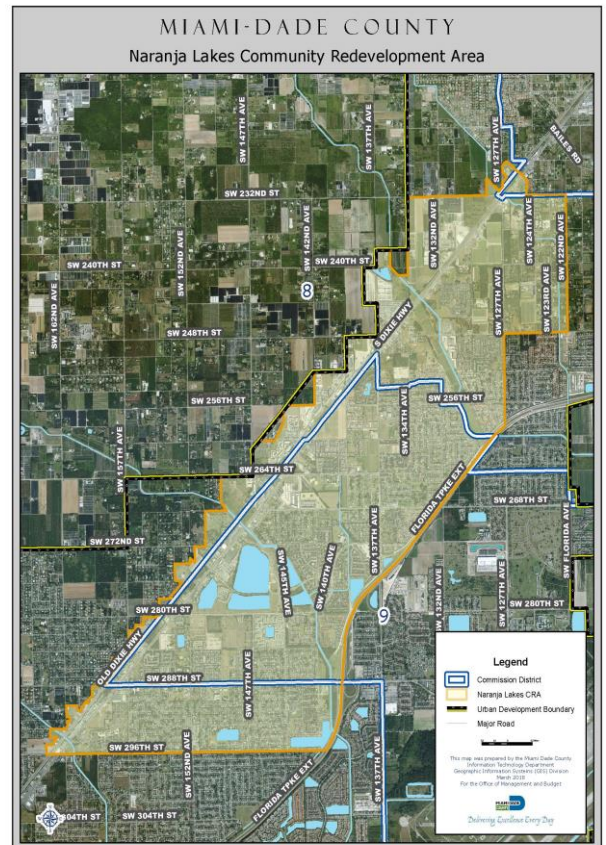




2020 ANNUAL REPORT

October 1, 2019 - September 30, 2020



“The Agency Adopted 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.”



Overview

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.

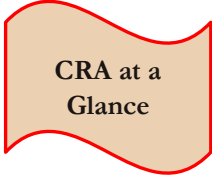
In 2018, the Commission approved the Agency's Amended Redevelopment Plan for the original and proposed expanded area and amended the Interlocal Agreement (Agreement) between the County and the Agency. The Agreement requires that the Agency sets aside a portion of the tax increment financing (TIF) from 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, which at the date of this report was represented by then 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 2020 Annual Report contains an unaudited financial statement and a summary of activities for the Agency's eighteen year of operation, covering the period from October 1, 2019 to September 30, 2020.

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 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) provided 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

Area: 4307 Acres

Base Year: 2002

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

Housing Incentives Program

The Agency kicked off the year's plan implementation by ratifying in December the mission statement adopted by the Agency's Housing Subcommittee: *To connect people in the community to quality affordable housing opportunities while promoting self-sufficiency and neighborhood revitalization.*



To expand housing development initiatives within the redevelopment area the Agency adopted the following programs:

- ❖ Expand the Rebuilding Together Housing Improvement Program
- ❖ Partner with an established housing developer community to develop permanently affordable owner-occupied housing
- ❖ Master Plan the Miami-Dade County Library Property, excluding adjacent land designated as park
- ❖ Partner with established provider to implement a First Time Home Buyer Program

However, pursuing these initiatives, were impacted by the national declaration of the Novel Coronavirus Diseases 2019 pandemic(Covid-19) in March 2020. For the second half of the fiscal year in this reporting period, *Stay-At Home* and *Safer-At-Home* orders from the Florida Governor were in place impacting envisioned initiatives as the nation faced with disbelief and uncertainty the rapid developments of the pandemic.



Redland Market Village

In January 2020, the Agency considered an unsolicited proposal to provide tax increment funding for the conceptual development of the Redland Market Village (Redland Market). The development aims at capitalizing on market conditions that supports the vision of a vibrant South

Dade community while having a positive impact for the area through job creation and preservation, workforce housing, educational connections and a Transit Oriented component, all of which can placed the area as a desirable destination to live, work and visit.

The development will be built upon the existing Redland Market facility, which includes indoors fish and farmer's market, outdoor flea market, a kid's zone, automotive and plant nursery. The market attracts over 30,000 weekly visitors and with 850 jobs within is one of the largest employers of the area.

Phase I of the development will encompass creating an attractive gateway into the development with a pedestrian main street to integrate all the various market components and future activities; upgrades and renovations to existing market buildings and food operators / restaurants, as well as the introduction of a Food Hall in partnership with Miami-Dade College Culinary School. Additionally, it includes creating seven permanent kitchens for Food Trucks.

