

Homestead CRA

ANNUAL REPORT

October 1, 2020 – September 30, 2021



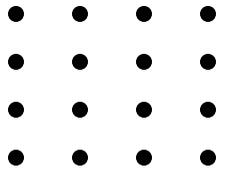


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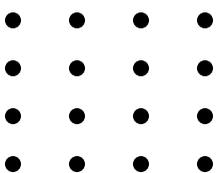
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*“The best way to predict the future is to create it.”
Abraham Lincoln*

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Section 1: Introduction

In 1994, the City of Homestead created the Community Redevelopment Agency ("CRA") following Hurricane Andrew under the powers granted by the Legislature. Its goal is to combat neighborhood deterioration and eliminate economic blight in the designated Community Redevelopment Area.

The work program for the CRA is defined in its Community Redevelopment Plan (the "Plan"). In this Plan, comprehensive strategies were formulated to promote community development in various neighborhoods within the Community Redevelopment Area. This strategy provides for a series of activities over the life span of the Agency that should be catalysts for the revitalization of the area into being a prosperous and vital part of the City.

Under Florida law (Chapter 163, Part III), local governments are able to designate Community Redevelopment Areas to assist in the elimination of slum and/or blighted conditions within the area. A CRA is a dependent taxing district established by local government to administer activities within these designated areas.

The redevelopment activities are funded primarily through Tax Increment Funding (TIF) which is calculated by "freezing" the tax base in the year the CRA was established. Taxing authorities continue to receive property tax revenues based on the frozen value. When tax revenues rise as a result of redevelopment activities, this "increment" is deposited into the CRA Trust Fund and dedicated to activities in the redevelopment area.

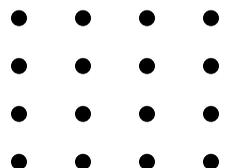


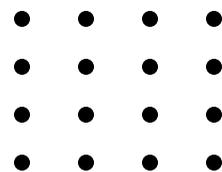
Image: Downtown Homestead, FL

Resolution No. 93-07-60 – Declared certain areas of the City of Homestead, Florida as slum or blighted Areas as defined in Section 163.340, Florida Statutes (1991).

Resolution No. 94-07-57 – Declared itself to be a Community Redevelopment Agency under Section 163.356 and 163.357, Florida Statutes.

Ordinance No. 94-06-51 – Established a Redevelopment Trust Fund entitled "The Homestead Economic and Rebuilding Organization ("HERO") allocating the funds appropriated thereto to finance the Community Redevelopment Plan.





Mission Statement

The mission of the CRA is to revitalize the Redevelopment Area and to provide an economic stimulus such that the future value of property within the Community Redevelopment Area will be optimized.

GOALS AND MEASUREMENTS

Promote Economic Development

- Undertake projects to enhance commercial property values.
- Promote community development.

Improve Quality of Life

- Improve community/ neighborhoods.

