



2025

ANNUAL REPORT





TABLE OF CONTENTS

About Immokalee	1
Collier County Board of Commissioners	2
CRA & MSTU Members	2-3
CRA Staff	4
CRA & MSTU Boundary	5
What is a CRA?	6
What is a MSTU?	7
Immokalee Area Master Plan	8
Redevelopment Plan	9
Strategic Plan	10-11
Economic Development	12-14
Housing Development	15-18
Infrastructure Projects	19-21
MSTU Maintenance	22
Community Outreach	23-25
Financial Reporting	26-29

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.

Immokalee



*my
Home*

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.

Demographics

U.S. Census Bureau’s American Community Survey (ACS) 2023,

- Population – 25,624
- Median age - 30 years
- Median household income \$46,143

Transportation

The Immokalee Regional Airport is a general aviation airport located one mile northeast of the central business district. The 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 Collier County School Board 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.

2025 COLLIER COUNTY

BOARD OF COUNTY COMMISSIONERS

On March 14, 2000, the Board of County Commissioners adopted Resolution 2000-83, declaring the Board of County Commissioners to be the Collier County Community Redevelopment Agency.



Rick LoCastro
District 1



Chris Hall
District 2



Burt Saunders
District 3
BCC Chairman



Dan Kowal
District 4
CRA Co-Chair



William L. McDaniel Jr.
District 5
CRA Co-Chair

Local Redevelopment Advisory Board (January 2025 – July 2025)

Mike Facundo, Chair
Lupita Vazquez Reyes, Vice-Chair
Mark Lemke
Anne Goodnight
Estil Null
Edward "Ski" Olesky
Yvar Pierre
Paul Thein

Immokalee Beautification MSTU Advisory Committee (January 2025 – July 2025)

Bernardo Barnhart, Chair
Jimmy Nieves, Vice-Chair
Andrea Halman
Cherryle Thomas
David Turrubiardez Jr.

Immokalee Community Redevelopment Advisory Board (Merged in August 2025)

Mike Facundo, Chair
Bernardo Barnhart, Vice-Chair
Mark Lemke
Anne Goodnight
Yvar Pierre
Paul Thein
Lupita Vazquez Reyes
Jimmy Nieves
Oscar Lugo
Edward "Ski" Olesky
Estil Null



CRA BOARD CO-CHAIR



William L. McDaniel, Jr.
District 5
CRA Board Co-Chair

Chairman of Board of County Commissioners
1/11/22 to 1/10/23

Vice-Chairman to the Board of County
Commissioners 1/12/21 to 1/11/22

Serves on the NACo Environment, Energy and
Land Use Steering Committee (EELU)

Serves on the Southwest Florida Regional
Planning Council (SWFRPC)

Public Safety Committee 1/9/18 to 1/8/19
County Government Productivity Committee
1/9/18 to 1/8/19 and 2021

Current Co-Chair of the Immokalee CRA

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 the 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 Collier County Board of County Commissioner on November 3, 2020, and August 20, 2024.

William has two children: Kelley Marie, a graduate of Florida Gulf Coast University, and William III, who is a carpenter/contractor. In their free time, the family enjoys outdoor activities like hunting, fishing, and boating.

ADVISORY BOARD CHAIR/VICE-CHAIR



Mike Facundo,
CRA Chair

Mike Facundo, CRA Chair, born in Naples and raised in Immokalee. Mr. Facundo is currently working with Hoffman-Facundo Architects. He recently left Redlands Christian Migrant Association (RCMA) where he was employed for over 25 years.



Bernardo Barnhart,
CRA Vice-Chair

Bernardo Barnhart, CRA Vice-Chair, was born in Naples, Florida and raised in Immokalee. Mr. Barnhart has been in the banking industry for over 18 years and is currently the Vice-President of the First Bank of Immokalee. He serves on various boards.

CRA STAFF



Christie A. Betancourt, Assistant Division Director
Christie was promoted to Assistant Division Director in July 2024. She has worked for Collier County for 25 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. She manages capital projects and maintenance activities.

Yuridia Zaragoza, Operations Support Specialist
Yuridia joined the CRA Team in October 2022. She is tasked with assisting with active community projects and providing the community with public meeting information. Yuridia was promoted in October 2024.

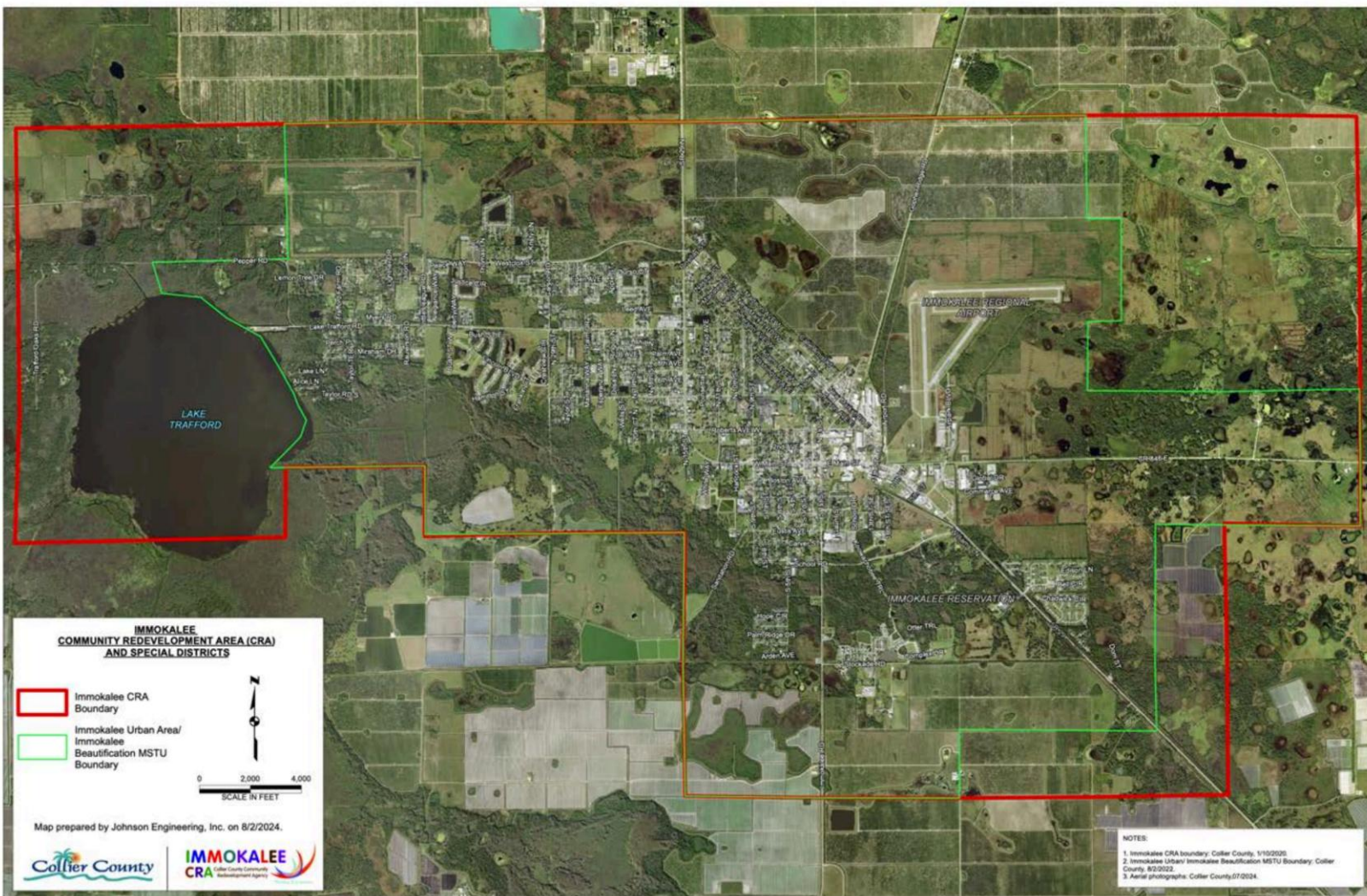
John Dunnuck, Facilities and CRA Executive Director
John retired from the County in January 2026. He brought a long resume of public service and facilities expertise to this combined role as Executive Director of Facilities and Community Redevelopment Area.

