Creating opportunities for community empowerment
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On behalf of the Board of Commissioners of the Southeast Overtown/Park West Community Redevelopment Agency ("SEOPW CRA"), we are pleased to submit this Annual Progress Report and Financial Statements for the period commencing October 1, 2020 and ending September 30, 2021 (FY 2020-21). The SEOPW CRA is committed to preparing Overtown residents for training and job opportunities being created in the Redevelopment Area. Additionally, the SEOPW CRA continues to develop and rehabilitate low- and moderate-income housing units, and support programs which enrich the lives of children and adolescents. Finally, we work toward building a safe neighborhood through innovative initiatives with law enforcement. The CRA continues to focus on the underlining social and economic disparities that are still prevalent within the Overtown sector of the Redevelopment Area.

While Overtown still struggles with a greater rate of poverty, higher unemployment and serious health disparities, great efforts are being undertaken to address those concerns. The recent concluded Census continues to show that in the area there still exists substandard housing conditions, which endangers life and results in social and economic distress. During FY 2020-21, it was a challenging time as we were faced with the COVID-19 pandemic. The CRA created a marketing campaign #MaskupOvertown, to encourage residents to get tested and vaccinated. The SEOPW CRA in an effort to address this public crisis, allocated grant dollars to twenty-two eligible small businesses within the Redevelopment Area for COVID-19 Business Assistance.

In FY 2020-21, the SEOPW CRA continued to develop opportunities with private/public partners for sustainable good paying jobs, leveraged funds to attract major private investments, and continued to invest in fostering safe neighborhoods. Major programs and projects in furtherance will help the Redevelopment Area emerge from the social and economic conditions that have created slum and blighted areas.

James McQueen
Executive Director
CRA BOARD OF COMMISSIONERS
ABOUT THIS REPORT
This Annual Report is prepared in accordance with Florida Statutes 163.356(3)(c) and sets forth the SEOPW CRA’s assets, liabilities, income and operating expenses as of September 30, 2021.

SEOPW CRA REDEVELOPMENT MISSION
The SEOPW CRA is one of three community redevelopment agencies within the boundaries of the City of Miami. Pursuant to the Community Redevelopment Act of 1969, CRAs were created to undertake activities and projects “for the elimination and prevention of crime, or for the provision of affordable housing... to residents of low or moderate income, including the elderly,” and include “redevelopment in a community redevelopment area.” Florida Statutes 163.340(9).

The mission of SEOPW CRA is to enhance the quality of life of residents within the Redevelopment Area by expanding the tax base, creating job opportunities, increasing accessibility to quality affordable housing opportunities and promoting social and economic growth by fostering safe neighborhoods. As depicted in this annual report, the SEOPW CRA has implemented a variety of new development and redevelopment undertakings in furtherance of this mission.

ABOUT HISTORIC OVERTOWN
Overtown was once a thriving mixed-income community with some 50,000 residents. It was inhabited by people who worked on the railroad as well as other early industrial and commercial ventures. Overtown was also a thriving center of commerce and culture for the Black community, particularly for music and entertainment in the 1940s and 1950s. Bahamian musicians marched down Fifth Place on Friday nights playing a spicy blend of Calypso. Teenagers flirted over jukebox sessions at neighborhood restaurants. In the 1960s, several factors combined to change the face of Overtown: (i) two highways were built which cut through the heart of the community, separating the community into four quarters; (ii) the ill-conceived efforts of "urban renewal" leading to the destruction of many older homes and buildings, displacing nearly 80% of its residents and subsequent destruction of the area’s business community, which once had more than 300 businesses; and (iii) desegregation, which opened new opportunities for many who moved to other neighborhoods. The formation of the SEOPW CRA was completed in 1982. Since then, the SEOPW CRA has undertaken measurable efforts to revitalize not only Overtown, but the entire Redevelopment Study Area, including Park West.

