



The NW 7th Avenue Community Redevelopment Agency

*NW 7th Avenue
Corridor*

*Community
Redevelopment
Agency*

ANNUAL REPORT

FY YEAR 2016

**Prepared by: Miami-Dade County, Office of
Management**

Tel (305) 375-5143
Fax (305) 375-1569

111 N.W. 1st Street
Miami, FL 33128

Suite 2200

<http://www.miamidade.gov/redevelopment/nw-7th-avenue-corridor.asp>



Board of Commissioners

- **Mae Bryant, Ph.D.**
- **Charesse Chester**
- **Donald Kressly**
- **Eugene Lomando**
- **Mack Samuel**

Agency Staff

Jorge M. Fernandez, Jr.
Coordinator
Office of Management and Budget

Chimène Y. Graham
Senior Budget Analyst
Office of Management and Budget

Terrence A. Smith, Esq.
Assistant County Attorney



NW 7th AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AGENCY
Fiscal Year 2015 - 2016
(October 1, 2015 through September 30, 2016)

Introduction

The NW 7th Avenue Corridor Community Redevelopment Agency (CRA) was established by Miami-Dade 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. Resolution R-780-04 and Ordinance 04-124, adopted by the BCC on June 22, 2004, approved the redevelopment plan and established the Agency's Trust Fund respectively. The CRA completed its first full year of operation in Fiscal Year 2004-05.

CRA Board of Commissioners

In accordance with Ordinance 06-18, adopted by the BCC on February 7, 2006, the NW 7th Avenue Corridor Board of Commissioners shall consist of not fewer than five or more than nine commissioners. Six seats were filled as of September 30, 2016. Commissioners as of that date were:

- Dr. Mae Bryant (Chairwoman)
- Charesse Chester
- Donald Kressly
- Eugene Lomando
- Mack Samuel (Secretary)

Administrative Staffing

The NW 7th Avenue Corridor CRA Board was staffed on a part-time basis by Miami-Dade County (County) professional staff: Jorge M. Fernandez, Jr. and Chimène Y. Graham of the County's Office of Management and Budget (OMB). Legal assistance was provided by the County Attorney's office through Assistant County Attorney Terrence A. Smith. Economic Development planning and implementation services are provided to the CRA by IBI Group Inc., led by Kevin T. Greiner.

Administrative Procedures

The Agency's by-laws establishes the composition, purpose, powers, meeting 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.

Interlocal Cooperation Agreement

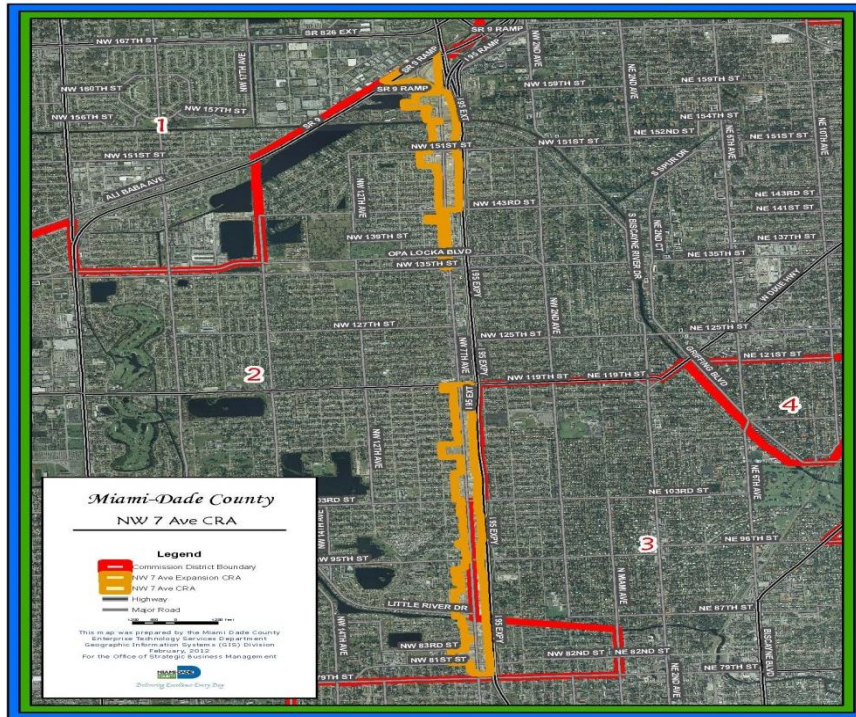
On December 1, 2009, the BCC adopted Resolution R-1360-09 delegating many redevelopment powers that were formerly vested in the BCC to the CRA. Some of the terms of the Interlocal Agreement are:

1. Administrative expenses for the CRA are capped at 20% of each year's budget;
2. The County is to be reimbursed annually for the cost of staff support, advertising, legal, publications and consultants;
3. Approval by the BCC is required for amendments to the CRA Redevelopment Plan;
4. Approval by the BCC is required for new indebtedness;
5. One or more members of the BCC or other Miami-Dade County representative may be appointed to serve on the CRA Board of Commissioners;
6. 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;
7. Community involvement and citizen input shall be obtained in the planning of redevelopment activities, and
8. An independent audit by a Certified Public Accounting firm is required annually.

