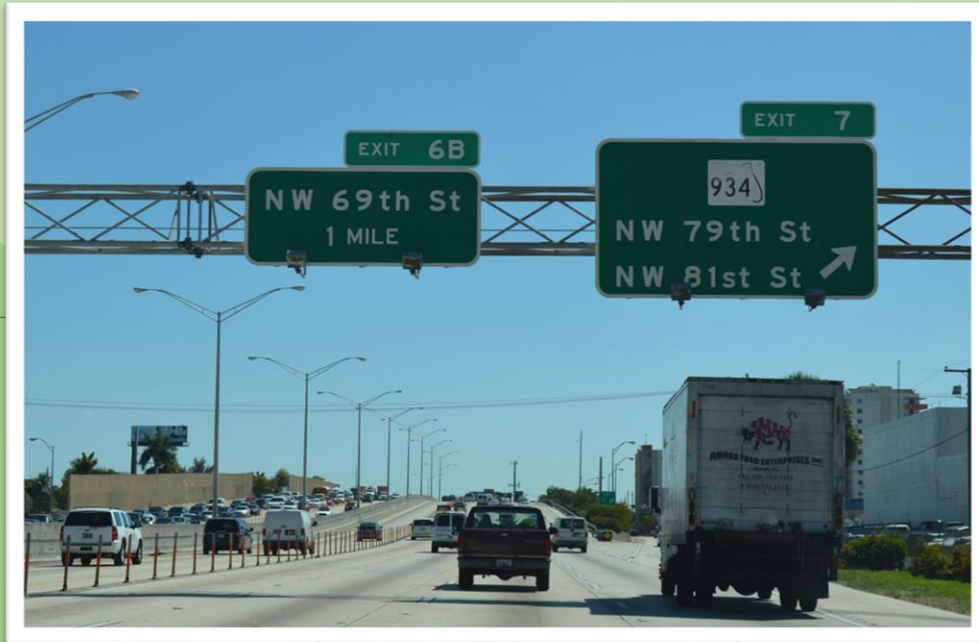


FINANCIAL AND PROGRAM UPDATE

FY 2020-2021

Issue #10

ANNUAL REPORT



NW 79TH STREET CORRIDOR COMMUNITY REDEVELOPMENT AGENCY

Fiscal Year Oct. 1, 2020 – Sept. 30, 2021

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.

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CHAIRMAN'S MESSAGE



Oliver L. Gross, Jr.
Chairman

While the last two years have been quite challenging, the N.W. 79th Street Corridor Community Redevelopment Agency continued to craft a plan of action for goal setting, as we embark on an expansion proposal for the district and development plan for the

Poinciana Industrial Park. The CRA hopes to continue leveraging its

resources to provide the much-needed support to grow the TIF revenue in order to accomplish the goals laid forth in the CRA's creation and guiding document: the Redevelopment Plan.

Despite the challenges of the Covid-19 pandemic, the NW 79th Street Corridor CRA realized modest growth in revenue.

For the upcoming year, the CRA will continue to seek partnerships and craft programs designed to move forward for the benefit of our businesses, visitors and local residents.

These remain unusual times. Despite the many challenges we all face—and, to a great extent because of them—the NW 79th Street Corridor CRA Board and I remain very optimistic about our collective future.



Oliver L. Gross, Jr.

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, 2021).



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

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:

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 lies within UMSA in County Commission Districts 2 (Jean Monestime) and 3 (Keon Hardemon) and completed its ninth year of operation in Fiscal Year 2020-2021. 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 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.

