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Miami-Dade County, FL

# Naranja Lakes Community Redevelopment Plan Update 2025

*“Growing Our Vibrant Future”*



### **Special thanks to**

**Office of Miami-Dade County Mayor**  
Mayor Daniella Levine Cava

### **Naranja Lakes CRA Board Members**

Erick Caceres, Board Member  
Derrick Lordeus, Board Member  
Danny Olgetree, Board Member  
Cornelius Shiver, Board Member  
Derek Sippio, Board Member

### **County Commissioners**

Danielle Cohen Higgins, District 8  
Kionne McGhee, District 9

### **Miami-Dade County Office of Management and Budget**

Jorge Fernandez, Deputy Director  
Vivian Cao, OMB Assistant Director  
Jason Rodriguez, Business Analyst Manager  
Nicole Jordan, Business Analyst

### **CRA Staff**

Krystal Patterson, MPA, FRA-RA, Executive Director  
Steve Zelkowitz, Attorney

*And the stakeholders and residents who provided their support and contributed to the development of this redevelopment plan.*

### **Consultant Team (BusinessFlare®)**

Kevin Crowder, EDP, Founder  
Allison Justice, FRA-RP, Sr. Project Manager  
Camilo Lopez, FRA-RP, Urban Analyst  
Alicia Alleyne, FRA-RP, Coordinator

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# 1. Executive Summary

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The Naranja Lakes Community Redevelopment Agency (NLCRA) Plan Update for 2025 serves as a strategic roadmap to guide the community's continued transformation. This update builds on the 2017 plan, reflecting the remarkable progress made in recent years, while adapting to evolving market dynamics and community aspirations. Since the 2017 update, Naranja Lakes has experienced an influx of improvements, development, and investment interest. Key redevelopment projects have been completed or are underway, including:

- Woodland Grove Apartments (190 units) - 26775 SW 140th Ave - Rental
- The Heights at Coral Town Park (180 units) - 14401 SW 268th St - Rental
- The Preserve at Coral Town Park (90 units) - 26484 SW 142nd Ave - Rental
- Madison Point mixed-use community (263 units) - 26210 Parker Ave - Rental
- Circle Creek Apartments (100 units) - 26000 SW 144th Ave - Rental
- Coral Bay Cove (224 units) - 25851 S Dixie Hwy - Rental
- Resia Pine Groves in Princeton (204 units) - 13081 SW 242nd St - Rental

Additionally, the new South Corridor Rapid Transit station at SW 264th Street, part of Miami-Dade County's Smart Plan, has enhanced connectivity and accessibility, further driving interest in the area. Despite these advancements, there remain strategically valuable vacant properties that can be leveraged to fulfill the community vision. The NLCRA is at a pivotal moment to harness private investment and align public initiatives to create a vibrant, destination-worthy community while preserving its rural and agricultural charm. With its unique characteristics and proximity to the Homestead Air Reserve Base, recently designated as Florida Spaceport territory, the NLCRA has the potential to establish a distinctive brand as an agri-tourism hub.

**This economic development vision includes:**

- Establish multi-purpose community centers that provide space for youth programs, senior services, job training, arts education, and wellness classes.
- Encourage a safe, inclusive, and accessible sports and recreation complex. Features may include: multi use fields, indoor courts, fitness zones, splash pads, shaded areas, and programming partnerships with schools and nonprofits.
- Developing an identity as a regional hub for agri-tourism as signature attractions, offering a regional base for agricultural tours, tastings, and farm-to-table dining experiences. Partnering with local growers, chefs, and food artisans to activate community events and seasonal markets.
- Supporting locally-driven businesses such as restaurants, boutiques, and galleries.
- Showcasing public art, culinary gardens, and nature trails to enhance the area's charm and visitor appeal.
- Promoting eco-tourism and recreational opportunities to attract both residents and tourists.

### The Purpose of a Redevelopment Plan

The purpose of the Community Redevelopment Plan is to outline the primary strategies, goals, program initiatives, and catalytic projects that will drive transformative change within the Naranja Lakes Community Redevelopment Area. While the plan identifies key projects, it is designed to be flexible and adaptable, enabling the CRA to respond creatively and opportunistically to challenges and opportunities as they arise. This flexibility ensures that the CRA can address emerging issues effectively and capitalize on favorable conditions to achieve its long-term vision. To implement successful projects and programs, the CRA must regularly assess the area's conditions and the needs of its residents and property owners. Through ongoing evaluations, the CRA can prioritize initiatives that are impactful, sustainable, and cost-efficient, fostering a positive and lasting transformation within the community.

As authorized by Florida's Community Redevelopment Act (Florida Statutes 163, Part III), the primary funding source for the CRA will be tax increment revenues provided by Miami-Dade County. The CRA will also seek to leverage additional funding from County, State, and Federal programs as appropriate and available to support the Redevelopment Plan's objectives and its future amendments. This comprehensive and adaptable approach positions the CRA to maximize its resources and drive meaningful redevelopment that benefits the entire community.

The 2025 Plan Update outlines specific priority projects that will help achieve these goals. Key sections of the plan include:

- **Legal Basis for Redevelopment Authority** – Establishing the NLCRA's authority and framework.
- **Area Description and Market Conditions** – Providing an overview of the region and current economic trends.
- **Redevelopment Goals** – Defining clear, actionable objectives to guide community development.
- **Redevelopment Program Initiatives** – Identifying targeted projects and programs to achieve strategic goals.
- **Financial Projections** – Presenting a financial roadmap to support redevelopment efforts.
- **Best Practice Case Studies** – Drawing on successful examples to inform local strategies.

This plan update represents a coordinated effort to build on past successes while envisioning a prosperous future. By integrating private and public investments, the NLCRA aims to create a vibrant, sustainable community that is a source of pride for its residents and an attraction for visitors.

### Why This Plan Matters Now: Tackling Poverty Through Targeted Investment

Naranja Lakes carries a persistent burden of low household incomes, high rent-burdened households, and limited access to neighborhood-serving retail and jobs. This Plan elevates poverty reduction as a core outcome of CRA investment by aligning resources to: (1) expand affordable and workforce housing (including first-time homeownership), (2) grow and retain local businesses that create jobs, (3) improve neighborhood infrastructure that lowers household costs (mobility, drainage, lighting, safety), and (4) connect youth and adults to skills, credentials, and employment. The CRA will prioritize projects and partnerships that measurably reduce household cost burdens, increase earned income, and improve economic mobility for residents.

## Priority Projects List

1. Expand Affordable Housing Options
2. Support a Small Business Support Program
3. Enhance Park Connectivity and Walkability
4. Develop a Naranja Lakes CRA Branding Campaign
5. Redevelop Vacant Land near Naranja Branch Library
6. Modernize Infrastructure Along South Dixie Highway
7. Leverage SMART Plan Transit Station
8. Launch an Agri-Tourism Initiative
9. Establish a Main Street Retail and Dining District
10. Improve Public Safety and Code Enforcement
11. Develop Art and Culture and Community Centers
12. Leverage the Spaceport Designation
13. Redevelop Vacant County Land Near to Homestead Air Reserve Base (HARB)
14. Creating a Flagship Sports Complex

Concept Image – Art and Culture Community Center





Concept Image – Main Street Retail & Dining

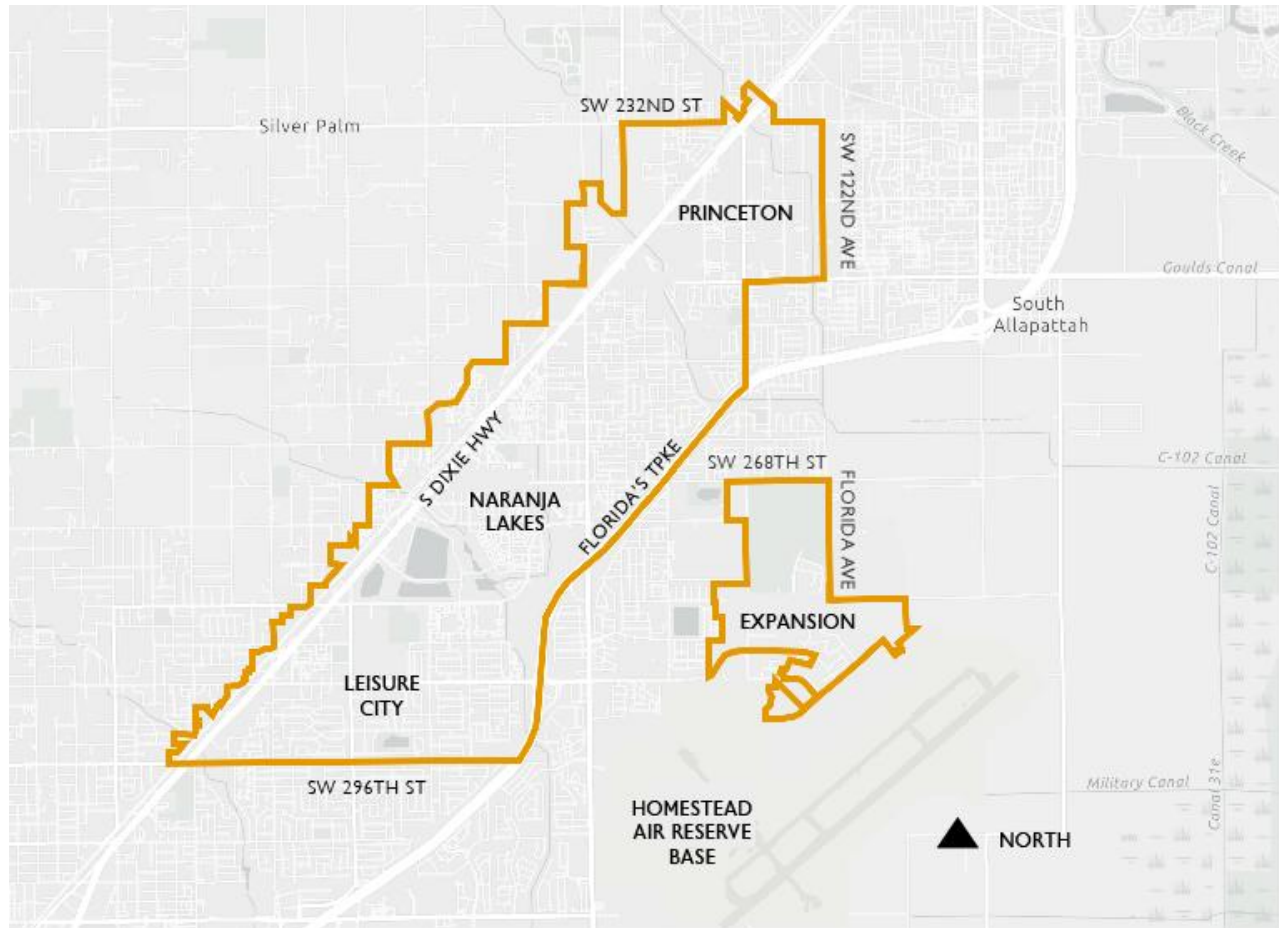


Concept Image – Sports Complex



## CRA Boundary Map

CRA Boundary (orange line)



### General Description

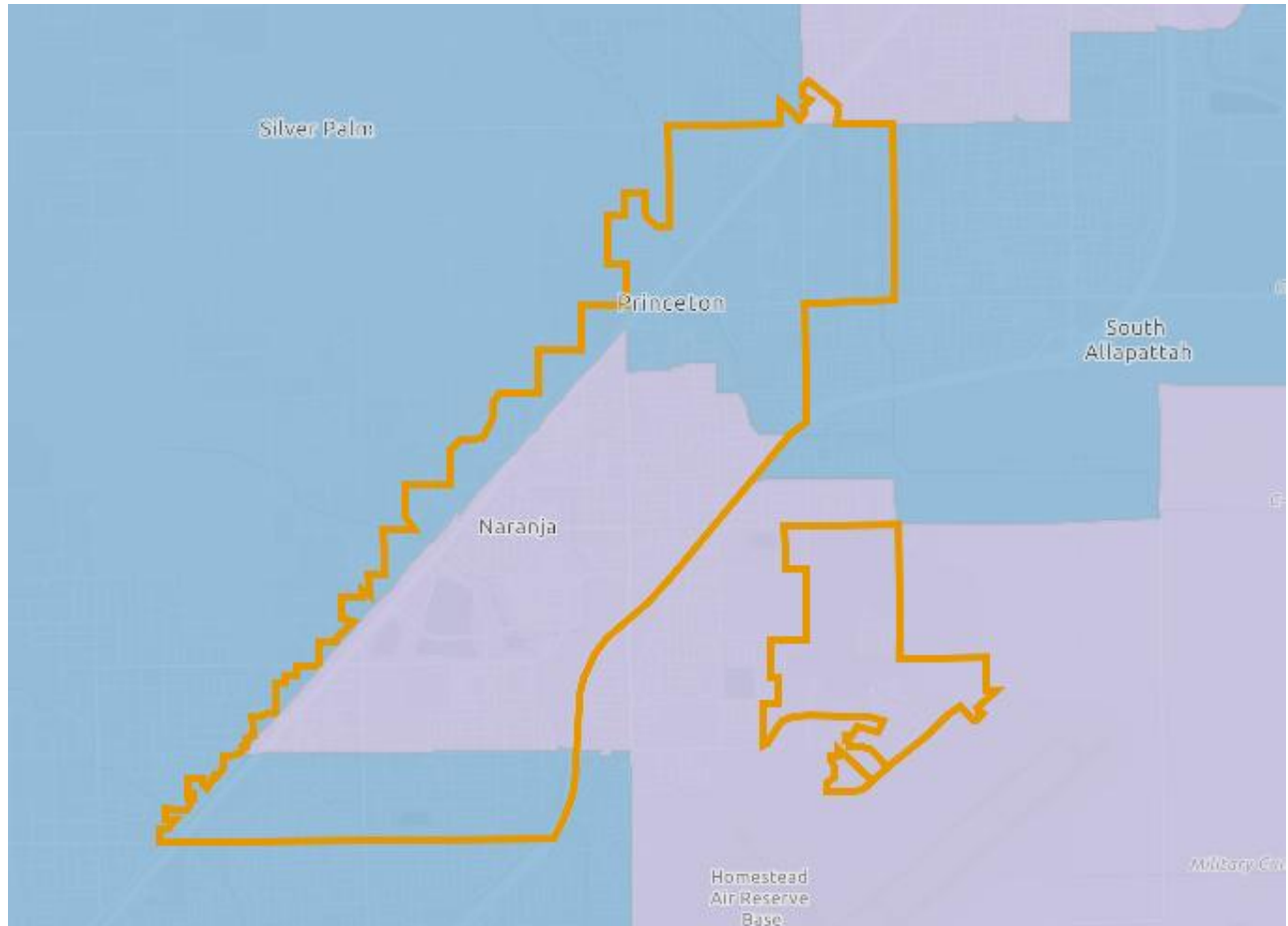
The NLCRA area encompasses 5,039.62 acres spanning three main neighborhoods. The central Naranja neighborhood serves as the hub of development and features key amenities such as Naranja Park. To the north lies the Princeton neighborhood, located near the bustling Redland Market Village, while the southernmost area is Leisure City, characterized by an older housing stock. Strategically positioned along S Dixie Highway, a major regional connector, and near Florida's Turnpike, the NLCRA enjoys excellent accessibility and connectivity.



