



NW 79th STREET CORRIDOR COMMUNITY REDEVELOPMENT AGENCY

Virtual Meeting Agenda

September 29, 2020

1PM

- I. Call to Order
- II. Roll Call and Introductions
- III. Reasonable Opportunity for the Public to be Heard— Rule 6.06 (2 minutes per speaker) **E-mails and voicemail messages will be read into the record, per the CAO Opinion*
- IV. Approval of Agenda
- V. Approval of Minutes
 - A. May 7, 2020 – Virtual Meeting
 - B. June 11, 2020 – Virtual Meeting
- VI. Action Item
 - A. Resolution Approving the Fiscal Year 2020-2021 NW 79th Street Community Redevelopment Agency Budget in the Amount of \$2,296,265
- VII. Discussion Item
 - A. Emergency Grant Program Progress Leroy Jones, NANA
 - B. Regular Grants Program
- VIII. Economic Development Coordinator
 - A. Marketing Update
 - B. Business Improvement District (BID) Update
 - C. Business Training Academy Update
 - D. Poinciana Development Plan
- IX. Adjournment

<https://www8.miamidade.gov/global/government/boards/northwest-79th-street-cra.page>



NW 79th STREET CORRIDOR REDEVELOPMENT AGENCY EMERGENCY VIRTUAL MEETING

OFFICIAL MINUTES – Thursday, May 7, 2020

- I. **Call to Order** — CRA Board Chairman Gross called the meeting to order at 4:08 p.m. The CRA Executive Director, Jorge Fernandez, indicated that the Board meeting was being held virtually (Webinar ID: 926 6626 2427) utilizing approved communications media technology made permissible pursuant to multiple State Executive Orders and a Miami-Dade County Emergency Order, in response to COVID-19 pandemic.

Further, Board Members were versed on how the meeting would be conducted primarily through staff and members of the public were advised as to how they can access and/or participate in the virtual meeting format, via voicemail, e-mail, and/or live listen-in only mode.

II. **Roll Call and Introductions** —

Oliver L. Gross, Chairman	Present
Rasha Comeau, Vice Chairwoman	Present
Board Member Ron Frazier	Present
Board Member Francesca Menes	Present
Board Member Demetrius Walton	Present

Others Present:

Jorge M. Fernandez, Chimene Graham, Miami-Dade County, Office of Management & Budget (OMB)
Terrence Smith, County Attorney's Office
Ron Butler, H. Leigh Toney - Economic Development Coordinator (EDC)
Leroy Jones, Alice Townsend – Neighbors And Neighbors (NANA)

III. **Public Comment/ Reasonable Opportunity to be Heard** —

- IV. **Approval of Agenda** — Rasha Comeau moved approval of the Agenda, with a second from Demetrius Walton. Motion passed.

V. **Action Items** —

- A. Resolution Approving the Amended Fiscal Year 2019-2020 Budget in the Total Amount of \$1,916,729 to Include Funding for an Emergency Grants Program — The current year's budget was amended in order to approve an emergency grants program for small businesses in response to COVID-19. Specifically, \$400,000 was re-programmed from the "Acquisition and Development Opportunities" and "Corridor Façade Grant Program" line items and transferred to the newly created "Emergency Grant Program" line item. The Board approved this Resolution with a Motion from Ron Frazier and a second from Demetrius Walton.
- B. Resolution Approving an Emergency Small Business Grant Program — A total of 133 small business grants in the amount of \$3,000 will be offered under the emergency grants program. The Board approved this Resolution with a Motion from Rasha Comeau moved approval, with a second from Francesca Menes.
- C. Resolution Authorizing an Agreement with Neighbors and Neighbors, Inc. for the Administration of an Emergency Small Business Grant Program in the Amount of \$20,000 — The Board approved this Resolution with a Motion from Francesca Menes moved approval, with a second from Rasha Comeau.

- VI. **Adjournment** — There being no additional business, the meeting adjourned at 5:01 p.m.



NW 79th STREET CORRIDOR REDEVELOPMENT AGENCY EMERGENCY VIRTUAL MEETING

OFFICIAL MINUTES – Thursday, June 11, 2020

- I. **Call to Order** — CRA Board Chairman Gross called the meeting to order at 2:03 p.m. The CRA Executive Director, Jorge Fernandez, indicated that the Board meeting was being held virtually (Webinar ID: 991 0989 7697) utilizing approved communications media technology made permissible pursuant to multiple State Executive Orders and a Miami-Dade County Emergency Order, in response to COVID-19 pandemic.

Further, Board Members were versed on how the meeting would be conducted primarily through staff and members of the public were advised as to how they can access and/or participate in the virtual meeting format, via voicemail, e-mail, and/or live listen-in only mode.

II. **Roll Call and Introductions** —

Oliver L. Gross, Chairman	Present
Rasha Comeau, Vice Chairwoman	Present
Board Member Ron Frazier	Present
Board Member Francesca Menes	Absent
Board Member Demetrius Walton	Present

Others Present:

Jorge M. Fernandez, Chimene Graham, Miami-Dade County, Office of Management & Budget (OMB)
Terrence Smith, County Attorney's Office
Ron Butler, H. Leigh Toney - Economic Development Coordinator (EDC)
Leroy Jones, Alice Townsend – Neighbors And Neighbors (NANA)

III. **Public Comment/ Reasonable Opportunity to be Heard** —

- IV. **Approval of Agenda** — Ron Frazier moved approval of the Agenda, with a second from Rasha Comeau. Motion passed.

V. **Action Item** —

- A. Resolution Amending the Emergency Small Business Grants Program (Resolution No. 02-2020) in an Amount Not to Exceed \$400,— In order to more closely align with Miami-Dade County's recently-approved small business emergency grants, the CRA's program was revised to offer a total of 57 small business grants for either \$3,500 or \$7,000. Further, any business which has received federal or County funding, will not be eligible to receive a CRA emergency grant.

Demetrius Walton moved approval of the emergency grants amendment, with a second from Rasha Comeau. Motion passed.

VI. **Discussion Item** —

- B. Discussion to Request that Miami-Dade County Convey Property Located at the Northeast Corner of NW 22nd Avenue and NW 76th Street, Folio Number 30-3110-028-1440 —


Concern about the size (which greatly limits development options) and condition of the property (contamination mitigation), led Ron Frazier to make a Motion to not accept the conveyed parcel, with a Second from Rasha Comeau. Motion passed.

- VII. **Economic Development Coordinator (EDC)** — Updates would be provided at the next scheduled CRA meeting for the following: possible marketing option; BID; PIC and the training academy.

- VIII. **Adjournment** — There being no additional business, the meeting adjourned at 3:43 p.m.

Date: September 29, 2020

To: Honorable Chairman Oliver Gross
and Members, NW 79th Street Board of Directors

From: Jorge M. Fernandez
Executive Director 

Subject: NW 79th Street Corridor Community Redevelopment Agency 2020 Preliminary Roll



On July 1, 2020, the Miami-Dade County Property Appraiser released the 2020 Preliminary Roll values. As noted in the table below, the NW 79th Street Community Redevelopment Area (CRA) has experienced healthy growth of ten percent over the 2019 preliminary roll.

	2019 Roll	2020 Roll	Growth	Percentage Growth
Area	557,678,621	602,859,103	45,180,482	8 Percent

The revenue deposited into the CRA's trust fund is calculated on the growth of the tax roll from the base year. As noted in the table below, the base year for the original CRA area is 2011. The increment value is the difference between the base year and current year taxable values.

	Base Year Roll	2020 Roll	Increment Value	Percentage Growth
Original Area	395,158,830	602,859,103	207,700,273	53 Percent

The amount deposited into a CRA's trust fund is based on the increment value multiplied by the millage rate for each taxing authority required to contribute to the Trust Fund. In the case of the CRA, both countywide and Unincorporated Municipal Service Area (UMSA) revenues are deposited. The revenue estimates in the table below assume that the County Commission adopts the proposed millage rates of 1.9283 for UMSA and 4.6669 for countywide. Based on those millage rates, the revenue to be deposited into the CRA's trust fund for FY 2020-21 is detailed in the table below.

	Increment Value	UMSA Revenue	Countywide Revenue	Total Revenue
Area	162,519,791	\$368,094	\$890,867	\$1,258,961

RESOLUTION NO. CRA-05-2020

RESOLUTION APPROVING THE FISCAL YEAR 2020-2021 BUDGET FOR THE N.W. 79TH STREET CORRIDOR COMMUNITY REDEVELOPMENT AGENCY IN THE TOTAL AMOUNT OF \$2,296,265.00; AND AUTHORIZING THE EXECUTIVE DIRECTOR OR THE EXECUTIVE DIRECTOR'S DESIGNEE TO MAKE NECESSARY CHANGES TO THE BUDGET AND TO SUBMIT THE BUDGET TO THE MIAMI-DADE BOARD OF COUNTY COMMISSIONERS FOR ITS APPROVAL

WHEREAS, the Board of Commissioners (Board) of the N.W. 79th Street Corridor Community Redevelopment Agency (Agency) desires to approve the annual budget for Fiscal Year 2020-2021 for the Agency and the N.W. 79th Street Corridor Community Redevelopment Area ("Area"); and

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE N.W. 79TH STREET COMMUNITY REDEVELOPMENT AGENCY, that:

Section 1. The matters contained in the foregoing recitals are incorporated in this Resolution by reference.

Section 2. This Board approves the Agency's and the Area's annual budget for Fiscal Year 2020-2021 in the total amount of \$2,296,265.00, in the form attached hereto as Exhibit 1 and incorporated herein by reference. This Board further authorizes the Executive Director or Executive Director's designee to make necessary changes to the budget to account for corrected carry-over from the prior year or revenue estimates based on final action by the Miami-Dade

Board of County Commissioners (“County Commission”) during the County’s final budget hearing. This Board further authorizes the Executive Director or the Executive Director’s designee to submit the budget to County Commission for its approval.

The foregoing resolution was offered by _____, who moved its adoption. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

	Oliver L. Gross, Chairman	
	Rasha Soray-Cameau, Vice Chairwoman	
Ronald E. Frazier		Francesca Menes
Demetrius Walton		

The Chairperson thereupon declared the resolution duly passed and adopted this 29th day of September, 2020.

**N.W. 79th STREET COMMUNITY
REDEVELOPMENT AGENCY AND
ITS BOARD OF COMMISSIONERS**

By: _____
Demetrius Walton
N.W. 79th Street CRA Secretary

Approved by CRA Attorney as
to form and legal sufficiency. _____

Terrence A. Smith

N.W. 79TH STREET CORRIDOR COMMUNITY REDEVELOPMENT AGENCY



FY 2020-21 Budget Narrative

<https://www8.miamidade.gov/global/government/boards/northwest-79th-street-cra.page>



NW 79th Street Corridor Community Redevelopment Agency *FY 2020-21 Proposed Budget*

Introduction and Overview

Chapter 163, Part 3 of Florida State Statutes, known as the “Community Redevelopment Act of 1969” authorized local governments to establish Community Redevelopment Agencies to revitalize areas designated as slum and blight.

The NW 79th Street Corridor Community Redevelopment Agency (CRA) was created by the Miami-Dade County Board of County Commissioners (BCC) in 2009. On May 5, 2009, the Miami-Dade County (County) Board of County Commissioners (BCC) adopted Resolution R-566-09, which declared the 79th Street area as slum or blighted and further declared the rebuilding, rehabilitation, conservation and redevelopment of the Area as necessary to eradicate slum and blight. On July 19, 2011, the BCC adopted the CRA’s Redevelopment Plan (Plan) through Resolution R-604-11 and established a CRA Board and Trust Fund for the CRA through Ordinance No. 11-55.

The CRA held its first meeting on September 12, 2011 and on October 3, 2011, adopted the Interlocal Agreement between the County and the CRA which granted the CRA certain redevelopment powers. The Interlocal Agreement was approved by the County’s Internal Management and Fiscal Responsibility Committee at the December 13, 2011 meeting and the BCC on January 24, 2012.

At the September 20, 2011 BCC meeting, Commissioner Jean Monestime allocated \$20,000 from his office funds to the CRA for their use. This allocation had been the CRA’s sole source of revenue. In order to further implementation of its redevelopment plan, the CRA urged the BCC to convey certain county-owned parcels to the CRA. In February of 2014, the BCC, via Resolution No. R-241-14 conveyed a parcel of land to the CRA to be used as an incentive to attract developers interested in creating new jobs in part through the construction of facilities for new retail, office and industrial use within the redevelopment area.

During FY 2014-15, the CRA issued a Request for Proposals (RFP) for development on this parcel of land. Eco Building Solutions, the sole responder to the RFP, offered to construct a mixed use, residential land office/commercial building. Unfortunately, the negotiations with Eco Building Solutions did not materialize and the CRA re-conveyed the parcel back to the County.



For the current fiscal year 2020-2021, the CRA may re-visit issuing a revamped competitive solicitation for a grants manager and new solicitation to engage the services of a market firm to assist the CRA with creating and implementing a successful marketing strategy based on comprehensive local and national market data and research to achieve the CRAs business goals.

The NW 79th Street CRA Members are: Oliver L. Gross, Chairman; Rasha Soray-Cameau, Vice Chairwoman; Demetrius Walton, Board Secretary; Ron Frazier and Francesca Menes.

Revenues

The Agency's primary revenue source consists of tax increment financing (TIF), which is generated through the incremental growth of ad valorem revenues beyond an established base year within the CRA Area. For FY 2020-21, revenues include Countywide (\$890,867) and Unincorporated Municipal Service Area (\$368,094) TIF payments totaling \$1,258,961. Additional revenues of \$18,000 are projected from interest earnings and \$1,019,304 has been carried over from prior fiscal years.

Expenditures

Proposed administrative expenditures in FY 2020-21 total \$79,000 and include direct support from County staff (\$60,000), travel and educational seminars (\$14,000), advertising and notices (\$2,000), staff office supplies (\$2,000) and meeting costs (\$1,000). Administrative costs represent 3.5 percent of total funds contemplated to be spent in this budget, excluding the 1.5 percent County Administrative Charge (\$18,884).

Proposed operating expenditures total \$2,198,381 and include the following programming and expenses:

- Land Appraisal/Acquisition/Development - \$1,260,000
The Board has budgeted funds for the acquisition of property and/or participate in development activities that may arise within the Redevelopment Area.
- Grant Programs - \$300,000
In February 2020, the CRA approved a program to provide business grants to cover costs associated with improvements that will allow businesses to expand operations, hire additional personnel or provide improvements to the physical location. Additionally, in May 2020, the CRA approved an emergency grant program to assist small businesses experiencing disruptions due to the COVID-19 pandemic.
- Corridor Improvement Program - \$196,381
A corridor improvement plan has been contemplated for the upcoming program year. The CRA may provide landscape, green space and streetscape improvements throughout the CRA area within the right of way. Additionally, the CRA may provide a landscape master plan for the Area that will facilitate improvements on the corridor.
- Professional Services - \$100,000
The CRA may engage the services of a Marketing firm (to develop a comprehensive marketing/branding initiative), Program Assistant (to administer programs) and/or Grants Coordinator (to oversee the CRA's grants program).
- Infrastructure Improvements - \$75,000
Investment in upgrades to streets, sidewalks, lighting, sewer lines and utility lines.
- Contractual Services, Economic Development Coordinator - \$65,000
To cover the administrative & program support costs associated with an economic development coordinator for the CRA. This company provides needed support for the Agency's development mission on the Corridor.
- Direct County Support - \$60,000
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 meeting agendas, overseeing the CRA's Trust Fund, processing invoices and coordinating with County Departments to implement the CRA's initiatives.

- Contractual Services - \$50,000

The CRA may engage the services of consultants to update Redevelopment Plan, future finding of necessity/Area expansion studies; develop a master plan for Poinciana; support Business Improvement District (BID) exploration; and/or conduct Charrettes.

- Marketing and Promotion - \$50,000

Promote special community events in which the CRA is the lead organization or partner; marketing area to potential developers and promoting local businesses, i.e., corridor banners, initiate community marketing program.

- Creation Expenses/Finding of Necessity (FON) and Plan - \$40,000

In FY 2020-21 the CRA will reimburse the County \$40,000 which represents a portion of the creation and other related expenses associated with the CRA of approximately \$260,656. Since the CRA had not received any TIF funding until fiscal year 2016-17, the County had not charged the CRA for these expenses. In FY 2017-2018, the CRA began reimbursing the County.

As in the case of the direct County Support funding, the CRA will continue to reimburse the County in installments for the creation expenses until the remaining balance has been repaid and so long as funding is sufficient for CRA programming and administration.

- Contractual Services, Business Training Program - \$25,000

Invest in training programs that are designed for businesses interested in building capacity in the hospitality, trade and logistics industries.

- Printing, Publishing & Social Media - \$25,000

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 - \$10,000

Cost for legal services beyond County legal support

- Meeting Room Expenses - \$1,000

The CRA currently meets in the Arcola Lakes library. These costs are associated with expenses charged by the library to hold the meetings at this or any other public location.

- Memberships and State Fees - \$1,000

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.



