



2021 Annual Report





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Vision Statement

A rural community that provides safe and affordable multigenerational living opportunities, interconnected pedestrian and transportation connections, a pristine environment, and a thriving economy that celebrates a diverse culture.

Immokalee is a family oriented community that supports a healthy lifestyle. It is attractive, environmentally sustainable and offers a full range of housing, recreation and education opportunities to meet all residents' needs. Immokalee has a safe, well connected network to walk and bicycle about town, as well as a roadway network needed to support the transport of goods and services. Business and job opportunities flourish in trade and distribution, agribusiness, and ecotourism.

- Section 4 of Proposed 2022 Redevelopment Plan



My Home Immokalee

History

Immokalee is an unincorporated area in Collier County. Originally known as Gopher Ridge by the Seminole and Miccosukee Indians, Immokalee means “My Home” in the Mikasuki language, and also in Miccosukee, Mikisúkî or Hitchiti-Mikasuki, a Muskogean language. After starting as a cattle ranch town in the 1800’s it has grown to a culturally diverse rural agriculture community rich in history. The community is known as the prime producer of winter vegetables for the eastern United States.

Transportation

The Immokalee Regional Airport is a general aviation airport located one mile northeast of the central business district. This County-owned facility provides a great opportunity for business recruitment and economic diversification.

- Collier Area Transit (CAT) provides local bus service and para-transit.
- The main road through Immokalee is State Road 29.
- Other important county roads through the region are CR 29A (New Market Road) and CR 846 (Immokalee Road).

Community & Education

Immokalee is the center of the region’s agriculture industry and home to many families who work the vast fields that produce a large amount of the United States’ fresh produce.

The District School Board of Collier County is responsible for all public schools in Immokalee including five elementary schools, Immokalee Middle School and Immokalee High School. iTECH technical college and Bethune Education Center provide additional training. RCMA Charter School and Pace Center for Girls are also in the community and provide alternative education programs. Ave Maria University is approximately 6 miles away in the community of Ave Maria.

Demographics

U.S. Census Bureau 2020, 2015 - 2019 American Community Survey

- Population – 24,557
- Median age - 29 years
- Median household income - \$30,885

2021 Collier County Board of County Commissioners



Rick LoCastro
District 1



Andy Solis
District 2



Burt Saunders
District 3



Penny Taylor,
District 4,
BCC Chair & CRA
Board Co-Chair



William L. McDaniel, Jr.
District 5
BCC Vice-Chairman &
CRA Board Co-Chair

Local Redevelopment Advisory Board

Dr. Frank Nappo, Chair
Anne Goodnight, Vice-Chair
Michael Facundo
Estil Null
Andrea Halman
Frank Leon
Edward "Ski" Olesky
Yvar Pierre
Mark Lemke

Immokalee Beautification MSTU Advisory Board

Bernardo Barnhart, Chair
Andrea Halman, Vice Chair
Norma Garcia
Christina Guerrero
Peter Johnson
Cherryle Thomas
David Turrubiardez Jr

Meetings

Public hybrid meetings for the Immokalee CRA are held the third Wednesday of every month at 9:00 a.m. Public hybrid meetings for the Immokalee MSTU are held the fourth Wednesday of every month at 8:30 a.m. All meetings are at 750 South Fifth Street, Immokalee, Florida 34142 unless otherwise noticed.

CRA

Board Co-chair



William L. McDaniel, Jr.
District 5
BCC Vice-Chairman &
CRA Board Co-Chair

William L. McDaniel, Jr. was born in Franklin, Penn., on March 25, 1961, the eldest of three children. His mother, brother (a retired Marine Corps staff sergeant) and sister still live in the Franklin area. A 1979 graduate of Rocky Grove High School, William enrolled at Clarion State University, where he majored in accounting and computer programming with a minor in economics. To pay for college, William worked as a carpenter. A job building a stable (Naples Therapeutic Riding Center) brought him to Naples in 1981, and he has lived in the area ever since.

After moving to Naples, William became a licensed real estate salesperson and, in 1985, he became a licensed Realtor. He founded the Realty Company in 1987, which he manages today, focusing on the sale, management, and development of real estate in Southwest Florida. In 1998, he founded Big Island Excavating, Inc., a mining

company with an office located in District 5 in eastern Collier County. The company, which William manages today, has operated mines in four Southwest Florida counties (Collier, Lee, Hendry, and Charlotte). In 1999, William was a founding director of Marine National Bank. When the company was bought by Old Florida Bank in 2003, William was selected to represent the shareholders and to serve on the new board of Old Florida Bank, until its sale in 2007 to the Bank of Florida. William currently owns and operates Lazy Springs Recreational Park and employs more than 30 people.

Among his civic activities, William is currently the chairman of the Strategic Planning Committee of Goodwill of Southwest Florida and has served on the Board of Directors of that organization since 1998. He is founder of and the current president of the Corkscrew Island Neighborhood Association. From 2007 until early 2009, he served as the chairman of the Board of County Commissioners-appointed East of 951 Horizon Study Committee. He also served for two years on the Board of County Commissioners-appointed Rural Lands Stewardship Overlay Review Committee. In 2013, he was appointed by Gov. Rick Scott to the Collier County Housing Authority and served on that Authority until his election as Collier County Commissioner on November 8, 2016. He was re-elected to the Board of County Commissioners on November 3, 2020.

Advisory Board Chairs



Dr. Frank Nappo
Immokalee CRA Chair

- Board Member Emeritus Residential Options of Florida
- Past President of Immokalee Housing and Family Services
- Past President of Drug Free Collier
- Past President of the Naples Art Association



Bernardo Barnhart
Immokalee MSTU Chair

- Board Member of Immokalee Chamber of Commerce
- Past President of Immokalee Chamber of Commerce
- Member of Rotary Club of Immokalee
- Member of IHS Booster Club

CRA

Staff

Welcome to

Debrah Forester

Yvonne Blair

Marilyn Gijon

Christie Betancourt

Debrah Forester
Director, Collier County CRA

Debrah has over 25 years of experience in redevelopment, community planning, and economic development. She joined the team in 2017, coming from Charlotte County CRA. She is a member of the American Institute of Certified Planners since 1993 and earned designation as a Certified Redevelopment Administrator.

Christie A. Betancourt
Operations Manager

Christie has worked for Collier County for 21 years. She joined the team in 2008 and manages the day-to-day operations.

