

# Implementation

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## INTRODUCTION

The process of building communities of character will be the ultimate public-private partnership; individuals, developers large and small, and multiple government agencies will all make investments. The private dollars expended will greatly exceed the public ones. For their part, the development industry will have to seize the opportunity to regain the public trust and confidence, by building better places and more functional communities as the norm. If citizen activists, political leaders, and environmentalists want communities of character, they will either need to work collaboratively with the developers already active in Collier County to get them to try something new, or recruit developers from elsewhere who have demonstrated their skill at creating better places, or both. This will be much easier if the adversarial relationship between developers and everybody else, steadily escalating during the sprawl era, can be replaced with a mutually reinforcing culture of community building.

Yet the role of coordinating the efforts by so many groups on so many fronts falls to local government, and the county is the enabler, catalyst, and keeper of the vision. Therefore the whole process begins with Collier County, which wields enormous power over the outcomes through its regulations, public works projects, and coordination with other agencies. The county is the leader, and must act first.

Leadership and partnerships are particularly important because realizing the goals of the Community Character Plan will require a significant shift, on the part of both developers and government, away from a whole series of habits that create characterless sprawl. Government's part of the required retooling is outlined in this chapter.

Specific recommendations have been provided throughout the three manuals to describe how Collier County can begin converting the vision into reality. Many of these actions will require separate public hearings and legislative actions, such as amendments to Collier

County's growth management plan and its land development code. Some are budgetary in nature, requiring appropriations from various funding sources, while others involve planning activities or general governmental operations.

This final chapter of the plan compiles all the recommendations from the three manuals and organizes them by type of action. Thus, all amendments to the growth management plan are repeated here in a single section, with a reference to the page where each was initially discussed. This organization should prove useful to those carrying out these recommendations and those wishing to monitor Collier County's progress.

Implementation of this plan will be a multi-year process that will require the efforts of county staff members from many departments. The first recommendation below is for the County Manager to report to the Board of County Commissioners as to which departments will be responsible for implementing each task listed below. The second recommendation is to extend the life of the Select Committee On Community Character and Design, the advisory committee responsible for this plan, for two additional years to assist in the plan's implementation. The third is to allocate \$175,000 next fiscal year to carry out the required changes to the growth management plan and land development code. The remainder of the recommendations below are reprinted from the three manuals in this plan.

<b>RECOMMENDATION</b>	<b>PAGE</b>	
<b>1. DIRECTION TO COUNTY STAFF:</b>		Collier County's diverse communities and the special characters that are created by their physical settings, including roadsides, natural features, memorable buildings, and the public realm between buildings.2.26
a. Within 60 days after adoption of this Community Character Plan, the County Manager is to present the Board of County Commissioners with an outline of departmental responsibilities for carrying out the recommendations in this plan.	5.2	
<b>2. ADVISORY COMMITTEES:</b>		
a. Modify Resolution 99-203 (which established the Select Committee on Community Character and Design) to extend the committee's life for two additional years for these purposes:	5.2	
i. To oversee Collier County's progress in implementing the Community Character Plan;		i. Add a policy describing typical improvements for maturing neighborhoods, such as adding sidewalks and street trees, creating focal points within walkable portions of neighborhoods, improving street connections, improving pedestrian access to shopping, and traffic calming.
ii. To provide outreach to neighborhoods and other groups (developers, chambers of commerce, shopping center owners, industrial park tenants) to encourage involvement in pursuing the goals of the Community Character Plan; and		ii. Add a policy that would allow a greater variety of housing types in maturing neighborhoods, such as accessory apartments, live-work units, or townhouses.
iii. To provide a forum for discussing additional long-range planning ideas to further the goals of the Community Character Plan.		iii. Add a policy that describes the various levels of involvement that Collier County can use to improve or redevelop existing neighborhoods, including a municipal service taxing or benefit district, a community plan, a community redevelopment agency, or a dependent special district.
<b>3. GROWTH MANAGEMENT PLAN:</b>		
a. In the Future Land Use Element, adopt a new goal #2 stating that county planning efforts shall recognize the variations among	2.26	iv. Add a policy under objective #4 of goal #1 adding "community plans" as a new Collier County planning process that can be requested for existing neighborhoods or commercial/industrial developments. Community plans could include the

