

NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY
MEETING OF THE BOARD OF COMMISSIONERS
LOCATION: SOUTH DADE GOVERNMENT CENTER – ROOM 203
10710 S.W. 211TH STREET, MIAMI, FL
Regular Meeting 6:00PM – 7:30PM

October 27, 2008

MEETING AGENDA

- | | | |
|--------------|--|---------------------------------|
| I. | Meeting Call to Order and Roll Call | Chair |
| II. | Approval of the Minutes | Board |
| | July 28, 2008 – Regular Meeting August 25, 2008 – Regular Meeting September 29, 2008 – Regular Meeting | |
| III. | Approval of Agenda | Board |
| IV. | Open Forum for Public Comments (15-min) | |
| V. | Old Business | |
| | Community Policing | MDPD Annual and Monthly Reports |
| | Update on General Old Business | |
| | 1. Heritage Village | MDC Public Housing Report |
| | 2. Current re-zoning applications in CRA | Staff |
| | 3. Mandarin Lakes | Karl Albertson, D.R. Horton |
| | 4. Infrastructure Construction | Ignacio Serralta, SRS |
| VI. | New Business | |
| | 1. Update on Florida Supreme Court decision regarding Strand vs. Escambia | Steven Zelkowitz |
| | 2. Update on Redevelopment Agreement Amendment | Steven Zelkowitz |
| | 3. Progress report regarding Economic Development | Rachel Bach |
| VII. | Next Meeting Dates: | |
| | November 17, 2008, Regular Board Meeting | |
| | December 15, 2008, Regular Board Meeting | |
| VIII. | Adjournment | |

**NARANJA LAKES
COMMUNITY REDEVELOPMENT AGENCY**

Roll Call Sheet for 10/27/2008

| MEMBER | PRESENT | LATE | ABSENT |
|-------------------------------|---------|------|--------|
| Archer, Stuart | ✓ | | |
| Betancourt, Nina, Chairperson | | | ✓ |
| Forbes, Kenneth | ✓ | | |
| Hakssa, Moe | ✓ | | |
| Infante, Rene | ✓ | | |
| Lipe, Daniel P. | | | ✓ |
| Ramkissoo, Parsuram | | | ✓ |
| Volkert, Marleen | | ✓ | |
| (One Vacant Seat) | | | |
| | | | |
| | | | |
| COMMISSION REPORTER | | | |
| START TIME | | | |
| END TIME | | | |
| | | | |

NOTE: Five (5) members constitute a quorum

Revised on 6/14/2006

Others:

Steven Zerkowitz - Legal Counsel
Rachael Bach - EDC

G. Fernandez - OSBM
J. Rodriguez - OSBM

Thornton, Jill (COC)

From: Rodriguez, Jason E. (OSBM)
Sent: Monday, October 27, 2008 2:14 PM
To: "'Nina" Gail Betancourt (ninagail@ninabroker.com)'; 'bargaintowninc@cs.com'; 'Daniel Lipe (DANIELL@communitybankfl.com)'; 'Ken Forbes'; 'Marlene Volkert'; 'Moe M. Hakssa (moe@lumoprint.com)'; 'Parsuram Ramkissoo'; 'Stunjune@aol.com'
Cc: Thornton, Jill (COC); Fernandez, Jorge (OSBM); 'Steven W. Zelkowitz'; Dashtaki, Mandana (CAO)
Subject: FW: Rezoning - Leisure City Community Urban Center District-LCCUC

Board Members,

At the request of Mr. Len Anthony, I am forwarding this email with some of his concerns as he will be unable to attend the meeting tonight. Thanks.

Jason Emilio Rodriguez,
 Business Analyst
 Office of Strategic Business Management
 305-375-2820
www.miamidade.gov
"Delivering Excellence Every Day"

From: Len Anthony [mailto:golfen1@bellsouth.net]
Sent: Monday, October 27, 2008 12:58 PM
To: Rodriguez, Jason E. (OSBM)
Subject: Rezoning - Leisure City Community Urban Center District-LCCUC

Jason Rodriguez
 Office of Strategic Business Management
 Miami-Dade County
 Miami, Florida 33128

SUBJECT: REZONING – LCCUC

1. Reference our recent conversations on the upcoming rezoning of portions of the Naranja Lakes Community Redevelopment Area to become the LCCUC scheduled for hearing before the Board of County Commissioners on November 6, 2008.
2. I believe this "taking" of portions of the Redevelopment Area (NLCRA) should be discussed by the Agency and a position established with reference to the pending action before the Board of County Commissioners. I have stated this position previously to the Agency Board and have also appeared before several involved committees and review bodies. I believe that the Agency should further investigate the wisdom and merit of permitting another agency or agencies to develop and regulate the development of an area that I feel is in the prime area of jurisdiction of the NLCRA. I believe that community hearings should be scheduled and appropriate positions developed with reference to this enactment of a regulated area within the Agency's area of concern and jurisdiction, and that position(s) proffered to the Board of County Commissioners before they decide this most important issue.
3. I may be physically unable to appear before the Agency's Board at its' meeting on the 28th of October and appreciate your offer to present this point of view at this time by way of this communication. Remote (distance) issues force me to forego the opportunity to appear on this date, and the pending immediate date of hearing of the County Commissioners exacerbates the problem for me.
4. I have previously attended the community meeting in the Leisure City Area during

