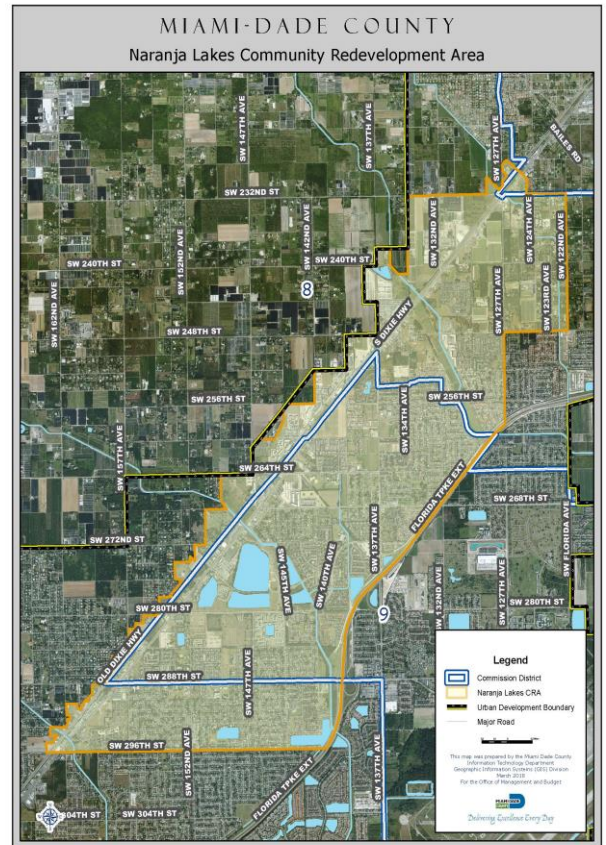




2019 ANNUAL REPORT

October 1, 2018 - September 30, 2019



"The 2019 Action Plan is forward-looking, designed to define the Area's next chapter of growth and development and guide program development and resource allocation over the next five years."



The Naranja Lakes Community Redevelopment Area is in the unincorporated rural area in south Miami-Dade County, Florida. In 1992, Hurricane Andrew made landfall in Miami-Dade County, with most of the devastation occurring in south Miami-Dade. The Board of County Commissioners (Commission) established the Naranja Lakes Community Redevelopment Agency (Agency) in 2002 to address slum and blight conditions identified in the Naranja Lakes Community Redevelopment Area (Area), in accordance with Chapter 163 of the Florida Statutes.

The Agency's Primary Redevelopment Project funded \$10 million in infrastructure improvements which facilitated the development of 210 acres within the Naranja Lakes Community Redevelopment Area (Area). The Mandarin Lakes residential development was the first major development in south Miami-Dade after Hurricane Andrew. Mandarin Lakes was the County's first Traditional Neighborhood Development, which incorporates urban living conditions that were common in the United States until the 1940s: pedestrian friendly streets, civic buildings, squares and parks to foster community identity through social and recreational activities. Phase one of the project was completed in 2011.

In 2018, the Commission approved the Agency's Amended Redevelopment Plan for the original and proposed expanded area and amended the Interlocal Agreement (Agreement) between the County and the Agency. The Agreement requires that the Agency sets aside a portion of the tax increment financing (TIF) from the expanded area to fund Strategic Miami Rapid Transit (SMART) projects in the Area. The Naranja Lakes CRA lies within County Commission Districts 8 and 9, represented by Commissioner Daniella Levine Cava and Commissioner Dennis C. Moss, respectively.

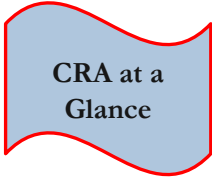
Reporting Requirement, Commissioners and Staffing

Florida Statutes governing redevelopment areas require redevelopment Agencies to provide annual reports to their respective governing bodies by March 31st. This 2019 Annual Report contains an unaudited financial statement and a summary of activities for the Agency's seventeen year of operation, covering the period from October 1, 2002 to September 30, 2019.

