



The NW 7th Avenue Community Redevelopment Agency

*NW 7th Avenue
Corridor*

*Community
Redevelopment
Agency*

ANNUAL REPORT

FY YEAR 2016-2017

**Prepared by: Miami-Dade County, Office of
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NW 7th AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AGENCY ANNUAL REPORT

Fiscal Year 2016 - 2017
(October 1, 2016 through September 30, 2017)

Introduction

The NW 7th Avenue Corridor Community Redevelopment Agency (CRA) was established by Miami-Dade County on March 16, 2004, when the Board of County Commissioners (BCC) adopted Resolution R-293-04, declaring the area to be slum and blighted, and authorized the County Manager to prepare a plan for the redevelopment of the area. Resolution R-780-04 and Ordinance 04-124, adopted by the BCC on June 22, 2004, approved the redevelopment plan and established the Agency's Trust Fund respectively. The CRA completed its first full year of operation in Fiscal Year 2004-05. Vice-Chairwoman Audrey M. Edmonson (District 3) and Commissioner Jean Monestime (District 2) Commission Districts encompass the CRA.

CRA Board of Commissioners

In accordance with Ordinance 06-18, adopted by the BCC on February 7, 2006, the NW 7th Avenue Corridor Board of Commissioners shall consist of not fewer than five or more than nine commissioners. Due to the untimely passing of a Charter Commission Member, Donald Kressly, in April, 2017, only four seats were filled as of September 30, 2017. Commissioners as of that date were:

- Dr. Mae Bryant (Chairwoman)
- Eugene Lomando (Vice Chairman)
- Mack Samuel (Secretary)
- Charesse Chester

With the assistance of Commissioners Edmonson and Monestime, the process to appoint additional CRA Board Members began in April.

Administrative Staffing

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

Administrative Procedures

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

Interlocal Cooperation Agreement

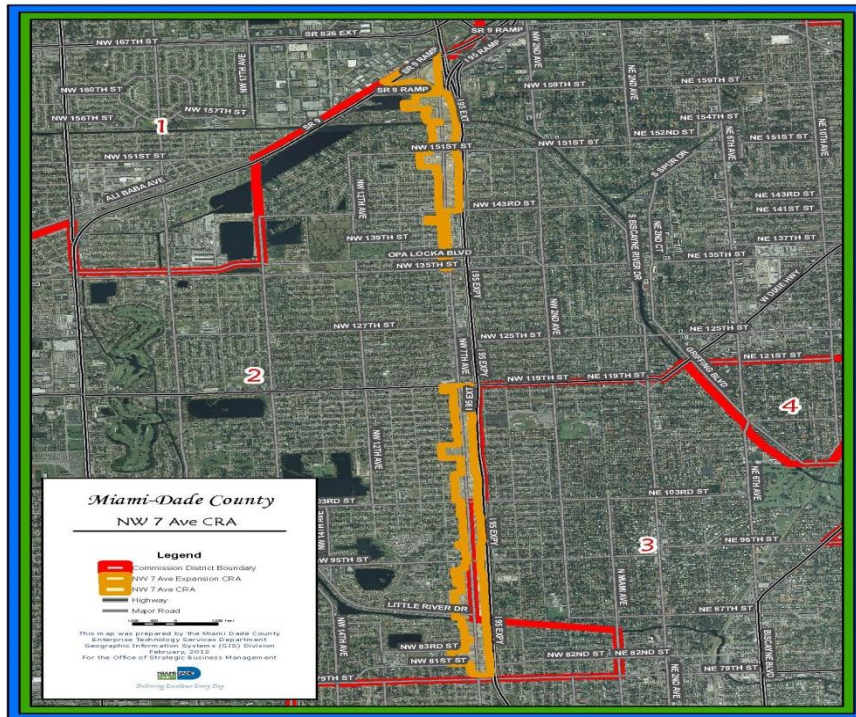
On December 1, 2009, the BCC adopted Resolution R-1360-09 delegating many redevelopment powers that were formerly vested in the BCC to the CRA. Some of the terms of the Interlocal Agreement are:

1. Administrative expenses for the CRA are capped at 20% of each year's budget;
2. the County is to be reimbursed annually for the cost of staff support, advertising, legal, publications and consultants;
3. approval by the BCC is required for amendments to the CRA Redevelopment Plan;
4. approval by the BCC is required for new indebtedness;
5. one or more members of the BCC or other Miami-Dade County representative may be appointed to serve on the CRA Board of Commissioners;
6. annual budgets and progress reports must be submitted to the County. Except for debt service payments on existing obligations financed with tax increment revenues, no funds may be spent from the trust fund until the annual budget has been approved by the BCC;
7. community involvement and citizen input shall be obtained in the planning of redevelopment activities, and
8. an independent audit by a Certified Public Accounting firm is required annually.