The total project cost is estimated at \$5.197 million. The development counts with \$2.214 million financing in hand and has a \$1.535 million funding gap, which amounts to 30% of the total project cost.

Redland Market's project Phase II and III, will consist of building the 438 residential components of the development including green public spaces to connect residents with the market. The project incorporates various points of access and egress creating a central downtown feeling. The remaining residential 1,026 units will be developed in various phases. The development builds on existing transit infrastructure at the Busway with direct connection to Bus Rapid Transit and 137th Avenue. An attractive component of the Redland Market is that it is the first major development in South Dade that supports the County's SMART Plan by developing along the corridor.

The Agency adopted a motion expressing interest in the project; directing staff to conduct sufficient research on Phase I and to present such analysis to the Board for its consideration as to whether the CRA should consider and commit to the funding request the developer made for Phase I, directing staff to work with the developer to obtain all necessary documents to back up the funding request made to the CRA for the completion of Phase 1, including safeguards that will need to be put on place should the Agency decides to enter into a tax increment financing agreement.

Marketing and Public Relations Services



ROAR MEDIA

The Agency issued a Request for Proposals seeking firms to provide marketing and public relations services. After a competitive process that included proposals from seven firms an Evaluation Selection Committee was convened to review and rank the proposals. Out of the top two ranked finalists invited to make oral presentations the Committee recommended Roar Media, LLC to provide the required services. The Agency accepted staff recommendations and directed staff to negotiate a contract with the selected firm.

While the Agency staff was negotiating with Roar Media, the national COVID-19 pandemic was declared halting staff efforts to execute a contract to implement an immediate marketing and public relations plans. However, during the summer months, when it became evident that working remotely would continue for the foreseeable future, both parties agreed of the value in moving forward with engaging Roar Media's services to begin conceptualizing a marketing plan and undertake some of the deliverables identified in the Request for Proposals.

Roar Media deliverables include:

- ✚ Promoting the CRA, its communities, businesses and competitive strengths;
- ✚ Informing businesses regarding the CRA's grant, incentive and investment programs;
- ✚ Promoting the growth of tourism and stimulate visitor growth;
- ✚ Updates the CRA's image through a re-branding and possible renaming of the CRA.

Deliverables/Months	1	2	3	4	5	6	7	8	9	10	11	12
Plan												
Messaging Comm. Audit & Branding												
Brand Identity & Rebrand (Logo, Tagline, Style guide)												
Marketing Collateral (Flyer, Digital, etc.)												
Video												
Map & Interactive Map												
Website												
PR (Press Releases & Comm.)												
Ongoing Website												
Social Media Campaign												
Events & Promotions												

As part of the marketing initiative the deliverables include:

- ✚ Developing a short descriptive message that captures and communicates the dynamics of the CRA's business community, its strengths, and opportunities.
- ✚ A new logo and tag line that captures and expresses a new image
- ✚ Creating digital "flyers", or informational product that informs the broader community regarding business opportunities in the CRA, and details its incentive, grant and investment programs;
- ✚ Translate the CRA business directory database into a single, simple map, with the possibility of an interactive map;
- ✚ A short, high-quality marketing video that highlights the CRA's new brand, business environment and tourism market developed in tasks 1-4;
- ✚ Developing a new CRA web site
- ✚ Ongoing annual marketing and public relations services, including, but not limited to:
 - Updating the CRA Web Site twice annually;
 - Managing a social media campaign
 - Organizing events and promotions; and
 - Periodic press releases and public communications.



Emergency Business Grant Program

In response to the dire impact of the Covid-19 Pandemic in the business community, the Agency created an Emergency Business Grant Program, allocating \$500,000 to provide funding to up to 166 small businesses located in the Redevelopment Area. These businesses were negatively impacted by the Florida Governor and County Mayor order, issued in March, to shut down all non-essential businesses due to Pandemic. Although the Federal Government created the Paycheck Protection Program (PPP) to assist small businesses, the Agency Economic Development Coordinator noted that many of the redevelopment area businesses were unable to access State or Federal Funding Programs. By creating the Emergency Business Grant Program, the Agency provided needed financial relief in the amount of \$3,000 to eligible businesses, with ten employees or less, ensuring that those businesses remain in the area.

The Agency partnered with Neighbors and Neighbors Association, Inc. (NANA), to administer the program. NANA's established presence in the community allowed for an immediate program implementation, given their existing relationship with businesses and having the personnel ready to get the funding out during the critical time when it was greatly needed. The outreach included visiting businesses in person to distribute applications, as well as email blasts to businesses already into NANA's email distribution. Additionally, NANA provided their expertise with assisting business

owners to complete grant applications, which ensured the appropriate supporting documentation was included timely to avoid unnecessary delays in disbursing the emergency relief funding.



