

NW 79TH STREET  
COMMUNITY REDEVELOPMENT AGENCY

---

# ANNUAL REPORT



Fiscal Year Oct. 1, 2021 – Sept. 30, 2022

# 2022

Pursuant to Chapter 163.356(3) of the Florida Statutes, the Community Redevelopment Agency (CRA) of the NW 79th Street Corridor must file with its governing body Miami-Dade County (County) on or before March 31st of each year. Detailed in the enclosed is a report of its activity for the preceding fiscal year.

# Table of Contents



# S T R U C T U R E

- 01.  
Table of Contents
- 02.  
Introduction
- 03.  
CRA Background & History  
Board of Commissioners
- 04.  
CRA Boundary Map &  
Redevelopment Plan
- 05.  
CRA Board of Commissioners
- 06.  
Interlocal Agreement
- 07.  
Assessed Value Through  
The Years/Adopted Budget
- 08.  
Strategic Planning
- 09.  
Government-Wide  
Financial Analysis
- 10.  
Look Ahead

# 02. INTRODUCTION

Pursuant to Chapter 163.356(3) of the Florida Statutes, the Community Redevelopment Agency (CRA) of the NW 79th Street Corridor must file with its governing body Miami-Dade County (County) on or before March 31st of each year. Detailed in the enclosed is a report of its activity for the preceding fiscal year.

A Community Redevelopment Agency is a public entity that finances redevelopment within focused areas. Under Florida law (Chapter 163, Part III), local governments can designate areas as community redevelopment areas when certain conditions exist.

Pursuant to Chapter 163 of the Florida Statutes, the Community Redevelopment Agency (CRA) of the NW 79th Street Corridor must file with its governing body, Miami-Dade County (County), on or before March 31st of each year, a report of its activity for the preceding fiscal year. This report includes a complete financial statement setting forth the assets, liabilities, income, and operating expenses as of the end of the prior fiscal year (September 30, 2022).

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

Prepared By:  
Miami-Dade County, Office of Management & Budget  
Stephen P. Clark Government Center  
111 N.W. 1st Street, Suite 2210  
Miami, FL 33128  
Tel: (305) 375-5143 Fax: (305) 375-5168

[www.miamidade.gov/global/government/boards/northwest-79th-street-cra.page](https://www.miamidade.gov/global/government/boards/northwest-79th-street-cra.page)

# 03. CRA BACKGROUND AND HISTORY

---

Miami-Dade County is located along the southeast tip of the Florida peninsula, bounded by Biscayne Bay and the Atlantic Ocean to the east, Everglades National Park to the west, the Florida Keys to the south, and Broward County to the north. The total population served by the County is more than 2.8 million, including approximately 1.2 million that live in the Unincorporated Municipal Services Area (UMSA).

In accordance with the Community Redevelopment Act of 1969, the NW 79th Street Corridor CRA was established by Miami-Dade County (County) on May 5, 2009, when the Board of County Commissioners (BCC) adopted Resolution R-566-09, declaring the Area to be slum and blighted and approved the selection of a consultant to prepare a plan for the redevelopment of the Area in order to carry out the community redevelopment purposes of Chapter 163.

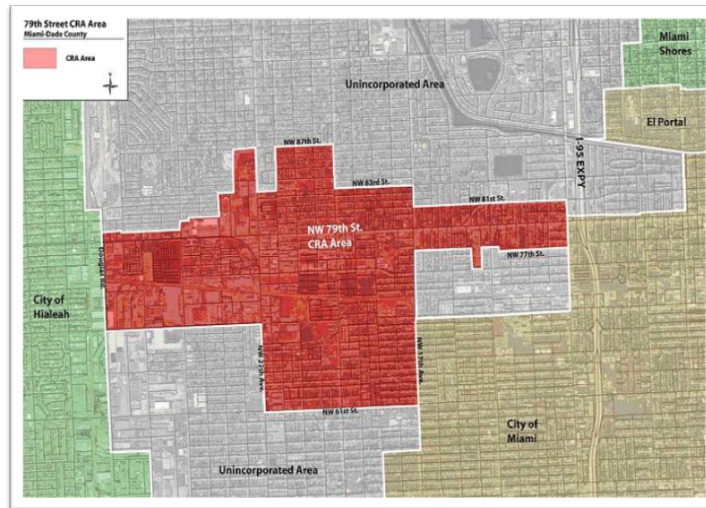
Additionally, the BCC adopted the following:

- Ordinance No. 11-52, dated July 19, 2011, established a redevelopment trust fund pursuant to Chapter 163, Florida Statutes, for deposit of tax increment revenues generated from the Redevelopment Area;
- Ordinance No. 11-55, dated July 19, 2011, appointed the members of the CRA Board;
- Resolution 604-11, dated July 19, 2011, approved the CRA Redevelopment Plan (Plan); and
- Resolution No. 95-12, dated January 24, 2012, approved execution of the Interlocal Agreement between the BCC and the CRA.