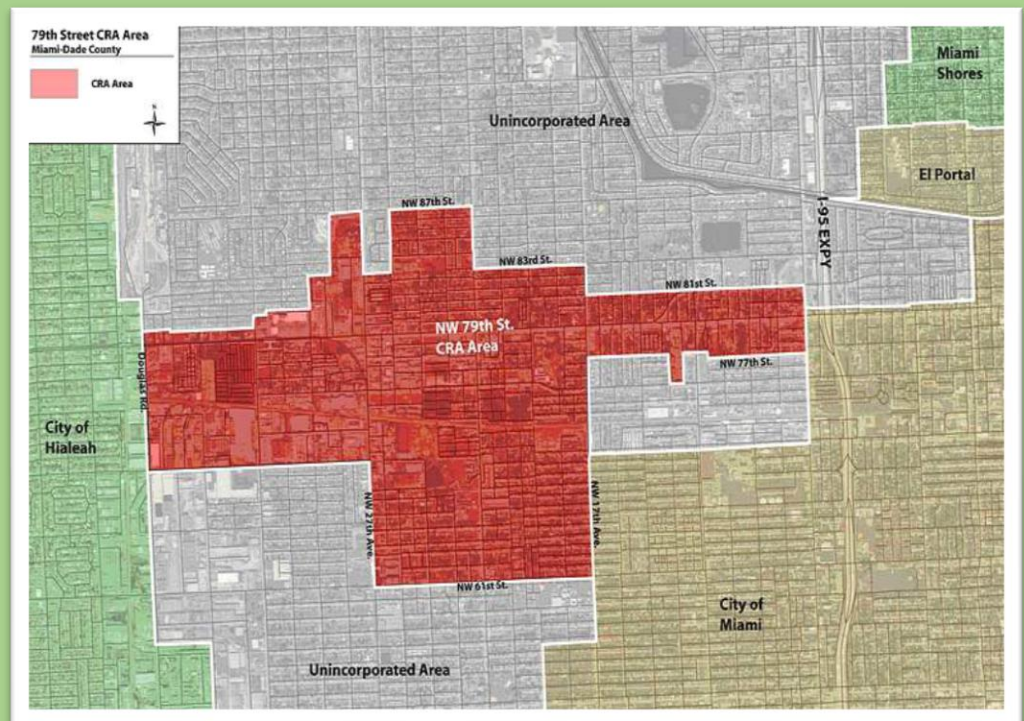
The NW 79th Street Corridor CRA is situated in a key location that supports the expansion, creation, and diversification of the Miami-Dade County economy. The Plan for the NW 79th Street Corridor CRA proposes an outline of programs and strategies designed to address:

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

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.

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 a grants coordinator and marketing/branding firms.

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 BOARD OF COMMISSIONERS

The five-Member Community Redevelopment Agency Board 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.



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 Charles Sims and Demetrius Walton to their first four-year term. 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. As of September 30, 2021, five (5) of the nine (9) Board seats were filled.

ADMINISTRATIVE STAFFING/CONTRACTED FIRMS

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.



Several local, small firms were 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. The CRA’s training partner is Partners for Self-Employment (PSE).



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.

- o 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.
- o Community involvement and citizen input shall be obtained in the planning of redevelopment activities.
- o 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 7th Avenue 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

funding, as the tax roll did not grow beyond the 2011 base year, until FY 2016-2017.

The 2020 Preliminary Tax Roll for the Area was \$602,859,103, a healthy 11% increase over the 2019 Preliminary Tax Roll (\$557,678,621) and a fifty-three percent increase over the base value. This is the fifth straight year of positive increment growth for the CRA.

ASSESSED VALUE - THROUGH THE YEARS

CHANGE IN ASSESSED VALUE OVER THE YEARS		
YEAR	ASSESSED VALUE	CHANGE
2014 - 2015	373,148,054	+1% <i>(6% under base value)</i>
2015 - 2016	382,640,742	+1% <i>(3% under base value)</i>
2016 - 2017	\$424,575,258	+11%
2017 - 2018	\$450,139,645	+9%
2018 - 2019	\$494,926,303	+10%
2019 - 2020	\$557,678,621	+13%
2020 - 2021	602,859,103	+11%
2011 (Base Year) - 2020	\$395,158,830 - \$602,859,103	+53%

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).

ADOPTED FY 2020-21 BUDGET

The CRA's FY 2020-21 budget of \$2,296,265, was approved by the CRA on September 29, 2020 (CRA-05-2020) and by the BCC on March 2, 2021 (Resolution No. R-159-21).

The budget includes revenue sources of County Tax Increment Financing, TIF, revenue of \$890,867, Unincorporated Municipal Service Area (UMSA) TIF revenue of \$368,094, a carryover from prior years of \$1,019,304 and interest earnings of \$18,000. 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.

Detailed below are the FY 2020 CRA administrative, capital, and operating expenses.

 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Administrative Expenses - \$96,884</p>	<p>Direct County Support (\$60,000)</p> <p>County Administrative Charge (\$18,884)</p> <p>Travel & Educational Seminars (\$14,000)</p> <p>Advertising, Newspaper & Public Notices (\$2,000)</p> <p>Office Supplies (\$2,000)</p>	 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Capital Expenses - \$2,021,380</p>	<p>Land Appraisal/Acquisition Development (\$1,260,000)</p> <p>Grant Program (\$300,000)</p> <p>Corridor Grants (\$196,380)</p> <p>Professional Services (\$100,000)</p> <p>Marketing, Promotional & Contractual Activities (\$100,000)</p> <p>Infrastructure Improvements (75,000)</p> <p>Professional Services: Economic Development Coordinator (\$65,000)</p> <p>Business Training Program (\$25,000)</p>	 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Operating Expenses - \$126,900</p>	<p>Creation Expenses (\$40,000)</p> <p>Marketing & Promotion (\$50,000)</p> <p>Printing, Publishing & Social Media (\$25,000)</p> <p>Legal Services (\$10,000)</p> <p>Meeting Room Expenses (\$1,000)</p> <p>Membership & State Fees (\$900)</p>
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Administrative Expenses

