# COLLIER COUNTY COMMUNITY REDEVELOPMENT AGENCY COMMUNITY REDEVELOPMENT PLAN

#### **BAYSHORE/GATEWAY TRIANGLE**

**Community Redevelopment Area** 

**IMMOKALEE** 

**Community Redevelopment Area** 

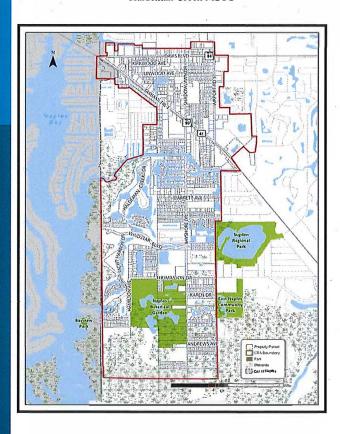


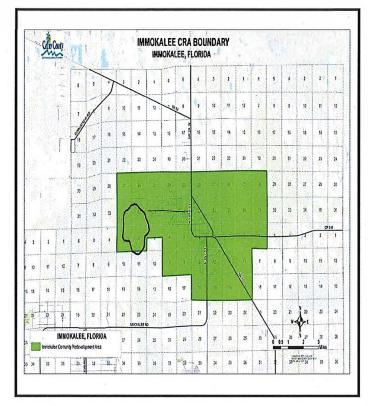
Bayshore Gateway Triangle CRA • Bayshore Beautification MSTU

Haldeman Creek MSTU



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Adopted June 13, 2000

First Amendment: May 2019 -

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#### Section 1 PLAN OVERVIEW

### Section 1.1 Introduction

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.

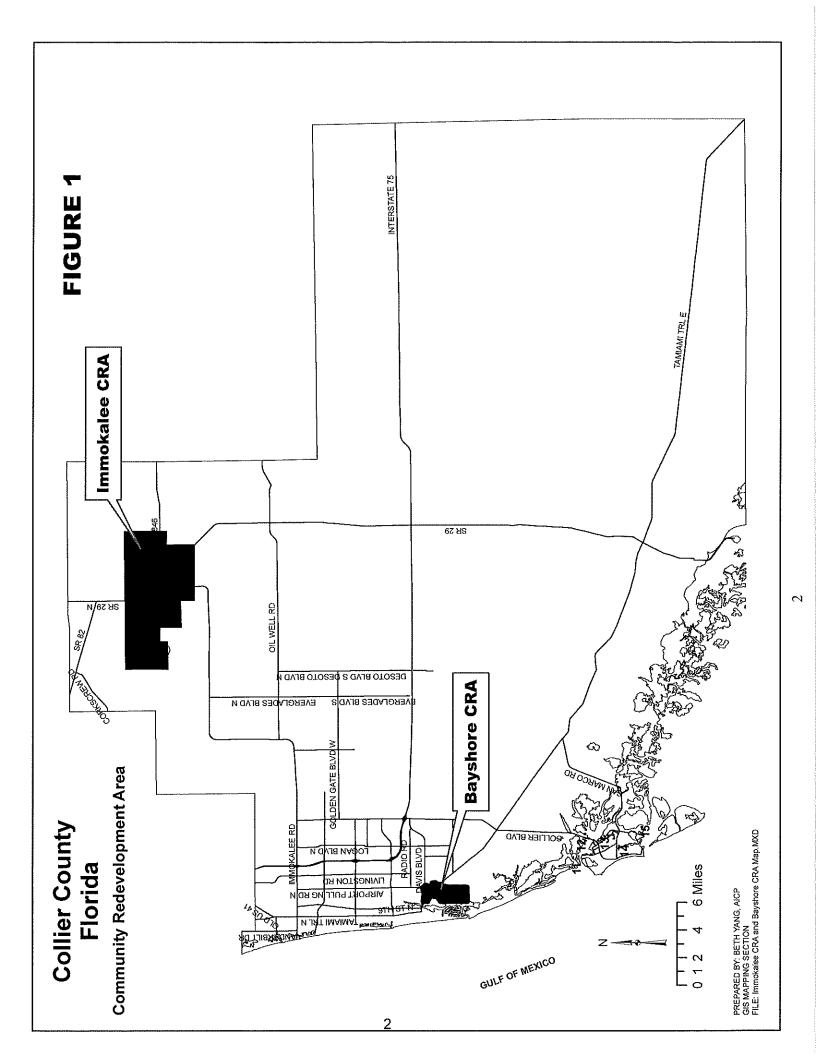
The Collier County Growth Management Plan policies provide the rationale for the establishment of redevelopment areas in the county and recognizes the redevelopment plan adopted for each component area. In addition, each community has formulated their own specific objectives. Each component section describes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

In 1969, the Florida State Legislature established Chapter 163, Part III, enabling local units of government to declare a need for a Community Redevelopment Agency and outlines the powers available to carryout community redevelopment and related activities. 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**

In 1969, the Florida State Legislature established Statue 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 an 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

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 Statues, 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

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 Statues. 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

The 2000 plan was approved with a 30-year time frame. 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

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

#### 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.
- Section 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**

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

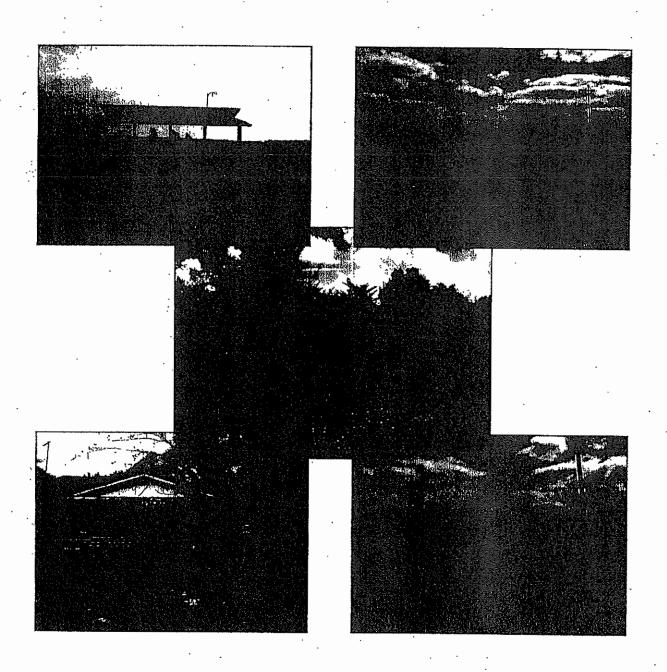
The Community Redevelopment Agency may apply for local, state or federal grants that may be applicable to implementation of the redevelopment goals outlined in this Plan. Tax Increment revenues may be used to match grant dollars if necessary.

### Section 3 NEIGHBORHOOD IMPACT ELEMENT

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 4.1 Introduction

The Immokalee Redevelopment Area Plan has been formulated in close cooperation with the people of Immokalee and is based on the objectives identified by community members in a series of public workshops. This area plan is a guide for the physical and economic revitalization and enhancement of the Immokalee Community. This area plan capitalizes on the existing Main Street project, the federal Enterprise Community designation, the Regional Airport Industrial Park and Lake Trafford to create a catalyst for revitalizing the community and improving the housing stock. Figure 2 illustrates the proposed boundaries for the redevelopment area.

Immokalee has long been considered isolated from the coastal county both in location and demographics. Immokalee's development is based on its agriculture resources, which resulted in Immokalee becoming the leading producer of winter vegetables in the United States. However, as the economics of agriculture changed the social problems associated with low wages, an unskilled labor force, and a transient multi-cultural population grew. One of the results has been a lack of reinvestment into the area.

The economy of rural Southwest Florida has been and continues to be based primarily on agriculture, which has not kept pace with job growth throughout the state of Florida. Rural Florida continues to have lower earned income, higher unemployment, lower property values and fewer opportunities for employment. Regionally, the major economic contributors are retirement, tourism, construction, agriculture and the environment. Although tourism has a major impact on the regional urban economy, the Immokalee Community has yet to reap the benefits.

The Immokalee Community was designated as a Federal Champion Community in 1994, a Florida Main Street area in 1996, and a Federal Enterprise Community in 1999. During the application process for the Empowerment Zone/Enterprise Community grant a series of community meetings were held with several hundred community residents attending. Based on the community input and the consensus reached at these meetings a Strategic Plan was written. The Plan identifies four areas of concern:

- 1. Accessibility and Appropriateness of Education and Training
- 2. Diversification of the economic base and availability of higher wage jobs
- 3. The availability of decent and affordable housing
- 4. Community Image and pride

The Immokalee Redevelopment Area Plan incorporates the goals and strategies identified in the Enterprise Strategic Plan as the basis for the redevelopment plan.

#### 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

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 are not enough rights of 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 lack 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 non-secure 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 establishment's 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 spray fields 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.

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.

### Section 4.3 CONSISTENCY WITH THE COLLER COUNTY GROWTH MANAGEMENT PLAN

Policy 4.2 of the Collier County Growth Management Plan supports redevelopment efforts in Immokalee as stated below:

#### Policy 4.2

A detailed Master Plan for the Immokalee has been developed and was incorporated into this Growth Management Plan in February, 1991. The Master Plan addresses Natural Resources, Future Land Use, Public Facilities, Housing, Urban Design, Land Development Regulations and other considerations. Major purposes of the Master Plan shall be coordination of land use and transportation planning, redevelopment or renewal of blighted areas and elimination of land uses inconsistent with the community's character.

The Immokalee Redevelopment Area mirrors the area included in the Immokalee area Master Plan. The Immokalee Area Master Plan (IAMP) was adopted by the Board of County in 1991 as a separate element of the Growth Management Plan due to the unique character of Immokalee. A separate Future Land Use Map was also adopted for Immokalee and is presented in Figure 3. The land uses available in the Immokalee area listed below.

Some inconsistencies with allowable residential density and land use exist where areas where platted years ago or mobile home parks were allowed to accommodate the large migrant population. There are several situations where residential is interspersed among commercial and industrial uses. The Planning Services Department is currently conducting an analysis of the mobile home parks and will be recommending amendments to the IMAP to accommodate existing mobile home parks that are not consistent with the IMAP.

The following section describes land use designations shown on the Immokalee Master Plan Future Land Use Map. These designations generally indicate the types of land uses for which zoning may be requested. However, these land use designations do not guarantee that a zoning request will be approved.

#### Residential Designation

This designation is intended to accommodate a variety of residential land uses including single-family, duplexes, multi-family, and mobile homes, which does not preclude seasonal, temporary and migrant farm worker housing.

#### 1. Low Residential District

The purpose of this designation is to provide for a low-density residential district. Residential dwellings shall be limited to single-family structures and duplexes. Multi-family dwellings shall be permitted provided they are within a Planned Unit Development. Mobile home development shall be permitted in the form of mobile home sub-divisions or parks and as a mobile home overlay as defined by the Land Development Code.

A density less than or equal to four (4) dwelling units per gross acre is permitted.

#### 2. Mixed Residential District

The purpose of this designation is to provide for a mixture of housing types within medium density residential areas. Residential dwellings shall include single-family structure, multi-family dwellings, individual mobile homes, and duplexes on a lot by lot basis.

A density less than or equal to six (6) dwellings units per gross acre is permitted.

#### 3. High Residential District

The purpose of this designation is to provide for a district of high-density residential development. Residential dwellings shall be limited to multi-family structures and less intensive units such as single family and duplexes provided they are compatible with the district. Mobile home developments shall be permitted only in the form of mobile home subdivisions or parks as defined in the Land Development Code. A density less than or equal to eight (8) dwelling units per gross acre is permitted.

#### 4. Nonresidential Uses

Non-residential uses permitted within the residential designation are limited to those uses that are compatible and/or support the residential character of the area. The allowed uses include: parks, open space and recreational uses, churches, libraries, cemeteries, public and private schools, day-care centers and essential services as defined in the Land Development Code.

#### **Commercial Designation**

The designation is intended to accommodate a variety of commercial land uses including neighborhood oriented commercial uses, commerce center uses, general highway commercial and commercial development within Planned Unit Developments. Migrant Labor Camps are also permitted within the Commercial designations.

#### 1. Commercial District

The purpose of this designation is to provide for retail, office, transient lodging facilities and highway commercial that serve the needs of the traveling public generally C-1 through C-4 Commercial Zoning Districts as identified in the Land Development Code. These commercial uses must be located on a major arterial or collector roadway.

#### 2. Neighborhood Center District

The purpose of this land use classification is to provide for centers of activity that serves the needs of the surrounding neighborhoods. The centers should contain a mix of neighborhood-oriented uses such as day care center, parks, schools, and governmental activities. Other development criteria that shall apply to all neighborhood centers includes the following:

- To achieve a neighborhood character, these centers are encouraged to be anchored by elementary schools, neighborhood scale parks, and/or churches.
- b. A center should be limited to 80-120 acres in size, and will serve a population ranging between 5,000 to 7,500 people, or accommodate a service area of one (1) mile radius.
- c. The Neighborhood Centers should be no closer than one (1) mile.
- d. Non-residential uses shall be at least 20% of the size of the Neighborhood Center.
- e. Residential development within the designated Neighborhoods Centers shall permit a maximum density of twelve (12) units per gross acre.

Residential dwelling units shall be limited to multi-family structures and less intensive units such as single-family and duplexes provided they are compatible with the district. Mobile home developments shall be permitted only in the form of mobile home subdivisions or parks as defined in the Land Development Code.

- f. Commercial development shall be permitted within a Neighborhood Center provided all of the following criteria are met;
  - 1. Commercial uses shall be limited to barber and beauty shops; drug stores; deli; meat market; bicycle services; restaurant; dry cleaning; veterinary clinics; medical offices; laundry facilities; any other convenience commercial uses which is compatible in nature with the foregoing uses. The Collier County School Board will be notified of any proposed use to avoid conflict with the nearby schools; and
  - 2. No commercial use shall be permitted within a ¼ mile of an existing school property line within a Neighborhood Center; and
  - 3. Access to the commercial development must in no way conflict with the school traffic in the area; and
  - 4. The design of any proposed commercial development must take into consideration the safety of the school children; and
  - 5. The projects within the Neighborhood Centers shall encourage provisions for shared parking arrangements with adjoining developments; and
  - 6. Driveways and curb cuts shall be consolidated with adjoining developments; and
  - 7. Projects directly abutting residentially zoned property shall provide, at a minimum, a 50 foot setback and landscape buffer; and
  - 8. Projects shall provide a 10 foot wide landscaped strip between the abutting right-of-way and the off-street parking area.

From time to time new Neighborhood Centers may be proposed. No two centers may be closer than one mile from each other. New Neighborhood Centers would require market justification and must meet size, spacing and use criteria expressed earlier.

#### 3. Commerce Center - Mixed Use District

The purpose of this designation is to create a major activity center that services the entire Immokalee Urban Designated Area and surrounding agricultural area. The Mixed-Use District shall function as an employment center and shall encourage commercial and institutional uses. Uses permitted within this Sub-district shall include shopping center, governmental institutions, middle or high school, Community Park and other employment generating uses. Other permitted commercial uses shall include transient lodging facilities at 26 dwelling units per acre. The appropriate zoning districts include C-1 through C-4 as identified in the Land Development Code.

In considering new commercial zoning, priority shall be given to protecting existing residential uses. Residential development is permitted within the mixed-use Sub-district at a maximum density of twelve (12) units per gross acre. Residential dwellings shall be limited to multi-family structures and less intensive units such as single-family and duplexes provided they are compatible with the district. Mobile home developments shall be permitted only in the form of mobile home subdivisions or parks as defined in the Land Development Code.

The mixed-use district will be controlled via a series of performance standards that address issues of buffering, noise, signage, and lighting, architectural compatibility, and lot size, parking and landscaping.

4. Planned Unit Development Commercial District

Commercial development shall be permitted within a Planned Unit Development provided the following size and development criteria are met. There are three (3) categories for PUD Commercial. The commercial component within a PUD will be allowed to develop up to the maximum acreage specified in the table below:

	CATEGORY	CATEGORY II	CATEGORY III
PUD Acres	80+	160+	300+
Maximum Commercial Acres	5 acres	10 acres	20 acres
Permitted Zoning	C-2	. C-3	C-2, C-3 & C-4

In addition to the above criteria, the following standards must also be met:

- a. Commercial zoning shall be no closer than one (1) mile to the nearest commerce center and no closer than one mile from the nearest PUD commercial zoning of ten acres or greater in size;
- b. The configuration of the commercial parcel shall be no more frontage than depth unless otherwise authorized by the Board of County Commissioners;
- Commercial zoning or development shall be no closer than a ¼ mile from the nearest existing elementary school boundary; and
- d. No construction in the commercial designated area shall be allowed until 30% of the project has commenced construction unless otherwise authorized by the Board of County Commissioners.

Non-commercial Uses

In addition to those mixed-uses permitted within the Commercial Designations, uses such as parks, open space and recreational uses, churches, libraries, cemeteries, public and private schools, day-care centers and those essential services as defined in the Land Development Code are permitted.

#### 5. Residential/Tourist District

The purpose of this District is to provide centers for recreational and tourism activity that utilizes the natural environment as the main attraction. The centers should contain low intensity uses that attract tourists and residents while preserving the environmental features of the area. Uses permitted in this district include, passive parks, nature preserves; wildlife sanctuaries; open space; museums; cultural facilities; marinas; transient lodging facilities including: hotel/motel, rental cabins, bed & breakfast establishments, campsites, restaurants; recreational vehicles; sporting and recreational camps; low-intensity retail; single family homes; agriculture; and those essential services as defined in the Land Development Code.

Residential development is permitted at a density of less than or equal to four (4) dwelling units per gross acre. Transient lodging is permitted at a maximum density of eight (8) units per acre. Rezones are

encouraged to be in the form of a Planned Unit Development (PUD). The minimum acreage requirement for a PUD shall be two (2) contiguous acres.

Industrial Designation

This designation is intended to accommodate a variety of industrial land uses such as Industrial, Commerce Center - Industrial, and Business Parks.

1. Industrial District

The purpose of this designation is to provide industrial type uses including those uses related to light manufacturing, processing, storage and warehousing, wholesaling, distribution, packing houses, recycling, high technology, laboratories, assembly, storage, computer and data processing, business services, limit commercial such as child care centers, and restaurants and other basic industrial uses but not including retail, as described in the Land Development Code for the Industrial and Business Park Zoning Districts. Accessory uses and structures customarily associated with the uses permitted in this district, including offices, retail sales, and structures which are customarily accessory and clearly incidental and subordinate to permitted principal uses and structures are also permitted

2. Commerce Center - Industrial District

The purpose of this designation is to create a major Activity Center that serves the entire Immokalee Urban Designated Area and surrounding agricultural area. The Industrial District shall function as an employment center and shall encourage industrial and commercial uses as described in the Land Development Code for the Commercial (C-1 through C-5), Industrial and Business Park Zoning Districts. Higher intensity commercial uses including packing houses, industrial fabrication operation and warehouses shall be permitted within this District. Accessory uses and structures customarily associated with the uses permitted in this district, including offices, retail sales, and structures which are customarily accessory and clearly incidental and subordinate to permitted principal uses and structures are also permitted.

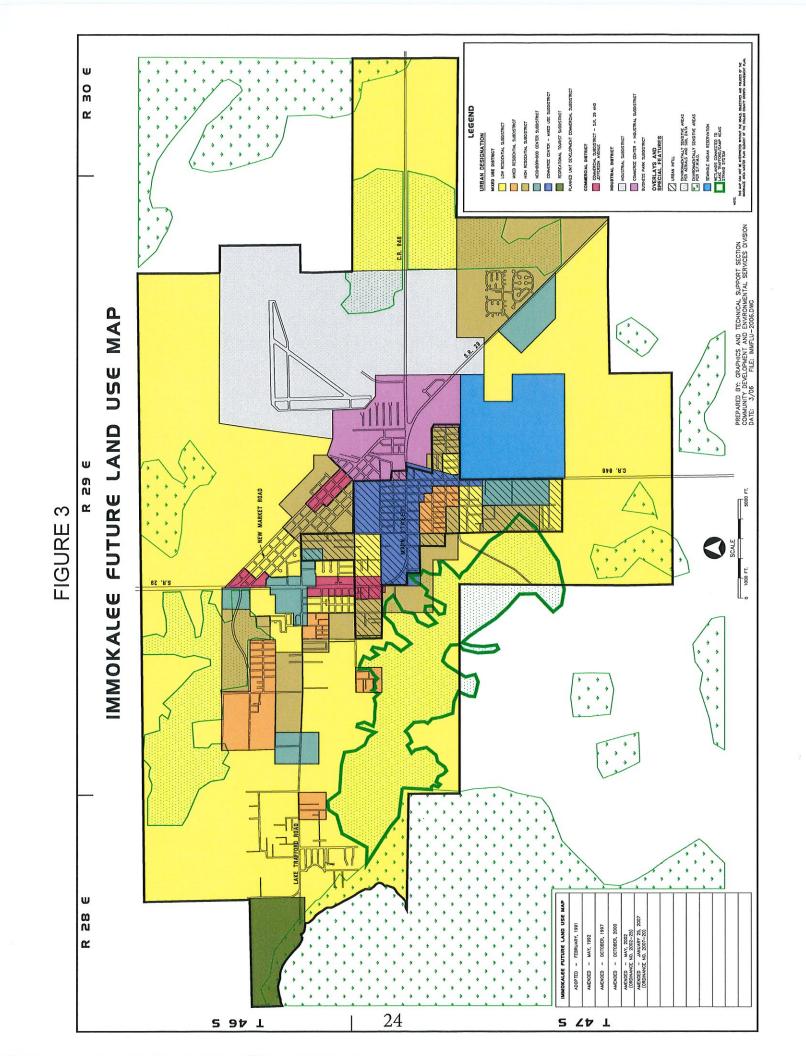
3. Business Park District

Business Parks are intended to include a mix of industrial uses and offices designed in an attractive park-like environment with low structural density where building coverage ranges between 25% to 45% and where large landscaped areas provide for buffering and enjoyment by the employees and patrons of the Park. Business Parks shall comply with the following:

- a. Business Parks shall be permitted to develop with a maximum of 40% commercial uses, of the type identified in "c" below, to reserve land within the industrially designated areas for the intended industrial uses and to ensure compatibility.
- b. Access to arterial road systems shall be in accordance with the Collier County Access Management Policy and consistent with Objective 7 and Policy 7.1 of the Traffic Circulation Element.
- c. Commercial uses shall include, and shall be limited to, uses such as offices, financial institutions, cultural facilities, and fitness centers/facilities, and shall only be permitted within those areas zoned Business Park or Planned Unit Development within the Industrial Designation.
- d. Business Parks must be a minimum of 35 acres in size. The Planned Unit Development and/or rezoning ordinance document for Business Park projects shall contain specific language regarding the permitted non-industrial uses and development characteristic guidelines consistent with those stated above.

Non-Industrial Uses

In addition to those industrial uses permitted within the Industrial Designation, uses such as those essential services as defined in the Land Development Code are permitted.



The IAMP, in addition to the general intent of the land use categories, the IAMP specifies a number of developments and redevelopment oriented goals, objectives, and policies, which directly relate to the redevelopment of the area. The objectives that are applicable are listed below:

#### Objective II.2:

By2005, improve the physical appearance of the commercial building stock by 10% in the Main Street Program area.

The CRA Plan is specifically designed to achieve the intent this objective in IAMP. Designation as Florida Main Street laid the foundation for a Community Redevelopment program in this community. The Main Street Program area is targeted for Phase I improvements.

#### **OBJECTIVE II.3:**

Encourage innovative approaches in urban and project design, which enhance both the environment and the visual appeal of Immokalee.

#### **OBJECTIVE II.4:**

Provide land use designations, criteria and zoning that recognize the needs of that significant portion of Immokalee's population, which is primarily pedestrian in nature.

The Immokalee Overlay District has been adopted in the Collier County Land Development Code. The overlay is currently divided into six sub-districts. The purpose of this overlay district is to establish criteria suitable for the unique land use needs of the Immokalee Community. This plan supports the continued development of criteria in each sub-district to encourage redevelopment in the areas identified. The plan further acknowledges the need to provide design and flexible development standards in Immokalee

#### **OBJECTIVE III. 1:**

Collier County shall promote the conservation and rehabilitation of housing in Immokalee neighborhoods.

#### **OBJECTIVE III.2:**

Collier County will respond to the housing needs identified in the housing study of Immokalee by county initiatives, which will reduce the cost of housing development for low and very low-income households.

#### **OBJECTIVE: III.3**

By January 1998 the County will have in place a pilot plan of innovative programs and regulatory reforms to reduce the costs of development and maintenance of safe, healthful, and affordable housing for low and very low income households in Immokalee.

The Immokalee Redevelopment area plan proposes a comprehensive approach to encouraging the replacement of mobile homes; revitalization of existing housing stock; the provision of home ownership opportunities; and encouraging infill development to strengthen viability of existing neighborhoods.

Goal VI and its related objectives and policies provide the framework for the connection of transportation issues and commercial revitalization. The interconnection of bike paths and sidewalks is included in the redevelopment plan for Phase I funding. The development of a loop road is identified in Phase II funding as well. This loop will have a positive impact on improving the Main Street area as well as improving truck movements through the town.

**GOAL VI:** The Future land use pattern shall be supported by a network of roads, pedestrian ways, and bikeways that maintains Immokalee's small- town character, yet achieves efficient and safe traffic movement.

#### **Objective VI.1:**

The County shall provide for the safe and convenient movement of pedestrians, motorized and non-motorized vehicles.

Goal VIII and related policies addresses one of the main objectives of the redevelopment area plan to improve the economic conditions of the area be encouraging new development and redevelopment. The redevelopment area plan specifically addresses the development of the immokalee Regional Airport and the industrial park. The recruitment of new industrial and warehousing uses to the Industrial Park are strongly encouraged. The plan proposes to provide assistance to recruit new businesses to the Airport through assistance in the permitting process, and economic assistance. In addition, the plan recognizes the need to increase code enforcement and sheriff patrols in the area.

Goal VIII: Enhance and diversify the local economy of the Immokalee Community

#### Policy VIII.1.2:

The Community Development and Environmental Services Division and the Airport Authority shall promote the development of the Immokalee Airport and surrounding commercial and industrial areas as set forth in the Immokalee Airport Master Plan.

#### Policy VIII.1.3:

Develop and initiate a program in 1997 to promote the incentives of Enterprise Zone designation.