## Map Showing Commission Districts

District 8 - Commissioner Danielle Cohen Higgs (blue shade)

District 9 - Commissioner Kionne L. McGhee (purple shade)



### CRA Boundary (orange line)

Total Acreage: 5,039.62 or 100%

District 8 - Commissioner Danielle Cohen Higgs: 2,316.89 acres or 45.9%

District 9 - Commissioner Kionne L. McGhee: 2,722.73 acres or 54.1%

## 2. Authority to Undertake Redevelopment

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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.

On September 3, 2025, the Board adopted Resolution No. \_\_\_\_\_, declaring an additional area to be slum or blighted and part of an expansion of the Naranja Lakes CRA. This expansion area is generally bounded by SW 268<sup>th</sup> Street to the North; SW Florida Avenue on the East to SW 280<sup>th</sup> Street, then SW 112<sup>th</sup> Avenue on the East; St. Lo. Road on the Southeast, then St. Nazaire Boulevard/Biscayne Drive on the South; SW 128<sup>th</sup> Place on the West to SW 278<sup>th</sup> Street, then SW 127<sup>th</sup> Avenue on the West..

This document has been prepared under the direction of the Naranja Lakes Community Redevelopment Agency in accordance with the Community Redevelopment Act of 1969, F.S. 163, Part III. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment".

## Chapter 163 Checklist

In accordance with 163.362 Florida Statutes, the Community Redevelopment Plan must include the elements described below. The following section includes language from the statute shown in normal bold type, with a brief response to each element in italic type:

**1) Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.**

- *A legal description of the boundaries of the Naranja Lakes CRA is included as an exhibit to the Plan.*

**2) Show by diagram and in general terms: (a) The approximate amount of open space to be provided and the street layout. (b) Limitations on the type, size, height, number, and proposed use of buildings. (c) The approximate number of dwelling units. (d) Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.**

- *Maps of the Naranja Lakes CRA and a general description of the existing physical and regulatory conditions are included in the Existing Conditions and Market Assessment. The area within the Naranja Lakes CRA remains subject to the County's Comprehensive Plan and zoning regulations, which stipulate limits on locations, sizes, height, etc. of dwelling units, streets, and park and recreation areas, among other things.*

**3) If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.**

- *Neighborhood impact will be outlined within the document as well as the Redevelopment Initiatives section that includes housing.*

**4) Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.**

- *Capital projects will be outlined in the Redevelopment Initiatives section. The Financial Projections section includes revenue and expense projections. Specific public capital projects are identified in these projections. Publicly funded projects will be evaluated on an ongoing basis.*

5) Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan. Specific programs and expenditures must be enumerated in the Plan in order for the CRA to have the authority to undertake them. CRA activities are overseen by a Board of Commissioners that meets periodically in public session to review and monitor all CRA activities.

- *The Redevelopment Initiatives and Financial Projections sections will include both general and specific programs to be implemented by the Naranja Lakes CRA.*

6) Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.

- *Regulatory and zoning authority within the CRA is governed by Miami-Dade County. Any recommendations regarding regulatory amendments and design guidelines to assist with redevelopment efforts must be implemented by County Staff and Commission.*

7) Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.

- *The Redevelopment Goals section includes a discussion of neighborhood impacts of redevelopment and includes a recommendation that the CRA adopt a relocation policy to provide adequate protections and assistance for any persons displaced by redevelopment activities.*

8) Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.

- *Housing is addressed in this Plan in multiple sections, including the Introduction section; Economic Conditions; and the Redevelopment Goals and Initiatives sections.*

9) Contain a statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.

- *Financial projections are provided in Section 7 of this Plan. These financial projections will be reviewed and updated at least annually so that the CRA is always able to look ahead and plan for adequate financial resources to undertake its activities.*

10) Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.

- *This Plan for the Naranja Lakes CRA is currently scheduled to Sunset in 2033.*



### Definition of Slum and Blight

Pursuant to Florida Statutes §163.340, the following definitions apply:

**“Slum area” means:**

*“An area in which there is a predominance of:*

- Buildings or improvements, whether residential or nonresidential, which, by reason of dilapidation, deterioration, age, or obsolescence;*
- Inadequate provision for ventilation, light, air, sanitation, or open spaces;*
- High density of population and overcrowding;*
- Or the existence of conditions which endanger life or property by fire or other causes, or any combination of such factors, is conducive to ill health, disease, infant mortality, juvenile delinquency, poverty, or crime and is detrimental to the public health, safety, morals, or welfare.”*

**“Blighted area” means:**

*“An area in which there are a substantial number of deteriorated, or deteriorating structures; in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property; and in which two or more of the following factors are present:*

- (a) Predominance of defective or inadequate street layout;*
- (b) Aggregate assessed values of real property that have declined for 3 consecutive years;*
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;*
- (d) Unsanitary or unsafe conditions;*
- (e) Deterioration of site or other improvements;*
- (f) Inadequate and outdated building density patterns;*
- (g) Falling lease rates per square foot of office, commercial, or industrial space compared to the county average;*
- (h) Tax or special assessment delinquency exceeding the fair value of the land;*
- (i) Residential and commercial vacancy rates higher in the area than the county average;*
- (j) Incidence of crime higher than in the remainder of the county;*
- (k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county;*
- (l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county;*
- (m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area;*
- (n) Governmentally owned property with adverse environmental conditions caused by a public or private entity; or*
- (o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.”*

## 3. Background

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### **A Brief History of Naranja**

The story of Naranja began in 1904, when it was envisioned as one of the “railroad towns” along Henry Flagler’s Florida East Coast Railroad. Named after the Spanish word for orange, the area was once abundant with orange groves until a citrus canker epidemic in 1913 devastated much of the crops. Subsequent challenges, including the unnamed hurricane of 1926 and the catastrophic hurricane of 1935, derailed Naranja’s development as a railroad town. These events, along with the destruction of the railway, left Naranja a small, agriculture-based community for decades.

The 1960s and 1970s marked a period of growth, with new residential and commercial developments emerging and military personnel from the nearby Homestead Air Force Base settling in the area. However, Hurricane Andrew in 1992 brought widespread devastation, leaving Naranja in recovery for over a decade. Despite these setbacks, the community has shown resilience. Today, Naranja is positioned for renewed growth and economic development, with community leaders optimistic about its potential to shape the future of South Miami-Dade County.

### **CRA Creation and Early Achievements**

The Naranja Lakes CRA was formally created in 2002 by Miami-Dade County to address conditions of slum and blight confirmed through a Finding of Necessity. The first CRA Plan, adopted in 2003, identified the Mandarin Lakes Traditional Neighborhood Development as its primary project. That effort delivered 210 acres of new housing, infrastructure, and a community center, helping stabilize an area devastated by Hurricane Andrew. Since that time, the CRA has leveraged tax increment revenues and County support to:

- Finance roadway and drainage improvements.
- Support the creation of over 1,200 new housing units across multiple developments.
- Contribute to neighborhood parks and community amenities.
- Lay the groundwork for mixed-use redevelopment through zoning and urban design tools.

These achievements demonstrate the CRA’s effectiveness in catalyzing growth and attracting private investment.

## Why the 2025 Update?

The 2025 CRA Plan Update is necessary to:

- **Reflect Growth and Change:** Since the last plan update in 2017, the CRA has seen substantial new housing development, a SMART Plan transit station, and significant private investment.
- **Address Persistent Challenges:** Despite progress, the CRA area continues to struggle with poverty, low homeownership, high rent burdens, aging housing stock, and underperforming commercial corridors.
- **Respond to Community Priorities:** Public engagement identified infrastructure, affordable housing, jobs, safety, youth and senior services, and community pride as top concerns.
- **Prepare for the Future:** The update positions the CRA to manage growth, incorporate the expansion area, and pursue an extension of life beyond 2033 to complete long-term projects.

## Existing Conditions

The Naranja Lakes Community Redevelopment Area (NLCRA) encompasses a unique and dynamic region in southern Miami-Dade County, offering significant redevelopment opportunities while facing critical challenges that hinder growth. The CRA is strategically located, with its general boundaries defined by SW 232nd Street to the north (near the Princeton neighborhood and Redland Market Village), SW 296th Street to the south (Leisure City neighborhood), Florida's Turnpike to the east (a major statewide connector), and South Dixie Highway to the west (a key regional commercial corridor). This advantageous location provides access to major transit routes, employment centers, and a mix of residential, commercial, and recreational amenities.

## Consistency with Statutory Findings

The Naranja Lakes CRA exhibits conditions that meet the statutory definitions of both *slum area* and *blighted area* as defined in Florida Statutes §163.340. Concentrated poverty, deteriorated housing, inadequate infrastructure, public safety concerns, and commercial underperformance demonstrate the ongoing need for redevelopment powers. These conditions justify the continuation and expansion of CRA activities to protect public health, safety, and welfare.

## Key Geographical and Development Features

### 1. Brownfield Designation

The majority of the NLCRA is designated as a brownfield area, as defined by the federal government, encompassing underutilized industrial and commercial properties complicated by real or perceived environmental contamination. This designation presents challenges for redevelopment; however, it also offers opportunities to leverage state and federal brownfield incentives, such as tax credits, liability protections, and grants available under Florida's Brownfield Site Rehabilitation Program. To capitalize on this, the CRA should:

- Actively promote incentives to private developers to encourage remediation and redevelopment.
- Coordinate with DERM to update the county's brownfield designation map after rehabilitations to ensure accurate tracking and promotion of progress.

## 2. Vacant Land and Private Development

While publicly-owned vacant land within the NLCRA is significant, the CRA can play a pivotal role in facilitating private development throughout the district, whether on vacant, underutilized, or currently occupied properties. The CRA will leverage a range of tools to unlock redevelopment potential and ensure that land use decisions align with the community's long-term vision. To support redevelopment across the CRA, the following tools and strategies can be utilized:

- Site control through acquisition, land banking, or strategic land swaps.
- TIF-based financial incentives, including gap financing, public infrastructure support, or developer reimbursements for eligible improvements.
- Public-private partnerships (P3s) to activate key sites with shared risk and community benefit.
- Support for pre-development activities, such as planning, permitting, environmental remediation, or infrastructure upgrades, to reduce barriers for quality development.

## 3. Land Use and Zoning

The NLCRA's land use is predominantly residential, ranging from single-family homes to assisted and public housing projects. Commercial and industrial uses are concentrated along South Dixie Highway, while agricultural land is primarily located in the northern Princeton area. Zoning designations include:

- Urban Centers in Naranja, Princeton, and Leisure City, promoting compact, mixed-use, pedestrian-friendly developments.
- Traditional Neighborhood Development (TND 30), which emphasizes walkable, mixed-use neighborhoods.
- While these zoning practices are progressive, the illustrative master plans need updates to improve readability and ensure alignment with the community vision.

## 4. Parks and Open Spaces

The NLCRA contains multiple parks, including Naranja Park, Modello Park, and Homestead Reserve Park, providing a strong foundation for a vibrant and active public realm. However, many of these parks are underutilized or not developed to fully meet the community's current needs for sports, recreation, and programming. There is significant opportunity to reimagine and activate these public spaces to support health, safety, and inclusive community development. Key strategies may include:

- Creating a flagship sports complex within the CRA (potentially in the expansion area).
- Establishing future community centers within or adjacent to existing parks to serve as hubs.
- Improving safe connectivity to and between parks. Launching a "Safe Walks to Parks" campaign.

## 5. Schools and Education

The NLCRA includes six school sites and is located near the Miami-Dade College Homestead Campus, which provides educational and workforce development opportunities for residents. These institutions can serve as anchors for community engagement and economic growth.

## 6. Transportation Infrastructure

The area is well-connected, bordered by Florida's Turnpike and South Dixie Highway, with the Miami-Dade SMART Plan station at SW 264th Street offering additional transit opportunities. These connections facilitate access to employment centers, Miami International Airport, and other parts of the county, making the area attractive for future investment and residents.



## 7. Recent Development and Population Growth

The Naranja neighborhood has seen significant growth, with approximately 1,251 new housing units recently developed. While this influx poses challenges, it also offers opportunities for balanced economic growth, such as:

- Creating a walkable retail and dining district with a focus on local businesses.
- Promoting eco-tourism and authentic experiences tied to Naranja's agricultural heritage, such as agri-tourism, boutique hotels, and small-town charm.

## 8. Local Assets and Economic Opportunities

The area features assets like Coral Castle, Naranja Park, and Redland Market Village, which can be leveraged for tourism and branding. Additionally, the proximity to the Homestead Air Reserve Base and the recently designated Spaceport Territory offers unique opportunities for aerospace and defense-related economic development.

## 9. Affordable Housing and Community Growth

Naranja remains affordable compared to other parts of the county, providing an opportunity to introduce housing diversity, including missing middle housing that balances higher density with community character.

The Naranja Lakes CRA represents a prime opportunity for redevelopment and revitalization, with its strategic location, progressive zoning framework, and mix of assets. By addressing challenges such as brownfield remediation, updating master plans, incentivizing private development, and promoting authentic community branding, the NLCRA can become a vibrant, economically thriving area that balances its historic roots with modern urban living.

## Expansion Area Conditions

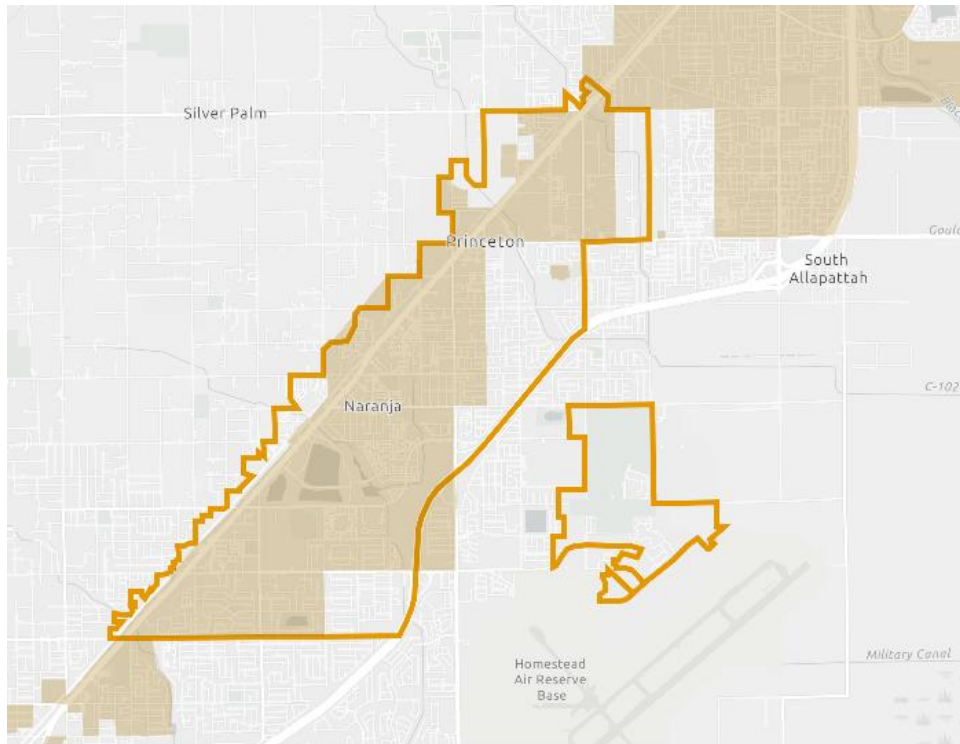
The CRA Expansion Area, located adjacent to the Homestead Air Reserve Base, exhibits multiple indicators of blight consistent with Florida Statutes §163.340. Key conditions identified include:

- **Unsanitary and Unsafe Conditions:** widespread illegal dumping, exposed waste, unsafe sidewalks, and pockets of environmental degradation.
- **Faulty Lot Layouts:** parcels with poor accessibility, inconsistent zoning, and inefficient density patterns that inhibit redevelopment.
- **Aging and Inadequate Infrastructure:** drainage deficiencies, flooding risks, outdated utilities, and inadequate transportation access.
- **Vacant and Underutilized Properties:** large areas of County-owned vacant land near the base remain inactive, reducing tax base and limiting community vitality.
- **Visible Deterioration:** abandoned or deteriorated structures contribute to negative perceptions and discourage private investment.

