



NORTH MIAMI CRA
COMMUNITY REDEVELOPMENT AGENCY

ANNUAL REPORT

Fiscal Year 2016-17

To
NOMi is to
Love Me



CHAIRMAN'S MESSAGE

On behalf of the North Miami Community Redevelopment Agency (NMCRA), we are pleased to submit the Annual Progress Report and Financial Statements for the Fiscal Year ending September 30, 2017. One of the primary objectives of the CRA is to remain steadfast on eliminating slum and blight and to effectuate positive change within targeted areas through improvements of business and residential structures. To that end, the NMCRA works to transform that area into one that again contributes to the overall health of the community.

The leveraging of our resources to work with and attract private investment has been a focal point of our redevelopment agency strategy. With the continued support of the CRA's Board of Commissioners and CRA administration on major projects, programs, and initiatives, we are aimed at strengthening the Downtown and all major corridors in North Miami. As we highlight our numerous accomplishments and work in progress, the concerns of our business community, residents and visitors are foremost in our thoughts. We as an agency, are tasked with helping entrepreneurs, so I took it upon myself to make certain that not only would the NMCRA continue to fulfill its mission, but that it would thrive. Let me take a few moments to highlight our achievements of the past year.

The NMCRA plan focuses on redevelopment and economic development as a tool to drive growth in tax increment revenues, which can then be reinvested into additional strategies identified by the plan, such as, community benefits, infrastructure, affordable housing, and neighborhood enhancement. The plan focuses on Downtown redevelopment, including arts and culture, mixed-use and residential development, and transportation. Additionally, we have capitalized on existing industry clusters to grow the NMCRA, drive investment to major corridors, such as, West Dixie Highway, NE 6th Avenue, 125th Street, and the Chinatown Cultural Arts and Innovation District. We are certain that the Downtown North Miami Corridor will thrive and continue to host economically viable businesses, arts, and restaurants, as an overall cultural destination that we must sustain.

As Chairman of the North Miami CRA, I am both humbled and honored to work alongside a group of dedicated Board Members and have the exceptional leadership of the CRA staff that serves the community and residents of North Miami. It is with great enthusiasm that we examine the accomplishments of Fiscal Year 2016-2017 and acknowledge that they are the results of collaborative and inclusive efforts.



Smith Joseph, D.O., Pharm.D.
Chair



Board Members



Commissioner
Philippe Bien-Aime
Board Member



Commissioner
Alix Desulme
Board Member



Commissioner
Scott Galvin
Board Member



Commissioner
Carol Keys, Esq.
Board Member

INTRODUCTION

Pursuant to Florida Statutes, Chapter 163 Part III, The Community Redevelopment Act of 1969 as amended (hereinafter referred to as the "Act"), the North Miami Community Redevelopment Agency (hereinafter referred to as the "CRA") was created for the purpose of facilitating the revitalization of designated "slum" and/or "blighted" areas within the City of North Miami.

In accordance with Section 163.355 (5) of the Act, the principal mission of the CRA is the preservation or enlargement of the community redevelopment area's tax base from which taxing authorities the City of North Miami and Miami- Dade County receive tax revenues to carry out public initiatives that stimulate the rehabilitation and redevelopment of the designated area mainly by private enterprises. The Tax Increment Financing (TIF) mechanism, unique to community redevelopment agencies, is intended to serve as a stable, recurring source of funds to jumpstart and catalyze redevelopment within the community redevelopment area during the period in which the tax base of a designated slum and blighted area is increasing.

Community Redevelopment Agencies are a common governmental tool for redevelopment in Florida, and they operate on a budget generated by the increase in property tax revenue within the area. Once the CRA is established, a percentage of the increase in real property taxes goes to the CRA. This tax increment is used to fund and finance the redevelopment projects outlined in the Community Redevelopment Plan.

