

# NORTHWEST 79<sup>th</sup> STREET

## COMMUNITY REDEVELOPMENT AGENCY ANNUAL REPORT

FISCAL YEAR 2018 (OCT. 1, 2018 – SEPT 30, 2019)



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## INTRODUCTION

Pursuant to Chapter 163.356(3) of the Florida Statutes, the Community Redevelopment Agency (CRA) of the NW 79th Street Community Corridor must file with its governing body (Miami-Dade County) on or before March 31st of each year, a report of its activity for the preceding fiscal year. This report includes a complete financial statement setting forth the assets, liabilities, income and operating expenses as of the end of the prior fiscal year (September 30, 2019).



This report will be available for review in the Miami-Dade County Clerk's Office and online at: <https://www.miamidade.gov/global/government/boards/northwest-79th-street-cra.page>.

## CRA BACKGROUND AND HISTORY

In accordance with the Community Redevelopment Act of 1969, the NW 79th Street Corridor Community Redevelopment Agency (CRA) was established by Miami-Dade County (County) on May 5, 2009, when the Board of County Commissioners (BCC) adopted Resolution R-566-09, declaring the area to be slum and blighted and approved the selection of a consultant to prepare a plan for the redevelopment of the area. Resolution R-604-11 and Ordinance 11-52, adopted by the BCC on July 19, 2011, approved the CRA's redevelopment plan and established the Agency's Trust Fund respectively. The CRA completed its sixth year of operation in Fiscal Year 2018-19.



Additionally, the Board adopted the following:

1. Resolution No. 566-09, dated May 5, 2009, declared the Area as slum and blighted and authorized the County to prepare a Community Redevelopment Plan (Plan) to carry out the community redevelopment purposes of Chapter 163 in the CRA.
2. Ordinance No. 11-55, dated July 11, 2011, appointed the members of the CRA Board;
3. Resolution 604-11, dated July 19, 2011, approved the CRA Redevelopment Plan.
4. Ordinance No. 11-52, dated July 19, 2011, established a redevelopment trust fund pursuant to Chapter 163, Florida Statutes, for deposit of tax increment revenues generated from the Redevelopment Area; and
5. Resolution No. 95-12, dated January 24, 2012, approved execution of the Interlocal Agreement between the County and the CRA.

The CRA is a legal entity, separate, distinct and independent from the BCC and tasked with eliminating slum and blight within the approved redevelopment area. Redevelopment endeavors are implemented through a public body, which is known as a community redevelopment agency. Community redevelopment agencies have the ability to utilize a designated funding tool, known as Increment Financing, which is available to cities and counties for redevelopment activities through the use of property tax revenues. Increment Financing is used to leverage public funds to promote private-sector activity in the denoted area or areas.

As we look ahead, the Plan will be reviewed and updated as the community changes and new projects are brought to the forefront of the Agency.

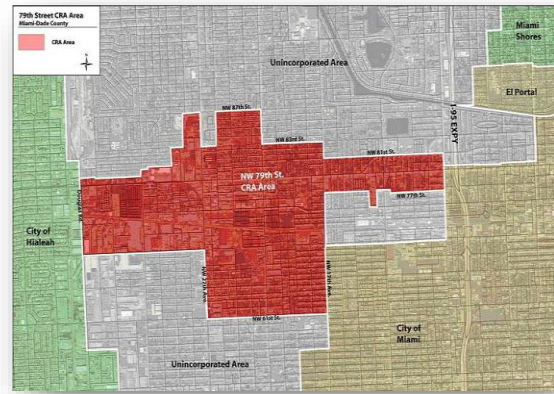
## CRA BOUNDARY MAP/REDEVELOPMENT PLAN

The NW 79th Street CRA is situated in a key location that supports the expansion, creation and diversification of the Miami-Dade County economy. The Redevelopment Plan for the NW 79th Street CRA proposes an outline of programs and strategies designed to address:

1. Infill and Replacement Housing
2. Economic Development
3. Infrastructure and Neighborhood Improvements
4. Grant and Financing Programs
5. Land Acquisition
6. Planning and Land Use Regulation

Because of the diversity of zoning and land uses throughout the corridor, the CRA must create and employ a variety of strategies to address the conditions of the residents and the needs of the property owners in the Redevelopment Area.

