



Development Services Advisory Committee Meeting

Wednesday, June 03, 2026

3:00 pm

2800 N. Horseshoe Dr.

Naples, FL 34104

**Growth Management Community Development
Department**

Conference Room 609/610

Please contact Heather Cartwright-Yilmaz at (239) 252-8389 if you have any questions or wish to meet with staff.

Development Services Advisory Committee

Agenda

Wednesday, June 03, 2026

3:00 pm

2800 N. Horseshoe Dr., Naples, FL 34104

Growth Management Community Development, Conference Rooms 609/610

NOTICE:

Persons wishing to speak on any Agenda item will receive up to three (3) minutes unless the Chairman adjusts the time. Speakers are required to fill out a "Speaker Registration Form", list the topic they wish to address, and hand it to the Staff member before the meeting begins. Please wait to be recognized by the Chairman and speak into a microphone. State your name and affiliation before commenting. During the discussion, Committee Members may direct questions to the speaker.

Please silence cell phones and digital devices. There may not be a break in this meeting. Please leave the room to conduct any personal business. All parties participating in the public meeting are to observe Roberts Rules of Order and wait to be recognized by the Chairman. Please speak one at a time and into the microphone so the Hearing Reporter can record all statements being made.

1. Call to order – Chairman
2. Approval of Agenda
3. Approval of Minutes:
 - a. DSAC-LDR: 4.21.2026 (Page: 04)
 - b. DSAC: 05.06.2026 (Page: 07)
4. Public Speakers

5. Staff Announcements/Updates

- a. Zoning Division – [**Mike Bosi**]
- b. Community Planning & Resiliency Division – [**Christopher Mason**]
- c. Housing Policy & Economic Development Division – [**Cormac Giblin**]
- d. Development Review Division – [**Jaime Cook**]
- e. Operations & Regulatory Mgmt. Division – [**Evelyn Trimino**]
- f. Building Review & Permitting Division – [**Building Division**]
- g. Collier County Fire Review – [**Michael Cruz, Captain**]
- h. North Collier Fire Review – [**Chief Sean Lintz or designee**]
- i. Code Enforcement Division – [**Thomas Iandimarino**]
- j. Public Utilities Department – [**Matt McLean or designee**]
- k. Transportation Management Services
Transportation Engineering Division – [**Jay Ahmad or designee**]

6. New Business

- a. GMCD Compensation Study - 2025
- b. PL20240006969 – RFMUD Restudy – LDCA

7. Old Business

8. Committee Member Comments

9. Adjourn

FUTURE MEETING DATES:

July 01, 2026 – 3:00 PM (No Meeting)

August 05, 2026 – 3:00 PM

September 02, 2026 – 3:00 PM



Collier County

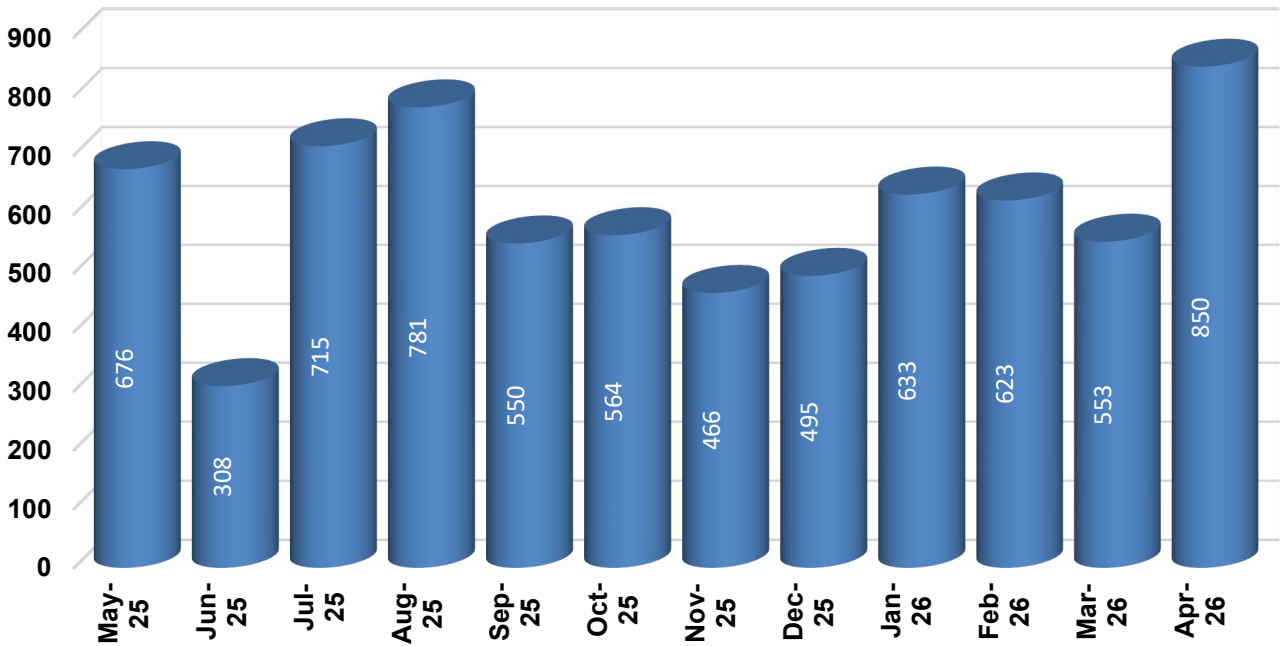
May *2026 Code Enforcement* *Monthly Statistics*



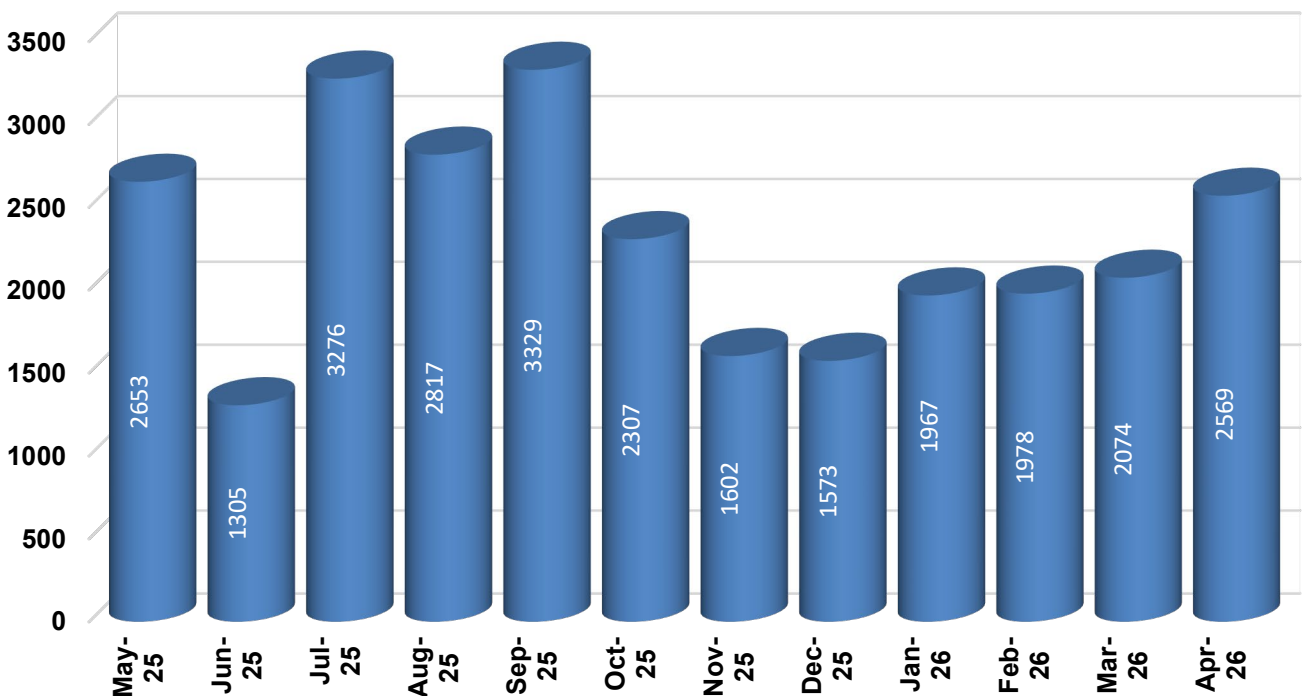
Code Enforcement Reports



Cases Opened Per Month



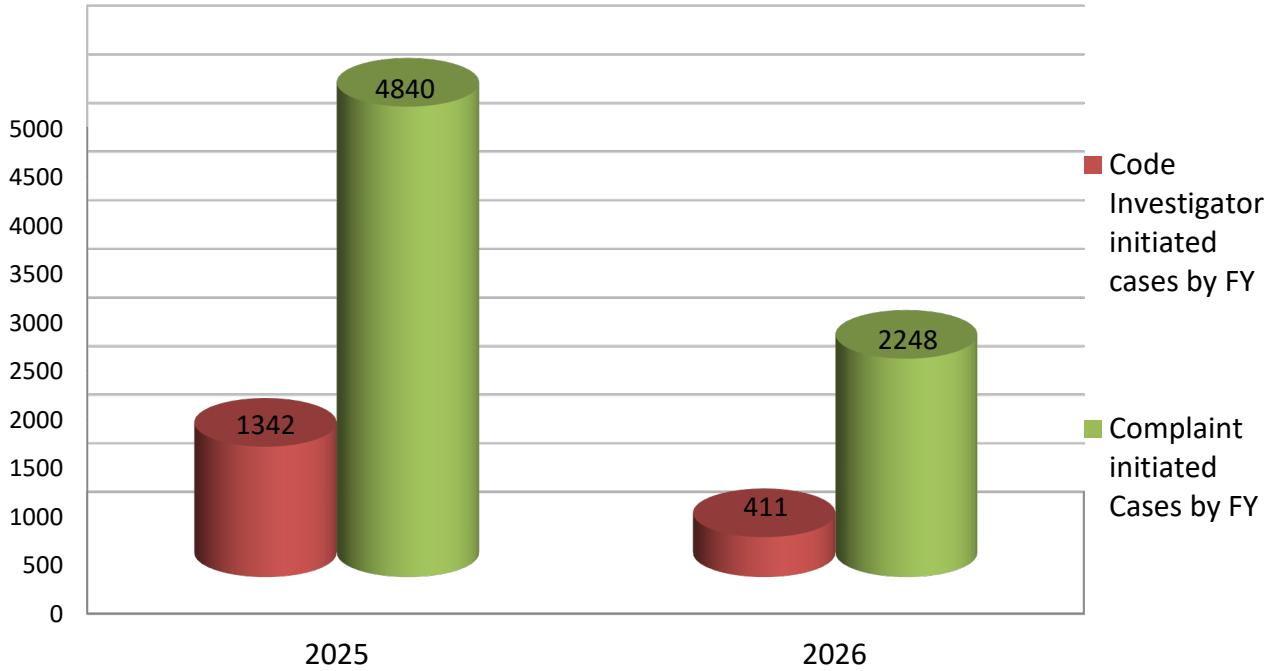
Code Inspections Per Month



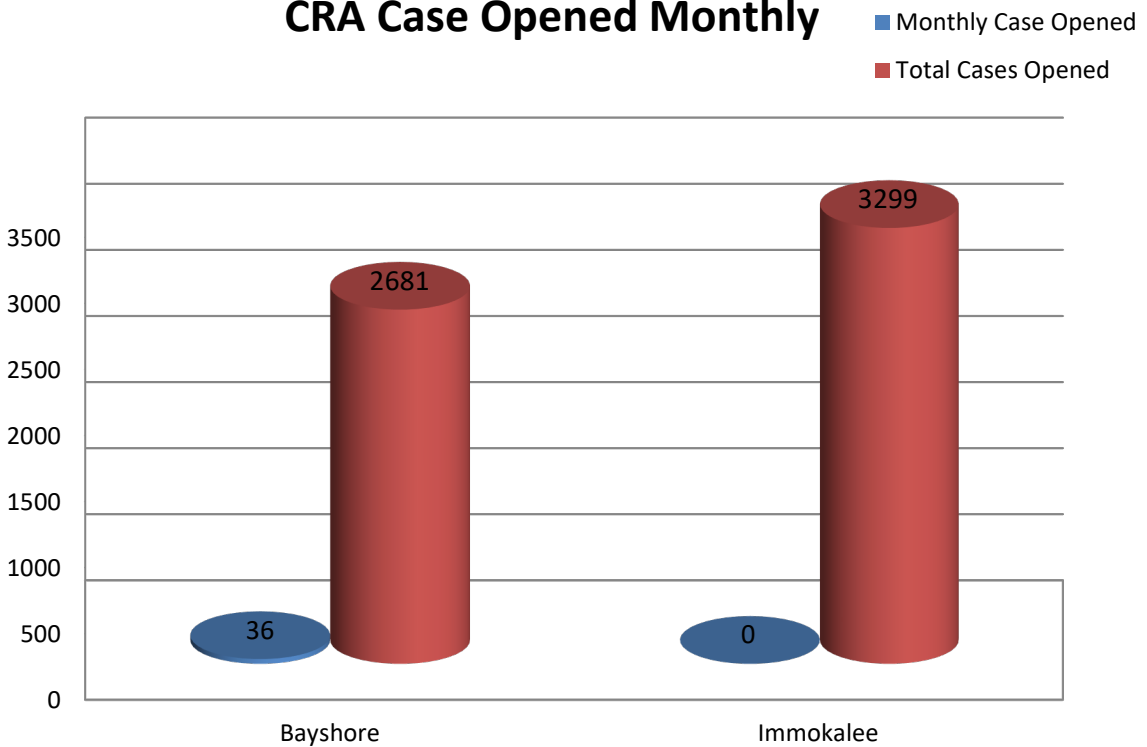
Code Enforcement Reports



Origin of Case



CRA Case Opened Monthly



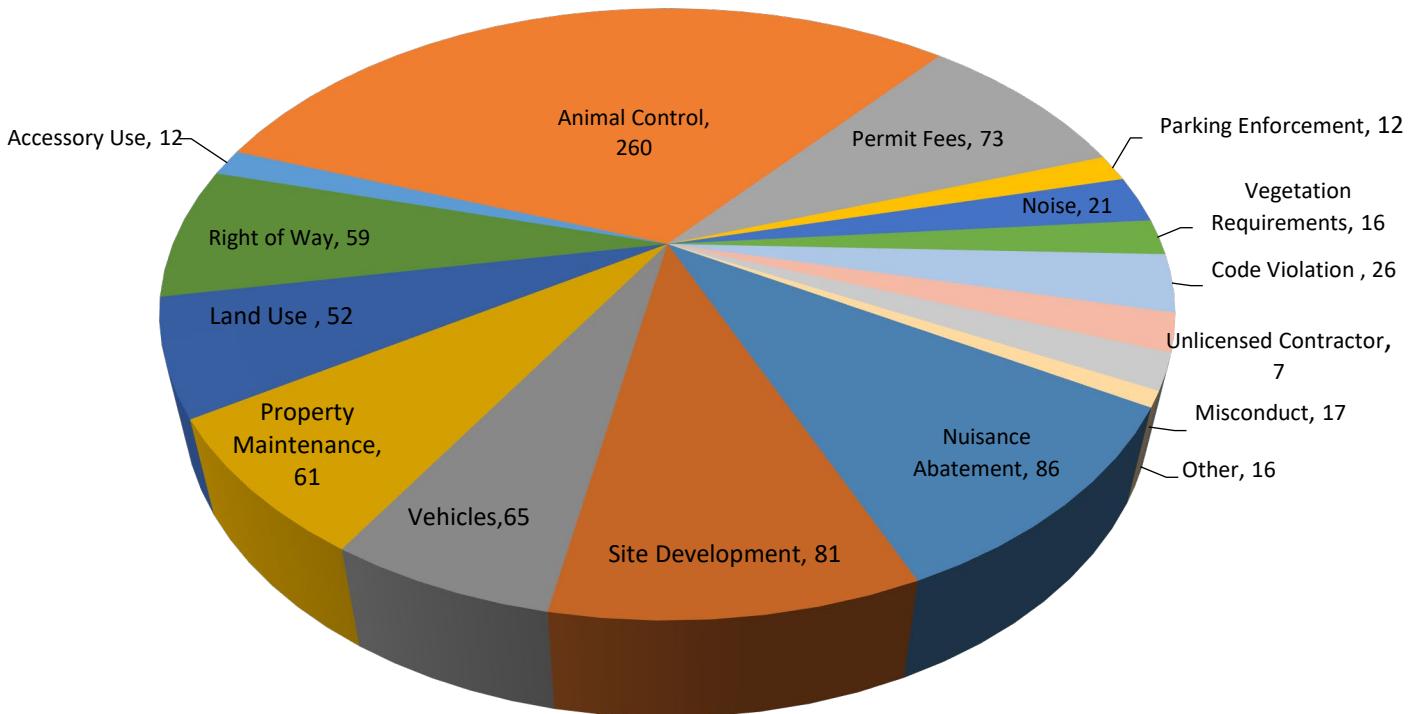
Code Enforcement Reports



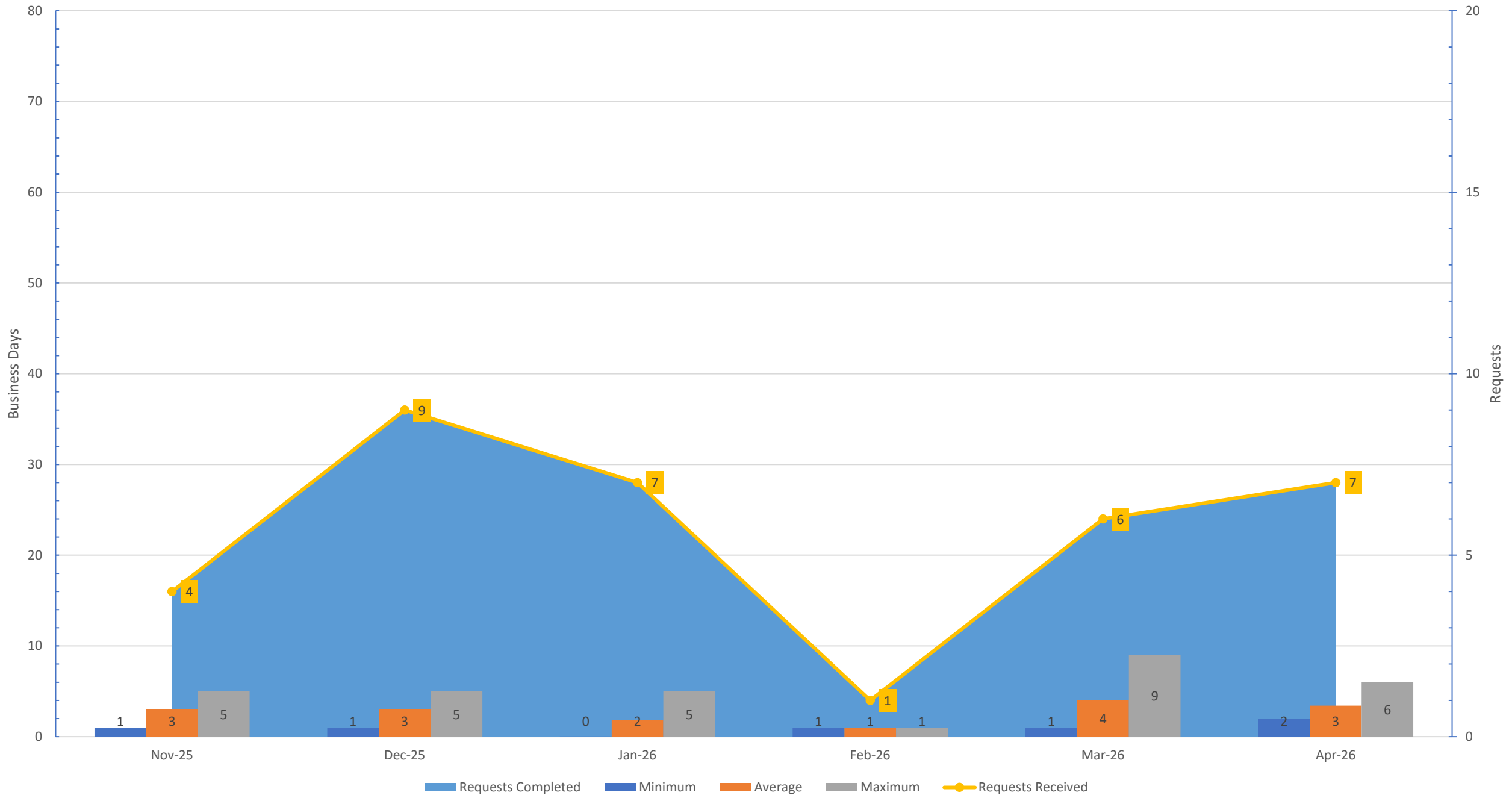
April 22, 2026 – May 19, 2026 Highlights

- Cases opened: 850
- Cases closed due to voluntary compliance: 337
- Property inspections: 2569
- Lien searches requested: 777

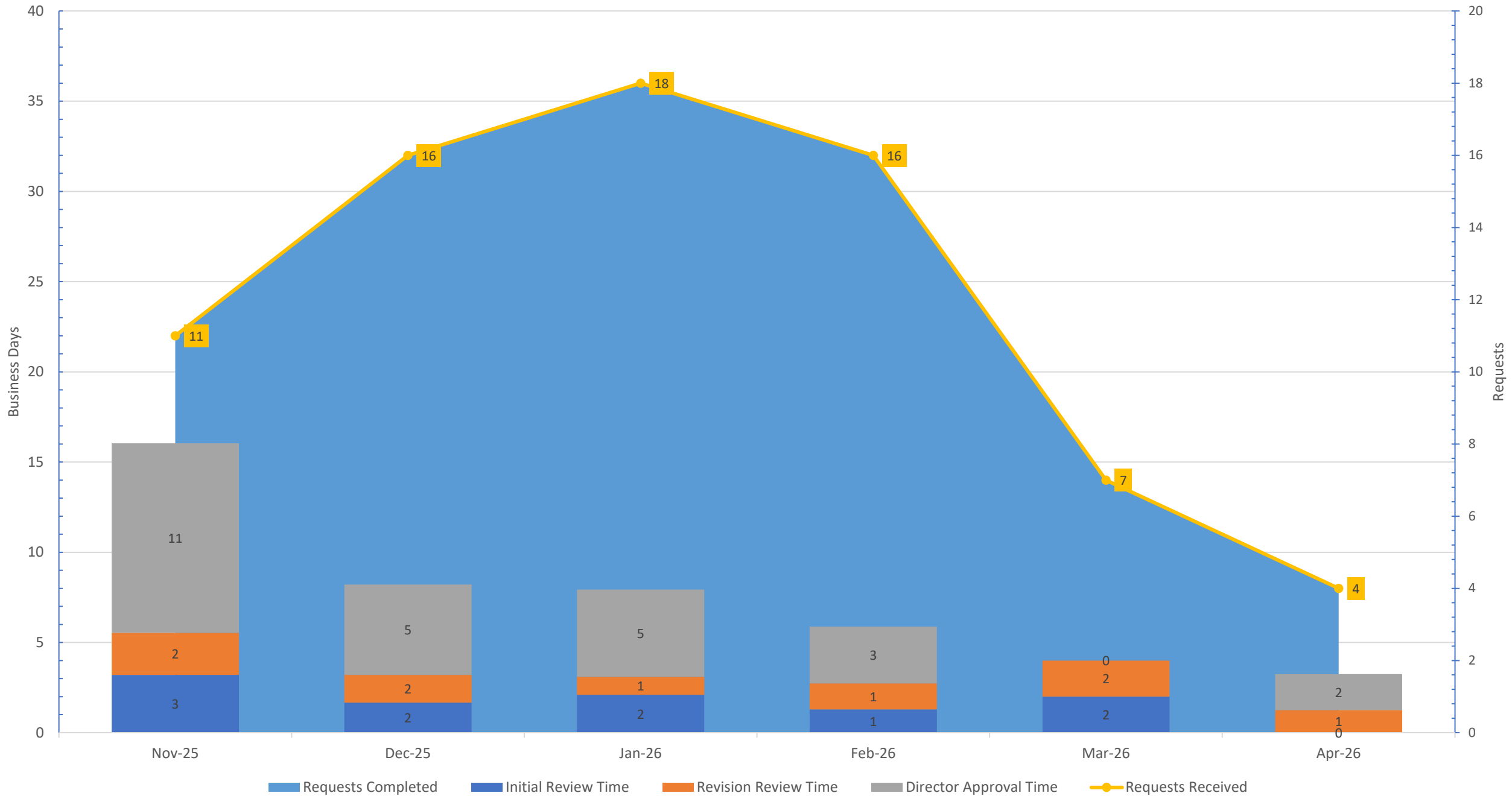
Top 15 Code Cases by Category



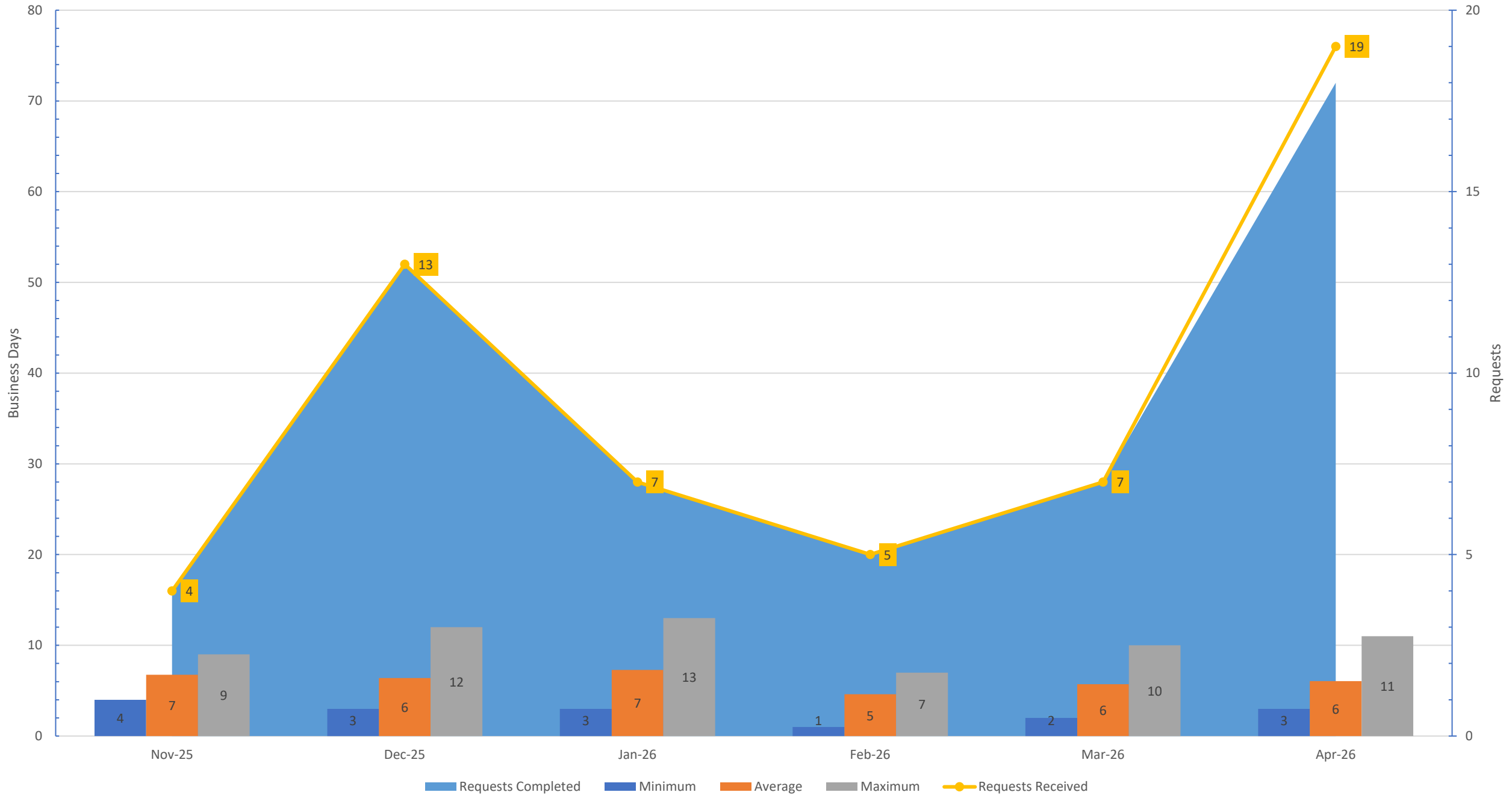
Response Time - Letters of Availability



Response Time - FDEP Permits



Response Time - Deviations



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Growth Management Community Development Compensation Study for Collier County, FL



Presenter: Aura Bailey, MBA, Project Manager

Introduction

Collier County, FL has initiated a thorough examination of its Growth Management Community Development Compensation framework. This study, conducted by Alpha Omega Group Logistics LLC, aims to assess and enhance compensation structures to ensure they are competitive, equitable, and sustainable in meeting the county's operational needs and workforce requirements.

Study Objectives

The Growth Management Community Development Compensation Study aims to provide a comprehensive analysis of compensation structures for key positions within Collier County's Code Enforcement and Building Review & Permitting divisions. This includes **assessing internal pay equity for identified roles, benchmark compensation against relevant market data for similar municipalities, review salary structures and pay grades, provide recommendations for department-specific process improvement.**



Study Methodology & Analytical Framework

This study utilizes a comprehensive methodology that includes an internal compensation review to assess pay structures, vacancy analysis to identify trends in staffing and turnover, market benchmarking against comparable Florida counties to evaluate competitiveness, and fiscal impact modeling to ensure recommendations align with budgetary constraints.



Key Internal Equity Findings

- **Structure Is Fundamentally Sound**
 - Logical hierarchy between enforcement and credentialed building roles
 - Formal Level I Level II progression
 - Controlled above-base hiring process
- **Mid-Tier Compression Risk Emerging**
 - Officer II and Inspector II roles serve as de facto career ceilings
 - Promotional differentials may narrow over time
 - Lateral hiring above base can create internal spacing pressure
 - This creates retention vulnerability among experienced staff
- **Limited Advanced Technical Path**
 - Level II is effectively the terminal non-supervisory classification
 - Retirement exposure is concentrated in senior technical roles
 - Advancement often requires moving into supervision
 - This creates succession and mentorship strain.
- **Turnover Is Not Solely Entry-Level**
 - Separations occur across tiers
 - Vacancies persist in technical classifications
 - Market scarcity + structural ceiling compounds risk

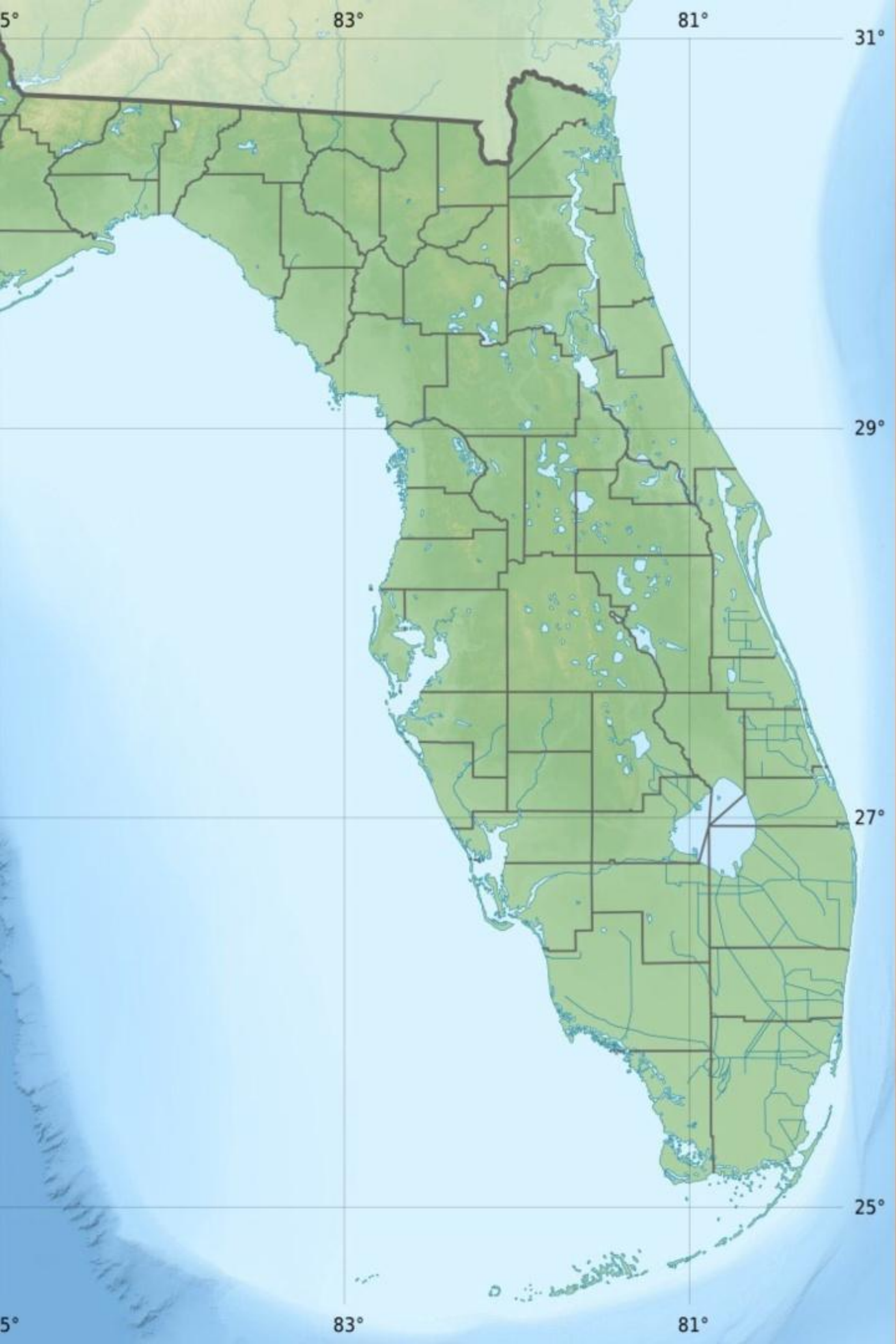


Comparable Agencies/Counties

Comparator jurisdictions were selected using the following criteria:

- Similar population size or service complexity
- Comparable regulatory and development activity
- Florida geographic alignment
- Publicly available pay structures
- Direct labor competition overlap

1	Lee County
2	Sarasota County
3	Palm Beach County
4	Orange County
5	Hillsborough County



Larger Tier 1 metropolitan areas such as Miami-Dade County were excluded due to structural and market differences that would distort competitive alignment comparisons for Collier County.

