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NORTH BEACH TOWN CENTER PROJECT  
ECONOMIC ASSESSMENT

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Prepared for



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## PROJECT OVERVIEW

The North Beach Town Center project is located at the southeast and southwest corners of the intersections of Abbott Avenue and 71<sup>st</sup> Street in Miami Beach. The project development program includes the East Block (Mixed Use) and the West Block (Retail and Parking). The project has an estimated construction cost of \$80 million.



Figure 1: Project Location

### East Block Development Program:

Residential Square Feet	110,508 (134 Units)
Retail Square Feet	42,455
Office Square Feet	42,456
Parking Spaces	254

### West Block Development Program:

Retail Square Feet	50,350
Supermarket Square Feet	30,151
Parking Spaces	287

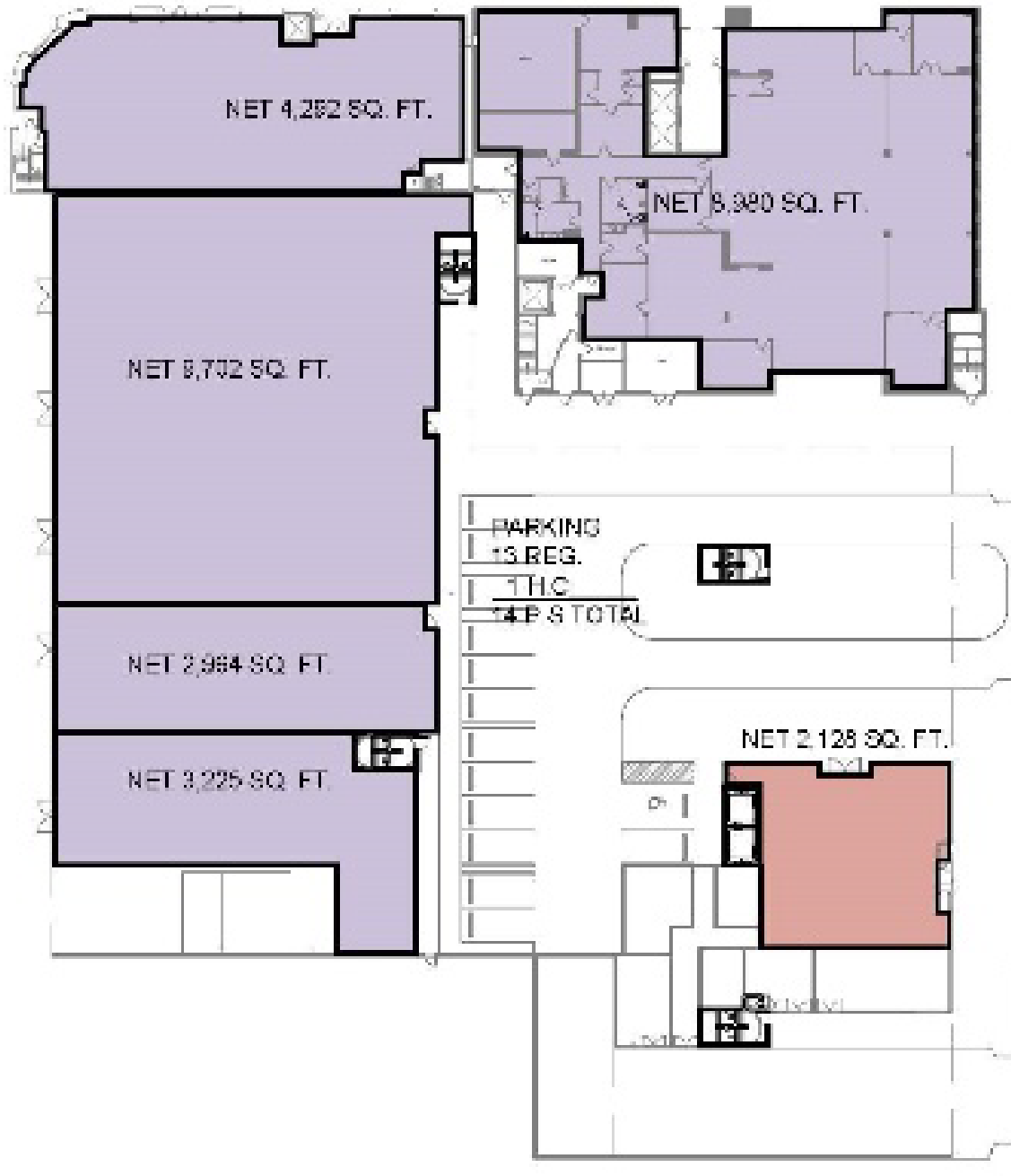


Figure 2: East Block Ground Floor Development Program

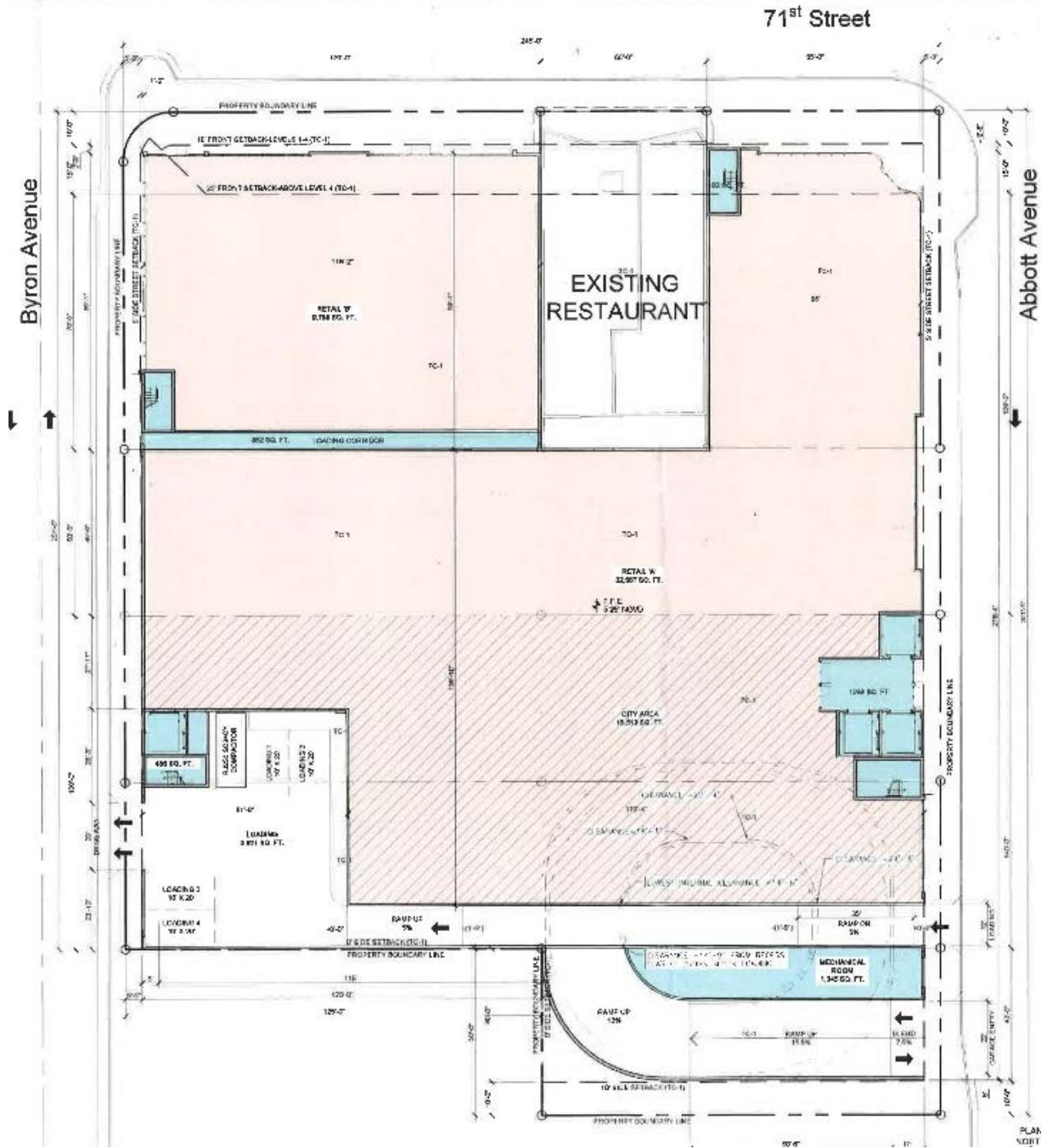


Figure 3: West Block Development Program

The West Block development program includes approximately 287 parking spaces that would be owned by the City of Miami Beach as part of a Development Agreement between the city and North Beach Town Center Development, LLC and includes a land swap of property between the two entities. Some of the key terms of the proposed Term Sheet are summarized below.

**Property Conveyance**

The city will convey five parcels to the developer. The developer will convey five parcels to the city. This includes a payment of \$800,000 by the developer to the city representing the difference in the appraisal values between the parcels.

