



## ANNUAL REPORT

**UPTOWN**  
A V E 7 N U E

**CORRIDOR COMMUNITY  
REDEVELOPMENT AGENCY**

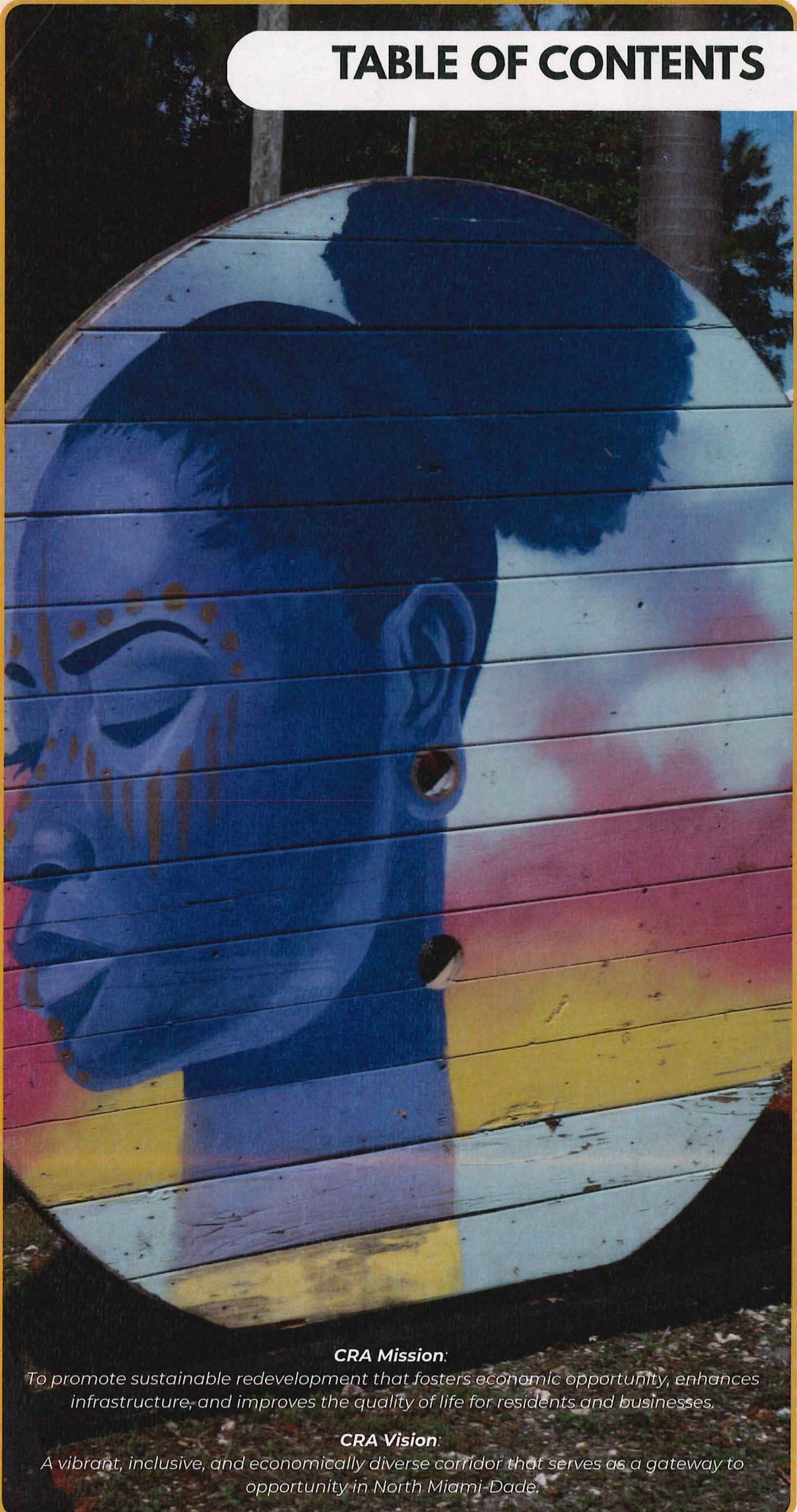
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**CREATED 2004 | FY 2024-2025**

[www.miamidade.gov/global/government/boards/northwest-7th-avenue-cra.page](http://www.miamidade.gov/global/government/boards/northwest-7th-avenue-cra.page)



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**CRA Mission:**

*To promote sustainable redevelopment that fosters economic opportunity, enhances infrastructure, and improves the quality of life for residents and businesses.*

**CRA Vision:**

*A vibrant, inclusive, and economically diverse corridor that serves as a gateway to opportunity in North Miami-Dade.*

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# Chair's Message



As I reflect on this past year as Chair of the Northwest 7th Avenue Community Redevelopment Agency, I am encouraged by the direction we are taking and the foundation we are building to support a stronger, more vibrant corridor.

This year represented a period of transition, during which we took a thoughtful and intentional approach to evaluating our priorities, strengthening the Agency's focus, and positioning ourselves for long-term success. While progress continued in key areas, much of our work focused on ensuring we were building the right framework to support meaningful and lasting redevelopment.

