#### % of Residents Living Below the Poverty Line (2015)

Chicago 16.1% Houston 16.7% **Miami-Dade** 20.0% New York City 17.6% San Diego 13.8% U.S. 14.7%



#### Median Household Income (2015)

Chicago \$56,851
Houston \$56,629
Miami-Dade \$43,786
New York City \$75,575
San Diego \$67,320
U.S. \$55,775



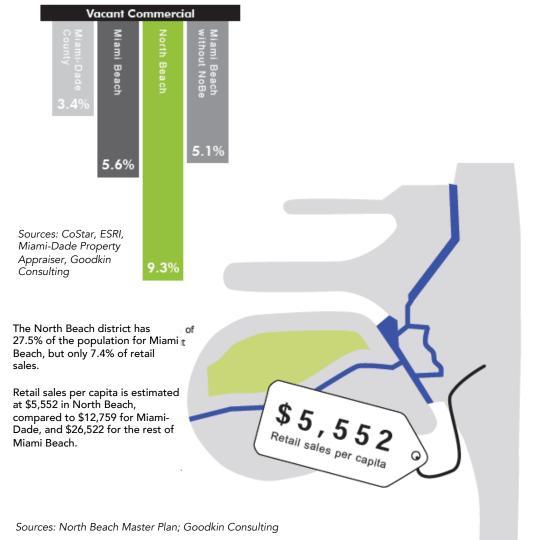
## Lagging Economic Development



Home to some of the poorest, workingclass residents in the city, The North Beach District's poverty rate is higher than that of Miami-Dade County – which is significantly higher than the national average.

Moreover, Miami-Dade's median household income growth is slow relative to other major metros, as many residents battle job placement barriers, such as low education rates and limited skillsets needed for a changing economy.

A thriving community depends on building economic prosperity for all, with an emphasis on job creation, living wages, and affordability for North Beach residents.



#### A Local Retail Market Void



The retail market in North Beach lags behind both Miami-Dade and Miami Beach across a number of metrics. Today, the neighborhood's vacancy-prone commercial district fails to adequately serve the low and moderate income households in the area.

Despite the area's high vacancy levels, real estate costs are disproportionally high. New entrepreneurs and small businesses face high barriers to entry – having been priced out of the market and lacking sufficient capital to acquire or rent and build out a space.

Investing in an economically-balanced redevelopment strategy for North Beach is a priority for residents, businesses, and city government.

# The Kauffman Foundation ranks Miami as the top performing U.S. metro in terms of startup activity, a measure of new venture creation.

The Kauffman Index of Startup Activity assesses the 40 largest U.S. metropolitan areas along 3 dimensions (The Rate of New Entrepreneurs, The Opportunity Share of New Entrepreneurs, and Start-up Density). In 2017, Miami ranked #1 of 40, in terms of startup activity.

# However, Kauffman also ranks Miami as the poorest performing U.S. metro in terms of scale-ups, a measure of business growth.

The Kauffman Index of Growth Entrepreneurship assesses the 40 largest U.S. metropolitan areas Share of Scale-ups, the percentage of businesses that start small and grow to become medium-sized (employing 50+ people in their first 10 years of operations). In 2017, Miami ranked #40 of 40, with a scale-up rate of only 0.83%.

## Fueling Growth Entrepreneurship



While Miami enjoys a high rate of startup formation, new ventures are challenged to scale. Innovation and entrepreneurship hold potential to be central drivers of regional growth.

Locally-founded small businesses have difficulties maturing and growing, as aspiring entrepreneurs often lack access to affordable space, capital, talent and mentorship.

There is opportunity to bring a new model of economic development to North Beach – one that infuses entrepreneurship into the economy and removes barriers to starting and growing businesses – in order to support propulsive, scalable, innovative startup companies that power growth and generate high-quality jobs.

Sources: The Kauffman Foundation

10 Food Trucks &
3 Full-Service Restaurants
Founded by local
entrepreneurs to provide a
wide range of food and
beverage offerings

## Interactive Sustainability & Resiliency Demonstration Project Showcasing cutting-edge

technology for solar power, low-impact architecture, hydroponic & organic farming, rainwater harvesting, composting, and recycling





#### Fitness Studio

Offering daily pilates, barre, and workout classes, with an outdoor yoga deck





# Entrepreneurial Ecosystem & Economic Engine



31

The North Beach Yard will curate, incubate, and accelerate an entrepreneurial ecosystem of vibrant, mission-driven start-ups.

