

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

CORRIDOR COMMUNITY REDEVELOPMENT AGENCY

FISCAL YEAR 2019 (OCT. 1, 2019 – SEPT 30, 2020)



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## ANNUAL REPORT

Pursuant to Chapter 163.356(3) of the Florida Statutes, the NW 79th Street Corridor Community Redevelopment Agency (CRA) of the 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.

Prepared By:

Miami-Dade County, Office of Management & Budget  
Stephen P. Clark Government Center

111 N.W. 1st Street, Suite 2200

Miami, FL 33128

Tel: (305) 375-5143. Fax: (305) 375-5168

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



## CHAIRMAN'S MESSAGE



**Oliver L. Gross**  
**Chairman**

For obvious reasons, last year was our most challenging yet. Notwithstanding, the N.W. 79th Street Community Redevelopment Agency was able to leverage its resources to mitigate some of the effects of this catastrophic global event. Specifically, grant funds were made available to area businesses to augment and supplement resources needed for operational support. It is my hope that as the trials recede, The NW 79th Street CRA will continue to be a beacon to our businesses, visitors, and neighboring residents.

## INTRODUCTION

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 163.356(3) of the Florida Statutes, the 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, 2020).

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



## CRA BACKGROUND AND HISTORY

In accordance with the Community Redevelopment Act of 1969, the NW 79th Street Corridor 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:

1. 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;
2. Ordinance No. 11-55, dated July 19, 2011, appointed the members of the CRA Board;
3. Resolution 604-11, dated July 19, 2011, approved the CRA Redevelopment Plan (Plan); and
4. 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 completed its eighth year of operation in Fiscal Year 2019-2020. 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.

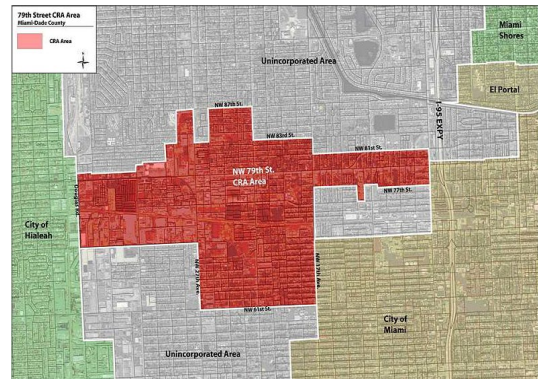
## CRA BOUNDARY MAP/REDEVELOPMENT PLAN

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 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

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

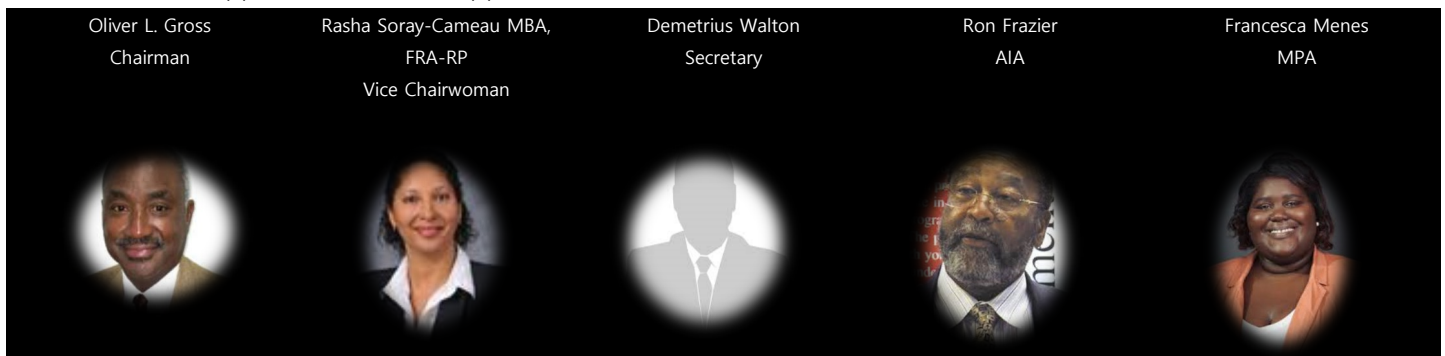
The Redevelopment Area is located in the west-central portion of Miami-Dade County. It extends approximately 2 miles from NW 7th Avenue at the east end to NW 37th Avenue on the west end. At the west end, it includes only those parcels fronting on NW 79th Street on the north side, but extends south for about one third of a mile to include an industrial 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 1,254 acres.

## CRA BOARD OF COMMISSIONERS

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.