Northwest 7th Avenue holds tremendous potential not only as a commercial corridor but also as a cultural and economic anchor for the surrounding community. With new leadership in place, we have been focused on aligning our efforts, strengthening partnerships, and preparing initiatives that will support local businesses, improve the corridor's appearance and safety, and attract new investment.

As we move forward, our commitment is clear. We are entering a more active phase focused on implementation by delivering programs, advancing projects, and creating visible block-by-block improvements along the corridor. Our goal is to transform Northwest 7th Avenue into a thriving, beautiful, and economically resilient destination that reflects the strength and identity of the community it serves.

I am proud to serve alongside a dedicated Board, our Executive Director, and our community partners, all of whom remain committed to this vision. The work ahead is significant, but so is the opportunity. We look forward to continuing to serve the community and shaping the future of Northwest 7th Avenue together.

*Rasha Cameau*

**Rasha Cameau**

MBA, FRA-RP

CRA Chair





# Executive Director's Message

Fiscal Year 2024–2025 marks a significant milestone for the Northwest 7th Avenue Corridor Community Redevelopment Agency as we take meaningful steps towards a more active, program-driven approach to redevelopment along the corridor. Since stepping into the role of Executive Director, I have focused on aligning our efforts with clear priorities and on initiating projects that will deliver visible, positive change.

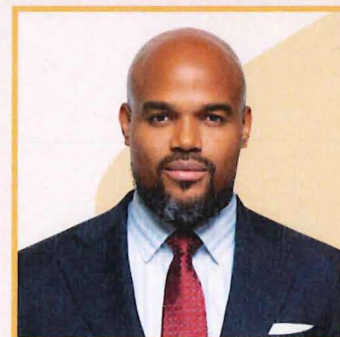
Northwest 7th Avenue serves as a vital commercial corridor, rich in economic and cultural significance. Over the past year, the CRA has been laying the groundwork for targeted investments and sustained growth by rolling out a series of initiatives aimed at boosting both local businesses and the surrounding community.

We are moving forward with several key programs that will define the next phase of redevelopment. These initiatives include commercial beautification projects to enhance storefronts and elevate the corridor's aesthetics, small-business cultivation workshops to bolster local enterprise, and planned streetscape improvements to create a safer, more inviting environment. The Agency is also advancing efforts to convert septic systems to sewer connectivity and is exploring community mobility solutions to improve first and last-mile accessibility throughout the corridor.

These initiatives embody a comprehensive strategy intended to generate visible progress while fostering long-term economic development. By focusing on both physical enhancements and business support, the CRA is committed to building momentum and encouraging reinvestment along Northwest 7th Avenue.

The success of our efforts hinges on strong partnerships. The CRA will continue to collaborate closely with Miami-Dade County, community stakeholders, property owners, and local businesses to ensure that these initiatives are effectively implemented and aligned with community needs.

As we move forward, the Agency remains dedicated to delivering tangible results. Our focus will be on implementation, accountability, and creating a corridor that is not only functional but also vibrant, attractive, and true to the spirit of the community it serves.



*Casneve 'Khass' Oupelle*  
**Casneve 'Khass' Oupelle**  
MPA, FRA-RA  
Executive Director

# What is a Community Redevelopment Agency?



Community Redevelopment Agencies (**CRAs**) in the State of Florida are special-purpose local government districts/entities established by counties or municipalities under the authority of Chapter 163, Part III, Florida Statutes. Their primary mission is to address conditions of blight and promote revitalization within designated redevelopment areas. Once created, a CRA operates under an adopted community redevelopment plan that outlines specific goals, projects, and strategies tailored to the unique needs of the area. These plans often focus on improving infrastructure, encouraging private investment, expanding economic opportunities, and enhancing the overall quality of life for residents and businesses.

A key economic development tool used in Florida, CRAs, utilize tax increment financing (TIF), which allows a portion of future increases in property tax revenues within the redevelopment area, to be reinvested locally. As property values rise due to redevelopment efforts, the incremental tax revenue generated above the established base year is allocated to the CRA to fund eligible projects.

TIF funds are commonly used for:

- Infrastructure & Public Improvements: Construction or reconstruction of streets, utilities, sidewalks, water/sewer systems, and street lighting.
- Property Rehabilitation: Grants or loans for facade improvements, structural upgrades, and commercial/residential renovations that support small businesses.
- Site Preparation: Demolition of unsafe structures and clearance of land.
- Affordable Housing: Funding, loans, and grants for projects to increase affordable housing inventory.
- Public Amenities: Development of parks, playgrounds, and community spaces.
- Economic Development: Land acquisition and business retention programs.
- Operational Costs: Administrative expenses, including hiring staff or consultants to manage the redevelopment plan.
- Community Policing: Implementing innovations designed to reduce crime within the area

Florida's CRAs are also designed to promote collaboration and accountability. They operate under the oversight of their governing bodies – in Miami-Dade County (County), that would be the Board of County Commission (BCC) -- and are subject to public meeting laws, financial reporting requirements, and regular audits to ensure transparency. Many agencies actively engage residents, business owners, and community stakeholders in planning and decision-making processes to ensure redevelopment efforts reflect local priorities. Through strategic planning, fiscal stewardship, and community engagement, CRAs play a vital role in revitalizing neighborhoods, reducing disparities, and fostering sustainable development across Florida's communities.

