Naranja Lakes
Community Redevelopment Agency

REGULAR MEETING OF THE BOARD OF COMMISSIONERS
NARANJA LAKES COMMUNITY CENTER
27555 SW 140TH AVENUE NARANJA, FL
Thursday February 13, 2025
7:00 PM – 8:30 PM

I. Meeting Call to Order, Roll Call, Chairman Remarks   Chairman Lordeus

II. Reasonable Opportunity for the Public to be Heard   Chairman Lordeus

III. Approval of Agenda

IV. Approval of Minutes
- January 16, 2025, Regular Meeting

V. Action Items:
   a. Resolution of the Board to approve a Finding of Necessity expanding the redevelopment area commencing at the intersection of SW 268th Street and SW 112th Avenue, the CRA expansion boundaries extend south to the canal right adjacent to the Air Base strip, then west to Flight Line Road/Bikini Boulevard, then southwest to Coral Sea Boulevard, then north to SW 288th Street/Biscayne Drive, then west to Florida's Turnpike, then north to SW 268th Street, then east to commencing intersection.
   b. Resolution of the Board to approve an expansion of life for the Naranja Lakes Community Redevelopment Area from 2033 to 2039.
   c. Resolution of the Board to approve the amended redevelopment plan to include the Finding of Necessity extending the boundaries and the expansion of life.
   d. Resolution of the Board to approve an offer for purchase of property address 27525 S Dixie Highway.
   e. Resolution of the Board to approve the FY 23/24 Annual Report

VI. Discussion Items:

VII. Proposed Next Meeting Date & Adjournment
   a. April 17, 2025 at 7:00pm

Regular Board Meeting Minutes – January 16, 2025 – 7:00 P.M.
Naranja Lakes CRA Community Center
27555 SW 140th Avenue., Naranja, FL

Meeting Call to Order, Roll Call, Chairman Remarks

Board Member Lordeus called the meeting to order at 7:02 P.M. Roll Call was as follows:

- Present: Derrick Lordeus, Cornelius Shiver, and Derek Sippio,
- Absent: Danny Olgetree and Erick Caceres
- Miami-Dade County Staff Present: Vivian Cao, Assistant Director, Office of Management and Budget (OMB); Jason E. Rodriguez, Business Analyst Manager
- CRA Staff Present: Krystal Patterson, Executive Director
- Joined by Telephone - Steve Zelkowitz - CRA Attorney, Taylor English Duma LLP

Mr. Zelkowitz stated that he could not find any legislation that prohibits the action taken by the Board at the November meeting to appoint Mr. Lordeus as Chair of the Naranja Lakes CRA Board, and therefore the action taken by the Board should stand.

Open Forum for Public Comments

Mr. Lordeus opened the forum for the public to have a reasonable opportunity to be heard. Mr. Stuart Archer, 7340 S.W.132nd Street, shared that his term as CRA Board Member expired and that he met with Commissioner Cohen Higgins staff to seek reappointment. He indicated that Mr. Zelkowitz advised that he could not participate in the meeting until such reappointment was effective. Mr. Archer emphasized the need to build adequate parking at the Community Center. He distributed copies of a parking sketch the County's Internal Services Department prepared in 2016. He asked the Board to reconsider the parking project for the community center. Mr. Archer also indicated that there are vacant lot along SW 145 Avenue that were part of the Mandaring Lakes Development but were never developed due to the Housing crisis. He mentioned that the land is now owned by Larkin Hospital, who were going to build a Medical Training Facility that also did not materialize. He stated that CRA should negotiate with Larkin to purchase the land for future housing projects.

<u>Approval of Agenda</u>

Mr. Shiver moved to approve the meeting Agenda. The motion was seconded by Mr. Sippio. Motion passed unanimously.

<u>Approval of Minutes</u>

Mr. Shiver moved to approve the Naranja Lakes CRA November 21, 2024, meeting minutes. The motion was seconded by Mr. Sippio. Motion passed unanimously.

<u>Action Items</u>

A. Resolution of the Board to amend the existing contract with Business Flare to include a Finding of Necessity to expand the redevelopment area as well as to expand the life of the redevelopment area to 2039.

Ms. Patterson read the resolution into the record:

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY, APPROVING THE EMPLOYMENT OF BUSINESS FLARE LLC TO PROVIDE PROFESSIONAL SERVICES AS A TECHNICAL EXPERT IN CONNECTION WITH THE PREPARATION OF THE FINDING OF NECESSITY FOR THE EXPANSION OF THE COMMUNITY REDEVELOPMENT AREA AND AN ASSESSMENT OF NEED TO EXTEND THE LIFE OF THE NLCRA; AUTHORIZING THE EXECUTIVE DIRECTOR AND NLCRA ATTORNEY TO NEGOTIATE AND FINALIZE A PROFESSIONAL SERVICES AGREEMENT WITH BUSINESS FLARE LLC FOR THE PREPARATION OF THE FINDING OF NECESSITY FOR THE EXPANSION OF THE COMMUNITY REDEVELOPMENT AREA AND AN ASSESSMENT OF NEED TO EXTEND THE LIFE OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY IN AN AMOUNT NOT TO EXCEED FIFTY TWO THOUSAND FIVE HUNDRED AND 00/100 DOLLARS ($52,500.00) PLUS AN HOURLY FEE TO ATTEND GOVERNMENTAL MEETINGS; AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE THE PROFESSIONAL SERVICES AGREEMENT WITH BUSINESS FLARE LLC; AUTHORIZING THE EXECUTIVE DIRECTOR TO TAKE ALL ACTION NECESSARY TO IMPLEMENT THE TERMS OF THE PROFESSIONAL SERVICES AGREEMENT WITH BUSINESS FLARE LLC; AND PROVIDING AN EFFECTIVE DATE

Ms. Patterson stated that Business Flare is currently contracted by the Office of Management and Budget, at the direction of the CRA Board, to complete a redevelopment plan amendment. She explained that the resolution for consideration is a separate agreement between the Agency and Business Flare to conduct a Finding of Necessity to consider expanding the boundaries of the redevelopment area. She indicated that this separate agreement would slow down completion of the redevelopment plan until such a time the Board can consider whether to expand the boundaries and complete a redevelopment plan for the entire area.

Mr. Kevin Crowder, BusinessFlare founder, stated that the boundaries for expansion consideration are generally 260th Street on the north, 119th Avenue on the east, 280th Street on the south, and the Florida Turnpike on the west. Generally, the area is north of the Air Reserve Base. He stated that he is working with the County attorney office to define the exact southeast boundary.

In response to a question from Mr. Shiver regarding the proposed expansion demographics, Ms. Patterson stated that she received information from the County, but preferred BusinessFlare to confirm its accuracy before distributing it to the Board. Mr. Shiver stated that he favors taking out debt to finance future projects. He noted that issuing revenue bonds have an immediate impact

that can bring money right away into the area. Mr. Crowder stated that it would be a decision made by the Board and the Board's governing body, the Board of County Commissioners.

He stated that his team already completed preliminary work relating to the area. He anticipates completing the Plan and provide it to the County by February 6th and that he will provide the executive director with a finding of necessity draft sooner. He stated the area meets the Florida Statute definition of slum and blight.

Upon discussion, the Board agreed to present the Finding of Necessity to the public at a meeting on February 13th starting at 5:00 pm to be followed by a Board Regular Meeting at 7:00 pm.

Mr. Sippio moved to adopt the resolution as presented. The motion was seconded by Mr. Lordeus. Motion passed unanimously.

B. Land acquisition for property address 27525 S Dixie Highway

Ms. Patterson explained that the land acquisition property for Board's consideration is adjacent to the property the CRA is already under contract to purchase at 27501 South Dixie Highway.

Ms. Mionsha Gay, South Florida Real Estate Group, Inc. provided an overview of the property as included in the agenda packet; a retail space consisting of three buildings along the US1 business corridor. The buildings were built in 1988 and are due for renovations. They are zoned as mixed-use. Ms. Gay stated there are twenty-one business on month-to-month contracts; bringing in a monthly revenue of $34,298. Ms. Gay noted that the other property is a dilapidated building, but this one will require management of the current business tenants until the CRA is ready to develop the property.

Mr. Shiver asked whether there is a property management handling the businesses, noting that it will be an expense to the CRA if those services are needed. He noted there will be some other cost associated such as taxes that need to be considered before making a decision.

Ms. Patterson stated that she was asking the Board for direction to whether the Board would entertain the purchase of the property so she and Mr. Zelkowitz can conduct the due diligence. Mr. Shiver stated that the Board needs more information when considering complex items, such as having business owners on property for purchase consideration.

Ms. Patterson clarified that the information for Board's consideration is not to be a business landlord, but the opportunity to acquire a property adjacent to a property already under contract, so both properties can be assembled for a future development.

Mr. Shiver stated that if the business owners were aware the property was under purchase consideration, they would be lined up in front of the CRA making their pitch for their businesses. He expressed concerns about displacing business owners in the CRA.

Ms. Patterson stated this is an introductory item seeking further research into the possibility of purchasing the property. Mr. Zelkowitz stated that the Board's next action would be either more information or a contract to purchase the property.

Mr. Lordeus made a motion to approve the purchase of the property. The motion was seconded by Mr. Shiver. Motion passed 2 in favor (Shiver, Sippio) 1 against (Lordeus).

C. **Resolution of the Board to authorize administrative approval on items in an amount not to exceed $25,000.00.**

Ms. Patterson read the resolution into the record:

> A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY, AUTHORIZING THE EXECUTIVE DIRECTOR TO PROCURE GOODS AND SERVICES UP TO AND INCLUDING TWENTY-FIVE THOUSAND AND 00/100 DOLLARS ($25,000.00) PER PURCHASE OR CONTRACTUAL AGREEMENT; AND PROVIDING AN EFFECTIVE DATE.

Mr. Zelkowitz stated that it is a CRA standard practice to have the ability to make purchases without having to come to the Board for approval. Mr. Shiver noted that the resolution was missing a direct reference between the authorized $25,000 and the CRA adopted budget. Mr. Zelkowitz clarified that expenditures will be relating to those activities to address slum and blight established in the budget. He offered as examples expenses relating to workshops and disseminating information about projects.

In response to a question from Mr. Shiver regarding whether funds could be expended that are not in the budget, Ms. Cao stated that the budget contains line-item categories, and that Ms. Patterson should be able to spend funds within those categories.

Mr. Lordeus moved to approve the resolution. The motion was seconded by Mr. Sippio. Motion passed unanimously.

Discussion Items

There were no discussion items for consideration.

Proposed Next Meeting Date & Adjournment

The next meeting will be held on February 13th, 2025. The meeting was adjourned at 7:54 P.M.

Finding of Necessity For Proposed Expansion Area For Naranja Lakes Community Redevelopment Agency

Miami-Dade County, Florida

DRAFT – WORKING DOC

Photo Taken on January 13, 2025

Prepared For
Miami-Dade County, FL
Naranja Lakes Community Redevelopment Agency ("CRA")
Prepared by
BusinessFlare® ("Consultant")

MIAMI-DADE COUNTY

Community Redevelopment Office

Acknowledgements

This Finding of Necessity report was undertaken by the Naranja Lakes Community Corridor Redevelopment Agency ("Agency") in collaboration with BusinessFlare®, LLC ("Consultant"). Miami-Dade County and the Naranja Lakes CRA are grateful for the many who provided direction and participated in the discussions that led to the implementation of this report. Especially thanks to Commissioner Kionne McGhee of District 9.

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Office of Miami-Dade County Mayor
Mayor Daniella Levine Cava

Miami-Dade County Commission District 9
Kionne McGhee, Commissioner

Naranja Lakes CRA Board Members
Danny Olgetree, Board Member
Derek Sippio, Board Member
Derrick Lordeus, Board Member
Erick Caceres, Board Member
Cornelius Shiver, Board Member

Office of Management and Budget (OMB)
Vivian Cao, Assistant Director

CRA Staff
Krystal Patterson, Executive Director
Steve Zelkowitz, Attorney

Consultant Team
Kevin Crowder, EDP, Founder, BusinessFlare®
Allison Justice, FRA-RP, Sr. CRA Project Manager, BusinessFlare®
Camilo Lopez, FRA-RP, Urban Planner/ Analyst, Strategic Economic Designer, BusinessFlare®
Alicia Alleyne, FRA-RP, Redevelopment Coordinator and Real Estate Professional, BusinessFlare®

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BUSINESS FLARE®

MIAMI-DADE COUNTY

Community Redevelopment Office

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List of Exhibits

1. Executive Summary

This report examines the proposed expansion of the Naranja Lakes Community Redevelopment Area (CRA), conducted in accordance with Chapter 163.355, Florida Statutes, to determine whether the identified area meets the statutory criteria for a "blighted area" under Chapter 163.340(8). The analysis focused on documenting evidence of deteriorating conditions, economic distress, and other adverse factors as defined in the statute.

The data analysis confirms that the proposed expansion area meets the statutory definition of a "blighted area" due to the presence of multiple qualifying conditions under Chapter 163.340(8). These findings justify the need for inclusion within the Naranja Lakes CRA to facilitate targeted redevelopment efforts. Furthermore, interlocal agreements or resolutions from all taxing authorities will be pursued to formalize the determination of blight, as required by the statute.

The proposed expansion area for the Naranja Lakes CRA was found to meet **five (5) qualifying criteria** for a "blighted area" as defined under Chapter 163.340(8), Florida Statutes. These criteria include:

1. **Unsanitary or Unsafe Conditions:** The area exhibits significant health and safety hazards.
2. **Adverse Environmental Conditions:** Government-owned properties show environmental damage caused by public or private activities.
3. **Deterioration of Site or Other Improvements:** Noticeable decline in property and infrastructure conditions.
4. **Defective or Inadequate Infrastructure:** Issues with inadequate road infrastructure, parking, and public transit.
5. **Faulty Lot Layout:** Issues with street layout, accessibility, and utility adequacy hinder functionality and redevelopment.

These findings substantiate the need for the area's inclusion within the CRA to facilitate targeted redevelopment efforts and address these critical issues.

Map Showing the Proposed Expansion Area of Naranja Lakes CRA (red line) in Relation to the Existing CRA Boundary (blue line).
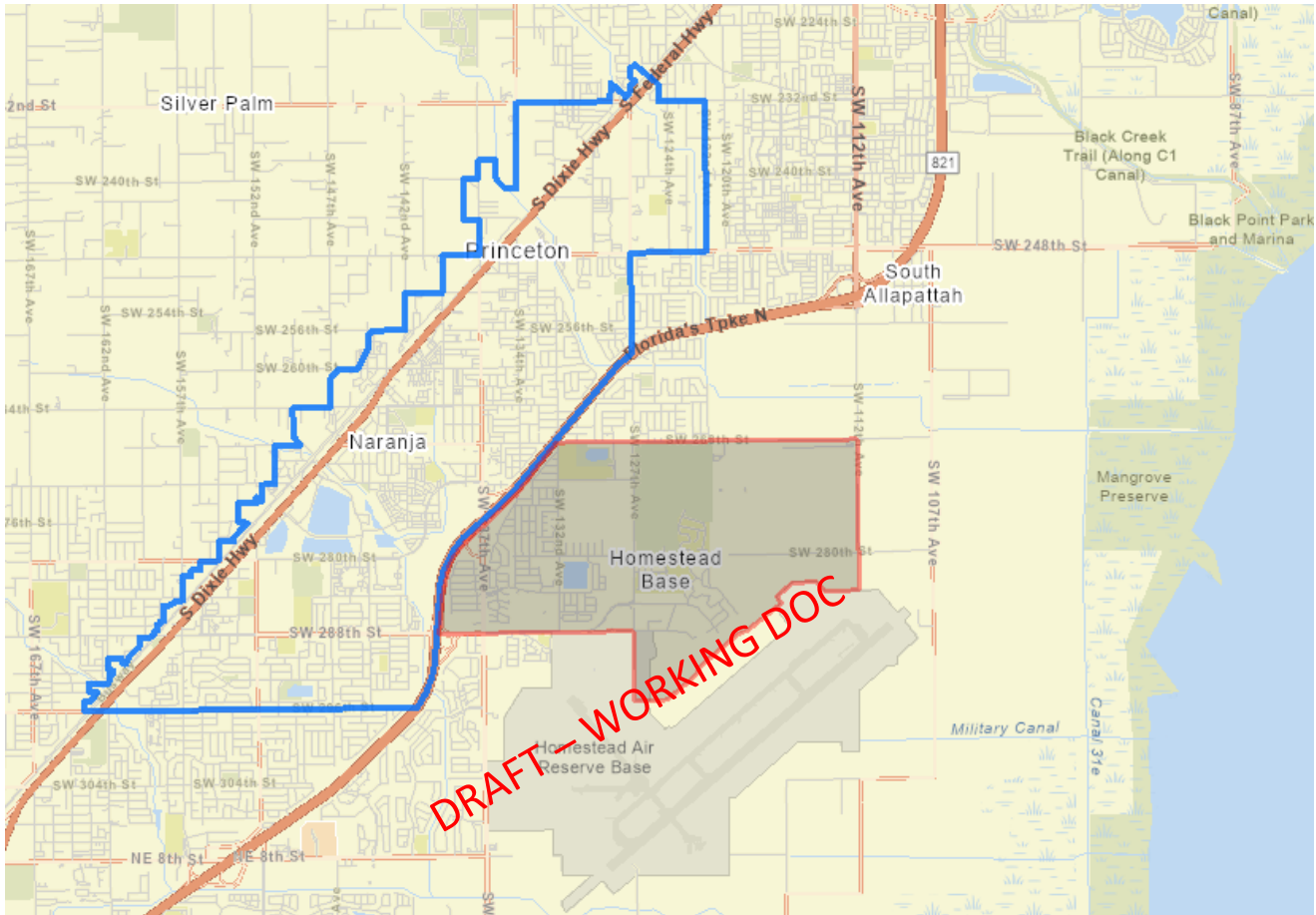
Proposed Expansion Area Acreage (red line): 2,110

Map Showing Commission Districts within Existing Redevelopment Area

District 8 - Commissioner Danielle Cohen Higgens (blue shade)
District 9 – Commissioner Kionne L. McGhee (pink shade)
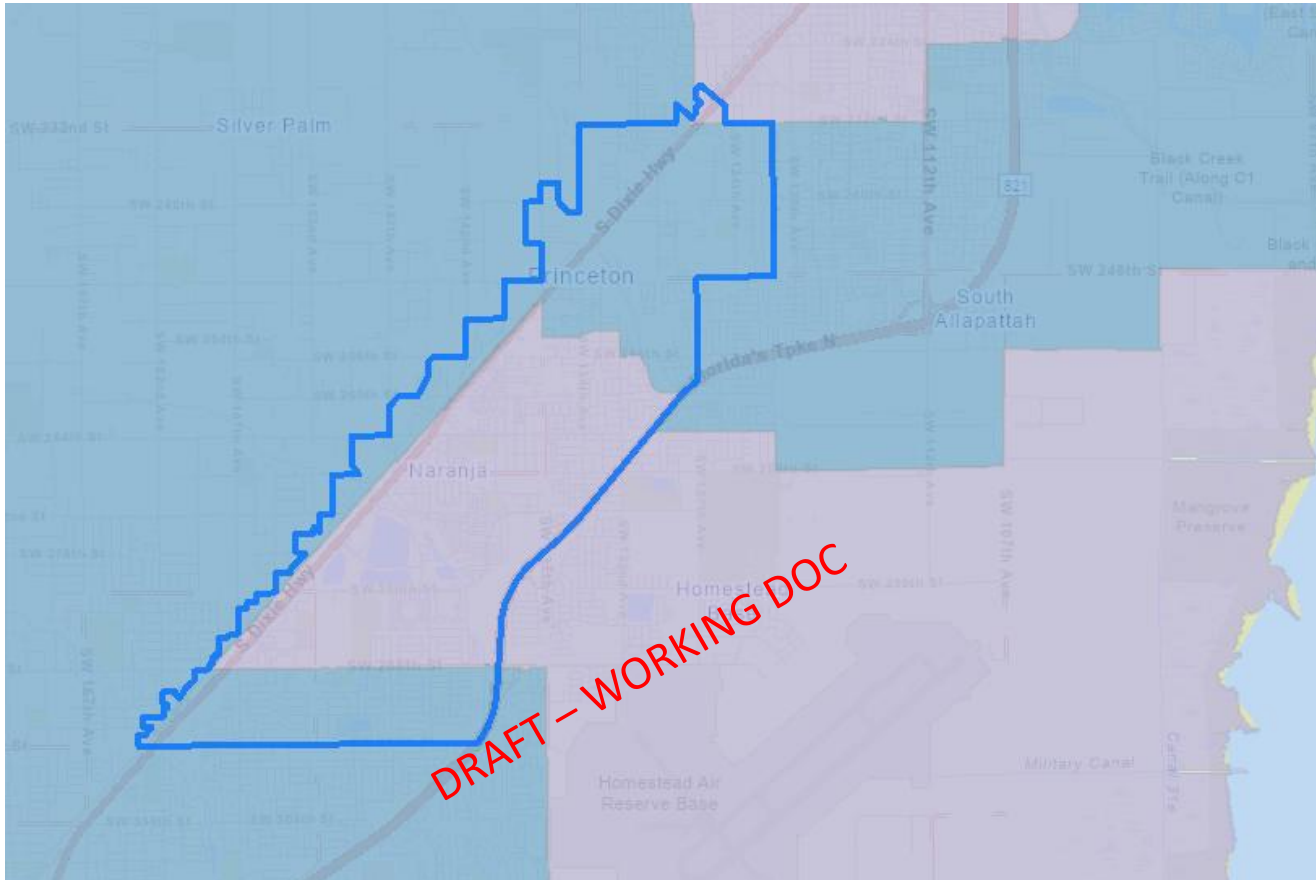
Existing CRA (blue line)

Current CRA Acreage: 4,408.62 or (100%)

District 9 - Commissioner Kionne L. McGhee: 2,091.73 acres or 47.4%

District 8 - Commissioner Danielle Cohen Higgens: 2,316.89 acres or 52.6%

Map Showing Commission District of Expansion Area

District 8 - Commissioner Danielle Cohen Higgens (blue shade)
District 9 – Commissioner Kionne L. McGhee (pink shade)

Expansion Area (red line)

2025 Expansion Area: 2,110 acres   (all within District 9 - Commissioner Kionne L. McGhee)

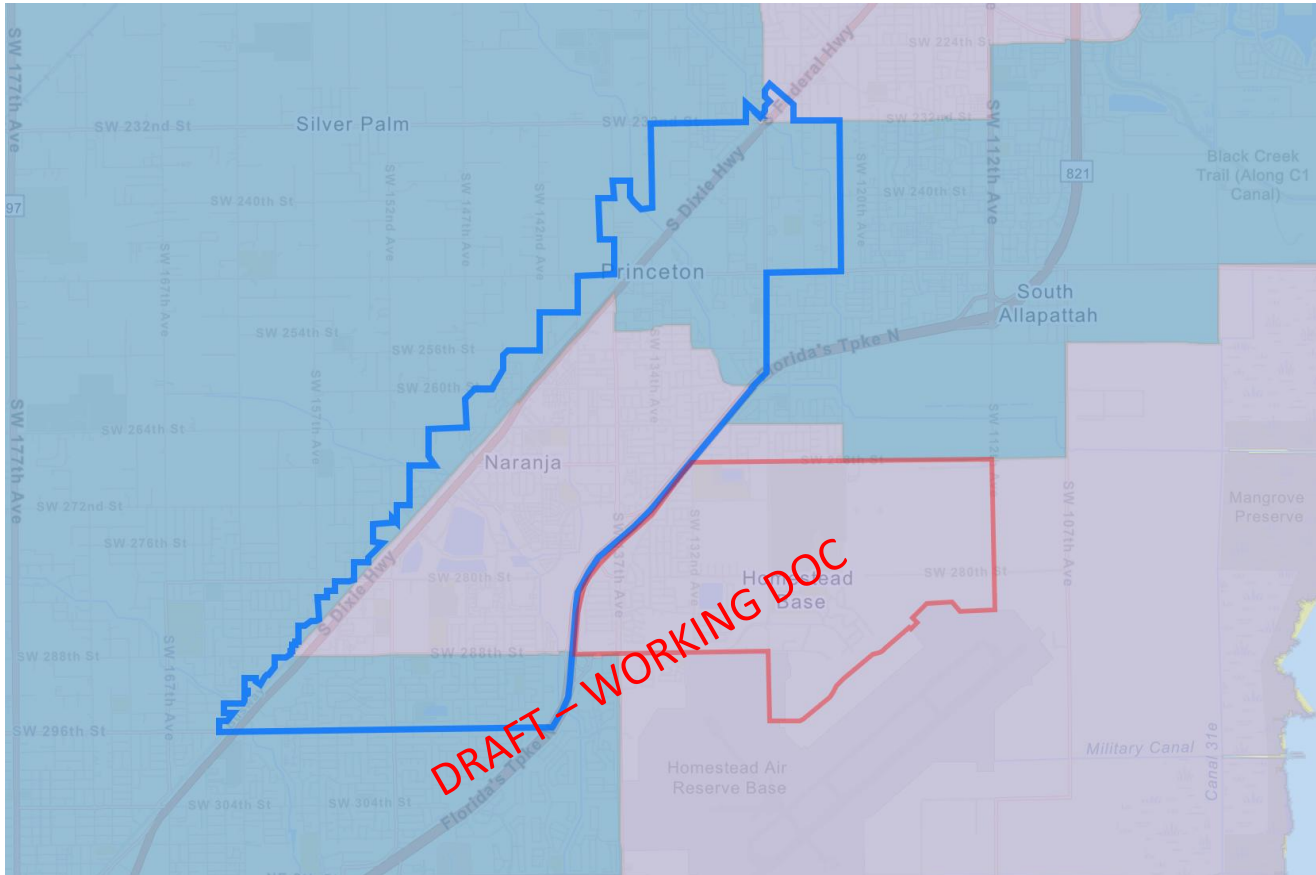### Scenario if New 2025 Potential Expansion Adopted

Total Acreage: 6,518.62 or 100%

District 9 - Commissioner Kionne L. McGhee: 4,201.73 acres or 64.4%

District 8 - Commissioner Danielle Cohen Higgens: 2,316.89 acres or 35.6%

Detailed Map of the Proposed Naranja Lakes CRA Expansion Area Highlighting Hotspots Based on "Blighted Area" Criteria.

General Description:
Commencing at the intersection of SW 268th Street and SW 112th Avenue, the CRA expansion boundaries extend south to the canal right adjacent to the Air Base strip, then west to Flight Line Road/ Bikini Boulevard, then southwest to Coral Sea Boulevard, then north to SW 288th Street/ Biscayne Drive, then west to Florida's Turnpike, then north to SW 268th Street, then east to commencing intersection.

Legal Requirements ("Blighted Area")

Under Section 163.340 Definitions, Florida Statutes, the requirements of the Finding of Necessity are established. This analysis examines the criteria identified below and provides a final recommendation regarding the finding that "Blight" conditions exist in the expansion area.

Blight Determination per Chapter 163.340 (8), Florida Statutes

(8) "Blighted Area" means an area in which there are a substantial number of deteriorated or deteriorating structures; in which conditions, as indicated by government-maintained statistics or other studies, endanger life or property or are leading to economic distress; and in which two (2) or more of the following factors are present:

(a)   Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.
(b)   Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.
(c)   Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.
(d)   Unsanitary or unsafe conditions.
(e)   Deterioration of site or other improvements.
(f)   Inadequate and outdated building density patterns.
(g)   Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.
(h)   Tax or special assessment delinquency exceeding the fair value of the land.
(i)   Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.
(j)   Incidence of crime in the area higher than in the remainder of the county or municipality.
(k)   Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.
(l)   A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.
(m)   Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.
(n)   Governmentally owned property with adverse environmental conditions caused by a public or private entity.
(o)   A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.

Criteria Table

Under Section 163.340 Definitions, Florida Statutes, the requirements of the Finding of Necessity are established. The following table identifies the "Blighted Area" criteria items that were found in the Naranja Lakes CRA proposed expansion area in order to meet the Florida Statute requirements.

	Naranja Lakes CRA
"Blighted Area" Criteria Table per Chapter 163.340(8), Florida Statutes	Expansion Area
(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.	X
(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.	
(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.	X
(d) Unsanitary or unsafe conditions.	X
(e) Deterioration of site or other improvements.	X
(f) Inadequate and outdated building density patterns	
(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.	
(h) Tax or special assessment delinquency exceeding the fair value of the land.	
(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.	
(j) Incidence of crime in the area higher than in the remainder of the county or municipality.	
(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.	
(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.	
(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.	
(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.	X
(o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.	
TOTAL CRITERIA MET	5

Methodology Summary

To ensure compliance with Chapter 163.340 of the Florida Statutes, the consultant team conducted a detailed and comprehensive analysis of the proposed Naranja Lakes CRA expansion area. The methodology included:

- **On-the-Ground Assessment:** Multiple site visits were conducted to document and photograph existing conditions, highlighting physical evidence of blight elements such as deteriorated structures, unsafe conditions, and inadequate infrastructure.
- **Data Collection and Analysis:** The team analyzed county-maintained statistics, real estate data, and other government sources to assess economic indicators, vacancy rates, property values, crime statistics, and housing conditions. This provided quantitative evidence of distress within the area.
- **Expert Evaluation:** The consultant team, composed of senior Florida Redevelopment Association Redevelopment Professionals (FRA-RP), reviewed findings to identify and confirm blight criteria. While the statute requires at least two criteria to define an area as "blighted," the analysis revealed the presence of **five (5) qualifying conditions** in the proposed expansion area.
- **Comprehensive Documentation:** Findings were clearly documented, with supporting data and visual evidence, to demonstrate the necessity for community redevelopment. The report outlines how these conditions, if left unaddressed, could lead to further economic and social decline.
- **Adherence to Legal Requirements:** The study followed all procedural and statutory requirements, including compliance with public meeting provisions outlined in Chapter 163, to ensure transparency and legitimacy in the finding of necessity process.

This methodology substantiates the inclusion of the proposed expansion area within the Naranja Lakes CRA, providing a solid foundation for future redevelopment efforts to address the identified issues.

2. Introduction

The proposed expansion area of the Naranja Lakes Community Redevelopment Area (CRA) is situated in South Miami-Dade County, near the City of Homestead. This area lies east of Florida's Turnpike, immediately adjacent to the existing Naranja Lakes CRA boundary, and represents a logical extension for ongoing public improvements and redevelopment efforts. The location's proximity to the Homestead Air Reserve Base further underscores its significance, both historically and economically, to the surrounding region.

Area Characteristics

The expansion area is predominantly residential, with pockets of commercial activity contributing to the local economy. A notable commercial entity in the area is an Amazon facility, providing regional employment opportunities and economic stability. Despite these strengths, the area faces significant challenges that align with the criteria for a "blighted area" as defined by Chapter 163.340, Florida Statutes.

Key Observations

- **Proximity to the Homestead Air Reserve Base:**
  The area surrounding the Homestead Air Reserve Base exhibits noticeable signs of decline. Numerous abandoned buildings and deteriorating sites reflect years of neglect. This includes visibly dilapidated structures that pose safety concerns and create an atmosphere of economic and social distress.
- **Residential and Commercial Dynamics:**
  While primarily residential, the area's commercial sector is underdeveloped, with limited business diversity. The existing infrastructure supporting these areas is outdated, inadequate, and poorly maintained, which has hindered growth and investment.
- **Connection to Public Improvements:**
  The proposed expansion area offers an opportunity to build on the success of public improvements within the existing CRA. Extending these efforts east of the Turnpike would allow for a cohesive and comprehensive redevelopment plan that addresses shared challenges and leverages prior investments.
- **Potential for Revitalization:**
  The presence of key assets, such as the Amazon facility and proximity to major transportation routes, highlights the area's potential for revitalization. Redevelopment efforts could attract additional investment, enhance property values, and improve the quality of life for residents.

General Economic Profile

Located in southern Miami-Dade County, this area benefits from proximity to key transportation corridors (US-1 and Florida's Turnpike), a growing population, and a strategic location near agricultural hubs and the Florida Keys. However, it faces challenges such as underutilized land, workforce skill gaps, and limited private investment.

Demographic Highlights
- Population: Approximately 35,000 residents in the immediate area.
- Median Household Income: $38,000 (below Miami-Dade County's average of $57,815).
- Unemployment Rate: 6.5% (higher than the county average of 4.8%).
- Key Demographics: Predominantly Hispanic (65%) and African American (30%) populations, with a younger median age of 32 years.
- Economic Context: The area has a mix of residential, commercial, and industrial uses, with the Amazon facility serving as a major employer.

Land and Infrastructure Current State
The area has significant undeveloped and underutilized land, particularly near the CRA boundaries. Infrastructure, including roads and utilities, is in place but requires upgrades to support higher-density development.

Workforce Current State
The workforce is young but lacks the skills required for high-wage industries. Educational attainment is low, with only 15% holding a bachelor's degree or higher. Limited access to vocational training and higher education.

Capital Markets Current State
Access to capital is limited, with few local financial institutions actively investing in the area.

Quality of Life Current State
The area struggles with crime, limited recreational amenities, and a lack of cultural attractions. However, it benefits from affordable housing and proximity to natural assets like Biscayne National Park.

Key Metrics: Crime Rate: 15% higher than the county average.

3. Finding of Necessity Analysis

The proposed expansion area for the Naranja Lakes Community Redevelopment Area (CRA) was thoroughly evaluated by the consultant team to determine the presence of "Blighted Area" as defined under Chapter 163.340, Florida Statutes. This analysis combined reliable data sources, photographic documentation, and official reports from government agencies to establish evidence supporting the need for redevelopment.

Assessment Process

First Site Visit (December 13, 2025): Initial photographs were taken to document physical conditions, including dilapidated buildings, poor infrastructure, and inadequate public spaces.
Second Site Visit (January 8, 2025): Additional photographic evidence was gathered to assess neighborhood dynamics during different times and dates.
Third Site Visit (January 13, 2025): Further documentation of conditions provided a comprehensive understanding of the area's challenges and needs.

Key Findings
The expansion area exhibits numerous indicators of blight:

1. **Unsanitary or Unsafe Conditions:** The area exhibits significant health and safety hazards.
2. **Adverse Environmental Conditions:** Government-owned properties show environmental damage caused by public or private activities.
3. **Deterioration of Site or Other Improvements:** Noticeable decline in property and infrastructure conditions.
4. **High Vacancy Rates:** Residential and commercial vacancies exceed rates in surrounding areas.
5. **Defective or Inadequate Infrastructure and Faulty Lot Layout:** Issues with street layout, accessibility, and utility adequacy hinder functionality and redevelopment.

By addressing these challenges, the proposed expansion of the Naranja Lakes CRA can break the cycle of decline, create sustainable growth, and enhance the quality of life for its residents.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(a) PREDOMINANCE OF DEFECTIVE OR INADEQUATE STREET LAYOUT, PARKING FACILITIES, ROADWAYS, BRIDGES, OR PUBLIC TRANSPORTATION FACILITIES.

Defective Infrastructure:
This photo illustrates defective roadway conditions along SW 132nd Avenue, characterized by a dried-up landscape, missing curbs, and a generally unkempt appearance. These conditions exacerbate issues such as poor drainage, making the area prone to flooding during heavy rains, and create safety concerns for pedestrians and vehicles. The lack of proper maintenance and infrastructure detracts from the overall functionality and aesthetic quality of the roadway, contributing to a sense of neglect.

Cracked Asphalt:
This photo depicts defective roadway infrastructure near the Pine Island housing neighborhood, where cracked asphalt highlights significant neglect and a lack of maintenance. These conditions hinder safe and efficient transportation, increase wear and tear on vehicles, and create potential hazards for pedestrians and drivers alike. The deteriorating roadway reflects broader infrastructure challenges that undermine the area's functionality and visual appeal.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(a) PREDOMINANCE OF DEFECTIVE OR INADEQUATE STREET LAYOUT, PARKING FACILITIES, ROADWAYS, BRIDGES, OR PUBLIC TRANSPORTATION FACILITIES.

Overcrowded Parking:
This photo illustrates inadequate parking conditions in a residential neighborhood, where overcrowded parking has forced vehicles onto the swale area, causing damage to the landscape and compromising drainage infrastructure. These conditions reflect a lack of sufficient and properly planned parking facilities, leading to long-term degradation of public spaces and infrastructure. The visible strain on parking capacity detracts from the neighborhood's functionality and appearance.

Unasphalted Areas:
This photo highlights defective roadway infrastructure conditions, featuring potholes collecting water and unasphalted areas that create safety hazards for drivers and pedestrians. These conditions result in inefficient transportation, increased vehicle wear and tear, and potential flooding risks during heavy rains. The visibly neglected state of the roadways diminishes the area's functionality and overall appearance, discouraging investment and contributing to a sense of decline.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(c) FAULTY LOT LAYOUT IN RELATION TO SIZE, ADEQUACY, ACCESSIBILITY, OR USEFULNESS.

1.5

1.6

Abandoned Lots:
These photos highlight faulty lot layout conditions, characterized by abandoned lots that lack usefulness and accessibility.

These underutilized spaces contribute to inefficiencies in land use, hinder connectivity, and create a negative impression of the area. The presence of such neglected lots discourages investment and development while reinforcing a sense of disrepair and decline.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(c) FAULTY LOT LAYOUT IN RELATION TO SIZE, ADEQUACY, ACCESSIBILITY, OR USEFULNESS.

Dead-End Circulation:
This photo highlights faulty lot layout conditions, characterized by dead-end circulation that restricts accessibility and usefulness of the area. This inefficient design creates challenges for both residents and businesses, limiting mobility and hindering optimal land use. Such conditions can deter investment and development, contributing to a sense of neglect and reducing the functionality of the surrounding area.

1.7

Driveways Lacking Usefulness and Accessibility:
This photo illustrates faulty lot layout conditions, evident in poorly designed driveways lacking usefulness and accessibility. These inefficient layouts contribute to driver confusion, creating challenges for navigation and increasing the likelihood of delays and frustration for those traveling through the area. Such conditions reduce the functionality of the road network, discourage investment, and negatively impact the overall perception of the area.

1.8

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(d) UNSANITARY OR UNSAFE CONDITIONS.

<u>Illegal Homeless Encampment:</u> This photo captures an illegal homeless encampment located near the Home Depot at the intersection of SW 288th Street and Tallahassee Road, a highly trafficked area in the proposed expansion zone of the Naranja Lakes CRA. This location, being central and visible to both residents and visitors, significantly impacts the community's image and perception.

Indicators of Blight in the Photo Unsanitary and Unsafe Conditions: The encampment demonstrates the presence of unregulated living arrangements, which often lack proper sanitation and basic infrastructure. These conditions pose health risks to individuals residing in the camp and the broader community, meeting the unsanitary and unsafe criteria for blight under Florida Statutes.

Impact on Community Perception: Situated in a prominent commercial corridor, this encampment detracts from the area's appearance and may discourage business investment or community engagement. The visible presence of such conditions contributes to a sense of neglect and decline, undermining efforts

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(d) UNSANITARY OR UNSAFE CONDITIONS.

1.11

1.12

<u>Open Trash Transfer Station:</u>
This photo depicts an open trash transfer station located near Moody Drive and SW 132nd Avenue, situated within a residential neighborhood and in close proximity to the Air Base K-8 Educational Center. This facility, in its current state, exemplifies conditions that negatively impact public health, safety, and the quality of life for the surrounding community.

Indicators of Blight in the Photo Unsanitary Conditions:
The presence of exposed waste at the trash transfer station attracts rodents, pests, and vermin, which can carry diseases and pose health hazards. Additionally, foul odors emanating from the site disrupt the daily lives of nearby residents and students, making the environment unpleasant and potentially harmful.