- Miami-Dade County was excluded from the benchmarking analysis due to significant structural and market differences that misalign competitive comparisons with Collier County.
- The population scale of Miami-Dade (~2.7 million) contrasts significantly with Collier (~400,000), highlighting different labor market dynamics.
- Miami-Dade's higher compensation levels, driven by urban development and regulatory complexity, would distort benchmarking results for a non-megacity like Collier.
- Operational complexities in Miami-Dade, including separate regulatory districts and larger staffing, further differentiate it from comparable counties such as Lee and Sarasota.
- This study benchmarks Collier County against structurally comparable Florida counties, as Miami-Dade operates within a significantly larger metropolitan labor market tier with different compensation dynamics.

Positions Benchmarking Summary

Position Desc	Collier County Mir	Lee County Min	Sarasota County Mir	Orange County Min	Hillsborough County Min	Palm Beach County Min
Code Enforcement Officer I	\$ 22.18	\$ 17.00	\$ 22.94	\$ 25.00	\$ 20.22	\$ 28.83
Animal Control Officer I	\$ 22.18	\$ 22.00	\$ 24.00	\$ 23.10	\$ 23.10	\$ 26.01
Property Maintenance Specialist	\$ 26.19	\$ 17.00	\$ 26.99	\$ 25.00	\$ 27.14	\$ 18.54
Park Ranger I	\$ 20.30	\$ 22.00	\$ 22.06	\$ 19.00	\$ 16.02	\$ 22.88
Code Enforcement Officer II	\$ 25.18	\$ 19.23	\$ 24.74	\$ 31.30	\$ 27.24	\$ 31.94
Animal Control Officer II	\$ 29.46	\$ 22.00	\$ 22.06	\$ 26.94	\$ 25.86	\$ 27.39
Code Enforcement Supervisor	\$ 33.13	\$ 24.86	\$ 31.17	\$ 28.00	\$ 29.00	\$ 31.95
Code Enforcement Manager	\$ 38.76	\$ 38.62	\$ 40.78	\$ 57.00	\$ 40.00	\$ 34.50
Park Ranger II	\$ 27.23	\$ 21.74	\$ 27.22	\$ 22.50	\$ 23.00	\$ 26.69
Plans Reviewer II	\$ 29.46	\$ 24.86	\$ 31.16	\$ 31.30	\$ 40.66	\$ 31.95
Building Inspector II	\$ 29.46	\$ 24.86	\$ 28.34	\$ 31.30	\$ 31.21	\$ 32.78
Plans Reviewer I	\$ 28.32	\$ 24.86	\$ 28.34	\$ 23.19	\$ 34.00	\$ 31.94
Building Inspector I	\$ 28.32	\$ 21.74	\$ 26.99	\$ 23.19	\$ 27.14	\$ 31.14
Plans Reviewer / Building Inspector Level III		\$ 27.00	\$ 29.00	\$ 35.00	\$ 33.00	\$ 31.00
Plans Reviewer / Building Inspector Level IV		\$ 30.00	\$ 32.00	\$ 42.00	\$ 34.00	\$ 35.00
Building Official - Senior Manager		\$ 42.00	\$ 45.00	\$ 57.00	\$ 45.00	\$ 48.00
Intern		\$ 17.00	\$ 18.00	\$ 19.00	\$ 18.00	\$ 20.00

Key Findings



Market positioning generally aligned



Cost-of-living pressures impact wages



Stable operational demand trends



Significant retirement exposure in roles



Market Positioning Overview

Entry-Level Role Positioning

Collier County's compensation structure for entry-level roles tends to cluster within the lower-middle market range, making it less competitive compared to surrounding jurisdictions. This positioning raises concerns regarding recruitment and retention, particularly as housing costs rise.



Mid-Tier Role Compression

Conversely, mid-tier roles, such as Code Enforcement Officer II and Building Inspector II, experience compression compared to higher-growth metropolitan counties. This compression can impact internal mobility and retention efforts, creating a potential risk for operational continuity as these positions are critical for service delivery. We recommend adding positions: Intern, Level III, Level IV.



Vacancy Analysis

- 19 documented vacancies across the two divisions.
 - 10 vacancies in Building Review & Permitting
 - 9 vacancies in Code Enforcement

Building Review & Permitting Division

- The recurring vacancies in CCG256 (Plans Reviewer II) indicate recruitment sensitivity in certified, credentialed technical roles. These positions require specialized licensing and experience, which reduces labor pool elasticity.
- Inspector II vacancies directly affect inspection throughput and may increase scheduling strain during peak permitting cycles.

Code Enforcement Division

- Animal Control Officer I: Field-based, public-contact roles demonstrate greater turnover volatility than technical office-based positions.
- Code Enforcement Officer I: Rapid succession vacancies may indicate compression sensitivity, career mobility transitions, or market competition effects
- Park Ranger I: Single vacancy; however, consistent with prior recurring vacancy patterns observed in earlier dataset.
- Code Enforcement Supervisor: Represents higher organizational impact due to oversight responsibilities and mentoring role. Leadership-tier vacancies can disrupt team stability and promotion pipeline continuity.

Pay Grade Exposure Analysis

Based on analysis of vacancy patterns (2023–2025), retirement eligibility (0–3 years), and operational workload, mapped to the County's pay grade structure.

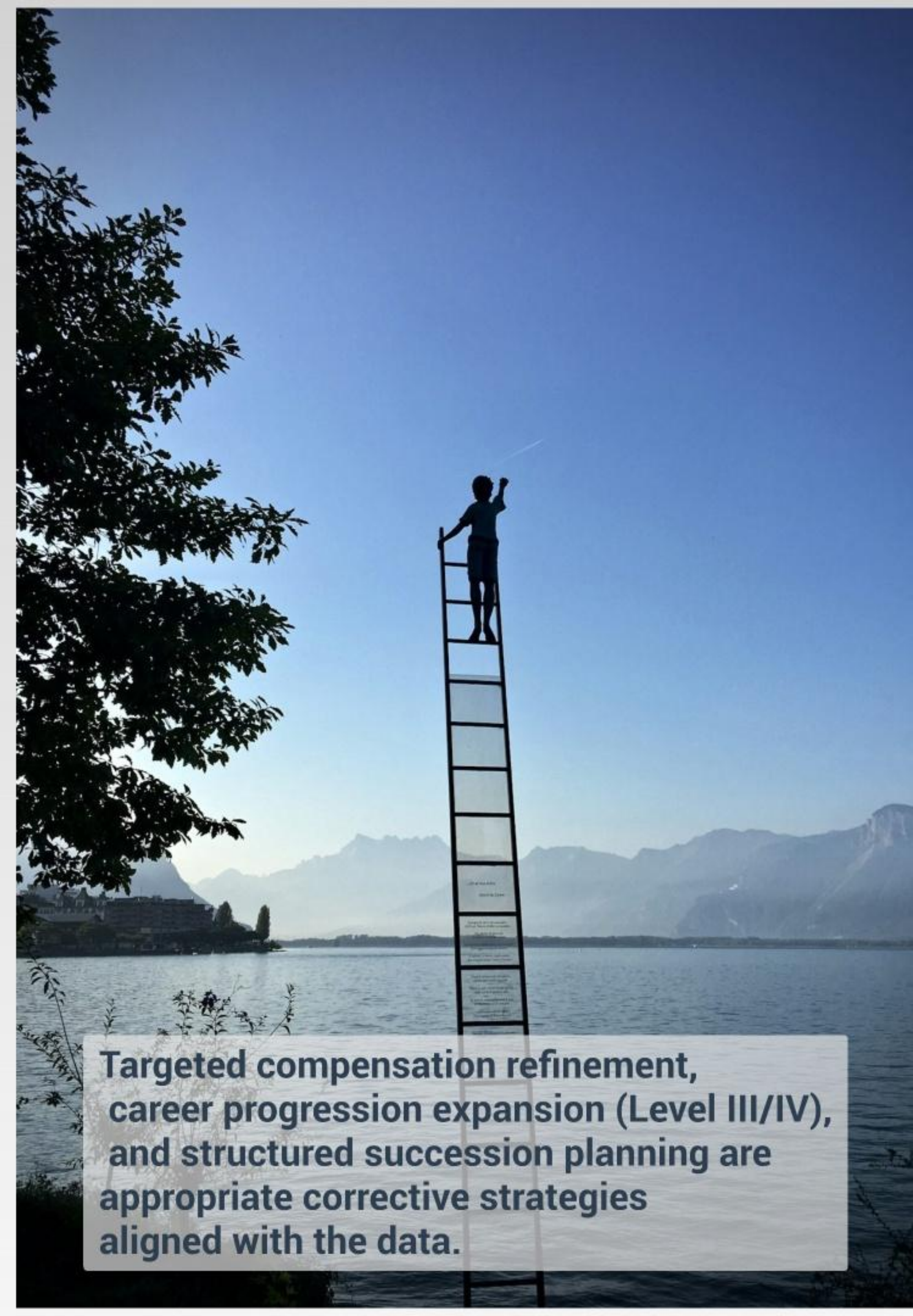
The most impacted pay grades:

- CCG256 – Advanced technical (Plans Reviewer II / Building Inspector II)
- CCG249 – Entry enforcement (Animal Control Officer I / Code Enforcement Officer I)

This indicates vacancy clustering at both:

- Credentialed mid-to-senior technical level
- Entry-level enforcement level

These pay grades show the greatest concentration of vacancy duration, repeat recruitment activity, and retirement exposure, indicating pressure at both entry-level enforcement roles and credentialed technical positions.



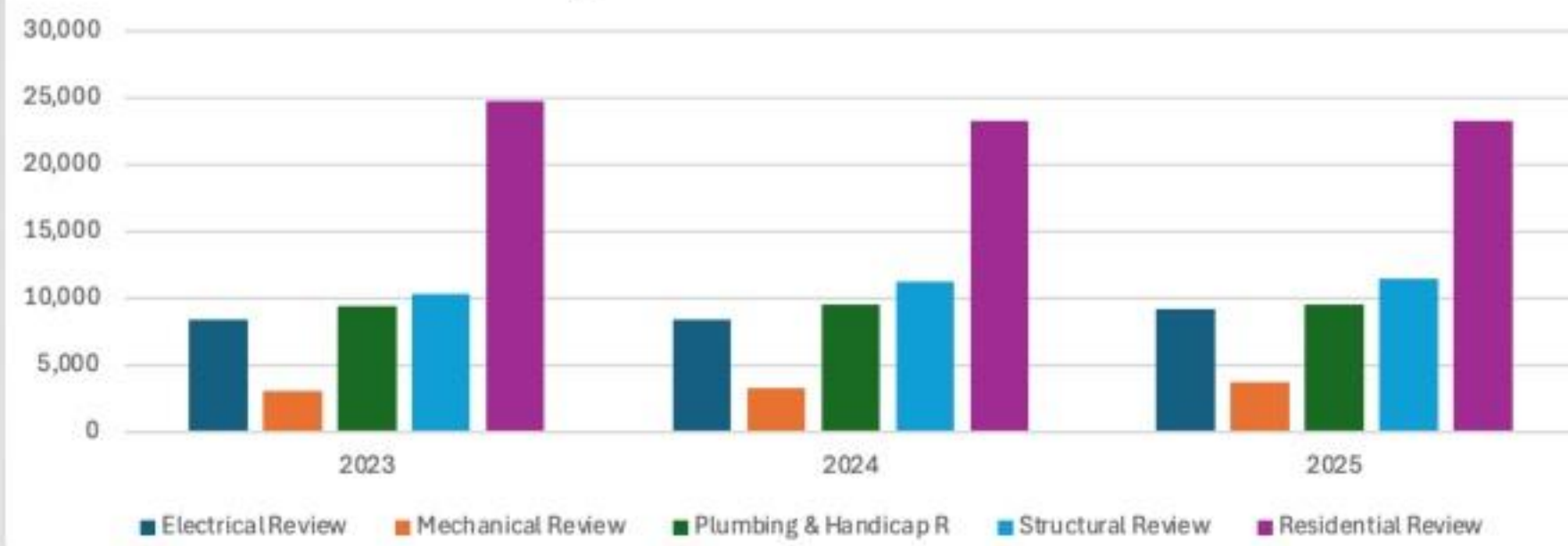
Targeted compensation refinement, career progression expansion (Level III/IV), and structured succession planning are appropriate corrective strategies aligned with the data.

Production and Workload Trends

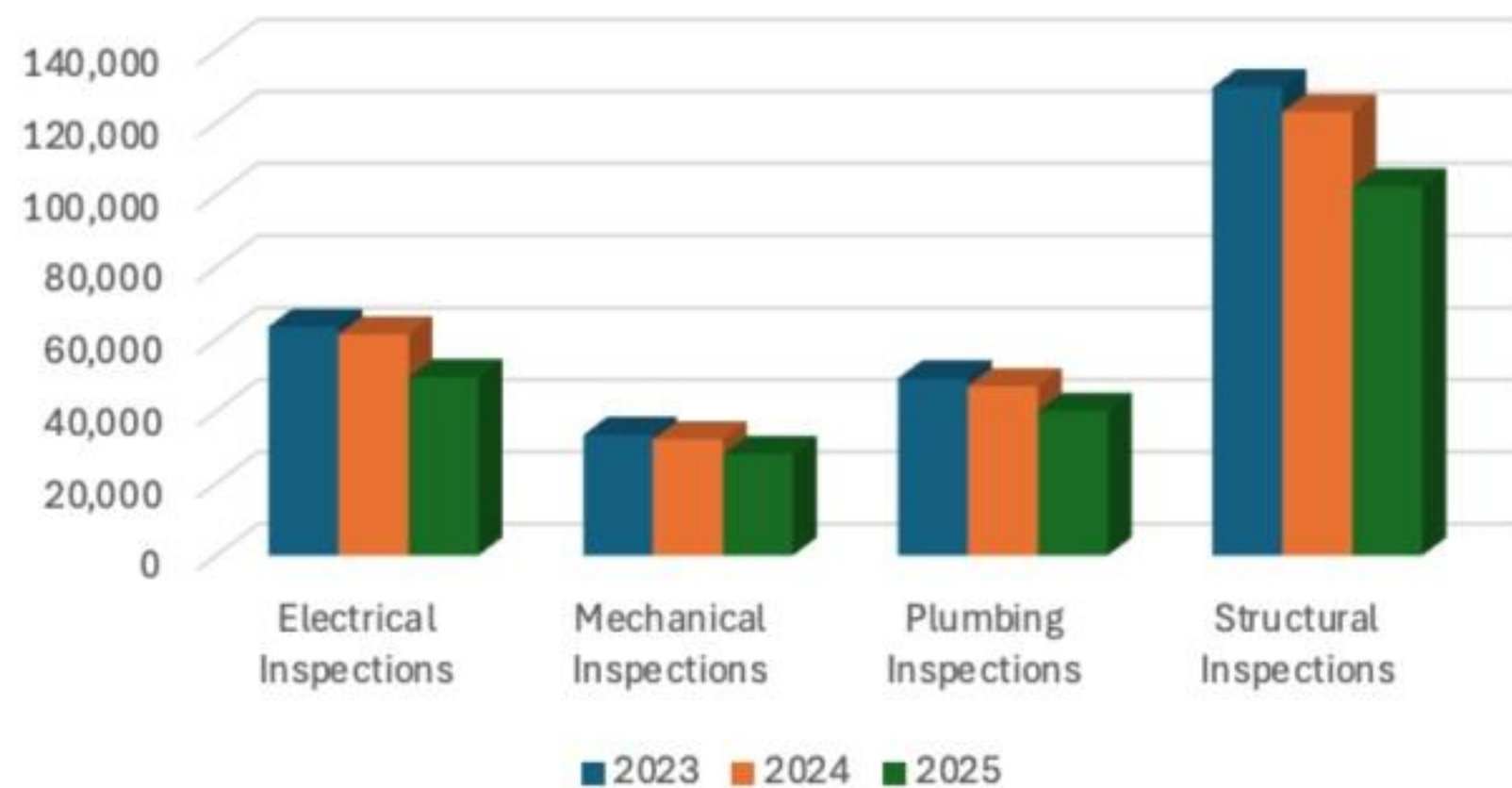
Analysis of operational demand in Collier County's Building Review and Code Enforcement divisions shows sustained activity and case management effectiveness.

Building

Building Reviews FY2023-FY2025



Inspections FY2023-FY2025



Code Enforcement

Code Enforcement Cases



The Building Division experienced:

- High-volume steady plan review production
- Structural reviews stable/increasing
- Inspection volume remains high
- Retirement concentration in technical roles

The Code Enforcement Division experienced:

- +13.4% growth in cases from FY23 to FY24
- +37.7% growth in cases from FY24 to FY25
- +56.2% total growth over two fiscal years

Top 10 Code Cases by Category



Retirement Exposure Analysis

The analysis indicates significant upcoming retirements in critical regulatory roles, necessitating proactive succession planning.
42 people will retire in the next 3 years from both divisions.

22

Projected retirements of Building Inspectors (I and II) within the next three years.

Plus

1

Chief Building Official.

6

Projected retirements of Plans Reviewers II in the upcoming years.

2

Chief Building Inspectors

6

Projected retirements of Code Enforcement Officers (I and II) within the next three years.

1

Projected retirement from a Deputy building official

1

Projected retirement of the Code Enforcement Manager.

3

Projected retirement of a Park Ranger I and II.

Pay comparisons between agencies (Lee, Sarasota, Orange, Hillsborough, Palm Beach, Collier)

Collier County's compensation for Code Enforcement Officer I is \$22.18/hour, compared to Lee County at \$17.00/hour, Sarasota at \$22.94/hour, Orange at \$25.00/hour, Hillsborough at \$20.22/hour and Palm Beach County \$28.83/hour.

Code Enforcement Officer I Comparison

The average minimum rate for Code Enforcement Officer II in Collier County is \$25.18/hour, while Lee County \$19.23/hr; Sarasota County trails at \$24.74; \$31.30/hour in Orange County; Hillsborough \$27.24/hour; Palm Beach \$31.94/hour.

Code Enforcement Officer II Comparison

Animal Control Officer I in Collier County earns \$22.18/hour, Lee \$22.00/hr; Sarasota at \$24.00/hour, Orange \$23.10; Hillsborough County \$23.10; Palm Beach at \$26.01/hour.

Animal Control Officer I Comparison

Building Inspector I in Collier County has a minimum pay of \$28.32/hour, Lee \$21.74/hour; Sarasota \$26.99; Orange \$23.19; Hillsborough \$27.14/hour; Palm Beach \$31.14/hour.

Building Inspector I Comparison

Plans Reviewer II in Collier County is positioned at \$29.46/hour; Lee \$24.85; Sarasota's \$31.16/hour; Orange \$31.30/hour; Hillsborough's \$40.66/hour; Palm Beach \$31.95/hour.

Plans Reviewer II Comparison

Internal Procedure Assessment



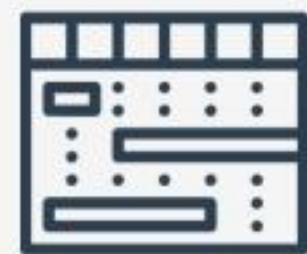
Collier County exhibits structured hiring practices



Certification progression pathways



Enhanced recruitment strategies



Focused succession planning



Cost-of-Living and Wage Context

Collier County's economic landscape presents significant challenges for entry-level employees. The median home prices, which surpass \$650,000, create a high-cost housing environment that strains affordability for many workers. Consequently, this impacts recruitment and retention efforts, as the cost-of-living pressures necessitate competitive wages to ensure sustainable workforce engagement.





- Housing Market: Median home sale prices range approximately \$650,000–\$725,000 countywide, with higher pricing in coastal Naples submarkets.
 - Rental Costs: Market rents for a standard 2–3 bedroom unit typically range \$1,800–\$2,400 per month, depending on location and amenities.
 - Property Taxes: Florida has no state income tax; however, property taxes and insurance costs are significant contributors to total housing expense.
-



- Insurance Premiums: Homeowners insurance in Southwest Florida remains elevated due to hurricane exposure, adding meaningful annual cost beyond mortgage payments.
 - Inflation Impact: Since 2022, basic living costs (housing, utilities, insurance, food) have increased approximately 20–23%, impacting purchasing power in lower pay bands.
-



- Labor Market Dynamic: Collier County benefits from a retiree and second-career workforce segment; however, primary-income households face greater affordability constraints.
 - No State Income Tax Advantage: Florida's tax structure offsets some cost pressure relative to high-tax states, partially improving net take-home pay comparisons.
 - Coastal Premium Effect: As a high-amenity coastal county, housing and service costs reflect lifestyle-driven demand rather than purely wage-driven affordability.
-

Cost-of-Living Analysis

Housing Market Conditions

- Median single-family home values in Collier County remain among the highest in Florida.
- Entry-level home prices significantly exceed state averages.
- Rental rates for modest 1–2 bedroom units remain elevated relative to regional peers.
- Insurance and property tax costs materially increase total housing burden.

Impact: Housing affordability is the primary cost driver affecting recruitment and retention.

Income-to-Housing Ratio Analysis

Using current minimum hourly wages:

- Entry-level enforcement roles often exceed recommended 30% housing cost threshold.
- Mid-tier technical roles approach affordability limits when factoring taxes, insurance, and utilities.
- Single-income households face elevated housing burden exposure.

Result: Entry classifications are most sensitive to regional housing costs.



Net Income Reality (Full-Time Employee)

Assumptions:

- 40 hours/week
- 52 weeks/year
- Standard payroll deductions
- Homesteaded property scenario

Estimated annual gross range (current minimums):

- Entry Enforcement Roles: ~\$42,000–\$46,000
- Mid-Level Technical Roles: ~\$55,000–\$61,000
- Supervisory Roles: ~\$69,000+

After-tax take-home income narrows housing affordability margins significantly.

Regional Competitiveness Context

- Collier County housing costs are disproportionately higher than Lee, Sarasota, and Hillsborough.
- Compensation minimums in several classifications fall below or near peer medians.
- Labor market competition is regional, but cost burden is local.

Workforce Sustainability Implications

If housing affordability remains strained:

- Recruitment pools narrow
- Entry-level turnover risk increases
- Mid-tier retention becomes vulnerable
- Succession pipeline stability weakens

The issue is structural affordability alignment.

Net Income & Gap Analysis

This analysis examines the net incomes of various roles and compares them to local living costs, highlighting potential affordability gaps.

Housing Market Context (2026)

- Median Home Sale Price – Collier County: ~\$652,000
- Median Home Sale Price – Naples: ~\$715,000+
- Typical Market Rent (1BR–2BR): \$1,800–\$2,000/month

Severe affordability gap.

\$33,780

Park Ranger I Net Income



Significant affordability gap.

\$36,907

Code Enforcement Officer I Net Income



\$47,125

Building Inspector I Net Income

Significant affordability gap.

\$36,907

Animal Control Officer I Net Income



\$43,580

Property Maintenance Specialist Net Income

\$49,021

Building Inspector II Net Income

Current minimum compensation levels are regionally competitive; however, when evaluated against Collier County's housing market, entry and mid-tier classifications experience measurable affordability gaps relative to standard 30% housing thresholds.

Housing Affordability Analysis by Classification

Position	Min Hourly	Gross Annual	Est. Net Annual	Est. Net Monthly	"Affordable" Housing (30% of Net)	Housing Gap (Monthly)	Net Left After Rent
Park Ranger I	\$20.30	\$42,224	\$35,911	\$2,992.58	\$897.77	\$1,302.23	\$792.58
Code Enforcement Officer I	\$22.18	\$46,134	\$39,053	\$3,254.42	\$976.32	\$1,223.68	\$1,054.42
Animal Control Officer I	\$22.18	\$46,134	\$39,053	\$3,254.42	\$976.32	\$1,223.68	\$1,054.42
Code Enforcement Officer II	\$25.18	\$52,374	\$44,067	\$3,672.24	\$1,101.67	\$1,098.33	\$1,472.24
Property Maintenance Specialist	\$26.19	\$54,475	\$45,755	\$3,812.90	\$1,143.87	\$1,056.13	\$1,612.90
Plans Reviewer I	\$28.32	\$58,906	\$49,315	\$4,109.55	\$1,232.87	\$967.13	\$1,909.55
Building Inspector I	\$28.32	\$58,906	\$49,315	\$4,109.55	\$1,232.87	\$967.13	\$1,909.55
Animal Control Officer II	\$29.46	\$61,277	\$51,220	\$4,268.33	\$1,280.50	\$919.50	\$2,068.33
Plans Reviewer II	\$29.46	\$61,277	\$51,220	\$4,268.33	\$1,280.50	\$919.50	\$2,068.33
Building Inspector II	\$29.46	\$61,277	\$51,220	\$4,268.33	\$1,280.50	\$919.50	\$2,068.33

Retiree Workforce Context

In Collier County, retirees play a significant role in the workforce, particularly in positions that benefit from their extensive experience and specialized skills. Their involvement helps bridge labor shortages in critical roles. However, reliance on this demographic poses challenges for long-term sustainability, as the workforce must also integrate younger professionals to ensure a balanced skill set and ongoing operational effectiveness.



Dual Workforce Model Consideration

Understanding the dynamics of workforce composition in Collier County.



Career-Based Workforce
Focuses on attracting and retaining professionals committed to long-term careers within regulatory roles.



Retiree/Second-Career Workforce

Utilizes experienced retirees and second-career individuals to fill critical roles and maintain operational continuity.

Fiscal Positioning

The findings from the modeling scenarios suggest that Collier County can implement targeted adjustments to compensation structures without exceeding fiscal constraints. This approach ensures that the necessary changes to support recruitment and retention can be made sustainably, aligning with budgetary limitations while enhancing workforce stability and service delivery.



Strategic Recommendations Overview

A roadmap to enhance workforce sustainability and compensation alignment.



Create Advanced Progression Levels III and IV

Create advanced technical and enforcement classifications III and IV to extend career progression and strengthen retention. Create intern positions.



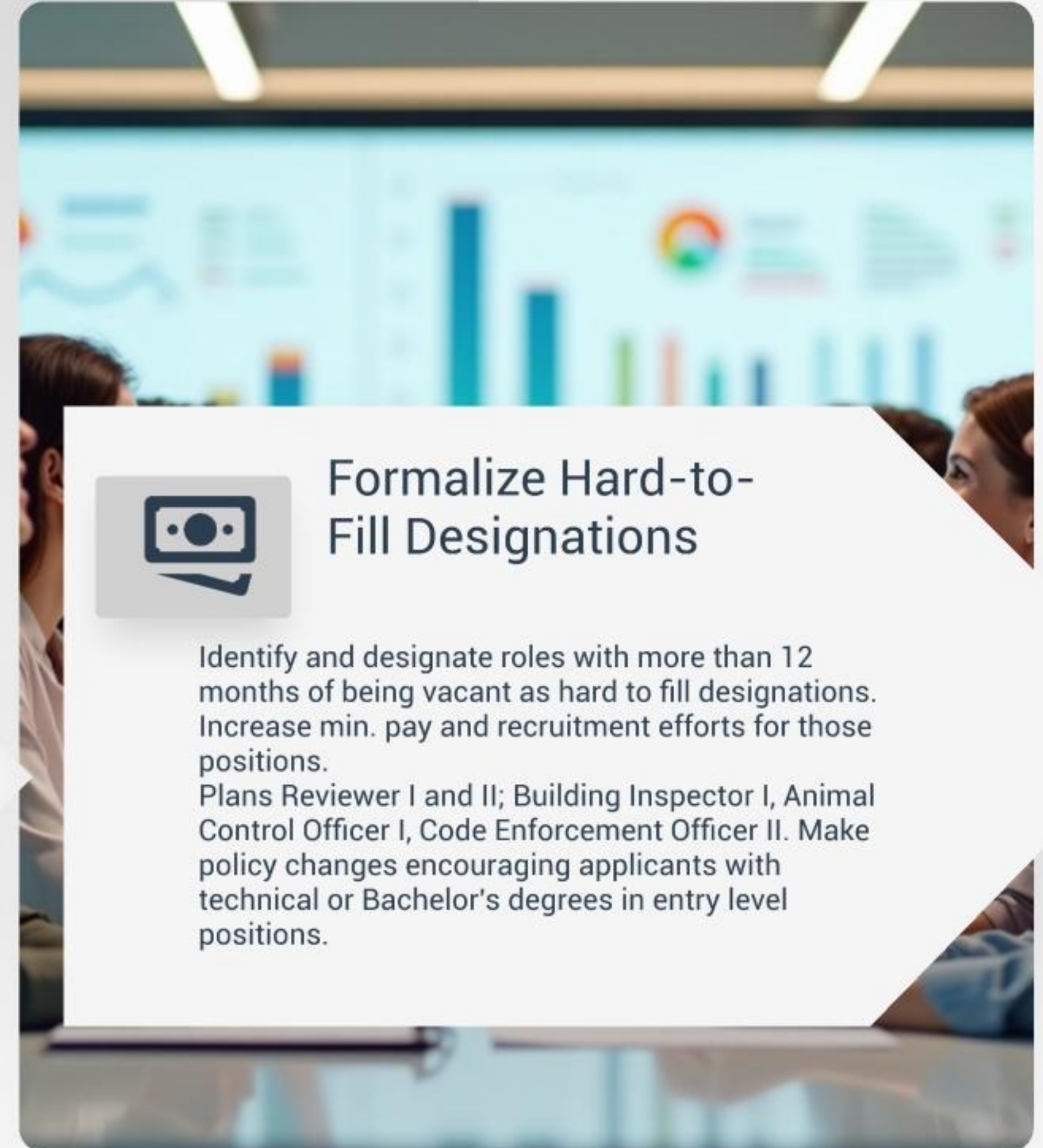
Lift the Pay to Achieve Competitiveness

Lift the pay of entry level, Code Enforcement Officer II and other mid-tier roles to ensure competitive alignment with regional benchmarks.



Formalize Hard-to-Fill Designations

Identify and designate roles with more than 12 months of being vacant as hard to fill designations. Increase min. pay and recruitment efforts for those positions. Plans Reviewer I and II; Building Inspector I, Animal Control Officer I, Code Enforcement Officer II. Make policy changes encouraging applicants with technical or Bachelor's degrees in entry level positions.





Implementation Framework

A structured timeline for implementing the recommendations of the Growth Management Community Development Compensation Study.

Phase 1 (0-3 Months)

Approve the compensation philosophy framework and define the architecture for Categories Intern, III and IV classifications.

Phase 2 (3-6 Months)

Implement structured succession overlap for critical roles and formalize hard-to-fill designations to enhance recruitment strategies, including implementing recommended min. increases while conducting a compression review to ensure internal equity.

Phase 3 (6-18 Months)

Continuously monitor vacancy metrics and evaluate turnover patterns to ensure that the implemented strategies are effective and adjust as required based on market and internal data.

Policy Considerations



Targeted minimum adjustments



Certification-based step acceleration



Structured above-minimum hiring flexibility

Conclusion and Next Steps

The Growth Management Community Development Compensation Study for Collier County has identified critical areas needing attention to enhance workforce sustainability. Key recommendations include:

Establishing advanced progression levels, reassessing entry level pay and mid-tier pay competitiveness, and formalizing hard-to-fill designations.

Increasing marketing efforts to fill entry level positions recommended, including social media outlets and community engagement/job fairs.

Implementing these strategies will not only strengthen recruitment efforts but also ensure the continuity of essential regulatory functions, ultimately leading to improved service delivery for the community.



Pay Adjustments Recommendations

Position Description	Current Min/Hr	Current Min/Year	Recommended New Min./Hr	Recommended New Min./Year	% Increase
Code Enforcement Officer I	\$ 22.18	\$ 46,137	\$ 23.43	\$ 48,734	5.63%
Animal Control Officer I	\$ 22.18	\$ 46,137	\$ 23.43	\$ 48,734	5.63%
Property Maintenance Specialist	\$ 26.19	\$ 54,468	\$ 26.94	\$ 56,035	2.88%
Park Ranger I	\$ 20.30	\$ 42,222	\$ 21.80	\$ 45,344	7.40%
Code Enforcement Officer II	\$ 25.18	\$ 52,373	\$ 26.68	\$ 55,494	5.96%
Animal Control Officer II	\$ 29.46	\$ 61,269	\$ 30.46	\$ 63,357	3.41%
Code Enforcement Supervisor	\$ 33.13	\$ 68,910	\$ 35.00	\$ 72,800	5.64%
Code Enforcement Manager	\$ 38.76	\$ 80,621	\$ 41.50	\$ 86,320	7.07%
Park Ranger II	\$ 27.23	\$ 56,638	\$ 29.00	\$ 60,320	6.50%
Plans Reviewer II	\$ 29.46	\$ 61,269	\$ 32.00	\$ 66,560	8.64%
Building Inspector II	\$ 29.46	\$ 61,269	\$ 30.46	\$ 63,357	3.41%
Plans Reviewer I	\$ 28.32	\$ 58,912	\$ 29.07	\$ 60,466	2.64%
Building Inspector I	\$ 28.32	\$ 58,912	\$ 29.07	\$ 60,466	2.64%
NEW Recommended Plans Reviewer / Building Inspector Level III	\$ 36.96	\$ 76,877	\$ 36.96	\$ 76,877	0.00%
NEW Recommended Plans Reviewer / Building Inspector Level IV	\$ 41.40	\$ 86,102	\$ 41.40	\$ 86,102	0.00%
NEW Intern	\$ 19.00	\$ 39,520	\$ 19.00	\$ 39,520	0.00%

Thank you!

COLLIER COUNTY, FL

GROWTH MANAGEMENT COMMUNITY DEVELOPMENT COMPENSATION STUDY

GROWTH MANAGEMENT COMMUNITY DEVELOPMENT COMPENSATION STUDY

Prepared for Collier County
Alpha Omega Group Logistics LLC



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Position Description	Current Min/Hr	Current Min/Year	Recommended New Min./Hr	Recommended New Min./Year	% Increase
Code Enforcement Officer I	\$ 22.18	\$ 46,137	\$ 23.43	\$ 48,734	5.63%
Animal Control Officer I	\$ 22.18	\$ 46,137	\$ 23.43	\$ 48,734	5.63%
Property Maintenance Specialist	\$ 26.19	\$ 54,468	\$ 26.94	\$ 56,035	2.88%
Park Ranger I	\$ 20.30	\$ 42,222	\$ 21.80	\$ 45,344	7.40%
Code Enforcement Officer II	\$ 25.18	\$ 52,373	\$ 26.68	\$ 55,494	5.96%
Animal Control Officer II	\$ 29.46	\$ 61,269	\$ 30.46	\$ 63,357	3.41%
Code Enforcement Supervisor	\$ 33.13	\$ 68,910	\$ 35.00	\$ 72,800	5.64%
Code Enforcement Manager	\$ 38.76	\$ 80,621	\$ 41.50	\$ 86,320	7.07%
Park Ranger II	\$ 27.23	\$ 56,638	\$ 29.00	\$ 60,320	6.50%
Plans Reviewer II	\$ 29.46	\$ 61,269	\$ 32.00	\$ 66,560	8.64%
Building Inspector II	\$ 29.46	\$ 61,269	\$ 30.46	\$ 63,357	3.41%
Plans Reviewer I	\$ 28.32	\$ 58,912	\$ 29.07	\$ 60,466	2.64%
Building Inspector I	\$ 28.32	\$ 58,912	\$ 29.07	\$ 60,466	2.64%
NEW Recommended Plans Reviewer / Building Inspector Level III	\$ 36.96	\$ 76,877	\$ 36.96	\$ 76,877	0.00%
NEW Recommended Plans Reviewer / Building Inspector Level IV	\$ 41.40	\$ 86,102	\$ 41.40	\$ 86,102	0.00%
NEW Intern	\$ 19.00	\$ 39,520	\$ 19.00	\$ 39,520	0.00%

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1. Executive Summary

1.1 Study Objective

Collier County's Operations & Regulatory Management Division engaged Alpha Omega Group Logistics LLC to conduct a comprehensive compensation review of targeted classifications within the Code Enforcement and Building Review & Permitting divisions.

