



Collier County Parks & Recreation Master Plan



May 2018

Table of Contents

Section 1 Introduction	1
Master Plan Purpose	1
Community Profile	2
Master Plan Service Area	2
Report Organization.....	2
Section 2 Parks & Recreation Inventory	4
Regional and Community Parks	4
Parks & Recreation Programs.....	17
Beach and Water Access	20
Beach Access and Parking	22
Sports Tourism.....	23
Conservation Land	26
Municipal Parks	30
Pathways, Transit Access, and Blueways.....	31
Achievements since 2011 Master Plan	34
Section 3 Demographic Analysis	38
Population Estimates and Growth Projections	38
Age	47
Seasonal Residents and Visitors.....	50
Income	51
Summary of Findings	55
Section 4 Baseline Conditions & Trend Analysis	56
Plans Review	56
Operational Assessment	60
Financial Assessment.....	62
Section 5 Needs Analysis.....	67
Utilization Analysis.....	67
Drive Time Analysis	72
Level of Service Analysis	72

Section 6 Public Outreach..... 77

Public Outreach—Needs Identification 77

Public Outreach—Needs Confirmation 103

Section 7 Master Plan Recommendations..... 109

Capital Project Priorities..... 110

Capital Funding Assessment..... 115

Recreation Programming Priorities 117

Park Maintenance Priorities 117

Other Recommendations..... 120

List of Figures

Figure 2-1: East Naples Community Park Pickleball Facility 24

Figure 2-2: Paradise Coast Blueway Trails Map 36

Figure 3-1: Historical and Projected Annual Growth Rate Trends (2000–2030) 39

Figure 3-2: Countywide and Peak Season Population Estimates and Projections 40

Figure 3-3: Median Age Trends..... 47

Figure 3-4: Distribution of Age (1990–2015) 48

Figure 3-5: Median Household Income (1990, 2000, 2010, 2015) 51

Figure 3-6: Distribution of Median Household Income (1990, 2000, 2010, 2015)..... 52

Figure 4-1: Parks & Recreation Division Organizational Chart 60

Figure 4-2: Parks & Recreation Division Revenue and Expenses..... 63

Figure 4-3: County Park Facilities & Programs Fund Program Budget 63

Figure 4-4: Parks & Recreation Division Fund Program Summary and Enhancements..... 64

Figure 6-1: How important are Collier County Parks to you, your family, and your community? 80

Figure 6-2: How important are Collier County parks to you, your family, and your community? 81

Figure 6-3: How often do you or other members of your household visit a Collier County park? 82

Figure 6-4: As you see Collier County growing and changing in the future, what recreation needs should be a priority? 83

Figure 6-5: Please rate the overall quality of the following categories..... 84

Figure 6-6: Please indicate if there are enough [programs] or if there should be more or fewer [programs] provided. 85

Figure 6-7: Please provide detailed comments regarding the recreational program needs in Collier County over the next 5–10 years. 86

Figure 6-8: Please provide detailed comments regarding the recreational program needs in Collier County over the next 5–10 years..... 87

Figure 6-9: What is the best way for your household to receive information about parks and recreation facilities, services, and programs? 88

Figure 6-10: What is your residency status? 89

Figure 6-11: What is your ZIP Code? 90

Figure 7-1: Miami-Dade County Website Example 123

Figure 7-2: Example Navigation Bars 124

Figure 7-3: Atlanta Beltline Website Example Activity Finder 125

Figure 7-4: Atlanta Beltline Website Example Interactive Parks Map 126

Figure 7-5: Miami-Dade Parks Uniform Social Media Example 127

Figure 7-6: Parks & Recreation Logo Examples..... 128

Figure 7-7: Parks & Recreation Wayfinding and Signage Examples..... 129

Figure 7-8: Parks & Recreation Iconography Example 129

Figure 7-9: Parks & Recreation Promotional Product Example 130

List of Tables

Table 2-1: Parks Inventory Summary by Park Type..... 4

Table 2-2: Collier County Recreation Facilities Inventory 6

Table 2-3: Collier County Recreation Programs Inventory 18

Table 2-4: Collier County Beach and Water Access Points 20

Table 2-5: Collier County Beach Parking Car and Visitor Counts (FYs 2016 and 2017)..... 22

Table 2-6: CAT Beach Trolley Ridership 23

Table 2-7: Conservation Collier Sites 27

Table 2-8: Federal and State Conservation Land..... 28

Table 2-9: Status of 2011 Master Plan Recommendations 37

Table 4-1: Plans and Programs Review 57

Table 4-2: Contracted Parks Maintenance Vendors 61

Table 4-3: Regional and Community Parks Impact Fee Fund Revenues and Expenses..... 65

Table 4-4: Collier County and Peer Primary Revenue Sources..... 66

Table 5-1: Baseball/Softball/ Little League Field Utilization (FY 2017) 68

Table 5-2: Soccer/Multi-Purpose Field Utilization (FY 2017) 69

Table 5-3: Existing and Future LOS based on Current Inventory 76

Table 5-4: Existing and Future LOS based on Potential Future Inventory 76

Table 6-1: Focus Group Summary 77

Table 6-2: Percentage of Respondents with Family Members by Age 89

Table 6-3: Park-Specific Comments 98

Table 6-4: Geography-Specific Comments..... 101

Table 6-5: General Improvements—Park Maintenance 104

Table 6-6: General Improvements—New Parks Facilities and Opportunities 104

Table 6-7: General Improvements—Expand Existing Parks/Facilities 105

Table 6-8: General Improvements—Expand Recreation Programs	105
Table 6-9: General Improvements—Park Access Improvements	106
Table 6-10: Park-Specific Improvements—Park Maintenance	106
Table 6-11: Park-Specific Improvements—Expanding Existing Parks/Facilities	107
Table 6-12: Park-Specific Improvements—Expanding Recreation Programs	107
Table 6-13: Park-Specific Improvements—Park Access Improvements	108
Table 6-14: Support for Park & Recreation Funding	108
Table 7-1: 10-Year Impact Fee Estimated Available Revenue & Estimated Project Costs	116

List of Maps

Map 2-1: Collier County Park Locations	8
Map 2-2: Collier County Parks Facility/Building Locations	10
Map 2-3: Collier County Parks Water Access Points	11
Map 2-4: Collier County Sports Field Locations	12
Map 2-5: Collier County Sports Court Location	14
Map 2-6: Collier County Aquatic Facility Locations	16
Map 2-7: Collier County Recreation Program Locations	19
Map 2-8: Conservation Land	29
Map 2-9: Existing and Programmed Bicycle and Pedestrian Facilities	32
Map 2-10: Park Proximity to Existing Transit	35
Map 3-1: Existing Population by TAZ	42
Map 3-2: Historical Population Change (2010–2015)	43
Map 3-3: Projected Population Change (2015–2040)	44
Map 3-4: Population Density Change (1990–2015)	45
Map 3-5: Population Density (2040)	46
Map 3-6: Distribution of Age (2000–2015)	49
Map 3-7: Median Household Income (2015)	53
Map 3-8: Households below Poverty Threshold (2015)	54
Map 5-1: Annual Ballfield Utilization	70
Map 5-2: Annual Multipurpose/Soccer Field Utilization	71
Map 5-3: Existing Regional Park Drive-Time Analysis	74
Map 5-4: Existing and New Regional Park Drive-Time Analysis	75
Map 7-1: Master Plan Capital Priorities	114
Map 7-2: Existing Older Adult/Senior, Special Needs & Teen Programming	119

Section 1 Introduction

Master Plan Purpose

The Collier County Parks & Recreation Division's ("Division") focus is to provide the public, including residents and visitors, with unique recreation experiences. The County's parks and recreation facilities contribute to the health of the community's residents, facilitate community building, enhance the integrity and quality of the natural environment, and attract visitors to the county, thereby contributing to local tourism and economic development.

To optimize its existing parks and recreation resources and assets and to set priorities for future assets and resources, Collier County is undertaking an update of its 10-Year Parks & Recreation Master Plan, which was initially prepared in 2011.

Consistent with the Mission of Collier County's Parks & Recreation Division provided below, the master planning process is designed to ensure that Collier County's legacy of parks and open spaces will continue well into the future.

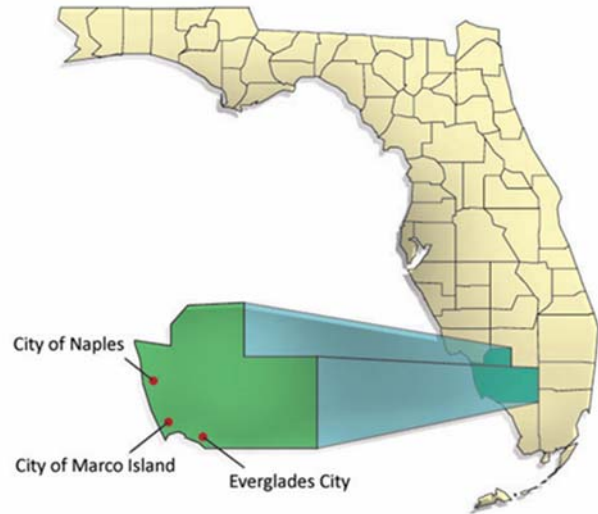
"Our mission is to benefit the well-being of the people, community, and environment of Collier County."



Pictured from top left clockwise: Sun N Fun Lagoon, Sugden Park ski program, Volunteer Pre-Kindergarten (VPK) at Golden Gate Community Center, Panther Park playground.

Community Profile

Collier County, located in southwest Florida along the Gulf of Mexico, was incorporated by the Florida Legislature in 1923 from portions of Lee and Monroe counties. There are three municipalities within Collier County: Everglades City, Marco Island, and Naples, which is the County seat. In 2017, Collier County was ranked the 16th most populous county in Florida, with 1.7% of the state’s total population. This percentage is anticipated to be maintained through 2040, based on state population projections.¹



According to the 2010 Census, Collier County is the largest county in Florida, with approximately 1,998 square miles.² However, a significant portion of the county is designated as Federal or State park land or as conservation land. Within the developable areas, the average population density has increased by 44% since 2000, from 124.1 to 178.9 persons per square mile.³

Collier County is rich in geographic diversity, from the beaches to the Big Cypress National Preserve and Everglades National Park. Collier County’s beaches, tropical climate, and rich geographic and biological diversity make it one of the premier tourism and retirement destinations within the US.

Master Plan Service Area

Collier County Parks & Recreation provides community and regional parks that are available to all residents and visitors of Collier County. As such, this Master Plan considers the entire county as a single service area, although also considering recreation facilities provided by municipalities and private providers.

Report Organization

In addition to this introduction, the Collier County 10-Year Parks & Recreation Master Plan includes the following sections:

¹ University of Florida, Bureau of Economic and Business Research (BEBR), *Florida Population Studies*, Volume 50, Bulletin 177, April 2017.

² US Census Bureau, Census of Population and Housing. Land area is based on current information in the TIGER database, calculated for use with Census 2010.

³ Collier County Profile prepared by the Florida Office of Economic and Demographic Research, December 2017.

Section 2 – Parks & Recreation Inventory provides detailed information about regional and community parks, beach/boat access, and Conservation Collier/public lands in the county. It also provides an overview of current facilities and recreation programs. The section also documents accomplishments since the 2011 Master Plan resulting in changes to the inventory, programs, or other aspects of the County’s parks and recreation system.

Section 3 – Demographic Analysis provides a demographic and socioeconomic profile of Collier County and includes an analysis of historic and projected trends of variables such as population growth, population density, age composition, and average household income.

Section 4 – Baseline Conditions and Trend Analysis reviews pertinent planning documents and trends in park service and amenity provisions, operations, and financing.

Section 5 – Needs Analysis assesses the current and future needs of the County’s parks and recreation system through a quantitative analysis of various recreation components.

Section 6 – Public Outreach summarizes community input received on parks and recreation needs gathered through focus groups, an online community survey, and public workshops.

Section 7 – Master Plan Recommendations and Implementation brings together the results of the analysis and community input and provides a set of strategic recommendations for Collier County’s parks and recreation system for the next 10 years. This section also documents potential funding sources that could be associated with each recommendation for implementation.

Section 2 Parks & Recreation Inventory

The residents of and visitors to Collier County are afforded a significant selection of recreation facilities and amenities through parks, water access points, and conservation land owned and maintained by various public agencies. This section summarizes the inventory of County-owned and maintained parks and recreation facilities and conservation sites and others within the county that are owned or maintained by other agencies.

Regional and Community Parks

The Collier County Parks & Recreation Division oversees 69 neighborhood, community, and regional parks serving active and passive recreation needs totaling 1,772 acres, as summarized in Table 2-1. Collier County also has interlocal agreements with the Collier County School Board to allow for public use of facilities at several schools for recreational purposes during non-school hours.

Table 2-1: Parks Inventory Summary by Park Type

Park Type	No.	Acreage
Neighborhood	15	29.35
Community	26	594.74
Regional	28	1,148.28
Total	69	1,772.37

Note: Inventory shown does not include 50-acre Naples Zoo or park acreage associated with City of Naples or City of Marco Island parks.

Source: Collier County Parks & Recreation Division

Table 2-2 documents the type and location of each park and the various active and passive amenities and facilities located at each. Through its parks system, Collier County provides:

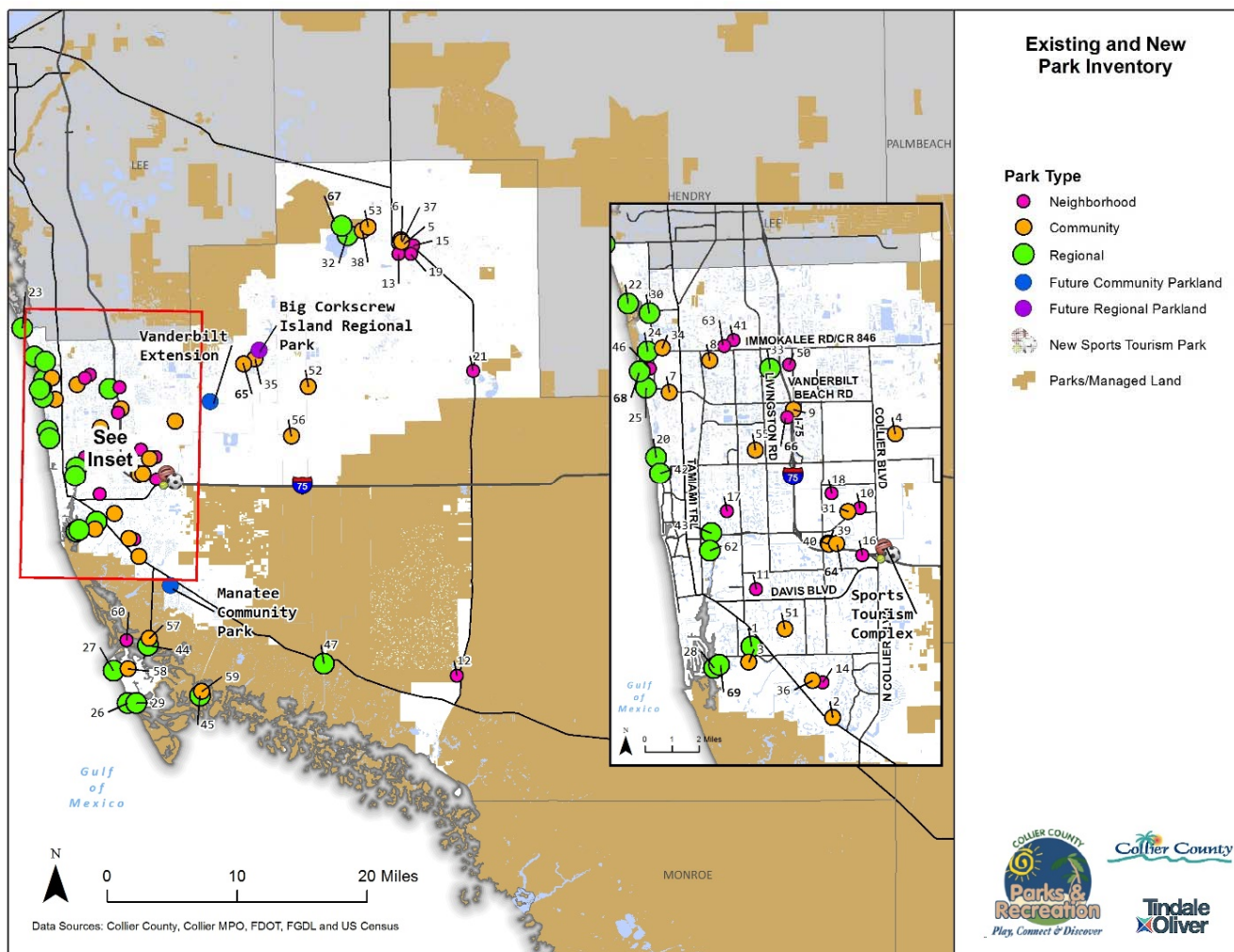
- 26 community/recreation centers, fitness centers/gyms, older adult centers, and other facilities
- 50 water access points, including fishing piers/docks, boat ramps, etc.
- 69 sports fields for baseball, softball, soccer, football, and other sports
- 167 sports courts for pickleball, basketball, racquetball, tennis, and other sports
- 6 aquatic facilities (splash parks, swimming pools, Sun N Fun Lagoon water park), including new East Naples swimming pool opening summer 2018
- Other various facilities such as a rink, a BMX track, two skate facilities, trails, picnic pavilions, playgrounds, etc.

The location and type of each park are illustrated on Map 2-1, and Maps 2-2 through 2-6 illustrate the locations of key parks and recreation facilities in Collier County. Note that these inventories include new parks for which land is already acquired and are anticipated to be developed in the future, including Big Corkscrew Island Regional Park, Manatee Community Park, and Vanderbilt Extension.



Ann Olesky (Lake Trafford) Park pier.

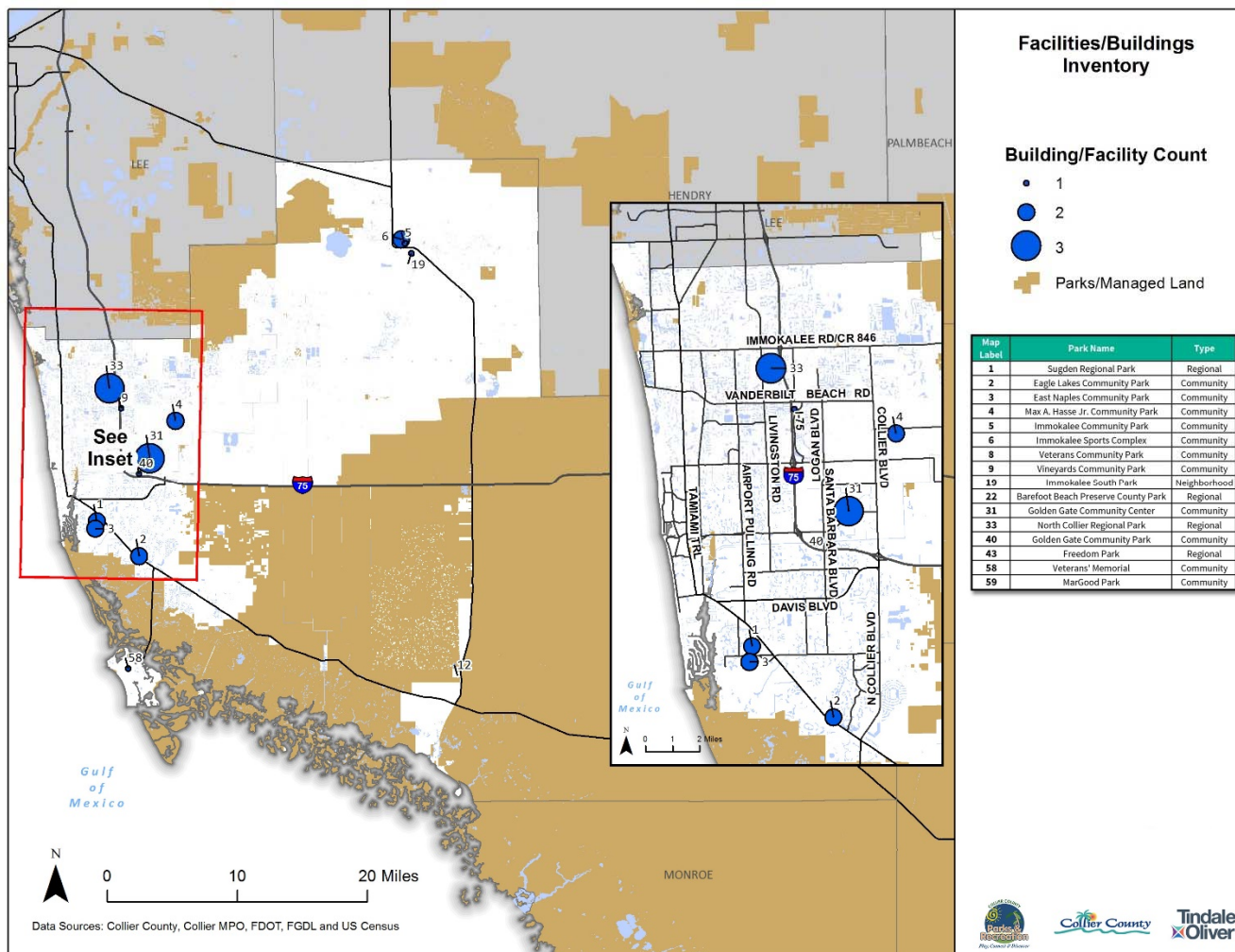
Map 2-1: Collier County Park Locations



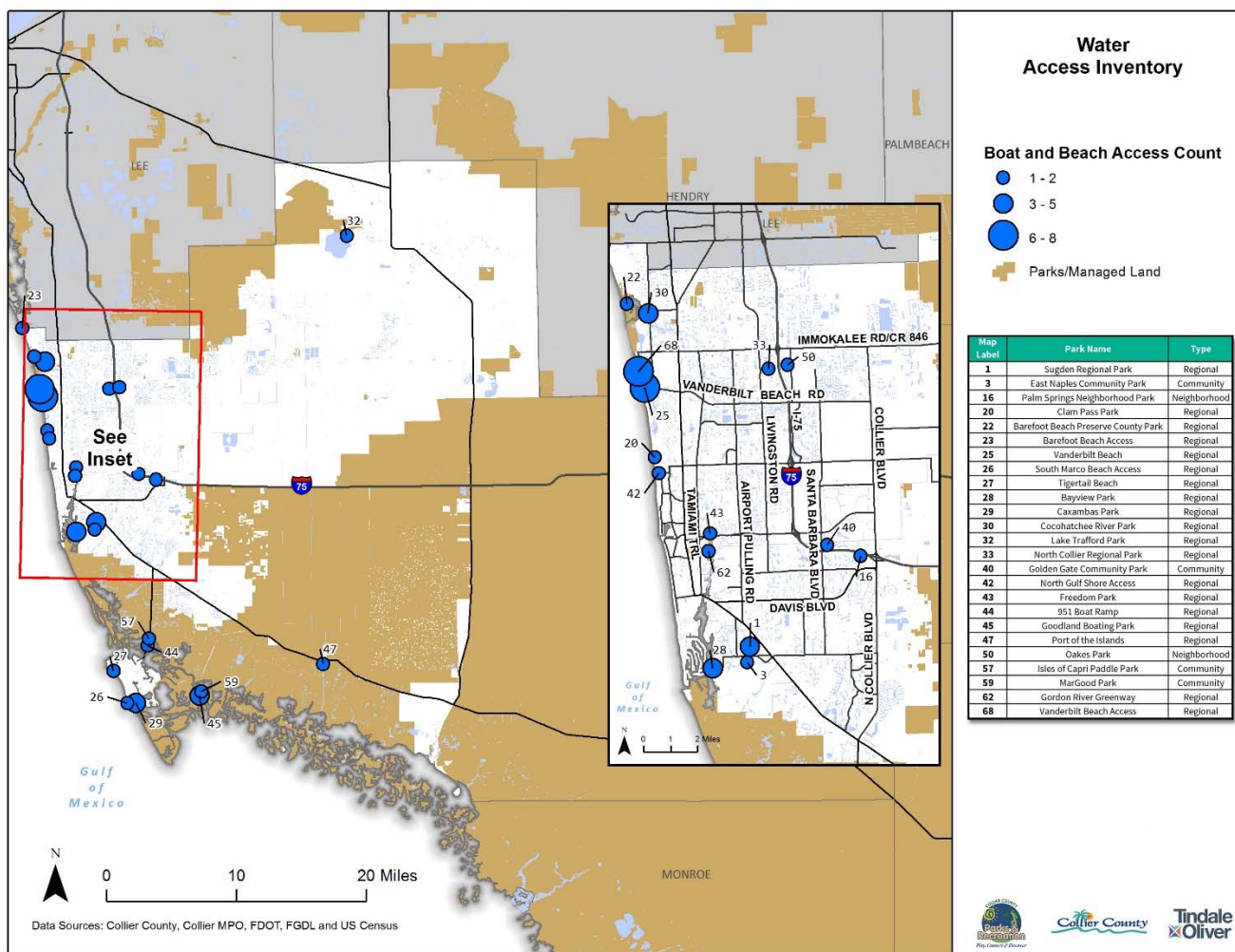
Map 2-1 Park Number Key

No.	Park Name	Type	No.	Park Name	Type	No.	Park Name	Type
1	Sugden Regional Park	Regional	24	Conner Park	Regional	47	Port of the Islands Marina	Regional
2	Eagle Lakes Community Park	Community	25	Vanderbilt Beach	Regional	48	Vanderbilt Extension	Community
3	East Naples Community Park	Community	26	South Marco Beach Access	Regional	49	Manatee Community Park	Community
4	Max A. Hasse Jr. Community Park	Community	27	Tigertail Beach Park	Regional	50	Oakes Park	Neighborhood
5	Immokalee Community Park	Community	28	Bayview Park	Regional	51	Rich King Greenway	Community
6	Immokalee Sports Complex	Community	29	Caxambas Park	Regional	52	Sabal Palm School	Community
7	Pelican Bay Community Park	Community	30	Cocohatchee River Park	Regional	53	Eden Park Elementary School	Community
8	Veterans Community Park	Community	31	Golden Gate Community Center	Community	54	Big Corkscrew Island Regional Park	Regional
9	Vineyards Community Park	Community	32	Ann Olesky (Lake Trafford) Park	Regional	55	Osceola School	Community
10	Aaron Lutz Neighborhood Park	Neighborhood	33	North Collier Regional Park	Regional	56	Palmetto Elementary School	Community
11	Coconut Circle Neighborhood Park	Neighborhood	34	Naples Park Elementary School/Petty Startcher Field	Community	57	Isles of Capri Paddlecraft Park	Community
12	Panther Neighborhood Park (Copeland)	Neighborhood	35	Corkscrew Elementary/Middle School	Community	58	Veterans' Memorial	Community
13	Dreamland Neighborhood Park	Neighborhood	36	Cindy Mysels Park	Community	59	MarGood Harbor Park	Community
14	Naples Manor Neighborhood Park	Neighborhood	37	Immokalee High School	Community	60	Isles of Capri Park	Neighborhood
15	Immokalee Airport Park	Neighborhood	38	Tony Rosbough Community Park	Community	61	Sports Tourism Park	Sports Tourism
16	Palm Springs Neighborhood Park	Neighborhood	39	Golden Gate Aquatic and Fitness Complex	Community	62	Gordon River Greenway	Regional
17	Poinciana Village Neighborhood Park	Neighborhood	40	Golden Gate Community Park	Community	63	Palm River	Neighborhood
18	Rita Eaton Neighborhood Park	Neighborhood	41	Willoughby Acres Neighborhood Park	Neighborhood	64	Golden Gate Pathway	Community
19	Immokalee South Park	Neighborhood	42	North Gulf Shore Beach Access	Regional	65	Randall Curve	Community
20	Clam Pass Beach Park	Regional	43	Freedom Park	Regional	66	Livingston Woods	Neighborhood
21	Oilwell Park	Neighborhood	44	951 (Collier) Boat Ramp	Regional	67	Pepper Ranch	Regional
22	Barefoot Beach Preserve County Park	Regional	45	Goodland Boating Park	Regional	68	Vanderbilt Beach Accesses	Regional
23	Barefoot Beach Access	Regional	46	Best Friends Park	Neighborhood	69	Bayview Street Land Parcels	Regional

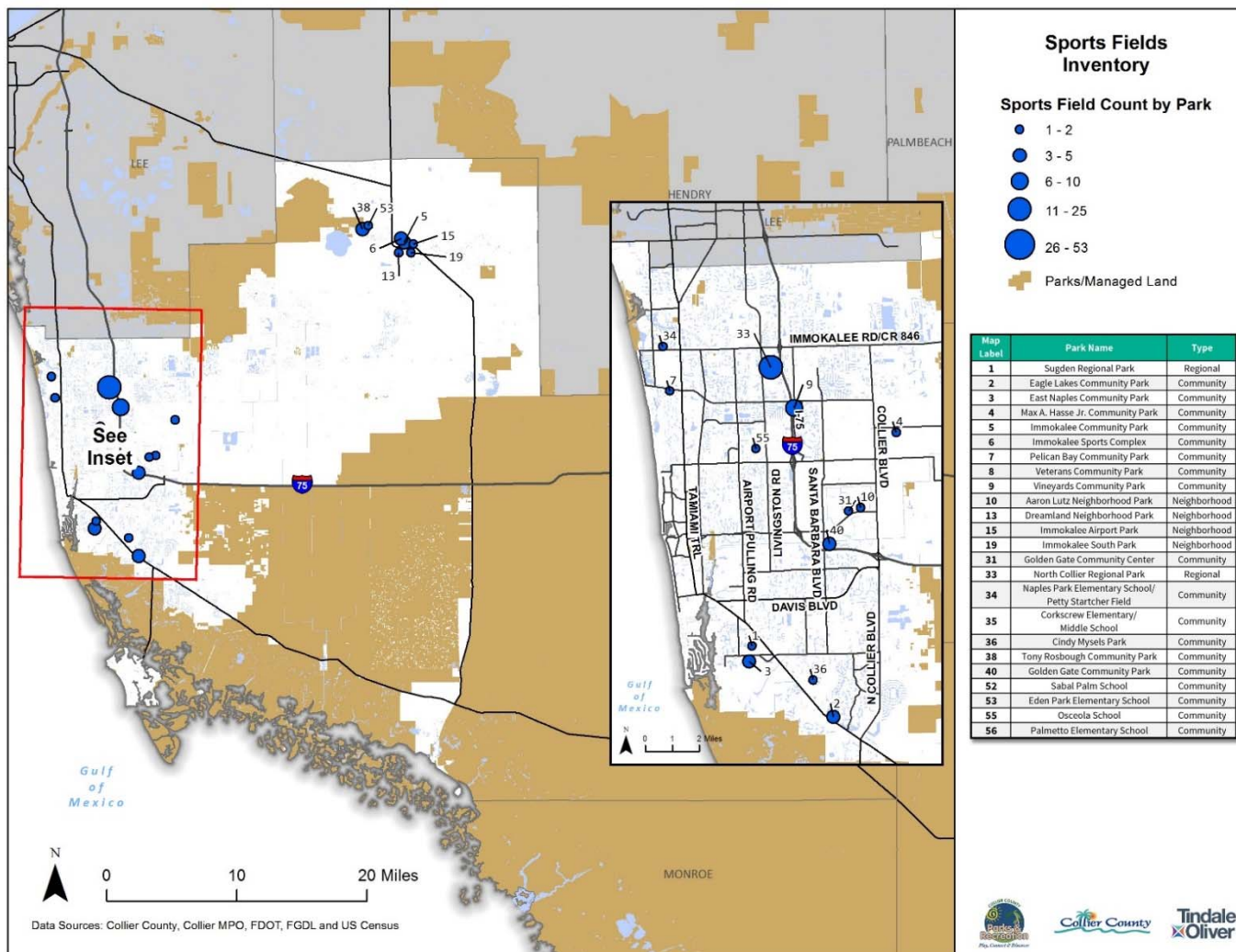
Map 2-2: Collier County Parks Facility/Building Locations



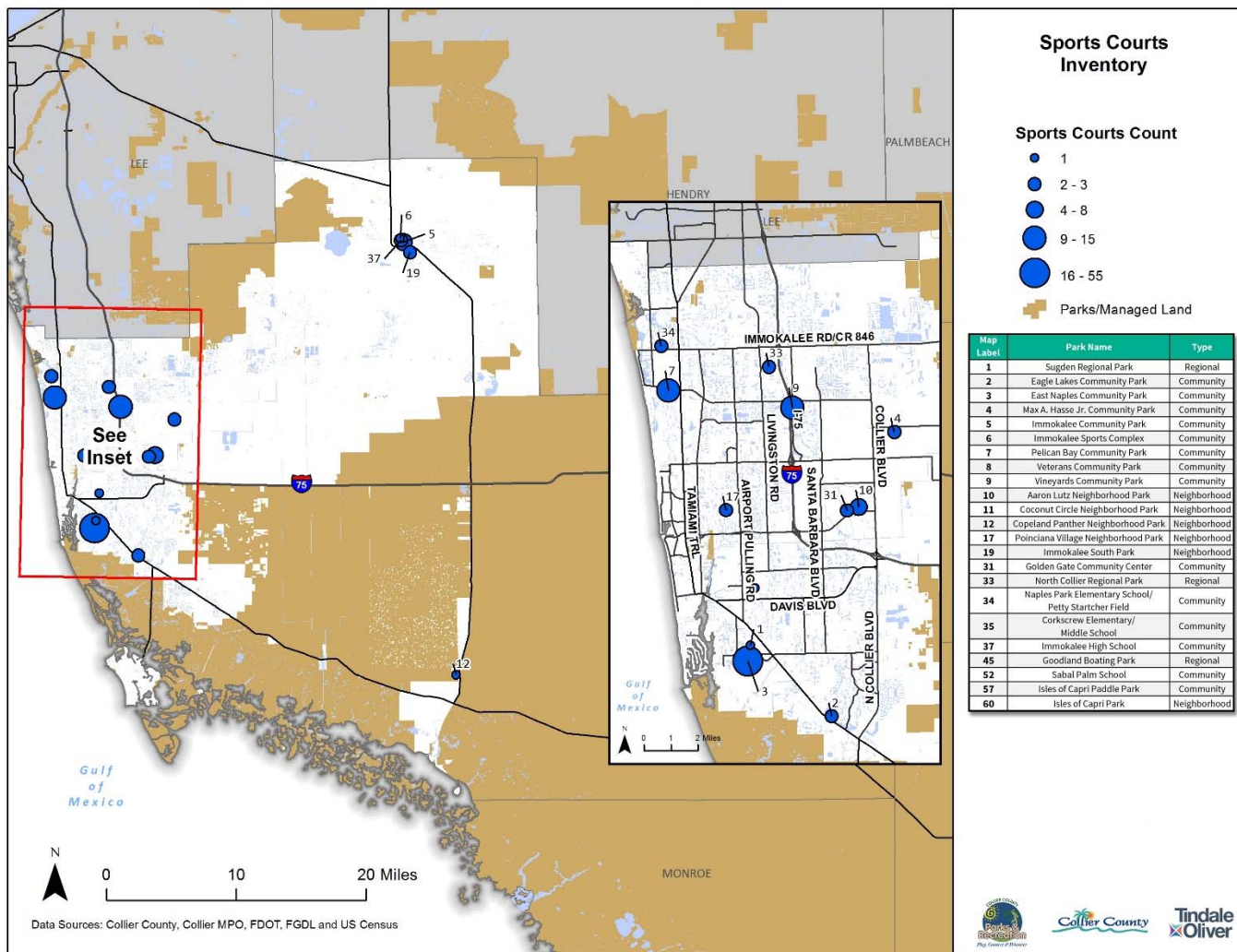
Map 2-3: Collier County Parks Water Access Points



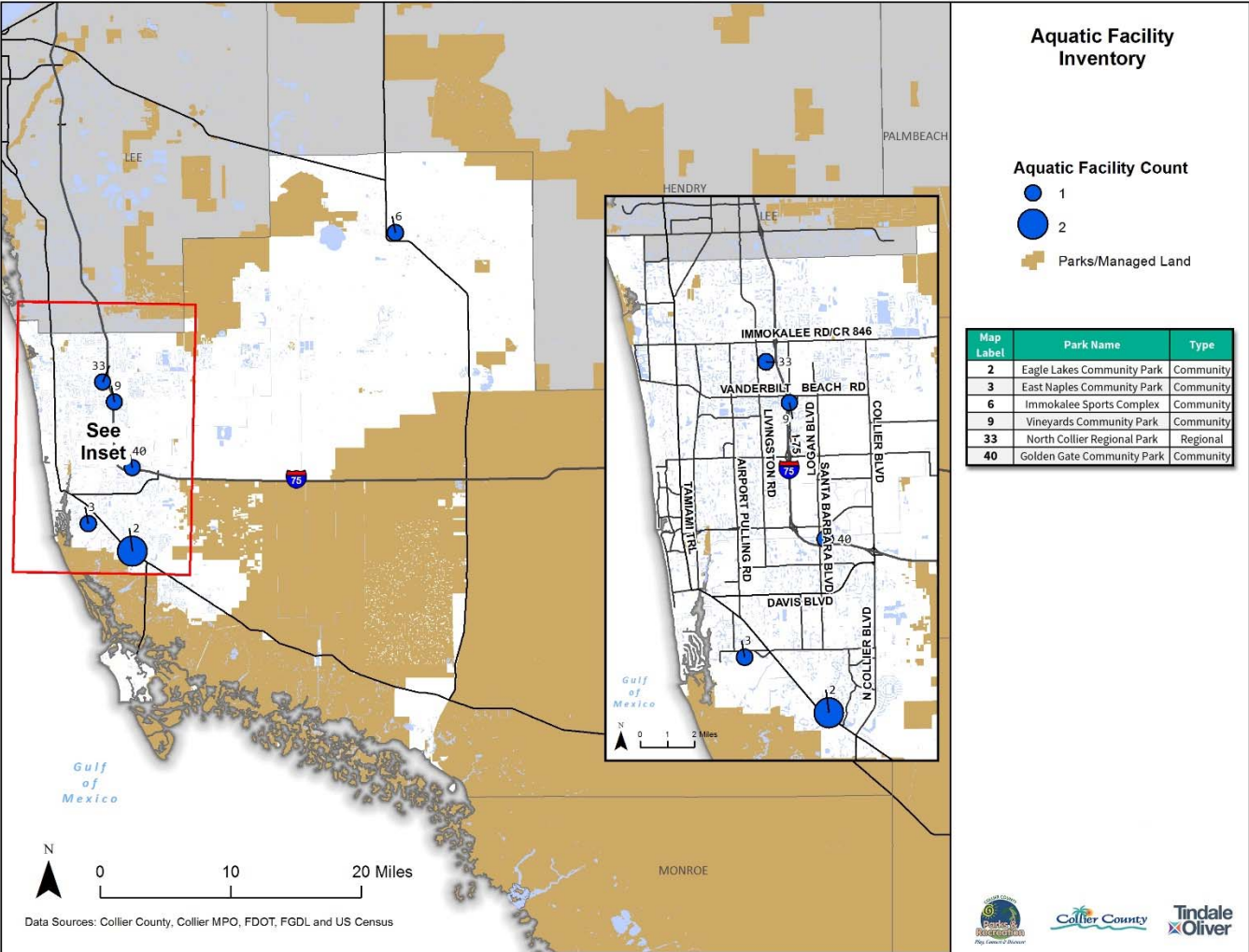
Map 2-4: Collier County Sports Field Locations



Map 2-5: Collier County Sports Court Location



Map 2-6: Collier County Aquatic Facility Locations



Parks & Recreation Programs

Collier County offers a range of recreation, health, fitness, art, and other programs at 13 of its parks/facilities and 4 non-park locations throughout the county. Collier County’s *R.E.A.L. Guide* (Recreation Education Activities Leisure), published quarterly, provides information on the 600+ programs offered by the Parks & Recreation Division. Elementary day camp, leadership training, gym memberships, and fitness classes are some of the more frequently offered programs among the facilities.

