

REDEVELOPMENT

FISCAL YEAR OCT. 1, 2021 – SEPT. 30, 2022

NW 7TH AVENUE COMMUNITY
REDEVELOPMENT AGENCY

ANNUAL REPORT

UPTOWN
A V E 7 N U E
iwork. ishop. iplay

The NW 7th Avenue Community Redevelopment Agency



MAR 2023 // PREPARED BY MIAMI-DADE COUNTY, OFFICE OF MANAGEMENT &
BUDGET

CONTENTS

Redevelopment Introduction	03
CRA Background & History	04
CRA Boundary & Redevelopment Plan	05
Board of Commissioners & Administrative Staffing	06
Administrative Procedures & Interlocal Agreement	07
Tax Base Growth	08
Strategic Planning & Programming	09
Activity Highlights & Work Program	11
Government-wide Financial Analysis	12
Look Ahead	13



INTRODUCTION

A Community Redevelopment Agency is a public entity that finances redevelopment within focused areas. Under Florida law (Chapter 163, Part III), local governments can designate areas as Community Redevelopment Areas when certain conditions exist.

Pursuant to Chapter 163 of the Florida Statutes, the Community Redevelopment Agency (CRA) of the NW 7th Avenue Corridor must file with its governing body, Miami-Dade County (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, 2022).

This report will be available for review in the Miami-Dade County Clerk's Office and online at:

www.miamidade.gov/global/government/boards/northwest-7th-avenue-cra.page.



The CRA is a legal entity, separate, distinct, and independent from the BCC and tasked with eliminating slum and blight within the approved redevelopment area. Redevelopment endeavors are implemented through a public body, which is known as a community redevelopment agency. Community redevelopment agencies can utilize a designated funding tool, known as Tax Increment Financing (TIF), which is available to cities and counties for redevelopment activities through the use of property tax revenues. Tax Increment Financing, or TIF, is used to leverage public funds to promote private-sector activity in the denoted area or areas. The CRA completed its eighteenth year of operation in Fiscal Year 2021-22.

Uptown
AVENUE 7

CRA BACKGROUND AND HISTORY

Miami-Dade County is located along the southeast tip of the Florida peninsula, bounded by Biscayne Bay and the Atlantic Ocean to the east, Everglades National Park to the west, the Florida Keys to the south, and Broward County to the north. The total population served by the County is more than 2.8 million, including approximately 1.2 million that live in the Unincorporated Municipal Services Area (UMSA).

In accordance with the Community Redevelopment Act of 1969, the NW 7th Avenue Corridor Community Redevelopment Agency (CRA) was established by the 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 in order to carry out the community redevelopment purposes of Chapter 163.

Additionally, Resolution R-780-04 and Ordinance 04-124, adopted by the BCC on June 22, 2004, approved the Redevelopment Plan (Plan) and established the Agency's Trust Fund, respectively. The CRA lies within UMSA, and prior to the latest round of re-districting, was shared by County Commission Districts 2 (Commissioner Jean Monestime) and 3 (Commissioner Keon Hardemon). After re-districting, the CRA lies exclusively in Commission District 2.

The N.W. 7th Avenue Corridor has historically been an important commercial corridor in North Miami-Dade. Prior to the construction of Interstate 95 (I-95), Route 441, which includes all of NW 7th Avenue, was the main North-South highway connecting Miami to Atlanta. Although undergoing a period of decline in the 1960's and 1970's, N.W. 7th Avenue rebounded and is poised to play an important role in the future of the Miami-Dade regional economy.

The Community Redevelopment 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 were 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.

Approximately 201,717 employed workers live within the Market Area, 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. The Area is home to a diverse mix of 453 primarily small businesses, which employ almost 2,800 persons. Recent new businesses in the Area, some developed with the help of funding received from the Agency, include a high-end print company capable of 3D printing, personal health care products manufacturer, law firm, a national chain 200-room hotel and Magnus Media, world famous singer Marc Anthony's global music production and talent management agency.



