

# NW 79th Street Corridor

# Community Redevelopment Agency



## FY 2016 – 2017 ANNUAL REPORT (October 1, 2016 to September 30, 2017)

Prepared by the Office of Management & Budget  
Miami-Dade County - March 2017



# NW 79<sup>th</sup> STREET CORRIDOR COMMUNITY REDEVELOPMENT AGENCY FY 2016 - 2017 ANNUAL REPORT

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## BOARD OF COMMISSIONERS

Ronald E. Frazier, AIA

Oliver L. Gross

Gabriel Salazar, AIA

Rasha Soray-Cameau, MBA

Ronda A. Vangates, Esq.

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## AGENCY STAFF

Jorge M. Fernandez, Jr.  
Coordinator  
Office of Management  
and Budget

Chimène 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 2016 - 2017**  
**(October 1, 2016 to September 30, 2017)**

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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 first full year of operation in Fiscal Year 2011-12.

This report will address the primary operating aspects of the Agency in FY 2016-17.

**CRA Board of Commissioners**

In accordance with Ordinance 11-55, adopted by the BCC on July 19, 2011, the NW 79<sup>th</sup> Street Corridor CRA Board of Commissioners shall consist of not fewer than five or more than nine commissioners. As of September 30, 2015, five (5) of the nine seats were filled. Commissioners as of that date were:

- Oliver L. Gross (Chairman)
- Ronda A. Vangates (Vice-Chairwoman)
- Gabriel Salazar (Secretary)
- Ronald E. Frazier
- Rasha Soray-Cameau

**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. Chimène 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 grants 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.

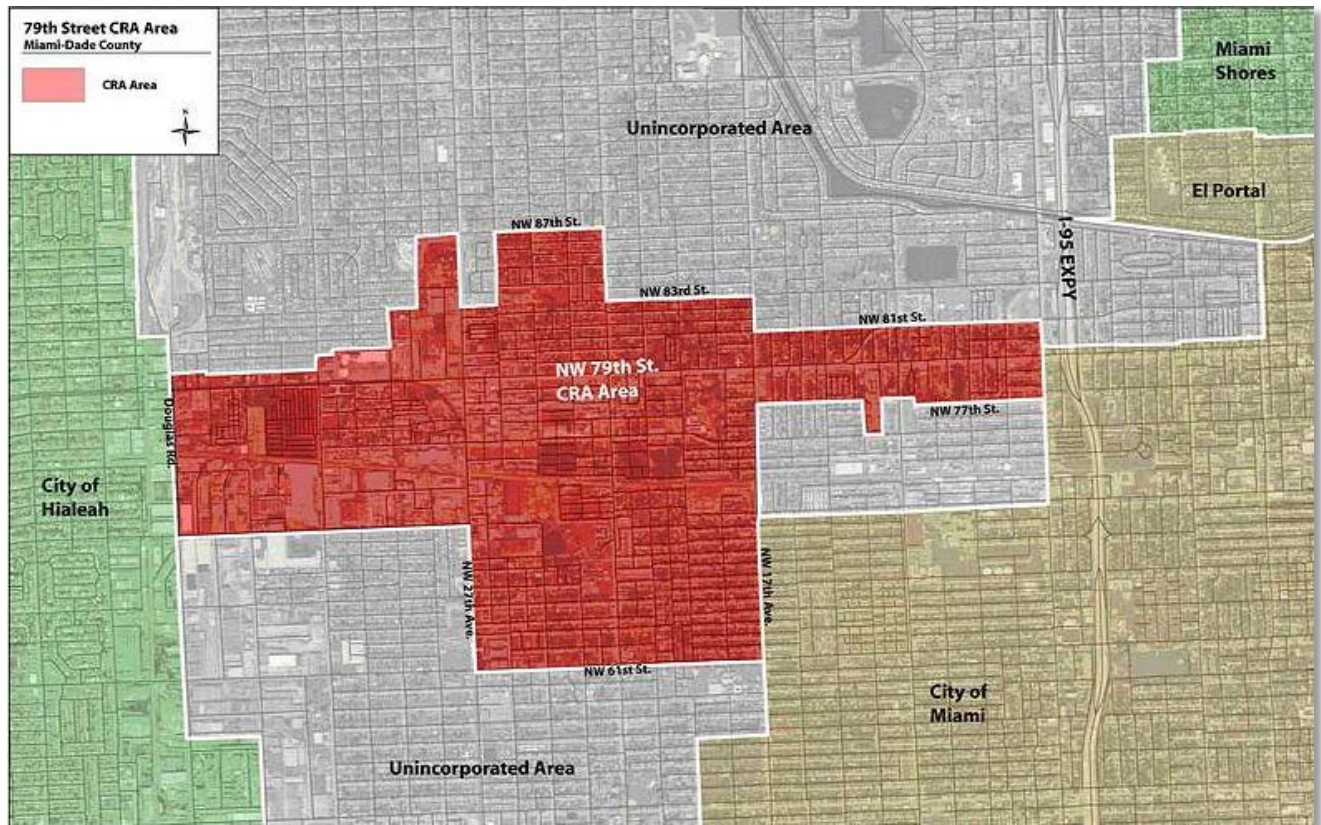
**CRA Redevelopment Plan**

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 \$361,057,167. Due to declining property values in the area, the CRA did not receive any funding until FY 2016-17. The 2016 Preliminary Tax Roll for the area was \$424,575,258, an eleven percent increase over the 2015 Preliminary Tax Roll and a seven percent increase over the base value. This is the first year of a positive increment for the CRA, and the first year the CRA realized Tax Increment Revenue (TIF).

