

IMMOKALEE

CRA Collier County Community
Redevelopment Agency



Florida's 21st century

IMMOKALEE CRA REDEVELOPMENT PLAN UPDATE

DECEMBER 2021

Redevelopment Plan Implementation



Celebrating Culture: Create a Cultural Destination



GOAL

Preserve and enhance the rich mix of cultures and heritage in Immokalee and embrace new ones as they are identified.



OBJECTIVES

- *Educate residents and visitors on the cultures in the community.*
- *Create the Immokalee Brand*
- *Immokalee Cultural Center*

Celebrating Culture: Create a Cultural Destination



OBJECTIVE



Strategies

- *Educate residents and visitors on the cultures in the community.*

Strategy 1 – Partner with the Collier County Museum and Parks and Recreation and other organizations to develop and expand signature events such as the Cattle Drive.

Strategy 2 – Use architectural features and colors to distinguish cultural identities

Strategy 3 – Use public art to educate the community on the cultures and history of Immokalee

Strategy 4 – Support the expansion of culinary experiences in the community. Celebrating the rich diversity of food and the fresh produce that are available in the community.

Strategy 5 – Investigate the development of a “Cultural Trail” establishing historic and cultural significant places throughout the community that reflect community leaders and significant places using public art to reflect the location. The Trail can educate both residents and visitors.

Celebrating Culture: Create a Cultural Destination



OBJECTIVE



Strategies

- *Create the Immokalee Brand.*

Strategy 1 – Develop a new logo and tag line that celebrates the cultures of Immokalee including its legendary athletes, farming, cattle ranching, and multi-ethnic population. Include input from the Seminole Tribe of Immokalee.

Strategy 2 – Develop an Immokalee Ambassador program – educating local residents on the Immokalee Brand to become the spokesperson for Immokalee.

Strategy 3 – Develop a marketing campaign to educate the residents of Collier County, Lee County and the region on the Immokalee Brand.

Strategy 4 – Enhance the gateways and corridors to showcase the Immokalee brand.

Strategy 5 – Encourage investment in the public realm to reinforce the Immokalee Brand through incentives and regulatory changes. Collaborate with both public and private development to enhance the character of the community.

Strategy 6 – Engage the business owners and organizations to coordinate branding efforts.

Celebrating Culture: Create a Cultural Destination



OBJECTIVE



Strategies

- *Immokalee Cultural Center.*

Strategy 1 – Coordinate with other Collier Divisions, such as the Museum, Library, and Parks and Recreation and Tourism to incorporate the Immokalee Brand into their facilities during renovations and new construction.

Strategy 2 – Define the concept of a “Cultural Center” and evaluate existing community facilities to determine feasibility of incorporating the “center” into an existing or renovated center or the development of a new “center.”

Strategy 3 – Coordinate with the Seminole Tribe of Immokalee to showcase the Immokalee Brand.

Economic Development

GOAL

Strengthen the economic health of the community

OBJECTIVES

- Collaborate and Partnerships
- Immokalee Regional Airport
- Establish Immokalee as a regional opportunity for manufacturing and distribution.
- Expand Commercial opportunities in Immokalee to reduce the gap of retail industry groups.
- Support the expansion of medical services, both not-for-profit and private services, to provide quality health care including but not limited to 24-hour urgent care, 24-hour pharmacies, testing laboratories, mental health services, assisted-living, and memory and palliative care and rehabilitation services.
- Expand Educational and Training Opportunities
- Expand tourism as a component of the Immokalee economic base
- Develop Immokalee as a Food Destination
- Expand the availability and quality of internet service - broadband and beyond.

Economic Development:

Strengthen the economic health of the community



OBJECTIVE



Strategies

- *Collaborate and Partnerships*

Strategy 1 – Support local Chamber of Commerce to become a one-stop shop for business development, promotions, and event hosting.

Strategy 2 – Support and participate in the State of Florida Rural Area of Opportunity designation for the Immokalee Community.

Strategy 3 – Support local career fairs to assist with local company hiring and employee training.

Strategy 4 – Support the enhancement of Federal Opportunity Zone program in rural areas to expand incentives.

Strategy 5 – Collaborate with the Collier County Airport Authority to market the economic development opportunities at the Immokalee Regional Airport.

Economic Development:

Strengthen the economic health of the community



OBJECTIVE



Strategies

- *Immokalee Regional Airport*

Strategy 1 – Support development at the Immokalee Regional Airport as an economic development catalyst for the community.

Strategy 2 – Develop a “shovel ready” site at the airport with an approved set of building plans to encourage new business development at the airport.

