



2021 Annual Report

October 1, 2020 – September 30, 2021



OVERVIEW

The Naranja Lakes Community Redevelopment Area is an unincorporated 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 Danielle Cohen Higgins and Commissioner Kionne L. McGhee, respectively.

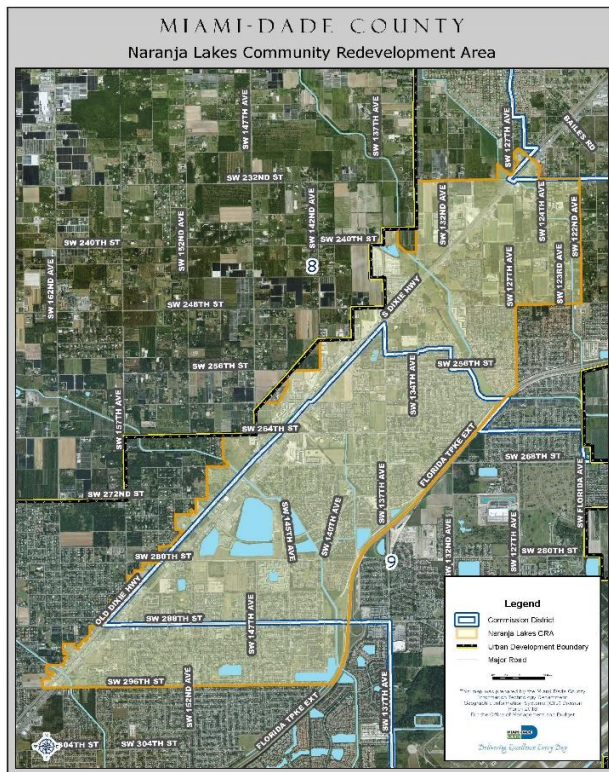
Reporting Requirement, Commissioners and Staffing

Florida Statutes governing redevelopment areas require redevelopment Agencies to provide annual reports to their respective governing bodies by March 31st. This 2021 Annual Report contains an unaudited financial statement and a summary of activities for the Agency's nineteen year of operation, covering the period from October 1, 2002 to September 30, 2021.

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, and Mark Wilson.

Miami-Dade County professional staff from the Office of Management and Budget (OMB) provides administrative support to the Agency. The effort is led by Jorge M. Fernandez Jr., OMB Deputy Director, assisted by Jason E. Rodriguez, Senior Business Analyst. The legal firm Spiritus Law (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 were provided for ten months of the reporting period 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

Tax Increment Revenues



Tax Increment Revenue Comparison

Base Year (2002) Taxable Assessment:	\$131,292, 949	
	<u>Taxable Value</u>	<u>Percentage Difference</u>
2019 Taxable Assessment	\$445,974,037	
2020 Taxable Assessment	\$478,002,693	264 Percent Increase From Base Year
2020 Increment Increase	\$32,028,656	7 Percent Increase From 2019 Assessment

Expansion Area

Base Year (2017) Taxable Assessment:	\$493,525,205	
	<u>Taxable Value</u>	<u>Percentage Difference</u>
2019 Taxable Assessment	\$653,292,036	
2020 Taxable Assessment	\$756,205,866	53 Percent Increase From Base Year
2020 Increment Increase	\$102,913,830	16 Percent Increase From 2019 Assessment

Financial Report - Not Audited

Statement of Revenues, Expenditures and Changes in Fund Balances

Fiscal Year Ended September 30, 2021*

Revenues

Taxes	\$3,713,104
Investment Income	<u>\$9,889</u>
Total Revenues	\$3,722,998

Expenditures

General Government	\$999,437
Debt Service	\$239,000
Capital Outlay	<u>\$0</u>
Total Expenditures	\$1,238,437

Excess/Deficiency of Revenues

Over Expenditures	\$2,484,561
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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	\$2,484,561



