

# NW 7th Avenue Community Redevelopment Agency

[www.miamidade.gov/redevelopment/nw-7th-avenue-corridor.asp](http://www.miamidade.gov/redevelopment/nw-7th-avenue-corridor.asp)



The NW 7th Avenue Community Redevelopment Agency

**September 10, 2024**

Arcola Lakes Public Library

8240 NW 7th Avenue, Miami, FL 33150

6PM

- I. Call to Order
  
- II. Roll Call
  
- III. Reasonable Opportunity for the Public to be Heard — 2 minutes per speaker
  
- IV. Approval of Agenda
  
- V. Approval of Minutes
  - A. May 14, 2024
  - B. July 25, 2024 (Board Tour)
  
- VI. MHCP, Economic Development Coordinator
  - A. Follow-up Discussion, Board Retreat
  - B. Prioritization of Short-, medium-, and long-term goals
  
- VII. New Business
  - A. FY 2024- 2025 Board Budget Discussion
  
- VIII. 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.



I. Call to Order – CRA Board Vice-Chair Mondesir called the meeting to order at 6:15 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 Theresias- Joisil	Present

Others Present:

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

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

IV. Approval of Agenda – Gene Lomando moved approval of the Agenda, with a second from Nadeige Theresias-Joisil. *Motion passed.*

V. Approval of April 3, 2024, Minutes – Nadeige Theresias-Joisil moved approval of the Minutes, with a second from Gene Lomando. *Motion passed.*

VI. Presentations

A. Miami-Dade County, Regulatory and Economic Resources Dept., Strive 305 – Mr. Anthony Bonamy gave a presentation on Strive 305 and outlined their mission and vision. Mr. Bonamy outlined the target audience, stating they want to reach 75% of small business owners in Miami-Dade County. Mr. Bonamy further elaborated on these items by sharing plans for partnering with the CRA, launching a website with all business resources available, creating clear path for businesses to do business with the County.

Mr. Bonamy stated that they hope to receive feedback from the business owners regarding County policies and, in turn, Mr. Bonamy and his team would provide feedback to the County Commissioners on how policies they make affect small businesses. Mr. Bonamy explained the digital trainings that will take place on their platform called “Teachable” and planned partnerships with entities such as Microsoft, ADP, and QuickBooks. Mr. Bonamy mentioned other partnerships they have in place to help owners with tax preparation, one-on-one business training, the weekly Morning Huddle, and more. Mr. Bonamy stated his unit does not provide grants but works with the Dade County Federal Credit Unit for microloans. Mr. Bonamy stated the goal of his unit is to prepare small businesses to conduct business in the future with larger entities.

After several questions from the board members, Mr. Bonamy emphasized that his office seeks to foster collaborative partnerships and not duplicative work; grant creation and linking with the CRAs to accomplish common goals.

VII. Economic Development Coordinator

A. CRA 101 Presentation – Mathew and Melissa Hege gave an overview presentation of CRAs. Information covered included: updates of the Florida Redevelopment Association; why CRA’s were created; and what their purpose is (creating clean and safe environments, economic development, increasing housing, preserving/enhancing the tax base, and more).

Mr. Hege listed some of the items a CRA can fund such as new businesses, redevelopment efforts, administrative costs, and funding/financing for brick and mortar. Mr. Hege spoke about the items not allowed under Chapter 163 such as funding to promote tourism or social programs. Ms. Hege explained the role of the CRA board, stating board members have a dual roles leadership and administrative. Additionally, Ms. Hege outlined possible collaboration opportunities with other local CRA's, local governments, universities, and other partners. After some questions from the board members, Mr. Hege stated the group will come back with data on potential development opportunities and development work already taking place in the area. Mr. Smith gave some examples to the board members for creating affordable programs as it relates to loans, grants, incentives and more, emphasizing that social programs are not permitted.

VIII. Grants Administrator Update - NANA

- A. Update on Legacy Contracts/Close-outs Presentation – Ms. Victoria Goss gave updates on the four remaining grant projects from FY 2022: Dolly's Florist, J & G Investment Properties, Ponderosa Woodslabs, and Thomas Dental Associates. Ms. Goss stated that Ponderosa Woodslabs work would be completed by May 2024; J&G Investments and Thomas Dental paperwork will close-out the following month. Dolly's Florist requires a change in scope due to sewer connection issues. These requests will be submitted to the County for approval.

IX. New Business –

- A. Administrative Updates – Ms. Cao stated that the deadline for the Finding of Necessity is tomorrow to receive applications.

- X. Adjournment – There being no additional business, the meeting adjourned at 7:53 p.m.

I. Call to Order – CRA Chairwoman Pierre called the tour to order at 6:05 p.m. The tour began and ended at Arcola Lakes Library.

II. Members present on the tour –

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

Others Present:

Vivian Cao, Assistant Director; Chimene Graham, Business Analyst Manager; Miami-Dade County, Office of Management & Budget (OMB)  
 Melissa and Mathew Hege, MHCP Colab  
 Oliver Telusma, Commission Bastien’s, Dist. 2  
 Several other participants followed along in

their personal vehicles

III. Tour – Chairwoman Pierre began by thanking all those present for the tour and pointed out the Southern border of the NW 7<sup>th</sup> Avenue CRA boundary. Chairwoman Pierre highlighted some affordable housing units, the newly renamed Hilton Hotel (formerly a Holiday Inn), surrounding businesses, multiple vacant lots and emphasized the need for a boundary monument to differentiate the NW 7<sup>th</sup> Avenue, NW 79<sup>th</sup> Street and North Miami CRA boundaries. Mention was also made of the many “community living stations” which are appearing in the neighborhood.

IV. The tour stops are listed below:

- NW 7th Avenue/NW79th Street/NW 81st Street
  - Several unsafe structures were observed, particularly in a residential area.
- NW 7th Avenue (Key Foods Shopping Plaza)
- NW 7th Avenue/88th Street (Immigration Center area)
  - Observed several businesses that have closed in the last years.
- NW 7th Avenue/NW 110th Street (Winn-Dixie Shopping Center)
  - Mr. Lomando provided some historical background information on businesses which have been or are current CRA grantees (i.e., Dolly’s Florist and Thomas Dental). Broken signage was observed and discussion about the feasibility of funding sewer connections was discussed.
- NW 7th Avenue/NW 111th Street (Michael’s Diner/Pierre Restaurant)
  - Observed graffiti in the area.
- NW 7th Avenue/NW 140th Street
  - Ms. Vivian Cao stated that it is the wish of the Commissioner not to make a clear distinction where each CRA in the area begins since the North Miami CRA and the NW 7<sup>th</sup> Avenue CRA bisect. Board members commented saying how they need to bring more residences in the neighborhood.
- NW 151st Street Shopping Plaza near Golden Glades
  - Board members got off at the Golden Glades Intermodal to discuss initial observations, potential for TOD or P3 project at Glades and observe the construction progress that had been made.

The tour ended at 7:20 pm.