The CRA is a legal entity, separate, distinct, and independent from the BCC. Pursuant to Chapter 163 of the Florida Statutes, the NW 7th Avenue CRA must file with its governing body, the County, on or before March 31st of each year, a report of its activity for the preceding fiscal year. This report includes a complete financial statement setting forth the assets, liabilities, income, and operating expenses as of the end of the prior fiscal year (September 30, 2025).

This Annual Report will be available for review in the Miami-Dade County Clerk of Courts and online at: [www.miamidade.gov/global/government/boards/north-west-7th-avenue-cra.page](http://www.miamidade.gov/global/government/boards/north-west-7th-avenue-cra.page).





# Our History & Boundaries

In accordance with the Community Redevelopment Act of 1969, the NW 7th Avenue CRA was created by the County on March 16, 2004, when the BCC adopted Resolution R-293-04, establishing the boundaries of the Redevelopment Area, and declaring the Area to be slum and/or blighted in order to carry out the community redevelopment purposes of Chapter 163.

Additionally, the BCC adopted the following creation legislation:

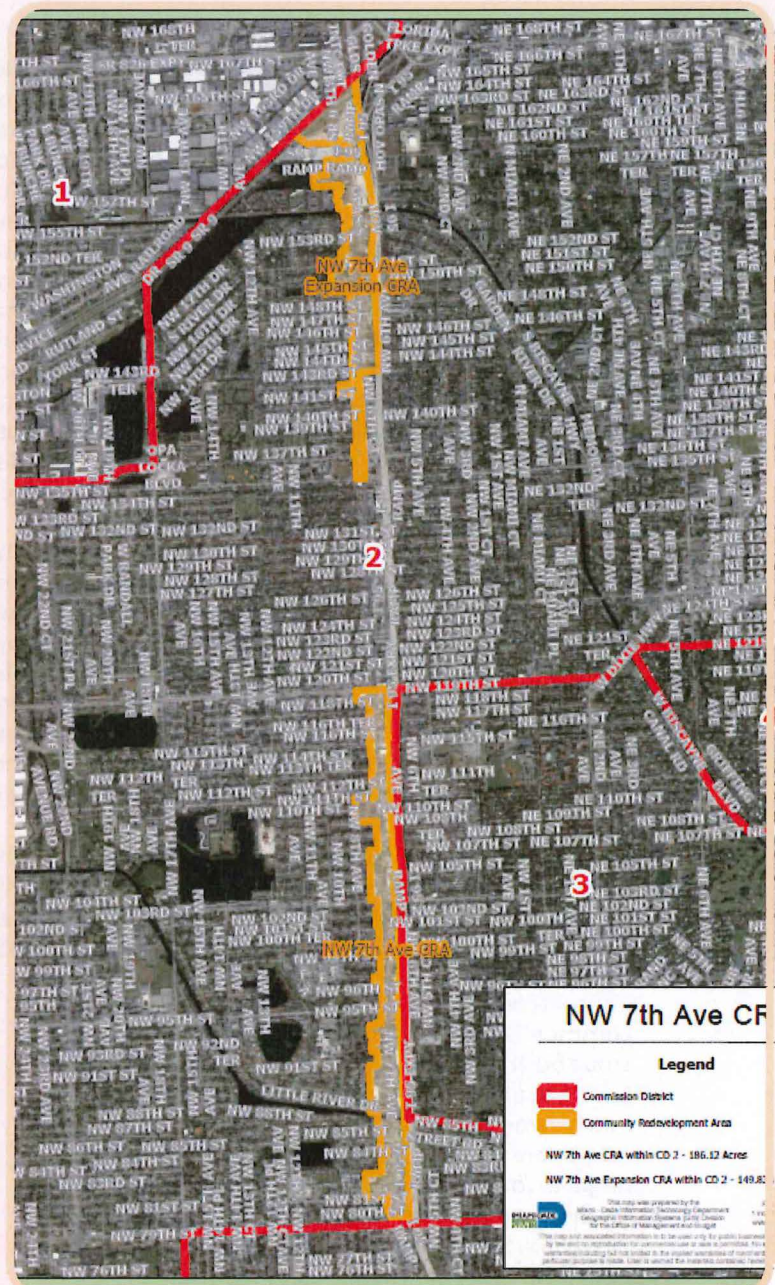
- Ordinance No. 04-124, dated June 22, 2004, established the redevelopment trust fund, pursuant to Chapter 163, Florida Statutes, for deposit of tax increment revenues generated from the Redevelopment Area.
- Resolution No. R-780-04, dated June 22, 2004, adopted the CRA Community Redevelopment Plan and the funding of the activities set forth in the plan when the Board enacted.
- Resolution No. 1360-09, dated December 1, 2009, approved execution of the Interlocal Agreement between the BCC and the CRA. The Interlocal grants to the Agency certain redevelopment powers and requires the Agency to submit, for the County's approval, an annual budget for the implementation of the redevelopment activities contained in the Plan.

