

# CITY OF LABELLE



## AGENDA

**City Commission LDRC Workshop**  
Thursday, March 12, 2026, at 4:00PM

LaBelle Commission Chambers  
481 West Hickpochee Ave  
LaBelle, FL 33975

### **CITY COMMISSION:**

Julie C. Wilkins, Mayor  
Kevin Holland, Commissioner  
Jackie Ratica, Commissioner  
Bobbie Spratt, Commissioner  
Hugo Vargas, Commissioner

### **ADMINISTRATION:**

Tijauna Warner, MPA, MMC, Deputy City Clerk  
Derek Rooney, Esq., City Attorney  
Mitchell Wills, Superintendent PW

## Agenda

1. **Call to Order**
2. **Invocation and Pledge of Allegiance**
3. **Roll Call**
4. **Topic**
  - A. LDRC Mission & Vision Plan
  - B. Workplan Review:
    - Captain Hendry House
    - Ft. Thompson Parklet
    - Solar Lighting Installation
  - C. LDRC and City Contract
  - D. Downtown Events
  - E. Public Comment
  - F. Next Steps/Action Items
5. **Adjournment**

---

### Meeting Records Request

Any person requesting the appeal of a decision of the Planning Agency will require a verbatim record of the proceedings and for that purpose will need to ensure that such verbatim record is made. Pursuant to FS. 286.0105, the record must include the testimony and evidence upon which the appeal is to be based. The City of LaBelle does not prepare or provide such verbatim record.

### Americans with Disabilities Act

In accordance with the provisions of the Americans with Disabilities Act (ADA), this document can be made available in an alternate format upon request. Special accommodations can be provided upon request with five (5) days advance notice of any meeting, by contacting Deputy City Clerk Tijauna Warner at LaBelle City Hall, 481 W. Hickpochee Avenue, LaBelle, Florida. Phone No. 863-675-2872. Hearing Assistance: If hearing impaired, contact Florida Relay at 800-955-8771 (TDD) or 800-955-8770 (Voice), for assistance. (Reference: Florida Statute 286.26)

# LDRC Work Plan 2026 - 2027

## Contents

01		<b>Transformational Strategy 1: Organization</b> Build Organization Capacity & Sustainability
02		<b>Transformational Strategy 2: Design</b> Activate Downtown Spaces & Public Places
03		<b>Transformational Strategy 3: Economic Vitality</b> Strengthen Downtown Businesses & Economic Vitality
04		<b>Transformational Strategy 4: Promotion</b> Tell LaBelle's Story & Build Identity

# Transformation Strategy 1: Build Organization Capacity & Sustainability

Create a resilient organization capable of sustaining long-term downtown revitalization.

## Objectives

- Strengthen internal capacity and systems.
- Expand partnerships and volunteer engagement.
- Improve funding readiness and financial stability.

Initiatives				
Approach	Initiative (deliverable + desired outcome)	Timeline	Lead	Budget
ORGANIZATION	<p><b>Increase organizational leadership capacity</b></p> <p><b>Deliverable/Measurement:</b> Board expanded by 1-2 members, including one with financial expertise.</p> <p><b>Desired outcome:</b> Stronger, more diverse leadership structure with expanded skill sets.</p>	Q1-Q2	Board Chair / ED	\$0
ORGANIZATION	<p><b>Develop robust board training program &amp; create legacy plan</b></p> <p><b>Deliverable/Measurement:</b> Written plan completed and adopted.</p> <p><b>Desired outcome:</b> Improved understanding of roles, responsibilities, and the Main Street model.</p>	Q2-Q3	ED / Board	\$0 - \$1000
ORGANIZATION	<p><b>Develop budget to hire additional part-time employee in 2027</b></p> <p><b>Deliverable/Measurement:</b> Part-time position defined; 12-month budget approved; funding sources identified and allocated.</p> <p><b>Desired outcome:</b> Sustainable staffing capacity established to support daily operations and programs.</p>	Q3-Q4	Board Chair / ED	\$15,000 - \$30,000
ORGANIZATION	<p><b>Diversify income &amp; increase annual budget</b></p> <p><b>Deliverable/Measurement:</b> Increase total annual operating budget by 5-10% over previous year.</p> <p><b>Desired outcome:</b> Stable, predictable financial foundation; increased capacity for staff, programs, and initiatives.</p>	Q1-Q4	Board Chair / ED	-