Michael McNeas, Facilities and CRA Executive Director
Mike joined the CRA Team in December 2025. Before returning to Collier County, Mike previously served as Administrator for Collier County in the early 2000s.

CRA & MSTU BOUNDARY



The Immokalee Community Redevelopment Area (ICRA) covers all of Immokalee. The Urban designated area is a community of approximately 30 square miles, or $\pm 17,116$ acres; the Redevelopment Area boundary extends beyond the urban area boundary and contains a total of $\pm 24,386$ acres, including Lake Trafford and lands designated as Rural Land Stewardship Areas on the Collier County Future Land Use Map.



IMMOKALEE

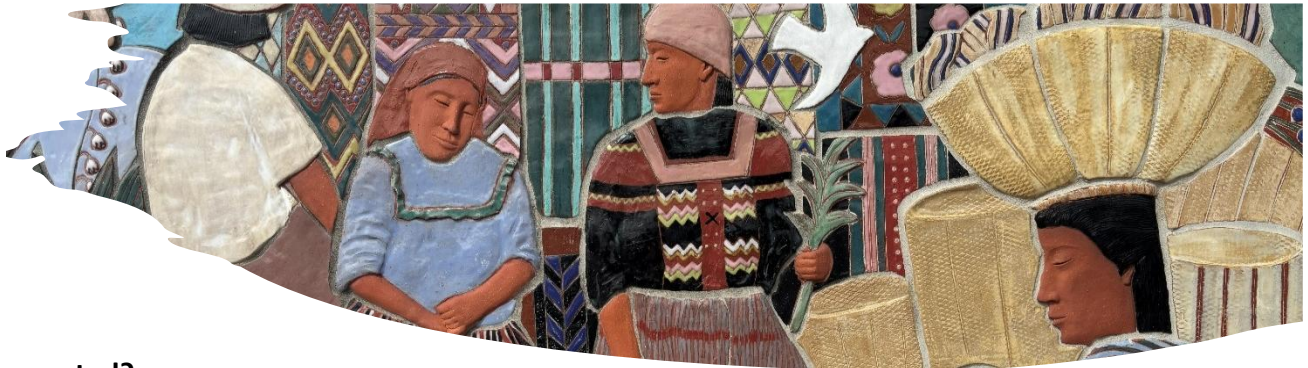
WHAT IS A



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. The second amendment to the plan was approved on May 10, 2022.

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 Community Redevelopment Area. On May 27, 2025, CRA Resolution 2025-113 was adopted, creating the bylaws of the Immokalee Community Redevelopment Advisory Board, and partially repealing CRA Resolution No. 2001-98, to replace the Immokalee Local Redevelopment Advisory Board and the Immokalee Beautification Advisory Committee.

The Immokalee Community Redevelopment Advisory (CRA) Board will serve as the primary source of community input to the CRA and Board regarding the Immokalee Community Redevelopment Area and MSTU, and to make recommendations to the CRA and Board to further the goals of the Immokalee Community Redevelopment Area component of the Collier County Community Redevelopment Area Plan and MSTU. The Board is composed of nine voting members with two non-voting members. Terms are 4 years. Membership represents 2 Immokalee residents, 2 Immokalee Business/Commercial Property Owners, 1 Immokalee Non-Profit Representative, 1 Resident of the MSTU, 3 At-Large, and 2 Non-Voting members.



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 2025 was \$536,200,016, which is a \$387,554,426 increase in total property values since 2000. This incremental increase resulted in a TIF revenue of \$1,360,500 for 2025.

WHAT IS A



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 desire within a specific district boundary.

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.

The 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 MSTU District and prepare and recommend an itemized budget to carry out the business of the District for each fiscal year. The CRA serves as the administrator and manager of the Immokalee MSTU.

The Board desired to merge the CRA-created Immokalee Local Redevelopment Advisory Board and the Immokalee Beautification Advisory Committee into a single unified advisory committee, to advise the Board and/or CRA on matters pertaining to both the MSTU and the Immokalee Community Redevelopment Area.

On May 27, 2025, the Board of Collier County Commissioners approved Ordinance No. 2025-27, an ordinance creating the Immokalee Community Redevelopment Advisory Board; providing for repeal of Ordinance No. 2002-52, as amended, which created the Immokalee Beautification Advisory Board.

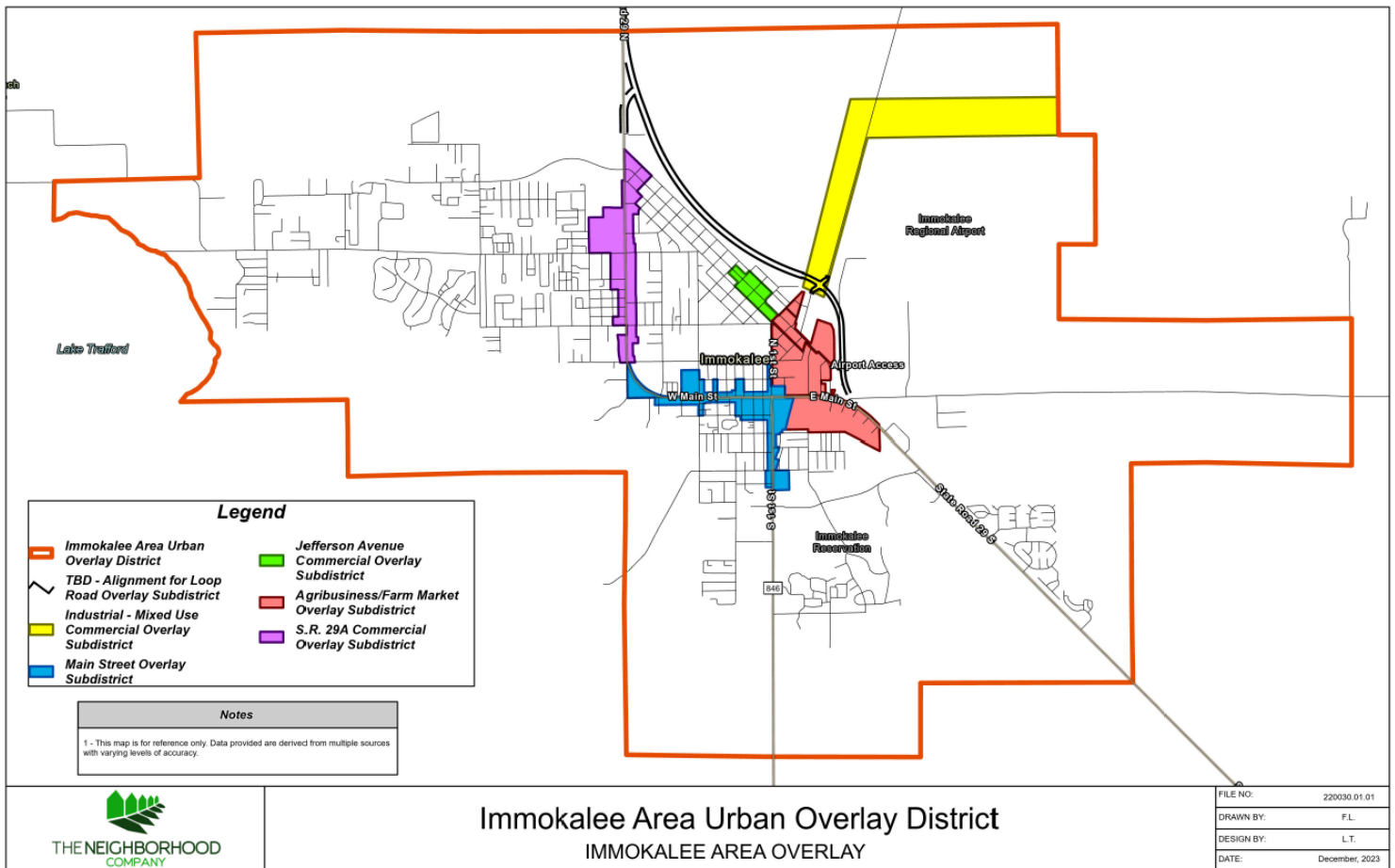


IMMOKALEE

AREA MASTER PLAN (IAMP)

The Immokalee Area Overlay District Land Development Code (LDC) update advanced through a multi-year public and advisory process beginning with CRA discussions in March 2021 and an initial LDC workshop in May 2021, followed by consultant engagement with The Neighborhood Company in 2022 and multiple site visits, workshops, and board presentations throughout 2023 and 2024, including a White Paper, draft language, and revisions reviewed by the Development Services Advisory Committee. Although architectural design standards were temporarily tabled due to Senate Bill 250 and Loop Road Overlay considerations, revisions continued, including updated language for mobile food dispensing vehicles.

