

A large, stylized logo featuring a yellow sun with pointed rays, a green leaf, and a blue wavy line representing water or a path. The logo is positioned behind the main title text.

Strategic Focus Area Workshop 2025/26 – 2026/27

April 17, 2025



CHARLOTTE COUNTY
FLORIDA

A stylized graphic featuring a yellow sun with white rays and a green leaf with a white vein, both partially overlapping a white circular arc. Below these elements is a blue wavy line.

Economic & Community Development

To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.



Agenda

- Financial Trends
- Goals & Initiatives
 - Affordable Housing
 - Water Quality
 - Industrial Development & Open Space
 - Economic Development

Financial Trends

Economic & Community Development

Administration

Water Quality

Community Development

Building Construction Services

Planning & Zoning

Code Enforcement

Land Information Services

Community Services

Natural Resources

Economic Development

Human Services

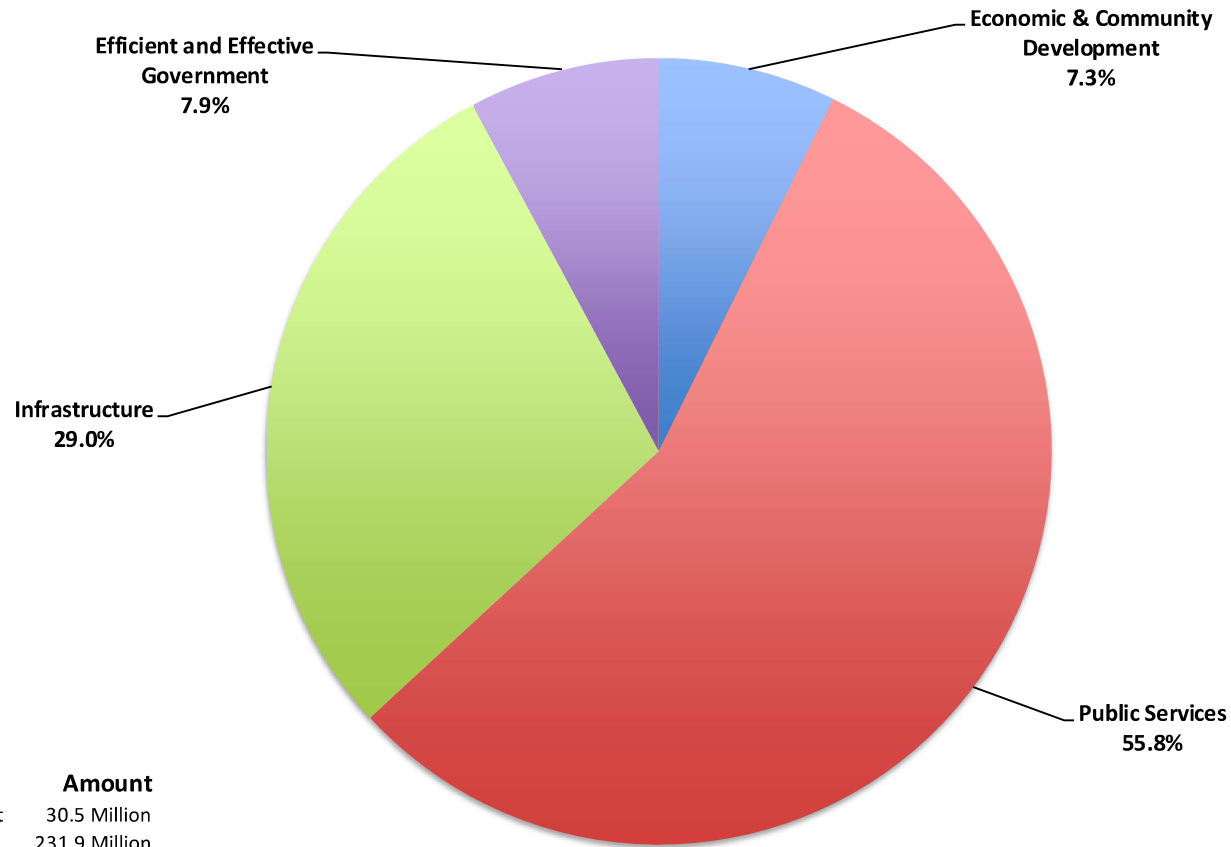
Neighborhood Services

Tourism



Where does the money go?

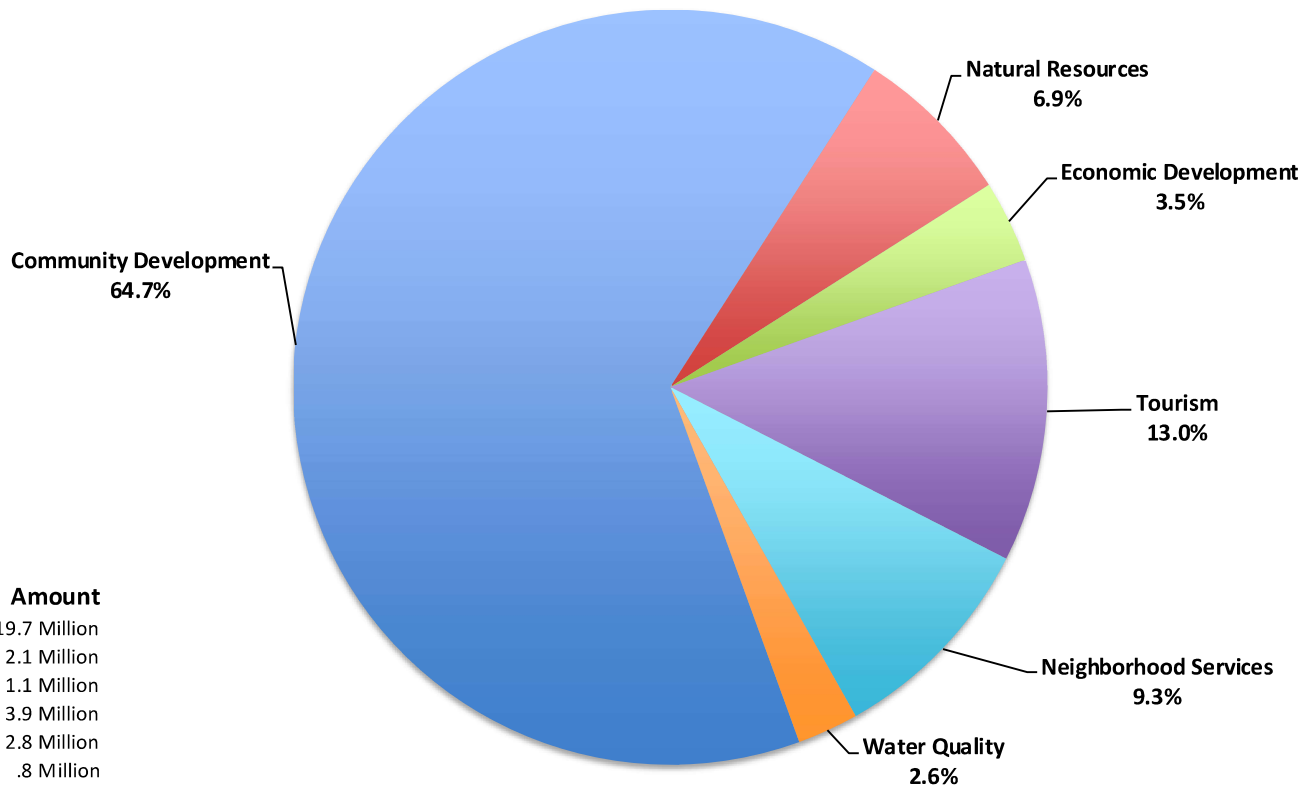
FY24 Expenditures



Focus Area	Amount
Economic & Community Development	30.5 Million
Public Services	231.9 Million
Infrastructure	120.5 Million
Efficient and Effective Government	32.6 Million

Where does the money go?

