

**N.W. 79<sup>th</sup> Street Corridor Community  
Redevelopment Agency**

**Annual  
Report**

**FY 2017-18**

**(October 1, 2017 to September 30, 2018)**

**Prepared by the Office of Management & Budget**

**Miami-Dade County - March 2019**



**NW 79<sup>th</sup> STREET CORRIDOR COMMUNITY REDEVELOPMENT AGENCY  
FY 2017-18 ANNUAL REPORT**

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**BOARD OF COMMISSIONERS**

Ronald E. Frazier, AIA

Oliver L. Gross, Chairman

Gabriel Salazar, AIA

Rasha Soray-Cameau, MBA

Ronda Vangates. Esq.

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**AGENCY STAFF**

Jorge M. Fernandez, Jr.

Coordinator

Office of Management and Budget

Chimene Y. Graham

Senior Budget Analyst

Office of Management and Budget

Terrence A. Smith, Esq.

Assistant County Attorney



**NW 79<sup>TH</sup> Street Corridor Community Redevelopment Agency**

**Annual Report**

**Fiscal Year 2017 - 18**

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**Introduction**

The NW 79<sup>th</sup> Street Corridor Community Redevelopment Agency (CRA) was established by Miami-Dade County on May 5, 2009, when the Board of County Commissioners (BCC) adopted Resolution R-566-09, declaring the area to be slum and blighted and approved the selection of a consultant to prepare a plan for the redevelopment of the area. Resolution R-604-11 and Ordinance 11-52, adopted by the BCC on July 19, 2011, approved the CRA’s redevelopment plan and established the



Agency’s Trust Fund respectively. The CRA completed its sixth year of operation in Fiscal Year 2017-18.

This report will address the primary operating aspects of the Agency in FY 2017-18.

**CRA Board of Commissioners**

In accordance with Ordinance 11-55, adopted by the BCC on July 19, 2011, the NW 79th Street Corridor CRA Board of Commissioners shall consist of not fewer than five or more than nine commissioners. The CRA Commissioners during this reporting period were: Ron Frazier, Oliver L. Gross, Gabriel Salazar, Rasha Soray-Cameau and Ronda Vangates. However, due to the resignations of two Members (Salazar and Vangates), the CRA experienced a short hiatus. Gabriel Salazar resigned on May 17, 2018 and Ronda Vangates resigned effective June 29, 2018. Therefore, as of September 30, 2018, three of the nine seats were filled. Commissioners as of that date were Frazier, Gross and Soray-Cameau; with immediate plans to add at least two additional Members.

**Administrative Staffing**

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

## Administrative Procedures

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



## Interlocal Cooperation Agreement

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

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

## CRA Redevelopment Plan

The Redevelopment Plan for the NW 79<sup>th</sup> Street CRA proposes an outline of programs and strategies designed to address:

1. Infill and Replacement Housing
2. Economic Development
3. Infrastructure and Neighborhood Improvements
4. Grant and Financing Programs