The Immokalee Urban Area Overlay District (IUAOD) amendments (PL20240004278) were reviewed by the Collier County Planning Commission in March 2025 and the Board of County Commissioners in May 2025, with continuances as needed, and ultimately advanced to adoption hearings on October 28 and November 10, with a recommendation to approve an ordinance amending the Collier County Land Development Code to implement the Immokalee Area Master Plan, rename and revise the overlay district, establish subdistricts, and update uses, boundaries, and design standards.



THE REDEVELOPMENT PLAN



Since the adoption of the 2000 Redevelopment Plan, much has changed within the Immokalee Redevelopment Area. In April 2019, the first amendment of the plan update focused on the Bayshore Gateway Triangle Redevelopment Area. On May 10, 2022, the Collier County Board of County Commissioners acting as the Community Redevelopment Agency (CRA), approved a second amendment to the Collier County Community Redevelopment Plan. Staff is continuing to work on the implementation schedule.

Staff provides quarterly updates on the areas of focus which are Celebrating Culture, Economic Development, Housing, Infrastructure, and Implementation/Administration. The Community Redevelopment Plan anticipates that these 5 goals will be achieved through 26 corresponding objectives, and those objectives will be accomplished through the 109 corresponding strategies.

- Goal 4.2.1 Celebrating Culture:** Create a Cultural Destination.
- Goal 4.2.2 Economic Development:** Strengthen the economic health of Immokalee.
- Goal 4.2.3 Housing:** Provide a mix of housing types and price points for safe, high-quality dwelling unit options in Immokalee.
- Goal 4.2.4 Infrastructure:** Maintain a high quality of life for all residents and visitors of Immokalee.
- Goal 4.2.5 Implementation/Administration:** Maximize resources through collaboration between County, State, and Federal agencies to achieve the CRA goals and objectives.

IMMOKALEE CRA STRATEGIC PLAN 2026



Values

- Community
- Sustainability
- Inclusivity
- Innovation
- Collaboration

Vision

To be a thriving rural community, to live, work, and play.

Mission

To deliver high-quality public services that drive economic growth, enhance quality of life through affordable housing, innovative programs, and sustainable infrastructure, while preserving our community's heritage for generations to come.

STRATEGIC FOCUS AREAS

Infrastructure and Asset Management

Objectives:

- **Modernization Projects:** Invest in the upgrading and modernization of infrastructure, including roads, utilities, and public facilities.
- **Sustainability Efforts:** Implement green initiatives and sustainable practices in all redevelopment projects to protect the environment and promote long-term resilience.
- **Maintenance Programs:** Ensure regular maintenance and upkeep of public assets to preserve their value and functionality.

Quality of Place

Objectives:

- **Community Engagement:** Foster strong relationships with local residents and stakeholders to ensure community needs are met.
- **Aesthetic Enhancements:** Improve public spaces with landscaping, art installations, and beautification projects to enhance the visual appeal of CRA areas.
- **Safety Initiatives:** Collaborate with local law enforcement and community support to ensure public safety and reduce crime rates.
- **Cultural Preservation:** Promote and preserve the unique cultural heritage and history of Immokalee through events, education, and cooperative efforts.

Community Development

Objectives:

- **Economic Growth:** Support local businesses through grants, incentives, and development programs to stimulate economic activity and job creation.
- **Affordable Housing:** Partner with developers and housing organizations to increase the availability of affordable housing options for residents.
- **Education and Training:** Provide resources and programs to enhance workforce skills and educational opportunities within the community.
- **Health and Wellness:** Promote initiatives that support the physical and mental well-being of residents, including access to healthcare, recreational facilities, and healthy lifestyle programs.

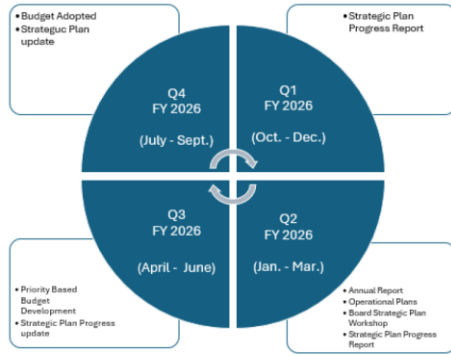
Responsible Governance

Objectives:

- **Transparency and Accountability:** Maintain open lines of communication with the public, providing regular updates on CRA activities, budgets, and progress.
- **Fiscal Responsibility:** Ensure prudent management of CRA funds, prioritizing projects that offer the highest community benefit and return on investment.
- **Policy Development:** Continuously update and refine CRA policies to reflect best practices and adapt to changing community needs and regulatory environments.
- **Stakeholder Collaboration:** Work closely with local governments, businesses, and non-profit organizations to align CRA goals with broader county objectives.

IMMOKALEE PRIORITIES 2026

Strategic Plan Lifecycle



Affordable and Workforce Housing

- Affordable Housing

Parks, Recreation and Lake Trafford

- Aquatics Capital Program (Immokalee Sports Complex)
- Fields Initiative
- Immokalee Sports Complex (Fields)
- Williams Preserve
- Dreamland Neighborhood Park
- South Immokalee Park
- Immokalee Community Park
- Ann Olesky Park Erosion Control (Lake Trafford seawall)
- Parks & Recreation Master Plan

Infrastructure

- First Street Pedestrian Safety Project
- Sidewalk Phase III Project - Eustis Avenue & West Delaware
- Avenue Lake Trafford Corridor Improvements
- Lake Trafford Road Sidewalk Improvements
- Lake Trafford Stormwater Improvements
- Lake Trafford Road Lighting Improvements
- Main Street (SR29 from 9th Street to East 2nd Street) Streetscape Project
- Little League Road Extension

Planning and CRA

Operations

- Recruitment and Retention
- Strategic Plan Budget Integration

Public Health and Safety

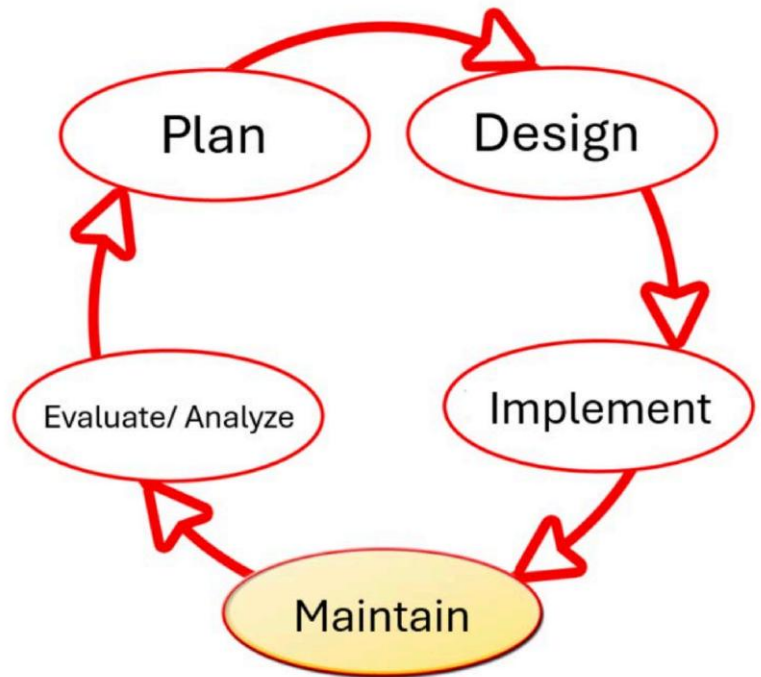
- 24/hour Medical Facility (Private Sector)
- Immokalee Lighting Plan
- Community Programs @ Immokalee Pioneer Museum