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 terms and Charles Sims and Demetrius Walton to their first terms. However, due to an out-of-state employment relocation, Mr. Sims resigned effective April 8, 2019. Further, Commissioner Audrey Edmonson (District 3) re-appointed Ronald E. Frazier to the Board on November 8, 2018 through Resolution 1186-18 for a second term. Therefore, as of September 30, 2020, five (5) of the nine (9) Board seats were filled.

## ADMINISTRATIVE STAFFING

The CRA Board was staffed on a part-time basis by County professional staff. Jorge Fernandez, Jr. 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.

## 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.

## 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/CAFR2018-complete.pdf>.



## TAX BASE GROWTH

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.

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. The 2019 Preliminary Tax Roll for the Area was \$557,678,621, a healthy 13% increase over the 2018 Preliminary Tax Roll (\$494,926,303) and a forty-one percent increase over the base value. This is the fourth straight year of positive increment growth for the CRA.



## ASSESSED VALUE - THROUGH THE YEARS

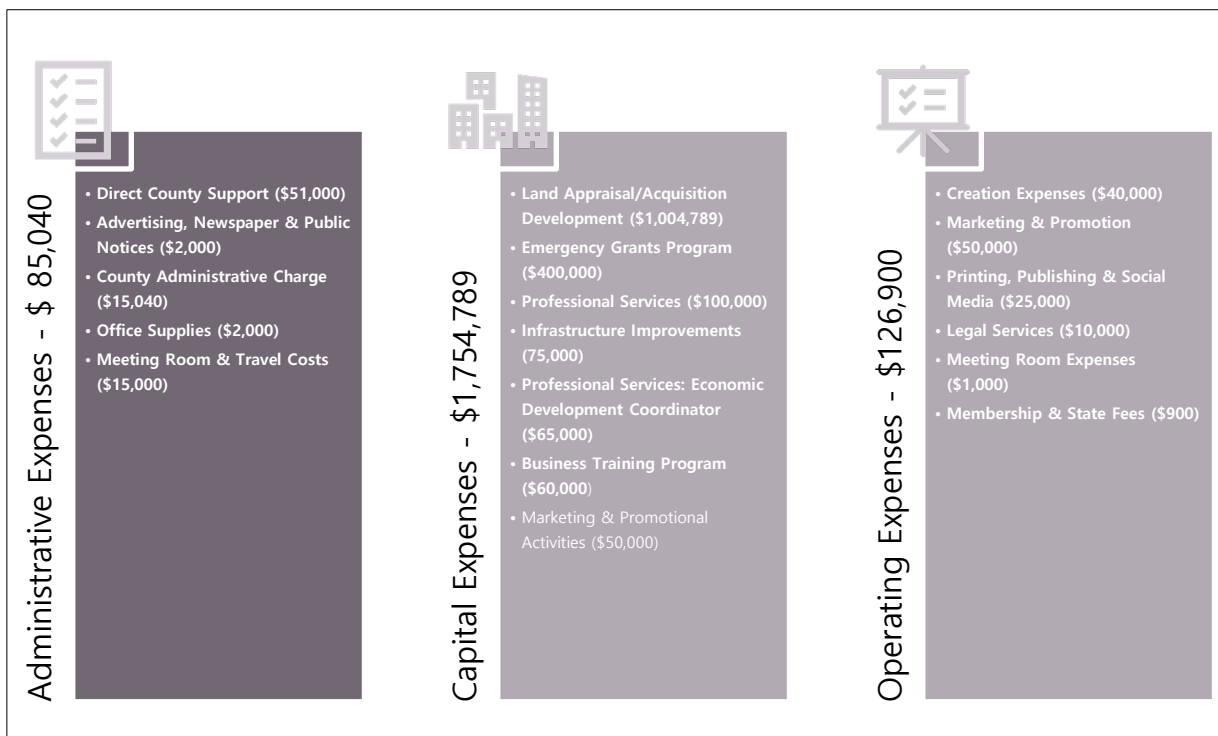
CHANGE IN ASSESSED VALUE 2015 - 2018		
YEAR	ASSESSED VALUE	CHANGE
2016 – 2017	\$424,575,258	+11%
2017 – 2018	\$450,139,645	+9%
2018 – 2019	\$494,926,303	+10%
2019 - 2020	\$557,678,621	+13%
2011 (Base Year) – 2019	\$395,158,830 – 557,678,621	+41%

## ADOPTED FY 2019-20 BUDGET

The CRA's FY 2019-20 budget of \$1,916,729, was approved by the CRA on August 7, 2019 (CRA-02-2019) and by the BCC on November 19, 2019 (Resolution No. R-1227-19).