#### Policy VIII.1.4:

The Community Development and Environmental Services Division will coordinate with the Collier County Sheriff's Department on investigating and pursuing any funding opportunities available under the Safe Neighborhood Act to assist with enhancing the Immokalee community. Crime Prevention Through Environmental Design (CPTED) principles shall be encouraged in all development standards.

### Section 4.4 COMMUNITY OBJECTIVES

The Immokalee Community has a long history of community pride and activity. The first permanent settlers in Immokalee were recorded in 1872. The community received its current name "Immokalee" meaning "my home (in Seminole) in 1897 with the naming of the first post office. Lacking sufficient transportation to other commerce centers Immokalee remained isolated from the coastal towns and developed as an agricultural hub. Immokalee became the leading produce of winter vegetables in the United States. Due to the agricultural employment opportunities, the area has become ethnically mixed, as farm workers from Haiti, Guatemala, and Mexico have made this area their home. Its ethnic, cultural, and linguistic diversity pose significant challenges since different groups often have different values, priorities, and even aesthetics. The cynical nature of agriculture creates major challenges in many aspects of the community including housing, workforce skills, economic pressures from increased global competition and weather conditions.

Nevertheless, the residents of this rural community have worked together to meet their challenges. In 1994, the community came together to prepare a grant application for the first round of the Federal Empowerment Zone/Enterprise Community Initiative. A strategic Plan was written based on community

input. Unfortunately, the community did not get selected as an Empowerment Zone or Enterprise Community. However, the work that went into the planning process was not forgotten. In 1996, the community applied for, and received, designation as a Florida Main Street area. This program was very successful in bringing technical resources to the community and provided direction on how to move forward on a long awaited goal to improve the physical condition of the downtown area. This group was instrumental in preparing for the second round of Empowerment Zone/Enterprise Community grants that were announced by the Federal government in 1998. Five community meetings were held, each with over 100 participants. The Strategic Plan that was developed through this community process is the basis of the Immokalee Redevelopment Area Plan.

An Immokalee Community Redevelopment Advisory Committee will be appointed following plan adoption to monitor the implementation of the redevelopment area plan.

There are four main areas of concern identified by the community. The goals and objectives are listed below:

#### **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.

Objective: Increase Small Business Start-Ups And Expansions

Objective: Develop Nature Tourism

Objective: Recruit New Businesses To Immokalee And Airport

Objective: Nurture Entrepreneurial Business Development and Retention Objective: Expand Research Opportunities in the Health Care Industry

Objective: Encourage renovation of structures and infill development in the Main Street Program

Area.

Objective: Increase public transportation opportunities through the community and to outlining areas.

**Objective**: Develop a loop road to serve the truck traffic

#### **Housing Goal**

#### To Provide Safe, Affordable Housing To All Zone Residents

Objective: Ensure That Land Is Available At Or Below

Market Rate To Build Affordable Housing,

Objective: Develop a Public/Private Housing Initiative For New Construction For Both Ownership

And Rental For Low, Very Low And Moderate Priced Housing.

Objective: Improve the Condition of Owner-Occupied Homes through Rehabilitation and Eliminate

Substandard Housing Through Code Enforcement Activities.

Objective: Improve the condition of Rental-occupied housing through rehabilitation and code

enforcement activities.

Objective: Create incentives to replace existing mobile homes with upgraded mobile or manufactured

homes.

#### Community Image Goal

To Enhance The Image And The Perception Of The Community As A Safe, Friendly, Family Oriented Small Town.

Objective: Maximize Current Recreational Activities.

Objective: Create Recreation/Cultural Opportunities In Cooperation With Business, Existing Youth

Development Programs, And Schools.

Objective: Develop Cadre Of Volunteers To Serve the community

Objective: Create Community Based And Neighborhood Based Beautification Projects.

**Objective:** Increase The Number Of Cultural Activities To Celebrate Community Spirit. **Objective:** Create an incentive program for litter Control And Neighborhood Cleanups.

Objective: Create a Code Enforcement Program that is not complaint driven.

Objective: Increase Community Policing activities in the community.

Objective: Provide safe and convenient movement of pedestrians throughout the community

Objective: Develop a program to improve dirt lots in the Main Street area that will eliminate the dust

and dirt that accumulates in the downtown area.

### Section 4.5 REDEVELOPMENT AREA CHARACTERISTICS AND ANAYSIS

The following provides an analysis of the existing conditions of the Immokalee Redevelopment area. Figure \_ provides a map of the proposed redevelopment area boundaries. A diagram of the existing conditions is provided in the form of a large fold-out map contained in the Appendix B of this document. The map indicates current zoning, parcel lines, parks, schools, public facilities, and streets. No change is proposed to existing public open space in the Immokalee Community.

#### Redevelopment Area Characteristics

Located in northeastern Collier County, the Immokalee Community is located approximately 45 miles from the County seat of Naples. This rural un-incorported area is primarily agricultural. There is one major roadway – Immokalee Road or CR 846- into the community from Naples. State Road 29 provides access into the Community from the northern counties of Lee and Hendry. Although there are approximately 16,764 acres of land within the redevelopment area, 60% is currently in agricultural use. The remaining land is a mixture of residential, commercial and industrial uses.

The estimated 1998 permanent population of Immokalee is 17,806. However, the population nearly doubles during the winter months due to the agricultural industry. This increase occurs when the harvest season for vegetables and citrus is at its peak. The 1998 projected peak season population for Immokalee is 32,929. The Immokalee population is considerably different from Collier County as a whole. The 1990 median age in Immokalee is estimated at 21 while the Collier County median age is estimated at 41. In 1990, 65% of Immokalee's population was of Hispanic Origin, which may be of any race, in comparison to 8% of the remainder of Collier County's population being of Hispanic Origin. The 1990 Household Median Income in Immokalee was \$15,170 in comparison to Collier County's median household income of \$34,001. According to the 1990 U.S. Census 45% of the population was below poverty level.

#### **Housing Stock**

There were 5,166 units reported by the Bureau of the U.S. Census in 1990, only 18% were vacant. Within the total number of units occupied in Immokalee the average person per household rate for owner occupied units is 3.86 and the rate for renter occupied units is 3.57. The number of mobile homes/trailers reported by the 1990 Census is 1805. According to the Census the bulk of housing was constructed between 1970 to 1988. Seven percent of the existing housing stock was built prior to 1960.

The 1994 Immokalee Housing Study reported 1,282 housing units in need of rehabilitation or demolition. Sixty percent of the units in need of rehabilitation were mobile homes.

A large portion of the housing stock is used to house the migrant farm population. Overcrowding and deteriorated structures have been sited by the Florida Health Department that monitors migrant camps.

The dwelling units are primarily cinder block homes with some wood framed houses built by Habitat for Humanity. There are several multi-family apartment complexes.

#### Commercial Stock

South Immokalee consists of older small commercial buildings. The Main Street Corridor has a few vacant structures, some of which are in need of rehabilitation or demolition. Newer commercial development has occurred along SR29. This new development is primarily strip highway commercial. The Plan identifies developing specific standards for this corridor as part of the Immokalee Overlay District. New Market Road is a mixture of industrial packinghouse facilities and small older commercial building. This area is also scheduled to have an Overlay developed to meet the specific needs of this commerce center.

#### **Employment Opportunities**

Most of the County's agricultural production occurs in and around immokalee. The largest employment sector is in agricultural. Individuals working on farms are substantially below those working in other jobs. In 1986, the average weekly wage of a person working in agriculture was \$102 as compared to those in the retail trade sector that earned an average of weekly wage of \$209.

A large number of the residents of Immokalee travel to Naples to work in the service, construction or landscape industry. The majority of professional people who are employed in Immokalee live outside of the area. In 1996, the five largest employers in Immokalee are: Collier County Schools(1,089); Six-L's Packing (600); Seminole Indian Casino (306); Marion E. Fether Medical Clinic (170) and N.T. Gargiulo (98).

There are a large number of small retail establishments scattered throughout the community to serve the migrant population who are primarily pedestrians.

#### Land Use Characteristics - General Existing

#### South Immokaee

The South Immokalee area is approximately 300 acres with 77% of it developed. It is a primarily a mixture of residential land uses containing 81% of the land area. There is a concentration of mobile homes located west of South 1<sup>st</sup> Street and East of South 9<sup>th</sup> Street. The remaining area is commercial with 17% and industrial with one percent. The residential uses located west of South 1<sup>st</sup> street are considered non-conforming uses. There is a small percentage of commercial development in the residentially zoned area. These uses are also considered non-conforming. The majority of lots within this area are non-conforming as well. Rebuilding on these properties may require the property owner to seek a variance from the development standards of the zoning district or to aggregate property to meet the regulations. The majority of buildings in this area where in built in the 1970's. The highest concentration of criminal activity in the community takes place in this area. There are few streetlights and few internal sidewalks. Large open swales exist along the neighborhood streets. The Neighborhood Park located in this area provides minimal recreational opportunities.

#### Main Street Program Area

The Main Street area is anchored by the Seminole Indian Casino at the South end of town and the historic Roberts Ranch site on the west end of Main Street. The Main Street Boundaries include the land adjacent to CR846 (First Street) and SR29 (Main Street). It is primarily commercial property that has been under utilized. The main intersection (First and Main Street) has two prime commercial corners vacant. Older residential and mobile homes are found abutting commercial development with little or no buffering. Commercial zoning along with a mixture of mobile home, older single family and multi-family

units. The housing in this area is in serious need of rehabilitation. There are no sidewalks on the local streets north or south of Main Street and open drainage ditches are present. The Immokalee Beautification Committee has recently completed the streetscape along this corridor, which includes street lighting and street furniture. The Main Street program has been offering a Façade Grant program as an incentive for renovations to take place. To date five businesses have participated. Many of the buildings need more that just a façade improvement. There are several parking lots that are not up to code and result in creating dust and dirt along the corridor, which makes it more difficult to maintain the landscaping. Several buildings are vacant.

#### **New Market Road**

New Market Road is the east-west connector in the community. It serves as the main corridor for truck traffic coming to and from the agricultural packinghouses. Much of the existing right of way is used for truck parking and outdoor sells of vegetables during the harvest season. During the winter months this is a hub of activity. The area is zoned commercial from Glades to Charlotte Street and the residential from Glades to SR29. The residential units along new market road are newer and built on larger lots than those in South Immokalee. Truck Traffic through the residential area has a negative impact on maintaining the value of the area. There are few streetlights and sidewalks in the residential sections of the area.

#### Immokalee Drive

Immokalee Drive is a two-lane facility that runs west of SR29 to 1<sup>st</sup> street. There is a mixture of mobile home parks, single and multi-family structures. The Collier County sports complex and Immokalee High School and Middle School is located along this corridor. Several older mobile home parks that do not meet current standards are found along this corridor. There is limited street lighting or sidewalks along the local streets that intersect Immokalee.

#### SR 29 Corridor

This four-lane facility has been developed with highway commercial uses and is the main shopping area in the community. There is a mixture of new and old development along this corridor. The one grocery chain that is opened in the community is located in an older strip shopping center at the corner of Lake Trafford and SR29. Although a large number of residents do not have vehicle sidewalks are not available on both sides of the street and may not be continuous.

#### Lake Trafford

The Lake Trafford area consists of the largest fresh water lake in Florida south of Lake Okeechobee. The lake is an integral part of the regional drainage and wetland systems, and coastal estuarine systems. Economic and environmental enhancement of the lake necessitates the removal of an estimated 8.5 million cubic yards of organic sediment from the lake to restore the lake's depth and bottom configuration to its quartz sand bottom; and reduce by as much as one half the nutrient enrichment to the lake. This nutrient enrichment results in proliferation of aquatic plant growth, periodic algae blooms, and fish kills. The Lake restoration project should begin in 2000. The goal of the project is to improve, restore, and enhance the tourism attractiveness of Lake Trafford. Recreational fishing, bird watching, and photography can draw a significant number of visitors to an area. The Lake Trafford Marina currently operates the only small concession stand on the lake. The marina sells bait, rents small boats, and provides airboat tours of the lake. There is a County owned park, boat ramp and pier at the end of Lake Trafford. On the north side of the lake is a 2000-acre, privately held ranch. The ranch does limited cattle and oil production. There is an older recreational vehicle park next to the marina.

#### Airport and Industrial Park

The Immokalee Regional Airport and Industrial Park consists of over 1000 acres. There is a preapproved master site development plan for the first Phase of development consisting of approximately 44 acres. The Airport Authority offers many incentives to businesses to locate in the industrial park. It is a designated as a Foreign Trade Zone, Florida Enterprise Zone and a Foreign Entrepreneurial Investment Zone. There is water and sewer available for phase I. A 10,000 square foot manufacturing incubator was opened in 1998 and is completely leased out. It has been difficult to recruit a business to open in this location given the poor housing conditions and lack of amenities in the community, A drag strip has opened at one end of the Airport and has been successful in drawing drivers and spectators.

#### Farm workers Village

Farm workers Village is located approximately 1.8 miles from the center of the community. The Village is owned and operated by the Collier County Housing Authority. There are 576 units built and 35 units planned but not yet built. The Village contains a small convenience store, day care, and playgrounds. The first phase of the development occurred in 1974 with 150 units. All the units are cement block. There is no public transportation available between the village and the commercial core of the community. Village Oaks Elementary School is located across from Farm Workers Village across SR 29. A raised pedestrian bridge across SR 29 provides access between the village and the school.

### Section 4.6 INFRASTRUCTURE NEEDS ASSESSMENT (AREA WIDE)

#### **STREETS**

The roadway network east of SR-29 in the Immokalee community is primarily composed of local roads, which are configured in a traditional grid pattern. The area west of SR-29, North of Main Street could be best described as an incomplete roadway network. The Lake Trafford Road corridor contains an incomplete grid pattern, although the framework for one exists. Lake Trafford, which is beginning to experience periods of severe congestion, could be greatly improved if improvements were made to complete a basic grid network and widen this two-lane facility to accommodate boats and recreational vehicles.

Eustis Avenue in South Immokalee provides east-west movement between 9<sup>th</sup> Street and First Street (CR-846). It continues approximately 1,500 feet East of First Street serving a small residential area. If Eustis Ave were extended to SR-29, it would provide an east-west alternative and further support the grid concept. Bethune Avenue and south 9<sup>th</sup> Street deadline in the south Immokalee area.

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. Trucks are encouraged to use New Market Road as an alternate to Main Street to avoid the downtown area.

New Market Road is a two-lane facility with 100 feet of right-of-way and no sidewalks or paved shoulders. 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 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. A loop road was purposed in 1991 during the preparation of the Immokalee Master Plan. The road would provide relief to the downtown and neighborhood areas from trucks hauling produce to and from the packing houses.

First Street (CR 846) intersects with SR 29 at the beginning of Main Street. It is four lanes south of Main Street with sidewalks on both sides. 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 street widths are less than twenty feet and open storm water 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 are not enough rights of way to construct pathway facilities without converting the open swales to a covered stormwater system.

#### **SEWER AND WATER**

Public potable water and wastewater services are provided by the Immokalee Water and Sewer District. This district was created by a special act of the Florida Legislature. The District covers roughly twenty-seven square miles. Until 1989, special districts were largely autonomous and had little interaction with local governments. Beginning in 1991, each independent special district is required to submit an annual report to the appropriate local government.

#### WATER

While some households draw their potable water from private wells the vast majority of the Immokalee residents receive water from the Immokalee Water and Sewer District. Although the district boundaries extend 27 square miles, the actual service area is much smaller.

## SANITARY SEWER

Wastewater treatment is also provided by the Immokalee Water and Sewer District. The central wastewater collection, treatment and disposal system was designed in the late seventies and was constructed and in operation by 1982. The system which is comprised of 80 miles of sewer pipe, 34 lift stations, and a 2.5 MGD treatment. The district owns 640-acre spray field and irrigates approximately 350 acres with treated effluent. However, 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 spray fields 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.

Additional treatment plants and distribution lines will be needed to serve the entire community.

#### DRAINAGE

Both man-made and natural drainage systems collect and transport surface water run-off which occur during and immediately following rainfall. The two major facilities can function independently of one another or in combination. Due to the relatively flat topography of Immokalee, drainage occurs in sheet flow pattern within a very shallow but wide depression classified as a slough. Man-made facilities in Immokalee are typically large open swales.

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 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.

#### **ENVIRONMENTAL**

The Freshwater Marshes habitat around Immokalee is connected to the slough/swamp system known as Corkscrew Swamp Sanctuary and together the two habitats serve two primary purposes as primary water storage areas and drainage ways for surface flow. Undeveloped marshes should be preserved as part of the natural protection areas.

Immokalee has good groundwater availability with good development potential of the water table aquifer. There are lands identified on the Immokalee Future Land Use Map as environmentally sensitive areas. This designation is for informational purposes only; it doesn't constitute new development standards and has no regulatory effect.

#### **ELEVATION**

There is not a flood map for the Immokalee community. Therefore, none of Immokalee is in a Flood zone as designated by the Federal Emergency Management Administration. The Immokalee Community as a whole is one of the highest points in the County.

#### **OPEN SPACE**

There is significant vacant land in the Immokalee Community. However, the majority of it is in/or has been in agricultural production. Most of the parcels are large and under one ownership. The cost of small parcels of land within in the community is considerable higher than comparable parcels in surrounding communities. However, there are opportunities for open space amenities.

In terms of recreation use, the Immokalee community has six park facilities within the Study Area. Two are relatively passive parks containing picnicking facilities, benches, and observation areas. One is located next to the Airport (5 acres) and the other is at Lake Trafford (2.3 acres). The remaining parks, Immokalee Community Park (23 acres) on Immokalee Drive adjacent to the High School, South Immokalee Park (3.2 acres) which houses the American Legion building and a baseball field, Tony Rosbough Park (6.8 acres) off of Little League Road has two baseball fields, and the Immokalee Recreation/Aquatic Facility (14 acres) located at the Immokalee Middle School site has a swimming pool and is considered a community park. There is a total of 54 acres presently in recreation use. In addition, the schools in Immokalee have their own recreation areas for physical education programs and interscholastic sports programs. Children under 14 years old comprise a significant percentage of Immokalee's total population: 29% or 3,186 people, according to the 1990 Census. Recreation facilities are necessary to meet the needs of this population.

#### **COMMUNITY FACILITIES**

## **PUBLIC SAFETY**

The Immokalee Community is served by the Immokalee Fire Control District. an independent fire district. The service encompasses 215 square miles. There are two fire stations. One station is located on Carson Road and the other is situated on New Market Road.

Emergency Medical Service is provided by the County EMS department and has a station located on First Street (CR846).

The Collier County Sheriff's Department provides police protection to the community. In 1994 a new Immokalee substation was built at the Government complex in Immokalee. In 1996, there were 52 employees at the substation including road patrol and support staff. A community-policing program was initiated in 1996.

Due to the young age of the population in the redevelopment there are several elementary schools in the area, along with a middle school and high school

## **IMMOKALEE SERVICE AREA SCHOOLS**

Early Childhood School: (1)

The Learning Center

Elementary Schools: (2)

Highlands, Lake Trafford, Pinecrest, Village

Oaks

(3) Middle Schools: Immokalee Middle

High Schools: (4)

Immokalee High

Adult Education: (5)

Bethune Education Center

There is one County operated Library in the area

## Health Care

There is not a hospital in the community. There is the Marion E. Feather Health Clinic that is affiliated with the Collier Community Hospital.

# Section 4.7 Redevelopment Area Goals

Develop a circulation pattern for the community, which will provide safe and efficient access throughout the community. This network would include a loop road to provide the separation of commercial truck traffic from tourist designated places and residential developments.

Enhance the physical appearance of properties within the Main Street area.

Provide opportunities for adequate, safe, and affordable housing. Encourage the development of both affordable rental and home ownership through rehabilitation and new construction.

Develop a program to address the replacement of existing old mobile homes with newer mobile home units or module homes.

Provide opportunities for capturing the tourist trade by creating eco-tourism opportunities at Lake Trafford, Peppers Ranch, and Roberts Ranch.

Create adaptive development standards in each of the subdistricts identified in the Immokalee Overlay District to permit flexibility and incentives for redevelopment and development.

Encourage neighborhood stability through the implementation of additional streetlights, sidewalks, and landscaping throughout the community.

Improve the drainage system throughout the community and improve the appearance and function of the open drainage swales through out the community.

Diversify the economy by encouraging the recruitment of businesses to the Immokalee Regional Airport and Industrial Park.

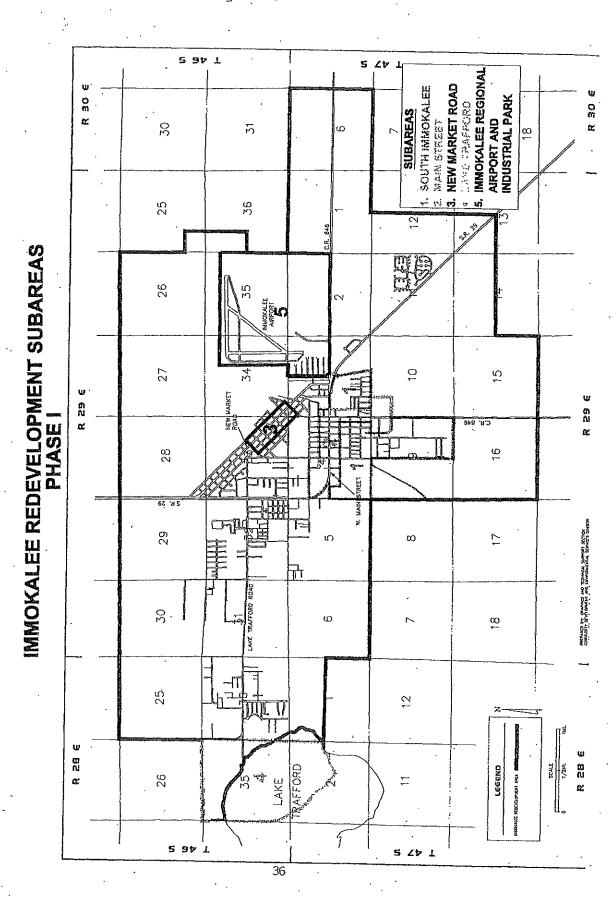
Improve both the landside and airside facilities at the Immokalee Regional Airport and Industrial Park to meet the future demands for all forms of aviation and business development activities.

# Section 4.8 PHASE I - REDEVELOPMENT ACTIVITIES

Achieving the goals of the Immokalee Redevelopment Plan begins with a focus on South Immokalee, Main Street, New Market Road and the Immokalee Regional Airport and Industrial Park. The Plan focuses on Phase I activities (Year 1-5) and becomes more general into the future. Since planning is by nature an evolutionary process, each phase of activity attempts to build upon the successful outcome of earlier phases. Figure 6 identifies the areas of concentration during Phase I. Based on the analysis and the redevelopment goals the following activities were identified for each of the redevelopment subareas in Phase I:

#### South Immokalee

Prepare a Stormwater Master Plan for the area that identifies alternatives to the open drainage swales located throughout the subarea and begin implementation.



Develop a streetlighting plan for the area and begin to install streetlights in "hot spots" as identified by the Sheriff's Department as high crime areas.

Support the development of single family homes on the along the old Atlantic Coastline Railroad Right of Way by developing approved housing plans that meet the Crime Prevention Through Environmental Design Criteria and Traditional Neighborhood Design that are cost effective. Coordinate with the Collier County Housing Authority to develop these homes.

Evaluate the current placement of commercial uses within the neighborhood, approximately from Boston Avenue south to Bethune Avenue and from 16<sup>th</sup> Street SE west to Ninth Street. Develop a program to encourage private property owners to renovate or demolish existing structures.

Provide a rehabilitation or replacement of substandard housing within the neighborhood.

Property may need to be acquired with in this subarea for the implementation of housing and economic development initiatives.

Establish or coordinate with an existing non-profit corporation to promote neighborhood revitalization program including housing rehabilitation, land assembly, credit counseling and home maintenance.

Promote the development of the One -Stop Career Center as a community focal point.

Evaluate the need for neighborhood parks in the community and develop them as appropriate.

#### Main Street Program Area

Develop a program to eliminate the dust that accumulates along Main Street and in the landscaped medians. The program may include placement of sod or resurfacing parking lots.

Leverage the Main Street Façade program to encourage the private sector to renovate, demolish, or construct buildings within the Main Street Program area.

Develop a Main Street Business Association to work on coordination and implementation of the redevelopment program.

Develop a trash incentive program that will provide an incentive to pick up and properly dispose of empty containers and trash within the community.

Property may need to be acquired within this subarea for commercial or residential development.

Provide interconnection of sidewalks from the local streets perpendicular with Main Street to Main Street.

Support the development of the Robert's Ranch Historical site as a tourist destination and a living museum. Encourage the development of appropriate uses and buffers on the remaining portion of the home site.

Provide for the rehabilitation or demolition of substandard housing.

Coordinate with a non-profit corporation to coordinate marketing efforts to attract compatible businesses to the Main Street Area and improve the physical appearance.

Develop a revolving loan fund for business start ups or expansion for businesses locating any where in the community.

**New Market Road** 

Based on the Immokalee Transportation Study, identify the alignment for a loop road that will serve the industrial uses along New Market Road and relieve the western portion of New Market Road from truck traffic.

Support expanding the uses of the State Farmers Market to allow for resale activities and encourage upgrading the façade of the facility to make it more user-friendly and a tourist destination.

Develop incentives to diversify the agricultural production and expand production to higher value crops.

Encourage commercial infill and rehabilitation through flexible development standards and incorporate them into the Immokalee Overlay District, New Market Subdistrict.

Lake Trafford

Encourage the continued development and improvement to the Lake Trafford Marina and park to bring tourists into the area.

Develop Pepper's Ranch and Preserve into an eco-tourism destination, promote transient lodging facilities and restaurants for this area.

Revitalize the neighborhoods adjacent to Lake Trafford Road through a comprehensive housing improvement project that will include increase code enforcement, economic incentives for replacement and rehabilitation of mobile homes and the development or rehabilitation of single and multi-family structures. Install additional streetlights and sidewalks to increase safety in the area.

Immokalee Regional Airport and Industrial Park

Expand the Service Center at the Immokalee Manufacturing Incubator to other businesses in the community

Market the Foreign Trade Zone and Industrial Park.

Develop sites, provide infrastructure, make lease payments, pay principal and interest on debt, buy equipment and any other items needed to re-locate or retain businesses in the Industrial Park.

Provide infrastructure and participate in the cost of other facilities in the development of a motor-sports racing complex at the Airport.

Develop standards for controls, restrictions and covenants for the lease of land and for land development regulations.

Provided needed infrastructure improvements when necessary to recruit new businesses or to expanded existing businesses at the Airport/Industrial Park.