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following steps:

- (1) Collier County would declare that it wishes to assist neighborhoods in community planning and set out a process for individual neighborhoods to request professional assistance.
- (2) The process would typically include:
  - (a) neighborhood meetings to gather input and develop design and implementation ideas;
  - (b) preparation of a master plan;
  - (c) acceptance of this master plan by Collier County as part of the community plan;
  - (d) adoption of any amendments that are needed to the growth management plan or land development code;
  - (e) determination of cost-sharing requirements for capital improvements; and
  - (f) initiation of any capital improvements through normal

county channels.

- (3) An administrative code would be adopted with the details of the community planning process, such as the application process, suggested timeframes, and whether the group would be assisted by county staff, consultants selected for each neighborhood, or consultants on retainer; and
- (4) General guidelines for cost-sharing of community improvements would be provided. Improvements of community-wide benefit would generally be paid for by the county (such as new connector streets and associated sidewalks and street trees), whereas improvements of local benefit may require matching funds contributed by a private entity, another public source, or charged to property owners through a municipal service taxing or benefit district.2.26

- c. Add an achievable objective #2 under goal #2 about Collier County's commitment to improve typical subdivision techniques.
  - i. Add a policy establishing stricter terms before extending the life of unbuilt development approvals that are no longer consistent with the

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## RECOMMENDATION

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| <p>growth management plan. This policy should also describe the type of modifications that are anticipated: moving gates away from major roads; improving connectivity to adjoining neighborhoods and within new neighborhoods; creating neighborhood centers or focal points within walkable portions of neighborhoods; adding sidewalks; and increasing the range of housing prices and types.</p> <p>ii. Add a policy that requires a technical evaluation of expiring PUD rezonings as to the spacing and connectivity of local streets, percentage of land behind gates, and interconnections with adjoining neighborhoods (see page 1-9 in the Mobility Manual).</p> | <p>2.35</p> | <p>local streets, percentage of land behind gates, and interconnections with adjoining neighborhoods (see page 1-9 in the Mobility Manual).</p> <p>iv. Add a policy that requires street connections to all fronting collector and arterial roads, except where no such connection can be made without violating intersection spacing requirements of the land development code.</p> <p>v. Add a policy clearly supporting neighborhoods with a fine-grain mix of housing types, densities, and costs.</p> <p>vi. Add a policy encouraging most new lakes or ponds to be located at edges of neighborhoods so as to minimize interruptions to pedestrian connectivity.</p>                                  | <p>2.46</p>             |
| <p>d. Add an achievable objective #3 under goal #2 regarding standards for planning new neighborhoods.</p> <p>i. Add policies endorsing the strategies for creating new neighborhoods as stated in this plan, including right-sized neighborhoods with walkable blocks, differing intensities, common public spaces, and sites for civic buildings.</p> <p>ii. Add a policy that requires master plans in proposed PUD rezones to show a conceptual street and block pattern for the entire site.</p> <p>iii. Add a policy that requires a technical evaluation of proposed PUD master plans and site development plans as to the spacing and connectivity of</p>          | <p>2.35</p> | <p>e. In the Future Land Use Element, establish a new goal #3 promoting “great streets” for Collier County and memorable commercial centers that combine resilient traditional buildings, customer convenience, diversity of offerings, and a complementary mix of uses.</p> <p>f. Add an achievable objective #1 under goal #3 of the Future Land Use Element regarding the design of great streets and adjoining buildings.</p> <p>i. Add policies that endorse the basic strategies for designing great streets as stated in this plan.</p> <p>ii. Add a policy that recognizes the following features as desirable for development along roads: buildings fronting sidewalks with little or no set-</p> | <p>2.61</p> <p>2.61</p> |