Cultural Preservation Historic

- Cemetery on Main Street
- Immokalee Pioneer Museum

Economic Development

- Immokalee Community Campus (Catholic Charities)
- Immokalee Regional Airport (IMM) Improvements
- 8 Aircraft Hangars (Private Sector)
- 12 Aircraft Hangars (Private Sector)
- Florida National Guard Readiness Center
- Security Enhancements
- Environmental Assessment
- Master Plan
- Land Acquisition



ECONOMIC DEVELOPMENT



Immokalee (IMM)
Regional Airport

Land Use Data

Based on 2020 Zoning designations, 69% of the property within the CRA is zoned agricultural. Two percent (2%) is zoned commercial and only 3% is zoned industrial. 26% is Zone for Residential (mixed) use. *2022 Redevelopment Plan*

The Impact Fee Installment Payment Program:

The program was extended for five years on July 25, 2023, by the Board of County Commissioners.

Program details:

- Pay your impact fees in installments over a 30-year term.
- Available for single-family, multi-family and commercial projects.
- Non-ad valorem special assessment on property tax bill.
- 5% fixed interest rate (2026 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.
- Call or email for complete program requirements.

On April 9, 2024, the Board of County Commissioners approved a 30-year Impact Fee Installment Payment Plan for Immokalee Fair Housing Alliance (IFHA) for \$195,160.96 in impact fees for 16 affordable units in the first of two residential buildings.

A second approval on August 26, 2025, authorized a similar 30-year installment plan for another 16 units in the second building, for an additional \$195,160.96. Overall, IFHA received approval for 32 units across two buildings, with a combined total of \$390,321.92 to be paid over 30 years.



Commercial Facade Grant Program:

In accordance with the Immokalee Area Master Plan, the CRA continues to provide financial incentives to businesses in Immokalee via the Commercial Facade Improvement Grant program. The CRA implemented the Program in October 2008.

Since that time, 17 facade 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 to-one match with equal applicant funding for facade improvements to commercial structures.



IMMOKALEE DEVELOPMENT

DEVELOPMENT HIGHLIGHTS

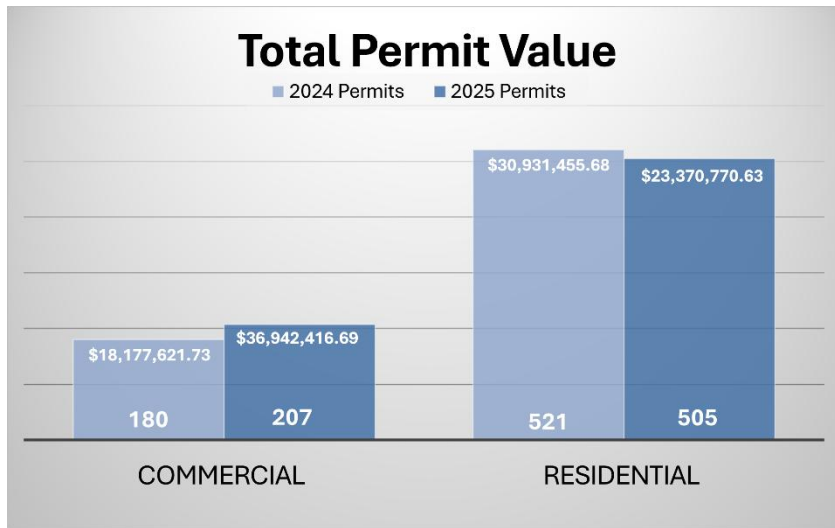
2025 was a busy year for both business development and expansion, as well as infrastructure improvements in the community.



Wendy's on N. 15th Street



Heckman Commercial Center on N. First Street



2025 Residential Permit Data: Top 5 Permit Types



2025 Commercial Permit Data: Top 5 Permit Types



ECONOMIC DEVELOPMENT

DEVELOPMENT HIGHLIGHTS

Immokalee Regional Airport (IMM)

Planned Projects:

2026 – Security Enhancements – Automating the vehicle gate on County Road 846 on the southwest corner of the airport and the purchase and installation of a 100KW emergency backup generator. This project is 90% designed and will go out to bid in January of 2026 and must be completed by June 30, 2026.

2026 – Identification, Mapping and Survey of all IMM Airport wetlands.

2026 – Approximately 330 Acres of Land Acquisition for the ultimate Extension of Runway 9-27 to 10,000 feet, including the Runway Safety Area (RSA).

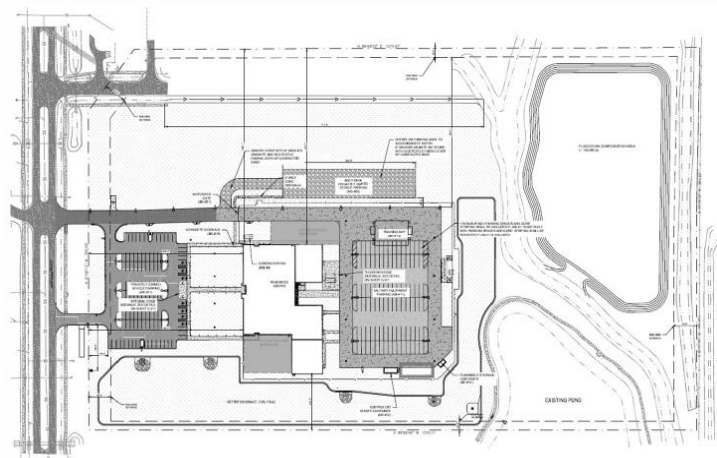
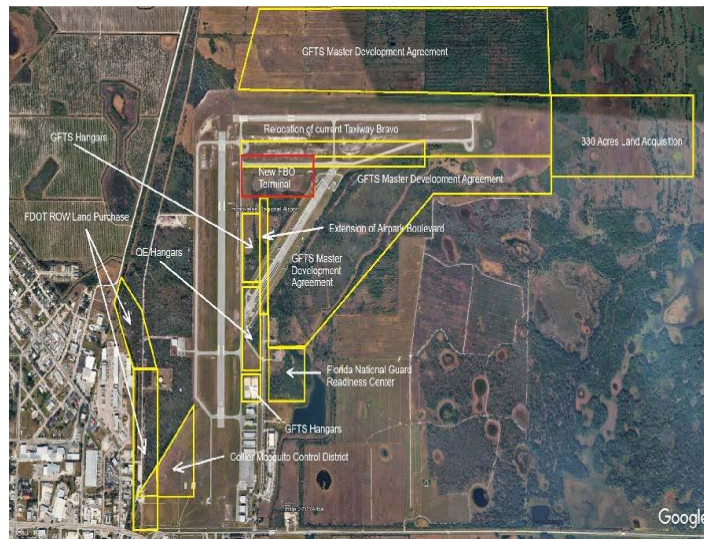
2027 – Engineering & Design of the 1,600-foot Extension of Airpark Boulevard followed by the construction in 2028.

2027 – Master Plan Update.

2027 – A “Need and Justification” analysis for the Extension of Runway 9-27 to 7,500 feet from 5,000 feet and possibly widening to 150 feet from its current 100-foot width with the design and construction in 2027 and 2028.

2028 – FDOT Right-of-Way land acquisition for new road connecting County Road 826 to State Road 29 and to State Road 82.

2029 – Relocation of current Taxiway Bravo (future Taxiway Charlie).