# NW 7th Avenue CRA

Strategic Vision Update from Board Retreat  
September 10th, 2024

**MHCP  
COLAB**

CITY PLANNING, COMMUNICATIONS,  
PUBLIC RELATIONS + TRANSPORTATION



Local Government Consulting Group

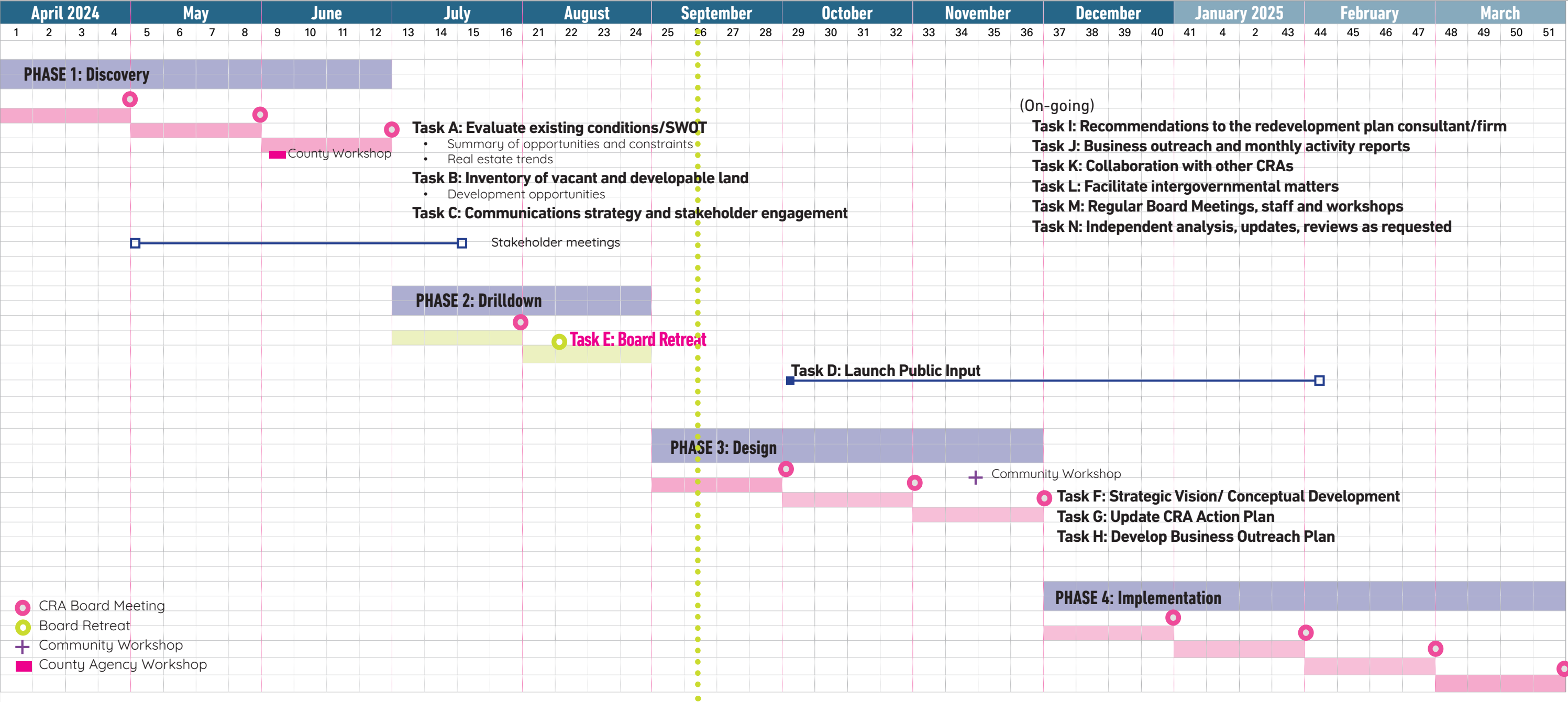


# Presentation Agenda

- Schedule Overview
- Mission Statement
- Strategic Vision from Board Retreat



# 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



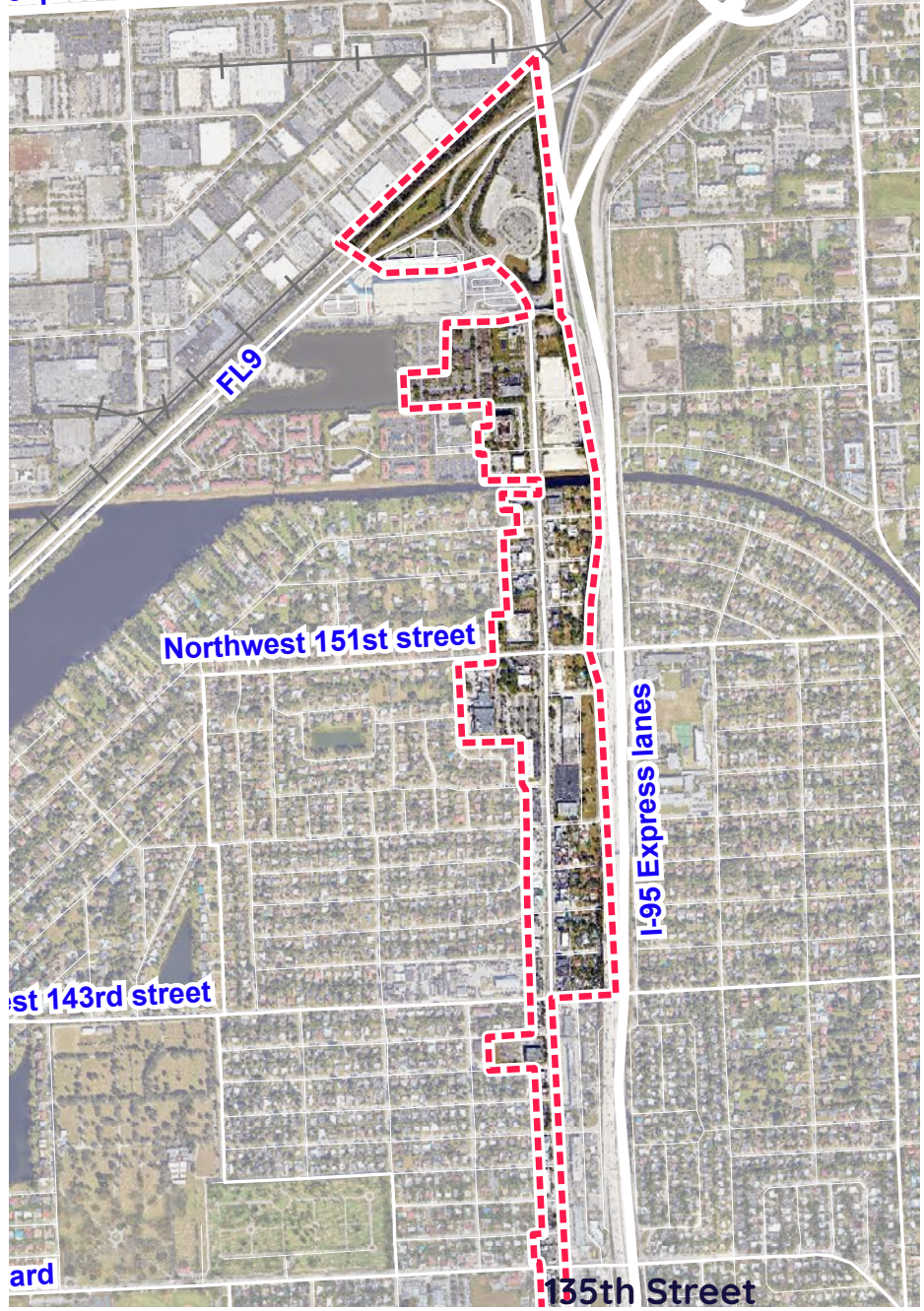
# Reviewing the Current Mission

## The Mission of the Uptown Avenue 7 CRA is to:

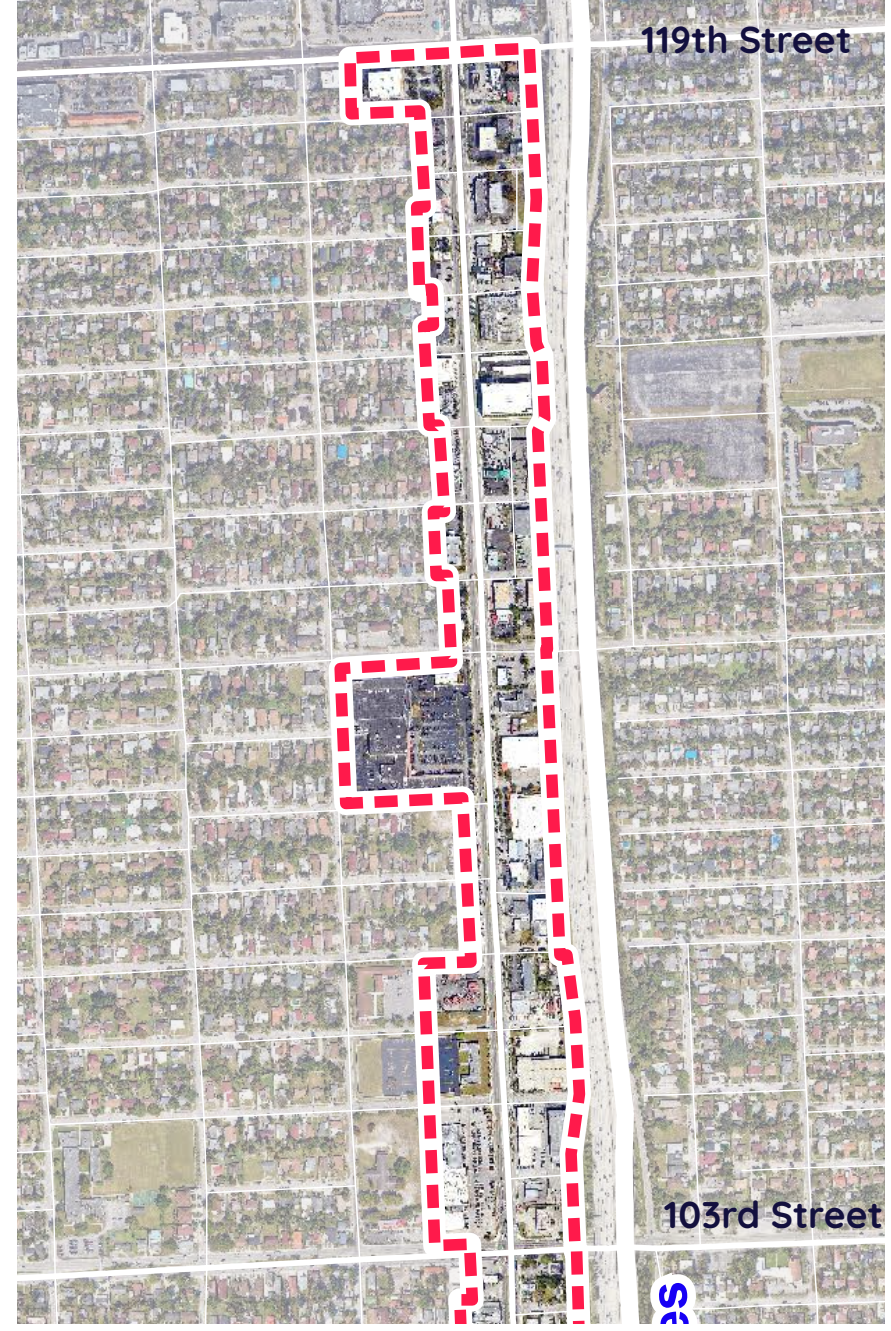
- Reposition Northwest 7th Avenue as a major regional employment center.
- Support the growth and expansion of existing businesses in the CRA.
