

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

**Goals, Objective and Policies:** The entire Element should be revised to reflect the proper formatting of Goals, Objectives and Policies, as defined below.

**Goal:** General statement that defines what the Element will ultimately achieve.

**Objective:** A more specific statement than the stated Goal; describes actions that will help achieve the goal(s).

**Policies:** Specific statements that provide directives on how to achieve the objectives and ultimately the Element's goal(s).

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

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|-------------|---|
| Objective 1 | Revision to clarify the purpose of the objective and proposed renumbering of this objective to become objective 3, all policies under this objective would require corresponding renumbering. |
| Policy 1.2  | Revision to expand focus of policy.   |
| Objective 2 | Revision to expand focus of objective   |
| Objective 3 | Revision to objective by making this objective number 1, with all policies under this objective reflecting the change.  |
| Policy 3.1  | Modification based upon expansion of the policy.  |
| Policy 3.3  | Modification based adding specificity to annual report.   |
| Policy 3.9  | Deletion based upon redundancy with policy 3.3  |
| Objective 4 | Revision to clarify the purpose of the objective.   |
| Policy 4.1  | Modification based upon proposed combination of policy, 4.1, 4.2 and 4.3 into single policy.  |

- Policy 4.2            Modification based upon proposed combination of policy, 4.1, 4.2 and 4.3 into single policy.
- Policy 4.3            Modification based upon proposed combination of policy, 4.1, 4.2 and 4.3 into single policy.
- Policy 6.1            Modifications based upon providing specificity to the purpose of policy and for expansion of the policy.

## ECONOMIC ELEMENT

### Introduction and Background

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

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

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

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

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

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

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

Objective Achievement Analysis: Collier County recommends text be revised.

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

**OBJECTIVE 1 [Object 1 should be the last Objective. Move Object 3 to the first Objective. All other remain in order] (The Conservation and Enhancement of Natural, Cultural and Social Resources):**

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

**Policy 1.1: Collier County will encourage the development of diverse cultural facilities through public, private, or public/private partnerships that meet the needs of the residents and visitors of the County.**

Policy Achievement Analysis: Collier County recommends text remains.

With the continues diversification of the United States population in terms of racial, ethnic and religious composition, a means to maintain the County's competitive advantage lies within the diversification of the County's population and cultural facilities.

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

Policy Achievement Analysis: Collier County recommends text be revised.

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

**Policy 1.3: Collier County will support a health care system that addresses the needs of both business and the work force.**

Policy Achievement Analysis: Collier County recommends text remains.

In addition to making the health care system attractive to the retirement segment of the population, the marking of Collier County to the business and work force is necessary to attract a balanced aged-segmented population.

**Policy 1.4: Collier County will cooperate with state entities and other social service providers to encourage the establishment of programs and facilities that assist the elderly population of the County.**

Policy Achievement Analysis: Collier County recommends text remains.

To further enhance the attractiveness of the County to the retirement segment of the population and diversity within that cohort, collaboration with social services organizations is necessary.

**Policy 1.5: Collier County will work with the sheriff, fire districts, municipalities, and other appropriate entities to provide a strong public safety program capable of protecting the citizens of the County and their property.**

Policy Achievement Analysis: Collier County recommends text remains.

As part of the attractiveness of an area or location to individuals, a strong first responder system is required to satisfy questions related personal safety and care.

**Policy 1.6: Collier County will support recycling programs in the County to protect natural resources, conserve energy, prolong the useful life of landfills, and maintain a positive public image.**

Policy Achievement Analysis: Collier County recommends text remains.

While not directly apparent, part of the attractiveness of a location lies within its commitment to the principals of sustainability and conservation.

**Policy 1.7: Collier County will support the protection of the environment that sustains the commercial fishing and tourist industries by opposing the leasing of off-shore tracts for the purpose of oil exploration and drilling. The County will oppose off-shore oil drilling in the region south of Latitude 27 degrees north to the state waters north of the Florida Keys and west to Longitude 86 degrees west.**

Policy Achievement Analysis: Collier County recommends text remains.

An integral part of the attractiveness of Collier County to seasonal residents, new permanent residents and tourist are the pristine vista provided by the Gulf on the shorelines throughout Collier County. To maintain this valuable asset the County must continue to oppose the presence of off-shore drilling. The Board has passed a Resolution to ban offshore drilling within 25 miles of any Gulf Coast shoreline.

**Policy 1.8: Collier County will encourage the preservation of sensitive natural resources, including beaches, wetlands, estuaries, clean air and water, historic resources, scenic vistas and other unique natural resources.**

Policy Achievement Analysis: Collier County recommends text remain.

Each of the physical features highlighted within policy 1.8 are essential within the attributes which makes the County a desirable location to live, work, recreate and visit.

**Policy 1.9: Collier County, in response to the current and projected needs of its residents, will encourage a diverse mix of housing types, sizes, prices, and rents.**

Policy Achievement Analysis: Collier County recommends text remains.

