

NECRA

EXHIBIT A

# North Beach

Community Redevelopment Agency  
Redevelopment Plan  
May 2021





## **Disclaimer**

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## 1. Executive Summary

In 1969, the Florida Legislature enacted the Community Redevelopment Act, which appears in Chapter 163 Part III of the Florida Statutes (the “Act”). The legislative intent of the Act was to allow a municipality or county to create community redevelopment agencies (CRAs) to assist in the elimination of slum and/or blighted conditions. Slum and blight are defined in the Act and must be established within a “finding of necessity” report according to the statute. The findings determine the need for redevelopment and provide the foundation for the creation of a redevelopment plan to address slum and/or blighted conditions.

The City of Miami Beach, in July 2019, and Miami-Dade County, in July 2020, approved a Finding of Necessity to create the Community Redevelopment Agency in North Beach the (“North Beach CRA” or the “CRA”). The North Beach CRA Redevelopment Plan (the “Plan”) is a required component in the creation of the CRA, as it is a legal guiding document that defines authority and parameters, while also highlighting restrictions and limitations.

The North Beach CRA is designated to cover the area generally described as bounded on the north by 87<sup>th</sup> Terrace, on the south by 65<sup>th</sup> Street, on the east by the Atlantic Ocean, and on the west by Rue Notre Dame.

Preparation of the Plan was initiated with an extensive process of public engagement, which included a public town hall kick-off meeting followed by a virtual, week-long public design charrette, both of which were intended to obtain public participation and feedback. During the charrette, several thematic focus groups were organized to listen to and collate views from a diverse group of participants, including:

1. Residents and Neighborhood Advocates,
2. Business Organizations,
3. Regional Groups,
4. Historic Preservationists,
5. Affordable and Workforce Housing Advocates,

6. Industry/Workforce/Economic Development Organizations,
7. Real Estate and Development Community, and
8. City Staff.

During the public design charrette, the team condensed feedback from more than 165 of 580 attendees and also incorporated initiatives derived from previous studies, reports, and master plans of relevance. The combined effort resulted in a consensus set of five guiding principles for planning purposes which are as follows:

- Use the CRA to implement existing plans;
- Focus on short-term successes that build confidence;
- Increase resilience;
- Attract investment that is transformative, but respectful of context; and
- Build staff capacity to represent North Beach.

Together, the guiding principles and the regulatory framework governing community redevelopment agencies resulted in the proposed Plan, which presents redevelopment goals and implementation strategies within a legal mechanism for identified methods to utilize CRA funding via tax increment revenue derived from within the designated boundary.

These redevelopment goals cover a range of project types across several implementation dimensions such as scale, scope, cost, time duration, and potential impact outcomes.

Overall, the Plan generally envisions a vibrant, resilient community with a Town Center, increased housing density, preservation of historic structures, access to recreational amenities, available public parking, and additional restaurant and retail offerings to support new and current residents.

In summary, the Plan proposes six major categories of redevelopment goals and opportunities, as shown in the table below.



No.	Redevelopment Goal	Description
1	Provide Economic Development Opportunities for Businesses, Property Owners, and Residents	This goal highlights opportunities to improve physical structures, create programs to increase occupancy, and increase the variety of business offerings, as well as access to labor and training resources.
2	Invest in Climate Resilience, Sustainability & Infrastructure	These are cross-cutting goals and address improvements necessary to support and implement the goals of the whole Plan, but focus on urban and landscape design, engineering and blue green stormwater infrastructure to build climate resilience to reduce risks from flooding, sea level rise, storms, high tides, and extreme heat.
3.	Strengthen Cultural Arts, Branding & Marketing, and Communication	This expands on the “unique features” of the Redevelopment Area and begins with asset identification and market positioning. Sample activities include heritage tourism, branding, marketing and communications, and signature promotional events.
4.	Protect and Enhance the Neighborhood Character	This goal builds on the look, feel, and movement within a residential area. It involves all aspects of land use, lot size, structure heights, and greenery, while also looking at business uses, walkable main streets, safe alleyways, and traffic flow. Sample areas include: Town Center, Normandy Isles Fountain Area, West Lots and North Shore.
5.	Improve the Quality of Life for Residents and Visitors	Quality of Life measures can be highly subjective, but almost always include measures related to access to parks and public spaces, health and well-being, and neighborhood quality. Sample activities include community spaces and enhanced public safety.
6.	Leveraging Resources for Community Redevelopment	Funding is achieved through many means including the North Beach CRA Trust Fund, grants, and financing. The CRA may need to leverage its annual funding to implement largescale capital projects. Should the CRA choose to bond or incur other debt to complete capital projects, a dedicated revenue source in the annual budget will need to be identified for debt service. The CRA can also utilize the full range of state, local, federal and other funding mechanisms for redevelopment depending on the project under consideration.

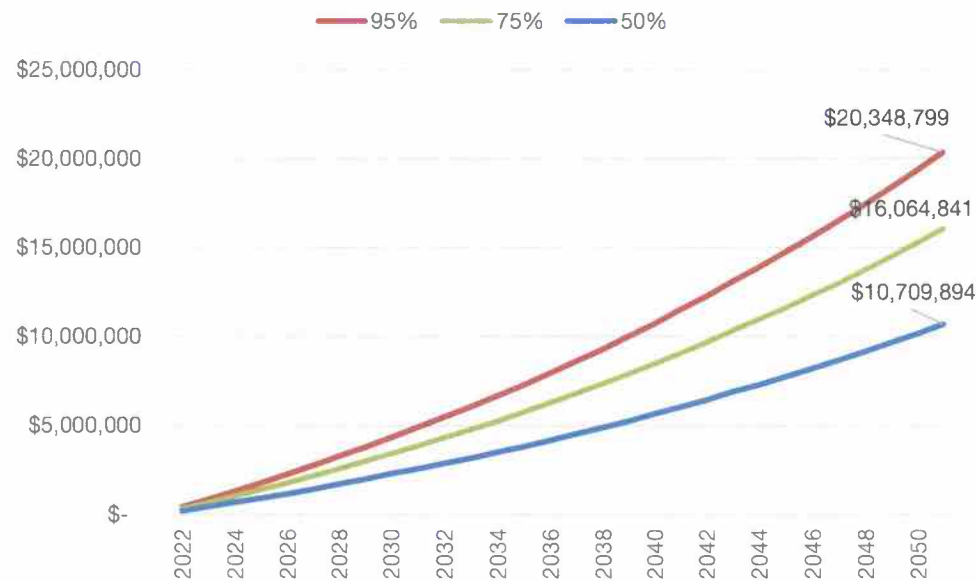


The Plan contemplates the use of tax increment financing (TIF) as a tool to stimulate economic redevelopment and fund the goals and strategies shown above. The TIF approach estimates the future tax revenue to the City resulting from new real estate development along with increases to property values for existing properties. At present, the “base year” taxable value for the CRA Trust Fund is estimated at \$1.477 billion USD (2020) based on Property Appraiser data. Future revenue projections are based on a 3% average annual growth rate of the Taxable Value (%); and current City and County millage rates (\$/\$1,000 in value).

Figure 1 below shows Projections of Tax Increment Growth in the Redevelopment Area over the next 30 years for three TIF revenue sharing rates to estimate the potential revenues for the CRA: 50%, 75% and 95% of the increment (after administrative fees). The TIF analysis uses a simple 3% property value growth rate across the 30-year TIF projection period.

These forecasts are not predictions as market conditions and property values shift in unpredictable ways. The projections may be updated to reflect appropriate market conditions and millage rates as of the time the projections are made.

FIGURE 1: PROJECTED TAX INCREMENT GROWTH IN THE REDEVELOPMENT AREA



Depending upon which revenue sharing option the taxing authorities ultimately select, the CRA may generate \$142 million dollars if the CRA receives 50% of the increment, \$213 million dollars if the CRA receives 75% of the increment or as much as \$270 million dollars if the CRA were to receive 95% of the increment.

Finally, this Plan has been prepared in accordance with the Act. The adoption of this Plan and any subsequent modifications or amendments shall follow the required procedures through public hearings and the adoption of the necessary resolutions and ordinances.



## 2. Introduction

### 2.1. Background to the North Beach CRA

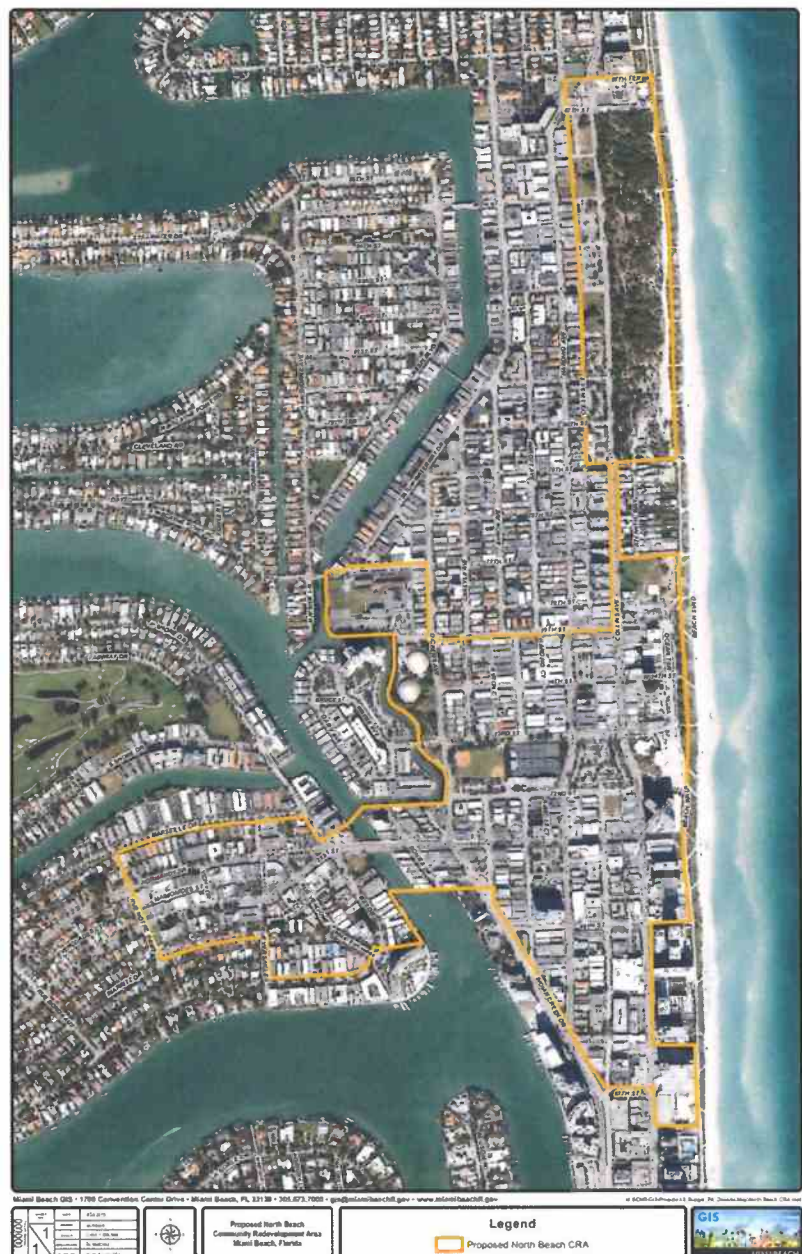
Over the last 25 years, several planning tools were created that presented compelling ideas about how to revitalize the North Beach area in the City of Miami Beach (North Beach is generally considered as the part of the City north of 63<sup>rd</sup> Street). Some of the main opportunities that had been proposed in the past still have the potential today to improve the quality of life for the residents of North Beach. One of the most recent plans for North Beach is the 2016 Plan NoBe, a master plan that identified projects to revitalize the area.

Since the adoption of Plan NoBe, the City has executed some of the recommendations, such as establishing historic districts and identifying North Beach projects in the 2018 General Obligation (G.O.) Bond. One of the most important recommendations the City has implemented from the 2016 Plan NoBe was to establish a community redevelopment agency, which the City prioritized in 2019 with the approval of the Finding of Necessity for the North Beach CRA.

### 2.2. Redevelopment Area's Location

The following legal description describes that certain geographic area of the North Beach CRA in the City of Miami Beach, which area is referred to as the Redevelopment Area and is generally described as bounded on the north by 87<sup>th</sup> Terrace, on the south by 65<sup>th</sup> Street, on the east by the Atlantic Ocean, and on the west by Rue Notre Dame. The Redevelopment Area covers 326.4 acres (0.51 square miles).

FIGURE 2: THE REDEVELOPMENT AREA'S BOUNDARIES





## Legal Description

Being a parcel lying in a portion Section 2, Township 53 South, Range 42 East, Miami-Dade County, City of Miami Beach, Florida.

Begin at the intersection of the North line of said Section 2 said line also being the Northern Limits of the City of Miami Beach with the Erosion Control Line, according to the plat thereof as recorded in Plat Book 105, Page 62 of the Public Records of Miami-Dade County Florida; Thence Southerly along the said Erosion Control line to the intersection with the extension of the northerly right of way line of 79th Street (Eulalla St as labeled on plat) Altos Del Mar No.2 according to the plat there as recorded in Plat Book 8, Page 41 of the public records of Miami-Dade County Florida; Thence Westerly along the northerly right of way line and its extensions of said 79th Street to the intersection with the Easterly right of way line of Collins Avenue according to said plat; Thence Southerly along the said easterly right of way line and its extensions of Collins Avenue to the intersection with the northerly right of way line of 77th Street (Clematis Street as labeled on said plat); Thence Easterly along the northerly right of way line of said 77th Street and its extensions to the intersection with the said Erosion Control Line; Thence Southerly along the Erosion Control Line to the intersection with north line of a 20 foot side alley "Atlantic Heights" according to the plat thereof as recorded in Plat Book 4, Page 146, of the public records of Miami-Dade County Florida; Thence westerly along the northerly line of said 20 foot alley to the intersection with the easterly right of way line of Collins Avenue according to said plat; Thence Southerly along the said easterly right of way line of Collins Avenue to the intersection with the northerly line of Lot 44 Block 1 "Amended Plat of 2nd Ocean Front Subdivision" according to the plat thereof as recorded in Plat Book 105, Page 62, of the public records of Miami-Dade County Florida; Thence Easterly along the north line of said Lot 44 to the intersection with the Erosion Control Line; Thence Southerly along the Erosion Control Line to the intersection with the southerly line of said Lot 44 Block 1; Thence Westerly along the said southerly line of Lot 44 to the intersection with the easterly right of way line of Collins Avenue according to said plat; Thence Northerly along the said easterly line of Collins Avenue to the intersection with the easterly extension the northerly right of way line of 67th Street; Thence Westerly along the said northerly right of way line of 67th Street to the intersection with the easterly right of way line of Indian Creek Drive; Thence Northwesterly along the said easterly right of way line of Indian Creek Drive to the intersection with the south line of Block 15, "Normandy Beach South" according to the plat thereof as recorded in Plat Book 21, Page 54 of the public records of Miami-Dade County Florida; Thence Westerly along the southerly lines and the extensions of Blocks 15, 16 and 17 to the intersection with the easterly boundary of Block 1, "Ocean-Side Section of the Isle of Normandy", according to the plat thereof as recorded in Plat Book 25, Page 60, of the public records of Miami-Dade County, Florida; The following Ten (10) courses are according to said "Ocean-Side Section" plat; (1) Thence Southerly along said easterly line of Block 1 to the intersection with the south line of Lot 17 of said Block 1; (2) Thence Westerly along the said southerly line of Lot 17 and its extension to the intersection with the westerly right of way line of Bay Drive: (3) Thence Southerly and Westerly along said right of way and its extension of Bay Drive through the transition to the easterly right of way line of Rue Versailles; (4) Thence Northerly along the said easterly right of way line



and its extension of Rue Versailles to the intersect with the northerly right of way line of Biarritz Drive; (5) Thence Westerly along the northerly right of way line of said Biarritz Drive through the transition to the easterly right of way of Rue Notre Dame; (6) Thence Northwesterly along the said easterly right of way and its extensions of said Rue Notre Dame through the transition to the southerly right of way line of Marseille Drive; (7) Thence Easterly along the said southerly right of way and its extensions to the transition to westerly right of way line of Bay Drive; (9) Thence southerly along the westerly right of way of said Bay Drive to the intersection with the southerly line of Lot 10, Block 2 ; (10) Thence Northeasterly along the southeasterly extension and the southerly line of said Lot 10 to the easterly line of Block 2 of said "Ocean-Side Section of the Isle of Normandy"; Thence Northwesterly to the intersection with the north line of Block 1, "Normandy Beach South" according to the plat thereof as recorded in Plat Book 21, Page 54 of the public records of Miami-Dade County Florida; Thence Easterly along the southerly lines and the extensions of Blocks 1, 2 and 3 to the intersection with the easterly Mean High line of a Canal, as shown on "Park View Island" according to the Plat thereof as recorded in Plat Book 60, Page 6, of the public records of Miami-Dade County Florida; Thence Northerly along said easterly Mean High Water Line to the intersection the northerly Mean High Water Line of said Canal'; Thence Westerly along said northerly Mean High Water Line of said Canal and through transition to the easterly Mean High Water Line of Tatum Waterway as shown on "Tatum Waterway Subdivision" according to the plat thereof as recorded in Plat Book 46, Page 2, of the public records of Miami-Dade County Florida; Thence Northerly along said easterly Mean High Water Line to the intersection with the northerly right of way line of 77th Street; Thence Easterly along said northerly right of way line and its extensions to the intersection with the westerly right of way line of Dickens Avenue (Fifth Avenue as labeled on plat) "Altos Del Mar No.3" according to the plat thereof as recorded in Plat Book 8, Page 41, of the public records of Miami-Dade County Florida; Thence Southerly along said westerly right of way line and its extensions of Dickens Avenue to the intersection with the southerly right of way line 75th Street (Allamanda Street as labeled on plat); Thence Easterly along said southerly right of way line of and its extensions of 75th Street to the intersection with the westerly right of way line of Collins Avenue "Corrected Plat of Altos Del Mar No.1" according to the plat thereof as recorded in Plat Book 31, Page 40 of the public records of Miami-Dade County Florida; Thence Northerly along said westerly right of way line and its extensions of Collins Avenue to the intersection with southerly right of way line of 79th Street (Eulalla Street as labeled on plat); Thence Westerly along the southerly right of way line of said 79th Street and its extensions to the intersection with the westerly right of way line of Collins Court; Thence Northerly along the westerly right of way line of said Collins Court and it extensions according to said plat of "Altos Del Mar No.3", Plat of Hansworth Beach Subdivision" according to the plat thereof as recorded in Plat Book 41, Page 2 and Beach Bay Subdivision" according to the plat thereof as recorded in Plat Book 44, Page 25 of the public records of Miami-Dade County Florida to the intersection with the northerly right of way line 87th Terrace (Nasturtium Street as labeled on said plat of "Altos Del Mar No.2" said line also being the North line of said Section 2 and the Northern Limits of the City of Miami Beach; Thence Easterly along said northerly line to the intersection with the Erosion Control Line to the Point of Beginning.



## 2.3. The Redevelopment Planning Process

The planning process for the North Beach CRA Redevelopment Plan included extensive public engagement as detailed below. The comments received from city staff and the public during this process informed the recommendations in this Plan to ensure the community has a voice in the vision for the North Beach CRA.

### 2.3.1. Public Engagement

#### Public Town Hall and Kick-Off Meeting

Prior to the public design charrette, the team conducted a public kick-off meeting to introduce the public engagement portion of the project to the community and gain momentum for the upcoming virtual charrette. On December 15, 2020, the City hosted a virtual public town hall and kick-off meeting attended by over 80 participants. The Administration introduced to the public the City's consultant team engaged to prepare the Plan, Daedalus Advisory Services, Dover Kohl & Partners, and Redevelopment Management Associates. The consultant team delivered a presentation that covered background, procedure, and process about the CRA and Redevelopment Plan, including the timetable for adoption of the Plan in Spring/Summer 2021.

Meeting presentation topics included the powers and limitations of the CRA, the relationship between the Plan and Plan NoBe (2016), and the participatory role of the community that will be instrumental in crafting a Plan that transforms North Beach. Much of the informational meeting was interactive, consisting of audience engagement polls and public comment. During the question-and-answer segment, members of the public expressed a shared goal for revitalization of North Beach and the desire for transparency throughout the process.

#### Virtual Public Design Charrette

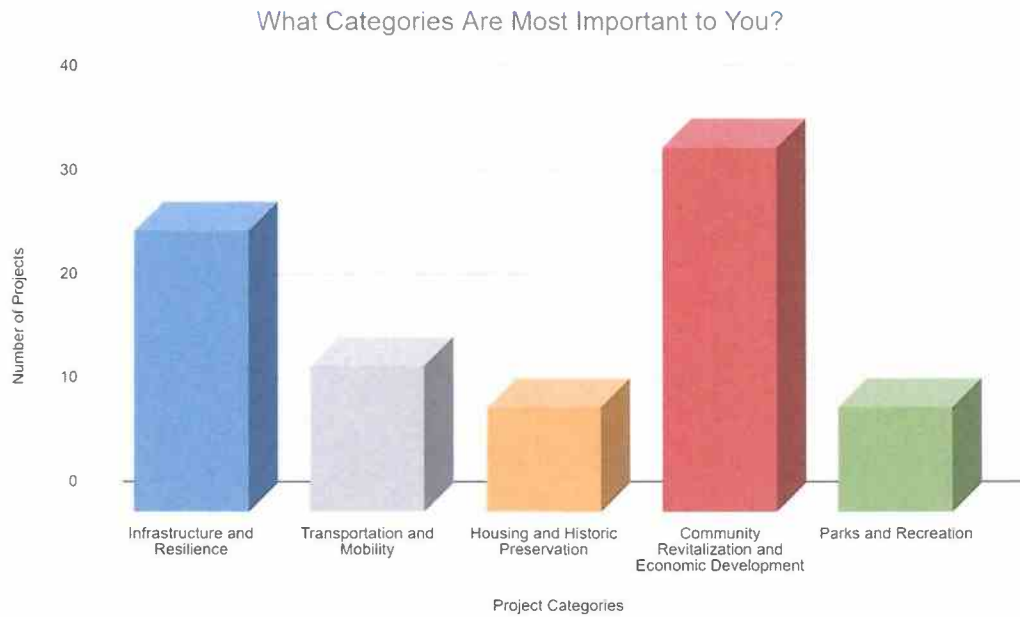
From Monday, January 11, 2021 through Friday, January 15, 2021, the consultant team hosted a series of meetings to engage the community in a public charrette.

#### Kick-Off Presentation

The charrette week started with 150 virtual attendees to the January kick-off presentation to orient the public to the project with similar presentations to the December project kickoff meeting for those that didn't attend, and an overview of the upcoming events of the week, as well as a small group exercise to get more direct feedback. The small group exercise consisted of groups of less than eight (8) participants sorted into Zoom breakout rooms hosted by the consultant team to lead participants through two exercises. First, participants were asked which of the following categories of potential CRA projects and initiatives are most important: Infrastructure and Resilience, Transportation and Mobility, Housing and Historic Preservation, Community Revitalization and Economic Development, and Parks and Recreation. The results of which are shown below, with Community Revitalization and Economic Development as the most important among the majority of participants, followed by Infrastructure and Resilience. Second, the participants were asked to identify specific project ideas within the category that was most important to them. These project ideas helped inform the consultant team about content for the Plan.



FIGURE 3: AUDIENCE VIEWS OF THE IMPORTANCE OF VARIOUS CRA AREA INITIATIVES



### Charrette Week

During the week-long public design charrette, the consultant team and City staff lead eight (8) focus group meetings and four (4) open studio sessions, while working on potential design and policy solutions for the Redevelopment Area.

### Virtual Open Studio

Following the kick-off presentation, the consultant team lead virtual open studios available to the public to join via Zoom and also made accommodations for in-person participation by request. The public was invited and encouraged to join the team from 11 am to noon and 5pm to 6pm on both Tuesday and Thursday to listen to an overview of the work produced so far, engage in discussions about the potential solutions, and bring suggestions. The goal during this time was to identify key priorities and to build consensus on a vision and direction for the future of the Redevelopment Area and North Beach at-large. The open studio sessions allowed the public to engage with designers (who could share their screens to show draft work-in-progress) as well as interact with city officials and other consultants. Residents, business owners, advocates, and developers visited the open design studio sessions with ideas to further improve the Plan. With almost 60 registrants to each of the four (4) virtual open studios, generally 20 members of the public participated in the virtual meeting at one time, as the public could come and go throughout the studio time based on the flexible discussion format.



