

# NW 7TH AVENUE CRA ACTION PLAN

FINAL  
July 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.

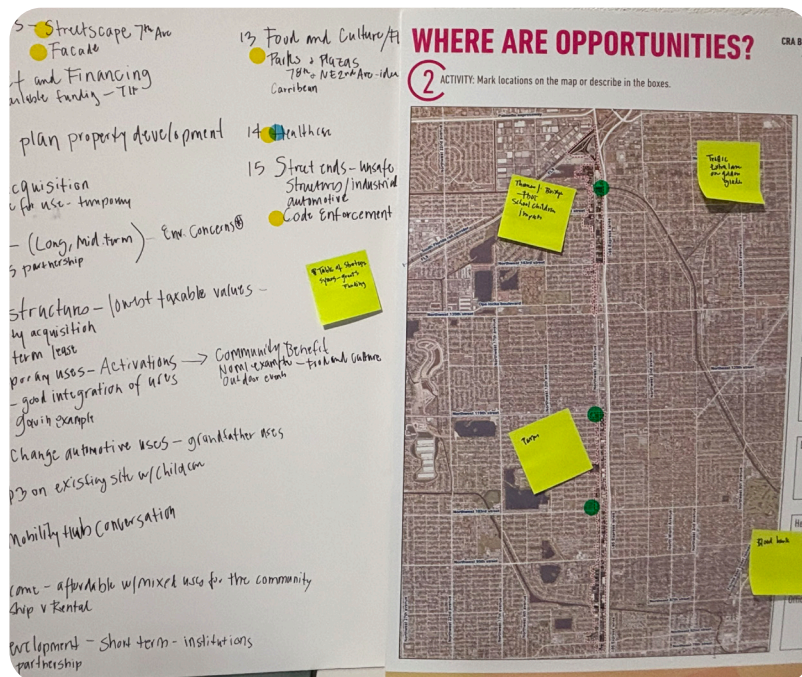
Miami-Dade County, as the governing body, through the Miami-Dade Board of County Commissioners (BCC), established the NW 7th Avenue CRA in June 2004 with the approval of the Redevelopment Plan and Trust Fund. An Interlocal Agreement between the BCC and the CRA was approved in January 2012.

## Mission Statement

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

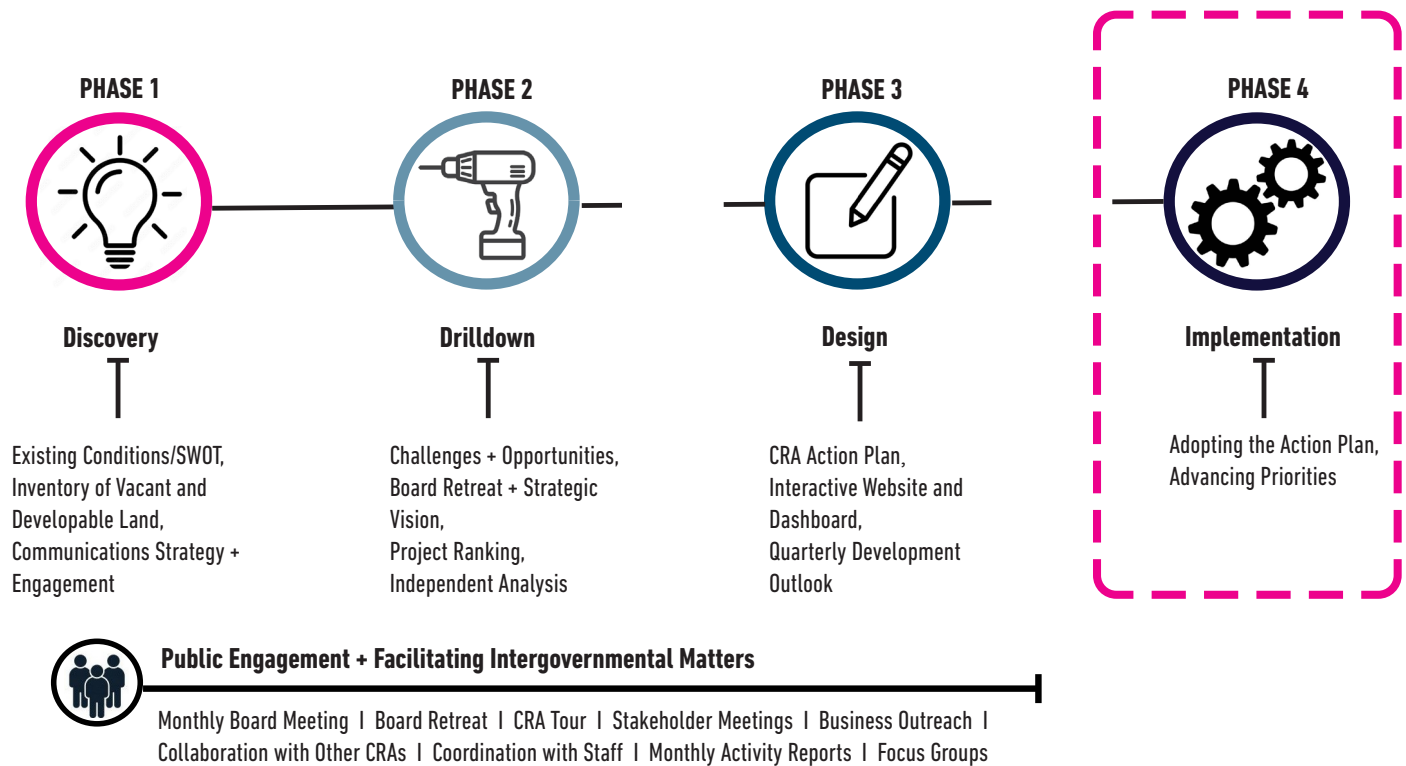
The Mission of the Uptown Avenue 7th Avenue CRA is to:

- 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:

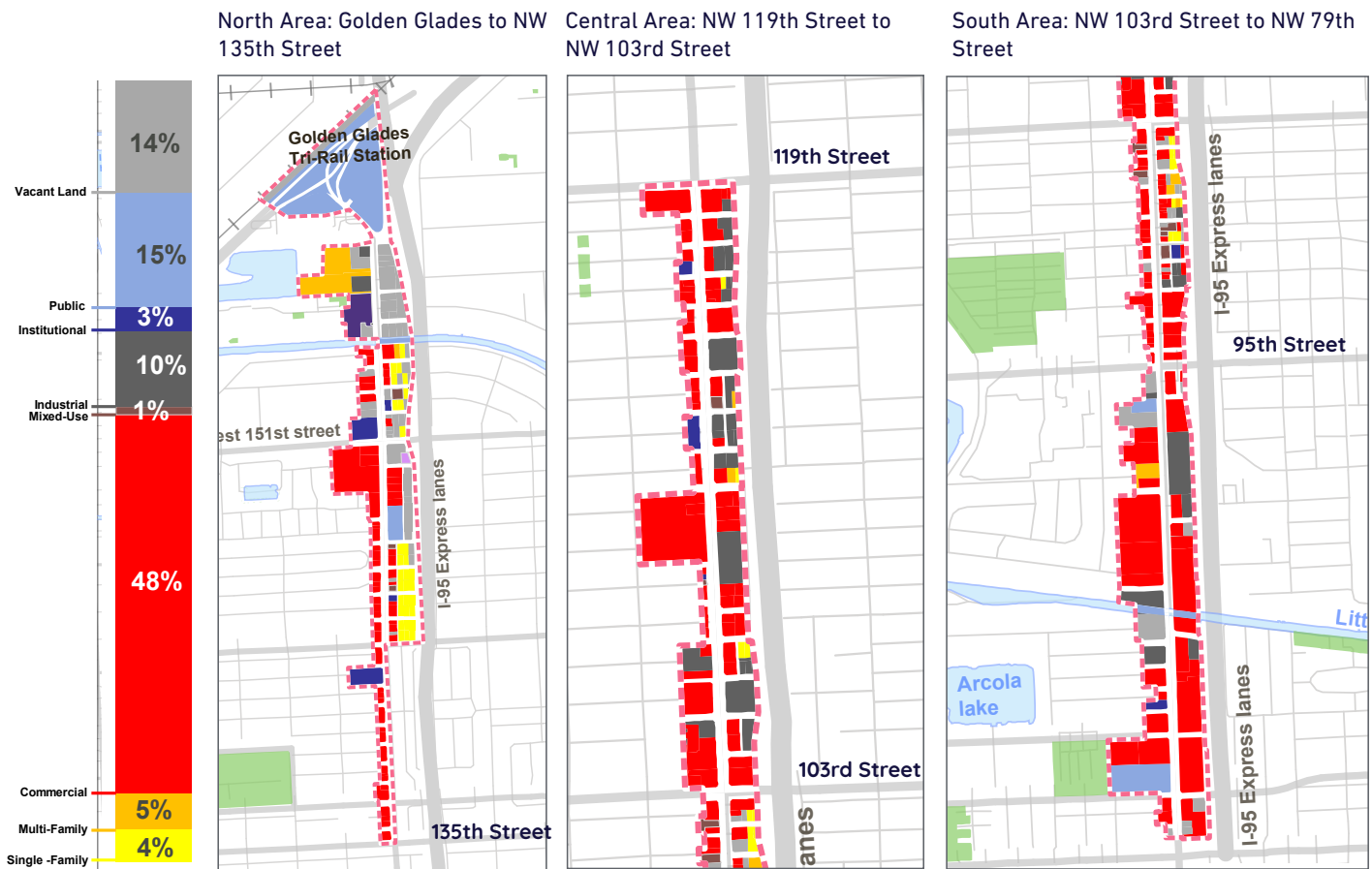
1. **Continuing to follow FDOT's I-95 expansion.**
2. **Creating a package for unsolicited proposals** requesting partnership with the CRA including a community benefits package.
3. **Evaluating sewer connections** and the best strategies for connecting existing properties.
4. **Exploring opportunities 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%
<b>Total</b>	<b>235.27</b>	<b>100%</b>



# 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.

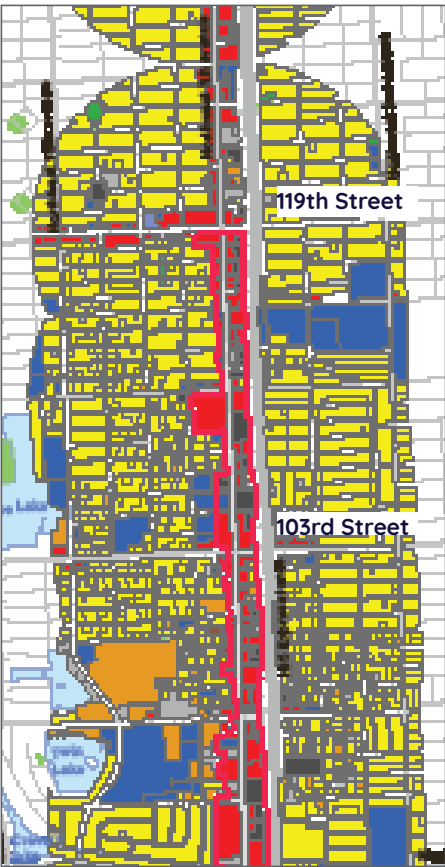
EXISTING USES

	Single-family
	Multi-family
	Commercial
	Mixed Use
	Industrial
	Institutional
	Public
	Parks
	Vacant

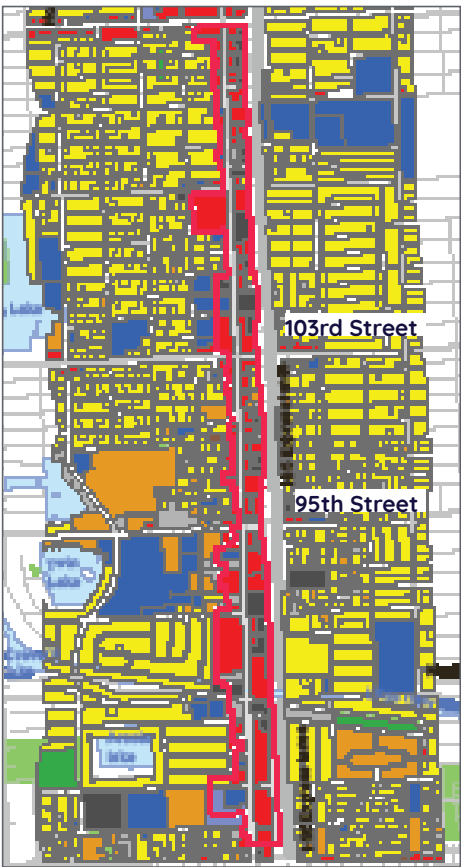
North Area: Golden Glades to NW 135th Street



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



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

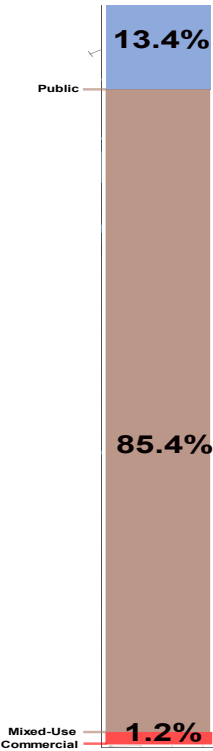


# EXISTING POLICIES

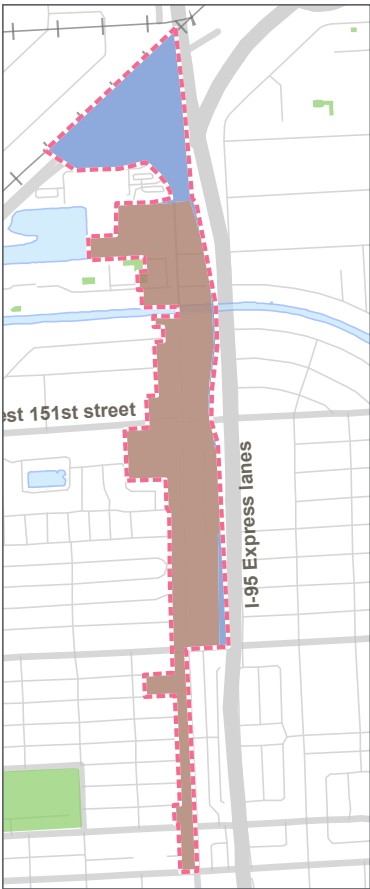
## EXISTING ZONING

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.

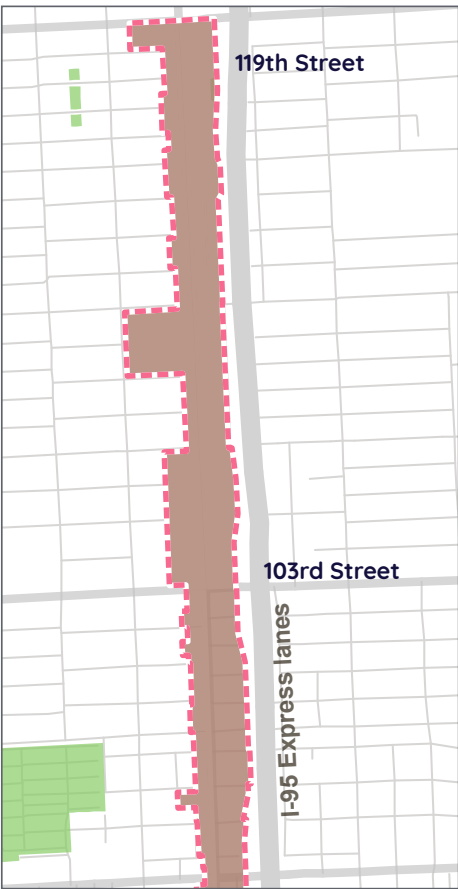
85% of the corridor is zoned Mixed Use Corridor (MC) which permits auto-oriented uses that may not be compatible with the CRA’s redevelopment vision including automobile and truck services, gas stations, auto mechanics, car wash, and mini storage facilities.



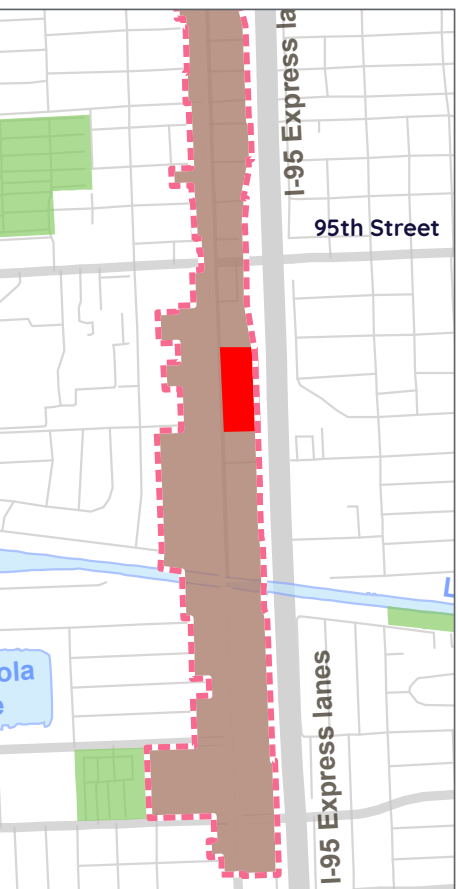
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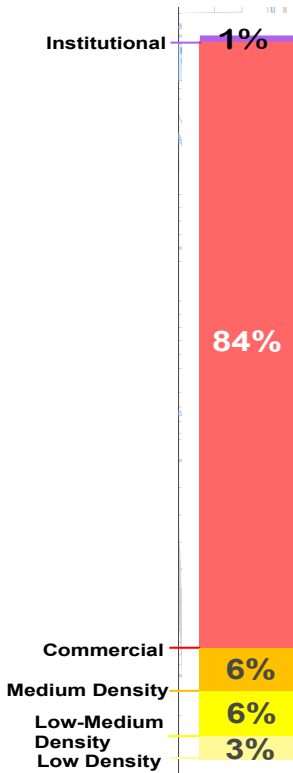


# EXISTING POLICIES

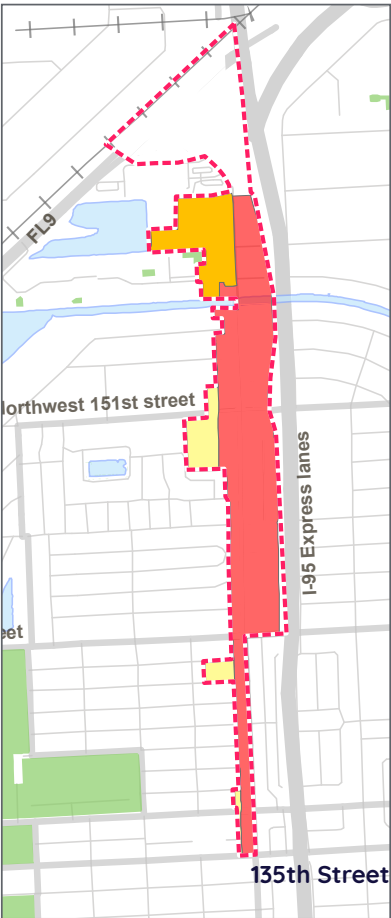
## FUTURE LAND USE

### Future Land Use

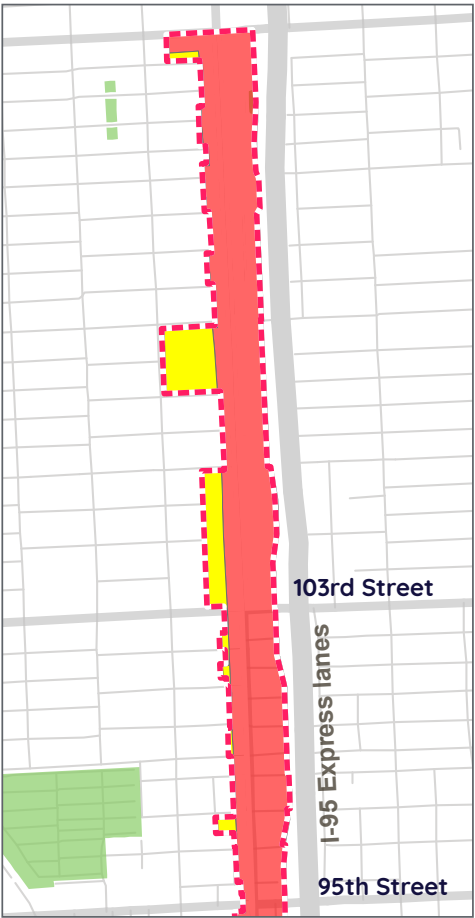
The current Future Land Use Map and Zoning Code dictate what can be developed in the CRA. The future land use maps below designates 84% of the overall land area for commercial uses with some residential parcels throughout.



