Naranja Lakes Community Redevelopment Agency

Amendment to Naranja Lakes Community Redevelopment Plan

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Section 1. Introduction

Economic development is building wealth in a community, encouraging economic growth, and improving quality of life. This is accomplished by the implementation of actions that influence the five key drivers of economic development: Land, Labor, Markets, Capital and Regulation. Each community's ability to influence these drivers is different.

Our commitment is to manage the expectations, establish credibility, and deliver a respectfully realistic plan. It must be acknowledged that businesses and residents within the Naranja Lakes Community Redevelopment Agency (CRA) boundaries are intertwined with adjacent and transient communities given the CRA's central location and transportation thoroughfares. To achieve the CRA's desire for a revitalized area with reduced blight, new businesses, evening activities and a better quality of life, it will require a new approach to supplement previous CRA and County activities.

As shown in the following analysis, current and future opportunities exist to successfully market and increase the tax base in the Naranja area. We continue to be excited about the future of Naranja.

This Market Study/Economic Analysis of the CRA expansion area includes analysis of the potential for new businesses, opportunities and activities to draw visitors, branding and marketing initiatives, and recommendations for implementation of our findings. It includes a collection of demographic and lifestyle data, retail spending and sales, and consumer trends organized by their respective influence on one of the five key drivers of economic development. Stakeholder input collected through online surveys, phone calls and one-on-one meetings supplements the research. Mapping, imagery and GIS analysis are also included. The Miami Dade Board of County Commissioners resolution approving the Finding of Necessity for the expansion of the district provides is included in this report under Appendix A. The Finding of Necessity report provides supporting information for the redevelopment plan and includes data related to slum and blight conditions, including historical crime statistics, infrastructure needs and code violations.

This study provides recommended strategies and initiatives as requested by the County to revitalize the area, provide for business retention and expansion, and market the uniqueness of the Naranja area. The goal of the revitalization of the CRA is to bring a new and improved dimension of the quality of life offered by the area, which directly influences new development and jobs in the area.

The specific initiatives recommended for the Naranja Lakes Community Redevelopment Agency include the following:

1. ***Implement a market positioning and branding program to redefine the identity of the Naranja area.***

2. ***Implement a retail attraction program that is consistent with the overall Naranja brand.***

3. ***Improve and create interstate, wayfinding, and directional signage.***

4. ***Implement an incentive based program to encourage development of targeted uses, including tax increment incentives.***

5. ***Target specific uses for the US1 corridor, including destination retail, unique restaurants, coffee shops, antique stores, breweries, and recreational and sporting goods purveyors.***

6. ***Host regular branded events in the Naranja District through partnerships with the business community, surrounding attractions, and parks and recreation.***

7. ***Fill the existing economic development coordinator position with a person skilled in implementation of economic development plans.***

8. ***Target additional residential development in the surrounding area to supplement existing workforce and rental housing.***

9. ***Integrate efforts to improve real and perceived safety throughout each of the above efforts using innovative community policing and similar strategies.***

Opportunity

There are specific catalytic projects that the Naranja Lakes Community Redevelopment Agency can collaborate on and support to reposition the area for investment and revitalization.

1. ***Larkin Health Science Campus:*** *This 48-acre for-profit educational campus is slated to spend more than $68 million over the next ten years. Announcement of the project has driven attention and capital to the Naranja area, however, uncertainty surrounding the project's timing has had an impact on the timing of other projects in the area which view Larkin as a catalyst which will improve conditions for investment.*

2. ***Alcazar Village:*** *Alcazar Village is a 456-unit market rent multifamily development. This project is noteworthy given its proximity to US1, the Naranja Branch Library park space, western anchor on the thoroughfare feeding into the successful Mandarin Lakes master community development, and proximity to the Larkin Health Science Campus project. The NLCRA should explore opportunities for partnership with Alcazar Village to activate the adjacent County owned land and park as a central community gathering place and an opportunity to attract people to the area for events.*

3. ***Shoppes of Coral Town Park:*** *This 57,000-square foot retail center has been approved for development in conjunction with The Landings at Coral Town Park apartment community. Located at 26401 S Dixie Highway, the developer is proposing a roughly 41,952/SF Walmart Neighborhood store, a 3,500/SF bank branch and an additional 12,500/SF of retail. This project would infuse new targeted retail into Naranja.*

4. ***Strategic Sites:*** *The CRA should work with key property owners to facilitate investment and redevelopment or expansion of their properties. Redland Market Village and the property adjacent (to the north) of Coral Castle are prime locations to create anchors for the area that can attract additional customers and expand the marketplace. These sites location on US1 and connections to the Florida Turnpike and transit (present and future) provide the CRA an opportunity to help redefine the area's identity.*

5. ***Image and Identity****: The CRA should immediately embark on an effort to reposition the Naranja Lakes area's image in the minds of customers and potential investors. This effort should capitalize on location and the assets (such as food) that are identified in this plan with a focus on business attraction, retention and expansion, and community pride. This effort should work in partnership, and be consistent with other South Dade regional efforts while also maintaining a unique brand for Naranja Lakes.*

6. ***Farm-to-Table Collaborations****: Repositioning the area should begin with strategic farm to table partnerships and collaborations on low-cost/no-cost events which capitalize on the presence of assets such as Redland Market Village and the area's agriculture industry.*

7. ***Transit Oriented Development****: The CRA should prioritize Transit Oriented Development (TOD) in the corridor, especially at the locations along US1 that have opportunity for development and which connect to the Florida Turnpike, such as the area near SW 248th Street and SW 296th Street.*

8. ***Implementation****: The CRA should prioritize acquiring the resources that will enable implementation of this plan and provide the CRA with the ability to respond to opportunities as they arise.*

Market demand will change significantly once the Larkin Health Sciences Campus breaks ground. With that in mind, the market potential is already growing with roughly 137 acres of available land being marketed for development, and nearly $125 million of approved projects in the pipeline for development. Several landowners and developers have indicated plans and a desire to redevelop properties as the Larkin project demonstrates visible progress.

Partnerships are a critical piece of implementing this plan. This includes partnerships with the local stakeholders and destinations as well as with surrounding and nearby attractions and other organizations. The agency should create strong partnerships with the South Dade Economic Development Council, the Greater Miami Convention & Visitors Bureau, the national parks and the area's major employers and visitor venues.

Retail and restaurant market potential will be driven by branding of the Naranja area and realization of residential market potential. Residential development can drive the need for new office space, especially to serve locally generated employment and entrepreneurship.

Impacting Naranja's ability to attract and recruit both retailers and customers is the perception of crime. While there have been no formal studies, stakeholder and anecdotal feedback are consistent that crime and perceptions of crime continue to be a program. Recent two-year statistics for the Naranja area are included with this report under Appendix B. Managing those perceptions will be critical to increasing the area's tax base. Multiple factors influence the safety perceptions for a place. These include the physical/built environment, programs (including those beyond patrols and cameras), and strategic communications. To most effectively enhance market demand and potential, these factors must be addressed with an integrated approach, including the use of careful progress metrics.

How a place looks and feels sends a strong message and first impression to potential investors whether they are new residents, businesses, entrepreneurs, real estate brokers or anyone else looking to become a stakeholder in the area. Brand identity also connects with creating a greater awareness of what assets exist in the area. All this begins with a branding campaign that also connects through targeted way finding and signage programs. Wayfinding should be easy to read and should highlight all the major destinations that a visitor to Naranja might want to find. This signage approach also includes attractive gateway signs that are consistent with the brand identity of the area as well as external signage which targets and direct people to the assets and destinations in the district.

Additionally, lighting can have a major impact on the feel and sense of place in an area. An example of developing and enhancing a distinct identity supporting economic development is the utilization of high-tech light poles that not only illuminate an area, but also collect data such as vehicular and pedestrian traffic, provide public service messages, change colors to create a distinct sense of place, and can include digital banner systems among many other features. Embracing smart technology and being a leader in smart city implementation can be a bold project to express a commitment to overcoming existing negative perceptions about Naranja Lakes and position the area as a leader in Florida as a smart city.

There is significant potential for hotel development; however, the hotel density, and the number of units that could be supported will depend greatly on project concept and developer execution, with close linkage to the brand development of the Naranja area.

Helping Define the Market Opportunity

What should be preserved that will support new investment in the Naranja District?

- Small town, slower-paced, country feel
- Agriculture base
- Parks and recreation assets

What can be enhanced to encourage economic development investment in the Naranja District?

- Aesthetics and safety perceptions
- Signage
- Community pride

What can be exposed and promoted to attract more development in Naranja District?

- There is a tremendous opportunity to market Naranja's central location to surrounding regional assets, attractions, and partners.
- Planned major transit improvements and related TOD potential

What can be invested in that will improve the district area's competitiveness?

- Aesthetics and safety issues
- Identity
- Implementation

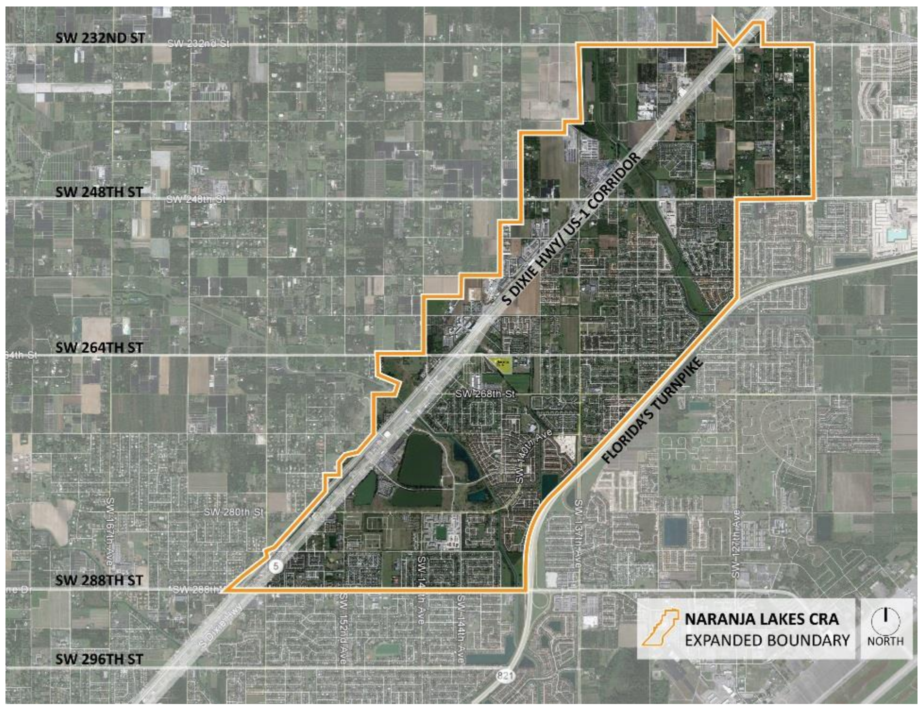
What can be capitalized on to establish the Naranja area as a good location for investment?

- Partnerships
- Ease of access
- Multiple markets

Section 2. Study Area

Naranja Lakes Community Redevelopment Agency

The Naranja Lakes Community Redevelopment Agency area (redevelopment area) encompasses 4,395 acres and is located within unincorporated Miami-Dade County. The redevelopment area is defined as the area bounded on the North by SW 232 Street and from the Urban Development Boundary to SW 122 Avenue, on the West by the Urban Development Boundary, South by SW 288 Street, and East by the Florida Turnpike following SW 288 Street to SW 127 Avenue to SW 248 Street to SW 122 Avenue.

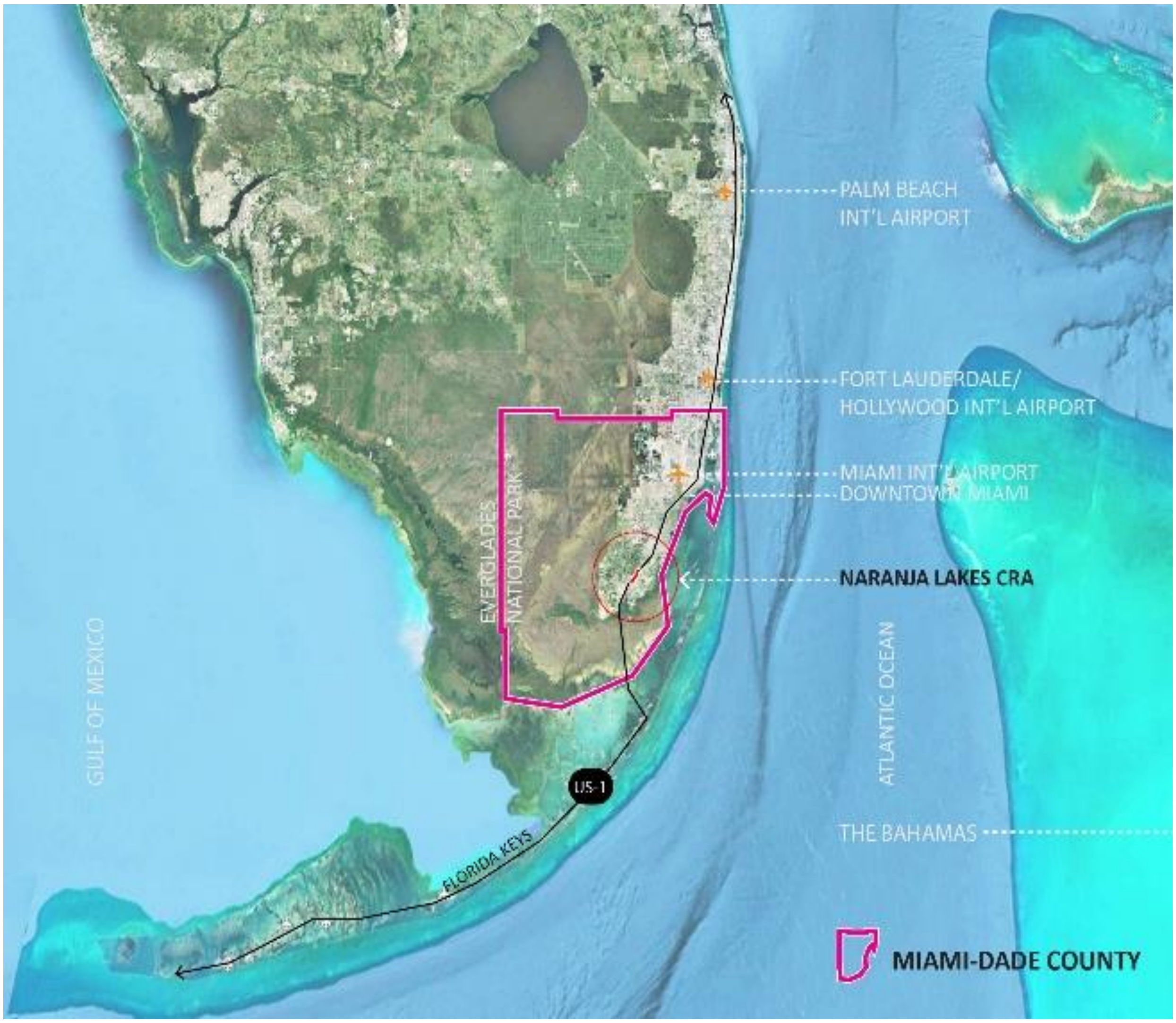


The redevelopment area lies within two County Commission Districts: District 8, represented by Commissioner Daniella Levine Cava and District 9, represented by Commissioner Dennis C. Moss.

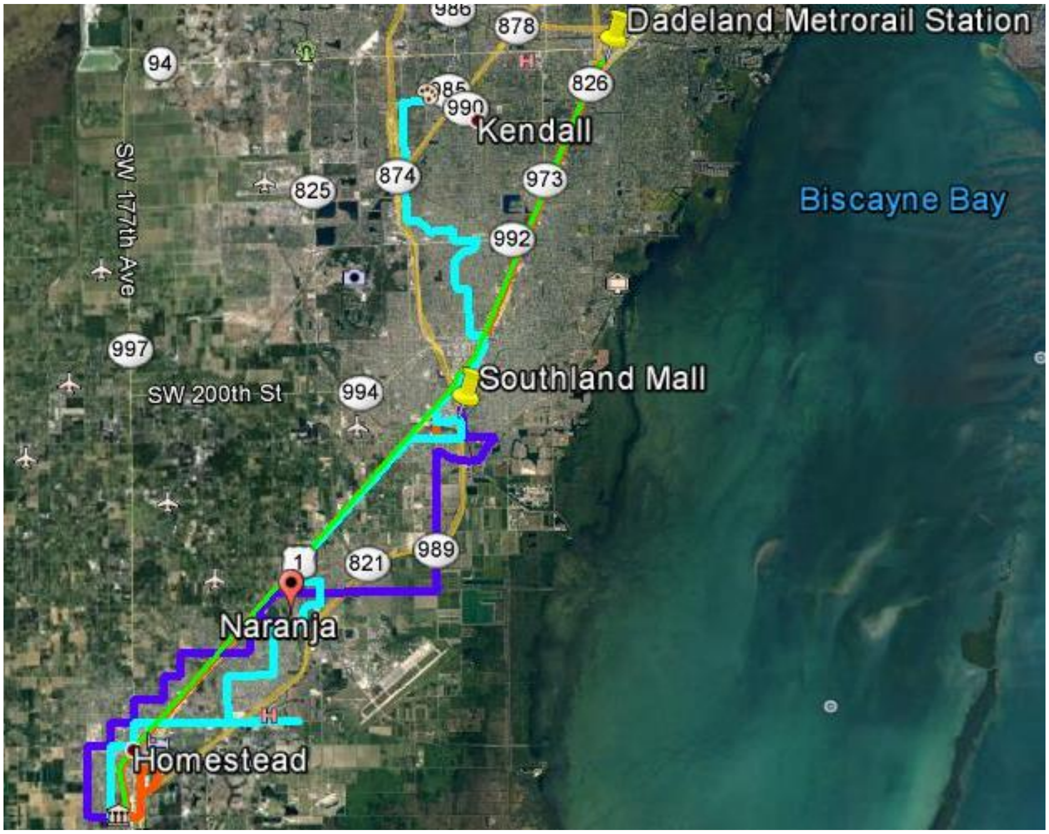
The redevelopment area contains the US1 corridor and extends out east and west to adjacent neighborhoods. The boundaries were established to focus redevelopment efforts on the area encompassing the main commercial core and surrounding areas of residential and recreational uses.

Naranja is served by several major transportation arteries including Dixie Highway (US1) and three Florida Turnpike exits. Along the northern end of the redevelopment area, US1 connects Naranja to Cutler Ridge. Along the southern end of the redevelopment area, US1 connects Naranja to Homestead. The Miami Dade busway runs along with western edge of the redevelopment area, providing transportation and connections to Miami Dade Metrorail. Average daily traffic counts include 33,000 on Dixie Highway; 12,240 on 262 Street; 16,250 on 288 Street; and 59,000 on the Florida Turnpike.

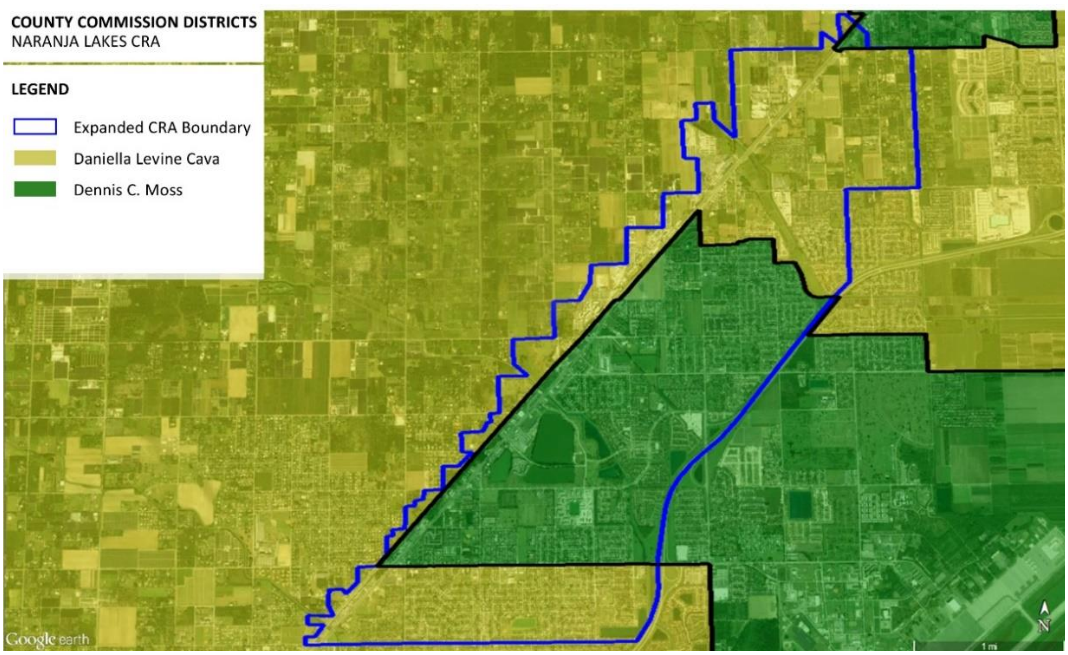
Important area and nearby assets include the adjacent $800 million agricultural sector for ornamentals, fruits, and vegetables; proximity major employers including Homestead Hospital, Turkey Point Nuclear Generating Station, and Homestead Airforce Base; CRA-located tourist attractions Redland Market Village and Coral Castle; several nearby national parks; and, nearby Homestead Motor Speedway.