Economic & Community Development FY24 Expenditures



Department

Community Development
Natural Resources
Economic Development
Tourism
Neighborhood Services
Water Quality

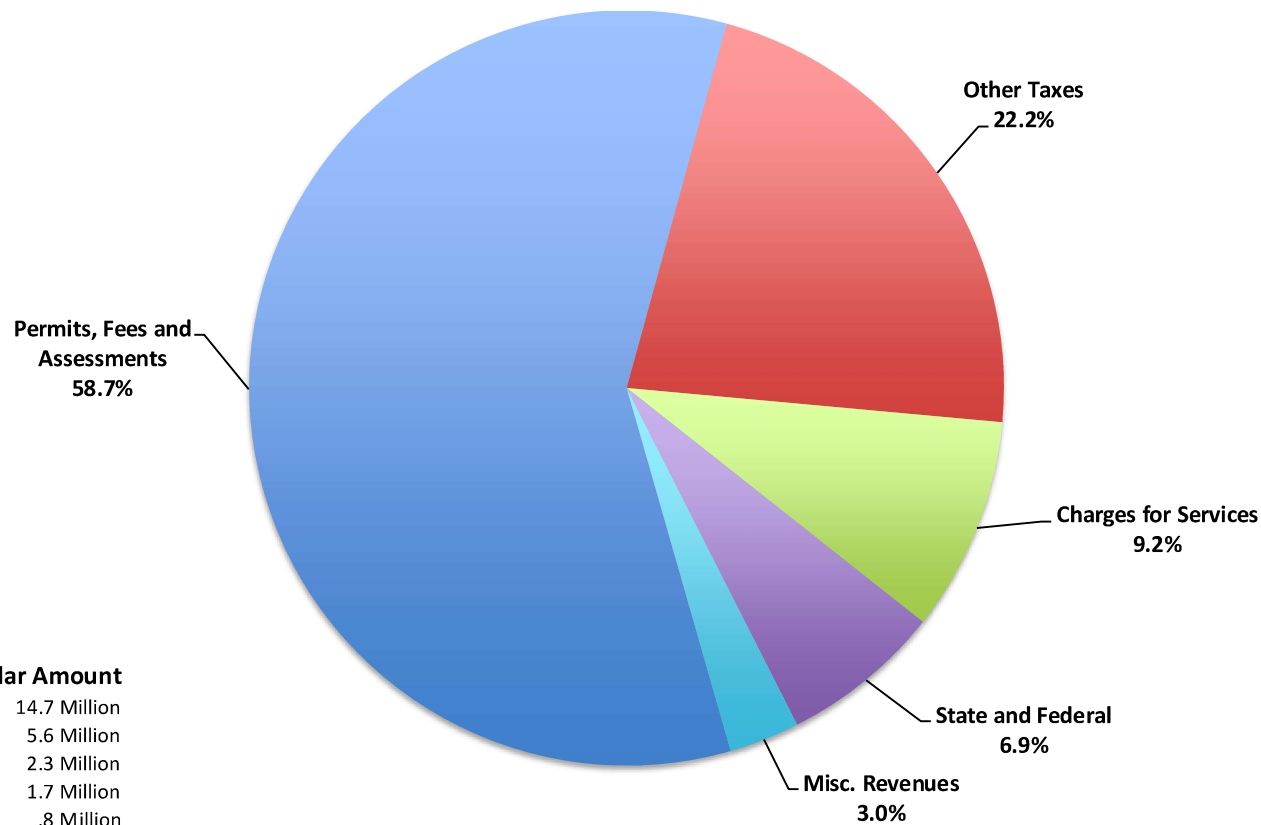
Amount

19.7 Million
2.1 Million
1.1 Million
3.9 Million
2.8 Million
.8 Million

Where does the money come from?