The Naranja Lakes CRA Board may have up to nine Board members. As of the end of this reporting period, the CRA Board of Commissioners consisted of Ken C. Forbes (Chairman), Stuart Archer (Vice Chairman), Alex Ballina, Kametra Driver, Sandra Gilley, Jose Rene Infante, Philip Marraccini and Mark Wilson.

Miami-Dade County professional staff from the Office of Management and Budget provides administrative support to the Agency. The effort is led by Jorge M. Fernandez Jr., Coordinator of the Community Redevelopment and Municipal Services Unit, assisted by Jason E. Rodriguez, Senior Business Analyst. The legal firm Fox Rothschild, LLP (Firm) provides general counsel to the Agency. Mr. Steven W. Zelkowitz is the lead attorney overseeing the

Agency engagement with the Firm. Economic Development Coordinating Services are provided by UrbanCentric Analytics, LLC, represented by its principal, Mr. Kevin Greiner.



CRA at a Glance

CRA Area: 4307 Acres

CRA Base Year: 2002

CRA Sunset Year: 2033

General Boundaries are on the North 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 296 Street and on the East by the Florida Turnpike following SW 296 Street to SW 127 Avenue to SW 248 Street to SW 122 Avenue.

Administrative Ordinances & Resolutions

- R-847-98 - Finding of Necessity declaring area slum & blighted (July 21, 1998)
- O-02-216 - Appoints Agency's board members and delegates power to prepare a Redevelopment Plan (October 22, 2002)
- R-418-03 - Redevelopment Plan (May 6, 2003)
- O-03-106 - Trust Fund Established (May 6, 2003)
- R-855-03 - Interlocal Agreement between County and Agency (July 22, 2003)
- R-187-16 - Finding of Necessity declaring area of 3,060 acres slum & blighted (March 8, 2016)
- R-13-18 – Amended Redevelopment Plan expanding redevelopment Area and amending Interlocal Agreement requiring Agency to set aside portion of funding from the expanded area for Strategic Miami Rapid Transit (SMART) projects in the Area
- R-350-19 – Amending Resolutions Nos. R-187-16 & R-13-18 to correct the boundary description of the expanded Community Redevelopment Area and the First Amendment to the Interlocal Cooperation agreement between the County and the Agency

Plan Implementation

Economic Development Coordinating Services

2019 was a formidable transition year! With a newly hired Economic Development Coordinator to guide the Agency toward developing a focus proposition to implement the Amended Redevelopment Plan, the Agency was able to identify and prioritize initiatives based on analytical data captured and published in the Competitive Assessment Report. The Competitive Assessment Report is the first document in the Agency's development of an invigorating Action Plan to guide its decision making, program development and resource allocation over the next decade.

The Action Plan is based on an extensive analysis of the population, economy, housing, and land use trends of the Area and its surrounding market area. In June, the Agency held an economic development workshop, deciding on programs to implement to address redevelopment needs based on the following priorities:

- ✓ Marketing & Brand Identity Development
- ✓ Business Development & Job Creation
- ✓ Labor Force Development & Training
- ✓ Housing
- ✓ Transportation & Infrastructure
- ✓ Safety & Security
- ✓ Tourism Development
- ✓ Long-Term Major Development Project Planning
- ✓ Resource Development

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Marketing and Branding

Essential to the success of implementing the Action Plan priorities is the development of a CRA marketing program that will incorporate marketing strategies such as, designing a new logo, creating a tag line to capture the spirit of the Area, launching a complementary website to the County's and incorporating streetscape design. To this end, the Board authorized Staff to prepare a Request for Proposals (RFP) to seek a qualified firm that can assist the Agency with this endeavor. The Agency looks forward to award a contract to the selected firm during the earlier part of the upcoming fiscal year.

