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The City of North Miami has a rich history dating back to the 1800s. After becoming incorporated on February 5, 1926, the city began to grow exponentially from that point forward. It operates under a council-manager form of government, with an elected mayor serving up to two 2-year terms. The four additional council members are also elected and serve up to two 4-year terms by district. The city manager, appointed by the mayor and the council, manages the city’s daily operations, including hiring department heads and preparing the annual budget. The city also provides a variety of services for residents, including public works, police, parks and recreation, economic and community development, transportation, a museum, a library and much more.

As one of the largest municipalities in Miami-Dade County, North Miami is a dynamically diverse community of more than 60,000 residents. Once dubbed the “Most Diverse City” in Miami-Dade County by the League of Cities, the city is known for its evolving community of immigrants from the Caribbean, most notably of Haitian descent. This population mix has resulted in unique opportunities for cultural and economic enrichment as well as unique socio-economic challenges. Despite the current pandemic, the city remains the home to a strong business community and offers a variety of housing options, from attainable, single-family homes and apartment complexes to multi-million dollar estates overlooking the beautiful waters of Biscayne Bay.

North Miami continues to lure residents and businesses to the area because of its ideal location, midway between Miami and Fort Lauderdale, and the sense of community that is cultivated through its recreational and educational opportunities. The city is home to the Oleta River State Recreation Area, on Biscayne Bay, and a park system that offers numerous athletic, recreation, and nature programs throughout the year. Further, North Miami residents can receive a quality education from Pre-K to advance doctoral education, as a selection of higher education institutions are located in North Miami, including Florida International University.

A tour through the beautiful City of North Miami demonstrates that the city boasts the largest concentration of mid-century modern buildings in South Florida with a highlight of the NoMi Arts District along NE 125 Street. Anchored by the Museum of Contemporary Art (MOCA), this commercial niche called “20th Century Row” is adorned with mid-century design and furnishing stores as well as an assortment of galleries featuring fine arts, clothing, and interior design.

The city is committed to strengthening its commercial corridors and business community while maintaining a focus on education, the arts, leisure activities, and sustainability to provide a viable future for its residents.

With its desirable parks; municipal public library; internationally acclaimed Museum of Contemporary Art (MOCA); and the NoMi Express Community Bus Service with free transportation along four routes within the city, North Miami is well positioned to cater to its residents, businesses, and visitors. Its plethora of exciting events, a diverse community, customer-friendly residential services and a convenient location make North Miami a preferred destination.
Mayor’s Message

It is with great pleasure to report on continuous progress in the City of North Miami. We are working together to create a strong and prosperous city for our residents, businesses, and our many visitors. We are seeing growth within our great city, yet the type of growth that does not adversely impact our small-town appeal. We are focusing on resiliency. Yet it is the kind of resiliency that prioritizes people as well as our environment. We are striving together, and that togetherness will allow the City of North Miami to remain a city of the people. Thus, I invite you to become a part of this advancing movement of progress happening in the city right now. From business growth to entertainment to education, the City of North Miami is building back strong.

As a result, we are looking to continue our focus on the welfare of our residents and improve the quality of life throughout our great city. Thus, we are prioritizing government transparency, heightening fiscal responsibility, ensuring safer communities, increasing affordable housing opportunities, improving our infrastructure, and stimulating economic growth. We are making plans that include infrastructure development which will in turn contribute to attracting new business and new job opportunities and subsequently, boost our local economy. We will also continue to support our local business community by continuing to offer grants and technical support to help strengthen their financial position and foster their growth. We will continue to help our families by continuing to offer our food bank; free afterschool programs and tutoring for our youth; recreational services to help keep them healthy and strong; and many events and artistic displays to help create a sense of place and excitement throughout the city.

