$33,790,000	\$0
Difference	-\$85,650,911	-\$591,595	-\$85,059,316

**Table 5-4-5: Summary of CRA Project Costs and Projected TIF Revenues**

**Notes:** revenues rounded to thousands

<sup>1</sup>Overall costs increased by 25% to account for annual increases. The TIF funding will sunset in 2030, so no TIF revenues are shown after 11 years.

## 5.4.4 Coordination & Partnerships

Many of the items listed in the Section 5.3 framework and capital and non-capital projects listed in this section require the CRA to seek approval from and coordinate with other agencies and entities, which may include planning and process approval and/or coordination and identifying opportunities for shared funding. Coordination also includes instances in which another agency or entity oversees a project or initiative directly with the CRA assisting.

As mentioned in Section 5.4.3, the framework and projects identified in this plan are suggestions to be further vetted prior to approval for implementation. This includes review and approval from relevant County staff and elected officials. Planning and implementation may also include broader coordination with agencies. Examples include coordination with the Collier MPO to share local needs that might inform a state roadway improvement, as well as coordinating with other Collier County agencies on topics such as Land Development Code changes, park access, community safety, transit and transportation, and stormwater. The CRA also has opportunities to coordinate with the City of Naples on transportation planning and water main upgrades. This type of coordination might involve design review for projects led by the CRA and setting up meetings coinciding with regular planning and project cycles prior to finalized design phases. Key planning cycles for coordination include the Transportation Improvement Program planning by the MPO and capital improvement planning for Collier County. When working with agencies to identify shared funding opportunities as a part of these planning and implementation processes, it is important to recognize existing funding commitments, as well as limitations on the use of funds. For example, road impact fees in Collier County must be used for capacity expansion, such as adding a new road or new lanes to an existing road.



Aside from government agencies, the CRA may also have opportunities to partner with local entities such as private firms and non-profits to realize some of its strategies and projects, as well as seek private sponsorships. Examples include potentially partnering with the Naples Accelerator, St. Matthew’s House, and/or the United Arts Council on a business/art incubator idea. There may also be opportunities to partner with companies such as Slidr for alternative vehicle transportation in the area. Coordination and funding opportunities may also be identified as part of private development projects.

Lastly, as mentioned at the beginning of this section, the CRA should look for opportunities to coordinate with the MSTUs operating in the area to implement capital improvements. Table 5-4-6 shows the costs for projects in the CRA prioritization plan that may qualify for Bayshore Beautification MSTU funds and compares them to the projected revenues for the MSTU through 2030; note that revenues beyond this timeframe are considered “to be determined” depending on when the projects are implemented. The comparison shows that the money available would cover these project costs with a sizable amount of funds remaining for other MSTU projects. Note that the MSTU Advisory Board would need to approve any process or funding coordination.

MSTU Funding Summary	Total Overall	Short-Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
Total Capital Costs - MSTU-Eligible Projects	\$14,261,958	\$4,121,297	\$10,140,660
Total Right-of-Way MSTU Revenue <sup>2</sup>	\$20,193,000	\$20,193,000	TBD
Difference	\$5,931,042	\$16,071,703	-\$10,140,660

**Table 5-4-6:** Summary of MSTU-Eligible Costs and Projected MSTU Revenues

**Note:** Projects are considered MSTU-eligible based on those that align with accepted uses of Bayshore Beautification MSTU funds according to Ordinance No. 2013-68; revenues rounded to thousands

<sup>1</sup>Overall costs increased by 25% to account for annual increases

<sup>2</sup>The MSTUs do not have a sunset date and will likely continue past 2030. However, for the purposes of this planning effort, no projections have been made for years after 2030.

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# GENERAL REQUIREMENTS



5.5

## 5.5.1 Overview of Relevant Statutes

Community redevelopment areas are created on the basis of a finding of blight or slum conditions, as noted in Section 163.355 of Florida Statute. Table 5-2-1 provided detailed blight conditions for the Bayshore Gateway Triangle CRA area, summarizing information from the 2000 Plan. Table 5-5-1 shows how the framework in this Redevelopment Area Plan addresses the main blight factors identified. Related capital and non-capital projects can also be found in Section 5.4.

In addition, sections 163.360 and 163.362 of Florida Statutes contain specific requirements for community redevelopment plans. Tables 5-5-2 and 5-5-3 provide an overview of the requirements from these statutes and the location in this Redevelopment Area Plan where the relevant information can be found to satisfy these requirements.

## 5.5.2 Consistency with the County's Comprehensive Plan

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

## 5.5.3 Acquisition, Demolition/ Clearance, & Improvement

In the future, the Redevelopment Agency may choose to pursue a program of property acquisition and/or consolidation to realize the redevelopment objectives. These objectives might relate to facilitating private

development and providing identified needed public uses. If a property is designated for acquisition, the process must comply with County requirements and/or State statutes.

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

The CRA may also engage in or assist in site preparation improvements on properties it already owns or properties it acquires in the future to facilitate development. Other improvements include general infrastructure and streetscape improvements that indirectly support development. See Section 5.4.3 for those improvements that are planned for the CRA to fund. All of these improvements are subject to obtaining necessary permits.

Section 1.5 further outlines the Agency's authorities that governs this area.

## 5.5.4 Zoning & Comprehensive Plan Changes

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

## 5.5.5 Land Use, Densities, & Building Requirements

As noted in Section 5.5.4, no Land Development Code or Comprehensive Plan changes are being adopted with the adoption of this Redevelopment Area Plan. Consequently, the Redevelopment Area Plan will follow the land uses, densities, and building requirements provided in the Growth Management Plan and the Land Development Code for the time being. However, recommended changes will be brought forth for initial consistency review by Collier

Main Issue	Relevant Plan Section(s)
<p><b>Predominance of defective or inadequate street layout</b></p>	<p>Section 5.3.5 addresses street design primarily with Complete Streets initiatives; there are additional improvements for addressing bicycle and pedestrian gaps, commercial parking need, and additional bicycle and pedestrian connections.</p>
<p><b>Faulty lot layout in relation to size, adequacy, accessibility, or usefulness</b></p>	<p>Section 5.3.4 focuses on specifically on facilitating private development. As part of these efforts, the CRA can acquire property to merge lots and make them more easily developed. Additionally, Section 5.3.2 lays out examples of multi-family residential that provide examples to achieve higher residential densities where approved densities are not realized.</p>
<p><b>Unsanitary or unsafe conditions</b></p>	<p>Sections 5.3.3 and 5.3.4 contain strategies to address structural upgrades and public realm clean-up and improvements. Sections 5.3.2 and 5.3.4 also address residential types and approaches to affordability that can address overcrowding. Section 5.3.5 highlights lighting and other transportation safety improvements, particularly for cyclists and pedestrians.</p>
<p><b>Deterioration of site or other improvements (drainage and surface water management)</b></p>	<p>Section 5.3.6 focuses on infrastructure improvements, including those for stormwater.</p>
<p><b>Other problems: Lack of right-of-way for Shadowlawn Drive improvements</b></p>	<p>Section 5.3.5 includes improvements for Shadowlawn Drive.</p>
<p><b>Other problems: Lack of public transportation</b></p>	<p>Section 5.3.5 includes a coordination strategy for public transit in the CRA area.</p>
<p><b>Other problems: housing affordability</b></p>	<p>Section 5.3.4 includes example strategies to address housing affordability issues.</p>

*Table 5-5-1: Sections of Redevelopment Area Plan that address blight conditions*

## GENERAL REQUIREMENTS

Section 163.360, F.S. Requirements	Relevant Redevelopment Area Plan Section
Conformity to the Growth Management Plan	Section 5.5.2
Zoning and planning changes	Section 5.5.4
Land uses, maximum densities, and building requirements	Section 5.3.1, Maps 5-3-5 and 5-3-6, Section 5.5.5; for general considerations to guide these requirements, see Section 5.3.2
Land acquisition, demolition, clearance and site preparation, redevelopment, improvements, and rehabilitation proposed to carry out the Redevelopment Area Plan	Sections 5.4.3 and 5.5.3
Affordable housing provision	Section 5.3.4- Objective 5

**Table 5-5-2:** Section 163.360, F.S. Requirements for Redevelopment Area Plan

Section 163.362, F.S. Requirements	Relevant Redevelopment Area Plan Section
Legal description of CRA area boundaries and reason behind establishing such boundaries	Resolution 2000-82, Exhibit A at end of this document and Resolution 2000-83
Approximate amount of open space to be provided shown by diagram and in general terms	Section 5.3.3-Table 5-3-1 and Map 5-3-8
Property intended for parks and recreation space shown by diagram and in general terms	Section 5.3.3-Map 5-3-8
Street layout and property intended for streets shown by diagram and in general terms	Section 5.3.5-Map 5-3-14
Limitations on the type, size, height, number, and proposed use of buildings shown by diagram and in general terms	Section 5.3.1, Maps 5-3-5 and 5-3-6, Section 5.5.5; for general considerations to guide these requirements, see Section 5.3.2
The approximate number of dwelling units shown by diagram and in general terms	Section 5.3.2-Map 5-3-2
Replacement housing and relocation	Section 5.3.4, Section 6
Property intended for public utilities shown by diagram and in general terms	Section 5.3.6-Maps 5-3-15 and 5-3-16
Property for public improvements of any nature shown by diagram and in general terms	Section 5.3.1-Map 5-3-1, Section 5.4.2; additional details in Section 5.3.2-Map 5-3-7, Section 5.3.3-Map 5-3-8, Section 5.3.4-Map 5-3-10, Section 5.3.5-Maps 5-3-12 and 5-3-14, Section 5.3.6-Maps 5-3-15 and 5-3-16
Neighborhood impact element describing impacts on residents of CRA area and surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood	Section 5.5.6
Publicly funded capital improvements to be undertaken in the CRA area	Section 5.4.2
Safeguards, controls, restrictions/covenants	Section 5.5.7
Replacement housing for relocation of displaced persons from housing facilities	Section 6
Residential use element	Section 5.3.2, Section 5.3.4-Objective 5
Projected costs of redevelopment	Section 5.4.3
Redevelopment Area Plan duration and time certain for redevelopment financed by increment revenues	Section 1.6

**Table 5-5-3:** Section 163.362, F.S. Requirements for Redevelopment Area Plan

County staff and the Collier County Planning Commission.

### 5.5.6 Neighborhood Impact

The Redevelopment Area Plan focuses on improving structural quality of buildings, compatibility of uses, and urban design, as well as promoting more urban-style development and multi-modal transportation. As of right now, there is housing available at lower income levels, yet this may be due to lower structural quality based on findings from the background analysis for the Redevelopment Area Plan. As improvements are made in the area, there is a potential risk of property values rising to make housing substantially less affordable. Consequently, protective measures are being considered to maintain the affordability of these units while improving their quality (see Section 5.3.4, Objective 5). Temporary relocation of residents in lower quality units may be required to make building improvements.

An additional consideration for lower income households with improvements to the CRA area is the availability of community facilities and services. These uses may also risk displacement if property values increase rapidly or dramatically. This Redevelopment Area Plan includes provisions to support community-oriented uses that include these facilities and services so that they can remain a part of the community (see Section 5.3.4, Objective 3, Strategy 2).

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

Regarding impacts on other facilities, such as schools, any new development would need to go through the

existing Collier County process to assess and mitigate for Level of Service changes.

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

### 5.5.7 Safeguards, Controls, Restrictions, & Assurances

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

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

Issues concerning restrictions on any property acquired for community redevelopment purposes and then returned to use by the private sector will be addressed



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

To assure that redevelopment will take place in conformance with the projects, objectives and strategies expressed in this Redevelopment Area Plan, the Redevelopment Agency will utilize the regulatory mechanisms used by the County to permit development and redevelopment within its jurisdiction. These mechanisms include but are not limited to the Growth Management Plan; the Land Development Code; adopted design guidelines; performance standards; and County-authorized development review, permitting, and approval processes and any other adopted codes, standards, and policies.

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# TAX INCREMENT & MSTU ESTIMATES



**5.6**

## 5.6.1 Tax Increment Financing

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

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

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

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

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

- Assessed values, including new construction – Exemptions or exclusions = Current taxable values.
- Current taxable values – Established base year taxable values = Net valuations subject to applicable jurisdictional millages.
- Net valuations × by applicable millages = increment revenues. Pursuant to the Community Redevelopment Act, Section 163.387, F.S., the

maximum revenue available to the Redevelopment Trust Fund will be 95 percent of the calculated increment revenues.

Note that the first five years of projected values are obtained from Florida's Office of Economic & Demographic Research (EDR) Revenue Estimating Conference. The conference produces detailed projections of the "County Taxable Value" for each county in Florida. The values projected by EDR were used for each CRA tax increment scenario with the low, medium, high growth scenarios starting in 2025. For projection purposes past 2025, three different scenarios were developed that reflect different future growth rates for taxable values in the Redevelopment Area. Additional details for each scenario are presented below and in Tables 5-6-1 through 5-6-3.

### Scenario #1

Ad valorem revenues associated with the increment revenue financing for the Redevelopment Area were estimated using the projected growth of the taxable values for residential and non-residential developments. The average taxable values were indexed annually based on the positive correlation between population growth and taxable value increases discussed previously, along with the historical growth trends of taxable values in the Redevelopment Area, by land use. Based on these projections, if the current millage is held constant (3.5645 mils for fund 001 and 0.8069 mils for fund 111), the ad valorem taxes used for the Redevelopment Area fund are estimated to generate approximately \$33.8 million between through 2030.

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

## Scenario #2

Scenario #2 reflects increased growth rates that are consistent with the historical growth rates in taxable values for the entire CRA area. This scenario estimates slightly higher taxable value growth than Scenario #1, with a projected average annual taxable value growth rate of 5.6 percent (as opposed to Scenario #1 at 5.2 percent). As CRA properties are redeveloped, it is reasonable to assume that taxable values will increase at or above historical growth rates. Using these higher annual growth rates, the Scenario #2 increment revenue financing option would generate approximately \$34.3 million through 2030.

## Scenario #3

Additionally, an optimistic growth rate scenario was developed. Scenario #3 has increased growth rates that are more than Scenarios #1 and #2, bringing the average growth rate for all land uses more in line with the recent growth rates of the entire county seen over the last few years. This scenario projects the growth in taxable values for all property to average approximately 6.0 percent, annually. Using these rates, the increment revenue financing option generated approximately \$35.1 million through 2030.

For each of the following scenarios, the following apply:

- Projected total taxable value of all properties within Redevelopment Area. Projected growth rates by land use are consistent with historical growth rates observed between 2000 and 2018 within Redevelopment Area. All figures rounded to nearest thousand.
- Difference between total taxable value (Item 1) for each year and base year (2000).
- For projection purposes, millage rates are assumed to remain the same through 2030.
- Increment revenue by year (Item 2), divided by 1,000, multiplied by total millage rate, and reduced by 5 percent for budgeting purposes.

## 5.6.2 Municipal Service Taxing Units (MSTUs)

There are two MSTUs that overlap with the CRA area – the Bayshore Beautification MSTU and the Haldeman Creek MSTU. The Bayshore Beautification MSTU was created to provide certain streetscape and right-of-way improvements in the CRA area generally south of US 41. The Haldeman Creek MSTU was created for maintenance dredging and navigational marker maintenance. Projected revenues for these two MSTUs use a similar approach as described for the TIF calculations above. Note that revenues stem directly from millages (as opposed to an increment difference with a base year as in the case of the TIF revenues). Additionally, the MSTU growth percentages are based on projected growth for the land use mix in the area, resulting in different average annual taxable value growth rate percentages than those in the TIF scenarios. The percentages used are:

Bayshore:

- Low: 3.98%
- Medium: 4.18%
- High: 4.52%

Haldeman Creek:

- Low: 4.01%
- Medium: 4.21%
- High: 4.55%

See Tables 5-6-4 through 5-6-6 for Bayshore Beautification MSTU projected revenues and 5-6-7 through 5-6-9 for Haldeman Creek MSTU projected revenues. Note that the project planning in Section 5.4 showed revenues only through 2030 since this period had a given timeframe; the tables in this section show projected revenues out to 2048 to give a sense of future revenues, although any long-term post-2030 funding opportunities would need to be determined based on actual project implementation timing.

## TAX INCREMENT &amp; MSTU ESTIMATES

Year	Taxable Value <sup>(1)</sup>	Tax Increment <sup>(2)</sup>	Millage		Revenue <sup>(3)</sup>		
			Fund 001	Fund 111	Fund 001	Fund 111	Total
2018	\$701,076,000	\$412,995,000	-	-	-	-	-
2019	\$742,976,000	\$454,895,000	3.5645	0.8069	\$1,399,000	\$317,000	<b>\$1,716,000</b>
2020	\$788,668,000	\$500,587,000	3.5645	0.8069	\$1,540,000	\$349,000	<b>\$1,889,000</b>
2021	\$835,148,000	\$547,067,000	3.5645	0.8069	\$1,695,000	\$384,000	<b>\$2,079,000</b>
2022	\$887,089,000	\$599,008,000	3.5645	0.8069	\$1,853,000	\$419,000	<b>\$2,272,000</b>
2023	\$940,889,000	\$652,808,000	3.5645	0.8069	\$2,028,000	\$459,000	<b>\$2,487,000</b>
2024	\$996,947,000	\$708,866,000	3.5645	0.8069	\$2,211,000	\$500,000	<b>\$2,711,000</b>
2025	\$1,047,610,000	\$759,529,000	3.5645	0.8069	\$2,400,000	\$543,000	<b>\$2,943,000</b>
2026	\$1,093,898,000	\$805,817,000	3.5645	0.8069	\$2,572,000	\$582,000	<b>\$3,154,000</b>
2027	\$1,139,554,000	\$851,473,000	3.5645	0.8069	\$2,729,000	\$618,000	<b>\$3,347,000</b>
2028	\$1,186,165,000	\$898,084,000	3.5645	0.8069	\$2,883,000	\$653,000	<b>\$3,536,000</b>
2029	\$1,233,732,000	\$945,651,000	3.5645	0.8069	\$3,041,000	\$688,000	<b>\$3,729,000</b>
2030	-	-	3.5645	0.8069	\$3,202,000	\$725,000	<b>\$3,927,000</b>
<b>Total</b>					<b>\$27,553,000</b>	<b>\$6,237,000</b>	<b>\$33,790,000</b>

**Table 5-6-1: Scenario #1 Projected TIF Revenues**

**Notes:**

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

Year	Taxable Value <sup>(1)</sup>	Tax Increment <sup>(2)</sup>	Millage		Revenue <sup>(3)</sup>		Total
			Fund 001	Fund 111	Fund 001	Fund 111	
2018	\$701,076,000	\$412,995,000	-	-	-	-	-
2019	\$742,976,000	\$454,895,000	3.5645	0.8069	\$1,399,000	\$317,000	<b>\$1,716,000</b>
2020	\$788,668,000	\$500,587,000	3.5645	0.8069	\$1,540,000	\$349,000	<b>\$1,889,000</b>
2021	\$835,148,000	\$547,067,000	3.5645	0.8069	\$1,695,000	\$384,000	<b>\$2,079,000</b>
2022	\$887,089,000	\$599,008,000	3.5645	0.8069	\$1,853,000	\$419,000	<b>\$2,272,000</b>
2023	\$940,889,000	\$652,808,000	3.5645	0.8069	\$2,028,000	\$459,000	<b>\$2,487,000</b>
2024	\$996,947,000	\$708,866,000	3.5645	0.8069	\$2,211,000	\$500,000	<b>\$2,711,000</b>
2025	\$1,049,405,000	\$761,324,000	3.5645	0.8069	\$2,400,000	\$543,000	<b>\$2,943,000</b>
2026	\$1,104,810,000	\$816,729,000	3.5645	0.8069	\$2,578,000	\$584,000	<b>\$3,162,000</b>
2027	\$1,162,466,000	\$874,385,000	3.5645	0.8069	\$2,766,000	\$626,000	<b>\$3,392,000</b>
2028	\$1,221,578,000	\$933,497,000	3.5645	0.8069	\$2,961,000	\$670,000	<b>\$3,631,000</b>
2029	\$1,282,147,000	\$994,066,000	3.5645	0.8069	\$3,161,000	\$716,000	<b>\$3,877,000</b>
2030	-	-	3.5645	0.8069	\$3,366,000	\$762,000	<b>\$4,128,000</b>
<b>Total</b>					\$27,958,000	\$6,329,000	<b>\$34,287,000</b>

Table 5-6-2: Scenario #2 Projected TIF Revenues

Notes:

1. Source: Scenario #2 projected taxable values for the Bayshore CRA. Average annual growth at 5.6%. Note that the first five years of projected values are obtained from Florida’s Office of Economic & Demographic Research (EDR) Revenue Estimating Conference. <http://edr.state.fl.us/Content/conferences/advalorem/index.cfm>; rounded to thousands
2. Taxable value for each year (Item 1) less the base year taxable value of \$288,081,106; rounded to thousands
3. For each fund, the tax increment for the previous year multiplied by the millage, divided by 1,000 and reduced by 5%. Note that the revenues for each year are offset against the tax increment changes due to timing of collections (i.e., the revenue for 2019 is based on the tax increment change from 2017 to 2018); rounded to thousands

## TAX INCREMENT &amp; MSTU ESTIMATES

Year	Taxable Value <sup>(1)</sup>	Tax Increment <sup>(2)</sup>	Millage		Revenue <sup>(3)</sup>		Total
			Fund 001	Fund 111	Fund 001	Fund 111	
2018	\$701,076,000	\$412,995,000	-	-	-	-	-
2019	\$742,976,000	\$454,895,000	3.5645	0.8069	\$1,399,000	\$317,000	<b>\$1,716,000</b>
2020	\$788,668,000	\$500,587,000	3.5645	0.8069	\$1,540,000	\$349,000	<b>\$1,889,000</b>
2021	\$835,148,000	\$547,067,000	3.5645	0.8069	\$1,695,000	\$384,000	<b>\$2,079,000</b>
2022	\$887,089,000	\$599,008,000	3.5645	0.8069	\$1,853,000	\$419,000	<b>\$2,272,000</b>
2023	\$940,889,000	\$652,808,000	3.5645	0.8069	\$2,028,000	\$459,000	<b>\$2,487,000</b>
2024	\$996,947,000	\$708,866,000	3.5645	0.8069	\$2,211,000	\$500,000	<b>\$2,711,000</b>
2025	\$1,075,710,000	\$787,629,000	3.5645	0.8069	\$2,400,000	\$543,000	<b>\$2,943,000</b>
2026	\$1,138,185,000	\$850,104,000	3.5645	0.8069	\$2,667,000	\$604,000	<b>\$3,271,000</b>
2027	\$1,202,734,000	\$914,653,000	3.5645	0.8069	\$2,879,000	\$652,000	<b>\$3,531,000</b>
2028	\$1,269,358,000	\$981,277,000	3.5645	0.8069	\$3,097,000	\$701,000	<b>\$3,798,000</b>
2029	\$1,338,058,000	\$1,049,977,000	3.5645	0.8069	\$3,323,000	\$752,000	<b>\$4,075,000</b>
2030	-	-	3.5645	0.8069	\$3,556,000	\$805,000	<b>\$4,361,000</b>
<b>Total</b>					<b>\$28,648,000</b>	<b>\$6,485,000</b>	<b>\$35,133,000</b>

Table 5-6-3: Scenario #3 Projected TIF Revenues

**Notes:**

1. Source: Scenario #3 projected taxable values for the Bayshore CRA. Average annual growth at 6.0%. Note that the first five years of projected values are obtained from Florida's Office of Economic & Demographic Research (EDR) Revenue Estimating Conference. <http://edr.state.fl.us/Content/conferences/advalorem/index.cfm>; rounded to thousands
2. Taxable value for each year (Item 1) less the base year taxable value of \$288,081,106; rounded to thousands
3. For each fund, the tax increment for the previous year multiplied by the millage, divided by 1,000 and reduced by 5%. Note that the revenues for each year are offset against the tax increment changes due to timing of collections (i.e., the revenue for 2019 is based on the tax increment change from 2017 to 2018); rounded to thousands