Impact on Residential Quality of Life:
The location of an open trash transfer station within a residential area undermines the community's character and livability. It diminishes property values, discourages investment, and creates a visible indicator of neglect.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(d) UNSANITARY OR UNSAFE CONDITIONS.

1.13

1.14

<u>Fallen Electrically Charged Elements:</u>
This photo depicts unsafe sidewalk conditions near SW 268th Street, where fallen electrically charged elements and downed overhead power lines create significant hazards for pedestrians, particularly children. These conditions pose immediate risks of electrocution or injury and highlight a critical failure in maintaining public safety infrastructure.

The precarious state of the sidewalks and surrounding utilities further diminishes the area's livability and functionality. From a redevelopment professional perspective, this photo provides clear evidence of blight, meeting the unsafe conditions criteria under Florida Statutes.

Addressing these safety issues is vital to protecting residents and enhancing the community's overall well-being.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(d) UNSANITARY OR UNSAFE CONDITIONS.

1.15

1.16

Exposed Trash:
This photo depicts unsanitary conditions near the Pine Island housing neighborhood, where exposed trash is visibly hanging from a tree, creating an unpleasant and unhealthy environment. This not only detracts from the neighborhood's visual appeal but also poses potential health risks by attracting pests and contributing to environmental degradation. Such conditions signal neglect and a lack of proper waste management, meeting the unsanitary criteria for blight under Florida Statutes.

Illegal Dumping:
This photo highlights unsanitary and unsafe conditions throughout the proposed expansion area, with visible illegal dumping and trash left in the public right-of-way, easily seen by passersby. These conditions pose health and safety risks, attract pests, and contribute to an overall sense of neglect in the community. The accumulation of waste in public spaces not only detracts from the area's visual appeal but also discourages investment and community pride.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(e) DETERIORATION OF SITE OR OTHER IMPROVEMENTS.

1.17

Vacant County-Owned Land:
This photo captures deterioration of site conditions along sidewalks near SW 268th Street, showcasing vacant county-owned land with a dried-up landscape, illegal dumping, and general unkempt conditions. These issues create an unattractive and neglected environment that not only detracts from the community's appearance but also discourages potential investment and redevelopment efforts.

1.18

Dated Housing Stock:
This photo highlights deterioration of site conditions and unsafe conditions within a residential neighborhood in the proposed expansion area, showcasing dated housing stock that poses potential safety risks to its inhabitants. These aging structures may lack modern safety standards, increasing vulnerability to structural failure or other hazards, and contribute to declining property values. The visible neglect and substandard conditions discourage reinvestment in the area.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(e) DETERIORATION OF SITE OR OTHER IMPROVEMENTS.

1.19

<u>Unkempt Park Conditions:</u>
This photo captures deterioration of site and other improvements near Pine Island Lake Park, showcasing unkempt park conditions, including dried-up grass and patchy concrete pads. These neglected conditions reduce the park's usability and aesthetic appeal, detracting from its intended role as a community recreational space. The lack of proper maintenance undermines the quality of life for residents.

1.20

<u>Visible Sense of Decay:</u>
This photo illustrates deterioration of site conditions, characterized by building abandonment and the unkempt state of the surrounding site. These conditions reflect neglect and a lack of maintenance, contributing to a visible sense of decay and disinvestment. The abandoned buildings and poorly maintained areas detract from the community's appearance, reduce property values, and discourage further investment or development.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(e) DETERIORATION OF SITE OR OTHER IMPROVEMENTS.

1.21

1.22

<u>Abandoned and Dilapidated Buildings:</u>
These photos captures deterioration of site conditions near the Homestead Air Reserve Base, featuring multiple abandoned and dilapidated buildings and sites that create the impression of a "ghost town". These neglected structures contribute to a sense of decline, leaving a negative impression on residents and visitors while discouraging investment and redevelopment.

The area's state of disrepair highlights the urgent need for revitalization efforts to restore its functionality, safety, and economic viability. These photos provides clear evidence of blight, meeting the deterioration of site conditions criteria under Florida Statutes, and underscores the importance of targeted redevelopment to transform the area into a vibrant and thriving community asset.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(e) DETERIORATION OF SITE OR OTHER IMPROVEMENTS.

1.23

1.24

Decay, Abandonment, and Disinvestment:
These photos depicts abandoned and dilapidated buildings near the Homestead Air Reserve Base, which convey a pervasive sense of decay, abandonment, and disinvestment in the area. These structures, left in disrepair, not only create a negative image but also discourage new investment and development.

The visible neglect undermines community pride, reduces property values, and contributes to the perception of the area as economically and socially distressed.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(e) DETERIORATION OF SITE OR OTHER IMPROVEMENTS.

Abandoned Properties and Buildings:
These photos illustrates site deterioration conditions, showcasing multiple abandoned properties and buildings that visibly reflect disinvestment in the area. These conditions undermine the area's economic vitality, reduce property values, and discourage investment, further perpetuating a cycle of decline.

These photos provides clear evidence of blight, meeting the deterioration of site criteria under Florida Statutes, and emphasizes the need for targeted redevelopment to attract tenants, boost economic activity, and revitalize the community.

1.25

1.26

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(e) DETERIORATION OF SITE OR OTHER IMPROVEMENTS.

1.27

1.28

Real-Time Evidence of Abandoned Buildings:
These photos capture deterioration of site conditions, providing real-time evidence of abandoned buildings that reflect signs of abandonment and missed opportunities for economic development.

These vacant structures contribute to a visible sense of neglect and disinvestment.

This condition undermines economic growth, reduces property values, and discourages potential investors in the area.

The Existence Of Conditions "Blighted Area" Conditions, Criteria Found:
(n) GOVERNMENTALLY OWNED PROPERTY WITH ADVERSE ENVIRONMENTAL CONDITIONS CAUSED BY A PUBLIC OR PRIVATE ENTITY.

1.29

1.30

Adverse Environmental Conditions:
This photo depicts a government-owned property within Homestead Air Reserve Park, showing signs of potential adverse environmental conditions such as neglected land and areas that may require further environmental assessments. These conditions can deter reinvestment and limit the park's potential as a community asset, while raising concerns about possible contamination or other environmental hazards.

The presence of such conditions reflects broader challenges in maintaining and optimizing public spaces for community use.

Addressing these issues is essential to restoring the property's value, ensuring environmental safety, and encouraging redevelopment in the surrounding area.

4. Summary of Findings and Recommendation

This analysis demonstrates a clear and qualifying Finding of Necessity for the proposed expansion of the Naranja Lakes Community Redevelopment Area (CRA) in compliance with Florida Statute 163.355. Comprehensive photographic evidence, data analysis, and field observations reveal the presence of multiple blight criteria as defined under Chapter 163.340 of the Florida Statutes. These findings substantiate the need for targeted redevelopment efforts to address existing issues and foster economic growth in the area.

Key Findings
Unsanitary and Unsafe Conditions:
- Evidence of illegal dumping, exposed trash, and unsafe sidewalks with fallen electrical components, posing health and safety hazards.
- Poor sanitation and infrastructure create public health risks and discourage investment.

Deterioration of Site and Infrastructure:
- Abandoned and dilapidated buildings near the Homestead Air Reserve Base and other locations contribute to a sense of neglect and decay.
- Unkempt parks, cracked roadways, and vacant county-owned properties highlight the need for revitalization.

Abandoned Properties and Buildings:
- Multiple abandoned properties and buildings, confirmed through visit documentation, result in negative image, deterring economic activity and community growth.

Faulty Lot Layout:
- Inefficient and inaccessible lot designs, including dead-end streets and abandoned lots, hinder usability and contribute to driver confusion and delays.

Defective and Inadequate Infrastructure:
- Poorly maintained roadways, inadequate parking, and damaged drainage systems exacerbate flooding risks and reduce the area's functionality and appeal.

Recommendation
The County should formally adopt a resolution under Florida Statute 163.355, affirming the area meets the criteria for blight and requires inclusion in the Naranja Lakes CRA.

Conclusion
These conditions—if left unaddressed—will continue to hinder economic growth, diminish property values, and degrade quality of life. Expanding the Naranja Lakes CRA is a critical step toward reversing these trends, fostering economic revitalization, and improving the overall well-being of the community.

About BusinessFlare

BusinessFlare is a highly qualified consulting firm specializing in redevelopment, revitalization, economic analysis, and urban planning. As a trusted partner to the Miami-Dade County Office of Management and Budget, BusinessFlare provides expert support to the county's Community Redevelopment Agencies (CRAs), offering tailored strategies to drive sustainable growth and improve quality of life within the county.

With headquarters located in North Miami, Florida, BusinessFlare is deeply rooted in the local community, offering unmatched insights into the region's unique economic and urban challenges. Our team is composed of seasoned professionals with expertise in redevelopment and planning, leveraging cutting-edge data analytics and economic modeling to guide impactful decision-making.

Our Services

BusinessFlare provides a comprehensive suite of services, including:
- Finding of Necessity
- Redevelopment Plan Updates
- Revitalization Strategies
- Economic Data Insights and Analytics
- Economic Impact Studies
- Urban Planning and Design

Commitment to Miami-Dade County

As a local firm, BusinessFlare is uniquely positioned to address the challenges and opportunities in Miami-Dade County. Our proximity to the communities we serve allows us to maintain strong relationships with local stakeholders and ensures our recommendations are grounded in the realities of the region. By partnering with the Miami-Dade County Office of Management and Budget, BusinessFlare continues to empower CRAs to achieve their missions, creating vibrant, resilient communities through innovative redevelopment strategies and data-driven insights.

BusinessFlare has extensive experience supporting CRAs throughout Miami-Dade County, delivering measurable results that align with statutory requirements and local objectives. We understand the critical balance between preserving community character and fostering economic growth, and we tailor our approach to meet the specific needs of each project.

Addendum to the 2025 CRA Plan Update

Expansion and Extension of Life of the Naranja Lakes Community Redevelopment Area

BUSINESS **FLARE**®

Naranja Lakes
Community Redevelopment Agency

Contents

1. Executive Summary

Addendum to the 2025 CRA Plan Update
Expansion and Extension of the Naranja Lakes Community Redevelopment Area

This Addendum to the 2025 Naranja Lakes CRA Plan Update outlines a specific redevelopment strategy for the Naranja Lakes CRA Expansion Area, while maintaining alignment with the broader goals and initiatives established in the primary CRA Plan. The expansion represents a strategic opportunity to stimulate economic development, enhance workforce opportunities, and leverage key assets within the newly designated territory.

Purpose of the Addendum
The purpose of this addendum is to address the unique opportunities and challenges within the expansion area, providing a focused framework for targeted redevelopment. This includes an assessment of need, an overview of existing conditions (detailed further in the Finding of Necessity report), and the identification of initiatives and priority projects that will guide future investments.

Expansion Area Overview
The expansion area consists of multiple vacant properties situated near the Homestead Air Reserve Base. These underutilized parcels present significant redevelopment potential, particularly given the area's recent designation as a Spaceport Territory. The expansion area also benefits from proximity to major economic assets, such as the Amazon Distribution Center, offering opportunities to attract workforce talent and stimulate employment growth.

Assessment of Need and Existing Conditions
The Finding of Necessity report highlights the expansion area's current conditions, which include:
• Vacant and underutilized properties in proximity to key transportation corridors.
• Opportunities to address blighted conditions and promote mixed-use development.
• Existing infrastructure challenges that need to be addressed to support new growth.

The Naranja Lakes CRA Expansion Area represents a pivotal opportunity to build upon the momentum established in the original CRA Plan. By targeting redevelopment efforts within this area, the CRA can drive economic growth, create sustainable employment opportunities, and enhance overall quality of life. This addendum serves as a roadmap to ensure that the expansion area contributes to the long-term success and vitality of the Naranja Lakes Community Redevelopment Area.

Key Priority Projects for Expansion Area
While all goals and initiatives from the 2025 CRA Plan will apply to the expansion area, specific focus should be placed on:

1. **Leveraging the Spaceport Designation:** Attract aerospace and technology-related industries to create high-quality jobs.
2. **Redevelopment of Vacant Properties:** Transform vacant land near the Air Reserve Base into productive, mixed-use developments that stimulate local economic activity.
3. **Workforce and Talent Development:** Capitalize on the presence of the Amazon Distribution Center to support logistics, warehousing, and related industries while expanding vocational training and workforce housing options.
4. **Infrastructure and Transportation Improvements:** Upgrade infrastructure to support new development, improve connectivity, and enhance mobility options for residents and businesses.

Here is a conceptual representation of transforming vacant land near the Homestead Air Reserve Base into vibrant mixed-use developments, blending aerospace facilities with residential, retail, and rural community spaces to drive local economic activity.

Map Showing the Proposed Expansion Area of Naranja Lakes CRA (red line) in Relation to the Existing CRA Boundary (blue line).
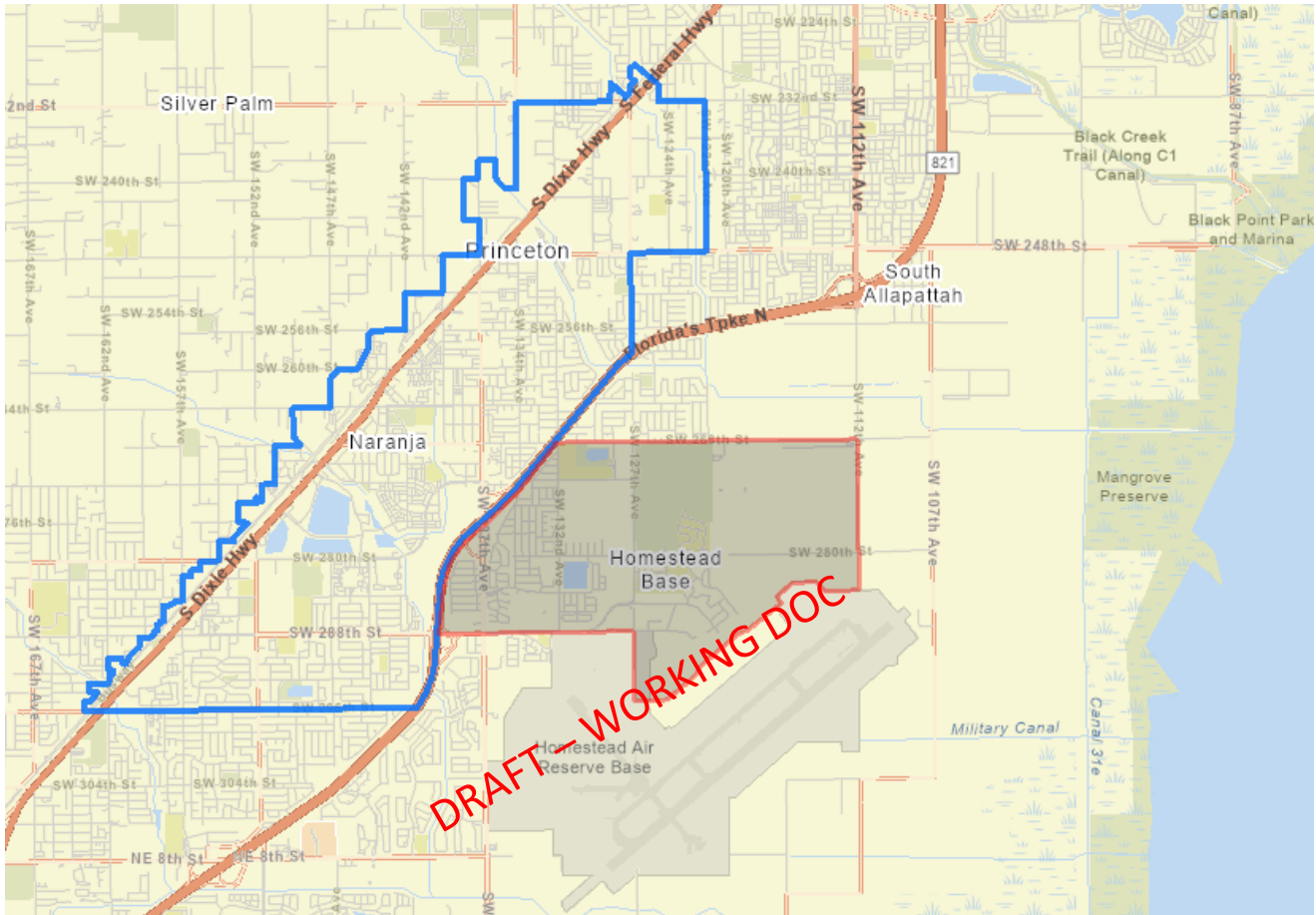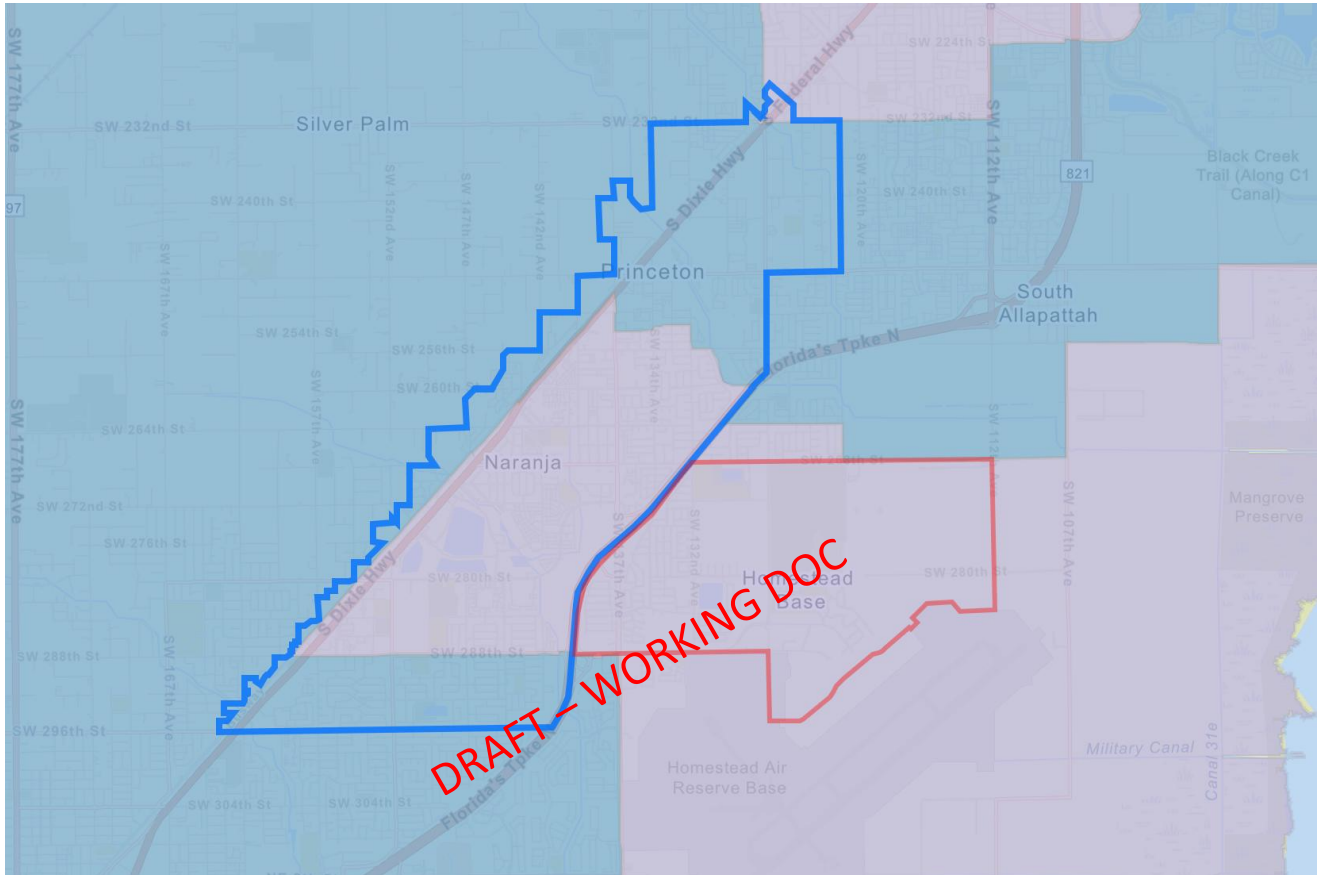

Proposed Expansion Area Acreage (red line): 2,110

Current CRA Acreage (blue line): 4,408.62

Map Showing Commission District of Expansion Area

District 8 - Commissioner Danielle Cohen Higgens (blue shade)
District 9 – Commissioner Kionne L. McGhee (pink shade)

Expansion Area (red line)

2025 Expansion Area: 2,110 acres (all within District 9 - Commissioner Kionne L. McGhee)
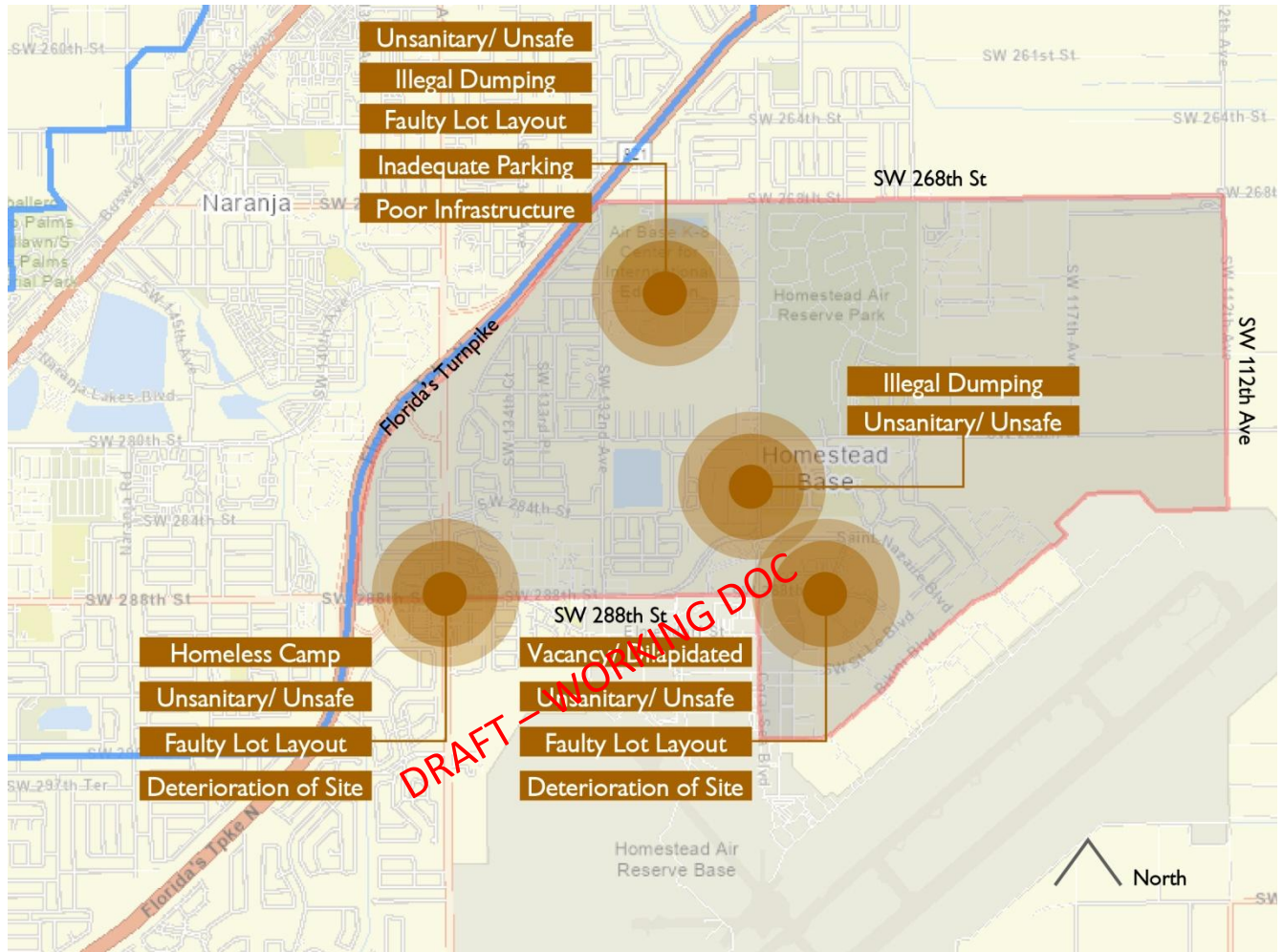
Scenario if New 2025 Potential Expansion is Adopted

Total Acreage: 6,518.62 or 100%

District 8 - Commissioner Danielle Cohen Higgens: 2,316.89 acres or 35.6%

District 9 - Commissioner Kionne L. McGhee: 4,201.73 acres or 64.4%

Detailed Map of the Proposed Naranja Lakes CRA Expansion Area Highlighting Hotspots Based on "Blighted Area" Criteria.

General Description:

Commencing at the intersection of SW 268th Street and SW 112th Avenue, the CRA expansion boundaries extend south to the canal right adjacent to the Air Base strip, then west to Flight Line Road/ Bikini Boulevard, then southwest to Coral Sea Boulevard, then north to SW 288th Street/ Biscayne Drive, then west to Florida's Turnpike, then north to SW 268th Street, then east to commencing intersection.

2. Assessment of Need

Miami-Dade County Requirements for an Extension of life of a CRA
The County has set forth the following criteria for an assessment of need (Assessment), which will be submitted by any community redevelopment agency (Agency) requesting an extension to the life of the Agency and community redevelopment area (Area). The Assessment is included within this Amendment to the Community Redevelopment Plan, and the elements of the Assessment can be found in the sections identified below.

A. ASSESSMENT OF NEED: ANY AGENCY REQUESTING AN EXTENSION SHALL PROVIDE THE BOARD AN ASSESSMENT THAT SHALL INCLUDE THE FOLLOWING INFORMATION:

1. Reason for the Extension:
This proposed Redevelopment Plan Amendment identifies updated Redevelopment Goals and Initiatives to continue to eliminate the conditions of blight that exist within the Naranja Lakes CRA through the implementation of a comprehensive redevelopment program, and to continue to implement revitalization and redevelopment efforts in response to recent challenges.

2. Current condition(s) of slum in the Area, as defined by Chapter 163.340 (7):
Blight conditions were evaluated rather than slum, consistent with Chapter 163.

3. Current condition(s) of blight in the Area, as defined by Chapter 163.340 (8):
The proposed expansion area of the Naranja Lakes CRA exhibits multiple indicators of blight as defined by Chapter 163.340(8), Florida Statutes. A thorough assessment of physical conditions, economic factors, and public safety concerns confirms the presence of at least five qualifying criteria for blight, justifying the need for redevelopment intervention.

Key Blight Conditions Identified
• Defective or Inadequate Street Layout and Infrastructure *(163.340(8)(a))*
  o Deteriorating road conditions, including cracked asphalt, missing curbs, and lack of proper drainage, contribute to flooding hazards and unsafe pedestrian access.
  o Overcrowded parking forces residents to park on swales, damaging landscaping and exacerbating infrastructure decline.
  o Public transportation access is limited, reducing mobility options for low-income residents.

- Unsanitary or Unsafe Conditions *(163.340(8)(d))*
  - Illegal dumping and exposed waste are widespread, attracting pests and creating public health risks.
  - Fallen electrically charged power lines and unsafe sidewalks pose serious hazards to pedestrians, particularly children and elderly residents.
  - An illegal homeless encampment near a major commercial corridor deters business investment and creates sanitation concerns.

- Deterioration of Site or Other Improvements *(163.340(8)(e))*
  - Abandoned buildings and vacant structures create a sense of neglect and economic stagnation.
  - Unkempt public spaces and vacant county-owned land contribute to blight and discourage reinvestment.

- Faulty Lot Layout and Land Use Deficiencies *(163.340(8)(c))*
  - Many parcels lack proper accessibility, size, or zoning consistency, preventing effective redevelopment.
  - Outdated density patterns create inefficient land use and limit opportunities for modern mixed-use development.

- Government-Owned Property with Adverse Environmental Conditions *(163.340(8)(n))*
  - Several government-owned sites show signs of neglect and environmental degradation, requiring remediation and reinvestment.

4. Total revenues deposited into the trust fund since the inception of the Agency:

NEED INFO ($) FROM COUNTY

5. Types of programs funded for the Area:

The Naranja Lakes Community Redevelopment Agency (CRA) funds a variety of programs aimed at economic development, infrastructure improvements, public safety, and community revitalization. Based on the 2023 Annual Report and 2023-24 Budget, the key funded programs include:

1. **Economic Development & Business Support**
   - Business Development & Job Creation Initiatives ($200,000) – Supports small business growth, workforce training, and local entrepreneurship.
   - Commercial Improvement Grants ($3,000,000) – Helps business owners upgrade storefronts, improve technology, and enhance commercial properties.
   - Major Development Project Planning ($10,000,000) – Allocated for large-scale redevelopment projects that promote economic revitalization.

2. **Housing & Community Revitalization**
    - Housing Projects ($3,000,000) – Focuses on home rehabilitation for low-income, elderly, and disabled homeowners.
    - Committed Development Funding ($5,000,000) – Infrastructure grants for affordable housing projects like Redland Market Village Apartments.

3. **Infrastructure & Beautification**
    - Transportation, Infrastructure & Landscape Enhancement ($150,000) – Includes beautification efforts along major corridors and public spaces.
    - Community Center Property Maintenance ($60,000) – Supports upkeep of public spaces and community gathering areas.

4. **Public Safety & Crime Prevention**
    - Innovative Community Policing ($600,000) – Funds public safety initiatives and crime prevention programs.
    - Illegal Dumping Monitoring & Prevention – Funds the installation of surveillance cameras to reduce illegal dumping.

5. **Strategic Miami Area Rapid Transit (SMART) Plan Contributions**
    - SMART Plan Projects Reserve ($2,666,604) – Supports transit-oriented development and public transportation improvements.

6. **Major projects funded by the Agency:**

The Naranja Lakes Community Redevelopment Agency (CRA) has strategically invested in major redevelopment projects that address housing affordability, economic revitalization, infrastructure improvements, and public safety enhancements. These projects are designed to eliminate blight, attract private investment, and create a more sustainable and vibrant community. By funding affordable housing developments, commercial revitalization initiatives, transit-oriented infrastructure, and crime reduction programs, the CRA ensures that growth benefits both residents and businesses while aligning with long-term redevelopment goals. Below is an overview of the key projects funded by the CRA and their impact on the community.

Redland Market Village Redevelopment ($5,000,000)
- Mixed-use development with 276 affordable housing units.
- Includes redevelopment of the existing Redland Market, a major economic hub.

Illegal Dumping Surveillance Program
- Installation of five surveillance cameras to reduce illegal dumping and improve environmental conditions.

Affordable Housing & Residential Redevelopment ($3,000,000)
- Rehabilitation of homes for low-income, elderly, and disabled residents.

Commercial Business Improvement Grants ($3,000,000)
• Provides funding for small businesses to upgrade facilities and storefronts.

Transit-Oriented Development & SMART Plan Contribution ($2,666,604)
• Supports transportation infrastructure improvements in alignment with Miami-Dade's SMART Plan.

Major Development Project Planning ($10,000,000)
• Funding allocated for future large-scale redevelopment efforts, including mixed-use and workforce housing projects.

7. **Major projects to be funded by the Agency as a result of the extension:**
The extension of the Naranja Lakes CRA will allow for the continued funding of critical redevelopment initiatives that address blight removal, economic development, housing affordability, and infrastructure improvements. With the proposed extension, the CRA will prioritize projects that:

Workforce and Mixed-Income Housing Development ($11,000,000+)
• Expansion of Affordable and Workforce Housing Programs to provide first-time homebuyer assistance, rental stabilization, and rehabilitation grants.
• New Mixed-Use Housing Projects along key corridors, integrating residential units with commercial and transit-oriented development.

Commercial and Business Growth Initiatives ($5,000,000+)
• Retail Redevelopment and Business Attraction to address retail leakage and fill gaps in grocery, dining, and entertainment sectors.
• Expansion of Commercial Improvement Grants to assist small businesses with property upgrades, storefront enhancements, and infrastructure improvements.
• Targeted Business Incubation & Entrepreneurship Programs to foster minority- and locally-owned business growth.

Infrastructure and Public Space Enhancements ($12,000,000+)
• Roadway and Pedestrian Safety Improvements, including upgraded sidewalks, street lighting, and bike lanes to enhance walkability and connectivity.
• Public Park and Green Space Revitalization to improve community gathering spaces, recreational facilities, and landscaping.
• Drainage and Stormwater Management Upgrades to reduce flooding risks and improve environmental sustainability.

Land Acquisiton, Redevelopment, and Industrial and Job-Creating Development ($40,000,000+)
• Expansion of Light Industrial and Logistics Space to support job creation in high-demand industries.
• Redevelopment of Underutilized Commercial Properties into employment centers and small business hubs.

Public Safety and Crime Prevention ($12,000,000+)

- Illegal Dumping Prevention and Surveillance Expansion to deter environmental hazards and improve neighborhood conditions.
- Community Policing and Public Safety Enhancements to reduce crime and improve security in commercial and residential areas.

Transit-Oriented Development & SMART Plan Contributions ($24,000,000+)

- Transit-Oriented Housing and Commercial Development near the South Dade Transitway.
- Improvements to Public Transit Access and Infrastructure, including enhanced bus shelters, parking facilities, and mobility programs.

B. ADDITIONAL INFORMATION. ADDITIONALLY, THE ASSESSMENT SHOULD INCLUDE THE FOLLOWING INFORMATION, IF APPLICABLE, THAT WILL ASSIST THE BOARD IN DETERMINING THE FEASIBILITY OF EXTENDING THE AGENCY:

1. Demographic analysis:
See Naranja Lakes CRA Plan Update 2025 Appendix B and C.

2. Economic, financial, and regulatory conditions within the redevelopment area:
See Naranja Lakes CRA Plan Update 2025 Section 3 Background.

3. Redevelopment priorities:
See Naranja Lakes CRA Plan Update 2025 Section 5 Priority Projects.

4. Possible solutions and redevelopment strategies:
See Naranja Lakes CRA Plan Update 2025 Section 4 Goals and Initiatives.

5. Recommendations for an appropriate update to the goals and objectives of the Agency's community redevelopment plan:
See Naranja Lakes CRA Plan Update 2025 Section 4 Goals and Initiatives.

6. Projections of available tax incremental revenues:
See Naranja Lakes CRA Plan Update 2025 Section 6 Financial Projections.

7. Capital Improvements:
To support the redevelopment priorities of the Naranja Lakes CRA, capital improvements will focus on infrastructure upgrades, public space enhancements, and strategic investments in key redevelopment sites. These projects will improve transportation, stormwater management, public safety, and community amenities, ensuring that the CRA meets the needs of its growing population.

The CRA will prioritize roadway and streetscape improvements to enhance mobility, increase pedestrian safety, and improve traffic flow. This includes resurfacing and repaving key roadways, upgrading sidewalks and crosswalks, enhancing street lighting, and implementing traffic calming measures in residential neighborhoods.

These upgrades will improve connectivity between commercial and residential areas while making the streets safer and more accessible for pedestrians and cyclists.

Stormwater and drainage infrastructure improvements will focus on addressing chronic flooding issues that have impacted residential and commercial areas. Planned investments include upgrading stormwater drainage systems, implementing green infrastructure solutions such as bioswales and permeable pavement, and improving canal and retention pond capacity to mitigate flood risks. These efforts will improve environmental sustainability while enhancing the overall resilience of the community.

Public parks and community spaces will be modernized and expanded to improve recreational opportunities and enhance the quality of life for residents. Park renovations will include new playgrounds, walking trails, shaded seating areas, and sports facilities. The CRA will also invest in a new community center that will serve as a hub for educational programs, cultural activities, and public gatherings. Beautification efforts, including landscaping, murals, and public art installations, will be incorporated into these improvements to strengthen the area's identity and sense of place.

Public safety enhancements will focus on improving security and reducing crime through better infrastructure and enforcement tools. This includes the installation of surveillance cameras in high-crime and illegal dumping areas, upgrades to street lighting in poorly lit neighborhoods, and improvements to emergency response infrastructure such as fire hydrants and street access for first responders. These investments will create a safer environment for residents and businesses, supporting long-term redevelopment efforts.

Investments in transit-oriented infrastructure will improve access to public transportation and support transit-oriented development (TOD). The CRA will fund improvements to bus shelters and transit stations, create pedestrian-friendly corridors that connect neighborhoods to transit hubs, and plan for future mobility hubs that encourage mixed-use development near key transportation nodes. These efforts will align with Miami-Dade County's SMART Plan and enhance mobility for residents who rely on public transit.

These capital improvements will modernize infrastructure, enhance public spaces, and support economic growth in the Naranja Lakes CRA. By investing in transportation, drainage, safety, and community facilities, the CRA will create a more resilient, attractive, and livable environment for residents and businesses.

C. COMMUNITY ENGAGEMENT. PRIOR TO PREPARING THE ASSESSMENT, THE AGENCY SHOULD ENGAGE THE COMMUNITY THROUGH MULTIPLE METHODS, INCLUDING MEETINGS, CHARRETTES, INTERVIEWS, PUBLIC MEDIA, ELECTRONIC MESSAGES, AND SOCIAL MEDIA.

The CRA Board held a workshop on September 28, 2024, as well as an additional public forum/workshop on February 13, 2025, in addition to one-on-one stakeholder and board member meetings.

3. Existing Conditions

Existing Conditions – Expansion Area

The CRA Expansion Area is a rapidly changing part of Naranja Lakes, with population growth driven by new residential development but lagging commercial investment. This section analyzes population trends, income levels, racial and ethnic composition, workforce readiness, and housing conditions to understand the opportunities and challenges for redevelopment.

Population Trends and Growth
• Total Population: 9,712 residents
• Annual Growth Rate: 2.2%, faster than the original CRA area (1.8%) and Miami-Dade County (1.5%).
• Median Age: 33.5 years, indicating a younger population than the countywide median of 39 years.
• Household Size: 3.6 persons per household, larger than the county average of 2.8.

Why This Matters
The expansion area is growing faster than both the original CRA and the county, driven by new housing developments attracting young families. The larger household sizes suggest a need for family-friendly amenities, schools, and larger housing units. However, rapid growth without sufficient infrastructure can strain public services, requiring coordinated investment in roads, schools, and utilities.

What This Means for the CRA Plan
• Prioritize infrastructure investments (roads, drainage, utilities) to support future growth.
• Encourage mixed-use developments that integrate residential and commercial space.
• Expand parks and community spaces to serve young families and children.

Income and Economic Conditions
• Median Household Income: $66,915, higher than the Miami-Dade median of $64,000 and the current CRA ($44,857).
• Unemployment Rate: 2.5%, lower than the CRA area (5.2%) and state average (4.5%).

Racial and Ethnic Composition
• Hispanic or Latino: 53.3% (similar to the current CRA area at 55%).
• African American: 35.8% (similar to the current CRA area at 35%).
• Other Races (White, Asian, Mixed): 10%.

Why This Matters
The expansion area is also predominantly Hispanic, with a Hispanic and African American makeup that is consistent with the existing CRA, reinforcing the need for bilingual services, culturally relevant retail, and business support for minority entrepreneurs. Diversity can be a strength, and redevelopment efforts must ensure equitable economic opportunities for all residents.

What This Means for the CRA Plan
• Support Hispanic and minority-owned businesses through funding and training.
• Ensure bilingual outreach efforts for community engagement and business assistance.
• Encourage retail and cultural investments that reflect the area's diversity.

Education and Workforce Readiness
• High School Diploma or Higher: 78% (similar to the current CRA area at 78%).
• Associate's Degree: 14% (higher than the original CRA area at 12%).
• Bachelor's Degree or Higher: 22.9%, below the countywide average of 30%.