Major Transportation Modes and Nodes

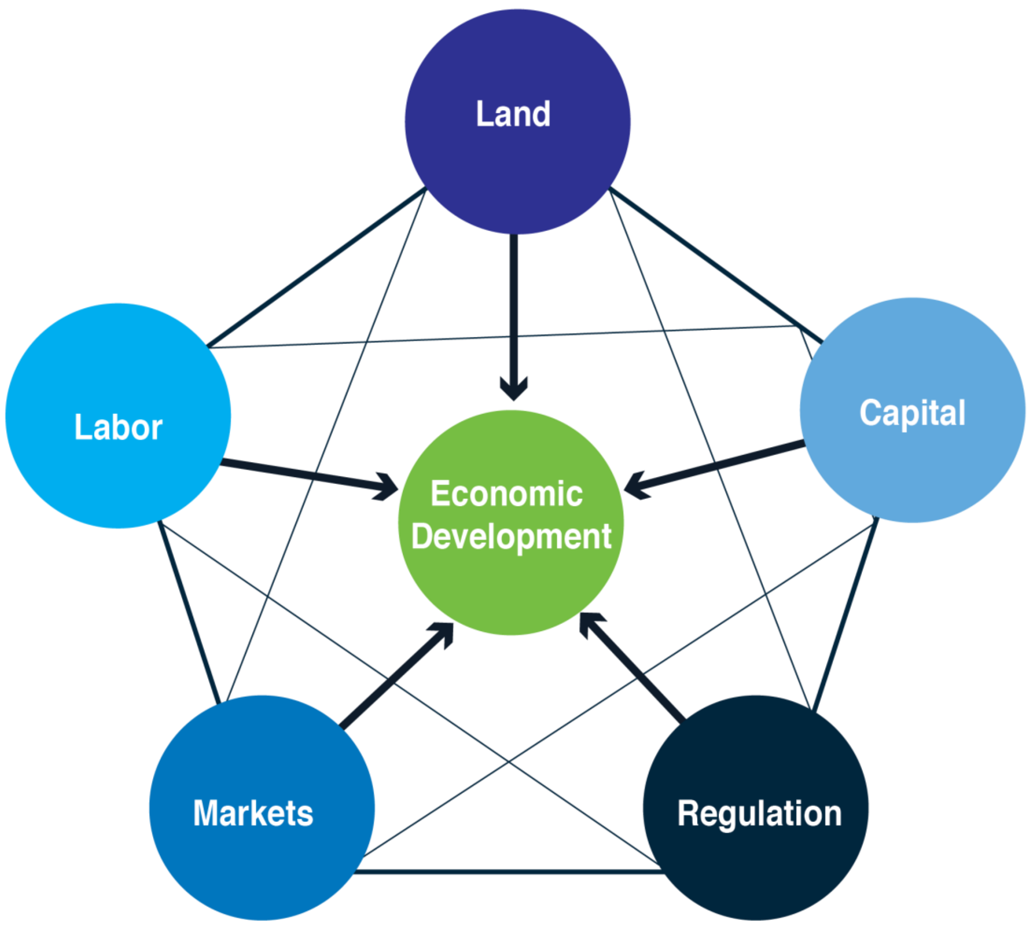


County Commission Districts



Section 3. Market Assessment

The market analysis will provide a realistic assessment of the area's economic development potential and an overview of the constraints and opportunities influencing the five drivers of economic development: Land, Labor, Markets, Capital, and Regulation.



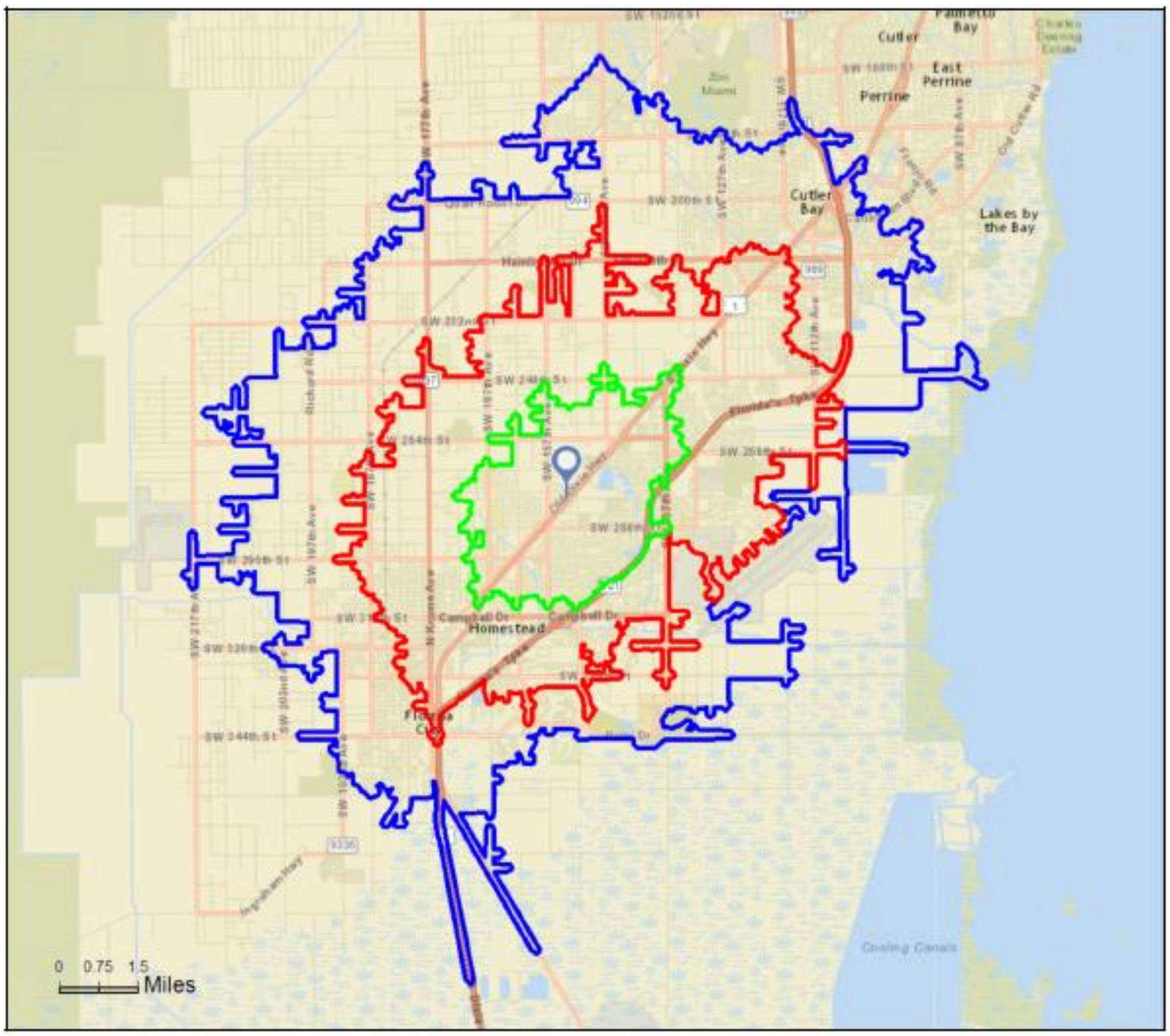
Redevelopment Management Associates' review of demographic and lifestyle data, along with real estate information, housing conditions, labor market, business types, spending potential and other economic data points enables the team to develop potential build-out scenarios that the market can support, including demand analysis for residential and commercial development that informs the recommendations the team will make regarding zoning, comprehensive plan, and CRA plan changes.

Market Areas

There are various potential market areas for goods and services associated with the redevelopment area. These markets include:

- the residents living in the CRA;
- the residents within a 15-minute drive of the CRA;
- the residents living in the neighboring communities of Redland, Homestead, and Cutler Bay;
- local employees that work in, but do not live in, Naranja;
- commuters driving through Naranja; and
- the Naranja destination visitor market.

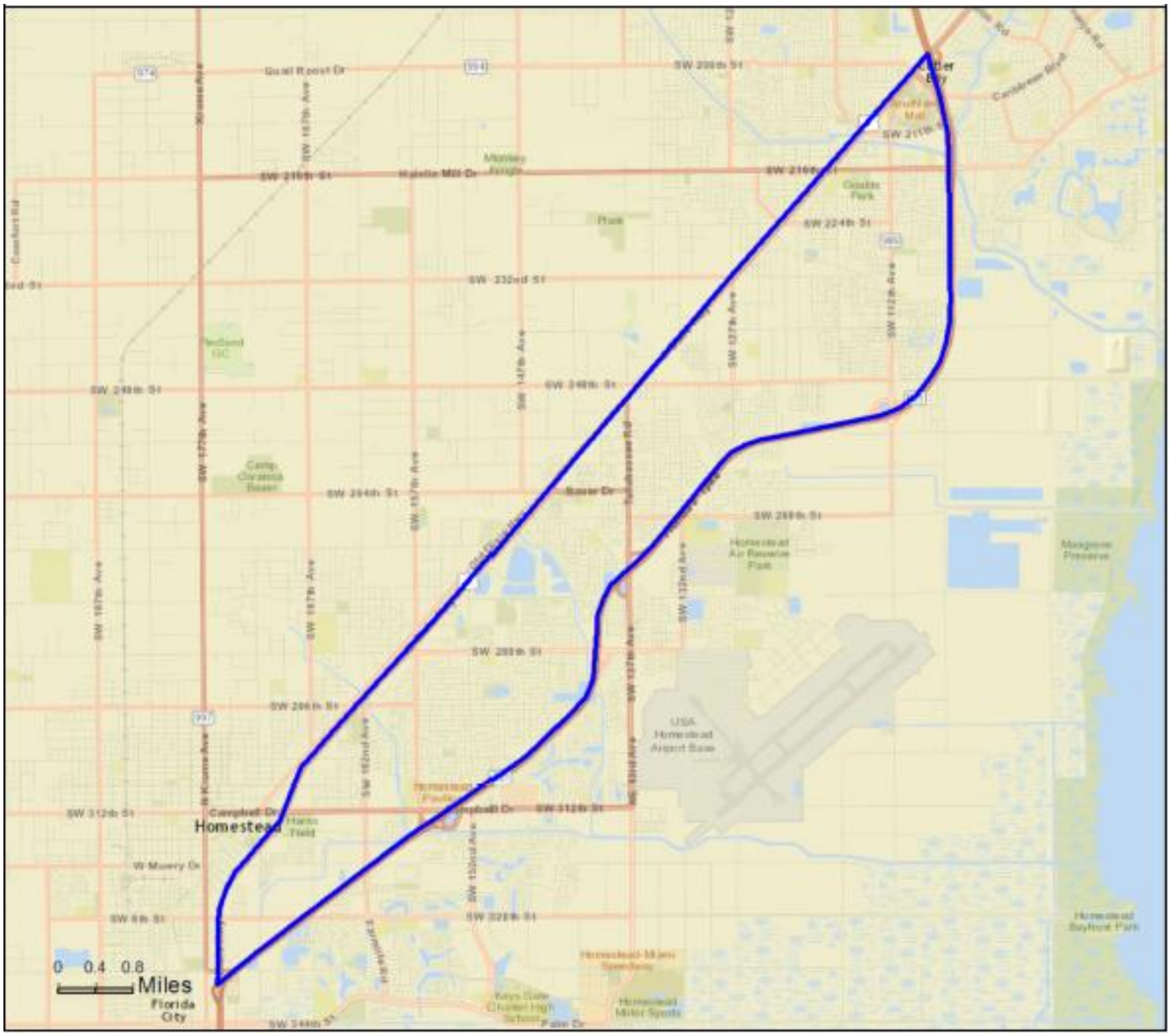
Market Areas: 5-10-15-minute drive times from the CRA. (Based on approximate drive times.)



(US Census Bureau, Census 2010, ESRI Inc.)

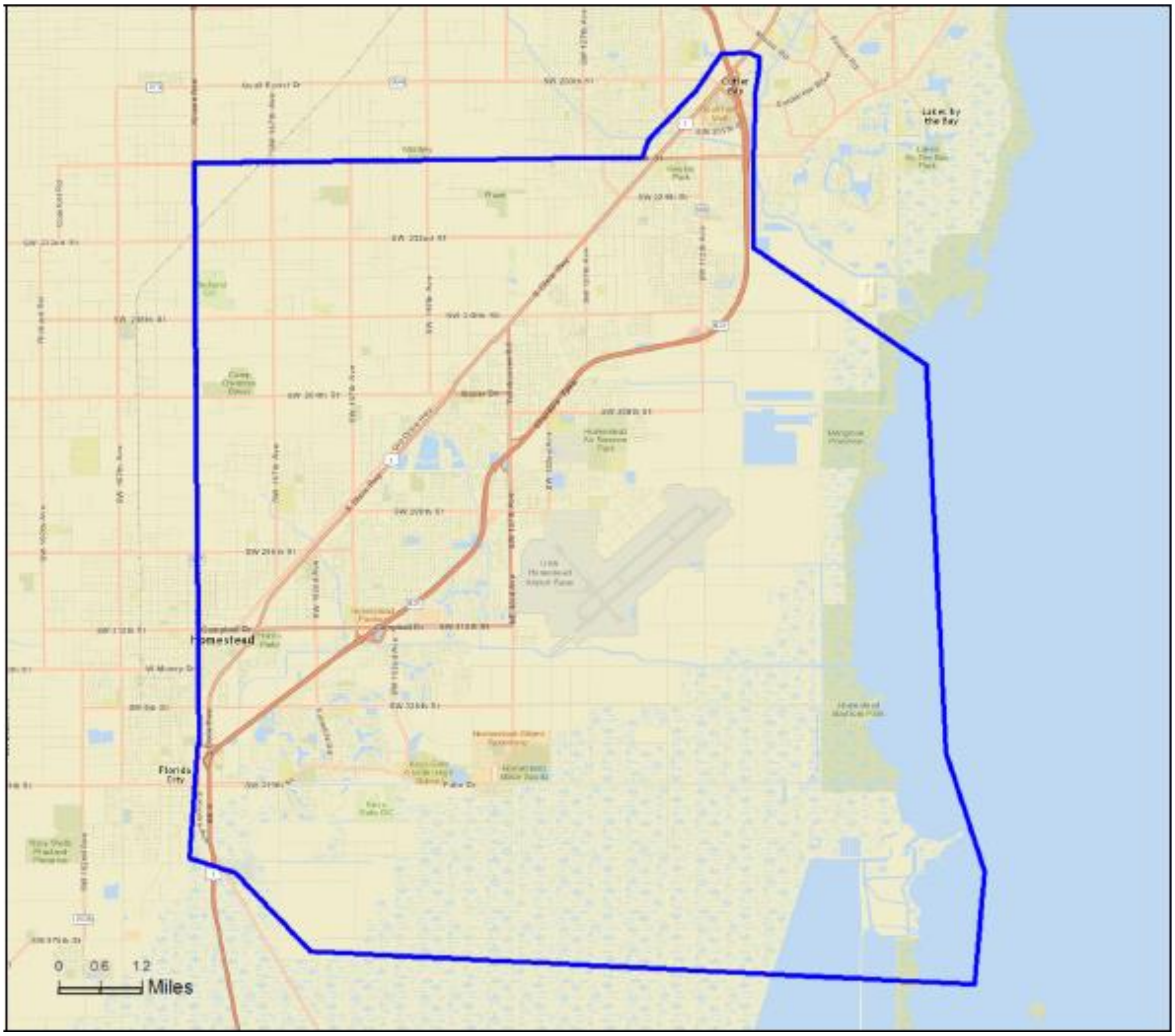
Market Area 1

Market Area 1 ranges from Dixie Highway (US1) to the West, the Florida Turnpike to the East, Cutler Bay to the North and Florida City to the South. The market area also encompasses commercial and residential areas in Leisure City, Goulds, Princeton, Naranja Lakes, and Homestead. This study area is used to capture and analyze consumer spending and demographic data from the communities that neighbor Naranja Lakes.



Market Area 2

Market Area 2 provides a broader look into the cities and communities of southern Miami-Dade County. The area borders N. Krome Ave to the West, Cutler Bay to the North, Biscayne Bay to the East, and Florida City to the South. The Study Area includes the Southland Mall, Homestead Air-Reserve Base, Homestead-Miami Speedway, Turkey Point Nuclear Generating Station, and Black Point Marina.



Market Opportunity

This Market Assessment identifies opportunities for economic growth, redevelopment, investment, entrepreneurship and revitalization based on market reality, market demand, and market potential. The Market Assessment will support the recommendations that will be identified in the Action Plan with strategies that match market opportunities to real estate reality, community character and vision, and the regulatory environment. The market assessment will also help answer five key questions on which the Action Plan will be based:

I. What should be preserved that will support new investment in the Naranja area?
II. What can be enhanced to encourage economic development investment in the Naranja area?
III. What can be exposed and promoted to attract more development in Naranja area?
IV. What can be invested in that will improve the district area's competitiveness?
V. What can be capitalized on to establish the Naranja area as a good location for investment?

Investment Driver: Land

There has been significant in development in Naranja during the past five years, especially in residential with more private-sector and public-sector investment planned. Recent successful projects include: Mandarin Lakes, The Landings at Coral Town Park, and Extra Space Storage, as well as the Miami Dade County SMART system and transit-oriented development opportunities. The result is a diverse mix of residential, retail, office, and restaurant uses.

Related to future development, roughly 500 acres of undeveloped land exists. As with most undeveloped parcels, they feed into the perception of slum and blight and sorely impact the aesthetics of an area. One of the biggest opportunities is addressing the aesthetics of Naranja and how the area looks and feels for residents, visitors, commuters, and businesses.

Aesthetics are one of the most important elements of attracting to investment and this plan identifies aesthetic and safety improvements which must be implemented to maximize the potential to attract new investment. This includes working with Miami Dade County and the Florida Department of Transportation to improve the aesthetics along the major corridors especially on US1 and the connections between US1 and the Florida Turnpike.

Residential Real Estate

The CRA is home to many residential communities and neighborhoods including: Mandarin Lakes, Modello, Moody Gardens, Villages of Naranja, River Side Villas, Hidden Grove, Sea Pines, Water Side, and Heritage Squares. New residential rental development post Hurricane Andrew includes market rate housing, with key market rate housing developments and apartment units including: Mandarin Lakes, Tuscany Village, and Coral Town Park.

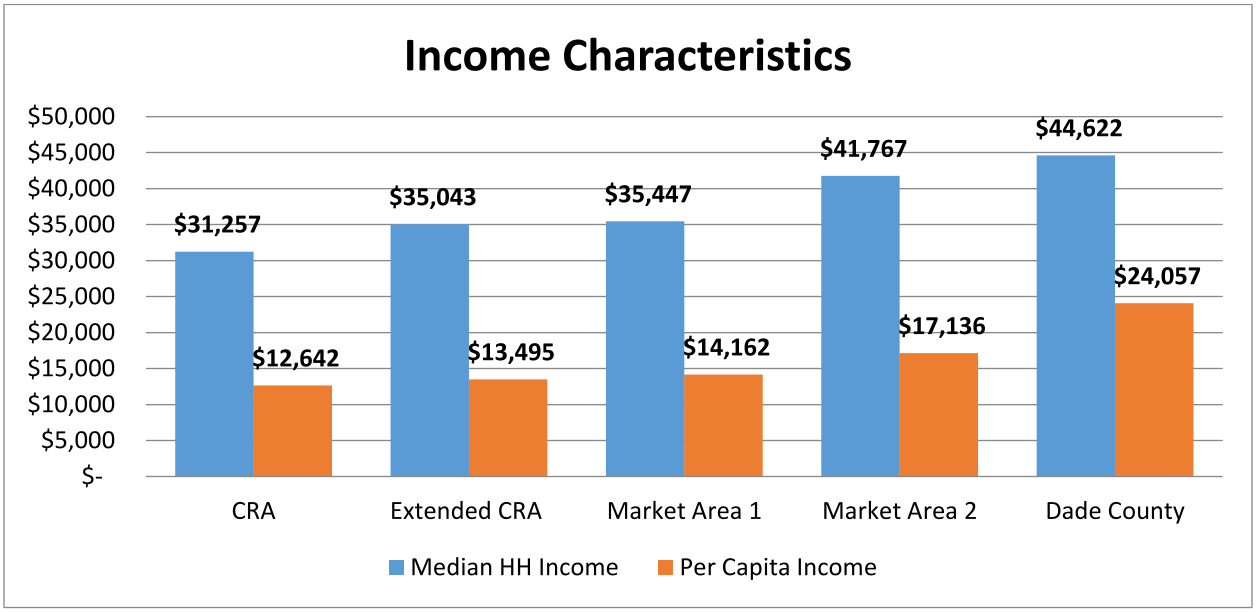
The good news is Naranja has an adequate supply of workforce and low income housing, much which is market provided and not subsidized. It is important to note that the 602 public housing units represents less than 6 % of total housing units in the CRA expansion area.