A mix of culinary, fitness, farming, and cultural ventures will co-exist on-site, with tenant residencies of 6+ months, in rotation, giving each an opportunity to launch, validate, and scale their businesses.

For North Beach residents, entrepreneurship offers a pathway toward financial prosperity. The ecosystem will serve as a local hub for innovation, and high levels of small business creation will contribute to the neighborhood's economic growth and generate high-quality jobs.

#### The NBY Incubation & Acceleration Program

Creating a more diverse, vibrant entrepreneurship ecosystem in North Beach



#### **Business Growth**

entrepreneurs to scale their ventures, through exposure to funding sources, marketing & communications, event planning, advisory services, and other resources

**Local Expansion** 

NBY partners with local developers and

landlords to help

entrepreneurs to

permanent locations,

with a focus on the

transition to

North Beach

neighborhood

**NBY** helps

#### **Helping Entrepreneurs** to Start Up

The North Beach Yard will mitigate start-up costs and provide a nurturing environment for entrepreneurs to launch and grow their businesses.

- Shared infrastructure and operational resources
- Talent network
- Marketing, communications, & PR
- Event planning
- Business advisory and educational services
- Mentorship sessions with experienced business owners and operators
- Business pitching and networking with PE / VC. investors
- Local real estate developer / landlord introductions and partnerships

#### MVP Validation

NBY provides quick, nimble, lean, and low-cost methods for entrepreneurs to build and refine models

# their business

Entrepreneur Incubation

NBY accepts entrepreneur applications for its low-rent tenant space

"We are supportive of The North Beach Yard as it will be a driver for reutilization and entrepreneurship in a community of need."

- Michael Finney (President & CEO, The Miami-Dade Beacon Council)





"As a hub, The North Beach Yard would help provide much needed educational, marketing, and operational assistance to small businesses and new entrepreneurs... It would contribute to the economic and technological growth with the area while helping to create jobs for the residents."

- Jerry Libbin (President & CEO, Miami Beach Chamber of Commerce)

## **Building Prosperity: An Economy for All**



In addition to the direct benefits reaped by The North Beach Yard's entrepreneurs and the advent of neighborhoodoriented commercial products and services, there will be a ripple effect of benefits to the surrounding area.

The North Beach Yard will support the community's workforce development – expanding and diversifying job supply, offering skills-based training, and paying a living wage. This transfer of knowledge will fuel local innovation and encourage capital investment.

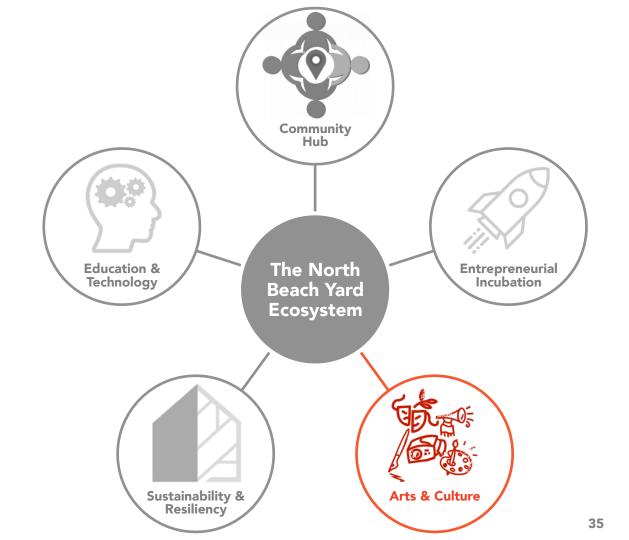
The consumer traffic generated by The North Beach Yard will also benefit the local business and residential communities – a spillover effect.



# A Local Economic Development Catalyst – With Public Benefits

The project will promote economic opportunity by constructing and improving mutually-beneficial infrastructure – owned by the public, for public use, and to benefit the public.

The North Beach Yard's projected Sales Tax will generate the State of Florida a total of ~\$20 million in revenues over the course of 10 years. The projected Resort Taxes (~\$3.7 million over 10 years) will provide significant income to The City of Miami Beach, available for re-investment in the community.