SMALL
BUSINESS

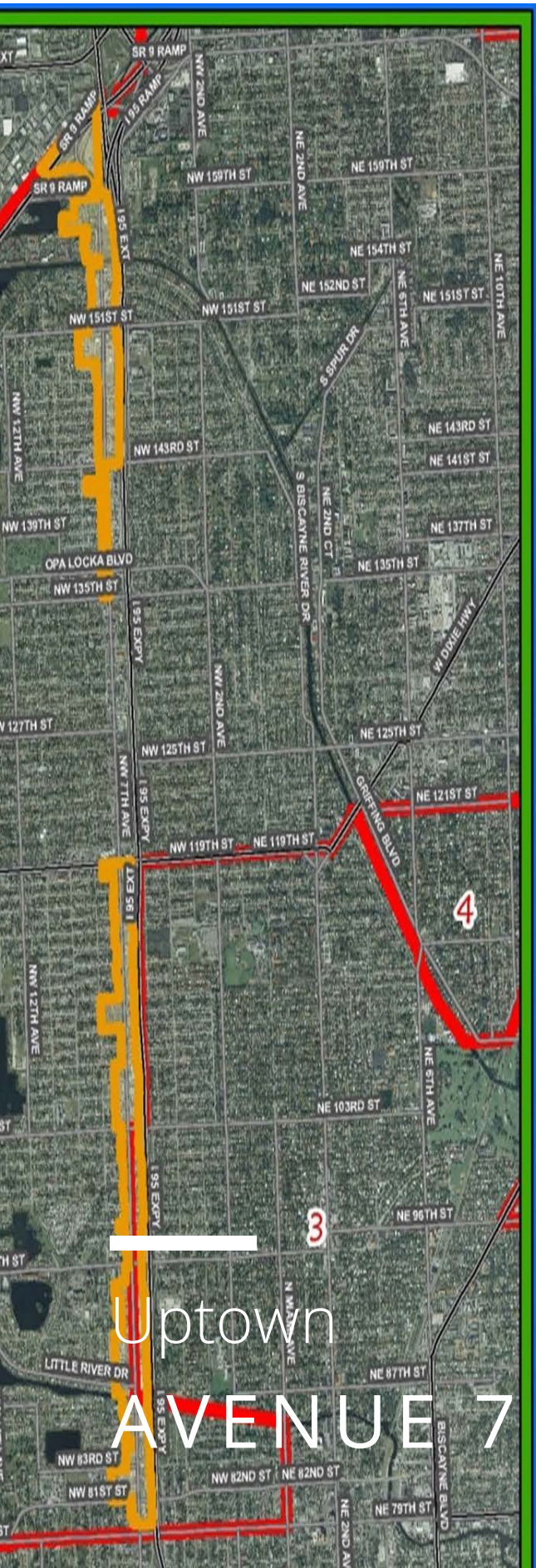
CRA BOUNDARY AND REDEVELOPMENT PLAN

During fiscal year 2005, the agency negotiated a development agreement that would implement the primary redevelopment project, identified in the Plan as being a new automotive retail marketing, sales, and distribution center, commonly referred to as the “AutoMall.” However, on December. 7, 2005, the developer, Potamkin development I-95 LLC, decided to discontinue negotiations.

In early 2011, the CRA pursued an expansion Area to the north of the original boundary. On April 4, 2011, the BCC adopted Resolution 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, 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 95. On September 6, 2012, the BCC adopted Resolution 661-12, accepting an amended redevelopment plan for the agency, and approving the expansion of the boundaries.

In order to assist the CRA with implementation of its Plan, the CRA has released a series of requests for proposals throughout the years. The most recent competitive solicitations were issued in 2018 and sought the services of a grants coordinator, economic development coordinator and business engagement/marketing programming firms.

As we look ahead, the Redevelopment Plan will be reviewed and updated as the community changes, resources increase, additional partnerships are brokered, and new projects are identified by the CRA.



BOARD OF COMMISSIONERS

In accordance with Ordinance 06-18, adopted by the BCC on February 7, 2006, the CRA Board of Commissioners shall consist of not fewer than five (5) or more than nine (9) commissioners.

On October 3, 2017, BCC Ordinance O-17-100, re-appointed Dr. Mae Bryant, Gene Lomando and Mack Samuel to their second terms. On March 6, 2018, Commissioner Monestime re-appointed Charesse Chester to the Board (239-18) for a second term. On February 4, 2020, Commissioner Monestime appointed Ms. Yvonne White Edwards and on May 5, 2020, then-Chairwoman Audrey Edmonson appointed John L. Gay, Jr. as the newest Members to the Board.

The CRA Commissioners during this reporting period were: Dr. Mae Bryant (Chairwoman), Eugene Lomando (Vice-Chairman), Mack Samuel (Board Secretary), Charesse Chester (Board Marketing Liaison), Yvonne White Edwards (FDOT Liaison) and John L. Gay, Jr. (Technology Liaison). On April 6, 2022, Charesse Chester's term expired. In July 2022, Mae Bryant and Mack Samuel were not re-appointed. Therefore, as of September 30, 2022, three (3) of the nine (9) Board seats were filled.