Moving forward, luxury housing and luxury rental units would provide a healthier housing mix for the Naranja area. Having luxury housing in the mix would grow additional support for retail projects currently under development.

HOUSING UNITS	**Original CRA**	**Extended CRA**	**Market Area 1**	**Market Area 2**	**Dade County**
Housing Units	5,002	10,878	24,639	50,844	1,044,154
HOUSING OCCUPANCY	**Original CRA**	**Extended CRA**	**Market Area 1**	**Market Area 2**	**Dade County**
Vacancy	12.2%	8.6%	8.8%	12.5	12.4%
Owner Occupied	36.5%	45.1%	42.6%	43.1	44.6%
Renter Occupied	51.3%	46.3%	48.6%	44.4	43%

(2016 ESRI Inc.)

Median household income divides the income distribution into two equal groups, one having incomes above the median and the other having incomes below the median. This provides a good snapshot of the overall household income of a particular geography. The median household income in the CRA is ($35,043) is slightly lower than the surrounding market area ($35,447) and significantly lower than Miami-Dade County ($44,622). Per capita income reflects the same trend; with incomes rising as the study area expands from the CRA. Within the CRA, 2016 data shows that 27.7% of all households earned less than $15,000, and 42.6% earned less than $25,000 annually. This is significant, since based on 2016 Federal Poverty Guidelines, a family of four (4) earning $24,300, or, less would meet the poverty threshold. Only 5.7% of the CRA's households earned more than $100,000.



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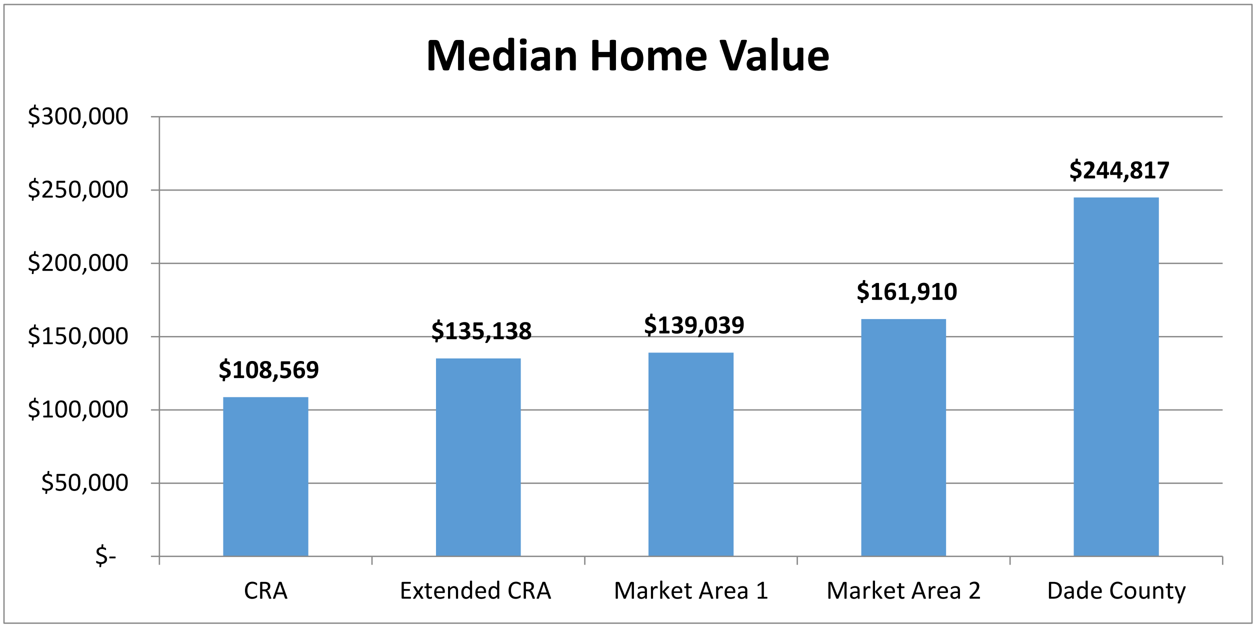


(2016 ESRI Inc.)

Commercial Real Estate Market Characteristics

Many of the existing commercial structures are older and require significant improvements to be competitive in today's retail and business recruitment market. This additional expense and the time required for permits tends to drive rents lower than similar sized properties north and south of Naranja along US1, and increases the time required for potential new businesses to open. These are potential obstacles to investment in the Naranja corridor, but could easily be overcome with planning and communication. Historically, there have been no incentives to encourage redevelopment, which creates an opportunity for the CRA to impact future development and repositioning of the area.

The area's commercial property is heavily commercial corridor retail and industrial, with a small amount of office use:

Existing Inventory of Buildings	CRA
General Retail	961,170 / SF
Industrial	988,433 / SF
Office	71,546 / SF
Total	**2,021,149 / SF**

(2016, CoStar Group) Data note: SF= Square Feet

Retail Market Characteristics – 4Q 2016

Data note: SF= Square Feet

Availability	Survey	5-Year Avg
NNN Rent Per SF	$12.72	$14.22
Vacancy Rate	3.3%	5.6%
Vacant SF	31,995	53,700
Availability Rate	16.7%	11.8%
Available SF	160,730	112,826
Sublet SF	0	0
Months on Market	14.4	15.4

Demand	Survey	5-Year Avg
12 Mo. Absorption SF	13,495	808
12 Mo. Leasing SF	48,562	24,552

Inventory	Survey	5-Year Avg
Existing Buildings	97	97
Existing SF	961,170	958,479
12 Mo. Const. Starts	0	1,405
Under Construction	0	1,432
12 Mo. Deliveries	0	2,581

Sales	Past Year	5-Year Avg
Sale Price Per SF	$73	$106
Asking Price Per SF	$252	$219
Sales Volume (Mil.)	$9.3	$8.0
Cap Rate	-	5.5%

Industrial Market Characteristics – 4Q 2016

Availability	Survey	5-Year Avg
Rent Per SF	$10.61	$7.69
Vacancy Rate	0.0%	11.9%
Vacant SF	0	121,469
Availability Rate	4.1%	12.4%
Available SF	40,982	126,514
Sublet SF	0	0
Months on Market	10.1	24.2

Demand	Survey	5-Year Avg
12 Mo. Absorption SF	5,400	-14,691
12 Mo. Leasing SF	7,940	4,826

Inventory	Survey	5-Year Avg
Existing Buildings	41	41
Existing SF	988,433	1,019,639
12 Mo. Const. Starts	0	1,333
Under Construction	0	2,366
12 Mo. Deliveries	0	8,558

Sales	Past Year	5-Year Avg
Sale Price Per SF	$79	$56
Asking Price Per SF	$114	$101
Sales Volume (Mil.)	$1.8	$3.1
Cap Rate	7.5%	7.5%

Office Market Characteristics – 4Q 2016

Availability	Survey	5-Year Avg
Gross Rent Per SF	$19.50	$18.65
Vacancy Rate	3.4%	4.9%
Vacant SF	2,400	3,480
Availability Rate	3.4%	8.0%
Available SF	2,400	5,720
Sublet SF	0	0
Months on Market	62.7	25.5

Demand	Survey	5-Year Avg
12 Mo. Absorption SF	600	-380
12 Mo. Leasing SF	0	763

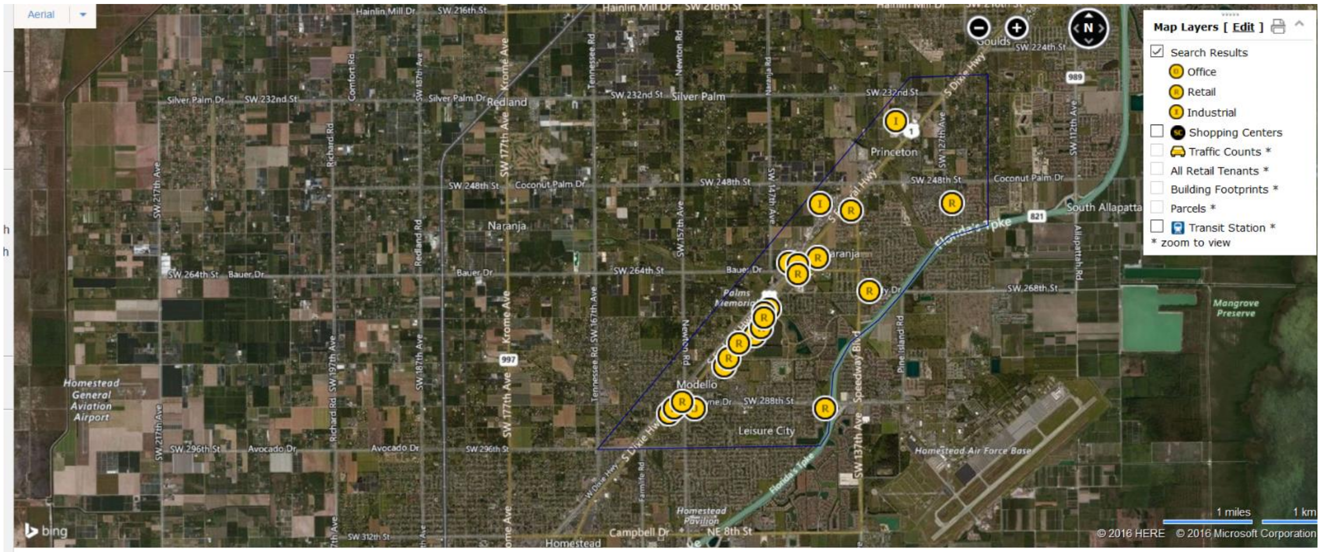
Inventory	Survey	5-Year Avg
Existing Buildings	6	6
Existing SF	71,546	71,546
12 Mo. Const. Starts	0	0
Under Construction	0	0
12 Mo. Deliveries	0	0

Sales	Past Year	5-Year Avg
Sale Price Per SF	-	-
Asking Price Per SF	-	-
Sales Volume (Mil.)	-	-
Cap Rate	-	-

(2016, CoStar Group)

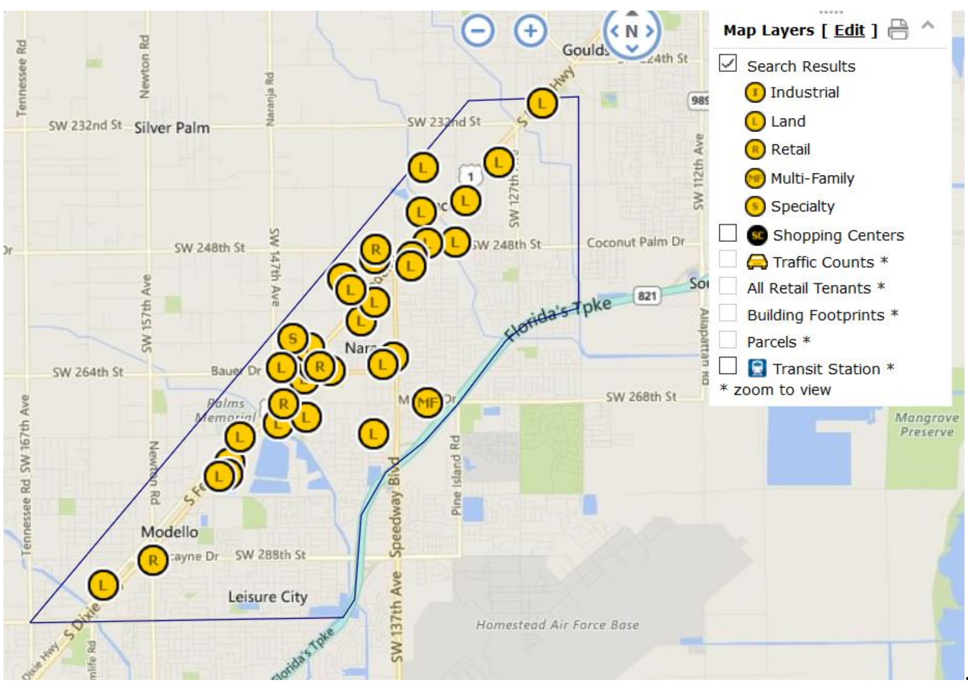
For Lease Within the CRA

There is a significant amount of retail space for lease currently in the CRA, as well as limited industrial and office space.



For Sale Within the CRA

While there are a few small retail buildings for sale within the CRA boundaries, the overwhelming majority of property that is currently listed for sale is vacant land for development (137 acres).



Active and Recent Projects Under Development Within the CRA

The most significant and immediate opportunity to influence economic development activities within the CRA is to partner with existing land owners and developers with approved projects in the pipeline. Partnering with these projects on a new vision for the area would create a foundation and catalytic environment for additional vision-focused growth.

Developers have recognized the need for market rate homes and rental apartments. Having families with increasing incomes, will support new commercial and retail development. With an eye towards more families realizing the American dream of home ownership, residential and associated commercial development projects in the pipeline include the following.

Residential

- **Alcazar Village:** Alcazar Village is a 456-unit market rent multifamily development. It will offer one, two and three bedroom units located at the intersection of SW 152 Avenue and 284 Street. This project location is noteworthy given its proximity to US1 and western anchor on the thoroughfare feeding into the successful Mandarin Lakes master community development.
- **The Preserve and The Landings at Coral Town Park:** The Preserve is a planned 84-unit complex with an enclosed Nature Trail. The Landings is a recently completed 100% Smoke Free 162-unit market rent multifamily development. It offers one, two and three bedroom units located at 14361 SW 268 Street.
- **Tuscany Place:** Tuscany Place is a recently completed market rent multifamily development, with US1 access. It offers one, two and three bedroom units located at 25400 SW 137th Avenue.

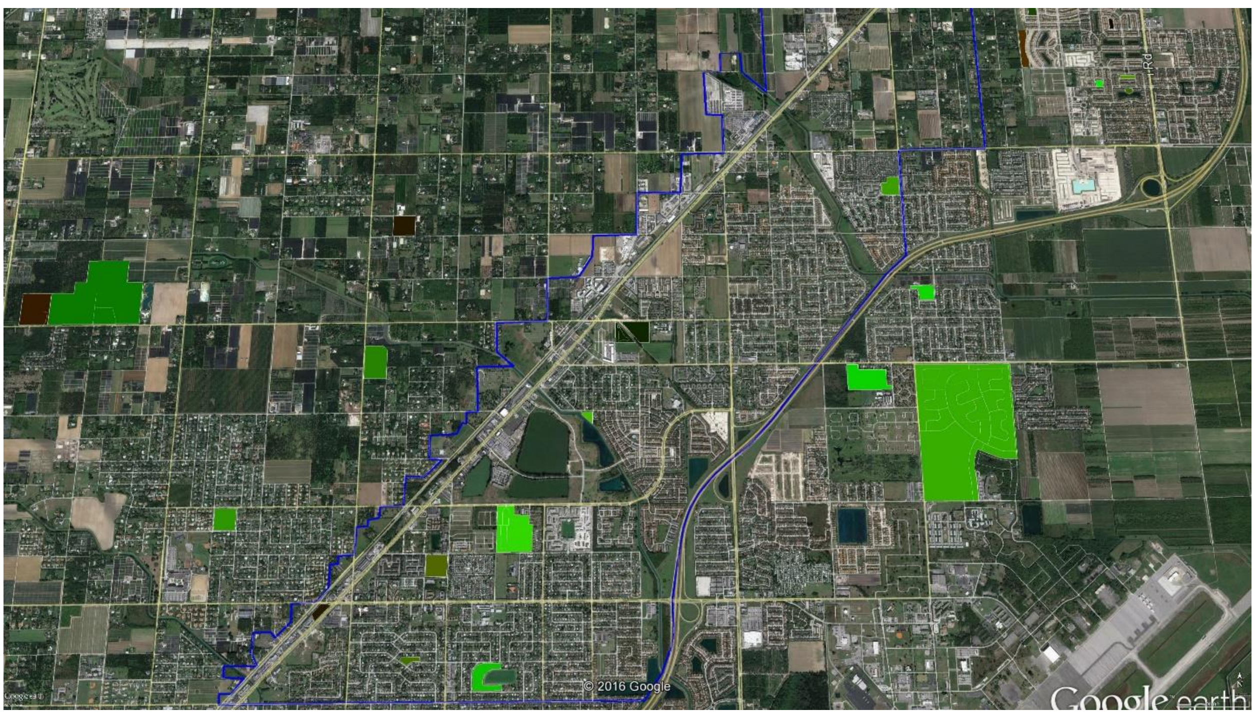
Commercial

- **Shoppes of Coral Town Park:** This 57,000/SF retail center has been approved for development in conjunction with The Landings at Coral Town Park apartment community. Located at 26401 S Dixie Highway, the developer is proposing a roughly 41,952/SF Walmart Neighborhood store, a 3,500/SF bank branch and an additional 12,500/SF of retail.
- **US 1 Shopping Center, Inc.:** Located at 27202 S Dixie Highway, just north of the existing Winn-Dixie Shopping Center, the freestanding 22,000/SF office building project will bring two first floor retailers to the area.

- **Tuscany Plaza:** Located at 25200 S Dixie Highway, this project will bring 34,000/SF of available space to the area with 10,000/SF and 9,949/SF currently available.
- **Larkin Health Science Campus:** This 48-acre for-profit educational campus is slated to spend more than $68 million over the next ten years. Announcement of the project has driven attention and capital to the Naranja area.

Additionally, Miami-Dade County owns significant park-focused acreage nearby and adjacent to the new Naranja Branch library. In the interim, as this library-located parcel is slated for development, the undeveloped park will play an important anchor role in activating the new vision for the CRA. There are additional properties which are key to successful redevelopment, especially along US1. These are highlighted on the following map:

County-Owned Parks/Park Land

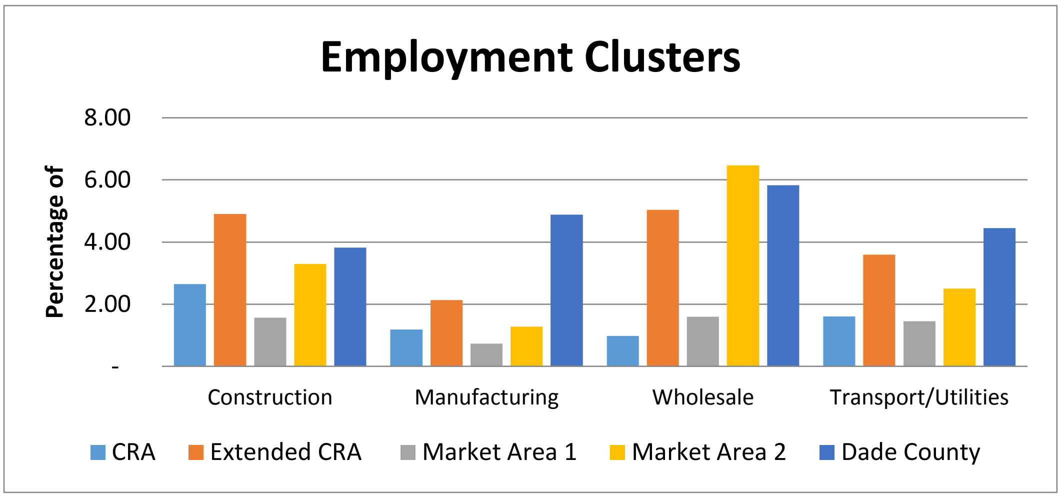


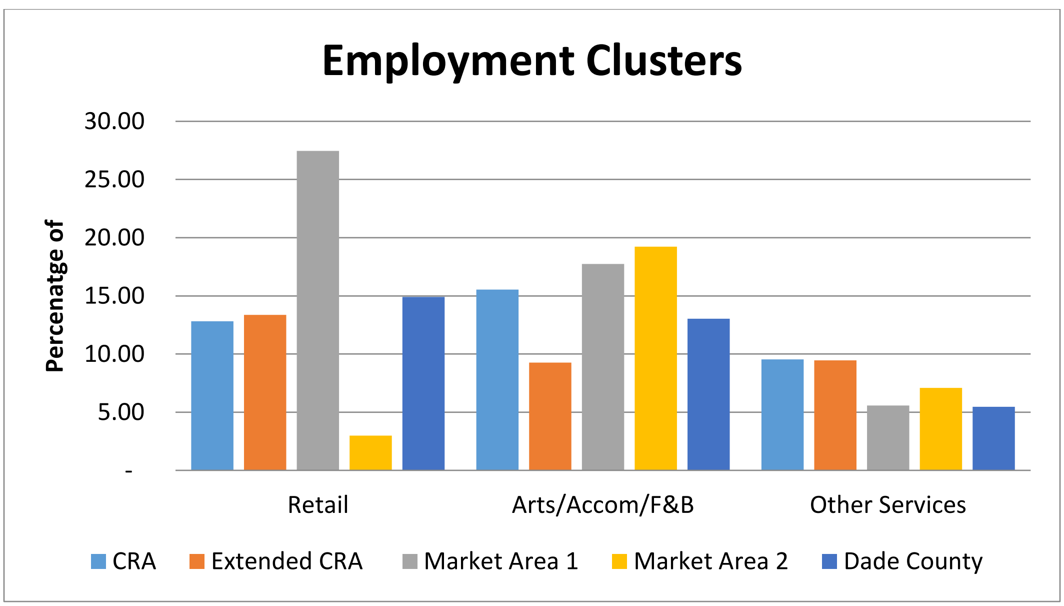
Investment Driver: Labor

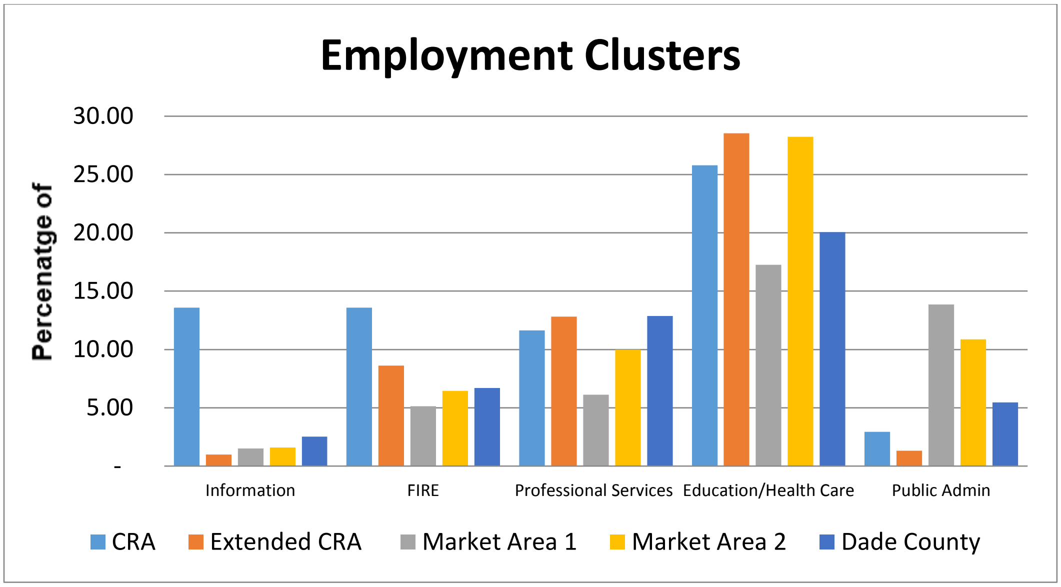
The CRA labor and employment numbers contain several factors including existing residents, area employers, drive-through traffic and tourists visiting area and nearby-area destination attractions. Labor is typically the one area where a CRA has the least control, but is able to influence moving forward by focusing on quality of life issues and enhancements.

