



ESTABLISHED 2004

N.W. 7TH AVENUE

*Corridor Community
Redevelopment Agency*

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2024 ANNUAL REPORT

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Daniella G. Pierre, MSHRM
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N.W. 7th Avenue
Community
Redevelopment Agency
(CRA)



“Throughout these pages, you’ll discover the dynamic progress, strategic investments, and planned programs that highlight our unwavering dedication to revitalizing and enhancing the N.W. 7th Avenue corridor.”

WELCOME MESSAGE

Welcome to the N.W. 7th Avenue CRA, also known as Uptown Avenue 7!

This Annual Report offers a detailed look at the transformative initiatives and meaningful developments that have redefined the landscape of this storied and vibrant Miami-Dade County community. Throughout these pages, you’ll discover the dynamic progress, strategic investments, and planned programs that highlight our unwavering dedication to revitalizing and enhancing the N.W. 7th Avenue corridor. As champions of community-driven growth, we are devoted to fostering an environment where innovation, opportunity, and prosperity flourish.

This report celebrates the collective efforts of stakeholders, local businesses, and residents, as we work together to build a more thriving N.W. 7th Avenue corridor. We extend our gratitude for your continued support and collaboration in shaping a brighter future for our community.



CRA 101

A Community Redevelopment Agency, or CRA, is a public entity that finances redevelopment within focused areas. Under Florida law (Chapter 163, Part III), local governments can designate areas as Community Redevelopment Areas when certain conditions exist.

Pursuant to Chapter 163 of the Florida Statutes, the CRA of the N.W. 7th Avenue Corridor must file with its governing body, Miami-Dade County (County), on or before March 31st of each year, a report of its activity for the preceding fiscal year.

This report includes a complete financial statement setting forth the assets, liabilities, income, and operating expenses as of the end of the prior fiscal year (September 30, 2024).



CRA LEGALITY

The CRA is a legal entity, separate, distinct, and independent from the County and tasked with eliminating slum and blight within the approved redevelopment area. Redevelopment endeavors are implemented through a public body, which is known as a community redevelopment agency. CRAs can utilize a designated funding tool, known as Increment Financing, which is available to cities and counties for redevelopment activities through the use of property tax revenues. Increment Financing is used to leverage public funds to promote private-sector activity in the denoted area or areas. The CRA completed its twentieth year of operation in Fiscal Year 2023-24.

This report will be available for review in the Miami-Dade County Clerk’s Office and online at: www.miamidade.gov/global/government/boards/no_rthwest-7th-avenue-cra.page.

CRA BACKGROUND & History

Miami-Dade County is located along the southeast tip of the Florida peninsula, bounded by Biscayne Bay and the Atlantic Ocean to the east, Everglades National Park to the west, the Florida Keys to the south, and Broward County to the north. The total population served by the County is more than 2.7 million, including approximately 1.2 million that live in the Unincorporated Municipal Services Area (UMSA).

In accordance with the Community Redevelopment Act of 1969, the N.W. 7th Avenue Corridor Community Redevelopment Agency (CRA) was established by the County on March 16, 2004, when the Board of County Commissioners (BCC) adopted Resolution R-293-04, declaring the area to be slum and blighted, and authorized the County Manager to prepare a plan for the redevelopment of the Area in order to carry out the community redevelopment purposes of Chapter 163.

Additionally, Resolution R-780-04 and Ordinance 04-124, adopted by the BCC on June 22, 2004, approved the Redevelopment Plan (Plan) and established the Agency's Trust Fund, respectively. The CRA lies within UMSA in County Commission District 2 (Marlene Bastien).

N.W. 7th Avenue has historically been an important commercial corridor in North Miami-Dade. Prior to the construction of Interstate I-95, Route 441, which includes all of N.W. 7th Avenue, was the main North-South highway connecting Miami to Atlanta. Although undergoing a period of decline in the 1960's and 1970's, N.W. 7th Avenue is poised to play an important role in the future of the Miami-Dade regional economy.

The Community Redevelopment Area Market Area — the 3-mile radius surrounding the Area, is a major regional sub-market. More than 483,000 people live within the Agency Market Area — if it was its own city, it would be the second largest City in Florida. The Area's Market Area is home to just over 9,600 business establishments, employing over 120,000, representing 12% of the County's businesses and 13% of its jobs base. 201,717 employed workers live within the Market Area, representing approximately 17% of the County's employed workers.

The Area is home to a diverse mix of more than 400 primarily small businesses, which employ over 2,800

people in retail, education, automobile dealers, parts and repairs, health care, and electronic and precision equipment repair and maintenance.