ADMINISTRATIVE STAFFING/CONTRACTED FIRMS

The NW 7th Avenue Corridor CRA Board was staffed on a part-time basis by Miami-Dade County professional staff. Rasha Cameau and Chimene Y. Graham of the Office of Management and Budget (OMB) led the County support team. Legal assistance was provided by Assistant County Attorney Terrence A. Smith.

During FY 2013-14, the CRA adopted a new Action Plan and began implementing several elements, including re-branding of the CRA (“Uptown Avenue 7”), 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 entice new businesses to consider relocating into the CRA.

Several local, small firms were engaged by the CRA to provide valuable (“boots-on-the-ground”) professional services in support of the CRAs Redevelopment Plan. The CRA grants administrator is Neighbor and Neighbors Association, Inc. (NANA), a well-established non-profit entity. The contracted firm responsible for coordinating business engagement experiences and the annual culture festival is the Miami Urban Contemporary Experience (MUCE), LLC.



ADMINISTRATIVE PROCEDURES/ INTERLOCAL

The Agency's by-laws establish the composition, purpose, powers, meetings 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.

On October 3, 2009, the BCC adopted Resolution R-1360-09 delegating the CRA certain redevelopment powers which had previously been vested in the BCC. Some of the terms of the Interlocal Cooperation Agreement (Interlocal) were:

- Administrative expenses for the CRA are capped at 20% of each year's budget.
- The County is to be reimbursed annually for the cost of staff support, advertising, legal, publications and consultants.
- Approval by the BCC is required for amendments to the CRA Redevelopment Plan.
- Approval by the BCC is required for new indebtedness.
- One or more members of the BCC or other Miami-Dade County representative may be appointed to serve on the CRA Board of Commissioners.
- 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.
- Community involvement and citizen input shall be obtained in the planning of redevelopment activities.



Uptown
AVENUE 7

- An independent audit by a Certified Public Accounting firm is required annually and can be accessed at the following Miami-Dade County government website: <https://www.miamidade.gov/finance/library/CAFR2020-complete.pdf>, for the prior year.

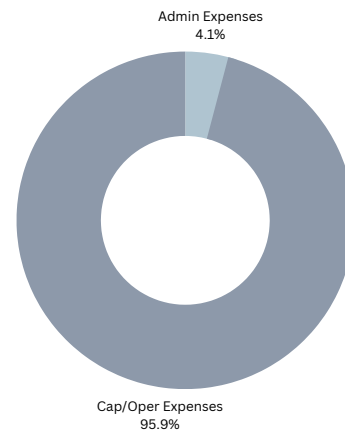
TAX BASE GROWTH The goal of the NW 7th Avenue Corridor CRA is the expansion of the property value base of the area to the maximum extent possible, through re-development strategies consistent with its adopted Redevelopment Plan and Action Plan. Tax increment funds are used for programs and projects which act as catalysts for redevelopment efforts by residents and businesses. Tax increment proceeds are deposited into the CRA Trust Fund. Interest earned by the fund and annual re-appropriations remain part of the CRA Trust Fund balance.

The base year (2003) taxable value for the original CRA Area is \$131,292,949. The base for the expansion Area (2012) is \$493,525,205.

The 2021-2022 Preliminary Tax Roll within the CRA area as reported by the Miami-Dade Property Appraiser is \$260,218,508 reflecting an almost 90 percent increase over the base year taxable value. The 2021-2022 values reflect a 4.5% increase from 2020-2021 values (\$248,835,037).

The CRA's FY 2021-2022 budget of \$4,813,371 was approved by the Agency on November 3, 2021 (CRA-02-2021) and by the BCC on April 5, 2022 (R-317-22). FY 2021-2022 TIF revenues totaled \$964,393. Of this amount, \$281,969 was from the Unincorporated Municipal Service Area (UMSA) tax increment contribution and \$682,424 from Countywide funds.

Administrative expenses total \$196,938 and operating/capital expenses, \$4,601,967. Of that amount, \$2,588,467 was budgeted for land acquisition/development opportunities, \$1,114,500 for grants and \$405,000 for infrastructure/landscape improvements.



CRA STRATEGIC PLANNING/PROGRAMMING

During FY 2021-22, the CRA continued strategic planning sessions to refine the CRA’s primary goal of guiding redevelopment activities designed to return properties to their highest and best use and improve the economic vitality of the Area. However, the Board lost quorum for several months.

