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August 1, 2007 8:30am

Career and Service Center of Collier County-Immokalee 750 South 5th Street Immokalee, Florida, 34142

MINUTES

Immokalee Master Plan and Visioning Committee

- A. <u>Call to Order</u> The meeting was called to order by Fred N. Thomas, Jr. Chairman at 8:40am
- **B** Roll Call and Announcement of a Quorum. A quorum was declared after the following roll call was taken.

IMPVC Present

- Fred N. Thomas, Jr. (left meeting at 10:15am)
- Rick Heers
- Richard Rice
- Clarence S. Tears, Jr.
- Edward (Ski) Olesky
- Leo Rodgers
- Willam O'Neill

IMPVC Excused

- Essie Serrata (out of town on business)
- Raymond Holland (vacation)
- Floyd Crews (out of town on business)

Other Present

Susi Winchell, Carrie Williams, Mike Taylor, Jacqueline Toemmes, Nancy Frees, Kathy Ryan, Thais Kuoman, Gary Dantini, Donald Murray, Robert Duane, James Guerrero, Marcy Krumbine, Robert Grassi, Mitch Hutchcraft, Brooke Gabrielson, Patty Brant, Tom Greenwood, and Carolina Valera.

- C Adoption of Agenda Agenda was adopted as distributed.
- D Old Business
 - 1. CRA 2006-00: Review of July draft annotated Immokalee Area Master Plan (IAMP)

Thomas Greenwood made the following opening statements:

- The IAMP will have 3 major sections and all the support documents which will include the <u>Inventory and Analysis Report</u>, the <u>Economic Analysis Report</u>, the various inputs from other agencies, divisions, departments, etc. including the SFWMD, and others. The <u>3 main sections</u> are:
 - 1. INTRODUCTION SECTION
 - 2. OVERVIEW SECTION
 - 3. IMPLEMENTATION SECTION (Goals, Objectives, Policies; Land Use Designations/Descriptions; and Future Land Use Maps)

- *Support documents for the IAMP will include, but not be limited to, the <u>Inventory and Analysis Report</u> of July, 2006, the <u>Economic Analysis Report</u> of November, 2006; the <u>May, 2007, draft IAMP</u> support document (all 4 sections); and other supporting documentation, including documentation from the SFWMD and the Immokalee Water and Sewer District.
- The IAMP will act as the "constitution" for Immokalee upon which future land use regulations (including the Land Development Code Overlay District), incentives (TIF and other programs), and future actions addressed in the IAMP will be based.
- The IAMP will become a **major chapter** of the Future Land Use Element of the Collier County Growth Management Plan.
- Once this draft IAMP is "cleaned up" it will be put into a format appropriate for **Planning Commission** review at a date yet to be established and then on for a formal application for a special cycle amendment to the Growth Management Plan.

Denise Blanton, a resident of Immokalee and a member of the Immokalee Redevelopment Advisory Board made the following statements:

- Immokalee needs more contact directly with the Board of County Commissioners, especially a place for meetings and staff of the BCC in Immokalee;
- Relative to transient housing, Immokalee may have enough and we should better utilize what we have before adding additional housing;
- Transportation improvements need to be addressed on all roads, not just existing and proposed new roads, as the infrastructure of roads in Immokalee needs improvement;
- The IAMP needs to better address high tech and businesses in industries which are attractive to Immokalee and Collier County.

Attached are annotated pages, including motions and seconds related to changes noted on those pages. All actions were approved unanimously, except where William O'Neill stated that he would refrain from voting on the motion and second related to action on Policy 3.1.4.

Staff was asked to prepare a draft "Introduction" section and an "Overview" section for the August 15 meeting as well as revised language for Policy 1.6.10.

- E. Next Meeting Date (August 15, at 8:30am)
- F. Adjournment The meeting was adjourned unanimously at 11:45am.

Thomas	Greenwood.	. Secretary

** There is no scheduled IMPVC meeting at this time. Further meetings will be held at 5:30pm at the Career and Service Center located at 750 South 5th Street in Immokalee and will be appropriately noticed and announced in advance of such meetings.

All meetings will be publicly noticed in the W. Harmon Turner Building (Building F), posted at the Immokalee Public Library and provided to the County Public Information Department for distribution. Please call Ekna Guevera, Planning Technician, at 239-659-5749 for additional information. In accordance with the American with Disabilities Act, persons needing assistance to participate in any of these proceedings should contact Ekna Guevera, Planning Technician, at least 48 hours before the meeting. The public should be advised that members of the Immokalee Master Plan and Visioning Committee and the CRA Advisory Board are also members of the other Boards and Committees, including, but not limited to: EZDA, Immokalee Local Redevelopment Advisory Board, Immokalee Fire Commission, and the Collier County Housing Authority; etc. In this regard, matters coming before the IMPVC and the Advisory Board may come before one or more of the referenced Board and Committees from time to time.

- 3. High Residential Subdistrict
- 4. Neighborhood Center Subdistrict
- 5. Commerce Center – Mixed Use Subdistrict
- 6. Planned Unit Development Commercial Subdistrict
- 7. Recreational/Tourist Subdistrict

B. URBAN - INDUSTRIAL DISTRICT

- 1. Industrial Subdistrict
- 2. Commerce Center - Industrial Subdistrict
- 3. **Business Park Subdistrict**
- C. NONCONFORMING MOBILE HOME SUBDISTRICT
- D. URBAN INFILL AND REDEVELOPMENT AREA
- E. REDEVELOPMENT AREA SUBAREAS
 - 1. South Immokalee Sub Area
 - 2. Main Street Sub Area
 - 3. New Market Road Sub Area
 - Immokalee Drive Sub Area
 - 5. SR 29 Corridor Sub Area
 - 6. Lake Trafford Sub Area

9.

- 7. Immokalee Regional Airport/Florida Tradeport Sub Area
- 8. Seminole Reservation/Farm Worker Village Sub Area

map 10: svoges from to chang land uses on the North and west of the Air port

Remainder Urban Lands Sub Area

Policy 1.1.2 - Overlays and Special Features include:

Mitch Hutcheraft Couso lidated Citrus Urban Infill and Redevelopment Area per Section 163.2514 (2) (a)-(e),

Florida Statutes, based upon the identified pervasive poverty, unemployment, and

general distress as defined in 290,0058. Florida Statutes.