10/27/2008

- which the subject issue was evolved. This has been of some long ago vintage and I believe that some of the issues/conclusions on which the plan was devised has been overtaken by physical events of interim development, e.g. I would presume that the development of commercial ventures, which I have visited and patronized, may indeed change the focal point of commercial activity from the Winn Dixie shopping center area which is the focus of the proposed LCCUC to those more expansive, modern and current facilities at the intersection of SW 137 Ave and SW 288 Street and environs. This has been a rapid and very recent development since the sale and annexation of this land (from an agricultural usage and designation) by the City of Homestead, in large part.
5. Another consideration of the current zoning effort is that the discussions held many months (? Years) ago included consideration of the inclusion of the name "Naranja Lakes" since it focused on the commercial "Winn-Dixie" area located there. This was what made the planning more palatable to me – a resident of Naranja Lakes Condo 5, on Naranja Lakes Boulevard in Naranja Lakes area. This name has been "dropped" or excluded from the designation. I am now being told that I live in Leisure City and not Naranja Lakes and I have not been able to effectively have my voice and concerns heard, nor do I believe that my fellow neighbors have had that opportunity nor consideration. Recall that my participation in the planning sessions was personal and not 'community representative'.
 6. If nothing else, I believe the conduct of community hearings, would go a long way to append community credibility to the recommended planning action and more representative of the proposed action.
 7. Please share my views with the NLCRA Board at it's 28 October meeting with my apologies for not being present in person.

Len Anthony
Apt PH
14820 Naranja Lakes Blvd
Homestead (Natanja), FL 33032

Naranja Lakes CRA Initiative
Monthly Progress Report

Reported by: Sgt. Ozzie Hernandez

Date of report: October 21, 2008

The following is a synopsis of the police enforcement and community policing actions provided to the Naranja Lakes CRA boundaries from Friday, September 19, 2008 to Sunday, October 19, 2008:

- At the onset of the initiative, an up to date analysis was conducted of the areas of concern to determine the most active days and hours of the week to provide the most efficient coverage.
- A total of 44 four-hour roving patrol details along with 9 enforcement sweeps were conducted during this monthly period. As a result, the efforts produced the following totals:
 1. 29 arrests were initiated of which 4 were felonies, 7 misdemeanor, 8 warrants, 5 traffic, and 5 PTAs, to include a fugitive from Mississippi wanted for rape.
 2. A total of 77 traffic citations and 9 verbal warnings.
 3. A total of 8 message recoveries were apprehended.
 4. A total of 348 Field Interview Reports were written by officers who conducted a stop of an individual who warranted concerns to document there information for future reference.
 5. A total of 1 gram of marijuana and 2 grams of cocaine were seized.
 6. A total of 55 career criminals were stopped and documented.
 7. A total of 298 citizen contacts were initiative and 95 business contacts.

Highlights:

On 9/19/08, a roving patrol unit apprehended a subject who was wanted for committing a grant theft. A General Investigative Unit detective responded and charged the subject.

On 10/14/08, a roving unit arrested a female subject who is a know prostitute and was trespassing in an abandoned house in possession of narcotics.

COMMUNITY RESPONSE TEAM
Naranja Lakes CRA Initiative
Monthly Productivity Report

Month Of: 9/19/08 to 10/19/08

Date: 10/21/08

Hours: Various
Start-Finish

Areas of Concern: SW 268St to 288 St Old Dixie Hwy to the Fl. Turnpike (CRA Boundaries)

Submitted By: Sergeant Oswaldo Hernandez

Weekly Totals

CASES

1. Assigned 29
 2. No Reported 0

CLASS I ARREST (Adults) (Juveniles)

| | | |
|-------------------|--|--|
| 1. Homicide | | |
| 2. Sexual Assault | | |
| 3. Robbery | | |
| 4. Assault | | |
| 5. Burglary | | |
| 6. Larceny | | |
| 7. Auto Theft | | |

ARRESTS (Adults) (Juveniles)

| | | |
|----------------|---|---|
| 1. Felony | 4 | |
| 2. Misdemeanor | 6 | 1 |
| 3. Traffic | 5 | |
| 4. Warrant | 8 | |
| 5. PTA | 5 | |
| 6. DUI | | |

SUBJECT CONTACTS

1. FI Cards 348
 2. Career Criminals 55
 3. Curfew Violations 0
 4. Truants 0

COMMUNITY ACTIVITIES

1. Citizen Contact 298
 2. Business Contact 95

RECOVERIES

1. Persons 8
 2. Apprehensions 2
 3. Other Property 0
 4. Vehicles 0
 5. Recovery Value \$ \$0.00

PROPERTY/NARCOTICS SEIZED

1. Type _____
 2. Value \$ 90.00
 3. Marijuana (grams) 1 gram
 4. Hashish (grams) _____
 5. Cocaine (grams) 2 grams
 6. Heroin (grams) _____
 7. Pills (# & type) _____
 8. Currency Seized \$ _____

WEAPONS SEIZED

1. Firearms _____
 2. Knives _____
 3. Other _____

TRAFFIC ACTIVITIES

1. HMV 45
 2. NHMV 32
 3. Parking 0
 4. Verbal warnings 9
 5. Vehicles Impounded 0

Comments: See Monthly Progress Report.

Annual Executive Summary Report Reported on 10/01/2008

Naranja Lakes Community Redevelopment Agency Police Initiative

In the 2005 year, the Cutler Ridge District experienced an increase in crime throughout an area that is known as the Naranja Lakes Community Redevelopment Agency (CRA). An area which has a boundary comprised of the following subdivided communities: Mandarin Lakes, Modello, Moody Gardens, Villages of Naranja, River Side Villas, Hidden Grove, Sea Pines, Water Side, Heritage Squares, and assorted Leisure City residential neighborhoods. The CRA boundaries also contain commercial businesses along US1 and along Southwest 137 Avenue. The most noted crimes within the boundaries were robberies, burglaries, prostitution, auto thefts, and other crimes of opportunity. In an effort to address these crime trends with minimal impact on limited daily police patrols, the Cutler Ridge District partnered with the CRA Board and established an agreement facilitating the development of an enhanced community policing enforcement initiative.

The enforcement operations commenced on September 26, 2006, providing daily roving patrols, weekly proactive enforcement sweeps/operations, Residential Empowerment Neighborhood Enforcement Walks (RENEW), community projects, and community police interactions. The overall goal of the project was to reduce crime through added proactive police enforcement and high visibility in conjunction with community interaction, education, and overall citizen integration through community policing concepts.