Neighborhood Revitalization/Housing Programs

Establish a process to foreclose on properties that have tax liens and make that land available for affordable housing

Develop incentives for the construction of new affordable housing in the community including reduced permitting fees, land costs, and processing time.

Coordinate with Code Enforcement, the Sheriff's Department and the Department of Revenue to enforce existing codes and develop new regulations that are appropriate to the needs of the community.

Maintain, enhance or develop neighborhood parks throughout the community that are safe and convenient for the residents.

#### Section 4.9 Future Phases

## Phase II - Years 5-10

Continued emphasis on economic development and public/private partnership to redevelop the Main Street Program area and the Immokalee Regional Airport and Industrial Park. Neighborhood Revitalization will continue and expand into the areas located off of Immokalee Drive and SR 29

The following activities are planned for Phase II:

- Continue active marketing of the community as a tourist destination. Activities could include assistance with land acquisition, public/private ventures for building improvements, and other marketing incentives.
- Continue to support and coordinate with the Immokalee Beautification MSTU efforts and support the
  expansion of the MSTU boundaries to include the rest of the community
- Expand commercial rehabilitation grant to all other areas.
- Continue land assembly for the development of new affordable housing
- Continue to install streetlights and sidewalks and shade trees throughout the community.
- Complete the construction of the Loop Road and other roadway improvements as needed to provide the alternative truck route, moving the trucks out of Main Street.
- Coordinate with the Parks and Recreation Department to maintain and improve open space and recreation opportunities in the community.
- Coordinate with Farrmworkers Village to develop programs that move tenants from renter housing to home ownership.

## Phase III - Years 10-20

Emphasis will be stabilization of neighborhoods and the economic vitality of the community. The following activities will be undertaken:

- Continue land assembly for the future development of affordable housing and economic development.
- Continued commercial rehabilitation for all areas.
- Continued marketing of the area as a tourist destination.
- Continue infrastructure improvements including roads, drainage, sewer and water expansion, and sidewalks
- Continue neighborhood revitalization in all areas.

## Section 4.10

## Neighborhood Impact Statement

The structure of the Immokalee Redevelopment Plan was specifically organized to have a positive impact on housing and residential neighborhoods by providing incentives to rehabilitate and replace unsafe housing. The intensive redevelopment activities recommended in the plan concentrate on existing commercial and semi-industrial areas including the Immokalee Regional Airport/Industrial Park.

With the specific objective of enhancing the existing residential neighborhoods of the area, the Immokalee Redevelopment Plan recommends a comprehensive approach to revitalizing neighborhoods. The emphasis in the Plan is to provide incentives to property owners to renovate or replace substandard housing. In addition to housing the following other improvements are recommended:

- Connecting local streets to improve internal circulation.
- Stimulating development of additional housing on vacant lots
- Improving stormwater management
- Improving sewer service to neighborhoods
- Improving interconnections between neighborhoods and commercial developments
- improving trash collection in neighborhoods
- Providing pro-active code enforcement
- Installing streetlighting and landscaping to promote pedestrian activities
- Develop neighborhood parks that will provide recreational activities

General Impacts: Since the provision of supportive services to existing residents and the additional 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 proposed direct redevelopment activities are anticipated to displace a minimal amount of residents of affordable housing. It is anticipated that residents that may be temporarily displaced will have a better quality product to choose from due to the redevelopment efforts.

- Relocation: As stated above, the proposed redevelopment activities were specifically developed
  to minimize residential relocation. For any relocation that is required, this plan contains a
  proposed relocation policy that will provide supportive services and equitable financial support to
  any individuals or families that are subject to relocation
- Traffic circulation: The proposed street improvements in the community were conceived with the specific intent of reducing the negative impacts of inappropriate through traffic. The loop road is intended to reduce truck traffic in the New Market neighborhood and the Main Street area. Thereby improving the area. There should be minimal need for any relocation to build the loop road.
- Environmental quality:
  - Water Quality: The proposed redevelopment activities and the proposed stormwater master plan for the Immokalee community will serve to enhance stormwater quality in the area. The redevelopment activities will pipe and cover the open swales which are nuisance and health concern in the neighborhoods.
- Availability of community facilities and services: A primary objective of the redevelopment plan is
  increased delivery of all types of community services. Therefore, the impacts of the proposed
  program should be positive. The primary community facility in the area is the Shadowlawn
  Elementary School. The proposed activities should have no negative impacts on the school.

## Section 4.10 Program of Public Expenditures

This section focuses on the public sector investment costs and sources of funds to carry out Phase I improvements for the Immokalee Redevelopment Plan. Discussion of the mechanisms for managing and packaging capital investments and the CRA redevelopment financing strategy is provided in Section 2 of this plan.

The program of public expenditures (see Table One) summarizes the public expenditures to be made in the Immokalee redevelopment area. The Table identifies the projects, total costs (when available), local appropriations, and other potential sources of funding including Tax Increment Revenues.

The Plan does not include specific allocation of tax increment revenues. Instead, the plan identifies tax increment revenues as a potential source of funding for redevelopment projects. The dollar amount for each project will be determined at a later date. Costs and funding sources will be refined with input from the Immokalee Redevelopment Advisory Committee and the program of public expenditures amended by CRA Board action when appropriate.

TABLE One	•		•
Proposed Publicly Funded	Capital Project	s and Other	Proposed
Projects		•	

Project Name		<u>Total</u>	<u>TIF</u>	Local	Source
Local Capital Projects		Cost		Funds	
Immokalee Football/Soccer	\$	110,000		\$110,000	AdValorem/ Impact Fees
Robert's PUD/North 11th St.	\$	170,000		\$170,000	Gas Tax
Immokalee Stormwater Master Plan	\$	580,000	,		Grants
Sidewalks ·	\$	367,000	,	\$367,000	MPO
Immokalee Mobility Study	\$	25,000	-	\$25,000	MPO
South Immokalee					_
Stormwater Management Improveme	nts		TBDL		MSBU/grants
Streetlights			TBDL		MSTU/grants
Land Acquisiton			TBDL		Grants
Commercial Rehabilitation			TBDL		Grant, Main Street
Housing Development			TBDL		Grants
Permitting/Development Fees			TBDL		
Marketing			TBDL		Grants
Main Street Program			•		
Parking Lot Improvements			TBDL	,	MSTU/grants
Commercial Rehabilitation			TBDL		Grants
Trash Incentive Program	<u> </u>		TBDL	,	Grants

TABLE One -continued				·
Project Name	<u>Total</u>	<u>TIF</u> ·	<u>Local</u> Funds	<u>Source</u>
Land Acquisiton		TBDL		Grants
Permitting/Development Fees		TBDL		
Sidewalks		TBDL		Grants/state/local
Enclose drainage swales		TBDL		Grants/state/local/MSB U
Roberts Ranch Historic Site		TBDL		Grants/state/local/fed
Marketing		TBDL		Grants
New Market Road				
Loop Road Construction		TBDL		Impact Fees/Grants/Gas Tax
Renovation to State Farmers Market		TBDL		Grants/state
Zoning Overlay		-		AdValorem
Lake Trafford				
Marketing		TBDL		AdValorem
Land Acquisiton	·	TBDL		Grants
Permitting/Development Fees		TBDL		Grants
Housing Development		TBDL	•	- Cranto
Housing Rehabilitation		TBDL	`	Grants
Streetlights	_	TBDL		Grants
Sidewalks		TBDL		Grants
Neighborhood Revitalization	ALAMA			
Land Acquisiton		TBDL		Grants
Permitting/Development Fees		TBDL		Grants
Infrastructure Improvements	3. water v	TBDL		Grants
Landscaping		TBDL		Grants
Park Improvements		TBDL		Grants

Table One Continued					
lmmokalee Regional Airport & Imm	okale	e Regional Pa	<u>ırk</u>		
Project Name	<u>Total</u>		<u>TIF</u>	Local	Source
Rehabilitate Runway 9-27 Lights	\$	175,000	,	\$ 35,000	
Replacement and refurbishing of					•
runway lights along Runway 9-27					
		·	•		
Construct Taxiway - Phase I	\$	162,500		\$32,500	
Construction of taxiway from					
runway system to new t-hangar					
building.					
Tayliyay Dhaga II	\$	162,500		\$32,500	
Taxiway Phase II	Ψ,	, 102,000		Ψυ2.,υυυ	
Construction of taxiway from	ļ.,				
runway system to new t-hangar					
building.					
Environmental Mitigation	\$	55,000		\$ 11,000	,
Remove wetland from proposed					
taxiway and t-hangar development	ļ		•		
area and mitigate for environmental					
impact.					
>					
Bulk Storage Hangar	\$	400,000		\$200,000	}
Construct a bulk storage / maintenan	ce har	ngar.			·
				\$250,000	<u> </u>
T-hangar Building	\$	500,000		\$250,000	
Construct a t-hangar building with tax	diane.				
Bulk Storage Hangar	\$	460,000		\$230,000	D .
Construct a bulk storage / maintenan	ice ha	ngar.			
·				•	
T-hangar Building	\$	455,000		\$227,500	
Construct a t-hangar building with tax	kilane.				
T-hangar Building	\$,	509,000		\$254,500	)
Construct a t-hangar building with tax	kilane.	- T		ļ	

Table One Continued				
Project	Total Cost	<u>TIF</u>	LOCAL FUNDS	SOURCE
r-hangar Building '	\$ 475,000	)	\$237,500	
Construct a t-hangar building with tax	ilane.			
				·
Conceptual ERP	\$ 350,000	)	\$70,000	
Rehabilitate Runway 18-36	\$ 600,000	)	\$120,000	
			0400.000	
Rehabilitate runway 9-27	\$ 600,000	)	\$120,000	
Rehabilitate Runway 18-36 to addres	s safety issues.			
Europed Appen	\$ 350,000	-	\$70,000	
Expand Apron Rehabilitate Runway 9-27 to address		<u>'</u>	φ/0,000	
Renabilitate Runway 9-27 to address	salety issues.	1	· · · · · · · · · · · · · · · · · · ·	
Expand aircraft parking demands to r	neet parking			
Demands.	paining	<del>  •</del>		-
Domardo.				
Emergency Generator	\$ 100,000		\$20,000	
Acquire and install emergency gener	l	<del> </del>		-
				44.46.0004.71.00.7411147.00
U:S. Customs Facility	\$ 230,000	)	\$46,000	
Construct a U.S. Customs Facility				
and aircraft apron.			·	
Runway Extension - Design and DRI	\$ 250,000	ו	\$12,500	
Phase Design and permit extension of Runv	L			
Design and permit extension or Runy	vay T			
Runway Extension - Construction	\$ 1,750,000	1	\$87,500	
Construct extension of Runway	1,100,000	-	401,000	
· ·	· ·			,
Taxiway Phase II	\$ 162,500		\$32,500	
Construction of taxiway from				
runway system to new t-hangar				
building.		1		,
Manufacturing Incubator Phase II	\$ 480,000		\$48,000	)
Construct a manufacturing assembly	, wet processing			
bay and bonded storage facility.				

Table One continued				
Projects	Total Costs	TIF	Local Funds	Source
Aiprak Boulevard Extension	\$ 179,000		\$ 17,900	
Extend roads and all utilities including	, but not limited			
to, water main, sanitary sewer line, u	nderground			
three-phase electric, telephone servic	e and drainage			
swales along the entire length of road	l extension.			
Industrial Site Improvements	\$ 480,250		\$ 48,025	
Fill, grade and install primary drainag	e system on	·············		
various airside and landside sites for	future			*
Development.				
	\$ 8,885,750	***************************************	\$ 2,202,925	
Motor-sports Racing Complex Infrast	ructure	,		
Master plan project and construct res	trooms,			
showers, campground facilities and s	pectator parking.	• .	,	
		*		

# Section 4.11 Valuation

The current tax base of the Immokalee area, is based on tax assessment data from the Collier County Property Appraiser's Office is provided on the table below. The tax increment projections proposed are based a conservative three percent increase in taxable property values for the years 2000-2010. The three- percent is based on general historic and economic observations in the community.

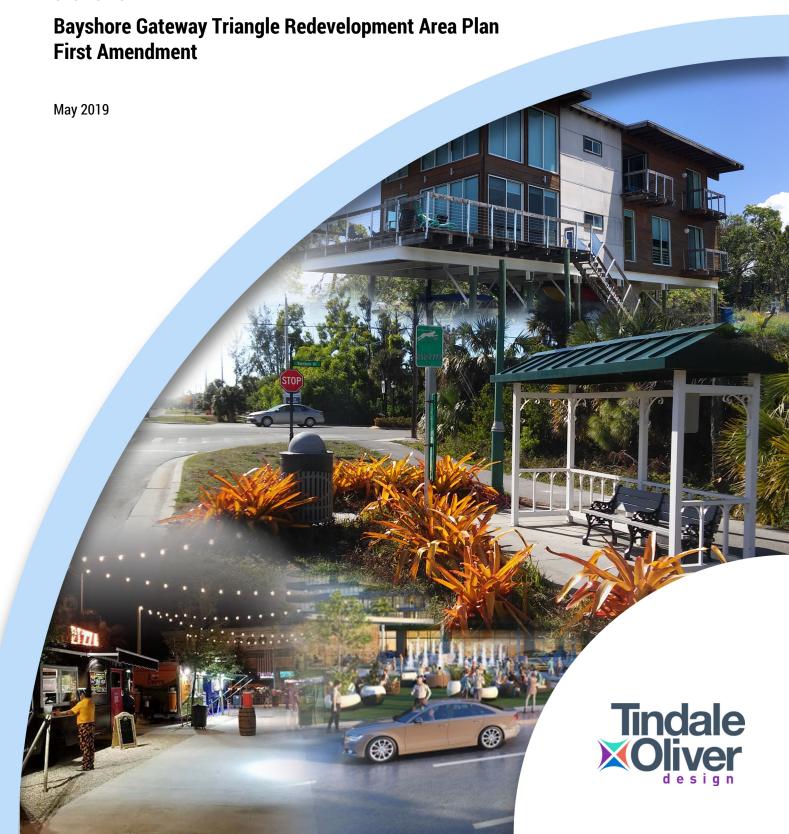
X DIFFEI	RENTIAL ANALYSIS					
	IMMOKALEE	FROZEN		COUNTY-WIDE	Annual	Cumulative
YEAR	TAXABLE VALUE	TAX BASE	INCREMENT	MILLAGE	Tax Increment	Tax Increment
1999	\$148,127,153	\$148,127,153	\$0	4.0261	\$0	\$(
2000	\$152,980,141	\$148,127,153	\$4,455,732	4.0261	\$16,997	\$16,997
2001	\$157,569,546	\$148,127,153	\$9,045,137	4.0261	\$34,503	\$51,500
2002	\$162,296,632	\$148,127,153	\$13,772,223	4.0261	\$52,535	\$104,03
2003	\$167,165,531	\$148,127,153	\$18,641,122	4.0261	\$71,108	\$175,14
2004	\$172,180,497	\$148,127,153	\$23,656,088	4.0261	`. \$90,238	\$266,38
2005	\$177,345,912	\$148,127,153	\$28,821,503	4.0261	\$109,941	\$375,322
2006	\$182,666,289	\$148,127,153	\$34,141,880	4.0261	\$130,236	\$505,559
2007	\$188,146,278	\$148,127,153	\$39,621,869	4.0261	\$151,140	\$656,69
2008	\$193,790,666	\$148,127,153	\$45,266,257	4.0261	\$172,671	\$829,37
2009	\$199,604,386	\$148,127,153	\$51,079,977	4.0261	\$194,848	\$1,024,21
2010	\$205,592,518	\$148,127,153	\$57,068,109	4.0261	\$217,690	\$1,241,90

## Scenario Assumptions of Immokalee CRA:

- 1. Frozen Tax Base Assumes the Community Redevelopment Plan is adopted in June 2000.
- 2. The County-wide Millage Rate is based on FY99/00 Genera Revenue Rate of 3.5058 and the Unincorporated Rate of .5203.
- 3. A 3% Annual Growth Rate is applied to years 2001-2010.
- 4. Annual Tax Increment is 95% of Total Tax Revenue.



# **SECTION 5**



Prepared for



Prepared by



May 2019

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





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# **EXECUTIVE SUMMARY**



# **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.

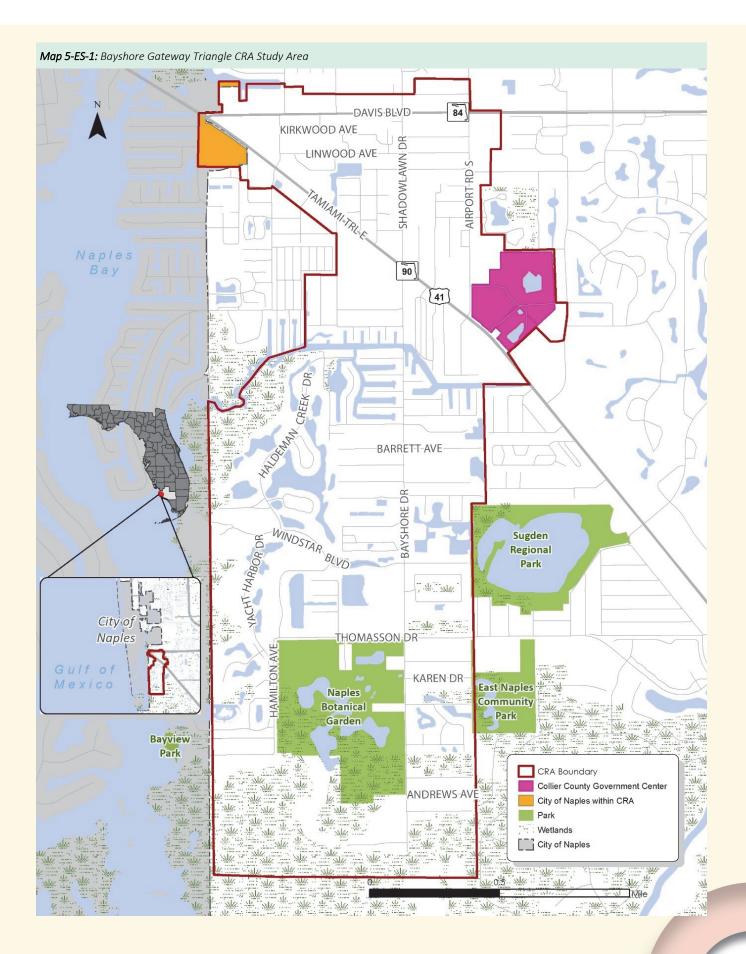
#### Infrastructure

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).

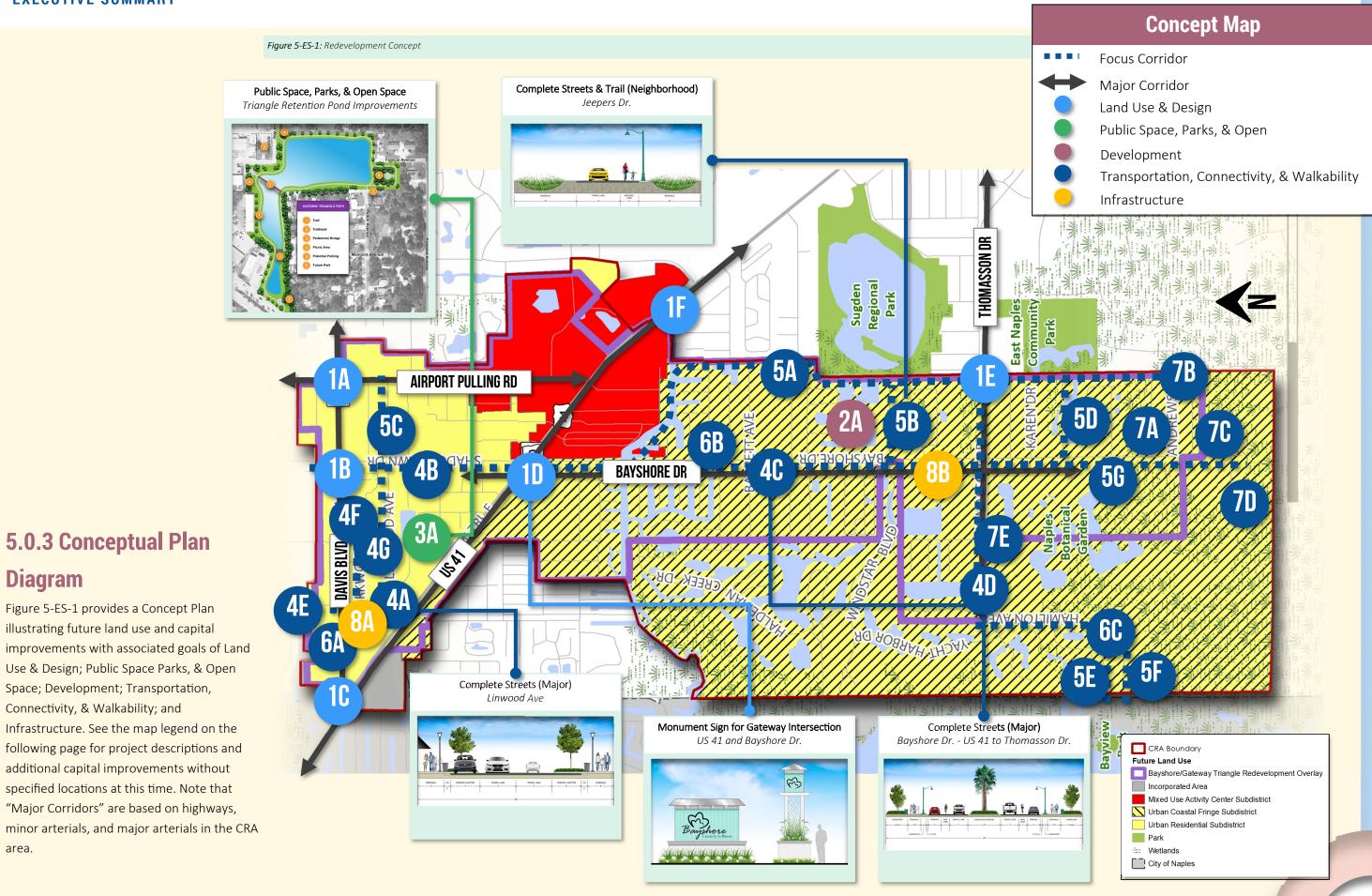


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Diagram

area.

Connectivity, & Walkability; and



# Bayshore Gateway Triangle CRA Area Plan—May 2019

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# **Location-Specific Capital Projects**

	Land Use & Urban Design Projects
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
Development Projects	A. Development of Multi-Purpose Facility/Structure  Public Space, Parks, & Open Space Projects
Parks improvements	A. Triangle Retention Pond Improvements
	Transportation, Connectivity, & Walkability Projects
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
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
Parking	Surface/garage parking—Mini Triangle area     Surface/garage parking—Bayshore area     C. Car/boat parking—Bayview Park area
General Road Engineering Standard Improvements	A. Pine Tree Dr B. Andrews Ave C. Woodside Ave D. Holly Ave E. Palmetto Ct
	Infrastructure Projects
Infrastructure	Underground/Relocate Overhead Utility Lines—Linwood Ave and Commercial Dr     Underground/Relocate Overhead Utility Lines—Bayshore Dr

# **Non-Location Specific Capital Projects**

Project Type		Project Name
Public Space, Parks, & Open Space	Α.	Pocket Park Land Acquisition & Development
	В.	General Parks Improvements
	C.	Community Safety/Clean-Up and Neighborhood Initiatives General Improvements
Development	A.	Land Acquisition for Community Land Trust
Transportation, Connectivity, &	A.	Sidewalk Gap Improvements
Walkability	В.	Bicycle Infrastructure
	C.	Street Sign/Wayfinding Improvements
	D.	General Multi-Modal Improvements
Infrastructure	A.	Water Main and Fire Suppression Upgrades
	В.	Stormwater Improvements
	C.	Upgrade Sanitary Sewer Lines

# **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.

# 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.

# 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 singlefamily homes in gated communities
- Includes golf course designated as a commercial use

# 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

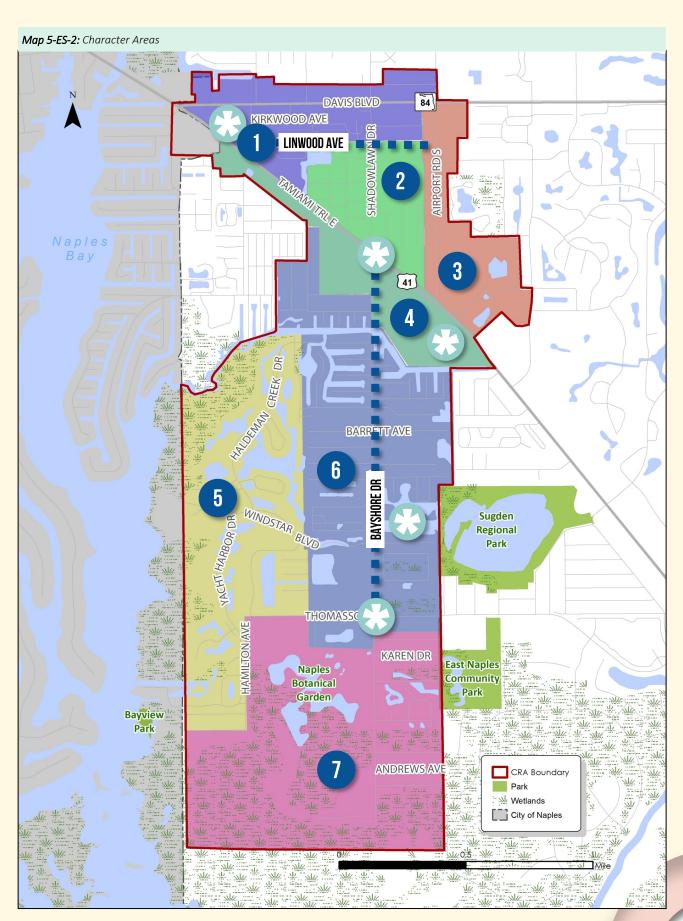
- Corridor commercial and residences, including two major malls, Gulfgate Plaza and Courthouse Shadows)
- Borders US 41/Bayshore Drive Focus
   Intersection (asterisk), a gateway between
   north and south sections of CRA area

## 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





# **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 reevaluated. 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

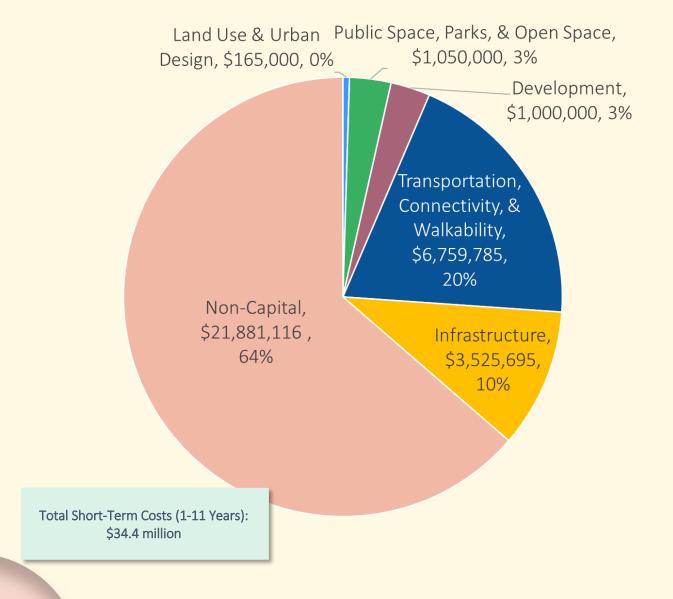


Figure 5-ES-3: Long-term project costs by type

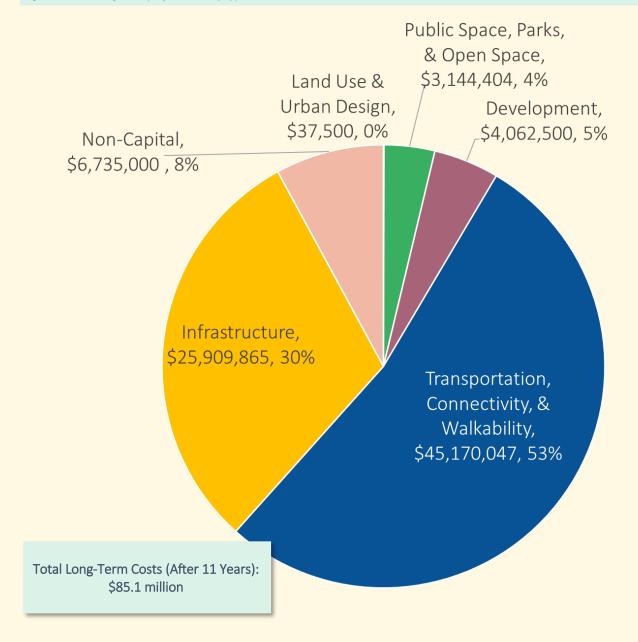


Table 5-ES-2: Summary of CRA Project Costs and Projected TIF Revenues

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

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>&</sup>lt;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.

