

N.W. 7th Avenue Corridor Community
Redevelopment Agency

Annual
Report

FY 2017 – 18

(October 1, 2017 to September September 30, 2018)

Prepared by the Office of Management and Budget

Miami-Dade County – March 2019



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 thirteenth year of operation in Fiscal Year 2017-18. The CRA lies within County Commission Districts 2 and 3, represented by Commissioner Jean Monestime and Audrey Edmonson.



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. The CRA Commissioners during this reporting period are listed below:

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

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 Chimene 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:

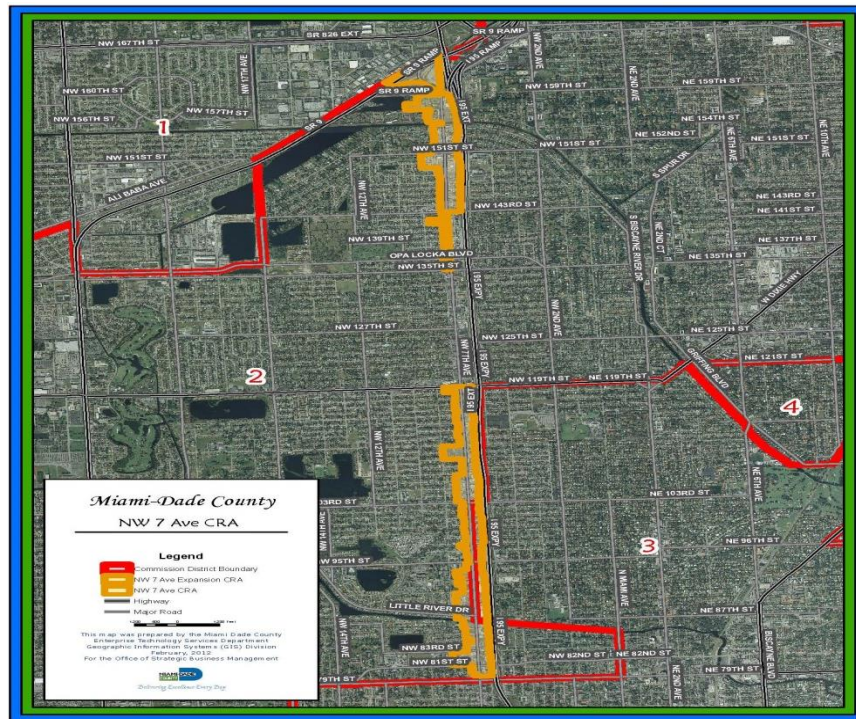
1. Administrative expenses for the CRA are capped at 20% of each year's budget;
2. The County is to be reimbursed annually for the cost of staff support, advertising, legal, publications and consultants;
3. Approval by the BCC is required for amendments to the CRA Redevelopment Plan;
4. Approval by the BCC is required for 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 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. The Community Redevelopment Area Market Area, the 3-mile radius surrounding the Area, is a major regional sub-market. Over 483,000 people live within the Agency Market Area; if it was its own city, it would be the second largest City in Florida.

The Area's Market Area is home to just over 9,596 business establishments, employing over 120,000, representing 12% of the County's businesses and 13% of its jobs base. The number of employed workers who live within the Market Area is 215,182; representing 17% of the County's employed workers. Total annual household income in the Area's Market Area is over \$7.5 billion, or 13% of Miami-Dade County's. 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.



Fiscal Year 2017-18, the Board continued discussions with local businesses about the effectiveness of the CRA's grant programs through its monthly meetings. A review was conducted by staff and the Economic Development Coordinator to determine if a re-tooling of the grants were needed, as the CRA moves into its second decade of operations. While no grants were awarded during this fiscal year, the Grants Administrator and administrative staff continued to work with all grantees on executing their contracts, processing payments, overseeing improvements and other operational matters.



The **Commercial Improvement Program (CIP)** was created to assist commercial and industrial property owners in upgrading their properties. The CRA budgeted \$200,000 for the program in FY 2017-18. 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.

In 2016, a CIP grant was awarded to rehabilitate and re-open a Holiday Inn® hotel in the Redevelopment Area located at 7927 N.W. 7th Avenue. The 174-room hotel, which will result in the creation of local jobs, is scheduled to start hiring in June 2019.

During FY 2017-18, the CRA amended the program to lower the maximum grant award amount and will award up to 10 grants.

Seltzer Law, PA and Mayberg Law, PA relocated their offices from 1200 Brickell Avenue to 10750 N.W. 6th Court within the CRA in 2018. Seltzer/Mayberg LLC practices criminal defense and immigration law. Seltzer/Mayberg LLC converted an old 12,000 square foot warehouse into a three story, 29,000 square foot Class A commercial office building. Seltzer/Mayberg will utilize approximately 11,000 square feet of office space, employ nine attorneys and 12 to 15 support staff.



The second and third floors will be available for lease at competitive, below market rents, with the second floor developed as affordable business accelerator and co-working space, specifically targeted and marketed to growing and attracting small businesses from the CRA and surrounding neighborhoods.

The office building is modern, with loft-style offices and executive suites; includes a modern, architectural, renovated and improved building façade facing I-95 with illuminated signage, improved parking and landscaping. The law firm will create higher paying jobs in the area.

The **Business Innovation and Improvement Grant (BIIG)** was created in an effort to further the economic viability of established small 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 is also available to grant recipients, in order to assist businesses to become more efficient and competitive. The CRA budgeted \$100,000 for the program in FY 2017-18 and will make up to 10 grants available in the next fiscal year, with a maximum of \$10,000 each.