Strategy 3 – Highlight the establishment of the Immokalee Readiness Center – U.S. National Guard facility at the airport

Strategy 4 – Investigate the potential to sell a portion of the Airport property to an independent end user.

Strategy 5 – Support the Immokalee Regional Airport efforts to expand industrial development opportunities including the development of an industrial park.

Strategy 6 – Coordinate with the State of Florida Economic Development Agencies to market the Immokalee Regional Airport.

Strategy 7 – Support the Immokalee Regional Airport efforts to seek grant funds to improve infrastructure and building square footage at the Airport.

Economic Development:

Strengthen the economic health of the community



OBJECTIVE



Strategies

- *Expand Commercial opportunities in Immokalee to reduce the gap of retail industry groups.*

Strategy 1 – Support the development of a Business Retention and Expansion Program for existing retail establishments. Program should include site visits, education on existing programs, and incentives.

Strategy 2 – Develop and maintain a target list of retail industry groups based on retail demand assessments.

Strategy 3 – Develop incentive programs including but not limited to Tax Increment Incentives to attract the targeted groups.

Strategy 4 – Develop incentive programs to attract the development of new retail space that can provide lease opportunities to small businesses to provide a mix of products and services in the community.

Strategy 5 – Partner with the Collier County Economic Development Office, Chamber of Commerce and other economic development organizations to market available properties and incentives to target industries.

Strategy 6 – Develop incentives to eliminate any “food deserts” identified in the community in coordination with community partners such as the Interagency Council.

Strategy 7 - Develop the Main Street Initiative to improve appearance, mix of uses, infill development to reflect the “center” of commercial activity for the community.

Strategy 8 – Revise as needed and continue to fund the commercial façade improvement program to provide design services and financial assistance to encourage building renovations that will enhance the community.

Economic Development:

Strengthen the economic health of the community



OBJECTIVE

- *Support the expansion of medical services*

Strategy 1 – Participate in Immokalee Inter-Agency and Immokalee Unmet Needs Coalition to identify needs and develop potential incentives to assist with recruitment of services.



Strategies

Strategy 2 – Evaluate existing services and partner with other agencies to recruit and/or expand services in the community.

Economic Development:

Strengthen the economic health of the community



OBJECTIVE



Strategies

- *Support local business startups and expansions*

Strategy 1 – Support the development of an Entrepreneurial Support Organization to collaborate on training and services for small business development and expansion. Members may include Goodwill, SCORE, Small Business Development Association and Microloan providers.

Strategy 2 – Provide incentives for small business start-up and expansion.

Economic Development:

Strengthen the economic health of the community



OBJECTIVE



Strategies

- *Expand Educational and Training Opportunities*

Strategy 1 – Coordinate with Collier County School Board to maintain and expand training programs within the Immokalee Community.

Strategy 2 – Support alternative transportation options to facilitate attendance at training classes outside the community.

Strategy 3 – Coordinate with other organizations that provide training and educational opportunities to expand the workforce skills and job placement.

Economic Development:

Strengthen the economic health of the community



OBJECTIVE



Strategies

- *Expand tourism as a component of the Immokalee economic base*

Strategy 1 – Support the further development and maintenance of destination hubs in Immokalee including: Roberts Ranch, Peppers Preserve, Lake Trafford and the support services to expand them.

Strategy 2 – Develop a marketing program to highlight the destinations.

Strategy 3 – Coordinate with other Collier County divisions to promote the Immokalee community as a tourist destination.

Strategy 4 – Identify sites as potential corporate retreats and coordinate the steps necessary to bring those sites forward for future consideration for conference and corporate travel sector.

Economic Development:

Strengthen the economic health of the community



OBJECTIVE



Strategies

- *Develop Immokalee as a Food Destination*

Strategy 1 – Develop and maintain a database of food venues and food manufacturers

Strategy 2 – Develop culinary events that highlight the diverse food options

Strategy 3 – Coordinate with and support the Immokalee Culinary Accelerator to promote and expand businesses.

Strategy 4 – Develop incentives to create opportunities for graduated Culinary members to stay in the Immokalee community.

Economic Development:

Strengthen the economic health of the community



OBJECTIVE

- *Expand the availability and quality of internet service - broadband and beyond.*

Strategy 1 – Develop a report identifying computer and internet services in Immokalee.

Strategy 2 – Support rural broadband internet access initiatives and evaluate a program/initiative for the Immokalee community.



Strategies

Housing



GOAL

Provide a mix of housing types and price points to allow for safe, high-quality units in Immokalee.



