

Collier County Community Redevelopment Agency

IMMOKALEE CRA

i The Place to Call Home !

**JOINT MEETING
OF THE IMMOKALEE LOCAL
REDEVELOPMENT ADVISORY
BOARD (CRA) &
THE IMMOKALEE
BEAUTIFICATION
MSTU
(Municipal Service Taxing Unit)
ADVISORY COMMITTEE**

November 15, 2023

8:30 A.M.



Immokalee
Florida in the 21st century

IMMOKALEE

CRA Collier County Community
Redevelopment Agency



Florida's 21st century

2023

| January 2023 | February 2023 | March 2023 | April 2023 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---|---|---|---|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|--|--|--|--|--|
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| 8 | 9 | 10 | 11 | 12 | 13 | 14 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 29 | 30 | 31 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | 6 | 7 | 8 | 9 | 10 | 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | 13 | 14 | 15 | 16 | 17 | 18 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 26 | 27 | 28 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| S | M | T | W | T | F | S | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | 6 | 7 | 8 | 9 | 10 | 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | 13 | 14 | 15 | 16 | 17 | 18 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 16 | 17 | 18 | 19 | 20 | 21 | 22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| May 2023 | June 2023 | July 2023 | August 2023 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <tr><th>S</th><th>M</th><th>T</th><th>W</th><th>T</th><th>F</th><th>S</th></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr> <tr><td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td></tr> </table> | S | M | T | W | T | F | S | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | <table border="1"> <tr><th>S</th><th>M</th><th>T</th><th>W</th><th>T</th><th>F</th><th>S</th></tr> <tr><td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td></tr> <tr><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> <tr><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr> <tr><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td></tr> <tr><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td></tr> </table> | S | M | T | W | T | F | S | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | <table border="1"> <tr><th>S</th><th>M</th><th>T</th><th>W</th><th>T</th><th>F</th><th>S</th></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr> <tr><td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td></tr> </table> | S | M | T | W | T | F | S | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | <table border="1"> <tr><th>S</th><th>M</th><th>T</th><th>W</th><th>T</th><th>F</th><th>S</th></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr> <tr><td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td></tr> </table> | S | M | T | W | T | F | S | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | | | | | |
| S | M | T | W | T | F | S | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 2 | 3 | 4 | 5 | 6 | 7 | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30 | 31 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| S | M | T | W | T | F | S | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | 1 | 2 | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 25 | 26 | 27 | 28 | 29 | 30 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| S | M | T | W | T | F | S | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | 3 | 4 | 5 | 6 | 7 | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30 | 31 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| S | M | T | W | T | F | S | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 2 | 3 | 4 | 5 | 6 | 7 | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| September 2023 | October 2023 | November 2023 | December 2023 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| S | M | T | W | T | F | S | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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CRA Meetings held every third Wednesday of the month.

MSTU Meetings held every fourth Wednesday of the month.

-  CRA Meeting
-  MSTU Meeting
-  Special Meeting
-  BCC Joint Workshop
-  Joint Meeting
-  Cancelled
-  No Meeting

All meetings held at CareerSource SWFL located at 750 South 5th Street, Immokalee FL unless otherwise noted.

All meetings are held at the CareerSource SWFL Conference Room located at 750 South 5th Street, Immokalee, FL 34142 unless otherwise noted. CRA Meetings are held every third Wednesday of the month. MSTU Meetings are held every fourth Wednesday of the month.

◆ Hybrid Remote Public Meeting

Some of the Board Members and staff may be appearing virtually, with some Board Members and staff present in person. The public may attend either virtually or in person. Space will be limited.

CRA Board

Commissioner
William McDaniel Jr.
Co-Chair
District 5

Commissioner
Dan Kowal
Co-Chair
District 4

Commissioner
Burt L. Saunders
District 3

Commissioner
Chris Hall
District 2

Commissioner
Rick LoCastro
District 1

CRA Advisory Board

Anne Goodnight
Chairman

Mark Lemke
Vice-Chair

Mike Facundo
Andrea Halman
Frank Nappo
Estil Null
Edward "Ski" Olesky
Yvar Pierre
Lupita Vazquez Reyes

MSTU Advisory Committee

Christina Guerrero
Chairman

Bernardo Barnhart
Vice-Chair

Ana Estrella
Andrea Halman
Norma Garcia
Cherryle Thomas
David Turrubiarz Jr.

CRA Staff

Gregory J. Oravec
CRA Director

Christie Betancourt
Operations Manager

Yvonne Blair
Project Manager

Yuridia Zaragoza
Administrative
Assistant

**Joint Meeting of the Collier County Community Redevelopment Agency
Immokalee Local Redevelopment Advisory Board and the Immokalee Beautification
MSTU Advisory Committee.**

AGENDA

Hybrid Remote Public Meeting
(*Please see details below)

Immokalee CRA
750 South 5th Street
CareerSource SWFL
Immokalee, FL 34142
239.867.0025

November 15, 2023 – 8:30 A.M.

- A. Call to Order
- B. Pledge of Allegiance and Prayer
- C. Roll Call and Announcement of a Quorum
- D. Voting Privileges for Board Members via Zoom *(CRA & MSTU Action Item)*
- E. Approval of Agenda *(CRA & MSTU Action Item)*
- F. Approval of Consent Agenda *(CRA & MSTU Action Item)*
 - 1. Minutes
 - i. Joint CRA & MSTU Advisory Board Meeting for October 18, 2023 (Enclosure 1)
 - 2. Budget Reports (Enclosure 2)
 - 3. Code Enforcement Report (Enclosure 3)
 - 4. Staff Reports
 - i. Program Manager Report (Enclosure 4)
 - ii. Project Manager Report (Enclosure 5)
 - iii. Project Observation Field Report (Enclosure 6)
 - iv. Community Meetings (Enclosure 7)
 - 5. Contractor Maintenance Report
 - i. A&M Property Maintenance
 - a. Maintenance Report (Enclosure 8)
- G. Announcements
 - 1. Public Comment speaker slips
 - 2. Communications Folder
- H. Other Agencies
 - 1. FDOT updates
 - 2. Other Community Agencies
- I. Community Presentations
- J. Old Business
 - 1. Immokalee Transportation Network Plan – Lorraine Lantz, AICP, CPM, PMP
Transportation Planning Manager, Transportation Management Services Department
(Enclosure 9)
 - 2. Strategic Planning Program (Enclosure 10)
 - i. Opening Comments from Advisory Board Members
 - ii. Introduction to "Community Redevelopment" in Florida
 - iii. Introduction to the Collier County Community Redevelopment Agency

- iv. The Finding of Necessity and Designation of the Community Redevelopment Areas
- v. The creation of the Collier County Community Redevelopment Agency
- vi. Adoption of the Original Community Redevelopment Plan
- vii. Establishment of the Redevelopment Trust Fund
- viii. The Bylaws of the CRA and its Local Redevelopment Advisory Boards
 - a. Discussion of important operating practices
- ix. Accomplishments from Inception to 2022
- x. The 2022 Amendment to the Community Redevelopment Plan

[Scheduled Break]

- xi. Deep Dive on the Current (2022) Community Redevelopment Plan
- xii. Vision
- xiii. Identified Project, Programs, and Priorities
- xiv. Where are we today?
 - a. Progress from 2022 to the present.
 - b. SWOT Analysis
- xv. Check in...Is our Vision still true?

[Scheduled Break]

- xvi. Bringing our Vision to life...
- xvii. Check in...Is there something missing from our Community Redevelopment Plan (i.e. critical authorizing projects of programs)?
- xviii. Of our hundreds of potential projects and programs, what are our Top Ten?
 - a. Previous Work Program/Priority List
 - b. Prioritization exercise

[Scheduled Break]

- xix. Discretion of the Advisory Board—adopt priority list following exercise or ask staff to bring back a refined list with any corresponding analysis at the next meeting for further consideration.
- xx. Closing Comments from Staff
- xxi. Closing Comments from Advisory Board Members

K. New Business

L. Citizen Comments

M. Next Meeting Date

The MSTU & CRA board will be meeting jointly on Wednesday, *December 13, 2023*, at 8:30 A.M. at CareerSource SWFL.

N. Adjournment

*** Hybrid Remote Public Meeting**

Some Advisory Board members and staff may be appearing remotely, with staff present in person. The public may attend either virtually or in person.

If you would like to provide public comment, participate, and/or attend the meeting, please contact Yuridia Zaragoza via email at Yuridia.Zaragoza@colliercountyfl.gov by November 14, 2023, at 4:00 P.M.

You may attend the meeting in person on November 15, 2023, at the CareerSource SWFL Conference Room, 750 South 5th Street, Immokalee, FL 34142.

The public is reminded that the CDC and Department of Health recommend social distancing and avoiding public gatherings when possible.

All meetings will be publicly noticed in the W. Harmon Turner Building (Building F), posted at the Immokalee Public Library and provided to the County Public Information Department for distribution. Please contact Yuridia Zaragoza at 239.867.0025 for additional information. In accordance with the American with Disabilities Act, persons needing assistance to participate in any of these proceedings should contact Christie Betancourt at least 48 hours before the meeting. The public should be advised that members of the CRA/MSTU Advisory Committee are also members of other Boards and Committees, including, but not limited to: the Immokalee Fire Commission. In this regard, matters coming before the Advisory Committee/Board may come before one or more of the referenced Board and Committees from time to time.

MINUTES

Joint Meeting of the Collier County Community Redevelopment Agency Immokalee Local Redevelopment Advisory Board and the Immokalee MSTU Advisory Committee on October 18, 2023. The Advisory Board members, staff, and public appeared virtually and in person.

Hybrid Remote Public Meeting

CareerSource
750 South 5th Street
Immokalee, FL 34142

A. Call to Order.

The meeting was called to order by CRA Chair Patricia Anne Goodnight at 8:32 A.M.

B. Pledge of Allegiance and Moment of Silence.

Patricia Anne Goodnight led the Pledge of Allegiance and asked for a moment of silence.

C. Roll Call and Announcement of a Quorum.

Christie Betancourt opened roll call. A quorum was announced for the CRA and MSTU Boards.

CRA Advisory Board Members Present in Person:

Patricia Anne Goodnight, Mike Facundo, Frank Nappo, Estil Null, Edward “Ski” Olesky, and Yvar Pierre.

CRA Advisory Board Members Present via Zoom:

Andrea Halman.

CRA Advisory Board Members Absent/Excused:

Mark Lemke.

MSTU Advisory Committee Members Present:

Christina Guerrero, David Turrubiardez Jr, Ana Estrella, and Bernardo Barnhart.

MSTU Advisory Committee Members Present via Zoom:

Andrea Halman and Norma Garcia.

MSTU Advisory Committee Members Absent/Excused:

Cherryle Thomas.

Others Present in Person:

Aristeo “Teo” Alviar, Misty Smith, Lupita Vazquez Reyes, Armando Yzaguirre, Cristina Perez, Angel Sindo, Rafael Campo, and Lorraine Lantz.

Others Present via Zoom:

Andrew VanValin, Carmen Monroy, Daniel Flynn, Laura Martinez, Marlene Dimas, Taylor Jaskulski, Wiley Page, and Laura Tefft.

Staff Present in Person: Gregory J. Oravec, Christie Betancourt, Yvonne Blair, and Yuridia Zaragoza.

D. Voting Privileges for Board Members via Zoom.

Staff announced that they have a CRA Board Member and MSTU Committee Member on Zoom.

CRA Action: Mr. Estil Null made a motion to allow Board members on zoom privileges. Mr. Edward “Ski” Olesky seconded the motion, and it passed by unanimous vote. 6-0.

MSTU Action: *Mr. David Turrubiardez Jr. made a motion to allow Board members on zoom privileges. Ms. Ana Estrella seconded the motion, and it passed by unanimous vote. 4-0.*

E. Approval of Agenda.

Staff presented the Agenda to the Boards for approval. Agenda was approved as presented.

CRA Action: *Mr. Edward "Ski" Olesky made a motion to approve the Agenda as presented. Mr. Estil Null seconded the motion, and it passed by unanimous vote. 7-0.*

MSTU Action: *Mr. David Turrubiardez Jr. made a motion to approve the Agenda as presented. Ms. Ana Estrella seconded the motion, and it passed by unanimous vote. 6-0.*

F. Approval of Consent Agenda

1. Minutes
 - i. Joint CRA & MSTU Advisory Board Meeting for September 27, 2023 (Enclosure 1)
2. Budget Reports (Enclosure 2)
3. Code Enforcement Report (Enclosure 3)
4. Staff Reports
 - i. Program Manager Report (Enclosure 4)
 - ii. Project Manager Report (Enclosure 5)
 - iii. Project Observation Field Report (Enclosure 6)

Staff presented the Consent Agenda to the Board for approval. Comments were made on Item 13, Program Manager Report, on Packet Page 39.

Mr. Aristeo Alviar asked if there are any updates on the Unpaved Private Road Emergency Repair MSTU (Municipal Service Taxing Unit). Staff said they will reach out to a contact person with the Board of Collier County Commissioners and will provide updates in the next Board meeting and to Mr. Alviar.

Mr. Greg Oravec informed Board and Community members that the Unpaved Road is a heavy lift because it involves private roads. Staff may look into certain segments and the Advisory Boards can make recommendations.

Mr. Alviar informed members on a couple of concerns that can occur such as emergency vehicles not being able to get through due to the bad conditions on their road.

CRA Action: *Mr. Estil Null made a motion to approve the Consent Agenda as presented. Mr. Edward "Ski" Olesky seconded the motion, and it passed by unanimous vote. 7-0.*

MSTU Action: *Mr. David Turrubiardez Jr. made a motion to approve the Consent Agenda as presented. Ms. Ana Estrella seconded the motion, and it passed by unanimous vote. 6-0.*

Mr. Bernardo Barnhart informed members that the Unpaved Road has been discussed for about 20 years. He asked if there is anything that the Advisory Board can do to help with a couple of feet of unpaved private roads and be included to the budget so that a private road is done each year.

Staff informed members that this Item was brought forward to the Board with a list of unpaved roads. Three roads were chosen as priority, but it was put on hold until the Item moved forward with the Board of Collier County Commissioners. Ms. Christie Betancourt said that Staff will revisit this item with the CRA Director, Greg Oravec, and with the County to see if there are any other options.

Mr. Oravec said that a sit down with a subcommittee or stakeholders should happen so that an understanding of the differences between a private and public road, and expenditures can be explained. He informed members on the process if the majority of the Advisory Board suggested a topic such as the unpaved road as a priority.

Mr. Aristeo Alviar provided a brief history on what occurred in the unpaved road in the area of Little League Road.

Ms. Andrea Halman suggested that the residents near the Little League Road start a fund to do something about their road. The CRA cannot afford to do private roads. She explained the idea of what other neighbors might think on whether they are willing to pay a bit more for their private road.

G. Announcements.

1. Public Comments speaker slips

CRA Staff reiterated the public 3-minute speaker slip policy. The Board will give more time if they feel it necessary.

2. Communications Folder

Staff reviewed the communications folder with the Board and the public. The folder contained the Public Notice for the Joint Meeting, news article, information on the complete streets, and upcoming event flyers.

3. Community Meetings (Enclosure 7)

Staff provided a copy of Enclosure 7 which is a copy of the upcoming community meetings. Staff announced that the Collier County Parks and Recreation Advisory Board Meeting was cancelled.

4. Public Meeting Calendar (Enclosure 8)

i. Proposed 2024 Meeting Calendar

Staff provided Enclosure 8 which is the updated 2024 Calendar. Meeting have been scheduled for the whole year. In the months that usually had no meeting we will cancel if we don't have item for the agenda, we will cancel that meeting.

Ms. Anne Goodnight informed Board Members on the 2024 Public Meeting Calendar. She informed Board Members that for the months of October, November, and December the CRA will be meeting jointly with the MSTU. A motion was made from the CRA Board to approve the 2024 Public Meeting Calendar as presented.

CRA Action: *Ms. Yvar Pierre made a motion to approve the 2024 Public Meeting Calendar for the Immokalee CRA and MSTU as presented. Mr. Estil Null seconded the motion, and it passed by unanimous vote. 7-0.*

Ms. Christina Guerrero asked the MSTU Committee Members if they had any questions. Ms. Ana Estrella reiterated on what Mr. Greg Oravec said in the last meeting, and said that if there is no Agenda, meeting can be cancelled. The MSTU Committee made a motion to approve the 2024 Public Meeting Calendar as presented.

MSTU Action: *Mr. David Turrubiardez Jr. made a motion to approve the 2024 Public Meeting Calendar for the Immokalee CRA and MSTU as presented. Ms. Ana Estrella seconded the motion, and it passed by unanimous vote.6-0.*

5. Upcoming Strategic Planning

Staff announced that they would like to have a meeting with the CRA and MSTU Board to present projects, potential projects, receive guidance from Board Members on the priorities for Immokalee, and to discuss on the projects that can be done with the budget given.

Discussion was made for both Boards on whether this Strategic Planning Session should be held jointly with both CRA and MSTU Board. Ms. Andrea Halman said that she would prefer to have the CRA and MSTU meet separately for this Strategic Planning Session. After much discussion from both Boards, a motion was made to have both CRA and MSTU meet jointly for this Strategic Planning Session.

CRA Action: *Ms. Yvar Pierre made a motion to have the Immokalee Local Redevelopment Advisory (CRA) Board meet Jointly with the Immokalee Beautification MSTU (Municipal Service Taxing Unit) Advisory Committee for the Strategic Planning Session. Mr. Mike Facundo seconded the motion, and it passed by unanimous vote. 7-0.*

MSTU Action: *Mr. David Turrubiardez Jr. made a motion to have the Immokalee Beautification MSTU (Municipal Service Taxing Unit) Advisory Committee meet Jointly with the Immokalee Local Redevelopment Advisory (CRA) Board for the Strategic Planning Session. Ms. Ana Estrella seconded the motion, and it passed by a majority vote. 5-1.*

Discussion was made for both Boards on what dates would be best to have the Strategic Planning Session. Ms. Christie Betancourt reminded Board members that the CRA will present in the Interagency on December 13, 2023. The Board will meet over two meeting dates, November 15, and December 13, 2023.

H. Other Agencies

1. Florida Department of Transportation (FDOT) Updates, Victoria Peters
No Updates.

2. Other Community Agencies

Code Enforcement, Cristina Perez & Angel Sindo

Ms. Cristina Perez provided information on when she hopes to have a next cleanup for Immokalee. She hopes to have the next cleanup next year in January, closer to the Eden Park Area.

Ms. Perez introduced Mr. Angel Sindo. Mr. Angel Sindo will be working around the Immokalee District Area.

Collier County Public Schools, Marlene Dimas

Ms. Marlene Dimas provided information on upcoming CCPS Events. She thanked everyone who participated in the CCPS Survey. She informed members on the Immokalee High School Fall Festival, Immokalee Middle School Trunk or Treat, and the District Title 1 Regional Parent Summit held at Pinecrest Elementary.

I. Community Presentations (Enclosure 9)

1. Immokalee Transportation Network Plan, Lorraine Lantz, AICP, CPM, PMP Transportation Management Services Department

Ms. Lorraine Lantz with the Collier County Transportation Management Services Department introduced herself. She informed everyone that her Division is wrapping up a study for the Immokalee Transportation Network Plan.

➤ Study Area and Goals

Ms. Lorraine Lantz informed members that the goal was to correlate with the LDC Plan and Immokalee Area Master Plan study on mobility. The main point is not necessarily to fix the roads or sidewalks but instead to fix the gaps to have more mobility.

➤ Stakeholder Advisory Group

She informed members that the Stakeholder Advisory Group consisted of the Immokalee CRA, Agencies around Immokalee, Sheriff's Office, and Immokalee Fire Station. She said that previous study was looked at, and they were able to follow a couple that had good recommendations.

➤ Previous Studies Reviewed

A couple of examples of recent studies include the Immokalee Streets TIGER 2016, Collier County Transit (CAT) Bus Stop & Facility Accessibility Study (2014) and many more.

➤ Existing Conditions

Existing conditions included demographics, bicycle and pedestrian crashes, activity centers, Schools/Community centers, street grid and connections, sidewalks, bicycle facilities and transit services.

➤ Gap Analysis

A gap analysis included all pedestrian and bicycle facilities in place, previous identified projects studies, identified gaps and opportunities with the existing systems and plans, and developed a list of projects to complete connections and expand mobility for all.

➤ Project Evaluation

Ms. Lantz informed members that both roadways and sidewalks were evaluated with a criterion. Projects for the sidewalks were prioritized into high, medium, and low tiers.

➤ Sidewalk Project Evaluation

Ms. Lantz provided an overview on the evaluation criteria for sidewalks which included six categories.

- 10 Tops Sidewalk Projects – Draft

Ms. Lantz provided a draft on the top 10 sidewalks in need of fix on gaps. She said twenty-five segments of sidewalks ranked high and about twelve were newer sidewalks.

Mr. Frank Nappo commented on the sidewalk projects. He said that Little League Road to the Lake is not added on this list. He elaborated on a few concerns for children and individuals who walk this road. He asked on the criteria on this certain rank.

Ms. Carmen Dowry addressed the criteria and elaborated on the factors that can be considered. She said that this draft is more of a guideline and recommendations. When projects and funding become available, the guideline for these projects are to see a relation with each other.

Mr. Greg Oravec suggested to Mr. Nappo that he make a recommendation so that the sidewalks that is of concern is added to the list for Sidewalk Project Evaluation. He also informed Mr. Nappo and Board Members that topics like this is what he hopes to hear about during the Strategic Planning Session.

➤ Roadway Project Evaluation

Ms. Lantz provided an overview on the evaluation criteria for roadways which included five categories. She informed members that the Right-of-Way availability is important due to the funding resource that the CRA and MSTU might go after and could be that it's not eligible if road needs to be purchased.

- 10 Top Roadway Projects – Draft

Ms. Lantz provided an overview on the Top 10 Roadway Projects. She included the Loop Road on SR29 and said that this project was included for the Florida Moving Forward initiative.

➤ Sidewalk Recommendations

Ms. Lantz informed members on the recommendations that Transportation came up with. She said that out of the 120 sidewalks 55 were not identified in other plans.

➤ Roadway Recommendations

Ms. Lantz informed members on the recommendations for the roadways.

➤ Overall Recommendations

Ms. Lantz said that the overall idea for this plan is to be used as a guide or tool on projects that can be funded for in the future.

Mr. Frank Nappo asked who developed the criteria and if any Immokalee community members were involved in this Stakeholder meeting. He elaborated on the importance of the Criteria.

Mr. Wiley Page, who is with Atkins, was the project manager for this plan. He informed members that the evaluation criteria was developed in coordination with the Stakeholders Group, who gave input and formed the criteria. He said the rankings are initial to compare to one another but as funding becomes available through grants and other projects, other recommendations are also looked at, not just the top ten. He also said that drainage improvements correlate with the improvements of sidewalks.

Mr. Mike Facundo asked if this study was done for just existing sidewalks. Ms. Betancourt followed up and said that both non-existing and existing sidewalks were studied. She said that information was shared on existing sidewalks condition. Mr. Facundo expressed concern on Downtown Immokalee and said that urban planning is needed. He reiterated with what was said by Mr. Wiley Page and said that drainage is important as well when it comes to looking to improve sidewalks. Mr. Facundo said he's appreciative of the work that has been done but asphalt sidewalks from Roberts Avenue to 1st Street is not the best option.

Mr. David Turrubiardez asked Ms. Lorraine Lantz if the Little League Road extension to SR82 was added to the list. Mr. Aristeo Alviar also reiterated on the Little League Road extension to SR82 and said it's important to look into.

Ms. Lorraine Lantz reiterated that the overall plan is to be used as a guide. Ms. Carmen Dowry followed up and said that the plan is a snapshot, and that the intention is to give ownership on this plan to help the community.

Ms. Anne Goodnight thanked Ms. Lorraine Lantz and said that she is hopeful that the Board can come up with more information and would be appreciative if Ms. Lantz reviewed it and provided comments as well.

Mr. Oravec asked Ms. Lorraine Lantz if she can come back to the Joint CRA and MSTU Public Meeting held on November 15, 2023. Ms. Lorraine said she will be able to attend and said that she would like the Board Members to know that Little League Road is in the long-range plan for Transportation.

Ms. Lupita Vazquez Reyes emphasized on thinking outside the box and talked on the same matter as Mr. Aristeo Alviar. She said that the community knows what it needs but the tools aren't all there. She talked about her experience living in another town that had both city and county government, and where she resided in a HOA development. She was able to understand the concept of living in a HOA development. She provided an insight on a framework similar to HOA for people who live in Immokalee and asked if something similar can be done.

Mr. Oravec and Ms. Goodnight provided feedback on the matter that Ms. Vazquez emphasized on.

CRA Action: Mr. Frank Nappo made a motion to have the sidewalk from Little League Road to Lake Trafford be included to the Sidewalk Projects in the Immokalee Transportation Network Plan and that it be a top priority. Mr. Estil Null seconded the motion, and it passed by unanimous vote. 7-0.

****Presentation is attached to the minutes for the record.***

J. Old Business.

1. Brief Staff Project updates

i. Main Street Historic Cemetery (Enclosure 10)

Staff provided a brief history on the Main Street Historic Cemetery. CRA Staff added the Historic Cemetery in the MSTU landscape contract for regular maintenance. The report provided is to help the Board identify what the next steps are for Staff. Staff recognize that certain improvement must be made to this site to make it safe. Staff discussed on partnership with certain organizations and explained that this will be incidental work under A&M's contract. Staff reiterated that partnership with the Collier County Museum and Seminole Tribe is important so that Staff can have a better direction on certain improvements. Staff would like to give the Board a timeline and cost estimate for each item.

Mr. Greg Oravec asked Staff to price it all out for the long year timeline in the hopes of doing the outside this year. Mr. Oravec reiterated on partnering with the County and Seminole Tribe or a professional with guidance on restoration.

Ms. Anne Goodnight said that she believes it's important that the CRA participates with the MSTU. CRA funds will be used to help with this improvement on helping to preserve history which is important.

Ms. Andrea Halman said that for Immokalee's history, the Seminole Tribe is very much included. It's important to have everyone who was a part of Immokalee's history.

Ms. Lupita Vazquez Reyes said that a liaison who is with the Seminole Tribe is working with the County. She asked Staff if they can connect with the liaison on the Historic Cemetery.

CRA Action: *Mr. Frank Nappo made a motion for Staff to proceed with the quote of the immediate cleanup in the outside of the Historical Cemetery Preservation. Mr. Edward “Ski” Olesky seconded the motion, and it passed by unanimous vote. 7-0.*

MSTU Action: *Mr. David Turrubiardez Jr. made a motion for Staff to proceed with the first quote of the immediate cleanup in the outside of the Historical Cemetery Preservation. Ms. Ana Estrella seconded the motion, and it passed by unanimous vote. 5-0.*

CRA Action: *Mr. Frank Nappo made a motion for Staff to evaluate Partnership with the Collier County, Seminole Tribe Liaison, and the Collier County Museum for the cleanup inside of the Historical Cemetery Preservation. Mr. Edward “Ski” Olesky seconded the motion, and it passed by unanimous vote. 7-0.*

MSTU Action: *Mr. David Turrubiardez Jr. made a motion for Staff to evaluate Partnership with the Collier County, Seminole Tribe Liaison, and the Collier County Museum for the cleanup inside of the Historical Cemetery Preservation. Ms. Ana Estrella seconded the motion, and it passed by unanimous vote. 5-0.*

ii. Dreamland Neighborhood Park

Mr. Greg Oravec provided an update on Dreamland Neighborhood Park. He said LCEC have indicated on relocating the utility line on the Neighborhood Park.

Mr. Oravec informed Board and public on a sports field initiative that Staff is working on. He said the CRA is allowed to follow up with this initiative if the Advisory Board recommends and supports it, and if the Collier County CRA support it as well.

Staff is proposing to explore collaboration with Collier County Parks and Recreation, Redlands Christian Migrant Association (RCMA), local sports clubs and all business stakeholders to help address the future needs on sports field. Staff is proposing to support the County on their rezoning efforts at the Immokalee Sports Complex, but Staff is also engaging in conversations, and will continue to do so, if the Board allows it, with RCMA to revisit the other private partnership proposal with RCMA to develop and operate two regulation soccer fields at their development in Lake Trafford.

He provided information on Dreamland Park and South Park, and how an opportunity can be present for sports field. He also said the Staff propose to continue to support the County and their evaluation on the land acquisition on Williams Reserve.

Mr. Oravec said County Staff will meet again with RCMA on October 30, 2023, to see what the next steps are. He hopes for a good outcome so that a proposal can be made to the Boards in the next 30 to 45 days.

Mr. Armando Yzaguirre said he would like to add Fellowship Church to this initiative and be in partnership with the County. He provided information on the Acreage of this property. He and others have thought about this same issue and understand the need for fields. He suggested a donation on maintenance to the property. He said that the Fellowship Church is looking into Church grants. He said that a fence must be installed when projects like sports fields is done so that there is restricted access.

Ms. Lupita Vazquez Reyes asked if the Boys & Girls Club field can be used. Staff said they will reach out, but informed her that in the past the idea of public use was a no.

Ms. Anne Goodnight advised Mr. Oravec to make sure to have in writing when it comes to partnering with other Organizations. She informed him on a past example that she dealt with.

2. FRA Conference 2023 – Ponte Vedra Beach, FL
Staff provided the 2023 FRA Conference Information. Ms. Christie Betancourt said 4 Board Members can attend the FRA Conference this year. If anybody is interested in the CRA Board, they can contact Ms. Betancourt.
3. Contractor Maintenance Report
 - i. A&M Property Maintenance
 - a. Maintenance Report & Schedule (Enclosure 11)
A&M Staff provided an update on the Maintenance Report & Schedule. A&M Staff are going according to schedule.

A&M Staff recommended two options for the Main Street Historic Cemetery fence. The options are to either repair or replace. A&M Staff recommended going with the option to repair. If the option to repair is a go, then Staff will need to find a fence contractor. The front of the Historic Cemetery is an Aluminum fence so A&M Staff said it will be quite expensive to replace all fencing with the same fence. A&M would like to have direction on the fence.

Mr. Oravec asked CRA Staff to coordinate this matter with A&M Staff, and then bring a proposal to Board.

A&M Staff said that that irrigation for the Historic Cemetery can be a quick fix in the front. Staff found the line and plan to test if it is holding water well. If it is, a new water drip line will be needed, which he explained will be costly but reminded everyone that no full irrigation can be done. Staff said rocks works well around this area so that habitat is kept out. Ms. Christina Guerrero suggested that she will donate the rocks.

A&M Staff said that graffiti is gone at the Zocalo Plaza but there is an issue of the area being sanded down. CRA Staff said Facilities may be able to fix this in house, a follow up email will be sent.

4. Advisory Board

i. CRA Board Application

a. Lupita C. Vazquez Reyes (Enclosure 12)

Staff provided board with enclosure 12 which is an application for the Immokalee Local Redevelopment Advisory Board vacant position.

Ms. Anne Goodnight informed members that an application was received from Lupita C. Vazquez Reyes. Ms. Andrea Halman is glad to see Lupita joined and said she will bring a lot to the Board.

CRA Action: Mr. Frank Nappo made a motion to appoint Lupita C. Vazquez Reyes to Immokalee Local Redevelopment Advisory (CRA) Board. Mr. Edward "Ski" Olesky seconded the motion, and it passed by unanimous vote. 6-0.

Staff said that the next step is to provide a recommendation memo to the Collier County Board Commissioners at the next available meeting so that they can vote on it.

K. New Business.

No new business.

L. Citizen Comments

M. Next Meeting Date

The CRA and MSTU Board will be meeting jointly Wednesday, November 15, 2023, at 8:30 A.M. at CareerSource SWFL.

N. Adjournment

Meeting adjourned at 11:08 A.M.

**** Zoom Meeting chat is attached to the minutes for the record.***



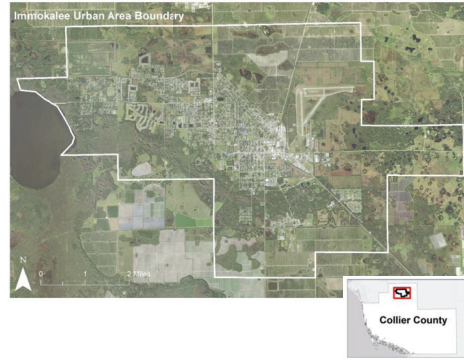
Immokalee Transportation Network Plan

Presented by:
 Transportation Management Services Division

CRA – October 18, 2023



Study Area and Goals



- The goal of this effort is to:
- Determine community mobility needs,
 - Address missing gaps in sidewalks, bicycle paths, and transit,
 - Set priorities for needed improvements, and prepare for future funding opportunities
 - Recommend improvements to address the mobility needs for Immokalee, providing improved connectivity and accessibility for all.

