

NW 7th Avenue Corridor Community Redevelopment Agency

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



July 23, 2025

Arcola Lakes Library

8240 NW 7th Avenue, Miami, FL 33150

Conference Room

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. April 30, 2025

VI. Action Items

- A. **RESOLUTION NO. CRA-07-2025** - RESOLUTION BY THE BOARD OF COMMISSIONERS OF THE N.W. 7TH AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AGENCY AUTHORIZING THE EXECUTIVE DIRECTOR OR EXECUTIVE DIRECTOR'S DESIGNEE TO ADMINISTRATIVELY APPROVE EXPENDITURES ON BEHALF OF THE AGENCY IN AN AMOUNT NOT TO EXCEED \$25,000.00 PER TRANSACTION
- B. **RESOLUTION NO. CRA-08-2025** – RESOLUTION BY THE BOARD OF COMMISSIONERS OF THE N.W. 7TH AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AGENCY APPROVING THE INFRASTRUCTURE AND TAX INCREMENT FINANCING INCENTIVE PROGRAM GUIDELINES (GUIDELINES) FOR THE NW 7TH AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AREA; AND AUTHORIZING THE EXECUTIVE DIRECTOR OR THE EXECUTIVE DIRECTOR'S DESIGNEE TO UTILIZE THE GUIDELINES AS A FORMAL REFERENCE IN EVALUATING CAPITAL PROJECTS, NEGOTIATING FUNDING AGREEMENTS, AND RECOMMENDING INFRASTRUCTURE-RELATED EXPENDITURES IN FUTURE BOARD ACTIONS AND BUDGET PROPOSALS

VII. COLAB, Economic Development Team

- A. **Discussion FDOT Beautification Grant**
- B. **Presentation of 2025 Action Plan**



VIII. NANA, Grants Administrator

IX. Executive Director Report

X. Attorney Report

XI. Adjournment



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2025 Meeting Dates*

Arcola Lakes Library @ 6pm

·Wednesday, January 22nd (FON Public Meeting)

~~·Wednesday, February 25th~~

~~·Wednesday, March 19th~~

~~·Wednesday, April 30th~~

~~·Wednesday, May 14th~~

~~·Wednesday, June 11th~~

~~·Wednesday, July 23rd~~

·August Board Recess

·Wednesday, September 24th

FRA Conference, October 14th-17th

·Wednesday, November 12th

·Wednesday, December 10th

Meeting dates and agendas are also posted at:

<https://www.miamidade.gov/global/government/boards/northwest-7th-avenue-cra.spage>

(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.



	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	212,317
Revenue Total	6,921,843	6,339,555	7,351,548
EXPENDITURES			
Administrative Expenditures:			
Contractual Services, Procurement/Sourcing Support	50,000	-	-
Employee Salary & Fringes	60,000	-	-
Rent/Lease Costs	50,000	-	50,000
Rent and 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
Other Admin. Expenses (Direct County Support)	180,000	180,000	212,549
(A) Sub Total Administrative Expenses	427,000	199,410	520,549
County Administrative Fee/Charge at 1.5%	20,692	20,692	22,873
(B) Sub Total Admin. Expenses & County Charge	447,692	220,102	543,422
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	175,000
Contractual Services, Econ Dev/Mrkt Analyst	200,000	114,513	190,000
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	-	3,532,317
(C) Sub Total Operating Expenses	6,474,151	505,074	6,047,317
(D) Reserve	-	-	760,809
Expenditure Total (B+C+D)	6,921,843	725,176	7,351,548
Cash Position (Rev-Exp)	-	5,614,379	-



NW 7TH AVENUE CORRIDOR REDEVELOPMENT AGENCY PUBLIC MEETING

OFFICIAL MINUTES – Tuesday, April 30, 2025

I. Call to Order — CRA Board Vice Chairman Jeffy Mondesir called the meeting to order at 6:03 p.m.

II. Roll Call

Daniella Pierre, Chairwoman	Present
Jeffy Mondesir, Vice Chairman	Present
Board Member Gene Lomando	Present
Board Member Rasha Comeau	Present
Board Member Angela Reyes	Present
Board Member Nadeige Theresias-Joisil	Absent

Others Present:

Vivian Cao, Assistant Director; Chimene Graham, Business Analyst Manager; Miami-Dade County, Office of Management & Budget (OMB); Terrence Smith, Assistant County Attorney; County Attorney's Office (CAO); Melissa Hege and Mathew Hege, MHCP COLAB; Leroy Jones, Alice Townsend, Neighbors and Neighbors Association (NANA)

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

IV. Approval of Agenda — Rasha Comeau moved approval of the agenda, with a second from Vice-Chair Mondesir. *Motion passed.*

V. Approval of March 19, 2025, Minutes — Gene Lomando moved approval of the Minutes, with a second from Rasha Comeau. *Motion passed.*

VI. Action Items —

- A. Resolution 05-2025: Resolution of the NW 7th Avenue Community Redevelopment Agency Approving Agreement with Vantage Solutions LLC for Executive Director Services in the Amount of \$450,000.00

After discussion of the Agreement terms, the Board proffered two amendments: 1) a spending threshold of \$1,500 cumulative which requires prior approval from the Board; and 2) that any mutual expenses, i.e. for conferences, which would also be incurred by the NW 79th Street CRA, the NW 7th Avenue CRA will only reimburse their proportionate share (50%). Rasha Comeau moved approval, with a second from Jeffy Mondesir. Motion passed unanimously.

- B. ACTION PLAN PRIORITY #1.6 - Resolution 06-2025: Resolution of the NW 7th Avenue Community Redevelopment Agency Approving the Package #2 for Fiscal Year 2024-25 Area Improvement & Redevelopment Grant Program Funding in the Amount of \$356,250.00

After a request by the Board for NANA to correct some clerical errors and work with the grantees to make sure the information provided is keeping with the intended goals of the grant programs, Rasha Comeau moved approval, with a second from Angela Reyes. *Motion passed unanimously.*

Grantees approved for the Revitalization and Rehabilitation Grant Program (RRG) were – 123 Special Care Kids, 2911 Propser Properties, Aqua Beach Holdings, PHMX LLC and USA Real Estate Investment. The Small Business Technology & Innovation Grant Program (SBTIG) were — 123 Special Care Kids and Aqua Beach Holdings.

VII. New Business

- A. Legislative Update (HB 991) – Terrence provided an update of current legislation proposes. A final update will be provided at the May 14th meeting, as the 2025 Legislation Session will end on May 2nd.

The Vice-Chairman moved to defer the remaining agenda for the next CRA meeting. Rasha seconded. Motion passed unanimously.

VIII. Adjournment — There being no additional business, the meeting adjourned at 7:06 p.m.

RESOLUTION NO. CRA-07-2025

RESOLUTION BY THE BOARD OF COMMISSIONERS OF
THE N.W. 7TH AVENUE CORRIDOR COMMUNITY
REDEVELOPMENT AGENCY AUTHORIZING THE
EXECUTIVE DIRECTOR OR EXECUTIVE DIRECTOR'S
DESIGNEE TO ADMINISTRATIVELY APPROVE
EXPENDITURES ON BEHALF OF THE AGENCY IN AN
AMOUNT NOT TO EXCEED \$25,000.00 PER TRANSACTION

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE N.W. 7TH AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AGENCY, that:

Section 1. The matter contained in the foregoing recital and accompanying memorandum are incorporated in this resolution by reference.

Section 2. This Board authorizes the Executive Director or Executive Director's designee to administratively approve expenditures on behalf of the Agency in an amount not to exceed \$25,000.00 per transaction.

The foregoing resolution was offered by Commissioner _____, who moved its adoption. The motion was seconded by Commissioner _____, and upon being put to a vote, the vote was as follows:

	Rasha Cameau, Chairwoman _____
	Jeffy Mondesir, Vice Chairman _____
Daniella Pierre _____	Gene Lomando _____
Angela Reyes _____	Nadege Theresias-Joisil _____

The Chairperson thereupon declared the resolution duly passed and adopted this _____
day of July, 2025.

**N.W. 7th AVENUE COMMUNITY
REDEVELOPMENT AGENCY AND
ITS BOARD OF COMMISSIONERS**

NADEGE THERESIAS-JOISIL


By: _____
Secretary

Approved by CRA Attorney as
to form and legal sufficiency. _____

Terrence A. Smith

Date: July 23, 2025

To: Board Members of NW 7th Avenue Community Redevelopment Agency

From: Khass Oupelle, Executive Director 
NW 7th Avenue Corridor Community Redevelopment Agency

Subject: Executive Director's Expenditure Authority

Recommendation

It is recommended that the Board of Commissioners (Board) of the NW 7th Avenue Corridor Community Redevelopment Agency (Agency) authorize the Executive Director or Executive Director's designee to administratively approve expenditures on behalf of the Agency in an amount not to exceed \$25,000.00 per transaction. This authority will enhance operational efficiency and enable timely execution of CRA programming and business operations in accordance with the Agency's adopted budget and procurement policies.

Fiscal Impact

There is no immediate fiscal impact associated with this item. All expenditures approved under this authority shall be consistent with the Agency's annual budget and will be included in financial reports presented to the Board.

Delegation of Authority

Upon approval of this item, the Executive Director shall be authorized to make small purchases and approve administrative expenditures in an amount not to exceed \$25,000.00 per transaction, in compliance with Miami-Dade County Implementing Order IO 3-38 and any other applicable procurement and administrative procedures.

All activity under this authority will be documented and subject to audit.

Background

Miami-Dade County Implementing Order IO 3-38, a copy of which is attached to this memorandum as Attachment "A" and incorporated herein by reference, and other related procurement laws of the County, which the Agency is required by law to follow, allows County departments to exercise delegated purchasing authority for transactions up to \$25,000.00, provided all procurement procedures are followed. This resolution extends that framework to the Agency's operations by also authorizing administrative approvals for budgeted expenditures up to the same threshold.

This action will significantly enhance the Executive Director or Executive Director's designee's ability to manage day-to-day operations on behalf of the Agency by streamlining the approval process for routine expenditures. Delegating administrative authority for approvals up to \$25,000.00 will minimize delays, improve responsiveness to time-sensitive needs, and accelerate the execution of projects and programs. This added flexibility will allow the Agency to operate more efficiently while continuing to uphold established internal controls, documentation requirements, and fiscal accountability standards, ensuring timely and effective service delivery.

Attachment

Implement Order No.: IO 3-38

Implementing Order

**Implementing Order No.:** IO 3-38**Title:** MASTER PROCUREMENT IMPLEMENTING ORDER**Ordered:** 4/1/2025**Effective:** 4/11/2025**AUTHORITY:**

Sections 2-8.1, 2-8.2 and 2-11.1 of the Code of Miami-Dade County, Sections 1.01 and 5.03 of the Miami-Dade County Home Rule Charter.

SUPERSEDES:

This Implementing Order (I.O.) supersedes previous Implementing Order 3-38, ordered September 20, 2022 and effective October 1, 2022.

SCOPE:

This Implementing Order governs the County's processes for the purchase of goods and services including professional services (other than those professional services whose selection is governed by Sec. 287.055 F.S. and Secs. 2-10.4 and 2-10.4.01 of the Miami-Dade County Code). It establishes the roles and responsibilities of the Strategic Procurement Department (SPD), methods of purchasing goods and services, and the authority to award contracts. Additional policies and procedures relating to the County's procurement processes are detailed in the SPD Procurement Guidelines, other Administrative Orders, Implementing Orders, and the County Code.

EXCEPTIONS:

This Implementing Order does not apply to: construction; purchase, lease or rental of real property; permits; programming partnerships at Miami Dade Parks, Recreation and Open Spaces Department; the purchase of professional architectural, engineering, architectural landscape and land surveying professional services whose selection is governed by Sec. 287.055 F.S. and Secs. 2-10.4 and 2-10.4.01 of the Miami-Dade County Code and detailed in A.O. 3-39; or procurement activities covered by specific ordinances such as the Public Health Trust, Expedite, Performing Arts Center, aviation retail concessions, etc.

DELEGATION OF AUTHORITY:

This Implementing Order establishes that SPD is designated as the central procurement agency for making purchases with County funds except as noted herein. All authorized purchases shall be made in compliance with Florida Statutes, this Implementing Order and established SPD Procurement Guidelines. No person may make any purchase with County funds unless specifically authorized to do so by County Code, implementing order, resolution, administrative order, or designation by the Board of County Commissioners or the County Mayor. The SPD Director shall be the Chief Procurement Officer.

The SPD Director shall have relevant, recent experience in large-scale public procurement of goods and services, possess a record of unquestioned integrity and have demonstrated executive, managerial and organizational skills. The SPD Director may also delegate SPD professional staff to exercise the authority contained thereunder. The SPD Director is

responsible for hiring appropriate qualified professional staff to carry out the Department's mission.

The SPD Director is charged with fostering full and open competition consistent with County policy. The SPD Director is also responsible for implementing programs and initiatives to improve competition geared at yielding best value. This includes, but is not limited to, providing specialized training for staff regarding determination of appropriate acquisition methods, assuring effective and efficient market research, enhancing competitive contracting opportunities for small and minority business entities, scrutinizing sole source, and bid waiver acquisitions and challenging specifications and statements of work (SOW) to ensure no artificial barriers limit or reduce competition.

POLICY:

For the County to function efficiently and responsibly, goods and services meeting the necessary quality and fit shall be procured for County agencies at fair and reasonable prices and in a timely manner. Advance acquisition planning by departments, effective market research, and early SPD collaboration with user departments in the acquisition process are essential to successful procurement.

The standard method for the procurement of goods and services in Miami-Dade County is the Invitation to Bid (ITB) process. Other acquisition processes available to Miami-Dade County for the purchase of goods and services include, but are not limited to, the Request for Proposals (RFP) and Request for Qualifications (RFQ) processes. Formal market research may utilize a Request for Information (RFI) process. Pursuant to Section 2-8.1.6 of the Code, the County created the Expedited Purchasing Program (EPP). The EPP may be used for the competitive purchase of supplies, materials, and services, including professional services which are estimated to cost up to \$5 million or other threshold as specified in Section 2-8.1.6 of the Code.

To obtain the best value for the taxpayers' dollar and to promote equitable economic participation by all segments of our community, it is the policy of Miami-Dade County to purchase goods and services via an open and competitive process. When competition is not available, or when it is determined in the best interest of the County to utilize means other than full and open competition, County legislation authorizes the execution of purchases on a bid waiver, sole source or emergency basis.

PURPOSE:

The purpose of this Implementing Order, and the corresponding Procurement Guidelines issued by SPD, is to simplify and clarify the procurement process, establish clear parameters of procurement authority and accountability, consolidate and standardize the procedures governing procurement countywide, enhance public confidence, ensure the fair and equal treatments of vendors, foster competition and help safeguard the quality and integrity of procurement in Miami-Dade County.

PROCUREMENT ORGANIZATION:

SPD is the central agency for the procurement of goods and services for Miami-Dade County government. SPD is dedicated to customer service and the timely acquisition of best value goods and services. Utilizing technology and sound business processes, SPD strives to bring the greatest value to Miami-Dade County with integrity, fairness, competition and community inclusion.

It is the responsibility of SPD to issue and maintain procurement policies, procedures and guidelines for County departments. Any County department that issues solicitations or executes purchases for goods or services governed by this Implementing Order shall comply with this Implementing Order and the SPD Procurement Guidelines.

SPD is responsible for implementing this Implementing Order and establishing related forms, procedures, manuals and guidelines. It is the responsibility of the SPD Director or authorized designee, to:

1. Strategize collaboratively with departments early in the procurement process to encourage advanced acquisition planning
2. Prepare effective solicitation documents
3. Assemble appropriate specifications, terms and conditions
4. Conduct adequate market research
5. Determine the appropriate acquisition method
6. Develop evaluation criteria
7. Advertise solicitation documents
8. Evaluate or administer the evaluation of bids/proposals
9. Reject bids/proposals, pursuant to established authority to reject bids/proposals
10. Prepare contract awards or contract award recommendations, pursuant to the established authority to award contracts

LOCAL COMPETITION ADVOCATES:

The SPD Director shall appoint one or more County staff as Local Competition Advocates to ensure that the County's procurement practices do not exclude or disadvantage local firms in the procurement process. The Local Competition Advocates shall review solicitations issued to ensure that the manner and method by which the County is purchasing goods or services does not create barriers to local competition. Such review shall include, but not be limited to, issues such as value of the purchase, the minimum qualifications required to perform on the contract, the type of goods and/or services sought, the evaluation criteria and the method of advertising the solicitation. The Local Competition Advocates shall increase the opportunities for local firms to compete to provide the good or service.

MARKET RESEARCH:

County staff shall conduct market research prior to or during the development of contract specifications or scope of work for any purchase of goods or services. The research shall be performed in accordance with SPD Procurement Guidelines and the dollar thresholds established therein. The Office of the Inspector General shall review periodically staff's compliance with the required procedures.

The primary purpose of market research in public procurement is to collect and analyze data to determine the availability of sources of supply and to promote the formulation of specifications that provide best value, and fair and open competition. Specifications and requirements should neither be exclusionary nor unreasonably favor any one bidder or proposer.

The process of market research begins with the intent to satisfy a legitimate County requirement. Whenever practical, the requirement should be stated in terms of performance or functionality. This means that the required "output" or "outcome" of the goods or services to be purchased should be clearly understood and defined.

During the course of market research, as more fully described in the SPD Procurement Guidelines, County staff shall contact, whenever possible, no less than three different sources in the affected market. Documentation of such contacts shall identify the sources contacted and the date the source is contacted and shall be maintained in a manner that they may be reviewed by the Office of the Inspector General.

The Local Competition Advocate shall also conduct market research to identify potential barriers in solicitations to local competition. The Local Competition Advocate shall solicit advice from local firms regarding County solicitations to determine local capacity, capability, and products prior to issuing recommendations on any solicitation.

METHOD FOR PURCHASING GOODS AND SERVICES:

PURCHASES OVER \$250,000

Formal sealed written bids shall be solicited from vendors for purchases over \$250,000 in accordance with the SPD Procurement Guidelines.

PURCHASES OVER \$25,000 and up to \$250,000

Purchases over \$25,000 and up to \$250,000 shall be in accordance with the SPD Procurement Guidelines.

PURCHASES UP TO \$25,000 (SMALL PURCHASE ORDERS)

Small purchase orders represent the decentralized delegation of purchase authority to authorized personnel in County departments. Small purchase orders may not exceed \$25,000 per purchase, and shall be executed in strict accordance with the requirements of this Implementing Order and the SPD Procurement Guidelines. Department Directors or their authorized designees are responsible for and will be held accountable for their department's appropriate use of small purchase orders and compliance with the competitive and administrative requirements and supporting documentation established in this Implementing Order and in the SPD Procurement Guidelines. SPD shall track the department's use of small purchase orders in order to ensure economies of scale and the benefits of leveraging the organization's spending is deriving a benefit to the taxpayers by consolidating commonly used goods and services into annual County contracts.

PURCHASING CARDS:

Purchasing cards may be used for certain small purchases by authorized County personnel subject to the specific dollar limitations and requirements established in the Purchasing Card Program Administrative Order (A.O. 3-35) and the Finance Department's Guidelines for the Use of Purchasing Cards, except that individual purchases are limited to \$1,000 per transaction, and a monthly limit of \$25,000 per card in total purchasing card expenditures will be enforced.

REQUEST FOR PROPOSALS/REQUEST FOR QUALIFICATIONS:

A Request for Proposals (RFP) or a Request for Qualifications (RFQ) is a formal written solicitation prepared and issued for the purpose of seeking responses from prospective proposers by a certain date and time as established by Miami-Dade County.

An RFP may be used when: the scope of work cannot be completely defined by the County; the required goods or services can be provided in several different ways; qualifications, experience or the quality of the goods or services to be delivered are significant factors of

consideration, in addition to price; or the responses may contain varying levels of service or alternatives which lend themselves to negotiation.

An RFP may be used when the qualifications of proposers are an important selection criterion, and a particular solution or performance outcome has been established. An RFP may include, but is not limited to, applicable laws, rules, scope of services, proposer qualifications, proposal instructions, terms and conditions of the contract, and evaluation/selection criteria. Contract award is not based solely upon price; rather, there is an evaluation which may include such criteria as qualifications and experience of principals and staff; methodology and management approach; understanding of the project and the County's objective; technical superiority; financial stability; pro forma statements; experience and history of the firm; reference; and costs/revenues.