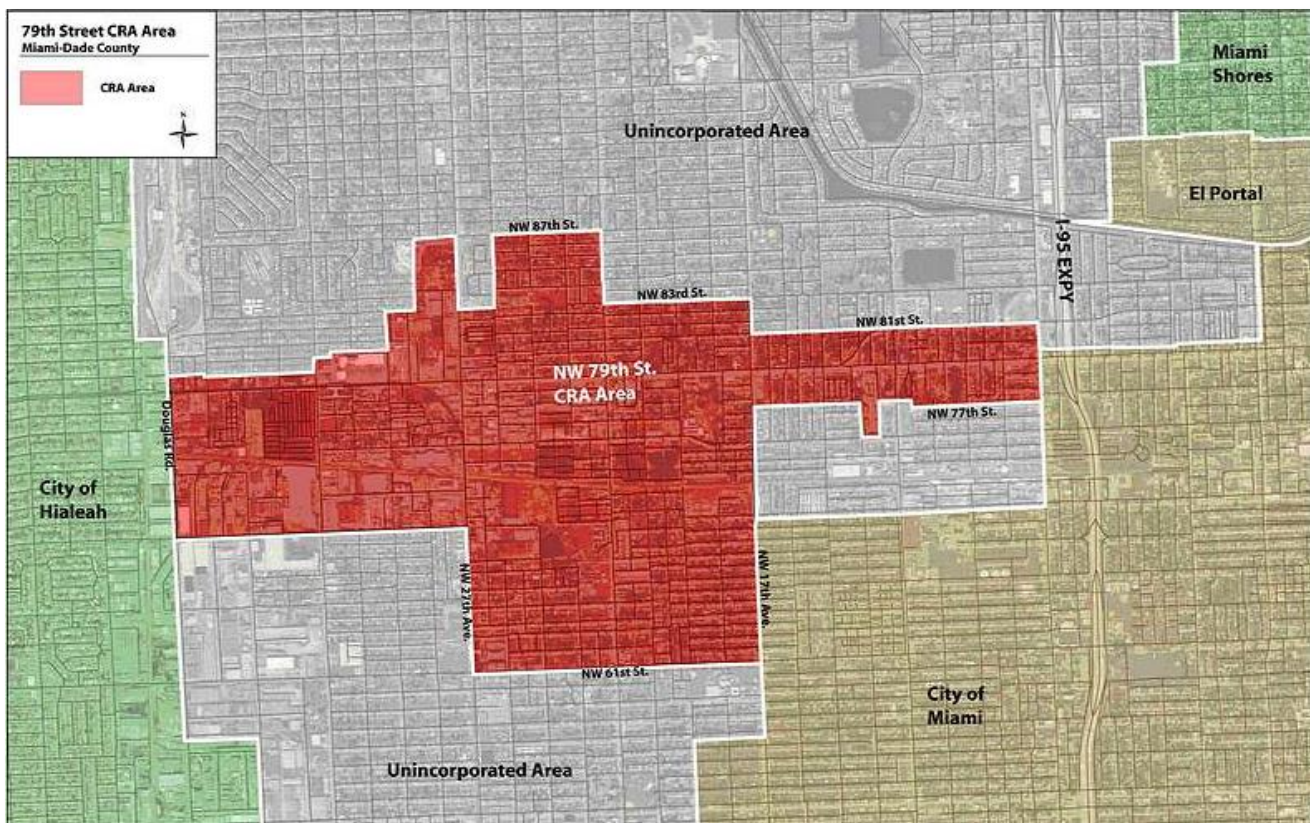
5. Land Acquisition
6. Planning and Land Use Regulation

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

## NW 79<sup>th</sup> Street Corridor CRA Area

May 5, 2009 (R-566-09)

Miami-Dade County, Florida Board of County Commission



## Tax Base Growth

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

The base year taxable value for the CRA is \$395,158,830. Due to declining property values in the area, the CRA did not receive any funding until FY 2017-18. The 2017 Preliminary Tax Roll for the area was \$450,139,645, a six percent increase over the 2016 Preliminary Tax Roll and a 14 percent increase over the base value. This is the second year of a positive increment for the CRA.

**Adopted FY 2017-2018 Budget**

The CRA’s FY 2017-18 budget of \$495,125, was approved by the Agency on July 12, 2017 and by the Board of County Commissioners on February 6, 2018 (Resolution No. R-98-18).

**Revenues**

The budget includes revenue sources of County TIF revenue of \$243,760, Unincorporated Municipal Service Area (UMSA) TIF revenue of \$100,719, a carryover from prior years of \$149,946, and interest earnings of \$700.

**Expenses**

**A. Administrative Expenses - \$43,967**

1. Direct County Support – \$25,000

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. Because the CRA had not received any TIF funding, until FY 2016-17, the County had not charged the CRA for direct administrative expenses. For FY 2017-18, the County billed the CRA \$25,000 for administrative support. The remaining administrative support expenses for prior years will continue to be billed to the CRA in future fiscal increments, so long as funding is sufficient for CRA programming and administration.

