

SUMMARY OF RECOMMENDED CHANGES
2011 EVALUATION & APPRAISAL REPORT (EAR)
ECONOMIC ELEMENT

Goals, Objective and Policies: The entire Element will be revised to reflect the proper formatting for all Goals, Objectives and Policies, as defined below:

Goal: General statement defining what the plan will ultimately achieve, typically beginning with “TO” followed by a transitive verb, such as, TO PROTECT or TO ENSURE.

Objective: A more specific statement than the stated Goal; describing actions that will help achieve the goal(s), typically beginning with the active verb providing the general direction, such as, “Implement”, “Promote” or “Protect”. Objectives use the term “will” and allow Policies to specifically require an activity with “shall”.

Policies: Specific statements that provide directives on how to achieve the objectives and ultimately the Element’s goals, typically beginning with phrases like, “The County shall promote...”, “The County shall continue to...” or “The District shall expand...” or similar phrases. Policies use the terms “may” or “shall” to provide specific direction.

Goals, Objective and Policies: The entire Element should be revised to reflect Department name changes, designee changes, renumbering due to objective and/or policy additions and/or deletions, and grammatical changes.

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| Objective 1 | Revision to clarify the purpose of the objective. |
| Policy 1.2 | Revision to expand focus of policy. |
| Objective 2 | Revision to expand focus of objective |
| Objective 3 | Revision to objective by making this objective number 1, with all policies under this objective reflecting the change. |
| Policy 3.1 | Modification based upon expansion of the policy. |
| Policy 3.3 | Modification based adding specificity to annual report and eliminating EDC reference. |
| Policy 3.8 | Revision based upon need to explain what is the County’s traditional economic base. |
| Policy 3.9 | Deletion based upon redundancy with policy 3.3 |
| Policy 3.14 | Relocation of text. |

- Objective 4 Revision to clarify the purpose of the objective.
- Policy 4.1 Modification based upon proposed combination of policy, 4.1, 4.2 and 4.3 into single policy.
- Policy 4.2 Modification based upon proposed combination of policy, 4.1, 4.2 and 4.3 into single policy.
- Policy 4.3 Modification based upon proposed combination of policy, 4.1, 4.2 and 4.3 into single policy.

ECONOMIC ELEMENT

Introduction and Background

The purpose of this Element is to serve as a set of guidelines to assess the impacts of growth management decisions on the County's economic vitality. The Element also addresses certain requirements of the Southwest Florida Strategic Regional Plan regarding economic issues.

It must be noted that the Economic Element only encourages, and does not mandate, that the County consider economic matters in relation to its overall planning and growth management strategy, as reflected in the other Elements of this Growth Management Plan (GMP). In considering whether to adopt changes or modifications to the GMP or the Land Development Code, the Board of County Commissioners must weigh the relative importance of many factors, of which economic impacts are not always the most significant.

The Economic Element contains a single Goal and six (6) Objective Areas. These Objective Areas are:

1. The Conservation and Enhancement of Natural, Cultural & Social Resources.
2. Expanding and Enhancing the Tourism Industry.
3. New and Existing Industries.
4. Nonprofit and Civic Organizations & Local Groups/Programs.
5. Expansion and Development of Educational Facilities and Programs.
6. Development Regulations.

The below evaluation of the Goal, Objectives and Policies of the Economic Element has been a collaborative effort between the Collier County Economic Development Council (EDC) and Comprehensive Planning.

GOAL: COLLIER COUNTY WILL ACHIEVE AND MAINTAIN A DIVERSIFIED AND STABLE ECONOMY BY PROVIDING A POSITIVE BUSINESS CLIMATE THAT ASSURES MAXIMUM EMPLOYMENT OPPORTUNITIES WHILE MAINTAINING A HIGH QUALITY OF LIFE.

OBJECTIVE 1 (The Conservation and Enhancement of Natural, Cultural and Social Resources): Collier County will encourage the conservation and enhancement of those natural, cultural, and social resources that represent the foundation of the County's existing retirement, recreation, and tourist-oriented economy, in order to place the County in a competitive position to enable the retention and expansion of these and other business opportunities.

Objective Achievement Analysis: Collier County recommends text be remain.