An RFQ is used to obtain statements of qualifications from proposers when the scope of services cannot or has not been completely established by the County, requiring specific qualifications in order to be considered for contract award. An RFQ includes, but is not limited to, a brief explanation of the purpose of the RFQ, description of the service to be purchased (scope of services), required qualifications, proposal instructions, and evaluation/selection criteria. Contract awards are generally not based solely upon price; rather, there is an extensive evaluation which may include such criteria as qualifications and experience of principals and staff; technical superiority; financial stability; experience and history of the firm; and references.

An RFQ may be used, for example: when creating a pool of qualified vendors to be used on an "as needed" basis; or in a two-step process where the scope of services is incomplete and only those firms selected in the qualification phase compete under a "mini-RFP" when a particular work order or scope of services is established. For selection committee formation and performance, and for selection committee taping procedures, refer to Implementing Order 3-34.

ACCESSING CONTRACTS FROM OTHER GOVERNMENT ENTITIES:

The SPD Director, may award a contract by accessing the competitively solicited contract of any other governmental or quasi-governmental entity or not-for-profit organization, provided the goods or services are not available through an existing Miami-Dade County contract at same or lower price. When accessing a contract of another entity consisting of a pre-qualified vendor pool, the County shall conduct a competitive selection process among the pool members in accordance with SPD Procurement Guidelines or instructions. When the expenditure exceeds \$5,000,000, the SPD Director shall prepare a recommendation for the County Mayor's consideration. The County Mayor shall consider and may present the recommendation to the Board of County Commissioners for award.

EMERGENCY PURCHASES:

An emergency purchase is an unforeseen or unanticipated urgent and immediate need for goods or services where the protection of life, health, safety or welfare of the community or the preservation of public properties would not be possible using any of the other purchasing methods described in the Implementing Order, including a bid waiver.

In the event a department director or authorized designee determines that an emergency purchase is necessary, a contract may be awarded without utilizing the competitive bid procedures regardless of the amount of expenditure. Within five (5) working days after the purchase, the County department shall submit the post award requisition to SPD specifying

the circumstances which justified the emergency contract award. When the expenditure is in excess of \$250,000, the SPD Director shall forward the documented circumstances to the County Mayor for presentation to the Board of County Commissioners for ratification.

PILOT PROJECT AND DEVELOPMENT AGREEMENTS:

The County Mayor or the County Mayor's designee may enter into pilot project and product demonstration agreements with County vendors or prospective County vendors for the purpose of testing and evaluating technology, products and services provided that such agreements are: (1) for a period not to exceed twelve (12) months from the initiation of the pilot project or demonstration; (2) provided at no cost to the County with the exception of any ordinary cost for County employees or consultants to review such technology, products or services; (3) do not contain any exclusive dealing, in-kind or advertising commitments by the County; (4) provide for indemnification of the County; (5) provide for County ownership of any data generated during the testing and observation period; and (6) are terminable at will by the County.

Each pilot project or product demonstration agreement shall be subject to review and approval by the County Attorney's Office for legal sufficiency prior to execution. In the event that the County seeks to procure a similar technology, product or service through the County's competitive process, any solicitation document shall include all information regarding the pilot project and the technology, product or services tested.

Pilot project and product development agreements may not serve as a basis for any non-competitive purchase other than a bid waiver or sole source purchase and may not serve as the sole basis of the public interest justification of any bid waiver.

BID WAIVERS:

A bid waiver is a purchase of a good or service without formal competitive bidding when it is determined to be in the best interest of the County. Formal competition may be waived by the SPD for expenditures up to \$250,000 and by the Board of County Commissioners for awards greater than that amount. Bid Waiver requests shall be prepared by the user department and submitted to the SPD Director, or authorized designee, for evaluation and analysis. When the expenditure exceeds \$250,000, and it is determined to be in the County's best interest to waive competitive procedures, the SPD Director shall consider and may present the recommendation to the County Mayor.

The County Mayor shall consider and may present the recommendation to the Board of County Commissioners for award. Additional funds and/or extensions of time that may be requested during the contract period are subject to the current authority limits for contract modification in this Implementing Order.

UNAUTHORIZED PURCHASES:

An unauthorized purchase is a purchase or commitment of funds by an employee that does not have the authority to do so, or a purchase or commitment of funds by an authorized employee but not in accordance with County legislation or the procedures prescribed by this Implementing Order. The ratification of an unauthorized purchase requires retroactive approval by the SPD Director, or authorized designee, up to \$250,000, and by the Board of County Commissioners for commitments exceeding that amount. Payment for any unauthorized purchase may be deemed the responsibility of the employee that made the purchase or commitment, and shall subject said employee to disciplinary action up to and including termination. The department director having responsibility over the unauthorized

purchase shall respond to the County Mayor in writing with a complete justification for all inappropriate activity, to include the disciplinary action taken, if appropriate, and the corrective action(s) implemented to prevent recurrence.

NONCOMPETITIVE (SOLE SOURCE) PURCHASES:

A sole source purchase is the procurement of a good or service for which there is no other vendor who can compete to provide the good or service, and an equal product or service is not available from any other supplier. When the SPD Director, or authorized designee, is satisfied that there is only one source of supply or determines that a noncompetitive situation exists for the required goods or services, full and open competition may be waived by the SPD Director. When the expenditure exceeds \$250,000 the SPD Director shall prepare a recommendation for the County Mayor. The County Mayor shall consider and may present the recommendation to the Board of County Commissioners for award. Additional funds and/or extensions of time may be requested during the contract period and are subject to the current authority limits for contract modifications contained in this Implementing Order.

JUSTIFICATION FOR BID WAIVERS AND SOLE SOURCE ACQUISITIONS:

When a County department recommends to SPD the use of other than full and open competition, the appropriate justification for that recommendation must be submitted to SPD for evaluation and analysis. Using the appropriate Justification/Input Document, the user department shall, as a minimum, indicate the purpose of the acquisition, the uniqueness of the item or service, the reason waiver of the competitive process is in the County's best interest, the market research that has been performed to support such actions, and the actions proposed to enhance competition in future acquisitions.

DEPARTMENTAL REVIEW OF TECHNICAL SPECIFICATIONS:

When SPD is the issuing department for solicitations, the technical review and revision of specifications of a solicitation prior to advertisement shall be completed by the reviewing department and returned to SPD in not more than fifteen (15) working days from the date received by the department. The technical review of bids or proposals prior to award shall be completed by the reviewing department and returned to SPD in not more than ten (10) working days from the date received by the department. If additional time exceeding the stipulated timeframes is required, a request must be made by the Director or designee of the reviewing department to the SPD Director, with a copy to the corresponding Deputy Mayor, and the SPD Director may allow a reasonable time extension when appropriate. Repeated failure to meet these turnaround time requirements shall be reported by the SPD Director to the County Mayor.

AUTHORITY TO AWARD CONTRACTS:

For goods and services including professional services, the Board of County Commissioners shall award all contracts greater than \$5,000,000, and approve all contract modifications not contained in the paragraph below.

The County Mayor or designee (SPD Director), has the authority with respect to purchases for goods and services including professional services to:

- Advertise solicitations.
- Award contracts and/or reject bids/proposals up to \$5,000,000.
- Approve awards of sole source, bid waiver, emergency, and confirmation purchases, when the award results in an amount of \$250,000 or less.

- For contracts under \$5,000,000, approve contract modifications up to a total contract amount of \$5,000,000. Any contract modification that increases the contract amount from below \$5,000,000 to over \$5,000,000 shall be approved by the Board of County Commissioners.
- For contracts having an original or modified contract amount exceeding \$5,000,000, approve contract modifications not exceeding 20% in the aggregate of the original contract amount during the course of the initial contract term, and not exceeding 20% in the aggregate of the modified contract amount during the term of any option to renew that may be exercised.
- To complete the necessary reprocurement action, extend expiring contracts for a maximum of ninety (90) days, with prorated dollar authorization, or such longer period as may be necessary to prevent the suspension or interruption of an essential County service provided such longer extension in no event exceeds 180 days following the expiration of the contract.
- Approve contract modifications that reduce the maximum value of the contract.
- Authorize departments to shift dollar allocations among multiple vendors under a single contract.
- Administer the bid protest procedure in Section 2-8.4 of the Code of Miami-Dade County.

For awards of \$5,000,000 or less, the SPD Director, may render the vendor in default, award the contract to the next lowest bidder or negotiate with the next highest ranked proposer or resolicit and subject the defaulted vendor to re-procurement charges or to forfeiture of the bid bond or security in an amount equal to the damages sustained by the County as a result of the default and recommend the vendor or contractor for debarment. For awards over \$5,000,000, the SPD Director shall prepare a recommendation for the County Mayor. The County Mayor shall consider and may present the recommendation to the Board of County Commissioners for approval.

The County Mayor or designee (the SPD Director) shall submit a bi-annual report to the Board of County Commissioners with a list of the contracts for goods and services exceeding \$250,000 awarded by the County Mayor or designee (the SPD Director) during the preceding six month period.

Proposed awardees must have a complete Miami-Dade County Vendor Registration Application on file with SPD prior to award. SPD and the Regulatory and Economic Resources Department are responsible for determining the criteria for vendor registration and maintaining an up-to-date vendor registration system.

ASSISTANCE TO SMALL & MINORITY BUSINESSES:

It is the policy of Miami-Dade County to follow sound and prudent business practices, and to promote full and equitable participation of all segments of the community. With this goal in mind, a concerted effort is made to obtain services in accordance with the requirements of Implementing Order 3-41, administering the Small Business Enterprise (SBE) Program for Goods and Services and A.O. 3-23 Anti-discrimination in Contracting, Procurement, Bonding and Financial Services Activities.

It is the policy of Miami-Dade County that all service contractors performing covered services pay employees providing the covered services no less than the applicable Living Wage, with or without health benefits, in accordance with Section 2-8.9 of the

Code of Miami-Dade County and as detailed in A.O. 3-30.

ETHICS:

County employees must discharge their duties impartially to assure fair and competitive access to governmental procurement by responsible contractors. It is essential that those doing business with the County also observe the ethical standards prescribed in Section 2-11.1 (i) of the Miami-Dade County Code, the Conflict of Interest and Code of Ethics Ordinance, and the Code of Silence Ordinance at Section 2-11.1 (t) of the Miami-Dade County Code and described in A.O. 3-27.

Pursuant to Section 2-8.1 (h) (ii) of the Code and Administrative Order 3-29 Prohibiting County Contracting with Individuals and Entities Who are in Arrears to the County, it is the policy of Miami-Dade County to promote efficient and effective financial administration, while ensuring fair and equitable contracting practices; therefore, contractors that are in arrears in excess of \$25,000 and are delinquent for greater than 180 days to the County are prohibited from obtaining new County contracts, extensions of contracts or new purchase orders, until such time as the arrearage has been paid in full or the County has agreed in writing to an approved payment plan.

The Audit and Management Services Department, Office of the Commission Auditor and the Office of the Inspector General may perform random audits of ISD and County department compliance with all legislative and contract requirements in the competition and processing of purchases, including small purchase orders. Departments will be responsible for providing these auditing entities access to all information and documentation required for their oversight of all purchases.

OTHER PROCUREMENT LEGISLATION:

Other legislation governing the procurement process includes but is not limited to:

- Bid Protest Ordinance, Section 2-8.4 of the Miami-Dade County Code and Implementing Order No. 3-21;
- Buy American Iron and Steel Products Procurement Program, Section 2-8.2.6.1 of the Miami-Dade County Code;
- Citizens Independent Transportation Trust (CITT), Section 29-124(f) of the Miami-Dade County Code;
- Competitive Bidding for Bond Transaction, Underwriters Pool, Section 2-10.6 of Miami-Dade County Code;
- Construction Safety Records of Prospective Contractors in Responsibility Review, Resolution No. R-1181-18;
- Contractors-Individuals' Disclosure of Felonies in the Past 10 Years (at time of proposal submittal), Sec. 2-8.6 of the Miami-Dade County Code;
- Cybersecurity and Information Technology Procurement and Protection Program, Section 2-8.2.6.2 of the Miami-Dade County Code; Due Diligence performed to determine the Contractor's responsibility, Resolution No. R-187-12;
- Disclosure to Board of reasons goods and services are not being procured through local businesses, Resolution No. R-477-18;
- Diversity in Contracting, Resolution No. R-1106-15;
- Fair subcontracting practices. Section 2-8.8 of the Miami-Dade County Code;
- General Obligation Bond Procurement for Capital Project Contracts, of the Miami-Dade County Code Sec. 2-8.2.10;
- Independent Private Sector Inspector General, A.O. 3-20;

- Labor Peace Agreement for Airport Concessions, Resolution No. R-148-07;
- Lobbyist Registration, Section 2-11.1 (s) of the Miami-Dade County Code;
- Local Preference Ordinance, Section 2-8.5 of the Miami-Dade County Code;
- Local Products Preference; Resolution No. R-422-15;
- Miami-Dade Water and Sewer Department Contracting Authority, Sec. 2-8.2.11, and Consent Decree and Capital Improvement Programs Acceleration Ordinance. Sec. 2-8.2.12 of the Miami-Dade County Code;
- Nondiscrimination of Contractor Practices toward Employees, Sec. 2-8.1.5, of the Miami-Dade County Code;
- Office of the Inspector General, Section 2-1076 of the Miami-Dade County Code;
- Outsourcing, Evaluate In-House Capabilities Prior to Utilizing Outside Consultants, Resolution No. R-1204-05;
- Paid Sick Leave for Security Guard Service Contracts, Sec. 2-8-11, of the Miami-Dade County Code;
- Purchase of Disposable Polystyrene Products, Resolution No. R-500-16;
- Service Veteran Business Enterprise Preference, Section 2-8.5.1 of the County Code;
- Taping of selection committee and negotiation committee proceedings required, Section 2-8.1.1.1. of the Miami-Dade County Code; and
- User Access Program (UAP) Section 2-8.10 of the Miami-Dade County Code;
- Other state and federal legislation, as applicable.

RE-PROCUREMENT OF REPLACEMENT CONTRACTS:

The planning for re-procurement and re-advertisement of contracts for the purchase of goods and services that are subject to Board approval shall commence no later than two years before the expiration of such contracts, inclusive of option-to-renew periods. County user departments shall timely provide County procurement staff draft contractual scopes of services and specifications for the purchase of goods and services that are subject to Board approval no later than two years before the expiration of such contracts inclusive of option-to-renew periods. If the draft scope is incomplete or insufficiently detailed, the County Mayor or County Mayor's designee shall notify the user department immediately, providing the user department with a deadline for submission of a complete and detailed draft scope.

The County Mayor or County Mayor's designee shall on a quarterly basis notify and identify to the Commission Auditor in writing contracts for the purchase of goods and services that are subject to Board approval that are set to expire no later than two years prior to their expiration inclusive of option-to-renew periods.

The planning for re-procurement and re-advertisement of contracts for the purchase of concessions, goods and services at MIA shall commence no later than two years before the expiration of such contracts, inclusive of option-to-renew periods.

The County Mayor or County Mayor's designee shall timely manage and administer the procurement process for replacement contracts that are the subject to Board approval so that no later than one year prior to the expiration of the existing contract, inclusive of option-to-renew periods, the County has already advertised the solicitation for the replacement contract and the County has received competitive proposals and bids from vendors in response to the solicitation.

The County Mayor or County Mayor's designee shall notify the Board, in writing, when any

replacement procurement subject to Board approval, fails to meet the one-year deadline set forth above or if any replacement procurement is in jeopardy of not being completed prior to the expiration of the existing contract. Such notice shall specify the reasons causing the extended or delayed procurement and the steps to bring such procurements to a competitive award. The notice to the Board shall also disclose all instances where, after conducting market research, the Strategic Procurement Department or successor department has determined that a competitive procurement is impracticable or unavailable due to a lack of vendors showing interest in participating and competing in the replacement procurement.

The County Mayor or County Mayor's designee shall take all necessary actions to ensure full compliance with the timelines and requirements set forth herein, including the use of internal tracking and oversight mechanisms to hold user departments accountable for their responsibilities.

The County Mayor or County Mayor's designee shall confirm compliance with the directives listed herein in any recommendation for an award of a replacement contract or contract extension request that comes before the Board or, in the alternative, provide a written explanation of the reasons why the policy was not complied with and the steps taken to correct non-compliance.

The County Mayor or County Mayor's designee shall comply with the policy statements and directives set forth herein regardless of whether the procurement process is performed by the County user department, the Strategic Procurement Department, or successor department.

RESOLUTION NO. CRA- CRA-08-2025

RESOLUTION BY THE BOARD OF COMMISSIONERS OF THE N.W. 7TH AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AGENCY APPROVING THE INFRASTRUCTURE AND TAX INCREMENT FINANCING INCENTIVE PROGRAM GUIDELINES (GUIDELINES) FOR THE NW 7TH AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AREA; AND AUTHORIZING THE EXECUTIVE DIRECTOR OR THE EXECUTIVE DIRECTOR'S DESIGNEE TO UTILIZE THE GUIDELINES AS A FORMAL REFERENCE IN EVALUATING CAPITAL PROJECTS, NEGOTIATING FUNDING AGREEMENTS, AND RECOMMENDING INFRASTRUCTURE-RELATED EXPENDITURES IN FUTURE BOARD ACTIONS AND BUDGET PROPOSALS

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE N.W. 7TH AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AGENCY, that:

Section 1. The matter contained in the foregoing recital and accompanying memorandum are incorporated in this resolution by reference.

Section 2. This Board approves for the Infrastructure and Tax Increment Financing Incentive Program Guidelines ("Guidelines") for the NW 7th Avenue Corridor Community Redevelopment Area, in substantially the form attached hereto as Attachment "A" and incorporated herein by reference.

Section 3. This Board authorizes the Executive Director or the Executive Director's designee to utilize the Guidelines as a formal reference in evaluating capital projects, negotiating funding agreements, and recommending infrastructure-related expenditures in future Board actions and budget proposals.

The foregoing resolution was offered by Commissioner _____, who moved its adoption. The motion was seconded by Commissioner _____, and upon being put to a vote, the vote was as follows:

	Rasha Cameau, Chairwoman _____	
	Jeffy Mondesir, Vice Chairman _____	
Daniella Pierre _____		Gene Lomando _____
Angela Reyes _____		Nadege Theresias-Joisil _____

The Chairperson thereupon declared the resolution duly passed and adopted this _____ day of July, 2025.

**N.W. 7th AVENUE COMMUNITY
REDEVELOPMENT AGENCY AND
ITS BOARD OF COMMISSIONERS**

NADEGE THERESIAS-JOISIL


By: _____
Secretary

Approved by CRA Attorney as
to form and legal sufficiency. _____

Terrence A. Smith

Date: July 23, 2025

To: Board Members of NW 7th Avenue Community Redevelopment Agency

From: Khass Oupelle, Executive Director 
NW 7th Avenue Corridor Community Redevelopment Agency

Subject: Infrastructure and Tax Increment Financing Program Guidelines for the NW 7th Avenue Corridor Community Redevelopment Area

Recommendation

It is recommended that the Board of Commissioners Board) of the NW 7th Avenue Corridor Community Redevelopment Agency (Agency) approve the Infrastructure and Tax Increment Financing (TIF) Program Guidelines (Guidelines) for the NW 7th Avenue Corridor Community Redevelopment Area (Redevelopment Area) as a foundational framework for evaluating, prioritizing, and funding capital improvement projects within the redevelopment area. It is further recommended that the Board authorize the Executive Director or the Executive Director's designee to utilize the Guidelines as a formal reference in evaluating capital projects, negotiating funding agreements, and recommending infrastructure-related expenditures in future Board actions and budget proposals. The Guidelines will support transparent, strategic, and fiscally responsible decision-making in alignment with the CRA Plan.

Fiscal Impact

There is no immediate fiscal impact associated with this item. However, the adoption of these guidelines will inform the allocation of TIF revenues in future fiscal years, including during the FY 2025–26 budget development process.

Delegation of Authority

Upon approval, the Executive Director or the Executive Director's designee shall be authorized to utilize the Infrastructure and TIF Use Guidelines as a formal reference in evaluating capital projects, negotiating funding agreements, and recommending infrastructure-related expenditures in future board actions and budget proposals.