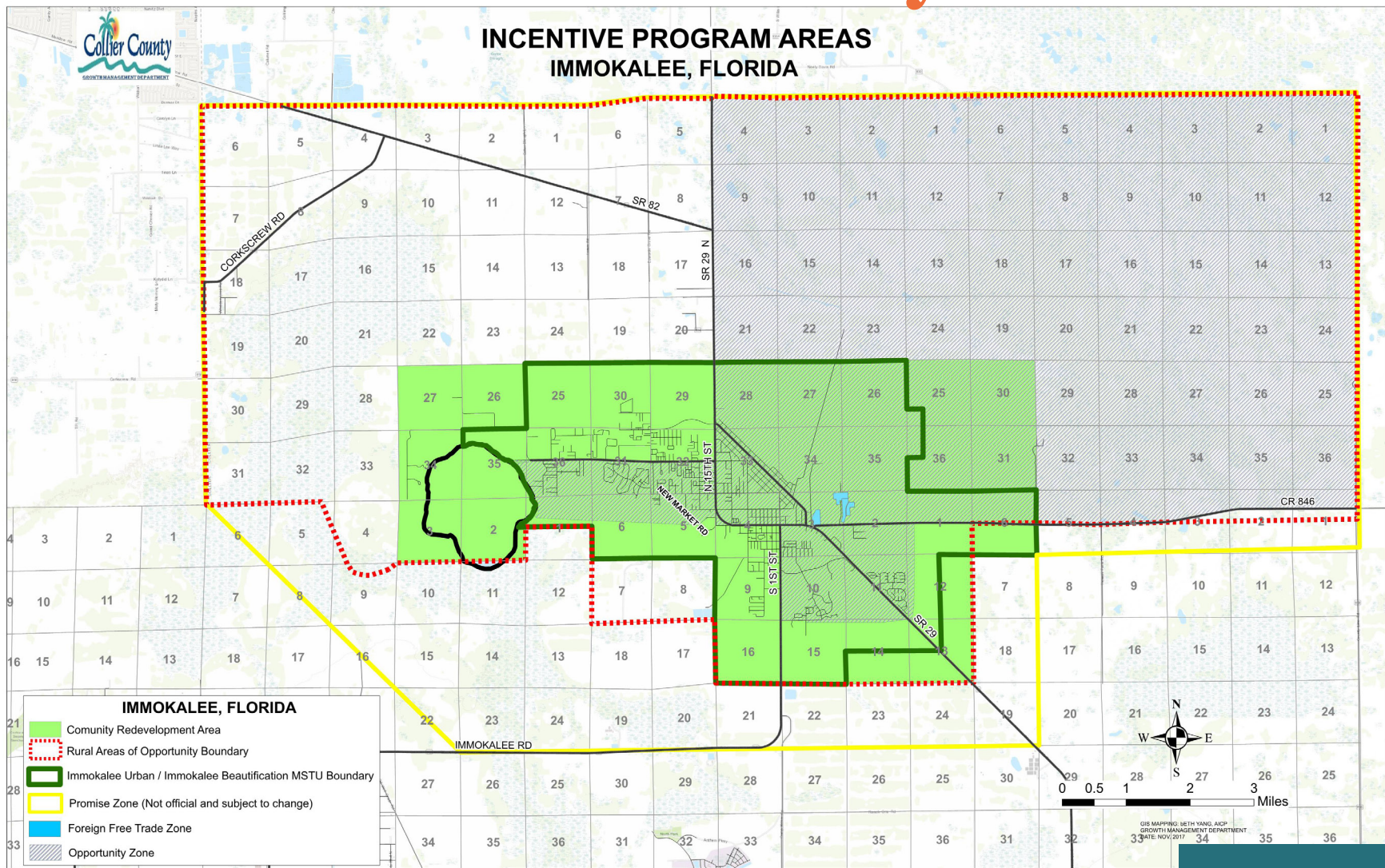
Yvonne Blair
Project Manager

Yvonne joined the Immokalee CRA Team in September 2020. She has over 25 years of sales experience including key roles with Premier Sotheby's International Realty and WCI.

Marilyn Gijon,
Administrative Assistant

Marilyn joined the CRA Team in September 2021, She is tasked with assisting with active community projects and providing the community with public meeting information.

CRA & MSTU Boundary



Immokalee

What is a CRA?

Community Redevelopment Agency (CRA) refers to a public entity created by Collier County to implement the activities outlined under Chapter 163 of the Florida Statutes. The Board of County Commissioners (BCC), is the ex-officio governing Board of the CRA.

On March 14, 2000, the BCC adopted Resolutions 2000-82 and 2000-83, establishing the Collier County CRA and identifying two areas within unincorporated Collier County as areas in need of redevelopment. On June 13, 2000 the BCC adopted Resolution 2000-181 adopting the Community Redevelopment. The Plan lays out the framework of goals, objectives, and strategies to support the community vision. The first amendment to the plan was approved on April 23, 2019.

In 2016, Resolution 2016-198 was adopted to revise the bylaws to clarify the membership and terms of office of the Immokalee Local Redevelopment Advisory Board. The purpose of this nine-member committee is to be the primary vehicle for community and professional input to the CRA for matters relating to the Immokalee Redevelopment Area. Terms are for three years.

How is CRA funding created?

Property values in the CRA are capped, or frozen, at the assessed value for an established base year (2000). Thereafter, any tax revenues due to increases in property values in excess of the base are dedicated to the redevelopment area. The generated revenue is known as tax increment financing (TIF) and is used in the Immokalee CRA to leverage its redevelopment efforts. The 2000 frozen tax base for the Immokalee Community Redevelopment Area is \$148,645,590. The tax value for FY 2021 was \$363,739,441, which is a \$215,093,851 increase in total property values since 2000. This incremental increase resulted in a TIF revenue of \$893,300 for 2021.





Plan Updates

Since the adoption of the 2000 Redevelopment Plan, much has changed within the Immokalee redevelopment area. In April 2019, the first amendment of the redevelopment plan focused on the Bayshore Gateway Triangle redevelopment area. The Board directed staff to update the plan to reflect the changes and needs in the Immokalee Community Redevelopment Area (ICRA).

Staff issued Notice to Proceed to Johnson Engineering on December 1, 2020 to provide planning support services for the Immokalee Community Redevelopment Plan. This effort is specific to Section 4 of the Collier County Community Redevelopment Agency Community Redevelopment Plan, amended May 2019. The Immokalee Community Redevelopment Plan will be prepared consistent with the policies of the Immokalee Area Master Plan adopted as part of the County's Growth Management Plan on December 10, 2019.

From February 2021 through August 2021, staff began an online survey with a variety of questions to solicit public input on the following topics: Cultural Survey, Recreation Survey, Housing Survey, Economic Development Survey, and Transportation Survey. A Community Kick-off Hybrid Meeting was held in March 2021. The community input meeting was held in December 2021 and it highlighted the goals, objectives, and strategies. Goals included Celebrating Culture, Economic Development, Housing, Infrastructure, and Plan Implementation/Administration.

The next step is CRA endorsement of the Final Redevelopment Plan, which is tentatively set for February 2022. Planning Commission will be April 2022 and Board of County Commissioners Adoption will be May 2022.

Immokalee Impact Fee Installment Payment Pilot Program

On July 11, 2017, the BCC adopted Ordinance 2017-34 that established an Impact Fee Installment Payment Pilot Program for the Immokalee CRA. The ordinance provides an alternative to paying impact fees in full as a prerequisite for the issuance of a Certificate of Occupancy.

A fee payer may pay impact fees in installments rather than a lump sum by entering into an impact fee installment payment program agreement with Collier County. This arrangement allows installment payments as a special assessment levied as non-ad valorem tax against the subject property. The program took effect October 1, 2017. The program was modified in July 2021.

The program is for areas within the Immokalee CRA Boundary.

- Pay your impact fees in installments over 30 years.
- Available for single-family, multi-family and commercial projects.
- Non-ad valorem special assessment on property tax bill. 2.24% fixed interest rate (2021 applicants).
- An approved agreement must be executed and recorded prior to issuance of a Certificate of Occupancy or payment of impact fees.
- Assessment is superior to all other liens, titles and claims, except state, county and municipal taxes.

Immokalee Community Redevelopment Area (ICRA)

Collier County Opportunity Zone Program:

Low Tax Opportunity Zones, established by the federal Tax Cut and Jobs Act of 2017, encourage long-term investment and job creation in targeted communities by reducing taxes for many job creators. They enhance the ability to attract businesses, developers and financial institutions to invest in targeted areas by allowing investors to defer capital gains taxes through investments in federally established Opportunity Funds.

These zones allow private investors to support distressed communities through private equity investment in business and real estate ventures. The incentive is deferral, reduction and potential elimination of certain federal capital gains taxes. U.S. investors hold trillions of dollars in unrealized capital gains in stocks and mutual funds alone, a significant untapped resource for economic development. Immokalee has 3 Census Tracts included in the Opportunity Zone. The Immokalee Regional Airport has parcels of shovel-ready land in the Opportunity Zone.

Projects

CERTIFIED SITE
A FEDERAL OPPORTUNITY ZONE PROGRAM
Collier County

Immokalee Regional Airport

Land Information:
Located in a federal Opportunity Zone
Free-Trade Zone Site 213-3
960 Acres

Transportation:
Commercial Airport: SWFL International
36 Miles to SWFL Airport
Travel Time: 60 minutes
Closest interstates: US 41 (N-S), I-75 (E-W)

50-Mile Radius from Property:
Population: 1,151,244

Land Uses:
Commercial and industrial
Agriculture
Construction
Manufacturing
Transit
US Postal Service
Communications
Wholesale Trade
Public administration
Recreation
Aircraft hangars
Storage facilities
Fueling facilities

Available Sites & More Info

ICRA Projects Cont.