Additionally, payments will be made by the developer for the retail related condominium units on the first and second floor of the Town Center Garage located above the city's parcels, and by the city for third and fourth floor parking area above the developer parcels located above the developer's parcels. The total contribution by the developer regarding the property conveyance/swap is \$26,520.

**Retail Customer Validation**

Free parking is a standard requirement of many types of larger retail tenants, especially supermarket and grocery operators. Larger retailers such as supermarkets require that their customers have free parking. This requirement or expectation is not generally known since the majority of the public is used to visiting grocers at a stand-alone store or in a shopping center with a large surface parking lot. This is a requirement for many large retailers when considering locations in dense urban areas. Two local examples of validation for shoppers are at Fifth and Alton and at the Target located in Midtown Miami.

Under the proposed agreement, the city will provide two-hour free parking through a ticket validation system for retail tenants located in the Town Center Garage. The developer will purchase the validation system. The validation program only applies to the two large retail tenants in the project, and the garage will not provide parking for the development on the East Block.

Currently, due to limited demand, the city does not charge for parking at metered spaces in North Beach after 6 p.m. However, as the area revitalizes and becomes more vibrant, demand dynamics may change and provide the city more flexibility to manage the parking supply and generate revenue for the parking fund. The garage may be made available at certain times especially at night for valet operators, monthly permits, or other users. Similar to other active locations, such as in South Beach, parking rates can be managed to drive usage of the parking garage spaces so that on-street parking is available for shorter durations and more turnover.

**Parking Construction**

The cost to the city for the design, permitting and construction of the Town Center Garage shall be a not-to-exceed amount of \$9,731,480, or \$33,908 per space.

Additionally, the Developer shall pay to the city \$222,000 as required by the city's Art in Public Places Ordinance.

**Convertibility**

The Term Sheet provides that the Town Center Garage shall be designed in a way that the garage can be converted to other uses after an initial period of twenty-five (25) years. The Term Sheet provides for performance standards after twenty-five years

that will measure garage utilization and will provide the partners to determine if the uncertain impact of items such as autonomous vehicles has had a measurable effect on garage operations and parking demand. The timeline of the future parking demand projections cited by this assessment are consistent with this provision.

## Operations

The city will operate the Town Center Garage as a municipal parking garage. The city will have the developer-funded validation system for retail customers for two hours free parking, and the city will make available monthly parking permits in the facility for North Beach residents. The Developer will pay the city the amount of operating losses, if any, and will contribute \$66,000 annually to replace the parking revenue currently generated by the city-owned surface parking lots.

The City Parking Garage will have 287 parking spaces and will be compatible with the surrounding neighborhood and will not be an imposing structure. Since 26.2% of residents do not own a car, it is likely that many customers visiting the retail uses in the project will arrive by other modes of transportation, including walking, bicycling, the North Beach Trolley, and ride share services. This will ensure that parking is available for the public and customers of not only the retail in the project, but that the project will be an integral part of the community as people can easily access local assets such as the beach, recreational and cultural offerings, and dining and entertainment options. The North Beach Town Center Project is a dynamic, live/work/play development that will offer a variety of commercial uses to the residents and visitors of North Beach. The parking garage will promote walk-ability in the Town Center district by having a centralized parking destination for public use. This project is consistent with and promotes the creation of a town center on 71<sup>st</sup> Street, the top priority of the North Beach Master Plan.

The two-hour parking validation program is essential to attract the larger retail uses that the neighborhood and city need, especially the grocer. This is consistent with retail tenant requirements such as in Fifth and Alton and at the Target in Midtown Miami. Since these retail uses are part of a larger project, and given the vibrant, pedestrian atmosphere and connectivity that the project will bring to the neighborhood, it is also likely that many users will stay in the garage beyond the two-hour validation timeframe and will do their shopping after engaging in other activities.

Within a ten-minute walk of the North Beach Town Center project is a population of 9,267 in 4,950 households<sup>1</sup>. These households represent a local, walkable market of annual retail spending of approximately \$119,801,399. The Project will be positioned to capture a significant portion of this retail spending that is currently being spent in other locations including Miami. This local spending potential will also limit the demand for parking within the garage for retail users making the parking available for the public and other local businesses or other users, such as valet companies as the area's vibrancy increases, and afford the city with an additional tool to efficiently manage the area's parking supply.

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<sup>1</sup> ESRI 2017 Retail Marketplace

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## EXECUTIVE SUMMARY

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The North Beach Town Center Project is the catalyst project that will revitalize the North Beach Town Center area between 69<sup>th</sup> and 74<sup>th</sup> Street. It is a project that will bring vibrancy and activity to 71<sup>st</sup> Street and provide much needed public parking for residents and visitors and will generate significant economic activity. It also considers external factors that are outside of the city's control, such as the uncertain future of parking, and is responsive to the priorities identified in the North Beach Master Plan.

This project continues Miami Beach's tradition of utilizing creative approaches to address revitalization, quality of life and infrastructure, especially through public private partnerships. The project is responsive to market conditions, will bring much needed new retail space and retailers to the area including a grocer, and will enhance the retail real estate market and stimulate additional business investment.

The North Beach Town Center Project has an estimated construction cost of \$80 million. Additional private investment is taking place in North Beach, and additional projects are expected to move forward as the area's market position improves. In addition to the direct benefits from this project which include revitalization due to the catalyst nature of the project and its connectivity to area assets, fiscal benefits to the city, economic benefits to the North Beach area, the additional private investment that follows will further support the city's tax base at a critical time and enable the city to continue to work to improve the quality of life for all who live, work and play in Miami Beach.

The project will put tens of millions of dollars into the local economy and enhance the city's tax base through direct Ad Valorem Tax receipts and further stimulate continued revitalization with additional projects that contribute to the tax base and further the city's ability to continue to provide quality services to the community. The City Commission has recently discussed concern about the slowdown of development activity and its impact on the city's ability to maintain service delivery. This project and those that follow will provide a much-needed boost to the city's tax base, especially in the North Beach area.

The North Beach Town Center project is the next logical public private partnership for the City of Miami Beach, and will continue the city's position as a leader in utilizing these partnerships for revitalization, quality of life improvement and tax base enhancement.

### **Significant Positive Impacts**

In addition to the developer contribution pursuant to the Term Sheet, the project will provide a one-time fiscal impact to the City of Miami Beach of at least \$2.2 million through Building Permit Fees, Transportation Concurrency Fees, and a contribution to



the Art in Public Places Fund. Following completion of the project, it will have an Ad Valorem Tax benefit of approximately \$384,545 in its first year, which is a net increase of \$312,333 over the amount of property taxes currently being generated by the parcels that comprise the site. This represents a total net increase in property taxes of \$3.5 million to the City of Miami Beach in only the project's first ten years of operation.

More importantly, the project is an integral element for North Beach's success and will have a positive economic impact in the area. During construction, this project will support almost 800 jobs, with an economic impact of over \$92 million. Following completion and leasing of the project it will have an annual economic impact of almost \$60 million supporting 280 jobs, based on an analysis using the ImPlan Input-Output model developed by the University of Minnesota.

### **North Beach Master Plan**

The North Beach Town Center Project is the only project that supports all the objectives identified in the North Beach Master Plan. It redevelops 71<sup>st</sup> Street (along the two blocks of the project) into a walkable main street. The project is designed to connect to the street and contribute to a vibrant pedestrian environment and design standards that support the goals of the plan. While not all buildings directly fronting the streets will be mixed-use, this is a mixed-use project that will engage the street to the full intent of the Master Plan. The project will also preserve two existing buildings that front on 71<sup>st</sup> Street.

The project includes a 287-space public parking garage and supports and enhances the opportunities to redevelop the Byron Carlyle Theater to a much greater extent than possible anywhere else in North Beach. Additionally, providing public parking on this location allows the city to move forward with the short and mid-term recommendations of the North Beach Master Plan to provide aesthetic enhancements, connectivity to Ocean Terrace, and new community amenities while leaving the door open to future structured parking at the site if needed.

The North Beach Town Center Project provides public parking to meet current and near-term demand and is highly unlikely to be impacted in the mid-term due to the combination of slow acceptance of autonomous vehicles and continues population and visitor growth to North Beach. However, the project is being constructed so that the garage can be converted to other uses should parking demand decline to the point that the facility is no longer viable. The garage provides parking to support the area and not only the retail uses within the project, due to the lower car ownership in the area and the likelihood that many retail users will arrive by other modes of transportation.

The supply of 287 public parking spaces provided by the North Beach Town Center Project responds to the near-term demand estimated by the 2014 Walker Parking Study for the Town Center area, and its various growth scenarios indicate that the garage can operate successfully.

## Market Position

The Project is a significant opportunity to bring the economic success of North Beach in line with other areas of the city, and it will provide meaningful improvement to the aesthetics of the Town Center area. The Project, and the additional investment that will follow will provide significant job opportunities for residents, including the ability for residents to find employment much closer to their residence.

The North Beach Town Center Project is positioned to take advantage of the current real estate market for both retail and office space. The East Block will maintain fully leased office space, which is expected to increase in value due to the additional investment from the project that it is a part of. On the East Block and the West Block, the additional retail space will respond to existing demand and relieve pressure on retail real estate in the area, while also providing retail space for larger users such as grocers.

