

10/1/23 - 9/30/24



2023 /
2024

N.W. 79th Street Community Redevelopment Agency

ANNUAL REPORT



Established
2009



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N.W. 79TH STREET CRA

Welcome Message



As Chairman of the N.W. 79th Street Community Redevelopment Agency, I am thrilled to welcome you to a time of exciting growth and opportunity. Our community is at the forefront of positive change, with a vision to revitalize, empower, and elevate the entire 79th Street Corridor. Together with our dedicated board, staff, and community partners, we are laying the foundation for projects that will transform our area into a thriving hub of commerce, culture, and connection.

We invite you to be a part of this journey, as we work hand-in-hand to create an environment where local businesses can grow, residents can flourish, and new opportunities arise. The future of the N.W. 79th Street CRA is bright, and we are committed to fostering a dynamic space where innovation and prosperity thrive for all who call this community home.

Thank you for your continued support. With the collaborative efforts of our committed board members, staff, and community partners, we look forward to building this vibrant future together.

Yours in service

Major Milestones:

- *Contracted with a grants coordinator to oversee a re-vamped grants program*
- *Contracted with an economic development coordinator to oversee the CRA's redevelopment planning and efforts*
- *Hosted a strategic visioning session and a CRA Board Tour*



CRA Background & History



A Community Redevelopment Agency, or CRA, 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 N.W. 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, 2023).

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

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 2.7 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 N.W. 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, known as a community redevelopment agency. Community redevelopment agencies have the ability to utilize a designated funding tool, known as Tax Increment Financing (TIF), 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 Marlene Bastien) and 3 (Commissioner Keon Hardemon) and completed its fifteenth year of operation in Fiscal Year 2023-24.

As we look ahead, the Redevelopment Plan (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 Redevelopment Plan

The N.W. 79th Street Corridor CRA is situated in a key location that supports the expansion, creation, and diversification of the Miami- Dade County economy.

The Redevelopment Area (Area) is located in the west-central portion of Miami-Dade County. It extends approximately 2 miles from N.W. 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 N.W. 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 N.W. 17th and N.W. 27th Avenues, widens considerably to extend to NW 61st Street on the south to N.W. 87th Street on the north, a distance of about one mile. The east end, east of N.W. 17th Avenue, is less than a thousand feet wide, and centered on 79th Street. The overall Area encompasses approximately 1,485 acres.

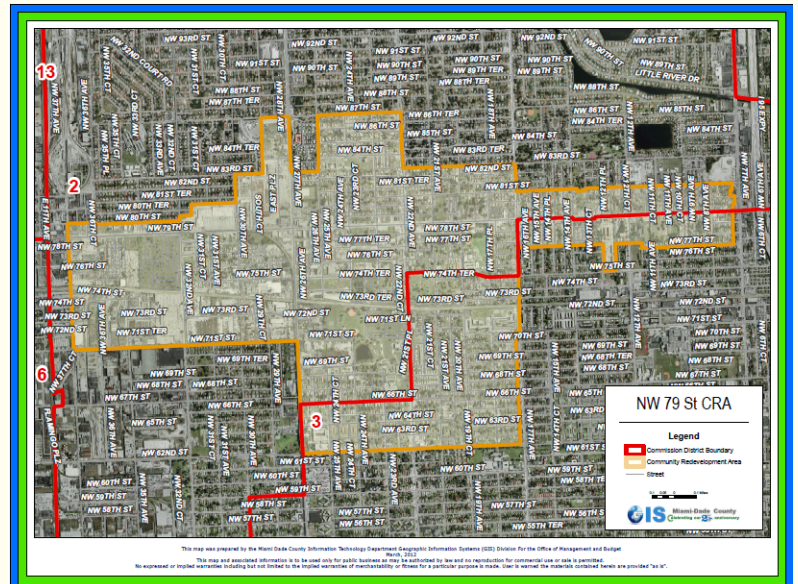
The Plan for the N.W. 79th Street Corridor CRA proposes an outline of programs and strategies designed to address:

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

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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 was issued in the Spring of 2021 and sought the services of an expansion feasibility firm. In the Fall of 2023, two solicitations were issued to select a grants coordinator and economic development firm