This report applies to the time period of September 17, 2007 to September 28, 2008. All of the initiatives goals were successfully achieved in the following three categories:

I. Enforcement:

- A total of 392 arrests were made including 44 felony arrests, 67 misdemeanor arrests, 158 warrants arrests, 77 traffic arrests, 41 PTA arrests, and 5 apprehensions (**As compared to last year's total of 201 arrests**).
- A total of 15 fugitives were apprehended from the following states/counties: New York, Pennsylvania, Lake Florida, Henry County, Brevard Florida, Marion County, Palm Beach County, Collier County, Gainesville Florida, St. Lucy County, Leon County, Brails Ford County and 3 from Monroe County.
- 163 message recoveries (**as compared to last year's total of 114 recoveries**).
- 43 curfew violators (**as compared to last years total of 3 curfew violators**)
- 13 truants violators (**none last year**)
- 7 vehicles recovered with a total recovery value of \$81,940 (**as compared to last years total of 3 vehicles**)
- 4,577 Field Interview Reports documented (**as compared to 3,623 last year**).
- 591 career criminals contacted (**as compared to 341 last year**).
- Narcotics seized totaled: 67.8 grams of marijuana and 18.5 grams of cocaine, with a total street value of \$1,603 (**as compared to last years amount of 7 grams of cocaine, 6 grams of marijuana, and 5 hexagon pills, crack cocaine, valued at \$115 dollars**).
- 1,398 traffic citations and 18 parking violations (**as compared to last years 557**).
- 9 vehicles were impounded (**as compared to 5 vehicles last year**)
- A total of 7,946 contacts of which 6,241 citizens and 1,705 business contacts initiated (**as compared to last years total of 7,318**).

II. Community/Enforcement Highlights:

- On October 18, 2007, a stolen vehicle was recovered and the subject arrested.
- On November 03, 2007, a stolen vehicle was recovered at 15700 SW 288 Street.
- On November 13, 2007, a purse snatch strong armed robbery occurred at the Exxon Gas Station located at SW 282 Street and South Dixie Highway. CRA sweep squad observed the subject running with the injured victim pointing at him. CRA was able to apprehend the subject and recover the victim's purse and subject's mask. During the assault the victim received lacerations to her arms and legs caused by the subject attack and dragging her for approximately ten feet. She was treated by rescue on the scene. Upon his arrest, it was discovered that the subject had priors for armed robbery and assaults on other police officers.
- On February 28, 2008, an suspect matching a description of a robbery subject fled from CRA sweep units who attempted to conduct a traffic stop. The subject decided to flee and caused a police pursuit. The subject was successfully apprehended after he wrecked and abandoned his vehicle and attempted to flee on foot..
- On March 18, 2008, a CRA roving unit observed a suspicious vehicle driving in the CRA area and conducted a records check. The check revealed the vehicle had been stolen from Broward County. The vehicle was subsequently stopped and the subject driver was arrested.
- On April 9, 2008, a CRA roving unit observed another suspicious vehicle within the CRA area. A records check revealed the vehicle had been stolen from the City of Homestead. The vehicle's ignition had been popped and a pair of scissor had been jammed in its place. The subject was arrested and vehicle recovered.
- On May 15, 2008, a CRA roving unit observed a suspicious vehicle driving in the CRA area and conducted a records check. The check revealed the vehicle had been stolen from Gainesville Florida. The vehicle was subsequently stopped and the subject driver and passenger were arrested.
- On May 29, 2008, the CRA Sweep squad responded to a theft in progress at the Naranja Food Mart. Since the CRA officers were in the vicinity, they quick response allowing them to see the subjects fleeing in their vehicle. The sweep officers immediately took flight after the subjects and successfully apprehended them and recovered the store's property.
- On June 25, 2008, the CRA Sweep squad observed a vehicle recklessly driving within the Modello complex. The officers initiated a traffic stop which discovered that the vehicle driven was stolen vehicle and subject was apprehended. Search incidental to arrest, revealed the subject was in possession of 20 plus grams of marijuana.
- On July 19, 2008, an armed robbery occurred at the Exxon Gas Station located at 28199 S Dixie Highway. The subject, who was known to frequent the area, was known by a partial street name. The CRA sweep squad became involved in the investigation and successfully discovered the subject's full identity. The CRA sweep squad then assisted robbery detective Tangredi in locating and apprehending the robbery subject on August 7, 2008.
- On August 18, 2008, the CRA Sweep squad observed a suspicious vehicle in the CRA area. A records check of the tag revealed the vehicle had been stolen from the Orlando area and reported by Apopka Police Department. The vehicle was stopped and the subject was apprehended.

RENEW Operations:

Villages of Naranja & Hidden Grove (2/8/08), Modello & Vista Trace (4/10/08), Sea Pines & Waterside (4/22/08), Naranja Condos (6/24/08), Mandarin Lakes (9/3/08), and Palm Gardens Trailer Park (9/17/08).