Why This Matters
The lower percentage of college-educated residents suggests a workforce somewhat suited for skilled trades, logistics, and service-sector jobs rather than professional or tech-based industries. Expanding vocational and certification programs will be key to improving employment opportunities and economic mobility.

What This Means for the CRA Plan
• Partner with Miami-Dade College and trade schools to offer certification programs.
• Develop a workforce hub that connects residents with employers and training.
• Provide incentives for businesses to hire locally, reducing unemployment.

Housing and Real Estate Conditions

- Median Home Value: $459,000, lower than the CRA area ($370,000) and county ($560,000).
- Homeownership Rate: 68.5%, slightly higher than the national average (65%) but close to the CRA area (28.5%).
- Vacancy Rate: 5%, lower than the CRA area (12%), signaling housing stability.

What This Means for the CRA Plan

- Implement first-time homebuyer assistance programs to support ownership rates and homeowner diversity.
- Target vacant properties for redevelopment into modern housing.
- Encourage mixed-use housing with retail components to support economic growth.

KEY TAKEAWAYS FOR THE CRA EXPANSION AREA

- Population growth (2.2% annually) is outpacing infrastructure and commercial development, creating a need for coordinated investment.
- Income levels are higher than the current CRA area, with a $66,915 median household income.
- Minority residents (53% Hispanic, 35.8% African American) are the majority, reinforcing the need for culturally inclusive economic and retail strategies.
- Education attainment is higher than the current CRA (22.9% with a bachelor's degree), but lower than the Miami-Dade County average of 30%, supporting investments in workforce training and trade programs.
- Homeownership is strong (68.5%), indicating housing and neighborhood stability.

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4. Initiatives

Naranja Lakes CRA Expansion Area Initiatives in addition to those in the current CRA plan

Economic Development

- Expand workforce development programs, targeting construction, logistics, and healthcare.
- Attract businesses that provide living-wage jobs, reducing economic hardship.
- Support Hispanic and minority-owned businesses through funding and training.
- Encourage retail and cultural investments that reflect the area's diversity.
- Partner with Miami-Dade College and trade schools to offer certification programs.
- Develop a workforce hub that connects residents with employers and training.
- Provide incentives for businesses to hire locally, reducing unemployment.

Public Improvements

- Prioritize infrastructure investments (roads, drainage, utilities) to support future growth.

Residential and Quality of Life

- Encourage mixed-use developments that integrate residential and commercial space.
- Expand parks and community spaces to serve young families and children.
- Implement first-time homebuyer assistance programs to improve ownership rates.
- Target vacant properties for redevelopment into modern housing.
- Encourage mixed-use housing with retail components to support economic growth.

Transit Transportation and Parking

- Improve transit and mobility options to connect residents with job centers.

Redevelopment Support

- Ensure bilingual outreach efforts for community engagement and business assistance.

5. Expansion Area Priority Projects

Action Steps and Metrics of Success for 2025 Naranja Lakes CRA Expansion Area Priority Projects
By implementing these action steps, the Naranja Lakes CRA Expansion Area will become a thriving hub for aerospace innovation, mixed-use development, workforce growth, and modern infrastructure, fostering long-term economic sustainability for the community.

1. LEVERAGING THE SPACEPORT DESIGNATION
Objective: Attract aerospace and technology-related industries to create high-quality jobs and stimulate economic growth.

Action Steps:
• Partner with Space Florida and aerospace stakeholders to market the area as part of and near a Spaceport Territory.
• Offer TIF incentives and grants to attract aerospace companies and startups.
• Develop an Aerospace Innovation Hub with incubator spaces for technology firms.
• Establish public-private partnerships (P3s) to fund research and development facilities.

Metrics of Success:
• Number of aerospace/technology firms established.
• High-quality jobs created in the aerospace and tech sectors.
• Increase in commercial tax revenue from aerospace-related businesses.

2. REDEVELOPMENT OF VACANT PROPERTIES
Objective: Transform vacant land near the Homestead Air Reserve Base into mixed-use developments that drive local economic activity.

Action Steps:
• Identify and prioritize vacant parcels for acquisition and redevelopment.
• Issue RFPs (Requests for Proposals) to attract private developers for mixed-use projects.
• Implement zoning adjustments to encourage residential, commercial, and recreational uses.
• Utilize brownfield remediation programs to prepare land for development.

Metrics of Success:
• Acreage of vacant land redeveloped.
• Number of new residential and commercial units created.
• Increase in property values and occupancy rates in the redevelopment area.

3. WORKFORCE AND TALENT DEVELOPMENT

Objective: Leverage the Amazon Distribution Center to support logistics, warehousing, and workforce development while expanding housing and training opportunities.

Action Steps:
• Partner with Amazon and local businesses to create vocational training programs in logistics, warehousing, and supply chain management.
• Develop affordable workforce housing near key employment hubs.
• Collaborate with local schools and colleges to offer certification programs aligned with industry needs.
• Establish a Workforce Development Fund to support training and employment initiatives.

Metrics of Success:
• Number of vocational training programs launched and participants certified.
• Workforce housing units developed or preserved.
• Increase in employment rates in logistics and related industries.

4. INFRASTRUCTURE AND TRANSPORTATION IMPROVEMENTS

Objective: Upgrade infrastructure to support redevelopment, enhance connectivity, and improve mobility options for residents and businesses.

Action Steps:
• Invest in roadway improvements, including resurfacing, drainage upgrades, and traffic calming measures.
• Develop multi-modal transportation options, such as bike lanes, pedestrian pathways, and public transit access.
• Improve utility infrastructure (water, sewer, electricity) to accommodate new development.
• Secure state and federal transportation grants to fund infrastructure projects.

Metrics of Success:
• Miles of roadways and sidewalks upgraded.
• Public transit ridership increases and improved connectivity.
• Reduction in commute times and traffic congestion in the area.
• Increased infrastructure capacity for new developments.
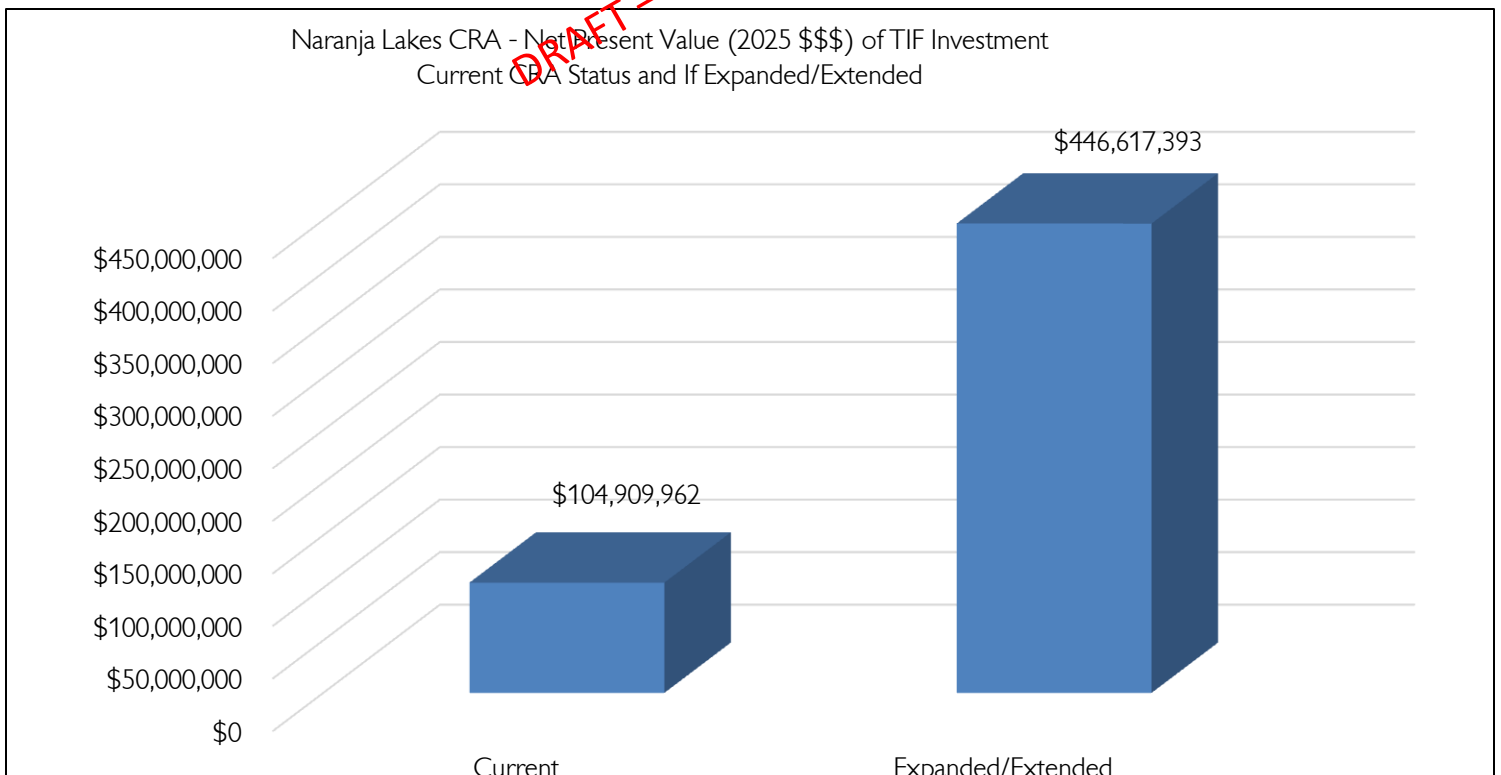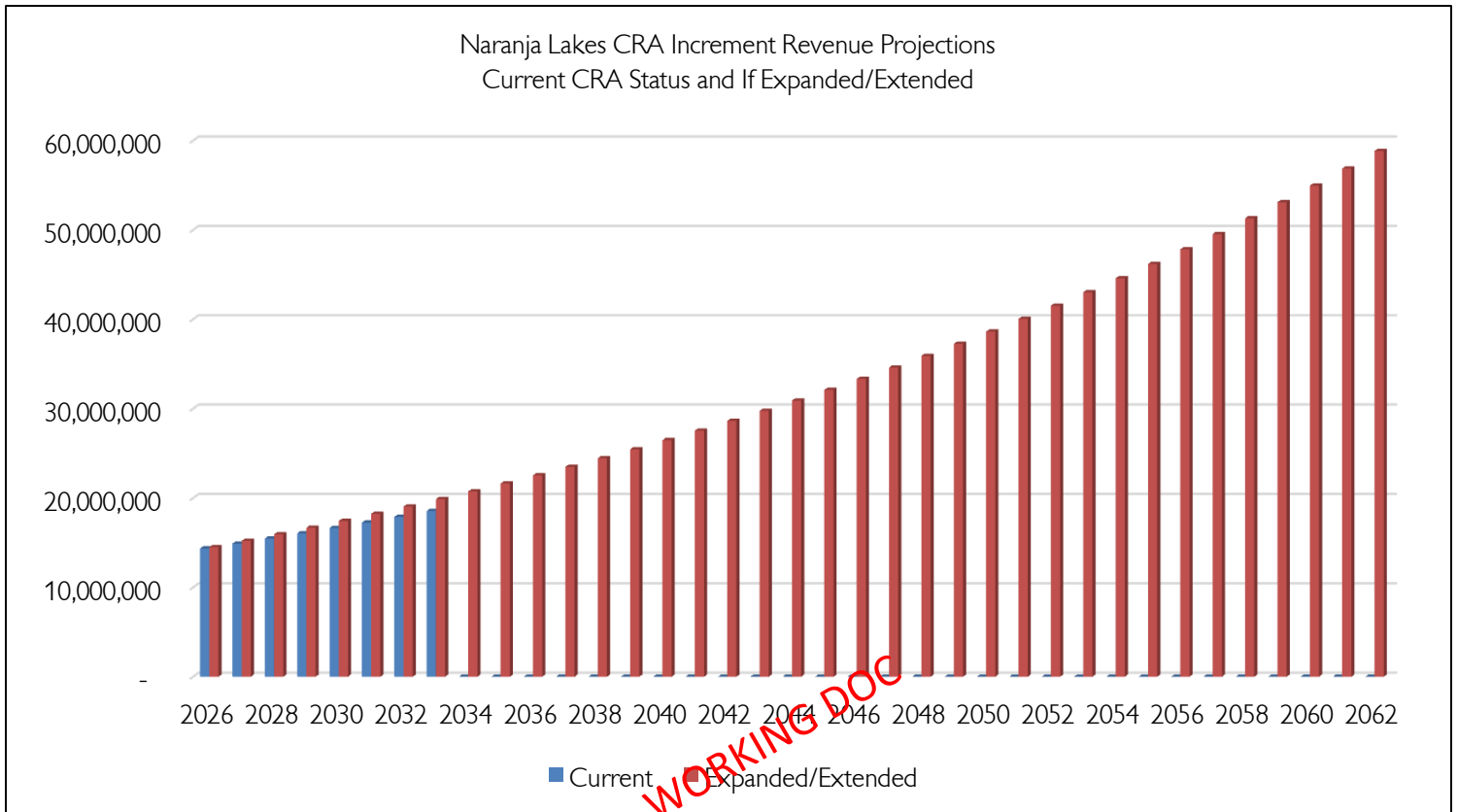
6. Expansion Area Financial Projections

Taxable Value, Increment, and TIF Projections

Fiscal Year	Original	Expansion 1	Expansion 2	Increment	TIF
2002	131,292,949				
2017		493,525,205			
2025	816,229,961	2,053,134,960	812,292,849	2,244,546,767	13,649,787
2026	840,716,860	2,114,729,009	836,661,634	2,354,996,500	14,504,070
2027	865,938,366	2,178,170,879	861,761,484	2,468,759,725	15,204,721
2028	891,916,517	2,243,516,005	887,614,328	2,585,935,847	15,926,391
2029	918,674,012	2,310,821,486	914,242,758	2,706,627,253	16,669,711
2030	946,234,232	2,380,146,130	941,670,041	2,830,939,400	17,435,331
2031	974,621,259	2,451,550,514	969,920,142	2,958,980,912	18,223,920
2032	1,003,859,897	2,525,097,029	999,017,746	3,090,863,670	19,036,166
2033	1,033,975,694	2,600,849,940	1,028,988,278	3,226,702,910	19,872,779
2034	1,064,994,965	2,678,875,439	1,059,857,927	3,366,617,327	20,734,491
2035	1,096,944,814	2,759,241,702	1,091,653,665	3,510,729,177	21,622,054
2036	1,129,853,158	2,842,018,953	1,124,403,270	3,659,164,383	22,536,245
2037	1,163,748,753	2,927,279,521	1,158,135,373	3,812,052,644	23,477,860
2038	1,198,661,216	3,015,097,907	1,192,879,434	3,969,527,554	24,447,725
2039	1,234,621,052	3,105,550,844	1,228,665,817	4,131,726,710	25,446,685
2040	1,271,659,684	3,198,717,370	1,265,525,791	4,298,791,842	26,475,614
2041	1,309,809,474	3,294,678,891	1,303,491,565	4,470,868,927	27,535,411
2042	1,349,103,758	3,393,519,257	1,342,596,312	4,648,108,325	28,627,002
2043	1,389,576,871	3,495,324,835	1,382,874,202	4,830,664,905	29,751,341
2044	1,431,264,177	3,600,184,580	1,424,360,428	5,018,698,182	30,909,409
2045	1,474,202,103	3,708,190,118	1,467,091,240	5,212,372,458	32,102,220
2046	1,518,428,166	3,819,435,821	1,511,103,978	5,411,856,961	33,330,815
2047	1,563,981,011	3,934,018,896	1,556,437,097	5,617,326,000	34,596,268
2048	1,610,900,441	4,052,039,463	1,603,130,210	5,828,959,110	35,899,685
2049	1,659,227,454	4,173,600,646	1,651,224,116	6,046,941,214	37,242,204
2050	1,709,004,278	4,298,808,666	1,700,760,840	6,271,462,780	38,624,999
2051	1,760,274,406	4,427,772,926	1,751,783,665	6,502,719,994	40,049,277
2052	1,813,082,638	4,560,606,114	1,804,337,175	6,740,914,924	41,516,284
2053	1,867,475,118	4,697,424,297	1,858,467,290	6,986,255,702	43,027,301
2054	1,923,499,371	4,838,347,026	1,914,221,309	7,238,956,703	44,583,648
2055	1,981,204,352	4,983,497,437	1,971,647,948	7,499,238,734	46,186,686
2056	2,040,640,483	5,133,002,360	2,030,797,386	7,767,329,226	47,837,816
2057	2,101,859,697	5,286,992,431	2,091,721,308	8,043,462,433	49,538,479
2058	2,164,915,488	5,445,602,204	2,154,472,947	8,327,879,636	51,290,161
2059	2,229,862,953	5,608,970,270	2,219,107,136	8,620,829,355	53,094,395
2060	2,296,758,841	5,777,239,378	2,285,680,350	8,922,567,566	54,952,755
2061	2,365,661,607	5,950,556,559	2,354,250,760	9,233,357,923	56,866,866
2062	2,436,631,455	6,129,073,256	2,424,878,283	9,553,471,991	58,838,401
				Total TIF	1,218,015,187

Spending Plan Concept for Expanded and Extended Naranja Lakes CRA

SPENDING PLAN CONCEPT	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	8-Year Total
Tax Increment Revenue	14,504,070	15,204,721	15,926,391	16,669,711	17,435,331	18,223,920	19,036,166	19,872,779	**136,873,089**
Expenses									
Administration	273,000	286,650	300,983	316,032	331,833	348,425	365,846	384,138	**2,606,907**
County Administration	138,445	145,367	152,635	160,267	168,280	176,694	185,529	194,805	**1,322,023**
Operating Expenses	2,155,354	2,263,122	2,376,278	2,495,092	2,619,846	2,750,838	2,888,380	3,032,799	**20,581,709**
Programs and Projects									
Community Policing	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	**12,800,000**
Infrastructure Investments	500,000	1,000,000	1,000,000	1,500,000	2,000,000	2,500,000	2,000,000	1,500,000	**12,000,000**
Housing Projects*	500,000	500,000	1,000,000	1,000,000	1,500,000	1,500,000	2,000,000	3,000,000	**11,000,000**
Public Spaces and Parks	250,000	600,000	1,000,000	750,000	250,000	250,000	250,000	250,000	**3,600,000**
Business Assistance & Job Creation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	**1,600,000**
Commercial Improvement Grants	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	**4,000,000**
Land Acquisiton/P3/Major Projects*	5,853,563	5,439,545	4,286,039	5,193,234	5,161,314	5,140,465	5,630,872	5,632,713	**43,037,745**
Smart Plan for Transit Investments	2,533,709	2,670,037	2,810,456	2,955,087	3,104,058	3,257,497	3,415,539	3,578,323	**24,324,706**
Total Expenses	14,504,070	15,204,721	15,926,390	16,669,711	17,435,331	18,223,919	19,036,167	19,872,779	**136,873,089**
*Can be done with TIF Recapture or P3									

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TIF Projection Comparison

Naranja Lakes CRA Increment Revenue Projections
Current CRA Status and If Expanded/Extended

Naranja Lakes CRA - Net Present Value (2025 $$$) of TIF Investment
Current CRA Status and If Expanded/Extended

$446,617,393

$104,909,962

Thank You

We provide economic development solutions.

BusinessFlare is a highly qualified consulting firm specializing in redevelopment, revitalization, economic analysis, and urban planning. As a trusted partner to the Miami-Dade County Office of Management and Budget, BusinessFlare provides expert support to the county's Community Redevelopment Agencies (CRAs), offering tailored strategies to drive sustainable growth and improve quality of life within the county.

With headquarters located in North Miami, Florida, BusinessFlare is deeply rooted in the local community, offering unmatched insights into the region's unique economic and urban challenges. Our team is composed of seasoned professionals with expertise in redevelopment and planning, leveraging cutting-edge data analytics and economic modeling to guide impactful decision-making.

Our Services
BusinessFlare provides a comprehensive suite of services, including:
- Finding of Necessity
- Redevelopment Plan Updates
- Revitalization Strategies
- Economic Data Insights and Analytics
- Economic Impact Studies
- Urban Planning and Design

Commitment to Miami-Dade County
As a local firm, BusinessFlare is uniquely positioned to address the challenges and opportunities in Miami-Dade County. Our proximity to the communities we serve allows us to maintain strong relationships with local stakeholders and ensures our recommendations are grounded in the realities of the region. By partnering with the Miami-Dade County Office of Management and Budget, BusinessFlare continues to empower CRAs to achieve their missions, creating vibrant, resilient communities through innovative redevelopment strategies and data-driven insights.

BusinessFlare has extensive experience supporting CRAs throughout Miami-Dade County, delivering measurable results that align with statutory requirements and local objectives. We understand the critical balance between preserving community character and fostering economic growth, and we tailor our approach to meet the specific needs of each project.

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BUSINESS FLARE®

February 2025
Draft Working Doc

Miami-Dade County, FL

Naranja Lakes Community Redevelopment Plan Update 2025

#buildingavibrantcommunity

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Contents

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1. Executive Summary

The Naranja Lakes Community Redevelopment Agency (NLCRA) Plan Update for 2025 serves as a strategic roadmap to guide the community's continued transformation. This update builds on the 2017 plan, reflecting the remarkable progress made in recent years, while adapting to evolving market dynamics and community aspirations.

Since the 2017 update, Naranja Lakes has experienced an influx of improvements, development, and investment interest. Key redevelopment projects have been completed or are underway, including:

- Woodland Grove Apartments (190 units)
- The Heights at Coral Town Park (180 units)
- The Preserve at Coral Town Park (90 units)
- Madison Point mixed-use community (263 units)
- Circle Creek Apartments (100 units)
- Coral Bay Cove (224 units)
- Resia Pine Groves in Princeton (204 units)

Additionally, the new South Corridor Rapid Transit station at SW 264th Street, part of Miami-Dade County's Smart Plan, has enhanced connectivity and accessibility, further driving interest in the area. Despite these advancements, there remain strategically valuable vacant properties that can be leveraged to fulfill the community vision.

The NLCRA is at a pivotal moment to harness private investment and align public initiatives to create a vibrant, destination-worthy community while preserving its small-town, country charm. With its unique characteristics and proximity to the Homestead Air Reserve Base, recently designated as Florida Spaceport territory, the NLCRA has the potential to establish a distinctive brand as an agri-tourism hub. This vision includes:

- Developing an identity as a center for agri-tourism as signature attractions, akin to Napa Valley's wineries, offering a regional base for agricultural tours, tastings, and farm-to-table dining experiences.
- Supporting locally-driven businesses such as restaurants, boutiques, and galleries.
- Showcasing public art, culinary gardens, and nature trails to enhance the area's charm and visitor appeal.
- Promoting eco-tourism and recreational opportunities to attract both residents and tourists.

The Purpose of a Redevelopment Plan

The purpose of the Community Redevelopment Plan is to outline the primary strategies, goals, program initiatives, and catalytic projects that will drive transformative change within the Naranja Lakes Community Redevelopment Area. While the plan identifies key projects, it is designed to be flexible and adaptable, enabling the CRA to respond creatively and opportunistically to challenges and opportunities as they arise. This flexibility ensures that the CRA can address emerging issues effectively and capitalize on favorable conditions to achieve its long-term vision.

To implement successful projects and programs, the CRA must regularly assess the area's conditions and the needs of its residents and property owners. Through ongoing evaluations, the CRA can prioritize initiatives that are impactful, sustainable, and cost-efficient, fostering a positive and lasting transformation within the community.

As authorized by Florida's Community Redevelopment Act (Florida Statutes 163, Part III), the primary funding source for the CRA will be tax increment revenues provided by Miami-Dade County. The CRA will also seek to leverage additional funding from County, State, and Federal programs as appropriate and available to support the Redevelopment Plan's objectives and its future amendments. This comprehensive and adaptable approach positions the CRA to maximize its resources and drive meaningful redevelopment that benefits the entire community.

The 2025 Plan Update outlines specific priority projects that will help achieve these goals. Key sections of the plan include:

- **Legal Basis for Redevelopment Authority** – Establishing the NLCRA's authority and framework.
- **Area Description and Market Conditions** – Providing an overview of the region and current economic trends.
- **Redevelopment Goals** – Defining clear, actionable objectives to guide community development.
- **Redevelopment Program Initiatives** – Identifying targeted projects and programs to achieve strategic goals.
- **Financial Projections** – Presenting a financial roadmap to support redevelopment efforts.
- **Best Practice Case Studies** – Drawing on successful examples to inform local strategies.

This plan update represents a coordinated effort to build on past successes while envisioning a prosperous future. By integrating private and public investments, the NLCRA aims to create a vibrant, sustainable community that is a source of pride for its residents and an attraction for visitors.

Priority Projects List

1. **Develop a Naranja Lakes CRA Branding Campaign** (Short-Term: 1-3 years)
   Establish a cohesive identity to attract visitors, businesses, and investment.
2. **Redevelop the 121.7-Acres of Vacant Land near Naranja Branch Library** (Mid-Term: 3-5 years)
   Transform this vacant property into a vibrant mixed-use town center.
3. **Expand Affordable Housing Options** (Long-Term: 5-8 years)
   Partner with developers to create diverse housing options near transit and job hubs.
4. **Support a Small Business Support Program** (Short-Term: 1-3 years)
   Provide grants, affordable spaces, and training for local entrepreneurs.
5. **Modernize Infrastructure Along South Dixie Highway** (Mid-Term: 3-5 years)
   Upgrade roads, utilities, and drainage systems to enhance functionality and aesthetics.
6. **Enhance Park Connectivity and Walkability** (Short-Term: 1-3 years)
   Improve pedestrian and bike access to parks and launch a "Safe Walks to Parks" campaign.
7. **Leverage SMART Plan Transit Station** (Long-Term: 5-8 years)
   Create transit-oriented developments with housing, retail, and community spaces.
8. **Launch an Agri-Tourism Initiative** (Mid-Term: 3-5 years)
   Develop eco-tourism experiences, including guided tours of farms and boutique hotels.
9. **Establish a Main Street Retail and Dining District** (Long-Term: 5-8 years)
   Develop a walkable corridor with shops, restaurants, and cultural spaces.
10. **Improve Public Safety and Code Enforcement** (Short-Term: 1-3 years)
    Address illegal dumping, vacant properties, and safety concerns through active enforcement.

Here is an example image depicting a vibrant small town centered around agri-tourism, featuring eco-tourism attractions, boutique hotels, and lively streets, embodying the vision of turning Naranja Lakes into a unique and welcoming destination.

Here is a visual representation of a Naranja Lakes CRA branding campaign, showcasing a cohesive identity with a welcoming community sign, vibrant street banners, and orange grove-inspired elements to attract visitors, businesses, and investment.
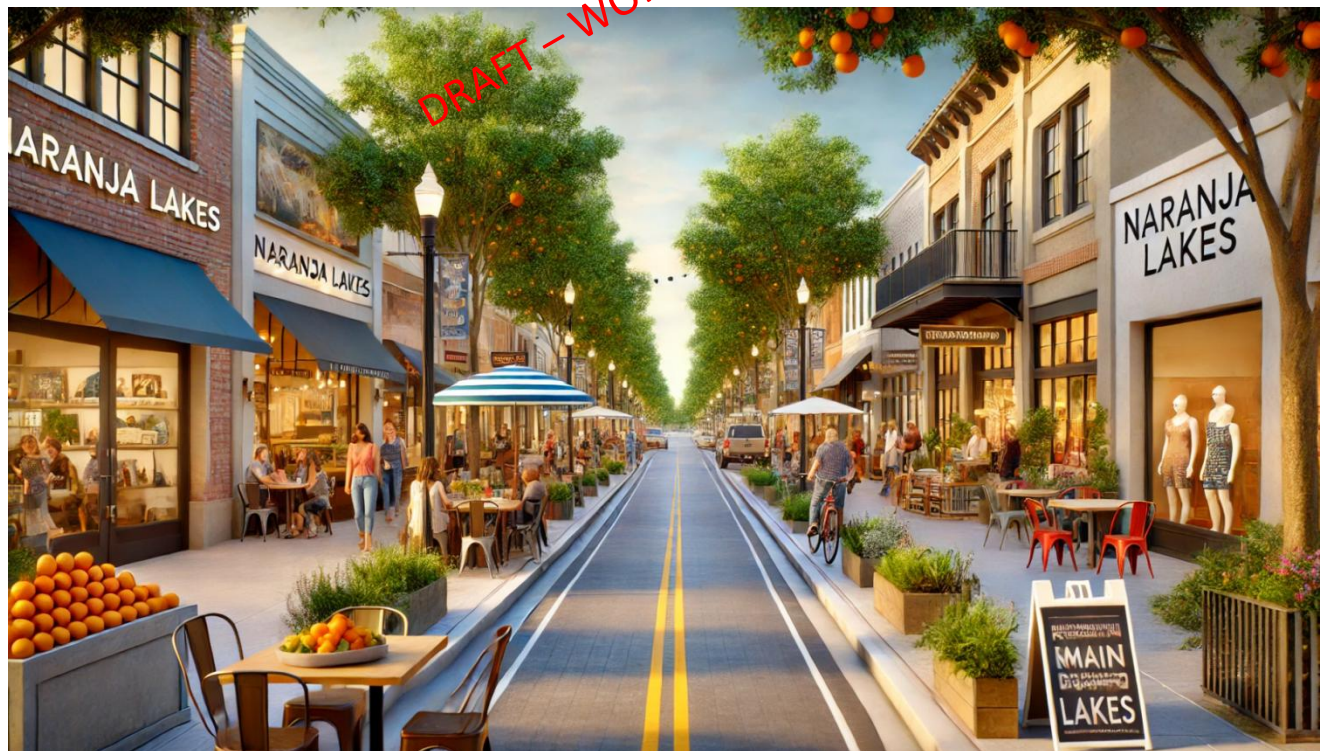
Here is an example image of a vibrant Main Street retail and dining district in Naranja Lakes, featuring a walkable corridor with boutique shops, restaurants, cultural spaces, and a charming small-town atmosphere inspired by the area's rural character.
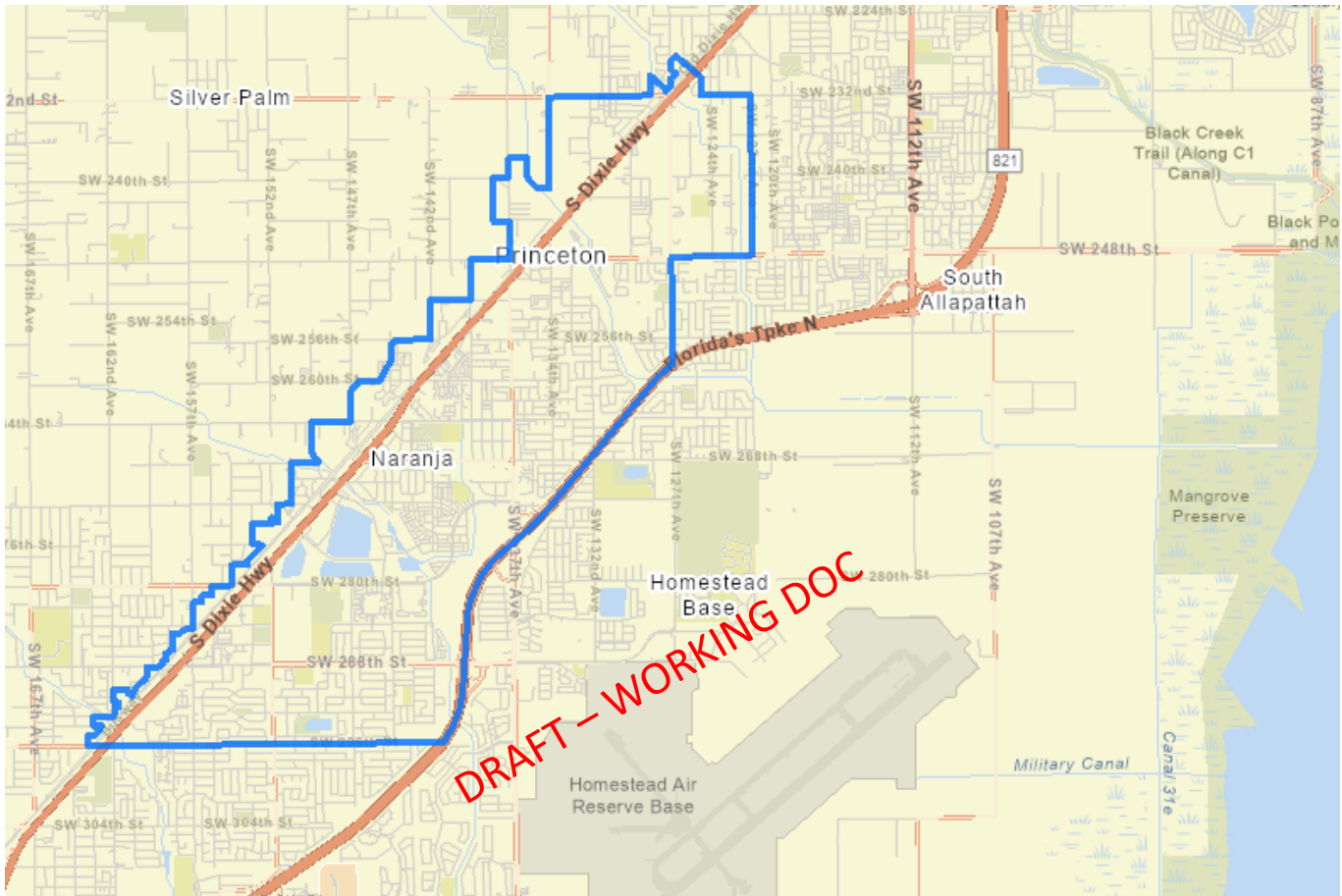
Here is a visual representation of a vibrant town square designed for Naranja Lakes CRA, featuring a pedestrian-friendly plaza with boutique shops, cafes, lush greenery, and lively community spaces, reflecting the area's vision for economic and social vitality.

## CRA Boundary Map

Existing CRA Boundary (blue line)

General Description

The NLCRA area encompasses 4,408.62 acres spanning three main neighborhoods. The central Naranja neighborhood serves as the hub of development and features key amenities such as Naranja Park. To the north lies the Princeton neighborhood, located near the bustling Redland Market Village, while the southernmost area is Leisure City, characterized by an older housing stock. Strategically positioned along S Dixie Highway, a major regional connector, and near Florida's Turnpike, the NLCRA enjoys excellent accessibility and connectivity.

Map Showing Commission Districts

District 8 - Commissioner Danielle Cohen Higgens (blue shade)
District 9 – Commissioner Kionne L. McGhee (pink shade)
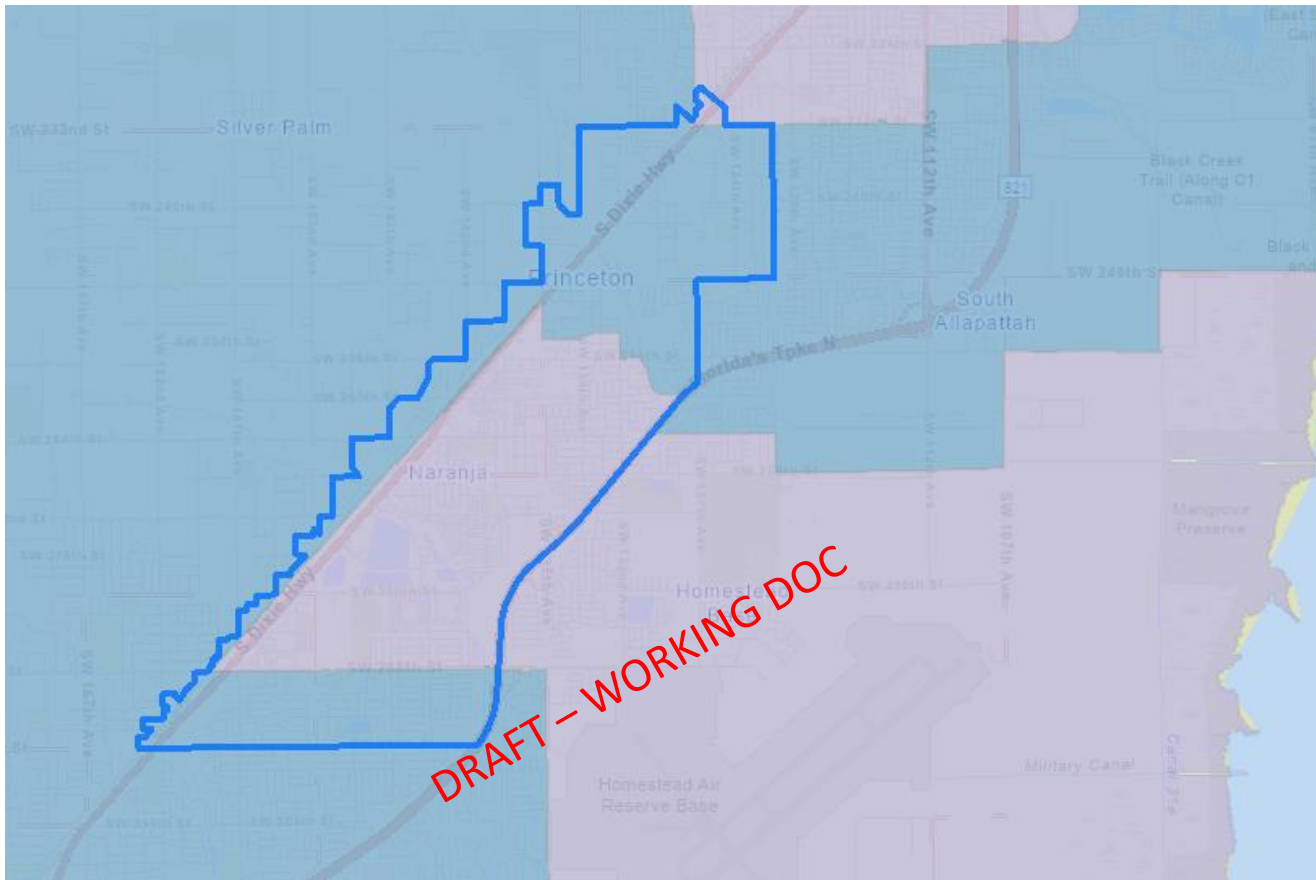
Existing CRA (blue line)

Current CRA Acreage: 4,408.62 or (100%)

District 8 - Commissioner Danielle Cohen Higgens: 2,316.89 acres or 52.6%

District 9 - Commissioner Kionne L. McGhee: 2,091.73 acres or 47.4%

2. Authority to Undertake Redevelopment

On July 21, 1998, the Board of County Commissioners (Board) adopted Resolution R-847-98, declaring a geographical area in south Miami-Dade County as slum and blight. The Naranja Lakes Community Redevelopment Agency (CRA) was created by the Board pursuant to Ordinance No. 02 216 adopted on October 22, 2002, appointing its board members, and delegating the power to prepare a Redevelopment Plan (Plan), subject to Board approval, to address slum and blight in the redevelopment area. The interlocal agreement granting the CRA certain redevelopment powers was approved by Resolution R-855-03 on July 22, 2003. The Redevelopment Plan was adopted pursuant to Resolution R-418-03 on May 6, 2003, as well as the Trust Fund to finance the CRA's redevelopment initiatives.

The CRA Plan included as its Primary Redevelopment Project (Project) the development of approximately 210 acres, known as the Mandarin Lakes development. The Mandarin Lakes development is the County's first Traditional Neighborhood Development (TND) project. The County facilitated loans to the CRA that were used to fund certain infrastructure improvements, such as roadways, streetscape, landscape, recreational grounds with gazebos, and a Community Center. Phase I of the Project was completed in Fiscal Year 2010-11. Mandarin Lakes has spurred residential life and landscape beauty in an area that was in ruins after Hurricane Andrew. The Mandarin Lakes project has been critical to the creation of meaningful tax increment to address slum and blight in the entire redevelopment area.

