

NW 7th Avenue Community Redevelopment Agency

www.miamidade.gov/redevelopment/nw-7th-avenue-corridor.asp



October 15, 2024

Miami Dade Police Department - Northside Station
799 NW 81st St., Miami, FL 33150
Conference Room

- I. Call to Order
- II. Roll Call
 - A. Introduction of New Board Member Rasha Cameau
- III. Reasonable Opportunity for the Public to be Heard — 2 minutes per speaker
- IV. Approval of Agenda
- V. Approval of Minutes
 - A. September 10, 2024
- VI. MHCP COLAB, Economic Development Coordinator
 - A. Prioritization of short-, medium- and long-term goals (Follow-up Discussion)
- VII. Item for Review or Action
 - A. Resolution Approving the N.W. 7th Avenue Community Redevelopment Agency Fiscal Year 2024-2025 Budget in the Amount of \$7,319,231
- VIII. New Business
 - A. Administrative Update
- IX. Adjournment



NW 7th Avenue Community Redevelopment Agency

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The NW 7th Avenue Community Redevelopment Agency

2024 Meeting Dates*

Arcola Lakes Library @ 6pm

~~Wednesday, January 24th~~

~~Tuesday, February 20th~~

~~Wednesday, April 3rd~~

~~Apr. 24th (moved to April 3rd)~~

~~Tuesday, May 14th~~

~~Thursday, June 20th~~

~~Thursday, July 25th~~

~~August Board Recess~~

~~Tuesday, September 10th~~

·Tuesday, FRA Conference (Oct 21st – 25th)

·Wednesday, November 13th

·Wednesday, December 4th

Meeting dates and agendas are also posted at:

<https://www.miamidade.gov/global/government/boards/northwest-7th-avenue-cra.page>
(CRA webpage)

<https://www8.miamidade.gov/global/calendar/global.page>
(Miami-Dade County webpage)

Contact: Miami-Dade County - Office of Management & Budget
(305) 375-5143

*Meeting dates are subject to change due to unforeseen circumstances.





**NW 7TH AVENUE CORRIDOR REDEVELOPMENT AGENCY
REGULAR MEETING**

OFFICIAL MINUTES – Tuesday, September 10, 2024

I. Call to Order – CRA Board Vice-Chair Mondesir called the meeting to order at 6:04 p.m.

II. Roll Call and Introductions –

Daniella Pierre, Chairwoman	Present
Jeffy Mondesir, Vice Chairman	Present
Board Member Gene Lomando	Present
Board Member Linnon Latham Jr.	Absent
Board Member Nadeige Thererias- Joisil	Present

Others Present:

Vivian Cao, Assistant Director; Chimene Graham, Business Analyst Manager, Nicole Jordan, Business Analyst; Miami-Dade County, Office of Management & Budget (OMB); Terrence Smith, County Attorney’s Office (CAO) Melissa Hege and Andrea Dopico Rivera, MHCP Colab

III. Public Comment/ Reasonable Opportunity to be Heard – There were no speakers.

IV. Approval of Agenda – Gene Lomando moved approval of the Agenda, with a second from Jeffy Mondesir. *Motion passed.*

V. Approval of May 14, 2024, and July 25, 2024 (Board Tour), Minutes – Gene Lomando moved approval of the Minutes, with a second from Jeffy Mondesir. *Motion passed.*

VI. MHCP, Economic Development Coordinator

A. Follow-Up Discussion, Board Retreat – Melissa Hege presented a list of strategies based on the discussions from the board retreat, board members priorities, and an overall summary of the retreat. Vivian Cao indicated that staff would be presenting a draft budget at the next meeting, based on the expressed priorities of the Board. Ms. Hege presented the mission statement of the CRA and presented the short-term infrastructure actions which coordinate well with FDOT for preliminary roadway improvements. Board Member Gene Lomando mentioned the need for more parking along the corridor.

Ms. Hege also mapped out the unsafe structures in the Area and explained how they can be remediated and activated. Further, Ms. Hege also brought up the budget component and listed financing opportunities, such as land acquisition and community benefit agreements, development of a master plan, identification of potential redevelopment sites, and land acquisition strategies.

B. Prioritization of short-, medium-, and long-term goals– Ms. Hege listed the short term and long-term actions for land acquisition, mixed use/private partnerships, mobility hubs, affordable housing, parks, access to water, healthcare institutions and workforce development, partnerships, food and culture, water and sewer connectivity in the area, and zoning changes to promote development.

Ms. Andrea Dopico Rivera relayed that the Miami-Dade County Water and Sewer Department (WASD) mentioned that they will be mandating sewer connection and allowing home/business owners in the CRA area up to 90 days to arrange connectivity; if they do not, there will be code enforcement violations which could be placed on the properties/businesses. Several board members expressed concern over this; citing monetary concerns for the residents. Ms. Cao stated that the fee for each business could potentially be approximately \$30,000 and if it’s the Board’s wishes, they can assist with the connections.

Ms. Cao stated WASD was going to confirm the number of properties that would need to connect. The Board expressed their desire to help the property owners who would be affected to provide assistance to them.

Ms. Hege asked for board members feedback on their priorities, to which Mr. Lomando suggested that board members take the time to review all the information from the meeting and bring back their list of priorities to the next meeting. Ms. Hege suggested the board members e-mail their priorities list to staff, so that formulation of the upcoming budget could begin.