Employment clusters indicate if an area has strong industry sector compared to the region by comparing the percentage of all local employment that is in a sector versus that of the region. If an area has a higher percentage of employment than the larger region, then a strong cluster is present

The top nearby area employers and industries are healthcare, agriculture and retail.







(2016, ESRI Inc)

Workforce

The local workforce is diverse with employment in many different industries. The sectors with the highest employment in the CRA are Services (48.8%), Retail Trade (14.4%) and Construction (9.4%). In comparison to the county and surrounding areas, the CRA also has a high percentage of workforce in the agriculture and manufacturing industries as shown in the table below.

While CRAs are limited in the ability to directly address workforce quality, quality of life initiatives such as those prioritized by the plan can contribute to an improvement of workforce quality.

LOCAL WORKFORCE %	Original CRA	Extended CRA	Market Area 1	Market Area 2	Dade County
Employed	5,207	13,011	30,079	61,282	1,209,373
Agriculture	4.2%	4%	4%	4.5%	0.8%
Construction	11.5%	9.4%	9.2%	8.2%	6.7%
Manufacturing	3.3%	3.8%	3.1%	3.1%	4.7%

(2016, ESRI Inc.)

Education

Within the CRA, more than 11% of residents have received a four-year degree or higher level of education. Education levels within the CRA are generally lower than those of the county, but are trending upward with second generation residents.

2016 Population25+ by Educational Attainment	Extended CRA	Dade County
Total	19,978	1,844,048
Graduate/Professional Degree	3.0%	10.1%
Bachelor’s Degree	8.6%	17.3%
Associate Degree	8.4%	9.3%
Some College, No Degree	17.2%	15.9%
GED/Alternative Credential	3.8%	2.6%
High School Graduate	28.0%	25.8%
9th-12thGrade, No Diploma	13.4%	8.7%
Less than 9thGrade	17.7%	10.3%

	Original CRA	Extended CRA	Market Area 1	Market Area 2	Dade County
Master’s Degree	2.6%	3.0%	3.5%	5.1%	10.1%
Bachelor’s Degree	8.6%	8.6%	9.8%	12.0%	17.3%
High School Diploma	26.6%	28.0%	27.0%	25.4%	25.8 %

(2016, ESRI Inc.)

Employment and Wages

A median household income refers to the income level earned by a given household where half of the homes in the area earn more and half earn less while per capita measures the average income per person. There is a high level of disposable income and purchasing power makes the area attractive for commercial investment, despite the redevelopment area having lower overall income levels than surrounding areas and the County overall.

INCOME	Original CRA	Extended CRA	Market Area 1	Market Area 2	Dade County
Median HH Income	$31,257	$35,043	$35,447	$41,767	$44,622
Per Capita Income	$12,642	$13,495	$14,162	$17,136	$24,057
Disposable Income	$27,537	$30,214	$30,793	$36,388	$38,207
Purchasing Power	$120,887,430	$300,357,374	$692,257,433	$1,618,683,792	$34,949,432,973
Total Income	$184,509,990	$470,084,830	$1,106,972,730	$2,553,966,576	$63,481,298,859

(2016, ESRI Inc.)

According to U.S. HUD, the rich, untapped market potential that awaits in America's new markets is not limited to the inner cities. There are new markets in rural America as well, including communities that have been mired in high poverty and joblessness for decades. There is a common misperception that high aggregate income does not translate into consumer spending potential. However, one of HUD's key findings was that even considering only the inner-city neighborhoods – those with higher poverty and lower incomes than the cities that surround them – the retail market remains huge. Many times, the retail gap in higher-income communities can reflect differences in savings and a much wider array of spending options that are not available in lower income neighborhoods. While the Naranja Lakes area is not an inner city, it does reflect incomes, density and buying power that is consistent with the findings of the HUD study.

Footnote: New Markets: The Untapped Retail Buying Power in America's Inner Cities. U.S. HUD, 1999

Noteworthy Market Area Workforce and Labor-Related Assets

The Naranja market area has a rich agricultural history. Thus, the area is home to several noteworthy farming-related institutions, programs and events. Building on this foundation, additional institutions tailored to agriculture and food sciences are being planned. In the meantime, the following labor and training related assets exist in the Naranja market area.

- **The University of Florida, Tropical Research and Education Center (UF/IFAS TREC):** This 160-acre facility was established in 1929 and is the premier research, extension and teaching institution in Florida. The core programs are divided into four main categories: 1) tropical fruit crops, 2) vegetable crops, 3) ornamental crops, and 4) natural resources. The agricultural industry served by the center has an annual farm gate value more than $800 million with an annual economic impact on the local economy of over $1 billion.

- **Redland Market Village:** This family-owned and operated market and tourist attraction sits on more than 27 acres of land which includes a Farmer's Market, live entertainment, shopping, and an outdoor Flea market.

- **Department of Agriculture Cooperative Extension Services:** (Natural Resource Conservation): The Extension provides non-formal education and learning activities to farmers, residents of rural communities and people living in urban areas. It emphasizes taking knowledge gained through research and education and bringing it directly to the people to create positive changes.

- **Redland Fruit & Spice Park:** This Miami Dade County park is a unique tropical botanical garden, nestled in the heart of the Redland District. More than 500 varieties of exotic fruits, herbs, spices, and nuts from throughout the world are found in this lush 39-acre park.

- **Dade County Farmworker Training**: Miami-Dade County Community Action and Human Services provides vocational and employment training services to the farmworker community. Services include outreach, comprehensive assessment, career counseling, vocational and academic training, case management, job placement and retention, transportation, cash needs base allowance, and free tuition and books for farmworkers and their dependents.

- **Redland GrowFest:** This annual collaborative event is held at the Miami Dade County Fruit & Spice Park to connect the dots between the farm or garden and the dinner table. It provides the knowledge and materials to grow, forage, buy, prepare, and eat good local seasonal food.

- **Redland International Orchid Festival:** This American Orchid Society-judged event is the largest annual orchid show in the United States featuring more than 50 booths of educational exhibits and orchid vendors. The event features orchids, plants, and supplies for sale, as well as lectures by experts, raffles, and international food.

Investment Driver: Capital

While most areas of Miami-Dade County saw an increase in revenues and commercial development during the past five years, the Naranja redevelopment area has not experienced capital investment on par with either surrounding market areas and/or County. The absence of destination retailers has resulted in existing businesses not being able to capitalize on either increased car traffic or foot traffic. Because there is a critical capital gap missing for retail attraction, the result is retailers with low barriers to entry resulting in more budget stores, mobile stores and check cashing facilities. With vision, a plan, and committed implementation, the CRA could step in and fill the capital gap to recruit destination retail to capitalize on traffic counts and adjacent market areas.

Where banks have been seeking public sector commitment on projects in the form of housing subsidies, the CRA is well-positioned to partner with area financial institutions on retail recruitment and attraction. The key is to target projects with the most community impact. With current private investment happening in Naranja at an estimated cap rate at 5.5% for retail, the CRA is in a good position to influence future retail and restaurant.

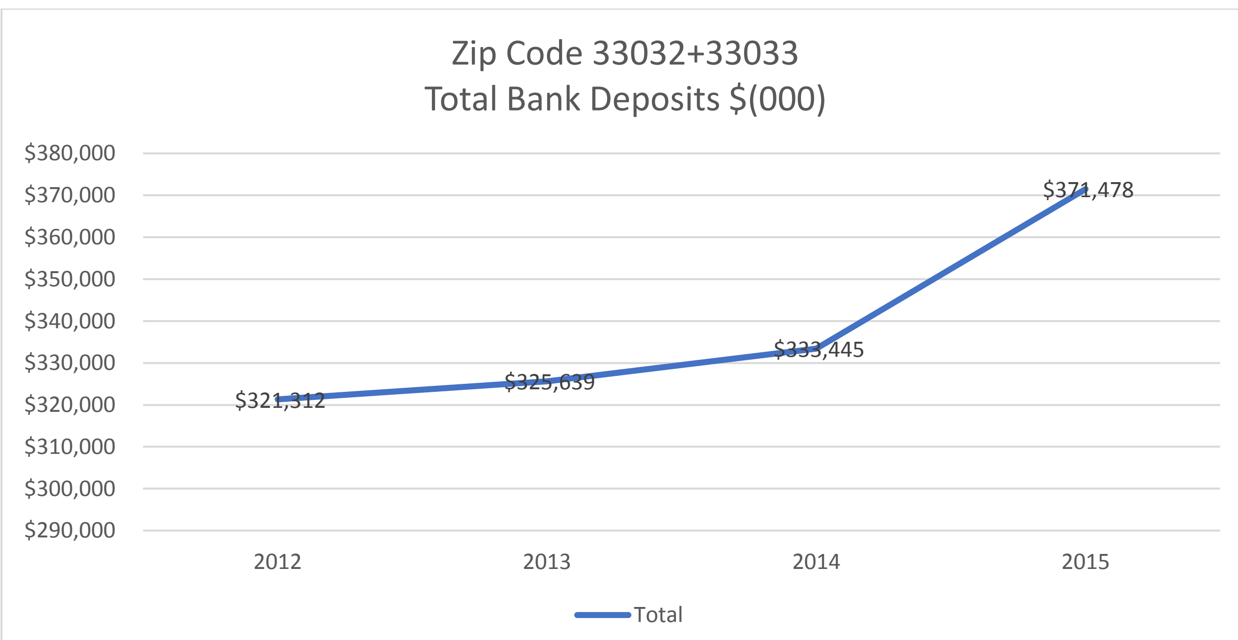
Approved Project Drawing Capital to Naranja

News of approved development projects bring both public and private investment to the area. The most noteworthy project, the 48-acre Larkin Health Sciences Campus, has created a buzz throughout the community and focused much attention on Naranja development opportunities. Larkin proposes more than 1.4 million square feet of development to include Larkin's existing School of Nursing and College of Biomedical Sciences along with its proposed College of Pharmacy, College of Medicine and College of Dentistry. In addition, a Magnet Middle School and healthcare-focused high school are also planned. The Larkin project is serving as a catalyst for capital investment flowing into the redevelopment area.

Banking Deposits

Bank deposits are steadily increasing, with a significant increase of over 11% from 2014 to 2015 following slower increases from 2012-2014. During this time, Community Bank of Florida consistently reported the largest deposits, followed by First National Bank of South Florida. These two institutions held 61% of the local deposits in 2015, much more than the larger national banks. These two institutions are important local stakeholders whose support and partnership can help grow investment in the CRA.

Summary of Bank Deposits $(000)				
	2012	**2013**	**2014**	**2015**
Bank of America	$ 28,124	$ 31,812	$ 34,381	$ 39,132
Branch Banking and Trust Company	$ 5,977	$ 8,682	$ 7,996	$ 9,627
JPMorgan Chase Bank	$ 10,395	$ 15,519	$ 19,515	$ 23,228
First National Bank of South Florida	$ 56,860	$ 52,990	$ 57,740	$ 61,189
Regions Bank	$ 17,284	$ 14,586	$ 15,805	$ 19,751
SunTrust Bank	$ 14,055	$ 13,915	$ 15,799	$ 17,598
Community Bank of Florida	$ 162,323	$ 153,832	$ 148,533	$ 165,381
TD Bank	$ 26,294	$ 34,303	$ 33,676	$ 35,572
Total	**$ 321,312**	**$ 325,639**	**$ 333,445**	**$ 371,478**



(2016 fdic.gov)

Businesses

There are approximately 808 businesses in the redevelopment area at the time of this study. The highest revenue grossing businesses fall into three categories: grocery, telecom and alternative financing/check cashing. Aside from the grocer, there is a low barrier to entry for telecom and check cashing stores which often leads to a proliferation of competitors. Such retailers typically have low overhead and low job creation, but occupy visible real estate

Data for all businesses in area	Extended CRA	Market Area 1	Market Area 2
Businesses:	808	1,572	3,553
Total Employees:	5,008	15,600	34,418

Source : (US Census Bureau, Census 2010, ESRI Inc.) .

ESRI is the primary data source for most data points in the plan, and is included for reasons of both consistency and as a familiar source to the private sector investors who are business attraction targets for the CRA plan.

In 2006, retail sales at establishments within the CRA represented $57 million dollars of direct spending within the district. Additionally, the redevelopment area is part of a larger regional economy, and capital flows do not stop at its boundaries. The local, nearby economy of Market Area 2 is estimated to have a gross regional product of over $1.2 billion. The strongest sectors in the area include health care, government, wholesale trade, community services and limited service restaurants. There are key employers and destinations in the area that attract customers, employees, and visitors and their spending to the area, including Homestead Hospital, Homestead-Miami Speedway, Schnebly’s Winery, Knaus Berry Farm, Biscayne and Everglades National Parks, Homestead Air Reserve Base, and Turkey Point Nuclear Power Plant.

CRA Funding

The CRA successfully completed is public private partnership on the Mandarin Lakes master planned community. On the heels of that project, CRA funds have been invested in the below areas. Moving forward, it will be important for the CRA to return to revenue generating activities to increase the tax base to fund other initiatives. Such repositioning activities will be critical for the CRA to foster development and business attraction to fight slum and blight. Section 7 includes Tax Increment Revenue projections for the CRA.

- **Commercial Grant Program:** The CRA distributed roughly $50,000 in 2016 on business investment through a grant program for local businesses. While envisioned as a fund to encourage building exterior upgrades, the program has morphed into providing grants for general business needs.

- **Community Policing:** The CRA allocated roughly $400,000 in 2016 on community policing activities. Many business owners and residents agree the program is working with a significant decrease in crime in and around the US1 corridor
- **Chapman Elementary School Partnership:** In partnership with Miami-Dade Police Department and Chapman Elementary, the CRA sponsored a community outreach and awareness campaign for $2,000 to provide residents an overview of the many County and CRA programs available.

Supplementing CRA funds will be critical in both the initial years of the redevelopment plan and subsequent years post-TIF. As such, alternative financing must be incorporated during early years of implementation. For example, the Miami-Dade MPO 2017-2021 Transportation Improvement Program includes $38 million in funded projects near the SMART Corridor in the Naranja area:

Naranja Corridor Transportation Improvement Program Funding

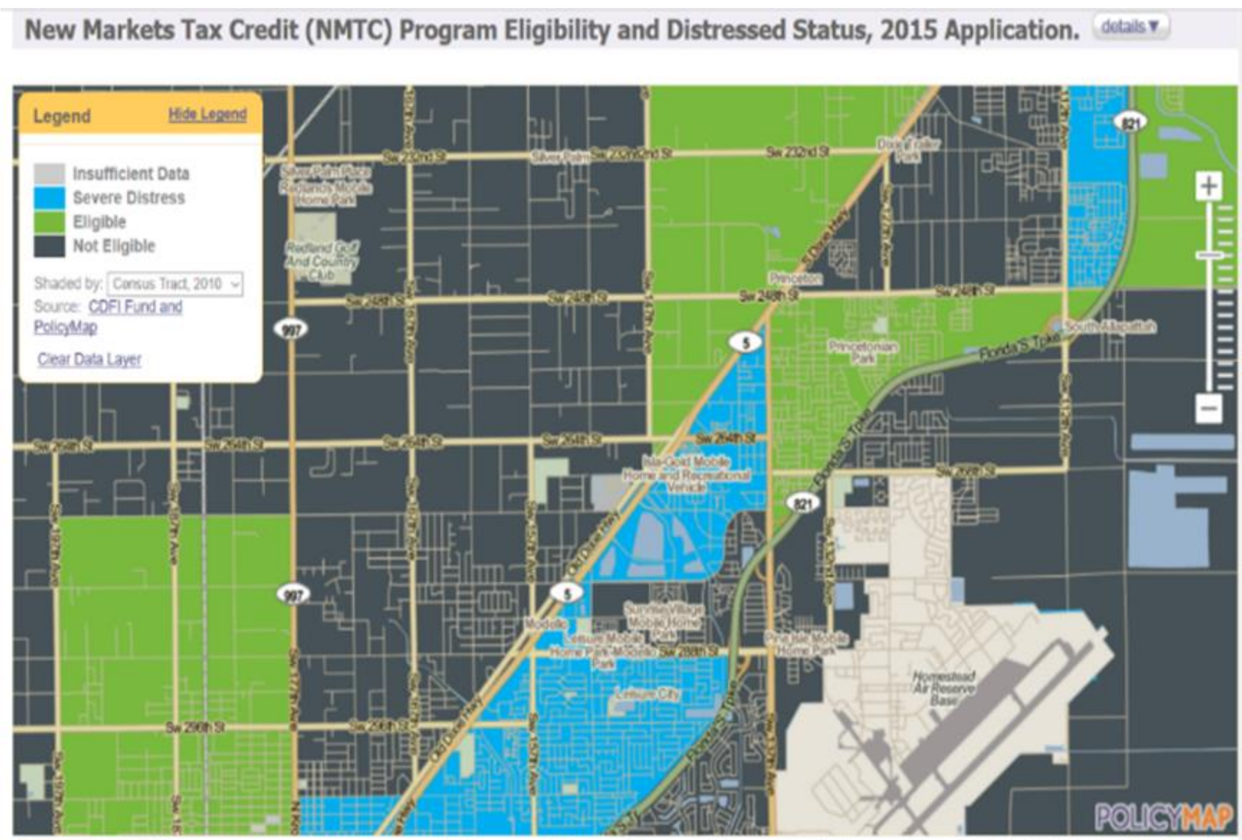
		2016-17	2017-18	2018-19	2019-20	2016-2020
SR 992/SW 152 STREETS	INTERSECTION IMPROVEMENT	$ 3,020,000	$ -	$ -	$ -	$ 3,020,000
SR 992/SW 152 STREET	RESURFACING	$ 2,154,000	$ -	$ -	$ -	$ 2,154,000
SW 268 Street	Continuous left turn lane along SW 268 Street.	$ 3,535,000	$ 3,304,000	$ 2,100,000	$ -	$ 8,939,000
SW 137 Ave	Completion as two (2) continuous lanes	$ 350,000	$ 6,050,000	$ 6,010,000	$ 1,634,000	$ 14,044,000
SW 137 Ave	Widen to 4 lanes	$ 2,030,000	$ 3,731,000	$ 1,000,000	$ -	$ 6,761,000
SW 264 Street	Curb & Gutter, Traffic Operational Improv.	$ 938,000	$ -	$ -	$ -	$ 938,000
MDT-S MIA DADE BSWY	URBAN CORRIDOR IMPROVEMENTS	$ 189,000	$ 189,000	$ -	$ -	$ 378,000
MDT-S MIA DADE BSWY	URBAN CORRIDOR IMPROVEMENTS	$ 1,000,000	$ 1,000,000	$ -	$ 115,000	$ 2,115,000
TOTAL TRANSPORTATION PROGRAM INVESTMENT		**$ 13,216,000**	**$ 14,274,000**	**$ 9,110,000**	**$ 1,749,000**	**$ 38,349,000**