III. Crime Analysis:

At the onset of the initiative, an up to date crime analysis was conducted of the areas of the CRA boundaries to determine the most active days and hours of the week to provide the most efficient coverage. This was maintained on a weekly basis to establish weekly scheduling of police coverage. This formula of utilizing intelligence gathering through crime trend analysis and proper placement of police presence is one of the keys to this year's success, where we experienced an overall reduction of -3.36% in Part I Crimes. This includes Homicide, Rape, Robbery, Burglaries, Auto Thefts, and thefts

MIAMI-DADE POLICE DEPARTMENT
Naranja Lakes Community Redevelopment Agency
Part I Crimes w/o AOA
2006-09-02 thru 2007-09-01 as to 2007-09-02 thru 2008-09-01

| | Total Cases 2006/07* | Total Cases 2007/08* | cases +/- | % +/- |
|---------------------|----------------------------|----------------------------|-----------|---------|
| Rape | 10 | 9 | 1 | -10% |
| Robbery | 89 | 91 | +2 | +2.24% |
| Burglary (Res) | 223 | 227 | +4 | +1.79% |
| Burglary (Veh) | 122 | 127 | +5 | +4.09% |
| Motor Vehicle Theft | 91 | 62 | -29 | -31.86% |
| Homicide | 2 | 3 | +1 | +50% |
| Theft | 207 | 200 | -7 | -3.38% |
| | ----- | ----- | | |
| Total Part I Crimes | 744 | 719 | -25 | -3.36% |

* CRA Part I Crimes Report: 2006/07 Stats were obtained from 09/02/06 to 09/01/07 and 2007/08 Stats were from 09/02/07 to 09/01/08. The 2006/07 Stats were run on Tuesday, September 30, 2008 and the 2007/08 Stats were run on Tuesday, September 16, 2008.

Grid(s): 2487, 2488, 2489, 2513, 2514, 2515, 2535, 2536, 2537, 3513, 8535

*This overall positive reduction was accomplished although the CRA continues to experience considerable increase in population growth over the past year and a dropping economy.

Future Goals and Operations for 2008/2009:

- To continue to improve on the same quality of enforcement and community policing provided this past year.
- To continue with RENEW walks in different communities located within the CRA. The RENEW project is essentially a grass roots strategy that calls for community policing officers to saturate an area and literally walk from door-to-door in the community meeting every citizen face-to-face. The officers establish a personal relationship with each member of the community and offer them information regarding the establishment of Citizen's Crime Watch; the availability of crime prevention surveys; information on special initiatives like the Gun Bounty Program; and other pertinent referral information.
- To add additional community events such as the Safety Awareness Fairs and Neighborhood Resource Fairs to encourage community interaction.
- To perform security surveys in businesses and residences to educate the community in crime prevention through hands-on guidance on how they can better secure their locations.

Mandarin Lakes Sold and Closed Report 10/27/2008

| 1/22/2008 | 2/19/2008 | 3/18/2008 | 4/22/2008 | 5/19/2008 | 6/24/2008 | 7/22/2008 | 8/26/2008 | 10/24/2008 | Variance From 8/26/08 |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------------------|
| 258 | 263 | 266 | 272 | 274 | 277 | 282 | 279 | 282 | 3 |
| 243 | 244 | 255 | 261 | 263 | 265 | 263 | 267 | 277 | 10 |
| 501 | 507 | 521 | 533 | 537 | 542 | 545 | 546 | 559 | 13 |
| 250 | 254 | 259 | 261 | 266 | 271 | 272 | 277 | 280 | 3 |
| 233 | 236 | 238 | 245 | 245 | 249 | 252 | 256 | 264 | 8 |
| 483 | 490 | 497 | 506 | 511 | 520 | 524 | 533 | 544 | 11 |
| | | | | May-08 | 8-Jun | Jul-08 | Aug-08 | Sep-08 | |
| | | | | 6 | 14 | 7 | 18 | 9 | |
| | | | | 7 | 8 | 6 | 6 | 7 | |

Ainars Rodin, Director
Special Application Center

Chicago, IL

Dear Mr. Rodin:

As part of our recovery work here at Miami-Dade Housing Authority (MDHA) we have encountered the Heritage Village, FL 5-064 (old project number prior to AMPs), Turnkey III Project. This project is comprised of 22 single family units, one shelter and one community center. All units and the community center were renovated and have received C.O.s from the County Building Department. They are ready to be sold immediately.

However, three of the renovated units were previously contracted for homeownership with the current occupants under HUD's old Turnkey III Program. We are seeking the County's legal opinion on the current status of these three units and currently assume they will not be included in our final disposition of the remaining 19 units.

Our dilemma is how we dispose of the remaining units given the regulations of the Turnkey III Program. This program is decades old, the remaining units have been vacant for decades as well. Therefore, there are no current public housing residents in this project to offer this homeownership option. We understand MDHA could convert the program to a Section 32 Homeownership Program, but that will delay the sale of and afford vandals the opportunity to compromise the units. Instead, we are looking for an expedited solution to ensure that these highly desirable affordable units be sold to eligible low-income buyers within a relatively short time.

We look forward to hearing your solutions to the regulatory issues that will expedite the sale of these affordable PH units to either eligible homebuyers in the Scott Carver HOPE VI, Section 8 Homeownership Program, or to a non-profit agency that will sell to qualified low-income families in the geographic area. If you should need further information on Heritage Village please contact me or Donna Ayala at (305) 644-****.

Lindsey S. Reames

HUD Oversight Administrator

cc: Victor Rocher, Miami HUD FO
Donna J. Ayala, HUD Oversight Team
Alex Ballina, MDHA Director of PH

October 24, 2008

Naranja Lakes Community Redevelopment Agency
Miami-Dade County Community Redevelopment Division
Office of Strategic Business Management (OSBM)
111 NW 1st Street, 22nd Floor
Miami, Florida 33128

Attn: Mr. Jorge M. Fernandez, Jr.
OSBM Coordinator

**Re: Naranja Lakes Community Redevelopment Agency
Construction Progress Report-October 2008**

The following is a progress report for the construction activities to date for the Naranja Lakes CRA in accordance with the Redevelopment Agreement.

Construction Activities

Canal Street Bridge

(Anzac Construction, Inc.: Bridge Contractor)

- a. Anzac has poured the concrete slab for the main deck of the bridge.
- b. The reinforcement for the concrete parapet walls is being installed right now.
- c. Please see pictures attached.

SW 140th Ave Plaza (Civic Building) and Entrance Features

(ELCI Construction, Inc.)

