



212 NE 59th Terrace, Miami, Florida 33137

January 15, 2026

Mr. Arthur Noriega, V
City Manager
City of Miami
Office of the City Manager 3500
Pan American Avenue Miami, FL
33133

RE: Little Haiti Revitalization Trust Annual Report

This document constitutes the Annual Report of the Little Haiti Revitalization Trust (“Little Haiti Trust”) submitted to the City Manager pursuant to City Code Sec. 2-890.

The Little Haiti Trust shall promote economic development, business and commerce in the area. The Little Haiti Trust shall develop and execute a plan to create jobs, attract industry and facilitate the production of goods and services in the area for residents and non-residents. It will facilitate the development of affordable housing, engage in homebuyer assistance programs and market the area to encourage former residents and others to locate to the area. The target area was described at the May 26, 2016 meeting of the City Commission and is established in Code Section 12.5-42.- Little Haiti Trust Jurisdictional Authority.

The purpose of the Little Haiti Trust is to cooperate with the City Manager, Department of Housing & Community Development, and other departments to ensure revitalization efforts in the Little Haiti area.

The overall goal of the Little Haiti Trust is to develop and implement an action-oriented planning process that responds to Little Haiti’s community needs while providing the resources necessary to immediately activate and advance the Trust’s unique, multi-faceted mandate.

To effect positive redevelopment of the Little Haiti area, the Little Haiti Trust currently promotes economic development, and commerce; facilitates the development of affordable housing; engages in homeownership assistance programs; and markets the Little Haiti area to encourage former residents and others to locate to the area.

The Board offers the following report specifically responding to the required questions per Section 2-890:

1) Whether the board is serving the purpose for which it was created.

The Little Haiti Revitalization Trust is fulfilling its purpose of the revitalization and redevelopment of Little Haiti. Since its inception, the Little Haiti Trust has conducted regular and special board meetings including the opportunity for public comment to gather input from constituents. The Little Haiti Trust continues to monitor the progress of the Magic City Innovation District Special Area Plan. The Little

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Haiti Trust has taken concrete steps in line with the purpose of the Trust with the development of a small business grant program which promotes economic development and supporting small businesses in the area, the establishment of home rehabilitation program guidelines which contributes to the quality of life of residents in the area and committed to funding special projects to improve Little Haiti.

Furthermore, the Little Haiti Revitalization Trust (LHRT) successfully executed a contract with Florida International University (FIU), which resulted in the development of a comprehensive strategic playbook to support long-term redevelopment efforts in Little Haiti. The FIU Playbook was created through a collaborative process that actively engaged community members and key stakeholders, ensuring the plan reflected shared priorities and local insight. Upon completion, the playbook was shared with the community to promote transparency and collective ownership.

Building on this foundation and with a focus on moving from planning to action, LHRT partnered with The Urban Impact Lab to develop an Action Plan titled Ann Ale – Little Haiti in Motion: The Little Haiti Revitalization Trust (LHRT) Action Plan. This guidebook serves as LHRT’s roadmap for action, accountability, and stewardship—providing the Board, staff, partners, and community with a clear and practical framework for advancing equitable revitalization in Little Haiti.

2) Whether the board is serving current community needs.

The Board of the Little Haiti Revitalization Trust (LHRT) continues to effectively address current community needs through targeted initiatives, strategic investments, and responsive programming. Since 2024, the Board has launched and expanded several key programs designed to support economic stability, housing security, education, and community well-being.

To support local businesses, LHRT implemented the Small Business Grant Program, serving both for-profit and nonprofit brick-and-mortar businesses. A total of 33 applications were received representing \$470,000 in funding requests. To date, \$320,000 has been approved, with \$160,000 already disbursed, providing critical capital to stabilize and grow neighborhood enterprises. Additionally, the Home Rehabilitation Program was introduced in 2024 to support local economic growth and assist homeowners. This grant offers up to \$50,000 per homeowner to support critical repairs and preserve homeownership. The board allocated \$500,000 to this initiative; one home has been completed, \$63,000 has been disbursed, and more than \$400,000 remains available for additional eligible households. Building on this commitment, LHRT expanded its housing strategy in June 2025 with the launch of the Homebuyer Down Payment Assistance Program, providing up to \$25,000 per eligible homebuyer, supported by an additional \$500,000 allocation, to promote first-time homeownership and long-term neighborhood stability.