Florida Heartland Economic Region of Opportunity (FHRO)

In 2021, the CRA was awarded through FHRO a Department of Economic Opportunity (DEO) Grant totaling \$13,540 for Professional Services to develop a site improvement plan for a parcel on Airpark Blvd. The proposed scope of work includes general consulting, engineering, planning, and survey services to evaluate the subject site for commercial development.

The CRA was also awarded through FHRO a DEO Grant totaling \$7,700 for Professional Services for assessment of retail demand in the Immokalee Community.

On June 28, 2021, Governor DeSantis issued Executive Order Number 21-149 which re-designated the South-Central Rural Area of Opportunity (RAO) for another five-year term with an expiration date of June 28, 2026.

Zonda



IMMOKALEE RETAIL DEMAND ASSESSMENT
Florida Heartland Economic Region of Opportunity
April 2021

Commercial Façade Grant Program

In accordance with Objective 1.2 in the Immokalee Area Master Plan, the CRA continued to provide financial incentives to businesses in Immokalee via the Commercial Façade Improvement Grant program. The CRA implemented the Program in October 2008. Since that time, 17 façade grants have been awarded to local businesses for a total of \$294,621.67.

Eligible applicants may receive grant funding up to \$20,000 as reimbursement, using a one-half (1/2) to 1 match with equal applicant funding for façade improvements to commercial structures.



What is a MSTU?

A **Municipal Service Taxing Unit (MSTU)** is a funding mechanism where community members, with Board approval, assess themselves to make improvements to their neighborhood and/or community area and provide additional services based on community desires.

This seven-member committee was established by Ordinance No. 11-39, as amended by Ordinance No. 20-47, to assist the Board of County Commissioners in the business affairs of the Immokalee Beautification Taxing District and prepare and recommend an itemized budget to carry out the business of the district for each fiscal year. The CRA serves as administrator of the Immokalee MSTU.

Membership on the advisory committee represents the population within the Immokalee Beautification Taxing District. Members must be electors of Collier County and qualify in one of the following categories: Four members must be permanent residents within the MSTU and three members may be an owner of a business or commercial property within the MSTU or may be an appointed representative of a non-profit entity operating within the MSTU. Terms are four years.

How is MSTU funding created?

The MSTU's enabling ordinance establishes the maximum millage rate that can be levied to implement the mission of the MSTU. Annually, the Board of County Commissioners approves the millage rate and budget to implement the yearly work plan.



Immokalee MSTU Projects



Landscape Maintenance Contract

Services of the Immokalee Beautification MSTU consist of managing the maintenance of all public areas along Main Street (SR 29) and First Street (CR 846) within the limits of the Immokalee Urban Area. A&M Property Maintenance, a local Immokalee vendor, has been providing great service by performing various maintenance and repair services, such as lawn mowing, sidewalk and gutter cleaning, landscape maintenance, irrigation system management, and installing banners and holiday decorations.

Additional incidental services are performed on an as-needed basis such as delivering plants to Main Street and the historical cemetery for April 22nd Earth Day, installation of white marble rocks as part of a pilot beautification program in July, repair pavers and removal of damaged benches on Main Street in September. Brackets were installed on new street poles for banners and holiday angel street pole decorations were added in November. New plantings were installed at the Triangle monument sign in August 2021 and at the 1st Street monument sign in November 2021. Monthly observation (walking) tours are conducted with the Contractor, CRA Staff, Public, and CRA/ MSTU Board members.

Immokalee MSTU Projects

Welcome Sign - Before

In 2018, the MSTU board approved two monument designs from Q. Grady Minor & Associates, P.A. for monuments located at the Farm Workers Village entrance (Panther Crossing) on SR 29 and on the corner of South 1st and East Eustis Avenue located across from the Seminole Casino Hotel Immokalee. In late 2019, Lykins Signtek was awarded the construction contract to do repairs to the monument located on SR29 and New Market Road and to replace the monument located on South 1st Street and East Eustis Avenue.

New Market & Westclox SR29 - Triangle Area



1st Street and Eustis Avenue



Welcome Sign - After

Artist, Ms. Cantu completed the mural on the sign located downtown on First Street and Eustis Avenue. The installation of the lighted lettering and landscaping was completed on March 1, 2021. The sign on the corner of State Road 29 and New Market Road was installed on June 6, 2021, and landscaping completed on August 2, 2021. Currently, construction on the Panther Crossing sign is on hold until the needed easement acquisition is finalized.

New Market & Westclox SR29 - Triangle Area



1st Street and Eustis Avenue



Immokalee MSTU Projects

First Street Corridor Conceptual Plan

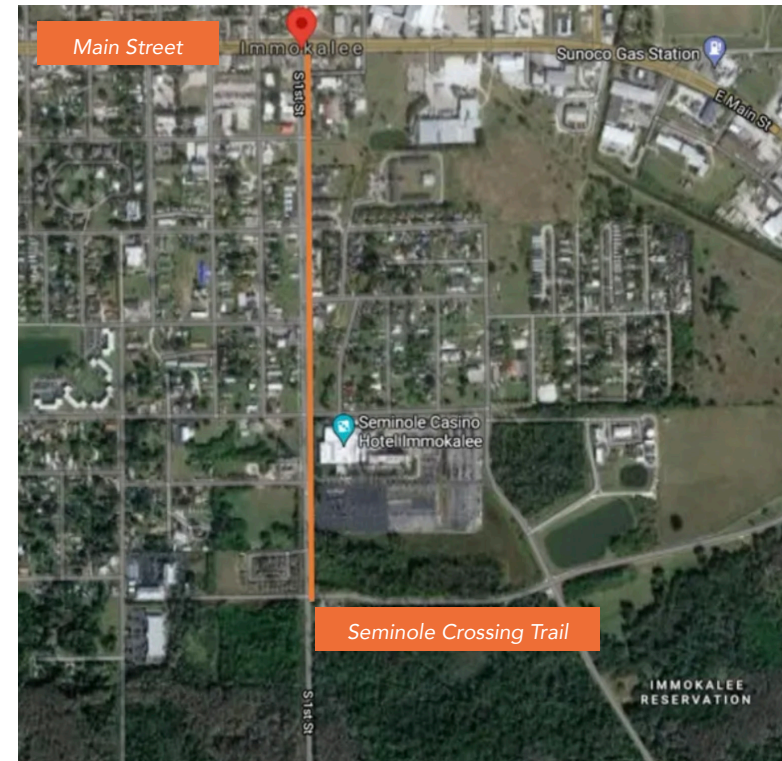
In 2020, Q. Grady Minor & Associates, P.A (Grady Minor) was hired to provide professional services for future street lighting and pedestrian safety improvements along South First Street (from Main Street to School Road/Seminole Crossing Trail). This work included feasibility studies and conceptual plans for the purpose of relocating existing decorative light poles, considering the future street lighting and pedestrian safety improvements. Additionally, it included reviewing and providing recommendations for the location of new pedestrian crosswalks, and the location of new landscape and hardscape elements. Estimated construction costs and long-term maintenance costs were included with the feasibility studies.

In 2021, Grady Minor provided the final Conceptual Plan Report that recommends the installation of Rectangular Rapid Flashing Beacons at the three crosswalks and 11 additional Collier County Traffic Operations light poles. ICRA Staff has coordinated with Collier County Traffic Operations and Public Transit during the development of the conceptual plan and their input is reflected in the final plans. Additional sidewalk connection on the east side of South First Street from the bus stop located south of Carver Street to Eustis Avenue will be evaluated during the design phase of this project.



First Street Bus Shelter

South First Street Immokalee, Florida



The CRA will use the Collier County Purchasing Department guidelines along with Grant Compliance to procure the services of the professional Engineering firm to create a design for the project. The estimated cost for design is \$250,000 and staff is applying for FY2022/2023 CDBG grant funds for the design portion of this project.

Having 100% design and permitted plans will allow this project to be considered “shovel-ready” which will better position the CRA to leverage ICRA funds with other funding opportunities for construction.

Immokalee Sidewalk Project

Carver Street and S. 5th Street (Phase II)

In August 2020, Coastal Concrete was awarded the contract of \$821,756 to construct sidewalks and drainage along both sides of Carver Street and a portion of South 5th Street. Construction began in September 2020 and was completed on April 7, 2021 under construction budget of \$744,590.99.