The Redevelopment Area is located in the west-central portion of Miami-Dade County. It extends approximately 2 miles from NW 7th Avenue at the east end to NW 37th Avenue on the west end. At the west end, it includes only those parcels fronting on NW 79th Street on the north side, but extends south for about one third of a mile to include an industrial area centered around the FEC railroad tracks running approximately parallel to 79th Street.

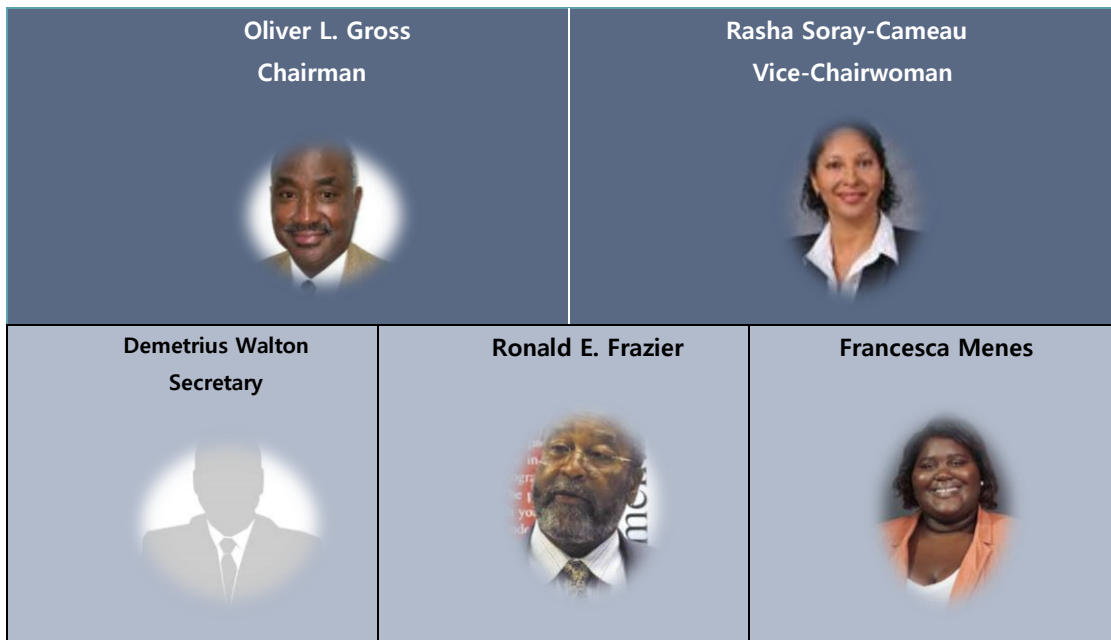


The center portion, between NW 17th and NW 27th Avenues, widens considerably to extend to NW 61st Street on the south to NW 87th Street on the north, a distance of about one mile. The east end, east of NW 17th Avenue, is less than a thousand feet wide, and centered on 79th Street. The overall area encompasses approximately 1,254 acres.

### CRA BOARD OF COMMISSIONERS

In accordance with Ordinance 11-55, also adopted by the BCC on July 11, 2011, the NW 79th Street CRA Board of Commissioners shall consist of not fewer than five or more than nine commissioners.

On July 24, 2018, via BCC Resolution 813-18, Francesca Menes was appointed to the CRA by then BCC Commission Chairman Jean Monestime (District 2). On October 2, 2018, BCC Resolution 1038-18 re-appointed Oliver L. Gross and Rasha Soray-Cameau to their second term and Charles Sims and Demetrius Walton to their first terms. However, due to an out-of-state employment relocation, Mr. Sims resigned effective April 8, 2019. Further, Commissioner Audrey Edmonson (District 3) re-appointed Ronald E. Frazier to the Board on November 8, 2018 via Resolution 1186-18. Therefore, as of September 30, 2019, five (5) of the nine Board seats were filled. Commissioners as of that date are:



*“Our goal is to enhance the quality of life within the CRA—for both residents, business and visitors—and grow the TIF each year.” Oliver Gross*



## ADMINISTRATIVE STAFFING

The NW 79th Street Corridor CRA Board was staffed on a part-time basis by Miami-Dade County professional staff. Jorge Fernandez, Jr. and Chimene Graham of the County's Office of Management and Budget (OMB) office led the County support team. Legal assistance was provided by the Miami-Dade County Attorney's Office through Assistant County Attorney Terrence Smith.