- Support development of new business in the CRA.
- Provide training and increased employment opportunities for residents of northwest Miami-Dade.
- Redevelop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

# CRA Districts by Subarea- Strategic Vision

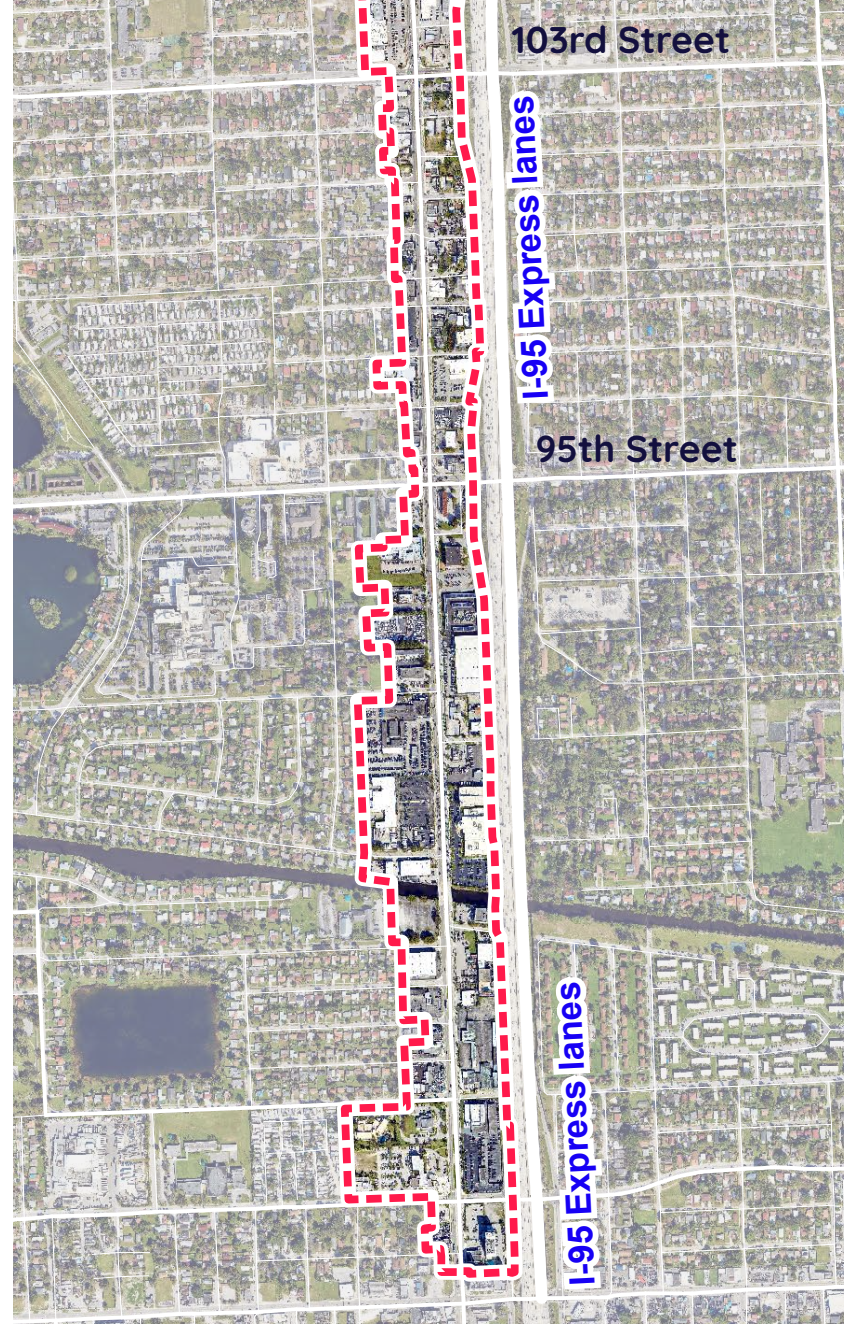
North Area from Golden Glades to NW 135th Street



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



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



# 1 Aesthetics

## Roadway Improvements in the Right of Way

### Infrastructure

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

### Improve NW 7th Avenue's Overall Image

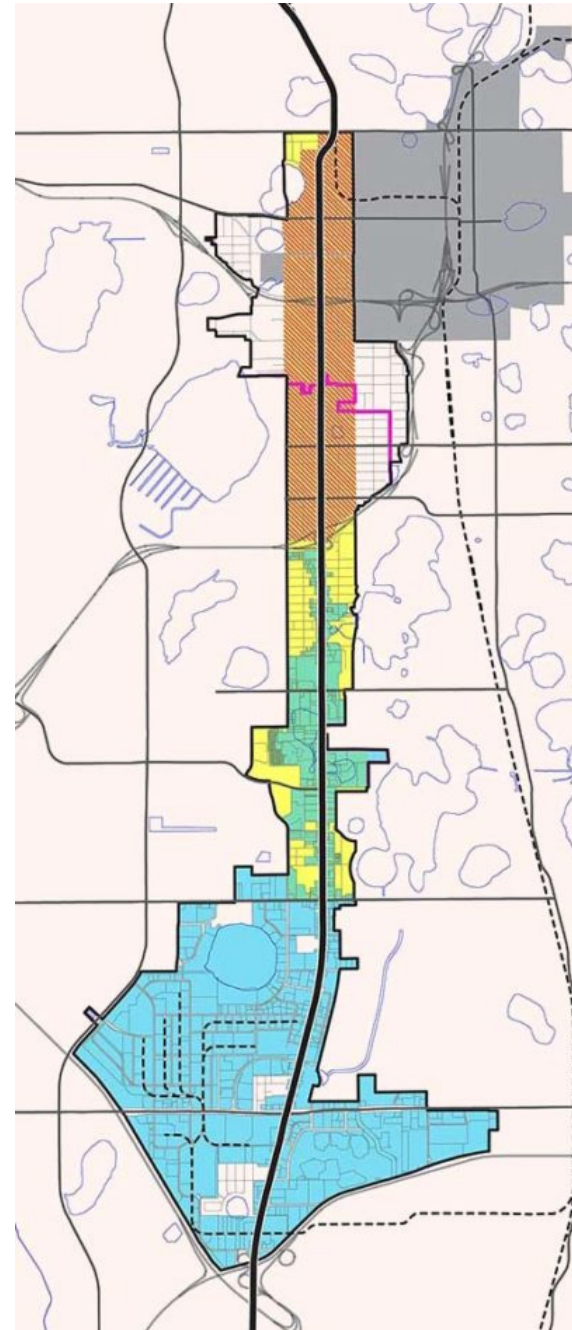
Provide visual improvements with streetscape, activations, parks, lighting and signs.