CRA Redevelopment Plan

- During Fiscal Year 2005-06, the Agency negotiated a development agreement that would implement the primary redevelopment project, identified in the plan as being a new car automotive retail marketing, sales, and distribution center, commonly referred to as the "Automall". On December 7, 2005, the Developer, Potamkin Development I-95 LLC, decided to discontinue the negotiations.
- On April 4, 2011, the BCC adopted Resolution R-223-11 finding the proposed expansion area of the CRA to be blighted. The expansion area is generally bounded by the City of Miami Gardens on the north, the City of North Miami on the south, on the west by the westernmost property lines of the parcels that abut the westerly right-of-way along NW 7th Avenue and on the east by Interstate I-95. On September 6, 2012, the BCC adopted Resolution R-661-12 accepting an amended redevelopment plan for the Agency, and approving the expansion of the boundaries.

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



In order to assist the CRA with implementation of its Redevelopment Plan, the Agency engaged IBI Group, Florida (Coordinator) to provide economic development services. The services provided by the

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



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

Grant Programs

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

During FY 2016-2017, the Board began discussions to ascertain the effectiveness of the CRA's grant programs. A peer review was conducted by staff to determine if a re-tooling of the grants are needed, as the CRA moves into its second decade of operations. While no grants were awarded during this fiscal year, the Grants Administrator continued to work with all grantees on executing their contracts and other administrative matters.

The **Commercial Improvement Program (CIP)** was created to assist commercial and industrial property owners in upgrading their properties. The CRA budgeted \$500,000 for the program in FY 2016-2017. Eligible improvements for the grant program include painting, roof repairs, lighting, exterior signage, window and door replacement, awnings, canopies and shutters, and storefront restoration among other improvements.

During the prior year, the CRA amended the program to raise the maximum grant award amount and require any business requesting more than \$50,000 to enter into a Community Benefits Agreement that requires small business participation and local area employment during construction and permanent jobs after construction. Four grants were awarded this fiscal year totaling \$265,000.

The **Business Innovation and Improvement Grant (BIIG)** was created in an effort to further the economic viability of established businesses in the redevelopment area. The BIIG makes capital available to fund the purchase of equipment and inventory, or for advertising and marketing. Technical assistance will also be available to grant recipients, in order to assist businesses to become more efficient and more competitive. The CRA budgeted \$200,000 for the program in FY 2016-2017 and awarded 6 grants, ranging from \$8,000 to \$10,000 each.

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

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

The 2016 Preliminary Tax Roll within the CRA area as reported by the Miami-Dade Property Appraiser is \$122.7 million, reflecting a 126 percent increase over the 2003 (base year) taxable value. The 2016 values reflect a 7.5% increase from 2015 values. The 2012 Expansion Area of the CRA 2016 Preliminary Roll was \$54.285 million, which represents a 4 percent growth from the 2015 Preliminary Roll for that area. FY 2016-2017 TIF revenues totaled \$419,420. Of this amount, \$122,630 was from the Unincorporated Municipal Service Area (UMSA) tax increment contribution, and \$296,790 from Miami-Dade County countywide funds. The CRA Board adopted their FY 2016-17 budget on September 27, 2016 and the BCC approved on March 7, 2017 (R-242-17).