ABOUT PARK WEST
Most of the area currently referred to as Park West was part of the original “Miami” Subdivision platted in 1896 by the principal developers of the early City of Miami, Mary and William Brickell, Julia Tuttle, Henry Flagler, and the Fort Dallas Land Company. While the initial development of Park West focused on residential projects, it soon established a commercial character, in the form of warehouses, associated with its downtown location and proximity to the Port of Miami, when formerly located at the site of present-day Bicentennial Park. The name “Park West” derives from this area being located “west” of the “park.” Before 1964, this area was basically a warehouse and wholesale district related to the old port. When the port moved, so did the wholesale businesses and storage facilities. Few of the remaining businesses have any functional relation to the port now located on Dodge Island in Biscayne Bay. New warehouses and container storage areas are provided on Dodge Island and areas west of the Miami International Airport.
PROJECTS FUNDED IN FY 2020-21

**NEGRA Y FUERTE**

The SEOPW CRA Board of Commissioners approved a grant to Negra Y Fuerte in an amount not to exceed $325,000.00 for the buildout of a café and bar concept on the ground floor of the Soleste Grand Central, located at 218 NW 8th Street Miami, FL 33136. Negra y Fuerte is an Afro-Cuban inspired café & bar concept that will serve daily breakfast, lunch with an upbeat Happy Hour. Negra y Fuerte celebrates Afro-Cuban culture and pays homage to the African ancestors that have played such a large part in cultivating the Cuban culture. The menu will include Cuban coffee classics, savory pastries, and cocktails that highlight ingredients indigenous to Africa and are a part of the Cuban tradition.

The Project will include converting the current vanilla shell into the café and bar by constructing plumbing lines, installing electrical, and the fabrication of furniture and design elements, with an estimated total budget cost of $500,000 of which $325,000 is being provided by the SEOPW CRA.

**SEOPW CRA GRANT: $325,000**

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**1131-1133 NW 3RD AVENUE**

The SEOPW CRA Board of Commissioners approved a grant to Willie Williams, in an amount not to exceed $150,000 for the limited scope renovation of two, two story mixed-use buildings located at 1131-1133 NW 3rd Ave, Miami, FL 33136. The improvements include new A/C units, new impact windows and doors, new roofing, and electrical upgrades.

**SEOPW CRA GRANT: $150,000**
PROGRAMS FUNDED IN FY 2020-21

OVERTOWN BEAUTIFICATION TEAM PROGRAM

The SEOPW CRA Board of Commissioners approved a grant to Human Resource Staffing of Miami, Inc. to oversee and administer the Overtown Beautification Team Program. Participants are employed to provide street cleaning services along the NW 3rd Avenue Business Corridor and the surrounding areas within the SEOPW CRA boundaries. Employees also obtained on-the-job training in property maintenance and landscape services.

SEOPW CRA GRANT: $350,000

GIRL POWER ROCKS, INC.

The SEOPW CRA Board authorized the issuance of a grant to Girl Power Rocks, Inc. in an amount not to exceed $15,818.00 (2020) and $37,230.56 (2021) to underwrite cost associated with the Girl Power 2020 and 2021 Summer Steam Workforce Training Camp. The Summer STEAM and Workforce On-The-Job Training Program ran for six weeks, from June 21, 2021 to August 3, 2021. The summer program is designed to teach soft work-force skills and provide on-the-job training in science, technology, engineering, art, and math “STEAM” fields.

SEOPW CRA GRANT: $53,048.56

1ST TAKE FILM YOUTH PROGRAM

The SEOPW CRA Board authorized the issuance of a grant Florida Film House, LLC. In an amount not to exceed $158,200.00 to underwrite costs associated with the operation of the 1st Take Youth program.

The 1st Take Youth Program serves as an interactive central connection between arts, business, media and entertainment. Its mission is to enrich the young minds of our community by providing them with hands-on training that centers around the complete process of filmmaking.

SEOPW CRA GRANT: $158,200
THE OVERTOWN EMPLOYMENT ASSISTANCE CENTER

The SEOPW CRA Board of Commissioners approved a grant to the Community Work Training Program, Inc. to operate the “Overtown Employment Assistance Center”. The Overtown Employment Assistance Center is located inside the Overtown Resource Center. Services offered include employment screening, placement, and referrals of residents seeking to obtain gainful employment.

SEOPW CRA GRANT: $150,000

SUITED FOR SUCCESS, INC.

The SEOPW CRA Board approved a grant to Suited for Success, Inc. in an amount not to exceed $190,000.00 (2020-2021) and $190,000 (2021-2023) to provide job seekers in the Redevelopment Area with work-readiness training and services. SFS offered career guidance, technology skills training, job-search support, and professional attire to at-risk women, men, and youth. SEOPW CRA grant funding was also utilized to fund part-time employment opportunities for residents within the redevelopment area.

