



# **Fiscal Year 2016-17 Annual Report**

## **OVERVIEW**

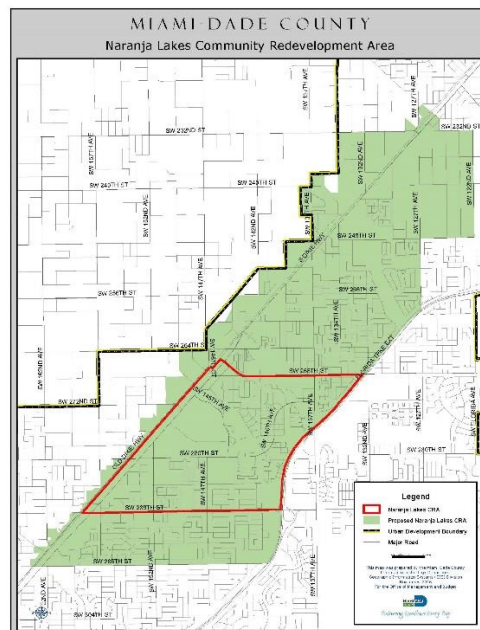
The Naranja Lakes Community Redevelopment Agency (CRA) was created by the Board of County Commissioners (BCC) pursuant to Ordinance No. 02-216 adopted on October 22, 2002, appointing its board members and delegating the power to prepare a Redevelopment Plan (Plan), subject to BCC approval, to address 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. The Plan's Primary Redevelopment Project (Project) was the development of approximately 210 acres, known as the Mandarin Lakes development. The Trust Fund was created by Ordinance 03-106 on May 6, 2003. On March 8, 2016 the BCC adopted Resolution No. R-187-16 declaring the Naranja Lakes Expanded Area as slum and blighted and approving the preparation of a Redevelopment Plan amendment to address the prevalence of slum and blight within the Expanded and original Area. Fiscal Year 2016-17 was the CRA's 15th year of operation.

### **CRA Boundaries**

The CRA is located in the southern area of Miami-Dade County and is described generally as bounded by S.W. 288th Street on the south, S.W. 268th Street and 1st Road on the North, S.W. 137th Avenue and Florida Turnpike on the east, and Old Dixie Highway on the west, encompassing approximately 1,260 acres. The CRA lies within County Commission District 9, represented by Commissioner Dennis C. Moss.



In 2014 the Agency hired a consultant to study a larger area and complete a Finding of Necessity Study (FON) with the objective of including the expand boundaries should they qualify. The FON completed by PMG Associates, Inc. determined that slum and blight exist in the expanded area, which consists of approximately 2,730 acres and is generally bounded on the North by SW 232 Street from the Urban Development Boundary to SW 122 Avenue on the West by the Urban Development Boundary, on the South by SW 288 Street, and on the East by the Florida Turnpike following SW 288 Street to SW 127 Avenue to SW 248 Street to SW 122 Avenue. (Expanded Area).



The Expanded Area was declared slum and blighted, when the BCC adopted Resolution No. R-187-16 and approved the preparation of a Redevelopment Plan amendment to address the prevalence of slum and blight within the Expanded and original Area. Following a competitive Request for Proposals, the CRA contracted the services of Redevelopment Management Associates, LLC (RMA) to prepare an amended Redevelopment Plan for the CRA. On February 2017, the Board adopted the Amended Redevelopment Plan prepared by RMA and forwarded it to the BCC for further consideration and approval. The Expanded area will provide additional County Commission representation to the Area since a vast portion is within District 8, represented by Commissioner Daniella Levine Cava.