Background

As the Agency prepares to invest in long-term physical improvements throughout the Redevelopment Area, it is essential to establish clear criteria for the use of TIF revenue in support of eligible infrastructure projects. The Guidelines outline:

- Eligible infrastructure categories (e.g., streetscapes, lighting, sidewalks, water/sewer, broadband, stormwater)
- Evaluation criteria (e.g., public benefit, readiness, leverage, Agency Plan alignment)
- Funding mechanisms (direct Agency funding, cost-sharing, reimbursement models)
- Review protocols for project proposals and partnership requests

These guidelines are intended to enhance coordination with private developers, community stakeholders, and to ensure that infrastructure investments directly advance the Agency's revitalization and economic development mission.

Attachment

Infrastructure and TIF Guidelines

ATTACHMENT “A”

INFRASTRUCTURE AND TAX INCREMENT FINANCING INCENTIVE PROGRAM **GUIDELINES FOR THE NW 7TH AVENUE CORRIDOR COMMUNITY** **REDEVELOPMENT AREA**

I. Program Purpose

The purpose of the Infrastructure and Tax Increment Financing (TIF) Incentive Program Guidelines for the NW 7th Avenue Corridor Community Redevelopment Area (“Redevelopment Area”) is to stimulate strategic private investment that advances the NW 7th Avenue Community Redevelopment Agency’s (Agency”) core mission of eliminating slum and blight, revitalizing underutilized properties, and promoting long-term economic sustainability within the redevelopment area. This program serves as a flexible tool to close financial gaps in development projects that deliver measurable public benefits and contribute to the transformation of targeted corridors and industrial zones.

The program is designed to:

- Catalyze redevelopment and rehabilitation of commercial, industrial, mixed-use, and residential properties in alignment with the Agency’s Redevelopment Plan;
- Support public infrastructure improvements that enable redevelopment, including utility upgrades, streetscape enhancements, green infrastructure, and mobility improvements;
- Attract catalytic developments that generate significant tax increment, create jobs, expand housing options, and activate vacant or underused parcels;
- Leverage private investment by offering reimbursement-based infrastructure incentives or tax increment recapture agreements tied to performance;
- Maximize community impact by prioritizing projects that include affordable or workforce housing, local business support, public space improvements, cultural and artistic elements, and workforce development;
- Strengthen the Agency’s tax base to support reinvestment in housing, infrastructure, and community-serving amenities;
- Promote equitable growth by encouraging inclusive development that benefits existing residents, small businesses, and historically underserved populations.

This program is not intended to subsidize projects that would occur without assistance, but rather to enable transformational development that meets both market and community needs while maximizing return on public investment.

II. Program Scope

The Agency’s Infrastructure and TIF Incentive Program provides two categories of financial support to private development projects that contribute significantly to the area’s revitalization.

Each incentive is contingent upon the applicant demonstrating a clear funding gap and a substantial return to the tax base.

To be eligible, all projects must meet the following thresholds:

- **Demonstrated Funding Gap:** The developer must provide financial documentation showing that the project cannot proceed without Agency support.
- **Minimum Net New Taxable Value:** The project must generate at least **\$4 million in Net New Taxable Value** in the first full year following completion, as confirmed by the Property Appraiser.

A. Infrastructure Incentives

This category supports physical improvements that are essential to enable or complement private development projects. These improvements must be permanent, publicly accessible, and directly related to the redevelopment scope.

Eligible Infrastructure Improvements Include:

- Water, sewer, and broadband utility upgrades
- Sidewalks, street trees, lighting, and other streetscape features
- Drainage and stormwater management improvements
- Public parking lots or transit-supportive enhancements
- Alleyway resurfacing and rear access improvements

Funding Mechanism:

- Infrastructure funding is provided strictly on a reimbursement basis.
- A customized payment schedule will be established in the developer agreement, tied to milestone completion (e.g., utility installation, streetscape finalization).
- Developers must provide proof of payment and invoices for eligible infrastructure expenses. Reimbursements will be processed upon verification and approval by Agency staff.

B. TIF-Based Incentives

This incentive supports financially feasible development projects that will materially expand the Agency's tax base and provide public benefits but are unable to proceed due to funding gaps.

Eligible Project Types Include:

- Mixed-use developments
- Affordable or workforce housing projects
- Commercial or industrial job-creating developments

- Adaptive reuse of blighted structures
- Transit-oriented or corridor-activating projects

Funding Mechanism:

- The Agency will reimburse the developer up to 50% of the actual tax increment generated by the project.
- Reimbursements will begin after project completion and upon:
 - Issuance of Certificate of Occupancy
 - Assessment of the new taxable value
 - Submittal of proof of payment for eligible expenses
- Reimbursement will be structured as annual payments over an agreed-upon term (e.g., up to 10 years), subject to annual increment performance.

Additional Requirements:

- Developers must enter into a formal agreement outlining terms, performance metrics, and clawback provisions.
- Projects that fail to generate the required \$4 million in new taxable value or meet compliance thresholds will not receive reimbursement.

III. Application Requirements

This guide explains the required materials for a complete TIF application submission. Developers should use this checklist to prepare clear, thorough documentation for agency review.

1. Detailed Project Description
 - *Overview of the proposed development, including location, intended use*
 - *Proof of ownership, executed purchase contract, lease, or signed letter of intent (LOI)*
 - *Describe how the project aligns with Agency goals, addresses slum/blight, or supports corridor revitalization.*
2. Development Team Overview
 - *Applicants must provide a summary of the development team's composition*
 - *Organizational background and structure of the development entity*
 - *A portfolio of successfully completed projects similar in scope, scale, or financing structure*
 - *Evidence of experience with CRAs, TIF-backed developments, or other public-private initiatives*
3. Development Pro Forma (10-Year Minimum)
 - *Excel format preferred*

- *Include projected income, expenses, NOI, IRR, ROI, and capital structure*
- *Assumed CAP rate*
- 4. TIF Funding Request Summary
 - *Amount requested*
 - *“But-for” explanation of need*
- 5. Elevation Drawings and Site Plans
 - *Street-level elevations for visible building facades*
 - *Site layout with parking, access, and landscaping*
- 6. Streetscape and Public Realm Improvements
 - *Description of enhancements to sidewalks, lighting, green space, etc.*
- 7. Residential Unit Mix and Expected Rents (if applicable)
 - *Excel format preferred*
 - *Indicate affordability level and monthly rents*
- 8. Detailed Development Budget
 - *Include itemized hard and soft costs*
 - *Include contingencies and reserves*
- 9. Sources and Uses of Funds
 - *Identify equity, debt, grants, and other sources*
 - *Show how TIF funds will be used*
- 10. Site Control Documentation
 - *Deed, executed contract, lease, or LOI*
- 11. Project Timeline
 - *Milestones for design, permitting, construction, and completion*
- 12. Job Creation/Retention Estimates
 - *Construction and permanent job estimates*
- 13. Public Benefit Statement
 - *Describe community impact, local hiring, M/WBE inclusion*
- 14. Future Phases (if applicable)
 - *Narrative and estimated timeline for additional phases*

IV. Application Process

All applicants seeking support through the Agency's Infrastructure and TIF Incentive Program must follow the structured process outlined below. This ensures transparency, consistency, and alignment with Agency goals.

Step 1: Pre-Application Meeting

Applicants are to schedule a pre-application meeting with Agency's staff to:

- Discuss project alignment with the Agency's Redevelopment Plan.
- Determine eligibility under infrastructure and/or TIF categories.

- Clarify submittal requirements and expectations.
- Identify key timelines and review cycles.

Step 2: Submit Full Application Package

Applicants must submit a complete application including the following (see checklist in Section 3. Application Requirements):

Step 3: Staff Review and Due Diligence

Agency's staff will:

- Check application for completeness and compliance.
- Assess the feasibility of the project and its potential public impact.
- Conduct financial underwriting and site inspections (as needed).
- Coordinate with legal and financial consultants, if required.

Step 4: Agency's Board of Commissioners' Consideration and Approval

Projects recommended by staff will be presented to the Agency's Board of Commissioners ("Board") for final approval. The Board may:

- Approve the proposed incentive (with or without conditions);
- Request revisions or additional documentation.
- Deny the request based on ineligibility or funding constraints.

Step 6: Execution of Agreement

If approved, the applicant will enter into a formal agreement with the Agency, which will include:

- Reimbursement terms and payment structure.
- Performance milestones.
- Reporting and compliance requirements.
- Clawback and enforcement provisions.

Step 7: Implementation and Monitoring

Once construction begins:

- The developer must adhere to approved timelines and scopes.
- Submit reimbursement requests with proof of payment and progress.
- Participate in site inspections and reporting milestones as required.

V. Terms and conditions

Maintenance; Alterations

Following final completion of a project and until the sunset of the Agency, each developer shall, at their sole cost and expense, be responsible for performing all exterior repairs, maintenance, and

replacements to the project, consistent with the approved site plan. Such repairs and maintenance must match the quality and class of the original construction and preserve the project in good working order, except for reasonable wear and tear or damage due to casualty.

Occupational Requirements

Each developer shall be required to open for business within thirty (30) days from final completion, subject to delays caused by Force Majeure. For residential developments, this means actively marketing and leasing units and securing all required Miami-Dade County licenses and approvals. Failure to open for business within one hundred eighty (180) days of final completion will result in termination of the agreement between the Agency and the developer, repayment of disbursed funds, and ineligibility for future Recapture TIF Incentive Payments, except for amounts already earned on previously paid real estate taxes.

Assignment and Transfer

Any assignment, sale, or transfer by a developer's interest in a property for which an incentive has been provided by the Agency, or change in control, prior to final completion of a project or within five (5) years following final completion, must be approved by the Agency. Unauthorized transfers shall result in termination of the agreement and a full clawback. The Agency may approve collateral assignments to the Developer's lender(s), provided the Developer covers related Agency legal fees and expenses.

Community Benefits and County Compliance

Each developer shall be required to enter into a community benefits agreement for projects receiving \$200,000 or more, which prioritizes hiring unemployed or underemployed residents from the Redevelopment Area. For funding of \$500,000 or more, the Developer must comply with applicable County ordinances, including Small Business Enterprises, Community Business Enterprises, Community Small Business Enterprises, the Conflict of Interest and Code of Ethics Ordinance, and the Living Wage Ordinance. The Developer must coordinate with workforce agencies such as CareerSource South Florida and others to support local hiring and conduct at least one pre-construction job fair in the Agency area.

Clawback Provision

The Agency reserves the right to rescind and recover disbursed funds from any entity that fails to substantially comply with the agreement. This includes repayment of disbursed funds, recovery of liquidated damages, penalties, attorney's fees, and interest to the fullest extent permitted by law.

Reporting Requirements

During construction, each developer must submit quarterly reports on compliance with local hiring and wage requirements, including certified participation reports with supporting documentation. The Agency reserves the right to request additional information needed to verify compliance.

Living Wage Compliance

If a contractor fails to pay the Living Wage and such failure is substantiated, a developer must pay affected workers the unpaid wage plus a twenty percent (20%) penalty within thirty (30) days of notice. The Developer may dispute the claim; if unresolved, the matter will be decided by the Agency's Board. Any monetary award to the worker in another forum shall offset the Agency penalty obligation.

Employment Outreach

Each developer must require their general contractor and subcontractors to advertise all job opportunities on recognized employment websites and community platforms such as CareerSource South Florida.

Agreement to Run with Land

The agreements shall be binding on each developer and its successors and assigns and run with title to a property. Prior to disbursement of funds, a developer must demonstrate fee simple ownership of a property.

Legal and Records Compliance

Each developer shall comply with all federal, state, and local laws, and respond to public records requests in accordance with Chapter 119, Florida Statutes. Failure to comply may result in indemnification obligations and Agency enforcement.

Publicity and Signage

Each developer shall be required to publicly acknowledge the Agency as a funding partner in all project-related communications, advertising, and signage. An Agency-branded sign must be displayed at the project site during construction.

Florida Live Local Act Provision

If a developer uses the Florida Live Local Act or a similar statute to reduce or eliminate its real estate tax obligation, this Agreement shall immediately terminate and become null and void. The Agency will have no further funding obligations, and a developer shall not receive any future TIF or grant payments beyond what has already been earned. This provision does not apply to uses of the Act that only expedite permitting or development approvals without impacting tax status.

VII - REPORT

MHCP COLAB
Economic Development Coordinator

Status Report

Economic Developer Coordinator

July 23, 2025

7th Avenue CRA Board Meeting

I. Project Updates

- **Revised NW 7th Ave Action Plan:** Revisions prepared for the NW 7th Ave CRA 5-Year Action Plan. A time frame was added for each priority, and a summary of the priorities was created for the Board Meeting on July 23.
- **Submittal Requirements for Unsolicited Project Assistance for the NW 7th Avenue CRA:** COLAB is working with the Executive Director on a revised strategy under his guidance to offer a joint infrastructure and TIF program to stimulate strategic private investment that advances the CRA's core mission of promoting long-term economic sustainability within the redevelopment area.
- **Project Developer Workshop:** We are in ongoing discussions with the ED and our project team to formalize a 2-hour workshop at the DoubleTree Hilton or another potential site as a hosted showcase featuring developers presenting proposed and current projects. With guidance from the ED, the workshop will include small developer initiatives and financial institutions offering insights to advance redevelopment. We intend to announce the CRA's TIF incentive program for potential developers and open discussions regarding the current development climate. The workshop agenda will follow and include collaboration between our subconsultant and project team member, Howard Brown of LGCG.
- **TECO GAS discussion for gas line extension.** COLAB is working with the Executive Director to determine the need for a gas line for business owners within the CRA.

NW 7TH AVENUE CRA ACTION PLAN SUMMARY

ACCOMPLISHMENTS

1. Created a database and inventory of existing conditions.
2. Conducted a land analysis to evaluate potential redevelopment sites.
3. Conducted a CRA Board tour and site visit.
4. Conducted the CRA Board retreat.
4. Developed Strategic Plan and Preliminary Action Plan.
5. Developed a website with an interactive mapping dashboard.

WORK IN PROGRESS

Several initiatives are in various stages of development and represent ongoing efforts for the Board and the CRA. These include:

1. **Developing landscaping plans** for north and south end of the corridor for FDOT grant.
2. **Continuing to follow FDOT's I-95 expansion.**
3. **Creating a package for unsolicited proposals** requesting partnership with the CRA including a community benefits package.
4. **Evaluating sewer connections** and the best strategies for connecting existing properties.
5. **Exploring opportunities to enhance connectivity and access to transit** through a CRA branded circulator service.
6. **Developing an agreement (Memorandum of Understanding) with North Miami CRA** to coordinate aesthetic improvements and redevelopment efforts.
7. **Evaluating creating an innovation hub,** potential partners and locations. Identify potential institutional partners for workforce development.






OPPORTUNITIES

- INFRASTRUCTURE
- TRANSPORTATION + TRANSIT
- SMALL BUSINESSES
- WORKFORCE DEVELOPMENT
- SIGNATURE PROJECTS
- INFILL DEVELOPMENT
- ENGAGEMENT
- CULTURE
- MEDICAL + HEALTH
- REGULATORY CHANGES
- REPOSITIONING RETAIL + GROCERY
- HOUSING

ISSUES

- INADEQUATE INFRASTRUCTURE
- TRANSPORTATION + TRANSIT
- EMPLOYMENT
- TRAFFIC CALMING + ACCESS
- SAFETY + SECURITY
- TRASH, APPEARANCE + OVERALL IMAGE
- UNSAFE STRUCTURES

NW 7TH AVENUE CRA ACTION PLAN SUMMARY

AREA OF FOCUS		YEAR	1	2	3	4	5
	PLANNING + ZONING						
	1.1	Amend the zoning code to increase development. *	■	■			
	AESTHETICS						
	1.2	Address need for cleaner + safer corridor.	●	●	●	●	●
	1.3	Develop plan for unsafe structures. *	■				
	2.1	Evaluate + remediate vacant land. *		■	■	■	
	3.1	Improve overall image with visual enhancements. *		■	■	■	
	DEVELOPMENT OPPORTUNITIES						
	1.4	Facilitate signature projects, P3s + mobility hub. *	■	■	■	■	■
	1.5	Develop guidelines for unsolicited proposals for CRA funding. *	■				
	3.2	Determine approach to land acquisition. *	■	■	■	■	■
	3.3	Build mixed-income residential.	■	■	■	■	■
	3.4	Construct more parks + open space. *			■	■	■
	PARTNERSHIPS + NEW USES						
	1.6	Continue to support small business grant program. *	●	●	●	●	●
	1.7	Develop a business engagement program.	■				
	1.8	Open an innovation hub for workforce development. *	■	■	■		
	3.5	Develop medical and health partnerships. *			■	■	■
	3.6	Promote new food + cultural uses.		■	■	■	■
	INFRASTRUCTURE						
	2.2	Facilitate sewer hook-up and natural gas.	■	■	■		
	2.3	Address sidewalks, traffic and safety.	■	■	■	■	■
	3.7	Leverage the Golden Glades mobility hub with transit supportive uses.		■	■	■	■

NW 7TH AVENUE CRA ACTION PLAN

DRAFT
June 2025



**MHCP
COLAB**

CITY PLANNING, MOBILITY,
REDEVELOPMENT + COMMUNICATIONS



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1- INTRODUCTION

ABOUT THE CRA

A Community Redevelopment Agency (CRA) is a type of special district that relies on future increases in property values to fund economic development projects within the district. CRAs are present in many areas of Miami and its suburbs, and there are five unincorporated CRAs located in Miami-Dade County. The overarching goal of the CRA is the expansion of the property value of the area to the maximum extent possible through re-development strategies consistent with its adopted Redevelopment Plan and Action Plan.

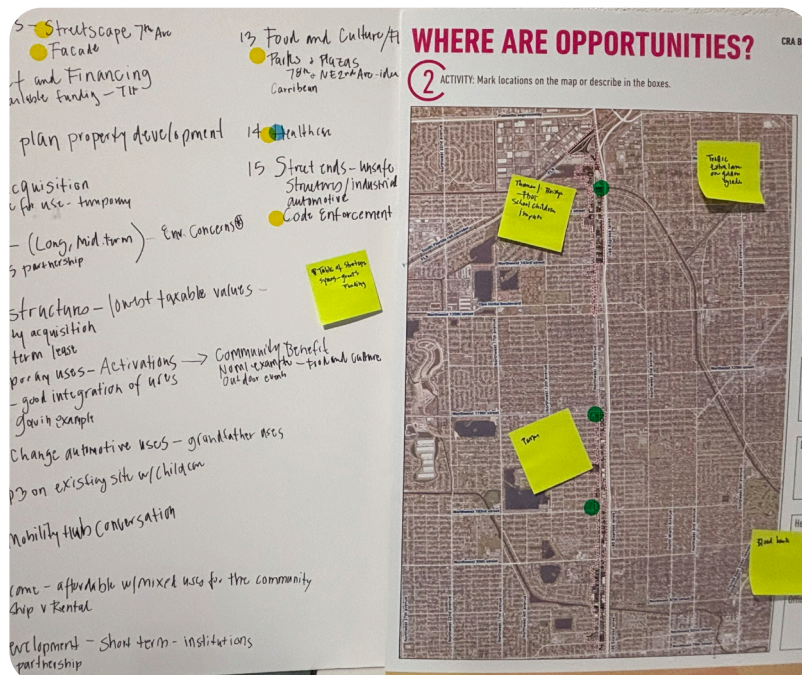
Miami-Dade County, as the governing body, through the Miami-Dade Board of County Commissioners (BCC), established the NW 7th Avenue CRA in June 2004 with the approval of the Redevelopment Plan and Trust Fund. An Interlocal Agreement between the BCC and the CRA was approved in January 2012.

Mission Statement

The purpose of a mission statement is to guide an organization's focus.