The budget includes revenue sources of County Tax Increment Financing, TIF, revenue of \$709,509, Unincorporated Municipal Service Area (UMSA) TIF revenue of \$293,150, a carryover from prior years of \$901,070 and interest earnings of \$13,000. The CRA will focus on building awareness of and promotion of the development in the Area through branding, marketing, economic programs, and community visioning meetings by involving community stakeholders, initiating valuable public-private partnerships and other organizations interested in the redevelopment of the Area.

Detailed below are the FY 2019 administrative, capital, and operating expenses.



## Administrative Expenses

<b>Direct County Support</b>	This line item covers expenses incurred by the County's Office of Management and Budget relating to coordinating the day-to-day operations of the CRA, including preparing the budget and meeting agendas, overseeing the CRA's Trust Fund, processing invoices and coordinating with County departments to implement the CRA's initiatives. Because the CRA had not received any TIF funding, until FY 2016-17, the County had not charged the CRA for direct administrative expenses. For FY 2019-20, the County billed the CRA \$51,000 for administrative support. The remaining administrative support expenses for prior years will continue to be billed to the CRA in future fiscal increments, as long as funding is sufficient for CRA programming and administration.
<b>Advertising, Newspaper &amp; Public Notices</b>	Expenses related to advertisements, printing and mail services.
<b>County Administrative Charge</b>	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.
<b>Office Supplies</b>	Purchase of office-related supplies
<b>Meeting Room &amp; Travel Costs</b>	Costs associated with travel for Members for Board-related activities

## Capital Expenses

<b>Land Appraisal, Acquisition &amp; Development</b>	Funding designated for the acquisition of a parcel for future housing or a mixed-use development project.
<b>Emergency Grant Program</b>	Program created as a direct result of the Covid-19 pandemic which began in March 2020. Emergency grants of up to \$7,000 will be awarded to qualified businesses within the CR district to emergency repairs, support payroll, mortgage payments or rent.
<b>Infrastructure Improvements</b>	Investment in upgrades to sidewalks, lighting and green spaces.
<b>Administrative &amp; Programmatic Support Services: Economic Development Consultant</b>	The CRA will engage a consultant to develop a master plan for Poinciana Industrial Park; support a Business Improvement District (BID) exploration; Area expansion charrettes, and community marketing campaign.
<b>Professional Services</b>	The CRA will engage the services of a Grants Coordinator. The CRA is also exploring the services of a Marketing firm for a branding campaign.
<b>Business Training Program</b>	Invest in training programs that are designed for businesses interested in building capacity in the hospitality, trade, logistics and other identified industries.

## Operating Expenses

<b>Creation Expenses</b>	In FY 2019-20 the CRA will reimburse the County \$40,000 which represents a portion of the creation and other related expenses (\$260,656) associated with the establishment of the CRA in 2011. Since the CRA had not realized a tax increment until fiscal year 2017, Miami-Dade County had not billed the CRA for these expenses. As in the case of <i>Direct County Support</i> funding, the CRA will reimburse the County in installments for the creation expenses until the remaining balance (\$110,656) has been repaid.
<b>Marketing &amp; Promotion</b>	Promote special community events in which the CRA is the sponsor or partner; marketing Area to potential developers and promoting local businesses.
<b>Printing, Publishing &amp; Social Media</b>	Expenses related to printing, producing video documenting history of Area; press releases; using social media platforms to market events and inform community. Also, publication of reports and documents.
<b>Legal Services</b>	For legal counsel and advise from the Miami-Dade County Attorney's Office.
<b>Meeting Room Expenses</b>	The CRA primarily meets at the Arcola Lakes Library (County property). In addition, the CRA also holds meetings at the neighboring Police Sub-station and Florida International University. These costs are associated with expenses charged to hold the meetings at some locations.
<b>Memberships &amp; State Fees</b>	All CRAs are required by the State of Florida to pay a Special District fee of \$175. Additionally, there is \$495 budgeted for membership in the Florida Redevelopment Association.

## AFFORDABLE HOUSING

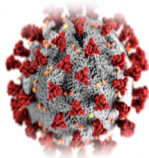
The CRA did not complete any affordable housing initiatives during this reporting year.

## CRA STRATEGIC PLANNING

During FY 2019-20, the CRA continued strategic planning sessions to refine the CRA's primary goal of guiding redevelopment activities designed to return properties to their highest and best use and improve the economic vitality of the Area. Ultimately, the long-term goal is identifying specific community redevelopment projects which will serve to increase and enhance the CRAs tax base through economic development activities. For obvious reasons, which will be explained in further detail below, much of the Annual Report's identified goals and initiatives from fiscal year 2018-2019, remained intact for fiscal year 2019-2020.