N.W. 79th Street Corridor Community Redevelopment Agency

FY 2020-2021

Beginning October 1, 2020

	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Budget	FY 20-21 Proposed Budget
REVENUES				
UMSA Tax Increment Revenue (TIR)	293,150	293,150	293,150	368,094
County Tax Increment Revenue (TIR)	709,509	709,509	709,509	890,867
Carryover from Prior Year	901,070	901,070	931,680	1,019,304
Interest Earnings	13,000	13,000	17,566	18,000
Revenue Total	1,916,729	1,916,729	1,951,905	2,296,265
EXPENDITURES				
Administrative Expenditures:				
Meeting Costs	1,000	1,000	-	1,000
Advertising, Printing & Mail Services	2,000	2,000	-	2,000
Travel (includes Educational Conferences & Seminars)	14,000	14,000	2,570	14,000
CRA Support Staff Office Supplies	2,000	2,000	-	2,000
Other Admin. Expenses (Direct County Support)	51,000	51,000	51,000	60,000
(A) Subtotal Administrative Expenses	70,000	70,000	53,570	79,000
County Administrative Charge at 1.5%	15,040	15,040	15,040	18,884
(B) Subtotal Administrative Expenses & County Charge	85,040	85,040	68,610	97,884
Operating Expenditures:				
Creation Expenses/Finding of Necessity (FON)	40,000	40,000	40,000	40,000
Memberships and State Fees	900	900	920	1,000
Contractual Services	-	-	-	50,000
Printing, Publishing & Social Media	25,000	25,000	-	25,000
Marketing & Promotion	50,000	50,000	-	50,000
Meeting Room Expenses	1,000	1,000	-	1,000
Legal Services	10,000	10,000	10,000	10,000
Contractual Services, Economic Development Coordinator	65,000	65,000	61,395	65,000
Professional Services	100,000	100,000	-	100,000
Property Maintenance	-	-	-	-
Property Assessment and Fees	-	-	-	-
Corridor Improvement Program	100,000	-	-	196,381
Grant Programs	-	400,000	75,000	300,000
Contractual Services, Business Training Program	60,000	60,000	23,003	25,000
Land Appraisal/Acquisition/Development	1,304,789	1,004,789	1,004,789	1,260,000
Infrastructure Improvements	75,000	75,000	-	75,000
(C) Subtotal Operating Expenses	1,831,689	1,831,689	1,215,107	2,198,381
(D) Reserve	0	0	0	0
Expenditure Total (B+C+D)	1,916,729	1,916,729	1,283,717	2,296,265

App - Date	Business Name	Business Owner	Business Address	City	State	Zip Code	Amount Requested	Amount Reccommended	Date of Award
INV # 1									
1	Phoenix Energy Systems, LLC.	Jerald B McQueen	7900 NW 27th Ave. Ste 236	Miami	FL	33147	\$3,500.00	\$3,500.00	6/30/2020
2	Taste The Many Talents, Inc.	Adrian D Everett	7901 NW 27th Ave. Ste 236	Miami	FL	33147	\$3,500.00	\$3,500.00	6/30/2020
							\$7,000.00	\$7,000.00	
INV # 2									
3	H & B Discount Inc	Jose B Barreneche	7900 NW 27th Ave FZ-E03	Miami	FL	33147	\$3,500.00	\$3,500.00	7/13/2020
4	Company	Bridget Sharel Nichols	7900 NW 27th Ave #236	Miami	FL	33147	\$3,500.00	\$3,500.00	7/13/2020
5	Picasso Queens LLC	Quinnette Jones	8440 NW 27th Ave #104	Miami	FL	33147	\$3,500.00	\$3,500.00	7/13/2020
6	House Royalty, LLC	Michael Shawn Kevin Matthew	2382 NW 73rd Terr Apt 102	Miami	FL	33147	\$3,500.00	\$3,500.00	7/13/2020
							\$14,000.00	\$14,000.00	
INV # 3									
7	Something Different	Valerie Deloris Morgan	7900 NW 27th Ave	Miami	FL	33147	\$3,500.00	\$3,500.00	7/21/2020
8	A Different World Creations, LLC	Tiffany Sanders	7900 NW 27th Ave	Miami	FL	33147	\$3,500.00	\$3,500.00	7/21/2020
9	Christal Clear Collection LLC	Christina Jones	7805 NW 27th Ave #107	Miami	FL	33147	\$3,500.00	\$3,500.00	7/21/2020
10	Shahini Fakhourie LLC	Shahini Nicole Fakhourie	1739 NW 70th Street	Miami	FL	33147	\$3,500.00	\$3,500.00	7/21/2020
11	C R TRADING, INC	Carrell Readon	7900 NW 27th Ave F-13	Miami	FL	33147	\$3,500.00	\$3,500.00	7/21/2020
							\$17,500.00	\$17,500.00	
INV # 4									
12	Supplies L.L.C	Luther Pierre	7221 NW 35th Ave	Miami	FL	33147	\$3,500.00	\$3,500.00	8/12/2020
13	Soon AE Back DBA ANS Fashion	Soon Ae Back	7900 NW 27th Ave #603	Miami	FL	33147	\$3,500.00	\$3,500.00	8/12/2020
14	Jackie Cowdrey DBA J & S Jewelry	Jackie Cowdrey	7900 NW 27th Ave #308	Miami	FL	33147	\$3,500.00	\$3,500.00	8/12/2020
							\$10,500.00	\$10,500.00	
INV # 5									
15	Final Edge Barbershop LLC	Robbie Russell	7900 NW 27th Ave 1479/E2	Miami	FL	33147	\$3,500.00	\$3,500.00	8/18/2020
16	Nicole Fashions of Miami, Inc	Marie N Metellus	2600 NW 79th Street B11	Miami	FL	33147	\$3,500.00	\$3,500.00	8/18/2020
							\$7,000.00	\$7,000.00	
INV # 6									
17	Yummy BBQ Grill Gourmet, Inc.	Maylene Marlow	7900 NW 27th Ave # 236	Miami	FL	33147	\$3,500.00	\$3,500.00	8/25/2020
							\$3,500.00	\$3,500.00	
INV # 7									
18	Julina Joseph aka Miami Culture	Julina Joseph	7900 NW 27th Ave	Miami	FL	33147	\$3,500.00	\$3,500.00	
19	Fresh Wends LLC.	Fresh Wends, LLC.	2995 NW 76 Street, Bay 105	Miami	FL	33147	\$3,500.00	\$3,500.00	
20	Yolo Bounce World Corp	Yokonon M Baugh	7855 NW 27th Ave Apt 202	Miami	FL	33142	\$3,500.00	\$3,500.00	
21	Bombchelle Beauty LLC.	Rachelle Joseph	7900 NW 27th Ave Ste 236	Miami	FL	33142	\$3,500.00	\$3,500.00	
							\$14,000.00	\$14,000.00	
							Cumulative Total	\$73,500.00	
FY 2019-2020 Budgeted: \$400,000 (57 grants)									



Area Improvement & Redevelopment Grant Program Manual

N.W. 79th Street Community Redevelopment Agency

January 2020

AREA IMPROVEMENT & REDEVELOPMENT GRANT PROGRAM

I. N.W. 79th Street Community Redevelopment Agency Background

In order to stimulate and support the re-development of the NW 79th Street corridor, the Agency ("Agency," "CRA") and its Board of Commissioners was appointed by the Miami-Dade County (County) Board of County Commissioners (Board), pursuant to Chapter 163, Part III, Florida Statutes (the Act) and Ordinance No.11-52, as amended, on July 19, 2011. The Board also approved the Agency's Redevelopment Plan on July 9, 2011.

Additionally, the Board adopted the following:

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

Additional information complete listing of incentives and programs available to businesses within the Agency can be found at the Agency's website: <https://www8.miamidade.gov/global/government/boards/northwest-79th-street-cra.page>.

The Redevelopment Area is located in the west-central portion of Miami-Dade County. Its boundaries extend approximately 3 miles from N.W. 7th Avenue at the eastern end to N.W. 37th Avenue on the west side; it extends south for about one-third of a mile to include an industrial area centered around the FEC railroad tracks running approximately parallel to N.W. 79th Street. The center portion, between N.W. 17th and 27th Avenues, widens considerably to extend to N.W. 61st Street on the south to N.W. 87th Street on the north, a distance of about one mile. The east end, east of N.W. 17th Avenue, is less than a thousand feet wide, and centered on 79th Street. The overall area encompasses about 1,254 acres.

II. Area Improvement & Redevelopment Grant Program

The Agency's Area Improvement & Redevelopment Grants are designed to support the economic and financial well-being of the Redevelopment Area through the expansion and creation of businesses, creation and maintenance of affordable housing and support services to the residents within the Redevelopment Area. The Agency's funding under this program is reimbursement-based.



N.W. 79th Street Community Redevelopment Agency

These policies and procedures are established to outline program guidelines to be used for providing assistance to those seeking financial support from the Agency. At the time of application, a business / agency must have been in operation a minimum of one (1) year. Funds can only be used to benefit projects located within the boundaries of the Redevelopment Area.

- A. Participation in the program is voluntary and by application only
- B. Participation in the program requires an in person presentation to the Agency's Board of Commissioners prior to application.
- C. The goals of the Program are to stimulate employment, grow business, increase investment within the Redevelopment Area, and provide for the needs of the residents. Preference for funding will be given to applicants who can demonstrate that funding will:
 - 1. Retain existing positions and enhance the skill level and pay of existing positions;
 - 2. Create new jobs, in particular, high-skill, higher paying positions with incomes at or above the Area Median Income for Miami-Dade County;
 - 3. Help businesses expand sales revenue, improve competitiveness or enter new markets;
 - 4. Create additional affordable housing units within the boundaries of the Redevelopment Area;
 - 5. Provide new or expand services deemed needed for low and very low income persons in the Redevelopment Area; and/or
 - 6. Be used to leverage other funds to expand or increase the overall size of the project proposed by the applicant.
- D. The Grant Program provides grant funding up to the maximum allowed per budget line item (see Agency approved budget). Grantees receiving an award of \$50,000 or less are required to create 1 job per \$50,000 received and the jobs must be made first available to residents of the Redevelopment Area.
- E. Grantees receiving an award of \$50,000 or less are required to enter into a Community Benefits Agreement with the Agency (See Section VII).

Note: If a business is awarded a grant for \$50,000, the business shall not be eligible to apply for any other Agency grant program for a minimum period of two (2) years unless the project can demonstrate expansion.

Through the Area Improvement & Redevelopment Grants, the Agency will be supporting activities that further the priorities set by the Agency, which includes the following:

- A. Support the growth and vitality of businesses in the Redevelopment Area;
- B. The growth and development of the Foreign Trade Zone;
- C. Addressing the affordable Housing Crisis; and
- D. Providing for the needs of communities most vulnerable residents.



N.W. 79th Street Community Redevelopment Agency

III. Grant Funding Categories

Eligible uses of grant funds provided by the Agency include, but are not limited to the following:

- A. Micro business grants – Up to a maximum amount of \$2,500 in funding
- B. Small Business Vitality & Support Grants – Up to a maximum amount of \$25,000 in funding
- C. Commercial Revitalization – Up to a maximum amount of \$50,000 in funding

Micro Business Grants (Max: \$2,500)

- Certain Operating expenses
- Marketing Costs
- Office Supplies

Small Business Vitality & Support Grants (Max: \$25,000)

- Marketing
- Equipment
- Leverage Capital
- Relocation in the Agency District
- Training
- Equipment/Vehicle Purchase

Commercial Revitalization Grants (Max: \$50,000)

- Painting (Interior/Exterior)
- Exterior Signs
- Lighting, Electrical (Interior/Exterior)
- Awnings, Canopies, Shutters
- Fencing
- Security
- Landscaping
- Façade Improvements

Grant funds may be used to directly fund eligible building rehabilitation or may be used as credit enhancement to leverage the applicant's acquisition of a loan to fund eligible projects. The Agency strongly recommends that applicants use the funding to leverage additional funds for their project. Preference is given to applicants who use the funds to leverage additional Project funding. Credit enhancement uses for grant funds include, but are not limited to:

- A. Additional Equity for loan application
- B. Matching funds for other grant or loan programs, and/or
- C. Interest rate write-down on business improvement loan



N.W. 79th Street Community Redevelopment Agency

IV. Ineligible Uses of Grant Funds

Program grant funds shall not be used for day-to-day operating expenses, including, but not limited to the following:

Purchase of alcohol, tobacco or medicine	Late payment fees	Salaries/compensation of the owner or employees
Paydown debt	Utility bills (current or past due)	Payroll taxes or related payroll expenses
Mortgage or rent payments	Purchasing inventory for resale	Insurance Premiums
Any illegal activity	Purchase of alcohol, tobacco or medicine	Consultant fees or expenses for services

V. General Terms & Conditions

- A. Any businesses /projects deemed eligible for financial assistance shall be located within the Redevelopment Area which is more fully defined on page 1 of this Manual.
- B. The business/agency to be assisted or the property to be developed must be owned, privately owned or occupied by an IRS 501c3, it can be leased or owner-occupied located within the Redevelopment Area. Adult entertainment businesses, national chains, religious institutions, liquor stores or predatory lending services (payday lenders/checks cashing stores) are not eligible for Agency grant funding.
- C. Businesses/projects being considered for grants must be at least one (1) year old. Businesses that have received grants from the Agency within the past three (3) years are not eligible for assistance unless an expansion of the project can be clearly demonstrated.
- D. Prior to applying keep in mind:
 1. Projects requiring rehabilitation must prove to be structurally feasible.
 2. Under no circumstances may funds be expended on a building that will not be occupied after rehabilitation. Buildings to be rehabilitated shall be occupied at the time funding is requested or subject to a bona fide lease or rental agreement providing for occupancy or re-occupancy after completion of the rehabilitation. With prior approval, a building owner may contract with the Agency to undertake the commercial rehabilitation improvement process on a vacant business unit with the caveat that the Agency will not reimburse any cost until such time as the business unit is actually occupied. Should the business unit remain vacant for one (1) year following completion of the rehabilitation, the Agency's responsibility to reimburse any cost shall expire.
 3. For non-owner occupied / lease holder improvements the applicant must have partnered with the building owner and have a negotiated lease that will keep the business in the improved location for a minimum of three (3) years beyond the improvements. Should the owner no longer make the property available to the grantee, the owner will reimburse the Agency the unamortized balance (1/36) per month remaining on the term within 90 days.
 4. For business owners utilizing grant funds to purchase equipment, the equipment will be considered property of the Agency until fully amortized, therefore:



- Extended warranties that protect the equipment until fully amortized must be purchased along with the equipment whenever possible,
 -
 - The equipment must be protected under the businesses' insurance policy, and
 - if the business ceases to operate before full amortization the property is to be returned to the Agency.
- E. The property/business owner shall keep the property in good condition and repair and shall not remove or demolish any improvements thereon in accordance with applicable terms and conditions. If this provision is violated, the grantee will be notified of any violations and will be given 60 days to correct violations. If the violations are not corrected within the prescribed time frame, the building will not be eligible for further benefits in any Agency funded programs.
- F. Any building determined to be eligible for rendered rehabilitation assistance shall be located within the boundaries of the Community Redevelopment Area.
- G. The property must be privately owned, leased or owner-occupied and located within the Redevelopment Area. Adult entertainment businesses, national chains, check cashing stores and liquor stores are not eligible for Agency grant funding. In mixed-use commercial/residential buildings, the grant assistance must not displace the businesses or residents.
- H. No substantial changes will be made to the improvements for a minimum of two (2) years following completion of the rehabilitation of the building unless said changes are approved, in writing, by the Agency. If any changes are made without the prior written consent of the Agency, the building will not be eligible for further benefits in any Agency funded program.

VI. Architectural Design & Construction (If applicable)

Any projects requiring construction or rehabilitation are subject to approval by the appropriate County departments. Uses and activities taking place at the applicant's property, and the proposed construction/rehabilitation to be undertaken shall be consistent with the requirements of the Florida Building Code, compliant with all Miami-Dade County building and zoning requirements, and any and all necessary Federal, State and local permits. The applicant is responsible for acquiring all necessary permits and approvals for the project.

- A. Buildings with pending code violations are not eligible for an improvement grant unless the proposed work involves resolution of the pending violation.
- B. Design plans submitted by the grantee and their architect to the Grants Administrator, shall be complete and consistent with all applicable State and County codes. The Grants Administrator shall review and forward a copy of submitted design plans to the Agency's staff. Plans are subject to the following Design requirements:
1. Designs must be of high quality and should include a sealed set of plans and specifications if required by the County Building Department.
 2. All designs must be reviewed and approved by the Agency prior to construction in order to be eligible.
 3. Colors shall be compatible and complimentary to those of existing nearby buildings.
 4. Where feasible, designs should consider the removal of material and architectural barriers which restrict mobility and accessibility of elderly or handicapped persons.



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VII. Community Benefits Agreement (CBA)

Approval and receipt of funds, for an amount of \$50,000, is subject to the Grantee entering into and executing a Community Benefits Agreement (CBA) with the Agency. The program has several goals that the CBAs will help the Agency achieve, examples of those include:

Construction Positions of Persons Living Within the Redevelopment Area	20% of positions available
Permanent Positions of Persons Living Within the Redevelopment Area	1 job per each \$50,000 or 75% of positions created
Agencies Providing Services to Businesses or the Public	100% of the Beneficiaries Funded by Agency must be a Businesses located within or Residents of the Redevelopment Area

**Additional requirements may be requested, based on the nature of the business and the opportunities financed by the Agency*

Permanent position(s) will be required to be maintained for at least one (1) year. Any permanent position(s) not held for one (1) year, will require the grantee to reimburse the Agency for a portion of the grant amount.