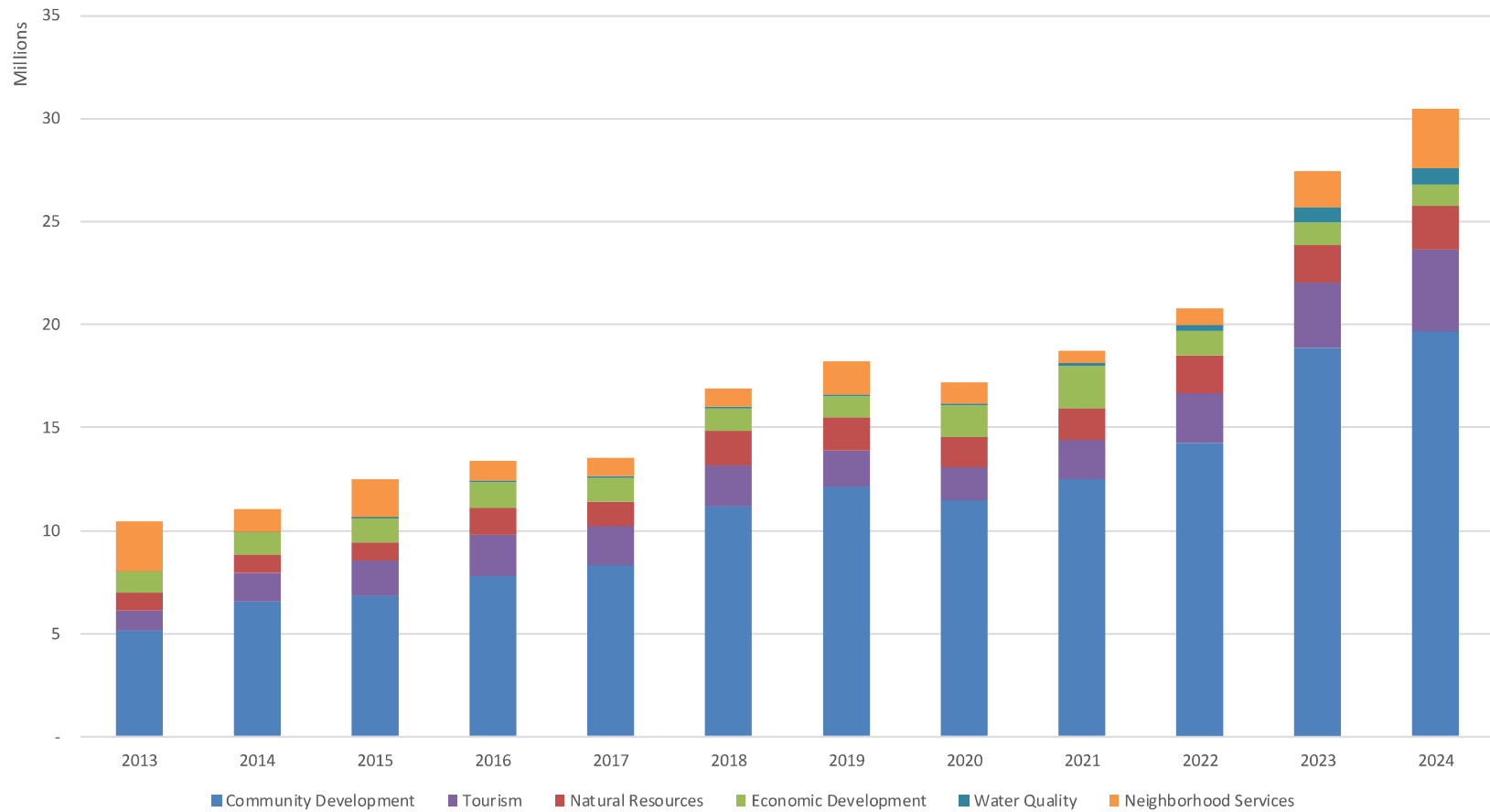
Economic & Community Development

FY24 Revenue Sources



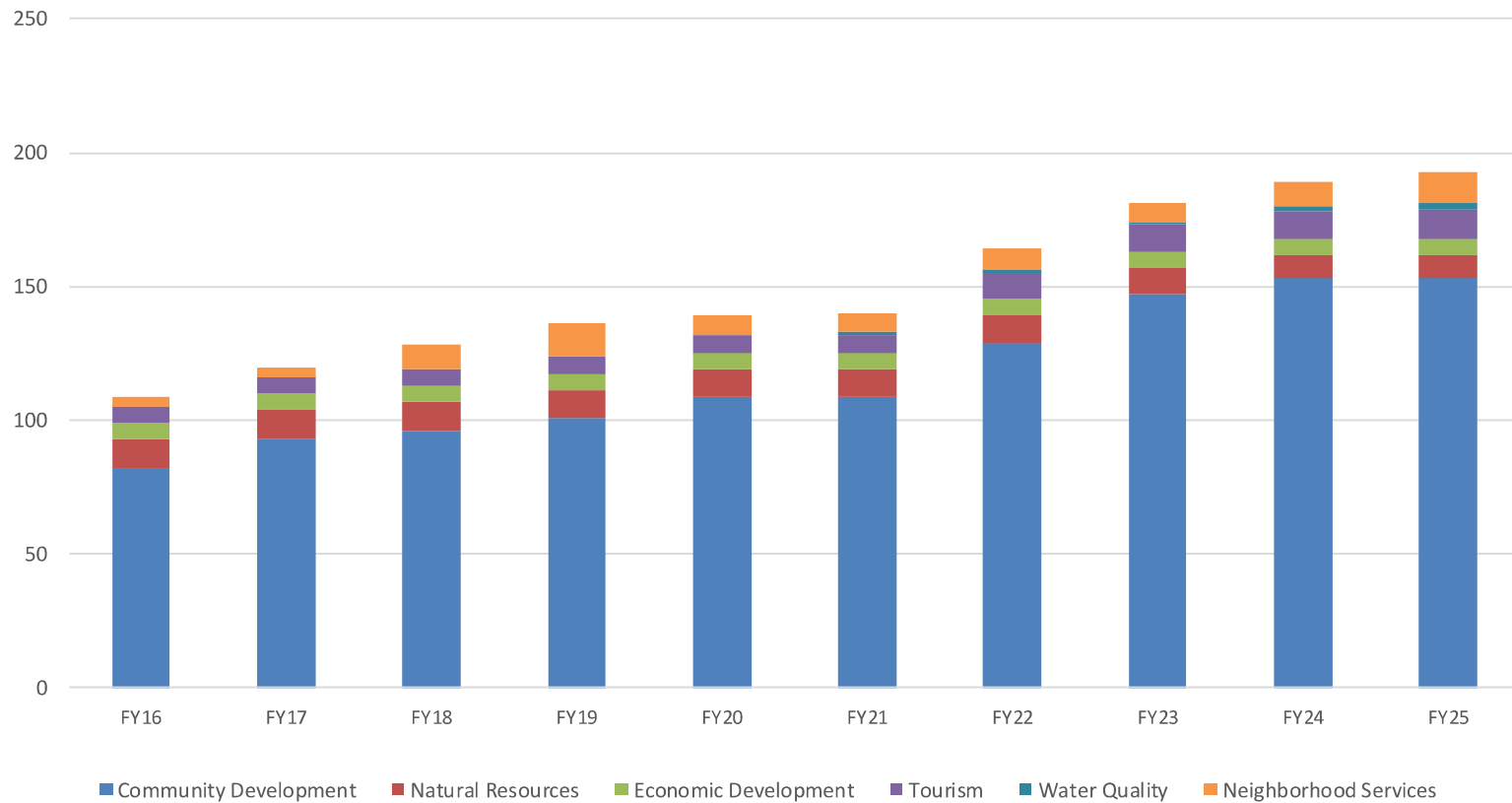
Historical Trend

Expenses by Department



Historical Trend

Total FTE by Department



New Position Requests

FY26

Water Quality (1)

- Project Manager

FY27

Community Services Natural Resources (2)

- Land Management Specialist
- Environmental Specialist

Economic Development (1)

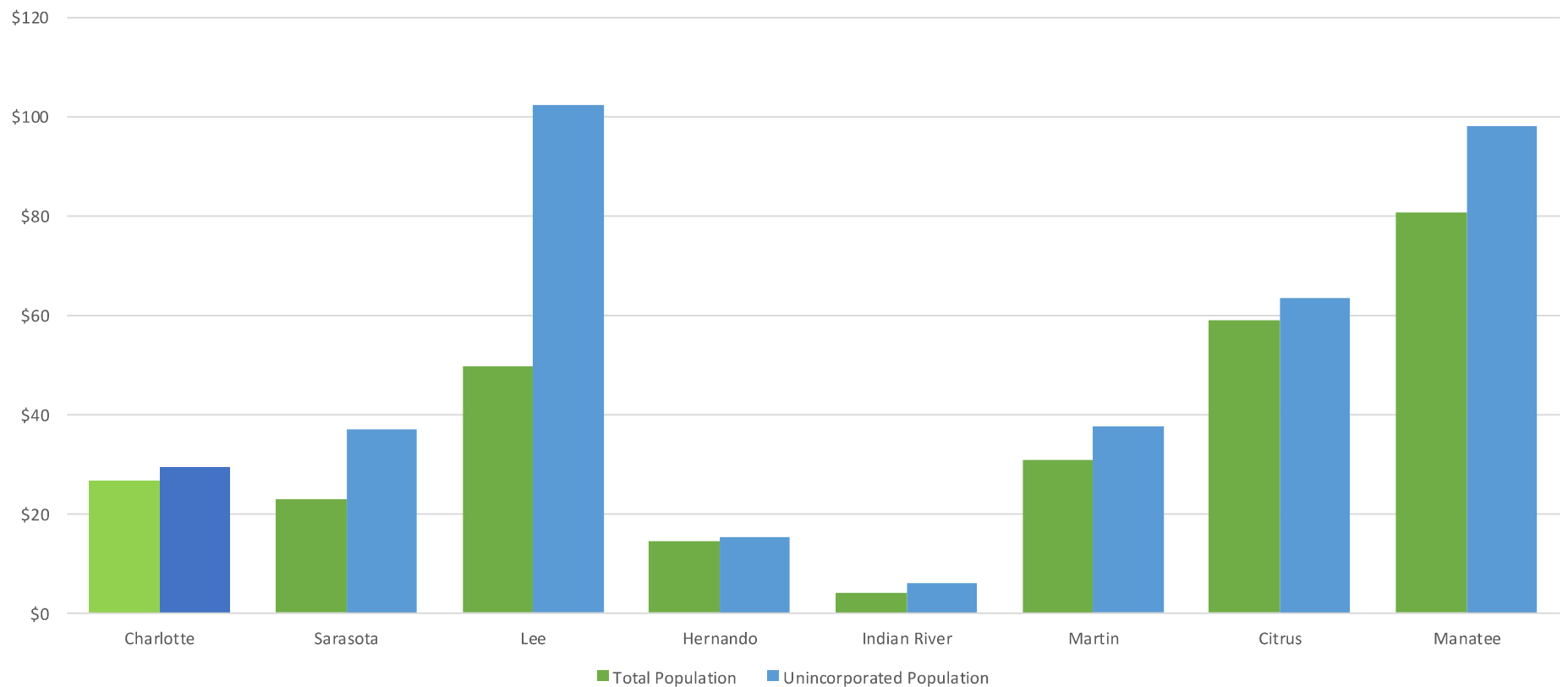
- Workforce Programs Manager

Water Quality (2)

