



2022 Annual Report

October 1, 2021 – September 30, 2022



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 are represented by Commissioner Danielle Cohen Higgins and Commissioner Kionne L. McGhee, respectively.

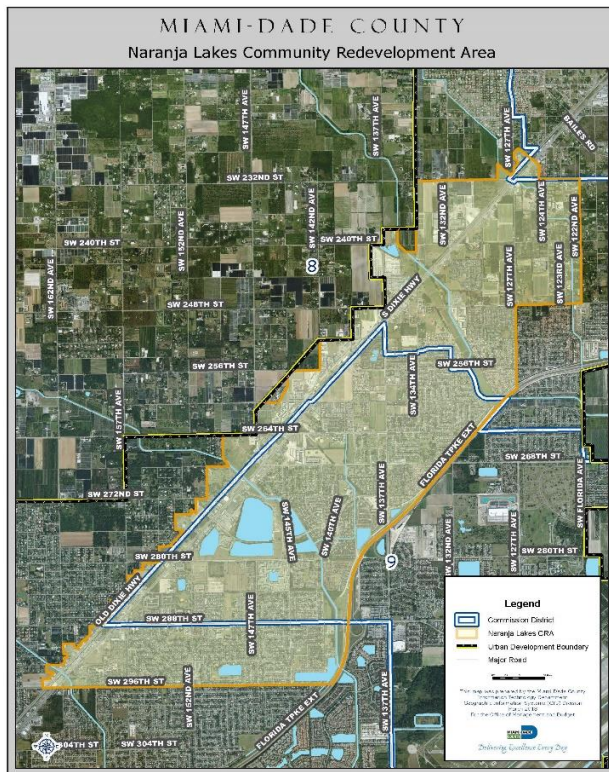
Reporting Requirement, Commissioners and Staffing

Florida Statutes governing redevelopment areas require redevelopment Agencies to provide annual reports to their respective governing bodies by March 31st. This 2022 Annual Report contains an unaudited financial statement and a summary of activities for the Agency's twentieth year of operation, covering the period from October 1, 2021 to September 30, 2022.

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, Erick Caceres and Cornelius Shiver.

Miami-Dade County professional staff from the Office of Management and Budget (OMB) provides administrative support to the Agency. The effort is led by Rasha Cameau, MBA, FRA-RP, OMB Assistant Director, assisted by Jason E. Rodriguez, Senior Business Analyst. The legal firm Taylor English Duma LLP (Firm) provided general counsel to the Agency. Mr. Steven W. Zelkowitz is the lead attorney overseeing the Agency engagement with the Firm.

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>
2020 Taxable Assessment	\$478,002,693	
2021 Taxable Assessment	\$512,520,393	290 Percent Increase From Base Year
2021 Increment Increase	\$34,517,700	7 Percent Increase From 2020 Assessment

Expansion Area

Base Year (2017) Taxable Assessment:	\$493,525,205	
	<u>Taxable Value</u>	<u>Percentage Difference</u>
2020 Taxable Assessment	\$756,205,866	
2021 Taxable Assessment	\$905,649,887	84 Percent Increase From Base Year
2021 Increment Increase	\$149,444,021	20 Percent Increase From 2020 Assessment

Financial Report - Not Audited

Statement of Revenues, Expenditures and Changes in Fund Balances

Fiscal Year Ended September 30, 2022*

Revenues

Taxes	\$4,896,823
Investment Income	<u>\$51,511</u>
Total Revenues	\$4,948,334

Expenditures

General Government	\$753,611
Debt Service	\$556,000
Capital Outlay	<u>\$0</u>
Total Expenditures	\$1,309,611

Excess/Deficiency of Revenues

Over Expenditures	\$3,638,724
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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	\$3,638,724



Fund Balance Beginning	\$7,427,202
Fund Balance End	\$11,065,925

Audited Financial Report



The Agency's 2021 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/cafr2021-complete.pdf>

Plan Implementation

For a third consecutive year, the redevelopment activities envisioned for the Area were impacted by the Coronavirus Diseases 2019 pandemic (Covid-19) and the Omicron variant that emerged in November 2021. Despite the challenges associated with confronting the pandemic, through maintaining social distancing, staff and legal counsel were able to address initiatives already identified by the Agency during the prior fiscal year:




Marketing and Public Relations Services



With the launching of the invigorating website at www.naranjalakescra.com the Agency's marketing and public relations firm, Roar Media, proceeded to design and establish the Agency's presence among various social media platforms: Facebook, Instagram and LinkedIn.

Staff and the Roar Media collaborate monthly to identify content for the various platforms. Identifying relevant topics and public service announcements in advanced allows for a streamline and informative process that provides social media followers and visitors to learn about recreational and commercial activities in the area, which ultimately creates an interest to physically visit the redevelopment area and support promoted parks, privately owned recreational venues and business entrepreneurs providing culinary and retail services. Additionally, social media content promotes the rich diversity of the area residents.

Food and Beverage!

		
<p>Delicious Haitian & fusion cuisine @SakPaseFoodTruck</p>	<p>Enjoying the weekend and wine tasting @schneblywinery</p>	<p>Enchiladas in <i>salsa verde</i> @losmolcajetes</p>




Recreational and celebration venues!

		
<p>Outdoor Enjoyment @BlueLagoonFarmMiami</p>	<p>wedding season and @TheBarn305</p>	<p>pumpkin patch and fall festival @TinezFarms</p>

Businesses and entrepreneurs!