On March 8, 2016, the Board adopted Resolution R-187-16 declaring an area adjacent to the Naranja Lakes CRA area to be a slum or blighted and authorizing the CRA to prepare an amendment to its Redevelopment Plan for both, the existing and the proposed expanded area. In January 2018, the Board adopted Resolution R-13-18 approving the First Amendment to the Interlocal Cooperation Agreement between the County and the CRA and approving the Amendment to the Redevelopment Plan. On April 11, 2018, the CRA executed the First Amendment to the Interlocal Agreement. On April 9, 2019, the Board adopted Resolution No. R-350-19 correcting the boundary description of the expanded redevelopment area described in Resolutions No. R-187-16, R-13-18, and the First Amendment to the Interlocal Agreement.

The expanded CRA boundaries include County Commission District 8 and 9 and are generally bounded on the North by SW 232nd Street from the Urban Development Boundary (UDB) to SW 122nd Avenue, on the West by the UDB, on the South by SW 296th Street, and on the East by the Florida Turnpike following SW 296th Street to SW 127th Avenue to SW 248th Street to SW 122nd Avenue.

This document has been prepared under the direction of the Naranja Lakes Community Redevelopment Agency in accordance with the Community Redevelopment Act of 1969, F.S. 163, Part III. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment".

Chapter 163 Checklist

In accordance with 163.362 Florida Statutes, the Community Redevelopment Plan must include the elements described below. The following section includes language from the statute shown in normal bold type, with a brief response to each element in italic type:

1) Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.

- *A legal description of the boundaries of the Naranja Lakes CRA is included as an exhibit to the Plan.*

2) Show by diagram and in general terms: (a) The approximate amount of open space to be provided and the street layout. (b) Limitations on the type, size, height, number, and proposed use of buildings. (c) The approximate number of dwelling units. (d) Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.

- *Maps of the Naranja Lakes CRA and a general description of the existing physical and regulatory conditions are included in the Existing Conditions and Market Assessment. The area within the Naranja Lakes CRA remains subject to the County's Comprehensive Plan and zoning regulations, which stipulate limits on locations, sizes, height, etc. of dwelling units, streets, and park and recreation areas, among other things.*

3) If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.

- *Neighborhood impact will be outlined within the document as well as the Redevelopment Initiatives section that includes housing.*

4) Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.

- *Capital projects will be outlined in the Redevelopment Initiatives section. The Financial Projections section includes revenue and expense projections. Specific public capital projects are identified in these projections. Publicly funded projects will be evaluated on an ongoing basis.*

5) Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan. Specific programs and expenditures must be enumerated in the Plan in order for the CRA to have the authority to undertake them. CRA activities are overseen by a Board of Commissioners that meets periodically in public session to review and monitor all CRA activities.

- *The Redevelopment Initiatives and Financial Projections sections will include both general and specific programs to be implemented by the Naranja Lakes CRA.*

6) Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.

- *Regulatory and zoning authority within the CRA is governed by Miami-Dade County. Any recommendations regarding regulatory amendments and design guidelines to assist with redevelopment efforts must be implemented by County Staff and Commission.*

7) Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.

- *The Redevelopment Goals section includes a discussion of neighborhood impacts of redevelopment and includes a recommendation that the CRA adopt a relocation policy to provide adequate protections and assistance for any persons displaced by redevelopment activities.*

8) Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.

- *Housing is addressed in this Plan in multiple sections, including the Introduction section; Economic Conditions; and the Redevelopment Goals and Initiatives sections.*

9) Contain a statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.

- *Financial projections are provided in Section 7 of this Plan. These financial projections will be reviewed and updated at least annually so that the CRA is always able to look ahead and plan for adequate financial resources to undertake its activities.*

10) Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.

- *This Plan for the Naranja Lakes CRA is currently scheduled to Sunset in 2033.*

3. Background

A Brief History of Naranja

The story of Naranja began in 1904, when it was envisioned as one of the "railroad towns" along Henry Flagler's Florida East Coast Railroad. Named after the Spanish word for orange, the area was once abundant with orange groves until a citrus canker epidemic in 1913 devastated much of the crops. Subsequent challenges, including the unnamed hurricane of 1926 and the catastrophic hurricane of 1935, derailed Naranja's development as a railroad town. These events, along with the destruction of the railway, left Naranja a small, agriculture-based community for decades.

The 1960s and 1970s marked a period of growth, with new residential and commercial developments emerging and military personnel from the nearby Homestead Air Force Base settling in the area. However, Hurricane Andrew in 1992 brought widespread devastation, leaving Naranja in recovery for over a decade. Despite these setbacks, the community has shown resilience. Today, Naranja is positioned for renewed growth and economic development, with community leaders optimistic about its potential to shape the future of South Miami-Dade County.
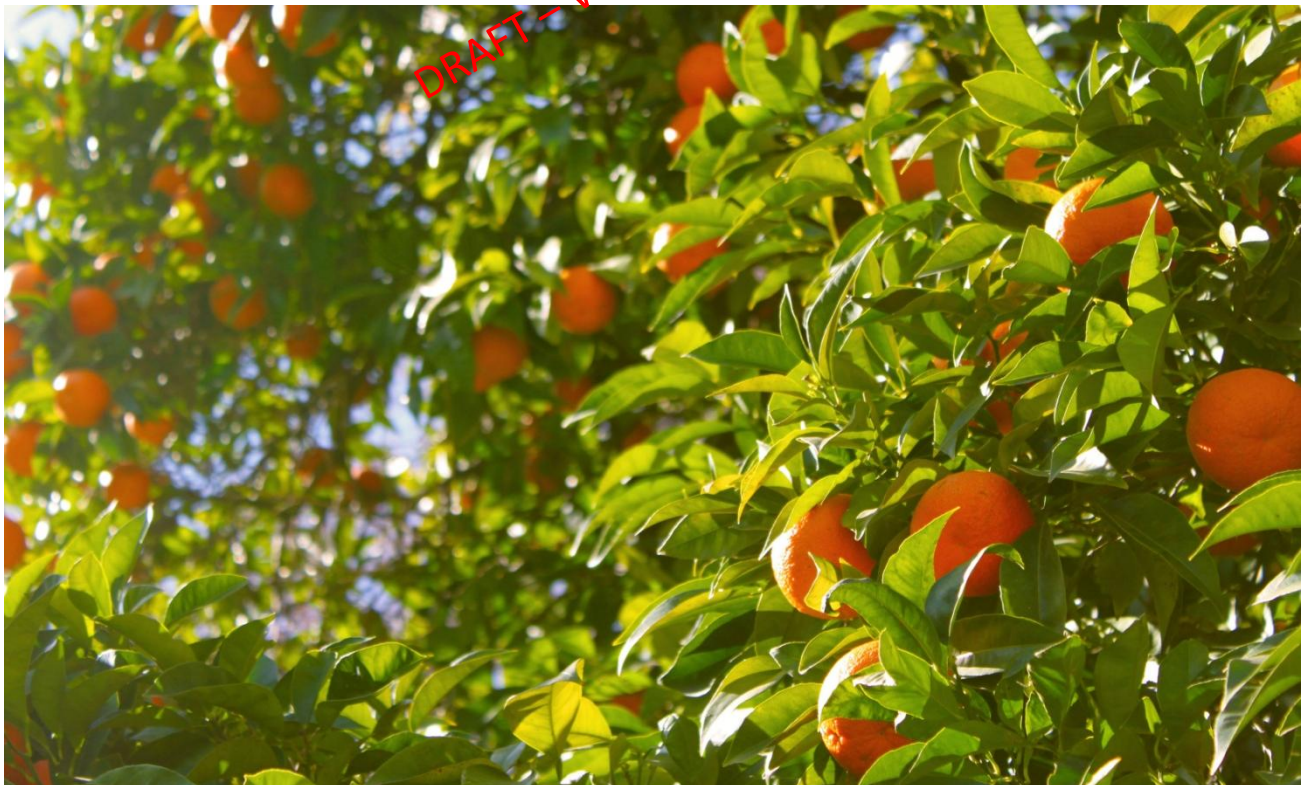
Existing Conditions

The Naranja Lakes Community Redevelopment Area (NLCRA) encompasses a unique and dynamic region in southern Miami-Dade County, offering significant redevelopment opportunities while facing critical challenges that hinder growth. The CRA is strategically located, with its general boundaries defined by SW 232nd Street to the north (near the Princeton neighborhood and Redland Market Village), SW 296th Street to the south (Leisure City neighborhood), Florida's Turnpike to the east (a major statewide connector), and South Dixie Highway to the west (a key regional commercial corridor). This advantageous location provides access to major transit routes, employment centers, and a mix of residential, commercial, and recreational amenities.

Key Geographical and Development Features

1. Brownfield Designation
The majority of the NLCRA is designated as a brownfield area, as defined by the federal government, encompassing underutilized industrial and commercial properties complicated by real or perceived environmental contamination. This designation presents challenges for redevelopment; however, it also offers opportunities to leverage state and federal brownfield incentives, such as tax credits, liability protections, and grants available under Florida's Brownfield Site Rehabilitation Program. To capitalize on this, the CRA should:
- Actively promote incentives to private developers to encourage remediation and redevelopment.
- Update the county's brownfield designation map after rehabilitations to ensure accurate tracking and promotion of progress.

2. Vacant Land and Private Development
Publicly-owned vacant land in the NLCRA is limited, making it essential to incentivize private development and ensure land-use regulations align with the community's vision. Approximately 121.7 acres of private vacant land near the Naranja Branch Library provides a prime opportunity for redevelopment, particularly as an amenity for the Leisure City neighborhood. Strategies include:
- Partnering with adjacent jurisdictions like Homestead to redevelop outdated properties.
- Encouraging mixed-use projects that blend residential, commercial, and recreational uses to enhance the community's character.

3. Land Use and Zoning
The NLCRA's land use is predominantly residential, ranging from single-family homes to assisted and public housing projects. Commercial and industrial uses are concentrated along South Dixie Highway, while agricultural land is primarily located in the northern Princeton area. Zoning designations include:
- Urban Centers in Naranja, Princeton, and Leisure City, promoting compact, mixed-use, pedestrian-friendly developments.
- Traditional Neighborhood Development (TND 30), which emphasizes walkable, mixed-use neighborhoods.
- While these zoning practices are progressive, the illustrative master plans need updates to improve readability and ensure alignment with the community vision.

4. Parks and Open Spaces

With eight parks within the CRA, including Naranja Park and Modello Park, the area has a strong foundation for enhancing quality of life and attracting talent. Opportunities exist to:

- Improve connectivity to parks through shared-use roads, protected bike lanes (network), and shaded sidewalks.
- Launch a "Safe Walks to Parks" campaign to encourage walking and cycling.

5. Schools and Education

The NLCRA includes six school sites and is located near the Miami-Dade College Homestead Campus, which provides educational and workforce development opportunities for residents. These institutions can serve as anchors for community engagement and economic growth.

6. Transportation Infrastructure

The area is well-connected, bordered by Florida's Turnpike and South Dixie Highway, with the Miami-Dade SMART Plan station at SW 264th Street offering additional transit opportunities. These connections facilitate access to employment centers, Miami International Airport, and other parts of the county, making the area attractive for future investment and residents.

7. Recent Development and Population Growth

The Naranja neighborhood has seen significant growth, with approximately 1,251 new housing units recently developed. While this influx poses challenges, it also offers opportunities for balanced economic growth, such as:

- Creating a walkable retail and dining district with a focus on local businesses.
- Promoting eco-tourism and authentic experiences tied to Naranja's agricultural heritage, such as agritourism, boutique hotels, and small-town charm.

## 8. Local Assets and Economic Opportunities

The area features assets like Coral Castle, Naranja Park, and Redland Market Village, which can be leveraged for tourism and branding. Additionally, the proximity to the Homestead Air Reserve Base and the recently designated Spaceport Territory offers unique opportunities for aerospace and defense-related economic development.

## 9. Affordable Housing and Community Growth

Naranja remains affordable compared to other parts of the county, providing an opportunity to introduce housing diversity, including missing middle housing that balances higher density with community character.

The Naranja Lakes CRA represents a prime opportunity for redevelopment and revitalization, with its strategic location, progressive zoning framework, and mix of assets. By addressing challenges such as brownfield remediation, updating master plans, incentivizing private development, and promoting authentic community branding, the NLCRA can become a vibrant, economically thriving area that balances its historic roots with modern urban living.
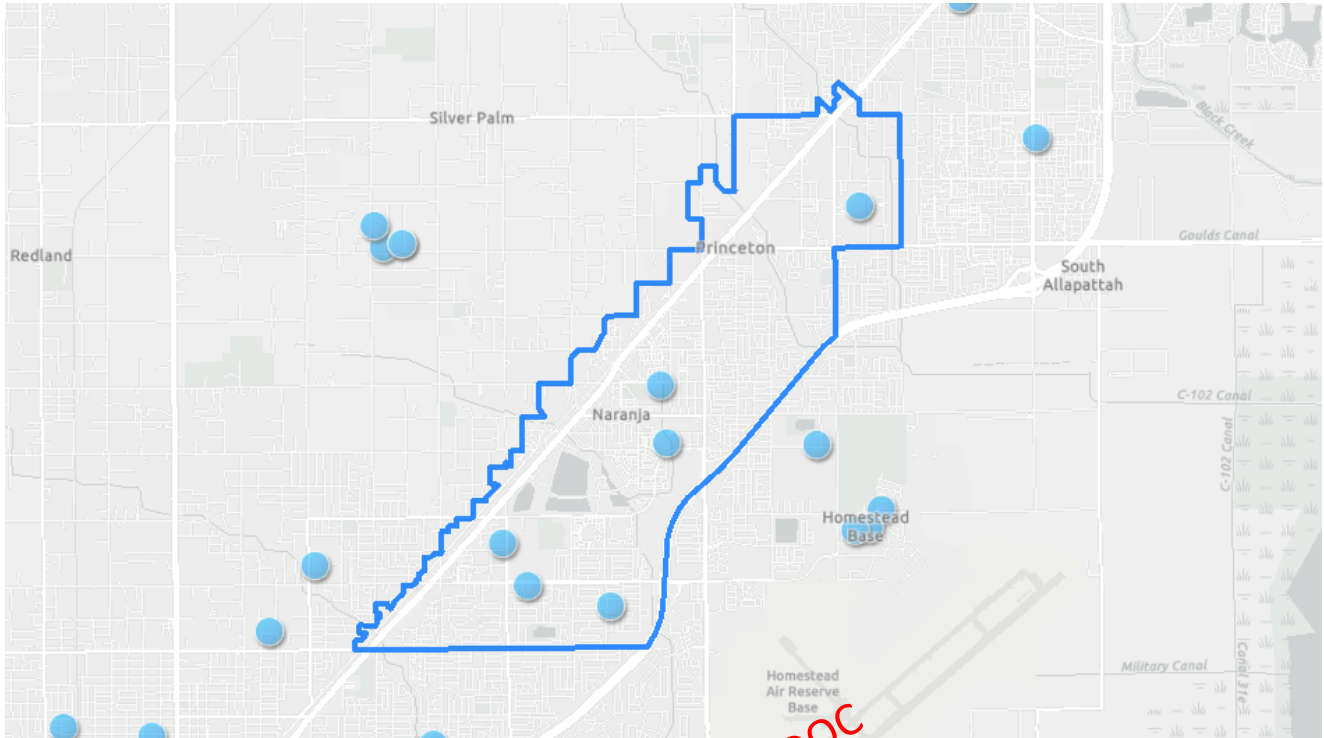
Map illustrating "Brownfield" designation
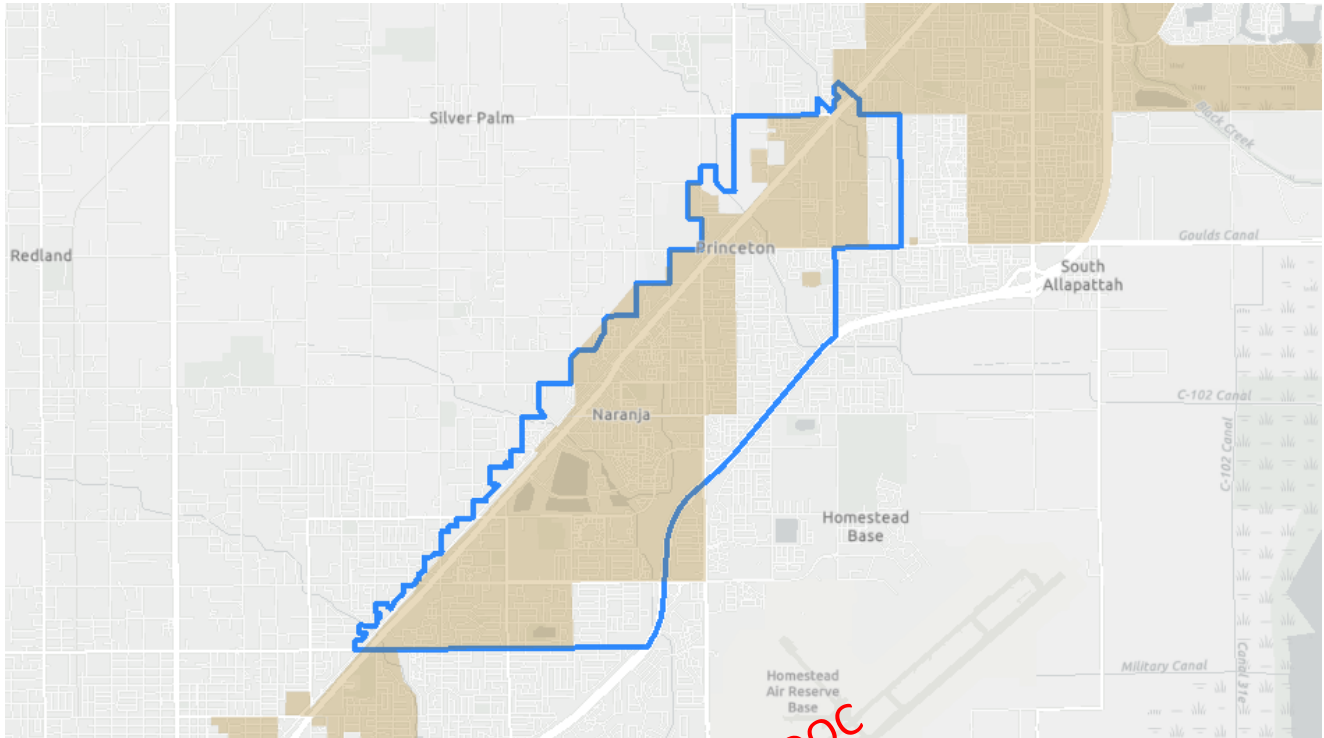
Map illustrating park locations
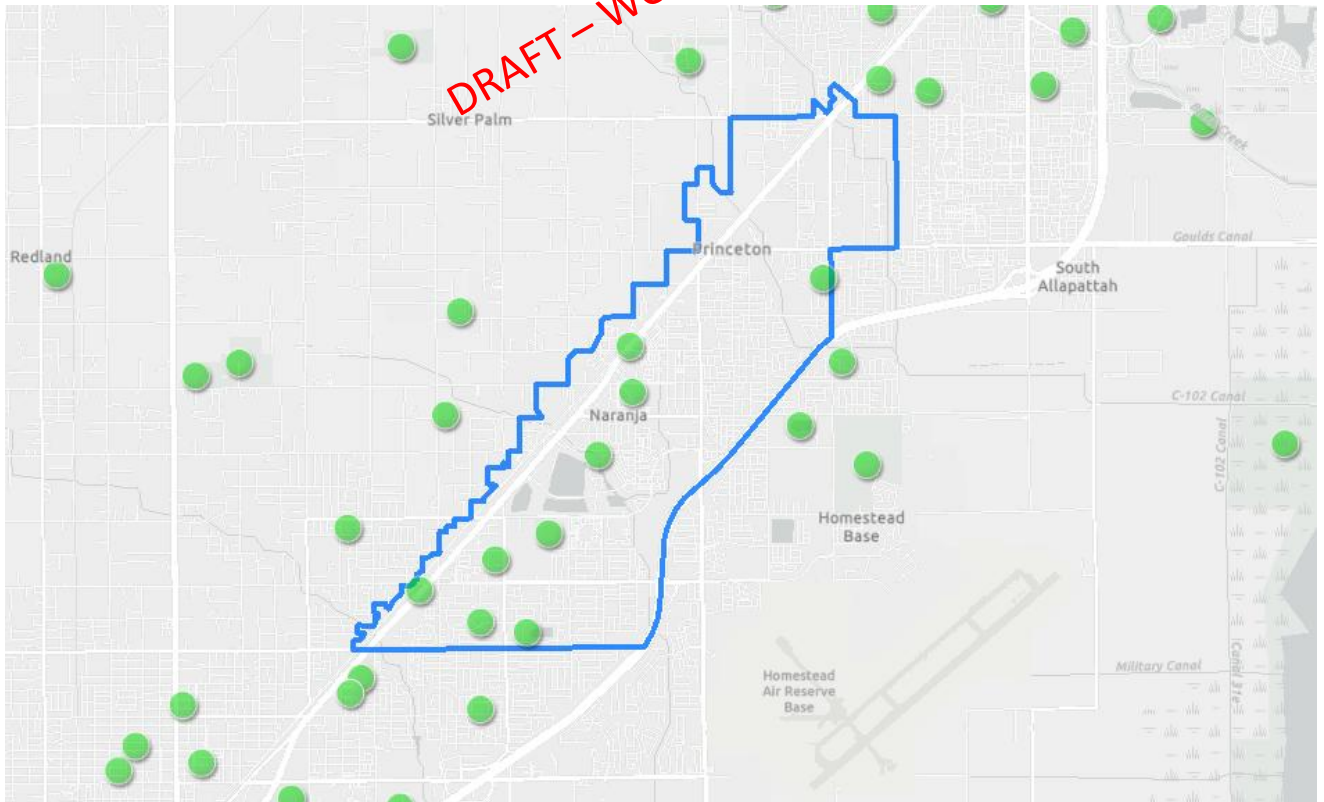
Map illustrating school locations

SUMMARY OF MARKET AND ECONOMIC CONDITIONS

The market analysis (Appendix B) of Naranja Lakes provides a comprehensive understanding of the area's demographic, economic, and real estate trends. It highlights the challenges facing the CRA area, including housing affordability, retail underperformance, workforce gaps, and infrastructure deficiencies, while also identifying opportunities for investment, redevelopment, and economic revitalization.

The following summary sets the foundation for the Naranja Lakes CRA Plan update, which responds to these market realities through strategic initiatives focused on land acquisition, commercial revitalization, public infrastructure investments, and housing expansion.

Demographics & Economic Overview

- The Naranja Lakes CRA has a population of approximately 46,894 residents, with a population growth rate of 1.8% per year, slightly higher than Miami-Dade County. The median age of 34.6 years suggests a younger, working-age population, with 26% under 18 and 11% over 65. This demographic profile creates demand for workforce housing, family-friendly amenities, and long-term senior housing solutions.
- The median household income is $52,536, significantly lower than the countywide average of $64,000. More than 22% of residents live below the poverty line, a higher rate than in neighboring Homestead (18%) and Miami-Dade County (16%).
- Employment challenges persist in Naranja Lakes. The labor force participation rate is 62%, lower than the national average of 63.5%. The unemployment rate is 2.8%, but the young adult unemployment rate of 5.6% indicates some barriers to employment, limited job opportunities, and a workforce skills gap that must be addressed through job training, workforce development programs, and business attraction efforts.

Housing & Real Estate Market Conditions

- Housing in Naranja Lakes is more affordable than in most of Miami-Dade County, with a median home value of $404,000, well below the countywide median of $560,000. However, despite lower home prices, homeownership rates remain low (37.7%), and over 50% of renters are cost-burdened, meaning they spend more than 35% of their income on rent.
- The housing market is not keeping up with demand, although a few new residential developments have been introduced in recent years. This leads to rising rental prices and a lack of housing diversity. The vacancy rate of 7.2% suggests that some properties may be financially distressed, underutilized, or in need of rehabilitation, presenting opportunities for redevelopment and new housing projects.
- The CRA's role in housing stabilization and affordability will ensure that existing residents are not displaced while new investment is encouraged.

Retail Market Performance & Commercial Activity

- Despite steady population growth, the retail market has struggled to keep pace, resulting in significant retail leakage: where residents shop outside the area, in places like Homestead, Kendall, and Cutler Bay.
- Retail vacancy rates are high (12.5%), well above Miami-Dade's 6.8% average, indicating underperforming commercial corridors and shopping centers. This suggests that existing retail spaces may not align with market demand or that poor site selection and outdated layouts discourage investment.
- Several key retail categories are missing from the area:
  - Grocery stores are undersupplied, forcing residents to travel outside the community for essential shopping.
  - Sit-down restaurants and entertainment venues are limited, creating a lack of dining and social spaces.
  - Apparel and general merchandise stores are also limited, pushing residents to shop in nearby cities.

The CRA Plan includes focus on retail recruitment, commercial corridor revitalization, and business attraction strategies to strengthen the local economy and reduce leakage.

Office & Industrial Market Analysis

- Naranja Lakes' office market is weak, with a high vacancy rate of 18% and low lease rates of $22/SF, significantly lower than Kendall ($38/SF) and Homestead ($30/SF).
- This suggests that the market is not competitive enough to attract large employers and instead relies on small-scale businesses, medical offices, and administrative service providers. Without investment in business infrastructure and incentives for office development, the area will continue to struggle to attract high-wage professional jobs.
- In contrast, the industrial sector is more promising, with a low vacancy rate of 6.5%, indicating demand for logistics, warehousing, and trade-related businesses. However, growth is constrained by limited industrial-zoned land and outdated infrastructure, requiring targeted investment and zoning adjustments to support job creation in logistics, light manufacturing, and related industries.
- Expanding industrial capacity and business-friendly incentives could position Naranja Lakes as a hub for logistics and distribution, leveraging its proximity to major roadways and the South Dade Transitway.

Key Challenges Identified

- Retail and commercial corridors are underperforming, with high vacancy rates and limited retail options that force residents to spend outside the community.
- Housing affordability is at risk, with low homeownership rates and rent burdens affecting economic stability.
- Job creation is constrained, with limited office space and few high-wage employment opportunities.
- Infrastructure deficiencies, including outdated roads, flooding issues, and lack of pedestrian connectivity, hinder economic development.
- The workforce lacks training for higher-wage industries, requiring education and skills development programs to improve employment outcomes.

Opportunities for Redevelopment & Economic Growth

Despite these challenges, Naranja Lakes is well-positioned for targeted redevelopment efforts that support long-term economic growth. The CRA Plan outlines strategies to:

- Increase housing supply by redeveloping vacant properties and incentivizing mixed-income housing projects.
- Revitalize retail corridors by attracting grocery stores, restaurants, and essential services to fill market gaps and reduce leakage.
- Encourage industrial expansion by rezoning underutilized land and supporting logistics and light manufacturing job centers.
- Enhance public infrastructure to improve roadways, pedestrian access, and stormwater management.
- Promote workforce development initiatives that align with the needs of high-growth industries, such as construction, logistics, and healthcare.

How This Analysis Connects to the CRA Plan

This market analysis is a foundation for the CRA Plan, ensuring that redevelopment efforts align with economic trends, real estate conditions, and community needs. The CRA's strategies, including land acquisition, zoning reforms, public-private partnerships, and financial incentives, are designed to address these challenges while maximizing opportunities for sustainable economic growth. The CRA will create a more balanced, thriving, and resilient community by implementing targeted housing investments, commercial revitalization projects, and workforce development programs.

This summary establishes the market realities the CRA Plan seeks to address, ensuring that all redevelopment efforts are based on data-driven insights and strategic economic planning.

Public Input Summary

On September 28, 2024, January 16, 2025, and February 13, the consultant team held workshops and CRA Board discussions to engage with key stakeholders and the broader community. These sessions are a vital part of the redevelopment planning process, providing an opportunity to hear directly from the people who live and work in the area every day. These perspectives have been carefully considered and incorporated into the priority projects to ensure the redevelopment plan reflects the true needs and vision of the people.

- **Infrastructure Improvements:** This is a recurring theme, particularly for roads, drainage, and utilities, to support growth and improve quality of life. The discussions also underlined the importance of creating aesthetically pleasing public spaces, enhancing community safety through code enforcement, and leveraging the CRA's strategic location near major transportation corridors for transit-oriented development.
- **Jobs and Opportunities:** A common theme is the lack of local jobs that forces residents to commute long distances.
- **Identity and Pride:** Many feels South Dade is often misunderstood and lumped together as one area. Stakeholders want to highlight their neighborhoods' unique identities to attract investment and boost pride.
- **Aesthetic Improvements:** People want a cleaner, more visually appealing environment. Vacant lots, rundown plazas, and aging infrastructure are viewed as barriers to creating a place where people want to live and visit.

Additionally, discussions recognized the potential of programming the CRA's trust fund for catalytic investments in anchor projects, such as mixed-use developments and other initiatives, to attract talent, generate jobs, and create a unique destination. Engagement underscored the importance of aligning redevelopment strategies with community needs to ensure sustainable growth.

The redevelopment plan is being finalized, and the public's input will shape the priorities. The CRA aims to make investments that are visible, impactful, and reflect the community's needs, with a focus on jobs, infrastructure, housing, and creating vibrant spaces that everyone can enjoy.

TO BE UPDATED AFTER FEBRUARY 13TH BOARD MEETING

4. Redevelopment Goals & Key Program Initiatives

This section outlines the overarching goals and key initiatives for the Naranja Lakes Community Redevelopment Area (CRA) Plan Update 2025, providing a strategic framework to guide redevelopment efforts. These goals serve as a roadmap for revitalizing the area while remaining adaptable to changing priorities and opportunities. By establishing clear, broad objectives, the CRA ensures flexibility for staff in allocating resources, pursuing partnerships, and implementing tools to address community needs effectively. This approach empowers the CRA to respond proactively to challenges, maximize impact, and foster sustainable economic development, housing diversity, and an improved quality of life for residents.

Goal #1: Economic Development

To establish Naranja Lakes CRA as a thriving economic hub with a unique identity, strong anchor industries, and a vibrant small business ecosystem.

Key Program Initiatives:

a) Establish a Clear Identity: Develop a branding strategy that reflects Naranja Lakes' unique agricultural heritage, proximity to natural assets like Biscayne National Park, and emerging eco-tourism potential. Promote the area as a destination for agri-tourism, quality outdoor recreation, and a vibrant small-town charm.

b) Retain and Expand Anchor Industries: Focus on retaining key industries such as logistics (e.g., Amazon facility), agriculture, and tourism. Create partnerships with major employers and identify incentives to expand their operations. Leverage the area's Spaceport Territory designation to attract aerospace and defense-related industries.

c) Support Not-for-Profit Partners: Collaborate with community organizations that support CRA goals, such as workforce development, housing, job training and arts and culture through mechanisms that are authorized under Chapter 163.

d) Enhance Safety and Reduce Disorder: Strengthen partnerships with Code Enforcement and Community Policing to address blight, illegal dumping, and safety concerns. Improve public spaces to foster a sense of security and order in the community.

e) Support Small Businesses and Entrepreneurship: Develop into a hub for small businesses by offering technical assistance, grants, and access to affordable spaces. Support local entrepreneurs in creating unique experiences like farm-to-table dining, craft markets, and boutique shops.

f) Expand Place Brand Communication Efforts: Promote Naranja Lakes as a destination through digital platforms, social media campaigns, and community education events. Showcase the CRA's assets, such as its affordability, accessibility, and potential for tourism and investment.

Goal #2: Housing and Residential Life

To create a healthy, diverse housing mix and improve the quality of life for Naranja Lakes residents.

Key Program Initiatives:

a) Establish a Sustainable Housing Mix: Promote the development of affordable and mixed-income housing, including missing middle housing such as duplexes and townhomes, to meet the needs of residents while maintaining community character.

b) Enhance Quality of Life: Focus on improving neighborhood aesthetics, expanding access to parks, and addressing blight and vacancy issues. Develop programs to support homeownership, maintain existing housing stock, and build community pride.

Goal #3: Public Improvements and Infrastructure

To create a visually appealing, functional, and safe public realm that supports redevelopment and enhances community connectivity.

Key Program Initiatives:

a) Gateway and Wayfinding Enhancements: Install visually appealing gateway signage and wayfinding systems to improve navigation and establish a sense of place throughout the CRA.

b) Improve Walkability and Safety: Install targeted lighting, wider sidewalks, shade trees, and protected bike lanes to make the CRA more pedestrian-friendly and safe.

c) Improve Aesthetics: Launch streetscape beautification programs, such as landscaping, public art installations, and façade improvement grants for commercial properties.

d) Upgrade Commercial and Industrial Infrastructure: Modernize utilities, roadways, and drainage systems in commercial and industrial areas to attract businesses and investors.

e) Address Parking Lot Aesthetics: Partner with businesses along South Dixie Highway and other key corridors to enhance parking lot landscaping, lighting, and stormwater management.

Goal #4: Transportation, Transit, and Parking

To ensure safe, efficient, and multimodal transportation options to support community growth and connectivity.

Key Program Initiatives:

a) Encourage Multimodal Transportation: Expand shared-use paths, protected bike lanes, and pedestrian infrastructure to encourage alternative transportation methods. Promote transit systems as safe and convenient options for residents and visitors.

b) Expand Transit Options: Work with Miami-Dade Transit to increase service frequency and coverage, leveraging the SMART Plan station at SW 264th Street as a key asset to connect residents to jobs and regional destinations.

c) Enhance Parking Options: Develop modern, efficient parking facilities to support retail, restaurants, offices, and light industrial uses, while maintaining an aesthetically pleasing streetscape.

Goal #5: Redevelopment Support

To create a redevelopment-friendly environment that aligns with CRA goals and attracts sustainable investment.

Key Program Initiatives:
a) Land Use Regulations: Encourage redevelopment through zoning that promotes compact, mixed-use, pedestrian-friendly areas. Update illustrative master plans to improve clarity and align with the community's vision, ensuring they are accessible to developers and stakeholders.
b) Use CRA Powers for Land Development: Leverage borrowing, land acquisition, and land disposition powers to assemble sites for redevelopment and incentivize transformative projects.
c) Provide Economic Incentives: Offer grants, tax incentives, and other forms of financial support for projects that align with CRA goals, such as mixed-use developments, housing, and public infrastructure improvements.
d) Allocate CRA Resources Strategically: Ensure the CRA is equipped with the necessary funding, staffing, and expertise to implement programs and initiatives effectively.

DRAFT – WORKING DOC

5. Key Priority Projects

Based on information gathered and aligned with the goals of promoting economic vitality, quality of life, talent attraction, and creating a unique destination for entrepreneurs and residents, the following 10 priority projects are recommended for the Naranja Lakes CRA, categorized by timeframe. To ensure the successful implementation of the recommended priority projects, the NLCRA staff and leadership can adopt the following recommended actionable strategies. These tactics will help allocate resources effectively, build partnerships, and ensure alignment with the CRA's overarching goals.

Short-Term Projects (1-3 Years)

1. DEVELOP A CRA PLACE BRAND COMMUNICATIONS PROGRAM

Action Steps:
- Design a cohesive visual identity, including a logo, tagline, and communication materials.
- Develop a digital communications strategy focused on education about local assets and initiatives through social media, websites, and email campaigns.
- Organize community events to promote the CRA's unique identity and provide education about the CRA, its programs, and projects.

Metrics for Success:
Increased online engagement, attendance, and positive media coverage.

2. LAUNCH A SMALL BUSINESS SUPPORT PROGRAM

Action Steps:
- Establish a grant or microloan program to support local entrepreneurs in starting or expanding their businesses.
- Partner with the Miami-Dade Economic Advocacy Trust (MDEAT) or similar organizations to offer technical assistance and business training workshops.
- Identify vacant retail spaces, such as those near South Dixie Highway, and work with property owners to offer affordable leases for startups.

Metrics for Success:
Number of businesses supported, jobs created, and occupied retail spaces.

3. IMPROVE PARK CONNECTIVITY AND WALKABILITY

Action Steps:
- Collaborate with Miami-Dade County's Public Works Department to design and fund sidewalk improvements, bike lanes/ bike network, and crosswalk enhancements.
- Launch a "Safe Walks to Parks" campaign, including community workshops to identify priority connections.
- Apply for grants, such as the Florida Safe Routes to School Program, to fund infrastructure improvements near parks and schools.

Metrics for Success:
Linear feet of sidewalks/bike lanes installed, reduction in pedestrian and bike-related accidents. Reduced congestion.

4. EXPAND CODE ENFORCEMENT AND COMMUNITY POLICING

Action Steps:
- Allocate CRA funds to hire additional code enforcement officers focused on the CRA boundary.
- Partner with local law enforcement to conduct community outreach and safety improvement initiatives.
- Implement a reporting system for residents to alert authorities about illegal dumping or unsafe conditions.

Metrics for Success:
Reduction in illegal dumping, improved resident satisfaction with safety.

Mid-Term Projects (3-5 Years)

5. REDEVELOP KEY VACANT AND UNDERUTILIZED LAND

Action Steps:
- Conduct feasibility studies to determine the best uses for the 121.7-acres of vacant land near the Naranja Branch Library, or for any other vacant land in the area.
- Acquire strategic properties and issue Requests for Proposals (RFP) to attract private developers with experience in mixed-use and community-focused projects.
- Incorporate community input to ensure redevelopment aligns with the vision of residents.

Metrics for Success:
Land developed, housing/commercial square footage completed.

6. INFRASTRUCTURE UPGRADES FOR COMMERCIAL AND INDUSTRIAL AREAS

Action Steps:
- Identify key infrastructure deficiencies, such as drainage, utilities, and road conditions, through engineering studies.
- Pursue funding opportunities, such as Community Development Block Grants (CDBG) or state infrastructure programs.
- Coordinate with property owners along South Dixie Highway to incentivize façade improvements and landscaping.

Metrics for Success:
Number of infrastructure projects completed, improved stormwater management.

7. LAUNCH AN AGRI-TOURISM INITIATIVE

Action Steps:
- Using the CRA area as "home base", partner with local agricultural businesses and farms to develop guided tours, farm-to-table events, farmers' markets, and outdoor tasting experiences featuring locally grown produce.
- Create incentives for boutique hotels, restaurants, and agri-tourism businesses to establish in the area, leveraging Naranja Lakes' rich agricultural heritage and rural charm.
- Integrate this initiative into the CRA's educational campaign, positioning Naranja Lakes as a unique eco-tourism and agri-tourism destination that highlights sustainable farming and local culture.

Metrics for Success:
Number of visitors participating in agri-tourism activities.
New hospitality and tourism-related businesses established.
Increased tourism revenue and economic activity in the area.

Long-Term Projects (5-8 Years)

8. CREATE A WALKABLE DINING AND RETAIL DISTRICT

Action Steps:
- Use CRA funds to acquire and assemble key properties along South Dixie Highway near Naranja Urban Center to create a cohesive retail and dining corridor.
- Partner with urban designers to create a master plan for a Main Street-inspired district with public plazas, public art, and shaded walkways.
- Attract anchor tenants and unique local businesses to establish a mix of dining, retail, and entertainment venues.

Metrics for Success:
Number of businesses in the district, pedestrian traffic, increase in property values.