- A. In addition, each Grantee must document that all positions supported by Agency funding will be paid no less than the Annual Living Wage as defined by Miami-Dade County.
- B. The term of the CBA will be compatible with the length of the project, commencing on the date of execution by the Agency Chairperson or such other designated representative of the Agency. If additional time is required due to verifiable extenuating circumstances outside the control of the grantee, grantee must request a written extension three months prior to expiration of grant. The Agency reserves the right to exercise independent discretion to grant or deny any request. The Agency's Board of Commissioners may grant an extension for a period of 12 or 24 months.

VIII. Grant Contract Requirements/Conflict of Interest

Grantees are required to enter into and execute a: 1) Contract with the Agency for payment of grant funds, and 2) a construction contract between the property owner and the selected contractor or vendor if construction or rehabilitation of property is part of the project. If a grantee has been awarded a minimum of \$50,000, a CBA is also required.

The applicant is responsible for employing its own contractors when applicable. However, for buildings under contract with Agency funds, the building owner, lessor, lessee, tenant, or occupant or employee of the same, either personally or corporately, shall not serve as a paid contractor or sub-contractor for the rehabilitation of said building, nor shall they be paid for their own labor with Agency funds for the rehabilitation of said building.



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No person, including but not limited to any officer, board of directors, managers, supervisor, or employees employed by the Agency or Miami-Dade County, who is in the position of authority, and who exercises any function or responsibilities in connection with the grant process, has at the time the grant is initiated, or shall have during the term of the grant, received any of the services, or direct or instruct any employee under their supervision to provide such services as described in the CIP. Additionally, no family member related to any officer, board of directors, managers, supervisor, or employees employed by the Agency or Miami-Dade County, may apply for a grant. The term “related to” includes the following:

1. By blood or adoption: Parent, child, sibling, first cousin, uncle, aunt, nephew, or niece;
2. By marriage: Current or former spouse, brother- or sister-in-law, father- or mother-in-law, son- or daughter-in-law, step-parent, or step-child; or
3. Other relationship: A current or former relationship, occurring outside the work setting that
4. would make it difficult for the individual with the responsibility to make a decision or recommendation to be objective, or that would create the appearance that such individual could not be objective. Examples include, but are not limited to, personal relationships and significant business relationships.

Building owners or occupants must disclose any business or personal relationship with members of the Agency’s Board of Commissioners or any person designated as staff or legal counsel to the Agency. Applicants who have an apparent conflict of interest and are otherwise eligible to participate and receive assistance through this program may submit a waiver for the same. No benefits may be received prior to the approval of such waiver.

IX. Application Information

A property owner or business owner/operator must complete the Application to include all required attachments. The Agency reserves the right to use the business name, photographs and/or likeness for any County or Agency-related publications, events, communications, website, etc.

A property owner or business owner who is applying for construction/renovation funding through this program, must complete the Application, include schematic-level drawings and a letter of commitment, or other type of documentation, which demonstrates that funding for the project is in place from all funding sources. If Agency funding will be used as a match, grantee will provide proof that all funding is in place within ninety (90) days of approval of grant or execution of Grant Agreement. If no proof is provided, the grant award will automatically be considered rescinded.

The Agency, via a Grants Administrator, in concert with the Agency’s staff, will establish an application deadline and will accept applications only during that period. Once an application is received, the Grants Administrator will note the date and time of receipt as applicable. Applications will be reviewed to ensure completeness. An incomplete application will not be processed and will be returned to the applicant. All applications must be hand delivered to (TBD). A sign-in-sheet will be provided and must be signed by applicant.



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The Grants Administrator shall review applications, attachments, make recommendations for acceptance or rejection of the applications, and provide continuity for applicant inquiries. The staff may consider any and all factors including completeness of the application, length of time the business has been in operation, location of the business, type of business, continuity of ownership, benefit to the community, number of employees, and the level of assistance requested as it relates to the limited amount of Agency funds available when making recommendations for funding.

Each forwarded application package will be evaluated by the Agency for: 1) completeness; 2) conformance with the objectives of the Grant program; and 3) the economic impact of the use of the funds proposed by the applicant. The Agency reserves flexibility in its evaluation of grant applications. However, the three most important criteria used in the evaluation and award of grant funds are:

1. Preference will be given to applicants addressing the Agency's areas of interest.
2. Preference will be given to applicant businesses that make a clear case that the use of grant funds will meet as many of the program objectives stated above.
3. Although not a mandatory requirement, the Agency encourages applicants to use the program grant funds to leverage and increase the total amount of funds to be invested. Applicants are strongly urged to use the grant funding to leverage either investor dollars, additional grant dollars from other sources, or debt to increase the size, value, and impact of the total investment proposed using Agency funds. Applicants are urged to contact their business banker to discuss how the grant funds can be used to leverage a more significant investment in their business.

As a condition for funding, successful applicants will be required to provide written/oral quarterly updates to the Agency's Board of Commissioners through the Grants Administrator. In addition, successful applicants must provide documentation of attendance in at least one small business program operated by any appropriate not-for-profit, private or public company; Miami-Dade County or any university/college, prior to receiving the last disbursement. If deemed necessary, the Agency staff reserves the right to withhold funding, pending attendance of said program. As an example, the Partners for Self-Employment, Inc. is an excellent resource for small business training.

X. Payment Process & Payment Conditions

The Agreement between Agency and the business owner/project representative will serve as the contract. Payments are on a reimbursement basis or made on behalf of the approved grantee.

- A. The owner must receive three (3) formal written quotes from eligible licensed contractors. The Grants Administrator will review all quotes provided by the contractors selected to perform the work, for reasonableness of cost, prior to the owner/tenant entering into a contract for the work to be performed. If the cost of the total job is less than \$3,000, and the installation is provided by the vendor (i.e., windows or awnings), only one written quote is necessary. All contractors must have a General or Building contractor's license (Class A or B) as per Florida Statute 489, part 1, Department of Business and Professional Regulation.



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- B. Construction must start within ninety (90) days of design approval and be completed within one hundred eighty (180) days of the start of construction. If construction or improvements are delayed, the grantee must apprise the Grants Administrator and staff. If a request for a grant extension is needed, the request must be made by the Grants Administrator three (3) months prior to its expiration.

If an extension for longer than six (6) months is needed, staff will forward the request and sufficient justification to the Agency's Board of Commissioners. Additionally, if the scope of a project requires revision, the grantee must confer with the Grants Administrator to determine if the new scope will fall within the approved grant program guidelines. If so, the Grants Administrator shall inform staff and the Board of Commissioners in writing and seek prior approval.

- C. Owner and/or tenant using funds for construction or rehabilitation must comply with all requirements of the County for obtaining building permits, sign permits, electrical permits, or any other related permits. Work of any kind started without proper permits, required sealed plans (any structural improvements require sealed plans) and specifications, if applicable, will not be eligible for assistance will not be reimbursed.
- D. Construction contracts lasting less than 3 weeks in duration will be paid by a lump sum at the end of the contract upon issuance of the Certificate of Occupancy (if appropriate), final inspection by the Architect and County Building Official, and all release of liens from contractors, sub-contractors and suppliers.

Construction contracts lasting more than three weeks in duration may have progress payments for the eligible program costs, at the request of the owner, every 2 weeks with the final payment to be made upon issuance of the Certificate of Occupancy, final inspection by the Architect and County Building Official and receipt of all labor standards documentation, and all release of liens from contractors, sub-contractors and suppliers.

- E. The owner/occupant must document the expenditure of their match before any funds are released by the Agency. With prior approval of the Agency, the agreement between the Agency and owner/occupant may allow for the Agency to fund allowable expenses of an approved invoice on a reimbursement basis, not to exceed the funding limits of the approved grant. Requests for reimbursement of construction costs will be reviewed only as a complete package. Any costs not included in a request for reimbursement will be considered at a later date. Documentation required with an application for payment of renovation construction costs includes:

1. Cancelled checks;
2. Detailed invoices (quotes, estimates are not acceptable) and paid receipts;
3. Name, address, telephone number and, if applicable, the building contractor, sign contractor, vendor, etc.; and
4. Signed statement attesting to the design and construction costs incurred.

- F. The Agency and staff reserve the right to verify any and all costs associated with design and construction work for which payment is requested.
- G. All change orders must have prior approval from the Grants Administrator and staff or any costs associated with the change order will be disallowed.
- H. All checks for reimbursement will be issued through the Grants Administrator unless provided for differently between the Agency, the Grants Administrator and the grantee. Final payment of the last invoice will be made only after receipt of a final Project Report/Jobs Report and Certificate of Occupancy from the County Building Department (where required) and Certificate of Appropriateness (where required).

*15% of the final payment will be withheld until such time as all liens, placed as a result of the project, have been satisfied (i.e., letter of release from the vendor/contractor).



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XI. Disclaimers

- A. The Agency, in its sole discretion, reserves the right to reject any and all grant applications, postpone or cancel the Grant program, or waive any irregularities in applications submitted for program grant funding. The Agency, in its sole discretion, reserves the right to request and evaluate additional information from any applicant after the submission deadline as the Agency deems necessary.
- B. Areas not covered in detail in this policy which arise during the application, implementation, or construction phases will be handled as the situation may dictate so as not to impede orderly progress. If the item has the potential for reoccurrence, it shall be resolved, and then included as an addendum to this policy. The Agency's Board of Commissioners shall have the final determination related to interpretations of this policy.
- C. If additional funding is pending from other sources and is required for project completion and that funding is not successful, the Agency reserves the right to withdraw its award.

XII. Resources for Small Businesses

Miami-Dade County, Regulatory & Economic Resources Department, Small Business Development Resources –
Stephen P. Clark Center, 111 NW 1st Street, Suite 2130, Miami, FL 33128 Ofc-305-375-5289, Fax-305-375-4726
<https://www.miamidade.gov/business/business-development-resources.asp>

Florida Small Business Development Center http://floridasbdc.org/	Internal Services Department, Small Business Development http://www.miamidade.gov/smallbusiness/home.asp	U.S. Small Business Administration Resource Guide https://www.sba.gov/business-guide/
Miami Bayside Foundation www.miamibaysidefoundation.org 25 SE 2 nd Avenue Suite 240 Miami, FL 33131 Phone (786) 703-5767	SBA South Florida District Office www.sba.gov/offices/district/fl/miami 100 S. Biscayne Boulevard, 7 th floor Miami, FL 33131 Phone (305) 536-5521	Opa-Locka Community Development Corporation www.olcdc.org 490 Opa-Locka Blvd. Suite 20 Opa-Locka, FL 33054 Phone: (305) 687-3545
Florida Atlantic University – SBDC www.fausbdc.com/ 8500 SW 8 th Street, Suite 224 Miami, FL 33144 Phone (786) 388-9040	Dade SCORE www.miamidade.score.org 100 Biscayne Boulevard, 7 th Floor Miami, FL 33131-2011 Phone (786) 425-9119	Neighbors & Neighbors Association www.nanafl.org 2150 NW 24 Ave Miami, FL 33142 Phone: (305) 756-0605
Partners For Self-Employment, Inc. www.partnersforselfemployment.org 3000 Biscayne Blvd. Suite 315 Miami, FL 33137 Phone (305) 438-1407 Ext 315	79th Street Corridor Neighborhood Initiative www.79thstreet.org 7900 NW 27 Ave Suite 236 Miami, FL 33147 Phone (305) 836-1071	Miami Dade Chamber of Commerce www.m-dcc.org 100 South Biscayne Blvd. Suite 300 Miami, FL 33137 Phone: (305) 751-8648

79TH ST COMMUNITY REDEVELOPMENT AGENCY (CRA)

STRATEGIC MARKETING PLAN

CREATED AND PRESENTED BY



AUGUST 2020

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PURPOSE

The 79th Street Corridor Neighborhood Initiative is an ambitious Miami-Dade County and CRA initiative that, upon completion, will enhance the quality of life for its residents, by infusing industry, stimulation business growth, facilitating a bustling cultural district, and enjoying the attention and support of the wider community and visitors.

Circle of One Marketing was contracted to develop a strategic marketing plan for this redevelopment project that will accomplish the following:

- Establish an engaging and resonating brand identity for the 79th Street Corridor CRA
- Create a brand story for the 79th Street Corridor CRA that will provide the direction for future messaging
- Create an effective, integrated marketing strategy including public relations that can be deployed throughout the various stages of the redevelopment project
- Develop a tactical framework for strategic marketing deployment

METHODOLOGY



While initiatives such as this are undertaken by CRA's and municipalities regularly, Circle of One has conducted a thorough discovery process, involving interviewing a wide selection and variety of stakeholders, affording us valuable insights to develop a marketing plan unique to this unique district.

With our acquired insights and experience in branding, marketing and public relations, we have developed a comprehensive marketing plan for the 79th Street Corridor CRA that will establish, define and amplify this effort and the resurgent and redeveloped community that emerges.

MEASURE OF SUCCESS

The integrated marketing strategy that has been outlined should be evaluated by the following success metrics:

- Increased traffic and direct engagement on digital sites
- Attributable website traffic increases due to traditional media campaigns
- Incremental increases in media coverage as the redevelopment projects are executed
- Increased interest and inquiries by businesses seeking opportunities to establish a presence in the redeveloped district
- Increased interaction and participation of residents in community-based meetings that address the progress of the redevelopment initiative
- Proportionately positive feedback on the initiative from district stakeholders via regularly administered surveys
- Attributable website

STRATEGIC PRIORITIES

- Establish the brand identity for the CRA
- Develop and approve the brand visuals (i.e. Logo)
- Develop Brand and Style guide (including boilerplate language to be used in messaging)
- Create brand campaigns
- Establish brand deployment plan (traditional, digital, Public Relations)
- Develop social media editorial calendar
- Coordinate contacts and collaborative process that connects development/construction operatives, CRA, County officials and the marketing team
- Establish mechanisms for stakeholder feedback (i.e. Town Hall meetings)
- Establish reporting frequency and methodology
- Marketing campaign launch

SWOT

A N A L Y S I S

STRENGTHS

- North Side Shopping Center very popular, most known
- Established vibrant community
- No current gentrification/ non-diluted culturally
- Multicultural population
- Multigenerational residential footprint
- Welcoming environment
- CRA support/Focused initiatives
- Solid housing stock: Middle/Working classes
- Affordability
- Attractive to developers
- Proximity to MIA & Port of Miami
- Possibility for a strong trade and logistics district
- Relatively new territory
- Organic entrepreneurial culture
- Availability of business/light manufacturing space
- Transit hubs/ transit assets in the community (metrorail, tri-rail, Amtrak)
- 79th Street is the only thoroughfare/street that goes all the way from Hialeah to the beaches

WEAKNESSES

- Lack of significant anchor establishments (Colleges/universities, hospitals, etc.)
- Northside Shopping Center represents only anchor property
- Brand deficient
- Technology desert
- Local economy optimized
- Fueled primarily by an underground economy (cash transaction-based)
- Predominant residential education level - HS graduate
- Lack of recognized or notable landmarks
- Lack of entertainment-focused venues
- Not pedestrian-friendly
- Not visually appealing
- Not regarded as a SoFlo visitor/consumer destination
- Changes underway will not be visible to the undiscerning public for several years
- Unincorporated Miami Dade County

- Too many unattractive car/truck/industrial businesses along the main corridors
- Many businesses completely disconnected from economic/community development concerns
- Lack of recreational/open/green spaces
- Oversupply of discount dollar stores
- Old commercial building stock

OPPORTUNITIES

- CRA Development plans in motion
- Projects in place to promote trade and logistics opportunities
- Geographic positioning within Miami-Dade County
- Proximity to MIA airport and Port of Miami
- Commuter optimized due to proximity to I-95 and Metrorail
- Stable, non-transient residential profile
- Ability to supplement existing service/retail industries with more hospitality and entertainment venues
- Job creation agenda developed
- Economic driving project: Poinciana Park
- CRA bringing in new capital investment

THREATS

- Residential buy-in/ Fear of gentrification
- Neighboring localities attracting potential visitors and consumers
- Not visually appealing
- Economic instability
- Currently disconnected from prime economic drivers (i.e. Trade and Logistics, Tourism)
- Need for destination establishments (i.e. college affiliated campuses, large entertainment venues, performing art venues)
- Not Millennial/Generation Z-friendly
- CRA must overcome past perception of inactivity
- Low income community, no generational wealth

BRANDING

Utilizing the information gained through the Brand Discovery process, this task is to create a brand story that will serve as the basis for the style, feel and format of the re-branded 79th Street Corridor CRA.



Here are some of the items to be accomplished:

- Brainstorm sessions
- Define Brand Relationship
- Develop the overall brand “look and feel”
- Establish Vision / Meaning
- Uncover Authenticity
- Develop a Mood Board
- Messaging
- Typeface Explorations
- Concept Explorations & Color-setting
- Patterns and Textures
- Design Look & Feel
- A style sheet with approved logos, colors and fonts

- Brand Guideline stylesheet
- Color Palette (Pantone, RGB, CMYK)
- Letterhead, business cards, envelopes
- Print Ad Sample and Photography usage
- Includes all digital files required to create and print, in high quality, any of the items included in the Brand style sheet in original applicable digital formats



BRAND VALUES

The 79th Street Corridor CRA started as a redevelopment project that was described as: “An urban initiative to stimulate and guide the redevelopment of the NW 79 Street Corridor and to create a better place to live and work.”

While crafting this Strategic Marketing Plan, the world changed. National protests addressing America's legacy of systemic racism offered a broader context for the brand development of the 79th Street Corridor CRA.

When consolidating the responses, we extracted some consistent brand values that need to be applied to the marketing plan for this initiative.