Initiatives				
Approach	Initiative (deliverable + desired outcome)	Timeline	Lead	Budget
PROMOTION	<p align="center"><b>Solidify / expand LDRC marketing</b></p> <p><b>Deliverable/Measurement:</b> Develop and adopt one comprehensive marketing plan; establish consistent branding and messaging.</p> <p><b>Desired outcome:</b> Clear, consistent public presence; improved awareness of downtown programs and events; stronger engagement.</p>	Q1-Q2	Promotions Committee	\$2,000
PROMOTION	<p align="center"><b>Create and launch sustainable membership plan</b></p> <p>Deliverable/Measurement: Membership program launched; 10-50 members enrolled.</p> <p>Desired outcome: Increased stakeholder investment in downtown revitalization.</p>	Q1-Q4	ED	Staff Time
PROMOTION	<p align="center"><b>Expand Food Trucks by the River to daily</b></p> <p><b>Deliverable/Measurement:</b> Increase food truck presence from 4 days to 7 days.</p> <p><b>Desired outcome:</b> Increased foot traffic and support for river-adjacent businesses; riverfront becomes a reliable everyday destination; additional fee income.</p>	Q3-Q4	ED	Staff Time
PROMOTION	<p align="center"><b>Increase grant probability</b></p> <p><b>Deliverable/Measurement:</b> Complete grant readiness training or certification.</p> <p><b>Desired outcome:</b> Higher-quality, more competitive grant applications; increased external funding.</p>	Q1	ED	\$800
PROMOTION	<p align="center"><b>Complete LDRC in-office shop</b></p> <p><b>Deliverable/Measurement:</b> Fully outfit and open the LDRC office retail shop.</p> <p><b>Desired outcome:</b> New earned revenue stream; increased foot traffic; greater visibility for branding and downtown identity</p>	Q1-Q2	Volunteers / ED	\$0 - \$1000.00
PROMOTION	<p align="center"><b>Develop and implement volunteer pipeline</b></p> <p><b>Deliverable/Measurement:</b> Formal volunteer pipeline established with 1-2 active volunteers (including working with local high school/other nonprofits).</p> <p><b>Desired outcome:</b> Reliable, repeatable volunteer support; reduced staff burnout through shared workload.</p>	Q1-Q4	Promotions Committee / ED	Staff Time

Initiatives				
Approach	Initiative (deliverable + desired outcome)	Timeline	Lead	Budget
DESIGN	<p><b>Capital improvements to LDRC office</b></p> <p><b>Deliverable/Measurement:</b> Upgrade office space to support public-facing operations.</p> <p><b>Desired outcome:</b> Functional, welcoming, professional LDRC office; enhanced visitor experience and credibility.</p>	Q1-Q3	Promotions Committee	\$0 - \$10,000
ECONOMIC VITALITY	<p><b>Stand up CLG (Certified Local Government)</b></p> <p><b>Deliverable/Measurement:</b> Complete all steps to formally establish CLG status with the State of Florida.</p> <p><b>Desired outcome:</b> Ability to compete for historic preservation grant funding; stronger preservation framework and credibility for future cultural projects.</p>	Q2-Q4	Economic Committee / ED	\$0

# Transformation Strategy 2: Activate Downtown Spaces & Public Places

*Increase downtown activity and use of public spaces through design improvements and welcoming public places that encourage people to gather and return.*

## Objectives

- Improve the appearance and usability of public spaces.
- Create visible, quick-win placemaking projects.
- Support year-round activation of downtown.

Initiatives				
Approach	Initiative (deliverable + desired outcome)	Timeline	Lead	Budget
PROMOTION	<p><b>Expand Saturday Morning Markets</b></p> <p><b>Deliverable/Measurement:</b> Increase number of market days to 12 times a year; grow average visitor participation by 30%.</p> <p><b>Desired outcome:</b> Stronger activation of downtown with increased foot traffic and vendor sales</p>	Q1 - Q4	ED / Promotion Committee	\$0 - \$1000
PROMOTION	<p><b>Organize Trunk or Treat / Fall Festival</b></p> <p><b>Deliverable/Measurement:</b> Deliver 1 fall family event.</p> <p><b>Desired outcome:</b> Safe, high-visibility family event that increases downtown foot traffic and business participation.</p>	Q3 - Q4	ED / Promotion Committee	\$0 - \$2000
PROMOTION	<p><b>Coordinate Christmas in the Park</b></p> <p><b>Deliverable/Measurement:</b> Work with Chamber of Commerce &amp; City of LaBelle to deliver coordinated Christmas in the Park event.</p> <p><b>Desired outcome:</b> Unified, well-branded holiday event that increases downtown visitation and strengthens inter-organization partnerships.</p>	Q3-Q4	ED / Promotion Committee	\$500