Stakeholder Advisory Group

- The Immokalee Transportation Network Plan Stakeholder Advisory Group (SAG) is comprised of individuals with direct knowledge of transportation needs and issues in the community
- Two meetings of this group have been held
- One-on-one interviews have been conducted with many of the agencies and stakeholders

Previous Studies Reviewed



- Collier County/Immokalee Complete Streets TIGER 2016 Application and Grant
- Collier Area Transit (CAT) Bus Stop & Facility Accessibility Study (2014)
- CAT Comprehensive Operations Analysis (2021)
- CAT Transit Development Plan (TDP) (2020)
- Collier MPO and CAT Park-and Ride Study (2020)
- Collier MPO Bicycle & Pedestrian Master Plan (2019)
- Collier MPO Pedestrian and Bicycle Safety Study (2013)
- Collier MPO Local Road Safety Plan (LRSP) (2021)
- Immokalee Pedestrian Crosswalk Improvements Study (2014)
- Immokalee Walkable Community Study (2011)

Existing Conditions

- Demographics
- Bicycle and Pedestrian Crashes
- Activity Centers
- Schools/Community Centers
- Street Grid and Connections
- Sidewalks
- Bicycle Facilities
- Transit Service

Gap Analysis

- Compiled all the pedestrian and bicycle facilities currently in place
- Compiled all the previously identified projects from previous studies
- Identified gaps and opportunities within the existing system and plans
- Developed a list of projects to complete connections and expand mobility for all



Project Evaluation

- Evaluation Criteria were developed for both **sidewalk** and **roadway** projects
- Projects were then prioritized into High, Medium, and Low tiers

Sidewalk Project Evaluation

The evaluation criteria for sidewalks included six (6) categories

- Connectivity to the existing network
- Proximity to a major activity center
- Proximity to a shopping/retail center
- Proximity to a bicycle/pedestrian crash that occurred within the last five years
- Proximity to a school
- Proximity to a transit stop

Roadway Project Evaluation

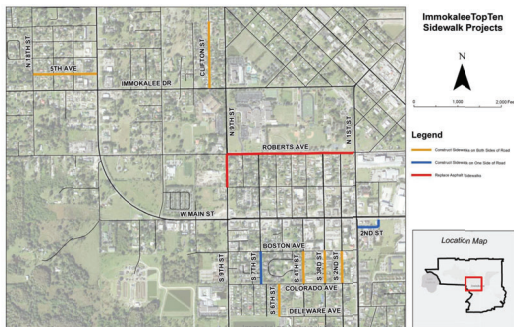
The evaluation criteria for roadways included five (5) categories

- Connectivity to the Existing Roadway Network
- Funding Status
- Project Status
- Proximity to Evacuation Routes
- Right-of-Way Availability

DRAFT Top 10 Sidewalk Projects

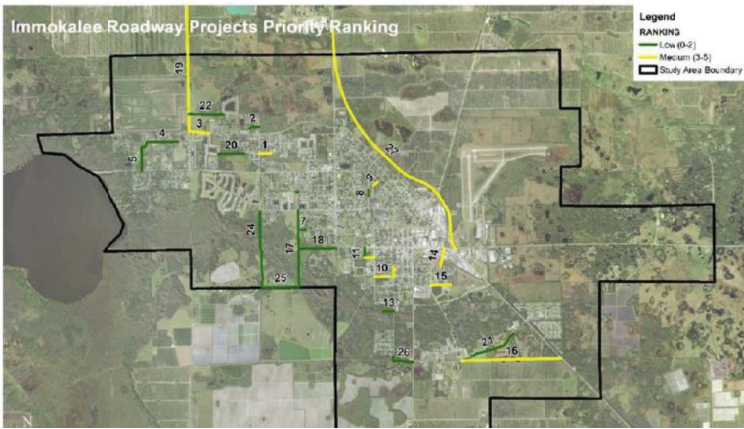
| Street Name | From | To | Miles | Connectivity to Existing Sidewalk Network | Proximity to Activity Centers | Proximity to Shopping and Retail | Proximity to Bicycle or Pedestrian Crashes | Proximity to Schools | Proximity to Transit Stops | Score | Ranking |
|---------------|---------------|----------------|-------|-------------------------------------------|-------------------------------|----------------------------------|--------------------------------------------|----------------------|----------------------------|-------|---------|
| 2ND ST | E MAIN ST | S 1ST ST | 0.12 | 3 | 2 | 3 | 3 | 3 | 3 | 17 | HIGH |
| ROBERTS AVE W | N 9TH ST | N 1ST ST | 0.55 | 3 | 3 | 2 | 3 | 3 | 3 | 17 | HIGH |
| N 9TH ST | ROBERTS AVE W | 2ND AVE N | 0.14 | 3 | 1 | 2 | 3 | 3 | 3 | 15 | HIGH |
| S 2ND ST | BOSTON AVE | COLORADO AVE | 0.14 | 3 | 1 | 3 | 3 | 2 | 3 | 15 | HIGH |
| S 3RD ST | BOSTON AVE | COLORADO AVE | 0.14 | 3 | 1 | 3 | 3 | 2 | 3 | 15 | HIGH |
| S 4TH ST | BOSTON AVE | COLORADO AVE | 0.14 | 3 | 1 | 3 | 3 | 2 | 3 | 15 | HIGH |
| S 6TH ST | COLORADO AVE | W DELAWARE AVE | 0.14 | 3 | 1 | 2 | 3 | 3 | 3 | 15 | HIGH |
| CLIFTON ST | CLIFTON RD | IMMOKALEE DR | 0.29 | 3 | 1 | 2 | 3 | 3 | 3 | 15 | HIGH |
| S 7TH ST | BOSTON AVE | COLORADO AVE | 0.14 | 3 | 1 | 2 | 3 | 3 | 3 | 15 | HIGH |
| 5TH AVE | N 18TH ST | N 15TH ST | 0.28 | 3 | 0 | 3 | 3 | 2 | 3 | 14 | HIGH |

SIDEWALK MAP



DRAFT Top 10 Roadway Projects

| Street Name | From | To | Notes | Miles | Connectivity to the Existing Roadway Network | Funding Status | Project Status | Proximity to Evacuation Routes | Right-of-Way Availability | Score | Ranking |
|----------------------------|-----------------------|------------------|-----------------------------|-------|----------------------------------------------|----------------|----------------|--------------------------------|---------------------------|-------|---------|
| LITTLE LEAGUE RD EXTENSION | SR 22 | LITTLE LEAGUE RD | ROADWAY EXTENSION | 3.65 | 1 | 2 | 1 | 1 | 0 | 5 | MEDIUM |
| SR 29 LOOP ROAD | NEW MARKET ROAD NORTH | SR 10 | CONSTRUCTION OF NEW ROADWAY | 3.61 | 1 | 2 | 1 | 1 | 0 | 5 | MEDIUM |
| PLUM ST | CARSON RD | PLUM ST | EXISTING DIRT PATH | 0.15 | 1 | 0 | 1 | 0 | 1 | 3 | MEDIUM |
| WESTCLOX ST EXTENSION | LITTLE LEAGUE RD | WESTCLOX ST | ROADWAY EXTENSION | 0.28 | 1 | 1 | 1 | 0 | 0 | 3 | MEDIUM |
| HENDRY ST EXTENSION | ADAMS AVE W | WASHINGTON AVE | ROADWAY EXTENSION | 0.07 | 1 | 0 | 1 | 0 | 1 | 3 | MEDIUM |
| W DELAWARE AVE EXTENSION | S 9TH ST | W DELAWARE AVE | EXISTING ASPHALT PATH | 0.20 | 1 | 0 | 1 | 0 | 1 | 3 | MEDIUM |
| S 5TH ST | W DELAWARE AVE | W EUSTIS AVE | EXISTING SHARED-USE PATH | 0.13 | 1 | 0 | 1 | 0 | 1 | 3 | MEDIUM |
| 11TH ST EXTENSION | E MAIN ST | 11TH ST SE | ROADWAY EXTENSION | 0.24 | 1 | 0 | 1 | 1 | 0 | 3 | MEDIUM |
| E EUSTIS AVE EXTENSION | SCHOOL DR | 16TH ST SE | ROADWAY EXTENSION | 0.25 | 1 | 0 | 1 | 0 | 1 | 3 | MEDIUM |
| STOCKADE RD EXTENSION | STOCKADE RD | SR 29 | ROADWAY EXTENSION | 1.32 | 1 | 0 | 1 | 1 | 0 | 3 | MEDIUM |



Sidewalk Recommendations

of the 120 Sidewalks - 55 were identified that were not in other plans

- Recommended improvements included:
- Approximately 36 miles of sidewalk total and an average of 0.3 miles per recommendation
- 37 Sidewalk locations on one side of the road
- 15 Sidewalk locations on both sides of the road
- 3 locations to replace existing asphalt with concrete

Roadway Recommendations

of the 27 Roadways - 24 were identified that were not in other plans

- Recommended improvements included:
- Approximately 15 miles of roadway and an average of 0.63 miles per recommendation
- 15 Roadway extensions
- 2 New roadway construction
- 4 Asphalt paving
- 3 Repaving

Overall Recommendations

Section 5.0 - Strict adherence to the ranking is not recommended as the prioritization of proposed projects will change according to the opportunity presented.

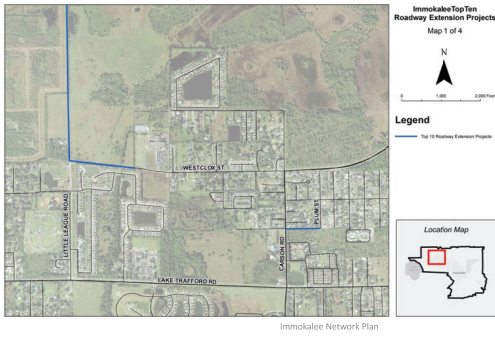
- Utilize rankings as a guide/tool to advance projects
- Continue to update the list
- Conduct public outreach to stakeholders and the public to identify needs
- Coordinate across modes to ensure the development of Collier's multimodal connected network
- Use prioritized list of projects to address gaps, prioritize the most needed projects and direct investments.

Questions

Thank You

Contact Information
 Lorraine Lantz, AICP, CPM
 Transportation Planning Manager
 Collier County
 lorraine.lantz@colliercountyfl.gov
 239.253.5779

Roadway Map



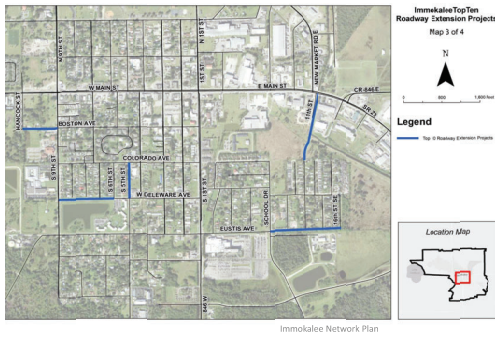
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Roadway Map



20

Roadway Map



21

Roadway Map



22

C.C.1025-138324

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|---------------------------------------------------|-------------------------|-------------------------|-------------------|------------------|----------------------|
| Grand Total-Fund/CI | | | 200,058.62 | 37,636.65 | 237,695.27- |
| 1025000000 IMMOKALEE REDEVELOPMENT | | | 200,058.62 | 37,636.65 | 237,695.27- |
| REVENUE Sub Total | 1,318,000.00- | 1,318,000.00- | | | 1,318,000.00- |
| REVENUE - OPERATING Sub-Total | 7,200.00- | 7,200.00- | | | 7,200.00- |
| 361180 INVESTMENT INTEREST | 7,200.00- | 7,200.00- | | | 7,200.00- |
| CONTRIBUTION AND TRANSFERS Sub-Total | 1,310,800.00- | 1,310,800.00- | | | 1,310,800.00- |
| 410001 TRANSFER FROM 0001 GENERAL FUND | 993,000.00- | 993,000.00- | | | 993,000.00- |
| 411011 TRANSFER FROM 1011 UNINC AREA MSTD GENERAL | 225,400.00- | 225,400.00- | | | 225,400.00- |
| 487999 REIMBURSEMENT INTERDEPARTMENTAL | 92,800.00- | 92,800.00- | | | 92,800.00- |
| 489900 NEGATIVE 5% ESTIMATED REVENUES | 400.00 | 400.00 | | | 400.00 |
| EXPENSE Sub Total | 1,318,000.00 | 1,318,000.00 | 200,058.62 | 37,636.65 | 1,080,304.73 |
| PERSONAL SERVICE | 258,900.00 | 258,900.00 | 29,990.00 | 24,748.09 | 204,161.91 |
| OPERATING EXPENSE | 400,000.00 | 400,000.00 | 170,068.62 | 12,888.56 | 217,042.82 |
| 634210 IT OFFICE AUTOMATION ALLOCATION | 16,300.00 | 16,300.00 | 16,300.00 | | |
| 634211 INFO TECH BILLING HOURS ALLOCATION | 200.00 | 200.00 | | | 200.00 |
| 634970 INDIRECT COST REIMBURSEMENT | 27,700.00 | 27,700.00 | 27,700.00 | | |
| 634980 INTERDEPT PAYMENT FOR SERV | 168,000.00 | 168,000.00 | | | 168,000.00 |
| 634999 OTHER CONTRACTUAL SERVICES | 21,300.00 | 21,300.00 | 67,056.37 | 1,943.63 | 47,700.00- |
| 639967 TEMPORARY LABOR | 50,000.00 | 50,000.00 | | | 50,000.00 |
| 640300 OUT OF COUNTY TRAVEL PROFESSIONAL DEVEL | 7,000.00 | 7,000.00 | | 890.00 | 6,110.00 |
| 640410 MOTOR POOL RENTAL CHARGE | 6,600.00 | 6,600.00 | | | 6,600.00 |
| 641230 TELEPHONE ACCESS CHARGES | 200.00 | 200.00 | | 7.96 | 192.04 |
| 641400 TELEPHONE DIRECT LINE | 6,000.00 | 6,000.00 | 4,854.83 | 1,145.17 | |
| 641700 CELLULAR TELEPHONE | 3,000.00 | 3,000.00 | 2,845.62 | 154.38 | |
| 641950 POSTAGE FREIGHT AND UPS | 200.00 | 200.00 | | | 200.00 |
| 641951 POSTAGE | 100.00 | 100.00 | | | 100.00 |
| 643100 ELECTRICITY | 3,000.00 | 3,000.00 | 2,859.84 | 140.16 | |
| 643400 WATER AND SEWER | 5,000.00 | 5,000.00 | 3,651.68 | 148.32 | 1,200.00 |
| 644100 RENT BUILDINGS | 38,500.00 | 38,500.00 | 32,053.78 | 6,372.52 | 73.70 |
| 644620 LEASE EQUIPMENT | 3,000.00 | 3,000.00 | 1,827.00 | | 1,173.00 |
| 645100 INSURANCE GENERAL | 1,800.00 | 1,800.00 | 1,800.00 | | |
| 645260 AUTO INSURANCE | 500.00 | 500.00 | 500.00 | | |
| 646430 FLEET MAINT ISF LABOR AND OVERHEAD | 400.00 | 400.00 | | | 400.00 |
| 646440 FLEET MAINT ISF PARTS AND SUBLET | 100.00 | 100.00 | | | 100.00 |
| 647110 PRINTING AND OR BINDING OUTSIDE VENDORS | 2,500.00 | 2,500.00 | | | 2,500.00 |
| 648160 OTHER ADS | 200.00 | 200.00 | 200.00 | | |
| 648170 MARKETING AND PROMOTIONAL | 5,200.00 | 5,200.00 | | | 5,200.00 |
| 649030 CLERKS RECORDING FEES ETC | 200.00 | 200.00 | | | 200.00 |
| 649100 LEGAL ADVERTISING | 1,000.00 | 1,000.00 | 1,984.00 | 1,316.00 | 2,300.00- |
| 649990 OTHER MISCELLANEOUS SERVICES | 500.00 | 500.00 | | | 500.00 |
| 651110 OFFICE SUPPLIES GENERAL | 3,000.00 | 3,000.00 | 129.50 | 699.44 | 2,171.06 |
| 651210 COPYING CHARGES | 3,500.00 | 3,500.00 | 3,500.00 | | |
| 651910 MINOR OFFICE EQUIPMENT | 1,000.00 | 1,000.00 | | | 1,000.00 |
| 651930 MINOR OFFICE FURNITURE | 1,000.00 | 1,000.00 | | | 1,000.00 |
| 651950 MINOR DATA PROCESSING EQUIPMENT | 10,000.00 | 10,000.00 | | | 10,000.00 |
| 652110 CLOTHING AND UNIFORM PURCHASES | 500.00 | 500.00 | | | 500.00 |
| 652210 FOOD OPERATING SUPPLIES | 1,500.00 | 1,500.00 | | 25.98 | 1,474.02 |
| 652490 FUEL AND LUBRICANTS ISF BILLINGS | 1,000.00 | 1,000.00 | | | 1,000.00 |
| 652920 COMPUTER SOFTWARE | 600.00 | 600.00 | | | 600.00 |
| 652990 OTHER OPERATING SUPPLIES | 2,000.00 | 2,000.00 | | | 2,000.00 |
| 652999 PAINTING SUPPLIES | 500.00 | 500.00 | | | 500.00 |

Fund 1025 Immokalee Community Redevelopment Agency

Enclosure 2

C.C.1025-138324

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|---------------------------------------------|-------------------------|-------------------------|-------------------|---------------|-------------------|
| 654110 BOOKS PUBLICATIONS AND SUBSCRIPTIONS | 500.00 | 500.00 | | | 500.00 |
| 654210 DUES AND MEMBERSHIPS | 4,000.00 | 4,000.00 | 2,806.00 | | 1,194.00 |
| 654310 TUITION | 1,000.00 | 1,000.00 | | | 1,000.00 |
| 654360 OTHER TRAINING EDUCATIONAL EXPENSES | 600.00 | 600.00 | | | 600.00 |
| 654370 ORGANIZATIONAL DEVELOPMENT | 800.00 | 800.00 | | 45.00 | 755.00 |
| CAPITAL OUTLAY | 63,400.00 | 63,400.00 | | | 63,400.00 |
| 763100 IMPROVEMENTS GENERAL | 63,400.00 | 63,400.00 | | | 63,400.00 |
| TRANSFERS | 542,700.00 | 542,700.00 | | | 542,700.00 |
| 911026 TRANSFER TO 1026 IMM CRA CAPITAL | 542,700.00 | 542,700.00 | | | 542,700.00 |
| RESERVES | 53,000.00 | 53,000.00 | | | 53,000.00 |
| 991000 RESERVE FOR CONTINGENCIES | 53,000.00 | 53,000.00 | | | 53,000.00 |

C.C.1629-162524

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|------------------------------------------------|----------------------|----------------------|-------------------|------------------|----------------------|
| Grand Total-Fund/CI | | | 438,212.88 | 11,282.46 | 449,495.34- |
| 1629000000 IMMOKALEE BEAUTIFICATION | | | 438,212.88 | 11,282.46 | 449,495.34- |
| REVENUE Sub Total | 1,582,500.00- | 1,912,395.88- | | 2,367.44- | 1,910,028.44- |
| REVENUE - OPERATING Sub-Total | 572,100.00- | 572,100.00- | | 2,367.44- | 569,732.56- |
| 311100 CURRENT AD VALOREM TAXES | 565,100.00- | 565,100.00- | | 2,367.44- | 562,732.56- |
| 311200 DELINQUENT AD VALOREM TAXES | | | | | |
| 361180 INVESTMENT INTEREST | 7,000.00- | 7,000.00- | | | 7,000.00- |
| 361320 INTEREST TAX COLLECTOR | | | | | |
| CONTRIBUTION AND TRANSFERS Sub-Total | 1,010,400.00- | 1,340,295.88- | | | 1,340,295.88- |
| 486600 TRANSFER FROM PROPERTY APPRAISER | | | | | |
| 486700 TRANSFER FROM TAX COLLECTOR | | | | | |
| 489200 CARRY FORWARD GENERAL | 1,039,100.00- | 1,039,100.00- | | | 1,039,100.00- |
| 489201 CARRY FORWARD OF ENCUMB AMT BY ADC CODE | | 329,895.88- | | | 329,895.88- |
| 489900 NEGATIVE 5% ESTIMATED REVENUES | 28,700.00 | 28,700.00 | | | 28,700.00 |
| EXPENSE Sub Total | 1,582,500.00 | 1,912,395.88 | 438,212.88 | 13,649.90 | 1,460,533.10 |
| OPERATING EXPENSE | 571,500.00 | 864,815.88 | 401,632.88 | 12,483.00 | 450,700.00 |
| 631400 ENGINEERING FEES | 175,000.00 | 464,975.65 | 277,492.65 | 12,483.00 | 175,000.00 |
| 634970 INDIRECT COST REIMBURSEMENT | 4,000.00 | 4,000.00 | 4,000.00 | | |
| 634980 INTERDEPT PAYMENT FOR SERV | 102,800.00 | 102,800.00 | | | 102,800.00 |
| 634999 OTHER CONTRACTUAL SERVICES | 214,100.00 | 217,440.23 | 118,840.23 | | 98,600.00 |
| 639961 PAINTING CONTRACTORS | 20,000.00 | 20,000.00 | | | 20,000.00 |
| 641951 POSTAGE | 100.00 | 100.00 | | | 100.00 |
| 643100 ELECTRICITY | 1,800.00 | 1,800.00 | | | 1,800.00 |
| 645100 INSURANCE GENERAL | 1,300.00 | 1,300.00 | 1,300.00 | | |
| 646311 SPRINKLER SYSTEM MAINTENANCE | 1,000.00 | 1,000.00 | | | 1,000.00 |
| 646318 MULCH | 1,600.00 | 1,600.00 | | | 1,600.00 |
| 646451 LIGHTING MAINTENANCE | 40,000.00 | 40,000.00 | | | 40,000.00 |
| 649010 LICENSES AND PERMITS | 1,000.00 | 1,000.00 | | | 1,000.00 |
| 649100 LEGAL ADVERTISING | 3,000.00 | 3,000.00 | | | 3,000.00 |
| 651110 OFFICE SUPPLIES GENERAL | 100.00 | 100.00 | | | 100.00 |
| 651910 MINOR OFFICE EQUIPMENT | 1,000.00 | 1,000.00 | | | 1,000.00 |
| 652210 FOOD OPERATING SUPPLIES | 500.00 | 500.00 | | | 500.00 |
| 652990 OTHER OPERATING SUPPLIES | 4,000.00 | 4,000.00 | | | 4,000.00 |
| 652999 PAINTING SUPPLIES | 200.00 | 200.00 | | | 200.00 |
| CAPITAL OUTLAY | 100,000.00 | 136,580.00 | 36,580.00 | | 100,000.00 |
| 763100 IMPROVEMENTS GENERAL | 100,000.00 | 136,580.00 | 36,580.00 | | 100,000.00 |
| TRANSFER CONST | 20,700.00 | 20,700.00 | | 1,166.90 | 19,533.10 |
| 930600 BUDGET TRANSFERS PROPERTY APPRAISER | 4,200.00 | 4,200.00 | | 1,095.88 | 3,104.12 |
| 930700 BUDGET TRANSFERS TAX COLLECTOR | 16,500.00 | 16,500.00 | | 71.02 | 16,428.98 |
| RESERVES | 890,300.00 | 890,300.00 | | | 890,300.00 |
| 991000 RESERVE FOR CONTINGENCIES | 16,100.00 | 16,100.00 | | | 16,100.00 |
| 993000 RESERVE FOR CAPITAL OUTLAY | 874,200.00 | 874,200.00 | | | 874,200.00 |

C.C. 1011-163805

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|------------------------------------------------------------|-------------------------|-------------------------|-------------------|-----------------|------------------|
| Grand Total-Fund/CI | 229,600.00 | 229,600.00 | 216,580.24 | 2,471.68 | 10,548.08 |
| 1011000000 MSTU GENERAL FUND - UNINCORPORATED AREAS | 229,600.00 | 229,600.00 | 216,580.24 | 2,471.68 | 10,548.08 |
| EXPENSE Sub Total | 229,600.00 | 229,600.00 | 216,580.24 | 2,471.68 | 10,548.08 |
| OPERATING EXPENSE | 229,600.00 | 229,600.00 | 216,580.24 | 2,471.68 | 10,548.08 |
| 634990 LANDSCAPE INCIDENTALS | 18,800.00 | 18,800.00 | 15,000.00 | | 3,800.00 |
| 634999 OTHER CONTRACTUAL SERVICES | 180,600.00 | 180,600.00 | 175,000.00 | | 5,600.00 |
| 643100 ELECTRICITY | 11,400.00 | 11,400.00 | 9,349.70 | 1,400.30 | 650.00 |
| 643300 TRASH AND GARBAGE DISPOSAL | 3,000.00 | 3,000.00 | 2,459.98 | 540.02 | |
| 643400 WATER AND SEWER | 12,000.00 | 12,000.00 | 11,468.64 | 531.36 | |
| 646311 SPRINKLER SYSTEM MAINTENANCE | 500.00 | 500.00 | | | 500.00 |
| 646318 MULCH | 3,000.00 | 3,000.00 | 3,301.92 | | 301.92- |
| 652310 FERTILIZER HERBICIDES AND CHEMICALS | 300.00 | 300.00 | | | 300.00 |

C.C.1026-138346

Fund 1026 Immokalee CRA Proj

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|---------------------------------------------------|------------------|------------------|------------|------------|---------------|
| Grand Total-Fund/CI | | | 201,215.60 | | 201,215.60- |
| 1026000000 IMMOKALEE CRA PROJECT FUND | | - | 201,215.60 | | 201,215.60- |
| REVENUE Sub Total | 548,900.00- | 4,160,675.00- | | | 4,160,675.00- |
| REVENUE - OPERATING Sub-Total | 6,500.00- | 6,500.00- | | | 6,500.00- |
| 361180 INVESTMENT INTEREST | 6,500.00- | 6,500.00- | | | 6,500.00- |
| CONTRIBUTION AND TRANSFERS Sub-Total | 542,400.00- | 4,154,175.00- | | | 4,154,175.00- |
| 411025 TRANSFER FROM 1025 IMMOKALEE REDEVELOPMENT | 542,700.00- | 542,700.00- | | | 542,700.00- |
| 489201 CARRY FORWARD OF ENCUMB AMT BY ADC CODE | | 3,611,775.00- | | | 3,611,775.00- |
| 489900 NEGATIVE 5% ESTIMATED REVENUES | 300.00 | 300.00 | | | 300.00 |
| EXPENSE Sub Total | 548,900.00 | 4,160,675.00 | 201,215.60 | | 3,959,459.40 |
| OPERATING EXPENSE | | 338,000.00 | | 29,125.00 | 308,875.00 |
| 631400 ENGINEERING FEES | | | | | |
| 634980 INTERDEPT PAYMENT FOR SERV | | 20,000.00 | | | 20,000.00 |
| 634999 OTHER CONTRACTUAL SERVICES | | 318,000.00 | | 29,125.00 | 288,875.00 |
| CAPITAL OUTLAY | 548,900.00 | 3,637,675.00 | 201,215.60 | 29,125.00- | 3,465,584.40 |
| 763100 IMPROVEMENTS GENERAL | 548,900.00 | 3,637,675.00 | 201,215.60 | 29,125.00- | 3,465,584.40 |
| GRANTS AND DEBT SERVICE | | 185,000.00 | | | 185,000.00 |
| 884200 RESIDENTIAL REHAB | | 185,000.00 | | | 185,000.00 |

Fund 1026 Project 50243 Imm CRA-Stormw In

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|-----------------------------------|------------------|------------------|------------|--------|------------|
| Grand Total-Fund/CI | - | 278,000.00 | - | - | 278,000.00 |
| 50243 IMMOKALEE CRA PROJECT FUND | - | 278,000.00 | - | - | 278,000.00 |
| EXPENSE Sub Total | - | 278,000.00 | - | - | 278,000.00 |
| OPERATING EXPENSE | - | 68,000.00 | - | - | 68,000.00 |
| 634999 OTHER CONTRACTUAL SERVICES | | 68,000.00 | - | - | 68,000.00 |
| CAPITAL OUTLAY | - | 210,000.00 | - | - | 210,000.00 |
| 763100 IMPROVEMENTS GENERAL | - | 210,000.00 | - | - | 210,000.00 |

Fund 1026 Project 50244 Imm CRA-S Sidewalk

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|-----------------------------------|------------------|------------------|------------|--------|------------|
| Grand Total-Fund/CI | 110,000.00 | 519,800.00 | 101,215.60 | - | 418,584.40 |
| 50244 IMMOKALEE CRA PROJECT FUND | 110,000.00 | 519,800.00 | 101,215.60 | - | 418,584.40 |
| EXPENSE Sub Total | 110,000.00 | 519,800.00 | 101,215.60 | - | 418,584.40 |
| OPERATING EXPENSE | - | 50,000.00 | - | - | 50,000.00 |
| 631400 ENGINEERING FEES | | | | | |
| 634999 OTHER CONTRACTUAL SERVICES | | 50,000.00 | | | 50,000.00 |
| CAPITAL OUTLAY | 110,000.00 | 469,800.00 | 101,215.60 | - | 368,584.40 |
| 763100 IMPROVEMENTS GENERAL | 110,000.00 | 469,800.00 | 101,215.60 | | 368,584.40 |

Fund 1026 Project 50245 Imm CRA-Park & Rec

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|-----------------------------------|------------------|------------------|------------|-------------|-------------|
| Grand Total-Fund/CI | 50,000.00 | 361,375.00 | - | - | 361,375.00 |
| 50245 IMMOKALEE CRA PROJECT FUND | 50,000.00 | 361,375.00 | - | - | 361,375.00 |
| EXPENSE Sub Total | 50,000.00 | 361,375.00 | - | - | 361,375.00 |
| OPERATING EXPENSE | - | 20,000.00 | - | 29,125.00 | (9,125.00) |
| 634980 INTERDEPT PAYMENT FOR SERV | - | 20,000.00 | - | | 20,000.00 |
| 634999 OTHER CONTRACTUAL SERVICES | - | - | - | 29,125.00 | (29,125.00) |
| CAPITAL OUTLAY | 50,000.00 | 341,375.00 | - | (29,125.00) | 370,500.00 |
| 763100 IMPROVEMENTS GENERAL | 50,000.00 | 341,375.00 | - | 29,125.00- | 370,500.00 |

C.C. 1026-138346

Fund 1026 Project 50246 Imm CRA-Neigh R

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|-----------------------------------------|-------------------|-------------------|-------------------|----------|-------------------|
| Grand Total-Fund/CI | 113,900.00 | 997,500.00 | 100,000.00 | - | 897,500.00 |
| 50246 IMMOKALEE CRA PROJECT FUND | 113,900.00 | 997,500.00 | 100,000.00 | - | 897,500.00 |
| EXPENSE Sub Total | 113,900.00 | 997,500.00 | 100,000.00 | - | 897,500.00 |
| OPERATING EXPENSE | - | 50,000.00 | - | - | 50,000.00 |
| 634999 OTHER CONTRACTUAL SERVICES | - | 50,000.00 | - | - | 50,000.00 |
| CAPITAL OUTLAY | 113,900.00 | 947,500.00 | 100,000.00 | - | 847,500.00 |
| 763100 IMPROVEMENTS GENERAL | 113,900.00 | 947,500.00 | 100,000.00 | - | 847,500.00 |

Fund 1026 Project 50247 Imm CRA-Mobility

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|-----------------------------------------|------------------|------------------|------------|----------|------------------|
| Grand Total-Fund/CI | - | 50,000.00 | - | - | 50,000.00 |
| 50247 IMMOKALEE CRA PROJECT FUND | - | 50,000.00 | - | - | 50,000.00 |
| EXPENSE Sub Total | - | 50,000.00 | - | - | 50,000.00 |
| OPERATING EXPENSE | - | 50,000.00 | - | - | 50,000.00 |
| 634999 OTHER CONTRACTUAL SERVICES | - | 50,000.00 | - | - | 50,000.00 |

Fund 1026 Project 50248 Imm CRA-Main St C.

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|-----------------------------------------|-------------------|---------------------|------------|----------|---------------------|
| Grand Total-Fund/CI | 250,000.00 | 1,394,000.00 | - | - | 1,394,000.00 |
| 50248 IMMOKALEE CRA PROJECT FUND | 250,000.00 | 1,394,000.00 | - | - | 1,394,000.00 |
| EXPENSE Sub Total | 250,000.00 | 1,394,000.00 | - | - | 1,394,000.00 |
| OPERATING EXPENSE | - | 100,000.00 | - | - | 100,000.00 |
| 634999 OTHER CONTRACTUAL SERVICES | - | 100,000.00 | - | - | 100,000.00 |
| CAPITAL OUTLAY | 250,000.00 | 1,294,000.00 | - | - | 1,294,000.00 |
| 763100 IMPROVEMENTS GENERAL | 250,000.00 | 1,294,000.00 | - | - | 1,294,000.00 |

Fund 1026 Project 50250 Imm CRA-First St

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|-----------------------------------------|------------------|-------------------|------------|----------|-------------------|
| Grand Total-Fund/CI | - | 250,000.00 | - | - | 250,000.00 |
| 50250 IMMOKALEE CRA PROJECT FUND | - | 250,000.00 | - | - | 250,000.00 |
| EXPENSE Sub Total | - | 250,000.00 | - | - | 250,000.00 |
| CAPITAL OUTLAY | - | 250,000.00 | - | - | 250,000.00 |
| 763100 IMPROVEMENTS GENERAL | - | 250,000.00 | - | - | 250,000.00 |

Fund 1026 Project 50252 Imm CRA-Com Gra

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|-----------------------------------------|------------------|-------------------|------------|----------|-------------------|
| Grand Total-Fund/CI | - | 185,000.00 | - | - | 185,000.00 |
| 50252 IMMOKALEE CRA PROJECT FUND | - | 185,000.00 | - | - | 185,000.00 |
| EXPENSE Sub Total | - | 185,000.00 | - | - | 185,000.00 |
| GRANTS AND DEBT SERVICE | - | 185,000.00 | - | - | 185,000.00 |
| 884200 RESIDENTIAL REHAB | - | 185,000.00 | - | - | 185,000.00 |

Fund 1026 Project 50269 Imm CRA-Lighting

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|-----------------------------------------|------------------|-------------------|------------|----------|-------------------|
| Grand Total-Fund/CI | 25,000.00 | 125,000.00 | - | - | 125,000.00 |
| 50269 IMMOKALEE CRA PROJECT FUND | 25,000.00 | 125,000.00 | - | - | 125,000.00 |
| EXPENSE Sub Total | 25,000.00 | 125,000.00 | - | - | 125,000.00 |
| CAPITAL OUTLAY | 25,000.00 | 125,000.00 | - | - | 125,000.00 |
| 763100 IMPROVEMENTS GENERAL | 25,000.00 | 125,000.00 | - | - | 125,000.00 |

C.C. 1027-138315-33831

Fund 715 Immokalee CRA Grant

| Fund / Comm Item | BCC Adopt Budget | Tot Amend Budget | Commitment | Actual | Available |
|----------------------------------------|------------------|-------------------|-------------------|------------------|------------------|
| Grand Total-Fund/CI | | | 169,610.00 | 20,380.00 | 189,990.00- |
| 1027000000 IMM CRA GRANT | | - | 169,610.00 | 20,380.00 | 189,990.00- |
| REVENUE Sub Total | | 250,000.00- | | | 250,000.00- |
| CONTRIBUTION AND TRANSFERS Sub-Total | | 250,000.00- | | | 250,000.00- |
| 487999 REIMBURSEMENT INTERDEPARTMENTAL | | 250,000.00- | | | 250,000.00- |
| EXPENSE Sub Total | | 250,000.00 | 169,610.00 | 20,380.00 | 60,010.00 |
| OPERATING EXPENSE | | 250,000.00 | 169,610.00 | 20,380.00 | 60,010.00 |
| 631400 ENGINEERING FEES | | 250,000.00 | 169,610.00 | 20,380.00 | 60,010.00 |

Immokalee Code Enforcement Open Case Report

October, 2023

| Case Number | Case Type | Status | Date Entered | Location Description | Detailed Description |
|-----------------|-----------|--------|--------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CENA20230008630 | NA | Closed | 10/03/2023 | 24370800000 - S 2nd St | High weeds |
| CETU20230008641 | TU | Open | 10/03/2023 | 580 Oakhaven Cir | People having garage sales every weekend (Friday - Sunday), they leave trash behind. |
| CENA20230008694 | NA | Open | 10/05/2023 | 30730680003 - Plum St | litter/outside storage |
| CENA20230008695 | NA | Open | 10/05/2023 | 30733400002 - Apple St/Eden Ave | high weeds |
| CEOC20230008746 | OCC | Closed | 10/06/2023 | 3363 16th Ave SE | airport. There are 5 trucks in the rear. |
| CENA20230008807 | NA | Open | 10/10/2023 | 2148 Jefferson AVE, Naples Entire lot | Abandoned house, yard not mowed, trash in yard, |
| CEOC20230009007 | OCC | Open | 10/12/2023 | 3752 Justice cr | The home of Habitat for Humanity is currently in foreclosure. There is an unlicensed female barber who also does pedicures, and hair to different people in front of the house with their children present. very unsanitary and inappropriate for the children and neighbors. |
| CEPM20230009011 | PM | Open | 10/12/2023 | 3752 justice Cr | The home of Habitat for Humanity is currently in foreclosure. Even though the house should be vacant, there are currently about 20 people living at home including about 4 toddlers and a baby. The condition of the property is not adequate for anyone living there, there is junk everywhere (side and back of the home) as well as overgrown weeds. Most of the time we see their own children walking through there (very inappropriate because they walk with no shoes on nor fully clothed only a shirt is worn). A lot of the time we hear loud noises inside the home and in front of the home, people arguing and screaming. These people are strangers to the neighborhood. Since the beginning of the year, there have been other unknown people who move in and out of the same house. |
| CELU20230009015 | LU | Open | 10/12/2023 | 581 2nd St NE | 581 2 St. N.E. has a lot of violations going on. The Main house was built on stilts. its a 3 bed rm. 2 bath. upstairs. and there is an illegal 2 bedroom 2 bath with a 2 car garage. was built with out any permit. There is a 30 lf. Park model mobile home out back along with a 45" travel trailer that are hooked up with 220 lines and sewage going into illegal lift stations and over working the septic system. no permits pulled for any work. mobile home inside shed that a permit was obtained for shed but not for 220 power line running out to mobile home. front of house left side between house and red barn power breaker box. inside red barn mobile home hooked to electric. under main house is duplex. back yard mobile home and travel trailer with lift station |
| CENA20230009174 | NA | Open | 10/17/2023 | 60183800109 - 324 W Main St | High Weeds |
| CENA20230009176 | NA | Open | 10/17/2023 | 82962441 - El Paso Trail | High weeds |
| CELU20230009215 | LU | Open | 10/18/2023 | 527 Eustis Ave | Property owner is renting a shed and a trailer to illegal immigrants, who are living in them. |
| CELU20230009266 | LU | Open | 10/19/2023 | 312 Jefferson Ave | Tent frame, white storage bin, wooden crate or bin, car parts such as but not limited to bumpers etc., large rusty cargo container, no principal structure. Zoning C-4 |
| CENA20230009275 | NA | Open | 10/19/2023 | 1421 Peach St | Litter and illegal outside storage. |

| Case Number | Case Type | Status | Date Entered | Location Description | Detailed Description |
|-----------------|-----------|--------|--------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| CENA20230009290 | NA | Open | 10/20/2023 | 1419 Peach St | litter, garbage, toilet outside in the yard. |
| CENA20230009294 | NA | Open | 10/20/2023 | 1303 Peach St | litter and illegal outside storage |
| CEV20230009295 | V | Open | 10/20/2023 | 581 2nd St NE | a 3 bed rm. 2 bath. upstairs. and there is an illegal 2 bedroom 2 bath with a 2 car garage. was built with out any permit. |
| CENA20230009316 | NA | Open | 10/20/2023 | 1415 Orange St | litter, broken wood, vegetative debris |
| CENA20230009317 | NA | Open | 10/20/2023 | 1413 Orange St | litter, car oil bottles |
| CEN20230009369 | N | Open | 10/23/2023 | 1318 Tangerine St. | accumulation of vegetative debris, trash in the right-of-way |
| CENA20230009384 | NA | Open | 10/23/2023 | 1304 Tangerine St. | High weeds and grass. |
| CENA20230009387 | NA | Open | 10/23/2023 | 1302 Tangerine St. | High weeds and grass |
| CELU20230009390 | LU | Open | 10/23/2023 | 326 E Delaware Ave | Large tent in rear yard |
| CEVR20230009399 | VR | Closed | 10/24/2023 | 671 4th St NE | Clearing the property without a permit. |
| CENA20230009410 | NA | Open | 10/24/2023 | 701 E Delaware Ave | Weeds in excess of 18" inches - Vacant |
| CENA20230009411 | NA | Open | 10/24/2023 | 114 Immokalee Dr | Weeds in excess 18" inches |
| CENA20230009429 | NA | Open | 10/25/2023 | 1322 Peach St. | High weeds/grass |
| CESD20230009439 | SD | Open | 10/25/2023 | 1406 Apple St. | prohibited outside storage. |
| CENA20230009494 | NA | Open | 10/26/2023 | 1416 Pear St. | Prohibited outside storage miscellaneous metal pipes |
| CENA20230009496 | NA | Open | 10/26/2023 | 1422 Pear St | broken cements rocks scattered in the right-of-way |
| CES20230009518 | S | Open | 10/27/2023 | 302 New Market Rd E | Vape Shop - Flutter flags in ROW |
| CENA20230009519 | NA | Open | 10/27/2023 | 211 New Market Rd | Pile of vegetative debris in front of building and pallet in ROW |
| CENA20230009520 | NA | Open | 10/27/2023 | 6386440005 - New Marke Rd | Litter along the fence line inside of the market |
| CELU20230009557 | LU | Open | 10/29/2023 | 25581560002 - S 4th St and Boston Ave | Yard sale, no permit |
| CENA20230009565 | NA | Open | 10/30/2023 | 601 W MAIN ST Parcel ID: 25581800005 | Litter on the property, general garbage throughout |
| CENA20230009652 | NA | Open | 10/31/2023 | 66930480006 - 404 Carver St | Litter dresser, windows, plastic, |

36 cases opened in October

Code Enforcement Monthly Open Code Cases October 1, 2023 - October 31, 2023

Program Manager Report

November 8, 2023

1. Immokalee Area Master Plan (IAMP) Restudy

(PL201880002258) Approved by BCC for final adoption on 12/10/2019.