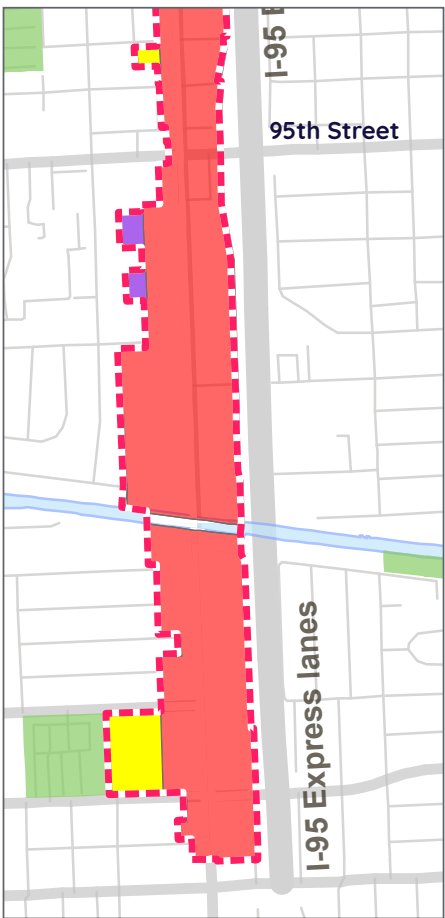
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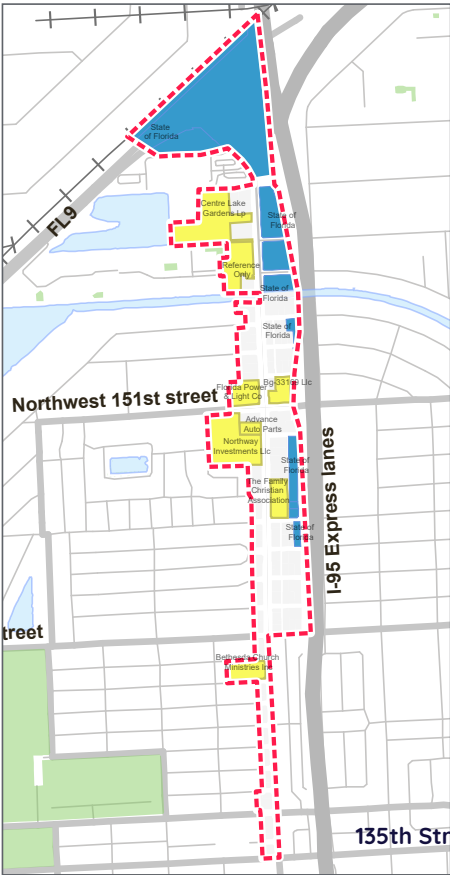


# OWNERSHIP

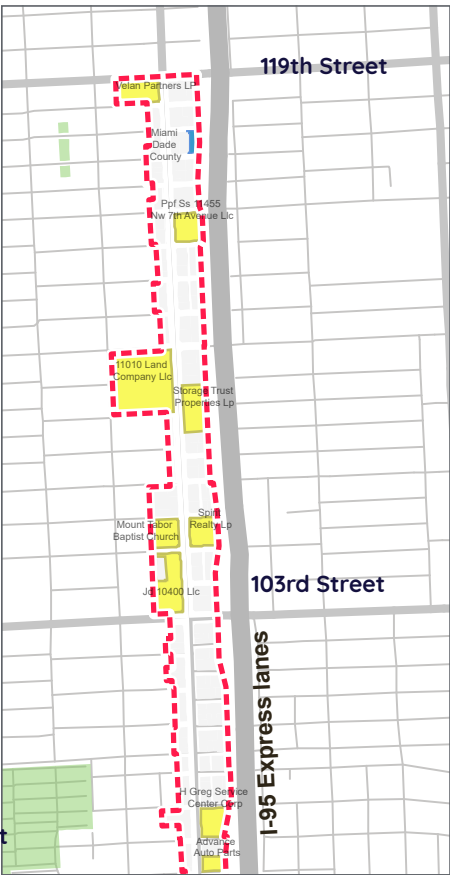
## LARGE PARCELS

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

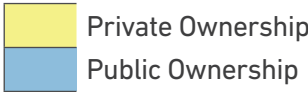
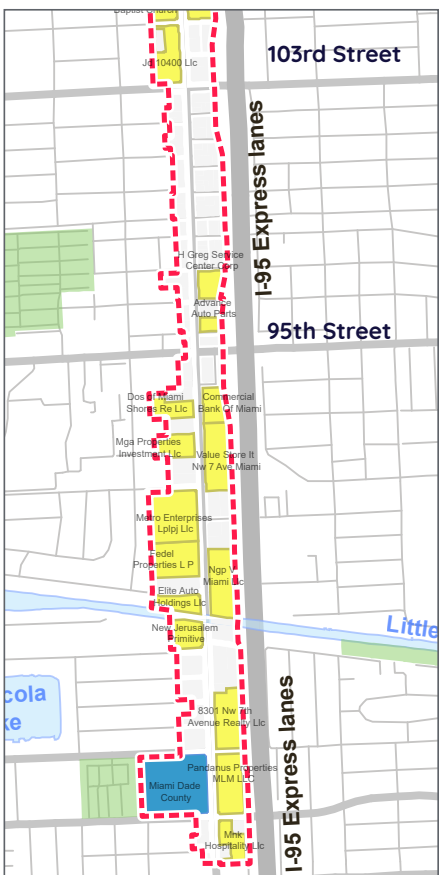
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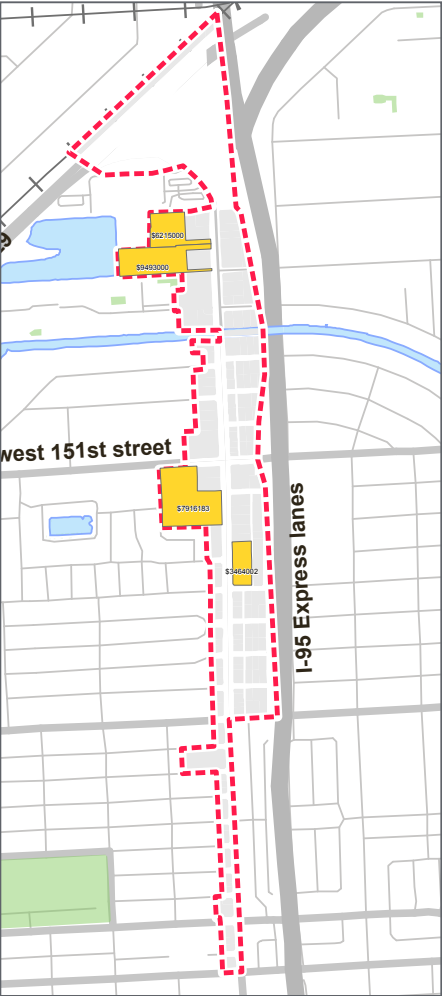


# PROPERTY VALUES

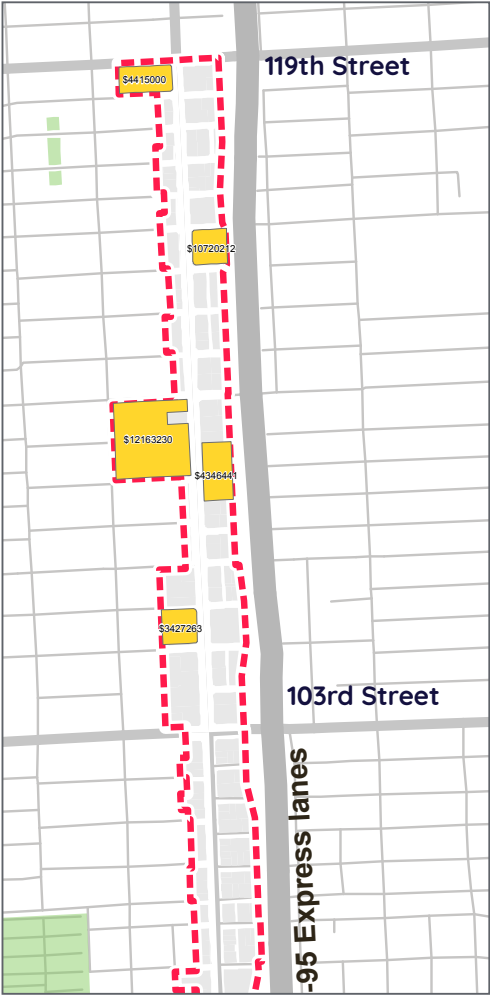
## TOP 20 PROPERTIES WITH HIGHEST TAXABLE VALUES

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



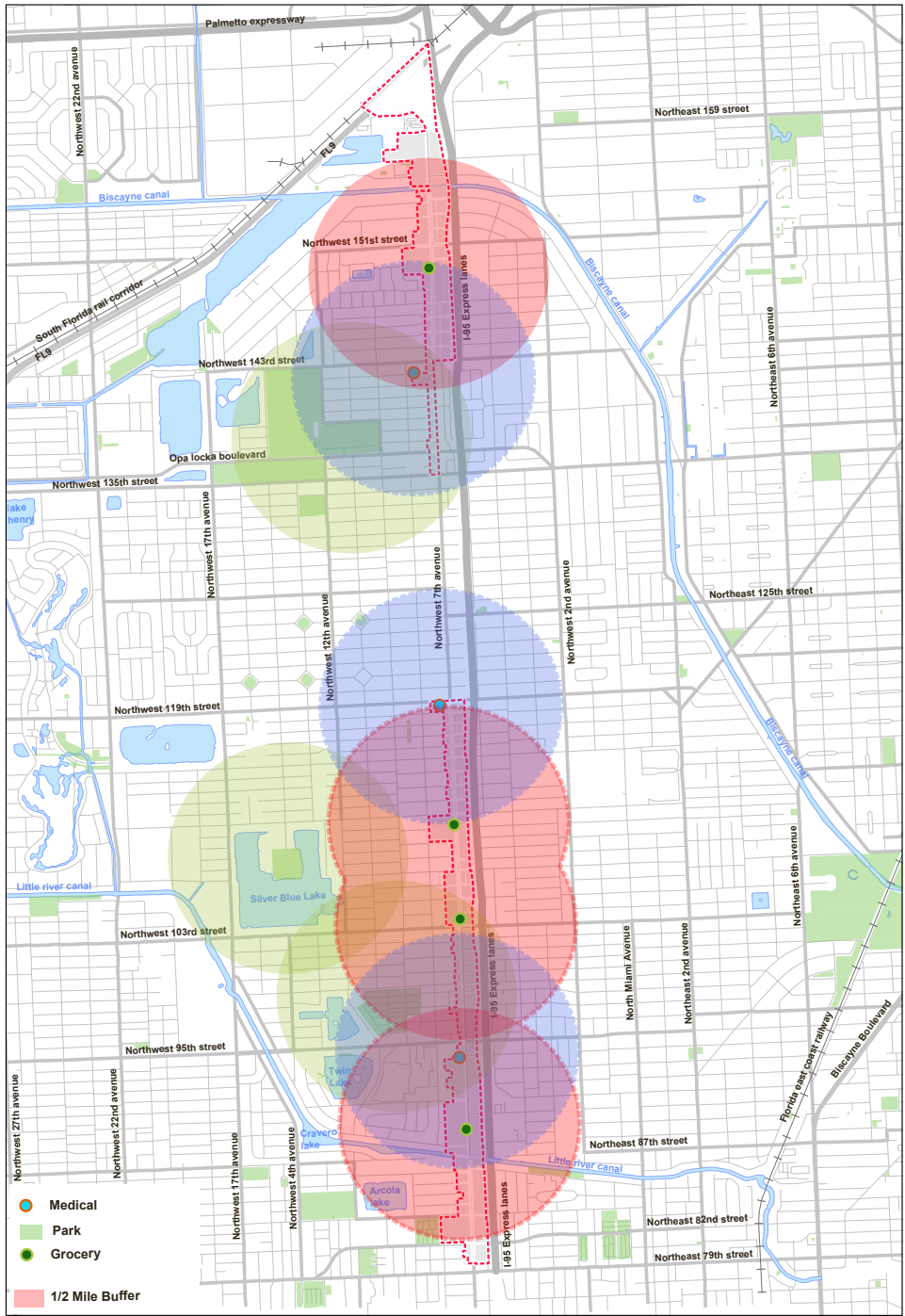
South Area: NW 103rd Street to NW 79th Street



# NEIGHBORHOOD SERVICES

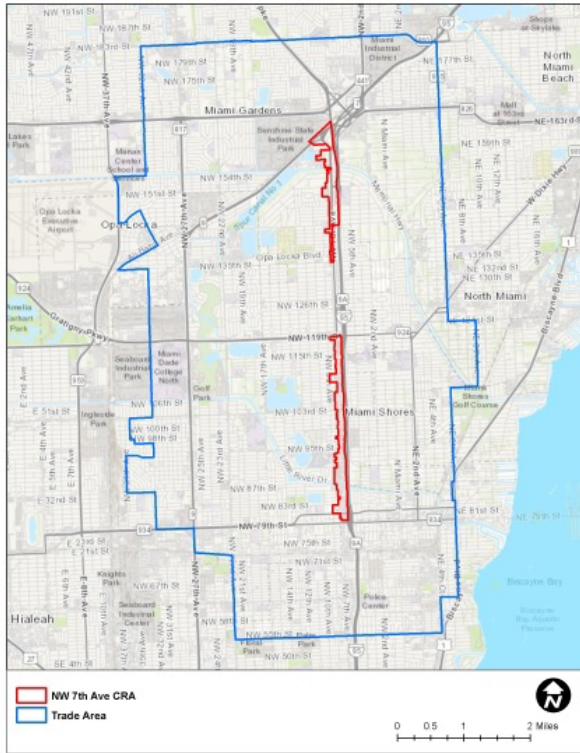
## MEDICAL, PARKS, GROCERY STORES

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

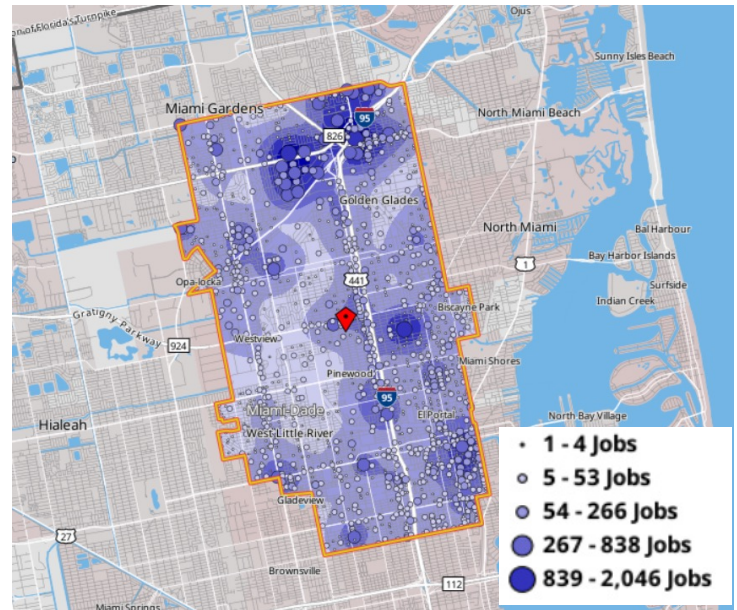
Per capita income (income per person within each household) in the Trade Area is nearly 40 percent less than the county at \$22,076 compared to \$35,563 (ACS 2022). This represents a greater gap than the median household income, which is \$47,957 and 25% lower compared to the county median household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

### Employment

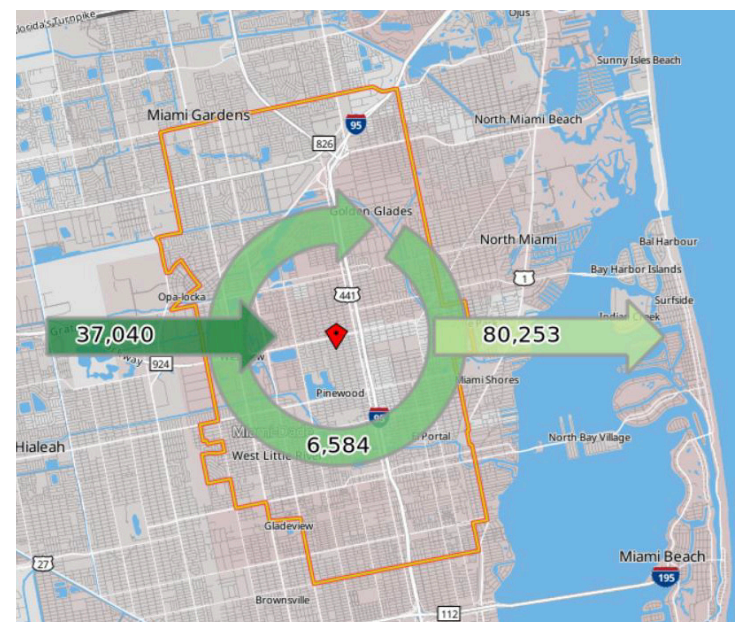
The Health Care and Social Assistance, and Retail Trade sectors dominate the Trade Area and accounts for 40% of overall employment (On the Map). While employment density is sparse in the core Trade Area, high density to the north provides an opportunity to leverage this employment base for housing and commercial goods and services in the corridor. Because of this, the Golden Glades mobility hub and its 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
<b>Total:</b>	<b>75</b>

Sources: Census; Costar; Statista; OnTheMap

# DEVELOPMENT TRENDS

## 10-YEAR OFFICE DEMAND

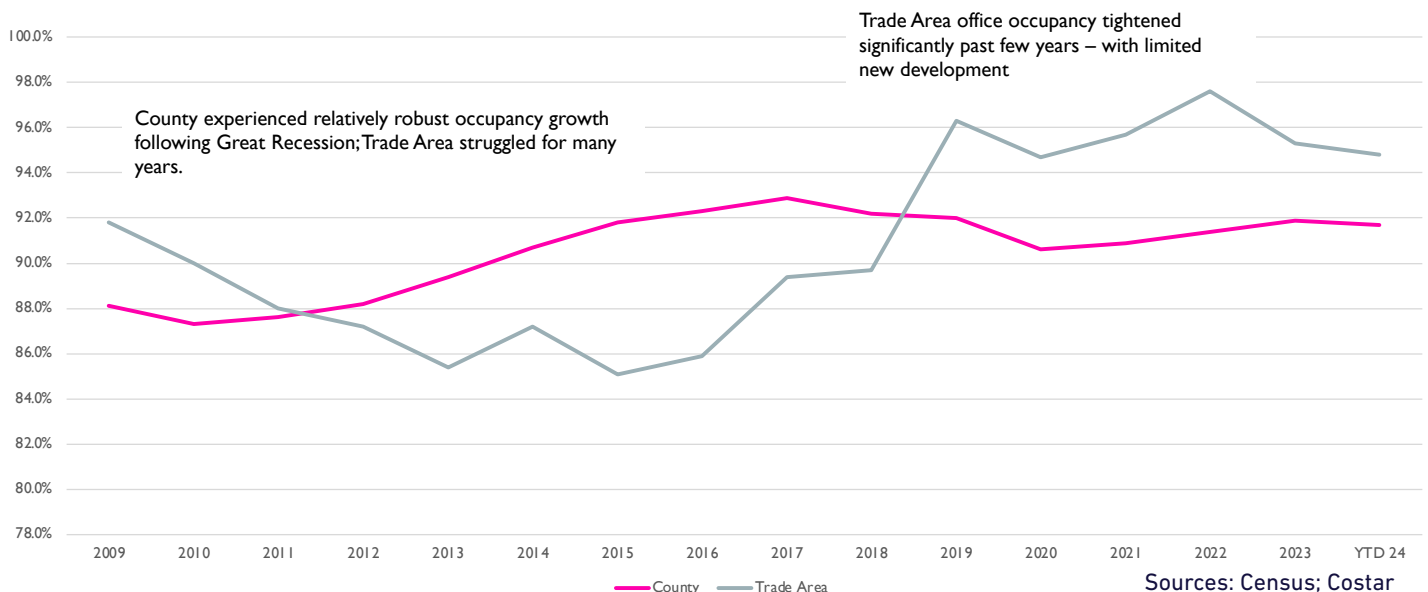
There are 3.5 million square feet of office in the Trade Area which represents 3% of the county's 116 million square feet of office (Costar). It has seen limited new office development, about 225,000 square feet and less than 20,000 square feet per year over the past 15 years. There is currently one 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
<b>Expenditure Potential by Category</b>			
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
<b>Sales per Square Foot by Category</b>			
Food Services & Drinking Places	\$390	\$390	\$0
Shoppers Goods	\$320	\$320	\$0
Convenience Goods	\$364	\$364	\$0
<b>Supportable Square Footage by Category</b>			
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
<b>Total Supportable Retail Space</b>	<b>7,526,890</b>	<b>8,654,120</b>	<b>1,127,230</b>

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

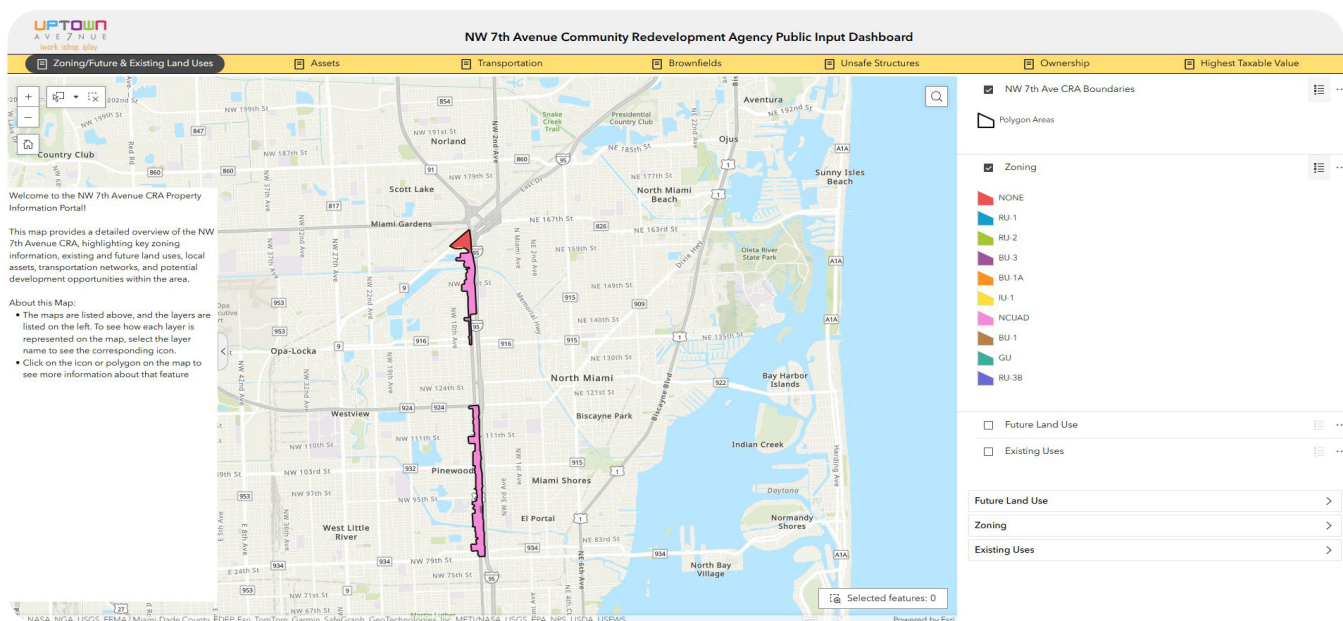
Our analysis of Miami-Dade County's Land Management portal within the CRA's boundaries revealed 5 development projects currently in progress, as well as a senior living and affordable housing facility with 316 units and medical facilities just outside the CRA. Projects in development include diverse 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"><li>• 50 in person participants</li><li>• 6 hours of outreach meetings</li><li>• 3 focus group meetings</li><li>• Collected comment cards</li><li>• Developed online survey</li></ul>	<ul style="list-style-type: none"><li>• Beautification</li><li>• New development/ increased density</li><li>• Healthcare businesses</li><li>• Retail</li><li>• Community entertainment area</li></ul>	<ul style="list-style-type: none"><li>• Traffic</li><li>• Safety</li><li>• Lack of family businesses</li><li>• Zoning/ Regulatory</li><li>• No natural gas</li><li>• Lack of professional offices</li></ul>	<ul style="list-style-type: none"><li>• Businesses that don't benefit the community</li><li>• Transportation</li><li>• Safety</li><li>• Need for code enforcement to address trash and litter</li></ul>

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

## 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"> <li>Priority 1.1 Amend the zoning code to support height, density and uses that promote redevelopment.</li> </ul>
AESTHETICS	<ul style="list-style-type: none"> <li>Priority 1.2 Address needs for a cleaner and safer corridor.</li> <li>Priority 1.3 Develop a plan to remove concentrations of unsafe structures.</li> </ul>
DEVELOPMENT OPPORTUNITIES	<ul style="list-style-type: none"> <li>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.</li> <li>Priority 1.5 Develop a community benefits package for unsolicited proposals and minimum standards for CRA funding considerations.</li> </ul>
PARTNERSHIPS + NEW USES	<ul style="list-style-type: none"> <li>Priority 1.6 Continue to support small businesses through grants and create an environment to attract new businesses.</li> <li>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.</li> <li>Priority 1.8 Open an innovation hub for workforce development.</li> </ul>



# OVERVIEW

## YEAR 2

### YEAR 2 (2026)

- |                   |                                                                                                                                                                              |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>AESTHETICS</b> | <ul style="list-style-type: none"> <li>• Priority 2.1 Evaluate the condition of vacant land, remediate through code enforcement and activate with temporary uses.</li> </ul> |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- |                       |                                                                                                                                                                                                                              |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>INFRASTRUCTURE</b> | <ul style="list-style-type: none"> <li>• Priority 2.2 Facilitate sewer hook-up and add natural gas lines infrastructure.</li> <li>• Priority 2.3 Address sidewalks, traffic and safety including traffic calming.</li> </ul> |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## YEARS 2-5

### YEARS 2-5 (2026-2030)

- |                   |                                                                                                                                                                                              |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>AESTHETICS</b> | <ul style="list-style-type: none"> <li>• Priority 3.1 Improve the corridors overall image with visual improvements including streetscape, activations, parks, lighting and signs.</li> </ul> |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- |                                  |                                                                                                                                                                                                                                                                                                      |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>DEVELOPMENT OPPORTUNITIES</b> | <ul style="list-style-type: none"> <li>• Priority 3.2 Determine an approach to land acquisition and acquire land.</li> <li>• Priority 3.3 Build new residential to accommodate a mix of incomes and support upward mobility.</li> <li>• Priority 3.4 Construct more parks and open space.</li> </ul> |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- |                                |                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PARTNERSHIPS + NEW USES</b> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Priority 3.6 Leverage the community's food and culture and promote uses that reflect the community.</li> </ul> |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- |                       |                                                                                                                                                                                              |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>INFRASTRUCTURE</b> | <ul style="list-style-type: none"> <li>• Priority 3.7 Leverage the Golden Glades Mobility Hub, proximity to 95, major bus routes and traffic routes with transit supportive uses.</li> </ul> |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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

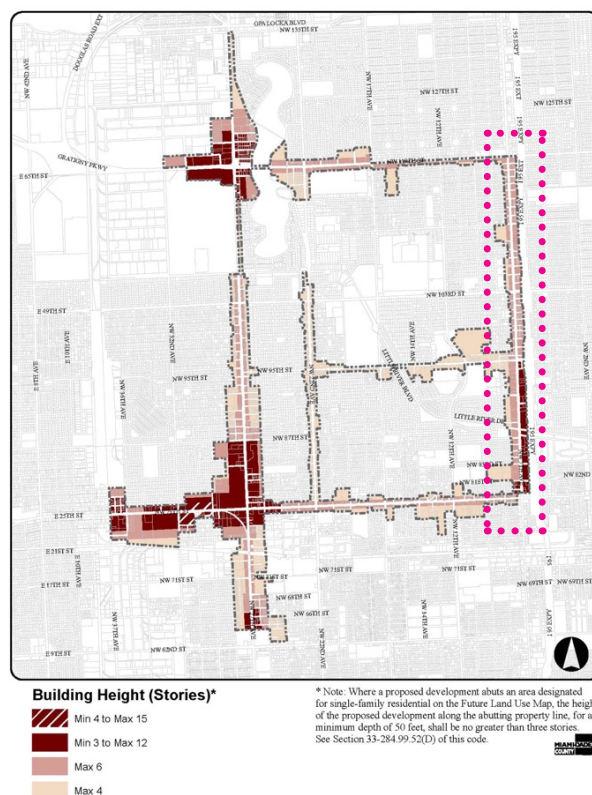
1. Coordinate current zoning review and code update with Miami-Dade County's Planning Department.
2. Develop subdistricts based on character areas and to concentrate redevelopment opportunities in strategic locations..
3. Evaluate the North Central Urban Area District (NCUAD) zoning and limit uses that 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.