- Redevelopment Achievis Board

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Policy 1.2.1—The Immekalee Master Plan-Visioning-Committee, in coordination with the Community Redevelopment Agency, shall work with a consultant to develop a plan that focuses on the development and/or redevelopment of commercial structures and businesses along Main Street.

Policy 1.2.2—Collier County staff, in cooperation with various Immokalee community groups, seek partnership opportunities with the local Community Redevelopment Agency, Front Porch Florida, Weed and Seed, and other alternative funding sources to promote and/or expedite the development and redevelopment of structures and properties within the Main Street Program area.

Objective 1.3:

Encourage innovative approaches in urban and project design and construction that enhance both pedestrian access and the visual appeal of Immokalee.

Policy 1.3.1—Collier County staff will continue to work with the Immokalee community to identify alternative funding sources to implement programming for streetscape, linked open-space and pedestrian and bicycle amenities that are compatible with an overall redevelopment strategy.

Objective 1.4:

Provide land use designations, criteria, and zoning <u>regulations</u> that recognize the needs of pedestrians.

Policy 1.4.1—Comprehensive Planning staff will continue to coordinate with the Transportation Division regarding its existing and future plans for sidewalks, pathways, and other forms of alternative transportation for the Immokalee community.

Policy 1.4.2—Collier County staff, in cooperation with the Immokalee Local Redevelopment Advisory Board, shall support the Immokalee Local Redevelopment Advisory Board in their communication consult with the Collier County Pathways Advisory Committee regarding enhancing and improving the existing pathway and sidewalk facilities.

Policy 1.4.3—Collier County shall encourage pedestrian-friendly design for future projects located within the Immokalee Urban Area.

Objective 1.5:

The Collier County Board of County Commissioners recognizes the need for farm labor to support the County's agricultural industry and encourages the provision of decent, safe and affordable housing units for farm workers in Immokalee. The provision for farm labor housing, as identified in Section 5.05.03 of the Collier County Land Development Code, complies with Section 10D-25 of the Florida Administrative Code.

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Policy 1.5.1- New housing for seasonal, temporary or migrant workers shall be permitted in any land use designation provided that such housing is permitted under Section 10D-25, Florida Administrative Code. Comment: What funding is going to be used? What department will be responsible? Funding received by the Housing & Human Services primarily originates from State and Federal funding sources. An application process is utilized to determine which county-wide projects will receive an allocation based on an evaluation process. It should be noted that income qualification is a necessary process for accessing both levels of funding.

Hoved M Policy 1.5.2—"Transient Housing" or "Migrant Labor Camps" as defined by Section 10D-25, F.A.C., may also be developed in areas designated for commercial land uses on the Immokalee Future Land Use Map. Such housing must meet the requirements of the General Commercial Zoning District (C-4) of the Collier County Land Development Code, as amended.

Objective 1.6:

Encourage development and redevelopment in the Immokalee Area to reduce growth pressure in the remainder urban-lands and create safe, decent and affordable healthy neighborhoods. Suggest

". . . "Create safe, decent and affordable neighborhoods . . ."

Policy 1.6.1—The Immokalee Redevelopment Advisory Board development in targeted redevelopment areas. Targeted redevelopment areas include neighborhoods with frequent occurrences of substandard structures, vacant parcels or groups of vacant parcels, and areas with conflicting land uses.

Policy 1.6.2—Collier County shall revise the Collier County Land Development Code to permit dwelling unit densities at up to twenty (20) units per acre in order to encourage developers to provide much needed affordable housing throughout Immokalee in a manner cost-feasible to the developer (e.g., via density-by-right and/or transfer of development rights).

Policy 1.6.3—The Immokalee Redevelopment Advisory Board shall work with Collier County to devise financial incentives, including provision of preferential capital funding. assistance with parcel assembly, and other related activities etc., to entice developers to pursue infill and redevelopment projects instead of development outside of the Immokalee Urban Area.

Policy 1.6.4—The Immokalee Redevelopment Advisory Board shall work with the Immokalee Chamber of Commerce and Collier County to "theme", through specific architectural styles, color, etc. particular blocks—street areas and groupings of non-residential uses according to different purposes in order to bring together representative and correlated businesses; to present clear and enticing, purpose-driven destination areas for residents and visitors; and to simplify marketing efforts.

Policy 1.6.5—The Immokalee Redevelopment Advisory Board and Collier County shall focus efforts to foreclose properties with tax liens—particularly those with land assembly potential—and advertise these properties for affordable housing or other redevelopment.

Policy 1.6.6—The Immokalee Redevelopment Advisory Board and Collier County shall find additional means to make available inactive or mismanaged residential lots for the development of affordable housing in all areas covered by the IAMP except on agricultural or naturalized lands.

Policy 1.6.7—Collier County shall develop and use overlay subdistrict designations where appropriate to encourage additional land uses that the Collier County Land Development Code otherwise prohibits.

Policy 1.6.8—The Immokalee Redevelopment Advisory Board and Collier County shall encourage private investment throughout Immokalee by carrying out beautification efforts, including streetscape programs outside of the downtown district, new wayfinding and signage standards, and enforcement of urban design and architectural standards appropriate for Immokalee's rural character.

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Policy 1.6.9—The Immokalee Redevelopment Advisory Board shall encourage Collier

County to determine the legality of the transfer of impact fees or incremental taxes from

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development projects outside of the Immokalee Urban Area, but within the Immokalee Community Redevelopment Area, to fund redevelopment projects within the Immokalee Urban Area.

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Policy 1.6.10—The Immokalee Redevelopment Advisory Board shall encourage Collier County to decrease impact fees for redevelopment projects inside the Immokalee Urban Area to encourage redevelopment within the Urban Area in lieu of development outside of the area governed by the Immokalee Area Master Plan. (NOTE: Transportation will not be able to support projects with the reduction of impact fees.)

Policy 1.6.11—The Immokalee Redevelopment Advisory Board and Collier County shall implement economic incentives to promote land parcel assembly by developers who do infill redevelopment within the area governed by the proposed-Immokalee Area Master Plan.

Objective 1.7:

Encourage innovation in land planning and site development techniques and position compatible land uses adjacent to each other to encourage compact development patterns.

Policy 1.7.1—Collier County shall provide state or County economic incentives to encourage additional buffering between existing residential and non-residential uses without eliminating connections between the two.