The Board has also prioritized education and workforce development as a cornerstone of long-term community investment. In alignment with this goal, LHRT will launch its College and Trade School Scholarship Program on October 1, 2025, committing \$100,000 annually to support students pursuing higher education or skilled trades. The program will award \$2,500 per student to help offset tuition, fees, and related educational costs.

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In partnership with Catholic Charities, LHRT hosted a three-cohort financial literacy program serving 38 participants, equipping residents with tools to strengthen financial decision-making and economic stability. Together, LHRT and Catholic Charities also hosted a 12-week family and parenting course to support effective parenting and communication skills, and facilitated Strong Fathers, Strong Families, a nurturing fathers' program focused on strengthening parenting skills, family engagement, and positive fatherhood.

Beyond programmatic grants, LHRT has made significant direct community investments to strengthen local institutions and infrastructure. These include \$200,000 disbursed to the Pierre Toussaint Leadership & Technology Center to expand computer literacy and workforce readiness; a \$750,000 investment in the South Florida Community Land Trust supporting the development of 13 affordable homeownership townhomes; and \$6,250 awarded to local grassroots initiatives addressing immediate neighborhood needs.

Community engagement and transparency remain central to the Board's approach. LHRT has hosted community workshops engaging more than 150 participants to gather resident input on design guidelines and neighborhood priorities. To reinforce accountability, the Board established a General Funding Policy and maintains publicly accessible board meetings, ensuring clear governance and community trust. The Trust has also supported cultural preservation and neighborhood identity through Haitian Heritage Month celebrations, public art and mural projects featuring local artists, community safety initiatives such as the Community Roll Call Event, and resource fairs that connect residents with essential services and information.

Through these coordinated efforts, the Board of LHRT has demonstrated a sustained commitment to meeting community needs—advancing economic opportunity, housing stability, educational access, cultural preservation, and civic engagement—while strengthening the long-term vibrancy and resilience of Little Haiti.

3) A list of the board's major accomplishments.

Throughout 2025, the Little Haiti Revitalization Trust (LHRT) continued to focus on fostering community engagement, supporting cultural preservation, and improving operational effectiveness. Significant achievements include the launch of key grant programs, the hosting of community workshops, and strategic partnerships to enhance neighborhood beautification and cultural projects. LHRT also made strides in transparency and governance with new policies, and public access to meetings. These efforts underscore LHRT's commitment to revitalizing Little Haiti and addressing the needs of its residents.

Major Accomplishments (2025)

Programs & Policy Development

- Ongoing Small Business Grant Program and Home Rehabilitation Program with application manuals.

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- Passed the Trust's FY24 Budget and LHRT Ordinance amendment at City Commission.
- Established General Funding Policy and Standard Operating Procedures for the Trust.

Community Engagement & Workshops

- Annual Happy Birthday Little Haiti Celebration
- Held successful Little Haiti Strategic Playbook Action Plan meeting, fostering community input.
- Implemented Open House events to promote available resources to the community:
 - February – Youth Services
 - March – Employment Services
 - May – Mental Health
 - June – Home Buyer Program Launch
 - July - Real Estate Development
 - September – AI
 - October – Infant Safe Sleep and Child Safety Roundtable
 - December – Child Safety Follow-Up and Launch of Coalition
- Established a coalition of organizations focused on child safety initiatives.
- Provided multiple educational workshop series

Haitian Heritage Month Celebrations

- Sponsored and coordinated events, including beautification efforts like banner installations, mural production, and panel discussions.
- Administered 40+ cultural grants on the behalf of Chairwoman King for total of approximately \$200,000 over the last 2 years.
- Hosted the celebration marking the 9th anniversary of Little Haiti's designation as a City of Miami neighborhood, themed "*Come Back to Invest in Little Haiti.*" The event featured a panel of local investors and honored Henri-Robert Lamothe with a City of Miami Proclamation recognizing his lasting contributions.