Finally, the Board recognized the need for businesses to be able to interact with the CRA more directly, year-round. Therefore, the CRA’s business engagement firm, Miami Urban Contemporary Experience, LLC (MUCE), developed a companion website wherein businesses could directly interact and receive real-time information about all of the happenings and offerings of the CRA. This website is the direct result of business surveys and information received over the years from each of the prior year’s festivals and activities.





CRA STRATEGIC PLANNING/ PROGRAMMING

This auxiliary website, www.uptownavenue7.com, with an “I am Uptown” marketing tagline, provides basic information about the CRA, how the CRA works and its grant programs; engages the business community via social media; provides information on relocating into the CRA; has YouTube® videos designed to help businesses understand CRA particulars, e.g., compliance requirements surrounding the receipt of the CRA’s funding; Area business profiles and gives companies the ability to schedule a one-on-one session with the CRA’s economic development coordinator. There are approximately 453 businesses within the Redevelopment Area, employing roughly 2,755 workers and generating almost \$655 million in revenue.

For FY 2021-22, the CRA held three in-person meetings on the following dates: November 3, 2021; April 27, 2022; and June 30, 2022. Meetings scheduled for: October 26th, December 14th, January 26th, February 23rd, March 30th, May 26th, July 27th, and September 28th were cancelled due to lack of quorum, COVID spikes and Hurricane Ian.

AFFORDABLE HOUSING The CRA did not complete any affordable housing initiatives during this reporting year. However, discussions to explore the feasibility of partnering with an entity via a public-private joint venture for a mixed-use component are on-going.

CRA GRANT PROGRAMS Since inception of the grant programs, the CRA has awarded approximately \$2 million in funding. The Commercial Improvement Program (CIP) was created to assist commercial and industrial property owners in upgrading their properties. Initially, the CIP awarded \$200,000 grants to Area businesses. Over the years, in order to assist more businesses in need of supplemental funding, the CRA amended the program to lower awards to \$50,000; with some exceptions taken on a case-by-case basis.

Fiscal Year 2021-22, the Board continued discussions with local businesses about the effectiveness of the CRA's grant programs through its monthly meetings and business engagement series hosted by MUCE. Due to the pandemic, the Board approved the addition of social distancing apparatus and Protective Personal Equipment (PPE) as new grant categories.

The CRA budgeted \$835,000 for the program in FY 2021-22. In addition to the new Covid-19 categories, other eligible improvements for the grant program include construction, painting, roof repairs, solar options, lighting, exterior signage, window and door replacement, awnings, parking lot installations, canopies and shutters, Americans with Disabilities Act enhancements and storefront restoration. For the current year, the CRA awarded six (6) CIP grants for \$260,000.

For the upcoming fiscal year, the CRA will continue on the path to transform the CIP into a true commercial and rehabilitation/beautification grants program; with expanded categories of funding and targeting specific industries.

For example, there may be more need for infrastructure and neighborhood improvement program grants than in prior years. In addition, the currently-in-progress Florida Department of Transportation (FDOT) Roads project, SR 934/NE/NW 79 Street, which traverses the Redevelopment Area, will improve capacity deficiencies/traffic operations and multimodal use along the corridor in order to address the historical congestion, future travel demand and address safety conditions. These road improvements have begun to transform the corridor and made navigating it safer for pedestrians and vehicles.

The Business Innovation and Improvement Grant (BIIG) was created to further the economic viability of established small businesses in the Redevelopment Area. Just like the commercial grant, the BIIG program is designed to retain existing jobs; enhance the skill level of existing jobs; create new jobs; expand sales revenue, improve competitiveness, or enter new markets, and; improve operations, increase efficiency, and reduce costs and energy consumption.

The BIIG makes capital available to fund the purchase of technology upgrades, equipment and inventory or advertising and marketing. Technical assistance is also available to grant recipients, in order to assist businesses with becoming more efficient and competitive. For FY 2021-22, the CRA budgeted \$279,500 for the BIIG program in the hopes of awarding at least 15 grants to deserving small businesses within the CRA corridor. For the current year, the CRA awarded eight BIIG grants for \$80,000.