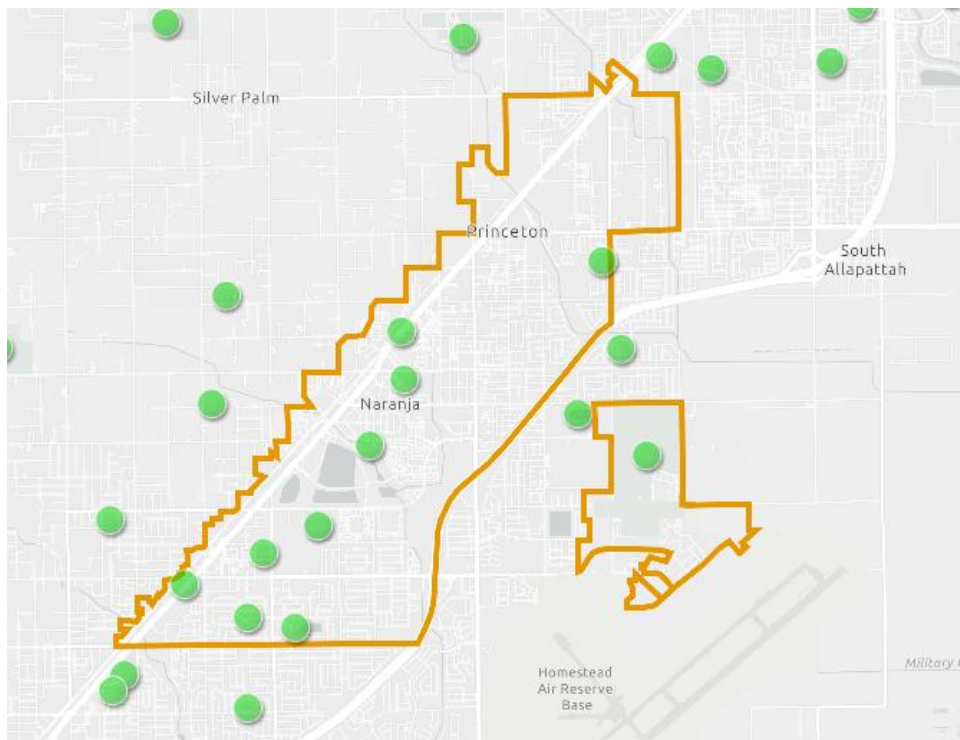
### *Why This Matters*

Redevelopment of the expansion area offers an opportunity to address these physical conditions while aligning new growth with aerospace, logistics, and workforce development opportunities linked to the nearby base and Spaceport Territory

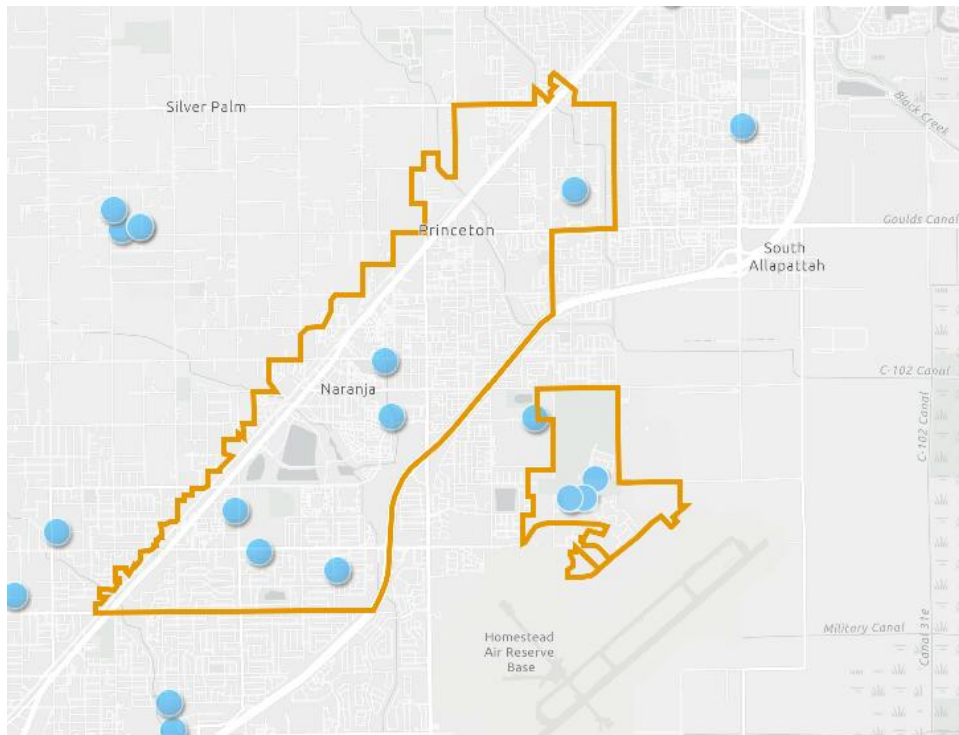
Map illustrating “Brownfield” designation



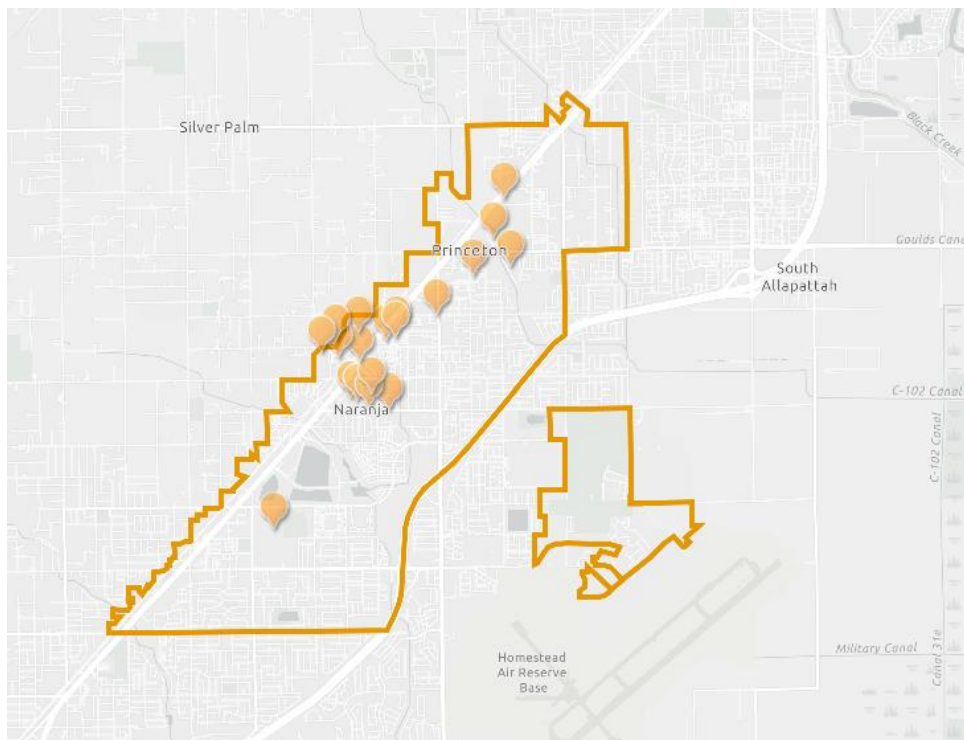
Map illustrating park locations



Map illustrating school locations



Map illustrating recent development activity



## SUMMARY OF MARKET AND ECONOMIC CONDITIONS

The market assessment of Naranja Lakes provides a comprehensive understanding of the area's demographic, economic, and real estate trends. It highlights the challenges facing the CRA area, including housing affordability, retail underperformance, workforce gaps, and infrastructure deficiencies, while also identifying opportunities for investment, redevelopment, and economic revitalization.

The following summary sets the foundation for the Naranja Lakes CRA Plan update, which responds to these market realities through strategic initiatives focused on land acquisition, commercial revitalization, public infrastructure investments, and housing expansion.

### **Problem Statement: Concentrated Need and Investment Gaps**

While the CRA area is growing, many households face structural barriers to economic mobility, including lower median incomes, a high share of rent-burdened renters, aging housing stock, and underperforming commercial corridors. These conditions justify sustained CRA intervention: the Plan's strategies, including housing, small-business support, infrastructure modernization, workforce pathways, youth safety, and senior services, are purpose-built to reduce poverty and close investment gaps in the neighborhoods most affected.

### **Demographics & Economic Overview**

The Naranja Lakes CRA faces a complex set of demographic and economic conditions that illustrate both opportunity and need. This profile demonstrates that, despite progress in housing production and infrastructure investment, significant disparities remain between the CRA (core and expansion) and Miami-Dade County as a whole. These disparities: lower incomes, high poverty rates, overcrowding, cost-burdened renters, high unemployment, and underperforming commercial corridors, constitute the statutory conditions of slum and blight under Chapter 163, Florida Statutes, and justify the continuation and extension of the CRA.

### **Population Growth and Household Size**

The CRA core is home to approximately 48,845 residents in 2025, up from 43,436 in 2020. This growth rate of 2.2% annually exceeds the countywide pace of 1.5%. Households average 3.2 people, compared to 2.8 countywide. Larger households signal a greater need for affordable, multi-bedroom units, and highlight conditions of overcrowding in older rental properties. The expansion area, though sparsely populated, reflects similar pressures. With just over 1,000 residents in 2025, household sizes remain higher than county averages (3.5 in 2020). Overcrowding, coupled with high vacancy rates, is evidence of unstable housing conditions and underutilized land.

#### **Key Facts:**

- CRA core = 48,845 residents (2025)
- Growth rate 2.2% (faster than county)
- Household size 3.2 vs 2.8 countywide
- Expansion Area = 1,046 residents, household size 3.5 compared to 2.8



**Why This Matters:** Larger households and overcrowding strain existing housing stock and highlight the need for multi-bedroom affordable housing, missing-middle housing types, and redevelopment of vacant parcels into family-oriented communities. Rapid growth also increases demand for infrastructure, schools, and parks supported by CRA investments.

### **Income and Poverty**

Income levels in the CRA are substantially below county averages. The median household income in the CRA core is \$65,011, compared to \$76,566 in Miami-Dade County. Per capita income is \$27,154, far lower than the county average of \$42,607. Nearly one-third of CRA households earn less than \$35,000 annually, placing them at severe risk of housing cost burden and economic insecurity.

The expansion area shows even more alarming disparities. The median household income is only \$26,051: barely one-third of the county median. Per capita income is \$10,504, one-quarter of the county average. Nearly half of households (43.4%) earn less than \$15,000 annually. These numbers reflect a concentration of poverty rarely found in South Florida and demonstrate why redevelopment powers are justified to be applied in this area.

This is where poverty must be acknowledged directly: low incomes exacerbate physical conditions of blight. Families without disposable income cannot maintain properties, invest in upkeep, or support neighborhood-serving businesses. Over time, this leads to disinvestment, vacant parcels, unsafe structures, and deteriorated public spaces. The CRA's role is not to provide social services, but to remove the physical and economic barriers that poverty reinforces.

#### **Key Facts:**

- CRA core median HH income \$65,011 vs \$76,566 county
- Expansion = \$26,051, per capita \$10,504
- Nearly half of expansion households earn < \$15,000

**Why This Matters:** Low incomes create housing cost burdens, deferred maintenance, and commercial underperformance, which are statutory conditions of blight. CRA tools are designed to intervene: rehabilitating housing, acquiring blighted parcels, incentivizing retail, and supporting mixed-use redevelopment that raises the tax base and creates jobs.

### **Housing Conditions and Affordability**

Housing affordability is at the center of the CRA's challenges. In the CRA core, the median home value is \$419,569, with a homeownership rate of just 39%. In Miami-Dade County, median home value is higher at \$515,522, but with greater affordability supported by higher incomes and a homeownership rate above 50%. The mismatch between incomes and housing costs in the CRA core produces high rates of rent burden and instability. More than 60% of households are renters, and over half of these spend more than 35% of their income on rent.

The expansion area illustrates the sharpest imbalance: median household income of \$26,000 versus median home values over \$430,000. This is not a sustainable housing market. It demonstrates why CRA investment is critical; not only to increase the supply of affordable units, but also to create pathways to ownership through programs like first-time homebuyer assistance and workforce housing development. Vacancy rates reinforce this imbalance. In the CRA core, vacancy stands at 5%, which is already above healthy market levels. In the expansion area, vacancy exceeds 11%, signaling instability and underutilization. When paired with large households, these conditions reflect overcrowding in habitable units and abandonment in marginal ones.

**Key Facts:**

- CRA core median home value \$419,569, ownership 39%
- Expansion area ownership 20–23%
- Vacancy: 5% core, 11% expansion
- Renters are majority, with over half cost-burdened

**Why This Matters:** The mismatch between incomes and housing costs fuels instability, overcrowding, and disinvestment. The CRA can address this through affordable housing programs, first-time homebuyer initiatives, workforce housing partnerships, and rehabilitation of aging units. High vacancy rates also highlight opportunities for land acquisition and redevelopment.

### **Employment and Workforce Conditions**

The employment base of the CRA also lags county averages. In the CRA core, unemployment is 4.4%, higher than the county's 3%. Labor force participation stands at 62%, compared to nearly 70% countywide. Youth unemployment is particularly concerning: nearly 9% of residents aged 16–24 are unemployed, double the overall rate.

In the expansion area, the statistics are more significant. The unemployment rate is 19%, and labor force participation is under 47%. Youth unemployment exceeds 46%. These numbers confirm that without targeted redevelopment, these conditions will persist.

Employment conditions are directly tied to redevelopment. Vacant retail corridors, deteriorated commercial properties, and a lack of job centers within the CRA push residents to commute long distances. This leakage of both labor and spending power depresses the local economy and further entrenches blight. CRA initiatives such as business attraction, land redevelopment, and workforce-supportive facilities are essential to reversing these trends.

**Key Facts:**

- CRA core unemployment 4.4% (youth 9%), labor force participation 62%
- Expansion unemployment 19% (youth 46%), participation 47%

**Why This Matters:** High unemployment and weak labor force participation reduce local spending power and increase blight. CRA interventions, including redeveloping commercial corridors, creating mixed-use job centers, leveraging the Spaceport designation, and repurposing vacant properties into workforce hubs, directly address employment disparities and bring jobs closer to residents.

### County Comparison and Statutory Justification

When compared to Miami-Dade County, the disparities are stark:

Metric (2025)	CRA Core	Expansion Area	Miami-Dade County
Median HH Income	\$65,011	\$26,051	\$76,566
Per Capita Income	\$27,154	\$10,504	\$42,607
Median Home Value	\$419,569	\$433,784	\$515,522
Homeownership Rate	39%	20–23%	50–55%
Unemployment Rate	4.4%	19%	3%
Avg Household Size	3.2	3.5	2.8
Vacancy Rate	5%	11%	6%

Source: ESRI, U.S. Census Bureau – Bureau of Labor Statistics

#### Key Facts:

Across every metric: income, per capita income, homeownership, unemployment, vacancy, household size, the core CRA and expansion area trail the county.