Administrative & Structural Improvements

- Continued execution of FIU contract for the creation of 10 year Strategic Playbook e
- Executed contract with Urban Impact Lab for an Action Plan to further the Strategic Playbook
- Expanded staff benefit package with the implemented of retirement benefits.
- Implemented QuickBooks to establish stronger fiscal oversight, improve financial transparency and support data-driven decision making.
- Launched an interactive map on littlehaititrust.com to help residents and business owners easily determine whether their residence or business is located within the Little Haiti boundaries.

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- Ongoing development of a new website that will serve as a central hub for community engagement, providing updates on programs, events, strategic initiatives, and opportunities to get involved, while improving access to information about the Trust's mission and impact
- Launched live streaming of LHRT Board meetings on YouTube to increase transparency and expand public access.

Board Development

- The Board routinely reviews organizational bylaws and standard operating procedures (SOPs) as needed to strengthen governance and operational effectiveness.
- The Board convened a public budget workshop to develop strategic objectives aligned with LHRT's FY 2025–2026 budget.

Beautification and Community Projects

- In partnership with the **City of Miami Office of Resilience and Sustainability** and **The Miami Foundation**, LHRT participated in and helped launch a heat sensor project engaging 10 Little Haiti residents. Through this initiative, LHRT supported data collection on how extreme heat affects homes and residents, contributing neighborhood-specific insights that will inform future climate resilience planning and mitigation strategies for Little Haiti.

Outreach & Advocacy

- Participated in the Eske Nou Pare? Hurricane Preparedness Collaborative organized by Sant La where we helped build a unified, community-driven response to hurricane and other natural disasters.
- Participated in events like Sante Gratis: Little Haiti Health Fair with the Center for Haitian Studies.
- Organized three neighborhood canvassing events with over 20 volunteers who connected directly with residents, shared LHRT resources, and collected feedback through a community needs assessment.
- Serve as an Ambassador Partner for Miami-Dade County's Strive 305 initiative, helping connect businesses to county resources and support services.

Strategic Planning and Partnerships

- Researched educational resources to provide free construction trade training program for residents.
- Supported Haitian-owned microbusinesses through the Anti-Displacement Network, conducting business surveys and providing targeted support.
- Approved and implementing the LHRT Strategic Plan for community improvement and cultural preservation.

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- In partnership with The Urban Impact Lab, LHRT developed *Ann Ale – Little Haiti in Motion*, an Implementation Guidebook that serves as a roadmap for action, accountability, and stewardship, providing a practical framework to advance equitable revitalization in Little Haiti.

4) Whether there is any other board, either public or private, which would better serve the function of the board.

There is no other board public or private that can better serve the function of the board.

5) Whether the ordinance creating the board should be amended to better enable the board to serve the purpose for which it was created.

The ordinance creating the board was amended by City Ordinance No. 14221 providing the board flexibility to better serve its purpose. There are no additional amendments to the ordinance identified at this time.

6) Whether the board's membership requirements should be modified.

The current membership requirements do not need to be modified.

7) The cost, both direct and indirect, of maintaining the board.

The annual budget of the Trust is attached for reference detailing the overall expenses of the Trust. The City will continue to receive payments on behalf of the Trust based on the public benefits agreement detailed in the Magic City SAP. The indirect cost of maintaining the board is identified as volunteer hours of the Board Members.