Policy 1.7.2—Collier County shall promote buffering appropriate to the inland, rural character of Immokalee between new centers of competing land use.

Policy 1.7.3—Collier County shall set up a Community Redevelopment Area Plan land bank program to consolidate scattered vacant parcels for reuse in accordance with the Immokalee Area Master Plan.

Policy 1.7.4—Collier County shall discourage office and commercial uses in established neighborhoods and direct to more appropriate locations in established commercial areas so as to develop the critical mass necessary to support new and existing businesses.

Policy 1.7.5—Collier County shall, wherever possible, maintain the integrity of the natural environment when developing property, especially when significant tree canopies or natural habitats can be integrated into the site design.

Policy 1.7.6—Collier County shall encourage unified plans of development throughout the Immokalee Urban Area, projects seeking Planned Unit Development zoning and straddling more than one residential future land use district may blend the cumulative allotted density for to the project as a whole throughout the project area, regardless of the underlying residential subdistrict zoning limitation.

Policy 1771. Hixed Use Dougrage by Wilson Miller

Objective 1.8:

Establish economic policies and programs to attain the land use program shown in the Immokalee Area Master Plan.

Policy 1.8.1—The Immokalee Redevelopment Advisory Board and the Community Redevelopment Agency should continue to connect business entrepreneurs with property owners. Working with local realtors, the Redevelopment Advisory Board and Community Redevelopment Agency should support marketing the downtown to targeted lessors.

current staff is dedicated to Immokalee within our Housing and Human Services

Department.

Objective 2.2:

Collier County has collected and will use the data resulting from the Immokalee Housing Initiative Program Survey to identify the current housing stock in order to address the affordable-workforce housing needs of the area.

CRA Advisory Board and CRA

Policy 2.2.1—The Gollier-County Housing and Human Services Department will analyze the data collected from the Immokalee Housing Initiative Program Survey and establish a process for revitalizing Immokalee's neighborhoods. Comment: Housing and Human Services does not have the staff to perform this type of analysis. This will take additional staff and funding. The "process" implies investment in revitalization efforts. Currently, funding received by the Housing and Human Services Department is expended on a county wide basis and is NOT targeted to a specific area or community.

Policy 2.2.2—The County shall continue to research initiatives, such as land banking of foreclosed upon land due to County-held liens, land grants from County and other public holdings, and tax incentives to support private owners who commit to developing affordable-workforce housing.

Objective 2.3:

The County will continue to explore and provide innovative programs and regulatory reforms that reduce the costs of development and maintenance of safe, sanitary, and affordable-workforce housing for Immokalee residents.

Policy 2.3.1—On November 18, 2003, the Board of County Commissioners approved \$1.85-million in housing and other incentives. These incentives shall continue to provide for fee payment assistance, property tax stimulus, impact fee deferrals, and economic development.

Policy 2.3.2—The Collier County Housing and Human Services Department will continue to promote public/private partnerships that address the availability of affordable-workforce housing by improving existing processes and implementing new processes of networking the resources among private developers, contractors, County officials, and those Immokalee residents seeking the availability of affordable housing.

Suggested revision: End sentence at "the availability of affordable-workforce housing." As a County government agency, HHS takes direction from the BCC on new incentives and new processes.

Policy 2.3.3—The Code Enforcement Department will prioritize the enforcement of codes related to substandard housing that constitutes a serious threat to the public's health, safety, and welfare. Policies on demolition of such structures will be enforced with the Code Enforcement Board used to levy appropriate fines.

Policy 2.3.4—The Community Development and Environmental Services Division will research and develop strategies to replace and/or provide affordable-workforce housing through non profit providers throughout the Community Redevelopment Area. Comment: There needs to be a clear definition of which agency or department is to be responsible to work in the CRA.

Objective 2.4:

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There shall be an annual effort to coordinate with federal, state, local, and private agencies to seek funding to meet the housing needs as identified in the Housing Element of the Growth Management Plan

and to assure consistency with federal, state, and local regulations concerning migrant labor camps.

moredo Policy 2.4.1—The Immokalee Redevelopment Advisory, Board and Tthe County Housing and Human Services Department / will meet with the Rural Economic Development Administration to improve the County's ability to attract government grants and loans to develop affordable-workforce housing. Comment: It is not necessary for the Housing and Human Services Department to meet with the listed organizations. Interested is change parties should avail themselves of the Grant Coordinator & staff currently employed by the County for such purpose. This would be a duplication of service. Presently, Housing and Human Services pursues every possible avenue of funding available to supplement current programs. We are available to provide technical assistance (TA) whenever it is requested

> Policy 2.4.2—By September, 20078, the Community Development and Environmental Services Division will review the State of Florida's Environmental Health and Housing Code requirements applicable to those units licensed as migrant labor camps. If Collier County warranted, based upon that review, the Division will initiate appropriate modifications to

the Collier County Housing Code. Cluck Thildnee Passed

Policy 2.4.3—The County Manager or designee, in cooperation with the Florida Department of Health, shall be responsible for an annual report to the Board of County Commissioners on identified "living quarters for four or more seasonal, temporary or migrant farm workers" as defined in Section 10D-25. Florida Administrative Code

resources to ensure the operation and implementation is monitored and properly documented. How will staffing be funded? The BCC will 'consider' providing start up funding based upon existing budget/funds and organizational capacity of the non-profit. Suggest omitting goal of 300 acres as this specificity should be determined by the study rather than in advance.

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Policy 2.5.3—Land owned by the local and state government will be identified and evaluated for donation to the Community Land Trust. Comment: There are Florida statutes that dictate how land owned by the County can be used for affordable housing.

This policy should dovetail with these statutes.

Policy 2.5.4—Land donated by private developers to the Community Land Trust may be used as mitigation for affordable housing requirements and/or as a charitable donation.

under the federal tax code.

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Policy 2.5.5—Collier County shall review land that has tax liens or other local governmental liens shall be identified and evaluated for donation and/or purchase for inclusion in the Community Land Trust. Comment: There are Florida statutes that dictate how land with tax liens can be sold or distributed. This policy should dovetail with these statutes.

Policy 2.5.6—The Collier County Housing and Human Services Department and/or local housing organizations will provide homebuyer counseling, information on predatory lending, and a home maintenance program for new homebuyers or those facing foreclosure.

Objective 2.6:

The Board of County Commissioners shall adopt new land development regulations for the Immokalee Community, within 1 year after the adoption of the Immokalee Master Plan that will include incentives for the development of affordable housing.