SEOPW CRA GRANT: $380,000

ENCOURAGING DREAMERS BREAKING BARRIERS

The SEOPW CRA Board approved a grant to Encouraging Dreamers Breaking Barriers, LLC to underwrite cost associated with the operation of the All-Star detailing services training and second-chance program for 2020-2021. Encouraging Dreamers Breaking Barriers, LLC provided on-the-job training and employment opportunities to residents in the Redevelopment Area that are interested in entrepreneurship in the vehicle servicing and detailing industry. The Program also provides vehicle detailing services to the fleet of vehicles owned by the City of Miami. Through its Program, Encouraging Dreamers Breaking Barriers, LLC also intends to further develop its relationship with the City of Miami Police Department and assist in bridging the gap and fostering a better relationship between the community and the police department.

SEOPW CRA GRANT: $150,000
NEIGHBORS AND NEIGHBORS ASSOCIATION, INC.
The SEOPW CRA Board authorized the issuance of a grant to Neighbors and Neighbors Association, Inc. in an amount not to exceed $200,000.00 for 2020-2021 and $200,000.00 for 2021-2023 to underwrite costs associated with the continued operation of the business incubator and development program, technical assistance/procurement program, and Overtown training and referral program.

SEOPW CRA GRANT: $400,000

COMMUNITY AWARENESS CONSTRUCTION SERVICES, LLC
The SEOPW CRA Board authorized the issuance of a grant to Community Awareness Construction Services, LLC. in an amount not to exceed $150,000.00 to underwrite costs associated with the construction training program for homeless residents at Camillus House.

SEOPW CRA GRANT: $150,000

COVID-19 EMERGENCY RELIEF AND RECOVERY PROGRAM
The SEOPW CRA Board executed Professional Services Agreement with Neighbors and Neighbors in an amount not to exceed $250,000.00 to administer the COVID-19 Emergency Relief and Recovery Program based on their experience in administering small business assistance grants. Neighbors and Neighbors created the application process, vetted the applicants, made the grant awards to the eligible candidates, along with all other activities necessary to administer the Program for eligible small businesses within the redevelopment area. The SEOPW CRA provided grants to twenty-two (22) businesses located in the Redevelopment Area, in the amount of $10,000.00 each, consistent with the guidelines for the Miami-Dade County Mom and Pop Small Business Grant Program.

SEOPW CRA GRANT: $250,000
Permitting has been completed and construction is about to begin on this four-unit affordable housing project, located on vacant land at 244 NW 16th Street. The three-story building will offer four units to be part of the SEOPW CRA’s home-ownership initiative upon completion. Each unit will have impact resistant windows and doors, balconies, covered parking and a spacious layout.

SEOPW CRA FUNDING: $1.6 Million

**ONGOING PROJECTS DURING FY 2020-21**

**THE DEVELOPMENT OF BLOCK 55: SAWYERS LANDING**

The development project is currently under construction. Block 55 is a 3.44-acre site of undeveloped real estate located on SEOPW CRA provided land at 249 NW 6th Street, adjacent to Downtown Miami.

The proposed mixed-use development will consist of 578 affordable residential units, half of which will target families earning less than 50% of area median income ("AMI") and the other half targets families with income between 50% AMI and 80% AMI. Additionally, 250,000 square feet of retail/restaurant/office and entertainment space, and a garage with 925 parking spaces is planned. National interest in Sawyers Landing has come from Target, Burlington, Aldi and Ross. This new development is projected to create numerous construction jobs as well as permanent jobs for the local community. The Development Agreement also provided for the transfer of the land at a reduced purchase price of more than $10 million, which the SEOPW CRA will reinvest back into the Redevelopment Area.

Construction on this project is estimated to take 18-24 months for completion.

**SEOPW CRA TWIN HOMES, 1900 NW 2ND AVENUE**

The construction for the SEOPW CRA Twin Homes was completed in July of 2021 and the first of two families have taken occupancy. These two, 2-story homes are part of the SEOPW CRA’s home-ownership initiative, each with 3 bedrooms and 2-1/2 bathrooms. Features of the homes include impact resistant windows and doors, exterior covered porches and covered parking.

SEOPW CRA FUNDING: $750,000

**SEOPW CRA QUADPLEX, 244 NW 16TH STREET**

Permitting has been completed and construction is about to begin on this four-unit affordable housing project, located on vacant land at 244 NW 16th Street. The three-story building will offer four units to be part of the SEOPW CRA’s home-ownership initiative upon completion. Each unit will have impact resistant windows and doors, balconies, covered parking and a spacious layout.

