



Proposed Fiscal Year 2023-2024 Budget

Introduction

On July 21, 1998, the Board of County Commissioners (Board) adopted Resolution R-847-98, declaring a geographical area in south Miami-Dade County as slum and blight. The Naranja Lakes Community Redevelopment Agency (CRA) was created by the Board pursuant to Ordinance No. 02-216 adopted on October 22, 2002, appointing its board members, and delegating the power to prepare a Redevelopment Plan (Plan), subject to Board approval, to address slum and blight in the redevelopment area. The interlocal agreement granting the CRA certain redevelopment powers was approved by Resolution R-855-03 on July 22, 2003. The Redevelopment Plan was adopted pursuant to Resolution R-418-03 on May 6, 2003, as well as the Trust Fund to finance the CRA's redevelopment initiatives.

The CRA Plan included as its Primary Redevelopment Project (Project) the development of approximately 210 acres, known as the Mandarin Lakes development. The Mandarin Lakes development is the County's first Traditional Neighborhood Development (TND) project. The County facilitated loans to the CRA that were used to fund certain infrastructure improvements, such as roadways, streetscape, landscape, recreational grounds with gazebos, and a Community Center. Phase I of the Project was completed in Fiscal Year 2010-11. Mandarin Lakes has spurred residential life and landscape beauty in an area that was in ruins after Hurricane Andrew. The Mandarin Lakes project has been critical to the creation of meaningful tax increment to address slum and blight in the entire redevelopment area.

On March 8, 2016, the Board adopted Resolution R-187-16 declaring an area adjacent to the Naranja Lakes CRA area to be a slum or blighted and authorizing the CRA to prepare an amendment to its Redevelopment Plan for both, the existing and the proposed expanded area. In January 2018, the Board adopted Resolution R-13-18 approving the First Amendment to the Interlocal Cooperation Agreement between the County and the CRA and approving the Amendment to the Redevelopment Plan. On April 11, 2018, the CRA executed the First Amendment to the Interlocal Agreement. On April 9, 2019, the Board adopted Resolution No. R-350-19 correcting the boundary description of the expanded redevelopment area described in Resolutions No. R-187-16, R-13-18, and the First Amendment to the Interlocal Agreement. The expanded CRA boundaries include County Commission District 8 and 9 and

are generally bounded on the North by SW 232nd Street from the Urban Development Boundary (UDB) to SW 122nd Avenue, on the West by the UDB, on the South by SW 296th Street, and on the East by the Florida Turnpike following SW 296th Street to SW 127th Avenue to SW 248th Street to SW 122nd Avenue. The expansion area is approximately 3,060 acres, the original area is 1,247 acres for a total CRA Area of 4,307 acres, which is equivalent to 6.73 square miles.

Goals, Tax Base Growth and Fiscal Year 2023-2024 Proposed Budget

The CRA goals continue to be the expansion of the property values within the redevelopment area, to provide enhanced safety to the area residents in the form of Innovative Community Policing, and to find opportunities to improve the physical quality of life for the businesses and residents of the Area in accordance with the Plan. The Redevelopment Area has experienced healthy growth in taxable values. For Fiscal Year 2023-24, the Area taxable value increased 21 percent over the 2022 Preliminary Roll for the original area and 17 percent growth for the expansion area. Overall, the Area increased 18 percent as noted in the table below.

Area	2022 Roll	2023 Roll	Increase	Percent Increase
Original Area	570,757,027	693,051,233	122,294,206	21 Percent
Expansion Area	1,180,851,016	1,378,299,958	197,448,942	17 Percent
TOTAL	1,751,608,043	2,071,351,191	319,743,148	18 Percent

Additionally, the redevelopment area’s original \$131.2 million taxable value has increased approximately 428% to \$561.7 million, since the CRA’s inception in 2002. Fiscal Year 2023-24 is the sixth year in which the expansion area increment is measured. The 2017 base year of \$493.5 million taxable value for the expansion area increased to \$884.7 million, representing an approximately 179% increase.

Fiscal Year 2023-2024

Administrative Expenses - \$260,000

1. Direct County Support (\$200,000)

This line item covers expenses incurred by the County’s Office of Management and Budget relating to coordinating the day-to-day operations of the CRA, including preparing meeting agendas, overseeing the CRA’s Trust Fund, processing invoices and coordinating with County Departments to implement the CRA’s initiatives.

2. Advertising, Printing, Mail Services, and Travel (\$20,000)

Expenses relating to advertisement seeking proposals for CRA annual initiatives, printing and mail services. Travel to conferences and events geared towards economic development and access to investors and developers to market the Naranja Lakes corridor.

3. Audit (\$40,000)

External audit to determine compliance with Sections 163.387(6) and (7), Florida Statutes, Redevelopment Trust Fund.

County Administrative Charge - \$131,852

1. County Administrative Charge (\$131,852)

The Interlocal Agreement between the CRA and the County requires the CRA to pay the County a 1.5 percent fee of County's tax increment contribution.

Note: Administrative expenditures, excluding the 1.5 percent County Administrative Charge, total \$260,000 and represent three percent of the County's payments of \$8,790,107 tax increment revenues, which satisfies the 20 percent administrative cap required by the Interlocal Agreement.

Operating Expenses - \$25,550,604

1. Membership and State Fee (\$5,000)

Required State of Florida Special District fee and annual membership dues to the Florida Redevelopment Association, International Council of Shopping Centers (ICSC), other economic development associations and affordable housing associations.

2. Contractual Services (\$200,000)

For contracting professional services of an Economic Development Coordinator to assist with prioritizing the Agency's economic and redevelopment mission, initiatives, and implementation of the Area's redevelopment plan; including conducting economic development and market analysis for the redevelopment area and proactively engaging with developers seeking Agency funding to ensure proposed project meet Agency's guidelines for potential funding and redevelopment partnership.