In January 2020, the World Health Organization identified and declared a severe acute respiratory virus, 2019 Novel Coronavirus Disease (Covid-19), to be a public health emergency crisis of international concern. By the middle of March, much of the world—all industries—were forced to shut down and shelter in place. While the federal government created the Coronavirus Relief Fund—established under the CARES Act 2020 to provide direct funding to states and local governments with a population over 500,000 and the State and Miami-Dade County also offered some relief—many small businesses required more immediate assistance.

Like all other CRA's across the State, NW 79th Street had to contend with a new reality and quickly adjust. Since declarations of emergency required the closure of non-essential business and residents to stay-at-home to reduce the spread of COVID-19, the Community Redevelopment Agency developed a \$400,000 Emergency Grants Program (EGP) to directly address the small business need for emergency funding for equipment purchases, mortgage and rental assistance and payroll support. The program provided funding for up to fifty-seven \$7,000 emergency grants. The EGP was administered by: Neighbors and Neighbors Association, Inc. (NANA), with coordination assistance from the NW 79th Street Neighborhood Initiative.



The sudden and unforeseen closure of businesses have had a detrimental effect on many small and large businesses, including, but not limited to, those within the Redevelopment Area. The total economic losses are still being calculated, but have no doubt been exceptional and unprecedented.

However, in spite of the global pandemic, the CRA's focus is still on their four strategic areas: 1) redevelopment projects (i.e., Poinciana Industrial Center); 2) small business development, support, and training (i.e., access to capital, grant funding for infrastructure and re-habilitation improvement and a business district); 3) branding and; 4) major corridor infrastructure upgrades through partnering with the Florida Department of Transportation (FDOT) and entering into P3s, or public-private partnerships.

In October 2019, the CRA approved the initiation of a small business training academy. Several months later, a contract was entered into with a community based financial institution (CDFI), Partners for Self-Employment (PSE), a twenty-eight-year-old financial and training services firm.

PSE's goal is to promote the "financial self-sufficiency and accumulation of assets of low- and moderate-income individuals and families in South Florida via opportunities to make, save and manage money." The deliverable for PSE was to launch a successful



"virtual" logistics & transportation training program. Due to the pandemic, PSE had to pivot and re-structure the training to ensure that enrollees would still be able to matriculate successfully.

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 will be explored by the CRA to achieve their goals which include establishing a Business Improvement District (BID); initiating a micro, mini and large matching grants program and engaging a marketing firm to begin a comprehensive and coordinated branding campaign for the CRA; all of which received approval to move forward during this reporting year.

For FY 2019, the CRA met at the Arcola Lakes Library on the following dates: October 30<sup>th</sup>; November 19<sup>th</sup>; January 29<sup>th</sup>; and February 20<sup>th</sup>. Virtual meetings were held on: May 7<sup>th</sup>; June 11<sup>th</sup>; July 20<sup>th</sup>; and September 29<sup>th</sup>.

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

## NWv79<sup>th</sup> STREET CRA

### ACTIVITIES FOR FY 2019 - 2020

*\*Carried over from FY 2018, due to Covid-19 Interruption*

PRIORITY	ESTIMATED COMPLETION	ACTION ITEMS
<b>Planning/Data Resource Center</b>	3 <sup>rd</sup> Quarter	Obtain new and up-to-date land use and other maps of the Corridor for use in decision-making and planning
<b>Branding/Marketing</b>	3 <sup>rd</sup> Quarter	Collaborate with local university School of Communication and design to develop branding/graphic identity resources and tools for tee CRA
<b>Planning/Data Resource Center</b>	3 <sup>rd</sup> Quarter	Board Members and key stakeholders will conduct a community inventory to assess growth and challenges
<b>Branding/Marketing</b>	3 <sup>rd</sup> Quarter	Develop a media and public relations campaign to promote awareness of the CRAs goals and projects
<b>Small Business Vitality</b>	4 <sup>th</sup> Quarter	Finalize a business outreach plan for the formation of a Business Improvement District
PRIORITY	ESTIMATED COMPLETION	ACTION ITEMS
<b>Planning/Data Resource Center</b>	4 <sup>th</sup> Quarter	Based on survey data, design a series of business development training opportunities for eligible businesses in the Corridor
<b>Branding/Marketing</b>	4 <sup>th</sup> Quarter	The CRA will create and disseminate a bi-monthly electronic newsletter to area businesses and stakeholders
<b>Planning/Data Resource Center</b>	4 <sup>th</sup> Quarter	The CRA, in collaboration with Partners for Self-Employment, will spearhead a small business training program for eligible businesses
<b>Branding/Marketing</b>	4 <sup>th</sup> Quarter	The CRA will convene local business, political and industry stakeholders to create a unified vision for the Corridor