The County still maintains a position of strengthening the attributes which contributes to its competitive advantage regarding a sense of place which attracts new working and retired residents, as well as seasonal residents and short term visitors. The proposed revisions will be to clarify the purpose of the objective, as proposed below.

OBJECTIVE 1 (The Conservation and Enhancement of Natural, Cultural and Social Resources): Collier County will encourage the conservation and enhancement of those natural, cultural, and social resources that are

integral represent the foundation of to maintaining and expanding that portion of the County's economy the County's existing which largely relies on seasonal residents and short term visitors and retired residents, retirement, particularly the recreation, hospitality and tourism industries t-oriented economy, in order to place the County in a the most advantageous competitive position to enable the retain ention and expand sion of these and other similar or related businesses opportunities.

Planning Commission (CCPC) Comment from August 25, 2010 EAR Workshop – The CCPC felt the renumbering of the Objectives as suggested by staff was unnecessary.

Policy 1.2: Collier County will support the opportunity for development and establishment of hospitals, nursing homes and additional medical related facilities in order to promote a continuum of care to enhance the quality of life throughout the County.

Policy Achievement Analysis: Collier County recommends text be revised.

As part of the means to make the County more attractive to a growing aging population, the attention and support of medical related facilities is essential. To further provide clarification the inclusion of medical related research and manufacturing facilities, is being proposed to be included within the facilities promoted.

OBJECTIVE 2 (Expanding and Enhancing the Tourism Industry): Collier County will support programs that are designed to expand and enhance the tourism industry.

Objective Achievement Analysis: Collier County recommends text be revised.

A central tenant of the composition of the Collier County economy lies within Tourism, not only for short term economic opportunities that tourist bring to the County, but the continual exposure of the County to potential new full time and seasonal residents who first experience the County through tourist opportunities have long term economic ramifications. The objective is being proposed to be modified by adding the words – "hospitality and the tourism industry"

OBJECTIVE 3 (New and Existing Industries): Collier County will support programs which are designed to promote and encourage the recruitment of new industry as well as the expansion and retention of existing industries in order to diversify the County's economic base.

Objective Achievement Analysis: Collier County recommends text remains.

The economic strategy employed by the County is a two prong approach; job creation through strengthening existing industries as well as active marketing to firms outside of the local market through recruitment efforts.

Policy 3.1: Collier County will support efforts to formulate an economic development plan to assist local organizations in fostering the expansion and diversification of the County's economic base.

Policy Achievement Analysis: Collier County recommends text be revised.

Collier County's financial commitment to the Collier County Economic Development Council is a direct effort to support and enrich the business environment. Additionally, the BCC recently approved the position of Economic Development Director to provide additional attention and resources to this critical effort. Based upon these two factors the policy is being proposed to be expanded as provided below.

Policy 3.1: Collier County will support efforts by the Economic Development Council of Collier County to formulate a five-year economic development plan to assist local organizations in fostering the to specifically identify the steps to be taken to achieve expansion and diversification of the County's economy ie-base.

Policy 3.3: Collier County will support the preparation of an annual report on the progress of economic development in the County.

Policy Achievement Analysis: Collier County recommends text be revised.

The preparation of an annual report detailing the economic progress and specifics of existing programs is an effort which helps provided the business community a wider breadth of understanding of the business environment fostered by the County and potential opportunities within the County. The policy is being proposed as modified below.

Policy 3.3: Collier County will ~~support the action of~~ prepare an annual report on the progress of economic development and diversification, in the County, specifically as it relates to achieving the objectives set forth in the five-year economic development plan referenced in Policy 3.1

Planning Commission (CCPC) Comment from August 25, 2010 EAR Workshop – Remove the reference to the EDC in the proposed policy.

Policy 3.8: Collier County, in coordination with appropriate entities, will continue programs that encourage and assist in the location of new companies that build on the traditional economic base.

Policy Achievement Analysis: Collier County recommends text be revised.

Attention to the core components of the Collier Economy is a central tenant of the economic platform endorsed by the County and will continue to be as the County moves forward with its economic diversification efforts.

Planning Commission (CCPC) Comment from August 25, 2010 EAR Workshop – Would like to see traditional economic base articulated in policy.

Policy 3.9: Collier County will support the preparation of an annual report on the progress of existing industry expansions and traditional industry starts.

Policy Achievement Analysis: Collier County recommends text be deleted.