Short Term Actions	Mid/Long Term Actions
<ul style="list-style-type: none"><li>• Coordinate with FDOT on potential improvements to NW 7th Avenue.</li><li>• Develop preliminary roadway concept in plan and section.</li><li>• Identify additional funds available from the CRA for enhancements.</li><li>• Identify other funding sources.</li></ul>	<ul style="list-style-type: none"><li>• Develop preliminary design concept</li><li>• Design and construct roadway improvements.</li></ul>
<p><b>Intended Outcome</b> Approval process with FDOT and Miami Transportation Planning Organization (TPO) to place project in the 5-year work program</p>	

# Case Study

**Orange Blossom Trail CRA**, U.S. Route 441, State Road 7, Orange County and the City of Orlando.

- 400 miles from Miami to Georgia.
- 7-miles through Orlando.
- A major transit corridor with many similar challenges to the NW 7th Avenue Corridor.



Planned, implemented, and managed roadway improvements; entryway features and signage; installation of a sewer system, drainage, sidewalks, street paving, and streetlights; small business grants and accelerator programs.

# 1 Aesthetics

## Slum and Blight

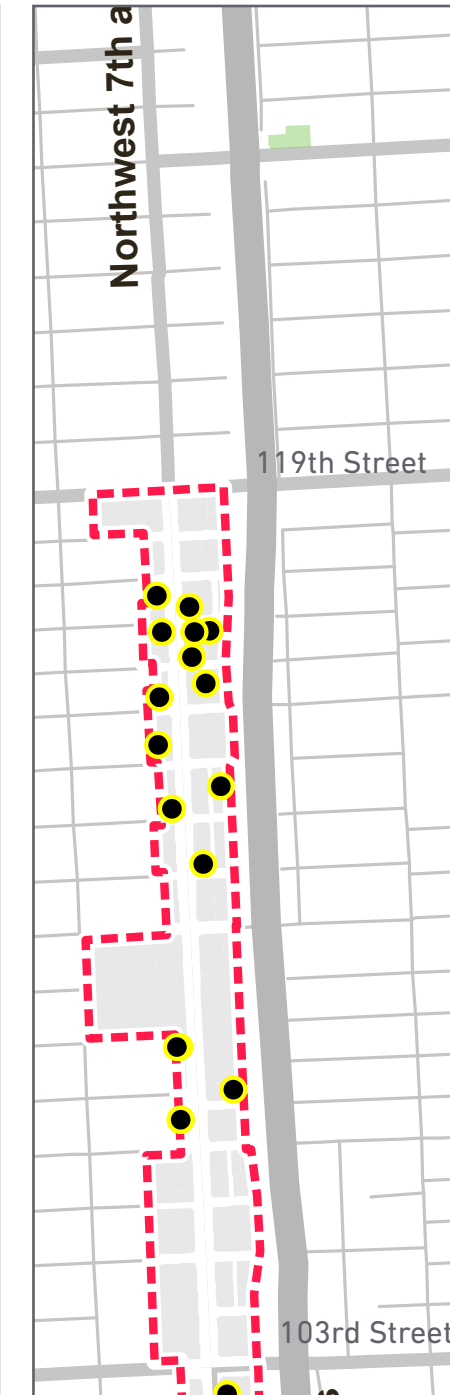
Developing a plan to eliminate concentrations of unsafe structures.

Short Term Actions	Mid/Long Term Actions
<ul style="list-style-type: none"> <li>Verify type and age of violations, fines and location for unsafe structures.</li> <li>Evaluate options for remediating unsafe structures.</li> <li>Evaluate other code violations and strategies for mitigation through code enforcement department.</li> </ul>	<ul style="list-style-type: none"> <li>Mitigate or purchase unsafe structures.</li> </ul>
<p><b>Intended Outcome</b></p> <ul style="list-style-type: none"> <li>Determine strategy for addressing unsafe structures and code violations.</li> <li>Mitigate minor code violations.</li> </ul>	

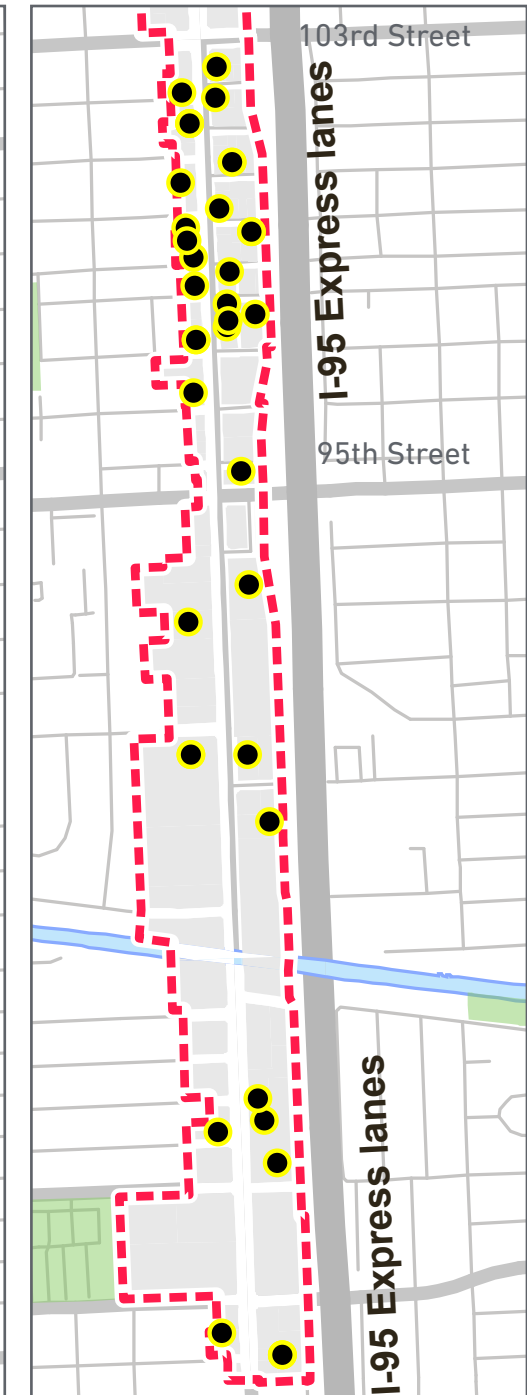
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Golden Glades to NW 135th St



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NW 119th St to NW 103rd St



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NW 103rd St to NW 79th St



# 1 Aesthetics

## Vacant Land and Temporary Uses

### Short Term Actions

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

### Intended Outcome

Develop an overall approach to vacant land and activations.

### Mid/Long Term Actions

- Mitigate vacant land through land acquisition, engaging with property owners, code enforcement, temporary uses and redevelopment.



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

# 2 Budget and Financing

## Budgeting

Initiative	Short Term Actions	Mid/Long Term Actions
<b>Budgeting</b>	<ul style="list-style-type: none"> <li>Determine budget goals and available funding from TIF.</li> <li>Evaluate additional funding sources.</li> </ul> <p><b>Intended Outcome</b> Complete the budget.</p>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>Financing Tools</b>	<ul style="list-style-type: none"> <li>Determine financing opportunities for CRA activities including land acquisition, lease deals, payments and community benefits.</li> </ul> <p><b>Intended Outcome</b> Develop a summary of financing tools.</p>	<ul style="list-style-type: none"> <li>None</li> </ul>