The Redevelopment Area (Area) encompasses both the east and west sides of NW 7th Avenue and is the geographic area bounded on the North by NW 119 Street, bounded on the East by Interstate 95, bounded on the West by the property lines of the properties which abut NW 7th Avenue and on the south by NW 80 Street and the area generally bounded on the North by the City of Miami Gardens, bounded on the East by Interstate 95, bounded on the West by the westernmost property lines of the parcels which abut the westerly right of way along NW 7th Avenue, and on the South by the City of North Miami.

In early 2011, the CRA pursued an expansion Area to the north of the original boundary, with the adoption of the following legislation:

- Resolution No. R-223-11, dated April 11, 2011, approved a Finding of Necessity (FON) to expand the Redevelopment Area to include the new area.
- Resolution No. R-661-12, dated September 6, 2012, adopted the updated Redevelopment Plan to include the newly expanded Redevelopment Area and broadened the redevelopment strategies for the new boundaries.

The 2011 expanded Area is generally bounded by the City of



Miami Gardens on the north, 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 N.W. 7th Avenue and on the east by Interstate 95.

The CRA completed its twenty-first year of operation in Fiscal Year 2024-25.

Note: a larger map can be found at: <https://www.miamidade.gov/global/government/boards/northwest-7th-avenue-cra.page>

# Proposed Boundary Expansion & Redevelopment Plan



On March 5, 2024, the BCC adopted Resolution No. 189-24, which directed the County's administration to competitively select a consultant to prepare a FON study for a second expansion of the Area. If successful, an updated Redevelopment Plan (Plan) will be initiated and submitted to the BCC for acceptance and approval to include the two geographic locations below.

In June of 2024, BusinessFlare® was contracted to conduct a FON for the expansion of the CRA's northern and southern boundaries, which identifies 668 parcels, or approximately 246 acres, to be blighted areas.

The expansion areas are as follows:

**AREA 1** (North, 81 acres) - Near Golden Glades Multimodal Transportation Facility, North by the intersection of State Road 9 and the State Road 9 Ramp, South by the Canal north of south Biscayne River Drive, East by NW 7<sup>th</sup> Avenue, and West by State Road 9.

**AREA 2** (South, 165 acres) - Near Little River Canal, North by Little River Canal, South by NW 80<sup>th</sup> Street to the boundary of City of Miami, East by North Miami Avenue, and West by NW 6<sup>th</sup> Avenue.

**AREA 3** - A County-owned vacant parcel, located at 785 NW 141<sup>st</sup> Street.

The current redevelopment area consists of 335.95 acres, equivalent to .52 square miles. The expansion areas total approximately 246 acres, which is equivalent to 4.55 square miles. If the expansion is approved, the newly expanded Area would more than double in size (581.95 acres, approx.).

The original CRA boundaries and these expansion areas are solely located within County Commission District 2, which is represented by Commissioner Marlene Bastien.

The Plan is the guiding blueprint for a CRA's work. It serves as a roadmap, outlining the specific goals and strategies for revitalizing a designated area. The Plan typically addresses issues like blight, lack of affordable

housing, or economic stagnation. It details the overall vision for the community's future and lays out specific projects, such as infrastructure improvements, business development initiatives, or public space creation. The Plan can also establish financing mechanisms, often utilizing TIF dollars, to fund these projects and achieve the desired transformation. Regularly reviewed and updated, the Plan ensures the CRA's efforts are targeted, transparent, and aligned with the community's evolving needs.

As the CRA addresses the issues identified in the Redevelopment Plan, it will be reviewed and updated as the community changes, resources increase, additional partnerships are brokered, and new projects are identified by the CRA.

Note: a larger map can be found at: <https://www.miamidade.gov/global/government/boards/northwest-7th-avenue-cra.page>





# CRA Board of Commissioners & Staffing

The Ordinance which created the CRA provided the legal basis for the CRA to carry out redevelopment activities in the designated slum or blighted areas identified in the FON. Specifically, it delegated certain powers authorized by State statute to the new agency and set the framework for governance and oversight consistent with State law and Miami-Dade County Code requirements. Further, it established that the CRA Board of Commissioners consist of not fewer than five (5) or more than nine (9) commissioners.

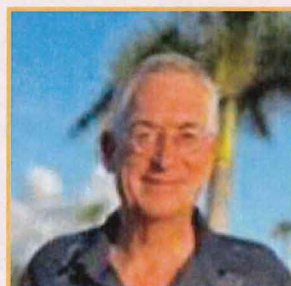
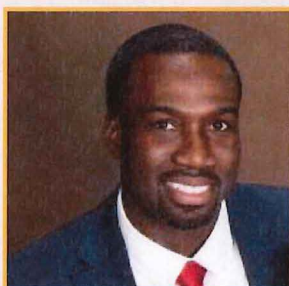
The NW 7th Avenue CRA Board of Commissioners is comprised of volunteer professionals from the community with subject matter expertise in varying fields. The Agency's By-laws, which established operating guidelines for the Citizens Board of Commissioners, the composition, purpose, powers, meeting notice requirements and administrative procedures, were adopted by the Board on July 13, 2009.

