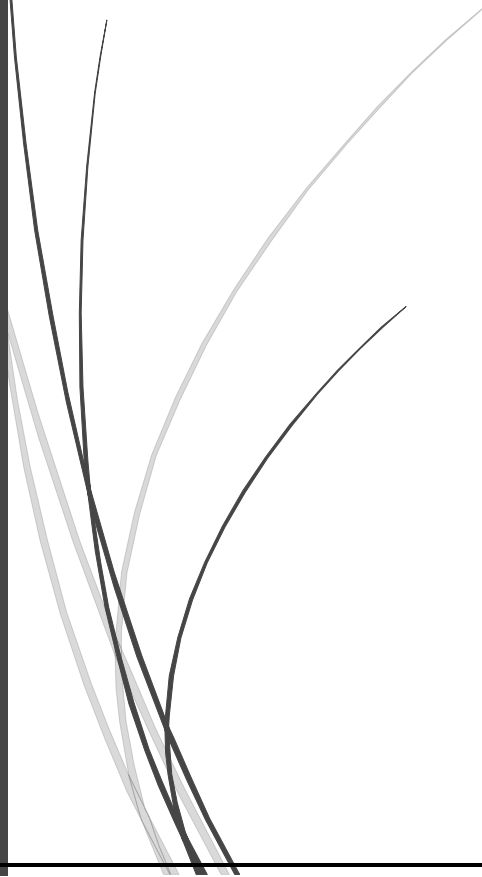


*October 1, 2023 –  
September 30, 2024*



*Naranja Lakes*  
Community Redevelopment Agency

*Annual Report*



## *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 Statutes governing redevelopment areas require redevelopment Agencies to provide annual reports to their respective governing bodies by March 31<sup>st</sup>. 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 28<sup>th</sup>, 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.