**Why This Matters:** These disparities are additional evidence of slum and blight. They also justify the extension of CRA life beyond 2033: without CRA tools, the area cannot close the gap with county averages, and conditions of poverty-driven blight will persist.

Conditions of poverty, overcrowding, high rent burden, deteriorated and vacant housing, unsafe infrastructure, and high unemployment continue to exist. These are not temporary conditions; they are structural barriers that demand long-term redevelopment tools.

#### Relevance to the Redevelopment Plan

The CRA is not a social service agency. Its role is not to directly provide services to eliminate poverty, but to remove the physical and economic conditions that perpetuate it. Through its programs, the CRA can:

- Deliver affordable and workforce housing that relieves cost burden.
- Acquire and redevelop vacant County-owned parcels to catalyze investment.
- Modernize infrastructure to reduce flooding, improve safety, and lower household costs.
- Support small businesses and attract job centers to increase local employment.
- Provide safe, accessible community facilities for youth, families, and seniors.

The demographic and economic profile demonstrates why these initiatives are essential. Without continued CRA attention and an extension of life beyond 2033, poverty-driven blight will persist, disinvestment will continue.

**Retail Market Performance & Commercial Activity**

1. Despite steady population growth, the retail market has struggled to keep pace, resulting in significant retail leakage: where residents shop outside the area, in places like Homestead, Kendall, and Cutler Bay.
2. Retail vacancy rates are high (12.5%), well above Miami-Dade's 6.8% average, indicating underperforming commercial corridors and shopping centers. This suggests that existing retail spaces may not align with market demand or that poor site selection and outdated layouts discourage investment.
3. Several key retail categories are missing from the area:
  - Grocery stores are undersupplied, forcing residents to travel outside the community for essential shopping.
  - Sit-down restaurants and entertainment venues are limited, creating a lack of dining and social spaces.
  - Apparel and general merchandise stores are also limited, pushing residents to shop in nearby cities.
4. The CRA Plan includes focus on retail recruitment, commercial corridor revitalization, and business attraction strategies to strengthen the local economy and reduce leakage.

**Office & Industrial Market Analysis**

1. Naranja Lakes' office market is weak, with a high vacancy rate of 18% and low lease rates of \$22/SF, significantly lower than Kendall (\$38/SF) and Homestead (\$30/SF).
2. This suggests that the market is not competitive enough to attract large employers and instead relies on small-scale businesses, medical offices, and administrative service providers. Without investment in business infrastructure and incentives for office development, the area will continue to struggle to attract high-wage professional jobs.
3. In contrast, the industrial sector is more promising, with a low vacancy rate of 6.5%, indicating demand for logistics, warehousing, and trade-related businesses. However, growth is constrained by limited industrial-zoned land and outdated infrastructure, requiring targeted investment and zoning adjustments to support job creation in logistics, light manufacturing, and related industries.
4. Expanding industrial capacity and business-friendly incentives could position Naranja Lakes as a hub for logistics and distribution, leveraging its proximity to major roadways and the South Dade Transitway.



**Key Challenges Identified**

1. Retail and commercial corridors are underperforming, with high vacancy rates and limited retail options that force residents to spend outside the community.
2. Housing affordability is at risk, with low homeownership rates and rent burdens affecting economic stability.
3. Job creation is constrained, with limited office space and few high-wage employment opportunities.
4. Infrastructure deficiencies, including outdated roads, flooding issues, and lack of pedestrian connectivity, hinder economic development.
5. The workforce lacks training for higher-wage industries, requiring education and skills development programs to improve employment outcomes.

**Opportunities for Redevelopment & Economic Growth**

Despite these challenges, Naranja Lakes is well-positioned for targeted redevelopment efforts that support long-term economic growth. The CRA Plan outlines strategies to:

1. Increase housing supply by redeveloping vacant properties and incentivizing mixed-income housing projects.
2. Revitalize retail corridors by attracting grocery stores, restaurants, and essential services to fill market gaps and reduce leakage.
3. Encourage industrial expansion by rezoning underutilized land and supporting logistics and light manufacturing job centers.
4. Enhance public infrastructure to improve roadways, pedestrian access, and stormwater management.
5. Promote workforce development initiatives that align with the needs of high-growth industries, such as construction, logistics, and healthcare.

**How This Analysis Connects to the CRA Plan**

This market analysis is a foundation for the CRA Plan, ensuring that redevelopment efforts align with economic trends, real estate conditions, and community needs. The CRA's strategies, including land acquisition, zoning reforms, public-private partnerships, and financial incentives, are designed to address these challenges while maximizing opportunities for sustainable economic growth. The CRA will create a more balanced, thriving, and resilient community by implementing targeted housing investments, commercial revitalization projects, and workforce development programs.

This summary establishes the market realities the CRA Plan seeks to address, ensuring that all redevelopment efforts are based on data-driven insights and strategic economic planning.

## Public Input Summary

On September 28, 2024, January 16, 2025, and February 13, the consultant team held workshops and CRA Board discussions to engage with key stakeholders and the broader community. These sessions are a vital part of the redevelopment planning process, providing an opportunity to hear directly from the people who live and work in the area every day. These perspectives have been carefully considered and incorporated into the priority projects to ensure the redevelopment plan reflects the true needs and vision of the people.

- **Infrastructure Improvements:** This is a recurring theme, particularly for roads, drainage, and utilities, to support growth and improve quality of life. The discussions also underlined the importance of creating aesthetically pleasing public spaces, enhancing community safety through code enforcement, and leveraging the CRA's strategic location near major transportation corridors for transit-oriented development.
- **Jobs and Opportunities:** A common theme is the lack of local jobs that forces residents to commute long distances.
- **Identity and Pride:** Many feel South Dade is often misunderstood and lumped together as one area. Stakeholders want to highlight their neighborhoods' unique identities to attract investment and boost pride.
- **Aesthetic Improvements:** People want a cleaner, more visually appealing environment. Vacant lots, rundown plazas, and aging infrastructure are viewed as barriers to creating a place where people want to live and visit.

Additionally, discussions recognized the potential of programming the CRA's trust fund for catalytic investments in anchor projects, such as mixed-use developments and other initiatives, to attract talent, generate jobs, and create a unique destination. Engagement underscored the importance of aligning redevelopment strategies with community needs to ensure sustainable growth.

The redevelopment plan is being finalized, and the public's input will shape the priorities. The CRA aims to make investments that are visible, impactful, and reflect the community's needs, with a focus on jobs, infrastructure, housing, and creating vibrant spaces that everyone can enjoy.

## Goal #1: Economic Development

Establish the Naranja Lakes CRA as a thriving economic hub with a unique identity, strong anchor industries, dynamic small businesses, and inclusive opportunities for residents and organizations. Stimulate local economic growth by attracting private investment, creating jobs, supporting entrepreneurship, and leveraging cultural, recreational, and nonprofit-based assets.

### Key Program Initiatives:

- a) **Establish a Clear Identity:** Develop a branding strategy that reflects Naranja Lakes' unique agricultural heritage, proximity to natural assets like Biscayne National Park, and emerging eco-tourism potential. Promote the area as a destination for agri-tourism, quality outdoor recreation, and a vibrant small-town charm.
- b) **Expand Place Brand Communication Efforts:** Promote Naranja Lakes as a destination through digital platforms, social media campaigns, and community education events. Showcase the CRA's assets, such as its affordability, accessibility, and potential for tourism and investment.
- c) **Business Attraction:** Leverage the area's Spaceport Territory designation to attract aerospace and defense-related industries.
- d) **Small Business Grants & Incentives:** Expand the Mom-and-Pop Small Business Grant Program to encourage local businesses to start, grow, and hire more employees. Incentives will be provided to attract key industries, such as retail, healthcare, and technology, that can provide stable jobs for residents.
- e) **Workforce Training Programs:** Partnering with Miami Dade College and CareerSource South Florida, will introduce workforce development initiatives that focus on training residents in high-demand fields like construction, IT, and healthcare. This will ensure our workforce has the skills to fill new job opportunities created by incoming businesses.
- f) **Support Small Businesses and Entrepreneurship:** Develop into a hub for small businesses by offering technical assistance, grants, and access to affordable spaces. Support local entrepreneurs in creating unique experiences like farm-to-table dining, craft markets, and boutique shops.
- g) **Naranja Business Incubator:** Establish a business incubator to support entrepreneurs with affordable office space, mentorship, and resources to help startups thrive. This initiative will prioritize minority-owned businesses and businesses rooted in the community.
- h) **Aerospace & Technology Industry Recruitment:** Leverage the Spaceport designation and proximity to Homestead Air Reserve Base to attract aerospace, defense, and technology-related industries.
- i) **Aerospace Innovation Hub:** Establish incubator and research facilities for aerospace and advanced technology firms through partnerships with Space Florida and private developers.
- j) **Amazon/Logistics Workforce Alignment:** Partner with Amazon and logistics employers to expand vocational training, supply chain certification, and workforce housing opportunities.
- k) **Bilingual and Minority Business Outreach:** Provide targeted support for Hispanic and minority-owned enterprises, ensuring equitable access to CRA incentives and training.
- l) **Cultural and Recreational Incentives:** Incentives and grants for nonprofit and community-based organizations that deliver cultural, educational, and recreational programming within the CRA.

These programs align with Florida Statute Chapter 163.370(2)(a), which permits CRA funds to be used for community redevelopment activities that eliminate slum and blight and enhance the functional and aesthetic value of the redevelopment area through civic and cultural uses.

## Goal #2: Housing and Residential Life

To create a healthy, diverse housing mix and improve the quality of life for Naranja Lakes residents.

### Key Program Initiatives:

- a) **Establish a Sustainable Housing Mix:** Promote the development of affordable and mixed-income housing, including missing middle housing such as duplexes and townhomes, to meet the needs of residents while maintaining community character.
- b) **Enhance Quality of Life:** Focus on improving neighborhood aesthetics, expanding access to parks, and addressing blight and vacancy issues. Develop programs to support homeownership, maintain existing housing stock, and build community pride.
- c) **First-Time Homebuyer Program:** Launch a CRA-supported down payment assistance and counseling initiative to help renters transition to ownership. This program will be designed for working families, with affordability criteria tailored to Naranja Lakes residents, and will leverage state and federal homeownership programs where available.
- d) **Low-Income Senior Housing:** Partner with affordable housing developers and nonprofits to create senior-friendly housing, including assisted living and age-in-place models. This ensures that older residents can remain in the community as they age, in safe and affordable units close to transit and services.
- e) **Youth Employment and Skills Development:** Partner with Miami Dade College, Miami-Dade County Public Schools, and local employers to create internships, summer jobs, apprenticeships, and trade training for youth. These initiatives will help reduce juvenile unemployment, improve career pathways, and foster long-term economic stability.

## Goal #3: Public Improvements and Infrastructure

To create a visually appealing, functional, and safe public realm that supports redevelopment and enhances community connectivity. Modernize Naranja's infrastructure to support growth, improve connectivity, and enhance residents' quality of life.

### Key Program Initiatives:

- a) **Gateway and Wayfinding Enhancements:** Install visually appealing gateway signage and wayfinding systems to improve navigation and establish a sense of place throughout the CRA.
- b) **Improve Walkability and Safety:** Install targeted lighting, wider sidewalks, shade trees, and protected bike lanes to make the CRA more pedestrian-friendly and safe.
- c) **Improve Aesthetics:** Launch streetscape beautification programs, such as landscaping, public art installations, and façade improvement grants for commercial properties.
- d) **Upgrade Commercial and Industrial Infrastructure:** Modernize utilities, roadways, and drainage systems in commercial and industrial areas to attract businesses and investors.
- e) **Green Spaces and Parks:** Revitalize local parks such as Naranja Park and Modello Park by upgrading playgrounds, adding walking trails, and enhancing amenities. This will provide families with safe, clean spaces to enjoy outdoor activities.

### Goal #4: Transportation, Transit, and Parking

To ensure safe, efficient, and multimodal transportation options to support community growth and connectivity.

#### Key Program Initiatives:

- a) **Roadway and Transportation Enhancements:** Prioritize the expansion and improvement of key roads such as SW 137th Avenue and SW 264th Street. Additionally, we will advocate for new bus routes and improve access to Miami-Dade's South Dade Transitway, making it easier for residents to connect to job centers and educational institutions.
- b) **Encourage Multimodal Transportation:** Expand shared-use paths, protected bike lanes, and pedestrian infrastructure to encourage alternative transportation methods. Promote transit systems as safe and convenient options for residents and visitors.
- c) **Enhance Parking Options:** Develop modern, efficient parking facilities to support retail, restaurants, offices, and light industrial uses, while maintaining an aesthetically pleasing streetscape.

### Goal #5: Public Safety

Ensure the Naranja community is a safe place for families to live, work, and play by reducing crime and enhancing law enforcement presence.

#### Key Program Initiatives:

- a) **Increased Law Enforcement Presence:** Work closely with Miami-Dade Police to establish a dedicated substation in Naranja, enhancing response times and building stronger community-police relations. This will be supported by regular town hall meetings to encourage dialogue between officers and residents.
- b) **Crime Prevention Through Environmental Design (CPTED):** Implement CPTED principles by improving street lighting, removing abandoned properties, and enhancing landscaping. These efforts are proven to deter criminal activity and improve community safety.
- c) **Community Engagement Programs:** Expand programs like the Police Athletic League (PAL) to engage youth and keep them on a positive path through sports, mentorship, and academic support. Our goal is to provide alternatives to gang involvement and reduce juvenile crime rates.
- d) **Develop the "Safe Naranja Program":** This program will install surveillance cameras at key intersections, increase neighborhood patrols, and provide safety workshops to local residents.
- e) **Safe Routes for Youth:** Expand lighting, sidewalks, and traffic-calming improvements near schools, parks, and residential neighborhoods to create safe routes for children walking or biking. Partner with Miami-Dade Public Schools to identify priority corridors.

## Goal #6: Redevelopment Support

To create a redevelopment-friendly environment that aligns with CRA goals and attracts sustainable investment.

### Key Program Initiatives:

- a) **Land Use Regulations:** Encourage redevelopment through zoning that promotes compact, mixed-use, pedestrian-friendly areas. Update illustrative master plans to improve clarity and align with the community's vision, ensuring they are accessible to developers and stakeholders.
- b) **Use CRA Powers for Land Development:** Leverage borrowing, land acquisition, and land disposition powers to assemble sites for redevelopment and incentivize transformative projects.
- c) **Provide Economic Incentives:** Offer grants, tax incentives, and other forms of financial support for projects that align with CRA goals, such as mixed-use developments, housing, and public infrastructure improvements.
- d) **Allocate CRA Resources Strategically:** Ensure the CRA is equipped with the necessary funding, staffing, and expertise to implement programs and initiatives effectively.

## Goal #7: Community Facilities & Culture

To foster inclusive, accessible spaces that strengthen community identity, support arts and cultural programming, and provide safe gathering places for youth, families, and seniors.

