



SECTION 4

Immokalee Redevelopment Area Plan Second Amendment

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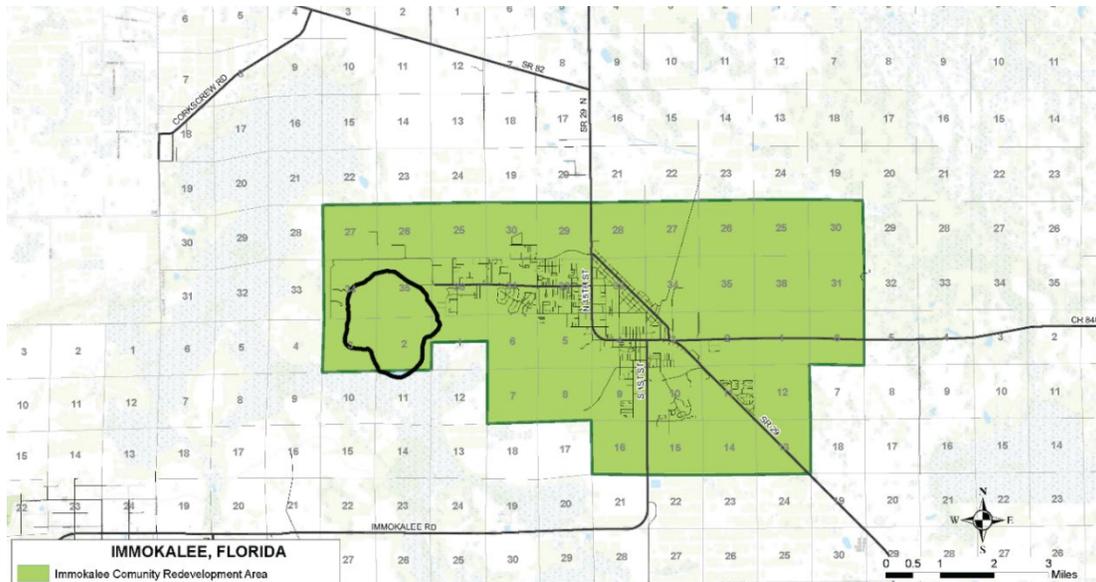


Section 4 Immokalee Community Redevelopment Area

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.

4.3 Background and Baseline Data

On March 14, 2000, the Board of County Commissioners (BCC) made a determination that a blighted area existed in the area now known as the Immokalee Community Redevelopment Area and there was a need for a redevelopment agency to implement the revitalization of this blighted area. Based on this determination, the BCC adopted Resolution 2000-82 and Resolution 2000-83 establishing the Collier County Community Redevelopment Agency (CRA) pursuant to Chapter 163, Part III, Florida Statutes.

The members of the BCC are also the members of the Collier County CRA. The Collier County CRA covers two redevelopment areas: the Bayshore Gateway Triangle Community Redevelopment Area and the Immokalee Community Redevelopment Area. The redevelopment efforts are guided by the Community Redevelopment Plan. The Community Redevelopment Plan was originally adopted in 2000 (Resolution 2000-181) for a thirty-year timeframe with expiration in 2030. The Community Redevelopment Plan is made up of three components: matters relating to the Collier County CRA, the Redevelopment Plan initiatives for the Immokalee area, and the Redevelopment Plan initiatives for the Bayshore Gateway Triangle area. This Section 4, including the exhibit series in Section 4.6, contains Redevelopment Plan initiatives specific to the Immokalee area. In 2019, the BCC adopted an amendment to the Community Redevelopment Plan which updated the map for the ICRA boundaries (Resolution 2019-75). Redevelopment efforts are primarily funded using tax increment revenues as outlined in Ordinance 2000-042 which established the CRA Trust Fund.

About Immokalee

Immokalee means “my home” in the Mikasuki language. Located in eastern Collier County, Immokalee started as a cattle ranch town in the 1800s and has grown into a culturally diverse rural agriculture community, rich in history. The community is known as the prime producer of winter vegetables for the eastern United States. The Immokalee Urban designated area is a community of approximately 30 square miles, or ±17,116 acres; the Redevelopment Area boundary extends beyond the urban area boundary and contains a total of ±24,386 acres, including Lake Trafford and lands designated as Rural Land Stewardship Areas on the Collier County Future Land Use Map. Located approximately 40 miles from the award-winning Naples Paradise Coast, there are significant differences in housing stock, income levels, and education attainment between Immokalee and coastal Collier County.

The Seminole Tribe of Florida owns approximately 600 acres of land in the southern part of Immokalee. As of 2021, there were 161 members of the Tribe living on the Immokalee Seminole Tribe Reservation. The Seminole Tribe owns and operates the Immokalee Casino which is a major destination for visitors and residents in Collier County. The Immokalee Casino, which opened in 1994, is one of seven casinos the Tribe owns. The Casino has expanded over the years and now includes a 99-room hotel and 10,000 square foot event space. The Tribe is currently building a Trading Post on Immokalee Road and a new Medical Clinic and Public Safety Building to serve the Tribal members on ten acres of Tribal land along Seminole Crossing Trail. Future plans include adding additional housing, a Multiuse Sports Complex, swimming pool, and Senior Center.

Vision Statement: Immokalee Area Master Plan (2019)

In 2018, the Collier County Growth Management Department began a restudy of the Immokalee Area Master Plan (IAMP), a separate element of Collier County's Comprehensive Plan. The IAMP includes two main parts: The Goals, Objectives, and Policies (GOPs) and the Land Use Designation sections. The Immokalee Local Redevelopment Planning Board (Advisory Board) and CRA staff were involved in the process of engaging the public and putting forth updates to the IAMP. In December 2019, the BCC adopted the new IAMP, which explains the Immokalee community's vision as follows:

The 2019 Plan focuses on redefining its future, revitalizing its community and developing a new mission that focuses on strengthening and diversifying its economy, embracing cultural diversity, and welcoming visitors to "this place we call home." The community defined its vision as:

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

The GOPs of the Immokalee Area Master Plan set forth the strategies to achieve this vision. This 2022 Immokalee Redevelopment Plan builds on and is consistent with the 2019 Immokalee Area Master Plan.

Redevelopment Plan Update Process

At the start of preparation of this 2022 Redevelopment Plan, the goals, objectives, policies and status of implementation of the existing 2000 Redevelopment Plan and the 2019 Immokalee Area Master Plan were reviewed. To further understand current conditions and projected conditions going forward, data collection and spatial and quantitative analysis was conducted beginning in December 2020. The findings of this review and analysis were then presented to the community in March 2021 to validate goals and objectives and gather input. Community outreach included hybrid (in-person and virtual) community presentations to the Advisory Board and other community organizations, online surveys, small group sessions and one-on-one interviews. Eight primary themes were initially identified and discussed as areas of focus for the community: culture; recreation; economic development; community facilities; housing; transportation; ecotourism and agrotourism; and stormwater. Generally, the themes and goals identified in the 2019 Immokalee Area Master Plan were validated, and the breadth of community input demonstrated that there is high level of engagement and a significant number of needs in Immokalee. Through the community engagement process, the focus areas for the 2022 Redevelopment Plan were identified as: celebrating culture, economic development, housing, and infrastructure. See Exhibit E for a summary of the input received.

2000 Immokalee Redevelopment Plan & Implementation Review

The 2000 Immokalee Redevelopment Plan included the following three goals:

Economic Development Goal: Diversify the economic base of the community by focusing on agricultural production, processing and research; industrial development including manufacturing, distribution and aviation services; and nature tourism.

Housing Goal: To provide safe, affordable housing to all zone residents.

Community Image Goal: To enhance the image and the perception of the Community as a safe, friendly; family-oriented small town.