Policy 2.6.1—Collier County shall create The Immekalee land development regulations will be developed to promote quality affordable housing while limiting the impact of increased costs of development related to landscaping requirements, minimum unit size, restrictions on accessory units, open space and building coverage requirements, and environmental restrictions. Provisions will be included in the Land Development Code to allow for mixed use of residential-over-commercial development. Architectural guidelines for commercial and industrial property will be reviewed to determine their financial impact on development in the Immokalee community and the Land Development Code shall be amended accordingly.

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Policy 2.6.2—The Board of County Commissioners will explore waiveing permitting fees with an appropriate funding source and provide a fast-track process with a maximum timeline for processing each type of development order for projects that are 100% affordable housing.

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Policy 2.6.3—The Board of County Commissioners will provide explore the provision of a streamlined process and funding source for no-interest waiver and/or deferral of impact fees that requires that the individual recipient is income-eligible and the cost of the housing unit falls within the required guidelines.

Policy 2.6.4—The Board of County Commissioners will explore consider purchasing land with funds from Conservation Collier or other County funds for a mitigation bank for

Objective 2.7:

By 2008, Collier County will provide a comprehensive program for housing rehabilitation for the units identified in the 2004 Immokalee Housing Condition Inventory that are in need of maintenance and TEDAIL. Comment: A comprehensive housing rehabilitation program currently exists for all owner-occupied county income eligible residents. It is the Single Family Rehabilitation Program. The following policies can not supersede the direction, procedures, and qualifications of our current program.

Policy 2.7.1—The Collier County Housing and Human Services Department will promote the availability of the Single Family Rehabilitation Program to property owners of housing units notify the property owners of housing units identified in the Housing Condition Inventory. that are in need of maintenance and repair of the programs that are available_te_assist_with_home_repair. Suggest_revision: "HHS . . . will_promote_the availability of the Single Family Rehabilitation Program to property owners of housing units identified in the ... Inventory."

Policy 2.7.2—The Collier County Housing and Human Services Department will continue to partner with housing organizations to rehabilitate housing units in need of repair. Comment: The Department of Housing and Urban Development regulations must be met prior to partnering with outside organizations.

By December 31, 200810. Collier County shall implement a comprehensive program for the repair or removal and replacement of units identified in the Immokalee Housing Condition housing <u>are severely substandard,</u> Inventory that dilapidated and/or deteriorated. Suggest revision to specified date. A project plan must be developed to

include the number of units, associated costs, funding, and attainable time lines. Execution of this objective is not possible within 18 months.

Policy 2.8.1—The Comprehensive Planning Department will maintain a database of the units identified as dilapidated, substandard or deteriorated in the Immokalee Housing Condition Inventory, and track progress on repair and/or removal and replacement housing.

Policy 2.8.2—The Code Enforcement Department will conduct an inspection of units that have been identified in the Immokalee Housing Study as substandard, dilapidated or deteriorated pursuant to the Minimum Housing Code or the Unsafe Building Code.

Policy 2.8.3—Property owners who voluntarily agree to remove their housing units that are unsafe or deteriorated beyond repair will be encouraged to apply for funds from Collier County for demolition and tipping fees at the County Landfill.

Policy 2.8.4—Property owners who voluntarily remove substandard units will have their properties be considered as improved property by Collier County and will be permitted replacement units at the same or higher density level or higher subject to the Affordable Housing Density Bonus and subject to County review for health and safety requirements.

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Policy 2.8.5—The Code Enforcement Department shall review and amend where necessary, the Minimum Housing Code and the Unsafe Building Code to ensure that inconsistencies with interpretations of the Ordinances are removed, that the enforcement process is streamlined and buildings are not permitted to be vacant and boarded up for more than one year.

Within 5 years after adoption of

Policy 2.8.6 By December 31, 200810, the Collier County Housing and Human (Services Department and local housing organizations will develop a housing relocation

plan for occupants of

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units that are determined to be substandard and unable to be repaired. The relocation plan will include the development of housing units for relocation purposes. Suggest revision to specified date. A project plan must be developed to include the number of units, associated costs, funding, and attainable time lines. Execution of this objective is not possible within 18 months.

Policy 2.8.7—The Community Redevelopment Agency shall review and revise, where necessary, the Immokalee Community Redevelopment Area Plan prior to January 1, 2010, to ensure that it is consistent with and in furtherance of proposed IAMP the Immokalee Area Master Plan.

Objective 2.9:

The Community Redevelopment Agency will establish "Neighborhoods of Critical Concern" to encourage revitalization and infill housing construction in neighborhoods with substandard housing conditions and dilapidated commercial buildings.

<u>Policy 2.9.1—The Community Redevelopment Agency (CRA), with recommendations</u>
<u>from ef the Immokalee Redevelopment Advisory Board, will identify "Neighborhoods of Critical Concern" as part of the Immokalee Community Redevelopment Area Plan.</u>

Policy 2.9.2—The Community Redevelopment Agency, in partnership with affected property owners, will initiate zoning changes as necessary to modify zoning requirements including setbacks, open space requirements, and building size, and re-

work in partnership with housing organizations to provide affordable and suitable housing for migrant and seasonal workers.

Policy 2.10.3—Collier County shall encourage the Continuum of Care to will assist homeless providers with emergency shelter needs, supportive services, homelessness prevention and a transitional housing plan.

Policy 2.10.4—The Collier County Housing and Human Services Department will work with local nonprofit organizations and governmental entities to prepare a report on the housing needs of the elderly and the disabled, including the identification of homes that need to be retrofitted to remove barriers and make them accessible so individuals will be able to remain in their homes. Comment: This information may already be available through the State of Florida.

Policy 2.10.5—Collier County shall amend the Land Development Code to permit new housing for seasonal, temporary, or migrant workers shall be permitted in any land use designation provided that such housing is permitted under Section 10D-25, Florida Administrative Code, and does not conflict with the existing zoning districts or the Immokalee Area Future Land Use Map.

Policy 2.10.6—"Transient Housing" or "Migrant Labor Camps", as defined by Section 10D-25, Florida Administrative Code, may also be developed in areas designated for commercial land uses on the Immokalee Area Future Land Use Map. Such housing must meet the requirements of the General Commercial Zoning District (C-4) of the Collier County Land Development Code, as amended.

