Collier County
Community Redevelopment Agency – Immokalee

Annual Report
and Financial Statement Fiscal Year 2014

March 31, 2015
Immokalee Community Redevelopment Agency
and
Immokalee Municipal Services Taxing Unit Beautification Committee

Annual Report
and Financial Statement - Fiscal Year 2014
(Per Chapter 163.356 – 3 (c) F.S.)

March 31, 2015

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www.ImmokaleeToday.com
CRA Governing Board

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Commissioner Georgia Hiller

District 3
Commissioner Tom Henning

District 4
Commissioner Penny Taylor

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Absent: Carrie Williams (Vice Chair), Robert Halman

MSTU Advisory Committee
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Opening Remarks

2014 has been a time of much anticipated growth across Collier County, and Immokalee is no exception. This year Immokalee has witnessed a marked increase in development activity, particularly across the retail sector. The Family Dollar chain has opened a new store on New Market Road; Taco Bell has recently broke ground on a parcel along the State Road 29 Commercial District which will be a joint-venture between Taco Bell and another Family Dollar store; and Subway Sandwich Shoppes is nearing completion of a shop on along State Road 29 in the Main Street Overlay District that it has built to accommodate future expansion of what the owner would like to be a frozen yogurt shop.

One of the busiest restaurants in Immokalee, Kountry Kitchen, opened a completely new facility this year using a refreshing design scheme. The owner was also able to completely renovate the former building with the help of the Immokalee CRA. The newly renovated structure will be used as a café with a secondary use for group functions. The Seminole Tribe of Florida has also been focused on growth in Immokalee. 2014 witnessed the ground breaking of the first hotel on the reservation, which is adjacent to the Seminole Casino of Immokalee and will boast 99 rooms.

An eye to the future will see the much talked about Walmart begin construction in 2015 on the north end of town. 2015 will also witness The Boys & Girls Club of America begin construction of a new facility just west of the Immokalee High and Middle School campuses, which is a blessing for such a young community.

The Immokalee CRA has been busy setting the stage for this growth by providing one-on-one technical assistance to developers regarding available land and economic incentive programs; improving the local roads, pedestrian facilities and drainage infrastructure; constructing attractive public space through strategic partnerships; and tenaciously maintaining an attractive Downtown Business District through its Municipal Services Taxing Unit (MSTU).

As we continue to make great strides throughout the community in the realms of economic development, environmental sustainability and humanitarian efforts, we set the stage for a community in which families will inevitably want to work, live and play.

Immokalee’s future is bright indeed!

Bradley Muckel
Operations Manager – Immokalee CRA & MSTU
The Community Redevelopment Agency (CRA)

Background – Immokalee CRA

The Collier County Board of County Commissioners (BCC) declared on March 14, 2000, through adoption of Resolution No. 2000-82, that there existed within the unincorporated Immokalee area of the County conditions that were detrimental to the sound growth of the County, and which substantially impaired or arrested the growth within the area due to the existence of slum or blighted conditions that were detrimental to the health, safety, morals and welfare of the public.

Accordingly, Resolution number 2000-82 created two community redevelopment areas within Collier County; the Bayshore/Triangle/Gateway Community Redevelopment Area, and the Immokalee Community Redevelopment Area. Chapter 163, Part III, Florida Statutes, as amended (“Redevelopment Act”) authorizes a municipality to create a CRA after finding that there exists within the municipality slum or blighted areas. Pursuant to the Redevelopment Act, the governing body of a municipality may declare itself the CRA, in which case all the rights, powers, duties, privileges, and immunities vested by F.S. Chapter 163, Part III, in the CRA will be vested in the governing body of the municipality.

Background – Immokalee Enterprise Zone Development Agency (EZDA)

Prior to the adoption of Resolution 2000-82, the BCC adopted Resolution No. 95-22 establishing the unincorporated Immokalee area of Collier County as a State designated Enterprise Zone (#1101). The BCC sits as the governing Board of the CRA. Members of the Enterprise Zone Development Agency (EZDA) are appointed by the BCC, but serve dual roles as both EZDA Board members and CRA Advisory Board members.

There are over 60 Enterprise Zones throughout the State of Florida, all having quarterly and annual reporting requirements to the Florida Department of Revenue. These Enterprise Zones are created to induce private investment into distressed areas through specific economic incentives. Each EZDA provides the same financial incentives to companies that choose to establish or expand operations in any of the Florida EZDA’s.