Tax Year (FY)	MSTU Valuation	Budgeting Adjustment	Millage	Projected Revenue
2018	\$556,396,000	-	-	-
2019	\$591,115,000	95%	2.3604	\$1,248,000
2020	\$625,527,000	95%	2.3604	\$1,326,000
2021	\$660,035,000	95%	2.3604	\$1,403,000
2022	\$694,831,000	95%	2.3604	\$1,480,000
2023	\$730,024,000	95%	2.3604	\$1,558,000
2024	\$765,675,000	95%	2.3604	\$1,637,000
2025	\$801,820,000	95%	2.3604	\$1,717,000
2026	\$838,479,000	95%	2.3604	\$1,798,000
2027	\$875,663,000	95%	2.3604	\$1,880,000
2028	\$913,376,000	95%	2.3604	\$1,964,000
2029	\$951,615,000	95%	2.3604	\$2,048,000
2030	\$990,376,000	95%	2.3604	\$2,134,000
2031	\$1,029,652,000	95%	2.3604	\$2,221,000
2032	\$1,069,435,000	95%	2.3604	\$2,309,000
2033	\$1,109,713,000	95%	2.3604	\$2,398,000
2034	\$1,150,478,000	95%	2.3604	\$2,488,000
2035	\$1,191,719,000	95%	2.3604	\$2,580,000
2036	\$1,233,426,000	95%	2.3604	\$2,672,000
2037	\$1,275,588,000	95%	2.3604	\$2,766,000
2038	\$1,318,197,000	95%	2.3604	\$2,860,000
2039	\$1,361,244,000	95%	2.3604	\$2,956,000
2040	\$1,404,721,000	95%	2.3604	\$3,052,000
2041	\$1,448,622,000	95%	2.3604	\$3,150,000
2042	\$1,492,942,000	95%	2.3604	\$3,248,000
2043	\$1,537,676,000	95%	2.3604	\$3,348,000
2044	\$1,582,821,000	95%	2.3604	\$3,448,000
2045	\$1,628,376,000	95%	2.3604	\$3,549,000
2046	\$1,674,341,000	95%	2.3604	\$3,651,000
2047	\$1,720,719,000	95%	2.3604	\$3,755,000
2048	-	95%	2.3604	\$3,859,000
<b>Total</b>	-	<b>FY 2018-49:</b>		<b>\$74,503,000</b>

**Table 5-6-4:** Bayshore Beautification MSTU Scenario #1 Projected Revenues

**Notes:** there is a 5% statutory reduction requirement for counties when projecting for budget; projected revenue collected the year following the year on which the valuation is based (e.g., millage applied to 2047 valuation collected in 2048); rounded to thousands

## TAX INCREMENT &amp; MSTU ESTIMATES

Tax Year (FY)	MSTU Valuation	Budgeting Adjustment	Millage	Projected Revenue
2018	\$564,586,000	-	-	-
2019	\$606,550,000	95%	2.3604	\$1,266,000
2020	\$647,829,000	95%	2.3604	\$1,360,000
2021	\$688,974,000	95%	2.3604	\$1,453,000
2022	\$730,243,000	95%	2.3604	\$1,545,000
2023	\$771,769,000	95%	2.3604	\$1,637,000
2024	\$813,623,000	95%	2.3604	\$1,731,000
2025	\$855,838,000	95%	2.3604	\$1,824,000
2026	\$898,424,000	95%	2.3604	\$1,919,000
2027	\$941,378,000	95%	2.3604	\$2,015,000
2028	\$984,686,000	95%	2.3604	\$2,111,000
2029	\$1,028,329,000	95%	2.3604	\$2,208,000
2030	\$1,072,280,000	95%	2.3604	\$2,306,000
2031	\$1,116,512,000	95%	2.3604	\$2,404,000
2032	\$1,160,995,000	95%	2.3604	\$2,504,000
2033	\$1,205,697,000	95%	2.3604	\$2,603,000
2034	\$1,250,586,000	95%	2.3604	\$2,704,000
2035	\$1,295,630,000	95%	2.3604	\$2,804,000
2036	\$1,340,798,000	95%	2.3604	\$2,905,000
2037	\$1,386,060,000	95%	2.3604	\$3,007,000
2038	\$1,431,386,000	95%	2.3604	\$3,108,000
2039	\$1,476,747,000	95%	2.3604	\$3,210,000
2040	\$1,522,118,000	95%	2.3604	\$3,311,000
2041	\$1,567,474,000	95%	2.3604	\$3,413,000
2042	\$1,612,792,000	95%	2.3604	\$3,515,000
2043	\$1,658,052,000	95%	2.3604	\$3,616,000
2044	\$1,703,235,000	95%	2.3604	\$3,718,000
2045	\$1,748,324,000	95%	2.3604	\$3,819,000
2046	\$1,793,307,000	95%	2.3604	\$3,920,000
2047	\$1,838,170,000	95%	2.3604	\$4,021,000
2048	-	95%	2.3604	\$4,122,000
<b>Total</b>	-	<b>FY 2018-49:</b>		<b>\$80,079,000</b>

Table 5-6-5: Bayshore Beautification MSTU Scenario #2 Projected Revenues

Notes: there is a 5% statutory reduction requirement for counties when projecting for budget; projected revenue collected the year following the year on which the valuation is based (e.g., millage applied to 2047 valuation collected in 2048); rounded to thousands

Tax Year (FY)	MSTU Valuation	Budgeting Adjustment	Millage	Projected Revenue
2018	\$570,658,000	-	-	-
2019	\$618,846,000	95%	2.3604	\$1,280,000
2020	\$666,424,000	95%	2.3604	\$1,388,000
2021	\$714,014,000	95%	2.3604	\$1,494,000
2022	\$761,899,000	95%	2.3604	\$1,601,000
2023	\$810,218,000	95%	2.3604	\$1,708,000
2024	\$859,037,000	95%	2.3604	\$1,817,000
2025	\$908,378,000	95%	2.3604	\$1,926,000
2026	\$958,236,000	95%	2.3604	\$2,037,000
2027	\$1,008,590,000	95%	2.3604	\$2,149,000
2028	\$1,059,406,000	95%	2.3604	\$2,262,000
2029	\$1,110,643,000	95%	2.3604	\$2,376,000
2030	\$1,162,251,000	95%	2.3604	\$2,490,000
2031	\$1,214,180,000	95%	2.3604	\$2,606,000
2032	\$1,266,376,000	95%	2.3604	\$2,723,000
2033	\$1,318,783,000	95%	2.3604	\$2,840,000
2034	\$1,371,346,000	95%	2.3604	\$2,957,000
2035	\$1,424,009,000	95%	2.3604	\$3,075,000
2036	\$1,476,717,000	95%	2.3604	\$3,193,000
2037	\$1,529,417,000	95%	2.3604	\$3,311,000
2038	\$1,582,058,000	95%	2.3604	\$3,430,000
2039	\$1,634,591,000	95%	2.3604	\$3,548,000
2040	\$1,686,969,000	95%	2.3604	\$3,665,000
2041	\$1,739,148,000	95%	2.3604	\$3,783,000
2042	\$1,791,089,000	95%	2.3604	\$3,900,000
2043	\$1,842,753,000	95%	2.3604	\$4,016,000
2044	\$1,894,108,000	95%	2.3604	\$4,132,000
2045	\$1,945,121,000	95%	2.3604	\$4,247,000
2046	\$1,995,767,000	95%	2.3604	\$4,362,000
2047	\$2,046,022,000	95%	2.3604	\$4,475,000
2048	-	95%	2.3604	\$4,588,000
<b>Total</b>	-	<b>FY 2018-49:</b>		<b>\$87,379,000</b>

*Table 5-6-6: Bayshore Beautification MSTU Scenario #3 Projected Revenues*

*Notes: there is a 5% statutory reduction requirement for counties when projecting for budget; projected revenue collected the year following the year on which the valuation is based (e.g., millage applied to 2047 valuation collected in 2048); rounded to thousands*

## TAX INCREMENT &amp; MSTU ESTIMATES

Tax Year (FY)	MSTU Valuation	Budgeting Adjustment	Millage	Projected Revenue
2018	\$114,144,000	-	-	-
2019	\$121,368,000	95%	1.0000	\$108,000
2020	\$128,527,000	95%	1.0000	\$115,000
2021	\$135,705,000	95%	1.0000	\$122,000
2022	\$142,943,000	95%	1.0000	\$129,000
2023	\$150,263,000	95%	1.0000	\$136,000
2024	\$157,677,000	95%	1.0000	\$143,000
2025	\$165,193,000	95%	1.0000	\$150,000
2026	\$172,815,000	95%	1.0000	\$157,000
2027	\$180,545,000	95%	1.0000	\$164,000
2028	\$188,384,000	95%	1.0000	\$172,000
2029	\$196,330,000	95%	1.0000	\$179,000
2030	\$204,383,000	95%	1.0000	\$187,000
2031	\$212,541,000	95%	1.0000	\$194,000
2032	\$220,801,000	95%	1.0000	\$202,000
2033	\$229,163,000	95%	1.0000	\$210,000
2034	\$237,623,000	95%	1.0000	\$218,000
2035	\$246,178,000	95%	1.0000	\$226,000
2036	\$254,828,000	95%	1.0000	\$234,000
2037	\$263,569,000	95%	1.0000	\$242,000
2038	\$272,399,000	95%	1.0000	\$250,000
2039	\$281,317,000	95%	1.0000	\$259,000
2040	\$290,320,000	95%	1.0000	\$267,000
2041	\$299,407,000	95%	1.0000	\$276,000
2042	\$308,577,000	95%	1.0000	\$284,000
2043	\$317,829,000	95%	1.0000	\$293,000
2044	\$327,161,000	95%	1.0000	\$302,000
2045	\$336,574,000	95%	1.0000	\$311,000
2046	\$346,067,000	95%	1.0000	\$320,000
2047	\$355,641,000	95%	1.0000	\$329,000
2048	-	95%	1.0000	\$338,000
<b>Total</b>	-	<b>FY 2018-49:</b>		<b>\$6,517,000</b>

*Table 5-6-7: Haldeman Creek MSTU Scenario #1 Projected Revenues*

*Notes: there is a 5% statutory reduction requirement for counties when projecting for budget; projected revenue collected the year following the year on which the valuation is based (e.g., millage applied to 2047 valuation collected in 2048); rounded to thousands*

Tax Year (FY)	MSTU Valuation	Budgeting Adjustment	Millage	Projected Revenue
2018	\$115,836,000	-	-	-
2019	\$124,558,000	95%	1.0000	\$110,000
2020	\$133,140,000	95%	1.0000	\$118,000
2021	\$141,695,000	95%	1.0000	\$126,000
2022	\$150,278,000	95%	1.0000	\$135,000
2023	\$158,915,000	95%	1.0000	\$143,000
2024	\$167,620,000	95%	1.0000	\$151,000
2025	\$176,401,000	95%	1.0000	\$159,000
2026	\$185,259,000	95%	1.0000	\$168,000
2027	\$194,193,000	95%	1.0000	\$176,000
2028	\$203,200,000	95%	1.0000	\$184,000
2029	\$212,276,000	95%	1.0000	\$193,000
2030	\$221,414,000	95%	1.0000	\$202,000
2031	\$230,610,000	95%	1.0000	\$210,000
2032	\$239,856,000	95%	1.0000	\$219,000
2033	\$249,146,000	95%	1.0000	\$228,000
2034	\$258,472,000	95%	1.0000	\$237,000
2035	\$267,828,000	95%	1.0000	\$246,000
2036	\$277,207,000	95%	1.0000	\$254,000
2037	\$286,603,000	95%	1.0000	\$263,000
2038	\$296,008,000	95%	1.0000	\$272,000
2039	\$305,418,000	95%	1.0000	\$281,000
2040	\$314,825,000	95%	1.0000	\$290,000
2041	\$324,226,000	95%	1.0000	\$299,000
2042	\$333,615,000	95%	1.0000	\$308,000
2043	\$342,987,000	95%	1.0000	\$317,000
2044	\$352,339,000	95%	1.0000	\$326,000
2045	\$361,667,000	95%	1.0000	\$335,000
2046	\$370,967,000	95%	1.0000	\$344,000
2047	\$380,238,000	95%	1.0000	\$352,000
2048	-	95%	1.0000	\$361,000
<b>Total</b>	-	<b>FY 2018-49:</b>		<b>\$7,007,000</b>

**Table 5-6-8: Haldeman Creek MSTU Scenario #2 Projected Revenues**

**Notes:** there is a 5% statutory reduction requirement for counties when projecting for budget; projected revenue collected the year following the year on which the valuation is based (e.g., millage applied to 2047 valuation collected in 2048); rounded to thousands

## TAX INCREMENT &amp; MSTU ESTIMATES

Tax Year (FY)	MSTU Valuation	Budgeting Adjustment	Millage	Projected Revenue
2018	\$117,093,000	-	-	-
2019	\$127,106,000	95%	1.0000	\$111,000
2020	\$136,995,000	95%	1.0000	\$121,000
2021	\$146,888,000	95%	1.0000	\$130,000
2022	\$156,844,000	95%	1.0000	\$140,000
2023	\$166,892,000	95%	1.0000	\$149,000
2024	\$177,044,000	95%	1.0000	\$159,000
2025	\$187,305,000	95%	1.0000	\$168,000
2026	\$197,673,000	95%	1.0000	\$178,000
2027	\$208,144,000	95%	1.0000	\$188,000
2028	\$218,710,000	95%	1.0000	\$198,000
2029	\$229,362,000	95%	1.0000	\$208,000
2030	\$240,089,000	95%	1.0000	\$218,000
2031	\$250,880,000	95%	1.0000	\$228,000
2032	\$261,724,000	95%	1.0000	\$238,000
2033	\$272,609,000	95%	1.0000	\$249,000
2034	\$283,523,000	95%	1.0000	\$259,000
2035	\$294,454,000	95%	1.0000	\$269,000
2036	\$305,390,000	95%	1.0000	\$280,000
2037	\$316,321,000	95%	1.0000	\$290,000
2038	\$327,234,000	95%	1.0000	\$301,000
2039	\$338,119,000	95%	1.0000	\$311,000
2040	\$348,967,000	95%	1.0000	\$321,000
2041	\$359,769,000	95%	1.0000	\$332,000
2042	\$370,514,000	95%	1.0000	\$342,000
2043	\$381,197,000	95%	1.0000	\$352,000
2044	\$391,809,000	95%	1.0000	\$362,000
2045	\$402,344,000	95%	1.0000	\$372,000
2046	\$412,795,000	95%	1.0000	\$382,000
2047	\$423,159,000	95%	1.0000	\$392,000
2048	-	95%	1.0000	\$402,000
<b>Total</b>	-	<b>FY 2018-49:</b>		<b>\$7,650,000</b>

*Table 5-6-9: Haldeman Creek MSTU Scenario #3 Projected Revenues*

*Notes: there is a 5% statutory reduction requirement for counties when projecting for budget; projected revenue collected the year following the year on which the valuation is based (e.g., millage applied to 2047 valuation collected in 2048); rounded to thousands*

### 5.6.3 Underlying Assumptions

The following charts show underlying population and tax value trends that inform and contextualize the revenue projections calculations presented in this section. Figure 5-6-1 shows that the rate of population growth for Collier County has decreased sizably since 2002/2003, with a more gradual decrease projected out from 2017/2018 through 2030.

In terms of historic tax value growth rates since 2000, Figure 5-6-2 shows that there was an increase during the lead up to the recession, followed by a drop during the recession itself. In recent years, the rate has gradually risen.

Given the sizable changes during the lead-up to the recession and the recession itself, the model used to generate TIF projections was matched to longer historical trends in County taxable values, from the 1970s through 2003/2004 historical taxable value for Collier County. Figure 5-6-3 shows the historical trend used for guidance in blue; this trend is continued for comparison to projection calculations (in this case, for the low revenue projections, shown by the grey line through 2030). The orange line indicates historic data that was excluded from the historic trend basis since it was considered an anomaly.

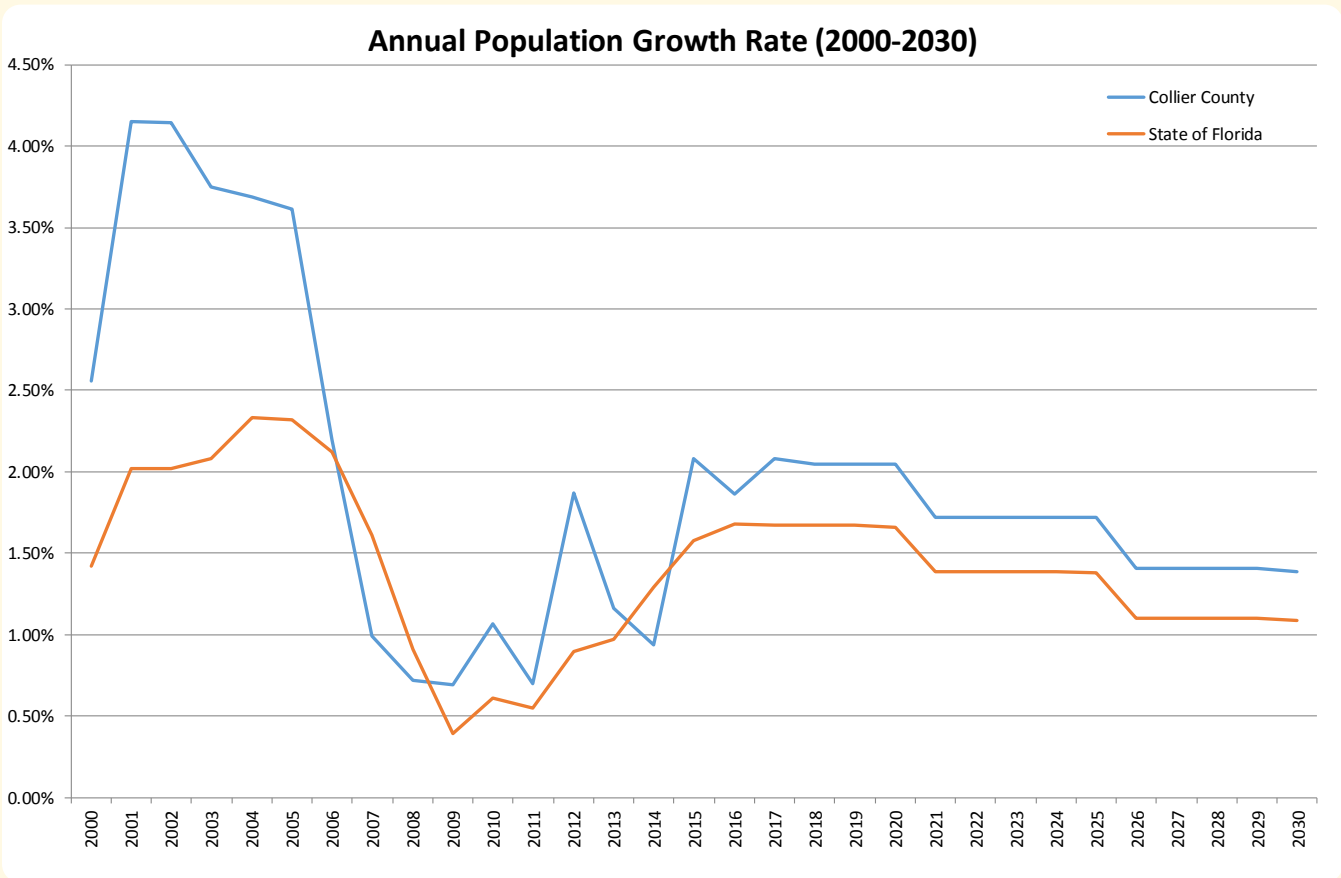
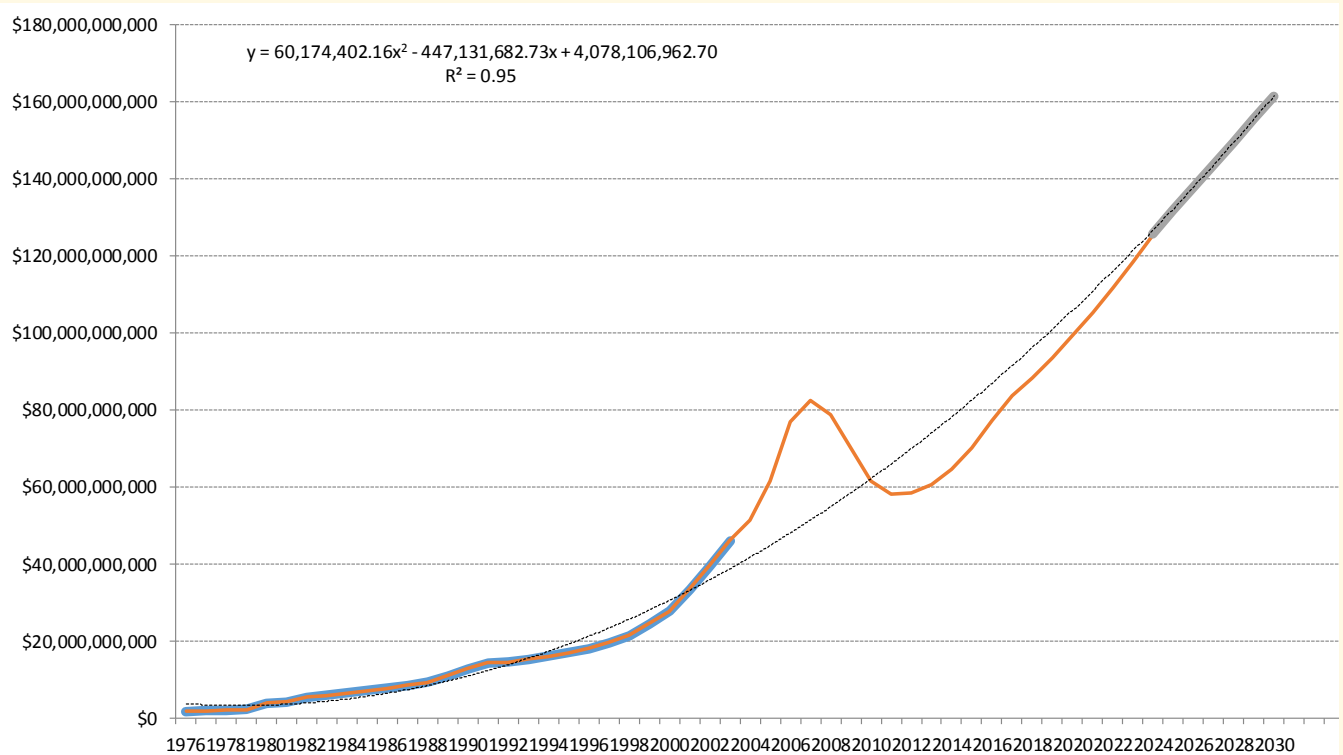


Figure 5-6-1: Population Growth Rate Trends and Projections (2000-2030)  
Source: BEBR, Volume 51, Bulletin 180, January 2018

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**Figure 5-6-2: Trends in Tax Value Growth Rates (2000-2017)**  
 Source: Florida Property Valuations and Tax Databook & EDR Ad Valorem Revenue Estimating Conference



**Figure 5-6-3: Historic and Projected TIF Revenue Trend Comparison for Low Revenue Projection**  
 Source: Florida Property Valuations and Tax Databook & EDR Ad Valorem Revenue Estimating Conference



## Conclusion

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

The CRA can move forward with the more detailed planning and evaluation for the suggested implementation items of this Redevelopment Area Plan with the guidance of the overall vision, allowing for change and also protecting and enhancing what defines the area and makes it unique.



## **Section 6**

### **Relocation Procedures**

---

Relocation of residents and businesses displaced, as a result of property acquisition by the CRA will follow procedures, which fulfill the intent of the law and objectives stated below. Collier County uses the Florida Department of Transportation relocation policy as a guideline which is based on the Uniform Relocation Assistance and Real Property Assistance Act of 1970 of the U.S. Federal Government.

In those cases in which acquisition and relocation are to be utilized, the following general policy and guidelines shall apply unless the CRA chooses to adopt a separate relocation policy from time to time for a specific project.

#### **Displacement Policy and Guidelines:**

"Displacement" means the involuntary movement, except temporary relocation, of a household from a dwelling unit resulting from its acquisition, rehabilitation, or demolition, or a code enforcement activity.

Relocation benefits will be received, on a uniform basis, by displaced families or persons following the guidelines of this policy. Activities which result in displacement action or in which displacement may occur shall take into account options and effects to minimize displacement whenever possible.

#### **Policy Applicability**

This policy and guidelines shall be used for redevelopment activities as a Local Displacement Policy, only when comprehensive treatment (an area which is effected by social, economical, and capital improvements as well as rehabilitation) in a target area is used.

#### **ELIGIBILITY REQUIREMENTS**

Designated Target Areas: Relocation benefits are available to eligible households residing in dwelling units located in redevelopment target areas only when comprehensive treatment is used.

#### **Occupancy Requirements**

**Owner/Occupant:** A person will be considered an owner/occupant if he/she actually owned and occupied the dwelling unit for not less than 180 consecutive days immediately prior to the Minimum Housing Code Inspection of the dwelling unit.