Policy 2.10.7—Collier County shall amend the Land Development Code to create special density bonus provisions for the development of senior housing where the household head is at least 55 years of age.

Objective 2.11:

Support diversity in housing style, type, and character to suit all residents' needs.

Community Rudevelopment Advisory Popard and CRA

Policy 2.11.1—The Collier County Community Development and Environmental Services Division shall develop and implement an area-wide housing plan based on the 2005 Immokalee Housing Initiative Program Survey that ensures existing affordable housing stock is maintained in a sound condition, additional owner-occupied affordable housing is made available, and a diverse range of housing types such as manufactured homes, site-built homes, condes, apartment home complexes, rowhouses, and townhouses are produced to satisfy the housing needs of all Immokalee residents.

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Policy 2.11.2—Collier County shall eventually eliminate all substandard housing, to the extent legally permissible, particularly those owned by absentee landlords or operated illegally, and convert all appropriate vacant lots to new site-built units or manufactured units. Provide incentives for these transitions, including increased density allowances.

Goal No. 3: CONSERVATION

The County shall continue to plan for the protection, conservation, and management of its natural resources as required in the Growth Management Plan.

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Objective 3.1:

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Collier County shall continue to protect and preserve natural resources, including listed species and their habitat, within the Immokalee Urban Area and on adjacent lands within the Rural Land Stewardship Area Overlay.

Policy 3.1.1—The Immokalee Area Master Plan shall be updated, as appropriate, to reflect the recommendations resulting from the programmatic commitments of the Conservation and Coastal Management Element of the Growth Management Plan.

Policy 3.1.2—Collier County shall ensure that government services and facilities related to the conservation and management of natural resources are made available to the immokalee community and provide adequate staff to implement the policies supporting Objective 3.1.

Policy 3.1.3—Collier County shall encourage new rural development on previously-developed areas lands or other impacted suitable areas by considering alternative land use plans, modifications to development standards, and intensity of use permitted, in order to avoid encroaching on environmentally sensitive lands in the Immokalee Urban Area. Within one year of the effective date of this plan, the County shall adopt land development regulations that will implement this policy.

Policy 3.1.4 Collier County shall create a long-range habitat management and ecological preservation plan for the Lake Trafford area—including surrounding wetlands, buffers, and greenbelts—that includes a guaranteed funding source, a definition of the boundary area and required setbacks, and provides biological goals supporting wetland conservation and expansion of wildlife habitat.

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Policy 3.1.4—Within 5 years of the effective date of this plan, Collier County shall explore the feasibility of a long-range habitat management and ecological preservation plan for the Immokalee Urban Area. This plan may include, but is not limited to will howse a Immoklaee and the surrounding areas such as Lake Trafford and its adjacent native Turnskal lands. The feasibility analysis should consider a defined boundary area for the plan and must include an outreach effort to stakeholders from the public and private sectors in the Immokalee_Urban Area. Further, the feasibility analysis must consider: (1) goals supporting wetland conservation and protection of wildlife habitat for listed species based on the best available data; (2) an incentive-based program to encourage andowner participation; and (3) identification of a quatanteed funding source. The County shall involve the Immokalee Master Plan and Visioning Committee, or its successor, in the development of the feasibility-analysis-and-shall-consider-the Committee's recommendations of a habitat-management-and-ecological-conservationplan based on the Committee's review of the feasibility-study. (CRA futos over the Advicion Board)

Policy 3.1.5—Collier County shall ensure all development around Lake Trafford is kept to a size and scale appropriate to the Lake in order to preserve its natural character and prevent overdevelopment and provide an incentive-based program to encourage landowner participation. Within one year from the effective date of this plan, the County shall adopt land development regulations that will implement this policy.

Policy 3.1.6—Collier County shall continue to cooperate with agencies on remediation efforts at Lake Trafford (e.g., organic sediment muck and invasive plant removal) to improve the health and recreation potential of the Lake.

Policy 3.1.7 Collier County shall create a long-term habitat management and ecological preservation plan for environmentally-significant areas that includes a guaranteed funding source, a defined boundary, and provides biological goals supporting conservation and an incentive-based program to encourage landowner participation.

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Policy 4.1.4- Collier County shall ensure that the proposed Off Highway Vehicle

Recreation Park in the Lake Trafford Muck Disposal area does not adversely impact the

peaceful and tranquil character of the community.

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Objective 4.2:

<u>Develop a comprehensive, well-featured parks system that supports</u> active and passive recreational activities.

Policy 4.2.1—Through Collier County Parks and Recreation Department, develop a Community and Regional Park Master Plan with an Immokalee component. Specific to Immokalee. that considers the impact of population growth and other factors in projections for up to 20 years into the future. Suggest revision: "... Master Plan with an Immokalee component." Delete "20 year." Because a GMP directive to complete a master plan for the entire county already exists, to create another specific to Immokalee would be duplicative. The time-frame window of the Master Plan to be undertaken is not specified in the GMP and has yet to be determined.

Policy 4.2.2—The Collier County Parks and Recreation Department shall improve parks with community input to ensure provision of adequate and appropriate facilities. all new and existing parks with the input of local designers and advocacy groups to ensure provision of adequate shade and shelter, children's play equipment, drinking fountains and restrooms, and adequate night lighting. Suggest revision: "shall improve . . . parks with community input to ensure provision of adequate and appropriate facilities." Not all amenities listed in the policy as written are appropriate for all parks. Prefer "community" to "local designers" as the latter implies a vendor preference not in keeping with County Purchasing Policy.

Policy 4.2.11—Collier County shall explore "intensive green roof" development on any new public buildings (e.g., government buildings, community centers) and provision of public access to same as a means of creating new social environments while promoting advanced green building techniques.

Policy 4.2.12—Collier County and the Community Redevelopment Agency shall investigate the set aside of land for small community gardens, therapeutic gardens, or other ornamental or special-purpose passive areas in the downtown area for pedestrian use.

Policy 4.2.13— Collier County and the Community Redevelopment Agency shall investigate introducinge new athletic facilities like rock climbing, skate parks, mini-golf, etc., for the enjoyment of Immokalee residents.