### Focus Group Meetings

During the charrette week, the consultant team held virtual meetings with specific focus groups to learn about how current efforts, concerns, and future goals might be included as a part of the Plan. The Focus Groups were

1. Residents and Neighborhood Advocates,
2. Business Organizations,
3. Regional Groups,
4. Historic Preservationists,
5. Affordable and Workforce Housing Advocates,
6. Industry/Workforce/Economic Development Organizations,
7. Real Estate and Development Community, and
8. City Staff.

Focus group participants represented the following groups and organizations:

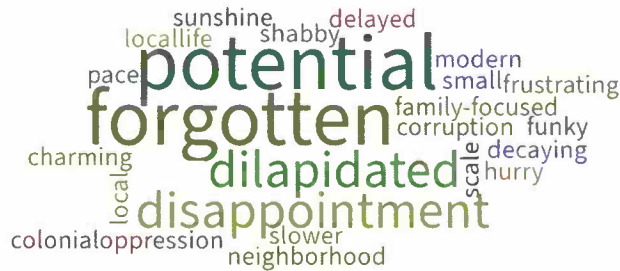
- |                              |                                |                              |
|------------------------------|--------------------------------|------------------------------|
| • Miami Beach United         | • Miami-Dade County            | • Miami Beach Adult &        |
| • Stillwater Drive HOA       | Department of Regulatory and   | Community Education Center   |
| • Normandy Shores HOA        | Economic Resources             | • Greater Miami and the      |
| • Altos del Mar HOA          | • Miami Design Preservation    | Beaches Hotel Association    |
| • Miami Beach Chamber of     | League                         | • Mt. Sinai Medical Center   |
| Commerce                     | • Neighborhood Organization to | • CareerSource South Florida |
| • Normandy Fountain Business | Save North Beach               | • Urban Centric Analytics    |
| Association                  | • Affordable Housing Advisory  | • Lambert Advisory           |
| • Lincoln Road Business      | Committee                      | • Kahunah Properties         |
| Improvement District         | • Miami Beach Community        | • Claro Development          |
| • Washington Avenue Business | Development Corporation        | • Turnberry                  |
| Improvement District         | • Housing Authority of Miami   | • Terra Group                |
| • South Florida Regional     | Beach                          | • Pacific Star Capital       |
| Planning Council             | • The Beacon Council           | • FWD Group                  |
|                              | • City of Miami Beach          | • PACE Equity                |
|                              |                                | • Lease Florida              |

### Work-In-Progress Presentation

The charrette week culminated with a “Work-in-Progress” presentation on Friday, January 15, 2021 to summarize the week’s events, present the ideas gathered from the community, show how many of these same ideas were implemented in other CRAs throughout Florida, and discuss how these ideas would be incorporated into the Plan going forward.



**ONE word that comes to mind about North Beach NOW**



**ONE word that comes to mind about North Beach IN THE  
FUTURE**



The overall goal of the Plan became: “To craft a widely-supported redevelopment plan for the CRA that inspires residents, investors and public officials with what is possible for Miami Beach’s North Beach.” The emphasis was on the phrase “widely-supported.” The five (5) guiding principles of the Plan which came out of the charrette were:

1. **Use the CRA/TIF to implement existing plans:** The community wanted to see public monies used to implement community-endorsed existing plans including Plan NoBe, and various park plans, mobility plans, affordable housing plans, and resilience plans. The community wanted to see funds utilized to help build the Town Center and make Town Center the “Downtown” for North Beach. The community wanted to see CRA monies used to upgrade water and sewer infrastructure, stormwater infrastructure and to support development in the Town Center.
2. **Focus on short-term successes that build confidence:** Start with “low-hanging fruit” like façade improvements on historic buildings, repaired storefronts, added awnings, replanted street trees, new trash receptacles, and new benches. Participants mentioned wanting to improve the look of the area with signage upgrades to welcome signs, business signs and wayfinding. The community wanted to support temporary uses, pop-up retail and restaurants, whether in vacant storefronts or on vacant lots.
3. **Increase resilience:** Charrette participants talked about how Miami Beach faced major sustainability and resilience challenges and how CRA funds should not just be limited to beautification. Participants



expressed a desire to see the City and CRA elevate streets, parks, and buildings, build seawalls and replenish beaches. Participants wanted stormwater stored under streets and public lands temporarily to avoid flooding. Some expressed wanting the City to invest in new pumps and pipes to keep North Beach dry. They talked about “greening up” the neighborhood with more landscaping and trees that could perhaps be used to mitigate minor rain events. Many talked about making North Beach a complete, multi-modal place where people are less reliant on cars in order to reduce the island’s carbon footprint.

4. **Attract investment that is transformative, but respectful of context:** Participants requested that the plan spur business attraction, retention, expansion, and entrepreneurship. Charrette participants wanted to see the plan increase homeownership as well as business ownership. They wanted to improve the multi-family districts but also to protect the Naturally Occurring Affordable Housing (NOAH) and continue to build affordable and workforce housing stock (especially for families). The community expressed wanting to keep North Beach a family-friendly, unique, beach community that was artistic, chic, and authentic. Participants wanted the CRA to facilitate the adaptive reuse and resilience of historic structures. They wanted more entertainment and cultural options and a range of shops and restaurants.
5. **Build staff capacity to represent North Beach:** The public wanted to see the CRA dedicate staff to attract investment, connect tenants with empty spaces, interact with business owners and coordinate projects, programs and initiatives. Participants wanted staff to work with the Regional Planning Council and County on joint projects in order to leverage local monies to secure matching grants. The public imagined City staff marketing the neighborhood to investors who would recognize the value of and potential of North Beach.

### 3. Administration & Governance

Understanding what is legally allowed and required, impacts CRA implementation strategies and initiatives. The Administration & Governance section provides guidance as to the functional mechanics of the CRA, its authority, duties, responsibilities, and policy guidelines that protect and restrict how funds can be used and how decisions are made.

#### 3.1. Power and Authority of the Community Redevelopment Agency

On July 17, 2019, via Resolution No. 2019-30892, the Mayor and Commission of the City of Miami Beach adopted a Finding of Necessity, declaring that a blighted area exists in North Beach (the North Beach Redevelopment Area). On July 8, 2020, the Miami-Dade Board of County Commissioners via Resolution No. R-619-20 (Appendix 1) accepted the Finding of Necessity and delegated to the City of Miami Beach the powers to create the North Beach CRA and to prepare and adopt a community redevelopment plan (the Plan).

On February 10, 2021, the Mayor and City Commission of the City of Miami Beach, via Resolution No. 2021-31596 (Appendix 2), established the North Beach CRA. This Community Redevelopment Plan for the North Beach CRA will give the City of Miami Beach the power to implement the Plan, while confirming that the City, the County, and the North Beach CRA have entered into an Interlocal Agreement which provided for a time certain for completion of redevelopment activities and delineate responsibilities of the North Beach CRA, City of Miami Beach, and Miami-Dade County with respect to redevelopment. Resolution No. \_\_\_\_\_ (Appendix 3)



delegated certain powers conferred on the County Commission by the Act to the City and the North Beach CRA to implement the Plan for the Redevelopment Area. The resolution provided for Miami-Dade County to retain specific powers as follows:

- Pursuant to section 163.357 of the Act, one member of the County Commission, or a County Commission designee, may be appointed to serve on the North Beach CRA's Board (in addition to the other members appointed to the North Beach CRA Board of Commissioners (the "North Beach CRA Board" or "Board"))
- The County Mayor or the County Mayor's designee shall designate a Redevelopment Area Coordinator (the "Redevelopment Area Coordinator"). The Redevelopment Area Coordinator shall serve as the County's liaison to the North Beach CRA for the Redevelopment Area;
- All proposals related to amendments to the Plan and proposals for indebtedness, loans or bond financing pledging tax increment revenues shall be subject to review and approval first by the City Commission and then by the County Commission; and
- The City Commission's and the County Commission's approval as to amount, duration, and purpose of bonds, notes, or other indebtedness, and advances pledging or obligating tax increment revenues, must be obtained prior to issuance of any such bond, note, or other form of indebtedness and advances pledging or obligating tax increment revenues.

#### **Powers**

The powers of the North Beach CRA shall comply with Chapter 163, Part III, Florida Statutes (F.S.) and the Interlocal Agreement between the North Beach CRA, the City of Miami Beach, and Miami-Dade County.

All powers provided by the governing statute shall be granted to the CRA unless specifically prohibited by

this Plan or by the Interlocal Agreement between Miami-Dade County, the City, and the North Beach CRA.

Although not required by state statute, an Ad-Hoc North Beach CRA Advisory Committee was also created to make advisory recommendations to the Administration and the City Commission, from a macro perspective, regarding the North Beach CRA. This Advisory Committee has certain powers, which can be modified by City Commission:

1. Providing advisory recommendations regarding the initial creation of the proposed Redevelopment Plan; and
2. Providing advisory recommendations regarding the public projects which would be included in the proposed Redevelopment Plan for the North Beach CRA, including recommendations relative to the overall timing, cost efficiencies, and prioritization of proposed public projects in the North Beach Redevelopment Area; and
3. Provide advisory recommendations regarding the proposed interlocal agreement with Miami-Dade County relating to the North Beach CRA, and all related matters pertaining to the initial establishment of the North Beach CRA.



*Interlocal Agreement Delegation of Powers*

- A. With the exception of the community redevelopment powers that continue to vest with the County Commission pursuant to section 163.358 of the Act, the North Beach CRA shall have the right and sole responsibility to exercise the following redevelopment powers specifically delegated by the County Commission pursuant to section 163.370 of the Act, as may be amended from time to time:
1. The power to make and execute contracts and other instruments necessary or convenient to the exercise of its powers pursuant to the Act.
  2. The power to disseminate information regarding slum clearance and community redevelopment.
  3. The power to undertake and carry out community redevelopment and related activities within the Redevelopment Area, which redevelopment may include:
    - a. Acquisition of a slum area or a blighted area or portion thereof by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition;
    - b. Demolition and removal of buildings and improvements;
    - c. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the Redevelopment Area the community redevelopment objectives of the Act in accordance with the Plan;
    - d. The power to dispose of any property acquired in the Redevelopment Area at its fair value as provided in section 163.380 of the Act, for uses in accordance with the Plan;
    - e. The power to carry out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the Plan;
    - f. The power to acquire real property in the Redevelopment Area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition which, under the Plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property, or otherwise put to use for the public good as set forth in the Plan;
    - g. The power to acquire any other real property in the Redevelopment Area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition, when necessary to eliminate unhealthful, unsanitary or unsafe conditions; eliminate obsolete or other uses detrimental to the public welfare; or otherwise, to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities;
    - h. The power to acquire, without regard to any requirement that the area be a slum or blighted area, air rights in an area consisting principally of land over highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income;



- i. The power to construct the foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.
4. The power to provide, or to arrange or contract for, the furnishing or repair by any qualified, licensed person or agency, public or private, of services, privileges, works, streets, roads, bridges, public utilities, or other facilities for, or in connection with, the Plan; to install, construct, and reconstruct streets, bridges, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems necessary and appropriate, which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out the Plan and related activities, and to include in any contract authorized by the North Beach CRA in connection with such redevelopment and related activities, provisions to fulfill such of the conditions as it deems reasonable and appropriate;
5. The power to enter into any building or property in the Redevelopment Area in order to make inspections, surveys, appraisals, soundings, test borings, or contamination tests, with the permission of the owner(s) and to request an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted;
6. The power to acquire by purchase, lease, option, gift, grant, bequest, devise or otherwise any real property within the redevelopment area (or personal property for its administrative purposes), together with any improvements thereon;
13. Subject to prior approval of the City Commission and the County Commission, which approval or disapproval shall be in the sole and absolute discretion of the City Commission and County Commission, the power to borrow money and to apply for and accept advances, loans,
7. The power to hold, improve, clear or prepare for redevelopment any property within the Redevelopment Area acquired by the North Beach CRA;
8. The power to mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property within the Redevelopment Area;
9. The power to insure or provide for the insurance of any real or personal property within the Redevelopment Area or operations of the North Beach CRA against any risks or hazards, including the power to pay premiums on any such insurance;
10. The power to enter into any contracts necessary to effectuate the purposes of the Act;
11. The power to solicit requests for proposals for redevelopment of parcels of real property within the Redevelopment Area contemplated by the Plan to be acquired for redevelopment purposes by the North Beach CRA and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons or entities pursuant to section 163.380 of the Act, prior to acquisition of such real property by the North Beach CRA;
12. The power to invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to section 163.385 of the Act, at redemption price established therein or to purchase such bonds at less than the redemption price, all such bonds so redeemed or purchased to be canceled;



contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of the Act, and as a condition of the award of such loan or contribution, to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the Agency deems reasonable and appropriate which are not inconsistent with the purposes of the Act. It is the expressed intent of the North Beach CRA not to issue bonds or use any other form of indebtedness until such time as required by a development when bonding or indebtedness is required to complete the project.

14. The power to make or have made all surveys and plans necessary to the carrying out of the purposes of the Act; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:
  - a. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation or buildings and improvements; and
  - b. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements; and
  - c. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities; and
15. The power to develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income; and
16. The power to apply for, accept, and utilize grants of funds from the Federal Government for such purposes; and
17. The power to prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from the Redevelopment Area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government; and
18. The power to appropriate such funds and make such expenditures as are necessary to carry out the purposes of the Act; to make a request to rezone any part of the City or the County or make exceptions from, or revisions to, building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by the Act; and
19. The power to make a request to the appropriate authority to close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the City or the County; and
20. The power to provide funding to support the development and implementation of community policing innovations, subject to any budgetary limitations set forth in the Interlocal Agreement; and



21. The right to exercise any other power that the Florida Legislature grants to community redevelopment agencies after the date of the Interlocal Agreement, subject to approval of the exercise of such power by the City Commission, and if approved by the City Commission, subsequent approval by Miami Dade County.
  22. Nothing in the Interlocal Agreement is intended to prohibit the County and the City from exercising their sovereign powers as prescribed by law.
- B. The following powers may not be paid for or financed by increment revenues:
1. Construction or expansion of administrative building for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.
  2. Installation, construction, reconstruction, repair or alteration of any publicly-owned capital improvements or projects, if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within three years of the approval of the Plan by the County Commission pursuant to a previously approved public capital improvement or project schedule or plan of Miami-Dade County as the governing body which approved the Plan, or the City, unless and until such projects or improvements have been removed from such schedule or plan of Miami-Dade County or the City and three years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in

part, with funds on deposit within the community redevelopment trust fund.

3. General government operating expenses unrelated to the planning and carrying out of the Plan.

In addition, Florida Statute section 163.370, Powers; counties and municipalities; community redevelopment agencies, states: A community redevelopment agency shall procure all commodities and services under the same purchasing processes and requirements that apply to the county or municipality that created the agency.

#### **Authority to Undertake Redevelopment**

The Plan has been prepared in accordance with the Act. The adoption of the Plan and any subsequent modifications or amendments shall follow the required procedures through public hearings and the adoption of the necessary resolutions and ordinances.

### **3.2. Time Requirements to Complete Redevelopment Projects**

The time certain for completion of redevelopment projects included in the Plan is 30 years from adoption. The time certain for the completion of redevelopment projects pursuant to the adopted Plan shall be consistent with the Plan, the Interlocal Agreement with Miami-Dade County and Florida Statutes.

### **3.3. Conformity with the City of Miami Beach's Comprehensive Plan**

An analysis of the Plan's conformity with the City of Miami Beach Comprehensive Plan (2019) was conducted by City staff and the Local Planning Agency, the City of Miami Beach Planning Board, which concluded that the Plan is in substantial conformance with the City's Comprehensive Plan.



### 3.4. Safeguards for Redevelopment Carried out Pursuant to the Plan

The North Beach CRA shall be subject to the Florida Sunshine Law and will meet as necessary to carry out the business of the Agency. The North Beach CRA Board has publicly adopted by-laws or procedures to govern its activities and ratify its administrative policies. The by-laws or procedures are the administrative documents by which the North Beach CRA operates.

The North Beach CRA shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed shall contain restrictions, covenants running with the land and its uses, or other such provisions necessary to carry out the Goals and Implementation Strategies of this North Beach Community Redevelopment Plan.

The North Beach CRA shall maintain adequate records to provide for a financial audit each fiscal year by an independent certified public accountant or firm. Each financial audit conducted pursuant to the statute must be conducted in accordance with rules for audits of local governments adopted by the Auditor General, and as required by Florida Statutes as may be amended from time to time. The audit report must:

1. Describe the amount and source of deposits into, and the amount and purpose of withdrawals from, the trust fund during such fiscal year and the amount of principal and interest paid during such year on any indebtedness to which increment revenues are pledged and the remaining amount of such indebtedness.
2. Include financial statements identifying the assets, liabilities, income, and operating expenses of the CRA as of the end of such fiscal year.

3. Include a finding by the auditor as to whether the community redevelopment agency is in compliance with subsections (6) and (7) of s. 163.387 Redevelopment trust fund.

The audit report for the North Beach CRA must accompany the annual financial report submitted by the county or municipality that created the agency to the Department of Financial Services as provided in s. 218.32, regardless of whether the agency reports separately under that section and the agency shall provide a copy of the audit report to each taxing authority.

On March 31 of each year, the North Beach CRA shall file an annual report with the County and City and publish the report on the agency's website. The report must include the following information:

- A. (The most recent complete audit report of the redevelopment trust fund as required in s. 163.387(8). If the audit report for the previous year is not available by March 31, a community redevelopment agency shall publish the audit report on its website within 45 days after completion.
- B. The performance data for each plan authorized, administered, or overseen by the community redevelopment agency as of December 31 of the reporting year, including the:
  1. Total number of projects started and completed and the estimated cost for each project.
  2. Total expenditures from the redevelopment trust fund.
  3. Original assessed real property values within the community redevelopment agency's area of authority as of the day the agency was created.
  4. Total assessed real property values of property within the boundaries of the



community redevelopment agency as of January 1 of the reporting year.

5. Total amount expended for affordable housing for low-income and middle-income residents.

### 3.5. Policy Guidelines for CRA Activities

The North Beach CRA shall be empowered to take all actions necessary to ensure the successful achievement of the Plan goals. Specific activities recommended to achieve the goals are highlighted in Implementation Strategies. More general direction is provided by the Concept Plan and the Guiding Principles.

The following policy guidelines are provided to assist the North Beach CRA and its staff in the implementation of redevelopment programs and activities.

1. The North Beach CRA shall work together with the City and all of its departments towards the shared goals of improving the quality of life for all citizens, businesses, and property owners in the Redevelopment Area.
2. The North Beach CRA shall work with the private sector, financial institutions, and interested investors to the fullest extent it deems reasonable to facilitate the maximum investment of private funds in the Redevelopment Area.
3. The North Beach CRA shall work and communicate with all interested community groups towards the successful realization of all redevelopment goals and the successful implementation of all redevelopment programs.
4. The Plan shall serve as the primary policy guide and provide the primary tools for the City's redevelopment efforts within the North Beach Community Redevelopment Area.
5. A summary indicating to what extent, if any, the CRA has achieved the goals set out in its Redevelopment Plan.

The North Beach CRA shall file all reports necessary each year to comply with the "Special Districts" requirements of the state of Florida.

5. The North Beach CRA shall pursue compliance with the goals, objectives, and guidelines that are established by the City's development review boards for all development and redevelopment activities it supports or initiates.
6. The North Beach CRA shall work towards leveraging the maximum amount of financing resources possible to assist in the redevelopment.
7. The North Beach CRA shall actively pursue the purchase and/or redevelopment of vacant or abandoned properties in the redevelopment area as a priority.
8. The North Beach CRA shall identify and actively pursue successful projects in its earliest stages to increase public awareness and support for its longer-range challenges and programs.
9. The North Beach CRA will actively partner with both public and private sector entities towards the achievement of its redevelopment goals and to gain the maximum leveraging of assets and cooperation.
10. The North Beach CRA, in cooperation with local residents, businesses, property owners, and development interests, shall seek to identify and rehabilitate significant historical and cultural elements of the community if viable.
11. Where appropriate, the North Beach CRA shall encourage and facilitate an integrated system of pedestrian circulation, parks, and open space in the Redevelopment Area with special emphasis on providing residents with easy and safe access to commercial locales.



12. The North Beach CRA shall support and participate in the provision of an efficient parking system throughout the Redevelopment Area.
13. The North Beach CRA shall encourage that water distribution systems, wastewater conveyance systems, and stormwater drainage systems accommodate present and future demands in a timely, cost-efficient, and equitable manner while protecting the health, safety, and welfare of the system users and the environment.
14. The North Beach CRA shall support in environmental clean-up activities where environmental problems are an obstacle to successful redevelopment.
15. The North Beach CRA shall provide for priority to be given to residents of the redevelopment area, and secondly to those of City of Miami Beach, to purchase or lease homes or dwelling units developed under the North Beach Community Redevelopment Plan to the extent the law allows.
16. The North Beach CRA shall consider providing a priority to local business entities for their participation in all redevelopment programs to the extent it deems legal and in the public interest.
17. The North Beach CRA, with the assistance of neighborhood-based organizations, housing finance agencies, financial institutions, government, development interests, and real estate representatives, shall preserve and enhance existing residential areas to provide a variety of housing opportunities for all income levels.
18. The North Beach CRA shall undertake annual continuous improvement programs and other activities that are designed to prevent the recurrence and spread of negative conditions.
19. The North Beach CRA, in cooperation with the Miami Beach Police Department, Miami Beach Fire Department, and Code Compliance Department, shall work to create a safe, quality environment for residents and businesses.
20. The North Beach CRA shall work with citizen groups, the School Board of Miami-Dade County, and vocational and higher education institutions to identify opportunities for additional or improved educational facilities, structures, and sites within the Redevelopment Area.
21. The North Beach CRA shall assist the City and other governmental entities to promote alternative modes of transportation and maximize transit facilities and related economic and community uses.
22. The North Beach CRA shall implement programs that assist in removing the financial obstacles that may occur and prevent otherwise successful redevelopment projects and activities.
23. The North Beach CRA will work in concert with the goals of the City of Miami Beach 2040 Comprehensive Plan, in addition to those established by Florida Statutes as they relate to the Plan.



## 4. Existing Conditions

The Existing Conditions section provides a starting point for measuring future success. It identifies the conditions and/or assets the North Beach CRA should preserve and protect while also identifying conditions to mitigate and/or improve. It shows changes in demographics, households, and income distributions within the Redevelopment Area - information that supports later North Beach CRA strategies and tactics. The graphs and data used in this section apply to only the Redevelopment Area, and all data contained within the section comes from ESRI, which aggregates data from various government sources, such as the Census Bureau, Bureau of Economic Analysis and Bureau of Labor Statistics into comprehensive reports for specified geographies.

### 4.1. Population and Households

The Redevelopment Area is home to approximately 7,100 individuals, 3,700 households and approximately 4,750 housing units as of the end of 2020 (See Figure 4).

Looking back over the past decade, population actually peaked in 2018 at nearly 7,200 persons, 3,800 households and just over 4,700 housing units. That said, the population in 2020 is higher than at the start of the decade and does show growth (albeit in a wave-like fashion, with growth and decline periodically alternating). In fact, the 2010-2011 period showed minor decline, followed by roughly three years of very slow population growth (2012-2015) before a distinct growth period began from 2016-2018.

As shown in Figure 5, isolating just the absolute growth between 2010 and 2020 shows that the Redevelopment Area has grown by only 224 individuals and 90 households over this period. Housing units increased by 146 (net).

Although the Redevelopment Area is geographically small (roughly a half square mile), its population growth remains lower than would be expected in a similarly sized area of a major American city.