The redevelopment efforts over the past nineteen years can be witnessed throughout the community. Improvements to stormwater systems, pedestrian safety, public realm, and the development of quality affordable housing has resulted in increased property values and quality of life.

The tax increment revenues generated over the past 21 years totals \$10,309,035. Some key projects over the past 19 years were achieved using tax increment financing (TIF) funds or by leveraging TIF funds with grant funds as listed below:

- 2007 Allocation of \$250,000 in TIF funds to assist with the establishment of a Florida State University (FSU) School of Medicine rural health training center in Immokalee.
- 2008 Allocation of \$600,000 in TIF funds for the infrastructure development of Esperanza Place located on Immokalee Drive, which includes 62 affordable housing owner-occupied units and 176 affordable housing rental units.
- 2010 The CRA was awarded \$3.5 million in Disaster Recovery Initiative (DRI) funds from Collier County Community & Human Services for Phase I of the Downtown Immokalee Stormwater Improvement Project. The project was completed in 2012 which consisted of approximately 17,000 linear feet of new concrete drainage pipe, 200 drainage structures, 110 square yards of asphalt restoration, 52,000 square yards of sod and a 6.5-acre stormwater retention pond.
- 2012 The CRA was awarded \$994,000 Community Development Block Grant (CDBG) for the land acquisition of two parcels (0.58 acres) and the construction design build activities for properties located at the corner of 1st Street and Main Street to establish a “gateway” public plaza (now known as Zocalo Public Plaza) into the Immokalee Community. The construction of First Street Zocalo Public Plaza was completed. Creating a public gathering place for community activities and host of the annual Holiday Tree lighting event.
- 2014/2015 Two projects were completed to implement the Immokalee Stormwater Master Plan. Immokalee Drive & North 16th Street Project and Colorado Avenue from South First to South Ninth Streets. Funding sources included TIF funds, South Florida Water Management District, and Florida Department of Economic Opportunity grant funds totaling approximately \$3,500,000.

- 2016 The CRA was awarded \$600,000 in CDBG funds to construct Phase 1 Sidewalk improvements in the South Immokalee area. An additional \$141,498 in TIF funds and MSTU funds were used to complete the project. Construction was completed in March 2018.
- 2018 The CRA was awarded \$676,365 in CDBG funds to construct Phase 2 Sidewalk improvements in the South Immokalee area. The project was achieved using TIF funds of \$220,070 and MSTU funds of \$94,679. The project was completed in 2021.
- 2018 The CRA awarded a \$30,000 grant to Residential Options of Florida (ROOF) for renovations to a single family home to establish *Independence Place* located in Immokalee, providing affordable housing to individuals with special needs.

Additionally, TIF funds have been used for the Immokalee Commercial Façade Improvement Grant Program. Since the program’s inception in 2008, the CRA has awarded approximately \$295,000 to 17 businesses to improve the façades of existing buildings.

The CRA has successfully partnered with other Collier County Divisions including Parks and Recreation, Collier Area Transit, and Stormwater to leverage funding to improve Immokalee. Ongoing dialogue with Collier County Code Enforcement and the Collier County Sheriff’s Department has resulted in safer neighborhoods and improved the general quality of life in Immokalee.

Non-profit organizations in Immokalee have established a network of high-quality community services and well-designed facilities including a charter school, day care facilities, and student learning and after-school centers. The overall quality of the housing stock has improved over the years as non-profit housing developers have constructed both farmworker rental housing and fee simple single family affordable housing units.

Initiatives of the 2000 Immokalee Redevelopment Plan

The CRA was created to facilitate the physical and economic revitalization and enhancement of the community. CRAs cannot exercise authority until a finding of necessity is determined by county or municipality, as required by Section 163.355, Florida Statutes. This determination must be adopted and supported by data and analysis finding that the conditions in the area meets specific criteria described in Section 163.340, Florida Statutes. The main conditions of blight identified as part of the 2000 planning process remain valid and part of the CRA’s purpose going forward. Figure 4-2 provides an overview of these findings and identifies the Goals, Objectives, Strategies and actions and projects in the 2022 Redevelopment Plan that work toward continuing to address these conditions.

Figure 4-2 –2022 Plan Goals & Initiatives that Address 2000 Plan Issues

| Findings of Blight Conditions in 2000 Plan | Sub-Issues in 2000 Plan | 2022 Redevelopment Plan |
|---|---|---|
| <p>Predominance of defective or inadequate street layout</p> | <ul style="list-style-type: none"> • Inadequate street layout and design • Lack of shoulders and guardrails along streets adjacent to deep and wide drainage swales • Poor access to commercial and industrial parking and access problems • Few sidewalks available for a predominately pedestrian population • A general lack of neighborhood connections to each other | <p>Goal 4.2.4 Infrastructure</p> <p>Exhibit B Sidewalk Master Plan</p> <p>Exhibit Q Framework Map</p> <p>Section 4.4.1 Action Plan - Neighborhood Revitalization Initiative</p> |
| <p>Faulty lot layout in relation to size, adequacy, accessibility, or usefulness</p> | <ul style="list-style-type: none"> • Many C-4 and C-5 lots do not meet minimum lot size and lot width • Existing buildings are frequently non-conforming (lot width, size, setbacks, and buffers) • Majority of RMF-6 lots are non-conforming, and rebuilding would require variance • 50% of platted lots in South Immokalee are non-conforming • Majority of mobile home parks do not meet minimum standards and permitted densities | <p>Goal 4.2.3 Housing</p> <p>Objective 4.2.5.4</p> <p>Section 4.4.1 Action Plan - Neighborhood Revitalization Initiative</p> |
| <p>Unsanitary or unsafe conditions</p> | <ul style="list-style-type: none"> • Many households lack complete plumbing for exclusive use • Renter occupied units are overcrowded • Lack of sidewalks • Lack of street lighting in residential neighborhoods • Inefficient wide, deep open swales in South Immokalee • Lack of adequate dumpsters | <p>Goal 4.2.3 Housing</p> <p>Goal 4.2.4 Infrastructure</p> <p>Exhibit B Sidewalk Master Plan</p> <p>Exhibit Q Framework Map</p> <p>Section 4.4.1 Action Plan - Neighborhood Revitalization Initiative</p> |
| <p>Deterioration of site or other improvements</p> | <ul style="list-style-type: none"> • Surface water management problems (flooding on local roads) | <p>Goal 4.2.4 Infrastructure</p> <p>Section 4.4.1 Action Plan</p> |

| Findings of Blight Conditions in 2000 Plan | Sub-Issues in 2000 Plan | 2022 Redevelopment Plan |
|---|-------------------------|--|
| Tax or special assessment delinquency exceeding the fair value of the land | N / A | Objective 4.2.3.2 Neighborhood Initiative |
| Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area | N / A | Objective 4.2.3.2 Neighborhood Initiative |

Baseline Data

The following information provides a general overview of the current conditions in Immokalee that helped guide the development of goals, objectives, and strategies of this 2022 Immokalee Redevelopment Plan.