CRA staff provides one-on-one technical assistance to these companies related to the EZDA programs. They also process applications and compile/submit the required activity reports to the DOR.
Powers

The CRA possesses all of the powers necessary to carry-out community redevelopment including the following:

- Hiring staff and consultants;
- Installation, construction/reconstruction of streets, utilities, parks and playgrounds;
- Voluntary or compulsory repair and rehabilitation programs;
- Constructing foundations and platforms for housing;
- Holding, improving, cleaning or preparing property for future construction;
- Mortgaging or pledging property;
- Borrowing money and investing funds
- Acquisition and disposition of property; and
- Relocating owners and occupants

CRA Focus and Local Guidance

There are two enabling documents that dictate the redevelopment efforts of the CRA within Immokalee by establishing the goals, objectives, policies and revenue expenditure parameters aimed at addressing the findings of slum and blighted conditions contained therein. They are the Immokalee Area Master Plan (Ordinance No. 1997-65) and Section Four of the Collier County Redevelopment Plan (Resolution No. 2000-01).

Each year CRA staff conducts an Operational Plan Workshop with its local CRA Advisory Board in order to review the previous year’s progress and establish the upcoming year’s staff focus within the confines of the goals, objectives and policies identified within the Immokalee Area Master Plan and Section Four of the Collier County Redevelopment Plan. In 2014, the Advisory Board mapped out the following priorities:

- Explore Little League Extension (extend from Lake Trafford Road to SR82)
- Develop a written Immokalee Economic Development Plan
- Continue to invest in supporting infrastructure; utilities; stormwater, etc.
- Create a Welcome Center with Chamber, etc on Main Street with business focus
- Coordinate with Code Enforcement to eliminate unsafe or unsanitary housing/businesses
- Continue to improve and maintain street lighting
- Examine possibilities for expedited construction of Immokalee Loop Road
- Review roadway plans, identify existing conflicts, and design deficiencies
- Promote and foster leadership via training and strategic partnerships
**Funding Sources**

The operational funding source available to the CRA consists of tax increment revenues. Tax increment revenues are a unique tool available to cities and counties for redevelopment activities and are used to leverage public funds to promote private sector activity in the targeted redevelopment area. The taxable value of all real property in the redevelopment area is determined as of a fixed date, also known as the “base-year” value. By adopting Resolution 2000-42, Collier County established 2000 as its base year.

Taxing authorities, who contribute to the Tax increment, continue to receive ad valorem tax revenues (a.k.a. property tax revenues) based on the base-year value. Revenues generated from the base-year value are available for general government purposes.

However, ad valorem revenues from increases in real property value, referred to as “Tax Increment,” are deposited into the Community Redevelopment Agency Trust Fund and dedicated to the redevelopment area.

Other funding sources of the CRA include County General Revenue (for landscape maintenance) and Local/State/Federal Grant Revenues (for capital improvement studies and projects)

**Strategic Partnerships**

The CRA’s success is due in large part to the unwavering support of its web of strategic partnering organizations on a local, state and federal level. The following organizations have provided unparallel financial, programmatic and technical support in the areas of economic development, environmental sustainability, tourism, transportation consultancy services and urban planning.

- The United States Department of Housing and Urban Development
- Collier MPO (Lucinda Ayer meetings)
- Collier PAC (meetings/partnerships)
- Collier Community Traffic Safety Team
- Collier County Tourist Development Council
- Collier County Growth Management Division
- All Children’s Hospital Community Education and Advocacy
- Collier Area Transit
- The Florida Department of Economic Opportunity (DEO)
Pedestrian Safety Efforts

In 2014 the CRA conducted a qualitative and quantitative pedestrian safety study of the Immokalee Central Business District with the intent of making strategic system improvements aimed at decreasing the pedestrian incident rate along the busy corridor.

A consolidation of the historical crash reports for the seven year period ending in 2012 identified 42 pedestrian involved crashes.

The report, which is currently under review by The Florida Department of Transportation, suggests numerous strategic alterations aimed at increasing pedestrian safety. These include 1) removal of overly obstructive landscaping, 2) increased lighting, 3) the installation of a channelization system within the medians to deter illegal crossings, 4) increased signalization and 5) the installation of other devices that have proven effective on similar urban roadway segments in the past.

The CRA will continue to work with local and state stakeholder agencies on completing this safety improvement planning exercise. The implementation of the improvements will be paid for using CRA, MSTU and grant funding from a yet to be determined source, which the CRA hopes to secure in 2015.