2. Advertising, Printing, and Mail Services - \$6,600

Expenses relating to advertisements, printing and mail services.

3. County Administrative Charge - \$5,167

The Interlocal Agreement between the CRA and the County requires the CRA to pay the County a 1.5 percent fee of their County’s tax increment contribution.

4. Office Supplies - \$5,000

Office-related supplies

5. Meeting Room and Travel Costs - \$2,200

**B. Capital Expenses - \$240,000**

1. Infrastructure Improvements - \$75,000

Investment in upgrades to sidewalks, lighting and green spaces.

2. Land Appraisal/Acquisition/Development - \$75,000

Funding designated for the acquisition of any property.

3. Corridor Façade Improvement Program - \$50,000

Improvement grants of up to \$5,000 each will be awarded to qualified businesses to support commercial façade enhancements within the CRA district.

4. Business Training Program - \$40,000

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

**C. Operating Expenses - \$191,800**

1. Administrative and Program Support - \$50,000

The CRA will engage the services of a Community Liaison and Program Assistant.

2. Professional Services - \$50,000

Retaining consultants to develop a master plan for Poinciana; to support Business Improvement District (BID) exploration; charrettes, and community marketing campaign.

3. Creation Expenses - \$40,000

In FY 2017-18 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 last fiscal year, the County had not charged the CRA for these expenses. For FY 2016-17, the CRA reimbursed the County \$30,000. As in the case of the direct County Support funding, the CRA will reimburse the County in installments for the creation expenses until the remaining has been repaid.

4. Marketing and Promotion - \$25,000

Promote special community events in which the CRA is the lead organization or partner; marketing area to potential developers and promoting local businesses.

5. Printing, Publishing & Social Media - \$15,000

Producing video documenting history of area; press releases; using social media platforms to market events and inform community. Also publication of reports and documents.

6. Legal Services - \$10,000

Cost for legal services beyond County legal support

7. 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 that location.

8. Memberships and State Fees - \$800

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.

**D. Reserve - \$19,358**

The CRA is placing this amount in reserve until such time as projects which promote the mission of the CRA are identified. The CRA will focus on building awareness of and promotion of the development in the Area through community visioning meetings by involving community stakeholders and other organizations interested in the development of the Area.

**CRA Strategic Planning**

During FY 2017-18, the CRA continued strategic planning sessions to refine the CRA’s goals. After several Board discussions, the CRA elected to focus on the three top objectives: Poinciana Park development (partnering with Miami-Dade County); access to capital for business and training (grant program) and major corridor development (partnering with the Florida Department of Transportation).

In addition, a list of actionable strategic goals were also identified by the CRA.

GOAL	STRATEGY	OBJECTIVE	OUTCOME	TIMELINE
Pursue creation of a Business Improvement District (BID) for NW 79 <sup>th</sup> Street Corridor	Create a self-funding tax increment financing (TIF) mechanism for the CRA district that supports more commercial development in the 79th Street CRA area	To provide financial resources to enhance the safety, aesthetics and commercial activity on and around 79 <sup>th</sup> Street	If approved, the BID will provide financial resources that will make 79 <sup>th</sup> Street more attractive for commercial development and more viable for residents to shop and invest in their community	1 year
Support small business development and improve access to capital for local businesses	Create a new technology and business hub on 79 <sup>th</sup> Street  Work with partners for self-employment and with banks to provide low-cost capital	Serve businesses currently located in the 79 <sup>th</sup> Street CRA and attract new businesses to the community	Area businesses will have the capacity and bandwidth to attract capital and hire local residents. They will become financial and social contributors to the community’s transformation	1 year
Organize and activate major commercial corridors within the 79 <sup>th</sup> Street CRA District	Focus on small- and medium-sized businesses located on NW 17th Avenue NW 22 <sup>nd</sup> Avenue NW 27 <sup>th</sup> Avenue NW 62nd Street; and NW 7 <sup>th</sup> Avenue	Support businesses located on target corridors to build their capacity to compete in a challenging retail environment	Corridors will have a more aesthetically pleasing look and feel because of updated façade work improvements to commercial buildings	1.5 years
Support international trade and logistics initiatives that support business development and job creation	Create foreign trade zones (FTZ) that spur international trading and business development and  Implement goals of the new foreign trade zone	Create up to four FTZs over the next three years that create new jobs and careers for residents	International trade activity will change the neighborhood economy. An international trade center will be built in the community	2-3 years
Create a comprehensive marketing strategy for the CRA district	Develop a community awareness campaign for the community  Create gateway & ‘destination centers’ on major corridors	List assets in the community that will be shared with realtors and media representatives  Support video/film capturing history of area	The broader community will be more aware of the 79 <sup>th</sup> Street community’s assets which enhance community transformation and pride	1 year