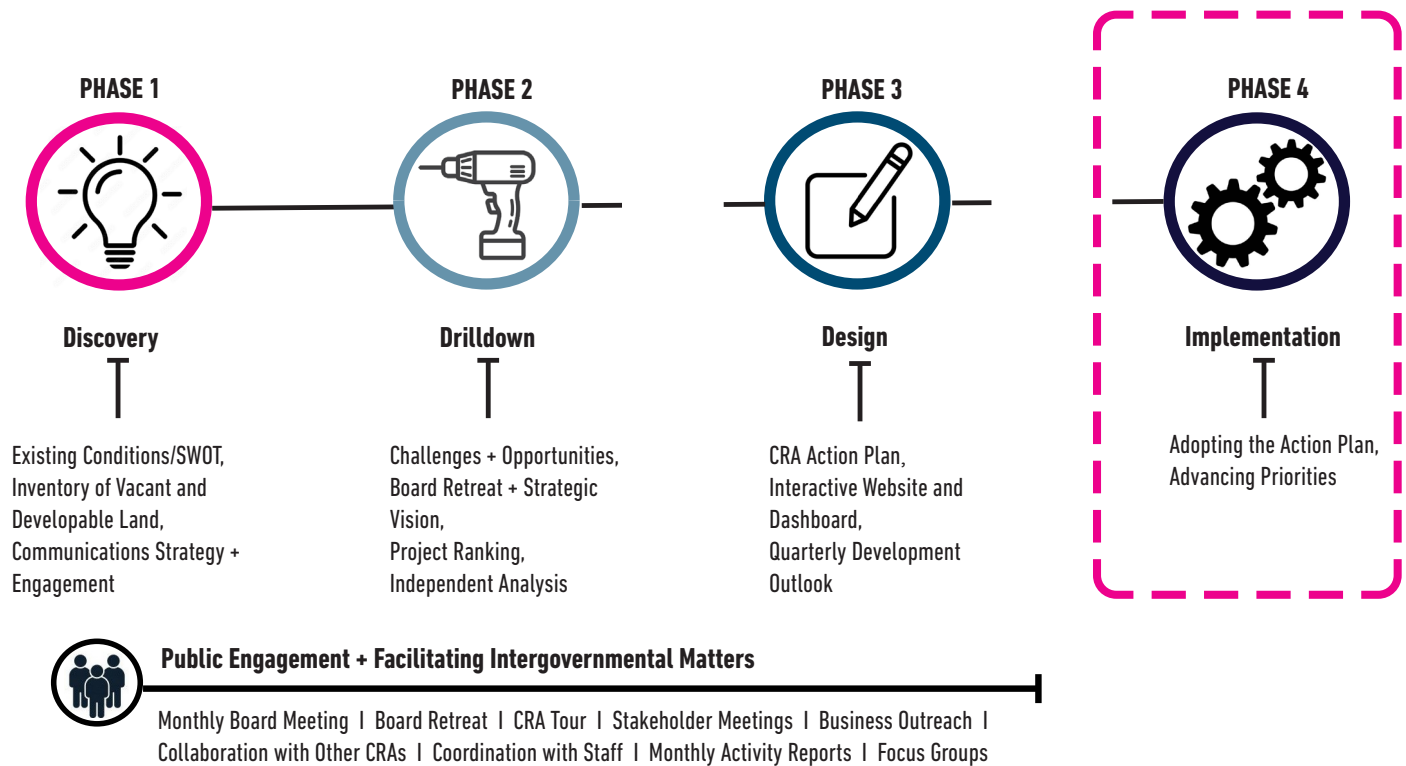
The Mission of the Uptown Avenue 7th Avenue CRA is to:

- 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.



ACTION PLAN HIGHLIGHTS

PROCESS



The 5-Year Action Plan was developed as a result of a year long process in collaboration with the CRA Board and the community. Using a four-phased approach, the consultant first guided the CRA Board, residents and the business community through the **“discovery”** phase to understand existing conditions through extensive mapping and stakeholder interviews. This was initially presented at monthly board meetings.

Next, the consultant completed the **“drilldown”** phase to analyze the base information and present overall findings at a half-day board retreat. Here the Board identified the projects and areas of focus that were most important to redeveloping

the CRA. A list of projects was further developed and the CRA Board went through a ranking exercise to prioritize projects.

In **“design”** the consultant created a preliminary Action Plan and began building an interactive dashboard and website to create transparency and share materials and findings with the community. After focus group meetings with property owners, business owners and residents, the projects and priorities were modified. This document is the phase 3 deliverable. Phase 4, **“implementation”** will occur over the next five years.

ACTION PLAN HIGHLIGHTS

ACCOMPLISHMENTS

In April 2024, the CRA Board engaged MHCP Colab to spearhead economic development efforts, culminating in its 5-year action plan. The CRA did not have a positive TIF growth until fiscal year 2017/2018 and, therefore, had limited resources to activate the redevelopment plan. For the past 12 months, the Board has been working with the consultant to identify the opportunities and challenges and research the existing conditions that contribute to the lack of investment and growth. The CRA Board has facilitated the following accomplishments in the past year:

1. **Created a database and inventory of existing conditions** and mapped conditions in ArcGIS (Geographic Information Systems- mapping software) including unsafe structures, existing uses, land ownership and value, land use and zoning, neighborhood services and amenities, transit and transportation, and properties lacking sewer connections.
2. **Conducted a land analysis** to evaluate potential redevelopment sites based on presence of unsafe structures, vacant land and properties needing sewer connections.
3. **Conducted a CRA Board tour and site visit** of the area to see and share ideas and observations.
4. **Conducted the CRA Board retreat** to facilitate a process to select and rank key opportunities and strategic planning needs.
4. **Developed Strategic Plan and Preliminary Action Plan** with key themes and actions approved by the board.
5. **Developed a website with an interactive mapping dashboard**, informational material, frequently asked questions, presentations and resources.

Work in Progress

Several initiatives are in various stages of development and represent ongoing efforts for the Board and the CRA. These include:

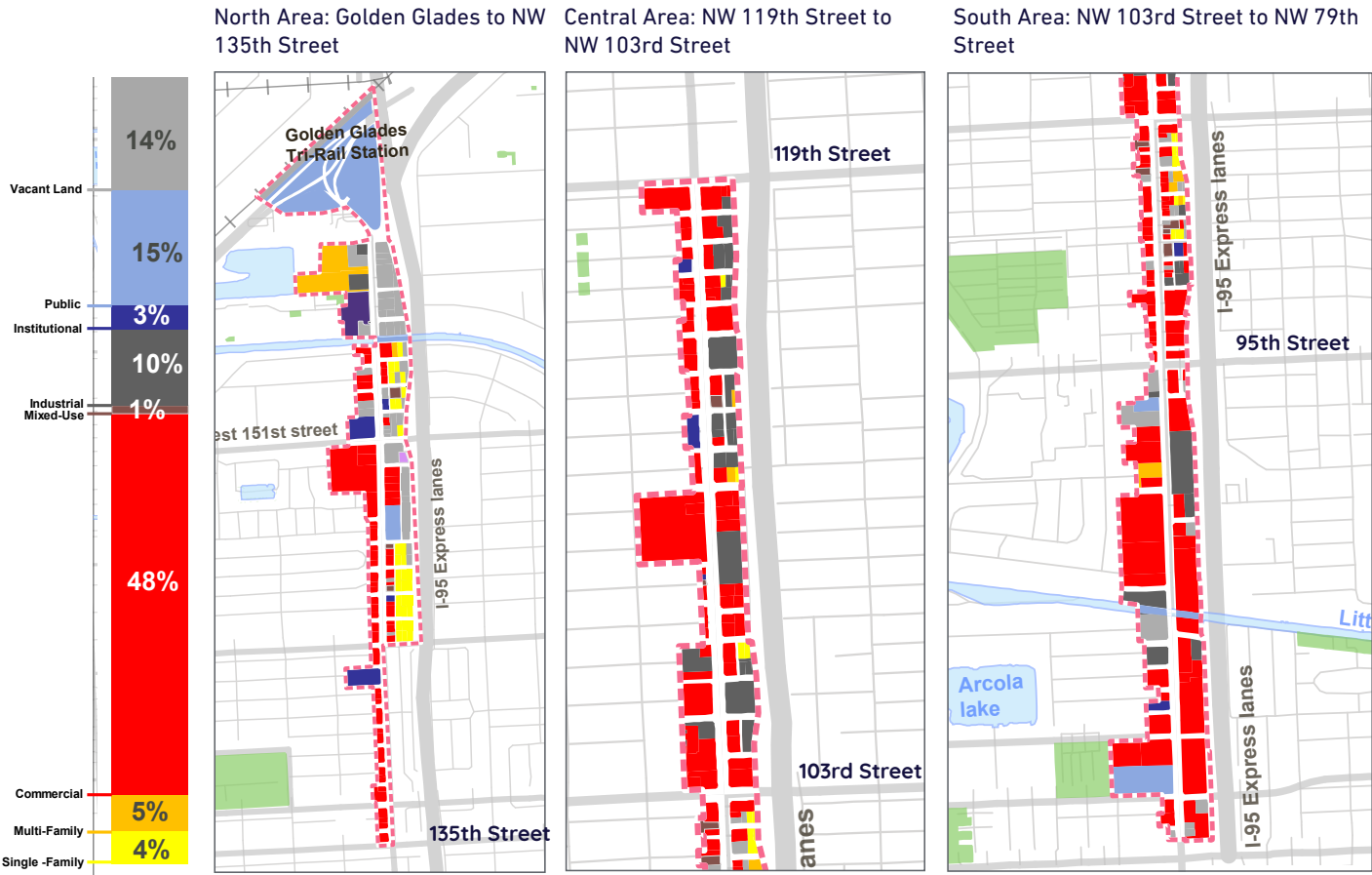
1. **Continuing to follow FDOT's I-95 expansion.**
2. **Creating a package for unsolicited proposals** requesting partnership with the CRA including a community benefits package.
3. **Evaluating sewer connections** and the best strategies for connecting existing properties.
4. **Exploring opportunities to enhance connectivity and access to transit** through a CRA branded circulator service.
5. **Developing an agreement (Memorandum of Understanding) with North Miami CRA** to coordinate aesthetic improvements and redevelopment efforts.
6. **Evaluating creating an innovation hub**, potential partners and locations. Identify potential institutional partners for workforce development.

2- DISCOVERY +DRILLDOWN

EXISTING USES

Discovery and drilldown includes data collection, existing conditions review, analysis and findings about the NW 7th Avenue CRA. Our ArcGIS mapping found that 48% of existing land is commercial and 14% is vacant. Many of the commercial properties are underdeveloped with marginal uses that contribute to slum and blight and are in poor condition. There are also several residential uses which abut the highway and are blighted.

EXISTING USES	ACRES	% OF AREA
Single family	9.6	4.1%
Multi-family	10.98	4.7%
Commercial	113.95	48.4%
Mixed Use	2.55	1.1%
Industrial	22.68	9.6%
Institutional	7.21	3.1%
Public	13.70	14.7%
Parks	0	0%
Vacant	33.77	14.4%
Total	235.27	100%



DISCOVERY

SURROUNDING USES

The NW 7th Avenue CRA is primarily surrounded by single family residential and institutional uses. The residents who live here support the businesses on the corridor, but there may be opportunities to introduce additional residential units to support more significant retail uses that both the businesses and surrounding residents would like to see-- mainly more neighborhood services and amenities like restaurants. There are also opportunities to leverage existing uses that have synergy and support each other, for example, businesses and restaurants, event space and floral services.

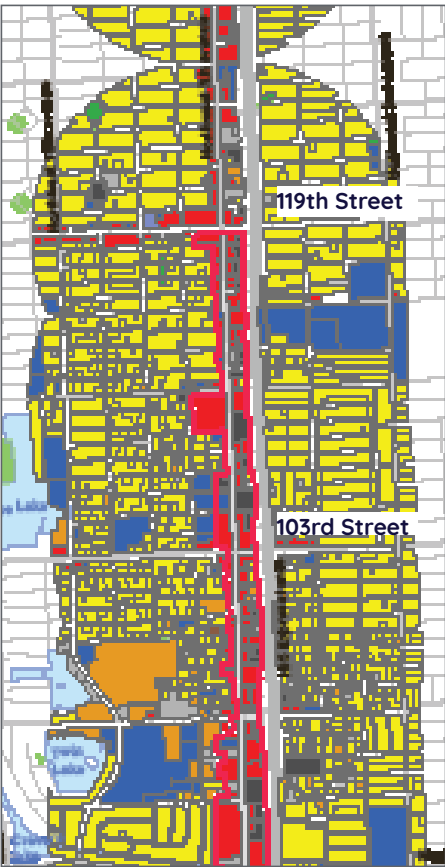
EXISTING USES

Yellow	Single-family
Orange	Multi-family
Red	Commercial
Brown	Mixed Use
Dark Grey	Industrial
Dark Blue	Institutional
Light Blue	Public
Green	Parks
Light Grey	Vacant

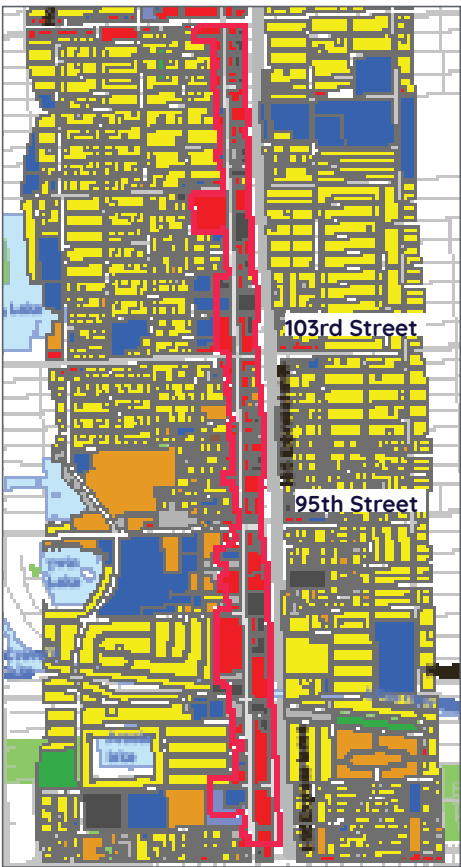
North Area: Golden Glades to NW 135th Street



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



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

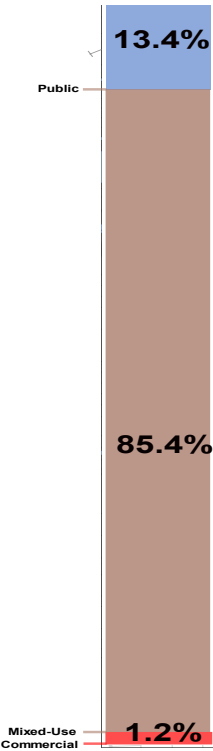


EXISTING POLICIES

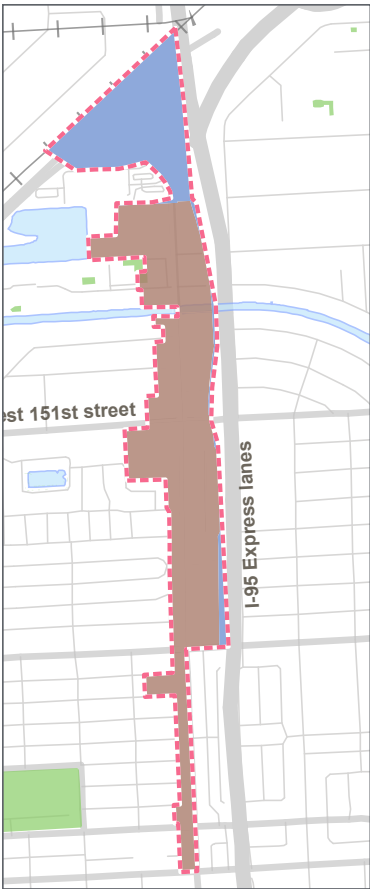
EXISTING ZONING

The current zoning includes NCUAD, a special mixed-use category which determines where specified land uses and development intensities are permitted based on proximity to designated Urban Centers and major roadways. The “edge” permits 60 dwelling units (du) per acre, up to 6 stories.

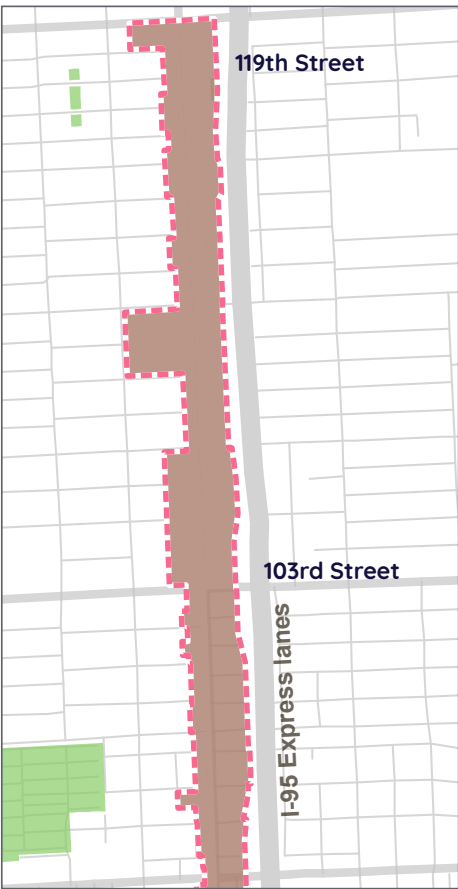
85% of the corridor is zoned Mixed Use Corridor (MC) which permits auto-oriented uses that may not be compatible with the CRA’s redevelopment vision including automobile and truck services, gas stations, auto mechanics, car wash, and mini storage facilities.



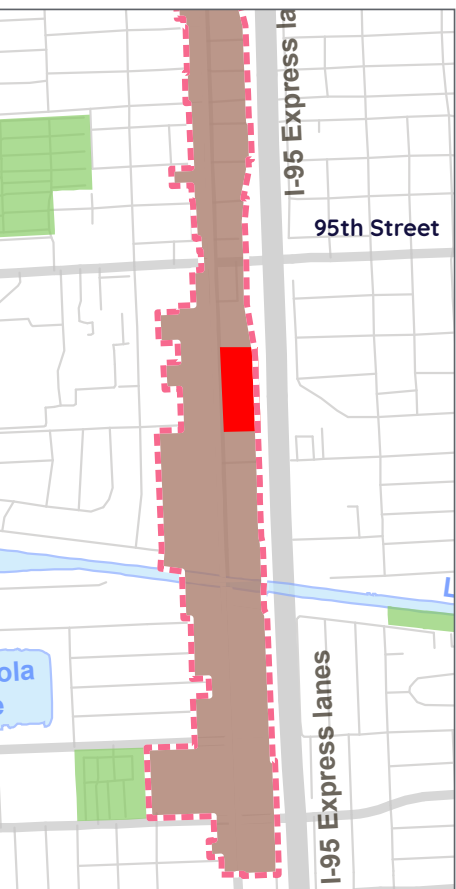
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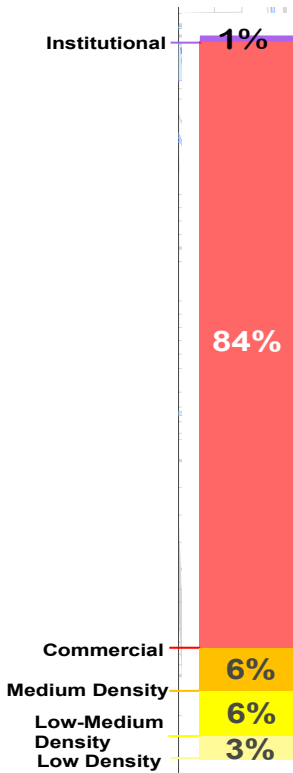


EXISTING POLICIES

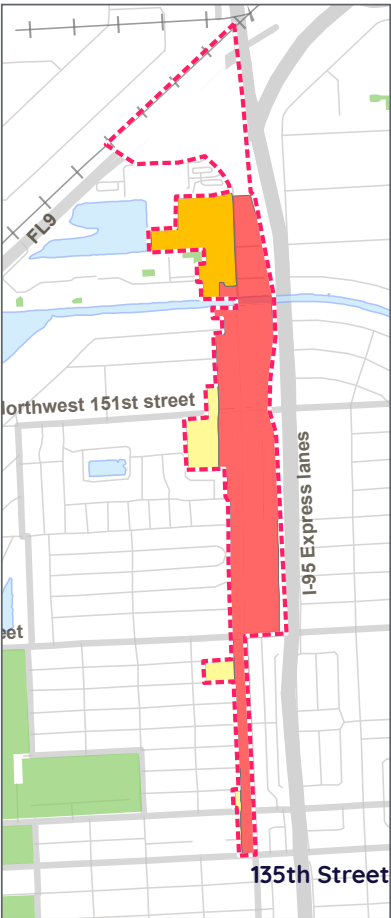
FUTURE LAND USE

Future Land Use

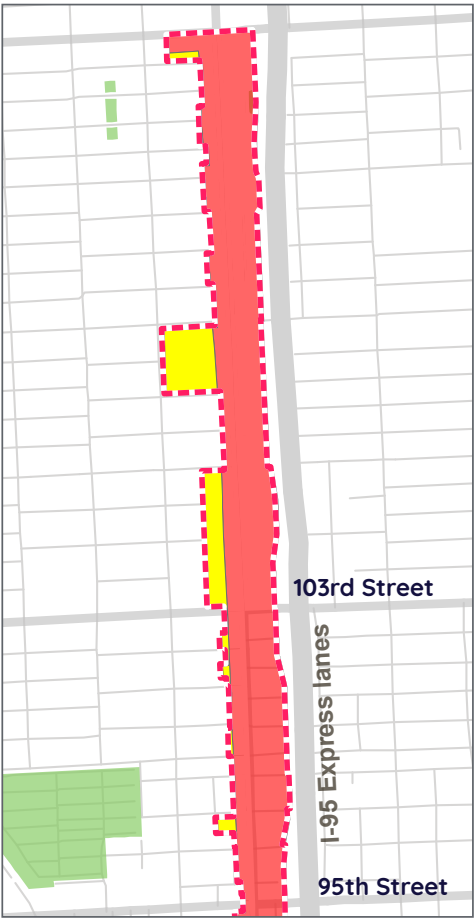
The current Future Land Use Map and Zoning Code dictate what can be developed in the CRA. The future land use maps below designates 84% of the overall land area for commercial uses with some residential parcels throughout.