SEOPW CRA FUNDING: $1.6 Million
ONGOING PROJECTS DURING FY 2020-21

TOWN PARK PLAZA NORTH REHABILITATION PROJECT

Construction is in the final phase of this multi-phase project. The scope of renovations to Town Park Plaza North encompasses the total gut rehabilitation of 169 condominium units across 20 buildings and a clubhouse, the design and construction of new water and sewer utilities, drainage system repairs and replacement, new individual water metering, the temporary relocation of all residents, and site work/common area upgrades across the entire complex. To date, all units have received new metal roofs and impact resistant windows and doors, and 130 of the 169 units are fully complete. The final phase of 39 units is on-going.

SEOPW CRA GRANT: $27.5 Million

TOWN PARK PLAZA SOUTH REHABILITATION PROJECT

Construction on this multi-phase project continues for the renovation and rehabilitation of Town Park Plaza South. Town Park Plaza South is a cooperative residential housing complex located within the SEOPW CRA boundaries at 1798 NW 5th Avenue.

The scope of renovations to Town Park Plaza South includes the total gut rehabilitation of 116 units in 17 buildings along with the temporary relocation of residents, the installation of new windows, roofs and doors, the replacement of the plumbing and electrical systems, air-conditioning units, and the installation of new flooring, cabinets, and energy-efficient appliances. Exterior improvements include the installation of landscaping and sod, sidewalks, parking lot improvements, and metal picket fencing with security features. To date, the rehabilitation of all 116 units is fully complete, and the final improvements to the common area facilities are in the close-out stage.

SEOPW CRA GRANT: $17 Million

TOWN PARK VILLAGE NO. 1

The first phase of this major project which includes 46 units began in 2021 and is on-going. Town Park Village No. 1 (“TPV”) is a low-income HUD housing complex located at 1880 NW 4th Avenue, Miami, Florida, 33136. TPV was built in the early 1970’s and consists of 147 apartment units and common facilities scattered throughout nineteen, two-story buildings. The property is suffering from long-standing deferred maintenance, structural, plumbing, and electrical problems, and life safety issues that are contributing to the slum and blight in the Redevelopment Area. Work is to include the full-gut rehabilitation of all units, with temporary relocation of residents, along with common area improvements.

SEOPW CRA GRANT: $18 Million (Additional funding will be required to complete future phases of this project).
SOLESTE GRAND CENTRAL

This new development project was completed in June of 2021. Soleste Grand Central is located on SEOPW CRA-provided land at 218 N.W. 8th Street. The property has a mixed income housing concept which includes market rate, workforce, and affordable housing units. This $110 million project brings Class A rental apartments to Overtown, near Brightline’s Miami Central hub. Soleste Grand Central includes 360 apartments, 80 of which are affordable, with 6,500 square feet of retail and 2,250 square feet of office space in the redevelopment area.

HARLEM SQUARE SUPPER CLUB / LOUNGE

This project is currently in permitting and expected to commence construction in 2022. The building was once the home of Clyde Killens, the legendary photographer and music promoter. The project will enliven the neighborhood at a property that was a mainstay and landmark in Overtown with proposed plans to include a three-story layout. The first floor will consist of a jazz lounge, the second floor a cigar bar, and the third floor will serve as a rooftop lounge for special events.

SEOPW CRA GRANT: $2,225,000
INVESTMENT IN HISTORIC PRESERVATION

ST. AGNES EPISCOPAL CHURCH, INC.
The SEOPW CRA authorized funding in an amount not to exceed $400,000 to underwrite costs associated with the 40-year recertification of the historic church, along with miscellaneous improvements to the A/C system, restrooms, and new roofing.

The building is located at 1750 NW 3rd Ave, Miami, Florida 33136 and was built between 1923 and 1940.

SEOPW CRA FUNDING: $400,000

INVESTMENT IN CULTURE & ENTERTAINMENT

NORWOOD CONSULTING INC.
In Fiscal Year 2020-21, the SEOPW CRA Board of Commissioners approved a grant to Norwood Consulting Inc. to underwrite costs associated with producing cultural programming and art exhibitions at the Historic Ward Rooming House for 2020-21 ($125,000 grant) and 2021-2023 ($150,000 grant).

SEOPW CRA FUNDING: $275,000

NEW WASHINGTON HEIGHTS CDC
The SEOPW CRA Board of Commissioners approved a grant to New Washington Heights Community Development Conference, Inc. in an amount not to exceed $150,000.00 to underwrite costs associated with the production and operation of “Folk Life Fridays”, a monthly open-air market in the redevelopment area for 2020-2021.