It takes collaboration to move a city forward and so I acknowledge the hard work of my colleagues on the dais which are Vice Mayor Alix Desulme, Ed.D. (District 4); Councilman Scott Galvin (District 1); Councilwoman Kassandra Timothe, MPA (District 2), and Councilwoman Mary Estimé-Irvin (District 3) as well as the City Clerk Vanessa Joseph, Esq. I also recognize the City Manager Theresa Therilus, Esq. and her team including the employees across various city departments who provide service excellence every day.
As a unified government, we are Building Back Strong. Financially, we have tirelessly worked collectively to achieve a balanced budget. For the first time in six years, our revenues have not outpaced our expenditures. Expenditures in fiscal year 2020 were upwards of an unsustainable $67 million – forcing the city to make hard and difficult decisions that adversely impacted its operation. Yet with support from a dedicated leadership team coupled with the hard work and dedication of city personnel, expenditures in FY 2021 dropped 14 percent to $57.6 million – allowing the city to return to a fiscally sound state of operation. It was the first step in Building Back Strong!

The city team is hard at work looking to leverage funds and establish partnerships to improve the quality of life for residents, business owners, and visitors. We are also embarking on an ambitious P3 project to redevelop and revitalize downtown North Miami. The P3 project is currently in its nascent stage, and we expect it to continue to roll out during the next fiscal year.

This reporting period also saw the return of signature citywide events. Our community welcomed the return of mainstays like the Halloween Haunted Hayrides, WinterNational Thanksgiving Day Parade, tree lighting ceremony, Jazz@MOCA, Spring Easter Egg Hunt as well as other long-time community favorites.

In addition, we refocused on the well-being of staff during this period. I implemented specific employee engagement events to demonstrate ongoing appreciation, whenever and wherever possible. We strive to influence the overall success of our city and the services provided to residents. I know without a doubt that the success of the city is wholeheartedly made possible by the committed staff at the City of North Miami. It is for this reason, that I am here every step of the way, carrying the weight of it all with you as we continue to improve and push toward progression.

It has been an honor and privilege to serve as your city manager since July 2020. From that time, we experienced hardship, celebratory moments, and anguish together as we work towards moving the city forward. As a result, I offer you a year and a half in review, July 1, 2020, through December 31, 2021.

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Playing Outside

The City of North Miami experienced a gradual return of its programs and services to its pre-pandemic state. The Parks and Recreation Department served thousands of people during this period by offering such popular events as the Back-to-School Experience and Resource Fair (August 2021) which attracted more than 500 residents; Get in Gear Monthly Bike Rides attracted hundreds as well (September - May 2021); Tree Lighting Ceremony had approximately 250 onlookers (December 2021); and NoMi BrewFest drew about 1,775 eventgoers (November 2021). Yet the biggest excitement of the year was the return of the highly anticipated North Miami Winter National Thanksgiving Day Parade. It attracted approximately 1,500 visitors in 2021. In addition to the special events, the Parks and Recreation Department also hosted several youth tournaments at the Penny Sugarman Tennis Center – a much anticipated return to healthy competition, personal growth, and mentorship.

Learning and Growing

Not only did the Parks and Recreation Department see a return of visitors last year, North Miami Public Library was able to build back stronger as well. During this reporting period, the library evolved into a one-stop citizenship information center, with the establishment of the Mayor’s Citizenship Corner. It also implemented a Wi-Fi Hotspot Lending Program which made available 30 hotspot devices for individual circulation among local families. The library even purchased an additional 30 laptops with the latest software to help serve the growing number of students needing access to remote learning and tutoring in the area. This remote learning option was also aided by the library’s continuation of free one-on-one daily tutoring through Tutor.com.

Such collaborations and partnerships with Tutor.com, North Miami Information Technology Department with the Wi-Fi hotspot devices and even the Museum of Contemporary Art (MOCA) with its free art program for teens, allowed the library to offer a comprehensive level of service to not only students but families alike.
The City of North Miami created the NoMi Food Pantry, Inc. 501(c)(3) which generates funding to distribute fresh foods such as apples, bananas, potatoes, onions, peppers, green beans as well as canned goods, dairies products plus many other edible goods. The pantry also offers personal hygiene products to local residents.