**Tenant:** A person will be considered a tenant if he/she lawfully occupied the rental dwelling for not less than 90 consecutive days immediately prior to Minimum Housing Code Inspection of the dwelling unit.

**Purchaser/Occupant:** A person will be considered a purchaser-occupant if he/she occupied the dwelling unit for not less than 180 consecutive days immediately prior to Minimum Housing Code Inspection of the dwelling unit under a bona fide, written Agreement for Deed.

**Business:** The occupants, for not less than 90 consecutive days immediately prior to Minimum Housing Code Inspection, of the dwelling in which the business is located.

#### **Written Notice: Determination of Displacement**

A person or business will be considered displaced as a result of redevelopment activities only if the displacement move occurs as a result of and after receipt of a written notice of eligibility for displacement benefits. Adequate time will be provided to the displacee to locate suitable temporary or permanent housing.

#### Relation of Displacement Payments to Income and Assets

Displacement payments are not to be considered as income or for determining eligibility of a person or business under housing assistance programs. Displacement payments are not to be considered as assets for determining eligibility for H.U.D. or other public housing programs.

#### Condition of the Replacement Dwelling as a Criterion for Payment

When the replacement dwelling selected by the displacee does not meet the local minimum housing code, the Community Redevelopment Agency has a responsibility for providing continuing assistance to facilitate the claimant's move to a replacement dwelling that meets the local minimum housing code.

### BENEFITS AND ASSISTANCE

#### Displacement Policy: Minimizing Impacts

Relocation payments and assistance will be made on a uniform basis to all those eligible without regard to race, color, religion, handicap, sex, age or source of income. Persons or businesses eligible for benefits and assistance are cautioned not to make any move before receiving approval from Collier County. This provision must be strictly adhered to inasmuch as unapproved moves could result in denial of benefits and assistance. Benefits to be provided will be made as established in this relocation plan and all payments made under this policy shall be deemed appropriate by Collier County. Project or program activities shall be planned and carried out in a manner that minimizes hardship to site occupants.

Persons or businesses to be displaced shall be afforded the opportunity of participating in the formulation of relocation plans and shall be provided full information relating to program or project activities which may have an impact on the residents and businesses of the project or program area.

Arrangements shall be made to provide relocation assistance in accordance with the needs of those to be displaced, including social services counseling, guidance assistance, and referrals, as well as housing counseling.

Relocation shall be carried out in a manner that will promote maximum choice within the community's total housing supply; lessen racial, ethnic, and economic concentrations; and facilitate desegregation and racially inclusive patterns of occupancy and use of public and private facilities.

#### Services to Minimize Displacement Impacts:

Services shall be provided to all persons and businesses being displaced to assure that the relocation process will not result in different or separate treatment on account of race, color, religion, sex, age, or source of income.

Eligible persons and businesses shall be fully informed at the earliest possible date as to the availability of relocation payments and assistance, and file eligibility requirements, as well as the procedures for obtaining such payments and assistance. Direct personal interviews will be utilized to determine the extent of the need of each eligible person and business for relocation assistance.

#### Displacement Housing Benefits: Redevelopment Condemnation/Demolition, and Rehabilitation

A family person or business displaced under this Section is eligible for a displacement benefit for a comparable replacement dwelling as determined by family composition or business.

Owner/occupants who elect to purchase a replacement dwelling are eligible for a maximum payment of \$15,000.00.

Tenants are eligible for a displacement housing payment of up to \$4,000.00 rental assistance, or down payment assistance.

Owner/occupants who do not elect to purchase another housing unit are eligible for a replacement housing payment equivalent to four years rental assistance, but not to exceed \$4,000.00. Computation of rental assistance payments shall be based on the current Fair Market Rents.

#### Moving Expense and Dislocation Allowance

Families and persons permanently vacating their dwelling because of Condemnation/Demolition or Rehabilitation activities are eligible for a one time moving expense allowance of up to \$500.00 to help defray costs involved in displacement.

Businesses: The occupant of the dwelling is eligible for a moving payment of up to \$10,000.00 to relocate the business to a decent, safe, and sanitary dwelling.

#### Finality of Payment

The total approved amount of a relocation payment is not subject to later computation except to correct an error or to implement findings on review in accordance with established procedures.

#### Temporary Displacement Benefits

Temporary Displacement Benefits, when authorized, shall be fully documented and approved by the Administrator of Community Development and Environmental Services. Temporary benefits shall discontinue upon issuance of the Certificate of Occupancy.

Approved costs in connection with a temporary displacement include:

1. Actual reasonable moving cost to and from temporary accommodations which must be located within Collier County. These costs can be one of the following:
  - a) Actual invoice cost of a certified moving contractor.
  - b) A \$300.00 total allowance if a self-move.
  - c) A \$100.00 total allowance if displacement does not involve household furnishings.
2. Actual reasonable cost of renting or sharing a temporary dwelling excluding deposits and installation charges. Temporary housing accommodations can be one of the following depending upon the composition of the displaced household and available accommodations:
  - a) A dwelling reserved exclusively for temporary relocation housing.
  - b) Other adequate housing.
  - c) A motel, only when displacement is less than 15 days.
3. Actual reasonable costs for storage of furniture that cannot be housed in the temporary unit, not to exceed the benefit period for temporary housing.
4. Businesses are not eligible for temporary displacement benefits.

In all cases, the temporary displacement dwelling must be inspected and approved by the Community Redevelopment Agency as decent, safe, and sanitary.

#### DOCUMENTATION, ASSURANCES, AND SERVICES

#### Displacement Plan Implementation

The Collier County Community Redevelopment Agency is the assigned administrative implementing agency for displacement and shall use the U.S. Department of Housing and Urban Development (HUD) Handbook 1371.1, Relocation Assistance and Real Property Acquisition, for assistance and guidance in implementing this policy.

#### Equal Opportunity

In carrying out displacement actions, the Collier County Community Redevelopment Agency shall take affirmative actions to provide displaced families, individuals and businesses maximum opportunities in selecting replacement dwellings within the community's total housing supply. Affirmative Action shall take place to lessen racial, ethnic, and economic concentrations; and facilitate desegregation and racially inclusive patterns of occupancy and use of public and private facilities.

#### Notification of Availability of Payments

As soon as it is ascertained that a family or business displacement is imminent, the Community Redevelopment Agency shall provide them with written notification of the specific types of relocation payments for which the displace is apparently eligible and the estimation of the benefits that may be received.

#### Housing Referrals

Current and continuing information will be provided on the availability, prices of comparable sales and rental dwellings. Assurances will be provided that, within a reasonable period of time prior to displacement, there will be available comparable decent, safe, and sanitary replacement dwellings meeting the Collier County Minimum Housing Standards, equal in number and available to eligible persons and businesses who will be displaced.

#### Supportive Services

Necessary advisory services will be provided to eligible persons and businesses, such as counseling and referrals with regard to housing, financing, employment, training, health, welfare and other assistance in order to minimize any hardships incurred.

Each eligible person shall be assisted in completing any required applications and forms.

### RELOCATION PROCEDURE REQUIREMENTS

#### Case File Records:

Case file records shall be maintained for each displaced person/ family or business. Record keeping standards shall follow the HUD Relocation Handbook as guidance.

#### Management Control System:

A Management Control System shall be established to identify the size and composition of the displacement/relocation workload. Management Control Standards shall follow the HUD Relocation Handbook as guidance.

#### Opinions of the County Attorney

Opinions of the County Attorney concerning legality of actions or procedures shall be sought and incorporated as required.

#### Notices and Correspondence

Notices to affected parties and decisions shall be in writing or a part of a written case file record. Written records shall be kept in accordance with Collier County policy.

#### Procedural Guidance and Standards

HUD Handbook 1376.1, Relocation Assistance and Real Property Acquisition shall be used as guidance for procedures and standards for displacement activities.

#### APPEALS PROCEDURE

A formal appeal procedure has been established and maintained for use by displaced persons and businesses seeking administrative review of agency determinations in connection with displacement payments and/or adequacy of replacement housing.

Appeals of this Displacement Policy must be presented in writing. The Community Redevelopment Appeals Panel consisting of the Administrator of the Community Development and Environmental Services Division and one resident property owner of affected area appointed by the County Manger is assigned the administration of appeals of the Local Displacement Policy.

#### Timing for Initiating Appeal

An appeal concerning eligibility for, or the amount of, a displacement benefit shall be filed within six months after the Community Redevelopment Agency's notification to the person of its determination of a displacement case. An appeal alleging failure to provide appropriate housing referrals or to properly inspect the replacement dwelling shall be filed not later than six months after the person's displacement.

#### Appeal

The appeal may include any related statement of fact or other material.

#### Assistance to Person Making Appeal

If a person or business is unable to prepare a written appeal, the Community Redevelopment Agency shall offer them appropriate assistance and notify them of other available sources of assistance.

#### Scope of Review of Written Appeal:

The Community Redevelopment Appeals Panel shall consider a person's or business' written appeal, regardless of form. In deciding the appeal, the Community Redevelopment Appeals Panel shall consider:

- 1) All applicable rules and regulations;
- 2) All pertinent justification and written material submitted by the person making the appeal; and
- 3) All material upon which the Community Redevelopment Agency based the determination(s) being appealed and any other available information that is needed to insure a fair and full review of the appeal.

However, the Community Redevelopment Appeals Panel must ensure that the person making the appeal has had reasonable opportunity to review any such materials and information on which an adverse ruling on the appeal may be based.

#### Request for Additional Time

If a person or business makes a request for additional time to gather and prepare information for a written appeal, the person or business must be granted 30 days additional time, in addition to the time limits established by this policy. This request must be documented by the Community Redevelopment Appeals Panel.

#### Determination and Notification after Written Appeal

Within 30 days after receipt of information submitted by a person or business in support of their appeal, the Community Redevelopment Appeals Panel shall make written determination on the appeal and furnish the person with a copy. The written determination shall include, but need not be limited to:

- 1) The Community Redevelopment Appeals Panel's decision upon review of the appeal;
- 2) The factual and legal basis upon which the decision is based, including any pertinent explanation;
- 3) If any payment or other relief to the person or business is granted, a brief statement on how this will be provided;
- 4) If the relief requested is not granted, a statement of the person or business right to appeal to the County Commission within 30 days.



# **APPENDIX A**

RESOLUTION NO. 2000- 82

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA, RELATING TO COMMUNITY REDEVELOPMENT; MAKING FINDINGS; FINDING BLIGHTED AREAS EXIST IN THE COUNTY; FINDING THE REHABILITATION, CONSERVATION OR REDEVELOPMENT OF SUCH AREAS IS NECESSARY IN THE PUBLIC INTEREST; FINDING A SPECIFIED AREA TO BE A BLIGHTED AREA AND A COMMUNITY REDEVELOPMENT AREA; PROVIDING FOR CONFLICT WITH OTHER RESOLUTIONS AND SEVERABILITY; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Board of County Commissioners has received and considered a report and presentation by County staff and consultant which identified conditions within the boundaries of Collier County in the areas identified, described and depicted on Exhibit "A" attached hereto and made a part of this resolution (the "Area"); and

WHEREAS, after having considered the determinations and the facts and evidence of conditions in the Area and has received and considered such other evidence of the conditions in the Area as have been presented to it, the Board of County Commissioners desires to proceed in accordance with the authorization and powers granted by Part III, Chapter 163, Florida Statutes, to establish the necessary means by which redevelopment can be accomplished in the Area and that certain actions are appropriate and necessary and should be taken to address the conditions now present and expected to be present in the Area;

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA AS FOLLOWS:

Section 1. Findings. The Board of County Commissioners does hereby find:

(a) Based upon the facts and evidence presented to and considered by the Board of County Commissioners, the following conditions exist in the Area:

1. Conditions are present in the Area that are detrimental to the sound growth of the county and which substantially impair or arrest the growth within the

Area, and present conditions and uses in the Area are detrimental to the public health, safety, morals and public welfare; and

2. There is a predominance of inadequate or defective street layout;

and

3. There is faulty and inadequate lot layout in relation to size, adequacy, accessibility, or usefulness; and

4. There are unsanitary conditions as such relates to the conditions of the sanitary system and there are unpaved and deteriorating roadways resulting in unsafe public conditions; and

5. There has been a deterioration of site and other improvements; and

6. There is a diversity of ownership or defective or unusual conditions of title, which prevent the free alienability of land.

(b) The notices required by Section 163.346, Florida Statutes (1999), have been timely published or mailed in accordance with said statute.

(c) Action must be taken immediately to prevent further blight and deterioration and to protect and enhance public expenditures previously made in the Area.

Section 2. Finding of Necessity. The Board of County Commissioners, based upon evidence presented to it and in the public record, does hereby find that one or more "blighted areas" (as defined in Section 163.340(8), Florida Statutes), exist within Collier County, Florida, and, further finds that the rehabilitation, conservation or redevelopment, or a combination thereof, of such area or areas described is necessary in the interest of the public health, safety, morals or welfare of the residents of Collier County, Florida.

Section 3. Community Redevelopment Area. Based upon the facts presented to it and contained in the public record, the Board of County Commissioners does hereby find the Area (as hereinbefore defined) is a "blighted area" (as that term is defined in Section 163.340(8), Florida Statutes (1999), and that such area constitutes a

"community redevelopment area" as defined in Section 163.340(10), Florida Statutes (1999).

Section 4. Conflicts. All resolutions and parts of resolutions in conflict with any of the provisions of this resolution are hereby repealed, provided, however, nothing herein is intended nor should be applied to affect, repeal, alter, amend or supersede any previous resolutions adopted by the Board of County Commissioners finding any other area or areas within Collier County to be a "blighted area" for purposes of the Community Redevelopment Act.

Section 5. Severability. If any section or portion of a section of this resolution, including any part of the exhibit, proves to be invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force, or effect of any other section or part of this resolution. Should either area constituting part of the Area or part thereof shall be severed from the Area and the remainder shall constitute the Area for purposes of this resolution.

Section 6. Effective Date. This resolution shall become effective immediately upon its passage and adoption.

Section 7.

This Resolution adopted after motion, second and majority vote this 14<sup>th</sup> day of March, 2000.

ATTEST:  
DWIGHT G. BROCK, CLERK

BOARD OF COUNTY COMMISSIONERS  
COLLIER COUNTY, FLORIDA

*Bo. Karen Akah, Jr.*  
Attest as to Chairman's  
signature only.

BY: *Timothy J. Constantine*  
TIMOTHY J. CONSTANTINE, CHAIRMAN

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

*David C. Weigel*  
David C. Weigel  
County Attorney

## EXHIBIT A

## BAYSHORE/GATEWAY TRIANGLE REDEVELOPMENT AREA DESCRIPTION

BEG SW CNR SECT 2, TWP 50, RNG 25, N 630', E 662', S 427', E 200', N 270', E TO THE E R/W LINE OF BROOKSIDE DRIVE, S TO THE SW CNR OF LOT 10, SUNSET SUB, E TO THE SE CNR OF LOT 8, SUNSET SUB, S 92', E TO THE NW CRN OF LOT 55, BLK A, ROCK CREEK PARK, N TO THE NW CNR OF LOT 10, BLK B, ROCK CREEK PARK, E TO THE E SECT LINE SECT 2, TWP 50, RNG 25, S TO THE NW CNR OF SECT 12, TWP 50, RNG 25, E 670', S 773', W 200', S 735', W 200', S 990', E 460', S 330', E 972', S 1174', SWLY 481', NWLY 523', W 85', SWLY 730' TO THE NELY R/W LINE U.S. 41, CONT SWLY TO THE SWLY R/W LINE U.S. 41, NWLY ALG THE SWLY R/W LINE OF U.S. 41 TO ITS INTERSECT WITH THE W R/W LINE OF BAYSHORE DRIVE,

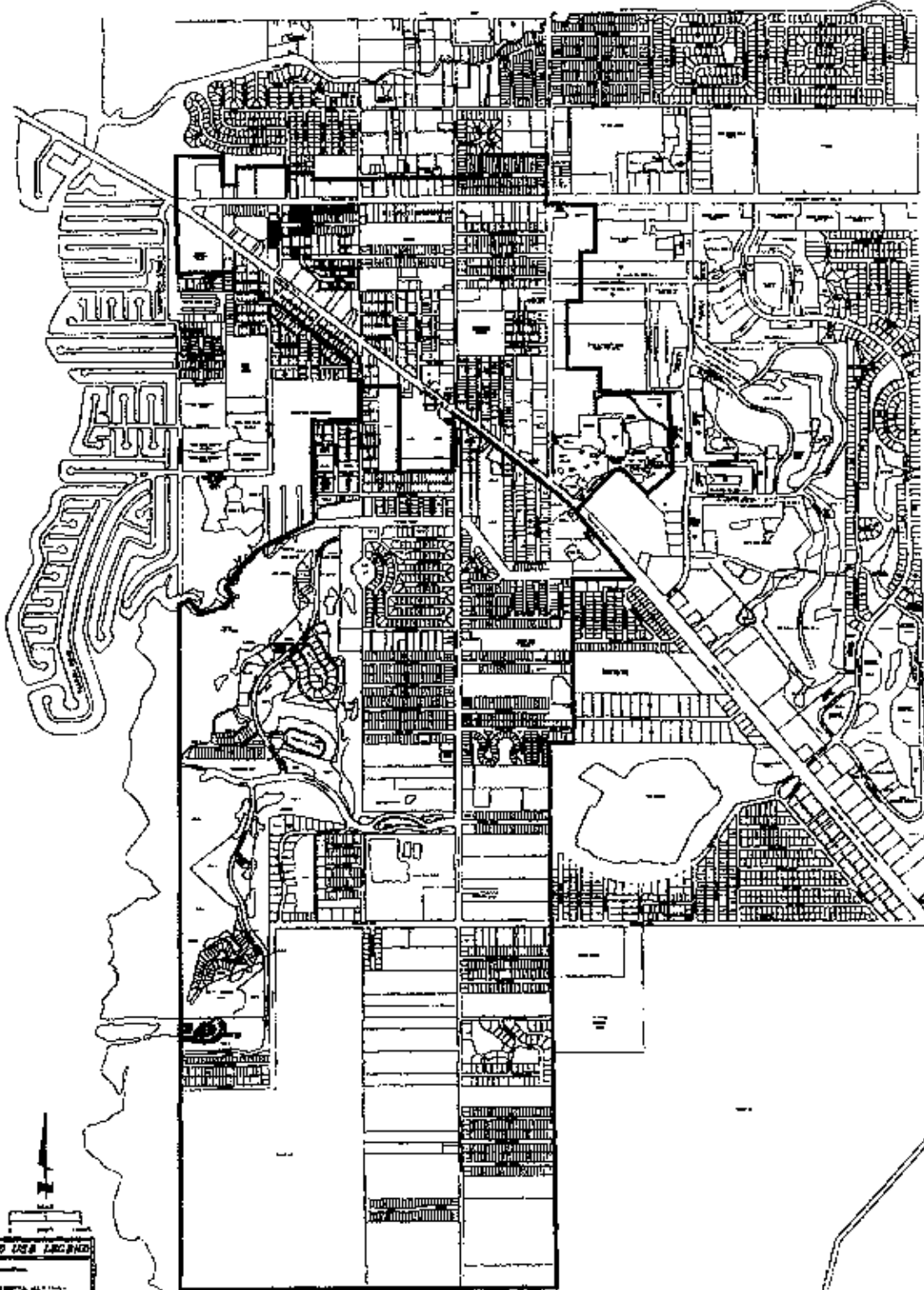
S TO THE N R/W LINE OF WEEKS AVE, W 761', N 1355', W TO THE W R/W LINE OF PINE STREET, N TO THE SE CNR OF LOT 2, BLK K, INOMAH SUB, W 100', N TO THE N R/W OF WASHINGTON AVE, CONT NWLY AND WLY ALG NLY R/W LINE WASHINGTON AVE TO THE SW CNR OF LOT 2, BLK C, INOMAH SUB, W TO THE W R/W LINE OF FREDRICK ST,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

AND

BEG SE CNR SECT 23, TWP 50, RNG 25, N ALG THE E SECT LINES OF SECT 23 AND 14, TWP 50, RNG 25, TO E ¼ CNR SECT 14, TWP 50, RNG 25, E TO THE SE CNR LOT 8, CREWS SUB, N TO THE S LINE OF HALDEMAN CREEK, E TO THE SWLY R/W LINE OF U.S. 41, NWLY ALG THE SWLY R/W LINE OF U.S. 41 TO ITS INTSECT WITH THE W R/W LINE OF BAYSHORE DRIVE, S TO THE N R/W LINE OF WEEKS AVE, W 761', N 1355', W TO THE W R/W LINE OF PINE STREET, S TO THE S R/W LINE OF MANGROVE STREET, W TO THE NW CNR LOT 14, BLK F, HALDEMAN RIVER SUB, S TO THE N LINE OF HALDEMAN CREEK, SWLY ALG THE N LINE OF HALDEMAN CREEK TO ITS INTSECT WITH THE W SECT LINE OF SECT 14, TWP 50, RNG 25, S ALG THE W SECT LINE OF SECT 14 AND 23, TWP 50, RNG 25, TO THE SW CNR OF SECT 23, TWP 50, RNG 25, E TO THE SE CNR OF SECT 23, TWP 50, RNG 25 AND THE POB.

**BAYSHORE / GATEWAY TRIANGLE REDEVELOPMENT AREA**

**12 C 1**



**LAND USE LEGEND**

[Symbol]	Residential
[Symbol]	Commercial
[Symbol]	Industrial
[Symbol]	Public Use
[Symbol]	Open Space
[Symbol]	Water

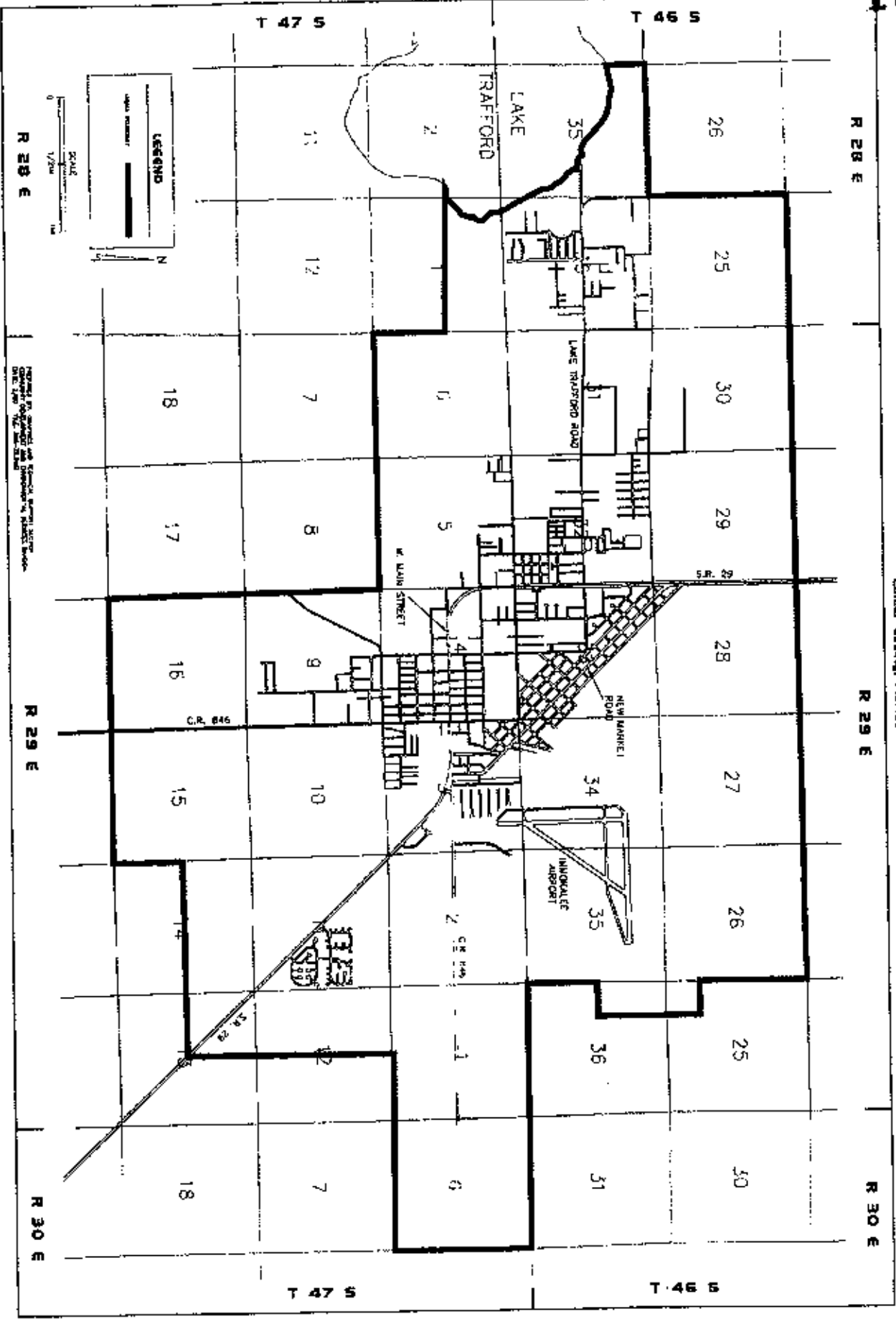
Map prepared by the Planning Department, City of Chicago, 1978. All rights reserved.