### 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.

Luminary Hotel and Convention Center, Fort Meyers CRA, FL





# 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

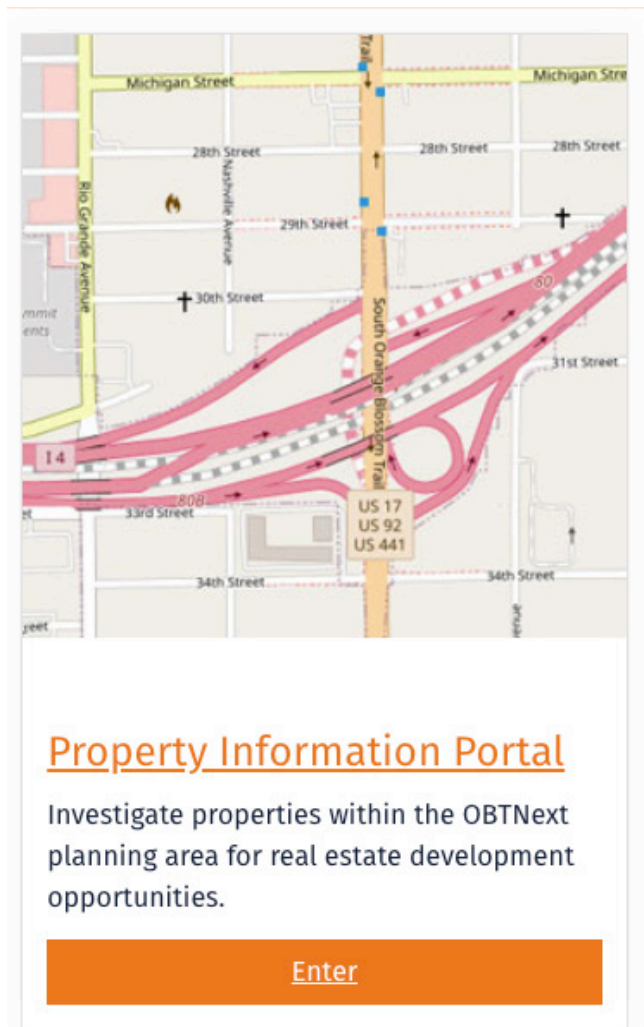
Create a program for unsolicited development proposals seeking CRA funding.

### 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

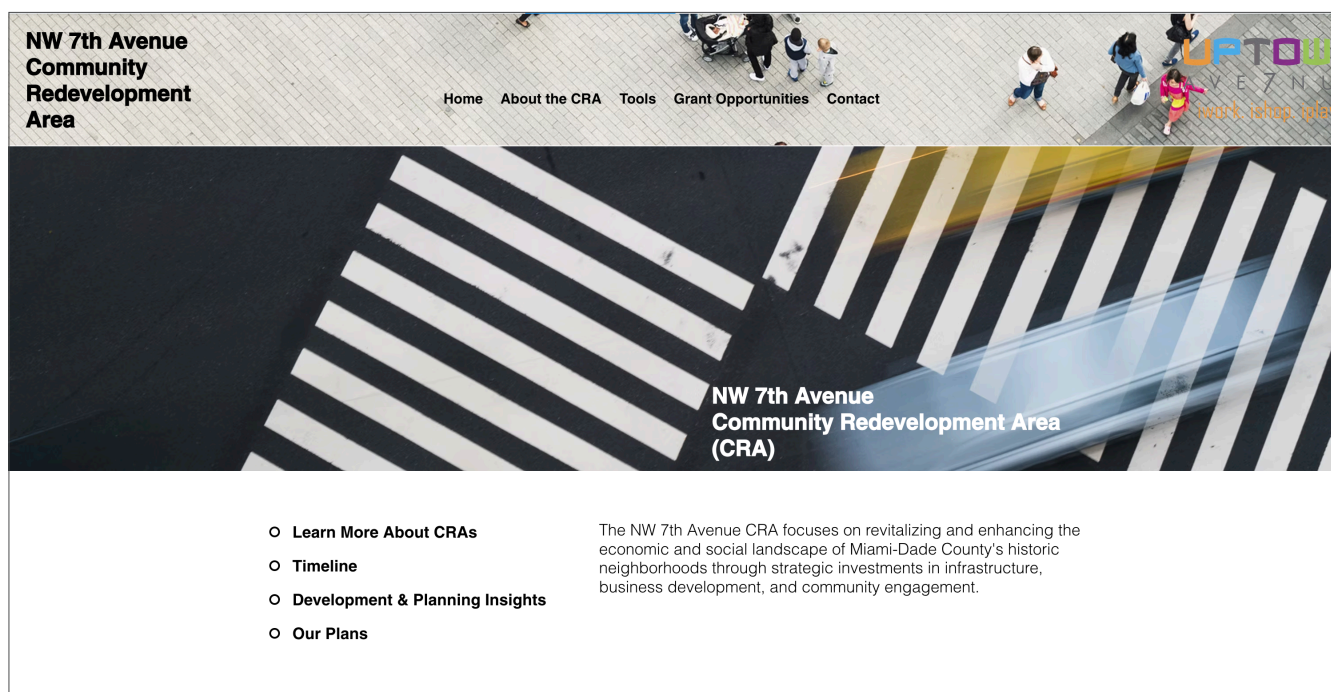
Engage businesses with quarterly in person engagement activities.

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

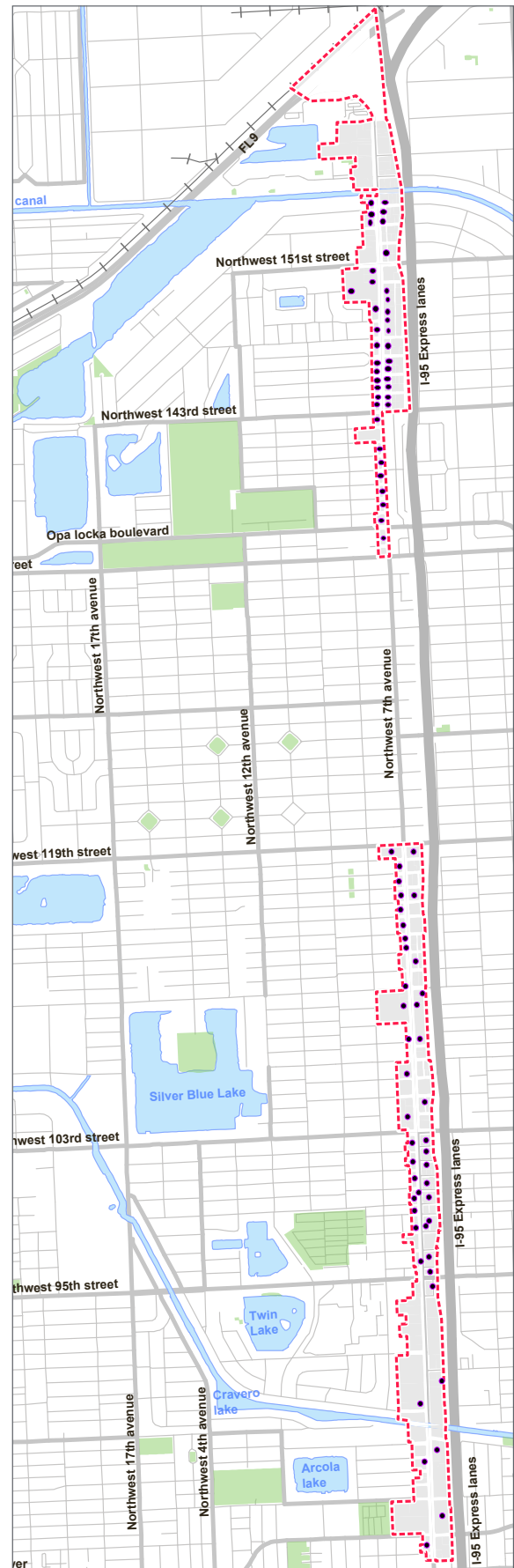
1. Continue to coordinate with Miami-Dade County Water and Sewer Department (WASD) on sewer connections.
2. Evaluate properties that are potential redevelopment sites and candidates for site assembly.
3. Prioritize properties to be connected.
4. Determine additional funding opportunities.
5. Evaluate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

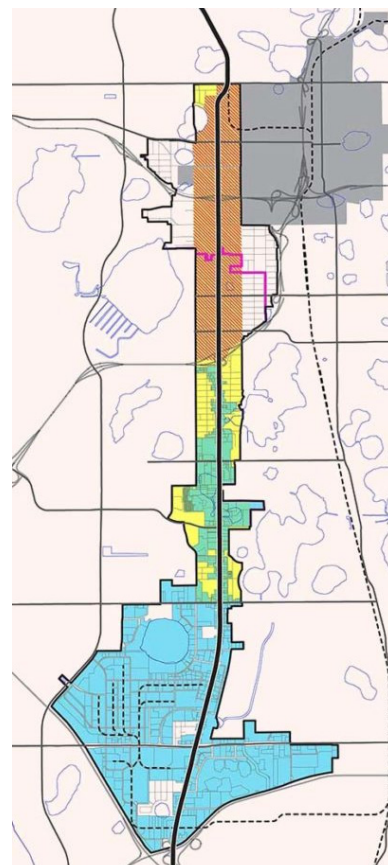
Prepare the evaluation of sidewalks and construct the additional sidewalks and safety improvements.



### 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.

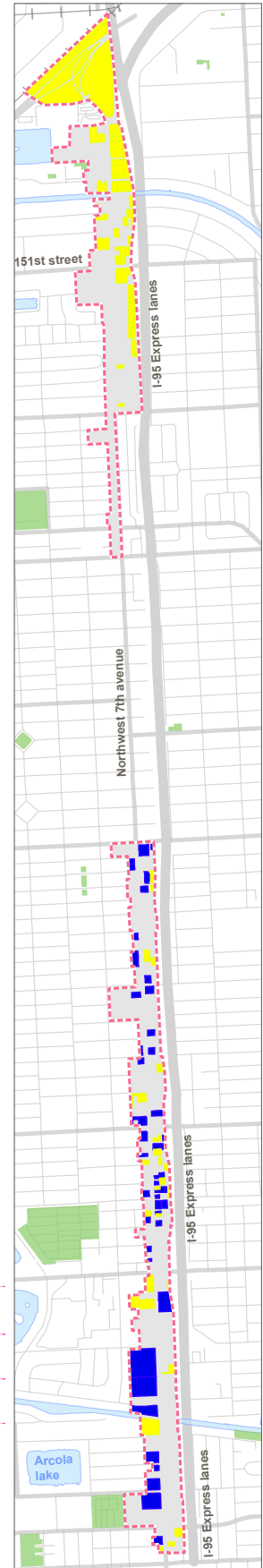
**Transform this Property** lists vacant land or properties with existing structures at market value and considers below market offers for properties listed more than 30 days. Applicants must have the resources to rehabilitate structures to receive a certificate of occupancy in a reasonable amount of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

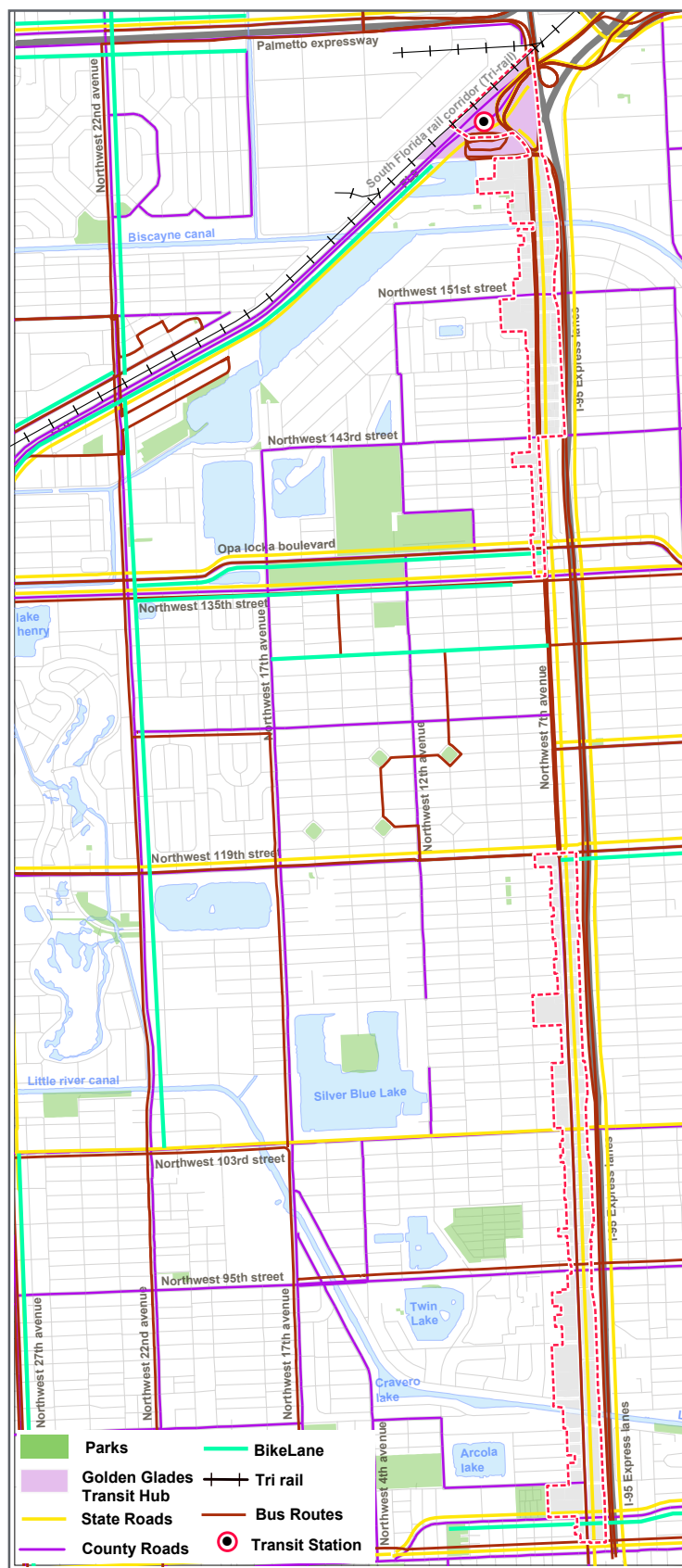
1. Coordinate with priority 1.4 to create a signature project at the Golden Glades.
2. Identify transportation needs around the mobility hub to address the first and last mile for transit users.
3. Explore a transit circulator to exclusively serve the corridor with direct connections to the mobility 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







## Talking Points

### CRA's are Dependent Special Taxing District

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 the city of Miami, and there are four 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 Corridor CRA, with the approval of the Redevelopment Plan and Trust Fund, in June 2004. An Interlocal Agreement between the BCC and the CRA was approved in January 2012. 2034 is when the NW 7th Avenue CRA sunsets.

The CRA Board of Commissioners may consist of at least five (5) and no more than nine (9) appointed members. CRA Boards do not establish policies for the city or county. CRA Boards establish policies and develop, administer, and implement the CRA's Redevelopment Plan. The CRA Board operates as an independent body from the governing body, even when it consists of the same individuals. The CRA has certain powers that the city or county may not have, such as establishing tax increment financing and leveraging local public funds with private dollars to make redevelopment happen. There are currently over 250 Community Redevelopment Areas in the State of Florida. To obtain a current list, visit the Florida DEO website.

### Community Redevelopment Area or District

Under Florida law (Chapter 163, Part III), local governments can designate areas as Community Redevelopment Area when certain conditions exist. All the money used to finance CRA activities is locally generated. Redevelopment plans must be consistent with comprehensive plans from the local government.

Examples of conditions that can support the creation of a CRA include, but are not limited to:

- The presence of substandard or inadequate structures.
- Lack of affordable housing.
- Inadequate infrastructure.
- Insufficient roadways.
- Need for adequate parking.

To document these required conditions, the local government must survey the proposed redevelopment area and prepare a Finding of Necessity, known as a FON. If the FON determines the required conditions, the local government may create a Community Redevelopment Area to provide the tools needed to foster and support the redevelopment needs.

The Community Redevelopment Agency administers these activities and programs within a Community Redevelopment Area. The CRA "Board" created by the local government (city or county) directs the Agency. The Board can comprise local government officials or other individuals appointed by the local government.

## Talking Points

### What is a Community Redevelopment Plan?

The Community Redevelopment Agency is accountable for creating and executing the Community Redevelopment Plan. This plan is designed to tackle the specific requirements of the CRA district. It outlines the overall objectives for the area's redevelopment and identifies the specific details of planned projects. Examples of traditional projects include streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, parking lots and garages, neighborhood parks, sidewalks, and street tree plantings. The plan can include redevelopment incentives such as grants and loans for façade improvements, sprinkler system upgrades, signs, and structural improvements. The redevelopment plan is a living document that can be updated to meet the changing needs within the Community Redevelopment Area.

### Florida Statute Chapter 163 Part III Explained

Florida Statute Chapter 163 Part III outlines the powers and responsibilities of CRAs, including the ability to use Tax increment financing (TIF) is used to fund redevelopment projects. A CRA's enabling legislation or local ordinances define specific activities and spending criteria, which each CRA establishes in its adopted redevelopment plan. TIF is funded through the incremental growth of ad valorem revenues beyond an established base year. Florida Statute, Chapter 163, establishes guidelines for redevelopment plans, public participation in the planning process, and monitoring and evaluating CRA activities.

### What is Tax Increment Financing?

Tax increment financing is a unique tool for redevelopment activities for cities and counties. It leverages public funds to promote private-sector activity in the targeted area. The dollar value of all real property in the Community Redevelopment Area is determined as of a fixed date, also known as the "base value." Taxing authorities, which contribute to the tax increment, continue to receive property tax revenues based on the set value. These set-value revenues are available for general government purposes. However, any tax revenues from increases in real property value, referred to as "increment," are deposited into the Community Redevelopment Agency Trust Fund and dedicated to the redevelopment area.

It is important to note that the tax increment financing process does not affect property tax revenue collected by the School Board or Water District. Further, unlike in some states, Florida taxing entities write a check to the CRA trust fund after monies are received from the tax collector.

Tax increment revenues can be used immediately, saved for a particular project, or bonded to maximize available funds. Any funds received from a tax increment financing area must be used for specific redevelopment purposes within the targeted area and not for general government purposes.

## Talking Points

### Understanding Key Terms: Property Values

Each property is associated with three value types: market, assessed, and taxable. The value of a property as of January 1st of each year after considering specific reductions required by law (Ref. Sec. 193.011, Florida Statutes).

- Assessed Value is a property's determined valuation to calculate the appropriate property tax rates. An assessment considers sales of similar properties, square footage, and current real estate market conditions to determine property taxes. High Assessed values equal higher taxes.
- Market value (Just Value) is how much a home would sell for under normal conditions. This excludes sales where the buyer or seller is under pressure to act, perhaps due to career relocation, the death of a family member, or divorce.
- Taxable Values are assessed values minus exemptions such as homestead exemption.

### How Does the CRA Process Work?

A public meeting starts the designation process. Several steps must be accomplished, and BCC approval must be required before the Community Redevelopment Area becomes a reality. These steps are briefly outlined below.

1. Adopt the Finding of Necessity. This will formally identify the blight conditions within the targeted area and establish the area boundary.
2. Develop and adopt the Community Redevelopment Plan. The plan addresses the unique needs of the targeted area and includes the overall goals for redevelopment in the area, as well as identifying specific projects.
3. Create a Redevelopment Trust Fund. Establishment of the Trust Fund enables the Community Redevelopment Agency to direct the increase in actual property tax revenues back into the targeted area.