Copy of IAMP as amended by Ordinance 2019-47 can be found at www.ImmokaleeCRA.com website.

- Implementation schedule was provided at the November 2020 Meeting.

No update.

2. Immokalee Area Overlay District LDC Updates

- County staff discussed IAMP Policy 6.1.3 Downtown Ped 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.
- County staff held Kick off meeting on June 16, 2022, with consultant The Neighborhood Company (TNC).
- TNC held a Site Visit with CRA staff on August 12, 2022.
- An onsite meeting was held with TNC and ICRA staff on September 14, 2022. TNC provided staff with upcoming schedule/timeline.
- TNC presented at the CRA Advisory Board Meeting on February 15, 2023.
- Staff provided updates at the May 17, 2023, CRA Advisory board meeting.
- TNC finalized evaluations on the overlay and development patterns. They held one-on-one meetings with local stakeholders.
- TNC presented at the June 21st Joint CRA & MSTU meeting.
- TNC provided the Immokalee Land Development Code “White Paper” update to County staff on September 1st.
- TNC held a workshop on October 4th. TNC staff is now working on LDC draft language with ICRA staff and county staff. Adoption process will be after the LDC draft is completed.

TIMELINE

- **Public Workshop**
✓ October 2023
- **Draft LDC Updates**
✓ Collaboration with Collier County & ICRA Staff
- **CRA Advisory Board**
✓ January 2024- LDC Draft Presentation
- **Development Services Advisory Committee Presentation**
✓ March 2024
- **CCPC Hearing & BCC Hearings**
✓ 2024 – Specific dates to be determined
(estimated April through September for Final Adoption)



3. CRA Office

Job Bank Assistant – staff is continuing to use KeyStaff temp service until further action is taken.

4. Redevelopment Plan

On May 10, 2022, the of Collier County Board of County Commissioner (BCC), acting as the Community Redevelopment Agency Board (CRA), approved a Resolution recommending approval to the BCC an amendment to the Collier County Community Redevelopment Area Plan. Fourth quarter implementation schedule was provided in September.

5. Infrastructure Projects (County) in Immokalee (Not funded by CRA/MSTU)

1) **Carson Road Project-Eden Park Elementary Safe Routes to School**

- 6' Sidewalk on the south and west side of the road.
- Construction costs is estimated at \$663,000.
- Funded with Safe Routes to School funds in FY 21/22.
- Construction to start in FY 23/24.
- Design 100% complete.
- Project is out for bid.



2) **Lake Trafford Road**

Design of bicycle and pedestrian features on Lake Trafford Road from Little League Road to Laurel Street. The project length is approximately 1.850 miles. Specifically, the design will provide for bicycle lanes on each side of the roadway within the project limits and design of a 6' sidewalk on the south side of the roadway from Carson Road to Krystal Lane and from North 18th Street to Laurel Street.

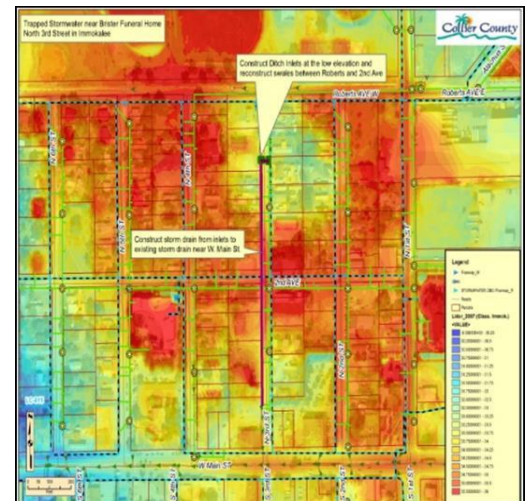
Includes adjustment or relocation of the existing signalization at the intersection of Carson Road and 19th Street, if required. Constrained right-of-way at 19th Street intersection may require bike lane tapers to sidewalks and minor incidental intersection improvement at this location. Project 3 is discussed under Stormwater projects.

No update



3) **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. A draft update document was prepared but not finalized. On November 28, 2018, county staff presented the follow-up analysis.



Immokalee Stormwater Project updates: North 3rd. Street Stormwater Improvements:

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 \$900,000. The grant funding contract is now finalized, and the project is ending the contractor bidding phase. Bids received awaiting budget amendment. The project manager is Brittany Lazo with Collier County Stormwater Management.

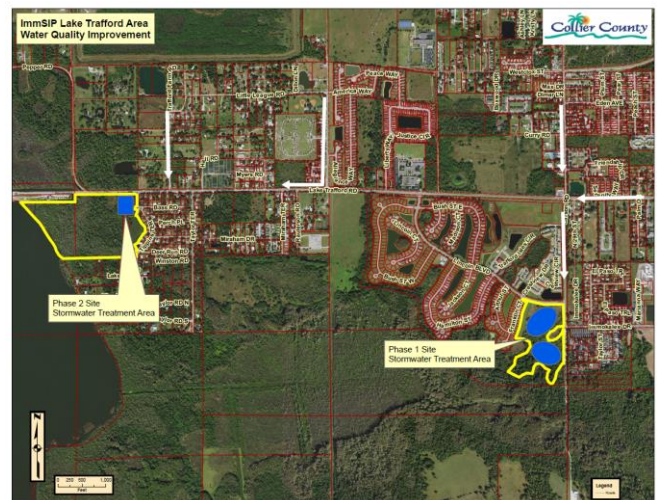
Madison Avenue Channel project:

On the northeastern side of Immokalee, county staff obtained Board of County Commissioners approval to purchase a 6-acre parcel just to the 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.



Eden Gardens project:

The Eden Garden Bypass Drainage Improvement proposed project is located in the south area of Westclox St., east of Boxwood Dr., west of Carson Rd., and generally north and northeast of Eden Gardens. The project would 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 \$602,786.32. The county applied for CDBG-DR grant funding for this project. Project is 100% design and has been put on hold due to staffing resource shortage.



Lake Trafford Road Area:

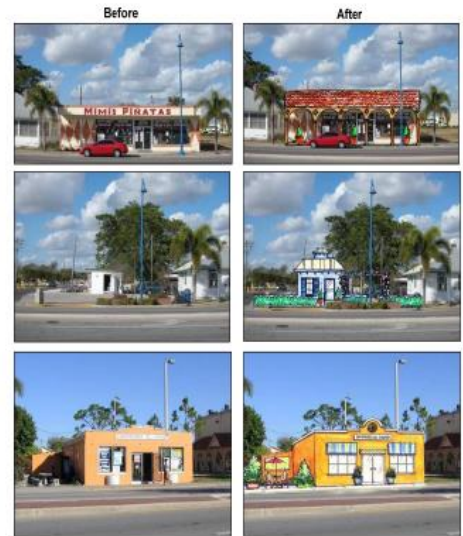
The single negotiated contract for designing both a stormwater treatment facility in the SE corner (Tract 3) of Arrowhead Reserve and drainage improvements along Lake Trafford Road from Little League Road to Tippins Terrace was applied for by the Board of County Commissioners in 2021. County staff is 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 2024. Phase 2 design began in 2022 and was split into Phase 2a, roadway & sidewalk scope with Phase 2b Pond design. Phase 2a road drainage/sidewalk design to be completed in 2023 and scheduled for construction bid in 2024.

6. Commercial Façade Grant Program

In accordance with objective 1.2 in the Immokalee Area Master Plan, the CRA continues to provide financial incentives to business in Immokalee via the Commercial Façade Improvement grant program. The CRA initiated 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 funding for façade improvements to commercial structures. Program is in place and being reviewed for revisions.



7. FHERO – Florida Heartland Economic Region of Opportunity

Staff attends monthly FHERO board meetings via Zoom or in person. Staff attended the September 19, 2023, meeting in person in Sebring. The next FHERO board meeting is scheduled for November 14, 2023.

Please see link to view copy of [2021 Retail Demand Analysis](#).

On June 28, 2021, Governor DeSantis issued Executive Order Number 21-149 which re-designated the South-Central RAO for another five-year term with an expiration date of June 28, 2026. For more information on FHERO please visit <https://flaheartland.com/>



The new digital flip-book edition of the **FHERO Guide** is live, active, and public. For complete 32-page guide please visit http://passportpublications.com/FHERO_Guide.html

8. Immokalee Unmet Needs Coalition

The Immokalee Unmet Needs Coalition (IUNC) is a long-term recovery group that formed in the fall of 2017 as the result of Hurricane Irma. This group is composed of non-profits, faith based, local, state, or national organizations who work together to meet the unmet of Immokalee residents impacted by disaster. At the February IUNC Housing meeting it was announced that the coalition received a Voluntary Organizations Active in Disaster (VOAD) grant for \$100,000 for the Immokalee area to assist the community with disaster improvements due to Hurricane Ian.



The Housing Committee is updating the Immokalee Disaster Recover Resiliency Plan and funding options for future projects on a quarterly basis. The Housing committee meetings are held the second Friday of every month via zoom at 10:00 a.m. The next meeting is scheduled for November 17th @ 10:00 a.m. via Zoom.

For information on housing assistance please visit website at: <https://www.colliercountyhousing.com/community-assistance-program/>

9. Development in Immokalee

1) *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 student in the foundation’s program., Career Pathways: Empowering Students to Succeed. BCB Homes, is serving as the general contractor.

On July 13, 2021, BCC board meeting (Agenda item 16.F.10) 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 sold its first home in December 2021 and closed on the 7th home in August 2023.



David Turrubiardez Jr. with his family.

2) ***Immokalee Fair Housing Alliance (IFHA)***

The Immokalee Fair Housing Alliance proposed housing development consist 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. For more information, please visit <http://www.ifha.info/>. Revised rendering will be provided at a future meeting. IFHA received final county approval of Site Development Plan (SDP) and they are currently out for bid. Land clearing started in September 2021.

Groundbreaking was held on November 10, 2021. Construction is under way. The infrastructure work which also include utility work is complete. The asphalt was laid in the construction access areas. Heatherwood Construction has started on the first of eight 16-unit apartment buildings for low income and workforce Immokalee families. The GC, Heatherwood Construction has reported that the construction of the footers and slab for the first building was completed in January and the first lift of concrete block was laid mid-February.

IFHA held the Signature Moment Wall Raising Ceremony on March 1, 2023. The event was attended by over 100 community and business leaders. The first walls were signed by the attendees and will go into the apartments. Construction continues to progress on the first building. They are on target to start the next two building, but they are currently in the process of paperwork and finding funds. IFHA plan to partner with the Shelter for Abused Woman & Children to allocate 16 apartments for those who have completed the program.

Link to [IFHA Wink News story](#)



3) *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.

Construction started in August 2022. Habitat is taking in applications for this development. The first phase may be reduced to 65 homes due to supply shortage. On Saturday, January 14, 2023, an Esperanza Home Dedication was held at Esperanza Place. They are hoping to have 20 homes built by June 2023. She said they have the families, just not the houses yet. They have 3 families have been assigned to the first 3 units and 25 families have been approved, they are just waiting on the homes.

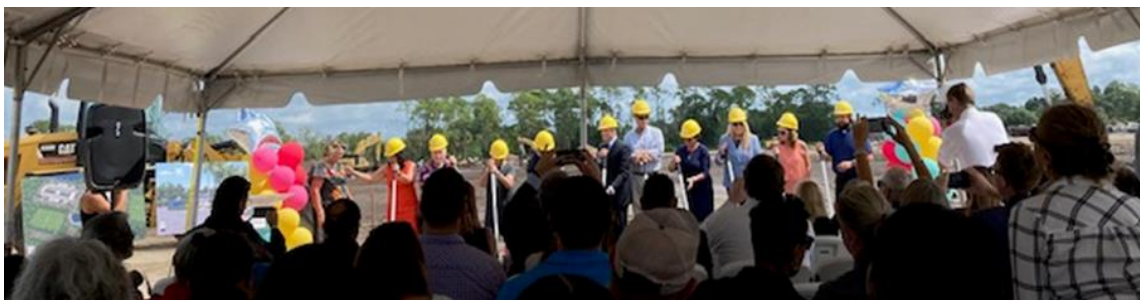




For more information, please visit <https://www.habitatcollier.org/communities/kaicasa/>

- 4) ***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. Approximately 8 acres will be designation for housing. Q. Grady Minor presented updated plan for the RCMA Immokalee MPUD (PL20200001827) at the CRA June 16, 2021, Board Meeting. CRA Board supported the proposed development. At the February 16, 2022, Parks & Recreation Meeting, H&F Architects provided updated renderings of the proposed development. A charter school is in the expansion plans, but it is currently planned as a development center. RCMA is reviewing partnership options for the development of the recreational fields with Parks & Recreation. In March 2023 RCMA started to clear the land.

Lipman Family Farms, a long-time supporter of RCMA, made a \$3 million donation to the organization; the largest donation Lipman has ever made to any one organization. The gift will support efforts to expand RCMA's charter schools throughout the state of Florida, as well as support the new Lipman Family Campus for Children and Families in Immokalee. The groundbreaking for the new campus was held on May 25, 2023. When completed, the \$16.4 million campus will feature two new child development centers, a community center, two soccer fields and a new charter school. The campus is scheduled to open in July 2025.



05.25.23 Groundbreaking Ceremony for RMCA's Lipman Farms Campus for Children & Families



5) *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. applied for grant funding but didn't receive. They will continue to look for other funding to build Casa San Juan Diego development in Immokalee. At the September IUNC Housing meeting staff provided committee a project update. Casa San Juan Diego has received recommendation for funding from Florida Housing. They will now enter the protest process. Final results are expected early 2024.

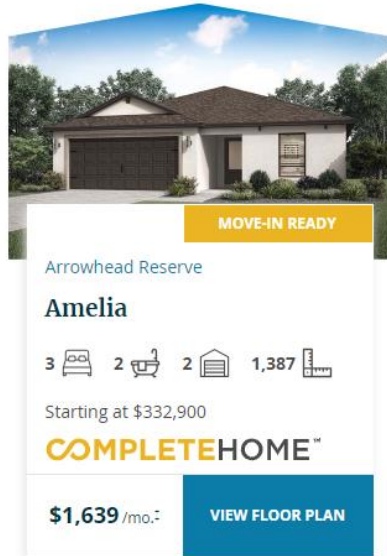


- 6) Casa Amigos – Farmworker units at Esperanza Place Rural Neighborhoods will open its new Casa Amigos apartments in Immokalee in October. Centered around a courtyard, the new development has 24 units, each with 2 bedrooms and 2 baths. The apartments are located at 2687 Amigo Way and serve both non-farmworker and farmworker families. Rents range from \$674 to \$1,123 per month including water, sewer and electric. Beginning September 18th, prospective tenants can call 239-657-2009 to schedule an appointment to submit their application. Applications can be downloaded [here](#) or picked up at 2693 Marianna Way during business hours. Additional information about income and eligibility is available [here](#).



7) **LGI Homes**

LGI is offering new homes for sale in Immokalee at Arrowhead Reserve. They are one of the largest new home builders in Immokalee. CRA staff has reached out to local manager for updates. They will be attending a future CRA meeting.



Construction on Arthur Street in Arrowhead Reserve Community.

8) Pulte Foundation PL20220004087 - PFCF/NSV Immokalee PUD (PUDZ)

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. The foundation first presented at the CRA September 21st meeting and then again at the CRA January 18, 2023, meeting. The foundation presented at the April Chamber of Commerce meeting. They held a Neighborhood Information Meeting (NIM) on Wednesday, June 7, 2023.

The Local Redevelopment Advisory Board requested that the Foundation comeback to the CRA after they receive comments from the county. The Foundation Presented to the Collier County Planning Commission on August 17, 2023. On October 10, 2023, the Board of County Commissioner 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.



9) Williams Farms of Immokalee (James E Williams Jr. Trust) RPUD (PUDZ) PL20210001434

Lake Trafford Road near Arrowhead (Property ID# 00113600106 & 0011360009) Current Zoning is A-MHO. 171 acres +/- . Williams Farms applied for a residential community on the south side of Lake Trafford Road. The consultant Daniel Delisi held an information meeting on August 30, 2022. They presented to the CRA on September 21, 2022. Staff will follow up with consultant for status of application. The application was approved by the Collier County Planning Commission in April 2023. On May 23, 2023, the Collier County Board of County Commissioner approved Agenda items 17.A. (Ordinance #2023-23).



10) Seminole Tribe medical and public safety facility

On April 26, 2022, a groundbreaking ceremony was held for a medical and public safety building on the Immokalee Reservation. The ceremony featured current and past tribal leaders as well as one of the founding mothers of the Immokalee reservation, Nancy Motlow. The 41,000-square foot building that will house the clinic, Center for Behavioral Health, and public safety departments on 9.7 acres on Seminole Crossing Trail. Construction is underway.



11) Immokalee Fire Control District

Groundbreaking was held on September 27, 2021, for Fire Station 30 located at 510 New Market Road. The state-of-the-art firehouse features three apparatus bays and is equipped with bunker gear storage and a shop area. The building also features a lobby, conference room and two offices. Fire Station No. 30 replaces the existing firehouse located at 502 New Market Road. Construction started in December 2021 and is almost completed. Ribbon Cutting ceremony hasn't been announced yet.



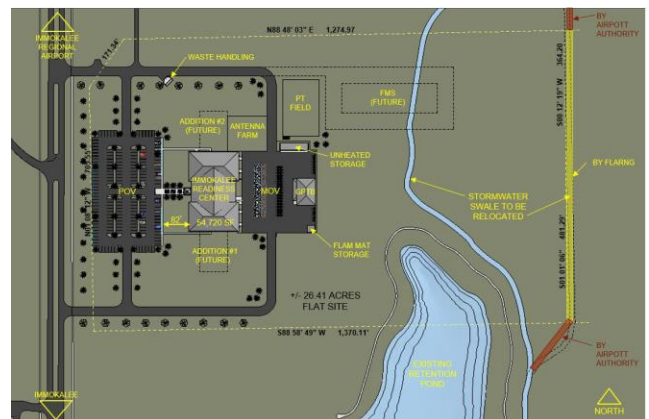
12) Budget Inn (PL20220001199 CU)

On March 16, 2022, a Pre-Application meeting was held with county for a proposed conditional use for the Budget Inn located at 504 E Main Street. Owners are proposing to demolish the existing hotel and potentially do a two or three story hotel. The architect for the business owner provided staff a rendering of the new hotel concept plan. Representatives for the Budget Inn will present at the Joint CRA & MSTU March 15, 2023, board meeting to request support for the project.



13) Florida Army National Guard Readiness Center Project

This is a new construction project being proposed at the Immokalee airport. This project will include a General-Purpose Training Bay (GPTB), all utility services, information systems, roads, walkways, curbs, gutters, storm drainage, parking areas, and site improvements. Physical security measures for anti-terrorism and force protection will be incorporated into the design to include maximum feasible standoff distances. Energy conservation measures will also be incorporated into design where feasible. Estimated project \$20 million.



9. The Face of Immokalee

On December 12, 2018, Michelle Tricca, a local Artist, presented The Face of Immokalee, a proposed outdoor photography installation celebrating the soul of Immokalee. CRA board supported the project and have formed a subcommittee to move the project forward. The subcommittee last met on December 9, 2019, to discuss the art wall options for the old McCrory's building (S&O Grocery), Lipman Produce (trucks/building), site on 1st Street (Gadsden blue building), and the Zocalo plaza. Committee supported rendering provided by artist with minor changes.

On October 22, 2020, CRA staff and Lipman staff met with Michelle Tricca to discuss project status. On October 29, 2020, WGPU did a story on Ms. Tricca's public art installation for the Phase 1 portion of the project.

Please see link to the WGPU Face of Immokalee story. [WGPU Face of Immokalee Story](#).

On November 18, 2020, both the CRA and MSTU board supported The Face of Immokalee project and made a motion to allow the use of Zocalo Plaza Art Wall as a canvas for the project.

In May 2021 Ms. Tricca provided project updates to staff and announced that the project has started to receive donations via her fiscal sponsorship with ASMP Foundation. She also noted that the project was featured in [Florida Weekly](#).

On April 16, 2023, “The Face of Immokalee” public art launch event was held at the Lipman property located at 200 E. Main Street. Ms. Tricca was awarded a \$25,000 grant from Florida Dept. of State, Division of Arts & Culture, and the National Endowment for the Arts.

On November 2, 2023, Ms. Tricca was a speaker at the Blue Zone Project Year in Review - The Art of Connection event held at Artis-Naples. The event introduced the Face of Immokalee: Public Art for a Social Change film.

It was announced at that time that The Face of Immokalee: Public Art for Social Change won the Florida Film Award and the International Film Festival (NIFF) Awards Ceremony held on Sunday, October 29. The event, attended by industry professionals and film enthusiasts, featured the announcement of winners who excelled in various categories.

Florida Film Award

“The Face of Immokalee: Public Art for Social Change”

Director: Tara Calligan



Visit project page for more information <https://www.michelletricca.com/projects/the-face-of-immokalee>

10. Collier County Parks & Recreation – Immokalee area

CRA staff and Parks & Recreation staff are coordinating monthly meetings to discuss improvements of all Immokalee Parks. Immokalee Parks & Recreation updates were provided in communications folder.

11. Blue Zone Project

On November 2nd staff attending the Blue Zone Project Year in Review event.





12. Impact Fee Installment Payment Program

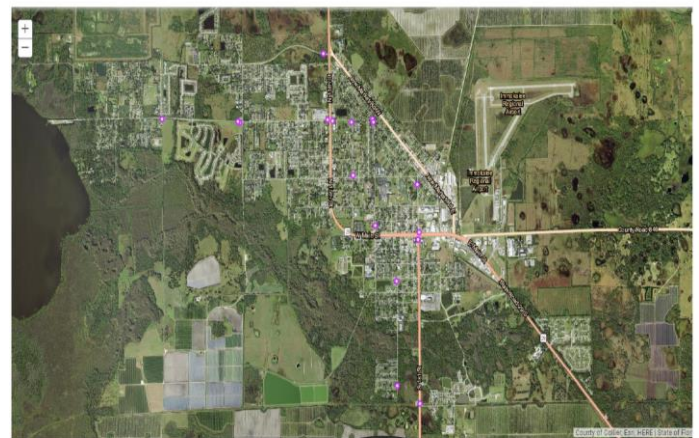
The Impact Fee Installment Payment Program was extended for five years on July 25, 2023, by the Board of County Commissioners. For questions, please call Gino Santabarbara at 239-252-2925 or email him at Gino.Santabarbara@colliercountyfl.gov.

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 (2023 applicants). No interests for registered Charitable Organizations and Non-Profits.
- 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.

13. Adopt A Road Program

Adopt a Road – dormant for the past two years due to COVID and staffing changes. In August 2021, Rich Koenigskecht was assigned the program and Road Maintenance began the assessment. Samantha Roe is assisting and is the first point of contact if anyone would like to participate in the program. The first task was to reach out to see what organizations were active and still wanted to participate. The second task was to complete an inspection of the signage. A photo was taken of every sign. The complete list will be sent to Traffic Operations who will make the signs. New signs are scheduled for the FY23 budget.



Immokalee is within Area 4. Area 4 is larger than the Immokalee CRA boundaries. There are currently 13 road segments in Immokalee CRA boundary identified for the program, covering 8.75 miles. 10 of those segments at one point in time had sponsors. No sponsors are active today based on the recent assessment. Staff provided updates at the March 15, 2023, Joint CRA & MSTU advisory board meeting.

| Immokalee - In Town Roadways |
|----------------------------------------------------------------------------------|
| Main Street from Brown Way to Lake Trafford Road |
| Main Street from Jerome Avenue to Brown Way |
| N 9th Street from Habitat Center to Lake Trafford Road |
| N 9th Street from 2nd Avenue N (south) to SR29 (Main Street) |
| South 1st Street from Stockade Road to SR29 (Main Street) |
| S 5th Street from West Delaware Avenue south to Breezewood Drive |
| Lake Trafford Road from N 15th Street west to Carson Road |
| Westclox Street from SR29 (Main Street) to the end |
| North 1st Street from SR29 (Main Street) to Adams Avenue |
| Lake Trafford Road from N 9th Street west to N 11th Street |
| Lake Trafford Road from N 11th Street west to N 15th Street |
| Lake Trafford Road from Little League Road west to Lake Trafford Marina Boundary |
| Lake Trafford Road from Carson Road west to Little League Road |

14. Unpaved Private Road Emergency Repair MSTU (Municipal Service Taxing Unit)

At the March 28, 2023, Board of County Commissioners meeting the Board considered an Ordinance to create a municipal service taxing unit to handle the unpaved private roads.

Item Summary: *** This Item has been further continued to the September 12, 2023, BCC Agenda. *** Recommendation that the Board adopts an Ordinance creating the unpaved private road emergency repair municipal service taxing unit by authorizing a levy of not to exceed one (1.0) mil of ad valorem taxes per year. (This item was continued from the February 28, 2023, March 28, 2023, June 27, 2023, and September 12, 2023, Board of County Commissioners meetings).

Item Summary: *** This Item is on Consent for the November 14, 2023, BCC Agenda (16.B.1) *** Recommendation to direct the County Attorney to advertise, and bring back for a public hearing, an Ordinance which would create the unpaved private road emergency repair municipal service taxing unit by authorizing a levy of not to exceed one (1.0000) mil of ad valorem taxes per year.

15. Collier County Opportunity Zone Program

This program is a community and economic development tool to drive long-term private investment in low-income communities! Collier County hopes to leverage Opportunity Zones as an important tool to support the development of jobs, affordable housing, and economic vitality in five areas in Golden Gate, Naples Manor and in and around Immokalee. 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 these targeted areas — distressed communities — by allowing investors to defer capital gains taxes through investments 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.

The zones enhance local communities’ 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.

It's an economic and community development tax incentive program that provides a new impetus for private investors to support distressed communities through private equity investments in businesses and real estate ventures. The incentive is deferral, reduction, and potential elimination of certain federal capital gains taxes. To become a Qualified Opportunity Fund, an eligible corporation or partnership self-certifies by filing [Form 8996](#), Qualified Opportunity Fund, with its federal income tax return.

Three areas in and around Immokalee, from Lake Trafford to the west to the county line to the east

- 1) [Census Tract 112.05](#) area surrounding Immokalee
- 2) [Census Tract 113.01](#) area surrounding Immokalee
- 3) [Census Tract 114](#) area surrounding Immokalee

Report by: Christie Betancourt, Program Manager

Project Manager Report

11/07/2023

1. Main Street Improvements – On Hold

Johnson provided preliminary hardscape plans on 6.1.23. On 8.22.23 Johnson provided the sightline overlay plans and on 8.31.23 delivered the Cost Estimate of \$1,945,440.83 for the project. Due to the escalation of FDOT Loop Road Project to commence construction in 2027, Johnson Engineering was issued a Stop Work Notice on 9.28.23 with 213 remaining days on their contract with the goal of enhancing the scope to transform the Main Street plans to improve the community’s quality of life.

2. First Street Zocalo Plaza (107 N. 1st Street)

i. Parks & Recreation Monthly Maintenance

A&M will provide short-term maintenance work. Staff will draft a Scope of Work and process an Invitation to Bid to finalize the selection of a contractor to maintain Zocalo Plaza.



10.09.23 Bamboo at Zocalo



10.18.23 A&M Trimmed Bamboo at Zocalo



10.18.23 A&M Trimmed Bougainvillea on Trellis



10.09.23 A&M Removes Homeless Personal Items

ii. *CRA*

Holiday – A Scope of Work for Holiday Decorations was prepared to combine the Christmas decoration scopes for Immokalee, Bayshore and Pelican Bay. A Solicitation was processed for a three (3) year term with two (2) one-year renewals. The scope for Immokalee will be for (1) installation/removal of tree and supply LED lights and decorations for fully decorated lighted tree, (2) supply and wrap LED illuminated lighted garland on the light poles with bows and extension cords, (3) supply red, green and white strand lights on the trees in the Zocalo Plaza, and (4) install/remove the CRA owned decorations at Zocalo Plaza with extension cords buried under the shell. FDOT Permit #2023-K-192-00049 for holiday decorations received on 9.8.23.

The BCC/CRA awarded a contract to Lite Er Up with an estimated budget of \$25,500 per year. Staff provided a Purchase Order to Light Er Up on 10.31.23. The lighted street pole angels (1st Street to 9th Street) and banners will not be a part of this contract but will remain duties of A&M, the Landscape Maintenance Contractor.





10/17/23 Staff is preparing an inventory of decorations in container at South Park

A&M is inspecting the street pole decorations for defective lightbulbs and installing the bracket for the new holiday wreath decorations. A&M will install the holiday street pole decorations and banners on 11.27.23.

iii. *Stage Maintenance*

On 10.18.23 A&M removed the graffiti on the floor of the stage.

**3. Street Light Poles #2B, #8, #10, #20, #38 & #52
Insurance Claim Report:**

| Pole # and Location | Date of Incident | Quote | Date of Quote | Claim Paid | Date Claim Paid | Comments |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #2B Median Pole at N First Street and West Delaware | 5/5-5/10, 2023 Discovered on 05.10.23 | \$27,138.36 | 6.7.23 | | | On 05.10.23 notified Traffic Ops of knocked down pole. Staff received incident report from Sheriff's Office on 5.25.23. Quote sent to Risk 6.15.23 & filed Claim. Replacement on hold pending new design of S. 1 st St. #500505231937. 11/2 Risk advised they need invoice & backup from original pole installation & determine if the proposed new pole will be an upgrade to evaluate any claim reimbursement. On hold. |
| #8 Triangle | 04.25.22 | \$24,669.28 | 05.24.22 | 01.31.23 received invoice. Amount Due \$21,904.32 less \$500 deductible. Awaiting reimbursement. | | 6.21.22 Pole orde-red. Installation completed on 1.10.23. Received invoice on 1.31.23 for \$21,904.32 and sent to Risk for claim reimbursement. 6/13 Risk's Adjuster still in the subrogation process with the faulty party's insurance carrier. |
| #10 Main Street Village apartment complex | 09.21.23 | | | | | 09.26.23 Traffic Ops filing claim replacing pole and will do billing. |
| #20 SR29 on the curve. | 9/2-6/22 | \$20,248.36 7/20/23 received invoice \$17,674.55 | 09.19.22 | | | Filed Claim & processed. PO on 10.24.22. Pole installed on 7.6.23. Sent invoice to Risk 7/20/23. 10/4 Risk advised still pursuing recovery from the insurance carrier. |
| #38 15 th St near McDonalds  | 01.27.12 | \$13,568.30 | | \$13,068.50 | 05.23.12 | No replacement planned. 7.28.23 Traffic Ops emailed poles need replaced. 10.20.23 received authorization to replace. 10.31.23 request for quote from Simmonds Electrical. 11.3.23 sent Simmonds photos of base for quote. |
| #52 15 th at Santa Rosa  | 09.15.18 | \$11,662.13 | | \$11,162.13 | 03.14.19 | No replacement planned. 7.28.23 Traffic Ops emailed poles need replaced. 10.20.23 received authorization to replace. 10.31.23 request for quote from Simmonds Electrical. 11.3.23 sent Simmonds photos of base for quote. |

4. Immokalee Complete Street (TIGER Grant) Project

The overall project will create a network of Complete Streets including approximately 20 miles of new sidewalks, improved walkability by filling in sidewalk gaps, a bicycle boulevard network, additional street lighting, landscaping, drainage improvements, and improved bus stops. These improvements will increase safety for the community.

Area 1 is the construction of sidewalks along the south side of East Delaware Avenue from South 1st Street to School Drive and multi-use trail construction on the east side of School Drive from Rose Avenue to E. Eustis Avenue. Crews completed the multi-use trail on School Drive. Roberts Avenue, 9th Street, 1st Street, Monroe Street, Lee Street, N 11th Street and the Health Department are under construction.

The upcoming phases will include a new bus transfer station to be built next to the Collier County Health Department on Immokalee Drive. Estimated substantial completion is Mid-2024.

Additional information is available at www.colliercountyfl.gov/transportationprojects.



11.02.23 N 11th Street & Orchid Ave



11.02.23 N 11th Street Sidewalks



11.02.23 Monroe Street



11.02.23 Lee Street



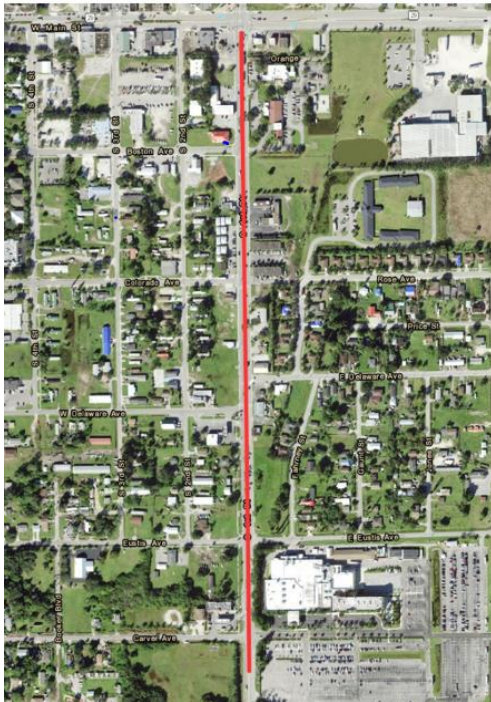
11.02.23 Monroe Street



11.02.23 Lee Street

5. S 1st Street Paving

Collier County Transportation Management Services Department - Road Maintenance Division scheduled a paving project on S 1st Steet from Main Street to the Casino. The work was completed at night the week of October 30th.