Financial Summary

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

NW 7 th Avenue Community Redevelopment Agency (CRA)	
Fiscal Year Ended September 30, 2017	
REVENUES	
Tax Increment Revenue	\$419,420
Interest Income	13,204
Total Revenues	423,640
EXPENDITURES	
General Government	607,664
Debt Service	0
Capital Outlay	0
Total Expenditures	607,664
Excess/Deficiency of Revenues	
Over Expenditures	175,023
Other Financing Source	
Operating Transfer In	0
Operating Transfer Out	0
Total Other Financing Sources	0
Net Change in Fund Balance	-545,659
Beginning Fund Balance	1,973,059
Ending Fund Balance	1,798,036

CRA Activity Highlights

In April of 2017, the CRA experienced the loss of a long-standing member. This absence caused the CRA to lose the minimum number of Commissioners required to conduct business and schedule meetings.

The last year saw the CRA Board began to pivot to strategically planning for the next five years. This culminated in two Strategic Planning Sessions over three months and an update of the CRA's wherein a signature project, gateway signage and acquiring a parcel for development were identified as the main priorities for the CRA. Additionally, the CRA is looking to implement a number of improved funding vehicles and enhanced business support for the existing and new business along the 7th Avenue corridor. Fiscal Year 2016-2017 saw the continuing restructuring and active implementation of the CRA's core re-development programs and outreach to its client businesses. Below is a listing of accomplishments from October 2016 to September 2017:

- The CRA hosted the first Uptown Avenue 7 Street Fair and Festival;
- Launched small business development education programs;
- The CRA served multiple businesses already in the CRA and those seeking to move into the CRA by awarding more than \$318,000 in grant funding for the Commercial Improvement and Business Investment and Innovation programs. The businesses include: Auto Auction Now LLC.; The Mimosa Group; Starlap LLC (Michelson's Trophies); Still Butler's Hair Design; Open Arms Community mental Health Center, Inc.; El Dorado Barbershop; 80th Street Partners LLC.
- The CRA awarded grants for the following programs: Commercial Improvement, Business Investment and Innovation and the Safety and Security Pilot.
- Began discussions to revise CRA grant programs.

CRA Strategic Planning

The CRA Board began discussions aimed at re-vamping the grant programs currently offered. The refinement of the Action Agenda, will further sharpen those deliberations and yield programmatic changes designed to provide the local business community with the specific types of support that are most needed. The update to the Action Agenda, saw emphasis placed on identifying and completing a signature project, acquiring a parcel for development and continued brand recognition (i.e., continue hosting Street Fairs or further exploring a conceptual "pop-up" vehicle). The goals will remain building the CRA's TIF income, developing alternative funding for CRA programs and investments, developing alternatives to the State Enterprise Zone program, and supporting expansion and growth of CRA local businesses. The CRA's 2016-2017 adopted update to the Action Agenda is detailed below:

Uptown Avenue 7 CRA Work Program

FY 2016 -2017 (Revised 2-28-2017)

Development Funding Resources

- 1 Revise CRA Grant Funding Program - Targeted Industries
- 2 Acquire Development Grant Funds
- 3 Grow the TIF
- 4 Partner with CDE to acquire New Markets Tax Credits -
- 5 Implement CRA Bank Targeted Lending Program
Complete Debt Raise Agreement with BCC

Signature Development Project

- 6 Acquire or Partner to Develop Major Property
Complete Po-Up City Project

Streetscape Improvements

- 7 Complete Strategic Gateway/Entrance Signage
- 8 Complete Streetscape Design Concept Plan
- 9 Complete Development of Phase I Pocket Parking Sites

Marketing & Operations

- 10 Secure CRA Office Space
- 11 Acquire Updated CRA Business Listing
- 12 Revise CRA Web site
- 13 Continue Quarterly News Brochure
- 14 Launch 2nd Annual CRA Street Fair
- 15 Secure Booth at Jazz in the Gardens

Land Use Regulatory Changes

- ~~Revise NCUAD Zoning to Include Live-Work, Limit~~
- 16 Produce Vision Concept Showing Development at New

Business Development & Employment Programs

- 17 Grow CRA Small Business Development Services &
- 8 Continue CRA Business Development Training Seminars
- 19 Conduct 7th Job Fairs for Major Projects

Security & Public Safety

- 20 Implement CRA Security Program

Summary

The NW 7th Avenue Corridor lost some forward momentum when the Agency was no longer able to schedule meetings, due to the loss of a quorum. However, much of the planning work which had been discussed between October 2016 and March 2017, was continued by the Agency's economic development coordinator, grants administrator and the Miami-Dade County, Office of Management & Budget.

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



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