Population Data

Population data was collected from 2019 U.S. Census data in the Census Designated Place (CDP) of Immokalee, as indicated within the boundary outlined on the map below. The Immokalee CDP had a total population of 25,855. The following tables provide additional population data on the Immokalee CDP. The Immokalee CDP boundary is smaller than the Immokalee CRA boundary but represents the best available data dataset for analysis.



| GEOGRAPHY | |
|----------------------------|-------|
| POPULATION PER SQUARE MILE | 1,064 |
| LAND AREA IN SQUARE MILES | 22.7 |

| FAMILY & LIVING ARRANGEMENTS | |
|---|--------------|
| HOUSEHOLDS | 5,985 |
| PERSONS PER HOUSEHOLD | 4.32 |
| LIVING IN SAME HOUSE 1 YEAR AGO | 80.8% |
| LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME | 80.0% |

Since the Collier County Property Appraiser also collects housing information, additional data was obtained specifically for the Immokalee CRA. Based on January 2020 Collier County Property Appraiser information, there are a total of 6,870 housing units in the ICRA. Of the total units, 47% or 3,237 are classified as Single Family; 2,313 are classified as Multi-Family; and 1,320 are classified as mobile homes. See Exhibit F for a map of these housing types within the ICRA.

| HOUSING UNITS | |
|---|------------------|
| OWNER-OCCUPIED HOUSING | 37.8% |
| MEDIAN VALUE OWNER-OCCUPIED | \$121,200 |
| MEDIAN MONTHLY OWNER MORTGAGE COST | \$978 |
| MEDIAN GROSS RENT | \$798 |

| LABOR FORCE | |
|---|--------------|
| PERCENT OF POPULATION 16 YEARS AND OLDER IN LABOR FORCE | 68.2% |
| FEMALE PERCENT OF POPULATION 16 YEARS AND OLDER IN LABOR FORCE | 57.4% |

| INCOME & POVERTY | |
|--------------------------------|-----------------|
| MEDIAN HOUSEHOLD INCOME | \$30,885 |
| PER CAPITA INCOME | \$12,149 |
| PERSONS IN POVERTY | 37.4% |

| COMPUTER & INTERNET USE | |
|--|--------------|
| HOUSEHOLD WITH A COMPUTER | 76% |
| HOUSEHOLDS WITH BROADBAND | 54.9% |
| For comparison, the 2019 American Survey Reports from the U.S. Census Bureau reported for Collier County as a whole, 95% of households had a computer and 88.8% of individuals had broadband internet subscriptions. | |

Over 95% of the students at Immokalee High School are classified as economically needy. However, the graduation rate of Immokalee High School increased from 67% to 90% in 2016 (*Source: 2017 TIGER grant application*).

| EDUCATION | |
|-----------------------------|-------|
| HIGH SCHOOL GRAD OR HIGHER | 40.1% |
| BACHELOR'S DEGREE OR HIGHER | 5.2% |

Land Use Data

Based on 2020 Zoning designations, 69% of the property within the CRA is zoned agricultural. Two percent (2%) is zoned commercial and only 3% is zoned industrial. While agriculture is the primary industry in Immokalee, the limited amount of property currently zoned for commercial and industrial uses limits the opportunity for expansion of those sectors (see Exhibit G for a Zoning Map). The Immokalee Future Land Use Map does designate 7% of the land as Industrial and 4% as commercial (see Exhibit H for a Future Land Use Map). Properties that fall within the Future Land Use Map designations of industrial and commercial will be able to seek rezoning without a need for a Growth Management Plan amendment, which will expediate the development review process.

Housing Data

In 2011, the CRA and the Immokalee Housing Collaboration commissioned the Immokalee Housing Condition Inventory which updated the 2004 study completed by the Collier County Development and Environmental Services Division (CDES). The Immokalee Housing Collaboration is comprised of the Collier County Housing Authority, The Empowerment Alliance of Southwest Florida, I HOPE, and Immokalee Housing and Family Services. The 2011 report evaluated both exterior structural and property conditions through a “windshield survey.” The 2011 survey included a total of 6,268 units. The survey found 86% of all units were in standard condition based on their exterior, while 701 units needed maintenance in one or more categories (roof, the siding, windows, and doors); 133 units were considered substandard and in need of repair in several areas; 63 units were deteriorated; and 19 units were considered dilapidated.

In 2017, the Richard M. Shultz Family Foundation (RMSFF) funded the Collier County: Community Needs and Asset Assessment. RMSFF and its Community Assessment Advisory Committee guided the development of the report.

The report noted the following:

About 40% of Collier County residents qualify as “housing-cost burdened” – paying more than 30% of their income on rent or mortgages.

High housing costs can lead to poor housing conditions which can result in substandard housing, a concern in the Immokalee area. The report states that “housing and property conditions in the Immokalee Community have been significantly poorer than the conditions in the county as a whole.”

The report acknowledges improvements in housing over the years due to better code enforcement and due to major efforts by nonprofit organizations to build new structures and repair existing units. During focus group meetings in Immokalee, participants noted rent abuse and overcrowding conditions as prevalent in the community.

The report recognizes income inequality as a cause of concern and notes that to improve happiness and the quality of life of county residents a focus on training programs and educational opportunities that align with occupation growth in high paying occupations is needed.

Farmworker Housing is prevalent and an important asset to the economic base of Immokalee. In September 2021, the Department of Health, Bureau of Environmental Health reported a total sleeping capacity for 3,356 farmworkers among the following facilities: 42 H2A Migrant Camps; 1 HUD Housing (Horizon Village); 10 Migrant Labor Camps; and 49 Residential Migrant Housing accommodations. The same square footage is used for all types of housing to calculate capacity in terms of sleeping area capacity, which is 50 square feet per person, and common area capacity, which is 100 square feet per person. Other factors can limit the sleeping capacity, such as number of toilets, refrigerators, stoves, and sinks. These units are regulated and inspected by the Department of Health. The influx of annual farmworkers typically exceeds the capacity. The additional demand is often handled by structures that are not regulated.

On September 10, 2017, Hurricane Irma made landfall in the coast of Collier County and severely impacted the Immokalee Community. Early damage reports conducted by Collier County reported 16 units destroyed and 67 with major damage. Irma brought the community together, and the Immokalee Unmet Needs Coalition (IUNC) was formed to assist with rebuilding the area.

In 2018, the IUNC and the CRA developed a Disaster Recovery and Resiliency Plan focusing on housing and infrastructure needs in the community following Hurricane Irma's impact. As part of the recovery efforts after Hurricane Irma, 170 housing units were rehabilitated through December 2019. It is updated annually and provides a two-phase approach to project priorities. Updated in October 2020, the Disaster Recovery and Resiliency Plan identifies the following Phase 1 priorities:

- Land Acquisition for Housing Development
- Rental Housing Development
- Homeownership Development
- Owner-Occupied Rehabilitation Assistance and Hardening Program
- Replacement or Acquisition Program
- Demolition of substandard units

Phase 2 priorities include:

- Rental Repair Program – limited to four units or less with restrictions to maintain affordability
- GAP Insurance - a pool of funds created to help individuals who face shortages in covering repair costs due to either high insurance deductibles or depreciation expenses

IUNC partners include Florida Rural Neighborhoods, Mennonite Disaster Service, The Salvation Army, Florida Conference of the United Methodist Church, Guadalupe Center, Community Foundation of Collier County, American Red Cross, and Habitat for Humanity. Collier County Community Services also assisted with providing local funding for rehabilitation to qualifying participants. The IUNC Housing Committee consists of local non-profit housing providers and meets periodically to maintain communication and progress on housing development in Immokalee.

The Immokalee Community is known for supporting the needs of extended family members. Multigenerational Living is defined by the Collier County Consolidated Plan (2021-2026) as a home with three or more generations. The 2010 US Census reported 118,258 households in Collier County and 2.6% or 3,022 household were in multigenerational households.

There are three Senior Housing complexes in Immokalee with a total of 115 units. There are no assisted living or memory care facilities in Immokalee.

Immokalee Friendship House was founded in 1987 to provide emergency shelter in the community and continues today under the management of the non-profit organization St. Matthew's House. The facility currently provides 44 beds. Services have expanded to include addictions counseling, transitional housing, and job training. The organization coordinates with the Collier County Homeless Coalition to assist with providing services to the homeless population.