Project from Main to Casino



10.31.23 milling the old pavement to resurface.



11.01.23 Paving side streets to S 1st Street



11.02.23 S 1st Street newly paved

6. Immokalee Airport Improvements



11.02.23 Irrigation installation at new hangers



7. Panther Crossing Welcome Sign

FDOT’s Approved Utility Permit #2022-H-192-00303 dated 12.14.22 was utilized for the water service tap and directional bore under State Road 29. The purpose of the directional bore is to allow for a tap and drill into the existing 10” portable water main located west of SR29 for irrigation to the sign location east of SR 29. Boring work commenced and was completed on 5.4.23. The permit for the signage was finalized on 6.6.23. Construction on the sign commenced on 6.14.23.

The Artist, Martha Cantu, provided a quote of \$2,280 to paint the mural on the sign. This is the same mural that is on the S 1st St/Eustis Immokalee Welcome Sign. Q. Grady Minor completed revisions to the Plans on 6.13.23 to modify the lettering on the sign as recommended by the subcontracted sign vendor. The original letter specifications could not be fabricated at the size specified. The electrical permit was received on 8.2.23. The electrical meter main inspection was completed 8.17.23 and LCEC was contacted to pull power to the site. IWSD provided a quote of \$1,445 for the 1” meter and hook up to their 10” portable water main. LCEC completed their work on 10.17.23. 11/2 Vetor connected irrigation line to water meter and was unable to test because the breaker inside the panel was never flipped on. LCEC scheduled to flip the breaker on 11.7.23. The backflow connected to the water line is to be tested on 11.9.23 and the results sent to IWSD, followed by the final inspection to complete the sign installation project. Staff will investigate the surrounding areas to identify sightline improvements.



10.18.23 Staff investigating consolidating the numerous roadway signs obstructing the sightline to the Welcome Sign

8. Historic Cemetery Preservation

The historic cemetery property was being maintained by Parks and Recreation and A&M Property Maintenance LLC assumed the maintenance on the site on 8.13.23. Staff worked a scope for improvements at the cemetery and A&M to provide a quote for the MSTU Advisory Board's consideration. The Seminole Tribe, Christ Episcopal Church and Parks & Recreation will assist in identifying the individuals interred at the cemetery.



10.09.23 Christ Episcopal Church Historic Cemetery, 803 W Main St.

Report by: Yvonne Blair, Project Manager Dated: November 7, 2023



Immokalee Community Redevelopment Area (ICRA) Projects Updates

November 7, 2023

Table of Content

ICRA Projects (Funded by CRA and MSTU)

- Immokalee Sidewalk Phase III
 - Eustis Avenue & West Delaware Avenue
- First Street Corridor Pedestrian Safety Improvements
 - South 1st Street From Main Street to School Road/Seminole Crossing Trail
- Lake Trafford Road Corridor Lighting Study
 - Lake Trafford from SR29 (15th St.) to Ann Olesky Park & a portion of Carson Road
- Main Street Corridor Streetscape
 - SR29 (Main Street) from 9th Street to E 2nd Street
- Monument – Welcome Sign
 - Panther Crossing – SR29
- CRA owned property
 - 107 South 9th Street
- Historic Cemetery Preservation
 - 815 West Main Street

Other Projects of Interest

- Immokalee Complete Streets
 - Transportation Investment Generation Economic Recovery (TIGER) Grant
- SR 29 Bypass Loop Road

Immokalee Sidewalk Phase III

Eustis Avenue & West Delaware

Project #: 33873-01
Grant #B-22-CP-FL-0233
Project Sponsor: Immokalee CRA
Project Manager: Yvonne Blair

Project Scope: A comprehensive sidewalk plan for the southern area of the Immokalee Community. Consists of 6' wide concrete sidewalks as well as drainage improvements along Eustis Avenue and W. Delaware Avenue from S 5th Street to S 1st Street (approximately 2,500 linear feet).

Design Budget: \$114,763 MSTU Funds

Construction Costs: 100% cost estimate \$1,007,822.50

Total Estimated: \$1.4M

Federal Appropriations Funds (Estimated): \$987,000

Architect/Engineer: Agnoli, Barber & Brundage (ABB)

Stop Work 9/15/22 with 145 remaining days. Resume after the solicitation of a contractor.

Owner's Representative (CEI): Total Municipal Solutions, stop work notice 4/20/23 with 250 remaining days.

CEI Budget: \$101,215.60 CRA Funds

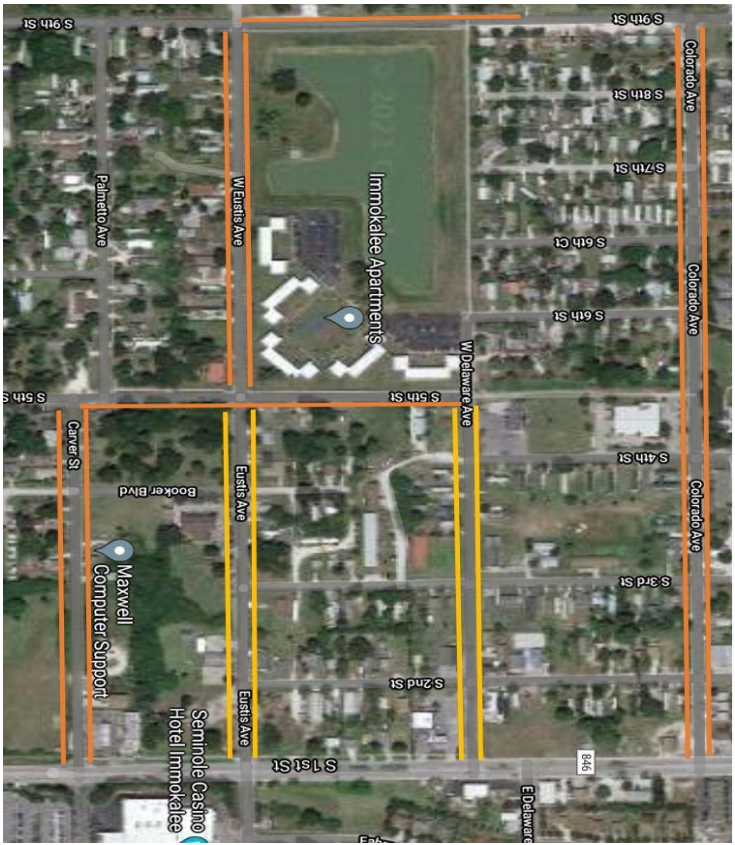
General Contractor: TBD

BCC Board Date: TBD

Notice to Proceed Date: 08.16.2021 Design

Estimated Substantial Completion Date: Q1 CY 2025

| DESCRIPTION OF WORK | % COMPLETE |
|---------------------|------------|
| Procurement | 15% |
| Design | 100% |
| Construction | 0% |



Yellow - Proposed Phase 3
 Orange - Phase 1 and 2 (completed in 2018 and 2021)

Milestones/Challenges To Date: 11/07/2023

- Notices (Findings of No Significant Impact & Request for Release of Funds) were published on 8/22 with 15-day public comment period. On 9/12 the Affidavit of Publication and Standard Form 7015.15 were sent to OMB for review for the County Manager's execution and for the submittal to HUD's Field Officer in Miami, FL.
- 9/27 CRA & MSTU Advisory Boards authorized a cost share for gap funding estimated expenses of \$245,100.
- 11/3 CHS Director authorized proceeding with a 5-Step Process by Tetra Tech regarding the affect of any floodplain before the documents are submitted to the County Manager for execution.
- 11/6 Executive Summary for Grant Agreement was modified to reflect drainage and utility improvements. Grant Agreement is on the BCC 11/14 Agenda for approval and execution by the Chairman of the BCC.

First Street Corridor Pedestrian Safety Improvements

South 1st Street From Main Street to School Road/Seminole Crossing Trail

Project #:33831-01

Project Sponsor: Immokalee MSTU

Project Manager: Yvonne Blair

Project Scope: In 2021 Q Grady Minor (QGM) provided a Conceptual Plan Report that recommended the installation of rectangular rapid beacons at three crosswalks and 11 additional Collier County Traffic Operations light poles for pedestrian safety. Staff applied for a \$250,000 Community Development Block Grant for the design of the lighting and safety improvement plans.

CHS CDBG Grant #CD22-03-IMM (Design Only)

Design Budget: \$189,990 CDBG Funds

Design Proposal: Kisinger, Campos & Associates (KCA)

CDBG Design Funds End: 04.30.2024

Construction Budget: \$850,000 (2023 updated to 1M)

CRA & MSTU Funds/apply for Grant in 2024

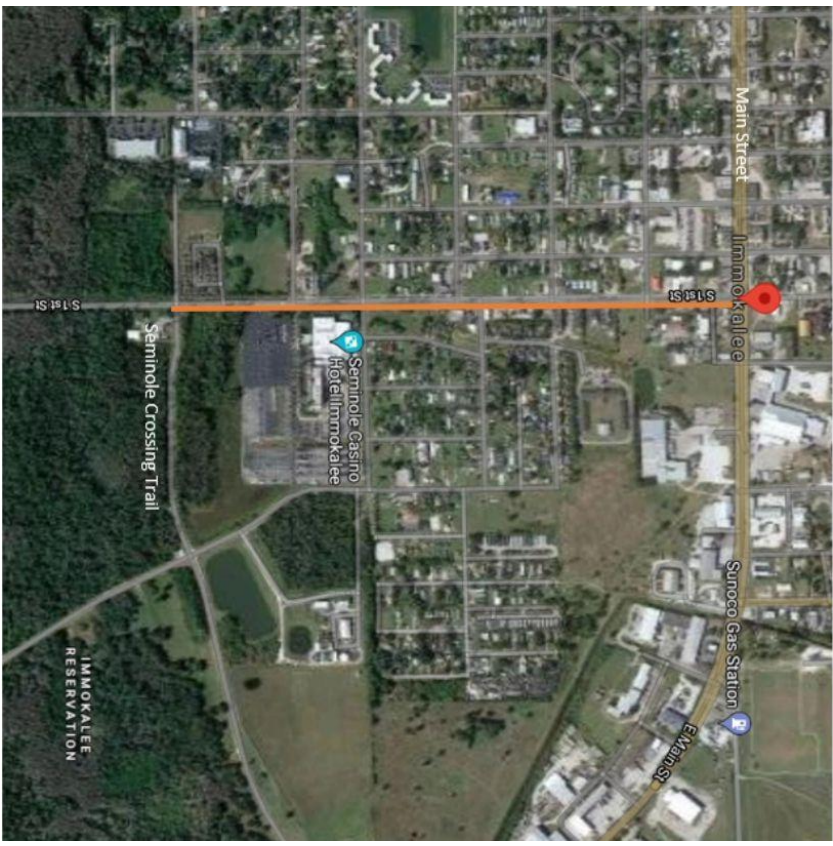
Architect/Engineer: KCA

General Contractor: TBD

Notice to Proceed Date: TBD

Estimated Substantial Completion Date: Design is targeted for completion Q1 CY 24, leading to construction in Q4 CY 24 and completion in 2025.

| DESCRIPTION OF WORK | % COMPLETE |
|---------------------|------------|
| Procurement | 100% |
| Design | 22% |
| Construction | 0% |



Milestones/Challenges To Date: 11/07/2023

- Subrecipient Agreement & Budget Amendment was approved by BCC's 9/13/22 Consent Agenda for \$250,000 CDBG Grant Agreement for the design project.
- Using engineering rotation, KCA was selected for the design of the project. Issued a NTP with PO for \$189,990 on 7/20/23 with a commencement date of 7/21/23.
- 30% plans due on 11/23/23. Survey complete survey field work 9/15/23.
- Staff to provide draft grant scope for construction to the Advisory Committees for Grant Application due in January 2024.
- KCA to complete 60% Design Plans for construction for next grant cycle application (2024).
- On 10/16 RBSM recommended stamped concrete on future crosswalks. 10/19 provided RBSW conceptual plans. RBSM resurfacing S 1st St. at night week of 10/30.

Lake Trafford Road Corridor Lighting Study

Lake Trafford from SR29 (15th St.) to Ann Olesky Park & a portion of Carson Road

Project #: 1026-138346-50246.2 (CRA)
1629-162524-631400 (MSTU)

Project Sponsor: Immokalee MSTU

Project Manager: Yvonne Blair

Project Scope: Complete a lighting justification study to determine lighting requirements along Lake Trafford Road utilizing LCEC equipment and complete required survey of the corridor. The project will be completed in phases in coordination with the Transportation Division's project consisting of bike lanes and drainage improvements on both sides of Lake Trafford from Little League Road and Laurel Street.

Design Budget: \$149,930 MSTU Funds/\$100,000 CRA

Construction Budget (Estimate): \$2,500,000 – contingent on type of pole and partnership with LCEC.

Funding: CRA & MSTU Funds and Grants

Architect/Engineer: Jacobs Engineering (Jacobs)

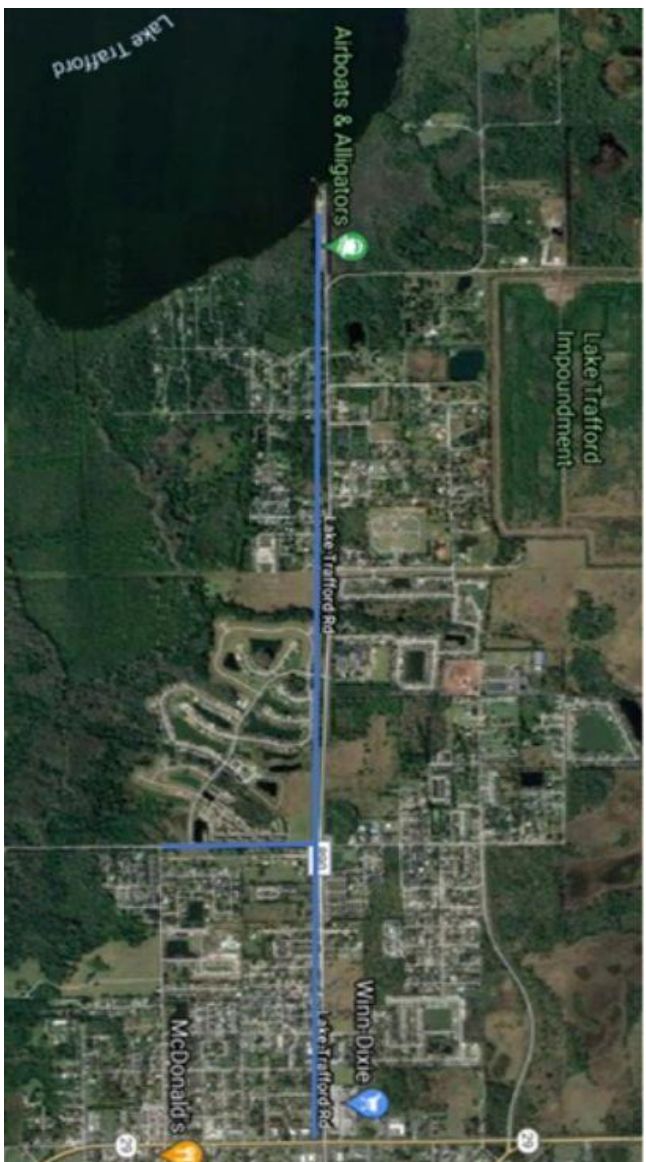
Owner's Representative (CEI): TBD

General Contractor: TBD

Notice to Proceed Date: 05/02/23

Estimated Substantial Completion Date: 05/01/24

| DESCRIPTION OF WORK | % COMPLETE |
|---------------------|------------|
| Procurement | 100% |
| Design | 25% |
| Construction | 0% |



Milestones/Challenges To Date: 11/07/2023

- A Work Order was finalized on 3/6 with Jacobs to perform a lighting study and prepare the construction plans to be utilized by LCEC and provide limited Subsurface Utility Engineering (SUE) along lighting corridor to identify underground utilities.
- On 5/1/23 a NTP with a PO in the amount of \$249,930 was issued for Jacobs to commence on 5/2/23. Topographic design surveys were completed 8/11/23.
- 10/16/23 Jacobs trying to coordinate with LCEC. Provided Jacobs with Juan Garcia contact info at LCEC & sent Jacobs the CADs for RCMA's project on 10/20/23.
- Task 1 – Jacobs provide the 30% Lighting Study Analysis Report.
- Task 2 – Final Design due 3/1/24.

Main Street Corridor Streetscape

SR29 (Main Street) from 9th Street to E 2nd Street

Project #: 1629-162524-631400

Sponsor: Immokalee MSTU

Project Manager: Yvonne Blair

Project Scope: Johnson Engineering (Johnson) had been selected as the Consultant to prepare a Proposal for the design improvements to the streetscape of Main Street Corridor (.61 miles). The project consists of design services, permitting, and construction oversight for streetscape enhancements.

Design Budget: \$212,598 MSTU Funds

Construction Budget (Estimated): \$2,500,000 CRA & MSTU Funds

Architect/Engineer: Johnson Engineering (Johnson)

Design Notice to Proceed Date: 9.1.22

Final Design 100% Plans: Stop Work Notice Issued 9.27.23.
Construction Completion Date: Project on hold.

| DESCRIPTION OF WORK | % COMPLETE |
|---------------------|------------|
| Procurement | 100% |
| Design | 60% |
| Construction | 0% |



Milestones/Challenges to date: 11/07/2023 - On Hold

- A NTP was issued to Johnson with a commencement date of 9/1/22. Kick-Off and Site Visit Meeting held on 9/26/22 with Johnson's design team and CRA Staff.
- Johnson's design team conducted Public Meeting #1 11/16/22, Public Meeting #2 on 2/15/23, & Public Meeting #3 on 3/15/23.
- On 6/1/23 Johnson provided preliminary hardscape plans to CRA staff.
- Pre-App with FDOT on 7/18/23.
- An onsite meeting was held on Main Street with Johnson on 7/26/23 with a detailed follow up email to Johnson with questions and concerns for improvements to the corridor.
- On 8/31/23 Johnson provided a Cost Estimate of \$1,945,440.83.
- On 9/27/23 the CRA & MSTU Advisory Boards authorized Staff to put Johnson Engineering on hold until the evaluation of the SR29 Loop Road project is defined & the future conveyance of Main St. to County is investigated. A new scope of Main Street shall enhance features for a pedestrian friendly downtown streetscape.
- A Stop Work Notice was issued to Johnson on 9/28/23 with 213 remaining days.

Monument – Welcome Sign

Panther Crossing – SR29

Project #: 1629-162524-631400
Project Address: 1620 SR29, Immokalee 34142
Project Sponsor: Immokalee MSTU
Project Manager: Yvonne Blair

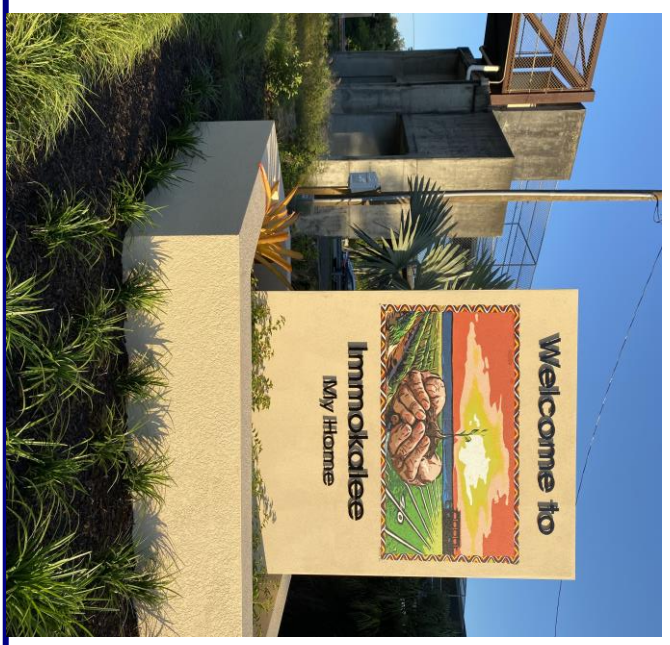
Project Scope: Project will provide the third and final gateway welcome sign for the community of Immokalee on SR 29 at the Panther's Crossing/Farm Worker's Village.

Design Budget: \$12,817 MSTU Funds
Construction Budget (Estimated): \$168,500 MSTU Funds

Design-Build Contractor: Q. Grady Minor (QGM)
Notice to Proceed Date: 08.04.22 & on Stop Order
Completion of Design Plans: 2/14/23 per pre-bid mtg changes

CO#1 10.18.22 - Additional 30 days & \$2,622 was required due to no water at location & needing a FDOT direction bore permit.
CO#2 11.17.22 – Additional 90 days required is delay receiving FDOT directional bore utility permit.
Stop Order 1.19.23, 2.15.23, 4/27 & 6/13 w/ 38 days remaining.
Estimated Final Completion Date: 11.13.23

| DESCRIPTION OF WORK | % COMPLETE |
|---------------------|------------|
| Procurement | 100% |
| Design - Rework | 100% |
| Construction | 99% |



Milestones/Challenges To Date: 11/07/23

- On 12/21/22 received FDOT Utility Permit and QGM final plans on 1/17/23. On 3/22/23 sent PO (\$168,500) to Vektor Contracting of the Small GCs Contract.
- On 5/4/23 the directional bore under SR29 was completed. Construction commenced on 6/14/23. Mural painted 7/8-12. The letters for the sign were installed 7/28/23. Contractor completed power post 8/1/23; and water lines, rip rap and electrical meter main inspection completed on 8/17/23.
- LCEC was notified 8/17/23 of the inspection approval to schedule the installation of power loop and transformer. On 10/17/23 LCEC installed the pole for power hook up. Backflow installed on 9/12/23. On 9/21/23 Vektor paid IWSD \$1,445 for meter installation, deposit & connection fee for hook up of the water line to their 10" water main.
- 10/23/23 Jack Whittaker with Vektor assigned as the new Project Manager.
- 11/2 Vektor connected irrigation line to water meter, but unable to test. LCEC to flip the breaker on 11/7. Backflow connection to water to be tested 11/9 & results sent to IWSD. Final inspection to be scheduled after successful completion of test.

District #: 5

Project #: Ninth Street Parcel – (formally owned by CRA)

Project Sponsor: Immokalee CRA

Project Manager: Gregory J. Oravec

Monitoring Project for Community's Awareness

Project Scope: In May 2021, Catholic Charities submitted a Letter of Intent (LOI) and draft concept plan to purchase the CRA property to complete the assembly of appx. 7 acres at the corner of North and Main Street in downtown Immokalee. The concept plan includes a mix of uses including urgent care facility, improved social services, community meeting room, administrative offices, retail space and affordable housing. Folio # 012228400009, 1.96 Ac., Zoning RMF-6 with C-4 MSOSD.
Property closed on 8/29/23.

Architect/Engineer: TBD

Construction Manager: TBD

Buyer: Catholic Charities Diocese of Venice, Inc. (Catholic Charities)

Buyer's Representative: Eduardo (Eddie) Gloria, CEO

BCC Approval Date: April 11, 2023

Estimated Substantial Completion Date: TBD

Final Completion Date: TBD

| DESCRIPTION OF WORK | % COMPLETE |
|---------------------|------------|
| Procurement | 0% |
| Design | 0% |
| Construction | 0% |



Milestones/Challenges To Date: 11/07/2023 – No Update

- On 07/12/22 the BCC/CRA accepted the 03/23/22 Letter of Intent submitted by Catholic Charities and directed staff to negotiate a Purchase Agreement.
- On 4/11/23 BCC/CRA approved Purchase Agreement with a Sales Price of \$600,000 plus closing costs. Transaction closed on 8/29/23. Deed recorded at OR Book 6282, Page 2959. Post-closing milestones:
- Within 180 days of closing (2/25/24), Catholic Charities will file an application for Rezone which includes a Catholic Community Center, Catholic Clinic with related medical offices, and/or retail/commercial space on the property in accordance with the Conceptual Plan (Exhibit B of the Purchase Agreement).
- Within 6 years of approval of rezone application & adoption of the rezone ordinance, Catholic Charities must have substantial completion of project.
- If Purchaser fails to meet the timelines including extensions, a reverter clause may be applied with written notice.

Historic Cemetery Preservation

815 West Main Street, PID 00127320003, 0.06 Ac +/-

District #: 5

Project #:

Project Sponsor: ICRA & IMSTU

Project Manager: TBD

Project Scope: Staff to proceed with the maintenance and restoration of the Historic Cemetery. An appropriate roadmap that defines vision, destinations and outcomes will be drafted to map out both maintenance and restoration milestones and budget(s).

Maintenance Budget: TBD

Restoration Budget: TBD

Team/Partners: TBD

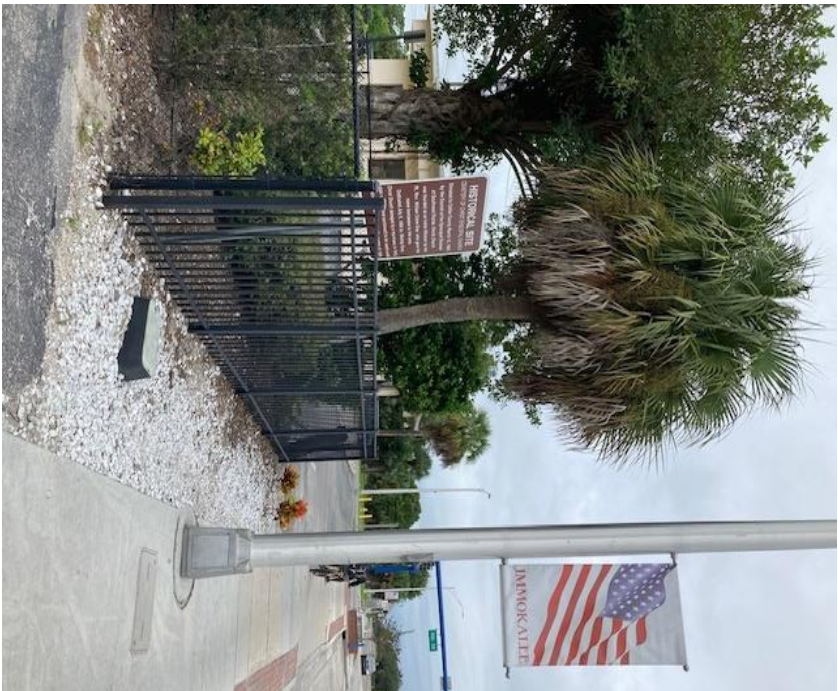
Construction Manager: TBD

Landscaping Maintenance: A&M Property Maintenance LLC

BCC Approval Date: TBD

Estimated Substantial Completion Date: 2025

| DESCRIPTION OF WORK | % COMPLETE |
|---------------------|------------|
| Procurement | 0% |
| Design | 0% |
| Construction | 0% |



Milestones/Challenges To Date: 11/07/2023

- 10/11/23 Staff emailed Helen Midney with Roberts Ranch Museum for cemetery restrictions; and she provided NPS's web links.
- 10/18/23 the ICEA & IMSTU Advisory Committees reviewed a proposed 5-year plan and approved (1) clean up perimeter, (2) establish Team/partnerships with A&M, Seminoles, BCC Liaison, and Museum, (3) price all tasks, and (4) do exterior tasks in Year 1.
- 10/23 Staff met with A&M to initiate plans for a roadmap of task; and Staff sent A&M RFQ.
- 10/24 emailed RPMD a request for a survey.

Transportation Investment Generation Economic Recovery

District #: 5
Project #: 33563

Project Sponsor: BCC

Project Manager: Michael Tisch, Transportation Engineering

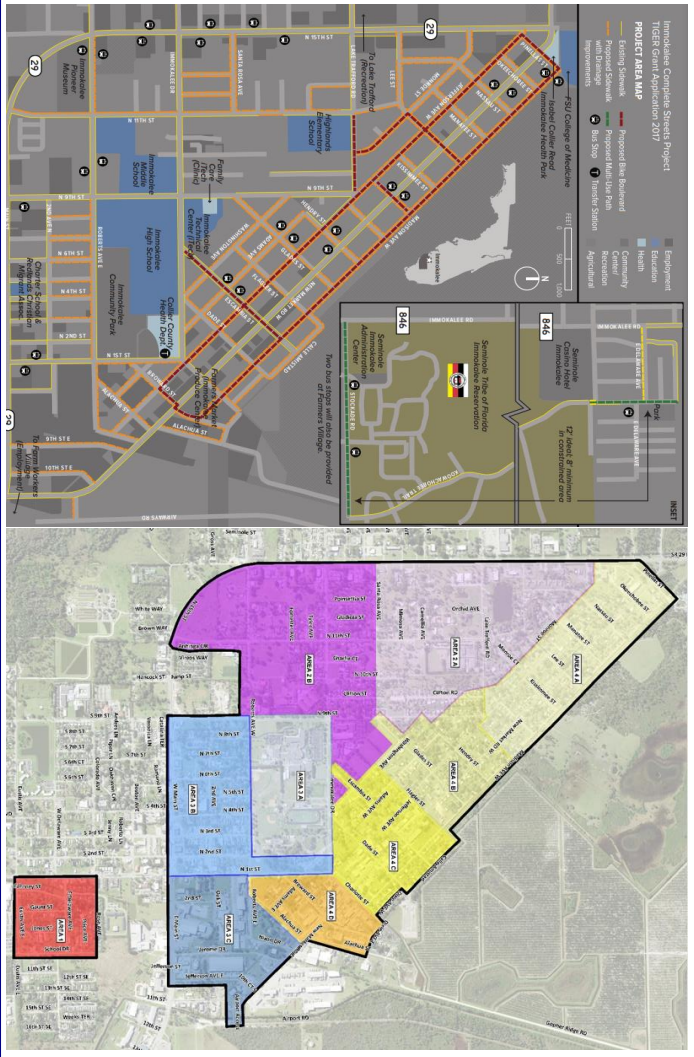
Monitoring Project for Community's Awareness

Project Website: <https://immokaleecompletestreets.com>

Project Scope: This project includes design and construction of 20 miles of concrete sidewalks, a boulevard network, shared-use path, streetlights, bus shelters, a new transit center and landscaping. Five corridors and 38 intersections were recommended for lighting. The Immokalee MSTU will be funding the streetlight electric bill after the completion of the project.

Construction Budget: \$22,869,280 Funding sources: FHWA grant funds (\$13,132,691) & County match funds (\$9,736,589)
Architect/Engineer: Q Grady Minor PA
Construction Manager: Quality Enterprises USA
Owner's Representative (CEI): Kisinger Campo & Associates
Contact Info: Cella Molnar & Associates
<https://immokaleecompletestreets.com/contact-2/>
BCC Approval Date: 02.08.22
Estimated Substantial Completion Date: Mid 2024

| | |
|---------------------|-------------|
| Procurement | 100% |
| Design | 75% |
| Construction | 17% |



Milestones/Challenges To Date: 11/07/2023

- Area 1 – Contractor is continuing construction in Area 1.
- Areas 2A & 2B - Design completed for Areas 2A & 2B. Continuing work in Area 2A. Construction commenced in Area 2B. Anticipate completion end of November 2023.
- Areas 3A, 3B & 3C – Contractor completed sidewalks in Area 3A. Areas 3B & 3C plans are complete and the Contractor is beginning to procure the drainage infrastructure that is necessary for the improvements.
- Area 4 – Contractor is preparing 90% plans for Areas 4A, 4B, 4C & 4D. 4A & 4D plans submitted for review and 4B & 4C to be submitted week of 11/6.
- Area 5 – Contractor is coordinating with the Tribe on the alignment of the multi-use trail to avoid permitting delays.
- Bus Transfer Station – Construction has commenced.
- Continuous Street Lighting – LCEC is in the process of procuring the materials.
- Johnson Engineering preparing map of light pole locations that will identify entity (LCEC, County, or MSTU) who owns pole and determine utility expenses (no maintenance expenses to poles) to finalize Executive Summary for the Agreement.
- On 9/27 MSTU Advisory Board authorized to pay the annual utility expenses (estimated \$100,000) for 406 TIGER light poles.

SR 29 Bypass Loop Road

SR 29 from CR846 E. to North of New Market Road N

District #: 5
 Project #: 417540-5

Project Sponsor: FDOT

Project Manager: Sean Pugh, P.E., Design Project Manager

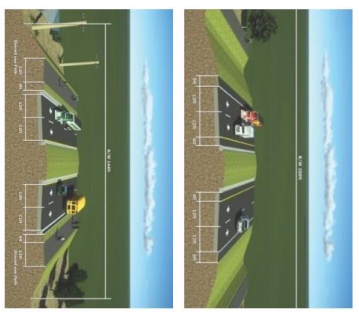
Monitoring Project for Community's Awareness

Project Website: <https://www.swflroads.com/project/417540-5>

Project Scope: The intent of the bypass is to remove much of the truck traffic from SR29 through Immokalee on Main Street and New Market Road West where the western position of that street is primarily residential. The loop road interconnects on Airport Access Road and Alachua Street will provide direct access from the loop road to intensive industrial, grower, packing and shipping districts along New Market Road.

Construction Budget: Estimated 85 M
Architect/Engineer: TBD
Construction Manager: TBD
Owner's Representative (CEI): TBD

BCC Approval Date: TBD
Estimated Substantial Completion Date: 2032



| DESCRIPTION OF WORK | % COMPLETE |
|---------------------|------------|
| Procurement | 100% |
| Design | 15% |
| Construction | 0% |

Milestones/Challenges To Date: 11/07/2023 - No Update

- The FL Legislature approved a \$4B budget for the "Moving Florida Forward" Project. FDOT announced on 9/26/23 the Loop Road Project is slated to begin Spring 2027 on SR29 from CR 846 east to New Market Road. This project will construct a new alignment of SR29 as a 4-lane divided roadway to serve as a loop around downtown Immokalee area. The design will have four 12' travel lanes with curb and gutter on both sides, a 22' median, & 12' shared-use paths on both sides for the first mile. For the remainder of the project the design will have a 30' median and outside paved shoulders and 12' shared-use paths on both sides. The project also includes drainage improvements along the entire length of the corridor.

MSTU Project Manager Field Observation & Assessment

Project Manager Field Observations October 9, 2023.

A recap of MSTU Walking Tour on October 9, 2023, was provided in the October 18, 2023, Agenda. The Attendees were Lt. Paul Cabral, Isabel Soto, Sgt. Rich Jackson, Armando Yzaguirre, Aristeo Alviar, Christie Betancourt, and Yvonne Blair.

MSTU Walking Tours: The MSTU Walking Tour is scheduled on the second Monday of each month at 9AM - 10 A.M. meeting at the Zocalo Plaza. The Board and the Public are invited to attend. The next MSTU Walking Tour is on November 13th at 9:00 A.M and that Field Observation Report will be reported in December 13, 2023 Agenda Package.

October 2023 Overview:

Beautification Area Improvements:

1) *First Street Zocalo Plaza/Landscape Maintenance*

A&M: A&M started providing short term services at Zocalo until an Invitation to Bid is processed and awarded for Zocalo's future maintenance. A&M is cleaning and maintaining the landscaping according to their schedule and their work continues to be satisfactory. A&M trimmed the bamboo trees and bougainvillea for the holiday event.

2) *Improvements on Main Street Project: Main Street between 1st and 9th*

A&M: A&M is cleaning the streets according to their schedule and their work continues to be satisfactory. They pressure wash the sidewalk areas on W. Main Street between 1st Street – 9th Street on a quarterly basis.

Main Street:

The homeless continue to be present on Main Street. RCMA, Cricket Wireless, Bruce Hendry Insurance, and Mr. Taco continue to maintain their grounds on a daily basis and free of trash.