## Talking Points

### Permitted CRA Activities Include:

1. **Infrastructure Improvements:** Funding can support redevelopment efforts by supporting the construction, reconstruction, improvement, or installation of public infrastructure such as roads, sidewalks, utilities, and parking facilities.
2. **Housing Initiatives:** CRAs can allocate funds to promote affordable housing within the redevelopment area. This can include the construction or rehabilitation of residential units to improve residents' housing options.
3. **Economic Development Programs:** Money may be spent on initiatives to attract businesses, create jobs, and stimulate economic activity within the community. This might involve grants, loans, or other financial incentives for businesses willing to invest in the CRA area.
4. **Facade Improvements:** CRAs may fund projects within the redevelopment area to enhance buildings' visual appeal and aesthetics. This can include grants or loans to property owners for facade improvements.
5. **Public Facilities:** Funding can be directed towards the construction or improvement of public facilities such as community centers, parks, and recreational areas to enhance the overall quality of life in the CRA.
6. **Environmental Remediation:** In cases where environmental issues contribute to blight, CRAs might allocate funds for environmental cleanup and remediation efforts.
7. **Planning and Administration:** Funds may be allocated for the CRA's planning, administration, and management, including the development of redevelopment plans, studies, and other activities necessary for effective implementation.

We also understand that the restrictions on how money from CRAs can be used depend on the specific laws and regulations governing each CRA and can vary. However, universal guidelines and restrictions exist on how funds can be used.

### Restricted CRA Activities Include:

1. **General Government Operations:** CRA funds are usually not allowed for routine government operations.
2. **Non-Redevelopment-Related Projects:** The money is generally allocated for redevelopment purposes, so using it for unrelated projects or initiatives is typically not permitted.
3. **Projects Outside the Designated Area:** Funds are usually designated for the specific redevelopment area, and their use outside this defined boundary is often restricted.
4. **Debt Repayment Unrelated to Projects:** Money from CRAs is typically not allowed to pay off debts unrelated to approved redevelopment projects.
5. **Projects Contrary to Redevelopment Plans:** Funds should be used in accordance with the approved redevelopment plan, and they are generally not allowed to be used for projects that go against this plan.



## Frequently Asked Questions

### What is a Community Redevelopment Agency?

Community Redevelopment Agency (CRA) refers to a public entity established by a city or county to carry out community redevelopment activities as outlined in the Community Redevelopment Act, which was enacted in 1969 (Chapter 163, Part III, Florida Statutes). A Community Redevelopment Area is a type of special district that relies on future increases in property values to fund economic development projects within the district.

### What is the Purpose of a CRA?

CRA's are established to preserve and enhance the tax base by creating clean and safe places, reduce crime, promote economic development, increase housing options, improve infrastructure and streetscape, attract and retain businesses, and enhance parks and recreation.

### When was the NW 7th Avenue CRA Established?

Although CRA's are prevalent in many areas of Miami and Miami-Dade County, the Miami Dade Board of County Commissioners (BCC) established the NW 7th Street Corridor CRA, with approval of the Redevelopment Plan and Trust Fund, in June 2004. An Interlocal Agreement between the BCC and the CRA was approved in January 2012, which addressed several administrative powers related to expenses, staff reimbursement, the BCC's need to approve amendments to the CRA's redevelopment plan (Plan) and funding, annual reporting, budgeting, and audits.

### Explain the CRA Board

The Community Redevelopment Agency (CRA) administers these activities and programs within a Community Redevelopment Area (Area). The CRA "Board," created by the local government (city or county), directs the Agency. CRA Boards do not establish policies for the city or county; they establish CRA Board policies, develop, administer, and implement the CRA's Plan. The CRA operates independently from the governing body (BCC), even when it consists of the same individuals. The CRA has certain powers that the city or county may not have, such as establishing tax increment financing (TIF) and leveraging local public funds with private dollars to make redevelopment happen.

## Frequently Asked Questions

### What are the Conditions Required to Determine a Community Redevelopment Area or CRA District?

Under Florida law (Chapter 163, Part III), local governments can designate areas as Community Redevelopment Areas when slum and blight conditions exist. “Blighted area” means an area with a substantial number of deteriorated or deteriorating structures; in which conditions endanger life or property or are leading to economic distress. The statute further defines blight in which two or more of the following factors are present:

- Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.
- Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.
- Unsanitary or unsafe conditions.
- Deterioration of site or other improvements.
- Inadequate and outdated building density patterns.
- Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.
- Tax or special assessment delinquency exceeding the fair value of the land.
- Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.
- Incidence of crime in the area higher than in the remainder of the county or municipality.
- Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.
- A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.
- Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.
- Governmentally owned property with adverse environmental conditions caused by a public or private entity.
- A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.

To document that these required conditions exist, the local government must survey the proposed redevelopment area and prepare a Finding of Necessity, known as a FON. If the FON determines the required conditions exist, the local government may create a Community Redevelopment Area to provide the tools needed to foster and support the redevelopment needs. Since all the monies used in financing CRA activities are locally generated, CRAs are not overseen by the state. Still, redevelopment plans must be consistent with comprehensive plans from the local government.

## Frequently Asked Questions

### What is a Community Redevelopment Plan?

The Community Redevelopment Agency is accountable for creating and executing the Community Redevelopment Plan (Plan). This plan is designed to tackle the specific requirements of the CRA. It outlines the overall objectives for the area's redevelopment and identifies the specific details of planned projects. Examples of traditional projects include streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, parking lots and garages, neighborhood parks, sidewalks, and street tree plantings. Additionally, the Plan can include redevelopment incentives such as grants and loans for façade improvements, sprinkler system upgrades, signs, and structural improvements. The Plan is a living document that can be updated to meet the changing needs within the Community Redevelopment Area.

### What is Tax Increment Financing?

Tax increment financing, or TIF, is a unique tool for redevelopment activities for cities and. It leverages public funds to promote private-sector activity in the targeted area. The dollar value of all real property in the CRA is determined as of a fixed date. Taxing authorities, which contribute to the tax increment, continue to receive property tax revenues based on the fixed value. These locked revenues are available for general government purposes. However, any tax revenues from increases in real property value, referred to as "increment," are deposited into the CRA's Trust Fund and solely dedicated to the redevelopment area.

It is important to note that the tax increment financing process does not affect property tax revenue collected by the School Board and any other special districts. Any funds received from a tax increment financing area must be used for specific redevelopment purposes within the boundaries of the CRA and not for general government purposes.

### What are the Steps for Creating a CRA?

A public meeting begins the designation process. Several steps must be accomplished before the Community Redevelopment Area becomes a reality. These steps are briefly outlined below.

1. Adopt the Finding of Necessity. This will formally identify the blight conditions within the targeted area and establish the area boundary.
2. Develop and adopt the Community Redevelopment Plan. The plan addresses the unique needs of the targeted area and includes the overall goals for redevelopment in the area, as well as identifying specific projects.
3. Create a Redevelopment Trust Fund. Establishment of the Trust Fund enables the Community Redevelopment Agency to direct the increase in real property tax revenues back into the targeted area.

## Frequently Asked Questions

### What are Permitted CRA Activities?

The CRA primarily funds visual improvements and enhancements, improvements that go above and beyond what the county is already responsible for doing, and only those that are included in the redevelopment plan. In general this will include:

1. Redevelopment efforts
2. Administrative costs
3. Funding and financing

More specifically, the following activities can be funded:

- Infrastructure Improvements: Funding can support redevelopment efforts by supporting the construction, reconstruction, or installation of public infrastructure such as roads, sidewalks, utilities, and parking facilities.
- Housing Initiatives: CRAs often allocate funds to facilitate affordable and workforce housing within the redevelopment area. This can include building or rehabilitating residential units to improve residents' housing options.
- Economic Development Programs: This might involve grants, loans, or other financial incentives for businesses willing to invest in the CRA.
- Facade Improvements: CRAs may fund projects within the redevelopment area to enhance buildings' visual appeal and aesthetics. This can include grants or loans to property owners for facade improvements.
- Public Facilities: Funding can be directed towards constructing or improving public facilities such as community centers, parks, and recreational areas to enhance the overall quality of life in the CRA.
- Environmental Remediation: In cases where environmental issues contribute to blight, CRAs might allocate funds for environmental cleanup and remediation efforts.
- Planning and Administration: Some funds may be allocated for the CRA's planning, administration, and management, including the development of redevelopment plans, studies, and other activities necessary for effective implementation.

We also understand that the restrictions on how money from CRAs can be used depend on the specific laws and regulations governing each CRA and can vary. However, universal guidelines and restrictions exist on how funds can be used.

Special exceptions to funding include:

- Innovative community policing that is approved by the Board of County Commission.
- Capital improvements that were removed from the County's CIP schedule 3+ years ago and part of the Redevelopment Plan.



## Frequently Asked Questions

### What Cannot be Funded, not Allowed?

1. Capital improvements that are in the county's capital improvement plan budget.
2. Marketing and promotional activities.
3. Grants to entities that promote tourism and economic development or provide social programs.
4. Administrative and operating expenses, projects, and activities unrelated to the redevelopment plan.
5. Unrelated Government expenses.
6. Non-Redevelopment-Related Projects: The money is generally allocated for redevelopment purposes, so using it for unrelated projects or initiatives is typically not permitted.
7. Projects Outside the Designated Area: Funds are usually designated for the specific redevelopment area, and their use outside this defined boundary is often restricted.
8. Debt Repayment Unrelated to Projects: Money from CRAs is typically not allowed to pay off debts unrelated to approved redevelopment projects.
9. Projects Contrary to Redevelopment Plans: Funds should be used in accordance with the approved redevelopment plan, and they are generally not allowed to be used for projects that go against this plan.

**DRAFT - FOR INTERNAL DISCUSSION ONLY**

NW 7<sup>TH</sup> AVENUE CRA  
(*ECONOMIC AND MARKET ASSESSMENT*)

*JULY 2024*



Economic & Market  
Assessment Key Objectives

Key Geographic areas



Economic & Demographic Background



Multifamily Rental Market  
Overview

Supply and Demand



Office Market Overview

Supply and Demand



Retail Market Overview

Supply and Demand



Summary of Headline  
Findings

Key Takeaways and  
Opportunities



Next Steps

## PRESENTATION CONTENTS

# ECONOMIC & MARKET ASSESSMENT KEY OBJECTIVES

- ✓ **Background to the Local & Regional Market** – economic, demographic, employment conditions, and forecast
- ✓ **Real Estate Trends and Outlook** –housing, retail, office market conditions, and demand projections (5 to 10 years)
- ✓ **Redevelopment Opportunities** – Identify opportunities and concepts for redevelopment in the N.W. 7<sup>th</sup> Ave. corridor
- ✓ **Insight into County's Role in Redevelopment** – funding strategies and policies for County to consider

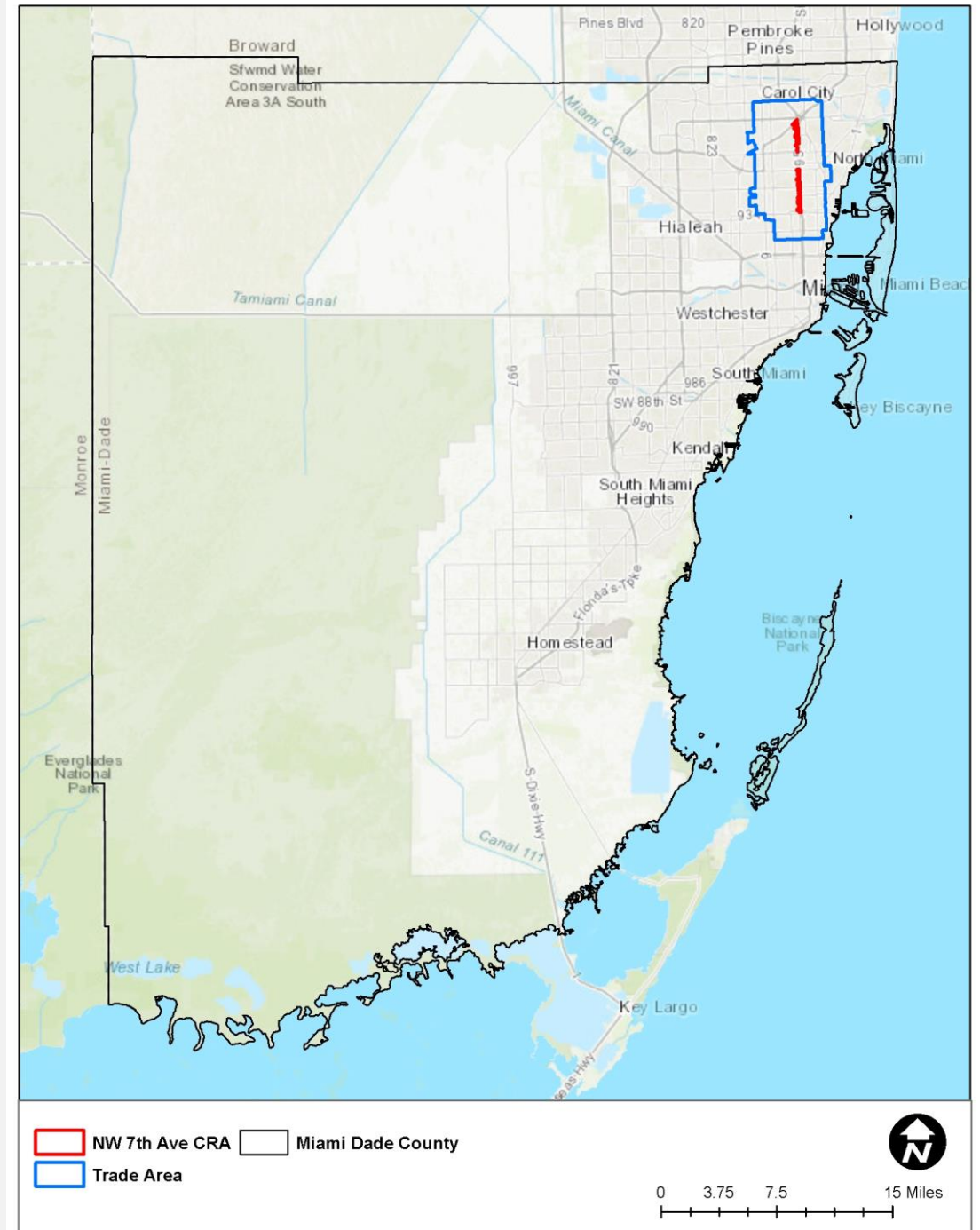


*The core objective of the market study is to provide analytical guidance to longer-term comprehensive planning that supports economic growth, and desirable redevelopment within the N.W. 7<sup>th</sup> Ave. Corridor and its surrounding communities*

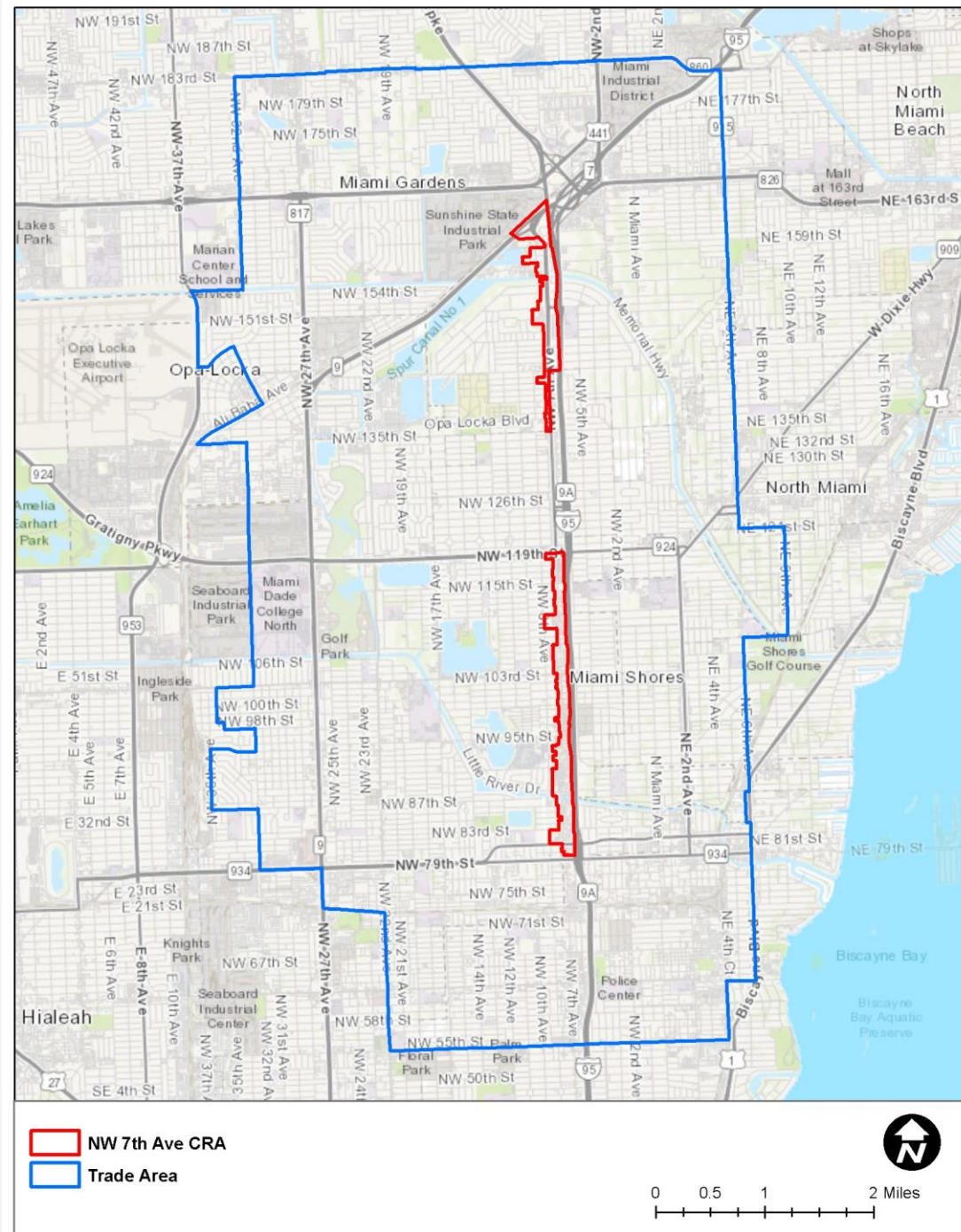


# 3 key geographic areas for assessing economic and real estate market conditions:

1. *Miami-Dade County*
2. *Primary Trade Area = combined 10+ minute drive time radius from center point of north and south sectors of corridor*
3. *NW 7th Ave CRA*



# Map of Trade Area and NW 7<sup>th</sup> Avenue Study Area



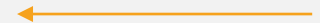
# ECONOMIC/DEMOGRAPHIC BACKGROUND

# DEMOGRAPHIC SNAPSHOT: 2022

## Trade Area and County

- The Trade Area comprises 8.4% of the County population
  - benchmark gauge for demand capture analyses

	Trade Area	Miami Dade County
Total Population ACS 2022	225,453	2,688,237
Total Population Census 2020	219,904	2,701,767
Total Population Census 2010	217,512	2,496,435
Households ACS 2022	72,592	952,680
Avg. HH Size ACS 2022	3.12	2.77
Median Household Income ACS 2022	\$47,957	\$64,215
Per Capita Income ACS 2022	\$22,076	\$35,563
% Above \$50K ACS 2022	46.2%	60.0%
Owner Occupied Households % ACS 2022	47.4%	51.9%
Renter Occupied Households % ACS 2022	52.6%	48.1%