VII. New Business –

- A. FY 2024-2025 Board Budget Discussion – Ms. Cao stated the agency has a healthy carryover budget and the total budget for the new fiscal year is approximately \$7.25 million. She further stated that as soon as we receive their priorities, that the FY 2024-2025 will begin to take shape.

VIII. Adjournment – There being no additional business, the meeting adjourned at 7:22 p.m.



NW 7th Avenue CRA

Strategic Vision Ranking for Action Plan

October 15th, 2024

**MHCP
COLAB**

CITY PLANNING, COMMUNICATIONS,
PUBLIC RELATIONS + TRANSPORTATION



Local Government Consulting Group

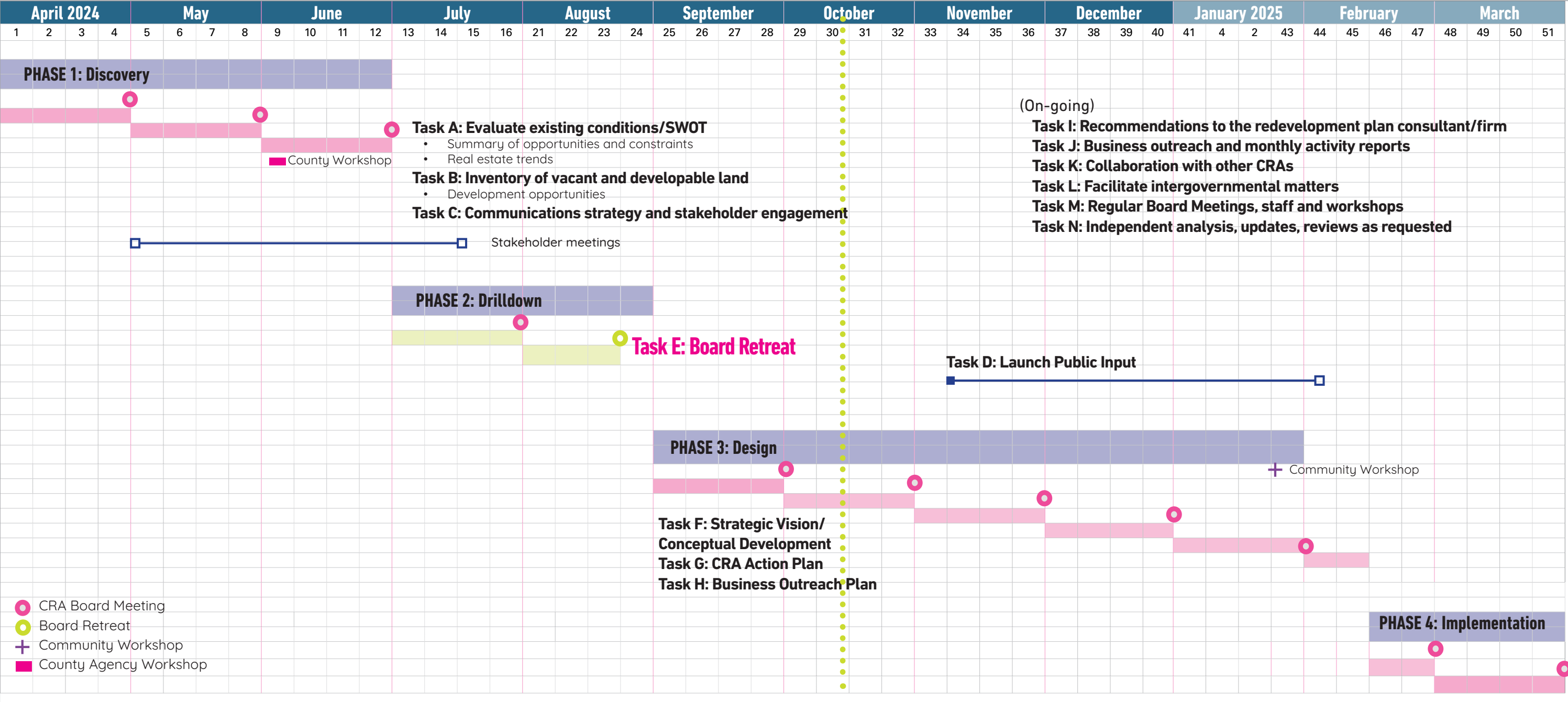


Presentation Agenda

- Schedule Overview
- Recap of Themes from Retreat
- Ranking Exercise



Schedule



- CRA Board Meeting
- Board Retreat
- + Community Workshop
- County Agency Workshop

(On-going)

- Task I: Recommendations to the redevelopment plan consultant/firm
- Task J: Business outreach and monthly activity reports
- Task K: Collaboration with other CRAs
- Task L: Facilitate intergovernmental matters
- Task M: Regular Board Meetings, staff and workshops
- Task N: Independent analysis, updates, reviews as requested



Retreat Recap

Current Mission

The Mission of the Uptown Avenue 7 CRA is to:

- Reposition Northwest 7th Avenue as a major regional employment center.
- Support the growth and expansion of existing businesses in the CRA.
- Support development of new business in the CRA.
- Provide training and increased employment opportunities for residents of northwest Miami-Dade.
- Redevelop the 7th Avenue corridor, supporting a mix of business, residential and commercial opportunities within the CRA.

1 Aesthetics

1. Slum and Blight

Developing a plan to remove concentrations of unsafe structures.

2. Vacant Land and Temporary Uses

Evaluate the condition of vacant land and strategies to mitigate and activate with temporary uses.

3. Improve NW 7th Avenue's Overall Image

Provide visual improvements with streetscape, activations, parks, lighting and signs.