#### **Arts & Culture**



"Arts and culture are truly the fiber that connects business, commerce, economic development, and people's lives, providing a sense of community, place, and communication."

Miami's Great Inflection

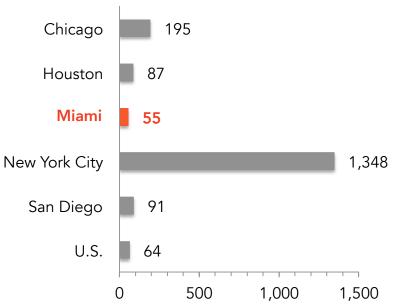
## **Cultivating North Beach's Cultural Landscape**

Although the North Beach neighborhood has experienced large increases in its population over the last few years, it lacks the distinct cultural attractions, arts and entertainment assets, leisure activities, and special events of neighboring areas.

There is a compelling opportunity to infuse creativity in North Beach's redevelopment, to reflect the diversity of the local community, and to create a narrative of place.

### Miami-Dade County has far fewer workers per capita in Arts & Culture than the U.S. and other comparable metros.

#### **Arts Sector Employment**



Includes Employment per 100K n Performing Arts organizations, Museums, and Independent Artists, Performers and Writers (2015)

## **Creative Community Development**



It's time for Miami to harness its full creative capabilities for long-run sustained growth.

As retail rental rates soar and the number of music venues in Miami continues to shrink, it has proven challenging for local cultural entrepreneurs to test concepts, to gain exposure, and to develop audiences. Miami is losing artists and creatives to other major markets because its support structures are not as robust as they could be.

A community-wide commitment to creating access to high-quality cultural offerings and to cultivating opportunities for sustainable employment in the sector is critical to attract talent and to shape a world-class destination for the arts.

Music



Dance



Theater & Performance



Film & Media



Literature & Humanities



**Visual Arts** 



**Design & Architecture** 



**Craft & Culinary Arts** 



**Folk & Traditional Arts** 



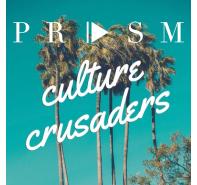
## **Activating a Vibrant Cultural Cornerstone**



The North Beach Yard will cultivate and sustain eclectic cultural offerings for the enjoyment, enrichment, and benefit of residents and visitors.

Diverse genres of culture will be delivered in a range of formats – including live performances, special events, festivals, exhibitions, pop-up installations, immersive activities, meet-ups, demonstrations, and educational programming.

The North Beach Yard will offer the majority of experiences at low or no cost in order to increase accessibility and to develop diverse audiences.













## **Incubating Miami's Cultural Pioneers**



Hosting 20-40 events each week, The North Beach Yard will provide creatives with a welcoming and affordable space, as well as event planning, marketing, public relations, and logistics assistance.

Through its collaboration with Prism Creative Group and other community partners, The North Beach Yard will support the work of local musicians, visual artists, and creative thought leaders to develop the cultural landscape of North Beach.

Incubating arts and culture in North Beach will help to create a deep, lasting sense of place that connects people to the community and helps to build Greater Miami's reputation as a creative center.

39

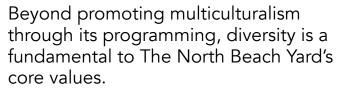








#### **Celebrating Diversity**



The North Beach Yard will promote diversity through the curation of its tenants, its nurturing organizational culture, and the inclusivity and accessibility of its ecosystem.

As one of the most multicultural communities in the world – with 4 in 10 of its residents born abroad – Miami can harness its open, diverse, and tolerant environment to bolster its ability to attract talent and further build its innovative and creative economy.



# Sustainability & Resiliency





## The Rising Threat of Climate Change



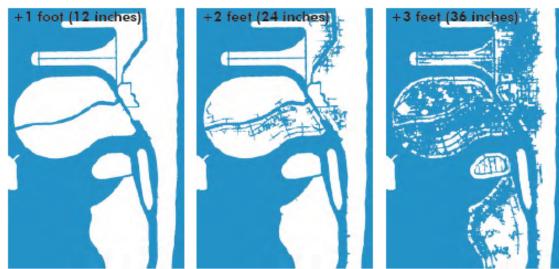
The southeast region of Florida is considered to be one of the world's most vulnerable areas to the impacts of climate change – sea level rise, coastal erosion, stormwater, storm surge flooding, and hurricanes.