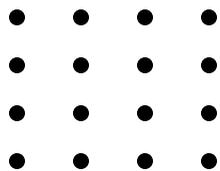
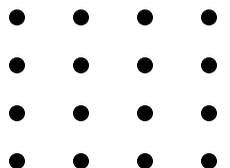
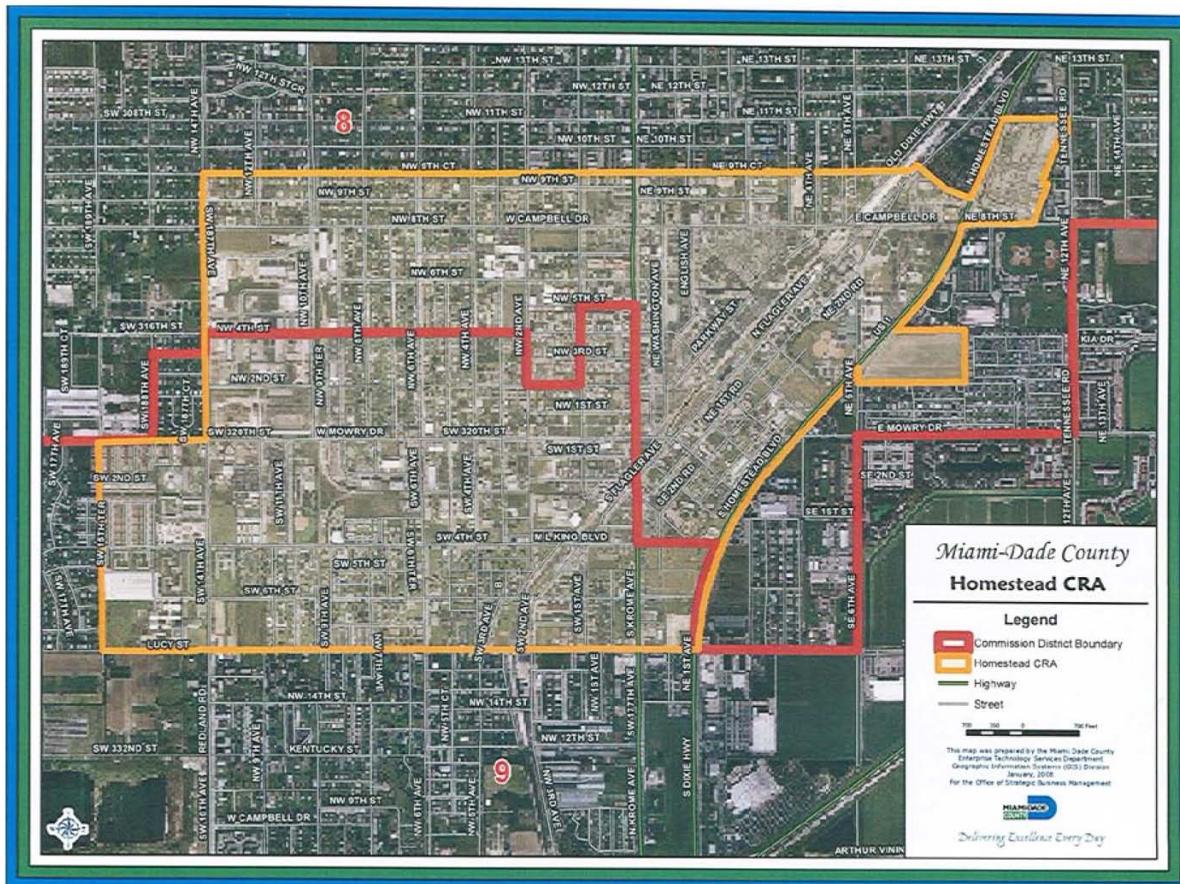
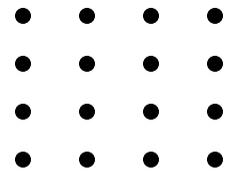


Image: Homestead Dibia Dream STEAM and Recreational Education Event

CRA Boundary Map

The Homestead CRA's designated area is located within the city limits of Miami-Dade County's second oldest city, Homestead, and it encompasses the area's of the historic downtown district and Southwest Neighborhood. Homestead is an increasingly desirable place to live, work, and raise a family because it offers a unique "small-town" atmosphere with all the urban amenities. The city also boasts its proximity to two national parks. Ten miles west of Homestead is the wealth of natural beauty of the Everglades National Park. The Everglades are home to vast mangrove forests and watery saw grass plains. The Everglades are truly a subtropical wilderness that shelters alligators, ibis, eagles, manatees, and panthers. East of the city is Biscayne National Park which encompasses the bay, barrier islands, and coral reefs. Just south of the city are the Florida Key's with an abundance of recreational activities.





Leadership Team (CRA Board)



Steven D. Losner
Chairman



Patricia D. Fairclough-Staggers
Vice Chairwoman



Erica G. Avila
Board Member



Jenifer N. Bailey
Board Member



Sean L. Fletcher
Board Member



Larry Roth
Board Member



Stephen R. Shelly
Board Member

City Manager's Office

- Cate McCaffrey**, City Manager
- Ana Alvarez**, Assistant City Manager
- Jerry Estrada**, Assistant City Manager

Administrative Staff

- Kametra Driver**, CRA Director
- Eddy P. Nuñez**, Assistant CRA Director
- Marie Figueroa**, Administrative Assistant
- Maliqua Carter**, Administrative Assistant

Section 2: Accomplishments

The CRA continues the redevelopment of Historic Downtown Homestead.