During 2014 the CRA also participated in bicycle helmet giveaway events in Immokalee. The events were aimed at educating children and their families on the dangers of cycling without the appropriate safety gear. In August, CRA staff participated in the annual Lipman back-to-school event.
by fitting and giving away over 200 bicycle helmets to the children of the community improving the safety of the school children as they headed back to school. The CRA gave away hundreds of helmets throughout the year, which were donated by the Florida Pedestrian and Bicycling Safety Resource Center in Gainesville.

First Street “Zocalo” Public Plaza

The Immokalee Community Redevelopment Agency’s overall goal is to encourage local initiative in downtown and neighborhood revitalization and to provide maximum opportunity for private enterprise to participate in the redevelopment/revitalization of the designated area. Redevelopment means improving the physical environment (buildings, streets, utilities, parks) through rehabilitation, conservation or replacement of structures by providing incentives and flexibility to the private sector while concentrating pubic resources in the area.

During 2014 the CRA completed construction of, and conducted a ribbon cutting ceremony for the First Street “Zocalo” Public Plaza located at the intersection of First and Main Streets in the heart of the Immokalee Central Business district.

This public gathering area, modeled after the Zocalo in Central Mexico City, is a salute to the Hispanic residents of Immokalee, which make up 76% of the area’s population. The CRA, MSTU and County Parks & Recreation share maintenance responsibility of the facility which is open 24/7 to the general public. Designed by David Corban Architects of Naples along with Ellen Goetz RLA, Jared Brown, PE and Renzo’s Designs, the innovative facility has now won four awards for its design approach and community contribution.

- The National Community Development Association 2014 Audrey Nelson Award for Community Development
- The Collier Building Industry Association (CBIA) 2014 Sand Dollar award to Surety Construction Company for outstanding achievement in construction, category: Best Public Works Project Under $1,000,000
- The Collier Building Industry Association (CBIA) 2014 Sand Dollar award to Surety Construction Company for outstanding achievement in construction, category: Best Specialty Feature by a Builder
- The American Institute of Architects (AIA) Design Excellence Award
In addition to the numerous individual awards that the Zocalo project won in its own, the Immokalee CRA also won the 2010 Award of Merit for a Public Study for the Public Realm and Town Design with Form Based Guidelines from the Florida Planning and Zoning Association at the 58th Annual Conference in Sarasota, Fl. These documents define the vision of Immokalee in the 21st Century. The Public Realm/Town Design included two plazas, an intermediate and long-range conceptual design plan for the landscaping on Main Street, a design for the downtown commercial district and form based guidelines to aid in the development of Land Development Codes. The CRA purchased a parcel of land at the corner of 9th Street and Main Street for the purposes of constructing the second of the two public plazas. That parcel of land is still waiting for grant funding. The intent is for these two projects to collectively become the “bookends” that frame the Downtown Central Business District along State Road 29 (Main Street).

In early December, the first annual Christmas Tree Lighting Ceremony was conducted by the CRA at the First Street Zocalo. The Naples Daily News covered the event and interviewed many of the families and individuals in attendance. Below are some of the notable quotes from that article (Perez, M. [2014, December 14]. Immokalee Tree Lighting. The Naples Daily News, pp. A1, A4):

After watching the first Immokalee Christmas tree lighting in more than 15 years, a local resident focused on helping her grandchildren get in place for a photo on a sculpture decorated with lights. Garza, 43, said she found the lighting and the tree at the plaza beautiful.

"This is the first time that I see a Christmas tree lighting," she said in Spanish behind the 14-foot tree decorated with Christmas stars, lights, ribbons and balls. "I have lived here for 30 years."
"It's a good start," said Cherryle Thomas, chair of the advisory board of the Immokalee Lighting and Beautification Municipal Services Taxing Unit, which paid for the decorations.

Sandra Agabo, who lives in Immokalee but works in Naples, came still dressed in her work uniform as a receptionist at a health care center to see the tree lighting with her five children. It was an exciting event at the plaza, which was decorated with lights, the tree, bright figures of a castle and deer with a sled, she said. And she was happy to start a new community tradition. "I feel like they just returned Christmas to us," her partner, Reyes Guadian, said in Spanish.

"It's a joy that they didn't forget the customs," Rosales said in Spanish. "You feel like you want to be here."