Total project cost was \$904,597.74.

Funding sources were HUD CDBG grant fund \$676,365 and the CRA/MSTU allocated \$228,232.74 fund for CEI, design and the remaining construction cost for the project.



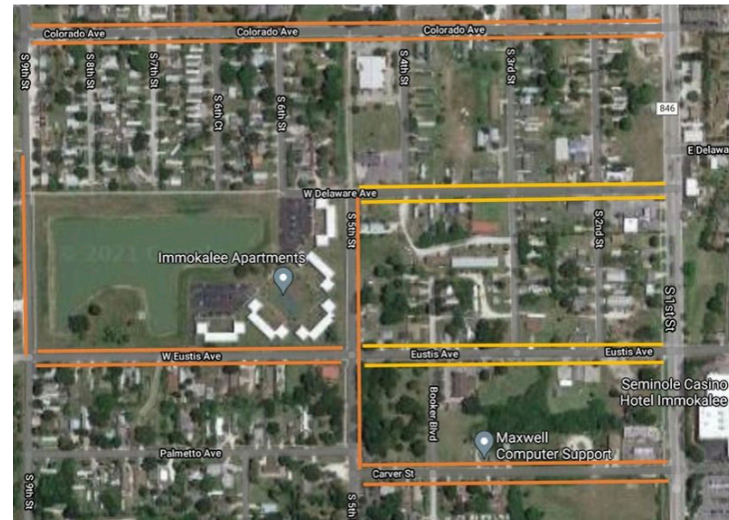
Immokalee Sidewalk Project

Eustis and West Delaware (Phase III)

Phase III will consist of constructing 6-foot-wide concrete sidewalks (approximately 2500 linear feet) as well as drainage improvements associated with the sidewalks, along Eustis Street and W. Delaware from South 5th Street to South 1st Street.

Agnoli, Barber and Brundage (ABB) has been selected to complete the design and permitting for this project. CRA is moving forward with potential grant opportunities for future funding to construct the improvements. The total cost for the Eustis & Delaware Project (design and construction) was estimated at \$1.14M. The Immokalee Beautification MSTU and the Immokalee CRA will partner on this project.

Notice to proceed was issued on August 16, 2021 with an estimated completion date of February 2023. The right-of-way mapping and initial field survey are completed. ABB is scheduling a site visit for survey confirmation and moving into design work.



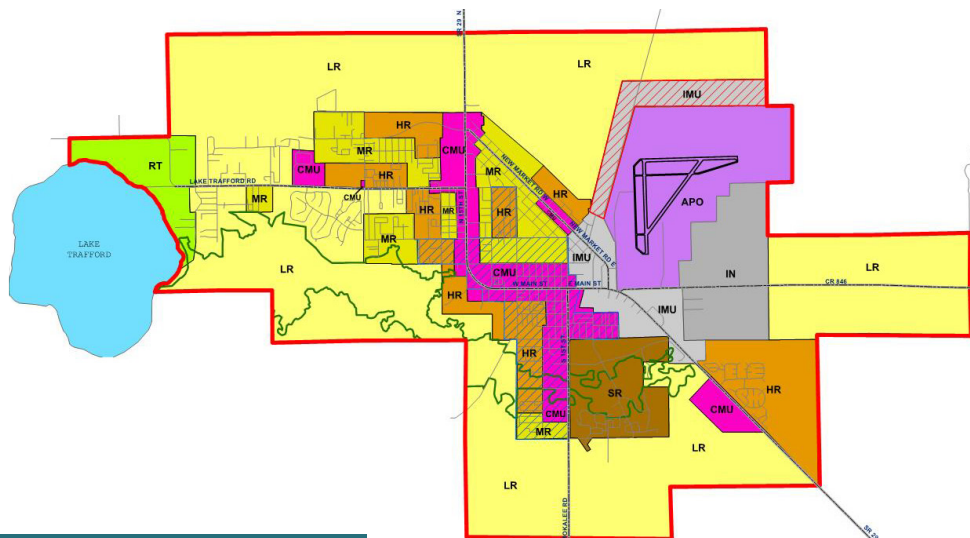
Joint Community Projects

Immokalee Area Master Plan (IAMP)

The Immokalee Area Master Plan is a component of the Collier County Comprehensive Plan. Originally adopted in 1987, the IAMP provides the guiding goals, objectives and policies for land use in the community. On December 10, 2019 the Board of County Commissioners (BCC) adopted the amended plan by Ordinance 2019-47.

- Implementation schedule was provided at the November 2020 Meeting.
- County staff discussed IAMP Policy 6.1.3 Downtown Pedestrian Amenities and 3.1.4 Central Business District at the March 17, 2021, CRA Meeting.
- First LDC Workshop was held on May 19, 2021, following the CRA meeting.
- Next steps are being coordinated with county staff.

Immokalee Future Land Use Map



Pedestrian Safety Project, SR 29 (Main Street) from N. 1st Street to N. 9th Street

Florida Department of Transportation (FDOT) partnered with the Community Redevelopment Agency (CRA) and the Municipal Service Taxing Unit (MSTU) to program a project on SR 29 in Immokalee due to a history of high bicycle and pedestrian crashes and activity.

The purpose of the project is to increase pedestrian and bicyclist safety and consists of installing two Rectangular Rapid Flashing Beacons (RRFB), signing and pavement marking improvements, reconstruction of the lighting system, constructing a new signal at 3rd Street, drainage improvements, and sidewalk enhancements. The project is estimated at \$1.85 Million.

FDOT paid the cost to install 30 standard LED light poles. The MSTU provided \$125,342 to FDOT for installation of holiday attachments on 30 light poles and all efforts associated with adding the attachments, including banner arms, GFCI outlets, additional conductors, mobilization and maintenance of traffic.

The contractor removed 52 of the existing blue light poles for storage. Staff is coordinating the relocation of existing stored light poles for future local projects.

Construction began in May 2020 and was completed in March 2021. The FDOT Project Manager for this project was Josephine Mak.

Joint Community Projects

Pedestrian Crosswalk 5th - 1st Street



Pedestrian Crosswalk 9th - 6th Street



Funding Sources

FHWA Grant Funds - \$13,132,691
 County Match Funds - \$3,283,173
Total - \$16,415,864

*On February 8, 2022 the BCC awarded the design build contract in the amount of \$22,869,280. The County's total contribution increased to \$9,736,589.

Transportation Investment Generation Economic Recovery (TIGER) Grant

It includes design and construction of 20 miles of concrete sidewalks, a bike boulevard network, a shared-use path, street lighting, bus shelters, a new transit center, landscaping, drainage improvements, and intersection and traffic calming retreats.

Collier County has provided the CRA with an overview of estimated schedule with milestones. The design/build portion of this project is set to start Spring 2021 and construction is set to be substantially completed in Winter 2023.

Stormwater Improvements

The original Immokalee Stormwater Master Plan (ISWMP) was prepared by H.W. Lochner (2005). Camp Dresser & McKee (CDM) was contracted in 2010 to prepare construction plans for the Downtown Immokalee and Immokalee Drive projects plus update the ISWMP. On November 28, 2018 county staff presented the follow-up analysis.

Lake Trafford Road Area

The single negotiated contract for designing both the stormwater treatment facility in the SE corner (Tract 3) of Arrowhead Reserve and the pathway and needed drainage improvements along Lake Trafford Road from Little League Road to Tippins Terrace was applied for by the Board of County Commissioners in 2021. County staff is looking at phasing the construction, with Phase 1 being the Arrowhead Tract 3 site and Phase 2 being the pathway and drainage west of Little League Road. Design for Phase 1 was completed in 2021 and construction is tentatively scheduled to begin in the last quarter of 2022. Phase 2 design is anticipated to begin in 2022.