Direct County Support	This line item covers expenses incurred by the County's Office of Management and Budget relating to coordinating the day-to-day operations of the CRA, including preparing the budget and meeting agendas, overseeing the CRA's Trust Fund, processing invoices and coordinating with County departments to implement the CRA's initiatives. Because the CRA had not received any TIF funding, until FY 2016-17, the County had not charged the CRA for direct administrative expenses. For FY 2020-21, the County billed the CRA \$60,000 for administrative support. The remaining administrative support expenses for prior years will continue to be billed to the CRA in future fiscal increments, as long as funding is sufficient for CRA programming and administration.
Advertising, Newspaper & Public Notices	Expenses related to advertisements, printing and mail services.
County Administrative Charge	The Interlocal Agreement between the CRA and the County requires the CRA to pay the County a 1.5 percent fee of their County's tax increment contribution.
Office Supplies	Purchase of office-related supplies
Meeting Room & Travel Costs	Costs associated with travel for Members for Board-related activities

Capital Expenses

Land Appraisal, Acquisition & Development	Funding designated for the acquisition of a parcel for future housing or a mixed-use development project.
Emergency Grant Program	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.
Infrastructure Improvements	Investment in upgrades to sidewalks, lighting and green spaces.
Administrative & Programmatic Support Services: Economic Development Consultant	The CRA will engage a consultant to develop a master plan for Poinciana Industrial Park; support a Business Improvement District (BID) exploration; Area expansion charrettes, and community marketing campaign.
Professional Services	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.
Business Training Program	Invest in training programs that are designed for businesses interested in building capacity in the hospitality, trade, logistics and other identified industries.

Operating Expenses

Creation Expenses	In FY 2020-21 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 positive 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 (\$70,656) has been repaid.
Marketing & Promotion	Promote special community events in which the CRA is the sponsor or partner; marketing Area to potential developers and promoting local businesses.
Printing, Publishing & Social Media	Expenses related to printing, producing video documenting history of Area; press releases; using social media platforms to market events and inform community. Also, publication of reports and documents.
Legal Services	For legal counsel and advise from the Miami-Dade County Attorney's Office.
Meeting Room Expenses	The CRA primarily meets at the Arcola Lakes Library (County property). In addition, the CRA also holds meetings at the neighboring Police Sub-station and Florida International University. These costs are associated with expenses charged to hold the meetings at some locations.
Memberships & State Fees	All CRAs are required by the State of Florida to pay a Special District fee of \$175. Additionally, there is \$495 budgeted for membership in the Florida Redevelopment Association.

The CRA did not complete any affordable housing initiatives during this reporting year. However, discussions to explore the feasibility of partnering with an entity via a public-private joint venture for a mixed-use component are on-going.



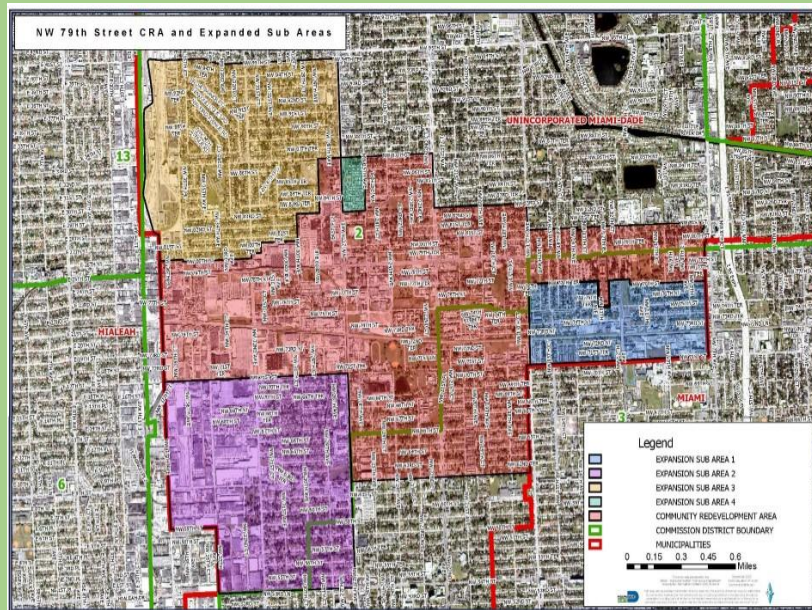
CRA STRATEGIC PLANNING

Due to Covid-19 and the various spikes and disruptions, much of the CRA's Action Plan's identified goals and initiatives from fiscal year 2019-2020, remained intact for fiscal year 2020-2021:

- 1) redevelopment projects (i.e., Poinciana Industrial Center, "PIC") or acquiring a parcel for development;
- 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) marketing and branding and;
- 4) major corridor infrastructure upgrades through partnering with the Florida Department of Transportation (FDOT) and entering into P3s, or public-private partnerships.

During FY 2020-21, 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. If all four areas are approved for expansion, an additional 1,424 acres will be subsumed within the CRA; almost doubling its current acreage.



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 in 2020 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 79th Street Neighborhood Corridor Initiative. Of the fifty completed applications received, 22 were approved for a total of \$77,000 in emergency small business funding.



In October 2019, the CRA approved the initiation of a small business training academy with a community based financial institution (CDFI), PSE, a twenty-nine-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." Due to various Covid spike guidelines at that time, PSE was forced to pivot to a virtual platform for the logistics & transportation training program. The training program was launched in May of 2020 and concluded one year later with 36 program graduates. Of the thirty-six, 23 were actively creating a business plan, marketing plan, financial projections and a pitch deck with the use of LivePlan in May 2021. A second round of trainees and a Phase 2 for additional technical assistance for the inaugural class will be considered by the Board for the upcoming fiscal year.

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 2020-21, the CRA met virtually and in-person (Arcola Lakes Library) on the following dates: October 28th and June 2021. Meetings scheduled for: November 19th; December 30th; January 28th, February 25th, March 31st, April 29th, May 27th, July 28th, August 25th and September 30th, were cancelled due to Covid spikes.

WORK PROGRAM

Detailed below is the Work Program the EDC undertook for the FY 2020 - 2021 reporting period organized into the following groupings: planning/data resource center; branding/marketing; and small business vitality.

NW 79 th Street Corridor CRA WORK PROGRAM FY 2020 - 2021	
PRIORITY	ACTION ITEMS
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
Branding/Marketing	Release competitive solicitation for marketing, branding and public relations services
Planning/Data Resource Center	Board Members and key stakeholders will conduct a community inventory to assess growth and challenges
Branding/Marketing	Develop a media and public relations campaign to promote awareness of the CRAs goals and projects
Small Business Vitality	Finalize a business outreach plan for the formation of a Business Improvement District
Planning/Data Resource Center	Based on survey data, design a series of business development training opportunities for eligible businesses in the Corridor
Branding/Marketing	The CRA will create and disseminate a bi-monthly electronic newsletter to area businesses and stakeholders
Planning/Data Resource Center	The CRA, in collaboration with Partners for Self-Employment, will spearhead a small business training program for eligible businesses. A Phase Two is under consideration.
Branding/Marketing	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.

**NW 79th STREET CORRIDOR COMMUNITY
REDEVELOPMENT AGENCY**

Fiscal Year Ended September 30, 2021

REVENUES

Tax Increment	\$1,258,961
Interest Income	\$3,462
Total Revenues	\$1,262,423

EXPENDITURES

General Government	\$207,509
Debt Service	\$0
Capital Outlay	\$0
Total Expenditures	\$207,509
Net Change in Fund Balance	\$1,054,914
Beginning Fund Balance	\$1,668,513
Ending Fund Balance	\$2,723,427

– 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.

**NW 79th STREET CRA - COUNTY/ CONSULTING
STAFF**

LOOK AHEAD/CLOSING SUMMARY

The overall goal of the N.W. 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. Despite the pandemic, this upward trend continued, as the TIF increased 11% over the previous fiscal year.

As the CRA approaches its mid-life (2026), its 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

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<p>Ron Butler H. Leigh Toney Economic Development Coordinator 79th Street Corridor Neighborhood Initiative 7900 NW 27th Avenue, Suite 236 Miami, FL 33147 Phone: (305) 836-1071 www.79thstreet.org</p>	<p>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/</p>
<p>Leroy Jones Alice Townsend Emergency Grants Program Liaison Neighbors And Neighbors Association, Inc. 5120 NW 24th Avenue Miami, FL 33150 Phone: (305) 756-0605 leroy@nanfl.org</p>	