# 3 Development Opportunities

## Land Acquisition

### 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.

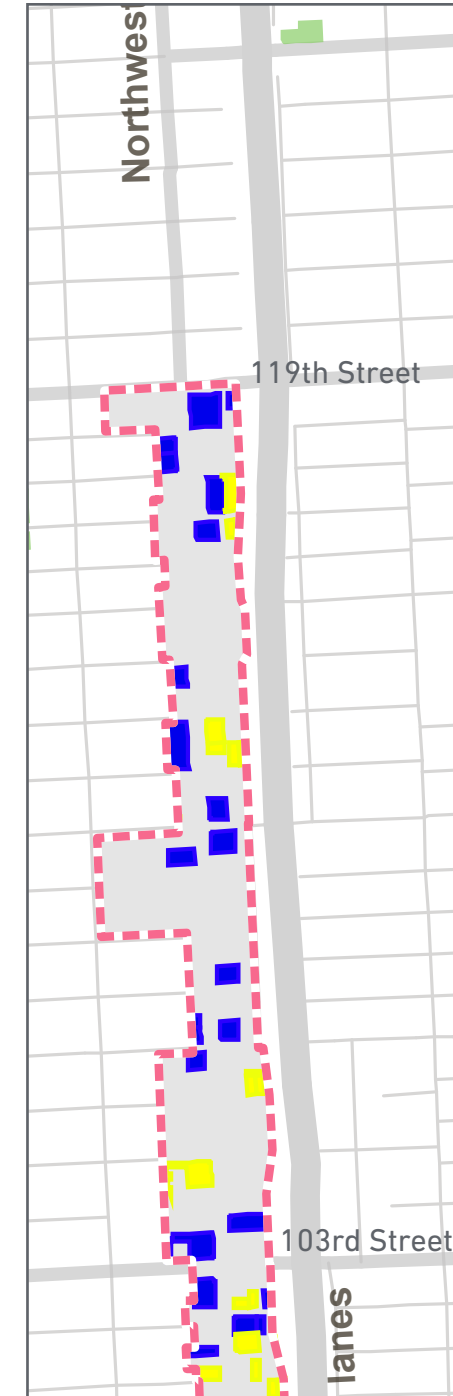
37% (88 acres) of CRA is vacant or a development site.

Short Term Actions	Mid/Long Term Actions
<ul style="list-style-type: none"> <li>Evaluate potential properties to acquire.</li> <li>Evaluate tools to acquire and dispose of land.</li> </ul> <p><b>Intended Outcome</b> Determine an approach to land acquisition.</p>	<ul style="list-style-type: none"> <li>Implement plans for land acquisition and land lease.</li> </ul>

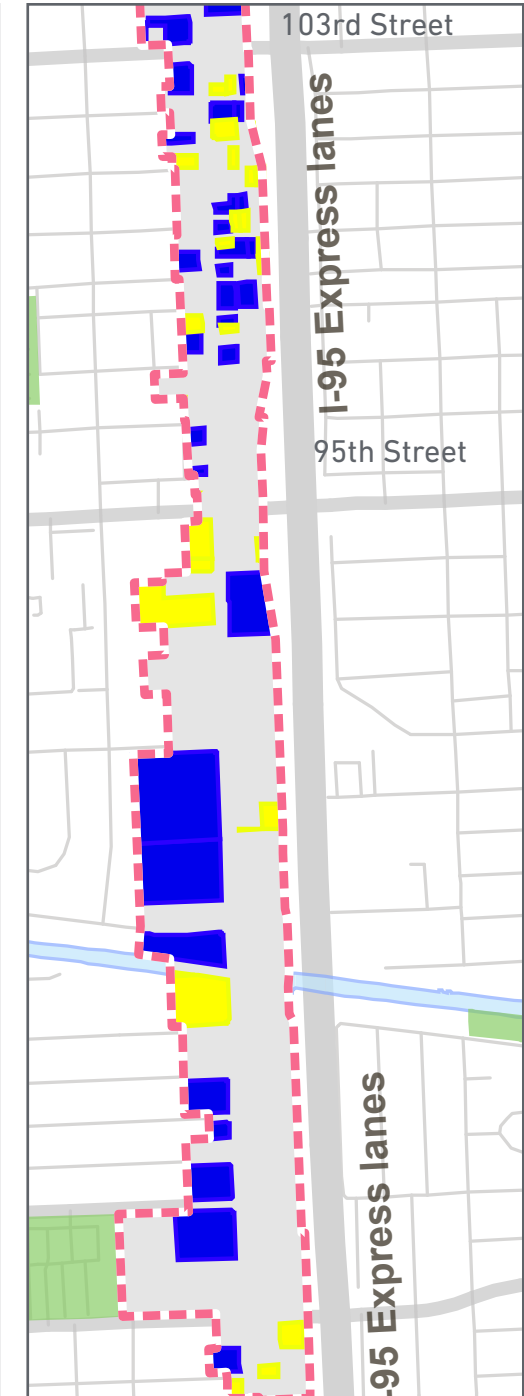
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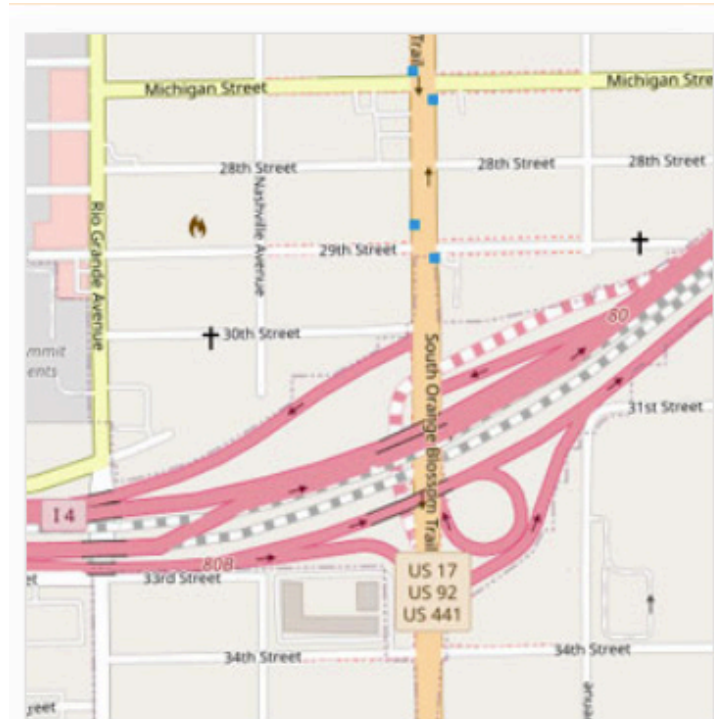


# Case Study



## Orange Blossom Trail CRA

- Changed zoning to limit adult entertainment, expand code enforcement, community safety, and renovations.
- Master Planning to provide the framework for decision-making.
- Online tools and resources for community awareness and to provide feedback: Community Hub and Property Information Portal.



### Property Information Portal

Investigate properties within the OBTNext planning area for real estate development opportunities.

[Enter](#)

Property data and corridor maps with accurate and linked property information.



### Community Input Map

Click the 'Add Comments' button below to add your ideas for community development and improvement to the Community Input Map.

[View Comments](#)

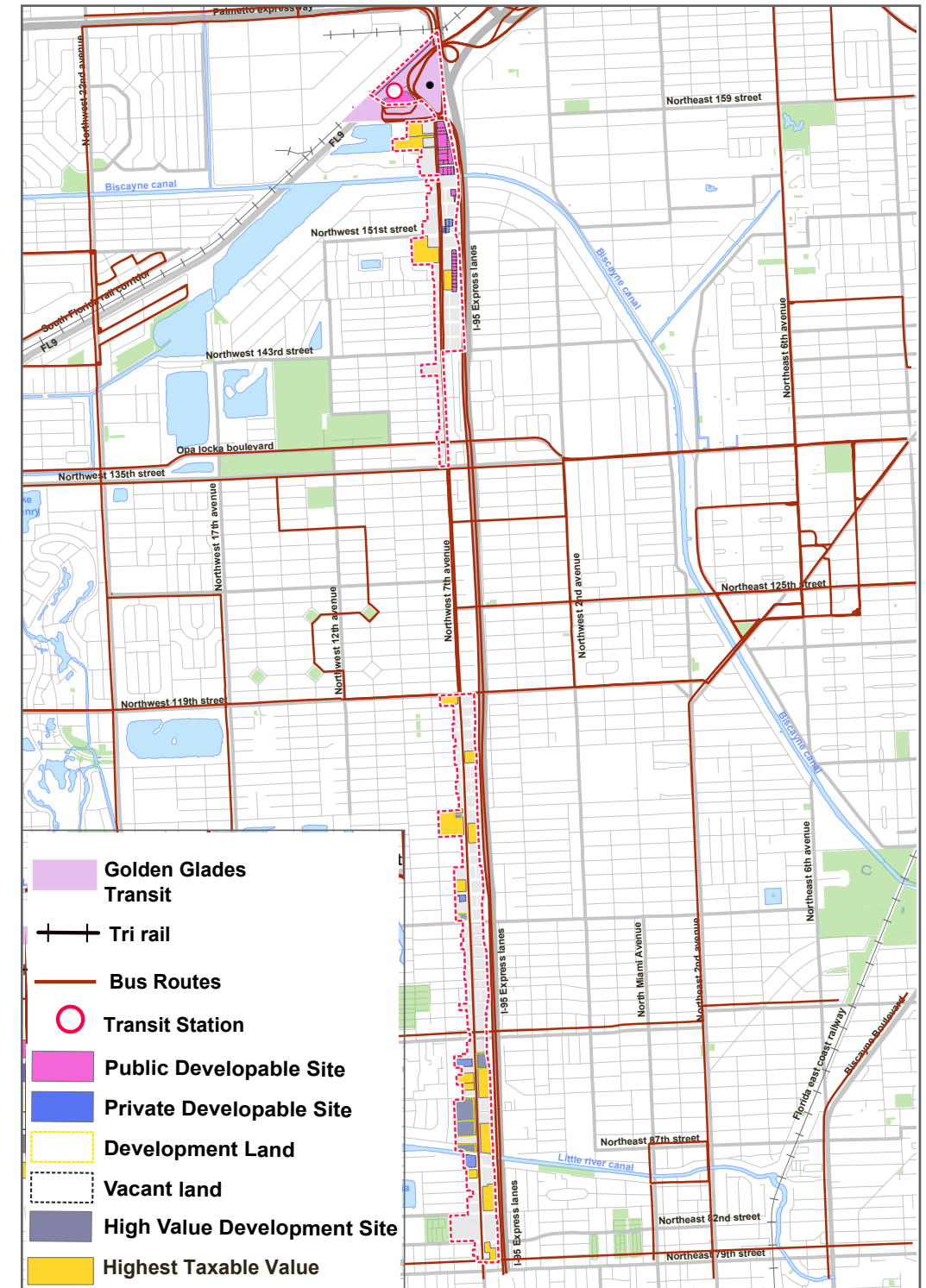
[Add Comments](#)