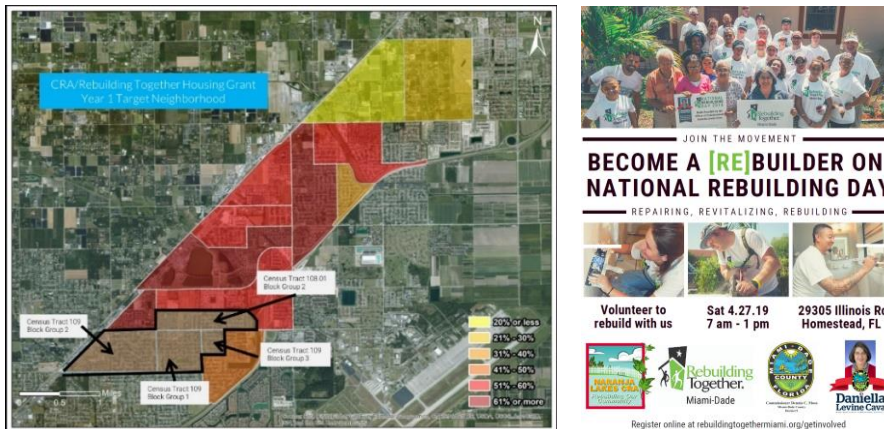
The contemplated scope of services will include the development of marketing products and ongoing marketing and promotion services, such as:



- Developing a short descriptive message that captures and communicates the dynamics of the Area's business community, its strengths, and opportunities.
- A new logo and tag line that captures and expresses a new image!
- A digital "flyer", that informs the broader community regarding business opportunities in the Area, and details CRA incentive, grant and investment programs;
- A digital "flyer", to drive new visitation and tourism in the Area, focusing on its established, as well as new, attractions, hotels, and specialty retail and food venues;
- A short, high-quality marketing video that highlights the CRA's new brand, business environment and tourism market;
- Translate the CRA business directory database into an interactive map;
- Design and maintain a new CRA web site; and
- Provide ongoing annual marketing and public relations services, including, but not limited to managing a social media campaign, organize events and prepare press releases and public communications

Housing

The Agency partnered with Rebuilding Together Miami-Dade, Inc. (Rebuilding Together) to rehabilitate, preserve and revitalize residential dwellings in the Area. Through this partnership, the Agency provided a \$100,000 grant to Rebuilding Together. Rebuilding Together through their partnerships with other organizations, such as Home Depot and Lowe's, leverages all the funding available to make the most impact in their program, assisting qualified elderly, disabled, veterans, and low-income homeowners. The Agency worked with Rebuilding Together in designing an equitable application outreach program that included working with churches, community centers, government officials and not-for-profit organizations; as well as identifying specific neighborhoods that can benefit from the residential rehabilitation program.



Identifying specific Census Tract Neighborhoods allows for balancing needs and opportunities with targeting the densest concentration of owner-occupied homes in the south end of the Area's boundaries, the Leisure City neighborhood. Working with Rebuilding Together to make repairs and modifications to homes in the Area increased the safety and health of each home to prevent life threatening accidents and conditions, as well as to alleviate the stress associated with a deteriorating structure. The collaboration undoubtedly leads to a safer, healthier, beautified and unified community, by bringing volunteers and neighbors together to work on rewarding and uplifting rehabilitation projects.



U.S. 1 Corridor Beautification

In a joined effort with the County's Parks, Recreation and Open Spaces Department the Agency filed a letter of intent to apply for grant funding available in the 2019-20 fiscal year cycle at the Florida Department of Transportation (FDOT) for a highway beautification project along the U.S. 1 corridor. The CRA will match the FDOT grant of \$105,306 for median beautification, consisting of planting shade trees, low maintenance Florida friendly shrubbery and palms where current Coco and Sabal palms exists to create a gateway into the Area. The proposed target area will start at SW 264th Street through Naranja Lakes Boulevard (SW 280th Street). Seeking beautification of the commercial corridor has been one of the Agency's priorities to attract businesses and redevelopment. On September 4th, the Commission adopted Resolution No. R-877-19 authorizing Miami-Dade Parks,

Recreation and Open Spaces Department to submit a grant application to the FDOT Highway Beautification Council Grant Program and for the funding to be utilized for the Area.