FIGURE 4: POPULATION, HOUSEHOLDS & HOUSING UNITS  
(ESRI 2020)

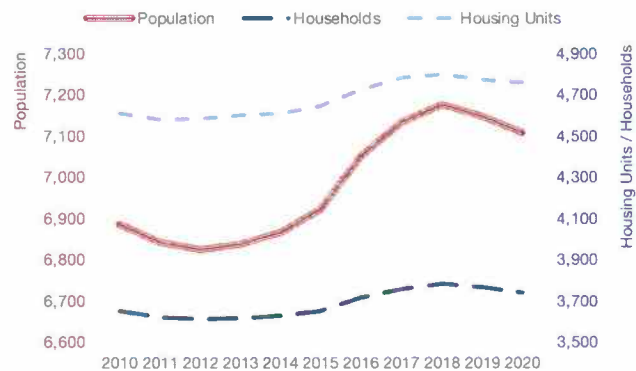
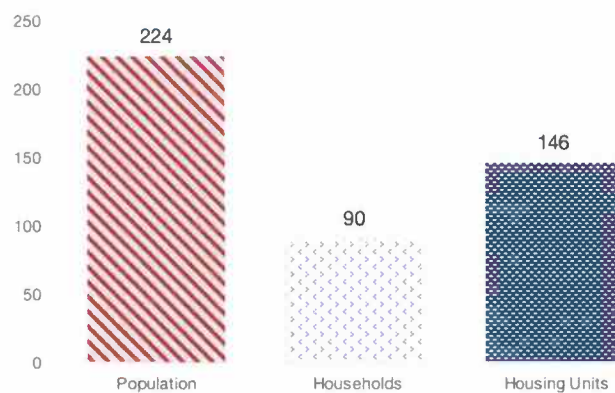


FIGURE 5: TOTAL CHANGE 2010-2020 BY CATEGORY  
(ESRI 2020)





## 4.2. Age Characteristics of the Population

Figure 6 shows the age profile and structure of the population within the CRA's boundaries. The projected population in 2025 skews older (above age 25), with the largest individual age segments being the 25–34-year-old and 35–44-year-old groups. Only 21% of the population is under age 25, whereas 30% of the population are in the two largest age groups. Half of the population is aged 45 or older.

Looking at the change in the age structure of a population can often be more insightful than looking at only the aggregate change in a population in isolation because the age bands that are growing or shrinking provide clues about the area's attractiveness for families, singles, youth and elderly residents. No set of population changes by themselves is good or bad, but generally areas without growth in the younger age cohorts (under 45 years old) are more likely to reflect less attractive economic and social conditions than areas where there is strong growth among those same age groups.

The changes over the 2010-2025 projections (which simply continue the 2020 actual trends out a further five years) show that the vast majority of the population growth within the Redevelopment Area has occurred in the 55+ age group, with a slightly smaller sized group of residents leaving in the 25-54 year-old age brackets. The age groups under 25 years old show very limited growth over the 15-year analysis period.

The changes shown here indicate that the area is not growing or retaining young families, but it is growing and retaining its late middle age to elderly population.

Among age groups 14 and younger, there is a fairly even male to female ratio (Figure 7). Males then outnumber females within the CRA's boundaries from age 15 until

FIGURE 6: THE AGE STRUCTURE OF THE POPULATION AND RECENT CHANGES  
(ESRI 2020)

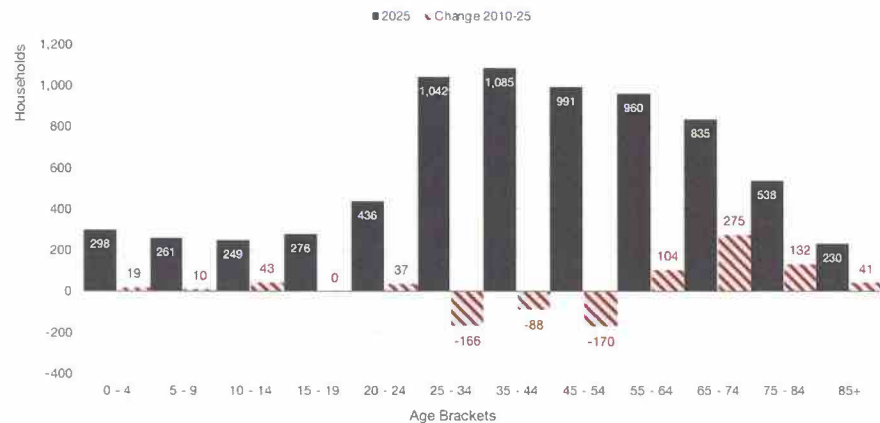
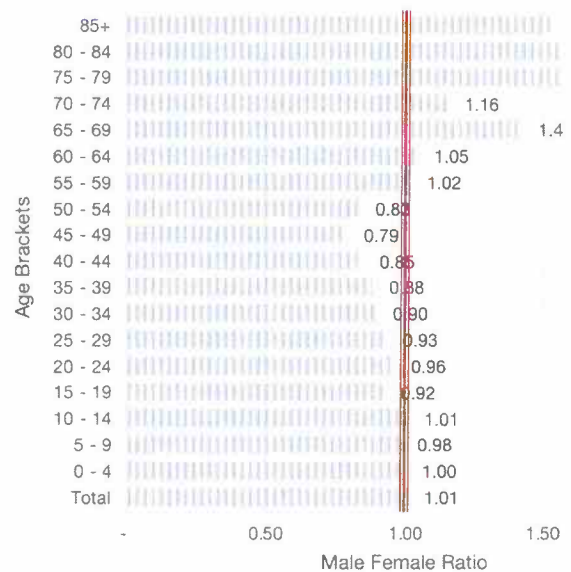


FIGURE 7: THE RATIO OF MALES TO FEMALES  
(>1 = MORE FEMALES) (ESRI 2020)





age 54, then females become a majority for all ages above 55, with the female to male ratio becoming increasingly imbalanced as age increases. For example, by the age of 80+, there are more than 50% more females than males.

### 4.3. Race and Ethnicity

The Redevelopment Area is overwhelmingly Hispanic in origin (Figure 8) and this share has increased from 72% in 2010 to 79% in 2020 and a projected 82% in 2025. While other groups are present and are life-long residents, much of the recent change shows a higher percentage of Hispanic ethnic origin individuals in the area.

Hispanic ethnic origin or heritage does not specify any particular race. Looking at the racial identification of residents within the Redevelopment Area (Figure 9) shows that 85% of residents identify as white alone, 5.3% identify as some other race, 4.8% identify as black alone, 2.9% identify as mixed race and the remainder are Asian alone or American Indian alone. There is little expected change in this racial distribution over the 2025 projections.

FIGURE 8: POPULATION: HISPANIC / NON-HISPANIC ORIGIN (ESRI 2020)

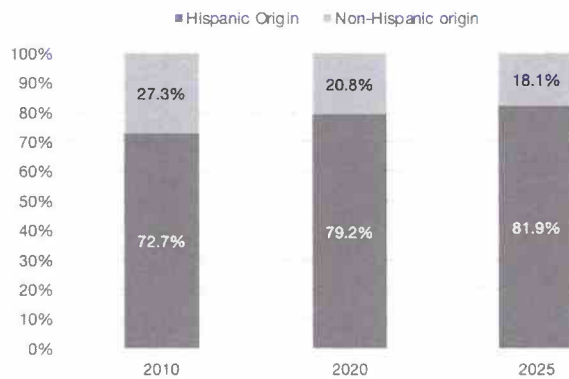
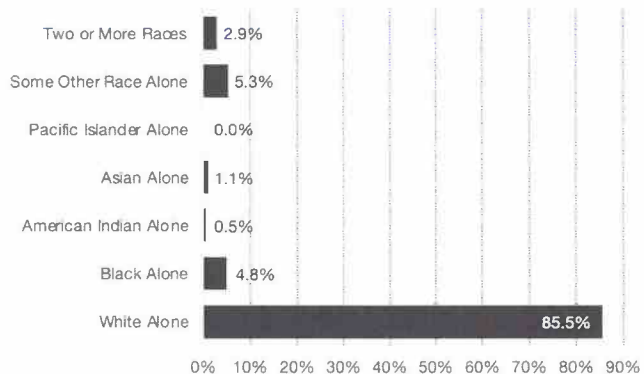


FIGURE 9: POPULATION: SELF-IDENTIFIED RACE (ESRI 2020)





## 4.4. Income, Employment & Education

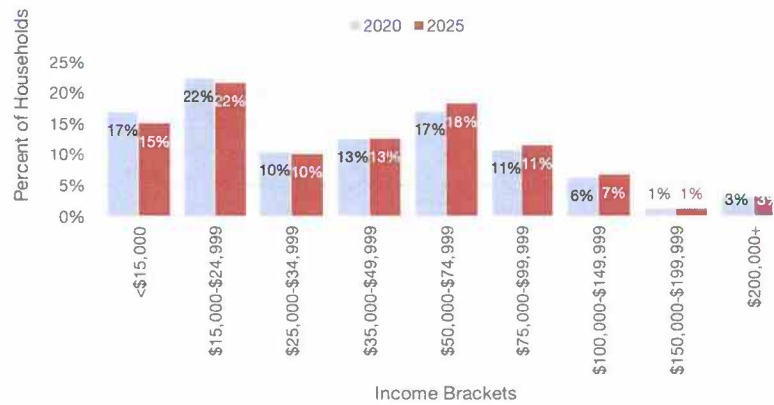
### 4.4.1. Income

Household incomes in the Redevelopment Area are skewed to the lower end of the income band. In 2020, median household income was \$35,500 and in 2025 it is projected to be \$38,000. Note that for Miami-Dade County Area Median Income (AMI) for 2020 is \$59,100.

As shown in Figure 10, nearly 39% of all households in 2020 earn under \$25,000 per year, but a slight improvement is anticipated by 2025, with 36% of households earning below that amount. In 2020, the largest number of households within a single income band are those that earn between \$15,000 and \$24,999 annually.

Roughly 10% of households in both 2020 and 2025 (estimated) earn \$100,000 or more each year. While the income data in Figure 10 shows a fairly common household income curve above \$25,000 per year, the cluster of households under the \$25,000 per year level indicates that the area includes a substantial percentage of households that would typically be considered to be economically distressed.

FIGURE 10: RESIDENT INCOME BY BRACKET (ESRI 2020)



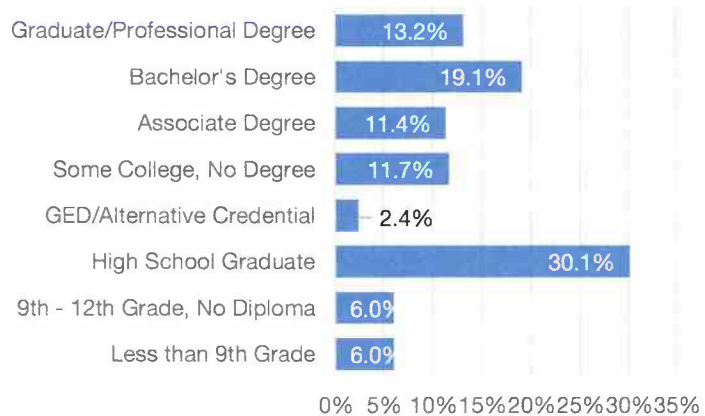


#### 4.4.2. Educational Attainment

Educational attainment in the Redevelopment Area is higher than incomes would suggest. Figure 11 shows that just over 55% of the population have had some college education, and nearly a third have a bachelor's or graduate / professional degree.

On the other side of the educational attainment scale, 30% of Redevelopment Area residents have completed up to a high school diploma, 2.4% had a GED or equivalent, and a further 12% have some or no high school education. Of the total population, then, roughly 45% have a high school diploma or less and 55% have some college or more.

FIGURE 11: RESIDENT EDUCATIONAL ATTAINMENT (ESRI 2020)



#### 4.4.3. Unemployment & Employment

At this time, the area's unemployment rate is higher than the national average - at 7.6% compared to 6.7% nationally. The disaggregated unemployment rates by age shown in Figure 12 provide more insights: young people under the age of 24 are unemployed at twice the area's average: 15.6%. This group, while not numerically large, skews the overall number and indicates that the Redevelopment Area is either not preparing its young people for employment or not creating sufficient jobs to absorb its youngest job market participants.

FIGURE 12: UNEMPLOYMENT BY AGE BRACKET (ESRI 2020)

2020 Civilian Population 16+ in Labor Force	
Civilian Population 16+	4,313
Population 16+ Employed	92.4%
Population 16+ Unemployment rate	7.6%
Population 16-24 Employed	8.3%
16-24 Unemployment rate	15.6%
Population 25-54 Employed	67.6%
25-54 Unemployment rate	6.8%
Population 55-64 Employed	15.6%
55-64 Unemployment rate	6.7%
Population 65+ Employed	8.4%
65+ Unemployment rate	7.2%



Figure 13 shows occupations of employment within the Redevelopment Area with 48% of all employees in the “white-collar” occupations, 33% in “services” and 19% “blue-collar.”

The area’s white-collar employment is largely in the professional and management occupations (16% and 12%, respectively), while sales and administrative support provide the balance of the white-collar occupations.

Retail trade is the largest component of the services industry nationally. While not disaggregated here, it is safe to assume that the majority of employment within the services industry in Figure 13 is also retail employment.

Blue-collar employment is primarily in the transportation occupations (7.6%), followed by construction (5.6%), then maintenance and repair occupations.

FIGURE 13: EMPLOYMENT BY MAJOR INDUSTRY SECTOR (ESRI 2020)

White Collar	48.0%
Management/Business/Financial	11.8%
Professional	16.2%
Sales	10.0%
Administrative Support	10.1%
Services	32.9%
Blue Collar	19.1%
Farming/Forestry/Fishing	0.0%
Construction/Extraction	5.6%
Installation/Maintenance/Repair	1.6%
Production	4.3%
Transportation/Material Moving	7.6%

4.5. Housing Characteristics

The Redevelopment Area household distribution (Figure 14) shows the pattern of habitation among family and non-family households.

Among non-family households, the vast majority (79%) are one-person households. 21% of non-family households include two persons. There were no three or more-person non-family households in the 2014-18 dataset ESRI has taken from the Census Bureau’s American Communities Survey (ACS).

Among families, the household sizes ranged between two-person households (60% of the total), three-person households (21%), four-person households (14%) and five-person households (5%). Because of the relatively older population average of the Redevelopment Area, it is a safe assumption that some high portion of the family households include extended family members.

FIGURE 14: HOUSEHOLDS BY TYPE & SIZE (ESRI 2020)

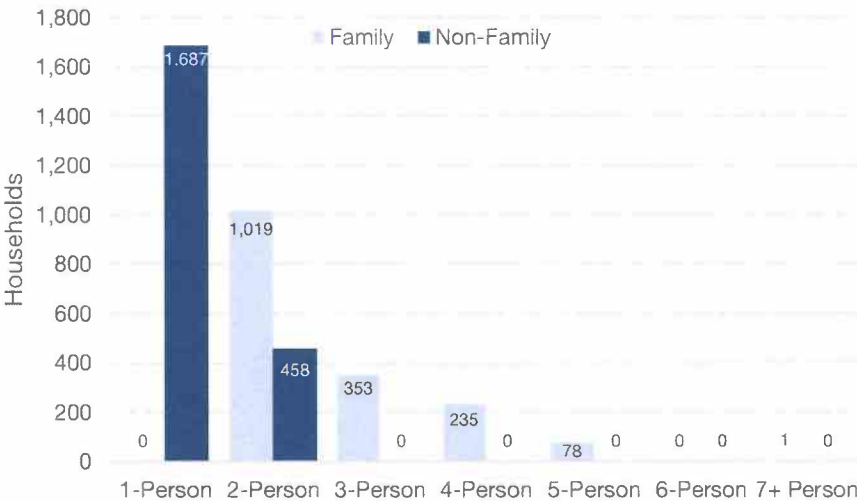




Figure 15 shows that rental units in 2020 are the dominant form of housing units in the Redevelopment Area (63% of all occupied units), with owner occupied units being 15% of the total housing stock. The data shows that 21% of the housing units in the Redevelopment Area are vacant. This number may be accurate, but it may also be a reflection of data reporting inconsistencies. Such a high number of vacant units is rarely seen in a market with even moderately attractive structural features.

Figure 16 reflects the distribution of values among owner-occupied housing units showing a slightly leftward skewed bell-shaped curve, with the largest single value grouping of units (18%) being valued between \$300,000-399,000.

While the valuations above and below this level are similar in shape, there are few units valued at under \$100,000 (10% of all owner-occupied units) and even fewer valued over \$1 million (roughly 6%).

That said, there are a large number of owner-occupied housing units valued over \$500,000: nearly 25% of the total owner-occupied housing stock is valued at this level or higher.

FIGURE 15: HOUSING UNITS BY TENURE (ESRI 2020)

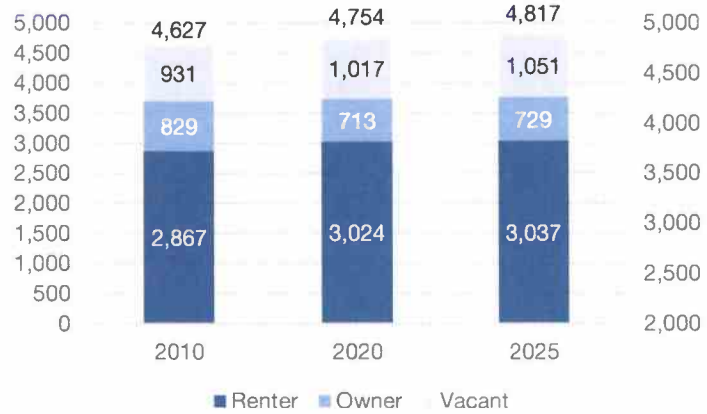
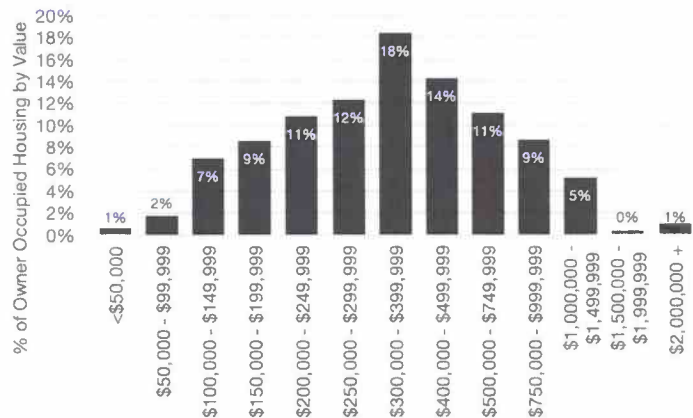


FIGURE 16: OWNER-OCCUPIED HOUSING UNITS BY VALUE (ESRI 2020)





The owner-rental ratio by age group can be assessed using U.S. Census data from 2010 (provided by ESRI), which is less recent but likely to remain directionally true. This ratio compares the number of owners with the number of renters within a given age bracket. A value of 1.0 would mean that there are an equal number of owners as renters, while a value less than 1.0 would indicate more renters than owners. A value over 1.0 would show that there are more owners than renters.

Typically, in the U.S., the home ownership rate rises with age. As seen in Figure 17 the ratio of renters to owners in the CRA area also grows with age, and peaks in the 75-84 year-old age bracket at 0.88 (meaning there are almost as many owners as renters in this age bracket). In the Under 45 year-old age brackets, owners never exceed more than 23% of the relevant age brackets. Homeownership tends to add stability to neighborhoods, even in areas with long-term rental populations.

Finally, looking at gross rents paid by renters over the past twelve months, the data shows that over one-third (36%) of renter households pay 50% or more of their income as rent (Figure 18). Since federal guidelines approximate renter housing stress as paying more than one-third of income towards rent, this high proportion of households paying such a high percentage of their income would clearly qualify as income-stressed or cost-burdened.

Roughly one-third of the households in the Redevelopment Area pay rents that are under the 30% of income level and would not be considered income stressed, but 61% of all renter households within the CRA's boundaries pay at least 30% of their income for rent. Measures to improve rental housing affordability, likely in combination with economic development efforts that aim to increase income levels, could produce positive impacts on the Redevelopment Area's residents.

FIGURE 17: OWNER-RENTAL RATIO BY AGE BRACKETS (ESRI 2020)

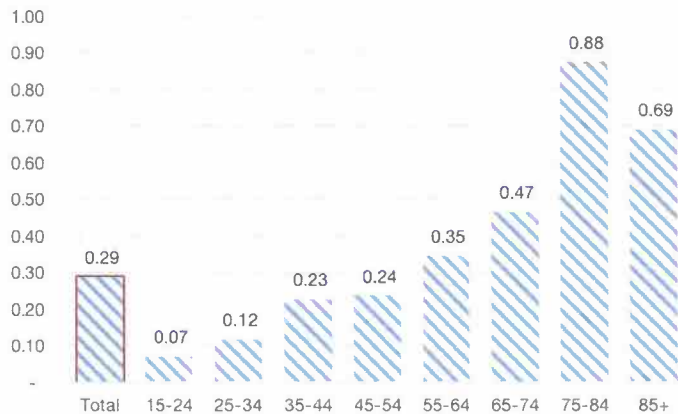
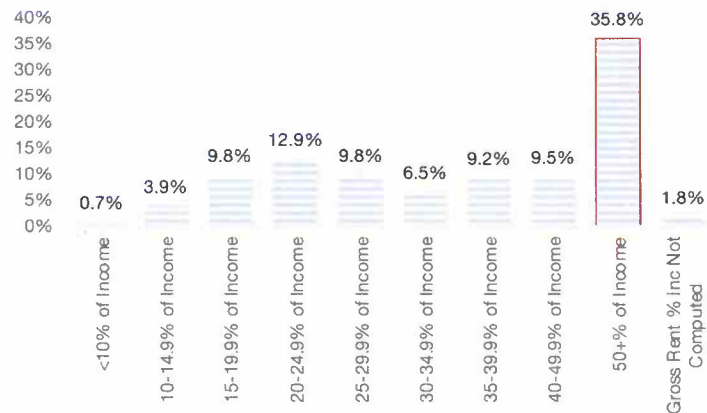


FIGURE 18: GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME IN THE PAST 12 MONTHS (ESRI 2020)





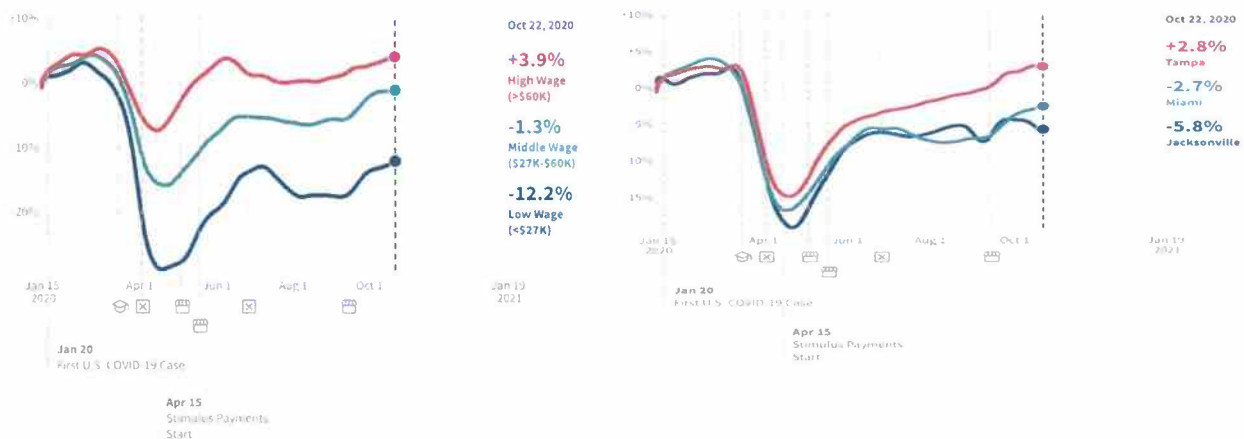
## 5. Real Estate Analysis

The Real Estate Analysis section is key to understanding market forces for the area's inventory, availability, classification, and rates. It also provides a review of real estate trends that will likely impact the baseline demand and future outlook for various real estate uses within the Redevelopment Area. Implementation strategies related to the Real Estate Analysis section would involve the CRA's authority to acquire, dispose of, and/or redevelop properties in pursuit of Plan goals.

### 5.1. Miami Beach Real Estate Market Overview and Trends

Every real estate market across the country was impacted by the COVID-19 pandemic. Related government emergency orders issued across every state all but shut down real estate markets, and Miami-Dade County was no exception. Employment trends among regional and local economies are generally correlated to long-term real estate trends. According to data from Track the Recovery<sup>1</sup> (<https://www.tracktherecovery.org>), as of October 22, 2020, Miami-Dade County employment rates among workers in the bottom wage quartile decreased by 12.2% compared to January 2020 (not seasonally adjusted).

FIGURE 19: ECONOMIC IMPACTS FROM COVID (TRACKTHERECOVERY.COM 2020)



<sup>1</sup> Opportunity Insights Research and Track the Recovery are projects based at Harvard University, where a team of researchers and policy analysts work together to analyze new data and create a platform for local stakeholders to make more informed decisions.



Development and leasing activity are returning to the Miami-Dade County real estate market after suffering from various government mandated shutdowns and other restrictions. Miami's overall employment rates decreased by -2.7% compared to January 2020 (not seasonally adjusted) after a strong rebound in the third quarter of 2020. According to analysis by the U.S. Bureau of Labor Statistics, Miami-Miami Beach-Kendall had an unemployment rate of 7.9% in December 2020, down from 15.2% in July 2020.