Online portal for community feedback based on GIS mapping for exact locations and for tagging comments.

# 3 Development Opportunities

## Community Benefits Master Planning

Initiative	Short Term Actions	Mid/Long Term Actions
Master Planning	<ul style="list-style-type: none"> <li>Identify potential key redevelopment parcels and opportunities.</li> <li>Build conceptual plan for build out scenarios.</li> <li>Develop phasing and potential land acquisition strategies.</li> </ul> <p><b>Intended Outcome</b> Master Plan concept.</p>	<ul style="list-style-type: none"> <li>Implement the master plan concept.</li> </ul>
Community Benefits	<ul style="list-style-type: none"> <li>Develop a wish list of community benefits to provide to potential development partners.</li> <li>Determine how to achieve the list.</li> </ul> <p><b>Intended Outcome</b> Create menu of potential community benefits.</p>	



# 3 Development Opportunities

## Mixed-Use and Public Private Partnerships

### 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.

### Repositioning Retail

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

Initiative	Short Term Actions	Mid/Long Term Actions
Mobility Hub	<ul style="list-style-type: none"> <li>Coordinate meetings with FDOT regarding state owned sites and potential redevelopment plans.</li> <li>Determine CRA's role to facilitate.</li> </ul> <p><b>Intended Outcome</b> Recommend an approach to the mobility hub.</p>	<ul style="list-style-type: none"> <li>Redevelop the mobility hub with additional uses.</li> </ul>
Library P3	<ul style="list-style-type: none"> <li>Evaluate existing space around the site.</li> <li>Develop a proposed program.</li> </ul> <p><b>Intended Outcome</b> Recommend an approach to the library parcel.</p>	<ul style="list-style-type: none"> <li>Redevelop the library site.</li> </ul>



# 3 Development Opportunities

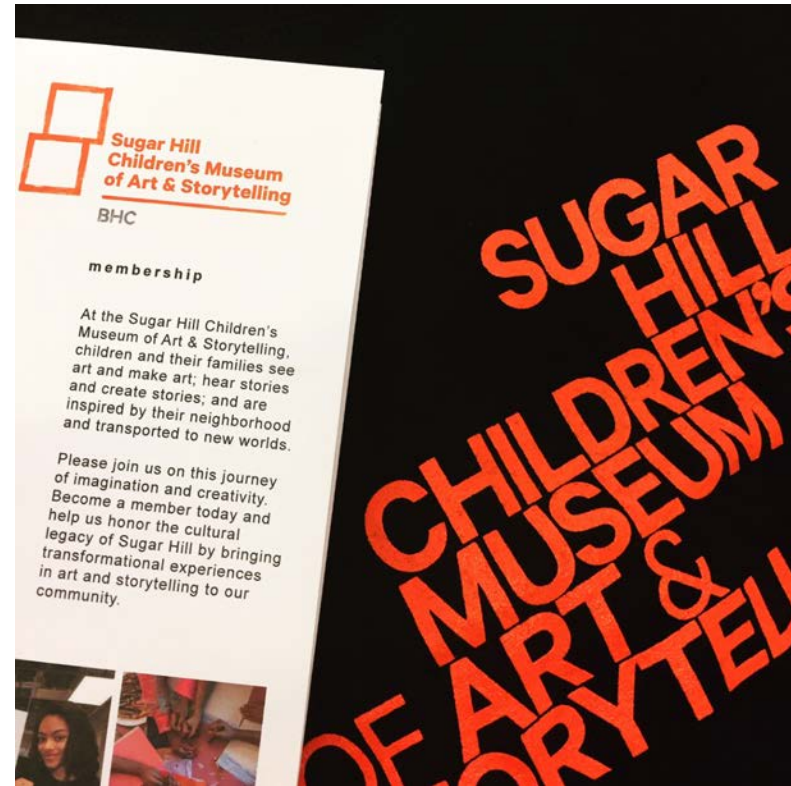
## Housing and Parks

### Mixed-income Residential

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

Initiative	Short Term Actions	Mid/Long Term Actions
Housing	<ul style="list-style-type: none"> <li>Identify housing models for affordable and mixed income residential.</li> <li>Compare needs assessment from market study findings.</li> </ul> <p><b>Intended Outcome</b> Recommend an approach for affordable housing in the corridor.</p>	<ul style="list-style-type: none"> <li>Facilitate new housing developments to meet a variety of needs.</li> </ul>
Parks and Plazas	<ul style="list-style-type: none"> <li>Identify parks needs in terms of space and programming.</li> <li>Identify other opportunities for parks, plazas and connectivity including the library.</li> <li>Identify opportunities to access the water.</li> </ul> <p><b>Intended Outcome</b> Recommend next steps for adding parks to the study area.</p>	<ul style="list-style-type: none"> <li>Facilitate more parks.</li> </ul>

# Best Practices



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

# 4 Partnerships and New Uses

## Healthcare, Institutions and Workforce Development

### 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.

### 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.

### Small Business Development

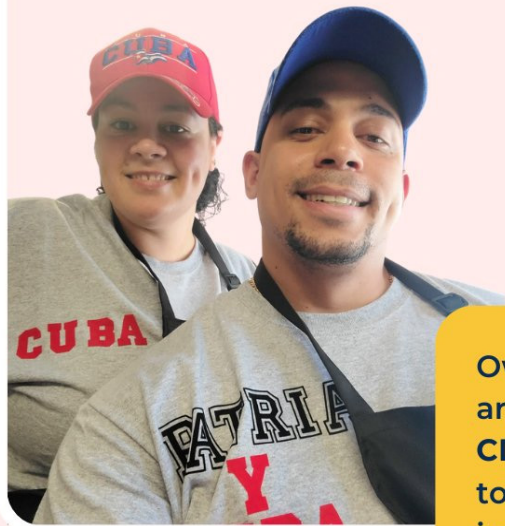
Support existing businesses with grants and create an environment to attract new small businesses.

Short Term Actions	Mid/Long Term Actions
<ul style="list-style-type: none"><li>• Evaluate potential healthcare partners.</li><li>• Evaluate potential workforce partners.</li><li>• Facilitate partnerships.</li></ul>	<ul style="list-style-type: none"><li>• Facilitate healthcare partner with a physical presence in the community.</li><li>• Facilitate workforce development partnerships with local institutions.</li></ul>
<p><b>Intended Outcome</b> Recommend opportunities for viable partnerships with local institutions to provide healthcare services and workforce training.</p>	

# Best Practices

CDFI Friendly

Lending  
Spotlight



Owners of Lolás 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 Partnerships and New Uses

## Food and Culture

### Cultural Assets

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

Short Term Actions	Mid/Long Term Actions
<ul style="list-style-type: none"><li>• Identify opportunities to integrate local cuisine through dining and grocery.</li><li>• Identify opportunities to partner with food vendors for land activations.</li><li>• Identify opportunities for art and cultural partnerships in redevelopment activities.</li></ul>	<ul style="list-style-type: none"><li>• Attract new permanent and temporary development in dining and culture.</li></ul>
<b>Intended Outcome</b> Recommend opportunities for food and culture in both temporary and permanent capacities.	