Example of temporary activation on vacant lot in Chicago as part of the event "The Available City".

2 Development Opportunities

4. Mixed-income Residential

Building new units to accommodate a mix of incomes and encourage upward mobility.

5. Signature Projects and Infill

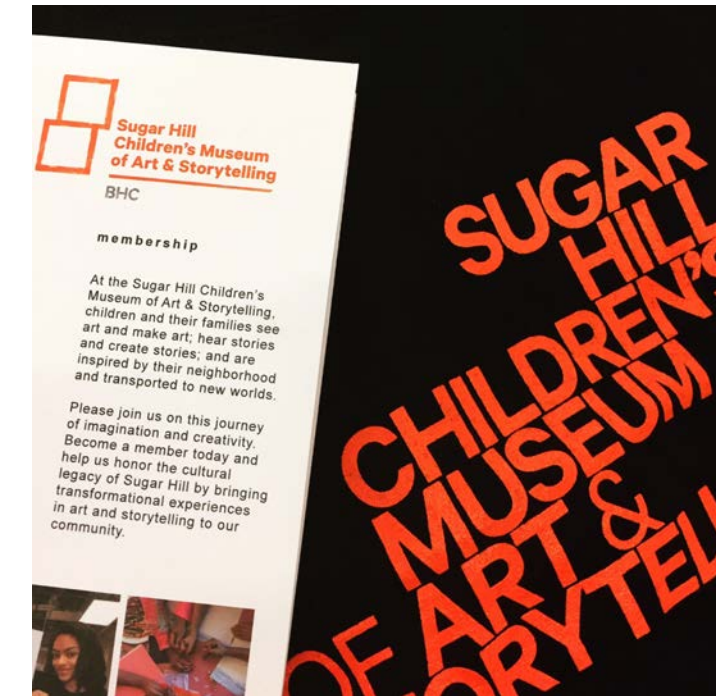
Assess overall ownership and lot size. Work with property owners of larger parcels and clusters of infill parcels that could be assembled for larger, more impactful development.

6. Transportation and Transit

Leverage the Golden Glades Mobility Hub, proximity to 95, major bus routes and traffic routes with transit supportive uses. Improve transportation infrastructure.



Sugar Hill Children's Museum of Art and Storytelling and Affordable Housing Complex, Harlem, NY



Five Points Plaza, Historic North End, Charlotte, NC managed by local nonprofit



3 Partnerships and New Uses

7. Medical and Health

Explore opportunities to expand medical and health by developing partnerships with local hospitals, providers that work with medicare and urgent care centers.

8. Workforce Development and Entrepreneurship

Develop partnerships with local institutions that can invest in the community and provide training and support including the Carrie Meek Center for Entrepreneurship at Miami Dade College, Converge Miami at the University of Miami, and Barry University.

9. Small Business Development

Support existing businesses with grants and create an environment to attract new small businesses.

10. Repositioning Retail

Attracting new retail and improving existing retail spaces with new development and upgrades.

11. Cultural Assets

Leverage the community's culture and promote uses that reflect the community.



CDFI Friendly Lending Spotlight

Owners of **Lolas Cuban Food** are using a CDFI loan from **CDC Small Business Finance** to open an eat-in restaurant in Fort Worth!

Full-Strength Fort Worth and CDFI Friendly Fort Worth affordable lending for historically underfunded small business.



Atrium Health's, The Pearl, focuses on equitable health outcomes, Charlotte, NC

4 Infrastructure

12. Water and Sewer

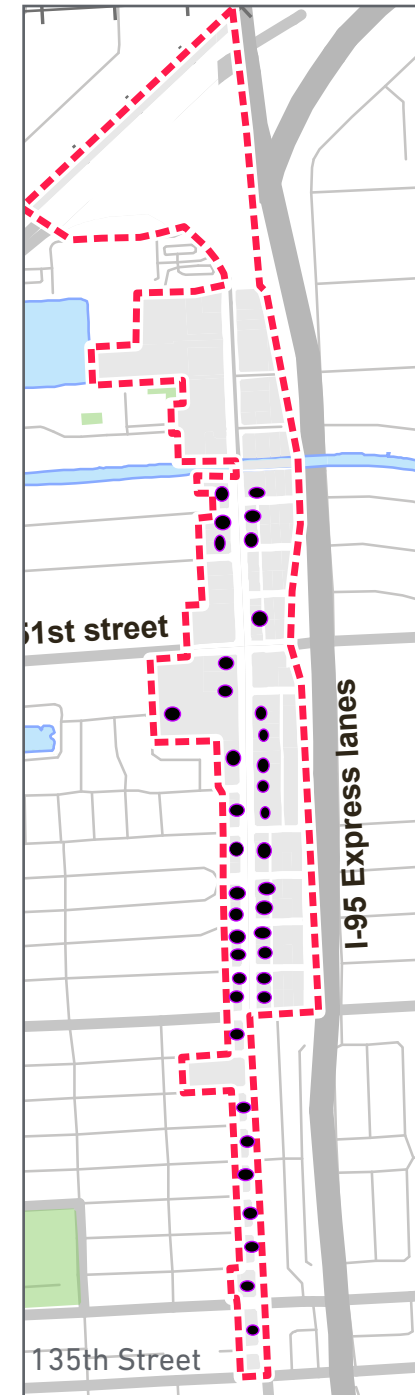
Converting sewer to septic. Converting septic to sewer. 115 properties need connections.