The passive park facility is now being used on a consistent basis by the residents of Immokalee. Throughout the day and evening hours residents and their families can be seen socializing, eating, playing and walking through the facility.

## Drainage System Improvements

In 2004, due to historical concerns regarding storm water contaminants and flooding, the Big Cypress Basin performed a comprehensive drainage study of Immokalee, known as the Immokalee Stormwater Master Plan. Over the past seven years, the Immokalee CRA has invested over $7 million dollars implementing the six projects, or problem areas, identified in that overarching Plan.

The South Florida Water Management District has been a huge supporter of the CRA's mission to improve the water quality and flow rates of the storm waters throughout Immokalee. The District contributed $200,000 to the design of the Immokalee Drive Drainage Improvement project and is a potential partner for future projects. The Collier
County Growth Management Division, Florida Department of Economic Opportunity, US Department of Housing & Urban Development and the Collier County Community & Human Services Department have also been huge contributors by assisting the CRA in bringing this Plan to fruition. In 2014, the Immokalee CRA awarded two construction contracts related to the further implementation of the Immokalee Stormwater Master Plan (to be constructed in 2015).

**Immokalee Drive Improvements**

The Immokalee Drive corridor in west Immokalee was first identified as an area of concern by The South Florida Water Management District in its original Immokalee Master Drainage Improvement Plan back in 2005. Their concerns were based primarily on the neucense flooding along the corridor in this densely populated residential area. As the stormwater flows from east to west along Immokalee Drive between State Road 29 and Carson Road, the absence of modernized drainage conveyance system allows debris to clog the system. This causes dramatic flooding, particularly on the west end at the intersection of Immokalee Drive and Carson Road.
This $2.5 million project will address these concerns through the installation of a series of drainage structures connected via a piped conveyance system that meets current design standards. As a pedestrian safety measure, the scope also includes the installation of concrete sidewalks on both sides of the roadway. The CRA will also install a comprehensive asphalt overlay, construct new driveway aprons and replace all effected right-of-way features with new.

**Colorado Avenue Improvements**

In 2011 the CRA invested $4 million dollars in improving the drainage conveyance systems in the Downtown District. The $500,000 Colorado Avenue project will consist of the CRA going back in to this project area to install additional drainage structures and pipe along Colorado Avenue to further improve the hydrology of the area.

Although this project addresses drainage issues, of equal importance is the pedestrian safety improvement component of the project. The Colorado Avenue corridor from South First to South Ninth Streets consists of drainage ditches in some areas which force pedestrians and vehicles to share the roadway.

The new sidewalk, which also includes new driveway entrances, will be installed along both sides of the roadway from South First to South Ninth Streets. This busy pedestrian corridor is a primary access point for children going to and from Pinecrest Elementary School. There is also a busy daycare center along the corridor whose patrons will be able to utilize the new sidewalk system.

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Economic Development Initiatives (EZDA, Outreach, Technical Assistance)

The Immokalee area offers close proximity to strategic business resources, an outstanding quality of life and plenty of available land. In addition to its strong growth potential, Immokalee boasts its own regional airport and is less than 45 minutes from Southwest Florida International Airport. The area is also less than 40 miles away from two Universities. Some of the unique advantages of the Immokalee community include:

- Highly motivated work force with strong work ethics
- Cost-effective environment for business
- Available land
- Direct intermodal linkage to both coasts
- Lack of congestion
- Multi-faceted tourism opportunities
- Eligibility for special financial incentives

Enterprise Zone Development Agency (EZDA)

At the local level an enterprise zone is governed by an Enterprise Zone Development Agency. This agency oversees the implementation of the strategic plan and makes important decisions concerning the zone. The Enterprise Zone Development Agency also appoints a local enterprise zone coordinator that maintains the day-to-day operations of the zone. This key contact for the zone answers questions and distributes materials to businesses, DEO, and the local government. The local coordinator is responsible for verifying enterprise zone addresses. All tax incentive applications must be certified at a local office before the applications are sent to the Department of Revenue to be processed. The CRA staff members act as the Enterprise Zone
Coordinator's for Immokalee. In 2014, the Immokalee CRA processed approximately $41,500 worth of incentive applications for businesses operating in the Immokalee Rural Enterprise Zone #1101.

**Federal Promise Zone**

In 2014, the Immokalee CRA partnered with The Southwest Florida Regional Planning Council, Glades and Hendry counties in application to establish Immokalee and its neighboring areas as a Federal Promise Zone. If awarded, the partnership and work will begin immediately to lay the ground work for the valued designation to the U.S. Housing & Urban Development Department (HUD).