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

The CRA lies within UMSA in County Commission Districts 2 (Commissioner Jean Monestime) and 3 (Commissioner Keon Hardemon) and completed its twelfth year of operation in Fiscal Year 2021-2022. As we look ahead, the Redevelopment Plan will be reviewed and updated as the community changes, resources increase, additional partnerships are brokered, and new projects are identified by the CRA.

# 04. CRA BOUNDARY MAP/REDEVELOPMENT PLAN



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

The center portion, between NW 17th and NW 27th Avenues, widens considerably to extend to NW 61st Street on the south to NW 87th Street on the north, a distance of about one mile. The east end, east of NW 17th Avenue, is less than a thousand feet wide, and centered on 79th Street. The overall Area encompasses approximately 1,485 acres.

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

- Infill and Replacement Housing
  - Economic Development
- Infrastructure and Neighborhood Improvements
  - Grant and Financing Programs
  - Land Acquisition
- Planning and Land Use Regulation

In order to assist the CRA with implementation of its Plan, the CRA has released a series of requests for proposals throughout the years. The most recent competitive solicitations were issued in the Spring of 2021 and sought the services of an expansion feasibility firm, grants coordinator and marketing/branding firm.

As we look ahead, the Redevelopment Plan will be reviewed and updated as the community changes, resources increase, additional partnerships are brokered, and new projects are identified by the CRA.

# 05. CRA BOARD OF COMMISSIONERS

The Community Redevelopment Agency Board of Commissioners is comprised of volunteer professionals from the community with subject matter expertise in varying fields. In accordance with Ordinance 11-55, also adopted by the BCC on July 11, 2011, the CRA Board of Commissioners shall consist of not fewer than five (5) or more than nine (9) commissioners.

As we look ahead, the Redevelopment Plan will be reviewed and updated as the community changes, resources increase, additional partnerships are brokered, and new projects are identified by the CRA.

On July 24, 2018, via BCC Resolution 813-18, Francesca Menes was appointed to the CRA by then BCC Commission Chairman Jean Monestime (District 2). On October 2, 2018, BCC Resolution 1038-18 re-appointed Oliver L. Gross and Rasha Soray-Cameau to their second four-year terms and Demetrius Walton to his first four-year term. Further, Commissioner Audrey Edmonson (District 3) re-appointed Ronald E. Frazier to the Board on November 8, 2018 through Resolution 1186-18 for a second term.

On December 20, 2021 Rasha Soray-Cameau, resigned from the CRA and the Board lost quorum for several months. On June 1, 2022, Commissioner Monestime appointed Aaron McKinney and Parmalyn Jacob to their first four-year terms (R-551-22). On July 24, 2022, Francesca Menes' term expired. As of September 30, 2022, three (3) of the nine (9) Board seats were filled.



A. McKinney



O. Gross



R. Frazier



F. Menes

## ADMINISTRATIVE STAFFING/CONTRACTED FIRMS

The CRA Board was staffed on a part-time basis by County professional staff. Rasha Cameau and Chimene Y. Graham of the Office of Management and Budget (OMB) led the County support team. Legal assistance was provided by Assistant County Attorney Terrence A. Smith.

A local, small firm was engaged by the CRA to provide valuable (“boots-on-the-ground”) professional services in support of the CRAs Redevelopment Plan. The NW 79th Street Corridor Neighborhood Initiative provides economic development planning and implementation services.



## ADMINISTRATIVE PROCEDURES

The Agency's by-laws establish the composition, purpose, powers, meeting notice requirements and administrative procedures. The by-laws, that established operating guidelines for the citizens board of commissioners, were adopted by the CRA Board on December 5, 2011.

# 06. INTERLOCAL COOPERATION AGREEMENT

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

- Administrative expenses for the CRA are capped at 20% of each year's budget.
- Funds advanced by the County for CRA creation expenses are to be reimbursed to the County
- The County is to be reimbursed annually for the cost of staff support, advertising, legal, publications and consultants.
- Approval by the BCC is required for new indebtedness.
- Approval by the County is required for amendments to the Plan.
- One or more members of the BCC or other County representative may be appointed to serve on the CRA Board of Commissioners.
- Annual budgets and progress reports must be submitted to the County. Except for debt service payments on existing obligations financed with tax increment revenues, no funds may be spent from the Trust Fund until the annual budget has been approved by the BCC.
- Community involvement and citizen input shall be obtained in the planning of redevelopment activities.
- An independent audit by a Certified Public Accounting firm is required annually and can be accessed at the following Miami-Dade County website:  
<https://www.miamidade.gov/finance/library/CAFR2020-complete.pdf>, for the prior year.