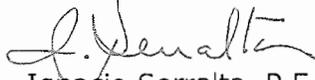
- a. ELCI has completed all third level Tie Beams and passed inspections.
- b. ELCI has completed the roof sheeting as well as the laying of the tar paper.
- c. ELCI is currently working on the construction of all interior walls.
- d. Surveyors were on site on October 10th to lay out the entrance feature structure.
- e. On October 10th Naranja Lakes Construction, LLC also met with ELCI to discuss the exact positioning of the entrance feature and coordination of the trees, irrigation and electrical lines. They are coordinating with Dixie Landscape, Inc and D. R. Horton to make sure that no lines are damaged.
- f. Naranja Lakes Construction, LLC is proposing to relocate the entrance sign on SW 272nd Street from median to the north side at the intersection of

SW 272 Street and SW 137th Avenue. They will have to submit a request to the Zoning Department for approval.

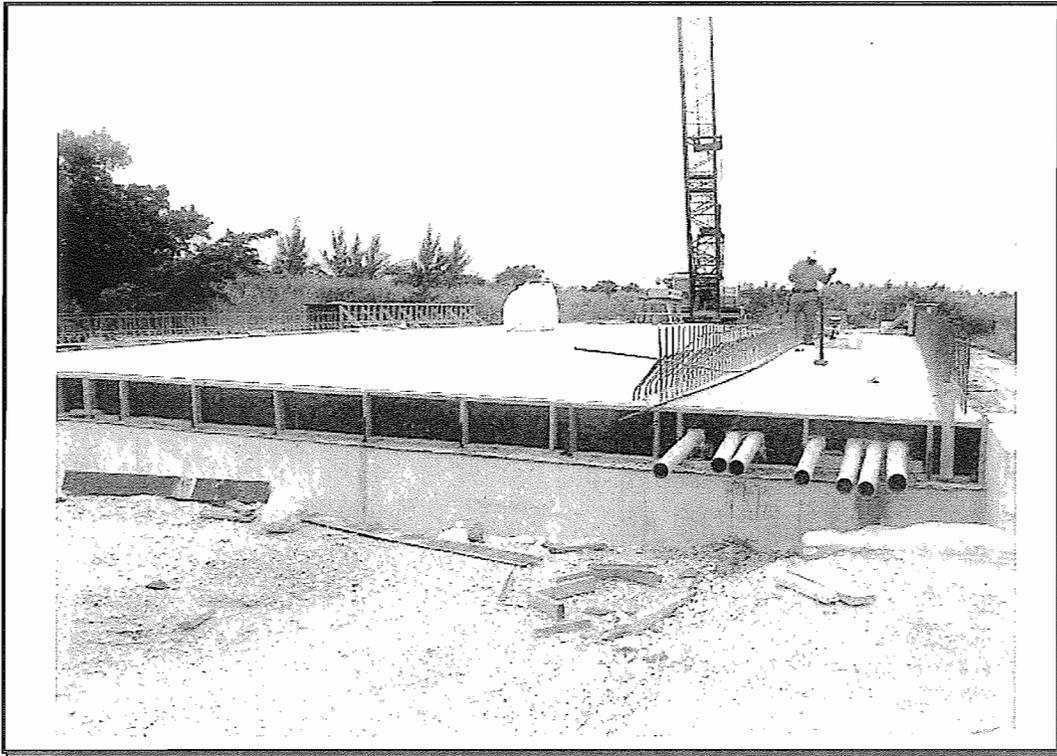
SW 140th Ave., SW 143rd Ave., and SW 272nd Street
(Dixie Landscape, Inc., Landscape and Irrigation Contractor)

- a. Dixie has completed all jack and boring, and has located all existing sleeves and installed all proposed new sleeves for irrigation.
- b. Dixie has re-sodded all areas that have been affected by their work before moving to a different area to begin work.
- c. A meeting was held with Dixie regarding the irrigation system at the site of the entrance feature at the North end of SW 140th Avenue. Dixie will mark where his lines and heads are so that no damage is done.
- d. Dixie is also working with D. R. Horton to remove some of the existing trees in the area of the entrance feature site.
- e. Regarding the landscape plans, Naranja Lakes Construction, LLC has been meeting and coordinating with Public Works to try to resolve the ongoing issues with the sight visibility triangles. A meeting with the Director is scheduled for October 27th. Naranja Lakes Construction will update the Board on their progress at this month's meeting.