NORTH MIAMI COMMUNITY REDEVELOPMENT AGENCY

On July 13, 2004 the Board of County Commissioners adopted Resolution R-937-04, which approved the Finding of Necessity and established the North Miami Community Redevelopment Agency. On June 7, 2005, the Board of County Commissioners adopted Resolution R-610-05 approving the Redevelopment Plan, the Interlocal Agreement, and the funding of the Plan when it enacted Ordinance No. 05-109, thus creating the Agency's Trust Fund. The Interlocal Agreement between Miami Dade County (County), the City of North Miami (City) and the North Miami Community Redevelopment Agency (Agency) requires, that the Agency refund the County's TIF payment for the redevelopment area west of Biscayne Boulevard and that the Agency is to submit for County approval an annual budget for the implementation of the Plan prior to expending any funds. The City of North Miami City Council approved the Findings of Necessity, the CRA boundaries, and created the North Miami Community Redevelopment Agency in June, 2004 by the passage of Resolution R-2004-3. The Community Redevelopment Agency approved the Redevelopment Plan, pursuant to the Redevelopment Act in March, 2005, by Resolution R-3-2005-1. The City of North Miami approved the Redevelopment Plan in March, 2005, by passing Resolution R-2005-15.

The first amendment to the Plan was adopted by the Board of County Commissioners (BCC) through Resolution No. R-1113-08, to incorporate the development and implementation of community policing initiatives and define affordable housing guidelines. On September 20, 2016 the BCC approved the Ordinance extending the Trust Fund for another 29 years, with the 2016 NMCRA Plan Amendment and the 2nd Amendment to the Interlocal being approved at the December 6, 2016 meeting extending the life of the North Miami Community Redevelopment Agency to July 13, 2044.

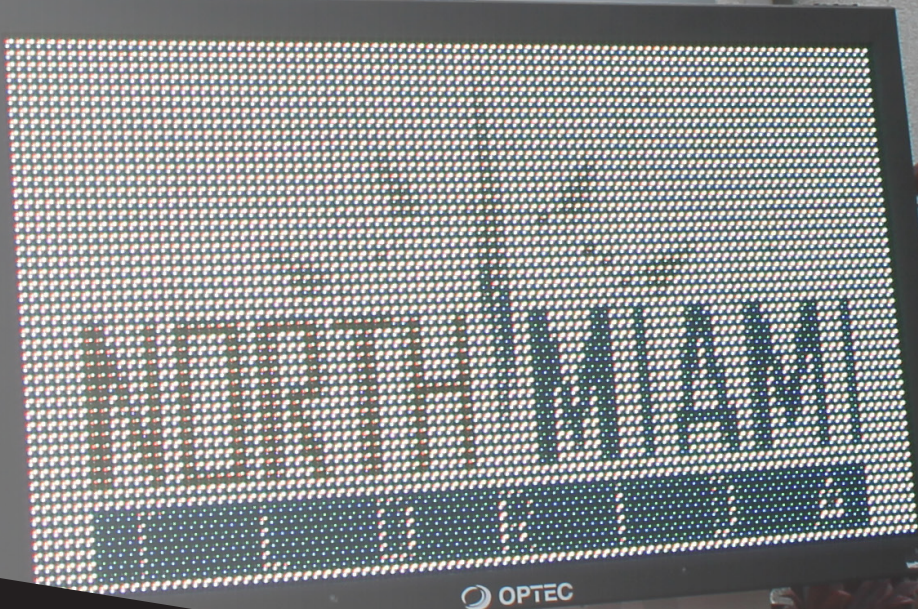
OVERVIEW

The North Miami CRA's governing Board of Commissioners is comprised of the Mayor and Members of the North Miami City Council. In addition, the CRA has a 12-member Advisory Committee that is appointed by the governing board.