## ADMINISTRATIVE PROCEDURES

The Agency's by-laws establishes the composition, purpose, powers, meetings notice requirements and administrative procedures. The by-laws, that established operating guidelines for the Citizens Board of Commissioners, were adopted by the CRA Board on December 5, 2011.

## INTERLOCAL COOPERATION AGREEMENT

On October 3, 2011, the BCC adopted an Interlocal Cooperation Agreement (Interlocal) between the County and the CRA, which granted the CRA certain redevelopment powers. On January 24, 2012, the BCC adopted Resolution R-95-12, approving the Interlocal and delegating those redevelopment powers to the CRA. Some of the terms of the Interlocal are:

- Administrative expenses for the CRA are capped at 20% of each year's budget.
- Funds advanced by the County for CRA creation expenses are to be reimbursed to the County.
- The County is to be reimbursed annually for the cost of staff support, advertising, legal, publications and consultants.

- Approval by the BCC is required for amendments to the CRA Redevelopment Plan.
- Approval by the BCC is required for new indebtedness.
- One or more members of the BCC or other Miami-Dade County representative may be appointed to serve on the CRA Board of Commissioners.
- Annual budgets and progress reports must be submitted to the County. Except for debt service payments on existing obligations financed with tax increment revenues, no funds may be spent from the Trust Fund until the annual budget has been approved by the BCC.
- Community involvement and citizen input shall be obtained in the planning of redevelopment activities.
- An independent audit by a Certified Public Accounting firm is required annually and can be accessed at the following Miami-Dade County government website:

<https://www.miamidade.gov/finance/library/CAFR2018-complete.pdf>.



## TAX BASE GROWTH

The goal of the NW 79th Street Corridor CRA is the expansion of the property value base of the area to the maximum extent possible, through re-development strategies consistent with its adopted Redevelopment Plan and Action Plan.

The base year taxable value for the CRA is \$395,158,830. Due to declining property values in the area, the CRA did not receive any funding until FY 2017-18. The 2018 Preliminary Tax Roll for the area was \$494,926,303, a healthy Ten percent increase over the 2017 Preliminary Tax Roll (\$450,139,645) and a twenty-five percent increase over the base value. This is the third straight year of positive increment growth for the CRA.

## ASSESSED VALUE - THROUGH THE YEARS

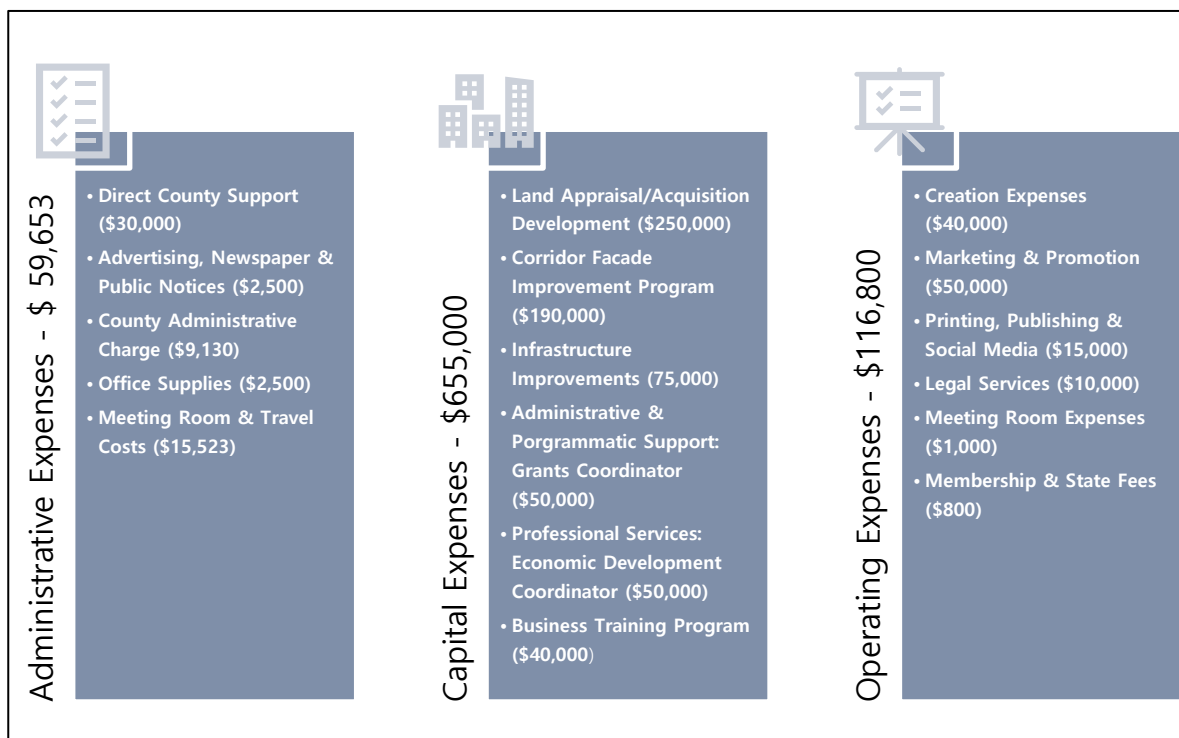
CHANGE IN ASSESSED VALUE 2015 - 2018		
	ASSESSED VALUE	CHANGE
2015 – 2016	\$382,640,742	-3%
2016 – 2017	\$424,575,258	+11%
2017 – 2018	\$450,139,645	+9%
2018 – 2019	\$494,926,303	+10%
2011 (Base Year) – 2018	\$395,158,830	+25%