Despite the steep economic downturn following the COVID-19 pandemic, the Miami real estate market including North Beach and the Redevelopment Area has been stable during a time of relative uncertainty. In discussion with brokers from Cushman & Wakefield and real estate research reports from Colliers, a number of factors are impacting the real estate market currently: job losses in leisure and hospitality, trade, transport and utilities, education and even health care. However, some positive trends can be seen with employment sectors to gain jobs year-over-year (YoY) in manufacturing, adding 2,600 new positions and in Construction and Financial Activities with 1,300 and 200 new jobs respectively (Cushman & Wakefield Miami-Dade Office Q4 2020 market report).

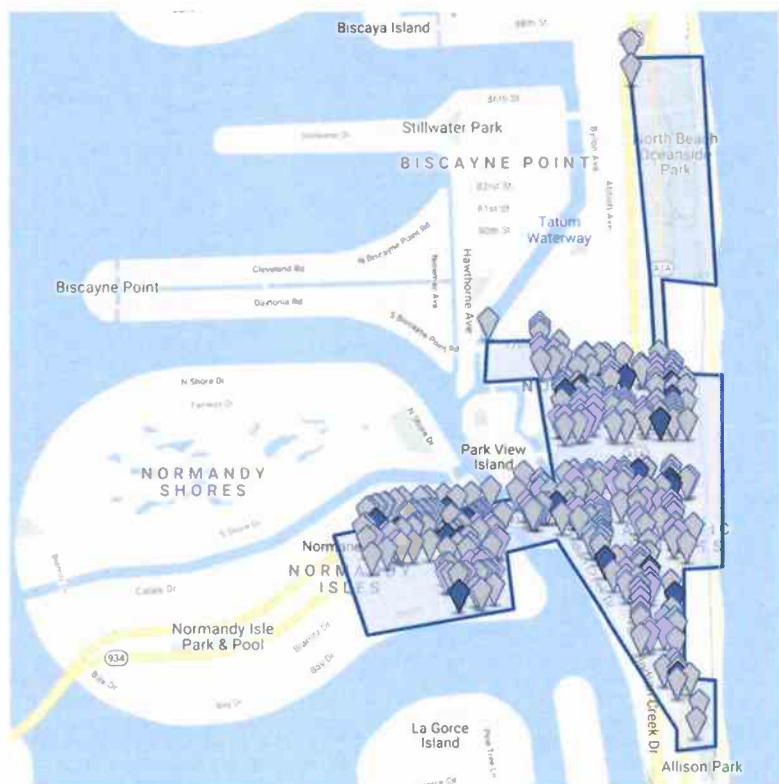
The Greater Miami economy has experienced a significant slowdown in new lease deals. In particular, the office market has been deeply impacted: new lease deals totaled approximately 1.4 million square feet in 2020, a 47.3% decline from year prior and the lowest amount since 2003. Approximately 34% of the total leasing volume occurred in the first quarter of 2020 before the pandemic mandated shutdowns.

Within the 12 major sub-markets in the Miami-Dade area, most new office activity remains centered in the Brickell Avenue, Coral Gables and Airport West sub-markets where amenities such as mass or rapid transit, contemporary retail, fitness and athleisure outlets are more accessible. On the retail front, the Miami Beach sub-market has also been impacted. North Beach reports some 79 vacant stores.

## 5.2. Redevelopment Area Real Estate Trends and Drivers

Based on a Cushman & Wakefield assessment of the Redevelopment Area boundaries shown in Figure 20, the current real estate mix seen in the designated area was analyzed for key insights about the Redevelopment Area's real estate market.

FIGURE 20: CRA MARKET DATA (CUSHMAN & WAKEFIELD 2021)





### 5.2.1. Overview

A January 2021 CoStar-generated real estate profile for the Redevelopment Area provided the following real estate composition:

There are an estimated 309 properties with a total rentable building area (RBA) of 3.9 million square feet currently. Note that the number of individual properties does not necessarily correspond to taxable entities. Most of the RBA (nearly 60%) listed in the Redevelopment Area is Class C real estate. Generally, Class C is the lowest classification available for real estate. Typically, Class C real estate describes building stock that is more than 20 years old, located in areas that are removed from the central business district, and residents fall within lower area median incomes. Such buildings often lack building components and amenities associated with Class A or B real estate, such as central climate control, elevators, and parking options. Note that these classifications can be subjective and vary widely among markets.

FIGURE 21: REDEVELOPMENT AREA BUILDING COUNTS (CUSHMAN & WAKEFIELD 2021)

Categories	Total Number
1 Total MF apartment units	3,078
2 MF Buildings	191
3 Office	15
4 Retail	98
5 Retail Strip Center	5

FIGURE 22: RENTABLE BUILDING AREA BY CLASS (CUSHMAN & WAKEFIELD 2021)

	A	B	C	(blank)	Grand Total
Multi-Family	292,000	1,003,496	1,733,102	8,612	3,037,210
Office		92,750	92,199		184,949
Retail and Strip Centers	48,725	225,380	438,902	11,601	724,608
Grand Total	340,725	1,321,626	2,264,203	20,213	3,946,767

The North Beach CRA Finding of Necessity conducted in 2019 (pre-pandemic) reported residential vacancy rates at 23% within the proposed boundary compared with a countywide residential vacancy rate of 11.4%. In 2019, CoStar identified nine (9) vacant properties in the area measuring some 36,382 square feet. This vacancy rate is higher than the citywide vacancy rate of 6.2%, and the countywide rate of 3.9%. The office stock as of 2020 remains small at some 185,000 square feet or 5% of the total rentable area. The Miami Beach submarket including the CRA area saw no significant new office construction during 2020.

There is only one major affordable housing complex in the Redevelopment Area funded by the City of Miami Beach---the Lottie Apartments located at 530 75<sup>th</sup> street, comprised of 9 rental units and where affordability is preserved through 2050 (see Figure 23).



FIGURE 23: AFFORDABLE HOUSING DEVELOPMENTS WITHIN MIAMI BEACH





### 5.2.2. Residential

Today, the Redevelopment Area has more than 180 residential buildings that include more than 3,000 apartments (Figure 24). The class distribution is skewed heavily towards Class C properties with some 74% in this category.

As the largest component of the Redevelopment Area's real estate stock, residential properties (and future development) are critical components to the area's tax base.

As the majority of the residential housing stock is considered to be at the Class C level, there are likely a number of initiatives that could improve the quality and taxable value of the existing housing stock, whether through improved maintenance or renovations.

Although there are a number of sizable mixed-use residential developments working their way through the permitting and development process, the overall residential development pipeline remains less active than would be expected for Miami Beach. Beneficially, however, most of the anticipated projects fall within or near the 71<sup>st</sup> Street area, which will help to enhance that area as a center of gravity for new development.

### 5.2.3. Retail and Office

#### Countywide

The office market is driven by business demand for employee and customer service functions. It tends to house corporate and administrative staff whose co-location facilitates meetings and productivity (though this is changing post-COVID).

Recent changes in the overall office market in Miami-Dade County are shown in Figure 25.

FIGURE 24: NORTH BEACH CRA RESIDENTIAL SUMMARY  
(CUSHMAN & WAKEFIELD 2021)

Multi-Family Units by Building Class		
	Units	% of Total
Class A	242	7.9%
Class B	555	18.1%
Class C	2270	74.0%
Total	3067	100.0%

FIGURE 25: CHANGES IN THE MIAMI-DADE COUNTY OFFICE MARKET (CUSHMAN & WAKEFIELD 2021)





Looking first at new construction and market absorption, a key takeaway is that, through Q3 2020, there was a net loss of nearly 400,000 SF in the Miami-Dade County office market as tenants either let leases expire or actively exited the office market.

Office vacancies are particularly troubling because office tenants often maintain their own ecosystems of retail operations around large corporate tenants. When the office tenants leave, the retailers may not be able to survive if the office space remains vacant for more than a few months.

Additionally, office landlords will lower asking-rents or offer incentives to new tenants to fill vacant spaces, which tends to dampen the overall rental growth market, as existing tenants are often unwilling to accept strong rental growth rates when new tenants are getting much better economic terms.

While the current Miami-Dade County office market is estimated to be 15% vacant with rents stable in the mid-\$30s per square foot range, the impacts of COVID are far from over and many corporate tenants are actively looking to maintain a large portion of their workforce as remote staff, at least on a flexible basis.

These forces will work against largescale office development in the Redevelopment Area until or unless a large corporate anchor establishes a presence in the area (or commits to a sufficiently long-term lease to allow for new development to be financed).

### Redevelopment Area

Real estate investment in the Miami metro area has remained firm throughout 2020-2021 amid the COVID-19 economic crisis, with entrepreneurs, investors, and developers setting their sights on Miami's office, retail and even residential markets. Many of these "new-to-market" firms that have made Miami their home are in the technology or financial services industries, retail conglomerates, and other corporate tenants with needs that are generally Class A buildings with larger floorplates.

North Beach and the Redevelopment Area have not been attractive to such tenants for a variety of reasons. The existing office market is very small, with 15 buildings, characterized mostly as Class C and a few Class B buildings. This amount is insufficient to create the critical mass necessary to attract mainstream tenants or entrepreneurs seeking a "cluster effect". Additionally, Class B and C properties generally lack the type of amenities that the technology or tech-related workforce have come to expect.

FIGURE 26:: REDEVELOPMENT AREA OFFICE AND RETAIL RENT SUMMARY (CUSHMAN & WAKEFIELD 2021)

Rent From	\$	-	\$ 20.01	\$ 30.02	\$ 40.03	\$ 50.04	\$ 60.05	\$ 70.06
Rent To	\$	20.00	\$ 30.01	\$ 40.02	\$ 50.03	\$ 60.04	\$ 70.05	\$ 80.06
Office		0	3	7	5	0	0	0
Retail & Strip Centers		2	11	54	26	5	4	1
Totals		2	14	61	31	5	4	1

Brokers convey that overall asking rents within the CRA's boundaries remain steady for existing properties across the real estate mix – most landlords have postponed improvements and price escalations for now. Class B properties are at the higher end of the pricing range with peak rates in the category still more competitive than South Beach or other districts on the mainland.



Retail offerings in the Redevelopment Area remain varied. Recently, retail closings (from both COVID-19 related impacts and structural changes impacting the retail market in general) are forcing cities and retailers to think creatively about how best to reimagine the retail experience and retail shopping districts.

People still crave social interaction and the tactile aspects of retail therapy remain as attractive as ever, but maintaining competitive cost structures with enhanced safety measures does create a challenge for retailers.

The projects mentioned previously (in the residential discussion) may help to kickstart a wider retail genesis in the area as both landlords and retailers become more innovative in their retail experience offerings.

#### 5.2.4. Hospitality

Compared with the remainder of Miami Beach, the Redevelopment Area's hotel offerings are limited and generally not in competition with the hotels in Mid Beach and South Beach. For the most part, vacationers looking for the Miami Beach experience look to the Architectural District in South Beach, with North Beach attracting a different clientele that desires its low-scale and laid-back neighborhood character or friends and relatives visiting residents who live in North Beach.

Similar to the office and retail markets, the hospitality industry remains under pressure as much of the pre-

pandemic levels of travel and tourism have yet to return and, nationally, hotel average daily rates (ADRs) and vacancy rates remain at levels below their historical trends (Figure 27).

That said, North Beach does have fantastic beaches that are far less crowded than those in South Beach. It's ability to provide a unique hospitality experience for residents and visitors should not be discounted.

Examples of hotels within the North Beach Redevelopment Area are:

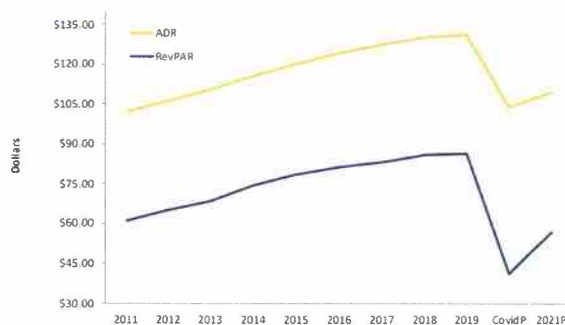
- Baltic Hotel: 12 guestrooms; ADR \$80+
- Carillon Wellness Resort: 110 guestrooms; ADR \$500+
- The Broadmoor Hotel: 87 guestrooms; ADR \$110+
- The Deauville Beach Resort: shuttered following an electrical fire in July 2017, the oceanfront property is a historical gem with viable development potential. Its future remains undetermined.

Economically, the hospitality industry employs large numbers of Miami-Dade County workers (though often at moderate wages), but supports a broader tourism ecosystem that impacts nearly every other business industry in the area.

#### 5.2.5. Industrial

There are no industrial properties within the Redevelopment Area at this time. Land prices in the North Beach submarket are relatively high compared with property typically suitable for industrial development. Rather, North Beach real estate appeals to residential and retail developers given the neighborhood's access to beaches and recreation. In addition, the North Beach submarket is less suited for industrial development given the relative distance from interstate access and nearby competition from existing industrial property clusters near Miami International Airport and Doral.

FIGURE 27: NATIONAL ADR AND REVPAR TRENDS  
(HORWATH 2020)





## 6. Neighborhood Analysis

The statutory requirement that a redevelopment plan include a neighborhood impact analysis underscores the reality that redevelopment impacts the surrounding neighborhood. In order to assess potential and unanticipated impacts, it is necessary to understand the character and dynamics of the underlying neighborhood. The Plan's Neighborhood Analysis section will address four neighborhoods within North Beach, all of which contain portions located within the Redevelopment Area. Each neighborhood has its own character and contributes to the uniqueness and vibrancy of North Beach. Based on these attributes, each neighborhood will have its own set of Redevelopment Implementation Strategies as discussed further in section 8.4.

### 6.1. Town Center

The center of community life in North Beach is found along 71<sup>st</sup> Street and includes the surrounding areas from 69<sup>th</sup> Street north to 73<sup>rd</sup> Street and extending from Normandy Isle to the ocean. The primary east-west thoroughfare, 71<sup>st</sup> Street, is considered the "main street" of Town Center. It serves as one of Miami Beach's limited connections to the mainland and the only such connection located in North Beach. Composed mostly of commercial and civic spaces, the Town Center is intended to be the center of activity for North Beach. The entirety of the Town Center area lies within the North Beach CRA boundary.

In the 2016 Plan NoBe, the following vision was contemplated for an active Town Center: a balanced mix of transportation options, including efficient buses, a connected bike network, walkable streets, and a connected street network for all modes of travel, including cars. Revitalized and new efficient buildings will help to build enough critical mass of mixed-income residents and businesses to support new dining and shopping along 71<sup>st</sup> Street. In addition, more public uses and commercial amenities can be brought into the Redevelopment Area so the Town Center becomes a destination instead of a place people pass through to get somewhere else. During the public engagement process of the Plan, the design ideas from Plan NoBe were still largely supported by the public as initiatives to be funded by the North Beach CRA.

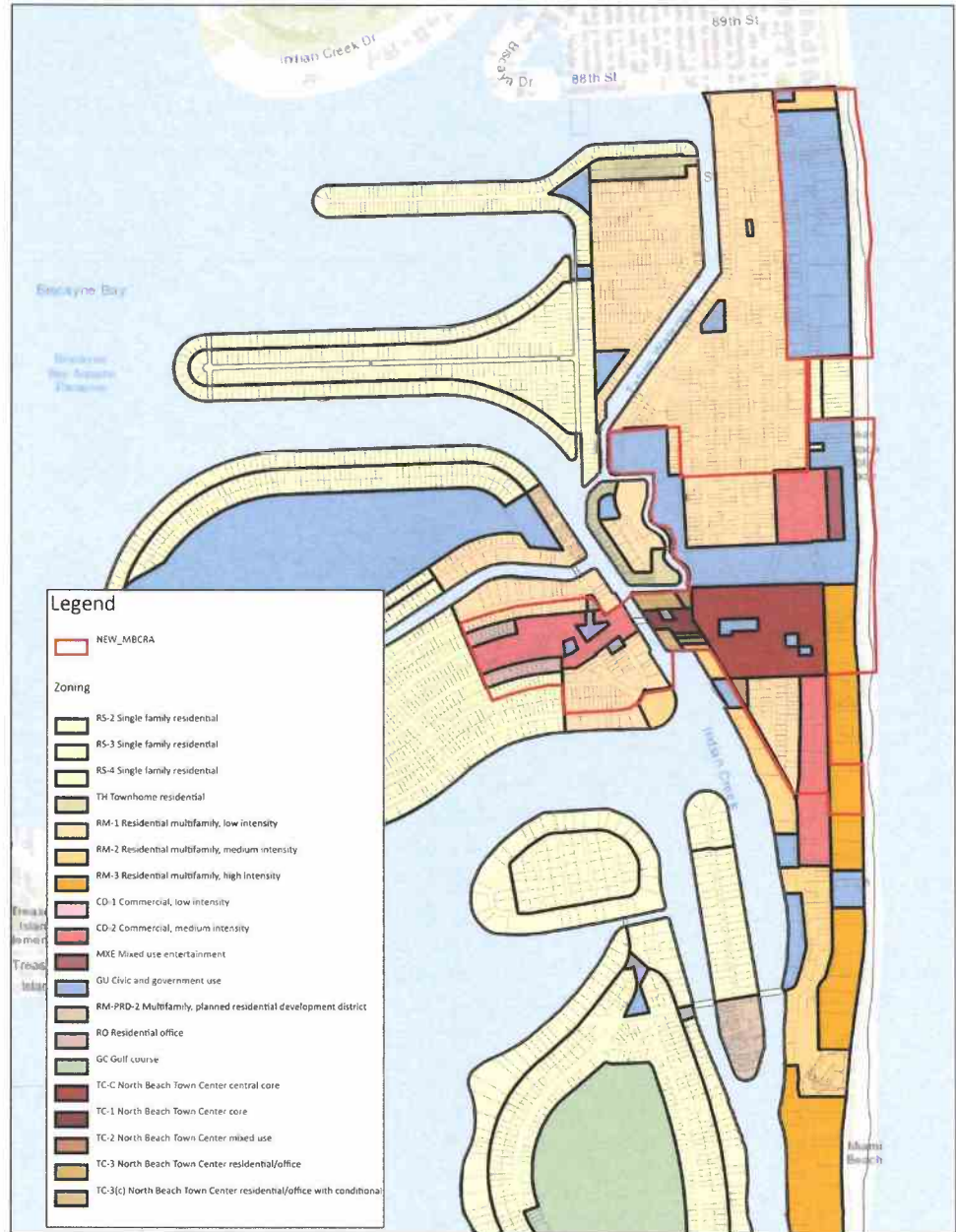
Following Plan NoBe, the critical element necessary to plan for creation of a Town Center was seeking legislative approval of a floor area ratio (FAR) increase, which was approved by the electorate in a November 2017 referendum. In addition to enacting a FAR increase to 3.5 in Town Center, the City Commission enacted a series of amendments to the City's Land Development Regulations with the goal of enabling development of larger buildings in Town Center with 71<sup>st</sup> Street serving as a main street. See the current zoning map with the North Beach CRA boundaries shown in Figure 34.



FIGURE 28: AREA-WIDE ZONING MAP WITH CRA BOUNDARY IN RED

Road elevation, stormwater, water and sewer and other infrastructure improvements may need to be undertaken in order to stimulate investment from developers, not only in Town Center, but also in the remainder of North Beach.

Traffic remains an impediment to the Area's walkability and attracting a greater number of visitors on foot. The reduction of parking requirements for private development is reliant upon enhanced multi-modal access to the area. Although adoption of a Town Center zoning overlay included a reduction in required parking for new development, street design recommendations that would encourage other modes of access to Town Center have yet



to be implemented. Rush hour and peak time congestion along 71<sup>st</sup> Street make ordinary travel around North Beach more difficult. The car-centric design of the 71<sup>st</sup> Street roadway also contribute to an unpleasant experience for commuters on bike or on foot. These factors restrict the number of visitors the area can accommodate. If modes of mobility and access are diversified, and biking and walking are rendered safer and more enjoyable to undertake, traffic and short car trips for daily needs will be reduced.



## 6.2. Normandy Isles

Normandy Isles is the southern half of the Island of Normandy, composed mostly of single-family homes, small apartment buildings, and low-rise commercial spaces. The eastern quarter of Normandy Isles is listed on the National Register of Historic Places and attained local historic designation following a strong recommendation in Plan NoBe. The Normandy Isles Historic District encompasses approximately 82 acres and contains 14 blocks with 237 buildings. Of the 237 buildings, 201 are considered as contributing to the historic character of the historic district. The remaining 26 non-contributing structures are either less than 50 years old or have been significantly altered such that they are no longer true to their original historic character. In addition to the Normandy Isles Local Historic District, Plan NoBe also recommended creation of a neighborhood conservation overlay. The easternmost portion of Normandy Isle is within the CRA boundary, from Rue Notre Dame on the west and the 71<sup>st</sup> Street bridge to the east; and a northern boundary of Marseille Drive to Biarritz Drive on the south, between Rue Notre Dame and Rue Versailles Drive, and even further south to that portion of Bay Drive between Rue Versailles Drive east to the water's edge.

The Normandy Fountain area, also known as Vendome Plaza, serves as the community and commercial center of Normandy Isle and could develop into a vibrant, pedestrian-oriented shopping district with a strategic combination of protection and enhancement. To accomplish this, the Normandy Fountain area must transition from its current automobile-centric layout in order to accommodate pedestrian movement and transit connectivity. Upon completion of this report, the Normandy Fountain and Rue Vendome Plaza underwent redevelopment to create an open and grade-level public plaza. The City improvement project included associated traffic signalization adjustments, construction of the public plaza, landscaping, lighting and other improvements necessary to encourage public use as a gathering place for civic use. While the

project helped improve an important gathering space for Normandy Isle, the plaza still lacks optimal pedestrian and bike-friendly access. For example, increasing the number of pedestrian crossings to the north across Normandy Drive would help residents and visitors navigate the Fountain area.

In general, the lack of shade, narrow sidewalks, and speed of traffic along 71<sup>st</sup> Street from Indian Creek Drive to Normandy Drive is a hinderance to walkability between Normandy Isle and Town Center. West of Rue Versailles Drive along 71<sup>st</sup> Street and Normandy Drive, the accommodation for bicycle travel consists of one shared lane along one of the busiest roadways in North Beach, which creates an inhospitable environment for cyclists. While focusing on improvements to commercial and civic spaces centered around the fountain, there should also be adequate focus on multi-modal access between Town Center and Normandy Isle.

## 6.3. West Lots

The West Lots consist of eight blocks, from 79<sup>th</sup> Street to 87<sup>th</sup> Street, which front along Collins Avenue across from the North Beach Oceanside Park. Some of these blocks serve as municipal parking lots for North Beach Oceanside Park and the beach beyond. The West Lots are large enough to accommodate parking, as well as additional uses that are desired by the community such as open space and/or redevelopment opportunities. The West Lots could provide the largest, continuous oceanfront-adjacent development opportunity in the City. If redevelopment of the West Lots involves a sale or lease of ten years or more, voter referendum approval is required. G.O. Bond project #29 includes funding for repurposing the West Lots as cohesive mixed-use space for recreational/civic/neighborhood activity.

The West Lots present an unparalleled opportunity to spatially shape a robust edge to the North Beach Oceanside Park close to the ocean. These sites boast valuable addresses that could accommodate a broad



range of potential uses providing tremendous public benefit and use. The West Lots are zoned Government Use and are separated by a narrow alleyway from the adjacent RM-1 (Residential multifamily, low intensity) zoning district to the west. These parcels are of a relatively consistent size, approximately 175 feet by 300 feet. The lots are currently a mix of undeveloped open blocks, public surface parking lots, Ocean Rescue operations, and the former site of the historic log cabin that now includes a mix of other city uses.

A major component to developing the West Lots will be Collins Avenue as a major mobility corridor, also addressing how it currently acts as a barrier between North Beach Oceanside Park and the West Lots. In Plan NoBe, Collins Avenue was depicted as a multi-modal street and an important segment in the future multi-modal transportation network in North Beach. Connectivity can be achieved with additional crosswalks and other methods to increase mobility,

#### 6.4. North Shore

The North Shore neighborhood is partially within the Redevelopment Area and is situated between the ocean and the Tatum Waterway, extending from the Town Center up to the northern City limit at 87<sup>th</sup> Terrace. North Shore is characterized by multifamily housing of relatively low height – two to four stories. In 2009, the majority of the North Shore neighborhood obtained National Register designation, a bold move to preserve the large stock of structures built in the Miami Modern vernacular; and as a result of Plan NoBe, in 2017, a portion was designated as a local historic district, which affords it the highest level of protection available. Lots and blocks within North Shore are fairly regular, with larger development lots and more density concentrated along the Harding Avenue and Collins Avenue corridors. North Shore is the home of a significant proportion of the lower-income workforce, and how it develops was a point of concern for participants of the Public Design Charrette. Many were concerned about maintenance of the current housing stock in North Beach both in terms of affordability and resilience.