## Retail Offerings

Sufficient retail demand currently exists to support the North Beach Town Center project. An evaluation of retail demand and supply, retailer types and retail real estate characteristics indicates that the North Beach area could currently support at least 134,000 square feet within current market conditions<sup>2</sup>. The addition of new retailers through the development of new retail that meets current retailer needs, provides a strong aesthetic, and which provides convenient access for all modes of transportation and can attract additional demand and customers from outside the marketplace.

It is expected that the retail offerings anticipated for this project will perform higher than average due to the pent-up demand and a new convenience option in the market, as well as to the neighborhood revitalization and improvement that the project will bring to the area, especially in the Town Center between 69<sup>th</sup> and 74<sup>th</sup> Streets. Additionally, the positive impact of the project on the investment climate should lead to the development of additional projects that will provide demand, such as projects that have been discussed between 71<sup>st</sup> and 72<sup>nd</sup> Streets.

The project will enhance the retail offerings in the neighborhood and provide a shopping experience for which residents must currently leave the neighborhood, and likely leave the city. This will retain resident spending in North Beach and provide some relief to the transportation network by providing a local option which can be accessed by multiple modes of transportation rather than travelling by car across the JFK Causeway to Miami or down Collins Avenue to South Beach. Since many retail users will not arrive by car, the project will solidify the town center area as the center of a real neighborhood in which to shop, dine and play, further driving revitalization.

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<sup>2</sup> RMA, LLC

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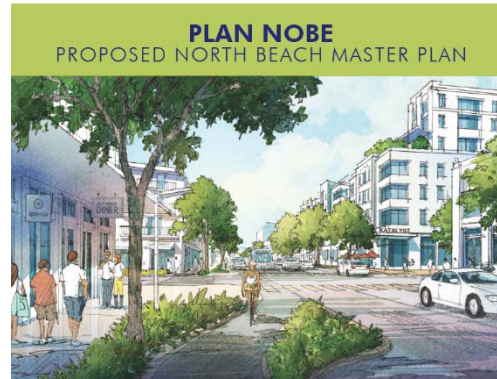
## BACKGROUND

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### The North Beach Master Plan

In October 2016, the Miami Beach City Commission approved a master plan for the city's North Beach neighborhood. The plan offered proposals to revitalize the area, with concepts such as creating a town center along 71<sup>st</sup> Street, more walkable, pedestrian friendly streets, creation of more park space and preservation and conservation.

The planning approach responded to community consensus on how to move forward to the future and is consistent with prior initiatives and efforts to revitalize North Beach.



Several initiatives have already been implemented, and projects include a 10-story hotel at Collins Avenue and 72<sup>nd</sup> Street and on Ocean Terrace where developer Sandor Scher is building a new project. This project will anchor the northern end of the Town Center area, and the North Beach Town Center project will be the critical southern anchor that promotes revitalization of the Town Center area between 69<sup>th</sup> and 74<sup>th</sup> Streets and connects it to Ocean Terrace.

The other key development, and the one that is the catalyst project for the master plan's goal of creating a town center on 71<sup>st</sup> Street, is the North Beach Town Center Project.

### Revitalization and Economic Growth

Economic growth requires investment, and the investment process will include everything from local entrepreneurs who are intimately familiar with the location to site selectors that are 2,000 miles away. They all still need to answer certain questions about their investment potential, including information about the community, markets and real estate, incentives, current events, and the city's business-friendly attitude.

When evaluating an area and pursuing redevelopment the conditions of the drivers of investment must be considered.

- Land (real estate)
- Labor (workforce and jobs)
- Capital (financial feasibility)
- Markets (consumer demand)

The most important driver is real estate. Investment that spurs revitalization is real estate investment, including property land sales, development, and leasing activity.

Real estate is the investment driver that cities have the largest ability to influence. There are three roles local government has in real estate development. It serves as a regulator: zoning and land use, building permits, occupational licenses, impact fees.

The second local government role is as a facilitator of real estate development. This is where policy implementation creates an environment where business and investment will succeed, including with an economic development program focused on business assistance.

Third, local government's role can be that of participant. Local governments in Florida have been participating in real estate development either themselves directly or through public-private partnerships for a long time.

Local government's roles in real estate are critical, since municipal budgets are primarily funded by real estate taxes. One of government's largest challenges is the increasing cost of service delivery, and local government needs to facilitate investment to maintain service levels. While there are natural cycles to the real estate market, the North Beach Town Center project, and the catalyst effect it will have on the entire Town Center area will take place at what appears to be a critical moment for Miami Beach finances. The City has recently discussed the slowdown in new construction and its impact on the city's finances. Approval of this project, and especially the city's participation, will send a positive message to the investment and development community and lead to additional investment that will increase the area's taxable value, responding to the City Commission's concerns.

Developments with office components add new jobs and increase the customer base for local shops and services. Multifamily units bring new residents, creating a demand for restaurants, movies theaters, grocery stores, and other entertainment venues. As retail consumption shifts back to more traditional neighborhood-based patterns, more development to accommodate this occurs. The objective is to create a community gathering place, consisting of a compatible mix of retail, office, and cultural uses all in one area.

### **Public Private Partnerships**

Public Private Partnerships (P3s) are one of the most common ways that local governments participate in the real estate market to provide that catalytic effect. Public participation during revitalization efforts improves the investment profile and feasibility of projects that can improve market conditions and improve quality of life by enhancing convenience.

There are many types of public private partnerships, but they are essentially opportunities for the public and private sectors to work together to provide a public service or benefit. In the case of the North Beach Town Center, this partnership involves both real estate transactions (the land swap), as well as the development of the project with private and public components and an ongoing operating

agreement. These partnerships are key, because without a private developer partner, the city would be unable to provide the public benefits that this project brings to the area, especially the positive impact on revitalization.

There are several benefits for a city to participate in a P3. A city can access new sources of capital that are available immediately. Since the private sector needs to realize a return on investment, project completion is usually expedited compared to a publicly managed project. A P3 leverages private expertise and it transfers risk to the party that's best suited to deal with that risk. Also, a P3 allows a city to promote economic development and revitalization through private sector investment opportunities that are catalysts for additional economic development and investment.

The City of Miami Beach has significant experience with and is a model for public private partnerships that improve market conditions for investment, that provide aesthetic and revitalization benefits for a neighborhood, or which bring needed infrastructure, goods and services, and employment diversification to a community. Some of the project include:

1. The agreement with Loews Miami Beach and Crown Plaza hotels which changed market conditions for hotel investment in Miami Beach, where financing was extremely challenging, and a new hotel had not been constructed in 30 years.
2. The 7<sup>th</sup> Street Garage (Ballet Valet), which introduced new retail space to Collins Avenue and provided significant new parking to support Ocean Drive. The retail element of this project was a catalyst that led to the adaptive reuse of numerous buildings as well as new construction including the 500 Collins retail center.
3. Lincoln Place and The Lincoln, which provided public parking as well as over 200,000 square feet of new office space, which attracted new companies and jobs to Miami Beach.
4. Fifth and Alton, which provided the city with a one-time opportunity to plan by creating public parking at the entrance to the city, which provided a much-needed supermarket to the South Beach community, as well as additional retail offerings for residents which they previously had to leave Miami Beach to purchase.
5. The Sunset Harbor Garage, which provided public parking and new retail space to an area with strong revitalization potential, but which needed a boost. It also improved local quality of life by enabling the recapture of an acre of park land in Flamingo Park.

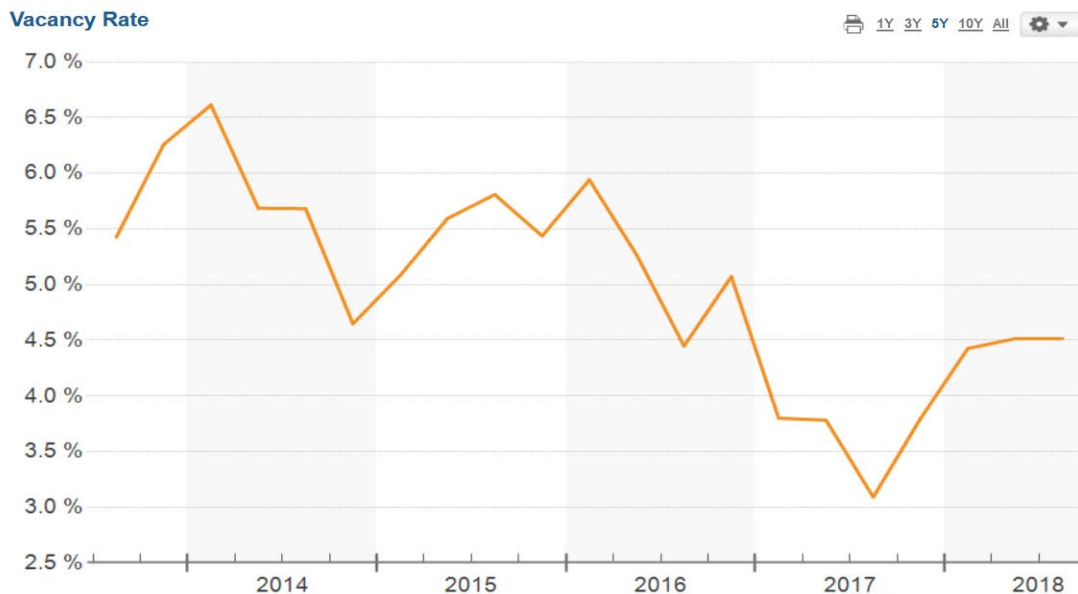
*The North Beach Town Center project is the next logical public private partnership for the City of Miami Beach, and will continue the city's position as a leader in utilizing these partnerships for revitalization, quality of life improvement and tax base enhancement.*