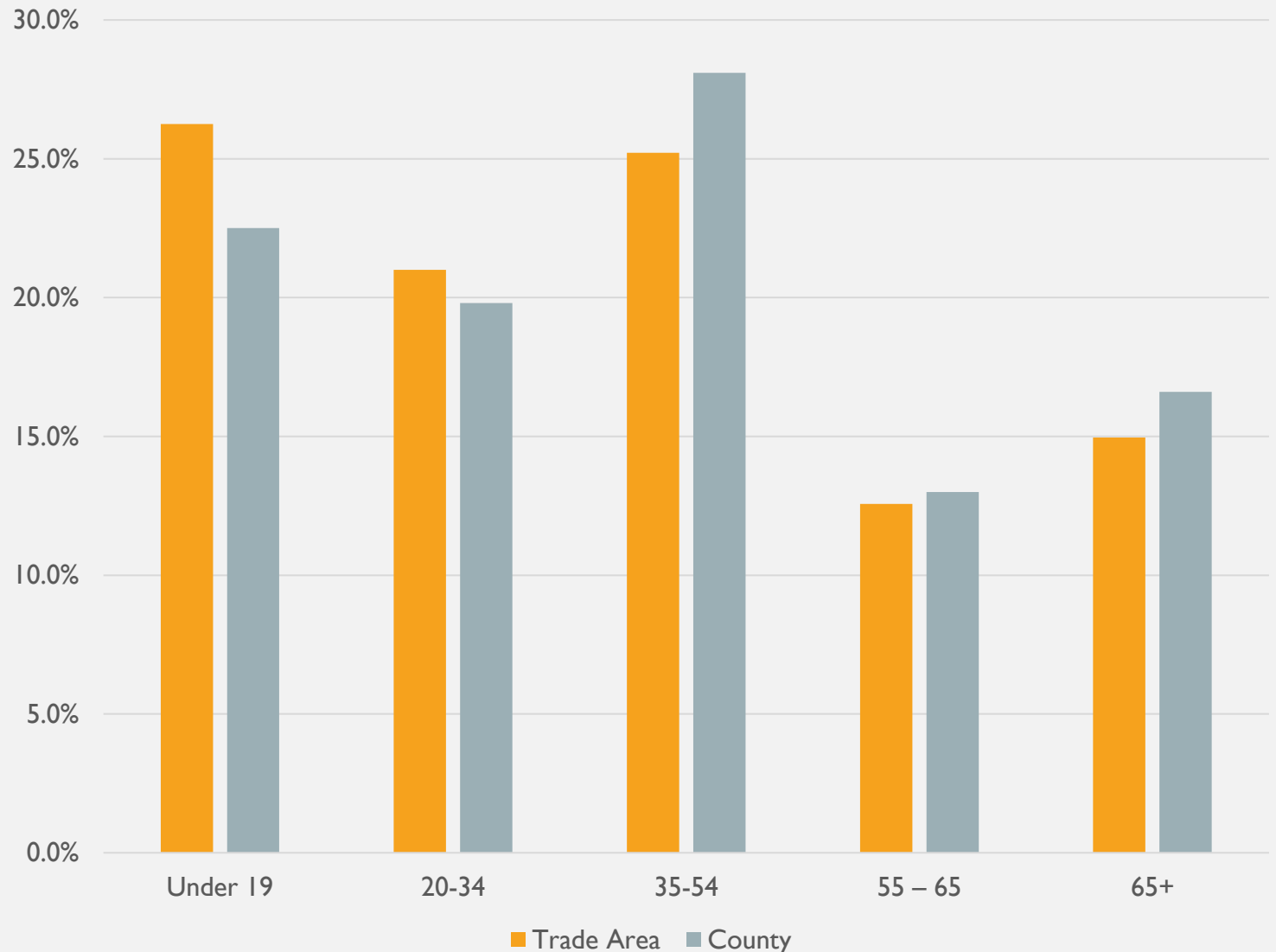




## DEMOGRAPHIC SNAPSHOT - Age: 2022

### Trade Area & County

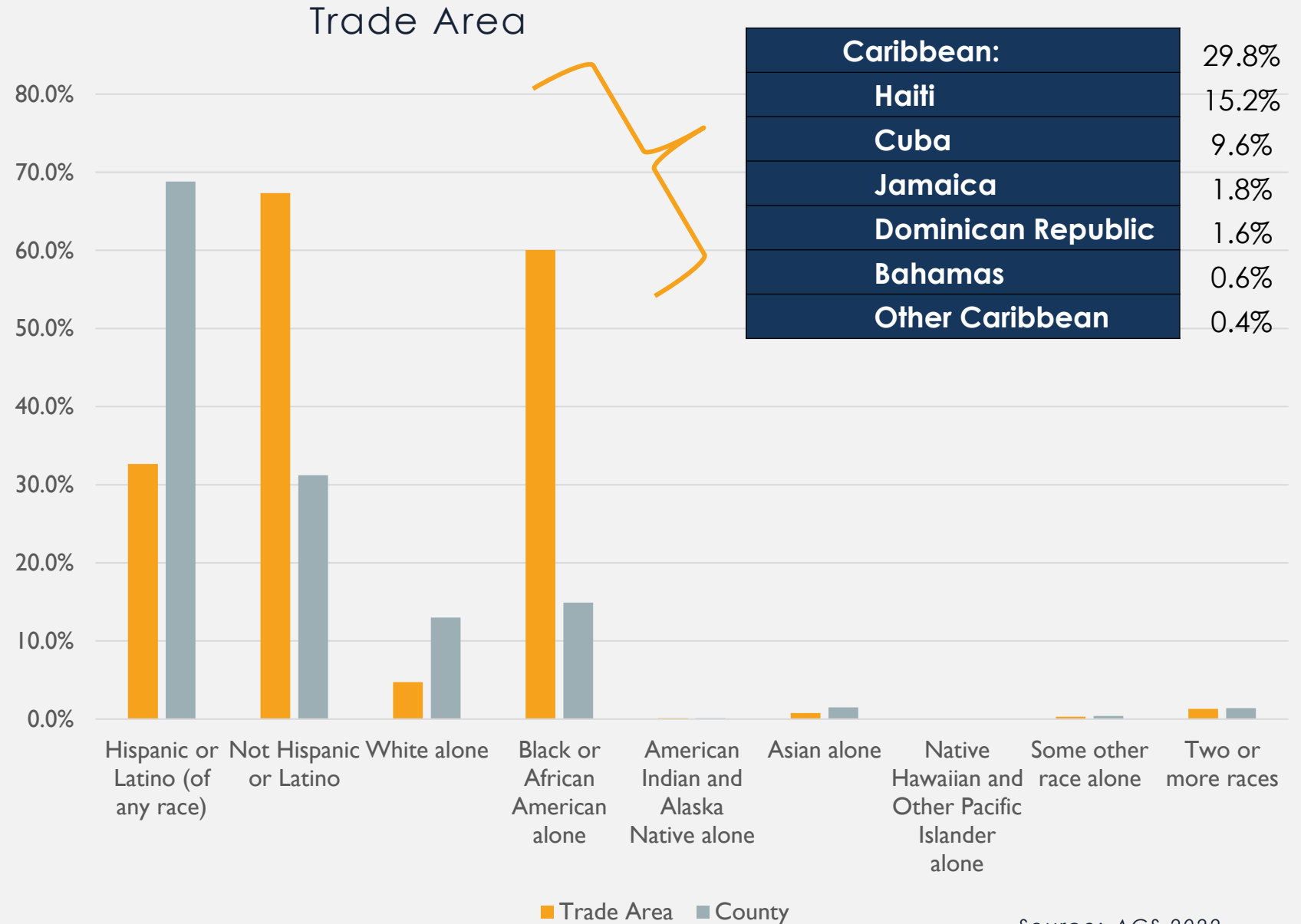
- The County and Trade Area have generally similar age cohort characteristics, with modest differentials including:
  - Trade Area has a larger number of children (<19) indicating measurable presence of young families which indicates opportunity to focus on child services and family oriented commercial goods/services
  - Trade Area has lower prime working age (34-54) persons. Creating new, quality housing should help to increase this cohort that provides strong consumer expenditure.



Source: ACS 2022

# DEMOGRAPHIC SNAPSHOT - Ethnicity: 2022

- Trade Area has a strong presence within the Caribbean community. This creates potential opportunity to establish niche commercial destination for specialty grocery, dining and other services.



Source: ACS 2022

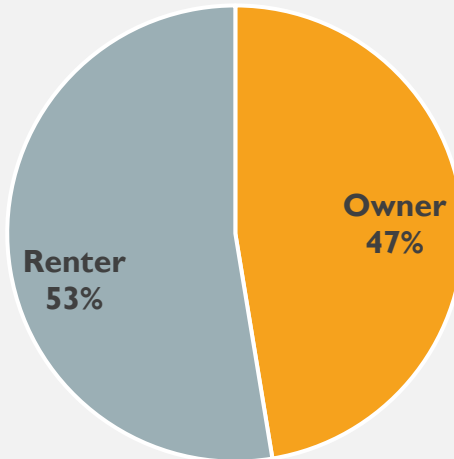
# HOUSING TENURE

2022

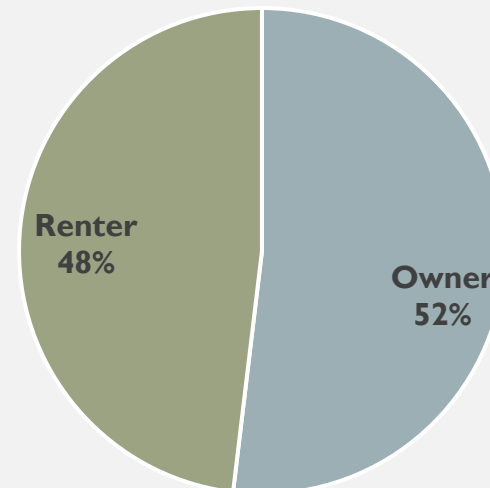


- Trade Area has measurably higher proportion of renter households than the County, and supportive of multifamily rental growth
  - This provides an opportunity to build housing of critical mass that will support new and/or improved commercial development

Trade Area 2022



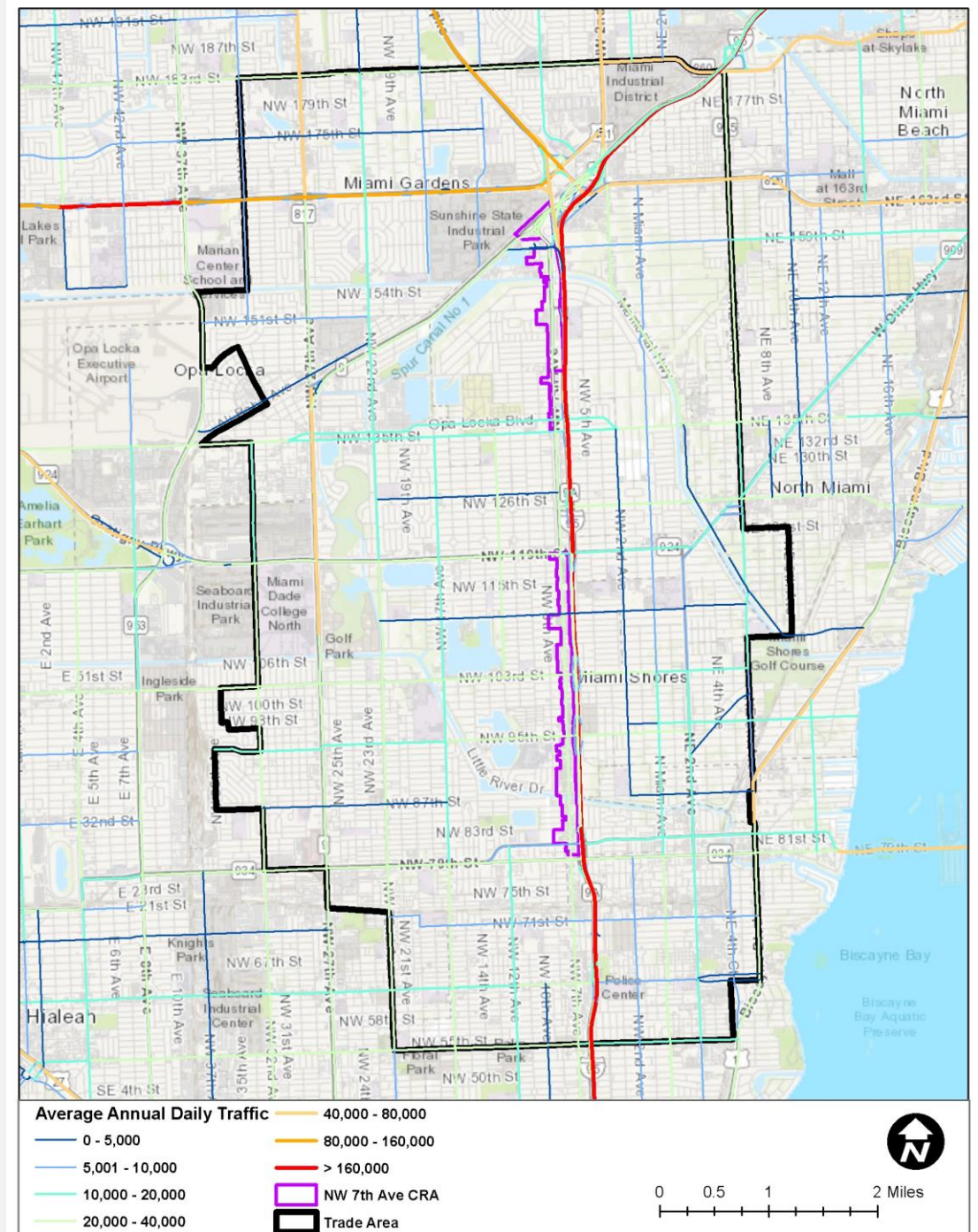
County 2022



# TRAFFIC VOLUME

- Average daily traffic count along the major roadways and highways comprise high volume which is important to supporting commercial goods and services
- Future capital/infrastructure investment in corridor should ensure mobility/flow is not negatively impacted by increased development

Source: FDOT



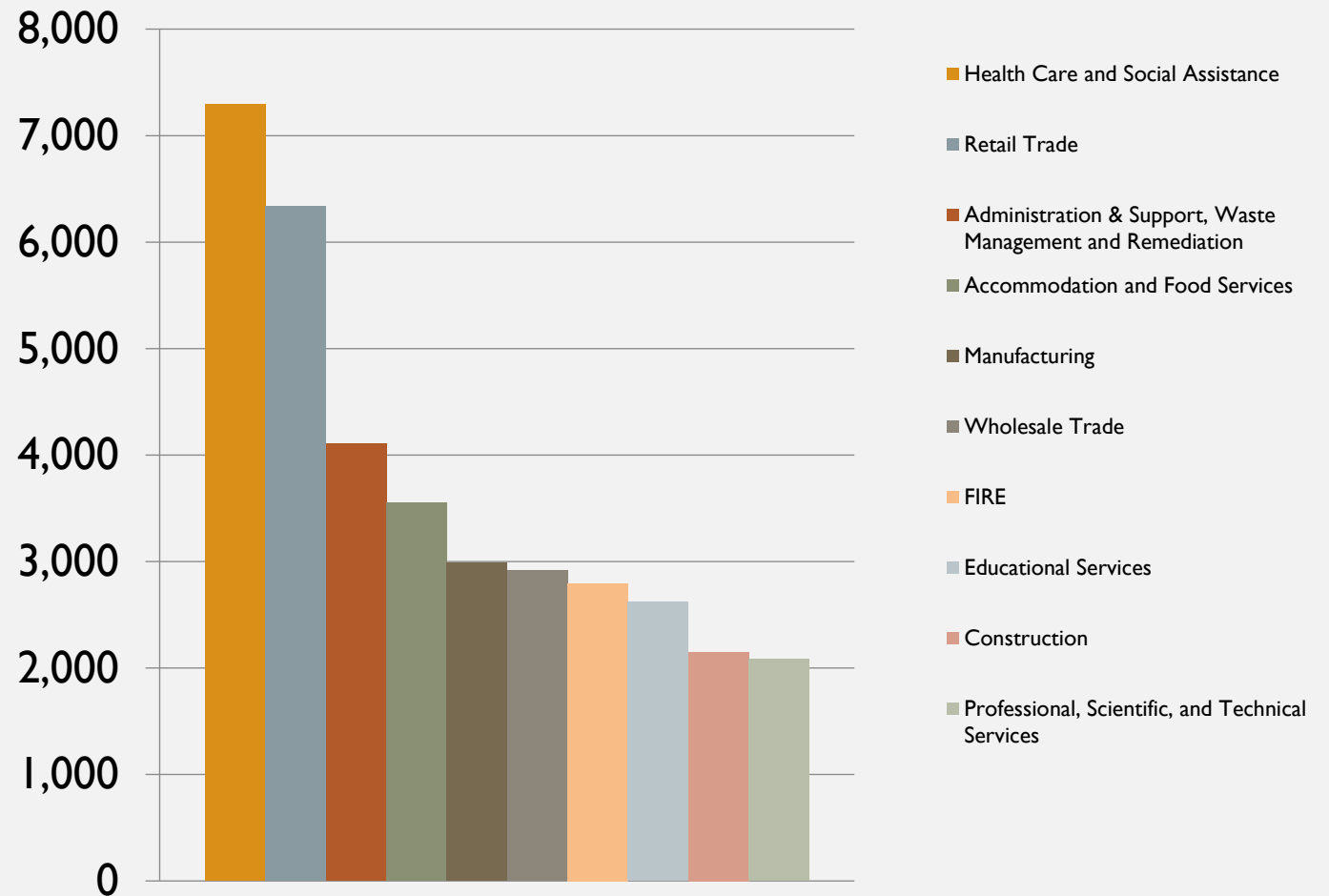


# TRADE AREA EMPLOYMENT

Top 10 Largest Sectors: 2021



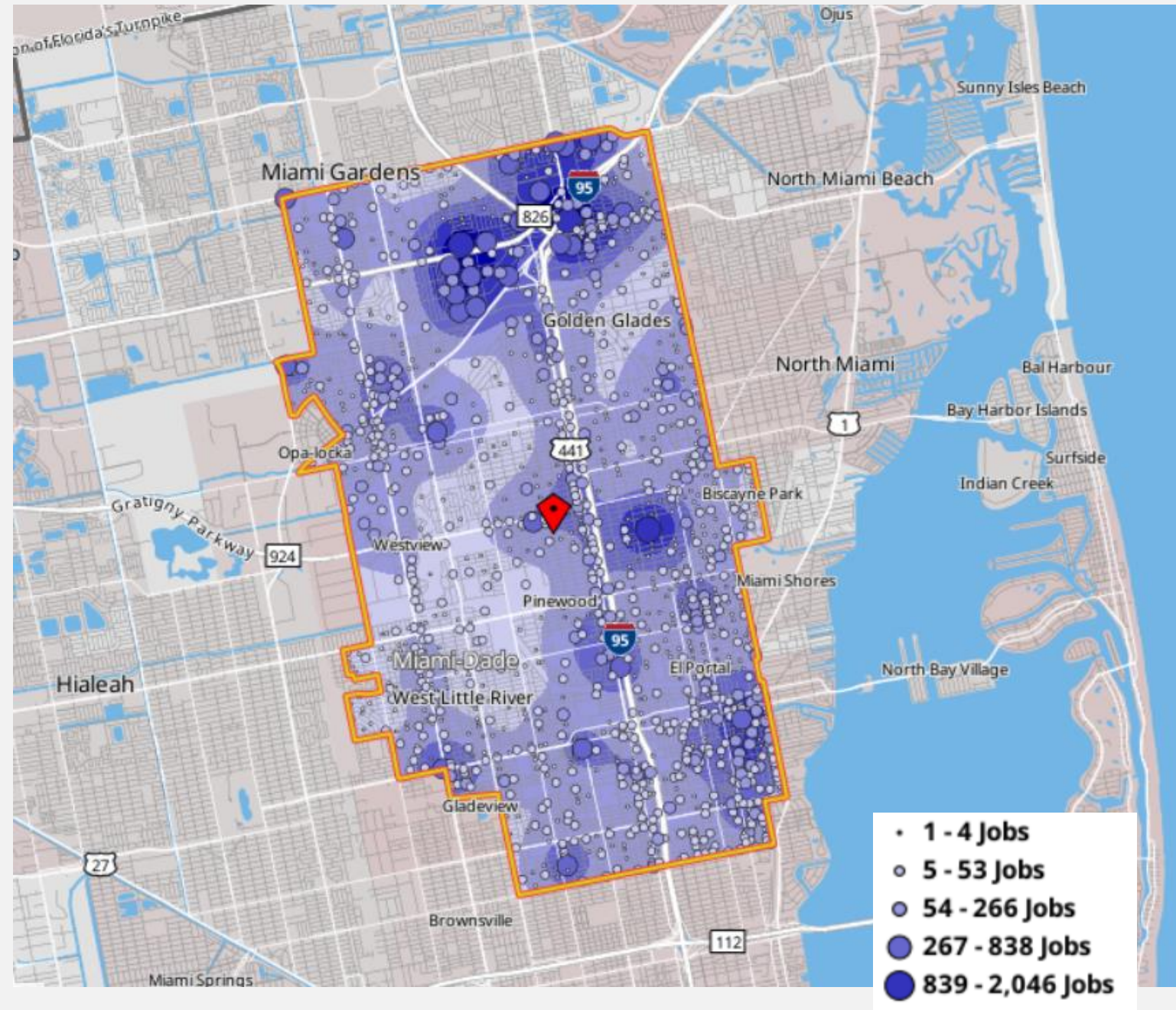
- Health Care and Social Assistance, and Retail Trade sectors dominate the Trade Area (40% of total collectively).
- FIRE, Prof Tech Scientific, Information, Mgmt of Companies comprise a combined 15% of total



Source: Census On the Map

## TRADE AREA EMPLOYMENT DENSITY

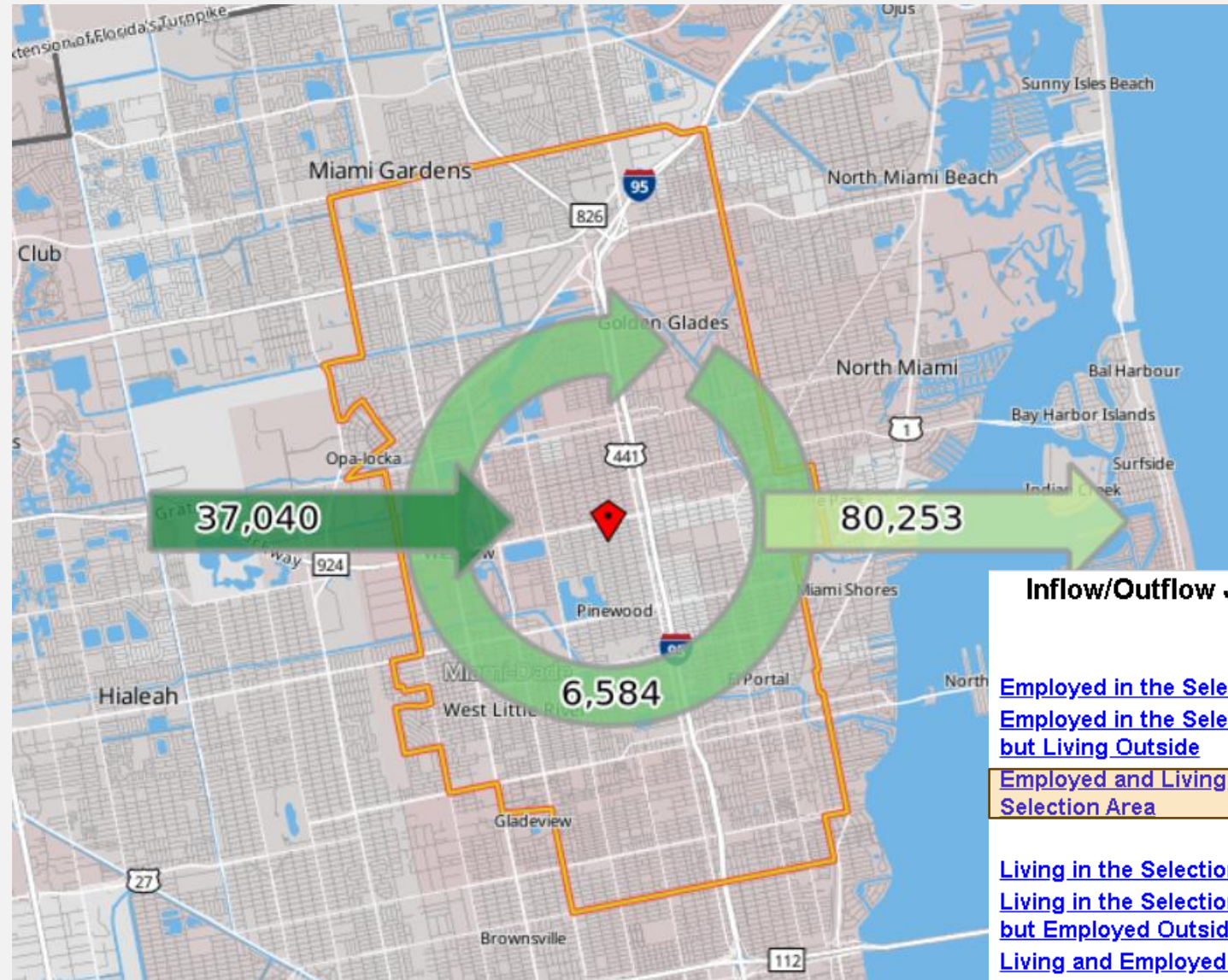
- Employment density somewhat sparse in core of Trade Area
- But high density to its north provides an opportunity to leverage this base of employment for housing and commercial goods/services in corridor
- The prospective Golden Glades TOD provides increased opportunity for the corridor over the long-term





# TRADE AREA JOBS INFLOW/OUTFLOW 2021

- 15.1% of people working in the Trade Area live in the Trade Area
  - Although there is no specific “ideal” metric, 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