### Key Program Initiatives:

- a) **Arts & Culture Community Centers:** Establish or redevelop multipurpose centers that host arts programs, after-school activities, senior services, and cultural events.
- b) **Youth & Senior Programming:** Ensure CRA-supported facilities offer diverse programming such as arts education, fitness classes, technology training, and cultural celebrations.
- c) **Community Partnerships:** Partner with local nonprofits, schools, and cultural organizations to activate spaces with programming that reflects the diversity of Naranja Lakes.
- d) **Public Art & Creative Placemaking:** Integrate murals, sculptures, and performance spaces into community centers and public plazas, reinforcing the CRA's branding and identity.



## 5. Key Priority Projects

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Based on information gathered and aligned with the goals of promoting economic vitality, quality of life, talent attraction, and creating a unique destination for entrepreneurs and residents, the following 10 priority projects are recommended for the Naranja Lakes CRA, categorized by timeframe. To ensure the successful implementation of the recommended priority projects, the NLCRA staff and leadership can adopt the following recommended actionable strategies. These tactics will help allocate resources effectively, build partnerships, and ensure alignment with the CRA's overarching goals.

### 1. DEVELOP A CRA PLACE BRAND COMMUNICATIONS PROGRAM

**Action Steps:**

- Design a cohesive visual identity, including a logo, tagline, and communication materials.
- Develop a digital communications strategy focused on education about local assets and initiatives through social media, websites, and email campaigns.
- Organize community events to promote the CRA's unique identity and provide education about the CRA, its programs, and projects.

**Metrics for Success:**

Increased online engagement, attendance, and positive media coverage.

### 2. LAUNCH A SMALL BUSINESS SUPPORT PROGRAM

**Action Steps:**

- Establish a grant or microloan program to support local entrepreneurs in starting or expanding their businesses.
- Partner with the Miami-Dade Economic Advocacy Trust (MDEAT) or similar organizations to offer technical assistance and business training workshops.
- Identify vacant retail spaces, such as those near South Dixie Highway, and work with property owners to offer affordable leases for startups.

**Metrics for Success:**

Number of businesses supported, jobs created, and occupied retail spaces.

### 3. IMPROVE PARK CONNECTIVITY AND WALKABILITY

**Action Steps:**

- Collaborate with Miami-Dade County's Public Works Department to design and fund sidewalk improvements, bike lanes/ bike network, and crosswalk enhancements.
- Launch a "Safe Walks to Parks" campaign, including community workshops to identify priority connections.
- Apply for grants, such as the Florida Safe Routes to School Program, to fund infrastructure improvements near parks and schools.

**Metrics for Success:**

Linear feet of sidewalks/bike lanes installed, reduction in pedestrian and bike-related accidents. Reduced congestion.

### 4. EXPAND CODE ENFORCEMENT AND COMMUNITY POLICING

**Action Steps:**

- Allocate CRA funds to hire additional code enforcement officers focused on the CRA boundary.
- Partner with local law enforcement to conduct community outreach and safety improvement initiatives.
- Implement a reporting system for residents to alert authorities about illegal dumping or unsafe conditions.

**Metrics for Success:**

Reduction in illegal dumping, improved resident satisfaction with safety.

### 5. REDEVELOP KEY VACANT AND UNDERUTILIZED LAND

**Action Steps:**

- Conduct feasibility studies to determine the best uses for vacant land near the Naranja Branch Library, or for any other vacant land in the area.
- Acquire strategic properties and utilize all available statutory tools to attract private developers with experience in mixed-use and community-focused projects.
- Incorporate community input to ensure redevelopment aligns with the vision of residents.

**Metrics for Success:**

Land developed, housing/commercial square footage completed.

## 6. INFRASTRUCTURE UPGRADES FOR COMMERCIAL AND INDUSTRIAL AREAS

### Action Steps:

- Identify key infrastructure deficiencies, such as drainage, utilities, and road conditions, through engineering studies.
- Pursue funding opportunities, such as Community Development Block Grants (CDBG) or state infrastructure programs.
- Coordinate with property owners along South Dixie Highway to incentivize façade improvements and landscaping.

### Metrics for Success:

Number of infrastructure projects completed, improved stormwater management.

## 7. LAUNCH AN AGRI-TOURISM INITIATIVE

### Action Steps:

- Using the CRA area as “home base”, partner with local agricultural businesses and farms to develop guided tours, farm-to-table events, farmers’ markets, and outdoor tasting experiences featuring locally grown produce.
- Create incentives for boutique hotels, restaurants, and agri-tourism businesses to establish in the area, leveraging Naranja Lakes’ rich agricultural heritage and rural charm.
- Integrate this initiative into the CRA’s educational campaign, positioning Naranja Lakes as a unique eco-tourism and agri-tourism destination that highlights sustainable farming and local culture.

### Metrics for Success:

- Number of visitors participating in agri-tourism activities.
- New hospitality and tourism-related businesses established.
- Increased tourism revenue and economic activity in the area.

## 8. CREATE A WALKABLE DINING AND RETAIL DISTRICT

### Action Steps:

- Create a Naranja Retail & Entertainment Center along US-1, providing residents with more shopping, dining, and entertainment options while creating hundreds of local jobs.
- Partner with urban designers to create a master plan for a Main Street-inspired district with public plazas, public art, and shaded walkways.
- Attract anchor tenants and unique local businesses to establish a mix of dining, retail, and entertainment venues.

### Metrics for Success:

Number of businesses in the district, pedestrian traffic, increase in property values.

## 9. LEVERAGE THE SMART PLAN TRANSIT STATION

### Action Steps:

- Work with developers to create transit-oriented developments (TODs) near the SW 264th Street and SW 244<sup>th</sup> Street TransitWay stations, combining housing, retail, and office space.
- Ensure pedestrian and bike connectivity to the station, including lighting and signage enhancements.
- Collaborate with Miami-Dade Transit to expand routes and improve station amenities.
- Partner with the Florida Department of Transportation (FDOT) to expand the pedestrian and bicycle paths along the US-1 corridor, connecting residents to the Transitway and promoting healthier transportation alternatives.

### Metrics for Success:

New TOD developments, increase in transit ridership.

## 10. EXPAND AFFORDABLE AND WORKFORCE HOUSING OPTIONS

### Action Steps:

- Acquire strategic parcels near transit and job centers for affordable housing development.
- Establish locally-specific affordability criteria for CRA supported affordable housing projects that do not utilize other county, state or federal funds.
- Partner with affordable housing developers that apply for Low-Income Housing Tax Credits (LIHTC) to fund projects.
- Implement design guidelines to ensure housing blends with the community's character and promotes walkability.
- First-Time Homebuyer Initiative: Establish CRA funding for down payment assistance, coordinate with local lenders for favorable mortgage terms, and provide homeownership counseling.
- Low-Income Senior Housing Program: Identify sites for senior-specific housing development, issue RFPs to affordable housing developers, and coordinate with social service agencies for wraparound support.

### Metrics for Success:

Number of affordable housing units created, reduction in housing cost burden, Number of senior units developed, seniors housed at affordable rents, reduction in senior poverty/housing cost burden, Number of first-time buyers assisted, increase in homeownership rate, reduction in cost-burdened renter households.

## 11. DEVELOP ARTS & CULTURE COMMUNITY CENTERS

### Action Steps:

- Identify CRA or County-owned parcels suitable for multipurpose community centers.
- Issue an RFP for design and development of spaces that can accommodate youth, senior, and cultural programs.
- Partner with Miami-Dade County Public Schools, Miami Dade College, and local nonprofits to co-locate services and programming.

### Metrics for Success:

- Number of community centers developed or rehabilitated.
- Number of residents served annually (youth, seniors, general population).
- Frequency of arts/cultural events held.

## 12. LEVERAGE THE SPACEPORT DESIGNATION

### Action Steps:

- Position the expansion area as a hub for aerospace and technology.
- Partner with Space Florida; offer CRA incentives; develop Aerospace Innovation Hub.

### Metrics for Success:

- Number of aerospace firms recruited; high-quality jobs created; new tax base from aerospace/tech.

## 13. REDEVELOP VACANT COUNTY LAND NEAR HARB

### Action Steps:

- Encourage county-owned parcels into mixed-use, job-generating developments.
- Issue RFPs for mixed-use projects; implement zoning adjustments; use brownfield remediation where needed.

### Metrics for Success:

- Acres redeveloped; number of residential and commercial units delivered; increase in property values.

## 14. CREATING A FLAGSHIP SPORTS COMPLEX

### Action Steps:

- Identify and secure a site for the sports complex, prioritizing land within the CRA expansion area.
- Conduct feasibility and programming studies to determine the optimal mix of indoor and outdoor facilities (i.e. multi-sport fields, gymnasium, fitness area, splash pad, shaded spectator zone).

### Metrics for Success:

- Site selected and preliminary design completed.
- At least one funding partnership secured (public or private) for capital development.

## LAND ACQUISITION AND REAL ESTATE DEVELOPMENT STRATEGY

A strategic land acquisition and real estate development approach is essential to achieving the goals of the Naranja Lakes Community Redevelopment Agency (CRA). The CRA's role in land banking, redevelopment facilitation, and targeted real estate investment will be key in addressing retail gaps, workforce housing shortages, job center expansion, and commercial revitalization.

This strategy is guided by the findings from market analysis across residential, retail, office, industrial, and hospitality sectors, ensuring that acquisitions and redevelopment projects align with economic needs, demand trends, and long-term community impact.

### Land Acquisition, Management, and Disposition Strategy

The Naranja Lakes CRA will utilize its statutory powers not only to acquire and assemble land but also to manage and dispose of it in ways that maximize community benefit. The strategy has three key components:

#### Acquisition and Assembly

The CRA may acquire parcels through purchase, donation, tax foreclosure, or land banking to facilitate redevelopment. Priority targets include underutilized commercial corridors, aging multifamily housing, and properties suitable for mixed-use or catalytic projects. Site assembly is critical to attract high-quality developers and to create parcels of sufficient scale for transformative uses.

#### Interim Property Management

The CRA will actively manage acquired properties prior to redevelopment. This may include leasing, tenant management, and maintenance activities to preserve property values and generate non-TIF revenues. Current examples include CRA-owned buildings along South Dixie Highway. Interim management ensures that properties remain productive and contribute positively to the area while long-term redevelopment plans are advanced.

#### Disposition and Redevelopment

RA-controlled parcels will be disposed of in accordance with Florida Statutes Chapter 163 and County policy. The CRA will use transparent processes such as:

- **Requests for Proposals (RFPs):** Competitive solicitations to select private partners based on experience, financial capacity, and alignment with CRA goals.
- **Public-Private Partnerships (P3s):** Collaborative projects that share risk and leverage private investment while delivering public benefits such as affordable housing, community facilities, or job creation.
- **Long-Term Ground Leasing:** Where appropriate, the CRA may lease land rather than sell, ensuring ongoing public control and long-term revenue streams.



**The goals of land acquisition and disposition are to:**

- Support the development of affordable and workforce housing, including opportunities for first-time homebuyers and seniors.
- Catalyze redevelopment of underutilized corridors into mixed-use, walkable destinations.
- Attract job-creating industries in logistics, healthcare, and small business growth.
- Ensure CRA-owned land is leveraged for maximum community impact, equity, and sustainability.

**Guiding Principles for Land Acquisition & Redevelopment**

The CRA will pursue a strategic and phased approach to land acquisition and development, prioritizing:

- Job-Creating Commercial & Industrial Sites – Expanding office and industrial space to create local employment opportunities.
- Workforce and Mixed-Income Housing – Ensuring housing development supports economic diversity.
- Retail Expansion & Revitalization – Addressing retail leakage and activating key commercial corridors.
- Hospitality & Tourism Development – Creating an environment for hotel investment and tourism-related growth.

To implement these priorities, the CRA can use tactics that include land banking, public-private partnerships (P3s), developer incentives, and site-specific redevelopment initiatives.

**Implementation Strategy & Funding Mechanisms**

To execute this strategy, the CRA may utilize:

- Tax Increment Financing (TIF) – To fund infrastructure and site improvements.
- Land Banking & Site Control – To assemble parcels for redevelopment and public-private partnerships.
- Public-Private Partnerships (P3s) – To leverage private investment in housing, commercial, and hospitality projects.
- Incentive Programs – Offering tax recapture programs, grants, and potentially land development bonuses to encourage investment.

## TARGETED ACQUISITION & DEVELOPMENT STRATEGIES

### 1. Workforce and Mixed-Income Housing Development

#### Why This Matters:

- Homeownership rates in Naranja Lakes are low (45%), and 50% of renters are cost-burdened.
- There is significant demand for workforce housing, but vacant and aging housing stock limits availability.
- The CRA's role in acquiring and redeveloping underutilized properties is critical to improving affordability and increasing homeownership opportunities.

#### Action Plan:

- Land Bank Key Residential Parcels – Identify and assemble underutilized or tax-delinquent properties for future affordable housing projects.
- Facilitate Public-Private Partnerships (P3s) – Work with developers to deliver mixed-income housing projects while preserving affordability.
- Create Homeownership Incentives – Offer down payment assistance, tax abatements, and first-time buyer incentives to increase ownership rates.
- Support Multi-Family Redevelopment – Target aging multi-family properties with rehabilitation grants or redevelopment incentives.

#### Potential Acquisition Sites:

- Underutilized parcels along major corridors (US-1, South Dade Transitway, 137th Ave.).
- Properties with high vacancy rates or financial distress that can be converted into mixed-use or multi-family developments.

## TARGETED ACQUISITION & DEVELOPMENT STRATEGIES

### 2. Retail Expansion & Revitalization

#### Why This Matters:

- Retail vacancy rates are high (12.5%), yet residents spend much of their retail dollars outside Naranja Lakes.
- There is an undersupply of grocery stores, sit-down restaurants, and entertainment venues.
- The retail sector lags behind residential growth, meaning that more housing density may be needed to support future retail investment.

#### Action Plan:

- Acquire & Reposition Underperforming Retail Centers – Identify older, struggling shopping centers and facilitate redevelopment or repositioning efforts.
- Target Grocery & Essential Retail Development – Use land assembly, incentives, and P3s to recruit a supermarket or specialty grocer.
- Encourage Mixed-Use Development – Integrate retail into residential projects to create built-in customer bases.
- Support Small Businesses & Local Retailers – Implement business grants, façade improvements, and tenant assistance programs to strengthen the local retail ecosystem.

#### Potential Acquisition Sites:

- Retail corridors along US-1, 264th Street, and major intersections.
- Vacant or struggling shopping centers that can be redeveloped into mixed-use areas.

## TARGETED ACQUISITION & DEVELOPMENT STRATEGIES

### 3. Job-Creating Commercial & Industrial Sites

#### •Why This Matters:

- Office vacancy rates are high (18%), and the area lacks large employers.
- Industrial vacancy is low (6.5%), showing strong demand for logistics and light manufacturing space.
- The market is underutilizing its proximity to transit corridors and trade routes.

#### Action Plan:

- Expand Industrial & Logistics Space – Acquire and work with the county to rezone underutilized parcels for light industrial, warehousing, and logistics development.
- Support Office Redevelopment & Job Centers – Convert vacant retail space into small office hubs or co-working spaces.
- Create Business Incubators & Innovation Hubs – Identify properties that can support entrepreneurial growth, medical offices, and professional services.
- Leverage the South Dade Transitway – Encourage transit-oriented office development near major public transit hubs.

#### Potential Acquisition Sites:

- Land near major roadways and TransitWay stops that can be converted into industrial or commercial job centers.
- Vacant office buildings or underutilized retail space that could be repositioned for business use.