## 7. Beautification and Infrastructure Analysis

The Beautification and Infrastructure Analysis section identifies existing conditions of infrastructure, how they have been addressed and improved since Plan NoBe, and what improvements are still needed for enhancement of the North Beach CRA. This section plays a pivotal role in strategies for branding, marketing, quality of life, and business attraction. All images with potential improvements that are shown in this section are indicative to provide visual examples and are not meant to be literal examples of what the North Beach CRA will create in the places shown.

### 7.1. Public Realm Improvements

Public realm improvements are a common theme for North Beach CRA funded projects. The streets are important interfaces between the public and private realm. A good streetscape has a positive impact on the quality of life for the residents, visitors, and business owners. Walkable environments improve the mental and physical health of the residents. Increased foot traffic potentially boosts the sales of businesses. In the era following the COVID-19 crisis, outdoor public space has become especially important, because a lot of common activities are restricted from being indoors and have moved out to the street. During participant polling conducted in the charrette kick-off public meeting presentation, the majority of participants indicated that they were interested in seeing CRA funds spent on façade improvements. As walkability and pedestrian and bike access will be addressed in subsequent sections, streetscape improvements will refer to the beautification of the public realm – the sidewalk – and how it can work to support economic development.

FIGURE 29: EXISTING CONDITION OF A STREETScape

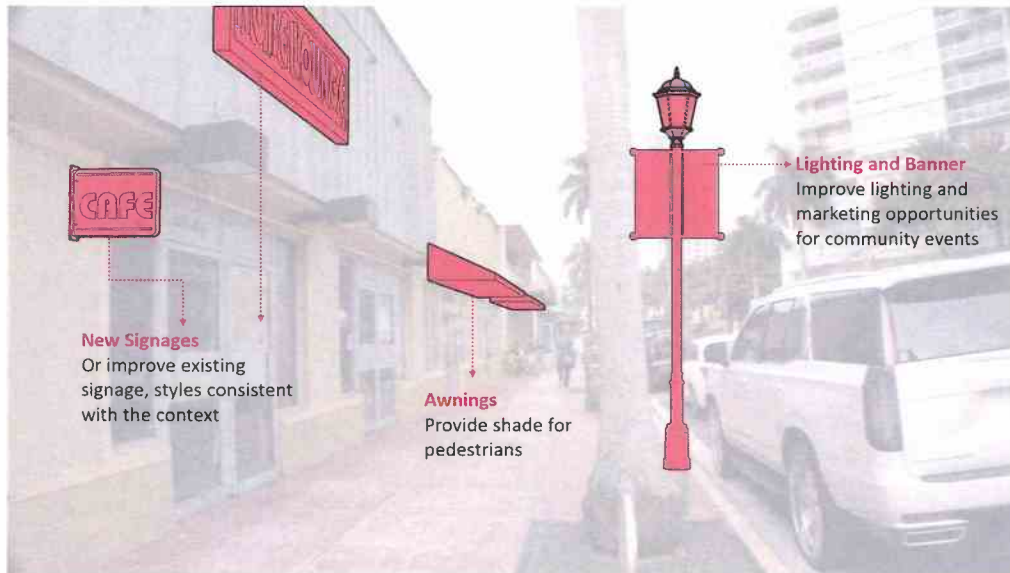
#### 7.1.1. Signage

Tactical improvements such as adding new signage, banners, and awning requires very minimal effort but significantly changes people's visual perception of a place. Signage and banners help strengthen the identity and sense of place. Well-designed signage can reflect the style and context of the community. Banners can be integrated on lighting posts to provide opportunities to publicize community events.





FIGURE 30: SIGNAGE AND PERCEPTION IMPROVEMENTS TO STREETScape



### 7.1.2. Furnishing

There is often enough space on the streets for social and physical distancing. But the spaces are often disproportionately devoted to motor vehicles. Repurposing individual parking spaces or a curbside parking lane is one way to find more room for people space. An outdoor dining parklet can be created with modest outdoor furnishings such as planters, tables and chairs, and shade structures. In certain conditions, the entire street can be closed to vehicles for special events.

FIGURE 31: SHORT-TERM TACTICAL IMPROVEMENTS TO PROVIDE OUTDOOR DINING





### 7.1.3. Climate Resiliency

The rising sea level and rapidly changing climate are issues that Miami Beach must plan for today. Some of the buildings have high ground floor ceilings which makes raising the ground floor elevation a possibility. This strategy for responding to imminent climate challenges can be applied to preserve certain buildings with high historic values. Designing streetscapes, parks and public spaces with enhanced tree canopy will reduce heat island impacts, mitigate rain events, and increase walkability. Green infrastructure should be used to compliment grey infrastructure to help store and treat stormwater before being discharged into Biscayne Bay.

FIGURE 32: LONG-TERM IMPROVEMENT TO ADDRESS SEA LEVEL RISE



### 7.1.4. Outdoor Dining

Even before the COVID-19 pandemic, many restaurants have come to rely on outdoor dining to serve customers who enjoy the South Florida climate. With physical layout limitations, outdoor seating most often occurs on the sidewalk. Moving forward, the CRA should look for ways to ensure that streetscape improvements consider space for outdoor dining or adaptability to outdoor dining in major commercial corridors, such as 71<sup>st</sup> Street and Collins Avenue. The immediate action may be to adopt a guidebook or utilize the existing Street Design Guide for how businesses could adapt existing conditions to allow for outdoor dining. This may include urban design guidelines for sidewalk or parklet dining, as well as clear instruction on how to apply for permits and work with the City to get approval for sidewalk or on-street dining.

### 7.1.5. Street Canopy

In a locality as sun-drenched as Miami Beach, shelter from constant sun is necessary and encourages people to walk. Future streetscape projects should require a minimum percentage of tree canopy within the time frame of



two years after completion of the project. Canopies and balconies on shopfronts can also provide shade and shelter from the weather (Source: Plan NoBe).

The 2018 G.O. Bond Program aims to increase the tree canopy as part of the planned neighborhood improvement projects in the North Shore neighborhood. G.O. Bond project #44 intends to beautify and upgrade the North Shore neighborhood, including lighting, landscaping, and tree canopy. This project is planned between the years 2025-2028. Additionally, the G.O. Bond Program includes a Street Tree Master Plan to be implemented citywide by 2025. The Street Tree Master Plan project has a \$5 million G.O. Bond budget to fund the planting of up to 5,000 trees across Miami Beach. The sole purpose of this project is to expand the city's overall tree canopy footprint which is critical to the city's plan to reduce its heat island index, CO<sub>2</sub> and soil erosion (Source: G.O. Bond).

In October 2020, the City adopted the Urban Forestry Master Plan as part of its Miami Beach Rising Above initiative. The Urban Forestry Master Plan identifies the following challenges to increasing the street canopy: competition with multi-modal access for ground surface area, and growth restrictions vertically, due to overhead powerlines; horizontally, due to minimal building setbacks; and depth, due to underground utilities. Increasing tree plantings in areas with maximized development potential may not be suitable due to shade conditions. Collins Avenue and 71<sup>st</sup> Street have been identified as areas where shade tolerance of trees is not ideal (Source: Miami Beach Urban Forestry Plan 2020). As strategically planned with the GO #44 project, street tree plantings will need to be planned in coordination with stormwater, sea level rise, development potential, as well as streetscape mobility designs. In looking to make public realm improvements such as lighting and signage, the CRA should prioritize street trees as a function of walkability and creating shade to attract pedestrian traffic and visitor retention within the CRA boundary.

## 7.2. Traffic and Pedestrian Safety

One of the biggest impacts on quality of life throughout South Florida is the difficulty in traveling around the region, or in one word, 'mobility'. Mobility has a diverse definition, depending on the user. To the out-of-town visitor who is here on vacation (and who is likely in no particular rush to get from point A to point B), mobility is typically about how to get from Miami International Airport to Miami Beach. This can be accomplished by getting in a taxi, an Uber or Lyft, using mass transit, or renting a car.

To local residents, mobility likely refers to sitting in traffic, and how long it takes to get somewhere, whether they are in a car or on a bus. In North Beach, which has one main point of access to the mainland, being stuck in traffic can be a daily occurrence during peak times. As new business and development occurs in North Beach, business owners will have to consider how their employees and customers will get to their business, and if they choose to drive their own private vehicle, and where will they park. Residents will want to see that, by adding new business and development, these new trips will not affect their own commute times. Although close to three-quarters of trips (among North Beach residents) are taken by personal vehicle, a relatively high percentage, roughly a quarter, of North Beach residents do not own cars. During the Public Design Charrette, residents of North Beach expressed that they are reliant on their car for meeting their daily basic needs (food, pharmacy, household items) and more often that requires leaving North Beach.

In Town Center, 71<sup>st</sup> Street sees rush hour and peak time congestion, resulting in several negative effects on commuters, safety levels and economic competitiveness. The car-centric design of the roadway can also make walking and biking unpleasant, risky and even sometimes fatal. This restricts the number of visitors the area can



accommodate. Providing walkable environments and basic needs within a walkable distance of residents will greatly reduce the traffic from local car trips throughout North Beach.

Traffic calming measures can improve pedestrian and cyclist safety. The public plaza has been renovated at Normandy Fountain, but there still remains issues around pedestrian safety in crossing to get to this public plaza. The 2018 G.O. Bond Program is planning to implement traffic calming measures in the Normandy Isle neighborhood. This project is anticipated to complete construction in 2022 (Source: G.O. Bond #42). While traffic may be calmed through Normandy Isle, as 71<sup>st</sup> remains the main entrance into North Beach, traffic calming measures are still needed in Town Center.

Outside of major traffic corridors where traffic calming has led to improvements in safety, there is still a lack of crosswalks at many locations. Plan NoBe proposed 108 new pedestrian crossings with a majority in the more residential North Shore neighborhood. Of the planned pedestrian crossings at Collins Avenue between the West Lots and North Beach Oceanside Park, 5 of 14 have been implemented with a spacing of 500 or more feet between them. This large distance between pedestrian crossings often leads to jaywalking and pedestrian-auto collisions. Despite relatively wide public rights-of-way, walkability is hindered because some sidewalks are narrow and interrupted by utility poles, boxes, and traffic signage.

### 7.3. Multi-Modal Access

The City of Miami Beach has adopted a modal hierarchy for the design of the public right-of-way that prioritizes bicyclists, pedestrians, and transit riders over automobile traffic. This is reflected in the 2016 Transportation Master Plan and the Bicycle and Pedestrian Plan; both of which set specific mode-share goals based on current transportation patterns. The Transportation Master Plan envisions an approximately 20% reduction in automobile mode share citywide by 2035.

This goal for multi-modal access is illustrated throughout Plan NoBe. Plan NoBe envisioned a redesigned 71<sup>st</sup> Street that creates an environment of controlled traffic with added accommodations for transit, such as dedicated bus lanes, separated bike lanes, and additional street trees creating a more pedestrian-oriented environment. A separated and raised cycle track creates a safe and comfortable space for bicyclists. Between the sidewalk and the cycle track is a continuous planting strip which allows for the regular placement of street trees and landscaping to transform the sidewalk into a shaded and comfortable place for both pedestrians and bicyclists.

Since these plans were adopted in 2016, there has been a completed green bicycle lane on Dickens Ave from 71<sup>st</sup> Street to 79<sup>th</sup> Street within the Redevelopment Area. From where the Dickens Avenue bike lane ends at 79<sup>th</sup> Street to where it starts again on Byron Avenue at 82<sup>nd</sup> Street, it shows the fragmentation of the bike network, with similar quarter-mile breaks in bike access along the Boardwalk. Protected bicycle lanes are being planned for 72<sup>nd</sup> and 73<sup>rd</sup> Streets between Dickens Avenue and Collins Avenue to create more east-west connectivity in the bike network. In 2016, the City was awarded FDOT funding for design and construction of Safe Routes to school elements, which includes Biscayne Elementary School within the CRA Boundary.

As a result of Plan NoBe, trolley service was extended to connect the North Beach trolley to Mid-Beach and South Beach, in order to better connect the neighborhood to the rest of Miami Beach. The City replaced the Collins Link trolley service with the Collins Express trolley service. The Collins Express limited-stop service reduces the number of transfers and travel time. The new service is extended to Washington Avenue, at Lincoln Road on the south side and 88<sup>th</sup> Street on the north side. Frequency of Collins Express trolley service is approximately 20 minutes.



Plan NoBe and the 2016 Transportation Master Plan point to providing exclusive transit lanes along 79th Street, Normandy Drive, Collins Avenue, and Harding Avenue to improve multi-modal access. The proposed North Beach Intermodal Hub on Collins Avenue and Harding Avenue between 71 Street and 72 Street is recommended in Plan NoBe and the Transportation Master Plan. Additionally, a series of Neighborhood Greenways are proposed in North Beach on 85th Street, Tatum Waterway Drive, 82nd Street, 81st Street, Hawthorne Avenue, Crespi Avenue, and Byron Avenue.

## 7.4. Parks, Gardens and Green Spaces

Residents of North Beach generally live within a half-mile, ten-minute walk of a park, primarily the North Beach Oceanside Park or North Shore Park. This is a huge benefit to residents of a densely populated area, as they typically do not have a substantial private yard and, as such, depend on public parks for their connection to nature and for their recreational needs. This park system can provide many physical and mental health benefits to offset the negative effects of an urban environment, as well as environmental benefits of CO2 reduction and more.

During the public design charrette, participants did not point to a need to add more park space, but rather to improve existing parks/green spaces and add more cultural and arts spaces to the available civic uses within North Beach. Many pointed to the availability of West Lots to serve new needs. Additionally, there was discussion of events that would attract families, cultural tourism, and celebrate the area. One example given was a MiMo Weekend to celebrate Miami's Mid-Century Modern architecture unique to North Beach.

## 7.5. Adaptation Planning

During the public design charrette, almost 90% of participants polled that they are interested in seeing North Beach CRA funds spent on resilience. In recent years, the City of Miami Beach has made climate resilience a high priority. Resilience is "the capacity of a city's systems, businesses, institutions, communities, and individuals to survive, adapt, and grow no matter what kinds of acute shocks and chronic stresses they experience." In Miami Beach, resilience is generally associated with climate resilience due to the city's geographic vulnerability to flooding from sea level rise and storms. The Miami Beach Rising Above initiative convenes plans, programs, policies, and projects that address both climate adaptation and mitigation. A part of North Beach's climate resilience strategy will be increasing the urban tree canopy and green infrastructure which is part of the City's climate mitigation planning, as is described as part of the streetscape improvements above. Other tasks will include climate adaptation – strengthening North Beach's ability to adjust to different and fluctuating conditions – through seawalls, road elevations, utility improvements and building improvements.

### 7.5.1. Seawalls

A seawall is a form of coastal defense constructed where open water impacts directly upon the landforms of the coast. The purpose is to protect built areas, conservation, and leisure activities from the fluctuations and actions of tides and waves. As a seawall is a static feature, it may conflict with the dynamic nature of the coast and impede the exchange of sediment between land and sea. However, seawalls remain the simplest and most cost-efficient way to control coastal flooding.

In Miami Beach, the implementation of seawalls is a challenge given that North Beach only has ownership of three miles along the western water edge, while sixty miles is privately owned. The cost of sea-wall modifications can be excessive for private owners. Transferring the ownership may be an option in order to build a complete seawall



in Miami Beach. Obligations may also be passed to the City for improvements. Integrating other features will enhance the functionality of public and private seawalls.

The G.O. Bond Program is working to raise public seawalls to the updated minimum height standard (5.7 NAVD) in areas most vulnerable to sea level rise and street flooding, and will incorporate living shorelines with natural vegetation, native species and other green infrastructure. The first part of implementation of the public seawall and shoreline resilient infrastructure began in January 2020 and aims to be completed by April 2022, with full implementation by 2025. This first phase includes areas within the Redevelopment Area, including Rue Notre Dame, Trouville Esplanade, and 7150 Indian Creek. Additional locations are to be determined upon completion of a prioritization matrix. (Source: GO#39: Seawalls & Shorelines).

#### 7.5.2. Road Elevation

The need to elevate or raise select streets to adapt to rising seas presents an additional consideration for new development. Many streets that are currently below 3.7 feet are being considered for elevating to match the new Base Flood Elevation (BFE) standards of 6.44 feet NAVD or 8 feet NGVD. In North Beach, Collins and Harding Avenues, the main thoroughfares closest to the Atlantic Ocean, are typically the highest streets, while streets adjacent to Biscayne Bay and the waterways are often the lowest.

Newer buildings such as the Publix Super Market at 6876 Collins Avenue have been built with extra height to help ensure that, in the event of a major storm, the interior of the building remains dry. At the same time, buildings do not necessarily need to be raised immediately. Existing businesses have successfully contended with a higher street by use of ramps and elevated patios.

In 2019, Jacobs Engineering Group Inc. was engaged to review and update the road elevation policy and prioritization to reflect new observations and projections and provide flexibility to accommodate private property harmonization (Source: Road Elevation Strategy and Recommended Sea Level Rise/Tidal Flood Adaptation Projects by Jacobs).

#### 7.5.3. Building Adaptation

Resilient design can also be implemented through residential, commercial and business façade improvement programs. The programs would aim to help the Redevelopment Area to address façades and building systems to properly anticipate and accommodate future extreme weather patterns and natural events. This incentive-based program could also encourage building owners to invest in green infrastructure.



## 8. Redevelopment Plan Concepts

Redevelopment Plan Concepts provide a data-supported framework for implementation strategies to respond to existing and/or future market dynamics. As with other CRAs, the Plan is not static and requires future updates in consideration of changes in funding, assets, priorities and market forces.

### 8.1. Economic Development Drivers

In creating a redevelopment plan to preserve the best parts of the Redevelopment Area - while stimulating future investment to remove blight, it is important to understand the relevance of the five key drivers for economic development: Land, Labor, Markets, Capital, and Regulation.

Understanding whether and how to enhance or mitigate drivers is key to creating an implementable plan to address and prioritize resident and stakeholder aspirations. Previously outlined in Sections 3

and 5 - Real Estate Analysis, North Beach's determining constraints and opportunities are re-emphasized in the below investment drivers: Land, Labor, Markets, Capital, and Regulation.



#### 8.1.1. Land

The 2019 Finding of Necessity identifies and evaluates land conditions impeding and impacting outside investment. Some of these same land issues also contribute to conditions of blight. It is the interplay between these conditions that creates the framework for strategies related to land, including preservation, development, acquisition, and disposition.

North Beach CRA land issues/opportunities:

- Predominance of defective or inadequate street layout;
- Inadequate parking facilities and lack of loading zones;
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- Inadequate building density patterns leading to erratic scale of buildings;
- Alleyway hazards and unsafe conditions;
- Diversity of ownership with 4,321 non-condominium properties (many smaller, older, historic buildings) having 3,549 owners, leading to a lack of critical mass of property for redevelopment assemblage for residential or commercial projects;
- Property control includes 18 owners accounting for 25% of total building area in the North Beach CRA;
- The Deauville hotel, at roughly 595,000 square feet, represents the largest privately owned land/property opportunity to positively impact the CRA;
- The West Lots, at 9.43 acres, represent the largest publicly owned land opportunity to positively impact the CRA; and



- Parks and open space allow critical mass of area for green resiliency infrastructure.

#### 8.1.2. Labor

In terms of the economic health of the residents, economic indicators related to income are much lower within the North Beach CRA compared to Miami-Dade County. Within the Redevelopment Area, the 2020 household median income is \$35,500 compared to the Miami Dade County median income at \$59,100. The area's unemployment rate is higher than the national average at 7.6% compared to 6.7% nationally. Occupations of employment within the district show that 48% of all employees are in the "white-collar" occupations, 33% are in "services" and 19% are "blue-collar." Increasing employment opportunities should be factored into business attraction efforts, keeping in mind that half of the existing population is aged 45 or older.

#### 8.1.3. Markets

Overall, the area's economic picture is on the upswing following COVID-19 closures, as indicated in the market analysis, within the retail, hospitality, residential, and office sectors.

##### Retail

Opportunities exist for business attraction and retention in the retail and restaurant space, with a focus on recruiting retailers and service providers for existing residents by identifying where select leakage is occurring - when residents leave North Beach to shop, dine, and/or secure personal or medical services. A variety of recruitment tools would play a role, ranging from small business incentives to larger investment support for new initiatives. In the meantime, the largest retail private investment within the North Beach CRA is the Publix Shopping Plaza at 6876 Collins Avenue with roughly 114,00 square feet of development.

##### Hospitality

The Redevelopment Area currently has approximately 210 hotel rooms among three properties. Retention and preservation of North Beach's hospitality sector impacts neighborhood stability given the high percentage of area residents working in hospitality.

##### Residential

The district has more than 180 residential buildings that collectively include more than 3,000 apartments. The majority (74%) of the residential housing stock is at the Class C level. There are likely several measures that could improve the quality and taxable value of the existing housing stock, whether through improved maintenance, renovations, or resiliency additions.

##### Office

Office product within the CRA is limited compared to retail and retail strip center square footages, with most of the rentable building area for office space classified as Class C real estate. Class C is typically older than 20 years, and usually in areas that are removed from a central business district.



#### 8.1.4. Capital

While most areas of Miami-Dade County saw an increase in revenues and commercial development during the past five years, the North Beach CRA has not experienced capital investment on par with either surrounding market areas and/or the County. The number of vacant structures and absence of destination retailers has resulted in existing businesses not being able to capitalize on increased foot traffic. There is a critical capital gap missing for retail attraction. With vision, a plan, and committed implementation, the CRA could step in and fill the capital gap to recruit destination retail to capitalize on traffic counts and adjacent market areas.

Where banks have been seeking public sector commitment on projects in the form of housing subsidies, the CRA is well-positioned to partner with area financial institutions on retail recruitment and attraction. The key is to target projects with the most community impact.

#### 8.1.5. Regulation

Communities must provide professional responses and expedited solutions to issues presented by residents, business owners, developers, and investors. The key for the CRA and City to encourage redevelopment and rehabilitation projects is to remove or lower barriers for entry and prohibitive regulations that add additional time and money for residents, businesses, and developers.

A review of regulations regarding commercial development and signage in the Redevelopment Area is needed to create the nucleus required for North Beach's commercial corridors to survive and thrive given the existing high vacancy rates.

### 8.2. Land Use and Zoning

The Redevelopment Plan maintains and protects neighborhoods and areas of lower-density residential while encouraging higher-density mixed-use corridors along 71<sup>st</sup> Street and Collins Avenue. Establishing a land use pattern that reflects the diverse interests of residents, businesses, and stakeholders while also promoting compatibility of land uses will be important. As an example, public input included concerns regarding the storage of City of Miami Beach vehicles adjacent to - and within sight lines from - beachfront recreational areas.

Although the North Beach CRA doesn't have regulatory or administrative authority over land use and zoning policies, CRA funds may be used to influence and capitalize on land use and zoning items within the following Redevelopment Goals: Economic Development, Resiliency & Infrastructure, Neighborhood Character, and Quality of Life.

### 8.3. Neighborhood Projects and Impacts

Growth and redevelopment have both positive and negative neighborhood impacts. As mentioned in Section 3.4 *Safeguards to Ensure Community Redevelopment Follows the Redevelopment Plan*, considerations of future neighborhood impacts including: Relocation of Displaced Residents and Businesses, Traffic Circulation, Environmental Quality, Availability of Community Facilities and Services, and Effect on Schools have been incorporated in the Plan.

#### **Neighborhood Impact Summary**

The following describes the potential impacts of future redevelopment on the residential neighborhoods within the North Beach CRA. While neighborhood impacts have been considered in the identification of the



Redevelopment Goals, it should be noted that no redevelopment projects have yet been planned. Specific impacts resulting from implementation should be further identified as individual projects begin the design phase.