The Promise Zone initiative, announced by the Obama Administration in 2013 and set into motion in 2014, is intended to create a better bargain for the middle-class by partnering with local communities and businesses to create jobs, increase economic security, expand educational opportunities, increase access to quality, affordable housing and improve public safety," according to White House documents. The Promise Zone designation commits the federal government to partner with local leaders who are addressing multiple community revitalization challenges and have demonstrated a commitment to improving communities. If approved, federal staff will be assigned to each community to help navigate the vast array of federal assistance programs available to Promise Zone designees. In addition, organizations contributing to Promise Zone strategies will be given preferred access to some competitive federal programs and will receive technical assistance and other non-competitive support. Businesses investing in Promise Zones or hiring residents of Promise Zone will be eligible for tax incentives, if eventually approved by the Congress.
**Outreach and Technical Assistance**

In 2014 the CRA held a public Q&A meeting related to the proposed Wal-Mart project that was attended by over 300 community members. The CRA Advisory Board subsequently sent a letter to the Collier County Planning Commission supporting the CP2013-8 proposed amendment to the Immokalee Area Master Plan allowing the proposed project to proceed along the review/approval process.

The Immokalee CRA office is also a resource for local businesses seeking feedback for their development projects. Local CRA staff periodically provides site plan review of new and expanding development projects throughout the redevelopment area to ensure consistency with the Collier County Land Envelopment Code, CRA Master Plan section of the Collier County Growth Management Plan and the Immokalee Redevelopment Area Plan.

CRA Staff worked continuously with the developers of the Taco Bell/Family Dollar joint venture project on SR29 to communicate and calculate the owner’s potential incentive opportunities for developing in Immokalee, State Rural Enterprise Zone #1101. This developer may be eligible to participate in the Property Tax Rebate, the Sales Tax Refund and Building Materials Refund Programs. Staff was subsequently provided a letter from Intervest Realty Resources thanking the CRA for providing one-on-one technical assistance to their client regarding available economic incentives programs.

CRA Staff worked throughout 2014 with developers, county departments and the property owners to flesh out cost-feasible plans for off-site improvements required by the County that would allow the project to move forward. Staff was subsequently received a thank you letter from the owner for our involvement in the development.
**CRA Grant Programs**

In an effort to bolster local economic development activity throughout the redevelopment area, CRA grants are designed to focus on two objectives: 1) improve the ascetic appeal of the local business structures in order to increase patron traffic to local businesses, and 2) provide financial assistance to local business owners for capital improvements, allowing these owners to invest limited financial resources into operational overhead.

**CRA Commercial Façade Grant Program**

Since 2008, the Immokalee CRA has been offering renovation grants to local businesses through its Commercial Façade Improvement Grant Program. The program is tailored to assist local businesses for exterior professional renovation improvements performed by licensed/insured general contractor. The maximum grant award under this program is $20,000 payable on a reimbursement basis.

In 2014 the CRA reimbursed Paralegal and Notary Services, Inc $20,000 for façade improvements done to its commercial structure on State Road 29 under the guidelines of the Immokalee CRA Commercial Façade Improvements Grant Program. The building received new windows, doors, parking lot, covered entrance, landscaping, stucco and paint. The CRA also paid $20,000 to Kountry Kitchen Restaurant in 2014 under the guidelines of the Immokalee CRA Commercial Façade Improvements Grant Program. Similar in nature to the Paralegal project, this building received a new metal roof, windows, doors, portico roof, columns, stucco and paint. The owner also constructed an addition to the rear of the building.
CRA Sweat Equity Grant Program

A scaled down version of the Façade Grant program was drafted in 2014, entitled the CRA Sweat Equity Program, in order to broaden the impact of the CRA Grant programs. Unlike the Façade Grant program, which assists owners with renovation design, materials and labor costs, this program incentivizes business owners to maintain the building’s exterior finishes by reimbursing 50% of the materials only at a lesser maximum grant amount. This grant program will be operational in 2015.

Community Representation

Collier Community Traffic Safety Team (CTST)

Preserving the safety of the pedestrian public while maintaining the positive flow of traffic is always a balancing act, particularly in a densely populated area such as Immokalee where such a large percentage of the residents do not own motorized transportation. In 2014 the Immokalee CRA staff joined the Collier Community Traffic Safety Board in order to take a collaborative approach to solutions to this situation. Pulling from the collective expertise of this Board, the CRA hopes to develop implementable solutions that will reduce the pedestrian/vehicle incident rate throughout the community.