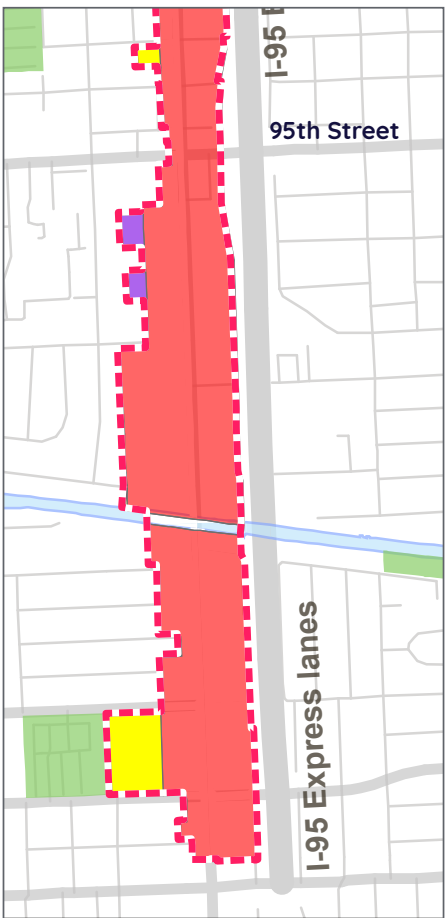
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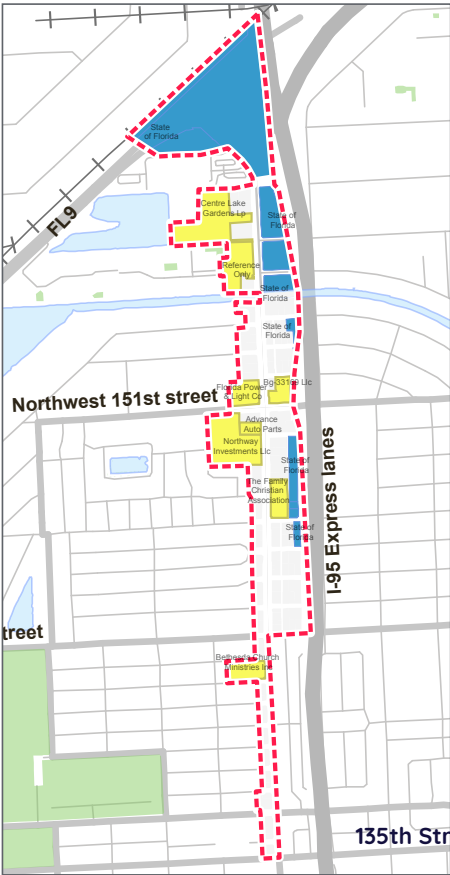


OWNERSHIP

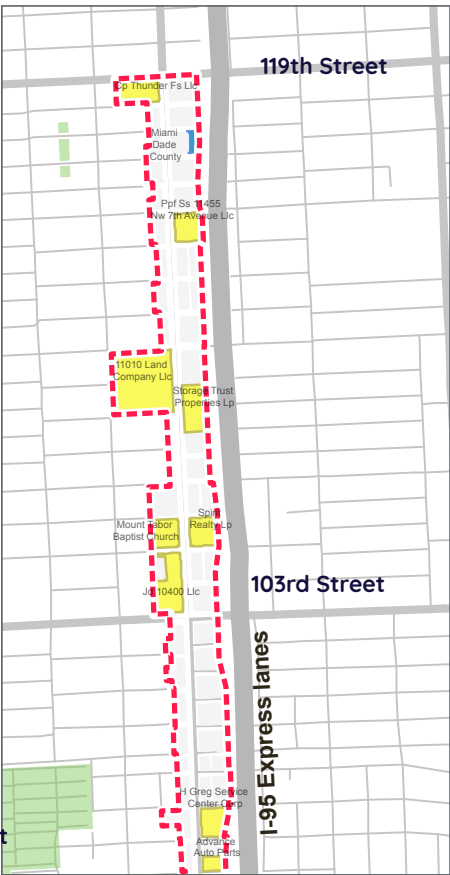
LARGE PARCELS

Lots that are greater than 1.5 acres are identified below. These represents key public and private property owners who could be redevelopment partners.

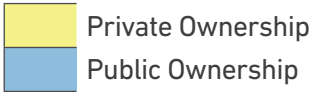
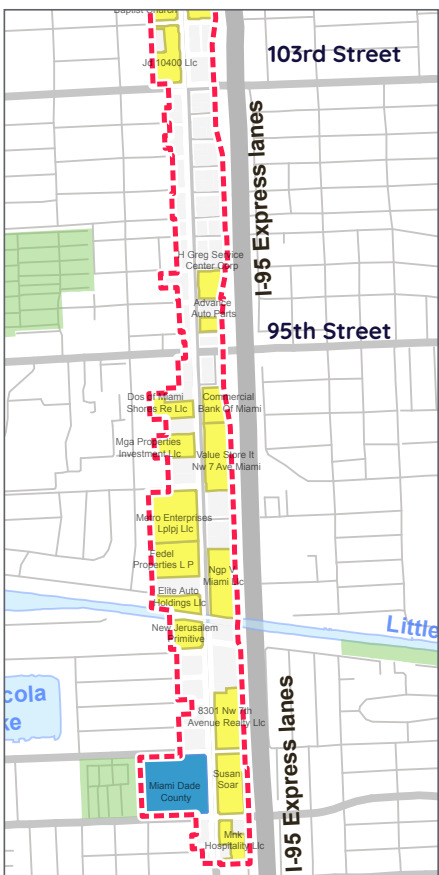
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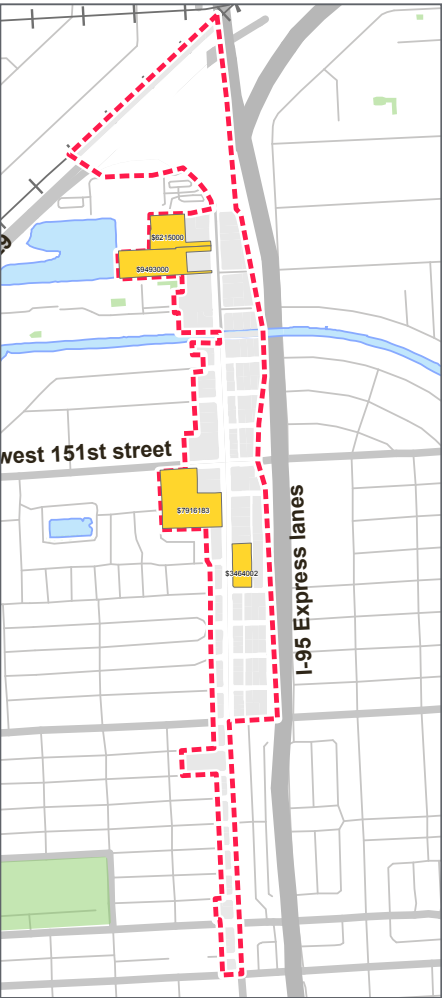


PROPERTY VALUES

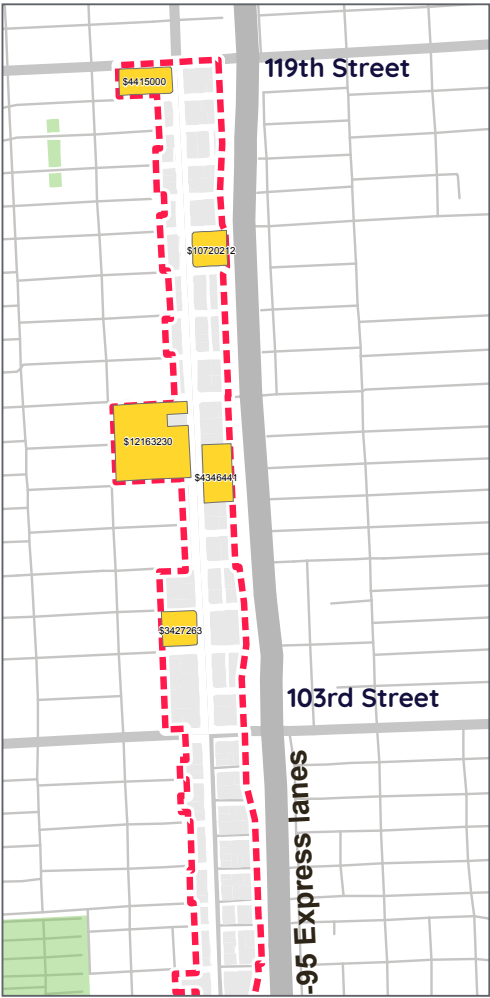
TOP 20 PROPERTIES WITH HIGHEST TAXABLE VALUES

Below are the top 20 properties in 2023 with the highest taxable values. This represents \$141,391,952 in property values for 2023. The purpose of the CRA is to increase property values for economic development.

North Area: Golden Glades to NW 135th Street



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



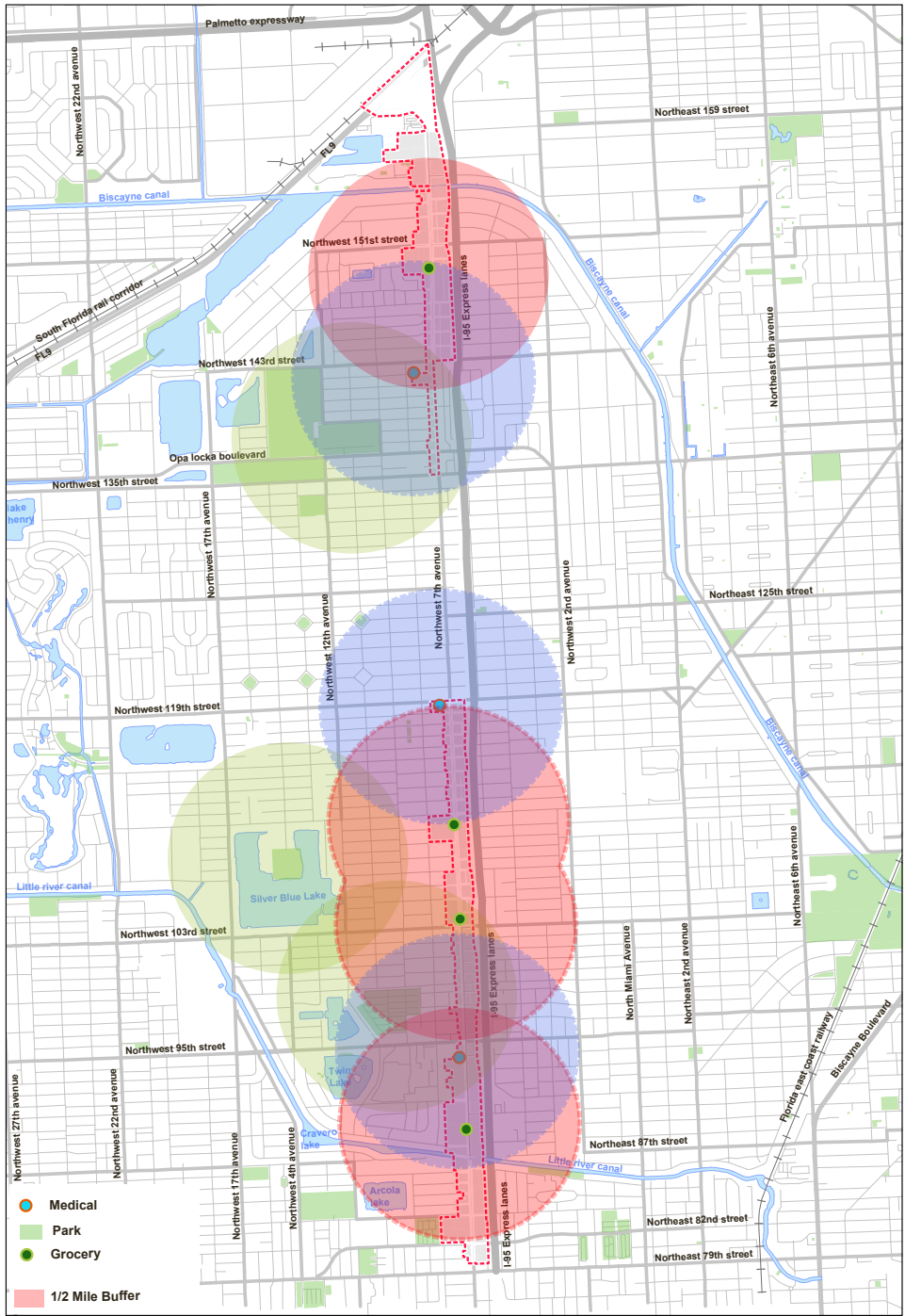
South Area: NW 103rd Street to NW 79th Street



NEIGHBORHOOD SERVICES

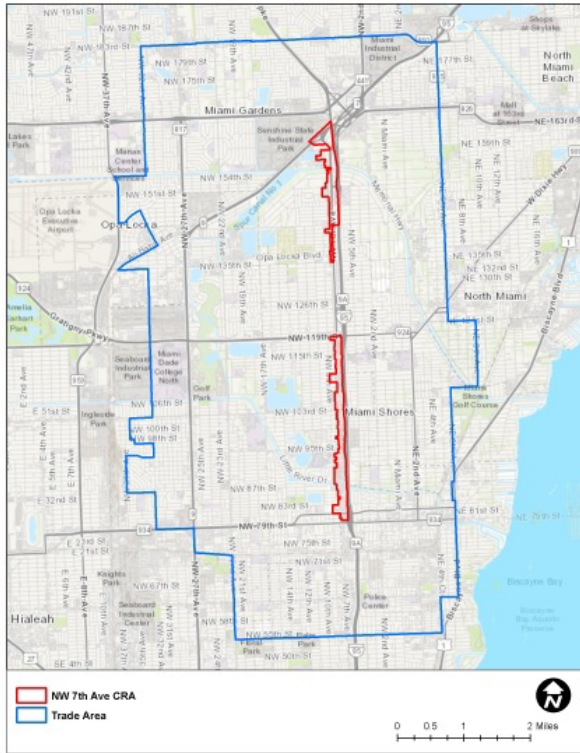
MEDICAL, PARKS, GROCERY STORES

One of the measures of a complete neighborhood is the presence of medical facilities, parks, and grocery stores within a half mile. The analysis below illustrates the lack of parks, very few medical providers and four grocery stores- two of which are off brand.



DEMOGRAPHIC SNAPSHOT

PRIMARY TRADE AREA



Primary Trade Area

The Primary Trade Area is equivalent to a ten-minute drive time radius from the center point of the north and south sectors of the corridor. It is used to assess market conditions and market demand based on the current population that lives and works within the area.

Population and Household Size

The Trade Area comprises 8.4% of the County population or 225,453 people according to the Census 2010, 2020, and American Community Survey (ACS) 2010 and 2022. There are 72,592 households (2022 ACS) and average household size is 3.12 compare to 2.77 in Miami-Dade County.

Age

Nearly 27% of the population is younger than 18, indicating a measurable presence of young families and opportunity to focus on child services and family oriented commercial goods/ services. 25% of the population is between 34 and 54 years old indicating prime working age persons. Given this, creating new, quality housing should help to increase this cohort that provides strong consumer expenditure.

Ethnicity and Race

The Trade Area has a higher percentage of Non Hispanic or Latino and African Americans than the County. Notably, 29.8% of the population is from the Caribbean community (ACS 2022). This creates the potential opportunity to establish niche commercial destinations for specialty grocery, dining and other services.

Housing

Trade Area has a measurably higher proportion of renter households than the County, and supportive of multifamily rental growth. 53% of households are renter occupied (ACS 2022). This provides an opportunity to build housing of critical mass that will support new and/or improved commercial development.

ECONOMIC SNAPSHOT

PRIMARY TRADE AREA

Income

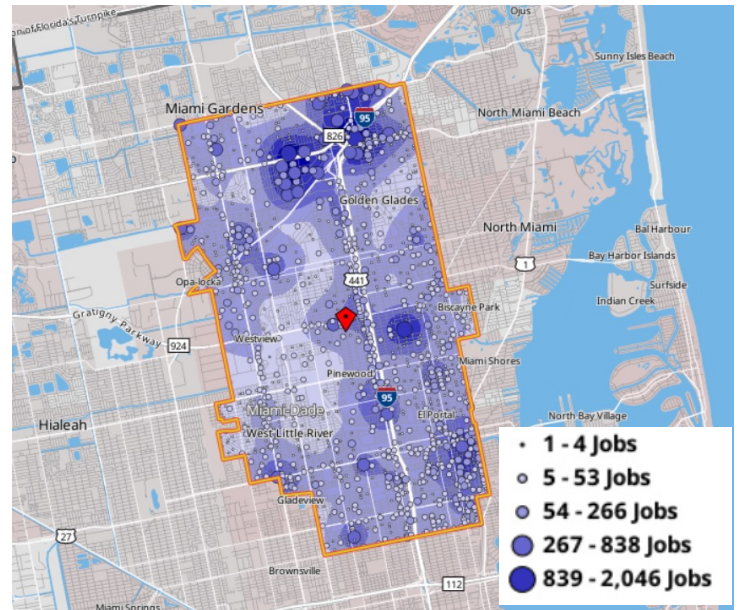
Per capita income (income per person within each household) in the Trade Area is nearly 40 percent less than the county at \$22,076 compared to \$35,563 (ACS 2022). This represents a greater gap than the median household income, which is \$47,957 and 25% lower compared to the county median household income \$64,215 and indicative of larger family household size.