Table 2-3 summarizes the programs available at each park based on categories laid out in the guide. The table also corresponds to Map 2-7, which illustrates the locations of the parks where these various programs are offered.



Collier County R.E.A.L. Guide

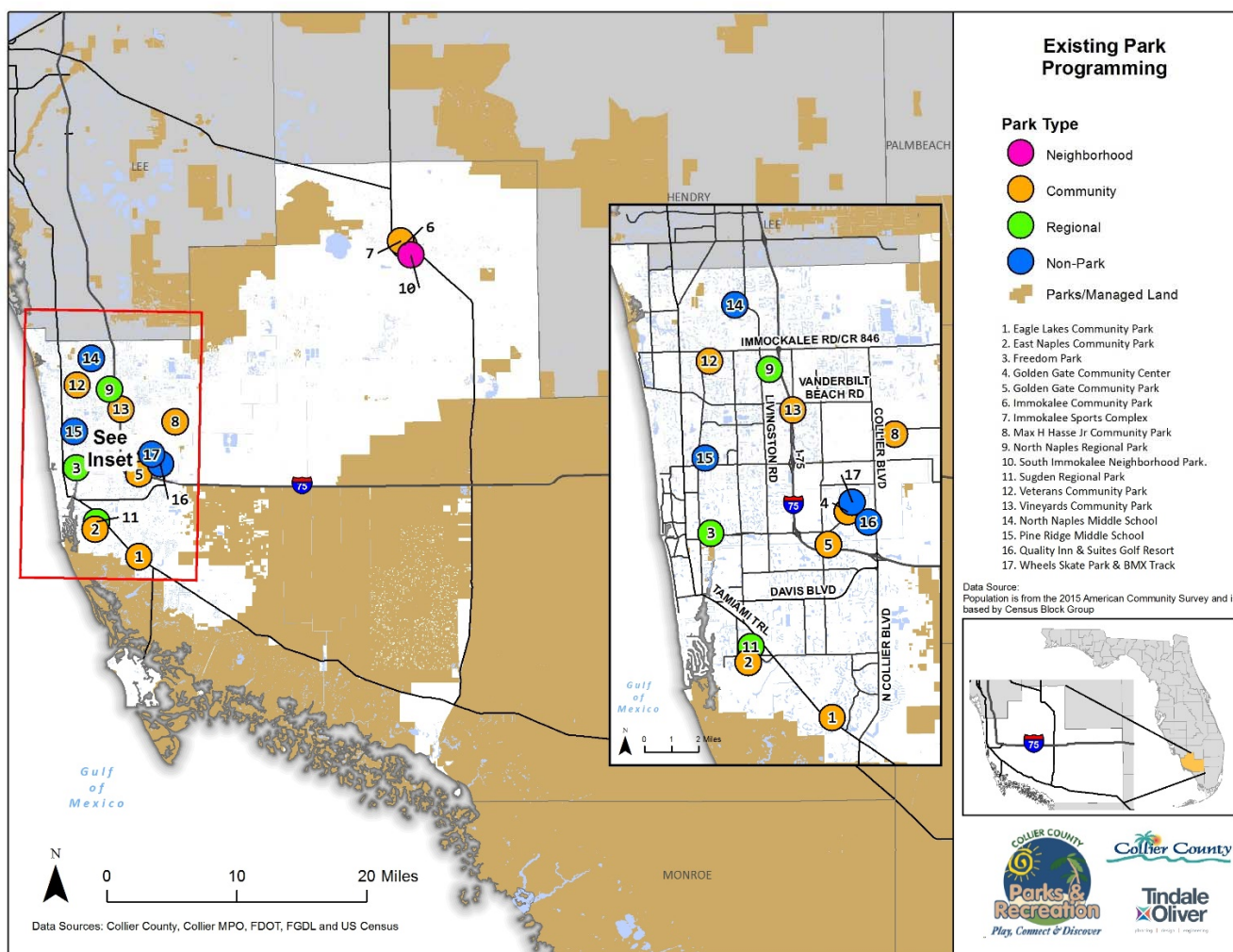


Youth Hoops session.

Table 2-3: Collier County Recreation Programs Inventory

Map #	Park/Facility Name	Youth Summer Camps						Aquatic Programs			Youth Classes/Programs				
		Elementary Summer Day Camp	Middle School Summer Day Camp	Educational Summer Camp	Art/ Theater/ Computer Summer Camp	Sports Summer Camp	Fishing/ Skiing/ Sailing Summer Camp	Pool - Open Swim/ Slides	Aquatic Exercise	Swim Lessons	Music/ Theater Classes	Dance	Leadership Training	Fishing Class	Extreme Sports
1	Eagle Lakes Community Park	X										X	X		
2	East Naples Community Park	X	X									X	X		
3	Freedom Park						X							X	
4	Golden Gate Community Center	X	X					X			X	X	X		
5	Golden Gate Community Park					X				X					
6	Immokalee Community Park	X											X		
7	Immokalee Sports Complex							X		X					
8	Max A. Hasse Community Park	X									X	X	X		
9	North Collier Regional Park	X		X	X	X		X	X	X			X		
10	South Immokalee Park	X											X		
11	Sugden Regional Park								X				X		
12	Veterans Community Park	X				X						X	X		
13	Vineyards Community Park	X				X						X	X		
Non-Park Sites															
14	North Naples Middle School		X												
15	Pine Ridge Middle School			X	X										
16	Quality Inn Golf Resort					X									
17	Wheels Skate Park & BMX Track														X
Map #	Park/Facility Name	Fitness		Senior Social Events	Adult Sport Leagues			Teen/Youth Sports Leagues			Sail, Ski, and Paddleboard Classes (All Ages)	Martial Arts	Adaptive Inclusive Recreation (AIR)	Child Care	
		Gym Membership	Fitness Classes		Adult Basketball	Adult Pickleball	Adult Soccer	Youth Baseball	Youth Basketball	Youth Volleyball				VPK	After School Care
1	Eagle Lakes Community Park	X	X									X		X	
2	East Naples Community Park		X	X		X						X		X	X
3	Freedom Park														
4	Golden Gate Community Center								X	X		X		X	X
5	Golden Gate Community Park	X	X										X		
6	Immokalee Community Park		X		X							X		X	X
7	Immokalee Sports Complex	X	X					X							
8	Max A. Hasse Community Park	X	X									X		X	X
9	North Collier Regional Park	X	X		X	X	X								
10	South Immokalee Park													X	X
11	Sugden Regional Park										X		X		
12	Veterans Community Park		X									X		X	X
13	Vineyards Community Park		X									X		X	X
Non-Park Sites															
14	North Naples Middle School														
15	Pine Ridge Middle School														
16	Quality Inn Golf Resort														
17	Wheels Skate Park & BMX Track														

Map 2-7: Collier County Recreation Program Locations



Beach and Water Access

Table 2-4 provides the public water access inventory for Collier County, including both saltwater and freshwater access.

Table 2-4: Collier County Beach and Water Access Points

Owner	Park/Facility Name	Beach Access (Y/N)	Fishing Access Point	Boat Ramp Lane	Non-Motorized Launch	Marina
County	951 (Collier) Boat Ramp		Yes	2		
County	Ann Olesky Park (Lake Trafford)		Yes	1		
County	Barefoot Beach Access	Yes				
County	Barefoot Beach Preserve Park	Yes	Yes		1	
County	Bayview Park		Yes	3		
County	Big Corkscrew Island					
County	Caxambas Park		Yes	2		1
County	Clam Pass Beach Park	Yes			1	
County	Cocohatchee River Park		Yes	4		1
County	East Naples Community Park		Yes			
County	Freedom Park		Yes			
County	Golden Gate Community Park			2		
County	Goodland Boating Park		Yes	2		1
County	Gordon River Greenway Park				1	
County	Isles of Capri Paddlecraft Park				1	
County	MarGood Harbor Park		Yes		1	
County	North Collier Regional Park		Yes			
County	North Gulfshore Beach Access	Yes				
County	Palm Springs		Yes			
County	Port of the Islands Marina			1		1
County	South Marco Beach Access	Yes				
County	Sugden Regional Park	Yes	Yes		1	
County	Tigertail Beach Park	Yes				
County	Vanderbilt Beach	Yes				
Naples	1900 Block Gulf Shore Blvd Beach Access	Yes				
Naples	Broad Ave Beach Access	Yes				
Naples	Central Ave Beach Access	Yes				
Naples	Gordon Dr South Beach Access	Yes				
Naples	Horizon Way Beach Access	Yes				
Naples	Lowdermilk Park	Yes				
Naples	Miramar Beach Access	Yes				
Naples	N 1st Ave Beach Access	Yes				
Naples	N 2nd Ave Beach Access	Yes				
Naples	N 4th Ave Beach Access	Yes				
Naples	N 6th Ave Beach Access	Yes				
Naples	N 7th Ave Beach Access	Yes				

Owner	Park/Facility Name	Beach Access (Y/N)	Fishing Access Point	Boat Ramp Lane	Non-Motorized Launch	Marina
Naples	N 8th Ave Beach Access	Yes				
Naples	Naples Fishing Pier		Yes			
Naples	Naples Landing			4	1	
Naples	North Lake Dr Beach Access	Yes				
Naples	Pier Parking Lot Beach Access	Yes				
Naples	S 10th Ave Beach Access	Yes				
Naples	S 11th Ave Beach Access	Yes				
Naples	S 12th Ave Beach Access	Yes				
Naples	S 13th Ave Beach Access	Yes				
Naples	S 14th Ave Beach Access	Yes				
Naples	S 15th Ave Beach Access	Yes				
Naples	S 16th Ave Beach Access	Yes				
Naples	S 17th Ave Beach Access	Yes				
Naples	S 18th Ave Beach Access	Yes				
Naples	S 19th Ave Beach Access	Yes				
Naples	S 1st Ave Beach Access	Yes				
Naples	S 2nd Ave Beach Access	Yes				
Naples	S 32nd Ave Beach Access	Yes				
Naples	S 33rd Ave Beach Access	Yes				
Naples	S 3rd Ave Beach Access	Yes				
Naples	S 4th Ave Beach Access	Yes				
Naples	S 5th Ave Beach Access	Yes				
Naples	S 6th Ave Beach Access	Yes				
Naples	S 7th Ave Beach Access	Yes				
Naples	S 8th Ave Beach Access	Yes				
Naples	S 9th Ave Beach Access	Yes				
Naples	Vedado Public Beach Access	Yes				
State	Collier-Seminole State Park		Yes	1		1
State	Delnor Wiggins State Recreation Area	Yes		2		
State	Rookery Bay National Estuarine Research Reserve	Yes			1	
Federal	Ten Thousand Islands National Wildlife Refuge	Yes				
Total		49	15	11	8	5

Sources: Collier County Parks & Recreation Department, Florida Department of Environmental Protection

Beach Access and Parking

The availability of parking at or alternative transportation options to beach access points affects the ability of residents and visitors to visit the beaches, particularly during the peak tourism season. Currently, there are 1,534 public parking spaces for Collier County beach parks/beach access points. Table 2-5 shows the number of cars that used these spaces for Fiscal Years (FY) 2016 and 2017, average daily parking number, and number of times parking was at capacity. The data show that during peak season, the need for parking exceeds what is currently available. However, a more detailed analysis is needed to account for the distribution across different beach parks and access points.

Table 2-5: Collier County Beach Parking Car and Visitor Counts (FYs 2016 and 2017)

FY 2016			
Month	Cars	No. of Times Parking at Capacity	Daily Parking Average
October	29,993	0	968
November	32,692	0	1,010
December	41,313	35	1,333
January	36,999	31	1,194
February	51,797	53	1,850
March	79,434	116	2,562
April	58,949	73	1,965
May	48,788	38	1,574
June	32,218	14	1,074
July	40,981	33	1,322
August	28,052	13	905
September	22,483	1	749
FY 2017			
Month	Cars	No. of Times Parking at Capacity	Daily Parking Average
October	26,646	2	859
November	39,453	18	1,315
December	36,453	26	1,175
January	49,972	40	1,612
February	63,058	78	2,252
March	73,959	109	2,386
April	62,107	75	2,070
May	42,817	31	1,381
June	26,424	7	881
July	40,701	40	1,313
August	10,263	11	331
September	8,275	3	275

**In FY 2017, three beach parks were under construction, which limited both vehicle and visitor access.
Source: Collier County Parks & Recreation Division*

Collier Area Transit (CAT) recently completed its second year of operating a free beach bus from January through April. The service operates via two buses every 15 minutes Friday to Monday (8 am until 2:30 pm, then 4:30 pm until 7:10 pm) and alleviates beach parking needs by allowing people to travel between Conner Park parking, Delnor-Wiggins Pass State Park, Vanderbilt Beach, and Mercato. Based on ridership data provided by CAT for FY 2017, the beach bus ridership increased considerably into peak season with nearly 800 riders in February (Table 2-6).

Table 2-6: CAT Beach Trolley Ridership

Month	Ridership
Dec 2017	39
Jan 2018	144
Feb 2018	779
Mar 2018	623
April 2018	313

Source: Collier Area Transit



The ability to access the entire length of the beach also can be enhanced or constrained by the type, location, and number of amenities provided, particularly when an access point and parking cannot be easily expanded along the length of the beach. However, beach use also must be balanced with environmental needs and property/access rights of homeowners along the beach. These factors should be considered as part of a detailed beach access/parking study to identify potential solutions, including to address parking constraints at Clam Pass Beach Park as this is a high priority need for beach access. It should be noted that any discussions concerning Clam Pass Beach Park must involve the Pelican Bay Foundation, as the Foundation has legal rights providing certain restrictions to the property through a 30-year covenant recorded with the County in 2011.

Sports Tourism

Collier County Sports Tourism Division was established in 2006 to promote Collier County as a sports tourism destination. The Division works closely with the County’s Tourism Department and the Sports Council of Collier County, comprising business and hotel partners interested in promoting Collier County as a premier sports tourism destination.

The Division currently supports sports tourism by hosting events at North Collier Regional Park and Sugden Park, with partially offsetting revenues provided by the Collier County Tourism Development Council (TDC). In addition, East Naples Community Park’s pickleball facility (Figure 2-1), operated and maintained by the Division, serves the recreational needs of residents and also promotes sports tourism by providing a venue for the US Open Pickleball Championship. The first championship was held at the park in 2016 and contributed \$2.5 million in direct economic impact through hotels, restaurants, attractions, and local businesses, according to the Collier County Parks & Recreation Division. Subsequent championships were held at the park in April 2017 and 2018. The Division is currently developing a master plan to further enhance the park for additional pickleball capacity.

Figure 2-1: East Naples Community Park Pickleball Facility



To further expand future sports tourism opportunities, Collier County's Tourism Department is leading efforts to develop a new sports tourism facility in the county. The County commissioned a sports and event facility market needs analysis, which was completed in 2016.⁴ Recommendations from the assessment sought to support the County's aim "to provide a state-of-the art venue that can provide adequate sports opportunities and economic impact for the local community and be a platform for regional and national events, while operating facilities with minimal public subsidy." Notable recommendations include the following:

- The facility should include eight multipurpose fields and eight baseball/softball diamonds with room for expansion.
- The facility would need to account for sufficient additional space for vendors/concessions, office space for staff, parking, and additional amenities. It is recommended that 1,600–2,400 parking spaces (16–24 acres) be provided onsite.
- Hotel, convenience retail, and restaurants should be developed near the facility.
- Initial estimates are that the facility could generate \$468 million in total spending over 20 years.

Note that these are the preliminary recommendations from the study, while final decisions on amenities may change during design of the project.

Since the market assessment was completed, the County has moved forward with plans to secure a site for this facility. The County added a \$55.5 million capital improvement item dedicated to acquiring a 110-acre parcel in FY 2018 as part of its 2017 Annual Update and Inventory Report (AUIR). Based on documents from the Board of County Commissioners Procurement Services Division and interviews with County staff, the sites identified include the City Gate Site and the Collier County 305 Site, which are approximately 60 acres each and located adjacent to each other one mile northeast of the Collier Boulevard and I-75 interchange. The main focus of the complex will be youth and amateur sports. Full build-out cost estimates are \$65–\$85 million.

The exact facility, the operator, and the role of the Division have yet to be determined. It is anticipated that facility amenities will be available for use by County residents to some extent, but its primary purpose will be for tournaments and other tourism-related uses, as tourism dollars are being used to fund the project.

As this project and the sports tourism program in general moves forward, determining and documenting to what extent these facilities will be available for public use to support local recreation needs will be important to the Division's future planning efforts.

⁴ Hunden Strategic Partners, BEA Architects, Clancy's Sports Properties, 2016, *Collier County Market and Needs Assessment Analysis*.

Conservation Land

Properties of high natural resource values may be protected conservation land under Federal, State, or local programs. More than one-half of Collier County acreage is protected as conservation land by the Federal or State government or by the County through its Conservation Collier program.

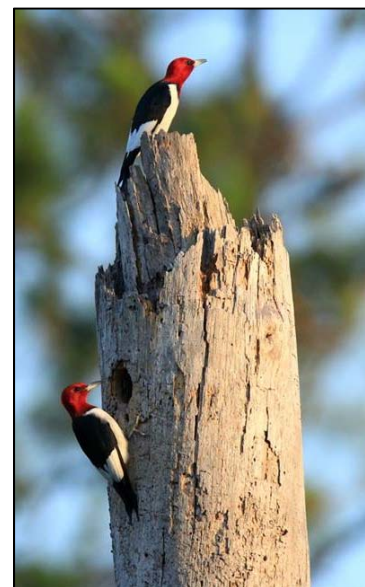
Collier County has more than 1.2 million acres of Federal, State, and locally-protected conservation land.

Conservation Collier Lands

The Conservation Collier program was initiated in 2003 to preserve habitats and public open space in the western portions of the county between Immokalee and coastal areas. Much of eastern and southern areas of the county are protected through State and Federal conservation lands, as noted below. In 2002, Collier County citizens approved, through referendum, a one-quarter mill tax for 10 years to generate revenue to support the acquisition and maintenance of land under this program. Although the tax expired in 2013, nearly 4,000 acres in 19 different locations have been acquired through the program, with 12 locations currently open to the public (see Table 2-7 and Map 2-8). In addition, there are approximately 24 miles of trails at 11 of the sites. County policy leaders have indicated a desire to bring forward a referendum in 2020 to vote on reviving the tax for Conservation Collier lands. How this effort unfolds should be monitored in that it will have implications for funding acquisition and maintenance of these lands in the future.

Future plans (contingent on funding and other needs being met) for development of structures and amenities on Conservation Collier lands include:

- New trails and parking on any future acquired lands (once a funding source is identified by referendum)
- RV pad at Pepper Ranch to facilitate camping
- Expanded bike trails on Pepper Ranch (grant funding being sought)
- Parking and boardwalk on Winchester Head
- Trail, parking, and possible boardwalk on Red Maple Swamp
- Boardwalk at Shell Island Preserve
- Trails and parking on Railhead Scrub Preserve (once Veterans Memorial Blvd is open from Livingston to US 41 and if funding allows)
- Parking at Redroot Preserve (pending development of one-acre well site in partnership with Utilities Department)
- Parking and bird-watching lookout areas at McIlvane Marsh (contingent on Florida Department of Environmental Protection and US Fish and Wildlife Service partnering with the Division to manage the area)
- Boardwalk at Panther Walk Preserve



Wildlife on Conservation Collier lands.

Table 2-7: Conservation Collier Sites

Site Name	Date Acquired	Acreage	Open to Public	Trails
Alligator Flag Preserve	July 28, 2006	18.46	Yes (no parking, no restrooms; accessible by bike/foot via trail)	0.5 mi
Camp Keais Strand	December 2008/January 2009	32.5	Currently closed to public	
Caracara Prairie Preserve	December 17, 2007	367.7	Yes (no restrooms)	2.8 mi
Cocohatchee Creek Preserve	July 1, 2004	3.64	Yes (parking/disability parking, restrooms)	0.25 mi
Freedom Park	June 19, 2008	12.5	Yes (parking, restrooms, wheelchair accessible)	0.38 mi
Gordon River Greenway Preserve ¹	2006	41.3	Yes (restrooms)	0.65 mi
Logan Woods Preserve	October 28, 2005	5	Yes (no parking, no restrooms; accessible by foot/bike)	0.2 mi
McIlvane Marsh	July 2007–August 2009	389	Currently closed to public	
Nancy Payton Preserve	2005, 2008, 2010	71	Yes (parking, no restrooms)	1.9 mi
Otter Mound Preserve	July 30, 2004; June 18, 2007	2.45	Yes (limited parking, disability parking; no restrooms)	0.2 mi
Panther Walk Preserve	2007, 2008, 2014	10.68	Yes (no facilities, roadside parking)	0.3 mi
Pepper Ranch Preserve	February 6, 2009	2,512	Yes (parking, restrooms)	16.6 mi
Railhead Scrub Preserve	September 2004; June 2007	132	Currently closed to public	
Red Maple Swamp Preserve			Currently closed to public	
Redroot Preserve	August 25, 2006	9.26	Yes (limited street parking, no restrooms)	0.6 mi
Rivers Road Preserve	2008, 2010	76.74	Yes (parking, no restrooms)	
Shell Island Preserve	June 2005	83.18	Currently closed to public	
Wet Woods Preserve	August 2005	26.77	Currently closed to public	
Winchester Head	As of August 2017 ²	158.67	Currently closed to public	

¹ Part of Gordon River Greenway Park.

² Shows multi-parcel project (115) total as of August 2017, as opposed to date of purchase.

Source: Collier County Parks & Recreation Division, Conservation Collier; 2017 AUIR

Federal and State Conservation Land

More than 1.2 million acres of Federal and State conservation land are located in Collier County, primarily in the eastern and southern areas of the county; 60% of this land is attributed to Big Cypress Preserve. Table 2-8 lists these sites, acreage, and amenities at each location, which are also shown on Map 2-8.

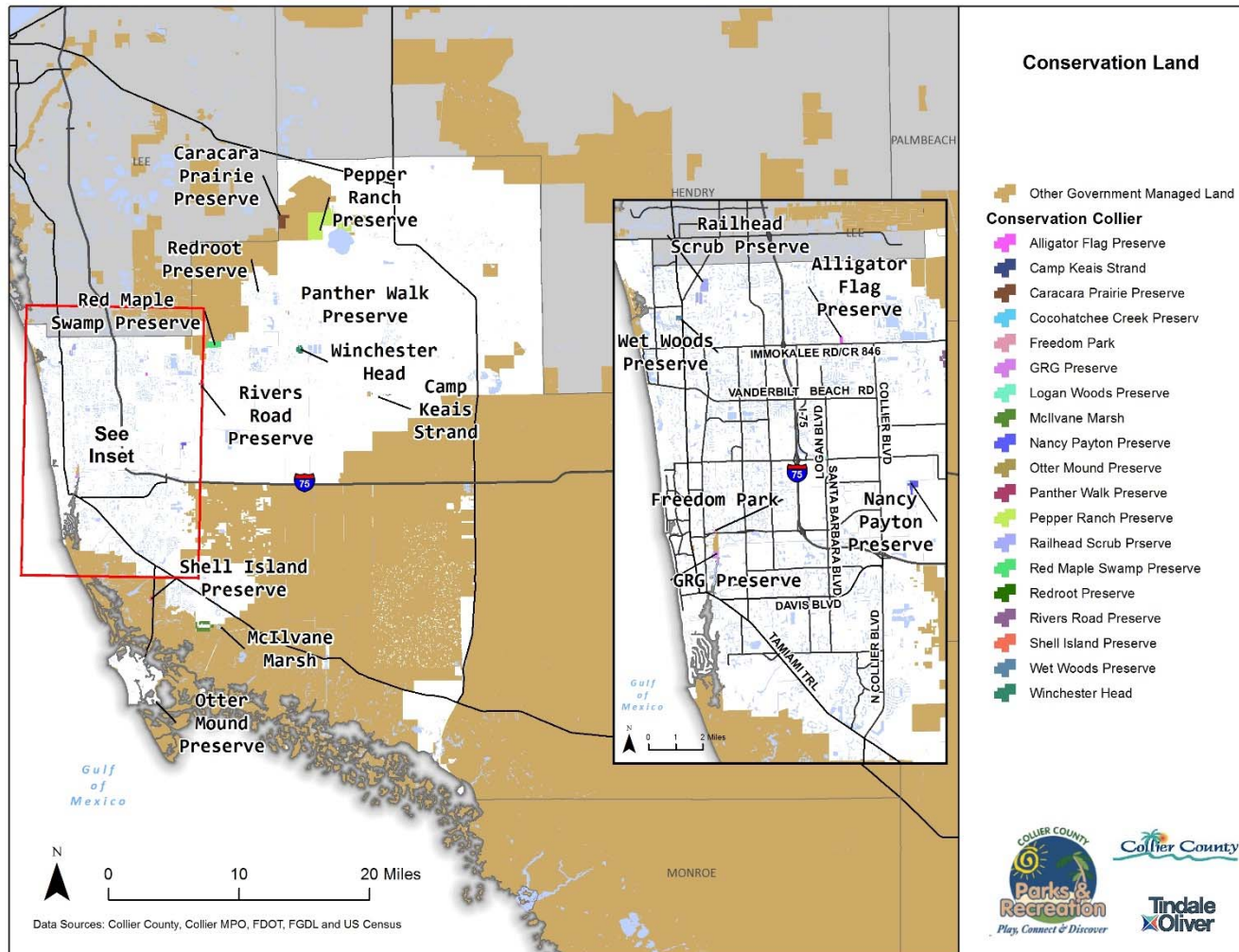
Table 2-8: Federal and State Conservation Land

Category	Site Name	Acres	RV Sites	Tent Sites	Primitive Camping (ac)	Picnic Shelters	Picnic Tables	Trails (mi)	Equestrian Trail (mi)
Federal	Big Cypress National Preserve	720,556	118	103	30	0	70	80	0
Federal	Florida Panther National Wildlife Refuge	26,400						2	
Federal	Ten Thousand Islands National Wildlife Refuge	31,150						1	
State	Cape Romano – Ten Thousands Islands Aquatic Preserve	40,529							
State	Collier-Seminole State Park	7,272	120	19	1	4	10	10	
State	Corkscrew Regional Ecosystem Wastershed	28,540			1		8	24	
State	Delnor-Wiggins Pass State Park ¹	200				1	155	0	
State	Fakahatchee Strand Preserve State Park	77,574						43	
State	I-75 Collier County Rest Area					8	16		
State	Okaloacoochee Slough State Forest	32,349	0	0	0	0	1	9	9
State	Okaloacoochee Slough State Forest – Okaloacoochee Slough Wildlife Management Area	2,923		0	3	0	0	40	40
State	Picayune Strand State Forest	81,015			3			3	22
State	Picayune Strand State Forest – Picayune Strand Wildlife Management Area								
State	Rookery Bay Aquatic Preserve	40,918							
State	Rookery Bay National Estuarine Research Reserve	112,822						4	
Total		1,202,247	238	122	38	13	260	215	71

¹In January of 2018, a recommendation was approved by the Board of County Commissioners that included authorizing staff to investigate the possibility of assuming management of Delnor-Wiggins Pass State Park.

Source: Florida Department of Environmental Protection

Map 2-8: Conservation Land



Municipal Parks

Naples is the major municipality in Collier County, with its own parks system and facilities complementary to those provided by Collier County. The following are highlights from the Naples *Citizen's Guide* referenced in the 2015 Naples Parks & Recreation Master Plan:

- **The Edge Johnny Nocera Skate Park** is located in Fleischmann Park and provides 43,000 square feet of skating, boarding, and biking space, including a 14,000-square-foot concrete bowl, pool, and snake run. There is also an 18,000-square-foot course and a 9,000-square-foot street course, both with various structural skate elements.
- **Naples Preserve** is located on US 41 near the Coastland Mall and is an elevated boardwalk with observation decks, benches, and a 0.4-mile self-guided tour through an ecosystem that once included most of early Naples.
- **Arthur L. Allen Tennis Center**, located on 8th Street South and Cambier Park, is an award-winning public tennis facility in Old Naples that is professionally-staffed and full-service, offering programming and facilities for various ages and skill-levels. The Center has 12 state-of-the-art courts, 2 of which are equipped with additional lighting to accommodate professional exhibition or tournament play. The Center also includes shade structures, water fountains, and a tennis shop with refreshments and gear. Programming includes leagues, clinics, lessons, and social events.
- **Fleischmann Park** is located off Fleischmann Boulevard directly south of the Coastland Center Mall food court entrance and is approximately 15 acres. Outdoor amenities include The Edge Johnny Nocera Skate Park, 4 racquetball courts, 3 baseball fields, 2 sand volleyball courts, 2 basketball courts, a football field, a playground with water splash area, illuminated walkways around the park for walking/jogging, picnic shelters, and open play areas. The Community Center includes multi-purpose rooms for meetings, dances, martial arts, social clubs, games, parties and gymnastics, a game room, an indoor rock climbing wall, and restrooms.
- **Norris Community Center**, located on the south end of Cambier Park on 8th Street South, has an auditorium with a stage, two meeting rooms, a dance studio, a conference room, a game room, an art gallery, and an amphitheater. The center offers cultural and recreation classes, including creative arts, adult dance, acting, languages, and martial arts. During holidays are camp programs and special performances for families. The center is home to Gulfshore Playhouse and other local performance groups.
- **Lowdermilk Park** is a beachfront park with metered and unmetered parking, a concession stand, sand volleyball courts, two children's playgrounds, restrooms, and showers and two gazebos for rent.
- **Naples Fishing Pier** is located on the Gulf of Mexico at the west end of 12th Ave South. It features a concession stand with a covered eating area, restrooms, and beach supplies. Fishing from the Naples Pier does not require a license. Parking locations include on-street, a parking lot one block east, and spaces at the beach ends of avenues to the north and south. The beach at the pier features volleyball nets.

Pathways, Transit Access, and Blueways

Access routes to parks are an important part of how residents and tourists, including non-drivers, travel to parks. These access routes also provide further recreational opportunities in promoting active transportation. This section documents parks that can be accessed by active transportation pathways, transit routes, and blueways to better understand how these facilities might provide access to the parks and recreation system and recreation opportunities without a personal vehicle.

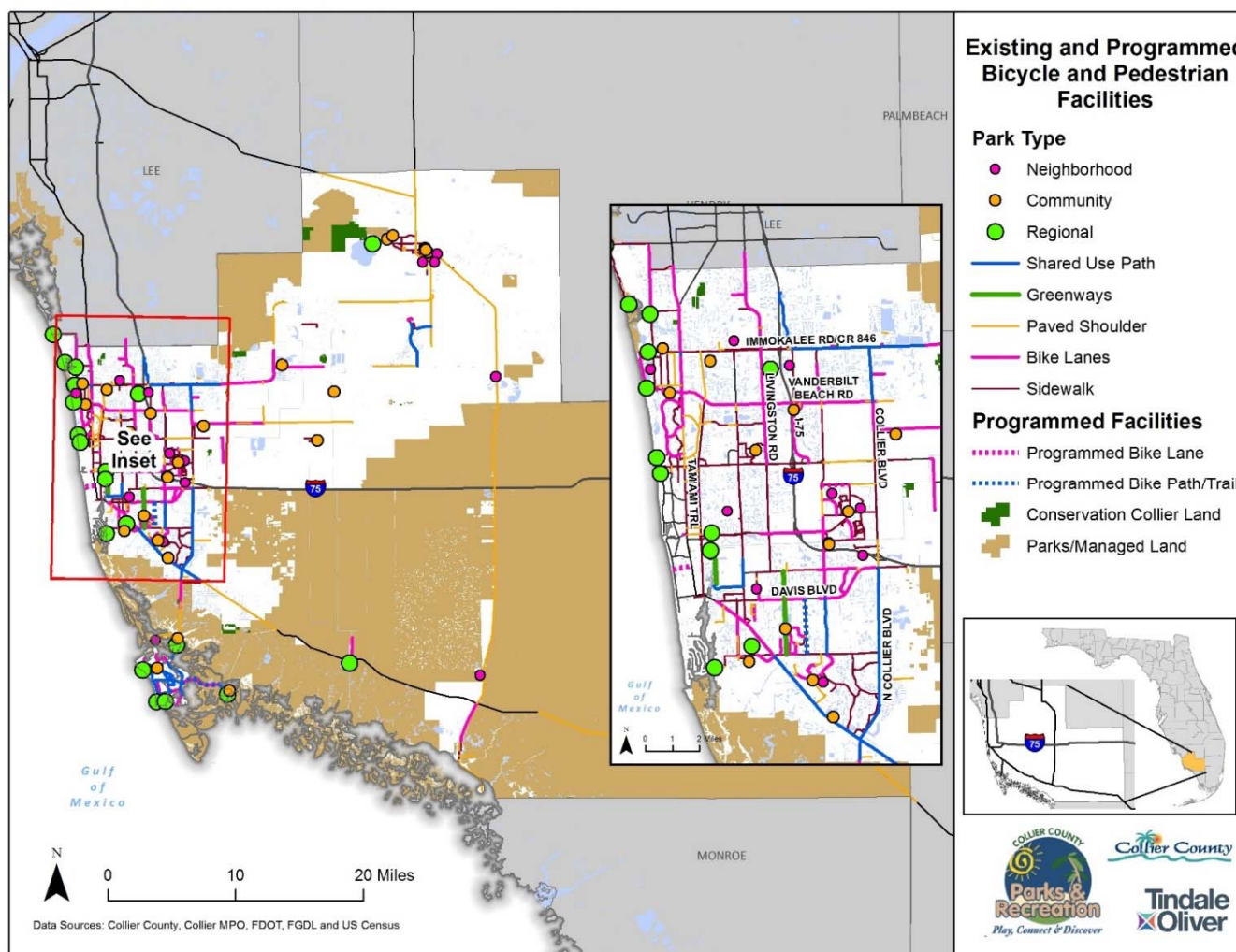
Active Transportation and Transit

Map 2-9 illustrates the system of trails and bike routes, with selected sidewalks, in Collier County along with County parks and conservation land. The map includes “programmed” facilities, which are in the five-year plan and funded. Bikeways are particularly important in that they allow for increased distances comfortably traveled to and from parks and recreation destinations. Many parks are near some type of active transportation infrastructure, but there is not always strong connectivity to the rest of the network or the grade of infrastructure (a paved shoulder versus a bike lane, for instance) could be improved. Parks that are more disconnected from the existing trail/bike system or that may need a higher grade of infrastructure include:

- Immokalee area parks
- Barefoot Beach Access and Preserve
- Corkscrew Elementary/Middle School
- Sabal Palm School
- Palmetto Elementary School
- Port of the Islands
- Oilwell Park
- Copeland Panther Neighborhood Park
- Poinciana Village Neighborhood Park

Improving the infrastructure and connections to ensure they accommodate bikes, as well as ensuring that parks and conservation land outside the urbanized areas have adequate active transportation connections, are important considerations. The Collier County Metropolitan Planning Organization (MPO) is in the process of conducting an update of the County’s Comprehensive Pathways Plan. Division staff are serving on the advisory committee formed to help guide update of the plan. As such, access to parks should be considered in the process to identify and prioritize pathway and trail improvements.

Map 2-9: Existing and Programmed Bicycle and Pedestrian Facilities



Transit is another way people can access parks without a personal vehicle. For students under age 17, CAT currently offers the Summer Paw Pass, providing unlimited rides June through August for \$30. This provides an economical way for youth who cannot drive on their own to access parks. Map 2-10 illustrates CAT’s transit routes and bus stops in relation to County parks and conservation lands. The map shows the 23 parks that lie within a quarter mile of transit, including:

- Eagle Lakes Community Park
- East Naples Community Park
- Max A. Hasse Jr. Community Park
- Immokalee Community Park
- Immokalee Sports Complex
- Pelican Bay Community Park
- Aaron Lutz Neighborhood Park
- Immokalee Airport Park
- Immokalee South Park
- Conner Park
- Vanderbilt Beach
- South Marco Beach Access
- Caxambas Park
- Golden Gate Community Center
- North Collier Regional Park
- Corkscrew Elementary/Middle School
- Cindy Mysels Park
- Immokalee High School
- Golden Gate Aquatic and Fitness Complex
- Golden Gate Community Park
- Freedom Park
- Isles of Capri Paddle Park
- Veterans' Memorial



CAT Summer PAW Pass enhances transit access for students.

The general connectivity of parks to transit is low, given that only one-third of neighborhood, community, and regional parks are within a quarter-mile walking distance of bus stops.

A follow-up analysis was completed to determine if there are locations on existing routes where bus stops can be added or moved to provide transit access within ¼-mile of the park, if such access is not currently provided. Only one park, the 951 Boat Ramp, is currently within ¼-mile of a transit line, but not within ¼-mile of a transit stop. Consequently, the County has done a good job of providing transit access to parks that are on or near existing routes. Division staff should coordinate with the future transit planning efforts, including the next 10-year Transit Development Plan (TDP), to evaluate where new service can be added to provide additional ¼-mile access for parks.

