



ANNUAL REPORT

Fiscal Year 2018-19



Art For the Future

MESSAGE FROM THE CRA CHAIRMAN

MESSAGE FROM THE CRA CHAIRMAN



This past fiscal year has been a year of transition for North Miami, during which substantial steps were taken to position our agency for long-term performance. On behalf of the North Miami Community Redevelopment Agency (NMCRA), I am excited to report on the Annual Progress Report and Financial Statements for the Fiscal Year ending September 30, 2019. The CRA has remained steadfast in eliminating slum and blight, while effectuating positive change through improvements of business and residential structures. To that end, the NMCRA continues its robust work towards rebuilding its community in order to achieve a high quality of life desired by all.

Philippe Bien-Aime
CRA Chairman

The 2018-19 annual report highlights initiatives aimed at leveraging our resources to work with and attract private investment. As we

highlight our numerous accomplishments and work in progress, the concerns of our business community, residents and visitors are foremost in our thoughts.

The NMCRA plan focuses on economic development as a tool to drive growth in tax increment revenues, which can then be reinvested into additional initiatives such as community benefits, infrastructure, affordable housing, and neighborhood enhancement. The plan focuses on Downtown redevelopment, including arts and culture, mixed-use and residential development, and transportation. Additionally, we have capitalized on existing industry clusters to grow the NMCRA, and drive investment to major corridors, such as West Dixie Highway, NE 6th Avenue, 125th Street, and the Chinatown Cultural Arts and Innovation District. We are certain that the Downtown North Miami Corridor will thrive and continue to host economically viable businesses, arts, and restaurants, as part of an overall cultural destination that we must sustain.

As Chairman of the North Miami CRA, I am both humbled and honored to work alongside a group of dedicated Board Members and the exceptional leadership of the CRA staff, which serves the community and residents of North Miami. It is with great enthusiasm that we examine the accomplishments of Fiscal Year 2018-2019 and acknowledge that they are the results of collaborative and inclusive efforts.

BOARD MEMBERS



Commissioner Alix Desulme
Board Member



Commissioner Mary Estimé-Irvin
Board Member

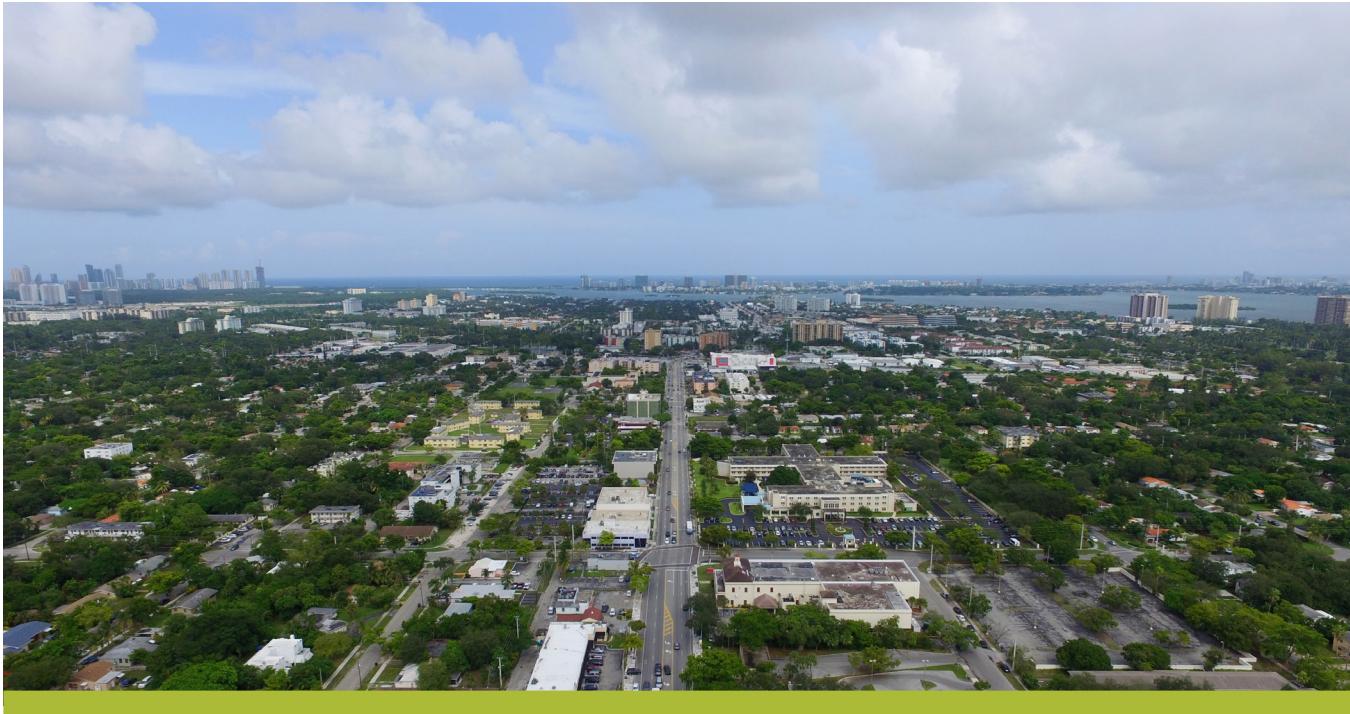


Commissioner Scott Galvin
Board Member



Commissioner Carol Keys
Board Member

INTRODUCTION



Pursuant to Florida Statutes, Chapter 163 Part III, The Community Redevelopment Act of 1969 as amended (hereinafter referred to as the “Act”), the North Miami Community Redevelopment Agency (hereinafter referred to as the “CRA”) was created for the purpose of facilitating the revitalization of designated “slum” and/or “blighted” areas within the City of North Miami.