Sincerely,


Ignacio Serralta, P.E.
CRA Construction Consultant

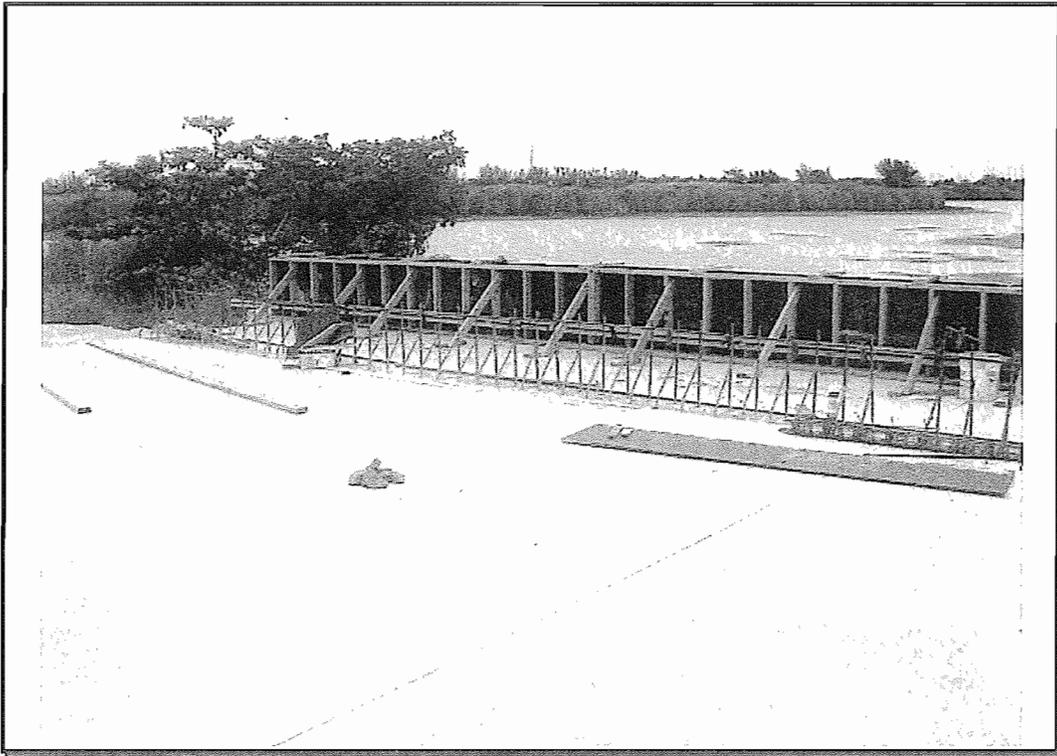




PHOTOGRAPH NO. 1 ■ Canal Street Bridge



PHOTOGRAPH NO. 2 ■ Canal Street Bridge



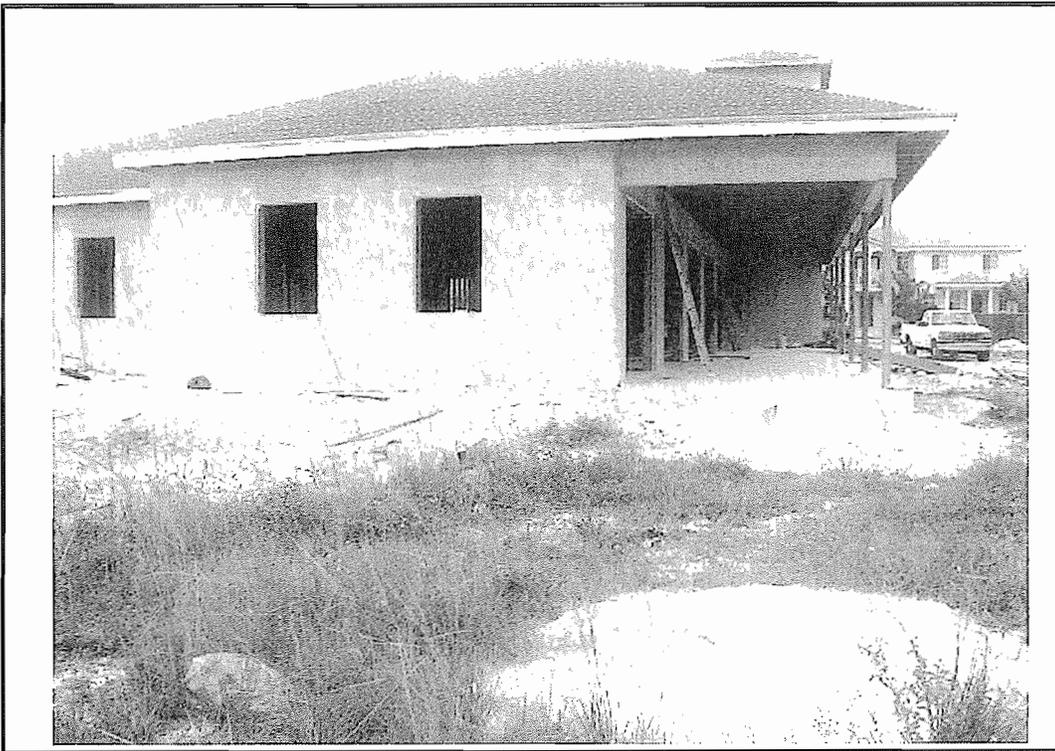
PHOTOGRAPH NO. 3 ■ Canal Street Bridge



PHOTOGRAPH NO. 4 ■ Civic Building SW 140th Avenue



PHOTOGRAPH NO. 5 ■ Civic Building SW 140th Avenue



PHOTOGRAPH NO. 6 ■ Civic Building SW 140th Avenue



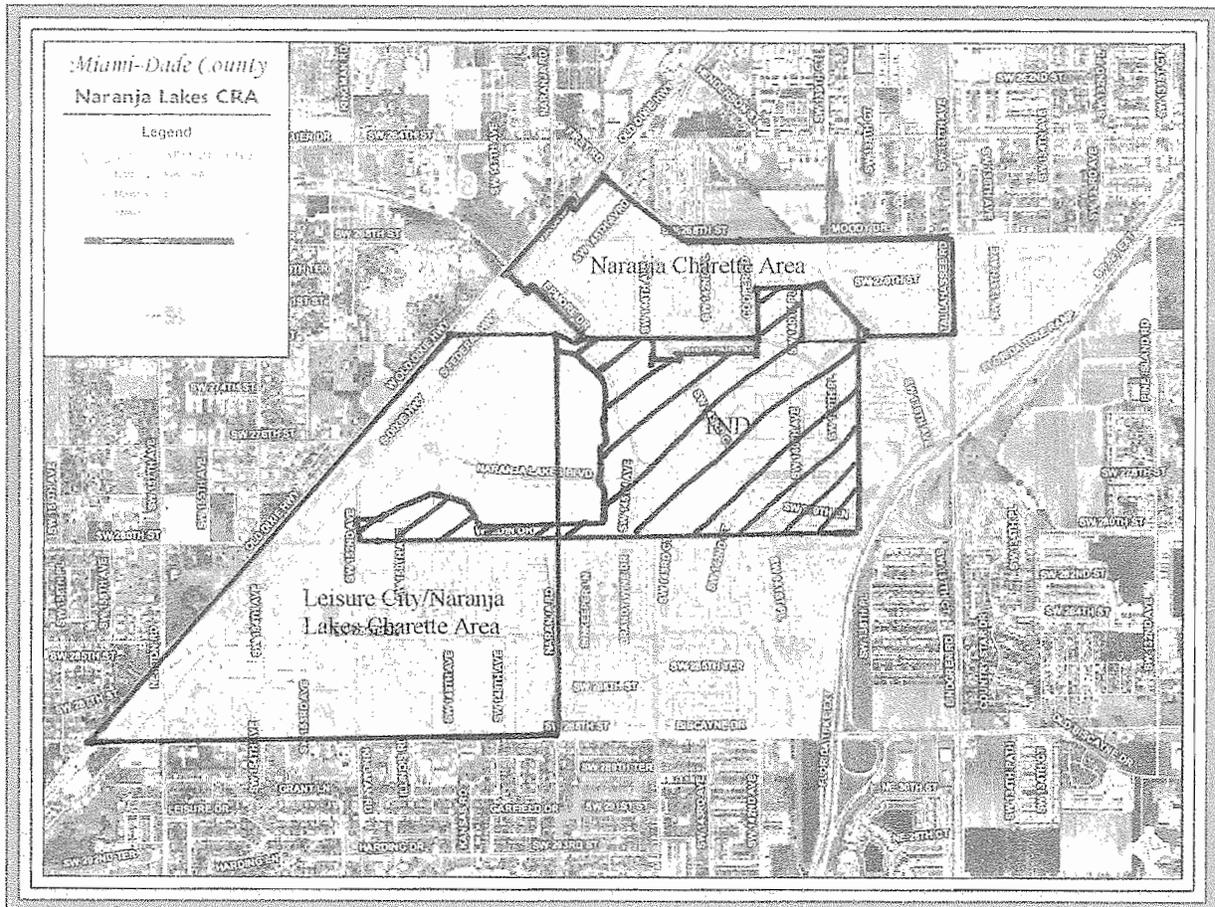
Naranja Lakes CRA
Construction Pictures October 22, 2008



DRAFT - ACTION PLAN UPDATE
October 27, 2008

Summary of Findings

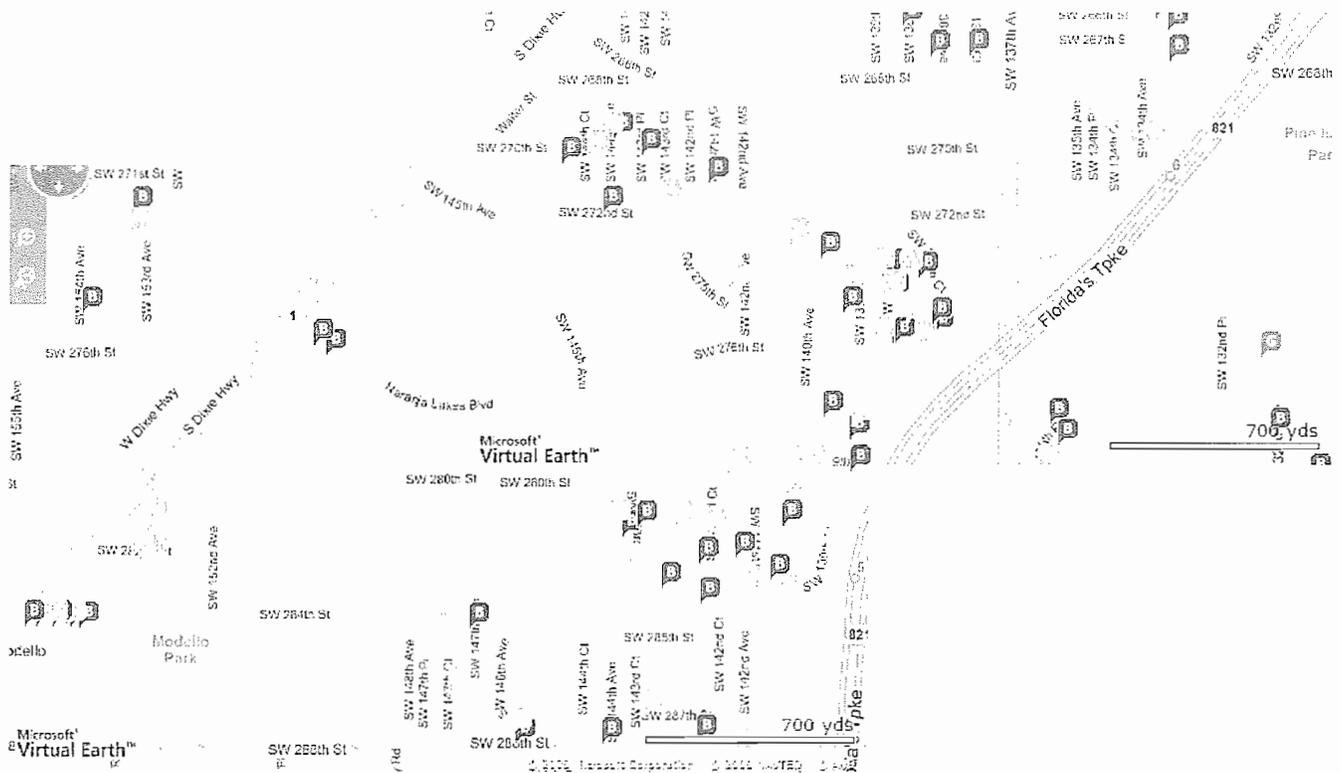
Primary planning areas in NLCRA



Multiple plans and studies have been conducted in and around the Naranja Lakes CRA (NLCRA), however other than the initial Slum and Blight Study and NL CRA Plan, the remaining study areas have only encompassed portions of the Area. Furthermore, there are portions of the NLCRA that have not benefitted from significant planning. These areas are primarily single attached and detached residential neighborhoods. The map above depicts the primary planning areas, those shaded in blue have not been included in any prior plans. *Neighborhoods not included in previous plans are in need of some further evaluation in terms of housing stock, occupancy, infrastructure, traffic and related services for residents. The Action Plan consolidates the recommendations from other study area plans and prioritizes programs and projects based on available funding and a strategy for redevelopment.*

Housing – Existing housing stock is mixed in terms of condition, the Area includes new construction in the Mandarin Lakes project, newer infill construction in existing neighborhoods, older maintained homes and older dilapidated and substandard structures. Statistics for the NLCRA illustrate a very low rate of homeownership at 42% and a very high vacancy rate at 18%. Furthermore, the NLCRA has a plethora of public subsidized low income rental housing with over 1,200 units or 28.6% of the total number of housing units in the NLCRA.