The North Miami Community Redevelopment Agency is an independent government agency tasked with eliminating slum and blight in a designated area. The NMCRA does this by using increases in taxable values, for a limited period of time within a deteriorating area, to transform that area into one that again contributes to the overall health of the community. This transformation occurs through the various grants and initiatives listed below:

- Commercial Rehabilitation and Beatification Grants
- Public Private Partnership Developments
- Infrastructure Improvements
- Neighborhood Improvement Programs
- Affordable, Workforce, Market Rate, Luxury and Mixed Income Housing
- Affordable/Workforce Housing Development & Renovation
- Transportation and Transit Developments
- To implement the redevelopment program in a manner that balances residential, commercial, environmental, recreational, economic, and aesthetic elements.

CITY OF NORTH MIAMI



NORTH MIAMI CRA BOUNDARY MAP



The Community Redevelopment Area comprises some 3,250 acres, which represent approximately 60% of the City as shown in this map.

FY 16-17 CRA STAFF ACCOMPLISHED THE FOLLOWING:

- Successfully amended the NMCRA Plan and negotiated its life to July 13, 2044, and continue working with Miami Dade County staff to achieve agreed upon goals.
- Finalized the NW 7th Avenue redevelopment masterplan and are in the process of implementing some of the recommendations, which call for infrastructure and streetscape improvements and implementation new business attraction incentives.
- Initiated a multi-year capital project in the downtown corridor with public-private partnership opportunities. The NMCRA has been working on assembling adjacent properties for the larger scale development.
- Updated and adopted grant guidelines for small business development, business attraction and large scale development projects.
- Created and adopted the NMCRA Standard Operating Procedures manual to allow for proficient management of the Agency.
- Acquired web-based grants management software to allow staff ease of use for contracts and grants monitoring, and allows the public to apply directly online.
- Provided \$800,000 in grant funds in Beautification and Rehabilitation Grants to enhance existing businesses and attract new ones. To date the NMCRA has attracted seven (7) new businesses into the CRA area, with more applications pending.
- Commissioned a design masterplan for the train station area and the West Dixie Highway and NE 6th Avenue corridors that was approved at the October 2017 meeting.
- Implemented the Market Positioning Plan, which called for new, achievable goals to make Downtown North Miami a place to visit, invest and live. Initiatives include but are not limited to: support monthly cultural innovative events, create a business focused website and appropriate collateral materials, such as walking guides and other signage, and create a positive presence in the media.
- Sponsored events which has brought over 500 businesses and interested parties to the CRA area to network and learn about CRA initiatives.
- Capital Improvement Projects: Initiated several capital improvement projects which were identified in the Downtown Masterplan. Attended several conferences and meetings showcasing CRA capital initiatives: Florida Redevelopment Association Annual Conference and the American Planners Association.

2016-17 MAJOR HIGHLIGHTS

Marketing, Promotions & Branding

Sponsored Mayor's Quarterly Business Luncheon



The Mayor's Quarterly Luncheons are open to North Miami business owners, residents, and stakeholders. Topics covered are Public-Private Partnerships (P3s), Trade and Tourism, Innovation and Technology, and Transportation. The Beacon Council spoke in depth about the resources and support they provide to small business owners. The Travel & Trade luncheon included discussions on how small to medium sized businesses can capitalize on international trade. Innovation and Technology luncheon provided supportive mobile apps and tools for running your business more effectively. The Transportation luncheon discussed the opportunities for expanding transportation throughout North Miami. Keynote Speakers included Former CEO of The Beacon Council Larry Williams, CEO of the Greater Miami Convention & Visitors Bureau William Talbert, Co-Founder of Black Tech Week Felicia Hatcher, and Senior VP of Brightline Jose Gonzalez.

NMCRA Business Cards, Stationary and Brand Manual



Downtown Street Pole Banner Campaign

- A total of 52 [24 designs] banners in the Downtown
- On NE 125th Street from 5th - 14th Avenue.
- On West Dixie Highway from 123rd - 130th
- Scheduled to be installed by mid April 2018



ICSC CONFERENCE
FLORIDA & DEAL MAKING

ORANGE COUNTY CONVENTION CENTER | ORLANDO, FL
August 26, 2018 - August 28, 2018

Attended ICSC Conference

This past year NMCRA staff and staff from the city's Economic Development Department attended the ICSC Annual Conference showcasing CRA capital and commercial initiatives as well as attended the Florida Redevelopment Association (FRA) Annual Conference.