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

<sup>&</sup>lt;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

<b>Table 5-ES-4:</b> Status of Key Land Use Areas and Initiatives of the 2000 Plan				
2000 Plan Projects	Status 2019 Redevelopment Area Plan Update Response			
Catalyst Redevelopment Projects				
Triangle- Hotel/ Restaurant/ Office	Parcel at apex currently vacant; CRA-owned property under contract for sale and received PUD zoning for Mixed-Use project.	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	
	Catalyst Redevelopment Projects (	(Continued)	
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)	
	Neighborhood Focus Initiat	tives	
	<ul> <li>The 2000 Plan initiative included the following:</li> <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</li> </ul>	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	

#### Shadowlawn

#### Current status:

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).

improved internal circulation

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.

2000 Plan Projects	Status	2019 Redevelopment Area Plan Update Response
110]000	Neighborhood Focus Initia	atives (Continued)
Bayshore	<ul> <li>The 2000 Plan initiative included the following:</li> <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> <li>Current related efforts include:</li> <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>	CRA will generally aim to continue these Neighborhood Focus Initiatives. Redevelopment focus for this neighborhood split into North and South. North focus: 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). South focus: 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.

2000 Plan Projects	Status	2019 Redevelopment Area Plan Update Response			
General Infrastructure Improvements					
Triangle Stormwater Management Plan	Need for stormwater improvements identified for entire CRA area, so planning and improvement efforts have included both Triangle and Bayshore neighborhoods, including the following:  Stormwater plan created for Gateway Triangle residential area in 2009 and for Bayshore MSTU area in 2011.  Karen Dr stormwater improvements completed in 2017.  Pineland Ave stormwater improvements completed.	Recommendation made to update stormwater management plan for the entire CRA area (Section 5.3.6)			
Haldeman Creek and Canal System Dredging Plan	Last major dredging project was in 2006. Depth assessment will be conducted for creek, and capital reserves currently being accumulated for future maintenance or dredge efforts. Advisory Board voted to increase millage rate to create dredging plan when major dredge will be needed; the millage increase to 1 mil was approved at the final budget hearing on September 20, 2018.	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).			
	Roadway Improv	rements			
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> <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).			
	Other TIF-Funded	Projects			
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).			

catalyst development.

## **INTRODUCTION**



#### **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.

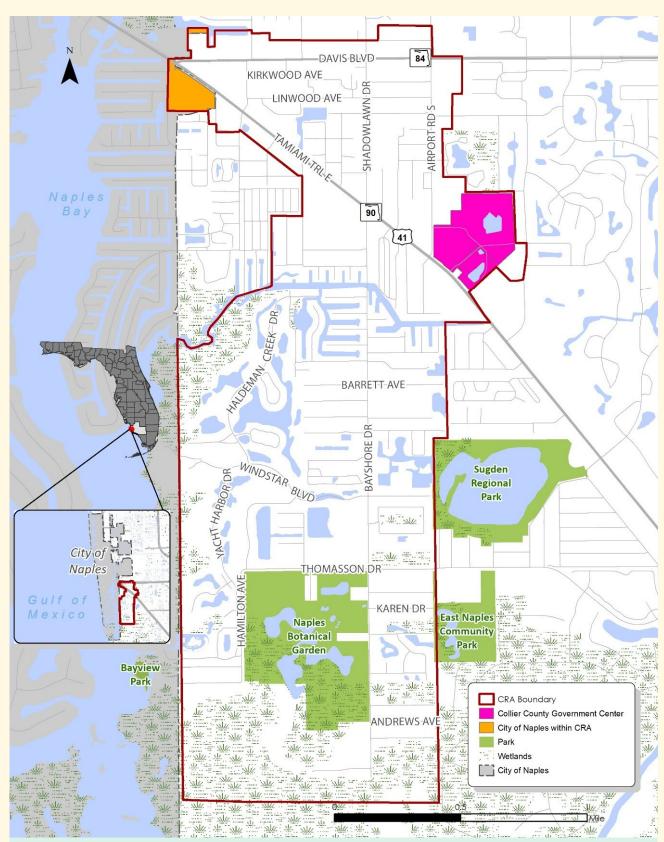
#### 5.1.2 Process

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

#### Feb-June 2018 Assessment

recnnical Analysis Fieldwork Public Outreach

Fiscal Analysis & Capital Planning

#### June-Sept 2018 Plan & Amendments Preparation

Draft Updated CRA Plan
Draft Comprehensive Plan & Zoning Amendment Recommendations
Community Forum

#### Oct 2018-Jan 2019

Plan & Amendments Approval

Updated CRA Plan Approval

Comprehensive Plan & Zoning Amendment Recommendations Review

# PUBLIC ENGAGEMENT Event No. of People 2 Public Workshops 80+ 5 Stakeholder Meetings 50+ 4 Agency Meetings 20 6 Stakeholder Interviews/Tours 10

Figure 5-1-1: Planning Process

## **BACKGROUND**



# 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:

- 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
- 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
	Inadequate street layout and design (including sub-standard street widths)	<ul><li>Shadowlawn Dr</li><li>Thomasson Dr</li><li>Most local streets</li></ul>
	Commercial parking problems	<ul><li>Davis Blvd</li><li>Airport Rd</li><li>Bayshore Rd</li><li>US 41</li></ul>
Predominance of defective or inadequate street layout	Lack of streetlights along major arterial and most local streets	<ul><li>Major arterials</li><li>Most local streets</li><li>Davis Blvd</li></ul>
	Lack of sidewalks	<ul> <li>Shadowlawn Dr</li> <li>Bayshore Rd south of Thomasson Rd</li> <li>Most local streets</li> </ul>
	Lack of neighborhood connections	Residential neighborhoods
Faulty lot layout in relation to size,	Commercial lots	<ul><li>US 41</li><li>Davis Blvd</li><li>Between Pine St and US 41</li></ul>
adequacy, accessibility, or usefulness	Built density far below approved density	RMF-6 residences in Gateway     Triangle area
	Not meeting lot standards in at least one respect	<ul><li>RMF-6 residential properties</li><li>Bayshore area residences</li></ul>
	Disproportionate lack of plumbing	
Unsanitary or unsafe conditions	Disproportionate overcrowding	
	2 unsafe structures	
	Lack of sidewalks and streetlights	
Deterioration of site or other improvements	Poor drainage of local roads, surface water management problems	
	Lack of right-of-way for improvements along Shadowlawn Dr	
Other problems	No public transportation provided in CRA area	
	Housing affordability noted as an issue in the county and as an issue that could get worse in the CRA area	

**Table 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

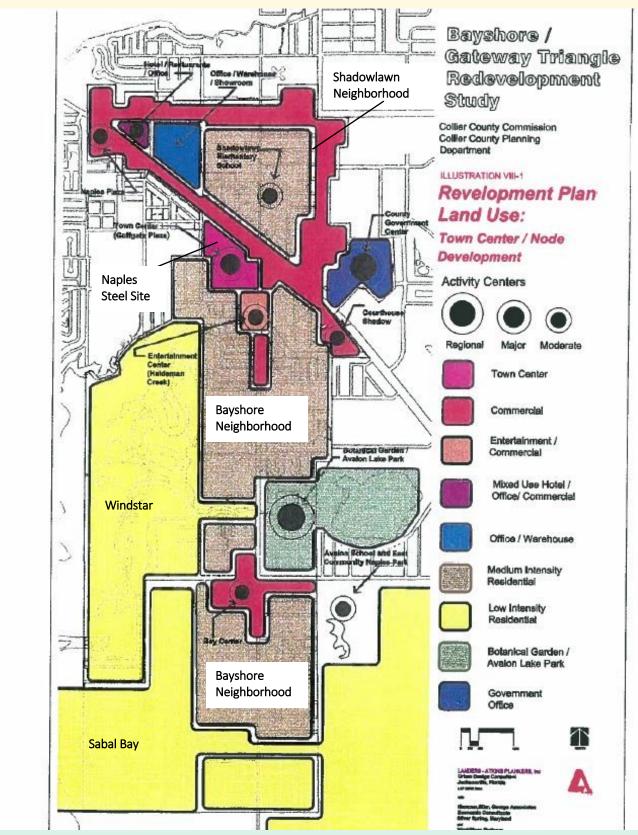
- with business logogram (representative sign or character) suppressed to design of sign's background and surrounding landscape planting
- Pathways representing sidewalk set back from curb by distance greater than width of walk and with planting materials and low pedestrian lighting provided between 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	
Catalyst Redevelopment Projects			
Triangle- Hotel/ Restaurant/ Office	Parcel at apex currently vacant; CRA-owned property under contract for sale and received PUD zoning for Mixed-Use project.	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		
Catalyst Redevelopment Projects (Continued)				
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)		
	Neighborhood Focus Initia	tive		
Shadowlawn	<ul> <li>The 2000 Plan initiative included the following:         <ul> <li>New general housing and affordable housing</li> </ul> </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> Current status: 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).	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
	Neighborhood Focus Initi	atives (Continued)
Bayshore	<ul> <li>The 2000 Plan initiative included the following:</li> <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> <li>Current related efforts include:</li> <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>	CRA will generally aim to continue these Neighborhood Focus Initiatives. Redevelopment focus for this neighborhood split into North and South. North focus: 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). South focus: 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.

**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		
General Infrastructure Improvements				
Triangle Stormwater Management Plan	<ul> <li>Need for stormwater improvements identified for entire CRA area, so planning and improvement efforts have included both Triangle and Bayshore neighborhoods, including the following:         <ul> <li>Stormwater plan created for Gateway Triangle residential area in 2009 and for Bayshore MSTU area in 2011.</li> </ul> </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	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.	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).		
	Roadway Improv	vements		
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> <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).		
Other TIF-Funded Projects				
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 multimodal 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

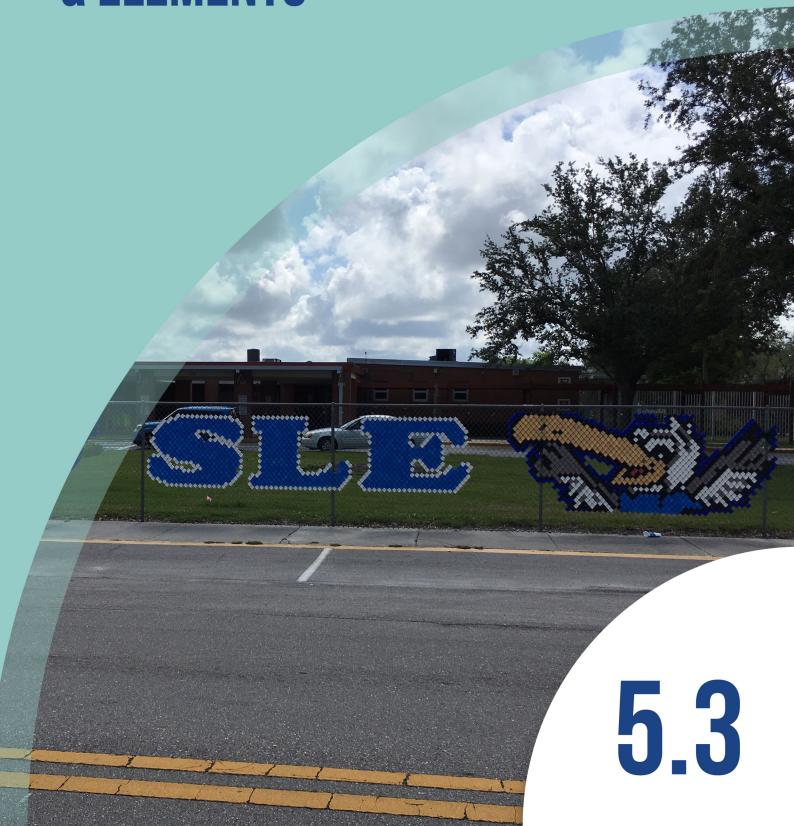


Transition between higher-density multi-family housing and lower-density single-family housing



Artistic and cultural elements of the CRA area include murals

# PLANNING FRAMEWORK & ELEMENTS



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**Concept Map** 

# 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 reminder 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.

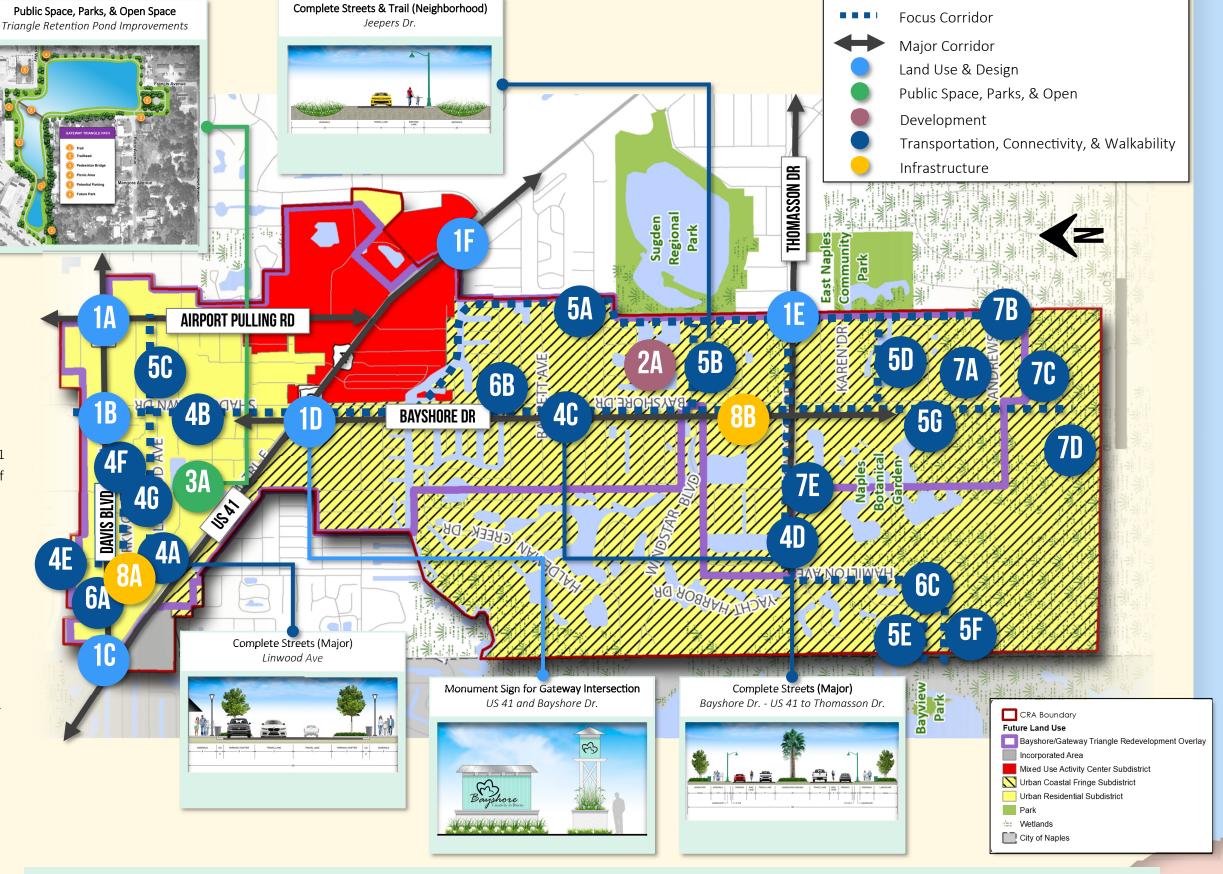


Figure 5-3-1: Redevelopment Concept

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#### **Location-Specific Capital Projects**

		Land Use & Urban Design Projects
0	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	Surface/garage parking—Mini Triangle area     Surface/garage parking—Bayshore area     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	Underground/Relocate Overhead Utility Lines—Linwood Ave and Commercial Dr     Underground/Relocate Overhead Utility Lines—Bayshore Dr

#### **Non-Location Specific Capital Projects**

Project Type		Project Name
Public Space, Parks, & Open Space	Α.	Pocket Park Land Acquisition & Development
	В.	General Parks Improvements
	C.	Community Safety/Clean-Up and Neighborhood Initiatives General Improvements
Development	A.	Land Acquisition for Community Land Trust
Transportation, Connectivity, &	A.	Sidewalk Gap Improvements
Walkability	В.	Bicycle Infrastructure
	C.	Street Sign/Wayfinding Improvements
	D.	General Multi-Modal Improvements
Infrastructure	A.	Water Main and Fire Suppression Upgrades
	В.	Stormwater Improvements
	C.	Upgrade Sanitary Sewer Lines

#### **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	<ul> <li>A. Mixed Use—Bayshore/Gateway Triangle Overlay</li> <li>B. Residential—Bayshore/Gateway Triangle Overlay; 16 UPGA for area outside of overlay</li> </ul>
Redevelopment Overlay— Properties with access to US 41 East/Bayshore Dr/Davis Blvd (84)/ west side of Airport-Pulling Rd <sup>1</sup>	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:  1377 multi-family dwelling units  228 hotel suites  150 assisted living units  200,000 square feet of commercial uses inclusive of 60,000 square feet of self-storage and 30,000 square feet of car dealership
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>	Residential only: 8 UPA via use of density bonus pool (with cap of 97 density pool units per project). Eligibility requires that the project:  1. shall be a Planned Unit Development (PUD)  2. shall be a minimum of 3 acres  3. shall be redevelopment of a site  4. consist of all market-rate units  Limits apply for projects that do not comply with the requirements for this density increase.
Urban Residential Subdistrict (outside Redevelopment Overlay)	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.
Urban Coastal Fringe Subdistrict (outside of Redevelopment Overlay)	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.

<sup>&</sup>lt;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>&</sup>lt;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 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).



Mobile home



Single-family housing



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



Gated community housing



Small multi-family housing



Multi-family housing



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



#### **Existing Commercial & Industrial Land Use Characteristics**

As with housing types, there are a range of commercial types in the CRA area (see Map 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.



New neighborhood commercial on Bayshore Drive— Three60 Market



Mall commercial—Gulfgate Plaza



Mall commercial—Courthouse Shadows



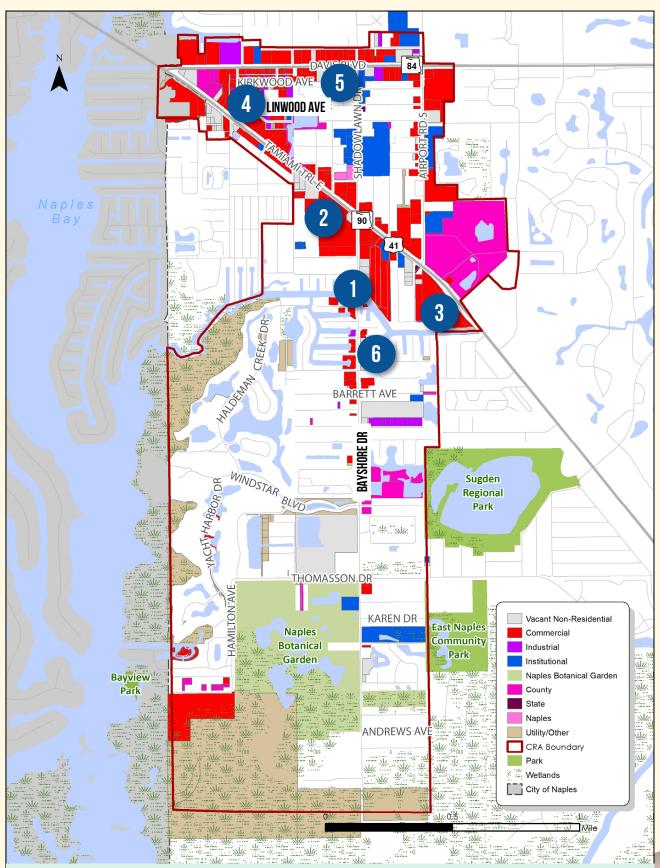
Linwood Avenue commercial



Multi-story strip commercial



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 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.



Bayshore Gateway Triangle CRA Area Office



Avalon Elementary School



Opera Naples



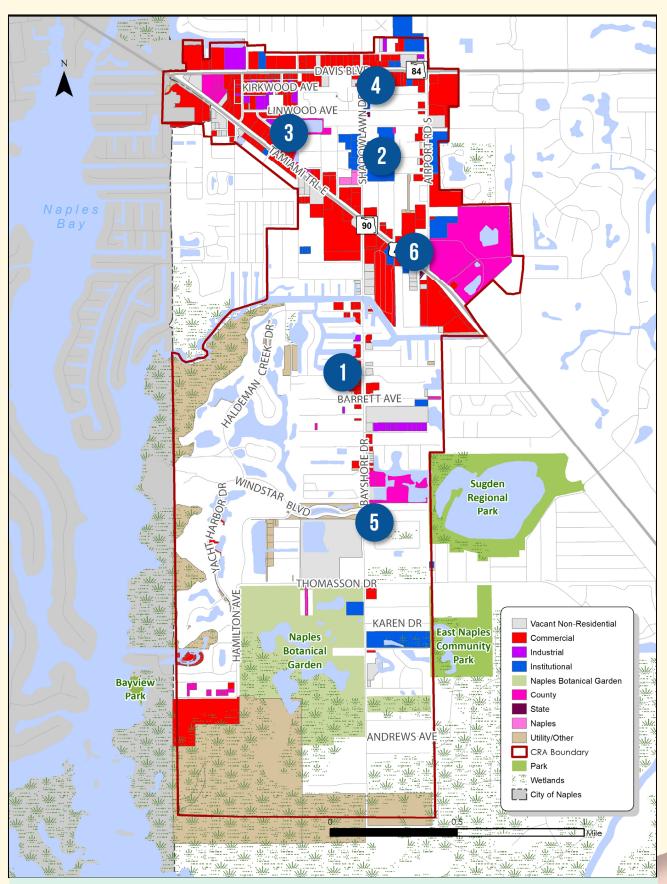
East Naples Baptist Church



Greater Naples Fire Rescue—Station #22



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



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









Local multi-family housing styles

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

- **Strategy 1:** Use sub-area ("Character Area") characteristics (see Section 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.

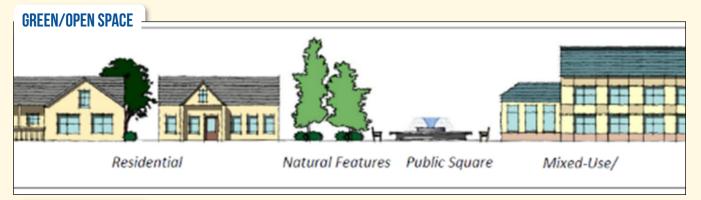


#### **Land Use Transition Types**

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.