## MARKET SUMMARY

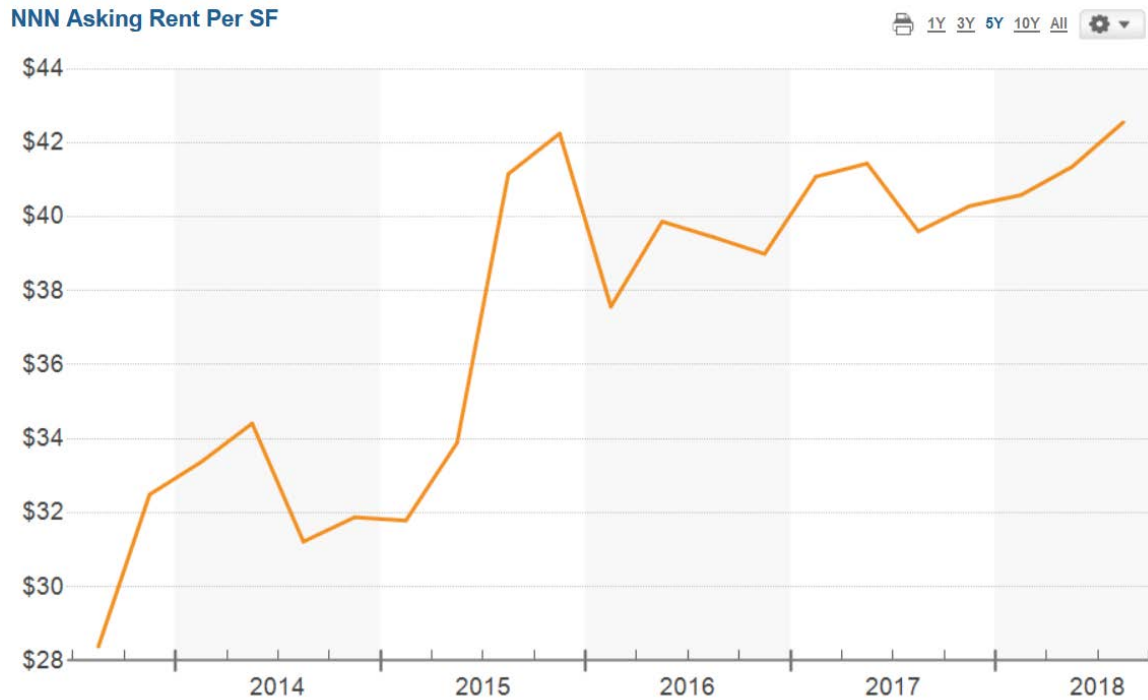
### Land

One of the most important drivers of economic development and investment is Land. Real estate development and the ability of local government to influence this driver will vary from city to city depending on many factors, including how much land the city does or does not control. It depends on what the city is able and authorized to do with that land. It depends on the willingness of leadership to use their land for economic development. It depends on the real estate market conditions and influences outside of the city’s control. What is driving prices, absorption and turnover, and what’s driving demand? Cash flow is the bottom line for a real estate development project, and it must ‘pencil out’ to provide a targeted return to the investors that are making an investment into a project in a community.

The retail real estate market in the North Beach area has been improving. Vacancy has declined with only 53,462 square feet of space currently vacant, and rental rates have increased. Additionally, the sale price per square foot has increased to \$671, compared to a five-year average of \$488. However, recent sales volume for retail property has declined, with \$2.5 million in sales in the past year compared to \$15 million for the five-year average, indicating that the significant purchase of retail real estate has reached a plateau and the market needs the development of new retail space. The five-year average capitalization rate of 3.8% demonstrates a strong investor profile, however the lack of new retail space may limit additional investment. There have been no recent deliveries of new retail space to the market<sup>3</sup>.



<sup>3</sup> CoStar Realty Information, Inc.



The North Beach office market is limited. There is very limited availability of office space to lease in North Beach, with a vacancy rate of only 1.5% indicating strong demand. Like the retail market, there have been no recent deliveries of new office space. Unlike retail, office rents have remained flat compared to the five-year average at approximately \$28 per square foot<sup>4</sup>.

*The North Beach Town Center Project is positioned to take advantage of the current real estate market for both retail and office space. The East Block will maintain fully leased office space, which is expected to increase in value due to the additional investment from the project that it is a part of. On the East Block and the West Block, the additional retail space will respond to existing demand and relieve pressure on retail real estate in the area, while also providing retail space for larger users such as grocers.*

## Labor

There is the need for the creation of jobs in the North Beach area. The local workforce is employed in many different industries, and many work in the retail and service industries. Unfortunately, most of the local workforce leave North Beach for their employment. According to LEHD data from the U.S. Census Bureau, approximately 13,580 residents leave North Beach for work, while 4,268 come to North Beach for work from outside areas.

This project will provide jobs that will be available for local residents, providing a convenient alternative to walk or bicycle to work instead of driving. The average

<sup>4</sup> CoStar Realty Information, Inc.

travel time to work for North Beach residents is 31.4 minutes, which is higher than the Florida average of 25.8 minutes.

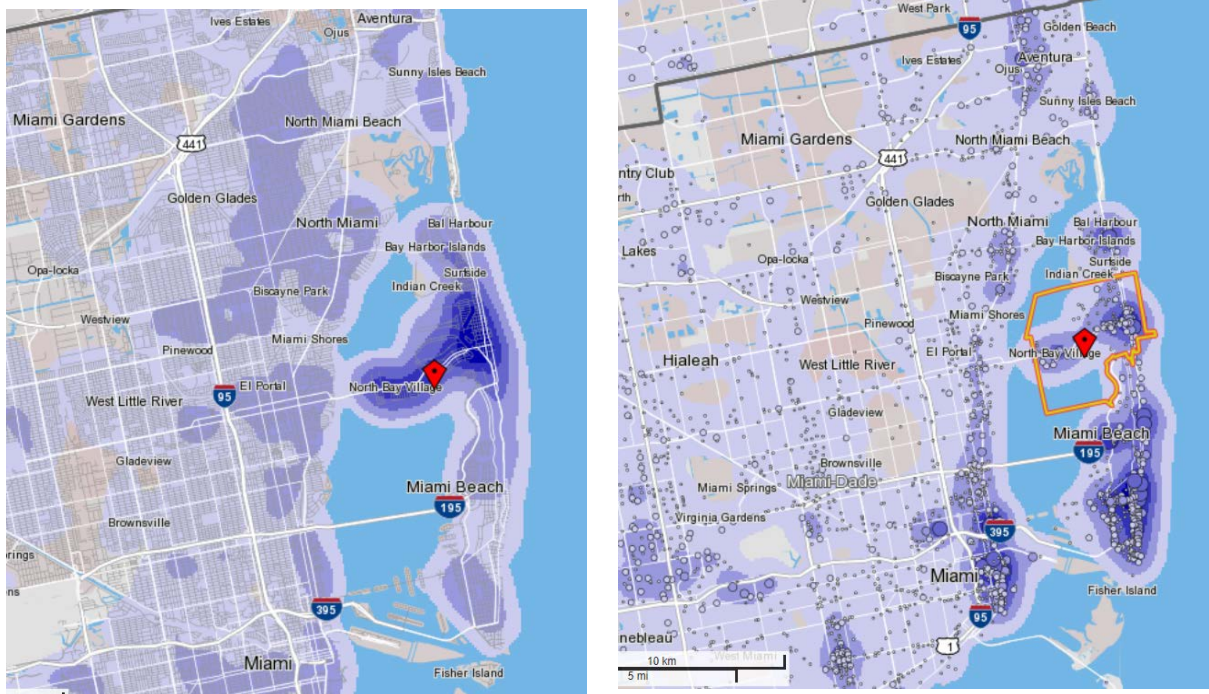


Figure 4: Top Left: North Beach Labor Shed i.e. Where Workers Live. Top Right: Where North Beach Residents work. Source: US Census Bureau

The North Beach Town Center project, and the additional investment that will follow will provide significant job opportunities for residents, including the ability for local residents to find employment much closer to their residence and within walking or bicycling distance for many providing some potential relief to the roadway network.

## Capital

Capital is a key driver of investment and return on investment is critical to financial feasibility. While some investment is taking place in North Beach, including some significant projects, the Town Center area has not yet experienced the investment that is necessary for market change and revitalization. Public Private Partnerships are one of the most common ways that local governments participate in the real estate market to provide that catalytic effect. Public participation during revitalization efforts improves the investment profile and feasibility of projects that can improve market conditions and improve quality of life by enhancing convenience.