In accordance with Section 163.355 (5) of the Act, the principal mission of the CRA is the preservation or enlargement of the community redevelopment area’s tax base from which taxing authorities the City of North Miami and Miami- Dade County receive tax revenues to carry out public initiatives that stimulate the rehabilitation and redevelopment of the designated area mainly by private enterprises. The Tax Increment Financing (TIF) mechanism, unique to community redevelopment agencies, is intended to serve as a stable, recurring source of funds to jump start and catalyze redevelopment within the community redevelopment area during the period in which the tax base of a designated slum and blighted area is increasing.

Community Redevelopment Agencies are a common governmental tool for redevelopment in Florida, and they operate on a budget generated by the increase in property tax revenue within the area. Once the CRA is established, a percentage of the increase in real property taxes goes to the CRA. This tax increment is used to fund and finance the redevelopment projects outlined in the Community Redevelopment Plan.

OUR HISTORY



On July 13, 2004 the Board of County Commissioners (BCC) adopted Resolution R-937-04, which approved the Finding of Necessity and established the North Miami Community Redevelopment Agency. On June 7, 2005, the Board of County Commissioners adopted Resolution R-610-05 approving the Redevelopment Plan and the Interlocal Agreement, and the funding of the Plan when it enacted Ordinance No. 05- 109, creating the Agency's Trust Fund. The Interlocal Agreement between Miami Dade County (County), the City of North Miami (City) and the North Miami Community Redevelopment Agency (Agency) requires the Agency to refund the County's Tax Increment Financing payment for the redevelopment area west of Biscayne Boulevard and to submit for County approval an annual budget for the implementation of the Plan prior to expending any funds.

The City of North Miami City Council approved the Findings of Necessity, the CRA boundaries, and created the North Miami Community Redevelopment Agency in June, 2004 by the passage of Resolution R-2004-3. The Community Redevelopment Agency approved the Redevelopment Plan, pursuant to the Redevelopment Act in March, 2005, by Resolution R-3-2005-1. The City of North Miami approved the Redevelopment Plan in March, 2005, by Resolution R-2005-15. The first amendment to the Plan was adopted by the BCC through Resolution No. R-1113-08, to incorporate the development and implementation of community policing initiatives and define affordable housing guidelines. On September 20, 2016 the BCC approved the Ordinance extending the Trust Fund for another 29 years, with the 2016 NMCRA Plan Amendment and the 2nd Amendment to the Interlocal being approved at the December 6, 2016 meeting extending the life of the North Miami Community.

OVERVIEW



The North Miami CRA's governing Board of Commissioners is comprised of the Mayor and Members of the North Miami City Council. In addition, the CRA has a 12-member Advisory Committee that is appointed by the governing board. The North Miami Community Redevelopment Agency is an independent government agency tasked with eliminating slum and blight in a designated area. The NMCRA does this by using increases in taxable values, for a limited period of time within a deteriorating area, to transform that area into one that again contributes to the overall health of the community.

This transformation occurs through the various grants and initiatives listed below:

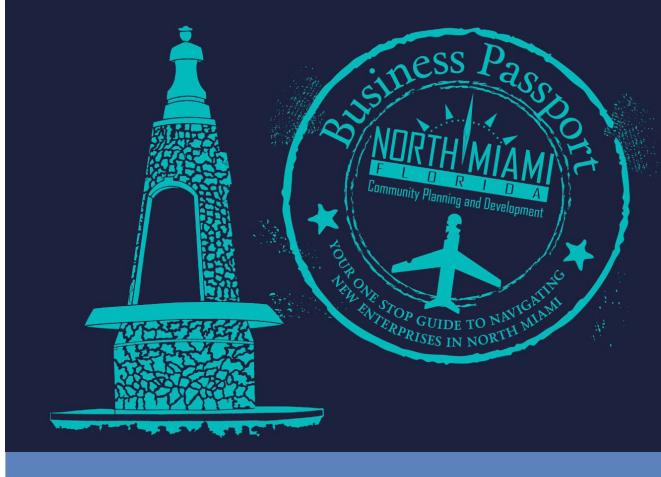
- ▶ **Commercial Rehabilitation and Beatification Grants**
- ▶ **Public-Private Partnership Developments**
- ▶ **Infrastructure Improvements**
- ▶ **Neighborhood Improvement Programs**
- ▶ **Affordable, Workforce, Market Rate, Luxury and Mixed Income Housing**
- ▶ **Affordable/Workforce Housing Development & Renovation**
- ▶ **Transportation and Transit Developments**
- ▶ **To implement the redevelopment program in a manner that balances residential, commercial, environmental, recreational, economic, and aesthetic elements.**

NORTH MIAMI CRA MAP

The Community Redevelopment Area comprises some 3,250 acres, which represent approximately 60% of the City as shown in this map.