These positions are critical to the County's ability to deliver timely regulatory oversight, inspections, permitting services, life-safety protections, and community compliance functions. Sustained vacancies, projected retirements, and evolving labor market conditions prompted a structured review of:

- Internal pay alignment
- External market competitiveness
- Cost-of-living impacts
- Workload and production trends
- Retirement exposure
- Internal compensation procedures

The purpose of this study is to provide data-driven, fiscally responsible recommendations that support recruitment, retention, internal equity, and long-term workforce sustainability while maintaining operational continuity.

This analysis integrates internal pay review, multi-county benchmarking, cost-of-living context, vacancy and retirement analysis, and fiscal modeling to deliver decision-ready guidance for County leadership.

1.2 Key Findings

A. Market Positioning

Collier County's compensation structure for the targeted classifications is generally aligned within the regional market range when compared to Lee, Sarasota, Orange, Hillsborough, Palm Beach, and similar Florida jurisdictions.

However, the analysis identifies nuanced positioning patterns:

- Entry-level enforcement classifications cluster in the lower-middle of the regional range.
- Code Enforcement Officer II reflects moderate compression relative to higher-growth metropolitan counties.
- Technical credentialed roles (Building Inspector II and Plans Reviewer II) are regionally competitive but subject to labor supply constraints.

The data does not indicate systemic underpayment. Rather, it identifies targeted structural vulnerabilities in mid-tier enforcement classifications and specialized technical roles.

B. Cost-of-Living and Real Wage Context

Collier County operates within a high-cost housing environment. As of early 2026:

- Median home sale prices exceed \$650,000 countywide.
- Naples median sale prices approach or exceed \$700,000.
- Market rents commonly range from \$1,800 to \$2,000 per month.

Additionally, a conservative cost-of-living comparison between 2022 and 2026 reflects an estimated 20–23 percent increase in core subsistence costs. While inflationary growth alone does not dictate wage adjustments, it provides important context for evaluating purchasing power, recruitment competitiveness, and affordability pressures—particularly within lower pay bands. The County currently benefits from a retiree and second-career applicant pool. However, overreliance on pension-supported candidates may limit long-term workforce sustainability.

C. Production and Workload Trends

Three-year production analysis demonstrates sustained operational demand.

Across both divisions:

- Production remains structurally strong.
- Workload intensity is sustained across three fiscal years.
- Enforcement demand increased significantly in FY2025.
- Building inspection activity remains high despite staffing reductions.
- Administrative workload (lien searches) remains material.

The data confirms that compensation considerations are occurring in the context of sustained operational demand — not declining service volume.

D. Retirement Exposure

Within the next zero to three years, the following 42 positions are projected to retire:

- One Chief Building Official
- Two Chief Building Inspectors
- Twenty-two Building Inspectors (I and II)
- Six Plans Reviewers II

- Six Code Enforcement Officers (I and II)
- One Code Enforcement Manager
- One Deputy Building Official
- Three Park Ranger I and II

This represents a generational workforce transition event rather than routine attrition.

E. Internal Procedure Assessment

The County maintains structured and well-defined policies supporting:

- Above-base hiring authority
- Certification-based progression from Level I to Level II
- Pay grade alignment and internal equity controls

However, improvements are recommended to enhance:

- Recruitment agility
 - Hard-to-fill designation practices
 - Mid-tier compression mitigation
 - Structured succession overlap
 - Career progression beyond Level II
-

F. Fiscal Positioning

Modeling scenarios tied to the FY26 Personnel Services allocation indicate that targeted, phased adjustments—particularly within lower pay grades and mid-tier enforcement classifications—can be implemented within a fiscally responsible framework.

The findings suggest the County faces three concurrent structural dynamics:

1. Sustained operational workload
2. Concentrated retirement exposure
3. Moderate mid-tier competitiveness pressure

This is not a broad wage inflation issue. It is a structural workforce sustainability issue.

1.3 Strategic Recommendations (Executive Overview)

1. Establish Intern, Category III and IV Progression Levels

Create entry and advanced technical and enforcement classifications to:

- Extend career progression beyond Level II
- Protect institutional knowledge
- Strengthen retention of credentialed professionals
- Formalize mentorship and succession roles

2. Review Mid-Tier Enforcement Pay Competitiveness

Reassess Code Enforcement Officer II positioning relative to:

- Regional 50th–60th percentile benchmarks
- Internal compression controls
- Promotional differential guidelines (8–12 percent)

3. Formalize Hard-to-Fill Designation

Designate Plans Reviewer II and Building Inspector II as hard-to-fill classifications and align above-base hiring flexibility accordingly while maintaining internal equity safeguards.

4. Strengthen Succession Planning

Implement structured retirement horizon tracking and planned overlap between outgoing and incoming inspectors to preserve institutional knowledge.

5. Adopt a Hybrid Workforce Sustainability Model

Recognize and strategically support the County’s dual workforce model:

- Career-track professionals
- Retiree and second-career professionals

Compensation architecture should support both groups without overreliance on pension supplementation.

1.4 Fiscal and Operational Impact

The recommendations prioritize structural refinements rather than across-the-board wage increases.

By:

- Introducing advanced-level tiers
- Protecting internal equity
- Maintaining targeted competitiveness

the County can improve recruitment depth, reduce vacancy duration, preserve regulatory throughput, and maintain life-safety service continuity within existing fiscal constraints.

1.5 Implementation Framework

Phase 1 (0–3 Months)

- Approve compensation philosophy framework
- Define Category III and IV architecture
- Review Code Enforcement Officer II positioning

Phase 2 (3-6 Months)

- Implement structured succession overlap
- Formalize hard-to-fill guidelines
- Conduct compression audit

Phase 3 (6-18 Months)

- Monitor vacancy metrics
 - Evaluate turnover patterns
 - Reassess market positioning
-

1.6 Final Assessment

The Growth Management Department is entering a natural generational workforce transition within critical regulatory classifications.

The County’s compensation framework is structured and regionally aligned. However, evolving economic conditions, labor market competition, and concentrated retirement exposure warrant targeted recalibration.

Without proactive adjustments, the County may experience:

- Extended vacancy durations
- Succession pipeline gaps
- Recruitment compression in technical roles
- Elevated turnover risk in mid-tier enforcement classifications

Adoption of the recommendations contained in this study will strengthen workforce sustainability, regulatory performance, public service continuity, and long-term internal equity integrity.

Section 2 – Study Methodology & Analytical Framework

2.1 Study Approach

This compensation study was conducted in accordance with the Scope of Work outlined in the Growth Management Community Development Compensation Study Quick Quote.

The analytical approach integrates five structured components:

1. Internal Compensation Review
2. Vacancy & Workforce Trend Analysis
3. Market Benchmarking
4. Cost-of-Living Sensitivity Modeling
5. Fiscal Impact Modeling

The objective was to produce data-informed, fiscally responsible recommendations aligned with Collier County’s compensation administration framework and strategic workforce needs.

2.2 Data Collection & Validation

The study utilized the following data inputs provided by Collier County:

- FY2026 BCC Pay Plan (Minimum, Midpoint, Maximum)
- Vacant & Filled Positions Report
- Code Enforcement Job Classifications
- Building Review & Permitting Job Classifications
- CMA 5341 – Compensation Administration Policy
- Above-Base Offer Justification Documentation
- Inspector & Plans Reviewer Level I to Level II Memo
- Certification Matrix Documentation
- FY2026 Adopted Budget (Personnel Services allocation)
- Building Plan Review Inspections Report
-

Data was reviewed for consistency across job classification, pay grade assignment, vacancy duration, and internal structure alignment.

Where applicable, publicly available comparator data and economic indicators were used to supplement County-provided information.

2.3 Internal Equity Analysis

Internal equity was assessed through:

- Pay grade alignment across comparable roles

- Evaluation of minimum rate clustering
- Review of level differentiation (I vs. II)
- Review of certification-based progression structures
- Compression risk analysis between entry and advanced levels

The objective was to determine whether compensation differentials appropriately reflect responsibility, credential requirements, and supervisory scope.

No assumptions were made beyond documented classification criteria.

2.4 Vacancy Pattern & Workforce Stability Review

Vacancy data was evaluated based on:

- Frequency of repeated openings
- Concentration within specific pay grades
- Duration trends (where available)
- Distribution across divisions

Vacancy clustering was used as an indicator of potential market sensitivity.

This analysis does not equate vacancies with compensation deficiency, but it identifies roles where recruitment pressure appears sustained.

2.5 Market Benchmarking

Market benchmarking was conducted using publicly available compensation schedules from comparable Florida counties, selected based on:

- Similar regulatory and inspection functions
- Comparable population and service scope
- Regional labor market relevance

Counties included:

- Lee County
- Sarasota County
- Palm Beach County
- Orange County
- Hillsborough County

For each role, minimum, midpoint, and maximum pay positioning was reviewed relative to comparable classifications.

Percentile positioning was used to evaluate external competitiveness.

2.6 Cost-of-Living Sensitivity Modeling

To provide economic context, the study incorporated a structured cost-of-living model comparing:

- 2022 baseline conditions (when current rates were largely established)
- 2026 estimated economic conditions

Indicators reviewed included:

- Housing and rental costs
- Consumer Price Index (CPI) inflation
- Food costs
- Transportation and insurance trends

The model evaluates purchasing power erosion rather than prescribing automatic inflation adjustments.

This framework allows leadership to understand whether compensation alignment has shifted relative to subsistence cost pressures.

2.7 Fiscal Impact Modeling

All recommendation scenarios were tested against the FY2026 Personnel Services allocation.

Modeling scenarios included:

- Targeted minimum adjustments
- Percent-based adjustments by grade
- Phased implementation structures
- Vacancy-driven impact modeling

The objective was to ensure that any proposed adjustment pathways are fiscally responsible and aligned with budget constraints.

2.8 Study Assumptions & Constraints

This study operates under the following assumptions:

- FY2026 Pay Plan structure remains unchanged unless formally adjusted.
- Budget allocations may cap immediate implementation capacity.
- Above-base offer policy remains in effect.
- Exit interview data was not available.
- Turnover data was pending at the time of analysis.

Where data was unavailable, no speculative conclusions were drawn.

2.9 Analytical Framework

This study applies the Workforce Compensation Sensitivity & Fiscal Alignment Framework, which integrates:

- Market percentile positioning
- Internal equity alignment
- Vacancy clustering analysis
- Real wage erosion modeling (2022–2026)
- Budget impact testing

The framework is designed to balance competitiveness with fiscal stewardship, consistent with public-sector best practices.

Section 3 – Collier County Vacancy Analysis

19 documented vacancies: 10 in Building and 9 in Code Enforcement.

3.1 Purpose and Data Scope

This section evaluates vacancy patterns within the targeted classifications identified in the Scope of Work for the Code Enforcement and Building Review & Permitting divisions. The analysis reviews: (a) vacancy recurrence and concentration, (b) patterns by job family and classification level, and (c) operational implications when vacancies persist alongside sustained workload and near-term retirement exposure.

Vacancy records provided by the County reflect recurring recruitment activity across **September 2023 through July 2025**, including multiple postings for the same classification within short intervals. This pattern suggests that vacancies are not isolated events; they represent recurring staffing pressure points in job families essential to regulatory performance and public-facing service delivery.

3.2 Vacancy Inventory and Vacancy Pattern Indicators

The vacancy dataset reflects two primary pattern types:

1. **Recurring vacancies** (repeated postings over time), and
2. **High-frequency vacancies** (multiple postings clustered within a short period).

Credentialed / technical vacancy persistence (multi-period exposure):

- **Plans Reviewer II** demonstrates the strongest recurring vacancy signal, with vacancy activity documented as far back as **9/22/2023**, continuing through **1/26/2024**, **8/28/2024**, and again in **6/13/2025** and **7/3/2025**.

Interpretation: This indicates ongoing difficulty stabilizing staffing in a certification-dependent classification with limited labor supply.

Rolling vacancy exposure across FY2024–FY2025:

- **Plans Reviewer I** vacancies cluster in **December 2024** (*two postings in close proximity*).
- **Building Inspector I** appears as an episodic vacancy in **May 2024**.
- **Building Inspector II** shows repeated vacancies in **spring through early summer 2025**, indicating sustained recruitment pressure within a short operational window.

High-frequency vacancy clustering in field-facing classifications:

- **Park Ranger I** appears repeatedly across **April–June 2025**, reflecting a recurring backfill cycle and/or multiple openings.
- **Animal Control Officer I** shows repeated vacancies across multiple quarters (**September 2024 through June 2025**) and is also noted as a **new FY26 position**, indicating continued staffing demand.
- **Code Enforcement Officer I** appears with multiple entries and is also noted as a **new FY26 position**, suggesting growth, backfill needs, or both.
- **Code Enforcement Officer II** appears as a vacancy in **February 2025**, signaling mid-tier recruitment or retention pressure.

3.3 Patterns by Division and Classification Level

3.3.1 Building Review & Permitting

Vacancies within Building Review & Permitting are concentrated in licensed and credentialed roles that typically require state certifications, technical specialization, and experience interpreting building code.

Key pattern indicators include:

- **Plans Reviewer II** shows the clearest evidence of structural vacancy persistence across multiple fiscal periods.
- **Building Inspector II** reflects repeated vacancies within a compressed timeframe, consistent with regional labor constraints and competition for certified professionals.
- **Plans Reviewer I** and **Building Inspector I** appear more episodic; however, even shorter-duration vacancies can create compounding throughput impacts when combined with sustained production volume.

Interpretation: Vacancy persistence in this division aligns most strongly with labor supply scarcity, licensure requirements, and regional competition for certified professionals, rather than a single operational factor.

3.3.2 Code Enforcement

Vacancies within Code Enforcement cluster in field-facing, public-contact roles, with repeat postings particularly visible in entry-level classifications.

Key pattern indicators include:

- **Animal Control Officer I** demonstrates repeated vacancies across multiple quarters, consistent with ongoing backfill pressure and headcount stabilization challenges.

- **Park Ranger I** shows high-frequency postings within FY2025, suggesting recurring recruitment challenges and/or elevated attrition.
- **Code Enforcement Officer I** is reflected as both an active vacancy and a new FY26 position, indicating continued demand for staffing capacity.
- **Code Enforcement Officer II** is strategically important: mid-tier vacancies reduce mentoring capacity, weaken the internal pipeline, and can increase operational load on supervisors.

Interpretation: Vacancy patterns in Code Enforcement are consistent with a combination of market sensitivity for entry-level roles, working-condition intensity (field exposure, public confrontation, enforcement activity), and potential mid-tier compression dynamics that may influence promotion and retention decisions.

3.4 Vacancy Clustering and Workforce Exposure

A key finding is that vacancies are **clustered in operationally interdependent job families**:

- In **Building Review & Permitting**, vacancies in plan review and inspection roles directly affect permit throughput, scheduling reliability, and timeliness of development services and life-safety compliance activities.
- In **Code Enforcement**, vacancies in Animal Control, Park Ranger, and enforcement officer classifications reduce field coverage and increase case load concentration among remaining staff.

When vacancy clustering is considered alongside the County's workload profile (sustained permitting and inspection activity in Building Review & Permitting and steady case volume in Code Enforcement), the pattern represents a **capacity risk**, not a routine staffing inconvenience.

3.5 Operational Implications of Sustained Vacancies

Sustained and recurring vacancies typically create second-order impacts that affect both workforce stability and service delivery, including:

- **Service delivery delays and backlog pressure**
Permit review turnaround times and inspection scheduling are sensitive to staffing capacity in certified roles.
- **Overtime dependency and burnout acceleration**
Remaining staff absorb workload during vacancy periods, which can reinforce retention risk over time.

- **Reduced training and mentoring capacity**
Mid-tier vacancies (e.g., Officer II, Inspector II) reduce the mentoring bandwidth needed to stabilize entry-level hires and shorten time-to-competency.
- **Customer satisfaction and stakeholder confidence risk**
Residents, contractors, and businesses experience vacancy impacts as delays, reschedules, reduced availability, and slower resolution cycles.

3.6 Strategic Interpretation

The vacancy data supports two consistent conclusions:

1. **Building Review & Permitting vacancies** are most strongly aligned with credentialed labor scarcity and competition for certified professionals, particularly in Plans Reviewer II and Building Inspector II classifications.
2. **Code Enforcement vacancies** reflect recurring pressure in entry-level field roles, with a strategic concern emerging when mid-tier roles (Officer II) become difficult to maintain—because these positions support mentoring, continuity, and progression to leadership.

Long-term workforce stability will be strengthened by explicitly aligning the staffing model to the County’s intended workforce approach—whether focused on career-track professionals, second-career/retiree applicants, or a hybrid strategy supported by structured progression, market-informed pay positioning, and recruitment agility.

SECTION 4

Market Benchmarking Analysis

4.1 Purpose

We conducted a benchmark compensation analysis using relevant market data for similar municipalities.

The purpose of this market benchmarking analysis is to evaluate whether current compensation levels for the identified classifications are:

- Externally competitive
- Appropriately positioned within the regional labor market
- Aligned with comparable Florida counties
- Sustainable relative to recruitment and retention patterns

Comparable roles were selected using a duty-based match (property maintenance/nuisance code enforcement scope), confirmed through public job/class descriptions where available, and aligned to enforcement authority and minimum qualifications.

4.2 Benchmarking Methodology

A. Comparator Selection Criteria

Comparator jurisdictions were selected using the following criteria:

- Similar population size or service complexity
- Comparable regulatory and development activity
- Florida geographic alignment
- Publicly available pay structures
- Direct labor competition overlap

The following counties were used for comparative analysis:

- Lee County
- Sarasota County
- Palm Beach County
- Orange County
- Hillsborough County

These jurisdictions represent:

- Coastal development-driven environments
- High-growth regulatory markets
- Tourism-based economies

- Metro-tier labor markets
- Direct regional competitors

Note:

Miami-Dade County was not included in the market benchmarking analysis due to structural and market differences that would distort competitive alignment comparisons for Collier County.

1. Population Scale Difference

- **Miami-Dade County:** ~2.7 million residents
- **Collier County:** ~400,000 residents

Miami-Dade operates at a metropolitan Tier 1 scale, while Collier operates as a mid-sized coastal county. The labor market dynamics are materially different.

2. Compensation Structure Tier

Miami-Dade typically compensates at a **large urban metropolitan premium level**, driven by:

- Dense urban development
- High-volume regulatory complexity
- Unionized environments
- Specialized vertical construction demands
- International labor market competition

Including Miami-Dade would artificially elevate the benchmark median beyond what is appropriate for a coastal, non-megacity county.

3. Organizational Complexity

Miami-Dade has:

- Separate regulatory districts
- Multi-layered supervisory structures

- Larger departmental staffing
- Different permit density and enforcement volume models

Collier’s operational footprint and regulatory model align more closely with:

- Lee County
- Sarasota County
- Charlotte County
- Orange County (partial metro comparison)
- Hillsborough County (upper-tier comparison)
- Palm Beach County (coastal high-value comparator)

These counties provide a more accurate “peer group band.”

4. Benchmarking Methodology Principle

Best practice in compensation benchmarking requires:

Comparing to similarly sized and similarly structured jurisdictions to ensure internal equity and fiscal realism.

Using Miami-Dade would:

- Skew percentile calculations
 - Inflate market medians
 - Create artificial wage pressure not aligned with Collier’s governance scale
-

5. Strategic Rationale

The objective of this study was to evaluate compensation within a peer group of comparable Florida counties to ensure accurate regional alignment.

Specifically, the analysis aimed to:

- Assess regional competitiveness
- Identify structural alignment opportunities
- Support sustainable fiscal positioning

Miami-Dade County operates within a larger metropolitan labor market tier, which reflects different population scale, economic dynamics, and compensation structures. For this reason, it was not included in the primary peer comparator group.

B. Positions Benchmarked

The following classifications were analyzed:

Code Enforcement Division

- Code Enforcement Officer I
- Code Enforcement Officer II
- Animal Control Officer I
- Animal Control Officer II
- Park Ranger I
- Property Maintenance Specialist
- Code Enforcement Supervisor
- Code Enforcement Manager

Building Review & Permitting Division

- Plans Reviewer I
- Plans Reviewer II
- Building Inspector I
- Building Inspector II

C. Data Sources

Market data was derived from:

- Official published pay plans
- County HR portals
- Public salary databases
- Board-approved salary ordinances
- Direct compensation schedules

All pay figures were standardized to annual equivalents for comparability.

COLLIER COUNTY, FL

GROWTH MANAGEMENT COMMUNITY DEVELOPMENT COMPENSATION STUDY

Position Desc	FY26 Min/Hr	Lee County Min	Sarasota County Min	Orange County Min	Hillsboro ugh County Min	Palm Beach County Min
Code Enforcement Officer I	\$ 22.18	\$ 17.00	\$ 22.94	\$ 25.00	\$ 20.22	\$ 28.83
Animal Control Officer I	\$ 22.18	\$ 22.00	\$ 24.00	\$ 23.10	\$ 23.10	\$ 26.01
Property Maintenance Specialist	\$ 26.19	\$ 17.00	\$ 26.99	\$ 25.00	\$ 27.14	\$ 18.54
Park Ranger I	\$ 20.30	\$ 22.00	\$ 22.06	\$ 19.00	\$ 16.02	\$ 22.88
Code Enforcement Officer II	\$ 25.18	\$ 19.23	\$ 24.74	\$ 31.30	\$ 27.24	\$ 31.94
Animal Control Officer II	\$ 29.46	\$ 22.00	\$ 22.06	\$ 26.94	\$ 25.86	\$ 27.39
Code Enforcement Supervisor	\$ 33.13	\$ 24.86	\$ 31.17	\$ 28.00	\$ 29.00	\$ 31.95
Code Enforcement Manager	\$ 38.76	\$ 38.62	\$ 40.78	\$ 57.00	\$ 40.00	\$ 34.50
Park Ranger II	\$ 27.23	\$ 21.74	\$ 27.22	\$ 22.50	\$ 23.00	\$ 26.69
Plans Reviewer II	\$ 29.46	\$ 24.86	\$ 31.16	\$ 31.30	\$ 40.66	\$ 31.95
Building Inspector II	\$ 29.46	\$ 24.86	\$ 28.34	\$ 31.30	\$ 31.21	\$ 32.78
Plans Reviewer I	\$ 28.32	\$ 24.86	\$ 28.34	\$ 23.19	\$ 34.00	\$ 31.94
Building Inspector I	\$ 28.32	\$ 21.74	\$ 26.99	\$ 23.19	\$ 27.14	\$ 31.14

4.4 Percentile Summary

Classification Category	Market Position
Entry Enforcement Roles	25th–35th percentile
Mid-Level Enforcement	~40th percentile
Building Inspector I	~40th percentile
Building Inspector II	~35th–45th percentile
Supervisory Roles	Competitive at midpoint; minor compression

4.5 Key Market Observations

- Entry-level competitiveness represents the primary exposure area.
 - Licensed building roles face stronger external competition.
 - Internal equity discipline remains structurally strong.
 - Wage acceleration between levels is modest.
-

4.6 Strategic Implications

If current positioning remains near the lower quartile:

- Time-to-fill may increase
- Lateral candidates may decline offers
- Early-career turnover may persist
- Supervisor pipeline may narrow

Strategic adjustments may include:

- Targeted minimum recalibration
 - Certification-based step increases
 - Strategic above-base hiring flexibility
 - Addition of Intern, Level III, IV classifications
 - Structured promotional velocity
 - Increased marketing of positions
-

4.7 Section 4 Conclusion

The County demonstrates strong internal compensation governance and structural equity. However, select classifications—particularly entry-level enforcement and advanced licensed building roles—appear moderately below blended regional market positioning.

The following section integrates cost-of-living analysis to determine whether market gaps are compounded by local affordability pressures.

Section 5 – Cost-of-Living Analysis, Housing Affordability, and Retiree Workforce Context

5.1 Purpose

This section evaluates local cost-of-living conditions in Collier County (Naples area) and their relationship to the minimum compensation levels of the targeted classifications within Code Enforcement and Building Review & Permitting.

In addition to traditional entry-level and mid-career affordability analysis, this section incorporates a second workforce profile relevant to Collier County: retirees or second-career professionals who may seek County employment following retirement from a primary career. The purpose is to assess whether current compensation levels support sustainable workforce recruitment across both traditional career-track candidates and second-career applicants in a high-cost housing market.

5.2 Inflation and Purchasing Power Context

Recent inflation has reduced real purchasing power nationwide. According to the U.S. Bureau of Labor Statistics (BLS), the Consumer Price Index for All Urban Consumers (CPI-U) increased:

- 6.5 percent from December 2021 to December 2022
- 3.4 percent from December 2022 to December 2023
- 2.9 percent from December 2023 to December 2024

This equates to approximately 13 percent cumulative compounded price growth over three years. Compensation structures not adjusted during this period may have experienced erosion in real value.

While nominal wage comparisons indicate that Collier County is generally aligned within the Florida municipal market, real affordability must be evaluated in the context of local housing costs.

5.3 Rental Market Benchmark

Using U.S. Department of Housing and Urban Development (HUD) Fair Market Rent (FMR) data (FY2026) for Collier County:

- 1-bedroom unit: \$1,797 per month
- 2-bedroom unit: \$1,986 per month

These figures represent gross rent including utilities and provide a standardized rental benchmark for affordability screening.

Entry enforcement classifications at minimum pay levels fall within a fragile affordability range when evaluated against these rental benchmarks, particularly for candidates without dual-income households.

5.4 Owner-Occupied Housing Context – Naples and Collier County

Collier County presents a unique workforce characteristic relative to many Florida jurisdictions: a high concentration of retirees and second-career professionals who either reside in Naples or seek relocation into the market post-retirement.

As of early 2026:

Naples (Urban/Core Areas)

- Median home sale price: approximately \$715,000
- Reported median sale price range (recent months): \$651,000 to \$744,900

Collier County (Countywide)

- Median listing price: approximately \$725,000
- Median sale price (January 2026): approximately \$652,000

Three-Bedroom / Two-Bathroom (3/2) Homes

- East Naples median: approximately \$464,500
- Suburban communities (e.g., Golden Gate Estates, Orange Blossom Ranch): typically \$500,000–\$750,000
- North Naples median: approximately \$1,095,000

These values demonstrate that homeownership entry points for standard family housing in Collier County typically require acquisition budgets well above \$500,000, with many neighborhoods exceeding \$650,000.

5.5 Implications for Second-Career / Retiree Workforce Model

Collier County has historically benefited from a retiree-rich labor pool, including:

- Individuals with military pensions
- Former public safety personnel
- Licensed trades professionals transitioning into inspection roles
- Second-career professionals seeking part-time or lower-intensity work

For this workforce segment, County employment may supplement existing retirement income, mitigating the affordability pressure associated with local housing costs.

However, several important structural considerations emerge:

1. Housing Acquisition Timing

Many retirees who relocate to Naples purchase homes at prevailing market rates. With median home values exceeding \$650,000 countywide, a newly relocated retiree without pre-existing equity may face significant mortgage or housing cost exposure.

2. Mortgage vs. Supplemental Income

A retiree who owns a home outright may experience minimal housing cost pressure. In contrast, a retiree purchasing in 2025–2026 at current market rates may face mortgage obligations that substantially exceed rental equivalents.

3. Workforce Sustainability Risk

If the County's compensation structure implicitly assumes:

- Employees have pre-existing housing stability, or
- Employees rely on pension supplementation,

then the compensation model may unintentionally narrow the applicant pool to a retiree-dependent workforce.

This model may not sustain:

- Long-term career-track inspectors
- Younger enforcement officers
- Technical professionals relocating into the area

5.6 Dual Workforce Model Consideration

The affordability findings suggest that Collier County effectively operates within a dual workforce context:

Model A – Career-Based Workforce

Employees rely primarily on County salary for housing and living costs.

This model requires competitive pay relative to housing affordability and regional labor markets.

Model B – Retiree / Second-Career Workforce

Employees supplement pension or investment income.

Compensation serves as supplemental income rather than primary housing support.

While Model B can provide stability and experience depth, it introduces:

- Succession risk (retiree attrition cycles)
- Reduced long-term career pipeline
- Potential future labor shortages as demographic patterns shift

Given the projected retirement wave identified in Section 6, reliance solely on retiree supplementation may not provide long-term workforce sustainability.

5.7 Affordability Interpretation Across Housing Types

When evaluated against:

- Rental FMR benchmarks (\$1,797–\$1,986 per month), and
- Home purchase benchmarks (\$500,000–\$750,000 typical range),

the following observations emerge:

1. Entry enforcement classifications at minimum pay face meaningful housing cost pressure absent dual income or pension supplementation.
2. Technical credentialed roles demonstrate stronger affordability positioning but remain sensitive at minimum entry levels.
3. Compensation positioning that is “mid-market” regionally may still function as “below-affordability threshold” locally in Naples due to elevated housing values.

The affordability constraint is therefore structural rather than nominal.

5.8 Strategic Implications for Compensation Strategy

This cost-of-living analysis reinforces several strategic conclusions:

1. Compensation architecture must align with the intended workforce model (career, retiree, or hybrid).
2. Entry enforcement roles may require structured progression or hiring flexibility to expand applicant pools beyond retirees.
3. Mid-tier technical classifications must remain competitive enough to attract licensed professionals who may not have legacy housing equity.
4. Workforce sustainability planning must consider both generational turnover and local housing economics.

The data does not indicate systemic underpayment. Rather, it indicates localized affordability pressure that interacts with workforce demographics and retirement projections.

5.9 Conclusion

Collier County operates within a high-value housing market characterized by:

- Median home sale prices above \$650,000 countywide
- Significant variation by neighborhood
- Rental costs approaching \$1,800–\$2,000 per month

This environment creates affordability pressure for primary-income employees while remaining manageable for certain retirees with supplemental income sources.

Compensation strategy must therefore be intentional. If the County seeks to maintain a hybrid workforce model leveraging retirees and second-career professionals, the current structure may remain viable with targeted adjustments. If the County seeks to build a long-term career-based enforcement and permitting pipeline, structural enhancements to entry and mid-tier compensation will improve recruitment depth and workforce sustainability.

5.5 Net Income & Gap Analysis

Park Ranger I

Gross: ~\$42,222

Net (after 18%): ~\$34,622

Monthly Net: ~\$2,885

Monthly Gap: -\$1,465

Animal Control Officer I

Gross: ~\$46,136

Net: ~\$37,832

Monthly Net: ~\$3,153

Monthly Gap: -\$1,197

Code Enforcement Officer I

Gross: ~\$46,136

Net: ~\$37,832

Monthly Net: ~\$3,153

Monthly Gap: -\$1,197

Property Maintenance Specialist

Gross: ~\$54,468

Net: ~\$44,664

Monthly Net: ~\$3,722

Monthly Gap: -\$628

Building Inspector I

Gross: ~\$58,912
Net: ~\$48,308
Monthly Net: ~\$4,025
Monthly Gap: -\$325

Building Inspector II

Gross: ~\$61,268
Net: ~\$50,240
Monthly Net: ~\$4,187
Monthly Gap: -\$163

5.6 Key Findings

- All entry-level enforcement classifications fall materially below subsistence baseline.
 - Mid-level field roles remain below threshold.
 - Licensed building roles approach but do not exceed stable affordability margins at minimum.
 - Gross wage comparison does not reflect take-home sustainability.
 - Inflation has reduced real wage purchasing power since 2022.
-

5.7 Structural Implications

Where take-home income falls below subsistence:

- Commuting from lower-cost counties increases
 - Dual-income dependency rises
 - First-year turnover risk increases
 - Recruitment pool narrows
 - Above-base offers become reactive
-

5.8 Strategic Interpretation

This does not indicate compensation mismanagement.

Rather, it reflects:

- Post-inflation recalibration need
- Entry-level vulnerability
- Tight margins in licensed roles

The issue is dual-faceted:

- Market positioning (Section 4)
 - Local affordability alignment
-

5.9 Policy Considerations

Potential responses include:

- Targeted minimum adjustments
 - Certification-based step acceleration
 - Expanded Level III classifications
 - Structured above-base authority
 - Periodic cost-of-living review mechanisms
-

5.10 Section 5 Conclusion

On a net-income basis, several critical classifications do not align with conservative subsistence costs in Collier County.

While internal equity remains disciplined, affordability pressures suggest strategic recalibration may improve:

- Recruitment velocity
 - Early-career retention
 - Workforce sustainability
 - Service continuity
-

MODEL 2

Retiree Supplemental Income Model (RSIM)

1. Scenario Definition

Profile:

- Former law enforcement officer or park ranger
- Already receiving defined-benefit pension
- Possibly Social Security eligible
- Moves to Naples intentionally
- Purchases home in cash (no mortgage)
- Seeks employment for:
 - Engagement
 - Structure
 - Supplemental income
 - Community involvement

This model assumes employment income is not the sole support source.

2. Income Assumptions

Typical retired public safety pension:

Conservative estimate:

- Pension: \$55,000/year
- Social Security: \$22,000/year (if applicable)

Total non-employment income:

$$55000 + 22000$$

≈ \$77,000 annually

Net (after federal taxes, no state tax, assuming ~12% effective blended due to retirement deductions):

$$77000 * 0.88$$

≈ \$67,760 net annual retirement income

≈ \$5,647/month net

3. Cost Structure Assumptions (Cash Home Purchase)

Since home is purchased cash:

Remove:

- Mortgage
- Rent

Remaining housing-related expenses:

Category	Monthly Estimate
Property tax	\$700
Homeowners insurance	\$600
HOA (if applicable)	\$300
Maintenance reserve	\$400
Total housing-related:	$700 + 600 + 300 + 400$

= \$2,000/month

Add:

Transportation: \$900

Food & essentials: \$650

Utilities: \$600

Total Monthly Cost-to-Live:

$$2000 + 900 + 650 + 600$$

= \$4,150/month

4. Affordability Ratio Without Employment

Retirement net income: \$5,647

Monthly baseline: \$4,150

Affordability Ratio:

$$5647/4150$$

≈ 1.36

Interpretation:

This candidate is financially stable without employment.

5. Add Collier Employment Income

Example: Animal Control Officer I

Gross: \$46,136

Net (18% effective): ~\$37,832

Monthly net: ~\$3,153

Total Net Income:

$$5647 + 3153$$

= \$8,800/month

New Affordability Ratio:

$$8800/4150$$

≈ 2.12

Interpretation:

This is strong surplus income.