Initiatives				
Approach	Initiative (deliverable + desired outcome)	Timeline	Lead	Budget
DESIGN	<p><b>Seek grant funding for solar light project</b></p> <p><b>Deliverable/Measurement:</b> Submit 1-3 grant applications for solar lighting improvements.</p> <p><b>Desired outcome:</b> Funding pathway established for sustainable lighting that improves safety, visibility, and downtown aesthetics.</p>	Q1-Q4	ED & Design Committee	\$40,000 (grant)
ORGANIZATION /DESIGN	<p><b>Begin Downtown District expansion planning</b></p> <p><b>Deliverable/Measurement:</b> Draft proposed expanded district boundary map; hold at least 2 stakeholder meetings.</p> <p><b>Desired outcome:</b> Clear, vetted district expansion concept ready for City review and future adoption.</p>	Q3-Q4	ED	\$2,500
ECONOMIC VITALITY	<p><b>Help businesses update Google Business listings</b></p> <p><b>Deliverable/Measurement:</b> Assist at least 5 downtown businesses in updating or claiming their Google Business profiles.</p> <p><b>Desired outcome:</b> Improved online visibility and discoverability; increased foot traffic and customer engagement.</p>	Q1	ED	\$100-\$300
ECONOMIC VITALITY	<p><b>Recruit businesses to claim/manage online profiles</b></p> <p><b>Deliverable/Measurement:</b> At least 40% of downtown businesses claim and manage their online profiles.</p> <p><b>Desired outcome:</b> More accurate, up-to-date business information and improved digital visibility</p>	Q1-Q2	Volunteers / ED	\$0

# Transformation Strategy 3: Strengthen Downtown Businesses & Economic Vitality

*Support business retention, attraction, and reinvestment in downtown LaBelle.*

## Objectives

- Support existing businesses with targeted tools.
- Activate vacant and underutilized properties.
- Encourage reinvestment and entrepreneurship.

Initiatives				
Approach	Initiative (deliverable + desired outcome)	Timeline	Lead	Budget
<b>ORGANIZATION</b>	<p><b>Seek funding for downtown community hub project</b></p> <p><b>Deliverable/Measurement:</b> Hometown grant application submitted (includes elements such as new library computer lab, upgrades to City Dock, and upgrades to the LDRC building).</p> <p><b>Desired outcome:</b> Funding pathway established to launch a centralized downtown hub supporting connectivity services and community use</p>	Q2-Q4	ED	-
<b>ECONOMIC VITALITY</b>	<p><b>Develop business redevelopment packages</b></p> <p><b>Deliverable/Measurement:</b> Create standardized business redevelopment package ready to distribute; provide technical assistance touchpoints.</p> <p><b>Desired outcome:</b> Clear, accessible support pathway that helps businesses reinvest, expand, and improve visibility.</p>	Q2-Q3	ED / Economic Committee	\$0 - \$600
<b>ECONOMIC VITALITY /PROMOTION</b>	<p><b>Provide access to signage for vacant buildings</b></p> <p><b>Deliverable/Measurement:</b> Install or provide signage for vacant downtown properties.</p> <p><b>Desired outcome:</b> Improved appearance of vacant storefronts and increased visibility for redevelopment opportunities.</p>	Q2-Q4	ED / Economic committee / Promotion Committee	\$0 - \$1000
<b>ALL</b>	<p><b>Support development of Lee Street</b></p> <p><b>Deliverable/Measurement:</b> Facilitate development or activation efforts for business and property owners on Lee Street.</p> <p><b>Desired outcome:</b> Increased business activity and momentum along Lee Street as a growing downtown corridor.</p>	Q1-Q4	ALL	STAFF TIME

Initiatives				
Approach	Initiative (deliverable + desired outcome)	Timeline	Lead	Budget
ECONOMIC VITALITY	<p><b>Develop and support river businesses</b></p> <p><b>Deliverable/Measurement:</b> Support river-adjacent businesses through coordination, promotion, or technical assistance; establish 1 new river-based activation or service.</p> <p><b>Desired outcome:</b> More active, economically viable riverfront that supports existing businesses and strengthens downtown as a destination.</p>	Q1-Q2	ED / Design Committee	\$0 - 2000
	<p><b>Great Loop tourism concept</b></p> <p><b>Deliverable/Measurement:</b> Develop 1 Great Loop-specific tourism concept; engage Great Loopers or related organizations; create at least 1 looper-targeted resource.</p> <p><b>Desired outcome:</b> Increased visitation and overnight stays from Great Loop travelers; positioning LaBelle as a welcoming stop.</p>	Q1-Q4	ED / Design Committee	\$0-\$500