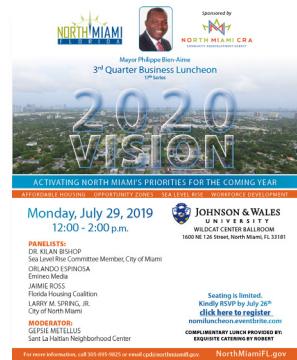
FY 18-19 CRA ACCOMPLISHMENTS



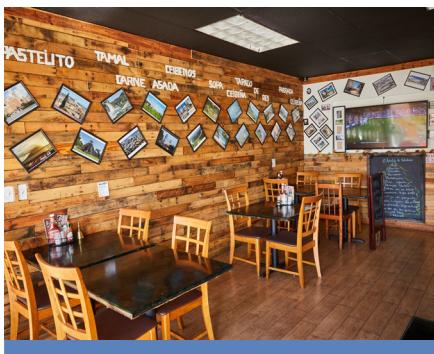
Commissioned a design masterplan for the Mobility Hub area and the West Dixie Highway and NE 6th Avenue corridors. Held multiple community workshops to garner community input. Masterplan was approved at the December 2018 meeting.

- ▶ Provided over \$2,000,000 in grant funds for Beautification and Enhancement (4), Business Attraction and Expansion (3), & Rehabilitation Grants (3) to enhance existing businesses and attract new ones. To date the NMCRA has attracted three (3) new businesses into the CRA area, with more applications pending.
- ▶ Surpassed the Interlocal benchmark.
- ▶ Acquired (5) License Plate Readers (LPR).
- ▶ Attended International Council of Shopping Centers (ICSC) seminars and conventions for business networking and attraction of new businesses to the Downtown and CRA areas.
- ▶ Sponsored The Mayor's Quarterly Luncheons which has brought over 500 businesses and interested parties to the North Miami CRA area; open to North Miami business owners, residents, and stakeholders to network and learn about North Miami CRA initiatives.
- ▶ Purchased a Clean Team Street Sweeper.
- ▶ Provided (62) Ring doorbells to residents.
- ▶ Completed first mural project as part of the Arts in Public Places.

SPONSORED MAYOR'S QUARTERLY BUSINESS LUNCHEON



The Mayor's Quarterly Luncheons are open to North Miami business owners, residents, and stakeholders. Topics covered are Public-Private Partnerships (P3s), Trade and Tourism, Innovation and Technology, and Transportation. The Travel & Trade luncheon included discussions on how small to medium sized businesses can capitalize on international trade. Innovation and Technology luncheon provided supportive mobile apps and tools for running your business more effectively.



This past year NMCRA staff and staff from the city's Economic Development Department attended the ICSC Annual Conference showcasing CRA capital and commercial initiatives as well as attended the Florida Redevelopment Association (FRA) Annual Conference.

ATTENDED ICSC CONFERENCE

CLEAN & SAFE JOURNEY



The North Miami Community Redevelopment Agency (CRA) and the North Miami Police Department have partnered to provide additional patrol to the Downtown and North West Business Corridors. The Officers patrol the area on foot and on a Segway. The officers have a strong focus on community engagement and build on or improve relationships in the community. In addition to providing additional police services and community engagement in the area, the CRA Officers provide crime prevention tips to businesses and information to visitors. The CRA Officers create a positive atmosphere and assist in the CRA's mission to improve the areas.

In 2019, CRA Officers made contact with over 3,000 businesses and visitors in the two areas. They have been the first responders on emergency calls and have been able to arrest several shoplifters. Visitors and businesses in the area have provided positive feedback and have shown appreciation of the CRA Officers. Furthermore, the CRA has implemented three innovative projects: NoMi Connect, Ring, and License Plate Readers (LPR).



NoMi Connect allows businesses to share their surveillance video with the police department. The shared video can be used for virtual patrols, real-time situational intelligence and to develop investigative leads more quickly, such as subject descriptions.