3. Legal Services (\$50,000)

The CRA receives legal representation from the law firm Taylor English Duma, LLP. The CRA Attorney reviews and/or prepares CRA documents, resolutions, contracts, and represents the CRA in numerous meetings with County staff.

4. Procurement Services (\$15,000)

The Agency's interlocal agreement requires that the Agency adopts procurement requirements established by Miami-Dade County. This allocation provides for the services of the County's Strategic Procurement Department to issue solicitation packets on behalf of the Agency for the economic development coordinator and grant coordinator positions.

5. Innovative Community Policing Initiatives and Security Equipment (\$600,000)

The overall goal of MDPD innovative initiatives is to implement short term community policing strategies to address and reduce crime trends that can be measurable through quantitative results. Initiatives are specific in nature and must be initiatives above and beyond regular enforcement. These initiatives can be in conjunction with highly visible community interaction, education, and overall citizen integration through community policing concepts. The Agency may also team up with Miami-Dade Police Department to procure equipment to deter crime in the area. This initiative will be a collaboration effort and the equipment will be utilized solely through the redevelopment area.

6. Business Development / Job-Creation (\$200,000)

The Agency Action Plan to redevelop the Area identifies various initiatives aiming at enhancing business development and job creation, such as implementing a Small Business Technology Innovation Grant Program, drive new business creation through Business Accelerators, implement a Legacy Business Acquisition Program and aggressively expand local networking and business to business (B-2-B) programs.

7. Consulting Services – Amend Redevelopment Plan (\$200,000)

The Agency’s initial redevelopment plan was last amended in 2017. Since then, Chapter 163, Section III Florida Statute governing redevelopment agencies has also been amended identifying specific allowable uses of tax increment funding. The Agency seeks to update its redevelopment plan to be consistent with statutory requirements and to identify new redevelopment initiatives to address slum and blight.

8. Outreach and Strategic Redevelopment Initiatives (\$90,000)

The Agency currently engages Roar Media, LLC to assist with creating awareness of the area as a desirable destination for business and housing redevelopment area through social media outreach and various strategics relating to enhancing redevelopment initiatives.

9. Commercial Improvement Grants (\$3,000,000)

The Agency’s adopted Action Plan establishes the need to create business assistance grant programs. To that end, a Commercial Improvement Grant and a Technology & Equipment Grant has been established to support the improvement of the Area’s business community.

10. Housing Projects (\$3,000,000)

Through a Memorandum of Understanding the CRA will partner with *Rebuilding Together* to provide home rehabilitation services to low-income, elderly, veterans and disabled homeowners. In partnership with the Naranja Lakes Community Action Committee, *Rebuilding Together* will identify homes within the CRA boundaries that are in need of rehabilitation. The CRA contribution covers costs associated with project management, purchase and storage of materials, trash disposal, and volunteer support. Additionally, the Agency will explore partnering with Non-for-Profit Agencies to develop permanently affordable housing.

11. Grant Coordinator (\$200,000)

The Agency will solicit the services of a grant administrator to oversee and administer all

aspects of the Agency's grant programs.

12. Grants Software (\$5,000)

Grants will be integrated within web-based software for ease of access by the public and processing by staff. This allocation will cover annual fees for software and creation of dedicated portal.

13. Major Development Project Planning (\$10,000,000)

The Agency has received applications from interested parties with the intent to redevelop the areas with multi-family projects. Funds would be used for those qualified projects approved by the Board.

14. Committed Development Funding (\$5,000,000)

On January 31, 2023, the Agency approved a tax increment recapture incentive and infrastructure grant agreement with Redland Market Village Apartments, LLC to use tax increment revenues to encourage economic development in the Redevelopment Area. This committed development funding has been set aside for the purpose of underwriting a portion of the cost of the structured parking of the development.

15. Community Center Building - Property Maintenance (\$60,000)

The CRA engages the services of Innovative Properties Management Services of South Florida, Inc. to provide property management services for the Community Center. This allocation includes lawn, janitorial services as well as utility payments to Florida Power & Light and Miami-Dade County for water and sewer and waste collection services.

16. Insurance (\$30,000)

Insurance payments include property, liability, and special events insurance for the CRA Community Center.

17. Debt Service Payments (\$379,000)

Financing of the Primary Redevelopment Project was possible by two \$5 million Sunshine State loans through Miami-Dade County. The original loans matured in 2016, and the County refinanced the remaining \$4.8 million balance with a 20-year loan.

18. Transportation, Infrastructure and Landscape Enhancement (\$150,000)

The Action Plan identified areas where redevelopment through beautification of public spaces can be enhanced to invigorate the area's appeal to attract businesses and developers. The Agency may partner with Miami-Dade Parks, Recreations and Open Spaces to apply for a Florida Department of Transportation Highway Beautification Council Grant for median beautification along the U.S. 1 Corridor in the Area; subject to State funding availability.

19. SMART Plan Projects Reserve (\$2,666,604)

The First Amendment to the Interlocal Cooperation Agreement with the County, which the Agency executed in 2018, requires that the Agency annually set aside twenty five percent reserve from the tax increment generated within the expansion area for projects related to the

Strategic Miami Area Rapid Transit (SMART) Plan. This funding will be used for SMART Plan Projects within the CRA Area. Including the \$950,271 set aside during this fiscal year, the cumulative SMART Plan Projects Reserve is \$2,666,604.

Reserves - \$668,718

The reserves set aside for this fiscal year will be used for future debt service payments and for projects within the redevelopment area identified by the Economic Development Coordinator and approved by the Board.