Blueways

A blueway is a designated route on a navigable waterway for water-based recreation. A key blueway for Collier County is the Paradise Coast Blueway Paddling Trail, of which Phase I has been completed and encompasses the Ten Thousand Island area between Everglades City and Goodland. The County currently is seeking grant funding to build on the success of the first phase, with additional sections between Goodland and Gordon pass, including routes through Rookery Bay, up the Gordon River in Naples, and along the beaches to the northern county line. The County also aims to include Lake Trafford in the Immokalee area as a day trip. The expansion of the blueway will allow access to parks, neighborhoods, and commercial areas with retail and restaurant destinations. The County is also evaluating additional launch opportunities with a focus on how to provide access through County parks. Figure 2-2 illustrates the current blueway system.

Further, linking Collier County Paradise Coast Blueway Paddling Trail to Lee County’s Great Calusa Blueway Paddling Trail would provide connection to a 190-mile, marked paddlecraft trail that meanders through Lee County’s coastal waters and inland tributaries. Given the potential to enhance eco-tourism through a more robust blueway system, Collier County should consider preparing a blueways master plan to identify opportunities and constraints for system connectivity and expansion, launch sites, marketing/branding, and funding.

Achievements since 2011 Master Plan

Table 2-9 identifies the recommendations included in the 2011 Master Plan and summarizes the current status of each. This highlights the accomplishments completed since the previous Master Plan was completed in 2011 and provides the status of remaining recommendations to be considered, as appropriate, during this update.



*Lake County’s 130-mile blueways system has a unique signage and branding scheme separate from the County’s parks system.
(Source: www.lakecountyfl.gov)*

Map 2-10: Park Proximity to Existing Transit

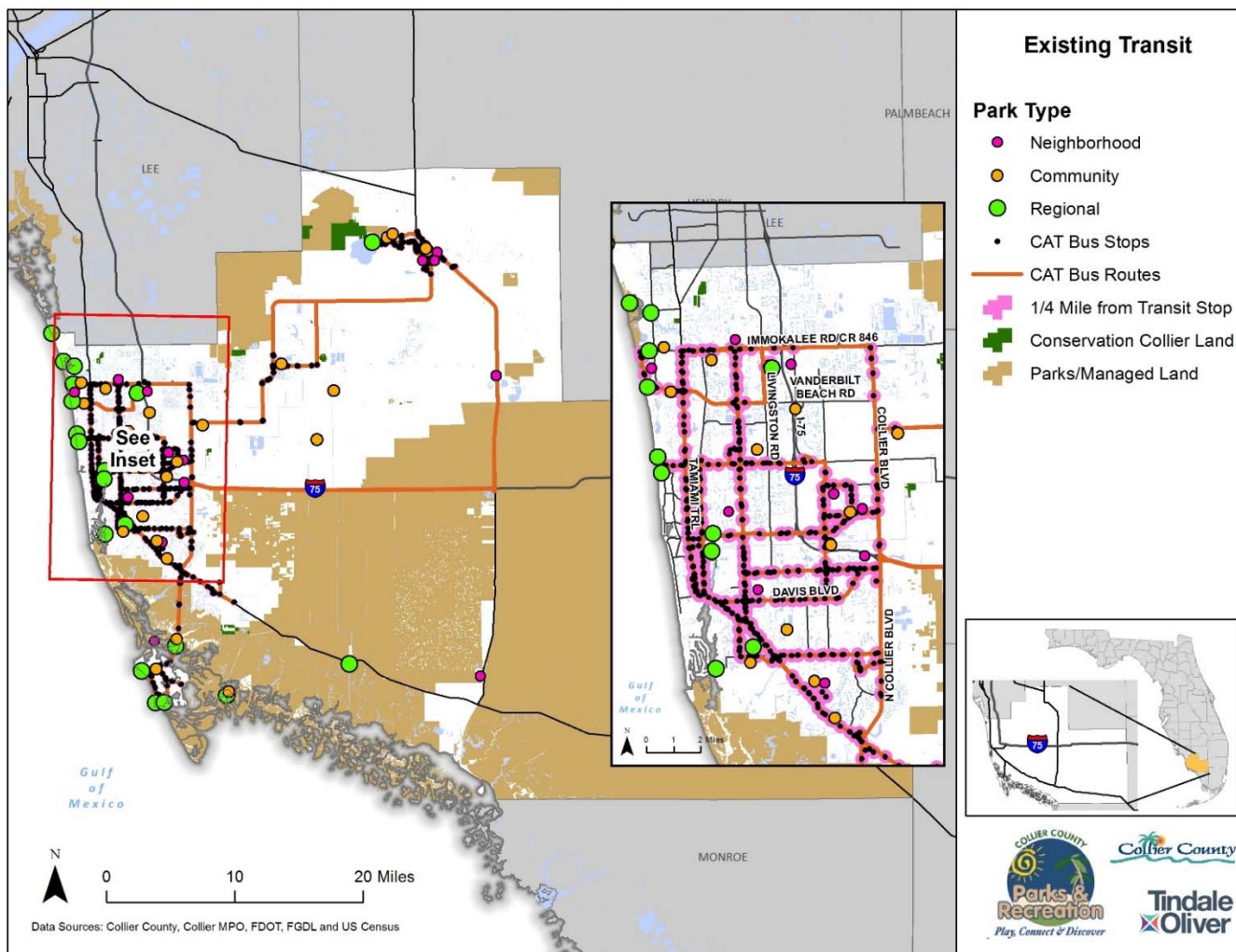
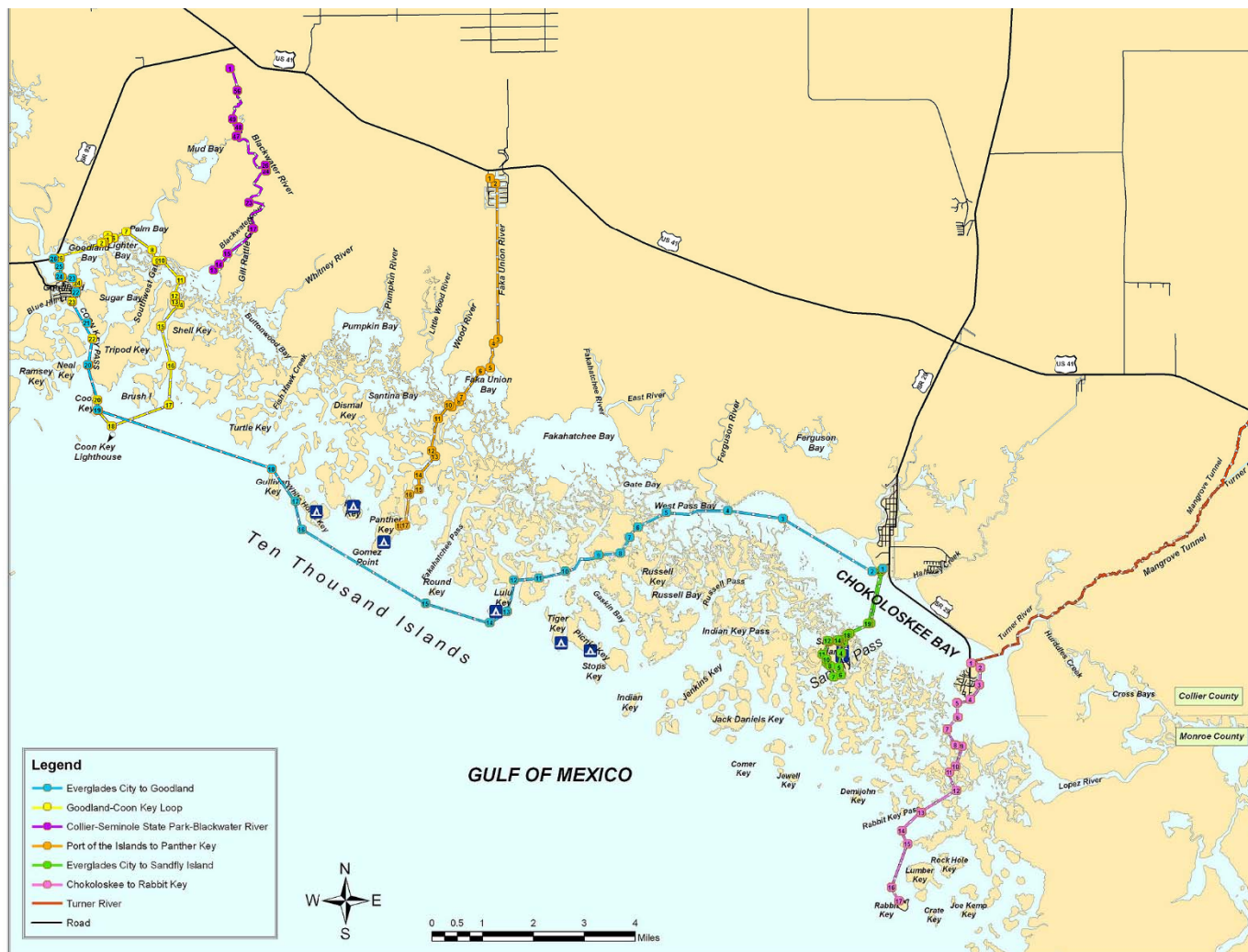


Figure 2-2: Paradise Coast Blueway Trails Map



Source: www.paradisecoastblueway.com

Table 2-9: Status of 2011 Master Plan Recommendations

Recommendation	Status/Considerations for 2018 Master Plan
Develop Big Corkscrew Island Regional Park	Phase 1 design has begun. Funding (\$40 million) for later phase part of the infrastructure surtax project package to be presented to voters in November 2018.
Construct community/fitness center and pool at East Lakes Community Park	Construction on Donna Fiala Community Center complete, grand opening held on May 21, 2015. Pool under construction, will open in Summer 2018 (after completion of this Master Plan). Pool design originally planned for area behind community center, but moved to different location in park.
Additional athletic fields in Immokalee Area and at Manatee Community Park	No additional athletic fields added in these areas since 2011 Master Plan.
Continue to optimize Interlocal Agreements with Collier County School Board for use of school facilities	Parks & Recreation is recommending leasing the baseball and softball fields at Immokalee Community Park for use by Immokalee High School, and the School Board would then maintain the facilities. This arrangement will go to the Board of County Commissioners for approval on May 22, 2018. Division staff have had preliminary discussions with the School Board for public recreational use of East Naples Middle School.
Develop Manatee Community Park	No progress towards developing this park made since 2011 Master Plan. Consideration being given to potential shared use of the site with housing opportunities and park features.
Develop Vanderbilt Extension Community Park	No progress towards developing this park made since 2011 Master Plan.
Construct Barefoot Beach Preserve dock/pier	Project no longer supported by Friends of Barefoot Beach or Conservancy Group. Concept has emerged for building a pier at Connor Park, which could be completed with \$1M from the Aqua Development; additional possibility is developing a water taxi to connect Connor Park and Barefoot Beach.
County beaches/boat ramps – accessibility/acquisition	County continues to look for opportunities to expand boat access through acquisition of parcels or an expansion at Bayview by developing right-of-way for overflow boat trailer parking. Mechanism should be established to measure beach access availability between City, County, and Marco Island. Need strategies to measure appropriate access to beaches based on population and creative strategies to get people to beaches, i.e., water taxis, off-parking shuttles, etc.
County beaches – parking/transportation	CAT in second year of operating free beach bus January–April every 15 minutes Friday–Monday. Bus alleviates beach parking needs by allowing people to travel between Conner Park parking, Delnor-Wiggins Pass State Park, Vanderbilt Park, Mercato.
County beaches – parking fees	Policy to provide free beach parking for residents has continued since 2011 Master Plan completed. The \$50.00 non-resident annual beach parking permit was discontinued in October 2017.
County boat launches – boat/trailer parking	\$1 million investment set aside from Aqua Development for expansion of boat launch sites through purchase acquisition of properties.
Remote control park acquisition	Due to lack of use observed at remote control park at Golden Gate Community Park, project is no longer being pursued.

Section 3 Demographic Analysis

An analysis of demographic conditions is pertinent to the development of the Parks & Recreation Master Plan. The county's demographic and socioeconomic profile provides insight into the composition of the county's population profile, enhancing the understanding of citizen needs and providing a framework for the needs and analysis and, ultimately, a list of recommendations. However, as part of this analysis, it is important to recognize that certain data sources such as the US Census count only Collier County's resident population and do not consider seasonal residents or visitors to the county. Therefore, findings from the demographic analysis include adjustments or assumptions to account for the profile of the county's peak season population, which includes both seasonal residents and visitors.

Population Estimates and Growth Projections

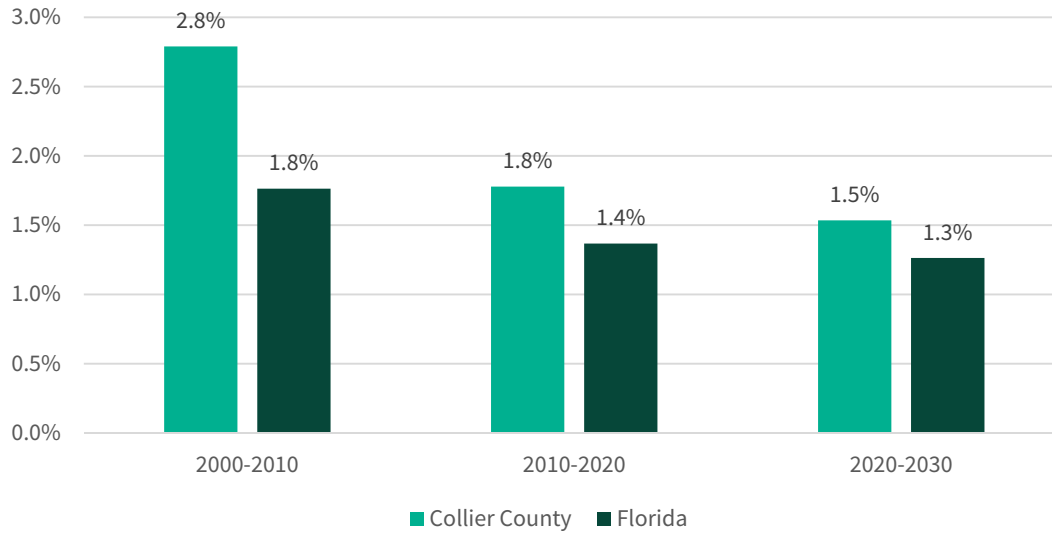
As with the rest of Florida, Collier County experienced a high rate of growth in recent decades. During this time, the county's population growth generally has been consistently higher than Florida, averaging 2.5% annually compared to the state average of 1.7%. However, Collier County suffered greatly with the Great Recession. In 2007, the county's growth rate fell below that of Florida until 2015, when the growth and economy seemed to have fully recovered. Looking forward, the county's growth rate is projected to outpace that of

Collier County's population is projected to increase 22%, a higher percentage than Florida, between 2017 and 2030.

Florida through 2030. Figure 3-1 presents the annual growth rates for Collier County and Florida by decade between 2000 and 2030. From here forward, growth rates for Collier County are projected to stabilize, a shift from the steady downward trend shown in the 2011 Parks & Recreation Master Plan findings, which was completed during the economic downturn.

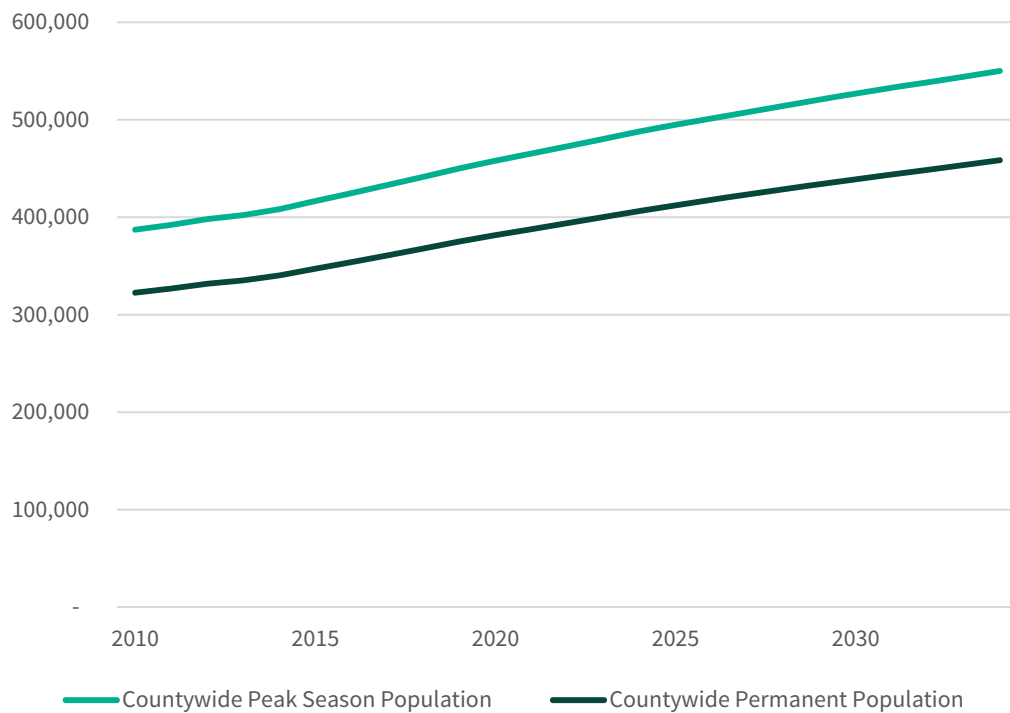
Collier County experiences a significant increase in demand by tourists and seasonal residents on certain services and facilities, including beaches, parks, and other recreation facilities. To account for this higher demand, peak seasonal population is used to plan for the need for capital facilities, including parks and recreation. As documented in its AUIR, the County develops its peak seasonal population figures by adjusting the Bureau of Economic and Business Research (BEBR) medium-range projections by a 20% seasonal adjustment factor. In the AUIR, Collier County uses countywide population figures to determine the regional park acreage need, based on the adopted level of service (LOS), and uses the unincorporated county population to determine the community park acreage need. Therefore, for reference, Figure 3-2 compares the historical and projected permanent and peak seasonal population figures countywide. Since the county's peak seasonal population is projected using a constant adjustment factor, the annual growth rates for the county's peak seasonal population mirror those of its resident population.

Figure 3-1: Historical and Projected Annual Growth Rate Trends (2000–2030)



Source: Bureau of Economic and Business Research

Figure 3-2: Countywide and Peak Season Population Estimates and Projections



Notes: Estimates and projections are derived from data obtained from 2010 Census, Bureau of Economic and Business Research (BEBR) population bulletins, Collier County Comprehensive Planning staff, and Planning staff from Naples and Marco Island. Peak season population is derived by increasing each year's October 1 permanent population by 20% (0.20). Based upon BEBR Medium Range growth rate projections.

Source: Collier County Growth Management Division, Comprehensive Planning Section, Population and Demographics (2016 Population Estimates & Projections)

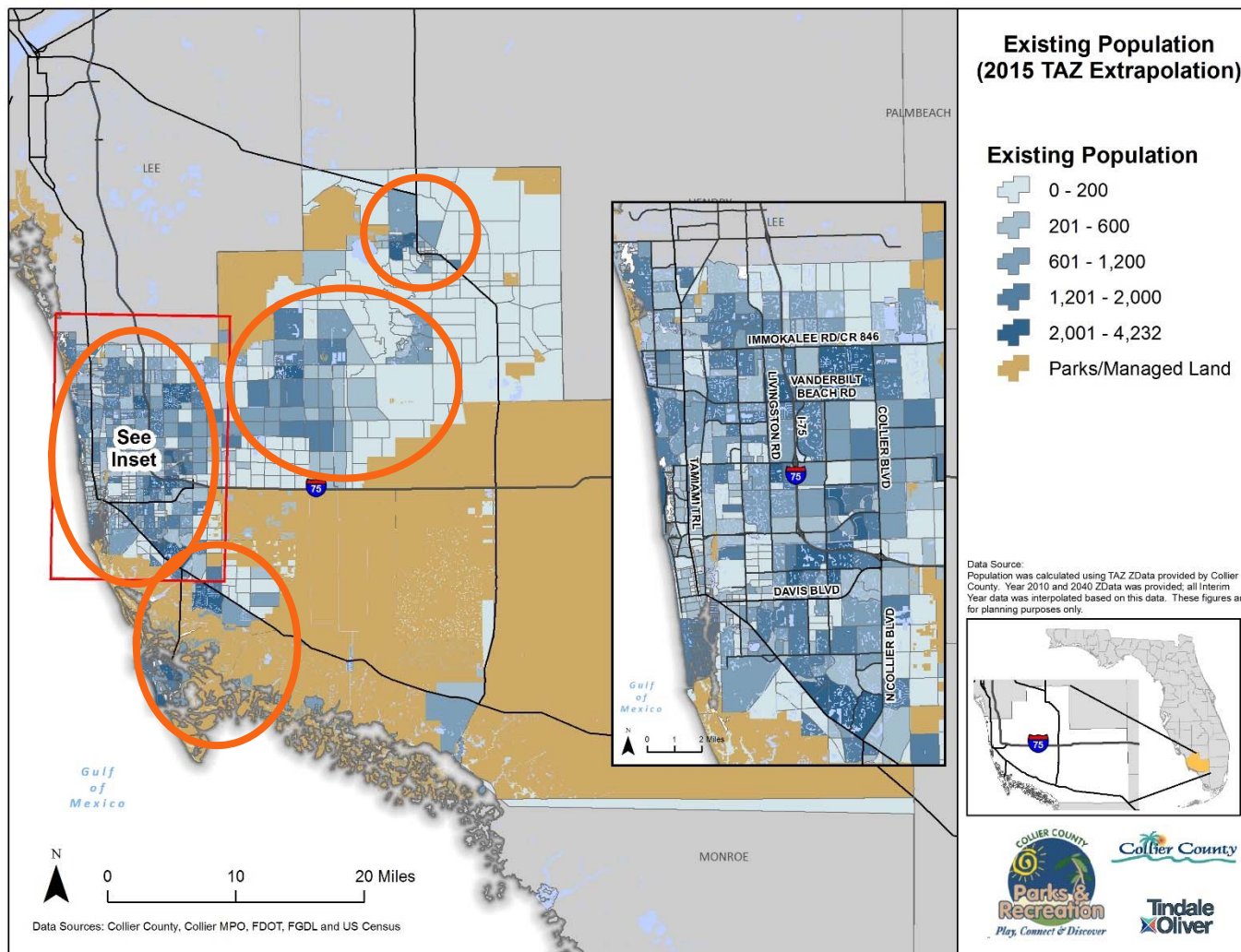
To analyze population growth at a smaller geographic sub-unit, population projections by Traffic Analysis Zone (TAZ) are used. Map 3-1 illustrates the locations of the existing (2015) population of Collier County by TAZ, and the recent and projected population growth of Collier County is illustrated in Maps 3-2 and Map 3-3.

Currently, the majority (approximately 77%, based on 2015 TAZ data) of the county's population lies west of CR 951 (Collier Boulevard) in what is the more urbanized coastal area. The population centers shown on Map 3-1 correspond to those identified in the 2011 Master Plan. The highest concentration of growth from 2010 to 2015 is aligned with the projected growth centers identified in the 2011 Master Plan, around Orangetree, Ave Maria, east/southeast of Naples, and some in Immokalee. Slightly more growth in these areas is expected through 2040, in line with the 2020 projections from the previous plan; however, anticipated growth in the Immokalee area is less pronounced in the current findings than in those of the 2011 Master Plan. Additionally, some population growth occurred in tracts of south Collier County.

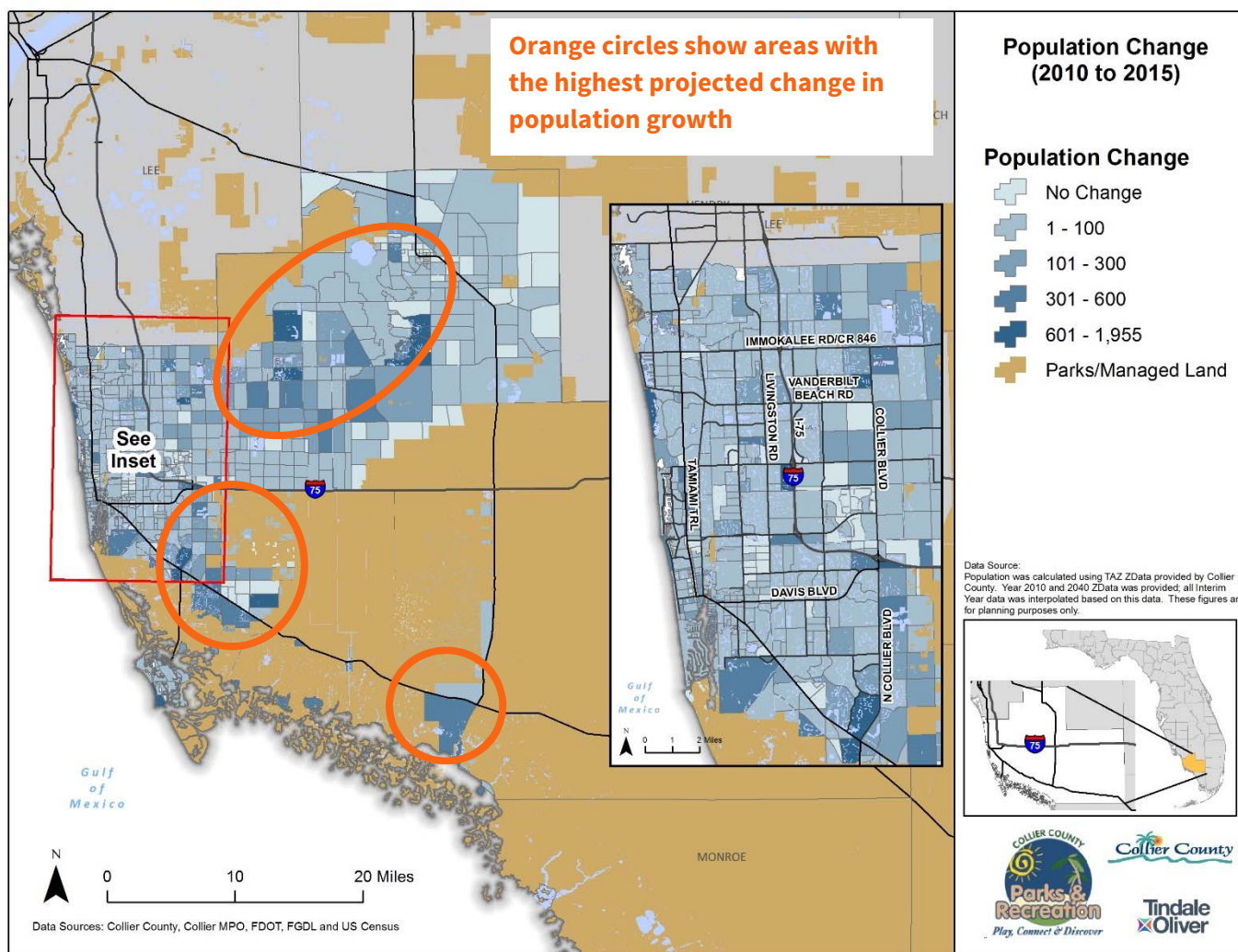
The urbanized coastal area was and is projected to continue experiencing moderate population growth through 2040, and the 2011 Master Plan anticipated areas of both relatively low and high growth in the urbanized area. Given that the 2011 Master Plan was completed during the middle of the economic downturn, it is not surprising that the population projections for this plan update are reflecting a higher population growth in certain areas than previously projected.

In planning for future parks and recreation needs, it is important to look not only at absolute population growth, but also at the projected change in population densities. Maps 3-4 and 3-5 illustrate the existing population density for 2015 using American Community Survey (ACS) data, and Map 3-5 illustrates the projected population density for 2040. For 2015, higher population densities are concentrated west of CR 951 and in Immokalee, similar to findings in the 2011 Master Plan. Map 3-5 shows how the population density has changed over time from 1990–2015 based on Census data. In 1990, the most dense areas concentrated west of CR 951, primarily near the coast and around Golden Gate; these heightened densities began to radiate out to the east over time, including the area between the coast and Golden Gate and areas east/northeast of Golden Gate. Given the existing density and low inventory of available land west of CR 951, it is anticipated that this growth eastward will continue in the future. The 2040 population density projections illustrated in Map 3-6 show similar findings.

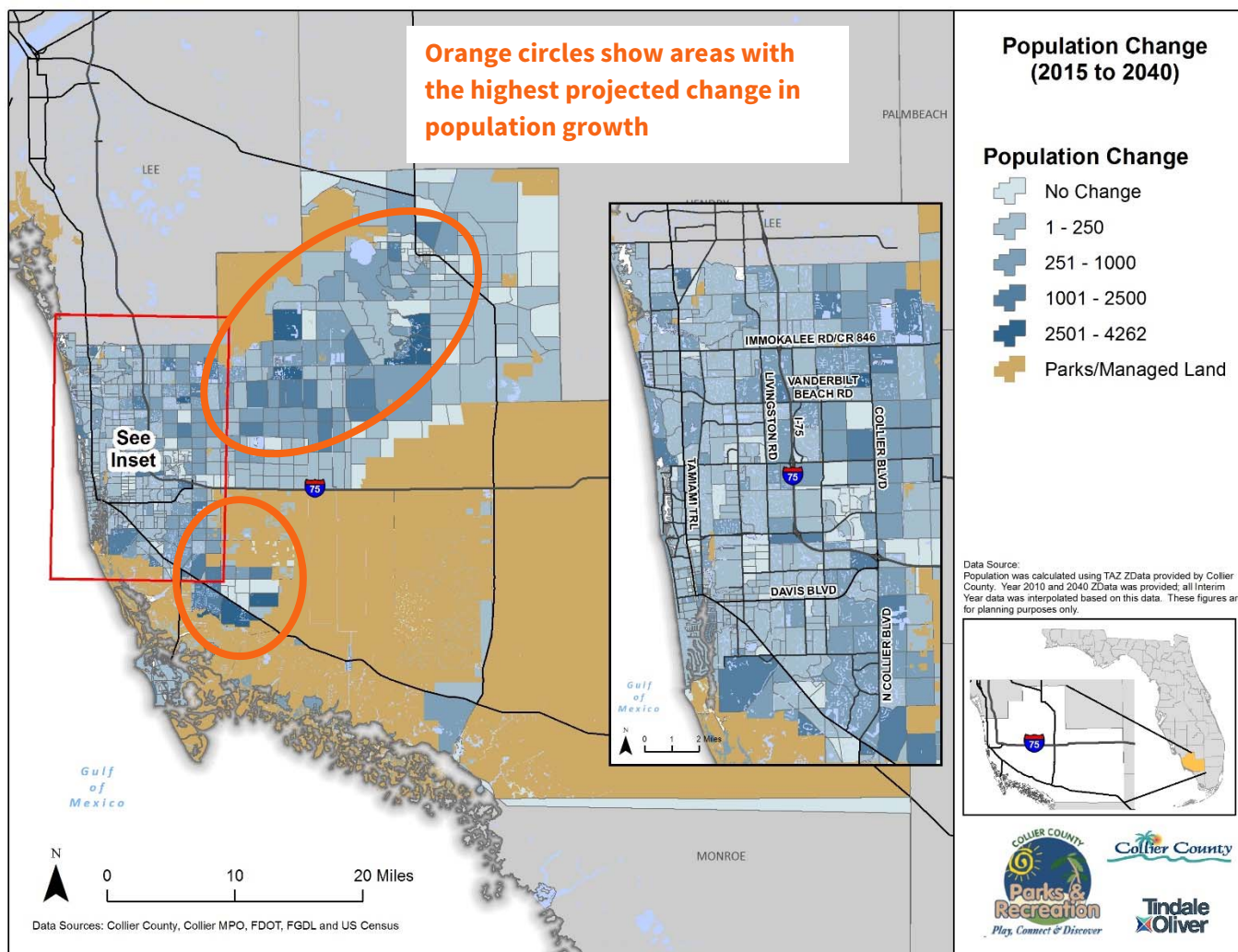
Map 3-1: Existing Population by TAZ



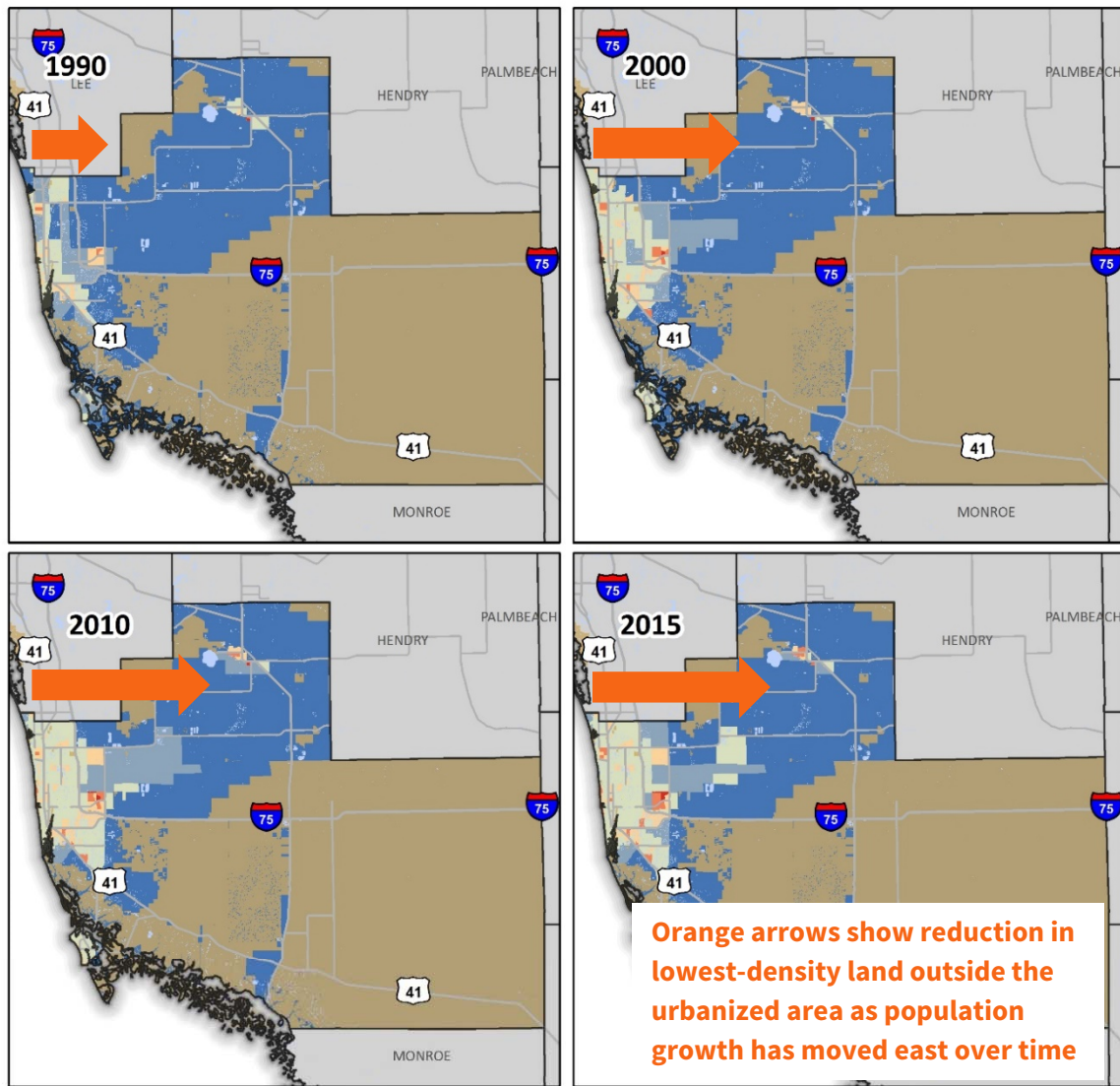
Map 3-2: Historical Population Change (2010–2015)



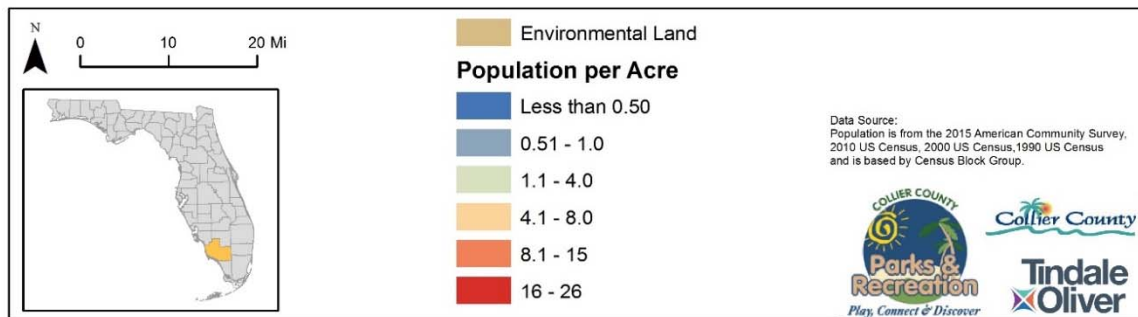
Map 3-3: Projected Population Change (2015–2040)



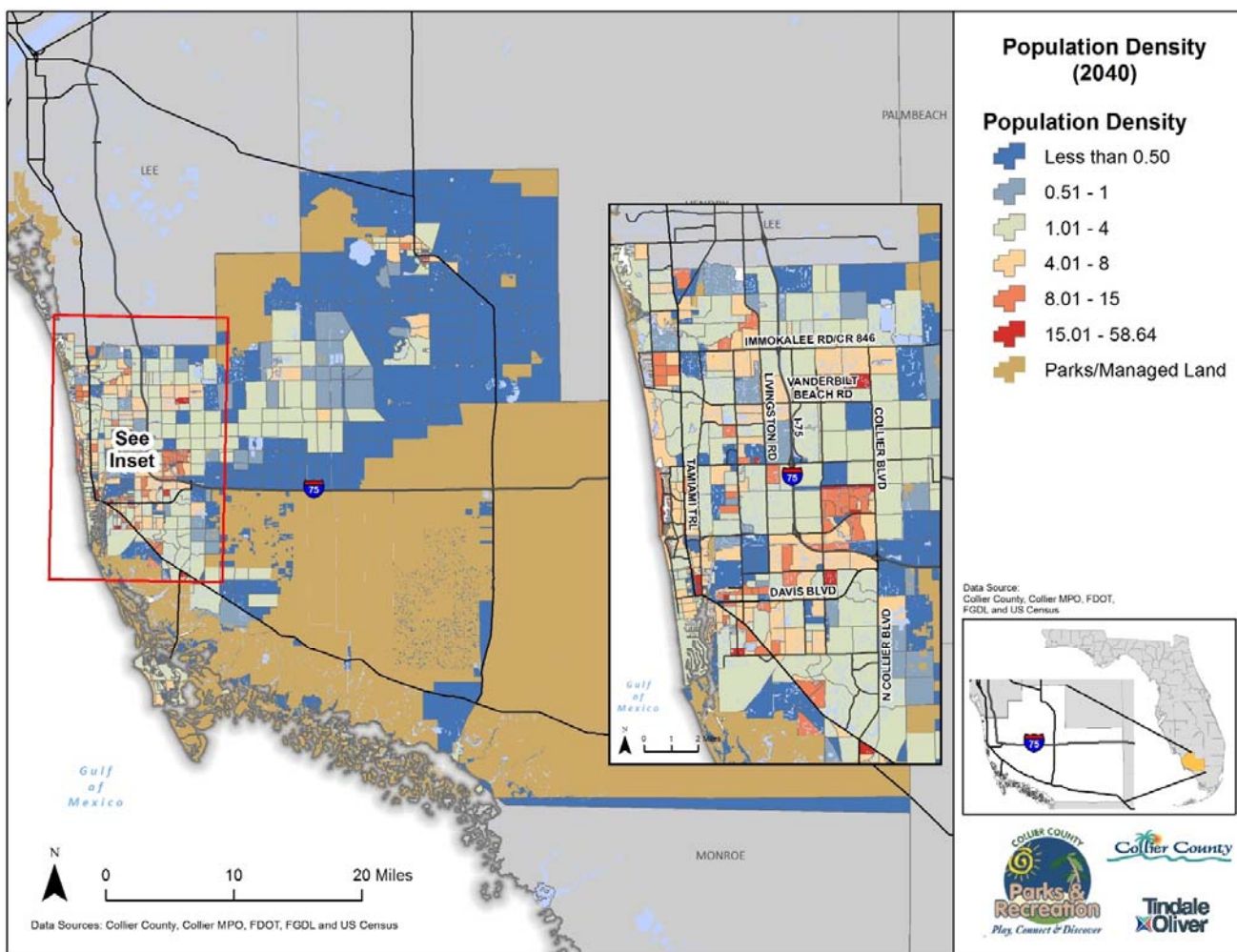
Map 3-4: Population Density Change (1990–2015)



Orange arrows show reduction in lowest-density land outside the urbanized area as population growth has moved east over time



Map 3-5: Population Density (2040)



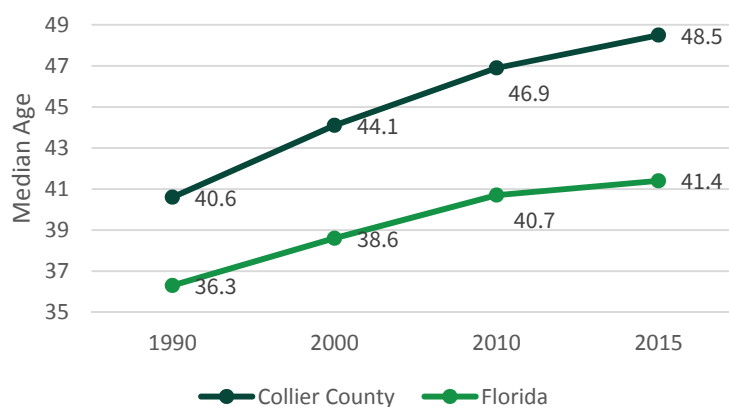
Age

The benefits of parks and recreation span every age and demographic component. The age profile and changing age trends of a community’s residents can have a direct impact on planning its parks and recreation facility needs. To understand this impact, a review of both the historical age trends of the county, as well as the current age composition of the county’s residents, was undertaken.