OBJECTIVES

- *Support multi-generational housing opportunities in the community.*
- *Neighborhood Initiative. Create a wholistic approach to neighborhood revitalization includes infrastructure, housing, and safety improvements.*

Housing:

Provide a mix of housing types and price points to allow for safe, high-quality units in Immokalee.

OBJECTIVE

Strategies

- *Support multi-generational housing opportunities in the community.*

Strategy 1 – Update the 2011 Immokalee Housing Condition Inventory and update the inventory every five years to maintain current conditions and evaluate progress on housing improvements.

Strategy 2 – Coordinate with Collier County to evaluate land development code regulations to support the development of accessory units.

Strategy 3 – Collaborate with housing providers to leverage funds and seek additional funding to expand the housing options in Immokalee.

Strategy 4 – Partner with housing providers to create incentives for housing rehabilitation and replacement, including the replacement of trailers built prior to 1994 as identified in Collier County SHIP guidelines.

Strategy 5 - Coordinate with housing agencies and providers to promote strategies to maintain and improve current affordable housing inventory and add housing to serve a mix of income levels **and expand home-ownership.**

Strategy 6 – Partner with Collier County to develop or expand programs to improve affordable housing options (no more than 30% of gross income is spent on housing costs, including utilities) both housing renovations and new construction.

Strategy 7 – Collaborate with housing providers to establish transitional housing options for the homeless population in the community.

Strategy 8 – Collaborate with housing providers to educate the residents on housing opportunities.

Housing:

Provide a mix of housing types and price points to allow for safe, high-quality units in Immokalee.



OBJECTIVE



Strategies

- *Neighborhood Initiative. Create a wholistic approach to neighborhood revitalization includes infrastructure, housing, and safety improvements.*

Strategy 1 - Support the Immokalee Master Plan Neighborhood Planning Initiative to develop neighborhood improvement plans based on the neighborhood map.

Strategy 2 - Improve vacant and nuisance properties to restore community appearance and safety.

Strategy 3 - Continue to partner with Code Enforcement, Collier County Sheriff's Office and Community Task Force to bring properties into code compliance.

Strategy 4 - Support Community Policing initiative as identified.

Strategy 5 - Develop incentives to facilitate the development/redevelopment of residential properties to neighborhood uses such as housing, recreational or community gardens.

Strategy 6 - Evaluate a land acquisition program to acquire properties with code violation, tax liens, or other blighted conditions to be redeveloped.

Strategy 7 - Coordinate with Collier County and housing providers and regulators to review and consider incentives to improve the housing quantity and quality in the Immokalee Urban Area.

Infrastructure



GOAL

Provide safe and healthy environment to maintain a high quality of life to all the residents and visitors of the community.



OBJECTIVES

- *Improve water quality by partnering and supporting stormwater improvements*
- *Improve Mobility*
- *Improve and maintain water quality and waste management services*
- *Community Development - maintain high quality of life for all the residents of the community through recreational opportunities.*
- *Improve transit services in the community*
- *Maintain and Improve coordination with private and independent service and utility providers such as Immokalee Water and Sewer, Immokalee Fire Department, and Lee County Coop.*

Infrastructure:

Maintain a high quality of life to all the residents and visitors of the community



OBJECTIVE

- *Improve water quality by partnering and supporting stormwater improvements*

Strategy 1 – Coordinate with County Divisions to assure stormwater improvements are coordinated with all infrastructure projects.



Strategies

Strategy 2 – Support the implementation of the Immokalee stormwater master plan through partnerships with Collier County for grants and funding opportunities

Infrastructure:

Maintain a high quality of life to all the residents and visitors of the community



OBJECTIVE



Strategies

- *Promote and improve walking as a safe and inviting mode of travel through a comprehensive walking program of pedestrian facilities.*

Strategy 1 - Initial evaluation of any new development project should include the opportunity to include, sidewalks, stormwater improvements, streetlighting, road resurfacing and stripping, broadband, and shade trees prior to moving forward.

Strategy 2 – Collaborate with other County Departments to achieve efficient use of resources to complete the Sidewalk Master Plan (Appendix L Map 1).

Strategy 3 – Coordination on partnerships to implement the Sidewalk Master Plan and incorporate the principals of complete streets when feasible to increase the safety of commuters walking or using transit to get to work.

Strategy 4 – Complete Focus Area 1 and Focus Area 2 as funds are available.

Focus Area 1 – Lake Trafford Area (Appendix L Map 2).

Focus Area 2 -South Immokalee (Appendix L Map 3)

Strategy 5 - Foster strong public awareness about the rights and responsibilities of pedestrians.