Collier Code Enforcement

Throughout the year, the Collier County Code Enforcement Department conducts Immokalee Clean-Up Days on designated Saturday mornings. CRA staff joins forces with Code Enforcement staff to collect the debris which is taken by roll-off dumpster to the local landfill. Assisted with community clean-up events throughout the year hosted by the County Code Enforcement Department.
Marketing

Although the Immokalee area CRA has scaled back its web marketing presence in an effort to reduce overhead, the Agency has continued to maintain a strong position on social media outlets.

**Maintaining Our Online Presence.**

During 2014 the emphasis and effort for the Immokalee CRA marketing campaign was to maintain what we built over the last four years, while looking for innovative and economical ways to expand our online presence. The underlying focus has always been to promote the efforts of the Immokalee CRA and the community of Immokalee as a whole. Our efforts have been directed towards increasing positive community exposure whenever possible.

The ImmokaleeToday.com website continues to receive almost 150,000 views and 11,000 page views, on average, each 6-month period. The number of posts to the website will necessarily decline. We hope, through active promotion on the social channels, we do not lose visitors to the site because of the decrease in posted content. The website is updated nearly every day and each new entry receives an average of 265 views. Viewers visit an average of 2.77 pages each visit.
**ImmokaleeToday e-Newsletter.** Launched in late 2010, the e-newsletter continues to be linked to the website, a direct reflection of and companion to - the website but in email form. Mailed once each month, on the last day of the month, the e-newsletter now reaches the inboxes of over 700 recipients and that number is growing.

**TwitterImmokalee: @IMMtoday.** Once posted on the blog, Tweets go out alerting followers to a new post. Other Tweets will try to maintain a constant stream of information flow. All Tweets are linked to the web site. @ImmToday reaches over 8,000 Twitter users through various Twitter channels and cross-postings.

**Facebook: ImmokaleeToday.** A community of over 300 regular “fans” or users and reaches through that small community nearly 152,000 other Facebook users. We see in the coming year or two a diminishing of the importance and influence of Facebook as a marketing tool. The rapid rise and influence of Google+ will eclipse Facebook in importance, reach and credibility. The future is Google+, not Facebook.

**LinkedIn Immokalee.** Immokalee CRA presence launched in 2012, the page continues to grow in scope and reach.

**Google Plus (Google +).** A major emphasis for the Immokalee CRA’s marketing efforts in 2014 was on Google+. Look for the network to explode in the coming year.

**Pinterest.** An Immokalee Board now reflects the activity on the website with additional “pins” as the occasion presents itself.

**RSS feeds from ImmokaleeToday.com.** News, tweets, stories, pictures and videos (or notice of them) have been sent along the RSS feed path. All link to web page.

**Traditional public relations.** In addition to social media and new media, we have also continued to employ traditional methods of getting out the message including writing and producing newsworthy stories and, as funding presents the opportunity, video/audio to be distributed to traditional print and broadcast outlets including newspapers, magazines, television and radio outlets. We maintain and keep constantly updated a regular contact list of regional, state and national media outlets to notify with press releases & stories, all of which will also link to web site, blog and social media.

**Government relations.** We continue to build on good relationships with individual members of the Florida Legislature while also building the reputation of and regard for Immokalee in the Legislature as a whole and across Florida state government. This effort will prove critical as the Enterprise Zone Program benefits reach their sunset date in December, 2015.
Immokalee Municipal Services Taxing Unit (MSTU) – Beautification Committee

Since 2010, the Immokalee CRA has managed the efforts of the Immokalee MSTU out of its local office. The MSTU-Beautification Committee is responsible for specific maintenance and beautification items throughout the community, particularly within the Downtown Business District along the Main and South First Street corridor.

The MSTU places a considerable amount of effort on beautification tasks. This includes pressure washing, street sweeping, trash collection, monument maintenance, street light repairs and concrete paver repairs.

In addition to the hardscape items listed above, the MSTU spends well over $100,000 annually on landscape maintenance. The department is responsible for cutting, clipping, pruning, mulching, replanting, fertilizing and irrigating all landscaping areas within the Central Business District. Emergency repairs of the streetlights and irrigation system also fall under the responsibility of the Immokalee CRA/MSTU.