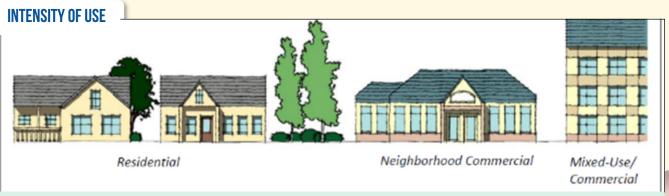


Figure 5-3-2: Land Use Transition Types



#### **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:

- 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



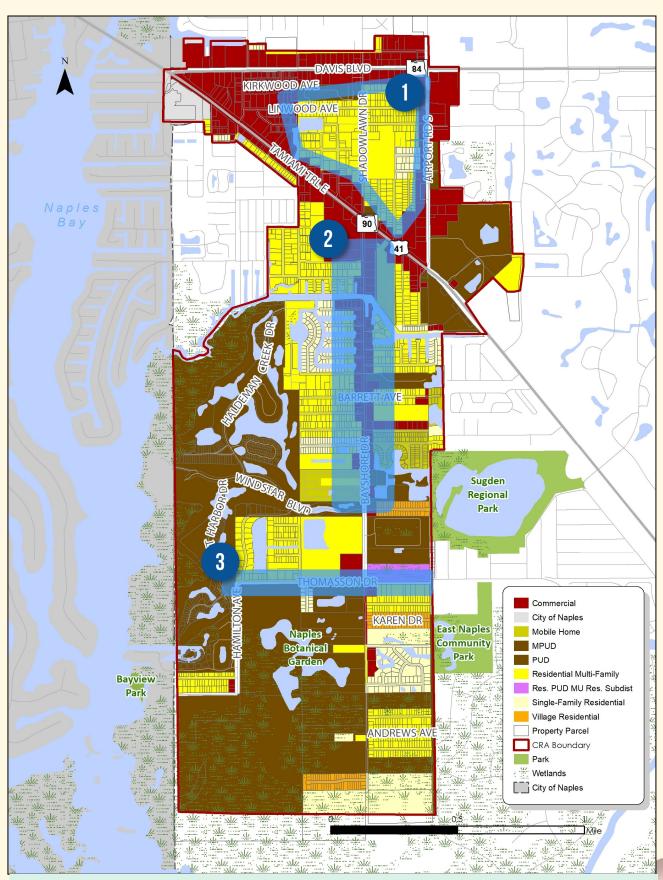
**Focus:** transition from commercial to residential and between different residential densities Strategies:

• 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:



Establish land use transition areas



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

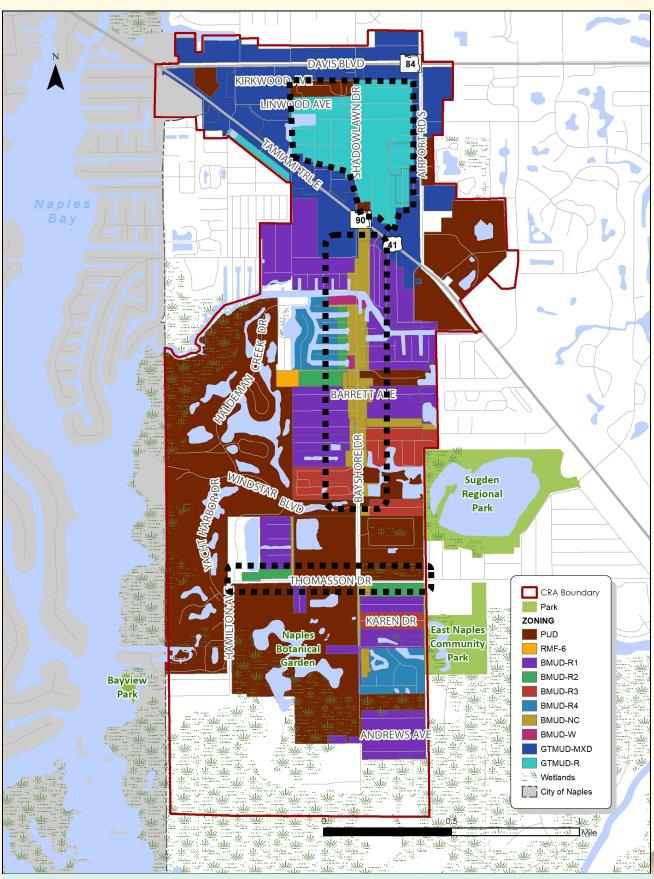


#### **Needed Land Use Transitions: Building Heights**

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	Maximum Zoned Height of Building in Feet						
Overlay Designation	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.



#### **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.





Local residence with modern design style



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



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



Opera Naples with modern design style



Local residential design



Local residential design



Local residential design



Local residential design



Art in the public realm on Bayshore Dr



Figure 5-3-3: Sign Design Examples



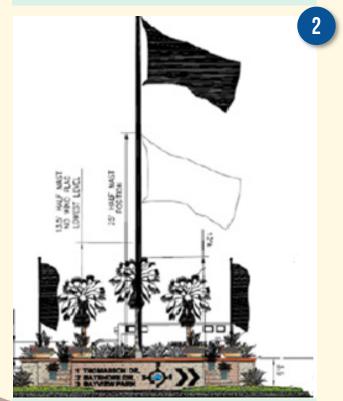


#### **Design Treatments & Attributes**

Public realm design in the area is important given the emphasis on arts-oriented development and input from public outreach efforts indicating architectural style as a way of building a sense of place and community. The Bayshore Beautification MSTU has contributed significantly to the design of the southern portion of the 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).



Existing gateway design near US 41 and Bayshore Drive



Bayshore Drive/Thomasson Drive roundabout rendering

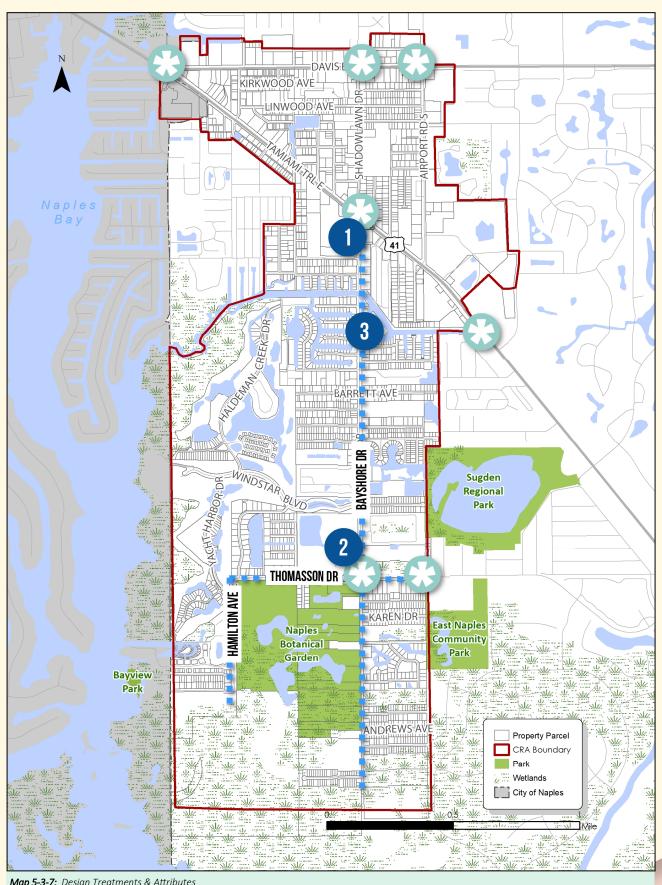


Bayshore Drive flag, lighting, bike lane, landscaping, pavement treatments

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 wellmaintained 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.



### 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



#### 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.



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



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



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



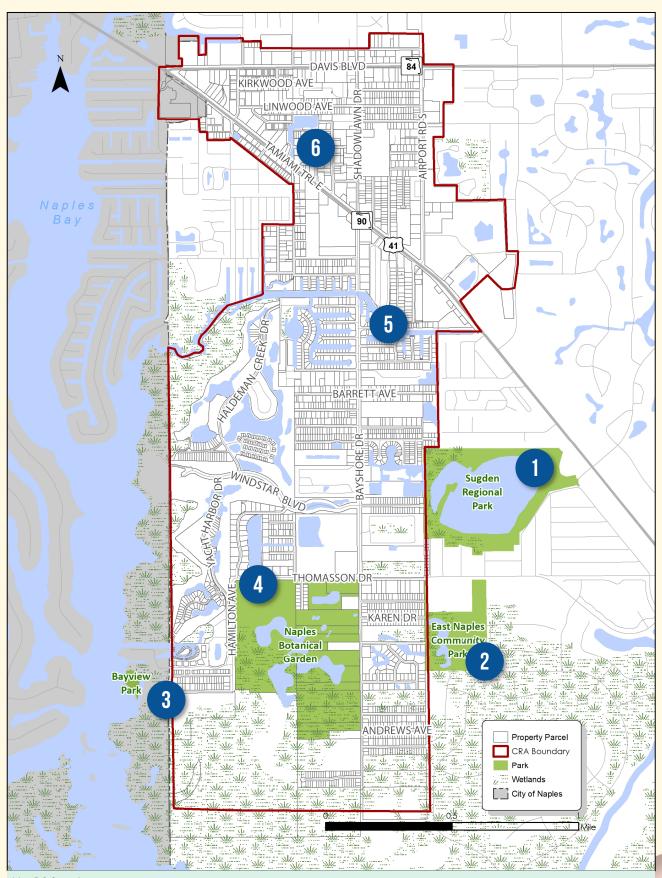
East Naples Community Park: County park that houses 38 pickleball courts for sports tourism and local recreational use; hosts the annual US Open Pickleball Championship and other pickleball tournaments. Image source: Collier County Parks & Recreation Division



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



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



Map 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><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			
<b>Table 5-3-1:</b> 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).
- 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



 ${\it Clearer\ LDC\ guidance\ would\ help\ new\ uses\ such\ as\ microbreweries}$ 

## 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.



#### **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

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

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



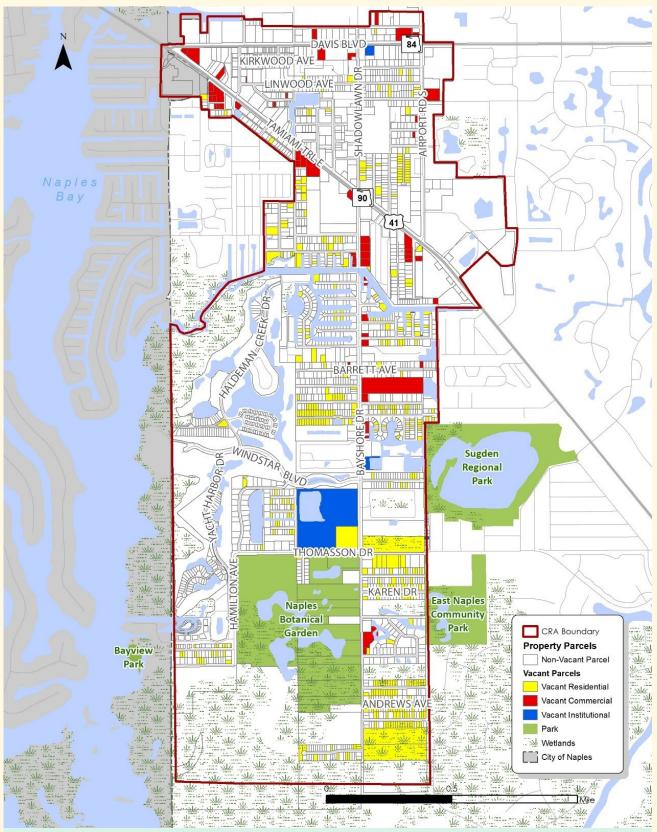
#### **Development and Redevelopment Potential**

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)



#### **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



Linwood Avenue commercial corridor redevelopment



Courthouse Shadows redevelopment



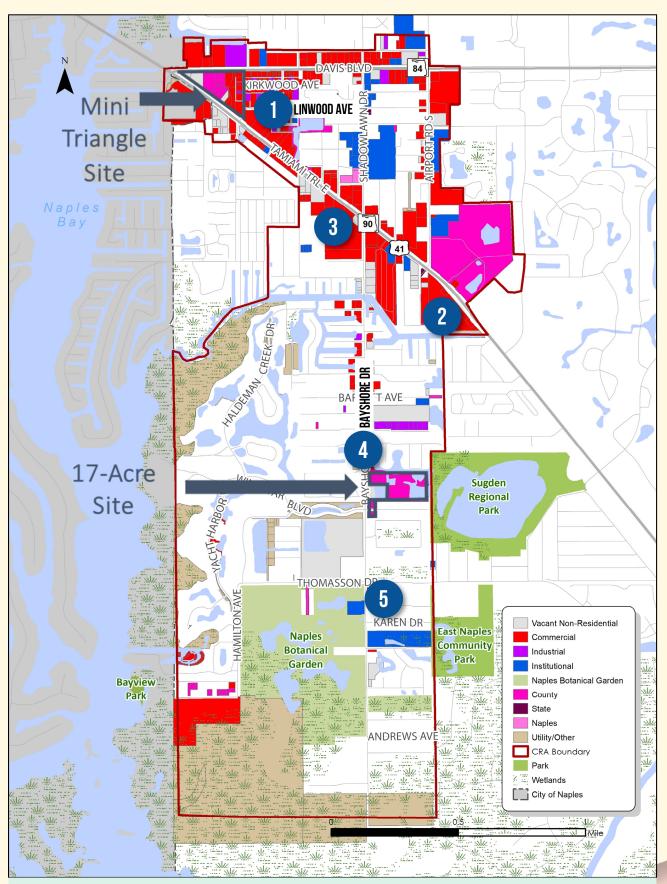
Gulfgate Plaza office tenant opportunity



Bayshore Drive commercial corridor redevelopment (including Haldeman Creek Entertainment District near Creek)



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 incomerestricted units (see Housing Assistance and Incentives Examples)



#### **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 owneroccupied 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 workplaces, but also to more regional traffic moving through the CRA area on major roadways. In light of the various needs, this section aims to ensure safety, comfort, and convenience for various modes within and connecting with the CRA area.



GOAL ...

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



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

- Strategy 1: Create a strategy to implement discrete transportation improvements and more comprehensive Complete Streets corridor improvements.
- **Strategy 2:** The effort undertaken for Strategy 1 should include development of a sidewalk master plan with inclusion of the following:
  - Visibility assessment related to landscaping
  - Consideration of connections to neighboring parks (see Section 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 urbanstyle development and any particular concerns to address or opportunities on which to capitalize. These installations can be incorporated into community events that include educational

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



#### **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.

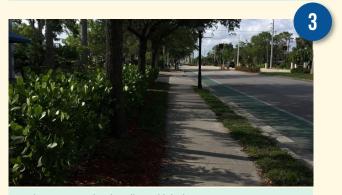
### **EXISTING CONDITIONS**

#### **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.



Divided arterial with street-fronting parking



Bayshore Drive with sidewalks and bike lanes



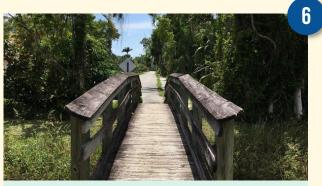
Dead-end neighborhood street



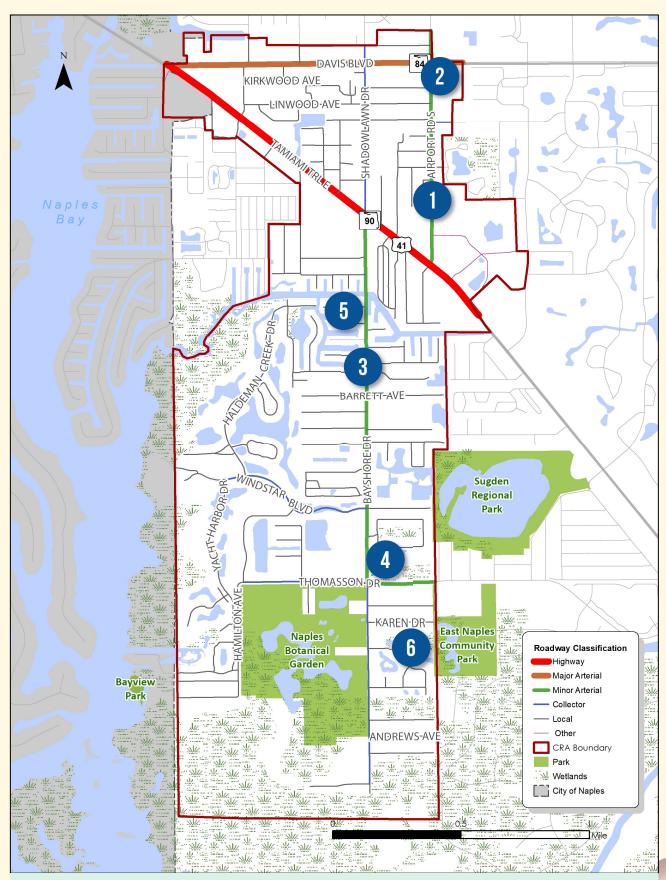
Cyclist on sidewalk of arterial



Bus shelter at Bayshore Drive and Thomasson Drive



Pedestrian bridge to East Naples Community Park



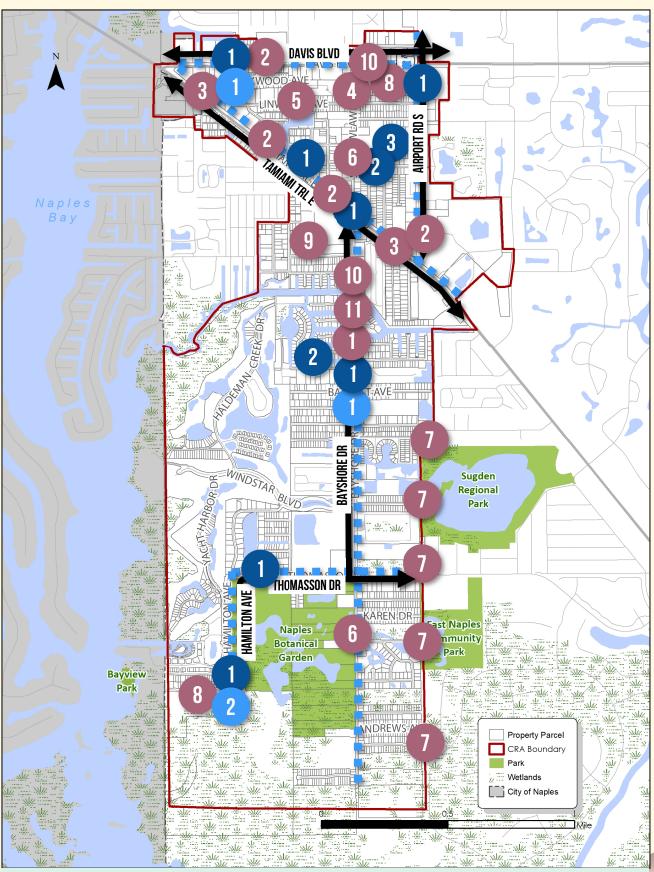
Map 5-3-11: Existing Transportation Conditions with Roadway Classifications



#### **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).

### Bicycle & Pedestrian **Traffic** Curb extensions Traffic circulation along corridor, including intersections General bike accessibility Traffic calming Pedestrian crossing(s) Connect street Bike lanes **Parking** General connectivity, walkability Commercial parking North/south connectivity Parking including boat parking East/west connectivity Sidewalk(s) Wayfinding 10 Lighting Road diet (lane reduction) Major Corridor ■ ■ ■ Needs Corridor



Map 5-3-12: Transportation Needs & Considerations



#### **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.



#### FDOT TIP Projects •••••

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

### 2

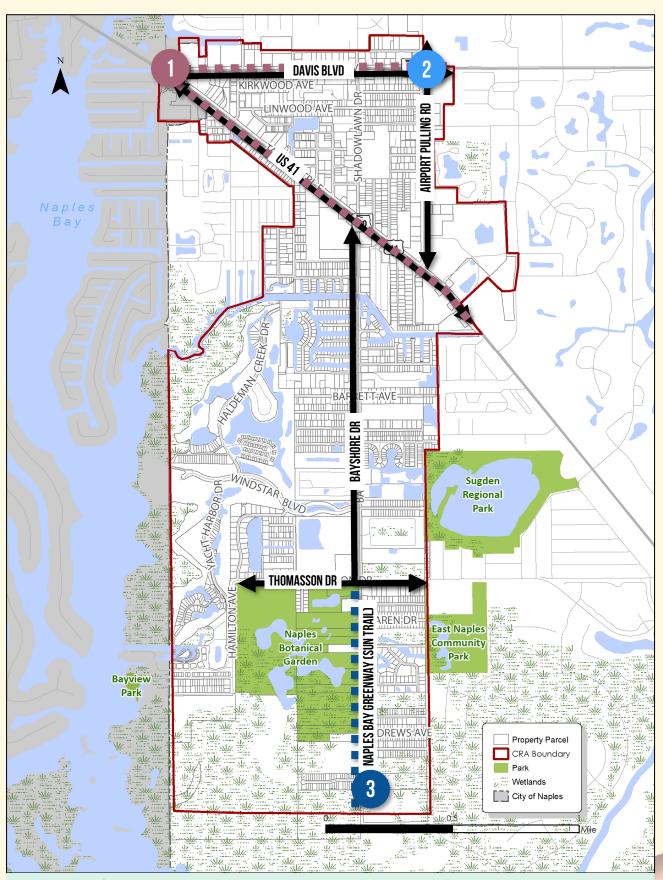
#### **County TIP Projects**

- 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



#### **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 that do not have existing right-of-way.



#### **Major Complete Streets**

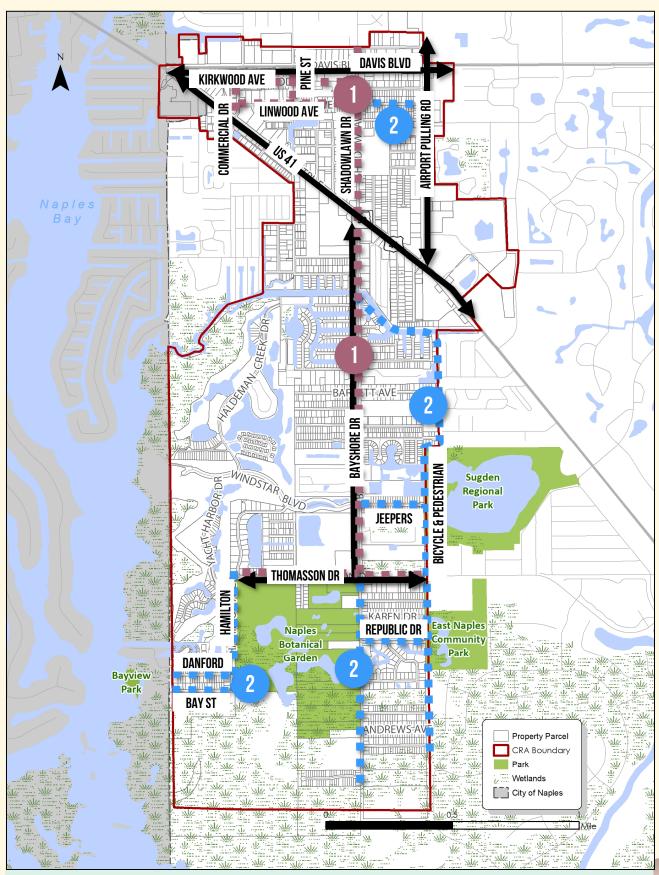
- Linwood Avenue—Phase I
- Shadowlawn Drive
- Bayshore Drive (north of Thomasson Drive)
- Thomasson Drive
- Commercial Drive
- Kirkwood Ave/Kirkwood Ave Connection to Shadowlawn Drive
- Pine Street Connection

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



#### **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 in 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 redesign 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

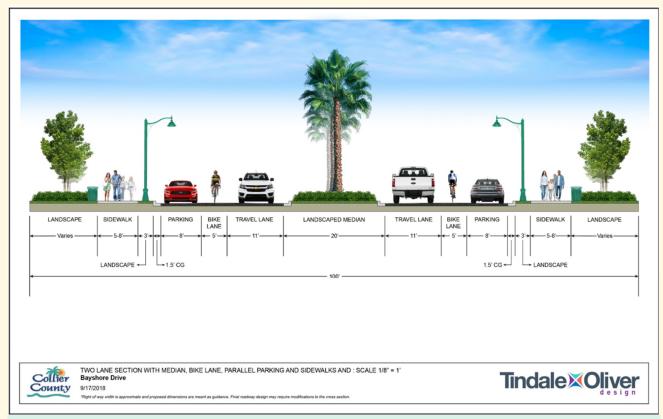


Figure 5-3-7: Potential Cross Section for Bayshore Dr

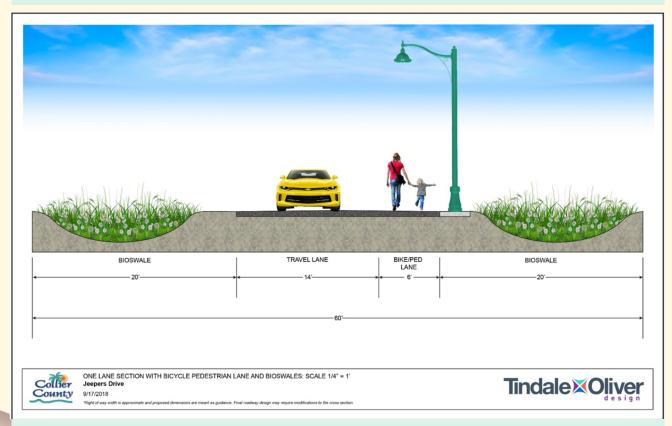


Figure 5-3-8: Potential Cross Section for Jeepers Dr

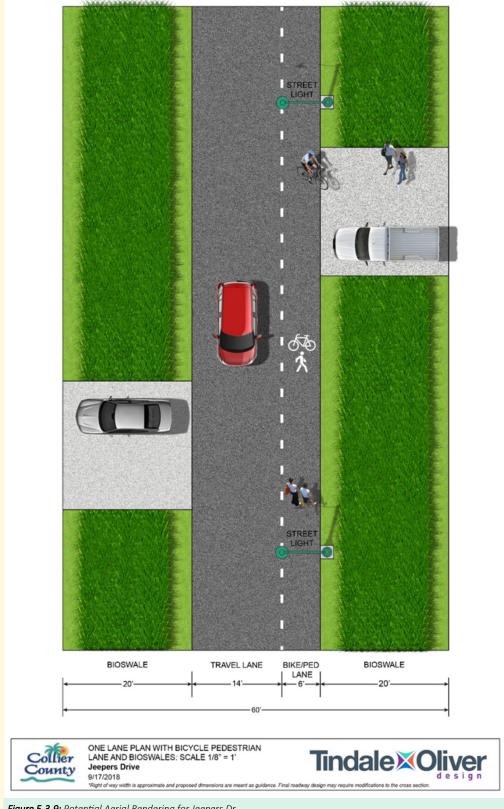


Figure 5-3-9: Potential Aerial Rendering for Jeepers Dr

# 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.

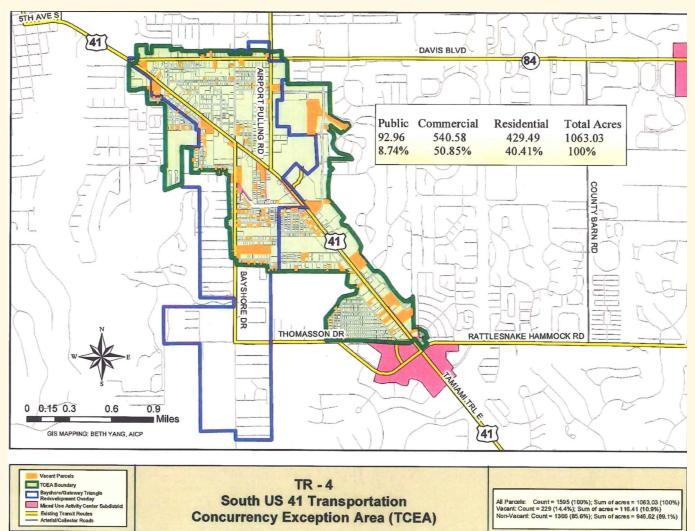
# Objective 3: Improve parking options in commercial areas.