Mobility & Walkable Community Data

The 2000 Immokalee Redevelopment Plan identified the need for additional sidewalks for Immokalee's predominantly pedestrian population. During the past 20 years, staff has coordinated with transportation partners to identify needs and to implement improvements. The CRA and the Immokalee Beautification Municipal Service Taxing Unit (MSTU) have applied for and received funds to construct sidewalks throughout the community in locations where the highest concentrations of pedestrians exist and where the lack of a sidewalks poses the greatest threat to the pedestrian. Projects also include the removal and replacement of existing deteriorating and/or unsafe features from within the County right-of-way. In 2011, the Collier County Metropolitan Planning Organization (MPO) prepared the Immokalee Walkability Study. According to the study, a "walkable" neighborhood is "defined as a neighborhood that has compact residential development, a mix of land uses, and a well-connected street network." The CRA and MSTU have completed two sidewalk projects in the South Immokalee Area in the timeframe of 2017-2021. See Exhibit B-Map 2, Sidewalk Master Plan Focus Area 2 for a depiction of this area. Both sidewalk projects improved pedestrian and vehicular safety, and connected recreational, educational, and commercial destinations. The construction of the new sidewalks also included improvements to the local drainage systems.

In 2017, Collier County applied for the TIGER IX Grant to implement the Immokalee Complete Streets Project. The application reported that 47% of the population of Immokalee use public transit or bicycle to get to work or walk to work and 23% of residents do not have access to a vehicle. The application further reported that between 2005 and 2017, there were 147 pedestrian-involved collisions and 93 bicycle-involved collisions in Immokalee and 63% of the streets have no sidewalks.

The County was awarded the \$13 million TIGER (Transportation Investment Generating Economic Recovery) Grant to fund the Immokalee Complete Streets project. The total project was estimated at \$16,415,864. Funding sources are FHWA grant funds, which equate to 80% or \$13,132,691, with Collier County matching funds equal to 20% or \$3,283,173. The project includes design and construction of 20 miles of concrete sidewalks, a bike boulevard network, a shared-use path, street lighting, bus shelters, a new transit center, landscaping, drainage improvements, and intersection and traffic calming treatments. The design/build contract, in the amount of \$22,869,280, was awarded in December 2021. Collier County

contributed an additional \$6,453,416 to implement the project. The project is set to start in 2022 and construction is tentatively scheduled to be completed in 2024.

The Immokalee Complete Streets project will transform the neighborhoods within the project area by connecting key community destinations including educational, recreational and employment services. See Exhibit I for the Project Area Map for the Immokalee Complete Streets Project.

The bicycle boulevard network will enhance first/last mile transit access via bike, and the new transit transfer station will improve access within the community as well as travel to coastal Collier County.

Regional Transportation Data

There are several state roadways that intersect in the Immokalee Community. This puts Immokalee in position to become a logistics center for the region. The Florida Department of Transportation (FDOT) is investing hundreds of millions of dollars in regional roadway improvements to improve the connections through Immokalee to the economic centers of Miami, Orlando, Tampa and beyond via connections to the Interstate Highway system. FDOT schedules for an estimated \$25 million improvement along 3.5 miles of SR 82 and a roundabout at the intersection of SR 82 and SR 29 to be completed in 2022. See Exhibit J for a Regional Transportation Map.

Economic Development Data

The Immokalee Community has several economic development incentive programs available to spur private sector investment into the community. In 2017, three census tracts in Immokalee were designated as Qualified Opportunity Zone (QOZ), including one that covers the Immokalee Regional Airport. Created by the Jobs Act of 2017, a QOZ allows private investors the opportunity to defer capital gain taxes by investing in targeted communities. In addition, a portion of the community was designated in 2016 as a Promise Zone. The Promise Zone designation provides preference for certain competitive federal grant programs and technical assistance and potential tax incentives if enacted by Congress. A map of the incentive program areas is included in Exhibit K.

| Immokalee QOZ Census Tracts | | | | |
|------------------------------------|-------------------|-------------------|-------------------------|--------------------------|
| CENSUS TRACT | POPULATION | HOUSEHOLDS | MEDIAN HH INCOME | POPULATION GROWTH |
| 112.05 | 2,778 | 676 | \$22,337 | 13.5% |
| 113.01 | 4,768 | 1,012 | \$30,508 | 28.7% |
| 114 (AIRPORT) | 5,310 | 916 | \$46,711 | 24.4% |

Source: U.S. Census American Community Survey

In 2001, the Immokalee Community received designation from the State as a Rural Area of Economic Concern. The program has evolved over the years, but the primary mission has remained the same – to market, facilitate and advocate for regional economic development in the rural communities in the state of Florida. As of 2016, Immokalee is included in the South Central Rural Area of Opportunity (RAO) and is a member of the Florida Heartland Economic Region of Opportunity (FHRO). FHRO partners include six counties Desoto, Glades, Hardee, Hendry, Highlands, Okeechobee, the Cities of Belle Glade, Pahokee and South Bay in Palm Beach County and the Community of Immokalee. The benefits of being a designated RAO include additional points for grant scoring, State approved economic development incentives for

rural communities including the Governor’s ability to waive criteria for any economic development incentive.

FHERO is a 501(c) 6 nonprofit organization that provides grant opportunities to implement marketing and strategic planning for the partners. As a member of FHERO, the Immokalee Community collaborates with the other South Central Florida RAO members to market and advocacy for economic development incentives and opportunities in rural Central Florida. Through this partnership, the Immokalee Community receives marketing and technical assistance to advance economic development opportunities in Immokalee.

FHERO has provided funding to complete a retail demand assessment and marketing materials. In addition, a preliminary site development analysis for a 2.8-acre parcel at the Immokalee Regional Airport was completed in 2021.

According to the April 2021 Immokalee Retail Demand Assessment, Immokalee has a relatively low median age (29.3) due largely to a high percentage of children. Median household income ranges from \$23,500 to \$32,000. Local incomes in Immokalee are likely underreported given the amount of cash employment available to residents, which makes it challenging when recruiting new commercial establishments. Some of the key findings of the Report include:

1. Lack of new supply added
2. Existing inventory is dated and insufficient from a functionality/sustainability standpoint
3. Existing Inventory is small in size. Nearly 70% is under 5,000 square feet.
4. Lack of lease options available
5. Current deficits in numerous retail industry groups
6. Current need for an additional 111,515 square feet of retail space

The report identified only three tapestry segments for the 10-mile radius from the center of Immokalee – and 70% of the households fall into two categories: Valley Growers and American Dreamers – both a subset of the Ethnic Enclave Life Mode. “Tapestry segmentation” according to the April 2021 Immokalee Retail Demand Assessment, is a market segmentation system designed to identify consumer markets in the United States. Residual households fall into the “Down the Road” subset of the Rustic Outpost Life Mode. This information is helpful when targeting commercial establishment evaluating the consumer base. Below is a brief overview of the two primary Tapestry Segments.

Valley Growers are typically young Hispanic families with children and frequently multi-generations living in the same house. “This market is all about spending time with family, taking care of family and home, and following Hispanic heritage.”

American Dreamers typically own their homes, further from city center where housing is more affordable. “The majority of the households include younger married-couple families with children and frequently grandparents. Diversity is high; many residents are foreign born, of Hispanic origin. Hard work and sacrifice have improved their economic circumstances. Spending is focused more on the members of the household than the home. This market is adept on accessing what they want on the Internet.”

Exhibit L provides the Key Findings section of the report.

According to the August 2021 Greater Naples Chamber - Chamber Connect Economic Indicators Report:

“Collier County is at risk of increasing gaps in jobs and talent. In order to fulfill the demand for goods and services of our growing population, the Florida Chamber estimates we will need an increase of 44K net new jobs by 2030. The 2020 Census put Collier County's population at 393K with an estimated increase of 10% by 2025. While the population continues to grow, Collier County has 1.5 times the national average of potential retirees and 30% fewer millennials than the national average to fill the gap.”