**IMMOKALEE COMMUNITY REDEVELOPMENT AREA DESCRIPTION**

BEG AT THE NW CNR SEC 25, TWP 46, RNG 28, THENCE E ALG N LINE SEC 25 TO NE CRN OF SEC 25 AND THE NW CNR OF SEC 30, TWP 46 RNG 29, THENCE E ALG THE N LINES OF SECTIONS 30, 29, 28, 27, AND 26 TO THE NW CNR OF SEC 25, TWP 46, RNG 29, THENCE S ALG THE W LINE SEC 25 TO THE NW CNR OF THE SW ¼ OF SW ¼ SEC 25, THENCE E TO THE NE CNR OF THE SW ¼ OF SW ¼ SEC 25, THENCE S TO THE S SEC LINE OF SEC 25 AND THE NE CNR OF THE W ½ OF NW ¼ OF SEC 36, TWP 46, RNG 29, THENCE S TO THE SE CNR OF THE W ½ OF NW ¼ SEC 36, THENCE W TO THE W ¼ CRN SECTION 36, THENCE S TO THE SW CNR SEC 36 AND THE NW CNR OF SEC 1, TWP 47, RNG 29, THENCE E TO THE NE CNR OF SEC 1 AND THE NW CNR OF SEC 6, TWP 47, RNG 30, THENCE E TO THE NE CNR OF SEC 6, THENCE S TO THE SE CNR OF SEC 6, THENCE W TO THE SW CNR OF SEC 6 AND THE SE CNR OF SEC 1, TWP 47, RNG 29, THENCE W TO THE S ¼ CNR SEC 1 AND THE N ¼ CNR OF SEC 12, TWP 47, RNG 29, THENCE S TO THE S ¼ CNR SEC 12 AND THE N ¼ CNR OF SEC 13, TWP 47, RNG 29, THENCE S TO THE CENTER OF SEC 13, THENCE W TO THE W ¼ CNR SEC 13 AND THE E ¼ CNR OF SEC 14, TWP 47, RNG 29, CONT W TO THE W ¼ CNR OF SEC 14 AND THE E ¼ CNR OF SEC 15, TWP 47, RNG 29, THENCE S TO SE CNR OF SEC 15, THENCE W ALG THE S LINE OF SEC 15 AND 16 TO THE SW CNR OF SEC 16, TWP 47, RNG 29, THENCE N ALG THE W LINE OF SEC 16 AND 9 TO THE NW CNR OF SEC 9, TWP 47, RNG 29 AND THE SE CNR OF SEC 5, TWP 47, RNG 29, THENCE W ALG THE S LINE OF SEC 5 AND 6 TO THE SW CNR OF SEC 6, TWP 47, RNG 29, AND THE SE CNR OF SEC 1, TWP 47, RNG 28, THENCE N TO THE E ¼ CNR OF SEC 1, THENCE W TO THE SHORELINE OF LAKE TRAFFORD, THENCE ALG THE SHORELINE OF LAKE TRAFFORD NELY, NLY, NWLY, WLY, SWLY TO THE INTERSECTION OF THE LAKE TRAFFORD SHORELINE AND THE W SEC LINE OF SEC 35, TWP 46, RNG 28, THENCE N TO THE NW CNR OF SEC 35, THENCE E TO THE NE CNR OF SEC 35 AND THE SW CNR OF SEC 25, TWP 46, RNG 28, THENCE N TO THE NW CNR OF SEC 25 AND THE P.O.B.

# IMMOKALEE REDEVELOPMENT AREA

Collier County, Florida



**LEGEND**

Water

Right of Way

Scale  
0 1/2 mi

N

OFFICIAL PLAT OF THE IMMOKALEE REDEVELOPMENT AREA, COLLEGE COUNTY, FLORIDA, DATE 1-1-58

R 28 E

R 29 E

R 30 E

T 47 S

T 46 S

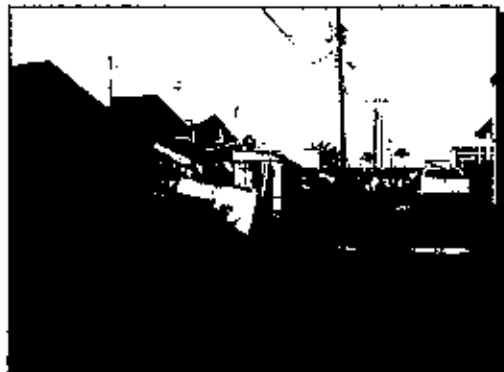
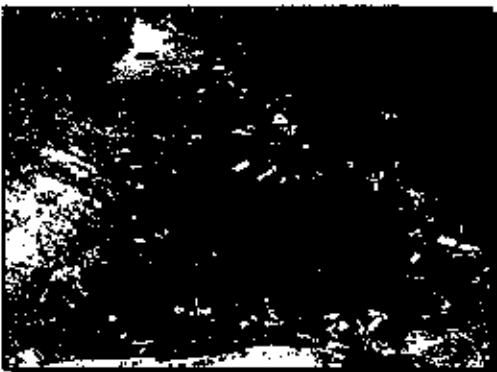
T 47 S

T 46 S



# Collier County

## FINDINGS OF NECESSITY AND BLIGHTED CONDITIONS



BAYSHORE/GATEWAY TRIANGLE  
REDEVELOPMENT AREA

IMMOKALEE REDEVELOPMENT AREA

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## **I. INTRODUCTION**

The first step in creating a Community Redevelopment Agency (CRA) is a "Finding of Necessity" or a finding that one or more geographic areas in a municipality has conditions of "slum or blight", and that there is a need to rehabilitate, conserve and redevelop that area. Accomplished by Resolution of the governing body, this finding means that the rehabilitation, conservation or redevelopment or combination thereof is necessary.

On January 11, 2000 the Board of County Commissions directed staff to prepare a Finding of Necessity for two areas with in Collier County: Bayshore/Gateway Triangle and Immokalee. This report details the Findings of Necessity" for the above referenced areas.

## **II. STATUTORY DEFINITION OF SLUM AND BLIGHT IN CHAPTER 163.340**

Chapter 163.340 of the Florida Statute defines slum and blight as the following:

"Slum Area" means an area in which there is a predominance of buildings or improvements, whether residential or nonresidential, which by reason of dilapidation, deterioration, age, or obsolescence; inadequate provision for ventilation, light, air, sanitation, or open spaces; high density of population and overcrowding; the existence of conditions which endanger life or property by fire or other causes; or any combination of such factors is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency, or crime and is detrimental to the public health, safety, morals, or welfare.

"Blighted Area" means either:

- (a) An area in which there a substantial number of slum, deteriorated, or deteriorating structures and conditions which endanger life or property by fire or other causes or one or more of the following factors which substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present condition and use:
  - 1. Predominance of defective or inadequate street layout;
  - 2. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
  - 3. Unsanitary or unsafe conditions;
  - 4. Deterioration of site or other improvements
  - 5. Tax or special assessment delinquency exceeding the fair value of the land; and
  - 6. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
  
- (b) An area in which there exists faulty or inadequate street layout; inadequate parking facilities; or roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following proposed construction.

The following sections detail the findings of blighted conditions in the Bayshore/Gateway Triangle and the Immokalee areas that justify making a finding of Necessity for blighted conditions as outlined in Chapter 163, Florida Statute:

### III. BAYSHORE/GATEWAY TRIANGLE REDEVELOPMENT AREA

#### FINDINGS OF BLIGHT CONDITIONS

Blighted Area [as defined in Section 163.340 (8), Florida Statutes] means either:

(a) An area in which there are a substantial number of sium, deteriorated or deteriorating structures and conditions which endanger life or property by fire or other causes or one or more of the following factors which substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present condition and use:

1. Predominance of defective or inadequate street layout;

The Bayshore/Gateway Redevelopment Area is characterized by a defective or inadequate street layout. These problems include:

- Inadequate street layout and design;
- Commercial parking problems;
- Lack of streetlights along major arterial and most local streets;
- Lack of sidewalks; and
- Lack of neighborhood connections.

In the Bayshore/Gateway Redevelopment area there are three major collectors, Bayshore Road and Thomasson Drive and Shadowlawn Drive. The Collier County Land Development Code requires a minimum of 100 feet of right of way for collectors.

Shadowlawn Drive bisects a residential community with an elementary school and several churches. It is located in the Gateway Triangle area and is a two-lane collector with 11 foot wide lanes. The right-of-way width of Shadowlawn Drive varies from 55 to 70 feet. Shadowlawn Drive does not have sidewalks or bike lanes and does not meet the 100' minimum right-of-way standard.

Thomasson Drive is a two-lane facility. The roadway width is twenty feet which does not meet the County's standard of a twenty-two foot minimum width for collector roads.

There are no sidewalks along Bayshore Road from Thomasson Road south to its terminous.

The commercial areas are located on Davis Boulevard (SR 84), Airport Road, Bayshore Road and US 41. Davis Boulevard, Airport Road and US 41 are the area's major arterials. All are characterized by inadequate off-street parking and no available on-street parking. Along these early-established commercial corridors many businesses were constructed prior to the establishment of development standards for parking. The parking problem has worsened along Davis Boulevard and US 41 due to roadway widening from four to six lane facilities. On-street parking is no longer available on Davis Boulevard and some of the parking area along US 41 was acquired for the recent road widening of that facility. In some cases, parking lots are oriented in such a way that vehicles must back out into traffic. Most of the commercial areas are not linked to one another so there are no shared parking opportunities.

12(c)

Davis Boulevard has no streetlights creating a compromised nighttime travel condition. There is very little nighttime pedestrian activity and some businesses have taken measures to secure their properties with bars on windows and chain link fences along the perimeter of their properties.

The residential neighborhoods are not linked to one another.

The typical local street width is 18 feet in the area. The County standard for local roads is 20 feet. There is no street lighting or sidewalks on most local streets.

2. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness:

The majority of land zoned for commercial development within this area is zoned General Commercial (C-4) and Heavy Commercial (C-5). Collier County Land Development Code requires a minimum lot size of 10,000 square feet with a minimum width of 100 feet. Most of the commercial lots in the area do not meet the minimum size of width required for commercial development.

The lots accessed off of US41 and Davis Boulevard have been reduced in size as a result of road widening projects of these two arterials. The C-4 and C-5 zoning district requires a minimum front yard setback of 25 feet, a side yard setback of 15 feet; and a 15 foot rear yard set back. The majority of buildings are located on or near the lot line, with no buffer. In addition, the entire commercial lots located between Pine Street and US41 were platted years ago when minimum standards were not applied and do not conform to most of today's standards.

The majority of the land zoned for residential development in the Gateway Triangle area is zoned Residential Multiple Family – 6 district (RMF-6). The area consists of 359 acres of which 125 acres are zoned residential. There are 402 residential dwelling units within this area. The actual residential density is far below the approved density for the area, with 1 unit per 3 acres developed instead of the 6 units per acre allowed. The average age of the housing stock is 45-55 years old.

The RMF-6 zoning district has a minimum requirement of 6500 square feet with a width of 60 feet for a single family development; 12,000 square feet with a width of 80 feet for a two-family development; and 5,500 square feet per unit with a width of 100 feet for a three or more family residential development. Most of the residential properties in these zoning districts do not meet the minimum width required for residential development. Some do not meet either of the width or lot square footage requirements. Some of the buildings are non-conforming with regards to required minimum lot width, size, and setbacks.

In the Bayshore neighborhood there is a mixture of residential zoning. The majority is RMF-6 and Residential Single Family-4 district (RSF-4). There are also Mobile Home (MH) and Village Residential district (VR) zoning within the area. The Collier County Land Development Code requires a minimum lot size of 7,500 square feet with a width of 70 feet for interior lots and 75 feet for corner lots for residential development in the RSF4 zoning district. The Collier County Land Development Code requires a minimum lot size of 6,000 square feet with a width of 60 feet for residential development in the VR and MH zoning districts.

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Most of the residential lots in these zoning districts do not meet the minimum width required for residential development. On average the lots in these areas are forty to fifty feet wide. Most of the buildings are non-conforming with regards to required minimum lot width, size, and setbacks.

3. Unsanitary or unsafe conditions:

According to 1990 Census Data, 0.10 percent of Bayshore/Gateway Triangle area households lack complete plumbing for exclusive use. In the entire county, this figure is 0.02 percent.

In occupied housing units across the county for 1990, only 0.03 percent of the units had more than 1.51 or more persons per room. This figure for the Bayshore/Gateway area is 3.0 percent, reflecting a greater degree of overcrowding in the area (1990 Census).

In the Bayshore/Gateway study area, 2 unsafe structures identified from January 1998 to February 2000.

Sidewalks and streetlights are almost absent from local streets within the redevelopment area.

4. Deterioration of site or other improvements:

Most of the local roads are poorly drained. Properties and roads are frequently flooded.

Surface water management problems are present within the entire Bayshore/Gateway study area. These problems include localized flooding and direct discharge of stormwater run-off into Naples Bay. Significant and frequent flooding throughout the Gateway area is attributed to low elevations and inadequate stormwater management systems. Bayshore experiences the same problems. The entire Bayshore area, east of Bayshore Road, south of Haldemann Creek experiences the same significant and frequent flooding. South of Thomasson Drive, many of the local roads are unpaved and are poorly drained.

5. Tax or special assessment delinquency exceeding the fair value of the land:

For purposes of this study, data is unavailable for this topic.

6. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.

For purposes of this study, data is unavailable for this topic.

- (b) An area in which there exists faulty or inadequate street layout; inadequate parking facilities or roadways, bridges or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following proposed construction.

The residential neighborhoods lack connection to one another.

The current right of way along Shadowlawn Drive is inadequate to provide needed improvements and acquisition of additional right of way would negatively impact the community.

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The commercial lots lack adequate parking facilities.

There is no public transportation provided within the study area.

The local streets do not meet the County standards of right-of-way width, pavement width, or placement of sidewalks.

Housing Affordability [as defined in Section 163.355 (8) F.S.] means:

An area in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly.

There is a great demand in the County for affordable housing. According to the Florida Association of Realtors, the Naples MSA is the least affordable community in the State. In 1996, the median sales price for a single family home in the MSA was \$180,000. In addition, only 31% of all dwelling units sold in 1995 were under \$99,000. While there are opportunities for obtaining affordable housing in the Bayshore/Gateway Triangle Redevelopment Area, the average 1999 sales price for a single family home was \$108,267. The current trends predict that acquisition and rental prices will continue to rise. According to Kiplinger's Personal Finance it is projected that within the next ten years home values in Naples are expected to grow by 75.1 percent.

#### CONCLUSION OF FINDINGS OF BLIGHT

It is the conclusion of this study that the Bayshore/Gateway Triangle study area clearly has a predominance of defective or inadequate street layout, faulty lot layout, unsafe or unsanitary conditions, and deterioration of a site or other improvements as set forth in Chapter 163 for designation as a blighted area and that rehabilitation, conservation, or redevelopment, or a combination thereof, of the Bayshore/Gateway study area is necessary and advisable in the furtherance of the public interest of residents of Collier County.

**BAYSHORE/GATEWAY TRIANGLE REDEVELOPMENT AREA LEGAL DESCRIPTION**

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

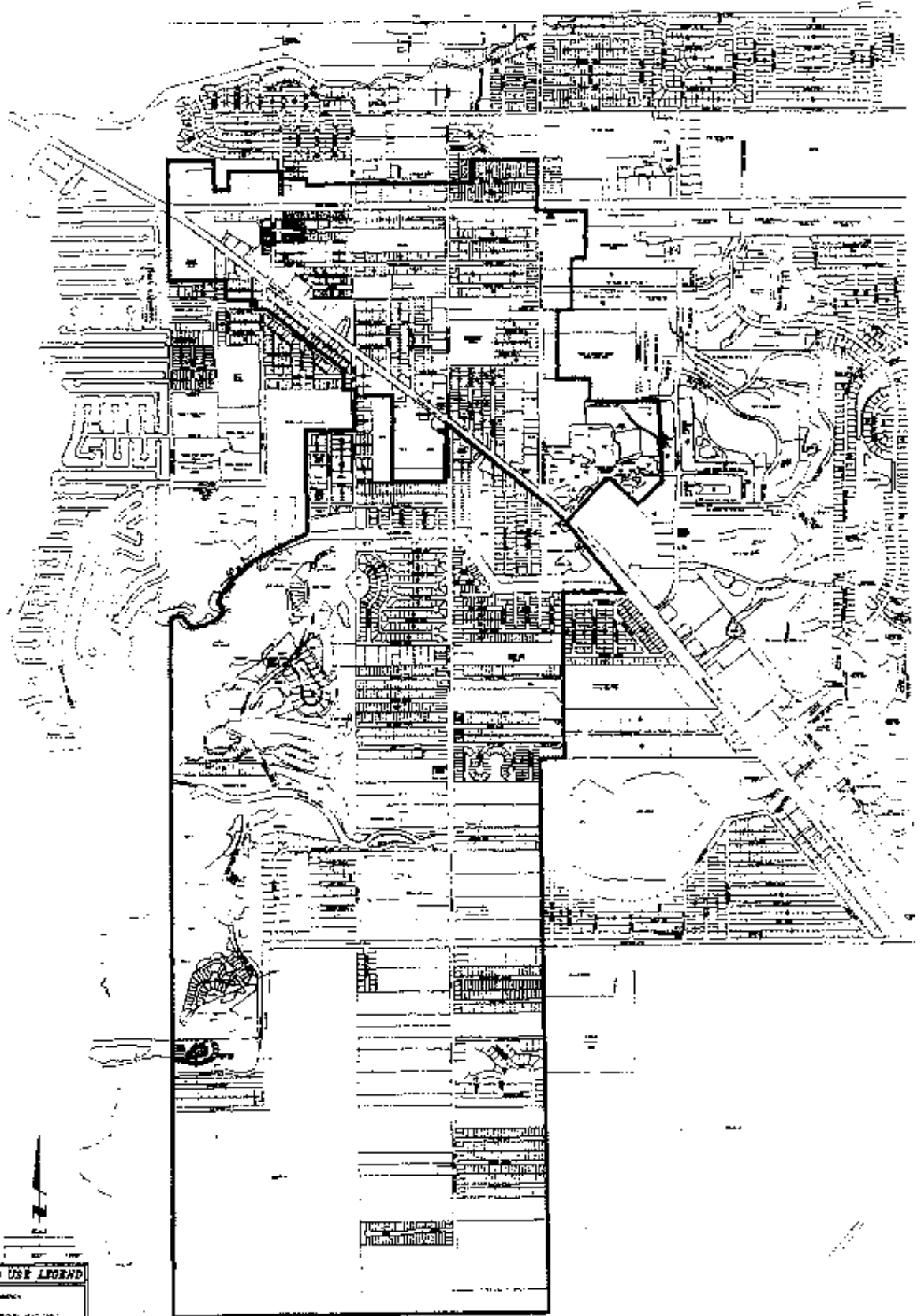
S TO THE N R/W LINE OF WEEKS AVE, W 761', N 1355', W TO THE W R/W LINE OF PINE STREET, N TO THE SE CNR OF LOT 2, BLK K, INOMAH SUB, W 100', N TO THE N R/W OF WASHINGTON AVE, CONT NWLY AND WLY ALG NLY R/W LINE WASHINGTON AVE TO THE SW CNR OF LOT 2, BLK C, INOMAH SUB, W TO THE W R/W LINE OF FREDRICK ST,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

AND

50. BEG SE CNR SECT 23, TWP RNG 25, N ALG THE E SECT LINES OF SECT 23 AND 14, TWP 50, RNG 25, TO E 1/4 CNR SECT 14, TWP 50, RNG 25, E TO THE SE CNR LOT 6, CREWS SUB, N TO THE S LINE OF HALDEMAN CREEK, E TO THE SWLY R/W LINE OF U.S. 41, NWLY ALG THE SWLY R/W LINE OF U.S. 41 TO ITS INTSECT WITH THE W R/W LINE OF BAYSHORE DRIVE, S TO THE N R/W LINE OF WEEKS AVE, W 761', N 1355', W TO THE W R/W LINE OF PINE STREET, S TO THE S R/W LINE OF MANGROVE STREET, W TO THE NW CNR LOT 14, BLK F, HALDEMAN RIVER SUB, S TO THE N LINE OF HALDEMAN CREEK, SWLY ALG THE N LINE OF HALDEMAN CREEK TO ITS INTSECT WITH THE W SECT LINE OF SECT 14, TWP 50, RNG 25, S ALG THE W SECT LINE OF SECT 14 AND 23, TWP 50, RNG 25, TO THE SW CNR OF SECT 23, TWP 50, RNG 25, E TO THE SE CNR OF SECT 23, TWP 50,



# BAYSHORE / GATEWAY TRIANGLE REDEVELOPMENT AREA



**LAND USE LEGEND**

	COMMERCIAL
	RESIDENTIAL MEDIUM DENSITY
	RESIDENTIAL SINGLE-FAMILY
	OFFICE
	PLAZA AND TRADING
	PLAZA
	PARK

DATE: 10/15/01  
 DRAWN BY: [Name]  
 CHECKED BY: [Name]

12(01)

#### IV. IMMOKALEE REDEVELOPMENT AREA

##### FINDINGS OF BLIGHT CONDITIONS

Blighted Area [as defined in Section 163.340 (8), Florida Statutes] means either:

(a) An area in which there are a substantial number of slum, deteriorated or deteriorating structures and conditions which endanger life or property by fire or other causes or one or more of the following factors which substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present condition and use:

1. Predominance of defective or inadequate street layout;

The Immokalee Redevelopment Area is characterized by a defective or inadequate street layout. Most Immokalee residents walk or bicycle to work, school and shopping. Few adequate bicycle and pedestrian facilities are available throughout the Immokalee study area.

Problems include:

- Inadequate street layout and design
- Lack of shoulders and guardrails along streets adjacent to deep and wide drainage swales
- Poor access to Commercial and Industrial parking and access problems
- Few sidewalks available for a predominately pedestrian population
- A general lack of neighborhood connections to each other

The major arterial roadways are State Road 29, Immokalee Road and New Market Road (SR 29A). State Road 29 is a two-lane facility that widens to four lanes through the small downtown area. The four-lane segment is called Main Street and is the focus of redevelopment and economic revitalization. It is the only segment with on-street parking and sidewalks on both sides. The two lane segments of State Road 29 north and east of Main Street are two lanes with no sidewalks.

New Market Road is a two lane facility with 100 feet of right-of-way and no sidewalks, paved shoulders, or turn lanes. The remaining right-of-way and truck parking is limestone. Vegetable and fruit packing houses and the State Farmers Market are located along this street. Trucks are encouraged to use this street as a bypass road to avoid the downtown area and to pick up goods for transport. The roadway is in poor condition and maintenance costs are high due to damage by trucks dragging limestone on roadway. Although many people walk or bicycle to work in this area, pathway facilities are unavailable.

Immokalee Road intersects with SR 29 at the beginning of Main Street. North of Main Street it narrows to two lanes and has a sidewalk on the west side only.

Major problems exist along many of the local roads. There are few sidewalks. Typical local street widths are less than twenty feet required in the Collier County Land Development Code and open stormwater systems are adjacent to roadways without paved shoulders or guardrails. For example, south of State Road 29, along 9<sup>th</sup> Street, there are deep, wide drainage ditches on both sides of the roadway. There are no sidewalks and no guardrails to safeguard pedestrians and motorists. The roadway width is eighteen feet and there is not enough right of

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way to construct pathway facilities without converting the open swales to a covered stormwater system.

In addition, many residential neighborhoods are not linked to one another and most of the commercial areas are not linked to one another.

The Immokalee Regional Airport and Industrial Park lacks adequate water and sewer service and stormwater management facilities to sufficiently handle the projected future development. County Road 846 that leads to Airpark Blvd. is a two-lane facility with narrow lanes and no paved shoulders. This facility does not adequately address the projected increase in truck traffic due to the future development of the airport and industrial park.

2. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness:

The majority of commercial lots are zoned General Commercial District (C-4) or Heavy Commercial District (C-5). In the C-4 and C-5 zoning district a minimum lot size of 10,000 square feet, with a width of 100 feet for commercial development is required. Many of the commercial lots in these zoning districts do not meet the minimum width required for commercial development. Some do not meet either of the lot width or lot square footage requirements. Existing buildings are frequently non-conforming with regards to required minimum lot width, size, setbacks, and buffers.

The RMF6 zoning district has a minimum requirement of 6500 square feet with a width of 60 feet for a single family development; 12,000 square feet with a width of 80 feet for a two-family development; and 5,500 square feet per unit with a width of 100 feet for a three or more family residential development. The majority of lots are non-conforming and rebuilding on these lots may require the owner to seek a variance from the development standards.

In the South Immokalee area over 50% of the platted lots are non-conforming. The majority of these lots are zoned C-4 or RMF-6. A majority of the mobile home parks in the Immokalee community were developed in the 1970's and do not meet the minimum standards and permitted densities. The Collier County Land Development Code requires a minimum lot size of 6,000 square feet with a width of 60 feet for residential development in the VR and MH zoning districts.

It is common in the Immokalee Community to have intensive commercial uses located adjacent to residential uses without adequate buffering between the uses.

3. Unsanitary or unsafe conditions:

According to 1990 Census Data, 1.2 percent of Immokalee' area households lack complete plumbing for exclusive use. In the entire county, this figure is 0.2 percent.

In occupied housing units in Immokalee according to the 1990 U.S. Census, 6.8 percent of the owner occupied units and 16 percent of the renter occupied units had more than 1.51 or more persons per room. This figure is .03 for the entire County reflecting a greater degree of overcrowding in the Immokalee area.

Based on the 1994 Immokalee Housing Study, there were a total of 4,957 housing units of those 1,282 or 26% are in need of rehabilitation.

In the Immokalee study area, 19 unsafe buildings and 4 unsecure structures were identified from January 1998 to February 2000.

Sidewalks are almost entirely absent from the redevelopment area.

There is a lack of street lighting in the most of the residential neighborhoods.

Wide and deep open swales are present in the South Immokalee neighborhoods. They accumulate stagnate water and trash.

The disposal of garbage in the Immokalee area is a problem. Lack of adequate dumpsters for the mobile home parks and commercial establishments results in a serious litter problem.

The Immokalee Water and Sewer District covers approximately 27 square miles and most of the Urban area of Immokalee. However, the geographic area served by the district is considerably smaller. Additional treatment plants and distribution lines will be needed to serve the entire community. The Immokalee Water and Sewer District is under a consent order from the Department of Environmental Protection due to insufficient handling of their effluent. The sprayfields are inadequate. No new sewer hook-ups can be permitted unless the District can show a reduction of flow to the system.

There are a few separate collection systems that were permitted prior to the creation of the district. Those systems need to be upgraded and included within the district's authority. An example is the Baker Street area which is on a separate collection system. There have been three reported failures since 1997 where raw sewage was deposited on the ground.

4. Deterioration of site or other improvements:

Surface water management problems are present within the entire Immokalee study area. These problems include localized flooding in neighborhoods in the northeast section of the study area. Many local roads within the study area are poorly drained and experience flooding, as well. Some of the roads are unpaved and poorly drained. In South Immokalee where a high concentration of rental units and pedestrian traffic occurs the typical open drainage ditch is 4 feet deep and 15 feet wide.

5. Tax or special assessment delinquency exceeding the fair value of the land:

For purposes of this study, data is unavailable for this topic.

6. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.

For purposes of this study, data is unavailable for this topic.

(b) An area in which there exists faulty or inadequate street layout; inadequate parking facilities or roadways, bridges or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following proposed construction.

The residential neighborhoods lack connection to one another.

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In a primarily pedestrian community, there is a lack of an integrated sidewalk system connecting residential areas with commercial establishments. There is no public transportation system.

The commercial lots along Main Street and First Street lack adequate parking facilities.

New Market Road does not adequately address the needs of the semi-trucks and trailers that transport the farm products out of the area. Heavy truck traffic on local streets intrudes residential neighborhoods and has had a negative impact on commercial redevelopment activities.

SR 29 does not provide the number of lanes needed to adequately serve the Immokalee Regional Airport and Industrial Park.

Housing Affordability [as defined in Section 163.355 (8) F.S.] means:

An area in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly.

A housing unit is considered affordable if the monthly payments do not exceed 35 percent of the monthly income for principal, interests, taxes, and insurance. According to the 1994 Immokalee Housing Study 36 percent of the households with a mortgage and 40 percent of renter occupied households pay more than 35 percent of their income for housing. According to the study of those persons making less than \$10,000, 72 percent pay more than 35 percent of their income to rent.

The median household income in 1990 according to the U.S. Census Bureau was \$15,170. Forty-five percent of the population in Immokalee is below the poverty level.

The population growth, as well as high seasonal farm labor population, has produced a critical demand for housing according to the 1999 Empowerment Alliance of Southwest Florida Strategic Plan. There is a shortage of low and moderate income housing in the Immokalee Community

CONCLUSION OF FINDINGS OF BLIGHT

It is the conclusion of this study that the Immokalee study area clearly has a predominance of defective or inadequate street layout, faulty lot layout, unsafe or unsanitary conditions, and deterioration of a site or other improvements as set forth in Chapter 163 for designation as a blighted area and that rehabilitation, conservation, or redevelopment, or a combination thereof, of the Immokalee study area is necessary and advisable in the furtherance of the public interest of residents of Collier County.

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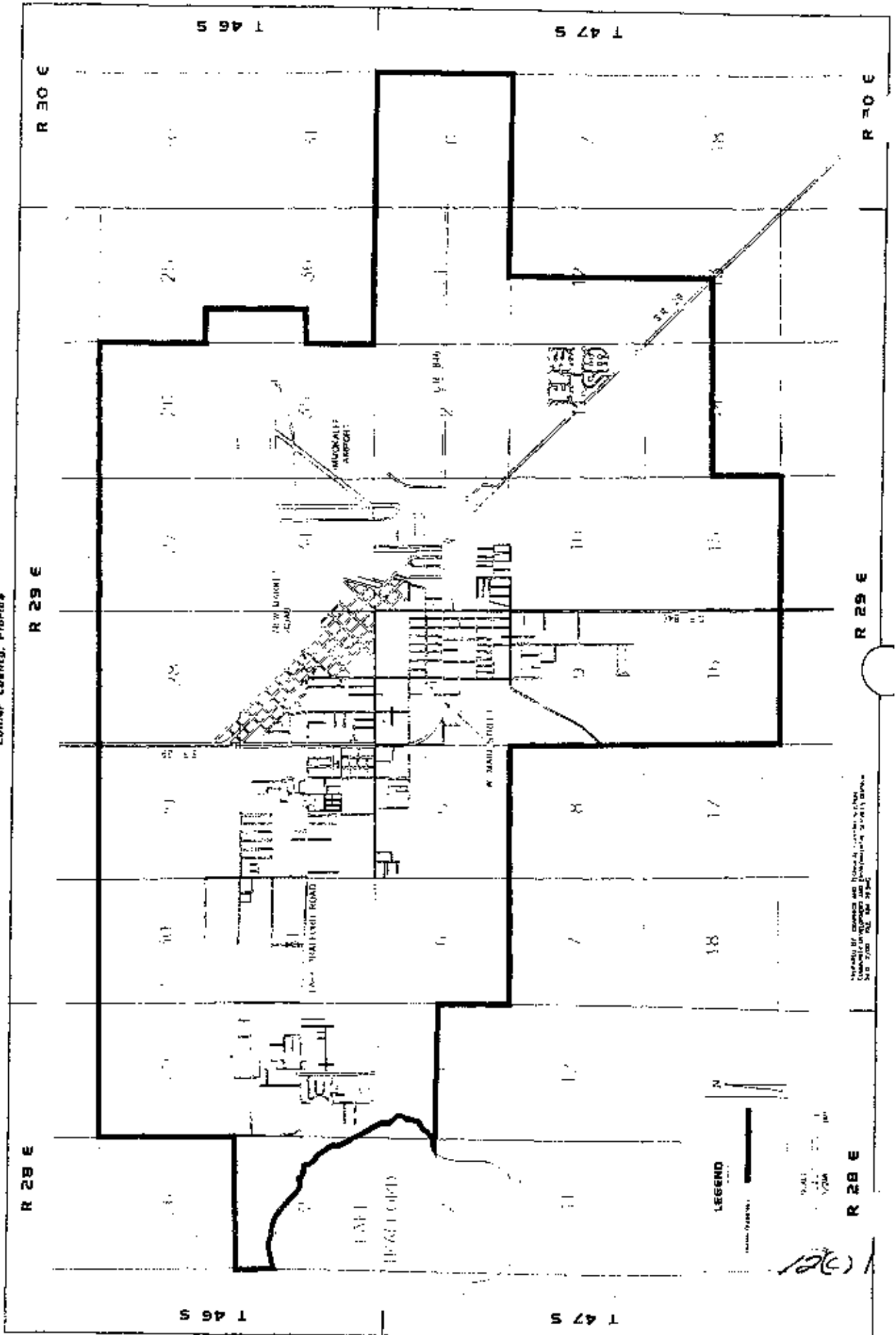
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**IMMOKALEE REDEVELOPMENT AREA LEGAL DESCRIPTION**

BEG AT THE NW CNR SEC 25, TWP 46, RNG 28, THENCE E ALG N LINE SEC 25 TO NE CRN OF SEC 25 AND THE NW CNR OF SEC 30, TWP 46 RNG 29, THENCE E ALG THE N LINES OF SECTIONS 30, 29, 28, 27, AND 26 TO THE NW CNR OF SEC 25, TWP 46, RNG 29, THENCE S ALG THE W LINE SEC 25 TO THE NW CNR OF THE SW ¼ OF SW ¼ SEC 25, THENCE E TO THE NE CNR OF THE SW ¼ OF SW ¼ SEC 25, THENCE S TO THE S SEC LINE OF SEC 25 AND THE NE CNR OF THE W ½ OF NW ¼ OF SEC 36, TWP 46, RNG 29, THENCE S TO THE SE CNR OF THE W ½ OF NW ¼ SEC 36, THENCE W TO THE W ¼ CRN SECTION 36, THENCE S TO THE SW CNR SEC 36 AND THE NW CNR OF SEC 1, TWP 47, RNG 29, THENCE E TO THE NE CNR OF SEC 1 AND THE NW CNR OF SEC 6, TWP 47, RNG 30, THENCE E TO THE NE CNR OF SEC 6, THENCE S TO THE SE CNR OF SEC 6, THENCE W TO THE SW CNR OF SEC 6 AND THE SE CNR OF SEC 1, TWP 47, RNG 29, THENCE W TO THE S ¼ CNR SEC 1 AND THE N ¼ CNR OF SEC 12, TWP 47, RNG 29, THENCE S TO THE S ¼ CNR SEC 12 AND THE N ¼ CNR OF SEC 13, TWP 47, RNG 29, THENCE S TO THE CENTER OF SEC 13, THENCE W TO THE W ¼ CNR SEC 13 AND THE E ¼ CNR OF SEC 14, TWP 47, RNG 29, CONT W TO THE W ¼ CNR OF SEC 14 AND THE E ¼ CNR OF SEC 15, TWP 47, RNG 29, THENCE S TO SE CNR OF SEC 15, THENCE W ALG THE S LINE OF SEC 15 AND 16 TO THE SW CNR OF SEC 16, TWP 47, RNG 29, THENCE N ALG THE W LINE OF SEC 16 AND 9 TO THE NW CNR OF SEC 9, TWP 47, RNG 29 AND THE SE CNR OF SEC 5, TWP 47, RNG 29, THENCE W ALG THE S LINE OF SEC 5 AND 6 TO THE SW CNR OF SEC 6, TWP 47, RNG 29, AND THE SE CNR OF SEC 1, TWP 47, RNG 28, THENCE N TO THE E ¼ CNR OF SEC 1, THENCE W TO THE SHORELINE OF LAKE TRAFFORD, THENCE ALG THE SHORELINE OF LAKE TRAFFORD NELY, NLY, NWLY, WLY, SWLY TO THE INTERSECTION OF THE LAKE TRAFFORD SHORELINE AND THE W SEC LINE OF SEC 35, TWP 46, RNG 28, THENCE N TO THE NW CNR OF SEC 35, THENCE E TO THE NE CNR OF SEC 35 AND THE SW CNR OF SEC 25, TWP 46, RNG 28, THENCE N TO THE NW CNR OF SEC 25 AND THE P.O.B.

# IMMOKALEE REDEVELOPMENT AREA

Collier County, Florida



PREPARED BY ENGINEER AND ARCHITECT, ARCHITECTS & ENGINEERS  
 CONSULTING ARCHITECTS AND ENGINEERS, 1001 N. W. 10th St., Ft. Lauderdale, Florida 33304

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## RESOLUTION NO. 2000-83

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA RELATING TO COMMUNITY REDEVELOPMENT; DECLARING THE BOARD OF COUNTY COMMISSIONERS TO BE THE COLLIER COUNTY COMMUNITY REDEVELOPMENT AGENCY; AUTHORIZING THE CREATION OF ADVISORY BOARDS FOR THE COMMUNITY REDEVELOPMENT AREA; PROVIDING FOR CONFLICT WITH OTHER RESOLUTIONS AND SEVERABILITY; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Board of County Commissioners has adopted a resolution finding the existence of one or more blighted areas in the unincorporated area of the County and further finding that the rehabilitation, conservation or redevelopment or combination thereof, in such areas is necessary in the interest of the public health, safety, morals or welfare of the residents of Collier County, Florida; and

WHEREAS, to carry out and implement the redevelopment powers and actions contemplated by Part III, Chapter 163, Florida Statutes, within such areas, it is necessary that a community redevelopment agency be created; and

WHEREAS, the Board of County Commissioners desires to serve as the community redevelopment agency and have advisory boards consisting of citizens and property owners in the areas providing advice to the Board concerning the redevelopment of the areas;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA AS FOLLOWS:

Section 1. Findings. The foregoing recitals are hereby adopted and incorporated herein to the same extent as if they were set forth in this section.

Section 2. Declaration of Board of County Commissioners as Community Redevelopment Agency. As provided in Section 163.357(1), Florida Statutes (1999), the Board of County Commissioners of Collier County, Florida, does hereby declare itself to be the Collier County Community Redevelopment Agency as an additional duty of office, and does further declare that all the rights, powers, duties, privileges, and immunities vested by Part III, Chapter 163, Florida Statutes (1999) in such a community redevelopment agency are hereby vested in the Board of County Commissioners, subject to all responsibilities and liabilities imposed or incurred.

Section 2. Separate Legal Entity. The members of the Board of County Commissioners are the members of the Community Redevelopment Agency, but the members constitute the head of a legal entity, separate, distinct, and independent from the Board of County Commissioners.

Section 3. Creation of Advisory Boards. There are to be created, under separate resolutions by the Community Redevelopment Agency, advisory boards for each component



area of the community redevelopment area in the unincorporated area of Collier County, which shall be composed of citizens, residents, property owners and business owners or persons engaged in business in the area, as provided in the resolution of the Community Redevelopment Agency providing for the appointment of such members. The duties and responsibilities of such advisory boards shall be set forth in the resolution of the Community Redevelopment Agency.

Section 4. Conflicts. All resolutions and parts of resolutions in conflict with any of the provisions of this resolution are hereby repealed.

Section 5. Severability. If any section or portion of a section of this resolution proves to be invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force, or effect of any other section or part of this resolution.

Section 6. Effective Date. This resolution shall become effective immediately upon its passage and adoption.

Section 7. This Resolution adopted after motion, second and majority vote this 14<sup>th</sup> day of March, 2000.

ATTEST:  
DWIGHT C. BROCK, CLERK

BOARD OF COUNTY COMMISSIONERS  
COLLIER COUNTY, FLORIDA

By: Dwight C. Brock, Clerk

BY: Timothy J. Constantine  
TIMOTHY J. CONSTANTINE, CHAIRMAN

Attest as to Chairman's signature only.

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

David C. Weigel

David C. Weigel  
County Attorney

Resolution No. 2000-181**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA, RELATING TO COMMUNITY REDEVELOPMENT; MAKING FINDINGS; ADOPTING A COMMUNITY REDEVELOPMENT PLAN; AUTHORIZING IMPLEMENTATION OF THE PLAN; PROVIDING AN EFFECTIVE DATE.**

WHEREAS, the County Commission adopted Resolution 2000-82 on March 14, 2000, finding the existence of blight conditions in two areas in the unincorporated area of Collier County, as more particularly described in that resolution (such area being referred to herein as the "Community Redevelopment Area"); and

WHEREAS, a Community Redevelopment Plan as contemplated by Part III, Chapter 163, Florida Statutes (1999), has been prepared which addresses the redevelopment needs in the Community Redevelopment Area; and

WHEREAS, on May 18, 2000, the County's Planning Commission, as the County's Local Planning Agency for purposes of the Local Government Comprehensive Planning and Land Development Regulation Act, determined the proposed community redevelopment plan is in conformity with the County's comprehensive plan for the County as a whole and recommended the County Commission approve the proposed plan; and

WHEREAS, the Community Redevelopment Agency on May 23, 2000 approved the proposed community redevelopment plan and recommended it to the County Commission; and

WHEREAS, a copy of the proposed community redevelopment plan was submitted by the Community Redevelopment Agency to the County Commission, as the governing body of Collier County, Florida, and to Big Corkscrew Fire District; East Naples Fire District; Immokalee Fire District; Collier County Board of County Commissioners; and the Collier County Mosquito Control District, as taxing authorities which levy ad valorem taxes on taxable real property contained within the geographic boundaries of the Community Redevelopment Area; and

WHEREAS, the notices required by Section 163.346, Florida Statutes (1999), have been published and mailed as required therein, and a public hearing regarding the proposed community redevelopment plan was held.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA AS FOLLOWS:

**SECTION 1. Incorporating Recitals.** The Board of County Commissioners finds, declares and determines that the matters set forth in the foregoing recitals are true and correct and are incorporated herein as a part of this Resolution.

**SECTION 2. Finding of Conformance with Comprehensive Plan.** The County Commission hereby finds, determines and declares that the proposed community redevelopment plan for the Community Redevelopment Area attached hereto as Exhibit "A" (the "Community Redevelopment Plan") conforms to the general comprehensive plan of Collier County as a whole.

**SECTION 3. Finding of Adequacy of Recreational Facilities.** The County Commission hereby finds, determines and declares that the Community Redevelopment Plan gives due consideration to the provision of adequate park and recreational areas and facilities that are desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the area covered by the plan.

**SECTION 4. Finding of Relocation.** The County Commission finds that a feasible method for the relocation of families who will be displaced from the community redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families is contained in the Community Redevelopment Plan.

**SECTION 5. Finding of Maximum Opportunity.** The County Commission hereby finds that although the Community Redevelopment Plan contemplates most improvements will be undertaken by the County or the CRA, the Community Redevelopment Plan will afford maximum opportunity, consistent with the sound needs of the County as a whole, for the rehabilitation or redevelopment of the community redevelopment area by private enterprise to the extent contemplated by said plan.

**SECTION 6. Adoption of Community Redevelopment Plan.** The County Commission does hereby adopt the Community Redevelopment Plan as the community redevelopment plan for the Community Redevelopment Area and authorizes and directs the Community Redevelopment Agency to proceed with the implementation of the plan.

**SECTION 7. Effective Date.** This Resolution shall take effect immediately upon approval by the County Commission.

**SECTION 8.** This Resolution adopted after motion, second and majority vote this

13 day of June, 2000.

ATTEST:  
DWIGHT G. BROOK, CLERK

*Dwight G. Brook, Clerk*

Attest as to Chairman's signature only.

BOARD OF COUNTY COMMISSIONERS  
COLLIER COUNTY, FLORIDA

BY: *Timothy J. Constantine*  
TIMOTHY J. CONSTANTINE, CHAIRMAN

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

*David C. Weigel*

David C. Weigel  
County Attorney

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA, FINDING A BLIGHTED AREA TO EXIST AND EXPANDING THE BOUNDARIES OF THE IMMOKALEE COMMUNITY REDEVELOPMENT AREA.**

**WHEREAS**, on March 14, 2000, the Board of County Commissioners of Collier County, Florida (Board) adopted Resolution No. 2000-82, finding a specified area of Immokalee to be blighted and creating the Immokalee Community Redevelopment Area; and

**WHEREAS**, on March 26, 2004, the Immokalee Local Redevelopment Advisory Board met and recommended expansion of the boundaries of the Immokalee Community Redevelopment Area (Area), as set forth in Exhibit A (Expanded Area); and

**WHEREAS**, on April 13, 2004, the Board received and considered a report and presentation by County staff identifying current economic conditions and considered the applicability of various economic incentives within this Expanded Area; and

**WHEREAS**, after having considered the determinations and the facts and evidence of conditions in the Expanded Area and having received and considered such other evidence of the conditions in the Expanded Area presented to it, the Board now desires to proceed in accordance with the authorization and powers granted by Part III, Chapter 163, Florida Statutes, to establish the necessary means by which redevelopment can be accomplished in the Expanded Area and that certain actions are appropriate and necessary and should be taken to address the conditions now present and expected to be present in the Expanded Area.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA, AS FOLLOWS:**

**Section 1. Findings.** The Board of County Commissioners, consistent with § 183.355, Fla. Stat. (2003), does hereby find:

(a) Based upon the facts and evidence presented to and considered by the Board that the following conditions exist in the Expanded Area proposed to be added to the existing Immokalee Community Redevelopment Area:

1. Past conditions continue to be present in the Expanded Area that are

detrimental to the sound growth of the County and which substantially impair or arrest the growth within the Expanded Area, and present conditions and uses in the Expanded Area are detrimental to the public health, safety, morale and public welfare; and

2. There is a faulty and inadequate lot layout in relation to size, adequacy, accessibility, or usefulness in the Expanded Area; and

3. The aggregate assessed values of real property in the Expanded Area for ad valorem tax purposes have failed to show any appreciable increase over the past five years; and

4. There are inadequate and outdated building density patterns in the Expanded Area; and

5. There are unsanitary and unsafe conditions in the Expanded Area; and

6. There has been a deterioration of site and other improvements in the Expanded Area.

(b) The notices required by Section 163.346 and Section 163.361 (3), Florida Statutes (2003), have been timely published or mailed in accordance with said statutes.

(c) Action must be taken immediately to prevent further blight and deterioration and to protect and enhance public expenditures previously made in the Expanded Area.

4

**Section 2. Finding of Necessity.** The Board of County Commissioners, based upon the evidence presented to it and in the public record with respect to the conditions found in Section 1 (a), above, finds that a "blighted area" as defined in Section 163.340 (B), Florida Statutes, exists within the boundaries of Collier County in the area identified, described, and depicted on Exhibit A, attached hereto and made a part of this Resolution (the Expanded Area), and further finds that the rehabilitation, conservation, or redevelopment, or a combination thereof, of such Expanded Area described is necessary in the interest of the public health, safety, morals or welfare of the residents of Collier County, Florida.

**Section 3. Community Redevelopment Area.** Based upon the facts presented and contained in the public record, the Board of County Commissioners finds the Expanded Area constitutes a "community redevelopment area" as defined in Section 163.340 (10), Florida Statutes (2003), and hereby adds the Expanded Area to the Immokalee Community Redevelopment Area.

**Section 4. Conflicts.** All resolutions and parts of resolutions in conflict with any

17F

of the provisions of this resolution are hereby repealed, provided, however, nothing herein is intended nor should be applied to affect, repeal, alter, amend or supersede any previous resolutions adopted by the Board of County Commissioners finding any other area or areas within Collier County to be a "blighted area" for purposes of the Community Redevelopment Act, specifically including Resolution 2003-82.

**Section 5. Severability.** If any section or portion of a section of this Resolution, including any part of Exhibit A, proves to be invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force, or effect of any other section or part of this resolution. Should any area constituting part of the Expanded Area be severed from the Expanded Area by a court of competent jurisdiction, the remainder shall constitute part of the Immokalee Community Redevelopment Area for purposes of this Resolution.

**Section 6. Effective Date.** This Resolution shall become effective immediately upon adoption.

This Resolution adopted after motion, second and majority vote this \_\_\_\_\_ day of \_\_\_\_\_, 2004.

ATTEST  
DWIGHT E. BROCK, Clerk

BOARD OF COUNTY COMMISSIONERS  
OF COLLIER COUNTY, FLORIDA

By: [Signature]  
Deputy Clerk

By: [Signature]  
DONNA FIALA, Chairman

Attest as to Chairman's  
signature only.