Alternative Financing Sources

- **Private Investment**: Many CRAs and other districts design business attraction programs with developer entitlements and financial incentives to fund public improvements and infrastructure with private investment.
- **Community Benefits**: Municipalities routinely partner with developers to encourage design and/or construction of parks and other public facilities and infrastructure projects providing community benefit.
- **Transit Oriented Development Funding:** The County will issue an RFP for a long-term lease for development of transportation sites along the Busway and US1 at 296th Street, which will attract private funding.
- **Metropolitan Planning Organization Funding:** Through the MPO, Miami-Dade County and FDOT are making significant transportation investments in the Naranja area SMART corridor. The CRA should continue to work with the MPO and advocate for additional transportation investments that will improve connectivity and aesthetics of the area's main corridors.
- **Community Development Block Grants:** CDBG funding is available for eligible projects through Miami Dade County. The program funds can be used to build community facilities, roads, parks, repair or rehabilitate housing, provide new or increased public services to residents, or fund initiatives that generate or retain new jobs.
- **Housing and Urban Development Grants and Loans:** The US Department of Housing and Urban Development (HUD) provides low-interest loans to local governments for the implementation of capital projects for revitalization and economic development, including streetscape and infrastructure improvements. These loans can be supplemented by Economic Development Initiative (EDI) grants from HUD.
- **Department of Economic Opportunity Grants:** The Florida Department of Economic Opportunity (DEO) provides grants to local governments for the planning and implementation of economic development initiatives. Grants are usually in the $40,000 range.
- **Business Improvement District:** This is a long-term goal. With a BID in mind down the road, the CRA's business retention and attraction program should focus on businesses and building relationships for BID implementation.
- **Economic Development Agency:** Public Works program investments help facilitate the transition of communities from being distressed to becoming competitive by developing key public infrastructure, such as technology-based facilities that utilize distance learning networks, smart rooms, and smart buildings; multi-tenant manufacturing and other facilities; business and industrial parks with fiber optic cable; and telecommunications and development facilities. In addition, EDA invests in traditional public works projects, including water and sewer systems improvements, industrial parks, business incubator facilities, expansion of port and harbor facilities, skill-training facilities, and brownfields redevelopment.
- **Economic Development Transportation Fund:** The Economic Development Transportation Fund, commonly referred to as the "Road Fund," is an incentive tool designed to alleviate transportation problems that adversely impact a specific company's

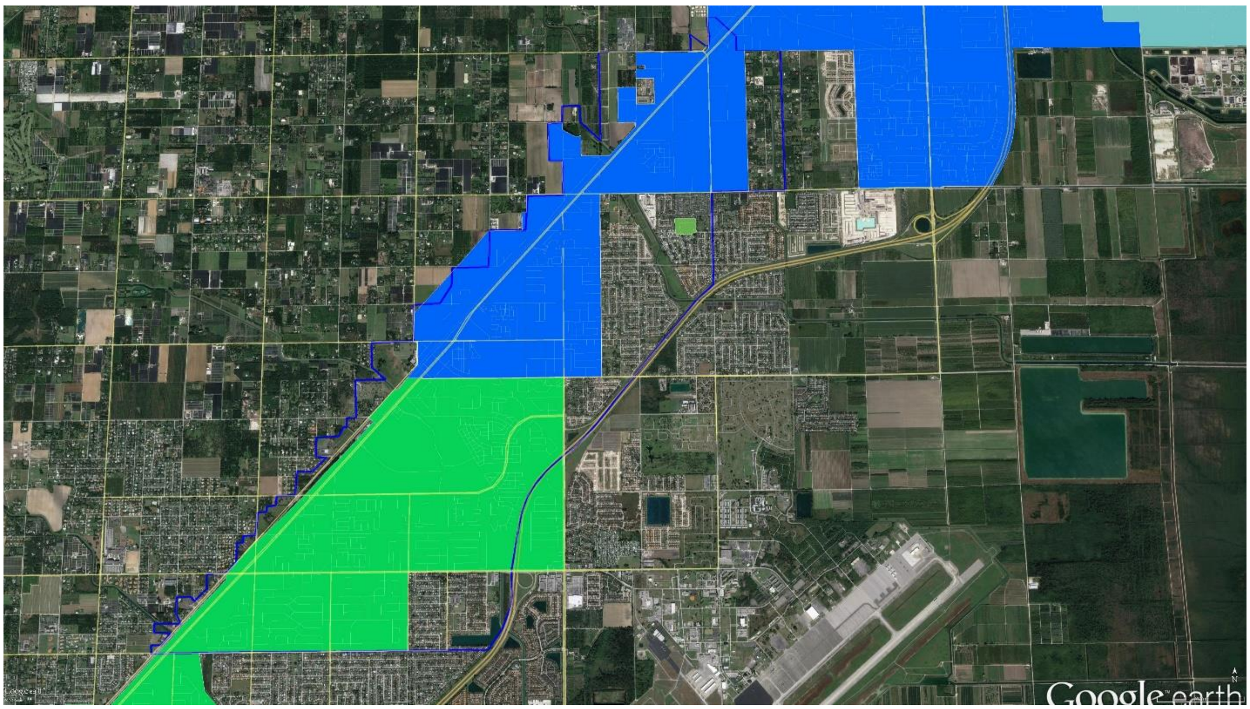
location or expansion decision. The award amount is based on the number of new and retained jobs and the eligible transportation project costs, up to $3 million. The award is made to the local government on behalf of a specific business for public transportation improvements.

- **Industrial Development Authority Revenue Bonds:** The Miami-Dade County IDA offers revenues bonds to eligible capital projects.
- **Impact Fees:** Many communities, in partnership with local government seek ways to mitigate start-up costs by experimenting with waiving or staggering impact fee payments.
- **New Markets Tax Credits:** This federal program incentivizes business and real estate investment in low-income communities of the United States via a federal tax credit. It is administered by the US Treasury Department's Community Development Financial Institutions Fund and allocated by local Community Development Entities across the United States. A significant portion of the CRA commercial areas meet the criteria for the NMTC program, including the east side of US 1 between SW 248th and SW 296th Streets where significant development and redevelopment opportunity exists and is already being planned.



- **Brownfield Incentives:** Florida offers incentives to businesses that locate on a brownfield site with a Brownfield Site Rehabilitation Agreement (BSRA). The Brownfield Redevelopment Bonus Refund is available to encourage Brownfield redevelopment and job creation. Approved applicants receive tax refunds of up to $2,500 for each job created. Brownfields are identified on the map on the following page:

Brownfield Areas



Investment Driver: Markets

The actual Naranja Lakes area is the geographical center of everything that is happening in southern Miami-Dade County. However, there is not one central place where residents and visitors alike can gather for a range of amenities including restaurants nightlife and shopping. Therefore, many residents, as well as the visitors to all the attractions and destinations in South Dade leave the area to engage in commerce.

The local market can be a strong market but it is not fully understood by businesses, retailers and investors. While the area may be challenged with blighted conditions and lower incomes, there are significant traffic counts on US1 through the district as well as strong demographics immediately west in the Redlands. To grow the tax base in the CRA, it will be important to target specific markets and market areas to increase the awareness of what exists in Naranja, as well as of the opportunities that exist for investment in the redevelopment area.

Social offerings and special events are also an important part of enhancing the district's brand identity and highlighting the opportunities that exist in the redevelopment area. These events provide opportunities to develop and strengthen community pride and showcase the community assets while simultaneously attracting new visitors and customers to the area which can help drive future entrepreneurial and small business investment. Creating a signature event and partnering with the speedway are examples of social offerings to build community pride, expose opportunities in the CRA, support local businesses and attract new markets.

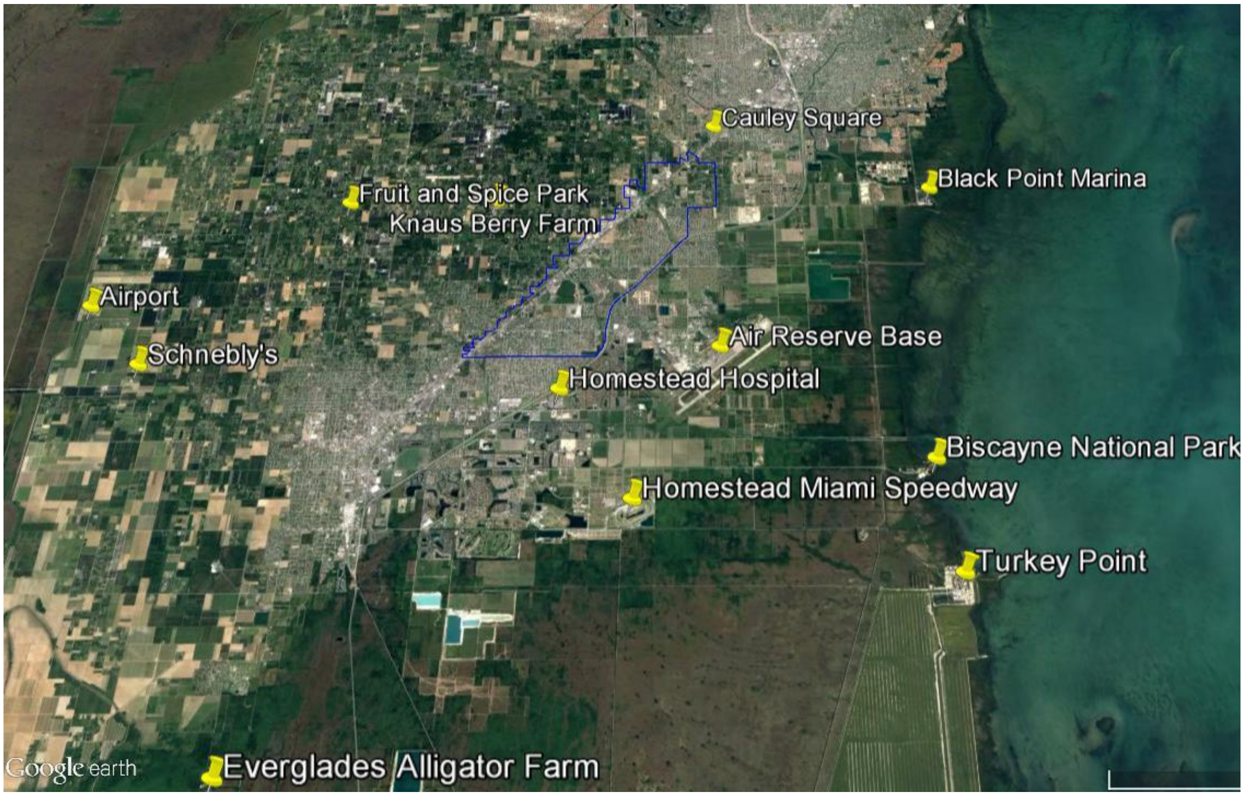
Key Market Observations

The Naranja Lakes Community Redevelopment Agency is strategically located in south Miami Dade County. While it contains only a handful of destination attractions and restaurants, it benefits from being constantly traversed to reach other significant destinations.

Top Destinations and Attractions

1. Coral Castle Museum
2. Shiver's BBQ
3. Redland Village Market
4. Bistro Fusion
5. Larry Curley Burgers and Moe
6. Driving through area in route to the Florida Keys
7. Driving through area in route to the Florida Everglades
8. Driving through area in route to Homestead
9. Driving through area in route to Southland Mall
10. Driving through area in route to Florida City Outlet Mall
11. Driving through area in route to Redland
12. Driving through area to and from three Florida Turnpike exits

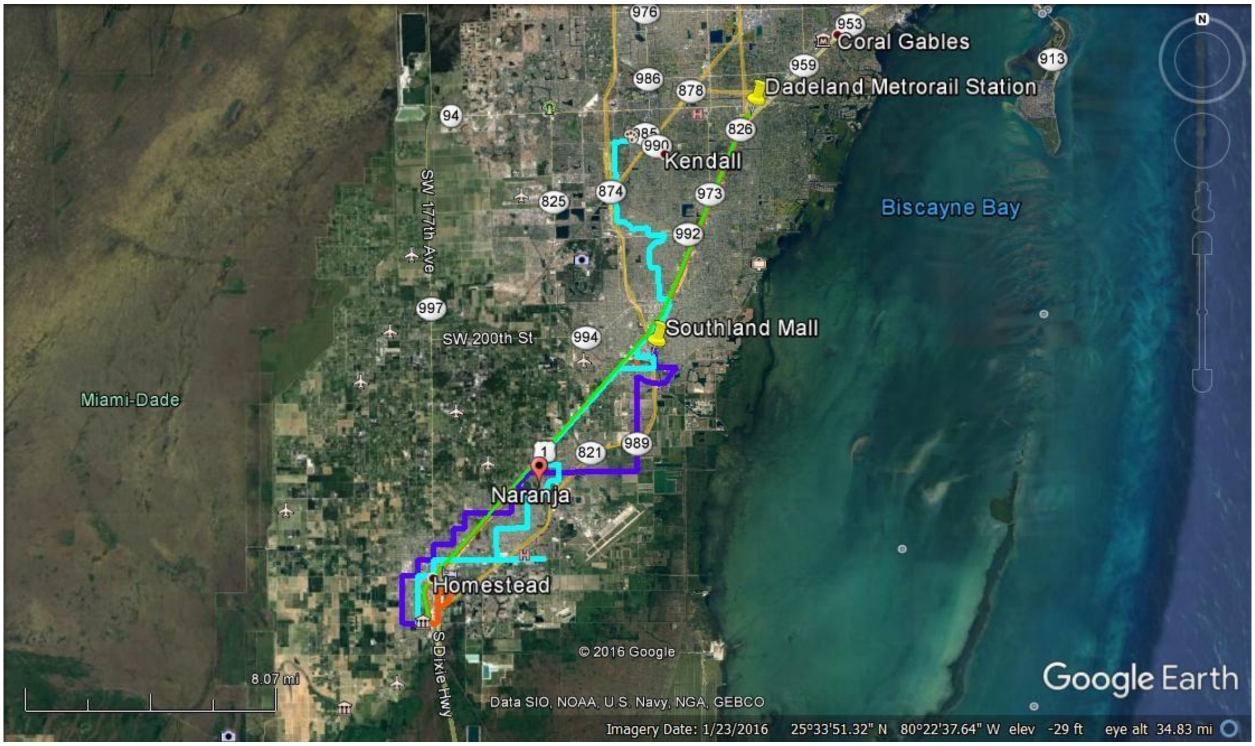
Nearby Destinations That Attract Visitors to South Dade



Florida Turnpike

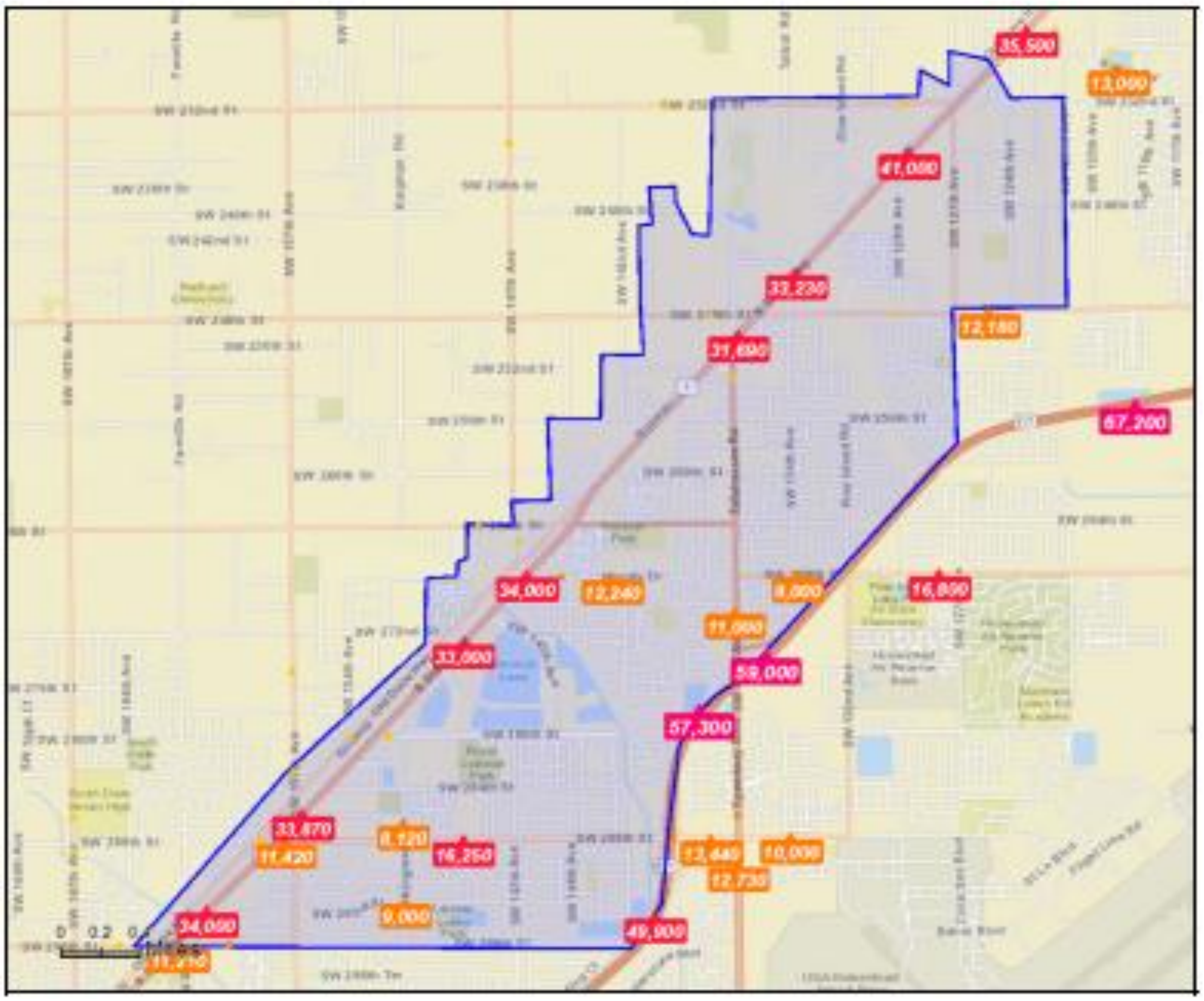
The Florida Turnpike represents a significant opportunity for the Naranja redevelopment area. There are three connections with entry and exit to and from the turnpike which are much closer to each other than are normally found on the turnpike. Additionally, the turnpike carries significant visitor and tourist traffic between South Florida the rest of the state and the Florida Keys. Naranja has an opportunity to position itself as the last “service plaza” along the turnpike for these visitors. This is due in part because the service plaza at Snapper Creek is unlike the rest of the service plazas along the Florida Turnpike and it does not provide gasoline or food, only restrooms and vending machines. Targeted marketing to turnpike drivers can help attract additional customers to the district, which will drive additional retail and restaurant investment in the area. One way to attract turnpike drivers would be to work with the Florida Department of Transportation and Florida Turnpike to increase destination signage along the turnpike in the Naranja area. Additionally, billboard signage and in-plaza advertising along the turnpike approaching Naranja would benefit the market areas.

Major Transportation Modes and Nodes (Florida Turnpike Exits, Bus Routes)



Florida Department of Transportation (Average Daily Traffic Counts)

The map below illustrates the average daily traffic, or number of vehicles that cross a certain point of a street location. Traffic counts on W. Dixie Highway average over 30,000 vehicles per day, making it a highly visible location for retailers. With three turnpike exits in the district and average traffic counts ranging from 50,000-70,000 vehicles daily, we feel this is a strategic location to capture spending from travelers heading to the Florida Keys or other tourist destinations.
(2016, ESRI Inc.)



Market Area Households

As is expected in redevelopment areas, the median household and per capita income levels are lower than in the larger regional market area, and lower than the countywide levels. However, although income levels are low, there remains a significant amount of disposable income and purchasing power by households within the CRA ($120 million). While home values are low, they represent an opportunity to attract new residents to the area, and the private sector continues to show optimism in this area as reflected by recent and current residential development projects. This area is also younger than the average, with a median age of 29.7, compared to the U.S. median age of 38 years.

INCOME	Original CRA	Extended CRA	Market Area 1	Market Area 2	Dade County
Median HH Income	$31,257	$35,043	$35,447	$41,767	$44,622
Per Capita Income	$12,642	$13,495	$14,162	$17,136	$24,057
Disposable Income	$27,537	$30,214	$30,793	$36,388	$38,207
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Total Income	$184,509,990	$470,084,830	$1,106,972,730	$2,553,966,576	$63,481,298,859

	Original CRA	Extended CRA	Market Area 1	Market Area 2	Dade County
Population	14,595	34,834	78,165	149,041	2,638,787
Households	4,390	9,941	22,481	44,484	914,739

HOME VALUES	Original CRA	Extended CRA	Market Area 1	Market Area 2	Dade County
Median Home Value	$108,569	$135,138	$139,039	$161,910	$244,817

(2016, ESRI Inc.)