Age is one of the most important demographic factors for determining parks and recreation facility needs.

As presented in Figure 3-3, the median age in both Collier County and Florida has been trending upward since 1990, a continuation of the trend identified in the 2011 Master Plan.

Figure 3-3: Median Age Trends

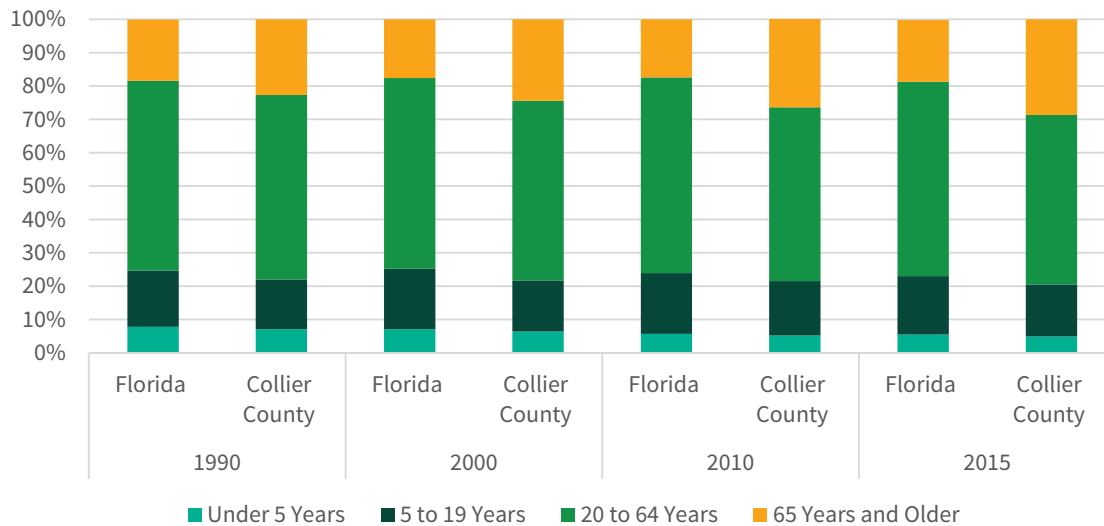


Source: US Census Bureau 1990 Census, 2000 Census, 2010 Census, 2015 ACS

As presented in Figure 3-4 and consistent with findings from the 2011 Master Plan, the highest percentage of Collier County’s residents are ages 20–64. In Collier County, the largest shift in age distribution since 1990 reflects an exit of the baby boomer generation from middle-age into the 65+ age bracket, perhaps reflecting the attraction of the county as a retirement destination. Currently, nearly 30% of the county’s permanent population is age 65 or older, compared to 19% statewide. The continued increase in average age and shifts from baby boomers into retirement age suggests this trend will continue well into the future.

Similar to Collier County, the highest percentage of residents statewide falls into the 20–64 age range. The percent of total population under age 5 also is declining, and the share of those age 65+ has stabilized after some slight declines since 2000. The percent of population ages 20–64 has slightly increased.

Figure 3-4: Distribution of Age (1990–2015)

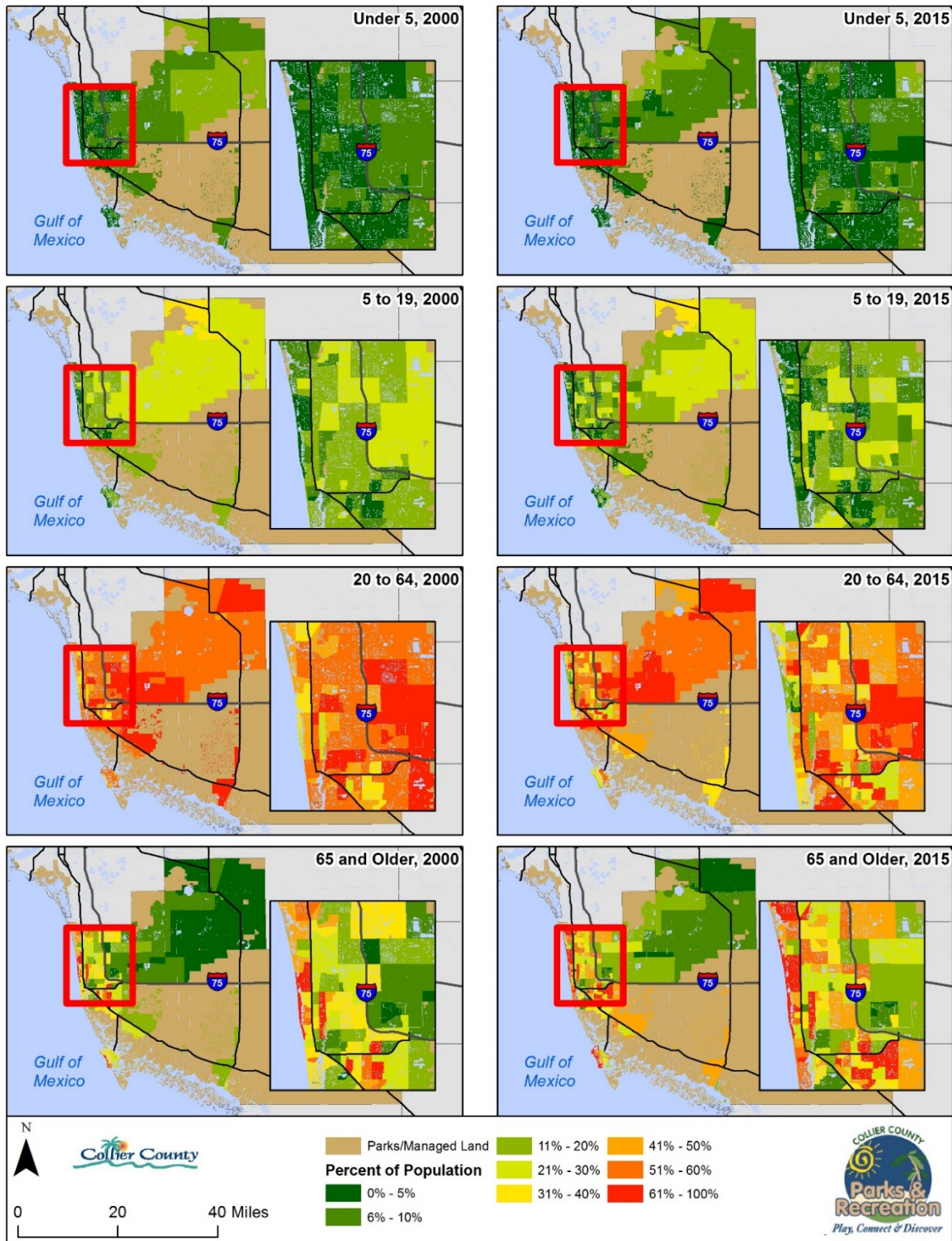


Source: US Census Bureau 1990 Census, 2000 Census, 2010 Census, 2015 ACS

Map 3-6 compares the age distribution in Collier County for these same categories by Census Block Group for 2000 and 2015. From these data, two comparisons can be made. The first compares the shift in population distribution from 2000 to 2015 within a single age category, as noted below:

- The overall concentrations of persons under age 5 have remained low. There has been a mix of increased and decreased shares in tracts in the coastal urban area and the eastern part of the county. Certain areas around and between Orangetree and Immokalee have slightly higher concentrations as of 2015.
- There has generally been a decline in the share of population ages 5–19 the urbanized area west of CR 951, as well as in areas to the southeast and east of the urbanized area stretching north through the Orangetree and Immokalee areas.
- Population concentrations for persons ages 20–64 have generally remained high. A decline in shares of this population group is observed for certain sections of the urbanized area west of CR 951, particularly along the coast, in some block groups to the southeast of the urbanized area, in the southern part of the county, and northwest of Immokalee. The area east of CR 951 and north of Immokalee has seen a slight uptick in share of this population.
- Collier County overall generally has experienced increases in concentrations of persons age 65 and older, with some of the highest concentrations in the western urbanized coastal area. Block groups to the southeast of the urbanized area and in the southern part of the county are also starting to see notably increased concentrations as of 2015.

Map 3-6: Distribution of Age (2000–2015)



Second, the four maps illustrating the 2015 age data are compared to show the distribution of Collier County's existing population with respect to age. This comparison shows there is a clear variation in the age distribution within the county. The urbanized area west of CR 951 has high concentrations of the population over age 65, especially for sections along the coast. Although concentrations of the population ages 20–64 are generally high overall, the higher concentrations tend to be slightly more inland in the urbanized area, as well as in the areas east of CR 951 stretching up north towards the Immokalee area. The concentrations of the population ages 5–19 are generally lower than older age groups, with relatively higher concentrations in pockets of the urbanized area and block groups in the northeastern part of the county. The population under age 5 has the lowest concentrations across the county overall when compared to other age groups; this group has slightly higher concentrations in small block groups in the urban area and block groups around and between Orangetree and Immokalee. The general patterns found here are similar to findings in the 2011 Master Plan, except that the area between Naples northeast to Immokalee has seen a decrease in shares of the age 5–19 population.

Seasonal Residents and Visitors

As previously mentioned, Collier County draws a number of seasonal residents and visitors each year during its peak season (generally October through April). By nature, the majority of the seasonal residents are retired or otherwise able to live elsewhere for months at a time and likely fall into the age 65 and older category. This increases the total percentage of residents age 65 and older during the peak season, although the age distribution of the county's seasonal residents has not been quantified.

Visitors to Collier County tend to be younger than seasonal residents. According to the Naples, Marco Island, Everglades Convention and Visitors Bureau (CVB), the average age of the head of household visiting Collier County is 48.3 and the majority of visitors are either a couple or family vacationing, at 52% and 38% of all visitors, respectively.⁵ Visitors to Collier County will impact to the parks and recreation facilities, but the majority of this impact most likely is to beach access points, although it is recognized that many of these visitors will stay in lodging facilities along the beach and use the beach access points provided by the lodging facility. Based on beach utilization data provided in the 2017 AUIR, beach users typically double in the second quarter (spring break visitor season) and increase one-third in the third quarter (summer visitor season) over visitors during October–April, which is the peak seasonal resident season. This suggests that tourists, as opposed to seasonal residents, have the biggest impact on beach access and facility planning.

⁵Naples, Marco Island, Everglades CVB 2017 Annual Visitor Profile.

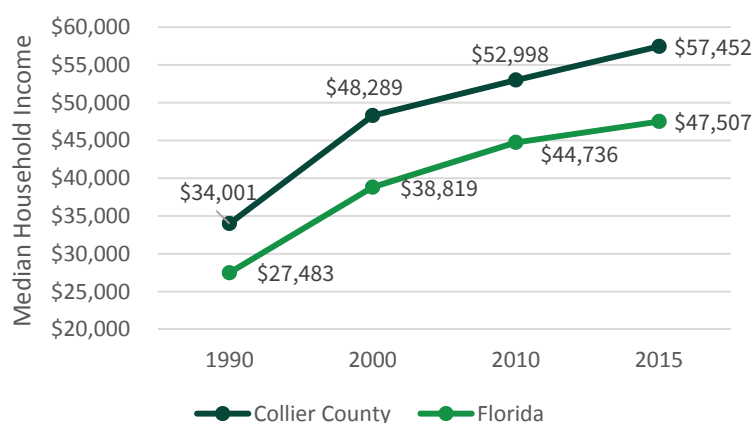
Income

Similar to age, the income levels within a community also can directly impact its parks and recreation facility needs. To understand this impact, a review of both the historical household income trends of the county as well as the current distribution of income of the county's residents was undertaken.

Collier County's median household income has been consistently higher than Florida's since 1990.

As presented in Figure 3-5, Collier County's median income has been consistently higher than the state median income. The median household income in both Collier County and Florida have been trending upward since 1990, with Collier County's growing at a slightly higher rate than Florida's.

Figure 3-5: Median Household Income (1990, 2000, 2010, 2015)

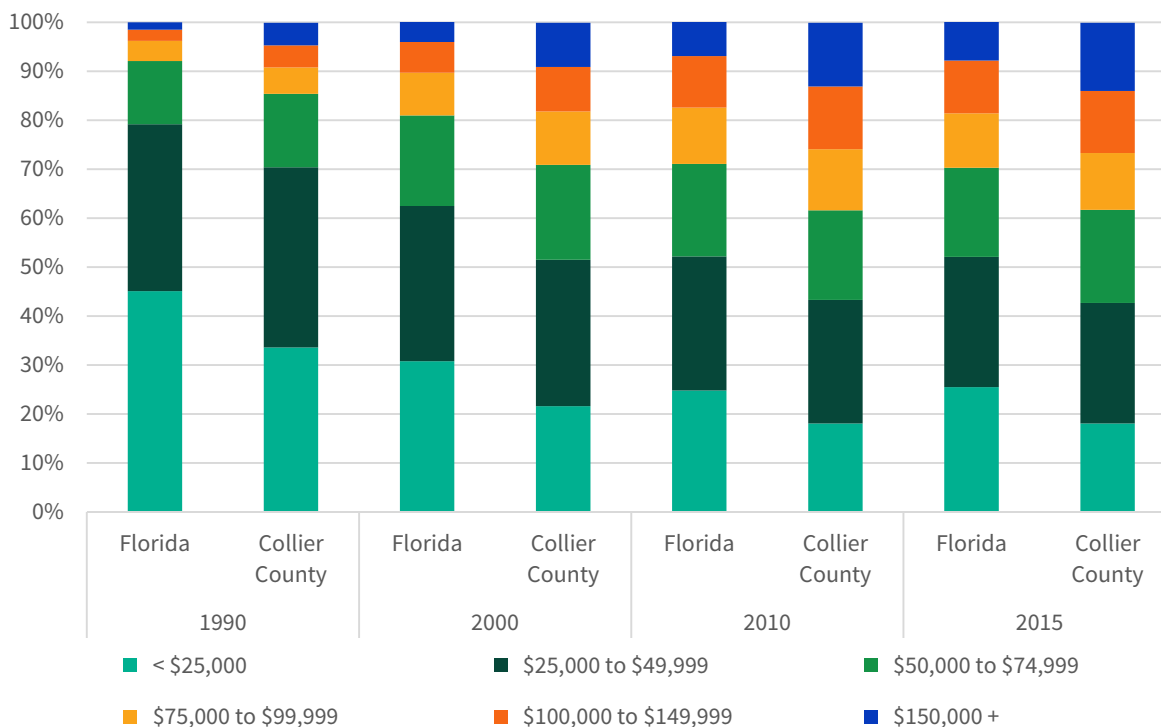


Source: US Census Bureau 1990 Census, 2000 Census, 2010 Census, and 2015 ACS

As presented in Figure 3-6, the percentage of households in Collier County with median incomes lower than \$50,000 has decreased since 1990. Households with less than \$25,000 in annual household income have declined to nearly one-half the percentage in 1990 (34% in 1990 to 18% in 2015). In contrast, the percentage of households with median incomes higher than \$50,000 has increased. This same trend also has generally been occurring statewide in Florida. According to 2016 ACS data, 13.2% of the county's permanent residents are still living below the poverty level.

The percentage of Collier County population with annual household income above \$75,000 has increased by nearly one-third since 1990.

Figure 3-6: Distribution of Median Household Income (1990, 2000, 2010, 2015)

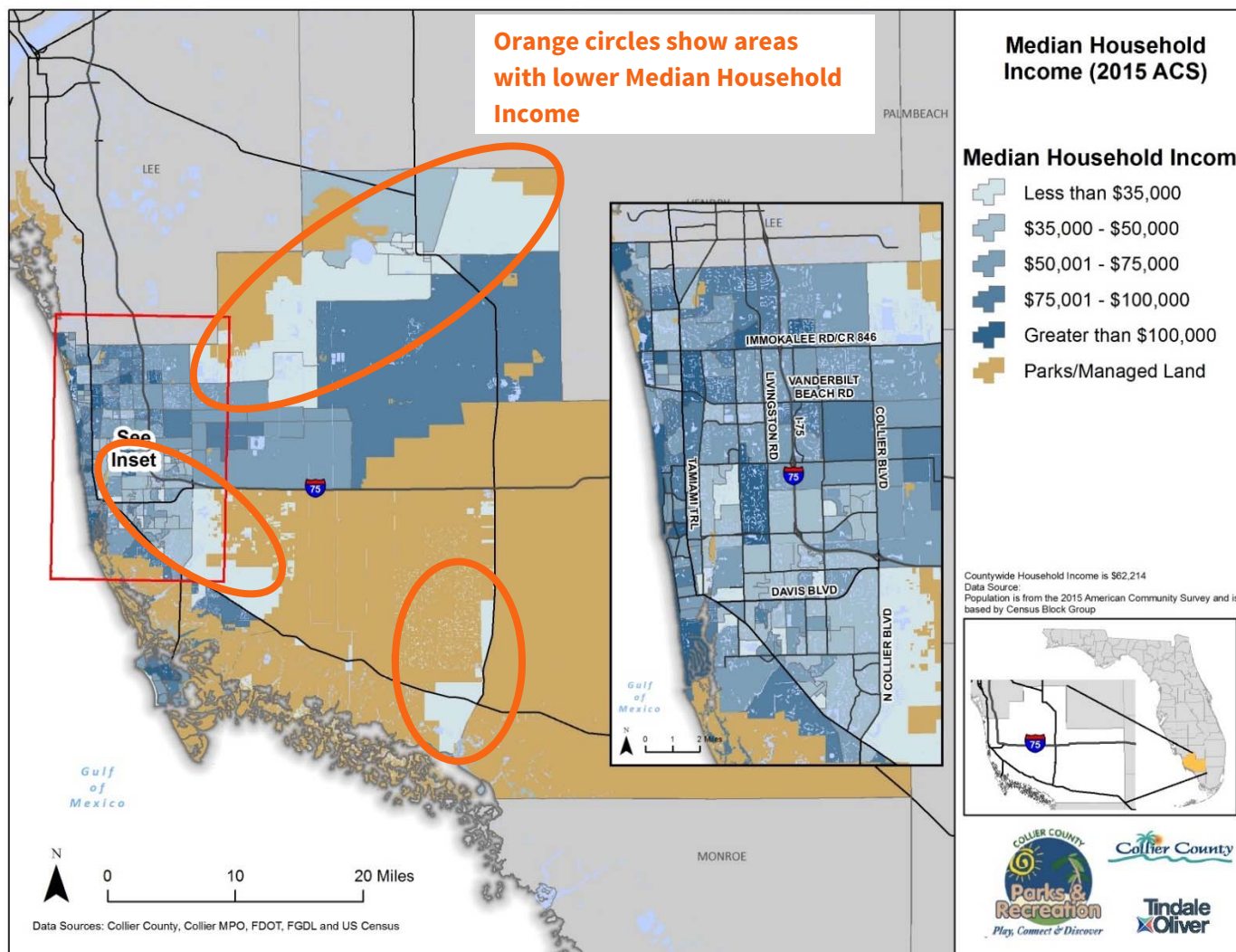


Source: US Census Bureau 1990 Census, 2000 Census, 2010 Census, and 2015 ACS. 1990 and 2000 percentages based on data originally categorized by different income groupings.

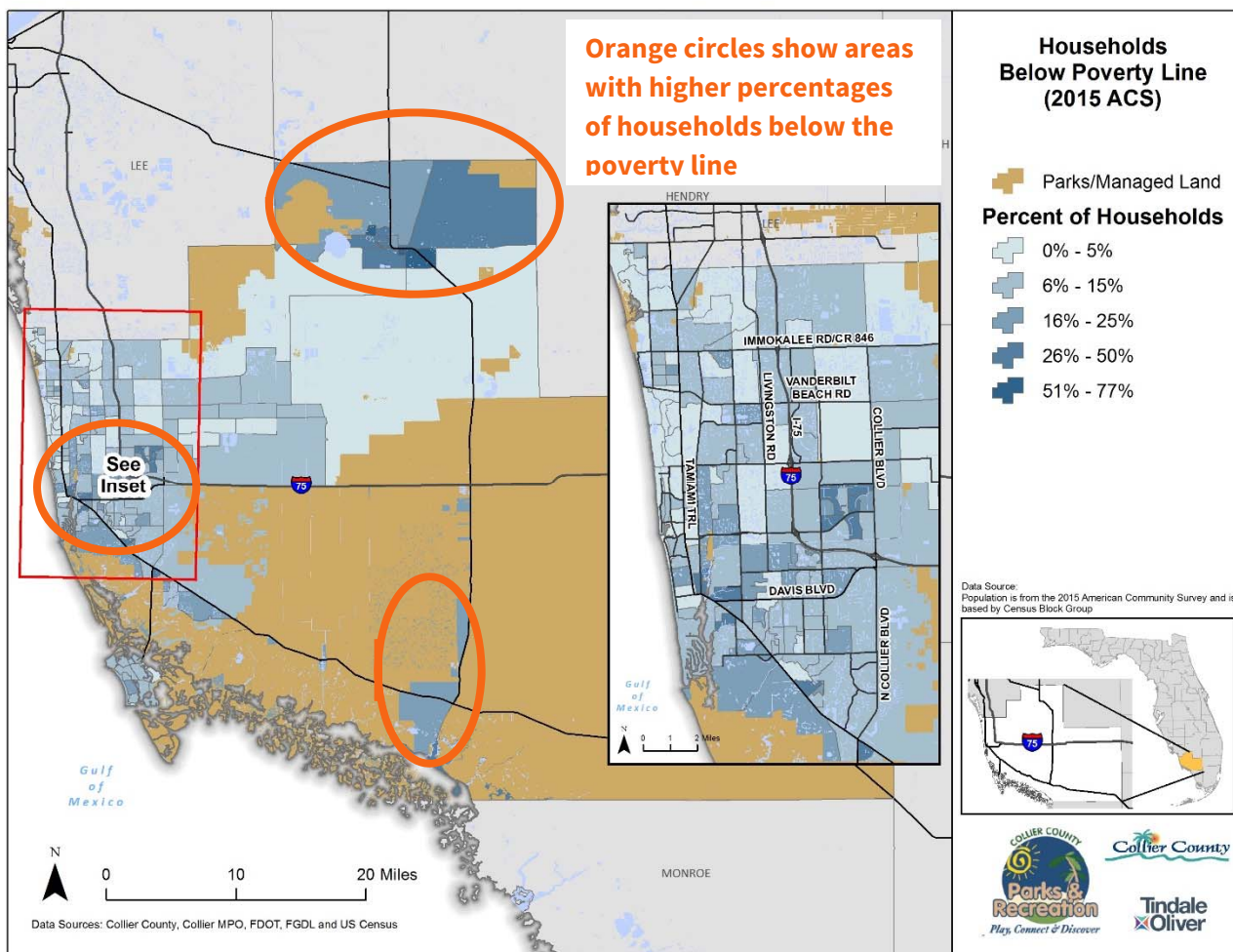
Map 3-7 presents the distribution of household income by Census Block Group based on 2015 ACS data. In general, higher income areas include certain block groups in the urbanized area, particularly near the coast, as well as certain block groups south/southeast of the main urbanized area and block groups out in the eastern part of the county. These general areas also see block groups with some of the lowest incomes, which are in the western urbanized area, southeast of this area, to the south of the county, and to the east around/between Immokalee and Orangetree.

Map 3-8 illustrates the spatial distribution of households below the federal poverty line according to 2015 ACS data. Relatively higher concentrations of poverty occur around the Immokalee area, with notable concentrations also in the southeast portion of the urbanized coastal area and certain block groups in the southern part of the county.

Map 3-7: Median Household Income (2015)



Map 3-8: Households below Poverty Threshold (2015)



Summary of Findings

Like Florida, growth in Collier County is expected to stabilize through 2030. Increased population density has historically occurred in the urbanized area west of CR 951 and has radiated outwards towards the east from 1990 to 2015. In the coming years, the urbanized area will continue to see some increase in population and relatively high population density, but other areas recently have experienced growth and are anticipated to continue growing as well. These areas include those southeast of the urbanized area and areas around Orangetree, Ave Maria, and Immokalee.

In contrast to the 2011 Master Plan, which projected very minimal increases in population density through 2020, this study projects notable population density increases through 2040, particularly in the eastern part of the urbanized area near the coast, areas southeast of this urbanized area, and areas around Orangetree, Ave Maria, and Immokalee.

Currently, about 71% of residents in Collier County are under age 65, a decrease of roughly 4% from the findings in the 2011 Master Plan. The share of residents over age 65 is growing, and there are high concentrations of this age group in the urbanized coastal area west of CR 951, among other areas of the county. Residents under age 65 tend to have higher concentrations more inland of the coast within the urbanized coastal area and also in areas east of CR 951.

Collier County's median household income has consistently been higher than Florida's, although the growth in median incomes has occurred at fairly similar rates. The share of the population making more than \$50,000 annually has sizably increased since 1990, and the number of persons in extreme poverty has decreased. As recommended in the 2011 Master Plan, Collier County may want to consider conducting a survey of its parks and recreation users to determine household income measures specific to that population compared to the county as a whole.

Households with incomes below the poverty line are concentrated around the Immokalee area, with other notable areas in the southeast part of the urbanized area near the coast and certain block groups in the southern part of the county.

Section 4 Baseline Conditions & Trend Analysis

Plans Review

A review of relevant plans, studies, and policy documents was conducted to identify key considerations that may impact the update of this Master Plan. This includes statewide outdoor recreation planning activities, local redevelopment plans, and relevant policies of Collier County, other agencies, or municipalities. Table 4-1 summarizes the key considerations from each plan reviewed, listed chronologically from the most recent.

Table 4-1: Plans and Programs Review

Plan/Study Reviewed	Date	Responsible Agency	Plan/Study Purpose	Key Considerations for Parks & Recreation Master Plan
Growth Management Plan	Jan 2015	Collier County	Recreation and Open Space Element – Provides policy direction concerning development and use of public and private sites for recreation.	<ul style="list-style-type: none"> Level of service (LOS) stated in Capital Improvement Element (CIE) for parks and recreation facilities is used: <ul style="list-style-type: none"> Regional Park land = 2.7 acres per 1,000/population (countywide) Community Park land = 1.2 acres per 1,000/population (unincorporated) Acquire suitable lands for new park sites in areas where major population growth expected. Protect designated recreation sites and open space from incompatible land uses through development of land use regulations. Provide larger parks and recreational facilities and passive open space within 15–20 minute drive of residents within coastal Urban Designation Area, Immokalee Urban Designated Area, and Northern Golden Gate Estates.
Comprehensive Pathways Plan	Dec 2012 (update in progress)	Collier County MPO	Provides prioritized list of bicycle and pedestrian needs and improvements and general policy/program recommendations to guide project selection and accommodation of bicycle and pedestrian modes.	<ul style="list-style-type: none"> Recommendations from current update process will be important to consider in evaluating bicycle and pedestrian access to parks.
Immokalee Area Master Plan	Mar 2015	Collier County	Coordinates land use and transportation planning, redevelopment or renewal of blighted areas, elimination of land use inconsistencies with community’s character.	<ul style="list-style-type: none"> County’s Public Services Division may locate future parks with designated Neighborhood Centers and within other areas that serve needs of community.

Plan/Study Reviewed	Date	Responsible Agency	Plan/Study Purpose	Key Considerations for Parks & Recreation Master Plan
Collier Co. Parks & Recreation Master Plan	Sep 2011	Collier County	10-year strategic plan to optimize County's existing parks and recreation assets and identify additional park and recreation needs for immediate future.	<p>Recommendations from the 2011 master planning process include:</p> <ul style="list-style-type: none"> • Develop Big Corkscrew Island Regional Park • Construct community/fitness center and pool and Eagle Lakes Community Park • Additional athletic fields to serve existing population • Develop Manatee Community Park • Develop Vanderbilt Extension Community Park • Address recommendations from 2011 Boat and Beach Access Report • Continue to evaluate the need for a remote control park.
Collier Co. Parks & Recreation Division Capital Improvement Plan	Jul 2016	Collier County	Accounts for non-growth capital projects managed by Parks & Recreation Division.	<ul style="list-style-type: none"> • Principle funding sources are operating transfers from the General Fund and Unincorporated General Fund Municipal Service Taxing District (MSTD). • FY 2017 tentative budget for Capital Projects is \$4.3M.
Hunden Strategic Partners Sports Tourism Study	May 2016	Collier County	Market and needs assessment regarding community sports, training, special events, and performance facilities and infrastructure.	<ul style="list-style-type: none"> • Parks & Recreation must work with Florida's Paradise Coast Convention and Visitors Bureau (CVB) to provide quality facilities for residents and visitors. • Develop athletic complexes with intention of hosting regional, statewide, or multi-state tournaments for youth sports. • Facilities should be in vicinity of hotels, restaurants, and retail.
Collier Co. Annual Update & Inventory Report (AUIR)	Nov 2016	Collier County	Collier County's annual process for collecting, organizing, and publishing. Identifies capital needs for new facilities based on adopted level of service (LOS) standards to serve projected population growth in five-year AUIR time period. Parks & Recreation is Category A (primary) facility type in AUIR.	<ul style="list-style-type: none"> • No regional or community land acquisitions proposed in AUIR for FY 2016/17-2020/21.

Plan/Study Reviewed	Date	Responsible Agency	Plan/Study Purpose	Key Considerations for Parks & Recreation Master Plan
Bayview Boat Parking Study	Sep 2016	Collier County	Evaluates preliminary feasibility of providing supplemental boat trailer parking within Hamilton Avenue public right-of-way between Thomasson Drive and Danford Street.	<ul style="list-style-type: none"> Recommended that additional study be conducted to focus on more detailed examination of drainage facilities and related environmental elements and potential need for Danford Street improvements to accommodate pedestrian traffic to Park facilities.
Barefoot Beach Access Parking Garage Study	Jul 2016	Collier County	Identifies zoning requirements, proposed layout, required buffering, drainage impacts, utility impacts, and environmental impacts of a parking garage.	<ul style="list-style-type: none"> Existing beach parking lot located within Lely Barefoot Beach Condominium PUD, which does not specifically permit public parking or parking garage. Recommended PUD amendment to obtain building development standards for proposed garage. Proposed footprint of garage within existing parking area.
Conservation Collier Annual Report	May 2016	Collier County	Annual report to update Board of County Commissioners and public on Conservation Collier Program.	<ul style="list-style-type: none"> County's Land Development Code section 3.05.07, H.1.f. iii a. and b. provides opportunity for developer offsite native vegetation retention requirements to be met by monetary payment or land donation to Conservation Collier. During 2015 and 2016, 16.83 acres with assessed value of \$576,964 accepted/acquired, donations of \$214,074.55 received for acquisition management.
Naples Parks Master Plan	Dec 2015	City of Naples	Ensures that current legacy of parks and open spaces will be secured for future and include programs and facilities most desired by residents and visitors.	<p>Top priority needs include:</p> <ul style="list-style-type: none"> Increased connectivity, accessibility, walking, biking, including completion of Gordon River Greenway Additional canoeing and kayaking facilities, boat ramps Improved/additional dog parks Outdoor concert venues, large community parks, multi-use green space, gathering spaces, passive parks Improvements to beachfront parks and beaches More amenities/improvements to parks throughout city
2015-2016 Volunteer Impact Report	2016	Collier County	Summary of volunteer efforts performed through Parks & Recreation Division's volunteer program in FY 2015/16.	<ul style="list-style-type: none"> Total cost savings due to volunteers: 27,434.5 hours x \$23.56/hr = \$646,356.82 Vineyards Community Park and Veterans Community Park had most hours volunteered at ~ 6,000 hours each.

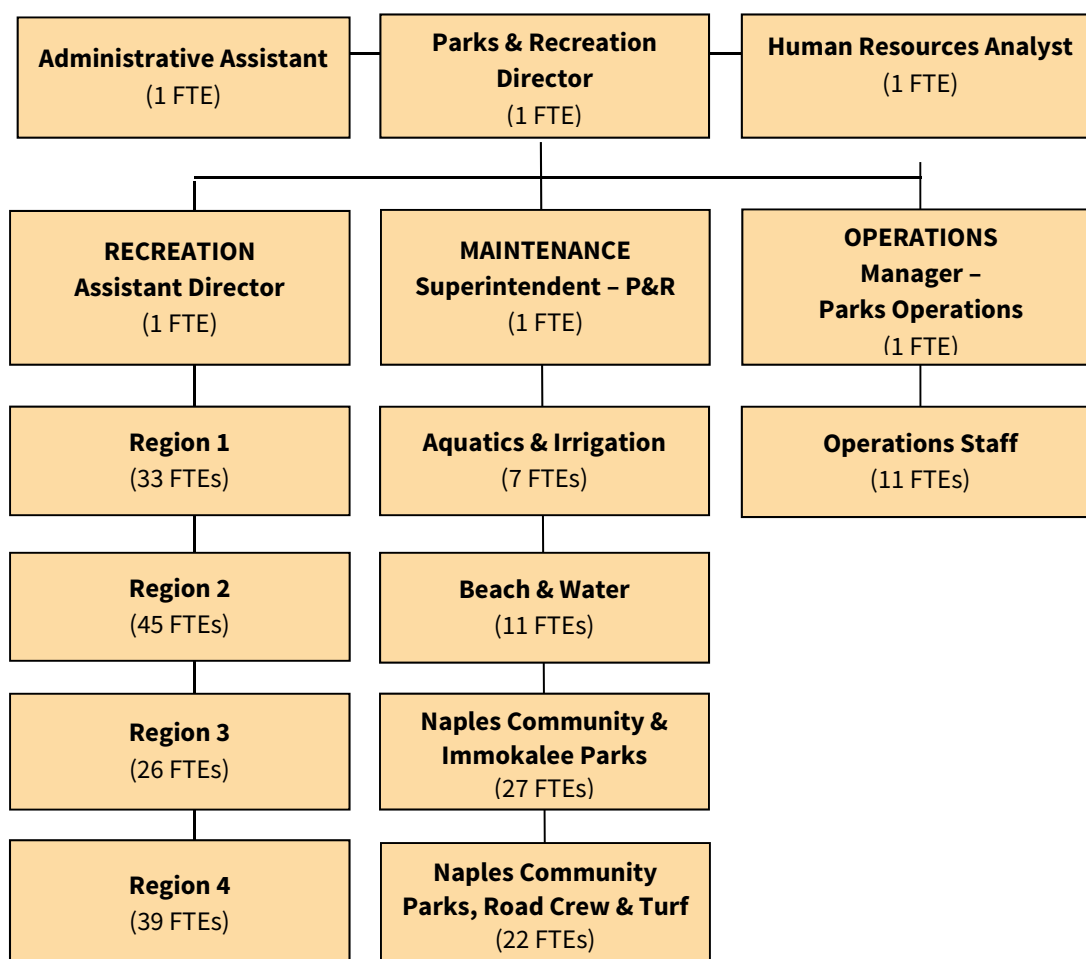
Operational Assessment

This section provides information on the operational and financial structure of the Collier County Parks & Recreation Division.