CHINATOWN CULTURAL ARTS & INNOVATION DISTRICT

Gateway Hotel
Conference Center
Parking Structure
at North and South Gates



Fun Fact: In February 2016, North Miami became the first city in the state of Florida to designate a portion of its city as a Chinatown. This will promote economic growth through commercial development, tourism, and technical innovation. The North Miami CRA is leading this project through funding and project management and is eagerly willing to partner in redevelopment efforts.

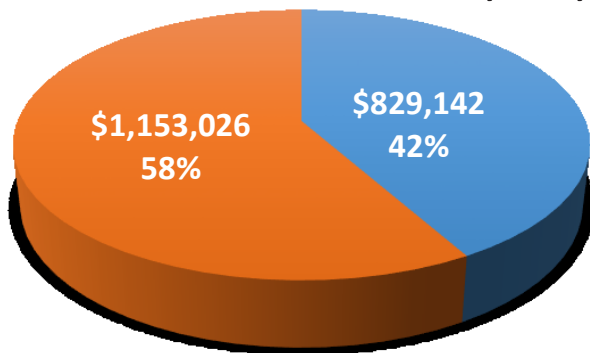
- The total development capacity of the proposed Chinatown Cultural Arts and Innovation District is comprised of 92+/- acres of existing parcels, west of Interstate-95
- Located on NW 7 Avenue, a major north/south commercial corridor between NW 135 Street and NW 119 Street and adjacent to the U.S. Interstate-95
- To initiate this economic redevelopment project, the North Miami CRA sponsored a delegation of CRA officials and staff to travel to China to promote the city's proposed Chinatown Cultural Arts and Innovation District initiative and CRA incentives to interested Chinese investors in search for new opportunities within the United States

BUSINESS ASSISTANCE PROGRAM

In order to enhance the City's commercial corridors, the North Miami CRA provides grants up to \$150,000 with 50% match of total project costs to rehabilitate, relocate, beautify and enhance commercial buildings. Improvements to the facades of eligible commercial properties help local businesses attract new customers and can have a significant positive impact on the marketability of the surrounding area. These programs aid the North Miami CRA in meeting the goal of eliminating slum and/or blight conditions within the CRA boundaries. For FY2016-17, the NMCRA allocated \$800,000 for Commercial Rehab, Business Attraction, Capacity Building and Beautification grants, to assist properties in enhancing their visibility, attracting new businesses along the Downtown corridor and other areas within CRA boundaries.

All improvements must be in compliance with any and all applicable codes, design standards, and all other restrictions of the City of North Miami. Every project must be approved by the CRA, and is subject to funding availability.

FY16-17 CRA COMMERCIAL GRANTS TOTAL PROJECT COSTS \$1,991,422



■ CRA Grant Funding 2017

■ CRA Private Match 2017

Rehabilitation Grant Program

This program provides up to \$100,000, with a 50% match of total project costs of interior/exterior improvements to property.

ALASKA ROASTING COFFEE

An unfortunate fire forced the North Miami coffee shop to close. With the help of the NMCRA, they have reopened and are ready for business once more.



Beautification & Enhancement Program

This program offers up to \$25,000 with no match requirement, to eligible commercial property owners or business operators for improvements to the exterior and/or interior of the building.

Before



SAAVEDRA, LLC

Enhancements and structural changes to the building improve the curb appeal and create product display for customers to browse and window shop.

After



Business Attraction Expansion Grant Program

This grant will cover up to \$150,000, with a 50% match of total project costs specifically defined, and approved costs that are related to relocation and attraction of businesses. This program is best suited for businesses previously not located within the boundaries of the CRA or those looking for an opportunity to expand. This grant can also be used to cover half of the monthly rent of an approved property for up to 6 months during the renovations.