On October 6, 2022, former Commissioner Jean Monestime appointed Nadeige Theresias-Joisil to the Board through Resolution 966-22. Board Member Daniella Pierre, the designated Chair, was appointed on October 8, 2022 (R-1133-22). On November 15, 2022, Gene Lomando was re-appointed to the Board, along with Jeffy Mondesir, who was designated as the Board's Vice-Chair (R-1134-22). On, September 4, 2024, Commissioner Marleine Bastien appointed Rasha Cameau (R-783-24) and Angela Reyes (R-1090-24) on December 3, 2024. Through Resolution R-557-25, Rasha Cameau was designated Chair on June 3, 2025. As of September 30, 2025, six (6) of the nine (9) Board seats were filled.

In April 2025, the CRA hired a full-time Executive Director, Casneve "Khas" Oupelle, MPA, FRA-RA, to oversee day-to-day operations management. Consulting teams were also engaged to manage the CRA's grants program, economic development services, and boundary expansion.

On July 1, 2025, through Ordinance 25-61, the BCC authorized the CRA to employ their own agency staff, agents, other employees and legal counsel.

During fiscal year 2024-2025, the CRA Board was staffed on a part-time basis by Miami-Dade County professional staff. The Office of Management and Budget (OMB): Vivian Cao, Assistant Director, Chimene Y. Graham, Business Manager and Nicole Jordan, Business Analyst. Legal assistance was provided by Miami-Dade County, Assistant County Attorney Terrence A. Smith.



*Top Row, L - to R-*

**Rasha Cameau, MBA, FRA-RP**  
Chair

**Jeffy Mondesir, BSA**  
Vice-Chair

**Gene Lomando, BSA**  
Board Member



*Bottom Row, L- to R-*

**Daniella Pierre, MSHRM**  
Board Member

**Nadeige Theresias-Joisil, MS Ed**  
Secretary

**Angela Reyes, MST**  
Treasurer

# Finances

## Adopted FY 2024-2025



CRA's play a critical role in driving tax base growth by focusing on revitalizing underdeveloped or neglected areas, which leads to increased property values and expanded economic activity. Through targeted investments in infrastructure, housing, and commercial development, the CRA helps attract new businesses and residents, creating a more vibrant and attractive community. As properties are redeveloped and improved, the overall tax base grows, generating additional revenue that can be reinvested into further community development initiatives. This growth not only strengthens the overall local economy, but also enhances the CRA's financial capacity to fund future redevelopment projects, ensuring long-term sustainability and prosperity for the entire community.

In addition, the CRA will focus on building awareness and promotion of redevelopment in the Area through business education, training support and economic programs by engaging community stakeholders, initiating valuable public-private partnerships, also known as P3s, and other organizations interested in the CRA's redevelopment Area.

The CRA's Fiscal Year 2024-2025 adopted budget of **\$7,351,548**, was approved by the Agency on November 13, 2024 (CRA-03-2024) and by the BCC on June 3, 2025 (Resolution No. R-233-25).

The budget includes **revenue** sources of:

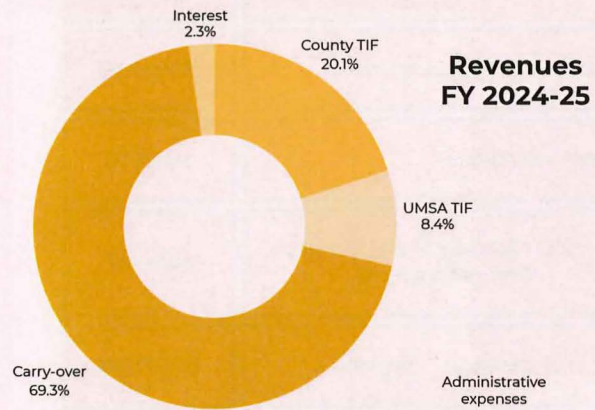
- County Tax Increment Financing (TIF) revenue, \$1,075,814
- Unincorporated Municipal Service Area (UMSA) TIF revenue, \$449,038
- Carry-over from prior years, \$5,614,379
- Interest earnings, \$212,317

The budget includes the following **expenses**:

- Administrative expenditures of \$520,549 --
  - direct support from County staff, \$212,549
  - contractual services for an Executive Director, \$150,000
  - office equipment/furniture, \$50,000
  - rent/lease costs, \$50,000
  - audits and studies, \$20,000
  - insurance, \$10,000
  - travel, educational seminars, \$6,000
  - advertising, mail services and notices, \$5,000
  - printing/publishing, \$5,000
  - staff office supplies, \$4,000
  - web-based software services, \$3,000
  - clerk/meeting costs, \$3,000
  - utilities (\$2,000)

Operating expenditures of \$6,047,317 --

- \$3,532,317, development opportunities/land/parcel acquisitions
- \$400,000, façade program
- \$350,000, Revitalization & Rehabilitation Grant Program
- \$300,000, Business Attraction & Relocation Grant Program
- \$300,000, corridor infrastructure improvements
- \$250,000, Business Incubator Program
- \$150,000, Small Business Technology & Innovation Grant Program
- \$100,000, contractual services, Finding of Necessity studies/expansion/Program Assistant
- \$100,000, Community Policing/Solid Waste
- \$100,000, landscaping/streetscaping
- \$175,000, contractual services, Grants Program Administrator
- \$190,000, contractual services, economic development/Market Analyst
- \$50,000, business services/outreach
- \$40,000, legal services
- \$6,000, professional development (conferences/trainings/seminars)
- \$4,000, memberships and State fees