A low-lying area, sitting upon a narrow strip of porous limestone, The North Beach District is already feeling the effects of climate change, with flooding already occurring in many locations, and levels only expected to rise.

The National Oceanic and Atmospheric Administration (NOAA) projects sea level rise of 12 inches by 2030 and 81 inches by 2100.

#### What happens if we do nothing?

The analysis maps below illustrate how sea level rise would impact North Beach. If investments in resilient infrastructure do not continue, North Beach will face severe challenges.



The method used to produce these maps follows a typical "bath tub model" which does not account for the pump stations, raising streets, and stormwater projects that the City of Miami Beach is in the process of implementing.

## **Building Climate Resiliency on The Beach**

Miami Beach has been ground zero for resiliency efforts, with the City developing strategies to adapt to worldwide climate change and to mitigate its effects.

Miami Beach has made a commitment to improving its ability to deal with climate change by introducing larger stormwater pipes, installing backflow preventers, adding pump stations, and raising streets, buildings, and sea walls to new elevation standards.

An increased commitment to these approaches, updated regulations, infrastructure investment, and resilient design – with special emphasis on North Beach – is now required.

Source: North Beach Master Plan

#### <u>Today</u>



#### **Tomorrow**





## A Green Vision for The Future of North Beach

North Beach residents' shared vision for the community emphasizes revitalization, resiliency, and preservation.

Increased investment in sustainable, innovative infrastructure is critical to protect and enhance this vulnerable coastal area.

As North Beach develops resiliency strategies to mitigate the effects of climate change, a new challenge will be to maintain and increase quality of life while the City adapts.

Source: North Beach Master Plan Community Survey (During a February 2016 charrette, local community stakeholders were asked to fill out "one word" cards as a way to express their perspectives on on the current status of North Beach and their ideas, hopes and visions for the future of North Beach)











#### A Sustainability & Resiliency Demonstration Project

The North Beach Yard will serve as a groundbreaking sustainability and resiliency demonstration project that will showcase cutting-edge technologies:

- Solar power energy generation
- Low-impact architecture / lean urbanism
- Repurposed shipping containers
- Hydroponic farming
- Organic, edible garden
- Windmill for water pumping
- Water recycling (rainwater collection and irrigation)
- Waste reduction, recycling, and reuse
- Industrial composting
- Sustainability-focused operating procedures









#### A Model for Sustainable Urban **Farming**



At North Beach Yard, 80 Acres Farms will grow the highest quality local produce, year-round within a cuttingedge, container-based hydroponic farm.

Using 90% less water than traditional farming, as well as a fraction of the energy and other resources, 80 Acres Farm will utilize an ultra-efficient, sustainable approach to farming yielding the equivalent of ~40 acres of farmland within 8 shipping containers.

Of the 8,000 lbs. of nutritious herbs, greens, and micro greens harvested each month, a significant amount will be utilized by the ecosystem's culinary entrepreneurs, and 1,000 lbs. will be provided to local schools at cost.

















## **Community Garden Programming**

Beyond its container hydroponic farming activities, The North Beach Yard will feature the largest, organic edible garden in Dade County.

Harvested herbs, vegetables and fruits will be used seasonally in the restaurants on-site and sold retail in the market stalls.

Both the hydroponic farm and the garden will serve as a green community space and host educational programming.



# MAKING SMALL POSSIBLE

Inspired by a commitment to lowering the barriers to small-scale economic development, lean urbanism is a means of cutting red tape – reducing the time, cost and confusion of regulations that can make starting a business unnecessarily difficult. It presents tools that speed up the process of community building and seeks to reduce the resources required for compliance.