Foreclosure – The foreclosure rate in the NLCRA is extremely high. As a matter of fact, Commission Districts 8 & 9 are noted as the highest in the County. Coupled with the low and very low incomes in the area and the lack of homeownership, there is a significant threat of further neighborhood destabilization. The map below depicts foreclosures in the NLCRA from May 2008 to current. *Priority efforts should be given to seize foreclosure opportunities for land banking, assembly and affordable housing taking advantage of Miami Dade County's \$82 million allocation of Neighborhood Revitalization Act funding.*



Economic Conditions – Unemployment rates in the NLCRA are at 14.9%. This is not surprising given the primary employment industries for residents are construction and service. Furthermore, only 37.6% of the population have a high school degree or higher, making it difficult for job seekers to find alternative employment. Education and training in emerging and more stable industries should be a goal of the CRA.

Consumer spending on goods and services by households residing within the NLCRA is substantially lower than the national averages. For instance consumer spending on entertainment and recreation is half that of the national average and dining out 43% less than the national average. Healthcare expenditures are also significantly lower with the primary expenditures going to food and shelter. Within the 2 and 3 mile radius trade area, there are higher rates of expenditures on computer accessories and equipment as well as vehicle repair and maintenance, however still lower than the national averages in these categories. This is not surprising given current market conditions, but contributes to turnover of businesses. *Market segments should be further analyzed to identify the types of consumer goods and services that can be attracted to the area. Also empowering existing residents to have the ability to increase consumer spending through job creation and training will also improve economic conditions in the NLCRA.*

Economic Development – Given the economic conditions in the area, low consumer spending and unemployment, priority should be given to assisting existing businesses secure the resources to retain or expand employment. There are several small business and micro loan programs funded by Miami Dade County and other non-profit organizations. The issue for many businesses currently is cash flow. In addition a large portion of the CRA is a designated Urban Target Area and Brownfield Redevelopment Area. Both of these designations provide businesses with priority for incentives or additional incentives such Job creation refunds. Unfortunately, many of these programs have not been used by the businesses in the NLCRA, with almost none utilizing these incentives. Furthermore, in January, the County will be issuing its annual Request for Proposals for its Commercial Revitalization Grant program which helps businesses make improvements to their facilities. A full inventory of programs, application deadlines and guidelines will be provided as part of the Action Plan. *The NLCRA should focus its resources on better marketing these programs to area businesses, providing technical assistance in preparing applications, and potentially using its CDBG economic development grant funds to collateralize or guarantee these loans.*

Capital Improvements – There were several priority capital improvements identified in the various planning studies conducted in the Area. Examples of projects include the improvements to Royal Colonial Park, additional lighting throughout the area and roadway and streetscape improvements. Furthermore, Miami Dade County and FDOT have several approved capital projects planned in the NLCRA, some related to redevelopment plans, others not. However, the NLCRA should consider all capital projects as an opportunity to leverage funds and further the goals of the CRA.

Continuous monitoring of Miami Dade County and other State agency project as well as annual advocacy for Captial funding should occur on a regular basis. Where possible, work with other agency to partially fund CRA recommended improvements. The CRA can seek funding for improvements through the MPO, FDOT and other State and local funding sources to supplement planned projects with CRA recommended improvements. The following is a list of upcoming capital projects in the area.

| Project | Description | Timeframe | Cost | Agency |
|---|--|------------------------|----------------|-----------------------|
| SW 137 Ave Roads | Widening – 2 to 4 lanes | Construction – 2010 | PE - \$84,000 | MD Public Works |
| SW 268 Street Roads | Roadway Improvements | Construction – 2009 | PE - \$866,000 | MD Public Works |
| US 1 from SW 284 to 266 St. Roads | Flexible Pavement | Construction – 2011 | | FDOT – Dist. 6 |
| SW 280 Street Roads | Modification of existing improvements | Construction – 2007 | | Private Sector/CRA |
| Naranja Lakes Library | Construction of a Library on SW 280 St. | Construction - 2007 | | MD Public Works |
| Animal Shelter | SW 147 th Ave and SW 280 th Street | Construction - 2011 | | MD Public Works |

Community Services – Based on the ESRI population data, the median age of residents in the CRA is 24.9. This is an indicator of a large youth population. Furthermore, stakeholder interviews have identified the youth population as a priority group for services. Other aspects of this plan such as education, employment, housing and healthcare, to name a few, would also be addressed in a holistic approach to providing services and empowering residents to become self sufficient. Further discussion with service providers will be necessary to determine in what way the NLCRA can assist in coordinating or providing these services. A Community Services roundtable will be scheduled as part of this plan to inventory services and solicit input.

Community Outreach

The NLCRA Economic Development Coordinator continues to schedule meetings with CRA stakeholders. To date, the Coordinator has met with several key Miami-Dade County Departments, CRA Boardmembers and community members. These meetings will be ongoing. Community members will be interviewed in small group settings or as part of the public workshop and the Economic Development Coordinator will coordinate with the CRA Board to schedule a public workshop.

Outstanding items for research

- Review of existing proposed utility maps and plans
- Review of roadway maintenance schedules in the area
- Inventory of community services provided in and around NLCRA
- Community Services Roundtable
- Analysis of NLCRA Tax Roll and Business License data