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



CRA Boundary Map

N.W. 79TH STREET CRA

CRA Board of Commissioners

Aaron McKinney, BA Chairman; Gilbert St. Jean, Jr., PhD, Vice Chairman; Tanisha “Wakumi” Douglas, MSW; Parmalyn M. Jacob, CPA; and Nadege Vilsaint, RCSWI, MSW

Board Area Tour 2024



- Wednesday, July 31, 2024
- Sites:
 - Poinciana Industrial Area
 - NW 18th Avenue (future proposed project site)
 - Northside Shopping Center/Nearby area
 - Southern boundary of CRA Area, near the MLK Station

Board Planning Retreat 2024



- Friday, August 16, 2024
- WSP Advisory Services - Real Estate/Market Studies
- DoubleTree by Hilton Miami (NW 7th Avenue CRA grant recipient)

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.

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

On June 1, 2022, former Commissioner Jean Monestime (District 2) appointed Aaron McKinney and Parmalyn Jacob to their first four-year terms (R-551-22).

On October 6, 2022 Dr. Gilbert St. Jean, Jr. and Nadege Vilsaint were appointed through Resolution Nos. 965-22 and 968-22, respectively. On November 15, 2022, through Resolution No. 1133-22, Commissioner Monestime appointed Tanisha Wakumi Douglas.

As of September 30, 2024, five (5) of the nine (9) Board seats were filled.



N.W. 79TH STREET CRA

Administrative Staffing

- The CRA Board was staffed on a part-time basis by professional County staff. Vivian Cao, Chimene Y. Graham and Nicole Jordan, of the Office of Management and Budget (OMB), led the County support team. Legal assistance was provided by the County Attorney's Office, Assistant County Attorney Terrence A. Smith.
- The CRA solicited for both an economic development coordinator to guide the goals of the CRA's redevelopment plan and a grants administrator to oversee and market the CRA grant programs to businesses located within, and those desirous of relocating, the Redevelopment Area.

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.



Adopted Budget Fiscal Year 2023-24

The CRA's FY 2023-24 budget of \$9,987,101, was approved by the CRA on October 19, 2024 (CRA-02-2023) and by the BCC on February 6, 2024 (Resolution No. R-92-24).

The budget includes revenue sources of County Tax Increment Financing (TIF) revenue of \$2,310,137 Unincorporated Municipal Service Area (UMSA) TIF revenue of \$964,111, a carryover from prior years of \$6,543,765 and interest earnings of \$169,088.

The CRA will focus on building awareness of and promotion of the development in the Area through business education, re-development, training support and economic programs by engaging community stakeholders, initiating valuable public-private partnerships and other organizations interested in the redevelopment of the Area.

Detailed below is a statement of revenue, expenses and changes in fund balances, ended September 30, 2023 and September 2024.

A Community Redevelopment Agency (CRA) plays a critical role in driving tax base growth by focusing on revitalizing underdeveloped or neglected areas, which leads to increased property values and expanded economic activity. Through targeted investments in infrastructure, housing, and commercial development, the CRA helps attract new businesses and residents, creating a more vibrant and attractive community. As properties are redeveloped and improved, the overall tax base grows, generating additional revenue that can be reinvested into further community development initiatives. This growth not only strengthens the local economy but also enhances the city's financial capacity to provide essential services, improve public spaces, and fund future redevelopment projects, ensuring long-term sustainability and prosperity for the entire community.



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. However, 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.

Fiscal Years	2024	2023
General Revenues:		
Tax Increment	\$ 3,274,248	\$ 2,539,765
Investment and other income	<u>340,905</u>	<u>187,254</u>
Total revenues	3,615,153	2,727,019
General Expenditures:		
Community redevelopment	<u>468,746</u>	<u>240,316</u>
Total expenses	468,746	240,316
Change in net position	<u>3,146,407</u>	<u>2,486,703</u>
Net position beginning of year	<u>6,561,931</u>	<u>4,075,228</u>
Net position end of year	<u><u>\$9,708,338</u></u>	<u><u>\$6,561,931</u></u>

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Strategic Planning



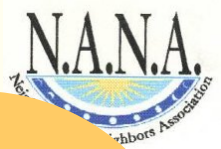
The CRA is focused on fostering sustainable growth, enhancing the quality of life for residents, and revitalizing underdeveloped areas within the community. This involves conducting a thorough analysis of current conditions, neighborhood needs, identifying key areas for development, and establishing short-, mid- and long-term goals that promote economic prosperity, social equity, and environmental sustainability. By collaborating with local stakeholders, businesses, and residents, the CRA aims to create a cohesive re-development plan that addresses district assets, infrastructure, business needs and public engagement.