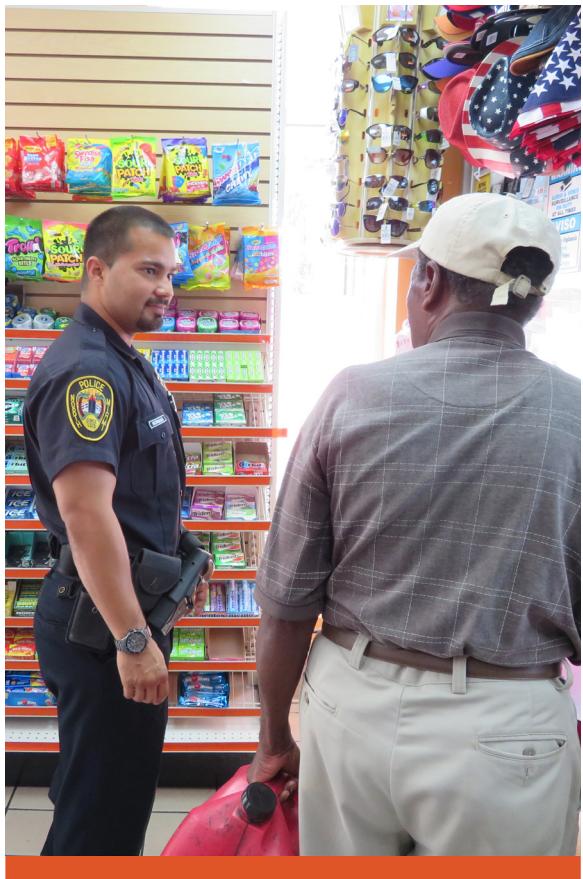


The Ring Project is a partnership with the police department and the Ring doorbell camera company. Ring provides discounted cameras to be installed at residential properties in the CRA. Studies into property crimes have shown that the majority of property crimes start at the front door, many times with a knock to see if anyone is home. The Ring camera captures images at the front door, lets the resident monitor their front door, and communicate with anyone at the front door. Ring has also established a law enforcement website that allows the police to electronically request video from Ring users through a web-based application.



The License Plate Reader (LPR) program allows for cameras to be placed at five locations in the CRA that will monitor vehicular traffic for wanted and or stolen vehicles. When a wanted or stolen vehicle is identified, the police department will be alerted. Five (5) were installed to date with more pending.

NORTHWEST CORRIDOR DETAIL



- ▶ Worked with the management of CVS and Family Dollar to address quality of life issues and provide crime prevention information.
- ▶ Maintained high visibility throughout the area by parking marked police vehicles with the lights activated along NW 7th Avenue and 119th Street.
- ▶ Conducted traffic stops in the immediate CRA area where traffic warnings and citations were issued. Officers also made a traffic arrest due to a wanted message on the driver.
- ▶ Officers made contact with 789 business contacts where they actively engaged business owners, employees, and patrons in conversation relating to the security and safety of the NW CRA corridor.
- ▶ Officers performed 674 parking lot checks, answered seven (7) calls for service to expedite police services and assisted other Officers in the area with fifty-three (53) calls for service.

DOWNTOWN CORRIDOR DETAIL



- ▶ Remained in a high visibility capacity utilizing overhead police lights and parking marked patrol vehicles along NE 125th Street.
- ▶ Utilized bicycles, a Segway, and foot patrol for high visibility and faster mobility throughout the business corridor.
- ▶ Worked various special events in the Downtown area such as: Jazz at MOCA, Spanish Heritage Festival at MOCA, Taste of Haiti, NoMi Mac & Cheese Fest, and the FACT Festival.

NOMI CONNECT



- ▶ **As a result of the Officer's detail efforts, there has been a reduction in the Downtown area by 25%.**
- ▶ **Made contact with 2,602 businesses, actual year to number date.**
- ▶ **Officers performed 2,637 parking lot checks, answered eight (8) calls for service to expedite police services and assisted other Officers in the area with fifty-one (51) calls for service.**

Created NoMi Connect, an efficient collaboration program between a business and the police department to help make North Miami a great place to live, work and play. NoMi Connect makes it possible to share HD quality video directly with the police department. Access to HD quality video improves real time information, situational awareness and helps solve crimes. It is a force multiplier and helps to build partnerships within local communities.

HOUSING INITIATIVES



Commissioned by the NMCRA, the Florida International University (FIU) study included an assessment of affordable housing demand and supply City-wide in order to develop policies and programs to support affordable housing efforts in North Miami. FIU Metropolitan Center's "City of North Miami Workforce and Housing Need Assessment & Housing Revitalization Area Strategy" study provided an overview of the rise of an affordable housing crisis in Miami-Dade County, and the City of North Miami. The study has assessed the current inventory of the City's housing stock and its affordability. This assessment included determining the value of housing, age, quality, and other factors. In addition, the study did a comparative analysis on the residents' ability to afford and live in various homes in the City of North Miami. This was demonstrated visually by displaying the City's census tracts on a scale of affordability and value.

The second part of the document provided solutions to the housing affordability crisis in North Miami. This included several suggestions such as incorporating higher density and a mix of uses/incomes in the downtown area of North Miami as well as continuing to increase funding for existing home rehab programs that are currently funded via federal, state, and CRA dollars. The study also suggested innovative strategies such as supporting accessory dwelling units (granny flats), and providing housing incentives for small business owners of new commercial development in order to subsidize the cost to workers.



**City of North Miami
Workforce and Housing Needs Assessment
and
Housing Revitalization Area
Strategy**



**NMCRA commissioned FIU Metropolitan Center to conduct a
Housing & Workforce Needs Assessment & Revitalization Area
Strategy. This study will guide future housing priorities.**

FY19-20 PROJECTED GOALS



Approximately \$2.5 million was allocated towards affordable housing initiatives. In addition to single family rehab projects, NMCRA plans to contribute to a proposed development of five (5) energy efficient units, affordable housing complex, for elderly residents 55 years and older, and multi-family housing assistance. These projects directly align with the NMCRA's mission by contributing to the effort of eliminating conditions of slum and blight.