**Adopted FY 2016 – 17 Budget**

The CRA's FY 2016-17 budget of \$181,809, was approved by the Agency on November 16, 2016 and by the Board of County Commissioners on January 24, 2017 (Resolution No. R-37-17).

**Revenues**

The budget includes revenue sources of County TIF revenue of \$130,419, Unincorporated Municipal Service Area (UMSA) TIF revenue of \$53,888, a negative carryover from prior years of \$2,598, and interest earnings of \$100.

**Expenses**

**Administrative Expenses - \$2,765**

1. 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 meeting agendas, overseeing the CRA's Trust Fund, processing invoices and coordinating with County Departments to implement the CRA's initiatives. Because the CRA has not been receiving funding, the County has not charged the CRA for direct administrative expenses. It is estimated that the County will spend \$28,000 in administrative support this year. The administrative support for this (\$28,000) and prior years (\$120,000) will be billed to the CRA at a future date when funding is sufficient for CRA programming and administration.

2. Advertising, Printing, and Mail Services (\$500)

Expenses relating to printing and mail services.

3. County Administrative Charge - \$2,765

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

**Operating Expenses - \$31,470**

1. Creation Expenses \$30,000

In FY 2016-17 the CRA reimbursed the County \$30,000 for a portion of the creation expenses associated with the CRA of \$119, 125. The CRA will pay the County installments until this amount has been repaid.

2. Membership and State Fee (\$670)

All CRAs are required by the State of Florida to pay a Special District fee of \$175. Additionally, the CRA budgeted \$495 for membership in the Florida Redevelopment Association.

3. Meeting Room Expenses \$700

The CRA currently meets in the Arcola Lakes library. These costs are associated with expenses changed by the library to hold the meetings at that location.

4. Property Assessment Fee \$100

This property assessment is associated with the parcel that was conveyed to the CRA by the County. The property is located at 997 NW 79 Street and has since been deeded back to the County.

**Reserve \$147,074**

The CRA is placing this amount in reserve until such time as projects are identified that promote the mission of the CRA. The CRA will focus on build awareness of and promote the development of 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 2016-17, the CRA held several strategic planning meetings to discuss and refine the CRA’s goals. One planning sessions was held with the coalition of partners the CRA works in collaboration with to leverage their strategic planning and economic resources for the benefit of the 79th Street Corridor. After a series of planning sessions, the CRA elected to focus on the three top items for inclusion into the Action Plan update. They were: Poinciana Park development; access to capital for business and training; and major corridor development.

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<br><br>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 NW17th Avenue NW 22 <sup>nd</sup> Avenue NW 27 <sup>th</sup> Avenue NW 62 <sup>nd</sup> 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<br><br>Create gateway & ‘destination centers’ on major corridors  | List assets in the community that will be shared with realtors and media representatives<br><br>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    |

| GOAL   | STRATEGY   | OBJECTIVE   | OUTCOME  | TIMELINE  |
|--|--|---|--|-----------|
| 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.

| NW 79 <sup>th</sup> STREET Community Redevelopment Agency (CRA) |                  |
|---|------------------|
| Fiscal Year Ended September 30, 2017                            |                  |
| <b>REVENUES</b>   |                  |
| Tax Increment   | \$184,307        |
| Interest Income   | \$688            |
| <b>Total Revenues</b>   | <b>\$184,995</b> |
| <b>EXPENDITURES</b>   |                  |
| General Government  | \$34,779         |
| Debt Service  | \$0              |
| Capital Outlay  | \$0              |
| <b>Total Expenditures</b>                                       | <b>\$34,779</b>  |
| <b>Net Change in Fund Balance</b>                               | <b>\$150,216</b> |
| Beginning Fund Balance  | -\$2,422         |
| Ending Fund Balance   | \$147,794        |

**Summary**

The NW 79<sup>th</sup> 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 current trend portends nominal increases in the tax increment financing, which will be available to the CRA to support their strategic goals (i.e., development projects or grant assistance to local businesses). The redevelopment of the Corridor will fuel future growth and benefit the CRA in particular and County as a whole. The CRA Board of Commissioners and staff will continue to promote the 79<sup>th</sup> 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 2017-18, the CRA will continue to build on partnerships with the businesses and residents within the Corridor to further implement the goals and objectives outlined in the Agency’s Redevelopment Plan by engaging the community for input through joint meetings with all stakeholders.



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

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<http://www.miamidade.gov/redevelopment/nw-79th-street-corridor.asp>