## ADOPTED FY 2018-19 BUDGET

The CRA's FY 2018-19 budget of \$1,031,453, was approved by the Agency on November 29, 2018 and by the BCC on March 5, 2019 (Resolution No. R-254-19).

The budget includes revenue sources of County Tax Increment Financing (TIF) revenue of \$430,692, Unincorporated Municipal Service Area (UMSA) TIF revenue of \$177,956, a carryover from prior years of \$416,305, interest earnings of \$6,500 and a \$240,200 reserve. The reserve set aside is for unforeseen expenses and for additional projects which may be identified throughout they budget year that promote the mission of the CRA. The CRA will focus on building awareness of and promotion of the development in the Area through branding, marketing, economic programs, and community visioning meetings by involving community stakeholders, initiating valuable public-private partnerships and other organizations interested in the redevelopment of the Area.

Detailed below are the FY 2018 administrative, capital and operating expenses.



### Administrative Expenses

Direct County Support	This line item covers expenses incurred by the County's Office of Management and Budget relating to coordinating the day-to-day operations of the CRA, including preparing the budget and meeting agendas, overseeing the CRA's Trust Fund, processing invoices and coordinating with County Departments to implement the CRA's initiatives. Because the CRA had not received any TIF funding, until FY 2016-17, the County had not charged the CRA for direct administrative expenses. For FY 2018-19, the County billed the CRA \$30,000 for administrative support. The remaining administrative support expenses for prior years will continue to be billed to the CRA in future fiscal increments, as long as funding is sufficient for CRA programming and administration.
Advertising, Newspaper, & Public Notices	Expenses related to advertisements, printing and mail services.
County Administrative Charge	The Interlocal Agreement between the CRA and the County requires the CRA to pay the County a 1.5 percent fee of their County's tax increment contribution.
Office Supplies	Purchase of office-related supplies
Meeting Room & Travel Costs	Costs associated with travel for Members for Board-related activities

### Capital Expenses

Land Appraisal, Acquisition & Development	Funding designated for the acquisition of a parcel for future housing or a mixed-use development project.
Corridor Façade Improvement Program	Improvement grants of up to \$50,000 will be awarded to qualified businesses to support commercial façade enhancements within the CRA district
Infrastructure Improvements	Investment in upgrades to sidewalks, lighting and green spaces.
Administrative & Programmatic Support Services: Grants Coordinator	The CRA will engage the services of a Community Liaison and Program Assistant.
Professional Services: Economic Development Consultant	The CRA will engage a consultant to develop a master plan for Poinciana Industrial Park; support a Business Improvement District (BID) exploration; Area expansion charrettes, and community marketing campaign.
Business Training Program	Invest in training programs that are designed for businesses interested in building capacity in the hospitality, trade, logistics and other identified industries.