The brand values included:

- The need to maintain cultural authenticity
- Creating affordable opportunities for residents and business owners
- Cultivating an innovative spirit
- Maximizing growth by highlighting prime geography and ideal proximities (convenience)
- Optimizing opportunities based on the Corridor's convenient access points
- Executing aspirational development plans
- Remaining committed to industry diversification
- Elevating the CRA as a catalyst for job creation
- Being progressively inspired throughout development and project execution

As our national discourse focuses more on diversity and Black empowerment, the legacy of Black Wall Street serves as a relevant blueprint for this initiative especially in conjunction with the brand values established by stakeholders in our discovery process.

As noted in this excerpt, the profile of the Tulsa, Oklahoma district known as Black Wall Street is as follows:

“On Greenwood Avenue, there were luxury shops, restaurants, grocery stores, hotels, jewelry and clothing stores, movie theaters, barbershops and salons, a library, pool halls, nightclubs and offices for doctors, lawyers and dentists. Greenwood also had its own school system, post office, a savings and loan bank, hospital, and bus and taxi service.

Greenwood was home to far less affluent African Americans as well. A significant number still worked in menial jobs, such as janitors, dishwashers, porters, and domestics. The money they earned outside of Greenwood was spent within the district.



We submit to you that this model of an empowered district, that offered a 360-degree live, work and play residential and commercial experience should serve as the foundation for the continued development, integrated strategic marketing plan, and brand position for the 79th Street CRA.

There is a distinct marketing and public relations advantage to positioning this initiative as a developmental homage to the legacy of Black empowerment and a testament to a district revitalized with economic growth as its cornerstone, while serving as a cultural, commercial and community epicenter of the larger Miami Dade County. This brand positioning affords this effort a value-driven story that can be leveraged as a model for CRA's across the country tasked with infusing underserved communities with an achievable vision that is inspirational and innovative.

To that end, and with the backdrop of a blank canvas, Circle of One proposes a complete name change and is recommending the following two options for consideration:

RENAMING



Circle of One Marketing views the 79th Street Corridor CRA as the manifestation of a resurgence: a modern Black Wall Street. An ambitious and historic empowerment zone that benefits a variety of stakeholders while offering a cultural experience that engages visitors, attracts businesses, and inspires residents.



NORTHSIDE 79

**DISTRICT
CENTER 79**

with the brand forward tag line *Culture. Commerce. Community.*

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The 3 pillars of the district's revitalization are:

Culture. Commerce. Community

Why Culture?

The district is a place for multi-cultural communities. The district is a space for cultural expression.

Why Commerce?

The district serves as a catalyst for business growth and scaling of industry, with a focus on sustainable economic stability.

Why Community?

At the core of the district is a focus on improving the quality of life for residents and fostering genuine community comaraderie.



NORTHSIDE 79



NORTH79SIDE

CULTURE. COMMERCE. COMMUNITY.

DISTRICT CENTER 79



INVEST IN PROJECTS

Based on the Discovery conducted by Circle of One, there are some evident indicators as to the projects within the initiative that should be prioritized based on stakeholder feedback. While our Discovery offered some initial indicators, it is highly recommended that regular feedback from stakeholder be considered in the relevance and priority of these investments.

The following are the projects for which prioritization are recommended:

- Commerce/Economic drivers: Creating new small/mid-sized business opportunities and developing industrial or commercial hubs (i.e. Poinciana Park project)
- Job Creation: Prioritizing residents in workforce development for projects that are attached to this initiative and as preferred applicants for new businesses introduced in the revitalization process

- Residential Revitalization: Investments in rehabilitating existing housing while initiating the development of additional affordable housing
- Infrastructure Review: Evaluate current infrastructure to ensure transportation, public safety and public utility efficiencies and rehabilitate as warranted
- Cultural presence: Venues, events and visual representation dedicated to the promotion art and culture to stimulate tourism and visitor engagement and the affiliated economic infusions
- Dining and Entertainment: A variety of dining options and entertainment venues that provide supplemental opportunities to enrich the lives of residence and serve as attractions for visitors
- Lifestyle Programming: Events and programming designed to enhance the quality of life for residents (i.e. health awareness, wealth building, family activities, programs for children)
- Beautification: Ensure a pleasing aesthetic throughout the District to raise property values, stimulate visitor traffic and offer an improved quality of life for stakeholders



MARKET AWARENESS

TARGET MARKET SEGMENT



- Developers
- Small Businesses
- Corporate citizens
- Existing residents
- Potential residents
- Homebuyers
- Visitors
- Elected & County Officials
- Business leaders

CREATING A DIGITAL COMMUNITY

Cultivating an engaged community on the digital platforms being managed on behalf of this initiative is an important component of the overall integrated marketing strategy. Social Media will be the primary driver of the digital community dynamic as these platforms afford the ability to drive engagement and interaction through images, videos, and messaging.

To create a successful and interactive digital community, the following recommendations should be considered:

- Facebook/Instagram: Should be used for virtual storytelling of the initiative. This platform can serve as a conduit for sharing videos and images of the plans and progress of the initiative. In addition, articles and interviews resulting from PR efforts can be shared and promoted.

- LinkedIn: This platform is best suited for the curation of business-related information that offers insights into the CRA, development efforts and economic opportunities affiliated with the initiative.

To ensure the effectiveness of the digital community as a storytelling instrument and community builder, the following are additional considerations:

- The development of engaging media collaterals such as photos and videos chronicling the various stages of planning and progress should be consistently produced to ensure fresh and resonating content
- A social media editorial calendar should be developed monthly to serve as a blueprint for platform-specific posting and campaign messaging
- Interactive polls and surveys hosted on select platforms offer the ability to scale interaction and solicit project feedback
- Documenting feedback from CRA stakeholders in the form of video interviews and testimonials will assist in scaling engagement and interaction
- Elevating the brand story of the CRA with integrated brand visuals will enhance awareness and strengthen the brand identity

- Sharing community updates, town halls and newsletters chronicling the progress and highlights of the initiative will assist in elevating the CRA and enhancing the relevance of digital platforms as the information center for the community
- The website should feature a social media feed that offers real time updates to visitors. In addition, much of the content that is shared on social media can populate designated sections of the website. By sharing this storytelling and community building content on the website as well, brand consistency can be assured on all digital touchpoints



WEBSITE DESIGN

Circle of One will develop a wireframe and site mockup that will demonstrate the integration of the campaign's brand story and serve as a blueprint for the structure and navigation elements of the new site.

An audit of the current 79th Street Corridor CRA website is highly recommended to analyze traffic and ensure that all best practices of search engine optimization (SEO) are being executed consistently. As potential engagers are searching for housing, corporate and development options, it is imperative that the district rank high in "Miami real estate partnership opportunities", in order to generate and maintain interest in the district.

Design of portal application uses a proprietary development platform using mix-media and technologies. The site will be accessible from all browsers and mobile devices (such as iPhone, iPad, Androids etc.)

MEDIA RELATIONS

All communications efforts should showcase the profound revitalization of the neighborhood and position the district as a desirable place to work, live and play.

Elevating the district to a thought leader in the field of community and real estate development will be greatly enhanced by cultivating relationships with entities that have a proven commitment to supporting community and real estate development in Miami Dade County.

A comprehensive public relations program will allow the district to increase awareness of the project and build goodwill in Miami-Dade County and beyond. A combination of both grassroots and community outreach along with media coverage, will ensure that there is a robust flow of information and transparency for community stakeholders.

Here are some of the items to be accomplished:

- Media Relations Services
- Develop targeted media lists
- Develop story concepts and identify newsworthy opportunities
- Create and distribute press releases and/or media pitches to targeted press with thorough follow up to maximize placements
- Secure media opportunities for the district spokesperson
- Accompany said spokesperson to any in person interviews (TV studios, etc.)
- Media training if necessary
- Prepare monthly activity report and press clips

Samples of Targeted Media

Miami Herald

WLRN
Miami | South Florida

**South Florida
BUSINESS JOURNAL**

MIAMI TODAY

USA TODAY

**BLACK
ENTERPRISE**

THE REAL DEAL
SOUTH FLORIDA REAL ESTATE NEWS

The Miami Times

EVENTS

- *Small Business Expo* - opportunity to attract new businesses and highlight existing businesses, attest to benefits of redevelopment
- *Small Business Crawl* - highlight small business expansion
- *Culture Fest* - signature event highlighting African American/Afro-Caribbean/Afro-Latina culture, music, food and businesses



KEY PARTNERS: PUBLIC & PRIVATE



Proposed Strategic Partnerships:

- The Port of Miami
- Miami International Airport
- Greater Miami Convention and Visitors Bureau
- Miami Dade Chamber of Commerce
- Greater Miami Chamber of Commerce
- Beacon Council
- Black Owned Media Alliance
- OneUnited Bank
- District 3 County Commissioner
- Owners of Northside/Former Flea Market Properties
- and more!

REPORTING PROCESS

As part of the marketing strategy, there needs to be a consistent reporting process that serves to measure engagement within marketing channels and qualitative feedback from district stakeholders.

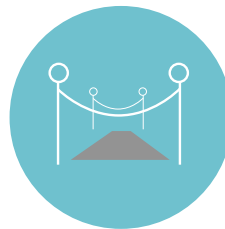
- Bi-weekly and monthly reporting of KPI's from all digital channels
- Monthly reporting of media coverage documenting the redevelopment initiative and its progress
- Quarterly surveys that document feedback from community stakeholders
- Documentation (video/audio) of community meetings addressing the redevelopment initiative
- Monthly reporting of initiative milestones (i.e. new businesses, beautification projects, infrastructure enhancements, etc.

MARKETING TIMELINE



SHORT TERM GOALS

- Brand Development
- Brand Communication
- Website Development
- Social Media creation
 - Beautification
- Optimizing content on all digital channels
- Local media public relations
- Pole banners and bus shelters



NEAR TERM GOALS

- Create time lapse for a local media story
- Regional media public relations
- Stories to be pitched to national media
 - Billboards
 - Event rollout

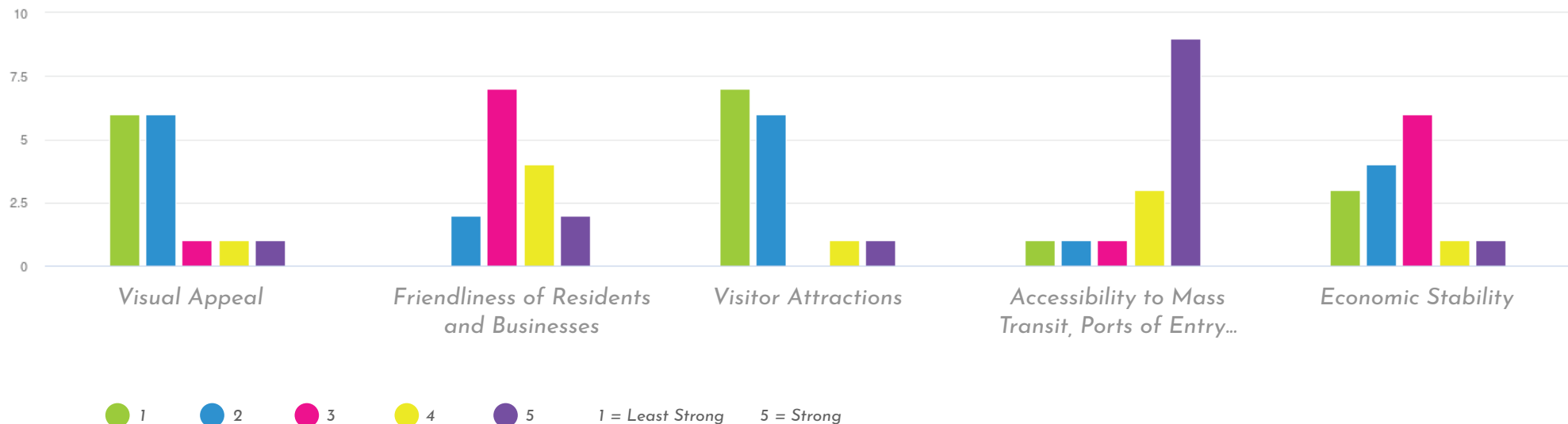


LONG TERM GOALS

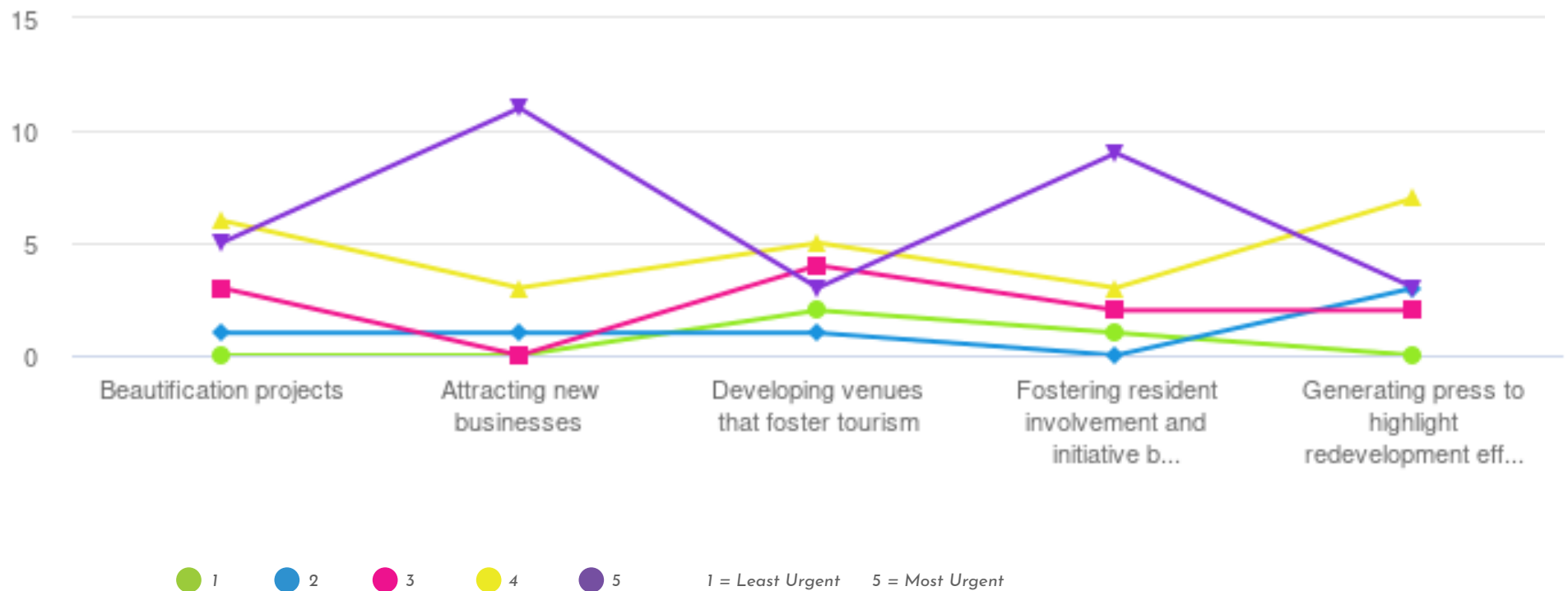
- Local Media
- National Media
- Plan Launch Event
- Public Relations concentrated on new developments
- Provide time lapse photos and facts for media

APPENDIX

This chart represents the perceived strengths of the 79th Street Corridor based on the stakeholders that participated in the survey. The left vertical numbers on the chart represent the number of participants that responded with the corresponding color as noted by the color key. Based on the survey, accessibility to mass transit and ports of entry is the main strength of the 79th Street Corridor when compared to the other options.



When ranking the areas that CRA should prioritize in the 79th Street Corridor Initiative this chart represents the responses from the stakeholders surveyed. The left vertical numbers on the chart represent the number of participants that responded with the corresponding color as noted by the color key. Based on the responses, attracting new businesses is the priority that is most urgent to the stakeholders surveyed.

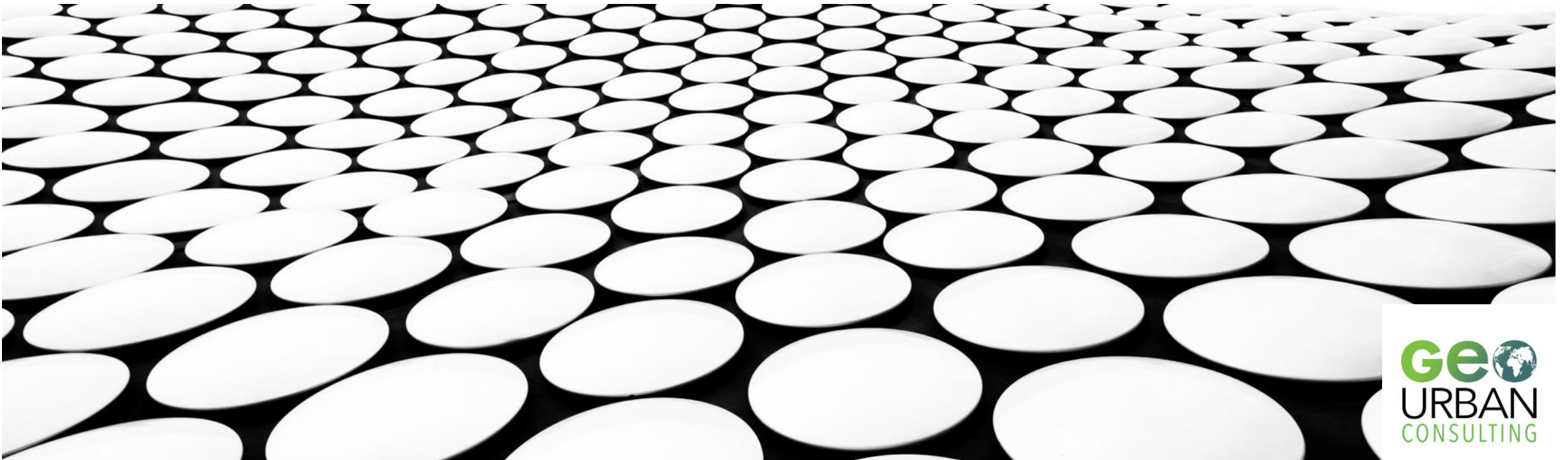


When asked to identify the challenges that they perceive will be the most challenging to overcome by the CRA's efforts for the 79th Street Corridor Initiative, this chart represents the responses of the stakeholders surveyed. Each respondent was asked to choose only one option and based on their responses, both funding and articulating the benefits of investment in the Initiative represent the challenges that may prove to be the most difficult to overcome.