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residential subdistrict” (page 19 of the Future Land Use Element) which applies to 80% of all land west of the urban boundary, to state the conditions under which town centers and lesser-intensity centers including schools, day-care, and non-intrusive workplaces can be integrated into neighborhoods. Shopping centers and office parks would still not be allowed.	nectivity of local streets, percentage of land behind gates, and interconnections with adjoining neighborhoods.	
iv. Amend the description of the “urban commercial district” and its subdistricts (pages 27-31) to state the conditions under which town centers and activity centers can be developed.	k. Add a policy that requires commercial PUD rezonings, plats, and site development plans to demonstrate reasonable integration and interconnection with adjoining developed or undeveloped land.	3.15
v. Amend the description of the “mixed-use activity center subdistrict” (pages 27-30) to no longer permit an activity center to be devoted entirely to commercial uses; a complementary mix of uses, including housing, would be included in each activity center.	l. Amend Policy 4.4 of the future land use element to expand the scope of corridor management plans to include plans conducted concurrently with, or integrated into, the project development process of major roadway improvements. The purpose of these expanded plans is to integrate land-use issues (including access management) with the selection of optimal right-of-way and cross-sections for road improvements.	3.41
vi. Add a policy encouraging mixed-use buildings and mixed-use developments by not excluding commercial land when calculating maximum residential densities.	m. Amend the description of the “Urban - Mixed Use District and related subdistricts” (pages 18-23 of the Future Land Use Element) to reflect the county’s new strategies for creating neighborhoods.	2.35
vii. Add a policy modifying Collier County’s policy on time extensions for unbuilt development approvals within activity centers.	n. Amend the description of the “Traditional Neighborhood Design subdistrict” (pages 21-22 of the Future Land Use Element) to convert this subdistrict into an option that can be used throughout the urban designated area without need for rezoning, provided a proposed development plan complies with specific regulations to be placed into the land development code.2.35	2.35
j. Add a policy that requires a technical evaluation of proposed residential PUDs and other larger rezonings as to the spacing and con-	3.15	

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- o. Update the Golden Gate Area Master Plan, as follows:
- i. Develop a plan for land surrounding the future interchange of Interstate 75 and Golden Gate Parkway so that it can provide a dramatic entry into Naples and Golden Gate instead of conventional interstate commercial uses.
  - ii. Define generalized alignments for two-lane collector roads and “missing links” in the NGGE road system and illustrate cross-sections for these roads that include rows of native shade trees that will grow together to form a tree canopy.
  - iii. Delineate general subareas of Golden Gate Estates having differing characters so that the updated master plan can consider appropriate treatments for each.
  - iv. Identify suitable locations for minor commercial uses in the form of rural crossroads, hamlets, or rural villages.
  - v. Prepare general criteria for a design review system for all new commercial development in Golden Gate Estates.
  - vi. Identify any specific areas of environmental sensitivity where further development would be undesirable and other areas that may be suitable for a transfer of development rights into areas designated for minor commercial uses. Include the new “proposed publicly owned natural lands” acquisition area just north of Alligator

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Alley as shown in the greenspace manual.

- vii. Include a refinement of the trail and greenway system and proposed neighborhood parks as shown in the greenspace manual.
  - viii. Develop strategies for raising groundwater levels and reestablishing at least parts of the original flowways that ran through Golden Gate Estates. Flowways could be reestablished on public lands as actual sloughs or could remain as forested greenbelts running across private lands.
  - ix. Identify potential locations for new neighborhood centers that could serve Golden Gate Estates. These locations could include land within or near the Orangetree settlement area or unplatted land west of 12th and 14th Avenues SE.
- p. When republishing the county-wide future land use map, include an outline or hatched pattern to indicate the regulatory area included in the Golden Gate Area Master Plan so that its special provisions would be immediately apparent.
- q. Add a policy that requires newly subdivided neighborhoods to limit gates and other access restrictions to individual blocks or portions of neighborhoods so that even communities with gates can have street interconnections with adjoining neighborhoods. Open street connections would remain about every quarter mile, if not more frequently.