The medians need mulch and a Request for Purchase Order in the amount of \$3,301.92 was processed for the delivery of red mulch by SiteOne Landscape Supply to A&M on 11/17.

Cemetery:

As of 8.13.23, A&M assumed the maintenance of the cemetery under their new MSTU Landscape Contract #23-8084. Staff drafted a scope for a plan for the preservation of the historical cemetery. The primary objective of this plan is to prioritize the work and features needed to upgrade the existing condition of the site and do an assessment of the irrigation. The tasks include repairs to the signage and gate, installation of proper vegetation along the right-of-way, repair the chain linked fence, paint the decorative fence, assess gravesite condition and cleaning of headstones in the gentlest manner possible. A&M is to provide a quote and Staff is searching for a survey. While the MSTU is managing the maintenance of the cemetery, the Museum and the Tribe will take the lead on the research to determine the number of individuals interred there and the identity of the individuals.

MSTU Project Manager Field Observation & Assessment

Triangle:

Staff partnered with the Naples Botanical Gardens and A&M Property Maintenance for the recommendation of landscape improvements to the Triangle Welcome Sign. A&M to remove dead plants and install new plants to the bare spots.

The Florida Redevelopment Association Conference October 24- 27, 2023, Ponte Verda, FL:



October 25, 2023, Historic District Bus Tour hosted by Jamie Perkins, CRA Director of St. Augustine CRA

Tour of the historic district of St. Augustine and Linconville, a nearby historic Black Heritage neighborhood. The St. Augustine CRA constructed a downtown parking facility to rid parking and transportation blight in the historic section of St. Augustine near the Castillo de San Marcos National Monument, the oldest masonry fort in continental United States.



Historic Downtown Parking Facility

MSTU Project Manager Field Observation & Assessment

LINCOLNVILLE CRA PROJECTS:

St. Paul's African Methodist Episcopal Church

- New Roof
- Project completed in January 2023
- \$600K CRA Investment
- Cultural & Historical Preservation



10.25.23 St. Paul's African Methodist Episcopal Church Rehab, Lincolnville

First Baptist Church

- New A/C
- Added an Addition to the rear of the building with an elevator (ADA compliant)
- 1.1M CRA Investment
- Cultural & Historical Preservation



10.25.23 First Baptist Church, Lincolnville

Dr. Robert B. Hayling Freedom Park



10.25.23 Dr. Robert B. Hayling Freedom Park, Lincolnville



MSTU Project Manager Field Observation & Assessment

- Lincolnville CRA contributed to a new 11-acre passive park located on the southern end of Lincolnville that was previously a landfill.
- Dedicated as Dr. Robert B. Hayling Freedom Park after a prominent local Civil Rights leader. The CRA funded an entryway feature with landscaping and signage, as well as a pathway around the western portion of the Park.
- Lincolnville CRA installing ADA parking.

Eddie Vickers Park



10.25.23 Eddie Vickers Park, Lincolnville

- Capital Improvement Masterplan designed by Marquis Latimer & Halback Approved FY 2023
- Design includes half-court basketball, covered sports courts, baseball field, pickleball, playground, kayaks, and community garden.
- 11M Estimated Cost
- Cultural Preservation

2023 FRA Conference – Ponte Verda Beach, FL October 24-27

Two Staff members and two CRA board members attended this year's conference.



MSTU Project Manager Field Observation & Assessment

Annual Immokalee Big Bus Event - November 4, 2023:

Roberts Ranch

1215 Roberts Avenue W., Immokalee, FL. 34142

FREE Health Services, Community Services, Food, and More!

Vendors:

- [Alliance for Period Supplies of SWFL](#)
- [Alzheimer's Association](#)
- [Ambetter](#)
- [Area Agency on Aging for SWFL](#)
- [Avow](#)
- [Blue Zones Project](#)
- [Caring for Miami Mobile Dental Unit](#)
- [Catholic Charities- Guadalupe Social Services](#)
- [ChenMed](#)
- Ciclovía Immokalee
- [Collier Area Transit](#)
- [Collier County Code Enforcement](#)
- [Collier County Community Redevelopment Agency - Immokalee CRA](#)
- [Collier County Democratic Party](#)
- Collier County Migrant Education Program
- [Collier County Parks and Recreation](#)
- [Collier County Pollution Control](#)
- [Collier County Public Library - Immokalee Branch](#)
- [Collier County Public Schools](#)
- [Collier County Sheriff's Office](#)
- [Collier County Water Division](#)
- [Collier Mosquito Control District](#)
- [David Lawrence Centers](#)
- [DOH-Collier](#)
- [Florida Department of Transportation \(FDOT\)](#)
- [Florida Rural Legal Services, Inc.](#)
- [Florida SouthWestern State College](#)
- [FSU SSTRIDE Program](#)
- [Global Medical Brigades](#)
- [Goodwill Industries of Southwest Florida, Inc.](#)
- [Harry Chapin Food Bank](#)
- [Health Planning Council of Southwest Florida, Inc.](#)
- [Healthcare Network \(8 Spaces\)](#)
- [Humane Society Naples](#)
- [Immokalee Fire Control District](#)
- [Lee Health Trauma Center](#)
- [LegalAid Service of Collier County](#)
- [Molina Healthcare of Florida](#)
- [Naples Lion Club](#)
- [NCH Healthcare](#)
- [NCH Safe and Healthy Children's Coalition](#)
- [Project Help, Inc.](#)
- [RCMA](#)
- [Salvation Army](#)
- [SNIP Collier](#)
- [The Farmworkers Association of Florida](#)
- [The Healthy Earth Organization](#)
- [Valerie's House](#)



MSTU Project Manager Field Observation & Assessment



Upcoming Community Events

Updated 11/06/2023.

Collier County Parks & Recreation Advisory Board Meeting (PARAB)

Date: 11/15/2023 at 2:00 p.m.

Location: North Collier Regional Park / Hybrid Remote Zoom

15000 Livingston Road., Naples, FL 34116

For more information call 239.252.4000

Join Zoom Meeting

<https://us02web.zoom.us/j/85487046953?pwd=dDdxQjQydTBTMUxhRGt3MjFwTVN3dz09>

Immokalee Water and Sewer Board of Commissioners Meeting

Date: 11/15/2023 at 3:30 p.m.

Location: Immokalee Water and Sewer District

1020 Sanitation Road., Immokalee, FL 34142

For more information call: 239.658.3630

Immokalee Fire Control District – Board of Fire Commissioners Meeting

Date: 11/16/2023 at 3:00 p.m.

Location: IFCD Headquarters (Fire Station 32) / Live Online

5368 Useppa Drive, Ave Maria, FL 34142

For more information contact Joshua Bauer at 239.657.2111

Live Online: <https://immfire.com/live/0>

Old Timers Reunion *FREE EVENT*

Date: 11/18/2023 from 9:00 a.m. - 12:00 p.m.

Location: Immokalee Pioneer Museum at Roberts Ranch

1215 Roberts Ave W., Immokalee, FL 34142

Tourist Development Council Meeting

Date: 11/20/2023 at 9:00 a.m.

Location: Board of County Commissioners Chambers, 3rd floor, Collier County Government Center / Live TV

3299 Tamiami Trail E., Naples, FL 34112

Live online: <http://tv.colliergov.net/CablecastPublicSite/>

Farm City BBQ

Date: 11/22/2023 from 11:30 a.m. - 1:30 p.m.

Location: Collier County Fairgrounds

751 39th Avenue NE

Naples, FL 34120

Tickets are \$30 (Benefit 4H, Junior Deputies, Immokalee Foundation, Key Club, & Youth Leadership Collier)

<https://farmcitybbq.com/tickets/>

Ancestral Table Exhibit Tour & Food Demonstration *FREE EVENT*

Date: 12/02/2023 from 10 a.m. - 12:00 p.m.

Location: Immokalee Pioneer Museum at Roberts Ranch
1215 Roberts Ave W., Immokalee, FL 34142

10th Annual Christmas Tree Lighting *FREE EVENT*

Date: 12/07/2023 at 6:00 p.m.

Location: The Immokalee Zocalo Plaza
107 1st Street., Immokalee, FL 34142
For more information call: 239.867.0025

Christmas Around the World *FREE EVENT*

Date: 12/09/2023 at 5:30 p.m.

Location: Immokalee Community Park
321 N 1st Street., Immokalee, FL 34142

Board of County Commissioners

Date: 12/12/2023 at 9:00 a.m.

Location: Board of County Commissioners Chambers, 3rd floor, Collier County Government Center
3299 Tamiami Trail E. , Naples, FL 34112

Live Online: <http://tv.colliergov.net/CablecastPublicSite/>

Collier County Public School Board Meeting

Date: 12/12/2023 at 4:30 p.m.

Location: Dr. Martin Luther King Jr. Administrative Center / Live Online
5775 Osceola Trail., Naples, FL 34109

Live Online: <https://www.collierschools.com/educationlive>

Immokalee Interagency Council Meeting

Date: 12/13/2023 from 11:30 a.m. – 1:00 p.m.

Location: CareerSource Center
750 South 5th ST., Immokalee, FL 34142

Immokalee Water and Sewer Board of Commissioners Meeting

Date: 12/13/2023 at 3:30 p.m.

Location: Immokalee Water and Sewer District
1020 Sanitation Road., Immokalee, FL 34142
For more information call: 239.658.3630

Cowboy Christmas

Date: 12/16/2023 from 10 a.m. - 2:00 p.m.

Location: Immokalee Pioneer Museum at Roberts Ranch
1215 Roberts Ave W., Immokalee, FL 34142

If you have a community event you would like us to add to the list or a correction that needs to be made, please send to Yuridia.Zaragoza@colliercountyfl.gov or call at 239-867-0025

A&M PROPERTY MAINTENANCE, LLC
 Immokalee MSTU- Landscape Maintenance (#23-8084)

Month of: October 2023

| WORK AREA 1: State Highway 29 (Main Street) between Hancock Street and 13th Street. | | | | | | |
|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| Item | Description | Service #1 | Service #2 | Service #3 | Service #4 | Service #5 |
| 1 | Pre-Service Cleaning | 10/5/23 | 10/12/23 | 10/19/23 | 10/26/23 | n/a |
| 2 | Mowing & Edging - Multiple Medians | 10/5/23 | 10/12/23 | 10/19/23 | 10/26/23 | n/a |
| 3 | Mowing & Edging - Side ROW's, (1) Commercial Mower Pass | 10/5/23 | 10/12/23 | 10/19/23 | 10/26/23 | n/a |
| 4 | Weeding - Medians - Hand & Chemical | 10/5/23 | 10/12/23 | 10/19/23 | 10/26/23 | n/a |
| 5 | General Site Trimming & Pruning - Medians | 10/6/23 | n/a | n/a | n/a | n/a |
| 6 | Post-Service Cleaning - All Areas | 10/5/23 | 10/12/23 | 10/19/23 | 10/26/23 | n/a |
| 7 | Post-Service Cleaning - Bulbout Gutter Channel Drains Pressured Wash | n/a | n/a | 10/20/23 | n/a | n/a |
| 8 | Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month | n/a | n/a | 10/24/23 | n/a | n/a |
| 9 | Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month | n/a | n/a | 10/24/23 | n/a | n/a |
| 10 | Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month | n/a | n/a | 10/24/23 | n/a | n/a |
| 11 | Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month | n/a | n/a | 10/24/23 | n/a | n/a |
| 12 | Turf: Herbicides, applied to total roadway and areas as needed per Month | n/a | n/a | 10/24/23 | n/a | n/a |
| 13 | Irrigation System Inspection & Wet-Check | 10/7/23 | 10/14/23 | 10/21/23 | 10/28/23 | n/a |

| WORK AREA 2: County Road 846 (S 1st Street) between State Highway 29 and Carver Street, including the Welcome Sign area (S 1st Street/Eustis Avenue) and the "Triangle Area" (median and ROW sides at the intersection of State Highway 29, New Market Road and Westclox Road; including the Welcome Sign area). | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| Item | Description | Service #1 | Service #2 | Service #3 | Service #4 | Service #5 |
| 14 | Pre-Service Cleaning | 10/5/23 | 10/12/23 | 10/19/23 | 10/26/23 | n/a |
| 15 | Mowing & Edging - Multiple Medians | 10/5/23 | 10/12/23 | 10/19/23 | 10/26/23 | n/a |
| 16 | Mowing & Edging - Side ROW's, (1) Commercial Mower Pass | 10/5/23 | 10/12/23 | 10/19/23 | 10/26/23 | n/a |
| 17 | Weeding - Medians - Hand & Chemical | 10/5/23 | 10/12/23 | 10/19/23 | 10/26/23 | n/a |
| 18 | General Site Trimming & Pruning | 10/6/23 | n/a | n/a | n/a | n/a |
| 19 | Post-Service Cleaning - All Areas | 10/5/23 | 10/12/23 | 10/19/23 | 10/26/23 | n/a |
| 20 | Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month | n/a | n/a | 10/24/23 | n/a | n/a |
| 21 | Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month | n/a | n/a | 10/24/23 | n/a | n/a |
| 22 | Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month | n/a | n/a | 10/24/23 | n/a | n/a |
| 23 | Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month | n/a | n/a | 10/24/23 | n/a | n/a |
| 24 | Turf: Herbicides, applied to total roadway and areas as needed per Month | n/a | n/a | 10/24/23 | n/a | n/a |
| 25 | Irrigation System Inspection & Wet-Check | 10/7/23 | 10/14/23 | 10/21/23 | 10/28/23 | n/a |

| WORK AREA 3: One (1) proposed Welcome Sign on State Highway 29 at the Farm Worker's Village containing approximately 384 square feet. | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| Item | Description | Service #1 | Service #2 | Service #3 | Service #4 | Service #5 |
| 26 | Pre-Service Cleaning | n/a | n/a | n/a | n/a | n/a |
| 27 | Mowing & Edging - (No Medians) | n/a | n/a | n/a | n/a | n/a |
| 28 | Mowing & Edging - North Side ROW, (1) Commercial Mower Pass (Biweekly) | n/a | n/a | n/a | n/a | n/a |
| 29 | Weeding - Hand & Chemical | n/a | n/a | n/a | n/a | n/a |
| 30 | General Site Trimming & Pruning (Biweekly) | n/a | n/a | n/a | n/a | n/a |
| 31 | Post-Service Cleaning - All Areas | n/a | n/a | n/a | n/a | n/a |
| 32 | Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 33 | Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 34 | Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 35 | Turf: Insecticides & Fungicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 36 | Turf: Herbicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 37 | Irrigation System Inspection & Wet-Check | n/a | n/a | n/a | n/a | n/a |

| WORK AREA 4: One historical cemetery on State Highway 29 at 815 West Main St. | | | | | | |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| Item | Description | Service #1 | Service #2 | Service #3 | Service #4 | Service #5 |
| 38 | Pre-Service Cleaning | 10/7/23 | 10/14/23 | 10/21/23 | 10/28/23 | n/a |
| 39 | Mowing & Edging - (No Medians) | 10/7/23 | 10/14/23 | 10/21/23 | 10/28/23 | n/a |
| 40 | Weeding - Hand & Chemical | 10/7/23 | 10/14/23 | 10/21/23 | 10/28/23 | n/a |
| 41 | General Site Trimming & Pruning (Biweekly) | 10/7/23 | 10/14/23 | 10/21/23 | 10/28/23 | n/a |
| 42 | Post-Service Cleaning - All Areas | 10/7/23 | 10/14/23 | 10/21/23 | 10/28/23 | n/a |
| 43 | Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 44 | Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 45 | Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 46 | Turf: Insecticides & Fungicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 47 | Turf: Herbicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 48 | Irrigation System Inspection & Wet-Check | n/a | n/a | n/a | n/a | n/a |

| | | | | | | |
|--------------------------------------------------------------|----------------------------------------|----------|---------------|--|--|-----|
| INCIDENTAL WORK COMPLETED & SUBMITTED FOR PAYMENT | APPROVED ESTIMATES- IN PROGRESS | | | | | |
| | ESTIMATES PENDING APPROVAL | | | | | |
| | EST#C-1458 | Cemetery | Fence repairs | | | 900 |

ZOCALO PLAZA SHORT TERM LANDSCAPING AND IRRIGATION MAINTENANCE

Work Area- Zocalo Plaza, 107 N 1st Street, Immokalee, FL

| A. ROUTINE MAINTENANCE | | SERVICE-1 | SERVICE-2 | SERVICE-3 | SERVICE-4 | SERVICE-5 |
|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| 1 | Mowing & Edging | 10/4/23 | 10/11/23 | 10/18/23 | 10/25/23 | n/a |
| 2 | Weeding | 10/4/23 | 10/11/23 | 10/18/23 | 10/25/23 | n/a |
| 3 | General Site Pruning (every 4 weeks) | n/a | 10/11/23 | n/a | n/a | n/a |
| 4 | Trash Removal | 10/2, 10/4-7 | 10/9, 10/11-14 | 10/16, 10/18-21 | 10/23, 10/26-28 | 10/30/23 |
| 5 | Air blow crushed shell | 10/4/23 | 10/11/23 | 10/18/23 | 10/25/23 | n/a |
| 6 | Pressure Clean Brick Pavers | n/a | n/a | n/a | n/a | n/a |
| 7 | Bougainvillea on Trellis | n/a | n/a | 10/18/23 | n/a | n/a |
| 8 | Bamboo | n/a | n/a | 10/18/23 | n/a | n/a |
| ORNAMENTAL & TURF SPRAYING: Turf, Groundcover, Shrub, Tree, and Palm (Contractor supplied chemicals) | | SERVICE-1 | SERVICE-2 | SERVICE-3 | SERVICE-4 | SERVICE-5 |
| 15 | Insecticides & Fungicides: Groundcover, Shrub & Trees | n/a | n/a | n/a | n/a | n/a |
| 16 | Herbicides Application Labor & Materials | n/a | 10/11/23 | n/a | n/a | n/a |

A&M PROPERTY MAINTENANCE, LLC
Immokalee MSTU- Landscape Maintenance (#23-8084)

Month of: November 2023

Week Ending

| WORK AREA 1: State Highway 29 (Main Street) between Hancock Street and 13th Street. | | 11/4/23 | 11/11/23 | 11/18/23 | 11/25/23 | 12/2/23 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|----------------|-----------------|-----------------|-----------------|----------------|
| Item | Description | | | | | |
| 1 | Pre-Service Cleaning | 11/2/23 | 11/9/23 | 11/16/23 | 11/23/23 | 11/30/23 |
| 2 | Mowing & Edging - Multiple Medians | 11/2/23 | 11/9/23 | 11/16/23 | 11/23/23 | 11/30/23 |
| 3 | Mowing & Edging - Side ROW's, (1) Commercial Mower Pass | 11/2/23 | 11/9/23 | 11/16/23 | 11/23/23 | 11/30/23 |
| 4 | Weeding - Medians - Hand & Chemical | 11/2/23 | 11/9/23 | 11/16/23 | 11/23/23 | 11/30/23 |
| 5 | General Site Trimming & Pruning - Medians | 11/3/23 | n/a | n/a | n/a | n/a |
| 6 | Post-Service Cleaning - All Areas | 11/2/23 | 11/9/23 | 11/16/23 | 11/23/23 | 11/30/23 |
| 7 | Post-Service Cleaning - Bulbout Gutter Channel Drains Pressured Wash | n/a | n/a | 11/16/23 | n/a | n/a |
| 8 | Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month | n/a | 11/9/23 | n/a | n/a | n/a |
| 9 | Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month | n/a | 11/9/23 | n/a | n/a | n/a |
| 10 | Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month | n/a | 11/9/23 | n/a | n/a | n/a |
| 11 | Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month | n/a | 11/9/23 | n/a | n/a | n/a |
| 12 | Turf: Herbicides, applied to total roadway and areas as needed per Month | n/a | 11/9/23 | n/a | n/a | n/a |
| 13 | Irrigation System Inspection & Wet-Check | 11/4/23 | 11/11/23 | 11/18/23 | 11/25/23 | n/a |
| WORK AREA 2: County Road 846 (S 1st Street) between State Highway 29 and Carver Street, including the Welcome Sign area (S 1st Street/Eustis Avenue) and the "Triangle Area" (median and ROW sides at the intersection of State Highway 29, New Market Road and Westclox Road; including the Welcome Sign area). | | 11/4/23 | 11/11/23 | 11/18/23 | 11/25/23 | 12/2/23 |
| Item | Description | | | | | |
| 14 | Pre-Service Cleaning | 11/2/23 | 11/9/23 | 11/16/23 | 11/23/23 | 11/30/23 |
| 15 | Mowing & Edging - Multiple Medians | 11/2/23 | 11/9/23 | 11/16/23 | 11/23/23 | 11/30/23 |
| 16 | Mowing & Edging - Side ROW's, (1) Commercial Mower Pass | 11/2/23 | 11/9/23 | 11/16/23 | 11/23/23 | 11/30/23 |
| 17 | Weeding - Medians - Hand & Chemical | 11/2/23 | 11/9/23 | 11/16/23 | 11/23/23 | 11/30/23 |
| 18 | General Site Trimming & Pruning - | 11/3/23 | n/a | n/a | n/a | n/a |
| 19 | Post-Service Cleaning - All Areas | 11/2/23 | 11/9/23 | 11/16/23 | 11/23/23 | 11/30/23 |
| 20 | Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month | n/a | 11/9/23 | n/a | n/a | n/a |
| 21 | Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month | n/a | 11/9/23 | n/a | n/a | n/a |
| 22 | Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month | n/a | 11/9/23 | n/a | n/a | n/a |
| 23 | Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month | n/a | 11/9/23 | n/a | n/a | n/a |
| 24 | Turf: Herbicides, applied to total roadway and areas as needed per Month | n/a | 11/9/23 | n/a | n/a | n/a |
| 25 | Irrigation System Inspection & Wet-Check | 11/4/23 | 11/11/23 | 11/18/23 | 11/25/23 | n/a |
| WORK AREA 3: One (1) proposed Welcome Sign on State Highway 29 at the Farm Worker's Village containing approximately 384 square feet. | | 11/4/23 | 11/11/23 | 11/18/23 | 11/25/23 | 12/2/23 |
| Item | Description | | | | | |
| 26 | Pre-Service Cleaning | n/a | n/a | n/a | n/a | n/a |
| 27 | Mowing & Edging - (No Medians) | n/a | n/a | n/a | n/a | n/a |
| 28 | Mowing & Edging - North Side ROW, (1) Commercial Mower Pass | n/a | n/a | n/a | n/a | n/a |
| 29 | Weeding - Hand & Chemical | n/a | n/a | n/a | n/a | n/a |
| 30 | General Site Trimming & Pruning | n/a | n/a | n/a | n/a | n/a |
| 31 | Post-Service Cleaning - All Areas | n/a | n/a | n/a | n/a | n/a |
| 32 | Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 33 | Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 34 | Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 35 | Turf: Insecticides & Fungicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 36 | Turf: Herbicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 37 | Irrigation System Inspection & Wet-Check | n/a | n/a | n/a | n/a | n/a |
| WORK AREA 4: One historical cemetery on State Highway 29 at 815 West Main St. | | 11/4/23 | 11/11/23 | 11/18/23 | 11/25/23 | 12/2/23 |
| Item | Description | | | | | |
| 38 | Pre-Service Cleaning | 11/4/23 | 11/11/23 | 11/18/23 | 11/25/23 | n/a |
| 39 | Mowing & Edging - (No Medians) | 11/4/23 | 11/11/23 | 11/18/23 | 11/25/23 | n/a |
| 40 | Weeding - Hand & Chemical | 11/4/23 | 11/11/23 | 11/18/23 | 11/25/23 | n/a |
| 41 | General Site Trimming & Pruning | 11/4/23 | n/a | n/a | n/a | n/a |
| 42 | Post-Service Cleaning - All Areas | 11/4/23 | 11/11/23 | 11/18/23 | 11/25/23 | n/a |
| 43 | Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 44 | Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 45 | Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 46 | Turf: Insecticides & Fungicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 47 | Turf: Herbicides, applied to total area as needed per Month | n/a | n/a | n/a | n/a | n/a |
| 48 | Irrigation System Inspection & Wet-Check | n/a | n/a | n/a | n/a | n/a |

A&M PROPERTY MAINTENANCE, LLC
Immokalee MSTU- Landscape Maintenance (#23-8084)

Month of: November 2023

WORK AREA 1: State Highway 29 (Main Street) between Hancock Street and 13th Street.

| Item | Description | Service #1 | Service #2 | Service #3 | Service #4 | Service #5 |
|------|----------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| 1 | Pre-Service Cleaning | 11/2/23 | | | | |
| 2 | Mowing & Edging - Multiple Medians | 11/2/23 | n/a | | n/a | |
| 3 | Mowing & Edging - Side ROW's, (1) Commercial Mower Pass | 11/2/23 | n/a | | n/a | |
| 4 | Weeding - Medians - Hand & Chemical | 11/2/23 | n/a | | n/a | |
| 5 | General Site Trimming & Pruning - Medians | 11/3/23 | n/a | n/a | n/a | n/a |
| 6 | Post-Service Cleaning - All Areas | 11/2/23 | | | | |
| 7 | Post-Service Cleaning - Bulbout Gutter Channel Drains Pressured Wash | n/a | | | | |
| 8 | Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month | n/a | | | | |
| 9 | Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month | n/a | | | | |
| 10 | Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month | n/a | | | | |
| 11 | Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month | n/a | | | | |
| 12 | Turf: Herbicides, applied to total roadway and areas as needed per Month | n/a | | | | |
| 13 | Irrigation System Inspection & Wet-Check | 11/4/23 | | | | |

WORK AREA 2: County Road 846 (S 1st Street) between State Highway 29 and Carver Street, including the Welcome Sign area (S 1st Street/Eustis Avenue) and the "Triangle Area" (median and ROW sides at the intersection of State Highway 29, New Market Road and Westclox Road; including the Welcome Sign area).

| Item | Description | Service #1 | Service #2 | Service #3 | Service #4 | Service #5 |
|------|----------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| 14 | Pre-Service Cleaning | 11/2/23 | | | | |
| 15 | Mowing & Edging - Multiple Medians | 11/2/23 | n/a | | n/a | |
| 16 | Mowing & Edging - Side ROW's, (1) Commercial Mower Pass | 11/2/23 | n/a | | n/a | |
| 17 | Weeding - Medians - Hand & Chemical | 11/2/23 | | | | |
| 18 | General Site Trimming & Pruning | 11/3/23 | n/a | n/a | n/a | n/a |
| 19 | Post-Service Cleaning - All Areas | 11/2/23 | | | | |
| 20 | Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month | n/a | | | | |
| 21 | Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month | n/a | | | | |
| 22 | Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month | n/a | | | | |
| 23 | Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month | n/a | | | | |
| 24 | Turf: Herbicides, applied to total roadway and areas as needed per Month | n/a | | | | |
| 25 | Irrigation System Inspection & Wet-Check | 11/4/23 | | | | |

WORK AREA 3: One (1) proposed Welcome Sign on State Highway 29 at the Farm Worker's Village containing approximately 384 square feet.

| Item | Description | Service #1 | Service #2 | Service #3 | Service #4 | Service #5 |
|------|---------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| 26 | Pre-Service Cleaning | n/a | | | | |
| 27 | Mowing & Edging - (No Medians) | n/a | | | | |
| 28 | Mowing & Edging - North Side ROW, (1) Commercial Mower Pass (Biweekly) | n/a | | | | |
| 29 | Weeding - Hand & Chemical | n/a | | | | |
| 30 | General Site Trimming & Pruning (Biweekly) | n/a | | | | |
| 31 | Post-Service Cleaning - All Areas | n/a | | | | |
| 32 | Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month | n/a | | | | |
| 33 | Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month | n/a | | | | |
| 34 | Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month | n/a | | | | |
| 35 | Turf: Insecticides & Fungicides, applied to total area as needed per Month | n/a | | | | |
| 36 | Turf: Herbicides, applied to total area as needed per Month | n/a | | | | |
| 37 | Irrigation System Inspection & Wet-Check | n/a | | | | |

WORK AREA 4: One historical cemetery on State Highway 29 at 815 West Main St.

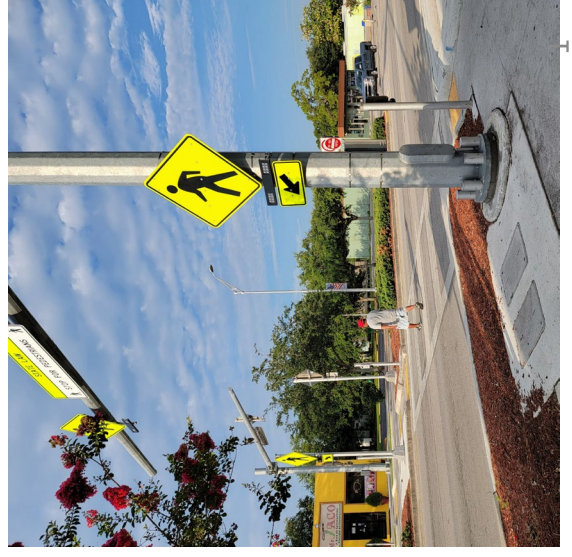
| Item | Description | Service #1 | Service #2 | Service #3 | Service #4 | Service #5 |
|------|---------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| 38 | Pre-Service Cleaning | 11/4/23 | | | | |
| 39 | Mowing & Edging - (No Medians) | 11/4/23 | | n/a | | n/a |
| 40 | Weeding - Hand & Chemical | 11/4/23 | | | | |
| 41 | General Site Trimming & Pruning | 11/4/23 | n/a | n/a | n/a | n/a |
| 42 | Post-Service Cleaning - All Areas | 11/4/23 | | | | |
| 43 | Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month | n/a | | | | |
| 44 | Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month | n/a | | | | |
| 45 | Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month | n/a | | | | |
| 46 | Turf: Insecticides & Fungicides, applied to total area as needed per Month | n/a | | | | |
| 47 | Turf: Herbicides, applied to total area as needed per Month | n/a | | | | |
| 48 | Irrigation System Inspection & Wet-Check | n/a | | | | |

| INCIDENTAL WORK COMPLETED & SUBMITTED FOR PAYMENT | | APPROVED ESTIMATES- IN PROGRESS | | | |
|-----------------------------------------------------------|-----------------------------------|---------------------------------|--|-------------|--|
| INV#IMMINC-175, EST#1461- Decoration Inspections-\$600.00 | EST#1462 Poles | Install brackets | | \$ 1,200.00 | |
| | ESTIMATES PENDING APPROVAL | | | | |
| | EST#C-1458 Cemetery | Fence repairs | | \$ 900.00 | |



Immokalee Transportation Network Plan

Presented by:
Transportation Management Services Division



Study Area and Goals

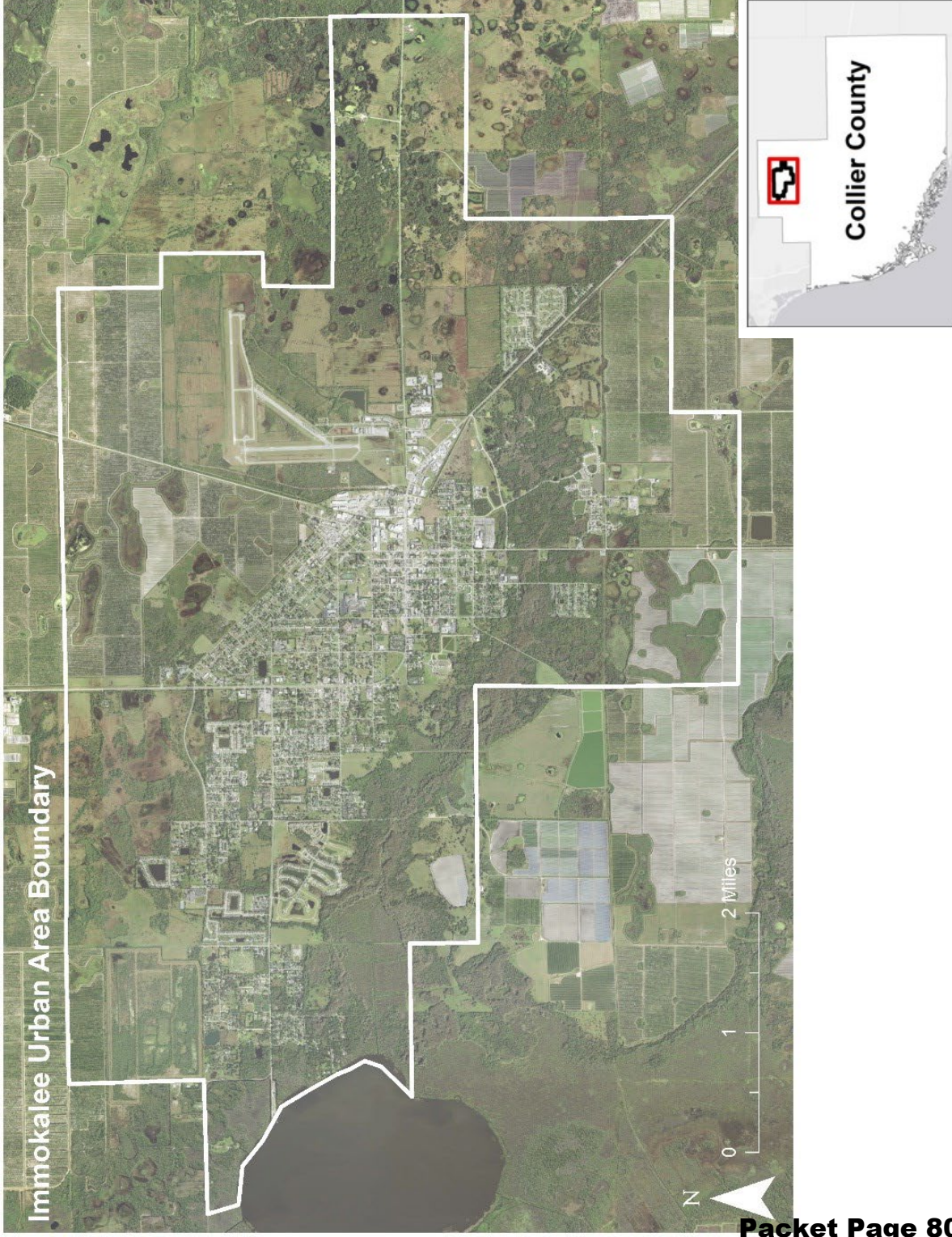
The goal of this effort is to:

Determine community mobility needs,

Address missing gaps in sidewalks, bicycle paths, and transit,

Set priorities for needed improvements, and prepare for future funding opportunities

Recommend improvements to address the mobility needs for Immokalee, providing improved connectivity and accessibility for all.



Stakeholder Advisory Group



The Immokalee Transportation Network Plan Stakeholder Advisory Group (SAG) is comprised of individuals with direct knowledge of transportation needs and issues in the community



Two meetings of this group have been held



One-on-one interviews have been conducted with many of the agencies and stakeholders

Stakeholder Advisory Group

Internal Members

Collier County Code Enforcement

Collier County Development Review Division

Collier County Parks & Recreation Division

Collier County Sheriff's Office - Safety Officer

Collier County Stormwater Division

Collier County Traffic Operations Division

Collier County Transportation Planning Division

Immokalee Fire Department

Stakeholder Advisory Group

Agency/Governmental Members

Collier Area Transit

Collier Metropolitan Planning Organization (MPO) Staff

Florida Department of Transportation (FDOT)

FDOT Commuter Services/Vanpool Services

FDOT Planning Studio

Immokalee Chamber of Commerce - Staff

Immokalee CRA Advisory Board - Staff

Immokalee Health Department

Immokalee MSTU Advisory Board - Staff

Immokalee Regional Airport

Immokalee Technical Institute, Collier County Public Schools

LeeTran

Southwest Florida Regional Planning Council (SWFRPC)

Stakeholder Advisory Group

Advocacy Groups

Bicycle Pedestrian, and Pathways Groups

Blue Zones – Immokalee Committee

Complete Streets Coalition

Immokalee Fair Housing Alliance/Community Foundation of Collier County

Seminole Tribe of Florida

Unmet Needs Coalition

Stakeholder Advisory Group Meetings



Meeting #1, May 6, 2022: Project Kick-off meeting was held via Teams

The major topics for discussion were as follows:

- Introductions of the Collier County team, the consultant team, and the Stakeholders
- Discussion of the project Goals and Objectives
- Review of the project schedule
- Review of the preliminary list of previous studies to be reviewed
- Review of data and issues that will influence the development of the plan
- Approach to public input and outreach

Stakeholder Advisory Group Meetings



Meeting #2, July 11, 2022: Project Review held in person

The major topics for discussion were as follows:

- Reviewed the initial recommendations to expand the roadway and sidewalk networks.
- Participants reviewed large-scale plots and provided comments on the projects shown and the ones that should be added.
- These recommendations sought to fill the gaps in the sidewalk network, expand the sidewalk network to allow for safer access to points of interest and replace substandard sidewalk sections.
- The roadway expansion recommendations identified roadway improvements that would connect and/or expand the existing roadway system.