Retail Market

Estimates of current, supportable retail are more than gap analysis, but also consider real estate conditions, traffic patterns, lifestyle choices, and competition. Retail development not only strives to address unmet demand, but to also identify clusters which can be built on and to identify opportunities to attract additional market share. This study also evaluates the retail market in the greater Naranja area. Retail businesses serve a significant economic development function with a wide variety of offerings in the marketplace. The CRA can play an important role in attracting retail establishments by providing branding and marketing the area, along with providing site selectors key demographic and site data to assist their decision-making process. Naranja's location and access to major transportation corridors provides a strategic advantage over competing peer communities.

In our community survey, more than 50% of survey respondents drive more than 15 minutes for books, music and other hobbies, and more than 60% drive more than 15 minutes for apparel, jewelry and shoes. More restaurants, cafés and coffee shops and more retail store variety were the common theme among business, tourists and residents interviewed.

There is unmet retail demand within the CRA which can support additional retail square feet. In some cases, this demand can be met by attracting new businesses and retail development to the redevelopment area, and in other cases the demand may be met by expansion of existing businesses in either square feet or by venturing into new product lines.

SUPPORTABLE SQUARE FEET	Supportable Sq. Ft
Auto Parts, Accessories & Tire Stores	3,338
Furniture Stores	8,948
Home Furnishings Stores	6,391
Electronics & Appliance Stores	15,469
Grocery Stores	1,241
Beer, Wine & Liquor Stores	1,925
Clothing Stores	34,058
Shoe Stores	3,329
Jewelry, Luggage & Leather Goods Stores	819
Sporting Goods/Hobby/Musical Instr Stores	13,724
Book, Periodical & Music Stores	5,969
Department Stores Excluding Leased Depts.	106,357
Other General Merchandise Stores	21,539
Florists	224
Office Supplies, Stationery & Gift Stores	4,301
Used Merchandise Stores	1,393
Other Miscellaneous Store Retailers	5,310
Full-Service Restaurants	26,525
Limited-Service Eating Places	3,020
Drinking Places - Alcoholic Beverages	30

Total Supportable Retail Square Feet	249,674
Total Supportable Restaurant Square Feet	29,575
Total Supportable Square Feet	**279,248**

(2016, ESRI Inc.)

Some of the categories which may perform the strongest, and which can attract customers from outside the district include furniture and home furnishings, specialty food and beer and wine, books and music stores, and restaurants.

Market Tapestry

Lifestyles

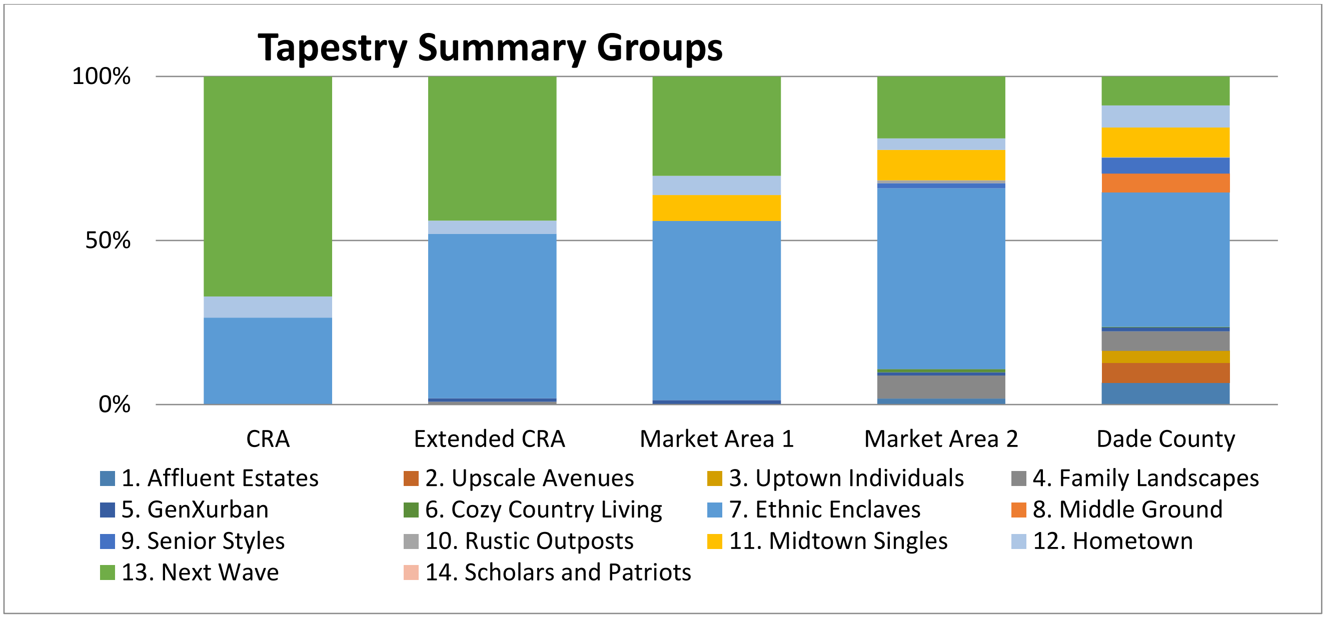
For more than 30 years, companies, agencies, and organizations have used segmentation to divide and group their consumer markets to more precisely target their best customers and prospects. This targeting method is superior to using “scattershot” methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and life stage, and incorporates a wide range of data.

Segmentation systems operate on the theory that people with similar tastes, lifestyles, and behaviors seek others with the same tastes— “like seeks like.” These behaviors can be measured, predicted, and targeted. Esri’s Tapestry Segmentation system combines the “who” of lifestyle demography with the “where” of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods with addresses—distinct behavioral market segments.

Esri’s Tapestry Segmentation provides a robust, powerful portrait of the 65 US consumer markets. To provide a broader view of these 65 segments, Esri combined them into 12 Life Mode Summary Groups based on lifestyle and life stage composition. For instance, Group L1, *Affluent Estates,* consists of the five most affluent segments, whereas Group L9, *Senior Styles,* includes the six segments with a high presence of seniors.

Market Segments

Fresh Ambitions (33.2%) and American Dreamers (24.1%) are the dominant tapestry groups in the CRA expansion area. It is important to note is the market segments are consistent with both Market Area 1 and Market Area 2.



(2016, ESRI Inc.)

Top Market Tapestry Summary Groups

LifeMode Group: Next Wave Fresh Ambitions – 33.2%

This market segment predominantly rents, has at least one vehicle in the household and commutes to work. Walking to work or taking public transportation is common too. They are ambitious, but on the edge of poverty.

- One in four is foreign-born, supporting a large family on little income.
- Unemployment is high for these recent immigrants.
- One in three has overcome the language barrier and earned a high school diploma.
- Price-conscious consumers, they budget for fashion, not branding. However, parents are happy to spoil their brand savvy children.
- These residents maintain close ties to their culture; they save money to visit family, but seek out discount fares over convenience.
- When their budget permits, they wire money back home. Less than half of consumers own a credit card and only a quarter have opened a savings account.

LifeMode Group: Ethnic Enclaves Dreamers – 24.1%

American Dreamers residents own their own homes, primarily single-family housing—farther out of the city, where housing is more affordable. Median household income is slightly below average (Index 94). Most households include younger married-couple families with children and, frequently, grandparents. Spending is focused more on the members of the household than the home. Entertainment includes multiple televisions, movie rentals, and video games at home or visits to theme parks and zoos. This market is connected and adept at accessing what they want from the Internet.

- Residents tend to live further out from urban centers—more affordable single-family homes and more elbow room.

- Most households have one or two vehicles available and a longer commute to work.
- They tend to spend money carefully and focus more on necessities.
- They are captivated by new technology, particularly feature-rich smartphones.
- They use the Internet primarily for socializing but also for convenience, like paying bills online.

LifeMode Group: Ethnic Enclaves Barrios Urbanos – 17.1%

Family is central within these diverse communities. Hispanics make up more than 70% of the residents. More than one in four are foreign born, bringing rich cultural traditions to these neighborhoods in the urban outskirts. Dominating this market are younger families with children or single-parent households with multiple generations living under the same roof. These households balance their budgets carefully but also indulge in the latest trends and purchase with an eye to brands. Most workers are employed in skilled positions across the manufacturing, construction, or retail trade sectors.

- Homes are owner occupied, with slightly higher monthly costs (Index 106) but fewer mortgages (Index 89).
- Residents balance their budgets carefully by spending only on necessities and limiting activities like dining out.
- Many have no financial investments or retirement savings, but they have their homes.

LifeMode: Ethnic Enclaves Up and Coming

Up and Coming Families is a market in transition—residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country.

- Single-family homes with a median value of $174,000 and a lower vacancy rate.
- The price of affordable housing: longer commute times (Index 116).
- Careful shoppers, aware of prices, willing to shop around for the best deals and open to influence by others' opinions.
- Seek the latest and best in technology.
- Young families still feathering the nest and establishing their style.

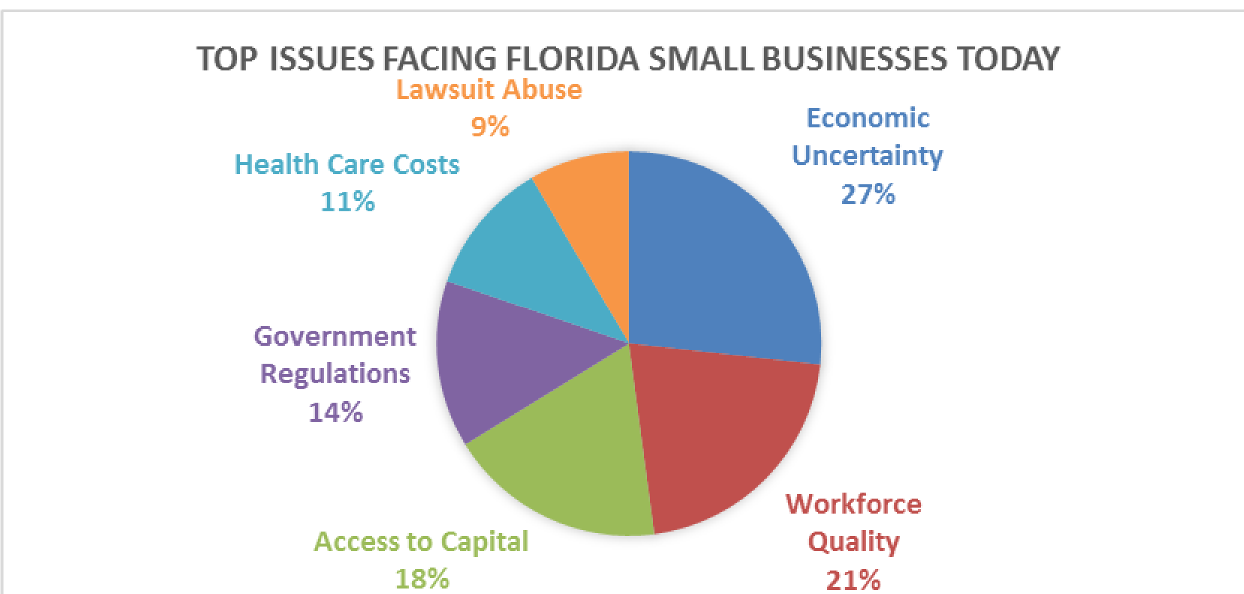
Investment Driver: Regulation

Business Friendly takes on several meanings in economic development. It not only means smiling, courteous or friendly, it also means communities must provide professional responses and expedited solutions to issues presented by business owners, developers, and investors.

Related to commercial development and market rate housing projects within the redevelopment area, these activities help to raise the tax base and surrounding property values. Thereby, providing increased tax increment financing dollars for neighborhood and community improvements. The key, for both the CRA and government, to encourage such development is to remove or lower barriers for entry and prohibitive regulations resulting in additional time and money for businesses and developers.

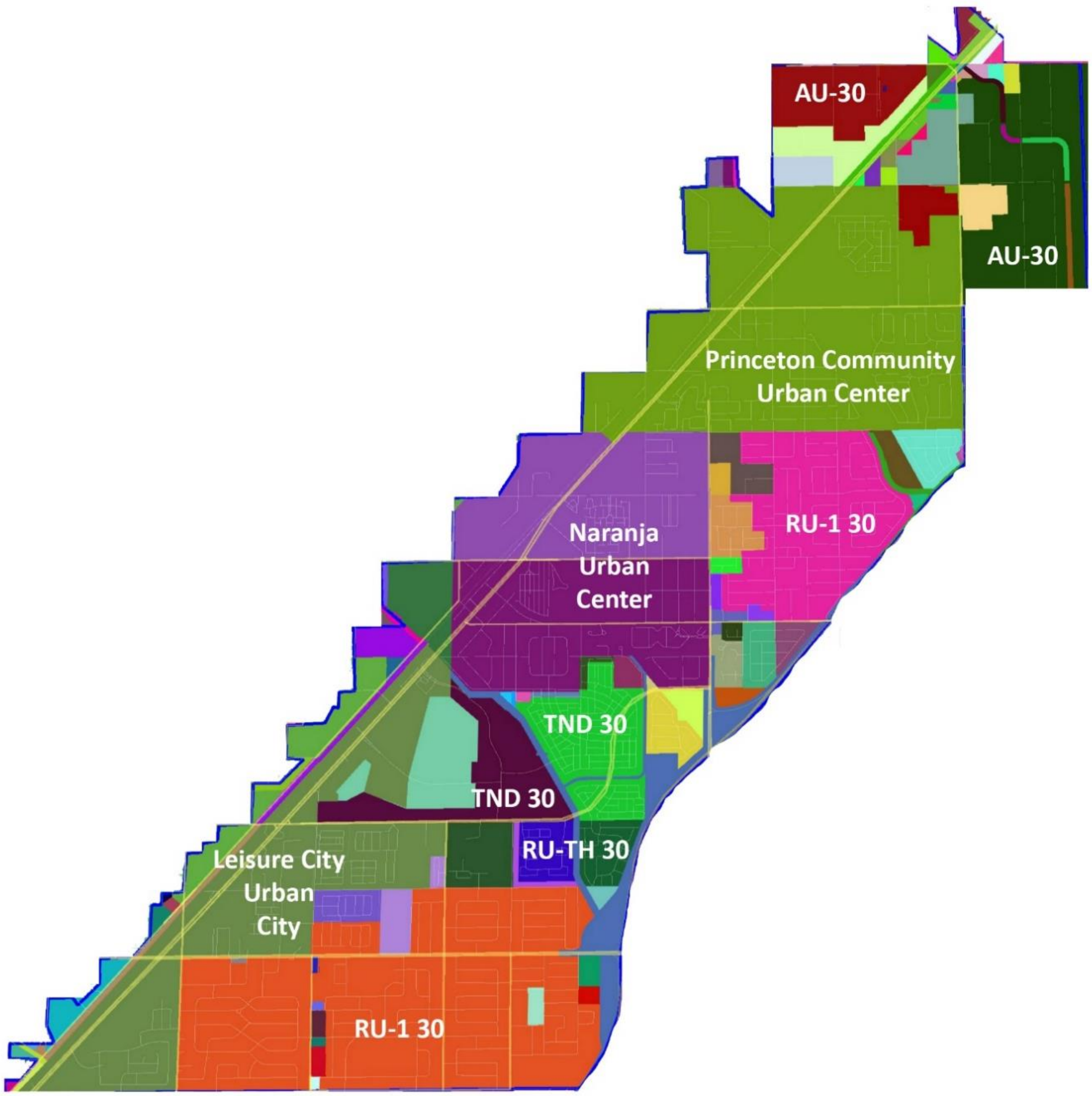
A review of regulations regarding commercial development and signage in the redevelopment area is needed to create the nucleus required for Naranja's commercial corridor to survive and thrive. Where developers rate government regulations as their number one issue, small businesses tend to rate it lower.

The Florida Chamber of Commerce reports that while 54 percent of small businesses expect to hire during the next six months, they are worried about the future of the economy. While there is optimism in the business community, there are concerns that workforce quality, access to capital, government regulations and health care costs will continue to be areas that businesses cannot control. Listed as the top obstacles for business growth are uncertainty about what government will do next, too much regulation and requirements of the federal health care bill. (source OBJ 04816)



The Naranja area is strongly positioned to capitalize on future opportunities and to implement the Redevelopment plan, provided there is a sustainable convergence of regulatory efficiency, brand awareness and identity with market, and financial feasibility.

Zoning – The CRA zoning is primarily Urban Center along thee US1 Corridor, with residential zoning of up to 30 units per acre in the neighborhoods. There are smaller areas with other uses, such as agriculture at the northern end of the study area.



Section 4. Stakeholder Interviews and Public Input

Community perceptions should be factored into existing and future redevelopment plans. It is important to gather and acknowledge these public perceptions, uncover supporting/dispelling data and identify solutions and methods to overcome misperceptions. Beginning in September 2016, stakeholder interviews were held throughout the redevelopment area. Efforts to gather public input included consecutive overnight stays; weekend trips to destination attractions; weekday business outings; e-newsletters from two County commissioners; an advertised public input meeting; and an online survey.

In addition to the above efforts, 1,000 flyers were distributed to area restaurants, shopping centers, retailers, churches, apartment complexes, and community centers. The various methods of gathering public input provided opportunities to feel, observe and experience the community's ebbs and flows at any given hour of the day.

This redevelopment plan incorporates those observations and conversations, along with accompanying data points and other economic development drivers to support the new vision for a revitalized area, while keeping in mind existing assets and conditions. Some of the key themes included the following.

- There is the perception of Naranja Lakes as "a dumping ground for Miami-Dade County's low income residents". This perception stems from the perceived number of public housing units constructed post Hurricane Andrew, along with the more recent perception of the relocation of public housing residents from Overtown and Liberty City into the Naranja Lakes area.

- The theme of Miami Dade County "keeping Naranja poor" to enable the County to continue to meet federal poverty requirements for government appropriations was presented in six different interviews/conversations. The perception often presented itself when brainstorming or discussing future Naranja.

- Business owners often mentioned crime as an impediment to growing their businesses and/or attracting new customers from outside the redevelopment area. While all agreed crime is significantly lower than in previous years, the overall feeling was that crime was a major deterrent to attracting and growing business in the Redevelopment Area.

- Many business owners held the perception that CRA residents have little to no disposable income to support area businesses. This misconception generally stemmed from the belief that most CRA residents are low income or no income.

- Business owners frequently mentioned code enforcement as an issue when discussing marketing and building signage. Given traffic counts and setbacks on US1, business owners felt they struggled with ways to advertise and promote their businesses in compliance with signage codes. The issue of enforcement of fire safety permits was also raised.

- Landowners and potential developers expressed enthusiasm for the area. A few cited letters of intent with potential tenants.

- Residents and business owners expressed concern over Larkin Health Sciences Campus delaying ground breaking after receiving Miami-Dade County funds for campus development.

- Several residents expressed doubt that people from neighboring communities like Redland, Homestead or Cutler Bay would ever shop or dine in Naranja.

- We frequently heard from residents, business leaders, and tourists that finding restaurants within the Redevelopment Area was difficult due to insufficient signage or lack of visibility from the road. Most indicated they either drove north to Southland Mall or south to Homestead for shopping and dining.

- Lastly, it was noted a general sense of apathy exists throughout the community. Some attributed the apathy to years of economic and community development planning, followed by infrequent implementation. While others noted a lack of County leadership and/or "a champion" due to the area being unincorporated.

Naranja Community Input Meeting: In addition to stakeholder interviews, a public input meeting was held on November 22, 2016 where several Naranja residents, business owners and concerned citizens provided the following input regarding:

- Lack of activities for teens/youth programs
- Poor business signage
- Zoning requirements are a challenge for developers and new businesses
- Plan should be focused on slum and blight
- No movies, entertainment, social destinations
- Low ROI for business owners
- Naranja branded as “Dead Zone” needs a positive new brand.
- Improved communication between locals, tourists, business owners and CRA
- CRA staff position for PR, communication, business attraction/retention.
- Wayfinding for attractions/business in community. (Turnpike)
- Educate home and condo association’s in Naranja to highlight local businesses and assets to residents and potential buyers.
- Better lighting throughout the district.
- Turnpike exits were closed after NASCAR Homestead race. Why not leave them open and expose local businesses?
- Redevelopment of Royal Colonial Park (vacant land adjacent to Library)
- Residents like that they are close to the city (Miami) but area still has a small-town, country feel.
- Poor aesthetics and landscaping maintenance.
- 137th Ave needs connection.
- Need for rapid transit (light rail). Can CRA help fund?
- Trolley system (like Homestead) to take visitors and residents to local attractions.
- “Taste of Naranja” event. Participants sample multiple restaurants in the area.
- Area is disconnected from County/Commissioners.
- Need to adjust business signage regulations to permit more effective signage
- New development is the way to address slum and blight
- Previous marketing/branding efforts included banners
- A lot of new housing has been built
- HOAs can help with communications but must be engaged
- Multiple private projects are in the pipeline

<u>Naranja Community Survey Results:</u> The Redevelopment Managements Associates team also created an online survey to capture community impressions and concerns. A snapshot of the survey results includes the following comments. Of key importance is that although the survey was distributed widely, including through area stakeholders and the newsletters of the County Commissioners, community response and participation was extremely low, indicating a significant level of apathy and lack of awareness in the community regarding initiatives such as the CRA.