Area Clean Up And Maintenance

An ongoing effort to eliminate blighted conditions remains one of the Agency's efforts that requires continued engagement with the County's Solid Waste Department, Miami-Dade Police Department (MDPD), and the Code Enforcement Division of the Regulatory and Economic Resources Department to address vacant lots in the Area that are an eye sore due to the owner's neglect to maintain them, causing them to become easy targets for illegal dumping and illicit activities. Since having a safe, clean and maintained area is essential to attracting developers and new businesses, the Agency continues to be resilient in addressing these conditions. The Agency conducted meetings and facilitated conversations among County staff and property owners to address these ongoing conditions.



Community Policing

For fourteen years, the Agency has partnered with MDPD's South District to implement Community Policing strategies that address the complexities of criminal activities which are prevalent in areas in need of redevelopment, particularly with diverse neighborhoods and large business corridors such as those present in the Area. The expanded area represents an additional sixteen square miles over the nine square miles of the original Area. Naturally, this increase poses challenges to address the crime trends that the Community Policing Program must address with the \$400,000 annual investment the Agency funds for policing above and beyond of regular police patrol in the Area. In addition to the businesses along U.S. 1 and along Southwest 137th Avenue, the boundaries are comprised of the following subdivided communities: Mandarin Lakes, Sunset Point, Water Side, Heritage Squares and Leisure City residential neighborhoods.

The Community Policing Program includes daily roving patrols, weekly proactive enforcement sweeps and operations, Residential Empowerment Neighborhood Enforcement Walks (RENEW), community projects, and community police interactions. The overall goal of the project is 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.

Among the most prevalent crimes during the reporting period were robberies, burglaries, prostitution, auto thefts, and crimes of opportunity.

Some of the enforcement aspect of the program, which focuses on removing criminals from the streets included:

- 318 arrests broken down as follows:
 - ✓ 67 felony arrests
 - ✓ 38 misdemeanor arrests
 - ✓ 63 warrants arrests
 - ✓ 5 traffic arrests
 - ✓ 145 civil citation arrests
 - ✓ 2 apprehensions
- Narcotics seized totaled:
 - ✓ 1,408 grams of marijuana
 - ✓ 41 grams of cocaine
 - ✓ 3 grams of heroin
 - ✓ 370 Methamphetamine pills
- Traffic Citations
 - ✓ 770 citations were generated for multiple traffic violations
- Crime Analysis:
The area experienced and overall reduction of 29% in Part I Crimes compared with the prior year as noted on the chart below:

Naranja Lakes Community Redevelopment Area

Part I Crimes

	Total Cases 2017/18	Total Cases 2018/19*	cases +/-	% +/-
Robbery	93	66	-27	-29%
Burglary (Residential)	116	79	-37	-32%
Burglary (Commercial)	24	16	-8	-33%
Motor Vehicle Theft	87	0	-87	-100%
Homicide	3	1	-2	-67%
Felony Theft	118	148	+30	+25%
Sex Offense	1	3	+2	+200%
Total Part I Crimes	442	313	-129	-29%

The Area continues to experience a considerable increase in population growth and MDPD will continue to apply proactive enforcement techniques to reduce the crime trends within the Area.

- Community Outreach:

The Neighborhood Resources Unit (NRU) officers conducted several community outreach events. These community interactions are tailored to strengthen and foster relations between the police and the community. The officers distributed crime prevention flyers, encourage residents to reach out to them when they observe crime or suspicious persons, and educate residents on developing crime trends in the Area. The events are geared toward bridging the gap between the local police and the community in a friendly atmosphere to foster trust and cooperation. Nurturing these relationships are vital to citizens cooperation with viable information when crime activities occur in their neighborhoods.