## FINANCIAL SUMMARY

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

<b>NW 79<sup>th</sup> Street COMMUNITY REDEVELOPMENT AGENCY</b>	
<b>Fiscal Year Ended September 30, 2020</b>	
<b>REVENUES</b>	
Tax Increment	\$1,002,668
Interest Income	\$17,444
<b>Total Revenues</b>	<b>\$1,020,112</b>
<b>EXPENDITURES</b>	
General Government	\$283,278
Debt Service	\$0
Capital Outlay	\$0
<b>Total Expenditures</b>	<b>\$283,278</b>
<b>Net Change in Fund Balance</b>	<b>\$736,834</b>
<b>Beginning Fund Balance</b>	<b>\$931,680</b>
<b>Ending Fund Balance</b>	<b>\$1,668,514</b>

## LOOK AHEAD/CLOSING SUMMARY

The overall goal of the N.W. 79<sup>th</sup> Street 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.

While 2020 was a trying year for many reasons, the Covid-19 pandemic has impacted communities and neighborhoods around the world and has proven to be more than a health crisis: it has affected every sector of life and business—society and economies at their core.

In March 2020, like most places of business, the NW 79<sup>th</sup> Street CRA essentially suspended normal operations to address the immediate and sudden needs of our Area's

businesses by doing our part to help mitigate the economic impact of Covid-19 in the community. The emergency grant program, which was created to be used for rent, mortgage, payroll, inventory, emergency repairs, utilities, and insurance, assisted eligible Area businesses.

The CRA will spend the upcoming program year reaching out to and listening to our Area's partners, business community and residents to determine how best we can support them in building a bridge to "normalcy" for the economic recovery ahead. One aspect of that normality may be the evolution of the emergency grant program into a longer-term business recovery grant program. A recovery program, designed to assist businesses recovering from losses sustained during the COVID-19 pandemic and provide them a true opportunity to remain in the district, coupled with state and federal assistance, may offer the best chance at long-term success. Such program may enable local businesses to expand their capacity by receiving digital marketing expertise and services needed to adapt to a new paradigm or expand their physical capacity at their establishment.

Prior to Covid-19, the trend for the CRA for the last three fiscal years indicated nominal growth in the tax increment financing, which would be available to the CRA to support their short- and long-range strategic goals: creation of a business improvement district; a marketing campaign; land deals, mixed-use developmental projects (co-working, affordable housing, commercial, and/or retail); and grant assistance and training for local businesses. This upward trend may be interrupted by the pandemic; as some business closed either permanently or temporarily as a result.

For FY 2020-2021, the CRA will continue to promote the 79th Street Corridor as a destination business location and expand its brand through multiple marketing efforts—in an effort to attract and spur continued development. In addition, community redevelopment projects will be identified which may serve to increase and enhance the tax base within the Area.

Continued planning and responsible financial management will remain the guiding hallmarks as we recover from the Covid-19 pandemic while positioning the CRA to deliver a better local economy through infrastructure improvements, safer neighborhoods, a more appealing urban area, increased job opportunities and targeted business training and support programs.

**Jorge M. Fernandez**

CRA Executive Director/Acting Deputy Director  
Office of Management & Budget  
111 NW 1st Street, Suite 2200  
Miami, FL 33128  
Phone: (305) 375-5143  
[www.miamidade.gov/global/government/boards/northwest-7th-avenue-cra.page](http://www.miamidade.gov/global/government/boards/northwest-7th-avenue-cra.page)

**Ron Butler**

**H. Leigh Toney**

Economic Development Coordinator  
79<sup>th</sup> Street Corridor Neighborhood Initiative  
7900 NW 27th Avenue, Suite 236  
Miami, FL 33147  
Phone: (305) 836-1071  
[www.79thstreet.org](http://www.79thstreet.org)  
[79thstreet@gmail.com](mailto:79thstreet@gmail.com)

**Maria Coto**

CRA Training Academy Liaison  
Partners for Self-Employment  
3000 Biscayne Blvd, Suite 215  
Miami, FL 33137  
Phone: (305) 438-1407  
[www.http://partnersforselfemployment.org/](http://partnersforselfemployment.org/)

**Leroy Jones**

**Alice Townsend**

Emergency Grants Program  
Neighbors And Neighbors Association, Inc.  
5120 NW 24th Avenue  
Miami, FL 33150  
Phone: (305) 756-0605  
[leroy@nanfl.org](mailto:leroy@nanfl.org)