Sincerely,



Lesline Anglade-Dorleans
Board Chairperson, Little Haiti Revitalization Trust

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Little Haiti Revitalization Trust

Budget Template FY 2024-25 Proposed Budget



	FY 2023-24 Adopted	FY 2023-24 Projection	FY 2024-25 Approved	FY 2024-25 Amendment	Difference	Notes
Number of Full-Time Positions	2	3	3	3	0	
Are any positions funded in other budgets?	No	No	No	No		
If so, how much is in this budget?	\$0	\$0	\$0	\$0		
If so, how much is in the other budget?	\$0	\$0	\$0	\$0		
Revenues						
439000 Pmts Other Local U In Lieu O	\$249,000	\$249,000	\$249,000	\$249,000		
461110 Misc-Int & Pen-Investment	\$0	\$0	\$0	\$0		
461300 Misc-Net Increase Decrease I	\$0	\$0	\$0	\$0		
466000 Misc-Contributions And Donat	\$0	\$0	\$0	\$5,000	+\$5,000	Miami Foundation/ Miami Dade
489900 Other-Oth N-optg Sour/Carryo	\$6,200,000	\$6,200,000	\$6,155,600	\$6,155,600		
Revenue Grand Total	\$6,449,000	\$6,449,000	\$6,404,600	\$6,409,600	\$5,000	
Expenditures						
Regular Salary and Wages	\$205,000	\$275,000	\$283,250	\$283,250		
Other Salaries /Park	\$0	\$0	\$0	\$1,000	+\$1,000	
Fringe Benefits	\$1,000	\$0	\$5,000	\$5,000		
FICA Taxes	\$15,000	\$22,000	\$21,700	\$21,700		
Retirement Contributions	\$12,000	\$15,000	\$28,300	\$28,300		
Life and Health Insurance	\$10,000	\$15,000	\$30,000	\$35,000	+\$5,000	
Workers' Compensation	\$2,000	\$2,000	\$3,100	\$3,100		
Unemployment	\$0	\$0	\$0	\$0		
Professional Services	\$184,000	\$184,000	\$132,670	\$135,170	+\$2,500	
Accounting and Auditing	\$4,000	\$25,000	\$35,000	\$35,000		
Other Contractual Services	\$2,000	\$12,000	\$25,000	\$32,500	+\$7,500	
Other Contractual Services - Grants	\$0	\$0	\$0	\$0		
Travel and Per Diem	\$2,000	\$900	\$2,000	\$2,000		
Training	\$0	\$5,430	\$3,000	\$3,000		
Communications and Related Services	\$0	\$2,128	\$5,000	\$5,000		
Postage	\$0	\$0	\$350	\$350		
Rentals and Leases	\$1,000	\$0	\$1,000	\$1,000		
Insurance - General Liability	\$0	\$0	\$20,000	\$20,000		
Repair and Maintenance Services	\$0	\$0	\$0	\$0		
Maintenance-Landscape	\$0	\$0	\$0	\$0		
Printing and Binding Outsource	\$4,000	\$4,000	\$7,500	\$7,500		
Promotion Expense	\$0	\$0	\$0	\$0		
Advertising and Related Costs	\$11,000	\$15,000	\$25,000	\$25,000		
Other Current Charges & Obligation	\$0	\$0	\$0	\$0		
Office Supplies	\$1,000	\$3,045	\$5,300	\$5,300		
Operating Supplies	\$10,000	\$10,000	\$20,000	\$20,000		
Motor Fuel	\$0	\$0	\$0	\$0		
Uniforms/clothing	\$0	\$0	\$1,000	\$1,000		
Landscape Related Supplies	\$0	\$0	\$0	\$0		
Subscriptions, Memberships, and Licenses	\$2,500	\$180	\$3,500	\$3,500		
Equipment & Furniture	\$11,000	\$0	\$9,000	\$9,000		
Improvement other than building	\$0	\$0	\$0	\$0		
All other Expenditure	\$202,000	\$173,817	\$102,000	\$91,000	-\$11,000	
Aid to Private Organizations	\$1,500,000	\$1,500,000	\$2,250,000	\$2,250,000		
Intrafunds Transfer			\$50,000	\$50,000		
Budget Reserve	\$4,269,500	\$4,184,500	\$3,335,930	\$3,335,930		
Expenditure Grand Total	\$6,449,000	\$6,449,000	\$6,404,600	\$6,409,600	\$5,000	
Revenues Minus Expenditures	\$0	\$0	\$0	\$0	\$0	
Fund Balance		\$0				