- 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.



#### **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, bilking, 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.



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, <a href="https://www.naplesqov.com/sites/default/files/fileattachments/streets">https://www.naplesqov.com/sites/default/files/fileattachments/streets</a> 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.



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

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

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



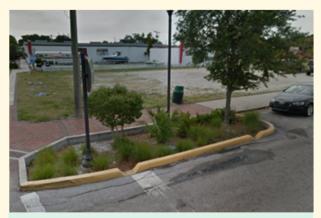
#### **Green Infrastructure Examples**

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, <a href="https://www.qoogle.com/maps/@27.5151522,-82.575633,3a,60y,118.29h,75.57t/data=!3m6!1e1!3m4!">https://www.qoogle.com/maps/@27.5151522,-82.575633,3a,60y,118.29h,75.57t/data=!3m6!1e1!3m4!</a>
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Retention pond amenities in Tampa at E Dr Martin Luther King Jr. Blvd and N  $19^{th}$  St (Source: Google Maps, <a href="https://www.google.com/maps/@27.9815571">https://www.google.com/maps/@27.9815571</a>, -82.4391844,3a,60y,90t/data=!3m6!1e1!3m4!1sQJ3ul3LDTatc2Vr7pkfflq!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.
- 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.

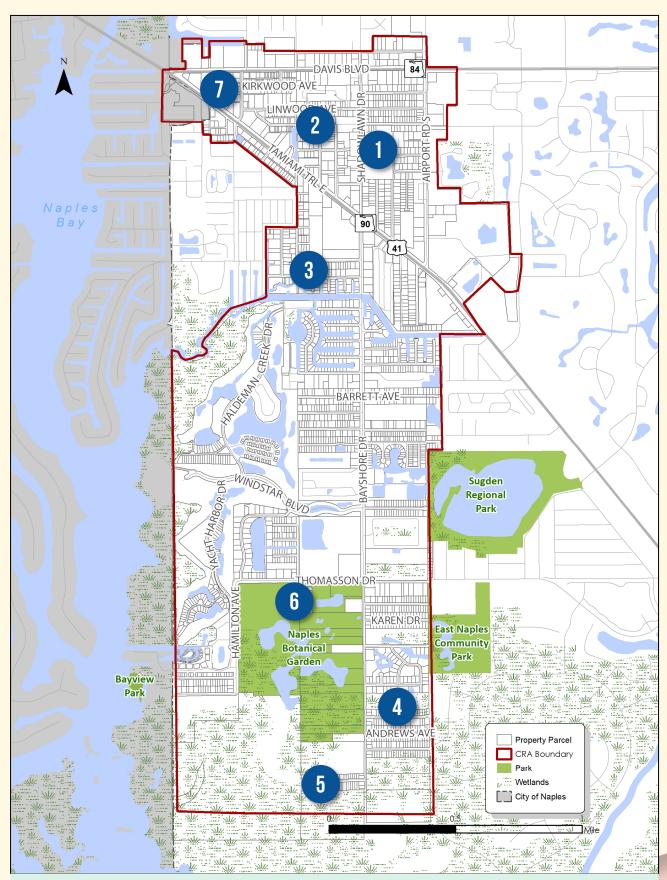


#### Infrastructure—Stormwater, Roadway Engineering, Sanitary Sewer, Electric

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

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



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

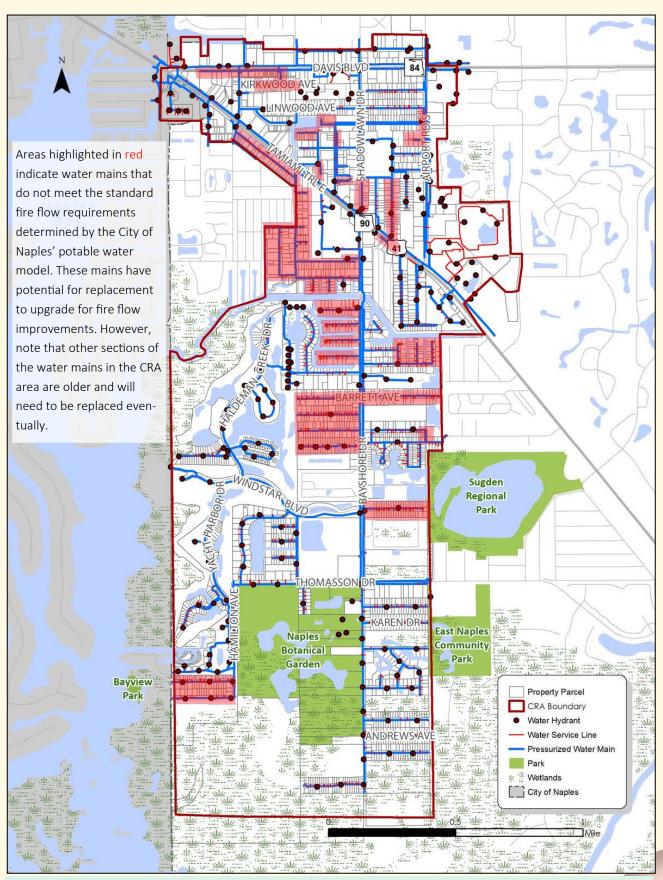


#### **Water Infrastructure**

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



GUA

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-toreach 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.



# 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.

# Airport Pulling

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

# Windstar

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

# 7 South Bayshore

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

# 2 Shadowlawn

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

# Tamiami

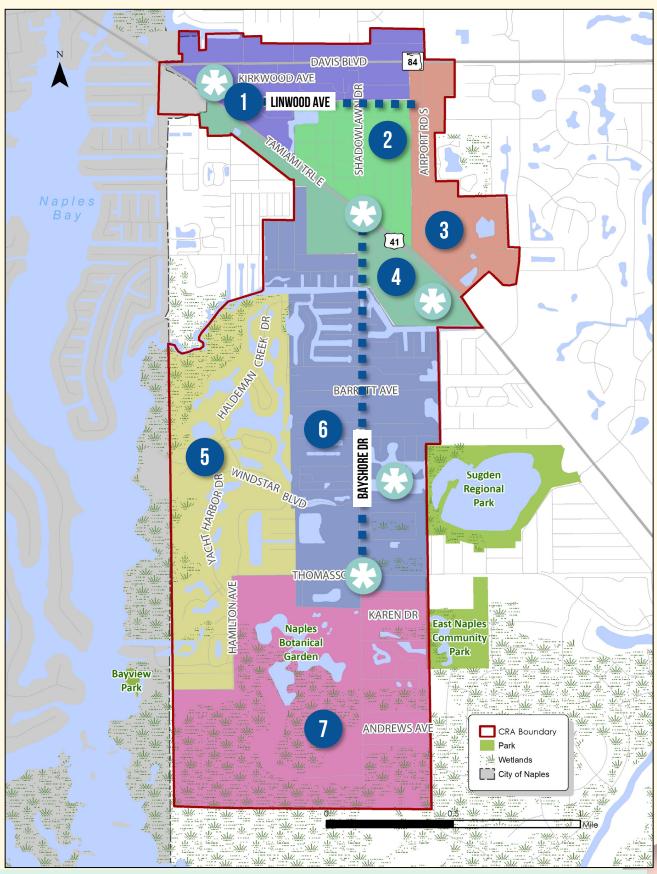
- Corridor commercial and residences, including two major malls, Gulfgate Plaza and Courthouse Shadows)
- Borders US 41/Bayshore Drive Focus Intersection (asterisk), a gateway between north and south sections of CRA area

# 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





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



# **5.4.1 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 buildup, a stormwater master plan should be completed before stormwater improvement projects)
- Ability to address health/safety concerns

Additional considerations recommended by the project team based on the Redevelopment 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.

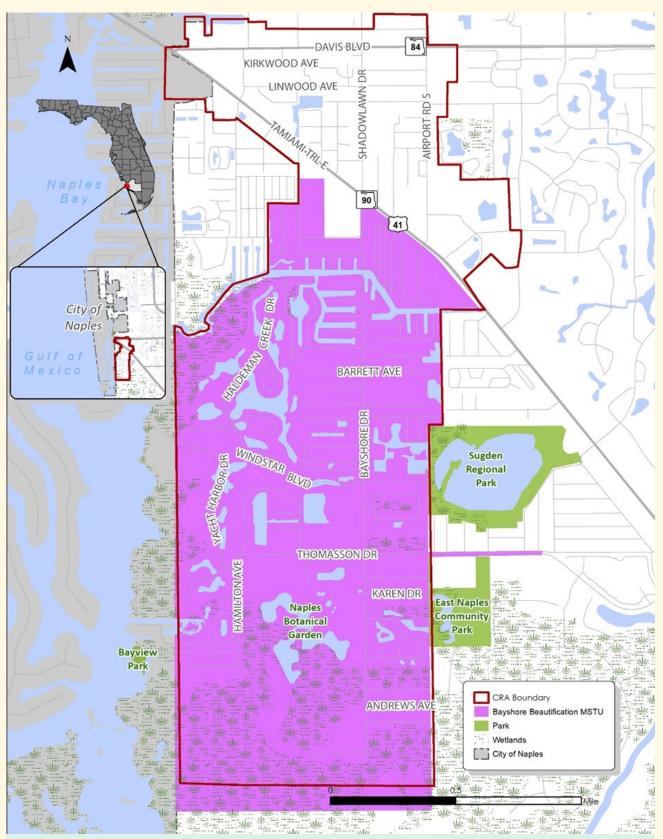
The Bayshore Beautification MSTU, created in 1997, applies to most of the CRA area south of US 41 (see Map 5-4-1); revenues from this tax are focused on streetscape and right-of-way improvements (including right-of-way maintenance), with some additional provisions for use of funds on other public realm 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.

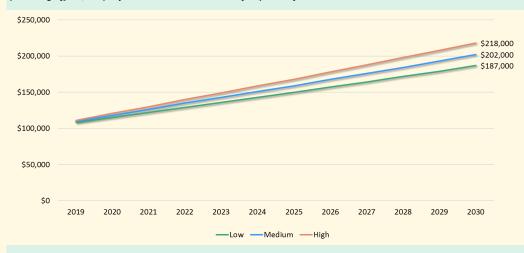
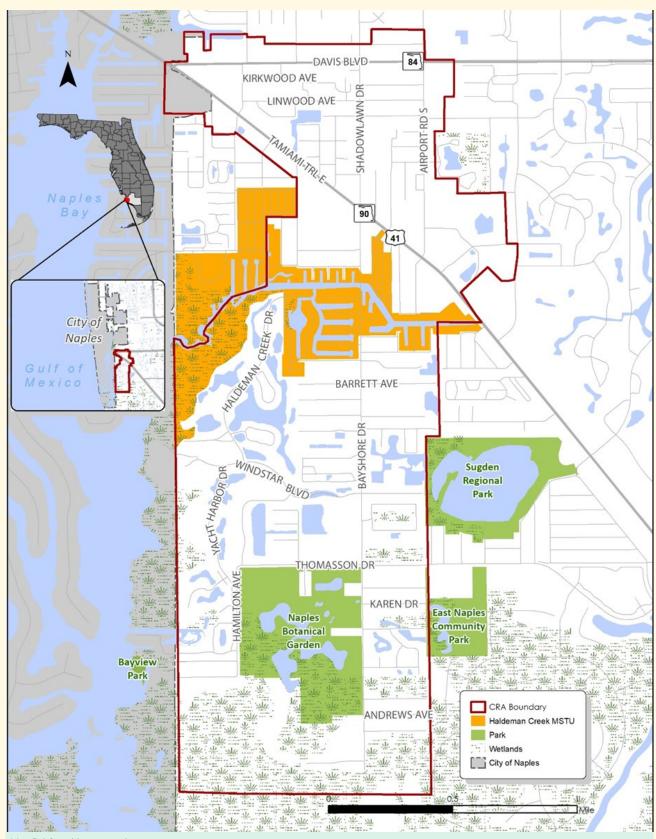


Figure 5-4-3: Haldeman Creek MSTU Revenue Scenarios

**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 onstreet 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
- 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-Are 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-toreach 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

**Total Short-Term Costs** (1-11 Years): \$34.4 million

Land Use & Urban Public Space, Parks, & Open Space, \$1,050,000,3% Development, \$1,000,000, 3% Walkability, \$6,759,785, Infrastructure, \$3,525,695, 10%

Figure 5-4-4: Short-term costs by project type

Design, \$165,000, 0%

Non-Capital, \$21,881,116,

64%

**Total Long-Term Costs** (After 11 Years): \$85.1 million

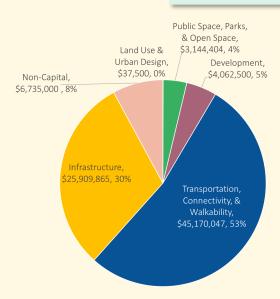


Figure 5-4-5: Long-term costs by project type

<sup>&</sup>lt;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.

North of US 41 (Triangle)				
Land Use & Urban Design Projects	Total Short Term (1-11 Years)		Long-Term (After 11 Years) <sup>1</sup>	
Gateway Intersection Design Improvements				
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		
Street Sign/Wayfinding Improvements				
Wayfinding Sign Improvements	\$52,500	\$52,500		
Sub-Total Sub-Total	\$97,500	\$97,500	\$0	

Public Space, Parks, & Open Space Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
Park Improvements			
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
Public Space Improvements			
Community Safety/Clean-Up and Neighborhood Initiatives General Improvements	\$87,500	\$25,000	\$62,500
Sub-Total Sub-Total	\$2,006,227	\$25,000	\$1,981,227

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
Sub-Total	\$1,125,000	\$500,000	\$625,000

**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>		
Complete Streets - Major					
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		
Complete Streets & Trails - Neighborhood					
Linwood Ave (Phase II)	\$2,224,400		\$2,224,400		
Parking					
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		
General Multi-Modal Improvements					
General Sidewalk/Bicycle Infrastructure Improvements	\$2,775,449	\$430,622	\$2,344,827		
Other General Multi-Modal Improvements	\$875,000	\$250,000	\$625,000		
Sub-Total	\$27,528,083	\$2,354,697	\$25,173,386		

Infrastructure Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>
Other Infrastructure Improvements			
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
Sub-Total	\$14,189,049	\$1,732,801	\$12,456,248
Total North	\$44,945,859	\$4,709,998	\$40,235,861

<sup>&</sup>lt;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)

South of US 41 (Bayshore)					
Land Use & Urban Design Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>		
Gateway Intersection Design Improvements					
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		
Street Sign/Wayfinding Improvements	Street Sign/Wayfinding Improvements				
Wayfinding Sign Improvements <sup>3</sup>	\$52,500	\$52,500			
Sub-Total	\$105,000	\$67,500	\$37,500		

Public Space, Parks, & Open Space Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>	
Park Improvements				
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		
Public Space Improvements				
Community Safety/Clean-Up and Neighborhood Initiatives General Improvements	\$87,500	\$25,000	\$62,500	
Sub-Total Sub-Total	\$2,188,178	\$1,025,000	\$1,163,178	

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
Sub-Total	\$3,937,500	\$500,000	\$3,437,500

 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>
Complete Streets - Major			
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	
Complete Streets & Trails - Neighborhood			
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
Parking			
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
General Road Engineering Standard Improvements			
General Road Engineering Improvements – Pine Tree ${\rm Dr}^2$	\$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
General Multi-Modal Improvements			
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
Sub-Total Sub-Total	\$24,401,748	\$4,405,088	\$19,996,660

**Table 5-4-3 (continued):** Capital Improvements South of US 41 (Bayshore)

Infrastructure Projects	Total	Short Term (1-11 Years)	Long-Term (After 11 Years) <sup>1</sup>		
Other Infrastructure Improvements					
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 Sub-Total	\$15,246,510	\$1,792,894	\$13,453,617		
Total South	\$45,878,936	\$7,790,481	\$38,088,455		
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		
Total Costs	\$119,440,911	\$34,381,595	\$85,059,316		

 $<sup>^{\</sup>rm 1}$  Overall costs increased by 25% to account for annual increases

**Table 5-4-3 (continued):** Capital Improvements South of US 41 (Bayshore)

<sup>&</sup>lt;sup>2</sup> Potentially MSTU-eligible project; requires coordination and approval of Bayshore Beautification MSTU Advisory Board.

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
Totals	\$28,616,116	\$21,881,116	\$6,735,000

Assumes a 25% cost increase to account inflation and other potential cost increases

#### **Table 5-4-4:** Non Capital Expenditures

 $<sup>^{\</sup>rm 2}$  Assumes no staff and operating costs after the end of the TIF collection period in 2030

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

# 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.

<sup>&</sup>lt;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.

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

<sup>&</sup>lt;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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## **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)
Predominance of defective or inadequate street layout	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.
Faulty lot layout in relation to size, adequacy, accessibility, or usefulness	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.
Unsanitary or unsafe conditions	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.
Deterioration of site or other improvements (drainage and surface water management)	Section 5.3.6 focuses on infrastructure improvements, including those for stormwater.
Other problems: Lack of right-of-way for Shadowlawn Drive improvements	Section 5.3.5 includes improvements for Shadowlawn Drive.
Other problems: Lack of public transportation	Section 5.3.5 includes a coordination strategy for public transit in the CRA area.
Other problems: housing affordability	Section 5.3.4 includes example strategies to address housing affordability issues.

 Table 5-5-1: Sections of Redevelopment Area Plan that address blight conditions

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 urbanstyle development and multi-modal transportation. As of right now, there is housing available at lower income levels, yet this may be due to lower structural quality based on findings from the 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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### **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.

Voor	Tauchia Value <sup>(1)</sup>	T (2)	Mill	age	Revenue <sup>(3)</sup>		
Year	Taxable Value <sup>(1)</sup>	Tax Increment <sup>(2)</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	\$1,716,000
2020	\$788,668,000	\$500,587,000	3.5645	0.8069	\$1,540,000	\$349,000	\$1,889,000
2021	\$835,148,000	\$547,067,000	3.5645	0.8069	\$1,695,000	\$384,000	\$2,079,000
2022	\$887,089,000	\$599,008,000	3.5645	0.8069	\$1,853,000	\$419,000	\$2,272,000
2023	\$940,889,000	\$652,808,000	3.5645	0.8069	\$2,028,000	\$459,000	\$2,487,000
2024	\$996,947,000	\$708,866,000	3.5645	0.8069	\$2,211,000	\$500,000	\$2,711,000
2025	\$1,047,610,000	\$759,529,000	3.5645	0.8069	\$2,400,000	\$543,000	\$2,943,000
2026	\$1,093,898,000	\$805,817,000	3.5645	0.8069	\$2,572,000	\$582,000	\$3,154,000
2027	\$1,139,554,000	\$851,473,000	3.5645	0.8069	\$2,729,000	\$618,000	\$3,347,000
2028	\$1,186,165,000	\$898,084,000	3.5645	0.8069	\$2,883,000	\$653,000	\$3,536,000
2029	\$1,233,732,000	\$945,651,000	3.5645	0.8069	\$3,041,000	\$688,000	\$3,729,000
2030	-	-	3.5645	0.8069	\$3,202,000	\$725,000	\$3,927,000
Total					\$27,553,000	\$6,237,000	\$33,790,000

**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>	Mill	age	Revei	nue <sup>(3)</sup>	Total
Teal	Taxable Value	rax increment.	Fund 001	Fund 111	Fund 001	Fund 111	TOLAI
2018	\$701,076,000	\$412,995,000	•	-	-	-	-
2019	\$742,976,000	\$454,895,000	3.5645	0.8069	\$1,399,000	\$317,000	\$1,716,000
2020	\$788,668,000	\$500,587,000	3.5645	0.8069	\$1,540,000	\$349,000	\$1,889,000
2021	\$835,148,000	\$547,067,000	3.5645	0.8069	\$1,695,000	\$384,000	\$2,079,000
2022	\$887,089,000	\$599,008,000	3.5645	0.8069	\$1,853,000	\$419,000	\$2,272,000
2023	\$940,889,000	\$652,808,000	3.5645	0.8069	\$2,028,000	\$459,000	\$2,487,000
2024	\$996,947,000	\$708,866,000	3.5645	0.8069	\$2,211,000	\$500,000	\$2,711,000
2025	\$1,049,405,000	\$761,324,000	3.5645	0.8069	\$2,400,000	\$543,000	\$2,943,000
2026	\$1,104,810,000	\$816,729,000	3.5645	0.8069	\$2,578,000	\$584,000	\$3,162,000
2027	\$1,162,466,000	\$874,385,000	3.5645	0.8069	\$2,766,000	\$626,000	\$3,392,000
2028	\$1,221,578,000	\$933,497,000	3.5645	0.8069	\$2,961,000	\$670,000	\$3,631,000
2029	\$1,282,147,000	\$994,066,000	3.5645	0.8069	\$3,161,000	\$716,000	\$3,877,000
2030	-	-	3.5645	0.8069	\$3,366,000	\$762,000	\$4,128,000
Total					\$27,958,000	\$6,329,000	\$34,287,000

**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

Voor	Taxable Value <sup>(1)</sup>	Tax Increment <sup>(2)</sup>	Millage		Revei	nue <sup>(3)</sup>	Total
Year	Taxable Value	rax increment	Fund 001	Fund 111	Fund 001	Fund 111	iotai
2018	\$701,076,000	\$412,995,000	1	-	-	-	-
2019	\$742,976,000	\$454,895,000	3.5645	0.8069	\$1,399,000	\$317,000	\$1,716,000
2020	\$788,668,000	\$500,587,000	3.5645	0.8069	\$1,540,000	\$349,000	\$1,889,000
2021	\$835,148,000	\$547,067,000	3.5645	0.8069	\$1,695,000	\$384,000	\$2,079,000
2022	\$887,089,000	\$599,008,000	3.5645	0.8069	\$1,853,000	\$419,000	\$2,272,000
2023	\$940,889,000	\$652,808,000	3.5645	0.8069	\$2,028,000	\$459,000	\$2,487,000
2024	\$996,947,000	\$708,866,000	3.5645	0.8069	\$2,211,000	\$500,000	\$2,711,000
2025	\$1,075,710,000	\$787,629,000	3.5645	0.8069	\$2,400,000	\$543,000	\$2,943,000
2026	\$1,138,185,000	\$850,104,000	3.5645	0.8069	\$2,667,000	\$604,000	\$3,271,000
2027	\$1,202,734,000	\$914,653,000	3.5645	0.8069	\$2,879,000	\$652,000	\$3,531,000
2028	\$1,269,358,000	\$981,277,000	3.5645	0.8069	\$3,097,000	\$701,000	\$3,798,000
2029	\$1,338,058,000	\$1,049,977,000	3.5645	0.8069	\$3,323,000	\$752,000	\$4,075,000
2030	-	-	3.5645	0.8069	\$3,556,000	\$805,000	\$4,361,000
Total					\$28,648,000	\$6,485,000	\$35,133,000

**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	Millage	Projected
Tax Teal (IT)	WISTO Valuation	Adjustment	Ivilliage	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
Total	-	FY 2018-49:		\$74,503,000

 Table 5-6-4: Bayshore Beautification MSTU Scenario #1 Projected Revenues

Tax Year (FY)	MSTU Valuation	Budgeting	Millage	Projected
Tux rear (11)	Wisto Valdation	Adjustment	Williage	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
Total	-	FY 2018-49:		\$80,079,000

 Table 5-6-5: Bayshore Beautification MSTU Scenario #2 Projected Revenues

Tax Year (FY)	MSTU Valuation	Budgeting	Millage	Projected
		Adjustment	J	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
Total	_	FY 2018-49:		\$87,379,000

 Table 5-6-6:
 Bayshore Beautification MSTU Scenario #3 Projected Revenues

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
Total	-	FY 2018-49:		\$6,517,000

 Table 5-6-7: Haldeman Creek MSTU Scenario #1 Projected Revenues

Tax Year (FY)	MSTU Valuation	Budgeting	Millage	Projected
Tax Teal (FT)	IVISTO Valuation	Adjustment	Ivilliage	Revenue
2018	\$115,836,000	1	1	1
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
Total	-	FY 2018-49:		\$7,007,000

 Table 5-6-8: Haldeman Creek MSTU Scenario #2 Projected Revenues

Tax Year (FY)	MSTU Valuation	Budgeting	Millage	Projected
		Adjustment	0	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
Total	_	FY 2018-49:		\$7,650,000

 Table 5-6-9: Haldeman Creek MSTU Scenario #3 Projected Revenues

### **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.

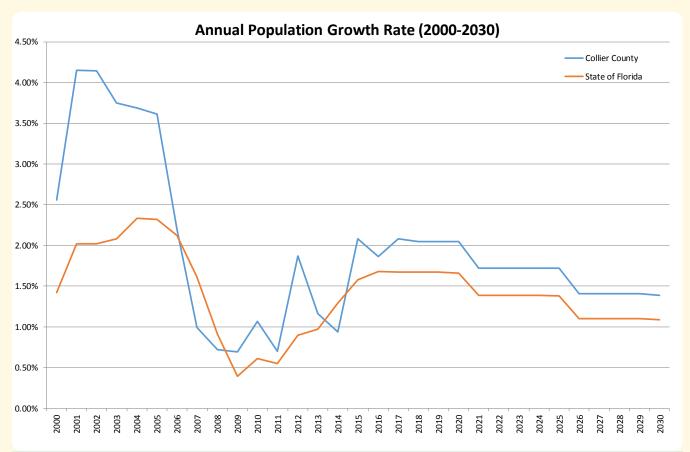


Figure 5-6-1: Population Growth Rate Trends and Projections (2000-2030) Source: BEBR, Volume 51, Bulletin 180, January 2018



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

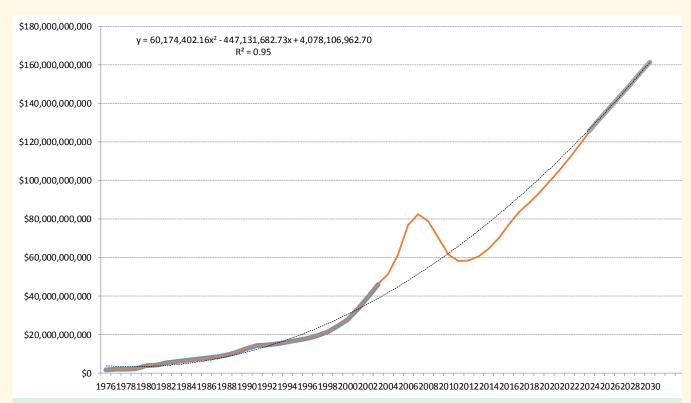


Figure 5-6-3: Historic and Projected TIF Revenue Trend Comparison for Low Revenue Projection
Source: Florida Property Valuations and Tax Databook & EDR Ad Valorem Revenue Estimating Conference

### **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

<u>Designated Target Areas:</u> 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 displace 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 displace 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 tile 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.