## TARGETED ACQUISITION & DEVELOPMENT STRATEGIES

### 4. Hospitality & Tourism Development

#### Why This Matters:

- The area has fewer than five hotels, low occupancy rates (58%), and no new hotel development.
- The lack of lodging options prevents visitor spending, eco-tourism expansion, and event-driven travel.
  - Current list of hotel accommodations include:
    - YES Motel - 28475 S Dixie Hwy
    - American Best Inn - 26480 S Dixie Hwy
- Naranja Lakes is well-positioned to serve visitors to the Everglades, Biscayne National Park, and Homestead Speedway, but has no tourism infrastructure.

#### Action Plan:

- Attract Hotel Development – Offer tax incentives, impact fee incentives, and land assembly opportunities for hotel investors.
- Encourage Mixed-Use Hospitality Projects – Combine lodging with entertainment, dining, and event space to create a destination appeal.
- Develop an Eco-Tourism Strategy – Position Naranja Lakes as a gateway for nature and adventure tourism.
- Identify Land for Hospitality Expansion – Designate hospitality zones near key roadways, transit access points, and future entertainment districts.

#### Potential Acquisition Sites:

- Properties along major highways (US-1, Florida's Turnpike) and near high-traffic corridors.
- Undeveloped parcels that could support eco-lodging, boutique hotels, or mixed-use hospitality developments.

## NEIGHBORHOOD IMPACT STATEMENT

The following describes the potential impacts of future redevelopment on the neighborhoods within the CRA. While neighborhood impacts have been considered in the identification of the Redevelopment Goals outlined above, it should be noted that redevelopment projects are in the early stages of planning. Specific impacts resulting from implementation should be further identified as individual projects begin the design phase.

### Housing and Affordability

The possibility of residential relocations is contemplated by this Plan in connection with future redevelopment projects. While no, or only very limited relocation is anticipated, it is important to note that implementation of Redevelopment Goals and Initiatives may result in residential and/or business displacement. The following strategies are contemplated within the CRA Plan to help mitigate potential displacement. The CRA recognizes that seniors and young working families face unique challenges in securing affordable housing. As part of its housing strategy, the CRA will promote dedicated senior housing developments and support services to ensure older residents can age in place. At the same time, the CRA will create pathways to homeownership through first-time buyer programs, helping families build equity and long-term stability in the community. These initiatives directly address poverty, cost burden, and intergenerational wealth creation.

- The CRA Plan encourages the development of mixed-income housing for a variety of affordable living options for existing and new residents.
- The CRA will engage in public-private partnerships with developers to create workforce housing and incentives to address long-term affordability.
- Potential displacement risks should be mitigated through financial assistance programs and anti-displacement policies.

### Infrastructure and Transportation

As part of the County, State and CRA's redevelopment effort, it is anticipated that significant investments will be made in transportation networks, including street reconstructions, lighting, beautification, landscaping, traffic calming, and pedestrian walkway enhancement. Investments will also be made to upgrade water, sewer, and stormwater systems to accommodate future growth and environmental resilience.

### Environmental Quality

The Redevelopment Goals and Initiatives proposed in this Plan are intended to improve the environmental quality within the redevelopment area. The following serve to improve the environmental sustainability.

- The CRA will encourage energy saving building practices with new developments within the Naranja Lakes CRA.
- Infrastructure projects will utilize green infrastructure and sustainable stormwater management techniques where appropriate and add to the tree canopy through urban greening.

### Community Well Being

The redevelopment area contains a range of community services and facilities. These facilities contribute to the success of the redevelopment plan and support cultural, neighborhood, social and educational enhancement.

- Any existing community facilities within the boundary of the redevelopment area may benefit from the economic improvement of the area by the implementation of the redevelopment initiatives, and the physical improvements of the surrounding area that will create economic revitalization with the advent of new businesses and job opportunities.
- Community services such as innovative policing and code enforcement can be expanded utilizing the programs included in the Community Redevelopment Plan.

### Community Centers and Cultural Facilities

- The CRA will support the creation of multipurpose community centers that provide safe, inclusive, and vibrant spaces for all residents. These centers will host youth sports and arts programs, senior activities, and cultural events, becoming anchors of neighborhood pride and identity.

### Youth Development and Safety

- The CRA recognizes that youth need safe spaces, career opportunities, and positive alternatives to crime or gang involvement. Investments in safe routes to school, a youth sports complex, and employment programs will ensure that young residents have access to opportunities that build skills, improve health, and strengthen community pride.

### Economic Development and Job Creation

The Naranja Lakes CRA Plan addresses economic development throughout the plan, which aims to attract new business and provide job opportunities for residents in the community. The CRA will do this through:

- Encourage entrepreneurship by offering support through a microloan program and partner with local organizations that provide training programs and technical assistance
- Supporting small businesses through grants and encouragement of a vibrant mix of uses, such as a hotel or restaurants.
- Enhancing commercial corridors to improve aesthetics, a sense of place, and increase business viability.

### **Community Engagement and Equity**

The CRA Plan update encourages inclusive community engagement strategies, ensuring that residents and stakeholders have a voice in prioritizing redevelopment efforts. Public meetings, workshops, and surveys are important to gather feedback for transparent decision-making and the CRA should emphasize equitable development to prevent displacement. In conclusion, the Naranja Lakes CRA Plan addresses housing, infrastructure, environmental quality, economic development, and community well being by prioritizing sustainable growth, economic opportunity, and improved quality of life while maintaining the community's unique character. Ongoing outreach and collaboration with residents, businesses, and stakeholders will be critical to the success of this vision.



## 6. Financial Projections & Alternative Funding

### TIF Projections NLCRA 2033

Fiscal Year	Original	Expansion	Increment	TIF
2002	131,292,949			
2017		493,525,205		
2025	784,286,751	2,013,794,469	2,173,263,066	13,649,787
2026	886,124,991	2,436,813,436	2,698,120,273	16,617,318
2027	912,708,741	2,509,917,839	2,797,808,426	17,231,282
2028	940,090,003	2,585,215,374	2,900,487,223	17,863,666
2029	968,292,703	2,662,771,835	3,006,246,385	18,515,021
2030	997,341,484	2,742,654,991	3,115,178,321	19,185,916
2031	1,027,261,729	2,824,934,640	3,227,378,215	19,876,938
2032	1,058,079,581	2,909,682,679	3,342,944,106	20,588,691
2033	1,089,821,968	2,996,973,160	3,461,976,974	21,321,797
			Total TIF	151,200,629

### Spending Plan Concept

SPENDING PLAN CONCEPT	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	8-Year Total
Tax Increment Revenue	16,617,318	17,231,282	17,863,666	18,515,021	19,185,916	19,876,938	20,588,691	21,321,797	151,200,629
<b>EXPENSES</b>									
Administration	273,000	286,650	300,983	316,032	331,833	348,425	365,846	384,138	2,606,907
County Administration	138,445	145,367	152,635	160,267	168,280	176,694	185,529	194,805	1,322,023
Operating Expenses	2,155,354	2,263,122	2,376,278	2,495,092	2,619,846	2,750,838	2,888,380	3,032,799	20,581,709
<b>PROGRAMS AND PROJECTS</b>									
Community Policing	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	12,800,000
Infrastructure Investments	493,243	1,000,000	1,000,000	1,500,000	2,000,000	2,500,000	2,000,000	1,500,000	11,993,243
Housing Projects*	250,000	574,333	921,975	787,000	250,000	250,000	250,000	250,000	3,533,308
Public Spaces and Parks	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
Business Assistance & Job Creation	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,000,000
Commercial Improvement Grants	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,188,970	8,688,970
Land Acquisiton/P3/Major Projects*	5,747,757	4,736,710	4,716,144	4,685,313	5,063,703	4,912,363	5,768,363	5,442,797	41,073,150
Smart Plan for Transit Investments	-	-	-	-	-	-	-	-	-
Redevelopment Priorities	2,992,105	3,104,665	3,220,601	3,340,016	3,463,013	3,589,700	3,720,188	3,854,590	27,284,879
<b>TOTAL EXPENSES</b>	<b>1,767,414</b>	<b>1,820,436</b>	<b>3,695,486</b>	<b>5,626,787</b>	<b>7,616,027</b>	<b>9,664,945</b>	<b>11,775,330</b>	<b>13,949,026</b>	<b>55,915,452</b>
*Can be done with TIF Recapture or P3									

## **Alternative Funding Mechanisms to Tax Increment Financing (TIF) for Redevelopment Costs**

While Tax Increment Financing (TIF) is a widely used tool for funding redevelopment, several alternative mechanisms can supplement or replace TIF to finance projects in the Naranja Lakes CRA or similar redevelopment efforts. Below are viable funding alternatives:

### **1. Grants and Federal/State Funding Programs**

- Community Development Block Grants (CDBG) – Federal funding for economic development, infrastructure improvements, and affordable housing.
- Economic Development Administration (EDA) Grants – Support for public works, infrastructure, and job creation.
- Brownfield Grants (EPA & Florida Brownfields Program) – Funding for environmental remediation and redevelopment of contaminated sites.
- Transportation Grants (BUILD/RAISE Grants, State DOT Funding) – Federal or state grants for road, pedestrian, and transit-related projects.
- Florida Department of Economic Opportunity (DEO) Grants – Support for local redevelopment and infrastructure projects.

### **2. Special Assessment Districts (SADs)**

- Establishing a Business Improvement District (BID) or Community Development District (CDD) where property owners agree to a special assessment to fund specific improvements, such as:
  - Streetscape enhancements
  - Public safety and maintenance
  - Parking and mobility infrastructure
- Revenue generated is used for localized improvements, attracting businesses and increasing property values.

### **3. Public-Private Partnerships (P3s)**

- Collaborate with private developers for mixed-use projects where:
  - The CRA provides land, infrastructure, or financing incentives.
  - Private investors contribute funding for commercial or residential projects.
    - Examples:
      - Leasing public land for commercial use in exchange for revenue-sharing agreements.
      - Partnering with hotel developers for eco-tourism projects.

#### **4. Tax Credit Programs**

- New Markets Tax Credits (NMTCs) – Federal incentive for private investment in economically distressed areas.
- Low-Income Housing Tax Credits (LIHTCs) – Support for affordable and workforce housing developments.
- Historic Preservation Tax Credits – Encourages restoration of historic buildings for adaptive reuse.

#### **5. Opportunity Zone Investments**

- Attract private capital gains investment into designated Opportunity Zones within the CRA.
- Offer tax deferrals and exemptions for investors supporting local economic development projects.

#### **6. Bond Financing**

- Revenue Bonds – Secured by TIF increment revenue or other eligible sources.
- General Obligation (GO) Bonds – Requires voter approval; backed by municipal creditworthiness.
- Infrastructure Bonds – Used for major redevelopment projects, including roads, utilities, and public spaces.

#### **7. Crowdfunding and Philanthropic Funding**

- Local crowdfunding campaigns for small-scale projects (e.g., park improvements, cultural spaces).
- Philanthropic partnerships with foundations or corporations for community-driven redevelopment.

#### **8. Lease Revenue and Land Value Capture**

- Lease CRA-owned properties to developers or businesses to generate ongoing revenue.
- Utilize land value capture mechanisms where infrastructure investments increase land value, and part of the appreciation funds future projects.

#### **9. Tourism and Hospitality Funding Mechanisms**

- Hotel Bed Tax Revenues – Portion of local lodging taxes used for infrastructure supporting eco-tourism.
- Event-Based Revenue Sharing – Hosting cultural festivals, markets, and events that generate funds for redevelopment.

By combining TIF with these alternative funding mechanisms, the Naranja Lakes CRA can diversify its revenue sources, reduce financial risk, and accelerate redevelopment efforts. A strategic mix of grants, public-private partnerships, special assessments, and tax incentives will ensure sustainable and impactful investment in the community.

# Viable Exit Strategies

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## Viable Exit Strategy for Naranja Lakes Community Redevelopment Agency (CRA) by 2033

The Naranja Lakes CRA, established with a sunset date of 2033 as stated in the 2017 Redevelopment Plan, requires a structured exit strategy to ensure a seamless transition of responsibilities while maintaining the long-term sustainability of its redevelopment efforts. A well-planned exit strategy will allow the CRA to achieve its core objectives, ensure continued economic growth, and transition redevelopment initiatives to local government or private sector leadership.

### Key Exit Strategy Components

#### 1. Financial Sustainability & Responsible TIF Phase-Out

- Gradual Reduction of TIF Revenues: Develop a TIF Wind-Down Plan where funds are gradually allocated to legacy projects and essential infrastructure instead of new long-term commitments.
- Reserve Fund Establishment: Create a redevelopment trust reserve fund to sustain key projects beyond the CRA's lifespan.
- Debt Retirement Strategy: Ensure all bonds, loans, or financial obligations are paid off or transferred to the county or another governing entity before 2033.

#### 2. Project Completion and Transfer of Responsibilities

- Prioritize High-Impact Redevelopment Projects: Focus on completing transformational projects (e.g., the Main Street Retail & Dining District, Agri-Tourism Initiative, and Transit-Oriented Development near the SMART Plan station) by 2028-2030.
- Asset Transfer to Miami-Dade County: Transition CRA-owned properties, public facilities, and infrastructure projects to the county or designated community organizations.
- Public-Private Partnerships (P3s): Establish agreements where private developers or local business groups maintain and manage assets like parks, streetscapes, and commercial spaces.

#### 3. Establish Long-Term Governance for Ongoing Redevelopment

- Create a Business Improvement District (BID) or Special Assessment District: Ensure continued maintenance of commercial corridors through a self-assessed property owner group after the CRA dissolves.
- Municipal Oversight Transition: Work with Miami-Dade County's Office of Management and Budget to integrate CRA functions into existing economic development programs.
- Local Economic Development Board: Establish a post-CRA advisory board to guide future development efforts and oversee unfinished projects.

#### 4. Community Benefits and Housing Legacy Programs

- Affordable Housing Trust Fund: Use final CRA funds to establish a permanent housing assistance program to ensure long-term affordability.
- Small Business & Workforce Development Fund: Transition existing business grants and training programs to local chambers of commerce or nonprofit organizations.

#### 5. Final Report and Public Transparency

- Sunset Report (2032-2033): Provide a final impact assessment detailing TIF fund usage, completed projects, and the economic impact of the CRA.
- Public Engagement: Hold town halls and workshops to inform residents and businesses about the transition and future governance structures.

#### Proposed Timeline for Exit Strategy Execution

Proposed Timeline for Exit Strategy Execution		
Phase	Timeframe	Key Actions
Mid-Term CRA Prioritization	2025 - 2028	Finalize major redevelopment projects, secure funding for unfinished projects, and initiate asset transfer planning.
TIF Reduction & Transition Plan	2028 - 2030	Gradually reduce reliance on TIF, establish reserve funds, and finalize long-term governance plans.
Final Years of CRA Operations	2030 - 2032	Transfer properties, launch legacy programs (BID, affordable housing trust), and ensure all financial obligations are met.
Dissolution & Reporting	2033*	Final CRA audit, public report, and formal sunset of operations.

*\*Note: This CRA Plan Update has been prepared based on the current sunset date of 2033. However, it also includes provisions for a proposed extension of the CRA's life to 2043. Upon formal approval of the extension, all references to the 2033 sunset date within this document shall be updated to reflect the new termination date of 2043.*

The Naranja Lakes CRA Exit Strategy ensures that redevelopment efforts continue to benefit the community post-2033 by transferring key projects, creating sustainable governance structures, and phasing out financial dependencies. This strategy protects investments, maintains community improvements, and ensures a smooth transition to local entities for long-term growth and sustainability.