Employment

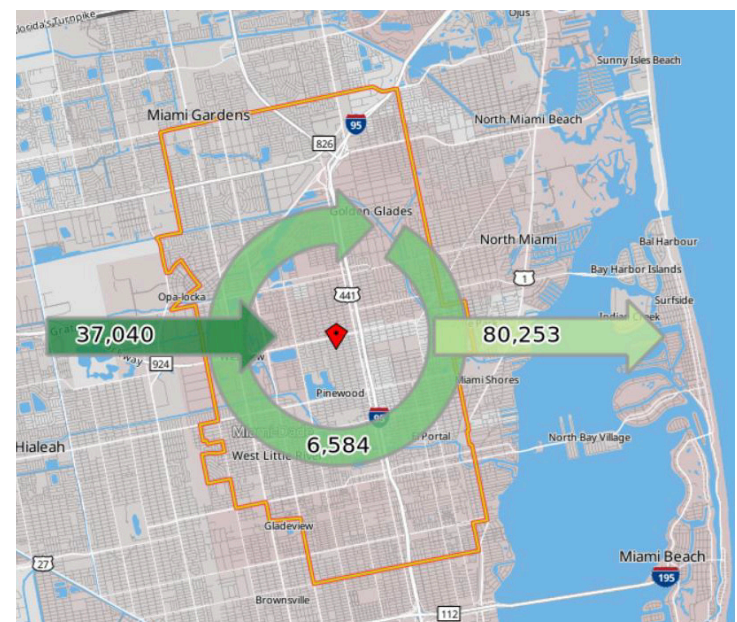
The Health Care and Social Assistance, and Retail Trade sectors dominate the Trade Area and accounts for 40% of overall employment (On the Map). While employment density is sparse in the core Trade Area, high density to the north provides an opportunity to leverage this employment base for housing and commercial goods and services in the corridor. Because of this, the Golden Glades mobility hub and it's subsequent development is a significant long-term opportunity for the corridor's growth.

Jobs Inflow/Outflow

15.1% of people working in the Trade Area live in the Trade Area. A Trade Area of this size should be able to capture at least 20% of workers that live in the area. This bodes well for housing opportunities in the corridor.



"On the Map" employment density 2021. A product of the US Census.



"On the Map" job inflow/outflow 2021. A product of the US Census.

DEVELOPMENT TRENDS

10-YEAR MULTI-FAMILY DEMAND

Townhome

Townhome development is growing at a strong pace as land for single family homes becomes scarce and high pricing reduces affordability. In 2023 there were 400 townhomes in the Trade Area (BCPA). Townhomes sell at \$283 per square feet while single family sells at \$318 per square feet in the Trade Area (2024).

Multi-family Rental

There are 18,119 units in the Trade Area which accounts for 9% of the 268,900 units countywide. The Trade Area added 4,200 units or 280 per year over the past 15 years which is 5% of the county which averages 5,600 units per year. This is notably less than the fair share of population. After the pandemic, development has increased with a fairly strong rate of growth. There are currently more than 1,000 units under construction in the Trade area and half of these are rent restricted.

Average monthly rents are \$1.78 per square feet compared to \$2.43 per square feet countywide and occupancy rates have been greater than 95% and higher than that of the county, even with the recent significant increase in supply.

Development Opportunity

As long as supply and demand remain in balance, new development benefits from market “turnover” of existing tenants in the Trade Area. The minimum household income to support new market rate rentals is around \$70,000. This includes demand for 137 units per year for 10 years from new households and demand of 75 units per year from the existing resident base.

Households	Demand from Existing Resident Base
Multifamily Units in Market	24,300
% Renter Households > \$70,000	20.00%
Gross Annual Potential Workforce Rental Demand	4,860
% in Market for New Rental Location (Turnover)	44%
Demand for New MF in Trade Area from Turnover	2,138
% Capture for New MF Units (Historical Trend)	2.5%
Est. Demand for New Multifamily Units	53
Est. Trade Area Employment (non-Resident):	43,000
Est. 20% w/Wages > \$70,000:	8,600
Worker Preference for New Rental (@ 10.0%):	860
Est. New MF Capture Units (@ 2.5%):	22
Total:	75

Sources: Census; Costar; Statista; OnTheMap

DEVELOPMENT TRENDS

10-YEAR OFFICE DEMAND

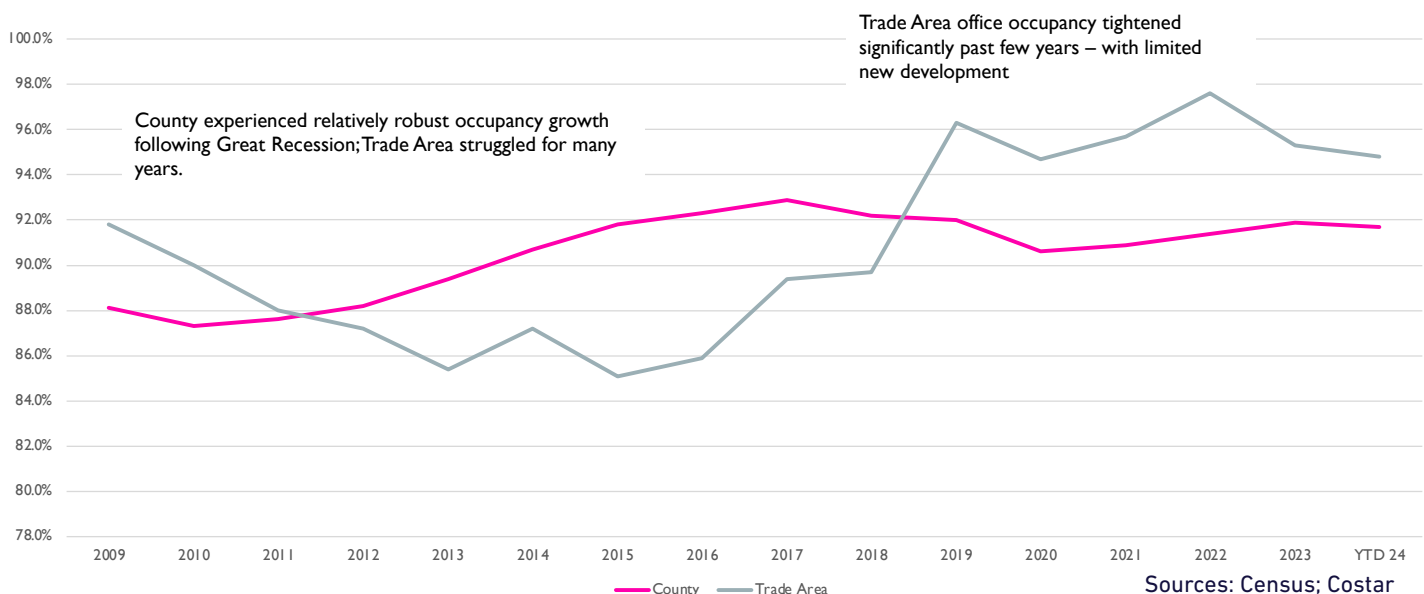
There are 3.5 million square feet of office in the Trade Area which represents 3% of the county's 116 million square feet of office (Costar). It has seen limited new office development, about 225,000 square feet and less than 20,000 square feet per year over the past 15 years. There is currently one office building under construction at 1357 NW 167th Street for 48,000 square feet of office.

Lease rates in the Trade Area are \$32 a square foot which are 40% lower than the county's \$54 a square. Occupancy remains strong as new office development is limited.

Development Opportunity

The County is forecast to add more than 9,500 office jobs over the next five years and more than 3.6 million square feet of space (Costar/Oxford Economics).

Although the NW 7th Avenue corridor is not going to be a leading development sector, they can grow their healthcare sector for measurable medical space for the long-term. Specifically, NW 7th Avenue corridor can plan for 40,000 to 60,000 square feet of speculative medical and limited professional office space in the next five to seven years. The CRA will likely need to use incentives to attract a large single tenant user to the corridor. Office can also be a supportive use within larger-scale mixed use developments. Financial feasibility for office is challenging, given the current lease rates, but should strengthen over time.



DEVELOPMENT TRENDS

10-YEAR RETAIL DEMAND

There are 8.5 million square feet of retail in the Trade Area which accounts for 6.3% of the county's 136 million square feet of retail (Costar). While the county added an average 1.6M square feet of retail per year during past 10 years, the Trade Area has averaged 43,000 square feet per year. Though Trade Area lease rates nearly doubled in the past 10 years to \$31.87, they remain 30+% lower than the county's lease rates of \$45.34. The overall Trade Area has a very low vacancy rate that is below 3%.

Development Opportunity

Compared to the county and numerous other select municipalities of similar size or close proximity, the Trade Area is considered under-retailed relative to its population. With a population of 225,000, there is 9.5 million square feet of retail with a ratio of 42 square feet of retail per resident.

There are very few large-format branded grocery stores like a Publix and only small local grocery stores and convenience stores in the Trade Area. With new residential and continued investment in the community, the opportunity for grocer anchored retail is likely in the next 5-7 years.

The retail demand model indicates current demand of nearly 7.5 million square feet which is slightly less than the existing inventory when accounting for 5% vacancy and the fact that some inventory is in need of repositioning. Based upon growth from residents combined with inflow/outflow factors, the foretasted retail demand in the Trade Area is 1.1 million over the next 10 years, however this assumes that some of the demand will be absorbed in existing under-utilized properties. Strong ground floor retail is also in demand within a mixed-use development.

	2024	2034	Change
Estimated Population	226,000	244,745	18,745
Per Capita Income	\$22,100	\$23,462	\$1,362
Total Retail Expenditure Potential	\$1,448,434,000	\$1,665,258,631	\$216,824,631
Expenditure Potential by Category			
Food Services & Drinking Places	\$351,168,498	\$403,736,982	\$52,568,484
Shoppers Goods	\$990,285,789	\$1,138,527,511	\$148,241,723
Convenience Goods	\$659,192,127	\$757,870,486	\$98,678,359
Sales per Square Foot by Category			
Food Services & Drinking Places	\$390	\$390	\$0
Shoppers Goods	\$320	\$320	\$0
Convenience Goods	\$364	\$364	\$0
Supportable Square Footage by Category			
Food Services & Drinking Places	900,432	1,035,223	134,791
Shoppers Goods	3,091,677	3,554,488	462,811
Convenience Goods	1,877,448	2,158,495	281,046
plus: Building Material & Garden Equipment	675,564	777,116	101,552
plus: Non-Retail Space (Services)	981,768	1,128,798	147,030
Total Supportable Retail Space	7,526,890	8,654,120	1,127,230

Sources: Miami Dade County; US Census; BLS; ULI; Lambert Advisory

SUMMARY OF MARKET OPPORTUNITY

KEY TAKEAWAYS

Economic/Demographic Factors

The NW 7th Avenue Trade Area has several strong economic and demographic factors. The TPO's long term population forecast shows more rapid growth than the county overall, offering a greater demand for housing and commercial development.

More Residential for Up and Coming Families

The Trade Area has a relatively large representation of families and younger working households who will drive demand for housing and retail commercial services as they “move-up” in terms of income.

Leverage Culture and Available Land

There is additional opportunity for infill redevelopment on readily available vacant land as large vacant development parcels are becoming more scarce countywide. The Trade Area community's diverse culture also creates unique opportunities for redevelopment which should be leveraged.

Medical Office in the North and Branded Grocery

There are current opportunities to grow retail services (including medical) and grocery stores, which are generally underserved by the existing resident community in the short-term. A notable amount of vacant and/or under-utilized land in the northern sector enhances opportunity for near-term development.

Market Opportunities

Focus of redevelopment is mid- to longer-term but includes a foreseeable 5- to 10+-year timeframe. The objective is to define estimates of market-driven demand by use, and the capture of which will drive redevelopment in the corridor. The objective is to also identify needed capital improvements that may be necessary to support redevelopment.

Multi-Family Rental: Following several years of exponential growth, market-rate multifamily development is moderating. But, the longer-term forecast for growth and, particularly in the trade area remains strong. Larger-scale multifamily (200-300 units) should be the focus of mixed-use redevelopment within sizable and strategically located parcels. Mixed-income development is encouraged.

Townhome: Though primarily a commercial corridor, small infill parcels that can't accommodate development of critical mass may be opportunities for market rate and affordable townhome development.

Retail: As redevelopment occurs and new housing is added, there is an opportunity for one or two grocery anchored mixed-use developments. For existing infill retail, encourage and support redevelopment and/or significant improvement. Additionally, cultivate arts/entertainment nodes leveraging off of the area's cultural diversity. Leverage existing and increasing traffic volume.

Office: Possible strong supporting use within mixed-use development. Mix of medical use and professional services. Incentivize business recruitment. Consider collaboration with surrounding institutions (UHealth, Barry U).

DEVELOPMENT OUTLOOK

PROJECTS IN THE PIPELINE

Potential Redevelopment Sites & Proposed Projects

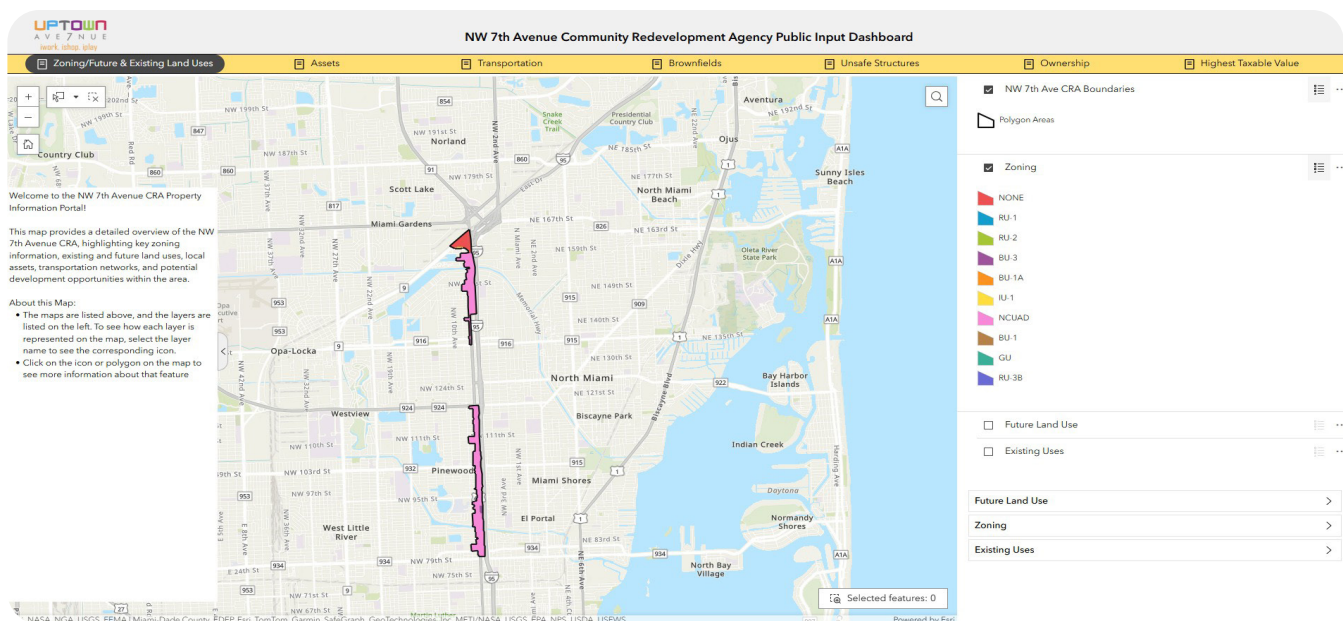
Our analysis of Miami-Dade County's Land Management portal within the CRA's boundaries revealed 5 development projects currently in progress, as well as a senior living and affordable housing facility with 316 units and medical facilities just outside the CRA. Projects in development include diverse projects such as retail, mixed-use, multi-family 4-unit complex, and medical offices, all derived from the portal's data.

After identifying parcels with applications or approvals within the system, we compiled a comprehensive catalog tracking these applications, their statuses, and proposed developments. This catalog was converted into a user-friendly property dashboard using ArcGIS Web Applications, incorporating details such

as zoning, future land use, and assets. This dashboard will be featured on the CRA's newly revamped website, offering easy access to relevant information. Additionally, we identified 20 sites consisting of 60 parcels with strong redevelopment potential. These sites were selected based on criteria such as:

- presence of unsafe structures,
- lack of sewer infrastructure,
- vacant status, or
- cases where land value exceeded building value.

Of these 60 parcels, 24 are currently vacant, 27 contain unsafe structures and 37 are missing sewer connections, presenting opportunities for redevelopment and potential CRA acquisition. Focusing on vacant parcels, those with unsafe structures, and those missing sewer, positions the CRA to proactively shape the area's future redevelopment while aligning with its mission.



Property dashboard.

BOARD RETREAT

OVERVIEW OF FINDINGS

The CRA Board participated in a half-day retreat where consultants presented the results of their analysis and review. Board members discussed how the presentation materials shaped their opinions about the CRA's redevelopment and identified areas where they would like to focus and key activities in the corridor. Below is a summary of key needs that were prioritized for implementation at the retreat.

Infrastructure

Convert sewer to septic. Addressing streetscape and on-street parking. Addressing traffic and safety.

Transportation and Transit

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

Improve NW 7th Avenue's Overall Image

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

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 the Lindsey Hopikins Technical College.

Small Business Development

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



Corridor tour with CRA Board.

Cultural Assets

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

Slum and Blight

Develop a plan to remove concentrations of unsafe structures.

Medical and Health

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

Signature Projects and Infill

Assess overall property ownership and lot size. Work with property owners for land assembly and large lot development to foster large scale developments that are most impactful.

Regulatory Changes

Evaluate the current North Central Urban Area District regulations which allow auto related uses and cap most height at 4 and 6 stories.

Repositioning Retail

Attract new retail and improve existing retail spaces with new development and upgrades.

Mixed-Income Residential

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

COMMUNITY SURVEY

FOCUS GROUP PARTICIPANTS

SURVEY RESULTS			
The Numbers	Opportunities	Challenges	Issues
<ul style="list-style-type: none">• 50 in person participants• 6 hours of outreach meetings• 3 focus group meetings• Collected comment cards• Developed online survey	<ul style="list-style-type: none">• Beautification• New development/ increased density• Healthcare businesses• Retail• Community entertainment area	<ul style="list-style-type: none">• Traffic• Safety• Lack of family businesses• Zoning/ Regulatory• No natural gas• Lack of professional offices	<ul style="list-style-type: none">• Businesses that don't benefit the community• Transportation• Safety• Need for code enforcement to address trash and litter

In addition to public meetings and one on one calls with key stakeholders, property owners, businesses, residents and developers, paper and online surveys were distributed and summarized in the chart above.



Focus Group meetings.

FOCUS GROUPS

VISION + TAKEAWAYS

Overall Vision

- More foot traffic for businesses
- Restaurants to support businesses and residents
- Fewer auto uses
- More hotels
- More family businesses
- Market rate of affordable housing
- Overall beautification
- A supercenter

Key Needs

Infrastructure

Need more infrastructure to support and attract businesses. Need sewer connections and natural gas.

Traffic Calming and Access

Reduce traffic and make it safer for pedestrians to cross the street. Evaluate medians which restrict access to driveways.

Development

Improve development opportunities for land owners instead of developers. Mixed feelings about taller buildings. The roadway redesign seems to have created more traffic.

Community Engagement

Create food truck events for community engagement. Include residents outside the district. Follow up with participants with quarterly updates.



Focus Group meetings.

Safety and Security

Limit pawn, liquor, storage and auto uses
Address the homeless encampments.

Trash and Appearance

There is a general lack of maintenance and cleanliness and too many derelict buildings. Address this by increasing code enforcement, targeting illegal dumping, and adding trash bins. Add a welcome sign. Maintain new trees in the medians.

Support for Small Businesses

Provide marketing services, additional funding and improve the permitting process.

CONSISTENCY WITH CRA PLAN

2012 Community Redevelopment Plan Highlights

There are many checks and balances to ensure that CRA funds are used equitably and sustainably. In addition to the Chapter 163 statutory language which describes how monies can be used, specific redevelopment activities must also be included in the CRA's most recent Redevelopment Plan. If it is not in the plan, the projects can't be funded with CRA dollars. Below is summary of the most recent plan which was written in 2012. All of the Actions in this current Action Plan, fall within the guidelines of Chapter 163 and the 2012 CRA Plan's areas of focus, goals and project strategies.

AREA OF FOCUS	PROJECTS AND STRATEGIES
Housing Projects and Programs	<ul style="list-style-type: none"> • Attract private developers. • Acquire vacant lots for residential. • Assemble lots for market-rate housing. • Promote mixed-use projects. • Rehabilitate existing structures.
Economic Development Strategy	<ul style="list-style-type: none"> • Property assembly. • Create a developer/business liaison. • Business attraction and relocation. • Attract clean industrial uses with exposure to I-95. • Develop a business incubator. • Develop a signature project at the district entrance. • Incentive programs to attract development and jobs office/retail/restaurant.
Infrastructure Projects	<ul style="list-style-type: none"> • Beautification along the corridor. • Walkability improvements. • Sewer line extensions • Narrow NW 7th Avenue for on-street parking. • Right of way and streetscap projects.
Grant and Financing Programs	<ul style="list-style-type: none"> • Implement Code Compliance Grant Program and enforcement and streetscape. • Implement commercial upgrade program. • Create job assistance programs. • Loan interest loans for housing and economic development strategies.
Planning and Land Use Regulations	<ul style="list-style-type: none"> • Code enforcement. • Update the CRA Plan as needed. • Design regulations for signage.
Community Policing	<ul style="list-style-type: none"> • Establish and fund a community policing program.