Organizational and Staffing Assessment

The Division falls under Collier County Public Services Department. Figure 4-1 illustrates the Division’s organizational chart and the number of full time equivalent (FTE) positions in FY 2017 for its three main branches: Recreation, Maintenance, and Operations. The Division has a total of 227 FTE positions. The FY 2018 budget provides funding to add 11 positions to the Division.

Figure 4-1: Parks & Recreation Division Organizational Chart



Maintenance and Operations Plan

The general responsibilities of staff laid out in the Division’s Maintenance and Operations Plan include:

- Job planning and maintenance work schedules
- Park site inspections
- Record keeping of task completion
- Grounds maintenance
- Facility and structure maintenance
- Budget and cost analysis

The Division divides its maintenance duties and staff with district specific expertise into the following “districts”:

- Beach and Water Maintenance, includes beach access points, boat parks, and regional preserve parks
- Aquatic Maintenance, includes all swimming pools, water park, and interactive water features
- Irrigation Maintenance, includes all irrigation through the park system
- Athletic Fields
- Community, Neighborhood, and Regional Park grounds maintenance, includes mowing, herbicide and pesticide application

Additionally, maintenance vehicles and all related equipment receive scheduled maintenance and repair through Collier County’s Fleet Management Department.

Private landscape maintenance, professional exotic land and aquatic vegetation, housekeeping, and window-washing companies are contracted annually to assist with specific maintenance projects. Specific parks maintenance tasks for which there are vendors under contract are summarized in Table 4-2.

Table 4-2: Contracted Parks Maintenance Vendors

Service	Cost/Contract Information
Tree trimming	\$60,000 annually
Exotic and invasive plant species removal (includes Conservation Collier preserves)	\$175,000; price fluctuates annually depending on amount of work needed
Park restroom and facility cleaning	Approximate annual contract costs are \$150,000, with additional cleanings performed at beach park locations during high season (January-May) at cost of \$50,000.
Playground inspections	\$100,000 annual inspection during contract, which runs 10/2013–10/2017

Source: Collier County Parks & Recreation Division

The Maintenance and Operations Plan also lays out standards for various types of areas, including:

- Sports playing fields
- Developed areas with heavy public traffic and high visitor density
- Semi-developed areas with moderate public traffic and visitor density
- Undeveloped/natural areas with moderate public traffic and low visitor density

These standards are categorized by topic, including mowing and detailing; landscape maintenance; irrigation system maintenance; road, trail, and parking lot maintenance; and general maintenance and support services. Standards for work priorities range from conditions that pose an immediate threat to life or property being the highest maintenance priorities to emergency or routine work intended to improve the aesthetics or attractiveness of an area or facility being the lowest priority. The plan also details standards for specific types of amenities (e.g., athletic fields, playground, etc.). The plan concludes with maintenance tasks and associated frequencies for beach and water management, as well as specific maintenance procedures for swimming pools and interactive water features.

The scope and enforcement of these standards and procedures and their substance should be evaluated as part of a detailed maintenance plan to ensure they meet maintenance needs identified from public outreach conducted for this plan.

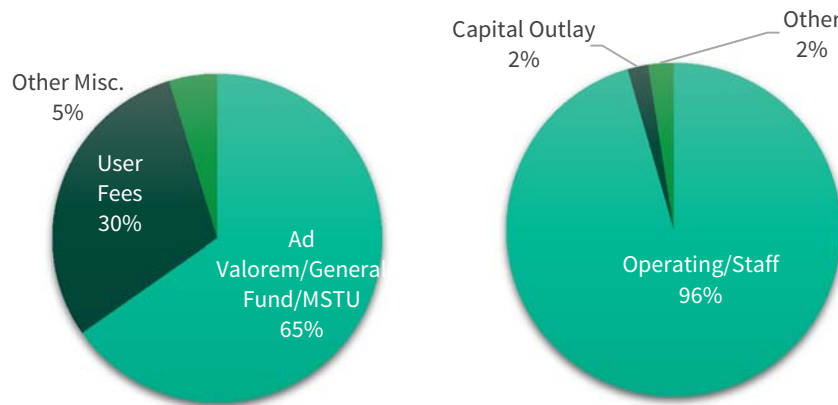
Financial Assessment

This financial assessment, which is based on information from the Collier County's FY 2018 budget, begins with general summaries of operating revenues, costs, and appropriations by program and is followed by detailed budget information for key programs. The section concludes with an assessment of capital improvements and the draw-down of the Community and Regional Parks Impact Fees.

Operating Budget Overview

Figure 4-2 provides an overview of the Division's operating revenues and expenses. The Division's FY 2018 budget is approximately \$26.5 million, excluding carryforward revenue (rolled over from the previous fiscal year). Revenue from property (ad valorem, general fund revenues, and unincorporated Municipal Service Taxing Unit [MSTU]) make up 65% of the Division's revenue excluding carryforward, indicating the importance of property values as a revenue source for parks and recreation. This figure also shows that nearly all Division expenses are related to personnel (employee salary and fringe benefit costs), with capital and other expenses being very minimal.

Figure 4-2: Parks & Recreation Division Revenue and Expenses

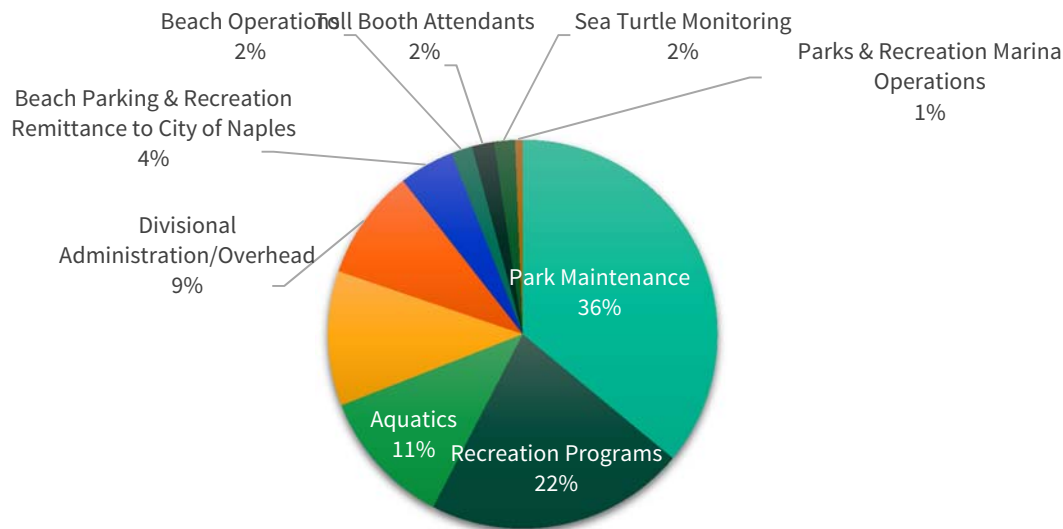


Source: Collier County FY 2018 Adopted Budget

County Park Facilities & Programs

The budget share for the County Parks & Facilities Program Fund is broken down by program in Figure 4-3. Note that an added appropriation for the budget was an additional maintenance worker, budgeted at \$43,500. More than one-third of this fund is dedicated to park maintenance. Through this fund, the County provides Naples with a \$500,000 annual payment to offset expenses for beach parking, parks, recreational facilities, and recreational programs by County residents (governed by a 2008 interlocal agreement). Additionally, capital equipment replacements are budgeted at \$200,000.

Figure 4-3: County Park Facilities & Programs Fund Program Budget

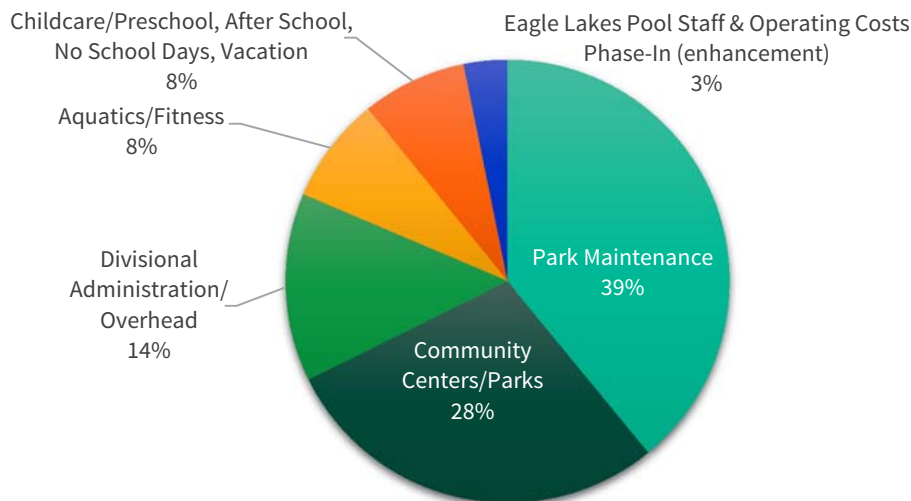


Source: Collier County FY 2018 Adopted Budget

Parks & Recreation Division

The budget share for the Parks & Recreation Division fund is broken down by program in Figure 4-4. Maintenance also makes up a large share of the budget for this fund (more than one-third), and nearly one-third is budgeted for community centers and parks. The budget reflects an expanded funding request of \$453,300 for the phase in of staffing (8 positions) plus operating costs for the new pool at Eagle Lakes Community Park. The planned capital outlay is budgeted at \$250,000.

Figure 4-4: Parks & Recreation Division Fund Program Summary and Enhancements



Source: Collier County FY 2018 Adopted Budget

Tourist Development Council Funding

Highlights from the County’s FY 2018 budget related to funding for parks from other divisions include funding from the Tourist Development Council (TDC) Division. The budget notes that the “Tourism Division Sports Marketing function provides financial assistance to the Parks & Recreation Division to support incremental costs associated with sports tournaments and training events that promote tourism to Collier County. The amount of funding is \$50,000” (p. 28). Recent funding for parks and recreation facilities through the TDC Capital Fund include \$3.6 million for artificial turf conversion of four general-purpose playing fields at North Collier Regional Park, \$750,000 for the construction of a shade structure for the championship pickleball courts at East Naples Community Park, and has committed \$300,000 for additional pickleball courts.

Capital Improvements Overview

In the FY 2018 budget, the Division was appropriated \$8.9 million of the County’s \$340.9 million Capital Improvement Program (CIP) (including reserves, debt, and miscellaneous items), for a share of 2.6%. Regarding planned project appropriations in the five-year Capital Improvement Element (CIE), the share for Parks & Recreation is \$87,663,300 of \$1,462,348,500 appropriations (including reserves, debt, miscellaneous items, and operating), for a share of 6%.

The Division’s main source of capital funding is its parks and recreation impact fee program. The size of and amenities/programs provided at the County’s regional parks benefit residents in incorporated and unincorporated areas of Collier County. In contrast, the community parks are primarily intended to serve more localized areas of unincorporated county. To reflect the respective service areas of these parks, Collier County collects its regional park impact fee from all new residential development countywide and its community park impact fee from new residential development only in the unincorporated county.

Table 4-3 summarizes impact fee revenues and planned expenses for both the regional and community impact fee programs.

Table 4-3: Regional and Community Parks Impact Fee Fund Revenues and Expenses

Fiscal Year	Community Park Impact Fee (Unincorporated)		Regional Park Impact Fee (Countywide)		
	Revenue	Debt Service	Revenue	Project Expenses	Debt Service
FY 2018	\$995,900	\$150,000	\$11,534,900	\$6,198,100	\$2,789,600
FY 2019	\$206,100		\$8,569,600	\$5,626,400	\$2,943,200
FY 2020	\$208,300		\$8,729,800	\$5,790,300	\$2,939,500
FY 2021	\$210,600		\$8,880,300	\$5,932,300	\$2,948,000
FY 2022	\$212,900		\$9,033,400	\$5,861,700	\$5,718,900
5-Year Total	\$1,833,800	\$150,000	\$46,748,000	\$29,408,800	\$17,339,200
Balance	\$1,683,000		\$0		

Note: FY 2017 and 2018 revenue reflects fund balance of cash available.

Source: Collier County 2017 AUIR

The \$29.4 million in regional park impact fee project expenses is for development of Big Corkscrew Island Regional Park. As 37% of the regional park impact fee revenue is set aside for debt payments and the remaining revenue is set aside to develop this new regional park, no impact fee revenue remains to fund other capital needs necessitated by growth and development. This indicates that Collier County may want to explore other mechanisms to generate parks and recreation capital revenue to fund the remainder of Big Corkscrew Island Regional Park and other capital needs identified in this Master Plan. An additional consideration in terms of impact fees is the concept of developers building parks amenities in their respective communities instead of paying the parks impact fee. This has been done under the County’s transportation impact fee program in the past, but not for parks. Such amenities would likely serve the specific development, and reducing the impact fee stream would likely impact future and debt-serviced projects. The County will need to evaluate this option.

Peer Budget Analysis

A review of the parks and recreation FY 2018 budgets for selected peer counties was completed. Table 4-4 summarizes the *primary* funding sources used to fund parks and recreation operating budgets and capital projects. Some peer agencies rely on funding sources that Collier County is not currently using,

such as general capital improvement funds. An additional consideration is an increased use of tourist development funds, including for operating costs. Increasing funding from sources not reliant on property values could help diversify the Division’s revenue sources and alleviate costs to residents and property owners paying ad valorem taxes. In this regard, a sales tax option might be evaluated.

Table 4-4: Collier County and Peer Primary Revenue Sources

Revenue Source	Collier	Lake	Lee	Manatee	Palm Beach	Sarasota	St. Lucie
Operating:							
General Fund	Yes	Yes	Yes	Yes		Yes	Yes
Municipal Service Taxing Unit (MSTU)	Yes	Yes	Yes				
Conservation Trust Funds/Grants					Yes	Yes	
User Fees/Service Charges	Yes			Yes	Yes		
Tourist Development				Yes		Yes	
Ad Valorem	Yes				Yes		
Other Special Purpose Fund		Yes				Yes	Yes
Other	Yes	Yes		Yes	Yes		Yes
Capital:							
Parks Impact Fee	Yes	Yes	Yes	Yes	Yes	Yes	Yes
General Capital Improvement Funds			Yes				Yes
Tourist Development	Yes*			Yes		Yes	

*For beaches

Source: FY 2018 budgets for Collier County and other noted agencies

Section 5 Needs Analysis

This section documents the needs analysis completed for the Master Plan, which consists of analytical, quantitative assessments of different aspects of the County’s parks system. The needs analysis is complemented by the public input gathered through the early stages of the public outreach process (stakeholder focus groups and online community survey), which is documented in the next section. Together, the needs analysis and public outreach form the development of the Master Plan recommendations.

Utilization Analysis

The degree to which existing facilities are used is one aspect of identifying needs in the Parks & Recreation system. As was documented in the 2011 Master Plan, an analysis of quarterly utilization data for which the Division maintains baseball, softball, and Little League fields and soccer/multi-use fields is included in this plan update. A need is identified for fields when use is at or exceeds 95% of available hours. Tables 5-1 and 5-2 show quarterly and annual usage percentages by field type for FY 2017, with usage over 95% shown in red.



Field athletics at North Collier Regional Park.

For baseball and softball fields, the table indicates that facilities at Vineyards Community Park are used at amounts far exceeding the 95% standard. Vineyards Park also was identified for over-use in the 2011 Master Plan for softball fields. Veterans Community Park and Corkscrew Elementary/Middle also show over-utilization over multiple quarters for these fields and overall for softball fields. Sabal Palm Elementary shows over-use for its Little League fields over multiple quarters and overall. Other instances of over-use tend to occur during spring league play during the second quarter.

Soccer and multi-purpose field over-use is much more widespread throughout the County’s available facilities, with nearly 75% of soccer/football fields over-utilized on an annual basis, some significantly. As in the 2011 Master Plan, Vineyards Park shows the greatest over-use, far exceeding the 95% threshold and other parks’ usage percentages. North Collier Regional Park appears to have additional fields that are not yet over-used, and Golden Gate Community Park shows over-use for only half of the year. The over-use of football/soccer fields throughout the county has increased, similar to findings in the 2011 Master Plan. The data imply that an additional 15 fields are needed in the County to address current over-use and meet the 95% utilization standard.

Funding to replace four grass fields with artificial turf at North Collier Regional Park was approved by the Board of County Commissioners in February 2018, which will help increase field capacity as turf fields do not require rest for regrowth like grass fields. Installation is planned to occur summer of 2018. The design and permitting of artificial turf is also underway at Eagles Lakes Community Park, with anticipated installation in October 2018. This change will allow for increased field use to address the conversion of soccer fields at East Naples Community Park to pickleball courts.

Table 5-1: Baseball/Softball/ Little League Field Utilization (FY 2017)

Park	Field Type	FY 2017					Total
		Q1	Q2	Q3	Q4		
Corkscrew Elem/Middle School	Baseball (L)	120%	128%	33%	22%	76%	
Corkscrew Elem/Middle School	Softball (L)	135%	177%	62%	48%	105%	
Eagle Lakes Community Park	Baseball (L)	32%	50%	45%	13%	35%	
Eagle Lakes Community Park	Softball (L)	12%	18%	4%	13%	12%	
East Naples Community Park	Softball (L)	48%	33%	47%	50%	44%	
Golden Gate Community Park	Baseball (L)	29%	22%	26%	40%	29%	
Golden Gate Community Park	Little League Field (L)	55%	83%	63%	27%	57%	
Golden Gate Community Park	Softball 1 (L)	64%	83%	72%	27%	61%	
Golden Gate Community Park	Softball 2 (L)	39%	83%	74%	27%	56%	
Immokalee Community Park	Baseball (L)	9%	77%	48%	23%	39%	
Immokalee Community Park	Softball (L)	48%	77%	53%	63%	60%	
Immokalee Community Park	Practice Field	46%	76%	63%	67%	63%	
Max Hasse Jr. Community Park	Softball 1 (L)	38%	79%	51%	40%	52%	
Max Hasse Jr. Community Park	Softball 2 (L)	37%	81%	55%	36%	52%	
Starcher Petty Field	Little League Field (L)	44%	69%	77%	30%	55%	
North Collier Regional Park	Softball 1 (L)	88%	136%	58%	72%	89%	
North Collier Regional Park	Softball 2 (L)	88%	136%	57%	81%	91%	
North Collier Regional Park	Softball 3 (L)	54%	103%	57%	72%	71%	
North Collier Regional Park	Softball 4 (L)	50%	103%	54%	76%	71%	
North Collier Regional Park	Softball 5 (L)	81%	136%	54%	78%	88%	
Osceola Elementary School	Little League Field 1 (L)	77%	94%	73%	48%	73%	
Osceola Elementary School	Little League Field 2 (L)	78%	94%	77%	48%	74%	
Sabal Palm Elementary School	Little League Field 1 (L)	73%	133%	107%	108%	105%	
Sabal Palm Elementary School	Little League Field 2 (L)	73%	136%	109%	106%	106%	
Tony Rosbough Community Park	Little League Field (L)	75%	97%	75%	67%	78%	
Tony Rosbough Community Park	Little League Field (L)	75%	97%	75%	67%	78%	
Veterans Community Park	Baseball (L)	101%	103%	36%	11%	63%	
Veterans Community Park	Softball 1 (L)	103%	125%	104%	78%	102%	
Veterans Community Park	Softball 2 (L)	103%	119%	104%	78%	101%	
Veterans Community Park	Softball 3 (L)	101%	120%	103%	50%	93%	
Vineyards Community Park	Softball/Baseball 1 (L)	240%	272%	179%	223%	228%	
Vineyards Community Park	Softball/Baseball 2 (L)	239%	320%	227%	196%	246%	

Source: Collier County Parks & Recreation Division

Table 5-2: Soccer/Multi-Purpose Field Utilization (FY 2017)

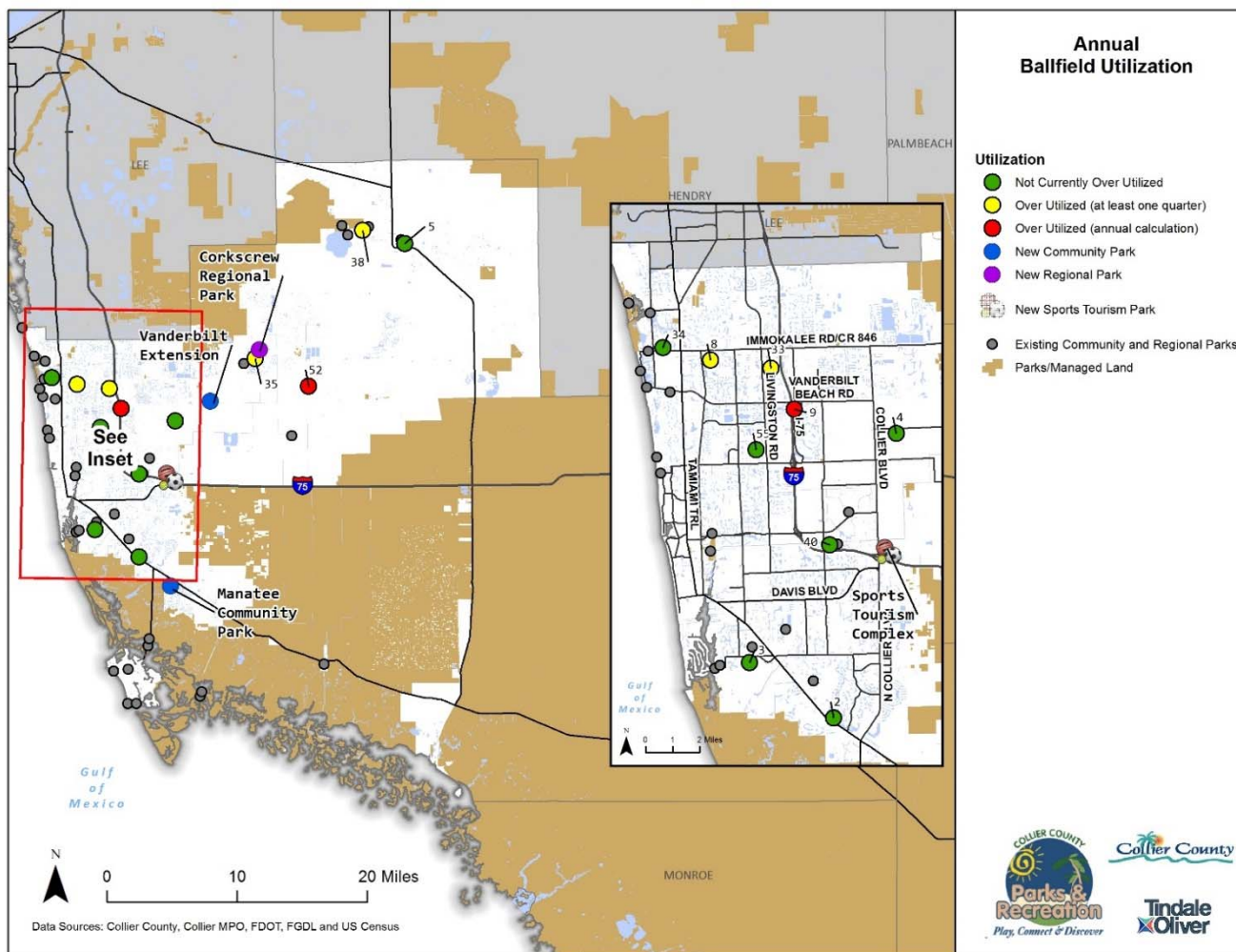
Park	Field Type	FY 2017				
		Q1	Q2	Q3	Q4	Total
Corkscrew Elem/Middle School	Football/Soccer (L)	255%	299%	163%	105%	205%
Eagle Lakes Community Park	Soccer/Football 1 (L)	142%	210%	168%	160%	170%
Eagle Lakes Community Park	Soccer/Football 2 (L)	132%	187%	170%	170%	165%
East Naples Community Park	Soccer (L)	160%	150%	225%	110%	161%
East Naples Community Park	Soccer (L)	120%	150%	175%	100%	136%
Eden - School Site	Multi-purpose field (L)	221%	250%	150%	200%	205%
Golden Gate Community Park	Soccer/Football (L)	97%	100%	67%	60%	81%
Immokalee Sports Complex	Football/Soccer 1 (L)	109%	93%	105%	95%	101%
Immokalee Sports Complex	Football/Soccer 2 (L)	95%	125%	103%	83%	101%
Immokalee Sports Complex	Multi-purpose field	110%	125%	98%	95%	107%
North Collier Regional Park	Soccer 1 (L)	102%	114%	99%	93%	102%
North Collier Regional Park	Soccer 2 (L)	99%	109%	99%	94%	100%
North Collier Regional Park	Soccer 3 (L)	100%	112%	97%	88%	99%
North Collier Regional Park	Soccer 4 (L)	95%	72%	67%	69%	76%
North Collier Regional Park	Soccer 5 (L)	96%	88%	71%	70%	81%
North Collier Regional Park	Soccer 6 (L)	93%	101%	77%	73%	86%
North Collier Regional Park	Soccer 7 (L)	108%	83%	75%	71%	84%
North Collier Regional Park	Soccer 8 (L)	84%	113%	80%	65%	85%
Palmetto - School Site	Multi-purpose field	79%	109%	89%	35%	78%
Sabal Palm Elementary School	Soccer 1 (L)	117%	174%	135%	160%	147%
Sabal Palm Elementary School	Soccer 2 (L)	115%	168%	149%	150%	146%
Veterans Community Park	Soccer/Football (L)	79%	141%	98%	93%	103%
Veteran's Memorial	Soccer	109%	168%	101%	105%	121%
Vineyards Community Park	Soccer/Football 1 (L)	706%	674%	597%	707%	671%
Vineyards Community Park	Soccer/Football 2 (L)	460%	549%	350%	471%	457%
Vineyards Community Park	Soccer/Football 3 (L)	364%	333%	295%	379%	342%

Source: Collier County Parks & Recreation Division

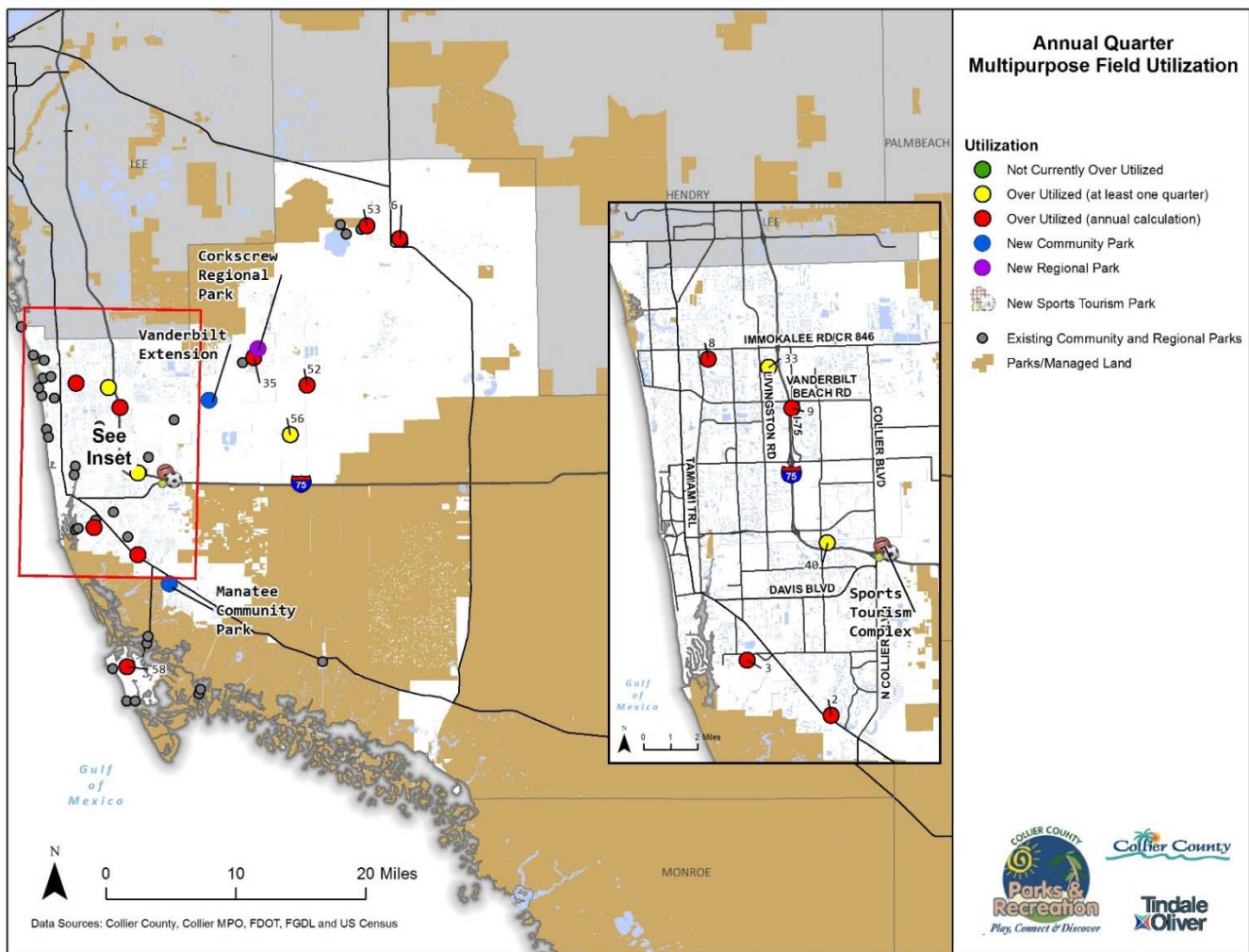
Note that the utilization data do not capture the requests made to use a field that could not be accommodated due to another group using it. It is recommended that the Division include requests for use unable to be accommodated due to over-use to obtain a more complete picture of needs for these fields.

Maps 5-1 and 5-2 show the locations of the ballfields and soccer/multi-purpose fields. Utilization is shown based on an average of the facilities at each park for each quarter, as well as a total average of the quarterly averages to calculate an overall utilization rate for each park. The maps indicate that sites of over-use for ballfields have a slight concentration in the area south of Immokalee Road and on/west of I-75. Over-use of soccer/multi-purpose fields is fairly geographically dispersed throughout the county.

Map 5-1: Annual Ballfield Utilization



Map 5-2: Annual Multipurpose/Soccer Field Utilization



Drive Time Analysis

At the time of the 2011 Master Plan, the Recreation and Open Space Element of the County's Growth Management Plan included an objective targeting a 15–20 minute drive time to community parks, regional parks, and open space within the coastal Urban Designated Area, the Immokalee Urban Designated Area, and Northern Golden Gate Estates. The 2011 Master Plan included a drive-time analysis to evaluate how well the County was meeting this target.

Findings from the analysis of community and regional parks (combined) indicated that the coverage area of existing community parks relative to county population at the time was good, but that a significant portion of the population at that time lacked presence of a regional park, including The Estates, Corkscrew, and Immokalee. The report also noted that the anticipated Manatee Community Park would accommodate passive park access for future growth along the US 41 corridor, as well as the potential need for active opportunities. Additionally, Big Corkscrew Island was noted as the primary opportunity to accommodate regional park access for future growth around Everglades Boulevard.

This 2018 Master Plan provides a follow-up drive-time analysis for regional parks to evaluate if the new and anticipated parks, such as Big Corkscrew Island, will still meet gaps in service identified in the previous drive-time analysis. Map 5-3 shows a drive-time analysis for existing regional parks. It indicates that parts of the eastern edge of the coastal urban area (around CR 951) have a regional park drive-time exceeding 15 minutes, as well as areas off certain roadways in the Immokalee and southern County areas. Also note that the demographic analysis highlighted an existing population concentration around the Orangetree area that does not appear to be served currently by a regional park within a 15-minute drive-time. Community parks are included on the map to show context for all park locations and highlight areas where additional facilities/services might be provided to help address gaps. Map 5-4 shows the results of the drive-time analysis for existing and future parks, illustrating how the new parks coming online will help address these gaps. Big Corkscrew Island Regional Park will be near to the population growth around Orangetree. Vanderbilt Extension is a community park that will eventually come online in an area with a regional drive-time exceeding 15 minutes, and may help address gaps in service. Given the intent of a regional park to draw from a larger service area, Collier County is doing an excellent job locating future parks in areas of population growth and where existing service gaps are greatest.

Level of Service Analysis

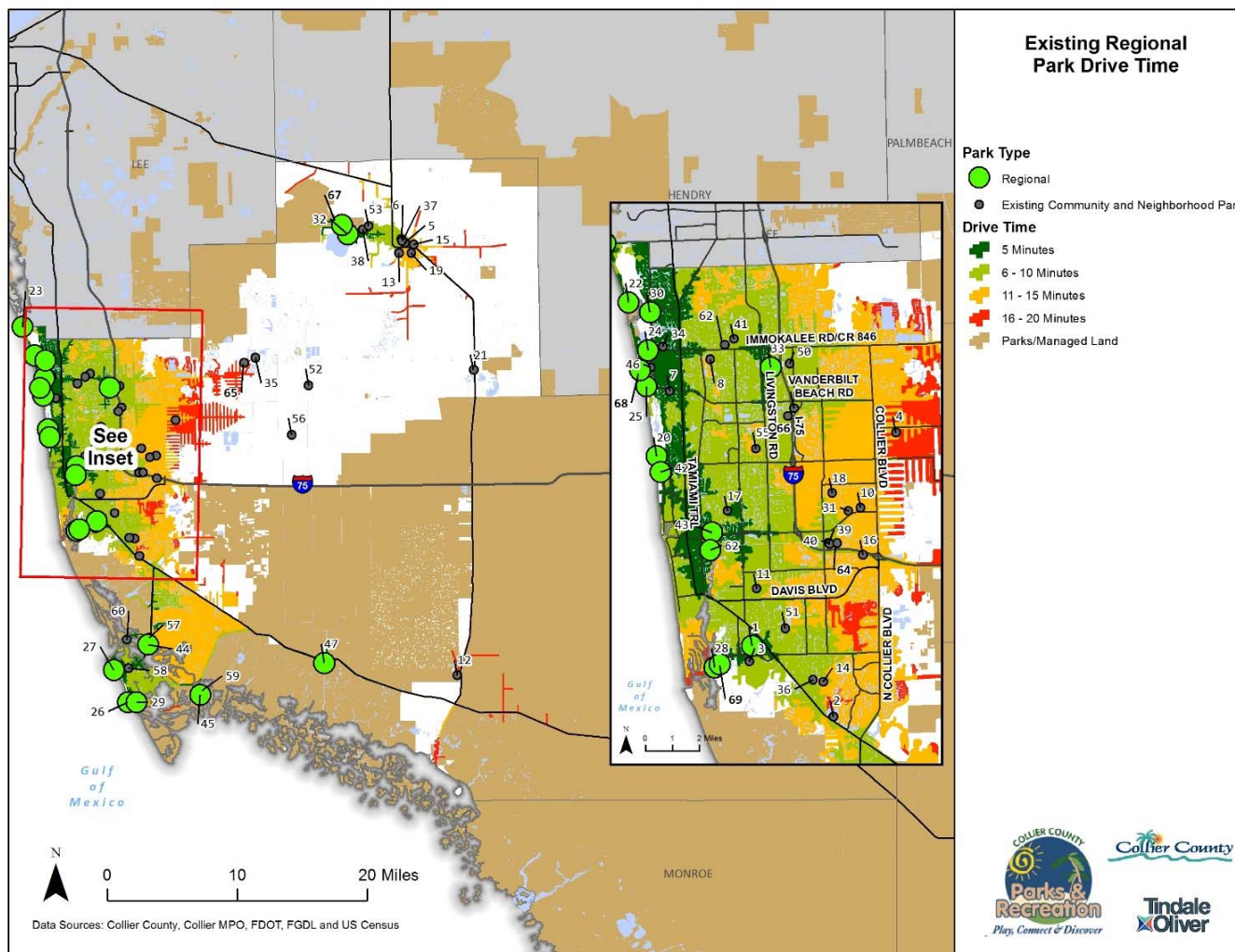
Collier County has an adopted parks and recreation level of service (LOS) of 2.7 acres per 1,000 population for regional parks and 1.2 acres per 1,000 unincorporated population for community parks. An analysis of the current LOS was undertaken using the inventory presented in this Master Plan (including currently undeveloped park sites) and 2018 population estimates provided by Collier County's Comprehensive Planning Section. To reflect the service area of each park type, and consistent with the AUIR, peak-season population was used to calculate the LOS. Unincorporated

population was used to calculate the community park LOS, and countywide population was used to calculate the regional park LOS.

As presented in Table 5-3, Collier County currently has a slight surplus (0.3 acres/1,000 population) of community park acreage relative to the adopted standard, and there is a slight deficiency in regional park acreage (0.1 acres/1,000 population) relative to the adopted standard. Based on projected population growth through 2030, it is projected that there will be a surplus of 0.1 acres per 1,000 population for community parks and a deficiency of 0.5 acres per 1,000 population for regional parks.

Table 5-4 presents the potential LOS if additional park sites included in the AUIR five-year plan, including the 35-acre community park in Rural Lands West and the 120-acre sports tourism venue, are added to the Division's inventory. If this occurs, the surplus of community park land is projected to have a neutral effect on the acres per 1,000 population, and the deficit of regional park land could improve to 0.3 acres per 1,000 residents. The community park land should be included in the LOS only if the park is owned and operated by Collier County Parks & Recreation Division and is open for use by the public. The sports tourism facility is included in the LOS to reflect public access to the facilities located there, thus serving its purpose as a regional park.