The policy is redundant, with the annual report provided for in policy 3.3.

Policy 3.14: Collier County has adopted a comprehensive program of economic incentives that are designed to attract new businesses and develop the local workforce for such businesses. These incentives include:

- a. An impact fee payment assistance program for either new or expanding targeted industries;**
- b. A job creation investment program for the relocation or expansion of targeted industries;**
- c. A property tax stimulus program providing payments to offset the costs associated with the relocation and/or expansion of targeted industries; and,**
- d. An advanced broadband infrastructure investment program, which provides payments to businesses that are either installing or expanding broadband communications systems.**

Policy Achievement Analysis: Collier County recommends text relocated.

The County has identified the above means to reduce locational barriers faced by firms entering into the Collier market and will continue to do so in the future and the development of the Project Innovation initiative is direct evidence of this commitment.

Planning Commission (CCPC) Comment from August 25, 2010 EAR Workshop – remove this policy and relocate to either the Housing Element or the Immokalee Area Master Plan.

OBJECTIVE 4 (Nonprofit and Civic Organizations and Local Groups/Programs): Collier County will support the economic development goals, efforts and community involvement of nonprofit organizations, civic associations and local groups and programs.

Objective Achievement Analysis: Collier County recommends be revised.

Support to these groups or organizations are part of the overall support for attempts to bring diversity and sustainability to the Collier economic mix. The Objective is proposed to be revised to provide further clarification to its purpose as detailed below.

OBJECTIVE 4 (Nonprofit and Civic Organizations and Local Groups/Programs): Recognizing the significant economic and social benefits and the overall quality of place attributable in large part to the vast array of nonprofit organizations, civic and community associations, and other local groups and programs in Collier County and in the southwest Florida region, the County will support the community involvement efforts and economic development goals of such organizations, associations, groups and programs. ~~economic development goals, efforts and community involvement of nonprofit organizations, civic associations and local groups and programs.~~

Policy 4.1: Collier County will support the economic development initiatives of regional nonprofit organizations.

Policy Achievement Analysis: Collier County recommends text be revised, as suggested at the conclusion of policy 4.3.

Successful economic development strategies must understand the economic landscape on a regional basis to identify and leverage opportunities contained within the region and with that understanding the county will support such regional efforts.

Policy 4.2: Collier County will support the economic development goals and efforts of countywide organizations.

Policy Achievement Analysis: Collier County recommends text be revised, as suggested at the conclusion of policy 4.3.

As with policy 4.1 the County understands the importance of local efforts with economic diversification efforts and will continue to support such organizations.

Policy 4.3: Collier County will support the economic development efforts of localized organizations.

Policy Achievement Analysis: Collier County recommends text to be revised.

Policy 4.1, 4.2 and 4.3 could be combined within one policy as suggested below

Policy 4.1: Collier County will support the economic development; initiatives of regional nonprofit organizations, goals and efforts of countywide organizations and efforts of localized organizations.

OBJECTIVE 5 (Expansion and Development of Educational Facilities and Programs): Collier County will encourage the expansion and development of educational facilities and programs that complement economic development and diversification.

Objective Achievement Analysis: Collier County recommends text remains.

Successful economic development strategies understand the necessity of linking educational institutions to specific industries to assist within technology transfer and product and process innovation. Additionally, a strong educational linkage to industry ensures a yearly supply of fresh talent and ideas for existing business to draw upon and stands as a required infrastructure for a locality to provide similar to other locational infrastructure requirements.

OBJECTIVE 6 (Development Regulations): Collier County will maintain a system of development regulations that will promote the accomplishment of the goals, objectives, and policies of this Element.

Objective Achievement Analysis: Collier County recommends text remains.

The level of complexity associated with the development regulations of the County must weigh the protections being sought against the barriers they create for new business starts and existing business expansion. Attention must be paid to both sides of the balance.

Policy 6.1 Collier County will periodically review its land development regulations for consistency with the Collier County Growth Management Plan to promote the accomplishment of the goals, objectives and policies of this Element.

Policy Achievement Analysis: Collier County recommends text remain.

Periodic review of development regulations are required to ensure that unintended negative consequences, contrary to the GMP's Economic Element are not resulting from such development regulation.

Planning Commission (CCPC) Comment from August 25, 2010 EAR Workshop – Leave policy as written.