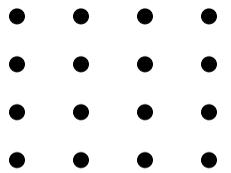
The CRA works in concert with the City of Homestead, Miami-Dade County, the State of Florida, and the federal government to increase the area's economic development, create jobs, and develop projects and plans that improve the quality of life for CRA residents.

The three (3) major Downtown projects in the CRA meeting these goals for FY 2021 were:

- (1) the groundbreaking for the Losner Park expansion;
- (2) the completion of the Homestead Cybrarium; and;
- (3) beginning the construction of Miami-Dade College Homestead's Student Success Center.



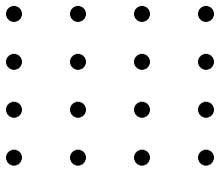
*Above: Losner Park Expansion Rendering by Sasaki.
Middle: Miami-Dade College-Homestead Campus Student Success Center Rendering by Rodriguez and Quiroga Architects
Below: Cybrarium Ribbon Cutting (March 18, 2021)*



Losner Park

On December 3, 2020, the City of Homestead broke ground on the expansion of Losner Park in Homestead's Historic Downtown. This \$10M redesign and expansion will create an iconic open space and a new full-service 200-person restaurant building. The expansion will nearly triple the park's size, transforming it into a central attraction that builds upon its legacy as a community gathering place. The park's designer, Sasaki and Associates, was the master planner for the Beijing Olympic Games, and will also be highlighting the lush native landscaping that will pay tribute to Homestead's unique position nestled between Everglades and Biscayne National Parks.

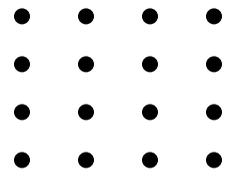
In addition to the new Veterans Memorial, there will be an all-ages play structure, event stage, great lawn, and Everglades Garden. To further enhance the experience for residents and visitors, the CRA will implement an Augmented Reality (AR) mobile application for Losner Park that builds on the technological innovations at the Cybrarium and takes the play structure, veterans memorial, and everglades garden within Losner Park to the next level. The park expansion is expected to be completed in 2022.



Cybrarium

The CRA funded management consultants, professional and legal services, and part of the construction costs for the Cybrarium. The Cyber-library promises to bring excitement back to literacy and learning.

The Cybrarium is a one-of-a-kind library that breaks the mold of traditional learning and offers an exciting blend of cutting-edge technology and service delivery. Located in newly redeveloped Downtown Homestead, a bustling destination for entertainment, dining and retail, the Cybrarium presents a modern approach to education and enrichment.

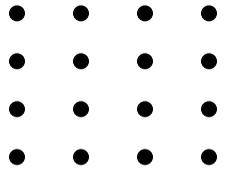


Cybrarium FY 2021 Report

Cybrarium FY 2021 Report highlights the Cybrarium generation of activities and attraction that positively impacts other downtown activities and local businesses.

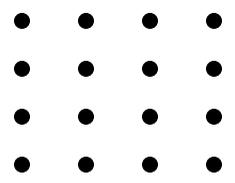
Description	Number
Public Service Hours	1,522
Library Visits	43,964
Uses of Public Internet Computers	5,433
Wireless Sessions	29,645
Number of Website Visits	42,639
Volunteer Hours	377
Total Reference Transactions	4,192
Total Circulation: Electronics Materials	1,518
Total Circulation: Physical Materials	88,003
New Borrowers	9,483
Total Registered Borrowers	49,776
VR Sessions	31,157
VR Minutes Used	136,555

Description	Number
Total Children's Programs	103
Total Children's Program Attendance	2,323
Total Young Adult Programs	41
Total Young Adults Program Attendance	395
Total Adult Program	55
Total Adult Program Attendance	395
Total General Interest Programs	4
Total General Interest Program Attendance	126
Total Offsite Programs	7
Total Offsite Program Attendance	485
Total Programs	222
Total Program Attendance	4,754



Miami-Dade College-Homestead Student Success Center

Miami-Dade College-Homestead broke ground on the Student Success and Entrepreneurial Center in October 2021 with land that was donated by the CRA. The Center will offer college credit and non-credit courses, seminars, and conferences, for both degree-seeking and non-degree-seeking students, and the small-business community. There will be a specialized focus on entrepreneurship, and economic and community development, with the goal of equipping students with the skills to enter the labor market or become successful entrepreneurs.