### NORTH MIAMI COVID-19 ASSISTANCE PROGRAMS

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<th>Percentage</th>
<th>Program Description</th>
<th>Funding</th>
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<tr>
<td>57 %</td>
<td>Emergency Tenant-Based Rental Assistance Phase III &amp; IV</td>
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<tr>
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<td>Business Initiative Assistance</td>
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<td>8 %</td>
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<td>6 %</td>
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### A Helping Hand

The Housing and Social Services Department (HSS) provided thousands of North Miami residents with continued assistance through various programs in partnership with community-based organizations. The following is a snapshot of the services and number of people served:

- Meal distributions (8,430)
- Homebuyer education and counseling (59)
- Mental health assistance (24)
- Workforce/technical skills training (52)
- NoMi Food Pantry (570)
- Residential rehabilitation: CDBG, HOME & SHIP (16)
- Virtual Golden Silver Senior Program: electronic tablets and training (100)

### A Glimpse at Cultural Arts in North Miami

The arts play a significant role in North Miami as it helps to strengthen the interconnections across its diverse community. One of the major arts engines in North Miami is the Museum of Contemporary Art (MOCA). As the community began to return to normalcy over this reporting period, MOCA reopened its doors in October 2021 and showcased new exhibitions. These exhibits were *My Name is Maryan* and *Under the Electric Tree* with MOCA hosting a Miami Art Week celebration for the exhibits. To assist in such growth and expansion, the museum received $465,000 in grants and awards. This also led to an increase in public awareness of MOCA via local, national, and international press, including features in the New York Times, ArtNews (Best of 2021), Miami Herald, Forbes, and Aventura Magazine. MOCA even relaunched its partnership with WDNA 88.9PM to return to the airways Jazz@MOCA on the last Friday of each month. With such a heightened level of activity happening at MOCA, it received many notable awards from such entities as John S. and James L. Knight Foundation, Andy Warhol Foundation, Kirk Foundation and others.

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Building Back Strong: Our Development

As the City of North Miami continues to build its infrastructure and strengthen its neighborhoods, it has heightened its focus in several key areas: resiliency, drainage, bridges and canals, sewer system, transportation and economic development.

Neighborhood and Infrastructure Improvement

The following are key milestones:

1. Guided by the assistance of consulting services, development began for the creation of a city-wide Storm Water Master Plan and Management Strategies to assist the city in its resiliency planning efforts.
2. Design plans are also underway for the city’s Drainage Improvement Program; consultants are presently working with city staff to finalize these plans.
3. Keystone Bridge is currently 80% completed; expected completion date is March 2022 – a month earlier than projected.
4. City-wide rehabilitation of its aging sanitary sewer system restarted during the fourth quarter of 2021. Four contractors have been selected.
5. A contract is in the final stage of execution for the backup Emergency Generators for the city’s Water Treatment plant.
6. Public Works managed four fixed routes for the NoMi Express shuttle service and served more than 106,000 annual riders.
7. The city submitted a successful letter of interest to Miami-Dade County for a "Brightline" train stop on NE 123 Street.

Public Safety and Community Outreach

Through community partnerships and innovative crime prevention initiatives spearheaded by North Miami Police Department (NMPD), a 19% decrease in Part One Crimes (i.e., burglaries, auto theft, shoplifting) across the City of North Miami was realized. Remarkably, crime was reduced to its lowest level on record, which dates back more than 50 years.