Planned Projects Not funded by Collier County, FAA, or FDOT (Private Sector Airport Improvements):

- 2025 – Private Sector (GFTS) funded 4 new Aircraft Hangars
- 2026 – Private Sector (QE) funded 26 new Aircraft Hangars
- 2026 – Private Sector (GFTS) funded 12 new Aircraft Hangars
- 2026 – Florida National Guard Readiness Center
- 2026 – GFTS Master Development Agreement for 500+ acres of IMM development land.
- 2026 – Collier Mosquito Control District – Aircraft Hangar & Support

IMMOKALEE HOUSING DEVELOPMENT

HOME OWNERSHIP
NON-PROFIT AND PRIVATE DEVELOPMENT



Immokalee Foundation Learning Lab 18-home Subdivision

Foundation Learning Lab 18-home subdivision is currently under construction. Collier Enterprises donated the 8.3 acres of land for a housing subdivision that serves as a hands-on learning laboratory for students enrolled in Career Pathways: Empowering Students to Succeed program. BCB Homes is serving as the general contractor. At the July 13, 2021, BCC board meeting (Agenda item 16.F.10) the board approved a recommendation to direct 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. The Immokalee Foundation completed its first home in 2021 and will complete the final and 18th home in 2026.

Habitat for Humanity of Collier County Kaicasa Housing Development

Kaicasa is located at the Southeast corner of Immokalee, on State Road 29 as you enter the agricultural village from the south. The new affordable community sits adjacent to the existing subsidized housing built in the 1970s for local and migrant farm workers known as Farm Workers Village. Once complete, this neighborhood will boast nearly 280 homes, making it the largest Habitat subdivision in the country. Construction started in August 2022. The minimum income to apply is \$35,000 and the maximum varies by family size and Habitat neighborhood. Habitat is accepting applications for this development.

For more information, please visit:
<https://www.habitatcollier.org/communities/kaicasa/>

Sainvilus Subdivision

4.5-acre residential subdivision located at 1215 Forrester Ave. and 1300 Roberts Ave. W. The owner is proposing a new, safe, hurricane resistant, residential development of 27 single-family attached (two family) homes including a new road, drainage and utility infrastructure.



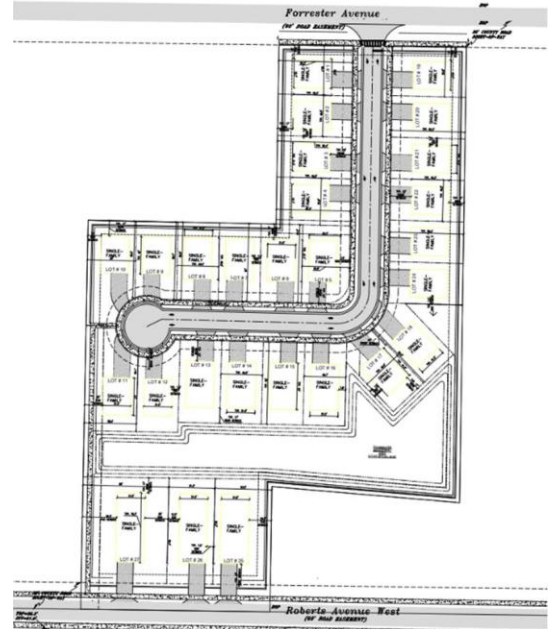
FRONT ELEVATION



REAR ELEVATION



SIDE ELEVATION



IMMOKALEE HOUSING

HOUSING (RENTAL)
NON-PROFIT DEVELOPMENT



Pulte Foundation - Monarca The Nuestra Señora de la Vivienda Community Foundation and the Pulte Family

Charitable Foundation is proposing up to 250 single-family homes, built to rent, and an early education center for roughly 250 students. On October 10, 2023, the Board of County Commissioners approved a rezoning ordinance for the PFCF/NSV Immokalee MPUD to allow up to 250 horizontal multifamily dwelling units, 170 of which will be restricted as affordable, and a 250-student early childhood education center, on 50± acres located northeast of the intersection of Westclox Street and Carson Road in Immokalee, in Section 29, Township 46 South, Range 29 East, Collier County, Florida.

IMMOKALEE HOUSING

HOUSING (RENTAL)
NON-PROFIT DEVELOPMENT

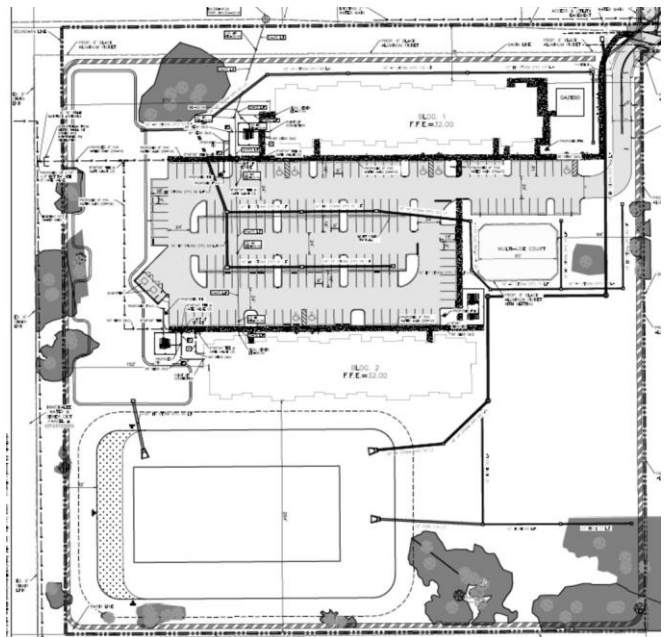
Casa San Juan Diego is a Multi-Family Housing Development

Casa San Juan Diego is an affordable housing development located at 1343 Hancock Street in Immokalee. This 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. The project consists of two buildings, a clubhouse, a multi-use playfield, and a multi-use court.



Immokalee Fair Housing Alliance Housing Development

The Immokalee Fair Housing Alliance proposed a housing development consisting 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. A Signature Moment Wall Raising Ceremony was held on March 1, 2023. Construction continues to progress. For more information, please visit <http://www.ifha.info/> and they are currently out for bid.



IMMOKALEE HOUSING

HOUSING (RENTAL)
NON-PROFIT DEVELOPMENT

Immokalee Community Campus

Property owner is proposing to rezone from C-4 – MSOSD Overlay and RMF-6 to a Mixed Use Planned Development (MPUD) to allow 100 multifamily rental dwelling units (±14 dwelling units per acre); and up to 91,300 square feet of gross floor area of limited C-4 Commercial Intermediate District uses. As part of the 91,300 square feet of commercial uses, the MPUD shall include a community center a minimum of 28,000 square feet in size; a medical clinic and associated medical uses a minimum of 25,000 square feet; and retail/commercial uses a minimum of 10,300 square feet. Housing development is identified as area 1 on rendering.



Onda Rose Multi-Family Housing Development AKA: Wave at Rose

Property owner is proposing +/- 11.5-acre affordable housing development at the northeast intersection of Rose Avenue and School Drive in Immokalee, FL. It will feature three 4-story buildings with 230 total build-to-rent multi-family units (46, 92, and 92 units per building). Amenities will include a playground, clubhouse, pool, lake (pond), and two access points (one at the Rose Ave/ School Drive intersection and one at 13th Street SE). Infrastructure improvements will provide parking, sidewalks, utilities, and stormwater management.