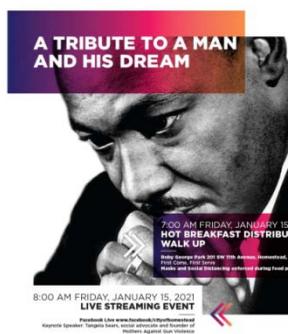


Community Events and Programs

Community events sponsored in part by the CRA and held in collaboration with the City of Homestead, Homestead Main Street Program and others are shown below. Throughout the majority of this year, the CRA's efforts in organizing community workshops and meetings were severely impacted by the ongoing Covid-19 pandemic and quarantine regulations. This resulted in the cancellation of some of the City's well-known events such as the annual Military Appreciation Day. Fortunately, were able to hold some our events in modified formats.



NEIGHBORHOOD MEETING
March (canceled in 2021)



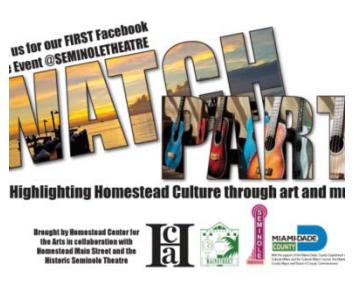
MARTIN LUTHER KING JR. BREAKFAST
January (virtual in 2021)



SMALL BUSINESS MATCHMAKER EVENT
Entrepreneur Workshop
(September 2021)



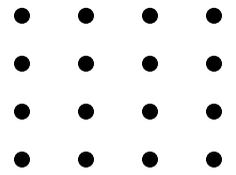
HOLIDAY LIGHT DRIVE BY ON KROME
December (2020)



HCA WATCH PARTY
(September 2021)



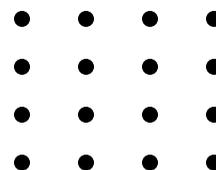
FIESTA USA
(September 2021)



Small Business Matchmaker's

The CRA presented the Small Business Matchmaker on September 29, 2021, in an effort to help local businesses and entrepreneurs grow their dreams and find their perfect match with available business resources. Attendees learned about grant opportunities, connected with experts in business planning and marketing, and met with local lenders. Participants gained access to the following resources:

- Financial institutions
- StartUP FIU Food Incubator resources for Food and Beverage businesses
 - One-on-one assistance to help small businesses grow and succeed
 - Small business financial literacy tools
 - Assistance with the business relocation process
 - Guidance on receiving small business government funding



Commercial Enhancement & Residential Grants

COMMERCIAL ENHANCEMENT GRANTS

The CRA was able to support 6 small business with \$25,000.00 grants each under this program for a total investment of \$150,000.00. These grants assisted the small business owners with making improvements or repairs to their physical locations.

RENT AND UTILITIES ASSISTANCE GRANT

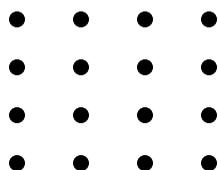
The CRA created the COVID-19 Rent & Utilities Assistance Grant Program designed to provide residents with a one-time assistance of up to \$6,000.00 for up to three month's past due rent and/or utilities costs. A total of 6 residents were served with a total of \$8,814.24.

SMALL BUSINESS RECOVERY GRANT

The CRA continued its Small Businesses Recovery Grant program this year by awarding up to \$5,000.00 for COVID relief assistance. A total of 7 businesses were served with a total of \$35,000.00.