As previously discussed, the City of Miami Beach has significant experience with and is a model for public private partnerships that improve market conditions for investment, that provide aesthetic and revitalization benefits for a neighborhood, or which bring needed infrastructure, goods and services, and employment diversification to a community.

Another indication of economic growth in the area has been the increase in bank deposits. In 2012 there were 4 banks in the North Beach area, with reported deposits



of \$352 million. In 2017, there were a total of 7 bank branches in the area with reported deposits of \$652 million<sup>5</sup>.

*The North Beach Town Center Project has an estimated construction cost of \$80 million. Additional private investment is taking place in North Beach, and additional projects are expected to move forward as the market improves. In addition to the direct benefits from this project, the future investment that follows will further support the city's tax base and enable the city to continue to work to improve the quality of life for all who live, work and play in Miami Beach.*

## **Markets**

The location of the project in the North Beach area demonstrates significant potential. The area has high population density, with almost 40,000 residents to support additional retail offerings.

According to the North Beach Master Plan, the demand for retail in North Beach is estimated at 77,000 square feet, including 39,000 square feet for retail such as grocery and 15,000 square feet for restaurants, but actual retail demand is higher and closer to 134,000 square feet. The estimates assume that a portion of new retail demand is absorbed in existing vacant space and takes into consideration the lack of land available for new development in North Beach. RMA has reviewed the estimates and we concur with them provided the assumptions regarding vacant space and that it is an "existing conditions" scenario. However, we believe the market potential (rather than simple demand) is higher.

The bottom line however, is that market demand analysis looks at the past, while market potential looks to the future. Market Potential is realized through the convergence of brand strength, regulatory efficiency, financial feasibility and developer execution.

Retail and restaurant market potential can be driven by organic branding of the North Beach area through developer investment and execution, as well as the realization of additional residential market potential. Residential development can also drive the need for new office space if development opportunities exist.

The North Beach community is a young, diverse community. It is diverse by age, ethnicity and income. According to ESRI, a major demographic data company:

- The population of the North Beach area is 27,326 residents, living in 13,016 households.
- The Median Age of the North Beach resident is 42.6 years old.
- There are 16,049 housing units, of which 59.5% are renter occupied and 21.6% are owner-occupied. The remainder are vacant.
- Median household income is 35,603, lower than the citywide median income.
- The population is evenly split between males and females.
- The North Beach population is 75.1% Hispanic.

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<sup>5</sup> Federal Deposit Insurance Corporation

- Only 17.4% of the population has less than a high school education. 50.8% of the population has graduated high school, and 31% have a bachelor's degree or higher.

These households spend a significant amount on items that will be available in the retail at the North Beach Town Center. These are retail categories for which many residents must leave the North Beach area, and Miami Beach in general, to purchase. Retention of this type of spending in the North Beach area will have a significant positive impact<sup>6</sup>.

Category	Household Average	Total Resident Spending
Apparel	\$1,592	\$20,724,448
Entertainment & Recreation	\$2,157	\$28,084,832
Food at Home (Groceries)	\$3,655	\$47,582,279
Food Away from Home	\$2,520	\$32,811,634
Household Furnishings	\$1,395	\$18,160,567

*Since North Beach is a built out, high density urban area, and while opportunities remain for the development of new residential units and projects planned, sufficient demand currently exists to support the North Beach Town Center project. Additionally, the project does not overbuild parking since many users of the retail will arrive from the neighborhood by other modes of transportation. This allows the development of a parking garage for the future which provides sufficient parking not only for retail uses but also for the neighborhood including the Byron Carlyle Theater, patrons of other businesses in the area and area recreational offerings.*

*Based on an evaluation of retail demand and supply, retailer types and retail real estate characteristics, that the North Beach area could currently support at least 134,000 square feet within current market conditions<sup>7</sup>. This estimate does not include the reuse or absorption of existing retail space. The addition of new retailers through the development of new retail that meets current retailer needs, provides a strong aesthetic, and which provides convenient access.*

*Supportable retail square feet are estimated using the Retail Gap for that use (the amount of local spending that is not being spent locally) and dividing it by the average Sales Per Square Foot for that use. It is expected that the retail offerings anticipated for this project will perform higher than the average due to the pent-up demand and a new convenience option in the market, as well as to the neighborhood revitalization and improvement that the project will bring to the area. Additionally, the positive impact the project will have on the investment climate will*

<sup>6</sup> ESRI 2017 Community Profile

<sup>7</sup> RMA, LLC

lead to the development of additional projects that will provide new demand, such as projects that have been discussed between 69<sup>th</sup> and 76<sup>th</sup> Streets. This will further revitalize the area into the walkable, vibrant neighborhood that is a goal of the community, the city, and the North Beach Master Plan. The North Beach Town Center Project, and the city's participation, are integral components to this effort.

This project will bring many benefits to the North Beach area and the city.

- New retail uses that currently do not exist in the area, and for which many residents must leave the city.
- Retains resident spending within the local area instead of in places such as the city of Miami.
- 287 parking spaces for the public in a parking garage that is compatible to the character of the area, which promotes commerce and investment in the area, but the size of which is responsive to the lower car ownership in the area and trends of declining parking utilization due to use of other modes of transportation.
- Anchors the 71<sup>st</sup> Street Town Center which was recommended by the North Beach Master Plan.
- Serves as a catalyst which will attract and stimulate additional private investment in the area and enhance the city's tax base.

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## A CATALYST MARKET POSITION

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### **Background**

In recent years, a few cities in North America have brought their image and reputation strategy in line with economic development, urban planning, and tourism.

Austin is a near-perfect example of a city that transformed itself not with an advertising agency rebrand but with a bottom-up expression of what makes Austin a different sort of city. "Keep Austin Weird" is not a traditional slogan but a boiled-down story of the residents of a land-locked island city fighting a battle against globalization and sameness.

It worked for tourism. It worked for head office recruitment. It transformed South by Southwest from a music festival into one of the most important gatherings for new ideas on the planet. The City Manager of Austin as the brand developed, often said that when he had to make a difficult decision, "I just had to ask myself, 'Will this keep Austin weird or not?'"

### **Brand and Identity Drive Investment**

Investment decisions are not only about the statistics and metrics. An investment must make financial sense and be feasible, however there are intangible and emotional influences on investment decisions. There is a quote that has been attributed to Albert Einstein that captures this concept: "Not everything that counts can be counted, and not everything that can be counted, counts."

Investments have a lot to do with how a person thinks and feels. Whether it is investing in a home or an income property; opening a business and signing a lease; purchasing a significant size property; or embarking on a development process. These investments usually involve going into debt, so how a person thinks and feels about a place is key, and a positive feeling is critical to revitalization.

There are studies that have been conducted that have identified that there are three important elements to what connects a person to a place, in other words, how they think and feel about it. The North Beach Town Center project supports all three of these elements which will enable it to be the catalyst that the area needs for revitalization and economic growth.

1. Aesthetics – how a place looks and feels;
2. Social Offerings or Activities – opportunities for citizens to engage with each other; and
3. Openness – how open and welcoming a place is

## Branding in Miami Beach

Brand and identity has benefited Miami Beach's market position for many years, through efforts by both the public and private sector, and private sector development and investment has been critical to the city's economic growth as well as by partnerships between the city and the private sector.

There are many other examples of brand and identity helping Miami Beach succeed. Some of these were marketing, such as the A Week In South Beach campaign by the South Beach Marketing Council; the 25/7 promotion and the C.A.R.E.S. economic recovery initiative and even the InCard program by the Miami Beach Chamber of Commerce.

The designation of Ocean Drive many years ago as a Great American Public Place was an important early initiative to help attract awareness to the areas' opportunities. As previously mentioned, the Sunset Harbor Garage and Shops repositioned the area into a real neighborhood with economic development opportunity, gathering spaces, and aesthetic improvements. The partnership between the property owners and the city to make improvements on Lincoln Road between 1994 and 1996 were the catalyst that then allowed the private sector to build on the Road's historical brand but refresh in for unprecedented economic growth.



## Revitalization Requires Market Change

There are several ways that a local government can support market change, by influencing the drivers of investment to improve financial feasibility to encourage a developer to embark on a project. These can include:

1. Providing a direct incentive to the development through financing support and or grants, such as the Loews Miami Beach project.
2. Assuming the cost for some or all public infrastructure, including parking. This approach was taking in several P3s in Miami Beach, including Fifth and Alton where the city's participation was to accomplish a long term goal of securing parking at the entrance of the city. The city also supported the attraction of a supermarket by paying the cost of half of the required parking. Another example is the Loews Hotel where the RDA constructed the Anchor Shops garage and relocated 16<sup>th</sup> Street to provide direct access to the hotel.