6. Strategic Interpretation

Under the Retiree Supplemental Income Model:

- Minimum pay levels are not structurally restrictive.
 - Compensation becomes supplemental rather than subsistence.
 - Recruitment vulnerability decreases for this demographic.
 - Wage competitiveness becomes less critical.
 - Work environment and flexibility matter more than pay.
-

7. Comparative Contrast

Model	Affordability Pressure	Recruitment Risk
Career Starter (Model 1)	High	Elevated
Retiree Supplemental (Model 2)	Low	Minimal

8. Workforce Strategy Implications

If the County intentionally prefers:

Retirees with pension income seeking part-time or structured engagement

Then:

- Current minimum pay may be adequate.
 - Above-base offers may not be necessary.
 - Flexibility and schedule design may matter more.
 - Recruitment messaging shifts from “living wage” to “meaningful service opportunity.”
-

9. Risk Consideration

However:

- Retiree pool size may be limited.
- Physical demands (Animal Control) may deter retirees.
- Long-term succession pipeline may weaken.
- Institutional knowledge transfer may stall if roles skew older.

MODEL 3

Hybrid Workforce Scenario (HWS)

1. Purpose

The Hybrid Workforce Scenario is designed to:

- Balance affordability realities (Section 5)
- Leverage retiree supply (Appendix C)
- Preserve long-term workforce sustainability
- Avoid across-the-board wage escalation
- Maintain internal equity discipline

It intentionally diversifies labor supply sources.

2. Workforce Composition Assumptions

Recommended target distribution for entry-level enforcement roles:

Role Category	Career Track	Retiree Track
Park Ranger I	60%	40%
Code Enforcement I	65%	35%
Animal Control I	75%	25%
Property Maintenance	60%	40%

This weighting reflects:

- Physical intensity differences
 - Succession planning need
 - Retiree interest likelihood
 - Institutional knowledge preservation
-

3. Compensation Strategy Under Hybrid Model

Instead of uniform increases, apply **targeted adjustments**:

A. Career Track Strategy

- Raise minimum range modestly (3–6%)
- Expand Level II/III progression steps
- Offer certification-based step acceleration
- Protect affordability floor

Example 5% adjustment to CEO I:

$$22.18 * 1.05$$

≈ \$23.29/hour

This reduces affordability gap without radical restructuring.

B. Retiree Track Strategy

- No structural pay increase required
- Maintain above-base flexibility within policy
- Offer part-time options (24–32 hours/week)
- Prioritize scheduling flexibility over wage escalation

Compensation remains supplemental.

4. Recruitment Impact Modeling

Under Hybrid Model:

Career candidates experience improved affordability ratio.

Retiree candidates remain financially stable regardless.

Net effect:

- Recruitment pool broadens
 - Time-to-fill decreases
 - Vacancy clustering risk declines
 - Early-career attrition decreases
 - Supervisor pipeline preserved
-

5. Fiscal Sensitivity Modeling

Example scenario:

Assume:

- 20 entry-level enforcement FTEs

- 10% average minimum adjustment for only career-track share
- Career track = 65%

Cost exposure:

$$20 * 0.65 * 46136 * 0.05$$

≈ \$29,989 annual incremental base exposure

This is materially lower than full-structure adjustments.

6. Risk Mitigation Features

Hybrid model mitigates:

- Full-market wage inflation
- Pensioner-only overreliance
- Pipeline collapse risk
- Compression between I/II levels

It allows gradual calibration instead of reactive correction.

7. Operational Design Enhancements

Hybrid workforce works best with:

- Structured job previews (especially Animal Control)
- Certification ladder clarity
- Mentorship pairing (Retiree + Career)
- Field leadership grooming path
- Limited above-base authority with guardrails

8. Comparative Model Summary

Model	Recruitment Risk	Fiscal Impact	Succession Strength	Stability
Career-Only	Moderate	Higher	Strong	Moderate
Retiree-Only	Low	Low	Weak	Moderate
Hybrid	Low	Moderate-Low	Strong	Strong

9. Executive Framing for County

The data does not suggest a single structural problem.

It suggests two labor realities.

The hybrid model allows Collier County to remain fiscally disciplined while expanding its recruitment channels and protecting long-term service continuity.

Strategic Conclusion

The Hybrid Workforce Scenario:

- Reduces affordability misalignment pressure
- Preserves internal equity
- Expands candidate diversity
- Protects succession planning
- Limits fiscal exposure
- Aligns with Naples demographic realities

It is the most balanced structural solution.

Workforce Strategy Options

Collier County – Enforcement & Regulatory Roles

Model 1 – Career Workforce Model

Structure

- 100% career-track employees
- Focus on long-term progression & succession pipeline

Compensation Approach

- Minimum range recalibration (5–10%)
- Expanded Level III/IV classifications
- Certification-based step acceleration

Strengths

- ✓ Strong long-term leadership pipeline
- ✓ Institutional knowledge retention
- ✓ Workforce continuity

Risks

- Higher fiscal exposure
- Affordability pressure remains significant at entry level
- Recruitment competitiveness dependent on pay adjustments

Best For

Sustainable long-term structural alignment in a high-growth environment.

Model 2 – Retiree Workforce Model

Structure

- Target retired law enforcement, park rangers, public safety professionals
- Supplemental-income workforce

Compensation Approach

- Minimal structural pay changes required
- Above-base flexibility within policy
- Emphasis on scheduling flexibility

Strengths

- ✓ Lower fiscal impact
- ✓ Reduced affordability sensitivity
- ✓ Immediate experience and discipline

Risks

- Limited long-term succession pipeline
- Age-based attrition risk
- Physical role demands (Animal Control)

Best For

Short-term vacancy stabilization in Naples’ retiree-dense demographic.

Model 3 – Hybrid Workforce Model (Recommended)

Structure

- 60–75% Career Track
- 25–40% Retiree Track
- Role-specific weighting

Compensation Approach

- Targeted minimum adjustments (3–6%)
- Maintain above-base authority
- Expand progression ladder

Strengths

- ✓ Balanced fiscal exposure
- ✓ Improved recruitment pool diversity
- ✓ Stronger succession stability
- ✓ Reduced vacancy clustering risk

Risks

- Requires structured workforce planning
- Requires discipline in hiring channel management

Best For

Naples labor market realities + long-term regulatory service sustainability.

Executive Comparison Snapshot

Model	Recruitment Stability	Fiscal Impact	Succession Strength	Market Competitiveness
Career	Moderate	Higher	Strong	Moderate-High
Retiree	High (short-term)	Low	Weak	Stable
Hybrid	High	Moderate-Low	Strong	Strong

Executive Takeaway

The data indicates a labor-market bifurcation.

A hybrid model allows Collier County to remain fiscally disciplined while expanding recruitment channels and protecting long-term service continuity.

Section 6 – Vacancy Patterns & Turnover Analysis

Growth Management & Code Division (GMCD)

January 2022 – February 2026

6.1 Purpose

This section evaluates:

- Vacancy clustering patterns
- Separation trends
- Voluntary vs. involuntary exits (where identifiable)
- Role concentration of turnover
- Timing relative to inflation (2022–2023 spike)
- Alignment with affordability and workforce model findings

The objective is to determine whether turnover is:

- Compensation-driven
 - Accountability-driven
 - Market-driven
 - Structural
-

6.2 High-Level Turnover Overview

Key Observations (2022–2026 period)

- Turnover is not evenly distributed.
- Entry-level enforcement roles represent the highest separation concentration.
- Vacancy clustering accelerates in 2024–2025.
- Licensed Building roles show lower relative churn.

This supports earlier affordability vulnerability findings.

6.3 Vacancy Concentration by Classification

Most turnover occurred in:

High Concentration Roles

- Code Enforcement Officer I
- Animal Control Officer I
- Park Ranger I (where applicable)

Moderate Concentration Roles

- Code Enforcement Officer II
- Property Maintenance Specialist

Lower Concentration Roles

- Building Inspector II
- Plans Reviewer II
- Supervisory roles

This pattern is consistent with:

- Entry-level wage compression
 - Field-based job intensity
 - Physical and public-facing role demands
-

6.4 Timing Pattern Analysis

2022–2023:

- Inflation spike period
- Housing cost surge
- Some voluntary attrition begins

2024–2025:

- Noticeable vacancy clustering
- Six vacancies in 2025 (as noted by client)
- Increased accountability enforcement internally

This suggests dual drivers:

1. External affordability pressure
2. Internal performance accountability enforcement

Important distinction:

This is not purely wage-driven turnover.

6.5 Separation Type Interpretation

From client discussion:

Two main drivers were identified:

1. Performance Accountability Exits

Employees not meeting field expectations left after management enforcement.

This suggests:

- Workforce selection misalignment
- Inadequate job previewing
- Mismatch between applicant expectations and job reality

This is not a pay structure failure.

2. Role Intensity Reality (Animal Control)

Animal Control Officer I positions involve a combination of field-based public safety, regulatory enforcement, and animal welfare responsibilities. The role requires:

- Handling animals in a variety of conditions, including distressed, injured, or aggressive situations
- Performing humane care activities in accordance with established protocols
- Engaging with members of the public in emotionally sensitive circumstances
- Working outdoors in variable weather conditions

These responsibilities require both physical resilience and emotional composure. As a result, the position may appeal most strongly to individuals who are comfortable with field-based regulatory work and direct public interaction.

The specialized and mission-driven nature of the role may naturally narrow the candidate pool, independent of compensation levels.

6.6 Turnover Rate Interpretation

Entry-level enforcement roles show characteristics of:

- Early-career churn
- First-year exit vulnerability
- Trial-based employment behavior

Building & licensed roles show:

- Higher stability
- Stronger credential investment

- Longer tenure clustering

This aligns with:

- Higher wage levels
 - Certification-based identity
 - Stronger professional anchoring
-

6.7 Vacancy Clustering Pattern

Vacancy clustering in 2025 suggests:

- Simultaneous attrition events
- Possibly related to:
 - Accountability tightening
 - Housing affordability plateau
 - Alternative employment availability in adjacent counties

However:

There is no evidence of systemic mass exodus.

Rather, turnover appears:

Localized

Role-specific

Frontline concentrated

6.8 Alignment with Workforce Models

Now we integrate with Models 1–3.

Career-Only Model

Would require stronger wage adjustments to reduce early churn.

Retiree Model

Reduces accountability shock risk:

- Retirees more accustomed to discipline
- Less financially dependent on role
- Lower lifestyle misalignment

Hybrid Model

Most effective for turnover stabilization:

- Retirees anchor field expectations
- Career employees build pipeline
- Reduced risk of simultaneous early-career churn

6.9 What the Turnover Data Does NOT Show

It does not show:

- Management instability
- Supervisor-level flight
- Mid-career building role instability
- Structural compensation collapse

Turnover is concentrated at:

Entry-level, physically demanding roles.

This is consistent with:

National patterns in enforcement and animal control.

6.10 Strategic Interpretation

Turnover is multi-factor:

Driver	Influence Level
Entry-level affordability pressure	Moderate
Job intensity reality	High
Accountability enforcement	High
Market competitiveness gap	Moderate
Structural pay misalignment	Low-Moderate

This is not a single-variable problem.

It is labor market + job realism + demographic dynamics.

The data does not indicate that compensation alone caused vacancies.

It indicates that the nature of these roles, combined with inflationary pressure and accountability reinforcement, created friction at the entry level.

Recruitment channel calibration/supplementation may be beneficial.

6.12 Integrated Finding

When combining:

Section 4 – Market Benchmarking

Section 5 – Affordability Gap

Section 6 – Turnover Patterns

The conclusion is:

- Entry-level roles are structurally stable but externally pressured.
- Job intensity requires better selection alignment.
- Compensation is moderately below six-county midpoint but not egregiously misaligned.
- Hybrid workforce model best addresses risk without destabilizing pay plan.

Section 7 – Vacancy Patterns, Market Positioning, Retirement Exposure, and Emerging Equity Considerations

7.1 Pattern Overview

The dataset reflects active vacant positions across 2024 and 2025, Collier County minimum pay rates, and corresponding minimum pay comparisons across Lee, Sarasota, Orange, Hillsborough, and Palm beach counties. Importantly, this analysis focuses specifically on classifications with vacancy activity rather than the entire workforce population.

A clear structural pattern emerges:

- Entry-level enforcement roles (Code Enforcement Officer I, Animal Control Officer I, Park Ranger I) cluster between approximately \$20.00 and \$22.00 per hour in Collier County.
- Technical Building Review and Permitting roles (Plans Reviewer II, Building Inspector II) cluster near \$29.00 to \$30.00 per hour.

This bifurcation between field enforcement classifications and licensed technical classifications is consistent throughout the data.

Additionally, several positions have remained vacant for extended periods. Notably:

- Plans Reviewer II vacancies date back to September 2023.
- Building Inspector I vacancies date back to May 2024.
- Multiple Building Inspector II vacancies occurred throughout 2024 and 2025.
- Code Enforcement Officer II and Animal Control Officer II vacancies were recorded in early 2025 and late 2024.

The presence of vacancies extending beyond one year, particularly in Plans Reviewer II and Building Inspector classifications, indicates persistent recruitment difficulty rather than short-term turnover cycles.

7.2 Market Positioning by Job Family

7.2.1 Code Enforcement Officer I

Collier County minimum: \$22.18 per hour

Comparator minimums:

- Lee: \$17.00
- Sarasota: \$22.94
- Orange: \$25.00
- Hillsborough: \$20.22
- Palm beach: \$28.83

The approximate market median falls between \$22.94 and \$23.10 per hour. Collier is slightly below the median but remains regionally competitive. However, Orange and Palm beach

counties offer materially higher minimums, which may influence lateral movement and applicant decision-making in a competitive labor environment.

Collier's positioning is generally aligned with mid-market conditions but does not reflect leadership in high-growth metropolitan markets.

7.2.2 Animal Control Officer I

Collier County minimum: \$22.18 per hour

Comparator minimums:

- Lee: \$22.00
- Sarasota: \$24.00
- Orange: \$23.10
- Hillsborough: \$23.10 to \$27.64
- Palm beach: \$26.01

The market median approximates \$23.10 to \$24.00 per hour. Collier sits slightly below the median and below several comparators by \$1.50 to \$4.00 per hour.

Given the nature of Animal Control work — which includes emotionally demanding tasks, physical exposure, public confrontation, and safety risk — even modest pay differentials can materially affect recruitment and retention outcomes.

7.2.3 Park Ranger I

Collier County minimum: \$20.30 per hour

Comparator minimums:

- Lee: \$22.00
- Orange: \$19.00
- Hillsborough: \$16.02
- Palm beach: \$22.88

Collier is positioned above Orange and Hillsborough but slightly below Lee and Palm beach.

This classification is not a severe outlier relative to the market. Therefore, vacancy patterns in Park Ranger I may reflect labor supply preferences, seasonal employment patterns, or workforce model decisions rather than compensation misalignment alone.

7.2.4 Property Maintenance Specialist

Collier County minimum: \$26.19 per hour

Comparator minimums:

- Lee: \$17.00
- Sarasota: \$26.99
- Orange: \$25.00
- Hillsborough: \$27.14

- Palm beach: \$18.54

Collier is competitive within the regional range and aligned closely with Sarasota and Hillsborough. Vacancies in this classification are unlikely to be driven primarily by pay compression.

7.2.5 Building Review & Permitting (Plans Reviewer II, Building Inspector II)

Collier County minimum: \$29.46 per hour

Comparator minimums:

- Lee: \$24.86
- Sarasota: \$28.34 to \$31.16
- Orange: \$31.30
- Hillsborough: \$31.21 to \$40.66
- Palm beach: \$31.94 to \$32.77

Collier is slightly below larger metropolitan counties but remains competitive within the broader regional market. However, prolonged vacancies in Plans Reviewer II dating back to 2023 and recurring vacancies in Building Inspector II throughout 2024–2025 suggest that licensure supply constraints and competitive labor market conditions are influencing hiring timelines.

These roles require certification under the Florida Building Code Administrators and Inspectors Board and carry extended onboarding and competency timelines.

7.3 Most Structurally Misaligned Classification: Code Enforcement Officer II

Collier County minimum: \$25.18 per hour

Comparator minimums:

- Lee: \$19.23
- Sarasota: \$24.74
- Orange: \$31.30
- Hillsborough: \$27.24
- Palm beach: \$31.94

While Collier sits slightly above Sarasota and materially above Lee, it trails Orange and Palm beach by approximately \$6.00 per hour and Hillsborough by approximately \$2.00 per hour.

This mid-tier enforcement role is particularly important because it:

- Represents a promotional step from Code Enforcement Officer I
- Serves as a pipeline to supervisory leadership
- Requires greater regulatory experience and case complexity

Pay compression at this level may create:

- Reduced promotional incentive
- Internal equity concerns
- Increased susceptibility to lateral movement to higher-paying counties

This classification represents the most structurally sensitive compensation gap within the enforcement family.

7.4 Vacancy Duration and Workforce Sustainability

Vacancy history indicates that several technical roles have remained unfilled for extended periods, particularly Plans Reviewer II and Building Inspector classifications. Long-duration vacancies in credentialed classifications increase workload pressure on remaining staff and may contribute to burnout and accelerated retirement decisions.

This concern is compounded by projected retirement exposure within the next zero to three years:

- 10 Building Inspector II
- 1 Building Inspector I
- 3 Plans Reviewer II
- 1 Code Enforcement Officer I
- 2 Code Enforcement Officer II
- 1 Manager – Code Enforcement
- 1 Park Ranger II

This retirement projection represents a significant generational transition across regulatory and enforcement functions. In combination with current vacancies, certain classifications may experience cumulative turnover exposure within a compressed 24–36 month window.

Building Inspector II presents the highest structural risk due to both retirement clustering and licensing requirements.

7.5 Emerging Internal Pay Equity Considerations

Several internal equity dynamics are evident:

1. Entry-level enforcement roles cluster at the lower-middle of the market.
2. Mid-tier enforcement (CEO II) may lack sufficient separation from entry classifications relative to external markets.
3. Technical building roles are comparatively competitive externally but may face internal compression if promotional differentials are narrow.

Internal pay equity should consider:

- Appropriate differential between Code Enforcement Officer I and II
- Appropriate differential between Inspector I and Inspector II
- Supervisory compression relative to mid-tier roles
- Cross-division equity between enforcement and permitting functions

Without careful band spacing and compression analysis, promotional progression may not adequately reward additional responsibility or certification attainment.

7.6 Strategic Implications

The data does not indicate that Collier County is uniformly under market. Rather, it indicates:

- Entry enforcement classifications sit in the lower-middle market range.
- Mid-tier enforcement roles may sit below aggressive metropolitan comparators.
- Technical permitting roles are competitive but face certification pipeline constraints.
- Retirement exposure introduces structural workforce sustainability risk independent of pay positioning.

The compensation structure must align with the County’s intended workforce model:

- A career enforcement model requires competitive mid-tier positioning and promotional differentiation.
- A retiree-based supplemental model may rely more heavily on flexible scheduling and non-monetary factors.
- A hybrid model requires balanced investment in entry-level competitiveness and mid-tier retention incentives.

Compensation strategy should therefore be integrated with workforce sustainability planning, succession modeling, and internal equity review.

7.7 Professional Summary

Collier County’s compensation structure for enforcement-related entry classifications is generally aligned with the lower-middle range of the regional market; however, select roles — particularly Code Enforcement Officer II and Animal Control Officer I — are positioned below higher-paying metropolitan comparators.

Extended vacancy durations in technical classifications and concentrated retirement projections within the next three years indicate a forthcoming generational transition in regulatory functions. While compensation alone does not explain all vacancy patterns, market positioning, retirement clustering, and internal equity spacing collectively suggest that proactive workforce planning and pay structure evaluation will be necessary to preserve operational stability and recruitment competitiveness over the next 24 to 36 months.

Section 8 – Retirement Exposure and Workforce Sustainability Risk Analysis

8.1 Introduction

In addition to the analysis of current vacancies and external market benchmarking, this study identified a significant concentration of retirement eligibility within the Code Enforcement and Building Review & Permitting divisions. Several incumbents in critical classifications are projected to retire within the next zero to three years.

This projected attrition represents a structural workforce transition rather than routine turnover. As such, it warrants proactive workforce planning to ensure service continuity, regulatory compliance, operational stability, and preservation of institutional knowledge.

The purpose of this section is to assess the scope of retirement exposure, identify concentration risk areas, and evaluate potential operational implications in the context of current vacancy patterns and market positioning.

8.2 Retirement Eligibility Overview (0–3 Year Horizon)

Updated Retirement Exposure Summary

The most recent retirement eligibility list reflects a significant concentration of retirement-eligible incumbents across Building Review & Permitting and Code Enforcement classifications within the next three years.

The updated dataset includes the following retirement-eligible positions:

Building Review & Permitting

- **Building Inspector I (2)**
- **Building Inspector II (20)**
- **Chief Building Inspector (2)**
- **Chief Building Official (1)**
- **Deputy Building Official (1)**
- **Plans Reviewer II (6)**

Code Enforcement

- **Code Enforcement Officer I (3)**
- **Code Enforcement Officer II (3)**
- **Manager – Code Enforcement (1)**

- **Park Ranger I (1)**
- **Park Ranger II (2)**

Total Retirement Exposure (0–3 Years)

Total Identified Positions: 42

Breakdown by Division:

- **Building Review & Permitting: 32 positions**
- **Code Enforcement: 10 positions**

Structural Concentration Analysis

1. Building Inspector II – Primary Exposure Point

The most significant concentration occurs in **Building Inspector II**, with **20 retirement-eligible incumbents**.

This represents:

- A substantial portion of the County’s certified inspection workforce.
- A concentration in mid-to-senior technical roles responsible for complex inspections, code interpretation, and mentoring.
- A potential loss of institutional knowledge within a compressed timeframe.

Because Building Inspector II typically requires state licensure and field experience, replacement timelines are longer than for entry-level classifications.

2. Leadership-Level Exposure

Leadership and supervisory retirement exposure includes:

- Chief Building Official (1)
- Deputy Building Official (1)
- Chief Building Inspectors (2)
- Manager – Code Enforcement (1)

This creates layered succession risk:

- Technical leadership loss
 - Institutional memory erosion
 - Reduced mentoring capacity for junior staff
 - Potential external recruitment necessity if internal pipeline is insufficient
-

3. Plans Reviewer II Exposure

Six retirement-eligible incumbents are in **Plans Reviewer II**, a credentialed classification that has also shown recurring vacancies in prior sections of this study.

This overlap between:

- Persistent vacancy signals, and
- Retirement eligibility concentration

represents a compounded workforce sustainability risk.

Plans Reviewer II roles are highly specialized and difficult to replace quickly due to certification and experience requirements.

4. Code Enforcement Mid-Tier Exposure

Within Code Enforcement:

- Officer I (3)
- Officer II (3)
- Manager (1)

Mid-tier enforcement roles are particularly important because they:

- Serve as the operational backbone of field enforcement
- Mentor entry-level officers
- Function as the succession pipeline for supervisory roles

Losing Officer II incumbents while simultaneously maintaining Officer I vacancy pressure could weaken promotional readiness and leadership continuity.

Operational Implications

The updated retirement dataset indicates:

1. **High concentration in credentialed technical classifications**
2. **Simultaneous exposure at both technical and supervisory levels**
3. **Overlap between retirement eligibility and historically recurring vacancy classifications**
4. **Reduced mentoring bandwidth if retirements cluster within a short window**

When combined with sustained production levels in Building Review & Permitting and steady case volume in Code Enforcement, this retirement horizon represents a structural continuity risk rather than routine workforce turnover.

Strategic Risk Profile

The retirement exposure profile suggests the following:

- Building Review & Permitting faces the most immediate institutional knowledge risk due to the scale of Inspector II retirements.
- Plans Reviewer II retirements amplify recruitment sensitivity in an already labor-constrained classification.
- Code Enforcement faces moderate but strategically important mid-tier and leadership exposure.
- Without proactive progression planning, internal promotion capacity may be insufficient to absorb this wave.

Strategic Considerations

To mitigate 0–3 year retirement exposure, the County may consider:

- Accelerated development of Category III and IV classifications to formalize senior technical roles and mentorship expectations.
- Structured succession mapping for Chief and Deputy Building leadership roles.
- Overlapping onboarding periods where fiscally feasible.
- Certification pipeline development to shorten time-to-competency for new inspectors and reviewers.
- Preservation of meaningful promotional differentials (greater than 4%) to incentivize licensure attainment and internal advancement.

Conclusion

The updated retirement eligibility list confirms a concentrated 0–3 year retirement horizon across critical regulatory and life-safety classifications.

With **42 positions identified**, including 20 Building Inspector II incumbents and multiple supervisory roles, proactive workforce planning is essential to preserve operational continuity, regulatory compliance stability, and institutional knowledge transfer.

This retirement concentration strengthens the rationale for structured career ladder expansion, promotional alignment above nominal cost-of-living differentials, and recruitment agility improvements identified in subsequent sections of this study.

Section 9 – Production Review

(Three-Year Operational Workload Analysis)

9.1 Purpose

This section evaluates production and workload trends within the Building Review & Permitting and Code Enforcement divisions over the most recent three fiscal years. The objective is to determine whether compensation and workforce sustainability considerations are occurring within a context of declining, stable, or sustained operational demand.

Production data is reviewed in conjunction with staffing trends, vacancy clustering, and retirement exposure to assess capacity risk and service continuity implications.

9.2 Building Review & Permitting Division

9.2.1 Inspection Activity

Inspection volumes remain substantial across all disciplines, reflecting continued regulatory demand and development activity.

Electrical Inspections

- FY2023: 63,517
- FY2024: 61,362
- FY2025: 49,463
- Inspector staffing reduced from 12 to 11 in FY2025

Mechanical Inspections

- FY2023: 33,462
- FY2024: 32,290
- FY2025: 28,155
- Staffing remained at 7 inspectors

Plumbing Inspections

- FY2023: 49,147
- FY2024: 47,012
- FY2025: 40,171
- Staffing remained at 10 inspectors

Structural Inspections

GROWTH MANAGEMENT COMMUNITY DEVELOPMENT COMPENSATION STUDY

- FY2023: 129,939
- FY2024: 123,009
- FY2025: 102,384
- Inspector staffing reduced from 24 to 22 in FY2025

Interpretation – Inspection Trends

While inspection volumes have moderated from peak levels in FY2023, they remain operationally significant. Notably:

- Structural inspection activity remains above 100,000 annually.
- Electrical inspections remain near 50,000 annually despite staffing reductions.
- Inspector headcount reductions occurred during a period of continued workload intensity.
- Production levels reflect stabilization following high-growth cycles—not contraction of regulatory responsibility.

Even modest declines in volume do not materially reduce the complexity of inspections, which remain dependent on certified technical staff.

9.2.2 Plan Review Activity

Plan review volume remains consistent and stable.

Residential Reviews

- FY2023: 24,812
- FY2024: 23,286
- FY2025: 23,298

Residential review activity has remained consistently above 23,000 annually.

Electrical Reviews

- FY2023: 8,401
- FY2024: 8,397
- FY2025: 9,170

Mechanical Reviews

- FY2023: 3,029
- FY2024: 3,356
- FY2025: 3,738

Plumbing & Handicap Reviews

- FY2023: 9,396
- FY2024: 9,589
- FY2025: 9,545

Structural Reviews

- FY2023: 10,311
- FY2024: 11,233
- FY2025: 11,457

Interpretation – Plan Review Trends

Plan review activity demonstrates:

- Stability in residential volume.
- Continued strength in structural review activity.
- Incremental increases in specialized review categories (electrical, mechanical).
- Sustained technical complexity in development oversight.

This production profile indicates that workload demands for credentialed Plans Reviewers remain consistently high.

9.3 Code Enforcement Division

9.3.1 Case Volume Trends

Cases Opened

- FY2023: 7,089
- FY2024: 8,040
- FY2025: 11,071

This reflects a **56% increase in case intake from FY2023 to FY2025.**

9.3.2 Compliance Closures

Voluntary Compliance Closures

- FY2023: 3,029
- FY2024: 3,653

- FY2025: 4,062

Closure activity increased alongside case intake, reflecting sustained enforcement engagement.

9.3.3 Field Activity

Property Inspections

- FY2023: 2,340
- FY2024: 2,111
- FY2025: 3,329

Field inspection activity increased significantly in FY2025.

9.3.4 Administrative Workload

Lien Searches Requested

- FY2023: 10,191
- FY2024: 7,781
- FY2025: 7,674

Lien searches represent ongoing administrative and legal coordination workload.

9.4 Combined Operational Interpretation

Across both divisions, the data demonstrates:

1. Sustained production levels over a three-year period.
2. Stabilized but still high inspection volumes.
3. Significant growth in Code Enforcement case intake.
4. Continued administrative workload intensity.
5. Staffing reductions occurring during sustained demand.

The production profile does not indicate contraction of regulatory services. Rather, it reflects:

- Continued development oversight responsibility.
 - Increased enforcement demand.
 - Persistent technical workload requiring credentialed professionals.
-

9.5 Workforce Capacity Implications

When production data is considered alongside:

- Recurring vacancies in credentialed roles,
- Concentrated 0–3 year retirement exposure,
- Mid-tier compression risks, and
- Labor supply constraints for licensed professionals,

the production analysis supports a conclusion that workforce stability is strategically significant to maintaining service reliability.

Even moderate vacancy clustering or retirement acceleration within Inspector II or Plans Reviewer II classifications could:

- Extend permit review timelines,
- Increase inspection scheduling delays,
- Concentrate workload on remaining staff,
- Accelerate burnout and secondary turnover risk.

9.6 Conclusion

The three-year production review confirms that:

- Workload demand remains structurally strong.
- Enforcement activity has increased materially.
- Inspection and plan review functions remain operationally intensive.
- Workforce sustainability planning must be evaluated in the context of sustained—not declining—service demand.

Compensation and structural recommendations in the final section of this study are therefore grounded in maintaining service continuity and regulatory stability under continued workload intensity.

Section 10 – Strategic Compensation and Workforce Recommendations (Final Section)

10.1 Strategic Context

The analyses in prior sections (market benchmarking, internal equity, cost-of-living sensitivity, vacancy patterns, production trends, and retirement exposure) point to a consistent set of conditions:

1. **Regional pay positioning is generally competitive**, but Collier is not consistently positioned as a market leader.
2. **Mid-tier compression risk exists** in selected classifications—particularly where experienced staff can laterally migrate to higher-paying counties.
3. **Local affordability pressures are real**, especially for entry enforcement roles in a high-cost housing environment.
4. **A concentrated 0–3 year retirement horizon** in key technical and enforcement leadership roles increases succession and continuity risk.
5. **Workforce sustainability is partially supported by second-career/retiree applicants**, which can be helpful but should not become the County’s long-term staffing model by default.

These conditions do **not** indicate a need for across-the-board restructuring. They support **targeted structural refinements** that improve recruitment velocity, strengthen career progression, and protect internal equity—while remaining fiscally responsible.

10.2 Recommendation 1 – Establish Category III and Category IV Career Ladders. Intern start position.

10.2.1 Purpose

Several job families currently operate in a two-tier structure (I–II). Creating **Intern, Category III and Category IV** levels is recommended to:

- Expand career progression beyond Level II
- Reduce mid-tier compression and “ceiling” effects
- Retain credentialed professionals in hard-to-fill roles
- Strengthen mentorship capacity and succession planning
- Reduce reliance on external lateral recruitment and contracted services

This structure directly supports continuity during the retirement transition and improves service consistency.

Pay Architecture for Category III/IV

To preserve internal equity and create real promotional incentive, Category III/IV should have defined minimum differentials:

- Level I → Level II: **7% minimum (preferred 8%–10%)**
- Level II → Level III: **7%–10%**
- Level III → Level IV: **8%–12%**
- Level IV → Supervisor: **10%+ separation**

This prevents “stacking” and protects the supervisory ladder from compression.

10.3 Recommendation 2 – Reinforce Mid-Tier Pay Competitiveness in Enforcement

Mid-tier enforcement roles are strategically critical because they serve as:

- The primary promotional step from entry enforcement
- The operational backbone for complex casework
- The mentorship layer for new officers
- The internal pipeline for supervisory succession

Market positioning for Code Enforcement Officer II shows Collier is:

- Stronger than Lee, slightly above Sarasota
- Below Hillsborough
- Materially below Orange and Palm Beach

In a competitive enforcement labor market, multi-dollar hourly gaps can influence lateral movement and promotion motivation.

Recommended actions:

1. Re-evaluate Officer II minimum placement against a regional 50th–60th percentile target.
2. Ensure a **minimum 8%–12% promotional separation** between Officer I and Officer II.
3. Protect Officer II → Supervisor progression with clear advancement value (avoid stagnation).

This strengthens succession continuity, improves retention, and stabilizes leadership readiness.

10.4 Recommendation 3 – Strengthen Recruitment Strategy and Applicant Pipeline

10.4.1 Targeted Recruitment Messaging

Position the County as a career destination by highlighting:

- The new I–IV progression model
- Certification advancement incentives
- Hybrid workforce opportunities (career-track and second-career)
- Mission impact and public-facing service value

10.4.2 Pipeline Development

Establish an early pipeline aligned to hard-to-fill roles:

- Internships and trainee pathways for building and enforcement tracks
- Partnerships with technical programs and construction trades
- Conditional offers tied to certification timelines, where permissible

10.4.3 Hiring Velocity Improvements

To reduce candidate loss in competitive markets:

- Track time-to-offer metrics for priority classifications
 - Set internal targets for faster offers
 - Use conditional offers where allowable to reduce delays
-

10.5 Recommendation 4 – Retain Knowledge and Stabilize Succession During Retirement Transition

Given the projected retirement horizon in technical and leadership classifications, implement structured knowledge transfer:

- Formal mentor assignments tied to Category III/IV roles
- Overlap periods between outgoing and incoming staff where feasible
- Documentation protocols for complex case interpretation
- “Train-the-trainer” expectations for advanced tiers

Retention tools may include:

- Certification incentives
- Professional development reimbursement
- Specialized assignment premiums tied to measurable workload complexity

10.6 Recommendation 5 – Maintain Internal Equity and Prevent Compression

To protect internal equity as changes occur:

- Conduct annual compression reviews for key ladders:
 - Officer I vs. Officer II
 - Inspector I vs. Inspector II
 - Inspector II vs. proposed Inspector III
- Ensure advanced technical tiers do not overlap entry supervisory pay bands
- Maintain clear separation between enforcement, technical, and supervisory structures

10.7 Recommendation 6 – Improve Customer Satisfaction Through Workforce Stability

Compensation structure and workforce continuity directly affect public service delivery. Expected service benefits from stabilizing staffing include:

- More predictable inspection scheduling
- Reduced permit review delays
- Reduced enforcement backlog
- Reduced overtime dependency
- Higher consistency in code interpretation and case resolution

Workforce stabilization is therefore not only an HR outcome—it is a service delivery and life-safety continuity outcome.

10.8 Recommendation 7 – Confirm the County’s Workforce Model (Career, Retiree-Supplemented, or Hybrid)

It is recommended the County explicitly confirm its intended workforce strategy:

- **Career-based model** (requires stronger entry and mid-tier competitiveness)
- **Retiree-supplemented model** (useful but carries succession risk if overused)
- **Hybrid model (recommended)** combining both, supported by Category III/IV tiers

Compensation architecture and recruitment strategy should align to the selected model.