Approved as to form and legal sufficiency:

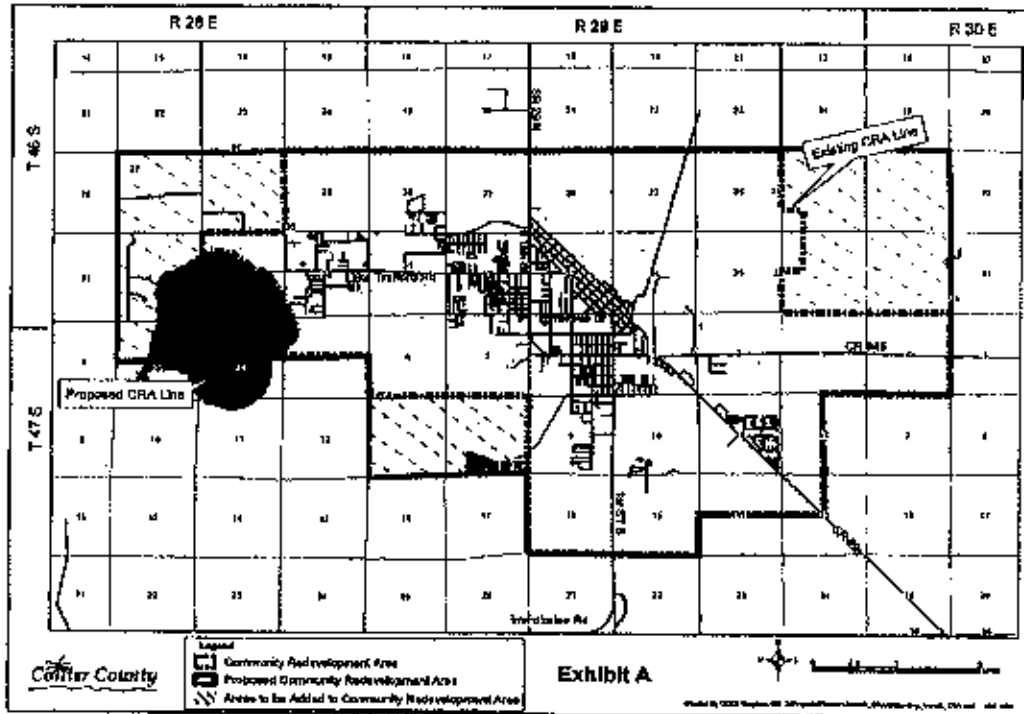
[Signature]  
Patrick G. White  
Assistant County Attorney

Item # 17F  
Date 5/25/04  
[Signature]  
[Signature]

EXHIBIT A  
(Sheet 1 of 2)

17F

Existing & Proposed Community Redevelopment Area





**EXHIBIT A**  
**(Sheet 2 of 2)**

Description of the Expanded Areas of the Immokalee  
Community Redevelopment Area (Area)

In addition to the area described in Exhibit A of Resolution 2000-82, the Immokalee Community Redevelopment Area shall be expanded to include the following areas:

Township 46 South, Range 28 East, Sections 26, 27, 34 and that portion of Section 35 not already included in the Area; Township 47 South, Range 28 East, the northern halves of Sections 2 and 3; Township 47 South, Range 29 East, Sections 7 and 8; Township 46 South, Range 30 East, Sections 30 and 31; and Township 46 South, Range 29 East, those portions of Sections 25 and 36 not already included in the Area.

BA

**RESOLUTION NO. 2004 - 384****A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA, FINDING A BLIGHTED AREA TO EXIST, AND EXPANDING THE BOUNDARIES OF THE IMMOKALEE COMMUNITY REDEVELOPMENT AREA.**

**WHEREAS**, on March 14, 2000, the Board of County Commissioners of Collier County, Florida (Board) adopted Resolution No. 2000-82, finding a specified area of Immokalee to be blighted and creating the Immokalee Community Redevelopment Area (Area); and

**WHEREAS**, on May 25, 2004, finding adjacent portions of the Immokalee Community Redevelopment Area to be blighted, the Board adopted Resolution No. 2004-179, expanding the boundaries of the Area; and

**WHEREAS**, on October 27, 2004, the Immokalee Local Redevelopment Advisory Board met and recommended further expansion of the boundaries of the Immokalee Community Redevelopment Area, as set forth in Exhibit A (Expanded Area); and

**WHEREAS**, on December 14, 2004, the Community Redevelopment Area Board received and considered a report and presentation by County staff identifying current economic conditions within this Expanded Area; and

**WHEREAS**, after having considered the determinations and the facts and evidence of conditions in the Expanded Area and having received and considered such other evidence of the conditions in the Expanded Area presented to it, the Board now desires to proceed in accordance with the authorization and powers granted by Part III, Chapter 163, Florida Statutes, to establish the necessary means by which redevelopment can be accomplished in the Expanded Area and that certain actions are appropriate and necessary and should be taken to address the conditions now present and expected to be present in the Expanded Area.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA, AS FOLLOWS:**

**Section 1. Findings.** The Board of County Commissioners, consistent with § 163.355, Fla. Stat. (2003), does hereby find:

- (a) Based upon the facts and evidence presented to and considered by the

Board that the following conditions exist in the Expanded Area proposed to be added to the existing Immokalee Community Redevelopment Area:

1. Past conditions continue to be present in the Expanded Area that are detrimental to the sound growth of the County and which substantially impair or arrest the growth within the Expanded Area, and present conditions and uses in the Expanded Area are detrimental to the public health, safety, morals and public welfare; and

2. There is a faulty and inadequate lot layout in relation to size, adequacy, accessibility, or usefulness to the Expanded Area; and

3. The aggregate assessed values of real property in the Expanded Area for ad valorem tax purposes have failed to show any appreciable increase over the past five years; and

4. There are inadequate and outdated building density patterns in the Expanded Area; and

5. There are unsanitary and unsafe conditions in the Expanded Area.

(b) The notices required by Section 163.348 and Section 163.361 (3), Florida Statutes (2003), have been timely published or mailed in accordance with said statutes.

(c) Action must be taken immediately to prevent further blight and deterioration and to protect and enhance public expenditures previously made in the Expanded Area.

Section 2. Finding of Necessity. The Board of County Commissioners, based upon the evidence presented to it and in the public record with respect to the conditions found in Section 1 (a), above, finds that a "blighted area" as defined in Section 163.340 (8), Florida Statutes, exists within the boundaries of Collier County in the area identified, described, and depicted on Exhibits A and B, attached hereto and made a part of this Resolution (the Expanded Area), and further finds that the rehabilitation, conservation, or redevelopment, or a combination thereof, of such Expanded Area described is necessary in the interest of the public health, safety, morals or welfare of the residents of Collier County, Florida.

Section 3. Community Redevelopment Area. Based upon the facts presented and contained in the public record, the Board of County Commissioners finds the Expanded Area constitutes a "community redevelopment area" as defined in Section 163.340 (10), Florida Statutes (2003), and hereby adds the Expanded Area to the Immokalee Community Redevelopment Area.

8A

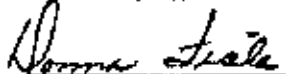
Section 4. Conflicts. All resolutions and parts of resolutions in conflict with any of the provisions of this resolution are hereby repealed, provided, however, nothing herein is intended nor should be applied to effect, repeal, alter, amend or supersede any previous resolutions adopted by the Board of County Commissioners finding any other area or areas within Collier County to be a "blighted area" for purposes of the Community Redevelopment Act, specifically including Resolution 2000-82.


Section 5. Severability. If any section or portion of a section of this Resolution, including any part of Exhibits A and B, proves to be invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force, or effect of any other section or part of this resolution. Should any area constituting part of the Expanded Area be severed from the Expanded Area by a court of competent jurisdiction, the remainder shall constitute part of the Immokalee Community Redevelopment Area for purposes of this Resolution.


Section 6. Effective Date. This Resolution shall become effective immediately upon adoption.

This Resolution adopted after motion, second and majority vote this 14<sup>th</sup> day of December, 2004.

ATTEST:   
 DWIGHT E. BRUCK, Clerk  
 By: 

BOARD OF COUNTY COMMISSIONERS  
 OF COLLIER COUNTY, FLORIDA  
 By:   
 DONNA FIALA, Chairman

Approved as to form and legal sufficiency:  
  
 Patrick G. White  
 Assistant County Attorney

Item #	8A
Agenda Date	12-14-04
Date Rec'd	12-16-04
By	
Deputy Clerk	

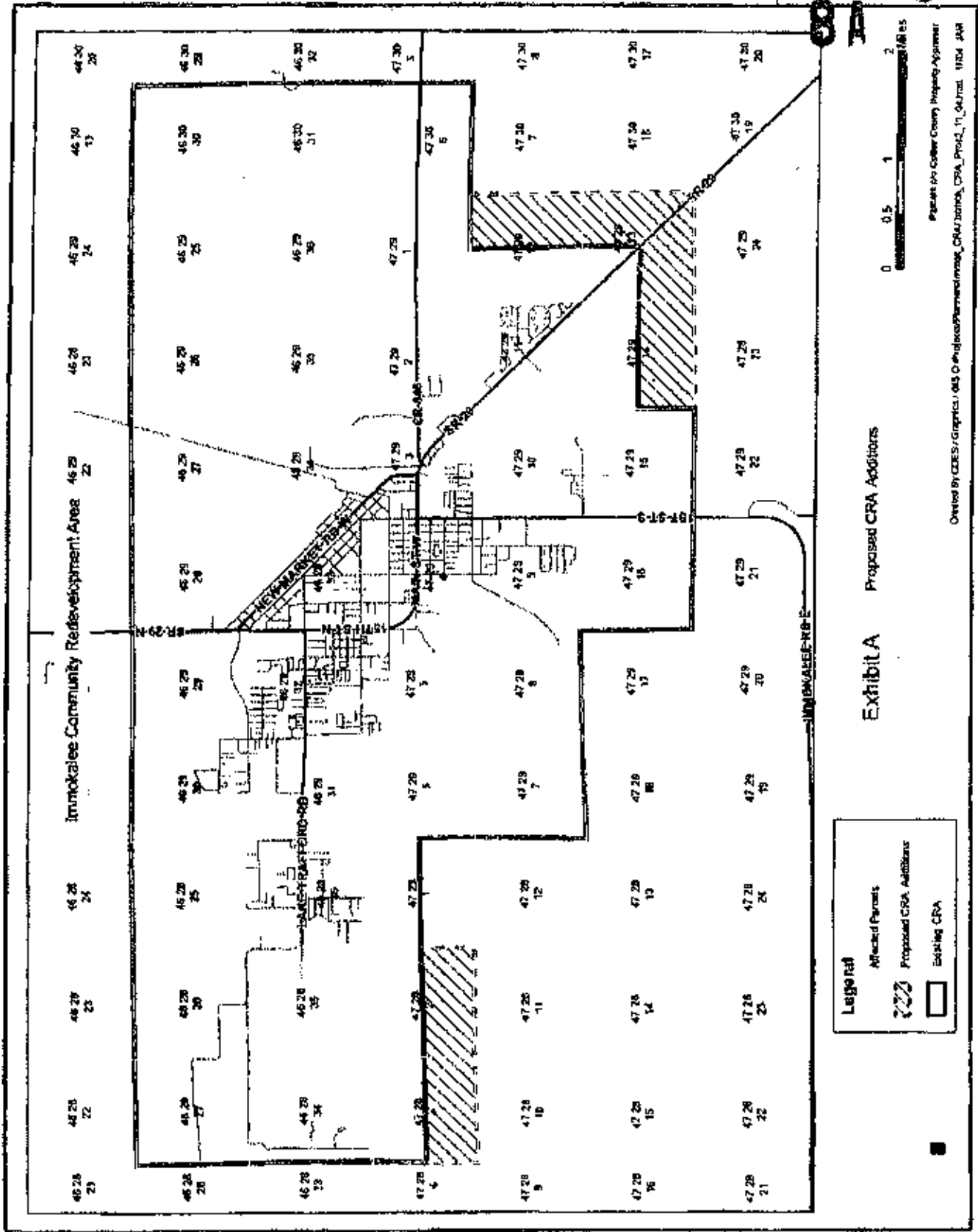


Exhibit A Proposed CRA Additions

Prepared for Collier County, Property Appraiser  
Digitized by CDES / Graphics / GIS / Project / CRA / Proj\_17\_04.mxd 11/04/2011 11:04 AM

8A

**EXHIBIT B**

Description of the Expanded Areas of the Immokalee Community Redevelopment Area

In addition to the area described in Exhibit B of Resolution 2000-82, the Immokalee Community Redevelopment Area shall be expanded to include the following areas:

The southern halves of Sections 2 and 3, Township 47 South, Range 28 East; and the portions not already included in the Redevelopment Area of Sections 12, 13, and 14, Township 47 South, Range 29 East.

ORDINANCE NO. 2000-42



AN ORDINANCE OF COLLIER COUNTY, FLORIDA, ESTABLISHING A REDEVELOPMENT TRUST FUND; PROVIDING FOR THE FUNDING OF A REDEVELOPMENT TRUST FUND FOR COMMUNITY REDEVELOPMENT WITHIN THE COMMUNITY REDEVELOPMENT AREA; PROVIDING FOR ADMINISTRATION OF THE REDEVELOPMENT TRUST FUND; DETERMINING THE TAX INCREMENT TO BE DEPOSITED IN THE REDEVELOPMENT TRUST FUND; ESTABLISHING THE BASE YEAR FOR DETERMINING ASSESSED VALUES OF PROPERTY IN THE COMMUNITY REDEVELOPMENT AREA FOR TAX INCREMENT PURPOSES; PROVIDING FOR THE ANNUAL APPROPRIATION OF THE TAX INCREMENT BY TAXING AUTHORITIES IN THE COMMUNITY REDEVELOPMENT AREA; APPOINTING THE GOVERNING BODY OF THE COMMUNITY REDEVELOPMENT AGENCY AS THE TRUSTEE OF THE REDEVELOPMENT TRUST FUND; EXEMPTING CERTAIN SPECIAL DISTRICTS FROM THE ANNUAL REQUIREMENT TO APPROPRIATE INCREMENT REVENUES TO THE REDEVELOPMENT TRUST FUND AND AUTHORIZING AND DIRECTING THE PREPARATION OF AN INTERLOCAL AGREEMENT IMPLEMENTING EACH SUCH EXEMPTION; PROVIDING AN EFFECTIVE DATE.

FILED  
2000 JUN 19 PM 12:5  
DEPARTMENT OF STATE  
TALLAHASSEE, FLORIDA

WHEREAS, by Resolution No. 2000-82 adopted by the County Commission of Collier County, Florida (the "County Commission") on March 14, 2000, it was determined that one or more blighted areas exist within Collier County, Florida, and that the rehabilitation, conservation or redevelopment, or a combination thereof, of such area is necessary in the interest of the public health, safety, morals or welfare of the residents of Collier County; and

WHEREAS, by Resolution No. 2000-83 adopted by the County Commission on March 14, 2000, the County Commission created the Community Redevelopment Agency of Collier County, Florida (the "Agency"); and

WHEREAS, by Resolution No. 2000-42 adopted by the County Commission on June 13, 2000, the County Commission adopted a community

redevelopment plan (the "Plan") for the community redevelopment area as fully described in that Resolution and in Exhibit "A" attached hereto and made a part hereof (the "Community Redevelopment Area"); and

WHEREAS, in order to plan and implement community redevelopment within the Community Redevelopment Area it is necessary that a redevelopment trust fund be established and created for said area as provided in Section 163.367, Florida Statutes (1999) (the "Act"); and

WHEREAS, it is appropriate and reasonable for certain special taxing districts to be exempted from the requirement to make an annual appropriation of "increment revenues" to the redevelopment trust fund being created by this ordinance; and

WHEREAS, notice of the County Commission's intention to create a redevelopment trust fund has been published in a local newspaper of general circulation and mailed to all "taxing authorities" (as hereinafter defined) in accordance with Section 163.346, Florida Statutes (1999);

NOW, THEREFORE, BE IT ENACTED BY THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA:

SECTION 1. There is hereby established and created, in accordance with the provisions of the Act, a Community Redevelopment Trust Fund (the "Fund") for the Community Redevelopment Area, which fund shall be utilized and expended for the purposes of and in accordance with the Plan, including any amendments or modifications thereto, including any "community redevelopment," as that term is defined in Section 163.340(9), Florida Statutes (1999), under the Plan.

SECTION 2. The monies to be allocated to and deposited into the Fund shall be used to finance "community redevelopment" within the Area according to tax increment revenues attributed to the Area, which shall be appropriated by the Agency. The Agency shall utilize the funds and revenues paid into and earned by the Fund for community redevelopment purposes as provided in the Plan and as permitted by law. The Fund shall exist for the duration of the "community redevelopment" undertaken by the Agency pursuant to the Plan to the extent permitted by the Act. Monies shall be held



in the Fund by Collier County, for and on behalf of the Agency, and disbursed from the Fund as provided by the Agency.

SECTION 3. There shall be paid into the Fund each year by each of the "taxing authorities," as that term is defined in Section 163.340(2), Florida Statutes (1999) except for those special districts exempted from such requirement, levying ad valorem taxes within the Community Redevelopment Area, a sum equal to ninety-five percent (95%) of the incremental increase in ad valorem taxes levied each year by that taxing authority, as calculated in accordance with Section 5 of this Ordinance and the Act, based on the base tax year established in Section 4 of this Ordinance (such annual sum being hereinafter referred to as the "tax increment").

SECTION 4. The most recent assessment roll used in connection with the taxation of property prior to the effective date of this Ordinance shall be the assessment roll of taxable real property in Collier County, Florida, prepared by the Property Appraiser of Collier County, Florida, and certified pursuant to Section 193.122, Florida Statutes (1999) reflecting valuation of real property for purposes of ad valorem taxation as of January 1, 1999 (the "base year value"), and all deposits into the Fund shall be in the amount of tax increment calculated as provided in Section 5 hereof based upon increases in valuation of taxable real property from the base year value as reflected on the preliminary assessment roll of taxable real property in the community redevelopment area in the unincorporated area in Collier County, Florida, prepared by the Property Appraiser of Collier County, Florida, filed with the Department of Revenue pursuant to Section 193.1142, Florida Statutes (1999).

SECTION 5. The tax increment shall be determined and appropriated annually by each taxing authority, and shall be an amount equal to ninety-five percent (95%) of the difference between:

(a) That amount of ad valorem taxes levied each year by all taxing authorities on taxable real property located within the geographic boundaries of the Community Redevelopment Area; and

(b) That amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for all taxing authorities, upon the total of the assessed value of the taxable real property in the Community Redevelopment Area as shown upon the

assessment roll used in connection with the taxation of such property by all taxing authorities, prior to the effective date of this Ordinance.

SECTION 6. All taxing authorities shall annually appropriate to and cause to be deposited in the Fund the tax increment determined pursuant to the Act and Section 5 of this Ordinance at the beginning of each fiscal year thereof as provided in the Act. The obligation of each taxing authority to annually appropriate the tax increment for deposit in the Fund shall commence immediately upon the effective date of this Ordinance and continue to the extent permitted by the Act so long as any indebtedness pledging "increment revenue" is to be paid and so long as the Plan is in effect.

SECTION 7. The fund shall be established and maintained as a separate trust fund by the Agency so that the Fund may be promptly and effectively administered and utilized by the Agency expeditiously and without undue delay for its statutory purpose pursuant to the Plan.

SECTION 8. The governing body of the Agency shall be the trustees of the Fund and shall be responsible for the receipt, custody, disbursement, accountability, management, investment and proper application of all monies paid into the Fund.

SECTION 9. Pursuant to Section 163.387(2)(d), Florida Statutes (1989), the Board of County Commissioners of Collier County, Florida, as the governing body of Collier County, Florida, does hereby exempt the following special districts from the annual requirement to appropriate "increment revenues" and cause that amount to be deposited in the community redevelopment trust fund created by this ordinance: East Naples Fire District; Collier County Mosquito Control District; Big Corkscrew Fire District; and Immokalee Fire District. The appropriate County officials and consultants and advisors to the County and the CRA are hereby authorized and directed to prepare in conjunction with each such special district an interlocal agreement establishing the conditions of the exemption, including the period of time for which the exemption is granted.

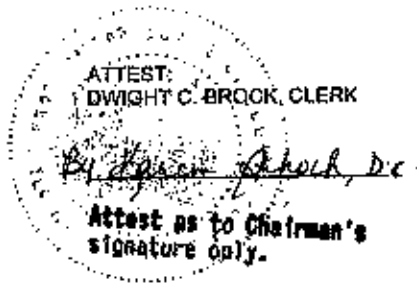
SECTION 10. Any and all ordinances or resolutions or parts of ordinances or resolutions in conflict herewith are hereby repealed.

SECTION 11. If any part of this Ordinance is held to be invalid or unenforceable for any reason, such holding shall not affect the validity or enforceability of the remainder of this Ordinance, which shall remain in full force and effect.

SECTION 12. The Clerk of the Board of County Commissioners of Collier County, Florida, is hereby authorized and directed to send a certified copy of this Ordinance to each of the taxing authorities and to the Property Appraiser of Collier County, Florida.

SECTION 13. This Ordinance shall take effect immediately upon its passage and adoption.

PASSED AND DULY ADOPTED by the Board of County Commissioners of Collier County the 13 day of June, 2000.



BOARD OF COUNTY COMMISSIONERS  
COLLIER COUNTY, FLORIDA

BY: *Timothy J. Constantine*  
TIMOTHY J. CONSTANTINE, CHAIRMAN

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

*David C. Weigel*  
David C. Weigel  
County Attorney

This ordinance filed with the Secretary of State's Office the 19 day of June, 2000 and acknowledgement of that filing received this 21 day of June, 2000  
By *Dwight C. Brock*  
Deputy Clerk

**EXHIBIT A**

**BAYSHORE/GATEWAY TRIANGLE REDEVELOPMENT AREA DESCRIPTION**

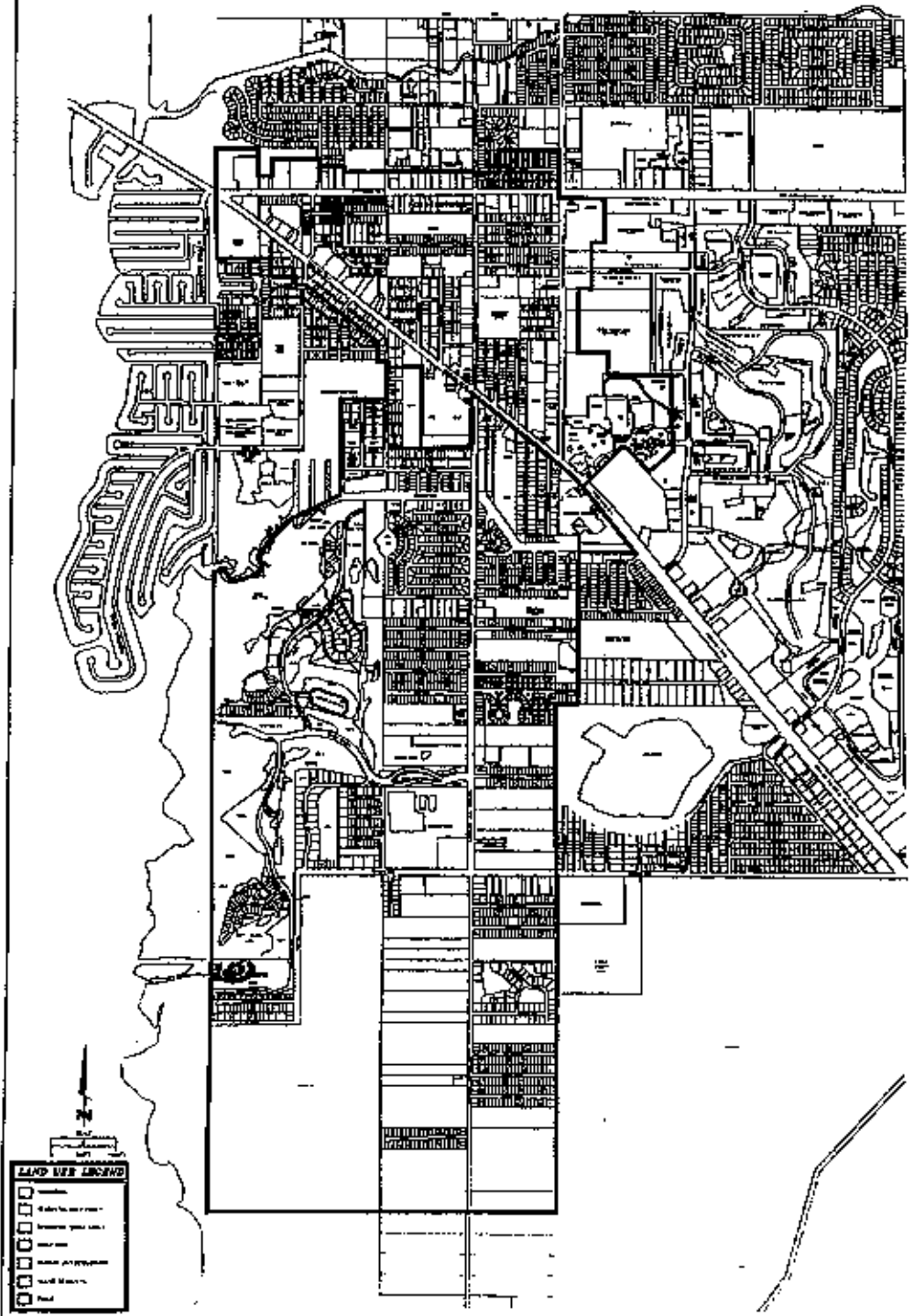
BEG SW CNR SECT 2, TWP 50, RNG 25, N 630', E 662', S 427', E 200', N 270', E TO THE E R/W LINE OF BROOKSIDE DRIVE, S TO THE SW CNR OF LOT 10, SUNSET SUB, E TO THE SE CNR OF LOT 6, SUNSET SUB, S 92', E TO THE NW CRN OF LOT 55, BLK A, ROCK CREEK PARK, N TO THE NW CNR OF LOT 10, BLK B, ROCK CREEK PARK,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

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

AND

BEG SE CNR SECT 23, TWP 50, RNG 25, N ALG THE E SECT LINES OF SECT 23 AND 14, TWP 50, RNG 25, TO E ¼ CNR SECT 14, TWP 50, RNG 25, E TO THE SE CNR LOT 8, CREWS SUB, N TO THE S LINE OF HALDEMAN CREEK, E TO THE SWLY R/W LINE OF U.S. 41, NWLY ALG THE SWLY R/W LINE OF U.S. 41 TO ITS INTSECT WITH THE W R/W LINE OF BAYSHORE DRIVE, S TO THE N R/W LINE OF WEEKS AVE, W 761', N 1355', W TO THE W R/W LINE OF PINE STREET, S TO THE S R/W LINE OF MANGROVE STREET, W TO THE NW CNR LOT 14, BLK F, HALDEMAN RIVER SUB, S TO THE N LINE OF HALDEMAN CREEK, SWLY ALG THE N LINE OF HALDEMAN CREEK TO ITS INTSECT WITH THE W SECT LINE OF SECT 14, TWP 50, RNG 25, S ALG THE W SECT LINE OF SECT 14 AND 23, TWP 50, RNG 25, TO THE SW CNR OF SECT 23, TWP 50, RNG 25, E TO THE SE CNR OF SECT 23, TWP 50, RNG 25 AND THE POB.

