

**CITY OF FLORIDA CITY**  
**COMMUNITY REDEVELOPMENT AGENCY**  
**Annual Report**  
**Fiscal Year 2024-'25**

Projected Budget for Fiscal Year 2025-26

**Executive Director's Statement**

As projected in last year's Annual Report, FY 2024-'25 saw the completion of significant infrastructure redevelopment and continued planning for other multi-year projects. In particular, the investment in the reconstruction of several miles of neighborhood streets in Florida City enhanced challenged neighborhoods and encouraged continuing high-quality infill development by the private sector. The recent growth of Florida City will be challenging. The marked contrast between new residential construction and our historic neighborhoods, with purchase prices that many long-time residents could never have imagined in this zip code, warns us of gentrification. This only focuses us on the mission of this Agency, to make sure that our legacy residents benefit from this growth through the provision of improved infrastructure and community assets and the continued effective struggle to eliminate slum and blighting conditions.

The attached Annual Report for FY 2024-25 and projected Budget for 2025-'26 is hereby respectfully submitted for your information and comment.

**History of the Florida City Community Redevelopment Agency**

Created in 1996, the CRA was enlarged in 2009 and again in 2020. The Mayor, four City Commissioners, two local residents from the private sector and our County Commissioner (or a representative) compromise the CRA Board. CRA by-laws primarily mirror City policies and procedures. The CRA Board meets on an as-needed basis. Modifications to the CRA Plan, Budgets, Reports and Debt Proposals are all submitted to the County Commission after approval by the City Commission. An independent audit of the Agency's business is performed annually, per F.S. 163.387(8) and the Agency has no outstanding debt. A restated inter-local Agreement between the City and County was approved in 2020, expanding the area of the CRA and extending the life of the Agency until June 1, 2055. Certain rebates of TIF proceeds were required by Miami-Dade County in the restated inter-local Agreement.

### **Staffing and Shared Operating Expenses**

Executive Director Jon Ward is the only full-time Agency employee. City Finance Director Chad Burkhalter continues as Agency Treasurer and City Attorney Regine Monestime serves as the Agency Attorney.

An indirect cost allocation plan, implemented in 2012, identified the indirect shared costs that the CRA is responsible for, including fiscal operations, rent, insurance, utilities and related expenses, calculated as 7% of the Agency's annual TIF income.

### **Accomplishments**

To assist in the redevelopment of some of the City's legacy neighborhoods, the CRA committed **\$8.5 million dollars' worth of funding** in the 2022-'23 budget to begin the rebuilding of over **seven miles of neighborhood streets**. This multi-year project was **completed in July, 2025** and provided new paving, curbs, gutters, sidewalks, new drainage systems and landscaping for an area from 6<sup>th</sup> Avenue on the west to the Busway on the east and between Davis Parkway on the south and Lucy St. on the north.

Another significant redevelopment project for NW 1<sup>st</sup> and NW 2<sup>nd</sup> Streets provided almost **two miles' of similar roadway improvements** for this neighborhood, with new paving, curbs and gutters, sidewalks, drainage and landscaping. The **\$2,082,125 cost** was partially provided by an FDEM HMGP grant for \$1.5 million, with the balance match provided by the City and CRA. **The project was completed in August, 2025.**

The complete redesign and **\$1.4 million reconstruction of Washington Park**, a children's park at 5<sup>th</sup> Avenue and 12<sup>th</sup> Street, was **completed in May, 2025**. Located in the center of a kid-filled affordable housing neighborhood, the new park features a striking design and high-quality components, designed to engage curious kids. The new park also features off-street parking, something missing from the former site.

Continuing the mission of **conserving affordable housing**, the CRA provided **\$150,000** to Rebuilding Together to enhance the safety and accessibility of our older housing stock. In our 8 year partnership, **we have rehabbed over 96 single family homes**, replacing roofs, bathrooms, kitchens and providing impact windows and doors. The City matches the CRA's funding with another \$150,000, to be able to address homes located outside the Agency boundaries.

At the regular City Commission meeting of April 23, 2024, the Commission approved Resolution 24-12, approving of the **relocation of the Florida Pioneer Museum** to City property to the north of City Hall. The Resolution approved the conceptual site plan and approved of the disposition of the current museum site. The Agency reserved approximately \$4.5 million in the 2024-'25 budget to cover partial design and relocation costs for the project but work was not able to commence during the current fiscal year. The 2024-'25 funding will roll over into the 2025-'26 budget and sufficient funding will be budgeted to complete the project.

## **Revenue Growth and Proposed 2025-'26 Budget**

The CRA TIF increment increased again for the coming year due largely to a significant increase in infill housing within the Agency's district boundaries. A number of multi-family developments were completed in 2025 and several more will come online in 2026.