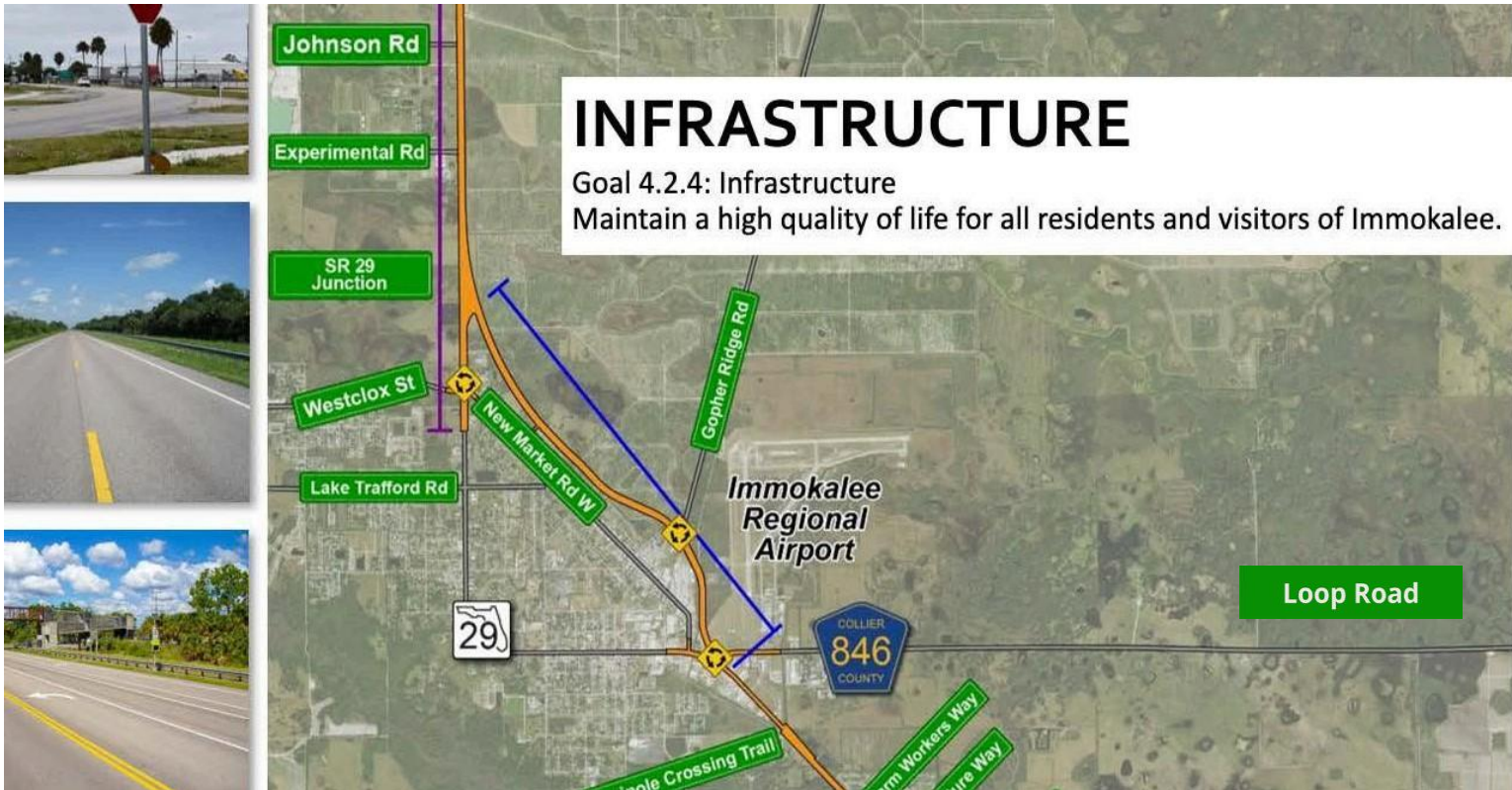


Mendoza Housing Development

Property owner is proposing the construction of a two-story multifamily residential building. The proposed project will be developed in two phases and will include a total of 40 units, along with supporting infrastructure such as a parking lot, drainage system, landscaping, and lighting on 10 acres.



INFRASTRUCTURE PROJECTS



Lake Trafford Corridor Lighting Project

The Lake Trafford Road Lighting and Safety Improvement project is currently under a stop-work notice as of April 10, 2024, to address utility conflicts. The project involves completing a lighting justification study to determine lighting requirements using LCEC equipment and conducting a corridor survey. It will be phased alongside the Collier County Transportation Division's bike lane and drainage improvement project along Lake Trafford Road, from Little League Road to Laurel Street. The design budget includes \$149,930 from MSTU funds and \$100,000 from CRA, with 43% of the design work completed to date.



Main Street Corridor Streetscape

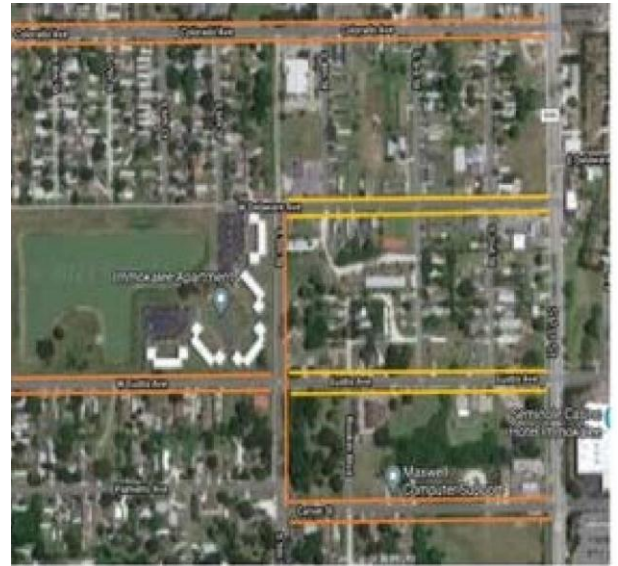
This project area is 0.61 miles along SR29 from 9th Street to 2nd Street. It focuses on streetscape enhancements with design services, permitting, and construction oversight led by Johnson Engineering. The project design budget of \$212,598 is funded by MSTU. However, the project has been on a stop-work notice since September 27, 2023, to allow evaluation of the SR29 Loop Road project and investigate the potential future conveyance of Main Street to Collier County.



INFRASTRUCTURE PROJECTS

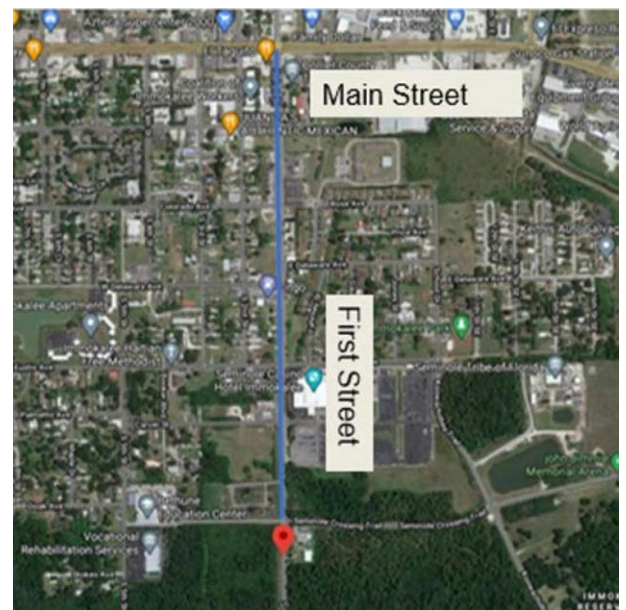
Immokalee Sidewalk Project Phase III

Phase III of the Immokalee Sidewalk Project continues progress toward a safer, interconnected pedestrian network, following the completion of Phases 1 and 2 in 2018 and 2021. This phase includes constructing 6-foot-wide concrete sidewalks and drainage improvements along Eustis Street (KNA Howard Way) and W. Delaware from South 5th Street to South 1st Street. The project, funded through a partnership between the Immokalee CRA and Immokalee Beautification MSTU, received a \$987,000 federal appropriations grant. After completing environmental reviews and securing HUD authorization, the project moved into the bidding phase, with a contractor selection process finalized in late 2024. The Board of County Commissioners approved the construction agreement in early 2025. A Limited Notice to Proceed was issued in November with full Notice to Proceed to follow in 2026.