New businesses in the Area, some developed with the help of funding received from the Agency, included a green technology incubator, high-end print service company, personal health care products manufacturer, law firm, and a 200-room hotel. Magnus Media, Marc Anthony's global music production and talent management agency, is also a more recent CRA resident.

Many of the region's most important economic assets are within minutes of the Area, including:

- 1) 20 minutes of Miami International Airport and Free Trade Complex,
- 2) 23 minutes from Fort Lauderdale-Hollywood International Airport,
- 3) 14 minutes from Miami/Opa-Locka Executive Airport,
- 4) 14 minutes from Hard Rock Stadium,
- 5) 15 minutes from the Port of Miami, and
- 6) 22 minutes from Port Everglades.

The Area borders Interstate 95 on its east edge; one of the most heavily traveled sections of interstate highway in the country. The Area is also extensively served by every mode of transportation, making it Miami's, and one of Florida's, most connected and accessible corridors. Further, the Area provides a considerable opportunity for development and job creation. The more than 70 acres of vacant and underutilized property within the Area can accommodate at least 1.3 million square feet of new development.

The Agency's by-laws establish the composition, purpose, powers, meetings notice requirements and administrative procedures. The by-laws, that established operating guidelines for the Citizens Board of Commissioners, were adopted by the CRA Board on July 13, 2009.

During fiscal year 2005, the agency negotiated a development agreement that would implement the primary redevelopment project, identified in the Plan as being a new automotive retail marketing, sales, and distribution center, commonly referred to as the "Auto Mall."

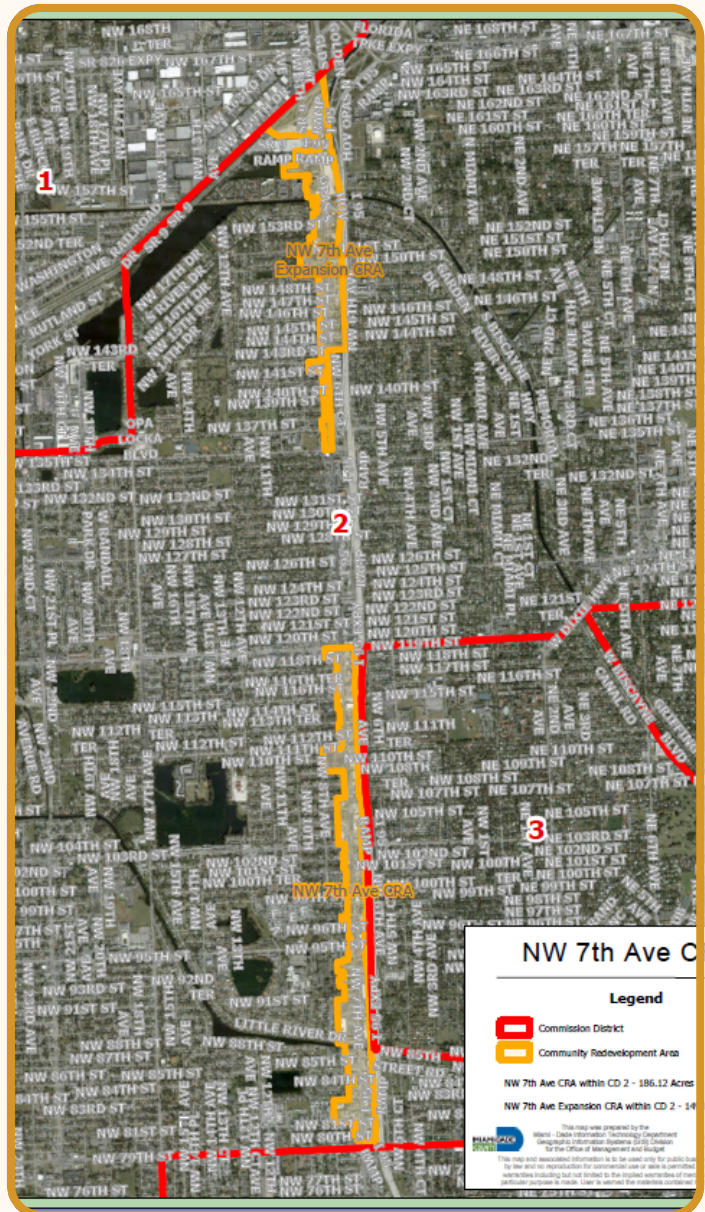
CRA BOUNDARIES & Redevelopment Plan



As we look ahead, the Redevelopment Plan will be reviewed and updated as the community changes, resources increase, additional partnerships are brokered, and new projects are identified by the CRA.