To read the full report visit: http://www.northmiami.gov/docs/NoMi_Metropolitan_Housing_Study.pdf

BUSINESS DEVELOPMENT

BUSINESS REDEVELOPMENT & EXPANSION



The North Miami CRA continuously strives to make progressive changes with new merchants and businesses, relocations and expansions, commercial rehabilitation, and funding a single-family rehabilitation grant incentive. During this past year, these changes have been instrumental to the city's major commercial corridors (West Dixie Highway, NE 6th Avenue, NE 125th Street, NW 7th Avenue, Biscayne Boulevard and NW 119th Street). Such changes have enhanced our area for visitors, residents, and contributes to the overall local economic growth of the community.

- ▶ **Supported the opening/re-opening and expansion of businesses within all major commercial corridors.**
- ▶ **Held business workshops, attended and coordinated meetings with potential Downtown developers, property and business owners looking for retail space, property purchase, property rental, and provided key data and information regarding the vivacity of Downtown NoMi.**
- ▶ **Implemented a Downtown Strategic Marketing Plan to address business development and growth within the Downtown along with promotion, advertising, and special events**

COMMERCIAL BUSINESS ASSISTANCE



Commercial Real Estate – 3



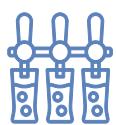
Restaurants – 3



Brokerage Firm – 1



Bar & Lounge – 1



Brewery – 1



Not-for-profit – 1



Beautification – 3



Enhancement – 1



Business Attraction – 3



Rehabilitation – 3

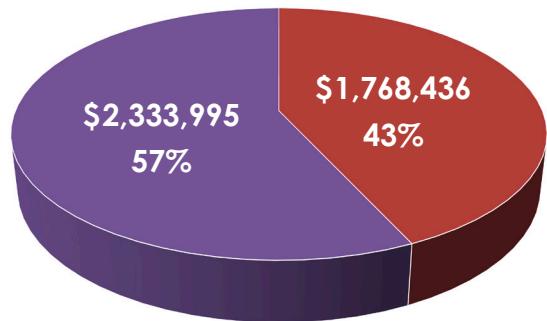
BUSINESS ASSISTANCE PROGRAM

In order to enhance the City's commercial corridors, the North Miami CRA provides grants up to \$150,000 with 50% match of total project costs to rehabilitate, relocate, beautify and enhance commercial buildings. Improvements to the facades of eligible commercial properties help local businesses attract new customers and can have a significant positive impact on the marketability of the surrounding area.

These programs aid the North Miami CRA in meeting the goal of eliminating slum and/or blight conditions within the CRA boundaries. For FY2018-19, the NMCRA allocated \$2,300,000 for Commercial Rehabilitation, Business Attraction, Capacity Building and Beautification grants, to assist properties in enhancing their visibility, attracting new businesses along the Downtown corridor and other areas within CRA boundaries.

All improvements must be in compliance with any and all applicable codes, design standards, and all other restrictions of the City of North Miami. Every project must be approved by the CRA, and is subject to funding availability.

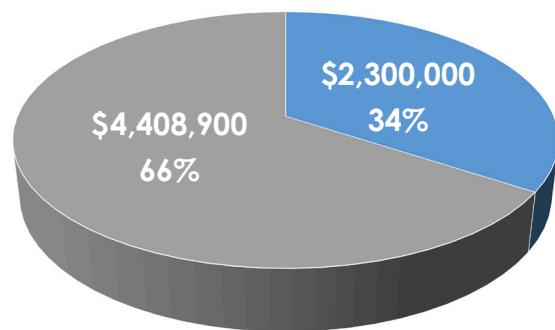
**FY17-18 CRA COMMERCIAL
GRANTS TOTAL PROJECT
COSTS \$4,102,431**



- CRA Grant Funding 2018
- CRA Private Match 2018

**FY18-19 CRA COMMERCIAL
GRANTS TOTAL PROJECTED
COSTS \$6,708,900**

V.S.



- CRA Grant Funding 2019
- Private Match 2019

REHABILITATION GRANT PROGRAM

This program provides up to \$100,000, with a 50% match of total project costs of interior/exterior improvements to the property.



BEFORE



AFTER

Comprehensive Health Center (CHC)

CHC expands its original site located at 671 NW 119th Street, a 7,800 square feet clinic to a 14,354 square feet full-service medical facility. This is a multi-year two phase project.