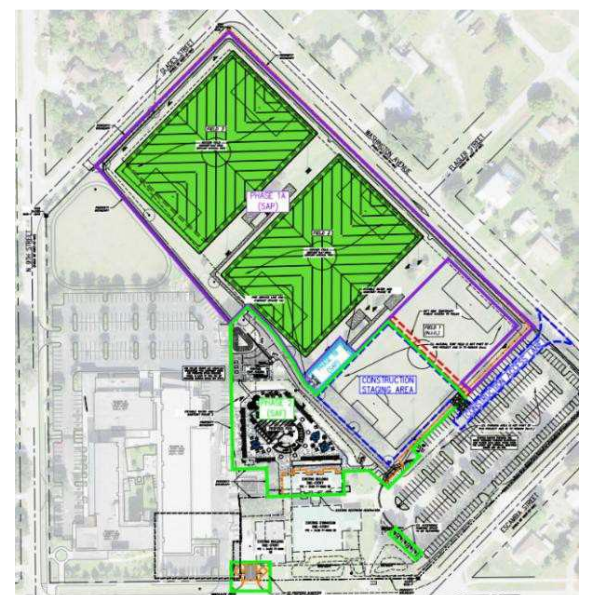
First Street Corridor Pedestrian Safety Project

The South First Street Lighting and Pedestrian Safety Improvement Project has progressed through key planning, design, and funding phases. Initially, Q. Grady Minor & Associates developed feasibility studies and conceptual plans, leading to the selection of Kisinger Campos & Associates (KCA) for design work. The project secured a \$250,000 Community Development Block Grant (CDBG) in 2022, followed by an additional conditional award of \$1,001,371 in 2024 for construction. Design refinements, including the decision to install full corridor lighting and GE luminaire fixtures, were approved after coordination with Collier County departments. To address right-of-way conflicts, the project is being phased, with Phase 1 covering non-conflicting areas and Phase 2 requiring acquisitions. A phased agreement structure was approved to ensure compliance with grant timelines.



Park Initiative – Immokalee Sports Complex

On June 11, 2024, the BCC approved a \$4,000,000 capital project budget for the renovation of the Immokalee Sports Complex. This project includes soccer fields, providing for the conversion of two (2) existing grass fields to artificial turf, construction of an additional restroom facility, and addressing stormwater management issues.



INFRASTRUCTURE PROJECTS

PROJECT MANAGEMENT DEPARTMENT: TRANSPORTATION MANAGEMENT SERVICES

Scope of Work:

The project encompassed the design and construction of:

- 20 miles of concrete sidewalks
- Bike boulevard network
- Shared-use path
- Street lighting (362 new poles installed)
- Bus shelters
- A new transit center
- Landscaping and drainage improvements
- Intersection upgrades and traffic calming retreats

Project History and Milestones:

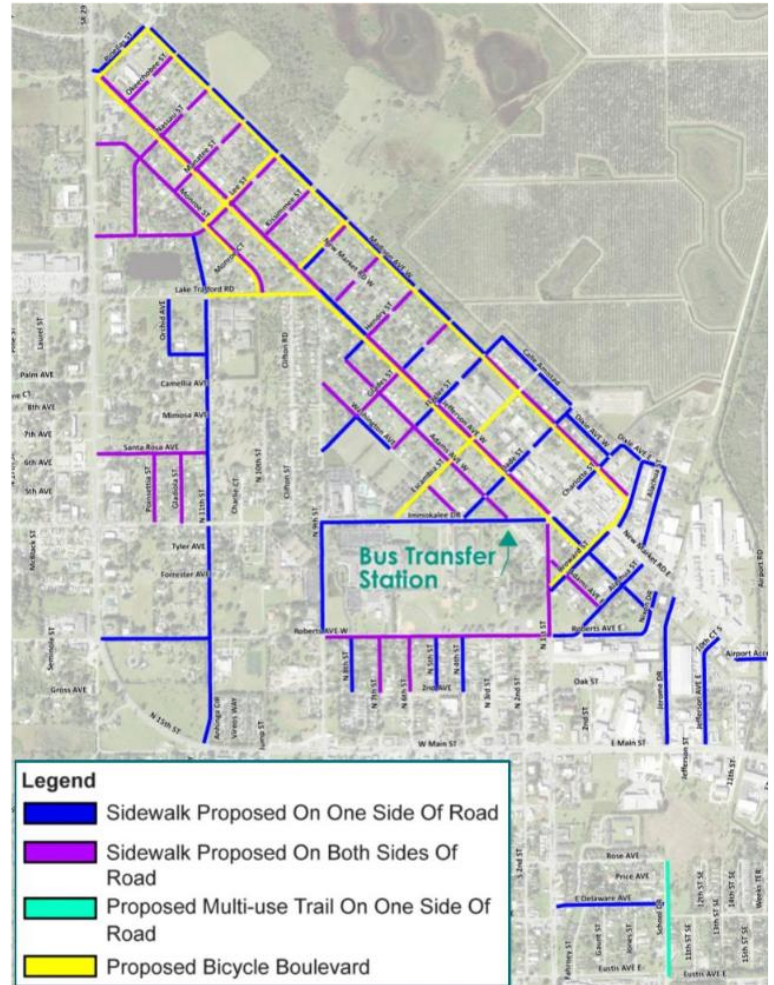
February 8, 2022: The BCC formally awarded the contract for Project #33563 to Quality Enterprises USA, Inc.

Funding Sources:

Federal Highway Administration (FHWA)
TIGER Grant: \$13,132,691
County Matching Funds: \$9,736,589
Total Project Budget: \$22,869,280

Construction Timeline:

Design began in 2022.
Construction commenced in Area 1 in March 2023.
Final completion was achieved in Spring 2025.



IMMOKALEE

MSTU



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 additional trash pick-up, removal and replacement of plantings, and paver repairs. Christmas decorations are also installed under this contract. Monthly observation (walking) tours are conducted with the Contractor, CRA Staff, Public, and CRA/ MSTU Board members.

COMMUNITY PARTNERSHIPS

- ◆ Community Meetings
- ◆ Collier Community Taskforce Meeting
- ◆ Residential Community Clean-up
- ◆ Coastal Clean-up (Lake Trafford)
- ◆ Immokalee Unmet Needs Coalition (IUNC)
- ◆ IUNC Housing Sub-Committee
- ◆ Interagency Committee Council
- ◆ Immokalee Eastern Chamber of Commerce Breakfast Meeting
- ◆ Cherryle Thomas Christmas Around the World Parade & Gala Committee
- ◆ Richard M. Schultze Family Foundation (RMSFF) Community Assessment Advisory Committee (CAAC)
- ◆ Collier County: Community Needs and Assessment (CAN) Report
- ◆ Florida Heartland Economic Region of Opportunity



County Partnerships:

- ◆ Capital Project Planning, Impact Fees and Program Management
- ◆ Code Enforcement
- ◆ Corporate Financial & Management Services
- ◆ Facilities Management
- ◆ Growth Management
- ◆ Housing Policy & Economic Development
- ◆ Parks and Recreation
- ◆ Planning & Zoning
- ◆ Public Utilities
- ◆ Public Services
- ◆ Road Maintenance
- ◆ Sheriff's Office
- ◆ Solid Waste
- ◆ Transportation Management



Immokalee Eastern Chamber of Commerce
Immokalee | Ave Maria | Golden Gate City & Estates



QUALITY OF PLACE

COMMUNITY OUTREACH

Howard Way Roadway Name Change Celebration January 2025



Florida Army National Guard Readiness Center
Groundbreaking Ceremony February 2025



Immokalee Water & Sewer District Groundbreaking for Carson Road Lift Station January 2025