In early 2011, the CRA pursued an expansion Area to the north of the original boundary. On April 4, 2011, the BCC adopted Resolution 223-11 finding the proposed expansion area of the CRA to be blighted. The expansion area is generally bounded by the City of Miami Gardens on the north, City of North Miami on the south, on the west by the westernmost property lines of the parcels that abut the westerly right-of-way along N.W. 7th Avenue and on the east by Interstate 95. On September 6, 2012, the BCC adopted Resolution 661-12, accepting an amended redevelopment plan for the agency, and approving the expansion of the boundaries.

The redevelopment plan is the guiding blueprint for a CRA's work. It serves as a roadmap, outlining the specific goals and strategies for revitalizing a designated area. This plan typically addresses issues like blight, lack of affordable housing, or economic stagnation. It details the overall vision for the community's future and lays out specific projects, such as infrastructure improvements, business development initiatives, or public space creation. The plan can also establish financing mechanisms, often utilizing tax increment financing, to fund these projects and achieve the desired transformation. Regularly reviewed and updated, the redevelopment plan ensures the CRA's efforts are targeted, transparent, and aligned with the community's evolving needs.



Board of Commissioners & Administrative Staffing



- Daniella Pierre**, Chairwoman
- Jeffy Mondesir**, Vice-Chairman
- Rasha Cameau**
- Linnon Latham**
- Gene Lomando**
- Nadeige Theresias-Joisil**, Secretary

In accordance with Ordinance 06-18, adopted by the County on February 7, 2006, the CRA Board of Commissioners shall consist of not fewer than five (5) or more than nine (9) commissioners.

On October 6, 2022, former Commissioner Jean Monestime appointed Linnon Latham and Nadeige Theresias-Joisil through Resolution 966-22. Chairwoman Daniella Pierre was appointed on October 8, 2022 (R-1133-22). And on November 15, 2022, Gene Lomando was re-appointed to the Board, along with Jeffy Mondesir, who was designated as the Vice-Chairman (R-1134-22). On, September 4, 2024, Commissioner Marleine Bastien appointed Rasha Cameau (R-783-24). Linnon Latham resigned from the Board effective September 16, 2024. Therefore, as of September 30, 2024, five (5) of the nine (9) Board seats were filled.

The N.W. 7th Avenue CRA Board was staffed on a part-time basis by Miami-Dade County professional staff. Executive Director Vivian Cao, Business Manager Chimene Y. Graham and Business Analyst Nicole Jordan of the Office of Management and Budget (OMB) led the County support team. Legal assistance was provided by Miami-Dade County Assistant County Attorney Terrence A. Smith. Consulting teams were engaged to handle: grants program management, economic development services, and a boundary expansion.



MHCP COLAB, INC.

In April of 2024, the CRA contracted with an urban planning firm, MHCP COLAB, Inc. to serve as the Agency's economic development coordinator.

MHCP COLAB was charged with:

- Creating a database and inventory of existing conditions and assets
- Spearhead a half-day strategic planning session.



NANA, INC.

In April of 2024, the CRA contracted with a locally-founded non-profit organization, Neighbors and Neighbors, Inc., to serve as the Agency's grants coordinating agent.

NANA was charged with:

- Re-vamping the CRAs commercial grants Program
- Prepare for an opening of the grants program for the upcoming fiscal year.



In June of 2024, BusinessFlare was contracted to conduct a Finding of Necessity for the expansion of the CRAs boundaries.

INTERLOCAL COOPERATION AGREEMENT & Strategic Planning

On October 3, 2009, the BCC adopted Resolution R-1360-09 delegating the CRA certain redevelopment powers which had previously been vested in the BCC. Some of the terms of the Interlocal Cooperation Agreement (Interlocal) were:

- Administrative expenses for the CRA are capped at 20% of each year's budget.
- The County is to be reimbursed annually for the cost of staff support, advertising, legal, publications and consultants.
- Approval by the BCC is required for amendments to the CRA Redevelopment Plan.
- Approval by the BCC is required for new indebtedness.
- One or more members of the BCC or other Miami-Dade County representative may be appointed to serve on the CRA Board of Commissioners.
- Annual budgets and progress reports must be submitted to the County. Except for debt service payments on existing obligations financed with tax increment revenues, no funds may be spent from the Trust Fund until the annual budget has been approved by the BCC.
- Community involvement and citizen input shall be obtained in the planning of redevelopment activities.
- An independent audit by a Certified Public Accounting firm is required annually and can be accessed at the following Miami-Dade County website:
<https://www.miamidade.gov/finance/library/CAFR2020-complete.pdf>, for the prior year.