13. Roadway and Safety

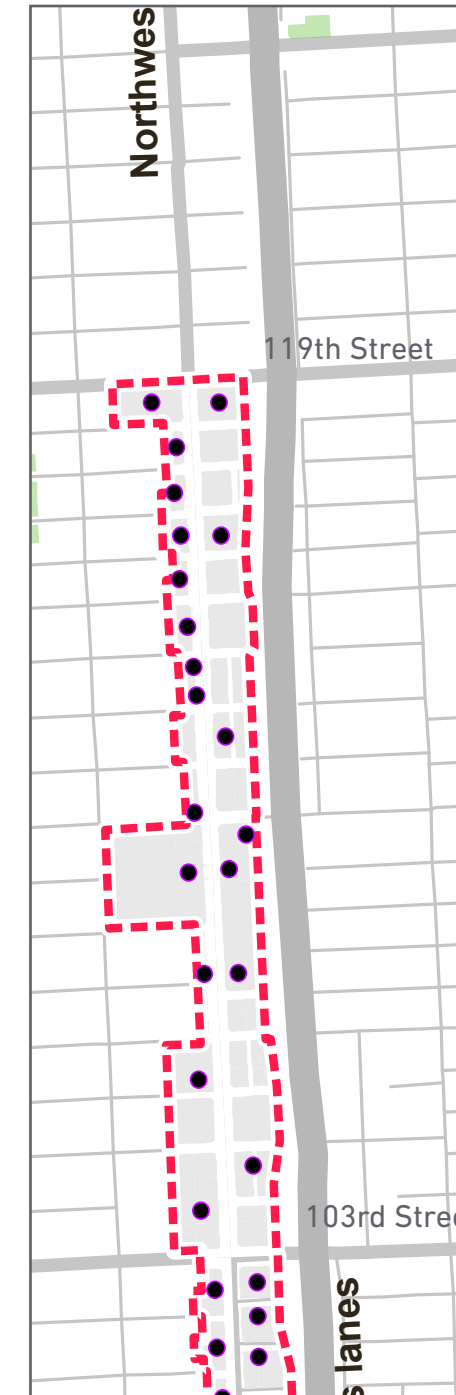
Addressing streetscape and on-street parking. Addressing traffic and safety.



North Area:
Golden Glades to NW 135th St



Central Area:
NW 119th St to NW 103rd St



South Area:
NW 103rd St to NW 79th St



Parcels that lack sewer connections.

5 Planning and Zoning

14. Regulatory Changes

Evaluating how the current North Central Urban Area District zoning is negatively impacting the corridor - allowing auto related uses and cap most height at 4 and 6 stories.

North Central Urban Center District (NCUCD)

60 du/acre, up to 12 stories

36 du/acre, up to 6 stories

25 du/acre, up to 4 stories

Additional Uses Permitted in MCS and MC categories:

Automobile and truck services, gas stations, auto mechanics, car wash, mini storage facility



Building Height (Stories)*

- Min 4 to Max 15
- Min 3 to Max 12
- Max 6
- Max 4

* Note: Where a proposed development abuts an area designated for single-family residential on the Future Land Use Map, the height of the proposed development along the abutting property line, for a minimum depth of 50 feet, shall be no greater than three stories. See Section 33-284.99.52(D) of this code.



Residential Density

- Max 125 units/acre
- Max 90 units/acre
- Max 60 units/acre
- Max 41 units/acre
- Max 36 units/acre
- Max 25 units/acre
- Max 18 units/acre
- Max 6 units/acre
- Residential As Per Sec. 33.284.99.16(A)(5)



- 1 Aesthetics - Streetscape 7th Ave
● Facade
- 2 Budget and Financing
● Available funding - TIF
- 3 Master plan property development
- 4 Land acquisition
● - Lease for use - temporary
- 5 Sewer - (Long, mid term) - Env. Concerns
● MBWS partnership
- 6 Unsafe structures - lowest taxable values -
Property acquisition
Long term lease
● Temporary uses - Activations → Community Benefit
Normal examples - food and culture
Outdoor events
- 7 Mixed-use - good integration of uses
● Scott Davis example
- 8 Zoning - Change automotive uses - grandfather uses
- 9 Library - p3 on existing site w/ children
- 10 FDOT - mobility hub conversation
- 11 Mixed-income - affordable w/ mixed uses for the community
● Ownership v Rental
- 12 Workforce Development - short term - institutions
● Create partnership
- 13 Food and Culture/AI
● Parks & Plazas
78th + NE 2nd Ave - idu
Caribbean
- 14 Healthcare
- 15 Street ends - unsafe
Structures/industrial
automotive
● Code Enforcement

Table of Shortage
spare - grants
Funding

WHERE ARE OPPORTUNITIES?