Immokalee Regional Airport is located on 1,300 acres within the Immokalee Community Redevelopment Area and is approximately 35 miles from coastal Naples, 10 miles from the new town of Ave Maria, and 110 miles northwest of the Port of Miami. Originally used as an Army Air Corps training base during World War II, the base was later abandoned. The Federal Surplus Act turned the airport over to Collier County in the 1960s. In 1993, the Collier County Airport Authority was created to oversee the development and management of three publicly owned general aviation airports in the County: Immokalee, Marco Island and Everglade City. Over the years, grants have been awarded to improve the Immokalee Regional Airport and develop it as a catalyst for economic development.

In 2019 the Immokalee Regional Airport Airport Layout Plan (ALP) was completed and approved by the Federal Aviation Administration (FAA). The Immokalee Regional Airport ALP is included as Exhibit M and depicts the airport boundaries, existing infrastructure, and identifies proposed airport development over a 20-year period. The planning period for the ALP is 2017-2037. It forecasted an average annual growth rate of aircraft operations at 1.35% resulting in a total of 48,400 forecasted aircraft operations by 2037, an increase of 11,900 above its current rate of 36,500. Total development costs to achieve the planned improvements are estimated at \$47 million from a variety of federal, state, local, and private funding sources.

The ALP includes a number of capital improvements based on future demand. Below is the list of projects and current status.

Runway 18-36 Rehabilitation: Rehabilitation of Runway 18-36 will be complete in May 2022. The improvements were upgraded to include additional lighting and taxiway alignment.

Taxiway C Extension: Project completed August 2021.

Additional Hangar Capacity: Global Flight Training School was approved to build a three-hangar development. With construction anticipated to commence during the final quarter of 2022. An Invitation to Negotiate process has commenced for additional development and will continue into FY22.

Security Upgrades: Anticipated completion December 2022.

Full Perimeter Access Road: Environmental Assessment for Airpark Boulevard is anticipated for 2024. Design for airside perimeter road is pending Airport Improvement Program (AIP) funding eligibility with the FAA.

Runway 9-27 Extension: Extend 7,000 feet anticipated for 2029, if justified.

The Immokalee Airport Land Use Development Plan identifies the following:

Non-Aeronautical (233 Acres): Targeted for Business, Manufacturing, Shipping, and Storage

Aeronautical (276 Acres): Targeted for T-Hangars, conventional Hangars, Maintenance Repair Overhaul (MRO); Air Traffic Control Tower (ATCT) and Cargo

The Immokalee Regional Airport provides an opportunity for business development at low land lease rates (based on current rate, the first year rate is \$.1533 per square foot). However, the ownership of the land must remain with the Collier County Airport Authority as mandated by the FAA per AIP grant assurances which can be a challenge for business recruitment. The FAA will consider approving a 40-year land lease with an option to renew; however, those terms often are not satisfactory to a new business seeking to make a substantial financial investment.

The Collier County Airport Authority markets the available industrial parcels suitable for a wide variety of permissible industrial uses with access to onsite Foreign Trade Zone (FTZ) with very affordable lease rates.

Collier County Mosquito Control and the U.S. National Guard Training Center (Immokalee Readiness Center) are expected to be new tenants at the Airport in the next few years per final lease agreements negotiated in 2022. The development of these governmental facilities is expected to increase consumer retail demand within the community and generate more development opportunity at the Airport.

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. As noted on the website, 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 achieve their dreams of growing their food businesses and entering the competitive retail marketplace. One of the challenges that chefs, farmers, and small food business face is finding a suitable space for start-up businesses once they reach capacity at the accelerator.

The Immokalee Technical College (iTECH) is a state-of-the art technical training center, providing career and technical education programs for high school students and adults. In addition to the post-secondary adult career and technical training programs, iTECH also offers ABE/GED and adult literacy programs. All programs have active business partners who function beyond the traditional advisory capacity found in most technical schools. Under their model, local businesses and associations adopt programs and serve as foundations for curriculum development, financial assistance, connection activities (internships, job shadowing opportunities, professional in residence, etc.), and job placement assistance for graduates. Programs range from Computer Systems and Information Technology to Heavy Equipment Service Technician training.

Other Infrastructure & Service Providers

The Immokalee Water and Sewer District provides service throughout the ICRA. A service map of Immokalee and the Five Year Estimated Capital Improvements Plan is provided in Exhibit N. This

independent district oversees the five-year Capital Improvement Plan (2022-2026) includes approximately \$34.3 million in wastewater system improvements and \$6.6 million in water system improvements plus \$11 million in general project improvements. Approximately, 32.2% percent of Immokalee Urban Area has centralized water and sewer services. Approximately 3.2% is developed without sewer and is privately owned.

The Immokalee Fire Control District is an Independent Special Taxing District established by an act of the Florida Legislature in 1955 (Chapter 55-30666 Laws of Florida) and revised in 2000. The legislation created a fire control and rescue district covering 234 square miles of Collier County, Florida. The purpose of the District is to provide fire protection and prevention services, establish and maintain emergency medical and rescue response services, and acquire and maintain firefighting, rescue, medical, transport, and other emergency equipment. The district currently has two stations (Station 30 and 31) within the ICRA boundaries. A replacement for Station 30 is currently under construction and is tentatively scheduled to be completed in December 2022. See Exhibit O for the district map and operational details.

Within the boundaries of Immokalee Community Redevelopment Area, Collier County Public Schools (CCPS) currently operates five elementary schools, one middle school, one high school, one alternative center and one charter school. As of February 2022, there are 6,988 students enrolled in these CCPS facilities. See Exhibit P for additional information.

Immokalee Beautification Municipal Service Taxing Unit (MSTU)

The BCC created the Immokalee Beautification MSTU in 1977 for the purpose of providing streetlights and beautification within the designated boundary. In 1986, the BCC adopted Collier County Ordinance No. 86-65, creating the MSTU Advisory Committee. Over the years, the boundary, purpose and advisory board membership have been revised. A Municipal Service Taxing Unit (MSTU) is a funding mechanism where community members, with BCC approval, assess themselves to make improvements to their neighborhood and/or community area and provide additional services based on community desires. The MSTU's ordinance establishes the maximum millage rate that can be levied to implement the mission of the MSTU. Annually, the BCC approves the millage rate and budget to implement the yearly work plan.

To improve coordination between CRA and the MSTU, the BCC moved the management of the MSTU under the CRA in 2011. This organizational structure has improved coordination of capital projects as well as enhanced maintenance of capital assets. The MSTU also receives a contribution from Collier County Fund 111 to assist with the general maintenance of right of way within the MSTU boundary. Over the years the CRA and the MSTU have collaborated on several projects to improve the conditions within the MSTU boundary, which is slightly smaller than the CRA boundary (See Exhibit K for a map depicting the boundaries).

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.