**BAYSHORE / GATEWAY TRIANGLE REDEVELOPMENT AREA**

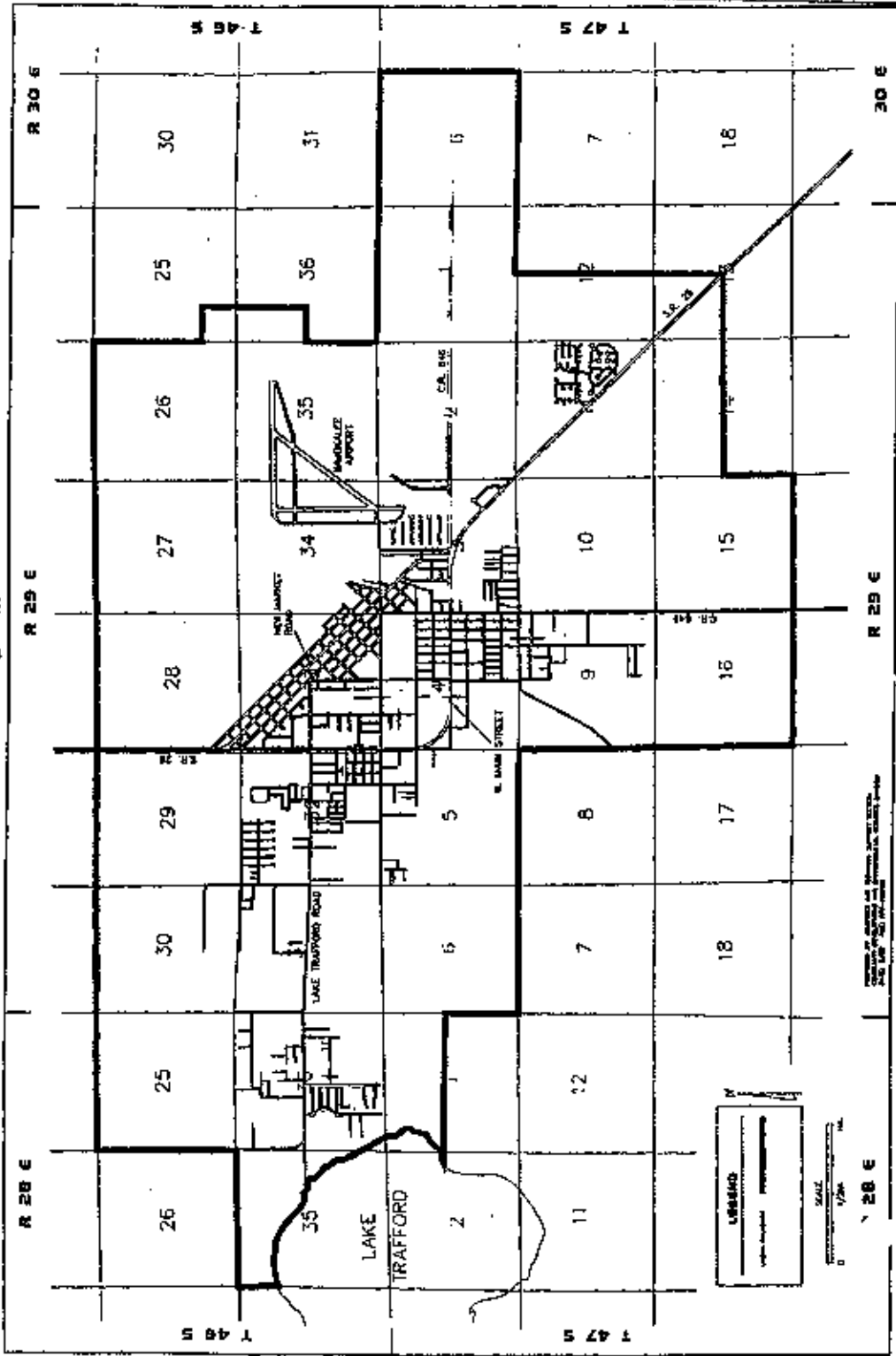


### **IMMOKALEE COMMUNITY REDEVELOPMENT AREA DESCRIPTION**

BEG AT THE NW CNR SEC 25, TWP 46, RNG 28, THENCE E ALG N LINE SEC 25 TO NE CRN OF SEC 25 AND THE NW CNR OF SEC 30, TWP 46 RNG 29, THENCE E ALG THE N LINES OF SECTIONS 30, 29, 28, 27, AND 26 TO THE NW CNR OF SEC 25, TWP 46, RNG 29, THENCE S ALG THE W LINE SEC 25 TO THE NW CNR OF THE SW ¼ OF SW ¼ SEC 25, THENCE E TO THE NE CNR OF THE SW ¼ OF SW ¼ SEC 25, THENCE S TO THE S SEC LINE OF SEC 25 AND THE NE CNR OF THE W ½ OF NW ¼ OF SEC 36, TWP 46, RNG 29, THENCE S TO THE SE CNR OF THE W ½ OF NW ¼ SEC 36, THENCE W TO THE W ¼ CRN SECTION 36, THENCE S TO THE SW CNR SEC 38 AND THE NW CNR OF SEC 1, TWP 47, RNG 29, THENCE E TO THE NE CNR OF SEC 1 AND THE NW CNR OF SEC 6, TWP 47, RNG 30, THENCE E TO THE NE CNR OF SEC 6, THENCE S TO THE SE CNR OF SEC 6, THENCE W TO THE SW CNR OF SEC 6 AND THE SE CNR OF SEC 1, TWP 47, RNG 29, THENCE W TO THE S ¼ CNR SEC 1 AND THE N ¼ CNR OF SEC 12, TWP 47, RNG 29, THENCE S TO THE S ¼ CNR SEC 12 AND THE N ¼ CNR OF SEC 13, TWP 47, RNG 29, THENCE S TO THE CENTER OF SEC 13, THENCE W TO THE W ¼ CNR SEC 13 AND THE E ¼ CNR OF SEC 14, TWP 47, RNG 29, CONT W TO THE W ¼ CNR OF SEC 14 AND THE E ¼ CNR OF SEC 15, TWP 47, RNG 29, THENCE S TO SE CNR OF SEC 16, THENCE W ALG THE S LINE OF SEC 15 AND 16 TO THE SW CNR OF SEC 16, TWP 47, RNG 29, THENCE N ALG THE W LINE OF SEC 16 AND 9 TO THE NW CNR OF SEC 9, TWP 47, RNG 29 AND THE SE CNR OF SEC 6, TWP 47, RNG 29, THENCE W ALG THE S LINE OF SEC 5 AND 8 TO THE SW CNR OF SEC 6, TWP 47, RNG 29, AND THE SE CNR OF SEC 1, TWP 47, RNG 28, THENCE N TO THE E ¼ CNR OF SEC 1, THENCE W TO THE SHORELINE OF LAKE TRAFFORD, THENCE ALG THE SHORELINE OF LAKE TRAFFORD NELY, NLY, NWLY, WLY, SWLY TO THE INTERSECTION OF THE LAKE TRAFFORD SHORELINE AND THE W SEC LINE OF SEC 35, TWP 46, RNG 28, THENCE N TO THE NW CNR OF SEC 35, THENCE E TO THE NE CNR OF SEC 35 AND THE SW CNR OF SEC 25, TWP 46, RNG 28, THENCE N TO THE NW CNR OF SEC 25 AND THE P.O.B.

# IMMOKALEE REDEVELOPMENT AREA

Collier County, Florida



APPROVED BY THE BOARD OF COUNTY COMMISSIONERS  
ON 11/15/2011

STATE OF FLORIDA)  
COUNTY OF COLLIER)

I, DWIGHT E. BROCK, Clerk of Courts in and for the  
Twentieth Judicial Circuit, Collier County, Florida, do hereby  
certify that the foregoing is a true copy of:

ORDINANCE NO. 2000-42

Which was adopted by the Board of County Commissioners  
the 13th day of June, 2000, during Regular Session.

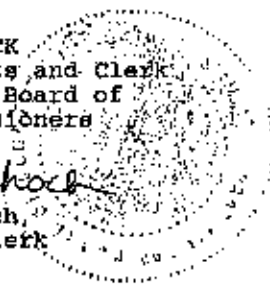
WITNESS my hand and the official seal of the Board  
County Commissioners of Collier County, Florida, this 14th day  
of June, 2000.

DWIGHT E. BROCK  
Clerk of Courts and Clerk  
Ex-officio to Board of  
County Commissioners

*Karen Schoch*  
By: Karen Schoch,  
Deputy Clerk

2000 JUN 19 PM 12:59  
DEPARTMENT OF STATE  
TALLAHASSEE, FLORIDA

FILED





Appendix A. VII

**RESOLUTION NO. 2019-75**

**A RESOLUTION ADOPTING THE COLLIER COUNTY COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN AS AMENDED AND MODIFIED, PURSUANT TO THE COMMUNITY REDEVELOPMENT ACT OF 1969, CHAPTER 163, PART III, FLORIDA STATUTES; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the Legislature of the State of Florida enacted the Community Redevelopment Act of 1969, which is presently codified in Part III of Chapter 163, Florida Statutes (the "Act"); and

**WHEREAS**, pursuant to the Act, a redevelopment plan must be adopted by the governing body to initiate redevelopment activities within the redevelopment area; and

**WHEREAS**, Resolution No. 2000-82 declared the need for a Community Redevelopment Agency and authorized the preparation of a Redevelopment Plan for the Bayshore Gateway study area; and

**WHEREAS**, the Board, by its approval of Resolution No. 2000-83 established the Board of County Commissioners as the Community Redevelopment Agency to carry out redevelopment activities; and

**WHEREAS**, the Board, by its approval of Resolution No. 2000-181 adopted the Community Redevelopment Plan; and

**WHEREAS**, the Board of County Commissioners has not approved an overall update to amend the Community Redevelopment Plan since the adoption of 2000-181; and

**WHEREAS**, the Collier County Planning Commission ("Local Planning Agency") conducted a formal review at a public hearing on March 21, 2019 and submitted its recommendations to the Community Redevelopment Agency; and

**WHEREAS**, the recommendations from the Local Planning Agency were considered by the Community Redevelopment Agency at a meeting on March 26, 2019 and reviewed for inclusion into the CRA plan, as appropriate; and

**WHEREAS**, the Community Redevelopment Agency on April 23, 2019 voted to recommend approval of the amended CRA Plan and transmitted it to the Collier County Board of County Commissioners for approval.

**NOW, THEREFORE, IN REGULAR SESSION DULY ASSEMBLED ON THIS 23rd DAY OF APRIL 2019 BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA; that:**

- I. The Collier County Community Redevelopment Plan (Attachment "A") meets the requirements of Section 163.360, F.S.;
- II. The Board hereby finds, determines and declares that the notice requirements of Section 163.346 and 163.361(3), Florida Statutes and the public hearing requirements of Section 163.361(2), Florida Statutes have been met;
- III. The Board hereby finds, determines, and declares that the Plan Amendment conforms to the Collier County Growth Management Plan; and
- IV. That the Amendment to Collier County Community Redevelopment Area Plan is hereby approved and directs the CRA to proceed with implementation of the Plan.

This Resolution shall become effective immediately upon its adoption.

**PASSED AND DULY ADOPTED** by the Board of County Commissioners of Collier County, Florida, this 23rd day of April, 2019, after motion, second and majority vote favoring same.

**ATTEST:**

**CRYSTAL K. KINZEL, CLERK**

**BOARD OF COUNTY  
COMMISSIONERS  
COLLIER COUNTY, FLORIDA**


By: 

Attest as to Chairman's  
signature only. DEPUTY CLERK

Approved as to form and legality:

By: 

WILLIAM L. McDANIEL  
CHAIRMAN

  
Jennifer A. Belpedio  
Assistant County Attorney

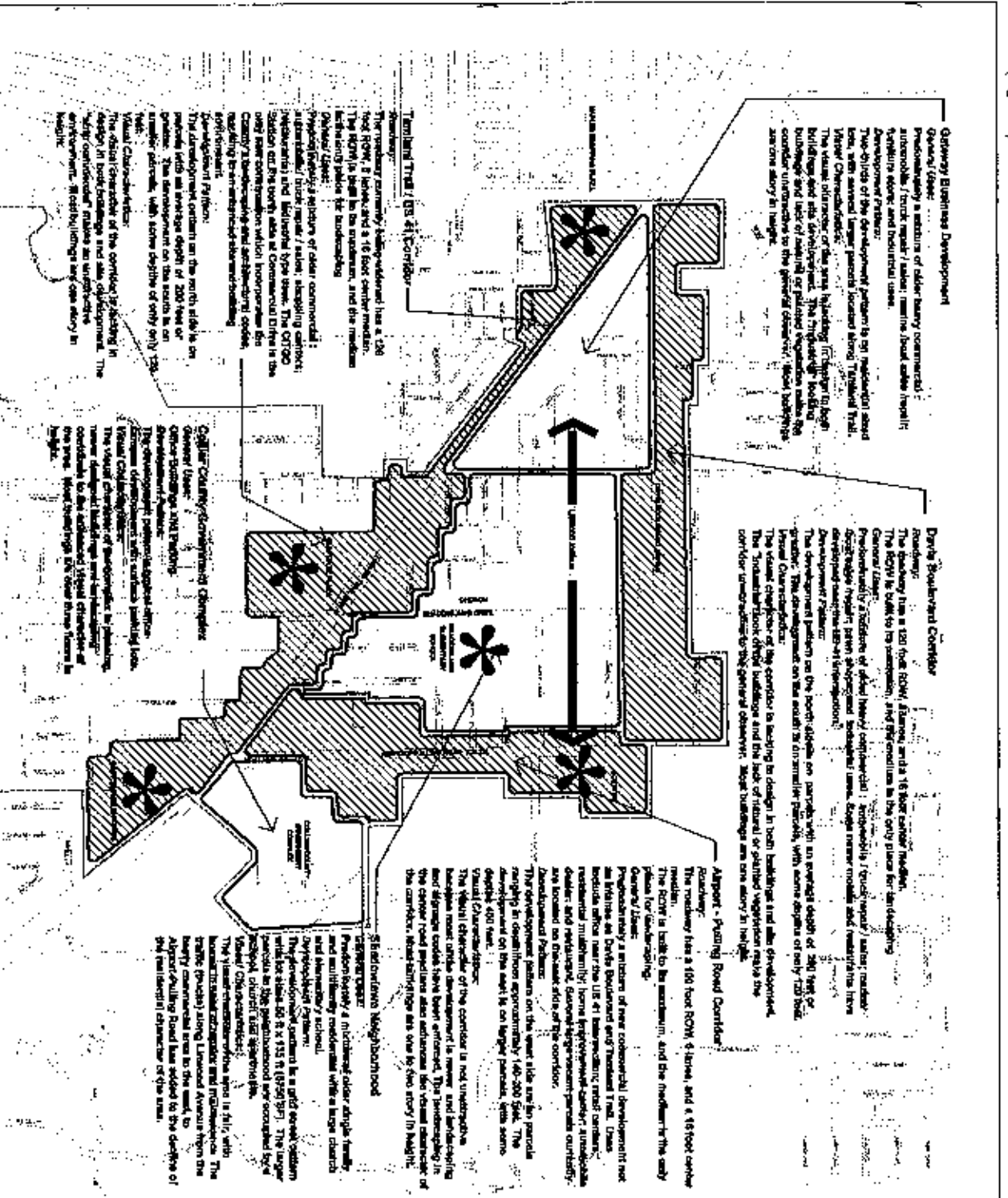
2019  
5/15/19



# **APPENDIX B**



# **APPENDIX C**



**Baysshore / Gateway Triangle Redevelopment Study**

Collier County Commission  
Collier County Planning Department

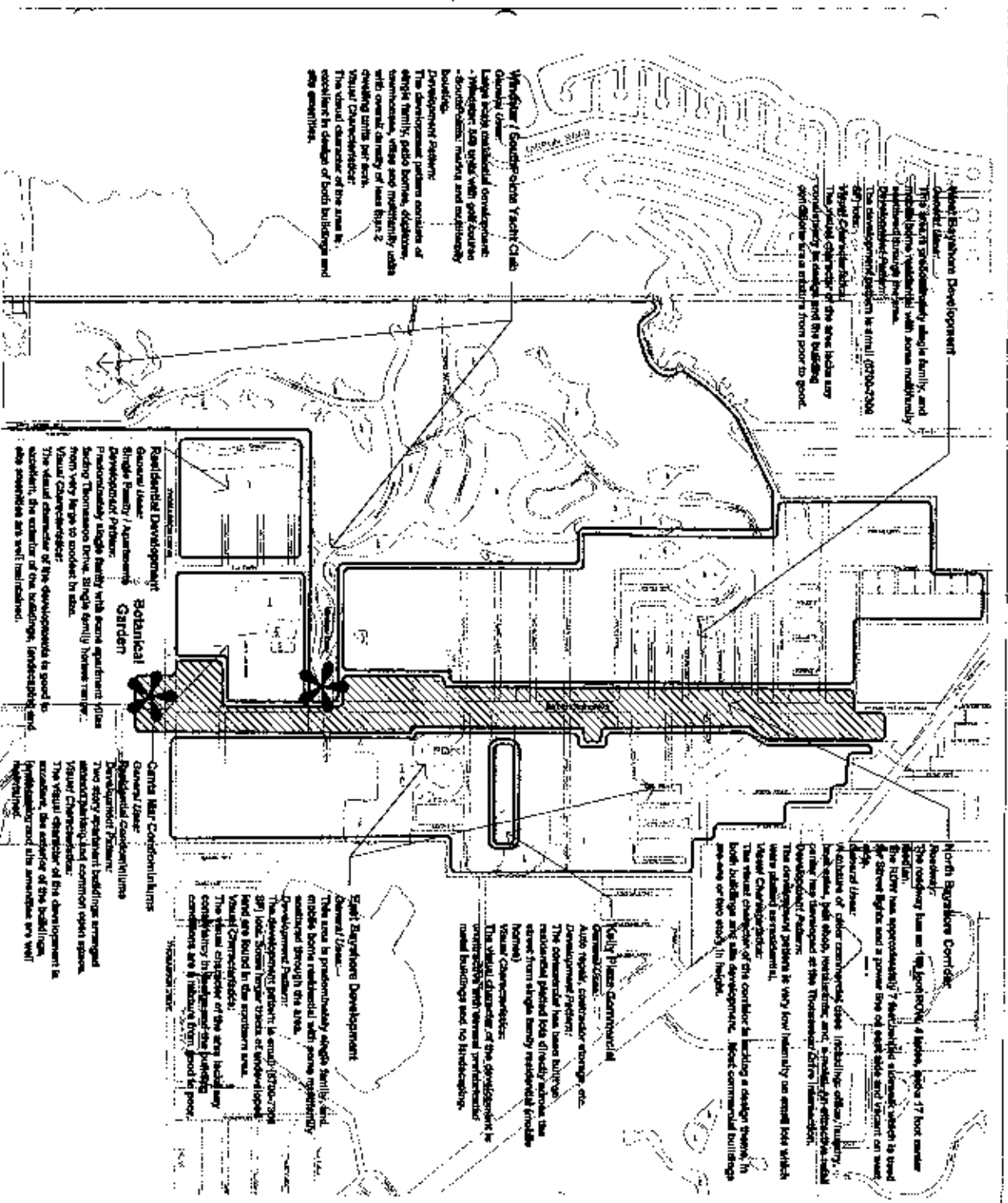
**ILLUSTRATION III-2  
Existing Condition Analysis**

**North Sector (Gateway)**  
This sector consists of residential, industrial, commercial retail / office, and government / institutional uses. The overall appearance lacks any design theme and lacks any visual interest.