9. LEVERAGE THE SMART PLAN TRANSIT STATION

Action Steps:
- Work with developers to create transit-oriented developments (TODs) near the SW 264th Street and SW 244th Street TransitWay stations, combining housing, retail, and office space.
- Ensure pedestrian and bike connectivity to the station, including lighting and signage enhancements.
- Collaborate with Miami-Dade Transit to expand routes and improve station amenities.

Metrics for Success:
New TOD developments, increase in transit ridership.

10. EXPAND AFFORDABLE AND WORKFORCE HOUSING OPTIONS

Action Steps:
- Acquire strategic parcels near transit and job centers for affordable housing development.
- Establish locally-specific affordability criteria for CRA supported affordable housing projects that do not utilize other county, state or federal funds.
- Partner with affordable housing developers that apply for Low-Income Housing Tax Credits (LIHTC) to fund projects.
- Implement design guidelines to ensure housing blends with the community's character and promotes walkability.

Metrics for Success:
Number of affordable housing units created, reduction in housing cost burden.

LAND ACQUISITION AND REAL ESTATE DEVELOPMENT STRATEGY

A strategic land acquisition and real estate development approach is essential to achieving the goals of the Naranja Lakes Community Redevelopment Agency (CRA). The CRA's role in land banking, redevelopment facilitation, and targeted real estate investment will be key in addressing retail gaps, workforce housing shortages, job center expansion, and commercial revitalization.

This strategy is guided by the findings from market analysis across residential, retail, office, industrial, and hospitality sectors, ensuring that acquisitions and redevelopment projects align with economic needs, demand trends, and long-term community impact.

Guiding Principles for Land Acquisition & Redevelopment
The CRA will pursue a strategic and phased approach to land acquisition and development, prioritizing:

• Job-Creating Commercial & Industrial Sites – Expanding office and industrial space to create local employment opportunities.
• Workforce and Mixed-Income Housing – Ensuring housing development supports economic diversity.
• Retail Expansion & Revitalization – Addressing retail leakage and activating key commercial corridors.
• Hospitality & Tourism Development – Creating an environment for hotel investment and tourism-related growth.

To implement these priorities, the CRA can use tactics that include land banking, public-private partnerships (P3s), developer incentives, and site-specific redevelopment initiatives.

Implementation Strategy & Funding Mechanisms
To execute this strategy, the CRA may utilize:

• Tax Increment Financing (TIF) – To fund infrastructure and site improvements.
• Land Banking & Site Control – To assemble parcels for redevelopment and public-private partnerships.
• Public-Private Partnerships (P3s) – To leverage private investment in housing, commercial, and hospitality projects.
• Incentive Programs – Offering tax recapture programs, grants, and potentially land development bonuses to encourage investment.

TARGETED ACQUISITION & DEVELOPMENT STRATEGIES

1. Workforce and Mixed-Income Housing Development

Why This Matters:
- Homeownership rates in Naranja Lakes are low (45%), and 50% of renters are cost-burdened.
- There is significant demand for workforce housing, but vacant and aging housing stock limits availability.
- The CRA's role in acquiring and redeveloping underutilized properties is critical to improving affordability and increasing homeownership opportunities.

Action Plan:
- Land Bank Key Residential Parcels – Identify and assemble underutilized or tax-delinquent properties for future affordable housing projects.
- Facilitate Public-Private Partnerships (P3s) – Work with developers to deliver mixed-income housing projects while preserving affordability.
- Create Homeownership Incentives – Offer down payment assistance, tax abatements, and first-time buyer incentives to increase ownership rates.
- Support Multi-Family Redevelopment – Target aging multi-family properties with rehabilitation grants or redevelopment incentives.

Potential Acquisition Sites:
- Underutilized parcels along major corridors (US-1, South Dade Transitway, 137th Ave.).
- Properties with high vacancy rates or financial distress that can be converted into mixed-use or multi-family developments.

TARGETED ACQUISITION & DEVELOPMENT STRATEGIES

2. Retail Expansion & Revitalization

Why This Matters:
- Retail vacancy rates are high (12.5%), yet residents spend much of their retail dollars outside Naranja Lakes.
- There is an undersupply of grocery stores, sit-down restaurants, and entertainment venues.
- The retail sector lags behind residential growth, meaning that more housing density may be needed to support future retail investment.

Action Plan:
- Acquire & Reposition Underperforming Retail Centers – Identify older, struggling shopping centers and facilitate redevelopment or repositioning efforts.
- Target Grocery & Essential Retail Development – Use land assembly, incentives, and P3s to recruit a supermarket or specialty grocer.
- Encourage Mixed-Use Development – Integrate retail into residential projects to create built-in customer bases.
- Support Small Businesses & Local Retailers – Implement business grants, façade improvements, and tenant assistance programs to strengthen the local retail ecosystem.

Potential Acquisition Sites:
- Retail corridors along US-1, 264th Street, and major intersections.
- Vacant or struggling shopping centers that can be redeveloped into mixed-use areas.

TARGETED ACQUISITION & DEVELOPMENT STRATEGIES

3. Job-Creating Commercial & Industrial Sites

•Why This Matters:
- Office vacancy rates are high (18%), and the area lacks large employers.
- Industrial vacancy is low (6.5%), showing strong demand for logistics and light manufacturing space.
- The market is underutilizing its proximity to transit corridors and trade routes.

Action Plan:
- Expand Industrial & Logistics Space – Acquire and rezone underutilized parcels for light industrial, warehousing, and logistics development.
- Support Office Redevelopment & Job Centers – Convert vacant retail space into small office hubs or co-working spaces.
- Create Business Incubators & Innovation Hubs – Identify properties that can support entrepreneurial growth, medical offices, and professional services.
- Leverage the South Dade Transitway – Encourage transit-oriented office development near major public transit hubs.

Potential Acquisition Sites:
- Land near major roadways and TransitWay stops that can be converted into industrial or commercial job centers.
- Vacant office buildings or underutilized retail space that could be repositioned for business use.

TARGETED ACQUISITION & DEVELOPMENT STRATEGIES

4. Hospitality & Tourism Development

Why This Matters:
- The area has fewer than five hotels, low occupancy rates (58%), and no new hotel development.
- The lack of lodging options prevents visitor spending, eco-tourism expansion, and event-driven travel.
- Naranja Lakes is well-positioned to serve visitors to the Everglades, Biscayne National Park, and Homestead Speedway, but has no tourism infrastructure.

Action Plan:
- Attract Hotel Development – Offer tax incentives, impact fee incentives, and land assembly opportunities for hotel investors.
- Encourage Mixed-Use Hospitality Projects – Combine lodging with entertainment, dining, and event space to create a destination appeal.
- Develop an Eco-Tourism Strategy – Position Naranja Lakes as a gateway for nature and adventure tourism.
- Identify Land for Hospitality Expansion – Designate hospitality zones near key roadways, transit access points, and future entertainment districts.

Potential Acquisition Sites:
- Properties along major highways (US-1, Florida's Turnpike) and near high-traffic corridors.
- Undeveloped parcels that could support eco-lodging, boutique hotels, or mixed-use hospitality developments.

NEIGHBORHOOD IMPACT STATEMENT

The following describes the potential impacts of future redevelopment on the 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.

Housing and Affordability

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. The following strategies are contemplated within the CRA Plan to help mitigate potential displacement.

- The CRA Plan encourages the development of mixed-income housing for a variety of affordable living options for existing and new residents.
- The CRA will engage in public-private partnerships with developers to create workforce housing and incentives to address long-term affordability.
- Potential displacement risks should be mitigated through financial assistance programs and anti-displacement policies.

Infrastructure and Transportation

As part of the County, State and CRA's redevelopment effort, it is anticipated that significant investments will be made in transportation networks, including street reconstructions, lighting, beautification, landscaping, traffic calming, and pedestrian walkway enhancement. Investments will also be made to upgrades water, sewer, and stormwater systems to accommodate future growth and environmental resilience.

Environmental Quality

The Redevelopment Goals and Initiatives proposed in this Plan are intended to improve the environmental quality within the redevelopment area. The following serve to improve the environmental sustainability.

- The CRA will encourage energy saving building practices with new developments within the Naranja Lakes CRA.
- Infrastructure projects will utilize green infrastructure and sustainable stormwater management techniques where appropriate and add to the tree canopy through urban greening.

Community Well Being

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.

- 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.

Economic Development and Job Creation

The Naranja Lakes CRA Plan addresses economic development throughout the plan, which aims to attract new business and provide job opportunities for residents in the community. The CRA will do this through:

- Encourage entrepreneurship by offering support through a microloan program and partner with local organizations that provide training programs and technical assistance
- Supporting small businesses through grants and encouragement of a vibrant mix of uses, such as a hotel or restaurants.
- Enhancing commercial corridors to improve aesthetics, a sense of place, and increase business viability.

Community Engagement and Equity

The CRA Plan update encourages inclusive community engagement strategies, ensuring that residents and stakeholders have a voice in prioritizing redevelopment efforts. Public meetings, workshops, and surveys are important to gather feedback for transparent decision-making and the CRA should emphasize equitable development to prevent displacement.

In conclusion, the Naranja Lakes CRA Plan addresses housing, infrastructure, environmental quality, economic development, and community well being by prioritizing sustainable growth, economic opportunity, and improved quality of life while maintaining the community's unique character. Ongoing outreach and collaboration with residents, businesses, and stakeholders will be critical to the success of this vision.

6. Financial Projections & Alternative Funding

TIF Projections NLCRA 2033

Fiscal Year	Original	Expansion	Increment	TIF
2002	131,292,949			
2017		493,525,205		
2025	816,229,961	2,053,134,960	2,244,546,767	13,649,787
2026	840,716,860	2,114,729,009	2,330,627,715	14,353,987
2027	865,938,366	2,178,170,879	2,419,291,091	14,900,051
2028	891,916,517	2,243,516,005	2,510,614,368	15,462,497
2029	918,674,012	2,310,821,486	2,604,677,344	16,041,817
2030	946,234,232	2,380,146,130	2,701,562,209	16,638,516
2031	974,621,259	2,451,550,514	2,801,353,619	17,253,117
2032	1,003,859,897	2,525,097,029	2,904,138,773	17,886,155
2033	1,033,975,694	2,600,849,940	3,010,007,481	18,538,185
			Total TIF	131,074,325

Spending Plan Concept

SPENDING PLAN CONCEPT	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	8-Year Total
Tax Increment Revenue	14,353,987	14,900,051	15,462,497	16,041,817	16,638,516	17,253,117	17,886,155	18,538,185	**131,074,325**
Expenses									
Administration	273,000	286,650	300,983	316,032	331,833	348,425	365,846	384,138	**2,606,907**
County Administration	138,445	145,367	152,635	160,267	168,280	176,694	185,529	194,805	**1,322,023**
Operating Expenses	2,155,354	2,263,122	2,376,278	2,495,092	2,619,846	2,750,838	2,888,380	3,032,799	**20,581,709**
Programs and Projects									
Community Policing	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	**12,800,000**
Infrastructure Investments	493,243	1,000,000	1,000,000	1,500,000	2,000,000	2,500,000	2,000,000	1,500,000	**11,993,243**
Housing Projects*	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,188,970	**8,688,970**
Public Spaces and Parks	250,000	574,333	921,975	787,000	250,000	250,000	250,000	250,000	**3,533,308**
Business Assistance & Job Creation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	**1,600,000**
Commercial Improvement Grants	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	**4,000,000**
Land Acquisiton/P3/Major Projects*	5,747,757	4,736,710	4,716,144	4,685,313	5,063,703	4,912,363	5,768,363	5,442,797	**41,073,150**
Smart Plan for Transit Investments	2,496,188	2,593,870	2,694,483	2,798,114	2,904,854	3,014,796	3,128,037	3,244,674	**22,875,015**
Total Expenses	14,353,986	14,900,051	15,462,497	16,041,817	16,638,516	17,253,117	17,886,155	18,538,184	**131,074,324**

*Can be done with TIF Recapture or P3

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Alternative Funding Mechanisms to Tax Increment Financing (TIF) for Redevelopment Costs

While Tax Increment Financing (TIF) is a widely used tool for funding redevelopment, several alternative mechanisms can supplement or replace TIF to finance projects in the Naranja Lakes CRA or similar redevelopment efforts. Below are viable funding alternatives:

1. Grants and Federal/State Funding Programs
- Community Development Block Grants (CDBG) – Federal funding for economic development, infrastructure improvements, and affordable housing.
- Economic Development Administration (EDA) Grants – Support for public works, infrastructure, and job creation.
- Brownfield Grants (EPA & Florida Brownfields Program) – Funding for environmental remediation and redevelopment of contaminated sites.
- Transportation Grants (BUILD/RAISE Grants, State DOT Funding) – Federal or state grants for road, pedestrian, and transit-related projects.
- Florida Department of Economic Opportunity (DEO) Grants – Support for local redevelopment and infrastructure projects.

2. Special Assessment Districts (SADs)
- Establishing a Business Improvement District (BID) or Community Development District (CDD) where property owners agree to a special assessment to fund specific improvements, such as:
    - Streetscape enhancements
    - Public safety and maintenance
    - Parking and mobility infrastructure
- Revenue generated is used for localized improvements, attracting businesses and increasing property values.

3. Public-Private Partnerships (P3s)
- Collaborate with private developers for mixed-use projects where:
    - The CRA provides land, infrastructure, or financing incentives.
    - Private investors contribute funding for commercial or residential projects.
        - Examples:
            - Leasing public land for commercial use in exchange for revenue-sharing agreements.
            - Partnering with hotel developers for eco-tourism projects.

4. Tax Credit Programs
- New Markets Tax Credits (NMTCs) – Federal incentive for private investment in economically distressed areas.
- Low-Income Housing Tax Credits (LIHTCs) – Support for affordable and workforce housing developments.
- Historic Preservation Tax Credits – Encourages restoration of historic buildings for adaptive reuse.

5. Opportunity Zone Investments
- Attract private capital gains investment into designated Opportunity Zones within the CRA.
- Offer tax deferrals and exemptions for investors supporting local economic development projects.

6. Bond Financing
- Revenue Bonds – Secured by specific project revenue, such as parking fees or lease agreements.
- General Obligation (GO) Bonds – Requires voter approval; backed by municipal creditworthiness.
- Infrastructure Bonds – Used for major redevelopment projects, including roads, utilities, and public spaces.

7. Crowdfunding and Philanthropic Funding
- Local crowdfunding campaigns for small-scale projects (e.g., park improvements, cultural spaces).
- Philanthropic partnerships with foundations or corporations for community-driven redevelopment.

8. Lease Revenue and Land Value Capture
- Lease CRA-owned properties to developers or businesses to generate ongoing revenue.
- Utilize land value capture mechanisms where infrastructure investments increase land value, and part of the appreciation funds future projects.

9. Tourism and Hospitality Funding Mechanisms
- Hotel Bed Tax Revenues – Portion of local lodging taxes used for infrastructure supporting eco-tourism.
- Event-Based Revenue Sharing – Hosting cultural festivals, markets, and events that generate funds for redevelopment.

Conclusion
By combining TIF with these alternative funding mechanisms, the Naranja Lakes CRA can diversify its revenue sources, reduce financial risk, and accelerate redevelopment efforts. A strategic mix of grants, public-private partnerships, special assessments, and tax incentives will ensure sustainable and impactful investment in the community.

Viable Exit Strategies

Viable Exit Strategy for Naranja Lakes Community Redevelopment Agency (CRA) by 2033

The Naranja Lakes CRA, established with a sunset date of 2033 as stated in the 2017 Redevelopment Plan, requires a structured exit strategy to ensure a seamless transition of responsibilities while maintaining the long-term sustainability of its redevelopment efforts. A well-planned exit strategy will allow the CRA to achieve its core objectives, ensure continued economic growth, and transition redevelopment initiatives to local government or private sector leadership.

Key Exit Strategy Components

1. Financial Sustainability & Responsible TIF Phase-Out
- Gradual Reduction of TIF Revenues: Develop a TIF Wind-Down Plan where funds are gradually allocated to legacy projects and essential infrastructure instead of new long-term commitments.
- Reserve Fund Establishment: Create a redevelopment trust reserve fund to sustain key projects beyond the CRA's lifespan.
- Debt Retirement Strategy: Ensure all bonds, loans, or financial obligations are paid off or transferred to the county or another governing entity before 2033.

2. Project Completion and Transfer of Responsibilities
- Prioritize High-Impact Redevelopment Projects: Focus on completing transformational projects (e.g., the Main Street Retail & Dining District, Agri-Tourism Initiative, and Transit-Oriented Development near the SMART Plan station) by 2028-2030.
- Asset Transfer to Miami-Dade County: Transition CRA-owned properties, public facilities, and infrastructure projects to the county or designated community organizations.
- Public-Private Partnerships (P3s): Establish agreements where private developers or local business groups maintain and manage assets like parks, streetscapes, and commercial spaces.

3. Establish Long-Term Governance for Ongoing Redevelopment
- Create a Business Improvement District (BID) or Special Assessment District: Ensure continued maintenance of commercial corridors through a self-assessed property owner group after the CRA dissolves.
- Municipal Oversight Transition: Work with Miami-Dade County's Office of Management and Budget to integrate CRA functions into existing economic development programs.
- Local Economic Development Board: Establish a post-CRA advisory board to guide future development efforts and oversee unfinished projects.

4. Community Benefits and Housing Legacy Programs

- Affordable Housing Trust Fund: Use final CRA funds to establish a permanent housing assistance program to ensure long-term affordability.
- Small Business & Workforce Development Fund: Transition existing business grants and training programs to local chambers of commerce or nonprofit organizations.

5. Final Report and Public Transparency

- Sunset Report (2032-2033): Provide a final impact assessment detailing TIF fund usage, completed projects, and the economic impact of the CRA.
- Public Engagement: Hold town halls and workshops to inform residents and businesses about the transition and future governance structures.

Proposed Timeline for Exit Strategy Execution

Proposed Timeline for Exit Strategy Execution		
Phase	Timeframe	Key Actions
Mid-Term CRA Prioritization	2025 - 2028	Finalize major redevelopment projects, secure funding for unfinished projects, and initiate asset transfer planning.
TIF Reduction & Transition Plan	2028 - 2030	Gradually reduce reliance on TIF, establish reserve funds, and finalize long-term governance plans.
Final Years of CRA Operations	2030 - 2032	Transfer properties, launch legacy programs (BID, affordable housing trust), and ensure all financial obligations are met.
Dissolution & Reporting	2033	Final CRA audit, public report, and formal sunset of operations.

Conclusion

The Naranja Lakes CRA Exit Strategy ensures that redevelopment efforts continue to benefit the community post-2033 by transferring key projects, creating sustainable governance structures, and phasing out financial dependencies. This strategy protects investments, maintains community improvements, and ensures a smooth transition to local entities for long-term growth and sustainability

Thank You

We provide economic development solutions.

BusinessFlare® is a highly qualified veteran-owned advisory firm specializing in redevelopment, revitalization, economic analysis, and urban planning. As a trusted partner to the Miami-Dade County Office of Management and Budget, BusinessFlare® provides expert support to the county's Community Redevelopment Agencies (CRAs), offering tailored strategies to drive sustainable growth and improve quality of life within the county.

With headquarters located in North Miami, Florida, BusinessFlare® is deeply rooted in the local community, offering unmatched insights into the region's unique economic and urban challenges. Our team is composed of seasoned professionals with expertise in redevelopment and planning, leveraging cutting-edge data analytics and economic modeling to guide impactful decision-making.

Our Services
BusinessFlare® provides a comprehensive suite of services, including:
- Finding of Necessity
- Redevelopment Plan Updates
- Revitalization Strategies
- Economic Data Insights and Analytics
- Economic Impact Studies
- Urban Planning and Design

Commitment to Miami-Dade County
As a local firm, BusinessFlare® is uniquely positioned to address the challenges and opportunities in Miami-Dade County. Our proximity to the communities we serve allows us to maintain strong relationships with local stakeholders and ensures our recommendations are grounded in the realities of the region. By partnering with the Miami-Dade County Office of Management and Budget, BusinessFlare® continues to empower CRAs to achieve their missions, creating vibrant, resilient communities through innovative redevelopment strategies and data-driven insights.

BusinessFlare® has extensive experience supporting CRAs throughout Miami-Dade County, delivering measurable results that align with statutory requirements and local objectives. We understand the critical balance between preserving community character and fostering economic growth, and we tailor our approach to meet the specific needs of each project.

https://businessflare.net/

BUSINESS FLARE®

Case study

Image: Plaza 98 Miami Shores Village. (Source: Safe Streets Summit)

Plaza 98

Plaza 98 Tactical Urbanism
Destinations & Activations

The Village of Miami Shores, originally a Pineapple Plantation, is predominantly a residential community located north of the City of Miami. Created more than 85 years ago, the community was designed for automobiles and has been a gateway community through which travelers pass on the way to somewhere else. As a result, historically there has been no clearly defined downtown area. No natural gathering space indicating, "You're arrived, comejoin us".

As a result of a downtown district analysis and in collaboration with multiple partners Miami Shores created a low-cost, pedestrian-friendly destination gathering place by enhancing, existing road infrastructure. The finished Plaza 98 project allows for local neighborhood programming and destination activities for outsiders. The project was nominated for The People's Choice Award by the Safe Streets Summit as an example of a project that has created safer, more equitable, more livable streets.

The project implementation details included:

+ Project management: Street Plans, an urban design firm, spearheaded the project.
+ Parties involved (including City Departments): Plaza 98 was a collaboration between Miami Shores Village, the Greater Miami Shores Chamber of Commerce, Miami REALTORS, Miami Dade Department of Transportation, and Street Plans.

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https://www.safestreetssummit.org/peoples-choice-awards

Case study

Mural Project

Mural Project and Mural Only Program Grant
Cultural Arts & Entertainment

The City of Hollywood, Florida CRA's Mural Project goal is to curate contemporary outdoor murals at key locations in Downtown Hollywood in an effort to enhance and enrich the existing cultural fabric of our community, thereby attracting more art related activities, businesses and events. Incentives include a Mural Only Program (MOP), a reimbursement grant program that uses tax increment funds to leverage private investment for on-site property improvements. The MOP utilizes an application process and offers a 50% reimbursement grant up to a maximum reimbursement amount of $10,000 per property for costs associated with the creation and installation of a painted or mosaic mural, including design, labor, materials and equipment, on the exterior surface of buildings and structures located within the CRA Districts.

The Mural Only Program and a similar Paint Only Program providing matching funds for the use of licensed paint contractors for exterior cleaning, patching and painting, serve to beautify and reduce slum and blight in the core business district. In return, the applicable structures and murals become destination attractions for local and tourists.

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http://hollywoodcra.org/188/Downtown-Hollywood-Mural-Project

Case study

Infrastructure

Tax Increment Recapture, Infrastructure Grant & Community Benefits Agreements
Economic Incentives

The North Miami Community Redevelopment Agency (NMCRA) will use tax increment revenues to encourage economic development in the Community Redevelopment Area. The NMCRA is proposing to provide a Tax Increment Recapture to the owner of a qualifying project. A qualifying project is one that is anticipated to create at least $2 million in Net New taxable value in the first full year following completion.

Any new commercial and residential developments to be constructed within the Redevelopment Area in an amount of $200,000 shall enter into a community benefits agreement with the Agency. To the extent allowed by law, a community benefits agreement shall include provisions for hiring the labor workforce for the project financed by the grant or agreement from residents of the Redevelopment Area that are unemployed or underemployed.

The amount of the Base Tax Increment Recapture shall be 25% to 50% of the Net New Tax Increment Revenue generated by the project. If the taxable assessed value of the Property (as determined by the Miami-Dade County Property Appraiser, taking into consideration any allowable adjustments by the Value Adjustment Board) in any year during the Recapture Period exceeds the Base Year Value, the Tax Increment Recapture shall be no more than 50% percentage of the project's Net New Tax Increment Revenue. In any fiscal year, the Tax Increment Recapture shall be subordinate in all respects to all CRA Debt. At no time will the Tax Increment Recapture exceed 50%.

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https://www.northmiamicra.org/sites/default/files/tif_incentives_program_062017.pdf
https://www.northmiamifl.gov/DocumentCenter/View/8324/Agreement-CRA-and-West-Bank-Investment-02-05-2020-PDF

Case study

Home Repair

Choice Neighborhoods Exterior Owner-Occupied Rehab Program

Maintenance & Rehabilitation

This owner-occupied program helps lower-income residents remain in their home by offering deferred forgivable loans up to $70,000 to make improvements to their homes for exterior, health and safety repairs. Priority is given to residents 55 or older, veterans, disabled head of households and those that have lived in their homes for at least 15 years. Funds will be provided in the form of a forgivable loan at a 0% interest rate with payments deferred and forgiven until the earlier of loan maturity, sale, transfer of ownership, or failure to maintain the property as the primary residence during the loan term. The maximum loan amount per home is $70,000, inclusive of all construction related costs and closing costs. Loan term will be determined.

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https://www.investatlanta.com/homebuyers/owneroccupied-rehab

Case study
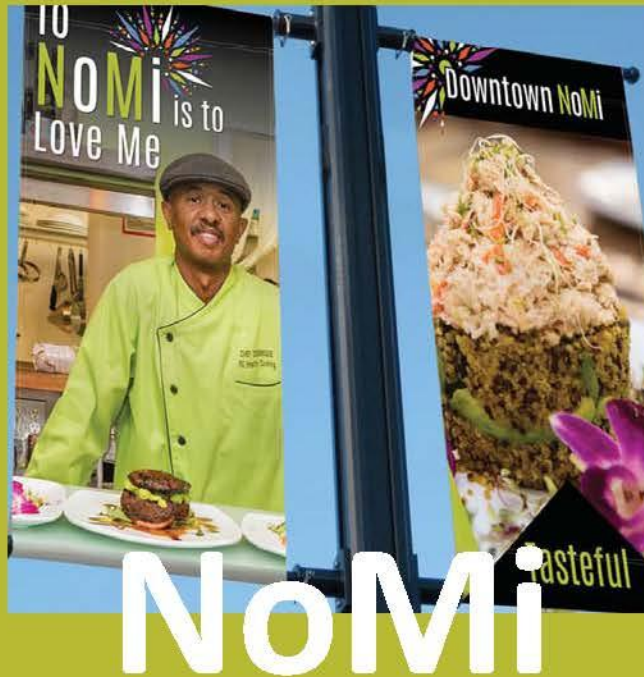
North Miami Branding & Marketing

Business Attraction & Retention

The North Miami Community Redevelopment Agency (NMCRA) was established in 2005 and is charged with the responsibility of eliminating conditions of blight that exist within the City and helping improve the quality of life by revitalizing the City's physical, economic, educational and social resources. The designated area includes 3,250 acres, approximately 60% of the City. The NMCRA is an example of a successful revitalization process that utilizes marketing and branding tools at its core. Some of the initiatives include:

+ The Downtown Revitalization project which seeks to attract investment by a shared vision for North Miami's urban core as a vibrant area where people live, shop, work, and play.
+ The MOCA Plaza and Courtyard Renovation project serves as a business attraction technique by sending a message that the City invested in this central public space to bring the community together.
+ Downtown NOMI Strategic Marketing Plan project.

All of these projects are examples that marketing and business attraction is a public investment that creates a flare that attracts millions of dollars in private investment, improves quality of life, creates jobs, attracts businesses and real estate development, creates affordable housing, and leverage public infrastructure costs. Find out what makes you authentic and your physical assets.

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https://www.northmiamicra.org

Case study

Paint Plant & Pave

Paint Plant and Pave Program
Housing Rehabilitation (Fence Repairs and Replacement)

This incentive is created to provide curb appeal to single-family and multi-family properties in disrepair in Pleasant City. The proposed improvements may include pressure cleaning, painting, minor facade repairs, landscaping, awnings, driveways and/or parking lot sealing, irrigation systems, exterior lighting and fence repair or removal. The CRA will provide 100% of the project cost on owner occupied singlefamily structures and 80% of the project cost on non-owner occupied single-family or multifamily structures up to $20,000 per property for exterior improvements.

The West Palm Beach CRA limits this program to a particular neighborhood; it is not available throughout the entire CRA district. In addition, it is available to both single family and multifamily properties. While there are no design specifications related to fencing, non-chain link fencing is preferred.

An inventory of code violations and properties noted in the Finding of Necessity provides a starting point in creating a fence repair and replacement program. The fence repair program will be an initiative that beautifies the physical environment, reduces blight conditions, increases value, and most importantly it gives the community a sense of pride for their place. When the community is empowered they will give back and the return on investment will be manifested in the revitalization process.

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https://www.wpb.org/government/community
redevelopment agency/incentives

Case study

Image: Hallandale City Center Rendering; Photo: CFM Architects

P3 Development

Hallandale City Center
Public Private Partnership

Hallandale City Center, a proposed 2-acre, mixed-use project of 89 rental apartments with 14 of those set aside for affordable housing, is a great example of housing diversity development with potential for rental to homeownership incentives within a CRA-owned land. The project consists of rental apartments, affordable units, commercial/retail spaces, and parking spaces with a set aside number of parking spaces as public parking for the City. The project estimated cost is approximately $17 million; and, it is expected to create temporary and permanent jobs, as well as continuing tax revenues.

The 89 apartments would be two-bedroom, two bathroom units; most would have the rent set at $1,375, according to Glendon Hall, the CRA's economic development manager. Fourteen apartments would be set aside for affordable housing, with rents at about $1,100, Hall said.

Since 2012, the Hallandale Beach CRA has spent $6 million in acquiring the land — made up of 13 parcels

As part of this development, the developer and City seek that Hallandale City Center LLC provide a leading worldwide approach to affordable housing production commonly known as the 'Vienna Model. Unlike traditional affordable housing development models, where construction costs are the main priority, the Vienna Model has four equally essential pillars: Architectural Quality, Environmental Considerations, Social Sustainability, and Economic Costs. This has resulted in beautiful, yet affordable housing projects that are assets to the public realm.

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https://cohbcra.org/folio/hallandale-city-center/

Market and Economic Conditions

POPULATION & GROWTH TRENDS

Naranja Lakes has a population of approximately 46,894 residents, with an annual growth rate of 1.8%, outpacing Miami-Dade County's overall growth of 1.5%. The area has a median age of 34.6 years, which is significantly younger than many other communities in South Miami-Dade. This suggests a high percentage of working-age individuals and young families.

Why This Matters
- A growing and young population means that housing demand, job opportunities, and public services must expand to keep up. Younger populations tend to be more mobile and seek better job opportunities and quality of life, so retention strategies will be important. If the area does not continue to develop attractive economic opportunities and community amenities, it risks losing talent to nearby areas like Homestead, Kendall, and even Miami.
- At the same time, growth presents an opportunity for targeted redevelopment. With careful planning, the CRA can encourage mixed-use development, commercial growth, and workforce housing projects to accommodate this increasing population. It also creates a need for expanded transportation and infrastructure investments, particularly as traffic congestion and transit connectivity become more pressing concerns.

Population Size and Growth
The Naranja Lakes CRA has a population of approximately 46,894 residents, with an annual growth rate of 1.8%, which is slightly higher than the 1.5% countywide growth rate. This increase suggests steady, organic population expansion rather than an explosion of new residents from outside the area.

Age Distribution and Household Composition
The median age is 34.6 years, reflecting a predominantly working-age population.
26% of the population is under 18, signaling a strong presence of young families.
About 11% of the population is 65 or older, meaning there is a growing senior segment but not a dominant one.

The average household size is 3.1 people, which is higher than Miami-Dade's overall average of 2.8 persons per household.

Why This Matters
- The age distribution and household size show that Naranja Lakes is a family-oriented community. Many residents are children and young parents, increasing the demand for quality schools, childcare facilities, parks, and recreational activities.
- Additionally, housing and service needs will shift as the senior population grows. While today's priorities might focus on education and job opportunities, future planning should include accessible housing, healthcare services, and senior-friendly amenities.
- The larger household size indicates a sense of community and extended-family living arrangements, which often correlates with higher rates of multi-generational households. This is important for planning housing types, transportation access, and social services that fit this demographic pattern.

What This Means for the CRA Plan
- Expand family-friendly amenities, such as parks, playgrounds, and after-school programs, to accommodate the high percentage of children and young families.
- Encourage multi-bedroom housing development to meet the needs of larger households.
- Plan for future senior services as the aging population grows.
- Enhance transit accessibility to support families with single-vehicle or no-vehicle households.

Demographic Shifts and Migration Patterns

About 40% of residents have moved into the area within the last decade, which means a steady influx of new residents but new residents lack the legacy connection to the community and neighborhoods.
The majority of newcomers come from other areas within Miami-Dade County, suggesting that affordability and housing availability are key drivers of migration to Naranja Lakes.

The area's growing immigrant population, particularly from Latin America and the Caribbean, reinforces its cultural diversity.

Why This Matters
- Naranja Lakes is attracting Miami-Dade County residents who are looking for affordability, but if housing costs continue to rise, the area could become less competitive. A strategic focus on affordable and workforce housing development will be critical in maintaining Naranja Lakes as an attractive place to live.
- Additionally, immigrant populations bring economic and cultural vibrancy, often creating small businesses, restaurants, and retail shops that reflect their cultural backgrounds. The CRA can support these communities by offering business incentives, permitting assistance, and branding strategies that highlight the area's diverse offerings.

What This Means for the CRA Plan
- Preserve affordability by encouraging mixed-income and workforce housing developments.
- Support immigrant entrepreneurship through business assistance programs and micro-loans.
- Enhance cultural branding to celebrate and promote Naranja Lakes' diversity.

Population Density and Land Use Considerations

- Naranja Lakes has a population density of approximately 6,700 people per square mile, which is lower than Miami-Dade's urban areas but denser than nearby suburban and rural parts of the county.
- Most of the residential development consists of single-family homes and low-rise multifamily buildings, but some underutilized land could support higher-density mixed-use developments.

Why This Matters
- With a moderate population density, Naranja Lakes can grow sustainably without overwhelming infrastructure if well planned to keep pace with population growth. The availability of underutilized land presents opportunities for redevelopment, especially along transit corridors and commercial areas.
- However, future land use decisions must balance growth with preserving the community's character. Too much density without proper planning can strain infrastructure, schools, and public services, while too little development could limit economic potential.

What This Means for the CRA Plan
• Identify underutilized properties for strategic redevelopment.
• Encourage higher-density mixed-use developments in targeted areas near the South Dade Transitway.
• Ensure that infrastructure investments keep pace with population growth.

Summary of Key Takeaways

• The population is steadily growing, requiring strategic planning to accommodate future residents.
• The community is family-oriented, increasing demand for schools, parks, and child-friendly services.
• There is a strong immigrant presence, making business development and cultural branding important.
• Affordability is a key driver of migration, but housing costs must be managed to maintain competitiveness.
• Moderate population density and available land create redevelopment opportunities, but growth must be well-planned to avoid infrastructure strain.

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INCOME AND POVERTY LEVELS

The median household income in Naranja Lakes is $52,536, which is significantly below the Miami-Dade County median of $64,000. Additionally, 22% of residents live below the poverty line, a rate higher than that of nearby Homestead (18%).

Why This Matters
- Low-income levels indicate a high reliance on affordable housing and rental properties, which impacts the type of development that is feasible in the area. A higher-than-average poverty rate means that many residents face financial barriers to homeownership and upward economic mobility. This also affects business attraction and retail development, as companies typically look at disposable income levels when determining where to invest.
- However, Naranja Lakes has the opportunity to increase household earnings through economic development initiatives. Workforce training, business support programs, and job placement efforts could help improve residents' earning potential. Additionally, strategic redevelopment projects could attract higher-paying industries such as logistics, healthcare, and light manufacturing.

Income Distribution and Economic Hardship
Naranja Lakes has a median household income of $52,536, below the Miami-Dade County median of $64,000. This suggests that many households in the area struggle to afford basic necessities. The income distribution is heavily skewed toward lower-wage earners:

- 24% of households earn below $25,000 per year
- Another 30% earn between $25,000 and $50,000
- 35% of households earn above $75,000
- This means that over half of the community earns below $50,000, making disposable income for housing, transportation, and leisure activities limited.

Poverty Rate and Economic Disparities
- The poverty rate in Naranja Lakes is 22%, which is higher than the Miami-Dade County rate of 16% and notably higher than nearby Homestead (18%). Many families live paycheck to paycheck and cannot absorb financial shocks.
- Child poverty is especially high, affecting over 30% of children in the area. This impacts educational outcomes, access to resources, and future earning potential.
- The senior poverty rate is also above the county average, with many elderly residents relying on fixed incomes that struggle to keep up with rising costs.

Cost of Living and Affordability Challenges

- While housing in Naranja Lakes is relatively affordable compared to the county, the low-income levels challenge affordability. Even with a median rent of $1,300 per month, this accounts for over 35% of household income, meaning many families are rent-burdened.
- Other economic factors exacerbating the financial strain include:
- Rising transportation costs: Many residents rely on cars due to limited transit options, increasing commuting expenses.
- Limited local retail and grocery options: Many residents must travel outside the area for essential shopping, adding to costs.
- High utility costs: Older housing stock often lacks energy efficiency, leading to higher electricity and water bills.

Why This Matters

The high concentration of low-income and financially vulnerable households makes economic mobility a critical issue in Naranja Lakes. Without intervention, these income disparities will continue to limit homeownership, economic development, and overall community prosperity.

A lack of disposable income also means:
- Lower local retail spending, making it difficult to attract new businesses.
- Higher reliance on social services, increasing the demand for support programs.
- Challenges in upward mobility, especially for young residents who face barriers to higher education and high-wage jobs.
- Investments in higher-paying jobs, workforce training, affordable homeownership programs, and business support are essential to breaking the cycle of economic disadvantage.

What This Means for the CRA Plan

- Focus on workforce development: Training programs should target higher-wage industries like logistics, healthcare, and skilled trades.
- Support small business growth: Business incubators and micro-loans can help residents create their own economic opportunities.
- Expand affordable homeownership programs: Helping renters transition to homeownership can stabilize the community and create generational wealth.
- Improve transit and infrastructure: Better public transportation and walkability can reduce household transportation costs.
- Incentivize grocery stores and essential retail: Ensuring that residents have access to affordable necessities without leaving the area will help keep spending local.

Summary of Key Takeaways

- Low median household income ($52,536) limits disposable spending, affecting retail and business attraction.
- High poverty rate (22%) signals economic vulnerability, particularly among children (30%) and seniors.
- Over half of households earn below $50,000, making affordability a major concern for housing and daily expenses.
- Many residents are rent-burdened, with housing costs consuming over 35% of income for lower-earning households.
- Rising transportation, utility, and grocery costs further strain household budgets, limiting economic mobility.
- Economic growth must focus on higher-wage job creation, small business support, and homeownership incentives to build wealth.

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RACIAL AND ETHNIC COMPOSITION

Naranja Lakes is a diverse community, with a population of 70% Hispanic Origin and 22% African American. This demographic makeup reflects the broader trends in South Miami-Dade, where Hispanic and African American communities drive population growth.

Why This Matters
- Cultural diversity is a strength that can be leveraged in place branding and economic development strategies. The area can build on its cultural identity by supporting businesses that reflect the community's demographics, such as minority-owned enterprises, local markets, and culturally significant retail and dining establishments.
- Additionally, bilingual communication strategies will be essential for effective community engagement.

Diversity and Community Identity
Naranja Lakes is a racially and ethnically diverse community, with demographics reflecting broader trends in South Miami-Dade. The strong Hispanic and African American presence has shaped the area's cultural identity, influencing local businesses, food, music, and community traditions.