BUSINESS ATTRACTION

1

Breweries



2

Salons



2

Office Services



2

Furniture Design



BUSINESS DEVELOPMENT

The North Miami CRA has made progressive changes during the last year with new merchants and businesses, relocations and expansions, commercial rehabilitation, and funding a single-family rehabilitation grant incentive. These changes have been instrumental to the city's major commercial corridors (West Dixie Highway, NE 6th Avenue, NE 125th Street, NW 7th Avenue, Biscayne Boulevard and NW 119th Street). Such changes have enhanced our area for visitors, residents, and contributes to the overall local economic growth of the community.

- Supported the opening/re-opening and expansion of businesses within all major commercial corridors
- Held business workshops, attended and coordinated meetings with potential Downtown developers, property and business owners looking for retail space, property purchase, property rental, and provided key data and information regarding the vivacity of Downtown NoMi.
- Implemented a Downtown Strategic Marketing Plan to address business development and growth within the Downtown along with promotion, advertising, and special events.

CAPITAL PROJECTS

Mixed-Use Development NE 125 Street and NE 8 Avenue

The updated Redevelopment Plan and five year Finance Plan guides the capital improvement priorities. It is expected that staff will begin to implement the above capital project identified, which will involve design, construction and possibly purchase of land.



Proposed MOCA Plaza Design



CAPITAL PROJECTS

Work in Progress

Transit Oriented Development (TOD)

BACKGROUND

The South Florida Regional Transportation Authority (SFRTA), in partnership with the Tri-Rail Coastal Link, the Florida Department of Transportation (FDOT), and the Regional Planning Councils (RPC) along the Florida East Coast, is in the final stage of a passenger rail service that will run along the FEC Railway. This rail service will improve access to multiple destinations within numerous municipalities, neighborhoods and activity centers along the FEC Railway. The area around NE 125th / 123rd Street and the FEC Railway, which is located within the jurisdictional boundary of North Miami, was selected as one of the 28 potential station locations identified and analyzed by the SFRTA.

T – Transit (Transportation)

The different transportation modes (transit, walking, bicycle, cars, taxis, etc.) and the infrastructure and amenities (lanes, parking spots, transit stops, stations, sidewalks, etc.) that allow residents to travel safely, conveniently, and comfortably whichever mode they choose.

O – Oriented (Open Space)

The public spaces (plazas, patios, parks, sidewalks, etc.) that form the transition between transportation facilities and buildings, also known as the 'the spaces between' where the life of the city plays out. Can be public or private property, but should be designed to be accessible, friendly, and fun for all.



D – Development (Buildings)

The built-up areas, primarily private parcels, where different human activities occur that support varied housing, employment, shipping, and other uses. In the TOD model, buildings should relate to and activate surrounding open spaces and support transit ridership by adequate density.

The TOD plan calls for a two-part planning process-the detailed station area plan within a half-mile radius of the FEC station and corridor design guidelines to ensure first and last mile connectivity along NE 6th Avenue, West Dixie Highway, NE 125th / 123rd Street and Biscayne Boulevard.

As the city's primary transit station along the future Tri-Rail Coastal Link, the capture area for North Miami's TOD strategy goes beyond the immediate ¼ mile or ½ mile radius of the proposed location at NE 125th / 123rd Street and FEC Railroad.