Fund Balance Beginning	\$4,942,641
Fund Balance End	\$7,290,202

Audited Financial Report



The Agency's 2020 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/CAFR2020-complete.pdf>

Plan Implementation

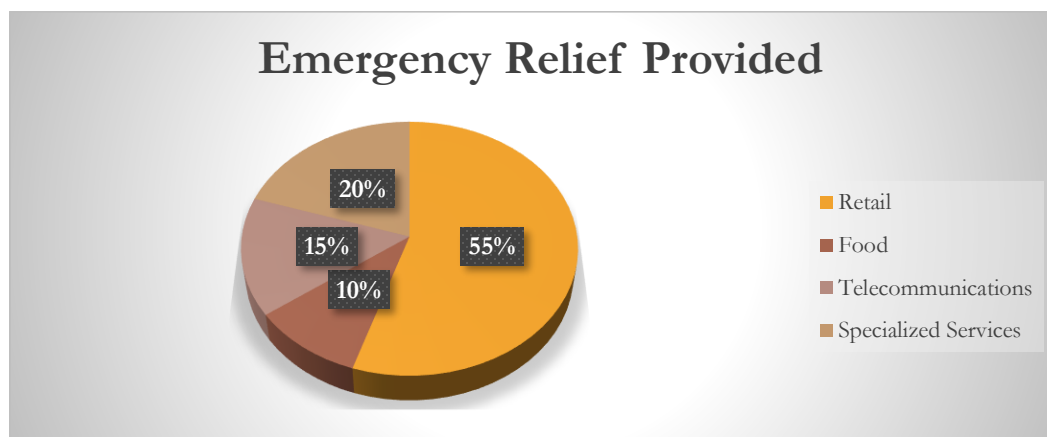
For a second consecutive year, the redevelopment activities envisioned for the Area were impacted by the Coronavirus Diseases 2019 pandemic (Covid-19). Despite the challenges associated with confronting the pandemic, the Agency was able to complete the following initiatives:

Emergency Business Grant Program

Although the program was initially created in May 2020, it continued through the reporting period providing much needed financial relief to small businesses located in the Redevelopment Area impacted by the Covid-19 Pandemic and who were unable to access State or Federal Funding Programs, such as the Paycheck Protection Program (PPP). The Emergency Business Grant Program provided \$3,000 to eligible businesses, with ten employees or less, ensuring that those businesses remain in the area.

The Agency continued to partner with Neighbors and Neighbors Association, Inc. (NANA), to administer the program. NANA's established presence in the community allowed for an immediate program implementation, giving 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 this reporting period, the Agency provided funding to twenty-one businesses, totaling \$63,000 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.



Economic Development Coordinating Services



For most of the year, Mr. Kevin Greiner, Principal at UrbanCentric Analytics, provided economic development coordinating services to the Agency. He was instrumental in developing two grant programs to assist the business community: Commercial Improvement Grant and the Technology and Equipment Grant. The Agency will procure the services of a full-time grant administrator to lead the management and implementation of these programs, which are aimed at assisting small businesses with obtaining new equipment and provide physical improvements. Supporting businesses is an integral objective to keep existing jobs and employers in the Area, help existing businesses to remain competitive and attract new business enterprises to the Area.

Mr. Greiner also designed guidelines for the Board's consideration for funding of unsolicited redevelopment projects. The healthy growth in taxable values in the Area, along with the tax increment funding generated in recent years make the Agency attractive to developers seeking funding assistance to meet extraordinary unanticipated project costs.

The Agency adopted guidelines for evaluating project, business, and development funding assistance requests. Projects that will be considered for funding investment include infrastructure and building improvements, that are larger and in need for greater funding than those available through the small business grant program. Priority consideration will be given for mixed-use developments, Transit Oriented, mixed-income housing and office and co-working development, among others. In general, the criteria required establishing funding need, creating permanent jobs, addressing housing market imbalances, reducing traffic congestion, demonstrating environmental sustainability, and expanding economic opportunity and upward mobility.