Policy 4.2.14— Collier County and the Community Redevelopment Agency shall work together with other agencies to maximize usage of existing recreation centers, aquatic facilities, gymnasiums, and other community facilities. consider converting one or two low density commercial lots into an indoor recreational center, aquatic facility, gymnasium, or other community facility for the enjoyment of Immokalee residents. This creates a potential for duplication of already under-utilized infrastructure. Suggest instead a policy directing the County and CRA to work together and/or form partnerships with other agencies to maximize usage of existing recreation centers, aquatic facilities, gymnasiums, and other community facilities.

Policy 4.2.15—The Immokalee Community shall promote Lake Trafford as a premier eco-tourist destination thus improving the community profile and generating new economic benefits for Immokalee.

Policy 5.1.4—The County Transportation Division and the Community Development and Environmental Services Divisions shall ensure that sidewalks and bikepaths constructed by or for the County are provided <u>based on</u> concurrencyt <u>requirements for</u> with the impacts of development and <u>are in support of the</u> meet the demands of the Immokalee community.

Objective 5.2:

Collier County shall prioritize long-range road and street improvements

Policy 5.2.1—The Collier County Transportation Division shall explore the possibility of acceleratinge implementation of the Collier County Metropolitan Planning Organization's Long Range Transportation Plan, particularly as a precursor to initiating new investment in the Immokalee Regional Airport area.

Policy 5.2.2—The County Transportation Division shall support and encourage the Florida Department of Transportation in the acceleration of the widening of SR 82 to four lanes between I-75 and Immokalee as a first step in improving transportation access to Immokalee.

Policy 5.2.3—Collier County shall support the building of the SR 29/I-75 Bypass Route east of the Florida Tradeport as the first major Long Range Transportation Plan project to create direct access to SR 82 and SR 29 from the Immokalee Regional Airport and Florida Tradeport.

Policy 5.2.4—The Collier County Transportation Division shall acquire right-of-way and improve street conditions and sidewalks along the following County-owned roads: Lake Trafford Road, New Market Road, Little League Road, County Road 846, and proposed

add Pathway Committee adel Greatic

Policy 6.1.1—The County, in cooperation with the Immokalee Chamber of Commerce, the Collier County Airport Authority, Immokalee Redevelopment Advisory Board, and the Economic Development Council of Collier County (EDC) shall continue to promote economic development opportunities at the Immokalee Regional Airport/Florida Tradeport and the surrounding commercial and industrial areas.

Policy 6.1.2—The Collier County Community Development and Environmental Services

Division will coordinate with the Collier County Sheriff's Department on investigation and pursuit of 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.

passed (Policy 8.1.7)

Policy 6.1.3—Collier County, Collier County staff in cooperation with the EDC and other Immokalee community agencies, shall coordinate efforts with the Collier County School Board to ensure that the employment skills and training needed are available for the types of industries locating in the Immokalee community.

Policy 6.1.4—Collier County staff, the Immokalee Redevelopment Advisory Board, and the EDC shall Eensure that economic policies, programs, and incentives pursued by Collier County within the Urban Area are well managed so as to provide a benefit to the community.

Policy 6.1.5—The Collier County Community Redevelopment Agency, Collier County staff, the Immokalee Redevelopment Advisory Board, and the EDC shall capitalize on regional development patterns to improve Immokalee's future economic position in eastern Collier County.

Policy 6.2.9—The County shall use various economic incentives to increase retail and consumer commercial intensity density and promote vertical development on specified blocks along Main Street, particularly in any "themed" districts in the downtown district, and along the entirety of SR 29 within the Immokalee Urban Area (see Main Street and SR 29 sections

Policy 6.2.10—Collier County and the Economic Development Council of Collier County shall promote the Florida Tradeport and Industrial Park as a business/industrial fulcrum through the active promotion and use of all local, County, State, and federal programs and agencies.

Policy 6.2.11—The County, the Economic Development Council of Collier County, and the Immokalee Redevelopment Advisory Board shall expand research development potential in the community, particularly in conjunction with the Florida State University College of Medicine's proposed rural health teaching clinic, the Marion E. Fether Medical Center, Ave Maria University, and other university, college, or research facilities.

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Policy 6.2.12—Collier County shall develop special, less-stringent land development code standards, including those related to land use, intensity, signage, landscape treatment, parking, and permit processing that address the unique needs of the Immokalee Urban Area for development so as to reduce construction costs and allow

Immokalee to be more competitive with other Central Florida communities.

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Policy 6.2.13—Collier County and the Community Redevelopment Agency shall develop and execute, with the assistance of Florida Gulf Coast University's Small Business

Development Center and the Florida Commissioner of Agriculture's Office, a comprehensive, community-wide plan of action using the State Farmers Market and

-BCC

New Market Road revitalization as a centerpiece for "value-added" small business development.

Objective 6.3:

Collier County, while protecting agriculture, shall seek to increase the diversity of business and industrial development to position Immokalee to become the industrial hub of Collier County.

Policy 6.3.1—Collier County shall develop new land development regulations for the Immokalee Urban Area for industrial development. consistent with other Central Florida towns with whom we are competing

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Policy 6.3.2—Collier County and the Community Redevelopment Board, utilizing County State Enterprise funds along with Immokalee's tax increment financing, shall staff an office in Immokalee. Such an office shall be in conjunction with offices of the Immokalee Chamber of Commerce and the Economic Development Council of Collier County to handle business development inquiries and also serve as the entry point for business development incentives and the building permit and rezone processes.

Objective 6.4:

Work towards goals that target desirable businesses and industries as described in the Immokalee Area Master Plan Economic Analysis Study.

<u>Policy 6.4.1—Collier County and the Community Redevelopment Agency shall seek to</u> develop employment in the professional and business services, construction, education, and health services, and financial services.

Objective 7.1:

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d to add

Develop tourism and culture as an economic diversification strategy.

Policy 7.1.1—The Community Redevelopment Agency, Immokalee Area Chamber of Commerce, and the Economic Development Council of Collier County shall encourage development of a new community image based on recreational, tourist, cultural, and natural resource strengths of the Immokalee area.

Policy 7.1.2— The Community Redevelopment Agency, Immokalee Area Chamber of Commerce, and the Economic Development Council of Collier County shall work together to create and implement an aggressive marketing campaign for new attractions that are clearly distinct from other regional attractions.

Policy 7.1.3— Immokalee Area Chamber of Commerce and the Economic Development

Council of Collier County shall work together to create and promote music and arts

festivals throughout the year in tourist-oriented areas like West Main Street, the State

Farmers Market, and Lake Trafford as a means to encourage community spirit and improve Immokalee's economic base and desirability for future investment.