The powers of the Immokalee MSTU extend beyond the Central Business District. In 2014 the MSTU completed pedestrian improvements along North Carson Road in west Immokalee. The MSTU completed its list of priorities during a public operational plan workshop in 2014. Like the CRA, the resultant list consists of a broad range of items including infrastructure, economic development and beautification.

2014 Priorities:

- local businesses Rehab
- Security Lights in Dark Areas
- Expend Street Lights in Residential Areas
- Stop Light Crossing / Crosswalks (Main Street)
- Entry Monuments (3 locations)
- Additional Trash Receptacles
- Pedestrian and bicycle facility improvements
- Bathrooms in Parks
- Outreach to local businesses/public presentations
- Drainage and sidewalk construction (N. 9th St., Eustis Ave, Jefferson Ave, other side of Carson Road and Westclox Road)
The Immokalee MSTU in Action
Much like the Southwest Florida region as a whole, the Immokalee CRA has experienced a downward trend in tax increment revenues over the last six years. It has taken a concerted effort of numerous public agencies, non-profit groups and private businesses to pull the nose up on the local Immokalee economy.

The majority of the CRA’s tax increment revenue goes toward overhead/operational expenses. Nearly all of the projects that are executed by the CRA are grant-funded by generous contributing agencies on the local, state and federal levels.

Year-to-Year Tax Increment Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Tax Increment Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$728,900</td>
</tr>
<tr>
<td>2009</td>
<td>$674,700</td>
</tr>
<tr>
<td>2010</td>
<td>$465,700</td>
</tr>
<tr>
<td>2011</td>
<td>$383,400</td>
</tr>
<tr>
<td>2012</td>
<td>$295,300</td>
</tr>
<tr>
<td>2013</td>
<td>$223,200</td>
</tr>
<tr>
<td>2014</td>
<td>$266,300</td>
</tr>
</tbody>
</table>

Immokalee CRA Land Assets and Income Statement

<table>
<thead>
<tr>
<th>Folio Number</th>
<th>Site Address</th>
<th>Status</th>
<th>Taxable Value</th>
<th>Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>#81681720003</td>
<td>107 North 1st Street</td>
<td>Developed (Zocalo)</td>
<td>$28,200.00</td>
<td>0.43</td>
</tr>
<tr>
<td>#81681960009</td>
<td>107 North 1st Street</td>
<td>Developed (Zocalo)</td>
<td>$9,750.00</td>
<td>0.15</td>
</tr>
<tr>
<td>#00122840009</td>
<td>107 South 9th Street</td>
<td>Vacant</td>
<td>$41,640.00</td>
<td>1.96</td>
</tr>
<tr>
<td>#00126040009</td>
<td>601 Delaware Avenue West</td>
<td>Developed (stormwater retention)</td>
<td>$22,932.00</td>
<td>8.82</td>
</tr>
<tr>
<td>#00127565101</td>
<td>601 Delaware Avenue West</td>
<td>Developed (stormwater retention)</td>
<td>$9,680.00</td>
<td>2.42</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$112,202.00</td>
<td>13.78</td>
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</table>
### Immokalee CRA Income Statement, FY2014

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Debit</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund 186</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax Increment Financing (TIF)</td>
<td></td>
<td>$266,300</td>
</tr>
<tr>
<td>CRA Carryforward</td>
<td></td>
<td>$215,400</td>
</tr>
<tr>
<td>General Fund Transfer</td>
<td></td>
<td>$53,500</td>
</tr>
<tr>
<td>Grant Revenue Fund 715</td>
<td></td>
<td>$3,353,100</td>
</tr>
<tr>
<td>MSTU Fund 162 Transfer</td>
<td></td>
<td>$76,000</td>
</tr>
<tr>
<td>Interest</td>
<td></td>
<td>$1,400</td>
</tr>
<tr>
<td><strong>Total Revenue:</strong></td>
<td></td>
<td><strong>$3,966,300</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Debit</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund 186</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TIF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td>$358,200</td>
</tr>
<tr>
<td>Operating</td>
<td></td>
<td>$161,200</td>
</tr>
<tr>
<td>Capital Improvements</td>
<td></td>
<td>$2,000</td>
</tr>
<tr>
<td>Impact Fee Reimbursements</td>
<td></td>
<td>$20,000</td>
</tr>
<tr>
<td>Interest</td>
<td></td>
<td>$100</td>
</tr>
<tr>
<td>Façade Rehab Program</td>
<td></td>
<td>$40,000</td>
</tr>
<tr>
<td><strong>Subtotal:</strong></td>
<td></td>
<td><strong>$381,300</strong></td>
</tr>
<tr>
<td>IBDC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational Support</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction &amp; Engineering</td>
<td></td>
<td>$3,353,100</td>
</tr>
<tr>
<td><strong>Total Expense:</strong></td>
<td></td>
<td><strong>$3,934,600</strong></td>
</tr>
</tbody>
</table>