79TH ST BUSINESS IMPROVEMENT DISTRICT

PROPERTY ANALYSIS AND MARKETING



Building off Previous Work

79TH STREET CORRIDOR



79th Street-1.png

FEASIBILITY STUDY

PREPARED BY:
SOUTH FLORIDA COMMUNITY DEVELOPMENT COALITION, INC
MARCH 2016



Summary of BID Process & Recommended Next Steps

Best practices, along with legal requirements, exist for the development of a Business Improvement District (BID) in Florida. Some of the steps have been taken with this feasibility analysis. Best practices and steps have been divided and elaborated upon in three phases: Planning, Engagement, Execution.

Phase 1: Planning

- a. Develop a database of property owners and commercial tenants; analyze the business and zoning composition of the proposed area.
- b. Identify and engage community leaders to expand steering committee to move the BID process along – Should be representative of property owners and businesses as well.
- c. Hold an initial steering committee meeting to specifically address the BID.
- d. Agree upon the proposed BID area.
- e. Propose assessment/revenue structure to share with community.
- f. Develop a cohesive and inclusive vision for the prospected area.
- g. Identify key additional services required to reach the committee's goal and identify issues/potential services that may have not been addressed in the 79th Street Corridor Action Plan, but appropriate for a BID to undertake.
- h. Draft a BID plan, including a mission statement, assessment rates, board of directors, and budget pertaining to the BID's operating expenses as well as the services and amenities planned.

Phase 2: Engagement

- a. Send proposed BID literature to property owners and commercial tenants.
- b. Hold a public meeting to gauge support and discuss plans.
- c. Document results from meeting and the BID's support with the steering committee members and make adjustments as necessary.
- d. Finalize the BID plan to be presented to the County for legislative approval.

Phase 3: Execution

- a. Legislative approval
- b. Continue to inform and garner support from both property owners and commercial tenant throughout the polling process
- c. Execute BID plan

Identifying What the Community Needs

Assessing and identifying the prospective area's priority needs is key to obtaining buy-in and community support, developing a vision and ultimately having an effective BID. Below are potential services a BID may wish to engage in or develop a vision around.

Maintenance & Aesthetics

- Street and sidewalk sanitation
- Graffiti removal/preservation
- Landscaping
- Seasonal decorations

Public Safety

- Security and off-duty police officers
- Business development
- Improved streetlights

Business Development

- Commercial planning and vacancy reduction
- Distribution of promotional material
- Marketing and special events

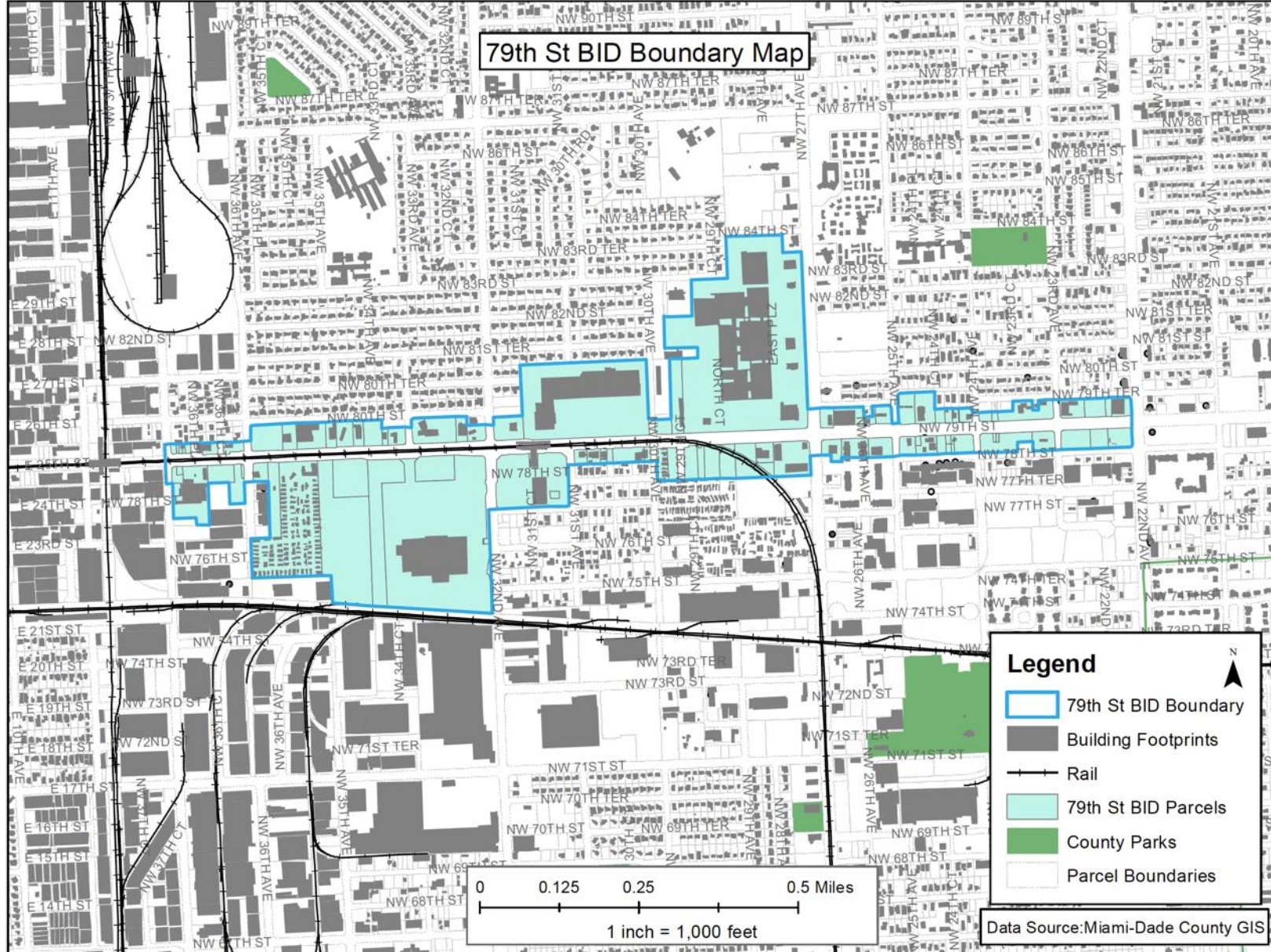
These services are also circumstantial. Some BIDs might rely heavily on some more than others due to their own needs. The Wynwood and Coconut Grove BIDs have a large percentage of their annual budget dedicated to public safety, maintenance & aesthetics.

Knowing the community lets the steering committee draft a comprehensive budget and a tentative amount of money it needs to assess from the properties. By doing this, it can identify the properties that will be benefiting the most out of its services and plan accordingly. Also, it can decide the assessment policies, such as who is exempt, or who may carry most of the burden.

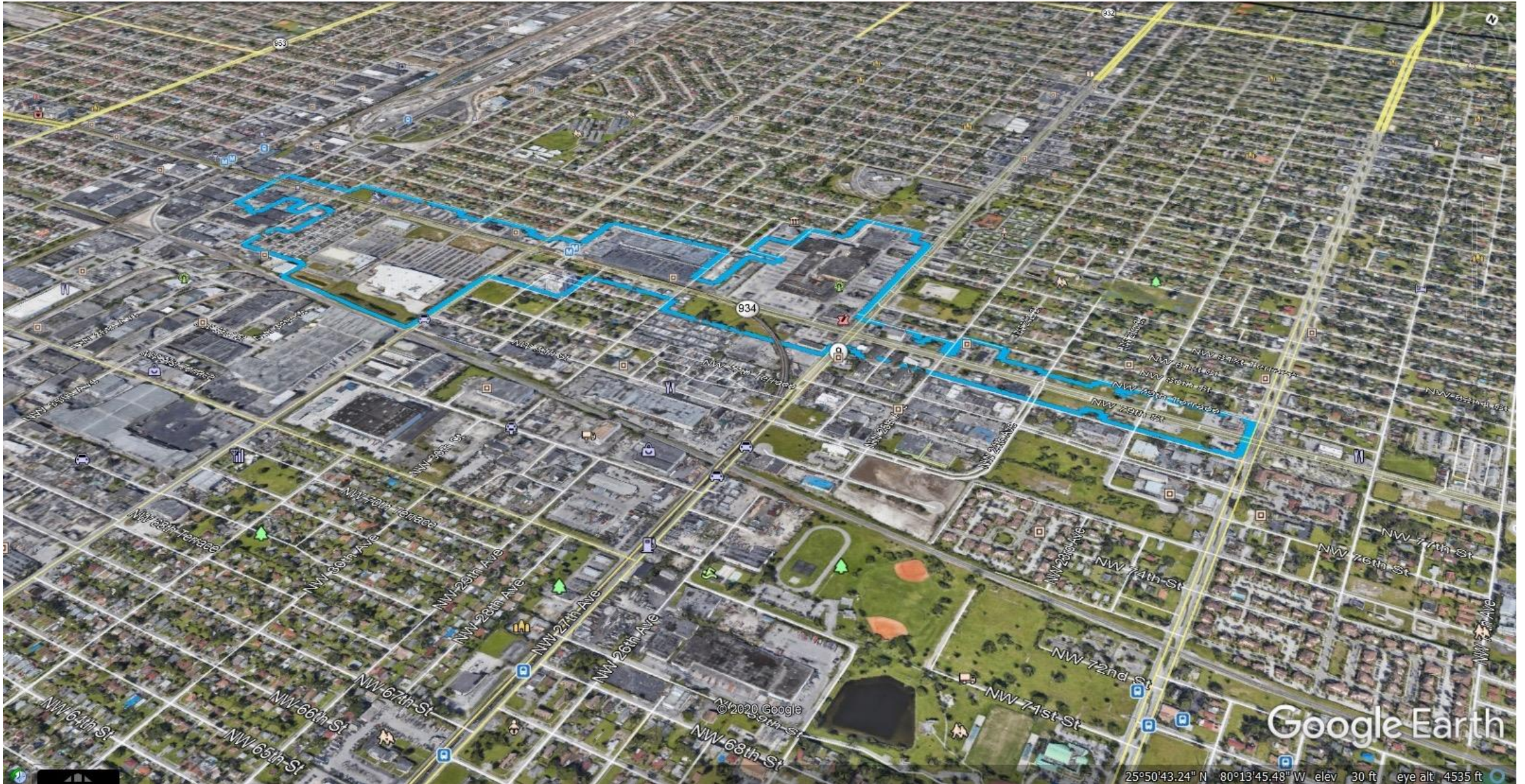


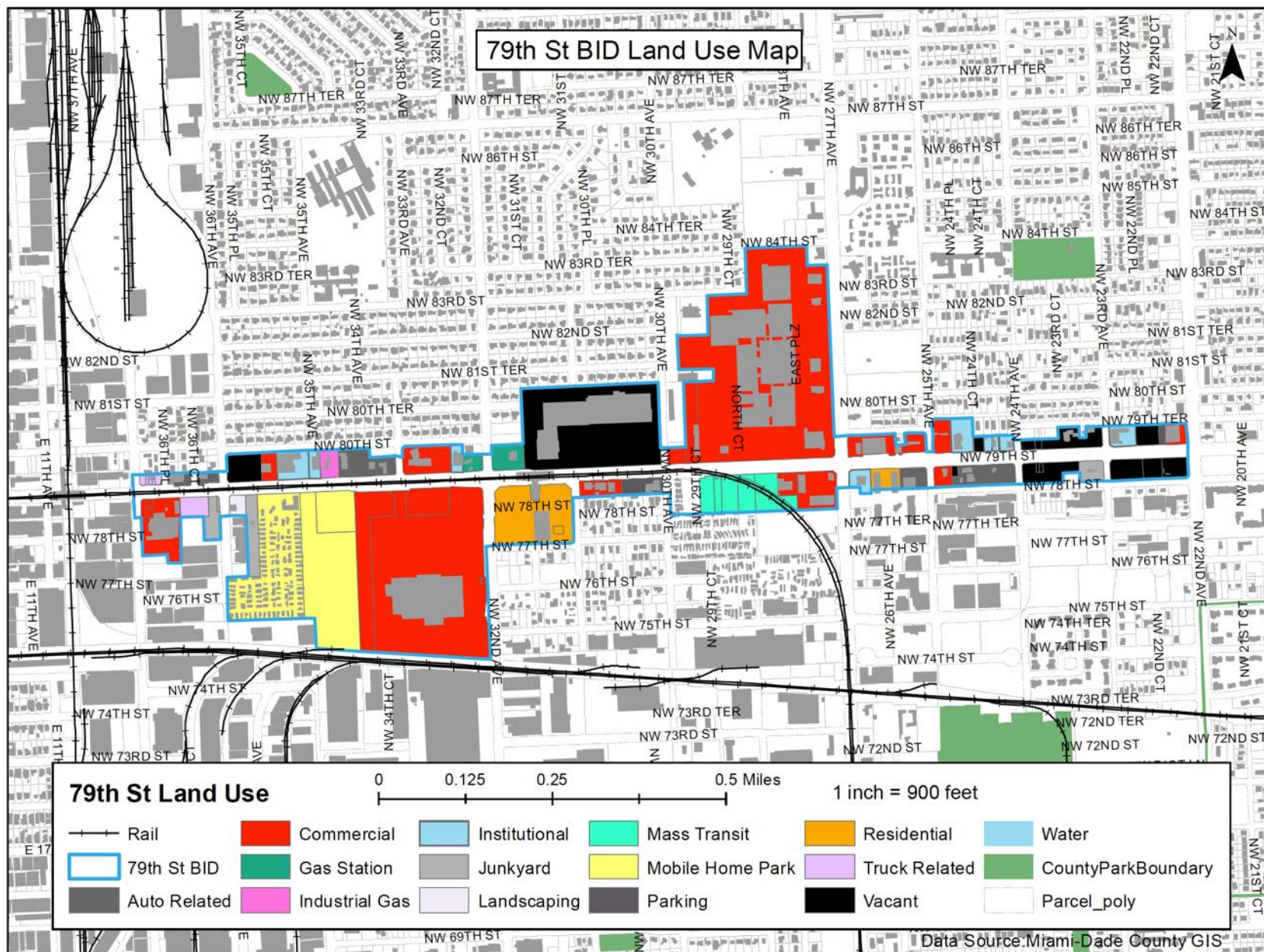
STEP 1

- Identify all property owners between Northwest 22nd and 37th avenues along the NW 79th St corridor, including a property ownership list and property ownership map.



99 Parcels
7,014,243 Sq Ft or 161 Acres





Approximate break out:

- Vacancy 25%
- Commercial: 30%
- Automotive: 15%
- Manufacturing: 10%
- Residential: 10%
- Institutional: 10%





STEP 2

- Prepare a marketing plan to explain the purposes of a BID and generate interest in the formation of such a structure for the mutual benefit of all businesses operating within its boundaries. Geo-Urban Consulting to coordinate with 79th St Initiative team to coordinate marketing.
- Proof assumptions of 79th ST BID assessment including assessment of taxable income.

In order to determine how to fund the BID operations activities, tax revenue was projected, following the approach used in this BID Feasibility Study..

Miami's Wynwood, the BID was marketed as a vehicle for development for the community, not another taxing body. Wynwood's BID negotiated and established a partnership with the City of Miami to have processes to expedite zoning and take care of deficient streetlamps and unsafe sidewalks.

How will the 79th Street BID be funded?

As described in the case studies, there are several ways to fund a BID. Included in this feasibility study is a tool to further assist the 79th Street Initiative and Coalition for Change with determining the impacts of an additional tax, based on property type and square footage. Property owners will want to know what the additional cost would be. The tool includes both a flat and graduated model for assessing properties.

Figure 1 below provides an example of the flat rate assessment approach. In this approach each property is assessed at the same rate (.05, .10, .15, etc) per square foot, regardless of use. The only exception to the flat rate assessment is vacant and government properties, which are tax exempt. The total assessment amount that could be captured at each assessment level is also depicted. The figure below represents the 108 properties in the proposed BID area.