Strategy 6 - Support walking as a recreational activity and evaluate walking trail around the 9th and Eustis stormwater pond.

Infrastructure:

Maintain a high quality of life to all the residents and visitors of the community



OBJECTIVE



Strategies

- *Improve mobility*

Strategy 1 – Support County initiative to bring all public roads up to County standards and assist in the implementation of a program to bring private roads up to County standard and acceptance.

Strategy 2 – Support measures to advance technology that will improve transportation options, such as Electric Charging Stations and on-demand transit.

Strategy 3 – Incorporate the principals of Complete Streets into streetscape improvements when feasible

Strategy 4 – Evaluate ADA accessibility issues and provide options to improve ADA facilities on existing properties and investigate incentives to improve accessibility.

Infrastructure:

Maintain a high quality of life to all the residents and visitors of the community



OBJECTIVE

- *Improve and maintain water quality and waste management services*



Strategies

Strategy 1 – Support and coordinate with Collier County Waste Management Division to educate commercial and residential customers on the benefits, policies, and procedures to provide a clean environment and improve the aesthetic appearance of the community.

Strategy 2 – Develop initiatives and incentives to improve proper disposal of trash and recyclables.

Infrastructure:

Maintain a high quality of life to all the residents and visitors of the community



OBJECTIVE

- *Maintain high quality of life for all the residents of the community through recreational opportunities.*



Strategies

Strategy 1 – Partner and coordinate with Collier County Parks and Recreation to provide high quality recreational opportunities in the community. (See Appendix M – Parks and Open Space Opportunities Map)

Strategy 2 – Enhance and maintain recreational facilities to serve a multi-generational and culturally diverse population through partnerships with Collier County Parks and Recreation and private donors and not for profits.

Strategy 3 – Support additional amenities that will increase visitor use at tourist destination locations – Lake Trafford, Roberts Ranch and Pepper Ranch.

Strategy 4 – Continue to support Zocalo Park as a Main Street amenity as a safe and well maintained community gathering place.

Infrastructure:

Maintain a high quality of life to all the residents and visitors of the community



OBJECTIVE

- *Improve transit services in the community*



Strategies

Strategy 1 – Coordinate and support expanded services and choices in the community.

Strategy 2 – Partner to complete transit amenities at identified bus stops. (See Appendix N – Funded and Unfunded Transit Stop Improvements)

Strategy 3 – Support improving interconnective street system to allow for improved transit opportunities.

Strategy 4 – Evaluate options to provide on-demand shuttle service (micro-transit) between homes and transit stops and support if feasible.

Strategy 5 – Partner with Collier County Transit to improve access both frequency and expanded time of service.

Infrastructure:

Maintain a high quality of life to all the residents and visitors of the community



OBJECTIVE

- *Maintain and Improve coordination with private and independent service and utility providers such as Immokalee Water and Sewer, Immokalee Fire Department, Lee County Electric Coop and Teco Gas.*



Strategies

Strategy 1 – Invite partners to participate in goal setting workshops and preliminary project kick-off meetings to discuss the development of conceptual designs.

Strategy 2 – Partner with service providers to assure adequate services are available to meet future demand.

Strategy 3 – Engage in community outreach activities to market the short and long-term work plans to the agencies.

Implementation/Administration



GOAL

To maximize resources through collaboration between County, State and Federal agencies to achieve the goals and objectives of the community.



OBJECTIVES

- *To comply with fiscal, legal, and ethical standards as required by Federal, state, and local mandates.*
- *Where applicable, seek funding partners and grants to implement the plan and leverage resources.*
- *Coordinate with the Immokalee Beautification Municipal Service Taxing Unit (MSTU).*
- *Ensure a targeted and balanced distribution of CRA planning and implementation efforts.*

Implementation/Administration:

To maximize resources through collaboration between County, State and Federal agencies to achieve the goals and objectives of the community.



- *To comply with fiscal, legal, and ethical standards as required by Federal, state, and local mandates*



Strategy 1 – Provide opportunities for training on redevelopment laws, ethics, and plan implementation for the CRA Board, Advisory Board members and staff.

Strategy 2 - Comply with State reporting requirements.

Implementation/Administration:

To maximize resources through collaboration between County, State and Federal agencies to achieve the goals and objectives of the community.



- *Where applicable, seek funding partners and grants to implement the plan and leverage resources.*

Strategy 1 – Provide administrative support consistent with Florida Statutes to implement the plan.

Strategy 2 – Actively participate in organizations that are aligned with the goals and objectives of the plan to identify potential partnerships to leverage resources.

Strategy 3 – Develop a project evaluation checklist to verify project is in alignment with plan goals.