Why This Matters
- Naranja Lakes's racial and ethnic diversity is one of its greatest assets. Cultural representation plays a major role in economic development, affecting business growth, place branding, and community engagement. When a community's identity is reflected in its local businesses, public spaces, and civic initiatives, it strengthens the connection between residents and their neighborhoods.
- However, diverse communities also face unique economic and structural challenges, including:
- Higher rates of economic disparity, particularly in minority populations.
- Barriers to small business growth, such as lack of access to capital for minority entrepreneurs.
- Gentrification pressures, which can threaten long-established cultural hubs.
- Redevelopment efforts must incorporate inclusive economic strategies to preserve and enhance Naranja Lakes' cultural identity. These strategies must ensure that minority-owned businesses and cultural institutions are not displaced by rising costs.

What This Means for the CRA Plan

- Support for minority-owned businesses through financial incentives, business incubators, and micro-loan programs.
- Incorporate cultural branding into redevelopment efforts, celebrating the area's Hispanic and African American heritage.
- Protect and enhance local gathering spaces, such as parks, markets, and community centers, that serve as cultural hubs.
- Ensure equitable development by prioritizing policies that protect small businesses from displacement.
- CRA programs should include bilingual outreach and engagement strategies to ensure inclusivity.

Summary of Key Takeaways

- Naranja Lakes is a majority-minority community, shaping its cultural identity.
- Cultural diversity is an economic asset that can drive business growth, tourism, and place branding.
- Minority-owned businesses face structural challenges, including limited access to capital and displacement risks.
- Gentrification pressures could threaten long-standing cultural institutions and small businesses if redevelopment is not inclusive.
- Public spaces, local businesses, and community programs should reflect and celebrate the area's Hispanic and African American heritage.
- Equitable economic development strategies, such as small business support and anti-displacement policies, are critical to preserving the community's identity.

EDUCATION AND WORKFORCE READINESS

Educational attainment levels in Naranja Lakes are below county and national averages:
- 80% of residents have a high school diploma or higher.
- 12% have an associate degree.
- 21% have a bachelor's degree or higher.
- The labor force participation rate is 62%, which is lower than the national average of 63.5%.
- The unemployment rate is 2.8%, lower than the state's 4.5%. However, youth unemployment (ages 16-24) is 5.6%.

Why This Matters
- The percentage of residents without a bachelor's degree suggests that workforce development efforts should focus on trades, technical fields, and vocational programs rather than traditional four-year college pathways. The CRA should encourage partnerships with Miami-Dade College, local high schools, and vocational training centers to create specialized workforce training programs.
- The relatively low labor force participation rate suggests barriers to employment, such as lack of access to training, transportation challenges, or a mismatch between available jobs and workforce skills. Programs that connect residents to high-demand industries (such as construction, logistics, and healthcare) could help boost employment.

What This Means for the CRA Plan
- Job training initiatives should be a central focus, particularly in industries that require technical skills rather than a college degree.
- Partnering with local schools and colleges to create certification programs can help bridge the skill gap.
- Expanding transportation access to job centers will help address employment barriers.

Labor Force and Employment Overview
Naranja Lakes's labor force participation rate is 62%, lower than the national average of 63.5%. The unemployment rate is 2.8%, lower than Florida's statewide rate of 4.5%. The higher youth unemployment rate suggests some barriers to employment, such as lack of job access, skill mismatches, or limited industry diversity.
- Labor Force Size: Approx. 21,811 workers
- Unemployment Rate: 2.8%
- Primary Industries of Employment:
  - Retail and Service: 14%
  - Healthcare and Social Assistance: 16%
  - Construction and Skilled Trades: 13%
  - Logistics, Warehousing, and Transportation: 7%
  - Food Services and Hospitality: 7%
  - Professional and Administrative Services: 5%

Why This Matters
- The largest employment sectors in Naranja Lakes: retail, healthcare, and construction, are industries that typically pay lower to mid-range wages and have limited opportunities for upward mobility without additional training. This reinforces the area's lower household income levels and economic disadvantage.
- The logistics and warehousing sector is an emerging strength, offering stable, higher-wage jobs without requiring a college degree. However, job growth in logistics is constrained by infrastructure limitations and a lack of available commercial space for expansion.
- While important, the service and hospitality industries tend to offer lower wages and fewer full-time benefits, meaning that workers in these sectors often struggle with economic stability.

What This Means for the CRA Plan
- Workforce training should focus on higher-paying job sectors like logistics, healthcare, and skilled trades.
- Expanding commercial and industrial space can help grow logistics and trade-related jobs.
- The CRA can partner with businesses and schools to offer certifications and apprenticeships that align with employer needs.

Business and Industry Landscape
The Naranja Lakes economy is driven by small businesses and service-based industries, with few major employers. The lack of larger businesses and corporate offices limits high-wage job opportunities within the area.
- Number of Businesses: ~+/- 940
- Small Businesses (fewer than 10 employees): 80%
- Mid-Sized Businesses (10–50 employees): 15%
- Large Employers (50+ employees): 5%

Key Employment Industries in the Area:
- Retail Chains (grocery stores, auto parts, and discount retailers)
- Healthcare Clinics (small-scale urgent care centers and specialty offices)
- Construction Companies (local contractors and trades)
- Logistics & Distribution (small warehousing facilities along major corridors)

Why This Matters
- The dominance of small businesses and service-based industries creates limited opportunities for job stability and career advancement. Additionally, the lack of office and commercial space for mid-sized businesses prevents the attraction of higher-wage industries like technology, finance, and professional services.
- Another major issue is job leakage: many residents commute out of the area for work, spending money elsewhere instead of contributing to the local economy. Expanding job opportunities within Naranja Lakes would reduce commuting burdens and strengthen the local economy.

What This Means for the CRA Plan
- Support small business growth through micro-loans, grants, and business incubators.
- Encourage mixed-use developments that include office space to attract higher-wage professional jobs.
- Expand industrial and commercial zoning to allow for growth in logistics, warehousing, and advanced manufacturing.
- Develop a local hiring initiative to connect businesses with residents and reduce job leakage.

Workforce and Education Mismatches
- One of Naranja Lakes' biggest challenges is the gap between workforce skills and available jobs. Many higher-paying industries require specialized training that most residents lack.
- Many workers are concentrated in low-skill service jobs, while high-demand sectors (healthcare, skilled trades, logistics) need more trained employees.
- Many residents commute to jobs outside the area, indicating a lack of local employment opportunities.

What This Means for the CRA Plan
- Expand vocational and technical training programs in high-demand fields like logistics, construction, and healthcare.
- Partner with Miami-Dade College and local trade schools to create certification programs that align with industry needs.
- Provide job placement and apprenticeship opportunities to help residents transition into higher-wage careers.

Summary of Key Takeaways

- Labor force participation (62%) is lower than the national average, with an unemployment rate of 2.8%, but a young adult unemployment rate of 5.6% signaling some employment barriers.
- The top employment sectors: retail, healthcare, and construction, are dominated by lower-wage jobs with limited upward mobility.
- Logistics and warehousing offers stable, higher-wage jobs but are constrained by infrastructure and commercial space limitations.
- Service and hospitality jobs are prevalent but typically pay low wages and offer few full-time benefits.
- The majority of businesses are small, with fewer than 10 employees, limiting job stability and career growth.
- The lack of mid-sized and large employers means many residents commute outside the area, contributing to job leakage.
- Addressing the mismatch between workforce skills and job opportunities requires investment in vocational training, technical education, and industry-aligned workforce programs.

HOUSING AND REAL ESTATE

The future of Naranja Lakes hinges on a balanced and strategic approach to housing and real estate development. As the area experiences steady population growth, the current mismatch between residential expansion and commercial investment has left the community underserved in key sectors, including retail, office space, and hospitality. While the median home value ($404,000) remains affordable relative to Miami-Dade County, low homeownership rates (37.7%) and high rent burdens indicate a need for expanded workforce and mixed-income housing options.

At the same time, vacant and underutilized properties present an opportunity for redevelopment into vibrant mixed-use, commercial, and job-creating spaces. This section outlines a comprehensive real estate strategy to expand housing diversity, revitalize retail corridors, support business growth, and create a more resilient, self-sustaining economy for Naranja Lakes.

- Median Home Value: $404,000 (compared to $560,000 in Miami-Dade County).
- Average Monthly Rent: $1,300 (relatively affordable compared to the region).
- Homeownership Rate: 37.7% (below the national average of 65%).
- Vacancy Rate: 7.2%, indicating potential for redevelopment.

Why This Matters
- Housing affordability is a competitive advantage for Naranja Lakes compared to other parts of Miami-Dade County. However, the low homeownership rate suggests that many residents cannot transition from renting to owning. This could be due to economic barriers, a lack of available financing, or a lack of desirable housing stock.
- The high vacancy rate indicates that some properties may be underutilized or in poor condition. These properties present an opportunity for redevelopment into higher-quality housing or mixed-use projects.

What This Means for the CRA Plan
- First-time homebuyer assistance programs could help increase homeownership rates.
- The CRA should incentivize the redevelopment of vacant properties into modern housing units.
- Mixed-use projects can help balance residential and commercial needs while enhancing walkability.

Home Values and Ownership Trends
- Median Home Value: $404,000 (compared to $560,000 in Miami-Dade County)
- Homeownership Rate: 37.7% (below the national average of 65%)
- Vacancy Rate: 7.2%, indicating redevelopment opportunities but also potential housing instability
- The relatively low home values in Naranja Lakes make it one of the more affordable areas in Miami-Dade County. However, the low homeownership rate suggests that many residents lack the financial means to purchase homes, keeping them in rental housing.
- The .2% vacancy rate is higher than the county average, which may indicate the presence of some underutilized or deteriorating properties. Some of these vacant homes may be financially distressed or held by absentee owners, making them prime candidates for redevelopment or homebuyer assistance programs.

Why This Matters
- A high percentage of renters creates housing instability, as renters are more vulnerable to market fluctuations and displacement. Encouraging homeownership can provide economic stability for residents, increase local wealth through property appreciation, and improve neighborhood cohesion.
- Vacant properties present a redevelopment opportunity but pose risks if not maintained. Blighted properties can drag down neighborhood values and discourage new investment. Strategic intervention is needed to convert vacant homes into livable housing or redevelop underutilized sites.

What This Means for the CRA Plan
- Implement homeownership assistance programs, such as down payment grants and first-time buyer incentives.
- Target vacant properties for redevelopment, turning them into affordable housing or mixed-use developments.
- Encourage mixed-income developments to balance affordability while preventing further concentration of low-income housing.

Rental Market and Affordability Challenges
- Median Rent: $1,300 per month, significantly lower than the county average
- Rent-Burdened Households: Over 50% of renters spend more than 35% of their income on rent
- Lack of Rental Supply: Few new rental units have been added in recent years, leading to rising rents
- Renting in Naranja Lakes is more affordable than in much of Miami-Dade County, but income levels remain too low for many households to afford housing comfortably. More than half of renters are considered rent-burdened, meaning they spend too much of their income on housing costs, limiting their ability to save for homeownership or spend on other necessities.
- One challenge is that new rental housing development has been slow, limiting supply and putting upward pressure on rental prices. Many of the existing rental properties are older and may not meet modern housing standards, requiring investment in rehabilitation and maintenance.

Why This Matters
- The combination of low income and high rent burden makes housing affordability a critical issue. Without intervention, rents will continue to rise, pushing lower-income households out of the area or forcing them into substandard housing conditions.
- Expanding the rental housing stock can help stabilize prices and improve living conditions while rehabilitating older units can extend their lifespan and prevent the displacement of long-term residents.

What This Means for the CRA Plan
- Incentivize new rental housing development, particularly workforce and affordable housing.
- Offer grants or tax incentives for landlords to rehabilitate aging rental units while maintaining affordability.
- Encourage mixed-use developments that incorporate rental units into commercial corridors to increase supply.

Housing Stock and Development Trends
- The housing stock in Naranja Lakes is dominated by single-family homes, which limits options for young professionals, seniors, and lower-income families who may need smaller or more affordable units.
- Additionally, much of the existing housing stock is older, requiring rehabilitation and modernization to remain livable and attractive. The lack of new construction further restricts housing options and increases demand for the limited available units, driving up prices.
- Predominantly single-family housing, with limited multi-family units
- Older housing stock, with a high percentage of homes built before 1990
- Limited new construction, constraining housing supply

Why This Matters
- The lack of housing variety makes it difficult to accommodate a diverse population, including young professionals looking for starter homes and seniors looking to downsize. Encouraging multi-family housing and mixed-use developments can provide a range of housing choices while increasing density in appropriate areas.
- Aging housing stock also raises concerns about building safety, energy efficiency, and overall quality of life. Redevelopment efforts should include renovation incentives to modernize older homes while ensuring they remain affordable.

What This Means for the CRA Plan
- Encourage a mix of housing types, including townhomes, apartments, and live-work units.
- Implement housing rehabilitation grants to improve older homes and rental properties.
- Support zoning changes that allow for multi-family development in strategic areas.

Gentrification and Displacement Risks
As redevelopment efforts take shape, rising property values and new developments could lead to gentrification, displacing long-term residents who can no longer afford to live in the community. While increasing investment in the area is necessary, it must be balanced with anti-displacement strategies to protect vulnerable residents.

Why This Matters
- Without proper safeguards, long-term renters and lower-income homeowners may be priced out of their neighborhoods, losing access to the economic benefits of revitalization. Implementing affordable housing protections and homeownership assistance can help maintain community stability while allowing for growth.

What This Means for the CRA Plan
- Create property tax assistance programs for low-income homeowners to prevent displacement due to rising taxes.
- Work with developers to include affordable housing components to maintain housing diversity.

Key Takeaways for Housing in Naranja Lakes

- Median home values ($404,000) are low compared to the county, but the homeownership rate (37.7%) is also low, indicating financial barriers to ownership.
- Vacancy rates (7.2%) suggest redevelopment potential but also highlight underutilized and possibly deteriorating properties.
- Renters are highly cost-burdened, with over 50% spending more than 35% of their income on rent.
- Limited new housing development is increasing demand and pushing up rental prices.
- The housing stock is primarily older single-family homes, limiting housing diversity and modern options.
- Without safeguards, redevelopment could lead to displacement of long-term residents through rising property values and rents.
- Zoning changes, rehabilitation incentives, and affordable housing policies are critical to balancing growth with affordability.

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MULTIFAMILY REAL ESTATE MARKET ANALYSIS

Rental Market and Affordability

The multifamily housing sector in Naranja Lakes plays a critical role in providing rental housing, supporting workforce populations, and shaping future redevelopment opportunities. This analysis examines rental rates, vacancy trends, development patterns, and investment conditions to determine how the CRA can support multifamily growth and affordability.

- The Average Multifamily Rent is $1,450/month, which is higher than the area's median overall rent ($1,300) but still below Miami-Dade County averages.
- Rent Growth (Year-over-Year): 4.2%, indicating moderate price increases but still below % countywide rate of 6.5%.
- Workforce Housing Demand: Significant need for affordable units, as many lower-wage workers in retail, construction, and healthcare struggle with affordability.

Why This Matters

- Multifamily rents are rising steadily but remain below county averages, meaning the area is still viewed as affordable within the broader Miami-Dade market. However, with 50% of renters already cost-burdened, even moderate rent increases can push affordability out of reach for working families.
- The market is not producing enough new workforce housing, meaning that without incentives, rents will continue to rise, forcing residents to move further south or face overcrowding.

What This Means for the CRA Plan

- Encourage new multifamily development with incentives for workforce housing.
- Support public-private partnerships to deliver mixed-income multifamily projects.
- Implement affordability protections such as incentives for landlords who keep units at workforce rental rates.

Vacancy Rates and Occupancy Trends

- Overall Multifamily Vacancy Rate: 7.8%, slightly above Miami-Dade's 6.5% average.
- Class A Properties: 4.5% vacancy, indicating strong demand for newer, high-end units.
- Class B & C Properties: 9%–11% vacancy, suggesting older buildings struggle with tenant retention and quality concerns.

Why This Matters

- The low vacancy rate for newer buildings signals a strong demand for modern, well-maintained apartments. However, older properties face higher vacancy and potential obsolescence, meaning many units may require rehabilitation or repositioning to remain competitive.
- Additionally, while a 7.8% overall vacancy rate might suggest ample rental options, much of this vacancy is concentrated in aging buildings with substandard conditions, limiting real choices for renters.

What This Means for the CRA Plan

- Incentivize renovation of older properties to bring more units to modern standards.
- Promote mixed-use development to add residential units above ground-floor retail spaces.

Multifamily Development and Investment Conditions
- New Units Delivered (Last 3 Years): Less than 500 units, significantly below demand projections.
- Pipeline (Under Construction/Planned): 1,200 units, concentrated near major corridors like US-1 and the South Dade Transitway.
- Investor Interest: Moderate, with some reluctance due to rising construction costs and concerns about workforce housing requirements.

Why This Matters
- Multifamily construction is not keeping pace with demand, creating upward pressure on rents. The limited number of new developments means that renters have fewer choices, leading to overcrowding in some older properties.
- Investors show interest in the market, but concerns about construction costs, regulatory hurdles, and affordability mandates may slow new projects. The CRA must balance affordability requirements with developer incentives to keep investment strong.

What This Means for the CRA Plan
- Streamline the approval process for multifamily developments to reduce costs and delays.
- Offer density bonuses to encourage workforce housing in new projects.
- Use land banking strategies to support affordable housing construction.

Key Takeaways for Multifamily Housing in Naranja Lakes

- Average multifamily rents ($1,450) are rising steadily but remain below county averages, presenting a workforce housing challenge.
- Multifamily vacancy rates (7.8%) are moderate, but older properties struggle with tenant retention and need reinvestment.
- New construction is lagging demand, with fewer than 500 units delivered in the last three years.
- Future development (1,200 units in the pipeline) is concentrated near transit corridors but faces financial and regulatory hurdles.
- Investor interest exists but is tempered by high construction costs and affordability mandates.
- CRA strategies must balance affordability, incentives, and regulatory streamlining to support a strong multifamily market.

HOSPITALITY MARKET ANALYSIS

The hospitality sector in Naranja Lakes is severely underdeveloped, with limited lodging options, low visitor spending, and almost no new hotel development. This lack of hospitality infrastructure directly restricts economic growth, tourism potential, and business attraction in the area.

- **Current Hotel and Lodging Market Conditions**
- Total Number of Hotels: Fewer than 5 properties, with most being budget motels or small independent operations.
- Average Daily Rate (ADR): $95–$120, far lower than the countywide average of $200+ in Miami-Dade.
- Occupancy Rate: ~58%, below the county average of 74%, signaling weak demand and poor brand presence.
- New Hotel Development (Last 5 Years): Zero, indicating a lack of investment interest.

Why This Matters
- The lack of quality hotels and hospitality amenities means that visitors, business travelers, and tourists have no reason to stay in Naranja Lakes, instead spending their money in nearby areas like Homestead, Kendall, or Miami itself. This limits economic spillover into local restaurants, retail, and entertainment venues.
- Additionally, low occupancy and ADR suggest weak demand, likely due to a lack of destination attractions, poor branding, and limited corporate travel needs. Without a clear tourism draw, hotels struggle to justify investment in the area.

What This Means for the CRA Plan
- Attract hotel developers by offering incentives, such as property tax breaks, land grants, or reduced impact fees.
- Encourage mixed-use developments that integrate hospitality with entertainment, dining, and conference spaces to drive demand.
- Improve place branding efforts to position Naranja Lakes as an affordable alternative for visitors to Miami and Homestead.

Hospitality Demand and Market Gaps
- Annual Visitor Volume: Extremely low, with most traffic being pass-through travelers along US-1 and Florida's Turnpike.
- Business Travel Demand: Minimal, as there are few major corporate employers or conference venues in the area.
- Tourism Potential: Limited. Naranja Lakes does not currently have a clear tourism identity, despite its proximity to the Everglades, Homestead, and Miami attractions.

Why This Matters
- The hospitality sector is stagnant because there is no defined demand driver; no large corporate offices, no convention or event space, and no strong leisure attractions to justify overnight stays.

- The area's proximity to the Everglades, Biscayne National Park, and agri-tourism sites in Homestead presents an opportunity to capture eco-tourism, sports tourism, and adventure travelers, but the lack of accommodations and marketing efforts limits this potential.

What This Means for the CRA Plan
- Develop an eco-tourism strategy that positions Naranja Lakes as a gateway to Everglades exploration with lodging, tours, and outdoor experiences.
- Partner with Homestead Speedway, local sports complexes, and event organizers to attract sports tourism and tournament-based hotel stays.
- Promote business development near transit corridors to increase business travel demand and justify mid-tier hotel investments.

Barriers to Hotel Development and Investment
- Weak Market Perception: Developers view Naranja Lakes as too risky for investment, preferring nearby markets with higher ADR and stronger branding.
- Limited Infrastructure for Hospitality: No entertainment districts, no convention or event spaces, and no premium dining options to support hotel guests.
- Land Use and Zoning Challenges: Existing zoning may not favor hotel development, requiring policy changes or land assembly to attract developers.

Why This Matters
- Hotel development does not happen in isolation; it requires a supporting ecosystem of attractions, businesses, and infrastructure. Right now, Naranja Lakes lacks the amenities that make a hotel viable, which creates a cycle where no hotels open because there's no demand, and there's no demand because there are no hotels.
- Additionally, zoning and land use policies must align with hospitality investment goals to make projects financially viable.

What This Means for the CRA Plan
- Designate targeted areas for hospitality investment, particularly near major corridors and commercial nodes.
- Streamline zoning and entitlement processes to reduce barriers for hotel development.
- Explore public-private partnerships (P3s) to co-develop hospitality projects with event venues, retail, or entertainment centers.

Key Takeaways for Hospitality in Naranja Lakes

- The hospitality market is almost non-existent, with fewer than five hotels, all budget-level, and no new development in recent years.
- Low ADR ($95–$120) and occupancy (58%) indicate weak demand and market challenges.
- There is no clear tourism or business travel driver, making hotel investment unattractive.
- The area's proximity to the Everglades, Homestead, and major roadways presents untapped opportunities for eco-tourism and pass-through lodging.

OFFICE AND INDUSTRIAL REAL ESTATE MARKET ANALYSIS

Office and industrial properties are key job centers critical for economic growth, business attraction, and employment diversification. This analysis examines vacancy rates, rental trends, development activity, and investment conditions to understand how the CRA can support commercial expansion and job creation in Naranja Lakes.

Office Market Analysis

Current Office Market Conditions
- Total Office Inventory: Limited, with few dedicated office buildings.
- Vacancy Rate: 18%, significantly higher than Miami-Dade's average of 12%.
- Average Office Lease Rate: $22 per square foot (SF), well below Miami's $45/SF average.
- New Office Development (Last 5 Years): Minimal, with no major Class A office projects.

Why This Matters
- The high vacancy rate and lack of office space indicate weak demand and limited employment opportunities in office-based sectors (finance, tech, professional services). Most office users in Naranja Lakes are small businesses, medical offices, and administrative service providers rather than large employers.
- The low rental rates suggest the area struggles to attract corporate tenants, reinforcing the need for better infrastructure, business incentives, and branding to improve office market viability.

What This Means for the CRA Plan
- Target small-scale office development near transit corridors and commercial hubs.
- Repurpose underutilized retail space into office or co-working environments.
- Offer incentives for professional services, medical offices, and remote work hubs.

Office Development Challenges
- Limited demand for traditional office space, as most professionals commute to Kendall, Homestead, or Downtown Miami.
- Lack of amenities and supporting businesses, such as restaurants and entertainment, makes office environments attractive.
- High commercial vacancy rates discourage investment.

Opportunities for Office Growth
- Small business incubators and co-working spaces could support entrepreneurship.
- Medical and health service offices are in demand and could expand with incentives.
- Transit-oriented office development near the South Dade Transitway could attract new tenants.

INDUSTRIAL MARKET ANALYSIS

Current Industrial Market Conditions
- Total Industrial Space: Limited, with scattered small warehouses and flex spaces.
- Vacancy Rate: 6.5%, relatively low but concentrated in older properties.
- Average Industrial Lease Rate: $12 per SF, below Miami's $18/SF.
- New Industrial Development (Last 5 Years): Minimal, despite regional demand.

Why This Matters
- The low vacancy rate suggests strong demand for industrial space, but aging infrastructure and lack of available properties limit potential expansion. Logistics, warehousing, and light manufacturing are growing sectors in South Florida, and Naranja Lakes could benefit from attracting distribution centers, e-commerce fulfillment sites, and trade-related businesses.
- However, infrastructure improvements (roads, broadband, utilities) are needed to support industrial growth. Developable land is also limited, meaning industrial projects will likely require redevelopment or zoning adjustments.

What This Means for the CRA Plan
- Encourage light industrial and logistics businesses to expand within Naranja Lakes.
- Identify and rezone underutilized areas for industrial use.
- Improve infrastructure and transportation access to attract logistics firms.

Challenges for Industrial Growth
- Zoning limitations prevent industrial expansion.
- Aging warehouse stock needs modernization.
- Limited land availability for new industrial development.

Opportunities for Industrial Growth
- Reposition outdated commercial spaces into small-scale industrial hubs.
- Leverage proximity to major transportation corridors for logistics expansion.
- Attract public-private partnerships to develop modern industrial parks.

Key Takeaways for Office and Industrial

- Office vacancy is high (18%), and lease rates are low ($22/SF), limiting corporate and professional job growth.
- There is little new office development, and demand is weak due to competition from nearby markets.
- Industrial vacancy is low (6.5%), indicating demand, but limited space and aging facilities constrain expansion.
- Logistics, warehousing, and trade-related businesses are growth sectors, but infrastructure improvements are needed.
- Targeted zoning adjustments, business incentives, and redevelopment efforts could create new job centers.

RETAIL MARKET ANALYSIS

The retail sector in Naranja Lakes lags significantly behind residential growth, leaving many residents underserved and forcing them to shop in nearby markets like Homestead and Cutler Bay. This results in retail leakage, where local dollars are spent elsewhere, weakening the area's ability to sustain vibrant commercial corridors.

By combining retail real estate data (CoStar) with supply & demand insights (STI Placer Report), we can understand:
- Where retail gaps exist (categories in demand but missing).
- What types of retail should be recruited to fill those gaps.
- How is the existing retail space performing, and is redevelopment needed?
- If population growth is strong enough to attract new retailers or if additional residential density is required.

Retail Real Estate Market Overview
Retail Vacancy and Rental Rates
- Retail Vacancy Rate: 12.5%, significantly higher than Miami-Dade's 6.8%, suggesting that much of the existing retail space is struggling.
- Average Retail Lease Rate: $22 per SF, much lower than Kendall ($38/SF) or Homestead ($30/SF).
- New Retail Development (Last 5 Years): Minimal, despite residential growth.

Why This Matters
- The high vacancy rate suggests that existing retail space is not fully utilized, meaning some locations may be poorly positioned, outdated, or occupied by struggling businesses. However, low rents indicate that the market is not strong enough to demand premium retail investment yet.
- This is a cycle that must be broken. Retailers hesitate to enter because the area lacks proven success, but the market cannot prove itself without new investment.

What This Means for the CRA Plan
- Focus on retail revitalization strategies rather than just new development.
- Identify struggling properties that could be repositioned or redeveloped.
- Recruit targeted retailers that match consumer demand rather than relying on speculative development.

Retail Demand and Consumer Spending Gaps
Retail Leakage and Unmet Demand
- Grocery Stores: Severe undersupply, with most residents shopping in Homestead or Cutler Bay.
- Dining & Entertainment: Lack of sit-down restaurants, cafes, and nightlife options.
- Apparel & General Merchandise: Limited options, with residents traveling elsewhere for clothing, electronics, and home goods.

Why This Matters
- The STI Placer Report confirms that Naranja Lakes is losing a significant portion of its retail spending power. If retail gaps are not addressed, the area will continue to function as a bedroom community, where residents live but do not shop, eat, or entertain locally.
- New residential growth has created more demand for retail, but without enough rooftops, national retailers may still hesitate. This means more housing density may be needed before certain retailers consider the market viable.

What This Means for the CRA Plan
- Prioritize grocery store recruitment, as food retail is necessary to anchor other retail growth.
- Support small business development, particularly for restaurants and specialty retail that match the community's demographics.
- Encourage mixed-use development, integrating retail into residential growth areas to create built-in customer bases.

Challenges and Opportunities in Retail Growth

Challenges:
- Retail is underperforming relative to residential growth, creating a mismatch.
- High vacancy rates (12.5%) indicate weak retail market conditions and potential poor site selection.
- Low lease rates ($22/SF) make speculative retail development difficult.
- Major national retailers may require higher population density before entering the market.

Opportunities:
- Strong demand for grocery, dining, and entertainment retail means targeted recruitment efforts could be successful.
- Retail revitalization can start with local and regional tenants, reducing dependency on national chains.
- Mixed-use projects incorporating retail can help create built-in customer bases.

Key Takeaways for Retail in Naranja Lakes

- Retail vacancy (12.5%) is high, signaling underutilized properties and a weak retail environment.
- Retail rents ($22/SF) are low, making new development difficult without stronger demand.
- Retail leakage is a major issue, with many residents shopping in Homestead and Cutler Bay.
- Grocery stores, sit-down restaurants, and entertainment venues are top missing categories.
- Retail growth may require additional residential density to attract national retailers.
- Revitalization efforts should focus on improving existing retail spaces and recruiting small, local businesses.

Sources for this analysis include the U.S. Census Bureau, U.S. Bureau of Labor Statistics, State of Florida, ESRI, Placer Labs, CoStar, and BusinessFlare® Analytics.

APPENDIX C – Demographics and Economy

Population Summary

2010 Total Population	30,706
2020 Total Population	43,436
2020 Group Quarters	171
2024 Total Population	46,894
2024 Group Quarters	185
2029 Total Population	50,576
2024-2029 Annual Rate	1.52%
2024 Total Daytime Population	32,594
Workers	6,990
Residents	25,604

Household Summary

2010 Households	8,809
2010 Average Household Size	3.47
2020 Total Households	13,562
2020 Average Household Size	3.19
2024 Households	15,011
2024 Average Household Size	3.11
2029 Households	16,545
2029 Average Household Size	3.05
2024-2029 Annual Rate	1.97%
2010 Families	7,161
2010 Average Family Size	3.75
2024 Families	11,654
2024 Average Family Size	3.37
2029 Families	12,930
2029 Average Family Size	3.29
2024-2029 Annual Rate	2.10%

Housing Unit Summary

2000 Housing Units	7,555
Owner Occupied Housing Units	45.7%
Renter Occupied Housing Units	40.6%
Vacant Housing Units	13.6%
2010 Housing Units	10,077
Owner Occupied Housing Units	46.7%
Renter Occupied Housing Units	40.8%
Vacant Housing Units	12.6%
2020 Housing Units	14,277
Owner Occupied Housing Units	37.7%
Renter Occupied Housing Units	57.3%
Vacant Housing Units	5.0%
2024 Housing Units	16,177
Owner Occupied Housing Units	37.1%
Renter Occupied Housing Units	55.7%
Vacant Housing Units	7.2%
2029 Housing Units	17,460
Owner Occupied Housing Units	36.3%
Renter Occupied Housing Units	58.4%
Vacant Housing Units	5.2%

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: Esri forecasts for 2024 and 2029. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

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2024 Households by Income

Household Income Base	15,011
<$15,000	9.2%
$15,000 - $24,999	14.0%
$25,000 - $34,999	15.0%
$35,000 - $49,999	9.7%
$50,000 - $74,999	14.7%
$75,000 - $99,999	13.1%
$100,000 - $149,999	14.6%
$150,000 - $199,999	5.4%
$200,000+	4.2%
Average Household Income	$73,972

2029 Households by Income

Household Income Base	16,545
<$15,000	7.3%
$15,000 - $24,999	9.1%
$25,000 - $34,999	11.9%
$35,000 - $49,999	8.8%
$50,000 - $74,999	15.2%
$75,000 - $99,999	14.9%
$100,000 - $149,999	17.9%
$150,000 - $199,999	8.4%
$200,000+	6.3%
Average Household Income	$92,997

2024 Owner Occupied Housing Units by Value

Total	5,996
<$50,000	3.8%
$50,000 - $99,999	1.8%
$100,000 - $149,999	1.0%
$150,000 - $199,999	3.3%
$200,000 - $249,999	5.2%
$250,000 - $299,999	8.4%
$300,000 - $399,999	25.5%
$400,000 - $499,999	27.8%
$500,000 - $749,999	17.6%
$750,000 - $999,999	2.8%
$1,000,000 - $1,499,999	1.0%
$1,500,000 - $1,999,999	0.6%
$2,000,000 +	1.3%
Average Home Value	$445,213

2029 Owner Occupied Housing Units by Value

Total	6,346
<$50,000	0.7%
$50,000 - $99,999	0.5%
$100,000 - $149,999	0.1%
$150,000 - $199,999	0.5%
$200,000 - $249,999	1.9%
$250,000 - $299,999	4.0%
$300,000 - $399,999	23.3%
$400,000 - $499,999	34.4%
$500,000 - $749,999	25.1%
$750,000 - $999,999	4.8%
$1,000,000 - $1,499,999	1.7%
$1,500,000 - $1,999,999	1.1%
$2,000,000 +	2.0%
Average Home Value	$536,609

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: Esri forecasts for 2024 and 2029. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

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Median Household Income	
2024	$52,536
2029	$69,896
Median Home Value	
2024	$403,869
2029	$455,357
Per Capita Income	
2024	$23,547
2029	$30,265
Median Age	
2010	28.9
2020	33.5
2024	34.6
2029	34.9
2020 Population by Age	
Total	43,436
0 - 4	7.0%
5 - 9	7.6%
10 - 14	8.1%
15 - 24	14.8%
25 - 34	14.8%
35 - 44	13.8%
45 - 54	13.0%
55 - 64	10.3%
65 - 74	6.4%
75 - 84	3.0%
85 +	1.2%
18 +	72.7%
2024 Population by Age	
Total	46,893
0 - 4	6.9%
5 - 9	6.8%
10 - 14	7.5%
15 - 24	15.4%
25 - 34	14.0%
35 - 44	14.3%
45 - 54	13.1%
55 - 64	11.1%
65 - 74	6.4%
75 - 84	3.2%
85 +	1.2%
18 +	74.2%
2029 Population by Age	
Total	50,575
0 - 4	6.9%
5 - 9	6.5%
10 - 14	6.8%
15 - 24	15.1%
25 - 34	14.9%
35 - 44	13.7%
45 - 54	12.6%
55 - 64	10.9%
65 - 74	7.6%
75 - 84	3.8%
85 +	1.3%
18 +	75.6%

Source: Esri forecasts for 2024 and 2029. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

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2020 Population by Sex	
Males	20,791
Females	22,645
2024 Population by Sex	
Males	22,743
Females	24,151
2029 Population by Sex	
Males	24,484
Females	26,092
2010 Population by Race/Ethnicity	
Total	30,706
White Alone	61.4%
Black Alone	29.1%
American Indian Alone	0.3%
Asian Alone	1.4%
Pacific Islander Alone	0.0%
Some Other Race Alone	5.0%
Two or More Races	2.8%
Hispanic Origin	62.4%
Diversity Index	75.3
2020 Population by Race/Ethnicity	
Total	43,436
White Alone	24.8%
Black Alone	23.1%
American Indian Alone	0.4%
Asian Alone	1.2%
Pacific Islander Alone	0.0%
Some Other Race Alone	14.3%
Two or More Races	36.1%
Hispanic Origin	69.0%
Diversity Index	84.8
2024 Population by Race/Ethnicity	
Total	46,893
White Alone	24.5%
Black Alone	21.5%
American Indian Alone	0.5%
Asian Alone	1.3%
Pacific Islander Alone	0.0%
Some Other Race Alone	14.6%
Two or More Races	37.6%
Hispanic Origin	70.6%
Diversity Index	84.3
2029 Population by Race/Ethnicity	
Total	50,576
White Alone	23.9%
Black Alone	20.1%
American Indian Alone	0.5%
Asian Alone	1.4%
Pacific Islander Alone	0.0%
Some Other Race Alone	15.0%
Two or More Races	39.1%
Hispanic Origin	72.7%
Diversity Index	83.5

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: Esri forecasts for 2024 and 2029. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

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2020 Population by Relationship and Household Type

Total	43,436
In Households	99.6%
Householder	31.1%
Opposite-Sex Spouse	12.4%
Same-Sex Spouse	0.1%
Opposite-Sex Unmarried Partner	3.4%
Same-Sex Unmarried Partner	0.1%
Biological Child	33.0%
Adopted Child	0.5%
Stepchild	1.6%
Grandchild	3.7%
Brother or Sister	2.2%
Parent	3.2%
Parent-in-law	0.9%
Son-in-law or Daughter-in-law	0.8%
Other Relatives	3.2%
Foster Child	0.1%
Other Nonrelatives	3.5%
In Group Quarters	0.4%
Institutionalized	0.2%
Noninstitutionalized	0.2%

2024 Population 25+ by Educational Attainment

Total	29,730
Less than 9th Grade	10.7%
9th - 12th Grade, No Diploma	9.1%
High School Graduate	30.1%
GED/Alternative Credential	3.1%
Some College, No Degree	13.2%
Associate Degree	12.6%
Bachelor's Degree	15.9%
Graduate/Professional Degree	5.2%

2024 Population 15+ by Marital Status

Total	36,939
Never Married	45.2%
Married	41.4%
Widowed	3.6%
Divorced	9.9%

2024 Civilian Population 16+ in Labor Force

Civilian Population 16+	22,448
Population 16+ Employed	97.2%
Population 16+ Unemployment rate	2.8%
Population 16-24 Employed	13.6%
Population 16-24 Unemployment rate	5.6%
Population 25-54 Employed	70.3%
Population 25-54 Unemployment rate	2.5%
Population 55-64 Employed	13.6%
Population 55-64 Unemployment rate	1.9%
Population 65+ Employed	2.5%
Population 65+ Unemployment rate	1.6%

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2024 Employed Population 16+ by Industry

Total	21,811
Agriculture/Mining	3.7%
Construction	12.8%
Manufacturing	2.7%
Wholesale Trade	1.4%
Retail Trade	14.3%
Transportation/Utilities	7.2%
Information	1.3%
Finance/Insurance/Real Estate	4.7%
Services	47.6%
Public Administration	4.3%

2024 Employed Population 16+ by Occupation

Total	21,811
White Collar	44.4%
Management/Business/Financial	11.2%
Professional	13.5%
Sales	8.8%
Administrative Support	10.9%
Services	24.9%
Blue Collar	30.7%
Farming/Forestry/Fishing	2.3%
Construction/Extraction	9.1%
Installation/Maintenance/Repair	5.4%
Production	2.3%
Transportation/Material Moving	11.7%

2020 Households by Type

Total	13,562
Married Couple Households	40.2%
With Own Children <18	19.3%
Without Own Children <18	20.9%
Cohabitating Couple Households	11.2%
With Own Children <18	5.9%
Without Own Children <18	5.3%
Male Householder, No Spouse/Partner	15.8%
Living Alone	7.7%
65 Years and over	1.9%
With Own Children <18	2.2%
Without Own Children <18, With Relatives	4.6%
No Relatives Present	1.4%
Female Householder, No Spouse/Partner	32.8%
Living Alone	8.2%
65 Years and over	3.0%
With Own Children <18	12.2%
Without Own Children <18, With Relatives	11.4%
No Relatives Present	1.0%

2020 Households by Size

Total	13,562
1 Person Household	15.8%
2 Person Household	23.5%
3 Person Household	22.0%
4 Person Household	18.7%
5 Person Household	11.6%
6 Person Household	4.9%
7 + Person Household	3.5%

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2020 Households by Tenure and Mortgage Status

Total	13,562
Owner Occupied	39.7%
Owned with a Mortgage/Loan	31.4%
Owned Free and Clear	8.3%
Renter Occupied	60.3%

2024 Affordability, Mortgage and Wealth

Housing Affordability Index	51
Percent of Income for Mortgage	48.1%
Wealth Index	47

2020 Housing Units By Urban/ Rural Status

Total	14,277
Urban Housing Units	99.4%
Rural Housing Units	0.6%

2020 Population By Urban/ Rural Status

Total	43,436
Urban Population	99.5%
Rural Population	0.5%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: Esri forecasts for 2024 and 2029. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

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Top 3 Tapestry Segments	
1.	Fresh Ambitions (13D)
2.	Urban Edge Families (7C)
3.	Forging Opportunity (7D)

2024 Consumer Spending	
Apparel & Services: Total $	$25,663,422
Average Spent	$1,709.64
Spending Potential Index	72
Education: Total $	$16,330,693
Average Spent	$1,087.92
Spending Potential Index	63
Entertainment/Recreation: Total $	$38,793,848
Average Spent	$2,584.36
Spending Potential Index	63
Food at Home: Total $	$76,757,549
Average Spent	$5,113.42
Spending Potential Index	70
Food Away from Home: Total $	$41,704,774
Average Spent	$2,778.28
Spending Potential Index	71
Health Care: Total $	$68,913,868
Average Spent	$4,590.89
Spending Potential Index	60
HH Furnishings & Equipment: Total $	$30,659,640
Average Spent	$2,042.48
Spending Potential Index	65
Personal Care Products & Services: Total $	$10,381,888
Average Spent	$691.62
Spending Potential Index	69
Shelter: Total $	$281,829,513
Average Spent	$18,774.87
Spending Potential Index	70
Support Payments/Cash Contributions/Gifts in Kind: Total $	$29,090,751
Average Spent	$1,937.96
Spending Potential Index	55
Travel: Total $	$29,078,031
Average Spent	$1,937.11
Spending Potential Index	64
Vehicle Maintenance & Repairs: Total $	$14,660,576
Average Spent	$976.66
Spending Potential Index	66

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2019 and 2020 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: Esri forecasts for 2024 and 2029. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

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Polygon 2
Area: 6.92 square miles

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Population															
Total	30,573	31,502	32,750	34,289	35,636	36,742	37,780	38,958	40,209	41,558	43,157	43,557	44,356	45,442	46,894
Change	-	929	1,248	1,539	1,347	1,106	1,038	1,178	1,251	1,349	1,599	400	799	1,086	1,452
Percent Change	-	3.0%	4.0%	4.7%	3.9%	3.1%	2.8%	3.1%	3.2%	3.4%	3.8%	0.9%	1.8%	0.0%	3.2%
Annual Rate	-	3.0%	3.5%	3.9%	3.9%	3.7%	3.6%	3.5%	3.5%	3.5%	3.5%	3.3%	3.0%	3.1%	3.1%

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Households															
Total	8,747	9,089	9,534	10,060	10,568	10,983	11,386	11,852	12,343	12,873	13,461	13,659	13,988	14,438	15,011
Change	-	342	445	526	508	415	403	466	491	530	588	198	329	450	573
Percent Change	-	3.9%	4.9%	5.5%	5.0%	3.9%	3.7%	4.1%	4.1%	4.3%	4.6%	1.5%	2.4%	3.2%	4.0%
Annual Rate	-	3.9%	4.4%	4.8%	4.8%	4.7%	4.5%	4.4%	4.4%	4.4%	4.4%	4.1%	4.0%	3.9%	3.9%

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Housing Units															
Total	9,978	10,302	10,704	11,146	11,578	11,941	12,320	12,728	13,180	13,663	14,193	14,578	15,135	15,658	16,177
Change	-	324	402	442	432	363	379	408	452	483	530	385	557	523	519
Percent Change	-	3.2%	3.9%	4.1%	3.9%	3.1%	3.2%	3.3%	3.6%	3.7%	3.9%	2.7%	3.8%	3.5%	3.3%
Annual Rate	-	3.2%	3.6%	3.8%	3.8%	3.7%	3.6%	3.5%	3.5%	3.6%	3.6%	3.5%	3.5%	3.5%	3.5%

Data Note: The Esri Vintage 2024 Time Series (2010 thru 2024) represents July 1 annual estimates in 2024 geography. With each annual release, the entire Time Series is revised.
Source: Esri forecasts for 2024 and 2029.