A wide range of housing types are required to satisfy a diverse socio-economic population and alleviate heavy burdens upon transportation systems. Collier County's economy is tied directly to providing high quality services to full time and seasonal residents and to satisfy those demands, a wide range of housing types are required in close proximity to where those services are provided to ensure employees are available to meet that demand.

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

Objective Achievement Analysis: Collier County recommends text be revised.

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

**Policy 2.1: Collier County will continue to support the area's domestic and international tourism programs to ensure continuation and expansion of the tourism industry.**

Policy Achievement Analysis: Collier County recommends text remains.

To maintain and enhance the number of tourists who visit the County, a strong competitive year-round marketing effort is required to highlight the County’s physical and social attributes against an ever increasing number of competing locations within Florida, the US and globally.

**Policy 2.2: Collier County will continue to support the local tourism industry and work with the community to position the County as a friendly and hospitable visitor destination.**

Policy Achievement Analysis: Collier County recommends text remains.

As a central tenant of the local economy the County must continue to support efforts to increase the county’s competitive advantages as a world class tourist destination.

**Policy 2.3: Collier County will support appropriate entities toward positioning the County as a major aviation international port of entry.**

Policy Achievement Analysis: Collier County recommends text remains.

As part of the attractiveness of the County to domestic and international tourism is the requirement for direct and convenient aviation routes to Southwest Florida.

**Policy 2.4: Collier County will support the research efforts of appropriate entities to accurately measure the economic impact of tourism and provide information for planning, marketing and management of tourism for both the private and public sectors.**

Policy Achievement Analysis: Collier County recommends text remains.

To perpetuate the presence of tourism within the County, the identification of new business opportunities to firms and individuals in the industry is required and this policy seeks to support efforts which frame those opportunities in a transparent and attractive manner.

**Policy 2.5: Collier County will support the development of ecotourism in the County.**

Policy Achievement Analysis: Collier County recommends text remain.

Diversification within the segments within the Tourism industry is essential and with the unique physical attributes of the County, efforts to strengthen the ever growing field of ecotourism is a natural part of that diversification. The County has a strong competitive advantage with respect to ecotourism given its unique location and vast natural resources. Eastern Collier County is also known as the Western Everglades. Within the County there are numerous significant state and federally owned and managed parks and preserves, including Big Cypress Preserve, Everglades National Park, Fakahatchee Strand Preserve State Park, Audubon's Corkscrew Swamp Sanctuary, Ten Thousand Islands National Wildlife Reserve, Rookery Bay National Estuarine Reserve, Florida Panther National Wildlife Refuge. These natural assets, which are accessible to the public, coupled with pristine gulf beaches and waterways and access to the Gulf of Mexico, all within a reasonable driving distance, make the expansion of ecotourism a prime economic diversification objective. Additionally, there are also numerous small businesses that rely on ecotourism as their business focus within Collier County.

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

Objective Achievement Analysis: Collier County recommends text remains but proposes renumbering Objective Three to Objective One.

The economic strategy employed by the County is a two prong approach; job creation through strengthening existing industries as well as active marketing to firms outside of the local market through recruitment efforts. The EDC and staff recognize this objective to be the primary focus or design behind the economic element and therefore suggest revising the order of the objectives with this objective being primary or the first objective.

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

Policy Achievement Analysis: Collier County recommends text be revised.

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

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

**Policy 3.2: Collier County, in support of appropriate entities, will support a coordinated local, regional, national, and international marketing program that will identify and attract industrial, commercial, and office space users.**

Policy Achievement Analysis: Collier County recommends text remain.

As noted, a primary component of the economic strategy employed by the county sits within the recruitment of firms to the local market.

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

Policy Achievement Analysis: Collier County recommends text be revised.

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

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

**Policy 3.4: Collier County will support a marketing program to actively pursue and encourage businesses to relocate to the County.**

Policy Achievement Analysis: Collier County recommends text remains.

To further the stated objective a marketing program is an essential means to accomplish the desired result. This plan will be a collaborative effort between the Economic Development Council, area Chambers of Commerce, the Convention and Visitors Bureau, Hotel and Lodging Association, Community Redevelopment Agencies and other area groups interested in the future development of Collier County.

**Policy 3.5: Collier County will study the economic incentives utilized by various Florida cities and counties that may also be utilized by Collier County to place it in a competitive position to attract new businesses.**

Policy Achievement Analysis: Collier County recommends text remains.

Successful economic development initiatives by no means are restricted to the local area and with this recognition; the County will continue to monitor the economic initiatives throughout the State to identify those with potential to assist the County in its efforts.

**Policy 3.6: Collier County, in coordination with appropriate entities, will support the expansion of international banking and finance industry to better accommodate the needs of international visitors to the area and that of local firms engaged in global markets.**



Policy Achievement Analysis: Collier County recommends text remains.

With the recognition of an increasing trend of international travel, the strong presence of seasonal residents and tourist from international destinations, the County's commitment to the expansion of the international banking and finance industry is essential to that segment of the County's visitors.

**Policy 3.7: Collier County will support the location of business and industry in the Foreign Trade Zone located at the Immokalee Airport.**

Policy Achievement Analysis: Collier County recommends text remains.