## TAX BASE GROWTH

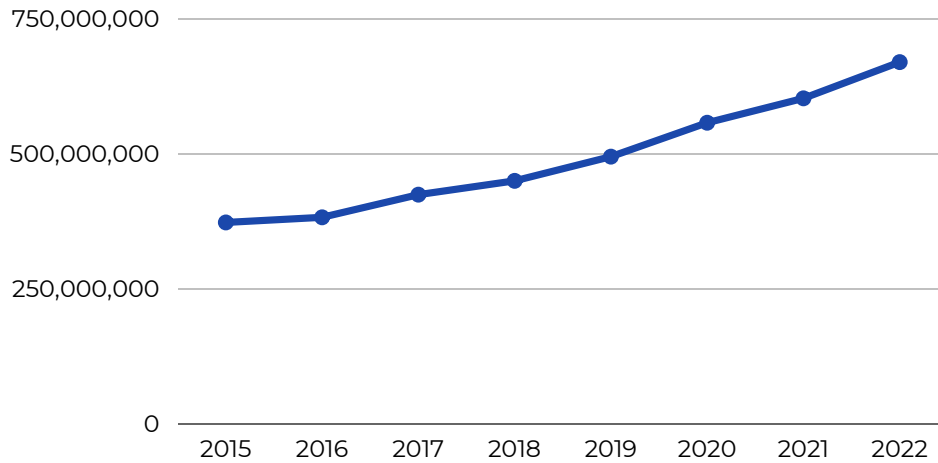
The goal of the NW 79th Street CRA is the expansion of the property value base of the area to the maximum extent possible, through re-development strategies consistent with its adopted Redevelopment Plan and Action Plan. Tax increment funds are used for programs and projects which act as catalysts for redevelopment efforts by residents and businesses. Tax increment proceeds are deposited into the CRA Trust Fund. Interest earned by the fund and annual reappropriations remain part of the CRA Trust Fund balance.

The overarching goal of the CRA is the expansion of the property value base of the Area to the maximum extent possible, through re-development strategies consistent with its adopted Redevelopment Plan and Action Plan.

Located within unincorporated North Central Miami-Dade County, the NW 79th Street Corridor CRA district is a mix of commercial and residential uses with light industrial uses at Poinciana Industrial Park. Its main arterial, NW 79th Street, is lined with vacant lots, retail and mixed-use properties, many of which are underutilized. The base year taxable value for the CRA is \$395,158,830. Due to declining property values in the Area, the CRA did not receive any tax increment financing (TIF) funding, as the tax roll did not grow beyond the 2011 base year, until FY 2016-2017.

# 07. ASSESSED VALUE - THROUGH THE YEARS

The 2021-22 Preliminary Tax Roll for the Area was \$669,892,285, a healthy eleven percent increase over the 2020-2021 Preliminary Tax Roll (\$602,859,103) and an almost 70% increase over the 2011 base value. This is the sixth straight year of positive increment growth for the CRA.

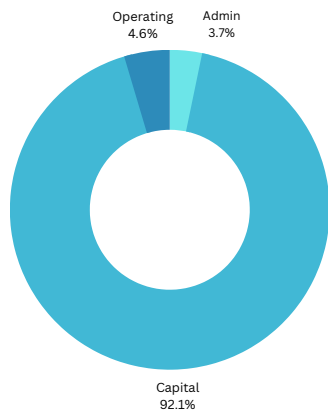


**TIF GROWTH**  
 2015 - \$373,148,054  
 2016 - \$382,640,742  
 2017 - \$424,575,258  
 2018 - \$450,139,645  
 2019 - \$494,926,303  
 2020 - \$557,678,621  
 2021 - \$602,859,103  
 2022 - \$669,892,285

**70%**



## Adopted Budget FY 2021 - 2022



The CRA's FY 2021-22 budget of \$4,423,315, was approved by the CRA on December 13, 2021 (CRA-02-2021) and by the BCC on April 5, 2022 (Resolution No. R-319-22).

The budget includes revenue sources of County Tax Increment Financing, TIF, revenue of \$1,167,037 Unincorporated Municipal Service Area (UMSA) TIF revenue of \$482,203, a carryover from prior years of \$2,770,075 and interest earnings of \$4,000. The CRA will focus on building awareness of and promotion of the development in the Area through branding, marketing, business education and training and economic programs by engaging community stakeholders, initiating valuable public-private partnerships and other organizations interested in the redevelopment of the Area.