CRA Board Retreat
AUGUST 2024
MHCF
COLEMAN

2 ACTIVITY: Mark locations on the map or describe in the boxes.

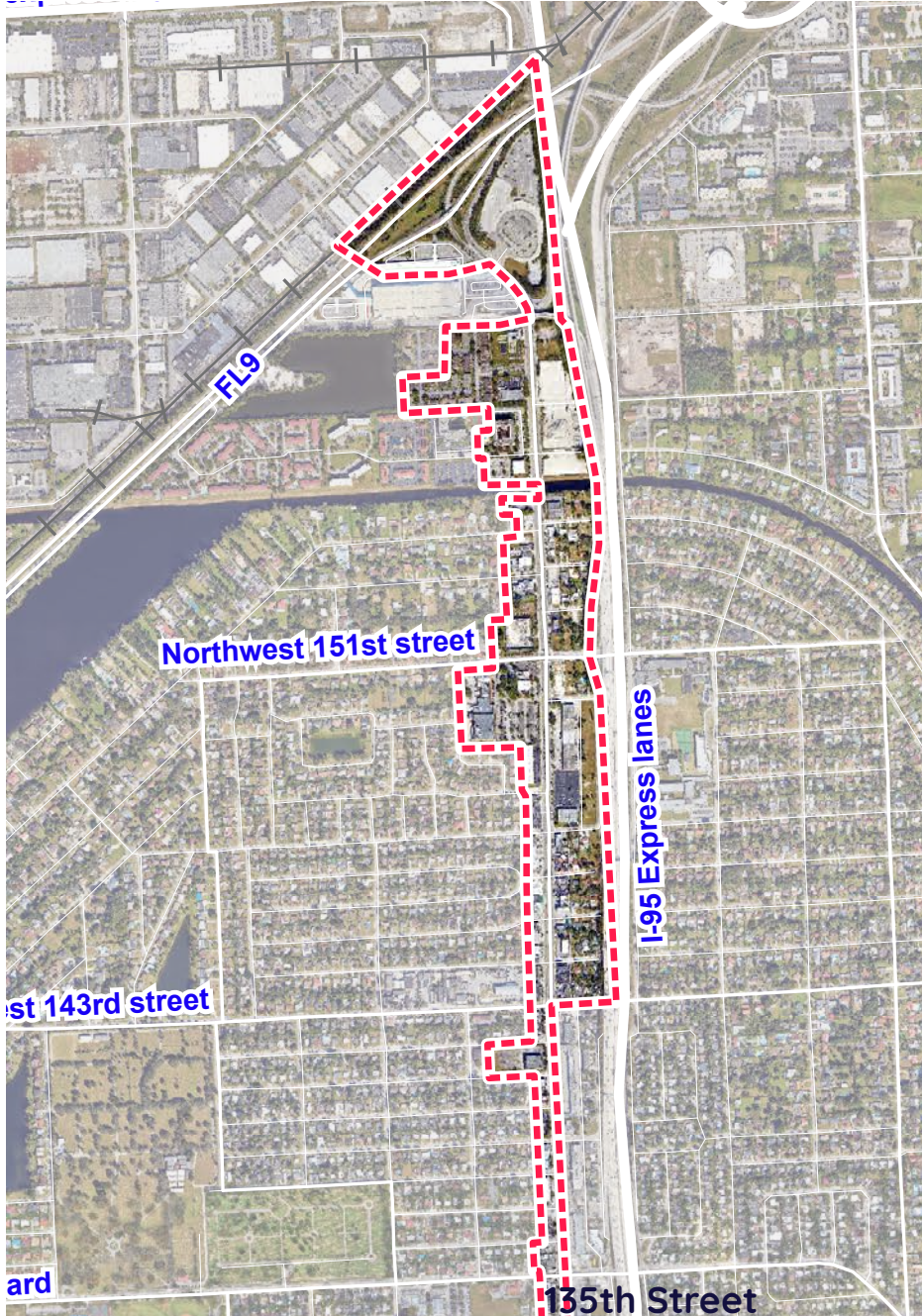
The map shows a grid of streets with several green dots marking specific locations. Yellow sticky notes are placed over the map with handwritten text: "Thomas J. Bridge - FDOT School Children Impact", "Tribic Extra lane on 44th Ave", "Tenn", and "Stand back".

- Affordable Housing
- Market Rate Housing
- Institutional
- Retail
- Dining
- Health
- Office