The 2017 Preliminary Tax Roll within the CRA area as reported by the Miami-Dade Property Appraiser is \$188,959,114 reflecting an 85 percent increase over the base year taxable value. The 2017 values reflect a 7% increase from 2016 values. FY 2017-18 TIF revenues totaled \$515,925. Of this amount, \$150,846 was from the Unincorporated Municipal Service Area (UMSA) tax increment contribution, and \$365,079 from County countywide funds. The CRA Board adopted their FY 2017-2018 budget on February 27, 2018 (R-2018-001) and the BCC approved on July 10, 2018 (R-704-18).

Financial Summary

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

| NW 7th Avenue Corridor Community Redevelopment Agency (CRA) | |
|-----------------------------------------------------------------------------------|-----------|
| Fiscal Year Ended September 30, 2018 | |
| REVENUES | |
| Tax Increment | \$515,925 |
| Interest Income | 41,017 |
| Total Revenues | 556,942 |
| EXPENDITURES | |
| General Government | 201,897 |
| Debt Service | 0 |
| Capital Outlay | 0 |
| Total Expenditures | 201,897 |
| Excess/Deficiency of Revenues | |
| Over Expenditures | 0 |
| Other Financing Sourc | |
| Operating Transfer In | 0 |
| Operating Transfer Out | 0 |
| Total Other Financing Sources | 0 |
| Net Change in Fund Balance | 355,045 |
| Beginning Fund Balance | 1,798,035 |
| Ending Fund Balance | 2,153,080 |

CRA Activity Highlights

Due to the unfortunate passing of a Bord Member, the CRA did not have the legislatively required number of Members to meet the quorum. In February 2018, the CRA welcomed a new Board Member and conducted a strategic development meeting the following month at the FIU Kovens Center. The goal of the session was to re-capture the momentum experienced from the inaugural community Street Fair & Art Bazaar and further refinement of the CRA grant programs.

In the prior fiscal year, the CRA Board began to focus on a strategic plan for the next five years. This culminated in two planning sessions with: the Florida Department of Transportation (FDOT) on their planned corridor improvements and an engagement with Florida International University's (FIU) College of Architecture for a design charrette for the redevelopment area.

The CRA continues refining grant opportunities for businesses, exploring options for a signature project and gateway signage and acquiring a parcel of land for development. 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 2017-18 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 2017 to September 2018:

- Hosted a Special Meeting/Board Workshop at Florida International University Kovens Center;
- Redesigned the major CRA grant programs;
- Met with Miami-Dade County's landscape design/ engineering team to develop a streetscape concept for the CRA Corridor;
- Developed an electronic CRA Business Directory;
- Developed RFPs for and Economic Development Coordinator, Grants Administrator and Street Fair Cultural Festival vendor
- Established relationship with BankUnited for four new loan products, requiring no credit scores, limited credit history and expedited processing; and
- Continued providing support to more than a dozen existing grantees, businesses already in the CRA and businesses desirous of relocating into the CRA Area.

CRA Strategic Planning

The CRA Board began discussions aimed at re-vamping the available grant programs and continued for this current year. The prior update of the "Action Agenda," continued to shape the policy and programmatic changes designed to provide the local businesses and surrounding community with targeted types of support most needed. The update to the *Action Agenda*, placed emphasis on identifying and completing a signature project, acquiring a parcel of land for development and continued brand recognition (i.e., continued sponsorship of a Street Fair or further exploring a conceptual "pop-up" vehicle).

The initial goals will remain the same: build the CRA's TIF income; develop alternative funding for CRA programs and investments; develop alternatives to the State Enterprise Zone program; and support expansion and growth of local CRA businesses. The CRA's 2017-18 Work Program is detailed below:

N.W. 7th Avenue CRA Work Program

FY 2017 – 18

1. Signature Project Development

- Acquire or partner to develop major property
- Complete Pop-up city project

2. Develop Funding Resources

- Revise grant programs
- Grow the TIF
- Work with financial institution for the development of new loan products (requiring no credit scores, limited credit history and expedited processing) for the Redevelopment Area businesses

3. Marketing & Operations

- Develop CRA business-to-business social media site
- Develop CRA business map and directory
- Develop a hotel opening Media Advisory for release

4. Business Development & Employment Programs

- Grow small business development services
- Draft 7th Avenue Street Fair Request for Proposal
- Continue business development training seminars

5. Land Use Regulatory Changes

- Meet with Miami-Dade County Parks and Recreation Landscape Design Engineering team to develop a streetscape concept for the Avenue

6. Streetscape Improvements

- Develop 7th Avenue Streetscape Request for Proposal

The NW 7th Avenue Corridor picked up where it left off when the Agency was no longer able to schedule meetings due to the loss of a quorum and held nine meetings within a seven-month timeframe. Planning work which had been discussed the prior year, was continued by the Miami-Dade County, Office of Management & Budget staff, by the Agency's economic development coordinator, and grants administrator.

This year the tax roll in the Area increased at a greater percentage than the County-wide growth, which indicates that there continues to be a steady pace at which the prior CRA businesses have remained and new ones have chosen to relocate into the Area. The CRA continues to attract significant, new investment, as a growing number of business and developers understand the value of the CRA's location, access, strong local business community, and innovative incentive programs developed by the CRA. The NW 7th Avenue Corridor CRA has the potential to benefit from increases in residential and commercial developments throughout Miami-Dade County, especially in the urban core areas adjacent to the CRA. The CRA will continue to benefit as this development increases property values throughout the area.

The continued redevelopment of the Corridor will fuel future growth and continue to benefit the CRA and County as a whole. The two greatest challenges faced by the CRA is to continue attracting new businesses into the Area and the continued developing and preparing its existing local businesses to compete in Miami's regional economy, especially as property values continue to rise within the CRA.



NW 7th Avenue Corridor Community Redevelopment Agency

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<https://www8.miamidade.gov/global/government/boards/northwest-7th-avenue-cra.page>