CAPITAL & INFRASTRUCTURE PROJECTS

COMPLETED PROJECTS

MOCA PLAZA

Renovated the Moca Plaza to allow for enhanced public experience during events. The project was delayed due to increase in construction costs, however the project was completed at the end of October 2018. Project costs: \$80,289.88

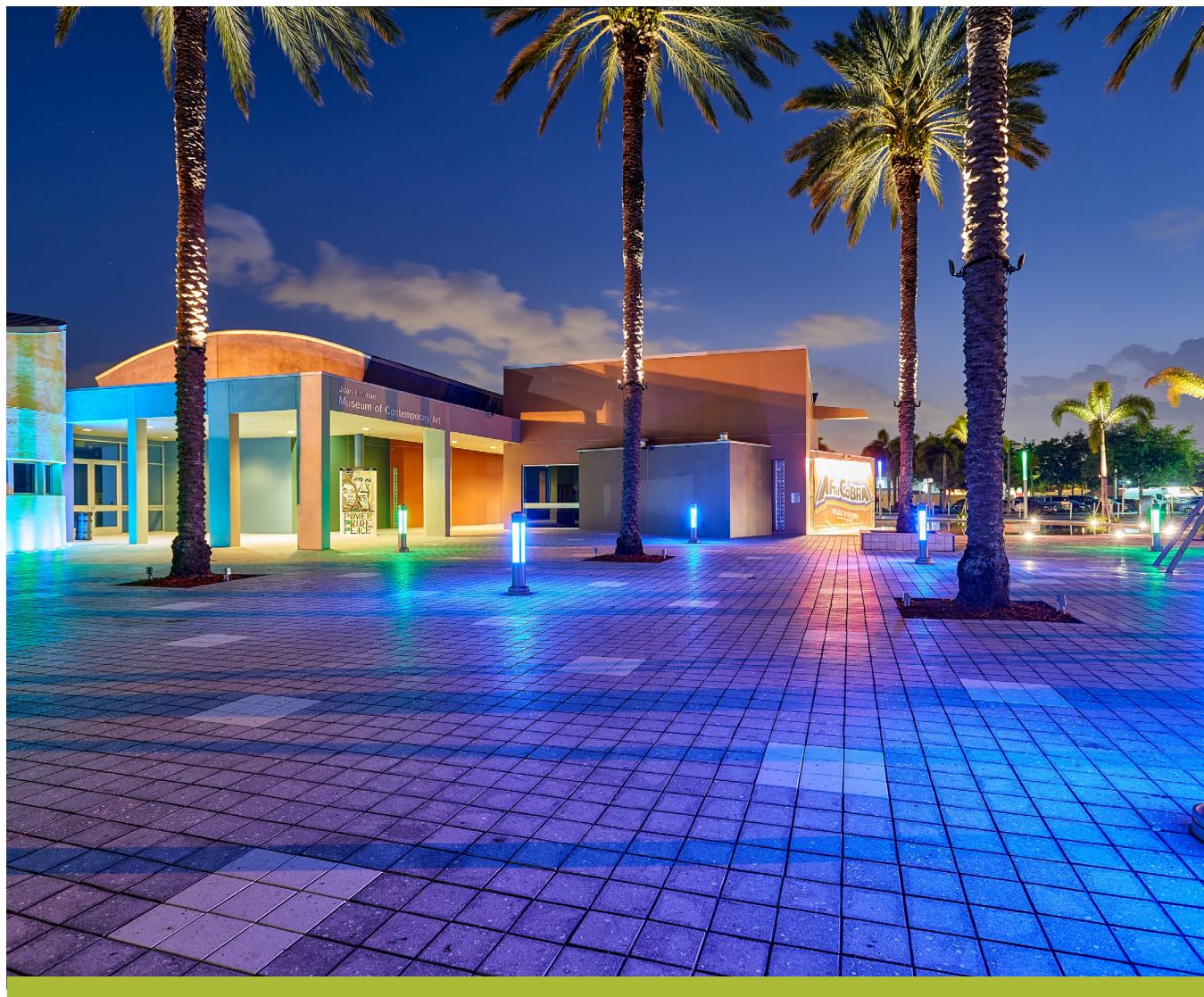
Improvements Included

30,000 sq. ft. of New Ground Pavers

New Led Lights

Improved Landscaping

New Digital Board



Equipment Purchased

Acquired equipment for the new NMCRA Clean Team.

Project Costs \$281,214.00



Arts in Public Places

Implemented an Arts in Public Places program, with the first mural at the Liberty Gardens.

Project Costs: \$18,713.93



Iron Manors Fountain Renovation

Design has been approved by Miami-Dade County Historical Dept. Expected Completion December 2019. Project Costs: \$224,138.10



IN PROGRESS PROJECTS

Thomas Sasso Pool Façade Renovation

Façade renovation is underway.



License Plate Reader

As part of innovative community policing and protecting the community, license plate readers were acquired to be installed in major corridors surrounding the downtown.

MOCA Courtyard

Final phase of the MOCA building and plaza renovation. Design has been finalized and the construction is out to bid.



Downtown Public-Private Partnership

Planning, design, construction and possibly purchase of land. Work to include negotiating a public-private partnership to revitalize the downtown including a parking garage with retail as described in the 2016 Interlocal.



FUTURE PROJECTS

Griffing Center

This is a multi-year project involving design and construction. Costs include but are not limited to design, and engineering costs, possible acquisition of right of way or parcels to accomplish a comprehensive project.



Conceptualized Griffing Community Center



CHINATOWN CULTURAL ARTS & INNOVATION DISTRICT



GATEWAY HOTEL CONFERENCE CENTER

In support of the creation Chinatown Cultural Arts & Innovation District, staff has hosted several Chinese delegations interested in investing in the project. Additionally, staff is working with Florida International University (FIU) and an architectural firm to create design guidelines for the corridor and to design gateway signs.