The City TIF increased from \$2,257,022 in 2024-'25 to \$3,155,926 for 2025-26, **an almost 29% increase.**

The County TIF contribution in 2024-'25 was \$1,832,371 in 2024-'25 and would have increased to \$2,244,838, a 19% jump, following a 24% increase in the previous year. However, due to terms in the 2020 restated inter-local Agreement with the County, beginning in FY 2023, the CRA was required to **refund 50% of the County TIF contribution** back to Miami-Dade County reducing the 2025-'26 County TIF to a net \$1,122,419. (25% for General County Operations and 25% to support the County's SMART transportation plan.)

The 2025-'26 budget will reflect a significant carry forward balance. In the 2024-'25 CRA budget, the Agency earmarked approximately \$4.9 million in funding towards the development of the Pioneer Museum/Florida City Cultural Center, a multi-year project which will not proceed until the 2025-'26 fiscal year. Those funds will carry forward into the proposed budget and be augmented with additional funding to complete the project.

**For the complete line item budget, see attached Exhibit A. Below is a brief review of the key elements in the proposed FY 2025-'26 budget.**

### **Administrative Expenses**

- Indirect Cost Allocation (\$378,053) represents the CRA's reimbursement for City Services provided to the Agency, such as Finance and Legal support, office rent and utilities, shared equipment, maintenance and insurance. (7% of TIF)
- Advertising and Notices (\$15,000). Public notices are required for special meetings and solicitations and must be available in English and Spanish, as required by the community population.
- The other general expenses such as Travel, Office Supplies, etc. are maintained at current levels.
- County Administrative Charge is a rebate of 1.5% of the County TIF contribution.

### **Operating Expenses** (with Goals and Policies per the 2019 CRA Master Plan Update noted)

1. **Contractual Services (\$1,060,700)** include Architectural and Engineering fees for the previously (approved Florida City Cultural Center, including the relocated Pioneer Museum, Depot Building and the new exhibit hall and storage building, the Historic Limestone Cottage and related plazas. Scope includes design phase plans and contract development for construction bidding, as well as permitting and construction administration.

(Implementation Goal, Section X, Part G, pg. 59) (Note that a balance of \$405,972 remains from the amount budgeted for 51231 Consulting and Engineering, previously approved in the CRA 2024-'25 budget, balance from FY 2025-'26.)

2. **General Expenses** such as audits, printing, memberships, legal and property management and CRA policing charges will remain at current levels. (Community Policing: Goal Sect. X, Part E (1), pg. 57 and Policy 6.1, pg. 41.)
3. **Land Acquisition and Demo/Relocation costs (\$1,429,150)** include the purchase costs for the current museum property (\$575k) and costs for Pioneer Museum and Depot Building to be relocated to the Cultural Center site and for the Historic Limestone Cottage to be raised to grade (\$854,150). (Note that \$1,100,000 was previously earmarked for this purpose in the CRA 2024-'25 budget and will carry forward, with the balance provided by 2025-'26 funding.) Goal Sect. IX, Part C (1), pg. 49.
4. **Infrastructure improvements (\$250,000)** public art sculpture, pedestal and installation in the public plaza at the Cultural Center. Goal: Section X, Part D (2), pg. 56 and Policy 5.3 and 5.6, pg. 41. (Note: \$200k approved in FY 2024-'25 budget and will carry forward with balance provided by 2025-'26 funding.)
5. **Assistance to Non-Profits (\$200,000)**. Pioneer Museum operations, including packing and storage of museum assets during relocation and construction (\$100k) (Goal Section VIII, Part D (4.3), pg. 41 and Policy IX, Part C (1), pg. 49) and provision for jobs training program (\$100k) (Goal VIII, Part E (5.3), pg. 41). (Note: \$200k approved in FY 2024-'25 budget and will carry forward with no additional funding required.)
6. **County Reimbursement Charges (\$1,222,419)**. Per re-stated and amended 2020 Inter-local Agreement, 50% of County TIF contributions to be reimbursed to County.
7. **Housing Assistance Projects (\$150,000)**. Home reconstruction and improvements to qualified local single family homes by Rebuilding Together Miami. (Goal: Sect. IX, Part D (2), pg. 54 and Policy 1.2, pg. 39.)
8. **Commercial Building Improvement Grants (\$150,000)**. Grants to local qualified businesses for retention and improvement to facilities on 50/50 reimbursement basis. (Goal Sect. X, Part A (1), pg. 52.
9. **Building Construction and Improvements (\$9,050,000)**. Building construction includes renovation of Pioneer Museum building to current building code (\$950,000), renovation of the Depot Building to current building code (\$950,000), construction of new Two-Story Museum Building (\$4,100,000), construction of site improvements to Cultural Center plaza (\$2,200,000) and renovation of Historic Limestone Cottage (\$850,000). Note that \$4,388,379 were allotted for this purpose in the CRA 2024-'25 budget (\$3mm from line item 55200 Infrastructure, \$1,042,192 unused in line 55165 and \$346,187 unused in line 55180.) and the balance will come from the 2025-'26 budget. (Goal Sect. IX, Part C (1), pg. 49 and Policy 5.3, pg. 41.)