The goal of the NW 7th Avenue Corridor CRA is the expansion of the property value base of the area to the maximum extent possible, through re-development strategies consistent with its adopted Redevelopment Plan and Action Plan. Tax increment funds are used for programs and projects which act as catalysts for redevelopment efforts by residents and businesses. Tax increment proceeds are deposited into the CRA Trust Fund. Interest earned by the fund and annual re-appropriations remain part of the CRA Trust Fund balance.

The CRA is focused on fostering sustainable growth, enhancing the quality of life for residents, and revitalizing underdeveloped areas within the community. This involves conducting a thorough analysis of current conditions, neighborhood needs, identifying key areas for development, and establishing short-, mid- and long-term goals that promote economic prosperity, social equity, and environmental sustainability. By collaborating with local stakeholders, businesses, and residents, the CRA aims to create a cohesive re-development plan that addresses district assets, infrastructure, business needs and public engagement.

During FYs 2023 and 2024, the CRA continued discussions around the CRA's primary goal of becoming the leader in the area to spur meaningful renewal. The previous update (2019) of the "Action Plan" will be replaced by a "visioning" document, spearheaded by MHCP COLAB, LLC (COLAB), the CRA's economic development coordinator firm, which will guide the Board's overall strategic planning objectives and economic goals of the CRA. The strategic plan (Action Plan) will outline specific initiatives, prioritize investments, and ensure alignment with Board policies, all while fostering community engagement and ensuring that redevelopment projects are inclusive and reflective of the community's needs and goals.

A grants administrator, Neighbors and Neighbors Association (NANA), Inc. was selected to re-structure and expand the CRA's grant programs. Both engagements will support the CRA's updated Work Program -- through small business support and development, business acceleration, project development, infrastructure planning and coordination with partners in order to deliver new investment and jobs within the CRA.

Meetings are held in the community at the Miami-Dade County Arcola Lakes Library, 8401 NW 7th Avenue, Miami, Florida 33147. For FY 2023-24, the CRA held meetings on the following dates:

- November 9th
- December 20th
- February 20th
- April 3rd
- May 14th
- June 20th
- July 25th (Board Tour)
- August 9th (Board Retreat)



TAX BASE GROWTH

& Unaudited Financials

A CRA plays a critical role in driving tax base growth by focusing on revitalizing underdeveloped or neglected areas, which leads to increased property values and expanded economic activity. Through targeted investments in infrastructure, housing, and commercial development, the CRA helps attract new businesses and residents, creating a more vibrant and attractive community. As properties are redeveloped and improved, the overall tax base grows, generating additional revenue that can be reinvested into further community development initiatives. This growth not only strengthens the local economy but also enhances the County's financial capacity to provide essential services, improve public spaces, and fund future redevelopment projects, ensuring long-term sustainability and prosperity for the entire community.

The CRA will focus on building awareness of redevelopment in the Area through business education, training support (through partnering agencies) and economic programs by engaging community stakeholders, initiating valuable public-private partnerships and other organizations interested in the redevelopment of the Area.

The base year (2003) taxable value for the original CRA Area is \$54,233,325. The base for the expansion Area (2012) is \$48,055,633. The 2023-2024 Preliminary Tax Roll within the CRA area (original and expansion) as reported by the Miami-Dade Property Appraiser is \$329,683,441 reflecting a 221% increase over the base year taxable value. The 2023-2024 values reflect an 13.88% increase in the original area and a 11% increase in the expansion area from 2022-2023 values.

The CRA's FY 2023-24 budget of \$6,921,843, was approved by the Agency on December 20, 2023 (Resolution CRA-05-2023) and by the Board of County Commissioners on May 7, 2024 (Resolution No. R-380-24). FY 2023-2024 TIF revenues totaled \$1,379,497. Of this amount, \$406,253 was from the Unincorporated Municipal Service Area (UMSA) tax increment contribution and \$973,244 from Countywide funds.

Detailed below is a statement of revenue, expenses and changes in fund balances, ended September 30, 2023 and September 30, 2024.