3- ACTION PLAN OVERVIEW

YEAR 1

The Action Plan encompasses 18 different projects which are envisioned over a five-year time horizon. The following pages provide a full description of actions, time frames for the actions to be completed within, and next steps.

18 MAJOR INITIATIVES

- 1 Policy changes
- 2 Business development/
workforce initiatives
- 3 Code enforcement
- 6 Development attraction and
new uses
- 2 Infrastructure
- 1 Land acquisition
- 2 Partnerships

YEAR 1 (2025)

AREA OF FOCUS	PRIORITY
PLANNING + ZONING	<ul style="list-style-type: none"> Priority 1.1 Amend the zoning code to support height, density and uses that promote redevelopment.
AESTHETICS	<ul style="list-style-type: none"> Priority 1.2 Address needs for a cleaner and safer corridor. Priority 1.3 Develop a plan to remove concentrations of unsafe structures.
DEVELOPMENT OPPORTUNITIES	<ul style="list-style-type: none"> Priority 1.4 Support and facilitate signature projects, infill development and public private partnerships (P3s) including the mobility hub that reflect the community's culture and support a repositioning of existing retail. Priority 1.5 Develop a community benefits package for unsolicited proposals and minimum standards for CRA funding considerations.
PARTNERSHIPS + NEW USES	<ul style="list-style-type: none"> Priority 1.6 Continue to support small businesses through grants and create an environment to attract new businesses. Priority 1.7 Develop a program to engage the business community to share business and development opportunities and to provide updates about the CRA's progress. Priority 1.8 Open an innovation hub for workforce development.

OVERVIEW

YEAR 2

YEAR 2 (2026)

AESTHETICS

- Priority 2.1 Evaluate the condition of vacant land, remediate through code enforcement and activate with temporary uses.

INFRASTRUCTURE

- Priority 2.2 Facilitate sewer hook-up and add natural gas lines infrastructure.
- Priority 2.3 Address sidewalks, traffic and safety including traffic calming.

YEARS 2-5

YEARS 2-5 (2026-2030)

AESTHETICS

- Priority 3.1 Improve the corridors overall image with visual improvements including streetscape, activations, parks, lighting and signs.

DEVELOPMENT OPPORTUNITIES

- Priority 3.2 Determine an approach to land acquisition and acquire land.
- Priority 3.3 Build new residential to accommodate a mix of incomes and support upward mobility.
- Priority 3.4 Construct more parks and open space.

PARTNERSHIPS + NEW USES

- Priority 3.5 Explore opportunities to expand medical and health by developing partnerships with local hospitals, providers that work with Medicare and urgent care centers.
- Priority 3.6 Leverage the community's food and culture and promote uses that reflect the community.

INFRASTRUCTURE

- Priority 3.7 Leverage the Golden Glades Mobility Hub, proximity to 95, major bus routes and traffic routes with transit supportive uses.

YEAR 1, 2025

PLANNING + ZONING

Update Zoning

Time Frame: 24 Months

The following section describes specific actions that are prioritized over a five-year timeframe. All are consistent with the 2012 Community Redevelopment Area Plan.

Priority 1.1 Amend the zoning code to support subdistricts, height, density and uses that promote redevelopment and in coordination with an overall master plan concept.

Actions

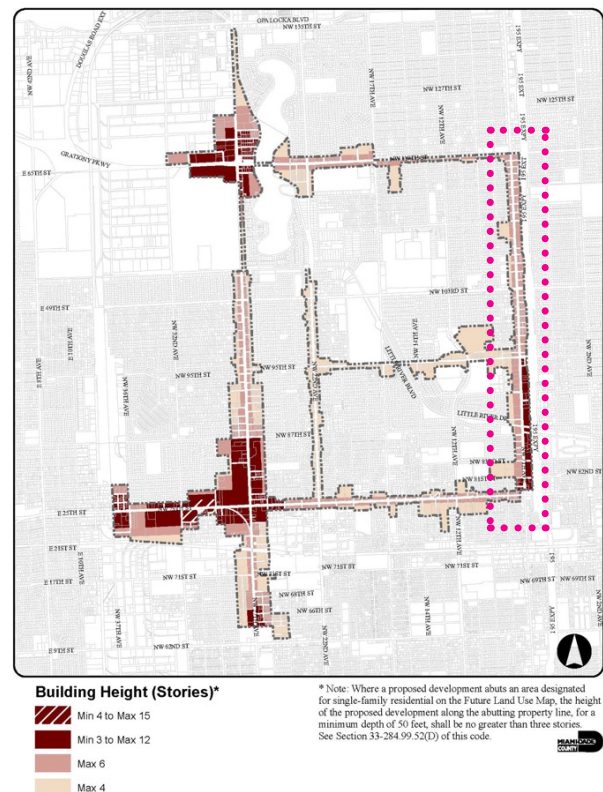
1. Coordinate current zoning review and code update with Miami-Dade County's Planning Department.
2. Develop subdistricts based on character areas and to concentrate redevelopment opportunities in strategic locations..
3. Evaluate the North Central Urban Area District (NCUAD) zoning and limit uses that are not compatible with the redevelopment vision- auto uses, liquor stores, pawn shops, storage.
4. Evaluate allowable height and density to support subdistricts and focused development opportunities.
5. Coordinate with the North Miami CRA with a formal Memorandum of Understanding to ensure consistency with corridor zoning and design.

Intended Outcome

Recommend and draft zoning code amendments in collaboration with Miami-Dade County's Planning Department.

North Central Urban Area District (NCUAD)

The current zoning includes NCUAD, a special mixed-use overlay district based on proximity to designated Urban Centers and major roadways. Within the NCUAD, land designated as "edge" permits 60 du/acre, up to 6 stories and no limitations on floor area (FAR). In addition the majority of the corridor is zoned Mixed Use Corridor (MC) and permits auto oriented uses that may not be compatible with the CRA's redevelopment vision including automobile and truck services, gas stations, auto mechanics, car wash and mini storage facilities.



NW 7th Avenue falls within the NCUAD zoning overlay.

AESTHETICS

Clean and Safe

Time Frame: On-going

Priority 1.2 Address needs for a cleaner and safer corridor.

Actions

1. Work with County Commissioner's office to address illegal dumping.
2. Have Code Compliance conduct regular surveys of neighborhoods to reduce illegal dumping.
3. Encourage residents and businesses to report illegal dumping to 311.
4. Provide on-street trash receptacles to minimize trash.
5. Determine an approach to addressing homelessness and illegal squatting that hinders business.
6. Consider other mechanisms to manage safety and cleanliness to supplement the CRA.

Intended Outcome

Reduce illegal dumping and remove trash. Reduce homelessness in the CRA.

Case Study

Wynwood Business Improvement District (BID)

Clean Street Team

To maintain cleanliness and sanitation, the Wynwood BID created The Clean Street Team. Comprised of eight members, the Team works to sweep and remove trash and gum from sidewalks and public areas daily. It also provides information and maps to thousands of visitors each month, serving as ambassadors for the neighborhood.

Safety and Security Services

The Wynwood BID works closely with the Wynwood NET office to keep the area safe and secure. The City of Miami Police Department assigned key personnel to increase security including a Commander, two Neighborhood Resource Officers and several beat officers who patrol the district regularly.



The Clean Streets Team maintains cleanliness in the Wynwood Business Improvement District.

AESTHETICS

Unsafe Structures

Time Frame: 12 Months

Priority 1.3 Develop a plan to remove concentrations of unsafe structures.

Actions

1. Evaluate the overall condition of structures using Miami-Dade County GIS data.
2. Verify type and age of violations, fines and locations of unsafe structures.
3. Work with code compliance to address minor violations.
4. Target certain areas in coordination with vacant land based on redevelopment opportunities.
5. Determine if properties are candidates for land acquisition and demolition.

Intended Outcome

Develop a strategy for mitigating or purchasing unsafe structures.

Definition of Unsafe Structures

Structures are deemed unsafe if they are in violation of Florida Building Code and or in imminent danger for habitation (Sec. 8-5 County Code). Unsafe structures are tracked by Miami-Dade County Code Enforcement. There are 335 unsafe structures within the CRA boundaries that have one or more of the following conditions:

1. Vacant, unguarded and open at doors or windows.
2. Accumulation of debris representing a hazard.
3. Restrict egress for fire protection.
4. Loose siding or building material.
5. Structural deterioration.
6. Partial destruction.
7. Unusual sagging.
8. Electrical or mechanical systems are hazardous.
9. Malfunctioning sanitary or waste systems.

Unsafe structures in the CRA



DEVELOPMENT OPPORTUNITIES

Signature Projects

Time Frame: 60 Months

Priority 1.4 Facilitate signature projects, infill and public private partnerships (P3s) that reflect the community's culture and support repositioning retail.

Actions

1. Assess available land, ownership and lot size including the Golden Glades and Arcola Lakes Library sites.
2. Create a database of developments in the pipeline based on Miami-Dade County data and developer contacts.
3. Determine redevelopment opportunities.
4. Determine retail needs and opportunities to relocate existing retailers in renovated or new spaces.
5. Engage developers and property owners including public land owners and specify aspects of the community culture to emulate.
6. Determine how landowners can leverage development opportunities and engage them in the process.
7. Evaluate land acquisition strategies on key development sites.
8. Research best practices for P3s.

Luminary Hotel and Convention Center, Fort Meyers CRA, FL

Intended Outcome

Advance signature projects, infill projects, and new projects that can support retail and cultural assets.

Case Study

Luminary Hotel and Convention Center, Fort Meyers, FL

The Luminary Hotel and Convention Center, part of the Autograph Marriott collection in Fort Myers Beach, is a 12-story infill project built on a former surface parking lot. It includes 243 hotel rooms and ground floor retail. The project has created a new activity hub with waterfront dining options. It received a \$2.6 million tax rebate load from the Fort Meyers CRA. Total project cost was \$91 million.



DEVELOPMENT OPPORTUNITIES

Community Benefits Package

Time Frame: 12 Months

Priority 1.5 Develop a community benefits package for unsolicited proposals and minimum standards for CRA funding considerations.

Actions

1. Develop a list of community benefits desired including preferred uses.
2. Determine minimum standards required for unsolicited proposals requesting CRA funding.
3. Meet with the development community to represent the CRA and new opportunities.
4. Create a website to highlight development opportunities and CRA activities.

Intended Outcome

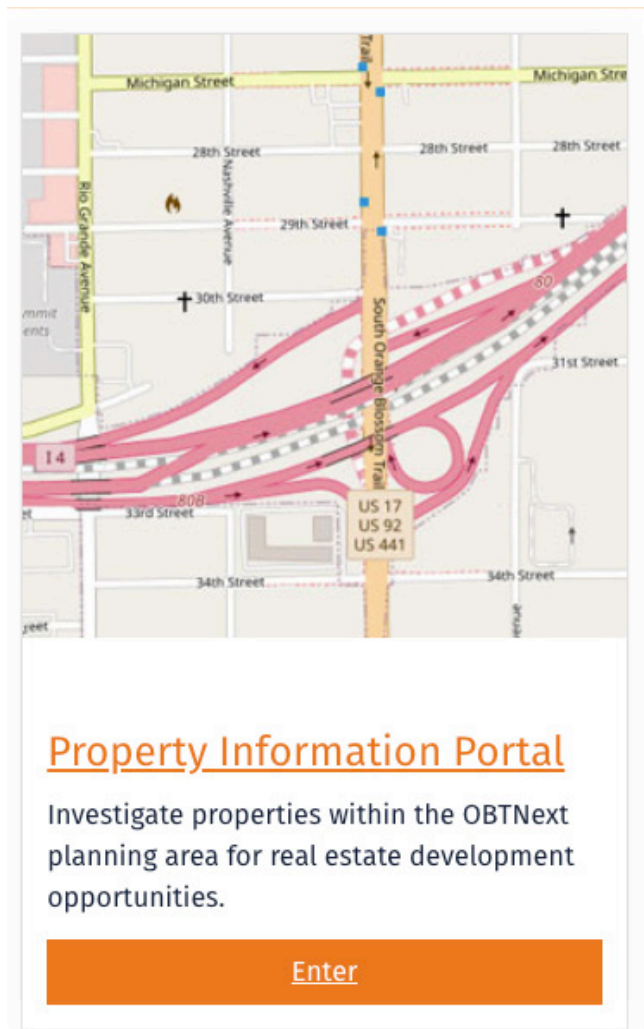
Create a program for unsolicited development proposals seeking CRA funding.

Case Study

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

The Orange Blossom Trail CRA's website provides information for potential developers and property owners. It includes a Property Information Portal—an online tool and resource that provides specific property data and corridor maps with accurate and linked property information about potential development parcels and parcels owned by the CRA.

The Orange Blossom Trail is a 7-mile redevelopment corridor through Orlando. It is a major transit corridor with many similar challenges to the NW 7th Avenue Corridor.



PARTNERSHIPS + NEW USES

Small Business Grants

Time Frame: On-going

Priority 1.6 Continue to support small businesses through grants and create an environment to attract new businesses.

Actions

1. Provide more business assistance and funding.
2. Facilitate opportunities for restaurants and dining to support current businesses and their customers.
3. Coordinate opportunities for sewer hook up and gas lines.
4. Coordinate safety and cleanliness measures to address crime and the homeless, illegal dumping, and litter.
5. Actively pursue enhancements to sidewalks and landscaping to encourage more foot traffic.
6. Facilitate a block by block strategy to support cohesive façade improvements.

Intended Outcome

Coordinate on other priorities to create a visually attractive corridor for businesses that is comfortable for walking, clean and safe with modern infrastructure.

Continued support for small business.



Case Study

CDFI Friendly Fort Worth, TX

Community Development Financial Institutions (CDFI) are private financial institutions dedicated 100% to benefitting low-income, low-wealth, and other under-resourced people and places. All CDFIs make loans, and some CDFIs are banks or credit unions that also provide vital savings and checking accounts, as well as payment services.

There are more than 1,200 CDFIs working in all 50 states across the United States. They are not working in all communities, however. The “CDFI Friendly” strategy connects some of those underserved communities to CDFI financing. CDFI Friendly Fort Worth is a non-profit that connects CDFIs, lenders and other investors with underserved communities to improve their access to patient, flexible financing. The target use for these funds is credit enhancement, shared lending, and programmatic partnerships and deals. In the first two years of operation, CDFI Friendly Fort Worth provided \$24M in CDFI loans. CDFI Friendly America is a national organization that increases access to financing primarily for minorities.

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

PARTNERSHIPS + NEW USES

Engaging the Business Community

Time Frame: 6 Months

Priority 1.7 Develop a program to engage the business community to share business and development opportunities and to provide updates about the CRA's progress.

Intended Outcome

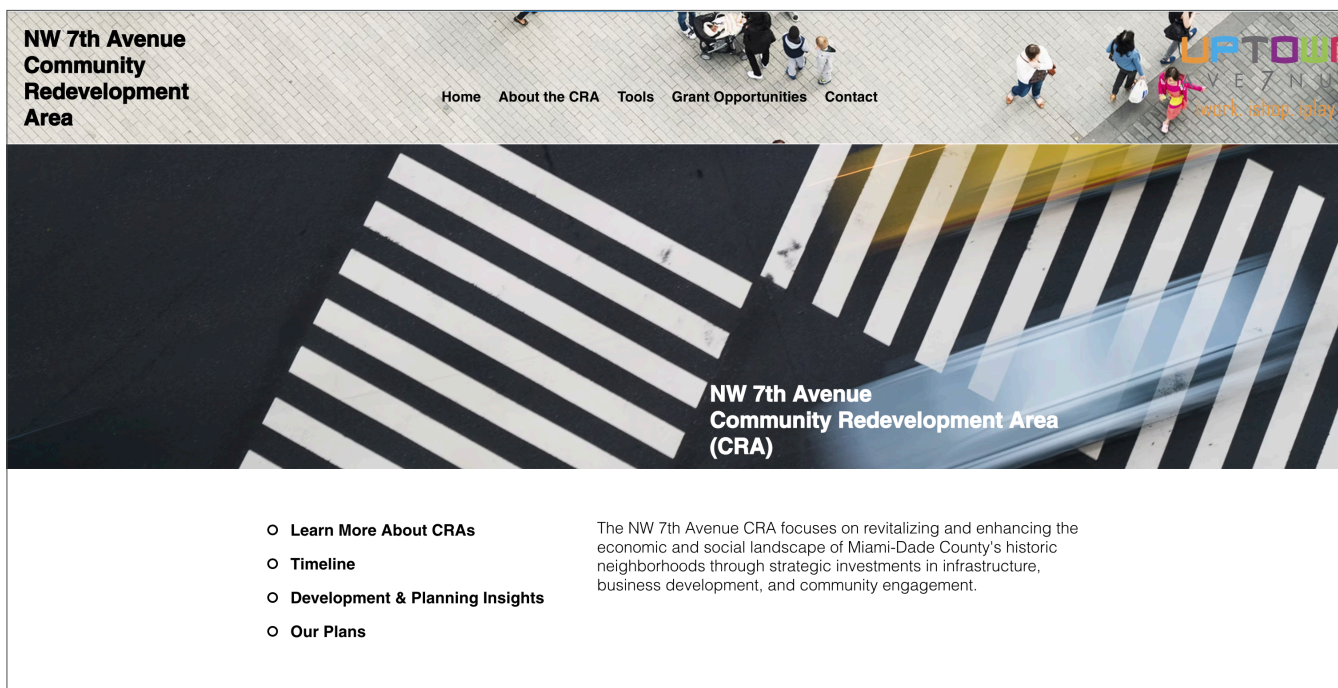
Engage businesses with quarterly in person engagement activities.

Launch the NW 7th Avenue CRA website.

Actions

1. Identify opportunities to engage the business community through workshops, outdoor events with food trucks.
2. Follow up with quarterly reports to focus group participants and the community.
3. Post updates on the CRA website.
4. Circulate surveys to gauge issues and needs.
5. Build a website to share business and community resources and CRA activity.

The NW 7th Avenue website is a resource for the business community.



PARTNERSHIPS + NEW USES

Developing an Innovation Hub

Time Frame: 36 Months

Priority 1.8 Open an innovation hub for workforce development.

Actions

1. Evaluate potential workforce partners.
2. Facilitate partnerships with local institutions.
3. Identify potential sites for an innovation hub.
4. Determine requirements, needs and focus for the innovation hub.
5. Engage Miami-Dade County to lease or purchase a space.

Intended Outcome

Recommend opportunities for viable partnerships with local institutions to provide workforce training and a physical location for the innovation hub.

Case Study

The Innovation Quarter, Winston-Salem, NC

The Innovation Quarter in Winston-Salem, NC is an entrepreneurial hub that includes startups, sole proprietors, emerging and established businesses and promotes innovation. It is a multi-phased, mixed-use district with office, lab, retail, residential, including affordable housing, community gathering and academic spaces. It was formed through a strategic partnership between Wake Forest University School of Medicine, Atrium Health and real estate and development partner Wexford Science & Technology with additional support from the city and county. The District's leadership includes the CEO of Atrium Health Wake Forest Baptist health and Dean of Wake Forest School of Medicine with a focus on the multi-hospital health system and physician network.

Recently, the Innovation Quarter launched a partnership with Winston Starts, a non-profit start-up accelerator, to provide memberships for entrepreneurs and start-up companies in biotechnology, life sciences, and regenerative medicine industries. The Quarter supports small businesses with office hours with attorneys, accountants and marketing professionals; pitch practice with venture capital companies and individuals, connections to mentors, connections with accelerator or grant programs, networking and community-building events.



Innovation Quarter in Winston Salem, NC

YEAR 2, 2026

AESTHETICS

Vacant Land Remediation and Temporary Uses

Time Frame: 36 Months

Priority 2.1 Evaluate vacant land, provide remediation through code enforcement and activations with temporary uses.