FIRST-TIME HOMEBUYERS PROGRAM

The CRA has created the First-Time Homebuyers Program “FHP” for individuals purchasing homes within CRA boundaries. Despite the notable taxable property value increase within the CRA area, homeownership within the area remains dismal. In 2020, only 18-percent of homes in the CRA were owner-occupied and within the Southwest Neighborhood that percentage decreased to 11.6-percent. A driving force behind revitalizing a community is homeownership. Homeownership generates wealth building opportunities by providing a pathway out of poverty while increasing educational attainment, job security and improving personal health/overall well-being.

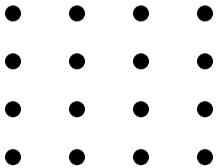


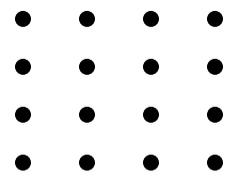


Infrastructure

STORM HARDENING PROJECT

The Homestead Public Services (HPS) Energy recently began work on an ambitious infrastructure hardening project that will improve resiliency and decrease recovery time after storm events. The project calls for replacing 1,560 wooden poles with concrete poles throughout the Southwest section of the CRA. Funding for the project comes from a \$2.2 million FEMA Hazard Mitigation Grant.

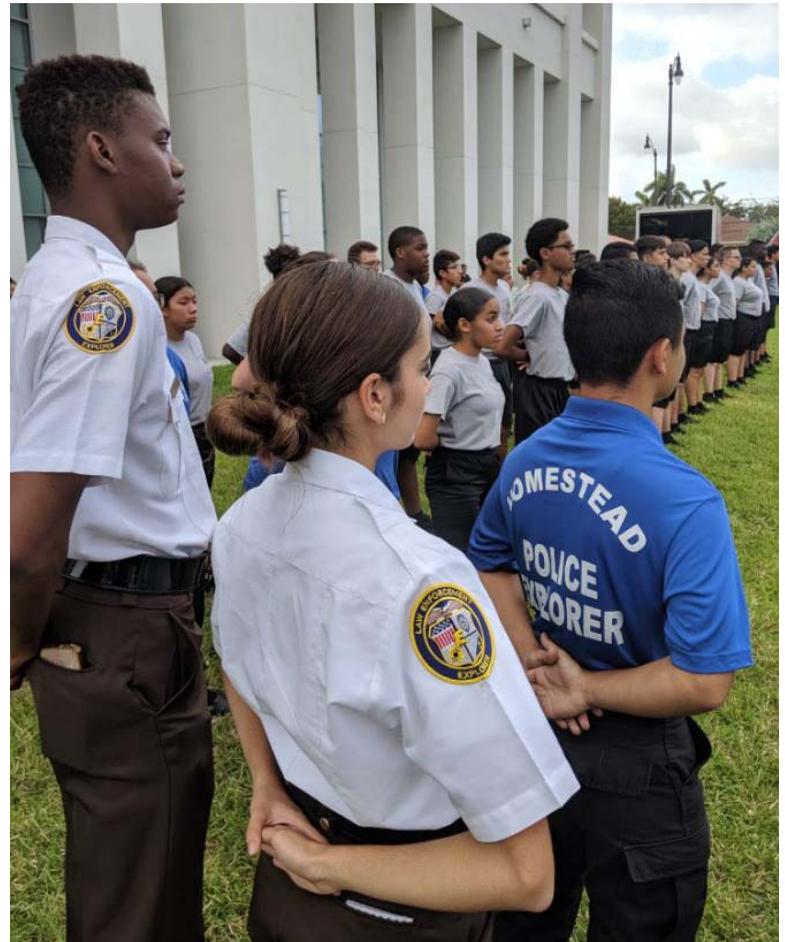




Public Safety

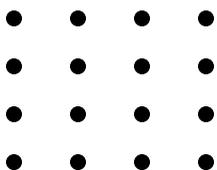
During Fiscal Year 2021, the Code Enforcement Department cited 395 CRA residents. Some of the most frequent violations were:

- Overgrown Grass
- Minimum Housing Violations
- Non-Permitted Work
- Improper garbage disposal
- Improper Landscape Maintenance
- Littered Condition
- Business Storing Materials Outside of Walls
- Business License Violation
- Abandoned Vehicles
- Fence no Permit
- Accumulation of Garbage, Trash, & Junk
- Structure in need of paint
- Tampering with Utilities
- Commercial Vehicle Stored in Residential Zone
- Maintaining an Unpaved Parking Lot
- Use Inconsistent with District Zone
- Fence in Need of Repair
- Unpaid False Alarms



The Community Policing Unit reported the following activity within the CRA:

Description	Current YR (2021)	Previous YR (2020)
Community Events	30	1
# of Businesses Contacted	520	75
Primary Calls Received from CRA Area	360	83
Backup Calls Responded	93	39
Arrests Made	21	3
Field Interview Reports	90	10
Incident Reports Generated	21	4



Section 3: CRA Financials

REVENUES

Tax Increment Revenue \$4,169,602.00

TIF City of Homestead (COH) Contribution \$2,332,017.00

TIF Miami-Dade County Contribution \$1,837,585.00

Miscellaneous \$2,607,618.00

Appropriation of Fund Balance \$2,476,995.00

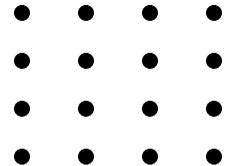
Projected cash position at the end of FY 2021-2022

Interest on Investment - \$21,000.00

*Accumulated interest earned on cash balance Cybrarium
(Library Tax) - \$113,623.00*

*Projected library tax to City's General Fund for Cybrarium
as located within the CRA area*

TOTAL CRA REVENUES \$6,777,220.00



Financial Report

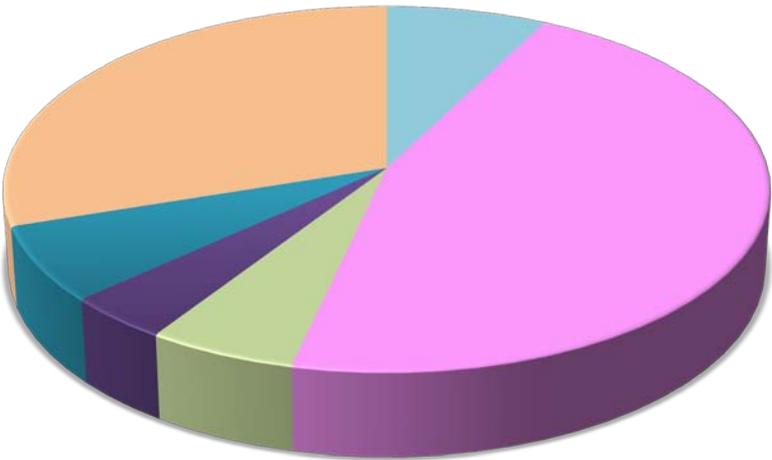
**City of Homestead
Community Redevelopment Agency
FY 2020- 2021 Proposed Budget**