# 5 Infrastructure

## Water and Sewer

Converting septic to sewer. 115 properties need connections.

### Short Term Actions

- Evaluate partnership with WASD.
- Environmental assessment.
- Evaluate need and opportunity for funding or grants.
- Develop action plan and funding mechanism.

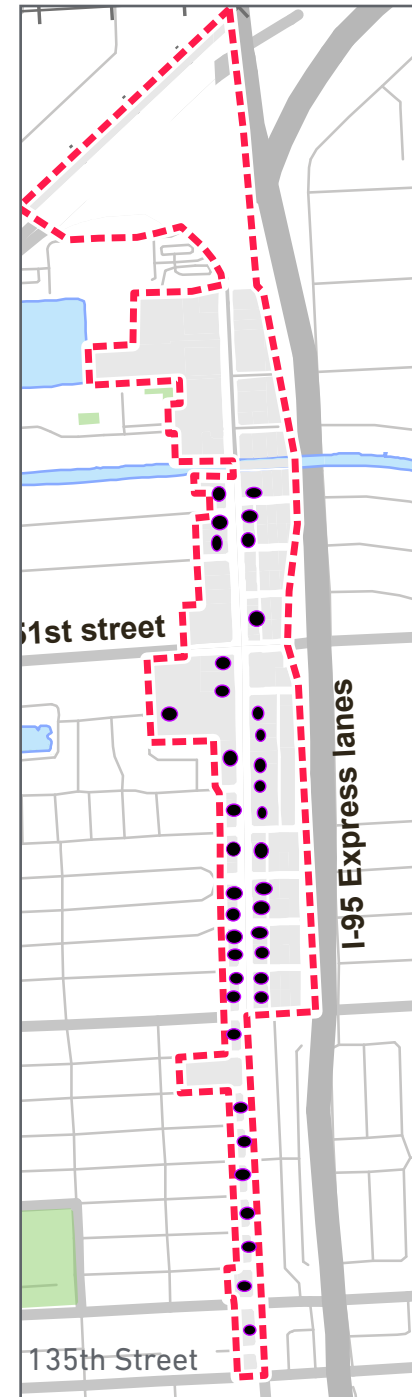
### Intended Outcome

Recommend next steps for water and sewer connections.

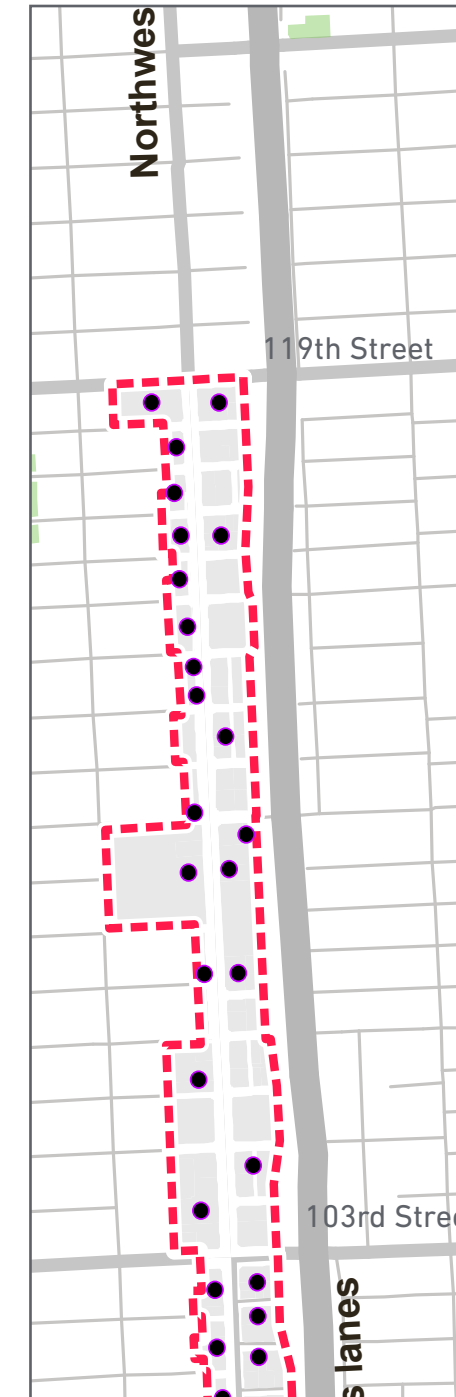
### Mid/Long Term Actions

- Water and sewer hookup.
- Septic tank abatement.

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



# 6 Planning and Zoning

## 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)

Core:

125 units/acre, 4-15 stories

Center:

Within 1/2 mile of SMART corridor: 90 du/acre 3-12 stories

Edge:

60 du/acre, up to 6 stories

Additional Uses Permitted in MCS and MC categories:

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

Initiative	Short Term Actions	Mid/Long Term Actions
Zoning Changes	<ul style="list-style-type: none"> <li>Evaluate the NCUCD and commercial zoning district language.</li> <li>Evaluate current allowable uses.</li> <li>Evaluate allowable height and density.</li> </ul> <p><b>Intended Outcome</b> Recommend zoning code amendments.</p>	<ul style="list-style-type: none"> <li>Update the NCUCD zoning.</li> </ul>
CRA Plan	<ul style="list-style-type: none"> <li>Evaluate the need to update the CRA Plan based on the recommended strategies and tools needed.</li> </ul> <p><b>Intended Outcome</b> Update and revise CRA Plan.</p>	

# North Central Urban Area District

## Zoning Overlay



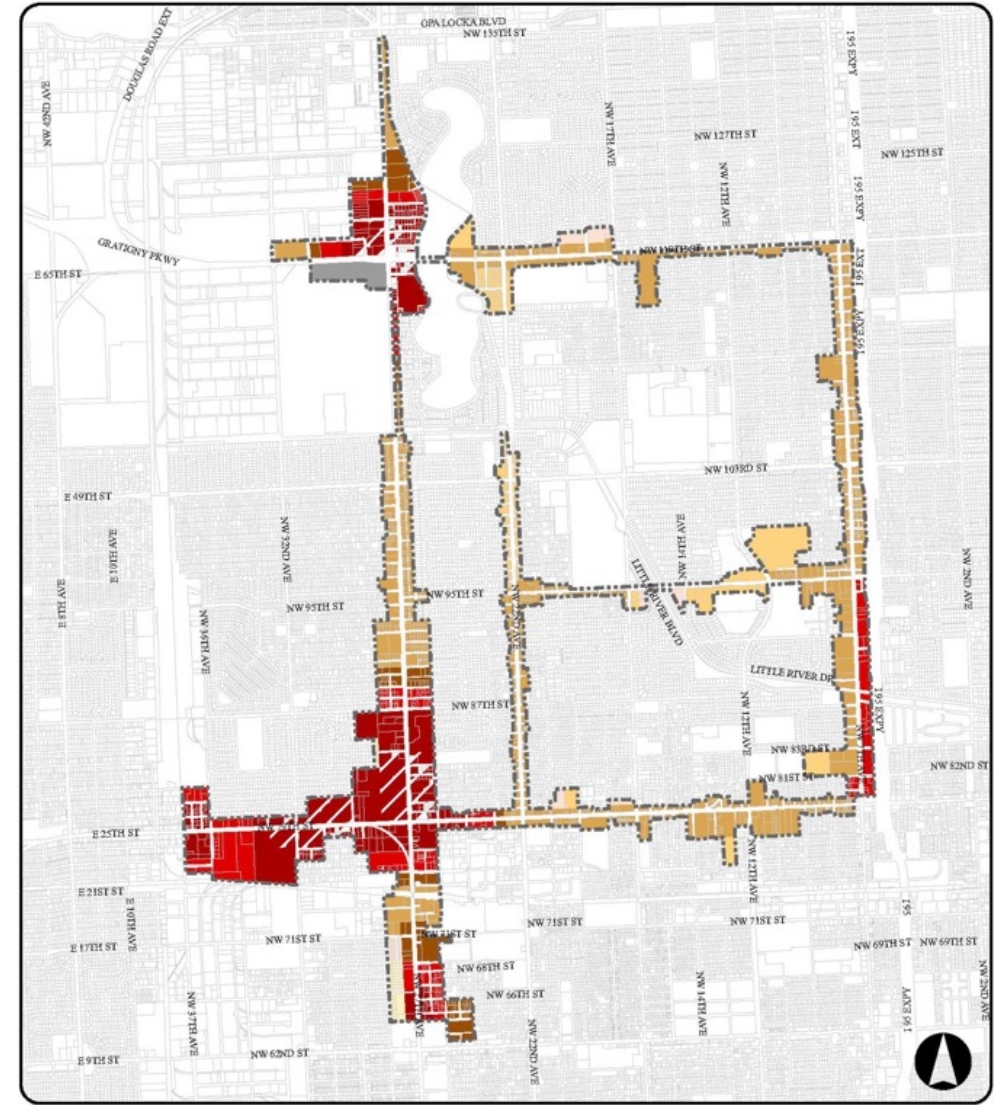
- Subdistrict**
- CORE
  - CENTER
  - EDGE