During the four months covered by this reporting period in which the grant program was implemented, the Agency provided funding to sixty businesses, totaling \$180,000 in disbursed funding. These businesses represent the true spirit of Mom & Pop Business in a small community, providing services that range from landscape maintenance, electrical, boutiques, beauty and barber shops, as well as restaurants. Unquestionably, being able to help the area neighbors and business owners is one of the Agency's most rewarding accomplishment during this difficult year.

Economic Development Coordinating Services



Mr. Kevin Greiner, Principal at UrbanCentric Analytics, built upon his initial year of providing economic development coordinating services to the Agency. Guided by the priorities adopted by the Board during the prior fiscal year, the economic development coordinator pursued initiatives of potential interest to the Agency.

Agency Adopted 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

Mr. Greiner was instrumental on crafting the Emergency Business Grant Program with the objective to have the widest outreach in the area, approximately 544 businesses could potentially qualified for the funding; which represented eighty seven percent of all the businesses in the CRA, including approximately 1700 workers.

With the objective to continue assisting the business community, Mr. Greiner drafter for the Agency review two permanent business grant programs. These programs will assist small businesses with obtaining new equipment to adjust their business plans to meet challenges derived from the COVID-19 pandemic. The grants will also provide funding for physical improvements.

Throughout the year, Mr. Greiner interacted with local developers and property owners, assessing large project development proposals. He also stayed engaged with multiple businesses seeking to expand and developers planning mixed-use projects.



He also worked closely with the South Dade Economic Development Council (EDC) in the Council's initiative to build a bigger umbrella for raising awareness on issues of importance to the South Dade Community. The EDC received a federal Economic Development Administration grant for its initiative and conducted public meetings to discuss planning activities. The Naranja Lakes Redevelopment Area and the southern neighboring city of Homestead have a substantial presence in the Council and therefore a keen interest in its success.



U.S. 1 Corridor Beautification

In a joined effort with the County's Parks, Recreation and Open Spaces Department (PROS) the Agency received in December 2019 a Florida Department of Transportation (FDOT) \$105,300 grant for a highway beautification project along the U.S. 1 corridor. The CRA will provide 100 percent funding match for the median beautification project, 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. As required by the grant acceptance guidance, the County's PROS team prepared the landscape design plans and submitted the construction documents for FDOT review in July. The FDOT reviewing team provided comments which are in the process of being addressed by the County's PROS landscape team. It is anticipated that final construction documents will be completed and approved by FDOT at the beginning of October 2020.



Area Clean Up And Maintenance

The Agency continued working closely with area residents to identify and undertake cleaning of areas affected by illegal dumping and unkept vacant lots. Emphasis was placed at SW 145th Avenue, which circles around from SW 280th Street to U.S. 1, intercepted by Naranja Lakes Boulevard / 278th Street where there are a lot of overgrown lots on both sides of the bridge, creating a community eyesore. Maintaining vacant lots trimmed and free of debris and illegal dumping is a strenuous effort 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 eliminate blight conditions in the area. 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. To help curtail illegal dumping, the Board funded the purchase of two surveillance cameras and directed staff to work with the Solid Waste Department to identify appropriate equipment to achieve desired outcome in the redevelopment area.



Community Policing Program

For fifteen years, the Agency has partnered with the Miami-Dade Police Department (MDPD) 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 along U.S. 1 and along Southwest 137th Avenue. In addition to the business corridors, the redevelopment area boundaries are comprised of the following subdivided communities: Mandarin Lakes, Sunset Point, Water Side, Heritage Squares and Leisure City residential neighborhoods.

Program Goals:

- Continue to improve on the high-quality enforcement and community policing
- Enforce laws and effect arrests to continue reducing criminal activity
- Deployment of the Mobile Operations Center (MOC) to provide Area citizens with resources such as: fingerprinting, reports, clearance letters, crime watch, and crime prevention information
- Details utilizing Police bicycle units to assist with traffic concerns, crime prevention, and community contacts
- Coordinate community events and walks to provide education safety and interact with local communities and citizens to aid in crime prevention
- Host movie nights within Area parks to provide the community with safe night outings
- Host gun buy back events to assist with the removal of unwanted or illegal guns in the community
- Address illegal dumping and code enforcement violations within the CRA
- Educate and encourage citizens to notify the police when a crime occurs

Enforcement:

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.

However, due to the onset of the Covid-19 pandemic, MDPD events in the CRA were reduced due to temporary restrictions that were put in place regarding contact with the public. Officers instead were assigned to provide visible presence and assist with Covid-19 restriction details and food distributions.