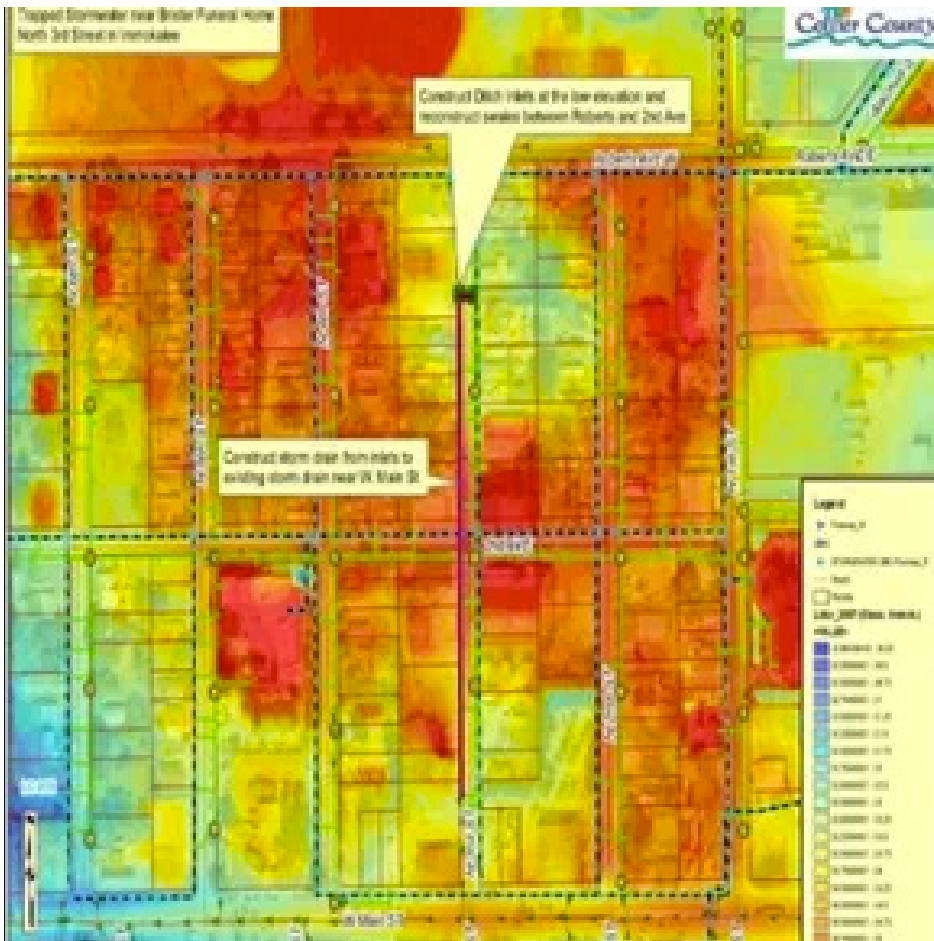
Madison Avenue Channel Project

On the northeastern side of Immokalee, county staff obtained BCC approval to purchase a 6-acre parcel east of the Immokalee Foundation Career Path Learning Lab site. That site will provide a pond site to improve stormwater quality from the outfalls along Madison Ave. Additionally, county staff is working with FDOT's design firms to coordinate the alignment of the SR-29 bypass loop so they can avoid having to route the stormwater from the Madison Avenue channel all the way around the north and east sides of the airport.

Stormwater Improvements

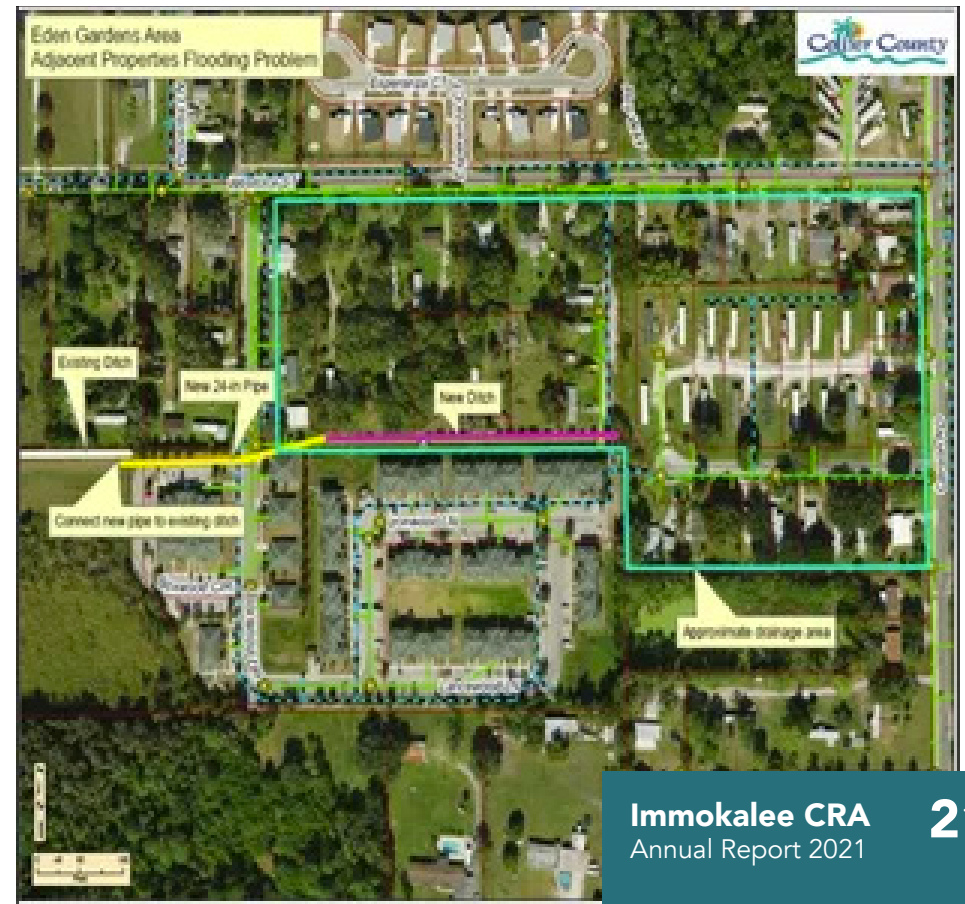
North 3rd St. and Westclox St. Project

The North 3rd Street Drainage proposed project is located on North 3rd Street between 2nd Avenue and Roberts Avenue West. The project would include roadside swales, installation of inlets on 3rd Street, construction of a storm drainpipe system to alleviate ponding and allow conveyance southward to the storm drain system on West Main Street. Cost for repairs is estimated at \$600,000. The grant funding contract is now finalized, and the project is entering the contractor bidding phase.



Eden Garden Bypass Drainage Improvement Proposed Project

The Eden Garden Bypass Drainage Improvement proposed project is located in the area south of Westclox St., east of Boxwood Dr., west of Carson Rd., and generally north and northeast of Eden Gardens. The project will construct a new ditch along the northern boundary of Eden Gardens, install a 24" pipe under Boxwood Dr. to tie into the existing ditch along the northwest boundary of Eden Gardens to convey flows further west. Cost for repairs is estimated at \$600,000. The County applied for CDBG-DR grant funding for this project.



Road Projects



Rendering of roundabout

SR 82 Road Widening Project Gator Slough Lane to SR 29

In 2019, the Florida Department of Transportation (FDOT) contractor, Ajax Paving Industries of Florida began work to widen SR 82 from Gator Slough Lane to SR 29. This project will widen the roadway from a two-lane undivided roadway to a four-lane divided roadway, allowing for a future six-lane roadway. The construction of the roundabout at the intersection of SR 82 and SR 29 is expected to open in February 2022.



Lake Trafford Road Projects

Design for Projects 1&2 (Lake Trafford) started in 2021.