# Extension of Life

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## Justification for Extension

The Naranja Lakes Community Redevelopment Agency (CRA) was created in 2002 and is currently scheduled to sunset in 2033. While some progress has been made, the 2025 Plan Update demonstrates that substantial redevelopment needs remain, particularly in the areas of affordable housing, infrastructure modernization, poverty reduction, and economic development.

An extension of the CRA's life is necessary to:

- Complete long-term capital projects, such as infrastructure upgrades, drainage improvements, and multimodal transportation investments.
- Deliver transformative redevelopment on large, vacant parcels and underutilized County-owned lands.
- Implement sustained affordable and workforce housing programs, including homeownership assistance and senior housing.
- Support job-creating redevelopment initiatives in logistics, aerospace, and small business growth.
- Ensure the CRA's investments continue to reduce poverty and blight, consistent with Florida Statutes Chapter 163.

## Proposed Term of Extension

The CRA recommends an extension of the CRA's sunset date to 2043. This additional period will provide sufficient time to implement long-term projects and ensure that the CRA's redevelopment efforts are sustained beyond 2033. Upon formal approval of the extension, all references to the 2033 sunset date within this document shall be updated to reflect the new termination date of 2043.

## Projected Outcomes with Extension

With an extension of life, the CRA will:

- Deliver newer affordable and workforce housing units, including senior housing.
- Complete major infrastructure projects that address flooding, drainage, and roadway deficiencies.
- Establish mixed-use redevelopment on large County-owned parcels near the Homestead Air Reserve Base.
- Support the creation of new jobs through aerospace, logistics, retail, and small-business initiatives.
- Maintain strong public safety programs and blight removal strategies, including illegal dumping prevention and code enforcement.

## Financial Projections

Updated financial projections prepared as part of this Plan Update demonstrate that an extension of life will generate sufficient increment revenue to fund these initiatives and projects. These projections are presented on the following page.



### TIF PROJECTIONS

The extension of the Naranja Lakes CRA is essential to complete transformative projects, sustain momentum, and ensure long-term poverty reduction and economic revitalization. Without an extension, critical initiatives in housing, infrastructure, and job creation will remain incomplete, and the community will lose a vital tool for addressing slum and blight. The CRA therefore requests approval from the Board of County Commissioners to extend its life through 2043 to ensure these objectives are fully achieved.

Fiscal Year	Original	Expansion 1	Expansion 2	Increment	TIF
2002	131,292,949				
2017		493,525,205			
2026	886,124,991	2,436,813,436	<b>4,775,915</b>	1,890,603,339	11,643,942
2027	912,708,741	2,509,917,839	4,919,192	1,990,434,769	12,258,789
2028	940,090,003	2,585,215,374	5,066,768	2,093,261,142	12,892,081
2029	968,292,703	2,662,771,835	5,218,771	2,199,172,307	13,544,372
2030	997,341,484	2,742,654,991	5,375,334	2,308,260,806	14,216,232
2031	1,027,261,729	2,824,934,640	5,536,594	2,420,621,960	14,908,248
2032	1,058,079,581	2,909,682,679	5,702,692	2,536,353,949	15,621,024
2033	1,089,821,968	2,996,973,160	5,873,773	2,655,557,898	16,355,183
2034	1,122,516,627	3,086,882,355	6,049,986	2,778,337,965	17,111,367
2035	1,156,192,126	3,179,488,825	6,231,486	2,904,801,434	17,890,236
2036	1,190,877,890	3,274,873,490	6,418,430	3,035,058,807	18,692,472
2037	1,226,604,226	3,373,119,695	6,610,983	3,169,223,901	19,518,775
2038	1,263,402,353	3,474,313,286	6,809,313	3,307,413,948	20,369,866
2039	1,301,304,424	3,578,542,684	7,013,592	3,449,749,697	21,246,491
2040	1,340,343,556	3,685,898,965	7,224,000	3,596,355,518	22,149,414
2041	1,380,553,863	3,796,475,934	7,440,720	3,747,359,514	23,079,425
2042	1,421,970,479	3,910,370,212	7,663,942	3,902,893,629	24,037,336
2043	1,464,629,593	4,027,681,318	7,893,860	4,063,093,768	25,023,985
				<b>Total TIF</b>	<b>308,915,297</b>

### **Miami-Dade County Requirements for an Extension of life of a CRA**

The County has set forth the following criteria for an assessment of need (Assessment), which will be submitted by any community redevelopment agency (Agency) requesting an extension to the life of the Agency and community redevelopment area (Area). The Assessment is included within this Amendment to the Community Redevelopment Plan, and the elements of the Assessment can be found in the sections identified below.

A. ASSESSMENT OF NEED: ANY AGENCY REQUESTING AN EXTENSION SHALL PROVIDE THE BOARD AN ASSESSMENT THAT SHALL INCLUDE THE FOLLOWING INFORMATION:

#### **1. Reason for the Extension:**

*This proposed Redevelopment Plan Amendment identifies updated Redevelopment Goals and Initiatives to continue to eliminate the conditions of blight that exist within the Naranja Lakes CRA through the implementation of a comprehensive redevelopment program, and to continue to implement revitalization and redevelopment efforts in response to recent challenges.*

#### **2. Current condition(s) of slum in the Area, as defined by Chapter 163.340 (7):**

*Blight conditions were evaluated rather than slum, consistent with Chapter 163.*

#### **3. Current condition(s) of blight in the Area, as defined by Chapter 163.340 (8):**

*The proposed expansion area of the Naranja Lakes CRA exhibits multiple indicators of blight as defined by Chapter 163.340(8), Florida Statutes. A thorough assessment of physical conditions, economic factors, and public safety concerns confirms the presence of at least five qualifying criteria for blight, justifying the need for redevelopment intervention.*

### **Key Blight Conditions Identified**

- Defective or Inadequate Street Layout and Infrastructure (163.340(8)(a))
  - Deteriorating road conditions, including cracked asphalt, missing curbs, and lack of proper drainage, contribute to flooding hazards and unsafe pedestrian access.
  - Overcrowded parking forces residents to park on swales, damaging landscaping and exacerbating infrastructure decline.
  - Public transportation access is limited, reducing mobility options for low-income residents.

- **Unsanitary or Unsafe Conditions (163.340(8)(d))**
  - Illegal dumping and exposed waste are widespread, attracting pests and creating public health risks.
  - Fallen electrically charged power lines and unsafe sidewalks pose serious hazards to pedestrians, particularly children and elderly residents.
  - An illegal homeless encampment near a major commercial corridor deters business investment and creates sanitation concerns.
- **Deterioration of Site or Other Improvements (163.340(8)(e))**
  - Abandoned buildings and vacant structures create a sense of neglect and economic stagnation.
  - Unkempt public spaces and vacant county-owned land contribute to blight and discourage reinvestment.
- **Faulty Lot Layout and Land Use Deficiencies (163.340(8)(c))**
  - Many parcels lack proper accessibility, size, or zoning consistency, preventing effective redevelopment.
  - Outdated density patterns create inefficient land use and limit opportunities for modern mixed-use development.
- **Government-Owned Property with Adverse Environmental Conditions (163.340(8)(n))**
  - Several government-owned sites show signs of neglect and environmental degradation, requiring remediation and reinvestment.

#### **4. Total revenues deposited into the trust fund since the inception of the Agency: TBD**

#### **5. Types of programs funded for the Area:**

*The Naranja Lakes Community Redevelopment Agency (CRA) funds a variety of programs aimed at economic development, infrastructure improvements, public safety, and community revitalization. Based on the 2023 Annual Report and 2023-24 Budget, the key funded programs include:*

##### **1. Economic Development & Business Support**

- **Business Development & Job Creation Initiatives (\$200,000)** – Supports small business growth, workforce training, and local entrepreneurship.
- **Commercial Improvement Grants (\$3,000,000)** – Helps business owners upgrade storefronts, improve technology, and enhance commercial properties.
- **Major Development Project Planning (\$10,000,000)** – Allocated for large-scale redevelopment projects that promote economic revitalization.

## 2. Housing & Community Revitalization

- Housing Projects (\$3,000,000) – Focuses on home rehabilitation for low-income, elderly, and disabled homeowners.
- Committed Development Funding (\$5,000,000) – Infrastructure grants for affordable housing projects like Redland Market Village Apartments.

## 3. Infrastructure & Beautification

- Transportation, Infrastructure & Landscape Enhancement (\$150,000) – Includes beautification efforts along major corridors and public spaces.
- Community Center Property Maintenance (\$60,000) – Supports upkeep of public spaces and community gathering areas.

## 4. Public Safety & Crime Prevention

- Innovative Community Policing (\$600,000) – Funds public safety initiatives and crime prevention programs.
- Illegal Dumping Monitoring & Prevention – Funds the installation of surveillance cameras to reduce illegal dumping.

## 5. Strategic Miami Area Rapid Transit (SMART) Plan Contributions

- SMART Plan Projects Reserve (\$2,666,604) – Supports transit-oriented development and public transportation improvements.

## 6. Major projects funded by the Agency:

*The Naranja Lakes Community Redevelopment Agency (CRA) has strategically invested in major redevelopment projects that address housing affordability, economic revitalization, infrastructure improvements, and public safety enhancements. These projects are designed to eliminate blight, attract private investment, and create a more sustainable and vibrant community. By funding affordable housing developments, commercial revitalization initiatives, transit-oriented infrastructure, and crime reduction programs, the CRA ensures that growth benefits both residents and businesses while aligning with long-term redevelopment goals. Below is an overview of the key projects funded by the CRA and their impact on the community.*

### Illegal Dumping Surveillance Program

- Installation of five surveillance cameras to reduce illegal dumping and improve environmental conditions.

### Affordable Housing & Residential Redevelopment (\$300,000)

- Rehabilitation of homes for low-income, elderly, and disabled residents.

**Commercial Business Improvement Grants (\$3,000,000)**

- Provides funding for small businesses to upgrade facilities and storefronts.

**Transit-Oriented Development & SMART Plan Contribution (\$2,666,604)**

- Supports transportation infrastructure improvements in alignment with Miami-Dade's SMART Plan.

**Major Development Project Planning (\$10,000,000)**

- Funding allocated for future large-scale redevelopment efforts, including mixed-use and workforce housing projects.

**7. Major projects to be funded by the Agency as a result of the extension:**

*The extension of the Naranja Lakes CRA will allow for the continued funding of critical redevelopment initiatives that address blight removal, economic development, housing affordability, and infrastructure improvements. With the proposed extension, the CRA will prioritize projects that:*

**Workforce and Mixed-Income Housing Development (\$11,000,000+)**

- Expansion of Affordable and Workforce Housing Programs to provide first-time homebuyer assistance, rental stabilization, and rehabilitation grants.
- New Mixed-Use Housing Projects along key corridors, integrating residential units with commercial and transit-oriented development.

**Commercial and Business Growth Initiatives (\$5,000,000+)**

- Retail Redevelopment and Business Attraction to address retail leakage and fill gaps in grocery, dining, and entertainment sectors.
- Expansion of Commercial Improvement Grants to assist small businesses with property upgrades, storefront enhancements, and infrastructure improvements.
- Targeted Business Incubation & Entrepreneurship Programs to foster minority- and locally-owned business growth.

**Infrastructure and Public Space Enhancements (\$12,000,000+)**

- Roadway and Pedestrian Safety Improvements, including upgraded sidewalks, street lighting, and bike lanes to enhance walkability and connectivity.
- Public Park and Green Space Revitalization to improve community gathering spaces, recreational facilities, and landscaping.
- Drainage and Stormwater Management Upgrades to reduce flooding risks and improve environmental sustainability.

**Industrial and Job-Creating Development (\$10,000,000+)**

- Expansion of Light Industrial and Logistics Space to support job creation in high-demand industries.
- Redevelopment of Underutilized Commercial Properties into employment centers and small business hubs.

### **Public Safety and Crime Prevention (\$12,000,000+)**

- Illegal Dumping Prevention and Surveillance Expansion to deter environmental hazards and improve neighborhood conditions.
- Community Policing and Public Safety Enhancements to reduce crime and improve security in commercial and residential areas.

### **Transit-Oriented Development & SMART Plan Contributions (\$15,000,000+)**

- Transit-Oriented Housing and Commercial Development near the South Dade Transitway.
- Improvements to Public Transit Access and Infrastructure, including enhanced bus shelters, parking facilities, and mobility programs.

## **B. ADDITIONAL INFORMATION. ADDITIONALLY, THE ASSESSMENT SHOULD INCLUDE THE FOLLOWING INFORMATION, IF APPLICABLE, THAT WILL ASSIST THE BOARD IN DETERMINING THE FEASIBILITY OF EXTENDING THE AGENCY:**

### **1. Demographic analysis:**

*See Naranja Lakes CRA Plan Update 2025 Section 3 Background.*

### **2. Economic, financial, and regulatory conditions within the redevelopment area:**

*See Naranja Lakes CRA Plan Update 2025 Section 3 Background.*

### **3. Redevelopment priorities:**

*See Naranja Lakes CRA Plan Update 2025 Section 5 Priority Projects.*

### **4. Possible solutions and redevelopment strategies:**

*See Naranja Lakes CRA Plan Update 2025 Section 4 Goals and Initiatives.*

### **5. Recommendations for an appropriate update to the goals and objectives of the Agency's community redevelopment plan:**

*See Naranja Lakes CRA Plan Update 2025 Section 4 Goals and Initiatives.*

### **6. Projections of available tax incremental revenues:**

*See Naranja Lakes CRA Plan Update 2025 Section 6 Financial Projections.*

### **7. Capital Improvements:**

*To support the redevelopment priorities of the Naranja Lakes CRA, capital improvements will focus on infrastructure upgrades, public space enhancements, and strategic investments in key redevelopment sites. These projects will improve transportation, stormwater management, public safety, and community amenities, ensuring that the CRA meets the needs of its growing population.*

*The CRA will prioritize roadway and streetscape improvements to enhance mobility, increase pedestrian safety, and improve traffic flow. This includes resurfacing and repaving key roadways, upgrading sidewalks and crosswalks, enhancing street lighting, and implementing traffic calming measures in residential neighborhoods.*

*These upgrades will improve connectivity between commercial and residential areas while making the streets safer and more accessible for pedestrians and cyclists.*

*Stormwater and drainage infrastructure improvements will focus on addressing chronic flooding issues that have impacted residential and commercial areas. Planned investments include upgrading stormwater drainage systems, implementing green infrastructure solutions such as bioswales and permeable pavement, and improving canal and retention pond capacity to mitigate flood risks. These efforts will improve environmental sustainability while enhancing the overall resilience of the community.*

*Public parks and community spaces will be modernized and expanded to improve recreational opportunities and enhance the quality of life for residents. Park renovations will include new playgrounds, walking trails, shaded seating areas, and sports facilities. The CRA will also invest in a new community center that will serve as a hub for educational programs, cultural activities, and public gatherings. Beautification efforts, including landscaping, murals, and public art installations, will be incorporated into these improvements to strengthen the area's identity and sense of place.*

*Public safety enhancements will focus on improving security and reducing crime through better infrastructure and enforcement tools. This includes the installation of surveillance cameras in high-crime and illegal dumping areas, upgrades to street lighting in poorly lit neighborhoods, and improvements to emergency response infrastructure such as fire hydrants and street access for first responders. These investments will create a safer environment for residents and businesses, supporting long-term redevelopment efforts.*

*Investments in transit-oriented infrastructure will improve access to public transportation and support transit-oriented development (TOD). The CRA will fund improvements to bus shelters and transit stations, create pedestrian-friendly corridors that connect neighborhoods to transit hubs, and plan for future mobility hubs that encourage mixed-use development near key transportation nodes. These efforts will align with Miami-Dade County's SMART Plan and enhance mobility for residents who rely on public transit.*

*These capital improvements will modernize infrastructure, enhance public spaces, and support economic growth in the Naranja Lakes CRA. By investing in transportation, drainage, safety, and community facilities, the CRA will create a more resilient, attractive, and livable environment for residents and businesses.*

### **C. COMMUNITY ENGAGEMENT. PRIOR TO PREPARING THE ASSESSMENT, THE AGENCY SHOULD ENGAGE THE COMMUNITY THROUGH MULTIPLE METHODS, INCLUDING MEETINGS, CHARRETTEs, INTERVIEWS, PUBLIC MEDIA, ELECTRONIC MESSAGES, AND SOCIAL MEDIA.**

*The CRA Board held a workshop on September 28, 2024, as well as an additional public forum/workshop on February 13, 2025, in addition to one-on-one stakeholder and board member meetings.*

# Conclusion & Outlook

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The Naranja Lakes Community Redevelopment Area is entering a pivotal new chapter. The 2025 CRA Plan Update presents a bold and inclusive roadmap that addresses long-standing community needs while positioning Naranja Lakes as a vibrant destination for families, businesses, and future generations.