Administrative Expenses	\$143,739
Capital Expenses	\$4,075,919
Operating Expenses	\$203,657

To the left, is a breakdown of the FY 2021-22 CRA administrative, capital, and operating expenses.



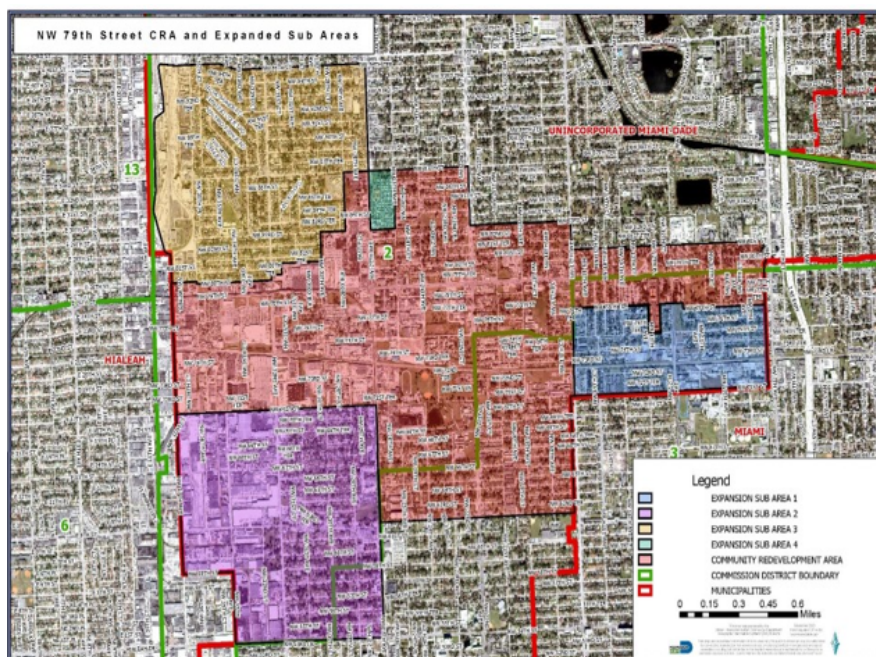
# 08. STRATEGIC PLANNING

Since the CRA experienced a lack of quorum from January 2022 through September 2022, much of the CRA’s Action Plan’s identified goals and initiatives from fiscal year 2020-2021, remained intact for fiscal year 2021-2022:

- redevelopment projects (i.e., Poinciana Industrial Center, “PIC”) or acquiring a parcel for development;
- small business development, support and training (i.e., access to capital, grant funding for infrastructure and re-habilitation improvement and a business district);
- explore feasibility of partnering with an entity via a Public - Private partnership (P3) joint venture for a mixed-use component will be undertaken;
- marketing and branding and;
- major corridor infrastructure upgrades through partnering with the Florida Department of Transportation (FDOT) and entering into P3s, or public-private partnerships.

During FY 2021-22, the Board expressed a desire to continue to refine the CRA’s primary goal of guiding redevelopment activities designed to return properties to their highest and best use and improve the economic vitality of the Area. Ultimately, the long-term goal is identifying specific community redevelopment projects which will serve to increase and enhance the CRAs tax base through economic development activities. To this end, a vote to initiate a study for possible expansion of the Redevelopment Area took shape.

In March 2020, PMG Associates, Inc. was contracted to initiate a Finding of Necessity (FON) study for four contiguous areas adjacent to the existing CRA district (depicted below). If all four areas are approved for expansion, an additional 1,424 acres will be subsumed within the CRA; almost doubling its current acreage. On July 11, 2022, a public meeting was held to present the findings to the Board and engage the public in discussion about the proposed expansion. The Board unanimously approved acceptance of the expansion report and asked that the next steps be initiated.



The top programming areas identified in the Annual Plan are small business vitality and support; marketing and branding; and data gathering and planning. To this end, several economic development tools were explored by the CRA to achieve the stated goals which included exploring the feasibility of establishing a Business Improvement District (BID), initiating a micro, mini and large matching grant program and engaging a marketing firm to begin a comprehensive and coordinated branding campaign for the CRA; all of which received approval to move forward during the prior reporting year. During this reporting year, Phase 1 of the BID exploration was launched and requests for proposals were let for Marketing and Grant Program services.