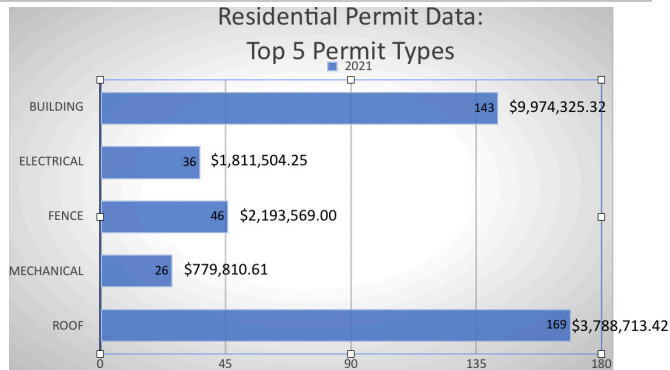
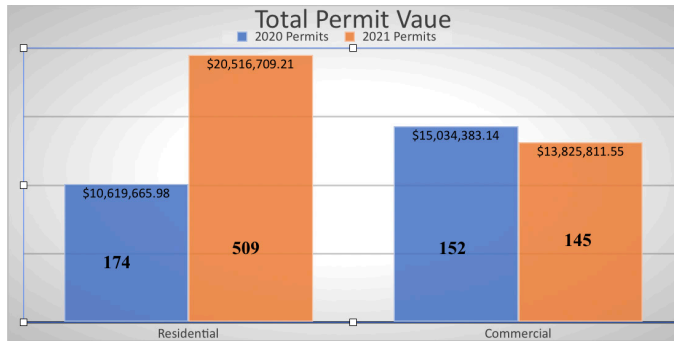
Carson Road Project

Safe Route to School: Eden Park Elementary

- 6' Sidewalk on the south and west side of the road.
- Construction costs \$663,000.
- Funded with Safe Routes to School funds in FY 21/22.
- Construction in FY 22/23
- Adding time to the contract, a stop work order was issued until Change Order is approved.

Development Highlights

2021 was a busy year for both business development and expansion, as well as infrastructure improvements in the community. Due to Covid-19 Staff, the CRA and MSTU advisory boards were not able to attend various ribbon-cutting ceremonies but provided virtual support.



O'Reilly Auto Parts – 1004 North 15th Street (SR29)
Construction started in July 2021.



Dollar General - New Constuction on Main Street



Arrowhead Development - A&R Builders of SWFL Inc.



Development Highlights

Guadalupe Center van Otterloo Campus for Learning

The Guadalupe Center broke ground on October 30, 2020 for a new educational campus that will create lasting, transformational change for students in Immokalee. The van Otterloo Family Campus for Learning will feature two academic buildings with multiple classrooms, a library, learning lab, cafeteria and kitchen, playground, administrative offices, mentor lounges, commons areas, a medical and dental suite, outdoor gardens and a student wall of fame.

The campus will accommodate up to 154 students in Guadalupe Center's Early Childhood Education Program, as well as 125 high school students in the college-preparatory Tutor Corps Program. Guadalupe Center named the campus in honor of Rose-Marie and Eijk van Otterloo, whose generous \$5 million matching gift helped launch the project and inspired others to give. Within the campus, Brynne & Bob Coletti Hall will become the new home for the Tutor Corps Program. Barron Collier Companies donated 9.5 acres for the new campus.



Guadalupe2020 Center Building Endless Possibilities & Beyond VAN OTTERLOO CAMPUS VIEW OF MAIN ENTRY

CORBAN ARCHITECTURE AND DESIGN

Immokalee Fair Housing Alliance (IFHA)

The Immokalee Fair Housing Alliance proposed housing development consists of 8 buildings with 16 apartments each or 128 units in all. Construction will progress in phases. Housing units will be two and three bedroom apartments ranging in size from about 750 to 950 square feet. Land clearing started in September 2021. Groundbreaking was held on November 10, 2021. Construction is underway.



Habitat for Humanity of Collier County Kaicasa Housing Development

Kaicasa will be located at the Southeast corner of Immokalee, on State Road 29 as you enter the agricultural village from the south. The new affordable community will sit adjacent to the existing Farm Workers Village: subsidized housing built in the 1970s for local and migrant farm workers that is often criticized for its conditions. Many Habitat Collier partner families have lived there prior to purchasing their homes. Once complete, this neighborhood will boast nearly 280 homes, making it the largest Habitat subdivision in the country.



- Two-story home design
- Three & Four-unit configurations
- Contemporary style architecture
- Affordable, no-interest mortgages
- Three and four-bedroom, two-bath homes
- Great room design
- Single-car garage



Ten years. Three Phases.

Projected Phase Progress: (estimated to begin late 2022)

Phase 1: approximately 126 home

Phase 2: approximately 110 homes

Phase 3: approximately 44 homes



Kaicasa Bridge Entrance Complete

Immokalee Foundation Learning Lab 18-home subdivision

The Immokalee Foundation Learning Lab 18-home subdivision is currently under construction. Collier Enterprises donated the 8.3 acres of land for a housing subdivision that will serve as a hands-on learning laboratory for students in the foundation's program, Career Pathways: Empowering Students to Succeed. BCB Homes, is serving as the general contractor.

On July 13, 2021, The Board of County Commissioners directed staff to develop a workforce development grant agreement with The Immokalee Foundation to offset development costs on the housing subdivision for the Career Pathways Learning Lab, in the amount of \$500,000.



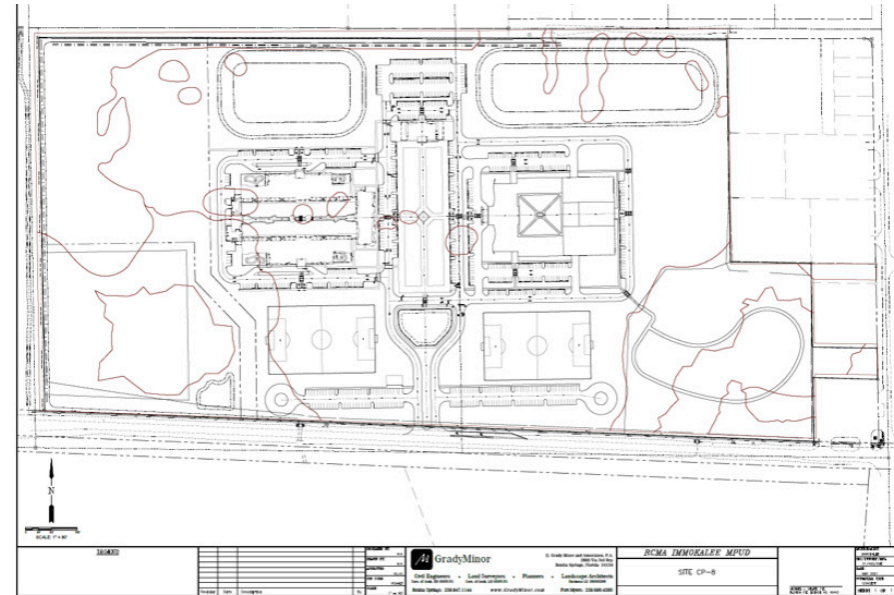
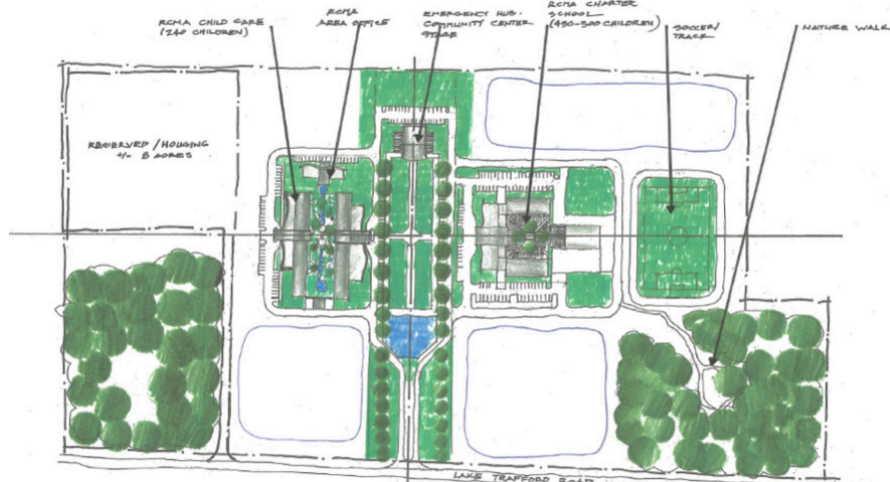
First home owners December 2021



Development Highlights

Redlands Christian Migrant Association (RCMA) Childcare Development Center and Community Hub

The RCMA proposed childcare center and community hub consist of childcare classrooms, area office, and playground. The development will accommodate 234 children and 30 employees. RCMA will be presenting the project to the CRA Advisory Board at a future meeting.



Casa San Juan Diego Multi-Family Affordable Housing Development National Development of America, Inc.