- Water Quality Technician
- Data Analyst

County Comparison

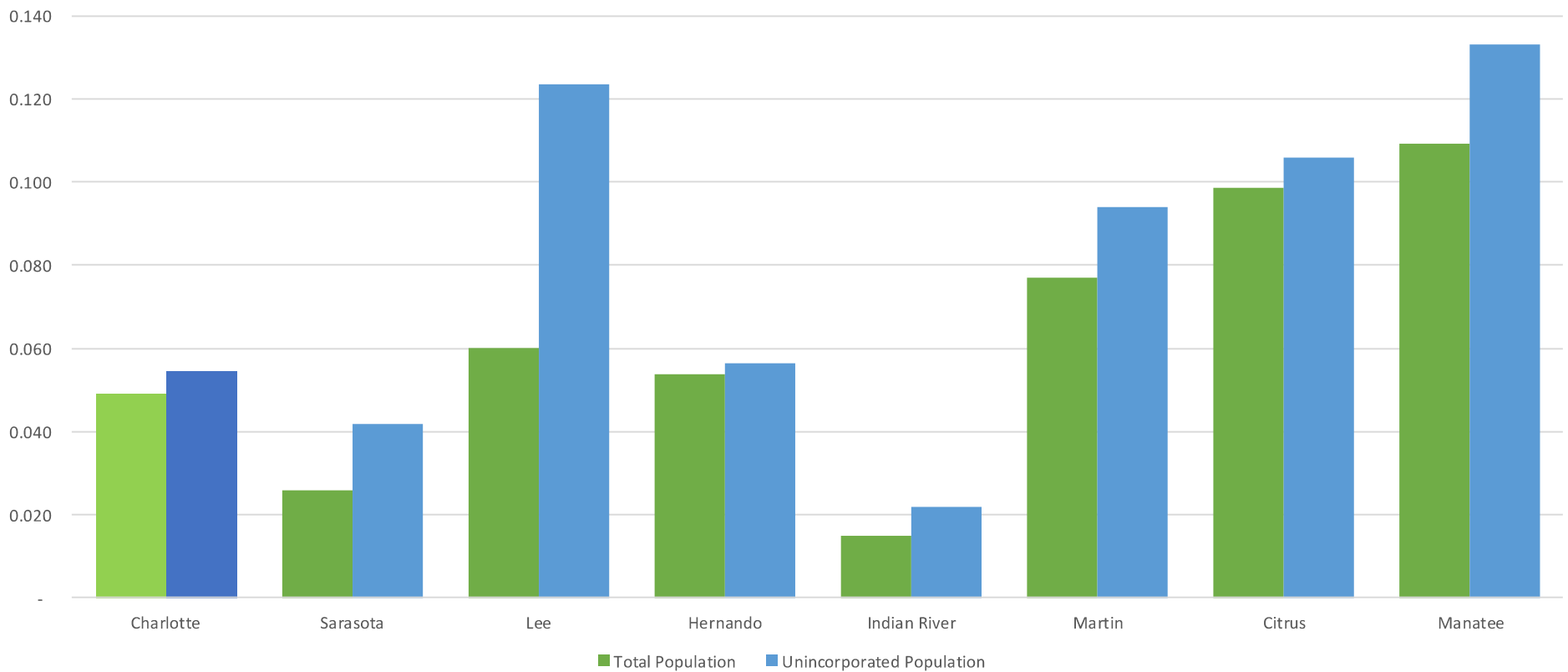
Economic Environment Expenditures per Capita



*From published 2023 ACFR Reports

County Comparison

Economic Environment FTE per 10,000



*From published 2023 ACFR Reports

Population Data

Charlotte	Population	Percentage
Punta Gorda	20,410	10.00%
Unincorporated	183,716	90.00%
Total Population	204,126	100.00%

Indian River	Population	Percentage
Fellsmere	4,933	2.94%
Indian River Shores	4,512	2.69%
Orchid	531	0.32%
Sebastian	26,405	15.74%
Vero Beach	16,693	9.95%
Unincorporated	114,707	68.37%
Total Population	167,781	100.00%

Martin	Population	Percentage
Indiantown	6,664	4.09%
Jupiter Island	786	0.48%
Ocean Breeze	608	0.37%
Sewall's Point	2,038	1.25%
Stuart	19,264	11.83%
Unincorporated	133,487	81.97%
Total Population	162,847	100.00%

Citrus	Population	Percentage
Crystal River	3,491	2.15%
Inverness	7,860	4.84%
Unincorporated	150,889	93.00%
Total Population	162,240	100.00%

Lee	Population	Percentage
Bonita Springs	54,868	6.85%
Cape Coral	213,301	26.63%
Estero	37,507	4.68%
Fort Myers	97,711	12.20%
Fort Myers Beach	3,255	0.41%
Sanibel	5,946	0.74%
Unincorporated	388,401	48.49%
Total Population	800,989	100.00%

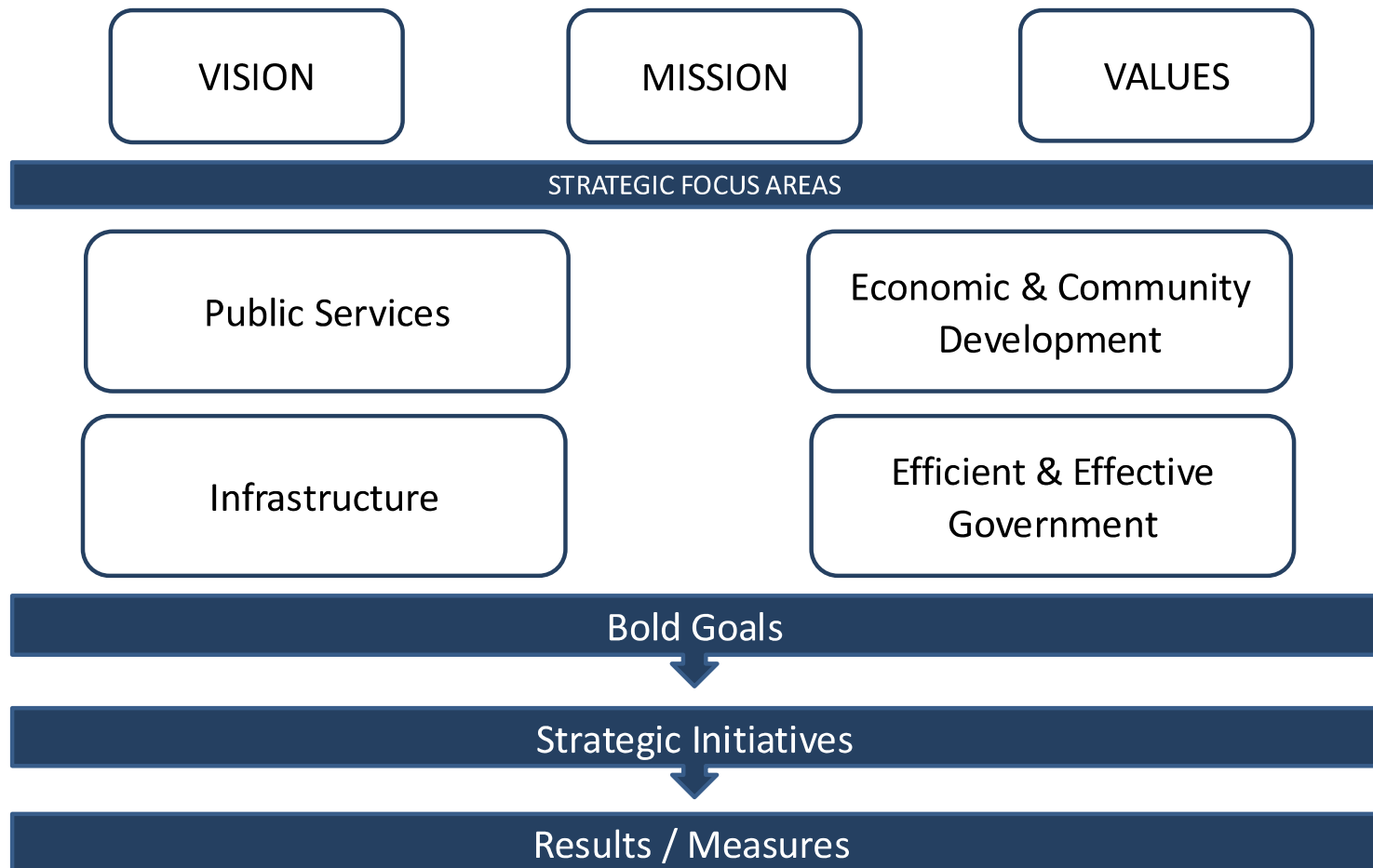
Sarasota	Population	Percentage
Longboat Key (part)	4,776	1.03%
North Port	86,552	18.64%
Sarasota	57,005	12.28%
Venice	27,793	5.99%
Unincorporated	288,097	62.06%
Total Population	464,223	100.00%

Hernando	Population	Percentage
Brooksville	9,566	4.68%
Unincorporated	194,699	95.32%
Total Population	204,265	100.00%

Manatee	Population	Percentage
Anna Maria	987	0.22%
Bradenton	57,253	13.02%
Bradenton Beach	902	0.21%
Holmes Beach	3,026	0.69%
Longboat Key	2,761	0.63%
Palmetto	13,927	3.17%
Unincorporated	360,710	82.06%
Total Population	439,566	100.00%

*From published 2023 (BEBR) Bureau of Economic & Business Research Report





Economic & Community Development

Revised Goals

- Add 200 new affordable housing units per year over next five years
- Implement One Charlotte, One Water recommendations
- Increase opportunities for industrial development in Charlotte County while balancing open space
- To position Charlotte County as a hub for skilled professionals by expanding high-wage jobs in target industries, increasing workforce housing, and leveraging economic incentives for growth.