# Financials & Tax Roll Growth

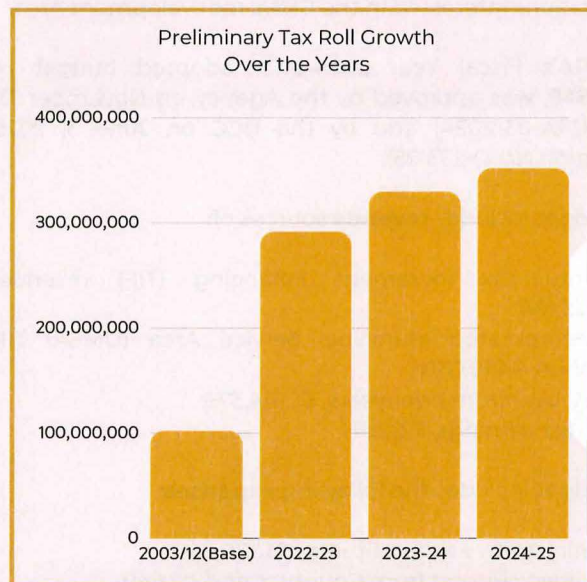
Northwest 7<sup>th</sup> Avenue Corridor Community  
Redevelopment Agency  
(A Component Unit of Miami-Dade County, Florida)  
Statement of Revenues, Expenditures and Change in  
Fund Balance

As of September 30, 2025

<b>Revenues:</b>	General Fund
Tax Increment Financing Revenue	\$1,524,852
Investment and Other Income	\$212,181
<b>Total Revenues</b>	<b>\$1,737,033</b>
<b>Expenditures:</b>	
Community Redevelopment	\$802,796
<b>Total Expenditures</b>	<b>\$802,796</b>
Excess (deficiency) of Revenues Over Expenditures	\$934,237
Fund Balance - Beginning	<b>\$5,641,733</b>
Fund Balance - Ending	<b>\$6,575,970</b>

The NW 7<sup>th</sup> Avenue CRA financial statement for Fiscal Year 2024–2025 reflects the CRA's continued commitment to sound fiscal management, transparency, and accountability.

The table to the left provides a summary of revenues, expenditures, and fund balances, demonstrating the Agency's prudent use of TIF to advance redevelopment priorities. Consistent with its mission, the CRA has aligned its financial resources with strategic investments in infrastructure, economic development, and community enhancement initiatives, while maintaining strong internal controls and compliance with all applicable regulatory requirements. These audited results underscore the Agency's capacity to responsibly manage public funds and position the corridor for sustained, long-term growth.



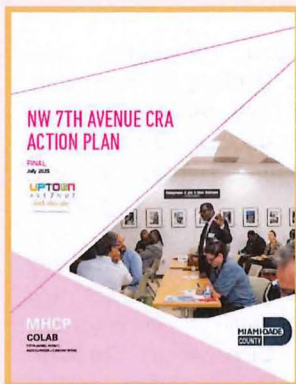
The Preliminary Tax Roll for the base year (2003) taxable value for the original CRA Area was \$54,233,325. The base year value for the expansion Area (2012) was \$48,055,633, for a total of \$102,288,958 for both initial Areas.

The 2024-25 Preliminary Tax Roll for the two Areas was \$351,892,559, a 5.13% and 10.9% increase for both Areas over the 2023-2024 Preliminary Tax Roll (\$329,683,441) and a 244% increase over the 2003 and 2012 base values (\$102,288,958).

This is the 11th straight year of positive increment growth for the NW 7th Avenue CRA.



# Strategic Planning & 2025 Action Plan Update



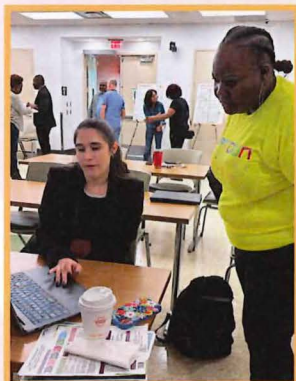
The CRA is committed to advancing sustainable growth, improving residents' quality of life, and revitalizing underdeveloped areas throughout the community. During FY 2024–2025, the CRA continued its partnership with MHCP COLAB, LLC (COLAB) to advance strategic planning and economic development initiatives designed to accelerate redevelopment along the NW 7th Avenue corridor.

Throughout the fiscal year, COLAB spearheaded the completion, and Board approval, of the 2025 Action Plan Update, a comprehensive roadmap that replaces the outdated 2019 framework. By utilizing a four-phased approach—Discovery, Drilldown, Design, and Implementation—COLAB provided the CRA Board with a database of existing conditions, including ArcGIS mapping that revealed a corridor composed of 48.4% commercial land and 14.4% vacant parcels. This foundational work has allowed the Agency to identify exactly where slum and blight are most concentrated and where intervention is most needed. Further, it included a comprehensive assessment of existing conditions and neighborhood needs, identification of priority redevelopment areas, and establishment of short-, mid-, and long-term objectives that support robust economic redevelopment.