The proposed Casa San Juan Diego Multi-Family affordable housing development in Immokalee is a partnership between the National Development of America, Inc. and the Diocese of Venice to develop 80 affordable rental units on 9.6 acres of land adjacent to Our Lady of Guadalupe Church. National Development of America, Inc. has applied for grant funding to build the Casa San Juan Diego development in Immokalee.



Casa San Juan Diego will only be 2 story units

Casa Amigos – Farmworker units at Esperanza Place

A 96-bed, 28-unit rental community at Esperanza Place. The shared-housing model enables unrelated adults to share rental apartments through individual rather than household leases. Residents enjoy landlord-paid utilities, basic furnishings and service-enriched living at a monthly cost ranging from \$225 to \$250 per month per person. This is Rural Neighborhood’s 4th shared housing venture.



Everglades Distillers Ribbon Cutting

A veteran / family owned and operated distillery aimed at crafting a variety of Ultra Premium Spirits with Florida Appeal located on Airpark Blvd.



Proposed 7 Eleven at corner of 9th and Main Street

The original proposed development was approved by the CCPC on May 6, 2021. PUD was approved under Zoning Ordinance 21-22 and Resolution 21-116 for 4,650 SF store, 1,000 sf car wash and 16 unleaded and 4 diesel fueling positions. 7 Eleven is requesting to amend PUD to add a drive through and remove car wash.

At the October 20, 2021 CRA meeting the advisory board voted unanimously to support requested changes to remove car wash and add drive thru.



Immokalee Fire Station #30 Ground Breaking



Seminole Trading Post Ground Breaking

Remembrance

Monica Ayala (Acosta)



1972 - 2021

Monica was a cherished mother, grandmother, sister and friend. She worked as the Administrative Assistant for the CRA since June 2019. She enjoyed loteria (bingo) and dancing to Tejano music. She made a lasting impression on all who knew her and will never be forgotten.

Monica is survived by her daughter Mireya Acosta, 2 sons; Marvin Ayala and Gabriel Acosta, 5 grandchildren, 2 sisters; Marlene Ayala and Magda Ayala, 1 brother Mario Ayala along with many nieces, nephews, and cousins.

She was born in Naples Florida to father Humberto Ayala and mother Amparo Gomez Ayala on November 27, 1972.

Francisco "Frankie" Leon



1961 - 2021

Frankie was a strong, kindhearted man. He was loved by many. He served on the Immokalee CRA Advisory board since April 2019.

He is survived by Rosa Sierra (Mother), Bonnie Mckinney (Daughter), Emmanuel Leon (Son), Melanie Leon (Daughter) and Theresa Medina (Spouse)

Frankie was laid to rest in Naguabo, Puerto Rico.

Community Outreach



Earth Day 4/22/2021



Earth Day 4/22/2021



Christmas Tree Lighting 12/9/2021



Christmas Tree Lighting 12/9/2021



Earth Day 4/22/2021



Lipman Backpack Event 8/7/2021



Immokalee Culinary Accelerator Tour 6/18/2021



Project Status Report

REDEVELOPMENT GOALS/OBJECTIVES	PLAN PAGE REFERENCE	RELEVANT PROJECTS	INITIATED	STATUS	CRA AMOUNT*	MSTU BUDGET	OTHER**
ECONOMIC DEVELOPMENT GOAL							
LAND USE PLANNING							
Collier County Community Redevelopment Plan	4.4 -27	Immokalee Redevelopment Plan updates	Initiated in 2020.	Efforts specific to Section 4 of the plan, amended in 2019. Public Hearing Process February 2022. Adoption scheduled for May 2022.	\$95,310		
Collier County Growth Management Plan	4.4 -27	Immokalee Area Master Plan adopted updates	County staff prioritized implementation schedule.	County staff initiated according to priority.			
DEVELOPMENT							
Streamline and clarify development process	4.4 -27	Commercial Façade Grant Program	Initiated in 2008. CRA provides financial façade incentives to businesses in Immokalee area up to \$20,000.	On-going; will be revising grant policies.	\$80,000		
Streamline and clarify development process	4.4 -27	Sweat Equity Commercial Grant Program	Initiated in 2015. CRA provides financial material cost incentives to businesses in Immokalee area up to \$1,000.	On-going; will be revising grant policies.	\$20,000		
Streamline and clarify development process	4.4 -27	Economic Development Incentive Program			TBD		
Streamline and clarify development process	4.4 -27	Florida Heartland Economic Region of Opportunity (FHRO) Site Improvement Plan DEO Grant					\$13,540
Streamline and clarify development process	4.4 -27	Florida Heartland Economic Region of Opportunity (FHRO) Retail Demand Analysis DEO Grant	Initiated in February 2021	Retail Demand Analysis Study was completed in August 2021.			\$7,770
Economic Development Strategy	4.4 -27	Economic Development Strategy					
INFRASTRUCTURE (TRANSPORTATION, CONNECTIVITY, & WALKABILITY)							
Increase safety, comfort, and connectivity for pedestrians	4.4 -27	Immokalee Sidewalk Project - Phase II - Carver & S. Fifth Street	Design was completed in 2020.	Construction began in September 2020 and was completed in April 2021.	\$133,554	\$94,679 (FY20)	\$676,365
Increase safety, comfort, and connectivity for pedestrians	4.4 -27	Immokalee Sidewalk Project - Phase III - W. Eustis Ave. and Delaware Ave.	Design was started in August 2021.	Design is expected to be completed June 2022.	\$250,000	\$114,763	
Increase safety, comfort, and connectivity for active transportation modes	4.4 -27	TIGER Grant Coordination - Lighting Improvements	MSTU to pay for Utility fees.	Construction fund allocated for upcoming years from CRA and MSTU.			
Increase safety, comfort, and connectivity for active transportation modes	4.4 -27	Main Street Conceptual Plan Project: SR29 from 1st Street North to 9th Street North	Design will start in 2022 with MSTU Funds. Develop concept plan for revitalizing Main Street Corridor.	Construction fund allocated for upcoming years from CRA and MSTU.	\$423,700	\$200,000	
Increase safety, comfort, and connectivity for active transportation modes	4.4 -27	First Street Corridor Conceptual Plan Project - South First Street from Main Street to School Road/Seminole Crossing Trail.	Initiated in September 2020. Completed concept design plan in September 2021.	Applied for CDBG Grant to move forward with Design plan for First Street Corridor Project. If awarded design will start in FY 2023.	\$250,000		\$250,000 (applied for CDBG Grant)

CRA

Project Status Report cont.

REDEVELOPMENT GOALS/OBJECTIVES	PLAN PAGE REFERENCE	RELEVANT PROJECTS	INITIATED	STATUS	CRA AMOUNT*	MSTU BUDGET	OTHER**
ECONOMIC DEVELOPMENT GOAL							
INFRASTRUCTURE (TRANSPORTATION, CONNECTIVITY, & WALKABILITY) Continued							
Ensure infrastructure will effectively achieve its primary purpose.	4.4 -27	Refurbish 3 Mast Arm Poles at the Intersection of 1st and Main, 9th and Main and Charlotte and New Market Road)	Initiated in September 2021.	Mast Arm refurbishing was completed in December 2021.		\$97,635	
Ensure infrastructure will effectively achieve its primary purpose.	4.4 -27	Stormwater Improvement Program	Allocate CRA funds for priority project.		\$278,000		
COMMUNITY IMAGE GOAL							
PUBLIC SPACE, PARKS, & OPEN SPACE							
Ensure a clean and well maintained public realm	4.4 -27	CRA Property Maintenance South 9th Street	Ongoing maintenance of CRA property.	Maintained by Landscape Contract.	\$6,500		
Ensure a clean and well maintained public realm	4.4 -27	CRA Property Maintenance First Street Zocalo Park	Ongoing maintenance of CRA property.	Maintained by Park staff.	\$10,000	\$10,000	\$20,000
Ensure a clean and well maintained public realm. Improve the public area.	4.4 -27	First Street Corridor Zocalo Improvements	Design completed in 2020.	Electrical upgrades, installation of the kiosk and the relocation of the bike rack were completed in 2021.	\$50,000	\$20,425	
Ensure a clean and well maintained public realm. Improve the public area.	4.4 -27	Parks and Recreation Partnership	Initiated evaluation of Zocalo Park and Dreamland Neighborhood Park in 2021.	Pending direction from the board.	\$70,000		
COMMUNITY SAFETY AND CLEANUP							
Improve Community Neighborhoods	4.4 -27	Prioritize Neighborhood initiative		Community events are being produced to aim for neighborhood initiative.	\$183,600		
Improve Community Safety	4.4 -27	Community Safety and Clean Up Strategy- code enforcement issues and safety	Develop Education Program.	communication was conducted all 2021 with other organizations to continue to improve safety.			
COORDINATION							
Improve range of Human Services	4.4 -27						
Improve approaches and tools for communicating	4.4 -27	5 Year Capital Improvement Plan					
Coordinate with Collier County & Regulatory Agencies	4.4 -27						
Coordinate with MSTU	4.4 -27						
Seek Grant Funds/Leverage Funds	4.4 -27						
Note:							
* GRANT FUNDS		*Estimates based on 2021 Budget Amounts or Purchase Orders					
TBD - Funding amount and funding source is to be determined		** Other includes Community Development Block Grant funds					