Grants

ACTIVITY HIGHLIGHTS/ WORK PROGRAM

As mentioned above, the Agency has awarded a total of 72 grants for a little over \$2 million dollars to small businesses within the redevelopment area

CRA ACTIVITY HIGHLIGHTS/WORK PROGRAM

The CRA will be looking to improve on their programmatic offerings in the following areas:

- Continue the Business Engagement Series designed to involve local businesses in year-round CRA activities
- Assist businesses with obtaining financial assistance available from Federal, State and County sources
- Award 5 CIP grants in the amount of \$260,000
- Award 8 BIIG grants in the amount of \$80,000
- Establish an auxiliary, more user-friendly website and banner renewals (www.uptownavenue7.com)
- Research and communicate with businesses on various resources available to assist with County, State and Federal business assistance programs.

Uptown
AVENUE 7



GOVERNMENT- WIDE FINANCIAL ANALYSIS

Detailed below is a Statement of Revenues, Expenditures and Changes in Fund Balances ended September 30, 2022 and September 30, 2021.

Fiscal Years	2022	2021
General Revenues:		
Tax increment financing revenues	\$964,393	\$897,911
Investment and other income	20,042	5,398
Total revenues	984,435	903,309
General Expenses:		
Community redevelopment	689,668	531,142
Total expenses	689,668	531,142
Change in net position	294,767	372,167
Net position beginning of year	3,836,677	3,464,510
Net position end of year	<u>4,131,444</u>	<u>3,836,677</u>

There was an increase in tax increment financing revenues in the current year due to an increase in property values within the CRA district. This resulted in an increase in net position.



LOOK AHEAD/CLOSING SUMMARY

The CRA continues to search for a signature project consistent with their brand messaging and acquire a parcel of land for a meaningful development project.

Major goals targeted for the upcoming Fiscal Year may include:

- Acquire parcel of land or office building;
- Explore opportunities for P3 development project for co-work, and/or retail development deal;
- Re-vamping of the CRA's grant program offerings;
- Addition of a Community Policing/Solid Waste component;
- Expansion of the CRA's business relocation efforts;
- Continue partnering with local Chambers and the workforce agency to sponsor employer outreach and Job Fairs; and
- Sponsoring an in-person Culture & Arts Festival for the local business community.


In summary, the Uptown Avenue 7 CRA is committed to eliminating blight and encouraging growth and development within the CRA district; to the benefit of all Area residents, visitors and businesses. This commitment guides its organizational goals; as evidenced by its Work Plan, programming and financial priorities. Where possible, the CRA seeks to leverage resources by partnering with outside organizations (contracted firms) whose activities contribute to the overarching mission and goals of the CRA. Administrative costs were approximately 5% of the fiscal year 2021-2022 TIF revenues, allowing the CRA to apply the majority of its resources to grants, programs and activities that provide direct benefit to the Area.

For the fifth 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.

The primary challenges faced by the CRA are to continue attracting new businesses into the Area; retain the current businesses and the successful search for a development partner with the right mix of business, retail, and housing project.

For FY 2022-2023, the CRA will continue to build on partnerships with the businesses and residents within the Corridor to further implement the goals and objectives outlined in the CRAs Redevelopment and Action Plans through engagement with the community and all stakeholders. In addition, community redevelopment projects will be identified which may serve to increase and enhance the tax base within the Area. The CRA will continue to implement programs and provide services which address slum and blight, build needed infrastructure, reduce crime, stimulate job creation and support the development of affordable housing.





Pursuant to Chapter 163.356(3) of the Florida Statutes, the Community Redevelopment Agency (CRA) of the NW 7th Avenue Corridor must file with its governing body Miami-Dade County (County) on or before March 31st of each year. Detailed in the enclosed is a report of its activity for the preceding fiscal year.

Prepared By: Miami-Dade County, Office of Management & Budget
Stephen P. Clark Government Center
111 N.W. 1st Street, Suite 2200
Miami, FL 33128
Tel: (305) 375-5143 Fax: (305) 375-5168

www.uptownavenue7.com

#IamUptown

Rasha Cameau
CRA Executive Director
Office of Management & Budget
111 NW 1st Street, Suite 2210
Miami, FL 33128
Phone: (305) 375-5143

Chimene Y. Graham
Senior Business Analyst
Office of Management & Budget
111 NW 1st Street, Suite 2210
Miami, FL 33128
Phone: (305) 375-5143

Leroy Jones/Alice Townsend
Grants Administrator
Neighbors And Neighbors Association, Inc.
5120 NW 24th Avenue
Miami, FL 33150
Phone: (305) 756-0605
leroy@nanfl.org

Ashlee K. Thomas/Bart Mervil
Business Engagement/Marketing
Miami Urban Contemporary Experience, LLC
246 NW 54th Street
Miami, FL 33127
Phone: (305) 671-8395
www.mu305.org

Uptown
AVENUE 7