		
<p>Fresh fruits and vegetables @RedlandMarket South Dade's largest flea market</p>	<p>vibrant, eye-catching accessories @nerycollc</p>	<p>Amazing plants, palms, trees and shrubs @NativeTreeNursery</p>

Public Service Announcements!

		
<p>Stay safe and get COVID tested! Homestead Air Reserve Park, South Dade Government Center and Zoo Miami offer both PCR and Rapid Antigen Tests. Find the nearest location near you at the link in bio.</p>	<p>SCHOOLS OUT! Well, almost! Friendly reminder that Miami-Dade county school ends June 7th. Find out more @MiamiSchools.</p>	<p>Getting around #SouthDade has never been easier! Buy a Transit Pass online or by downloading the GO Miami-Dade app on your phone. More info here: https://www.miamidade.gov/global/transportation/transit-pass.page</p>



Community Policing Program

The Agency continues its now seventeen years partnership with the Miami-Dade Police Department (MDPD) South District to implement Community Policing strategies that address the complexities of criminal activities prevalent in the redevelopment area. The Naranja Lakes CRA is an area 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.

Some of the activities undertaken to foster community relationship among citizens and the police patrolling their neighborhoods were:

- Officers participated in several food and toy distributions, at Modello and Naranja Parks, including the Sugar for Kids Toy Event with Commissioner Kionne McGhee. During the Sugar for Kids Toy Event, officers assisted with providing toys to over 1,600 kids within the Naranja community.

- Officers participated in Coffee with a Cop and the One South Dade MLK bike ride and day of service with Commissioner McGhee.
- Officers participated in the Naranja Teen Talk, and the Cops & Roses event at Chapman Elementary.
- Officers participated in the Naranja Teen Talk and Veranda Crime Watch meetings.
- Officers participated in the Naranja Teen Talk and the Naranja Walking One Stops.
- Officers participated in pamphlet walk after a contact shooting occurred within the CRA boundaries. Crimewatch flyers, along with lead detective information, was disseminated to the community.
- Officers participated in a Career Day at William Chapman Elementary School which is within the CRA boundaries. Officers were able to speak with approximately 120 children about the law enforcement profession.
- Officers participated and distributed Crimewatch information to the community.

Among the enforcement activities undertaken during this reporting period were:

- Officers participated in traffic details utilizing radar and pacing techniques in the area of 282 Street between SW US1 and SW 137 Avenue.
- Officer utilized the speed trailer LPR in the area of 140 Avenue and 284 Street to deter speeders and educate the public.
- Officers conducted ShotSpotter Connect and Respond details within the CRA to deter gun violence.

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 in reference to crime trends. 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 \$750, auto thefts, and robberies. The area experienced an overall reduction of -11.05% in Part I Crimes. The CRA 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 CRA.

Naranja Lakes Community Redevelopment Area Part I Crimes

	Total Cases 2020/21*	Total Cases 2021/22*	cases +/-
Auto Theft	60	101	41
Burglary Commercial	7	12	5
Burglary Residential	45	31	-14
Burglary Vehicle	153	132	-21
Larceny Over	112	91	-21
Robbery	59	52	-7
Homicide	5	4	-1
Aggravated Assault	67	26	-41
Aggravated Battery	35	31	-4
Sex Offense	9	11	2
Total Part I Crimes	679	491	-61

Clean Up and Maintenance

Due to an increase of illegal dumping activities across the area, the Agency undertook cleaning initiatives of those areas affected and unkept vacant lots with a predominant emphasis along 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 and a target area where bulk trash dumped.



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.

To address the area's illegal dumping, staff and counsel worked with the Department of Solid Waste Management on drafting a security cameras purchase, installation, and maintenance agreement, between the Agency and Solid Waste. The agreement provides for the Agency to purchase five

security cameras and related equipment, from Solid Waste and for their configuration for surveillance purposes by the Miami-Dade County Information Technology Department. The five-year agreement provides that Solid Waste will administer the placement and surveillance activities relating to each camera deployed through the redevelopment area. Once the Agreement is executed by all parties, the initial term of the Agreement will be five years with a five-year option-to-renew.

Redland Market Village

Following a directive from the Agency during the prior fiscal year, staff and counsel worked with the staff and counsel of Paragon Group of Florida, LLC to develop a Tax Increment Recapture Incentive and Infrastructure Grant Agreement for the proposed Redland Market Village Apartments. It is anticipated that the Agency will be able to review the draft agreement during the first quarter of fiscal year 2022-2023



The development, which will be adjacent to the existing Redland Market Village at 24420 S. Dixie Highway is a proposed 276-unit apartment project which will be housed in two-five story elevator buildings and one-four story elevator building on approximately 5.25 acres. The proposed project includes a three-story parking garage with 297 spaces, 114 surface parking spaces, and 31 street spaces available for residents and workers. Among the amenities included will be a clubhouse with a small business center and community rooms, exercise room, pool and patio with barbecue grills and immediate access to Mass Transit pick up and drop off locations.

SHOWIN PROXIMITY WITHIN 1/4 MILE, TO MASS TRANSIT



THE PROJECT IS PROVIDING ACCESS TO, ALTERNATIVE TRANSPORTATION INCLUDING SHUTTLES, BUSES, AND RIDE SHARING.

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.

- 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

- 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>