Actions

1. Evaluate the condition of vacant land.
2. Evaluate opportunities to mitigate the negative impacts of vacant land through acquisition, engaging with property owners and code enforcement.
3. Determine if any properties should be acquired in coordination with the land acquisition analysis.
4. Determine if any sites may be suitable for parks.
5. Develop a report and recommendations for implementing the strategies.

Intended Outcome

Develop an overall approach to vacant land and temporary activations.

Case Study

The Available City, Chicago, IL

“The Available City” was a collaboration between the City of Chicago and the 2021 Chicago Architecture Biennial to focus on helping communities thrive. It included a community-led design process to create new, shared spaces on vacant lots throughout the city. Fifteen site specific projects were installed on vacant lots. It also included a formal exhibition of “The Available City” ideas and concepts in an unused storefront space. In 2023 the program was established as a not-for-profit to develop and implement plans for over 10,000 city-owned vacant lots in 18 underserved neighborhoods.



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

INFRASTRUCTURE

Sewer and Gas

Time Frame: 36 Months

Priority 2.2 Facilitate sewer hook-up and add natural gas lines.

Actions

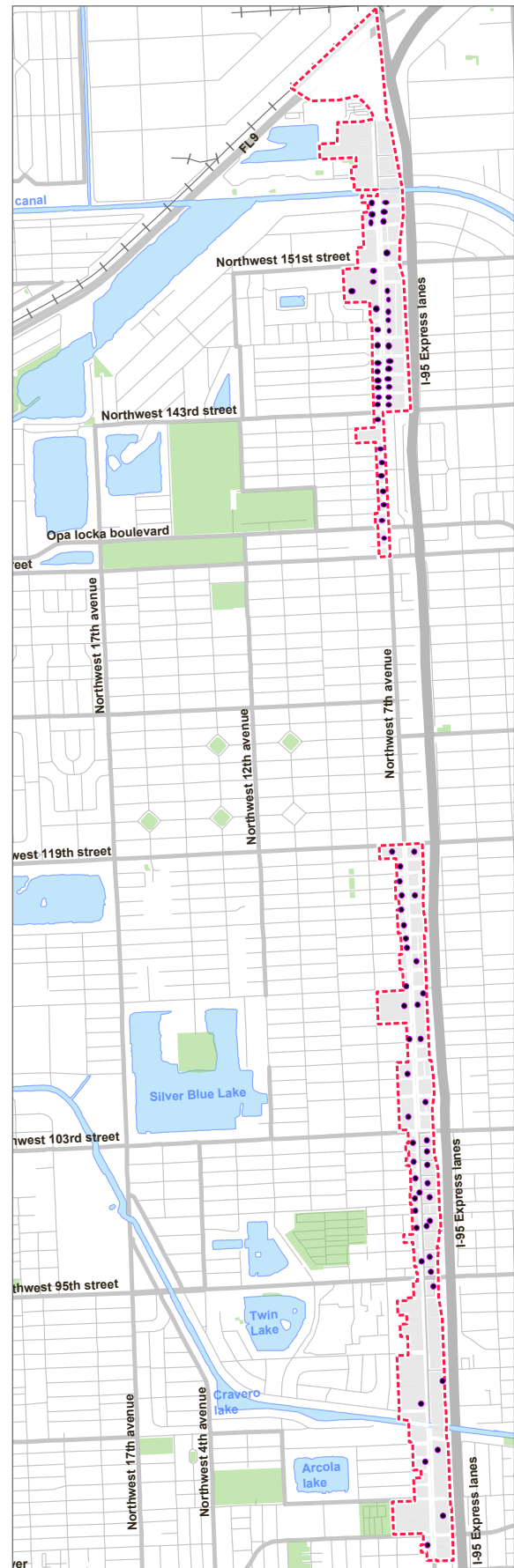
1. Continue to coordinate with Miami-Dade County Water and Sewer Department (WASD) on sewer connections.
2. Evaluate properties that are potential redevelopment sites and candidates for site assembly.
3. Prioritize properties to be connected.
4. Determine additional funding opportunities.
5. Evaluate the cost and timeline for installing a natural gas line.

Intended Outcome

The new sewer lateral is expected to be conveyed within the next six to twelve months, enabling the facilitation of sewer connections in the near future. Additionally, steps will be taken to advance the installation of a natural gas line.

Status of Sewer Connections	Total Properties
Completed	73
Needed	115
Total	188

Properties in need of
sewer connections in the
CRA



INFRASTRUCTURE

Sidewalks, Traffic + Safety

Time Frame: 60 Months

Priority 2.3 Address sidewalks, traffic and safety including traffic calming.

Actions

1. Evaluate sidewalk needs and conduct a gap analysis on side streets.
2. Conduct quick, windshield field surveys of sidewalk conditions.
3. Evaluate existing signalized intersections and any needs for additional crossings.
4. Evaluate the condition of pedestrian infrastructure and needed upgrades.
5. Recommend improvements and coordinate with State and local agencies for construction.

Intended Outcome

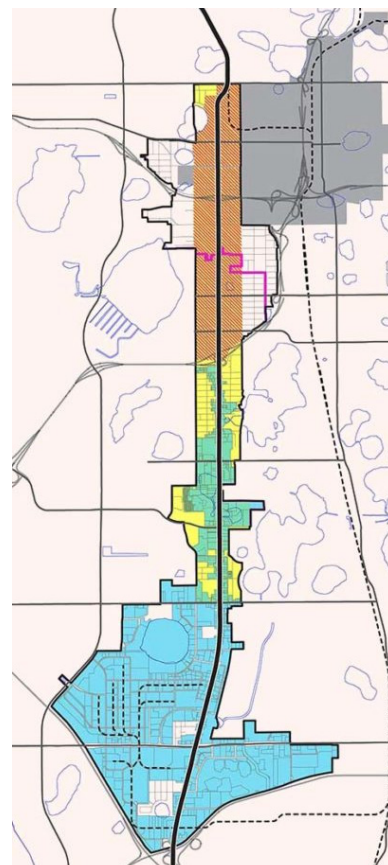
Prepare the evaluation of sidewalks and construct the additional sidewalks and safety improvements.



Case Study

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

The Orange Blossom Trail CRA is a 7-mile, multi-jurisdictional agency. As a major transit corridor it has many similar challenges to the NW 7th Avenue Corridor. The CRA has planned, implemented, and managed roadway improvements. They have installed entryway features and signage, installed a sewer system, drainage, sidewalks, street paving, and streetlights.



Improvements to the Orange Blossom Trail CRA include roadway safety upgrades for sidewalks, paving, and lighting.

YEARS 2-5, 2026-2030

AESTHETICS

Streetscape, Parks + Activations

Time Frame: 24 Months

Priority 3.1 Improve the corridor's overall image with visual improvements including streetscape, activations, parks, lighting and signs.

Actions

1. Evaluate opportunities to increase the tree canopy.
2. Pursue Florida Department of Transportation (FDOT) beautification grant for tree plantings.
3. Coordinate grant opportunity with PROS and determine what additional options are available to increase the number of street trees planted.
4. Select an approach to planting more trees.
5. Research welcome signage options and concepts.
6. Recommend a process for purchasing and installing a welcome sign.

Intended Outcome

Develop a tree planting approach and plan and plant more trees. Facilitate FDOT beautification grant. Install a new welcome sign.



New signage, landscaping, paving and sidewalk improvements like this example from Liberty Station, San Diego, CA, can be considered in the NW 7th Avenue CRA

DEVELOPMENT OPPORTUNITIES

Land Acquisition

Time Frame: 60 Months

Priority 3.2 Determine an approach to land acquisition and acquire land.

Actions

1. Evaluate potential properties to acquire in coordination with the unsafe structures and vacant lands analysis and redevelopment opportunities.
2. Evaluate tools to acquire and dispose of vacant land and unsafe structures.
3. Coordinate with Miami-Dade County's Legal Department about the acquisition process.

Intended Outcome

We have conducted a thorough evaluation of potential parcels for acquisition and are now focused on developing a strategy to facilitate the land acquisition process.

Acquiring land and focusing on site assemblage means acquiring lower-cost and smaller key parcels giving the CRA leverage to advance policy and design goals that align with the vision, as well as its financial investments. Higher sale prices will generate greater return for the CRA and advance the mission of economic development.

Case Study

Kalamazoo Land Bank, MI

Kalamazoo, MI Land Bank acquires vacant and blighted properties with the intention of rehabilitating them and reconnecting them

back into the community. Properties are acquired through donation, purchase or by bundling for the purpose of redevelopment and rehabilitation and to generate operating revenue for the Land Bank. Land is sold through the following programs:

Side Lot Program which incentivizes homeowners to purchase vacant lots next door to their homes for \$250 within the city limits or 50% of the land value in townships and villages.

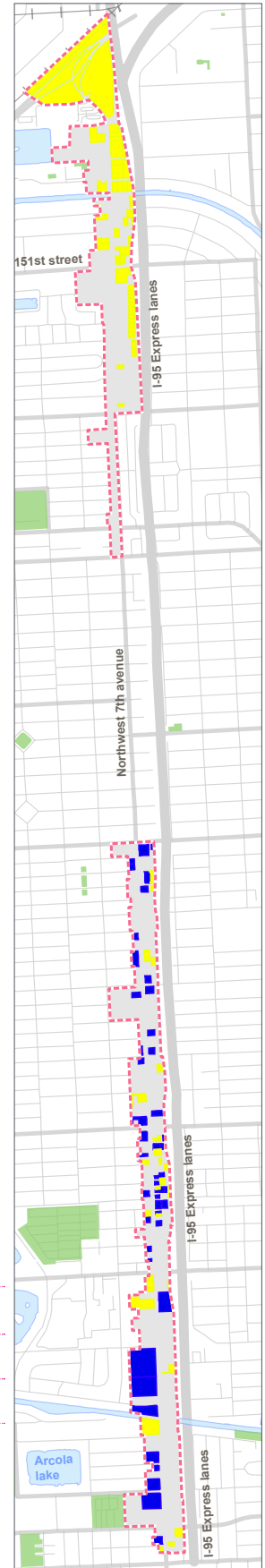
Transform this Property lists vacant land or properties with existing structures at market value and considers below market offers for properties listed more than 30 days. Applicants must have the resources to rehabilitate structures to receive a certificate of occupancy in a reasonable amount of time.

Sales to Non-Profits to Support Affordable Housing provides a discount on properties for both new affordable housing construction and renovation.

Homeownership Opportunities sells homes based on a broker's opinion or market analysis.

Existing Uses	Acres	% of CRA
Underdeveloped Land	29.66	
Vacant Land	58.36	
Total Potential Acres	88.01	37%
Total Acres in the CRA	235.27	100%

Vacant and underdeveloped land in the CRA



DEVELOPMENT OPPORTUNITIES

Mixed-Income Multi-Family Housing

Time Frame: 60 Months

Priority 3.3 Build new residential to accommodate a mix of incomes and support upward mobility.

Actions

1. Identify housing models for affordable and mixed-income residential using best practices and case studies.
2. Compare the needs assessment from the market study findings.
3. Identify potential locations for infill and larger scale multifamily residential.

Intended Outcome

Facilitate new housing developments to meet a variety of needs.

Case Study 1

Chattanooga Missing Middle Housing, TN

The Chattanooga Missing Middle Housing project, led by Chattanooga Neighborhood Enterprise Inc.(CNE), transformed 50 vacant parcels in two neighborhoods into 181 units of missing middle housing targeting families and individuals earning between 60 and 80 percent of the area median income (AMI). . The project preserves neighborhood character while increasing density. The opportunity arose when Tennessee Temple University closed, freeing 34 scattered lots for redevelopment. The neighborhoods were chosen for their traditional urban layout, walkability, proximity to downtown, and need for reinvestment with the primary goal for affordable rental and homeownership opportunities, rebuild disinvested communities, and create replicable prototypes for future developments.

Case Study 2

Broadway Housing Communities, Harlem, NY

Broadway Housing Communities in New York created the Sugar Hill Children's Museum of Art and Storytelling as part of a 124-unit affordable housing complex and early childhood center in Harlem's Sugar Hill District. The project was funded through private donations and grants and is based on the premise that learning and living through the arts can have a profound impact on a child, family, and community.



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

DEVELOPMENT OPPORTUNITIES

Parks and Open Space

Time Frame: 60 Months

Priority 3.4 Construct more parks and open space.

Actions

1. Identify park needs in coordination with the County Parks and Recreation (PROS).
2. Review vacant sites and sites with unsafe structures in terms of opportunities for parks.
3. Evaluate opportunities to increase connectivity with pedestrian paths, sidewalks and additional landscaping.
4. Coordinate park and programming needs with PROS.
5. Investigate strategies for private developers to partially fund parks.



Intended Outcome

Identify potential sites for parks and preliminary programming opportunities and facilitate more parks.

Case Study

Five Points Plaza, North End Charlotte, NC

Charlotte's Historic West End Initiative built Five Points Plaza in an African American community funded by a nearly \$400,000 grant from the John S. and James L. Knight Foundation, a \$6 million investment by the City of Charlotte and managed by a local nonprofit, Charlotte Center City Partners at a historic intersection. The five points intersection is one of the oldest in the county and connects historic black neighborhoods and cultural centers, as well as Johnson C. Smith University.

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



PARTNERSHIPS + NEW USES

Healthcare Partners

Time Frame: 36 Months

Priority 3.5 Explore opportunities to expand medical and health by developing partnerships with local hospitals and providers that work with Medicare and urgent care centers.

Actions

1. Determine how the CRA can facilitate new health care businesses.
2. Evaluate potential healthcare partners.
3. Recommend opportunities for viable partnerships with local institutions to provide healthcare services and workforce training.

Intended Outcome

Facilitate and attract healthcare partners to establish a physical presence in the community.



Case Study

The Pearl, Charlotte, NC

Atrium Health, in partnership with Wexford Science & Technology, are developing “The Pearl”, a second medical school campus for the Wake Forest University School of Medicine, in Charlotte, NC. It is planned to be the most innovative medical school in the country and is anticipated to be a super magnet for medical experts and professionals by focusing on artificial intelligence. In addition, students focus on health equities and the advanced healthcare services will serve the greater community.



Atrium Health's, The Pearl, will focus on equitable health outcomes once complete, Charlotte, NC

PARTNERSHIPS + NEW USES

Food + Culture

Time Frame: 48 Months

Priority 3.6 Leverage the community's food and culture and promote uses that reflect the community.

Actions

1. Identify opportunities to integrate local cuisine through dining and grocery.
2. Identify opportunities to partner with food vendors for land activations.
3. Identify opportunities for art and cultural partnerships in redevelopment activities.
4. Attract new permanent and temporary uses in dining and culture.

Intended Outcome

Recommend opportunities for food and culture in both temporary and permanent capacities.

Case Study 1

Curbside Cuisine Food Truck Plaza, Colorado Springs, CO

Colorado Springs Urban Intervention (CSUI) is a nonprofit organization that builds demonstration projects for infrastructure so the community can experience conceptual improved spaces. CSUI acts as a liaison and intermediary between community members and local government to establish partnerships and stage interventions and activations. One project that had a long-term impact was Curbside Cuisine which activated a vacant gas station and former brownfield site converted into a food truck plaza and seating.

Curbside Cuisine was a former gas station turned food truck plaza (top image). Fare Game in Kalamazoo, MI created a community engagement event and competition for this renovated restaurant space (bottom image).

Case Study 2

Fare Games Restaurant Competition, Kalamazoo, MI

The Kalamazoo County Land Bank attracted local food entrepreneurs to compete for space in a formerly vacant and blighted building to launch their businesses. The program provided business support and mentorship to competitors to refine their business plans and participate in community tastings, while engaging the community. The winning restaurant occupies a completely renovated space, employs 12 people and provides fresh food and a sit-down restaurant option in a neighborhood that lacked traditional restaurants. It also offered a pathway for a new business with subsidized capital costs that typically deter entrepreneurs from starting a new venture.



INFRASTRUCTURE

Golden Glades Mobility Hub

Time Frame: 48 Months

Priority 3.7 Leverage the Golden Glades Mobility Hub, proximity to I-95, major bus routes and traffic routes with transit supportive uses.

Actions

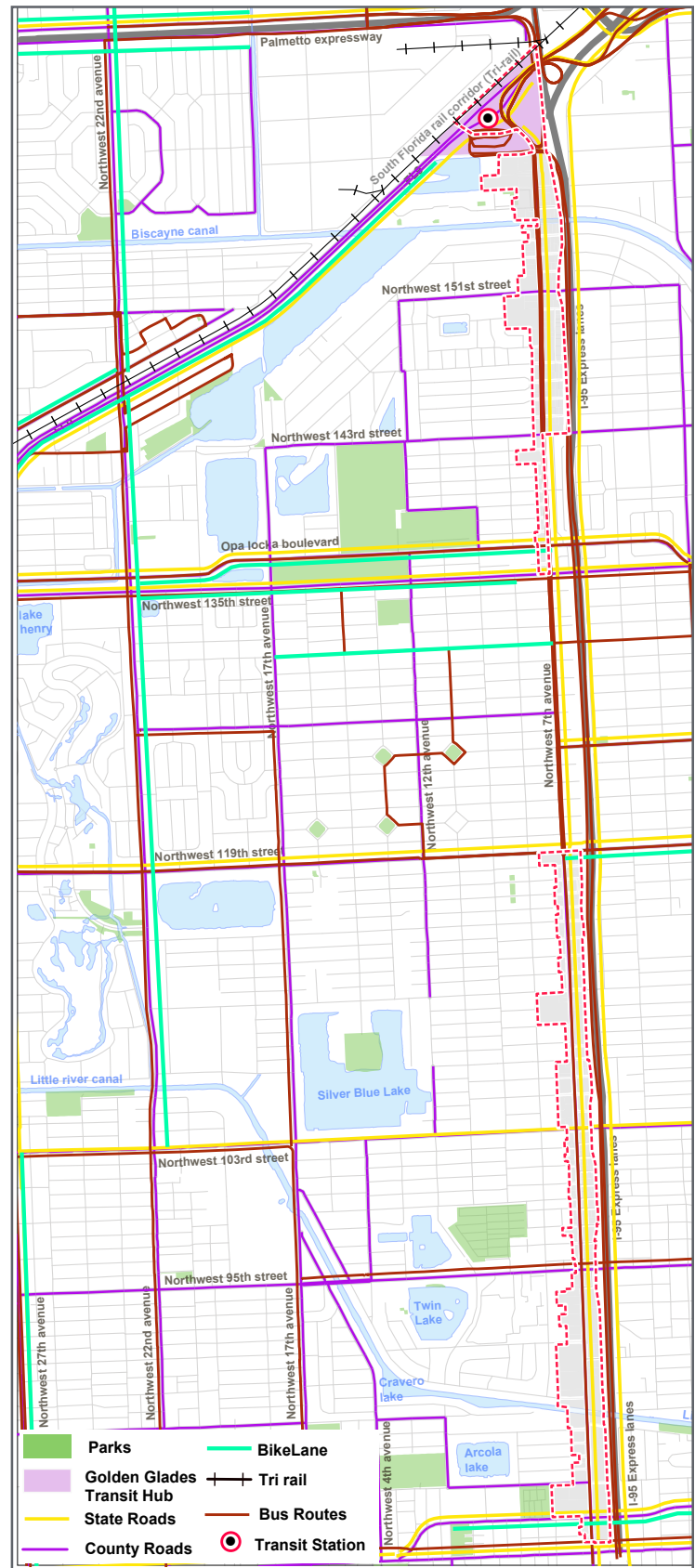
1. Coordinate with priority 1.4 to create a signature project at the Golden Glades.
2. Identify transportation needs around the mobility hub to address the first and last mile for transit users.
3. Explore a transit circulator to exclusively serve the corridor with direct connections to the mobility hub.
4. Coordinate with the sidewalk gap analysis.
5. Meet with local agencies for funding options.
6. Collect additional input from the community.

Intended Outcome

Improve transportation infrastructure and construct transit supportive uses.



Leverage the transit infrastructure around the Golden Glades to increase access to transit and further connect the corridor.



4- APPENDIX

Talking Points
Frequently Asked Questions
Market Analysis
Parcel Prioritization
2024 Development Outlooks