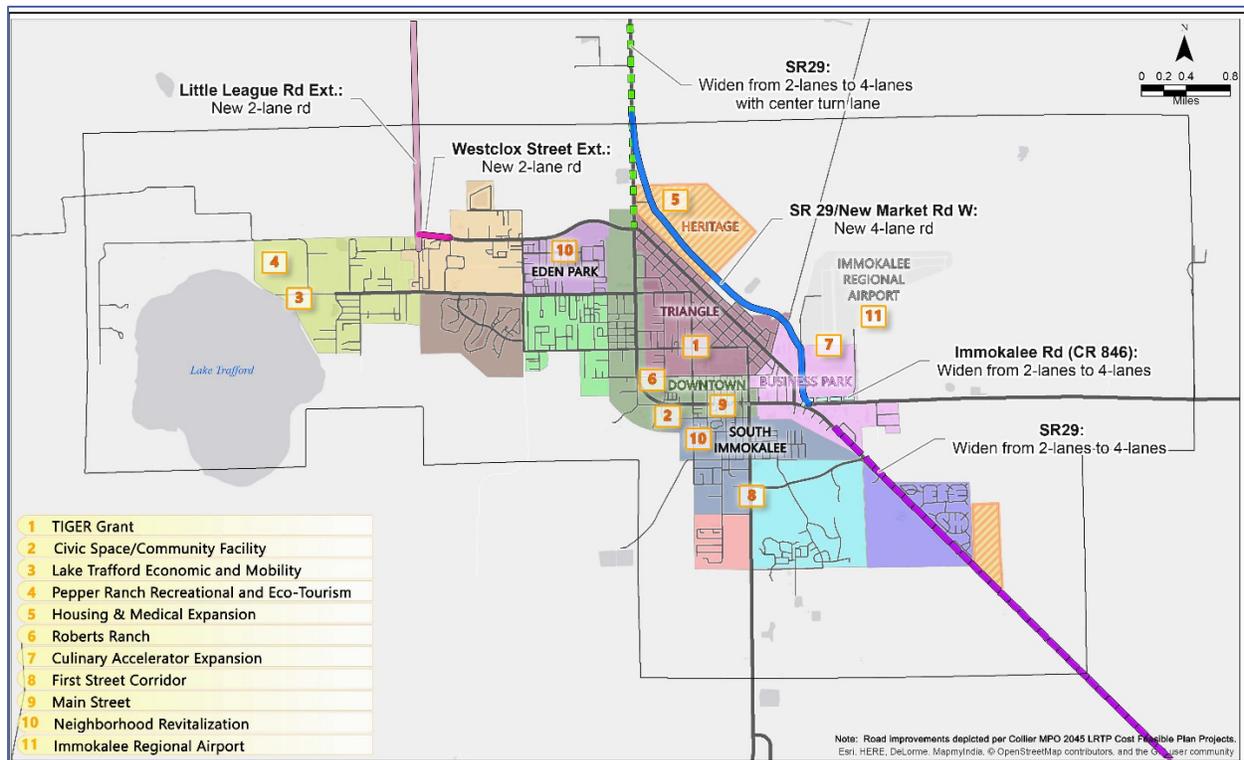
Prioritization criteria to consider include:

- 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.

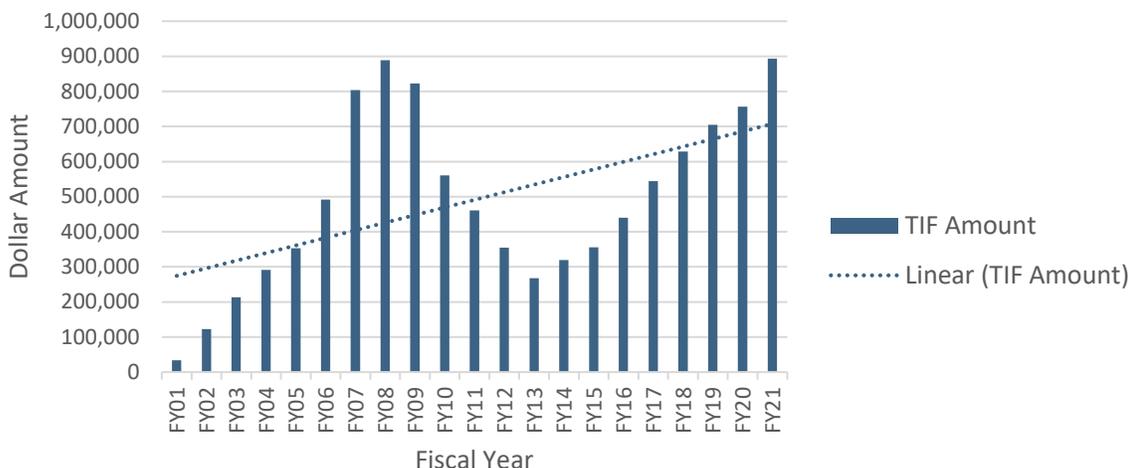
Tax Increment Financing (TIF)

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

4.5 General Requirements

This Redevelopment Plan has been prepared in accordance with the Community Redevelopment Act of 1969, Chapter 163, Part III, *Florida Statutes*, which authorizes the creation of Community Redevelopment Agencies (CRAs) by counties and municipalities on the basis of a finding of blight or slum conditions and the development of Community Redevelopment Plans. The legislation focuses primarily on the creation of Community Redevelopment Agencies, the powers granted to them and specific criteria applicable to Community Redevelopment Plans.

The Community Redevelopment Plan is a comprehensive document that provides the goals and implementation strategies to reduce the probability or elimination of slum and blight. It includes potential capital projects and programs considering different funding sources to accomplish redevelopment goals. The preparation of the Redevelopment Plan includes analysis of existing and future conditions and public involvement, as required by Florida Statutes.

The Redevelopment Plan for the Immokalee Community Redevelopment Area was originally adopted in 2000 (Resolution 2000-181). In 2019, the BCC adopted an amendment to the Community Redevelopment Plan to update the map for the Immokalee area (Resolution 2019-75). The 2022 Immokalee Redevelopment Plan is an update to reflect a revised vision and approach to redevelopment of the Immokalee Community Redevelopment Area, building on the recently amended Immokalee Area Master Plan in December 2019. Section 4.3 of this Plan explains the update process including data, analysis, and public engagement (see Exhibit E for a summary of input received).

Florida Statutes require redevelopment plans to be consistent with the local jurisdiction comprehensive plan, which is referred to as the Growth Management Plan in Collier County. See Section 4.5.2 below for an explanation of this Plan’s consistency with the GMP.

4.5.1 Overview of Relevant Statutes

Figure 4-6 provides an overview of the requirements for community redevelopment plans per Florida Statute and the location in this Redevelopment Plan where the relevant information can be found to satisfy these requirements.

Figure 4-6 –CRA Plan Consistency with Section 163.362, F.S. Requirements

| Section 163.362, F.S. Requirements | Relevant Redevelopment Area Plan |
|---|---|
| Legal description of CRA area boundaries and reason behind establishing such boundaries | - Collier County Community Redevelopment Plan Appendix A: Ordinance No. 2000-42, Resolution 2000-82, Resolution 2004-179, Resolution 2004-384, Resolution No. 2019-75 |
| Approximate amount of open space to be provided | - Objective 4.2.4.5 - Exhibit C Parks and Open Space Opportunities Map |
| Street layout and property intended for streets | - Objective 4.2.4.2 - Objective 4.2.4.3 - Objective 4.2.4.6 - Exhibit J Regional Transportation Map - Exhibit T Street Layout Map |