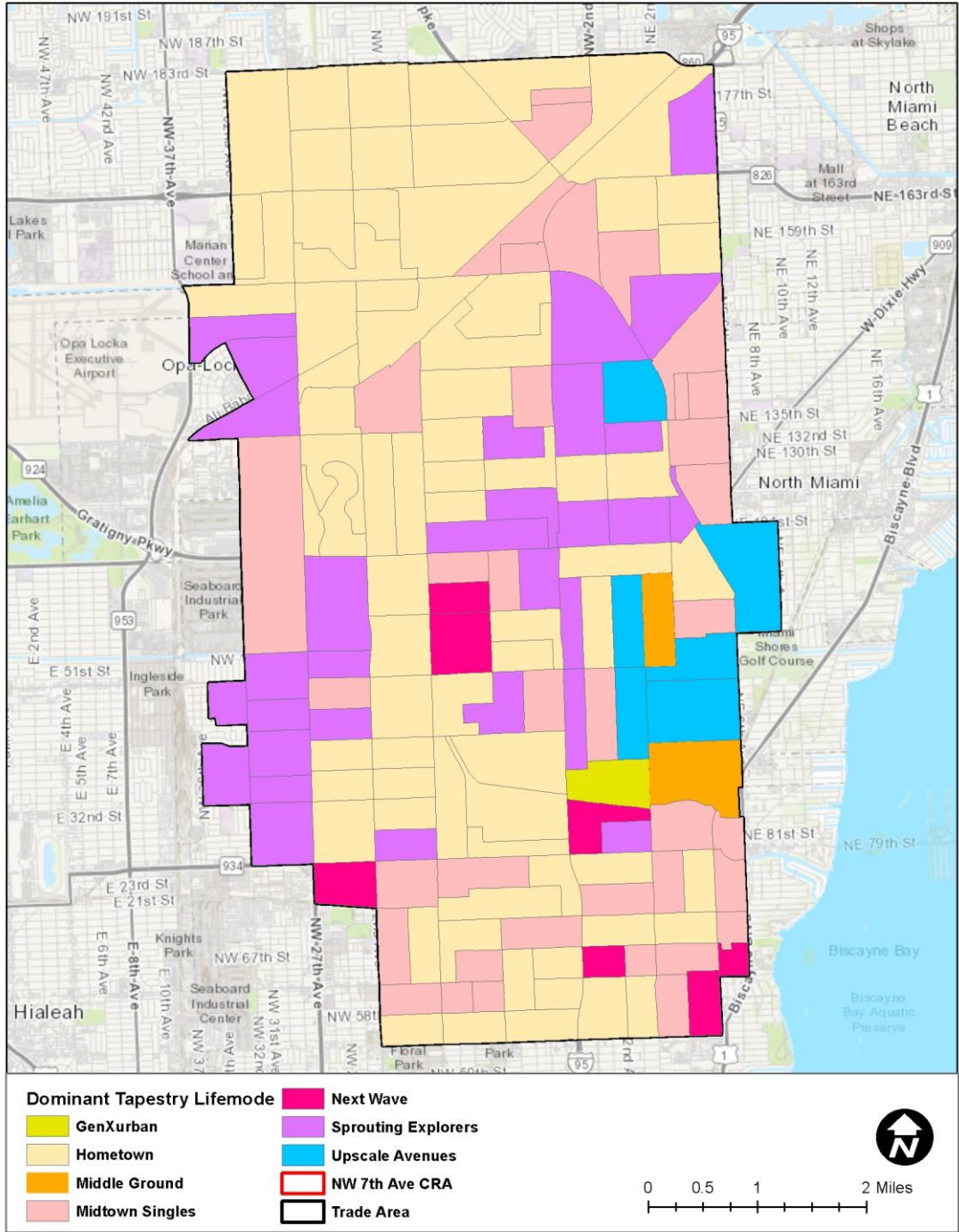


**Inflow/Outflow Job Counts (All Jobs)**

	2021	
	Count	Share
<a href="#">Employed in the Selection Area</a>	43,624	100.0%
<a href="#">Employed in the Selection Area but Living Outside</a>	37,040	84.9%
<a href="#">Employed and Living in the Selection Area</a>	6,584	15.1%
<a href="#">Living in the Selection Area</a>	86,837	100.0%
<a href="#">Living in the Selection Area but Employed Outside</a>	80,253	92.4%
<a href="#">Living and Employed in the Selection Area</a>	6,584	7.6%

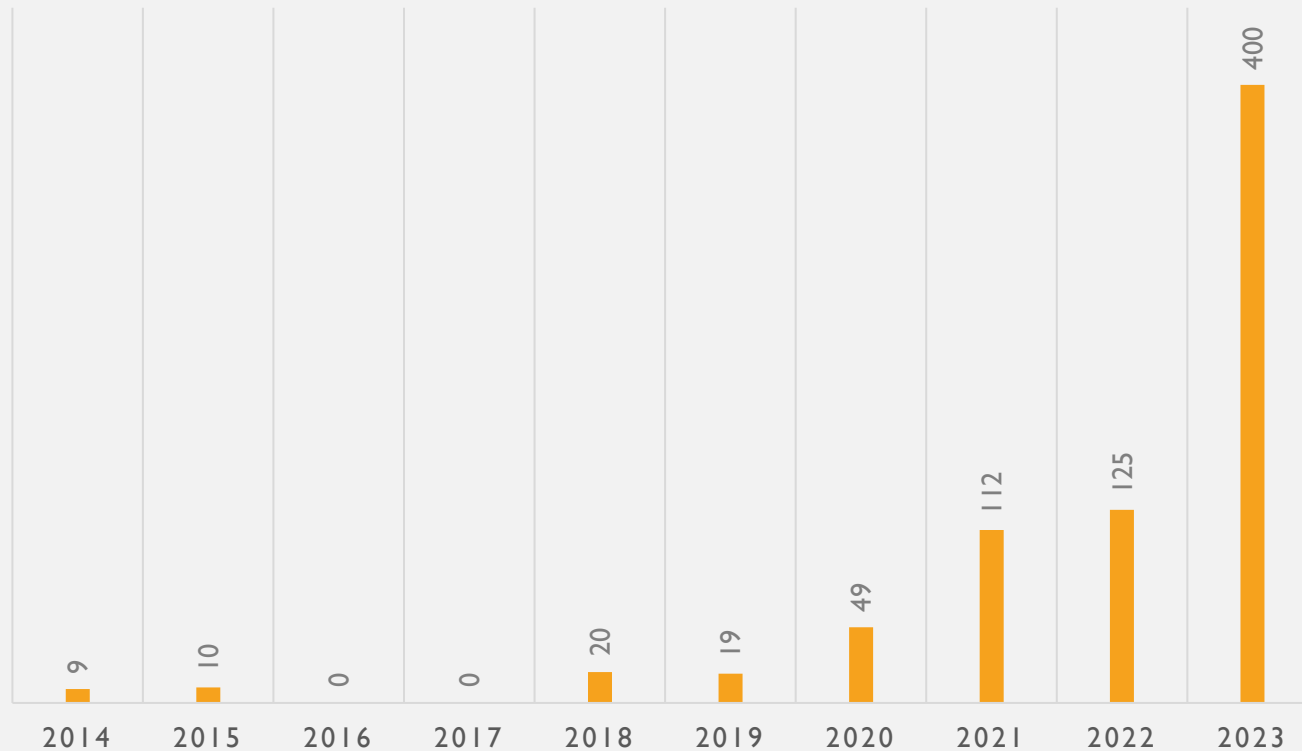
TRADE AREA  
(PRIMARY TAPESTRY)

Category	Sample Characteristics
Hometown	<ul style="list-style-type: none"><li>• Growing up and staying close to home; single householders.</li><li>• Close-knit urban communities of young singles (many with children).</li><li>• Owners of old, single-family houses, or renters in small multiunit buildings.</li><li>• Religion is the cornerstone of many of these communities.</li></ul>
Sprouting Explorer	<ul style="list-style-type: none"><li>• Young homeowners with families.</li><li>• Multilingual and multigenerational households with children who represent second-, third-, or fourth-generation</li><li>• Hardworking and optimistic, most residents aged 25 years or older have a high school diploma or some college education.</li><li>• Shopping and leisure also focus on their children</li></ul>



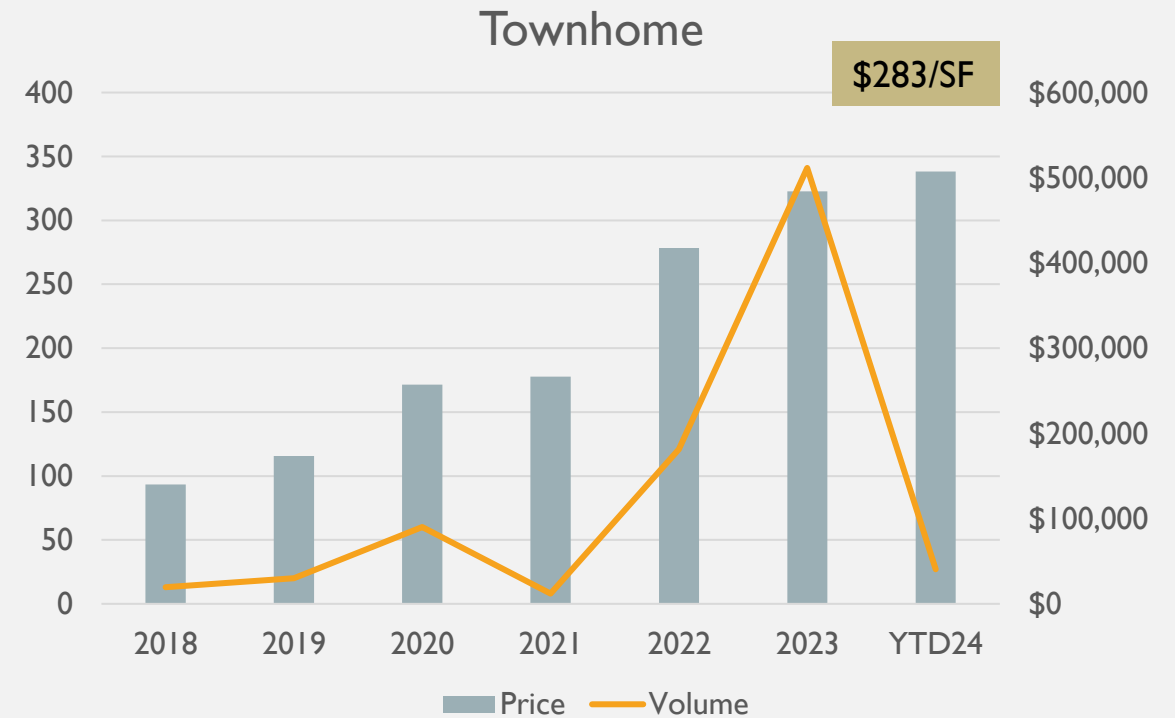
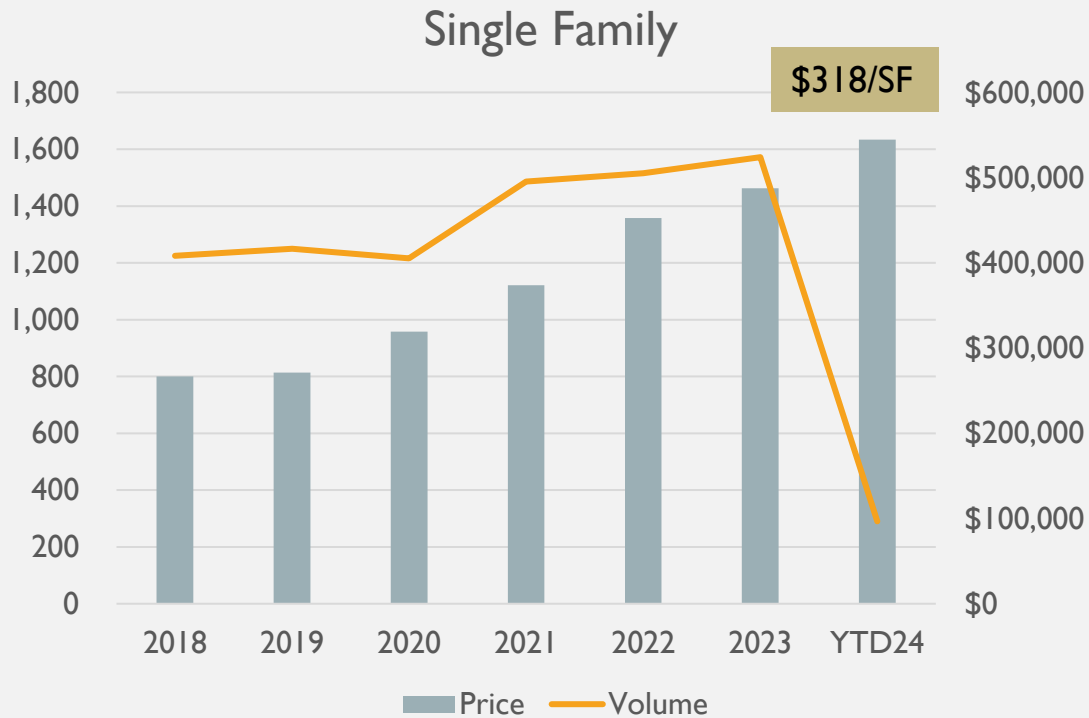


## TRADE AREA TOWNHOME DEVELOPMENT TRENDS



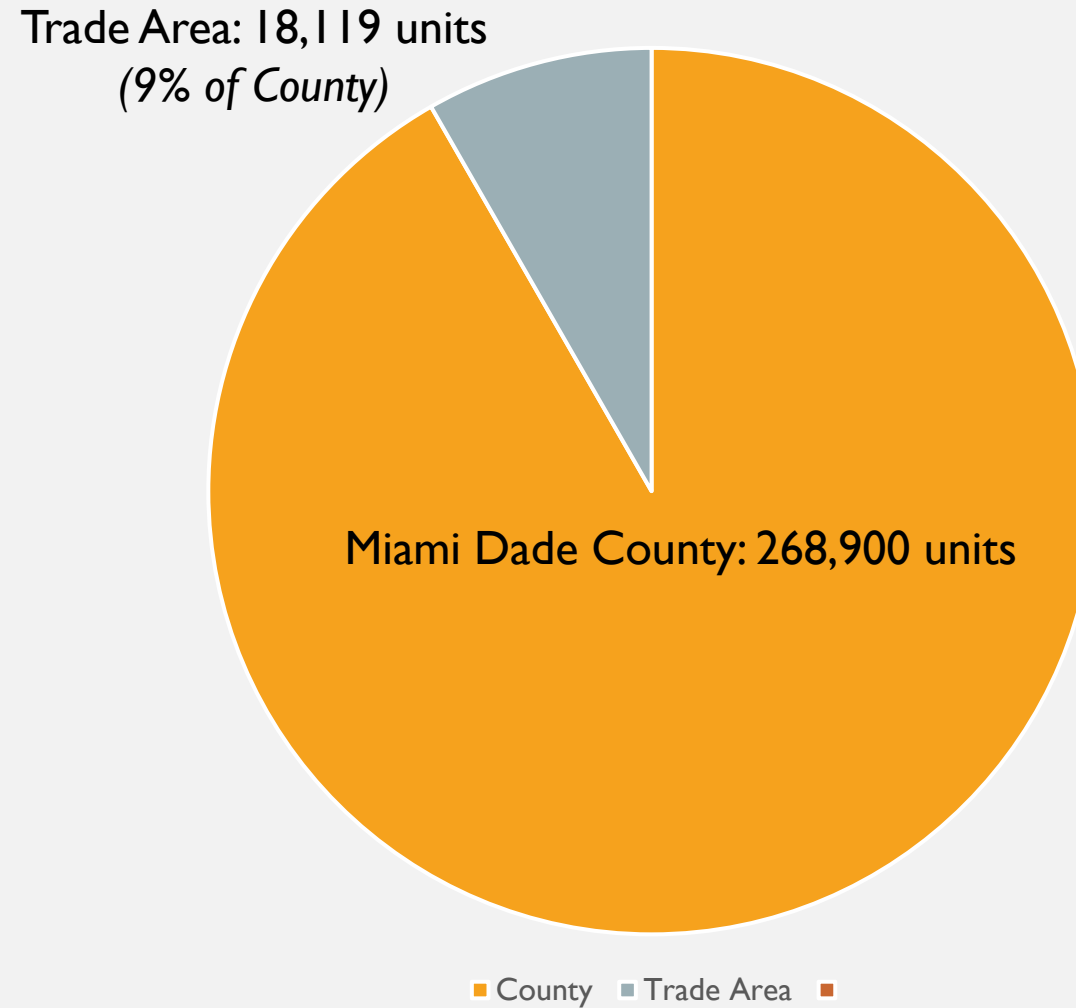
- Prior pandemic, townhome development in the Trade Area was marginal
- Townhome development continues strong pace of growth
  - Diminishing land for single family
  - Pricing/affordability

# Single Family & Townhome Sales Pricing Trend Trade Area 2018- YTD 2024



# MULTIFAMILY RENTAL MARKET SNAPSHOT

# MULTIFAMILY RENTAL INVENTORY COUNTY & TRADE AREA

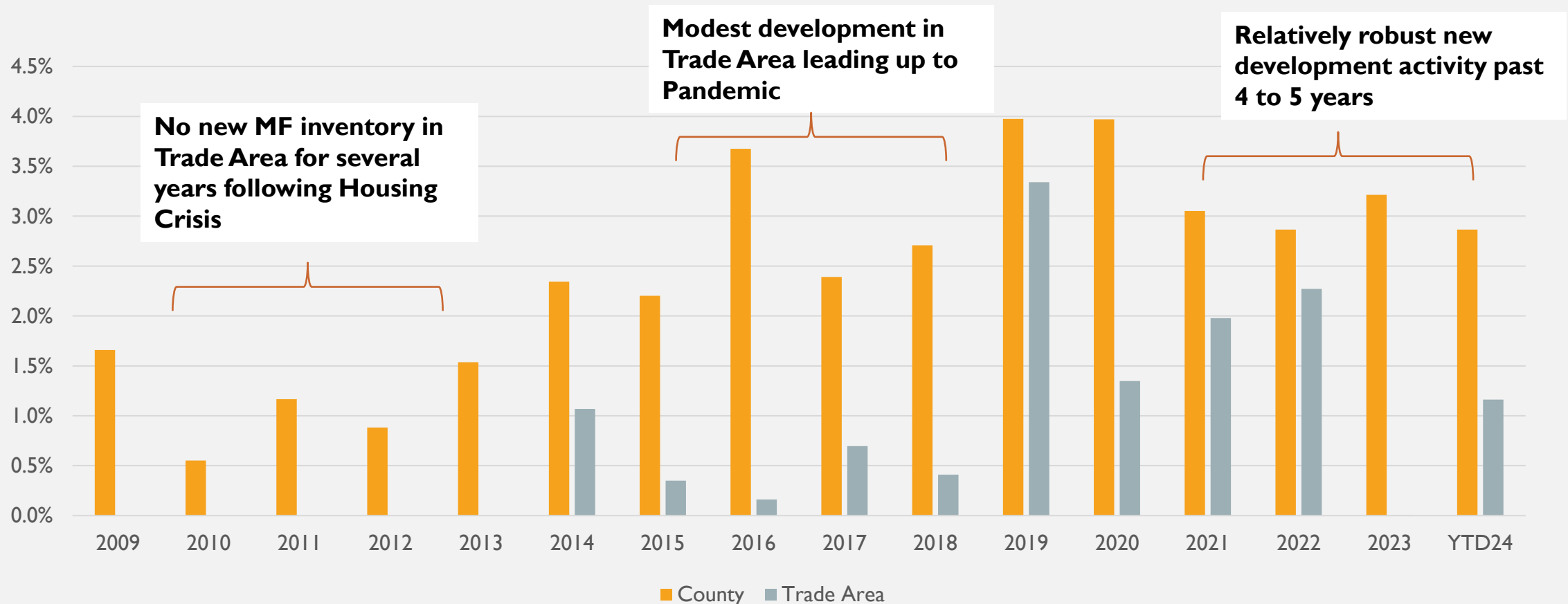


Source: Costar



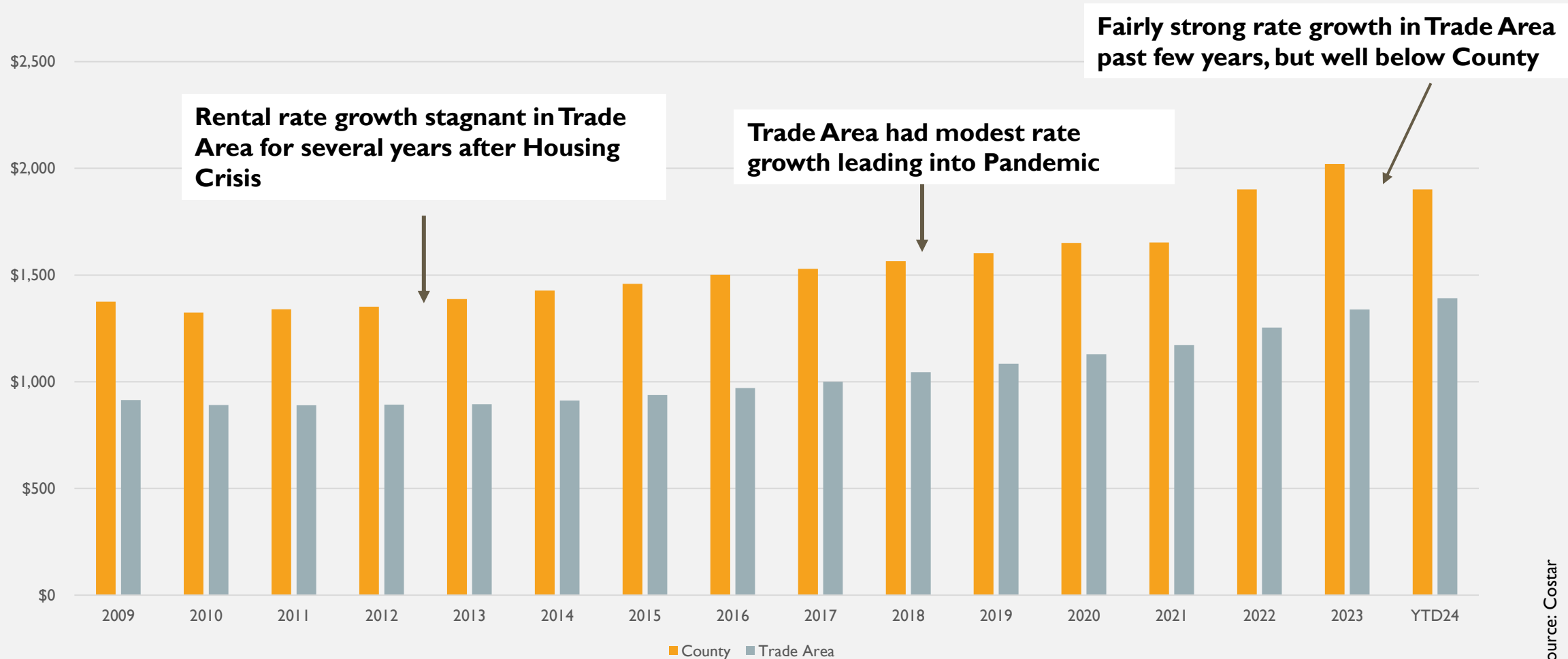
# MULTIFAMILY RENTAL DEVELOPMENT TRENDS COUNTY, TRADE AREA

- Trade Area added 4,200 units past 15± years (280/yr) which is 5% of County (averaging 5,600/yr)
  - notably less than fair share of population
- County and Trade Area ramped up development post pandemic with same 5% capture for Trade Area
- More than 1,000 units under construction in the Trade Area currently and roughly 50% of which is “rent restricted”