Strategy 4 – Conduct a quarter review of plan implementation and a five year plan review to evaluate and recommend necessary amendments to align the goals, objectives and strategies and project priority funding to current conditions of the community.

Implementation/Administration:

To maximize resources through collaboration between County, State and Federal agencies to achieve the goals and objectives of the community.



OBJECTIVE

- *Coordinate with the Immokalee Beautification Municipal Service Taxing Unit (MSTU).*



Strategies

Strategy 1 - Incorporate Immokalee Beautification MSTU into planning and implementation processes for ICRA improvements.

Strategy 2 – Continue to coordinate and partner with the Immokalee Beautification MSTU to leverage funding for project implementation.

Implementation/Administration:

To maximize resources through collaboration between County, State and Federal agencies to achieve the goals and objectives of the community.



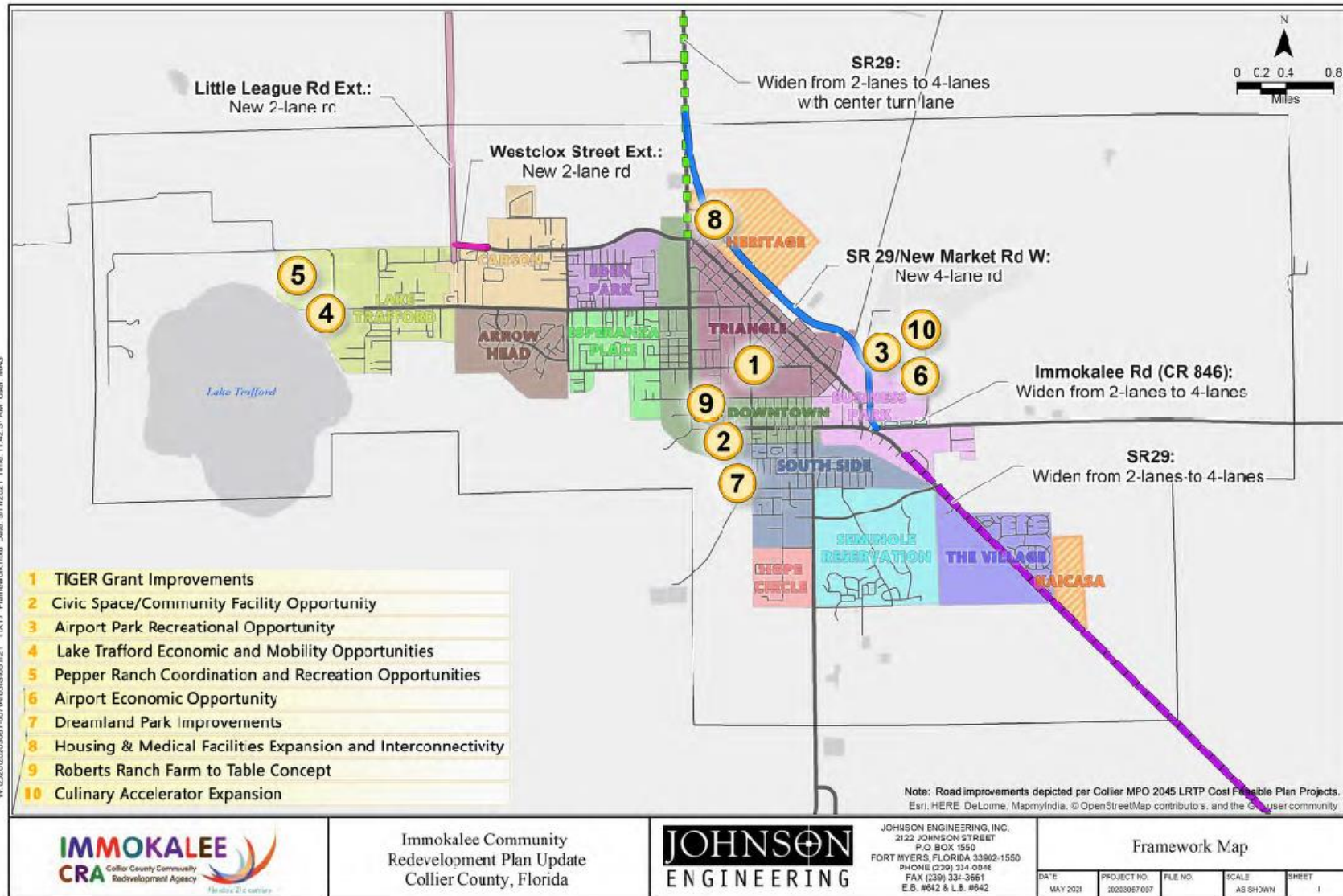
- *Ensure a targeted and balanced distribution of CRA planning and implementation efforts.*

Strategy 1 – Account for both need-based and geographic considerations in the distribution of planning and implementation efforts.