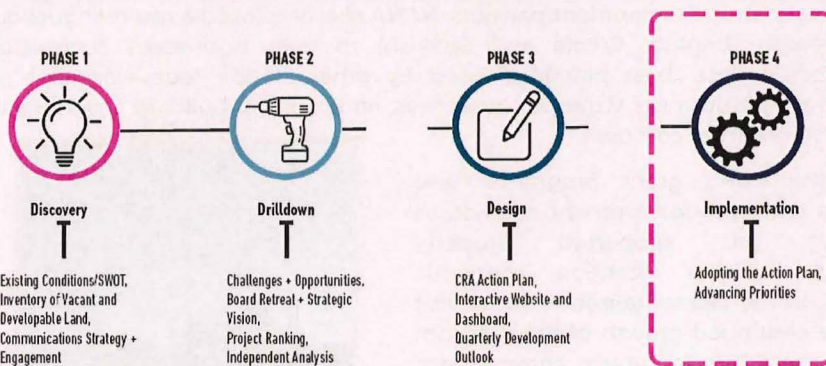


Using the four-phased approach, the consultant first guided all stakeholders through the “discovery” phase to understand existing conditions through extensive mapping, stakeholder interviews and community workshops.

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 a broad grouping of projects and areas of focus that were most important to the CRA.



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, residents and Board Members, the projects and priorities were further modified. Delivery and acceptance of the Action Plan update was Phase 3, while the final Phase, Implementation, will be occurring over the next three to five years.

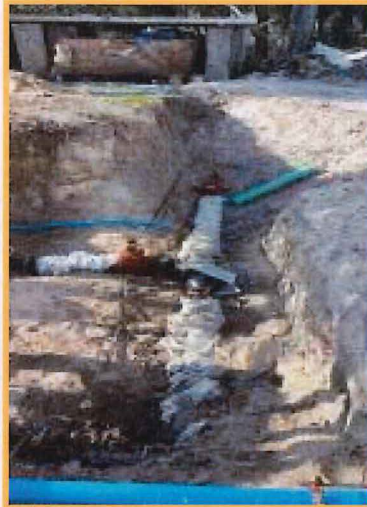


After the Board Retreat, the CRA's Action Plan was finalized and approved by the Board. Through active collaboration with local stakeholders, businesses, and residents, the CRA directly worked to implement a unified development strategy that leverages CRA resources and assets, strengthens infrastructure, supports business growth, and encourages meaningful public engagement. The Action Plan, which serves as a companion to the CRA's Redevelopment Plan, helps guide the Board's overall strategic planning objectives and economic goals.





# Small Business Support

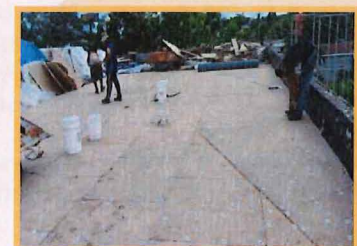
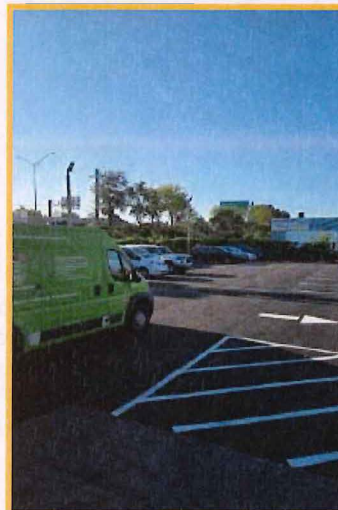


The CRA also re-engaged Neighbors and Neighbors Association, Inc. (NANA) as its grants administrator to re-launch their revamped grant programs. This partnership supported the CRA's Work Program by strengthening small business assistance, accelerating business growth, advancing redevelopment projects, and coordinating infrastructure planning with key partners. These efforts are designed to attract new investment and generate employment opportunities within the CRA Area. Through targeted outreach, technical assistance, and a user-friendly application process, NANA helped local businesses access capital to improve properties, modernize operations, and strengthen long-term viability within the redevelopment area.

Since the grants program inception in FY 2013-2014, the NW 7th Avenue CRA, through NANA, has awarded a total of \$3 million in grant funding. During FY 2024-2025, the CRA allocated \$800,000 and awarded 14 grants totaling \$721,250, supporting small business expansion, corridor revitalization, and property rehabilitation projects aligned with the CRA's mission of repositioning NW 7th Avenue as a major regional employment and commercial corridor; and representing a significant injection of capital into the corridor's small business ecosystem. By providing administrative support and technical assistance, NANA ensured that local entrepreneurs could successfully navigate the application process for the CRA's Area Improvement and Redevelopment Grant (AIRGP) programs. Grant opportunities included the: Revitalization & Rehabilitation Grant (RRG), up to \$75,000; Business Attraction & Relocation Grant (BARG), up to \$100,000; and the Small Business Technology & Innovation Grant (SBTIG), up to \$10,000.

Further, NANA implemented a digital grants application portal, streamlining the submission process and reducing the time-to-award for local business owners. NANA also strengthened the program's reach through expanded community engagement (free community Radio advertisements) and collaboration with other redevelopment agencies and economic development partners. NANA also employed a multi-lingual outreach and technical and print support campaign (English, Creole and Spanish) to help businesses successfully apply for funding. These implementations reflect "best practices" used by other Florida redevelopment agencies, which utilize façade improvement grants, business attraction incentives, and capacity-building programs to stimulate private investment and enhance commercial corridors.