Stakeholder Advisory Group Meetings

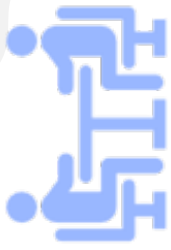


BPAC Meeting February 21, 2023, with the Collier MPO County Bicycle and Pedestrian Advisory Committee (BPAC)

The major topics for discussion were as follows:

- The committee was given an overview of the study process and the top ten sidewalk and roadway projects included in the plan.
- Discussion centered around the need to complete as many of the sidewalk projects as possible as the committee recognized the importance of walking in the Immokalee area.

Stakeholder Advisory Group Meetings



May 25, 2022, MSTU Board Meeting

The major topics for discussion were as follows:

- The Board was given an overview of the plan and discussed purpose and approach of the study.
- The proposed schedule of future meetings was also shared with the Board.

Meetings with Community Leaders



In addition to the Stakeholders, one-on-one meetings were held with the following community leaders:

- Dawn Montecalvo, President at Guadalupe Center, Inc.
- Jaime Weisinger, Lipman Family Farms
- Gloria Moorman, Redlands Christian Migrant Association—RCMA
- Debrah Forester, CRA Director
- Christie Betancourt, Immokalee CRA Operations Manager
- Thomas Cunningham, Deputy Fire Chief, and Josh Bauer, Battalion Chief, Immokalee Fire Control District
- Immokalee High School Crossing Guard

Previous Studies Reviewed

Collier County/Immokalee Complete Streets TIGER 2016 Application and Grant

Collier Area Transit (CAT) Bus Stop & Facility Accessibility Study (2014)

CAT Comprehensive Operations Analysis (2021)

CAT Transit Development Plan (TDP) (2020)

Collier MPO and CAT Park-and Ride Study (2020)

Collier MPO Bicycle & Pedestrian Master Plan (2019)

Collier MPO Pedestrian and Bicycle Safety Study (2013)

Collier MPO Local Road Safety Plan (LRSP) (2021)

Immokalee Pedestrian Crosswalk Improvements Study (2014)

Immokalee Walkable Community Study (2011)



Demographics

Bicycle and Pedestrian Crashes

Activity Centers

Schools/Community Centers

Street Grid and Connections

Sidewalks

Bicycle Facilities

Transit Service

Existing Conditions

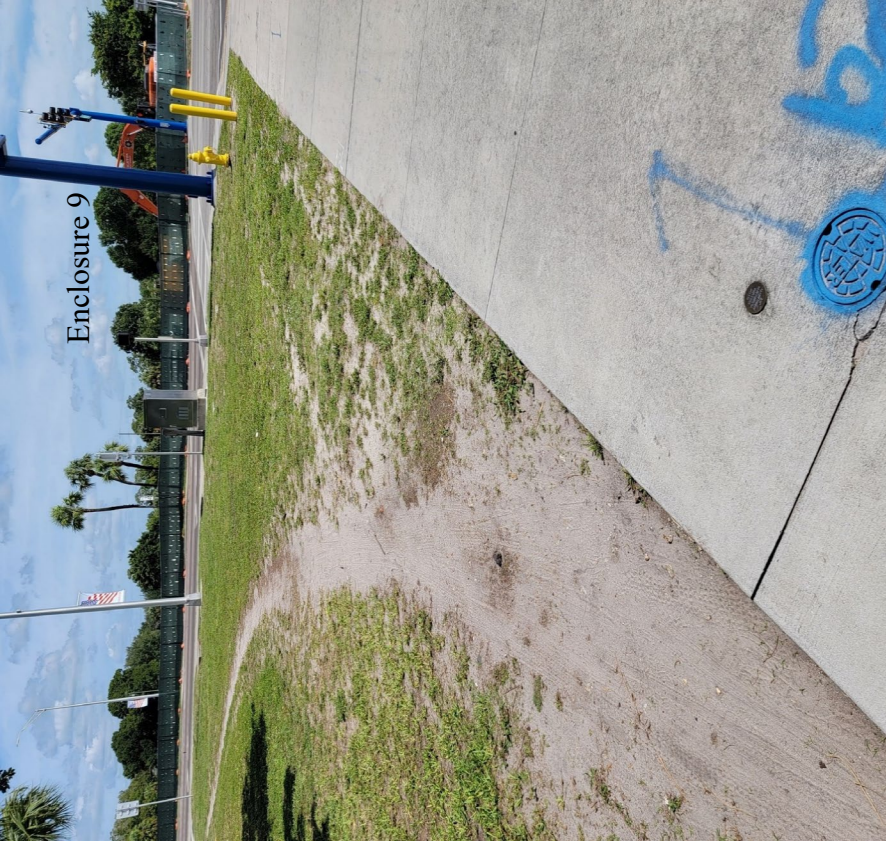
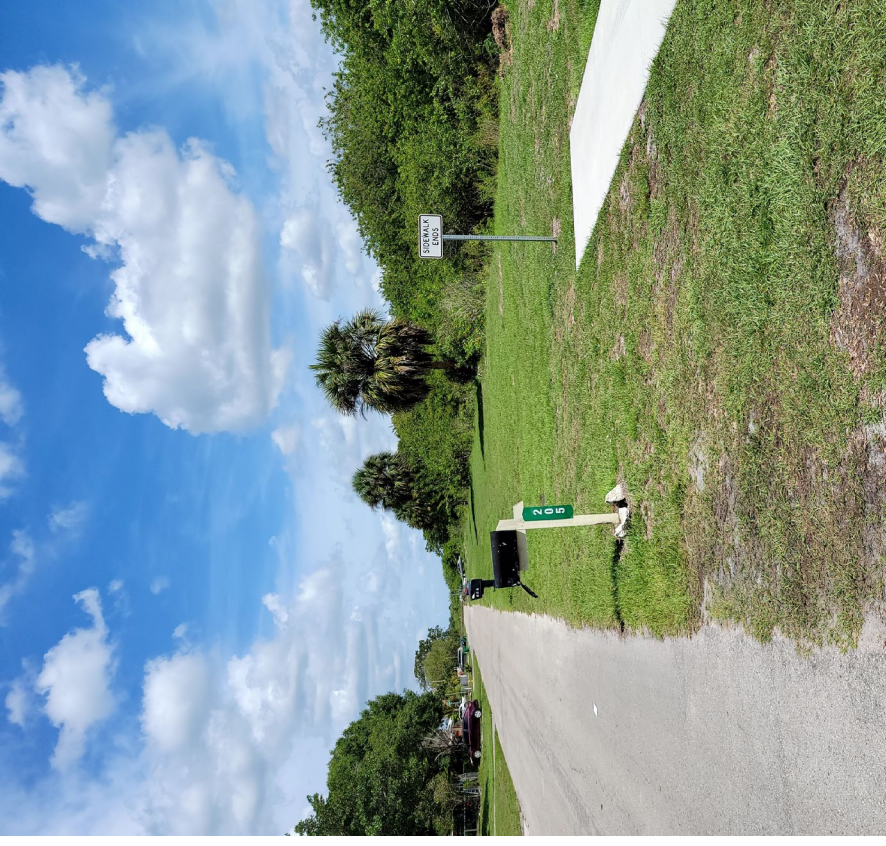
Gap Analysis

Compiled all the pedestrian and bicycle facilities currently in place

Compiled all the previously identified projects from previous studies

Identified gaps and opportunities within the existing system and plans

Developed a list of projects to complete connections and expand mobility for all



Project Evaluation

Evaluation Criteria were developed for both sidewalk and roadway projects

Projects were then prioritized into High, Medium, and Low tiers

Sidewalk Project Evaluation

The evaluation criteria
for sidewalks included
six (6) categories

1. Connectivity to the existing network
2. Proximity to a major activity center
3. Proximity to a shopping/retail center
4. Proximity to a bicycle/pedestrian crash that occurred within the last five years
5. Proximity to a school
6. Proximity to a transit stop

Roadway Project Evaluation

The evaluation criteria
for roadways included
five (5) categories

1. Connectivity to the Existing Roadway Network

2. Funding Status

3. Project Status

4. Proximity to Evacuation Routes

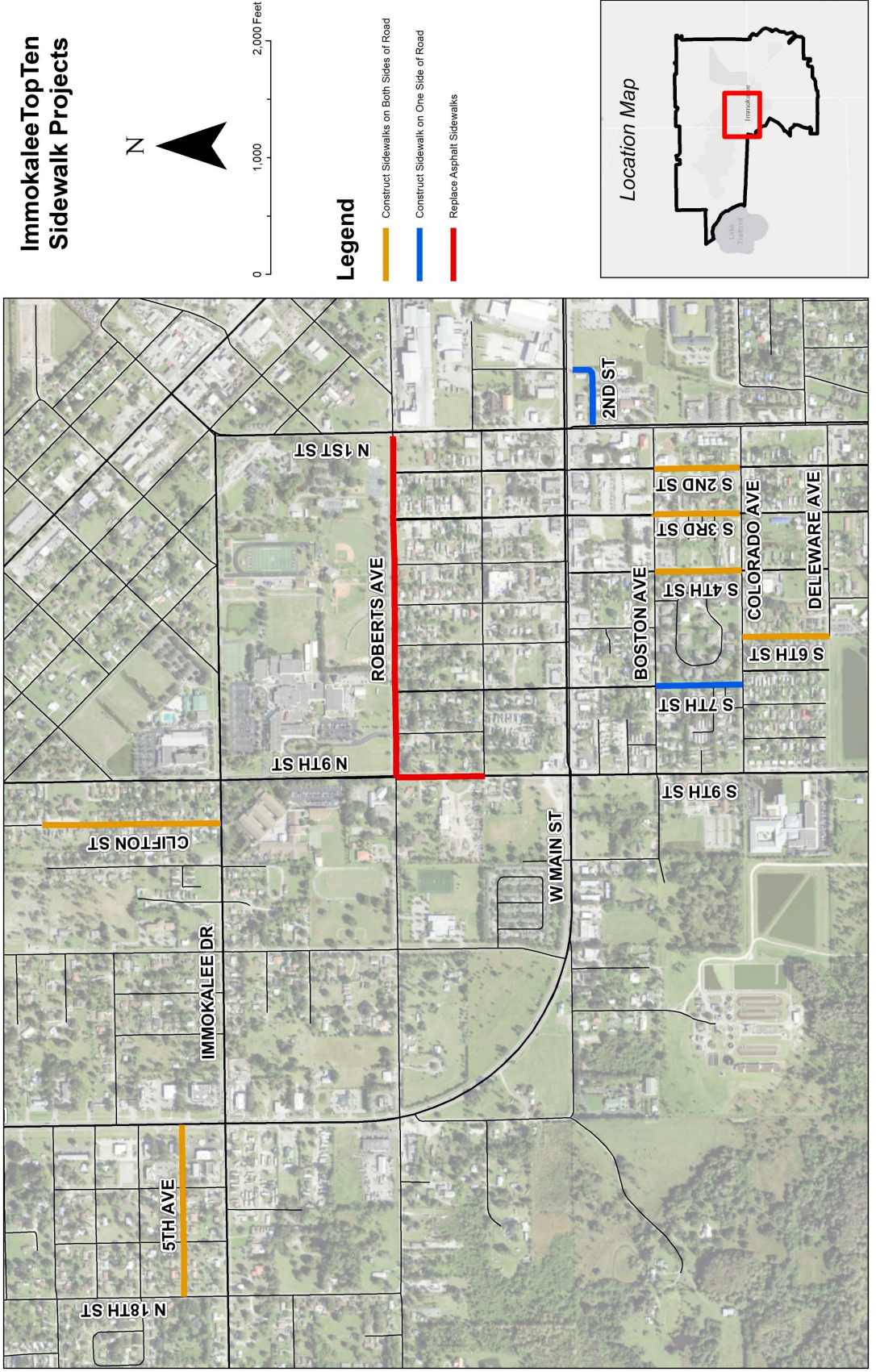
5. Right-of-Way Availability

DRAFT

Top 10 Sidewalk Projects

| Street Name | From | To | Miles | Connectivity to Existing Sidewalk Network | Proximity to Activity Centers | Proximity to Shopping and Retail | Proximity to Bicycle or Pedestrian Crashes | Proximity to Schools | Proximity to Transit Stops | Score | Ranking |
|---------------|---------------|----------------|-------|-------------------------------------------|-------------------------------|----------------------------------|--------------------------------------------|----------------------|----------------------------|-------|---------|
| 2ND ST | E MAIN ST | S 1ST ST | 0.12 | 3 | 2 | 3 | 3 | 3 | 3 | 17 | HIGH |
| ROBERTS AVE W | N 9TH ST | N 1ST ST | 0.55 | 3 | 3 | 2 | 3 | 3 | 3 | 17 | HIGH |
| N 9TH ST | ROBERTS AVE W | 2ND AVE N | 0.14 | 3 | 1 | 2 | 3 | 3 | 3 | 15 | HIGH |
| S 2ND ST | BOSTON AVE | COLORADO AVE | 0.14 | 3 | 1 | 3 | 3 | 2 | 3 | 15 | HIGH |
| S 3RD ST | BOSTON AVE | COLORADO AVE | 0.14 | 3 | 1 | 3 | 3 | 2 | 3 | 15 | HIGH |
| S 4TH ST | BOSTON AVE | COLORADO AVE | 0.14 | 3 | 1 | 3 | 3 | 2 | 3 | 15 | HIGH |
| S 6TH ST | COLORADO AVE | W DELAWARE AVE | 0.14 | 3 | 1 | 2 | 3 | 3 | 3 | 15 | HIGH |
| CLIFTON ST | CLIFTON RD | IMMOKALEE DR | 0.29 | 3 | 1 | 2 | 3 | 3 | 3 | 15 | HIGH |
| S 7TH ST | BOSTON AVE | COLORADO AVE | 0.14 | 3 | 1 | 2 | 3 | 3 | 3 | 15 | HIGH |
| 5TH AVE | N 18TH ST | N 15TH ST | 0.28 | 3 | 0 | 3 | 3 | 2 | 3 | 14 | HIGH |

SIDEWALK MAP



Lake Trafford Road

Drainage Improvement includes:

- a. Addition of bicycle lanes
- b. Addition of sidewalks

Included in the Long Range Transportation Plan

Included in the Immokalee Transportation Plan as a HIGH Priority

Cost estimate for the project: \$3.6M

Note - Collier County has put the project on hold due to costs.

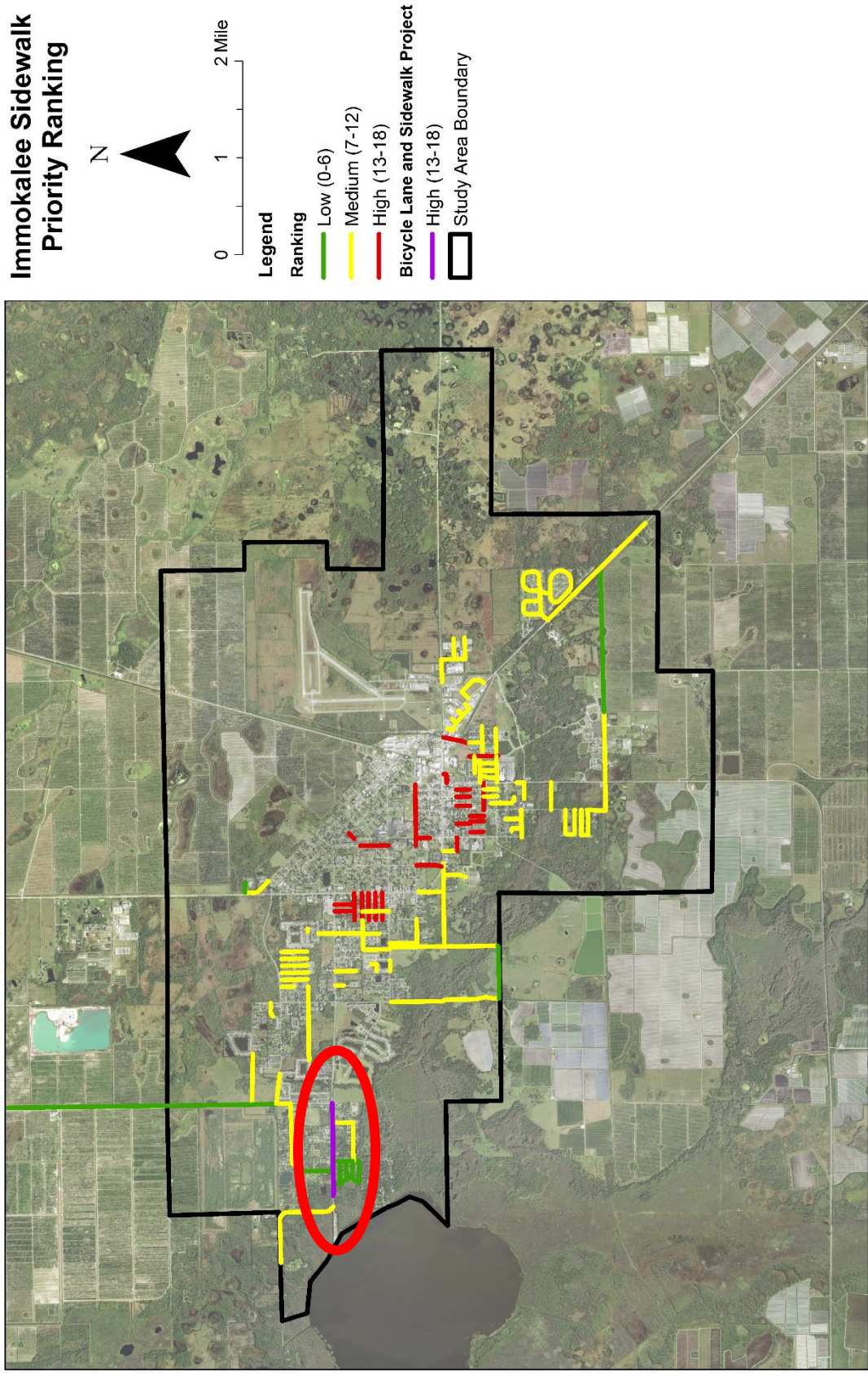
Note - Additional coordination will be needed for water and sanitary deflections in order to improve ditches.

Lake Trafford Road

| | | | | | | | | | | | | | | | |
|-----|------------------------------------------------------------------------------------------|------------------|-------------------------------------------|------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|----|------|
| 121 | Immokalee Transportation Network Plan 2045 Collier MPO Long Range Transportation Plan | Roberts Ave W | First United Methodist Church Parking Lot | N 9th St | 0.07 | Remove and replace old asphalt sidewalk along Roberts Avenue north side with concrete to provide compliant ADA access and adequate bus stop access. | 3 | 1 | 1 | 3 | 3 | 3 | 3 | 14 | High |
| 122 | Immokalee Transportation Network Plan | Lake Trafford Rd | Pepper Rd | Little League Rd | 1.07 | Add sidewalks and bicycle lanes | 3 | 2 | 0 | 3 | 2 | 3 | 3 | 13 | High |
| 17 | Immokalee Sidewalk Master Plan | Palm Ave | N 18th Ave | N 15th St | 0.28 | Sidewalks both sides | 3 | 0 | 2 | 3 | 2 | 3 | 3 | 13 | High |



Lake Trafford Road



DRAFT Top 10 Roadway Projects

| Street Name | From | To | Notes | Miles | Connectivity to the Existing Roadway Network | Funding Status | Project Status | Proximity to Evacuation Routes | Right-of-Way Availability | Score | Ranking |
|----------------------------|-----------------------|------------------|-----------------------------|-------|----------------------------------------------|----------------|----------------|--------------------------------|---------------------------|-------|---------|
| LITTLE LEAGUE RD EXTENSION | SR 82 | LITTLE LEAGUE RD | ROADWAY EXTENSION | 3.65 | 1 | 2 | 1 | 1 | 0 | 5 | MEDIUM |
| SR 29 LOOP ROAD | NEW MARKET ROAD NORTH | SR *@ | CONSTRUCTION OF NEW ROADWAY | 3.61 | 1 | 2 | 1 | 1 | 0 | 5 | MEDIUM |
| PLUM ST | CARSON RD | PLUM ST | EXISTING DIRT PATH | 0.15 | 1 | 0 | 1 | 0 | 1 | 3 | MEDIUM |
| WESTCLOX ST EXTENSION | LITTLE LEAGUE RD | WESTCLOX ST | ROADWAY EXTENSION | 0.28 | 1 | 1 | 1 | 0 | 0 | 3 | MEDIUM |
| HENDRY ST EXTENSION | ADAMS AVE W | WASHINGTON AVE | ROADWAY EXTENSION | 0.07 | 1 | 0 | 1 | 0 | 1 | 3 | MEDIUM |
| W DELAWARE AVE EXTENSION | S 9TH ST | W DELAWARE AVE | EXISTING ASPHALT PATH | 0.20 | 1 | 0 | 1 | 0 | 1 | 3 | MEDIUM |
| S 5TH ST | W DELAWARE AVE | W EUSTIS AVE | EXISTING SHARED-USE PATH | 0.13 | 1 | 0 | 1 | 0 | 1 | 3 | MEDIUM |
| 11TH ST EXTENSION | E MAIN ST | 11TH ST SE | ROADWAY EXTENSION | 0.24 | 1 | 0 | 1 | 1 | 0 | 3 | MEDIUM |
| E EUSTIS AVE EXTENSION | SCHOOL DR | 16TH ST SE | ROADWAY EXTENSION | 0.25 | 1 | 0 | 1 | 0 | 1 | 3 | MEDIUM |
| STOCKADE RD EXTENSION | STOCKADE RD | SR 29 | ROADWAY EXTENSION | 1.32 | 1 | 0 | 1 | 1 | 0 | 3 | MEDIUM |

Immokalee Roadway Projects Priority Ranking

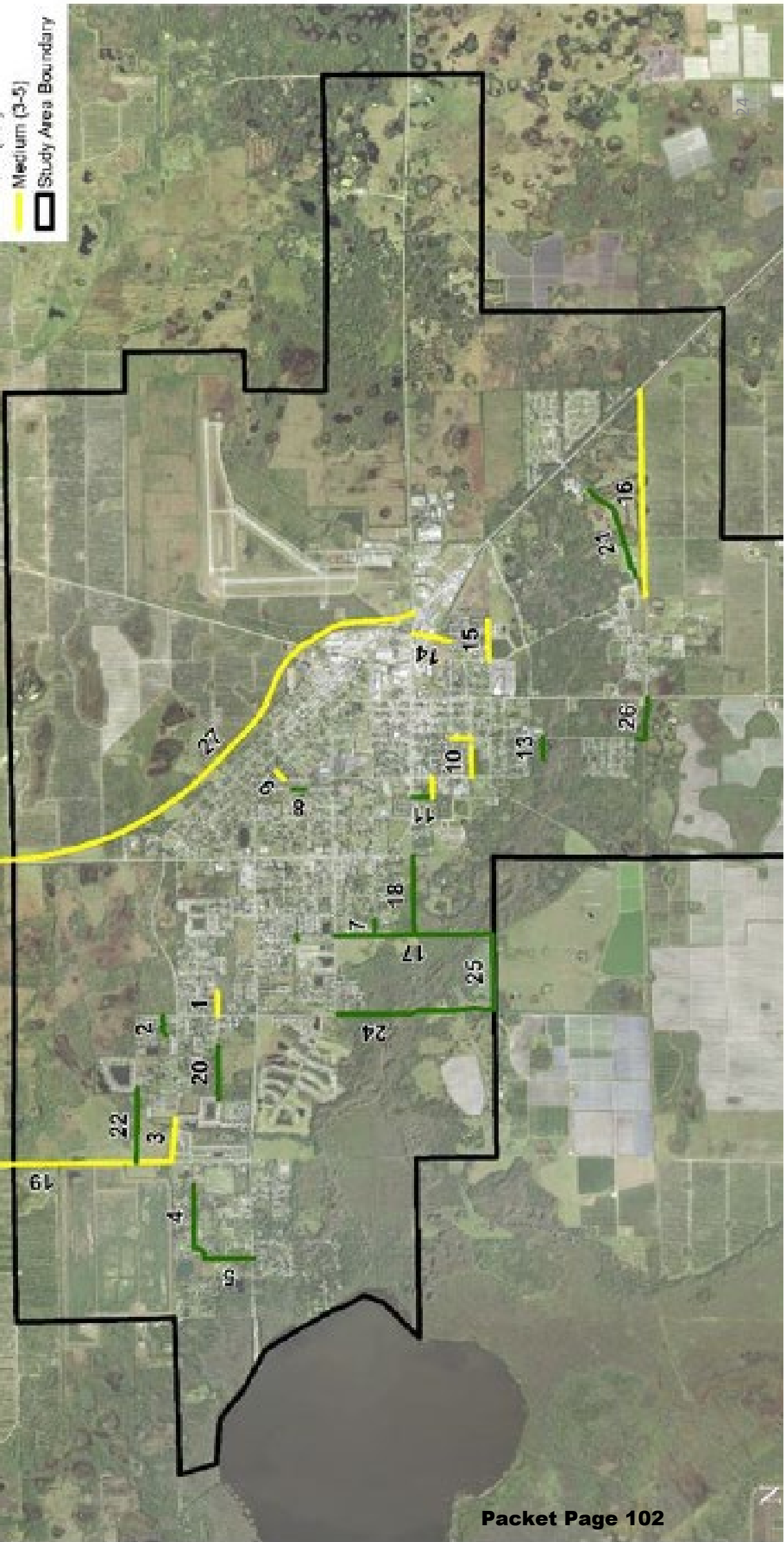
Legend

RANKING

Low (0-2)

Medium (3-5)

Study Area Boundary



Sidewalk Recommendations

of the 120 Sidewalks - 55 were identified that were not in other plans

Recommended improvements included:

Approximately 36 miles of sidewalk total and an average of 0.3 miles per recommendation

37 Sidewalk locations on one side of the road

15 Sidewalk locations on both sides of the road

3 locations to replace existing asphalt with concrete

Roadway Recommendations

of the 27 Roadways - 24 were
identified that were not in other
plans

Recommended improvements included:

**Approximately 15 miles of roadway and an average of
0.63 miles per recommendation**

15 Roadway extensions

2 New roadway construction

4 Asphalt paving

3 Repaving

Utilize rankings as a guide/tool to advance projects

Continue to update the list

Conduct public outreach to stakeholders and the public to identify needs

Coordinate across modes to ensure the development of Collier's multimodal connected network

Use prioritized list of projects to address gaps, prioritize the most needed projects and direct investments.

Overall Recommendations

Section 5.0 - Strict adherence to the ranking is not recommended as the prioritization of proposed projects will change according to the opportunity presented.



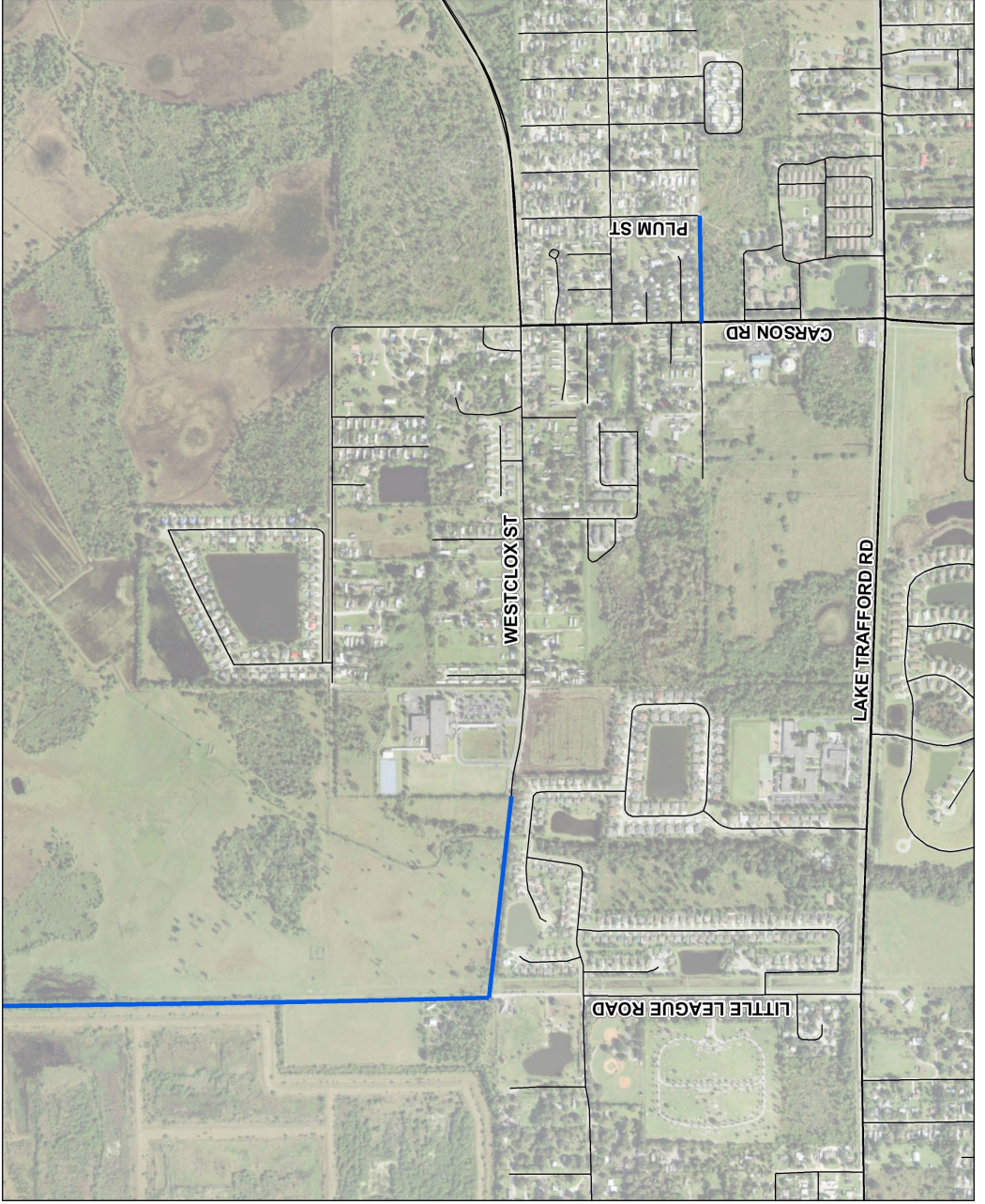
Questions

Thank You

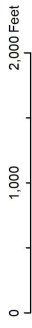
Contact Information

Lorraine Lantz, AICP, CPM
Transportation Planning Manager
Collier County
lorraine.lantz@colliercountyfl.gov
239.252.5779

Roadway Map

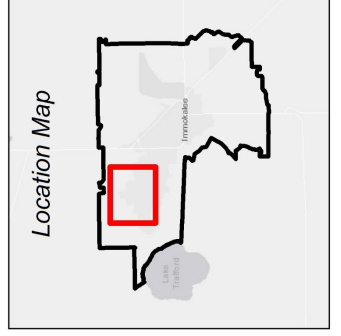


**ImmokaleeTopTen
Roadway Extension Projects**
Map 1 of 4



Legend

 Top 10 Roadway Extension Projects



Roadway Map

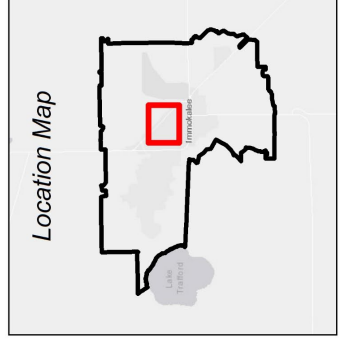


**Immokalee Top Ten
Roadway Extension Projects**
Map 2 of 4

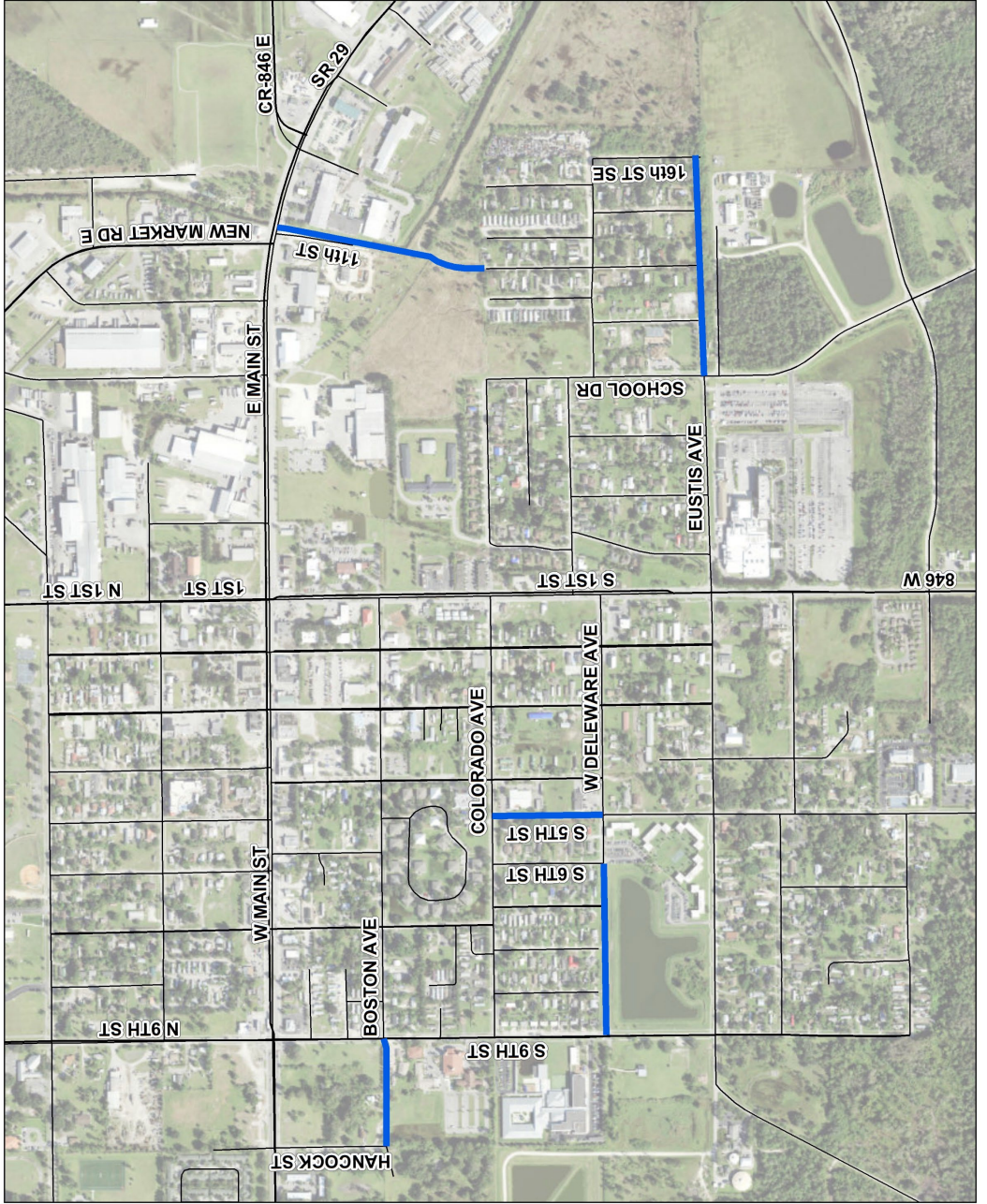


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 Top 10 Roadway Extension Projects