Policy 7.1.4 Immokalee Area Chamber of Commerce and the Economic Development Council of Collier County shall work together to establish or bring back agricultural or cultural festivals, parades, and other major community events to encourage community spirit.

Policy 7.1.5— The Community Redevelopment Agency, Immokalee Area Chamber of

Commerce, and the Economic Development Council of Collier County shall work

together to encourage new movie theaters, restaurants, and other establishments that

operate well into the evening to provide entertainment alternatives, to residents-driving elsewhere to such establishments.

Policy 7.1.6—The County and the Community Redevelopment Agency shall work with the Seminole Tribal Council to market and promote the Seminole Casino and help develop a complete entertainment district near the Seminole Casino.

Policy 7.1.7—The County s and the Community Redevelopment Agency shall work with the State of Florida to develop the State Farmers Market into an agricultural and non-agricultural tourist and cultural destination.

Policy 7.1.8—The County and the Community Redevelopment Agency, working with other groups, shall develop a recognizable and distinct cultural district in the center of Immokalee in order to improve community vitality and generate new economic growth.

Policy 7.1.9—The County, Community Redevelopment Agency, the EDC, the Immokalee Chamber of Commerce, and the Immokalee community shall promote conventional tourism and eco-tourism in and around Immokalee, particularly around Lake Trafford.

Policy 7.1.10—The County and the Redevelopment Agency shall seek to develop and preserve historic sites and areas, including Roberts Ranch, into attractive, family-friendly destinations that feature the history of the Immokalee area.

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Objective 7.2:

Encourage the development of Immokalee as a tourist destination point in the areas of: eco-tourism, heritage tours, agricultural tours

Policy 8.1.1—Collier County shall consider designating one or two individuals, or a small team, to act as dedicated human service program liaisons between Collier County government offices in Immokalee and Naples and provide them with office space in the Immokalee downtown.

Policy 8.1.2—Collier County shall consider creating a government services center in Immokalee which may include the following services:

- a. Animal control
- c. Code enforcement, including on weekends

- f. Department of Motor Vehicle services
- h. Enlarged paramedic and Emergency Management services
- i. Fingerprinting services (local, state, and federal)
- j. Legal aid services
- k. Permitting, planning, and economic development needs on a full-time
- basis
- I. Public health services

m. social Security administration

n. Hovering and Human Services. Office or any other

BCC office.

Policy 8.1.3—The Collier County Public School District is encouraged to work with County, State, and federal agencies to create services that encourage English-as-asecond-language job skills upgrades, apprenticeships, and other training that move workers away from the seasonal agriculture economy into more diverse economic opportunities (particularly those in the service industry) based . Develop these services around the existing Bethune Adult Education Center in South Immokalee.

d. Court hearings for all cases

Les loos f. Department of Motor Vehicle

See de ge. Educational tutoring

h. Enlarged paramonia.

j. Finance of the service of the service

Policy 8.1.4—Collier County shall consider expansion of Expand-Collier County public transit routes to connect to all important employment centers and comprehensively cover the downtown area and the provision of Provide bike-and-ride, medical transport, and other human service transportation services.

Policy 8.1.5—The Community Redevelopment Agency shall work closely with community leaders to bring new medical facilities to Immokalee and to expand medical services (particularly emergency care and obstetrics) for all age groups. that promote cradle to grave care.

Policy 8.1.6—The Community Redevelopment Agency shall strive to ensure the availability of public facilities to grow in tandem with population growth to avoid social pressures and maintain community spirit.

Policy 8-1.7 Sheriff (from 6.1.2)

LAND USE DESIGNATIONS/DESCRIPTIONS

The Future Land Use Map, outlined on Map 1, coupled with the following land use designations, sets forth the future land uses for the Immokalee Urban Designated Areagraphically represents desired-development and redevelopment in the Immokalee Urban Area. The Future Land Use Map also shows an environmentally sensitive wetland for reference purposes. Parcel level detail is provided in the series of Sub-Area Mapes in Part 3 of the May, 2007, draft Immokalee Area Master Plan, a support document for this Immokalee Area Master Plan, a support document for this Immokalee Area Master Plan. Redevelopment Area Subdistrict Detailed Maps of future land uses are contained in the Redevelopment Area Sub-Areas section.

GRAPHIC LINK TO MAP 1 HERE (see map at back of this report).

A. URBAN - MIXED USE DISTRICT

The purpose of this District is to provide for residential and non-residential land uses, including mixed use developments such as planned unit developments. Certain recreation/tourist and commercial uses are also allowed subject to criteria. This District includes the Low Residential Subdistrict (LR), Medium Density Subdistrict (MR), High Residential Subdistrict (HR), Neighborhood Center Subdistrict (NC), Commerce Center-Mixed Use Subdistrict (CC-MU), Planned Unit Commercial Subdistrict (PUD-C), and Recreational/Tourist Subdistrict (RT).

Non-Residential Uses for the Urban-Mixed Use LR, MR, HR, NC, CC-MU, PUD-C, and RT Subdistricts: Non-residential uses within the above-subdistrict-designations Residential designation are limited to those uses that are compatible and/or support the

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libraries, cemeteries, public and private schools, daycare centers, and essential services as defined in the Land Development Code are also permitted. A latificially limited to the C-2 district way and a proportion of the purpose of this Subdistrict is to provide for low density residential development. Residential dwellings shall be limited to single-family structures and duplexes, although 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 subdivisions or parks and as a mobile home overlay as defined by the Immokalee Overlay Zoning District in the Land Development Code. A density less than or equal to four (4)-five (5) dwelling units per gross acre is allowed.

- 2. Medium Residential Subdistrict (MR): The purpose of this Subdistrict is to provide for a mixture of housing types within medium density residential areas. Residential dwellings shall include single-family structures, multi-family dwellings, individual mobile homes, and duplexes on a lot-by-lot basis. A density less than or equal to six (6) eight (8) dwellings units per gross acre is allowed. In appropriate locations (infill areas and redevelopment areas), subject to criteria of the Density Rating System, dwelling unit densities up to sixteen (16) units per acre are allowed.
- 3. High Residential Subdistrict (HR): The purpose of this Subdistrict is to provide for high density residential development. Residential dwellings shall be limited to multifamily structures and less intensive units such as single family and duplexes provided they are compatible in the subdistrict. Mobile home developments shall be allowed 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) twelve (12) dwelling units per gross acre is allowed. In appropriate locations (infill areas and redevelopment areas), subject to

criteria of the Density Rating System, densities up to twenty (20) units per acre are

allowed.