Support mixed-used development throughout the CRA district	Amend zoning regulations to allow for more mixed-use development in neighborhoods near commercial corridors	Promote and facilitate mixed-use development in neighborhoods near commercial corridors creating incubators and ‘cottage industries’	Residents will have the option to develop mixed-use projects and the ability to create good jobs for the community.	1 year
Increase the availability of quality affordable housing in the CRA district	Support Housing repair and enhancement programs.	Support home buyer training and provide home repair funding.	The quality of housing will improve while keeping current residents in place.	2-4 years
Support vacant lot development along 79 <sup>th</sup> Street	Identify and develop publicly owned parcels for commercial and recreational activities	Support improve/activation of 100 vacant lots in the CRA area	Vacant lots will be transformed into community assets that spur the neighborhood economy	1.5 years
Support infrastructure development in the 79 <sup>th</sup> Street community	Develop a plan that focuses on specific infrastructure needs within specific neighborhoods that support the re-development objectives of this plan	Provide or enhance lighting, sidewalks, water and sewer connections, etc. in target areas of the community	Community’s physical appearance and curb appeal will be enhanced	1-5 years
Commission a comprehensive re-development plan for the Poinciana Industrial Park	Develop strategic plan for Poinciana Industrial Park that focuses on industries which create jobs for residents, i.e., international trade and logistics	Work with Miami-Dade County to develop a comprehensive plan which highlights international trade and logistics as a key economic development driver	There will be a comprehensive re-development plan supported by the community for Poinciana Industrial Park which will have a major economic impact	1 year

**Financial Summary**

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

<b>NW 79<sup>th</sup> Street Corridor Community Redevelopment Agency (CRA)</b>	
<b>Fiscal Year Ended September 30, 2018</b>	
<b>REVENUES</b>	
Tax Increment	\$344,479
Interest Income	\$5,585
<b>Total Revenues</b>	<b>\$350,064</b>
<b>EXPENDITURES</b>	
General Government	\$45,962
Debt Service	\$0
Capital Outlay	\$0
<b>Total Expenditures</b>	<b>\$45,962</b>
<b>Net Change in Fund Balance</b>	<b>\$304,102</b>
<b>Beginning Fund Balance</b>	<b>\$147,794</b>
<b>Ending Fund Balance</b>	<b>\$451,896</b>

**Summary**

The NW 79th Street Corridor CRA has the potential to benefit from increases in residential and commercial developments throughout Miami-Dade County, especially in the urban core areas adjacent to the CRA. The trend for the last two fiscal cycles indicates nominal increases in the tax increment financing, which will be available to the CRA to support their strategic goals (i.e., developmental projects and/or grant assistance to local businesses). The redevelopment of the Corridor will fuel future growth and benefit the CRA and its local businesses and residents. The CRA Board of Commissioners and staff will continue to promote the 79th Street Corridor CRA as a destination location and expand its brand through the County’s public portal, in an effort to attract and spur development.

For FY 2018-2019, the CRA will continue to build on partnerships with the companies and residents within the Corridor to further implement the goals and objectives outlined in the Agency’s Redevelopment Plan through engagement with the community and all stakeholders.

NW 79<sup>th</sup> Street Corridor Community Redevelopment Agency  
<https://www8.miamidade.gov/global/government/boards/northwest-79th-street-cra.page>