Roadway Map

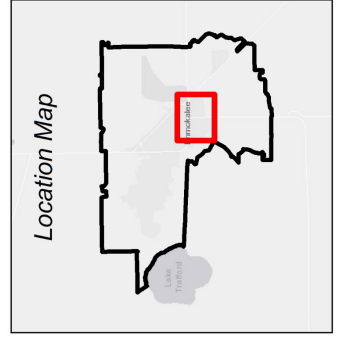


**Immokalee Top Ten
Roadway Extension Projects**
Map 3 of 4

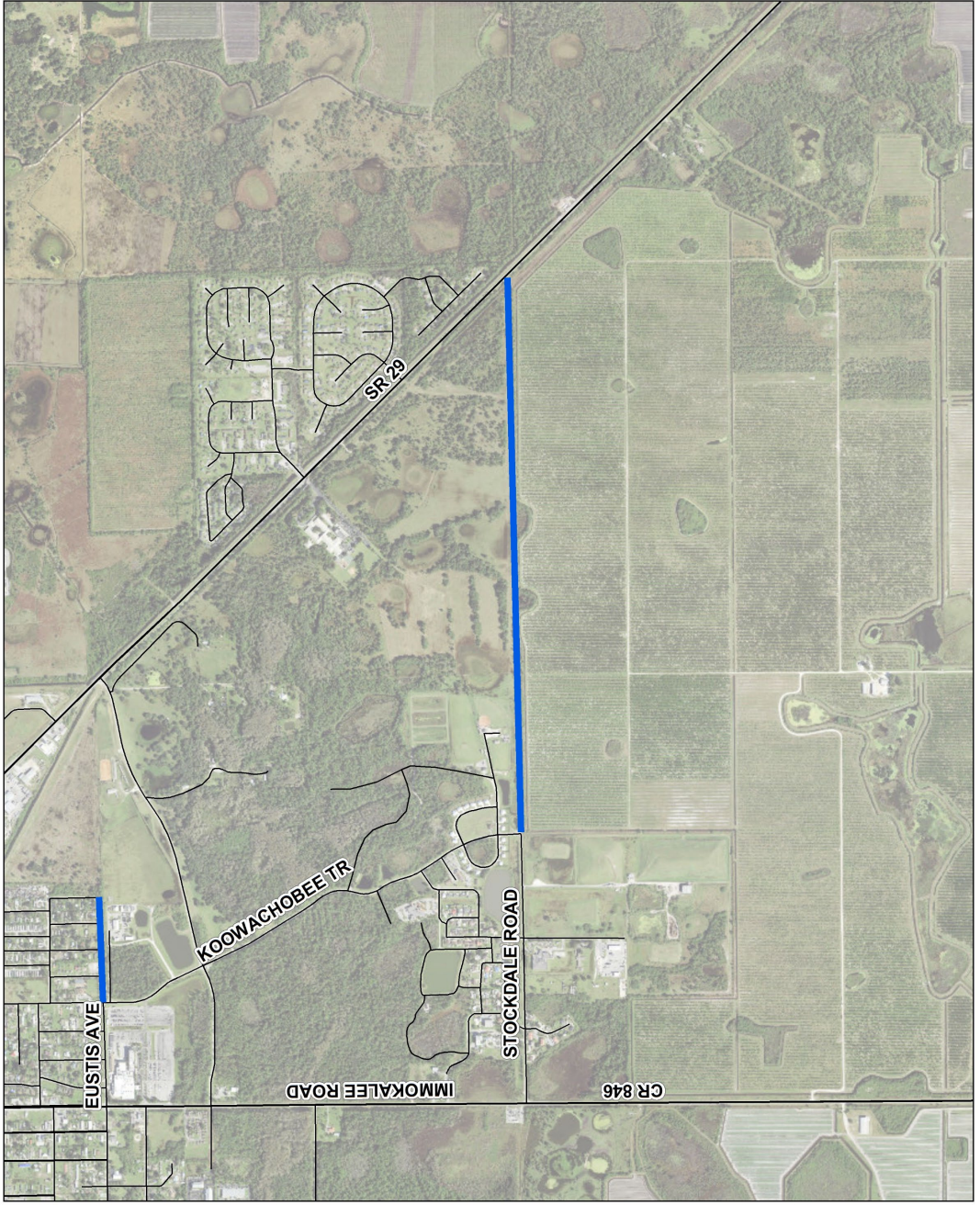


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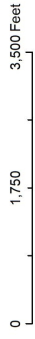
 Top 10 Roadway Extension Projects



Roadway Map

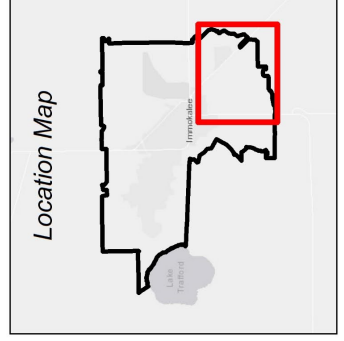


Immokalee Top Ten
Roadway Extension Projects
Map 4 of 4



Legend

— Top 10 Roadway Extension Projects





Bayshore Gateway Triangle CRA • Bayshore Beautification MSTU
Haldeman Creek MSTU



Memorandum

To: Immokalee Local Redevelopment Advisory Board
Immokalee Beautification Municipal Service Taxing Unit (IBMSTU) Advisory Committee
ICRA Staff

From: Gregory J. Oravec, CRA Director

Subject: Strategic Planning Session of November 15, 2023

Date: November 9, 2023

Let us start with gratitude. Thank you for your willingness to give of yourself in service to our community and in the hopes of making something good even better. We are lucky to have citizens and professionals like you!

The Strategic Planning Session provides us with a dedicated block of time, outside the hustle and bustle of our ordinary day-to-day, to consider where we have been, where we are, and, most importantly, where we want the Immokalee Community Redevelopment Agency and Area to go. This is a time for learning, listening, imagining, sharing, problem-solving, inspiring and being inspired, envisioning, goal-setting and identifying next steps.

A lot of things could happen at our Session. You and your participation will determine what does!

Attached, please find our proposed Agenda. At the beginning of the meeting, we will discuss Ground Rules and our Proposed Goals for the Strategic Planning Session. We will ask you to consider, revise as desirable, and approve both.

Additionally, this memorandum serves to transmit the following resources that are intended to help prepare you for a great meeting:

- Pre-Retreat Survey
- Collier County Strategic Plan Summary
- Excerpts of the Immokalee Community Redevelopment Plan
- SWOT Presentation

Please expect more transmittals between now and Wednesday. We have a lot of ground to cover, and we are a big team. As a result, we should plan on getting off to a good start with this first session, but we will need several more two-hour sessions or a day-long special meeting to get through the remainder of the program. Please know that I have seen strategic planning and doing at the heart of transformational change in award-winning communities across the country; and I am confident that if we commit to it and to

working hard, smart, and together, we will see it work wonders for us here in Immokalee. Thank you for your continuing dedication to making Immokalee an even better place to call home. Onward and upward!

Attachments:

- Agenda
- Ground Rules (Requires Board Action)
- Proposed Goals for the Strategic Planning Session (Requires Board Action)
- Pre-Retreat Survey (Member Action)
- Collier County Strategic Plan Summary
- Excerpts of the Immokalee Community Redevelopment Plan
- SWOT Presentation (Member Action)



Outline of Draft Agenda for 2023 ILRAB-IBMSTU Strategic Planning Program

Beginning, Wednesday, November 15, 2023—8:30 a.m.

1. Opening Comments from Advisory Board Members
2. Introduction to “Community Redevelopment” in Florida
3. Introduction to the Collier County Community Redevelopment Agency
 - a. The Finding of Necessity and Designation of the Community Redevelopment Areas
 - b. The creation of the Collier County Community Redevelopment Agency
 - c. Adoption of the Original Community Redevelopment Plan
 - d. Establishment of the Redevelopment Trust Fund
 - e. The Bylaws of the CRA and its Local Redevelopment Advisory Boards
 - i. Discussion of important operating practices
 - f. Accomplishments from Inception to 2022
 - g. The 2022 Amendment to the Community Redevelopment Plan
4. Deep Dive on the Current (2022) Community Redevelopment Plan
 - a. Vision
 - b. Identified Goals, Objectives, Strategies, and Projects/Programs
 - c. Where are we today?
 - i. Progress from 2022 to the present.
 - ii. SWOT Analysis
 - d. Check in...Is our Vision still true?
5. Bringing our Vision to life...
 - a. Check in...Is there something missing from our Community Redevelopment Plan (i.e. critical authorizing projects or programs)?
 - b. Of our hundreds of potential projects and programs, what are our Top Ten?
 - i. Previous Work Program/Priority List
 - ii. Prioritization exercise
 - iii. Discretion of the Advisory Board—adopt priority list following exercise or ask staff to bring back a refined list with any corresponding analysis at the next meeting for further consideration.
6. Closing Comments from Staff
7. Closing Comments from Advisory Board Members

Immokalee LRAB

Ground Rules for the Strategic Planning Retreat

“Ground Rules” are commitments made to one another by members of a team that are designed to help the team function more effectively. The following proposed rules are some that we have found to be useful to all teams, especially boards and committees.

We (my team and I) are here in service to our community and our team.

In this service, I will...

Be open minded, actively listen, stay curious, and seek first to understand before being understood.

Test assumptions and inferences. This ensures that the team is making decisions with valid information rather than with members’ private stories about what other team members believe and what their motives are.

State views and ask genuine questions. This enables the team to shift from monologues and arguments to a conversation in which members can understand everyone’s point of view and be curious about the differences in their views.

Share all relevant information. This enables the team to develop a comprehensive, common set of information with which to solve problems and make decisions.

Use specific examples and agree on what important words mean. This ensures that all team members are using the same words to mean the same thing.

Explain reasoning and intent. This enables members to understand how others reached their conclusions and see where team members’ reasoning differs.

Focus on interests, not positions. By moving from arguing about solutions to identifying needs that must be met in order to solve a problem, you reduce unproductive conflict and increase your ability to develop solutions that the full team is committed to. Rather than locking into one specific position early, ask “how might we solve this problem?”

Discuss undiscussable issues. This ensures that the team addresses the important but undiscussed issues that are hindering its results and that can only be resolved in a team meeting.

Not take cheap shots or in other ways distract the group. When members take cheap shots at one another, it often takes the group off track and distracts the member receiving the cheap shot. Likewise, the group may be distracted by side conversations or individuals doing “off-task” activities. Please don’t use your phone in session unless you have been tasked by the Team to research a question.

Be part of outlining the team’s next steps and stay involved. This ensures that everyone is committed to moving forward together as a team.

I have read these Ground Rules and agree to abide by them.

Signature

Date

Immokalee LRAB
Pre-Event Survey for the Strategic Planning Retreat

The purpose of the Strategic Planning Retreat is to provide us with a dedicated block of time, outside the hustle and bustle of our ordinary day-to-day, to consider where we have been, where we are, and, most importantly, where we want the Immokalee Community Redevelopment Agency's and Area's journey to go. This is a time for learning, listening, imagining, sharing, problem solving, inspiring and being inspired, and envisioning. To help us get in the right frame of mind, please reflect on the following questions, and be prepared to share your thoughts.

Why did you join the Immokalee Local Redevelopment Advisory Board (LRAB)?

Did you want to accomplish a specific project?

What are your favorite things about Immokalee (up to 5)?

What are the most important challenges facing Immokalee (up to 5)?

Imagine that your favorite news channel aired a special on the State of Imomkalee in 2030.
What are up to 5 things you hope they report?

What are up to 5 things you worry they report?

Same questions but in 2050. Anything different?

If you were granted 3 wishes for the CRA and, or, the Immokalee community, what would they be? [No, you can't wish for more wishes.]

Are there any comparable communities that we should learn from or benchmark?

How should we define and measure success for the CRA?

What are the three biggest things holding the CRA back?

Is there anything the CRA should stop doing immediately?

Would you like to share any other thoughts?

Strategic Planning Session

November 15, 2023

Collier County

Community Redevelopment Agency

The CCCRA

Strategic Planning Session

Proposed Goals for the Session

- **Where are we and how did we get here?**
 - Basic facts, governing regulations, relevant history to date, and SWOT
- **Where are we going?**
 - Vision.
- **How will we get there?**
 - Mission, Values, Goals, Strategic Priorities.

- **Are we there yet? Defining success and measuring and communicating progress by sufficiently detailing goals and the underlying strategic priorities into measurable outcomes and key performance indicators.**

Strategic Planning Session

Proposed Next Steps

- Report summarizing the takeaways from this Workshop and listing recommended Priorities.
- Revisions to Vision and Goals?
- Are we there yet? Defining success and measuring and communicating progress by sufficiently detailing goals and the underlying strategic priorities into measurable outcomes and key performance indicators.
- Additional Research and Analysis.
- Aligning Resources.
- Communicating, Communicating, Communicating.
- Prepare for Annual Meeting with the CRA Board.

VALUES

- Leadership
- Ethics
- Accountability
- Dedication
- Service

VISION

To be the best community in America to live, work, and play

MISSION

To deliver high-quality and best-value public services, programs, and facilities to meet the needs of our residents, visitors, and businesses today and tomorrow



BOARD PRIORITIES 2023

- Strategic Plan Budget Integration
- Sheriff's Office Evidence/Forensics Building (GOBP)
- Affordable Housing
- Golf Course Project (Housing, Golf Course, Nursing Home)
- Strategic Real Estate acquisition and management
- Health & Safety
- Mental Health Receiving Facility
- AJUR (Annual Update & Inventory Report)
- Parks, Marinas & Beaches
- Beach Berm Replacement
- Beach Renourishment Program Additions
- Human Resources Recruitment and Retention to position Collier County as an employer of Choice
- Hurricane Preparedness and Hardening
- 800 MHz Radio System and System Hardening & Upgrade
- Stormwater/Utility Partnership Projects
- Transportation
- Vanderbilt Beach Road Extension
- Pine Ridge Road Improvements
- Immokalee Complete Streets Tiger Grant Project (Transit, Stormwater, Transportation)
- Roadway resurfacing program
- Water resources
- Golden Gate City Infrastructure & Economic Development Masterplan
- Northeast Regional Utility Program
- North Collier Water Reclamation Facility Headworks Project
- Septic to Sewer Conversion
- Well to Potable Water Conversion

COUNTY MANAGER PRIORITIES

- Asset Management
- Cyber Security Initiatives
- Asset Management and Preventative Maintenance Program
- Capital Improvement Masterplans (5 - 10 - 20 years)
- Communication
- CMA review & updates
- Public Outreach and Communication outreach programs
- Public Portals to interact with County Government
- User fee & Rate Studies
- DAS Facility and Service Expansion-Northeast
- IT Masterplan
- Master Space planning and utilization for County Facilities
- Utility Masterplan & Solid Waste Strategy
- Stormwater and Natural Resources
- Stormwater Telemetry & SCADA (supervisory control and data acquisition)
- Estates Swale Maintenance/ Restoration

COLLIER COUNTY STRATEGIC PLAN 2023

QUALITY OF PLACE OBJECTIVES

- Support and enhance our commitment to robust public safety services
- Support access to health, wellness, and human services
- Preserve and enhance the character of our community
- Protect our natural resources
- Provide quality public amenities and recreational opportunities
- Promote Collier County as an exceptional tourism destination

INFRASTRUCTURE AND ASSET MANAGEMENT OBJECTIVES

- Plan and build public infrastructure and facilities to effectively, efficiently, and sustainably meet the needs of our community
- Optimize the useful life of all public infrastructure and resources through proper planning and preventative maintenance
- Prepare for the impacts of natural disasters on our critical infrastructure and natural resources
- Use the Annual Update and Inventory Report (AJUR) and other planning tools to establish and implement plans that concurrently provide public infrastructure
- Develop and utilize partnerships to ensure that government facilities meet public expectations
- Provide services and programs that sustainably manage the County's waste

COMMUNITY DEVELOPMENT OBJECTIVES

- Implement prudent and inclusive policy development through effective planning for transportation, land use, and growth management
- Design and maintain an effective transportation system to reduce traffic congestion and improve the mobility of our residents and visitors
- Encourage diverse economic opportunities by fostering a business-friendly environment
- Support comprehensive affordable housing opportunities
- Operate an efficient and customer-focused permitting process
- Develop integrated and sustainable plans to protect and manage water resources

RESPONSIBLE GOVERNANCE OBJECTIVES

- Lead by example with positive and purpose-driven actions
- Promote data-driven decision-making through performance management, continuous improvement, and measurable results
- Safeguard taxpayer money by promoting fiscal stewardship and sound budget oversight
- Encourage active community engagement and participation
- Foster a high-performing work culture with transparency and accountability
- Maintain a fully responsive, best-in-class emergency management capability
- Recruit, develop, assess, and retain a high-quality workforce
- Support the Collier County Constitutional Officers in the execution of their responsibilities

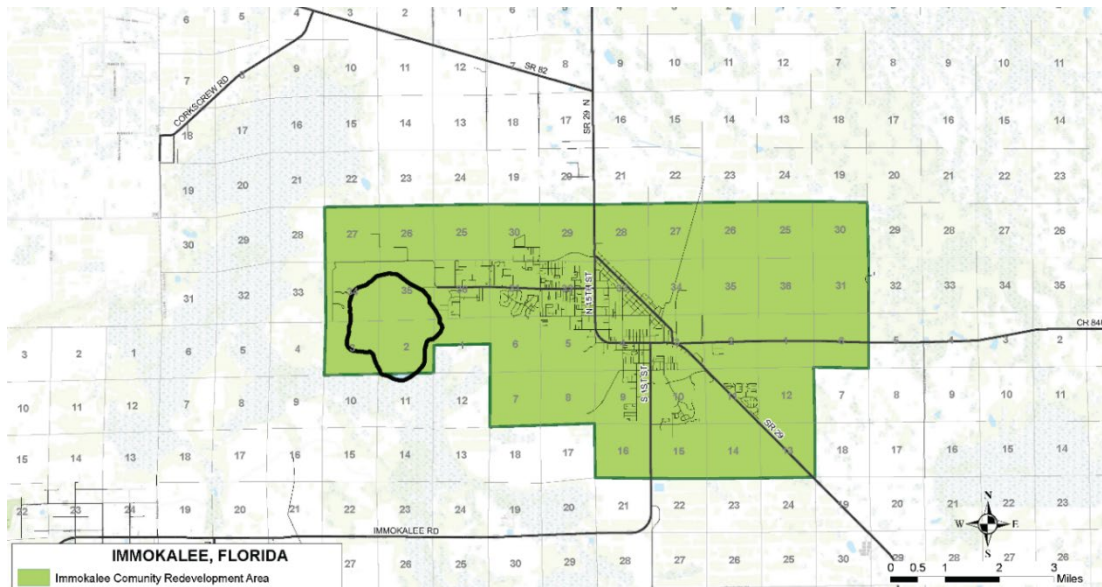


Section 4 Immokalee Community Redevelopment Area

4.1 Introduction

The 2022 Immokalee Redevelopment Plan provides an updated vision and approach to redevelopment of the Immokalee Community Redevelopment Area (ICRA), depicted in Figure 4-1 below.

Figure 4-1 - Immokalee Community Redevelopment Area Boundary Map



The Plan is based on data and analysis and community input, serving as a framework to guide future redevelopment activities to eliminate blighted conditions that were identified in 2000 and continue today. It includes a list of potential capital projects and programs that could be funded by tax increment revenues generated within the ICRA. Leveraging the tax increment revenues with other funding sources will be a priority in order for major capital projects to be completed. The Plan should be reviewed every five years to adjust to market and community needs. As part of the ongoing plan review, this 2022 Immokalee Redevelopment Plan has been prepared for the Board of County Commissioners (BCC) to adopt as an amendment to the Community Redevelopment Plan with a timeframe extension applicable to the ICRA through 2052.

While the ICRA is separate and unique from the Bayshore Gateway Triangle Community Redevelopment Area (BGT CRA), the two areas are consistent with approaches to identifying project prioritization and general requirements required by Florida Statutes. Several subsections within each area plan are similar by design.

This Plan outlines five goals for future redevelopment efforts based on community input: Celebrating Culture, Economic Development, Housing, Infrastructure, and Implementation/Administration.

Within this 2022 Immokalee Redevelopment Plan, the acronym ICRA is used to refer to the Immokalee Community Redevelopment Area, and the acronym CRA is used to refer to the Community Redevelopment Agency or staff of the Community Redevelopment Agency. Use of the acronym BCC in this document refers to the Board of County Commissioners.

4.2 Goals

This Redevelopment Plan recognizes that goals are interconnected, and together they will move the community forward to achieve this over-arching vision for the Immokalee Community Redevelopment Area:

Vision for Immokalee – 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.

Goal 4.2.1 Celebrating Culture: Create a Cultural Destination

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

Objective 4.2.1.1

Educate residents and visitors on the cultures in Immokalee.

- Strategy 1* Partner with the Collier County Museum and Parks and Recreation and other organizations to develop and expand signature events such as the Cattle Drive.
- Strategy 2* Use architectural features and colors to distinguish cultural identities.
- Strategy 3* Use public art to educate the community on the cultures and history of Immokalee.
- Strategy 4* Support the expansion of culinary experiences in the community, celebrating the rich diversity of food and the fresh produce that are available in Immokalee.
- Strategy 5* Investigate the development of a “Cultural Trail” connecting key landmarks and points of interest that reflect historic and culturally significant places throughout the community. The Trail can educate both residents and visitors while promoting ecotourism.

Objective 4.2.1.2

Create the Immokalee brand.

- Strategy 1* Develop a new logo and tag line that celebrates the cultures of Immokalee including its legendary athletes, farming, cattle ranching, and multi-ethnic population. Include input from the Seminole Tribe of Immokalee.
- Strategy 2* Develop an Immokalee Ambassador program that involves educating local residents on the Immokalee brand so they become spokespersons for Immokalee.

- Strategy 3* Develop a marketing campaign to educate the residents of Collier County, Lee County, and the region on the Immokalee brand.
- Strategy 4* Enhance gateways and corridors to showcase the Immokalee brand.
- Strategy 5* Encourage investment in the public realm to reinforce the Immokalee brand through incentives and regulatory changes. Collaborate with both public and private developers to enhance the character of the community.
- Strategy 6* Engage the business owners and organizations to coordinate branding efforts.
- Strategy 7* Coordinate with the Seminole Tribe of Immokalee to showcase the Immokalee brand.

Objective 4.2.1.3

Immokalee Cultural Center

- Strategy 1* Coordinate with other Collier County Divisions, such as the Museum, Library, Parks and Recreation, and Tourism, to incorporate the Immokalee brand into their facilities during renovations and new construction.
- Strategy 2* Define the concept of a “Cultural Center” and evaluate existing community facilities to determine feasibility of incorporating the Cultural Center into an existing or renovated center or the development of a new Cultural Center.

Goal 4.2.2 Economic Development

Strengthen the economic health of Immokalee.

Objective 4.2.2.1

Collaborations and Partnerships

- Strategy 1* Support the local Chamber of Commerce to become a one-stop shop for business development, promotions, and event hosting.
- Strategy 2* Support and participate in the State of Florida Rural Area of Opportunity designation for the Immokalee Community.
- Strategy 3* Support local career fairs to assist with local company hiring and employee training.
- Strategy 4* Support the enhancement of the Federal Opportunity Zone program in rural areas to expand incentives.
- Strategy 5* Collaborate with the Collier County Airport Authority to market economic development opportunities at the Immokalee Regional Airport.

Objective 4.2.2.2

Immokalee Regional Airport

- Strategy 1* Support development at the Immokalee Regional Airport as an economic development catalyst for the community.
- Strategy 2* Develop a “shovel ready” site at the Airport with an approved set of building plans to encourage new business development at the Airport.
- Strategy 3* Highlight the establishment of the Immokalee Readiness Center – U.S. National Guard and Collier County Mosquito Control facilities at the Airport.
- Strategy 4* Support efforts by the Immokalee Regional Airport to expand industrial development opportunities including the development of an industrial park.
- Strategy 5* Coordinate with the State of Florida Economic Development Agencies to market the Immokalee Regional Airport.
- Strategy 6* Support efforts by the Immokalee Regional Airport to seek grant funds to improve infrastructure and building square footage at the Airport.
- Strategy 7* Collaborate with Collier County to promote the County’s Certified Site Program (CSP) to attract and retain industrial development at the Airport.

Objective 4.2.2.3

Establish Immokalee as a regional opportunity for manufacturing and distribution.

- Strategy 1* Support the expansion of existing and new transportation corridors serving the region including the State Road 29 Bypass or loop road.
- Strategy 2* Establish quarterly meeting updates with Hendry and Glades County to exchange information on opportunities and challenges for the region.
- Strategy 3* Develop partnerships with new towns developing in Eastern Collier County to encourage a regional approach to economic development that will include the Immokalee Community as an option to consider for business development.
- Strategy 4* Collaborate with Collier County to promote the County’s Certified Site Program (CSP) within the community to attract new commercial and industrial development. Provide incentives to encourage private sector participation in the program.
- Strategy 5* Develop incentives to encourage business development and expansion.
- Strategy 6* Coordinate with Collier County to provide and maintain an accurate database of available properties and assist with marketing those properties to end users.

Objective 4.2.2.4

Expand commercial opportunities in Immokalee to reduce gaps of retail industry groups.

- Strategy 1* Support the development of a Business Retention and Expansion Program for existing retail establishments. The program should include site visits, education on existing programs, and incentives.
- Strategy 2* Use retail demand assessments to prepare and maintain a target list of retail industry groups.
- Strategy 3* Develop incentive programs, including but not limited to Tax Increment Incentives, to attract the targeted groups.
- Strategy 4* Develop incentive programs to attract the development of new retail space that can provide lease opportunities to small businesses to provide a mix of products and services in Immokalee.
- Strategy 5* Partner with the Collier County Economic Development Office, Chamber of Commerce and other economic development organizations to market available properties and incentives to target industries.
- Strategy 6* Develop incentives to eliminate any “food deserts” identified in the community in coordination with community partners such as the Interagency Council.
- Strategy 7* Develop the Main Street Initiative to improve appearance, mix of uses, infill development to reflect the “center” of commercial activity for Immokalee.
- Strategy 8* Continue to fund the Commercial Façade Improvement Program which provides design services and financial assistance to encourage building renovations that will enhance the community. Review the program periodically and revise as needed.

Objective 4.2.2.5

Support the expansion of medical services, both not-for-profit and private sector services, to provide quality health care including but not limited to 24-hour urgent care, 24-hour pharmacies, testing laboratories, mental health services, assisted-living, and memory and palliative care.

- Strategy 1* Participate in the Immokalee Inter-Agency and Immokalee Unmet Needs Coalition to identify needs and develop potential incentives to assist with recruitment of services.
- Strategy 2* Partner with other agencies to recruit and/or expand services in Immokalee.

Objective 4.2.2.6

Support local business startups and expansions.

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

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

Objective 4.2.2.7

Expand educational and training opportunities.

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

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

Objective 4.2.2.8

Expand tourism as a component of the Immokalee economic base.

Strategy 1 Support the further development and maintenance of destination hubs in Immokalee including: Roberts Ranch, Peppers Preserve, and Lake Trafford. Support services that help the expansion of these destination hubs.

Strategy 2 Develop a marketing program to highlight the destinations.

Strategy 3 Coordinate with other Collier County Divisions to promote the Immokalee Community as a tourist destination.

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

Objective 4.2.2.9

Develop Immokalee as a food destination.

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

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

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

Strategy 4 Develop incentives to create opportunities for graduates of the Culinary Accelerator to stay in the Immokalee Community.

Strategy 5 Partner with agricultural businesses to evaluate and support opportunities for agrotourism.

Objective 4.2.2.10

Expand the availability and quality of internet service, broadband, and beyond.

Strategy 1 Prepare and maintain an inventory of available computer and internet service providers in Immokalee.

Strategy 2 Support rural broadband internet access initiatives and evaluate the potential to initiate a broadband program for the Immokalee Community.

Goal 4.2.3: Housing

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

Objective 4.2.3.1

Support multigenerational housing opportunities in Immokalee.

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

Strategy 2 Coordinate with Collier County to evaluate Land Development Code regulations to support the development of accessory dwelling units.

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

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

Strategy 5 Coordinate with housing agencies and providers to promote strategies to maintain and improve the affordable housing inventory and add housing to serve a mix of income levels.

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

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

Objective 4.2.3.2

Neighborhood Initiative: Create a holistic approach to neighborhood revitalization to improve infrastructure, housing, and safety.

- Strategy 1* Support the Immokalee Area Master Plan Neighborhood Planning Initiative to develop neighborhood improvement plans based on the Neighborhood Map (Exhibit A).
- Strategy 2* Improve vacant and nuisance properties to restore community appearance and safety.
- Strategy 3* Partner with Code Enforcement, Collier County Sheriff’s Office, and Community Task Force to bring properties into Code compliance.
- Strategy 4* Support Community Policing initiatives where identified as a need during neighborhood planning efforts.
- Strategy 5* Develop incentives to facilitate the development and redevelopment of residential properties to enhance neighborhoods with housing, recreational amenities, or community gardens.
- Strategy 6* Evaluate a land acquisition program to acquire properties that have Code violations, tax liens, or other blighted conditions so they may be redeveloped.
- Strategy 7* Coordinate with Collier County housing staff, regulators, and housing providers to review and consider incentives to improve the types, quantity, and quality of housing in the ICRA.

Goal 4.2.4: Infrastructure

Maintain a high quality of life for all residents and visitors of Immokalee.

Objective 4.2.4.1

Improve water quality by partnering and supporting stormwater improvements.

- Strategy 1* Coordinate with County Divisions to ensure stormwater improvements are implemented at the time of other infrastructure projects.
- Strategy 2* Support the implementation of the Immokalee Stormwater Master Plan through partnerships with Collier County in efforts to construct improvements and pursue grants and funding opportunities.

Objective 4.2.4.2

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

- Strategy 1* Evaluate any new development project and identify the opportunity to incorporate the principles of complete streets when feasible to increase the safety of commuters walking

or using transit to get to work through design and construction of sidewalks, stormwater improvements, streetlighting, road resurfacing and striping, broadband, and shade trees.

Strategy 2 Collaborate with other County Departments to efficiently use resources to complete the Sidewalk Master Plan. (See Exhibit B for Sidewalk Master Plan)

Strategy 3 Coordinate with partners to implement the Sidewalk Master Plan. (See Exhibit B for Sidewalk Master Plan)

Strategy 4 Complete improvements identified in Sidewalk Master Plan Focus Area 1 and Focus Area 2 as funds become available.

Focus Area 1 – Lake Trafford Road Area (see Exhibit B-Map 2)

Focus Area 2 -South Immokalee (see Exhibit B-Map 3)

Strategy 5 Distribute public awareness notices or materials about the rights and responsibilities of pedestrians.

Strategy 6 Support walking as a recreational activity and evaluate the feasibility of a walking trail around the South 9th Street and West Eustis Avenue stormwater pond.

Strategy 7 Coordinate with County and State agencies and non-profit organizations to plan and implement local and regional trail and pathway connections.

Objective 4.2.4.3

Promote mobility through interconnected street patterns and improved roadway conditions.

Strategy 1 Support Collier County initiatives to bring all public roads up to County standards.

Strategy 2 Assist Collier County in the implementation of a program to bring private roads up to County acceptance standards.

Objective 4.2.4.4

Improve and maintain water quality standards and waste management services.

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

Strategy 2 Develop initiatives and incentives that facilitate the proper disposal of trash and recyclables by businesses and residents.

Strategy 3 Coordinate with Collier County to support the Collier County Adopt the Road program to educate the community on the program and encourage participation.

Objective 4.2.4.5

Maintain a high quality of life for all residents and visitors of Immokalee through recreational opportunities.

- Strategy 1* Partner and coordinate with Collier County Parks and Recreation to provide high quality recreational opportunities in the community. (See Exhibit C for Parks and Open Space Map)
- Strategy 2* Support the enhancement and maintenance of recreational facilities that serve a multi-generational and culturally diverse population through partnerships with Collier County Parks and Recreation, private donors, and nonprofit organizations.
- Strategy 3* Support the addition of amenities that will increase visitor use at tourist destination locations including Lake Trafford, Roberts Ranch, and Pepper Ranch.
- Strategy 4* Continue to support Zocalo Park as a Main Street amenity and a safe and well-maintained community gathering place.

Objective 4.2.4.6

Improve transit services in Immokalee.

- Strategy 1* Support expanded transit services and choices in Immokalee.
- Strategy 2* Partner with Collier Area Transit (CAT) to complete transit amenities at bus stops. (See Exhibit D for Transit Stop Improvements Map)
- Strategy 3* Support efforts that improve the interconnectivity of the street network to expand transit opportunities.
- Strategy 4* Evaluate options to provide on-demand shuttle service (micro-transit) between homes and transit stops and support, if feasible.
- Strategy 5* Partner with CAT to improve access, frequency, and expanded times of transit service.

Objective 4.2.4.7

Maintain and improve coordination with private and independent service and utility providers such as Immokalee Water and Sewer, Immokalee Fire Control District, Lee County Electric Cooperative (LCEC) and others.

- Strategy 1* Invite partners to participate in ICRA goal setting workshops and preliminary project kick-off meetings to discuss the development of conceptual designs.
- Strategy 2* Partner with service providers to ensure adequate services are available to meet future demand.

Strategy 3 Inform utility agencies and service providers of redevelopment goals and objectives, and work with them toward aligning their planning of service level improvements.

Goal 4.2.5 Implementation/Administration

Maximize resources through collaboration between County, State, and Federal agencies to achieve the CRA goals and objectives.

Objective 4.2.5.1

Comply with fiscal, legal, and ethical standards as required by Federal, State, and local mandates.

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

Strategy 2 Comply with State reporting requirements.

Objective 4.2.5.2

Where applicable, seek funding partners and grants to implement the Redevelopment Plan and leverage resources.

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

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

Strategy 3 Develop a project evaluation checklist to verify projects are in alignment with Plan goals.

Strategy 4 Conduct a quarterly review of Plan implementation and a five-year Plan review to evaluate and recommend necessary amendments to align the goals, objectives, and strategies and funding with conditions of the community at the time of review.

Objective 4.2.5.3

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

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

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

Objective 4.2.5.4

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

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

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

Strategy 3 Provide education and support to help ensure that improvements are properly maintained.

Strategy 4 The CRA will coordinate with Collier County Growth Management Department for updates to the Land Development Code to support redevelopment in Immokalee.

4.4 Redevelopment Program

The following section provides a redevelopment program for the ICRA, including the methodology for prioritizing and phasing redevelopment projects that are included in the Redevelopment Program and potential opportunities for improvement and investment in the area, as well as outlines Funding Strategies to implement the Program. The Redevelopment Program for the ICRA includes projects and activities that may be funded by the CRA or by other public agencies, non-governmental organizations, or the private sector.

4.4.1 Action Plan

The following Action Plan describes the three phases of Plan implementation, outlines the criteria the CRA shall consider when prioritizing projects and initiatives, summarizes the key redevelopment opportunities to be completed in the short and mid-term, and depicts the 2022 Redevelopment Plan Projects and Programs.

Prioritization and Phasing

This plan recognizes three phases of initial implementation.

- Phase 1: Short-term (five-year planning horizon consistent with other agencies capital project planning approach).
- Phase 2: Mid-term (next 10 years)
- Phase 3: Long-term (15 years through the existence of the CRA)

Projects and community priorities should be evaluated every five years at a minimum to confirm consistency with the community's goals and priorities. Annual reporting of project status and adjustments in tax increment revenues will also confirm that community goals and objectives are being met. Since these projects and initiatives cannot be evaluated and carried out all at once, this section presents a prioritization plan in terms of amount of funds programmed and project/initiative timing. A key consideration for prioritization is the amount of funding available for these projects and initiatives, discussed more in Section 4.4.2.