3. Regulations are another opportunity to positively influence the real estate market. The City of North Miami Beach recently approved significant market-based land use amendments to match market conditions. Under prior market conditions, the residential rental



market of approximately \$1.30 per square foot was not sufficient to attract new residential investment. Through the efforts of the city and CRA, several projects have now been approved with higher rental rates and improving market conditions, such as the development of NoMa, a 288 unit mixed use building with projected rents of \$1.85-\$1.95 per square foot. The NoMa project will attract new retail uses to the North Beach area and demonstrate to the private sector that investment in the area is financially feasible and will be successful. The North Beach Town Center Project can have a similar impact on commercial market conditions in North Beach due to the regulatory changes that have been supported by the community and the city.

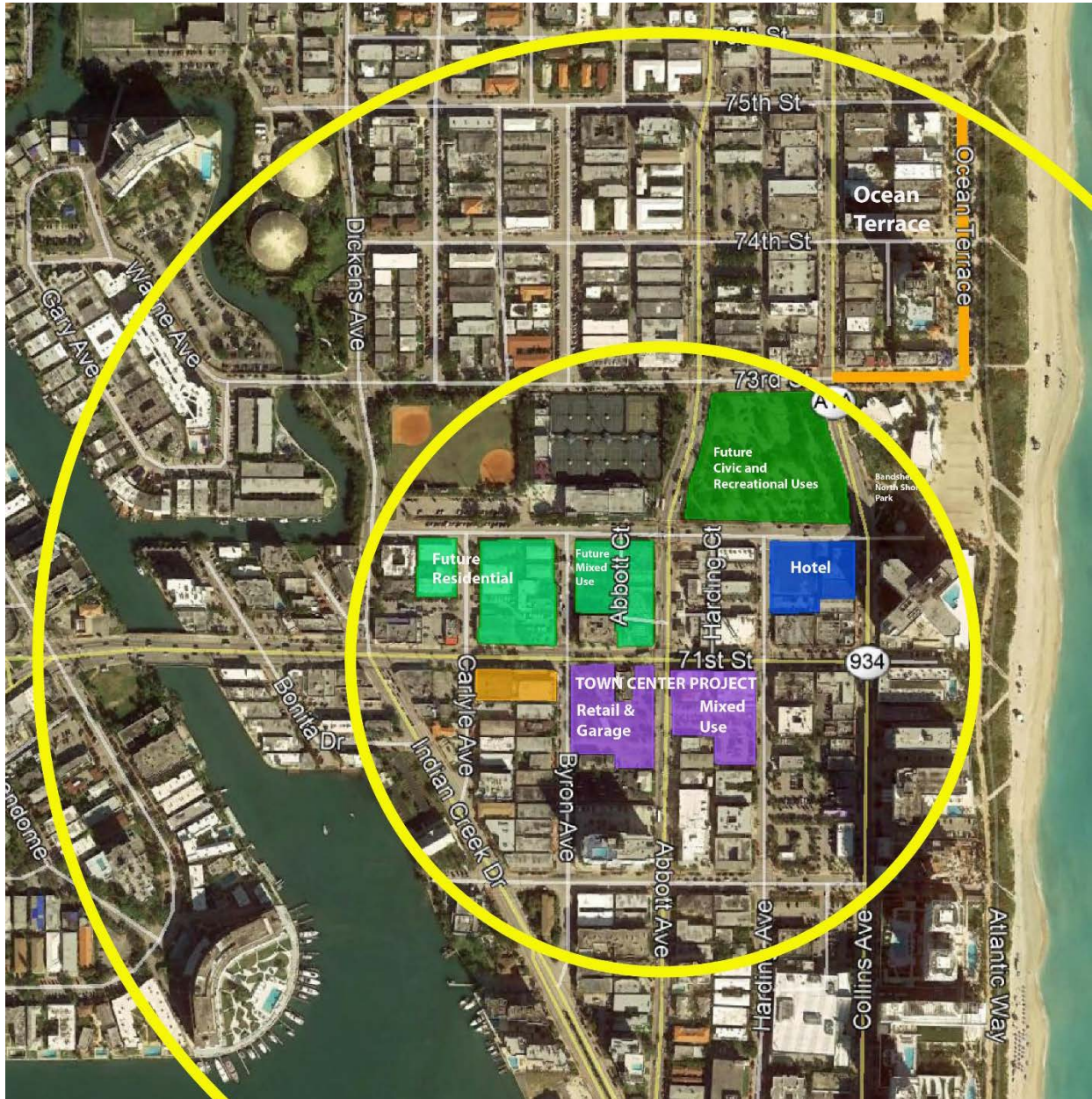
### **The Town Center Project**

The Town Center project is the next significant image-making opportunity for economic growth and will provide a meaningful improvement to the aesthetics of the area. 71<sup>st</sup> Street and North Beach is vibrant, but the connection between places and assets can be harsh and unfriendly. Roadway crossings, pedestrian elements, shade and protection from the elements can influence peoples' perception of an area. New investment in the area by this project will provide significant, noticeable aesthetic improvements on 71<sup>st</sup> Street and one of its most critical intersection, as well as on the side streets.

The project will also provide the opportunity for people to interact with each other. Many different types of retail and restaurant uses are often some of a community's most important gathering spaces, including coffee shops and supermarkets. The social aspect of retail is an important element of openness as well. There are opportunities for people including starting a new business, finding employment, or just getting to know each other in their community.

The development of the Town Center project will also improve the connection between assets in the area including, Ocean Terrace, the Byron Carlyle Theater, the Senior Center, the beach, area businesses, and the future civic uses at the 72<sup>nd</sup> Street parking lot. It will anchor the Town Center and support realistic pedestrian accessibility to Ocean Terrace and the new investment there, to the new proposed hotel at Collins Avenue and 72<sup>nd</sup> Street, to the proposed developments between 71<sup>st</sup> and 72<sup>nd</sup> Streets as well as to North Shore Park and the Youth Center. The North Beach Master Plan recognizes that this project and the creation of a town center on 71<sup>st</sup> Street are the key element to successful revitalization in North Beach, and especially the area between 67<sup>th</sup> and 76<sup>th</sup> Streets.

The following image demonstrates the catalyst effect that the North Beach Town Center will have on the area. While there are other good, impactful projects moving forward such as Sylvia Coltrane’s hotel and Sandor Scher’s Ocean Terrace project, the North Beach Town Center Project will have the most significant catalyst effect on the area, due to its central location and variety of commercial uses, it will be the anchor for North Beach and promote new investment in the area.



The figure above highlights the proximity of the project to other proposed development in the area. The small yellow ring represents a quarter mile/5-minute walk time radius, and the larger ring represents a 10-minute walk time from the project location at 71<sup>st</sup> Street and Abbot Avenue. The close availability of parking to support visitors and residents in the area as well as the Byron Carlyle Theater. The retail, office and residential portions of the project will positively influence market conditions and enhance the opportunity for the development of the additional residential and mixed-use projects nearby.

Implementation of the recommendations of the North Beach Master Plan, especially the connectivity and aesthetic improvements will capitalize on the North Beach Town Center investment and accelerate additional investment of tens of millions of dollars which will enhance the city's tax base and provide additional economic impact to the North Beach area, creating a true mixed-use, pedestrian friendly vibrant Town Center.



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## PARKING

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### **Background**

Parking remains a key element of urban revitalization. While the growth of pedestrianism, bicycling, ride share services, and other alternative modes of transportation increases and may influence parking, urban areas still need friendly, convenient parking to foster revitalization, but providing and operating parking must also consider the local characteristics.

Safe and convenient parking is important for customers that may not be familiar with the area, and many urban areas have older buildings that do not have their own off-street parking. Additionally, New retailers, especially credit or national tenants, require parking as part of their lease negotiations. However, the North Beach area also has many residents that do not own vehicles and will visit the retail uses in the facility by walking or bicycling, and future demand for parking may decline or remain static.

Attracting new retailers to an area often depends on parking availability and affordability. Parking is often a customer's first experience with a retailer or a shopping center, and where their satisfaction (or disappointment) begins. The short walk between a car and the shops has always been important to shopping centers, as it has been for downtown retail as well.

Parking is an expensive use of valuable real estate. And though it is an important feature that supports the livelihood of any downtown, it should be used strategically. Parking options should allow people to park once and then walk to multiple destinations, and ideally multiple people throughout the day should use each space. The proposed facility is ideal for this purpose, especially since many of the users of the retail itself will arrive by other modes of transportation, which will allow the facility to play the role park once and visit multiple destinations by walking, rideshare, or the North Beach Trolley.

Successful parking recommendations and strategies come in a variety of forms. However, the objective remains to provide a safe and convenient and healthy street life. Healthy street life means a critical mass of activity where people are more likely to incorporate it into their daily lives. Successful parking helps create destinations, which means a mix of commercial tenants and noncommercial activity that will keep people coming back; a nearby population base of residents, workers, or both; and daytime and evening uses, to keep life on the streets as long as possible.

This creates longer and more dangerous walking routes for pedestrians and makes public transit less attractive and viable, because the transit user's journey from the bus stop to the store or apartment must take place through a large, crowded parking lot that is unprotected from the elements of heat, rain, etc.