10.9 Implementation Roadmap (0–18 Months)

Phase 1 (0–3 Months)

- Approve Category III/IV framework and Intern concept
- Confirm revised licensure promotional differential (7% minimum; preferred 8%–10%)
- Establish hard-to-fill and above-base placement guidance

Phase 2 (3–6 Months)

- Implement succession overlap and mentoring expectations
- Launch pipeline initiatives (intern/trainee partnerships)
- Conduct compression audit for priority ladders

Phase 3 (6–18 Months)

- Track vacancy reduction metrics and time-to-hire outcomes
 - Review turnover patterns and promotion trends
 - Refresh market positioning against comparator counties
-

10.10 Conclusion

The study identifies a **structural sustainability issue**, not a broad wage inflation issue.

Key pressures include:

- High local affordability constraints
- Mid-tier competitiveness gaps in select roles
- Concentrated retirement exposure in technical and enforcement leadership classifications
- Labor supply constraints for credentialed professionals

Targeted refinements—especially Category III/IV creation, licensure-based promotional alignment above 4%, mid-tier reinforcement, and improved recruitment agility—will strengthen

recruitment, protect internal equity, and preserve long-term service continuity without requiring full pay structure overhaul.

Pay Adjustments Recommendations

Position Description	Current Min/Hr	Current Min/Year	Recommended New Min./Hr	Recommended New Min./Year	% Increase
Code Enforcement Officer I	\$ 22.18	\$ 46,137	\$ 23.43	\$ 48,734	5.63%
Animal Control Officer I	\$ 22.18	\$ 46,137	\$ 23.43	\$ 48,734	5.63%
Property Maintenance Specialist	\$ 26.19	\$ 54,468	\$ 26.94	\$ 56,035	2.88%
Park Ranger I	\$ 20.30	\$ 42,222	\$ 21.80	\$ 45,344	7.40%
Code Enforcement Officer II	\$ 25.18	\$ 52,373	\$ 26.68	\$ 55,494	5.96%
Animal Control Officer II	\$ 29.46	\$ 61,269	\$ 30.46	\$ 63,357	3.41%
Code Enforcement Supervisor	\$ 33.13	\$ 68,910	\$ 35.00	\$ 72,800	5.64%
Code Enforcement Manager	\$ 38.76	\$ 80,621	\$ 41.50	\$ 86,320	7.07%
Park Ranger II	\$ 27.23	\$ 56,638	\$ 29.00	\$ 60,320	6.50%
Plans Reviewer II	\$ 29.46	\$ 61,269	\$ 32.00	\$ 66,560	8.64%
Building Inspector II	\$ 29.46	\$ 61,269	\$ 30.46	\$ 63,357	3.41%
Plans Reviewer I	\$ 28.32	\$ 58,912	\$ 29.07	\$ 60,466	2.64%
Building Inspector I	\$ 28.32	\$ 58,912	\$ 29.07	\$ 60,466	2.64%
NEW Recommended Plans Reviewer / Building Inspector Level III	\$ 36.96	\$ 76,877	\$ 36.96	\$ 76,877	0.00%
NEW Recommended Plans Reviewer / Building Inspector Level IV	\$ 41.40	\$ 86,102	\$ 41.40	\$ 86,102	0.00%
NEW Intern	\$ 19.00	\$ 39,520	\$ 19.00	\$ 39,520	0.00%

Figure 1: Pay Adjustments Recommendations

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LAND DEVELOPMENT CODE AMENDMENT

PETITION

PL20240006969

ORIGIN

Growth Management
Community Department
(GMCD)

SUMMARY OF AMENDMENT

This Land Development Code (LDC) amendment proposes to update the Rural Fringe Mixed Use District (RFMUD) in concert with the changes approved to the Growth Management Plan (GMP) with the adoption of Ordinance 2023-25 and Ordinance 2025-16. LDC amendments are reviewed by the Board of County Commissioners (Board), Collier County Planning Commission (CCPC), Development Services Advisory Committee (DSAC), and the Land Development Review Subcommittee of the DSAC (DSAC-LDR).

HEARING DATES

Board	TBD
CCPC	TBD
DSAC	06/03/2026
DSAC-LDR	12/16/2025
	11/19/2025
	09/16/2025

LDC SECTION TO BE AMENDED

02.03.07	Overlay Zoning Districts
02.03.08	Rural Fringe Zoning Districts
02.06.01	Generally

ADVISORY BOARD RECOMMENDATIONS

DSAC-LDR

Approval with recommendations

DSAC

TBD

CCPC

TBD

BACKGROUND

The RFMUD was first adopted on February 11, 2004. On May 23, 2023, the Board adopted Ordinance 2023-25, which consisted of amending Future Land Use Element (FLUE), Future Land Use Map (FLUM) and Map series as part of the RFMUD restudy. This LDC amendment implements updates to the LDC resulting from the approved RFMUD restudy and subsequent Board adopted GMP clean-up, Ordinance 2025-16, as follows: increasing of the number of base Transfer of Development Rights (TDR) credits generated per acre/per nonconforming lot, increasing of density on receiving lands for affordable housing, allowance of active recreation in the sending lands as conditional uses, addition of Belle Meade Hydrologic Enhancement Overlay (BMHEO) provisions, changes to Environmental Restoration and Maintenance TDR Bonus credit generation, introduction of Business and Industrial Uses in the receiving lands with specific uses, development standards and locational criteria to be identified within the LDC, introduction of Neighborhood commercial uses within Affordable Housing projects with specific uses, design standards, development standards and locational criteria to be identified within the LDC, additional development standards and location criteria for housing that is affordable within the RFMUD receiving lands, addition of clustering provisions for RFMUD sending lands, addition of Conservation TDR Credits, changes to Rural Village design criteria and density bonus for low-income residential units provided, and reduction of open space requirement for housing that is affordable projects.

It should be noted that the BMHEO bonus TDR credit was only applicable within two (2) years from the effective date of the adoption of Ordinance 2023-25 (adopted May 23, 2023). Because the GMP provision for the BMHEO

bonus TDR credit has expired and therefore, no new provisions related to the TDR credit in the BMHEO is proposed with this LDC amendment. It also should be noted that the adoption of Ordinance 2025-59 allows for a higher Floor Area Ratio in most areas of the County, except where expressly noted in the GMP. The RFMUD designation in the GMP limits the FAR of group homes to 0.45. The Board will have to determine if a greater FAR should be allowed in the RMFUD. Should the Board decide to authorize a higher FAR, both a GMP amendment and corresponding LDC amendment will be necessary.

FISCAL & OPERATIONAL IMPACTS

The fiscal impacts to Collier County resulting from this amendment are for staff time to prepare the amendment and costs for the associated legal advertising/public notice for the public hearings. Funds will be available from the Unincorporated Area General Fund (1011) and the Comprehensive Planning Cost Center.

GMP CONSISTENCY

The proposed LDC amendment has been reviewed by Comprehensive Planning staff and may be deemed consistent with the GMP.

EXHIBITS: A) None

Amend the LDC as follows:

2.03.07 – Overlay Zoning Districts

* * * * *

D. Special Treatment Overlay (ST)

* * * * *

4. Transfer of Development Rights (TDR).

a. Purpose, Intent and Applicability.

i. Purpose. The primary purpose of the TDR process is to establish an equitable method of protecting and conserving lands determined to have significant environmental value, including large connected wetland systems and significant areas of habitat for listed species; and

To provide a viable mechanism for property owners of such environmentally valuable lands to recoup lost value and development potential which may be associated with the application of environmental preservations standards to such lands.

ii. Intent. These TDR provisions are intended to accomplish the above stated purpose through an economically viable process of transferring development rights from less suitable lands for development to more suitable lands for development non-RFMU sending areas and RFMU sending lands to more suitable non-RFMU receiving areas and RFMU receiving lands.

iii. Applicability. These TDR provisions shall be applicable to those areas specifically identified in (b), (c) and (d) below. These TDR provisions shall not be applicable to the any transfer of development rights within the RLSA District.

* * * * *

b. Transfer of development rights from urban areas to urban areas. An owner of land located within areas designated as urban on the Future Land Use Map, including agriculturally zoned properties, which may or may not be identified with the ST overlay, may elect to transfer some or all of the residential development rights from one parcel of land to another parcel, as an alternative to the development of the sending lands. The lands to which the development rights are to be transferred shall be referred to as receiving lands and those lands from which development rights are transferred shall be referred to as sending lands, as provided herein and shall be located within the urban designated areas of the county. Development rights shall not be transferred into the coastal high hazard

1 area from outside the Coastal High Hazard Area, as depicted on the
2 countywide Future Land Use Map in the Collier County GMP.

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4 * * * * *

5 c. TDR credits from RFMU sending lands: General Provisions.

6
7 i. Creation of TDR credits.

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9 a) TDR credits are generated from RFMU sending lands at a
10 rate of 2 TDR credits per 5 acres of RFMU ~~5~~ sending ~~1~~ land
11 or, for those legal non-conforming lots or parcels of less than
12 5 acres that were in existence as of June 22, 1999, at a rate
13 of 2 TDR credits per legal non-conforming lot or parcel.

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15 b) For lots and parcels 5 acres or larger, the number of TDR
16 credits generated shall be calculated using the following
17 formula:

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$$\# \text{ of acres} \times 0.42 = \# \text{ of TDR credits generated.}$$

20
21 Where the number of TDR credits thus calculated is a
22 fractional number, the number of TDR credits created shall
23 be rounded to the nearest 1/100th.

24
25 ii. Creation of TDR Bonus credits. TDR Bonus credits shall only be
26 generated from RFMU sending land property from which TDR
27 credits have been severed. The ~~three~~ types of TDR Bonus credits
28 are as follows:

29
30 a) Environmental Restoration and Maintenance Bonus credits.
31 Environmental Restoration and Maintenance Bonus credits
32 are generated at a rate of up to 0.6 ~~4~~ credits for each acre
33 ~~TDR credit~~ severed from that RFMU sending land for which
34 a Restoration and Management Plan (RMP) has been
35 accepted by the County but in no case less than 0.2 TDR
36 credits per acre. In order for the County to ~~be~~ accepted an
37 RMP, ~~a~~ the RMP shall satisfy the following:

38
39 i) ~~1)~~ The RMP shall include a listed species
40 management plan.

41
42 ii) ~~2)~~ The RMP shall comply with the criteria set
43 forth in LDC section 3.05.08-A~~;~~ and B.

44
45 iii) ~~3)~~ The RMP shall provide financial assurance,
46 in the form of a letter of credit or similar financial
47 security, establishing that the RMP shall remain in
48 place and be performed, until the earlier of the
49 following occurs:

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1) ~~a.~~ Viable and sustainable ecological and hydrological functionality has been achieved on the property as measured by the success criteria set forth in the RMP.

2) ~~b.~~ The property is conveyed to a County, state, or federal agency as provided in b) below.

iv) ~~4)~~ The RMP shall provide for the exotic vegetation removal and maintenance to be performed by an environmental contractor acceptable to the County.

v) In the case of legal nonconforming lots or parcels in existence as of June 22, 1999, where such lot or parcel is less than 5 acres, up to three TDR credits may be severed from said lot or parcel depending on the activities contained in this section that are performed.

vi) The generation rate of bonus credits up to a maximum of 0.6 TDR credits shall be based on the type of activity completed and meeting additional criteria as follows:

1) Exotic vegetation removal, non-native vegetation and nuisance or invasive plant control and maintenance shall generate 0.2 TDR credits for each acre of exotic vegetation removal, and control and maintenance.

2) Listed species restoration areas, other than wading birds, shall generate 0.3 TDR credits for each acre of restored land that has met applicable success criteria as determined by the public agency authorizing said restoration.

3) Wading bird restoration areas shall generate 0.4 TDR credits for each acre of restored land that has met applicable success criteria as determined by the public agency authorizing said restoration.

4) Connector wetlands and flow way restoration areas shall generate 0.6 TDR credits for

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each acre of restored land that has met applicable success criteria as determined by the public agency authorizing said restoration.

5) Large mammal corridor creation, restoration, or enhancement shall generate 0.6 TDR credits for each acre of land created, restored, or enhanced upon demonstration that the respective activities have met applicable success criteria as determined by the public agency authorizing said activities.

b) Conveyance Bonus credits. Conveyance Bonus credits are generated at a rate of 1 credit for each TDR credit severed from that RFMU sending land that is conveyed in fee simple to a government agency as a gift, or to a not-for-profit entity or land trust, approved by the Board of County Commissioners, by gift. Conveyance Bonus credits shall only be generated from those RFMU sending land properties on which an RMP has been accepted as provided in a) above.

~~c) Early Entry Bonus credits. Early Entry Bonus credits shall be generated at a rate of 1 additional credit for each TDR credit that is severed from RFMU sending land for the period from March 5, 2004, until September 27, 2022, unless further extended by resolution by the Board of County Commissioners. Early Entry Bonus credits shall cease to be generated after the termination of this early entry bonus period. However, Early Entry Bonus credits may continue to be used to increase density in RFMU and non-RFMU Receiving Lands after the termination of the Early Entry Bonus period.~~

iii. Calculation of TDR Bonus credits.

a) Environmental Restoration and Maintenance Bonus credits are calculated as follows:

TDR credits generated from property × % property subject to an approved RMP.

b) Conveyance Bonus credits are calculated as follows:

TDR credits generated from property × % property subject to an approved RMP and conveyed as provided in ii.b) above.

e) ~~Early Entry Bonus credits are calculated as follows:~~

~~# TDR credits generated within Early Entry period × 1.~~

iv. Receipt of TDR credits or TDR Bonus credits from RFMU sending lands. TDR credits or TDR Bonus credits from RFMU sending lands may be redeemed into Urban Areas, the Urban Residential Fringe, and RFMU receiving lands, as provided in subsections 2.03.07 D.4.d.e. and e.f. below.

v. Prohibition on redemption of fractional TDR credits and TDR Bonus credits. While fractional TDR credits and TDR Bonus credits may be created, as provided in (ii) above, TDR credits and TDR Bonus credits may only be redeemed in increments of whole, not fractional, dwelling units. Consequently, fractional TDR credits and fractional TDR Bonus credits must be aggregated to form whole units, before they can be utilized to increase density in either non-RFMU Receiving Areas or RFMU Receiving lands.

vi. Prohibition on severance of development rights.

a) ~~Neither~~ TDR credits ~~nor TDR Early Entry Bonus credits~~ shall not be generated from RFMU sending lands where a conservation easement or other similar development restriction prohibits the residential development of such property, with the exception of those TDR Early Entry Bonus credits associated with TDR credits severed from March 5, 2004, until July 20, 2023, (the effective date of Ordinance No. 2023-25, that amended the Growth Management Plan to eliminate the TDR Early Entry Bonus credit) ~~[the effective date of this provision]~~. Environmental Restoration and Maintenance Bonus credits and Conveyance Bonus credits may only be generated from those RFMU sending lands where a conservation easement or other similar development restriction on development was imposed in conjunction with the severance of TDR credits.

b) Neither TDR credits nor any TDR Bonus credits shall be generated from RFMU sending lands that were cleared for agricultural operations after June 19, 2002, for a period of twenty-five (25) years after such clearing occurs.

d. TDR credits from RFMU neutral lands or receiving lands, including lands within the NBMO: General Provisions.

i. Creation of TDR credits from RFMU neutral lands or receiving lands, including lands within the NBMO. A TDR credit shall be issued to the owner of private property for each five (5) acre parcel or legal nonconforming lot of record designated neutral lands, or

1 receiving Lands, including lands within the NBMO, at the transfer
2 rate of one (1) TDR credit for each five acres or legal nonconforming
3 lot of record, utilized for conservation use. A perpetual easement
4 shall be placed on such conservation lands used for conservation
5 uses to protect these lands in perpetuity. A restrictive covenant in
6 favor of Collier County will be placed on lands used for conservation
7 restricting the use in perpetuity to protect against non-conservation
8 development. This TDR credit shall not apply to receiving lands or
9 neutral lands, including lands within the NBMO that are preserved
10 within a development project to comply with Native Vegetation
11 Preservation requirements.

12
13 ii. Receipt of TDR credits from RFMU neutral lands, or receiving
14 lands, including receiving lands within the NBMO. TDR credits from
15 RFMU neutral lands, or receiving lands, including receiving lands
16 within the NBMO may be redeemed into Urban Areas, the Urban
17 Residential Fringe, and RFMU receiving lands, as provided in LDC
18 subsections 2.03.07 D.4.e. and f. below.

19
20 iii. Prohibition on redemption of fractional TDR credits. While fractional
21 TDR credits may be created, TDR credits may only be redeemed in
22 increments of whole, not fractional, dwelling units.

23
24 ed. Redemption of TDRs into non-RFMU receiving areas.

25
26 i. Redemptions into the GMP Urban Residential Fringe Subdistrict
27 shall be permitted exclusively through the use of TDR credits and
28 TDR Bonus credits derived from the RFMU to increase density by
29 a maximum of 1.0 dwelling units per acre, allowing for a density
30 increase from the existing allowable base density of 1.5 dwelling
31 units per acre to a maximum of 2.5 dwelling units per gross acre.

32
33 ii. Redemption into the GMP Urban Residential Subdistrict and the
34 Urban Coastal Fringe Subdistrict shall be permitted exclusively
35 through the use of TDR credits through a Growth Management Plan
36 Amendment and related rezoning process.

37
38 ~~i. Redemption of TDRs into urban area.~~

39
40 ~~a) Maximum density increase. In order to encourage~~
41 ~~residential in-fill in urban areas of existing development~~
42 ~~outside of the Coastal High Hazard Area, a maximum of 3~~
43 ~~residential dwelling units per gross acre may be requested~~
44 ~~through a rezone petition for projects qualifying under this~~
45 ~~residential infill provisions of the Future Land Use Element~~
46 ~~density Rating System, subject to the applicable provisions~~
47 ~~of Chapters 2 and 9 of this Code, and the following~~
48 ~~conditions:~~

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- ~~i) The project is 20 acres or less in size;~~
- ~~ii) At time of development, the project will be served by central public water and sewer;~~
- ~~iii) The property in question has no common site development plan in common with adjacent property;~~
- ~~iv) There is no common ownership with any adjacent parcels; and~~
- ~~v) The parcel in question was not created to take advantage of the in-fill residential density bonus and was created prior to the adoption of this provision in the Growth Management Plan on January 10, 1989.~~
- ~~vi) Of the maximum 3 additional units, one (1) dwelling unit per acre shall be derived from RFMU sending lands and redeemed at Site Plan or prior to Plat recordation.~~

~~b) Developments which meet the residential infill conditions i) through v) above may increase the base density administratively through a Site Development Plan or Plat approval by a maximum of one dwelling unit per acre by redeeming additional density derived from RFMU district Sending Lands.~~

~~ii. Redemptions into the Urban Residential Fringe shall be permitted exclusively through the use of TDR credits and TDR Bonus credits derived from RFMU sending lands located within one mile of the Urban Boundary to increase density by a maximum of 1.0 dwelling units per acre, allowing for a density increase from the existing allowable base density of 1.5 dwelling units per acre to a maximum of 2.5 dwelling units per gross acre.~~

f.e. Redemption into RFMU receiving lands.

- i. Maximum density on RFMU receiving lands when TDR credits are redeemed.
 - a) The base residential density allowable shall be as provided in sections 2.03.08 A.2.a.(2)(a) and 2.03.08 A.2.b.(3)(a).
 - b) The density achievable through the redemption of TDR credits and TDR Bonus credits into RFMU receiving lands shall be as provided for in section 2.03.08 A.2.a.(2)(b)(i)

1 outside of rural villages and sections 2.03.08 A.2.b.(3)(b)
2 and 2.03.08 A.2.b.(3)(c)(~~i~~) inside of rural villages.
3

4 ii. Remainder uses after TDR credits are severed from RFMU sending
5 lands. Where development rights have been severed from RFMU
6 district Sending Lands, such lands may be retained in private
7 ownership and may be used as set forth in [LDC](#) section 2.03.08
8 A.4.b.
9

10 **gf.** Procedures applicable to the severance and redemption of TDR credits and
11 the generation of TDR Bonus credits from RFMU sending lands.
12

13 i. General. Those developments that utilize such TDR credits or TDR
14 Bonus credits are subject to all applicable permitting and approval
15 requirements of this Code, including but not limited to those
16 applicable to site development plans, plat approvals, PUDs, and
17 DRIs.
18

19 a) The severance of TDR credits ~~and the generation of Early~~
20 ~~Entry Bonus credits~~ from RFMU sending lands does not
21 require further approval of the County if the County
22 determines that information demonstrating compliance with
23 all of the criteria set forth in ii.a) below has been submitted.
24 However, those developments that utilize such TDR credits
25 and Early Entry Bonus credits are subject to all applicable
26 permitting and approval requirements of this Code,
27 including but not limited to those applicable to site
28 development plans, plat approvals, PUDs, and DRIs.
29

30 b) The generation of Environmental Restoration and
31 Maintenance Bonus credits and Conveyance Bonus credits
32 requires acceptance by the County of a RMP.
33

34 ii. In order to facilitate the County's monitoring and regulation of the
35 TDR Program, the County shall serve as the central registry for all
36 TDR severances, transfers (sales) and redemptions, as well as
37 maintain a public listing of TDR credits available for sale along with
38 a listing of purchasers seeking TDR credits. No TDR credit
39 generated from RFMU sending lands, may be utilized to increase
40 density in any area unless the following procedures are complied
41 with in full.
42

43 a) TDR credits shall not be used to increase density in either
44 non-RFMU Receiving Areas or RFMU receiving lands until
45 severed from RFMU sending lands. TDR credits shall be
46 deemed to be severed from RFMU sending lands at such
47 time as a TDR credit Certificate is obtained from the County.
48 TDR credit Certificates shall be issued only by the County
49 and upon submission of the following:

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- i) ~~a~~A legal description of the property from which the RFMU TDR credits originated, including the total acreage;
- ii) ~~a~~A title opinion establishing that, prior to the severance of the TDR credits from RFMU sending lands, such sending lands were not subject to a conservation restriction or any other development restriction that prohibited residential development;
- iii) ~~a~~An affidavit, signed by the owner, stating that the property was not subject to a conservation restriction or any other development restriction that prohibited residential development during the period between the effective date of the title opinion and conservation easement recordation;
- iv) ~~a~~An executed Limitation of Development Rights Agreement, prepared in accord with the form provided by the County, that limits the allowable uses on the property after the severance of TDR credits as set forth in LDC section 2.03.08 A.4.b.; and
- v) ~~a~~A statement attesting that the TDR credits are not being severed from RFMU sending lands in violation of LDC ~~subsection 2.03.07 D.4.c.vi.b) of the Code.~~
- vi) ~~e~~Documented evidence that, if the property from which TDRs are being severed is subject to a mortgage, lien, or any other security interest; the mortgagee, lien holder, or holder of the security interest has consented to the recordation of the Limitation of Development Rights Agreement required for TDR severance; transfer (sale) of TDR credit; and redemption of TDR credit.

b) TDR Bonus credits shall not be used to increase density in either non-RFMU receiving areas or RFMU receiving lands until a TDR credit certificate reflecting the TDR Bonus credits is obtained from the County and recorded.

~~1) Early Entry Bonus credits. All TDR credit certificates issued by the County for the period from the effective date of this provision until September 27, 2022, unless further extended by resolution by the Board of County Commissioners, shall include one Early Entry Bonus credit or fractional Early Entry Bonus~~

1 ~~credit for each TDR credit or fractional TDR credit~~
2 ~~reflected on the TDR credit certificate. Where TDR~~
3 ~~credits were severed from March 5, 2004, until the~~
4 ~~effective date of this provision, the County shall,~~
5 ~~upon receipt of a copy of the TDR credit certificate~~
6 ~~reflecting those previously severed TDR credits,~~
7 ~~issue a TDR credit certificate entitling Early Entry~~
8 ~~Bonus credits equal in number to the previously~~
9 ~~severed TDR credits.~~

10
11 12) Environmental Restoration and Maintenance Bonus
12 credit. A TDR certificate reflecting Environmental
13 Restoration and Maintenance Bonus credits shall
14 not be issued until the County has accepted a RMP
15 for the sending lands from which the Environmental
16 Restoration and Maintenance Bonus credit is being
17 generated. Any sending lands from which TDR
18 credits have been severed may also be used for
19 mitigation programs and associated mitigation
20 activities and uses in conjunction with any county,
21 state or federal permitting. Where the Environmental
22 Restoration and Maintenance Credit is applied for
23 sending lands that are also being used (title or
24 easement) for mitigation for permits or approvals
25 from the U.S. Army Corps of Engineers, U. S. Fish
26 and Wildlife Service, Florida Department of
27 Environmental Protection, Florida Fish and Wildlife
28 Conservation Commission, or the South Florida
29 Water Management District, the County shall accept
30 as the RMP for the sending mitigation lands, the
31 restoration and/or maintenance requirements of
32 permits issued by any of the foregoing governmental
33 agencies for said lands.

34
35 23) Conveyance Bonus credit. A TDR certificate
36 reflecting Conveyance Bonus credits shall not be
37 issued until the County has accepted a RMP for the
38 Sending Lands from which the Conveyance Bonus
39 credit is being generated and such sending lands
40 have been conveyed, in fee simple, to a County,
41 state, or federal government agency.

42
43 c) A PUD or DRI utilizing TDR credits or TDR Bonus credits
44 may be conditionally approved, but no subsequent
45 application for site development plan or subdivision plat
46 within the PUD or DRI shall be approved, until the developer
47 submits the following:
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- i) Documentation that the developer has acquired all TDR credits and TDR Bonus credits needed for that phase of the development that is the subject of the site development plan or subdivision plat.
- d) The developer shall provide documentation of the acquisition of full ownership and control of all TDR credits and TDR Bonus credits needed for the development prior to the approval of any site development plan, subdivision plat, or other final local development order, other than a PUD or DRI.
- e) Each TDR credit shall have an individual and distinct tracking number, which shall be identified on the TDR certificate that reflects the TDR credit. The County TDR Activity Log shall maintain an ongoing database that categorizes all TDR credits relative to severance, transfer (sale) and redemption activity.
- f) Each TDR Bonus credit shall have an individual and distinct tracking number, which shall be identified on the TDR certificate and which shall identify the specific TDR credit associated with the TDR Bonus credit. The County TDR Registry shall maintain a record of all TDR Bonus credits, to include a designation of those that have been expended.
- g) The County bears no responsibility to provide notice to any person or entity holding a lien or other security interest in Sending Lands that TDR credits have been severed from the property or that an application for such severance has been filed.

hg. Proportional utilization of TDR credits and TDR Bonus credits. Upon the issuance of approval of a site development plan or subdivision plat that is part of a PUD or DRI, TDR credits and TDR Bonus credits shall be redeemed at a rate proportional to percentage of the PUD or DRI's approved gross density that is derived through TDR credits and TDR Bonus credits. All PUDs and DRIs utilizing TDR credits and TDR Bonus credits shall require that the rate of TDR credit and TDR Bonus credits consumption be reported through the monitoring provisions of section 10.02.12 and subsection 10.02.07.C.1.b of this Code.

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2.03.08 – Rural Fringe Zoning Districts

A. Rural Fringe Mixed-Use District (RFMU District).

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1. Purpose and scope. The purpose and intent of the RFMU District is to provide a transition between the Urban and Estates Designated lands and between the Urban and Agricultural/Rural and Conservation designated lands farther to the east. The RFMU District employs a balanced approach, including both regulations and incentives, to protect natural resources and private property rights, providing for large areas of open space, and allowing, in designated areas, appropriate types, density and intensity of development. The RFMU District allows for a mixture of urban and rural levels of service, including limited extension of central water and sewer, schools, recreational facilities, commercial uses, and essential services deemed necessary to serve the residents of the RFMU District. The innovative planning and development techniques which are required and/or encouraged within the RFMU District were developed to preserve existing natural resources, including habitat for listed species, to retain a rural, pastoral, or park-like appearance from the major public rights-of-way, and to protect private property rights.

* * * * *

2. RFMU receiving lands. RFMU receiving lands are those lands within the RFMU district that have been identified as being most appropriate for development and to which residential development units may be transferred from RFMU sending lands. Based on the evaluation of available data, RFMU receiving lands have a lesser degree of environmental or listed species habitat value than RFMU sending lands and generally have been disturbed through development or previous or existing agricultural operations. Various incentives are employed to direct development into RFMU receiving lands and away from RFMU sending lands, thereby maximizing native vegetation and habitat preservation and restoration. Such incentives include, but are not limited to: the TDR process; clustered development; density bonus incentives; and, provisions for central sewer and water. Within RFMU receiving lands, the following standards shall apply, except as noted in LDC subsection 2.03.08 A.1 above, or as more specifically provided in an applicable PUD.

- a. Outside rural villages.
 - (1) NBMO Exemption. Except as specifically provided herein NBMO Receiving Lands are only subject to the provisions of [LDC](#) section 2.03.08 C.
 - (2) Maximum Density.
 - (a) Base density. The base residential density allowable within RFMU receiving lands, exclusive of the applicable density blending provisions set forth in [LDC](#) section 2.05.02, is 1 unit per 5 gross acres (0.2 dwelling units per acre) or, for those legal nonconforming lots or parcels in existence as of June 22, 1999, 1 unit per lot or parcel.
 - (b) Additional density

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- i. Additional Density Allowed Through the TDR Process. Outside of rural villages, the maximum density achievable in RFMU Receiving Lands through TDR credits and TDR Bonus Credits is 1 dwelling unit per acre.
 - a) Clustering Required. Where the transfer of development rights is employed to increase residential density within RFMU receiving lands, such residential development shall be clustered in accordance with the following provisions:
 - i) Central water and sewer shall be extended to the project. Where County sewer or water services may not be available concurrent with development in RFMU receiving lands, interim private water and sewer facilities may be approved.
 - ii) The maximum lot size allowable for a single-family detached dwelling unit is 1 acre.
 - iii) The clustered development shall be located on the site so as to provide to the greatest degree practicable: protection for listed species habitat; preservation of the highest quality native vegetation; connectivity to adjacent natural reservations or preservation areas on adjacent developments; and, creation, maintenance or enhancement of wildlife corridors.
 - b) Minimum Project Size. The minimum project size required in order to receive transferred dwelling units is 40 contiguous acres. [except that no minimum project size is required for the Receiving Lands areas along Immokalee Road.](#)
 - c) Emergency Preparedness. In order to reduce the likelihood of threat to life and property from a tropical storm or hurricane event any development approved under the

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provisions of this section shall demonstrate that adequate emergency preparedness and disaster prevention measures have been taken by, at a minimum:

- i) Designing community facilities, schools, or other public buildings to serve as storm shelters if located outside of areas that may experience inundation during a Category 1 or worse storm event. While the need to utilize such shelters will be determined on a case-by-case basis, areas which are susceptible to inundation during such storm events are identified on the Sea, Lake, and Overland Surge from Hurricane (SLOSH) Map for Collier County.
- ii) Evaluating impacts on evacuation routes, if any, and working with the Collier County Emergency Management staff to develop an Emergency Preparedness Plan to include provisions for storm shelter space, a plan for emergency evacuation, and other provisions that may be deemed appropriate and necessary to mitigate against a potential disaster.
- iii) Working with the Florida Division of Forestry, Collier County Emergency Management staff, and the managers of any adjacent or nearby public lands, to develop a Wildfire Prevention and Mitigation Plan that will reduce the likelihood of threat to life and property from wildfires. This plan shall address, at a minimum: project structural design; the use of materials and location of structures so as to reduce wildfire threat; firebreaks and buffers; water features; and, the rationale for prescribed burning on adjacent or nearby lands.

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ii. Additional density allowed through the provisions of housing that is affordable. Outside of rural villages, the maximum density achievable in RFMU Receiving Lands through housing that is affordable provisions is 12.2 dwelling units per acre, subject to an affordable housing density bonus agreement consistent with LDC Section 2.06.06. TDR credits are not required or allowed to achieve density. Where the provisions of housing that is affordable are employed to increase residential density within RFMU receiving lands, such residential development shall be clustered in accordance with the following provisions:

a) The project shall be located along a road classified as an arterial or collector or located along a road that has direct access to an arterial or collector street. The project shall be located no further than one-half mile (2,640 feet) from an arterial or collector street.

b) Central water and sewer shall be extended to the project.

c) The maximum lot size allowable for a single-family detached dwelling unit is 1 acre.

d) The clustered development shall group principal buildings and structures together into one or more groups on a portion of the site to the greatest degree practicable to create more expansive and less fragmented open space areas with priority placed on the following: Protection for listed species habitat; preservation of the highest quality native vegetation; connectivity to adjacent natural reservations or preservation areas on adjacent developments; and, creation, maintenance or enhancement of wildlife corridors. The development shall be sited to lessen the land area devoted to roads and infrastructure within the development.

e) Emergency Preparedness. The cluster development shall demonstrate that adequate emergency preparedness and disaster prevention measures have been

1 [taken as set forth in LDC section 2.03.08](#)
2 [A.2.a.\(2\)\(b\)\(i\)c\).](#)

3
4 iii. Additional density Allowed Through Other Density
5 Bonuses. Once a density of one (1) unit per acre is
6 achieved through the use of TDR credits and TDR
7 Bonus credits, additional density may be achieved
8 as follows:

- 9
10 a) A density bonus of 0.1 unit per acre shall be
11 allowed for the preservation of additional
12 native vegetation as set forth in Section
13 3.05.07 E.1. of the Code.
14
15 b) A density bonus of 0.1 units per acre shall be
16 allowed for projects that incorporate those
17 additional wetlands mitigation measures set
18 forth in [LDC Ssection 3.05.07 F.4.b3.g.ii.](#) ~~of~~
19 ~~the Code.~~

20
21 (3) Allowable Uses.