- Activity Center
- District
- Trafficway

LEARRS - AVINNE PLANNERS, INC.  
Urban Design Commission  
Collier County Planning  
Department  
Collier County Commission  
Collier County Planning  
Department  
Collier County Planning  
Department








**Bayshore / Gateway Triangle Redevelopment Study**

Collier County Commission  
Collier County Planning Department

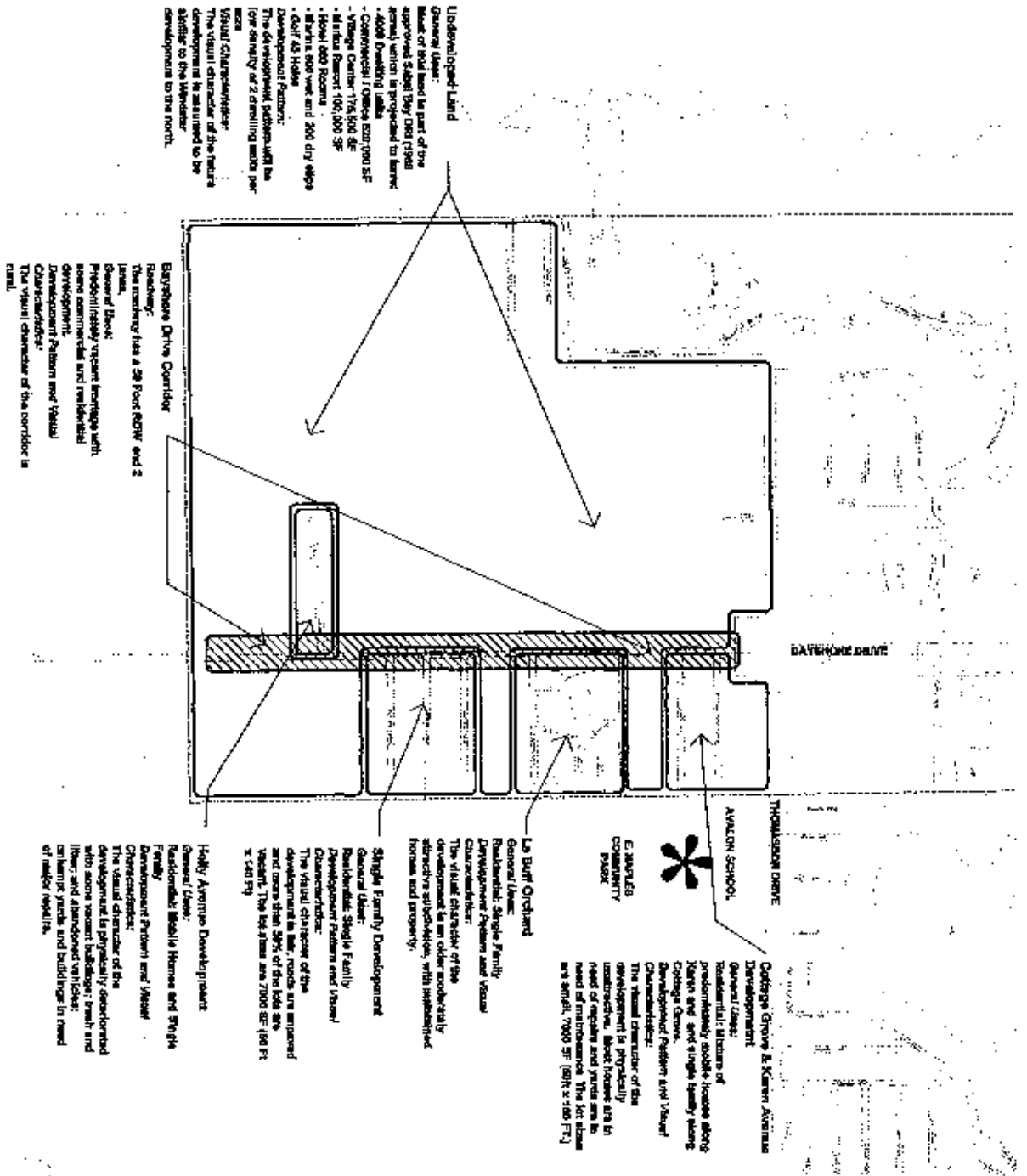
**ILLUSTRATION M-3-A  
Existing Condition Analysis**

**Central Sector (Bayshore)**  
This Sector south of US 41 and north of Thomason Drive consists of single family and multifamily residential, mobile homes and commercial business uses. The development is a mixture of newer well maintained developments and older less attractive developments.

-  Activity Center
-  District
-  Trafficway

  
 0 100 200 Feet



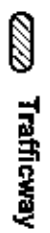
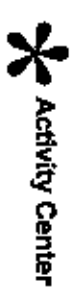
**Baysnore / Gateway Triangle Redevelopment Study**

Collier County Commission  
Collier County Planning Department

**ILLUSTRATION III-4  
Existing Condition Analysis**

**South Sector (Bayshore)**

This Sector south of Thomason Drive consists of predominantly underdeveloped property with a few older single family and mobile home subdivisions on the west side of Bayshore Drive. The condition of these developments is generally poor to fair.



UNDERS - ATHER PLUMBING, INC.  
Urban Camp Community Association, Florida  
National 800 George Associates  
State Street Development  
Worthall Property Company  
City Planning Commission  
Civil Service, Florida

**A**



# APPENDIX D

## GATEWAY TRIANGLE CONCEPTUAL STORMWATER MASTER PLAN TECHNICAL MEMORANDUM

### Section 3.0

#### Alternative No. 3A

Alternative No. 3A is a variation of Alternative No. 3 developed in 1998 for the Gateway Triangle Conceptual Stormwater Master Plan. Alternative No. 3A is based on the future land uses established in the new Bayshore and Gateway Triangle Redevelopment Plan. Alternative No. 3A also includes projects that are currently under design to address existing problem areas.

For areas undergoing complete redevelopment, permitting will require provision of an onsite stormwater management system to attenuate the 25-year, 3-day storm event. In addition, water quality improvements are required. The developer of the redevelopment areas will be required to construct a stormwater management system. Thus, improvements by the County are not required for the areas that will be completely redeveloped. Areas that are assumed to have new stormwater management system built as part of redevelopment are described below.

- The area west of Commercial Drive defined by US-41 and Davis Boulevard is designated a moderate activity center which includes a hotel, restaurants, offices and other commercial uses. Complete redevelopment of this 14.8-acre area is assumed.
- The area bounded by Davis Boulevard, Commercial Drive, US-41 and the Linwood Outfall Ditch is designated office/warehouse. This 25-acre area could either undergo complete redevelopment or existing users may remain in upgraded facilities. Improvements for this area will be identified for the case of upgrading existing facilities instead of complete redevelopment.

The Gateway Triangle Redevelopment Plan identified two potential stormwater pond sites in the redevelopment areas. The ponds are located at the westernmost point of the Gateway Triangle adjacent to US-41 and Davis Boulevard and between Linwood Avenue and Francis Avenue west of the Linwood Outfall Ditch. Actual stormwater pond locations will be determined during the design phase of the redevelopment.

The Gateway Triangle east of the Linwood Outfall Ditch is projected to undergo restructured development. Restructured development does not include complete redevelopment. Thus, developers will not be required to provide comprehensive stormwater management systems.

Redevelopment provides the opportunity to create detention areas and regrade the site to improve drainage conditions. Restructured development does not create open areas for stormwater detention nor does it allow for elevating structures. Restructured development limits stormwater management improvements to providing detention in open areas and working within the existing topographical constraints.

Stormwater management improvements in the restructured development areas will be made to address existing drainage problem areas. The drainage problem areas in the restructured development area are listed below.

*Gateway Triangle  
Conceptual Stormwater Master Plan  
Technical Memorandum*

- Kirkwood Avenue – Only if the area does not undergo complete redevelopment.
- Property fronting Davis Boulevard north of Wild Pines Apartments.
- The Linwood Outfall Ditch, especially property on Manorca Drive adjacent to the ditch.
- Pelton Avenue at the intersection with US-41.

In addition to the improvements recommended to address problem areas, additional maintenance and rehabilitation of the existing stormwater management system is recommended for the restructured development area. Additional maintenance will restore the hydraulic capacity of the stormwater management system. Additional hydraulic capacity will decrease the duration of flooding since the water can be conveyed more quickly through the system. Rehabilitation only will not significantly decrease the frequency of flooding, except perhaps in cases where flooding is minor and caused by a clogged catch basin, pipe or swale. Additional maintenance and rehabilitation will allow the existing system to operate at its maximum capacity, which will provide the highest level of service for the existing system. The specific maintenance activities are provided below.

1. Regrade swales every two years – 36,000 feet per year including the area between Commercial Drive and the Linwood Outfall Ditch; 31,500 feet per year excluding the area between Commercial Drive and the Linwood Outfall Ditch.
2. Mow and clean swales once per month – 36,000 feet per year including the area between Commercial Drive and the Linwood Outfall Ditch; 31,500 feet per year excluding the area between Commercial Drive and the Linwood Outfall Ditch.
3. Clean pipes and catch basins one additional time per year – 75 catch basins including the area between Commercial Drive and the Linwood Outfall Ditch; 55 catch basins excluding the area between Commercial Drive and the Linwood Outfall Ditch.

The Bayshore/Gateway Triangle Redevelopment Study includes identification of one site for stormwater retention within the Shadowlawn Neighborhood Focus Initiative. This site is the property recently acquired by the County for use as a stormwater detention site. The project has been named Pond 2A.

A piping network will convey the runoff to Pond 2A, an approximate 2.5-acre proposed stormwater detention pond located adjacent to the Linwood Outfall Ditch. Discharge from the pond will be through an overflow structure into the Linwood Outfall Ditch. During low flow conditions stormwater will be routed to the detention pond. Piping is provided for higher flow conditions to discharge into the storm sewer on Commercial Drive. The County has purchased the detention pond site and the project is under design. This project includes 13 catch basins, 1950 linear feet (lf) of 24" RCP and 450 lf of 18" RCP. The project includes construction of the Pond 2A detention pond and improvements to the Linwood Outfall Ditch.

Kirkwood Avenue west of Avondale Drive is a major problem drainage area. A stormwater management system including additional catch basins and piping connected to a detention pond are recommended to improve drainage conditions in this area. Nine catch basins are proposed to collect runoff. Storm drains will include approximately 1100 lf of 15" RCP, 450 lf of 18" RCP and 350 lf of 24" RCP. These quantities do not include catch basins and storm sewers that are included in the Kirkwood Extension project.

*Gateway Triangle  
Conceptual Stormwater Master Plan  
Technical Memorandum*

Parcels that front on Davis Boulevard north of Wild Pines Apartments have drainage problems, especially at Naples Rent-All. The northern half of the parcels drain to Davis Boulevard while the southern half originally drained to the Linwood Outfall Ditch via overland flow. The Wild Pines Apartments were constructed with a perimeter berm. This berm impedes the southerly overland flow from the parcels fronting on Davis Boulevard. An extension of the catch basin and storm sewer system on Kirkwood Avenue is recommended to address this problem area. The Kirkwood Extension project will require 5 catch basins, 4 manholes, 125 lf of 15" RCP, 166 lf of 18" RCP and 411 lf of 24" RCP. Drainage easements are required for this project. This project has been designed and should be bid by May 2000.

Pelton Avenue is another drainage problem area, specifically near the intersection of US-41. A system of catch basins and pipes is recommended to address problems in the area by diverting a significant part of the basin drainage away from the Pelton Street/US-41 intersection into an existing drainage ditch that connects to the US-41 system. This project requires 12 catch basins and approximately 1500 feet of piping ranging in diameter from 15" to 24". Improvements may be needed in the existing drainage ditch.

Drainage problems are reported along the Linwood Outfall Ditch. A particular problem area is a low-lying home on the west end of Manorca Drive.

Improvements to address this problem include expanding the Linwood Outfall Ditch. Widening of the ditch will provide greater storage volume. In addition, berming the ditch may help alleviate flooding on Manorca Drive.

Figure 2 shows the proposed improvements. Table 1 provides a conceptual capital cost estimate. Table 2 provides a conceptual O&M cost estimate.

**TABLE 1**  
**ALTERNATIVE NO. 3A**  
**CONCEPTUAL CAPITAL COST ESTIMATE<sup>1</sup>**

Project	Estimated <sup>2</sup> Construction Cost (\$)	Estimated <sup>3</sup> Project Cost (\$)
Detention Pond 2A and Piping	410,300	535,000
Kirkwood Avenue (West of Avondale)	144,400	190,000
Kirkwood Avenue Extension	78,000 <sup>4</sup>	89,800 <sup>5</sup>
Pelton Avenue	122,700	160,000
Linwood Outfall Ditch	49,800	65,000
<b>TOTAL</b>	<b>805,200</b>	<b>1,039,800</b>

Notes:

- <sup>1</sup> Property costs are not included.
- <sup>2</sup> Itemized construction cost estimate is provided in the appendix.
- <sup>3</sup> Estimated project costs includes 15% contingency, 12% engineering and 3% admin.
- <sup>4</sup> Detailed construction cost estimate based on design drawings is included in appendix.
- <sup>5</sup> Estimated project cost includes estimated construction cost and actual engineering cost.

**TABLE 2**  
**ALTERNATIVE NO. 3A**  
**CONCEPTUAL O&M COST ESTIMATE**

	Gateway Triangle East of Commercial Drive Cost (\$)	Gateway Triangle East of Linwood Outfall Ditch Cost (\$)
<b>Regrade Swales</b>		
First two years	84,000	73,500
Subsequent years	21,000	18,500
<b>Mow &amp; Clean Swales</b>	18,000	15,500
<b>Clean Pipes &amp; Catch Basins</b>	17,000	12,500
<b>TOTAL ANNUAL COST</b>		
First two years	119,000	101,500
Subsequent years	56,000	46,500

**APPENDIX D**

Table 1 Detailed Cost Estimate - Alternative 3A

Description	Quantity	Units	Unit Cost (\$)	Construction Cost (\$)	Project Cost (\$)	Rounded Project Cost (\$)
<b>Kirkwood Ave. (West of Avondale)</b>						
24" RCP	350	lf	90	31,500		
18" RCP	450	lf	75	33,750		
15" RCP	1100	lf	65	71,500		
Manholes	0	ea	2000	0		
Catch Basins	9	ea	850	7,650		
Subtotal				144,400	187,720	190,000
<b>Kirkwood Ave. Extension</b>				<b>78,000*</b>		
<b>Pellon Ave.</b>						
24" RCP	400	lf	90	36,000		
18" RCP	500	lf	75	37,500		
15" RCP	600	lf	65	39,000		
Catch Basins	12	ea	850	10,200		
Subtotal				122,700	159,510	160,000
<b>Linwood Outfall Ditch **</b>						
Excavation	4150	cy	12	49,800	64,740	65,000
<b>Detention Pond 2A and Piping</b>						
24" RCP	1950	lf	90	175,500		
18" RCP	450	lf	75	33,750		
Manholes	1	ea	2000	2,000		
Catch Basins	13	ea	850	11,050		
Excavation - Pond	13,000	cy	12	156,000		
Excavation - Ditch	2,500	cy	12	30,000		
Discharge Structure	1	ea	2000	2,000		
Subtotal				410,300	533,390	535,000
<b>GRAND TOTAL</b>						<b>950,000</b>

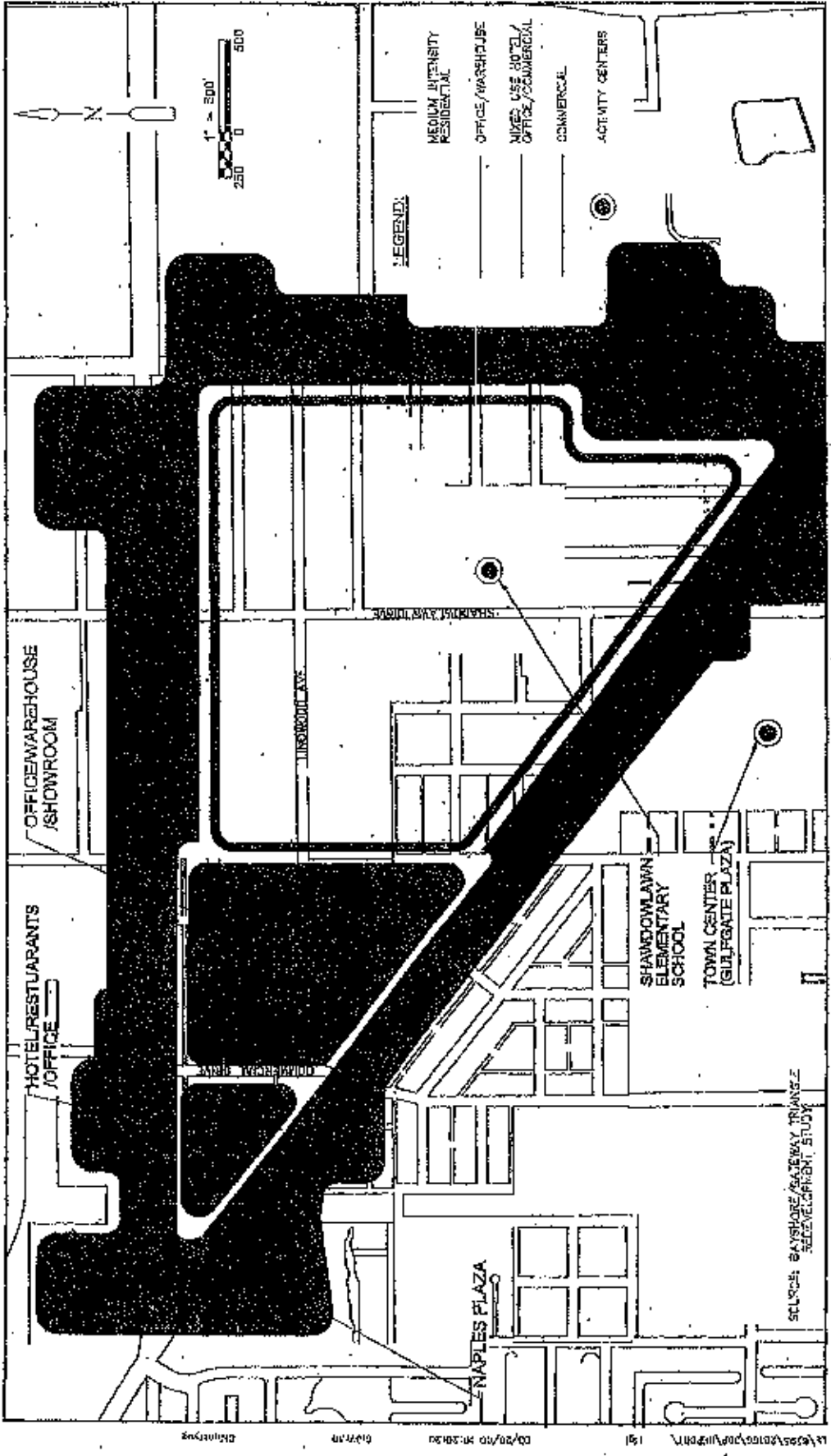
\* Refer to project cost estimate

\*\* Based on 650 ft ditch excavated 5 ft deep with 35 ft width



Kirkwood Avenue Extension  
 Drainage Improvement Project  
 Opinion of Probable Construction Cost

Item	Unit	Unit Price	Quantity	Cost
Standard Manhole, Type P-8	ea	1960	4	7840
Catch Basins				
Index 233 (Type G)	ea	3400	4	13600
Index 232 (Type D)	ea	1725	2	3450
15" RCP	lf	37.5	128	4800
18" RCP	lf	45	166	7470
24" RCP	lf	60	411	24660
24" Snout	ea	300	6	1800
Concrete Cradle	ea	200	3	600
Roadway Restoration				
asphalt	sy	5	327	1635
Limerock base course	sy	6.5	327	2126
Asphalt Overlay	sy	3	654	1962
Sodding	sy	1.25	250	313
Seeding	sf	0.12	820	98
Connection to existing pipe	ea	200	1	200
Mobil., Demob., Bonds, etc.	ls	3700	1	3700
Subtotal				74253
Contingency @ 5%				3713
TOTAL				77966



Appendix D  
 (Figure No. 1)  
 Collier County  
 Future Land Use

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# **APPENDIX E**

APPENDIX E - BAYSHORE/GATEWAY ESTIMATED FUTURE DEVELOPMENT VALUE - 2009

Project	Location	Use	Units	Acres	Office	Residential	Future value	Land use and business district	Increment	2009	25.0%
1. Suburban Garden	Bayshore Drive	Remove land from tax rolls	12,000,000	0.00	0	0	0	0	0	0	0
2. Hotel Pine Apartments	Shadwell	Partial apartments	6,000,000	0.27	0	0	0	0	0	0	0
3. Bayshore Plaza Redevelopment	S. of Terminal	Partial apartments	8,050,000	0.35	0	0	0	0	0	0	0
4. Warehouse I	Bayshore Drive	Residential	1,700,000	0.07	0	0	0	0	0	0	0
5. Warehouse II	Bayshore Drive	Residential	3,020,000	0.13	0	0	0	0	0	0	0
6. Warehouse III	Bayshore Drive	Residential	3,700,000	0.15	0	0	0	0	0	0	0
7. Toyon Street	Wideman Creek	Residential	1,500,000	0.06	0	0	0	0	0	0	0
8. Shadwell Inn	Shadwell	Residential 2-year for 10 years	400,000	0.02	0	0	0	0	0	0	0
9. Shadwell Inn	Shadwell	Residential 2-year for 10 years	400,000	0.02	0	0	0	0	0	0	0
10. Bayshore Inn	Bayshore	Residential 3-year for 10 years	2,750,000	0.11	0	0	0	0	0	0	0
11. Bayshore Inn	Bayshore	Residential 3-year for 10 years	2,750,000	0.11	0	0	0	0	0	0	0
12. Hotel and restaurant	Triangle	Commercial	600,000	0.03	0	0	0	0	0	0	0
13. Foodstore	Commercial Drive	Commercial	19,250,115	0.77	0	0	0	0	0	0	0
14. Entertainment Center	Wideman Creek	Residential	14,780,000	0.60	0	0	0	0	0	0	0
15. Town Center	Quilley Plaza	Residential	10,370,349	0.42	0	0	0	0	0	0	0
PROJECTS			24,650,706	0.99	0	0	0	0	0	0	0
SECONDARY GROWTH			84,247,798	3.37	0	0	0	0	0	0	0
TOTAL			108,900,000	4.36	0	0	0	0	0	0	0
30-year tax increment flow			\$25,243,257								
Net present value of tax increment flow			\$9,144,485								
2000 Bond, 20-year @ 6%			\$5,997,435								
2020 Bond, 10-year @ 5%			\$3,022,668								
Total bond proceeds			\$9,020,103								
Total bond interest			\$10,185,024								
City source											
Project #1-11: Memorandum Howard Landmark, March 21, 2000											
Project #12-15: Bayshore and Gateway Triangle Redevelopment Plan, Landmark/Urban Planning, February 28, 2000											
Secondary growth is based on these taxable value as reported by the Collier County Property Appraiser											



# APPENDIX E

Estimated Field Technology	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL	NET	Project
Barrabool Colliery Upgrade Rehabilitation	19,845	19,845	19,845	19,845	19,845	19,845	19,845	19,845	19,845	19,845	19,845	19,845	19,845	19,845	19,845	19,845	19,845	Potential Garden
	34,894	30,256	30,487	37,451	38,877	39,637	41,053	42,464	43,531	44,837	46,162	47,506	48,865	50,235	51,615	286,480	126,224	
	49,106	47,469	49,313	59,300	51,892	53,449	55,032	56,704	58,425	60,157	61,890	63,630	65,376	67,127	68,877	275,336	372,318	MM Power Assets
	1,102	1,378	1,698	2,048	2,424	2,829	3,264	3,728	4,220	4,739	5,284	5,854	6,448	7,066	7,707	268,846	129,186	Machine Plant Rehabilitation
	15,789	18,233	19,719	17,221	17,337	18,290	19,116	19,900	19,884	20,032	20,479	21,015	21,636	22,348	23,143	467,406	179,748	Wendover I
	18,877	19,443	20,027	20,628	21,246	21,884	22,540	23,216	23,913	24,633	25,386	26,171	26,987	27,824	28,684	555,778	204,524	Wendover II
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Timber Storage
	3,357	3,457	3,557	3,658	3,778	3,881	4,003	4,128	4,252	4,386	4,511	4,646	4,781	4,916	5,051	88,187	31,179	Stackdown thru haulage
	1,836	1,863	1,891	1,919	1,948	1,977	2,007	2,034	2,061	2,089	2,116	2,144	2,172	2,200	2,228	47,613	19,736	Stackdown upgrade haulage
	5,284	5,283	5,282	5,281	5,280	5,279	5,278	5,277	5,276	5,275	5,274	5,273	5,272	5,271	5,270	146,876	51,888	Buydown thru haulage
	2,713	2,704	2,697	2,694	2,691	2,687	2,684	2,680	2,677	2,674	2,671	2,668	2,665	2,662	2,659	73,288	25,199	Buydown upgrade haulage
	110,435	113,748	117,181	120,678	124,285	128,025	131,898	135,822	139,800	144,033	148,418	152,966	157,685	162,477	167,344	2,124,422	1,130,514	Wendover haulage
	67,189	64,654	62,183	60,006	58,033	56,270	54,737	53,331	52,041	50,864	49,799	48,844	47,989	47,234	46,579	2,028,986	1,000,000	Wendover haulage
	55,985	57,093	58,206	59,326	60,454	61,591	62,737	63,892	65,056	66,229	67,411	68,602	69,802	71,011	72,229	2,028,986	1,000,000	Wendover haulage
	1,307,277	1,344,539	1,381,873	1,419,338	1,457,974	1,496,817	1,535,903	1,575,268	1,614,943	1,654,957	1,695,330	1,736,081	1,777,228	1,818,791	1,860,780	7,533,480	3,642,653	Wendover haulage
	522,461	522,472	522,483	522,494	522,505	522,516	522,527	522,538	522,549	522,560	522,571	522,582	522,593	522,604	522,615	3,642,653	1,224,083	Town Centre
	410,978	425,048	439,217	453,386	467,555	481,724	495,893	510,062	524,231	538,400	552,569	566,738	580,907	595,076	609,245	14,004,023	5,471,062	PROJECTS
	919,240	867,719	867,854	1,038,480	1,079,804	1,121,232	1,162,762	1,204,291	1,245,819	1,287,348	1,328,877	1,370,406	1,411,935	1,453,464	1,494,993	11,239,724	3,775,422	SECONDARY GROWTH
																25,262,357	8,541,465	TOTAL

# **APPENDIX F**