This plan integrates an approved CRA expansion that includes areas with clear signs of distress, illegal dumping, deteriorated infrastructure, and underutilized properties, but also immense potential. With targeted investments in these areas, the CRA will transform blight into opportunity and vacant land into thriving hubs of community life. Through public-private partnerships, enhanced bonding authority, and strong alignment with Florida Statute Chapter 163, the CRA is well-equipped to execute its revitalization vision. Key priorities include:

- Affordable housing for residents of all ages and incomes, with an emphasis on low-income seniors and first-time homebuyers
- A flagship youth sports complex and community centers that offer safe spaces for education, recreation, and development
- Expanded support for minority-owned businesses, entrepreneurs, and nonprofits delivering cultural and recreational programming
- The establishment of Naranja Lakes as a regional destination for agri-tourism, eco-tourism, and cultural experiences
- Infrastructure upgrades and place-making efforts that improve safety, walkability, and public health

The Plan also includes a proposed extension of the CRA's life to 2043, ensuring that these long-term investments are feasible, sustainable, and impactful for decades to come.

## A Vision for the Future

This plan envisions a community where youth have opportunities, seniors can age in dignity, businesses thrive, and residents feel proud of the place they call home. Together, with committed leadership, resident engagement, and strategic investment, the CRA will continue to drive a transformation that is inclusive, equitable, and built to last.

**Naranja Lakes is rising, with a renewed sense of purpose, pride, and possibility. Our vision is a vibrant, inclusive community where children grow up with opportunity, seniors thrive with dignity, families live in safe and affordable homes, and local businesses drive a dynamic, resilient economy. By investing in people, places, and partnerships, the CRA is building a future where Naranja Lakes becomes not only a place to live, but a place to belong, to grow, and to succeed.**



# Thank You

## **We provide economic development solutions.**

BusinessFlare® is a highly qualified veteran-owned advisory firm specializing in redevelopment, revitalization, economic analysis, and urban planning. As a trusted partner to the Miami-Dade County Office of Management and Budget, BusinessFlare® provides expert support to the county's Community Redevelopment Agencies (CRAs), offering tailored strategies to drive sustainable growth and improve quality of life within the county.

With headquarters located in North Miami, Florida, BusinessFlare® is deeply rooted in the local community, offering unmatched insights into the region's unique economic and urban challenges. Our team is composed of seasoned professionals with expertise in redevelopment and planning, leveraging cutting-edge data analytics and economic modeling to guide impactful decision-making.

### **Our Services**

BusinessFlare® provides a comprehensive suite of services, including:

- Finding of Necessity
- Redevelopment Plan Updates
- Revitalization Strategies
- Economic Data Insights and Analytics
- Economic Impact Studies
- Urban Planning and Design

### **Commitment to Miami-Dade County**

As a local firm, BusinessFlare® is uniquely positioned to address the challenges and opportunities in Miami-Dade County. Our proximity to the communities we serve allows us to maintain strong relationships with local stakeholders and ensures our recommendations are grounded in the realities of the region. By partnering with the Miami-Dade County Office of Management and Budget, BusinessFlare® continues to empower CRAs to achieve their missions, creating vibrant, resilient communities through innovative redevelopment strategies and data-driven insights.

BusinessFlare® has extensive experience supporting CRAs throughout Miami-Dade County, delivering measurable results that align with statutory requirements and local objectives. We understand the critical balance between preserving community character and fostering economic growth, and we tailor our approach to meet the specific needs of each project.

<https://businessflare.net/>



## Case study



Image: Plaza 98 Miami Shores Village. (Source: Safe Streets Summit)

# Plaza 98

## Plaza 98 Tactical Urbanism Destinations & Activations

The Village of Miami Shores, originally a Pineapple Plantation, is predominantly a residential community located north of the City of Miami. Created more than 85 years ago, the community was designed for automobiles and has been a gateway community through which travelers pass on the way to somewhere else. As a result, historically there has been no clearly defined downtown area. No natural gathering space indicating, “You’re arrived, come join us”.

As a result of a downtown district analysis and in collaboration with multiple partners Miami Shores created a low-cost, pedestrian-friendly destination gathering place by enhancing existing road infrastructure. The finished Plaza 98 project allows for local neighborhood programming and destination activities for outsiders. The project was nominated for The People’s Choice Award by the Safe Streets Summit as an example of a project that has created safer, more equitable, more livable streets.

The project implementation details included:

- + Project management: Street Plans, an urban design firm, spearheaded the project.
- + Parties involved (including City Departments): Plaza 98 was a collaboration between Miami Shores Village, the Greater Miami Shores Chamber of Commerce, Miami REALTORS, Miami Dade Department of Transportation, and Street Plans.

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<https://www.safestreetssummit.org/peoples-choice-awards>



## APPENDIX

# Case study



Image: Downtown Hollywood Mural Project Map. (Source: Safe Streets Summit)

## Mural Project and Mural Only Program Grant

### Cultural Arts & Entertainment

The City of Hollywood, Florida CRA's Mural Project goal is to curate contemporary outdoor murals at key locations in Downtown Hollywood in an effort to enhance and enrich the existing cultural fabric of our community, thereby attracting more art related activities, businesses and events. Incentives include a Mural Only Program (MOP), a reimbursement grant program that uses tax increment funds to leverage private investment for on-site property improvements. The MOP utilizes an application process and offers a 50% reimbursement grant up to a maximum reimbursement amount of \$10,000 per property for costs associated with the creation and installation of a painted or mosaic mural, including design, labor, materials and equipment, on the exterior surface of buildings and structures located within the CRA Districts.

The Mural Only Program and a similar Paint Only Program providing matching funds for the use of licensed paint contractors for exterior cleaning, patching and painting, serve to beautify and reduce slum and blight in the core business district. In return, the applicable structures and murals become destination attractions for local and tourists.

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<http://hollywoodcra.org/188/Downtown-Hollywood-Mural-Project>



## APPENDIX

# Case study



Image: Redevelopment Support/ Economic Incentives: Tax Increment Recapture, Infrastructure Grant & Community Benefits Agreements, North Miami, Florida. (Source: North Miami CRA)

# Infrastructure

## Tax Increment Recapture, Infrastructure Grant & Community Benefits Agreements Economic Incentives

The North Miami Community Redevelopment Agency (NMCRA) will use tax increment revenues to encourage economic development in the Community Redevelopment Area. The NMCRA is proposing to provide a Tax Increment Recapture to the owner of a qualifying project. A qualifying project is one that is anticipated to create at least \$2 million in Net New taxable value in the first full year following completion.

Any new commercial and residential developments to be constructed within the Redevelopment Area in an amount of \$200,000 shall enter into a community benefits agreement with the Agency. To the extent allowed by law, a community benefits agreement shall include provisions for hiring the labor workforce for the project financed by the grant or agreement from residents of the Redevelopment Area that are unemployed or underemployed.

The amount of the Base Tax Increment Recapture shall be 25% to 50% of the Net New Tax Increment Revenue generated by the project. If the taxable assessed value of the Property (as determined by the Miami-Dade County Property Appraiser, taking into consideration any allowable adjustments by the Value Adjustment Board) in any year during the Recapture Period exceeds the Base Year Value, the Tax Increment Recapture shall be no more than 50% percentage of the project's Net New Tax Increment Revenue. In any fiscal year, the Tax Increment Recapture shall be subordinate in all respects to all CRA Debt. At no time will the Tax Increment Recapture exceed 50%.

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[https://www.northmiamicra.org/sites/default/files/tif\\_incentives\\_program\\_062017.pdf](https://www.northmiamicra.org/sites/default/files/tif_incentives_program_062017.pdf)

<https://www.northmiamifi.gov/DocumentCenter/View/8324/Agreement-CRA-and-West-Bank-Investment-02-05-2020-PDF>



APPENDIX  
**Case study**

# Home Repair

## Choice Neighborhoods Exterior Owner-Occupied Rehab Program

### Maintenance & Rehabilitation

This owner-occupied program helps lower-income residents remain in their home by offering deferred forgivable loans up to \$70,000 to make improvements to their homes for exterior, health and safety repairs. Priority is given to residents 55 or older, veterans, disabled head of households and those that have lived in their homes for at least 15 years. Funds will be provided in the form of a forgivable loan at a 0% interest rate with payments deferred and forgiven until the earlier of loan maturity, sale, transfer of ownership, or failure to maintain the property as the primary residence during the loan term. The maximum loan amount per home is \$70,000, inclusive of all construction related costs and closing costs. Loan term will be determined.

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<https://www.investatlanta.com/homebuyers/owneroccupied-rehab>



Image: Before, during, and after images for a home repair. (Source: Go Humans News)



## APPENDIX

# Case study

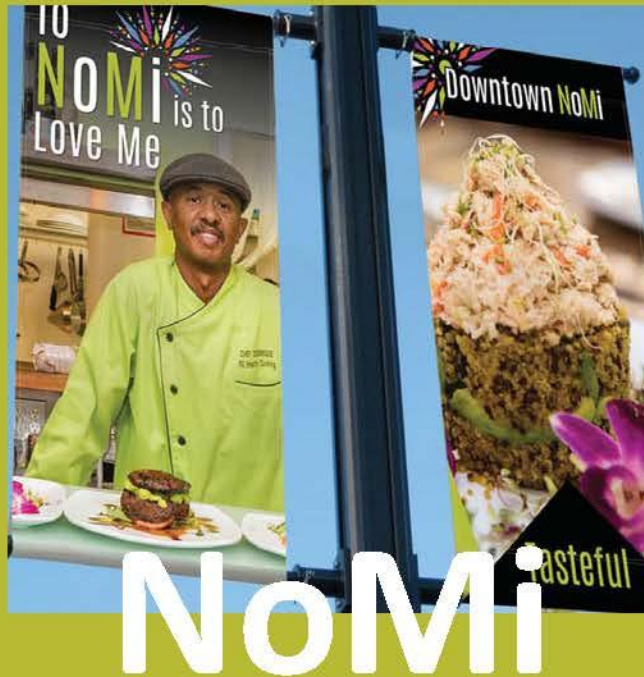


Image: Marketing Project: NoMi, North Miami, Florida. (Source: North Miami CRA)

## North Miami Branding & Marketing

### Business Attraction & Retention

The North Miami Community Redevelopment Agency (NMCRA) was established in 2005 and is charged with the responsibility of eliminating conditions of blight that exist within the City and helping improve the quality of life by revitalizing the City's physical, economic, educational and social resources. The designated area includes 3,250 acres, approximately 60% of the City. The NMCRA is an example of a successful revitalization process that utilizes marketing and branding tools at its core. Some of the initiatives include:

- + The Downtown Revitalization project which seeks to attract investment by a shared vision for North Miami's urban core as a vibrant area where people live, shop, work, and play.
- + The MOCA Plaza and Courtyard Renovation project serves as a business attraction technique by sending a message that the City invested in this central public space to bring the community together.
- + Downtown NOMI Strategic Marketing Plan project.

All of these projects are examples that marketing and business attraction is a public investment that creates a flare that attracts millions of dollars in private investment, improves quality of life, creates jobs, attracts businesses and real estate development, creates affordable housing, and leverage public infrastructure costs. Find out what makes you authentic and your physical assets.

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<https://www.northmiamicra.org>



## APPENDIX

# Case study



Image: Fence Repairs and Replacement.  
[Source: Budget Fence & Gate Systems West Palm Beach]

# Paint Plant & Pave

## Paint Plant and Pave Program

### Housing Rehabilitation (Fence Repairs and Replacement)

This incentive is created to provide curb appeal to single-family and multi-family properties in disrepair in Pleasant City. The proposed improvements may include pressure cleaning, painting, minor facade repairs, landscaping, awnings, driveways and/or parking lot sealing, irrigation systems, exterior lighting and fence repair or removal. The CRA will provide 100% of the project cost on owner occupied singlefamily structures and 80% of the project cost on non-owner occupied single-family or multifamily structures up to \$20,000 per property for exterior improvements.

The West Palm Beach CRA limits this program to a particular neighborhood; it is not available throughout the entire CRA district. In addition, it is available to both single family and multifamily properties. While there are no design specifications related to fencing, non-chain link fencing is preferred.

An inventory of code violations and properties noted in the Finding of Necessity provides a starting point in creating a fence repair and replacement program. The fence repair program will be an initiative that beautifies the physical environment, reduces blight conditions, increases value, and most importantly it gives the community a sense of pride for their place. When the community is empowered they will give back and the return on investment will be manifested in the revitalization process.

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<https://www.wpb.org/government/community-redevelopment-agency/incentives>



## APPENDIX

# Case study



Image: Hallandale City Center Rendering, Photo: CFM Architects

# P3 Development

## Hallandale City Center Public Private Partnership

Hallandale City Center, a proposed 2-acre, mixed-use project of 89 rental apartments with 14 of those set aside for affordable housing, is a great example of housing diversity development with potential for rental to homeownership incentives within a CRA-owned land. The project consists of rental apartments, affordable units, commercial/retail spaces, and parking spaces with a set aside number of parking spaces as public parking for the City. The project estimated cost is approximately \$17 million; and, it is expected to create temporary and permanent jobs, as well as continuing tax revenues.

The 89 apartments would be two-bedroom, two bathroom units; most would have the rent set at \$1,375, according to Glendon Hall, the CRA's economic development manager. Fourteen apartments would be set aside for affordable housing, with rents at about \$1,100, Hall said.

Since 2012, the Hallandale Beach CRA has spent \$6 million in acquiring the land — made up of 13 parcels

As part of this development, the developer and City seek that Hallandale City Center LLC provide a leading worldwide approach to affordable housing production commonly known as the 'Vienna Model. Unlike traditional affordable housing development models, where construction costs are the main priority, the Vienna Model has four equally essential pillars: Architectural Quality, Environmental Considerations, Social Sustainability, and Economic Costs. This has resulted in beautiful, yet affordable housing projects that are assets to the public realm.

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<https://cohbcr.org/folio/hallandale-city-center/>