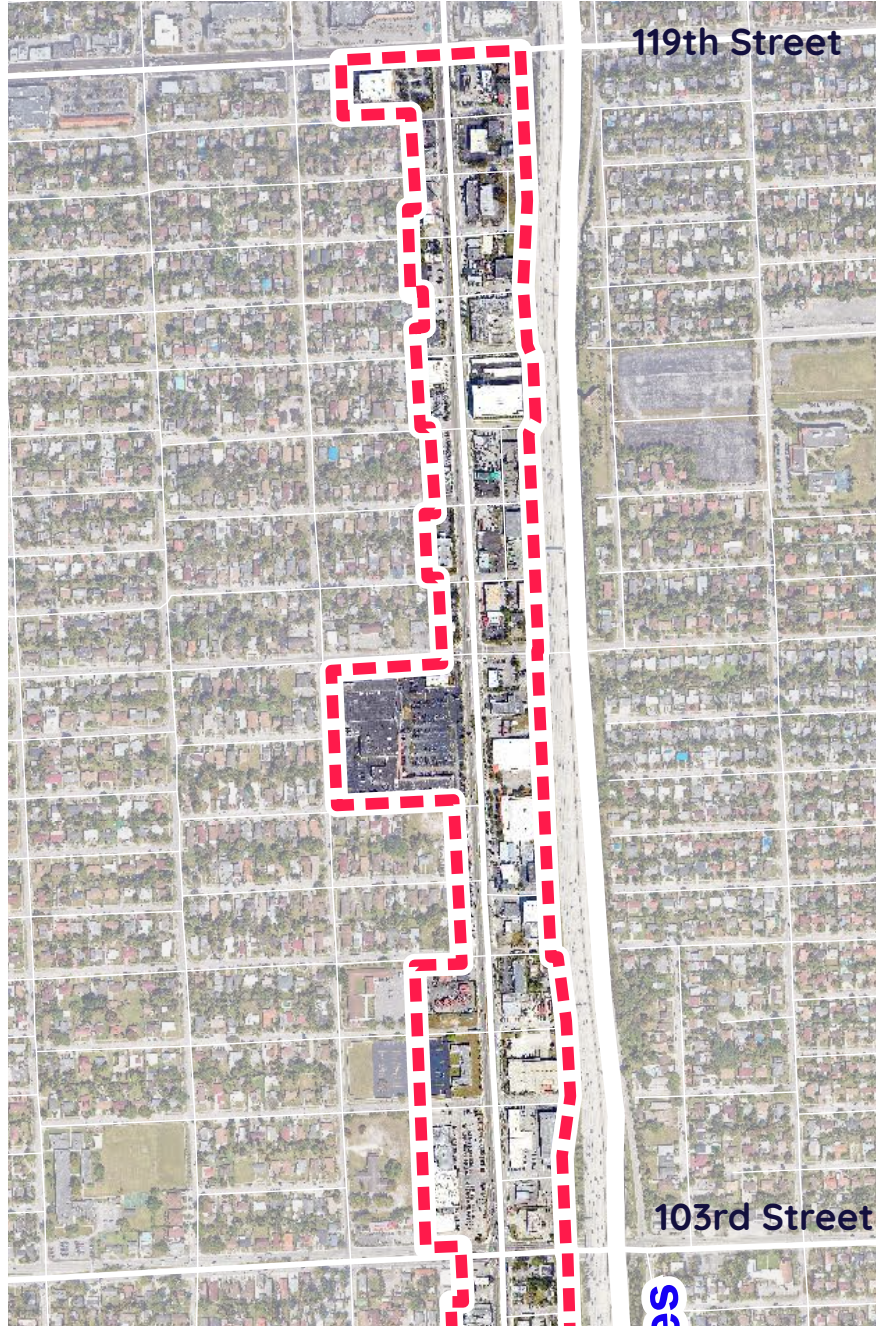
Ranking Exercise

CRA Subdistricts

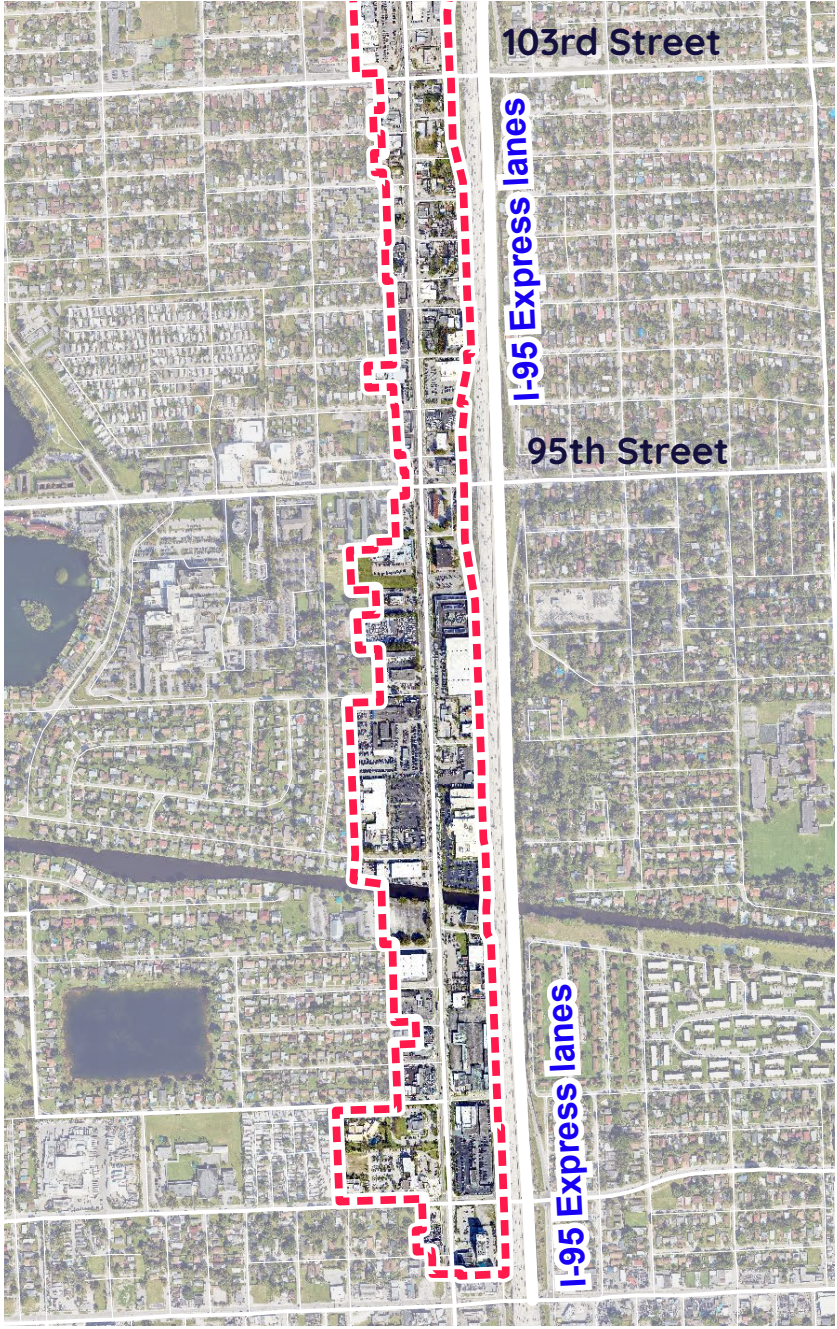
North Area from Golden Glades to NW 135th Street