### **Relocation of Displaced Residents and Businesses**

The possibility of residential relocations is contemplated by this Plan in connection with future redevelopment projects. While no, or only extremely limited relocation is anticipated, it is important to note that implementation of Redevelopment Goals, strategies and initiatives may result in residential and/or business displacement. In the event that existing or future CRA projects do require the relocation of residents or businesses, a relocation plan must be included as a component of the project as part of the official approval by the CRA Board. It is also anticipated that the CRA and the County, as well as private developers, will expand the housing stock and housing variety. This will provide additional opportunities if it becomes necessary to relocate residents within the redevelopment area boundaries. Additionally, any private development project which receives CRA incentives, and which displaces residents must submit a relocation plan for approval prior to the approval of CRA incentives for the project. To protect the residents and businesses within the redevelopment area, the CRA should formally adopt a relocation policy containing procedures for relocation. If required because of redevelopment, the relocation of residents and businesses within the redevelopment area will follow the officially adopted procedures. Expenses and financial assistance required by these procedures will become the responsibility of the CRA and its partners in the project which results in the need for relocation.

### **Traffic Circulation**

Although successful redevelopment can increase overall traffic, the redevelopment area is part of an existing roadway network that serves eastern Miami-Dade County. As part of this redevelopment effort, it is anticipated that the City of Miami Beach, Miami-Dade County and the State of Florida will make a significant investment in improving roadways, including street reconstructions, lighting, beautification, landscaping, traffic calming, and pedestrian walkway enhancement, improvements that may be supplemented with CRA support. These improvements should result in better traffic flow and enhanced mobility for pedestrians and non-motorized transport. Implementation of individual redevelopment projects may require improvements or modifications to the existing roadway network. These localized impacts will be reviewed when specific projects are approved. It is also recommended that architectural and site-specific design solutions be considered to mitigate potential traffic and parking impacts of specific projects on adjacent residential neighborhoods.

### **Environmental Quality**

The Redevelopment Goals and Initiatives proposed in this Plan are intended to improve the environmental quality within the Redevelopment Area. Several initiatives, such as rehabilitation/beautification grants, will provide funding for businesses and property owners in the CRA to make interior and exterior improvements to their properties. It is anticipated that improvements resulting from these programs will foster a new sense of community pride and spur additional revitalization efforts throughout the area, further reducing blighted conditions. Streetscape and landscape improvements associated with redevelopment projects will, when completed, upgrade the overall appearance of the area. Future redevelopment will improve the appearance of the commercial and residential areas throughout the CRA.



### **Availability of Community Facilities and Services**

The Redevelopment Area contains a range of community services and facilities. These facilities contribute to the success of the Redevelopment Plan and support cultural, neighborhood, social and educational enhancement. Implementation of individual redevelopment projects and public improvements may require modifications to existing systems by both the public and private sector. Implementation of this Plan will supplement City, County and State infrastructure projects to encourage private development in the area. Any existing community facilities within the boundary of the redevelopment area may benefit from the economic improvement of the area by the implementation of the redevelopment initiatives, and the physical improvements of the surrounding area that will create economic revitalization with the advent of new businesses and job opportunities. Community services such as innovative policing and code enforcement can be expanded utilizing the programs included in the Redevelopment Plan.

### **Effect on Schools**

The Miami-Dade County School Board plans no other major actions affecting existing school facilities within the redevelopment area, in the near future. Residential development anticipated within this Plan will likely represent only a small percentage of overall County population growth and therefore not have a significant effect on school population. All CRA initiatives are subordinate to the Comprehensive Plan, the Land Development Regulations, or any countywide concurrency guidelines. The CRA should enhance its relationship with the public and private schools in efforts to activate key parcels and community events. This would be part of an ongoing effort to increase communication and outreach with North Beach area stakeholders, and support programs which enhance education where realistic. Given area assets and the strength of select industries, leadership should also explore and encourage charter schools and/or vocational programs linked to the culinary arts, hospitality, and tourism among other emerging industries.

CRA funds may be used to encourage neighborhood preservation and mitigate development impacts within the following Redevelopment Goals: Economic Development, Resiliency & Infrastructure, Neighborhood Character, Quality of Life, Branding & Marketing and Leveraging Resources.

While the North Beach area has a housing affordability advantage comparatively with the City and County, the relatively low level of homeownership, amount of deferred maintenance, and aging infrastructure each pose challenges to neighborhood stabilization without additional City and CRA investment. Programming to encourage infill development, rehabilitation of the existing housing stock, and resiliency of Class C retail structures should be a priority. In addition, given homeownership provides and reinforces neighborhood stability, efforts should be made towards increasing homeownership numbers.

CRA funds may be used to encourage neighborhood preservation and mitigate development impacts within the following Redevelopment Goals: Economic Development, Resiliency & Infrastructure, Neighborhood Character, Quality of Life, Branding & Marketing, and Leveraging Resources.

#### **8.3.1. Housing Rehabilitation and Historic Preservation**

Many of the older buildings and historic structures were not designed for the climate impacts experienced today. Key to both rehabilitation and preservation efforts will be identifying and providing resources to incorporate resilience modifications into rehabilitation and restoration projects. In addition, programs and strategies related to adaptive reuse of residential structures along major corridors for commercial uses, housing rehabilitation, code



enforcement and homeownership assistance programs all move toward a more sustainable methodology of redeveloping residential neighborhoods, while maintaining size and scale.

Investments in upgrading utilities and lighting, ensuring pedestrian connectivity, and the provision of landscaping and open space, support accessibility and environmental resiliency in terms of climate change and hazard mitigation. However, just as important are land development regulations that allow for a range of housing types. Examples include the ability to construct townhomes, live-work residential and high-rise development along the major urban corridors. This will also support North Beach's ability to retain residents by providing options within the CRA to age in place and transition housing choice throughout a person's life cycle.

CRA funds may be used to encourage Housing Development and Accessibility, Housing Rehabilitation and Historic Preservation initiatives within the following Redevelopment Goals: Economic Development, Resiliency & Infrastructure, Neighborhood Character, Quality of Life, and Leveraging Resources.

### 8.3.2. Parks and Open Space

The Plan is mindful of the need to protect, preserve, and enhance its neighborhood assets while increasing accessibility to recreation and open space. As new development occurs, there will be an additional need to provide open spaces for new residents. Conversations and concerns around preservation of the West Lots for green space can be addressed through resiliency efforts and sustainable development. Incorporating open space, landscaping, and additional tree canopy provide environmental benefits such as reduction of pollution, providing shade, reducing the "urban heat island" effect while providing additional areas for stormwater retention which also improves longer term water quality.

CRA funds may be used to create, preserve and enhance parks and open space within the following Redevelopment Goals: Economic Development, Resiliency & Infrastructure, Neighborhood Character, Quality of Life, and Leveraging Resources.

## 8.4. Resilience & Infrastructure

At the core of this plan is the concept of Resilience, with a sustainable development component. Sustainable Development is defined as balancing community growth so that it meets the social, economic, and environmental needs of an existing population while ensuring that the same resources and infrastructure are available to meet the same needs of future generations. In short, it is a balancing act to ensure that no single activity related to development negatively impacts another.

### 8.4.1. Climate Change Adaptation

North Beach has always been at the forefront of climate change discussions and efforts, with representatives at the table in 2019 during the creation of the City of Miami Beach's Blue & Green Stormwater Infrastructure (BGSi) Concept Plan. The BGSi Plan is bolstered by the City's proposed commitment to address sea level rise, with five street-raising projects contemplated within the North Beach CRA at Marseille Drive – Normandy, North Shore-A A1A West Lots, North Shore-B-72<sup>nd</sup> Street – Town Center, and North Shore-C A1A. Additionally, the CRA encompasses six (6) Neighborhood Improvement Projects, as defined in the City's Neighborhood Project Priority List: Normandy Isles A, North Shore A, North Shore B, North Shore C, North Shore D, and North Shore E.

The BGSi Plan provides a holistic "living with water" approach involving blue (water) and green (plant-based) elements. Many of the proposed elements will become fundamental components for all new development



projects, including new projects in North Beach. Elements range from green stormwater infrastructure such as green roofs, bioswales, vegetation selection, dunes, suspended pavement and structural soils to treat, hold, and reduce stormwater flows to blue stormwater infrastructure that temporarily store and treat stormwater. The resilience benefits to the CRA, aside from the obvious flooding mitigation, include better air quality, biodiversity, and urban heat island mitigation.

CRA funds may be used to bolster the BGSF infrastructure and climate change efforts by targeting public spaces, existing Class C commercial and office structures, historic properties, and single-family residences within the following Redevelopment Goals: Economic Development, Resilience & Infrastructure, Neighborhood Character, Quality of Life, and Leveraging Resources.

#### 8.4.2. Water Pollution

Polluted waterways were a concern of many residents. Stormwater runoff is a contributing factor to waterway pollution and a major concern with the prospect of future buildings and other structures proposed for the area. Incorporating and requiring project elements to mitigate stormwater runoff can move the CRA towards mitigating stormwater runoff and polluted waterways. Examples of such initiatives include (but are not limited to): additional treatment designed into the grey infrastructure system, permeable pavers, vegetated green roofing, enhanced green spaces, living shorelines, bioretention gardens, residential rain gardens, stormwater planters, and tree canopy.

CRA funds may be used to supplement larger Stormwater, Water & Sewer, and Urban Forestry efforts by targeting public spaces, existing Class C and new commercial and office structures, historic properties, and single-family residences within the following Redevelopment Goals: Economic Development, Resiliency & Infrastructure, Neighborhood Character, and Quality of Life.

#### 8.4.3. Traffic Mitigation

Sustainable Development considers traffic flows and impacts for existing and future residents. Town Center projects in the Redevelopment Area are uniquely positioned to be within walking and biking distance of the area's recreation, entertainment, and shopping amenities. Potential exists to exemplify the concept of the "15-Minute City" where residents can navigate their communities and access amenities and resources within 15 minutes. Sometimes, that is accomplished through safety measures such as additional bike lanes, dedicated walking paths, and alley (paseo) activations. Other times, that 15-minute goal is accomplished through business attraction activities such as recruiting retailers, restaurants, and service providers that residents ordinarily leave the neighborhood in order to access.

CRA funds may be used for traffic mitigation initiatives within the following Redevelopment Goals: Economic Development, Resiliency & Infrastructure, Neighborhood Character, and Quality of Life.

#### 8.4.4. Resource Reuse and Energy Efficiency

The Plan is a "Green" plan which encourages green building techniques that reduce energy consumption, promote renewable energy sources, and utilize sustainable technologies and practices as well as resource reuse in public and private development. The Plan itself provides for specific implementation strategies related to resource reuse and energy efficiency and recommends that all public improvements are constructed within this manner and consistent with Chapter 133 of the City Code: Sustainability & Resilience, which requires all new construction over



7,000 square feet or ground floor additions over 10,000 square feet to be LEED Gold or International Living Future Institute Petals, or Net zero Energy Certified. Doing so leads to lower maintenance and replacement costs in the long run. However, the Plan also identifies opportunities for energy efficiency to be incorporated into all its implementation strategies, including future housing, economic development, and neighborhood programs. Land development regulations also encourage this through private redevelopment by providing incentives for green building techniques in all new development.

CRA funds may be used for Resource, Reuse, and Energy Efficiency initiatives within the following Redevelopment Goals: Economic Development, Resiliency & Infrastructure, Neighborhood Character, and Quality of Life.

### 8.5. Regional Collaboration and Intergovernmental Coordination

Within this plan there is a strong emphasis on Intergovernmental Coordination. Many of the larger scale infrastructure improvements, such as water quality, waterway cleanup, and resiliency improvements will require the City and CRA to coordinate efforts and advocate for improvements. Therefore, many of the implementation strategies addressed require collaboration with specific agencies and organizations that the CRA should continue to work with to see results.

CRA funds may be used for Regional Collaboration and Intergovernmental Coordination initiatives within the following Redevelopment Goals: Economic Development, Resilience & Infrastructure, Neighborhood Character, Quality of Life, and Leveraging Resources.



## 9. Goals and Implementation Strategies

The North Beach CRA Redevelopment Goals and Implementation Strategies include many initiatives derived from resident suggestions and best practices as well as those pulled from previous studies, reports, and master plans. In doing so, this Plan provides the legal mechanism for previously and recently identified strategies to receive CRA funding via tax increment revenue. When reviewing Implementation Strategies, keep in mind that they vary in cost, duration, impact, complexity, and boldness.

### Little Costs versus Significant Costs

There are many actions which can be implemented at little cost, resulting in significant movement towards the accomplishment of redevelopment goals in the CRA. There are also several actions which may require significant costs to effect visible change, especially when strategies to remove conditions of blight, deterioration and economic stagnation cannot be reversed in a diminutive way.

### Short-term versus Long-term

Short-term strategies range from “immediate” (one to five years) to “long-term” (five years to the 30-year term of the Plan). CRA actions involving code enforcement, or marketing and branding initiatives would typically fall into the short-term category. Conversely, many large-scale goals and strategies are expected to take place over a protracted period. Long-term implementation strategies are typically ongoing or are projects for which funding is not currently available. It is unrealistic to think the conditions that led to the creation of the CRA can be quickly overcome.

### Routine Approaches versus Bold Approaches

While several recommendations cover the required approaches routinely undertaken by most CRAs, this Plan also includes and recognizes the need for bold, localized approaches. Bold approaches, when implemented, significantly change the face of a community redevelopment area. All recommended projects are implementable and essential to the CRA Redevelopment Plan.

The Redevelopment Goals are:

- **Redevelopment Goal 1: Economic Development**
- **Redevelopment Goal 2: Climate Resilience, Sustainability & Infrastructure**
- **Redevelopment Goal 3 Cultural Arts, Branding & Marketing, and Communication**
- **Redevelopment Goal 4: Neighborhood Character**
- **Redevelopment Goal 5: Quality of Life**
- **Redevelopment Goal 6: Leveraging Resources**



## 9.1. Redevelopment Goal 1: Provide Economic Development Opportunities for Businesses, Property Owners, and Residents.

Economic development opportunities center on collaborating with stakeholders and residents to improve physical structures through preservation, rehabilitation, and development, while also creating programs to increase occupancy, variety of offerings, and access to labor and training resources. Bringing employment opportunities, new industries, and mixed-use projects including new office, commercial, and residential is important to revitalizing a community. This is accomplished through a variety of activities, including but not limited to all activities associated with business attraction and retention, workforce development, real estate, land development, etc. The recommendations outlined below are intended to impact the economic viability of area businesses and opportunities for residents.

### 9.1.1. Business Attraction & Retention

- Inventory existing businesses to identify complementary businesses for attraction to fill the retail gap identified in the market analysis.
- Create a Leasing and Sale Opportunities brochure and assist applicable property owners with leasing packages.
- Host “Banker/ Broker /Developer” events to highlight available land, retail, and office space.
- Engage with existing business owners to assess and support small business needs, including marketing, rehabilitation, resiliency improvements, labor needs, and employment training.
- Collaborate with workforce partners to identify targeted job classifications, feature growing industries, post nearby job openings, and conduct job training and workforce development programs for CRA residents.
- Implement a “Shop Local” program.
- Create a periodic “Business Spotlight” to build community awareness of local business assets.
- Develop incentive programs to help existing or new property and business owners with aesthetics, repairs, rehabilitations, improvements, land acquisition, and resiliency modifications.
- Initiate an emergency business assistance program in the event of a declared emergency with significant adverse economic impacts.
- Work with City to allow temporary uses, pop-up activations, retail and restaurants, whether in vacant storefronts or on vacant lots.
- Engage with the artist community to create coverings or displays for vacant storefronts.
- Create collateral and incentive programs to attract neighborhood services like medical uses as well as entertainment options and popular public-good types of business such as food halls, coworking spaces, incubators, breweries/brewpubs, commercial kitchens, and ghost kitchens.
- Partner with appropriate providers, educational or vocational institutions and industry organizations to provide or support workforce training initiatives.



### 9.1.2. Real Estate

- Identify priority areas for redevelopment and associated property acquisition needs related to replacement housing, infill redevelopment, parks, greenspace, parking, and resiliency efforts.
- Utilize statutory authority to acquire, dispose of, and develop property in furtherance of the purpose of the CRA.
- Engage in public- private partnerships to achieve redevelopment goals.
- Identify and secure additional local, state, and federal funding sources based on CRA goals, potential project impacts, and benefits related to housing, historic preservation, job creation, and resiliency efforts.
- Include restrictions and covenants on publicly-owned, acquired, and disposed of properties to ensure specific public purposes are met.
- Establish protective measures to safeguard housing for existing residents within the CRA consistent with federal requirements
- Conduct a North Beach Property Development Workshop regularly for property owners and developers to share best practices, information and resources and invite relevant City staff to attend.
- Develop a “how to” guide for new and existing development.
- Better utilize public lands, especially vacant property and surface parking lots, for highest and best use, in a way that supports the surrounding community and attracts new investment.

## 9.2. Redevelopment Goal 2: Invest in Climate Resiliency, Sustainability & Infrastructure

Infrastructure, sustainability and climate resiliency improvements are necessary to support and implement the goals of the Plan, specifically within commercial areas and to improve conditions in neighborhoods. Climate resiliency and infrastructure strategies are accomplished through a variety of activities, including but not limited to all activities associated with resiliency, sustainability, infrastructure, transportation, etc. The recommendations outlined below are to increase area resiliency and associated infrastructure.

### 9.2.1. Climate Resiliency & Sustainability

- Coordinate with the City of Miami Beach on communication strategies and traffic mitigation efforts related to CRA-located sea-rise projects.
- Develop a climate resiliency incentive program to assist residential and commercial property owners with applicable capital improvements.
- Create developer, property owner, and homeowner incentives for certified green building design elements, energy efficiency upgrades, and the incorporation of renewable energy sources.
- Encourage “adaptive reuse” for existing buildings to attract new markets and investment.
- Establish CRA project goals for U.S. Green Building Council LEED and/or International Living Future Institute Petals Certification.



- Support initiatives such as the City's Strategic Plan through the Lens of Resilience, Resilient 305 Strategy, Road Elevation, and Neighborhood Improvement Project and Neighborhood Prioritization Concept Plans, Urban Forestry Master Plan, Climate Action Plan, Energy Economic Zone Work Plan, BGSF Plan, and overall resilience planning efforts.
- Implement adaptation projects to address environmental change including raising streets and seawalls, ecosystem restoration and enhancements including dune restoration, and constructing pump systems.
- Work with City, County, and other utility providers to increase awareness on utility usage surveys and assessments.
- Encourage water reuse systems for irrigation when available and economically feasible.
- Recruit financial institutions to provide financing options for residential and commercial energy and water efficiency, renewable energy and water quality projects with applicants adhering to the financial institution's requirements.
- Work with housing organizations to encourage energy saving measures in their projects.

#### 9.2.2. Infrastructure & Transportation

- Partner with the City's Department of Transportation to fund and implement projects in the 2016 Transportation Master Plan and Bicycle/Pedestrian Master Plan related to the existing street grid gaps and proposed mobility enhancements. Funding may be used to implement projects resulting from future updates to these plans.
- Undertake streetscape improvement projects to have multi-modal streets and include bicycle lanes which may be protected, pedestrian lighting, on-street parking, wide sidewalks, shade trees, landscape, site furnishings, ADA improvements, in-pavement crosswalk lighting, and other Complete Street elements.
- Partner with the City to identify on-street parking spaces for temporary or permanent conversion to parklets for commercial or recreational space.
- Reconfigure, redesign or remove street front surface parking lots and explore funding parking structures and garages at locations identified in Plan NoBe or otherwise.
- Implement design restrictions and guidelines for parking garages to encourage future adaptability and/or repurposing.
- Partner with entities, organizations or agencies to fund electric vehicle charging stations with a focus on Level II or faster.
- Work with the City to identify opportunities for underground utilities, and increase in water and sewer capacity.
- Expand green spaces and tree canopy along corridors to manage stormwater while also improving quality of life through cooling streets and sidewalks to promote walkability and bikeability.
- Partner to fund utility, drainage and street elevation projects for major thoroughfares.
- Create more mobility options including but not limited to adding new crosswalks, protected bike lanes/ways, and bike parking.



- Work with Miami-Dade County Transit and the City to construct new exclusive/dedicated transit lanes (for buses), study mass transit options, and implement other traffic flow improvements or traffic reduction initiatives, and ensure bus stops have shade cover, seating, weather protection, and lighting.
- Coordinate with FDOT (Florida Department of Transportation), the City, and the County on streetscape improvements to major thoroughfares.
- Partner on renovations or enhancement to bridge.
- Partner with the City to identify and secure appropriate storage for city vehicles and equipment or beautify existing storage area.
- Contract with ride share and other mobility vendors to provide short distance rides from North Beach to places of employment, entertainment, education, recreation, shopping, and other important destinations.
- Support the City's capital improvement plan, Blue/Green Plan and Urban Forestry Master Plan as allowed by statute.
- Encourage connectivity between the CRA's sub-areas.
- Install landscaping as needed to improve an area's attractiveness.

### 9.3. Redevelopment Goal 3: Strengthen Cultural Arts, Branding & Marketing, and Communication

The key to accomplishing the CRA's goals begins with asset identification and positioning to tell the story of what makes the Redevelopment Area unique and ripe for investment. Given the area's proximity to other destination locations, it is critical to develop and communicate an authentic brand featuring the area's unique assets. This is accomplished through a variety of activities, including but not limited to all activities associated with arts and cultural heritage, branding, marketing, communications, etc.

#### 9.3.1. Cultural Tourism

Cultural & Heritage Tourism is an economic driver for communities. Destination cultural assets present opportunities for rehabilitation, restoration, investment, and development. The North Beach CRA can capitalize on North Beach's history and cultural assets to position the district for additional cultural tourism. The CRA has an opportunity to capitalize on these assets through a variety of activities, including but not limited to the recommendations outlined below to impact cultural tourism.

- Leverage arts and culture as a key community development strategy and a core sector of comprehensive community planning and development.
- Understand, access and engage community members who are not traditionally included in cultural community development projects.
- Employ arts and culture as an agent in creating equitable community development.
- Work with the City's Art in Public Places program to bring public art to key gateways and corridors.
- Support and enhance cultural facilities, venues, and assets through cultural tourism and programming.
- Preserve and protect Miami Mid-Century Modern (MiMo) structures.



- Work with and support the City in the creation of development and architectural guidelines to support brand identity.
- Encourage and support the development and/or rehabilitation of cultural facilities including galleries, artist incubators, studios, performing art spaces, a cultural center and other public spaces.
- Encourage and support the recruitment of cultural partners and performing arts organizations.
- Invest and assist in cultivating, preserving and enhancing the artist community.
- Partner on city, county, and state tourism co-op marketing programs.
- Develop Investment Tourism marketing materials and cultural guides for visitors who may be potential business owners, homebuyers, and redevelopment project investors.
- Explore opportunities to partner or collaborate with cultural organizations with emphasis on those based in Miami Beach.
- Promote hotels, restaurants and retailers with area cultural tours and food fairs or other similar programs.

### 9.3.2. Branding

Defining and communicating the North Beach CRA brand is crucial for the successful implementation of the Plan to address the needs of residents and stakeholders. Developing the brand identity involves tactics and tools, including but not limited to the below recommendations.

- Develop a logo, campaign strategy, and signage including for outreach and relationship-building to multilingual stakeholders and residents.
- Produce a full marketing campaign that “tells the story” of the North Beach CRA’s aspirational identity, brand, position, and opportunities.
- Host a brand launch for the community.
- Design and install branded light-pole banners in strategic areas.
- Design and implement a comprehensive wayfinding signage program, including but not limited to, lighted street name signs, entry and exit wayfinding signs visible at night, and lighted public art that serves as wayfinding and district identity. Temporary banners may supplement or provide an alternative to wayfinding.
- Identify locations for “district identity” physical landmarks and gateways.
- Work with the City to develop branded development and construction signs to highlight CRA-funded projects and initiatives.

### 9.3.3. Marketing & Communications

Strategies to effectively communicate the vision for the Redevelopment Area as a vibrant destination for culture, arts, and activities should be implemented to broaden the appeal of living, working, and shopping in the North Beach CRA. It is recommended the CRA execute a variety of activities, including but not limited to the recommendations outlined below to drive communication efforts.



- Develop an annual strategic marketing plan that identifies goals and objectives for a comprehensive marketing and communications plan supporting the specific redevelopment projects and programs outlined in this Plan.
- Design collateral materials for events, cultural and public assets, leasing packages, opportunity site brochures, etc.
- Attend national and regional real estate and tradeshow events to market opportunities within the CRA.
- Actively market and promote stories, milestones, community events, opportunities, and successes from within the CRA's boundaries to residents and stakeholders through newsletter (printed and digital), social media, press releases and website.
- Communicate with the City, County, and other organizations to advocate the CRA's vision and brand promise.
- Launch a comprehensive social media campaign on Facebook, Instagram, Twitter and YouTube or other social media platforms that exist or may come into existence or trend during the implementation of this plan.
- Update the CRA's website per Florida Statute 189.069 and increase digital presence utilizing new brand standards guide, keywords and comprehensive messaging strategy.
- Build and maintain a resident and visitor database (at events, online, etc.) for CRA communications.
- Include a multilingual and multicultural communications program for outreach and relationship building to the various North Beach CRA stakeholders and communications outlets including, but not limited to residents, homeowner associations, neighborhood associations, business owners, tourist attractions and tourists, regional and statewide welcome centers, government leadership, law enforcement offices, real estate owners and developers, bankers, and financial institutions, etc.