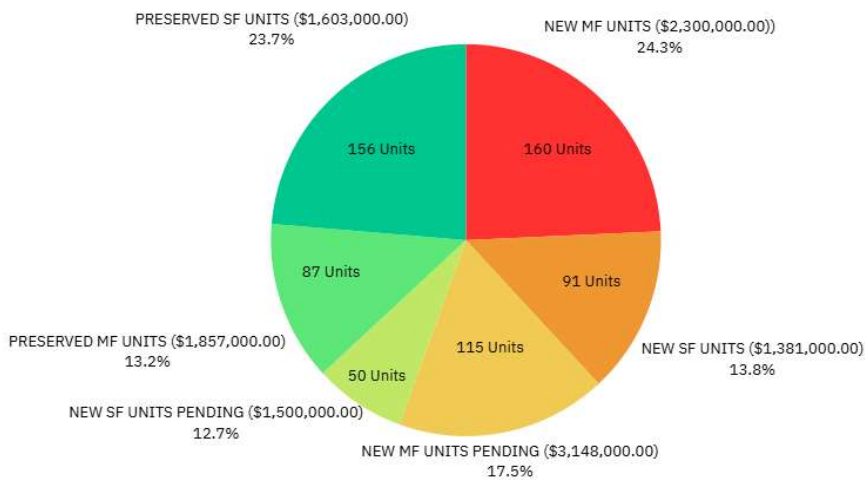
Affordable Housing



Affordable Housing Accomplishments

- Creation and investment in Affordable Housing Trust Fund-\$2.3M (current unencumbered balance @ \$400K)
- Charlotte HOME
 - Process that awards density, subsidizes fees, waives impact fees, removes barriers
 - First funded project fully leased up – Verandas III (May 22nd ribbon cutting)
 - First LGAO project in development – Blue Deep Creek (lease-up Summer 2026)
- Negotiated 5 acres from Kolter for future affordable housing development
- Expanded and strengthened Affordable Housing Advisory Committee
- Local Housing Assistance Plan (LHAP) incorporates Long-Term Recovery Strategies
- SHIP/HHR subrecipient agreements are in place to expand community capacity

Affordable Housing Progress Since 2020



- Units created: 251
- Units preserved: 243
- Units pending: 165
- Units attempted/not funded: 628
- Impact fees waived: \$1.4M
- AHTF fee subsidies: \$3.7M
- SHIP/HHR funding: \$6.7M
- **Total investment: \$11.8M**

Affordable Housing Trust Fund

Charlotte County Affordable Housing Trust Fund Project Report							
AHTF Balance: 03.31.2025		\$2,090,429.00					
Projects	Award Date	Award Amount	Expended	Encumbered	Estimated Completion	Number of Units	Project Status
PORCH - Villas at Scott St.	03.25.2025	208,928.73	2,409.23	206,519.50	December 2025	3	LURA amendment #2 approving CO deadline extension to June 2026, incorporating terms of Charlotte HOME subsidy award, increasing encumbrance for public fee subsidies, and awarding funds for sewer extension (not to exceed \$150K) approved 03.25.2025. Construction has begun.
Blue Sky Communities - Blue Deep Creek	09.24.2024	978,947.00	118,700.15	860,246.85	June 2026	70	Final loan closing on 03.11.2025! In permitting and site preparation. First fee subsidy payment made to CCU. Construction underway.
CASL - Stillwater	03.12.2024	43,267.00		43,267.00	Q2 2026	9	Construction delayed; awaiting outcome of CoC Builds application to determine final funding request; SHIP/HHR loans pending finalization of amounts and terms. Project is permit-ready.
SVdP CARES - Vincentian Villas	03.12.2024	570,000.00		570,000.00	TBD 2026	32	Phase 1: in design and underwriting; landscape plan and other site plan details in progress; once design is complete, zoning and permitting processes begin; Phase 2: awarded FHFC RFA; closing on phase 1 and 2 funds in May 2025; increase in total units from 30 - 32; Charlotte HOME and SHIP/HHR loans and related documents being prepared.
Total Encumbrance		\$1,680,033.35					
Remaining Balance		410,395.65					
Proposed Project	Agenda Date	Request		Proposed Award	Estimated Completion		Proposed Project Status
Solis Investments, LLC - Paradise Rentals	04.22.2025	105,477.33		105,477.33	TBD	10	Charlotte HOME and AHAC approved for incentives and subsidies 12.18.2024; AHAC recommendation pending BCC approval 04.22.3035; \$400K SHIP loan and \$400K HHR loan pending BCC authorization to execute loan in excess of \$150,000.
The Strategic Group - Sovereign at Parkside East	03.12.2024	325,000.00		TBD	TBD	30	Project delayed due to legal dispute between co-owners; anticipate resolution and ability to proceed in 30-60 days; will submit updated fee schedule for Charlotte HOME, AHAC, and BCC consideration soon thereafter; closings anticipated Spring/Summer 2025.
The Strategic Group - Sovereign at Harbor West	03.12.2024	325,000.00		TBD	TBD	30	Project delayed due to legal dispute between co-owners; anticipate resolution and ability to proceed in 30-60 days; will submit updated fee schedule for Charlotte HOME, AHAC, and BCC consideration soon thereafter; closings anticipated Spring/Summer 2025.
LGAO	TBD	340,000.00		TBD	TBD	TBD	July/Aug 2025
Total Proposed Awards		105,477.33					

Consider reoccurring source of funding for AHTF

- Possible options include a % of General Fund carry forward at close of FY; or
- Remainder of General Fund reallocation of ARPA set aside for affordable housing (\$1.6M remains)



Affordable Housing Initiatives in Progress

- Urban Qualification for CDBG and other HUD Community Planning and Development (CPD) funding
- Charlotte HOME, SHIP, and HHR investments in:
 - 105 new, affordable rental units under construction
 - 50+ new LMI owner-occupied SF homes through Purchase Assistance program
 - Preservation of hundreds of existing Affordable rental units and single-family LMI owner-occupied units
- Supporting Community Land Trust and its work to become a Community Housing Development Organization (CHDO)
- Continue to monitor legislation on the State and Federal level

Affordable Housing Potential Initiatives

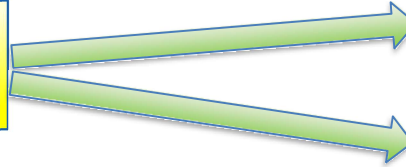
- Pursue County-owned land for affordable housing development opportunities (Kolter, Bachmann, etc.)
- 2025 Local Government Area of Opportunity (LGAO) RFP
- Resolution to accept donated properties for affordable housing
- Purchase land for the purpose of affordable housing development
- Pursue educational and technical assistance opportunities around affordable housing development

Water Quality

Implement One Charlotte, One Water Plan



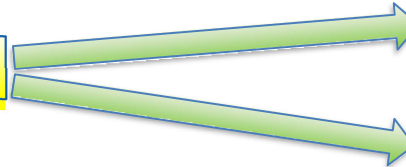
Implementation of County Water Quality
Monitoring Strategy



Countywide water quality
monitoring program

Review/refine water quality
monitoring program

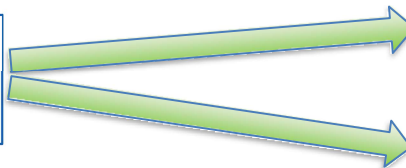
Online WQ Information Products



Inventory & spatially map
current efforts

Develop online data reporting
tools

Develop Draft One Charlotte, One Water
Plan



Create partnerships and plan
impactful projects

Identify priority projects &
funding

Strategic Initiatives

Inventory & spatially map current efforts

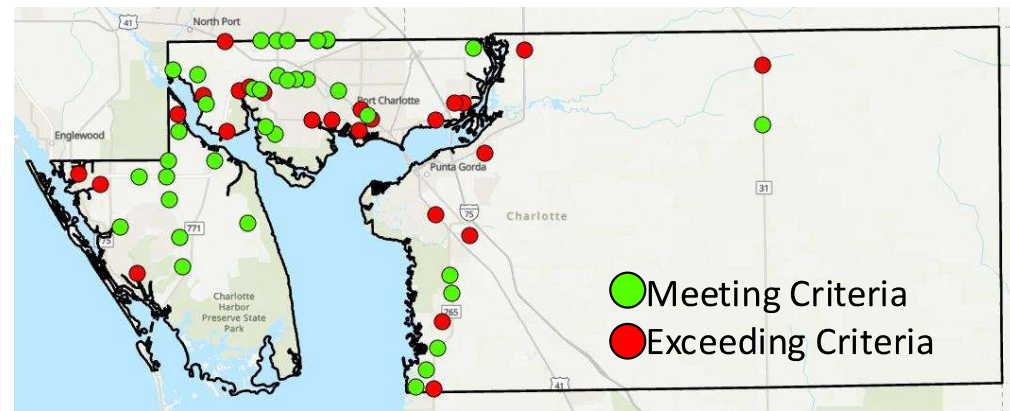
Create an interactive map describing all active water quality monitoring and assessment activities in the county. Publicly accessible tool to be updated as new initiatives are added.