Figure 1: Flat Rate Assessment

Another approach to assessing properties within the BID is to levy an assessment by existing land use type. This approach is based upon steering committee consensus that not all of the properties are receiving the same level of benefit in their participation in the BID. Figure 2 depicts an example of the

Example of FLAT ASSESSMENT RATE										
By Use	Folios	Square footage	Percentage Of Composition	0.025/Sq.Ft.	0.05/Sq.Ft. Assessment	0.10/Sq.Ft. Assessment	0.15/Sq.Ft. Assessment	0.20/Sq.Ft. Assessment	0.25/Sq.Ft. Assessment	0.50/Sq.Ft. Assessment
Vacant Commercial Land	28	1011248	12.46%	25281.2	50562.4	101124.8	151687.2	202249.6	252812	505624
Store (Retail)	18	3496000	43.08%	87400	174800	349600	524400	699200	874000	1748000
Multifamily	0	0	0.00%	0	0	0	0	0	0	0
Parking Lot	6	105328	1.30%	2633.2	5266.4	10532.8	15799.2	21065.6	26332	52664
Office	6	161544	1.99%	4038.6	8077.2	16154.4	24231.6	32308.8	40386	80772
Vacant Government	17	124252	1.53%	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
Automotive	11	303366	3.74%	7584.15	15168.3	30336.6	45504.9	60673.2	75841.5	151683
Warehouse	13	146778	1.81%	3669.45	7338.9	14677.8	22016.7	29355.6	36694.5	73389
Manufacturing	1	5943	0.07%	148.575	297.15	594.3	891.45	1188.6	1485.75	2971.5
Entertainment	2	132636	1.63%	3315.9	6631.8	13263.6	19895.4	26527.2	33159	66318
Educational (Private)	0	0	0.00%	0	0	0	0	0	0	0
Utility	2	40946	0.50%	1023.65	2047.3	4094.6	6141.9	8189.2	10236.5	20473
Total	108	5,665,834.00	100%	\$135,094.73	\$270,189.45	\$540,378.90	\$810,568.35	\$1,080,757.80	\$1,350,947.25	\$2,701,894.50

graduated and dynamic table that has been developed as part of this analysis and assesses properties based on type. In Figure 2, vacant land is assessed at a rate of .01 per square feet while manufacturing is assessed .55 per square feet. In addition, the aggregate assessment by land use, is also available allowing the steering committee to determine an average assessment based on the use. If the existing property land use changes, the tool would need to updated to maintain the equitable assessment of the properties. The assessment rates in Figure 2 are examples. The steering committee would have to review assessment levels and determine rates that appropriately serve the 79th Street corridor BID.

A combination of dynamic and fixed rates were examined.

Figure 2: Dynamic Rate Assessment

DYNAMIC TABLE		DYNAMIC ASSESSMENT RATE			
By Use	Folios	Square footage	Dollars per Square Foot	Calculated Revenue	Composition of Total Assessment (Tax Burden by Use)
Vacant Commercial Land	28	1011248	0.01	\$10,112.48	1.831%
Store (Retail)	18	3496000	0.05	\$174,800.00	31.651%
Multifamily	0	0	0.1	\$0.00	0.000%
Parking Lot	6	105328	0.15	\$15,799.20	2.861%
Office	6	161544	0.2	\$32,308.80	5.850%
Vacant Government	17	124252	0.25	\$31,063.00	5.625%
Automotive	11	303366	0.3	\$91,009.80	16.479%
Warehouse	13	146778	0.5	\$73,389.00	13.288%
Manufacturing	1	5943	0.55	\$3,268.65	0.592%
Entertainment	2	132636	0.6	\$79,581.60	14.410%
Educational (Private)	0	0	0.8	\$0.00	0.000%
Utility	2	40946	1	\$40,946.00	7.414%
Totals	108	5665834	N/A	\$552,278.53	100%


79th St BID Projected BID Assessment September 2020																
FOLIO	Address	Owner	LotSize	Assessment	Variable/SqFt Assessment	0.05/sqft Assessment	0.10/SqFt Assessment	0.15/SqFt Assessment	0.20/SqFt Assessment	0.25/SqFt Assessment	0.30/SqFt Assessment	0.35/sqft Assessment	0.40/SqFt Assessment	0.45/SqFt Assessment	0.50/SqFt Assessment	
3031090000120	7900 NW 27 Ave	NORTHSIDE CENTRE LLC	1,454,694	0.05	\$72,734.70	\$72,734.70	\$145,469.40	\$218,204.10	\$290,938.80	\$363,673.50	\$436,408.20	\$509,142.90	\$581,877.60	\$654,612.30	\$727,347.00	
3031090400010	3200 NW 79 St	WALMART STORES EAST LP	991,845	0.1	\$99,184.50	\$49,592.25	\$99,184.50	\$148,776.75	\$198,369.00	\$247,961.25	\$297,553.50	\$347,145.75	\$396,738.00	\$446,330.25	\$495,922.50	
3031090000110	3017 NW 79 St	79 NORTHSIDE TOWN STATION LLC	672,973	0.01	\$6,729.73	\$33,648.65	\$67,297.30	\$100,945.95	\$134,594.60	\$168,243.25	\$201,891.90	\$235,540.55	\$269,189.20	\$302,837.85	\$336,486.50	
3031090070010	3520 NW 79 St	MIAMI HEIGHTS MOBILE HOME PARK LLC	406,851	0.15	\$61,027.65	\$20,342.55	\$40,685.10	\$61,027.65	\$81,370.20	\$101,712.75	\$122,055.30	\$142,397.85	\$162,740.40	\$183,082.95	\$203,425.50	
3031090340010	3500 NW 79 St	HEMISPHERE HOLDINGS I LLC	393,431	0.01	\$3,934.31	\$19,671.55	\$39,343.10	\$59,014.65	\$78,686.20	\$98,357.75	\$118,029.30	\$137,700.85	\$157,372.40	\$177,043.95	\$196,715.50	
3031100760010	2640 NW 79 St	VALENCIA POINTE ASSOC LTD	262,559	0.1	\$26,255.90	\$13,127.95	\$26,255.90	\$39,383.85	\$52,511.80	\$65,639.75	\$78,767.70	\$91,895.65	\$105,023.60	\$118,151.55	\$131,279.50	
3031090370015	3101 NW 77 St	CDG NORTHSIDE HOLDINGS LLC	254,518	0.2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
3031090370020	3160 NW 79 St	MIAMI DADE COUNTY HOUSING ECONOMIC DEVELOPMENT	254,518	0.2	\$50,903.60	\$12,725.90	\$25,451.80	\$38,177.70	\$50,903.60	\$63,629.50	\$76,355.40	\$89,081.30	\$101,807.20	\$114,533.10	\$127,259.00	
3031090000290	Cancelled	HEMISPHERE HOLDINGS I LLC	230,979	0.01	\$2,309.79	\$11,548.95	\$23,097.90	\$34,646.85	\$46,195.80	\$57,744.75	\$69,293.70	\$80,842.65	\$92,391.60	\$103,940.55	\$115,489.50	
3031090000290	Cancelled	HEMISPHERE HOLDINGS I LLC	230,979	0.01	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
3031090000460	3666 NW 79 St	TORRES & CABRERA INVEST INC	129,395	0.3	\$38,818.50	\$6,469.75	\$12,939.50	\$19,409.25	\$25,879.00	\$32,348.75	\$38,818.50	\$45,288.25	\$51,758.00	\$58,227.75	\$64,697.50	
3031090000150	2995 NW 79 St	79 NORTHSIDE TOWN STATION LLC	104,607	0.6	\$62,764.20	\$5,230.35	\$10,460.70	\$15,691.05	\$20,921.40	\$26,151.75	\$31,382.10	\$36,612.45	\$41,842.80	\$47,073.15	\$52,303.50	
3031090000330	3400 NW 79 St	HEMISPHERE HOLDINGS I LLC	90,000	0.01	\$900.00	\$4,500.00	\$9,000.00	\$13,500.00	\$18,000.00	\$22,500.00	\$27,000.00	\$31,500.00	\$36,000.00	\$40,500.00	\$45,000.00	
3031090270270	3275 NW 79 St	ONE UNITED BANK	86,037	0.02	\$1,720.74	\$4,301.85	\$8,603.70	\$12,905.55	\$17,207.40	\$21,509.25	\$25,811.10	\$30,112.95	\$34,414.80	\$38,716.65	\$43,018.50	
3031090000670	2700 NW 79 St	SHRINERS HOSPITAL FOR CHILDREN C/O FAUSTINO MENENDEZ	85,379	0.01	\$853.79	\$4,268.95	\$8,537.90	\$12,806.85	\$17,075.80	\$21,344.75	\$25,613.70	\$29,882.65	\$34,151.60	\$38,420.55	\$42,689.50	
3031100571930	2301 NW 79 St	JOHN WESLEY MINISTRIES INC	61,419	0.15	\$9,212.85	\$3,070.95	\$6,141.90	\$9,212.85	\$12,283.80	\$15,354.75	\$18,425.70	\$21,496.65	\$24,567.60	\$27,638.55	\$30,709.50	
3031090260530	Not Available	MLP CENTER LLC	59,875	0.01	\$598.75	\$2,993.75	\$5,987.50	\$8,981.25	\$11,975.00	\$14,968.75	\$17,962.50	\$20,956.25	\$23,950.00	\$26,943.75	\$29,937.50	
3031100571940	2390 NW 79 St	MIAMI-DADE COUNTY HCD	56,424	0	\$0.00	\$2,821.20	\$5,642.40	\$8,463.60	\$11,284.80	\$14,106.00	\$16,927.20	\$19,748.40	\$22,569.60	\$25,390.80	\$28,212.00	
3031090260521	3505 NW 79 St	APOSTOLIC ASSEMBLY OF THE FAITH IN CHRIST JESUS	55,440	0	\$0.00	\$2,772.00	\$5,544.00	\$8,316.00	\$11,088.00	\$13,860.00	\$16,632.00	\$19,404.00	\$22,176.00	\$24,948.00	\$27,720.00	
3031090070030	3562 NW 79 St	JUSTA O AGUIAR TRS ANGEL D AGUIAR SR TRS	52,272	0.5	\$26,136.00	\$2,613.60	\$5,227.20	\$7,840.80	\$10,454.40	\$13,068.00	\$15,681.60	\$18,295.20	\$20,908.80	\$23,522.40	\$26,136.00	
3031090000100	3195 NW 79 St	SUNSHINE GASOLINE DISTR INC	44,222	0.3	\$13,266.60	\$2,211.10	\$4,422.20	\$6,633.30	\$8,844.40	\$11,055.50	\$13,266.60	\$15,477.70	\$17,688.80	\$19,899.90	\$22,111.00	
3031100180090	2451 NW 79 St	FOUNDATION CAPITAL RESOURCES INC	42,760	0	\$0.00	\$2,138.00	\$4,276.00	\$6,414.00	\$8,552.00	\$10,690.00	\$12,828.00	\$14,966.00	\$17,104.00	\$19,242.00	\$21,380.00	
3031100480020	2615 NW 79 St	SO BELL TEL & TEL CO TAX ADM OFFICE	40,946	1	\$40,946.00	\$2,047.30	\$4,094.60	\$6,141.90	\$8,189.20	\$10,236.50	\$12,283.80	\$14,331.10	\$16,378.40	\$18,425.70	\$20,473.00	
3031100571990	2280 NW 79 St	MIAMI-DADE COUNTY HCD	40,123	0	\$0.00	\$2,006.15	\$4,012.30	\$6,018.45	\$8,024.60	\$10,030.75	\$12,036.90	\$14,043.05	\$16,049.20	\$18,055.35	\$20,061.50	
3031100180100	2497 NW 79 St	79TH STREET HOMERUN LLC	36,068	0.15	\$5,410.20	\$1,803.40	\$3,606.80	\$5,410.20	\$7,213.60	\$9,017.00	\$10,820.40	\$12,623.80	\$14,427.20	\$16,230.60	\$18,034.00	
3031090300070	3650 NW 79 St	LUCKY LOT LLC	36,000	0.01	\$360.00	\$1,800.00	\$3,600.00	\$5,400.00	\$7,200.00	\$9,000.00	\$10,800.00	\$12,600.00	\$14,400.00	\$16,200.00	\$18,000.00	
3031100450030	2500 NW 79 St	AUTOZONE STORES INC	34,866	0	\$348.66	\$1,743.30	\$3,486.60	\$5,229.90	\$6,973.20	\$8,716.50	\$10,459.80	\$12,203.10	\$13,946.40	\$15,689.70	\$17,433.00	
3031100571870	2275 NW 79 St	NEW SEVENTY NINTH STREETW 79 ST WORD CHURCH INTERNATIONAL INC	33,728	0	\$0.00	\$1,686.40	\$3,372.80	\$5,059.20	\$6,745.60	\$8,432.00	\$10,118.40	\$11,804.80	\$13,491.20	\$15,177.60	\$16,864.00	
3031090260512	3325 NW 79 St	SCARLET CONSTRUCTION INC	33,260	0.15	\$4,989.00	\$1,663.00	\$3,326.00	\$4,989.00	\$6,652.00	\$8,315.00	\$9,978.00	\$11,641.00	\$13,304.00	\$14,967.00	\$16,630.00	
3031090260522	3451 NW 79 St	ANTONIO RODRIGUEZ	33,246	0.3	\$9,973.80	\$1,662.30	\$3,324.60	\$4,986.90	\$6,649.20	\$8,311.50	\$9,973.80	\$11,636.10	\$13,298.40	\$14,960.70	\$16,623.00	
3031100571960	2200 NW 79 St	FLAGAMI LAND CORP	32,000	0.3	\$9,600.00	\$1,600.00	\$3,200.00	\$4,800.00	\$6,400.00	\$8,000.00	\$9,600.00	\$11,200.00	\$12,800.00	\$14,400.00	\$16,000.00	
3031090150070	2980 NW 79 St	J BAR J LLC	30,619	0.15	\$4,592.85	\$1,530.95	\$3,061.90	\$4,592.85	\$6,123.80	\$7,654.75	\$9,185.70	\$10,716.65	\$12,247.60	\$13,778.55	\$15,309.50	
3031090000380	3660 NW 79 St	TORRES & CABRERA INVEST INC	29,905	0.01	\$299.05	\$1,495.25	\$2,990.50	\$4,485.75	\$5,981.00	\$7,476.25	\$8,971.50	\$10,466.75	\$11,962.00	\$13,457.25	\$14,952.50	
3031090000675	Not Available	MIAMI DADE COUNTY MIAMI DADE TRANSIT	29,733	0	\$0.00	\$1,486.65	\$2,973.30	\$4,459.95	\$5,946.60	\$7,433.25	\$8,919.90	\$10,406.55	\$11,893.20	\$13,379.85	\$14,866.50	
3031100571941	2300 NW 79 ST	PAULINA S COUCH	29,664	0.5	\$14,832.00	\$1,483.20	\$2,966.40	\$4,449.60	\$5,932.80	\$7,416.00	\$8,899.20	\$10,382.40	\$11,865.60	\$13,348.80	\$14,832.00	
3031090180340	7985 NW 37 Ave	CITRUS HEALTH NETWORK INC	29,400	0.1	\$2,940.00	\$1,470.00	\$2,940.00	\$4,410.00	\$5,880.00	\$7,350.00	\$8,820.00	\$10,290.00	\$11,760.00	\$13,230.00	\$14,700.00	
3031090190020	3030 NW 79 St	J N L SYSTEMS LLC	29,000	0.55	\$15,950.00	\$1,450.00	\$2,900.00	\$4,350.00	\$5,800.00	\$7,250.00	\$8,700.00	\$10,150.00	\$11,600.00	\$13,050.00	\$14,500.00	
3031090150060	2972 NW 79 St	79 NORTHSIDE TOWN STATION LLC	28,626	0.01	\$286.26	\$1,431.30	\$2,862.60	\$4,293.90	\$5,725.20	\$7,156.50	\$8,587.80	\$10,019.10	\$11,450.40	\$12,881.70	\$14,313.00	
3031100450020	7879 NW 79 St	SHAHIN HASSAN	28,029	0.6	\$16,817.40	\$1,401.45	\$2,802.90	\$4,204.35	\$5,605.80	\$7,007.25	\$8,408.70	\$9,810.15	\$11,211.60	\$12,613.05	\$14,014.50	
3031100571860	2203 NW 79 St	M & M ZIUR CORP	28,000	0.15	\$4,200.00	\$1,400.00	\$2,800.00	\$4,200.00	\$5,600.00	\$7,000.00	\$8,400.00	\$9,800.00	\$11,200.00	\$12,600.00	\$14,000.00	
3031090260520	3525 NW 79 St	MORIAH PROPERTY MANAGEMENT INC	27,795	0.2	\$5,559.00	\$1,389.75	\$2,779.50	\$4,169.25	\$5,559.00	\$6,948.75	\$8,338.50	\$9,728.25	\$11,118.00	\$12,507.75	\$13,897.50	
3031090150011	2900 NW 79 St	79 NORTHSIDE TOWN STATION LLC	26,350	0.01	\$263.50	\$1,317.50	\$2,635.00	\$3,952.50	\$5,270.00	\$6,587.50	\$7,905.00	\$9,222.50	\$10,540.00	\$11,857.50	\$13,175.00	
3031090150040	2950 NW 79 St	79 NORTHSIDE TOWN STATION LLC	26,165	0.01	\$261.65	\$1,308.25	\$2,616.50	\$3,924.75	\$5,233.00	\$6,541.25	\$7,849.50	\$9,157.75	\$10,466.00	\$11,774.25	\$13,082.50	
3031100530940	7910 NW 22 Ave	M & M ZIUR CORP	25,600	0.1	\$2,560.00	\$1,280.00	\$2,560.00	\$3,840.00	\$5,120.00	\$6,400.00	\$7,680.00	\$8,960.00	\$10,240.00	\$11,520.00	\$12,800.00	
3031090000591	2770 NW 79 St	MERCLASSICS INC	23,800	0.1	\$2,380.00	\$1,190.00	\$2,380.00	\$3,570.00	\$4,760.00	\$5,950.00	\$7,140.00	\$8,330.00	\$9,520.00	\$10,710.00	\$11,900.00	
3031100510040	2400 NW 79 St	SRS AUTO SALES CORP	23,772	0.3	\$7,131.60	\$1,188.60	\$2,377.20	\$3,565.80	\$4,754.40	\$5,943.00	\$7,131.60	\$8,320.20	\$9,508.80	\$10,697.40	\$11,886.00	
3031100500020	2428 NW 79 St	DYNAMIC ASSOCIATION LLC	23,563	0.3	\$7,068.90	\$1,178.15	\$2,356.30	\$3,534.45	\$4,712.60	\$5,890.75	\$7,068.90	\$8,247.05	\$9,425.20	\$10,603.35	\$11,781.50	
3031100571970	2228 NW 79 St	MIAMI-DADE COUNTY HCD	23,200	0	\$0.00	\$1,160.00	\$2,320.00	\$3,480.00	\$4,640.00	\$5,800.00	\$6,960.00	\$8,120.00	\$9,280.00	\$10,440.00	\$11,600.00	
3031090260511	3305 NW 79 St	HOT WHEELS AUTO BROKERS INC	22,500	0.1	\$2,250.00	\$1,125.00	\$2,250.00	\$3,375.00	\$4,500.00	\$5,625.00	\$6,750.00	\$7,875.00	\$9,000.00	\$10,125.00	\$11,250.00	
3031090270260	3201 NW 79 St	HERNSKI INC	22,050	0.3	\$6,615.00	\$1,102.50	\$2,205.00	\$3,307.50	\$4,410.00	\$5,512.50	\$6,615.00	\$7,717.50	\$8,820.00	\$9,922.50	\$11,025.00	
3031100480110	2501 NW 79 St	SYNERGY CONSULTANTS GROUP LLC TRS LAND TRUST SCG723	21,672	0.1	\$2,167.20	\$1,083.60	\$2,167.20	\$3,250.80	\$4,334.40	\$5,418.00	\$6,501.60	\$7,585.20	\$8,668.80	\$9,752.40	\$10,836.00	
3031090000590	Not Available	MERCLASSICS INC	20,952	0.01	\$209.52	\$1,047.60	\$2,095.20	\$3,142.80	\$4,194.40	\$5,238.00	\$6,285.60	\$7,333.20	\$8,380.80	\$9,428.40	\$10,476.00	
3031100510010	2490 NW 79 St	SPIRIT SPE PORTFOLIO 2004-6 LLC	20,928	0.1	\$2,092.80	\$1,046.40	\$2,092.80	\$3,139.20	\$4,185.60	\$5,232.00	\$6,278.40	\$7,324.80	\$8,371.20	\$9,417.60	\$10,464.00	
3031090300010	3590 NW 79 St	ALBERTO MENDOZA	20,240	0.1	\$2,024.00	\$1,012.00	\$2,024.00	\$3,036.00	\$4,048.00	\$5,060.00	\$6,072.00	\$7,084.00	\$8,096.00	\$9,108.00	\$10,120.00	
3031090050163	2963 NW 79 St	79 NORTHSIDE TOWN STATION LLC	17,750	0.01	\$177.50	\$887.50	\$1,775.00	\$2,662.50	\$3,550.00	\$4,437.50	\$5,325.00	\$6,212.50	\$7,100.00	\$7,987.50	\$8,875.00	