Fiscal Years	2024	2023
General Revenues:		
Tax Increment	\$ 1,379,497	\$ 1,147,266
Investment and other income	<u>213,317</u>	<u>147,751</u>
Total revenues	1,591,814	1,295,017
General Expenditures:		
Community redevelopment	713,100	663,441
Total expenses	713,100	663,441
Excess of revenues/expenditures	<u>878,714</u>	<u>631,576</u>
Net position beginning of year	<u>4,763,019</u>	<u>4,131,444</u>
Net position end of year	<u><u>\$5,641,733</u></u>	<u><u>\$4,763,020</u></u>



THE FLORIDA REDEVELOPMENT ASSOCIATION

PROGRESS SUMMARY

- Hired an urban planning firm, MHCP COLAB, to refine and guide the Board's strategic vision;
- Hired a local non-profit agency, NANA, to revamp the \$1.65 million grants programs;
- Hired a planning firm, BusinessFlare, to initiate an expansion of the CRA's northern and southern boundaries;
- Conducted Board Tour of the Area;
- Hosted successful Strategic Planning Retreat and developed strategic planning documents;
- Created an inventory of existing conditions, including: vacant land, unsafe structures, land ownership/value, land use and zoning, neighborhood services and amenities, transit and transportation, and properties lacking sewer connections;
- Began an update of the Agency's Action Plan;
- Networked at the 2024 Florida Redevelopment Association (FRA) conference;
- Liaised with multiple community partners, including private business owners, residents, developers, FDOT and Miami-Dade County departments (Commission offices; planning; water and sewer; transit/public works; code enforcement and housing).



BOARD TOUR

The Board participated in a tour of the Area to get a real-time view of the current conditions. Stops included the following:

- NW 7th Avenue/NW79th Street/NW 81st Street
- NW 7th Avenue (Key Foods Shopping Plaza)
- NW 7th Avenue/88th Street (Immigration Center area)
- NW 7th Avenue/NW 110th Street (Winn-Dixie Shopping Center)
- NW 7th Avenue/NW 111th Street (Michael's Diner/Pierre Restaurant)
- NW 7th Avenue/NW 140th Street
- NW 151st Street Shopping Plaza near Golden Glades



PLANNING RETREAT

The Board Retreat was held at the DoubleTree by Hilton on August 9, 2024, address: 7927 NW 7th Avenue. In 2014, the DoubleTree (formerly a Holiday Inn) received a \$200,000 commercial grant from the CRA.

The hotel had been closed for a prolonged period of time during the refurbishment period, but re-opened in time for Super Bowl LIV, which was held in Miami, in February 2020.

LOOKING AHEAD

Corridor Community Redevelopment Agency

In summary, the Uptown Avenue 7 CRA is committed to eliminating blight and encouraging growth and development within the CRA district; to the benefit of all Area residents, visitors and businesses. This commitment guides its organizational goals; as evidenced by its Work Plan (programming and financial priorities). Where possible, the CRA seeks to leverage resources by partnering with outside organizations (contracted firms) whose activities contribute to the overarching mission and goals of the CRA. Administrative and operating costs were approximately 14% of the fiscal year 2023-2024 budget, allowing the CRA to apply the majority of its resources to grants, programs and activities that provide direct benefit to the Area.

For the seventh straight year, the tax roll in the Area increased at a greater percentage than the County-wide growth; which indicates that there continues to be a steady pace at which the prior CRA businesses have remained and new ones have chosen to relocate into the Area. This robust year-over-year growth of commercial leases will help to springboard the CRA into development agreements designed to stimulate further growth and expansion; as these projects can pay “dividends” to the Area by ensuring sustainable, long-term success—both within the CRA district and the County.

The primary challenges faced by the CRA are to continue attracting new businesses into the Area; retain the current businesses; and the successful search for a development partner to create a project with the right mix of business, retail and affordable housing.

For the upcoming fiscal year, the CRA will continue to build on partnerships with the businesses and residents within the Corridor to further implement the goals and objectives outlined in the CRA’s Redevelopment and Action Plans through engagement with the community and all stakeholders.

The CRA will continue to implement programs and provide services which address slum and blight, build needed infrastructure, reduce crime, stimulate job creation and support the development of affordable housing.

Major goals targeted for the upcoming Fiscal Year may include:

- Acquire parcel of land or office building;
- Explore opportunities for P3 development project for co-work, and/or retail development deal;
- Re-vamp the CRA’s grant program offerings;
- Add a Community Policing/Solid Waste component;
- Expand the CRA’s business relocation efforts;
- Continue partnering with local companies to spur employment opportunities for Area residents; and
- Continue engagement/outreach with the local business community.

The CRA has laid the groundwork for continued growth and prosperity in our community. As we look ahead, the N.W. 7th Avenue CRA remains committed to their mission of fostering sustainable development, preserving cultural heritage, and improving the quality of life for residents and businesses along the corridor. We look forward to the on-going partnership and collaborations with all of our partners, businesses, residents and visitors—as we continue to write the next chapter of progress together.

COUNTY STAFF

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The NW 7th Avenue Community Redevelopment Agency

MIAMI-DADE
COUNTY
OFFICE OF MANAGEMENT AND BUDGET



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