- What can be done to improve the businesses in Naranja Lakes?
    - The few shopping centers need to be clean, appealing and feel safe. As a woman, I do not want anyone approaching me to ask me for a dollar or to be offered stolen merchandise for sale. I have had both scenarios occur at one time or another.
    - Variety
    - Landscape, painting.
- How would you describe Naranja Lakes to a potential visitor or to a potential investor/business?
    - Great potential with the right support and funding
    - Currently, not a good risk. Unsafe/uncomfortable, funky elements are everywhere
- What type of events would you attend in Naranja Lakes?
    - Food Festivals- 100%
    - Art Festivals- 87.5%
    - Cultural Festivals- 75%

The most significant issues raised by the community are community image, the lack of retail diversity, crime perceptions, and the need to promote the Naranja area in broader media outlets and throughout the state and southeast.

Section 5. The Plan Concept

Redevelopment Goals, Funding & Neighborhood Impact

Other sections of this Plan Amendment provide background information, a summary of statutory requirements of the Community Redevelopment Act, and a summary of the existing conditions in the CRA, including a physical assessment as well as economic and demographic information. This section introduces fifteen (15) Redevelopment Goals and provides a statement of residential neighborhood impacts.

To continue to eliminate the conditions of blight currently existing within the CRA through implementation of a comprehensive Redevelopment Program, Redevelopment Goals have been identified for implementation within the following areas, with an emphasis on Economic Development as the engine to drive the increment revenue necessary for full implementation of the redevelopment program.

- *Economic Development*
- Public Improvements/Infrastructure
- Housing/Residential Development
- Transportation, Transit & Parking
- Redevelopment Support

Redevelopment Goals

This amendment to the CRA Plan identifies 15 Redevelopment Goals as follows. Each goal will be achieved through implementation of a series of Redevelopment Initiatives, as identified in Section 6: Redevelopment Program Initiatives.

Economic Development

- **Goal #1:** Reduce slum and blight in the CRA.
- **Goal #2:** Create viable Commercial Corridors within the CRA.
- **Goal #3:** Support and recruit “target” commercial, cultural and light industrial uses/industries within the CRA.
- **Goal #4:** Incorporate the cultural arts, education and recreation as critical components of Economic Development.
- **Goal #5:** Reposition the greater Naranja Lakes area to enhance and encourage private investment and consumer spending.

Public Improvements/Infrastructure

- **Goal #6:** Coordinate roadway, sidewalk, landscaping, infrastructure, open space and community enhancement improvements.
- **Goal #7:** Support Neighborhood Improvement initiatives to reduce slum and blight conditions in residential neighborhoods.

Housing/Residential Development

- **Goal #8:** Work with the private sector to create a “Healthy Mix” of Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing.
- **Goal #9:** Work with Miami-Dade County and its affordable housing partners to encourage development and renovation of Affordable, Workforce, and Mixed-Income Housing.

Transportation, Transit & Parking

- **Goal #10:** Encourage safe, convenient, efficient and effective motorized and alternative-means transportation and transit systems throughout Naranja Lakes.
- **Goal #11:** Create efficient and attractive parking to support retail, restaurant, cultural, office and industrial facilities within the redevelopment area.

Redevelopment Support

- **Goal #12:** Encourage and support sound and redevelopment-friendly Land Use Regulations within the CRA.
- **Goal #13:** Use Powers of Borrowing, Land Acquisition & Disposition to further Redevelopment Goals & Initiatives.
- **Goal #14:** Provide Economic Incentives and other support for projects that further Redevelopment Goals & Initiatives.
- **Goal #15:** Identify and pursue resources for successful implementation of CRA plan initiatives.

Redevelopment Administration

As provided for in FS 163, Part III, the CRA may utilize Increment Revenue to fund Administration, Overhead or any other expenses encumbered to achieve the Redevelopment Goals identified within this Plan Amendment, including, but not limited to:

- Redevelopment planning, surveys, & financial analysis
- Acquisition of real property in the CRA District
- Clearance and preparation of area for redevelopment and relocation of occupants

- Repayment of borrowed funds
- All expenses related to bonds/other indebtedness
- Development of affordable housing
- Community policing innovations

Potential Sources of Project Funding

The Naranja Lakes Community Redevelopment Agency may use multiple revenue sources to fund and finance the Redevelopment Goals and Initiatives in this plan, including but not limited to:

- **Tax Increment Revenues** – Tax Increment Revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act.
- **Redevelopment Revenue Bonds** – The provisions of Section 163.385 Florida Statutes allow the CRA to issue "Revenue Bonds" to finance redevelopment actions, with the security for such bonds being based on the "anticipated assessed valuation of the completed community redevelopment." The CRA has previously issued such bonds.
- **Metropolitan Planning Organization** – Transportation improvement funding is available for projects near major transit corridors.
- **Direct Borrowing from Commercial Lenders** – The CRA is also authorized to fund redevelopment projects and programs through direct borrowing of funds. Depending on the particular project(s) funding requirements, the CRA may utilize both short and long-term borrowing.
- **Grants Funding** – The CRA may seek funding in the form of grants for projects that support the Goals and Initiatives in this plan, including but not limited to:
  - Historic Preservation Grants
  - Florida Main Street Program Funding
  - DOT Transportation Enhancement Grants
  - Department of Transportation Transit Grants
  - Environmental Protection Agency (EPA) Funding
  - Economic Development Administration (EDA)/U.S. Department of Commerce Grants
  - National Park Trust Grants

- Private Foundation and other Non-for-Profit Grants

- **Public Private Partnerships** – There are several approved private development projects in the pipeline for the redevelopment area corridor. In addition, there are other strategically located privately held parcels which could play a significant role in repositioning Naranja. The CRA is authorized to enter into public private partnerships for community benefit and could explore projects such as a community event space, a shared parking garage, and a Neighborhood Smart Lighting program with revenue sharing.
- **Other Funding Sources** – As provided in FS 163 Part III, the CRA may apply for and accept advances, loans, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for use to support the Goals and Initiatives in this plan. Additional funding resources for implementation of redevelopment initiatives, as well as to support and incentivize private sector investment are included in the initiatives section of this plan.

Neighborhood Impact

The following describes the potential impacts of future redevelopment on the residential neighborhoods within the CRA. While neighborhood impacts have been considered in the identification of the Redevelopment Goals outlined above, it should be noted that redevelopment projects are in the early stages of planning. Specific impacts resulting from implementation should be further identified as individual projects begin the design phase.

Relocation of Displaced Residents and Businesses

The possibility of residential relocations is contemplated by this Plan in connection with future redevelopment projects. While no, or only very limited relocation is anticipated, it is important to note that implementation of Redevelopment Goals and Initiatives may result in residential and/or business displacement.

In the event that existing or future CRA projects do require the relocation of residents or businesses, a relocation plan must be included as a component of the project as part of the official approval by the CRA Board. It is also anticipated that the CRA and the County, as well as private developers, will expand the housing stock and housing variety. This will provide additional opportunities if it becomes necessary to relocate residents within the redevelopment area boundaries. Additionally, any private development project which receives CRA incentives and which displaces residents must submit a relocation plan for approval prior to the approval of CRA incentives for the project.

To protect the residents and businesses within the redevelopment area, the CRA should formally adopt a relocation policy containing procedures for relocation. If and when required as a result of redevelopment, the relocation of residents and businesses within the redevelopment area will follow the officially adopted procedures. Expenses and financial assistance required by these procedures will become the responsibility of the CRA and its partners in the project which results in the need for relocation.

Traffic Circulation

Although successful redevelopment can increase overall traffic, the redevelopment area is part of an existing roadway network that serves the southern Miami-Dade County. As part of this redevelopment effort, it is anticipated that Miami-Dade County and the State of Florida will make a significant investment in improving roadways, including street reconstructions, lighting, beautification, landscaping, traffic calming, and pedestrian walkway enhancement, improvements that may be supplemented with CRA support. These improvements should result in better traffic flow and enhanced mobility for pedestrians and non-motorized transport.

Implementation of individual redevelopment projects may require improvements or modifications to the existing roadway network. These localized impacts will be reviewed when specific projects are approved. It is also recommended that architectural and site-specific design solutions be considered to mitigate potential traffic and parking impacts of specific projects on adjacent residential neighborhoods.

Environmental Quality

The Redevelopment Goals and Initiatives proposed in this Plan are intended to improve the environmental quality within the redevelopment area. Several initiatives, such as Commercial Rehabilitation/Beautification Grants, will provide funding for businesses and commercial property owners in the CRA to make interior and exterior improvements to their properties. It is anticipated that improvements resulting from these programs will foster a new sense of community pride and spur additional revitalization efforts throughout the area, further reducing slum and blighted conditions.

Streetscape and landscape improvements associated with redevelopment projects will, when completed, upgrade the overall appearance of the area. Future redevelopment will improve the appearance of the Commercial areas throughout the CRA.

Availability of Community Facilities and Services

The redevelopment area contains a range of community services and facilities. These facilities contribute to the success of the redevelopment plan and support cultural, neighborhood, social and educational enhancement. Implementation of individual redevelopment projects and public improvements may require modifications to existing systems by both the public and private sector.

Implementation of this Plan will supplement County and State infrastructure projects to encourage private development in the area. Any existing community facilities within the boundary of the redevelopment area may benefit from the economic improvement of the area by the implementation of the redevelopment initiatives, and the physical improvements of the surrounding area that will create economic revitalization with the advent of new businesses and job opportunities. Community services such as innovative policing and code enforcement can be expanded utilizing the programs included in the Community Redevelopment Plan.

Effect on Schools

The Miami-Dade County School Board plans no other major actions affecting existing school facilities within the redevelopment area, in the near future. Residential development anticipated within this Plan will likely represent only a small percentage of overall County population growth and therefore not have a significant effect on school population. All CRA initiatives are subordinate to the Comprehensive Plan, the Land Development Regulations or any countywide concurrency guidelines. The CRA should enhance its relationship with the public and private schools in efforts to activate key parcels and community events. This would be part of an ongoing effort to increase communication and outreach with Naranja area stakeholders, and support programs which enhance education where realistic. Given area assets and the strength of select industries, leadership should also explore and encourage charter schools and/or vocational programs linked to the culinary arts, agriculture, and tourism.

Section 6. Redevelopment Program Goals and Initiatives

1. GOAL #1: REDUCE SLUM AND BLIGHT IN THE NARANJA LAKES CRA

Create a thriving CRA through public-private partnerships to encourage a quality retail, restaurant, cultural, and business environment serving Naranja area residents and visitors.

1.1. Public/Private Partnership Development

Work with the private sector to identify and create public/private partnerships for commercial, residential, cultural, mixed-use, and aesthetics projects to realize redevelopment goals and increase the tax base to fund neighborhood improvements.

1.2. Demolition and Removal Program

Identify buildings and structures for demolition and/or removal.

1.3. Commercial Rehabilitation/Beautification Grants

Implement funding programs for rehabilitation, crime prevention, and beautification of commercial buildings to help local businesses attract new customers. These grants may be made available to Business Owners and/or Commercial Property Owners.

1.4. Commercial Clean Team/Code Enforcement/Community Policing

Provide funding and/or staffing for proactive "clean and safe" programs and activities, including pressure cleaning of sidewalks, litter control, graffiti removal, area code enforcement, public landscape maintenance, and community policing.

1.5. Merchant Assistance Program

Provide programs to provide technical assistance/consulting services to existing business owners for training and minor aesthetic improvements to the interior of a business.

- *Identify existing destination-merchants for marketing, retention, and expansion.*
- *Identify vacant storefronts for temporary display window improvements, and merchant attraction and recruitment.*

1.6. Other Downtown Naranja Initiatives

Provide funding and support for programs and activities that further the Economic Development of Naranja.

2. GOAL #2: NARANJA COMMERCIAL CORRIDORS

Create viable Commercial Corridors within the CRA by encouraging and facilitating sound real estate acquisition, assemblage, development and Public Private Partnerships.

2.1. Real Estate Acquisition and Assemblage

- *Work with the private sector to encourage and facilitate sound real estate acquisition, assemblage, and development.*
- *Provide for retention of restrictive covenants*
- *Implement zoning and planning changes that further enhance the Naranja area to attract new private investment.*
- *Identify density increases that will attract additional private investment and encourage the private sector to provide public area improvements.*
- *Identify, track, and communicate with targeted private development projects, key land owners, and government-owned sites impacting the commercial corridor.*
    - *Redland Village Market-owned parcels, west side of US1, along 137th AV*
    - *Coral Town Park* Shopping Center with Walmart Neighborhood Market
    - *Tuscany Plaza Shopping Center*
    - *Larkin Health Sciences Campus and associated Naranja Lakes water parcels*
    - *Sulmona Ventures parcels near Larkin Health Sciences Campus*
    - *Sunshine Dade parcels at US1 and 279 ST*
    - *US1 Shopping Center, Inc parcels at US1 and 282ST*
    - *Alcazar Village on 284 ST approaching Naranja Branch Library*
    - *Miami-Dade County Parks and Recreation-owned park land surrounding the Naranja Branch Library.*
    - *Deluxe Inn facility currently listed for sale in CoStar*
    - *Coral Castle vacant parcels, north of the museum, along US1*

2.2. Corridor Access and Aesthetics

Work with Miami-Dade County, the MPO and FDOT to create strategies for successful access, lighting, and aesthetics for all corridors.

2.3. Other Commercial Corridor Initiatives

Provide funding and support for programs and activities that further Economic Development of Commercial Corridors.

3. GOAL #3: TARGETED USES/INDUSTRIES

Work with Miami-Dade County to support and recruit "target" commercial, cultural and light industrial uses/industries within the CRA to benefit the lives of existing Naranja residents.

3.1. Target Uses/Industries Initiatives

Identify existing business clusters within the CRA, including:

- *Agribusiness*
- *Tourism*
- *Aviation*
- *Recreation*
- *Retail*

Capitalize on existing assets

- *Destination tourist attractions, festivals, and motorsport events*
- *Destination Naranja area and nearby restaurants*
- *Transit-accessible Green Market*
- *Naranja Branch Library*
- *Educational Institutions*
- *Major Transportation Corridors*

Target new uses/industries

- *Identify opportunities as redevelopment builds momentum*
- *Identify businesses and industries expanding/relocating within Miami-Dade.*

3.2. Relocation/Tenant Improvements Program

Provide assistance for relocation of new "targeted use" businesses, including incentives for tenant relocation, acquisition, rehabilitation or tenant improvements (buildout) to existing properties.

3.3. Business Retention and Attraction

Identify and retain existing businesses, while recruiting and attracting complimentary businesses.

Retention

- *Identify existing Naranja assets for retention.*
- *Develop a Welcome Wagon to inform the community of existing assets, events, and resources.*
- *Revive the local business association.*
- *Build relationships with area bankers*

Attraction

- *Identify planned development projects for recruitment activities.*
- *Map and promote available commercial parcels for development.*
- *Cross reference available parcels with suitable retailer/restaurants.*
- *Develop list of applicable development incentives.*

3.4. Business Safety Improvements

Ensure that all business assistance programs include technical design assistance to incorporate CPTED in ways that enhance both real and perceived safety.

3.5. Other Target Uses/Industries Initiatives

Support additional programs and activities that further Economic Development of Target Uses/Industries.

4. <u>GOAL #4: INCORPORATING CULTURAL ARTS, EDUCATION, AND RECREATION</u>

Incorporate the Cultural Arts as a critical component of Economic Development by connecting cultural assets to event strategies.

4.1. The Arts: Critical Component of Economic Development

Create an environment that is conducive and welcoming to the expansion of performing and visual arts throughout the CRA key corridors, through public private partnerships.

- *Partner with local arts magnet program (encouraging attendance at school performances and shows and featuring student magnet programs at special events)*

- *Build an event space as part of the effort to activate key parcels near future residential and workforce parcels*
- *Develop a public art program focused on image corridors and gateways*

4.2. Education: Partnerships and Collaborations

Collaborate and incorporate existing educational institutions into the Naranja narrative. Evaluate adding additional educational and vocational institutions ties to area assets and employment opportunities.

- *Naranja Branch Library*
- *Fruit and Spice Park*
- *University of Florida, Tropical Research & Education Center (UF-IFAS)*

Capitalize on authentic connections to fresh food (agricultural community) to connect food culture to the brand.

- Partner to develop a culinary or agriculture magnet or charter program
- Shared commercial kitchen space
- Tourism-related Vocational Programs

4.3. Recreation: Gateway to Parks and Outdoor Activities

Develop a cross promotional campaign strategy with existing visitor destinations

Recreational Assets

- *Modello Park: Richmond-Perrine Optimist Club, Organized Youth Activities*
- *Naranja Lake*
- *South Dade Park*
- *West Biscayne Pineland Preserve*
- *Ingram Pineland Preserve*
- *Homestead Air Reserve Park*
- *Park land around Naranja Branch Library*

5. GOAL #5: MARKET POSITIONING

Reposition the Naranja area through Branding & Marketing initiatives to recruit new targeted uses/industries, retain existing businesses, improve the quality of life, attract additional customers and reduce slum and blight within the CRA.

5.1. Identity/Branding

Develop an identifiable, distinguishable Naranja Lakes brand

- *Create a comprehensive communications campaign and consistent message*
- *Utilize brand and message on citywide wayfinding signage*
- *Intentionally address safety perceptions as part of the brand repositioning and develop a crisis communications plan for safety*

5.2. Internal and External Communication Plan

Design a communication program for outreach and relationship building to the various Naranja stakeholders to include:

- *Residents*
- *Home Owners Associations*
- *Neighborhood Associations*
- *Business Owners*
- *Tourist Attractions*
- *Tourists*
- *Welcome Centers*
- *County Government*
- *Government Leadership*
- *Miami-Dade Police Department*
- *Real estate owners and developers*
- *Bankers and Financial Institutions*
- *General public.*

5.3. Business Recruitment

Promote the CRA and its assets to increase area business, including participation in:

- *Trade Shows*
- *Developer Forums*
- *Other Events & Activities.*

5.4. Business Retention and Quality of Life

Encourage residents and visitors to shop, live, work and play in Naranja through promotional efforts including:

- *Image Enhancement*
- *Community Pride*
- *Wayfinding*
  - *Gateway signage*
  - *Florida Turnpike billboards*
- *Special Events*
- *Public Outreach Efforts*
- *Neighborhood Events.*

5.5. Events

Reactivate vacant county-owned sites

- Partner with existing nearby events and festivals
- *Develop a signature event and/or event series specifically focused on promoting local businesses, engaging the community and attracting new markets*
- *Design, locate, and operate the signature event(s) in ways that intentionally improve safety perceptions*

5.6. Directional and Wayfinding Signs & Maps

Design and implementation a comprehensive signage program, lighted street name signs, exit wayfinding signs visible at night, and lighted public art that serves as wayfinding devices.

- *Florida Turnpike Exits: highlight restaurants and gas stations*
- *Naranja signs and street pole banners (digital or print): Highlight Naranja boundaries and events*
- *Business Signage: attract/appeal to US1 automobile traffic*
- *Develop a Naranja visitors guide/map with local business directory and available opportunities*

5.7. Other Marketing and Branding Initiatives

Support programs and activities that further Marketing and Branding of Naranja and the CRA.

6. GOAL #6: PUBLIC IMPROVEMENTS

Coordinate CRA/City, County, State & federally-funded Public Improvements within Naranja's commercial areas. During the process, push for best practice systems, resources, and providers.

6.1. Streetscape Projects

Coordinate roadway, sidewalk, landscaping and infrastructure improvements within the Redevelopment Area and along Commercial Corridors, including:

- *US1/ South Dixie Highway*
- *SW 137 Avenue Corridor*
- *SW 244th Street*
- *SW 268th Street*
- *SW 288th Street*
- *SW 296th Street*
- *Quality lighting for pedestrians and wayfinding*
- *Streetscape Improvements in other commercial areas.*

6.2. Open Space/Community Enhancements

Create and support Open Space/Community Enhancement Projects, including:

- *Naranja Branch Library*
- *Park land surrounding the Naranja Branch Library*
- *Naranja Lake*
- *Naranja Park*
- *Modello Park.*

6.3. Wayfinding and Gateway Signage

Provide funding and support for Gateway and Wayfinding Signage consistent with the CRA Redevelopment Plan, including:

- *Business promotion*
- *Business corridor*
- *Naranja boundary*
- *External signage, including along the Florida Turnpike*
- *Event promotion.*

6.4. Other Public Improvement Initiatives – Commercial Areas

Support other programs and activities that further Public Improvement initiatives in Naranja and along Commercial Corridors.

7. GOAL #7: NEIGHBORHOOD IMPROVEMENT PROGRAMS

Support Neighborhood Improvement initiatives to reduce slum and blight conditions in residential neighborhoods, including crime prevention efforts.

7.1. Sidewalk and Swale Improvements

Provide funding and support for improvement to sidewalks and swale areas within residential neighborhoods within the CRA.

- *Create a study/method to determine how to prioritize sidewalk improvements*

7.2. Neighborhood Signage

Provide funding and support for residential Neighborhood Signage projects, including lighting of signage.

7.3. Community Policing/Code Enforcement

Continue to provide funding and support for Innovative Community Policing/Code Enforcement within residential neighborhoods within the CRA.