Pincrest Elementary School
Leadership Day February 2025



Neighborhood Cleanup March 2025

COMMUNITY OUTREACH

Cattle Drive March 2025

Chamber Member Recognition October 2025

Immokalee High School Alumni Event April 2025



CRA received Chamber Award April 2025



Prospera Event February 2025



Lipman Backpack event August 2025



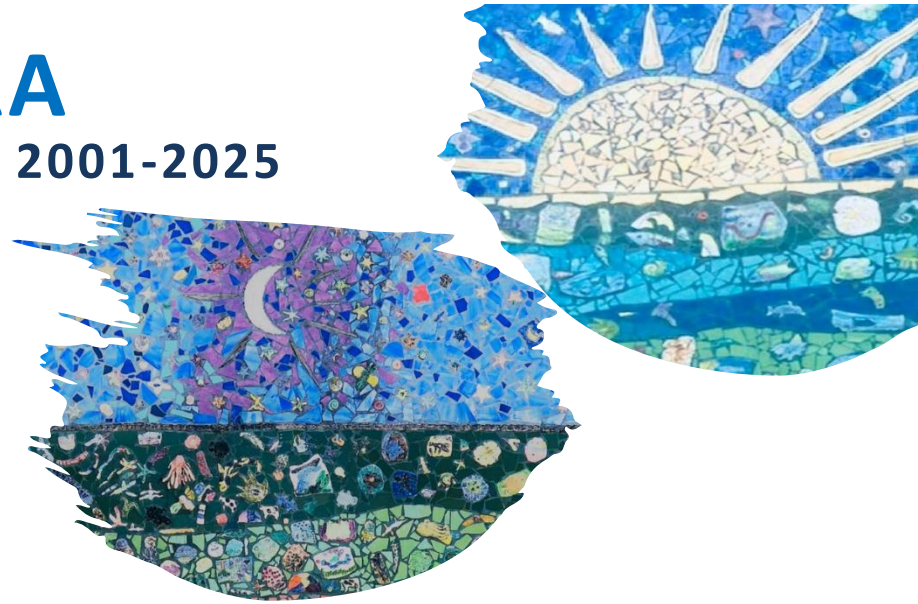
TIGER Grant Ribbon Cutting Ceremony October 2025



Christmas Tree Lighting event December 2025

IMMOKALEE CRA

TAX INCREMENT REVENUE 2001-2025



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
FY22	391,123,283	7.5%	242,477,693	1,007,000
FY23	439,448,193	12.4%	290,802,603	1,207,800
FY24	474,825,109	8.1%	326,179,519	1,218,400
FY25	536,200,016	12.9%	387,554,426	1,360,500
Grand Total				15,102,735

IMMOKALEE CRA

OPERATIONS AND GRANTS



IMMOKALEE CRA OPERATIONS AND GRANTS

(FY-25 BUDGET to Actual – CRA Operations and Grants Fund 1025,1026,1027, & 1028)

	Adopted Budget	Amended Budget	Actual	Variance to Amended
Revenue				
Beginning Balance	\$ -	\$ 4,157,240.00	\$ 4,057,200.00	\$ (100,040.00)
Interest	\$ 13,000.00	\$ 13,000.00	\$ 189,059.30	\$ 176,059.30
Ad Valorem	\$ 1,360,500.00	\$ 1,360,500.00	\$ 1,360,500.00	\$ -
Misc	\$ -	\$ -	\$ 238,674.90	
Management Fee	\$ 92,800.00	\$ 92,800.00	\$ 91,304.00	\$ (1,496.00)
Grants & Reimbursements	\$ -	\$ 1,414,741.75	\$ 48,836.00	\$ (1,365,905.75)
Transfers	\$ 637,900.00	\$ 828,500.00	\$ 828,500.00	\$ -
Total Sources	\$ 2,104,200.00	\$ 7,866,781.75	\$ 6,814,074.20	\$ (1,052,707.55)
Less: Intrafund	\$ (637,900.00)	\$ (828,500.00)	\$ (828,500.00)	\$ -
Net Sources	\$ 1,466,300.00	\$ 7,038,281.75	\$ 5,985,574.20	\$ (1,052,707.55)
Expenses				
Personal Service	\$ 337,700.00	\$ 361,200.00	\$ 355,442.91	\$ (5,757.09)
Capital Outlay	\$ 666,600.00	\$ 4,633,575.00	\$ 260,000.70	\$ (4,373,574.30)
Operating Exp	\$ 443,700.00	\$ 443,765.00	\$ 289,517.78	\$ (154,247.22)
Grants and Debt	\$ -	\$ 1,599,741.75	\$ 25,148.91	\$ (1,574,592.84)
Transfers	\$ 637,900.00	\$ 828,500.00	\$ 828,500.00	\$ -
Reserves/CF	\$ 18,300.00	\$ -	\$ 5,055,463.90	\$ 5,055,463.90
Total Uses	\$ 2,104,200.00	\$ 7,866,781.75	\$ 6,814,074.20	\$ (1,052,707.55)
Less: Intrafund	\$ (637,900.00)	\$ (828,500.00)	\$ (828,500.00)	\$ -
Net Uses	\$ 1,466,300.00	\$ 7,038,281.75	\$ 5,985,574.20	\$ (1,052,707.55)

On September 18, 2025, the CRA Board approved a budget amendment authorizing carry-forward in CRA Operating fund (1025) to the CRA Capital Fund (1026) 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.

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 2025. 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 2024 is available online at www.ImmokaleeCRA.com.

IMMOKALEE CRA

BEAUTIFICATION MSTU



IMMOKALEE BEAUTIFICATION MSTU

(FY-25 BUDGET to Actual – Immokalee Beautification MSTU Fund 1629)

	Adopted Budget	Amended Budget	Actual	Variance to Amended
Revenue				
Beginning balance	\$ 1,539,400.00	\$ 1,720,590.17	\$ 1,699,400.00	\$ (21,190.17)
Ad Valorem	\$ 597,500.00	\$ 597,500.00	\$ 625,634.68	\$ 28,134.68
Interest	\$ 7,000.00	\$ 7,000.00	\$ 78,117.33	\$ 71,117.33
Misc TC & PA Trans	\$ -	\$ -	\$ 27,142.23	\$ 27,142.23
Total Sources	\$ 2,143,900.00	\$ 2,325,090.17	\$ 2,430,294.24	\$ 105,204.07
Expenses				
Operating	\$ 376,900.00	\$ 608,090.17	\$ 192,207.47	\$ (415,882.70)
Capital	\$ 350,000.00	\$ 300,000.00	\$ -	\$ (300,000.00)
MGT Fee	\$ 92,800.00	\$ 92,800.00	\$ 91,304.00	\$ (1,496.00)
TC & PA	\$ 17,200.00	\$ 17,200.00	\$ 17,159.41	\$ (40.59)
Res/CF	\$ 1,307,000.00	\$ 1,307,000.00	\$ 2,129,623.36	\$ 822,623.36
Total Uses	\$ 2,143,900.00	\$ 2,325,090.17	\$ 2,430,294.24	\$ 105,204.07

IMMOKALEE CRA

MSTU MANAGED ROAD SEGMENT ROW



IMMOKALEE MSTU MANAGED ROAD SEGMENT ROW

(FY-25 BUDGET to Actual – Immokalee Road & State Road 29 Fund 1011-163805)

	Adopted Budget	Amended Budget	Actual	Variance to Amended
Revenue				
Net Cost Uninc Gen Fund	\$ 237,600.00	\$ 237,600.00	\$ 196,915.36	\$ (40,684.64)
Total Sources	\$ 237,600.00	\$ 237,600.00	\$ 196,915.36	\$ (40,684.64)
Expenses				
Landscaping Serv	\$ 205,000.00	\$ 205,000.00	\$ 168,690.00	\$ (36,310.00)
Trash	\$ 3,000.00	\$ 3,000.00	\$ 3,321.24	\$ 321.24
Water & Electricity	\$ 24,500.00	\$ 24,500.00	\$ 21,418.52	\$ (3,081.48)
Irrigation/Mulch/Fertilizer	\$ 5,100.00	\$ 5,100.00	\$ 3,485.60	\$ (1,614.40)
Total Uses	\$ 237,600.00	\$ 237,600.00	\$ 196,915.36	\$ (40,684.64)



Collier County Community Redevelopment Agency – Immokalee

750 South 5th Street
Immokalee, FL 34142
www.ImmokaleeCRA.com
239-867-0025