Map 5-3: Existing Regional Park Drive-Time Analysis



Map 5-4: Existing and New Regional Park Drive-Time Analysis

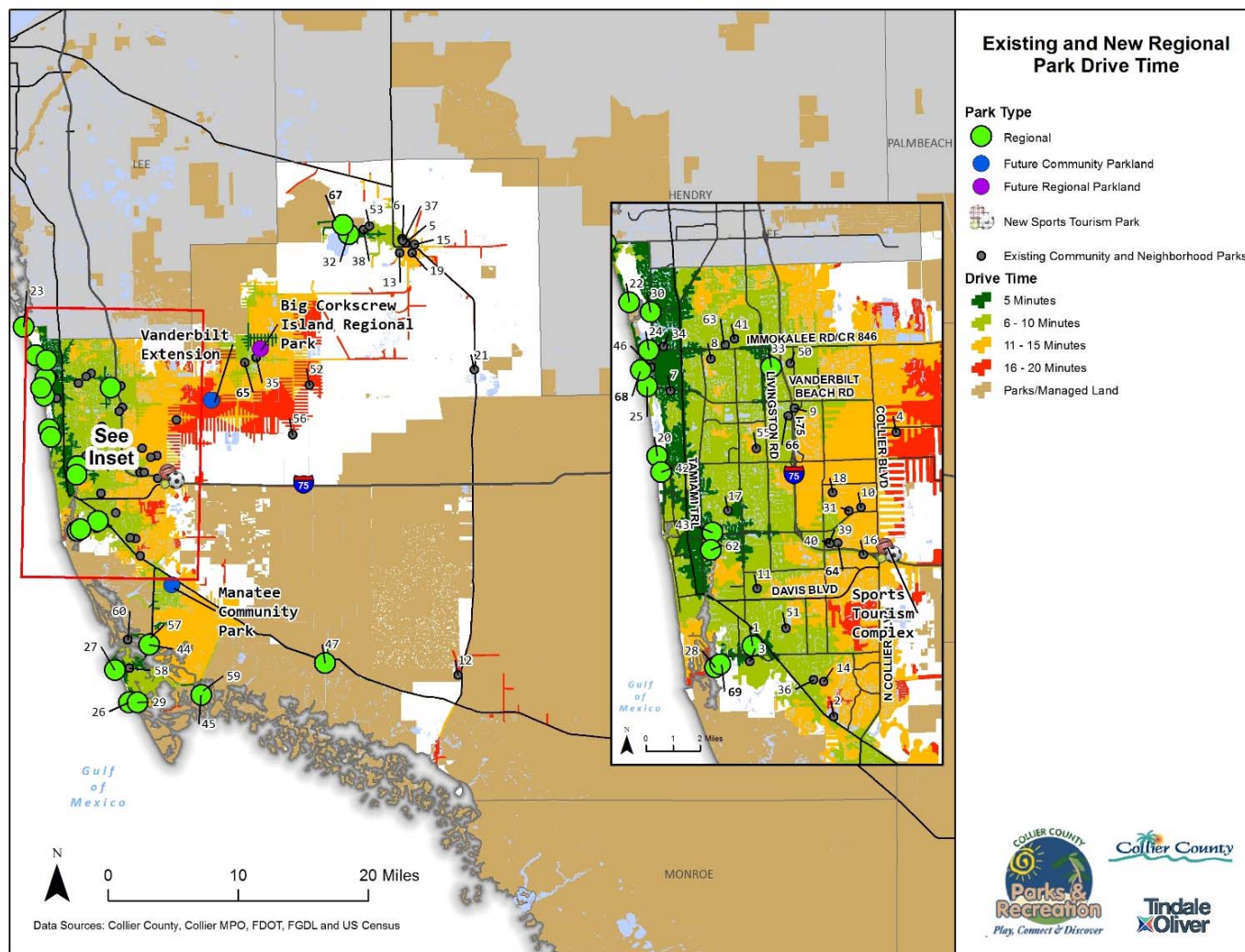


Table 5-3: Existing and Future LOS based on Current Inventory

Park Classification	Population for Standard	2018			2023			2028		
		Population	Achieved LOS	Surplus/ (Deficiency) from LOS Standard	Population	Achieved LOS	Surplus/ (Deficiency) from LOS Standard	Population	Achieved LOS	Surplus/ (Deficiency) from LOS Standard
Community	Peak Season Unincorporated	395,964	1.5	0.3	434,805	1.4	0.2	468,860	1.3	0.1
Regional	Peak Season Countywide	441,688	2.6	(0.1)	483,083	2.4	(0.3)	519,723	2.2	(0.5)

Note: LOS based on acreage provided in Table 2-1. Source for peak season population estimates is Collier County Comprehensive Planning Section.

Table 5-4: Existing and Future LOS based on Potential Future Inventory

Park Classification	Population for Standard	2018			2023			2028		
		Population	Achieved LOS	Surplus/ (Deficiency) from LOS Standard	Population	Achieved LOS	Surplus/ (Deficiency) from LOS Standard	Population	Achieved LOS	Surplus/ (Deficiency) from LOS Standard
Community	Peak Season Unincorporated	395,964	1.6	0.4	434,805	1.4	0.2	468,860	1.3	0.1
Regional	Peak Season Countywide	441,688	2.9	0.2	483,083	2.6	(0.1)	519,723	2.4	(0.3)

Note: In addition to acreage from prior table, includes 35 acres for community park in Rural Lands West and 120 acres for future sports tourism venue.

Section 6 Public Outreach

This section documents the public outreach activities undertaken during various stages of the Master Plan update process. A series of stakeholder focus groups and an online community survey were conducted earlier in the process to formulate a comprehensive list of parks and recreation needs. Public workshops were held towards the end of the process to provide residents with the opportunity to review and help prioritize the identified needs.

Public Outreach—Needs Identification

Stakeholder Focus Groups

As part of the Parks & Recreation Master Plan effort, a series of focus group meetings were conducted to gain input from a wide range of stakeholders and interested parties. The goals of the focus groups were two-fold: 1) to provide educational information on the Master Plan update process to selected participants, and 2) for participants to then identify parks and recreation needs of Collier County over the next 10 years.

Input received from the focus groups, along with the community survey discussed in the next section, were used to complement the Needs Analysis discussed in Chapter 5 and to help identify potential recommendations for consideration in the final Master Plan. In total, 15 focus groups were held with 124 participants (see Table 6-1) from late October 2017 through mid-February 2018 .

Table 6-1: Focus Group Summary

Group Focus	No. of Attendees
Arts and Culture	3
ATV-OHV	7
Beach Access	24
Beach and Water	7
Business Partners	5
Children	4
Environmental	8
Immokalee Sports Partners	11
Planning	3
Special Populations	8
Sports	5
Teens	4
Wellness	6
Parks & Recreation Staff	12
County Management/Directors	17
Total	124

Note: Friends of Tigertail Beach also provided written comments in lieu of a formal focus group.

At each focus group, an agenda, fact sheet, and list of discussion questions was provided. A presentation providing an overview of the Master Plan process was also given for background information. The discussion questions asked of each focus group included the following:

1. Using one word or short phrase, how would you describe the County’s Parks & Recreation System?
2. What are the strongest assets within the County’s Parks & Recreation System?
3. Do you think there are places or areas of the County that are “underserved” or lacking in recreational opportunities?
4. The Parks & Recreation Division will be using the following areas of emphasis to serve as a framework. What ideas do you have for each?
 - a) Community Building (taking a leadership role in bringing people together and developing partnerships)
 - b) Health (leverage and connect parks and recreation to health)
 - c) Environment (demonstrate leadership in park stewardship and environmental sustainability)
 - d) Economic Development (promote the economic impact of parks and recreation)
5. Are there parks, facilities, programs, or services you think should be upgraded, provided, or even eliminated?
6. If you could only pick one, what idea, project, program, or activity would you like to see accomplished as a result of the master plan recommendations?
7. What are your ideas regarding how the County should fund the implementation of the recommendations, including operations? Dedicated ad valorem (property tax) millage, local option sales tax, other?
8. Any additional comments?



Parks & Recreation staff focus group meeting

Detailed notes of the discussion surrounding these questions were recorded from each focus group and reviewed by the project team. Input provided by the focus group participants identified 10 major themes to be considered in developing the Master Plan recommendations, which include the following (not in priority order):

1. Continue 2011 plan efforts.
2. Maintain existing assets.
3. Expand parks/facilities.
4. Develop blueways/expand passive boating opportunities.
5. Expand civic recreation programs.
6. Sports tourism partnership.
7. Enhance beach access.
8. Enhance park accessibility.
9. Enhance marketing/branding of parks system.
10. Evaluate funding opportunities.

An expanded list of findings from the focus groups and community survey is provided following the discussion of the community survey.

Community Survey

An online community survey was developed early in the Master Plan process to gather input from interested persons on parks and recreation needs in Collier County. The survey was hosted on the County's website and was available to the public from December 1, 2017 through February 16, 2018. A total of 1,550 people completed all or parts of the survey. The survey was advertised during this time through posters at all parks, on the Division's Facebook page, email blasts sent on December 1, 2017 and January 31, 2018 to over 40,000 contacts, and through utility bills. Kiosks with ipads were set up at 11 parks countywide from January 5th through March 2018 if people wanted to take the survey there or provide other input for the Master Plan.

The survey responses, along with the focus group process, helped to formulate potential recommendations for the master plan. These recommendations were then discussed with County staff and the Parks & Recreation Advisory Board (PARAB) and were presented to the public for review and comment during two public workshops discussed in the next section. Input received from the community survey is documented in the remainder of this section.

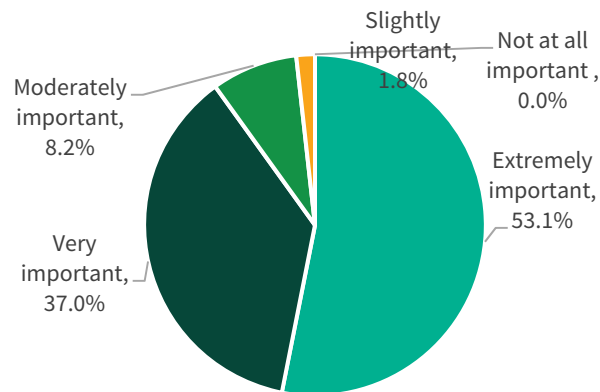
The overall goal of the survey was to gather information on usage, perception of quality, and future priorities of residents of Collier County regarding their parks system. The survey consisted of 10 opinion questions followed by several demographic and general use questions. Several questions asked respondents to rank their responses on a predetermined scale, and others were open-ended response questions. Each of the questions is listed below along with a brief summary of the responses received.

Survey Results

Question 1. How important are Collier County Parks to you, your family, and your community?

As shown in Figure 6-1, the vast majority of respondents (90%+) indicated that parks were very or extremely important to them. Of the nearly 1,200 people that answered this question, not one said parks are not at all important.

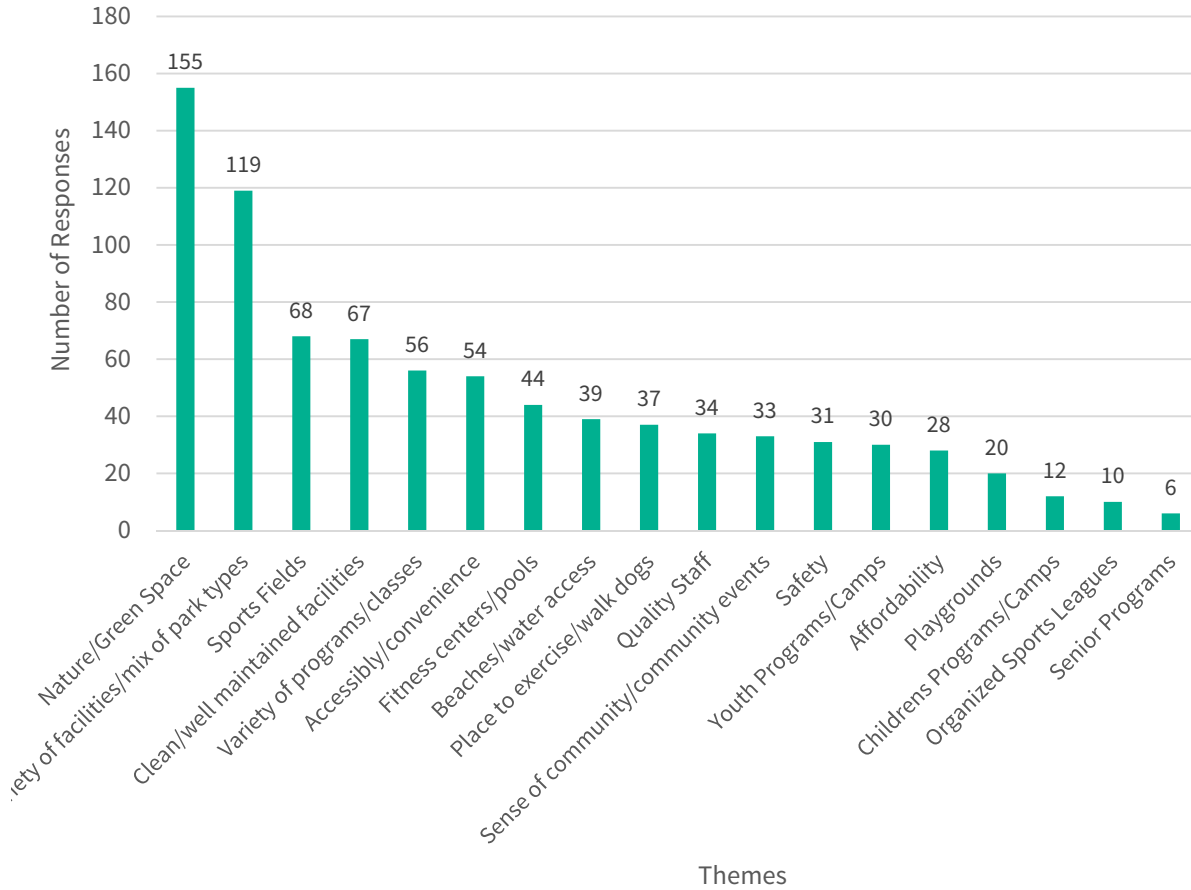
Figure 6-1: How important are Collier County Parks to you, your family, and your community?



Question 2. What do you value most about Collier County Parks & Recreation?

The second question asked respondents, “What do you value most about Collier County Parks & Recreation?” The responses received were very diverse. Some answered with just one word, and some answered with entire paragraphs. Some responded by listing their favorite parks to visit, and others responded by saying how parks made them feel while they were there. Still others described their favorite sports activity, and some simply responded with “Everything.” The fact that so many people can indicate such broad benefits from the parks system is a testament to its value and impact on the community; however, this broad range of responses is difficult to quantify without distilling them down to their essence. Based on the responses received, common themes were identified, and the number of responses attributed to each theme was quantified. Figure 6-2 provides a high-level summary of the responses to this question. By far, the two most-valued aspects were the enjoyment of nature/green spaces and the variety of facilities/ mix of park types.

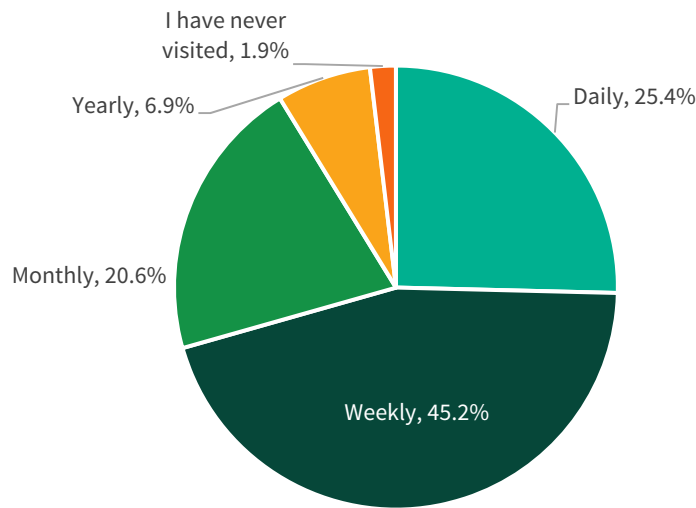
Figure 6-2: How important are Collier County parks to you, your family, and your community?



Question 3. How often do you or other members of your household visit a Collier County Park?

This was the most answered question on the entire survey. Of the respondents, more than 70% visited Collier County parks on at least a weekly basis, and 25% reported visiting daily.

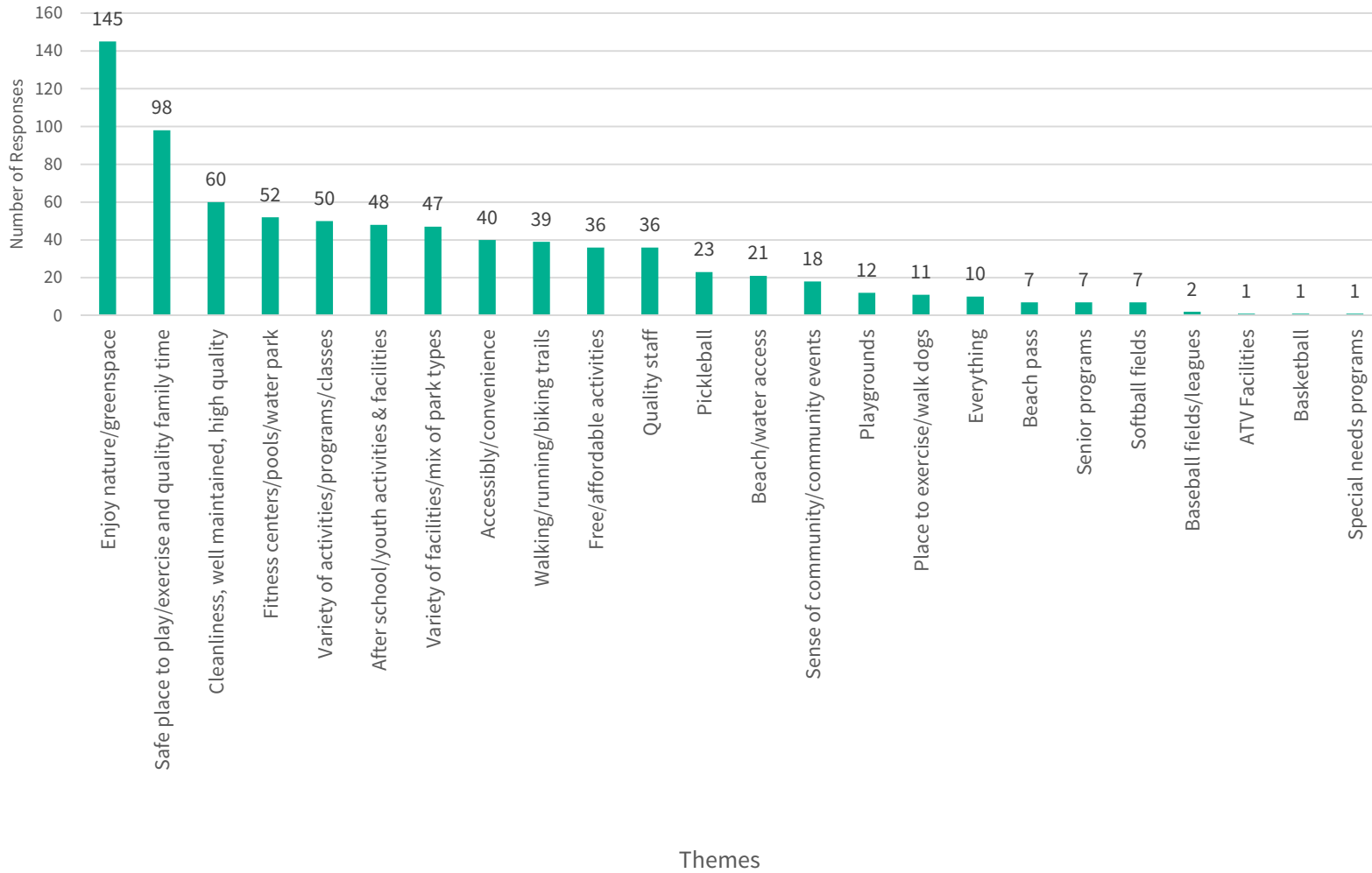
Figure 6-3: How often do you or other members of your household visit a Collier County park?



Question 4. As you see Collier County growing and changing in the future, what recreation needs should be a priority?

This was an open-ended question that also garnered a wide response. Some responded with their favorite sport or activity, and others described needed programs. When distilled to common themes, one of the most frequently noted was that continued growth and development will reduce the availability of quality green space and accessible natural areas, which has been an important component of the Collier County lifestyle and aesthetic for generations. Respondents clearly prioritized the need for protecting natural areas and the green character of the community. Not surprisingly, the second most common theme was the need for quality, safe places to enjoy family life. Figure 6-4 summarizes the full list of responses.

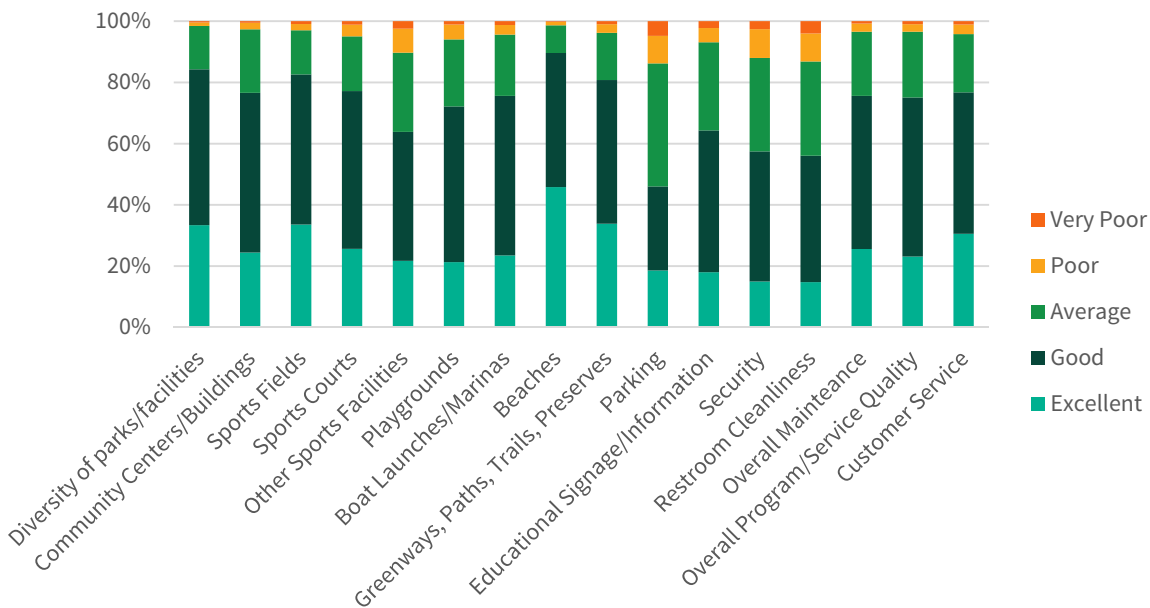
Figure 6-4: As you see Collier County growing and changing in the future, what recreation needs should be a priority?



Question 5. Please rate the overall quality of the following categories.

This question asked respondent perceptions of existing quality of 16 categories of facilities and services. The beaches had the highest perception of quality of all categories provided. Also ranking very high was the overall diversity of parks, sports fields, and greenways, paths, trails, and preserves. At the other end of the perception scale, security, restroom cleanliness, and parking rated lowest. However, despite their lower numbers, these last categories still received relatively few poor ratings, possibly indicating that they were still meeting the basic expectations of most users.

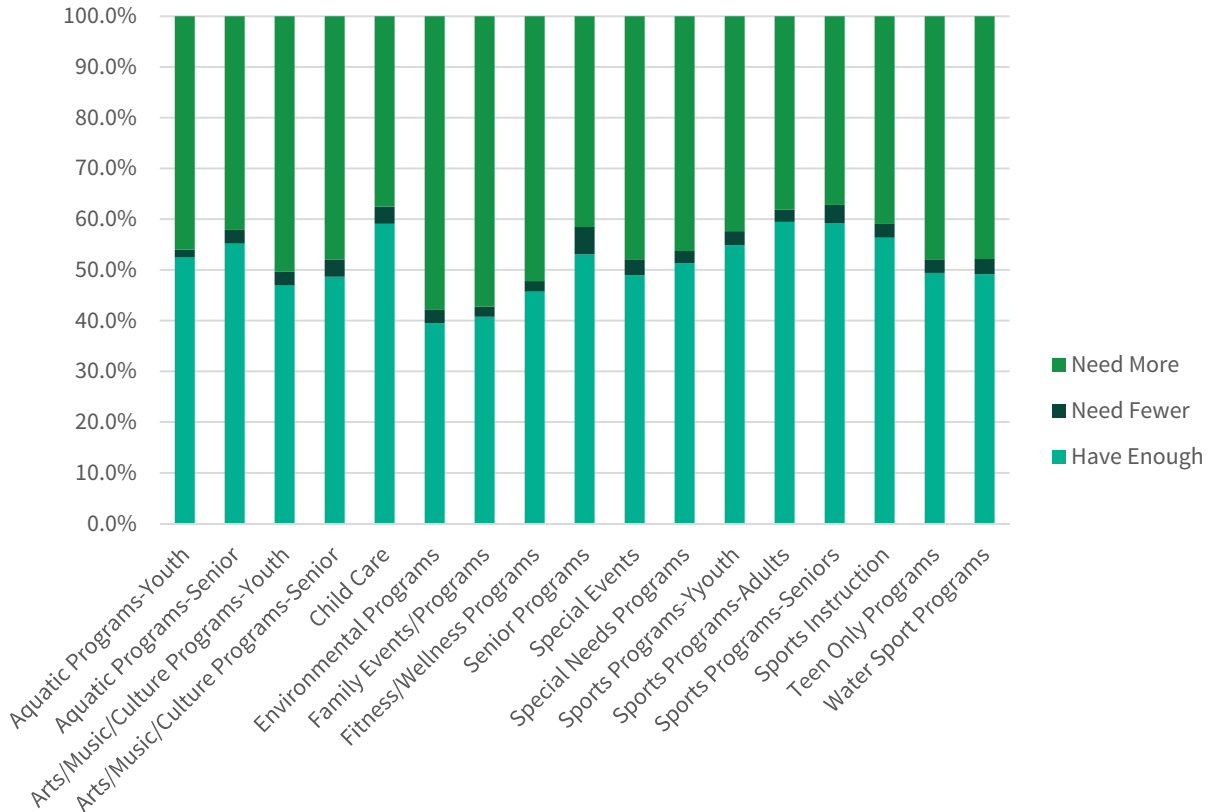
Figure 6-5: Please rate the overall quality of the following categories



Question 6. Considering the following programs please indicate if there are enough or if there should be more or fewer provided.

This question asked respondent opinions about 17 categories of recreational and educational programs currently offered by Collier County. None of the categories had any significant support for reductions, and most variations were from those who believed the current programs were sufficient and/or that more programs were needed. Categories with the most support for increasing were environmental programs, family events/programs, and fitness/wellness programs (see Figure 6-6).

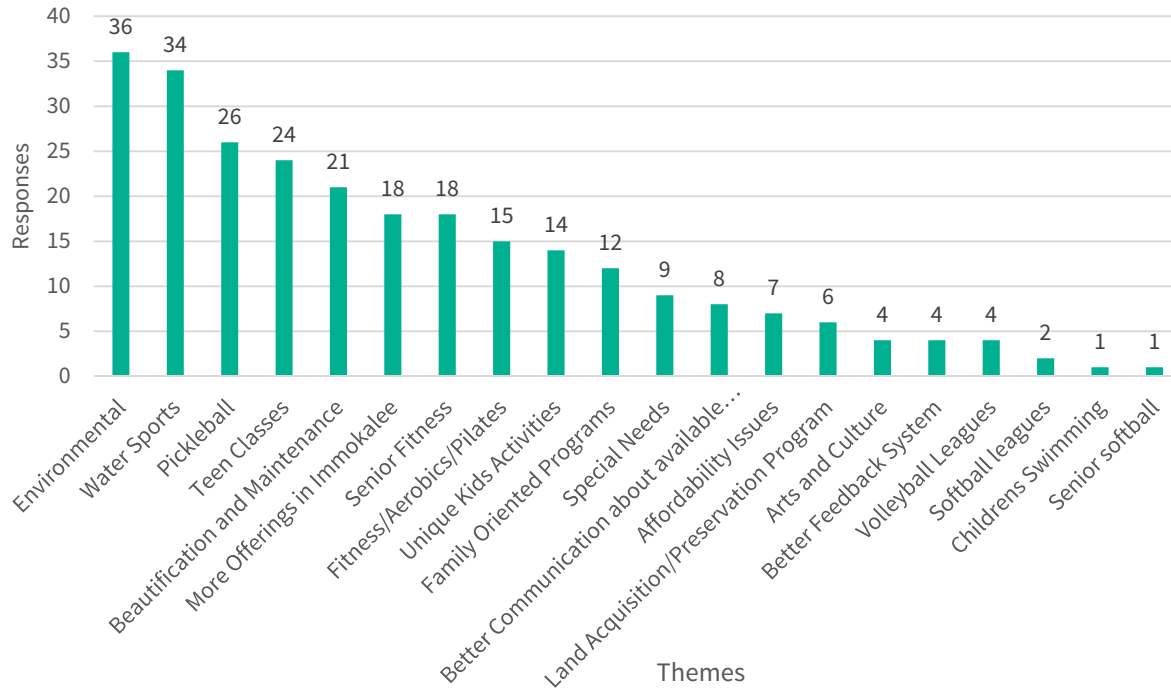
Figure 6-6: Please indicate if there are enough [programs] or if there should be more or fewer [programs] provided.



Question 7. Please provide detailed comments regarding the recreational program needs in Collier County over the next 5-10 years.

For this question, respondents were allowed to provide open responses regarding needed future programs within Collier County. As with the other open-ended questions, several themes of arose. There was a general realization that as the population of the county continues to rise, the number of existing programs will need to increase just to keep the same level of service, and the County needs to be ahead of the curve in planning for this. There was also a general understanding that rural areas of the county are under-served in terms of program access due to the location of facilities and staff, which should be improved. Figure 6-7 summarizes the themes of responses received.

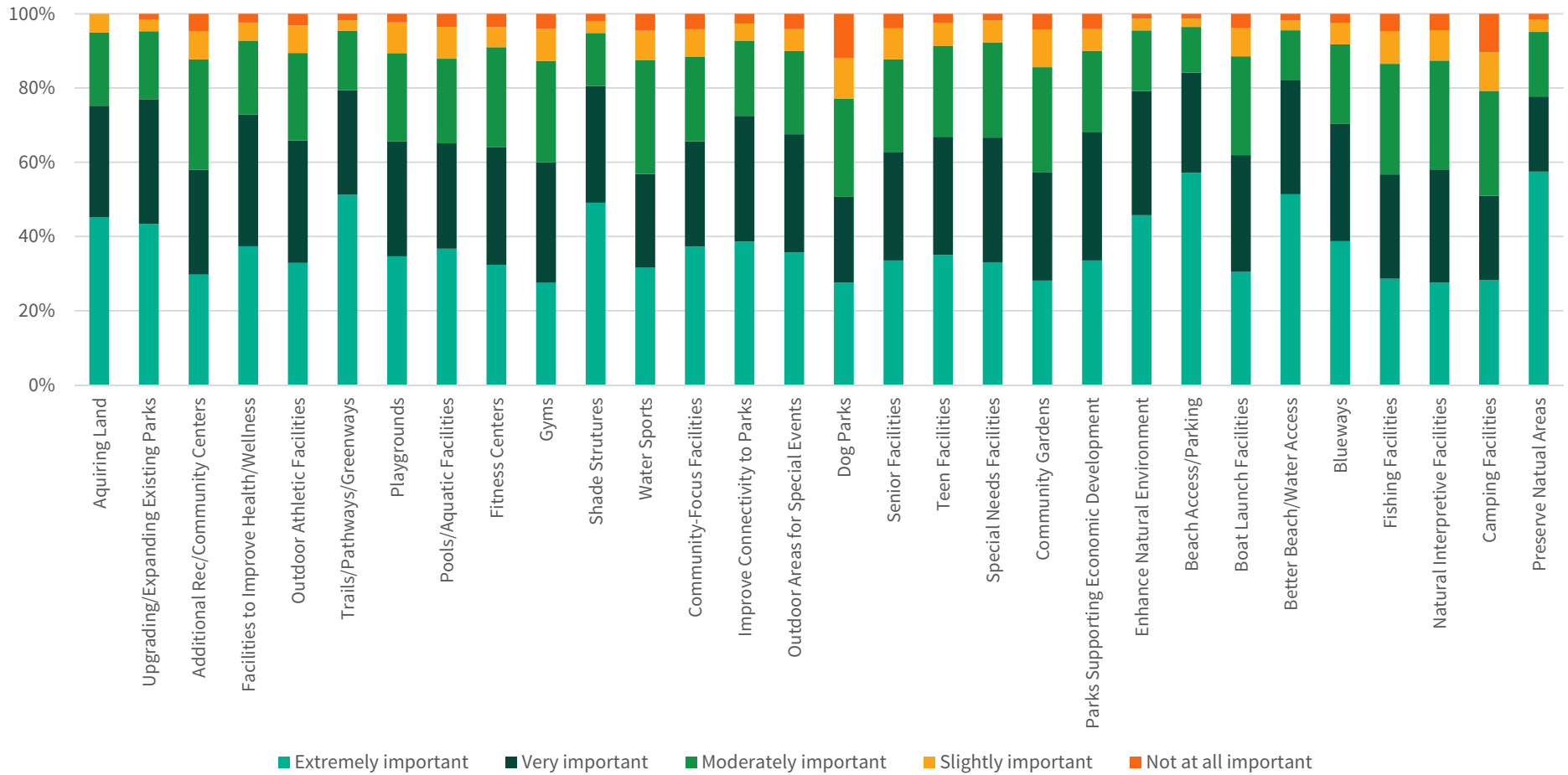
Figure 6-7: Please provide detailed comments regarding the recreational program needs in Collier County over the next 5–10 years.



Question 8. Please identify how important the following areas over the next 5 to 10 years.

For this question, respondents were asked to rank the importance of future facility needs for 30 different aspects of the County’s parks and recreation system from “Not at All Important” to “Extremely Important.” As in earlier categories, beach access/parking received the highest ranking, with almost 85% of respondents ranking it “Very Important” or “Extremely Important.” Other highly-ranked categories included preserving natural areas, trail, pathways/greenways, and shade structures. In terms of facilities identified as “Not at all Important,” acquiring land was the only category that did not receive a single vote, and camping facilities and dog parks received the highest number of votes of least importance. Figure 6-8 summarizes the responses received for this question.

Figure 6-8: Please provide detailed comments regarding the recreational program needs in Collier County over the next 5–10 years.



Question 9. Please describe where land should be acquired and how should it be used.

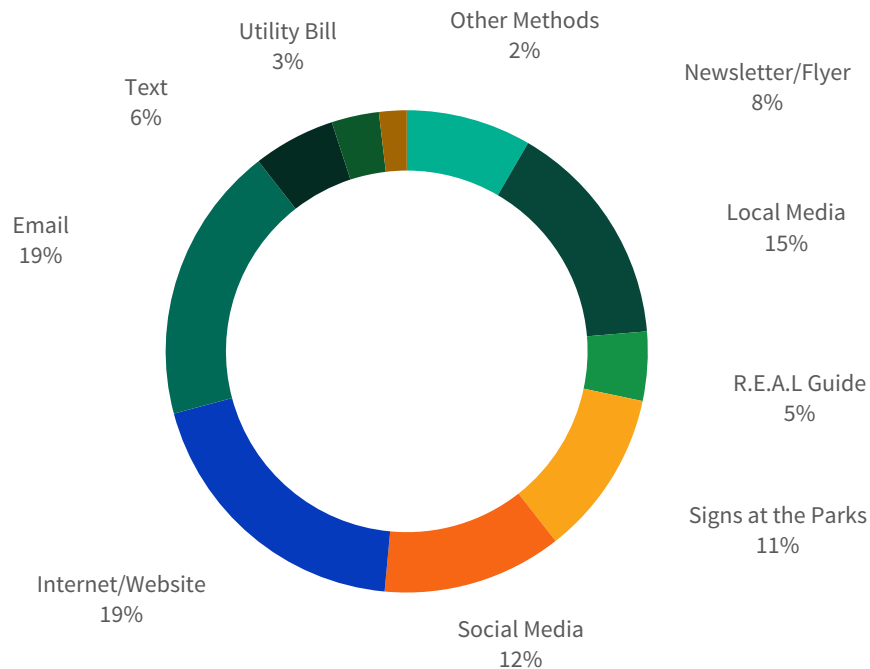
This question was an open-response question and garnered the fewest responses. It also was the most difficult for respondents to provide specifics, and many simply said “I don’t know.” Despite the difficulty of the question, a few general themes emerged from the respondents:

- East Naples, described as a growing area and under-served by parks
- The Estates, to buy up vacant lots
- East Collier, as preservation adjacent to existing preservation lands as a *de facto* restraint on continued sprawl
- Around Immokalee
- Anywhere possible, as a kind of “land-banking” program for future parks

Question 10. Preferred communication method of respondents for parks and recreation topics?

Respondents were asked which communication method(s) are best and could choose as many applicable from a provided list. The two most popular forms of communication were email and through the County’s Parks & Recreation Division’s website. The least popular method noted was communication through utility bills. Figure 6-9 illustrates the distribution of responses to this question.

Figure 6-9: What is the best way for your household to receive information about parks and recreation facilities, services, and programs?



Demographic Characteristics of Respondents

Following the survey questions, respondents were asked to provide some basic demographic information about their households. Since the recreational needs of users are very different depending on age and other demographic characteristics, this is an important key to understanding more about the perceptions of the existing parks and rec system and their future priorities.

Age Characteristics of Respondents

Respondents were asked to indicate how many members of their household fell into various predetermined age ranges. As shown in Table 6-2, the percentage of adults and children indicates that the majority of respondents are families or households with older adults.

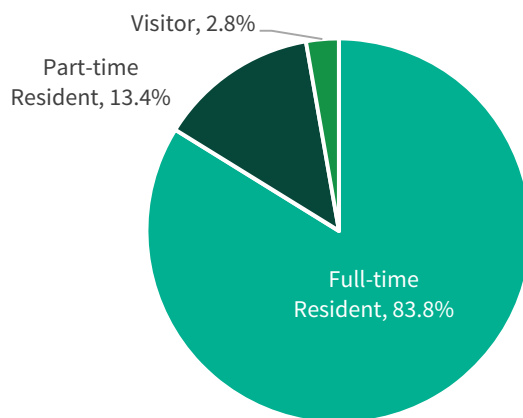
Table 6-2: Percentage of Respondents with Family Members by Age

Younger Children Age 0–10	Older Children Age 11–15	Young Adults Age 16–20	Adults Age 21–60	Older Adults 61+
37%	14%	14%	84%	45%

Residency Status

Respondents were asked to indicate if they were full-time residents, part-time residents, or visitors. As shown in Figure 6-10, the majority of respondents were full-time residents, although more than 10% of the survey sample size were part-time or seasonal residents.