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:

- 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.
- 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.
  - Actual reasonable costs for storage of furniture that cannot be housed in the temporary unit, not to exceed the benefit period for temporary housing.
  - 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:

All applicable rules and regulations;

All pertinent justification and written material submitted by the person making the appeal; and 2)

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

COUNTY OF THE BOARD OF RESOLUTION FLORIDA. COMMISSIONERS OF COLLIER COUNTY, RELATING TO COMMUNITY REDEVELOPMENT; MAKING FINDINGS; FINDING BLIGHTED AREAS EXIST 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 CONFLICT WITH OTHER PROVIDING FOR AREA: RESOLUTIONS AND SEVERABILITY; **PROVIDING** 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. <u>Findings.</u> 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:
- 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
- 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 allenability 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. <u>Community Redevelopment Area.</u> 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. <u>Conflicts</u>. 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. <u>Severability</u>. 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. <u>Effective Date</u>. This resolution shall become effective immediately upon its passage and adoption.

Section 7.

This Resolution adopted after motion, second and majority vote this  $14^{4}$  day of 2000.

ATTEST:
DWIGHT & BROCK, CLERK

BOARD OF COUNTY COMMISSIONERS
COLLIER COUNTY, ELORIDA

Attest as to Chairman's

signature only.

BY: TIMOTHY J. CONSTANTINE, CHAIRMAN

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

David C. Weigel County Attorney

#### **EXHIBIT A**

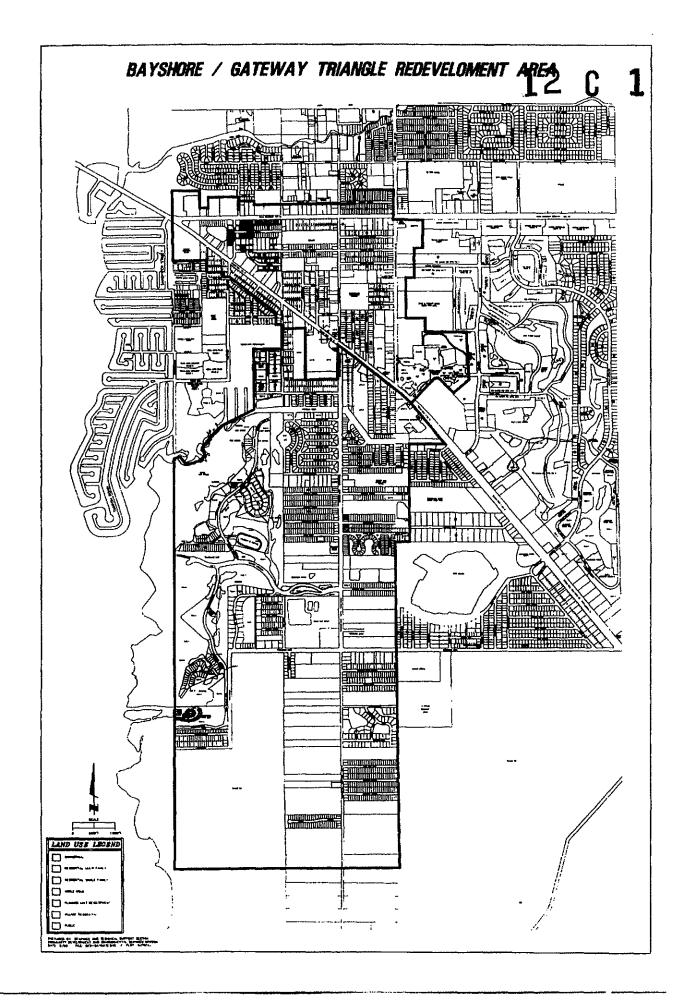
# BAYSHORE/GATEWAY TRIANGLE REDEVELOPMENT AREA DESCRIPTION

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 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.

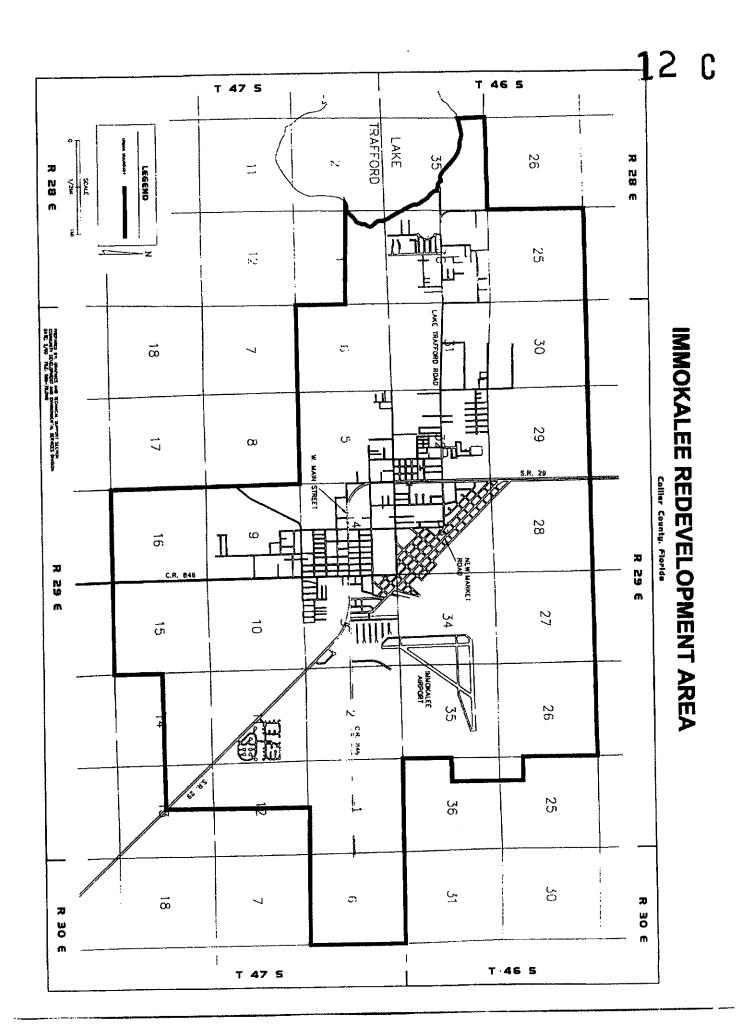
#### AND

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 ½ CNR SECT14, TWP 50, RNG 25, E TO THE SE CNR LOT 6, CREWS SUB, N TO THE S LINE OF HALDEMAN CREEK, E TO THE SWLY RW LINE OF U.S. 41, NWLY ALG THE SWLY RW LINE OF U.S. 41 TO ITS INTSECT WITH THE W 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.



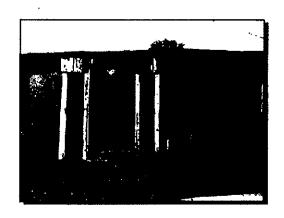
# IMMOKALEE COMMUNITY REDEVELOPMENT AREA DESCRIPTION

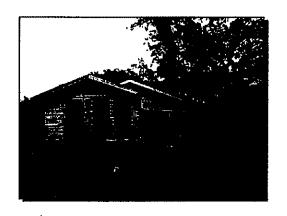
BEG AT THE NW CNR SEC 25, TWP 46, RNG 28, THENCE E ALG N LINE SEC 25 TO NE CRN OF SEC 25 AND THE NW CNR OF SEC 30, TWP 46 RNG 29, THENCE E ALG THE N LINES OF SECTONS 30, 29, 28, 27, AND 26 TO THE NW CNR OF SEC 25, TWP 46, RNG 29, THENCE S ALG THE W LINE SEC 25 TO THE NW CNR OF THE SW 1/4 OF SW 1/4 SEC 25, THENCE E TO THE NE CNR OF THE SW 1/4 OF SW 1/4 SEC 25, THENCE S TO THE S SEC LINE OF SEC 25 AND THE NE CNR OF THE W 1/2 OF NW 1/4 OF SEC 36, TWP 46, RNG 29, THENCE S TO THE SE CNR OF THE W 1/2 OF NW 1/2 SEC 36, THENCE W TO THE W 1/2 CRN SECTON 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 1/4 CNR SEC 1 AND THE N 1/4 CNR OF SEC 12, TWP 47, RNG 29, THENCE S TO THE S 1/4 CNR SEC 12 AND THE N 1/2 CNR OF SEC 13, TWP 47, RNG 29, THENCE S TO THE CENTER OF SEC 13, THENCE W TO THE W 1/4 CNR SEC 13 AND THE E 1/4 CNR OF SEC 14, TWP 47, RNG 29, CONT W TO THE W 1/4 CNR OF SEC 14 AND THE E 1/4 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 1/2 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 INTERSECTON 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.



# 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:

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# 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 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 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.

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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 US41and 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 feet 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 aces 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.

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.

12 (C)

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 Traingle 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.

10(C)1

# BAYSHORE/GATEWAY TRIANGLE REDEVELOPMENT AREA LEGAL DESCRIPTION

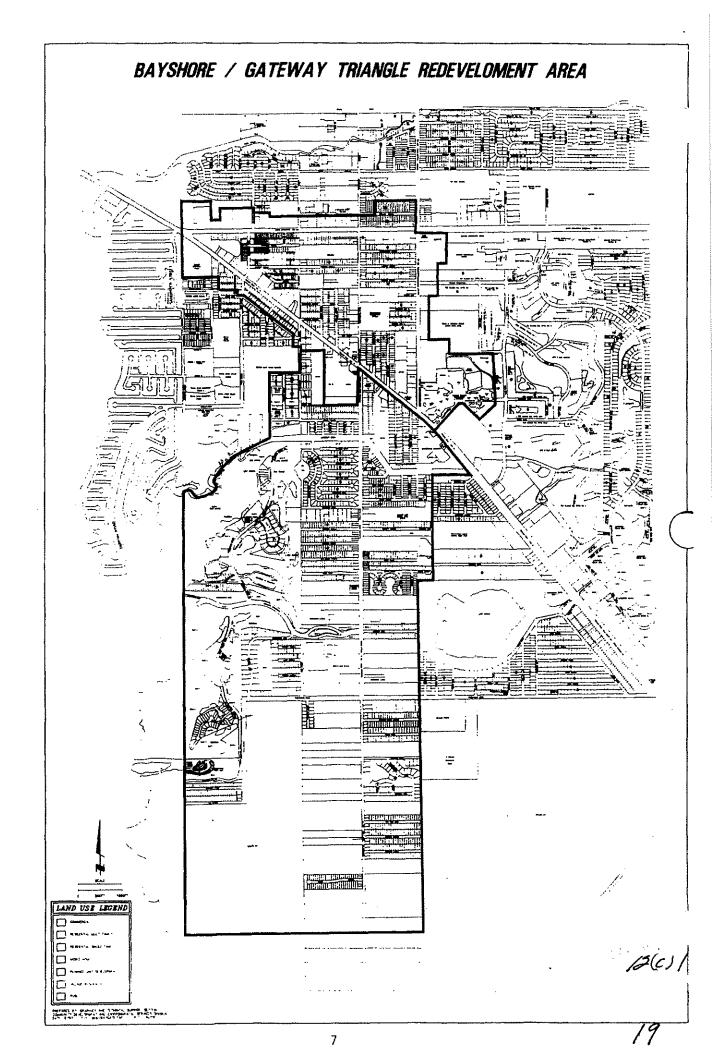
BEG SW CNR SECT 2, TWP 50, RNG 25, N 630', E 662', S 427', E 200', N 270', E TO THE E R/W LINE OF BROOKSIDE DRIVE, S TO THE SW CNR OF LOT 10, SUNSET SUB, E TO THE SE CNR OF LOT 6, SUNSET SUB, S 92', E TO THE NW CRN OF LOT 55, BLK A, ROCK CREEK PARK, N TO THE NW CNR OF LOT 10, BLK B, ROCK CREEK PARK, 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.

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# 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:
- 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 9th 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

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.

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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

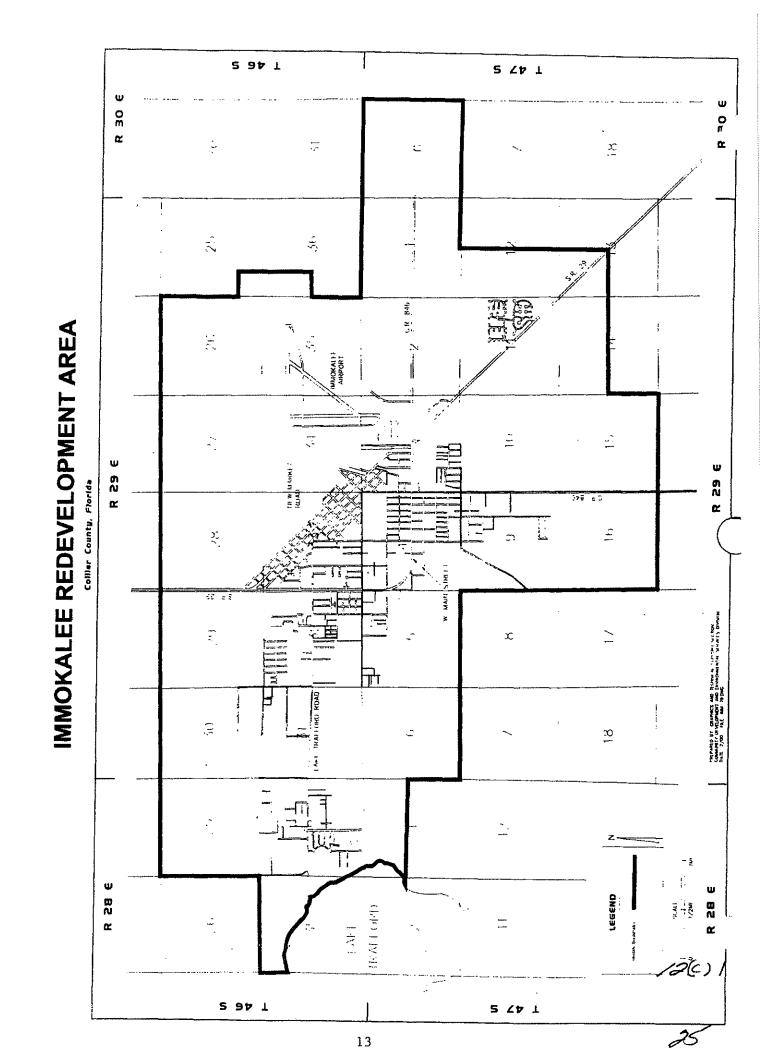
It is the conclusion of this study that the Immokalee study area clearly has a predominance of defective or inadequate street layout, faulty lot layout, unsafe or unsanitary conditions, and deterioration of a site or other improvements as set forth in Chapter 163 for designation as a blighted area and 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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# 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 SECTONS 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 1/4 OF SW 1/4 SEC 25, THENCE E TO THE NE CNR OF THE SW 1/4 OF SW 1/4 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 1/2 OF NW 1/4 SEC 36, THENCE W TO THE W 1/4 CRN SECTON 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 1/4 CNR SEC 1 AND THE N 1/4 CNR OF SEC 12, TWP 47, RNG 29, THENCE S TO THE S 1/4 CNR SEC 12 AND THE N 1/4 CNR OF SEC 13, TWP 47, RNG 29, THENCE S TO THE CENTER OF SEC 13, THENCE W TO THE W 1/4 CNR SEC 13 AND THE E 1/4 CNR OF SEC 14, TWP 47, RNG 29, CONT W TO THE W 1/4 CNR OF SEC 14 AND THE E 1/4 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 1/4 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 INTERSECTON 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.

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RESOLUTION OF THE BOARD OF COUNTY COUNTY, COMMISSIONERS OF COLLIER **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. <u>Findings</u>. The foregoing recitals are hereby adopted and incorporated herein to the same extent as if they were set forth in this section.

Section 2. <u>Declaration of Board of County Commissioners as Community Redevelopment Agency.</u> 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 flabilities imposed or incurred.

Section 2. <u>Separate Legal Entity</u>. 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. <u>Creation of Advisory Boards</u>. 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.

All resolutions and parts of resolutions in conflict with any Section 4. Conflicts. 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 14th day of Marh, 2000.

ATTEST: DWIGHT . BROCK, CLERK BOARD OF COUNTY COMMISSIONERS

COLLIER COUNTY, FLORIDA

Attest as to Chairman's

signature only.

8: 7

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

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 are 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.

<u>SECTION 5.</u> 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.

<u>SECTION 7.</u> <u>Effective Date.</u> This Resolution shall take effect immediately upon approval by the County Commission.

SECTION 8. This Resolution adopted after motion, second and majority vote this \_\_, 2000.

ATTEST: DWIGHT C. BROOK, CLERK ATTEST:

BOARD OF COUNTY COMMISSIONERS COLLIER COUNTY, FLORIDA

TIMOTHYO. CONSTANTINE, CHAIRMAN

Attest as to Chairman's signature only:

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

Oavid C. Welgel County Attorney

# RESOLUTION NO. 2004 - 179 175

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 § 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

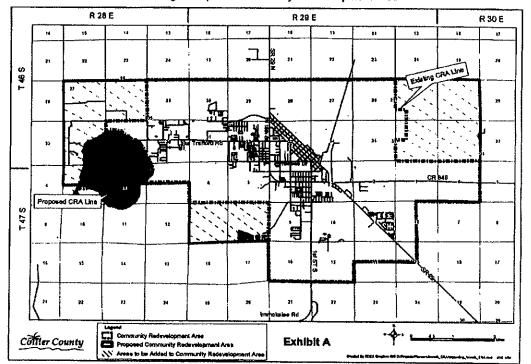
- 2. There is a faulty and inadequate lot layout in relation to size, adequacy, accessibility, or usefulness in the Expanded Area; and
- The aggregate assessed values of real property in the Expanded Area for ad valorem tax purposes have falled to show any appreciable increase over the past five years; 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 ta+ken 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 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. <u>Community Redevelopment Area.</u> 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

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.

# Existing & Proposed Community Redevelopment Area



# EXHIBIT A (Sheet 2 of 2)

# <u>Description of the Expanded Areas of the Immokalee</u> <u>Community Redevelopment Area (Area)</u>

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.

8/

# 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

WHEREAB, 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 Immokales Local Redevelopment Advisory

Board met and recommended further expansion of the boundaries of the Immokales

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 (mmokales 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 Expended Area; and
- 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. <u>Finding of Necessity</u>. 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. <u>Community Redevelopment Area</u>. 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 Immokales Community Redevelopment Area.

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Section 4. <u>Conflicts</u>. 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, specifically including Resolution 2000-82.

Section 5. <u>Severability</u>. If any section or portion of a section of this Resolution, including any part of Exhibits A end 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 \_// day of \_/ een/be/ , 2004.

DWIGHT E BROCK Clerk

BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA

DONNA FIALA, Chairman

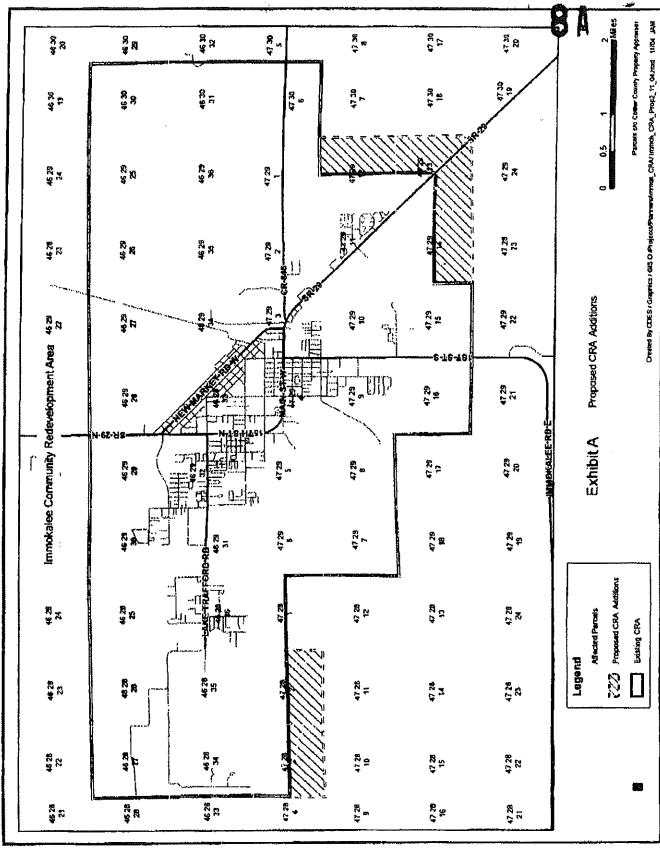
Approved as to forth and legal sufficiency:

Patrick G. White

**Assistant County Attorney** 

Item# 8A
Agends 12-14-04
Date 12-16-04
Reca 12-16-04
Agends 12-16-04
Agends 12-16-04

Page 3 of 3



8 A

# **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.

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### ORDINANCE NO. 2000-42

AN ORDINANCE OF COLLIER COUNTY, FLORIDA. **ESTABLISHING** REDEVELOPMENT TRUST FUND: PROVIDING FOR THE FUNDING REDEVELOPMENT TRUST **FUND** COMMUNITY REDEVELOPMENT WITHIN 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 ASSESSED FOR DETERMINING YEAR PROPERTY IN VALUES OF COMMUNITY REDEVELOPMENT AREA FOR TAX INCREMENT PURPOSES; PROVIDING FOR THE ANNUAL APPROPRIATION OF THE TAX INCREMENT BY TAXING **AUTHORITIES** COMMUNITY IN THE REDEVELOPMENT AREA; APPOINTING GOVERNING BODY OF THE THE COMMUNITY REDEVELOPMENT AGENCY ASTHE TRUSTEE OF THE REDEVELOPMENT TRUST FUND: EXEMPTING CERTAIN SPECIAL DISTRICTS FROM THE ANNUAL REQUIREMENT TO APPROPRIATE INCREMENT REVENUES TO THE REDEVELOPMENT TRUST FUND AND AND AUTHORIZING DIRECTING PREPARATION OF ΑÑ INTERLOCAL AGREEMENT IMPLEMENTING EACH SUCH EXEMPTION: PROVIDING AN EFFECTIVE DATE.

 $\vec{\nabla}$ 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- /8/ 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 163.387, 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 Statues (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 (1999), 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.

ATTEST: 'DWIGHT C. BROCK, CLERK

Attest as to Chairman's signature only.

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

David C. Weigel County Attorney This ordinance filed with the Secretary of State's Office the 19 day of 1111, 2000 and acknowledgement of that filing received this 21 day

BOARD OF COUNTY COMMISSIONERS

COLLIER COUNTY, FLORIDA

TIMOTHY

By Haven och

### **EXHIBIT A**

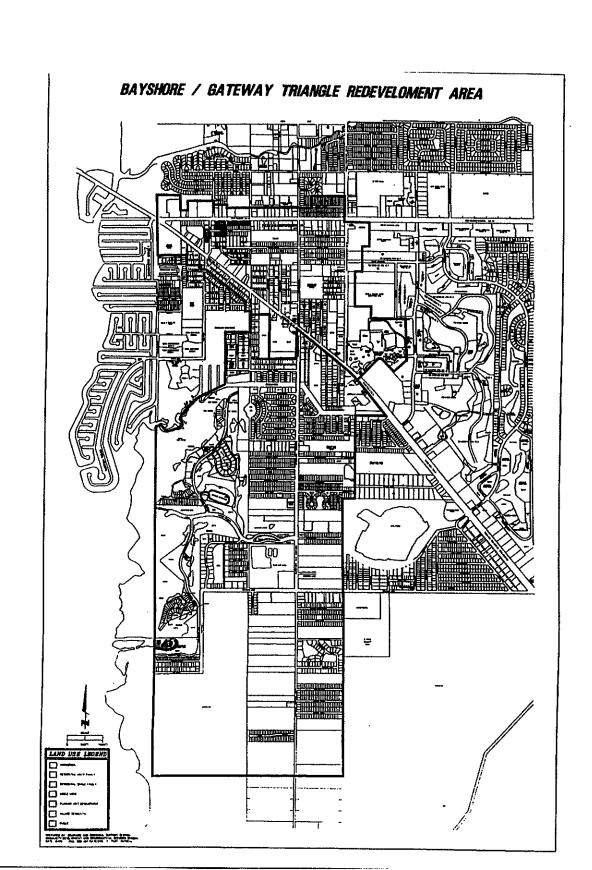
### BAYSHORE/GATEWAY TRIANGLE REDEVELOPMENT AREA DESCRIPTION

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 ½ CNR SECT14, TWP 50, RNG 25, E TO THE SE CNR LOT 6, CREWS SUB, N TO THE S LINE OF HALDEMAN CREEK, E TO THE SWLY RW LINE OF U.S. 41, NWLY ALG THE SWLY RW LINE OF U.S. 41 TO ITS INTSECT WITH THE W RW LINE OF BAYSHORE DRIVE, S TO THE N RW LINE OF WEEKS AVE, W 761', N 1355', W TO THE W RW LINE OF PINE STREET, S TO THE S RW LINE OF MANGROVE STREET, W TO THE NW CNR LOT 14, BLK F, HALDEMAN RIVER SUB, S TO THE N LINE OF HALDEMAN CREEK, SWLY ALG THE N LINE OF HALDEMAN CREEK TO ITS INTSECT WITH THE W SECT LINE OF SECT 14, TWP 50, RNG 25, S ALG THE W SECT LINE OF SECT 14 AND 23, TWP 50, RNG 25, TO THE SW CNR OF SECT 23, TWP 50, RNG 25, E TO THE SE CNR OF SECT 23, TWP 50, RNG 25 AND THE POB.