MAY 11, 2018- QINGDAO DELEGATION

Sun Ji, Deputy Secretary General of Qingdao Municipal Government

Xing Lizhi, Director General Qingdao of Municipal Bureau of Commerce

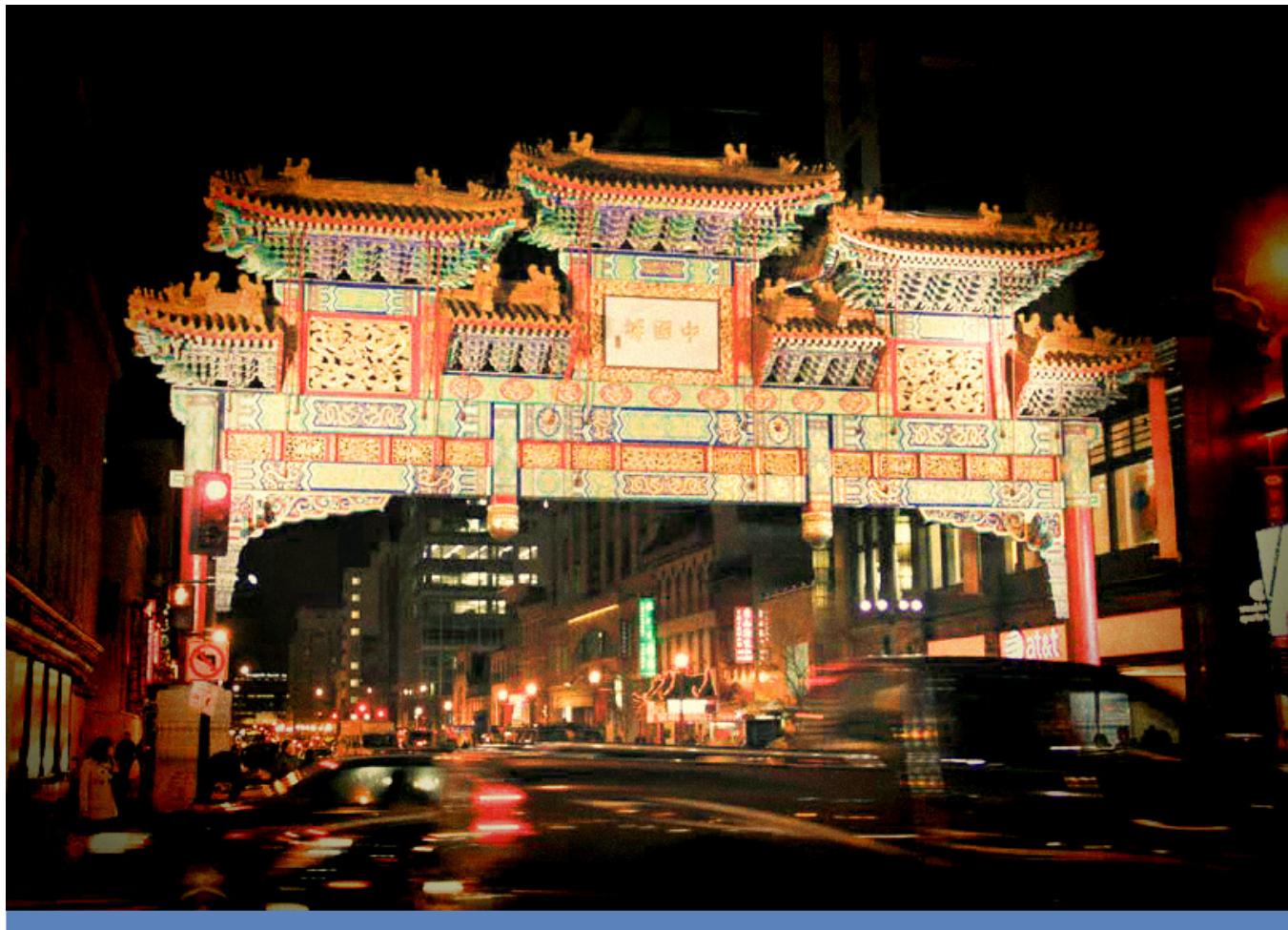
Wang Yingbo, General Manager of Sinotruk Qingdao Heavy Industry Co., Ltd.

Zou Fangda, Electromechanical Division Director of Qingdao Bureau of Commerce

Lyu Kun, Chief Representative of Qingdao industrial and commercial center in the United States,

Qingdao Municipal Bureau of Commerce

Chi Yonghui, Principal Staff of Qingdao Municipal Bureau of Commerce



APRIL 10, 2019- SHANGHAI DELEGATION

Madam Wang Hong, Consul General



JUNE 11, 2019- BEIJING DELEGATION

Invitation extended via [Kenneth Yeung](#), items discussed 2020 film and food festival and sister city Zhang Wei- Vice President of the China Film Critics Association, CCTV China Film Channel Wang Chun- Director of Film Theory Research Department of China.