The CRA's strategic planning and economic development firm is the 79th Street Neighborhood Corridor Initiative, a twenty-three year old grass-roots, community-based organization. The economic developer coordinator (EDC) directs the CRAs Work Program through small business development, business acceleration, project development, marketing, infrastructure planning and coordination with partners in order to deliver new investment and jobs within the CRA. Identification of a parcel for housing/development, exploration of a future BID and development of the PIC were of the highest priorities.

For FY 2021-22, the CRA met (Arcola Lakes Library) on the following dates: July 11th and December 13th. Meetings scheduled for: October 28th; November 19th; January 28th, February 25th, March 31st, April 29th, May 27th, June 28th, August 25th and September 30th, were cancelled due to lack of quorum, Covid spikes and Hurricane Ian.

## WORK PROGRAM

Detailed below is the Work Program the EDC undertook for the FY 2021 - 2022 reporting period organized into the following groupings: planning/data resource center; branding/marketing; and small business vitality.

01

### Planning/Data Resource Center

- Obtain new and up-to-date land use and other maps of the Corridor for use in decision-making and planning
- Board Members and key stakeholders will conduct a community inventory to assess growth and challenges
- Based on survey data, design a series of business development training opportunities for eligible businesses in the Corridor

02

### Branding/Marketing

- Develop a marketing and public relations campaign to promote awareness of the CRAs goals, programs and projects

03

### Small Business Vitality

- Re-vamp the CRA's grant program, to offer relocation and residential grants to Area businesses

# 09. GOVERNMENT-WIDE FINANCIAL ANALYSIS

Detailed below is a Statement of Revenues, Expenditures and Changes in Fund Balances, ended September 30, 2022 and September 30, 2021.

Fiscal Years	2022	2021
<b>General Revenues:</b>		
Tax Increment	\$ 1,649,240	\$ 1,258,961
Investment and other income	19,168	3,462
<b>Total revenues</b>	<b>1,668,408</b>	<b>1,262,423</b>
<b>General Expenditures:</b>		
Community redevelopment	316,607	235,513
<b>Total expenses</b>	<b>316,607</b>	<b>235,513</b>
<b>Change in net position</b>	<b>1,351,801</b>	<b>1,026,910</b>
Net position beginning of year	2,723,427	1,668,517
Net position end of year	<u><u>4,075,228</u></u>	<u><u>2,723,427</u></u>

There was an increase in tax increment financing revenues in the current year due to an increase in property values within the CRA District. This resulted in an increase in net position.

# 10. LOOK AHEAD

*The NW 79th Street CRA stands ready to support the Area by becoming an active partner for meaningful economic change.*

The overall goal of the NW 79th Street Corridor CRA is to eliminate slum and blight in our redevelopment area through the implementation of the community redevelopment plan; foster dynamic and vibrant commercial and residential environments and expand economic opportunities in our community. Where possible, the CRA seeks to leverage resources by partnering with outside organizations whose activities contribute to the overarching mission and goals of the CRA.

Prior to Covid-19, the trend for the CRA for the last four fiscal years indicated nominal growth in the tax increment financing, which would be available to the CRA to support the short- and long-range strategic goals: a marketing campaign; possible creation of a business improvement district; mixed-use developmental projects (co-working, affordable housing, commercial, and/or retail); and grant assistance and training for local businesses. This upward trend continued, as the TIF increased 11% over the previous fiscal year.

As the CRA approaches its mid-life (2026), it's vital that the CRA make efforts to realize the vision of the Redevelopment Plan and Board to focus on programs and projects which have a transformative effect on the district and serve as catalysts for meaningful redevelopment. In the years ahead, the CRA will be embarking on a multi-pronged, multiphase approach which pulls together all of the current efforts being undertaken — comprehensive marketing/branding campaign; targeted training and educational programs for Area businesses and residents; development of a legacy parcel in an historic urban community; an unprecedented business improvement district; and a robust small business grant program — with other planned improvements — affordable housing project; a community streetscape improvement program and other economic revitalization plans.

**RASHA CAMEAU/CHIMENE GRAHAM**  
CRA Executive Director/Senior Analyst  
Office of Management & Budget  
111 NW 1st Street, Suite 2210  
Miami, FL 33128  
Phone:(305)375-5143  
[www.miamidade.gov/global/government/boards/northwest-79th-street-cra.page](http://www.miamidade.gov/global/government/boards/northwest-79th-street-cra.page)

**RON BUTLER**  
Economic Development Coordinator  
79th Street Corridor Neighborhood Initiative  
7900 NW 27th Avenue, Suite 236  
Miami, FL 33147  
Phone: (305) 836-1071  
[www.79thstreet.org](http://www.79thstreet.org)