Central Area from NW 119th Street to NW 103rd Street



South Area from NW 103rd Street to NW 79th Street



Priority: To Initiate in Year 1













Rankings Summary

Actions were ranked by board members as HIGH (1), MEDIUM (2), LOW (3) priority

	Short Term Actions 1-3 Years
	1. Continue to support small businesses through grants
	2. Amend the zoning code to support height, density and uses that promote redevelopment
	3. Outreach to current property owners of parcels with redevelopment potential

PRIORITY: To Initiate in Year 2

Rankings Summary

Short Term Actions 1-3 Years	
	1. Remediate vacant land through code enforcement and activate with temporary uses
	2. Mitigate unsafe structures that have code violations in a variety of ways
	3. Facilitate utility improvements to support redevelopment including sewer and septic
Mid Term Actions 3-8 Years	
	1. Acquire land for redevelopment including vacant land and unsafe structures
	2. Design and construct roadway enhancements
	3. Develop partnerships with local institutions to expand workforce development opportunities
	4. Develop more affordable housing based on housing models for affordable and mixed income
	5. Attract new uses including food, dining and culture in both temporary and permanent capacities
	6. Develop new parks and plazas based on internal assessment of programming needs
	7. Redevelop the mobility hub to facilitate TOD uses
	9. Develop mixed uses on key development parcels
	8. Develop partnerships with healthcare institutions to bring healthcare facilities into the district

Discussion

Should we move higher ranking Priority 2 midterms actions into Priority 1?

Do you agree with focusing on developer outreach, zoning and business outreach as targeted priorities for year one?

Should we move land acquisition and real estate analysis to year one?

Should we focus on a strategy to connect key parcels to water and sewer as an infrastructure incentive for redevelopment?

N.W. 7th Avenue Corridor Community Redevelopment Agency



The NW 7th Avenue Community Redevelopment Agency

FY 2024 - 2025 BUDGET NARRATIVE

BUDGET NARRATIVE

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NW 7th Avenue Corridor Community Redevelopment Agency *Fiscal Year 2024 - 2025 Proposed Budget*

For the fiscal year (FY) 2024-2025, the NW 7th Avenue CRA will continue aiming to strengthen the corridor as a prominent regional employment hub. Key objectives include supporting the growth and expansion of both new and existing businesses within the CRA, launching several grant programs to assist area businesses with equipment upgrades and facility improvements, and offering relocation incentives for businesses looking to move into the CRA. Additionally, the redevelopment of the 7th Avenue corridor remains a priority, fostering a vibrant mix of business, residential, and commercial opportunities.

CRA Commissioners

The N. W. 7th Avenue CRA Board Members are: Daniella Pierre, Chair; Jeffy Mondesir, Vice-Chair; Linnon Lathan (resigned); Gene Lomando; Nadeige Theresias-Joisil, and Rasha Cameau.

Revenues

The Agency's FY 2024-25 budget totals \$7,319,231. The primary revenue source consists of tax increment financing (TIF), which is generated through the incremental growth of ad valorem revenues beyond an established base year within the CRA Area. For FY 2024-25, revenues include Countywide (\$1,075,814) and Unincorporated Municipal Service Area (\$449,038) TIF payments totaling \$1,524,852. Additional revenues of \$180,000 are projected from interest earnings and \$5,614,379 has been carried over from prior fiscal years.

Expenditures

Proposed administrative expenditures in FY 2024-25 total \$620,549 and include: direct support from County staff (\$212,549) which covers expenses incurred by the county's Office of Management and Budget relating to coordinating the day-to-day operations of the CRA, including overseeing the CRA's Trust Fund; preparing the annual budget; coordination with the Florida Redevelopment Association for the annual dues payment; scheduling/coordinating CRA meetings, retreats, and special meetings; preparing meeting agendas; processing invoices and coordinating with County Departments to implement the CRA's initiatives; contractual services for an Executive Director and a Grants Coordinator (\$250,000); office equipment/furniture (\$50,000); rent/lease costs (\$50,000); audits and studies (\$20,000); insurance (\$10,000); travel and educational seminars (\$6,000); advertising, mail services and notices (\$5,000); printing/publishing (\$5,000); staff office supplies (\$4,000); web-based software services (\$3,000); clerk/meeting costs (\$3,000); and utilities (\$2,000). Administrative costs represent approximately 8.48% of total funds contemplated to be spent in this budget, excluding the 1.5 percent County Administrative Charge (\$22,873).

Proposed operating expenditures total \$5,804,867 and include the following programming and expenses:

- **Development Opportunities/Land/Parcel Acquisitions - \$3,500,000**
Funds to acquire land or participate in development/activation activities that may arise within the Redevelopment Area.
- **Facade Improvement Program \$400,000** - CRA program to beautify/improve various areas located within the CRA district, painting.