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r. Add a new policy under objective 1.6 in the Public Facilities Element (drainage sub-element) to encourage the use of stormwater management techniques that return rainwater directly to the ground, such as pervious pavement, dry detention areas, exfiltration trenches, and other direct recharge concepts.	2.46		ment to provide an objective measure of progress toward the goal of providing an interconnected network of sidewalks, bike-ways and transit routes to provide multi-modal access to/between all greenspaces. Measures might include miles of sidewalks, bikeways, and trails constructed.
s. Amend Policy 9.3 of the Transportation Element to strengthen its requirement for interconnection of local streets between neighborhoods.	2.35	w. Modify Policy 4.4 to ensure that the five-year pathway work program is funded through the five-year capital improvements program.	4.37
t. Add a policy in the Transportation Element that commits to include the following basic amenities in the design and construction of new roads to be built by Collier County: ample sidewalks that are separated from curbs (except where parallel parking is allowed), street trees in uniform rows; attractive lighting fixtures that will not conflict with mature trees, and on-street parking along boulevards and collector roads and in other locations where buildings are (or are planned to be) close to the road.	2.61	x. Add policies to the GMP to describe the purpose of the thoroughfare map, direct its creation, and outline how it will be implemented, including: <ul style="list-style-type: none"> <li>i. Not issuing any development approvals that would block future roads;</li> <li>ii. Requiring unbuilt PUDs to modify their site plans upon expiration of their rezoning approval to provide future roads on the thoroughfare map and to improve internal connectivity; and</li> <li>iii. Requiring developers to build links on the thoroughfare plan that run through their properties at the time of development.</li> </ul>	3.20
u. Clarify and strengthen the county's policy on interconnections between neighborhoods by amending Transportation Element Policy 9.3 to recognize the great potential of connected networks to reduce traffic congestion and also to ensure that excessive or speeding through traffic will be limited by the layout and design of the connecting roads themselves.	3.15	y. Add a policy supporting improved parcel-level connections through future changes to the land development code.	3.15
v. Amend Objective 4 of the transportation ele-	4.37	z. Add a policy that new residential developments provide either a connection or the opportunity for a connection to support a col-	3.15

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lector road network at about one-quarter mile intervals.		rency management areas and authorize modification of the county's Adequate Public Facilities Ordinance to include techniques to implement this new system.
aa. Add one or more policies supporting the frequent use of regularly spaced street trees throughout Collier County and requiring them on public road construction projects.	3.35	
ab. Modify GMP financing policies as follows:	3.20	ad. Unless specifically exempted by the board of county commissioners, the county would prepare a corridor management plan for major roadway improvements, especially for road expansions that are not shown on the 2010 or 2020 road expansion maps as adopted into the growth management plan (Maps TR-6AW and TR-7AW). 3.41
i. Establish an appropriate priority for public construction of links on the thoroughfare plan, by amending Policies 1.1.2.D and 1.1.4 of the Capital Improvements Element (CIE) and Policies 1.1 and 1.2 of the Transportation Element;		
ii. Delete the prohibition on borrowing funds to build any connector roads that might be deemed as providing "avoidable excess capacity," by amending CIE Policy 1.2.4; and		ae. Add a new goal to the recreation and open space element supporting a neighborhood park goal of complete the neighborhood park system to provide useable open space within a five-minute walk of residents in urban areas. 4.31
iii. Adopt a policy encouraging the use of development agreements (as authorized by F.S. 163.3220) to allocate costs of transportation improvements resulting from new development to the benefitting parties."		af. Add an achievable objective to the recreation and open space element that can be used to measure progress toward this goal. Measures might include: park sites identified; park sites acquired; park improvements installed; expenses incurred for neighborhood parks; etc. 4.31
ac. If warranted by the outcome of these studies, begin steps to amend the growth management plan to:	3.39	ag. Add new policies to the recreation and open space element about the following activities: 4.31
i. Formally designate and map the transportation concurrency management areas.		i. Require recreational or civic facilities in all new residential developments.
ii. Modify Objective 1.5 and Policy 1.5.3 of the capital improvements element to explain the transportation concur-		ii. Carefully site new neighborhood parks for maximum integration into existing neighborhoods and/or in con-