# Transformation Strategy 4: Tell LaBelle's Story & Build Identity

**Strengthen downtown identity through storytelling, culture, and heritage-based promotion.**

## Objectives

- Establish a consistent narrative for LaBelle.
- Use history and culture as economic and promotional tools.
- Increase community pride and engagement

Initiatives				
Approach	Initiative (deliverable + desired outcome)	Timeline	Lead	Budget
<b>ECONOMIC VITALITY</b>	<p><b>Stand up CLG (Certified Local Government)</b></p> <p><b>Deliverable/Measurement:</b> Complete all steps to formally establish CLG status with the State of Florida.</p> <p><b>Desired outcome:</b> Ability to compete for historic preservation grant funding; stronger preservation framework and credibility.</p>	Q2-Q4	Economic Committee / ED	\$0
<b>PROMOTION</b>	<p><b>Develop and implement comprehensive marketing plan</b></p> <p><b>Deliverable/Measurement:</b> Develop and adopt one comprehensive marketing plan; establish consistent branding and messaging.</p> <p><b>Desired outcome:</b> Clear, professional, consistent public presence; improved awareness of downtown programs &amp; events.</p>	Q1-Q2	Promotions Committee	\$2,000
<b>DESIGN</b>	<p><b>Incorporate storytelling into physical elements</b></p> <p><b>Deliverable/Measurement:</b> Integrate storytelling into murals, signage, flags, and other physical elements; develop standardized storytelling theme/framework for use in installations.</p> <p><b>Desired outcome:</b> Downtown spaces communicate LaBelle's history and identity in visible, engaging ways; strengthened sense of place and visitor experience.</p>	Q2-Q4	ED	\$0 - \$3000

Initiatives				
Approach	Initiative (deliverable + desired outcome)	Timeline	Lead	Budget
DESIGN	<p><b>Fund new historic survey</b></p> <p><b>Deliverable/Measurement:</b> Secure funding commitments for a new historic survey to update and modernize LaBelle's historic resource inventory.</p> <p><b>Desired outcome:</b> Funding pathway established to support preservation, planning, and redevelopment efforts.</p>	Q2-Q4	Design Committee & ED	GRANT FUNDING
PROMOTION	<p><b>Continue website development (historic engagement features)</b></p> <p><b>Deliverable/Measurement:</b> Launch new historic engagement features including historic stories or assets.</p> <p><b>Desired outcome:</b> Increased public engagement with LaBelle's history and stronger digital access to cultural resources.</p>	Q2-Q4	Promotions Committee	STAFF TIME
PROMOTION	<p><b>Community flag legacy program</b></p> <p><b>Deliverable/Measurement:</b> Purchase and rotate an American flag around the community; community flag donated at Smoke Under the Oaks 2027.</p> <p><b>Desired outcome:</b> Symbolic community-owned element that reinforces local identity and creates a meaningful legacy moment tied to a signature event.</p>	Q1-Q4	ED	\$100 - \$200
PROMOTION	<p><b>Create and distribute LaBelle-themed novelty items</b></p> <p><b>Deliverable/Measurement:</b> Design and produce 2-4 new LaBelle-themed novelty items; sell through LDRC shop, events, or partners; generate earned revenue.</p> <p><b>Desired outcome:</b> Increased earned revenue and brand visibility while reinforcing LaBelle's identity.</p>	Q1-Q4	ED	\$0 - \$1000
PROMOTION /DESIGN	<p><b>Build support for paddleboat park</b></p> <p><b>Deliverable/Measurement:</b> Conduct stakeholder meetings; develop concept brief and letters of support for partner endorsements.</p> <p><b>Desired outcome:</b> Broad stakeholder alignment and documented support positioning the paddleboat park for future funding and implementation.</p>	Q2-Q4	ED	\$200

Initiatives				
Approach	Initiative (deliverable + desired outcome)	Timeline	Lead	Budget
ALL	<p><b>Explore rebuilding the Everett Hotel</b></p> <p><b>Deliverable/Measurement:</b> Conduct feasibility conversations with property owners, City, or developers; develop preliminary concept/feasibility outline; identify potential funding/redevelopment pathways.</p> <p><b>Desired outcome:</b> Clear understanding of redevelopment viability and next steps while preserving historic significance and assessing economic feasibility.</p>	Q1-Q3	ALL	STAFF TIME
ALL	<p><b>Complete Ft. Thompson Parklet</b></p> <p><b>Deliverable/Measurement:</b> Complete Ft. Thompson Parklet.</p> <p><b>Desired outcome:</b> Placemaking improvement that supports downtown identity and visitor experience.</p>	Q3-Q4	ALL	Staff Time
ALL	<p><b>Explore development of Captain Hendry House</b></p> <p><b>Deliverable/Measurement:</b> Conduct planning meetings with City, historians, and partners. Research comparable model. Develop concept outline.</p> <p><b>Desired outcome:</b> Clear concept and stakeholder alignment for transforming Captain Hendry house into history attraction that supports tourism, education, and heritage perservation.</p>	Q2-Q4	ED	\$0-\$3000