### Operating Expenses

Creation Expenses	In FY 2018-19 the CRA will reimburse the County \$40,000 which represents a portion of the creation and other related expenses (\$260,656) associated with the establishment of the CRA in 2011. Since the CRA had not realized a tax increment until fiscal year 2016-17, Miami-Dade County had not billed the CRA for these expenses. For FYs 2016 and 2017, the CRA reimbursed the County \$30,000 and \$40,000, respectively. As in the case of the <i>Direct County Support</i> funding, the CRA will reimburse the County in installments for the creation expenses until the remaining balance (\$150,656) has been repaid.
Marketing & Promotion	Promote special community events in which the CRA is the sponsor or partner; marketing Area to potential developers and promoting local businesses.
Printing, Publishing & Social Media	Expenses related to printing, Producing video documenting history of area; press releases; using social media platforms to market events and inform community. Also, publication of reports and documents.
Legal Services	For legal counsel and advise from the Miami-Dade County Attorney's Office
Meeting Room Expenses	The CRA primarily meets at the Arcola Lakes Library (County property). In addition, the CRA also holds meetings at the neighboring Police Sub-station and Florida International University. These costs are associated with expenses charged to hold the meetings at some locations.
Memberships & State Fees	All CRAs are required by the State of Florida to pay a Special District fee of \$175. Additionally, there is \$495 budgeted for membership in the Florida Redevelopment Association.

# AFFORDABLE HOUSING

The CRA did not complete any affordable housing initiatives during this reporting year.

## CRA STRATEGIC PLANNING

During FY 2018-19, the CRA continued strategic planning sessions to refine the CRA’s primary goal of guiding redevelopment activities designed to return properties to their highest and best use and improve the economic vitality of the Area. Ultimately, the long-term goal is identifying specific community redevelopment projects which will serve to increase and enhance the CRAs tax base through economic development activities. For FY 2018, the CRA met at the Arcola Lakes Library on the following dates: February 11<sup>th</sup>; April 18<sup>th</sup>; May 22<sup>nd</sup>; June 19<sup>th</sup>; July 24<sup>th</sup>; August 7<sup>th</sup>; September 26<sup>th</sup>; October 30<sup>th</sup>; and November 21<sup>st</sup>.



After several Board meetings, a tour of the entire district and a one-day planning retreat, the CRA elected to focus on four strategic areas: 1) redevelopment projects (i.e., Poinciana Industrial Center; 2) small business development, support and training (i.e., access to capital, grant funding for infrastructure and re-habilitation improvement and a business district); 3) branding and; 4) major corridor infrastructure upgrades through partnering with the Florida Department of Transportation and entering into P3s, or public-private partnerships.

In October 2018, the CRA released a request for proposals for an economic development coordinator. In December, a contract was entered into with the NW 79th Street Corridor Initiative (“Initiative”), a twenty-year old grass-roots community-based organization. The first task/deliverable for the Initiative was an update to the CRAs Action Plan.

The Action Plan is a companion document to the Redevelopment Plan and will chart the course, for the next ten years, of the CRA. While the Area faces many of the physical struggles common to urban communities—blight, dilapidated and deuterating properties and parcels, as well as code violations—there are clear signs of vitality with new commercial and residential investments; aiming to improve the quality of life for residents and visitors alike. In April 2019, a newly re-constituted Board approved an update to the Action Plan. The top priorities identified in the Plan are small business vitality and support; marketing and branding; and data gathering and planning. To this end, several economic development tools will be explored by the CRA to achieve their goals. They include exploring the feasibility of establishing a Business Improvement District (BID); initiating a micro, mini and large matching grants program and engaging a marketing firm to begin a comprehensive and coordinated branding campaign for the CRA.

Preliminary work will be undertaken to explore the probability of establishing a tax levy business district within a defined area of the CRA. Ideally, a BID would serve to spur an improvement of business conditions along the 79th Street corridor and require business owners to jointly plan and put in place a sustainable funding source to pay for specific improvements within the Area. As it relates to establishing a grant program, the intent is to

encourage property and business owners to restore, renovate and improve their property, thereby improving the area’s visual quality and attractiveness, and increasing overall property values. A basic framework was approved in September 2019) Finally, a permanent logo and tagline were approved (June 2019) for use on all printed materials and a marketing campaign will be initiated.