Prior to the pandemic, MDPD partnered with Papa Johns and Walmart to host a community event where citizens were provided turkeys for Thanksgiving. Since this event drew a large crowd, the officers were able to interact with the community in a positive atmosphere and provide crime prevention literature and education.

In January, in response to the concerns of a grieving community, a Town Hall meeting was held at the Community Action Center to address a fatal shooting that occurred at Southwest 139 Avenue and Southwest 264 Street. Citizens in attendance were asked to come forward if they had any information regarding the suspects of the shooting.

Officers from the Neighborhood Resource Unit (NRU) collaborated with the Homeless Action Center and the City of Miami Homeless Outreach Program to locate homeless individuals within the Area. Those homeless individuals were offered shelter and services to enhance their quality of life.

Enforcement Statistics:

- A total of 101 arrests were made, including felony, misdemeanor, warrants, traffic and apprehensions
- 2 curfew violators
- 4 firearms impounded
- Narcotics seized totaled: 44 grams of marijuana & 9 grams of cocaine
- 545 traffic citations were generated
- 16 vehicles were impounded
- A total of 3,555 contacts including 2,986 citizens and 569 business contacts
- A total of 115 Enforcement Sweeps were conducted

Crime Analysis:

At the onset of the initiative, an up to date crime analysis was conducted of the areas of the CRA boundaries to determine the most active days and hours of the week to provide the most efficient coverage. This was maintained on a weekly basis to establish weekly scheduling of police coverage. This formula of utilizing intelligence gathering through crime trend analysis and proper placement of police presence is one of the keys to this year's successful significant reduction in crimes such as thefts over \$300, auto thefts, and robberies. The area experienced an overall reduction of -2.44% in Part I Crimes. The Area continues to experience a considerable increase in population growth and the Police Department will continue to apply proactive enforcement techniques to reduce the crime trends within the Area.

Naranja Lakes Community Redevelopment Area

Part I Crimes

	Total Cases 2018/19*	Total Cases 2019/20*	cases +/-	% +/-
Auto Theft	86	83	-3	-3.49%
Burglary Commercial	16	35	19	118.75%
Burglary Residential	79	77	-2	-2.53%
Burglary Vehicle	190	226	36	18.95%
Larceny Over	149	94	-55	-36.91%
Robbery	73	52	-21	-28.77%
Homicide	0	4	4	400%
Aggravated Assault	57	57	0	0.00%
Aggravated Battery	33	38	5	15.15%
Sex Offense	13	13	0	0.00%
Total Part I Crimes	696	679		-2.44%



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 who continues to provide guidance and recommendations on projects of potential interest
- Marketing and Branding, Plan Reference: Sec. 6. #5.1-7, p. 62
Reposition Area through branding and marketing initiatives
 - The Agency engaged the services of a marketing and public relations firm to develop a marketing strategy and branding for the Area
 -
- 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 obtained 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 \$400,000 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>
2018 Taxable Assessment	\$404,708,392	
2019 Taxable Assessment	\$445,974,037	240 Percent Increase From Base Year
2019 Increment Increase	\$41,265,645	10 Percent Increase From 2018 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	
2019 Taxable Assessment	\$653,292,036	32 Percent Increase From Base Year
2019 Increment Increase	\$107,482,651	20 Percent Increase From 2018 Assessment

Adopted Budget for Fiscal Year 2020-21

On, September 15, 2020 the CRA adopted Resolution No. R-2020-05 approving the Fiscal Year 2020-2021 budget of \$8,442,869 based on projections of TIF revenues and cash balances for Fiscal Year 2019-20 and directing staff to forward the adopted budget to the Commission, as required by the Interlocal Agreement between the Agency and the County.

Revenues - \$8,442,869

The Agency's revenues include a countywide tax increment revenue payment of \$1,488,610 and Unincorporated Municipal Service Area (UMSA) tax increment payment of \$615,072 for the original area; \$1,138,864 and \$470,563 respectively for the expansion area, carryover funding \$4,659,760 and projected interest earnings \$70,000.

Expenditures - \$8,442,869

Administrative Expenses - \$141,000

1. Direct County Support (\$135,000)

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 for operational and contractual services and coordinating with County Departments to implement the Agency's initiatives.

2. Advertising Notices & Printing Materials (\$6,000)

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

County Administrative Charge - \$55,697

1. County Administrative Charge (\$55,697)

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 \$141,000 and represent four percent of the County's payments of \$3,713,109 tax increment revenues, which satisfies the 20 percent administrative cap required by the Interlocal Agreement.