SEOPW CRA FUNDING: $150,000
INVESTMENT IN CULTURE & ENTERTAINMENT

FLORIDA FILM HOUSE - URBAN FILM FESTIVAL

The SEOPW CRA Board of Commissioners approved a grant to Florida Film House, LLC in an amount not to exceed $14,938.00 to underwrite costs associated for the 2020 Urban Film Festival. The three-day event was held back on September 4, 2020 – September 6, 2020, at the Black Archives Historic Lyric Theater and the Overtown Performing Arts Center. The CRA Board also approved a grant not to exceed $30,000.00 to underwrite costs for the 2021 Urban Film Festival which took place back on September 3, 2021 – September 5, 2021.

The Urban Film Festival is a three-day event focusing on connecting youth who are interested in the film industry with industry professionals through hands-on panels and workshops. This festival provided interested Overtown youth with an opportunity to learn valuable skills directly from individuals with experience in the film industry.

SEOPW CRA GRANT: $44,938

URBAN PHILANTHROPIES

The SEOPW CRA Board of Commissioners authorized a grant to Urban Philanthropies, Inc. in an amount not to exceed $100,000.00, to underwrite costs associated with improvements to “The Urban”, an outdoor food and entertainment venue located at 1000 NW 2nd Ave, Miami, FL 33136, in the Historic Overtown Culture and Entertainment District. Portions of work included in this grant include the installation of a large exterior turf area to support large events, improvements to lighting to promote safety and visibility during nighttime events, and the installation of new restroom facilities for patrons.

SEOPW CRA GRANT: $100,000

LIGHTING IMPROVEMENTS

The SEOPW CRA Board of Commissioners authorized a grant to Brandano Displays, Inc. in an amount not to exceed $96,495.00 to underwrite costs associated with the installation and maintenance of decorative tree lighting within the Historic Overtown Culture and Entertainment District.

SEOPW CRA GRANT: $96,495
## CITY OF MIAMI SOUTHEAST OVERTOWN PARK WEST COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Miami, Florida)

### Balance Sheet

**Governmental Funds**

**September 30, 2021**

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<tr>
<th>Assets</th>
<th>Special revenue</th>
<th>Redevelopment projects</th>
<th>Debt service</th>
<th>Total governmental funds</th>
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<th>Total governmental funds</th>
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<td><strong>Total liabilities and fund balances</strong></td>
<td>$49,036,292</td>
<td>2,135</td>
<td>689</td>
<td>$49,039,116</td>
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# Financial Statements

**CITY OF MIAMI SOUTHEAST OVERTOWN PARK WEST COMMUNITY REDEVELOPMENT AGENCY**
(A Component Unit of the City of Miami, Florida)

Statement of Revenues, Expenditures, and Changes in Fund Balances

**Governmental Funds**

Year ended September 30, 2021

<table>
<thead>
<tr>
<th></th>
<th>Special revenue</th>
<th>Redevelopment projects</th>
<th>Debt service</th>
<th>Total governmental funds</th>
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<td>Rental income</td>
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<td>Investment income</td>
<td>48,826</td>
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<tr>
<td>Other</td>
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<td>689</td>
<td>794,687</td>
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<td>689</td>
<td>35,789,070</td>
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| **Expenditures:**    |                 |                        |              |                          |
| Current:             |                 |                        |              |                          |
| General government   | 2,001,573       |                        |              | 2,001,573                |
| Community redevelopment | 19,878,292     |                        |              | 19,878,292               |
| Debt service:        |                 |                        |              |                          |
| Principal            | -               |                        | 2,785,000    | 2,785,000                |
| Interest and other charges | -        |                        | 1,728,375    | 1,728,375                |
| **Total expenditures** | 21,879,865     |                        | 4,513,375    | 26,393,240               |
| Excess (deficiency) of revenues over (under) expenditures | 13,908,516 | - | (4,512,686) | 9,395,830 |

| **Other financing sources (uses):** |             |                        |              |                          |
| Transfers in          |               |                        |              |                          |
| Transfers out         | (4,513,375)   |                        | 4,513,375    | (4,513,375)              |
| **Total other financing sources (uses):** | (4,513,375) | - | 4,513,375 | - |
| Net change in fund balances | 9,395,141 | - | 689 | 9,395,830 |
| Fund balances - beginning | 38,724,855 | 2,135 | - | 38,726,990 |
| Fund balances - ending | $48,119,996 | 2,135 | 689 | 48,122,820 |
CONTACT INFORMATION

JAMES McQUEEN
Executive Director

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The Black Archives Historic Lyric Theater
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For more updates on the SEOPW CRA’s projects and programs, join our mailing list and look for us on social media.