Over time, the CRA's grant programs have evolved into a critical redevelopment catalyst, as the funding has supported property improvements, business retention, economic recovery and commercial revitalization for the last 12 years. The continued growth of the program demonstrates the CRA's long-term commitment to reinvesting tax increment financing revenues into small business support.



# CRA Calendar & Accomplishments



In 2025, the most significant accomplishment was the hiring of a full-time executive director, Casneve 'Khas' Oupelle, with Vantage Solutions, LLC, to oversee day-to-day management and operations and spearhead refinement of the CRAs primary objective of serving as a catalyst for impactful economic community renewal.

For the year, additional accomplishments were the following:

1. Employed professional consultants in the urban development and grants management areas
2. Hosted several community visioning workshops to garner feedback from business owners and residents for an update and delivery of the Agency's 2025 Action Plan
3. Awarded fourteen (14) business grants for a total amount of \$721,250
4. Approved the Finding of Necessity (FON) for a second expansion of the CRA boundaries
5. Approved Infrastructure and Tax Increment Financing Incentive Program guidelines
6. Hosted a successful Strategic Planning Retreat and refined the strategic planning documents
7. Created an inventory of existing conditions, including: vacant land, unsafe structures, land ownership/value, land use and zoning, neighborhood services and amenities, transit and transportation, and properties lacking sewer connections
8. Networked at the annual state-wide Florida Redevelopment Association (FRA) and International Economic Development Council (IEDC) conferences
9. Liaised with multiple community partners, including private business owners, residents, developers, Florida Department of Transportation, Miami-Dade County Sheriff's Office and Miami-Dade County departments (Commission offices; planning; water and sewer; transit/public works; code enforcement and housing)



## 2024-2025 CRA Calendar

October 15<sup>th</sup>

October 22<sup>nd</sup> - 25<sup>th</sup> (FRA Conference)

November 13<sup>th</sup>

December 4<sup>th</sup>

January 25<sup>th</sup>

February 25<sup>th</sup>

February 1<sup>st</sup> (2 Focus Groups)

February 6<sup>th</sup> (Focus Groups)

March 19<sup>th</sup>

April 30<sup>th</sup>

May 28<sup>th</sup>

July 23<sup>rd</sup>

August 22<sup>nd</sup> (Board Retreat)

September 14<sup>th</sup> - 17<sup>th</sup> (IEDC Conference)



# Looking Ahead

As the NW 7th Avenue Corridor Community Redevelopment Agency prepares for the next fiscal year, the focus turns from vision to sustained implementation and measurable impact. The coming year will emphasize delivering visible improvements along the corridor, accelerating capital projects, and strengthening partnerships that leverage public investment to attract private redevelopment. Strategic use of tax increment financing will continue to support infrastructure upgrades, commercial revitalization, housing stability initiatives, and public realm enhancements that create safer, more walkable, and economically vibrant neighborhoods.

For the eighth straight 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. This robust year-over-year growth of commercial leases will help to springboard the CRA into development agreements designed to stimulate further growth and expansion; as these projects can pay "dividends" to the Area by ensuring sustainable, long-term success—both within the CRA district and the County.

In the year ahead, the CRA will deepen its commitment to small business support, workforce opportunity, and equitable development to ensure that long-term residents and entrepreneurs benefit from the corridor's growth. Continued collaboration with community stakeholders, institutional partners and local and State governmental departments, will be essential to advancing catalytic projects and positioning the Area for sustainable reinvestment.

Specifically, major goals targeted for the upcoming Fiscal Year may include:

1. Improve planning and zoning
  - Develop updated zoning recommendations
  - Align land use policies to support redevelopment and targeted growth
  - Identify strategic sites for new development projects
2. Enhance the physical environment ("look and feel")
  - Upgrade streetscapes and corridor aesthetics
  - Partner for a community policing initiative
  - Improve overall urban design and placemaking to make the area more attractive for residents, visitors, and investors
3. Stimulate new development opportunities
  - Actively identify and promote sites for redevelopment
  - Attract new businesses and investment to the corridor
  - Encourage mixed-use and economically productive projects
4. Strengthen community partnerships
  - Collaborate with stakeholders to create job opportunities
  - Support health initiatives and community-serving programs
  - Build partnerships that align public and private sector efforts
5. Invest in infrastructure to attract private investment
  - Plan and implement key infrastructure upgrades
  - Use improvements (e.g., transportation, public realm) to catalyze economic development and private-sector interest

Fiscal Year 2024–2025 represents another step forward in transforming the CRA into a resilient, thriving community that honors its history while embracing future opportunity. Through disciplined planning, transparent governance, and community-driven priorities, collaborative partnerships, the Agency remains steadfast in its mission to eliminate blight, stimulate economic vitality, and improve quality of life for all who live, work, and invest within the redevelopment area.

**NW 7<sup>th</sup> Avenue Corridor  
Community Redevelopment  
Agency**

Miami, Florida