Detailed below are the actionable strategic goals identified by the CRA.

# 79<sup>th</sup> STREET CRA

## ACTIVITIES FOR FY 2018

PRIORITY	ESTIMATED COMPLETION	ACTION ITEMS
<b>Planning/Data Resource Center</b>	3 <sup>rd</sup> Quarter	Obtain new and up-to-date land use and other maps of the Corridor for use in decision-making and planning
<b>Branding/Marketing</b>	3 <sup>rd</sup> Quarter	Collaborate with local university School of Communication and design to develop branding/graphic identity resources and tools for the CRA
<b>Planning/Data Resource Center</b>	3 <sup>rd</sup> Quarter	Board members and key stakeholders will conduct a community inventory to assess growth and challenges
<b>Branding/Marketing</b>	3 <sup>rd</sup> Quarter	Develop a media and public relations campaign to promote awareness of the CRA's goals and projects
<b>Small Business Vitality</b>	4 <sup>th</sup> Quarter	Finalize a business outreach plan for the formation of a Business Improvement District

PRIORITY	ESTIMATED COMPLETION	ACTION ITEMS
<b>Planning/Data Resource Center</b>	4 <sup>th</sup> Quarter	Based on survey data, design a series of business development training opportunities for eligible businesses in the Corridor
<b>Branding/Marketing</b>	4 <sup>th</sup> Quarter	The CRA will create and disseminate a bi-monthly electronic newsletter to area businesses and stakeholders
<b>Planning/Data Resource Center</b>	4 <sup>th</sup> Quarter	The CRA, in collaboration with Partners for Self-Employment, will spearhead a small business training program for eligible businesses
<b>Branding/Marketing</b>	4 <sup>th</sup> Quarter	The CRA will convene local business, political and industry stakeholders to create a unified vision for the Corridor



## FINANCIAL SUMMARY

Detailed below is a Statement of Revenues, Expenditures and Changes in Fund Balances.

<b>NW 79<sup>th</sup> Street Corridor Community Redevelopment Agency (CRA)</b>	
<b>Fiscal Year Ended September 30, 2019</b>	
<b>REVENUES</b>	
Tax Increment	\$608,648
Interest Income	\$17,566
<b>Total Revenues</b>	<b>\$626,214</b>
<b>EXPENDITURES</b>	
General Government	\$146,430
Debt Service	\$0
Capital Outlay	\$0
<b>Total Expenditures</b>	<b>\$146,430</b>
<b>Net Change in Fund Balance</b>	<b>\$1,391,877</b>
<b>Beginning Fund Balance</b>	<b>\$939,981</b>
<b>Ending Fund Balance</b>	<b>451,896.</b>

## CLOSING SUMMARY

The NW 79th Street Corridor CRA will continue to benefit from annual increase in residential and commercial developments and redevelopment throughout Miami-Dade County, especially in the urban core areas adjacent to the CRA. This redevelopment will fuel future growth and advance the CRA and its businesses and residents. The trend for the last three fiscal years indicates nominal growth in the tax increment financing, which will be available to the CRA to support their short- and long-range strategic goals: creation of a business improvement district; marketing; land deals, mixed-use developmental projects (co-working; affordable housing; commercial; and grant assistance and training for local businesses.

In addition, community redevelopment projects will be identified which may serve to increase and enhance the tax

base within the Area.

The CRA will continue to promote the 79th Street Corridor as a destination business location and expand its brand through multiple marketing efforts—in an effort to attract and spur continued development. The CRA will be conducting extensive long-term visioning sessions with all stakeholders (residents and the business community) to review the community strengths and weaknesses. While the CRA Board has a desire to welcome the inevitable redevelopment taking shape within parts of Miami-Dade County in general, and the Area in particular, it is also mindful to support projects which can maintain the original character and charm of the Area.

For FY 2019-2020, the CRA will continue to build on partnerships with the businesses and residents within the Corridor to further implement the goals and objectives outlined in the Agency's Redevelopment Plan and Action through engagement with the community and all stakeholders. Continued planning and responsible financial management will continue to be the guiding hallmarks as we position the CRA to deliver a better local economy through improved infrastructure improvements, safer neighborhood, more appealing urban area, increased job opportunities and targeted training programs and business support.

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