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4. Neighborhood Center Subdistrict (NC): The purpose of this Subdistrict is to provide for centers of activity that serve the needs of the surrounding neighborhoods. The centers should contain a mix of neighborhood oriented uses such as daycare centers, parks, schools, and governmental activities. Other development criteria that shall apply to all neighborhood centers include the following:

a cu in any residential district.

- a.) 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 Neighborhood 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 units 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:
 - Commercial uses shall be limited to barber and beauty shops; drugstores, delis; meat markets; bicycle services; restaurants; dry cleaning; veterinary

clinics; medical offices; laundry facilities; and any other convenience commercial uses which are 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 school children; and
- 5. The projects within 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 amendment be closer than one mile to each other. New Neighborhood Centers would require market justification and must meet size, spacing, and use criteria expressed earlier.

5. Commerce Center - Mixed Use Subdistrict (CC-MU): The purpose of this Subdistrict is to create a major activity center that services the entire Immokalee Urban Area and surrounding agricultural area. The Mixed Use Subdistrict shall function as an employment center and shall encourage commercial and institutional uses. Uses allowed within this Subdistrict shall include shopping centers, governmental institutions,

be served by central public water and sewer; at least one abutting property is developed; the project is compatible with surrounding land uses; the property in question has no common site development plan with adjacent property; there is no common ownership with any adjacent parcels; and the parcel in question was not created to take advantage of the infill residential density bonus and was created prior to the adoption of this provision in the Growth Management Plan on January 10, 1989.

5.) Roadway Access: If the project has direct access to two (2) or more arterial or collector roads or if there is project commitment for provision of interconnection of roads with existing or future adjacent projects, one (1) residential dwelling unit per gross acre may be added above the maximum density of the district.

C. Maximum Density under the Density Rating System

The maximum permitted density shall not exceed sixteen (16) twenty (20) residential dwelling units per gross acre within the Immokalee Urban Area, except when utilizing Transfer of Development Rights (TDR), Section 2.03.07 of the Collier County LDC, adopted by Ordinance 91-102, as amended.

D. Density and Intensity Blending

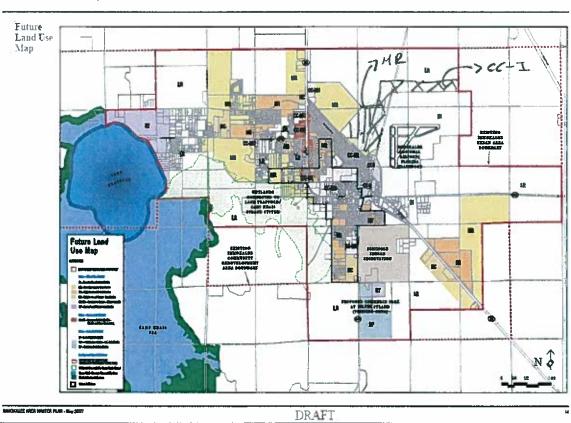
This provision is intended to encourage unified plans of development and to preserve the high quality wetlands, wildlife habitat, and other natural features that exist within areas of the Immokalee Urban Area, which are proximate to Lake Trafford or Camp Keais Strand. In the case of properties which are contiguous to Lake Trafford or Camp Keais Strand, which straddle-the immokalee Urban Area

and the Rural Land-Stewardship Area Overlay (RLSA) as depicted-on-the Collier County-Future-Land-Use-Map, and which were in existence and under unified control as of October 22, 2002, the allowable gross density and/or intensity may be shifted from the Immokalee Urban Area to lands within the RLSA which are contiguous-and under unified control, and which are designated as a Stewardship Receiving Area (SRA) in the RLSA. The density and/or intensity may be shifted on an acre per acre basis. This Density and Intensity Blending provision is further subject to the following conditions and limitations:

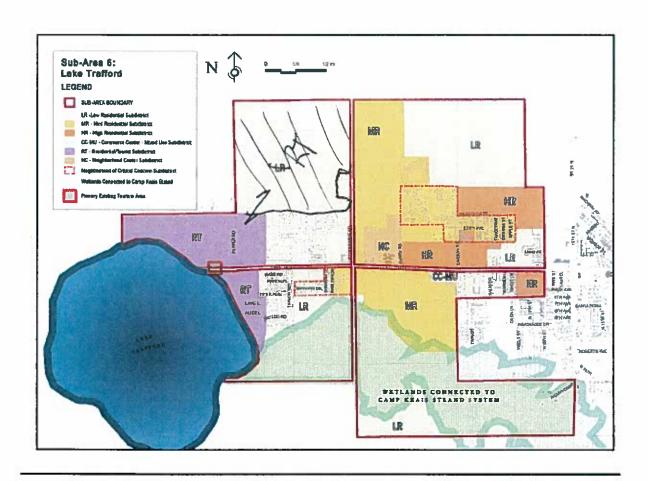
- 1.) The project in aggregate must be a minimum of 200 acres in size and the Urban portion must be designated Recreational/Tourist District (RT), in the Immokalee Area Master Plan; Low Residential (LR), Medium Residential (MR), or High Residential CHIZ) in the tumokalee Area Master Tran;
- 2.) It must be demonstrated the lands designated Urban have a high natural resource value as indicated by the presence of Group 1 or Group 2 FLUCCS Codes and a score of greater than 1.2 (both as identified on the Stewardship Credit Worksheet in the RLSA;
- 3.) Density and Intensity may only be shifted from lands within the Immokalee Urban Area containing this high natural resource value (as measured above) to the lands within a contiguous Stewardship Receiving Area, on an acre per acre basis, providing such lands were under unified control as of October 22, 2002; and
- 4.) Lands within the Urban area, from which the density and/or intensity has been shifted, shall be placed in a conservation easement in perpetuity.

MAP 1...FUTURE LAND USE MAP FOR THE IMMOKALEE URBAN DESIGNATED AREA

Map is to change as per map 10, page 83



MAP 7...LAKE TRAFFORD REDEVELOPMENT AREA SUB AREA



MAP 10...REMAINDER URBAN LANDS REVELOPMENT **AREA SUB AREA**