JULY 9, 2019- CHINA CONSTRUCTION AGENCY

Discussed potential investment with [City Attorney](#)



JULY 24, 2019 - HAINAN DELEGATION

Invitation extended via **Kenneth Yeung** to answer questions about NM Chinatown

Pending Delegations: Fujinese Association- pending paperwork, August (entry gate sponsorship)

Shaanxi Tony-jin Education Technology co. Ltd- pending date- August (film and food festival sponsors)

NOVEMBER 2-10, 2018- SHANGHAI/ XIAMEN PRESENTATIONS

11/6 Shanghai Conference-Huhua Hotel

11/8 Xiamen Conference- Xiamen Lakeside Hotel

11/8 Xiamen Conference- Xiamen Lakeside Hotel

January 31, 2019- ACECC/North Miami

Chinese New Year Gala

Mr. Ge Ming Dong, Consul General

Mrs. Liu Hong Mei, Deputy Consul General Consulate General of the People's Republic of China

Fujinese Association

Amerasia Bank

MaZu Association

ACECC Philadelphia

COMMUNITY BUILDING



HAITIAN HERITAGE FLAG DAY, MAY 2018

The North Miami CRA sponsored and provided support to various cultural events in the NoMi Downtown District for residents and local businesses. These free events included, musical entertainment, complimentary food tastings, and fun activities for families to enjoy.



TO NOMI IS TO LOVE ME, JUNE 2018

Unveiling of the "To NoMi is To Love Me" marketing and branding campaign for the downtown district and ground breaking ceremony for the Moca Plaza renovations.



MUSIC, ART, DESIGN, & DINE MAC & CHEESE FEST, JANUARY 2018

Unveiling of the “To Nomi is to Love Me” Marketing and Branding Campaign for the Downtown District and Ground breaking Ceremony for the MOCA Plaza Renovations, June 2018
Music, Art, Design, & Dine Mac & Cheese Fest, January 2018.

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES GOVERNMENTAL FUNDS
 (A Component Unit of the City of North Miami, Florida), September 30, 2019

REVENUES	General	Special Revenue	Total Governmental Funds
Tax Increment Revenue	\$6,474,721	-	\$6,474,721
Tax increment Revenues refunded to Taxing Authorities (Note 5)	\$(2,500,191)	-	\$(2,500,191)
Tax Increment Revenue, Net	\$3,974,530	-	\$3,974,530
Interest and Other	\$54,110	-	\$54,110
Total Revenues	\$4,028,640	-	\$4,028,640

EXPENDITURES

General Government	\$1,339,920		\$1,339,920
Community Redevelopment	-	\$3,636,353	\$3,636,353
Total Expenditures	\$1,339,920	\$3,636,353	\$4,976,273
Excess (Deficiency) of Revenues Over Expenditures	\$2,688,720	\$(3,636,353)	\$(947,633)

OTHER FINANCING SOURCES (USES)

Transfers in	-	\$2,695,425	\$2,695,425
Transfers out	\$(2,695,425)	-	\$(2,695,425)
Total other financing sources (uses)	\$(2,695,425)	\$2,695,425	-
Net change in fund balances	\$(6,705)	\$(940,928)	\$(947,633)
Fund balances - beginning	\$8,000	\$4,212,048	\$4,220,048
Fund balances - ending	\$1,295	\$3,271,120	\$3,272,415

Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances of Governmental Funds to the Statement of Activities

Net change in fund balances - total governmental funds (above) \$(947,633)

Amounts reported for governmental activities in the statement of activities are different because: There are no reconciling items and there are no differences

Change in net position of governmental activities \$(947,633)

BALANCE SHEET - GOVERNMENTAL FUNDS

(A Component Unit of the City of North Miami, Florida), September 30, 2019

ASSETS	General	Special Revenue	Total Governmental Funds
Cash and cash equivalents	4 69,850	3 ,348,804	3,818,654
Other assets	1,295	-	1,295
Total assets	471,145	3,348,804	3,819,949
LIABILITIES			
Accounts payable and accrued liabilities	4 62,158		539,842
Due to other governments	7 ,692	\$3,636,353	7,692
Total liabilities	469,850	\$3,636,353	547,534
FUND BALANCES:			
Assigned Capital projects	-	3 ,271,120	3,271,120
Unassigned	1 ,295	-	1,295
Total fund balances	1 ,295	3 ,271,120	3,272,415
Total liabilities and fund balances	4 71,145	\$4,212,048	3,819,949

Reconciliation of the Balance Sheet of Governmental Funds to the Statement of Net Position

Total fund balance - governmental fund (above)	3,272,415
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Amounts reported for governmental activities in the statement of activities are different because: Capital assets, net of accumulated depreciation, used in governmental activities are not financial resources and therefore are not reported in the funds. 133,748

Net position of governmental activities	3,406,163
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NORTH MIAMI COMMUNITY REDEVELOPMENT AGENCY

ADVISORY COMMITTEE

Michael McDearmaid

Committee Chair

Holly Cohen

Committee Member

Emmanuel Jeanty

Committee Member

Mary Estime-Irvin

Committee Vice-Chair

Claudio Sanchez

Committee Member

Lumana Joseph

Committee Member

Kenny Each

Committee Member

Blanca Cobo

Committee Member

Clark Reynolds

Committee Member

Karol Geimer

Committee Member

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