#### **Built on Lean Urbanism**

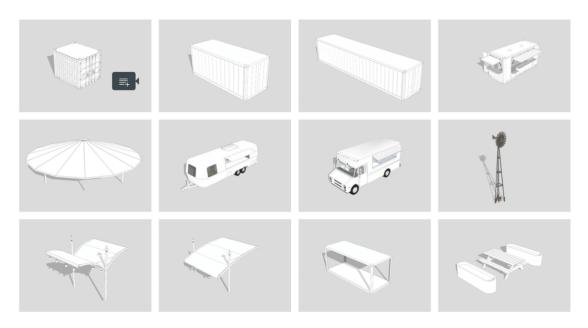
The North Beach Yard's lean urbanismbased design approach will serve as a distinct model for sustainable community-building.

The North Beach Yard concept is founded on the principles of lean urbanism – small-scale, incremental community-building that requires fewer resources to incubate and mature.

The North Beach Yard will take underutilized physical, social, economic, and human assets for community benefit and added value, working at the scale of the building, the street, and the neighborhood.







With its modular, productized approach, The North Beach Yard's container-based infrastructure and community "tool kit" will put Miami on the map as an innovative leader in the sustainable design space.

- 50 repurposed shipping containers will create a 'container village' of retail, fitness, educational, entertainment and restaurant offerings
- 10 curated food trucks and trailers, on 12-24 month rotations
- Tent-covered and exposed outdoor spaces
- Flexible, recycled furniture
- Edible gardens, planted in repurposed troughs
- Hydroponic farm, built inside repurposed shipping containers







# A Physical Framework for Sustainable Urban Development

The North Beach Yard will shine a spotlight on groundbreaking design and resiliency practices, providing a model for sustainable urban development:

- Utilizing innovative building materials and design methodologies
- Elevating high-quality urban design
- Embracing and enhancing the community's character
- Enabling pedestrian-oriented development
- Conserving the natural ecosystem
- Creating socially equitable and active public spaces
- Encouraging interaction with built and natural surroundings
- Modeling a highly self-sufficient community producing much of its own energy and food, and recycling, re-using its water, glass, and organic waste

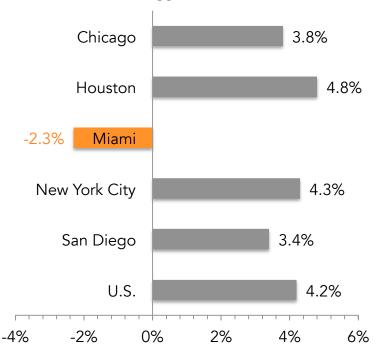
# **Education & Technology**



## Among comparable counties, only Miami-Dade County experienced a decline in the number of tech firms in 2015.



#### **Technology Growth (# of firms)**



Notes: 2015 Data

Sources: Sources: 2016 Our Miami Report (The Miami Foundation); EMSI

#### **Technological Lag**

Miami's high-tech startup ecosystem is still nascent. Greater Miami places 158<sup>th</sup> out of 200 metros on the Milken Institute's High-Tech Index, which measures the share of economic output that is associated with high-tech growth.

The presence of tech firms often indicates a region rich with talent and innovation.





## Technology-Enabled Immersion



As a living, experiential community of the future, The North Beach Yard will offer educational opportunities in a highly-engaging, tech-enabled format.

An augmented reality mobile app will lead visitors on an interactive site tour, with diverse curricula, including lean urbanism, sustainable food systems, waste reduction and management, and culinary / cultural entrepreneurship.

The multi-dimensional tech platform will include layers of educational and gamified content that will inspire guests to engage with the North Beach Yard ecosystem and apply relevant knowledge in their own communities.









## **Experiential Education Programming**

The North Beach Yard will offer instructional classes, workshops, and seminars to the public at low or no cost:

- Cooking & Nutrition
- Health & Wellness
- Urban Farming & Gardening
- Artisanal Crafts
- Fine Arts
- Performing Arts
- Fitness
- Sustainability
- Entrepreneurship
- Children & Family Programming

#### **Contents**

**Executive Summary** 

**Project Background** 

The North Beach Yard Model for Impact

**Business Model** 

**A Dynamic Partnership** 

**Appendix – The Wynwood Yard Beta Proof of Concept** 

The North Beach Yard investment will have ripple effects for The North Beach community and beyond.

#### PROJECTED IMPACT

THE NORTH BEACH YARD

Jobs created via project team

Total capacity of the space 2.500



Independent small **businesses** launched



**Annual revenues** generated



People estimated to attend yearly