### 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 SECTONS 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 1/4 OF SW 1/4 SEC 25, THENCE E TO THE NE CNR OF THE SW 1/4 OF SW 1/4 SEC 25, THENCE S TO THE S SEC LINE OF SEC 25 AND THE NE CNR OF THE W 1/2 OF NW 1/4 OF SEC 36, TWP 46, RNG 29, THENCE S TO THE SE CNR OF THE W 1/2 OF NW 1/2 SEC 36, THENCE W TO THE W 1/2 CRN SECTON 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 1/4 CNR SEC 1 AND THE N 1/4 CNR OF SEC 12, TWP 47, RNG 29, THENCE S TO THE S 1/4 CNR SEC 12 AND THE N 1/4 CNR OF SEC 13, TWP 47, RNG 29, THENCE S TO THE CENTER OF SEC 13, THENCE W TO THE W 1/2 CNR SEC 13 AND THE E 1/2 CNR OF SEC 14, TWP 47, RNG 29, CONT W TO THE W 1/4 CNR OF SEC 14 AND THE E 1/4 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 1/4 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 INTERSECTON 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.

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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

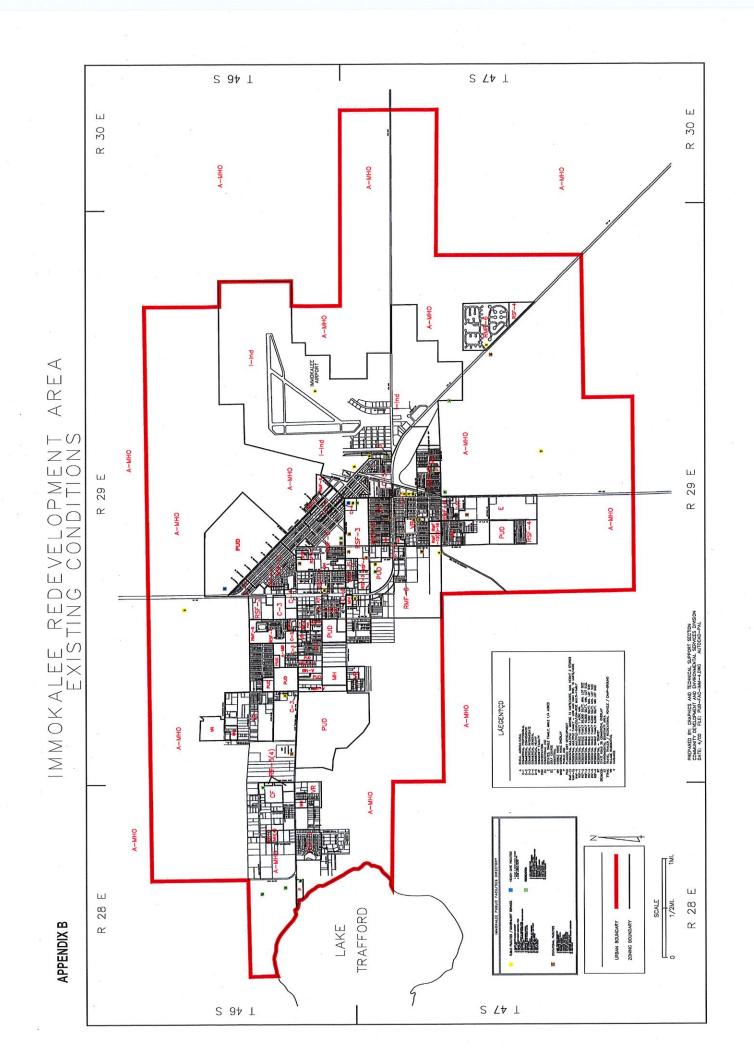
Which was adopted by the Board of County Commissioners the 13th day of June, 2000, during Regular Session.

WITNESS my hand and the official seal of the Board of County Commissioners of Collier County, Florida, this 14th day of June, 2000.

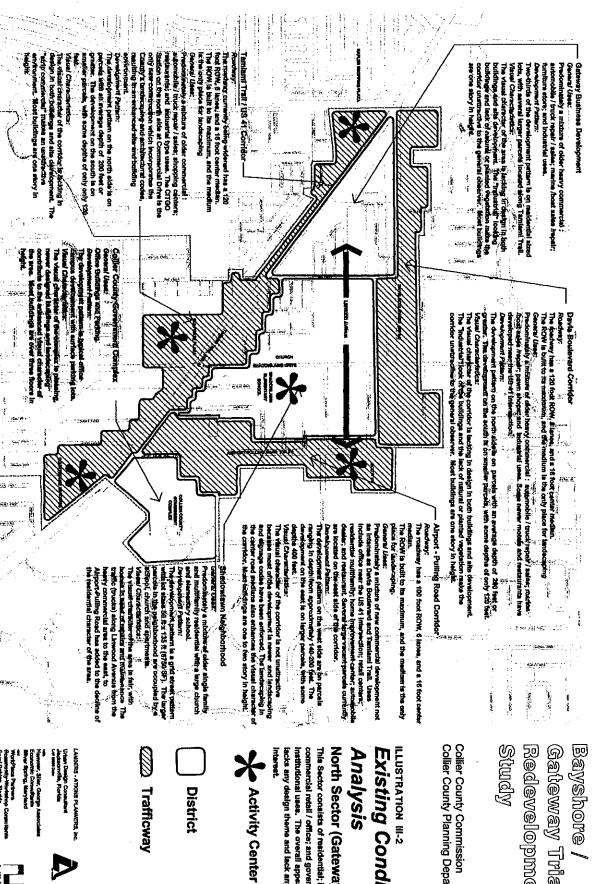
DWIGHT E. BROCK Clerk of Courts and Clerk Ex-officio to Board of County Commissioners

By: Karen Schoch, Deputy Clerk

# **APPENDIX B**



## **APPENDIX C**



Bayshore

Redevelopment Gateway Triangle

Collier County Commission
Collier County Planning Department

ILLUSTRATION III-2

**Existing Condition** 

Analysis

North Sector (Gateway)

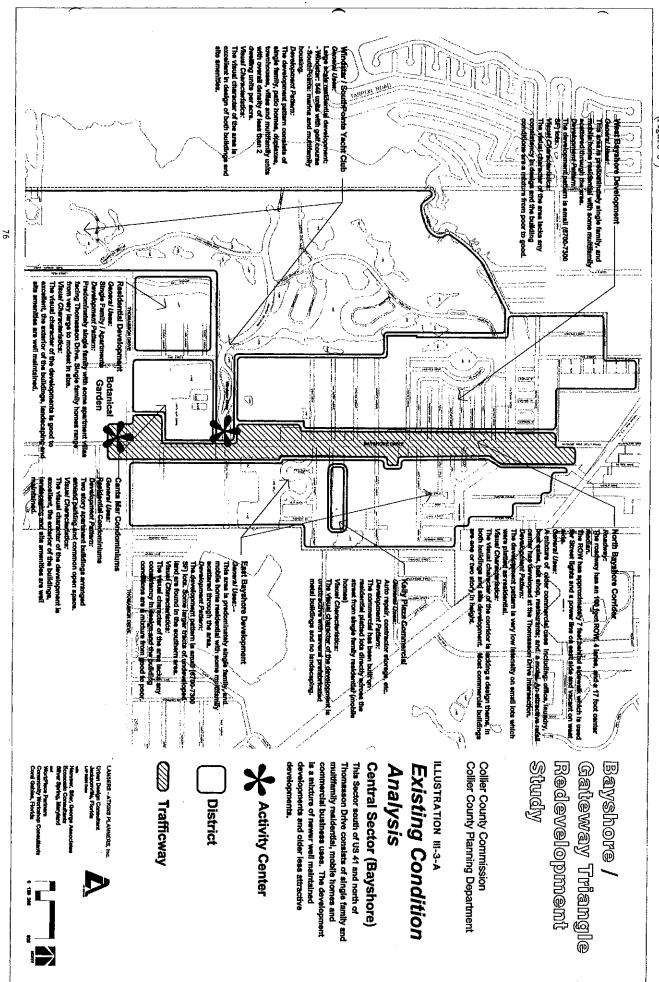
institutional uses. The overall appearance lacks any design theme and lack any visual commercial retail / office; and government / This Sector consists of residential; industrial;

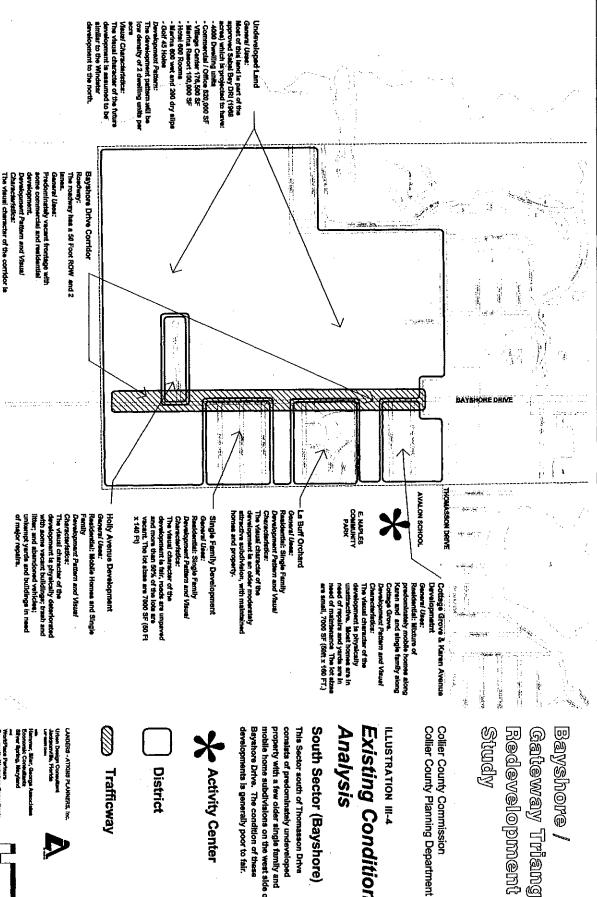
District

Trafficway

ANDERS - ATTOMS PLANNERS, IN







Gateway Triangle Bayshore

Collier County Commission
Collier County Planning Department

ILLUSTRATION III-4

# Analysis Existing Condition

South Sector (Bayshore)

developments is generally poor to fair. Bayshore Drive. The condition of these mobile home subdivisions on the west side of property with a few older single family and consists of predominately undeveloped This Sector south of Thomasson Drive



District

Trafficway

ANDERS - ATKING PLANNERS ten Deelgn Consultant okponville, Florkis reseruir



herm; Eller, George A onomic Consultants wer Spring, Nieryland



# **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.

LK/work/ 6195 21166.RT.RE

- 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. <u>Clean pipes and catch basins one additional time per year</u> 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 If of 15" RCP, 450 If of 18" RCP and 350 If of 24" RCP. These quantities do not include catch basins and storm sewers that are included in the Kirkwood Extension project.

LK/WORK/6295-28166-RT.REP

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
TOTAL	805,200	1,039,800

### Notes:

Detailed construction cost estimate based on design drawings is included in appendix.
 Estimated project cost includes estimated construction cost and actual engineering cost.

Property costs are <u>not</u> included.
 Itemized construction cost estimate is provided in the appendix.
 Estimated project costs includes 15% contingency, 12% engineering and 3% admin.

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 (\$)
Regrade Swales		
First two years Subsequent years	84,000 21,000	73,500 18,500
Mow & Clean Swales	18,000	15,500
Clean Pipes & Catch Basins	17,000	12,500
TOTAL ANNUAL COST  First two years Subsequent years	119,000 56,000	101,500 46,500

APPENDIX D

Table 1 Detailed Cost Estimate - Alternative 3A

	·	• .	Únit	Construction	Project	Rounded Project
. Description	Quantity	Units	Cost (\$)	Cost (\$)	Cost (\$)	Cost (\$)
Kirkwood Ave. (West of Ave	ondale)				,	
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
Kirkwood Ave. Extension				78,000		
Petton Ave.						
· 24" RCP	400	lf	90	36,000	•	
18" RCP	500	lf	75	37,500	_	
15" RCP	600	If	65	39,000	` `	
Catch Basins	12	ea	850	10,200		
Subtotal				122,700	159,510	160,000
Linwood Outfall Ditch **				-		
Excavation	4150	су	12	49,800	64,740	65,000
Detention Pond 2A and Pip	ing					
24" RCP	1950	. If	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	су	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
GRAND TOTAL						950,000

<sup>\*</sup> 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

op Sjir

•		Unit		
Item	Unit	Price	Quantity 1	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	if	45	166	7470
24" RCP	lf	60	411	24660
24" Snout	ea	300	6	1800
Concrete Cradle	9 <b>a</b>	200	3	600
Roadway Restoration			J	ooq
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.	s	3700	1	3700
Subtotal			·	74253
Contingency @ 5%				3713
TOTAL	•			77966

Appendix D
(Figure No. 1)
Collier County
Future Land Use

COM Camp Dresser & McKee

# **APPENDIX E**

# APPENDIX E - BAYSHORE/GATEWAY ESTIMATED FUTURE DEVELOPMENT VALUE - 2009

Principal   Prin		Estimated Fither Development Value Envalora/Ostewey Transis Redevelopment	Valent							:				***************************************	!	<del></del>	. :	
Particular   Par					.							i	i	i ,	;	•	;	
Exercise Grain   Burnary Date   Carton   Carto					Jocepho		-	olice 1	ocioo		•	1	<del></del>	Hinsto			82.0%	
	*	Project	Location	Use	Units	P	3.5		DOTT	FUTTER VALUE	Land val. adi.	Assess discre	Increment	Execute	-		단행	:
Mode Treat Section of Section 1         State Section 1		Botunical Gerden	Bayariora Drive	Remove land from tax rolls		_	1			290000		(2,574,000)	(2574,000)	0	2 574 000	(10,363)	3,845	
Non-information of the control of the contr	N	Wild Pines Abertments	Shadowteren.	Renfal apertments	Š				-	6,000,000	250000	5940,000	5,940,000	0	2940,000	23,914	22.719	
Workstell         Bankfreid         1         0         1         1         0         1         0         0         1         0	100	Naples Plaza Redevelopment	S of Temient	Renthi spectments	115					8,050,000	_:	7,906,500	7,969,500	-i	7,989,500	32,005	33.481	
Morbier II.         Benefore Dive         Provident II.         Statistical State of Action	4	Windeter	Beneficia Drive	Residential	8	80		,		1,700,000		1,883,000	(,883,000	200,000	•	5.97.1	5.672	
Properties   Pro	45	Windster II	Beyahore Drive	Residential	7	3			-	300000	3,327,500	2894.750	2894,750	320,000	.264.73I	10,648	10,115	
Properties of the properties   Publication   Publication	60	Windeter III	Beyahore Drive	Residential	8	9	İ		+	3,700,000	4,070,000	3,883,000	3,883,000	400,000	3283,000	15,157	12480	
Secretarian bill Desired   Secretarian bill De		Tipeey Seepuil	Haldeman Creek	Restaurant		Н				¥	9	-	0	0	ol !	ادة	OI	
Secondaria   Sec	1	Shedowlewn triff fourtho	Shedowiewn	Residential 3/veer for 10 years	8	8				1,500,000	<u></u> i	1,485,000	1,485,000	750,000	735,000	2,958	2811	
Section   Designation   Desi		Ş	Shadowinwn	Residential 24 year for 10 years	8					400,000		306,000	396,000	리 i	38,00	15	1515	•
Secretary   Processing   Personal Processi		Bayerone Intil houseng	Beyshore	Residential Syear for 10 years	8	ន				2,500,000	2750,000	2,475,000	2,475,000	- 3	1225000	4,832	4,885	
Hold Bed reducint   Theories   Commercial Ches		Benefices	Residential 3 year for 10 years	8				-	000000	- 1	354,000	594,000		200 765	2,381	2272		
Paradrinic   Communication	}	Hotel and methorant	Triancia	Commercial			12,000		82	19,282,118	1	19,080,235	19,089,285	O.	19,089,285	78,854	73,011	
Exercision   Control   C			Commencial Drive	OfficeAutorition	!	-		67.200		14,780,621	16,258,683	14,632,815	14,832,815	- o	14,632,815	58,912	88 88	
Found Curies   Consideration		L.	Retail & molification residential	8		35,475			10,370,349	11,407,384	10,286,646	10,286,646	D)	٠.,	4.32	39.267		
Control	!			*****		ľ	8			04 SPG 700	┖.	276 ROOT 3CE	24 650 303	G		88.403	\$	
6,000,309 E,000,309 P,168	o.	I OWN CHARLE			: 5	†	3 2	8	Ş	26.207.738		908 308 00	47. 976. 978	1000000	90.355.300	•	88	
Demonstration of the control of the	$\int$	PROJECTS			3	+-	000	201/0	3		7777		2000	-	2000 2000	Ł.,		
Trans. Silve Charges Associated.		SECONDARY GROWTH	\$300,165,436		20%	N.	$\dagger$	T			:		Sections	!	200	3	:	•
mar Silve Charge Associates	т	TOTAL			-	十	†	1	1			+	İ	<u>.</u> !	:::::::::::::::::::::::::::::::::::::::	-		
Trans Silve George Associates						$\forall$	+	+	1			†		:				
Trame Silver Checypa Associates.		30-year tax increment flow	. \$524357			$\dagger$		1	+			<del></del> -	 :	:				
Trans. Silve George Associates.		Net present value of tax increme	K flow	28,944,485		j	1		1	i		†		···				
mm. Sine George Associate.						1	7	1	-			    -	: 1	···		-;		
mm. Siles George Associates.							1	1	+			:	•					, .
Trans. Silve George Associates.		Ikustrative TIF bond	program		-   -  -	1		1	1		İ				,	1	1	
rram Siles George Associates.		Description	Proceeds		-1	1			+			1	: : !	i			•	
rrae Siles George Associate.		2000 Bond, 20-year @ 6%	35,307,435	:	<del></del> f	7	•		-			i			•			
rrae Siles George Associates		2020 Bond, 10-year @ 6%	\$3,642,888		<del></del>	-	1	1	1			 [ ]		:				
rrae Siles George Associates		Total bond proceeds	\$15,080,323		!	1			1				 :		- :		1	
rner Siles George Associates		Total bond Interest	\$10,163,034		<del> </del>	1	1		+		`;		<del>-                                    </del>		ì	~	•	
rrae Siles George Associates.					1				+	-		i	i	<b>;</b>	:		···	
mer.Silee Goorge-Associate					·—·				1					•		<del>!</del> -	i	
mar Sim Goorpe Concision		Data sources:							-		i			;	. •			
mer. Siles Goorge Associates		Projects #1-11: Memorandum fti	en Howard Landers.	March 21, 2000		-			-					i	<del>-</del>	1	ļ	
Secondary growth is based on 1966 transfer water are reported by the Colorly Property Apprelaef		Projects #12-15; Bayefrore and	Gateway Triangle Re	welcoment Plan, Landers-Atton	Parme	1		Secret.	and and	1990, page IV	E E	+	İ	:	i	_¦ :		
		Secondary growth is based on 1	DGD taxable value as	reported by the Collier County Pri	DOTA A	4			-					-!	T	!	1	

2000 2000 2000 2000 2000 2000 2000 200		THE PARTY NAMED IN COLUMN		_			_				_						-	
Section   Transfer		Beyahora/Cateway Triangle Re	development					,				;	:	ţ			:	
200   200	H												 		;	İ		
March   Control   Contro										]		1	;	ļ		•	,	
March   Marc			2002	2001	2002	2003	2004	2005	3008	2007	2008	2008	2010	2011	2012	2013	2014	2015
2000   2000   Marke Parameters   2000   20	- 1	2001 Boseries Center		(9,845)	(985)	(8,845)	085	0.845	(9.845)	(9.845)	(9.845)	0.845	(9,845)	(9,845)	(3,845)	(9,845)	(9,845)	288
200   200		2002 Wild Pines Apartments	-		22,739	23,400	24,102	2,825	25,570	26,337	27.72	27.941	28,779	23,643	30,532	37.448	32.38	33,30
200   200	- 4	2002 Naples Plaza Redevelopment			30,481	31,365	32,337	33,307	34,307	35,336	8	37,488	38.612	277.85	6.88	42,133	43.458	4.782
2000		2000  Windater I	5,672	5,842	8,017	6,138	6.384	8,575	6,773	6,976	7,185	7.401	7.623	7.851	8,087	8,330	8,579	8.837
Column   C	. 1	2001 Windson	1 -	10,116	10,419	10,731	11,053	11.385	11.728	12.07B	12441	12.814	13,196	13,594	14 002	14.422	14,855	15.30
200   201   Continues Secure   201   202	li	SUCC Windows III			17.400	12.854	13,240	15,637	14.046	14,468	14,902	15,349	15.809	18284	16,772	17,275	17,793	18,327
200   2010   2014   2014   2015   2		2001 Thesay Senguil	1		OJ	O.	o	0	В	oi :	E)I	òi	OI	©1	01	a.	Oi	91
2000   2010   Sanctiviery   2000   2010		2010 *** accordance infill housing		281	28	25	1,124	1,406	1,887	1,883	2.249	2,530	2,811	2,895	2,982	3,072	3,164	3,259
200   2010   Service bell touched   280   2817   1,408   1871   2340   2341   1,309   2310		2010 Shadowleyen apgrade bousing		151	333	\$	906	757	808	1,080	1212	1,363	1,515	1,580	1,507	1,655	1,705	1.756
2000   2010   2000   2010   2000   2010   2000   2010		2010 Bayakom Infili housing		480	782	1,406	1,874	2343	2,811	3,280	3.748	4,217	4,885	4,826	4.871	5,120	5.273	5.431
200   200   200   201		2010 Bayshore upgrade hwashg		727	454	289	8	1,136	1363	1,500	1,817	2,045	2272	2,340	2410	2,483	2557	2,834
2006   2006	. 1	2002 Hobst and neabsurert			73.011	75,201	77,457	79,731	82.174	94.846	87.179	29,734	92.488	85,283	88,120	101,084	90	107,219
1   1   1   1   1   1   1   1   1   1		2003 Pseudoffice				35,9 <b>00</b>	57,645	50,374	51,156	62,990	64,880	86,826	58,831	70.896	75.023	75.214	77,470	. 78,794
PROJECTS   S. SET   12.01   147.559   278.550   37.001   147.519   10.205   10.205   10.205   11.51.51   11.51.52   11.51.51   11.51.52   11.51.51   11.51.52   11.51.51   11.51.52   11.51.51   11.51.52   11.51.51   11.51.52   11.51.51   11.51.52   11.51.51   11.51.52   11.51.51   11.51.52   11.51.51   11.51.52   11.51.51   11.51.52   11.51.51   11.51.52   11.		2004 Entertainment Conter				19,633	30,287	5770	41,858	806'27	44,195	45.521	46 687	48 233	257.55	51234	52.771	56,35
PROJECTS   SETT   7241   47539   226.524   399.500   371.611   300.071   300.072   314.021   300.072   314.021   3	. 1	205 Town Carder				-		D4,433	97.298	100,184	103,180	106.265		112,758	116,141	119,625	123,214	128.910
2000 2000 2000 2000 201 201 201 201 201		PROJECTS	5,672	7,241	147.539	228,820	258.154	350,590	371,601	363.970	308.676	408,723		136,129	449,508	483,289	477,483	492,103
COTAL   229 kH		2000 SECONDARY GROWTH	24,180	48 339	72.508	28,677	120.847	145,018	160,185					250,032	314.201	338.370	362,540	386,703
		TOTAL	20,846	55,580	220.047	325,597	377.001	504.578	540,787		614.200	8			783,710	801.680	86,03	878,812
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# APPENDIX E

	-			traing .	735 220 September Conden	Section 1	AND EST Name of the State of th	TOURS DESCRIPTION OF THE PROPERTY OF THE PROPE	JUS. 200 WINDOWs	179,748 Windatar II	204.524 (Windeller III	O Tipsey Seaguit	31,179 Shedowlawn Intil housing	16,736 Shedowarm Legrade housing	21,800 Baystore intil housing	Co. 1965 Bayerore uppring housing		Fiewfoffice	CANCON ENGINEERING CONCE	TOTAL CONTRACTOR	4 The American Committee C	TOTAL						•							•				•
			•	à		1_		L	:			,	F 13	16,72	5	0	1,156.51	844,847		200		ROLL SOC TOTAL								•					_				
				Total	ı	ſ	X 2 8 4 4		200	400	525,778	٥	28,187	Ele /	346,978	7	75	100 8777	1	10 308 44 000 01	1	2000								:							1		<del>-</del>
				3030	0 8/6	5	202.20	20.00	10000	3	27.72	0	888	827	200	3	1410	0 0		2000	775 NBO 54 798 734	13. U. X. HO 10 1				!	•		•								- <u>-</u> -	<u></u>	<del>-</del> ;
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		: : i		2027	(9.545)	47 F.	1000	2000		C(1010	26130	0	0	37.2		1		100	1000	705 813	675 745	٠.	·	<u> </u>	1	<u> </u>	i i	:	· !	] 	 : i	- :	 :	 ! {	!	-	<del>†</del>	;	+
	_;			20,000	(9.945)	55.00	51.201	2000	1 2	-	Q Q		0	7.518	3.6.4		1	2 2	28.00	1		-			-				<u>:</u> 	<del>-</del>  -	<u>:</u> !	1	:	1		-		<u> </u>	j
•	<del>;</del>		j	2025	(3,545)	44.837	50.157	AC 8 24	2 6	7	7	D 5	1000	7.200	1 5	Ĺ	L.	L	L.	Ŀ	l			_	<del> </del>	_	! T 	<u>.</u>	•	<u>-</u>	$\dagger$	T	+	1	+	-  - 	-	+	+
	:		1	7000	0.845	43,531	55.405	11.50	790.04	200	115.00	3 64,	, ig	7.087	3.6	L	1	ـــــ	L	<u> </u>					<u>:</u>		<u> </u>		<u>:</u> 	!	<u> </u>  -	<u> </u>	<u>;</u>	; ;	, ,	+-	1	Ļ	+
			ļ	2023	(B, 845)	192.2	56,704	18.194	C#C 03	30.6	9 6		2226	\$ 620	3336	Ľ	1			ı	Ŀ.,	1,206,071 12			! 	<u> </u>	) }	:	<u> </u>	1	<u>'</u>	!				!		<u> </u>	1
			•	2022	(9.845)	41 033	55,062	10.00	418 818	2	2	8	9	080	3230	_ •						1,163,382 1,2				• !	:		<del></del>	•	•		-					<u>.</u>	•
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	_	-	1		ļ	35,385		9,375	15.222			3.4		5.702	2704	113,748	24864		134639	22022	436.048	867.719																	
:	;		į	2018	9	Y	46,105	9.02	15.730	18,877	o	3357	1806	5.50	2,713	110.435	EZ 188	55.95	12021	S07.161	410,073	98.00	T	-									Γ.	<del> </del>	i	-  -			

# **APPENDIX F**