22
23 [\(a\) The Table of Uses below identifies uses as permitted uses](#)
24 [\(P\) or conditional uses \(CU\). Conditional uses shall require](#)
25 [approval in accordance with the procedures set forth in LDC](#)
26 [section 10.08.00.](#)

27
28 ~~(a) Uses Permitted as of Right. The following uses are~~
29 ~~permitted as of right, or as uses accessory to permitted~~
30 ~~uses:~~

31
32 ~~i. Agricultural activities, including, but not limited to:~~
33 ~~Crop raising; horticulture; fruit and nut production;~~
34 ~~forestry; groves; nurseries; ranching; beekeeping;~~
35 ~~poultry and egg production; milk production;~~
36 ~~livestock raising, and aquaculture for native species~~
37 ~~subject to the State of Florida Fish and Wildlife~~
38 ~~Conservation Commission permits. Owning,~~
39 ~~maintaining or operating any facility or part thereof~~
40 ~~for the following purposes is prohibited:~~

41
42 ~~a) Fighting or baiting any animal by the owner~~
43 ~~of such facility or any other person or entity.~~

44
45 ~~b) Raising any animal or animals intended to be~~
46 ~~ultimately used or used for fighting or baiting~~
47 ~~purposes.~~

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~~c) For purposes of this subsection, the term baiting is defined as set forth in § 828.122(2)(a), F.S., as it may be amended from time to time.~~

~~ii. Single family residential dwelling units, including mobile homes where a mobile home Zoning Overlay exists.~~

~~iii. Multi family residential structures, if clustering is employed.~~

~~iv. Rural villages, subject to the provisions set forth under section 2.03.08 A.2.b. below.~~

~~v. Dormitories, duplexes and other types of staff housing, as may be incidental to, and in support of, conservation uses.~~

~~vi. Family Care Facilities: 1 unit per 5 acres and subject to section 5.05.04 of this Code.~~

~~vii. Staff housing as may be incidental to, and in support of, safety service facilities and essential services.~~

~~viii. Farm labor housing limited to 10 acres in any single location:~~

~~a) Single family/duplex/mobile home: 11 dwelling units per acre; and~~

~~b) Multifamily/dormitory: 22 dwelling units/beds per acre.~~

~~ix. Sporting and Recreational camps not to exceed 1 cabin/lodging unit per 5 gross acres.~~

~~x. Those essential services identified as permitted uses in section 2.01.03 (A) and in accordance with the provisions, conditions and limitations set forth therein.~~

~~xi. Golf courses or driving ranges, subject to the following standards:~~

~~a) The minimum density shall be as follows:~~

~~i) For golf course projects: one (1) dwelling unit per five (5) gross acres.~~

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~~ii) For golf course projects not utilizing density blending Provisions set forth in the Density Rating System of the FLUE, including free standing golf courses: one TDR credit or TDR Bonus credit shall be required per five (5) gross acres for the land area utilized as part of the golf course, including the clubhouse area, rough, fairways, greens, and lakes, but excluding any area dedicated as conservation, which is non-irrigated and retained in a natural state. A TDR credit or TDR Bonus credit used to entitle golf course acreage may not also be used to entitle a residential dwelling unit.~~

~~b) Golf courses shall be designed, constructed, and managed in accordance with the Best Management Practices of Audubon International's Gold Signature Program. The project shall demonstrate that the Principles for Resource Management required by the Gold Signature Program (Site Specific Assessment, Habitat Sensitivity, Native and Naturalized Plants and Natural Landscaping, Water Conservation, Waste Management, Energy Conservation & Renewable Energy Sources, Transportation, Greenspace and Corridors, Agriculture, and BUILDING Design) have been incorporated into the golf course's design and operational procedures.~~

~~c) In order to prevent the contamination of soil, surface water and ground water by the materials stored and handled by golf course maintenance operations, golf courses shall comply with the Best Management Practices for Golf Course Maintenance Departments, prepared by the Florida Department of Environmental Protection, May 1995.~~

~~d) To protect ground and surface water quality from fertilizer and pesticide usage, golf courses shall demonstrate the following management practices:~~

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- ~~i) The use of slow release nitrogen sources;~~
 - ~~ii) The use of soil and plant tissue analysis to adjust timing and amount of fertilization applications;~~
 - ~~iii) The use of an integrated pest management program using both biological and chemical agents to control various pests;~~
 - ~~iv) The coordination of pesticide applications with the timing and application of irrigation water; and~~
 - ~~v) The use of the procedure contained in IFAS Circular 1011, Managing Pesticides for Golf Course Maintenance and Water Quality Protection, May 1991 (revised 1995) to select pesticides that will have a minimum adverse impact on water quality.~~
- ~~e) To ensure water conservation, golf courses shall incorporate the following in their design and operation:~~
- ~~i) Irrigation systems shall be designed to use weather station information and moisture sensing systems to determine the optimum amount of irrigation water needed considering soil moisture and evapotranspiration rates.~~
 - ~~ii) Golf courses shall utilize treated effluent reuse water consistent with Sanitary Sewer Sub-Element Objective 1.4 and its policies to the extent that a sufficient amount of such water is available and the piping or other conveyance necessary for delivery of such water exists at a location abutting the golf course property boundary or within 50 feet of such boundary and accessible via existing rights of way or easements;~~

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~~iii) Native plants shall be used exclusively except for special purpose areas such as golf greens, fairways, and building sites. Within these excepted areas, landscaping plans shall require that at least 75% of the trees and 50% of the shrubs be freeze-tolerant native Floridian species. At least 75% of the required native trees and shrubs shall also be drought tolerant species.~~

~~f) Stormwater management ponds shall be designed to mimic the functions of natural systems: by establishing shorelines that are sinuous in configuration in order to provide increased length and diversity of the littoral zone. A Littoral shelf shall be established to provide a feeding area for water dependent avian species. The combined length of vertical and rip-rapped walls shall be limited to 25% of the shoreline. Credits to the site preservation area requirements, on an acre-to-acre basis, shall be given for littoral shelves that exceed these littoral shelf area requirements.~~

~~g) Site preservation and native vegetation retention requirements shall be those set forth in section 4.06.00 of this Code.~~

~~xii. Public educational plants and ancillary plants.~~

~~xiii. Oil and gas exploration, subject to applicable state and federal drilling permits and Collier County non-environmental site development plan review procedures. Directional drilling and/or previously cleared or disturbed areas shall be utilized in order to minimize impacts to native habitats, where determined to be practicable. This requirement shall be deemed satisfied upon issuance of a state permit in compliance with the criteria established in Chapter 62C-25 through 62C-30, F.A.C., as those rules existed on Oct. 3, 2005 [the effective date of this provision], regardless of whether the activity occurs within the Big Cypress Watershed, as defined in Rule 62C-30.001(2), F.A.C. All applicable Collier County environmental permitting requirements shall~~

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~~be considered satisfied by evidence of the issuance of all applicable federal and/or state oil and gas permits for proposed oil and gas activities in Collier County, so long as the state permits comply with the requirements of Chapter 62C-25 through 62C-30, F.A.C. For those areas of Collier County outside the boundary of the Big Cypress Watershed, the applicant shall be responsible for convening the Big Cypress Swamp Advisory Committee as set forth in Section 377.42, F.S., to assure compliance with Chapter 62C-25 through 62C-30, F.A.C., even if outside the defined Big Cypress Watershed. All oil and gas access roads shall be constructed and protected from unauthorized uses according to the standards established in Rule 62C-30.005(2)(a)(1) through (12), F.A.C.~~

~~xiv. Park, open space, and recreational uses.~~

~~xv. Private schools.~~

(b) Accessory uses ~~shall be regulated as follows:~~

- i. Accessory uses as set forth in LDC section 2.03.01 ~~of this Code.~~
- ii. Accessory uses and structures that are accessory and incidental to uses permitted as of right in the RFMU district.
- iii. Recreational facilities that serve as an integral part of a residential development and have been designated, reviewed, and approved on a site development plan or preliminary subdivision plat for that development. Recreational facilities may include, but are not limited to clubhouse, community center building, tennis facilities, playgrounds and playfields.

(c) Any use not listed in the Table of Uses below is prohibited, except for an Economic Development use that is comparable in nature to the foregoing Economic Development uses and is consistent with the permitted uses and the purpose and intent of the RFMUD, as determined by the Hearing Examiner or the Board of Zoning Appeals pursuant to LDC Section 10.02.06 K. ~~Conditional uses. The following uses are permissible as conditional uses subject to the standards and procedures established in LDC section 10.08.00.~~

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- ~~i. Oil and gas field development and production, subject to state field development permits and Collier County non-environmental site development plan review procedures. Directional drilling and/or previously cleared or disturbed areas shall be utilized in order to minimize impacts to native habitats, where determined to be practicable. This requirement shall be deemed satisfied upon issuance of a state permit in compliance with the criteria established in Chapter 62C-25 through 62C-30, F.A.C., regardless of whether the activity occurs within the Big Cypress Watershed, as defined in Rule 62C-30.001(2), F.A.C. All applicable Collier County environmental permitting requirements shall be considered satisfied by evidence of the issuance of all applicable federal and/or state oil and gas permits for proposed oil and gas activities in Collier County, so long as the state permits comply with the requirements of Chapter 62C-25 through 62C-30, F.A.C. For those areas of Collier County outside the boundary of the Big Cypress Watershed, the applicant shall be responsible for convening the Big Cypress Swamp Advisory Committee as set forth in Section 377.42, F.S., to assure compliance with Chapter 62C-25 through 62C-30, F.A.C., even if outside the defined Big Cypress Watershed. All oil and gas access roads shall be constructed and protected from unauthorized uses according to the standards established in Rule 62-30.005(2)(a)(1) through (12), F.A.C.~~
- ~~ii. Group care facilities and other care housing facilities, other than family care facilities, subject to a maximum floor area ratio of 0.45.~~
- ~~iii. Zoos, aquariums, and botanical gardens, and similar uses.~~
- ~~iv. Facilities for the collection, transfer, processing, and reduction of solid waste.~~
- ~~v. Community facilities, such as, places of worship, childcare facilities, cemeteries, and social and fraternal organizations.~~
- ~~vi. Travel trailer recreation vehicle parks, subject to the following criteria:~~

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- ~~a) the site is adjacent to an existing travel trailer recreational vehicle site; and~~
- ~~b) the site is no greater than 100% of the size of the existing adjacent park site.~~
- ~~vii. Those essential services identified in sections 2.01.03 (G)(1) and (G)(3).~~
- ~~viii. In RFMU receiving lands other than those within the NBMO, asphalt and concrete batch-making plants.~~
- ~~ix. In RFMU receiving lands other than those within the NBMO, earth mining and extraction.~~
- ~~x. Wireless communication facilities, subject to LDC section 5.05.09.~~

(d) Table of Uses.

<u>AGRICULTURAL</u>		
<u>1.</u>	<u>Agricultural activities, including, but not limited to: Crop raising; horticulture; fruit and nut production; forestry; groves; nurseries; ranching; beekeeping; poultry and egg production; milk production; livestock raising, and aquaculture for native species subject to the State of Florida Fish and Wildlife Conservation Commission permits.</u>	<u>P¹</u>
<u>RESIDENTIAL</u>		
<u>2.</u>	<u>Dormitories, duplexes and other types of staff housing, as may be incidental to, and in support of, conservation uses.</u>	<u>P</u>
<u>3.</u>	<u>Family Care Facilities: 1 unit per 5 acres and subject to LDC section 5.05.04.</u>	<u>P</u>
<u>4.</u>	<u>Farm labor housing limited to 10 acres in any single location:</u> <u>a) Single family/duplex/mobile home: 11 dwelling units per acre; and</u> <u>b) Multifamily/dormitory: 22 dwelling units/beds per acre.</u>	<u>P</u>
<u>5.</u>	<u>Group care facilities and other care housing facilities, other than family care facilities, subject to a maximum floor area ratio of 0.45.</u>	<u>CU</u>
<u>6.</u>	<u>Multi-family residential structures. Subject to residential clustering provisions outlined in LDC section 2.03.08 A.3.b(2).</u>	<u>P</u>
<u>7.</u>	<u>Single-family residential dwelling units, including mobile homes where a mobile home Zoning Overlay exists.</u>	<u>P</u>
<u>8.</u>	<u>Staff housing as may be incidental to, and in support of, safety service facilities and essential services.</u>	<u>P</u>

**NEIGHBORHOOD COMMERCIAL IN MIXED USE PROJECT
CONTAINING HOUSING THAT IS AFFORDABLE**

<u>9.</u>	<u>Any permitted use in the C-1 and C-2 zoning districts, except gasoline service stations (SIC 5541) and standalone drive-through restaurants (SIC 5812) shall be prohibited.</u>	<u>P²</u>
<u>10.</u>	<u>Amusement and recreation services, indoor (SIC 7999 martial arts, yoga and gymnastics instruction, gymnastic schools, and recreation involving physical fitness exercise only)</u>	<u>P²</u>
<u>11.</u>	<u>Amusement and recreation services, outdoor (SIC 7999 miniature golf course, bicycle, and moped rental only)</u>	<u>CU²</u>
<u>12.</u>	<u>Animal specialty services, except veterinary (SIC 0752, excluding outside kenneling)</u>	<u>P²</u>
<u>13.</u>	<u>Apparel and accessory stores (SIC 5611- 5699) with 5,000 square feet or less of gross floor area in the principal structure</u>	<u>P²</u>
<u>14.</u>	<u>Auto and home supply stores (SIC 5531) with 5,000 square feet or less of gross floor area in the principal structure</u>	<u>P²</u>
<u>15.</u>	<u>Bowling centers (SIC 7933)</u>	<u>CU²</u>
<u>16.</u>	<u>Business associations (SIC 8611)</u>	<u>P²</u>
<u>17.</u>	<u>Business services — miscellaneous (SIC 7389, except auctioneering service, automobile recovery, automobile repossession, batik work, bondspersons, bottle exchanges, bronzing, cloth cutting, contractors' disbursement, cosmetic kits, cotton inspection, cotton sampler, directories- telephone, drive- away automobile, exhibits- building, filling pressure containers, field warehousing, fire extinguisher, floats- decoration, folding and refolding, gas systems, bottle labeling, liquidation services, metal slitting and shearing, packaging and labeling, patrol of electric transmission or gas lines, pipeline or powerline inspection, press clipping service, process serving services, recording studios, repossession service, rug binding, salvaging of damaged merchandise, scrap steel cutting and slitting, shrinking textiles, solvent recovery, sponging textiles, swimming pool cleaning, tape slitting, tax collection agencies, texture designers, textile folding, tobacco sheeting, window trimming and yacht broker)</u>	<u>P²</u>
<u>18.</u>	<u>Drug stores (SIC 5912)</u>	<u>P²</u>
<u>19.</u>	<u>Eating places (SIC 5812 only) with 6,000 square feet or less in gross floor area in the principal structure</u>	<u>P²</u>
<u>20.</u>	<u>Food stores (groups 5411—5499) with 5,000 square feet or less of gross floor area in the principal structure</u>	<u>P²</u>
<u>21.</u>	<u>General merchandise stores (SIC 5331—5399, except poultry dealer) with 5,000 square feet or less of gross floor area in the principal structure.</u>	<u>P²</u>
<u>22.</u>	<u>Health services, office and clinics (SIC 8011-8049, 8071, 8092, 8099, except for blood banks, blood donor stations, plasmapheresis centers and sperm banks</u>	<u>P²</u>

<u>23.</u>	<u>Home furniture and furnishings stores (SIC 5712—5719) with 5,000 square feet or less of gross floor area in the principal structure.</u>	<u>P²</u>
<u>24.</u>	<u>Household appliance stores (SIC 5722) with 5,000 square feet or less of gross floor area in the principal structure</u>	<u>P²</u>
<u>25.</u>	<u>Laundries, family and commercial (SIC 7211)</u>	<u>P²</u>
<u>26.</u>	<u>Membership organizations, miscellaneous (SIC 8699)</u>	<u>P²</u>
<u>27.</u>	<u>Musical instrument stores (SIC 5736) with 5,000 square feet or less of gross floor area in the principal structure</u>	<u>P²</u>
<u>28.</u>	<u>Paint stores (SIC 5231) with 5,000 square feet or less of gross floor area in the principal structure</u>	<u>P²</u>
<u>29.</u>	<u>Personal credit institutions (SIC 6141)</u>	<u>P²</u>
<u>30.</u>	<u>Personal services, miscellaneous (SIC 7299 - babysitting bureaus, clothing rental, costume rental, dating service, debt counseling, depilatory salons, diet workshops, dress suit rental, electrolysis, genealogical investigation service, and hair removal only) with 5,000 square feet or less of gross floor area in the principal structure</u>	<u>P²</u>
<u>31.</u>	<u>Personnel supply services (SIC 7361 and 7363)</u>	<u>P²</u>
<u>32.</u>	<u>Physical fitness facilities (SIC 7991; 7911, except discotheques)</u>	<u>P²</u>
<u>33.</u>	<u>Political organizations (SIC 8651)</u>	<u>P²</u>
<u>34.</u>	<u>Radio, television and consumer electronics stores (SIC 5731) with 5,000 square feet or less of gross floor area in the principal structure</u>	<u>P²</u>
<u>35.</u>	<u>Membership sports and recreational clubs indoor only (SIC 7997)</u>	<u>CU²</u>
<u>36.</u>	<u>Repair services - miscellaneous (SIC 7629—7631, 7699 - bicycle repair, binocular repair, camera repair, key duplicating, lawnmower repair, leather goods repair, locksmith shop, picture framing, and pocketbook repair only)</u>	<u>P²</u>
<u>37.</u>	<u>Retail nurseries, lawn and garden supply stores (SIC 5261) with 5,000 square feet or less of gross floor area in the principal structure</u>	<u>P²</u>
<u>38.</u>	<u>Retail services - miscellaneous (SIC 5921—5963 except pawnshops and building materials, SIC 5992-5999 except auction rooms, awning shops, gravestones, hot tubs, monuments, swimming pools, tombstones and whirlpool baths) with 5,000 square feet or less of gross floor area in the principal structure.</u>	<u>P²</u>
<u>39.</u>	<u>Vocational schools (SIC 8243-8299, except automobile driving instruction, charm schools, charm and modeling finishing schools, flying instruction, hypnosis schools, survival schools and truck driving schools. Music and drama schools shall be limited to 60 decibels audible from outside.)</u>	<u>CU²</u>
<u>RURAL VILLAGES</u>		

40.	Rural villages, subject to the provisions set forth under LDC section 2.03.08 A.2.b. below.	P
ECONOMIC DEVELOPMENT USES³		
41.	Apparel and other finished products (2311—2399)	P
42.	Business services (7311—7313, 7319, 7331—7336, 7342,7389), including auction rooms (5999), subject to parking and landscaping for retail use	P
43.	Communications (4812—4899 including communications towers up to specified heights, subject to LDC section 5.05.09)	P
44.	Depository and non-depository institutions (6011—6163)	CU
45.	Drugs (2833—2835)	P
46.	Educational services (8221- 8299)	CU
47.	Electronic and other electrical equipment (3612—3699) indoor only, with no outside storage of materials or equipment.	P
48.	Engineering, accounting, research, management, and related services (8711—8748)	P
49.	Food and kindred products (2011—2015 except slaughtering plants, 2021—2099)	P
50.	Furniture and fixtures (2511—2599)	P
51.	Health services (8011—8049, 8092, 8093)	CU
52.	Holding and other investment offices (6712—6799)	CU
53.	Industrial and commercial machinery and computer equipment (3511—3599) indoor only, with no outside storage of materials or equipment.	P
54.	Insurance agents, brokers, and service (6411)	CU
55.	Insurance carriers (6311—6399)	CU
56.	Job Training and Vocational Rehabilitation Services (8331)	CU
57.	Leather and leather products (3131—3198)	P
58.	Legal services (8111)	P
59.	Lumber and wood products (2431—2499) indoor only, with no outside storage of materials or equipment.	P
60.	Measuring, analyzing, and controlling instruments; photographic, medical, and optical goods; watches and clocks manufacturing (3812—3873)	P
61.	Medical and dental laboratories (8071, 8072)	P
62.	Medicinal chemicals and botanical products (2833 vitamins only)	P
63.	Miscellaneous manufacturing industries (3911—3996, 3999 including "additive manufacturing," as defined in ISO ASTM 52900) indoor only, with no outside storage of materials or equipment.	P
64.	Miscellaneous services (8999)	CU
65.	Motion pictures (7812—7829)	P
66.	Motion pictures (7832—7833)	CU
67.	Motor freight transportation and warehousing (4212—4222, 4226 except oil and gas storage, and petroleum and chemical	CU

	<u>bulk stations) indoor only, with no outside storage of materials or equipment.</u>	
68.	<u>Printing, publishing, and allied industries (2711—2796)</u>	<u>P</u>
69.	<u>Rubber and miscellaneous plastic products (3021—3089)</u>	<u>CU</u>
70.	<u>Security brokers, dealers, and flotation companies (6211)</u>	<u>CU</u>
71.	<u>Space research and technology (9661)</u>	<u>P</u>
72.	<u>Stone, clay, glass, and concrete products (3211, 3221, 3231, 3251—3273, 3275, 3281), indoor only, with no outside storage of materials or equipment.</u>	<u>CU</u>
73.	<u>Textile mill products (2211—2298) indoor only, with no outside storage of materials or equipment.</u>	<u>CU</u>
74.	<u>Title Abstract Offices (6541)</u>	<u>CU</u>
75.	<u>Transportation equipment (3714, 3716, 3721—3751, 3792, 3799) indoor only, with no outside storage of materials or equipment.</u>	<u>P</u>
76.	<u>Transportation services (4724—4783, 4789 except stockyards) with no outside storage of materials or vehicles.</u>	<u>CU</u>
77.	<u>United States Postal services (4311)</u>	<u>P</u>
78.	<u>Vocational schools (8243—8249)</u>	<u>P</u>
79.	<u>Wholesale trade—Durable goods (5012—5014, 5021—5049, 5063—5092, 5094, 5099), indoor only, with no outside storage of materials and equipment.</u>	<u>P</u>
80.	<u>Wholesale trade—Nondurable Goods (5111—5159, 5181, 5182, 5191 except that wholesale distribution of chemicals, fertilizers, insecticides, and pesticides must be a minimum of 500 feet from a residential zoning district, 5192—5199)</u>	<u>P</u>
<u>MISCELLANEOUS</u>		
81.	<u>Asphalt and concrete batch-making plants in RFMU receiving lands other than those within the NBMO.</u>	<u>CU</u>
82.	<u>Community facilities, such as, places of worship, childcare facilities, cemeteries, and social and fraternal organizations.</u>	<u>CU</u>
83.	<u>Earth mining and extraction in RFMU receiving lands other than those within the NBMO</u>	<u>CU</u>
84.	<u>Essential services identified in LDC sections 2.01.03 G.1. and G.3.</u>	<u>CU</u>
85.	<u>Facilities for the collection, transfer, processing, and reduction of solid waste.</u>	<u>CU</u>
86.	<u>Golf courses or driving ranges.</u>	<u>P⁴</u>
87.	<u>Oil and gas field development and production, subject to state field development permits and Collier County non-environmental site development plan review procedures.</u>	<u>CU⁵</u>
88.	<u>Park, open space, and recreational uses.</u>	<u>P</u>
89.	<u>Private schools.</u>	<u>P</u>
90.	<u>Public educational plants and ancillary plants.</u>	<u>P</u>
91.	<u>Travel trailer recreation vehicle parks.</u>	<u>CU⁶</u>
92.	<u>Sporting and Recreational camps not to exceed 1 cabin/lodging unit per 5 gross acres.</u>	<u>P</u>

93.	<u>Zoos, aquariums, botanical gardens, and similar uses.</u>	<u>CU</u>
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Footnotes:

- 1 Owning, maintaining, or operating any facility or part thereof for the following purposes is prohibited:
 - i) Fighting or baiting any animal by the owner of such facility or any other person or entity.
 - ii) Raising any animal or animals that is/are intended to be ultimately used for fighting or baiting purposes.
 - iii) For purposes of this subsection, the term baiting is defined as set forth in § 828.122(2)(a), F.S., as it may be amended from time to time.

- 2 Mixed use development shall be allowed when developed as part of a housing that is affordable project in accordance with the Affordable Housing Density Bonus Rating System of LDC section 2.06.03. All permitted neighborhood commercial uses within Affordable Housing projects are subject to the following standards in LDC section 2.03.08 A.2.a.(7).

- 3 Economic development uses are business and industrial uses identified as Florida Qualified Target Industries in the RFMUD and shall be subject to LDC section 2.03.08 A.2.a.(8).

- 4 For golf course projects, the following standards shall apply:
 - i) The minimum density shall be one dwelling unit per five gross acres. For golf course projects not utilizing density blending Provisions set forth in the Density Rating System of the FLUE, including free standing golf courses: one TDR credit or TDR Bonus credit shall be required per five (5) gross acres for the land area utilized as part of the golf course, including the clubhouse area, rough, fairways, greens, and lakes, but excluding any area dedicated as conservation, which is non-irrigated and retained in a natural state. A TDR credit or TDR Bonus credit used to entitle golf course acreage may not also be used to entitle a residential dwelling unit.
 - ii) Golf courses shall be designed, constructed, and managed in accordance with the Best Management Practices of Audubon International's Gold Signature Program. The project shall demonstrate that the Principles for Resource Management required by the Gold Signature Program (Site Specific Assessment, Habitat Sensitivity, Native and Naturalized Plants and Natural Landscaping, Water Conservation, Waste Management, Energy Conservation & Renewable Energy Sources, Transportation, Greenspace and Corridors, Agriculture, and BUILDING Design) have been

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incorporated into the golf course's design and operational procedures.

iii) In order to prevent the contamination of soil, surface water and ground water by the materials stored and handled by golf course maintenance operations, golf courses shall comply with the Best Management Practices for Golf Course Maintenance Departments, prepared by the Florida Department of Environmental Protection, September 2012.

iv) Stormwater management ponds shall be designed to mimic the functions of natural systems: by establishing shorelines that are sinuous in configuration in order to provide increased length and diversity of the littoral zone. A Littoral shelf shall be established to provide a feeding area for water dependent avian species. The combined length of vertical and rip-rapped walls shall be limited to 25% of the shoreline. Credits to the site preservation area requirements, on an acre- to- acre basis, shall be given for littoral shelves that exceed these littoral shelf area requirements.

v) Site preservation and native vegetation retention requirements shall be those set forth in LDC section 3.05.07

5 Directional-drilling and/or previously cleared or disturbed areas shall be utilized in order to minimize impacts to native habitats, where determined to be practicable. This requirement shall be deemed satisfied upon issuance of a state permit in compliance with the criteria established in Chapter 62C-25 through 62C-30, F.A.C., regardless of whether the activity occurs within the Big Cypress Watershed, as defined in Rule 62C-30.001(2), F.A.C. All applicable Collier County environmental permitting requirements shall be considered satisfied by evidence of the issuance of all applicable federal and/or state oil and gas permits for proposed oil and gas activities in Collier County, so long as the state permits comply with the requirements of Chapter 62C-25 through 62C-30, F.A.C. For those areas of Collier County outside the boundary of the Big Cypress Watershed, the applicant shall be responsible for convening the Big Cypress Swamp Advisory Committee as set forth in Section 377.42, F.S., to assure compliance with Chapter 62C-25 through 62C-30, F.A.C., even if outside the defined Big Cypress Watershed. All oil and gas access roads shall be constructed and protected from unauthorized uses according to the standards established in Rule 62-30.005(2)(a)(1) through (12), F.A.C.

6 Subject to the following criteria:

i) The site is adjacent to an existing travel trailer recreational vehicle site; and

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ii) The site is no greater than 100% of the size of the existing adjacent park site.

(4) Design Standards.

(a) Non-clustered development, ~~Development Not Utilizing clustering,~~ except for Mixed Use and Economic Development, shall be subject to LDC sections 2.03.08 A.2.a.(7) and 2.03.08 A.2.a.(8), respectively:

- i. Minimum lot area: 5 Acres.
- ii. Minimum lot width: 165 Feet.
- iii. Minimum yard requirements:
 - a) Front yard: 50 feet
 - b) Side yard: 30 feet
 - c) Rear yard: 50 feet
 - d) Nonconforming lots in existence as of June 22, 1999:
 - i) Front yard: 40 feet.
 - ii) Side yard: 10 percent of lot width, not to exceed 20 feet on each side.
 - iii) Rear yard: 50 feet.

(b) Clustered development:

- i. Lot areas and widths:
 - a) Ssingle-family:
 - i) Minimum lot area: 4,500 square feet.
 - ii) Maximum lot area: One Acre.
 - iii) Minimum lot width: Interior lots 40 feet.
 - iv. Maximum lot width: 150 feet.
 - b) Mmulti-family:

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- i) Minimum lot area: One Acre.
 - ii) Maximum lot area: None.
 - iii) Minimum lot width: 150 feet.
 - iv) Maximum lot width: None.
- ii. Minimum **internal** yard requirements:
- a) Single-Family. Each single-family lot or parcel minimum yard requirement shall be established within an approved PUD, or shall comply with the following standards:
 - i) Front: 20 feet (Note front yard setback may be reduced to 10 feet where parking for the unit is accessed via a rear alley).
 - ii) Side: 6 feet.
 - iii) Rear: 15 feet.
 - iv) Accessory: Per LDC section 4.02.03.
 - b) Additional setbacks from roadway (s) for projects using housing that is affordable provisions:
 - i) No single-family dwelling may be located closer than 50 feet to a roadway classified as a public local or a collector roadway.
 - ii) No single-family dwelling may be located closer than 100 feet to a roadway classified as an arterial roadway.
 - cb) Multi-Family. For each multi-family lot or parcel minimum yard shall be established within an approved PUD, or shall comply with the following standards:
 - i) Setback from Arterial or Collector roadway(s): no multi-family dwelling may be located closer than 200 feet to a roadway classified or defined as

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an arterial roadway or 100 feet from any roadway classified or defined as a collector roadway.

- ii) Additional setbacks from roadway(s) for projects using housing that is affordable provisions: no multi-family dwelling may be located closer than 75 feet to a roadway classified as a public local roadway. Requirement shall only apply to roadways external to the development. ~~Front: 30 feet.~~
- iii) Front: 30 feet.
- iv) Rear: 30 feet.
- v) Side yard/separation between any multi-family buildings: One-half of the building height or 15 feet, whichever is greater.
- vi) Accessory: Per LDC section 4.02.03.

iii. Additional perimeter setbacks for developments using housing that is affordable provisions:

- a) Perimeter setbacks from all adjacent single-family residential or agriculturally zoned property shall be no less than the front setback requirement for the adjacent zoning district or a minimum of one foot (setback) per one-foot maximum zoned height for principal structures, whichever is greater.
- b) Clubhouse(s), amenity centers, maintenance buildings, vehicle service areas, amenity centers that include active recreation areas such as outdoor pools, tennis courts, etc. must be located at least 350 feet from the boundaries of any adjacent conservation area or zoned RFMU sending lands.
- c) Development must incorporate 100-foot-wide setbacks along external boundaries where adjacent to any conservation area and comply with the following:

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- i) No yard or dwelling unit shall be permitted within this setback.
- ii) No lights, generators, pumps, other fixed motors or accessory structures except as noted below shall be permitted within this setback.
- iii) Passive recreation such as hiking, jogging, biking and walking will be allowed along designated trail and boardwalk systems and must interconnect with existing trail systems.
- iv) Lakes may extend into this setback but shall not incorporate lights or structures, other than drainage structures.
- v) Any sewer or electrical lines placed within this setback must be buried.

iv.iii. Height limitations

- a) Principal structures
 - i) Single Family: 35 feet.
 - ii) Multi-family: Five Stories not to exceed 60 feet.
 - iii) Other structures: 35 feet except for golf course/community clubhouses, which may be 50 feet in height.
- b) Accessory structures. 20 feet, except for screen enclosures, which may be the same height as the principal structure.

iv. Minimum floor space

- a) Single Family: 800 square feet
- b) Multi-family:
 - i) Efficiency: 450 Square feet
 - ii) One Bedroom: 600 square feet

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- iii) Two or More Bedrooms: 800 square feet
- (c) Parking. As required in Chapter 4 of this Code.
- (d) Landscaping. As required in Chapter 4 of this Code, except as provided below for residential projects or residential-only components of projects with a density greater than one dwelling unit per acre, including projects using housing that is affordable provisions.
 - i. A Type B Buffer shall be required for all project boundaries that abut property zoned or developed for single family residential use.
 - ii. A minimum 20-foot-wide Type D Buffer shall be required where the project abuts an arterial or collector roadway. At minimum, the buffer shall consist of the following at the time of planting:
 - a) Canopy trees, with a minimum height of 12 feet, minimum spread of six feet, and a maximum spacing of 30 feet on center. Palm trees may be installed within this buffer but shall not be used as a substitute for the required canopy trees.
 - b) A continuous double row of three-gallon hedges, 36 inches in height with a maximum spacing of three feet on center. The hedges shall be maintained at a minimum height of 36 inches.
 - iii. All other project boundaries shall meet the buffer requirements of LDC section 4.06.02, except that palm trees shall not be substituted for canopy trees.
- (e) Signs. As required in section 5.06.00 of this Code.
- (5) Native vegetation Retention. As required in section ~~3.05.07~~~~4.06.00~~ of this Code.
- (6) Usable open space.
 - (a) Projects utilizing TDR credits of 40 or more acres in size shall provide a minimum of 70% percent usable open space. Projects developed in accordance with LDC section 2.06.00 shall provide a minimum of 50 percent usable open space.

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(b) Usable open space includes active or passive recreation areas such as parks, playgrounds, golf courses, waterways, lakes, nature trails, and other similar open spaces. Usable open space shall also include areas set aside for conservation or preservation of native vegetation and landscape areas.

(c) Open water beyond the perimeter of the site, street right-of-way, except where dedicated or donated for public uses, driveways, off-street parking and loading areas, shall not be counted towards required usable open space.

(d) For projects that provide housing that is affordable, the following standards shall apply:

i. All usable open space areas shall be part of a larger continuous and integrated open space system within the development. The development shall include an internal pedestrian circulation system that provides safe and easy access to usable open space from all portions of the development. For the purpose of this subsection, areas shall be considered part of a continuous open space system if they are within 50 feet of each other.

ii. A minimum of 60 percent of the total required usable open space shall be required as common open space. For the purpose of this subsection common open space shall include all usable open space accessible to all residents of the development.

iii. Common open space shall not be less than 30 feet in width; except for landscape buffer areas and boulevard medians.

iv. All residents within the development shall be provided access to common open space. Pedestrian access to usable open space via street right-of-way crossing shall contain clearly marked crosswalks and signage.

v. Stormwater drainage and detention areas may be included as part of common open space, provided they are unfenced, and improved with walking trails, nature paths, picnic facilities, benches and similar amenities, or for common use by all residents within the development.

1 vi. Land utilized for common open space shall be
2 restricted to common open space in perpetuity by
3 appropriate legal instruments satisfactory to Collier
4 County. Such instrument shall be binding upon the
5 owner, developer, his successors, and assigns, and
6 shall constitute a covenant running with the land,
7 and be in recordable form.

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9 (7) Mixed use projects providing housing that is affordable.

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11 (a) Project shall have an affordable housing density bonus
12 agreement consistent with LDC section 2.06.00.

13
14 (b) The total eligible density shall not exceed the maximum
15 density allowed pursuant to the GMP and subject to the
16 affordable housing density bonus per LDC section 2.06.00.

17
18 (c) Residential density shall be calculated based on gross
19 project acreage whether located within the commercial
20 component of the project, whether located above
21 commercial uses in the same building, in an
22 attached building, or in a freestanding building.

23
24 (d) Projects shall comply with the design standards,
25 development standards and locational criteria below:

26
27 i. Minimum project size shall be greater than 15 acres.

28
29 ii. Maximum floor area ratio for neighborhood
30 commercial component: 0.30.

31
32 iii. Minimum total square footage of the residential
33 component of the project shall consist of at least
34 65% of the development.

35
36 iv. No single commercial use in the commercial
37 component shall exceed 15,000 square feet of gross
38 floor area, except that a grocery store or
39 supermarket shall not exceed 45,000 square feet of
40 gross floor area.

41
42 v. Residential structures shall be constructed
43 concurrently with or prior to the construction of
44 commercial structures. However, the certificate of
45 occupancy for the final residential dwelling within the
46 development shall not be issued until at least 20
47 percent of the commercial gross floor area has been
48 approved for building permits.