October 2020 through September 2021

	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<u>Revenues</u>	Budget Adopted	Budget Actuals	Budget Adopted	Budget Projected	Budget Proposed
City Tax Increment Revenue	\$1,540,034	\$1,540,034	\$1,757,814	\$1,757,814	\$2,228,974
County Tax Increment Revenue	\$1,200,948	\$1,200,948	\$1,383,820	\$1,383,820	\$1,688,079
Approp/Retain Earnings	\$923,153	\$0	\$545,970	\$0	\$695,703
Interest on Investment	\$18,000	\$28,412	\$24,000	\$29,905	\$21,000
Unrealized Gain (Loss)	\$0	\$10,097	\$0	\$0	\$0
Miscellaneous Revenues	\$9,000	\$75,791	\$0	\$46,184	\$0
Revenues Total	\$3,691,135	\$2,855,282	\$3,711,604	\$3,217,723	\$4,633,756
Expenditures					
Administrative Expenditures:					
Employee Salary and Fringe	\$276,007	\$268,826	\$283,103	\$268,826	\$287,848
Contractual Services	\$63,000	\$29,158	\$50,000	\$50,000	\$50,000
Insurance	\$24,799	\$22,927	\$23,737	\$23,737	\$25,320
Audits and Studies	\$0	\$0	\$0	\$0	\$15,000
Printing and publishing	\$1,000	\$984	\$1,000	\$800	\$1,000
Marketing	\$0	\$0	\$0	\$0	\$0
Advertising and Notices	\$7,000	\$1,323	\$5,000	\$1,600	\$3,000
Travel & Training	\$10,000	\$19,494	\$25,000	\$35	\$15,000
Rent/Lease Costs	\$3,583	\$3,449	\$3,000	\$3,140	\$3,000
Equipment (Other than Office)	\$0	\$0	\$0	\$0	\$0
Office Equipment and Furniture	\$0	\$0	\$0	\$8,231	\$0
Other Administrative Expenses	\$187,959	\$180,981	\$213,348	\$211,798	\$260,623
Subtotal Admin. Expenses	\$573,348	\$527,142	\$604,188	\$568,167	\$660,791
County Administrative Charge at 1.5%	\$18,014	\$18,014	\$20,757	\$20,757	\$25,321
(A) Total Adm Exp & County Charges	\$591,362	\$545,156	\$624,945	\$588,924	\$686,112
Operating Expenditures:					
Employee Salary and Fringe	\$184,005	\$179,218	\$188,736	\$179,218	\$191,899
Contractual Services	\$247,500	\$346,923	\$337,500	\$300,107	\$352,500
Insurance	\$21,506	\$21,506	\$29,995	\$30,695	\$32,800
Audits and Studies	\$0	\$0	\$0	\$0	\$0
Printing and Publishing	\$0	\$0	\$0	\$0	\$0
Marketing	\$60,000	\$13,859	\$60,000	\$14,000	\$50,000
Legal Services/Court Costs	\$50,000	\$453,450	\$50,000	\$116,000	\$80,000
Architect/Engineer Fees	\$0	\$0	\$0	\$0	\$0
Land/Building Acquisitions	\$0	\$25,000	\$250,000	\$439,400	\$633,756
Infrastructure Improvements	\$0	\$0	\$350,000	\$58,000	\$0
Building Construction & Improvement	\$1,765,000	\$66,880	\$500,000	\$0	\$488,000
Debt Service Payments	\$0	\$0	\$0	\$0	\$300,000
Grants Programs	\$150,000	\$150,000	\$575,000	\$310,350	\$500,000
Public Safety	\$269,424	\$256,511	\$267,293	\$242,058	\$252,484
Equipment (Other than Office)	\$0	\$0	\$0	\$44,978	\$50,000
County SMART TIF Rebate	\$0	\$0	\$0	\$0	\$422,020
Other Operating Expenses	\$335,645	\$294,704	\$461,159	\$198,290	\$562,925
(B) Total Operating Expenses	\$3,083,080	\$1,808,051	\$3,069,683	\$1,933,096	\$3,916,384
(C) Reserve/Contingency	\$16,693	\$0	\$16,976	\$0	\$31,260
Expenditures Total (A+B+C)	\$3,691,135	\$2,353,207	\$3,711,604	\$2,522,020	\$4,633,756
**Cash Position	\$0	\$502,075	\$0	\$695,703	\$0

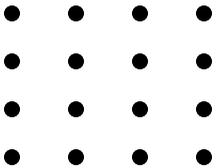


Capital Projects List



- Cybrarium
- Land Acquisition
- CRA Building Roof Replacement
- Blight Removal
- Neighborhood Improvement (Shotgun Property)
- Business Incentives Rent Subsidies and Tenant Buildout

	Capital Projects	Amount (\$)
1	Cybrarium	113,623
2	Land Acquisition	688,115
3	CRA Building Roof Replacement	85,000
4	Blight Removal	60,000
5	Neighborhood Improvement (Shotgun Property)	100,000
6	Business Incentives Rent Subsidies and Tenant Buildout	450,000
	Total Capital Projects	1,496,738





Thank You

Homestead CRA
Keeps Moving
Forward.

>>



Homestead Community Redevelopment Agency
212 NW 1st Avenue, Homestead, FL 33030