### **CRA Board and Staffing**

The Naranja Lakes CRA Board may have up to nine Board members. As of September 30, 2017, only three seats were filled; however, the Commissioner representing the area prepared a resolution to make an additional appointment. Thus, at the end of the reporting period the Board Members were:

Kenneth Forbes, Chairperson

Stuart Archer, Vice-Chair

Rene Infante

Miami-Dade County professional staff from the Office of Management and Budget (OMB) provides support to the Naranja Lakes CRA. The effort is led by Mr. Jorge M. Fernandez Jr., Coordinator of the Community Redevelopment and Municipal Services Unit and Mr. Jason Emilio Rodriguez, Senior Business Analyst. Mr. Steve W. Zelkowitz of the law firm Gray Robinson, P.A. provides the Board with legal counseling.

### **Administrative Procedures**

The Agency's by-laws establish the composition, purpose and powers, meetings and notice requirements, and administrative procedures. No modifications to the by-laws were adopted during the reporting fiscal year.

## **CRA Plan Implementation**

The goals of the CRA continue to be the expansion of the property values within the redevelopment area, to provide enhanced safety to the area residents in the form of Community Policing, and to find opportunities to improve the physical quality of life for the businesses and residents of the Area in accordance to the Plan. To this end, the CRA completed the following initiatives during this reporting year.

### Community Policing

Since its inception in 2005, the Community Policing Program has been a vital component of addressing existing and perceived crime issues within the CRA. The CRA area boundaries comprised the following subdivided communities: Mandarin Lakes, Modello, Moody Gardens, Villages of Naranja, River Side Villas, Hidden Grove, Sea Pines, Water Side, Heritage Squares, and assorted Leisure City residential neighborhoods. The CRA boundaries also contain commercial businesses along US1 and along Southwest 137th Avenue. Enforcement operation for this program consist of daily roving patrols, weekly proactive enforcement sweeps/operations, Residential Empowerment Neighborhood Enforcement Walks (RENEW), community projects, and community police interactions. The overall goal of the project continues to be to reduce crime through added proactive police enforcement and high visibility in conjunction with community interaction, education, and overall citizen integration through community policing concepts.

The Enforcement aspect of the Community Policing focuses on removing criminals from the streets through various arrests, including felony, misdemeanor, warrant, traffic related and Driving Under Influence. Civil citations, vehicle recoveries and impoundment, field interviews, and narcotics recovery it is also part of the Enforcement conducted by the Miami Dade Police Officers who participate in the Community Patrol Program.

Among the reportable Community and Enforcement Highlights during this reporting year are:

Community:

The NRU officers patrolled the business along South Dixie Hwy SW 268-288 Street to enhance visibility and reduce the commercial burglary crime trend. NRU officers continue to monitor the homeless behind the Winn Dixie shopping center and within the foliage of the Naranja Lake.

The Waterside and Seapines residents have noted an increase in police presence and reduction of crimes occurring in the community. The police continues to urge the residents to report criminal activity.

NRU officers conducted a Buckle-Up 4 Love Seat Belt Observation event with the Pedestrian and Safety Bureau. This event was geared towards educating parents who drive their children to school without the children wearing their seatbelt or using a booster seat when applicable. Fortunately, all the vehicles that were stopped were in compliance with State Law, and as a reward, the children were given a stuffed animal toy.

Enforcement:

NRU officers conducted surveillance at the Mobile gas station located at 26929 S. Dixie Highway. During the surveillance they observed a naked female sitting in the passenger side of a vehicle. During the officers' encounter, a male, who was known to the female, approached them. The male was arrested for being in possession of crack cocaine and a crack pipe.

NRU officers continue to concentrate their patrols in the area of 272-268 St SW 140 Avenue-S. Dixie Highway to proactively combat robberies. Several arrests have been made in this area for narcotics and bench warrants. During this month, one firearm, 51 grams of marijuana, and 2 grams of cocaine have been recovered as a results of arrests.

NRU officers continue to combat narcotic sales and usage. During the month of May 41 lbs. 20 grams of marijuana and 6 grams of cocaine were recovered as a result of these proactive patrols. NRU officers conducted traffic enforcement details on SW 280 Street, utilizing speed measuring devices, in an effort to educate and issue traffic citations to speeding motorists.