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| <ul style="list-style-type: none"> <li>junction with schools, churches, or other recreational facilities.</li> <li>iii. Include a map showing generalized locations for proposed neighborhood parks over the coming ten years.</li> <li>iv. Increase the current public funding level for the Neighborhood Park Assistance Program.</li> </ul>   | 4.34 | <ul style="list-style-type: none"> <li>existing schools.</li> <li>iv. Regularly update the recreation and open space impact fee rates to match increases in land and construction costs.</li> </ul>  |      |
| <ul style="list-style-type: none"> <li>ah. Add a new goal to the recreation and open space element supporting a community park goal to provide large community parks for active and passive recreation within a 15 - 20 minute drive of residents in urban areas.</li> </ul>   | 4.32 | <ul style="list-style-type: none"> <li>ak. Add new policies about the following activities:           <ul style="list-style-type: none"> <li>i. Encourage shaded sidewalks along residential streets, especially near schools and commercial areas.</li> <li>ii. Explore the creation of an urban greenway network along existing major canal banks and powerline easements.</li> </ul> </li> </ul>  | 4.37 |
| <ul style="list-style-type: none"> <li>ai. Add an achievable objective to the recreation and open space element that can be used to measure progress toward this goal. Measures might include: park sites identified; park sites acquired; park improvements installed; expenses incurred for community parks; etc.</li> </ul>   | 4.34 | <ul style="list-style-type: none"> <li>al. Expand Objective 10.2 of the conservation and coastal management element to include a measure of progress toward increasing public access to the beaches and waterways of Collier County. Measures might include: additional access points acquired in fee simple or by easement; access improvements installed, including parking lots; and public transit provided to access points.</li> </ul> | 4.39 |
| <ul style="list-style-type: none"> <li>aj. Add new policies to the recreation and open space element about the following activities:           <ul style="list-style-type: none"> <li>i. By 2006, acquire three additional community park sites in the general locations shown on the greenspace master plan, with sufficient land to allow 50% of each site to remain in passive open space.</li> <li>ii. Design and construct four new community parks as quickly as impact fees become available.</li> <li>iii. Consider available options for combining community parks with new or</li> </ul> </li> </ul> | 4.34 | <ul style="list-style-type: none"> <li>am. Add new policies under this objective about the following activities:           <ul style="list-style-type: none"> <li>i. Aggressively seek additional public access points to the Gulf beaches.</li> <li>ii. Expand public transit to provide regular service from parking facilities to beach access points.</li> </ul> </li> </ul>   | 4.39 |
| <ul style="list-style-type: none"> <li>an. Add a new goal to the recreation and open space element supporting the acquisition of additional property rights where needed to protect regionally signifi-</li> </ul>   | 4.43 | <ul style="list-style-type: none"> <li>an. Add a new goal to the conservation and coastal management element supporting the acquisition of additional property rights where needed to protect regionally signifi-</li> </ul>   | 4.43 |

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cant wetlands and flow-ways and to preserve habitats and corridors essential to the survival of the Florida panther and other listed species (endangered, threatened, special concern).

ao. Add an achievable objective that can be used to measure progress toward this goal. Measures might include: holding a referendum on funding sources; number of acres of natural lands purchased and protected; or number of acres of natural lands that other public agencies are able to protect within Collier County. 4.43

ap. Add new policies about the following activities: 4.43

i. COUNTY LAND ACQUISITION:

(1) If presented with a credible proposal from a citizens' group, place a referendum on the ballot for a county-run program to acquire and manage natural lands.