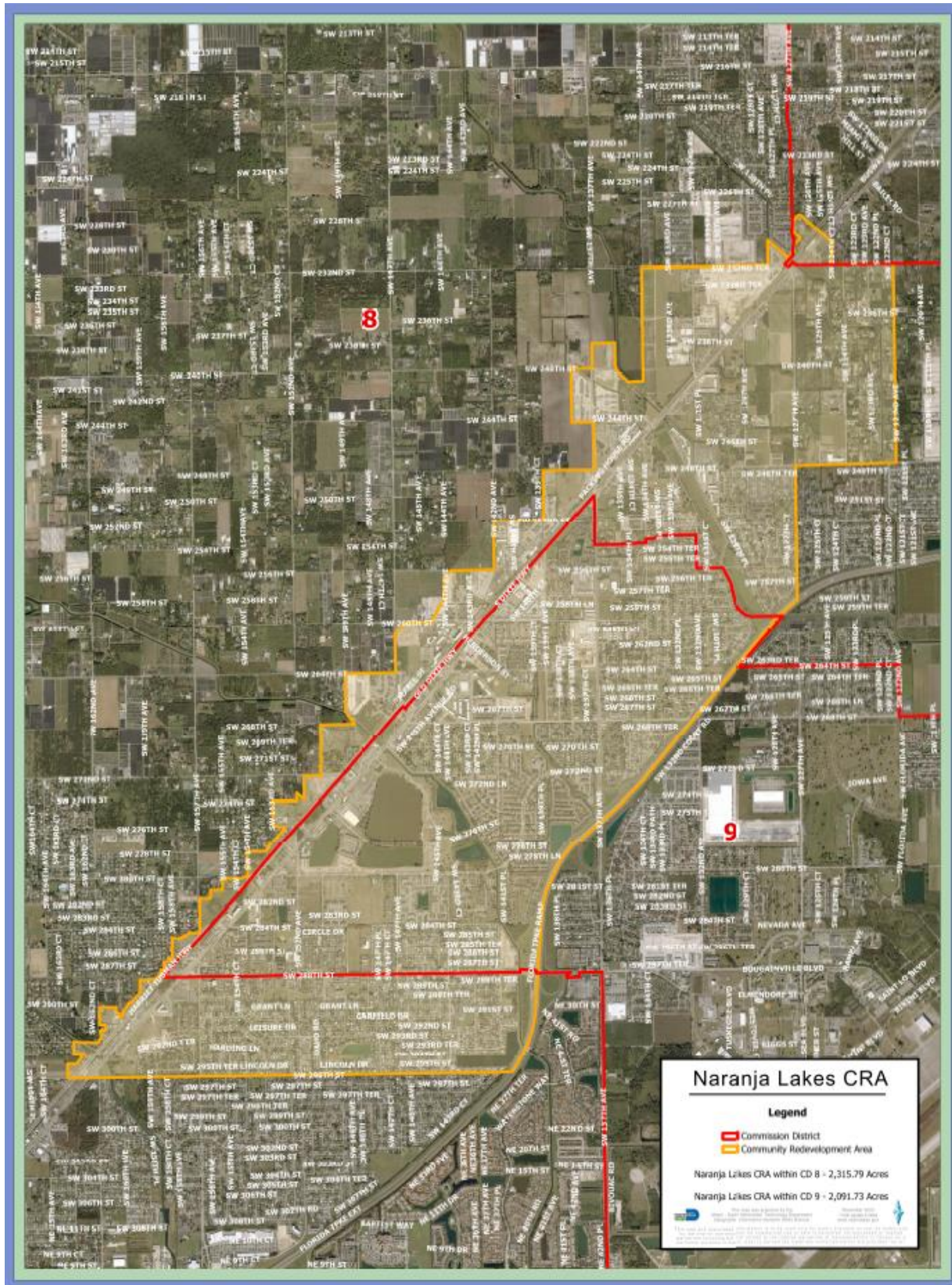
## *CRA at a Glance...*



<b>Area:</b>	4,307 Acres	***	<b>Acres per Commission Districts:</b>
<b>Base Year:</b>	2002	**	<b>District 8:</b> 2,315.79 acres
<b>Sunset Year:</b>	2033	*	<b>District 9:</b> 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.



## *Administrative Ordinances & Resolutions...*



### **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**

<b><u>Original Area</u></b>	<b><u>Taxable Values</u></b>
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

<b><u>Expansion Area</u></b>	<b><u>Taxable Values</u></b>
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
<b>Total Revenues</b>	<b>\$ 9,706,493</b>
Expenditures	
General Government	\$ 3,198,698
Debt Service	\$ 337,000
Capital Outlay	\$ -
<b>Total Expenditures</b>	<b>\$ 3,535,698</b>
<b>Excess/Deficiency of Revenues Over Expenditures</b>	<b>\$ 6,170,795</b>
Other Financing Sources	
Operating Transfer In	\$ -
Operating Transfer Out	\$ -
<b>Total Other Financing Sources</b>	<b>\$ -</b>
<b>Fund Balance Beginning</b>	<b>\$17,845,033</b>
<b>Fund Balance End</b>	<b>\$24,015,828</b>





*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.

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

#### 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 4<sup>th</sup> 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.rebuildingtogethertiada.org](http://www.rebuildingtogethertiada.org)

### WHO WE ARE

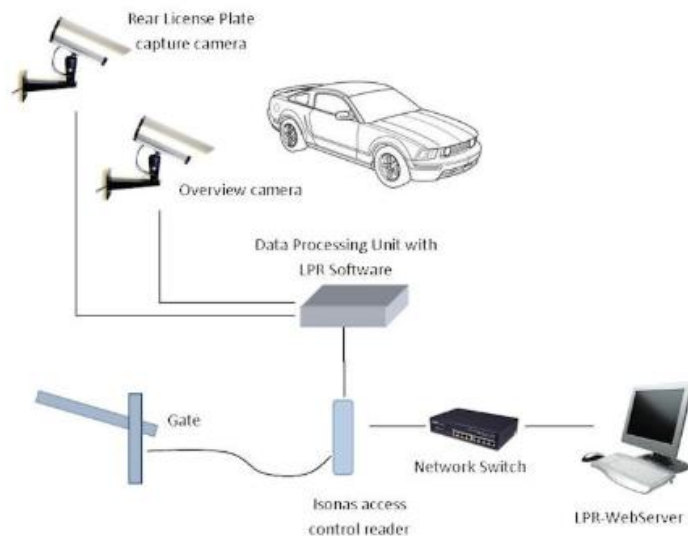
**Mission:** Repairing homes, revitalizing communities, rebuilding lives!

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 280<sup>th</sup> 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...*

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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](mailto:krystal@hersconsult.com)

## *Additional Information...*

<https://www.miamidade.gov/global/government/boards/naranja-lakes-cra.page> and [www.naranjalakescra.com](http://www.naranjalakescra.com)



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