FACTS



8,661 RESIDENTS

Approx. 13.9% of the City's population lives in Station Area



3,714 households
vs. 18,394 in the City



2.3 persons
vs. 3.06 persons City



Median age is 36
vs. 37.7 City



Median Household Income
\$28,950
vs. City \$37,490



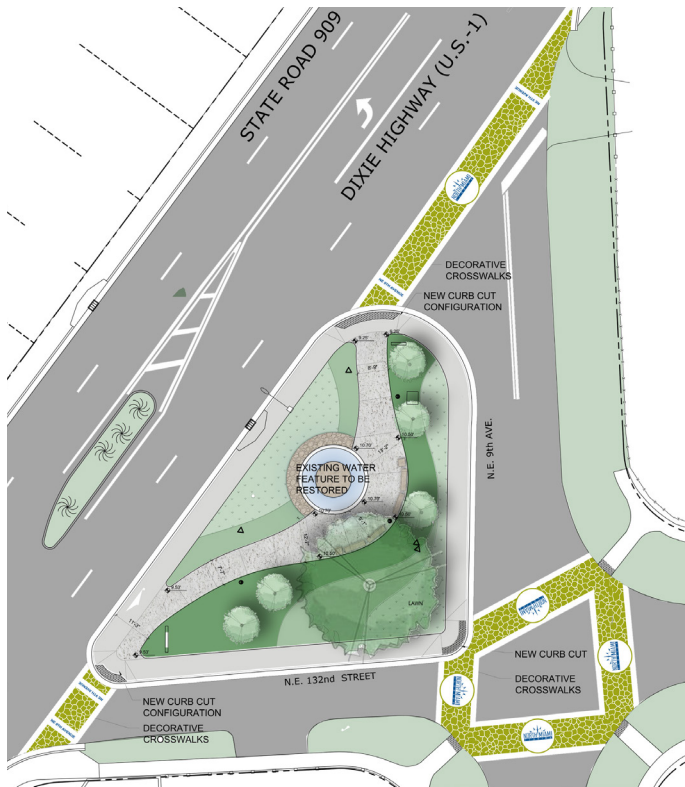
48.7% are Black,
14.4% White &
31.8% Hispanic

Iron Manors Park Improvements

The implementation of landscape design upgrades, will reactivate this triangular parcel and will mark a point of entrance to the Downtown area. In addition, the incorporation of street furniture such as lighting and benches promotes the usage of this pocket park for the community.

Suggested Enhancements:

1. Create shaded seating with hardscape, shade trees and benches (three benches, one waste receptacle, 1,800 square feet of decorative paving and approximately eleven shade trees to be located at the street fountain triangular site).
2. Install flowering plant material.
3. Add crosswalks with City-approved design scheme and install on-demand pedestrian signalization.



Irons Manor Fountain inspiration

Single-Family Rehabilitation Grant

Partnered with the City's Housing Department to develop new single-family rehabilitation grant guidelines to assist primarily disabled, seniors and very low income households in the CRA area. The new guidelines were adopted at the June 13th meeting and the Housing Department has initiated the program. In addition to funding one half of a housing staff person to implement the program, the NMCRA allocated \$700,000 to assist approximately 35 households.

This grant is managed in conjunction with the city of North Miami Community Planning and Development Department. This grant only funds owner occupied housing up to \$20,000.

Eligible Homeowners: The program is open to owner-occupied homeowners residing in the CRA boundary who have occupied their homes for at least one (1) year, homesteaded by the owner of record, who meet the program's income, occupancy and other guidelines and total household income does not exceed one hundred twenty percent (120%) of the area's median income as defined by HUD income limit chart.

Qualifying Properties: Properties that are eligible for assistance shall include single family houses, townhouses and duplexes that are owned and occupied by income eligible residents within the CRA boundary.

Before



Before



After



After



\$7,963,290
FY16-17 TOTAL BUDGET

\$323,854 OR 4%
Administrative Expenses

\$1,039,120 OR 13%
Operating Expenses

\$1,305,780 OR 16%
Refund to Taxing Authorities

\$5,294,536 OR 67%
Capital Improvements

North Miami Community Redevelopment Agency
(A Component Unit of the City of North Miami, Florida)
Fiscal Year Ended September 30, 2017

BALANCE SHEET
GOVERNMENTAL FUNDS

	General	Special revenue	Total Governmental Funds
ASSETS			
Cash and cash equivalents	\$ 506,962	\$ 4,207,075	\$ 4,714,037
Due from other governments	-	-	-
Total assets	<u>506,962</u>	<u>4,207,075</u>	<u>4,714,037</u>
LIABILITIES AND FUND BALANCES			
<u>Liabilities:</u>			
Accounts payable and accrued liabilities	219,460	-	219,460
Due to other governments	6,765	-	6,765
Total liabilities	<u>226,225</u>	<u>-</u>	<u>226,225</u>
<u>Fund Balances:</u>			
Assigned:			
Capital projects	-	4,207,075	4,207,075
Unassigned	280,737	-	280,737
Total fund balances	<u>280,737</u>	<u>4,207,075</u>	<u>4,487,812</u>
Total liabilities and fund balances	<u>\$ 506,962</u>	<u>\$ 4,207,075</u>	<u>\$ 4,714,037</u>