Operating Expenses - \$7,670,716

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

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 2020-21 are \$2,495.

2. Contractual Services (\$150,000)

For contracting professional services of the Economic Development Coordinator to assist with prioritizing the implementation of the Action Plan for the redevelopment area and potentially engage the services of an Executive Director to oversee the Agency's operations.

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 (\$450,000)

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. Labor Force, Development & Training Program (\$150,000)

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

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

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

7. Marketing (\$150,000)

Working with Roar Media, LLC 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.

8. Commercial Improvement Grants (\$500,000)

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

9. Emergency Small Business Grant Program (\$300,000)

The Agency adopted an emergency grant program in response to the dire economic crises caused by the Corona Virus 19 pandemic to assist small business owners in the area. This allocation allows the Agency to continue assisting Area businesses during these trying and unprecedented times.

10. Housing Projects (\$500,000)

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.

11. Grant Coordinator (\$65,000)

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

12. Major Development Project Planning (\$4 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.

13. 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.

14. Insurance (\$20,000)

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

15. Debt Service Payments (\$376,000)

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.

16. 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.

17. SMART Plan Projects Reserve (\$284,716)

The First Amendment to the Interlocal Cooperation Agreement with the County, which the Agency executed in 2018, requires that the Agency annually set aside twenty five percent reserve from the tax increment generated within the expansion area for projects related to the Strategic Miami Area Rapid Transit Plan (SMART Plan). This funding will be used for SMART Plan Projects within the CRA Area. Including the amount set aside on this fiscal year, the cumulative SMART Plan Projects Reserve is \$519,751.

Reserve \$575,456

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, 2020*

Revenues

Taxes	\$2,942,051
Investment Income	<u>\$55,769</u>
Total Revenues	\$2,997,820

Expenditures

General Government	\$1,011,646
Debt Service	\$376,000
Capital Outlay	<u>\$0</u>
Total Expenditures	\$1,387,646

Excess/Deficiency of Revenues

Over Expenditures	\$1,610,174
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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	\$1,610,174
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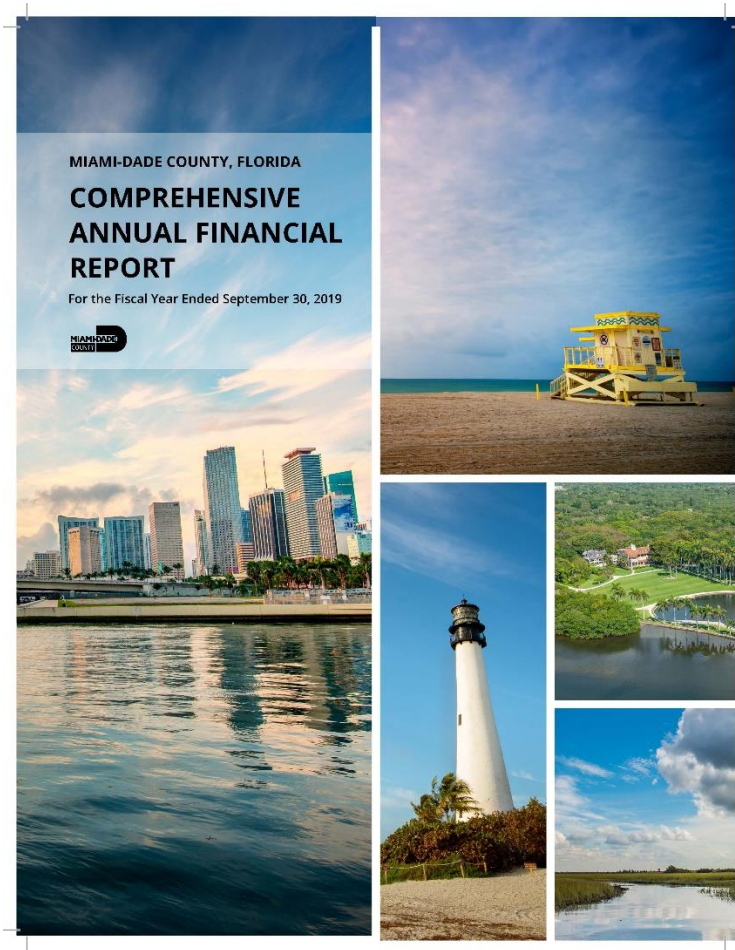
Fund Balance Beginning	\$3,332,467
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Fund Balance End	\$4,942,641
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Audit Financial Report

The Agency's 2019 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/CAFR2019-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.



Contact Information

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