As parking becomes more of a necessity for growth, the City should use it also a tool to attract private sector investment. Redevelopment that encourages a live, work, play environment by concentrating a variety of daytime (office, commercial, retail, restaurants, etc.) and nighttime (restaurants, breweries, public entertainment, cultural arts, etc.) stand to be successful.

### 2014 Walker Parking Study

In 2014, the City of Miami Beach engaged Walker Parking Consultants to perform a Parking Demand Analysis for North Beach. The Study found that there are 20,859 total parking spaces in the area, of which 65% is private and on-street parking accounts for 27%. Only approximately 6% of the spaces were in city-owned and operated surface lots and that there are no parking garages operated by the city in the study area.

In the Town Center, there were a total of 9,817 parking spaces.

On-Street	758
City Lots	676
Private Garage Open to the Public	428
Private Lot Open to the Public	11
Private Spaces	7,944

Three growth scenarios were conducted for the analysis, utilizing growth rates of 2.5%, 3.9%, and 6.8%, and included any known developments applied to the observed parking demand for the Town Center area.

	Scenario 1		Scenario 2		Scenario 3	
	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2015	8,999	197	9,028	168	9,086	110
2016	9,054	142	9,115	81	9,241	-45
2017	9,110	86	9,205	-9	9,407	-211
2018	9,168	28	9,299	-103	9,584	-388
2019	9,227	-31	9,396	-200	9,773	-577
2020	9,288	-92	9,497	-301	9,975	-779
2021	9,350	-154	9,602	-406	10,190	-994
2022	9,414	-218	9,711	-515	10,420	-1224
2023	9,479	-283	9,824	-628	10,666	-1470
2024	9,456	-260	9,942	-746	10,928	-1732

Source: Walker Parking Consultants

*The parking supply of 287 parking spaces provided by the North Beach Town Center Project responds to the near-term demand estimated by the Walker Parking Study for the Town Center area, and the various growth scenarios indicate that the garage can operate successfully.*

The Analysis identifies a partnership with a private developer to include building public parking spaces within future developments in critical areas as one option to increase

public parking. It also identifies that a developer could develop a public parking asset, replacing and expanding the parking within the development.

*The North Beach Town Center Project responds to this option.*

### North Beach Master Plan

The North Beach Master Plan was completed in 2016 and was a significant undertaking by the city to continue many years of effort to improve North Beach. The Master Plan identified Five Big Ideas:

1. Make a Town Center
2. Provide More Mobility Options
3. Protect and Enhance Neighborhoods
4. Better Utilize Public Lands
5. Build to Last

The Master Plan identifies the creation of a Town Center as the key element for success. 71<sup>st</sup> Street is the “center of community life”, and can support the kind of vibrant, mixed-use, pedestrian oriented urban character that is desired. The Master Plan identified the keys to creating the Town Center:

- a. Redevelop 71<sup>st</sup> Street into a walkable main street
- b. Front the street with new mixed-use buildings
- c. Consider building one or more public parking garages
- d. Redevelop the Byron Carlyle Theater
- e. Reimagine the 72<sup>nd</sup> Street parking lot (discussed below)



Source: North Beach Master Plan

*The North Beach Town Center Project is the only project that supports all five of these objectives.*

- a. *It redevelops 71<sup>st</sup> street (along the two blocks of the project) into a walkable main street. The project is designed to connect to the street and contribute to a vibrant pedestrian environment and design standards that support the goals of the plan.*

- b. *While not all buildings directly fronting the streets will be mixed-use, this is a mixed-use project that will engage the street to the full intent of the Master Plan.*
- c. *The project includes a 292-space public parking garage.*
- d. *This project supports and enhances the opportunities to redevelop the Byron Carlyle Theater to a much greater extent than anywhere else.*
- e. *Providing public parking on this location allows the city to move forward with the short and mid-term recommendations of the North Beach Master Plan to provide aesthetic enhancements, connectivity to Ocean Terrace, and new community amenities while leaving the door open to future structured parking at the site if needed. This will allow for the synergy of peak and non-peak times to provide the right size of parking in the area.*

### **72<sup>nd</sup> Street Parking Lot**

This parking lot contains 320 parking spaces and is one of the largest surface lots in Miami Beach. This parking lot appears underutilized except at times during the weekend.

The North Beach Master Plan recognizes this condition, and states that “Residents of densely populated cities typically do not have a substantial private yard. As such, they depend upon public parks and trails for their connection to nature and for their recreational needs. A great park system can provide relief from an intense urban environment, thus making a city more livable.”

In the near term, the North Beach Master Plan recommends turning part of the parking lot into green space along Collins Avenue to connect the Town Center to 73<sup>rd</sup> Street and north since the pedestrian character of this area is currently interrupted. It includes the portion of a prominent civic building that could potentially house a library, and there could be additional public amenities. Finally, the Plan identifies a skate park as an option that responds to community feedback that the city has received for several years.

In the mid-term, the Master Plan recommends developing a strategy for the site that accommodates current and future demand, including transportation management plans.

In the long term, the Master Plan states that the city might also consider the option of constructing a mixed-use garage on the site. The Plan further states that this is an “option of building a public parking garage as a last resort, in the distant future, should it ever actually prove necessary.”

*As previously stated, the parking provided by the North Beach Town Center Project provides the city to move forward with the short and mid-term recommendations of the North Beach Master Plan to provide aesthetic enhancements, connectivity to Ocean Terrace, and new community amenities, while leaving the door open to future structured parking at the site if needed.*

### **The Future of Parking**

The subject of the future of parking has been debated and written about extensively recently, especially as new technologies such as Uber and Lyft, along with autonomous vehicles, have come into being. Parking will remain important to attracting quality retail, including validated or free parking, but it is important to

maintain the sense of place and not overbuild the parking. In addition to the 287 spaces provided in the project for the area, the project on the East Block will provide additional parking that will include spaces that may be available to the public during the nighttime and on weekends when the office uses are not operating.

Additionally, the lower car ownership rate in North Beach will likely continue and may become lower as the area becomes more vibrant and walkable due to this project and the catalyst impact it will have on revitalization. As the area revitalizes the need to leave the area will decline, leading to a reduction of traffic on the roadways leading into and out of North Beach to the North, South and West, which will continue if this project is not constructed as residents continue to leave the area for many goods and services.

Walker Parking Consultants have done research on this subject. This research indicates that while there may be some impact, that impact will take time to be realized and that considering population growth and high disruption by autonomous vehicles, parking demand by 2049 will likely return to current levels.

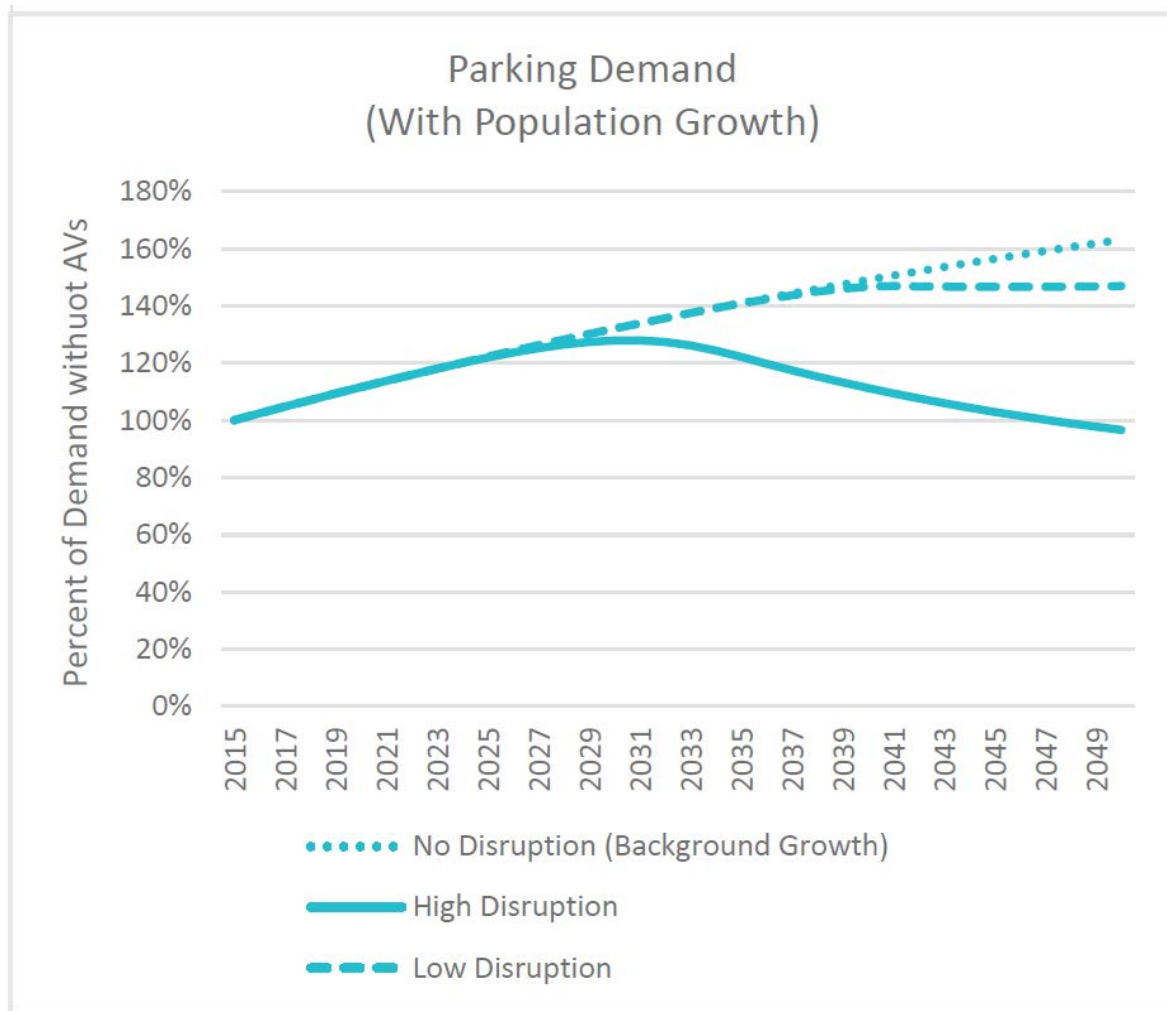


Figure 5: Walker Parking Consultants

The Society of Automotive Engineers has categorized six levels of automation, which have also been adapted by the National Highway Safety Traffic Administration.