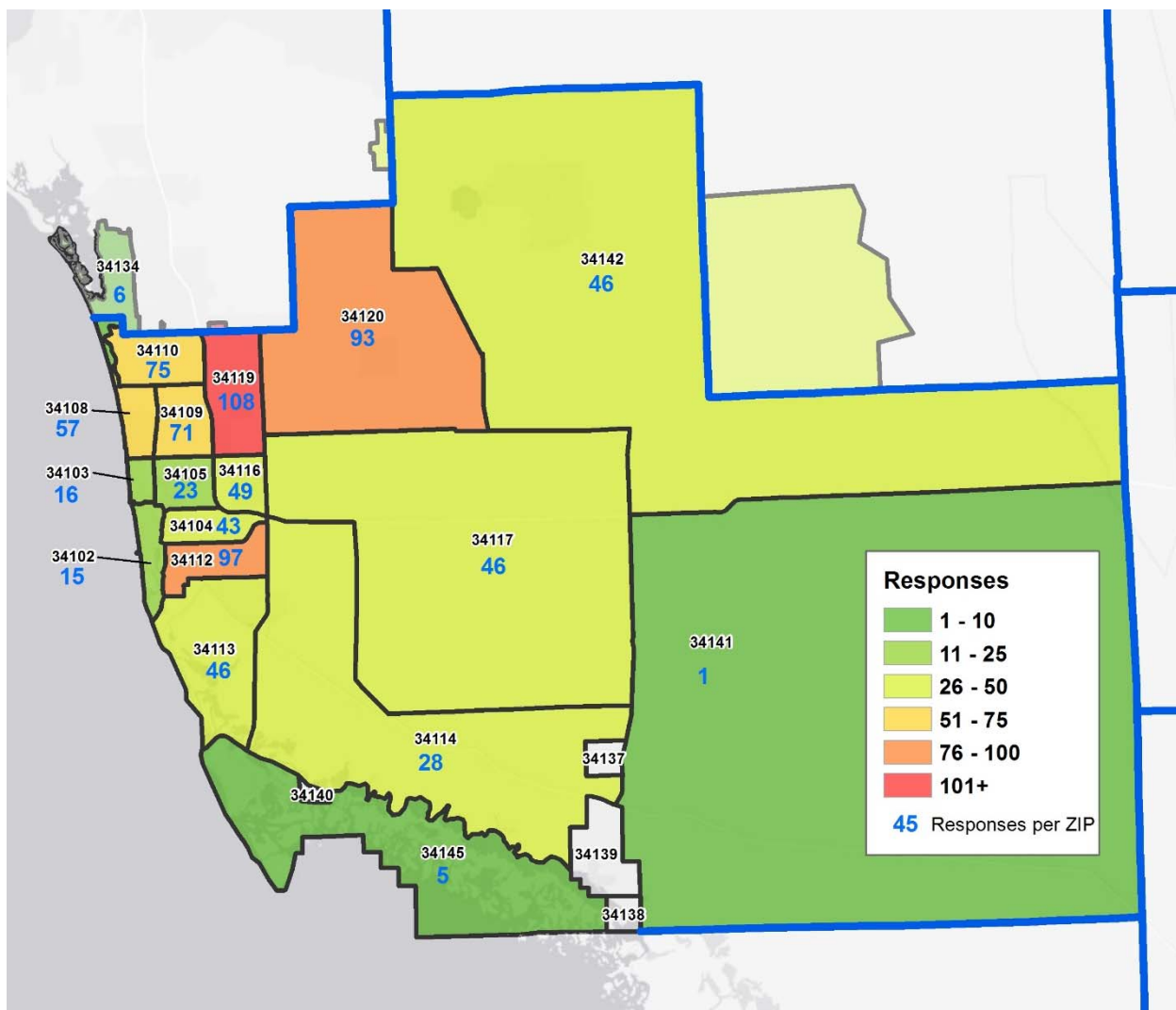
Figure 6-10: What is your residency status?



ZIP Codes of Respondents

Of the 1,550 of survey respondents, approximately half gave their ZIP code at the end of the survey, providing a general geographic distribution of where respondents live. Although not a statistically valid survey, it is still useful in understanding if particular areas stood out as either under- or over-represented by the survey. Of those that provided their ZIP code, approximately 10% were outside of the county, presumably from visitors or part-time residents answering the survey. The number of respondents from each ZIP code in the county is illustrated in Figure 6-11. Of note, ZIP codes 34137, 34138, 34139, 34140, 34141, and 34145 have very low relative population, which may partially explain their low or zero responses. Also of note is the relatively low response rate from some of the most highly populated ZIP codes, such as 34102 and 34103.

Figure 6-11: What is your ZIP Code?



Needs Identification Summary of Findings

As previously noted, several themes were identified from the focus groups and community survey and from additional input from Parks & Recreation Division staff, including:

- Maintain existing assets.
- Expand parks/facilities.
- Develop blueways/expand passive boating opportunities.
- Expand civic recreation programs.
- Partner with County sports tourism efforts.
- Enhance beach access.
- Enhance park accessibility.
- Enhance marketing/branding of parks system.
- Evaluate funding opportunities.

The following summarizes a more detailed commentary related to these themes. Note that the summary also contains information related to the continuation of 2011 planning efforts as noted by outreach participants and staff.

Maintain Existing Assets

- General maintenance is needed at a number of parks, as well as specific items, including:
 - Marinas
 - Facilities
 - Buildings upgraded/painted, walkways repaired
 - Kayaking
 - Beautification
 - Fields, including amenities such as goal posts and athletic cages
 - Courts, including basketball courts and basketball goals
 - Equipment
 - Technology needs
- Operational maintenance needs include:
 - Restrooms, outsourcing bathroom upkeep was noted as a negative action
 - Trash management (clean-ups)
- Quality and long-term repairs should be a focus, not cheap or short-term fixes.
- Include low-maintenance fixtures such as pull-up bars, box jumps, and stretching points; artificial turf was mentioned as option for low-cost maintenance.
- Some comments noted that parks were well-maintained, including sports facilities; up-to-date facilities were noted as an asset.
- A preventative maintenance schedule/plan is needed, including specific facility plans.
- Have community members/volunteers help for actions such as trash collection, "clean-up days," trail building; also rely on the "Adopt a Park" program.

- Environmental maintenance concerns include:
 - Removing exotic/invasive species
 - Promoting environmental stewardship
 - Increasing resiliency to storms and sea level rise
 - Ensuring that landscape upkeep is not done during bird nesting season
 - Promoting Florida-friendly landscaping
 - Securing funding for environmental needs
- It was noted that neighborhood parks are not in as good of shape as the regional parks.

Expand Parks/Facilities

- Expand parks/facilities related to the following:
 - Water recreation, access points for fishing
 - Beach showers
 - Wilderness/outdoors:
 - ATV-OHV park, other motorized vehicles (swamp buggy, dirt bike, go-carts, etc.), racing
 - Shooting range, outdoor shooting area, archery
 - Outdoors facility
 - Camping areas
 - Opportunities in forest/wilderness/conservation areas/state parks; enhancing natural areas near recreation facilities
 - Dump stations in parks for campers and RVs; recycle stations
 - Active/sports recreation:
 - Multi-purpose fields, repurposing unused areas
 - Dog parks, animal-friendly parks
 - Hiking trails and walking paths to support health
 - Mountain biking trails
 - Bike paths
 - Skateboarding (underserved group mentioned by a few)
 - Space for cricket, soccer, pickleball, swimming, hard-court volleyball
 - Note: petition signed by residents for pickball courts at Pelican Bay
 - Using right-of-way areas for recreation (example: soccer fields in dry retention areas)
 - More indoor and outdoor facilities for exercise and working out, playgrounds and outdoor gyms
 - Water fountains/filling stations; healthy vending machines
 - Community facilities:
 - Community parks
 - Community gardens
 - Community centers, meeting rooms
 - Water park amenities

- Adaptive/Inclusive recreation:
 - Older adult recreation facilities
 - Recreation facilities for persons with disabilities/special needs (beyond youth)
 - Inclusive/special needs recreation center staffed with well-trained people
 - Promote “Recreation without Walls” concept
 - Aquatic facilities
- Drone/remote control park
- Parking
- Address how to plan for changing facilities with changing demographics; try to avoid displacing sports.
- Co-locate with schools, libraries, gated communities.

Develop Blueways/Expand Passive Boating Opportunities

- Ideas related to blueways/passive boating facilities include:
 - Increase boat/paddlecraft access/ramps and other watercraft opportunities
 - Increase boat access parking
 - Use current parks to increase blueway access points
 - Connect portions of Collier to statewide trails system
- Ideas related to blueways/passive boating programming include:
 - Organize a blueway festival
 - Increase programming on kayak safety, personal flotation devices (PFDs)
 - Increase/promote eco-tourism opportunities

Expand Civic Recreation Programs

- Increase/improve programming for certain groups including:
 - Youth – program ideas include:
 - Making recreation mainstream for youth
 - Teen kayaking, including shows and demos
 - Health/fitness/cooking programs
 - Summer activities, school readiness programs
 - STEAM (Science, Technology, Engineering, Art, and Math) programs
 - Events with seniors/multi-generational appeal
 - Team sports
 - Environmental education
 - Outdoors programs
 - Low-income programs
 - Recreation opportunities for homeschooled youth
 - Providing a teen coordinator position

- Older adults, including outreach and social programs
 - Older adult volunteers
 - Program director for older adult recreation activities
 - People with special needs; program ideas include:
 - Those for all ages
 - Beach programs
 - A special needs center
 - Veterans
 - Families
 - Multi-lingual groups
 - People with lower incomes (affordability, scholarship programs)
- Increase/improve programming for certain program types, including those related to:
 - Wellness, Blue Zones program
 - Outdoor activities:
 - Water recreation
 - Guided bird tours
 - Gardening/composting
 - Zumba
 - Yoga
 - Environmental education
 - Zipline courses
 - Personal training
 - Sports:
 - Public golf
 - Public tennis
 - Soccer
 - Beach programs
 - Mobile programs
 - Host events such as field days, 5k races, clinics, movies in the park, concerts/festivals (example: Blues Fest), swap meets.
 - Provide additional services (e.g., babysitting).
 - Increase quality, not quantity of programs.
 - There is a need for centralized programming.
 - Rely on contracted staff for help.
 - Promote non-profit use of parks (e.g., YMCA, Boy Scouts, etc.); Friends of Tigertail cited examples of community engagement.
 - Create partnerships, including with the following groups:
 - Schools, VPK, home school parents, School Health Advisory Council
 - State and federal entities, other agencies such as the Collier County MPO (example: agencies can work together to streamline event applications)

- North Collier Hospital (NCH), other healthcare providers, Blue Zones Program
- Farmer's markets, Publix
- Community members (for planning and staffing programs)
- Libraries
- Museums
- Special needs organizations
- Environmental organizations
- Service providers (e.g., using/equipping parks facilities for emergencies such as hurricanes and year-round; coordinating with meal provision services)
- For-profit organizations

Sports Tourism Partnership

- Host races and special events; specific sports tourism opportunities or efforts include:
 - Lacrosse
 - ATV tourism
 - Existing facilities/efforts (e.g., pickleball venue at East Naples Community Park and new sports tourism complex; see Inventory section for more details)
- Evaluate how local recreation and league activity relate to sports tourism facilities.

Enhance Beach Access

- Some comments support more beach access and others note it should not be assumed that beach access should be expanded:
 - Evaluate carrying capacity (for humans and environment), accounting for peak/off season and traffic.
 - Look at alternatives to ocean beaches (e.g., artificial beaches and lake beaches).
- For proposed beach access projects (see the matrix for specifics), general takeaways include:
 - Needing more information on the projects, including on costs/funding
 - Environmental and cost concerns were generally noted
 - There was interest expressed in options that improve health and serve the elderly and non-drivers.
- General beach access projects that were more supported included:
 - Pedestrian access with off-site parking (including CAT transportation and bike option)
 - Maintenance/managing where bikes go (e.g., keeping them off boardwalks) was noted as a potential barrier for promoting electric bikes and related parking piece. There were suggestions to promote non-electric bikes.
 - Concerns noted of whether people would use these services, particularly if they want to bring items with them to the beach; this option may not be that convenient.
- Eliminate out-of-state beach parking permit.

- Evaluate parking management strategies, parking opportunities, alternative transportation (e.g., trolley, Bayside water shuttle).
- Spread people out at beaches.
- Encourage partnerships with local businesses/vendors for access.
- Improve beach access for eastern neighborhoods.

Enhance Park Accessibility

- General need for increased accessibility to facilities, including parks in eastern Collier County.
- Make access easier in the natural areas.
- Increase connectivity for habitat.
- Work with MPO on park access by trail/active transportation pathways, particularly for non-drivers and youth; create greenbelts.
- Improve transit access to parks; promote use of PAW pass for youth to access parks.
- Make parks accessible for those with special needs.

Enhance Marketing/Branding of Parks System

- Improve communication; communication with Parks & Recreation staff is difficult.
- Improve communication/outreach with certain groups, including:
 - Older adults; provide more print media.
 - All age groups and low-income youth
 - Those with special needs (consider an advisory group)
- Hold more frequent community meetings, rotating to different parks for exposure.
- Send partners activity updates.
- Partner with NABOR for real estate presentations/tours.
- Increase signs (e.g., Do Not Block Kayak Ramp, No Smoking) and interpretive signs.
- Increase publicity for transit access to beach (based on pedestrian access proposal; see Enhance Beach Access section).
- Improve the Parks & Recreation Division's website, app, and social media; possibly outsource this responsibility.
- Advertise at events (e.g., expos).
- REAL activity guide is overwhelming – create a brochure.
- Rebrand to update the County's Parks & Recreation system; consider unique branding for individual parks.
- Develop campaign to increase awareness of parks that includes:
 - Periodic park tours
 - Programs that encourage visits to a variety of parks

Evaluate Funding Opportunities

- Opportunities noted include:
 - Charging for programs/site access/equipment use

- Revenues from yearly passes
 - Membership fees
 - Beach fees, including for residents
 - “Tuition” fees for youth programs mentioned
 - Private parks
 - One comment noted NOT charging for beach stickers
 - Sales tax and local option sales tax with earmarked parks funds.
 - Special events, fundraisers, and music venues (e.g., ATV races, farmer's markets).
 - Other specialized services provided at parks:
 - Dump stations for RVs/campers
 - Bait shops
 - Ad space on field fences
 - Commercial permitting process/fee collection from vendors.
 - Donations, drop boxes at parks.
 - Ad valorem and property taxes; 0.25 mil ad valorem for Conservation Collier may be placed on the ballot in 2020.
 - Pursue more grants.
 - Tourism dollars and taxes (e.g., beach and boat), wellness and eco-tourism, tours led by County
 - Hotel/bed tax
 - MSTU for maintenance
 - Partnerships:
 - Involve groups for funding and building boat launch sites
 - Partner with for-profit businesses
 - Partner with vendors (e.g., for funding scoreboards)
 - Create a mechanism where Friend Groups can give money to have repairs done in a timely manner
 - Hold developers accountable for recreation facilities.
 - Sell/trade surplus land.
 - A dedicated tax, trust.
- Portion of user fees or surcharge to fund special needs/older adult recreation
 - Reduce cost recovery.
 - Evaluate how to tax people who want facilities/programs and not tax people who don't.
 - Create a dedicated funding source for maintenance.
 - Direct more funding to more remote parks.

Site- and Geography-Specific Comments

Tables 6-3 and 6-4 document site- and geography-specific recommendations for some of the major theme categories including maintenance, facilities, programs, and access. Note that the matrices also contain information related to the continuation of 2011 planning efforts.

Table 6-3: Park-Specific Comments

Park	Maintenance	Facilities	Programs	Access
951 Boat Ramp		Needs 2 ramps and parking		
Aaron Lutz	Needs upgrades	Include more adaptive/inclusive facilities		
Barefoot Access	Needs upgrades			
Barefoot Beach Preserve	Needs upgrades; maintenance includes facilities, restrooms, and ranger working conditions	Evaluate water taxi from Connor Park More parking		Questions on dredging and docking locations for water taxi proposal
Bayview Boat Park		More parking Expansion of ROW for more boat access		
Big Corkscrew Island Regional Park		In development		
Clam Pass Beach Park				Many problems cited with Clam Pass Boardwalk access project; for the proposed parking garage project, several respondents cited the fact that the parking had just been redone. Improve existing trails and target hiking
Cocohatchee River	Needs upgrades			
Conner Park	General maintenance	Evaluation of pier and water taxi to Barefoot Beach Preserve		
Eagle Lakes Park	General maintenance, including fields and invasive aquatic species	Use of space behind community center; competitive teams using facility create high demand	Free STEAM camps for kids More education programs	

Park	Maintenance	Facilities	Programs	Access
East Naples Community Park	Needs upgrades and general maintenance	Need more gymnasiums, parking, and a maintenance barn; pickleball development related to sports tourism displaced soccer leagues		
Freedom Park	Needs upgrades			Bridge from Freedom Park to Gordon River Greenway
Golden Gate Community Center	Needs upgrades and general maintenance		Lack of usage noted older adult programs and more expansive therapeutic recreation programs	
Golden Gate Community Park	Needs upgrades and general maintenance, including aquatic center and pool	More gymnasiums, slides at the pool, replace vending machines with food service	General need noted Reduced prices at Golden Gate pool or free day	Bridge over canal to pool Need more entrances and better sidewalk connectivity
Gordon River Greenway Park				Bridge from Freedom Park to Gordon River Greenway
Immokalee Community Park	Needs upgrades and general maintenance	Solidify arrangement for School Board management		
Immokalee Sports Complex	Needs upgrades; maintenance includes pool		Aquatic programs	
Naples Manor		General need noted		
North Collier Regional Park	General maintenance	Should be made completely accessible by all	General need noted	
North Gulfshore Beach Access	General maintenance			

Park	Maintenance	Facilities	Programs	Access
Manatee Community Park		Passive park concept developed		
MarGood Harbor Park		Restore cottages		
Pelican Bay	General maintenance	Needs parking and dedicated pickleball courts (constituent bringing petition with number of signatures requesting courts)		
Pepper Ranch	Get on network, get a cash register			
Port of the Islands Marina	Needs upgrades			
Sugden Regional Park	Needs upgrades, including technology; more maintained lake front to ease ocean beach demand	Needs more adaptive/inclusive facilities	Paddle board yoga	
Tigertail Beach Park	Restrooms; monthly park inspections of buildings and parking lots supported			Problems cited for Tigertail Bridge to Sand Dollar Island; several responses show tram proposal to be preferable to boardwalk when comparing the two.
Vanderbilt Beach	General maintenance			
Vanderbilt Extension		Development tied to extension of road		
Veterans Park	Needs upgrades; drainage maintenance	Need more gyms/pickleball		
Vineyards Community Park	Needs upgrades and general maintenance	More parking		

Table 6-4: Geography-Specific Comments

Commission District/Area	Maintenance	Facilities	Programs	Access
District 1—Donna Fiala	Goodland, Everglades [City] - restrooms and ranger conditions noted	<ul style="list-style-type: none"> • More Marco Island and Goodland fishing piers – get fishing off beaches • Picayune Strand State Forest – off-roading areas • CR 951 to base of Jolly Bridge – linear park • Jolly Bridge, Ten Thousand Island – blueway access • US 41 past CR 951 – parks and bike/pedestrian trail along roadways • Santa Barbara – more basketball courts • Everglades City – community center or pool, underserved for blueways/boating opportunities • Goodlands – underserved for blueways/boating opportunities • Area south of Manatee Community Park site – needs facilities • Area NE of McIlvane Marsh – general need noted • Southern part of county – more boat ramps 		
District 2—Andy Solis			North Naples Middle School – more capacity for VPK/ASA programs (note Division staff indicates this cannot happen)	<ul style="list-style-type: none"> • Wiggins Pass proposed management project had a mix of comments in support and opposition • Creative use of Livingston Road FPL easement (multipurpose fields, multi-purpose trailway)

Commission District/Area	Maintenance	Facilities	Programs	Access
District 3—Burt Saunders		Santa Barbara—more basketball courts		
District 4—Penny Taylor		<ul style="list-style-type: none"> Whiporwill area – more parks Santa Barbara – more basketball courts East Naples Middle School – consideration for recreational use 		
District 5—William McDaniel	Ann Olesky (Lake Trafford)—including boat ramp and invasive aquatic species	<ul style="list-style-type: none"> Bird Rookery [Swamp] expanded Southern part of county – more boat ramps 		
Immokalee		<p>More:</p> <ul style="list-style-type: none"> Gymnasiums Outside fitness equipment Fields/field equipment (including for little league) Artificial turf Land for Lake Trafford Lakes/docks/piers Community center located away from traffic Water park Facilities for special needs populations; adaptive recreation for youth, older adults, and persons with disabilities Nature trails (longer) Concert space 	<ul style="list-style-type: none"> Integrate volunteers Better staff coverage for existing programs Community-driven programs More programs, including computer, art, youth programs (health, fitness, cooking, gardens, flag football, teen center), older adult programs, sports (for adults, free basketball, boxing), aquatics, special events at Pepper Ranch 	<ul style="list-style-type: none"> CAT bus to Lake Trafford More walkways, sidewalks
Naples		<ul style="list-style-type: none"> More options for children; Naples should be for all ages Adaptive beach access sites 	Teen center	

Public Outreach—Needs Confirmation

Public Workshops

On March 28, 2018, two open-house style workshops were held to provide Collier County residents with an opportunity to review and comment on preliminary recommendations gathered through earlier public outreach efforts and the needs analysis. The workshops were advertised on the Division’s Facebook page and through an email blast sent on March 23, 2018 to over 40,000 contacts.

The first workshop was held from 12:00–2:00 PM at the community center located at Immokalee Community Park. The second was held from 6:00–8:00 PM at North Collier Regional Park Exhibit Hall. A total of 112 people signed in at the workshops (52 at Immokalee and 60 at Naples); however, additional people may have attended and not signed in.

The workshops were structured so participants could review the material at their own pace and vote on a series of preliminary recommendations presented divided into five categories:

- Park Maintenance
- New Parks/Facilities or Opportunities
- Expand Existing Parks/Facilities
- Programs
- Access

Each category was further divided into General Improvements, which dealt with more generalized, countywide, or sub-area issues or opportunities, or Park-Specific Improvements, which dealt with issues and opportunities at individual sites. Under each of these was a series of potential actions related to that topic. In addition, three potential funding scenarios were also presented.

Voting was done on large boards displaying each of the action items, which were arranged according to the topics above. Each participant was given a set number of color-coded voting “dots” that could be stuck adjacent to the action item(s) with which they agreed. They could vote for whatever they liked as many times as they liked, but they could not exceed their total number of allotted dots. In addition to the voting exercise, team members were present to answer any questions and comment cards were available to capture any other input from those in attendance.

The voting results are quite different for the two workshops and reflect the geographic preference and general demographic of participants. Generally, participants at the Immokalee workshop voted for local improvements within the Immokalee area to increase active recreation facilities and youth programs. Participants at the Naples workshop focused more on improvements to parks in the urbanized coastal area, conserving natural areas, and passive recreation opportunities. Because of the clear difference in priorities, no attempt was made to combine scores or rank the various options.

Summary of Workshop Input Received

As the first workshop was held in Immokalee, Immokalee-specific recommendations tended to receive more votes. Respondents also emphasized the importance of sports with votes for multipurpose fields and sports programs. There was general support for allowing sports tourism funds to go towards park improvements and expansion, but no clear support for additional property or sales taxes.

Participants at the workshop held in North Collier Regional Park primarily supported passive recreation opportunities (i.e., promoting trails, preservation, invasive species management, environmental programs, etc.), both in terms of general improvements and those recommended for specific parks. One outlier from this trend was support for additional special needs programs and accommodations for all users across the system. There was little support from participants for additional sales, property, or sports tourism taxes to help fund park improvements or expansions.

General Improvements

Tables 6-5 through 6-9 summarize the number of votes received for each sub-category under the General Improvements category.

Table 6-5: General Improvements—Park Maintenance

Which types of maintenance improvements does the County's Parks & Recreation System need the most?	Immokalee Workshop Votes	Naples Workshop Votes
Buildings and other facilities	12	0
Environmental maintenance (e.g., managing invasive species, native landscaping/habitat upkeep)	2	47
More frequent maintenance/cleaning of outdoor restrooms	21	11
Passive park areas (trails, paths, bike paths, pavilions, sidewalks)	15	26
Sports facilities including equipment (fields, courts, rink, track)	55	11
Technology maintenance/upgrades (e.g., being connected to an internet network)	6	4
Trash management	10	13

Table 6-6: General Improvements—New Parks Facilities and Opportunities

Which types of new parks/facilities does the Parks & Recreation System need the most?	Immokalee Workshop Votes	Naples Workshop Votes
ATV-OHV and other motorized vehicle park	24	2
Big Corkscrew Island Regional Park development	0	10
Community facilities (centers, parks gardens)	69	4
Drone park	0	3
Everglades City community center or pool, boating opportunities	8	12
Expansion of blueways (water trails) opportunities	0	14
Improved marketing/branding of parks system	1	4
Manatee Community Park development (passive park concept)	0	5

Table 6-7: General Improvements—Expand Existing Parks/Facilities

Which type of expansion for existing parks/facilities does the Parks & Recreation System need the most?	Immokalee Workshop Votes	Naples Workshop Votes
Cricket facilities	1	2
Fitness and exercise facilities	10	2
Multi-purpose fields	36	16
Parking	1	0
Pet-Friendly parks	5	9
Pickleball facilities	0	4
Special Needs recreation facilities	17	9
Swimming facilities	9	2
Trails (hiking, biking, walking)	2	30
Volleyball facilities	3	2
Water recreation/boat launch facilities	3	0
Wilderness/outdoors activity areas	3	13

Table 6-8: General Improvements—Expand Recreation Programs

Which types of additional programs does the Parks & Recreation System need the most?	Immokalee Workshop Votes	Naples Workshop Votes
Beach	0	1
Environmental	2	49
Families-based programs/events	2	0
Fitness and exercise	7	3
Homeschool programs	0	6
Outdoor	5	1
Programs for multi-lingual populations	3	3
Older adult programs	14	8
Special events	0	2
Special needs programs	8	30
Sports	20	0
Teen programs, teen center	14	4
Wellness	10	3

Table 6-9: General Improvements—Park Access Improvements

Which types of access improvements does the Parks & Recreation System need the most?	Immokalee Workshop Votes	Naples Workshop Votes
Active transportation (e.g., walking, biking) access to parks and beaches	32	14
Beach	0	0
Electric bike system for beach access	0	1
Transit access to parks and beaches	6	13

Park-Specific Improvements

Tables 6-10 through 6-13 summarize the number of votes received for each sub-category under the Park-Specific Improvements category.

Table 6-10: Park-Specific Improvements—Park Maintenance

Which types of maintenance improvements does the County's Parks & Recreation System need the most?	Immokalee Workshop Votes	Naples Workshop Votes
Barefoot Beach Preserve – facilities, restrooms, and ranger working conditions	0	29
Eagle Lakes – field and invasive species	0	5
Gold Gate Community Park - aquatic center and pool	0	2
Goodlands, Everglades City – restrooms and ranger conditions	3	10
Immokalee Sports Complex - pool	106	1
Lake Trafford – boat ramp and invasive aquatic species	27	5
Other	1	
Other – Lake Trafford Aquatic Invasive Removal Only	2	2
Other – Serenity Park	1	1
Sugden Regional Park – technology upgrades and lake front maintenance to ease ocean beach access demand	0	12
Tigertail Beach – restrooms maintenance and facilities inspections	0	10
Veterans Park – drainage	0	7
Vineyards Community Park - facilities		5

Table 6-11: Park-Specific Improvements—Expanding Existing Parks/Facilities

Are any of the sites below priorities in terms of expanding existing parks and facilities?	Immokalee Workshop Votes	Naples Workshop Votes
951 Boat Ramp – boat ramps and parking	0	0
Barefoot Beach Preserve – parking	0	3
Bayview – boat access and parking	0	1
Bird Rookery Swamp expansion		17
Connor Park – pier concept	0	0
Eagle Lake Park – development for vacant space behind community center	0	3
East Naples Community Park – gymnasiums, parking, fields	0	8
Golden Gate Community park – gymnasiums, pool amenities, food services	0	1
Goodland – more fishing piers and boating opportunities	0	1
Immokalee - fitness and sports facilities, fields, lake land/docks/piers, community center, nature trails	128	3
Jolly Bridge – water access, linear park with CR 951	0	1
Marco Island – more fishing piers	2	0
Pelican Bay – pickleball courts and parking	0	4
South County - boat ramps	0	1
Veterans Park – gymnasiums and pickleball courts	0	5
Vineyards Community Park – parking	0	3

Table 6-12: Park-Specific Improvements—Expanding Recreation Programs

Which of the following needs are priorities in terms of programs?	Immokalee Workshop Votes	Naples Workshop Votes
Adaptive/inclusive programming for persons with disabilities/special needs at Sugden Park, North Collier Regional Park, Aaron Lutz Park, and the Immokalee area	4	39
Eagle Lakes science, technology, engineering, arts, and math (STEAM) camps/education programs for youth	5	10
Golden Gate Community Park – older adult and therapeutic recreation programs	0	7
Immokalee - various community-driven programs including computer, art, age-based, sports, aquatics, adaptive programs and Pepper Ranch events	78	16
Naples area children science, technology, engineering, arts, and math (STEAM) and homeschool programs	2	13
Sugden Regional Park - paddle board yoga	0	3

Table 6-13: Park-Specific Improvements—Park Access Improvements

Which of the following projects are priorities in terms of increased access?	Immokalee Workshop Votes	Naples Workshop Votes
Barefoot Beach Preserve water taxi (to/from Connor Park, along Cocohatchee River)	0	0
Bridge from Freedom Park to Gordon River Greenway	0	22
Clam Pass boardwalk to southern end of beach	0	0
Clam Pass parking garage	4	1
Collier Are Transit (CAT) bus to Lake Trafford	27	4
Creative use of Livingston Road easement	0	2
Golden Gate Community Park - bridge over cancel to pool better entrances and sidewalk connectivity	0	5
Immokalee - more walkways, sidewalks	47	15
Tram/boardwalk from Tigertail Beach to Sand Dollar Island	0	1
Wiggins Pass – parking, traffic circulation, and water taxi	0	10

Park & Recreation Funding

Table 6-14 summarizes the number of votes received for potential funding sources that could be explored by Collier County to fund parks and recreation capital and operating/maintenance needs. As shown, there is general support for exploring potential new funding sources for capital and parks maintenance based on the input received during these public workshops.

Table 6-14: Support for Park & Recreation Funding

Which types of new parks/facilities does the Parks & Recreation System need the most?	Immokalee Workshop Votes	Naples Workshop Votes
Would you support, or consider supporting, a sales tax for capital infrastructure if some of the money was dedicated to parks?	24—Yes	12—Yes
	20—No	23—No
	9—Unsure	1—Unsure
Would you support, or consider supporting, an increase in property taxes for parks maintenance if a detailed maintenance plan to spend the funding is prepared?	25—Yes	18—Yes
	22—No	13—No
	4—Unsure	5—Unsure
Do you sport, or consider supporting, increased sports tourism activity in Collier County if some funds and revenues generated by expanding sports tourism were used to support additional County parks and recreation facilities?	29—Yes	19—Yes
	9—No	33—No
	1—Unsure	1—Unsure

Section 7 Master Plan Recommendations

From the quantitative needs analysis and input received during the public outreach process, a series of recommendations was prepared for Collier County’s 10-Year Parks & Recreation Master Plan.

Although considerable input regarding parks and recreation needs was gathered through the public outreach process, it is recognized that not all suggested improvements are feasible due to financial, capacity, or other constraints. Therefore, the recommendations in this Master Plan reflect the highest and most feasible priorities. This Master Plan also serves as an initial identification to several “next step” endeavors, as several recommendations will require further review and assessment beyond the scope of this Master Plan to determine exact needs, feasibility, costs, etc.

The following capital project priorities are categorized into major and minor projects based on scope and cost. A final category shows longer-term capital priorities.

Master Plan recommendations are grouped into the following categories:

- Capital Project Priorities
 - Major Projects
 - Complete Big Corkscrew Island Regional Park
 - Expand Multi-Purpose Athletic Fields/Capacity
 - Develop Manatee Community Park
 - Expand Eagle Lakes Community Center
 - Other Major Capital Improvements
 - Minor Projects
 - Add Environmentally-Friendly Restrooms at Beach Parks
 - Provide Shade Structures and Lightning Detection Systems
 - Long Range Capital Needs
- Recreation Programming Priorities
- Park Maintenance Priorities
 - Improve Restroom and Trash Maintenance
 - Implement Asset Management System to Track Facility Maintenance Needs
 - Conduct Professional Maintenance Inspections of Key Facilities
- Other Recommendations
 - Evaluate Opportunities to Improve Accessibility to Parks
 - Continue to Optimize Interlocal Agreements for School Sites
 - Conduct an ADA Accessibility Study
 - Partner with County Sports Tourism Efforts
 - Prepare a Blueways Master Plan
 - Prepare a Beach Access and Environmental Impacts Study
 - Enhance Communications/Branding of Parks System

Capital Project Priorities

Major Projects

Complete Big Corkscrew Island Regional Park

Consistent with the 2011 Master Plan, the completion of Big Corkscrew Island Regional Park is a top priority, as this park will:

- Address the lack of regional park presence in a significant area of the county, including The Estates, Corkscrew, and Immokalee.
- Serve an area that is continued to have the most significant population growth projected in the future.
- Provide relief to over-utilized soccer and multi-use fields and help prevent over-utilization of other facilities.
- Provide water recreation and community facilities within this area.
- Allow for additional programming for youth, older adults, and special needs in an area where there is currently a gap in existing programming.

On April 24, 2018, the Board of County Commissioners approved an ordinance to impose a 1% local government infrastructure surtax, if approved by voter referendum in November 2018. The capital project list included in the ordinance identifies \$40 million in funding to complete Big Corkscrew Island Regional Park. The sales tax is proposed to be in effect for seven years or until \$490 million in revenue is generated, whichever occurs first.

Expand Multi-Purpose Athletic Fields/Capacity

Both the needs analysis and public outreach indicate a need for additional soccer/multipurpose fields throughout the county. This is a priority carried over from the 2011 Master Plan. The four new multipurpose fields planned for Big Corkscrew Island Regional Park (as of January 2018 30% design plans) will help provide additional capacity and reduce gaps in field availability in The Estates and Corkscrew areas. Further, the potential availability of fields at the new sports tourism venue would provide additional capacity centrally-located within the urbanized area. The extent to which fields at the venue will be available for use by residents/local leagues has yet to be determined and, despite these two new facilities, more sports fields are needed to keep up with current demand. As previously noted in the utilization analysis, the current capacity to usage ratio indicates a need for 15 more fields countywide. The most notable location where limited fields are available and over capacity exists is Vineyards Community Park. The replacement of four grass fields with turf will increase capacity at nearby North Collier Regional Park by approximately 25%, alleviating some of the over-utilization being experienced at Vineyards Community Park fields. However, the turf fields are also being added to attract tournaments, which will reduce availability for local recreation use.

The initial capital cost of a grass field is relatively low (around \$350,000) less the cost of land, but the annual maintenance costs are relatively high at around \$20,000, including irrigation. Comparatively, the initial capital costs of a turf field is much higher at just under \$1 million, but requires 25% of the

annual operating costs. Other benefits of turf fields is that they not require irrigation reducing water consumption, can be used in any weather (except when not safe, such as during lightening) as field drainage systems eliminate field ponding or rain delays, increase capacity for playtime as no field rest is required as with a grass field, and can be used for other events without impacting field quality for sports play. Collier County is initially looking at converting grass fields to artificial turf to attract tournaments and other events for sports tourism. In the future, turf fields should be considered at key locations in the urbanized area, initially Vineyards Community Park, to increase capacity for local play where land for additional fields is very expensive and where no parkland or other publically owned land is available for additional fields.

To determine where additional multi-purpose fields can be placed, a detailed assessment of the capacity at existing parks or other county-owned land should be undertaken as should a financial analysis of the cost to construct new fields versus the cost of replacing existing grass fields with turf to increase field capacity.

As noted in Section 5, it is recommended that the Division maintain field request information in addition to field usage. Fields well over capacity may not be accommodating all requested users. By tracking the total number of requests for field usage (those accommodated versus those unable to be accommodated due to over-utilization), the County will get a more comprehensive picture of overall field demand.

Develop Manatee Community Park

The 2011 Master Plan identified the development of Manatee Community Park in East Naples, which is witnessing unprecedented growth, as a passive park as a need, but as less of a priority than developing Big Corkscrew Island Regional Park. This Master Plan has confirmed that the need still exists for this passive park. It is recommended that a community center be included in the park design to provide programming opportunities targeted to older adults, as there is currently a gap in programming for older adults in this area of the county.

Expand Eagle Lakes Community Center

A traffic study is currently being conducted at Eagle Lakes Community Park and will continue over time once the aquatic facility is open to understand the additional traffic generated by the new facility. This study will help determine if developing the vacant land behind the community center is feasible from a traffic perspective. Whereas the traffic study may identify constraints to what can be developed in this area, public input suggests an indoor gymnasium, additional square footage for the fitness center, and more classrooms/rooms for recreation programming are desired.



Donna Fiala Community Center at Eagle Lakes Community Park

Other Major Capital Improvements

Other noted major capital improvements include:

- Pickleball at Pelican Bay
- Mountain biking trails
- Additional recreation facilities in Immokalee*

**Division staff are currently in discussions with Florida Department of Transportation (FDOT) regarding the potential relocation of Airport Park in Immokalee as part of the SR 29 relocation plan. As part of the relocation, FDOT is required by federal law to mitigate any impacts to park due to the roadway relocation. Current plans would take a portion of Airport Park primarily used for community and family-oriented events and relocate to a new park on the west side of Immokalee. Future discussions will need to determine where this park would be and could provide opportunities to add additional facilities to serve Immokalee residents, which was indicated as very important from input received during the public outreach process.*

Minor Projects

Add Environmentally-Friendly Restrooms at Beach Parks

Additional restrooms are needed at the southern ends of Barefoot Beach and Clam Pass Park to encourage use of these areas. As previously noted, concentrations of visitors to beaches tend to occur near facilities such as restrooms. CLIVUS composting toilets could be used in these locations as an environmentally-friendly option by reducing water consumption compared to traditional toilet systems.