Strategy 2 – Identify street blocks or neighborhoods for targeted comprehensive improvements with a focus on blocks or neighborhoods that have already received some improvements.

Strategy 3 – Provide education and support on assuring improvements are properly maintained.

Framework Map



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Immokalee Community
Redevelopment Plan Update
Collier County, Florida



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Framework Map

DATE	PROJECT NO.	FILE NO.	SCALE	SHEET
MAY 2021	20200507-007		AS SHOWN	1

Projects and Initiatives Prioritization/Planning Stages

- Short Term – 1 to 5 years – 5 year planning horizon
 - *Continue to complete projects currently underway*
 - South Immokalee Phase 3 sidewalk project
 - Main Street Enhancement
 - First Street Corridor
 - Lake Trafford Streetlighting
 - Commercial Facade
- Mid-Term – Years 6 to 16 – 10-year planning horizon
- Long-Term Years 17 to 30 – 15-year planning horizon

PLAN AMENDMENT – EXTENDS LIFE FOR THE CRA UNTIL 2052

Projects and Initiatives Prioritization/Planning Stages

Criteria:

- Funding availability from dedicated or outside sources (aside from CRA funds)
- Magnitude of anticipated impact and multiplier effects
- Whether planning/design has already been undertaken or completed
- Project timing considerations independent of prioritization (e.g., TIGER grant improvements should be completed prior to Neighborhood Initiative commences)
- Ability to address health/safety concerns
- Degree of need
- Geographic distribution of projects in the ICRA area
- Priorities identified during annual work plan and five-year plan review

Big Picture Items/Cost Estimates

1. Sidewalk Master Plan

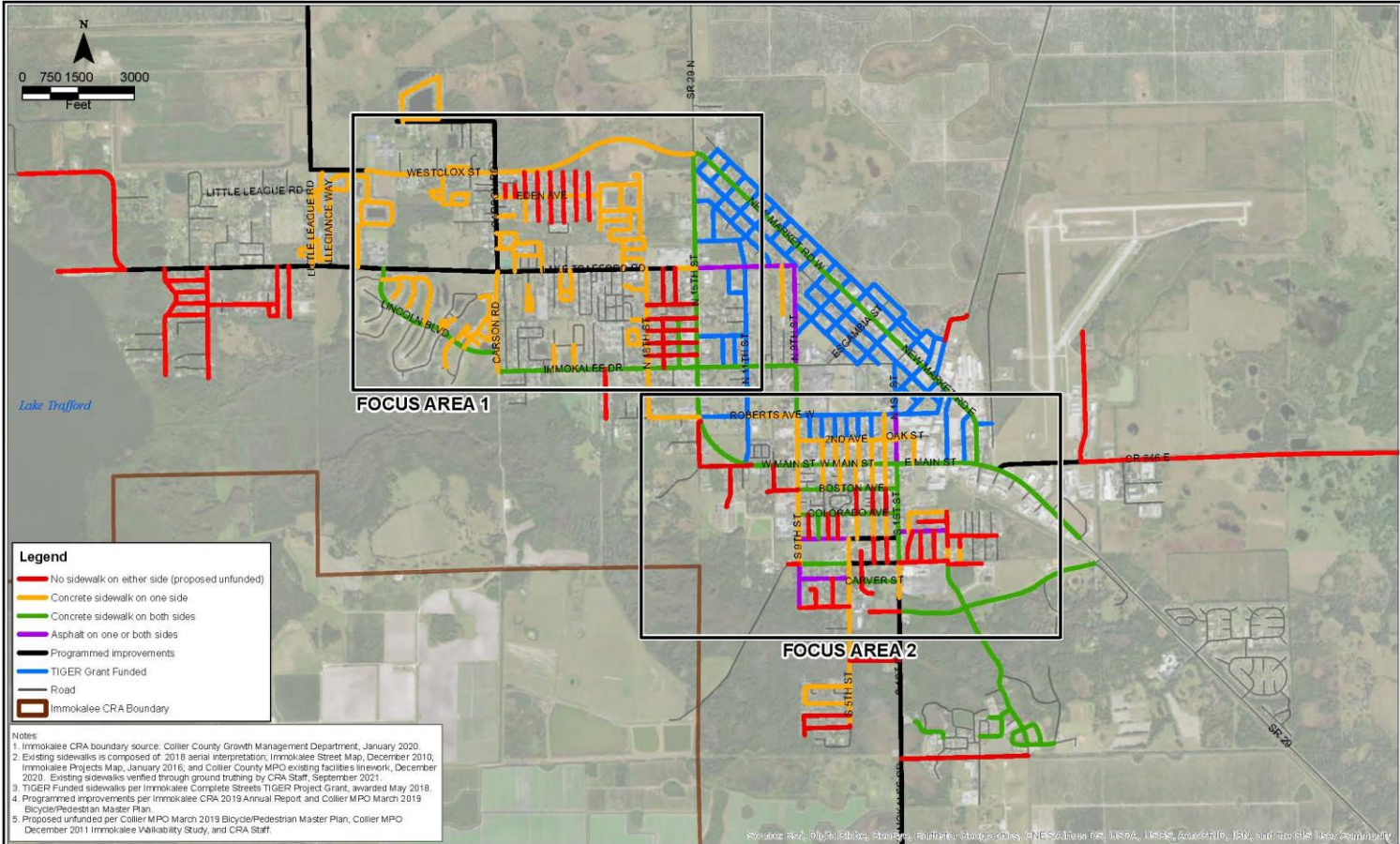
Focus Area 2 South – Phase 3 - \$1 million construction costs