| Section 163.362, F.S. Requirements | Relevant Redevelopment Area Plan |
|--|---|
| Limitations on the type, size, height, number, and proposed use of buildings | <ul style="list-style-type: none"> - Section 4.5.2 Consistency with the County’s Comprehensive Plan - Section 4.5.5 Land Use, Densities, & Building Requirements - Exhibit G Zoning Districts and Overlays Map - Exhibit H Future Land Use Map |
| The approximate number of dwelling units | <ul style="list-style-type: none"> - Section 4.3 Background and Baseline Data - Exhibit F Residential Dwelling Units Exhibit |
| Property intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature | <ul style="list-style-type: none"> - Goal 4.3.4 Infrastructure - Section 4.4.1 Action Plan - Exhibit B Sidewalk Master Plan - Exhibit C Parks and Open Space Opportunities Map - Exhibit Q Framework Map |
| Neighborhood impact element describing impact to residents in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood | <ul style="list-style-type: none"> - Goal 4.2.3 Housing - Goal 4.3.4 Infrastructure - Section 4.5.6 Neighborhood Impact - Exhibit A Neighborhood Map - Exhibit B Sidewalk Master Plan - Exhibit C Parks and Open Space Opportunities Map - Exhibit Q Framework Map - Exhibit T - Street Layout Map - Section 6 Relocation Procedures |
| Publicly funded capital improvements to be undertaken in the CRA area | <ul style="list-style-type: none"> - Section 4.4.1 Action Plan - Section 4.4.1 Funding Strategies - Exhibit R Non-CRA Projects within the ICRA |
| Safeguards, controls, restrictions/covenants to ensure implementation of the plan | <ul style="list-style-type: none"> - Section 4.5.7 Safeguards, Controls, Restrictions, & Assurances |
| Assurances there will be replacement housing for relocation of persons temporary or permanently displaced | <ul style="list-style-type: none"> - Section 4.5.6 Neighborhood Impact - Section 4.5.7 Safeguards, Controls, Restrictions, & Assurances - Objective 4.2.3.1 - Section 6 Relocation Procedures |
| Provide element of residential use, including any intent to remedy housing affordability | <ul style="list-style-type: none"> - 4.3.3 - Housing |
| Projected costs of redevelopment | <ul style="list-style-type: none"> - Section 4.4.1 Action Plan - Section 4.4.1 Funding Strategies - Exhibit R Non-CRA Projects within the ICRA |
| Redevelopment Area Plan duration and time certain for redevelopment financed by increment revenues | <ul style="list-style-type: none"> - Section 4.4.1 Action Plan - Section 4.4.1 Funding Strategies - Exhibit R Non-CRA Projects within the ICRA |

4.5.2 Consistency with the County's Comprehensive Plan

The Collier County Growth Management Plan (GMP) is the local government comprehensive plan, providing goals, objectives and policies to direct future land uses and allowable density and intensity of appropriate uses for future development. The GMP was adopted by the Board of County Commissioners (BCC) in 1989 and has been amended several times since the original adoption.

The Immokalee Redevelopment Plan is consistent with the GMP and specifically the Immokalee Area Master Plan per Florida Statute, which is recognized in Policy 4.3 of the Future Land Use (FLU) Element of the GMP as a detailed planning effort to “improve coordination of land uses with natural and historic resources, public facilities, economic development, housing and urban design” (Objective 4).

The Immokalee Urban Area delineated in the Immokalee Area Master Plan constitutes much of the Redevelopment Area, however the Redevelopment Area is larger and also encompasses Rural Land Stewardship Area/Agricultural designated lands outside the Urban Area.

The Immokalee Redevelopment Plan is consistent with FLU Policy 4.8 which establishes that redevelopment plans may be adopted.

Policy 4.8: The Board of County Commissioners may consider whether to adopt redevelopment plans for existing commercial and residential areas. Such plans may include alternative land uses, modifications to development standards, and incentives that may be necessary to encourage redevelopment. Such redevelopment plans may only be prepared by the County or its agent unless otherwise authorized by the Board of County Commissioners... The Immokalee Redevelopment Plan was adopted by the Board on June 13, 2000...

With the exception that the Seminole Reservation comprising approximately 600 acres that is not controlled or regulated by the Collier County GMP, the Immokalee Community Redevelopment Area is governed by the GMP and subsequently the Immokalee Area Master Plan. The goals, objectives, and strategies herein are consistent with the GMP. Figure 4-7 below includes Redevelopment Plan references that align with and further the seven priorities of the Immokalee Area Master Plan (December 2019).

Figure 4-7 – CRA Plan Consistency with the Immokalee Area Master Plan

| Immokalee Area Master Plan (2019) Priorities | 2022 Redevelopment Plan |
|---|--|
| Economic Development | Goal 4.2.2 Economic Development |
| Quality Neighborhoods | Goal 4.2.3 Housing Section 4.4.1 Action Plan - Neighborhood Revitalization Initiative Exhibit A Neighborhood Map |
| Infrastructure & Public Services Parks & Recreation Transportation | Goal 4.2.4 Infrastructure Exhibit B Sidewalk Master Plan Exhibit C Parks and Open Space Opportunities Map Exhibit J Regional Transportation Map Exhibit T Street Layout Map |
| Natural Resources & Ecotourism | Goal 4.2.2 Economic Development Exhibit Q Framework Map Section 4.4.1 Action Plan - Pepper Ranch Recreational and Eco-Tourism |
| Land Uses | Goal 4.2.1 Celebrating Culture Goal 4.2.2 Economic Development Goal 4.2.3 Housing Goal 4.2.4 Infrastructure Goal 4.2.5 Implementation/Administration Section 4.4.1 Action Plan |
| Urban Form | Goal 4.2.1 Celebrating Culture Goal 4.2.2 Economic Development Goal 4.2.3 Housing Goal 4.2.4 Infrastructure Goal 4.2.5 Implementation/Administration Section 4.4.1 Action Plan |
| Interlocal & Intergovernmental Coordination | Goal 4.2.1 Celebrating Culture Goal 4.2.2 Economic Development Goal 4.2.3 Housing Goal 4.2.4 Infrastructure Goal 4.2.5 Implementation/Administration Section 4.4.2 Funding Strategies |

4.5.3 Acquisition, Demolition/Clearance & Improvements

In the future, the Community Redevelopment Agency may choose to pursue a program of property acquisition and/or consolidation to realize the redevelopment objectives. These objectives might relate to facilitating the elimination or prevention of blight and providing identified public uses. If a property is designated for acquisition, the process must comply with County requirements and/or State statutes.

The Community Redevelopment Agency is authorized to demolish, clear, or move buildings, structures, and other improvements from any real property acquired in the redevelopment project area, subject to

obtaining necessary permits. The CRA may partner with other agencies to assist in demolition of unsafe structures as authorized and approved by the BCC.

The CRA may also engage in or assist in site preparation improvements on properties it already owns or properties it acquires in the future to facilitate development. Other improvements include general infrastructure and streetscape improvements that indirectly support development. All of these improvements are subject to obtaining necessary permits.

4.5.4 Zoning and Comprehensive Plan Changes

No Land Development Code or Growth Management Plan changes are being adopted with the adoption of this Redevelopment Plan. Consequently, the Immokalee Redevelopment Plan is intended to maintain consistency with the land uses, densities, and building requirements provided in the Growth Management Plan and the LDC. For an explanation of those requirement see Section 4.5.5 below and for an explanation of the Redevelopment Plan’s Consistency with the Growth Management Plan, see Section 4.5.2.

4.5.5 Land Use, Densities, & Building Requirements

The Collier County Growth Management Plan and Land Development Code (LDC) establish the policies and standards for land use and urban design, which have a direct impact on the built environment of the Redevelopment Area, with the exception that the Seminole Reservation comprising approximately 600 acres is not controlled or regulated by the Collier County Growth Management Plan or LDC. For all other property, building heights, setbacks, sizes, and other standards are regulated by the zoning districts and overlays per the LDC.