(2) If approved by voters in a referendum, establish a county-run land-acquisition program and manage those lands in their natural state.

ii. ACQUISITION BY OTHER AGENCIES:

(1) Formally express support for legitimate efforts by other government agencies or non-profit entities to acquire lands for preservation purposes, including the use of less-than-fee acquisitions for the same purpose.4.41

**4. LAND DEVELOPMENT CODE:**

a. Allow single-family lots to be split when a continuous alley can be provided behind the lots to allow vehicular access from the rear. 2.26

b. Modify the required minimum depths of lots in situations where right-of-way acquisitions have reduced lot depths. 2.26

c. Adopt the thoroughfare plan's map into the land development code. 2.35

d. Amend the land development code to require newly approved developments to: 2.35

i. Include collector roads that are open to the public and not blocked by gates;

ii. Incorporate any road links shown on the thoroughfare map; and

iii. Provide detailed criteria for evaluating the connectivity and spacing of local streets in proposed developments.

e. Require newly subdivided neighborhoods to establish a connected street pattern with only a minimum of cul-de-sacs. 2.35

f. Adopt specific regulations to implement the revised A Traditional Neighborhood Design subdistrict. 2.35

g. Amend the C-1, C-2, and C-3 zoning districts to no longer require "conditional use" approval for mixed residential and commer- 2.90

<b>RECOMMENDATION</b>	<b>PAGE</b>		
cial uses and to eliminate the two-story height limit and other unnecessary barriers to mixed uses.			
h. Amend the C-4 and C-5 zoning districts to allow mixed residential and commercial uses.	2.90		
i. Adopt specific regulations to implement the county's new policy on gates in newly subdivided neighborhoods.	2.44		
j. Amend any provisions of the code that inappropriately restrict the use of stormwater management techniques that return rainwater directly to the ground.	2.46		
k. Amend the code wherever conflicts are found between its current provisions and the new growth management plan policies regarding great streets.	2.61		
l. Amend the code to provide "build-to" lines rather than mandatory front setbacks for commercial buildings.	2.61		
m. Amend §2.7.3.4 to shorten the period that unbuilt PUD approvals remain valid from five years to three years, and to substantially increase the amount of continuing progress that is required to retain PUD approval for unbuilt or partially built PUDs that are no longer consistent with the growth management plan or land development code. The purpose of this change is to require the design of unbuilt portions of PUDs to be modified to comply with regulatory changes before the PUD approval can be extended.	2.31 & 2.90		
		n. Upgrade the architectural and site design standards in §2.8 of the land development code to:	2.86
		i. Establish standards for differing neighborhood and building types, such as mixed-use shopfronts and live/work units.	
		ii. Include precise illustrations of desirable building types.	
		iii. Rewrite the site design standards to significantly improve pedestrian access and to orient buildings toward public spaces.	
		iv. Establish special standards for building complexes larger than 50,000 square feet that requires a street-and-block pattern so that their site designs can evolve over time, and that also requires special permission for any anchor store so large that it cannot fit on a standard block.	
		v. Mandate reasonable interconnection between adjoining commercial parcels and surrounding developed or undeveloped land; these connections should be aligned to serve as future streets or alleys.	
		vi. Establish a design review board that would be empowered to grant exceptions to these standards.	
		vii. Reduce parking requirements for walkable, interconnected, mixed-use developments.	
		viii. Modify the parking requirements to minimize parking between stores and streets and to require all sur-	