2021 INITIATED PROJECTS	COMPLETED PROJECTS	TOTAL CRA AMOUNT 2021*	TOTAL CRA PROJECT FUND BALANCE	TOTAL MSTU BUDGET	TOTAL OTHER
10	5	\$365,363.74	\$1,421,700.00	\$337,502.00	\$717,365.00

No tax increment funds were allocated directly to affordable housing in 2021.

Immokalee

Tax Increment Revenues 2000-2021

Fiscal Year	Taxable Value	Taxable Value % Change	Increment	Total TIF Provided
FY99				
FY00	148,645,590			
FY01	156,720,943	5.4%	8,075,353	33,335
FY02	176,095,104	12.4%	27,449,514	123,000
FY03	196,490,394	11.6%	47,844,804	212,900
FY04	214,158,072	9.0%	65,512,482	291,500
FY05	228,019,489	6.5%	79,373,899	353,200
FY06	259,056,291	13.6%	110,410,701	491,400
FY07	341,537,872	31.8%	192,892,282	803,800
FY08	392,444,888	14.9%	243,799,298	889,000
FY09	374,317,144	-4.6%	225,671,554	822,900
FY10	288,108,618	-23.0%	139,463,028	560,600
FY11	261,857,985	-9.1%	113,212,395	460,400
FY12	235,844,805	-9.9%	87,199,215	354,600
FY13	214,569,564	-9.0%	65,923,974	268,000
FY14	227,275,140	5.9%	78,629,550	319,800
FY15	236,186,328	3.9%	87,540,738	356,000
FY16	256,919,738	8.8%	108,274,148	440,300
FY17	279,791,067	8.9%	131,145,477	544,600
FY18	300,041,620	7.2%	151,396,030	628,800
FY19	318,430,132	6.1%	169,784,542	705,000
FY20	330,798,753	3.9%	182,153,163	756,600
FY21	363,739,441	10.0%	215,093,851	893,300
Grand Total				10,309,035

Immokalee CRA

Schedule of Revenues & Expenditures

Budget to Actual

On September 14, 2021, the CRA Board approved a budget amendment authorizing carry-forward in CRA Operating Fund (186) to the CRA Capital Fund (786) to ensure compliance with 163.387(7) Florida Statutes by appropriating funds to specific projects pursuant to the approved community redevelopment plan for the Immokalee Community Redevelopment Area.



Budget Fiscal Year 2021 - CRA Operations and Grants Funds 186, 786, 715 & 716				
	Adopted	Amended		Variance to
Description	Budget	Budget	Actual	Amended Budget
Revenues				
Carry Forward	\$ 898,500	\$ 1,509,166	\$ 1,203,600	\$ (305,566)
Interest	11,400	11,400	6,814	18,933
Trans Interfund	100,000	1,684,966	233,266	(1,451,700)
Trans Other Funds	- 0	94,679	2,503	(92,176)
Tax Increment	893,300	893,300	893,300	- 0
Mgt. Fee	85,000	85,000	85,000	- 0
Misc. Rev	- 0	- 0	1,334	1,334
Grant & Reimbursements	- 0	675,365	608,729	(66,636)
Total Sources	\$ 1,988,200	\$ 4,953,876	\$ 3,034,546	\$ (1,895,811)
Less: Intrafund Transfers	(100,000)	(1,684,966)	(233,266)	1,451,700
Net Sources	\$ 1,888,200	\$ 3,268,910	\$ 2,801,280	\$ (444,111)
Expenditures				
Personal Services	\$ 194,700	\$ 211,600	\$ 207,644	\$ (3,956)
Operating Exp.	307,800	573,400	237,297	(336,103)
Capital Outlay and Projects	3,500	2,001,010	802,565	(1,198,445)
Grant Programs	125,000	225,000	- 0	(225,000)
Transfers	157,900	157,900	157,900	- 0
Trans Grant & Interfund	100,000	1,684,966	233,266	(1,451,700)
Reserves/Est. Carry Forward	999,300	100,000	1,395,874	1,295,874
Total Uses	\$ 1,888,200	\$ 4,953,876	\$ 3,034,546	\$ (1,919,330)
Less: Interfund Transfers	(100,000)	(1,684,966)	(233,266)	1,451,700
Net Uses	\$ 1,788,200	\$ 3,268,910	\$ 2,801,280	\$ (467,630)

In accordance with Florida Statutes section 163.371(2), the annual report for the Immokalee Community Redevelopment Area (ICRA) has been filed with Collier County. This report includes information on activities for fiscal year 2021. In accordance with Florida Statutes section 163.387(8), the most recent complete audit report of the redevelopment trust fund will be published on the CRA website (ImmokaleeCRA.com) within 45 days after completion. The most recent audit (2020) is available online at www.ImmokaleeCRA.com.

Immokalee Beautification Municipal Services Taxing Unit

Schedule of Revenues & Expenditures Budget to Actual

Budget Year 2021 - Fund 162

				Variance to
	Adopted	Amended		Amended
Description	Budget	Budget	Actual	Budget
Revenues				
Beginning Balance	\$ 877,100	\$ 1,047,558	\$ 1,137,500	\$ 89,942
Ad Valorem Taxes	408,451	408,451	414,671	6,221
Interest	6,649	6,649	5,423	(1,227)
Misc., TC & PA Trans	-	-	23,996	23,996
Total Sources	\$ 1,292,200	\$ 1,462,658	\$ 1,581,590	\$ 118,932
Expenditures				
Operating Exp.	\$ 278,500	\$ 426,279	\$ 160,606	\$ (265,673)
Capital Outlay/Projects	110,000	38,000	13,605	(24,395)
Mgt. Fee	85,000	85,000	85,000	0
Cost of Tax Collection	13,500	13,500	12,066	(1,434)
Transfers	-	94,679	2,503	(92,176)
Reserves/Est. Carry Forward	805,200	805,200	1,307,811	502,611
Total Uses	\$ 1,292,200	\$ 1,462,658	\$ 1,581,590	\$ 118,932

Immokalee CRA Managed Road Segment - Immokalee Road & SR 29

Schedule of Revenues & Expenditures Budget to Actual

Budget Year 2021 - Fund 111-163805

	Adopted	Amended		Variance to
Description	Budget	Budget	Actual	Amended
				Budget
Revenues				
Net Cost Unincorp Gen'l Fund	\$ 217,900	\$ 217,900	\$ 206,981	\$ (10,919)
Total Sources	\$ 217,900	\$ 217,900	\$ 206,981	\$ (10,919)
Expenditures				
Landscape Material	\$ 12,600	\$ 12,600	\$ 16,300	\$ 3,700
Contractual Maintenance	175,000	175,000	163,876	(11,124)
Trash	4,000	4,000	2,551	(1,449)
Water & Electricity	19,000	19,000	18,460	(540)
Sprinkler/Other Supplies	7,300	7,300	5,794	(1,506)
Total Uses	\$ 217,900	\$ 217,900	\$ 206,981	\$ (10,919)



Collier County Community Redevelopment Agency - Immokalee

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