Countywide water quality monitoring program

Using input from regional agencies and county citizenry, finalize the locations of surface water sampling sites, and commence the initial phase of the county's water quality monitoring strategy.

Review/refine water quality monitoring program

After sufficient data have been collected following execution of the first phase of the water quality monitoring program, review the sample collection locations, processes, and data with external agencies to determine necessary refinements to the plan.



Bacteria Trends in Charlotte County 2022-2024

Strategic Initiatives

Review/refine water quality monitoring program

×

CCHMN Project: Upper Charlotte Harbor and Lemon Bay

!

☰

Total Depth (m) *

2.2

×

▼ Selected Location

Selected Coordinates *

MR grid 20 (26°57.3696'N 82°13.2036'W)

▼

Selected Coordinates (DD)

26.95616°N 82.22006°W

Selected Coordinates (DDM)

26°57.3696'N 82°13.2036'W

▼ Actual Location

Actual Coordinates *

📍

📐

Stratum *

MR

FWC Grid *

20

▼

SWFWMD ID

670051

Project ID *

W526

×

Sample Collection Type *

Field Testing-Discrete

×

Sample Collection Equipment *

Misc Field Device

×

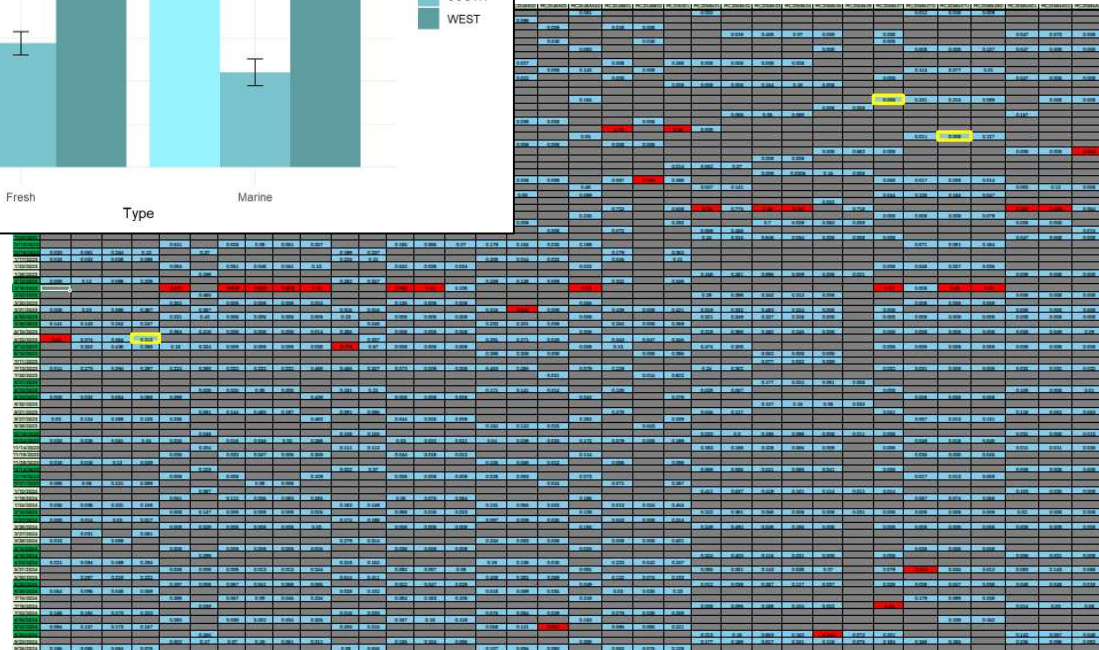
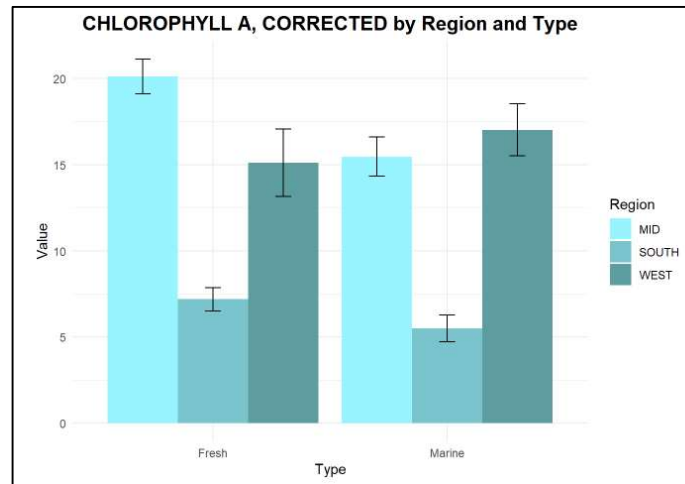
Collecting Agency *

FWC

▼

Samplers *

✓



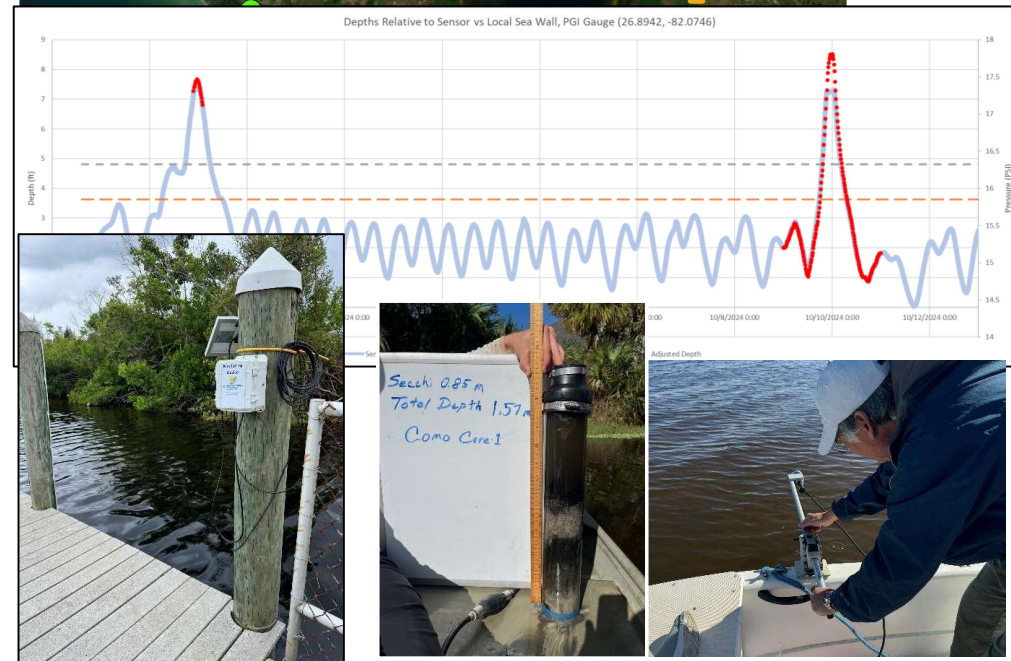
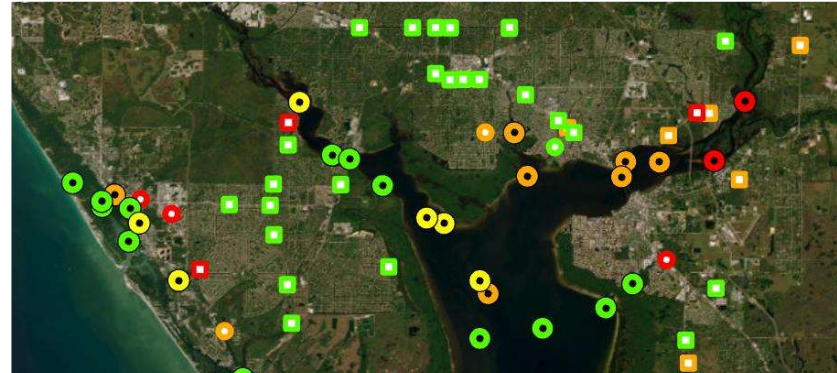
Strategic Initiatives

Create partnerships and plan impactful projects

Utilize public outreach and interagency engagement to identify stakeholders who influence water quality-related activities and policy.