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face parking lots larger than the code's minimum requirements to provide substantial additional landscaping.		u. Amend §3.2.8.4.16.5 of the code to allow and encourage the use of the alley, lane, street, and connector cross-sections from the "Great Street" palette in this report.	3.35
o. Establish a design review system for new commercial development in Golden Gate Estates.	2.109	v. Make other changes to the land development code that are found necessary during the community planning process.	2.26
p. Amend §2.2.20.3.1.1 so that land in PUDs that is used for commercial purposes is encouraged to include dwelling units. For purposes of computing density, the number of such units is limited by parking, drainage and other development regulations and is not deducted from the residential density limits of the PUD.	2.90	w. Provide the detailed criteria for evaluating the connectivity and spacing of local streets in proposed developments.	3.15
q. Amend §2.2.20.3.4 so that on-street parking spaces within PUDs are no longer excluded when computing minimum parking requirements.	2.90	x. Require newly subdivided neighborhoods to: <ul style="list-style-type: none"> <li>i. Establish a connected street pattern with only a minimum of cul-de-sacs; and</li> <li>ii. Limit gates and other access restrictions to portions of neighborhoods so that even communities with gates can have street interconnections with adjoining neighborhoods and can be connected to collector roads at about one-quarter mile intervals.</li> </ul>	3.15
r. Amend §2.2.20.3.5 to reduce the usable open space requirements in PUDs with fully mixed uses and to no longer exclude planting strips between internal streets and sidewalks from open space calculations.	2.90	y. Amend current code provisions that unnecessarily restrict shared parking lots or provide insufficient criteria for shared driveways and cross access easements.	3.15
s. Amend §3.2.8.3.2 of the code to allow alleys to provide the principal vehicular access in residential subdivisions.	3.35	z. Amend the code as needed to require commercial PUD rezonings, plats, and site development plans to demonstrate reasonable integration and interconnection with adjoining developed or undeveloped land.	3.15
t. Amend §3.2.8.4.16 and §2.2.20.3.11 of the code to delete the ambiguity as to when street interconnections will be required.	3.15 & 2.35		

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- aa. Amend the land development code to require newly approved developments to:
- i. Include collector roads that are open to the public and not blocked by gates;
  - ii. Incorporate any road links shown on the thoroughfare map; and
  - iii. Prior to renewal of rezoning approval for unbuilt PUDs, require the modification of their site plans to provide collector roads that are open to the public.
- ab. Amend the land development code to implement corridor management plans when so indicated by the results of those plans.
- ac. Amend the land development code to require recreational or civic facilities in new neighborhoods; these facilities can be privately owned and maintained, or can be a publicly owned neighborhood park if the location and design is approved by Collier County.
- ad. Amend the land development code to require community interconnectivity through pedestrian/bicycle facilities and meandering off-road pathways.

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**5. ADMINISTRATIVE CODE:**

- a. Adopt an administrative code establishing guidelines for community plans. 2.26

**6. FINANCING ISSUES:**

- a. Allocate \$250,000 annually beginning next fiscal year from the unincorporated municipal service taxing district to fund community planning studies. 2.26
- b. Allocate \$175,000 next fiscal year from the general fund for Collier County's use in implementing the recommendations of the Community Character Plan. 5.15
- c. If a land-acquisition referendum is approved by the voters: 4.43
- i. Dedicate a portion of the proceeds for restoration and continuing maintenance of acquired land.
  - ii. Commit the remainder of the proceeds through the county's capital improvements program for the sole purpose of acquiring natural lands.
- d. If a land-acquisition referendum is not held or not approved by the voters: 4.43
- i. Seek whatever acquisition funding can be obtained from state and federal sources.
  - ii. Work with private landowners to develop "best management practices" for privately owned buffers along "core" greenway lands.

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<b>7. NEIGHBORHOOD TRAFFIC MANAGEMENT PROGRAM (NTMP):</b>			
a. Double the annual funding for the NTMP in order to:	3.15		
i. Expand the program to develop measures that would enhance sub-arterial connecting streets and prevent speeding;			
ii. Make the NTMP more comprehensive in scope, to examine neighborhood traffic patterns rather than individual streets in isolation; and			
iii. Prioritize future improvements on streets within and between neighborhoods.			
<b>8. THOROUGHFARE PLAN:</b>			
a. Prepare a thoroughfare plan identifying a secondary road network including potential collector and minor arterial roads, plus opportunities for interconnections between existing neighborhoods and future development.	3.20		
b. Include on the county's new thoroughfare plan:	2.109		
i. a series of two-lane collector roads that will provide alternate routes for travel between Golden Gate Estates and coastal Collier County; and			
ii. "missing links" in the Golden Gate Estates road system where short road segments or new bridges could be installed to make the existing road network more functional.			
		<b>9. ROAD IMPACT FEE ORDINANCE:</b>	
		a. Conduct a new impact fee rate study that includes an evaluation of the use of road impact fees to pay for the expanded road network shown on the thoroughfare map.	3.21
		b. Amend the road impact fee ordinance to:	3.21
		i. Increase impact fees to pay for these roads and for sidewalks and bike paths;	
		ii. Offer impact fee credits to developers who build these roads through their property;	
		iii. Regularly update the impact fee rates to match increases in construction costs; and	
		iv. Ensure that impact fee credits are not granted for road improvements that benefit only private parties.	
		<b>10. CAPITAL IMPROVEMENTS PROGRAM:</b>	
		a. Allocate \$750,000 from the same source beginning in the following fiscal year to be used in the capital improvements program as matching funds to implement community plans.	2.26
		b. Extend Collier County's 5-cent gas tax beyond its current expiration at the end of 2003 and pledge its proceeds to borrow funds, part of which can be used to immediately begin building links shown on the thoroughfare plan map.	3.21
		c. During each annual budget cycle, review a schedule of proposed capital improvements	3.21