The Immokalee Urban Area delineated in the Immokalee Area Master Plan of the Growth Management Plan constitutes much of the Redevelopment Area, however the Redevelopment Area is larger and also encompasses Rural Land Stewardship Area/Agricultural designated lands outside the Urban Area. Below are the land use designations within the Redevelopment Area per the Future Land Use (FLU) categories on the Immokalee Area Master Plan Future Land Use Map, as well as the County Future Land Use Map for land outside the urban designated area.

| Immokalee Area Master Plan Future Land Use | |
|---|-------|
| Recreation Tourism | 1.9% |
| Low Residential Subdistrict | 37.6% |
| Medium Residential Subdistrict | 4.5% |
| High Residential Subdistrict | 6.4% |
| Commercial Mixed Use Subdistrict | 4.5% |
| Industrial Subdistrict | 3.0% |
| Industrial Mixed Use Subdistrict | 3.6% |
| Immokalee Regional Airport Subdistrict | 5.7% |
| Seminole Reservation | 2.4% |
| Collier County Future Land Use | |
| Agriculture/Rural Mixed Use District/RLSA (including Lake Trafford) | 30.3% |

Below are the zoning designations within the Redevelopment Area per the Collier County Zoning Atlas. Over 69% of the Redevelopment Area is currently within an Agricultural Zoning District. The zoning districts set the standards for building heights, site development standards, and specific uses.

| | | |
|--|--------|-------|
| Residential Zoning Districts | RSF-3 | 11.9% |
| | RSF-4 | |
| | RSF-5 | |
| | RSF-6 | |
| | RMF-6 | |
| | RMF-12 | |
| | RMF-16 | |
| | RPUD | |
| | MH | |
| | PUD | |
| | VR | |
| RT | | |
| Mixed Use | MPUD | 1.2% |
| Commercial Zoning Districts | C-1 | 2.1% |
| | C-3 | |
| | C-4 | |
| | C-5 | |
| | CPUD | |
| Industrial Zoning Districts | I | 2.4% |
| Airport | AOPUD | 6.1% |
| Agricultural Districts | A | 69.3% |
| | E | |
| Civic and Institutional Zoning Districts | P | 0.3% |
| | CF | |
| Lake Trafford | - | 6.5% |

The following Overlay Zoning districts are adopted to apply particular standards or relief from standards to target development results desired for specific geographic areas of the community:

| |
|--|
| Main Street Overlay Subdistrict (MSOSD) |
| Agribusiness Overlay Subdistrict (AOSD) |
| Farm Market Overlay Subdistrict (FMOSD) |
| Jefferson Avenue Commercial Overlay Subdistrict (JACOSD) |
| State Road 29 Commercial Overlay Subdistrict (SR29COSD) |
| Central Business Overlay Subdistrict |

Allowable densities (dwelling units per acre) vary from four (4) to twenty (20) dwelling units per acre as identified in the Immokalee Area Master Plan for the corresponding to Future Land Use designations listed below.

| Immokalee Future Land Use | Densities |
|----------------------------------|---|
| URBAN MIXED USE DISTRICT | |
| Recreation Tourist Subdistrict | Base Density: Four (4) dwelling units per gross acre. Maximum Density: Four (4) dwelling units per gross acre. Density bonuses do not apply in this subdistrict. Transient lodging is permitted at a maximum density of twenty-six (26) units per gross acre. |
| Low Residential Subdistrict | Base Density: Four (4) dwelling units per gross acre. Maximum Density: Eight (8) dwelling units per gross acre, inclusive of all density bonuses. Densities above the base density can only be achieved through available density bonuses. |
| Medium Residential Subdistrict | Base Density: Six (6) dwellings units per gross acre. Maximum Density: Fourteen (14) dwelling units per gross acre, inclusive of all density bonuses. Densities above the base density can only be achieved through available density bonuses. |
| High Residential Subdistrict | Base Density: Eight (8) dwelling units per gross acre. Maximum Density: Sixteen (16) dwelling units per gross acre, inclusive of all density bonuses. Densities above the base density can only be achieved through available density bonuses. |
| Commercial Mixed Use Subdistrict | Base Density: Sixteen (16) dwelling units per gross acre. Maximum Density: Twenty (20) dwelling units per gross acre, inclusive of all density bonuses. Densities above the base density can only be achieved through available density bonuses. Transient lodging is allowed at a maximum density of thirty-two (32) units per gross acre. |

4.5.6 Neighborhood Impact

The structure of the Immokalee Redevelopment Plan was specifically organized to have a positive impact on housing and residential neighborhoods. The intensive redevelopment activities recommended in the Redevelopment Plan concentrate on existing commercial and semi-industrial areas including the Immokalee Regional Airport/Industrial Park and other opportunities identified in the Framework Map (see Exhibit Q).

Since the provision of supportive services to existing residents and ensuring maintenance of low- and moderate-income housing in the area are primary objectives of the plan, the overall impacts of the proposed redevelopment program are expected to be positive, with few negative impacts anticipated. The Redevelopment Plan also proposes a comprehensive approach to redevelopment through neighborhood initiatives identified in Objective 4.2.3.2 as required by §163.362(3), Florida Statutes.

The Immokalee Redevelopment Plan identifies partnering with housing providers to create incentives for housing rehabilitation and replacement in Strategy 4 of Objective 4.2.3.1. Consistent with §163.362(7), Florida Statutes, the 2022 Redevelopment Plan provides assurances of replacement housing for relocation of persons temporary or permanently displaced are established in Section 4.5.7, Safeguards, Controls, Restrictions, & Assurances. For relocation procedures refer to Section 6 of the Collier County Community Redevelopment Plan.

Proposed development is subject to the Collier County development review process to assess and mitigate for Level of Service impacts to public facilities, including roadways, schools, drainage, and utilities. Regarding environmental quality, water quality is a key consideration for stormwater management improvements. Water quality impacts can be evaluated through existing Collier County processes.

4.5.7 Safeguards, Controls, Restrictions, & Assurances

Redevelopment activities identified in this Redevelopment Plan will not be initiated until they are found to be consistent with the Collier County Growth Management Plan and applicable land development regulations. For an explanation of the Redevelopment Plan's consistency with the Growth Management Plan, see Section 4.5.2. The Community Redevelopment Agency, working collaboratively with County agencies, may propose amendments to the Growth Management Plan and the Land Development Code, including design criteria, building heights, land coverage, setback requirements, special exceptions, traffic circulation, traffic access, and other development and design controls necessary for proper development of public and private projects.

To leverage tax increment revenues, Collier County may consider non-ad valorem assessments. The imposition of special assessments for capital improvements and essential services is covered by well settled case law and specific statutory provisions authorizing collection of non-ad valorem assessments on the same bill as ad valorem taxes. Such provisions require extraordinary notice to all affected property owners.

Issues concerning restrictions on any property acquired for community redevelopment purposes and then returned to use by the private sector will be addressed on a case-by-case basis to ensure all activities necessary to perpetuate the redevelopment initiative are advanced in a manner consistent with this Redevelopment Plan and any amendment to it. Such restrictions or controls would be expected in the form of covenants on any land sold or leased for private use as provided for in the Community Redevelopment Act, Section 163.380, F.S.

To ensure that redevelopment will take place in conformance with the projects, objectives and strategies expressed in this Redevelopment Plan, the Community Redevelopment Agency will utilize the regulatory mechanisms used by the County to permit development and redevelopment within its jurisdiction. These mechanisms include but are not limited to the Growth Management Plan; the Land Development Code; adopted design guidelines; performance standards; and County-authorized development review, permitting, and approval processes and any other adopted codes, standards, and policies.

4.6 Exhibits

- A. Neighborhood Map
- B. Sidewalk Master Plan (Overall, Focus Area 1, & Focus Area 2)
- C. Parks & Open Space Map
- D. Funded & Unfunded Collier Area Transit (CAT) Stop Improvements
- E. Public Meeting Presentation & Focus Group Meeting Summaries
- F. Housing Types & Residential Dwelling Units
- G. Zoning Map
- H. Immokalee Future Land Use Map
- I. TIGER Grant 2017 Project Area Map
- J. Regional Transportation Map
- K. Immokalee Incentive Program Areas
- L. Immokalee Retail Demand Assessment
- M. Immokalee Regional Airport Master Plan Layout
- N. Immokalee Water and Sewer Service Map and Five Year CIP (2022-2026)
- O. Immokalee Fire Control District
- P. Collier County Public Schools Data Sheet
- Q. Framework Map
- R. Budgeted Capital Projects (Non-CRA)
- S. TIF & MSTU Revenue Projections with 3% and 5% Growth Rates
- T. Street Layout Map