Marketing and Public Relations Services



With the lead assistance of the invigorating marketing and public relations team at Roar Media, the Agency achieved two of its most desirables projects: a state-of-the-art website and a beautiful logo. The logo design, in various shades of orange and stylish black font, evokes a new dawn for the Area; where classic and jazzy meet in collaborative harmony.



Designing the website involved months of collaboration through numerous individual and virtually held meetings to develop a tag line, content, color palette and select desirables images. The result is a truly inviting web portal containing information regarding the Agency grants, programs, resources, biography of board members and information valuable to existing businesses and those considering establishing new businesses in the Area.





U.S. 1 Corridor Beautification

The joined effort with the County's Parks, Recreation and Open Spaces Department (PROS) the Agency that began in December 2019 with the award of a Florida Department of Transportation (FDOT) \$105,300 grant for a highway beautification project along the U.S. 1 corridor, continued during this reporting period. 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 along 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. The beautification projects were completed in September!



Community Policing Program

For sixteen 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.

Goals and Community Activities

MDPD met the challenges of patrolling during a pandemic year while meeting the primary community policing goal to improve on the high-quality enforcement and community policing. During community events and bike rides officers passed out thousands of facemasks to curb the spread of Covid-19. Additionally, they often participated in community food drives sponsored by organization such as *Feeding South Florida* and *Share your Heart*. The food distribution events provided Area residents with several days' worth of food.

In the spirit of camaraderie, MDPD held a Halloween trick-or-treat event at the Agency's Community Center. Over a thousand bags of candy were distributed to children, fostering needed relationship between the area residents and the officers patrolling the community. In the same spirit of camaraderie, a Holiday toy drive was held where approximately 100 families in need participated. Many families of Sunset Pointe benefited from this heartfelt event. The toy drive event was held in conjunction with the area's Christ Fellowship Church. In the spring, the officers held an Easter Egg Hunt Event at Live Like Bella Park. Once again, children and their families enjoyed a safe and harmonious community event where over 1,000 colorful plastic Easter eggs filled with candy were distributed. Additionally, officers were able to interact with the community in a positive atmosphere and provide crime prevention literature and education.



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.

Patrolling businesses along the South Dixie Highway remains one of the priorities of the community policing program. On a monthly basis, officers visited business owners and employees to address quality of life concerns. These interactions often formed the foundation for information regarding illegal activities and vandalism around the business corridor. Traffic citations, verbal warnings, felony arrests, confiscation of illegal drugs and substances and referrals to Miami-Dade 311 call center for code enforcement violations were among the additional enforcement activities through the year.

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 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 2019/20*	Total Cases 2020/21*	cases +/-
Auto Theft	83	44	-39
Burglary Commercial	35	8	-27
Burglary Residential	77	30	-47
Burglary Vehicle	226	116	-110
Larceny Over	94	73	-21
Robbery	52	54	2
Homicide	4	11	7
Aggravated Assault	57	31	-26
Aggravated Battery	38	15	-23
Sex Offense	13	6	-7
Total Part I Crimes	679	388	

Area Clean Up And Maintenance

The Agency undertook cleaning initiatives of areas affected by illegal dumping and unkept vacant lots. Emphasis continued in the vicinity of 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. Maintaining a safe, and clean area is essential to attracting developers and new businesses.



Plan Performance Data

Redevelopment Activities

The Agency undertook five 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 received economic development coordinator services from a professional with vast knowledge of the Miami-Dade County market who continued 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 contributed matching funds for a highway beautification grant
- 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
- 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

LOOKING FORWARD



The Agency looks forward to the possibilities laying ahead to continue seeking redevelopment activities with transformative impact throughout the Area. 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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Additional Information: <https://www.miamidade.gov/global/government/boards/naranja-lakes-cra.page>