Some of the community events were:

- ✓ Halloween Haunted House at Live Like Bella Park
 - In collaboration with Commissioner Levine Cava the event included safe candy for trick-o-treating, amenities, and a custom contest
- ✓ Holiday Toy Drives
 - Kids from the communities of Seapines, Sunset Point, and Live Like Bella Park received toys donated by non-profit organizations
- ✓ Wall Painting Beautification Project
 - Police Officer Trainees joined this project near Sunset Point targeting a wall covered in graffiti and an area poorly maintained; the wall was painted, the shrubbery trimmed, and the debris cleaned
- ✓ One Stop Walk and Farm Share Event
 - These events provide multiple resources to the surrounding communities at a single location and provided residents with a week worth of food
- ✓ Vigil
 - When a juvenile male lost his life to gun violence, a community event was organized to bring gun violence and gang awareness to the area residents
- ✓ Summer Camp Programs
 - Programs were held in the Waterside and Seapines communities, officers made presentations about bullying, teambuilding and anti-violence





Plan Performance Data

Redevelopment Activities

The Agency undertook six redevelopment activities, achieving goals set out in its community redevelopment plan, as detailed on the *Plan Implementation* description on pages 3-8.

- Economic Development Coordinating Services, Plan Reference: Sec. 6#15.1, p.72
Identify and pursue resources for successful implementation of the plan initiatives
 - The Agency contracted the professional services of a skilled and knowledgeable economic development coordinator
- Marketing and Branding, Plan Reference: Sec. 6. #5.1-7, p. 62
Reposition Area through branding and marketing initiatives
 - The Agency authorized a Request for Proposals to identify a firm that can design and implement marketing and public relations strategies
- Housing, Plan Reference: Sec. 6. #9.2, p.68
Provide funding and support for residential housing beautification
 - The Agency partnered with Rebuilding Together, Miami-Dade, Inc. by allocating \$100,000 toward home repairs and renovations
- U.S.1 Corridor Beautification, Plan Reference: Sec. 6 #6.1, p.65
Coordinate roadway, sidewalk, landscaping and infrastructure improvements within the Redevelopment Area and along Commercial Corridors
 - The Agency is seeking a highway beautification grant
- Area Clean Up and Maintenance, Plan Reference: Sec. 6 #1.4, p. 58
Provide staffing to proactive “clean and safe” programs and activities, including litter control, area code enforcement, and public landscape maintenance
 - The Agency coordinated with stakeholders and governmental agencies to address overgrown and illegal dumping in the area
- Community Policing, Plan Reference: Sec.6 #7.3, p.66
Continue to provide funding and support for Innovative Community Policing/Code Enforcement within residential neighborhoods within the CRA
 - The Agency funded \$375,394 for Community Policing initiatives

Tax Increment Revenues & Adopted Budget

Tax Increment Revenue Comparison



Base Year (2002) Taxable Assessment:	\$131,292, 949	
	<u>Taxable Value</u>	<u>Percentage Difference</u>
2017 Taxable Assessment	\$378,284,549	
2018 Taxable Assessment	\$404,708,392	208 Percent Increase From Base Year
2018 Increment Increase	\$26,423,843	7 Percent Increase From 2017 Assessment
Expansion Area		
Base Year (2017) Taxable Assessment:	\$493,525,205	
	<u>Taxable Value</u>	<u>Percentage Difference</u>
2018 Taxable Assessment	\$545,809,385	11 Percent Increase from Base Year

Adopted Budget for Fiscal Year 2019-20

On July 22, 2019 the CRA adopted Resolution No. R-2019-01 approving the Fiscal Year 2019-20 budget of \$6,309,834 based on projections of TIF revenues and cash balances for Fiscal Year 2018-19 and directing staff to forward the adopted budget to the Commission, as required by the Interlocal Agreement between the Agency and the County.

Revenues - \$6,309,834

The Agency's revenues include a countywide tax increment revenue payment of \$1,373,521 and Unincorporated Municipal Service Area (UMSA) tax increment payment of \$567,521 for the original area; \$708,335 and \$292,674 respectively for the expansion area, carryover funding \$3,292,783 and projected interest earnings \$75,000.