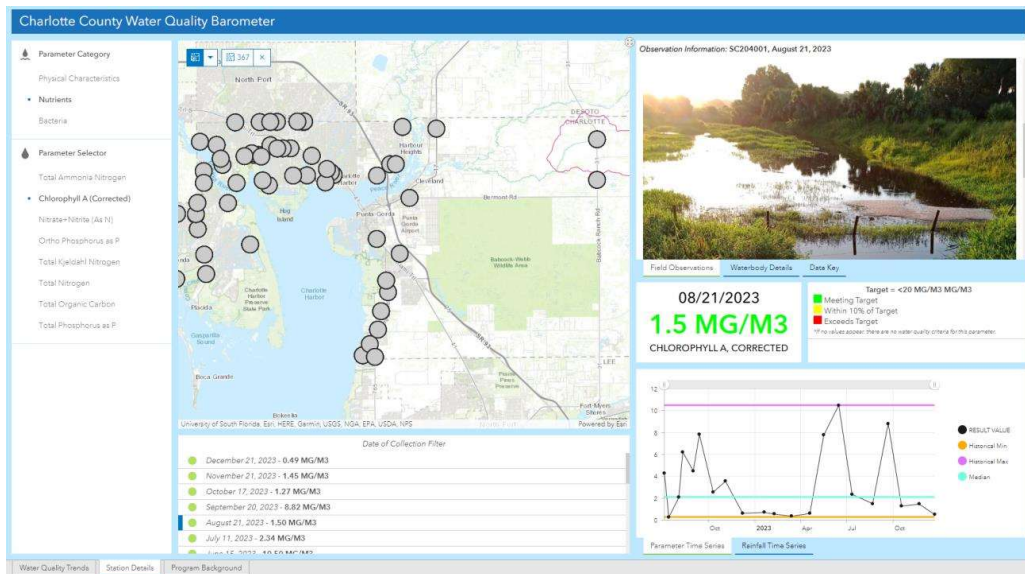
Identify priority projects & funding


Leverage information from public meetings, interagency collaborations, research initiatives, and data collection/analysis activities to determine activities that can provide measurable improvement and/or protection of our water resources.



Strategic Initiatives

Publish an online suite of products to keep the public informed





My Neighborhood | CC-TV | News | Calendar | GIS/Maps | Contact | Search

Community | Government | Departments | Business | **I Want To**

Supporting Nature

Home > One Charlotte, One Water > Improving Water Quality > Supporting Nature

Charlotte County has hundreds of miles of shorelines along its canals and stormwater swales that goes largely unrecognized as an important way in improving water quality and increasing environmental resilience to our community and ecosystem.

Improving Water Quality

Fertilizers, Pesticides & Irrigation

Supporting Nature

Sustainable Housekeeping

Bringing in Balance

Florida has uniquely productive water bodies which are vastly different from the lakes and ponds found in northern parts of the country. Our sub-tropical climate allows for aquatic plants to grow rapidly and nearly year around. While plants in our ponds and waterways are natural, healthy, and benefit the environment, their overgrowth is usually a signal of excess nutrients in the water. Limiting fertilizer use - which reduces the potential for fertilizer to enter our waterways - is one way to reduce the available nutrients to these plants and slow their growth.

Not all aquatic and shoreline plants are bad and necessitate chemical control, as chemical control is just a temporary solution to the larger issue of excess nutrients in our waterways. Allowing for our waterways to settle into a natural cycle of balanced plant growth can limit the effects of adding chemicals to the waterways, reduce the expense of treatment, and benefit wildlife and water quality throughout the county.

Naturalizing the shorelines along ponds and other waterways with native plants can slow shoreline erosion, support a wide array of wildlife and can help improve water quality.

For a more in-depth look at pond plant selection and planting guide, please see [Guide to Selection and Installation of Stormwater Pond Plants](#).

Strategic Initiatives

Create the draft One Charlotte, One Water Plan

Current Timeline:

- Public Feedback Meetings and Surveys in Feb and March 2025
- 30-day Review Period
- Presentation to Commissioners for Acceptance

One Water Activities Ongoing:

- Reasonable Assurance Plan Strategy and Funding
- AWT and S2S efforts by CCU
- Water Level/Pollutant Load Monitoring Network



Strategic Initiatives for 2025-2026

Build data products to address needs for water improvement/restoration plans and Department operations, and develop Restoration/ Protection Plans

Increase opportunities and partnerships for citizen education

Expand water elevation and flood risk monitoring network

Grow opportunities for research, pilot projects, and investments into our One Water Goals

Advocate, lead, and participate in regionalized efforts to address systemic water quality/quantity issues in Charlotte Harbor and contributing basins

Advance review and consult with the public to produce actionable water measures from Comp Plan goals



Industrial Development



Increase of Industrial Land

- The Metro Forecasting Study found that by 2030, the county could support an additional 1.3 million square feet or 184 acres of industrial development.
- What can we do?
 - Create strategies to expand Industrial Areas
 - Where do they make sense?
 - Impacts to neighboring properties
 - Types of Industrial
 - Better define “Industrial”