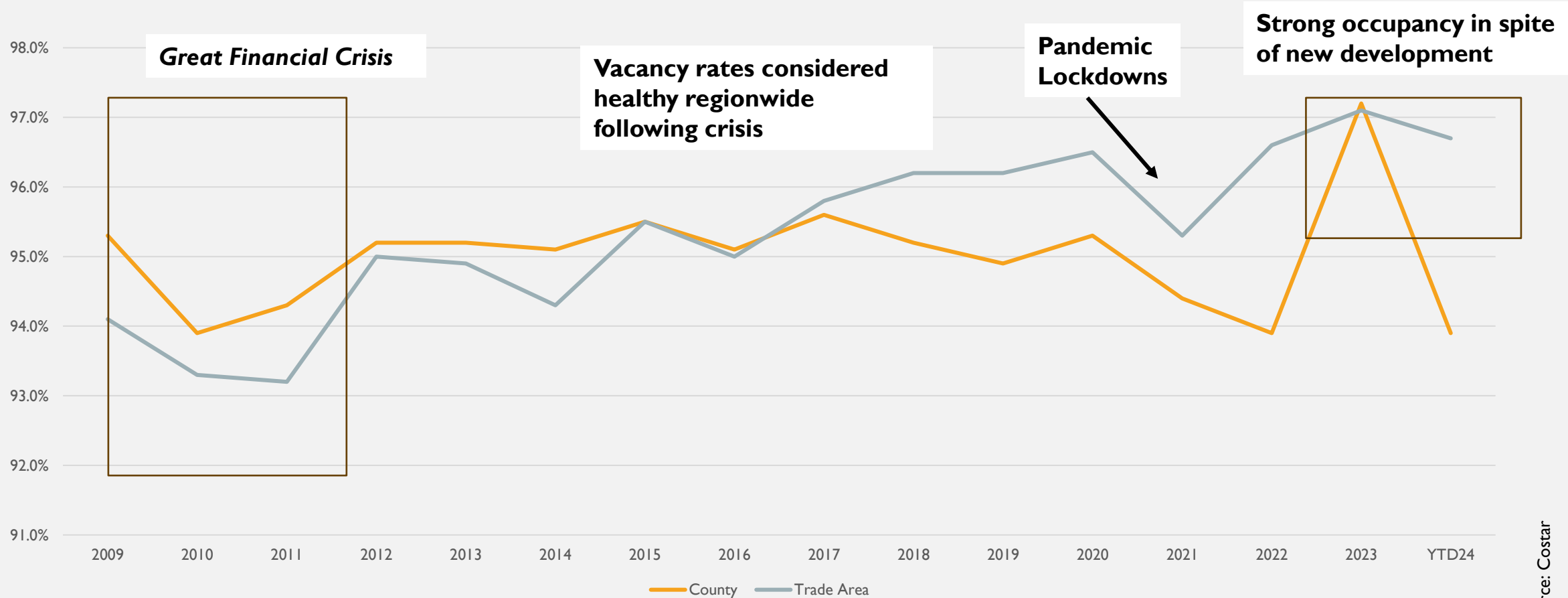
# MULTIFAMILY RENTAL LEASE RATE TRENDS COUNTY, TRADE AREA

- Rents throughout region skyrocketed post-pandemic
- Average effective monthly rent for County \$2,055 (\$2.43/sf), Trade Area notably lower at \$1,392 (\$1.78/sf)



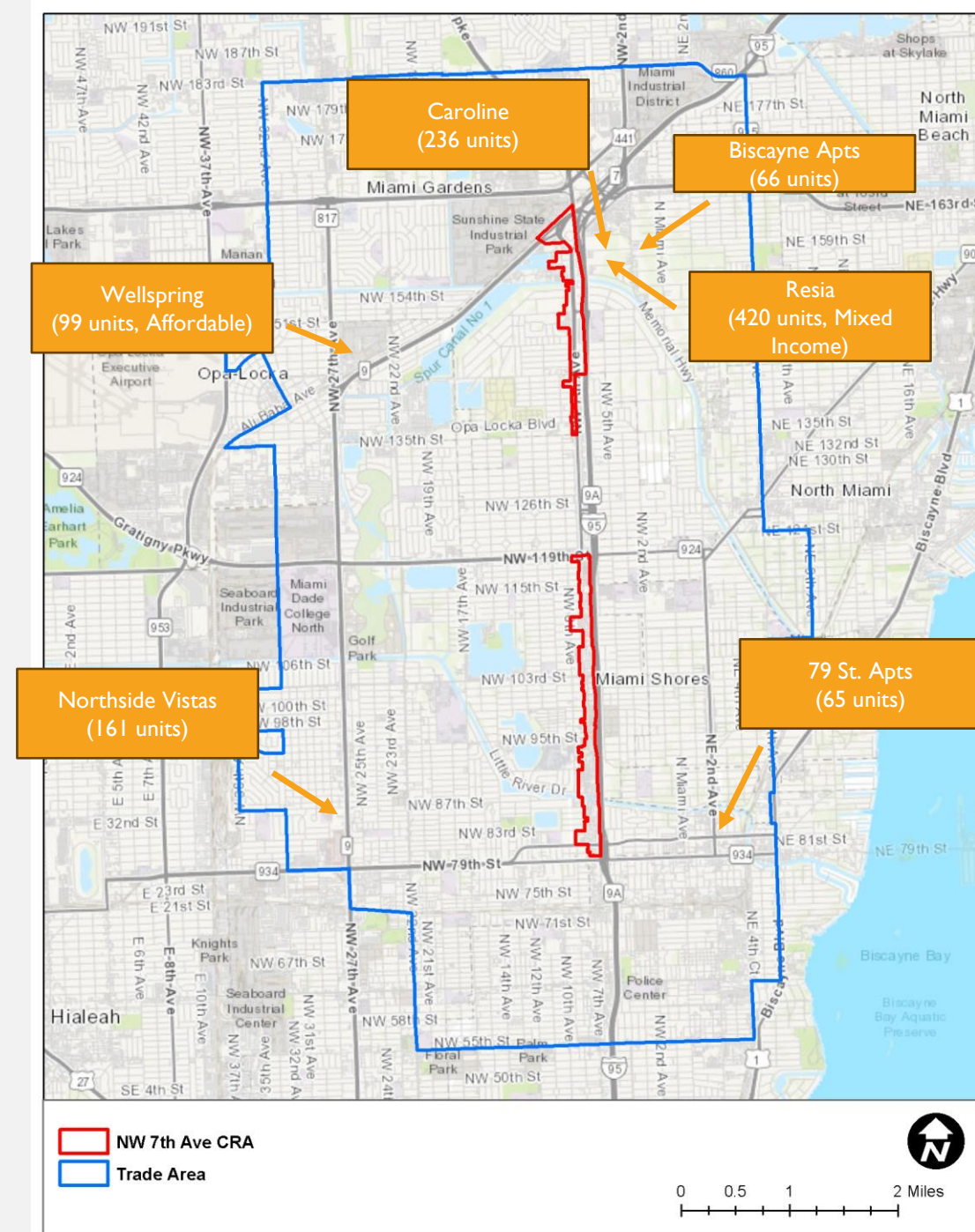
# MULTIFAMILY RENTAL OCCUPANCY RATE TRENDS COUNTY, TRADE AREA & CITY

- Since 2013, the Trade Area's occupancy rate has been >95% and higher than that of the County
- Occupancy in County and Trade area remain strong even with the recent significant increase in supply



## DEVELOPMENTS UNDER- CONSTRUCTION WITHIN TRADE AREA ( > 50 UNITS)

- More than 1,000 units under construction within the Trade Area currently and roughly 50% of which is “rent restricted”





# MARGINAL MARKET RATE MF DEMAND FROM FORECAST HOUSEHOLDS IN TRADE AREA

	Households	Notes
Total New HH's – 10 Years	10,300	1.3% Annual Growth
New Renter HH's – 10 Years	5,470	53% HH's
Renter HH's > \$70K Income	1,370	25% (which is above actual)
<b>Avg. Renter Demand/Year</b>	<b>137</b>	<b>10 Years</b>

# NEW MULTIFAMILY RENTAL DEMAND TRADE AREA AND NW 7<sup>TH</sup> AVE CORRIDOR

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%
<b>Est. Demand for New Multifamily Units</b>	<b>53</b>

- As long as supply and demand remain in balance, new development benefits from market “turnover” of existing tenants in Trade Area
- Minimum HH income threshold to support new market rate rental is around \$70,000

Est. Trade Area Employment (non-Resident):	43,000
Est. 20% w/Wages > \$70,000:	8,600
Worker Preference for New Rental (@ 10.0%):	860
<b>Est. New MF Capture Units (@ 2.5%):</b>	<b>22</b>

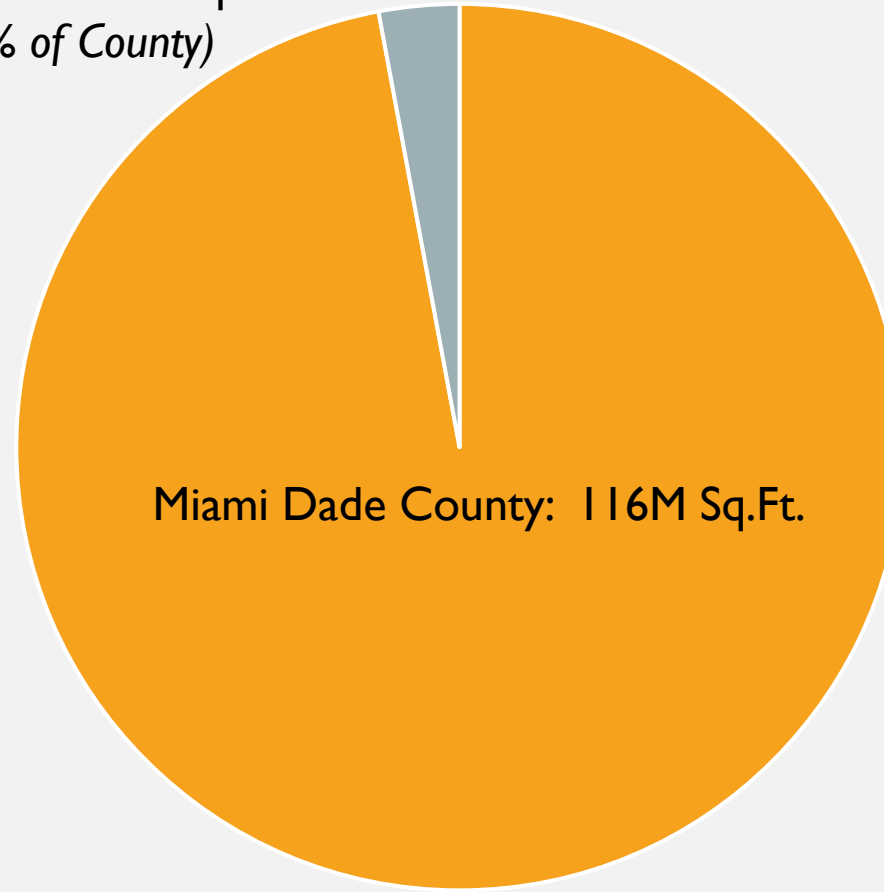
<b>Total:</b>	<b>75</b>
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Sources: Census; Costar; Statista;  
OnTheMap

# OFFICE MARKET SNAPSHOT

## OFFICE INVENTORY COUNTY, TRADE AREA

Trade Area: 3.5M Sq.Ft.  
(3.0% of County)



County Trade Area



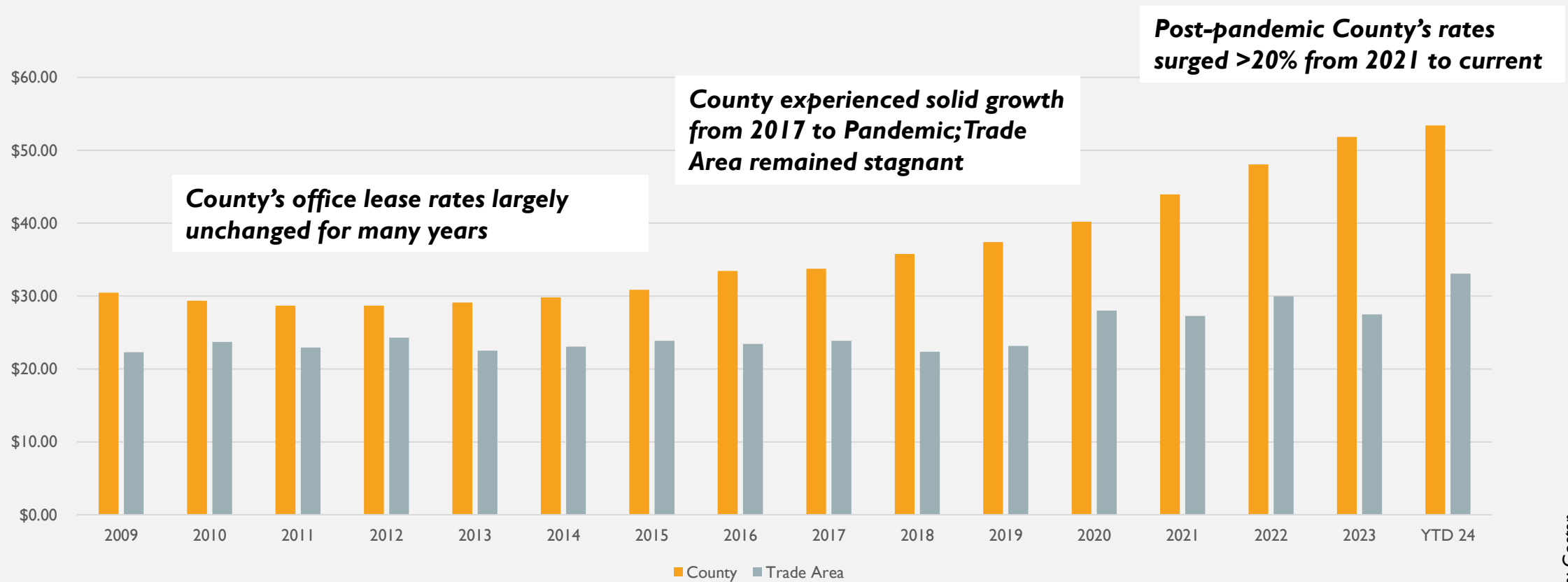
# OFFICE DEVELOPMENT TRENDS TRADE AREA

- County averaged 1.1M sq.ft. of new office development per year during past 15± years
  - Moderating slightly to <900,000 sq.ft. per year during past 5 years
- Trade Area has seen limited new office development during the past 15± years
  - 225,000 sq.ft. in total (<20,000 sq.ft. per year)



# OFFICE MARKET LEASE RATE TRENDS COUNTY, TRADE AREA

- Office rates in the County increased more than 20% from 2021 to current
- Trade Area increased roughly 10% during this time frame
- Lease rates in the Trade Area (\$32/sf, FS) are 40% lower than the County (\$54/sf, FS)

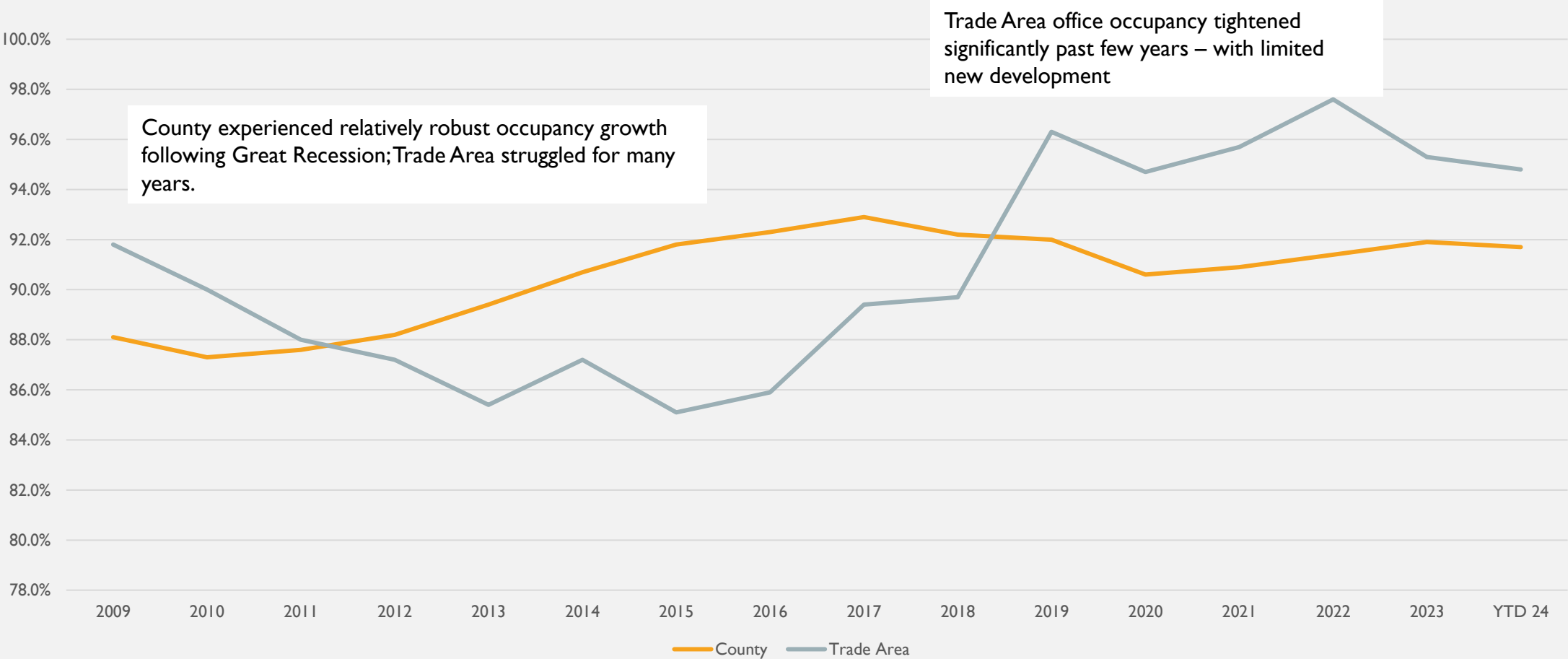


# OFFICE MARKET VACANCY TREND

## COUNTY, TRADE AREA

### Occupancy in select larger office buildings in the Trade Area

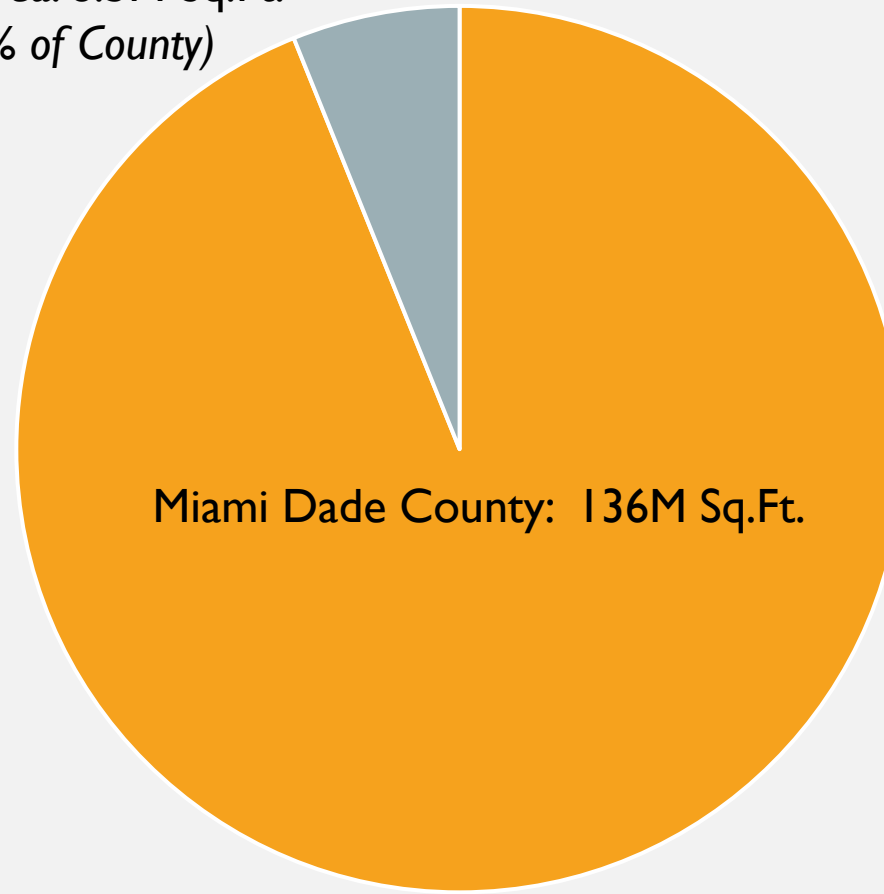
Property	Available Space	Total Space	Occupancy Rate
16301 N.W. 2 <sup>nd</sup> Ave.	0	20,600	100%
4770 N.W. 83 <sup>rd</sup> St.	0	16,500	100%
1140 N.W. 7 <sup>th</sup> Ave.	0	12,900	100%
10750 N.W. 6 <sup>th</sup> SCt.	0	15,000	100%
	0	54,400	100%



# RETAIL MARKET SNAPSHOT

## RETAIL INVENTORY COUNTY, TRADE AREA

Trade Area: 8.5M Sq.Ft.  
(6.3% of County)



Miami Dade County: 136M Sq.Ft.