Expenditures - \$6,309,834

Administrative Expenses - \$135,500

1. Direct County Support (\$125,000)

This line item covers expenses incurred by the County's Office of Management and Budget relating to

coordinating the day-to-day operations of the Agency, including preparing meeting agendas, overseeing the Agency's Trust Fund, processing invoices and coordinating with County Departments to implement the Agency's initiatives.

2. Advertising Notices & Printing Materials (\$10,500)

Expenses relating to advertisement seeking proposals of CRA initiatives, printing and mail services.

County Administrative Charge - \$44,131

1. County Administrative Charge (\$44,131)

The County administrative charge represents a reimbursement of a 1.5 percent fee of the County's tax increment contribution.

Note: Administrative expenditures, excluding the 1.5 percent County Administrative Charge, total \$135,500 and represent four percent of the County's payments of \$2,942,051 tax increment revenues, which satisfies the 20 percent administrative cap required by the Interlocal Agreement.

Operating Expenses - \$5,247,584

1. Membership and State Fee (\$3,500)

All community redevelopment agencies are required by the State of Florida to pay a Special District fee of \$175. The Agency is also a member of the Florida Redevelopment Association, the dues for FY 2019-20 are \$1,870.

2. Contractual Services (\$279,000)

For contracting professional services of the Economic Development Coordinator to assist with prioritizing the implementation of the Action Plan for the redevelopment area and additional professional services that may be needed.

3. Legal Services (\$50,000)

The CRA receives legal representation from the law firm Fox Rothschild, LLC. The CRA Attorney reviews and/or prepares CRA documents, resolutions, contracts, and represents, the CRA in numerous meetings with County staff.

4. Community Policing and Security Equipment (\$525,000)

The CRA has a Memorandum of Understanding with the Miami-Dade Police Department (MDPD) to provide dedicated above and beyond daily roving patrols, weekly proactive enforcement sweeps/operations, community projects and community police interactions. The overall goal of the project is to reduce crime through added proactive enforcement and high visibility in conjunction with community interaction, education, and overall citizen integration through community policing concepts. Additionally, the Agency will team with MDPD to procure surveillance cameras and other equipment to deter crime in the area. This initiative will be a collaboration effort and the equipment will be utilized solely through the redevelopment area.

5. Agro Tourism Hospitality Program (\$35,000)

To attract tourism, the Agency will implement a program showcasing existing agricultural tourism and hospitality related initiatives that enrich the character of the redevelopment area and adjacent communities.

6. Training Program (\$50,000)

This allocation will be utilized to implement a labor force job training to enhance the area's future labor force development.

7. Business Development / Job-Creation (\$650,000)

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

8. Marketing (\$125,000)

This allocation is set aside to aggressively place the redevelopment area as a destination for business and development projects through various and strategic marketing campaigns.

9. Housing Projects (\$425,000)

Through a Memorandum of Understanding the CRA will partner with *Rebuilding Together* to provide home rehabilitation services to low-income, elderly, veterans and disabled homeowners. In partnership with the Naranja Lakes Community Action Committee, *Rebuilding Together* will identify homes within the CRA boundaries that need rehabilitation. The CRA contribution covers costs associated with project management, purchase and storage of materials, trash disposal, and volunteer support. The Agency will explore partnering with Not-for-Profit Agencies to develop permanently affordable housing. Designing and implementing a First-Time Home Buyer Program is within the initiatives under consideration for this allocation.

10. Grant Coordinator (\$65,000)

The Agency will contract with a non-for-profit agency to administer its respective grant programs.

11. Major Development Project Planning (\$2 million)

A primary initiative identified in the Action Plan is to seek general opportunities to attract major developments to the area. This set aside allocation will allow the Agency to leverage resources when pursuing such opportunities.

12. Community Center Building – Property Maintenance (\$70,000)

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

13. Insurance (\$18,000)

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

14. Debt Service Payments (\$375,000)

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

15. Transportation, Infrastructure and Landscape Enhancement (\$400,000)

The Action Plan will identify areas where redevelopment through beautification of public spaces can be enhanced to invigorate the area's appeal to attract business and developers. The Agency is partnering with Miami-Dade Parks, Recreations and Open Spaces to apply for a Florida Department of Transportation Highway Beautification Council Grant for median beautification along the U.S. 1 Corridor in the Area. Other initiatives considered include investing in an Ultra-High-Speed Internet Backbone.