CRA Redevelopment Plan

- During Fiscal Year 2005-06, the Agency negotiated a development agreement that would implement the primary redevelopment project, identified in the plan as being a new car automotive retail marketing, sales, and distribution center, commonly referred to as the "Automall". On December 7, 2005, the Developer, Potamkin Development I-95 LLC, decided to discontinue the negotiations.
- On April 4th, 2011, the BCC adopted Resolution R-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, the 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 NW 7th Avenue and on the east by Interstate I-95. On September 6, 2012, the BCC adopted Resolution R-661-12 accepting an amended redevelopment plan for the Agency, and approving the expansion of the boundaries.

NW 7th Avenue Corridor CRA Area
March 16, 2004
Miami-Dade County, Florida - Board of County Commission



In order to assist the CRA with implementation of its Redevelopment Plan, the Agency engaged IBI Group, Florida (Coordinator) to provide economic development services. The services provided by the Coordinator include preparation of an Action Plan for the CRA based on the Coordinator's data

collection, trend analysis, stakeholder engagement, implementation of the plan and economic development coordination. During Fiscal Year 2013-14, the CRA adopted its new Action Plan and began implementing several elements from the Action Agenda, including re-branding of the CRA, marketing the re-branded CRA to businesses, and re-tooling one of



the grant/incentive programs designed to assist businesses within the Area as well as attract additional businesses to the Area.

Grant Programs

The NW 7th Avenue Corridor CRA has a variety of land uses throughout the original and expanded area. The southern portion is dominated by commercial property, with nearly 66% of the uses being commercial. The expanded area is more diverse in its land use, with over 20% of its area occupied by single and multi-family residential uses. In furtherance of its goal to reduce slum and blight within the Area by enhancing the area's aesthetics in an effort to bring about increased property values and entice businesses to locate within the corridors, the CRA has developed grant programs to facilitate renovation of existing properties.

The **Commercial Improvement Program (CIP)** was created to assist commercial and industrial property owners in upgrading their properties. The CRA budgeted \$500,000 for the program in FY 2015-16. Eligible improvements for the grant program include painting, roof repairs, lighting, exterior signage, window and door replacement, awnings, canopies and shutters, and storefront restoration among other improvements.

During the prior year, the CRA amended the program to raise the maximum grant award amount and require any business requesting more than \$50,000 to enter into a Community Benefits Agreement that requires small business participation and local area employment during construction and permanent jobs after construction. During FY 2015-16 the CRA approved four (4) grants.

The **Business Innovation and Improvement Grant (BIIG)** was created in an effort to further the economic viability of established businesses in the redevelopment area. The BIIG makes capital available to fund the purchase of equipment and inventory, or for advertising and marketing. Technical assistance will also be available to grant recipients, in order to assist businesses to become more efficient and more competitive. The CRA budgeted \$200,000 for the program in FY 2015-16 and approved five (5) grants.

A **Safety and Security Initiative** was launched during FY 2015-16 to provide security for business owners within the CRA. A pilot program was established to test a smart camera system and provide 24/7 monitored camera video security with a nationally recognized leader in security services. The CRA's Security Pilot Program will pay for all expenses associated with the cameras, installation and monitoring services for one year.

Tax Base Growth

The continuing goal of the NW 7th Avenue Corridor CRA is the expansion of the property value base of the area to the maximum extent possible, consistent with the adopted Redevelopment Plan.

The 2015 Preliminary Tax Roll within the CRA area as reported by the Miami-Dade Property Appraiser is \$113.8 million reflecting a 109 percent increase over the 2003 (base year) taxable value of \$54.2 million. The 2015 values reflect a 3.5% increase from 2014 values. FY 2015-16 TIF revenues totaled \$378,513. Of this amount, \$102,995 was from the Unincorporated Municipal Service Area (UMSA) tax increment contribution, and \$249,152 from Miami-Dade County countywide funds.

Financial Summary

Detailed below is a Statement of Revenues, Expenditures and Changes in Fund Balances.

| NW 7th Avenue CRA | |
|---|------------------|
| Fiscal Year Ended September 30, 2016 | |
| REVENUES | |
| Tax Increment Revenue | \$378,554 |
| Investment Income | 5,845 |
| Total Revenues | 384,358 |
| EXPENDITURES | |
| General Government | 930,058 |
| Debt Service | 0 |
| Capital Outlay | 0 |
| Total Expenditures | 930,058 |
| Excess/Deficiency of Revenues | |
| Over Expenditures | -545,700 |
| Other Financing Sources | |
| Operating Transfer In | 0 |
| Operating Transfer Out | 0 |
| Total Other Financing Sources | 0 |
| Net Change in Fund Balance | |
| | -545,700 |
| Beginning Fund Balance | 2,518,718 |
| Ending Fund Balance | 1,973,018 |