#### 9.3.4. Implement Neighborhood Program to spur community engagement and collaborations, Promotional Activities and Events

The CRA should produce events and activities that further the work outlined in this Plan to increase awareness about the Area's aspirational brand and position itself to attract new investment, businesses, development, and cultural arts venues through a variety of activities, including but not limited to the recommendations outlined below for activities and events.

- Develop signature community events that promote community pride, especially related to Miami Mid-Century Modern (MiMo) architecture, the arts, culture, music and history, and encourage resident participation throughout the Redevelopment Area.
- Create economic development opportunities for local businesses to increase their client bases during community celebrations.



## 9.4. Redevelopment Goal 4: Protect and Enhance the Neighborhood Character

Neighborhood character involves the look, feel, and movement within a residential area. It involves all aspects of land use, lot size, structure heights, and greenery, while also looking at business uses, walkable main streets, safe alleyways, and automobile traffic flow. Implementation strategies must work to preserve and enhance what residents value in the neighborhood, while also working to improve on or add what is missing. This is accomplished through a variety of activities, including but not limited to all activities associated with protecting and enhancing the neighborhood character. Strategies related to neighborhood character are those including but not limited to the recommendations below.

- Develop incentive programs to rehabilitate and preserve existing housing stock and/or develop new housing stock.
- Create infill housing programs to increase residential projects on existing residential sites.
- Support affordable homeownership opportunities through first-time homebuyer, down-payment and utility assistance programs.
- Create programs and incentive to increase affordable and workforce housing, mixed-income projects, mixed-use projects.
- Create programs and incentives to mitigate the costs of historic preservation and rehabilitation.
- Create programs and incentives to promote age in place opportunities for existing and new housing stock.
- Capitalize on and preserve Miami's Mid-Century Modern (MiMo) prevailing design aesthetic exhibited by North Beach's historic buildings.
- Partner with the Miami Beach Housing Authority and the City's Housing and Community Services Department to protect existing residents and provide affordable housing and homeownership opportunities.
- Work with the City to ensure property owners are meeting code compliance standards and implement remedies.
- Partner with the City to explore creation of Transfer of Development Rights (TDR) Districts noting that any such action would require voter referendum approval.

### 9.4.1. Key Sub-Areas for Phase I Redevelopment

As noted earlier in the *Neighborhood Analysis* section, there are a few neighborhood sub-areas that have key commercial hubs or real estate assets in the North Beach CRA where a critical mass of improvements will indicate the area is changing for the better. These sub-areas include Town Center, Normandy Isle Fountain Area, North Shore and the West Lots. The following high-level overviews and associated implementation strategies are critical for revitalization of these sub-area or neighborhoods.



## Town Center

The creation of a Town Center was first presented in a 2007 concept plan and then further developed in the 2016 Plan NoBe. The vision is to take the existing commercial hub of North Beach and transform it into a compact, pedestrian-friendly town center that is vibrant, dynamic, and includes a mix of uses with an attractive residential living environment, compatible office uses, and neighborhood-oriented commercial services in medium-scale density. There are a number of short-term and long-term strategies to bring the Town Center concept to fruition.

- Promote a diverse mix of residential, business, commercial, office, institutional, educational, and cultural and entertainment activities for workers, visitors, and residents.
- Encourage pedestrian-oriented development within walking distance of transit opportunities at densities and intensities to support transit usage and Town Center businesses.
- Partner with the City and County to provide a balanced mix of transportation options, including efficient buses, a connected bike network, walkable streets, and a connected street network for all modes of travel.
- Provide opportunities for live/work/play lifestyles and increase the availability of affordable residential and Class A office space.
- Create a place that represents a unique, attractive, and memorable destination for residents and visitors.
- Enhance the community's character through the promotion of high-quality urban design and creative placemaking.
- Support creation of a walkable main street.
- Enhance and expand canopy tree coverage.
- Encourage and support street raising for resiliency to sea level rise.
- Design and construct streetscape improvement projects along major streets and corridors in the Town Center to create walkable streets and provide dining, activation, and retail at ground level.
- Utilize City assets for productive development purposes.
- Work with development community to bring infill projects that remove gaps and discontinuity in the pedestrian experience.
- Partner with property owners to screen parking garages and surface lots from view on the street.
- Work with banks, developers, and property owners to redevelop non-historic, under-performing, one-story structures with multi-story mixed-use, resilient, and energy-efficient buildings.
- Work with the City to:
  - Establish Design Guidelines.
  - Set additional ten-foot setback for new buildings (at key locations) to accommodate wider sidewalks for outdoor dining.



- Prevent new buildings, especially parking facilities, from presenting a back or side to existing street fronts.
- Maintain limited or reduce parking requirements.

#### Normandy Isles - Fountain Area

The 2016 Plan NoBe set the vision for the Normandy Isles Fountain Area to become a vibrant, pedestrian-oriented shopping district with a combination of protection and enhancement. The Fountain area needs to transition from its current automobile-centric layout to accommodate pedestrian movement and transit connectivity.

- Redesign Normandy Drive and 71<sup>st</sup> Street to include wider sidewalks for pedestrians, on-street parallel parking, two traffic lanes, dedicated transit lanes, additional crosswalks, and protected bike facilities.
- Support redevelopment of sites around the fountain to include retail, Class A office space, and residential.
- Integrate the fountain parcel with the rest of the block.
- Encourage shopfronts on the ground floor and residences above.
- Enhance Maimonides Street to upgrade it from alleyway to inviting space with elements like murals, trees, kiosks, areas for outdoor dining, whimsical lighting, art installations, and other beautification efforts.

#### West Lots

As explained in *Neighborhood Analysis* section, the West Lots are eight city-owned parcels encompassing 9.43 acres that contain vacant sites, surface parking lots, a skate park, and the City's Ocean Rescue Headquarters among other temporary uses. The June 2018 Plan for the West Lots envisioned low-impact, active, civic, and social uses along with public art, resiliency, and sustainability elements on the parcels. The G.O. Bond project #29 has allocated funding for this purpose.

- Support development of active public uses like green spaces, splash pads, athletic fields, exercise equipment, and other recreation facilities and amenities.
- Engage in public-private partnerships to produce revenue generating uses to increase residential, commercial, and recreational opportunities.
- Provide active uses like markets, commercial village, and hospitality facilities to support the neighboring passive park.
- Incorporate resilience and sustainability elements.
- Improve parking and transit access.

#### North Shore

The final highlighted sub-area is the North Shore neighborhood, situated between the ocean and the Tatum Waterway and extends from the Town Center to the northern border of Miami Beach at 87<sup>th</sup> Terrace. North Shore is characterized by multifamily housing of relatively low height – two to four stories. Given that the majority of



the North Shore neighborhood falls within the National Register designation, preservation and restoration strategies will be critical, along with workforce housing initiatives.

- Create incentive programs for owners to preserve, restore, and rehabilitate historic structures.
- Incorporate historic assets in branding and marketing initiatives.
- Partner with multifamily property owners to retain affordable and workforce housing offerings.
- Work with the private sector or public partners, like the City of Miami Beach Housing Authority to construct new workforce housing and affordable housing.

## 9.5. Redevelopment Goal 5: Improve the Quality of Life for Residents and Visitors

Quality of Life measures are highly subjective, but almost always include measures related to access to parks, health and well-being, and neighborhood safety. This is accomplished through a variety of activities, including but not limited to all activities associated with quality of life, community spaces, safety, etc. The recommendations outlined below impact the Quality of Life for residents and visitors.

### 9.5.1. Community Spaces

- Partner with the City to implement projects identified in the 2020 Parks and Recreation Master Plan to define the North Beach recreation corridor.
- Partner with horticultural organizations to construct community gardens in parks throughout the Redevelopment Area.
- Promote the health and well-being of residents by encouraging physical activity, alternative transportation, and greater social interaction.
- Improve pedestrian pathways along waterways.
- Explore the feasibility of restoring the Log Cabin in the North Beach Oceanside Park, with funds from G.O. Bond project #27.
- Develop green space throughout the CRA, such as parks, parklets, plazas, alleyways, and pocket parks.
- Work with the City to ensure streets are maintained and cleaned regularly.
- Work with the City to ensure landscaping is maintained on a regular basis.

### 9.5.2. Safety

- Work with the Miami Beach Police Department (MBPD) or ambassador programs to develop and implement community policing innovations.
- Support and adopt safety programs and activities through CPTED (Crime Prevention Through Environmental Design).
- Work with neighborhood groups, residents, and the Miami Beach Police Department to establish or reignite a Neighborhood Watch program.



- Work with the Miami Beach Code Compliance Department to highlight opportunities and address code-related concerns.
- Install lighting to encourage activation and enhance public safety.

## 9.6. Redevelopment Goal 6: Leveraging Resources for Community Redevelopment

Redevelopment activities can be funded through many means including the North Beach CRA Trust Fund, grants, and financing. This is accomplished through a variety of activities, including but not limited to all activities associated with funding redevelopment. The CRA may need to leverage its annual TIF funding to implement large scale capital projects. Should the CRA choose to bond or incur other debt to complete capital projects, a dedicated revenue source in the annual budget will need to be identified for debt service. The CRA can also utilize the following funding mechanisms for redevelopment:

- **Private Investment:** Many CRAs and other districts design business attraction programs with developer entitlements and financial incentives in mind to fund public improvements and infrastructure with private investment.
- **Community Benefits Agreements:** Municipalities routinely partner with developers to encourage design and/or construction of parks and other public facilities and infrastructure projects providing community benefit.
- **Revenue Sharing:** Through Public Private Partnerships, CRAs frequently participate in revenue sharing projects for long-term benefits and self-sustainability.
- **Transit Oriented Development (TOD) Funding:** Transit-Oriented Development funding is available through state and federal sources for mixed-use development projects tied to increasing use of public transit, providing greater access to retail offerings, increasing access to job centers, and providing affordable housing in close proximity to employment centers.
- **Community Development Block Grants:** CDBG funding is available for eligible projects through Miami Dade County and the City. The program funds can be used: to build community facilities, roads, parks; to repair or rehabilitate housing; to provide new or increased public services to residents; or to fund initiatives that generate or retain new jobs.
- **Housing and Urban Development Grants and Loans:** The U.S. Department of Housing and Urban Development (HUD) provides low-interest loans to local governments for the implementation of capital projects for revitalization and economic development, including streetscape and infrastructure improvements. These loans can be supplemented by Economic Development Initiative (EDI) grants from HUD.
- **Department of Economic Opportunity Grants:** The Florida Department of Economic Opportunity (DEO) provides grants to local governments for the planning and implementation of economic development initiatives. Grants are usually in the \$40,000 range.
- **Business Improvement District:** This is a long-term goal. With a BID in mind down the road, the CRA's business retention and attraction program should focus on existing businesses and building



relationships for implementation. A BID can provide funding support for the continuity of some CRA programs after the CRA sunsets and increment revenue is no longer available.

- **New Markets Tax Credits:** This federal program incentivizes business and real estate investment in low-income communities of the United States via a federal tax credit. It is administered by the U.S. Treasury Department's Community Development Financial Institutions Fund and allocated by local Community Development Entities across the United States.
- **Economic Development Agency:** Public Works program investments help facilitate the transition of communities from being distressed to becoming competitive by developing key public infrastructure, such as technology-based facilities that utilize distance learning networks, smart rooms, and smart buildings; multitenant manufacturing and other facilities; business and industrial parks with fiber optic cable; and telecommunications and development facilities. In addition, EDA invests in traditional public works projects, including water and sewer systems improvements, stormwater system improvements, industrial parks, business incubator facilities, expansion of port and harbor facilities, skill-training facilities, and brownfields redevelopment.
- **Economic Development Transportation Fund:** The Economic Development Transportation Fund, commonly referred to as the "Road Fund," is an incentive tool designed to alleviate transportation problems that adversely impact a specific company's location or expansion decision. The award amount is based on the number of new and retained jobs and the eligible transportation project costs, up to \$3 million. The award is made to the local government on behalf of a specific business for public transportation improvements.
- **Brownfield Incentives:** Florida offers incentives to businesses that locate on a brownfield site with a Brownfield Site Rehabilitation Agreement (BSRA).

The following projected costs for redevelopment projects conceived for the Redevelopment Area do not reflect a ranked listing of projects to be budgeted using TIF revenue exclusively. Rather, the projects (capital and otherwise) outlined below include identified redevelopment opportunities in addition to the strategies and initiatives outlined within the Plan.



The projects listed in Figure 33 are to illustrate all known redevelopment opportunities at this time, including City projects, but may change in the future depending on market conditions and community priorities.

FIGURE 33: PROJECTED REDEVELOPMENT COSTS

Project Name	Location	Project Cost
<b>Infrastructure and Resiliency</b>		
Normandy Isle resiliency: elevate roads, stormwater, neighborhood improvements	Normandy Isle	\$ 50,000,000
Town Center resiliency: elevate roads, stormwater pumps, capacity improvements	Town Center	\$ 30,000,000
Landscape improvements (above ground)	71st St Street	\$ 10,000,000
Water Towers replacement / pump stations	75th Street and Dickens Ave	\$ 10,000,000
Public seawalls (Living Shoreline)	Seawall (72nd to 77th Street)	\$ 6,000,000
North Beach Oceanside Park enhancement and improvements	North Beach Oceanside Park	\$ 5,000,000
Landscape (underground) water storage and street protection (suspended pavement)	North & South of 71 Street	\$ 5,000,000
Neighborhood design and traffic measures	CRA districtwide	\$ 4,000,000
North Beach Oceanside Park Beachwalk (w/G.O. Bond)	North Beach Oceanside Park	\$ 2,200,000
Unidad facility improvements	Senior Center	\$ 3,000,000
Bandshell renovations and improvements	73rd Street	\$ 2,000,000
Beachwalk security cameras	63rd-8700 Block	\$ 1,900,000
Seawalls (private property)	waterfront	TBD
Canal dredging	72nd - 77th	TBD
Waterway restoration	CRA districtwide	TBD
<b>G.O. Bond Projects</b>		
North Shore Park and Youth Center	North Shore Park and Youth Center	\$ 5,725,000
North Beach Oceanside Park Beachwalk	North Beach Oceanside Park	\$ 2,000,000
Log Cabin	West Lots	\$ 1,076,000
72nd Street Community Complex	72nd Street	\$ 53,800,000
West Lots	West Lots	\$ 5,000,000
Skate Park	West Lots	\$ 750,000
Ocean Rescue North Beach Facility	North Beach Oceanside Park	\$ 5,000,000
North Shore Neighborhood Tree Canopy & Lighting	North Shore	\$ 8,000,000
<b>Transportation and Mobility</b>		
Transit lanes	Collins Avenue/Indian Creek Drive and Harding/Collins Ave	\$ 13,200,000
West Lots Temporary Parking Lot	West Lots	TBD
West Lots parking garage	West Lots 79 -87th Streets	\$ 35,000,000
Intermodal facility	North Beach Intermodal Facility	\$ 10,000,000
Street Smart lighting	CRA districtwide	\$ 7,800,000
Neighborhood traffic calming, protected bike lanes and pedestrian-friendly streets	CRA districtwide	\$ 8,600,000
Paving of streets and sidewalks	CRA districtwide	\$ 6,000,000
Neighborhood Greenways	North Beach and Blamitz Drive	\$ 4,900,000
71st Street bridge enhancement	71st St Bridge	\$ 4,000,000
Street intersection improvements	Dickens Avenue and 71st Street	\$ 700,000
<b>Housing &amp; Historic Preservation</b>		
Attainable housing program	Building acquisition, development and physical improvements to existing	\$ 41,104,000
Historic Preservation measures	Façade preservation, resilience, ADA and life safety upgrades	\$ 15,000,000
Resilient design: commercial façade improvement program	Normandy Isle, 63-72nd and Collins	\$ 10,000,000
Code Compliance initiatives	CRA districtwide	\$ 2,700,000
<b>Economic Development and Community Revitalization</b>		
Economic Development Initiatives	Business attraction and investment programs	\$ 25,000,000
Cultural asset investment (i.e. the Byron Carlyle theater)	CRA districtwide	TBD
Community Policing Initiatives	CRA districtwide	\$ 4,350,000
72nd Street Community Complex (w/G.O. Bond)	72nd Street	\$ 10,000,000
<b>TOTAL</b>		<b>\$ 408,805,000</b>



### Financing and Implementation Plan

Although the CRA is required by the Act to produce an annual budget for expenditures from the CRA Trust Fund, it is recommended to develop a five-year or multi-year implementation strategy with corresponding funding as part of the budgeting process to help guide the redevelopment program. Implementation of the CRA's programs and execution of the CRA Redevelopment Plan Goals and Implementing Strategies will be accomplished through the powers and authority vested to all CRAs by state law, the Interlocal Agreement, and through regulatory language adopted specifically for this Plan.



## 10. Financial Analysis

This section provides an analysis of possible TIF revenue available to the North Beach CRA as its income over time under conservative, but reasonable, estimates of incremental real estate tax values growth within the Redevelopment Area. Note that this assessment only includes projections based upon the existing stock of taxable real estate and does not include real estate projects in the development or permitting pipeline (because those projects may never actually be built).

### 10.1. A Tax Increment Financing (TIF) Overview

The tax increment that Tax Increment Financing ("TIF") uses to fund economic development initiatives in the Redevelopment Area is based on the growth over a base year taxable value for real estate within a defined area.

The simplest way to understand how TIF financing works is to assume that an example property has a tax bill in 2020 of \$1000, but \$1100 in 2021. The 2020 tax bill of \$1000 is the base year. Any growth above this value is what is shared with the CRA for its funding stream. In the example above, the \$100 more paid in 2021 is the increment in that year. This process multiplied by all of the properties in the established Redevelopment Area is what provides the funding source for the CRA's activities over the 30-year term of the agency.

The positive growth in real estate values within the designated CRA area is then allocated by formula to the CRA and the taxing authorities. The available increment in a given year is reduced by an administrative fee and the remainder is shared between the city, county and Redevelopment Area by a percentage that has yet to be determined for the North Beach CRA.

FIGURE 34: RECENT TAXABLE VALUE HISTORY IN THE REDEVELOPMENT AREA

Use	Base Year						
	2014	2015	2016	2017	2018	2019	2020
BURIAL GROUND OR VAULT : REPAIRS - NON AUTOMOTIVE	\$ 1,530,650	\$ 1,683,715	\$ 1,852,086	\$ 2,037,294	\$ 1,445,000	\$ 1,589,500	\$ 1,748,450
COOPERATIVE - RESIDENTIAL : COOPERATIVE - RESIDENTIAL	\$ 226,895	\$ 246,566	\$ 254,775	\$ 279,862	\$ 307,315	\$ 761,729	\$ 836,661
EDUCATIONAL/SCIENTIFIC - EX : EDUCATIONAL - PRIVATE	\$ 143,156	\$ 157,471	\$ 173,218	\$ 181,476	\$ 181,431	\$ 199,574	\$ 214,296
FINANCIAL INSTITUTION : OFFICE BUILDING	\$ 8,201,728	\$ 8,093,167	\$ 9,892,482	\$ 12,322,321	\$ 14,988,886	\$ 15,849,751	\$ 16,564,672
HOTEL OR MOTEL : COMMERCIAL - TOTAL VALUE	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
HOTEL OR MOTEL : CONDOMINIUM - TIMESHARING	\$ 9,720,123	\$ 10,889,922	\$ 11,745,792	\$ 12,990,074	\$ 14,471,177	\$ 15,917,723	\$ 16,334,877
HOTEL OR MOTEL : HOTEL	\$ 128,610,801	\$ 128,492,879	\$ 129,595,427	\$ 136,789,693	\$ 107,295,411	\$ 116,460,916	\$ 117,699,440
LIGHT MANUFACTURING : LIGHT MFG & FOOD PROCESSING	\$ 496,137	\$ 545,750	\$ 600,325	\$ 645,012	\$ 643,306	\$ 645,788	\$ 644,060
MIXED USE-STORE/RESIDENTIAL : MIXED USE - COMMERCIAL	\$ 7,741,570	\$ 8,232,725	\$ 9,700,683	\$ 10,157,974	\$ 10,668,011	\$ 11,452,996	\$ 12,003,837
MIXED USE-STORE/RESIDENTIAL : MIXED USE - RESIDENTIAL	\$ 4,496,017	\$ 7,055,338	\$ 7,630,977	\$ 7,974,142	\$ 7,456,329	\$ 8,233,938	\$ 8,654,833
MIXED USE-STORE/RESIDENTIAL : RETAIL OUTLET					\$ 1,255,650	\$ 1,381,215	\$ 1,519,336
MULTIFAMILY 10 UNITS PLUS : MULTIFAMILY 3 OR MORE UNITS	\$ 64,823,643	\$ 70,880,044	\$ 77,868,143	\$ 86,455,440	\$ 134,743,106	\$ 148,800,439	\$ 159,409,377
MULTIFAMILY 2-9 UNITS : 2 LIVING UNITS	\$ 582,101	\$ 1,159,501	\$ 1,262,119	\$ 1,327,169	\$ 1,403,700	\$ 1,529,737	\$ 1,663,696
MULTIFAMILY 2-9 UNITS : MULTIFAMILY 3 OR MORE UNITS	\$ 38,496,180	\$ 43,934,911	\$ 47,468,959	\$ 51,055,735	\$ 70,687,691	\$ 77,666,964	\$ 83,527,217
OFFICE BUILDING - MULTISTORY : OFFICE BUILDING	\$ 7,013,530	\$ 8,576,876	\$ 10,205,590	\$ 14,074,378	\$ 12,823,292	\$ 13,871,720	\$ 14,841,947
OFFICE BUILDING - ONE STORY : OFFICE BUILDING	\$ 6,016,364	\$ 6,617,997	\$ 9,109,096	\$ 9,501,666	\$ 8,732,242	\$ 9,970,878	\$ 10,442,599
PARKING LOT/MOBILE HOME PARK : PARKING LOT	\$ 14,445,889	\$ 15,643,706	\$ 20,197,926	\$ 25,906,782	\$ 32,030,790	\$ 34,261,736	\$ 36,782,432
PROFESSIONAL SERVICE BLDG : OFFICE BUILDING	\$ 2,108,862	\$ 2,368,775	\$ 2,517,329	\$ 2,630,458	\$ 2,723,719	\$ 2,870,681	\$ 2,886,565
RESIDENTIAL - SINGLE FAMILY : 1 UNIT	\$ 2,417,117	\$ 2,995,567	\$ 3,170,841	\$ 3,272,514	\$ 4,527,310	\$ 4,739,809	\$ 4,938,942
RESIDENTIAL - TOTAL VALUE : CONDOMINIUM - RESIDENTIAL	\$ 296,115,410	\$ 330,595,678	\$ 360,980,805	\$ 384,192,028	\$ 414,443,975	\$ 707,216,445	\$ 750,163,247
RESIDENTIAL - TOTAL VALUE : CONDOMINIUM - TIMESHARING	\$ 75,798	\$ 76,678	\$ 79,338	\$ 82,054	\$ 84,563	\$ 87,657	\$ 89,584
RESTAURANT OR CAFETERIA : RETAIL OUTLET	\$ 9,531,126	\$ 11,245,979	\$ 12,421,682	\$ 13,559,428	\$ 17,498,270	\$ 18,012,711	\$ 18,544,361
SERVICE STATION : SERVICE STATION - AUTOMOTIVE	\$ 5,411,777	\$ 5,952,953	\$ 6,471,656	\$ 7,092,674	\$ 7,637,368	\$ 8,401,103	\$ 9,241,211
STORE : COMMERCIAL - TOTAL VALUE	\$ 1,532,252	\$ 1,685,477	\$ 1,854,024	\$ 2,039,426	\$ 2,243,368	\$ 2,467,704	\$ 2,714,474
STORE : CONDOMINIUM - COMMERCIAL	\$ 5,109,983	\$ 5,291,112	\$ 9,432,528	\$ 9,515,312	\$ 9,198,518	\$ 10,760,687	\$ 11,247,492
STORE : RETAIL OUTLET	\$ 42,628,218	\$ 50,135,069	\$ 52,935,689	\$ 56,784,092	\$ 100,924,492	\$ 107,467,013	\$ 112,331,829
SUPERMARKET : RETAIL OUTLET	\$ 16,200,000	\$ 17,820,000	\$ 17,521,265	\$ 19,273,391	\$ 21,200,730	\$ 21,814,000	\$ 21,814,000
UTILITY : UTILITY	\$ 7,091,315	\$ 7,800,446	\$ 8,580,489	\$ 9,235,803	\$ 9,608,483	\$ 10,469,180	\$ 10,920,122
VACANT LAND - COMMERCIAL : EXTRA FEA OTHER THAN PARKING	\$ 19,132,235	\$ 19,165,240	\$ 19,208,387	\$ 19,255,852	\$ 19,308,066	\$ 19,365,505	\$ 19,428,691
VACANT LAND - COMMERCIAL : VACANT LAND	\$ 11,394,045	\$ 12,488,728	\$ 13,786,044	\$ 16,280,356	\$ 18,014,158	\$ 20,958,979	\$ 23,229,005
VACANT RESIDENTIAL : CONDO						\$ 2,820,466	\$ 2,820,466
WAREHOUSE TERMINAL OR STG : WAREHOUSE OR STORAGE	\$ 2,700,000	\$ 2,870,000	\$ 2,843,500	\$ 3,127,850	\$ 3,440,635	\$ 3,784,698	\$ 4,163,167
<b>Grand Total</b>	<b>\$ 714,394,322</b>	<b>\$ 784,102,270</b>	<b>\$ 849,761,185</b>	<b>\$ 918,440,256</b>	<b>\$ 1,050,369,962</b>	<b>\$ 1,400,232,242</b>	<b>\$ 1,477,620,686</b>



For the Redevelopment Area, the recent comparative history of the area's taxable values shows a varying growth pattern of taxable value that the recent COVID-induced economic slowdown has likely exacerbated (see Figure 34). For 2020, the total taxable value of all real estate in the Redevelopment Area is \$1.47 billion USD. Projections of tax increments shown in this plan begin from this base year and value<sup>2</sup>.