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- vi. Neighborhood commercial uses shall be located within 1/4 mile of at least 50% of the total number of approved residential units.
- vii. Minimum lot width: 75 feet.
- viii. Minimum lot area: 10,000 square feet.
- ix. Maximum height. Buildings shall have a maximum zoned height of 50 feet and a maximum actual height of 55 feet.
- x. Minimum yards.
 - a) Perimeter setbacks from all adjacent single-family residential or agriculturally zoned property shall be no less than the front setback requirement for the adjacent zoning district or a minimum of one foot (setback) per one-foot maximum zoned height for principal structures, whichever is greater.
 - b) Front yard: 50% of the building height but not less than 25 feet.
 - c) Side yard: 25 feet.
- xi. The development shall provide vehicular network interconnections between internal uses and external connections to adjoining neighborhoods and land uses. The network shall fully accommodate pedestrian, bicycle, and transit. Vehicular and pedestrian interconnection shall be provided to the property line to allow access to all connection points with the abutting development.
- xii. The commercial component shall be interconnected with the residential component of the project by streets, or pedestrian pathways, and bike lanes, unless precluded by the existence of wetlands or other environmentally sensitive habitats. In such instance, no less than one type of interconnection shall be provided.
- xiii. The project shall have direct access to a road classified as an arterial or collector and the type of access points shall be limited, as appropriate, so as to minimize disruption of traffic flow on the adjacent arterial or collector roadway.

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xiv. The neighborhood commercial component of the project may be located internal to the project or along the boundary; however, if externally located, internal access roads shall be provided, so as not to promote strip commercial development along external collector and arterial roadways.

xv. Development must incorporate a setback of 100 feet where adjacent to any conservation area. In addition, the following shall apply:

a) No structure shall be permitted within this setback.

b) No lights, generators, pumps, other fixed motors or accessory structures, except as noted below, shall be permitted within this setback.

i) Passive recreation, such as hiking, jogging, biking and walking will be allowed along designated trail and boardwalk systems and must interconnect with existing trail systems.

ii) Lakes may extend into this setback but shall not incorporate lights or structures, other than drainage structures.

iii) Any sewer or electrical lines placed within this setback must be buried.

xvi. Operations.

a) There shall be no vehicle repair within the commercial component.

b) The hours of operation for any eating establishment shall be limited to the hours between 5:30 a.m. to 11:00 p.m.

c) There shall be no outdoor display of merchandise associated with hardware stores.

xvii. Service area.

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- a) Loading docks, solid waste facilities, recycling facilities and other services shall be placed to the rear or side yard of the building in visually unobtrusive locations with minimum impacts on view.
- b) Refuse containers and facilities shall be hidden by an opaque wall or fencing of sufficient height to screen the bin and any appurtenances, but not less than six (6) feet in height. Chain link fencing, wood fencing and chain link gates are not allowed. Walls shall be constructed of a material compatible with the principal structure it is serving. Landscaping with vines or other plants is encouraged. Enclosures shall include solid latched gates to avoid blowing refuse.
- c) Service area recesses in the building and/or depressed access ramps should also be used where applicable.
- d) Businesses are encouraged to consolidate and share refuse areas and equipment.

xviii. Landscape buffers.

- a) A Type B Buffer shall be required along all project boundaries that abut property zoned or developed for single family residential use.
- b) A minimum 20-foot-wide Type D Buffer shall be required where abutting an arterial or collector roadway. At minimum, the buffer shall consist of the following at the time of planting:
 - i) For housing that is affordable projects, canopy trees, with a minimum height of 10 feet, minimum spread of six feet, and a maximum spacing of 30 feet on center. Palm trees may be installed within this buffer but shall not be used as a substitute for the required shade trees.

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ii) A continuous double row of three-gallon hedges, 36 inches in height with a maximum spacing of three feet on center. The hedges shall be maintained at a minimum height of 36 inches.

c) All other project boundaries shall meet the buffer requirements of LDC section 4.06.02, except that palm trees shall not be substituted for shade trees.

xix. Architectural design. The neighborhood commercial component of the project shall meet design guidelines identified in LDC section 5.05.08 of this LDC, except as otherwise excepted or required herein.

(8) For economic development uses allowed by the Table of uses in accordance with LDC section 2.03.08 A.2.a.(3)(d)v.:

(a) Minimum project size. The minimum project size shall be 20 contiguous acres. The term contiguous shall include adjacent properties that are separated by either an intervening, planned, or developed public street right-of-way, provided that no such portions of separated properties are less than five acres.

(b) The project shall have direct access to a road classified as an arterial or collector. The project shall have an internal circulation system that prohibits traffic from traveling through predominantly residential areas. The types of access points shall be limited, as appropriate, so as to minimize disruption of traffic flow on the adjacent arterial or collector roadway.

(c) The project shall have central water and sewer.

(d) A maximum floor area ratio shall not exceed 0.50.

(e) Minimum lot width: 100 feet.

(f) Minimum lot area: 20,000 square feet

(g) Maximum height. Buildings shall have a maximum zoned height of 50 feet and a maximum actual height of 55 feet.

(h) Minimum yards.

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- i. Front yard: 50 feet.
 - ii. Side yard: 50 feet.
 - iii. Rear yard: 50 feet.
 - iv. All yards abutting residential uses, residential zoning, or roadways classified as a collector or arterial shall comply with the transition zone height setbacks identified below.
 - a) For buildings with an actual height of 35 feet or less: 50 feet.
 - b) For buildings with an actual height of 45 feet and greater than 35 feet: 80 feet.
 - c) For buildings with an actual height of 55 feet and greater than 45 feet: 110 feet.
 - v. For lots adjacent to a water body, the minimum yard requirement is 25 feet.
- (i) Parking. As required in Chapter 4 of this Code.
- (j) Landscape buffers.
- i. A 25-foot-wide Type C Buffer shall be required along all project boundaries that abut property zoned or developed for residential use. At minimum, the buffer shall include an architecturally finished masonry wall, berm, or combination thereof, and all must be opaque and at least six feet in height.
 - ii. A minimum 25-foot-wide Type C Buffer shall be required where abutting an arterial or collector roadway. At minimum, the buffer shall consist of the following at the time of planting:
 - a) Palm trees may be installed within this buffer but shall not be used as a substitute for the required canopy trees.
 - b) A continuous double row of three-gallon hedges, 36 inches in height, with a maximum spacing of three feet on center. The hedges shall be maintained at a minimum height of 36 inches.

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iii. All other project boundaries shall meet the buffer requirements of a Type C Buffer. Palm trees shall not be substituted for canopy trees.

iv. Development must incorporate 100-foot-wide setbacks along external boundaries where adjacent to any public conservation area and comply with the following:

a) No yard or dwelling unit shall be permitted within this setback.

b) No lights, generators, pumps, other fixed motors or accessory structures except as noted below shall be permitted within this setback.

c) Passive recreation such as hiking, jogging, biking, and walking will be allowed along designated trail and boardwalk systems and must interconnect with existing trail systems.

d) Lakes may extend into this setback but shall not incorporate lights or structures, other than drainage structures.

e) Any sewer or electrical lines placed within this setback must be buried.

(k) Loading areas. All loading areas shall be oriented away from adjacent residential uses, except for where obstructed by an intervening building.

(l) Outside storage and display. No outside storage and display shall be permitted except when approved as part of a temporary/special event in accordance with LDC section 5.04.05.

(m) Operations.

i. All activity shall be conducted within a fully enclosed building. Activity includes but is not limited to the following:

a) The use or storage of any fixed or movable business equipment.

b) The use, storage, display, sale, delivery, offering for sale, production, or consumption

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in any business, or by any business invitee on the premises of the business, of any goods, wares, merchandise, products, or foods.

iii) The performance of any work or services.

iv) All use operations and equipment, including accessory process equipment, such as compressors and air handlers, shall be contained in an enclosed structure.

ii. Noise. No use shall produce noise exceeding the sound level limits for Commercial or Tourist uses as set forth in the Collier County Noise Control Ordinance No. 90-17, as amended.

iii. Odors. No use shall cause or allow the emission of odor.

iv. Vibrations. No use shall operate to produce ground vibration noticeable by a reasonable person with normal sensitivity, outside the building for single-use buildings or outside the Economic Development use space inside mixed use and multi-tenant buildings.

v. Smoke and particulate matter. No use shall discharge outside the building for single-use buildings or outside the Economic Development use space inside mixed use and multi-tenant building any toxic or noxious matter in such a concentration that will endanger the public health, safety, comfort, or general welfare.

vi. Electrical disturbance. No use shall create any electrical disturbance which interferes unduly with the normal operation of equipment or instruments or which is reasonably likely to cause injury to any person located inside or outside building.

vii. Secondary containment. Secondary containment such as double walled tanks, leak-proof trays, floor curbing or other containment systems which provide secondary liquid containment shall be installed for facilities that use, store, or handle, regulated substances in a single container of 55 gallons or more. The containment structure shall be capable of containing 110% of the volume of the largest container located within, be composed of materials

1 impervious to the regulated substance, and be able
2 to withstand deterioration from external
3 environmental conditions. For containment areas
4 with more than one storage container, capacity
5 calculations shall be made after deducting the
6 volume of the largest storage containers, other than
7 the largest container. All regulated substances must
8 be removed from the containment structure within
9 24-hours of a spill or accidental release.
10 Containment structures shall be sheltered so that
11 the intrusion of precipitation is effectively prevented.
12 These requirements shall apply to all areas of
13 storage use, handling, and production, loading and
14 off-loading areas, and to aboveground and
15 underground storage areas.

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17 (n) Architectural and site design standards.

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19 i. Appearance. Industrial/factory buildings shall be
20 designed in accordance with the provisions of LDC
21 section 5.05.08, excluding the exceptions,
22 modifications, and additions listed in LDC section
23 5.05.08 E.7.b through h.

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25 ii. Rooftop mechanical equipment shall be fully
26 screened by parapets or other methods of screening
27 and such parapets or other screening material shall
28 not exceed 10 feet in height.

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30 iii. Loading areas. All loading areas shall be oriented
31 away from adjacent residential uses, except for
32 where obstructed by an intervening building.
33 Loading areas, solid waste facilities, recycling
34 facilities, and other services elements shall be
35 placed to the sides or rear of the building.

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37 iv. All exterior lighting fixtures shall be directed away or
38 shielded from neighboring properties.

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40 v. Illumination levels for exterior lighting shall not
41 exceed 0.5 footcandles at property lines where
42 adjacent to residential development or residentially
43 zoned property, excluding where required pursuant
44 to LDC section 6.06.03.

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46 b. Rural villages. Rural villages, including rural villages within the NBMO, may
47 be approved within the boundaries of RFMU receiving lands, subject to the
48 following:
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- (1) Allowable Uses:
 - (a) All permitted uses identified in section 2.03.08A.2.a.(3)(a), when specifically identified in, and approved as part of, a RURAL VILLAGE PUD.
 - (b) CONDITIONAL USES 1 through 5, and 7 identified in section 2.03.08A.2.a.(3)(c), when specifically identified in, and approved as part of a RURAL VILLAGE PUD.
 - (c) All permitted and accessory uses listed in the C-4 General Commercial District, section 2.03.02 (E), subject to the design guidelines and development standards set forth in this Section.
 - (d) Research and Technology Parks, with a minimum size of 19 acres ~~and a maximum size of 4% of the total rural village acreage~~, subject to the design guidelines and development standards set forth herein, the applicable standards contained in [LDC](#) section 2.03.06 C.7. Research and technology park planned unit development district guidelines and development standards, and further subject to the following:
 - i. Research and Technology Parks shall be permitted to include up to 20% of the total acreage for non-target industry uses of the type identified in paragraph (3) below; and, up to 20% of the total acreage for workforce housing, except as provided in paragraph (7) below. At a minimum, 60% of the total park acreage must be devoted to target industry uses identified in paragraph (2) below. The specific percentage and mix of each category of use shall be determined at the time of rural village PUD rezoning.
 - ii. The target industries identified by the Economic development Council of Collier County are aviation/aerospace industry, health technology industry and information technology industry, and include the following uses: software development and programming; internet technologies and electronic commerce; multimedia activities and CD-ROM development; data and information processing; call center and customer support activities; professional services that are export based such as laboratory research or testing activities; light manufacturing in the high tech target sectors of aviation/aerospace and health and information technologies; office uses in connection

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with on-site research; development testing and related manufacturing; general administrative offices of a research and development firm; educational, scientific and research organizations; production facilities and operations.

- iii. Non-target industry uses may include hotels at a density consistent with the provisions in section 2.03.02 and those uses in the C-1 through C-3 Zoning Districts that provide support services to the target industries such as general office, banks, fitness centers, personal and professional services, medical, financial and convenience sales and services, computer related businesses and services, employee training, technical conferencing, day care centers, restaurants and corporate and government offices.
- iv. The rural village PUD shall include standards for the development of individual building parcels within the park and general standards shall be adopted for pedestrian and vehicular interconnections, buffering, landscaping, open spaces, signage, lighting, screening of outdoor storage, parking and access management, all to be consistent with and compatible to the other uses within the village.
- v. The Research and Technology Park must be adjacent to, and have direct access via an existing or developer constructed local road to an arterial or collector roadway. The portion of the local roadway intended to provide access to the Research and Technology Park shall not be within a residential neighborhood and does not service a predominately residential area.
- vi. The Research and Technology Park shall be compatible with surrounding land uses. Accordingly, it shall be separated from any residentially zoned or designated land within the rural village by a minimum Type "C" landscape buffer, as set forth in section 4.06.00 of this Code.
- vii. Whenever workforce housing is provided, it shall be fully integrated with other compatible uses in the park through mixed-use buildings and/or through pedestrian and vehicular interconnections.

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viii. Building permits for non-target industry uses identified in paragraph (3) above shall not be issued prior to issuance of the first building permit for a target industry use.

(e) Any other use deemed by the Board of County Commissioner to be appropriate and compatible within a rural village.

(2) Mix of Neighborhood Types. Rural villages shall be comprised of several neighborhoods designed in a compact nature such that a majority of residential development is within one-quarter mile of a neighborhood center or village center. Neighborhood centers may include small-scale service retail and office uses, and shall include a public park, square, or green. Village centers shall ~~be designed to~~ serve the retail, office, civic, government uses and service needs of the residents of the rural village. The village center shall be the primary location for commercial uses. rural villages shall be surrounded by a green belt in order to protect the character of the rural landscape and to provide separation between rural villages and the low density rural development, agricultural uses, and conservation lands that may surround the rural village. Rural villages shall be designed to include the following: a mixture of residential housing types; institutional and/or commercial uses; and recreational uses, all of which shall be sufficient to serve the residents of the rural village and the surrounding lands. In addition, except as specifically provided otherwise for rural villages within the NBMO, the following criteria and conditions shall apply to all rural villages.

(a) Allocation of Land Uses. Specific allocations for land uses including residential, commercial and other non-residential uses within rural villages, shall include, but are not limited to:

i. A mixture of housing types, including attached and/or detached single family, as well as multi-family shall be provided within a rural village. A minimum of 0.2 units per acre in a rural village shall be affordable housing, of which at least 0.1 units per acre shall be workforce housing. The rural village shall be designed so as to disperse the Affordable and workforce housing units throughout the Village rather than concentrate them in a single location.

ii. A mixture of recreational uses, including parks and village greens.

iii. Civic, community, and other institutional uses.

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- iv. A mixture of lot sizes, with a design that includes more compact development and attached dwelling units within neighborhood centers and the village center, and reduced net densities and increasingly larger lot sizes for detached residential dwellings generally occurring as development extends outward from the village center.
- v. A mixture of retail, office, and services uses.
- vi. If requested by the Collier County School Board during the PUD ~~and/or DRI~~ review process, school sites shall be provided and shall be located to serve a maximum number of residential dwelling units within walking distance to the schools, subject to the following criteria:
 - a) Schools shall be located within or adjacent to the village center;
 - b) A credit toward any applicable school impacts fees shall be provided based upon an independent evaluation/appraisal of the value of the land and/or improvements provided by the developer; and
 - c) Schools shall be located in order to minimize busing of students and to co-locate schools with public facilities and civic structures such as parks, libraries, community centers, public squares, greens and civic areas.
- vii. Within the NBM Overlay, elementary schools shall be accessed by local streets, pedestrian and bicycle facilities, and shall be allowed in and adjacent to the rural village center, provided such local streets provide adequate access as needed by the School Board.
- viii. Greater than 50 percent of residential development shall be located within one quarter mile of a Neighborhood Center or Village Center.
- ix. Rural villages shall include a Village Center and a minimum of two distinct neighborhoods.

(b) Acreage Limitations.

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- i. Rural villages shall be a minimum of 300 acres and a maximum of 1,500 acres, exclusive of the required green belt, with exception that the maximum size of a rural village within those RFMU receiving lands south of the Belle Meade NRPA shall not exceed 2,500 acres.
- ii. Neighborhood center - ~~0.5% of the total rural village acreage, not to exceed 10 acres, within each neighborhood center.~~
 - a) Small-scale service retail and office uses allowed with a maximum FAR of 0.5.
 - b) Parks and public green spaces shall be required within the neighborhood center with a minimum size of one percent of the total village acreage.
 - iii. ~~Neighborhood center Commercial -- Not to exceed 40% of the neighborhood center acreage and 8,500 square feet of gross leasable floor area per acre.~~
 - iv. ~~Village center. -- Not to exceed 10% of the total rural village acreage.~~
 - v. ~~Village center commercial -- Not to exceed 30% of the village center acreage and 10,000 square feet of gross leasable floor area per acre.~~
 - a) Retail and office uses shall have a maximum FAR of 0.5.
 - b) Civic, government, and institutional services shall have a maximum FAR of 0.6.
 - c) Group housing uses shall have a maximum FAR of 0.45.
 - d) Transient lodging shall have a maximum of 26 units net acre.
 - e) Goods and services shall be required in the village center and with a minimum of 53 square feet of gross building area per dwelling unit.
 - f) Civic, government, and institutional services shall be required in the village center and

1 with a minimum of 10 square feet per
2 dwelling unit.

3
4 ~~vii.~~ Research and Technology Parks are allowed,
5 provided they are limited to a minimum size of 19
6 acres ~~and a maximum size of 4% of the total rural~~
7 ~~village acreage.~~

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9 ~~vii. Civic Uses and Public Parks - Minimum of 10% of~~
10 ~~the total rural village acreage.~~

11
12 (3) Density. A rural village shall have a minimum density of 2.0 units
13 per gross acre and a maximum density of 3.0 units per gross acre,
14 except that the minimum density within a NBMO rural village shall
15 be 1.5 units per gross acre. Those densities shall be achieved as
16 follows:

17
18 (a) Base density. A base density of 0.2 dwelling units per acre
19 (1.0 dwelling units per five acres) for lands within the rural
20 village, ~~and the land area designated as a greenbelt~~
21 ~~surrounding the rural village,~~ is granted by right for allocation
22 within the designated rural village.

23
24 (b) Minimum density. The minimum gross density in a rural
25 village is 2.0 units per acre outside of the NBMO and 1.5
26 units per acre within the NBMO.

27
28 i. For each TDR credit used to achieve the minimum
29 required density in a rural village, one Rural Village
30 Bonus Credit shall be granted. Rural Village Bonus
31 Credits may only be utilized in rural villages and shall
32 not be available for use once the minimum required
33 density is achieved.

34
35 ii. The minimum density shall be achieved through any
36 combination of TDR Credits, Rural Village Bonus
37 Credits, and TDR Bonus Credits.

38
39 (c) Maximum density. The maximum gross density allowed in a
40 rural village is 3.0 units per acre. The maximum density shall
41 be achieved through any of the following, either in
42 combination or individually:

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44 i. TDR credits;

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46 ii. TDR Bonus Credits;

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- iii. An additional density bonus 0.3 units per acre for the additional preservation of native vegetation as set forth in Chapter 4;
- iv. An additional density bonus of 0.3 units per acre for additional wetlands mitigation as set forth in Chapter 4; and/or
- v. An additional density bonus of ~~0.5~~ 1 units ~~per acre for each Affordable or workforce housing unit for each (1) unit that is provided for Low-Income housing, as identified in LDC section 1.08.02.~~

(4) Other Design Standards

(a) Transportation System Design.

- i. The rural village shall be designed with a formal street layout, using primarily a grid design and incorporating village greens, squares and civic uses as focal points.
- ii. Each rural village shall be served by a primary road system that is accessible by the public. Neighborhood Circulator, Local Residential Access and Residential Loop roads may be gated. The primary roads within the rural village shall consist of Rural Major Collectors at a minimum and be designed to meet County standards and shall be dedicated to the public.
- iii. A rural village shall not be split by an arterial roadway.
- iv. Interconnection between the rural village and adjacent development-s shall be required.
- v. Neighborhoods, neighborhood centers, and the village center shall be connected through local and collector streets and shall incorporate traffic calming techniques as may be appropriate to discourage high-speed traffic.
- vi. Public transit and school bus stops shall be co-located, where practicable.
- vii. Pedestrian paths and bikeways shall be designed so as to provide access and interconnectivity.

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- (b) Location Restrictions and Standards.
 - i. In locating both schools and housing units within the rural village, consideration shall be given to minimizing busing needs within the community.
 - ii. ~~Reserved. A rural village shall not be located any closer than 3.0 miles from another rural village.~~
 - iii. ~~Reserved. No more than one rural village may be located in each of the distinct RFMU district Receiving Areas depicted on the FLUM and on the Official Collier County Zoning Atlas maps.~~
 - iv. A rural village shall have direct access to a roadway classified by Collier County as an arterial or collector roadway. Alternatively, access to the rural village may be via a new collector roadway directly accessing an existing arterial, the cost of which shall be borne entirely by the developer.
 - v. A rural village shall be located where other public infrastructure, such as potable water and sewer facilities, already exist or are planned.

- (c) Size Limitations. Rural villages shall be a minimum of 300 acres and a maximum of 1,500 acres, except within RFMU receiving lands south of the Belle Meade NRPA where the maximum size may not exceed 2,500 acres. This required rural village size is exclusive of the required greenbelt area set forth in section 2.03.08 (A)(2)(b)(6).

- (d) Additional Village Design Criteria: Rural villages shall be designed in accordance with the following provisions:
 - i. Rural villages shall be developed in a progressive urban to rural continuum with the greatest density, intensity and diversity occurring within the village center, to the least density, intensity and diversity occurring within the edge of the neighborhoods approaching the greenbelt.
 - ii. Rural villages may include "special districts" in addition to the village center, neighborhood center and Neighborhoods, to accommodate uses that may require use specific design standards not otherwise provided for herein. Such Special Districts, their proposed uses, and applicable design standards

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shall be identified as part of the rural village PUD rezone process.

- iii. The rural village PUD Master Plan shall designate the location of the village center and each neighborhood, neighborhood center and as may be applicable, Special Districts. ~~Rural villages shall include a village center and a minimum of two distinct neighborhoods, with defined neighborhood centers.~~
- iv. A mixture of allowable uses is encouraged to occur within buildings in the village center and neighborhood centers.
- v. Reserved. ~~Transient lodging is permitted at up to 26 guest units per acre calculated on the acreage of the parcel occupied by the transient lodging and its ancillary facilities, if such parcel includes multiple uses.~~
- vi. Building heights may vary within the village center and neighborhood centers, but shall not exceed 5 stories not exceeding 65 feet with the village center, or 4 stories no exceeding 55 feet within the neighborhood center, and 3 stories not to exceed 40 feet within 200 feet of the greenbelt. The height exclusions set forth in section 4.02.01 of this Code apply within a rural village. The height exclusion set forth in section 4.02.01 applies in the village center only, except that:
 - a) section 4.02.01 requiring 300 square feet of green spaces for each parking space for which the height waiver is granted shall not apply; however,
 - b) For each parking space for which the height waiver is granted, an equal amount of square footage of open space shall be provided in excess of the minimum set forth in section 2.03.08(A)(2)(b)(7).
- vii. The minimum lot area shall be 1,000 SF; however, within neighborhoods, especially approaching the edge of the Village and the surrounding green belt, less compact larger lot residential development may occur.

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- viii. Within the village center and neighborhood centers, individual block perimeters shall not exceed 2,500 linear feet.
- ix. Within the village center and neighborhood centers required yards shall be as follows:
 - a) Front setbacks - 0 to 10 feet from the right-of-way line
 - b) Side setbacks - 0 feet
 - c) Rear setbacks - 0 feet
- x. Within neighborhoods outside of a Neighborhood or village center required yards may vary but shall be designed so as to provide for adequate light, opens space ad movement of air, and shall consider the design objective of the urban to rural continuum with the greatest density, intensity and diversity occurring within the village center, to the least density, intensity and diversity occurring within the edge of the neighborhoods approaching the greenbelt.
- xi. Within the village center and neighborhood centers overhead encroachments such as awnings, balconies, arcades and the like, must maintain a clear distance of 9 feet above the sidewalk and 15 feet above the street.
- xii. Seating for outdoor dining shall be permitted to encroach the public sidewalks and shall leave a minimum 6-foot clear pedestrian way between the outdoor dining and the streetscape planting area.
- xiii. Civic or Institutional Buildings shall be subject to the specific standards of this subsection that regulate building height, building placement, building use, parking, and signage except as deviations are deemed appropriate by the Collier County planning staff with respect to the creation of focal points, vistas, and significant community landmarks. Specific design standards shall be provided in the rural village PUD document.
- xiv. Architectural Standards: Buildings within the village center shall be made compatible through similar massing, volume, frontage, scale and architectural features. The PUD document shall adhere to the

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provisions of section 5.05.08 of this Code; however, deviations may be requested where such deviations are shown to further these rural village design standards.

xv. Required vehicular parking and loading amounts and design criteria:

a) The amount of required parking shall be demonstrated through a shared parking analysis submitted application as part of the rural village PUD. Parking shall be determined utilizing the modal splits and parking demands for various uses recognized by the ITE, ULI or other sources or studies. The analysis shall demonstrate the number of parking spaces available to more than one use or function, recognizing the required parking will vary depending on the multiple functions or uses in close proximity which are unlikely to require the spaces at the same time.

b) On-site parking areas shall be organized into a series of small bays delineated by landscape islands of varied sized. A maximum spacing between landscape islands shall be 10 spaces. Landscape islands and tree diamonds shall have a minimum of one canopy tree.

c) Parking lots shall be accessed from alleys, service lanes or secondary streets.

d) Any or all of the above parking requirements may be further reduced if a shared parking plan is submitted as part of a rural village PUD or subsequent site development plan application. The shared parking plan shall demonstrate that the reduced parking is warranted as a result of the following: shared building and/or block use(s) where parking demands for certain uses are low when other demands are higher; a concentration of residential dwelling units located within 600 feet of non-residential uses; the existence of transit for use by residents and visitors.

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- xvi. Landscaping minimums within the village center or within neighborhood centers shall be met by:
 - a) Providing landscaping within parking lots as described, and by providing a streetscape area between the sidewalk and curb at a minimum of 5 Ft. in width;
 - b) Planting street trees every 40 Ft. O.C. The street tree pattern may be interrupted by architectural elements such as arcades and columns.
 - c) Plantings areas, raised planters, or planter boxes in the front of and adjacent to the buildings, where such planting areas do not interfere with pedestrian access and mobility.
 - d) Providing for additional public use landscape areas at intervals within the streetscape, on identified parcels with blocks, or as part of public greens, squares, parks or civic uses.
- xvii. Signs: The PUD document shall adhere to the provisions of section 5.06.00 of this Code; however, deviations may be requested where such deviations are shown to further these rural village design standards by providing for pedestrian scale signage standards with neighborhood centers or the village center.

- (5) Native vegetation. Native vegetation shall be preserved as set forth in section 4.06.04.
- (6) Greenbelt. Except within the NBMO rural village, a greenbelt averaging a minimum of ~~200~~ ~~300~~ feet in width, but not less than 100 ~~200~~ feet in width at any location, shall be required at the perimeter of the rural village. The greenbelt is required to ensure a permanently undeveloped edge surrounding the rural village, thereby discouraging sprawl. Greenbelts shall conform to the following:
 - (a) Greenbelts may only be designated on RFMU receiving lands.
 - (b) The allowable residential density shall be shifted from the designated greenbelt to the rural village.

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(c) ~~The greenbelt may be concentrated to a greater degree in areas where it is necessary to protect listed species habitat, including wetlands and uplands, provide for a buffer from adjacent natural reservations, or provide for wellfield or aquifer protection. However, at no location shall the greenbelt be less than 300 feet in width.~~

(d) Golf courses and existing agriculture operations are permitted within the greenbelt, subject to the vegetation retention standards set forth in section 4.06.04. However, golf course turf areas shall only be located within 100 feet of the greenbelt boundaries (interior and exterior boundary); further, these turf areas shall only be located in previously cleared or disturbed areas.

(7) Open space: Within the rural village, a minimum of 40% of open space shall be provided, inclusive of the greenbelt.

(8) Process for Approval of a rural village. Applications for approval shall be submitted in the form of a Planned Unit Development (PUD) rezone utilizing the standard form(s) developed by Collier County, and subject to the Fees established for a PUD rezone application. ~~Where applicable, the rural village PUD application will be submitted in conjunction with a development of Regional Impact (DRI) application as provided for in Chapter 380 of Florida Statutes, or in conjunction with any other Florida provisions of law that may supercede the DRI process.~~ The applicant shall notify the owner(s) of subsurface mineral rights to the property within the boundaries of the proposed rural village prior to approval of the PUD. The Application for rural village PUD approval shall demonstrate general compliance with the provisions of section 2.03.06 and shall include the following additional submittal requirements:

(a) EIS. An environmental impact statement for the rural village and surrounding greenbelt area shall be submitted in accordance with the requirements of Chapter 10 of this Code.

(b) Demonstration of Fiscal Neutrality. An analysis that demonstrates that the rural village will be fiscally neutral to county taxpayers outside of the rural village. This analysis shall evaluate the demand and impacts on levels of service for public facilities and the cost of such facilities and services necessary to serve the rural village. In addition, this evaluation shall identify projected revenue sources for services and any capital improvements that may be necessary to support the rural village. In conclusion, this analysis shall indicate what provisions and/or commitments will be to ensure that the provision of necessary facilities and

1 services will be fiscally neutral to County taxpayers outside
2 of the rural village. At a minimum, the analysis shall consider
3 the following:

- 4 i. Stormwater/drainage facilities;
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- 6 ii. Potable water provisions and facilities;
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- 9 iii. Reuse or "Grey" water provisions for irrigation;
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- 11 iv. Central sewer provisions and facilities;
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- 13 v. Law enforcement facilities;
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- 15 vi. School facilities;
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- 17 vii. Roads, ~~transit, bicycle and pedestrian facilities and~~
18 ~~pathways~~;
- 19
- 20 viii. ~~a)~~ Solid waste facilities.
- 21
- 22 ix. ~~b)~~ Development phasing and funding
23 mechanisms to address any impacts to level of
24 service in accordance with the county's adopted
25 concurrency management program to ensure that
26 there will be no degradation to the adopted level of
27 service for public facilities and infrastructure
28 identified in (i.4) through (viii.7) above.
- 29

30 3. Neutral lands. Neutral lands have been identified for limited semi-rural residential
31 development. Available data indicates that neutral lands have a higher ratio of
32 native vegetation, and thus higher habitat values, than lands designated as RFMU
33 receiving lands, but these values do not approach those of RFMU sending lands.
34 Therefore, these lands are appropriate for limited development, if such
35 development is directed away from existing native vegetation and habitat. Within
36 neutral lands, the following standards shall apply:

37 a. Allowable uses. The following uses are permitted as of right:

38 (1) Uses Permitted as of Right.

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- 42 (a) Agricultural activities, including, but not limited to: Crop
43 raising, horticulture, fruit and nut production, forestry,
44 groves, nurseries, ranching, beekeeping, poultry and egg
45 production, milk production, livestock raising, and
46 aquaculture for native species subject to the State of Florida
47 Fish and Wildlife Conservation Commission. Owning,
48 maintaining or operating any facility or part thereof for the
49 following purposes is prohibited:

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- i. Fighting or baiting any animal by the owner of such facility or any other person or entity.
 - ii. Raising any animal or animals intended to be ultimately used or used for fighting or baiting purposes.
 - iii. For purposes of this subsection, the term baiting is defined as set forth in § 828.122(2)(a), F.S., as it may be amended from time to time.
- (b) Single-family residential dwelling units, including mobile homes where a mobile home Zoning Overlay exists.
 - (c) Dormitories, duplexes and other types of staff housing, as may be incidental to, and in support of, conservation uses.
 - (d) Group housing uses subject to the following density/intensity limitations:
 - (e) Family Care Facilities: 1 unit per 5 acres;
 - (f) Group Care Facilities and other Care Housing Facilities: Maximum floor area ratio (FAR) not to exceed 0.45.
 - (g) Staff housing as may be incidental to, and in support of, safety service facilities and essential services.
 - (h) Farm labor housing limited to 10 acres in any single location:
 - i. Single family/duplex/mobile home: 11 dwelling units per acre;
 - ii. Multifamily/dormitory: 22 dwelling units/beds per acre.
 - (i) Sporting and Recreational camps, not to exceed 1 cabin/lodging unit per 5 gross acres.
 - (j) Those essential services identified in [LDC](#) section 2.01.03 ~~(A)~~.
 - (k) Golf courses or driving ranges, subject to the following standards:
 - i. Golf courses shall be designed, constructed, and managed in accordance with the best management practices of Audubon International's Gold Signature

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Program. The project shall demonstrate that the Principles for Resource Management required by the Gold Signature Program (Site Specific Assessment, Habitat Sensitivity, Native and Naturalized Plants and Natural Landscaping, Water Conservation, Waste Management, Energy Conservation & Renewable Energy Sources, Transportation, Greenspace and Corridors, Agriculture, and Building Design) have been incorporated into the golf course's design and operational procedures.

ii. In order to prevent the contamination of soil, surface water and ground water by the materials stored and handled by golf course maintenance operations, golf courses shall comply with the Best Management Practices for Golf Course Maintenance Departments, prepared by the Florida Department of Environmental Protection, [September 2012](#) ~~May 1995~~.