## **Tax Base Growth and Tax Increment Financing Revenues**

The 2016 taxable value of the CRA Area increased from the 2015 taxable value of \$310 million to \$339 million, which represent a nine percent increase. Overall, values are up a cumulative 158 percent since the CRA's inception in 2002, when the values were \$131 million. Total revenues in FY 2016-17 were \$2,668,524. Of this amount, \$368,714 was the Unincorporated Municipal Service Area (UMSA) tax increment contribution, and \$892,367 was from Miami-Dade County countywide funds. There was also prior year cash carryover of \$1,397,009 and interest earnings of \$10,434. With the continued increase in taxable values, the area's recovery from the economic downfall is palpable.

The growth in TIF revenues will give the Agency needed resources to address slum and blight in accordance with Agency's mission.

## **Proposed Budget for Fiscal Year 2017 – 2018**

The Agency proposed budget for FY 2017-18 is based on projections of cash balances at the end of FY 2016-17. The budget is expected to be presented to the Board of County Commissioners for consideration during the upcoming quarter. The Agency's budget includes revenues and expenditures of \$3,285,902 including Tax Increment Financing (TIF) payments in the amount of \$1,517,774 interest proceeds of \$12,000 and carryover funds totaling \$1,756,128.

Administrative Expenses in the budget total \$110,550 and represent seven percent of TIF revenues, excluding the 1.5% County administrative charge of \$22,767. Administrative expenses include direct County support staffing (\$105,000); and advertising, printing and mail services (\$5,550).

Operating Expenses total \$1,199,420 and include \$400,000 for community policing; \$376,000 for projected debt service payment; \$125,000 for professional contractual services for a boundary extension redevelopment plan and an economic development coordinator; \$100,000

for commercial redevelopment grants; \$85,000 for community building operations, maintenance and insurances; \$50,000 for residential development grants; \$40,000 for legal services; \$20,000 for a commercial grant coordinator; \$2,000 for marketing; and \$1420 for memberships and state fees.

Additionally, the Agency placed \$1,953,165 in reserves for future redevelopment opportunities.

## **Summary**

There is ample opportunity for future commercial and residential development throughout the Naranja Lakes CRA boundaries, particularly within the Expanded Area, should the boundaries be expanded once the BCC considers the Amended Redevelopment Plan for the existing and the Expanded Area. Such expansion has the potential to place Naranja Lakes among the most noticeable redevelopment areas in South Dade as projects begin to spur into the business corridor and residential projects continue to be developed. The CRA Board is committed to continue undertaking the most important economic development initiatives in South Miami-Dade; the rebirth and renewal of an area still recovering from the devastation of Hurricane Andrew in 1992.

The CRA Annual Report has been filed and is available for review in the County Clerk's Office. The notice of publication is set for March 29, 2018 in the Miami Herald newspaper's Neighbors Section. The Annual Report and other information relating to the Naranja Lakes CRA can be reviewed in the Miami-Dade County's website <http://www.miamidade.gov/redevelopment/naranja-lakes.asp>

## Financial Report

### Statement of Revenues, Expenditures and Changes in Fund Balances

Fiscal Year Ended September 30, 2017\*

#### Revenues

Taxes	\$1,261,081
Investment Income	<u>\$10,434</u>
Total Revenues	\$1,271,515

#### Expenditures

General Government	\$456,246
Debt Service	\$375,000
Capital Outlay	<u>\$297,583</u>
Total Expenditures	\$1,128,829

#### Excess/Deficiency of Revenues

Over Expenditures	\$142,686
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#### Other Financing Sources

Operating Transfer In	\$0
Operating Transfer Out	<u>\$0</u>
Total Other Financing Sources	\$0

Net Change in Fund Balance \$142,686

Fund Balance Beginning \$1,694,592

Fund Balance End \$1,837,278

**\*NOT AUDITED**





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