This snapshot of the assessed projections is organized by lot size from largest to smallest parcel owner.

FOLIO	Address	Owner	LotSize	Assessment	Variable/SqFt Assessment	0.05/sqft Assessment	0.10/SqFt Assessment	0.15/SqFt Assessment	0.20/SqFt Assessment	0.25/SqFt Assessment	0.30/SqFt Assessment	0.35/sqft Assessment	0.40/SqFt Assessment	0.45/SqFt Assessment	0.50/SqFt Assessment
3031100480010	7901 NW 27 Ave	DAVID W SOUTHWELL TRS 7901 NW 27TH AVENUE LAND TRUST	17,114	0.1	\$1,711.40	\$855.70	\$1,711.40	\$2,567.10	\$3,422.80	\$4,278.50	\$5,134.20	\$5,989.90	\$6,845.60	\$7,701.30	\$8,557.00
3031090150030	Not Available	79 NORTHSIDE TOWN STATION LLC	17,111	0.01	\$171.11	\$855.55	\$1,711.10	\$2,566.65	\$3,422.20	\$4,277.75	\$5,133.30	\$5,988.85	\$6,844.40	\$7,699.95	\$8,555.50
3031090260523	3345 NW 79 St	VF 79 LLC	16,650	0.5	\$8,325.00	\$832.50	\$1,665.00	\$2,497.50	\$3,330.00	\$4,162.50	\$4,995.00	\$5,827.50	\$6,660.00	\$7,492.50	\$8,325.00
3031090270250	3221 NW 79 St	MELISA CAMPOS (JTRS) CAROLISA HARVILAND (JTRS) CARLOS V CAMPOS (JTRS)	16,645	0.1	\$1,664.50	\$832.25	\$1,664.50	\$2,496.75	\$3,329.00	\$4,161.25	\$4,993.50	\$5,825.75	\$6,658.00	\$7,490.25	\$8,322.50
3031090260510	3491 NW 79 St	TERRA HOLDINGS LLC	16,632	0.5	\$8,316.00	\$831.60	\$1,663.20	\$2,494.80	\$3,326.40	\$4,158.00	\$4,989.60	\$5,821.20	\$6,652.80	\$7,484.40	\$8,316.00
3031090180660	3601 NW 79 St	METAMAX LLC	14,772	0.3	\$4,431.60	\$738.60	\$1,477.20	\$2,215.80	\$2,954.40	\$3,693.00	\$4,431.60	\$5,170.20	\$5,908.80	\$6,647.40	\$7,386.00
3031100500010	2451 NW 78 St	PROFILE REALTY INC TRS 18975 LAND TRUST	12,750	0.01	\$127.50	\$637.50	\$1,275.00	\$1,912.50	\$2,550.00	\$3,187.50	\$3,825.00	\$4,462.50	\$5,100.00	\$5,737.50	\$6,375.00
3031100180080	2401 NW 79 St	ROLDAN RUDY MENDEZ	12,650	0.2	\$2,530.00	\$632.50	\$1,265.00	\$1,897.50	\$2,530.00	\$3,162.50	\$3,795.00	\$4,427.50	\$5,060.00	\$5,692.50	\$6,325.00
3031090190050	3072 NW 79 St	EMILIO ACOSTA & W SUSANA	11,600	0.1	\$1,160.00	\$580.00	\$1,160.00	\$1,740.00	\$2,320.00	\$2,900.00	\$3,480.00	\$4,060.00	\$4,640.00	\$5,220.00	\$5,800.00
3031090180520	3645 NW 79 St	LAZARO TORRES	10,729	0.3	\$3,218.70	\$536.45	\$1,072.90	\$1,609.35	\$2,145.80	\$2,682.25	\$3,218.70	\$3,755.15	\$4,291.60	\$4,828.05	\$5,364.50
3031100571900	2391 NW 79 St	LSN PROPERTIES LLC	9,900	0.01	\$99.00	\$495.00	\$990.00	\$1,485.00	\$1,980.00	\$2,475.00	\$2,970.00	\$3,465.00	\$3,960.00	\$4,455.00	\$4,950.00
3031090000030	Not Available	TORRES & CABRERA INVEST INC	9,100	0.01	\$91.00	\$455.00	\$910.00	\$1,365.00	\$1,820.00	\$2,275.00	\$2,730.00	\$3,185.00	\$3,640.00	\$4,095.00	\$4,550.00
3031100180050	Not Available	LAS REINAS HOLDINGS LLC	8,625	0.01	\$86.25	\$431.25	\$862.50	\$1,293.75	\$1,725.00	\$2,156.25	\$2,587.50	\$3,018.75	\$3,450.00	\$3,881.25	\$4,312.50
3031090370010	3150 NW 79 St	MIAMI-DADE COUNTY MIAMI-DADE TRANSIT	8,034	0	\$0.00	\$401.70	\$803.40	\$1,205.10	\$1,606.80	\$2,008.50	\$2,410.20	\$2,811.90	\$3,213.60	\$3,615.30	\$4,017.00
3031100571880	2201 NW 79 St	M & M ZIUR CORP	8,000	0.15	\$1,200.00	\$400.00	\$800.00	\$1,200.00	\$1,600.00	\$2,000.00	\$2,400.00	\$2,800.00	\$3,200.00	\$3,600.00	\$4,000.00
3031090260514	3321 NW 79 St	PABLO A PENA RODOLFO G LAGE	7,500	0.3	\$2,250.00	\$375.00	\$750.00	\$1,125.00	\$1,500.00	\$1,875.00	\$2,250.00	\$2,625.00	\$3,000.00	\$3,375.00	\$3,750.00
3031090190010	3000 NW 79 St	JOSE L PEREZ & W LOURDES	7,076	0.3	\$2,122.80	\$353.80	\$707.60	\$1,061.40	\$1,415.20	\$1,769.00	\$2,122.80	\$2,476.60	\$2,830.40	\$3,184.20	\$3,538.00
3031100180060	2417 NW 79 St	JUNE MALDEN JEANNE E MALDEN JUNE EASBELLA MALDEN	6,900	0	\$0.00	\$345.00	\$690.00	\$1,035.00	\$1,380.00	\$1,725.00	\$2,070.00	\$2,415.00	\$2,760.00	\$3,105.00	\$3,450.00
3031100480100	Not Available	RUSOL AND CO INC TRS	5,875	0.01	\$58.75	\$293.75	\$587.50	\$881.25	\$1,175.00	\$1,468.75	\$1,762.50	\$2,056.25	\$2,350.00	\$2,643.75	\$2,937.50
3031100180070	2409 NW 79 St	2409 LLC	5,865	0	\$0.00	\$293.25	\$586.50	\$879.75	\$1,173.00	\$1,466.25	\$1,759.50	\$2,052.75	\$2,346.00	\$2,639.25	\$2,932.50
3031090190030	Not Available	30 GRAN VILLA LLC	5,800	0.01	\$58.00	\$290.00	\$580.00	\$870.00	\$1,160.00	\$1,450.00	\$1,740.00	\$2,030.00	\$2,320.00	\$2,610.00	\$2,900.00
3031090190040	3060 NW 79 St	3058 60 GRAN VILLA LLC	5,800	0.2	\$1,160.00	\$290.00	\$580.00	\$870.00	\$1,160.00	\$1,450.00	\$1,740.00	\$2,030.00	\$2,320.00	\$2,610.00	\$2,900.00
3031100531020	2375 NW 79 St	LSN PROPERTIES LLC	4,500	0.01	\$45.00	\$225.00	\$450.00	\$675.00	\$900.00	\$1,125.00	\$1,350.00	\$1,575.00	\$1,800.00	\$2,025.00	\$2,250.00
3031090150010	Not Available	79 NORTHSIDE TOWN STATION LLC	4,221	0.01	\$42.21	\$211.05	\$422.10	\$633.15	\$844.20	\$1,055.25	\$1,266.30	\$1,477.35	\$1,688.40	\$1,899.45	\$2,110.50
3031090180410	Not Available	RAYDEL CABALE MAGALY B MORAN	4,162	0.01	\$41.62	\$208.10	\$416.20	\$624.30	\$832.40	\$1,040.50	\$1,248.60	\$1,456.70	\$1,664.80	\$1,872.90	\$2,081.00
3031100480090	2531 NW 79 St	EVERGLADES TERRACE	4,125	0.1	\$412.50	\$206.25	\$412.50	\$618.75	\$825.00	\$1,031.25	\$1,237.50	\$1,443.75	\$1,650.00	\$1,856.25	\$2,062.50
3031100510030	Not Available	AMERICAN EDUCATION TOURS INC	4,100	0.55	\$2,255.00	\$205.00	\$410.00	\$615.00	\$820.00	\$1,025.00	\$1,230.00	\$1,435.00	\$1,640.00	\$1,845.00	\$2,050.00
3031090180500	3663 NW 79 St	NAHIL PEREZ	4,038	0.05	\$201.90	\$201.90	\$403.80	\$605.70	\$807.60	\$1,009.50	\$1,211.40	\$1,413.30	\$1,615.20	\$1,817.10	\$2,019.00
3031090180370	3699 NW 79 St	RAYDEL CABALE MAGALY B MORAN	4,028	0.3	\$1,208.40	\$201.40	\$402.80	\$604.20	\$805.60	\$1,007.00	\$1,208.40	\$1,409.80	\$1,611.20	\$1,812.60	\$2,014.00
3031100510060	2416 NW 79 St	PROFILE REALTY INC TRS 18975 LAND TRUST	3,650	0.01	\$36.50	\$182.50	\$365.00	\$547.50	\$730.00	\$912.50	\$1,095.00	\$1,277.50	\$1,460.00	\$1,642.50	\$1,825.00
3031100510050	Not Available	SPIRIT SPE PORTFOLIO 2004-6 LLC	3,650	0.01	\$36.50	\$182.50	\$365.00	\$547.50	\$730.00	\$912.50	\$1,095.00	\$1,277.50	\$1,460.00	\$1,642.50	\$1,825.00
3031090000031	Not Available	TORRES & CABRERA INVEST INC	3,500	0.01	\$35.00	\$175.00	\$350.00	\$525.00	\$700.00	\$875.00	\$1,050.00	\$1,225.00	\$1,400.00	\$1,575.00	\$1,750.00
3031090000361	Not Available	LUCKY LOT LLC	3,000	0.01	\$30.00	\$150.00	\$300.00	\$450.00	\$600.00	\$750.00	\$900.00	\$1,050.00	\$1,200.00	\$1,350.00	\$1,500.00
3031100531030	3663 NW 79 St	MIAMI-DADE COUNTY MIAMI-DADE HOUSING AGENCY	2,250	0	\$0.00	\$112.50	\$225.00	\$337.50	\$450.00	\$562.50	\$675.00	\$787.50	\$900.00	\$1,012.50	\$1,125.00
3031100531040	Not Available	MIAMI-DADE COUNTY MIAMI-DADE HOUSING AGENCY	2,250	0	\$0.00	\$112.50	\$225.00	\$337.50	\$450.00	\$562.50	\$675.00	\$787.50	\$900.00	\$1,012.50	\$1,125.00
3031090180400	Not Available	RAYDEL CABALE MAGALY B MORAN	2,150	0.01	\$21.50	\$107.50	\$215.00	\$322.50	\$430.00	\$537.50	\$645.00	\$752.50	\$860.00	\$967.50	\$1,075.00
3031090180380	Not Available	RAYDEL CABALE MAGALY B MORAN	2,150	0.01	\$21.50	\$107.50	\$215.00	\$322.50	\$430.00	\$537.50	\$645.00	\$752.50	\$860.00	\$967.50	\$1,075.00
3031090180390	Not Available	RAYDEL CABALE MAGALY B MORAN	2,150	0.01	\$21.50	\$107.50	\$215.00	\$322.50	\$430.00	\$537.50	\$645.00	\$752.50	\$860.00	\$967.50	\$1,075.00
3031090000295	Not Available	MIAMI DADE COUNTY WATER & SEWER DEPT	2,065	0	\$0.00	\$103.25	\$206.50	\$309.75	\$413.00	\$516.25	\$619.50	\$722.75	\$826.00	\$929.25	\$1,032.50
3031100510020	Not Available	PROFILE REALTY INC TRS 18975 LAND TRUST	2,050	0.55	\$1,127.50	\$102.50	\$205.00	\$307.50	\$410.00	\$512.50	\$615.00	\$717.50	\$820.00	\$922.50	\$1,025.00
3031100180071	Not Available	2409 LLC	1,035	0.01	\$10.35	\$51.75	\$103.50	\$155.25	\$207.00	\$258.75	\$310.50	\$362.25	\$414.00	\$465.75	\$517.50
3031090400020	Not Available	MIAMI DADE COUNTY WATER AND SEWER DEPT	293	0	\$0.00	\$14.65	\$29.30	\$43.95	\$58.60	\$73.25	\$87.90	\$102.55	\$117.20	\$131.85	\$146.50
3040350001052	6601 NW 72 Ave	MIAMI-DADE COUNTY MIAMI-DADE TRANSIT	0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3040350001052		MIAMI-DADE COUNTY MIAMI-DADE TRANSIT	0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3040350001052		MIAMI-DADE COUNTY MIAMI-DADE TRANSIT	0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3031090000400	Not Available	F E C RY	0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Projected Tax Income:					\$693,986.09	\$337,986.25	\$675,972.50	\$1,013,958.75	\$1,351,945.00	\$1,689,931.25	\$2,027,917.50	\$2,365,903.75	\$2,703,890.00	\$3,041,876.25	\$3,379,862.50

Variable Tax
Income:
\$698,986.09

Set Tax Income
Varies from:
\$337,986.25-
\$3,379,862.50



Below are three proposed models for how taxes should be collected once the BID is established. It is assumed here that if the BID approval process can be completed by August of 2021 that property taxes could be collected and allocated in Fall of 2021.