FY 2025-26

	FY 2018-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24	FY 2024-25
	Budget						
<b>Revenues</b>							
City Tax Increment Revenue	1,325,118	1,371,650	1,513,078	1,867,733	2,237,862	2,092,253	2,527,022
County Tax Increment Revenue	860,612	880,834	968,029	1,244,951	1,476,181	1,472,591	1,832,371
Carryover from prior year	2,698,882	4,002,677	6,400,454	10,650,741	9,719,733	9,677,158	10,469,423
All other revenues (name)		61,511					
Gain on Sale of Property	84,738	1,036,392	2,633,236	0	0	0	215,000
Accounts Receivable							
Interest earnings	36,884	9,021	6,984	104,595	50,000	589,119	500,000
Revenue Total	5,004,232	7,372,084	11,521,781	13,868,020	13,483,776	13,811,119	15,543,816
<b>Expenditures</b>							
<b>Administrative Expenses:</b>							
Employee salary (Administrative)	83,277	82,985	86,150	92,503	99,048	97,484	101,383
Employee Fringes (Administrative)	27,065	27,135	28,204	30,284	32,426	31,914	33,191
Contractual services		8,193					
Insurance							
Indirect Cost Allocation	153,013	158,374	173,717	217,925	280,004	249,539	305,158
Bad Debt Expense							
Printing and publishing							
Marketing							
Advertising and notices							
Travel and Training	5,874	7,141	493	0	15,000	1,889	15,000
Auto Expenses	1,299	482	667	988	4,000	387	4,000
Rent/lease costs					2,000	497	2,000
Equipment other than office							
Office equipment and furniture							
Other Admin. Exps	364		1,184	0	1,500		1,500
(A) Subtotal Admin Expenses, %	1,881	284,210	290,415	341,700	413,978	381,680	482,232
(B) Subtot Admin Exp & County Charge	272,773	284,210	290,415	341,700	413,978	381,680	482,232
County Administrative Charge at 1.5%	12,904	13,383	14,520	18,874	22,143	22,089	27,486
Grand Total Expenditures:	285,677	297,573	304,935	360,374	436,121	403,779	489,717
<b>Operating Expenditures:</b>							
Employee salary (Operating)	55,518	55,356	57,537	62,093	66,032	65,106	67,710
Employee Fringes (operating)	18,044	17,891	18,699	20,190	21,460	21,159	22,006
Contractual services	22,590	39,495	59,805	63,940	200,000	123,887	475,000
Insurance							
Audits and studies		6,500	5,500	0	7,000	7,000	7,000
Printing and publishing		320	231	741	2,250	1,832	2,250
Membership/Dues	1,075	1,520	1,520	1,713	2,000	630	2,000
General Operating							
Legal services/court costs	17,789	375	188	0	20,000		20,000
Property Maintenance	2,500	3,000	3,000	3,000	3,000		3,000
Land/building acquisitions & Demo/Relo							
Infrastructure Improvements	108,988	17,731		3,305,657	1,000,000	2,075,548	1,100,000
County Reimbursement Charges							
Assistance to Non-profits	5,125	5,820	15,361	10,485	908,554	1,824,740	4,035,000
Housing Assistance Projects	89,500	175,227	54,077	44,185	125,000	104,638	150,000
Redevelopment facade / CRA grants				10,000	40,000	35,000	50,000
Redevelopment loans / grants issued out							
Building construction & improves	1,110				1,500,000		3,000,000
Transfer out to others (Community Policing)	300,000	350,000	350,000	305,589	385,000	327,613	385,000
Policing Cameras in Commercial District	115,071						
Acquisition of Tax Certificates							
Other Oper. Expenses	588	720	227	1,285	500	43	500
(C) Subtotal Oper. Expenses	715,878	674,056	686,085	3,830,490	12,080,786	2,937,917	11,344,206
(D) Reserve/Contingency	1,001,555	871,629	871,020	4,190,884	13,483,776	3,341,696	3,709,893
Expenditure Total (B+C+D)	4,002,877	6,400,454	10,650,741	9,677,158		10,469,423	

3,155,926  
2,124,138  
378,053 (7%)  
1,142,915  
250,000  
1,222,419  
200,000  
150,000  
150,000  
9,950,000

CARRY ALL OTHER  
LINE ITEMS FORWARD  
WITH STATE BUDGETS  
AS 24-25.