~~iii. To protect ground and surface water quality from fertilizer and pesticide usage, golf courses shall demonstrate the following management practices:~~

~~a) The use of slow release nitrogen sources;~~

~~b) The use of soil and plant tissue analysis to adjust timing and amount of fertilization applications;~~

~~c) The use of an integrated pest management program using both biological and chemical agents to control various pests;~~

~~d) The coordination of pesticide applications with the timing and application of irrigation water;~~

~~e) The use of the procedure contained in IFAS Circular 1011, Managing Pesticides for Golf Course Maintenance and Water Quality Protection, May 1991 (revised 1995) to select pesticides that will have a minimum adverse impact on water quality.~~

~~iv. To ensure water conservation, golf courses shall incorporate the following in their design and operation:~~

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~~a) Irrigation systems shall be designed to use weather station information and moisture-sensing systems to determine the optimum amount of irrigation water needed considering soil moisture and evapotranspiration rates.~~

~~b) As available, golf courses shall utilize treated effluent reuse water consistent with Sanitary Sewer Sub-Element Objective 1.4 and its policies.~~

~~c) Native plants shall be used exclusively except for special purpose areas such as golf greens, fairways, and building sites. Within these excepted areas, landscaping plans shall require that at least 75% of the trees and 50% of the shrubs be freeze-tolerant native Floridian species. At least 75% of the required native trees and shrubs shall also be drought-tolerant species.~~

v. Stormwater management ponds shall be designed to mimic the functions of natural systems: by establishing shorelines that are sinuous in configuration in order to provide increased length and diversity of the littoral zone. A Littoral shelf shall be established to provide a feeding area for water dependent avian species. The combined length of vertical and rip-rapped walls shall be limited to 25% of the shoreline. Credits to the site preservation area requirements, on an acre- to- acre basis, shall be given for littoral shelves that exceed these littoral shelf area requirements.

vi. Site preservation and native vegetation retention requirements shall be the same as those set forth in the RFMU district criteria. Site preservation areas are intended to provide habitat functions and shall meet minimum dimensions as set forth in the LDC. These standards shall be established within one year.

(l) Public educational plants and ancillary plants.

(m) Oil and gas exploration, subject to applicable state and federal drilling permits and Collier County non-environmental site development plan review procedures.

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Directional-drilling and/or previously cleared or disturbed areas shall be utilized in order to minimize impacts to native habitats, where determined to be practicable. This requirement shall be deemed satisfied upon issuance of a state permit in compliance with the criteria established in Chapter 62C-25 through 62C-30, F.A.C., as those rules existed on Oct. 3, 2005 [effective date of this provision] regardless of whether the activity occurs within the Big Cypress Watershed, as defined in Rule 62C-30.001(2), F.A.C. All applicable Collier County environmental permitting requirements shall be considered satisfied by evidence of the issuance of all applicable federal and/or state oil and gas permits for proposed oil and gas activities in Collier County, so long as the state permits comply with the requirements of Chapter 62C-25 through 62C-30, F.A.C. For those areas of Collier County outside the boundary of the Big Cypress Watershed, the applicant shall be responsible for convening the Big Cypress Swamp Advisory Committee as set forth in Section 377.42, F.S., to assure compliance with Chapter 62C-25 through 62C-30, F.A.C., even if outside the defined Big Cypress Watershed. All oil and gas access roads shall be constructed and protected from unauthorized uses according to the standards established in Rule 62C-30.005(2)(a)(1) through (12), F.A.C.

- n. Park, open space, and recreational uses.
- o. Private schools.

(2) Accessory uses. The following uses are permitted as accessory to uses permitted as of right or to approved conditional uses:

- (a) Accessory uses and structures that are accessory and incidental to uses permitted as of right in section 2.03.08(A)(3)(a)(1) above.
- (b) Recreational facilities that serve as an integral part of a residential development and have been designated, reviewed, and approved on a site development plan or preliminary subdivision plat for that development. Recreational facilities may include, but are not limited to clubhouse, community center building, tennis facilities, playgrounds and playfields.

(3) Conditional uses. The following uses are permissible as conditional uses subject to the standards and procedures established in LDC section 10.08.00.

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- (a) Zoo, aquarium, botanical garden, or other similar uses.
- (b) Community facilities, such as, places of worship, childcare facilities, cemeteries, social and fraternal organizations.
- (c) Sports instructional schools and camps.
- (d) Multi-family residential structures, subject to the following development standards:
 - (i) Building height limitation: 2 stories
 - (ii) Buffer: 10 foot wide landscape buffer with trees spaced no more than 30 feet on center;
 - (iii) Setbacks: 50% of the height of the building, but not less than 15 feet.
- (e) Those essential services identified in [LDC](#) sections 2.01.03 [G.1. and G.3](#) ~~(G)(1)~~ and ~~(G)(3)~~.
- (f) Oil and gas field development and production, subject to applicable state and federal field development permits and Collier County non-environmental site development plan review procedures. Directional-drilling and/or previously cleared or disturbed areas shall be utilized in order to minimize impacts to native habitats, where determined to be practicable. This requirement shall be deemed satisfied upon issuance of a state permit in compliance with the criteria established in Chapter 62C-25 through 62C-30, F.A.C., as those rules existed on January 14, 2005, regardless of whether the activity occurs within the Big Cypress Watershed, as defined in Rule 62C-30.001(2), F.A.C. All applicable Collier County environmental permitting requirements shall be considered satisfied by evidence of the issuance of all applicable federal and/or state oil and gas permits for proposed oil and gas activities in Collier County, so long as the state permits comply with the requirements of Chapter 62C-25 through 62C-30, F.A.C. For those areas of Collier County outside the boundary of the Big Cypress Watershed, the applicant shall be responsible for convening the Big Cypress Swamp Advisory Committee as set forth in Section 377.42, F.S., to assure compliance with Chapter 62C-25 through 62C-30, F.A.C., even if outside the defined Big Cypress Watershed. All oil and gas access roads shall be constructed and protected from unauthorized uses according to the standards established in Rule 62C-30.005(2)(a)(1) through (12), F.A.C.

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- (g) Earth mining and extraction and related processing.
- (h) Facilities for the collection, transfer, processing, and reduction of solid waste.
- (i) Those essential services identified in sections 2.01.03 [G.1. and G.3](#)~~(G)(1) and (G)(3)~~.
- (j) Oil and gas field development and production, subject to state field development permits and Collier County non-environmental site development plan review procedures. Directional-drilling and/or previously cleared or disturbed areas shall be utilized in order to minimize impacts to native habitats, where determined to be practicable. This requirement shall be deemed satisfied upon issuance of a state permit in compliance with the criteria established in Chapter 62C-25 through 62C-30, F.A.C., regardless of whether the activity occurs within the Big Cypress Watershed, as defined in Rule 62C-30.001(2), F.A.C. All applicable Collier County environmental permitting requirements shall be considered satisfied by evidence of the issuance of all applicable federal and/or state oil and gas permits for proposed oil and gas activities in Collier County, so long as the state permits comply with the requirements of Chapter 62C-25 through 62C-30, F.A.C. For those areas of Collier County outside the boundary of the Big Cypress Watershed, the applicant shall be responsible for convening the Big Cypress Swamp Advisory Committee as set forth in Section 377.42, F.S., to assure compliance with Chapter 62C-25 through 62C-30, F.A.C., even if outside the defined Big Cypress Watershed. All oil and gas access roads shall be constructed and protected from unauthorized uses according to the standards established in Rule 62-30.005(2)(a)(1) through (12), F.A.C.
- (k) Earth mining and extraction and related processing.

b. Density.

- (1) Maximum gross density. The maximum gross density in neutral lands shall not exceed one dwelling unit per five gross acres (0.2 dwelling units per acre), except that the maximum gross density for those legal nonconforming lots or parcels in existence as of June 22, 1999, shall be one dwelling unit per lot or parcel.
- (2) Residential clustering. Clustering of residential development is allowed and encouraged. Where clustered development is employed, it shall be in accordance with the following provisions:

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(a) If within the boundaries of the Rural Transition Water and Sewer District, as delineated on the Urban-Rural Fringe Transition Zone Overlay Map in the Future Land Use Element of the GMP, and consistent with the provisions of the Potable Water and Sanitary Sewer Sub-elements of this Plan, central water and sewer shall be extended to the project. Where County sewer or water services may not be available concurrent with development in neutral lands, interim private water and sewer facilities may be approved.

(b) The clustered development shall be located on the site so as to provide to the greatest degree practicable:

- i. protection for listed species habitat;
- ii. preservation of the highest quality native vegetation
- iii. connectivity to adjacent natural reservations or preservation areas on adjacent development; ~~.....b§~~ and
- iv. creation, maintenance or enhancement of wildlife corridors.

~~(c) — The minimum project size shall be at least 40 acres.~~

c. Dimensional and design standards. Dimensional and Design Standards set forth in section 4.02.01 of this Code shall apply to all development in neutral lands, except for development utilizing the residential clustering provisions in section 2.03.08 (A)(3)(b)(2) above. In the case of such clustered development, the following dimensional standards shall apply to all permitted housing structure types, accessory, and conditional uses:

(1) Development that is Not Clustered:

(a) Minimum lot area: 5 Acres.

(b) Minimum lot width: 165 Feet.

(c) Minimum yard Requirements:

- i. Front yard: 50 feet.
- ii. Side yard: 30 feet.
- iii. Rear yard: 50 feet.

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- iv. Nonconforming lots in existence as of June 22, 1999:
 - a) Front yard: 40 feet.
 - b) Side yard: 10 percent of lot width, not to exceed 20 feet on each side.
 - c) Rear yard: 50 feet.
- (2) Development that is Clustered.
 - (a) Minimum lot area: 4,500 square feet.
 - (b) Maximum lot area: One Acre.
 - (c) Minimum lot width: Interior lots 40 feet.
 - (d) Maximum lot width: 150 feet.
- (3) Height Limitations.
 - (a) Principal: 35 feet.
 - (b) Accessory: 20 feet, except for screen enclosures, which may be the same height as the principal structure.
 - (c) Golf course/community clubhouses: 50 feet.
- (4) Floor area. The minimum floor area for each dwelling unit shall be 800 square feet.
- (5) Parking. As required in Chapter 4.
- (6) Landscaping. As required in Chapter 4.
- (7) Signs: As required in section 5.06.00.
- d. Native vegetation retention. Native vegetation shall be preserved as set forth in Chapter 4.
- e. Usable open space.
 - (1) Projects of 40 acres or more in size shall provide a minimum of 70% usable open space.
 - (2) Usable open space includes active or passive recreation areas such as parks, playgrounds, golf courses, waterways, lakes, nature trails, and other similar open spaces. Usable open space shall also

1 include areas set aside for conservation or preservation of native
2 vegetation and landscape areas.

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4 (3) Open water beyond the perimeter of the site, street right-of-way,
5 except where dedicated or donated for public uses, driveways, off-
6 street parking and loading areas, shall not be counted towards
7 required usable open space.
8

9 4. RFMU sending lands. RFMU sending lands are those lands that have the highest
10 degree of environmental value and sensitivity and generally include significant
11 wetlands, uplands, and habitat for listed species. RFMU sending lands are the
12 principal target for preservation and conservation. Density may be transferred from
13 RFMU sending lands as provided in LDC section 2.03.07 D.4.c. All NRPA within
14 the RFMU district are also RFMU sending lands. With the exception of specific
15 provisions applicable only to NBMO neutral lands, the following standards shall
16 apply within all RFMU sending lands:
17

18 a. Allowable uses where TDR credits have not been severed.

19
20 (1) Uses Permitted as of Right:

- 21
22 (a) Agricultural uses consistent with Sections 163.3162 and
23 823.14(6) Florida Statutes (Florida Right to Farm Act).
24
25 (b) Detached single-family dwelling units, including mobile
26 homes where the mobile home Zoning Overlay exists,
27
28 (c) Habitat preservation and conservation uses.
29
30 (d) Passive parks and other passive recreational uses.
31
32 (e) Sporting and Recreational camps, within which the lodging
33 component shall not exceed 1 unit per 5 gross acres.
34
35 (f) Those essential services identified in section 2.01.03(B).
36
37 (g) Oil and gas exploration, subject to applicable state and
38 federal drilling permits and Collier County non-
39 environmental site development plan review procedures.
40 Directional-drilling and/or previously cleared or disturbed
41 areas shall be utilized in order to minimize impacts to native
42 habitats, where determined to be practicable. This
43 requirement shall be deemed satisfied upon issuance of a
44 state permit in compliance with the criteria established in
45 Chapter 62C-25 through 62C-30, F.A.C., as such rules
46 existed on Oct. 3, 2005 [the effective date of this provision],
47 regardless of whether the activity occurs within the Big
48 Cypress Watershed, as defined in Rule 62C-30.001(2),
49 F.A.C. All applicable Collier County environmental

1 permitting requirements shall be considered satisfied by
2 evidence of the issuance of all applicable federal and/or
3 state oil and gas permits for proposed oil and gas activities
4 in Collier County, so long as the state permits comply with
5 the requirements of Chapter 62C-25 through 62C-30, F.A.C.
6 For those areas of Collier County outside the boundary of
7 the Big Cypress Watershed, the applicant shall be
8 responsible for convening the Big Cypress Swamp Advisory
9 Committee as set forth in Section 377.42, F.S., to assure
10 compliance with Chapter 62C-25 through 62C-30, F.A.C.,
11 even if outside the defined Big Cypress Watershed. All oil
12 and gas access roads shall be constructed and protected
13 from unauthorized uses according to the standards
14 established in Rule 62C-30.005(2)(a)(1) through (12),
15 F.A.C.

16
17 (2) Accessory uses. Accessory uses and structures that are accessory
18 and incidental to uses permitted as of right in LDC section 2.03.08
19 A.4.a.(1) above.

20
21 (3) Conditional uses.

22
23 (a) Those essential services identified in LDC sections 2.01.03
24 G.2 and G.4.

25
26 (b) Public facilities, including solid waste and resource recovery
27 facilities, and public vehicle and equipment storage and
28 repair facilities, shall be permitted within Section 25,
29 Township 49S, Range 26E, on lands adjacent to the existing
30 County landfill. This shall not be interpreted to allow for the
31 expansion of the landfill into Section 25 for the purpose of
32 solid waste disposal.

33
34 (c) Oil and gas field development and production, subject to
35 applicable state and federal field development permits and
36 Collier County non-environmental site development plan
37 review procedures. Directional-drilling and/or previously
38 cleared or disturbed areas shall be utilized in order to
39 minimize impacts to native habitats, where determined to be
40 practicable. This requirement shall be deemed satisfied
41 upon issuance of a state permit in compliance with the
42 criteria established in Chapter 62C-25 through 62C-30,
43 F.A.C., as those rules existed on Oct. 3, 2005 [the effective
44 date of this provision], regardless of whether the activity
45 occurs within the Big Cypress Watershed, as defined in Rule
46 62C-30.001(2), F.A.C. All applicable Collier County
47 environmental permitting requirements shall be considered
48 satisfied by evidence of the issuance of all applicable federal
49 and/or state oil and gas permits for proposed oil and gas

1 activities in Collier County, so long as the state permits
2 comply with the requirements of Chapter 62C-25 through
3 62C-30, F.A.C. For those areas of Collier County outside
4 the boundary of the Big Cypress Watershed, the applicant
5 shall be responsible for convening the Big Cypress Swamp
6 Advisory Committee as set forth in Section 377.42, F.S., to
7 assure compliance with Chapter 62C-25 through 62C-30,
8 F.A.C., even if outside the defined Big Cypress Watershed.
9 All oil and gas access roads shall be constructed and
10 protected from unauthorized uses according to the
11 standards established in Rule 62C-30.005(2)(a)(1) through
12 (12), F.A.C.

13
14 (d) Commercial uses accessory to permitted uses 1.a, 1.c. and
15 1.d above, such as retail sales of produce accessory to
16 farming, or a restaurant accessory to a park or preserve, so
17 long as restrictions or limitations are imposed to insure the
18 commercial use functions as an accessory, subordinate
19 use.

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21 (e) Active recreational uses, such as airboats, swamp buggies,
22 horses, and similar modes of transportation used for
23 transporting participants, viewers or patrons in connection
24 with ecotourism operations or environmental education
25 activities only on lands owned by governmental entities
26 other than the State of Florida and designated North Belle
27 Meade Overlay. Said uses are subject to compliance with
28 criteria (i-ix) outlined in LDC Section 2.03.01 A.1.c.(22).

29
30 b. Allowable uses where TDR credits have been severed.

31
32 (1) Uses Permitted as of Right:

33
34 (a) Agricultural uses consistent with Sections 163.3162 and
35 823.14(6) Florida Statutes (Florida Right to Farm Act),
36 including water management facilities, to the extent and
37 intensity that such operations exist at the date of any
38 transfer of development rights.

39
40 (b) Cattle grazing on unimproved pasture where no clearing is
41 required;

42
43 (c) Detached single-family dwelling units, including mobile
44 homes where the mobile home Zoning Overlay exists, at a
45 maximum density of one dwelling unit per 40 acres. In order
46 to retain these development rights after any transfer, up to
47 one dwelling must be retained (not transferred) per 40
48 acres.

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- (d) One detached dwelling unit, including mobile homes where the mobile home zoning overlay exists, per lot or parcel in existence as of June 22, 1999, that is less than 40 acres. In order to retain these development rights after any transfer, up to one dwelling must be retained (not transferred) per each lot or parcel. For the purposes of this provision, a lot or parcel shall be deemed to have been in existence as of June 22, 1999, upon a showing of any of the following:
 - i. the lot or parcel is part of a subdivision that was recorded in the public records of the County on or before June 22, 1999;
 - ii. a description of the lot or parcel, by metes and bounds or other specific legal description, was recorded in the public records of the County on or before June 22, 1999; or
 - iii. an agreement for deed for the lot or parcel, which includes description of the lot or parcel by limited fixed boundary, was executed on or before June 22, 1999.
- (e) Habitat preservation and conservation uses.
- (f) Passive parks and passive recreational uses.
- (g) Those essential services identified in section 2.01.03 B.
- (h) Oil and gas exploration, subject to applicable state and federal drilling permits and Collier County non-environmental site development plan review procedures. Directional-drilling and/or previously cleared or disturbed areas shall be utilized in order to minimize impacts to native habitats, where determined to be practicable. This requirement shall be deemed satisfied upon issuance of a state permit in compliance with the criteria established in Chapter 62C-25 through 62C-30, F.A.C., as those rules existed on Oct. 3, 2005 [the effective date of this provision], regardless of whether the activity occurs within the Big Cypress Watershed, as defined in Rule 62C-30.001(2), F.A.C. All applicable Collier County environmental permitting requirements shall be considered satisfied by evidence of the issuance of all applicable federal and/or state oil and gas permits for proposed oil and gas activities in Collier County, so long as the state permits comply with the requirements of Chapter 62C-25 through 62C-30, F.A.C. For those areas of Collier County outside the boundary of the Big Cypress Watershed, the applicant shall be

1 responsible for convening the Big Cypress Swamp Advisory
2 Committee as set forth in Section 377.42, F.S., to assure
3 compliance with Chapter 62C-25 through 62C-30, F.A.C.,
4 even if outside the defined Big Cypress Watershed. All oil
5 and gas access roads shall be constructed and protected
6 from unauthorized uses according to the standards
7 established in Rule 62C-30.005(2)(a)(1) through (12),
8 F.A.C.
9

10 (i) Mitigation in conjunction with any County, state, or federal
11 permitting.
12

13 (2) Conditional uses:
14

15 (a) Those essential services identified in LDC section 2.01.03
16 G.2 and 4.
17

18 (b) Oil and gas field development and production, subject to
19 applicable state and federal field development permits and
20 Collier County non-environmental site development plan
21 review procedures. Directional-drilling and/or previously
22 cleared or disturbed areas shall be utilized in order to
23 minimize impacts to native habitats, where determined to be
24 practicable. This requirement shall be deemed satisfied
25 upon issuance of a state permit in compliance with the
26 criteria established in Chapter 62C-25 through 62C-30,
27 F.A.C., as those rules existed on Oct. 3, 2005 [the effective
28 date of this provision], regardless of whether the activity
29 occurs within the Big Cypress Watershed, as defined in Rule
30 62C-30.001(2), F.A.C. All applicable Collier County
31 environmental permitting requirements shall be considered
32 satisfied by evidence of the issuance of all applicable federal
33 and/or state oil and gas permits for proposed oil and gas
34 activities in Collier County, so long as the state permits
35 comply with the requirements of Chapter 62C-25 through
36 62C-30, F.A.C. For those areas of Collier County outside
37 the boundary of the Big Cypress Watershed, the applicant
38 shall be responsible for convening the Big Cypress Swamp
39 Advisory Committee as set forth in Section 377.42, F.S., to
40 assure compliance with Chapter 62C-25 through 62C-30,
41 F.A.C., even if outside the defined Big Cypress Watershed.
42 All oil and gas access roads shall be constructed and
43 protected from unauthorized uses according to the
44 standards established in Rule 62C-30.005(2)(a)(1) through
45 (12), F.A.C.
46

47 (c) Conditional use approval criteria: In addition to the criteria
48 set forth in section 10.08.00 of this Code, the following

1 additional criteria shall apply to the approval of conditional
2 uses within RFMU sending lands:

- 3
4 i. The applicant shall submit a plan for development
5 that demonstrates that wetlands, listed species and
6 their habitat are adequately protected as specified in
7 Chapters 3, 4 and 10.
8
9 ii. Conditions may be imposed, as deemed
10 appropriate, to limit the size, location, and access to
11 the conditional use.

12
13 c. Density.

- 14
15 (1) 1.0 dwelling units per 40 gross acres; or
16
17 (2) 1.0 dwelling unit per nonconforming lot or parcel in existence as of
18 June 22, 1999. For the purpose of this provision, a lot or parcel
19 which is deemed to have been in existence on or before June 22,
20 1999 is:
21
22 (a) A lot or parcel which is part of a subdivision recorded in the
23 public records of Collier County, Florida;
24
25 (b) A lot or parcel which has limited fixed boundaries, described
26 by metes and bounds or other specific legal description, the
27 description of which has been recorded in the public records
28 of Collier County Florida on or before June 22, 1999; or
29
30 (c) A lot or parcel which has limited fixed boundaries and for
31 which an agreement for deed was executed prior to June
32 22, 1999.

33
34 d. Native vegetation retention. As required in Chapter 4.

35
36 e. Other dimensional design standards. Dimensional standards set forth in
37 section 4.02.01 of this Code shall apply to all development in Sending
38 designated lands of the RFMU district, except as follows:

- 39
40 (1) Lot Area and Width.
41
42 (a) Minimum lot Area: 40 acres.
43
44 (b) Minimum lot Width: 300 Feet.
45
46 (2) Parking. As required in Chapter 4.
47
48 (3) Landscaping. As required in Chapter 4.
49

1 (4) Signs. As required in section 5.06.00.
2

3 f. Clustering. Parcels must be a minimum of 80 acres, or an aggregation of
4 parcels where each is a minimum of 40 acres, clustering is allowed,
5 provided that the following standard is met:
6

7 (1) Each clustered dwelling unit shall be located no greater than 300
8 feet from the common property line of another parcel containing a
9 clustered dwelling unit. In the event of an intervening road right-of-
10 way, the 300 feet measurement shall be from the midpoint of said
11 right-of-way.
12

13 (2) The clustered development shall be located on the site so as to
14 provide to the greatest extent practicable, protection for listed
15 species habitat, preservation of the highest quality native
16 vegetation, connectivity to adjacent natural reservations or
17 preservation areas on adjacent developments, and creation,
18 maintenance, or enhancement of wildlife corridors.
19

20 5. Specific vegetation standards for the RFMU district. For these specific standards,
21 please refer to LDC sections 3.05.07 C. through 3.05.07 E. ~~of this Code.~~
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23 # # # # # # # # # # # # # #
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25 **2.06.00 - AFFORDABLE HOUSING DENSITY BONUS**

26 **2.06.01 – Generally**

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28
29 Within most of the coastal urban designated areas identified on the future land use map
30 of the Collier County GMP, a base density of four residential dwelling units per gross acre
31 is permitted. However, the base density may be adjusted depending on the characteristics
32 of the development. One characteristic of a housing development which would allow the
33 addition of density bonuses in order to increase the density over the base density is the
34 provision of affordable housing in the development. The provision of affordable housing
35 units may add up to 12 dwelling units per gross acre to the base density of four residential
36 dwelling units per gross acre, plus any other density bonuses available and minus any
37 density reduction that is required, pursuant to the GMP. For a project providing housing
38 that is affordable in the Receiving Lands within the Rural Fringe Mixed Use District
39 (RFMUD), the maximum density of 12.2 units per acre is allowed, subject to rezoning
40 approval and to the approval of an “Affordable Housing Agreement,” pursuant to LDC
41 section 2.06.03. The total eligible density must not exceed the maximum density allowed
42 pursuant to the GMP. The program to accomplish this increase to provide affordable
43 housing is called the affordable housing density bonus (AHDB) program.
44

45 B. Within most of the Immokalee Urban area, as identified on the Immokalee area master
46 plan future land use map of the growth management plan, base densities are four or six
47 or eight residential dwelling units per gross acre. However, the base density may be
48 adjusted depending on the characteristics of the development. One characteristic of a
49 housing development that would allow the addition of density bonuses is the provision of

1 affordable housing in the development. The provision of affordable housing units may add
2 up to 12 dwelling units per gross acre to the base density plus any other density bonuses
3 available. The total eligible density must not exceed the maximum allowed pursuant to the
4 GMP.
5

6 C. Within the Rural Lands Stewardship Area Overlay of the Agricultural/Rural area, as
7 identified on the future land use map of the growth management plan, towns, villages,
8 hamlets and compact rural developments are allowed at a density range of one-half to
9 four dwelling units per gross acre. The allowed density may be adjusted depending on the
10 characteristics of the development. One characteristic of a housing development that
11 would allow the addition of density bonuses is the provision of affordable housing in the
12 development. The provision of affordable housing units may add up to eight dwelling units
13 per gross acre to the allowed density of one-half to four dwelling units per gross acre, for
14 a total of eight and one-half to twelve and one-half residential dwelling units per gross
15 acre, plus any other density bonuses available.
16

17 D. In order to qualify for the AHDB for a development, the developer must apply for and obtain
18 the AHDB from the County for a development in accordance with this section, especially
19 in accordance with the provisions of the AHDB program, including the AHDB rating
20 system, the AHDB monitoring program, and the limitations on the AHDB.
21

22 1. *Preapplication conference.* Prior to submitting an application for AHDB, a
23 preapplication conference may be scheduled with the County Manager or
24 designee. The preapplication conference provides an opportunity to familiarize the
25 applicant with the AHDB program and provides an opportunity for the county staff
26 to obtain a clear understanding of the proposed development. The AHDB rating
27 system, the AHDB monitoring program, the limitations, criteria, procedures,
28 standard conditions, standard forms, and other information will be discussed and
29 made available to the applicant. Depending on the type of development proposed,
30 the application may be combined with an application for a planned unit
31 development (PUD), a rezone, or a Stewardship Receiving Area.
32

33 2. *Application.* An application for AHDB for a development must be submitted to the
34 County Manager or designee in the form established by the County Manager or
35 designee. The application must, at a minimum, include:
36

- 37 a. Zoning districts proposed by the applicant on the property and acreage of
38 each;
- 39
- 40 b. The total number of residential dwelling units in the proposed development,
41 categorized by number of bedrooms and whether the unit is to be rented or
42 owner-occupied;
- 43
- 44 c. The total number of AHDB units requested, categorized by number of
45 bedrooms and whether the unit is to be rented or owner-occupied;
- 46
- 47 d. Total number of affordable housing units proposed in the development,
48 categorized by level of income, number of bedrooms (one bedroom, two

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bedrooms, three bedrooms, or more), and rental units and owner-occupied units:

- i. Gap-income households.
 - ii. Moderate-income households.
 - iii. Low-income households.
 - iv. Very-low-income housing units.
- e. Gross density of the proposed development;
- f. Whether the AHDB is requested in conjunction with an application for a PUD, rezoning, SRA, or a conditional use for a Commercial Mixed-Use project as provided for within LDC section 4.02.38; and
- g. Any other information which would reasonably be needed to address the request for AHDB for the development pursuant to the requirements set forth in this section.

3. *Determination of completeness.* After receipt of an application for AHDB, the County Manager or designee shall determine whether the application submitted is complete. If it is determined that the application is not complete, the County Manager or designee shall notify the applicant in writing of the deficiencies. The County Manager or designee shall take no further steps to process the application until the deficiencies have been remedied.

4. *Review and recommendation by the County Manager or designee.* After receipt of a completed application for AHDB, the County Manager or designee must review and evaluate the application in light of the AHDB rating system, the AHDB monitoring program and the requirements of this section. The County Manager or designee must coordinate with the Zoning Division director or designee to schedule the AHDB application with the companion application for a PUD, rezoning, SRA, or conditional use, and must recommend to the planning commission and the BCC to deny, grant, or grant with conditions, the AHDB application. The recommendation of the County Manager or designee must include a report in support of recommendation.

5. *Review and recommendation by the planning commission.* Upon receipt by the planning commission of the application for AHDB and the written recommendation and report of the County Manager or designee, the planning commission must schedule and hold a properly advertised and duly noticed public hearing on the application. If the application has been submitted in conjunction with an application for a PUD, rezoning, SRA, or conditional use, then the hearing must be consolidated and made a part of the public hearing on the respective application before the planning commission. The planning commission must consider the application for AHDB in conjunction with the application for the PUD, rezoning, SRA, or conditional use. After the close of the public hearing, the planning

1 commission must review and evaluate the application in light of the requirements
2 of this section and the requirements for a PUD, rezoning, SRA, or conditional use,
3 as applicable, and must recommend to the BCC that the application be denied,
4 granted or granted with conditions.
5

6 6. *Review and determination by Board of County Commissioners.* Upon receipt by
7 the BCC of the application for AHDB and the written recommendation and report
8 of the County Manager or designee and recommendation of the planning
9 commission, the BCC must schedule and hold a properly advertised and duly
10 noticed public hearing on the application. If the application has been submitted in
11 conjunction with an application for a PUD, rezoning, SRA, or conditional use, then
12 the hearing must be consolidated and made a part of the public hearing on the
13 respective application before the BCC, and the BCC must consider the application
14 for AHDB in conjunction with the application for the PUD, rezoning, SRA, or
15 conditional use. After the close of the public hearing, the BCC must review and
16 evaluate the application in light of the requirements of this section and the
17 requirements for a PUD, rezoning, SRA, or conditional use, and must deny, grant,
18 or grant with conditions, the application in accordance with the AHDB rating system
19 and the AHDB monitoring program.
20

21 E. The procedures to request approval of a density bonus are described in Chapter 10 of this
22 LDC, along with requirements for the developer's agreement to ensure compliance.

23 # # # # # # # # # # # # # #

Richard Henderlong

From: Jeffrey S Curl <jcurl@emergedesign.biz>
Sent: Tuesday, September 16, 2025 8:38 AM
To: Eric Johnson; Richard Henderlong; Angela Galiano
Subject: DSAC-LDR

EXTERNAL EMAIL: This email is from an external source. Confirm this is a trusted sender and use extreme caution when opening attachments or clicking links.

Good morning,

I have some funky bug that I'd rather not bring into the building, nor today's meeting...

- As a quick aside: I cannot help but laugh at the irony of a TDR credit for the eradication and control of exotics, in light of our last meeting / proposed relaxation of exotics in the Estates...
- My only comments for today [RFMUD LDCA], and they may be more q/a than comments, are on the buffers' suggested language vs base code, D buffers:
 1. Trees, 12' (not 10) high and palms cannot be used to satisfy 'd' buffers (vs palms allowed to use for code trees up to 30% of the required trees) - WHY the change along a roadway?
 2. Shrubs, no change
 3. Groundcover requirements: first, why? Second, as stated folks will just do a 3' "line" - IF the intent is a 3' to 5' AVERAGE width, I would state that.

For B buffers [that I believe impact the 'public' more than roadway travelers at high speeds], a 6 story building next to existing SF (think their back yard), should certainly consider taller trees (12' x 5' spread / width vs. 10' x 4', base code) with the base code 5' hedge/6' maintained to ameliorate new height impacts to neighbors.....

Thank you and that's what I would offer to other committee members this afternoon.
I apologize for the late notice,
Jeff

Jeffrey S. Curl ASLA CLARB | President

eMERGE design LLC

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Eric Johnson

From: Wayne Arnold <Wayne.Arnold@pape-dawson.com>
Sent: Thursday, May 14, 2026 9:25 AM
To: Eric Johnson
Cc: Michael Bosi
Subject: RE: TDR LDC Amendments

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I just took a quick look at the ordinance. So there will be no bonus related to the Belle Meade Hydrologic overlay? Also, for the Environmental Restoration and Maintenance bonus credits, it says that you can up to .6 per credit severed, but then the language that follows discusses the bonus credits to be based on the % of the acreage that would be restored. It seems there is a disconnect between the way the bonus is applied. With regard to the conveyance bonus credits it also references that it is based on the credits severed. Does that only apply to the base credits severed or would it include the base and Environmental Restoration and Maintenance bonus credits too? Thanks for the help.

Wayne Arnold, AICP | Vice President

PAPE-DAWSON

O: 239.947.1144 | D: 239.785.2909 | E: Wayne.Arnold@pape-dawson.com

From: Eric Johnson <Eric.Johnson@collier.gov>
Sent: Thursday, May 14, 2026 8:41 AM
To: Wayne Arnold <Wayne.Arnold@pape-dawson.com>
Cc: Michael Bosi <Michael.Bosi@collier.gov>
Subject: RE: TDR LDC Amendments

Hi, Wayne.

Please see the attached draft that we intend to bring to DSAC in June. With respect to the CCPC, we are asking the membership to confirm if they will be available for a nighttime hearing on July 16.

Eric Johnson
Manager - Planning
Zoning

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My email address has changed. Effective immediately, please update your contact list to use this new address: Eric.Johnson@collier.gov



From: Wayne Arnold <Wayne.Arnold@pape-dawson.com>
Sent: Thursday, May 14, 2026 8:01 AM
To: Michael Bosi <Michael.Bosi@collier.gov>
Cc: Eric Johnson <Eric.Johnson@collier.gov>
Subject: RE: TDR LDC Amendments

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Thanks Mike. Eric if you could send a draft I would appreciate it.

Wayne

Wayne Arnold, AICP | Vice President

PAPE-DAWSON

O: 239.947.1144 | D: 239.785.2909 | E: Wayne.Arnold@pape-dawson.com

From: Michael Bosi <Michael.Bosi@collier.gov>
Sent: Thursday, May 14, 2026 7:44 AM
To: Wayne Arnold <Wayne.Arnold@pape-dawson.com>
Cc: Eric Johnson <Eric.Johnson@collier.gov>
Subject: RE: TDR LDC Amendments

Wayne,

Eric Johnson's team is coordinating that effort. We are trying to secure the 7-16-26 CCPC for a nighttime hearing to review the RFMUD LDC amendments. I would imagine presenting to the Board in August/September. Eric can provide you the up-to-date language for those amendments.

mike

Michael Bosi
Division Director - Planning & Zoning
Zoning

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Michael.Bosi@collier.gov



My email address has changed. Effective immediately, please update your contact list to use this new address: Michael.Bosi@collier.gov

From: Wayne Arnold <Wayne.Arnold@pape-dawson.com>
Sent: Thursday, May 14, 2026 7:18 AM
To: Michael Bosi <Michael.Bosi@collier.gov>
Subject: TDR LDC Amendments

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Good morning Mike. Any idea when there may be a new draft of the proposed LDC amendments to be consistent with the TDR changes made to the GMP in 2023? I am trying to figure out the TDR credits available on a few parcels for a client. Thanks,

Wayne

Wayne Arnold, AICP | Vice President

PAPE-DAWSON

O: 239.947.1144 | D: 239.785.2909 | E: Wayne.Arnold@pape-dawson.com

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