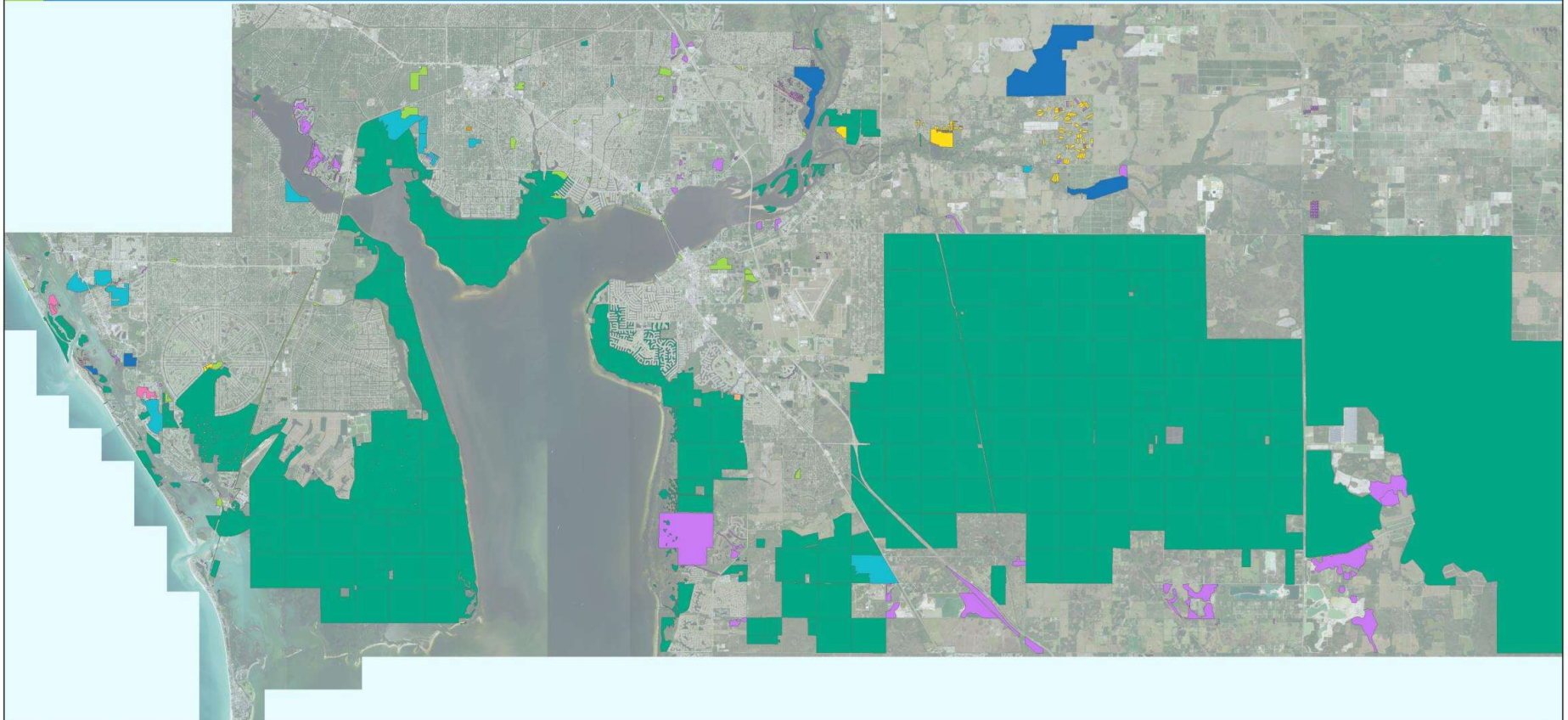
Open Space Requirements

- Numerous Comprehensive Plan and Code provisions regarding protection of Natural Resources and Open Space
 - Entire Element (Natural Resources Element)
 - Projects are required to have open space and protect natural resources
 - FAR and Sq. Footage limitations, required stormwater and landscaping
 - PD's require 20% Open Space
- Numerous overlays and other protections protecting open space
 - US17 and Burnt Store Rd.
 - DRI's such as Harborview
- Cannot create more restrictive legislation
 - SB250 as amended, now until Oct 1, 2026
 - Currently proposed legislation to extend to 2027

Conservation Charlotte

CHARLOTTE COUNTY

Greenspace Inventory



Stateplane Projection
Datum: NAD83
Units: Feet
Source: Community Development,
Metadata available upon request

Active Parkland
Passive Parkland
Conservation Charlotte

Mitigation Lands
Reduced Service Parkland

City of Punta Gorda
State Lands

Non-profits
Conservation Easements



(Not To Scale)

This map is a representation of compiled public information. It is believed to be an accurate and true depiction for the stated purpose, but Charlotte County and its employees make no guaranties, implied or otherwise, to the accuracy, or completeness. We therefore do not accept any responsibilities as to its use. This is not a survey or is it to be used for design. Reflected Dimensions are for informational purposes only and may have been rounded to the nearest tenth. For precise dimensions, please refer to recorded plats and related documents.

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Updated: 6/26/2023 2:49:21 PM by: Your Name
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Conservation Charlotte: Current Status

- Status of program
 - No new acquisitions since 2009
 - Collections have gone to bond repayment
 - Set to expire in 2027
 - A surplus is anticipated at the end of the program
 - Any surplus funds would need to be expended through the Conservation Charlotte program process and meet the program ecological selection criteria per the ordinance (Rarity, Connectedness, Quality, Manageability and Water Resources)

Conservation Charlotte: Future

- Program expires in 2027
- Renewal of Conservation Charlotte
 - Currently the program only authorizes the acquisition of environmentally sensitive lands
 - Potential options for the renewal of the program
 - Straight renewal for the purposes of additional environmentally sensitive land acquisitions
 - Hybrid program of land acquisition, restoration and ecosystem service enhancement and One Charlotte, One Water projects

Growth Incremental Funding

Growth Incremental Funding History

	FY2021	FY2022	FY2023	FY2024	FY2025
	Actual	Actual	Actual	Actual	Budget
BEGINNING BALANCE	1,996,789	3,586,349	3,514,244	5,197,808	6,849,378
REVENUES RECEIVED	3,585,857	3,793,333	5,011,622	6,279,972	6,305,627
EXPENDITURES					
Beach Renourishment	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000
Fire Assessments	546,297	589,386	587,474	700,808	815,777
Stadium		1,826,052	1,290,584	1,982,884	2,211,593
TOTAL EXPENDITURES	1,996,297	3,865,438	3,328,057	4,133,693	4,477,370
ENDING FUND BALANCE	3,586,349	3,514,244	5,197,808	7,344,088	8,677,635

Economic Development



Background

What We Do:

- Attract new businesses and investment
- Support existing business expansion
- Foster a business-friendly environment
- Create high-quality jobs
- Strengthen the local tax base

Charlotte County Focus Areas:

- Aviation & Aerospace (PGD / MRO / A&P Training)
- Light & Advanced Manufacturing (ECAP)
- Logistics & Distribution (I-75 corridor)
- Workforce & Talent Development
- Business Retention & Expansion
- Entrepreneurship & Innovation

Target Industries: Aligned with Florida's Target Industries

- Advanced Manufacturing
- Aviation & Aerospace
- Clean & Alternative Energy
- Financial & Professional Services
- Information Technology
- Life Sciences & Medical Technologies
- Logistics & Distribution
- Defense & Homeland Security

Source: Enterprise Florida / State of Florida Target Industry List



Building a Stronger Charlotte County

Economic development is an investment in people, prosperity, and place.
Together, we can grow a sustainable and balanced economy.

Wage Comparison:

- Charlotte County: \$51,294
- Lee County: \$58,119
- Sarasota County: \$61,488
- Florida Statewide Average: \$66,284

Source: Florida Commerce 2023 Report

Impact of Economic Development

- Improves household incomes
- Supports public services through increased tax revenue
- Builds a diverse, resilient economy
- Creates opportunities for future generations

2023 – 2024 Past Accomplishments



Job Creation:

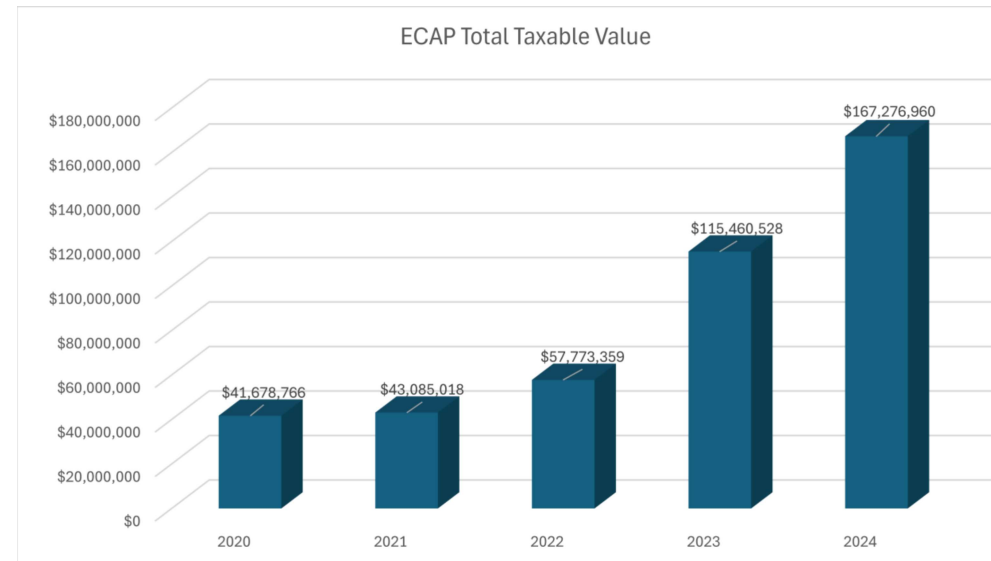
- 100+ high-wage jobs in targeted industries.

Workforce Development Impact and Marketing Effectiveness:

- PCS Campaign
- Worked with educational partners and businesses alike developing specialty and magnet programs

ECAP Building Growth: Approximately 1 Million SF

ECAP Taxable Value:	<u>2020</u>	<u>2023</u>	<u>2024</u>
	\$ 41,678,766	\$ 115,460,528	\$167,276,960



Source: Charlotte County Property Appraiser



Future Plans

Development & Capital Investment

- Increase opportunities for industrial development in Charlotte County while balancing open space.
- Target development initiatives with a goal of securing \$50 million in new business capital investment.

Business Retention

- Strengthen local business relationships by completing a minimum of 50 annual Business Retention & Expansion (BRE) visits.

Workforce Development

- Position Charlotte County as a hub for skilled professionals by expanding high-wage jobs in target industries, increase workforce housing, and leveraging economic incentives for growth.
- Job Creation: Facilitate the creation of 100 high-wage jobs within high-impact, for targeted industries.
- Marketing & Outreach: Enhance visibility and engagement by increasing digital marketing programs and increase performance by 20% year over year.



Questions?