Option A:


- Years 1-2: A fixed rate of \$0.05/sqft would generate \$337,986.25
- Years 3-4: Reassess and move to a variable tax rate generating \$698,986.09
- Reassess every year thereafter

Option B:

- Years 1-2: A variable tax rate that will generate \$698,986.09
- Years 3: Reassess
- Reassess every year thereafter

Option C:

- Years 1-2: A fixed tax rate of \$0.05/sqft would generate \$337,986.25.
- Year 3: Reassess
- Reassess every year thereafter



How will the Business Improvement operate and what services will it provide? The recommended tax approach is a hybrid model combining both fixed and dynamic rates. Below are a couple of proposed steps that the BID could take in its first 2 years.

Year 1:

- Board of Directors hires BID Manager (\$60,000)
- BID Manager hires 1 part-time administrator (\$20,000) and coordinates to hire interns through local colleges.
- BID Manager coordinates with County CRA Staff and Code Enforcement to address coordinated cleaning strategy for the BID
- BID Manager plans a beautification campaign with County DOT and Parks (\$10,000)
- BID manager coordinates with 79th St Corridor Initiative, CRA Staff, BID board and property owners to develop a marketing campaign. (\$10,000)

Year 2:

- Execute Beautification campaign
- Execute Marketing campaign (\$30,000)
- Identify and pursue new streams of revenue (improve metered parking and find monetizing opportunities to continue to drive visual improvements and the establishment of the area as a more desirable retail, live and work community.

DRAFT

79TH ST BUSINESS IMPROVEMENT DISTRICT

Let's make business on 79th St better together!

What is a Business Improvement District?

- A business improvement district (BID) is a defined area within which businesses are required to pay an additional tax (or levy) in order to fund projects within the district's boundaries. There over 1,000 BIDs across the United States.
- The BID is often funded primarily through the levy but can also draw on other public and private funding streams. BIDs may go by other names, such as business improvement area (BIA), business revitalization zone (BRZ), community improvement district (CID), special services area (SSA), or special improvement district (SID).
- These districts typically fund services which are perceived by some businesses as being inadequately performed by government with its existing tax revenues, such as cleaning streets, providing security, making capital improvements, construction of pedestrian and streetscape enhancements, and marketing the area.
- The services provided by BIDs are supplemental to those already provided by the county.

Who benefits from of a BID?

- A BID provides business area merchants with the resources to develop marketing campaigns, increase awareness and enhance public improvement projects in partnership with the City.
- An organized business community can work more effectively to create positive change and increase support for businesses in the area.
- Across the United States there are more than 1,000 BID associations working closely with elected officials and City staff to voice collective concerns, monitor business regulations and obtain funding and support for their business development projects.
- Projects in the 79th St could include streetscape, lighting, safety, and generally creating a corridor identity that will benefit all businesses within the district.
- In difficult times like these, a BID can become an important resource in identifying information and resources to benefit all property owners involved.

Why create a BID

An assessment of property owners and business operators conducted by the 79th St Coalition for Change in 2015 identified the following potential programs that would contribute to increasing business in the 79th St Corridor:

- Beautification of the corridor
- Upgrading infrastructure (sewer, water, internet access)
- Promoting temporary use and permanent redevelopment of underutilized vacant parcels
- Commercial façade improvements
- Improving insufficient bus shelters
- Developing a marketing plan for the community and its assets including industrial area/Free Trade Zone designation
- Trainings that help connect local businesses to current and future economic development opportunities.
- Connecting the area to the arts and other cultural activities in Miami Dade County.


How is a BID created?

- *The role of coordinating activities can be delegated to a BID Director, who would be responsible for coordinating with the business owners, and carrying out the agreed upon tasks.*
- *BIDs are considered self-taxing districts. This means that you would agree to allocate a portion of your property taxes to pay in to a joint BID account, which would generate funds to pay for services.*



STEP 3

- Prepare and administer a survey to those property owners to determine their interest in forming the BID. This includes the creation of the survey and a coordinated outreach strategy that may involve direct (virtual meetings) and indirect communication methods (mailers, e-mails, calls).
- Geo-Urban Consulting is coordinating with the 79th St Initiative team to coordinate a virtual meeting. will work to be held in late October or early November.



Winter/Spring of 2021: A gathering of property owners will have to be organized to determine their appetite for starting the BID. A majority of 50% +1 of the property owners voting in favor is required for the approval of the BID formation by the Miami-Dade Board of County Commissioners.

In order to conduct a successful meeting, it will be important to have delivered these materials and some general introduction to the benefits of a BID for property owners. It is critical that we remain sensitive to the potential burden that owners may be facing, in light of the ‘unprecedented’ economic challenges that the COVID-19 pandemic has placed on everyone.



A marketing campaign will begin in February of 2020 that will include:

- A letter mailed to the mailing address on file detailing inviting property owners to a meeting to discuss the formation of a Business Improvement District with a one-page infographic detailing the benefits of a BID and information on how to get more information.
- A website illustrating the BID Map boundaries, and the purposes for forming a BID.
- Coordinate a social media panel with operators of other local BIDs where they talk about the pros and cons of BIDs. This should be scheduled for a date in March and recorded to made available for anyone unable to attend to have access to the material.
- A survey to be administered and made available via the website and mailed to the property owners address on file.



STEP 4

- Geo-Urban Consulting will prepare a report to be submitted to the NW 79th St CRA staff summarizing the findings and the results of the vote.

The Approval Process

Once a plan has been drafted and presented through a public forum to the community. Feedback can be gathered and amendments made, if needed. A plan drafted by the steering committee keeps it on task and congruent with the committees vision for the BID. Again, this assumes the steering committee enjoys preexisting support from the community it represents, and acts as a representative body for the community. Once the plan has been presented to the County (in this circumstance), and the BID is chartered, the County will poll the property owners in said BID to get a final approval on the assessments and the creation of the new organization.

The approval of the special district in Miami-Dade County is governed by Chapter 189, so that there is cooperation and coordination between the special district and units of general purpose government for the jurisdiction which they are a part of. Per F.S. 189.02, dependent special districts must comply with the following:

Creation

- A. A charter for the creation of a dependent special district created after September 30, 1989, shall be adopted only by ordinance of a county or municipal governing body having jurisdiction over the area affected.
- B. A county is authorized to create dependent special districts within the boundary lines of the county, subject to the approval of the governing body of the incorporated area affected.
- C. Dependent special districts created by a county or municipality shall be created by adoption of an ordinance that includes:
 - a. The purpose, powers, functions, and duties of the district.
 - b. The geographic boundary limitations of the district.
 - c. The authority of the district.
 - d. An explanation of why the district is the best alternative.
 - e. The membership, organization, compensation, and administrative duties of the governing body.
 - f. (The applicable financial disclosure, noticing, and reporting requirements.
 - g. The methods for financing the district. A declaration that the creation of the district is consistent with the approved local government comprehensive plans.

Governing Body

The governing body may be appointed. If a dependent special district has an elected governing body, elections shall be conducted by the supervisor of elections of the County wherein the district is located in accordance with the Florida Election Code, chapters 97-106. There is no requirement to convert to an elected body.

Collection of Assessments

Special districts shall provide for the collection of annual non-ad valorem assessments in accordance with chapter 197 or monthly non-ad valorem assessments in accordance with chapter 170.

Oversight and Accountability

Special districts are subject to the oversight and accountability responsibilities as established in chapter 189. This includes education of newly appointed or elected members of district offices, filing appropriate reports and financial disclosure forms, cooperating with oversight and compliance by the County, and maintaining web based public access to the special district's activities.

Web Access Requirements

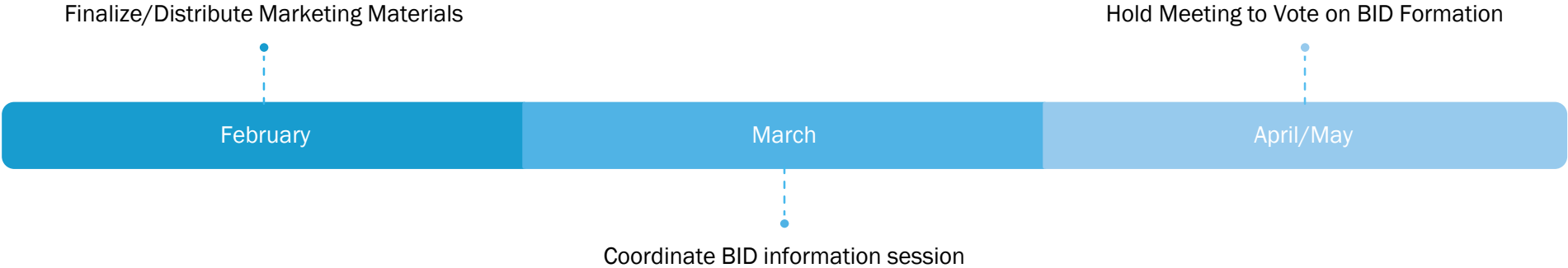
Beginning on October 1, 2015, or by the end of the first full fiscal year after its creation, each special district is required to maintain an official Internet website containing the information required in accordance with s. 189.016.

Dependent special districts shall be preeminently displayed on the home page of the Internet website of the local general-purpose government that created the special district with a hyperlink to such WebPages as are necessary to provide the required information. Dependent special districts may maintain a separate Internet website providing the information required by this section.

A special district must post the following information, at a minimum, on the district's official website:

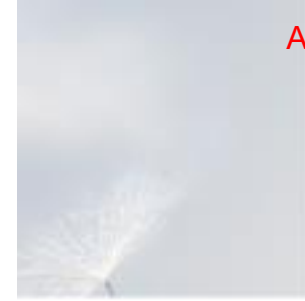
1. The full legal name of the special district.
2. The public purpose of the special district.
3. The name, address, e-mail address, and, if applicable, the term and appointing authority for each member of the governing body of the special district.
4. The fiscal year of the special district.
5. The full text of the special district's charter, the date of establishment, the establishing entity, and the statute or statutes under which the special district operates, if different from the statute or statutes under which the special district was established. Community development districts may reference chapter 190 as the uniform charter, but must include information relating to any grant of special powers.
6. The mailing address, e-mail address, telephone number, and Internet website uniform resource locator of the special district.
7. A description of the boundaries or service area of, and the services provided by, the special district.
8. A listing of all taxes, fees, assessments, or charges imposed and collected by the special district, including the rates or amounts for the fiscal year and the statutory authority for the levy of the tax, fee, assessment, or charge. For purposes of this subparagraph, charges do not include patient charges by a hospital or other health care provider.
9. The primary contact information for the special district for purposes of communication from the department.
10. A code of ethics adopted by the special district, if applicable, and a hyperlink to generally applicable ethics provisions.
11. The budget of each special district, in addition to amendments in accordance with s. 189.016.
12. The final, complete audit report for the most recent completed fiscal year, and audit reports required by law or authorized by the governing body of the special district.

TIMELINE TO COMPLETE BID ESTABLISHMENT PROCESS





Hernan Guerrero Applewhite, MSCRP, March
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(917) 279-1424



Promoting the financial self sufficiency and accumulation of assets by low & moderate income individuals & families in South Florida via opportunities to make, save and manage money.



About PSE

- Community Based Financial Institution (CDFI)
- SBA Intermediary Lender
- Intermediary for several counties & municipalities
- Department of Health & Human Services
IDA Partner

Our Solutions:

01

Training

Group training from idea stage through expansion

02

Technical Assistance

Professionally led technical assistance

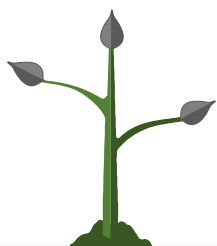
03

Loans

Start up through expansion .

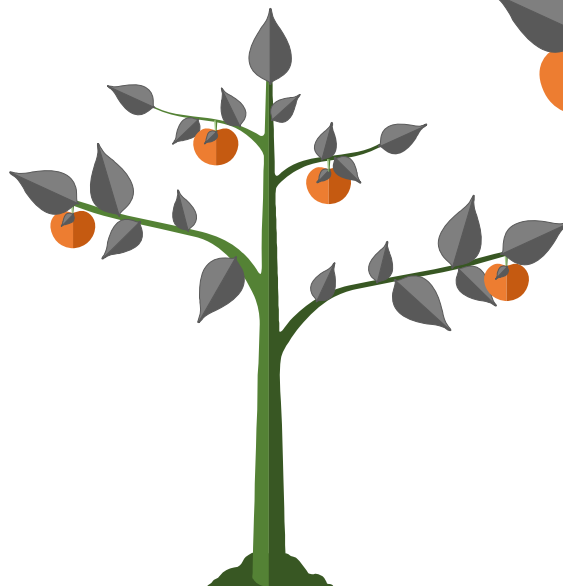


Our Approach



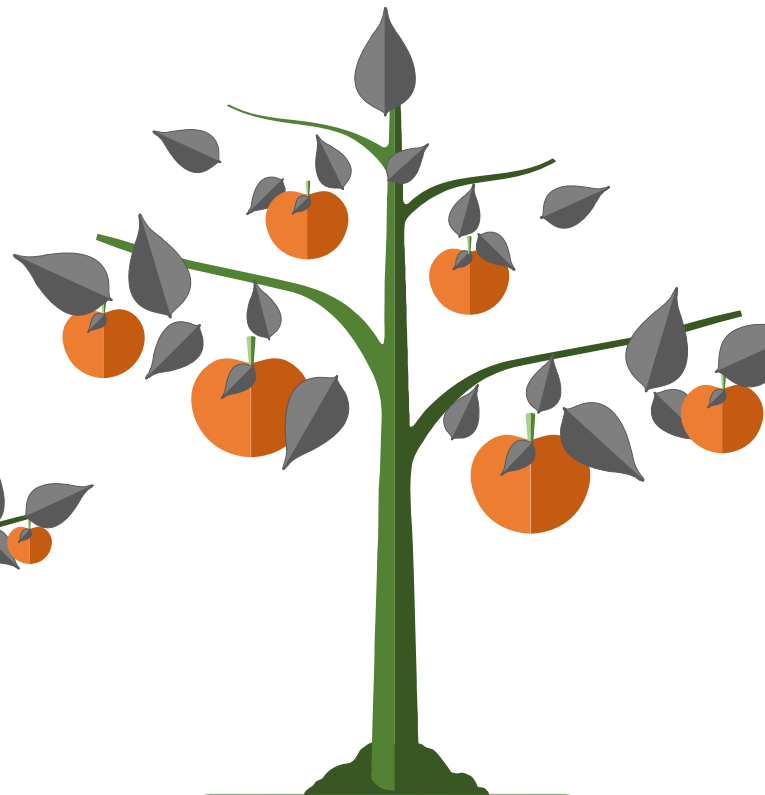
Training & TA

Professionally Led
Training & TA for
Start-Ups &
Expanding
Businesses.



Peer Loans

Loans in a Peer
Group up to \$15K
No Credit No
Collateral



Direct Loans

Expansion Loans up
to \$50K Preparing
Businesses to
Graduate to
Mainstream Banking



Original Program Design

- 1. The Transportation Industry (explanation of sub-industries such as tourism, health care, products, children and elderly...)**
- 2. License / Certification Requirements**
- 3. Outside Training Resources (CDL - First Aid, Haz Mat...) as required for transportation**
- 4. Insurance Requirements**
- 5. Industry Professionals - How to be Successful in Transportation - Part 1**
- 6. Industry Professionals - How to be Successful in Transportation - Part 2**



Program Design 2.0

COHORT 1 (Logistics)

COHORT 2 (Transportation)

Session 1 SUPPLY CHAIN PRINCIPLES

Session 1 OVERVIEW OF
TRANSPORTATION INDUSTRY (Includes
Industry Specific Resume)

Session 2 WAREHOUSING OPERATIONS

Session 2 TRANSPORTATION INDUSTRY
REQUIREMENTS

Session 3 INVENTORY MANAGEMENT

Session 3 TRANSPORTATION INDUSTRY
REQUIREMENTS

Session 4 CUSTOMER SERVICE
OPERATIONS

Session 4 SUCCESS IN TRANSPORTATION
cont.



Why the Changes to the Program

01 Increase Success Rate

**02 More Marketable Skills
for Participants**

**03 Jobs in the Warehouse
Field are plentiful now
at \$16-29 per hour**

**04 More Options for those
Wanting To Start a
Business**

**05 Opens up the
Opportunity for More
Participants (women
and older people)**



Professional Program Delivery

OUR TRAINERS

Tosca Carroll has more than 30 years of experience conducting classroom, virtual, and field training as a corporate trainer, vocational education trainer, and owner of Carroll & Company Real Estate. As a vocational trainer, she is certified as an instructor and proctor for the Council of Supply Chain Management Professionals (CSCMP), National Retail Federation, and by independent agencies for OSHA Safety, Microsoft Digital Literacy. Shee attended Florida A&M University and is a nationally recognized dance instructor as well.

Steven Loibl has instructed and monitored students across a variety of content areas including Supply Chain Management, OSHA Safety, Digital Literacy, and Employability Skills. As a Corporate Trainer he has prepared and delivered lectures online and at ground campuses, focusing on: Human Capital Management, Organizational Leadership, Operations Management, Supply Chain Management, Procurement, Inventory Management, Marketing, and Customer Relations. He has administered measurement tools, in classroom and online, to evaluate results of student learning. He holds a Masters of Business Administration (MBA) degree and is a veteran of the United States Air Force.



Where this Program fits into the Creation of a Business Culture