- 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)



# Thank You!



Project Initiative	Short Term	Mid/Long Term
<b>1.0 Aesthetics</b>		
<b>Roadway Improvements in the ROW</b>	<ul style="list-style-type: none"> <li>• Coordinate with FDOT on potential improvements to NW 7th Avenue.</li> <li>• Develop preliminary roadway concept in plan and section</li> <li>• Identify additional funds available from the CRA for enhancements</li> <li>• Identify other funding sources</li> </ul> <p><b>Intended Outcome</b></p> <ul style="list-style-type: none"> <li>• Approval process with FDOT and Miami Transportation Planning Organization (TPO) to place project in the 5-year work program</li> </ul>	<ul style="list-style-type: none"> <li>• Develop preliminary design concept</li> <li>• Design and construct roadway improvements.</li> </ul>
<b>Code Enforcement</b>	<ul style="list-style-type: none"> <li>• Verify type and age of violations, fines and location for unsafe structures.</li> <li>• Evaluate options for remediating unsafe structures.</li> <li>• Evaluate other code violations and strategies for mitigation through code enforcement department.</li> </ul> <p><b>Intended Outcome</b></p> <ul style="list-style-type: none"> <li>• Determine strategy for addressing unsafe structures and code violations.</li> <li>• Mitigate minor code violations</li> </ul>	<ul style="list-style-type: none"> <li>• Mitigate or purchase unsafe structures.</li> </ul>
<b>Vacant Land</b>	<p>Evaluate the condition of vacant lands and strategies to mitigate.</p> <p><b>Intended Outcome</b> Develop an overall approach to vacant land.</p>	<ul style="list-style-type: none"> <li>• Mitigate vacant land through land acquisition, engaging with property owners, code enforcement, temporary uses and redevelopment.</li> </ul>
<b>2.0 Budget and Financing</b>		
<b>Budgeting</b>	<ul style="list-style-type: none"> <li>• Determine budget goals and available funding from TIF</li> <li>• Evaluate additional funding sources.</li> </ul> <p><b>Intended Outcome</b> Complete the budget.</p>	

<b>Financing Tools Strategies</b>	<ul style="list-style-type: none"> <li>Determine financing opportunities for CRA activities including land acquisition, lease deals, payments and community benefits.</li> </ul> <p><b>Intended Outcome</b> Develop a summary of financing tools.</p>	
<b>3.0 Development Opportunities</b>		
<b>Community Benefits</b>	<ul style="list-style-type: none"> <li>Develop a wish list of community benefits to provide to potential development partners.</li> <li>Determine how to achieve the list.</li> </ul> <p><b>Intended Outcome</b> Create menu of potential community benefits.</p>	
<b>Master Planning</b>	<ul style="list-style-type: none"> <li>Identify potential key redevelopment parcels and opportunities.</li> <li>Build conceptual plan for build out scenarios.</li> <li>Develop phasing and potential land acquisition strategies</li> </ul> <p><b>Intended Outcome</b> Master Plan concept</p>	<ul style="list-style-type: none"> <li>Implement the master plan concept.</li> </ul>
<b>Library P3</b>	<ul style="list-style-type: none"> <li>Evaluate existing space around the existing site.</li> <li>Develop a proposed program.</li> </ul> <p><b>Intended Outcome</b> Recommend an approach to the library parcel.</p>	<ul style="list-style-type: none"> <li>Redevelop the library site.</li> </ul>
<b>Mobility Hub</b>	<ul style="list-style-type: none"> <li>Coordinate meetings with FDOT regarding state owned sites and potential redevelopment plans.</li> <li>Determine CRA's role to facilitate.</li> </ul> <p><b>Intended Outcome</b> Recommend an approach to the mobility hub.</p>	<ul style="list-style-type: none"> <li>Redevelop the mobility hub with additional uses.</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>Identify housing models for affordable and mixed income residential.</li> <li>Compare needs assessment from market study findings.</li> <li>Identify parks needs in terms of space and programming.</li> </ul> <p><b>Intended Outcome</b> Recommend an approach for affordable housing in the corridor.</p>	<ul style="list-style-type: none"> <li>Facilitate new housing developments to meet a variety of needs.</li> </ul>
<b>Parks and Plazas</b>	<ul style="list-style-type: none"> <li>Identify other opportunities for parks, plazas and connectivity including the library.</li> <li>Identify opportunities to access the water.</li> </ul> <p><b>Intended Outcome</b> Recommend next steps for adding parks to the study area.</p>	<ul style="list-style-type: none"> <li>Facilitate more parks.</li> </ul>
<b>Land Acquisitions and Temporary Activations</b>	<ul style="list-style-type: none"> <li>Evaluate opportunities to activate vacant and acquired land with temporary uses.</li> <li>Evaluate potential properties to acquire</li> <li>Evaluate tools to acquire and dispose of land</li> </ul> <p><b>Intended Outcome</b> Determine an approach to land acquisition.</p>	<ul style="list-style-type: none"> <li>Implement plans for land acquisition and land lease.</li> </ul>

<b>4.0 Partnerships and New Uses</b>		
<b>Healthcare and Institutions</b>	<ul style="list-style-type: none"> <li>• Evaluate potential healthcare partners.</li> <li>• Evaluate potential workforce partners.</li> <li>• Facilitate partnerships.</li> </ul> <p><b>Intended Outcome</b> Recommend opportunities for viable partnerships with local institutions to provide healthcare services and workforce training.</p>	<ul style="list-style-type: none"> <li>• Facilitate healthcare partner with a physical presence in the community.</li> <li>• Facilitate workforce development partnerships with local institutions.</li> </ul>
<b>Food and Culture</b>	<ul style="list-style-type: none"> <li>• Identify opportunities to integrate local cuisine through dining and grocery.</li> <li>• Identify opportunities to partner with food vendors for land activations.</li> <li>• Identify opportunities for art and cultural partnerships in redevelopment activities.</li> </ul> <p><b>Intended Outcome</b> Recommend opportunities for food and culture in both temporary and permanent capacities.</p>	<ul style="list-style-type: none"> <li>• Attract new permanent and temporary development in dining and culture.</li> </ul>
<b>5.0 Infrastructure</b>		
<b>Water and Sewer</b>	<ul style="list-style-type: none"> <li>• Evaluate partnership with WASD</li> <li>• Environmental assessment</li> <li>• Evaluate need and opportunity for funding or grants</li> <li>• Develop action plan and funding mechanism</li> </ul> <p><b>Intended Outcome</b> Recommend next steps for water and sewer connections.</p>	<ul style="list-style-type: none"> <li>• Water and sewer hookup</li> </ul>
<b>6.0 Planning and Zoning</b>		
<b>Zoning Changes</b>	<ul style="list-style-type: none"> <li>• Evaluate current allowable uses.</li> <li>• Evaluate allowable height and density.</li> </ul> <p><b>Intended Outcome</b> Recommend zoning code amendments.</p>	
<b>CRA Plan</b>	<ul style="list-style-type: none"> <li>• Evaluate the need to update the CRA Plan based on the recommended strategies and tools needed.</li> </ul> <p><b>Intended Outcome</b> Update and revise CRA Plan.</p>	