- Revitalization & Rehabilitation Grant Program - \$350,000
Grants to established businesses for approved interior and exterior capital improvements.
- Business Attraction & Relocation Grant Program - \$300,000
Grants to attract businesses into the CRA Area to cover approved relocation/construction expenses.
- Corridor Infrastructure Improvements - \$300,000
The CRA may invest in upgrades to streets, sidewalks, lighting, side streets, sewer lines/septic-to-sewer and utility lines throughout the CRA area within the right-of-way areas, in coordination with and after approval from, the County and/or the Florida Department of Transportation (FDOT).
- Business Incubator - \$250,000
Partnering for a business incubator program and/or location within the CRA district.
- Small Business Technology & Innovation Grant Program - \$150,000
Grant funding for approved technology upgrades aimed at enhancing operational efficiency and capacity.
- Contractual Services, FON/Expansion/Program Assistant - \$100,000
The Agency may engage the services of a Program Assistant to administer programs and/or Finding of Necessity firm for update of Redevelopment Plan/Area expansion studies. May also be used to conduct charrettes.
- Community Policing/Solid Waste - \$100,000
The CRA may enter into a Memoranda of Understanding with various County departments/local organizations, like the new Miami-Dade County Sheriff, Miami-Dade Regulatory and Economic Resources, Miami-Dade Department of Solid Waste, Miami-Dade County Homeless Trust (or other similar agencies) to provide innovative programs/services. Some of the areas of concern to the local residents and businesses are: illegal dumping, homelessness, trash pile up, prostitution and other illegal/licit activities.
- Landscaping/Streetscaping – (100,000)
Landscape and streetscape improvements or upgrades along the Corridor, not covered by the Florida Department of Transportation (FDOT).
- Contractual Services, Grants Program Administrator - \$87,500
To cover costs associated with a grants coordinator/assistance for the CRA.
- Contractual Services, Economic Development/Market Analyst - \$67,367
To cover the programmatic support costs associated with an economic development/ market analyst for the CRA and other approved expenses (sub-contractor, studies, retreat, etc.).
- Business Services/Outreach - \$50,000
Engagement with the community, businesses within the CRA boundaries, potential developers, partners, and visitors, press releases, social media platforms to engage all stakeholders/partners in support of the Area or CRA-sponsored/supported activities, and production of media (audio/video) documenting history of the Area. Also, can be utilized for publication of reports, documents, etc.
- Legal Services - \$40,000
Legal services to the CRA are provided by the Miami-Dade County Attorney's Office.
- Professional Development & Conferences/Seminars – \$6,000

Board members are encouraged to collaborate and network with state/national colleagues, as well as host economic development/CRA experts for knowledge sharing and skills enhancement which directly benefits the CRA and advances its goals.

- Memberships and State Fees - \$4,000

All CRAs are required by the State of Florida to pay a Special District fee. Additionally, the CRA maintains membership in the Florida Redevelopment Association (FRA).

Proposed Reserves: \$870,942

	FY 2023-24 Adopted Budget	FY 2023-24 Projected Budget	FY 2024-25 Proposed Budget
REVENUES			
UMSA Tax Increment Revenue (TIR)	406,253	406,253	449,038
County-wide Tax Increment Revenue (TIR)	973,244	973,244	1,075,814
Carryover from Prior Year	5,394,595	4,763,018	5,614,379
Interest Earnings	147,751	197,040	180,000
Revenue Total	6,921,843	6,339,555	7,319,231
EXPENDITURES			
Administrative Expenditures:			
Contractual Services, Procurement/Sourcing Support	50,000	-	-
Employee Salary & Fringes	60,000	-	-
Rent/Lease Costs	50,000	-	50,000
Utilities	2,000	-	2,000
Insurance	10,000	-	10,000
Office Equipment/Furniture	10,000	-	50,000
Contractual Services, Web-based Grants Program	3,000	-	3,000
Audits & Studies	30,000	16,500	20,000
CRA Support - Staff Office Supplies	4,000	-	4,000
Printing & Publishing	5,000	86	5,000
Clerk & Meeting Costs	3,000	-	3,000
Advertising, Mail Services & Notices	5,000	-	5,000
Travel (includes educational conferences/seminars)	15,000	2,824	6,000
Contractual Services -- Executive Director	-	-	150,000
Contractual Services -- Grants Coordinator	-	-	100,000
Other Admin. Expenses (Direct County Support)	180,000	180,000	212,549
(A) Sub Total Administrative Expenses	427,000	199,410	620,549
County Administrative Fee/Charge at 1.5%	20,692	20,692	22,873
(B) Sub Total Admin. Expenses & County Charge	447,692	220,102	643,422
Operating Expenditures:			
Legal Services	40,000	40,000	40,000
Business Services/Outreach	175,000	500	50,000
Contractual Services, Grants Prog Administrator	175,000	172,999	87,500
Contractual Services, Econ Dev/Mrkt Analyst	200,000	114,513	67,367
Contractual Services, FON/Expansion/Program Asst.	200,000	12,502	100,000
Meeting Room Expenses	3,000	-	-
Vehicle Motor Pool/Mileage	-	23	-
Memberships & State Fees	4,000	2,075	4,000
Professional Dev'ment (Conf'rnces/Trainings)	20,000	3,881	6,000
Business Attraction & Relocation Grant (BARG)	500,000	-	300,000
Small Business Technology & Innovation Grant (SBTIG)	550,000	-	150,000
Revitalization & Rehabilitation Grant (RRG)	600,000	158,581	350,000
Façade Improvement Program	-	-	400,000
Business Incubator Program	-	-	250,000
Corridor Infrastructure Improvements	300,000	-	300,000
Landscaping/Streetscaping	200,000	-	100,000
Community Policing/Solid Waste/Code Enforcement	100,000	-	100,000
Land Acquisition/Development/Activation	3,407,151	-	3,500,000
(C) Sub Total Operating Expenses	6,474,151	505,074	5,804,867
(D) Reserve	-	-	870,942
Expenditure Total (B+C+D)	6,921,843	725,176	7,319,231
Cash Position (Rev-Exp)	-	5,614,379	-