Provide Shade Structures and Lightning Detection Systems

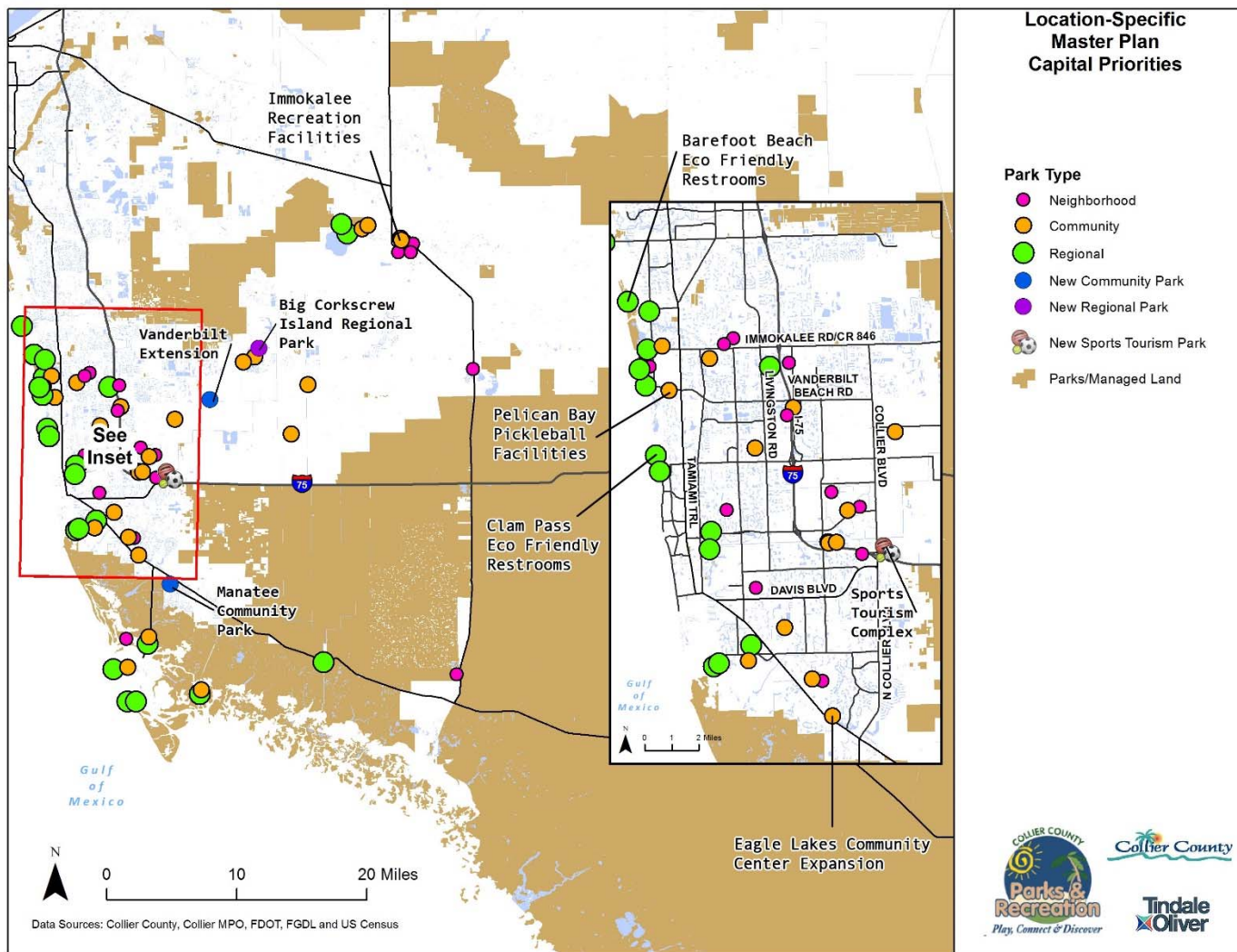
The need for shade structures over picnic areas and playgrounds was noted during the public outreach process. Division staff also have identified a need for lightning detectors at parks to improve overall safety. These relatively low-cost improvements also would expand the use of these facilities during summer months and preserve facilities from sun damage over time.

Long Range Capital Needs

As noted in the 2011 Master Plan, development of Vanderbilt Road Extension Community Park is tied to the extension of Vanderbilt Beach Road. In addition, Vanderbilt Extension Community Park continues to be located on the periphery of projected population growth. In the immediate future and within the 10-year Master Plan horizon, developing Big Corkscrew Island Regional Park will serve both existing population and future growth within this immediate area. Developing Vanderbilt Extension Community Park is envisioned to be a longer-term need once higher priority parks, including Big Corkscrew Island Regional Park and Manatee Community Park, are developed and funding is available. The roadways is currently in design and, once final, will help determine the space allocation ultimately available for the park.

Map 7-1 illustrates the location of these capital priorities, if known.

Map 7-1: Master Plan Capital Priorities



Capital Funding Assessment

The Division currently relies on two primary revenue sources to fund parks and recreation capital projects, including TDC (hotel bed tax) and impact fee revenue. TDC revenue is used primarily to fund beach projects, but does fund other sports-tourism related capital improvements as noted previously. Parks and recreation impact fee revenue is used to fund capital parks and recreation projects necessitated by growth and new development.

Park impact fee revenue projected for the next 10 years is presented in Table 7-1, along with anticipated expenditures. The community parks impact fee, which is charged to new development only in unincorporated Collier County, is estimated to generate nearly \$2.9 million over the next 10 years. Aside from the repayment of debt in FY 18, the balance of this revenue could be used for capital expansion projects. The regional park fee, which is collected countywide, is anticipated to generate approximately \$91 million over the next 10 years. However, the County must repay debt service for regional park expenditures, including North Collier Regional Park, totaling nearly \$30 million. The AUIR has identified the first five years of regional park impact fee revenue (\$29 million), net of debt repayments, to begin development of Big Corkscrew Island Regional Park. This provides a balance of approximately \$32 million in regional park impact fee available for major capital projects that have been identified in the Master Plan.

Since planning-level project costs for the major capital projects are estimated to exceed available impact fee revenue, additional revenue is needed to fund these projects outright or secure debt to repay funding of these projects over time. The County is exploring a potential local infrastructure surtax to fund capital projects for various service areas. On April 24, 2018, the Board of County Commissioners approved an ordinance to impose a 1% local government infrastructure surtax, if approved by voter referendum in November 2018. The capital project list included in the ordinance identifies \$40 million in funding to complete Big Corkscrew Island Regional Park. The sales tax is proposed to be in effect for seven years or until \$490 million in revenue is generated, whichever occurs first. If the sales tax passes, then this additional revenue stream for capital projects will enhance the capability of Collier County to complete Big Corkscrew Island Regional Park and allow impact fee revenue to fund other capital projects.

Table 7-1: 10-Year Impact Fee Estimated Available Revenue & Estimated Project Costs

Fiscal Year	Community Park Impact Fee (Unincorporated)			Regional Park Impact Fee (Countywide)		
	Revenue	Project Expenses	Debt Service	Revenue	Project Expenses	Debt Service
FY 2018	\$995,900		\$150,000	\$11,534,900	\$6,198,100	\$2,789,600
FY 2019	\$206,100			\$8,569,600	\$5,626,400	\$2,943,200
FY 2020	\$208,300			\$8,729,800	\$5,790,300	\$2,939,500
FY 2021	\$210,600			\$8,880,300	\$5,932,300	\$2,948,000
FY 2022	\$212,900			\$9,033,400	\$5,861,700	\$5,718,900
5-Year Total	\$1,833,800		\$150,000	\$46,748,000	\$29,408,800	\$17,339,200
5-Year Balance	\$1,683,000			\$0		
FY 2023	\$210,000	TBD		\$8,800,000	TBD	\$2,943,934
FY 2024	\$210,000			\$8,800,000		\$2,952,269
FY 2025	\$210,000			\$8,800,000		\$2,981,347
FY 2026	\$210,000			\$8,800,000		\$3,297,835
FY 2027	\$210,000			\$8,800,000		N/A
5-Year Total	\$1,050,000		\$0	\$44,000,000		\$12,175,385
5-Year Balance	\$1,050,000			\$31,824,615		
10-Year Balance of Available Impact Fee Revenue	\$2,733,000			\$31,824,615		
Estimated Project Costs	\$60 million - \$80 million					

Note: FY 2017 and 2018 revenue reflects fund balance of cash available. Estimated project costs range based on potential design of future parks (\$30 million for Big Corkscrew Island Phase 2, \$10-20 million for developing Manatee Community Park and Vanderbilt Beach Road Community Park) and \$10 million for other identified capital improvements.

Source: Collier County 2017 AUIR for FY 2018-2022 revenue, FY 2018-2022 project expenses, and FY 2018-2027 debt service figures. Impact fee revenue for FY 2023-2027 assumed to be consistent with annual collections during previous five years, less fund balance of cash available reflected in FY 2018 revenue totals.

Recreation Programming Priorities

While the public outreach process suggested a number of recreational programming needs, three clear priorities emerged: programming for older adults/seniors, teens, and special populations/adaptive inclusive recreation. A review of current programming in Map 7-2 indicates there is significant needs for older adult/senior programs and special needs populations.

- Older adult/senior programming gaps are primarily limited to East Naples Community Park, resulting in programming gaps in central Naples, north Naples, The Estates/Corkscrew, and Immokalee. Once Big Corkscrew Island is developed, additional older adult/senior programs can be added at this location, serving the immediate area. However, higher concentrations of older adults are within the urbanized coastal area; therefore higher priority should be given to adding these programs where needs are greatest. Also, the geographic distance from the urbanized area necessitates a need for older adult/senior programs in Immokalee. As previously mentioned, the future design of Manatee Community Park as a passive park serving surrounding neighborhoods with higher concentrations of residents 65+ should consider adding a community center aimed at providing older adult/senior programming opportunities.
- Similar to the above, programming for special needs populations is very limited (currently provided at Golden Gate Community Park and Sugden Regional Park). Programming gaps exist in north Naples, The Estates/Corkscrew, and Immokalee. Unlike above, special needs programming stretches across various age categories throughout the county. The public outreach process also indicated increased special needs programming as a countywide need.
- While there are more opportunities for teen/youth programming, it is primarily limited to summer/after school camps (youth) and sports leagues. The public outreach process highlighted a need for more programming specifically for teens such as technology training; arts, outdoor recreation trips, etc. A centralized teen center providing a safe place to hang out, particularly in the summer months with Wi-Fi and computer access and teen-specific programming, was cited as a high priority need during the public outreach process.

In support of the above, the Division should consider staff positions (program directors, coordinators, etc.) specializing in recreation programming for these target populations.

Park Maintenance Priorities

Improve Restroom and Trash Maintenance

The public input process indicates that improving restroom maintenance and trash collection throughout the parks system is very important. Division staff should review restroom and staff maintenance standards to determine what improvements are necessary to maintain Division standards.

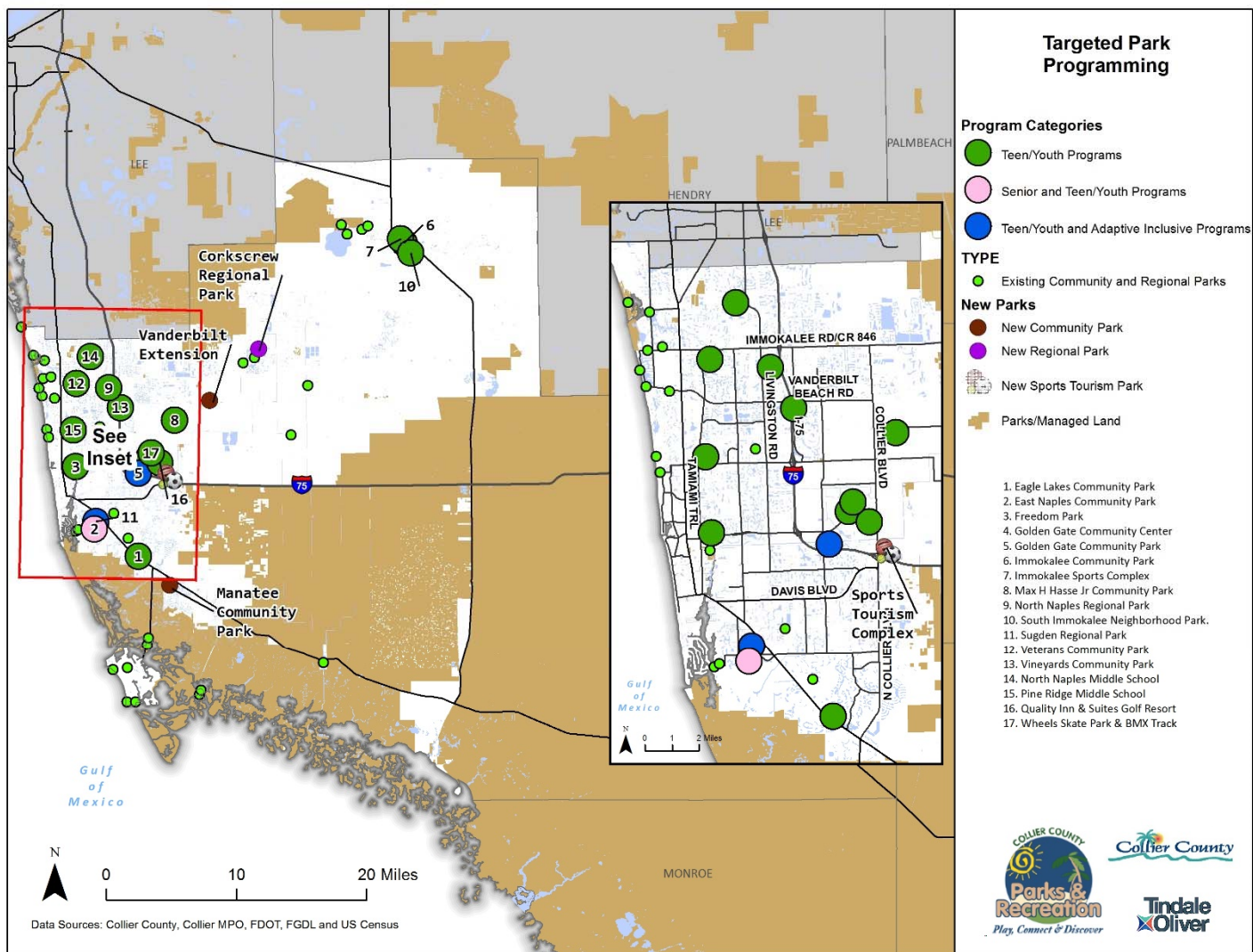
Implement Asset Management System to Track Facility Maintenance Needs

Starting in May 2018, the Division will have access to a county asset management system. The system will capture all assets and provide lifespans with replacement costs to further drive five-year capital planning efforts and more accurately determine the cost of continued maintenance versus cost of repurposing or rebuilding.

Conduct Professional Maintenance Inspections of Key Facilities

The Division currently has County playgrounds inspected by an outside professional company. To ensure continued user safety and to identify critical maintenance needs, regular professional inspection of boat parks (ramps, piers, boat slips), boardwalks, pedestrian bridges, sidewalks, and aquatic facilities should occur.

Map 7-2: Existing Older Adult/Senior, Special Needs & Teen Programming



Other Recommendations

Evaluate Opportunities to Improve Accessibility to Parks

Improving the accessibility to parks by walking, bicycling, or transit can be difficult. The Collier MPO is in the process of updating its Comprehensive Pathways Plan. Division staff have served on the Plan's advisory committee, and consideration for connectivity to parks is being given. Upon completion scheduled for Fall 2018, the Plan's recommendations can be reviewed to determine what recommended improvements will enhance access to the County's park system. As previously mentioned, excellent access to parks that are along current transit routes is already provided with bus stops located within ¼-mile. To ensure parks are connected during the implementation of future or revised routes, Division staff should coordinate with the future transit planning efforts, including CAT's next 10-year TDP update.

Improving access by providing a pedestrian bridge over Golden Gate Boulevard from Freedom Park to Gordon River Greenway was also cited as a need during the public outreach process.

Continue to Optimize Interlocal Agreements for School Sites

As noted in the 2011 Master Plan, the Division has historically, and continues to coordinate with the Collier County School Board on potential joint use of school facilities for public recreation use. Recently, Division staff have recommended leasing the baseball and softball fields at Immokalee Community Park to the School Board for use by Immokalee High School, with the School Board then maintaining the facilities. This arrangement is scheduled to be presented to the Board of County Commissioners for approval on May 22, 2018. Division staff have also had preliminary discussions with the School Board for public recreational use of East Naples Middle School. The needs identified in the Master Plan support pursuing this agreement, as this agreement would provide additional capacity for grass fields in the east Naples area along with public use of basketball courts and a running track.

Conduct an ADA Accessibility Study

Improving the parks and recreation system for all users, including those with special needs or persons with disabilities, was a high priority from the public outreach process. As a public agency, Collier County should strive to ensure that its parks and recreation facilities are accessible to all. To do this, the County can undertake an ADA accessibility study to provide a comprehensive inventory of the conditions of all facilities and amenities along with the necessary information to improve the access, accessibility, and safety of each. In many instances, accessibility improvements are classified as low-cost "quick fixes" that can be made during routine maintenance. In other instances, the cost of improvements can be absorbed into already scheduled maintenance or facility renovation/replacement costs.

Partner with County Sports Tourism Efforts

As previously noted, Collier County is in the process of securing land for the future development of a premier sports complex, aimed at enhancing sports tourism. Details concerning funding, management, and availability of the facilities for use by the public still need to be determined. As

design and funding of this facility moves forward, Collier County Parks & Recreation Division staff should be involved in discussions. From an inventory perspective, the availability of sports fields and other amenities for use by the public may reduce the need for additional fields at existing parks.

In addition to a new sports complex, other notable sports tourism efforts could be undertaken, as discussed in this Master Plan. In some instances, constructing these facilities has displaced existing facilities. For example, soccer fields at East Naples Community Park were removed to accommodate the pickleball complex. To help mitigate the loss of these fields, artificial turf will be installed at Eagle Lakes Community Park fields. Parks & Recreation is currently in the design and permitting process for this project, with installation anticipated for October of 2018. In the event that enhancing existing parks for sports tourism purposes displaces current facilities, Division staff should review whether the use of TDC funds to replace the displaced facilities in another location is appropriate, if it is determined that the facilities are still needed.

Prepare a Blueways Master Plan

Enhancing natural areas and increasing access to natural waterways was a frequent comment during the public outreach process. As previously noted, a key blueway for Collier County is the Paradise Coast Blueway Paddling Trail, of which Phase I is completed in the Ten Thousand Island area between Everglades City and Goodland. The County currently is seeking funding to build on the success of the first phase, with additional sections between Goodland Pass and Gordon Pass, including routes through Rookery Bay, up the Gordon River in Naples, and along the beaches to the northern County line. The County also aims to include Lake Trafford in the Immokalee area as a day trip. The expansion of the blueway will allow access to parks, neighborhoods, and commercial areas with retail and restaurant destinations. The County is also evaluating additional launch opportunities with a focus on how to provide access through County parks.

To best plan for improving access to blueways and intercounty blueways connectivity, Collier County should prepare a blueways master plan to identify a phased implementation of increased blueway connectivity, access points, potential utilization and estimated costs.

Prepare a Beach Access and Environmental Impacts Study

From the public outreach process, it was confirmed that beach access/parking is very important to Collier County residents. However, increasing beach access points or expanding the public parking inventory are sensitive topics due to potential environmental and neighborhood impacts. Based on utilization data, Collier County's beaches are not over-utilized as residents and visitors are unable to access portions of the beach due to lack of parking during peak season and the lack of amenities along the span of the public beach. Overcrowding occurs in some areas where people tend to congregate near access points and where facilities such as restrooms are provided. Increasing access points or providing facilities away from the access points would likely reduce crowding in concentrated areas. Parking data also indicate that parking repeatedly reaches capacity during peak season. Parking also may not be available on weekends or holidays or located where people are trying to access the beach. The success of the free beach bus offered during peak season likely has

been alleviating some burden of traffic, particularly this current fiscal year when ridership increased considerably.

Whereas it is apparent that Collier County will need to expand its beach parking inventory or provide alternative means to access the beach (such as expanded beach trolley routes with park-and-ride locations, shuttle system, etc.) as population and visitors continue to grow, consideration must be given to understanding how additional visitors or new access points may impact the beach and surrounding neighborhoods. Further, a more detailed analysis of the existing parking utilization is needed to understand where and when beach parking is available and where future beach parking is needed. This study will need to address parking constraints at Clam Pass Beach Park as this is a high priority need for beach access.



Vanderbilt Beach Access

To address these considerations, it is recommended that Collier County undertake a beach access and environmental impacts study to more specifically understand existing and future beach parking needs and potential environmental impacts of additional traffic and beach access points (if needed). Once additional parking needs are established, funding sources (including beach parking fees for residents and non-residents) can be reviewed to determine if any changes are appropriate. To ensure this is an open and collaborative process, this study should engage environmental organizations/experts and neighborhood residents, including the Pelican Bay Foundation, as stakeholders in the outreach process.

Enhance Communications/Branding of Parks System

The community survey responses indicate that electronic communication (email and the Division’s website) are the preferred methods. Detailed comments from public outreach efforts imply that the County would benefit from enhancing its website, social media platforms, and other communication methods, such as branding. This section offers recommendations to enhance the Division’s webpage, social media platforms, and branding.

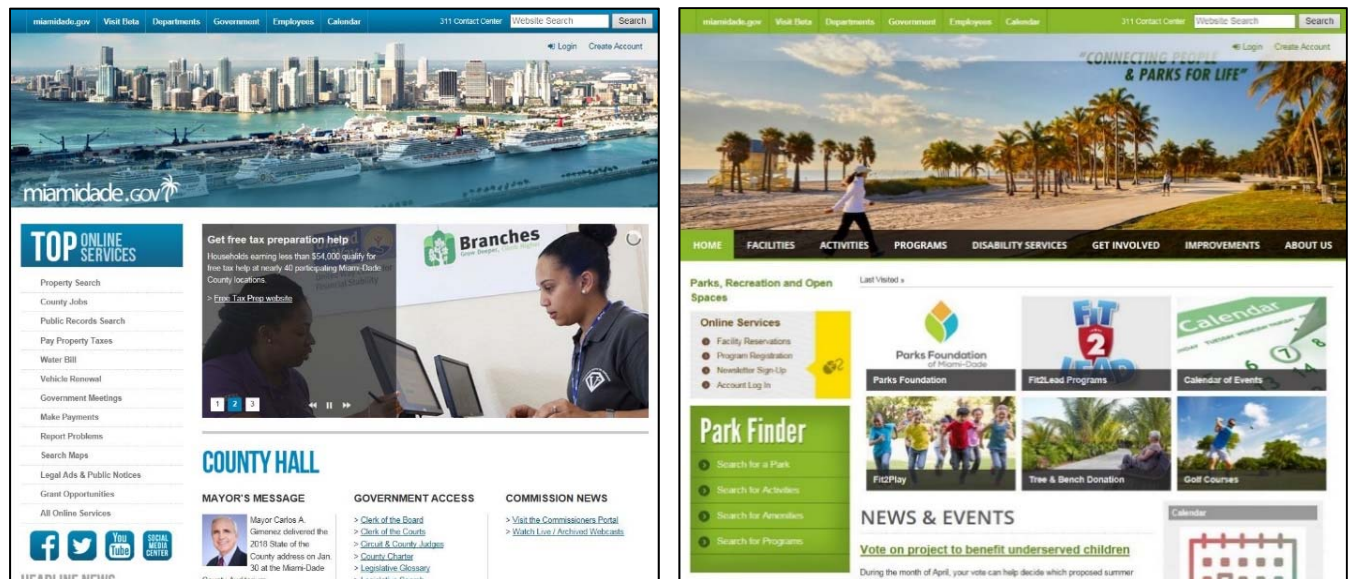
Collier County Parks & Recreation Division Webpage Enhancements

The Division’s current webpage mirrors the look of the overall Collier County website, and finding department offerings can be cumbersome and confusing. Although the County offers more than 600 recreation programs, they must be found in the *R.E.A.L (Recreation Education Activities Leisure) Guide* that can be downloaded from the Division’s website. The *R.E.A.L Guide* is a static PDF document and

does not provide the opportunity to live-search. It is also a large file, which can require significant download time on a computer. The mobile-version of the parks and recreation website is much more functional than the computer version. Many of the features such as the interactive map, direct links to programs by interest type, and parks sorted by type are much more user-friendly. Improvements made to the website should also be reflected in the mobile app.

- Whereas the County’s Parks & Recreation Site can have a similar layout from the general County’s site, it can also have its own character to make it more discernable to the user. It is recommended that the Division change the color of its webpage to better match the Parks & Recreation brand/logo. An example of this from Miami-Dade County is provided below by comparing the County’s general website (www.miamidade.gov) to the County’s parks and recreation webpage (www.miamidade.gov/parks).

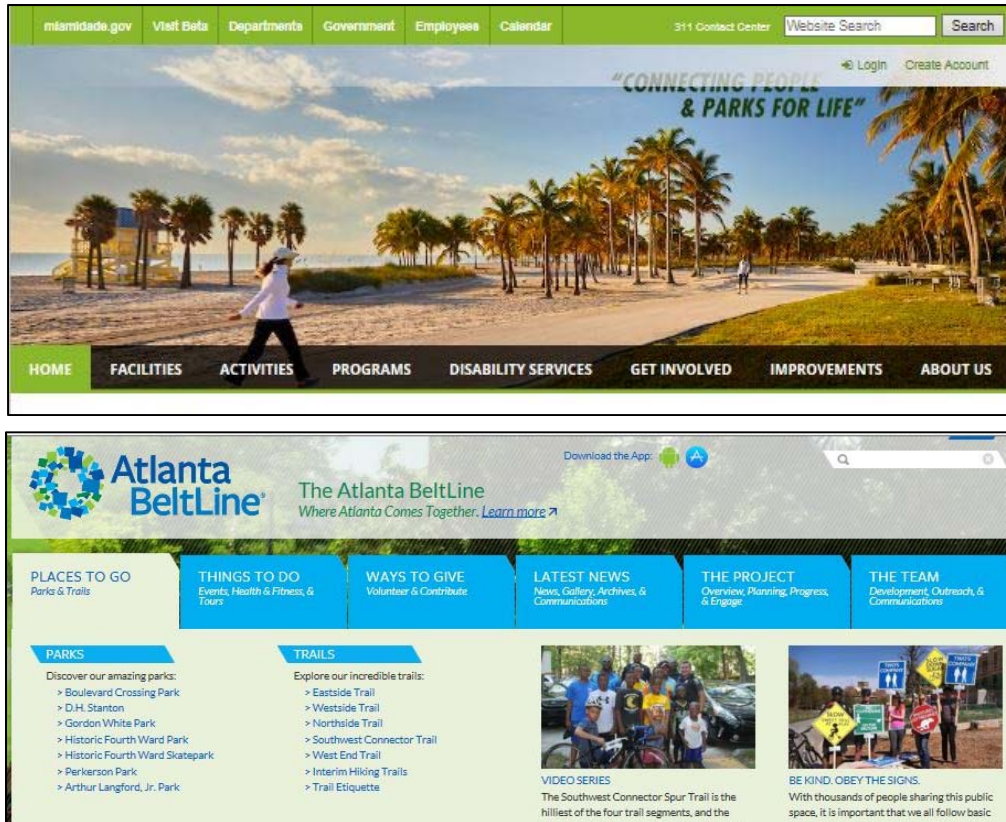
Figure 7-1: Miami-Dade County Website Example



Source: <https://www.miamidade.gov/home/>; <http://www.miamidade.gov/parks/>

- Create a distinctive navigation tab to highlight webpage content and make the most popular functions of the Division’s webpage easy to find. Figure 7-2 illustrates examples from Miami-Dade County (top) and Atlanta Beltline (bottom) websites that each have clear navigation bar highlighting each agency’s webpage content.

Figure 7-2: Example Navigation Bars

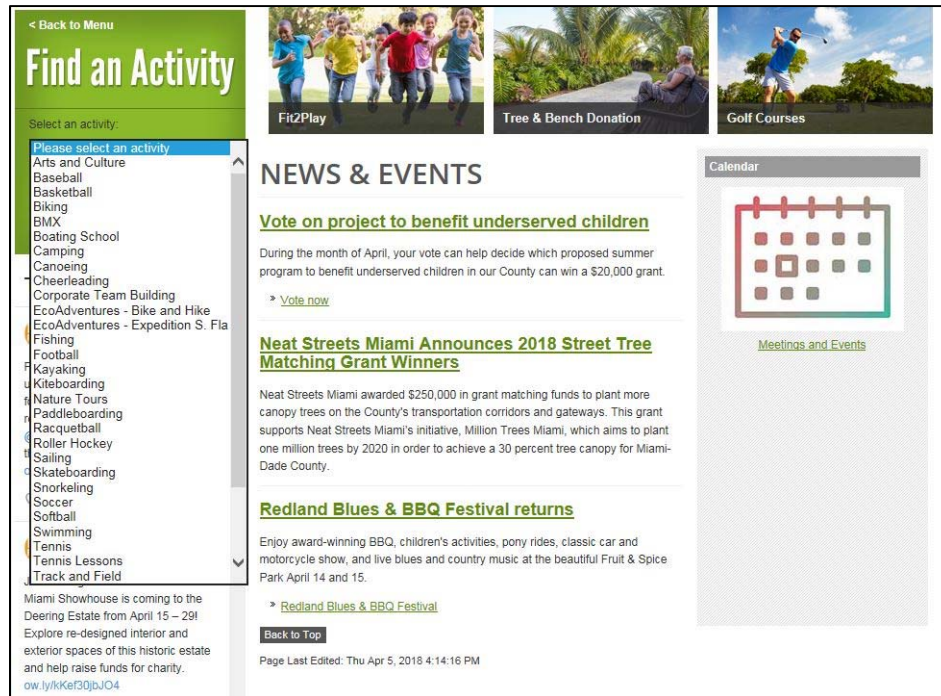


Source: <http://www.miamidade.gov/parks/> (top); <https://beltline.org/> (bottom)

- Add a friendly and easy-to-find park and program finder tab and search function. Suggestions include providing a photo of the park, a brief description, highlights of features/amenities, future events/programs/activities, hours of operations, and embedded map of the park location.

Figure 7-3 illustrates Atlanta Beltline’s website that provides a drop-down list of recreation activities and featured highlights of parks and trails within the system.

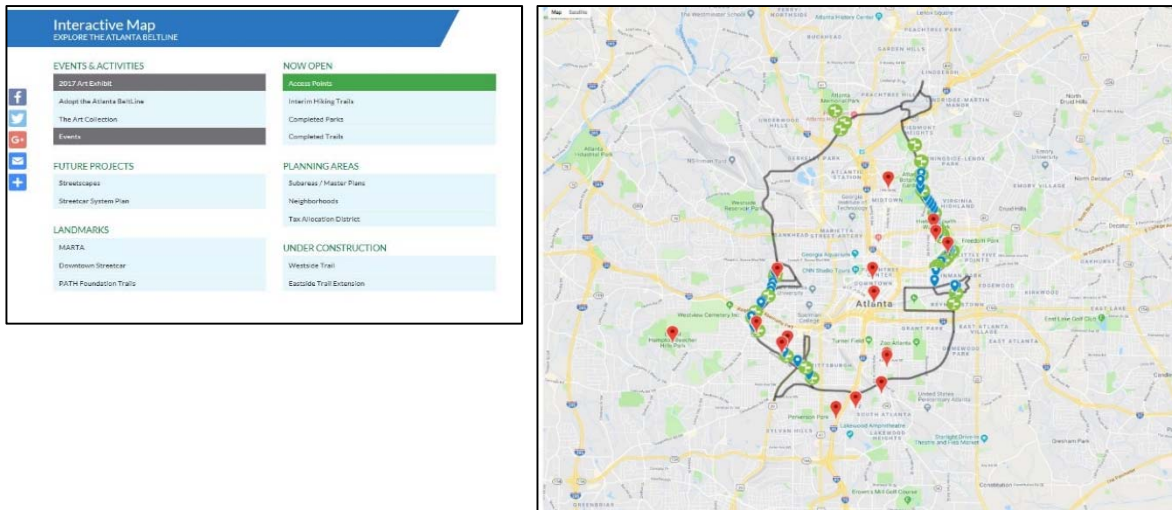
Figure 7-3: Atlanta Beltline Website Example Activity Finder



Source: <https://beltline.org/>

- Add a calendar that can be filtered to find activities, programs and events offered by month, including key dates such as program registration deadlines, public meetings, and other community-oriented events.
- Embed an interactive map for the users to easily find the location of the parks, parking, access, current and future projects or improvements, among others. Below is an example of the map tool to explore the Atlanta Beltline.

Figure 7-4: Atlanta Beltline Website Example Interactive Parks Map



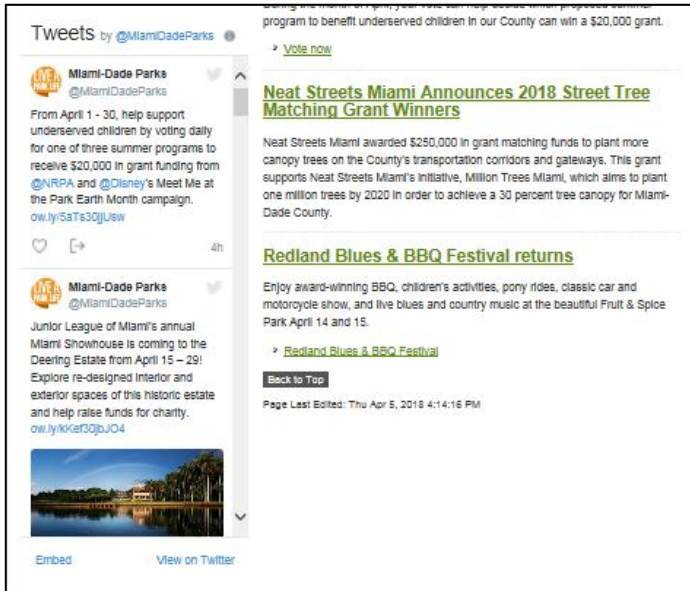
Source: <https://beltline.org/>

Social Media Enhancements

Online communities carry a strong and influential voice and there is significant benefits to be gained from engaging with people directly through various social media channels. Social media is becoming an increasingly critical part of how government agencies communicate by providing a direct line of communication between citizens and the agency. Because of the nature of social media, public agencies providing services can face challenges in gaining followings since they provide services rather than consumer products.

- It is recommended that Division staff consult with a public agency social media expert to identify strategies to maximize benefit from using social media.
- Pending recommendations from a social media expert, Collier County could also create a uniform social media platform (Facebook, Instagram, Twitter, YouTube) and embed the Twitter feeds and videos into the website. Figure 7-5 provides examples.

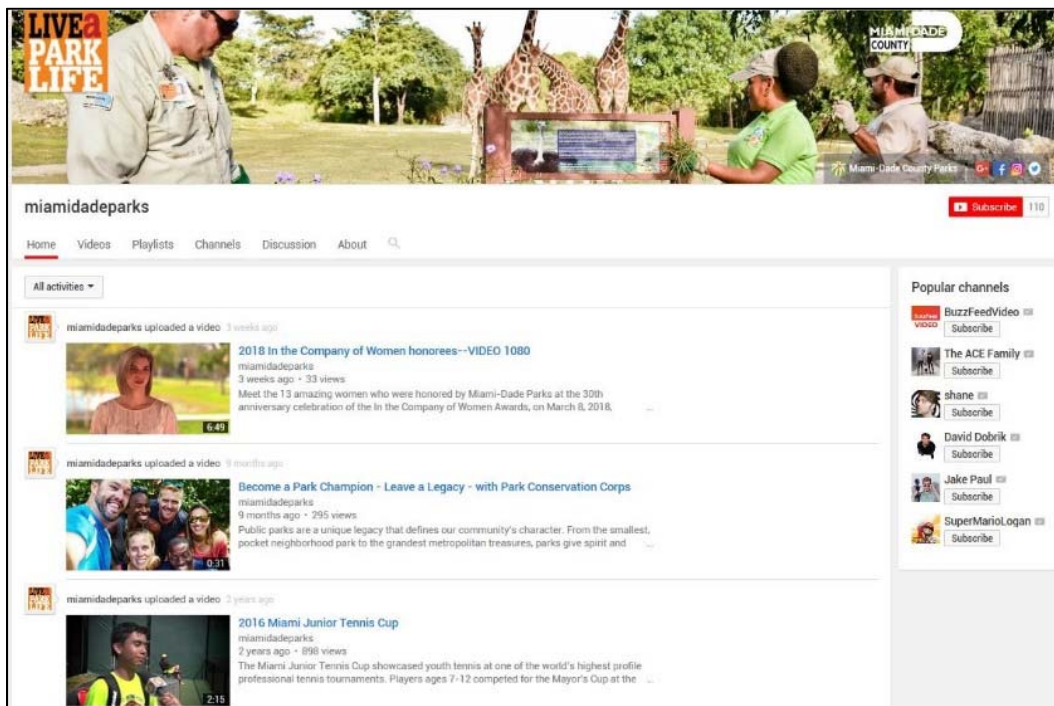
Figure 7-5: Miami-Dade Parks Uniform Social Media Example



Twitter feed in Miami-Dade Parks website



Miami-Dade Parks Facebook page



Miami Dade Parks YouTube Channel

Source: <http://www.miamidade.gov/parks/>

Branding Enhancements

The Parks and Recreation Department currently has its own logo that is whimsical and fun. However, it is a six-color logo that may not always be easy to reproduce or developed into a brand. Below are recommendations that can be used to create a graphic branded image for the Division and how those elements can be translated physically into the systems of parks.

- Develop a Brand Identity by using a simplified version of the Department’s unique logo and tagline and selecting a color palette and typography. Examples: Austin Parks Foundation and Atlanta Beltline

Figure 7-6: Parks & Recreation Logo Examples



Source: <https://beltline.org/>; <https://www.austinparks.org/>

- Incorporate the established brand into the wayfinding system by using the selected color palette, typography and logo. Figure 7-7 illustrates an example of parks signage from the City of Toronto and the Atlanta Beltline.

Figure 7-7: Parks & Recreation Wayfinding and Signage Examples



Source: <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/parks-forestry-recreation/parks-trails-wayfinding-strategy/>; <https://beltline.org/>

- Design and create a simple iconography that can be translated into paving markings. Figure 7-8 illustrates examples of parks iconography used to easily identify the Indianapolis Cultural Trail.

Figure 7-8: Parks & Recreation Iconography Example



Source: <http://www.urbanindy.com/>

- Use the iconography and logo to create promotional item products. Figure 7-9 illustrates an example of promotional products created using the Austin Parks Foundation logo.

Figure 7-9: Parks & Recreation Promotional Product Example



Source: <https://www.austinparks.org/>