## FUNDING AND PROGRAM AGREEMENT

BETWEEN  
CITY OF LABELLE  
AND  
LABELLE DOWNTOWN REVITALIZATION CORPORATION  
FISCAL YEAR 2026

### INTRODUCTION

THIS FUNDING AND PROGRAM AGREEMENT (“Agreement”) is made and entered into this \_\_\_ day of \_\_\_\_\_, 2026, by and between the CITY OF LABELLE, Florida, a municipal corporation organized and existing under the laws of the State of Florida (“City”), and LABELLE DOWNTOWN REVITALIZATION CORPORATION, INC., a Florida not-for-profit corporation and 501(c)(3) organization (“Corporation”).

### WITNESSETH

WHEREAS, the City desires to stimulate economic development, enhance property values, support small businesses, and promote downtown revitalization within the City of LaBelle; and

WHEREAS, the Corporation is organized for the purpose of promoting and implementing a downtown revitalization program utilizing the Florida Main Street Four-Point Approach; and

WHEREAS, the City has budgeted funds to support the administration and implementation of a Downtown Revitalization Program;

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the Parties agree as follows:

### 1. TERM

The Term of this Agreement shall commence on October 1, 2025 and shall expire on September 30, 2026, unless terminated earlier in accordance with this Agreement.

## 2. SCOPE OF SERVICES

The Corporation shall operate and administer a Downtown Revitalization Program within the designated Downtown LaBelle District.

The Corporation shall:

- Employ or contract with a qualified Executive Director or Program Manager.
- Maintain active Board and Four-Point Committees (Organization, Design, Promotion, Economic Vitality).
- Conduct promotional events and marketing efforts.
- Provide business assistance and support initiatives.
- Coordinate beautification and design improvements with the City.
- Develop and submit an Annual Work Plan within ninety (90) days.

## 3. CITY FUNDING

The City shall provide funding to the Corporation in an amount not to exceed \$\_\_\_\_\_ for Fiscal Year 2026.

Funds shall be used solely for program administration, marketing, events, business assistance, and approved downtown revitalization initiatives.

Unused funds shall be returned within thirty (30) days of expiration or termination.

## 4. REPORTING REQUIREMENTS

The Corporation shall provide reporting in the following two categories:

### A. Monthly Financial Reports

- Submitted no later than the 15th of the following month.
- Include a detailed budget vs. actual expenditure report.
- Include documentation of City funds expended.
- Include matching funds documentation, if applicable.

### B. Quarterly Activity Reports

- Submitted within fifteen (15) days after the end of each fiscal quarter.
- Summarize program activities, events, and promotions conducted.
- Include committee meetings, attendance, and accomplishments.

- Include business assistance activities and economic impact updates.
- Provide summary of volunteer hours and partnerships.

## 5. AUDIT AND RECORDS

The Corporation shall maintain financial records in accordance with generally accepted accounting principles and retain records for five (5) years. The City may inspect or audit records upon reasonable notice.

## 6. INSURANCE

The Corporation shall maintain:

- Commercial General Liability Insurance of at least \$1,000,000 per occurrence.
- Workers' Compensation Insurance as required by Florida law.
- Directors and Officers Liability Insurance.

The City shall be named as an Additional Insured on General Liability policies.

## 7. INDEMNIFICATION

The Corporation shall indemnify and hold harmless the City, its elected officials, officers, and employees from any claims arising from performance of this Agreement, except to the extent caused by City negligence.

## 8. TERMINATION

Either Party may terminate this Agreement upon thirty (30) days written notice. Upon termination, unused funds shall be returned and a final report submitted within ninety (90) days.

## 9. GOVERNING LAW

This Agreement shall be governed by the laws of the State of Florida. Venue shall lie in Hendry County, Florida.

**SIGNATURES**

IN WITNESS WHEREOF, the Parties have executed this Agreement on the dates set forth below.

CITY OF LABELLE, FLORIDA

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

ATTEST:

\_\_\_\_\_

City Clerk

LABELLE DOWNTOWN REVITALIZATION CORPORATION, INC.

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_