Focus Area 2 other areas - \$11,560,000

Focus Area 1 - \$18,810,000

Other Areas - \$6,525,000

Sidewalk Master Plan



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Collier County, Florida



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Sidewalk Master Plan				
DATE	PROJECT NO.	FILE NO.	SCALE	SHEET
SEPT 2021	20200807-001		AS SHOWN	1

Big Picture Items/Cost Estimates

2. Cultural Center - \$3,740,000 Capital Cost - Assume 12,600 sqft building + land costs if necessary

3. Industrial Spec Site Development - \$5,210,000 – Assume 33,750 sqft building

4. Neighborhood Revitalization –

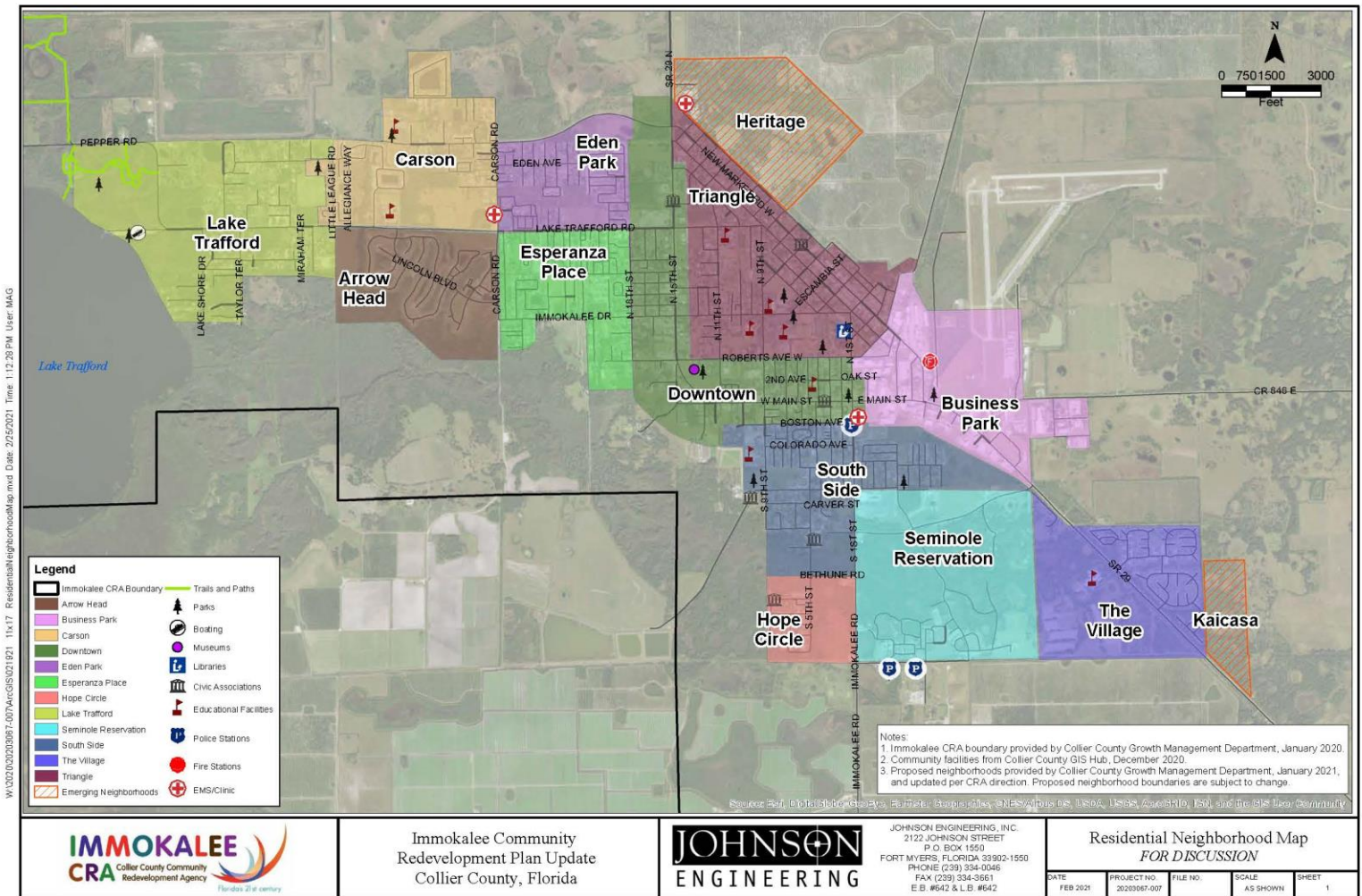
Area 1 – Eden Park – Capital Improvements - \$10 million