During FYs 2023 and 2024, the CRA continued discussions around the CRA's primary goals of becoming the leader in the area to spur meaningful renewal. The previous update (2019) of the "Action Plan" will be replaced by a "visioning" document, spearheaded by **MHCP COLAB**, LLC, the CRA's economic development coordinator firm, which will guide the Board's overall strategic planning objectives and economic goals of the CRA. Much of the Annual Report's identified goals and initiatives from the prior fiscal years, remained intact for fiscal year 2023-24.

A grants administrator, **Neighbors and Neighbors Association** (NANA), Inc. was selected to re-structure and expand the CRA's grant programs. Both engagements will support the CRA's updated Work Program -- through small business support and development, business acceleration, project development, infrastructure planning and coordination with partners in order to deliver new investment and jobs within the CRA.

For FY 2023-24, the CRA held meetings on the following dates:

- October 19th
- March 27th
- April 30th
- May 28th
- June 27th
- July 31st (Board Tour)
- August 16th (Board Retreat)



N.W. 79TH STREET CRA

Progress Summary

THE FLORIDA

REDEVELOPMENT

ASSOCIATION

Year's Accomplishments:

- Hired an urban planner firm, MHCP COLAB, to refine and guide the Board's strategic vision;
- Hired a local non-profit agency, NANA, to revamp the \$1.65 million grants programs;
- Hosted successful Strategic Planning Retreat and developed strategic planning documents;
- Conducted Board Tour of the Area;
- Created an inventory of existing conditions, including: vacant land, unsafe structures, land ownership/value, land use and zoning, neighborhood services and amenities, transit and transportation, properties lacking sewer connections;
- Began an update of the Agency's Action Plan;
- Networked at the annual Florida Redevelopment Association (FRA) conference;
- Liaised with multiple community partners, including private business owners, residents, developers, FDOT and Miami-Dade County departments (Commission offices; planning; water and sewer; transit/public works; code enforcement and housing)



N.W. 79TH STREET CRA

Looking Ahead

The primary objective of the NW 79th Street Corridor CRA is to eliminate slum and blight within the redevelopment area through the execution of the community redevelopment plan. We aim to cultivate vibrant commercial and residential spaces while expanding economic opportunities for the community. Whenever possible, the CRA seeks to enhance its resources by partnering with external organizations whose initiatives align with our mission and goals.

Since the CRA began experiencing positive growth in 2017, it has seen steady increases in tax increment financing (TIF) over the past four fiscal years. These funds are critical to supporting both short- and long-term strategic goals, such as the potential creation of a business improvement district, mixed-use development projects (including co-working spaces, affordable housing, commercial, and/or retail), and the expansion of grant assistance and training programs for local businesses. This positive trend continued, with TIF increasing by almost 15% compared to the previous fiscal year.

As the CRA approaches mid-life (2026), it is essential for the Agency to stay focused on realizing the vision outlined in the Redevelopment Plan and set forth by the Board. The emphasis will be on projects and initiatives that can drive transformative change in the district and serve as catalysts for significant redevelopment. In the coming years, the CRA will implement a comprehensive strategy that incorporates a variety of on-going efforts, including:

- Redeveloping a key area within a historic urban community
- Expanding the boundaries of the designated Area
- Revitalizing small business, relocation, and residential grant programs

These initiatives will be further supported by future projects, which may include an affordable housing initiative, an expanded residential grant program, and a community streetscape enhancement project. Each of these efforts is aimed at sparking meaningful economic revitalization and creating vibrant public spaces.

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