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Population		Households	
2020 Total Population	43,436	2024 Median Household Income	$52,536
2024 Total Population	46,894	2029 Median Household Income	$69,896
2029 Total Population	50,576	2024-2029 Annual Rate	5.88%
2024-2029 Annual Rate	1.52%		

	Census 2020		2024		2029	
Housing Units by Occupancy Status and Tenure	**Number**	**Percent**	**Number**	**Percent**	**Number**	**Percent**
Total Housing Units	14,277	100.0%	16,177	100.0%	17,460	100.0%
Occupied	13,562	95.0%	15,011	92.8%	16,546	94.8%
Owner	5,381	37.7%	5,996	37.1%	6,346	36.3%
Renter	8,181	57.3%	9,015	55.7%	10,200	58.4%
Vacant	707	5.0%	1,166	7.2%	915	5.2%

	2024		2029	
Owner Occupied Housing Units by Value	**Number**	**Percent**	**Number**	**Percent**
Total	5,995	100.0%	6,344	100.0%
<$50,000	228	3.8%	44	0.7%
$50,000-$99,999	105	1.8%	33	0.5%
$100,000-$149,999	61	1.0%	6	0.1%
$150,000-$199,999	200	3.3%	31	0.5%
$200,000-$249,999	312	5.2%	119	1.9%
$250,000-$299,999	501	8.4%	251	4.0%
$300,000-$399,999	1,526	25.5%	1,479	23.3%
$400,000-$499,999	1,667	27.8%	2,184	34.4%
$500,000-$749,999	1,054	17.6%	1,590	25.1%
$750,000-$999,999	165	2.8%	306	4.8%
$1,000,000-$1,499,999	61	1.0%	107	1.7%
$1,500,000-$1,999,999	35	0.6%	67	1.1%
$2,000,000+	80	1.3%	127	2.0%
Median Value	$403,869		$455,357	
Average Value	$445,213		$536,609	

Census 2020 Housing Units	**Number**	**Percent**
Total	14,277	100.0%
Housing Units In Urbanized Areas	14,192	99.4%
Rural Housing Units	85	0.6%

Census 2020 Owner Occupied Housing Units by Mortgage Status	**Number**	**Percent**
Total	5,381	100.0%
Owned with a Mortgage/Loan	4,255	79.1%
Owned Free and Clear	1,126	20.9%

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Census 2020 Vacant Housing Units by Status

	Number	Percent
Total	707	100.0%
For Rent	466	65.9%
Rented- Not Occupied	31	4.4%
For Sale Only	60	8.5%
Sold - Not Occupied	24	3.4%
Seasonal/Recreational/Occasional Use	11	1.6%
For Migrant Workers	0	0.0%
Other Vacant	117	16.5%

Census 2020 Occupied Housing Units by Age of Householder and Home Ownership

		Owner Occupied Units	
	Occupied Units	Number	% of Occupied
Total	13,562	5,381	39.7%
15-24	452	51	11.3%
25-34	2,363	503	21.3%
35-44	3,070	1,097	35.7%
45-54	3,050	1,379	45.2%
55-59	1,412	717	50.8%
60-64	1,023	517	50.5%
65-74	1,396	712	51.0%
75-84	619	313	50.6%
85+	178	92	51.7%

Census 2020 Occupied Housing Units by Race/Ethnicity of Householder and Home Ownership

		Owner Occupied Units	
	Occupied Units	Number	% of Occupied
Total	13,562	5,381	39.7%
White Alone	3,246	1,429	44.0%
Black/African American Alone	3,121	870	27.9%
American Indian/Alaska Native	59	25	42.4%
Asian Alone	162	92	56.8%
Pacific Islander Alone	1	1	100.0%
Other Race Alone	1,787	687	38.4%
Two or More Races	5,184	2,276	43.9%
Hispanic Origin	9,349	3,874	41.4%

Census 2020 Occupied Housing Units by Size and Home Ownership

		Owner Occupied Units	
	Occupied Units	Number	% of Occupied
Total	13,562	5,381	39.7%
1-Person	2,148	626	29.1%
2-Person	3,187	1,186	37.2%
3-Person	2,985	1,207	40.4%
4-Person	2,535	1,091	43.0%
5-Person	1,570	695	44.3%
6-Person	665	339	51.0%
7+ Person	471	235	49.9%

2024 Housing Affordability

Housing Affordability Index	51
Percent of Income for Mortgage	48.1%

Data Note: Persons of Hispanic Origin may be of any race.
Source: Esri forecasts for 2024 and 2029. U.S. Census Bureau 2020 decennial Census data.

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	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
TOTALS				
Total Population	44,100		3,145	🟩
Total Households	13,582		903	🟩
Total Housing Units	14,183		908	🟩
OWNER-OCCUPIED HOUSING UNITS BY MORTGAGE STATUS				
Total	5,600	100.0%	479	🟩
Housing units with a mortgage/contract to purchase/similar debt	3,876	69.2%	412	🟩
No Second Mortgage and No Home Equity Loan	3,615	64.6%	405	
Multiple Mortgages	261	4.7%	91	🟨
Second mortgage and Home Equity Loan	10	0.2%	23	🟥
Only Home Equity Loan	104	1.9%	66	🟨
Only Second Mortgage	147	2.6%	69	🟨
Home Equity Loan without Primary Mortgage	0	0.0%	0	
Housing units without a mortgage	1,724	30.8%	296	🟩
AVERAGE VALUE BY MORTGAGE STATUS				
Housing units with a mortgage	N/A		N/A	
Housing units without a mortgage	N/A		N/A	
OWNER-OCCUPIED HOUSING UNITS BY MORTGAGE STATUS & SELECTED MONTHLY OWNER COSTS				
Total	5,600	100.0%	479	🟩
With a mortgage: Monthly owner costs as a percentage of household income in past 12 months				
Less than 10.0 percent	198	3.5%	110	🟨
10.0 to 14.9 percent	401	7.2%	118	🟨
15.0 to 19.9 percent	767	13.7%	183	🟨
20.0 to 24.9 percent	616	11.0%	162	🟨
25.0 to 29.9 percent	244	4.4%	97	🟨
30.0 to 34.9 percent	296	5.3%	129	🟨
35.0 to 39.9 percent	272	4.9%	109	🟨
40.0 to 49.9 percent	278	5.0%	97	🟨
50.0 percent or more	746	13.3%	246	🟨
Not computed	60	1.1%	33	🟨
Without a mortgage: Monthly owner costs as a percentage of household income in past 12 months				
Less than 10.0 percent	799	14.3%	235	🟨
10.0 to 14.9 percent	408	7.3%	130	🟨
15.0 to 19.9 percent	79	1.4%	38	🟨
20.0 to 24.9 percent	76	1.4%	45	🟨
25.0 to 29.9 percent	41	0.7%	49	🟥
30.0 to 34.9 percent	56	1.0%	55	🟥
35.0 to 39.9 percent	29	0.5%	26	🟥
40.0 to 49.9 percent	96	1.7%	63	🟨
50.0 percent or more	84	1.5%	45	🟨
Not computed	55	1.0%	72	🟥

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
RENTER-OCCUPIED HOUSING UNITS BY CONTRACT RENT				
Total	7,982	100.0%	835	🟩
With cash rent	7,799	97.7%	835	🟩
Less than $100	106	1.3%	117	🟥
$100 to $149	23	0.3%	37	🟥
$150 to $199	139	1.7%	147	🟥
$200 to $249	11	0.1%	19	🟥
$250 to $299	68	0.9%	64	🟥
$300 to $349	61	0.8%	69	🟥
$350 to $399	0	0.0%	0	
$400 to $449	0	0.0%	0	
$450 to $499	73	0.9%	69	🟥
$500 to $549	115	1.4%	99	🟥
$550 to $599	20	0.3%	30	🟥
$600 to $649	62	0.8%	40	🟨
$650 to $699	292	3.7%	135	🟨
$700 to $749	119	1.5%	94	🟥
$750 to $799	98	1.2%	112	🟥
$800 to $899	228	2.9%	119	🟨
$900 to $999	373	4.7%	184	🟨
$1,000 to $1,249	1,893	23.7%	356	🟩
$1,250 to $1,499	1,843	23.1%	397	🟨
$1,500 to $1,999	1,971	24.7%	638	🟨
$2,000 to $2,499	276	3.5%	139	🟨
$2,500 to $2,999	25	0.3%	37	🟥
$3,000 to $3,499	0	0.0%	0	
$3,500 or more	4	0.1%	17	🟥
No cash rent	184	2.3%	87	🟨
Median Contract Rent	$1,280		N/A	
Average Contract Rent	N/A		N/A	
RENTER-OCCUPIED HOUSING UNITS BY INCLUSION OF UTILITIES IN RENT				
Total	7,982	100.0%	835	🟩
Pay extra for one or more utilities	7,847	98.3%	830	🟩
No extra payment for any utilities	136	1.7%	99	🟥

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
RENTER-OCCUPIED HOUSING UNITS BY GROSS RENT				
Total:	7,982	100.0%	835	▥
With cash rent:	7,799	97.7%	835	▥
Less than $100	0	0.0%	0	
$100 to $149	0	0.0%	0	
$150 to $199	23	0.3%	37	▌
$200 to $249	187	2.3%	177	▌
$250 to $299	28	0.4%	33	▌
$300 to $349	0	0.0%	0	
$350 to $399	27	0.3%	41	▌
$400 to $449	59	0.7%	69	▌
$450 to $499	48	0.6%	62	▌
$500 to $549	53	0.7%	58	▌
$550 to $599	0	0.0%	0	
$600 to $649	50	0.6%	51	▌
$650 to $699	50	0.6%	44	▌
$700 to $749	112	1.4%	107	▌
$750 to $799	19	0.2%	32	▌
$800 to $899	462	5.8%	190	▤
$900 to $999	242	3.0%	104	▤
$1,000 to $1,249	988	12.4%	278	▤
$1,250 to $1,499	1,953	24.5%	381	▥
$1,500 to $1,999	2,826	35.4%	722	▤
$2,000 to $2,499	497	6.2%	164	▤
$2,500 to $2,999	152	1.9%	117	▌
$3,000 to $3,499	18	0.2%	28	▌
$3,500 or more	5	0.1%	14	▌
No cash rent	184	2.3%	87	▤
Median Gross Rent	$1,449		N/A	▌
Average Gross Rent	N/A		N/A	▌

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
HOUSING UNITS BY UNITS IN STRUCTURE				
Total	14,183	100.0%	908	🟩
1, detached	6,168	43.5%	493	🟩
1, attached	1,732	12.2%	319	🟩
2	166	1.2%	119	🟥
3 or 4	365	2.6%	168	🟨
5 to 9	783	5.5%	278	🟨
10 to 19	1,683	11.9%	375	🟨
20 to 49	1,419	10.0%	351	🟨
50 or more	1,305	9.2%	598	🟨
Mobile home	551	3.9%	129	🟨
Boat, RV, van, etc.	11	0.1%	18	🟥
HOUSING UNITS BY YEAR STRUCTURE BUILT				
Total	14,183	100.0%	908	🟩
Built 2020 or later	169	1.2%	89	🟨
Built 2010 to 2019	3,820	26.9%	711	🟩
Built 2000 to 2009	3,292	23.2%	442	🟩
Built 1990 to 1999	1,617	11.4%	375	🟨
Built 1980 to 1989	1,585	11.2%	307	🟩
Built 1970 to 1979	1,570	11.1%	276	🟩
Built 1960 to 1969	649	4.6%	167	🟨
Built 1950 to 1959	1,441	10.2%	297	🟨
Built 1940 to 1949	24	0.2%	21	🟥
Built 1939 or earlier	16	0.1%	22	🟥
Median Year Structure Built	2001		N/A	
OCCUPIED HOUSING UNITS BY YEAR HOUSEHOLDER MOVED INTO UNIT				
Total	13,582	100.0%	903	🟩
Owner occupied				
Moved in 2021 or later	145	1.1%	89	🟨
Moved in 2018 to 2020	695	5.1%	221	🟨
Moved in 2010 to 2017	2,323	17.1%	322	🟩
Moved in 2000 to 2009	1,415	10.4%	245	🟩
Moved in 1990 to 1999	676	5.0%	181	🟨
Moved in 1989 or earlier	347	2.5%	134	🟨
Renter occupied				
Moved in 2021 or later	464	3.4%	197	🟨
Moved in 2018 to 2020	3,304	24.3%	739	🟨
Moved in 2010 to 2017	3,528	26.0%	458	🟩
Moved in 2000 to 2009	522	3.8%	208	🟨
Moved in 1990 to 1999	151	1.1%	91	🟨
Moved in 1989 or earlier	13	0.1%	21	🟥
Median Year Householder Moved Into Unit	2015		N/A	

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
OCCUPIED HOUSING UNITS BY HOUSE HEATING FUEL				
Total	13,582	100.0%	903	🟩🟩🟩
Utility gas	333	2.5%	151	🟨🟨
Bottled, tank, or LP gas	20	0.1%	25	🟥
Electricity	12,595	92.7%	910	🟩🟩🟩
Fuel oil, kerosene, etc.	0	0.0%	0	
Coal or coke	0	0.0%	0	
Wood	0	0.0%	0	
Solar energy	0	0.0%	0	
Other fuel	0	0.0%	0	
No fuel used	635	4.7%	181	🟨🟨
OCCUPIED HOUSING UNITS BY VEHICLES AVAILABLE				
Total	13,582	100.0%	903	🟩🟩🟩
Owner occupied				
No vehicle available	278	2.0%	124	🟨🟨
1 vehicle available	978	7.2%	216	🟨🟨
2 vehicles available	2,022	14.9%	355	🟩🟩🟩
3 vehicles available	1,901	14.0%	267	🟩🟩🟩
4 vehicles available	265	2.0%	86	🟨🟨
5 or more vehicles available	156	1.1%	92	🟨🟨
Renter occupied				
No vehicle available	886	6.5%	270	🟨🟨
1 vehicle available	4,143	30.5%	734	🟩🟩🟩
2 vehicles available	2,037	15.0%	425	🟨🟨
3 vehicles available	678	5.0%	210	🟨🟨
4 vehicles available	86	0.6%	63	🟥
5 or more vehicles available	151	1.1%	104	🟥
Average Number of Vehicles Available	N/A		N/A	
VACANT HOUSING UNITS				
Total vacant housing units	591	100.0%	210	🟨🟨
For rent	264	44.7%	166	🟨🟨
Rented, not occupied	0	0.0%	0	
For sale only	45	7.6%	49	🟥
Sold, not occupied	0	0.0%	6	
Seasonal/occasional	0	0.0%	0	
For migrant workers	0	0.0%	0	
Other	282	47.7%	114	🟨🟨

Reliability: 🟩🟩🟩 high 🟨🟨 medium 🟥 low

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	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
OWNER-OCCUPIED HOUSING UNITS BY VALUE				
Total	5,600	100%	479	🟩
Less than $10,000	67	1.2%	62	🟥
$10,000 to $14,999	10	0.2%	12	🟥
$15,000 to $19,999	2	0.0%	5	🟥
$20,000 to $24,999	0	0.0%	0	
$25,000 to $29,999	38	0.7%	38	🟥
$30,000 to $34,999	35	0.6%	31	🟥
$35,000 to $39,999	0	0.0%	0	
$40,000 to $49,999	81	1.4%	48	🟨
$50,000 to $59,999	113	2.0%	90	🟥
$60,000 to $69,999	47	0.8%	42	🟥
$70,000 to $79,999	106	1.9%	84	🟥
$80,000 to $89,999	0	0.0%	0	
$90,000 to $99,999	54	1.0%	77	🟥
$100,000 to $124,999	84	1.5%	55	🟨
$125,000 to $149,999	51	0.9%	58	🟥
$150,000 to $174,999	172	3.1%	106	🟨
$175,000 to $199,999	93	1.7%	63	🟥
$200,000 to $249,999	966	17.2%	227	🟨
$250,000 to $299,999	1,009	18.0%	254	🟨
$300,000 to $399,999	1,447	25.8%	256	🟩
$400,000 to $499,999	833	14.9%	184	🟨
$500,000 to $749,999	324	5.8%	96	🟨
$750,000 to $999,999	38	0.7%	33	🟥
$1,000,000 to $1,499,999	18	0.3%	24	🟥
$1,500,000 to $1,999,999	0	0.0%	0	
$2,000,000 or more	13	0.2%	20	🟥
Median Home Value	$293,682		N/A	🟥
Average Home Value	N/A		N/A	🟥

Data Note: N/A means not available.

2018-2022 ACS Estimate: The American Community Survey (ACS) replaces census sample data. Esri is releasing the 2018-2022 ACS estimates, five-year period data collected monthly from January 1, 2018 through December 31, 2022. Although the ACS includes many of the subjects previously covered by the decennial census sample, there are significant differences between the two surveys including fundamental differences in survey design and residency rules.

Margin of error (MOE): The MOE is a measure of the variability of the estimate due to sampling error.   MOEs enable the data user to measure the range of uncertainty for each estimate with 90 percent confidence. The range of uncertainty is called the confidence interval, and it is calculated by taking the estimate +/- the MOE. For example, if the ACS reports an estimate of 100 with an MOE of +/- 20, then you can be 90 percent certain the value for the whole population falls between 80 and 120.

Reliability: These symbols represent threshold values that Esri has established from the Coefficients of Variation (CV) to designate the usability of the estimates. The CV measures the amount of sampling error relative to the size of the estimate, expressed as a percentage.

🟩　High Reliability: Small CVs (less than or equal to 12 percent) are flagged green to indicate that the sampling error is small relative to the estimate and the estimate is reasonably reliable.

🟨　Medium Reliability: Estimates with CVs between 12 and 40 are flagged yellow-use with caution.

🟥　Low Reliability: Large CVs (over 40 percent) are flagged red to indicate that the sampling error is large relative to the estimate. The estimate is considered very unreliable.

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
TOTALS				
Total Population	44,100		3,145	
Total Households	13,582		903	
Total Housing Units	14,183		908	
POPULATION AGE 3+ YEARS BY SCHOOL ENROLLMENT				
Total	42,404	100.0%	3,057	
Enrolled in school	12,004	28.3%	1,132	
Enrolled in nursery school, preschool	685	1.6%	222	
Public school	562	1.3%	215	
Private school	123	0.3%	66	
Enrolled in kindergarten	1,005	2.4%	398	
Public school	839	2.0%	394	
Private school	166	0.4%	103	
Enrolled in grade 1 to grade 4	2,351	5.5%	413	
Public school	2,114	5.0%	395	
Private school	237	0.6%	117	
Enrolled in grade 5 to grade 8	2,896	6.8%	535	
Public school	2,505	5.9%	524	
Private school	391	0.9%	119	
Enrolled in grade 9 to grade 12	2,936	6.9%	459	
Public school	2,754	6.5%	456	
Private school	182	0.4%	79	
Enrolled in college undergraduate years	1,808	4.3%	338	
Public school	1,555	3.7%	320	
Private school	253	0.6%	91	
Enrolled in graduate or professional school	323	0.8%	144	
Public school	163	0.4%	85	
Private school	160	0.4%	117	
Not enrolled in school	30,399	71.7%	1,914	
POPULATION AGE 65+ BY RELATIONSHIP AND HOUSEHOLD TYPE				
Total	4,106	100.0%	497	
Living in Households	4,023	98.0%	497	
Living in Family Households	2,975	72.5%	446	
Householder	1,315	32.0%	225	
Spouse	602	14.7%	164	
Parent	545	13.3%	218	
Parent-in-law	111	2.7%	69	
Other Relative	276	6.7%	137	
Nonrelative	125	3.0%	106	
Living in Nonfamily Households	1,049	25.5%	254	
Householder	978	23.8%	246	
Nonrelative	70	1.7%	84	
Living in Group Quarters	83	2.0%	21	

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
HOUSEHOLDS BY TYPE AND SIZE				
Family Households	10,631	78.3%	869	high
2-Person	2,458	18.1%	442	high
3-Person	3,463	25.5%	676	high
4-Person	2,552	18.8%	389	high
5-Person	1,291	9.5%	254	high
6-Person	479	3.5%	188	medium
7+ Person	388	2.9%	133	medium
Nonfamily Households	2,952	21.7%	421	high
1-Person	2,167	16.0%	348	high
2-Person	652	4.8%	219	medium
3-Person	38	0.3%	84	low
4-Person	95	0.7%	147	low
5-Person	0	0.0%	0	
6-Person	0	0.0%	0	
7+ Person	0	0.0%	0	
HOUSEHOLDS BY PRESENCE OF PEOPLE UNDER 18 YEARS BY HOUSEHOLD TYPE				
Households with one or more people under 18 years	6,677	49.2%	822	high
Family households	6,674	49.1%	822	high
Married-couple family	2,810	20.7%	408	high
Male householder, no wife present	952	7.0%	554	medium
Female householder, no husband present	2,912	21.4%	526	high
Nonfamily households	3	0.0%	13	low
Households with no people under 18 years	6,905	50.8%	572	high
Married-couple family	2,203	16.2%	339	high
Other family	1,754	12.9%	303	high
Nonfamily households	2,948	21.7%	421	high
HOUSEHOLDS BY PRESENCE OF PEOPLE 65 YEARS AND OVER, HOUSEHOLD SIZE AND HOUSEHOLD TYPE				
Households with Pop 65+	3,335	24.6%	399	high
1-Person	932	6.9%	242	medium
2+ Person Family	2,249	16.6%	307	high
2+ Person Nonfamily	154	1.1%	154	low
Households with No Pop 65+	10,248	75.5%	868	high
1-Person	1,236	9.1%	294	medium
2+ Person Family	8,381	61.7%	833	high
2+ Person Nonfamily	630	4.6%	213	medium
HOUSEHOLD TYPE BY RELATIVES AND NONRELATIVES FOR POPULATION IN HOUSEHOLDS				
Total	43,949	100.0%	3,146	high
In Family Households	39,912	90.8%	3,118	high
In Married-Couple Family	19,908	45.3%	2,133	high
Relatives	19,731	44.9%	2,110	high
Nonrelatives	176	0.4%	119	low
In Male Householder-No Spouse Present-Family	5,471	12.4%	1,703	medium
Relatives	4,748	10.8%	1,238	medium
Nonrelatives	723	1.6%	534	low
In Female Householder-No Spouse Present-Family	14,533	33.1%	1,992	high
Relatives	13,347	30.4%	1,785	high
Nonrelatives	1,186	2.7%	371	medium
In Nonfamily Households	4,038	9.2%	851	medium

Source: U.S. Census Bureau, 2018-2022 American Community Survey

Reliability: high | medium | low

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
	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
POPULATION AGE 5+ YEARS BY LANGUAGE SPOKEN AT HOME AND ABILITY TO SPEAK ENGLISH				
Total	40,596	100.0%	2,799	🟩🟩🟩
5 to 17 years				
Speak only English	3,257	8.0%	722	🟨🟨
Speak Spanish	5,194	12.8%	763	🟩🟩🟩
Speak English "very well" or "well"	4,999	12.3%	734	🟩🟩🟩
Speak English "not well"	176	0.4%	98	🟨🟨
Speak English "not at all"	19	0.0%	34	🟥
Speak other Indo-European languages	280	0.7%	226	🟥
Speak English "very well" or "well"	246	0.6%	185	🟥
Speak English "not well"	0	0.0%	0	
Speak English "not at all"	34	0.1%	65	🟥
Speak Asian and Pacific Island languages	0	0.0%	18	
Speak English "very well" or "well"	0	0.0%	13	
Speak English "not well"	0	0.0%	0	
Speak English "not at all"	0	0.0%	0	
Speak other languages	148	0.4%	229	🟥
Speak English "very well" or "well"	148	0.4%	229	🟥
Speak English "not well"	0	0.0%	0	
Speak English "not at all"	0	0.0%	0	
18 to 64 years				
Speak only English	7,126	17.6%	920	🟩🟩🟩
Speak Spanish	19,531	48.1%	1,902	🟩🟩🟩
Speak English "very well" or "well"	12,106	29.8%	1,433	🟩🟩🟩
Speak English "not well"	4,754	11.7%	791	🟩🟩🟩
Speak English "not at all"	2,671	6.6%	604	🟨🟨
Speak other Indo-European languages	657	1.6%	344	🟨🟨
Speak English "very well" or "well"	616	1.5%	288	🟨🟨
Speak English "not well"	40	0.1%	42	🟥
Speak English "not at all"	0	0.0%	0	
Speak Asian and Pacific Island languages	152	0.4%	127	🟥
Speak English "very well" or "well"	131	0.3%	107	🟥
Speak English "not well"	21	0.1%	33	🟥
Speak English "not at all"	0	0.0%	0	
Speak other languages	145	0.4%	164	🟥
Speak English "very well" or "well"	27	0.1%	42	🟥
Speak English "not well"	82	0.2%	96	🟥
Speak English "not at all"	36	0.1%	57	🟥
65 years and over				
Speak only English	1,211	3.0%	272	🟨🟨
Speak Spanish	2,699	6.6%	408	🟩🟩🟩
Speak English "very well" or "well"	1,041	2.6%	232	🟨🟨
Speak English "not well"	821	2.0%	261	🟨🟨
Speak English "not at all"	836	2.1%	271	🟨🟨
Speak other Indo-European languages	95	0.2%	80	🟥
Speak English "very well" or "well"	93	0.2%	80	🟥
Speak English "not well"	2	0.0%	18	🟥
Speak English "not at all"	0	0.0%	0	
Speak Asian and Pacific Island languages	101	0.2%	109	🟥
Speak English "very well" or "well"	101	0.2%	109	🟥
Speak English "not well"	0	0.0%	0	
Speak English "not at all"	0	0.0%	0	
Speak other languages	0	0.0%	0	
Speak English "very well" or "well"	0	0.0%	0	
Speak English "not well"	0	0.0%	0	
Speak English "not at all"	0	0.0%	0	

Source: U.S. Census Bureau, 2018-2022 American Community Survey

Reliability: 🟩 high 🟨 medium 🟥 low

February 06, 2025

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
WORKERS AGE 16+ YEARS BY PLACE OF WORK				
Total	19,782	100.0%	1,414	▮▮▮
Worked in state and in county of residence	18,723	94.6%	1,360	▮▮▮
Worked in state and outside county of residence	993	5.0%	255	▮▮
Worked outside state of residence	66	0.3%	108	▮
SEX BY CLASS OF WORKER FOR THE CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER				
Total:	20,349	100.0%	1,446	▮▮▮
Male:	10,849	53.3%	988	▮▮▮
Employee of private company workers	7,896	38.8%	899	▮▮▮
Self-employed in own incorporated business	772	3.8%	217	▮▮
Private not-for-profit wage and salary workers	378	1.9%	142	▮▮
Local government workers	722	3.5%	196	▮▮
State government workers	101	0.5%	88	▮
Federal government workers	199	1.0%	117	▮▮
Self-employed in own not incorporated business workers	730	3.6%	230	▮▮
Unpaid family workers	50	0.2%	63	▮
Female:	9,501	46.7%	799	▮▮▮
Employee of private company workers	6,464	31.8%	691	▮▮▮
Self-employed in own incorporated business	306	1.5%	97	▮▮
Private not-for-profit wage and salary workers	995	4.9%	207	▮▮
Local government workers	647	3.2%	261	▮▮
State government workers	269	1.3%	142	▮▮
Federal government workers	180	0.9%	127	▮
Self-employed in own not incorporated business workers	589	2.9%	192	▮▮
Unpaid family workers	50	0.2%	45	▮
POPULATION IN HOUSEHOLDS AND PRESENCE OF A COMPUTER				
Total	43,949	100.0%	3,146	▮▮▮
Population <18 in Households	12,383	28.2%	1,360	▮▮▮
Have a Computer	12,278	27.9%	1,358	▮▮▮
Have NO Computer	105	0.2%	85	▮
Population 18-64 in Households	27,543	62.7%	2,032	▮▮▮
Have a Computer	26,385	60.0%	2,004	▮▮▮
Have NO Computer	1,158	2.6%	490	▮▮
Population 65+ in Households	4,023	9.2%	497	▮▮▮
Have a Computer	3,366	7.7%	455	▮▮▮
Have NO Computer	657	1.5%	208	▮▮
HOUSEHOLDS AND INTERNET SUBSCRIPTIONS				
Total	13,582	100.0%	903	▮▮▮
With an Internet Subscription	12,000	88.4%	898	▮▮▮
Dial-Up Alone	24	0.2%	35	▮
Broadband	9,453	69.6%	826	▮▮▮
Satellite Service	833	6.1%	192	▮▮
Other Service	37	0.3%	52	▮
Internet Access with no Subscription	164	1.2%	123	▮
With No Internet Access	1,419	10.4%	340	▮▮

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
WORKERS AGE 16+ YEARS BY MEANS OF TRANSPORTATION TO WORK				
Total	19,782	100.0%	1,414	▮▮▮
Drove alone	14,131	71.4%	1,225	▮▮▮
Carpooled	3,113	15.7%	537	▮▮▮
Public transportation (excluding taxicab)	323	1.6%	151	▮▮
Bus or trolley bus	252	1.3%	127	▮▮
Light rail, streetcar or trolley	51	0.3%	76	▮
Subway or elevated	0	0.0%	0	
Long-distance/Commuter Train	19	0.1%	31	▮
Ferryboat	0	0.0%	0	
Taxicab	83	0.4%	85	▮
Motorcycle	0	0.0%	0	
Bicycle	18	0.1%	42	▮
Walked	84	0.4%	112	▮
Other means	126	0.6%	113	▮
Worked at home	1,904	9.6%	390	▮▮
WORKERS AGE 16+ YEARS (WHO DID NOT WORK FROM HOME) BY TRAVEL TIME TO WORK				
Total	17,878	100.0%	1,369	▮▮▮
Less than 5 minutes	301	1.7%	162	▮▮
5 to 9 minutes	504	2.8%	174	▮▮
10 to 14 minutes	1,319	7.4%	354	▮▮
15 to 19 minutes	2,241	12.5%	664	▮▮
20 to 24 minutes	2,132	11.9%	456	▮▮
25 to 29 minutes	746	4.2%	262	▮▮
30 to 34 minutes	2,893	16.2%	433	▮▮▮
35 to 39 minutes	461	2.6%	161	▮▮
40 to 44 minutes	930	5.2%	261	▮▮
45 to 59 minutes	1,750	9.8%	373	▮▮
60 to 89 minutes	2,820	15.8%	427	▮▮▮
90 or more minutes	1,780	10.0%	333	▮▮▮
Average Travel Time to Work (in minutes)	N/A		N/A	▮
FEMALES AGE 20-64 YEARS BY AGE OF OWN CHILDREN AND EMPLOYMENT STATUS				
Total	13,811	100.0%	1,056	▮▮▮
Own children under 6 years only	1,148	8.3%	375	▮▮
In labor force	987	7.1%	356	▮▮
Not in labor force	160	1.2%	119	▮
Own children under 6 years and 6 to 17 years	1,035	7.5%	243	▮▮
In labor force	683	4.9%	186	▮▮
Not in labor force	352	2.5%	159	▮▮
Own children 6 to 17 years only	3,161	22.9%	496	▮▮▮
In labor force	2,553	18.5%	444	▮▮▮
Not in labor force	608	4.4%	237	▮▮
No own children under 18 years	8,468	61.3%	914	▮▮▮
In labor force	5,664	41.0%	622	▮▮▮
Not in labor force	2,804	20.3%	691	▮▮

Polygon 2
Area: 6.92 square miles

Prepared by Esri

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
CIVILIAN NONINSTITUTIONALIZED POPULATION BY AGE & TYPES OF HEALTH INSURANCE COVERAGE				
Total	44,032	100.0%	3,144	
Under 19 years:	12,820	29.1%	1,378	
One Type of Health Insurance:	11,213	25.5%	1,241	
Employer-Based Health Ins Only	2,276	5.2%	595	
Direct-Purchase Health Ins Only	461	1.0%	226	
Medicare Coverage Only	0	0.0%	0	
Medicaid Coverage Only	8,464	19.2%	1,101	
TRICARE/Military Hlth Cov Only	12	0.0%	17	
VA Health Care Only	0	0.0%	0	
2+ Types of Health Insurance	569	1.3%	335	
No Health Insurance Coverage	1,038	2.4%	403	
19 to 34 years:	10,934	24.8%	1,486	
One Type of Health Insurance:	6,826	15.5%	1,314	
Employer-Based Health Ins Only	3,358	7.6%	649	
Direct-Purchase Health Ins Only	735	1.7%	188	
Medicare Coverage Only	191	0.4%	206	
Medicaid Coverage Only	2,531	5.7%	1,096	
TRICARE/Military Hlth Cov Only	0	0.0%	0	
VA Health Care Only	12	0.0%	19	
2+ Types of Health Insurance	306	0.7%	247	
No Health Insurance Coverage	3,802	8.6%	750	
35 to 64 years:	16,217	36.8%	1,209	
One Type of Health Insurance:	11,129	25.3%	1,009	
Employer-Based Health Ins Only	6,199	14.1%	725	
Direct-Purchase Health Ins Only	2,507	5.7%	522	
Medicare Coverage Only	191	0.4%	91	
Medicaid Coverage Only	2,168	4.9%	442	
TRICARE/Military Hlth Cov Only	19	0.0%	26	
VA Health Care Only	45	0.1%	45	
2+ Types of Health Insurance	1,096	2.5%	254	
No Health Insurance Coverage	3,992	9.1%	618	
65+ years:	4,061	9.2%	498	
One Type of Health Insurance:	1,790	4.1%	340	
Employer-Based Health Ins Only	107	0.2%	89	
Direct-Purchase Health Ins Only	74	0.2%	80	
Medicare Coverage Only	1,610	3.7%	313	
TRICARE/Military Hlth Cov Only	0	0.0%	0	
VA Health Care Only	0	0.0%	0	
2+ Types of Health Insurance:	2,045	4.6%	358	
Employer-Based & Direct-Purchase Health Insurance	0	0.0%	0	
Employer-Based Health & Medicare Insurance	188	0.4%	107	
Direct-Purchase Health & Medicare Insurance	71	0.2%	52	
Medicare & Medicaid Coverage	1,334	3.0%	325	
Other Private Health Insurance Combos	0	0.0%	0	
Other Public Health Insurance Combos	149	0.3%	187	
Other Health Insurance Combinations	302	0.7%	124	
No Health Insurance Coverage	226	0.5%	143	

Source: U.S. Census Bureau, 2018-2022 American Community Survey

Reliability: ▇ high ▇ medium ▇ low

February 06, 2025

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
POPULATION BY RATIO OF INCOME TO POVERTY LEVEL				
Total	44,010	100.0%	3,144	🟩
Under .50	4,384	10.0%	1,101	🟨
.50 to .99	5,501	12.5%	1,360	🟨
1.00 to 1.24	2,511	5.7%	771	🟨
1.25 to 1.49	3,752	8.5%	1,312	🟨
1.50 to 1.84	4,341	9.9%	1,163	🟨
1.85 to 1.99	1,405	3.2%	655	🟨
2.00 and over	22,115	50.2%	2,039	🟩
CIVILIAN POPULATION AGE 18 OR OLDER BY VETERAN STATUS				
Total	31,697	100.0%	2,181	🟩
Veteran	745	2.4%	247	🟨
Nonveteran	30,952	97.6%	2,168	🟩
Male	15,163	47.8%	1,248	🟩
Veteran	623	2.0%	270	🟨
Nonveteran	14,540	45.9%	1,240	🟩
Female	16,534	52.2%	1,178	🟩
Veteran	122	0.4%	74	🟨
Nonveteran	16,412	51.8%	1,176	🟩
CIVILIAN VETERANS AGE 18 OR OLDER BY PERIOD OF MILITARY SERVICE				
Total	745	100.0%	247	🟨
Gulf War (9/01 or later), no Gulf War (8/90 to 8/01), no Vietnam Era	76	10.2%	56	🟥
Gulf War (9/01 or later) and Gulf War (8/90 to 8/01), no Vietnam Era	28	3.8%	26	🟥
Gulf War (9/01 or later), and Gulf War (8/90 to 8/01), and Vietnam Era	0	0.0%	0	
Gulf War (8/90 to 8/01), no Vietnam Era	112	15.0%	80	🟥
Gulf War (8/90 to 8/01) and Vietnam Era	0	0.0%	0	
Vietnam Era, no Korean War, no World War II	116	15.6%	80	🟥
Vietnam Era and Korean War, no World War II	0	0.0%	0	
Vietnam Era and Korean War and World War II	0	0.0%	0	
Korean War, no Vietnam Era, no World War II	144	19.3%	193	🟥
Korean War and World War II, no Vietnam Era	0	0.0%	0	
World War II, no Korean War, no Vietnam Era	0	0.0%	0	
Between Gulf War and Vietnam Era only	243	32.6%	187	🟥
Between Vietnam Era and Korean War only	26	3.5%	32	🟥
Between Korean War and World War II only	0	0.0%	0	
Pre-World War II only	0	0.0%	0	
HOUSEHOLDS BY POVERTY STATUS				
Total	13,582	100.0%	903	🟩
Income in the past 12 months below poverty level	3,042	22.4%	481	🟩
Married-couple family	787	5.8%	286	🟨
Other family - male householder (no wife present)	12	0.1%	18	🟥
Other family - female householder (no husband present)	1,257	9.3%	322	🟨
Nonfamily household - male householder	265	2.0%	134	🟨
Nonfamily household - female householder	721	5.3%	194	🟨
Income in the past 12 months at or above poverty level	10,541	77.6%	867	🟩
Married-couple family	4,225	31.1%	421	🟩
Other family - male householder (no wife present)	1,680	12.4%	557	🟨
Other family - female householder (no husband present)	2,669	19.7%	498	🟩
Nonfamily household - male householder	946	7.0%	279	🟨
Nonfamily household - female householder	1,020	7.5%	270	🟨
Poverty Index	181			

	2018-2022 ACS Estimate	Percent	MOE(±)	Reliability
HOUSEHOLDS BY OTHER INCOME				
Social Security Income	3,126	23.0%	365	🟩
No Social Security Income	10,456	77.0%	891	🟩
Retirement Income	1,340	9.9%	242	🟩
No Retirement Income	12,242	90.1%	892	🟩
GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME IN THE PAST 12 MONTHS				
<10% of Income	100	1.3%	101	🟥
10-14.9% of Income	292	3.7%	140	🟨
15-19.9% of Income	673	8.4%	226	🟨
20-24.9% of Income	622	7.8%	212	🟨
25-29.9% of Income	910	11.4%	342	🟨
30-34.9% of Income	373	4.7%	153	🟨
35-39.9% of Income	399	5.0%	161	🟨
40-49.9% of Income	773	9.7%	266	🟨
50+% of Income	3,289	41.2%	698	🟨
Gross Rent % Inc Not Computed	552	6.9%	230	🟨
HOUSEHOLDS BY PUBLIC ASSISTANCE INCOME IN THE PAST 12 MONTHS				
Total	13,582	100.0%	903	🟩
With public assistance income	950	7.0%	576	🟨
No public assistance income	12,632	93.0%	726	🟩
HOUSEHOLDS BY FOOD STAMPS/SNAP STATUS				
Total	13,582	100.0%	903	🟩
With Food Stamps/SNAP	5,414	39.9%	735	🟩
With No Food Stamps/SNAP	8,169	60.1%	667	🟩
HOUSEHOLDS BY DISABILITY STATUS				
Total	13,582	100.0%	903	🟩
With 1+ Persons w/Disability	3,338	24.6%	425	🟩
With No Person w/Disability	10,244	75.4%	946	🟩

Data Note: N/A means not available. Population by Ratio of Income to Poverty Level represents persons for whom poverty status is determined. Household income represents income in 2022, adjusted for inflation.