Area 2 – South Immokalee – Capital Improvements - \$10 Million

Plus Housing improvements/grants

Community Policing/Code Enforcement partnerships

Neighborhood Focus Initiative



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Residential Neighborhood Map
 FOR DISCUSSION

Project Financing:

Leveraging Funds:

TIF

MSTU

GRANTS

COLLABORATION/PARTNERSHIPS

Funding Projections TIF- Short Term (1 to 5 years)

TIF projection

Conservative Estimate – 3% Growth

Short Term Estimate - \$5.5 Million

- Implementation/Administration
- Capital and Program Project

TIF projection

Medium Estimate – 5%

Short-Term Estimate - \$5.9 Million

- Implementation/Administration Estimate
- Capital and Program Project Estimate

MSTU Projection - \$2.4 Million

- Capital
- Maintenance

Fund 111 - \$1.2 Million

- Maintenance

MSTU Projection - \$2.5 Million

- Capital
- Maintenance

Fund 111 - \$1.2 Million

- Maintenance

Funding Projections TIF- Mid Term (6 to 16 years)

TIF projection

Conservative Estimate – 3% Growth

Mid-Term Estimate - \$14.4 Million

- Implementation/Administration
- Capital and Program Project

TIF projection

Medium Estimate – 5%

Mid-Term Estimate - \$19.9 Million

- Implementation/Administration
- Capital and Program Project

MSTU Projection - \$6.1 Million

- Maintenance
- Capital

Fund 111 - \$2.9 Million

- Maintenance

MSTU Projection - \$7.4 Million

- Maintenance
- Capital

Fund 111 - \$3.5 Million

Maintenance

Project Priorities

Short-Term Capital Projects:

Infrastructure:

- Sidewalk South Immokalee Phase 3
- Main Street Enhancements
- First Street Corridor
- Lake Trafford Lighting
- Stormwater Master Plan Implementation

Parks and Recreation:

- Zocalo
- Dreamland

Mobility:

- Transit Amenities

Project Priorities

Short-Term Program Projects:

Housing:

- Infrastructure Improvements
- Mobile Home Replacement Initiative
- Housing Renovation Incentives
- New Construction Incentives

Economic Development:

- Regional Partnership
- Branding and Marketing
- TIF Incentives
- Broadband Initiatives
- TIF Incentives
- Retail Demand Analysis
- Retail Development Incentives
- Site Ready Incentives
- Main Street Initiative

Project Priorities

Short-Term Program Projects:

Cultivating Culture:

- Branding and Marketing

- Public Art

- Special Events

Neighborhood Revitalization Initiative:

- South Immokalee

- Eden Park

Redevelopment Plan Update Timeline

Online public survey & Community Kick of Meeting March/April 2021

Goal Validation Focus Group Meetings April/May 2021

CRA AB Workshop with Framework Maps May 2021
Develop Capital Project List for CRA funding

Redevelopment Plan Update Drafting Summer 2021

HERE →

Community Review Meeting &
CRA AB review Draft Redevelopment Plan

Oct-Dec 2021

← **HERE**

CRA AB endorse Final Redevelopment Plan

Jan 19th 2022

Planning Commission
Board of County Commissioners Adoption

February 2022
March 2022

Contacts



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