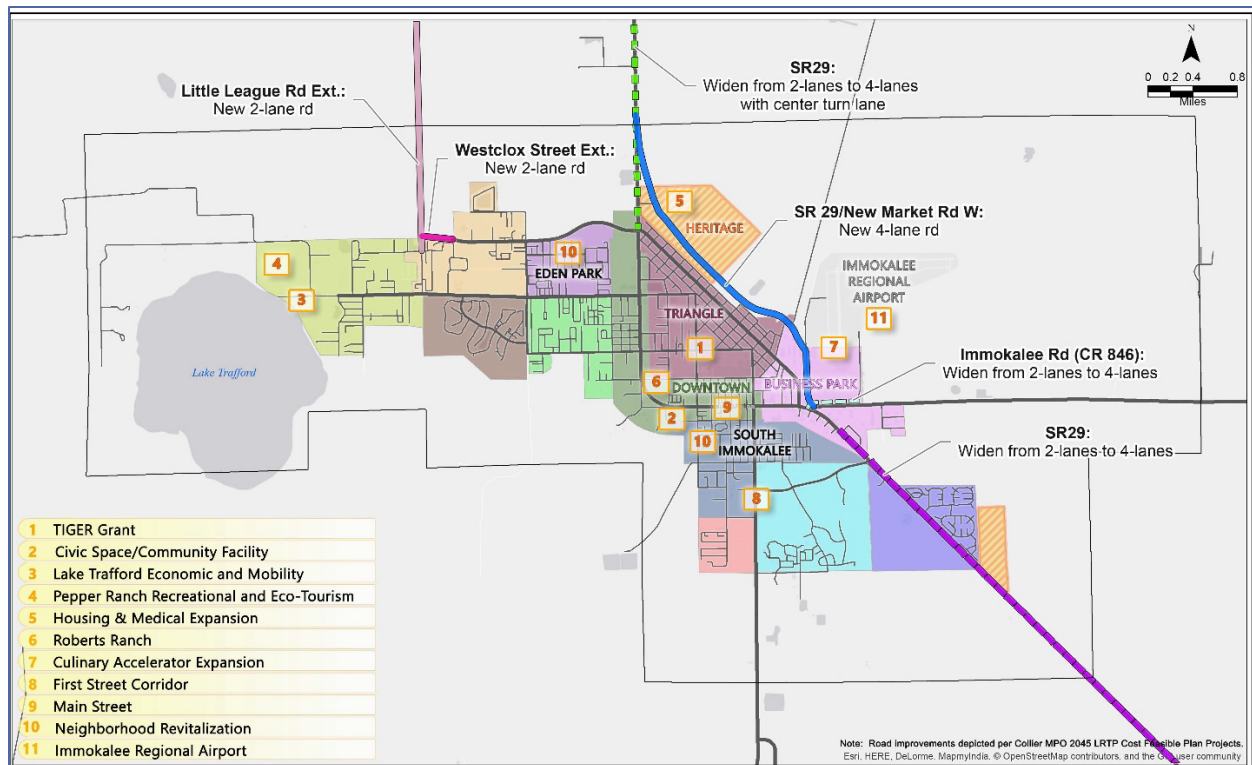
Prioritization criteria to consider include:

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

Opportunities for Redevelopment

Since the adoption of the 2000 Immokalee Community Redevelopment Plan, the CRA has completed several capital projects to improve the public realm, and redevelopment efforts have been accomplished through private investment (see Section 4.3, Background and Baseline Data). Building on the success of these advancements, the CRA is ready to move forward with new and innovative proposals to continue to improve and enhance the area. As shown in Figure 4-3, the Framework Map (also see Exhibit Q) highlights opportunities and priorities the CRA will be focusing on over the next five to 11 years.

Figure 4-3- Immokalee Framework Map



The Framework Map identifies eleven locations for potential redevelopment projects and improvements:

1. TIGER Grant – This area in the heart of the community will be transformed with sidewalk and lighting improvements funded through the Federal TIGER grant program. Once the project is completed there will be an opportunity to leverage these improvements by targeting housing initiatives in this area.
2. Civic Space/Community Facility – The CRA owns a 1.96-acre site located at the corner of Main Street and South Ninth Street. Originally purchased to create a public plaza similar to the Zocalo Park at the corner of First and Main, the site has remained vacant. Recent discussions have identified several approaches to developing the site to maximize public benefit including selling the property for commercial development; selling the property to develop a community service campus; or entering into a partnership with other public or private agencies to create a community center or community open space.

3. Lake Trafford Economic and Mobility Opportunity – Lake Trafford and Ann Olesky Park are considered a recreational jewel in the community. Lake Trafford Road that leads into the park is programmed for sidewalk improvements except for the last 0.34 miles into the park. Environmental assessment is needed to determine if the pedestrian connection into the park can be completed. Coordination with the property owners surrounding the park also provides an opportunity to expand transit into the area and to expand commercial opportunities to expand eco-tourism in the area.
4. Pepper Ranch Recreational and Eco-Tourism – Pepper Ranch provides low impact recreational amenities to the public. Expansion of services and marketing the property for corporate retreats provides an opportunity to expand the eco-tourism into the area.
5. Housing & Medical Facilities Expansion – The Heritage Planned Unit Development approved in 1991 provides an opportunity to expand services and residential development in this northern section of Immokalee. The 346-acre site allows for a mix of commercial and residential units. Programmed improvements to State Road 29 will enhance this location’s viability for development, offering improved access for the local community, as well as Hendry and Lee Counties.
6. Roberts Ranch – A part of the Collier County Museum system, this historic 13-acre site is in the heart of Immokalee with easy access to Main Street. Originally home to cattleman Robert Roberts and his family, this historic site and museum (the longest running ranch in South Florida) provides visitors with a rare opportunity to experience daily working life on a Southwest Florida pioneer homestead and citrus grove from the early 1900s. This site provides an opportunity to host events that can attract tourists and residents. The site also provides an opportunity to link the agricultural sector to tourism by developing a farm to table venue.
7. Culinary Accelerator Expansion – Located within the Immokalee Regional Airport is The Florida Culinary Accelerator @ Immokalee, providing a state-of-the-art commercial kitchen open to a membership base. Depending on the membership level, members may select from a range of customized hours and plans to prepare, cook, and package their culinary creations for distribution. The culinary accelerator’s goal is to support area chefs, farmers, and small food businesses to achieve their dreams of growing their food businesses and entering the competitive retail marketplace. One of the challenges that chefs, famers, and small food business face is finding a suitable space for start-up businesses once they reach capacity at the accelerator. There is opportunity to expand this successful facility or expand services to address the next level of business expansion.
8. First Street Corridor – Main entrance into Immokalee from coastal Collier, the roadway provides an opportunity to create an entrance into the community and to partner with the landowners along the street to provide needed commercial, residential, and recreational opportunities. The entrance to the ICRA is an opportunity for gateway branding. Additionally, there is an opportunity to connect Immokalee to surrounding areas within and beyond Collier County with the Paradise Coast Trail (PCT). The PCT is a Shared-Use Non-motorized (SUN) Trail.
9. Main Street – At the center of Immokalee, Main Street is a State roadway that has recently been improved for pedestrian access in 2021. A future “loop road” may eliminate the freight traffic that currently hinders the corridor from being designed and treated like a pedestrian oriented downtown

corridor, and this could open the door for a transformation that allows more outdoor dining and neighborhood retail. Main Street also has opportunities as a central focal point for community branding efforts.

10. Neighborhood Revitalization Initiative – As outlined in Objective 4.2.3.2, this initiative focuses on creating a wholistic approach to neighborhood revitalization by including strategies for infrastructure, housing, and safety improvements. There are 12 neighborhoods identified on the Neighborhood Map (Exhibit A). Two areas have emerged as opportunities based on current or budgeted public investment and partners: Eden Park and South Immokalee. Each neighborhood will have unique constraints and opportunities. Initiatives for South Immokalee will include Dreamland Park improvements. In addition to this opportunity, improvements to park amenities throughout the community’s neighborhoods will be pursued through public private partnerships to create a comprehensive park network to be implemented as funds are available. The Neighborhood Revitalization Initiative also addresses housing needs through identifying and pursuing replacement, renovation, and new construction opportunities. Community Policing and Code Enforcement may also be identified within the strategic revitalization plan for each neighborhood.
11. Immokalee Regional Airport – The Airport provides a strategic location for manufacturing and distribution. Through coordination with the Collier County Airport Authority, the CRA has an opportunity to advance economic development goals through marketing the available land, considering the creation of a “shovel ready” site, and supporting the improvement of infrastructure at the Airport.

In addition to those opportunities identified on the Framework Map, the CRA will also leverage resources and funds to further projects and plans led by other agencies and organizations, including:

- Cultural Trail Opportunity
- Affordable Housing Opportunities
- Housing Replacement and Rehabilitation
- School Board Coordination/Education and Training Expansion
- Stormwater Master Plan
- Sidewalk Master Plan
- Recreational Expansion

Projects and Programs

Florida Statutes Sections 163.362(9) and (10) require that CRA Plans contain a detailed statement of the projected costs of the redevelopment projects and a time certain for completing redevelopment financed by increment revenues. Figure 4-4 below is a list of CRA capital projects and programs anticipated within the ICRA and associated timeframes (short-term, mid to long-term, and ongoing). It is anticipated that these projects and programs may utilize Tax Increment Financing (TIF) funding and other potential funding sources are also listed which may offset some of the projected costs.

Short-term projects are primarily those that are currently underway and moving toward completion. For the mid to long-term projects, the CRA efforts will focus on positioning these projects for grants,

appropriations, and other funding opportunities. The recently approved Federal Infrastructure Bill (the Infrastructure Investment and Jobs Act) is one such potential funding stream.

For projects and programs with known or estimated costs, those costs are listed in Figure 4-4 below, and those that are partially funded in the Fiscal Year 2021-22 ICRA Capital Budget are noted with an asterisk. For projects or programs that are still preliminary in concept, the costs are indicated as “to be determined” (TBD), subject to more detailed planning, design, and coordination with other agencies.

The proposed projects and programs identified in Figure 4-4 provide general guidance based on public input on project priorities to implement the overall vision of Immokalee. The Redevelopment Plan also allows for flexibility to move into mid-term and long-term projects if funding and partnerships are identified with private sector, non-profit entities, or other government agencies. The majority of the items identified will require assistance from additional funding sources including the MSTU when applicable and grant funds as well as partnering with other governmental agencies, non-profit entities, and County Departments. It is assumed that projects and programs will be further defined and articulated during the five year updates of this Redevelopment Plan.

Figure 4-4 - Capital Projects & Programs

Tax Increment Financing (TIF) is proposed to assist with financing the following projects and programs.

| Projects/Programs | Anticipated Costs | Other Potential Funding Sources | Timeframe |
|---------------------------------------|-------------------|--------------------------------------------------------|----------------------------|
| Cultivating Culture | | | |
| Cultural Center | \$3,740,000** | Grants, Non-profit entities, other government agencies | Mid/Long-Term |
| Public Art Cultural Trail | TBD | MSTU, Grants, other government agencies | Mid/Long-Term |
| Economic Development | | | |
| Land Acquisition | TBD | Grants, Private Sector, other government agencies | On-going |
| Shovel Ready Program | TBD | Grants, Private Sector | On-going |
| Branding and Marketing | TBD | Grants, Non-profit entities, other government agencies | On-going |
| Site Improvements | TBD | Grants, Private Sector, other government agencies | On-going |
| TIF Incentive Program | TBD | N/A | On-going |
| Industrial Park Development | TBD | Grants, Private Sector, other government agencies | On-going |
| Airport Economic Opportunity | \$5,210,000** | Grants, Private Sector, other government agencies | Short-Term & Mid/Long-Term |
| Culinary Accelerator Expansion | TBD | Grants, Private Sector, other government agencies | Short-Term & Mid/Long-Term |
| Airport Park Recreational Opportunity | TBD | Grants, other government agencies | Short-Term & Mid/Long-Term |
| Retail Incentive Program | TBD | Grants, Private Sector | On-going |
| Main Street Initiative | TBD | Grants, Private Sector, other government agencies | Short-Term & Mid/Long-Term |
| Commercial Improvement Grants | \$100,000* | Grants, Private Sector | On-going |
| Business Expansion and Retention | TBD | Grants, Private Sector, other government agencies | On-going |
| Broadband Initiatives | TBD | Grants, Private Sector, other government agencies | On-going |

| Projects/Programs | Anticipated Costs | Other Potential Funding Sources | Timeframe |
|-----------------------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------|------------|
| Housing | | | |
| Land Acquisition | TBD | Grants, Private Sector, Non-profit entities, other government agencies | On-going |
| Infrastructure Improvements | TBD | Grants, Private Sector, Non-profit entities, other government agencies | On-going |
| Mobile Home Replacement Initiative | TBD | Grants, Private Sector, Non-profit entities, other government agencies | On-going |
| Housing Renovation Incentives | TBD | Grants, Private Sector, Non-profit entities, other government agencies | On-going |
| New Construction Incentives | TBD | Grants, Private Sector, Non-profit entities, other government agencies | On-going |
| Neighborhood Revitalization Initiative | \$183,600* | Grants | On-going |
| <i>Costs for lighting, street trees, benches, waste receptables, bike racks, signage (both sides of street)</i> | | | |
| • South Immokalee Planning/Design | \$1,500,000** | MSTU, Grants, other government agencies | Short-Term |
| • South Immokalee Construction | \$9,900,000** | MSTU, Grants, other government agencies | Long-Term |
| • Eden Park Planning/Design | \$1,500,000** | MSTU, Grants, other government agencies | Short-Term |
| • Eden Park Construction | \$9,900,000** | MSTU, Grants, other government agencies | Long-Term |
| Enhanced Public Safety | TBD | MSTU, Grants, other government agencies | On-going |
| Community Policing | TBD | Grants, other government agencies | On-going |
| Community Land Trust - special needs housing | TBD | Grants, Private Sector, Non-profit entities, other government agencies | On-going |

| Projects/Programs | Anticipated Costs | Other Potential Funding Sources | Timeframe |
|------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------|---------------|
| Infrastructure | | | |
| Immokalee Sidewalk Master Plan | | | |
| <i>Cost for upgrades to have sidewalks on both sides of streets with drainage and utility improvements</i> | | | |
| Focus Area 2 - South Immokalee Sidewalk Plan | | | |
| <ul style="list-style-type: none"> Delaware Ave & Eustis Ave | \$1,115,000* | MSTU, Grants, other government agencies | Short-Term |
| <ul style="list-style-type: none"> Other Focus Area 2 gaps | \$11,560,000** | MSTU, Grants, other government agencies | Mid/Long-Term |
| Focus Area 1 – Lake Trafford Road Area | | | |
| <ul style="list-style-type: none"> All Focus Area 1 | \$18,810,000** | MSTU, Grants, other government agencies | Mid/Long-Term |
| Outside Focus Areas | \$6,525,000** | MSTU, Grants, other government agencies | Mid/Long-Term |
| Stormwater | \$278,000* | MSTU, Grants, other government agencies | On-going |
| General Public Road Improvements | TBD | MSTU, Grants, other government agencies | On-going |
| Land Acquisition | TBD | Grants, other government agencies | On-going |
| Waste Management Initiatives | TBD | MSTU, Grants, Private Sector, other government agencies | On-going |
| Parks and Recreation Partnerships | | | |
| Park Amenities | \$70,000* | MSTU, Grants, Private Sector, other government agencies | On-going |
| Zocalo | TBD | MSTU, Grants, Private Sector, other government agencies | Short-Term |
| Dreamland | TBD | MSTU, Grants, Private Sector, other government agencies | Short-Term |
| Land Acquisition | TBD | Grants, Private Sector, other government agencies | Mid/Long-Term |
| Mobility | | | |
| Transit Amenities | TBD | MSTU, Grants, other government agencies | On-going |
| Streetscape Improvements | TBD | MSTU, Grants, other government agencies | On-going |
| Main Steet Streetscape | \$1,500,000** | MSTU, Grants, other government agencies | Short-Term |

| Projects/Programs | Anticipated Costs | Other Potential Funding Sources | Timeframe |
|---------------------------------------|--------------------------|-----------------------------------------|----------------------------|
| First Street Corridor | \$250,000* | MSTU, Grants, other government agencies | Short-Term |
| Lake Trafford Road Corridor | TBD | MSTU, Grants, other government agencies | Short-Term & Mid/Long-Term |
| New Market Road Corridor | TBD | MSTU, Grants, other government agencies | Mid/Long-Term |
| On-demand Transit Service | TBD | Grants, other government agencies | Mid/Long-Term |
| Pedestrian Safety Improvements | TBD | MSTU, Grants, other government agencies | On-going |

* Partially funded in the FY 2021-22 ICRA Capital Budget

** Costs are conceptual only, final costs and projects to be determined per the outcomes of the planning efforts.

In addition to capital projects, the Redevelopment Plan includes several non-capital projects and programs. These on-going soft costs provide for the operations and administration of the CRA offices, as well as implementation of the Goal to “Create a Cultural Destination” through branding and marketing, public art, and special events. It is anticipated that administration of the CRA will continue to be financed through TIF funding allocations while non-capital initiatives to support Cultivating Culture may be funded through a combination of TIF funds, grant sources, and/or partnerships with private sector, non-profit entities, or other government agencies.

Additional redevelopment opportunities in the area may arise in conjunction with capital projects planned and administered by other agencies and organizations. The CRA should seek to enhance or augment these efforts through coordination and partnerships when initiatives support the goals and objects of the Immokalee Redevelopment Plan. In accordance with §163.362(4), Florida Statutes, any publicly funded capital projects to be undertaken within the Immokalee Community Redevelopment Area as of 2022 are listed in Exhibit R. The Redevelopment Plan also recognizes and allows for partnerships with other County Departments to facilitate the implementation of projects included in the Collier County Annual Update and Inventory Report (AUIR) that may be eligible for Tax Increment Funding, as permitted by Florida Statute.

4.4.2 Funding Strategies

In order to facilitate redevelopment in the Immokalee Redevelopment Area, the County will need to use various sources of funding from local, state, and federal government and the private sector. This section examines funding methods and strategies to finance redevelopment activities that will implement the Redevelopment Plan, including TIF, Municipal Services Taxing Units (MSTUs), grants, coordination and partnerships, and other funding mechanisms. Funds deposited into the Redevelopment Trust Fund may be expended only in the redevelopment area pursuant to the adopted Redevelopment Plan and in conformance with the requirements of Section 163.387(6), Florida Statutes.

Certain incentives may need to be offered to developers to attract new development, redevelopment, and rehabilitation of existing buildings within the ICRA. Some of these programs may include:

- Tax increment rebates
- Rent subsidies
- Loan or grant programs
- Tenant improvement subsidies
- Land assembly assistance and acquisition of easements
- Impact fee waivers or credits

This Redevelopment Plan does not obligate any funding to any projects listed. It provides a guide and list of both capital and non-capital projects that require approval by the CRA and/or the Board of County Commissioners (BCC) depending on the funding source. The Local Redevelopment Advisory Board will also review projects and make recommendations to the CRA Board for consideration. The CRA will follow the standard operating and procurement guidelines adopted by the BCC for all expenditures. The CRA will follow Collier County standard operating procedures when partnering with other County Departments and will follow state and federal grant guidelines as required for other funding sources outside of TIF.

Projects may require additional vetting and piloting to better understand technical feasibility, impacts, and broader County implementation priorities prior to approval for implementation. To this end, planned projects include technical feasibility studies and pilot projects. As a result, this capital and non-capital funding plan is subject to change as it is re-evaluated. Additionally, the Redevelopment Plan sets a framework based on current conditions but also allows for flexibility in the phasing of projects based on funding opportunities and community priorities identified in annual work plans and capital improvement project lists.

Regarding maintenance costs, maintenance of standard capital improvements is anticipated to be provided and funded by relevant County agencies, while maintenance for capital improvements above and beyond County standards are anticipated to be funded by the CRA. For a full list of non-CRA budgeted capital projects within the Immokalee Community Redevelopment Plan per Florida Statute, see Exhibit R.

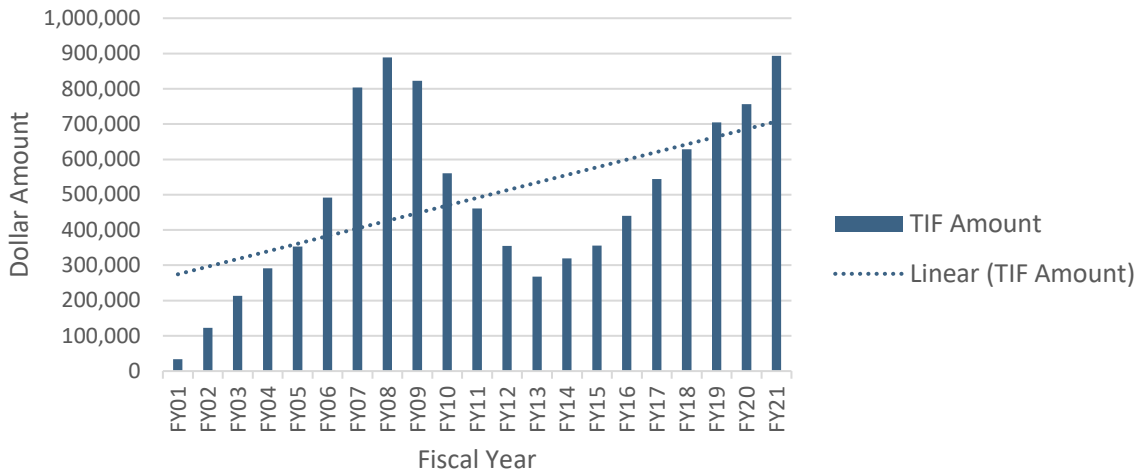
Tax Increment Financing (TIF)

As detailed in Section 2.1 of the Collier County Redevelopment Plan, TIF is a primary mechanism for funding public improvements needed to support and encourage new development in the ICRA. TIF funds are generated within Community Redevelopment Areas by capping (or freezing) the property values at the assessed value for an established base year. Thereafter, any tax revenues generated due to increases in property values in excess of the base values are dedicated to fund improvements and activities within the redevelopment area. The generated revenue is known as tax increment financing or TIF and is used in the CRA to leverage its redevelopment efforts. This revenue source provides Collier County with a means to finance front-end costs that facilitate redevelopment of the area through the existence of the CRA, consistent with the Redevelopment Plan goals and objectives. The CRA is able to use county ad valorem tax revenues generated above the base-year amount (the increment) to apply to projects and initiatives identified in this Redevelopment Plan per Florida Statute.

Figure 4-5 shows the amount of tax increment revenues received since Fiscal Year 2000. The recession in 2009 had a major impact on tax increment revenues through 2012; however, TIF revenues have steadily

increased each year since 2013. By the end of Fiscal Year 2022, it is anticipated that revenues will exceed \$900,000.

Figure 4-5 - Annual TIF Revenues, FY 2000 – FY 2021



The projected revenues through Fiscal Year 2052 based on a conservative growth scenario with a 3% assumed average annual growth rate yield a total of \$62,082,900. Historically, the ICRA has experienced a 5.3% growth rate. A medium growth scenario that assumes a 5% average annual growth rate yields a total of \$95,799,700 through Fiscal Year 2052. For more information on the 3% and 5% growth projections, see Exhibit S. All scenarios assume the millage rates remain constant throughout the span of the CRA.

Municipal Service Taxing Units (MSTUs)

A Municipal Service Taxing Unit (MSTU) is a special taxing district and funding mechanism to make capital improvements to the community or provide additional services based on identified objectives. The MSTU provides an additional ad valorem tax for specific purposes to fund streetscape and right of way improvements (including right-of-way maintenance in the MSTU area). Since 2011, the CRA and the Immokalee MSTU have collaborated on several capital projects. CRA staff will continue to evaluate the opportunity to coordinate with the Immokalee MSTU to fund eligible projects proposed in this CRA plan. A conservative (3%) growth scenario yields \$23,040,500 and a medium growth scenario (5%) yields \$32,605,000 for the MSTU fund over the next 30 years (FY2052). For more information on the 3% and 5% growth rate projections, see Exhibit S. Note that the MSTU does not have a sunset date and will likely continue when the CRA established for Immokalee sunsets.

Grant Opportunities

Grant funding can benefit Plan implementation, especially in the short-term as capital project costs exceed projected tax increment revenues. Review of appropriate grant opportunities that meet the objectives within the Redevelopment Plan should be vetted through Collier County grant review process and brought to the BCC for consideration when the cost benefit is positive. Tax Increment revenues can be used as matching funds in grant applications when the grant project implements the redevelopment plan. There is currently an advantage in applying for some federal and state grant programs based on the rural character and economic need of the community. When grants are used to subsidize improvements to code required infrastructure such as building facades, landscaping, signage, parking and pedestrian

amenities, it not only improves the appearance of the property but may also serve as a catalyst for neighboring property owners to invest in their properties, further enhancing the aesthetic of the corridor while positively impacting the tax base.

Coordination and Partnerships

Many of the projects listed in Section 4.4.1 require the CRA to seek approval from and coordinate with other agencies and entities, which may include planning and process approval and/or coordination. Leveraging funds with other departments or agencies will be needed to implement projects especially in the short-term. Coordination also includes instances in which another agency or entity oversees a project or initiative directly with the CRA assisting with funding or public outreach.

The projects identified in this 2022 Redevelopment Plan are suggestions to be further vetted prior to approval for implementation. This includes review and approval from relevant County staff and elected officials. Planning and implementation may also include broader coordination with other agencies. Examples include coordination with the Collier MPO to share local needs that might inform a state roadway improvement, as well as coordinating with other Collier County agencies on topics such as Land Development Code changes, park access, community safety, transit and transportation, and stormwater.

The CRA also has opportunities to coordinate with the Lee and Hendry Counties on transportation planning and economic development initiatives. Coordination with Immokalee Water and Sewer District and Lee County Electric Cooperative (LCEC) will be important to ensure adequate infrastructure is available for housing and economic development initiatives. This type of coordination might involve design review for projects led by the CRA and setting up meetings coinciding with regular planning and project cycles prior to finalized design phases. Key planning cycles for coordination include the Transportation Improvement Program planning by the MPO and capital improvement planning for Collier County. When working with agencies to identify shared funding opportunities as a part of these planning and implementation processes, it is important to recognize existing funding commitments, as well as limitations on the use of funds. For example, road impact fees in Collier County must be used for capacity expansion, such as adding a new road or new lanes to an existing road.

Aside from government agencies, the CRA may also have opportunities to partner with local entities such as private firms and non-profits to realize some of its strategies and projects, as well as seek private sponsorships. For a successful public/private partnership, the developer must understand and accept the goals of the ICRA while government has to recognize the return-on-investment requirements of the private sector. Examples include potentially partnering with FHERO, the Culinary Accelerator and/or the Chamber of Commerce to expand business opportunities in the community. Coordination and funding opportunities may also be identified as part of private development projects.

Lastly, CRA staff should look for opportunities to coordinate with the MSTU operating in the area to implement capital improvements. Several projects identified in Figure 4-4 would be consistent with the mission of the MSTU including South Immokalee Sidewalk Project, First Street Corridor and Lake Trafford Streetlighting. Immokalee MSTU is projected to have approximately \$23 million in total revenues over the next 30 years that can assist in implementing this plan. Note that the MSTU Advisory Board would need to approve any process or funding coordination.

Other Funding Mechanisms

Other redevelopment funding opportunities may be available through loans, bonds, and federal or state programs that offer financing options. To make the most effective use of tax increment revenues, other funding sources should be sought as appropriate to carry out the provisions of the Redevelopment Plan.

Community Redevelopment Agencies have the ability to borrow money and accept advances from both public and private financial institutions, including the County, for any lawful purpose in connection with the redevelopment program. Funds deposited into the Redevelopment Trust Fund, including TIF, which are not otherwise obligated, may be used for repayment of such loans or advances.

The CRA may issue redevelopment revenue bonds, notes or other obligations to finance community redevelopment projects when authorized to do so by the BCC and in accordance with §163.385, Florida Statutes. As noted in Section 2.2 of the Collier County Redevelopment Plan, security for such bonds may be based upon the anticipated tax increment revenues and other such revenues as may be legally available. The program offers tax-exempt, low interest industrial revenue bond financing to qualified manufacturing and 501(c)(3) non-profit organizations through Florida Development Finance Corporation (FDFC). This program is designed to improve low-cost capital availability to Florida's growing and expanding businesses that qualify for tax exempt finance under IRS rules, to allow them to be more competitive in the global and domestic marketplace.

As noted in Section 4.3, the Immokalee Community has several economic development incentive programs available to spur private sector investment into the community. The following designated Incentive Program Areas (see Exhibit K) in Immokalee provide opportunity for grant programs, technical assistance, tax incentives, and/or other economic development incentives:

- Quality Opportunity Zone (QOZ)
- Southwest Florida Promise Zone (SFPZ)
- Rural Area of Economic Concern/South Central Rural Area of Opportunity (RAO) and member of Florida Heartland Economic Region of Opportunity (FHERO)
- Foreign Trade Zone (FTZ)
- Promise Zone

In addition to the aforementioned incentives, a number of economic development resources are available through federal or state programs. The following are examples of other federal or state financing programs that may offer financial assistance for redevelopment efforts within CRAs throughout the state of Florida:

- Community Contribution Tax Credit Program (Corporate Income Tax or Sales Tax Refund)
- Qualified Target Industry Tax Refund Program (QTI)
- Quick Response Training Program (QRT)
- Economic Development Transportation Fund (Road Fund)
- Capital Investment Tax Credit (CITC)
- Voluntary Cleanup Tax Credit (VCTC)
- Brownfields Revolving Loan Fund Grants (RLF) Brownfields Redevelopment Bonus Program

SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats



COMMUNITY TOOL BOX

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What is a SWOT analysis and why should you use one?

A SWOT analysis guides you to identify the positives and negatives inside your organization (**Strength** & **Weakness**) and outside of it, in the external environment (**Opportunity** & **Threat**). Developing a full awareness of your situation can help with both strategic planning and decision -making.



When do you use SWOT?

You might use it to:

- Explore possibilities to problems.
- Make decisions for your initiative.
- Determine where change is possible.
- Adjust and refine plans mid-course.



What are the elements of a SWOT analysis?



A SWOT analysis focuses on Strengths, Weaknesses, Opportunities, and Threats.

Ask participants to answer these simple questions: what are the strengths and weaknesses of your group, community, or effort, and what are the opportunities and threats facing it?

| Internal | | External | |
|-----------|------------|---------------|---------|
| Strengths | Weaknesses | Opportunities | Threats |
| | | | |



If a looser structure helps you brainstorm, you can group positives and negatives to think broadly about your organization and its external environment.

| Positives | Negatives |
|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Strengths• Assets• Resources• Opportunities• Prospects | <ul style="list-style-type: none">• Weaknesses• Limitations• Restrictions• Threats• Challenges |



Below is a third option for structuring your SWOT analysis, which may be appropriate for a larger initiative that requires detailed planning. This "TOWS Matrix" is adapted from Fred David's *Strategic Management* text.

| | STRENGTHS | WEAKNESSES |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ol style="list-style-type: none"> 1. 2. 3. 4. | <ol style="list-style-type: none"> 1. 2. 3. 4. |
| OPPORTUNITIES | Opportunity-Strength (OS) Strategies Use the strengths to take advantage of opportunities <ol style="list-style-type: none"> 1. 2. | Opportunity-Weakness (OW) Strategies Overcome weaknesses by taking advantage of opportunities <ol style="list-style-type: none"> 1. 2. |
| THREATS | Threat-Strength (TS) Strategies Use strengths to avoid threats <ol style="list-style-type: none"> 1. 2. | Threat-Weakness (TW) Strategies Minimize weaknesses and avoid threats <ol style="list-style-type: none"> 1. 2. |

David gives an example for Campbell Soup Company that stresses financial goals, but it also illustrates how you can pair the items within a SWOT grid to develop strategies. (This version of the chart is abbreviated.)

| | STRENGTHS | WEAKNESSES |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OPPORTUNITIES | <ul style="list-style-type: none"> Western European unification Rising health consciousness in selecting foods Demand for soups increasing annually | <ul style="list-style-type: none"> Legal suits not resolved Plant capacity has fallen Lack of strategic management system |
| THREATS | <ul style="list-style-type: none"> Low value of dollar Tin cans are not biodegradable | <p>Opportunity-Weakness (OW) Strategies</p> <ul style="list-style-type: none"> Develop new Pepperidge Farn products (W1, O2, O3) <p>Threat-Weakness (TW) Strategies</p> <ul style="list-style-type: none"> Close unprofitable European operations (W3, T1) |
| | <p>Opportunity-Strength (OS) Strategies</p> <ul style="list-style-type: none"> Acquire food company in Europe (S1, S3, O1) Develop new healthy soups (S2, O2) <p>Threat-Strength (TS) Strategies</p> <ul style="list-style-type: none"> Develop new biodegradable soup containers (S1, T2) | |

Listing Your Internal Factors: Strengths and Weaknesses (S, W)

General areas to consider

- Human resources - staff, volunteers, board members, target population
- Physical resources - your location, building, equipment
- Financial - grants, funding agencies, other sources of income
- Activities and processes - programs you run, systems you employ
- Past experiences - building blocks for learning and success, your reputation in the community



Listing External Factors: Opportunities and Threats (O, T)

Forces and facts that your group does not control include

- Future trends in your field or the culture
- The economy - local, national, or international
- Funding sources - foundations, donors, legislatures
- Demographics - changes in the age, race, gender, culture of those you serve or in your area
- The physical environment (Is your building in a growing part of town? Is the bus company cutting routes?)
- Legislation (Do new federal requirements make your job harder...or easier?)
- Local, national or international events



| Positives | | Negatives | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Strengths | | Weaknesses | |
| <ul style="list-style-type: none"> • Human resources • Physical resources • Financial resources • Activities and processes • Past experiences | <ul style="list-style-type: none"> • What are your own advantages, in terms of people, physical resources, finances? • What do you do well? What activities or processes have met with success? | <ul style="list-style-type: none"> • What could be improved in your organization in terms of staffing, physical resources, funding? • What activities and processes lack effectiveness or are poorly done? | |
| Opportunities | | Threats | |
| <ul style="list-style-type: none"> • Future trends - in your field or the culture • The economy • Funding sources (foundations, donors, legislatures) • Demographics • The physical environment • Legislation • Local, national, or international events | <ul style="list-style-type: none"> • What possibilities exist to support or help your effort - in the environment, the people you serve, or the people who conduct your work? • What local, national, or international trends draw interest to your program? • Is a social change or demographic pattern favorable to your goal? • Is a new funding source available? • Have changes in policies made something easier? • Do changes in technology hold new promise? | <ul style="list-style-type: none"> • What obstacles do you face that hinder the effort - in the environment, the people you serve, or the people who conduct your work? • What local, national, or international trends favor interest in other or competing programs? • Is a social change or demographic pattern harmful to your goal? • Is the financial situation of a funder changing? • Have changes in policies made something more difficult? • Is changing technology threatening your effectiveness? | |

TOOL: PERFORMING A SWOT ANALYSIS

Here are some general questions in each SWOT category to prompt analysis of your organization, community, or effort.

How do you create a SWOT analysis?

- Who develops the SWOT?
- When and where do you develop a SWOT analysis?
- How do you develop a SWOT analysis?



Steps for conducting a SWOT analysis:

- Designate a leader or group facilitator.
- Designate a recorder to back up the leader if your group is large.
- Introduce the SWOT method and its purpose in your organization.
- Let all participants introduce themselves.
- Have each group designate a recorder; direct them to create a SWOT analysis.
- Reconvene the group at the agreed-upon time to share results.
- Discuss and record the results.
- Prepare a written summary of the SWOT analysis to give to participants.



How do you use your SWOT analysis?

Use it to:

- Identify the issues or problems you intend to change.
- Set or reaffirm goals.
- Create an action plan.



In Summary

A realistic recognition of the weaknesses and threats that exist for your effort is the first step to countering them with a robust set of strategies that build upon strengths and opportunities. A SWOT analysis identifies your strengths, weaknesses, opportunities and threats to assist you in making strategic plans and decisions