7.4. Crime Prevention through Environmental Design (CPTED)

Provide funding and support for programs and activities that encourage real and perceived safety improvements through CPTED. This should include: adjustments to design guidelines and design review processes; enhanced lighting standards for both public and private projects; careful inclusion of mixed use along key pedestrian pathways and near transit stops/stations; the use of CPTED principles during the design of all public improvements; and CPTED reviews of existing properties where crime or negative perceptions have been persistent. The CRA may also consider a more comprehensive Community Safety Action Plan that incorporates these actions along with adjustments to programs and strategic communications in addition to CPTED physical environment improvements.

7.5. Other Public Improvement Initiatives – Neighborhoods

Support programs and activities that further Public Improvement initiatives in residential neighborhoods.

8. <u>GOAL #8: "HEALTHY MIX" OF AFFORDABLE, WORKFORCE, MARKET RATE, LUXURY, AND MIXED-INCOME HOUSING</u>

Work with the private sector to create and maintain a "Healthy Mix" of Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing.

8.1. Private Sector Initiatives

- *Encourage the private sector to create Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing within the CRA.*
- *Incentivize residential investment with Increment Revenue, when needed to achieve a healthy housing mix.*
- *Work with partners, including Miami Dade County Public Housing and Community Development to coordinate and facilitate use of public funds and regulatory initiatives to private sector development to create Workforce and Affordable Housing:*
  - *Low-Income Housing Tax Credits (LIHTC)*
  - *State Apartment Incentive Loan program (SAIL)*
  - *Other Funds available to private sector*
  - *Land Development Regulation amendments*

8.2. Other Private Sector Housing Initiatives

Support programs and activities that further private sector development of Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing.

9. <u>GOAL #9: AFFORDABLE/WORKFORCE HOUSING DEVELOPMENT & RENOVATION</u>

Work with the Miami-Dade County to encourage development and renovation of Affordable, Workforce, and Mixed-Income Housing.

9.1. Public Sector Initiatives

Encourage the public sector – City/County/other Agencies – to create Affordable, Workforce and Mixed Income Housing within the CRA.

- *Community Development Block Grant Program (CDBG)*
- *Home Investment Partnerships Program (HOME)*

- *State Housing Initiative Partnership (SHIP)*
- *Documentary Surtax Program*
- *Other funding available to the public sector*

9.2. Home Beautification Program

Provide funding and support for residential housing beautification.

9.3. Homebuyer Counseling

Provide funding and support for Homebuyer Counseling.

9.4. Homebuyer Subsidies

Provide funding and support for Homebuyer Subsidies, including:

- *First Time Home Purchase*
- *Single Family Home Rehabilitation*
- *Affordable Rental Assistance.*

9.5. Crime Prevention and Housing

Require CPTED reviews of all housing receiving public incentives and support free CPTED reviews for all other housing projects.

9.6. Other Public Sector Housing Initiatives

Support programs and activities that further development and renovation of Affordable, Workforce, and Mixed-Income Housing.

9.7. Assurances for replacement housing for displacement

Develop guidelines to ensure that replacement housing is provided when displacement of low and moderate income households occurs due to CRA initiatives.

10. GOAL #10: "SAFE AND CONVENIENT" TRANSPORTATION AND TRANSIT

Encourage safe, convenient, efficient and effective motorized and alternative-means transportation and transit systems throughout Naranja.

10.1. Coordinated Advocacy, Grant and Implementation Strategies for Transportation and Transit

- *Advocate for future transit opportunities, including the proposed Metrorail extension along the busway and other Public Private Partnerships for Transit Oriented Development.*
- *Support Transit Oriented Development along the US1 Corridor, especially at the connections to the Florida Turnpike such as at 248th Street and 296th Street.*
- *Support transit, pedestrian, and traffic circulation analysis.*
- *Provide and support grant funding for transportation projects, Corridor Trolley circulator(s) and other connecting public transit projects.*
- *Collaborate with the Metropolitan Planning Organization on corridor initiatives.*
- *Communicate and collaborate on current Florida Turnpike exit closures after major sporting events.*
- *Explore SW 137th Avenue access as a thoroughfare for major sporting events.*
- *Make a Request to Experiment (if necessary) for a targeted lighting pilot project.*
- *Explore other transportation and transit initiatives.*
- *Be part of existing funded efforts*

10.2. Other Transportation and Transit Initiatives

Provide funding and support for programs and activities that further Redevelopment Goals for transportation and transit.

11. GOAL #11: "EFFICIENT, SAFE, AND ATTRACTIVE" PUBLIC PARKING

Create efficient and attractive parking to support retail, restaurant, cultural, office and industrial facilities within the redevelopment area.

11.1. Public Parking Development

Provide funding and support for development of public parking facilities, including public/private partnerships to develop projects with public parking components.

- *Community Resource Center parking: Explore remedies for the limited off-street and on-street parking at the new community resource center.*

- *Future Metrorail Parking: Review transit oriented development parking plans to prevent "park and ride" Naranja transit stops.*

11.2. Shared Parking Strategies

Explore programs and activities that encourage shared use of public and private parking facilities.

11.3. Other Parking Initiatives

Support programs and activities that further public and shared parking facilities within the CRA.

12. GOAL #12: REDEVELOPMENT-FRIENDLY LAND DEVELOPMENT REGULATIONS (LDRS)

Encourage and support sound and redevelopment-friendly Land Development Regulations within the CRA.

12.1. Land Use, Zoning, Building Codes and Other Regulations

Encourage and support Land Uses, Zoning, and Building Codes that encourage future redevelopment, such as:

- *Mixed Use Land Use*
- *Transit Oriented Land Use and Zoning*
- *Density Variances and Bonuses to create higher densities and encourage the private sector to provide public area enhancements and benefits*
- *Inclusionary Zoning and Linkage Fees*
- *Review water and sewer infrastructure and site connections on west US1*
- *Streamlined Building Codes/Other Regulations.*

13. GOAL #13 INITIATIVES: BORROWING, LAND ACQUISITION & DISPOSITION

Use Powers of Borrowing, Land Acquisition & Disposition to further CRA Redevelopment Goals & Initiatives.

13.1. Borrowing/Bonding

Use CRA Powers to Borrow and/or Issue Revenue Bonds to fund projects that support Redevelopment Goals & Initiatives.

13.2. Land Acquisition/Disposition Strategies

Use CRA Powers of Land Acquisition and Disposition to acquire and dispose of commercial, industrial, and residential properties to further Redevelopment Goals and Initiatives.

14. GOAL #14: ECONOMIC INCENTIVES

Provide Economic Incentives and other support to projects that further CRA Redevelopment Goals & Initiatives.

14.1. Infrastructure Improvements

Provide funding for and create infrastructure to support Redevelopment Goals, Initiatives, and projects.

14.2. Impact Fees Offset Incentives

- *Provide funding to offset Impact Fees for Targeted Retailers and Industries.*
- *Promote the existing Impact Fee Waiver program, to eligible businesses in the previous Florida Enterprise Zone boundaries.*

14.3. Direct Participation Incentives

- *Provide direct incentives for development of projects to realize other Redevelopment Goals or to increase Increment Revenue.*
- *Provide incentives to match other funding for development projects, including:*
    - **Low-Income Housing Tax Credits (LIHTC)**
    - **State Apartment Incentive Loan program (SAIL)**
    - **New Markets Tax Credits:** This federal program incentivizes business and real estate investment in low-income communities of the United States via a federal tax credit. It is administered by the US Treasury Department's Community Development Financial Institutions Fund and allocated by local Community Development Entities across the United States.

    - **Economic Development Agency:** Public Works program investments help facilitate the transition of communities from being distressed to becoming competitive by developing key public infrastructure, such as technology-based facilities that utilize distance learning networks, smart rooms, and smart buildings; multitenant manufacturing and other facilities; business and industrial parks with fiber optic cable; and telecommunications and development facilities. In addition, EDA invests in traditional public works projects, including water and sewer systems improvements, industrial parks, business incubator facilities, expansion of port and harbor facilities, skill-training facilities, and brownfields redevelopment.

- **Economic Development Transportation Fund:** The Economic Development Transportation Fund, commonly referred to as the "Road Fund," is an incentive tool designed to alleviate transportation problems that adversely impact a specific company's location or expansion decision. The award amount is based on the number of new and retained jobs and the eligible transportation project costs, up to $3 million. The award is made to the local government on behalf of a specific business for public transportation improvements.
- **Brownfield Incentives:** Florida offers incentives to businesses that locate on a brownfield site with a Brownfield Site Rehabilitation Agreement (BSRA). The Brownfield Redevelopment Bonus Refund is available to encourage Brownfield redevelopment and job creation. Approved applicants receive tax refunds of up to $2,500 for each job created.
- **Industrial Development Authority Revenue Bonds (IDA):** The Miami Dade County IDA provides revenue bond financing to eligible capital projects. A sampling of projects includes construction and/or equipment funding for projects such as Westminster Christian Private School, SeaVee Boats, Aspira of Florida Charter Schools, Museum of Science, etc.

14.4. Other Redevelopment Initiatives

Provide incentives and support for programs and activities that support Redevelopment Goals and Initiatives.

15. GOAL #15: IMPLEMENTATION

Identify and pursue resources for successful implementation of the initiatives in this plan.

15.1. Knowledge Based Resources

Hire CRA staff and additional resources with the specific skills and knowledge to implement the initiatives identified by this plan according to the timeline provided in Section 7. Financing. Technical skills change over time and the CRA Board must ensure that the proper resources are in place for successful implementation. For example, the CRA should focus on market positioning, business assistance, real/perceived safety, and attracting private investment in the near term, while in the intermediate and longer term capital project management and neighborhood *outreach skills may be necessary. Additionally, the CRA should implement a grant strategy to pursue additional funding to support implementation of CRA initiatives.*

15.2. Relationship Based Resources

- *The CRA and its staff, board members, ombudsman, and other stakeholders should expand participation and engagement with other organizations to build relationships which may benefit revitalization in the Naranja redevelopment area by attracting new businesses, attracting new customers, and expanding the positive awareness of the Naranja area:*
    - *Commercial and residential realtor*
    - *Lending institutions*
    - *Area assets*
    - *Tourism and economic development organizations such as the GMCVB, South Dade Economic Development Council, local and regional chambers of commerce, the International Council of Shopping Centers, the Urban Land Institute Southeast Florida Council, the Beacon Council, and the Florida Department of Economic Opportunity.*

15.3. Financial Resources

- *Determine the viability of resources that may provide additional funding to support implementation of this plan and supplement (and eventually replace) increment revenue, including:*
    - **Private Investment**: Many CRAs and other districts design business attraction programs with developer entitlements and financial incentives in mind to fund public improvements and infrastructure with private investment.
    - **Community Benefits**: Municipalities routinely partner with developers to encourage design and/or construction of parks and other public facilities and infrastructure projects providing community benefit.
    - **Revenue Sharing:** Through Public Private Partnerships, CRA's frequently participate in revenue sharing projects for long-term benefits and self-sustainability.
    - **Transit Oriented Development Funding:** The County will issue an RFP for a long-term lease for development of transportation sites along the Busway and US1 at 296^{th} Street, which will attract private funding.
    - **Community Development Block Grants:** CDBG is available for eligible projects through Miami Dade County. The program funds can be used to build community facilities, roads, parks; to repair or rehabilitate housing, to provide new or

increased public services to residents or to fund initiatives that generate or retain new jobs.

- **Housing and Urban Development Grants and Loans:** The US Department of Housing and Urban Development (HUD) provides low-interest loans to local governments for the implementation of capital projects for revitalization and economic development, including streetscape and infrastructure improvements. These loans can be supplemented by Economic Development Initiative (EDI) grants from HUD.
- **Department of Economic Opportunity Grants:** The Florida Department of Economic Opportunity (DEO) provides grants to local governments for the planning and implementation of economic development initiatives. Grants are usually in the $40,000 range.
- **Business Improvement District:** This is a long-term goal. With a BID in mind down the road, the CRA’s business retention and attraction program should focus on businesses and building relationships for implementation. A BID can provide funding support for the continuity of some CRA programs after the CRA sunsets and increment revenue is no longer available.
- **Industrial Development Authority Revenue Bonds:** The Miami Dade County IDA provides revenue bond financing to eligible capital projects.

Section 7. Financial Projections

Successful redevelopment is accomplished through the generation of Tax Increment Revenue, which is then reinvested into the area through the implementation of the Redevelopment Plan. The Redevelopment Plan should identify initiatives that will foster economic development which drives the growth of Tax Increment Revenue, especially in the initial stages of a CRA.

Tax Increment Revenue

15.3.1. <u>Current Property Values – Original Area</u>

- Base Year Value $131,292,949
- 2015 Taxable Value $310,415,223
- 2016 Taxable Value $339,018,262
  - 2016 Increment Value................................... $207,725,313

15.3.2. <u>Current Property Values – Expansion Area</u>

- 2016 Value $448,874,548

Tax Increment Revenue Projections

Implementation of the CRA Plan is projected to generate approximately $60 million in net new property taxes between FY 2017 and FY 2032 ($37 million net present value).

	Original CRA	Expansion Area	Total TIF
2016	$ 1,301,490	$ -	$ 1,301,490
2017	$ 1,365,213	$ 84,372	$ 1,449,585
2018	$ 1,430,848	$ 171,275	$ 1,602,123
2019	$ 1,498,452	$ 260,785	$ 1,759,237
2020	$ 1,568,084	$ 1,292,797	$ 2,860,880
2021	$ 1,639,804	$ 1,415,952	$ 3,055,757
2022	$ 1,713,677	$ 1,542,803	$ 3,256,480
2023	$ 1,789,765	$ 1,673,459	$ 3,463,224
2024	$ 1,868,136	$ 1,808,035	$ 3,676,171
2025	$ 1,948,859	$ 1,946,647	$ 3,895,506
2026	$ 2,032,003	$ 2,089,419	$ 4,121,422
2027	$ 2,117,641	$ 2,236,473	$ 4,354,114
2028	$ 2,205,849	$ 2,387,939	$ 4,593,788
2029	$ 2,296,702	$ 2,543,949	$ 4,840,652
2030	$ 2,390,282	$ 2,704,640	$ 5,094,921
2031	$ 2,486,668	$ 2,870,151	$ 5,356,819
2032	$ 2,585,947	$ 3,040,627	$ 5,626,574

Total TIF	**$ 60,308,743**
Net Present Value	**$ 36,920,534**

Projected Implementation Costs: $36,920,534 Net Present Value for the period FY 2017-2033

Business Attraction - $3,235,000

Capital Projects - $11,925,000

Incentives - $2,225,000

Commercial Grants - $1,850,000

Maintenance - $2,050,000

Housing and Neighborhoods – $10,475,965

Security Programs – $4,600,000

Administration - $1,639,883

Projected Timeline: 2017 through 2033

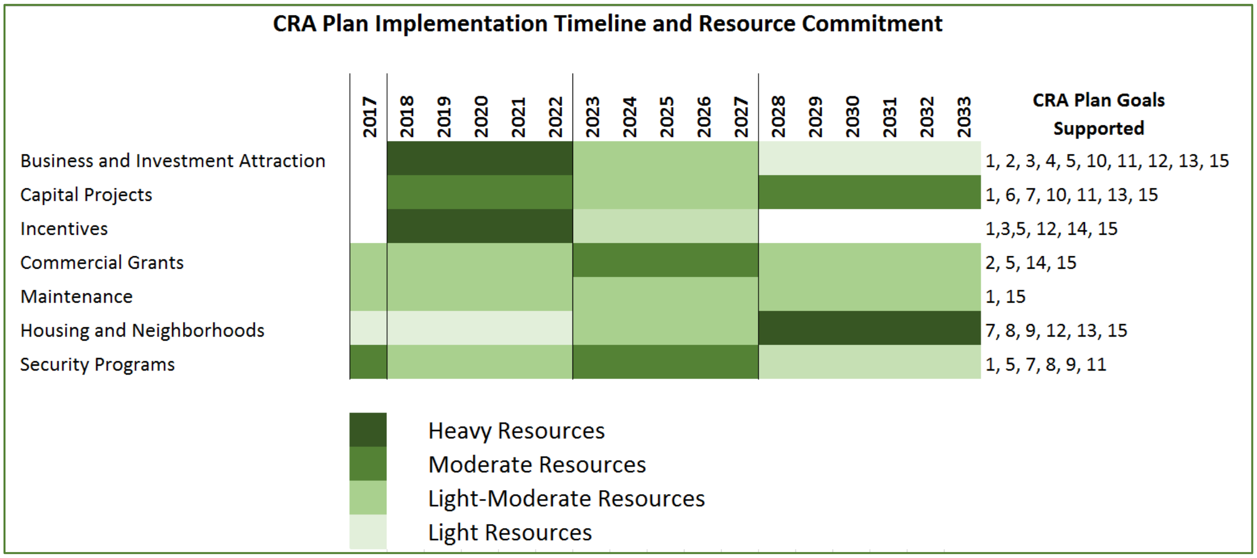
The projected timeline focuses on implementing those initiatives that will drive tax roll and tax increment growth in the early years, to ensure that sufficient resources are available for capital and neighborhood projects throughout the remainder of the CRA's term. The following chart illustrates the general level of support that each strategy area should receive in order to grow Tax Increment Revenue and for successful plan implementation.

Early Years - Since new investment is the best opportunity to grow revenue, business and investment attraction and incentives that support new investment are important, especially in the early years of a plan. Capital projects and infrastructure projects that support new investments are also important at this time. Commercial grants remain important to support small business and assist their efforts to capitalize on the new investment that is occurring. Maintenance of CRA-funded improvements is important as well. Housing, neighborhoods and security still need attention, but the focus should be on attracting investment that supports long-term success of the plan.

Middle Years – After new investment has begun, and the corresponding increases in the Tax Increment Revenue have been realized, the CRA should focus on stabilization of the area, by increasing efforts related to the residential investment and quality of life, maintaining and building on successes in the safety and security area, and supporting small businesses and entrepreneurs. These efforts will support long-term stability and growth of the tax base.

Later Years and CRA Sunset – As tax base growth is realized and additional increment revenue resources are available, the CRA should focus on those efforts which rely on increment revenue, rather than those which help create it. These are the years in which the CRA area needs to be put into a position to succeed following the sunset of the agency and the increment revenue source, so special emphasis is placed on implementing the plan strategies for public infrastructure, neighborhood, public space, and quality of life improvements which support revitalization.

The deeper the color green in the following chart, the greater the recommended level of support for that strategy area during that time period, as discussed above.



This timeline supports the plans goals which are listed below.

- **Goal #1:** Reduce slum and blight in the CRA
- **Goal #2:** Create viable Commercial Corridors within the CRA.
- **Goal #3:** Support and recruit “target” commercial, cultural and light industrial uses/industries within the CRA.
- **Goal #4:** Incorporate the cultural arts, education and recreation as critical components of Economic Development.
- **Goal #5:** Reposition the greater Naranja Lakes area to enhance and encourage private investment and consumer spending.
- **Goal #6:** Coordinate roadway, sidewalk, landscaping, infrastructure, open space and community enhancement improvements.
- **Goal #7:** Support Neighborhood Improvement initiatives to reduce slum and blight conditions in residential neighborhoods.
- **Goal #8:** Work with the private sector to create a “Healthy Mix” of Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing.
- **Goal #9:** Work with Miami-Dade County and its affordable housing partners to encourage development and renovation of Affordable, Workforce, and Mixed-Income Housing.

- **Goal #10:** Encourage safe, convenient, efficient and effective motorized and alternative-means transportation and transit systems throughout Naranja.
- **Goal #11:** Create efficient and attractive parking to support retail, restaurant, cultural, office and industrial facilities within the redevelopment area.
- **Goal #12:** Encourage and support sound and redevelopment-friendly Land Use Regulations within the CRA.
- **Goal #13:** Use Powers of Borrowing, Land Acquisition & Disposition to further Redevelopment Goals & Initiatives.
- **Goal #14:** Provide Economic Incentives and other support for projects that further Redevelopment Goals & Initiatives.
- **Goal #15:** Identify and pursue resources for successful implementation of CRA plan initiatives.

CRA Exit Strategies

The goal of CRAs is to stimulate and change market conditions, and to provide catalysts and investments that promote private investment and redevelopment. As plan implementation occurs and initiatives move forward, success will depend on strong leadership and project management, with a goal of reducing and eventually eliminating the need for tax increment funding support. This plan has identified several additional and alternative funding mechanisms that may be available to continue public and private redevelopment initiatives.

Additionally, the CRA should identify certain metrics and measures which indicate progress toward the redevelopment goals, and which will ultimately guide any policy decisions on whether the CRA should be terminated prior to its expiration in 2033, if extension of the CRA beyond 2033 is warranted, or if a change in the distribution of increment revenue should be explored.

CRA Performance and Progress Metrics and Measures:

- Tax base growth and increase of increment revenue
- New business starts
- Consumer and business perception survey results
- Retail sales change
- Household income change
- Private investment levels
- Number of requests for and/or need for CRA incentives for project feasibility
- Public investment and capital project completions
- Change in the crime rate
- Transfer of successful program responsibility to partner organizations
- Successful utilization of the alternative funding mechanisms

The above measures should be established by the CRA Board, tracked and reported by CRA staff, and monitored by Miami Dade County staff.