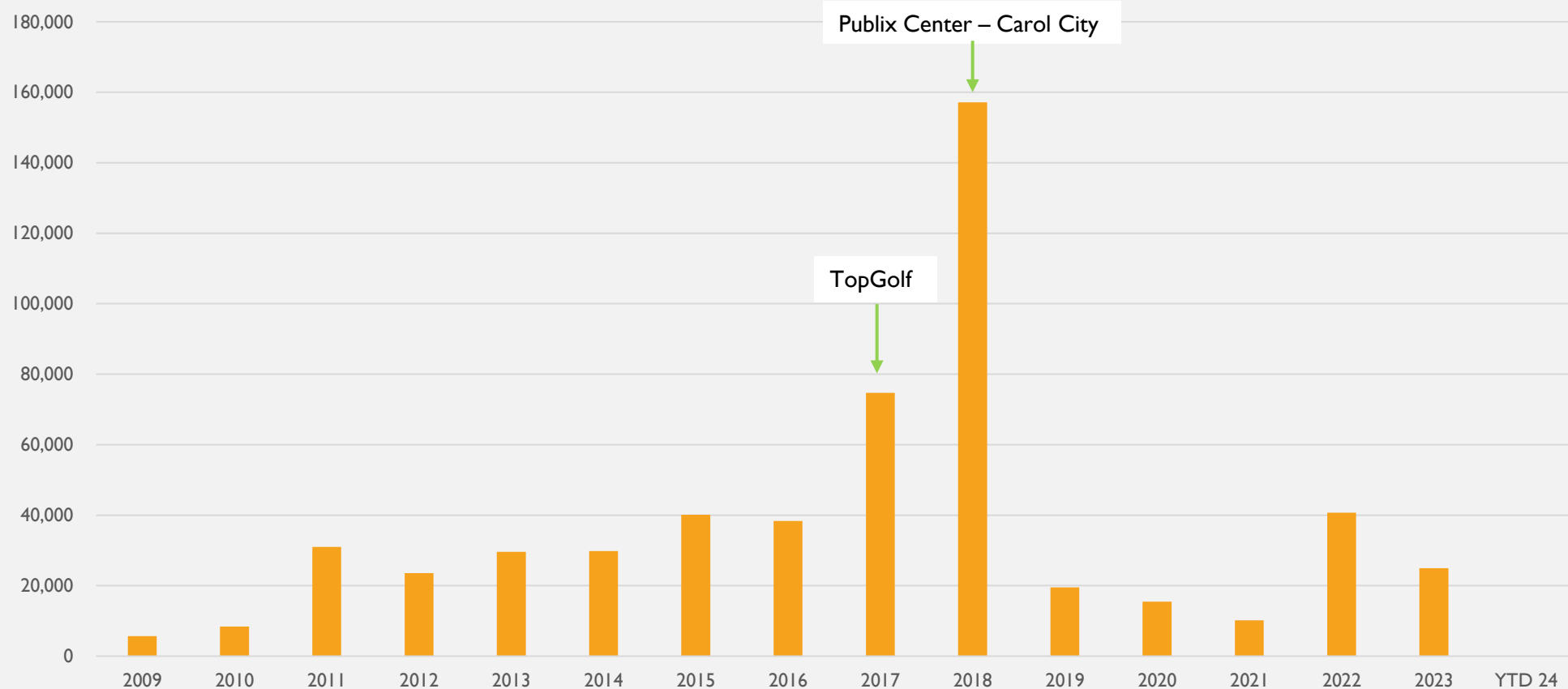
County Trade Area

Note: Non-auto related  
retail



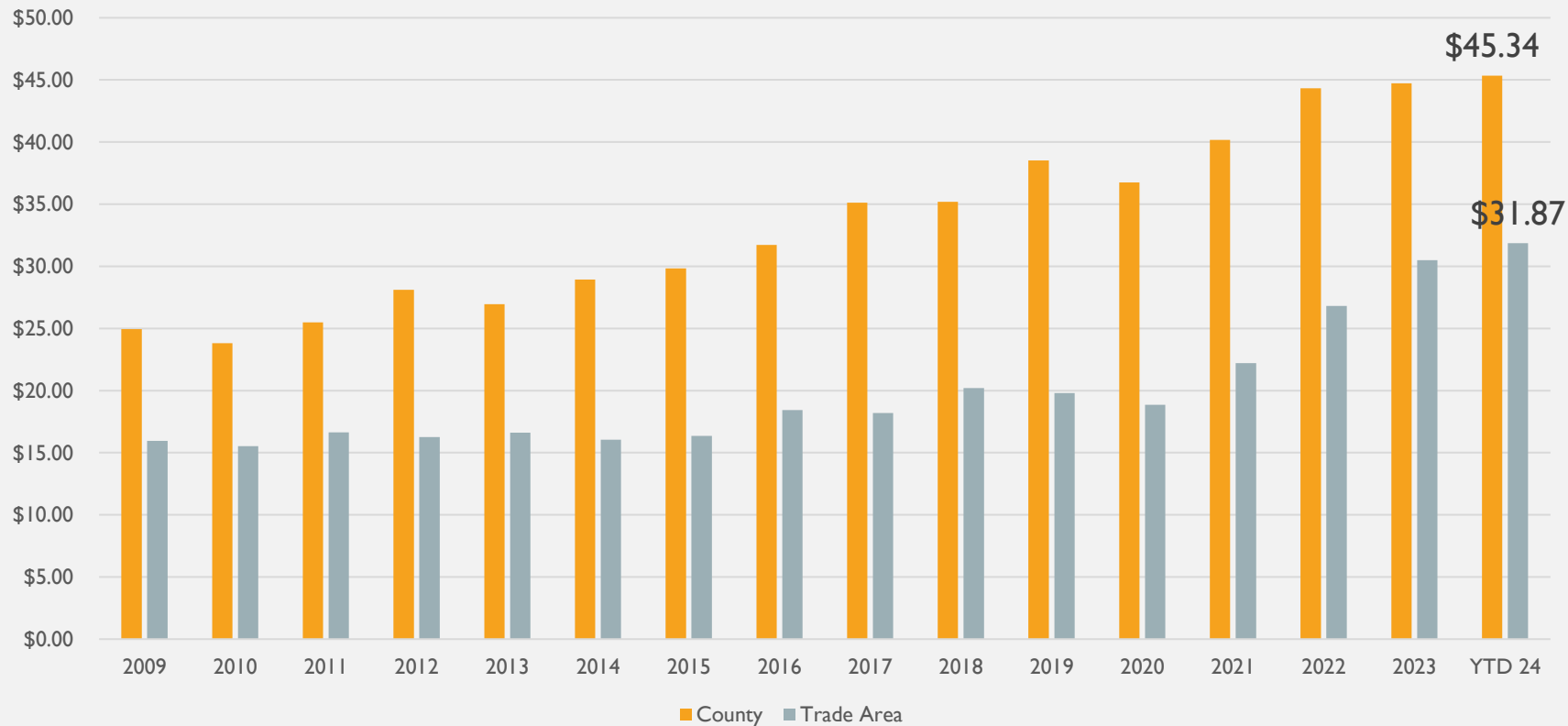
## RETAIL DEVELOPMENT TREND COUNTY, TRADE AREA

- County added an average 1.6M sq.ft. of retail per year during past 10 years
- Trade Area has averaged 43,000 sq.ft. per year (2.5% of County)
  - Average size of retail complex = 10,000± sq.ft.



# RETAIL MARKET LEASE RATE TRENDS COUNTY, TRADE AREA

- From 2009 to 2019, County's average NNN lease rate increased 4.4% per annum
  - Trade Area increased 2.2% per year
- From 2021 to current, County lease rates increased 5.5% per annum, while Trade Area increased more than 15% per year on average
- Though Trade Area lease rates nearly doubled in the past 10 years, remaining 30±% lower than the County

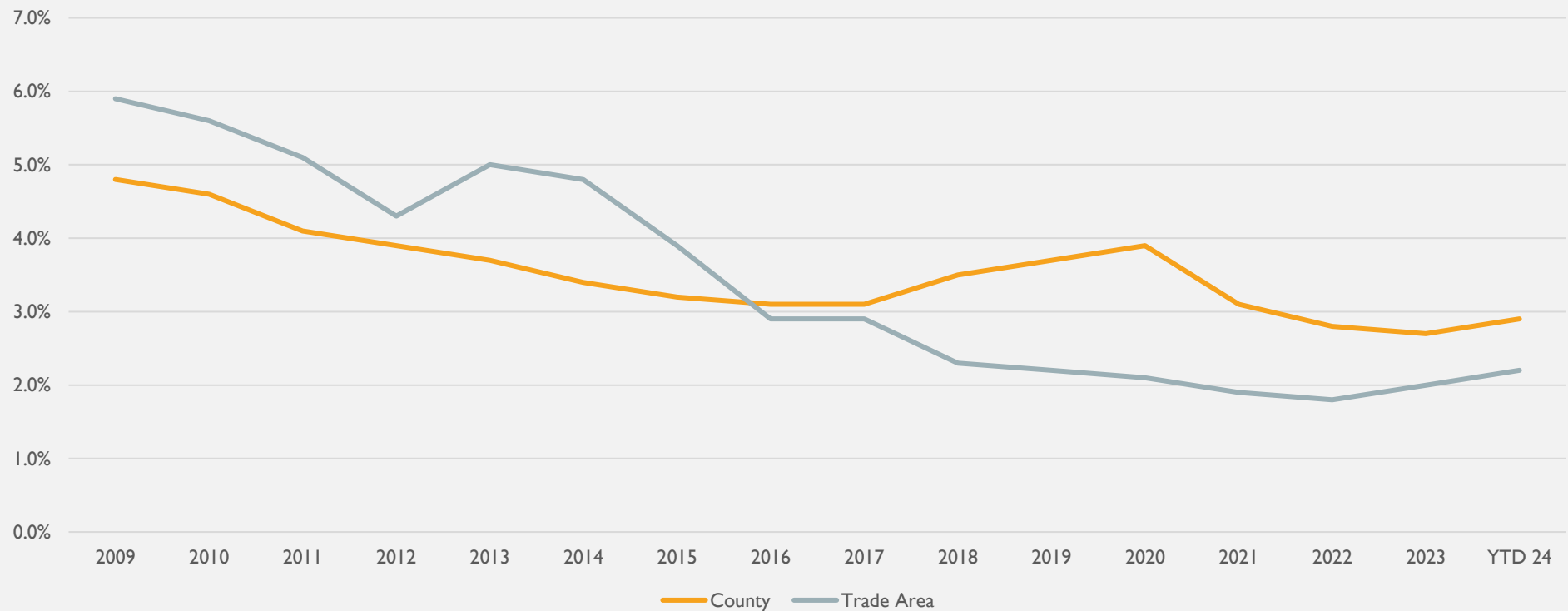


# RETAIL MARKET VACANCY TREND

## COUNTY, TRADE AREA

- Retail vacancy regionwide has been fairly low for much of the past 10 years.
- Overall, the Trade Area currently has vacancy below 3%

Property	Available Space	Total Space	Occ. Rate
Publix – Carol City	0	104,000	100%
NWC NW 7 <sup>th</sup> Av & 119 <sup>th</sup> St.	0	50,000	100%
8822 NW 7 <sup>th</sup> Ave	0	38,000	100%



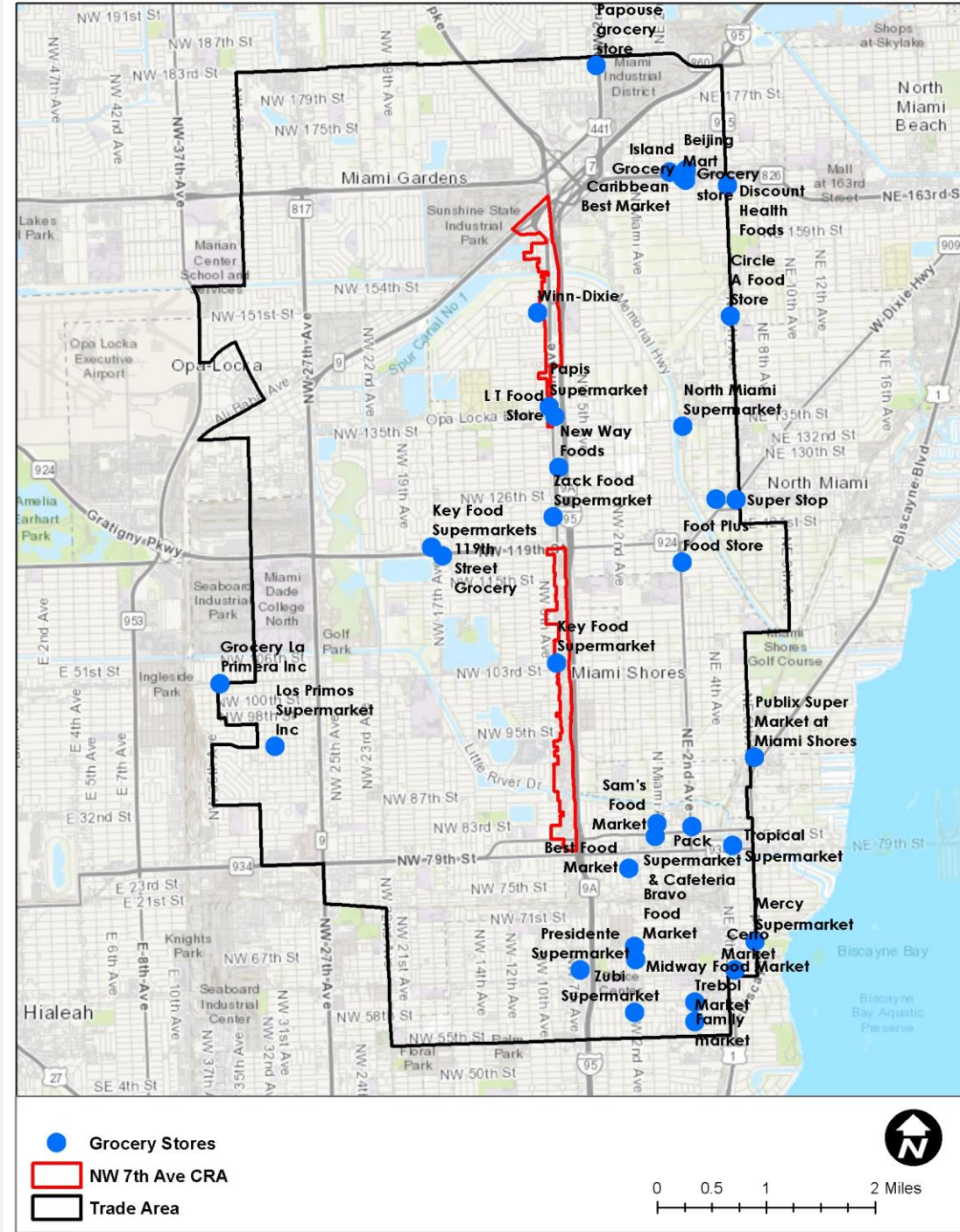
## RETAIL TO RESIDENT RATIO (SQ.FT.) (SELECT GEOGRAPHIES)

Geography	Population (Rd)	Sq.Ft. of Retail	Retail/ Resident
Miami Dade County	2,700,000	136,000,000	51
City of Miami	450,000	76,000,000	168
Hialeah	240,000	15,000,000	63
Homestead	81,000	6,000,000	74
North Miami	59,000	4,900,000	83
North Miami Beach	43,000	3,500,000	81
Trade Area	225,000	9,500,000	42
Miami Gardens	110,000	2,100,000	20

- Compared to the County and numerous other select municipalities of similar size or close proximity, Trade Area is considered *under-retailed* relative to its population

GROCERY/FOOD STORES  
WITHIN TRADE AREA

- There are numerous small, local grocery and convenience stores within the Trade Area
- However, very few large-format branded grocery (ie. Publix)
- Areas to the west of NW 7<sup>th</sup> Ave. corridor devoid of grocery/food stores





# TRADE AREA RETAIL DEMAND AND TRADE AREA OPPORTUNITY (10 YEARS)

- The retail demand model indicates current retail demand of nearly 7.5M sq.ft.
  - Slightly less than existing inventory when accounting for 5% vacancy and fact that some inventory is in need of repositioning
- Based upon growth from residents, combined with inflow/outflow factors, Trade Area forecast retail demand is 1.1M± sq.ft. over 10 years
  - However, not all of this likely results in net new supply as some will be absorbed in under-utilized existing properties
- With new residential and continued investment in community, opportunity for grocer anchored retail likely in the 5-7 year timeframe
- Retail also strong ground floor anchor for 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
<b>Expenditure Potential by Category</b>			
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
<b>Sales per Square Foot by Category</b>			
Food Services & Drinking Places	\$390	\$390	\$0
Shoppers Goods	\$320	\$320	\$0
Convenience Goods	\$364	\$364	\$0
<b>Supportable Square Footage by Category</b>			
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
<b>Total Supportable Retail Space</b>	<b>7,526,890</b>	<b>8,654,120</b>	<b>1,127,230</b>

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

# SUMMARY & HEADLINE FINDINGS

## KEY TAKEAWAYS FROM BROADER ECONOMIC/DEMOGRAPHIC FACTORS

- Scarcity of large, readily available vacant land Countywide places increasing pressure (and opportunity) on infill redevelopment
- TPO's long-term population forecast for Trade Area outpaces County overall which is a positive outlook for housing and commercial development potential in the NW 7<sup>th</sup> Ave corridor
- The Trade Area has a relatively large representation of families and younger working households. The ability to retain these households bodes well for housing and retail commercial services.
  - Trade Area's Tapestry defined as Hometown and Sprouting Explorer
- Trade Area is a culturally diverse community upon which can be leveraged to create unique redevelopment
- The Trade Area is generally underserved in terms of retail and services (including medical)
  - Important to focus on near-term opportunities for the existing resident community
- Though the County doesn't have much control in the way of site-specific redevelopment, it is proactively planning to guide and encourage redevelopment with willing stakeholders
  - Notable amount of vacant and/or under-utilized land in northern sector enhances opportunity for near-term development (by willing owner)

# N.W. 7<sup>TH</sup> AVENUE

## SUMMARY OF MARKET OPPORTUNITY

- Focus of redevelopment is mid- to longer-term but still a foreseeable 5- to 10±-year timeframe
- Objective at this stage is to define estimates of market-driven demand by use, and the capture of which will drive redevelopment in the corridor
- Also, identify needed capital improvements (roadway, utility, sustainability) that may be necessary to support redevelopment

Use	Opportunity
Multifamily Rental	Following several years of exponential growth, market-rate multifamily development is moderating. But, longer-term forecast for growth and, particularly, in the trade area remains strong. Larger-scale multifamily (200± to 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 new market 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.)

## NEXT STEPS

- Modify market assessment based upon feedback from planning team and County
- Additional assessment of the longer-term implications from Golden Glades TOD
- Identify select key strategic sites/nodes in NW 7<sup>th</sup> Ave corridor
- Commence conceptualization of market-driven redevelopment opportunities



## Development Outlook

### NW 7th Avenue Community Redevelopment Area

October 2024

The following summarizes the latest planned developments as of October 22, 2024.

The Related Group has new plans regarding two residential complexes in Miami-Dade's West Little River Neighborhood. The original proposal, filed in 2023, involved demolishing Palm Court, an 88-unit complex, and renovating Palm Tower, a 103-unit development.

A new zoning application, Z2024000089, calls for the buildings' demolition and replacing them with a 12-story tower called "the Residences at Palm Court" with:

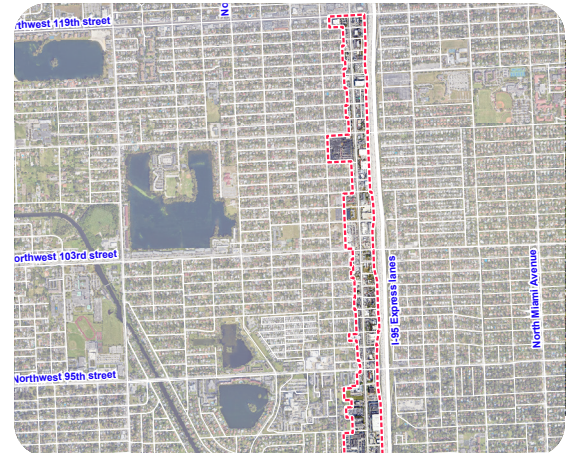
- 316 senior living and affordable apartments (60% to 140% AMI)
- One-bedroom units spanning 576 square feet and two-bedroom units spanning 928 square feet.
- Amenities include a dog park, community garden, fitness center, and game room.
- Two medical offices

Developers are seeking approval under the Live Local Act, which would allow them to boost the property's allowable housing density from 309 to 316 homes.

The 12-story, 316-unit complex concerns the site of 860, 930 and 950 N.W. 95th Street, Miami, FL, 33150, in Miami-Dade County.

Folios: 30-3102-000-0240 /-0340, /-0250. These parcels are just outside the CRA. The application was filed in May of 2024 and is still pending approval.

Facing South



### Key Takeaways

1. **Opportunity:** High density residential development includes much needed affordable housing with communal amenities fostering a sense of community.
2. **Benefits:** It creates new affordable residential housing units, enhancing the area near the CRA on NW 95 Street.
3. **Consistency with the CRA Plan:** This aligns with the CRA's current goals of increasing affordable housing while facilitating new development near the corridor.

### Project Details

**Folios:** 30-3102-000-0240  
30-3102-000-0340 30-3102-000-0250

**Zoning Application:**  
Z2024000089

**Zoning:** NCUAD

## Development Outlook

### NW 7th Avenue Community Redevelopment Area

December 2024

The following summarizes the latest planned developments as of December 23, 2024.

H Greg Miami Inc. currently operates an auto dealership at 8101 NW 7th Avenue and has acquired additional property at 8400 NW 7th Avenue.

A new zoning application, Z2024000041, is requesting a change in designation from Mixed Use Main Street (MM) and Mixed-Use Corridor (MC) to Mixed-Use Corridor Special (MCS) to:

- Support the sale of new and used automobiles and trucks,
- Including box trucks, panel vans, and
- Day & sleeper cab trucks, along with related services.

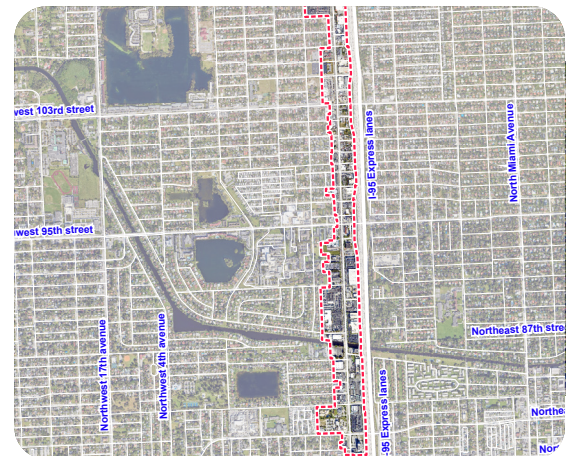
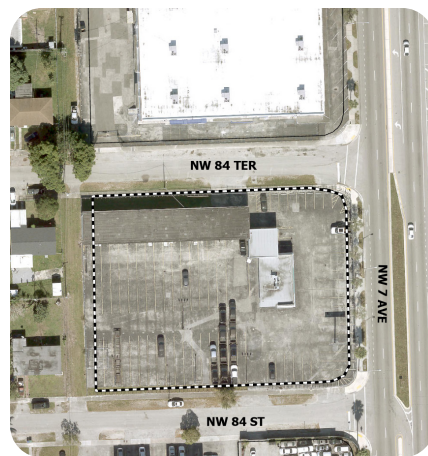
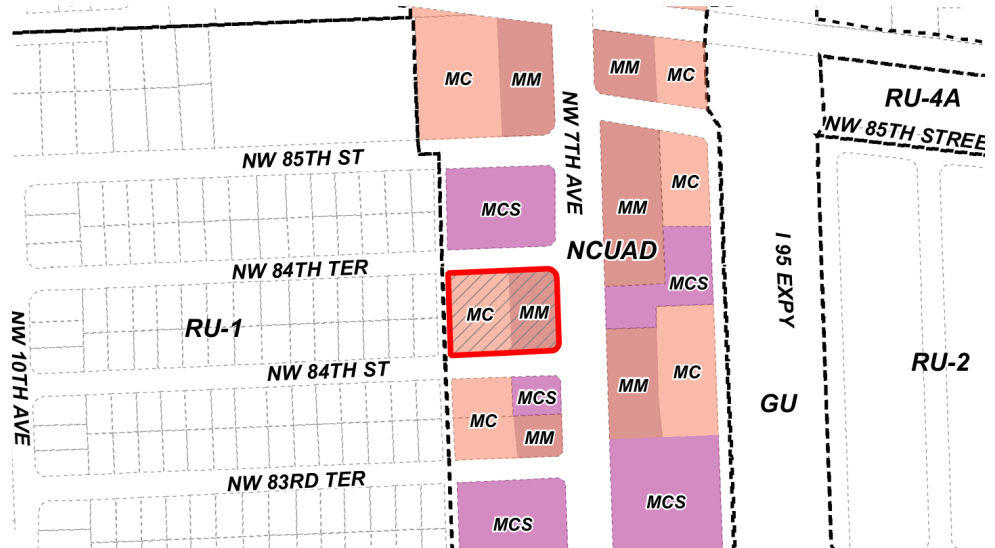
Folio: 30-3111-048-0020. This parcel is within the CRA. The application was filed in March of 2024 and is still pending approval.

Property Details:

Lot Size: 54,800 Square Feet

Existing Land Use: Automotive Or Marine

Maximum Height: 6 stories



### Key Takeaways

1. **Opportunity:** Expanding the dealership's services to include new and used truck sales could lead to additional hiring, including sales staff, maintenance workers, and administrative support.
2. **Benefits:** The zoning change to Mixed-Use Corridor Special (MCS) may increase the property's value, benefiting the dealership and contributing to the overall economic vitality of the area.

### Project Details

**Folios:** 30-3111-048-0020

**Zoning Application:**  
Z2024000041

**Zoning:** Main Street (MM) and  
Mixed Use Corridor (MC)