**RECOMMENDATION****PAGE**

- to roads for the next five years:
- i. This schedule should include road improvements needed to avoid a concurrency moratorium and other priorities in the growth management plan, plus acquiring land and building those links shown on the thoroughfare plan that are not likely to be built by private developers;
  - ii. The full five-year schedule should be published in Collier County's annual budget book and incorporated into the growth management plan immediately after budget adoption. This schedule should include a map plus details for each road project such as:
    - (1) the starting and ending points for the project;
    - (2) the number of existing and proposed lanes;
    - (3) the general character of the project; and
    - (4) whether the project includes design, right-of-way acquisition, construction, or all three steps.
- d. Beginning in Fiscal Year 2001-2002, allocate \$500,000 annually for the Neighborhood Park Assistance Program to begin funding two new neighborhood parks per year. (Current-year funding for this program comes from the county's general fund, part of about \$8 million traditionally allocated to capital improvements. This \$8 million is fully allocated for FY 2001-2002, but has only been partially allocated for the remainder of the five-year capital improvements program.)
- e. Beginning in Fiscal Year 2001-2002, schedule the acquisition of one community park site every two years so that all three needed sites will be available in advance of demand (funding source: recreation and open space impact fees).
- f. Also beginning in Fiscal Year 2001-2002, schedule the design and construction of four additional community parks in accordance with anticipated recreation and open space impact fee collections.
- g. Beginning in Fiscal Year 2001-2002, include all projects on the five-year pathway work program in the county's five-year capital improvements program.

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**RECOMMENDATION****PAGE****11. LONG-RANGE TRANSPORTATION PLAN:**

- a. Direct the Naples (Collier County) Metropolitan Planning Organization to expand its computer modeling during the next update of its long-range transportation plan in order to:
  - i. evaluate the expanded collector road network and better-connected neighborhoods, as proposed in this plan; and
  - ii. test alternate land-use scenarios such as a trend toward more compact mixed-use neighborhoods.

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- b. The MPO should continue its traditional role of integrating a wide range of land-use and environmental goals into transportation planning, and its staff director should report directly to the elected officials who comprise the MPO's governing board.

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- c. Direct the Naples (Collier County) Metropolitan Planning Organization to expand its computer modeling during the next update of its long-range transportation plan to test the effects of different levels of service on the cost, size, and type of roads needed through the year 2025.

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**12. ROAD CROSS-SECTIONS:**

- a. Replace the six-lane arterial cross-sections adopted by Resolution 2000-77 with the "Great Street" palette suggested in this report for arterials, parkways, and connector streets. These cross-sections would become acceptable road types for public construction projects and for privately built roads; they are

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not intended to limit road designs, but to illustrate desirable features and right-of-way requirements for each type of roads.3.33

**13. MODIFIED CONCURRENCY APPROACH:**

- a. If any year's Annual Inventory and Update Report (AUIR) determines that a concurrency-induced building moratorium may occur within the next 2-3 years, Collier County should initiate the studies needed to support the establishment of one or more "transportation concurrency management areas" that would provide mobility alternatives and promote infill development.

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