16. SMART Plan Projects Reserve (\$177,084)

The Agency's First Amendment to the Interlocal Cooperation Agreement with the County, requires that the Agency annually set aside twenty five percent reserve from the tax increment generated within the expansion area for projects within the Area related to the SMART Plan. Including the amount set aside on this fiscal year, the cumulative SMART Plan Projects Reserve is \$235,035.

Reserve \$882,619

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



Financial Report
*** Not Audited**

Statement of Revenues, Expenditures and Changes in Fund Balances

Fiscal Year Ended September 30, 2019*

Revenues

Taxes	\$2,013,336
Investment Income	<u>\$71,562</u>
Total Revenues	\$2,084,898

Expenditures

General Government	\$790,663
Debt Service	\$375,000
Capital Outlay	<u>\$0</u>
Total Expenditures	\$1,165,663

Excess/Deficiency of Revenues

Over Expenditures	\$919,235
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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	\$919,235
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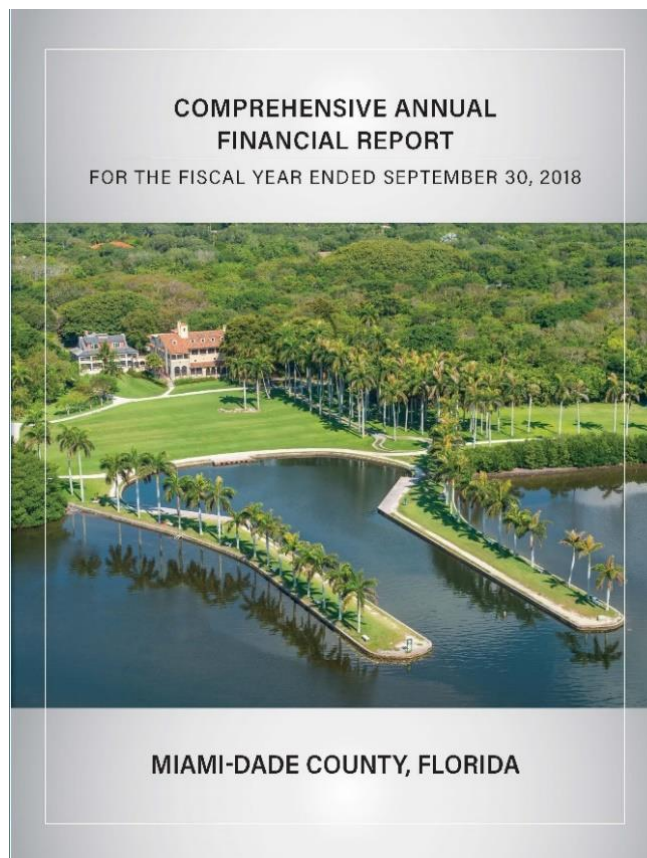
Fund Balance Beginning	\$2,408,931
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Fund Balance End	\$3,332,467
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Audit Financial Report

The Agency's 2018 Audit Financial Report can be viewed through the Miami-Dade County Comprehensive Annual Financial Report at the following link, by searching for "NLCRA,"

<https://www.miamidade.gov/finance/library/CAFR2018-complete.pdf>



Looking Forward

With an Amended Redevelopment Plan and an Economic Development Coordinator on board to guide the Agency on the implementation of the specific initiatives for the Area, the Agency is thrilled with the possibilities that lay ahead. Future opportunities will focus on marketing the Area and increase its tax base to improve the physical quality of life for businesses and residents in accordance with the Plan. Attracting new businesses, creating activities and opportunities to draw visitors into the Area and implementing branding and marketing initiatives that let people know they are in a thriving, safe and revitalized Naranja Lakes are some of the objectives that will define the future.



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<https://www.miamidade.gov/global/government/boards/naranja-lakes-cra.page>