Annual property tax assessments are generally based on market data, such as sales, income information and the condition of the property.

Understanding the composition of the taxable basis is important for a variety of reasons, but primarily because it shows where economic development initiatives may have the most immediate and far-reaching impacts on the tax increment's size and growth rate.

The 2020 taxable values by use (Figure 35) show that 83% of all property taxes in the Redevelopment Area come from just five uses, and nearly half of the taxable values are derived from residential condominiums.

FIGURE 35: TAXABLE VALUE CONTRIBUTIONS BY REAL ESTATE USES

Use	Value	Incremental	Cumulative
RESIDENTIAL - TOTAL VALUE : CONDOMINIUM - RESIDENTIAL	\$750,163,247	50.8%	50.8%
MULTIFAMILY 10 UNITS PLUS : MULTIFAMILY 3 OR MORE UNITS	\$159,409,377	10.8%	61.6%
HOTEL OR MOTEL : HOTEL	\$117,699,440	8.0%	69.5%
STORE : RETAIL OUTLET	\$112,331,829	7.6%	77.1%
MULTIFAMILY 2-9 UNITS : MULTIFAMILY 3 OR MORE UNITS	\$83,527,217	5.7%	82.8%
PARKING LOT/MOBILE HOME PARK : PARKING LOT	\$36,782,432	2.5%	85.3%
VACANT LAND - COMMERCIAL : VACANT LAND	\$23,229,005	1.6%	86.8%
SUPERMARKET : RETAIL OUTLET	\$21,814,000	1.5%	88.3%
VACANT LAND - COMMERCIAL : EXTRA FEA OTHER THAN PARKING	\$19,428,691	1.3%	89.6%
RESTAURANT OR CAFETERIA : RETAIL OUTLET	\$18,544,361	1.3%	90.9%
FINANCIAL INSTITUTION : OFFICE BUILDING	\$16,564,672	1.1%	92.0%
HOTEL OR MOTEL : CONDOMINIUM - TIMESHARING	\$16,334,877	1.1%	93.1%
OFFICE BUILDING - MULTISTORY : OFFICE BUILDING	\$14,641,947	1.0%	94.1%
MIXED USE-STORE/RESIDENTIAL : MIXED USE - COMMERCIAL	\$12,003,837	0.8%	94.9%
STORE : CONDOMINIUM - COMMERCIAL	\$11,247,492	0.8%	95.7%
UTILITY : UTILITY	\$10,920,122	0.7%	96.4%
OFFICE BUILDING - ONE STORY : OFFICE BUILDING	\$10,442,599	0.7%	97.1%
SERVICE STATION : SERVICE STATION - AUTOMOTIVE	\$9,241,211	0.6%	97.7%
MIXED USE-STORE/RESIDENTIAL : MIXED USE - RESIDENTIAL	\$8,654,833	0.6%	98.3%
RESIDENTIAL - SINGLE FAMILY : 1 UNIT	\$4,938,942	0.3%	98.7%
WAREHOUSE TERMINAL OR STG : WAREHOUSE OR STORAGE	\$4,163,167	0.3%	98.9%
PROFESSIONAL SERVICE BLDG : OFFICE BUILDING	\$2,886,565	0.2%	99.1%
VACANT RESIDENTIAL: CONDO	\$2,820,466	0.2%	99.3%
STORE : COMMERCIAL - TOTAL VALUE	\$2,714,474	0.2%	99.5%
BURIAL GROUND OR VAULT : REPAIRS - NON AUTOMOTIVE	\$1,748,450	0.1%	99.6%
MULTIFAMILY 2-9 UNITS : 2 LIVING UNITS	\$1,663,696	0.1%	99.7%
MIXED USE-STORE/RESIDENTIAL : RETAIL OUTLET	\$1,519,336	0.1%	99.9%
COOPERATIVE - RESIDENTIAL : COOPERATIVE - RESIDENTIAL	\$836,661	0.1%	99.9%
LIGHT MANUFACTURING : LIGHT MFG & FOOD PROCESSING	\$644,060	0.0%	100.0%
HOTEL OR MOTEL : COMMERCIAL - TOTAL VALUE	\$400,000	0.0%	100.0%
EDUCATIONAL/SCIENTIFIC - EX : EDUCATIONAL - PRIVATE	\$214,296	0.0%	100.0%
RESIDENTIAL - TOTAL VALUE : CONDOMINIUM - TIMESHARING	\$89,584	0.0%	100.0%

<sup>2</sup> Note that the final determination of the Base Year for the North Beach CRA has yet to be made. If the Base year is determined to be 2021, versus 2020 (as shown here), then the figures and projections would change to reflect growth from that baseline.



Summing the three different residential types (condominiums, multi-family of 10 or more units and multi-family of 9 or less) to give a total residential value in the top five provides 67.3% of all property taxes. Hotels provide 8.0% and retail a further 7.6%.

Expanding and broadening the tax base in the Redevelopment Area is a worthwhile goal on its own and a proven mechanism to add to the tax increment by adding new and renovated properties to the existing stock of buildings.

## 10.2. Projected TIF Proceeds Over Time

### 10.2.1. Base Year Amount

Examination of the Base Year amount of the Redevelopment Area begins with a review of the Property Appraiser data for all parcels located within the boundaries.

These properties have a current Taxable Value of \$1.477 billion based on Miami-Dade County Property Appraiser data for 2020. When the Trust Fund for the new CRA is established, the relevant property tax values at that time will be used for CRA's Base Year.

### 10.2.2. Future Revenue Projections

The estimate of the future revenues is based on two factors:

- An annual growth rate of the Taxable Value (%)
- Millage rates (\$/\$1,000 in value)

The average valuation growth rate for existing properties within the Redevelopment Area used for this study is approximately 3.0% per year. This rate reflects the increase in value of all properties in the Redevelopment Area and is appropriate for planning purposes in order to provide a conservative projection of revenue over the CRA time horizon. Note that taxable values over time are based on both the growth rate the taxable base as well as the applicable millage rates in the Redevelopment Area. Millages have been held constant across the TIF's lifetime in these projections. This assessment does not include real estate projects in the development or permitting stages as potential projects may never be built.

### 10.2.3. Millage rates:

These rates are adopted annually and for 2020 are as follows for unincorporated Miami Beach:

- County millage rate = 0.0046669
- City millage rate = 0.0057288
- Total annual millage rate = 0.0103957

These figures exclude millage rates for debt service, misc. millage, schools, regional and county-wide and other uses.



Figure 36 shows projections of property value and property tax growth (including the tax increment at 100% of its value) in the Redevelopment Area over the next 30 years.

These forecasts can and will be updated in the future to reflect appropriate market conditions and millage rates.

In this case, the scenarios used a single 3.0% average annual growth rate to reflect a simple (but conservative) estimate for property value increases over the TIF's lifetime, knowing that actual values will be different, as the economy rises and falls.

Since market conditions are difficult to forecast over 30 years this projection baseline allows for a reasonable discussion of potential tax increment uses.

The forecasts shown in this section allow for three different potential revenue options for the CRA. The three options depend upon the final increment share after administrative fees that the CRA receives: 50% (the most conservative option); 75% (the base case); and 95% (the most far-reaching option). Each option assumes that of the total increment, the city and county take out administrative fees, then provide the CRA with 50%, 75% or 95% of the remaining revenue as the CRA's income source.

FIGURE 36: PROJECTED PROPERTY VALUE AND PROPERTY TAX INCREMENT GROWTH (AT 100%) IN THE REDEVELOPMENT AREA

	Taxable values		Property taxes		Increment	
Base year	\$	1,477,620,886	\$	15,360,903	\$	-
TIF YR 1	\$	1,521,949,513	\$	15,821,731	\$	44,328,627
TIF YR 2	\$	1,567,607,998	\$	16,296,382	\$	89,987,112
TIF YR 3	\$	1,614,636,238	\$	16,785,274	\$	137,015,352
TIF YR 4	\$	1,663,075,325	\$	17,288,832	\$	185,454,439
TIF YR 5	\$	1,712,967,585	\$	17,807,497	\$	235,346,699
TIF YR 6	\$	1,764,356,612	\$	18,341,722	\$	286,735,726
TIF YR 7	\$	1,817,287,311	\$	18,891,974	\$	339,666,425
TIF YR 8	\$	1,871,805,930	\$	19,458,733	\$	394,185,044
TIF YR 9	\$	1,927,960,108	\$	20,042,495	\$	450,339,222
TIF YR 10	\$	1,985,798,911	\$	20,643,770	\$	508,178,025
TIF YR 11	\$	2,045,372,878	\$	21,263,083	\$	567,751,992
TIF YR 12	\$	2,106,734,065	\$	21,900,975	\$	629,113,179
TIF YR 13	\$	2,169,936,087	\$	22,558,005	\$	692,315,201
TIF YR 14	\$	2,235,034,169	\$	23,234,745	\$	757,413,283
TIF YR 15	\$	2,302,085,194	\$	23,931,787	\$	824,464,308
TIF YR 16	\$	2,371,147,750	\$	24,649,741	\$	893,526,864
TIF YR 17	\$	2,442,282,183	\$	25,389,233	\$	964,661,297
TIF YR 18	\$	2,515,550,648	\$	26,150,910	\$	1,037,929,762
TIF YR 19	\$	2,591,017,168	\$	26,935,437	\$	1,113,396,282
TIF YR 20	\$	2,668,747,683	\$	27,743,500	\$	1,191,126,797
TIF YR 21	\$	2,748,810,113	\$	28,575,805	\$	1,271,189,227
TIF YR 22	\$	2,831,274,417	\$	29,433,079	\$	1,353,653,531
TIF YR 23	\$	2,916,212,649	\$	30,316,072	\$	1,438,591,763
TIF YR 24	\$	3,003,699,029	\$	31,225,554	\$	1,526,078,143
TIF YR 25	\$	3,093,810,000	\$	32,162,321	\$	1,616,189,114
TIF YR 26	\$	3,186,624,299	\$	33,127,190	\$	1,709,003,413
TIF YR 27	\$	3,282,223,028	\$	34,121,006	\$	1,804,602,142
TIF YR 28	\$	3,380,689,719	\$	35,144,636	\$	1,903,068,833
TIF YR 29	\$	3,482,110,411	\$	36,198,975	\$	2,004,489,525
TIF YR 30	\$	3,586,573,723	\$	37,284,944	\$	2,108,952,837
Totals			\$	752,725,408	\$	28,078,754,165
					\$	291,898,305



Under the growth assumptions discussed earlier, the CRA Area would see year one revenue for the 50% case of \$225,000, for the 75% case of \$337,000 and for \$427,000 for the 95% case (as seen in Figure 37).

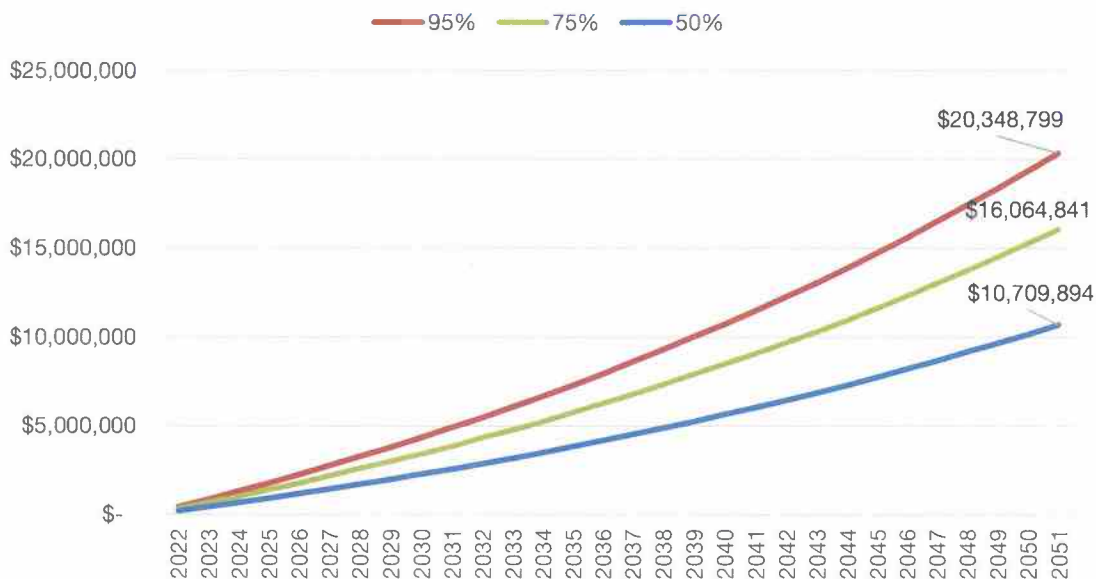
By the end of the TIF's life, annual revenues would be just over \$10 million dollars in nominal terms for the 50% option, \$16 million dollars for the base case of 75% and just over \$20 million dollars in the 95% case.

Figure 38 below shows the graphical flows of the CRA revenues in nominal dollars over 30 years to the Redevelopment Area for the three TIF revenue sharing cases.

FIGURE 37: PROJECTED TAX INCREMENT PROCEEDS IN THE REDEVELOPMENT AREA

		CRA Revenues by TIF Capture Rate		
		50%	75%	95%
TIF YR 1	\$	225,114	\$ 337,671	\$ 427,717
TIF YR 2	\$	456,982	\$ 685,472	\$ 868,265
TIF YR 3	\$	695,805	\$ 1,043,707	\$ 1,322,029
TIF YR 4	\$	941,793	\$ 1,412,690	\$ 1,789,407
TIF YR 5	\$	1,195,161	\$ 1,792,742	\$ 2,270,806
TIF YR 6	\$	1,456,130	\$ 2,184,195	\$ 2,766,647
TIF YR 7	\$	1,724,928	\$ 2,587,392	\$ 3,277,363
TIF YR 8	\$	2,001,790	\$ 3,002,685	\$ 3,803,400
TIF YR 9	\$	2,286,957	\$ 3,430,436	\$ 4,345,219
TIF YR 10	\$	2,580,680	\$ 3,871,020	\$ 4,903,292
TIF YR 11	\$	2,883,215	\$ 4,324,822	\$ 5,478,108
TIF YR 12	\$	3,194,825	\$ 4,792,238	\$ 6,070,168
TIF YR 13	\$	3,515,784	\$ 5,273,676	\$ 6,679,989
TIF YR 14	\$	3,846,371	\$ 5,769,557	\$ 7,308,106
TIF YR 15	\$	4,186,877	\$ 6,280,315	\$ 7,955,066
TIF YR 16	\$	4,537,597	\$ 6,806,395	\$ 8,621,434
TIF YR 17	\$	4,898,839	\$ 7,348,258	\$ 9,307,794
TIF YR 18	\$	5,270,918	\$ 7,906,377	\$ 10,014,744
TIF YR 19	\$	5,654,160	\$ 8,481,240	\$ 10,742,903
TIF YR 20	\$	6,048,899	\$ 9,073,348	\$ 11,492,907
TIF YR 21	\$	6,455,480	\$ 9,683,219	\$ 12,265,411
TIF YR 22	\$	6,874,258	\$ 10,311,387	\$ 13,061,090
TIF YR 23	\$	7,305,600	\$ 10,958,400	\$ 13,880,640
TIF YR 24	\$	7,749,882	\$ 11,624,823	\$ 14,724,775
TIF YR 25	\$	8,207,492	\$ 12,311,238	\$ 15,594,235
TIF YR 26	\$	8,678,831	\$ 13,018,247	\$ 16,489,779
TIF YR 27	\$	9,164,310	\$ 13,746,465	\$ 17,412,189
TIF YR 28	\$	9,664,353	\$ 14,496,530	\$ 18,362,271
TIF YR 29	\$	10,179,398	\$ 15,269,097	\$ 19,340,856
TIF YR 30	\$	10,709,894	\$ 16,064,841	\$ 20,348,799
Totals	\$	142,592,322	\$ 213,888,483	\$ 270,925,411

FIGURE 38: PROJECTED NOMINAL TAX INCREMENT PROCEEDS IN THE REDEVELOPMENT AREA FOR THREE REVENUE SHARING OPTIONS



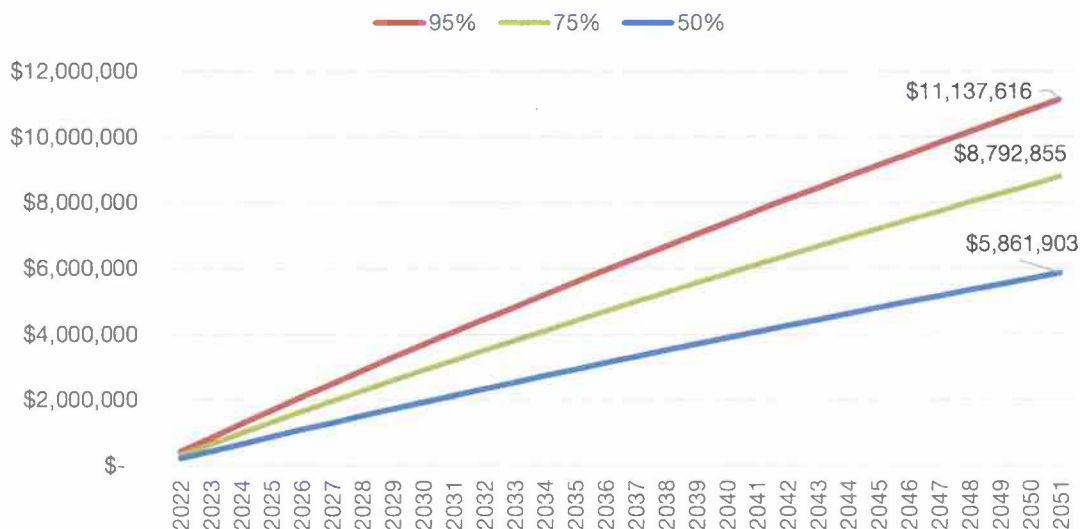


Estimating future inflation using inflationary information from the recent past as a guide, the Redevelopment Area's revenues can be estimated in present value terms so that the total shown in a given year is equal to today's dollars.

In present value terms (and assuming a 2.1% average annual inflation rate across the projection period), the CRA's 30-year revenues for each case are as follows:

- 50% Case: starting year revenues of \$225,000, growing to \$5.8 million dollars by year 30 and with total present value revenues of \$94 million dollars;
- 75% Case: starting year revenues of \$338,000, growing to \$8.7 million dollars by year 30 and with total present value revenues of \$142 million dollars;
- 95% Case: starting year revenues of \$428,000, growing to \$11.1 million dollars by year 30 and with total present value revenues of \$180 million dollars.

FIGURE 39: PROJECTED PRESENT VALUE TAX INCREMENT PROCEEDS IN THE REDEVELOPMENT AREA FOR THREE REVENUE SHARING OPTIONS



In both of the earlier examples, the projected growth rates are based on a continuously growing economy and, hence increasing taxable values for properties within the TIF area. Since economic recessions happen and often result in declines in taxable property values, an ever-growing upward TIF calculation likely overstates potential TIF revenues.

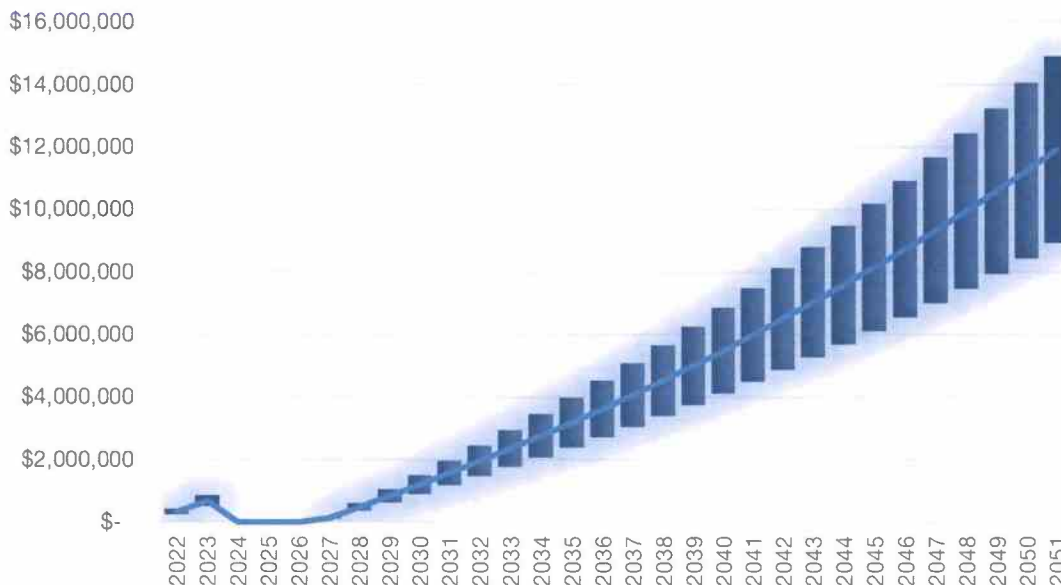
Next, a scenario is modeled for the 75% Case (as an illustrative example of how revenues change from recessions) for a single recessionary event in the year 2024. This recession results in property values declining by 10% in 2024,



followed by a single year of zero property value growth as the economy recovers, then returns to the exact same 3% growth rate used in the prior estimates.

The resultant impacts on the CRA's potential annual revenues for the 75% Case are substantial. After an initial set of small, positive revenues, the Redevelopment Area generates no real income until 2028, then grows to a maximum nominal value in year 30 of \$11.9M and a cumulative total of \$135M in income (\$87M in present value) over the term (Figure 40). This single recessionary scenario reflects a 37% decline in nominal revenues from the continuous growth scenario presented in Figure 38.

FIGURE 40: PROJECTED EXAMPLE RECESSION TAX INCREMENT PROCEEDS IN THE REDEVELOPMENT AREA – 75% CASE WITH 20% ERROR BARS



Also, future CRA TIF growth will likely include new, mixed-use development within the Redevelopment Area. Such developments can meaningfully increase the total incremental property tax revenue generated. The value of new investments of this type directly drives the property tax increment generated, with the CRA's income rising along with each new project's incremental addition to the tax rolls.



## 11. Appendices

- 11.1. [Appendix 1](#): Miami-Dade County Resolution No. R-619-20 declared an Area in the City of Miami Beach to be blighted and accepted the Finding of Necessity Study.



- 11.2. **Appendix 2:** City Commission Resolution No. 2021-31596 created the North Beach Community Redevelopment Agency.



- 11.3. **Appendix 3:** Resolution No. \_\_\_\_ delegated certain powers conferred on the County Commission by the Act to the City and the North Beach CRA to implement the Plan for the Redevelopment Area.