CRA Activity Highlights

The last year has seen the CRA implement a number of important initiatives that enabled it to ramp up its direct support of existing and new business and investment on 7th Avenue. Fiscal Year 2015-16 saw the continuing restructuring and active implementation of the CRA's core re-development programs and outreach to its client businesses. Below is a listing of accomplishments from October 2015 to September 2016:

- The CRA hosted the first Uptown Avenue 7 Street Fair and Festival;
- Launched small business development education programs;
- the CRA served multiple businesses already in the CRA and those seeking to move into the CRA, including: Cavalier Mortgage, Inc.; Culito de Rana, Inc; DIBIA Athletic Development; EcoTech Visions; Elizabeth's Secret Beauty Bar; Innovative Kids Art Studio; Jackson-Holmes, P.A.; MNK Hospitality, Inc. and Seltzer Law P.A.
- Established formal relationship with The Beacon Council and receives regular inquiries for businesses interested in locating into the CRA;
- the CRA awarded grants for the following programs: Commercial Improvement, Business Investment and Innovation and the Safety and Security Pilot.
- Marketing Committee was established;
- Newsletter was launched;
- Revisions to CRA grant programs;
- Outreach to local elected officials
- Launched a Safety and Security Pilot Program in order to deter crime in the area and provide a safe environment for businesses and residents. The program will include either providing a private security patrol, an agreement with the Police Department to patrol the corridor, or monitored camera surveillance for businesses in the redevelopment area.

CRA Strategic Planning

The CRA Board conducted a series of strategic planning workshops to keep its Action Agenda in tune with changing market conditions on 7th Avenue. As a result, the Board refined its Action Agenda, placing emphasis will be on building the CRA's TIF income, developing alternative funding for CRA programs and investments, developing alternatives to the State Enterprise Zone program, and supporting expansion and growth of CRA local businesses. The CRA's adopted 2015 Action Agenda is shown below:

| Revised Uptown Avenue 7 CRA Work Program Results of the 2015 Strategic Planning Sessions | | Priority |
|---|--|-----------------|
| Security & Public Safety: | | |
| 1 | Launch CRA Security Program | High |
| Marketing & Operations: | | |
| 2 | Secure CRA Office Space | High |
| 3 | Create Marketing Committee | High |
| 4 | Revise Web site | High |
| 5 | Produce Quarterly News Brochure | High |
| 6 | Produce Graphics Showing A Redeveloped CRA at allowed Densities | |
| 7 | Launch CRA Presentation Series - Brokerage, FL FRA, Beacon Council | High |
| Signature Development Project: | | |
| 8 | Acquire a Major Property | High |
| 9 | Set Aside funds in Budget for Major Property Acquisition | High |
| 10 | Coordinate with Developers | High |
| 11 | Release Developer RFP for CRA Property | High |
| Build Development Funding Resources | | |
| 12 | Float a Bond for a Cash Pool | High |
| 13 | Pursue Grant Funds | High |
| 14 | Grow the TIFF | High |
| 15 | Submit New Markets Tax Credit Project Application - Partner With CDE | High |
| Business Development & Employment Programs | | |
| 16 | Complete Community Benefits Agreement Provisions in Grant Programs | High |
| 17 | Launch 7th Avenue Small Business Services Accelerator Program (Virtual Incubator) | High |
| 18 | Promote more Small Business Retention programs | High |
| 19 | Conduct Series of Policy workshops - CRA Business Development Training Seminars series | High |
| 20 | Conduct 7th Job Fairs for Major Projects | High |
| Land Use Regulatory Changes | | |
| 21 | Revise NCUAD Zoning to Include Live-Work, Limit Warehouse & Storage | Medium |
| Streetscape Improvements | | |
| 22 | Complete Strategic Gateway/Entrance Signage | Low |
| 23 | Complete Streetscape Design Concept Plan | Low |
| 24 | Secure Comprehensive Streetscape Fund | Low |
| 25 | Complete Development of Phase I Pocket Parking Sites | Low |

Summary

The NW 7th Avenue Corridor has begun to attract significant, new investment, as a growing number of business and developers understand the value of the CRA's location, access, strong local business community, and innovative incentive programs developed by the CRA. The NW 7th Avenue Corridor CRA has the potential to benefit from increases in residential and commercial developments throughout Miami-Dade County, especially in the urban core areas adjacent to the CRA. The CRA will continue to benefit as this development increases property values throughout the area. Because the CRA Area is primarily commercial in nature, the values within the Area have not seen as much decrease as the County values as a whole. The redevelopment of the Corridor would fuel future growth and continue to benefit the CRA and County as a whole. The greatest challenge faced by the CRA is to continue to prepare and develop its existing local businesses to grow and compete in Miami's regional economy, especially as property values continue to rise within the CRA.

**NW 7th Avenue Corridor Community Redevelopment Agency**

Stephen P. Clark Center

111 N.W. 1st Street

Suite 2200

Miami, FL 33128

<http://www.miamidade.gov/redevelopment/nw-7th-avenue-corridor.asp>