**Net Income, CRA:**

$30,700

### Immokalee MSTU Income Statement, FY2014

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Debit</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ad Valorem Fund 162</td>
<td></td>
<td>$277,400</td>
</tr>
<tr>
<td>County Fund 111 (Maintenance) Transfer</td>
<td></td>
<td>$178,700</td>
</tr>
<tr>
<td>Carryforward 162</td>
<td></td>
<td>$162,800</td>
</tr>
<tr>
<td>Interest</td>
<td></td>
<td>$1,000</td>
</tr>
<tr>
<td><strong>Total Revenue:</strong></td>
<td></td>
<td><strong>$619,900</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Debit</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td></td>
<td>$237,700</td>
</tr>
<tr>
<td>Capital Improvements</td>
<td></td>
<td>$95,900</td>
</tr>
<tr>
<td>Transfer to 186</td>
<td></td>
<td>$76,000</td>
</tr>
<tr>
<td>Transfer for Officers Expenditures</td>
<td></td>
<td>$9,700</td>
</tr>
<tr>
<td>Reserve for Expenditures</td>
<td></td>
<td>$1,900</td>
</tr>
<tr>
<td><strong>Subtotal:</strong></td>
<td></td>
<td><strong>$441,200</strong></td>
</tr>
<tr>
<td>MSTU General Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immokalee Rd &amp; SR 29</td>
<td></td>
<td>$178,700</td>
</tr>
<tr>
<td><strong>Total Expense:</strong></td>
<td></td>
<td><strong>$619,900</strong></td>
</tr>
</tbody>
</table>

**Net Income, MSTU:**

$0

CRA Total Income: $4,585,200
CRA Total Expenses: $4,554,500
Total Balance: $30,700
CRA Budget Data

**Total Revenue 2013/2014**

- CRA Tax Revenue: $612,200
- CRA External Grant Revenue: $3,439,120
- Total: $4,051,320

**CRA Expenditure - Budget to Actual 2014**

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$358,200</td>
<td>$299,920</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$161,200</td>
<td>$151,188</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$2,000</td>
<td>0</td>
</tr>
<tr>
<td>Impact Fee Reimbursement</td>
<td>$20,000</td>
<td>$11,620</td>
</tr>
<tr>
<td>Façade Rehab Program</td>
<td>$40,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>Reserves</td>
<td>$30,800</td>
<td>0</td>
</tr>
<tr>
<td>Grant and Aid</td>
<td>$3,439,120</td>
<td>$1,006,518</td>
</tr>
<tr>
<td>Totals:</td>
<td>$4,051,320</td>
<td>$1,489,246</td>
</tr>
</tbody>
</table>
**MSTU Total Revenue - 2014**

- Ad Valorem Tax Carryforward: 29%
- County General Fund Maintenance: 71%

<table>
<thead>
<tr>
<th>Fund</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSTU Fund 111</td>
<td>$178,700</td>
<td>$165,785</td>
</tr>
<tr>
<td>MSTU Fund 162</td>
<td>$441,200</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$619,900</td>
<td>$447,837</td>
</tr>
</tbody>
</table>

**MSTU Expenditures - Budget to Actual 2014**

**Maintenance (111)**
- Budget: $178,700
- Actual: $165,785

**Operating Expenses**
- Budget: $257,700
- Actual: $120,353

**Capital Outlay**
- Budget: $95,900
- Actual: $77,363

**Transfers to 186**
- Budget: $76,000
- Actual: $76,000

**Transfers to Officers**
- Budget: $9,700
- Actual: $8,336

**Reserve for Expenditures**
- Budget: $1,900
- Actual: 0

**Totals:**
- Budget: $619,900
- Actual: $447,837
Collier County Community Redevelopment Agency - Immokalee

750 South Fifth Street
Southwest Florida Works Building
Immokalee Florida, 34142

(239) 867-0025

www.ImmokaleeToday.com