2018-2022 ACS Estimate: The American Community Survey (ACS) replaces census sample data. Esri is releasing the 2018-2022 ACS estimates, five-year period data collected monthly from January 1, 2018 through December 31, 2022. Although the ACS includes many of the subjects previously covered by the decennial census sample, there are significant differences between the two surveys including fundamental differences in survey design and residency rules.

Margin of error (MOE): The MOE is a measure of the variability of the estimate due to sampling error. MOEs enable the data user to measure the range of uncertainty for each estimate with 90 percent confidence. The range of uncertainty is called the confidence interval, and it is calculated by taking the estimate +/- the MOE. For example, if the ACS reports an estimate of 100 with an MOE of +/- 20, then you can be 90 percent certain the value for the whole population falls between 80 and 120.

Reliability: These symbols represent threshold values that Esri has established from the Coefficients of Variation (CV) to designate the usability of the estimates. The CV measures the amount of sampling error relative to the size of the estimate, expressed as a percentage.

🟩 High Reliability: Small CVs (less than or equal to 12 percent) are flagged green to indicate that the sampling error is small relative to the estimate and the estimate is reasonably reliable.

🟨 Medium Reliability: Estimates with CVs between 12 and 40 are flagged yellow-use with caution.

🟥 Low Reliability: Large CVs (over 40 percent) are flagged red to indicate that the sampling error is large relative to the estimate. The estimate is considered very unreliable.

Source: U.S. Census Bureau, 2018-2022 American Community Survey

Reliability: 🟩 high 🟨 medium 🟥 low

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Polygon 2
Area: 6.92 square miles

Average Daily Traffic Volume
▲ Up to 6,000 vehicles per day
▲ 6,001 - 15,000
▲ 15,001 - 30,000
▲ 30,001 - 50,000
▲ 50,001 - 100,000
▲ More than 100,000 per day
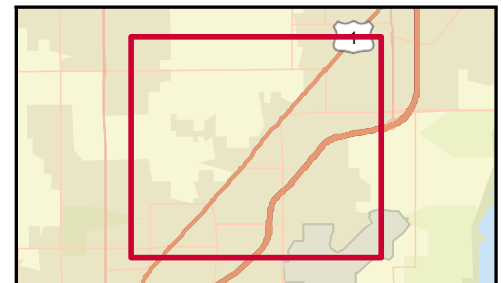
2024 Labor Force

Age Group	Population	Employed	Unemployed	Unemployment Rate	Labor Force Participation Rate	Employment-Population Ratio
16+	36,266	21,811	637	2.8%	61.9%	60.1%
16-24	6,536	2,965	177	5.6%	48.1%	45.4%
25-54	19,433	15,332	394	2.5%	80.9%	78.9%
55-64	5,187	2,969	57	1.9%	58.3%	57.2%
65+	5,110	544	9	1.6%	10.8%	10.6%
Male Age 16+	17,269	11,666	256	2.1%	69.0%	67.6%
Female Age 16+	18,997	10,146	380	3.6%	55.4%	53.4%
White Age 16+	8,475	5,509	120	2.1%	66.4%	65.0%
Black Age 16+	7,306	4,662	192	4.0%	66.4%	63.8%
American Indian Age 16+	193	123	10	7.5%	68.9%	63.7%
Asian Age 16+	516	331	8	2.4%	65.7%	64.1%
Pacific Islander Age 16+	2	2	0	0.0%	100.0%	100.0%
Other Race Age 16+	5,218	2,912	66	2.2%	57.1%	55.8%
Multiple Races Age 16+	14,556	8,273	241	2.8%	58.5%	56.8%

Economic Dependency Ratio

Total	114.8
Child (<16)	48.7
Working-Age (16-64)	45.1
Senior (65+)	20.9

Industry	Employed	Percent	US Percent	Location Quotient
Total	21,811	100.0%	100.0%	-
Agriculture/Forestry/Fishing	756	3.5%	1.1%	3.18
Mining/Quarrying/Oil & Gas	50	0.2%	0.3%	0.67
Construction	2,786	12.8%	6.9%	1.86
Manufacturing	581	2.7%	10.0%	0.27
Wholesale Trade	305	1.4%	2.0%	0.70
Retail Trade	3,129	14.3%	10.5%	1.36
Transportation/Warehousing	1,416	6.5%	5.1%	1.27
Utilities	150	0.7%	0.9%	0.78
Information	284	1.3%	2.0%	0.65
Finance/Insurance	708	3.2%	4.8%	0.67
Real Estate/Rental/Leasing	319	1.5%	1.8%	0.83
Professional/Scientific/Tech	763	3.5%	8.3%	0.42
Management of Companies	0	0.0%	0.1%	0.00
Admin/Support/Waste Management	1,843	8.4%	4.3%	1.95
Educational Services	1,209	5.5%	9.1%	0.60
Health Care/Social Assistance	3,568	16.4%	14.1%	1.16
Arts/Entertainment/Recreation	230	1.1%	2.3%	0.48
Accommodation/Food Services	1,540	7.1%	6.8%	1.04
Other Services (Excluding Public)	1,229	5.6%	4.6%	1.22
Public Administration	946	4.3%	5.0%	0.86

Data Note: Location Quotients compare the industry/occupation share of a local area's employment relative to that same share nationally. A value lower/greater than 1 indicates that the local area is less/more specialized in that industry or occupation category than the US as a whole.

Explore the Esri Labor Force Learn Lesson for more information on how to use and interpret the estimates in this report.

Source: Esri forecasts for 2024 and 2029.

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Occupation	Employed	Percent	US Percent	Location Quotient
Total	21,811	100.0%	100.0%	-
White Collar	9,680	44.4%	62.6%	0.71
Management	1,889	8.7%	12.1%	0.72
Business/Financial	546	2.5%	6.3%	0.40
Computer/Mathematical	236	1.1%	4.1%	0.27
Architecture/Engineering	71	0.3%	2.4%	0.12
Life/Physical/Social Sciences	36	0.2%	1.3%	0.15
Community/Social Service	389	1.8%	1.8%	1.00
Legal	107	0.5%	1.2%	0.42
Education/Training/Library	875	4.0%	6.2%	0.65
Arts/Design/Entertainment	203	0.9%	2.2%	0.41
Healthcare Practitioner	1,032	4.7%	6.4%	0.73
Sales and Sales Related	1,919	8.8%	8.5%	1.04
Office/Administrative Support	2,377	10.9%	10.1%	1.08
Blue Collar	6,700	30.7%	21.0%	1.47
Farming/Fishing/Forestry	495	2.3%	0.5%	4.60
Construction/Extraction	1,986	9.1%	4.9%	1.86
Installation/Maintenance/Repair	1,179	5.4%	2.9%	1.86
Production	497	2.3%	5.3%	0.43
Transportation/Material Moving	2,543	11.7%	7.5%	1.56
Services	5,431	24.9%	16.4%	1.52
Healthcare Support	905	4.1%	3.3%	1.24
Protective Service	1,282	5.9%	2.1%	2.81
Food Preparation/Serving	1,235	5.7%	5.3%	1.08
Building Maintenance	1,272	5.8%	3.2%	1.81
Personal Care/Service	737	3.4%	2.6%	1.31

Data Note: Location Quotients compare the industry/occupation share of a local area's employment relative to that same share nationally. A value lower/greater than 1 indicates that the local area is less/more specialized in that industry or occupation category than the US as a whole.

Explore the Esri Labor Force Learn Lesson for more information on how to use and interpret the estimates in this report.

Source: Esri forecasts for 2024 and 2029.

February 06, 2025

Business Summary

Polygon 2
Area: 6.92 square miles

Prepared by Esri

Data for all businesses in area

Total Businesses:	944
Total Employees:	4,905
Total Population:	46,894
Employee/Population Ratio (per 100 Residents)	10

	Businesses		Employees	
by NAICS Codes	**Number**	**Percent**	**Number**	**Percent**
Agriculture, Forestry, Fishing & Hunting	4	0.4%	19	0.4%
Mining	2	0.2%	7	0.1%
Utilities	1	0.1%	1	0.0%
Construction	68	7.2%	230	4.7%
Building Construction	22	2.3%	64	1.3%
Heavy/Civil Eng Construction	2	0.2%	13	0.3%
Specialty Trade Contractor	43	4.6%	152	3.1%
Manufacturing	24	2.5%	106	2.2%
Wholesale Trade	27	2.9%	192	3.9%
Durable Goods	17	1.8%	116	2.4%
Nondurable Goods	8	0.8%	48	1.0%
Trade Broker	2	0.2%	28	0.6%
Retail Trade	130	13.8%	705	14.4%
Motor Vehicle & Parts Dealers	32	3.4%	192	3.9%
Furniture & Home Furnishings Stores	3	0.3%	6	0.1%
Electronics & Appliance Stores	5	0.5%	11	0.2%
Building Material & Garden Equipment & Supplies Dealers	9	0.9%	39	0.8%
Food & Beverage Stores	23	2.4%	227	4.6%
Health & Personal Care Stores	9	0.9%	67	1.4%
Gasoline Stations & Fuel Dealers	10	1.1%	38	0.8%
Clothing, Clothing Accessories, Shoe and Jewelry Stores	10	1.1%	26	0.5%
Sporting Goods, Hobby, Book, & Music Stores	17	1.8%	42	0.9%
General Merchandise Stores	12	1.3%	57	1.2%
Transportation & Warehousing	34	3.6%	166	3.4%
Truck Transportation	21	2.2%	87	1.8%
Information	19	2.0%	75	1.5%
Finance & Insurance	34	3.6%	110	2.2%
Central Bank/Credit Intermediation & Related Activities	13	1.4%	59	1.2%
Securities & Commodity Contracts	7	0.7%	20	0.4%
Funds, Trusts & Other Financial Vehicles	13	1.4%	32	0.7%
Real Estate, Rental & Leasing	47	5.0%	178	3.6%
Professional, Scientific & Tech Services	80	8.5%	307	6.3%
Legal Services	14	1.5%	34	0.7%
Management of Companies & Enterprises	0	0.0%	2	0.0%
Administrative, Support & Waste Management Services	35	3.7%	131	2.7%
Educational Services	19	2.0%	711	14.5%

Source: Copyright 2024 Data Axle, Inc. All rights reserved. Esri Total Population forecasts for 2024.
Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

February 06, 2025

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Polygon 2
Prepared by Esri
Area: 6.92 square miles

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Health Care & Social Assistance	81	8.6%	817	16.7%
Amubulatory Health Care	44	4.7%	432	8.8%
Hospital	5	0.5%	105	2.1%
Nursing/Residential Care	7	0.7%	63	1.3%
Social Assistance	24	2.5%	216	4.4%
Arts, Entertainment & Recreation	27	2.9%	99	2.0%
Accommodation & Food Services	49	5.2%	466	9.5%
Accommodation	5	0.5%	55	1.1%
Food Services & Drinking Places	44	4.7%	411	8.4%
Other Services (except Public Administration)	137	14.5%	506	10.3%
Repair & Maintenance	39	4.1%	179	3.6%
Automotive Repair & Maintenance	26	2.8%	68	1.4%
Personal & Laundry Service	44	4.7%	124	2.5%
Civic and Other Orgs	53	5.6%	203	4.1%
Public Administration	8	0.8%	73	1.5%
Unclassified Establishments	118	12.5%	7	0.1%
Total	944	100.0%	4,905	100.0%

February 06, 2025

by SIC Codes	Businesses Number	Businesses Percent	Employees Number	Employees Percent
Agriculture & Mining	21	2.2%	93	1.9%
Construction	64	6.8%	221	4.5%
Manufacturing	20	2.1%	97	2.0%
Transportation	39	4.1%	176	3.6%
Communication	13	1.4%	38	0.8%
Utility	3	0.3%	11	0.2%
Wholesale Trade	27	2.9%	192	3.9%
Retail Trade Summary	180	19.1%	1,132	23.1%
Home Improvement	9	0.9%	39	0.8%
General Merchandise Stores	7	0.7%	38	0.8%
Food Stores	25	2.6%	236	4.8%
Auto Dealers & Gas Stations	41	4.3%	224	4.6%
Apparel & Accessory Stores	6	0.6%	17	0.3%
Furniture & Home Furnishings	9	0.9%	20	0.4%
Eating & Drinking Places	43	4.6%	408	8.3%
Miscellaneous Retail	40	4.2%	151	3.1%
Finance, Insurance, Real Estate Summary	73	7.7%	242	4.9%
Banks, Savings & Lending Institutions	13	1.4%	57	1.2%
Securities Brokers	7	0.7%	20	0.4%
Insurance Carriers & Agents	13	1.4%	32	0.7%
Real Estate, Holding, Other Investment Offices	40	4.2%	133	2.7%
Services Summary	378	40.0%	2,624	53.5%
Hotels & Lodging	5	0.5%	55	1.1%
Automotive Services	33	3.5%	110	2.2%
Movies & Amusements	28	3.0%	87	1.8%
Health Services	52	5.5%	545	11.1%
Legal Services	14	1.5%	34	0.7%
Education Institutions & Libraries	17	1.8%	723	14.7%
Other Services	229	24.3%	1,070	21.8%
Government	8	0.8%	73	1.5%
Unclassified Establishments	118	12.5%	7	1.5%
Totals	944	100.0%	4,905	100.0%

Source: Copyright 2024 Data Axle, Inc. All rights reserved. Esri Total Population forecasts for 2024.
Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

February 06, 2025

Population Summary

2024 Total Population	46,894
2029 Total Population	50,576
2024-2029 Annual Rate	1.52%

2024 Crime Indexes (AGS)

Total Crime Index	122
Personal Crime Index	186
Murder Index	266
Rape Index	79
Robbery Index	186
Assault Index	200
Property Crime Index	110
Burglary Index	118
Larceny Index	100
Motor Vehicle Theft Index	162

Data Note: The Crime Index is an indication of the relative risk of a crime occurring and is measured against the overall risk at a national level. Values above 100 indicate the area has an above average risk of occurring compared to the US. Values below 100 indicate the area has a below average risk of occurring compared to the US. The Crime Indexes provides an assessment of the relative risk of seven major crime types: murder, rape, robbery, assault, burglary, larceny, and motor vehicle theft. It is modeled using data from the FBI Uniform Crime Report and demographic data from the U.S. Census and Applied Geographic Solutions (AGS).
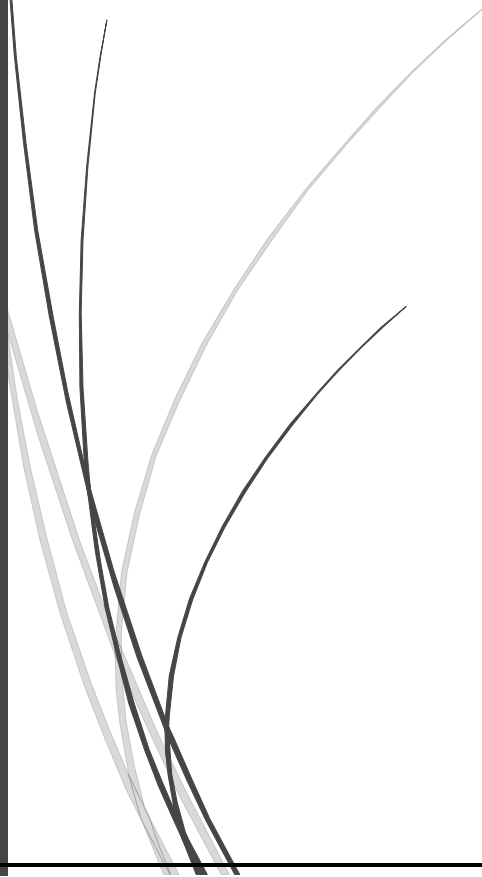
Source: Esri forecasts for 2024 and 2029. Applied Geographic Solutions (AGS) (2024A).

February 06, 2025

Naranja Lakes

Community Redevelopment Agency

Annual Report

MIAMI-DADE COUNTY

An Overview...

The Naranja Lakes Community Redevelopment Area is an unincorporated area in south Miami-Dade County, Florida. The Miami-Dade County Board of County Commissioners (Commission) established the Naranja Lakes Community Redevelopment Agency (Agency) in 2002 to address slum and blight conditions identified in the Naranja Lakes Community Redevelopment Area (Area), in accordance with Chapter 163 of the Florida Statutes. The creation of the Agency aimed to address the area's devastation from the catastrophic Hurricane Andrew in 1992.

In response to the housing need in the area, the Agency was created with a primary Redevelopment Project known as Mandarin Lakes, a residential development that was also the first major development in south Miami-Dade following Hurricane Andrew. The Agency funded $10 million in infrastructure improvements which facilitated the development of 210 acres within the Redevelopment Area. Mandarin Lakes was also the County's first Traditional Neighborhood Development (TND), which incorporates urban living conditions that were common in the United States until the 1940s. The TND included pedestrian friendly streets, civic buildings, squares and parks to foster community identity through social and recreational activities. Phase one of the project was completed in 2011.

In 2018, the Commission approved the Agency's Amended Redevelopment Plan for the original and proposed expanded area and amended the Interlocal Agreement (Agreement) between the County and the Agency. The Agreement requires that the Agency sets aside a portion of the tax increment financing (TIF) from the expanded area to fund Strategic Miami Area Rapid Transit (SMART) projects in the Area.

To identify current needs and ensure appropriate redevelopment initiatives are undertaken during the remaining years of the Agency before it sunsets in 2033, in the spring of 2024 the Agency engaged the professional consulting services of BusinessFlare, LLC. to prepare an Amended Redevelopment Plan. The Naranja Lakes CRA lies within County Commission Districts 8 and 9, which are represented by Commissioner Danielle Cohen Higgins and Commissioner Kionne L. McGhee, respectively.

Reporting Requirement, Commissioners and Staffing...

Florida Statues governing redevelopment areas require redevelopment Agencies to provide annual reports to their respective governing bodies by March 31st. This 2024 Annual Report contains an unaudited financial statement and a summary of activities for the Agency's twenty-second year of operation, covering the period from October 1, 2023, to September 30, 2024.

The Naranja Lakes CRA Board may have up to nine Board members. During the first quarter of the reporting period, the Agency lacked the five minimum membership statutory requirement due to a vacancy created by a member resignation during the 2022-23 cycle. The Agency was not able to meet until new appointments were made and appointees returned to the Miami-Dade Office of the Clerk a signed Oath of Office accepting such appointments. With three new members completing the appointment process, the Agency resumed meetings in February 2024 to address the Agency's redevelopment needs. As of the end of this reporting period, the CRA Board of Commissioners consisted of Ken C. Forbes (Chairman), Stuart Archer (Vice Chairman), Erick Caceres, Derrick Lourdeus, Danny Olgetree, Cornelius Shiver and Derek Sippio.

Miami-Dade County professional staff from the Office of Management and Budget (OMB) provides administrative support to the Agency. The effort is led by Vivian Cao, OMB Assistant Director, assisted by Jason E. Rodriguez, Business Analyst Manager, and Nicole Jordan, Business Analyst. The legal firm Taylor English Duma, LLP. (Firm) provided general counsel to the Agency. Mr. Steven W. Zelkowitz is the lead attorney overseeing the Agency engagement with the Firm. On September 28th, the Agency entered into a service provider agreement with H.E.R.S. Consulting, LLC, to provide Executive Director services. The efforts will be led by H.E.R.S. Consulting's founder and President Krystal Patterson, MPA, FRA-RA.

CRA at a Glance...

Area:	4,307 Acres	***	**Acres per Commission Districts:**
Base Year:	2002	**	**District 8:** **2,315.79 acres**
Sunset Year:	2033	*	**District 9:** **2,091.73 acres**

General Boundaries are on the North by SW 232 Street from the Urban Development Boundary to SW 122 Avenue, on the West by the Urban Development Boundary, on the South by SW 296 Street and on the East by the Florida Turnpike following SW 296 Street to SW 127 Avenue to SW 248 Street to SW 122 Avenue.

Naranja Lakes CRA

Legend

Commission District
Community Redevelopment Area

Naranja Lakes CRA within CD 8 - 2,315.79 Acres
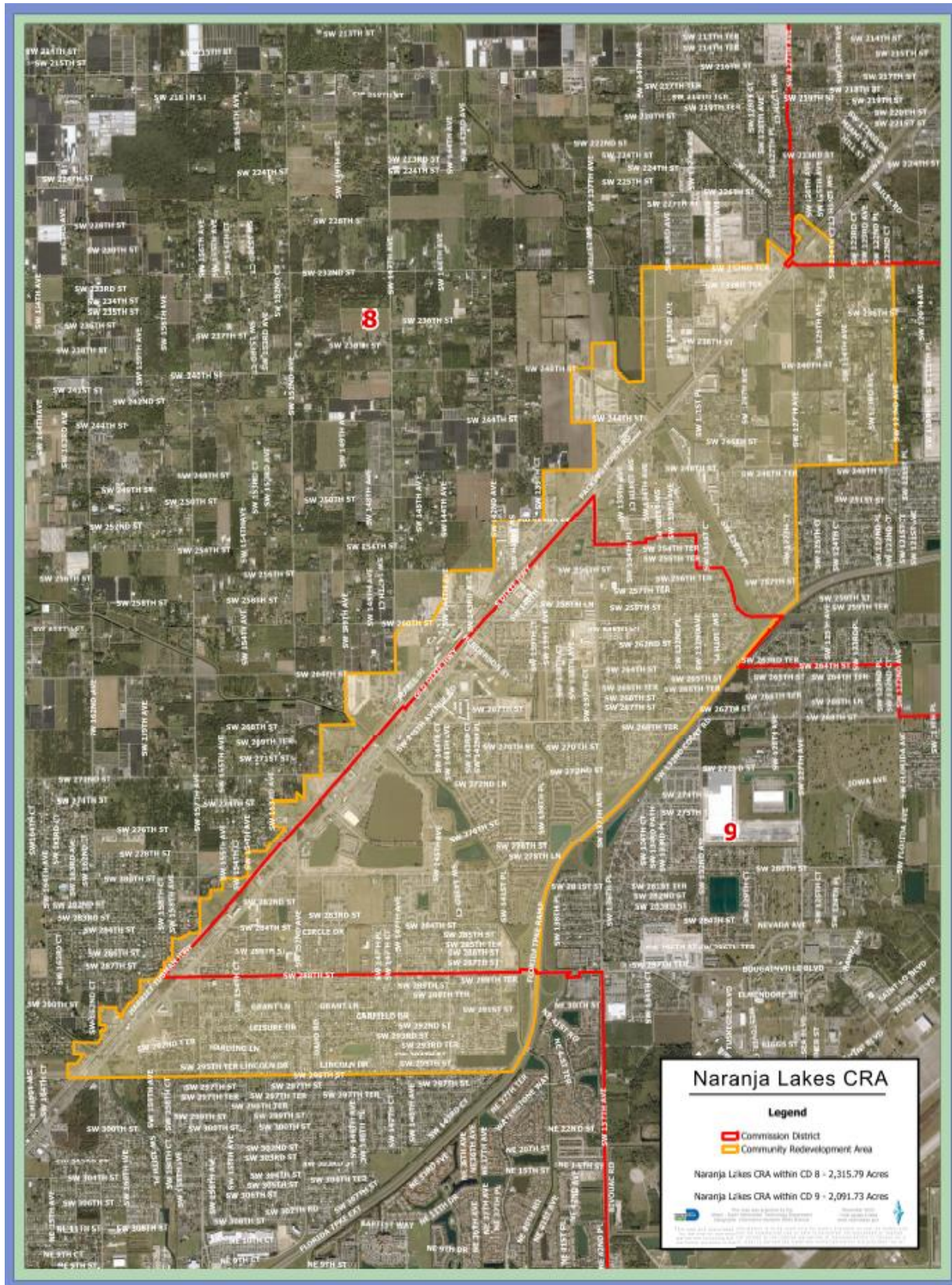
Naranja Lakes CRA within CD 9 - 2,091.73 Acres

BOARD OF COUNTY COMMISSIONERS

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

TAX Increment Revenues...

Tax Increment Revenue Comparison

Original Area	Taxable Values
Base Year (2002) Taxable Assessment:	$131,292, 949
2022 Taxable Assessment	$570,757,027
2023 Taxable Assessment	$693,051,233
2023 Increment Increase	$122,294,206

Expansion Area	Taxable Values
Base Year (2017) Taxable Assessment:	$493,525,205
2022 Taxable Assessment	$1,180,851,016
2023 Taxable Assessment	$1,378,299,958
2023 Increment Increase	$197,448,942

Financial Report – Not Audited...

Fiscal Year Ended September 30, 2024*

Revenues	
Taxes	$ 8,790,107
Investment Income	$ 916,386
Total Revenues	**$ 9,706,493**
Expenditures	
General Government	$ 3,198,698
Debt Service	$ 337,000
Capital Outlay	$ -
Total Expenditures	**$ 3,535,698**
Excess/Deficiency of Revenues Over Expenditures	**$ 6,170,795**
Other Financing Sources	
Operating Transfer In	$ -
Operating Transfer Out	$ -
Total Other Financing Sources	**$ -**
Fund Balance Beginning	**$17,845,033**
Fund Balance End	**$24,015,828**

Audited Financial Report...

The Agency's 2023 Audit Financial Report can be viewed through the Miami-Dade County Comprehensive Annual Financial Report at the following link, by searching for "NLCRA," https://www.miamidade.gov/finance/library/cafr202-complete.pdf

Adopted Budget…

Fiscal Year 2023-24 Budget

Revenues

The countywide tax increment payment into the trust fund is $6,201,503, and the Unincorporated Municipal Service Area (UMSA) tax increment payment is $2,588,604. The following table provides the revenue detail for the original and the expansion areas.

	UMSA	Countywide	Total
Original Area	$1,002,007	$2,400,421	$3,402,428
Expansion Area	$1,586,597	$3,801,082	$5,387,679
Total	**$2,588,604**	**$6,201,503**	**$8,790,107**

Overview

On February 27, 2024, the Agency approved the Fiscal Year 2023-24 budget for the redevelopment area and the Agency in the amount of $26,911,174 (Resolution No. CRA-01-2024). In addition to the TIF revenues described above, the budget includes projected $17,821,067 in carryover and $300,000 in projected interest earnings. However, on September 4th the Commission amended the Agency's adopted budget and reallocated funds on certain line items such as those allocated for contractual services for an Economic Development Coordinator, major development project planning, and innovative community policing to address crime prevention and juvenile delinquency. The amended budget was adopted as Commission Resolution No. R-749-24, subject to the Agency confirmation and subsequent approval of such amendments. On September 28, 2024, the Agency met and approved the Commission amended budget for the redevelopment area and the Agency.

The amended budget includes administrative expenditures total $260,000, which includes direct County support ($200,000); audits ($40,000); travel, educational seminars & conferences ($5,000); advertising & notices ($5,000); printing & publishing ($5,000) and other administrative expenses ($5,000). Administrative costs represent approximately 1 percent of total funds

contemplated to be spent on this budget, excluding the 1.5 percent County administrative charge ($131,852).

Operating expenses total $25,850,604 including:

- $9,000,000 for major development project planning
- $5,000,000 for committed development funding (Redland Market Village Apartments, LLC)
- $3,000,000 for commercial improvement grants
- $3,000,000 for housing projects
- $2,666,604 for SMART Plan Projects reserve
- $1,600,000 for development and implementation of community policing innovations to address crime prevention and juvenile delinquency
- $379,000 for debt service loan payment
- $200,000 for business development and job creation initiatives
- $200,000 for professional contractual services (redevelopment plan)
- $200,000 for professional contractual services (grants administrator)
- $150,000 for transportation, infrastructure, and landscape enhancement
- $120,000 for an Executive Director position in the Agency
- $90,000 for outreach and strategic redevelopment initiatives
- $90,000 for community building operations, maintenance, and insurance
- $80,000 for professional contractual services (economic development coordinator)
- $50,000 for legal services
- $15,000 for procurement services
- $5,000 for memberships and fees
- $5,000 for grant web-based software

The budget also includes a contingency reserve of $668,718.

Plan Implementation...

Housing Redevelopment Projects - Redland Market Village Apartments

In partnership with the Paramount Group, the CRA monitored the County's approval of the plans for the development of the Redland Market Village: a 367 units for workforce housing, including a clubhouse, secure entrances, and many amenities. The CRA has committed a $5 million grant for costs related to infrastructure for the project. The infrastructure grant provides for a tax-exempt capture incentive of 65% of the tax revenues not to exceed $5.2 million from the project when it appears on the tax rolls of the Naranja Lakes CRA.

The Redland Market Village Apartments will provide affordable housing and will also include rebuilding the current Redland Market, a vital economic engine in the area which brings many visitors weekly. The development, which will be adjacent to the existing Redland Market Village at 24420 Harriet Tubman Highway, is a proposed 276-unit apartment project which will be housed in two-five story elevator buildings and one-four story elevator building on approximately 5.25 acres. The proposed project includes a three-story parking garage with 297 spaces, 114 surface parking spaces, and 31 street spaces available for residents and workers. Among the amenities included will be a clubhouse with a small business center and community rooms, exercise room, pool and patio with barbecue grills and immediate access to Mass Transit pick-up and drop off locations.

Redevelopment Grant Agreement - Rebuilding Together Miami-Dade

The Agency partnered with the non-for-profit organization Rebuilding Together Miami-Dade to complete home repairs in the redevelopment area. The organization has a history of working with municipalities throughout the County as well as with CRAs. Rebuilding Together is a leader in providing free repairs and accessibility modifications to low-income residents and to preserve intergenerational home ownership. Private donors, volunteers and community members join in the home repair and beautification process. Funding and materials are leveraged from chain stores such as Lowes and Home Depot. Local contractors volunteer their expertise and services as well.

The Agency and the organization understand there is an abundant need within the area, and once again, will collaborate to address the area's needs for those elderly and veteran homeowners who qualify for home repairs. Therefore, the Agency approved a grant in the amount of $300,000 to assist residents in the area.

Rebuilding Together Miami-Dade 3628
Grand Ave.
Miami, FL, 33133
Office: 305.200.5711
www.rebuildingtogethermiami.org

WHO WE ARE

Mission: Repairing homes, revitalizing communities, rebuilding lives!

We are a 501©(3) nonprofit committed to repairing and modifying homes for Miami-Dade County's most vulnerable homeowners. Our efforts preserve affordable homeownership, fight gentrification, stabilize communities and ensure the safety and health of residents.

Being a nonprofit, 100% of our funding comes from government grants, corporate sponsorships, and individual giving. This allows us to **provide our services to qualifying homeowners for free**.

During the past 31 years, Rebuilding Together Miami-Dade has rehabbed over 1,200 homes and donated over 18 million dollars in market value work to the community.

Innovative Community Policing- Miami-Dade Police
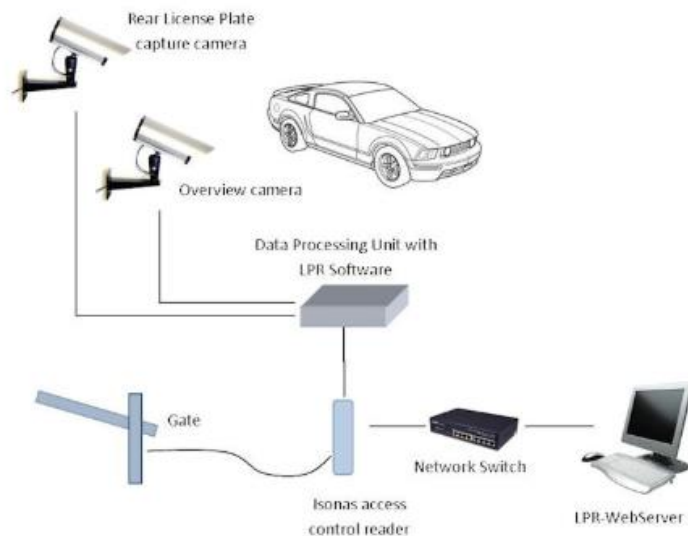
LPR Auto Access Control Diagram

The goal of the Miami-Dade Police Department (MDPD) Community Policing Program is to address community concerns with engagement efforts; including relationship building within the community and using their crime stoppers. The MDPD Neighborhood Resource Unit targets those citizens that are the driving force with illegal activity in the community.

A report from MDPD indicates that although homicides and sex offenses crimes are down when compared to prior years, larceny has gone up due to the rise of major construction sites. Auto thefts and commercial burglaries have also seen an increase, but MDPD is continuing to delineate ways to fight those activities. Improvements have been seen across residential burglaries, aggravated assault, and aggravated battery, all of which have seen a decrease within the area.

To avert criminal activities and illegal dumping throughout the area, the Agency approved a resolution authorizing MDPD to procure, purchase, implement, and maintain license plate recognition cameras and to conduct weekly operational deployments to identify crime prone areas and implement an approach to increase police visibility, accessibility and positive interactions with the community for $600,000.

Housing Redevelopment Projects - Naranja Grand Development

Located at the heart of the original CRA boundaries within the proximity of the Mandarin Lakes Development and adjacent to the Naranja Branch Library at SW 280th St, the construction of the Naranja Grand is well underway. When completed it will be an 8-story residential building featuring a mixture of one-bedroom and two-bedroom units. Residents will enjoy a range of amenities, including a spacious multipurpose community room that includes a theatre room, game area, and catering kitchen, a state-of-the-art fitness center, outdoor recreational areas, and a dog park. Apartments at Naranja Grand will be reserved for income-qualifying residents aged 55 and older who earn at or below 30, 60, and 70 percent of the area median income (AMI).

The project developers and partners; Housing Trust Group, LLC and Elite Equity Development, Inc., sought financial support from the Agency for the first phase of the project. Although the Agency did not pursue a tax increment financing agreement with the Naranja Grand developers, the Agency recognizes that the project addresses the housing shortages in the redevelopment area and praises the project focus on assisting older low-income residents. The project is expected to be completed by the Spring of 2025.

Redevelopment Plan

Recognizing the need to update the Agency's redevelopment plan to address the current state of the community, the Agency instructed staff to procure professional consulting services through the County's pre-qualified redevelopment pool to undertake the completion of an amended plan. After an invitation to quote from the redevelopment pool was completed, BusinessFlare, Inc., was selected to prepare the amended plan. The Board looks forward to an invigorating plan to address future redevelopment and eliminates slum and blight in the area.

Workshop: CRAs and Redevelopment Activities

H.E.R.S. Consulting facilitated a Board Workshop regarding Community Redevelopment Agencies (CRAs) and relating redevelopment activities.

Topics discussed included: CRAs objectives and their importance in local development; statutory authority, delegated powers, obligations and reporting requirements; general issues pertaining to CRAs within Miami-Dade County municipalities, including challenges, opportunities and consideration of regional impacts; an understanding of how the Redevelopment Plan charts the CRA potential; key factors to implement redevelopment; case studies and best practices and strategies for securing and managing funds.

The Future Ahead…

➢ The Agency will undergo an initiatives reevaluation process to ensure that redevelopment activities are targeting current community's needs.

➢ The Agency may also consider requesting that the Commission extends the current sunset 2033 date.

➢ Future objectives will focus on property acquisition to increase partnerships to provide affordable housing opportunities.

Contact Information…

Miami-Dade County, Office of Management and Budget

ATTN: Ms. Vivian Cao, Assistant Director

111 NW 1st Street, Suite 2210, Miami, FL 33128

(305) 375-5123

Vivian.Cao@miamidade.gov

H.ER.S Consulting, LLC

ATTN: Ms. Krystal Patterson, CRA Executive Director

6805 West Commercial Blvd. #1149, Tamarac, FL 33319

(954) 883-9990

krystal@hersconsult.com

Additional Information…

https://www.miamidade.gov/global/government/boards/naranja-lakes-cra.page   and www.naranjalakescra.com

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