Here are some NMPD Highlights:

1. North Miami Police Department added a Superhero, Autism Awareness, and LGBTQ+ Community Support vehicles to its fleet to highlight the department’s support of diversity and the importance of inclusivity throughout the North Miami community.
2. The implementation of the Drone Program enhanced the city's ability to help residents in a more thorough and expeditious manner. The Drone Team has special training to manage traffic, monitor large crowds, assist with investigations, locate missing persons, and gather critical evidence at crime scenes.
3. Currently in the testing phase, the department has a program designed to assist in locating stolen vehicles or vehicles driven by wanted persons, both locally, and out-of-state.
4. The North Miami Police Department pioneered a program to provide mental health check-ups for police personnel, both sworn and civilian.
5. The department held the NMPD National Night Out event, as well as other events like Coffee with a Cop, community policing bike rides, children hospital visits, and many more.
Economic Development and Projected Growth

The City of North Miami managed and distributed more than $800,000 in CARES Act stimulus funds to the North Miami market, translating to a direct economic impact with grant assistance to 100 businesses, in addition to workforce training and certification for North Miami residents.

The Building Department issued 2,411 permits in 2021. Several permits were for new constructions with a projected approximate valuation of more than $35 million. Ten (10) new developments are seeking approvals for LEED (5) and LEED Silver Certified (5) (or national equivalent). The city also implemented an automated permit application process, allowing residents and businesses to apply for permits online.

Within the last year, the Community Planning and Development Department reviewed and approved a total of 1,189,045 square feet of non-residential use, and 2,499 residential units.

The Public Works Department completed the NE 125 Street Pedestrian Enhancements Project. The project was part of the Florida Department of Transportation’s Complete Streets Plan that promotes safety, quality of life, and economic development in Florida. It is located on NE 125 Street between Northeast 6 Avenue and Northeast 10 Avenue. The work included installation of medians, bulb-outs, sidewalk planters, landscaping, and bus shelters. The total construction costs for the project was more than $1,000,000.

During 2021, the city’s Planning and Zoning section issued

- 2,600 Certificate of Use (CUs)
- 2,227 Renewals
- 373 NEW BUSINESSES
- $300,949 TOTAL GENERATED REVENUE

Our Fiscal Health

A strong foundation of sound fiscal responsibility, coupled with accountability, will create a pathway of continual progress for the City of North Miami. By implementing a cost-saving financial strategy that incorporated the collaboration of North Miami’s Purchasing, Budget and Finance departments, the city experienced a 14% decrease in expenditures while experiencing an increase in efficient operational activity and improved service delivery. The following is a snapshot of measures implemented to help build back a strong city:

- **Leveraging Funds:** The city applied for grant funding from the State of Florida to help fund several capital improvement projects; MOCA received grants and awards for its arts activities; and NoMi Food Pantry, Inc. helped to raise funds to purchase food for distribution to residents.

- **Decrease in workers compensation claims:** The Risk Management Department’s Experience Modification Rate (EMR) is at an all-time low of .75; it represents the lowest in the past eight years, enabling the city to receive approximately a 16% reduction on its Workers’ Compensation insurance premium.

- **Diversification of Revenue Streams:** In addition to attracting grants and other awards, the city collaborated with its contractors to generate additional revenue. One collaboration was with the Code Department/Sanitation Division and the city’s waste hauler company. In heightening the company’s response rate and overall service to the city, the city received $55,000 in additional revenue.

- **Efficient Operation:** The Code Compliance Department successfully transitioned from in-person Special Magistrate hearings to Virtual Special Magistrate hearings. Not only did it increase the public’s overall attendance and participation by 23%, it also decreased the amount of staff time in facilitating the hearing, thus creating a cost-savings.

Dedicated Staff: The City of North Miami employees were the biggest contributors to creating a fiscally sound budget. Employees not only worked tirelessly to implement cost-saving strategies across city programs and services, employees also weathered the transition to bringing the city into the black. With the implementation of furlough days, elimination of merit increases, and the absence of cost-of-living adjustments, the employees stood by the city and continued to provide stellar service to residents, businesses, and its visitors.

North Miami Personnel Department worked closely with city administration to ensure that while hard decisions had to be made, employees felt the support of the city through initiatives like reimbursements for healthy steps, online stress relieving programming including exercise, and other work life balance incentives.