Reconciliation of the Balance Sheet of Governmental Funds to the Statement of Net Position

Total fund balance - governmental fund (above)	\$ 4,487,812
Amounts reported for governmental activities in the statement of net assets are different because:	
Capital assets, net of accumulated depreciation, used in governmental activities are not financial resources and therefore are not reported in the funds.	133,748
Net position of governmental activities	<u>\$ 4,621,560</u>

North Miami Community Redevelopment Agency
(A Component Unit of the City of North Miami, Florida)
Fiscal Year Ended September 30, 2017

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS

	General	Special Revenue	Total Governmental Funds
REVENUES			
Tax increment revenue	\$ 3,593,421	\$ -	\$ 3,593,421
Tax increment revenues refunded to taxing authorities (Note 5)	(1,305,780)	-	(1,305,780)
Tax increment revenues, net	2,287,641	-	2,287,641
Interest and other	11,459	-	11,459
Total revenues	2,299,100	-	2,299,100
EXPENDITURES			
General Government	906,129	-	906,129
Community Redevelopment	-	1,137,851	1,137,851
Total expenditures	906,129	1,137,851	2,043,980
Excess (deficiency) of revenues over expenditures	1,392,971	(1,137,851)	255,120
OTHER FINANCING SOURCES (USES)			
Transfers in	-	1,657,072	1,657,072
Transfers out	(1,657,072)	-	(1,657,072)
Total other financing sources (uses)	(1,657,072)	1,657,072	-
SPECIAL ITEM			
Forgiveness of debt	317,965	-	317,965
Net change in fund balances	53,864	519,221	573,085
Fund balances - beginning	226,873	3,687,854	3,914,727
Fund balances - ending	\$ 280,737	\$ 4,207,075	\$ 4,487,812

Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances of Governmental Funds to the Statement of Activities

Net change in fund balances - total governmental funds (above)	\$ 573,085
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Amounts reported for governmental activities in the statement of activities are different because:

There are no reconciling items and there are no differences	-
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Change in net position of governmental activities	\$ 573,085
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NOTE 5 – TAX INCREMENT REVENUE

The primary source of revenues is tax increment funds received through the City and the County. This revenue is computed by multiplying the operating tax rate for the City and the County by the increased value of property located within the boundaries of the redevelopment areas of the Agency, over the base property value, less five percent (administrative fee). Both the City and the County are required to annually fund this amount without regard to tax collections or other obligations.

In accordance with the Inter-Local Cooperation Agreement, the Agency is required to provide annual refunding to the City and County equal to the amount of tax increment revenues generated by the redevelopment area, other than properties to the east of Biscayne Boulevard, and not necessary to pay debt services and related bond payments. In addition, the City is required to contribute an amount equal to its refunded amount back to the Agency in support of redevelopment activities including debt service and related payments on bonds. In fiscal 2017 the Agency refunded to the taxing authorities \$1,305,780.

NORTH MIAMI COMMUNITY REDEVELOPMENT AGENCY
ADVISORY COMMITTEE

Michael McDearmaid

Committee Chair

Mary Estime-Irvin

Committee Vice-Chair

Kenny Each

Committee Member

Clark Reynolds

Committee Member

Holly Cohen

Committee Member

Claudio Sanchez

Committee Member

Dr. Pastor Enoch Millien

Committee Member

Dr. Rudolph Moise

Committee Member

Gary Aristide

Committee Member

Blanca Cobo

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Hudson Robillard

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Karol Geimer

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