With the competitive advantages inherent with the Foreign Trade Zone designation, the County through the assistance of the Airport Authority Advisory Board will continue to promote economic activity within the FTZ and the Immokalee Airport.

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

Policy Achievement Analysis: Collier County recommends text remains.

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

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

Policy Achievement Analysis: Collier County recommends text be deleted.

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

**Policy 3.10: Collier County will support the protection and promotion of its existing water port developments.**

Policy Achievement Analysis: Collier County recommends text remains.

As noted the unique amenities provided the County from the Gulf are integral parts of the tourist industry, as well as the appeal to full time residents, with existing water ports standing as attraction of distinction within the County's appeal.

**Policy 3.11: Collier County Will Actively Pursue State And Federal Funding For transportation improvements to the local, regional, state, and national highway system in the County.**

Policy Achievement Analysis: Collier County recommends text remains.

All sources for funding for transportation improvements must be sought to continue to provide the mobility required from such a transient population inherent to the strong presence of seasonal and part time residents and visitors.

**Policy 3.12: Collier County, in coordination with other appropriate entities, will support the establishment and retention of small businesses throughout the County.**

Policy Achievement Analysis: Collier County recommends text remains.

In 2004, there were approximately 7,387,724 U.S. businesses, 6,000,795 or 81 percent were under 100 employees. These small to medium size firms are the economic drivers of the 21<sup>st</sup> Century economy.

**Policy 3.13: Collier County will continue to support programs designed to ensure the availability of the infrastructure needed for advanced telecommunications and high technology.**

Policy Achievement Analysis: Collier County recommends text remains.

A successful program in economic development will place attention and resources to the development of the required infrastructure for the 21<sup>st</sup> Century business with fiber optics and advanced telecommunications required to provide the locational decisions for business to locate and or develop.

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

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

Policy Achievement Analysis: Collier County recommends text remains.

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

**Policy 3.15: Collier County has adopted and shall maintain an impact fee deferral program for owner-occupied, single-family homes constructed within the Immokalee Enterprise Zone. The purpose of this program is to encourage the retention of a permanent resident population of homeowners within the Immokalee Community.**

Policy Achievement Analysis: Collier County recommends text remains.

The history of the Immokalee community is one tied to an agrarian economy with a high influx of seasonal migrant farm workers. To assist the Immokalee community in its desire to diversify its economic composition, the growth of full time residents has been identified as a key component of that strategy.

**Policy 3.16: Collier County will encourage agriculture industry programs to maintain or improve its economic viability, provide necessary support and promote Collier County produce.**

Policy Achievement Analysis: Collier County recommends text remains.

While seeking to diversify the economic structure of the Immokalee community, the County still recognizes the value and importance of agricultural activity to the overall economic mix within the County.

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

Objective Achievement Analysis: Collier County recommends be revised.

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

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

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

Policy Achievement Analysis: Collier County recommends text be revised.

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

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

Policy Achievement Analysis: Collier County recommends text be revised.

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

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

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

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

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

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

Objective Achievement Analysis: Collier County recommends text remains.

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

**Policy 5.1: Collier County will continue to coordinate with and assist the Collier County School Board in the orderly and rational expansion of educational facilities that enhance economic growth and a desired quality of life.**

Policy Achievement Analysis: Collier County recommends text remains.

Attention to the educational system for economic development is not relegated to attention at the University level, but strong elementary, middle and high school curriculums are essential components to fostering sustainable economic climates.

**Policy 5.2: Collier County will promote the development of programs and facilities at institutions of higher learning, including business and commerce, health services, technologies, and education careers.**

Policy Achievement Analysis: Collier County recommends text remains.

The educational outreach programs and facilities of the County's University system are key contributors to the development of a diversified sustainable economy.

**Policy 5.3: Collier County will encourage institutions of higher learning to develop cooperative and integrated curriculums that enhance and increase the productivity of the local work force and attract industries and skilled workers.**

Policy Achievement Analysis: Collier County recommends text remain.

University based programs designed around the core industries of the Collier economy ensure a steady stream of qualified employees to these firms and promote an environment conducive to small business creation.

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

Objective Achievement Analysis: Collier County recommends text remains.

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

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

Policy Achievement Analysis: Collier County recommends text be revised.

Periodic review of development regulations are required to ensure that unintended negative consequences, contrary to the GMP's Economic Element are not resulting from such development regulation. Additionally, based upon recent economic development initiatives, the Land Development Code requires amendments to fully implement the recent initiatives. To allow for such, the policy is being proposed for modification as detailed below.

Policy 6.1 Collier County will periodically review its land development regulations for consistency with the Collier County Growth Management Plan to ensure that such regulations support and promote the accomplishment of the goals, objectives and policies of this Element. To this end, the County will, within two years of the date of adoption of the 2011 EAR-based GMP amendments, review the County's Land Development Code and amend as necessary to remove barriers and to provide flexibility and incentives, to promote the achievement of the goals, objectives and policies of this Element, with particular emphasis on created incentives and flexibility that would promote development and redevelopment within targeted areas including Community Redevelopment Areas, identified Innovation Zones, and qualified urban infill areas.