- Level 0 has no automation.
- Level 1 has functions such as cruise control.
- Level 2 has a combination of functions that work together, like a Tesla.
- Level 3 provides complete automation but requires a driver at the wheel to deal with a problem.
- Level 4 can only be driverless in areas that are mapped and tested.
- Level 5 can operate in any conditions and area; however, snow and heavy rain are conditions that have not yet been solved.

It appears that the biggest influence on the timeline and ultimate penetration of autonomous vehicles is consumer acceptance. According to Walker Parking, only 22% of consumers today say they trust the vehicles or are willing to pay for them. Serious accidents with Level 3 vehicles could significantly impact and delay widespread, impactful acceptance of autonomous vehicles. And it will take time to expand due to the number of Level 0-2 cars on the road.

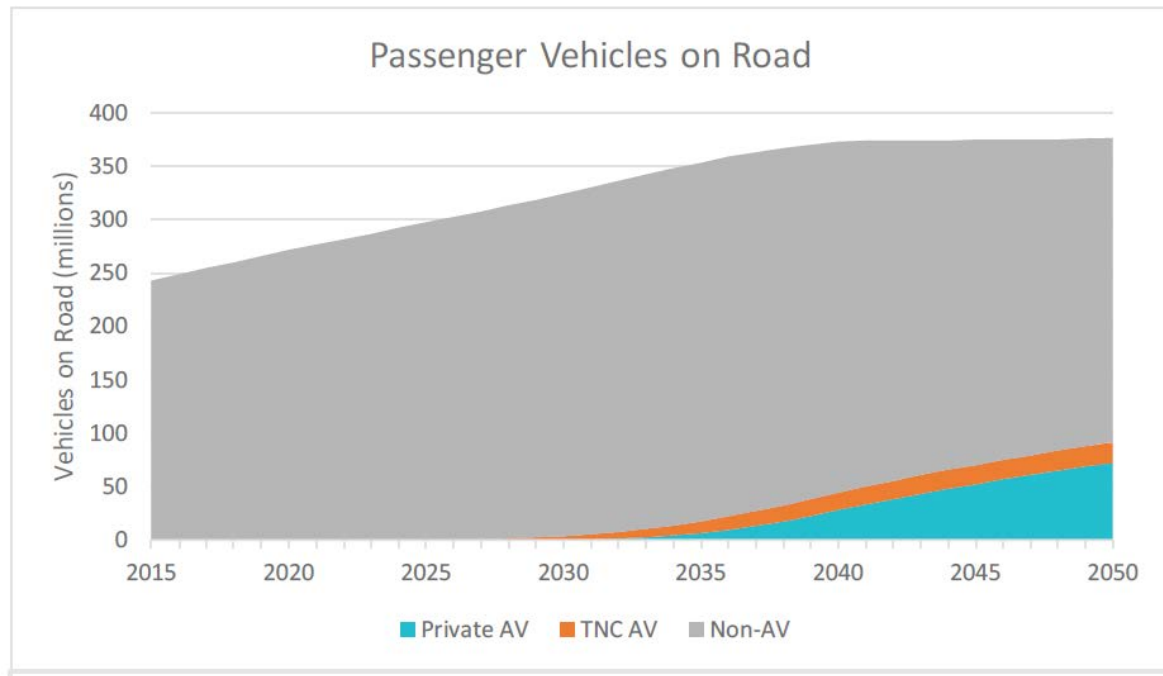


Figure 6: Walker Parking Consultants

John Dorsett, Senior Vice President of Walker Parking recommends some ways to address any potential impact of autonomous vehicles on parking.

Right size the parking supply considering the potential long-term effects of companies such as Uber and Lyft but provide sufficient parking for commerce to thrive. Designers and operators should also consider flexibility in parking facility design, allowing for the adaptive reuse of spaces into non-parking land uses. The proposed project includes

the option for adaptive reuse and convertibility based on actual impacts on parking demand in the future.

The North Beach Master Plan recommends providing more mobility options, and those options will contribute to the vibrancy and success of North Beach's revitalization. In the North Beach Master Plan, Dover Kohl recognizes that more people are using rideshare services and that there are debates over the impact on parking demand. However, they also acknowledge that parking is still necessary, and that although the percentage of the population using cars may decline, the number of Miami Beach visitors may continue to increase and therefore demand for parking will remain.

*The North Beach Town Center Project provides public parking to meet current and near-term demand and is highly unlikely to be impacted in the mid and even long term due to the combination of slow acceptance of autonomous vehicles and continues population and visitor growth to North Beach. The project provides the city to "right-size" the parking supply to consider future impacts while addressing the need for parking, especially due to the role that parking currently plays, and will continue to play, in neighborhood revitalization.*

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## IMPACTS

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The North Beach Town Center Project is the catalyst project for the revitalization of North Beach, which will generate more than a \$1 billion in economic activity over the next twenty (20) years. There are many benefits that the City of Miami Beach and the North Beach area will realize from this project. These benefits can be categorized in several different ways.

- Fiscal Impact – Positive financial benefit to the City of Miami Beach.
- Economic Impact – Positive economic benefits to the North Beach area and beyond.
- One-Time Impacts – Impacts that occur only one time, normally during the construction phase.
- Annual Impacts – Impacts that occur annually, such as ad valorem tax receipts and economic impacts from ongoing business operations.

### One-Time Impacts

The construction phase of the project will have a duration of between 18-30 months. During this period there will be positive impact to the City of Miami Beach and North Beach.

**Fiscal Impact** - The project will have a positive fiscal impact to the City of Miami Beach of at least \$2,202,904 that primarily includes:

- \$1,115,000 in Building Permit Fees.
- \$863,682 in Transportation Concurrency Fees.
- \$222,000 contribution to the Art in Public Places Fund.

**Economic Impact** – The project will have a positive economic impact of approximately \$92 million to the North Beach area during the construction phase. The following estimates were produced using the IMPLAN Input-Output model developed by the University of Minnesota and is the standard methodology utilized to identify economic impacts.

#### One Time Economic Impact

<b>Impact Type</b>	<b>Employment</b>	<b>Labor Income (\$)</b>	<b>Value Added (\$)</b>	<b>Output (\$)</b>
Total Effect	797.39	38,405,717	55,543,724	92,670,771
Direct Effect	705.21	34,448,885	47,928,461	80,000,000
Indirect Effect	27.25	1,620,049	2,630,042	4,435,533
Induced Effect	64.94	2,336,784	4,985,220	8,235,238



The direct jobs are the jobs that are located on-site, while the indirect jobs are the jobs that are related to the industries that are related to the project, and the induced jobs are those that are impacted when the direct and indirect workers engage in commerce and economic activity, such as shopping and dining.

**Annual Impacts**

The annual impacts from completion and operation of this project will be significant. These will occur in several different ways:

- Fiscal Impact to the City of Miami Beach from Ad Valorem Tax Receipts, Business Tax Receipts, and Parking Revenue.
- Economic Impact to the North Beach area and beyond, including:
  - The rents paid for units in the residential building.
  - The rents paid in the commercial office and retail portions of the project.
  - The annual retail sales activity by the retailers in the project, which is estimated to be almost \$50 million annually<sup>8</sup>.
  - The commercial activity generated by businesses occupying the office building.

Fiscal Impact – Following completion, the project will have a positive Ad Valorem Tax impact to the City of Miami Beach of approximately \$384,545 beginning in the first year after completion.

	<b>Ad Valorem</b>	<b>Net New Tax</b>
<b>Year 1</b>	\$ 384,545	\$ 312,330
<b>Year 2</b>	\$ 388,160	\$ 315,945
<b>Year 3</b>	\$ 399,805	\$ 325,423
<b>Year 4</b>	\$ 411,799	\$ 335,251
<b>Year 5</b>	\$ 424,153	\$ 345,373
<b>Year 6</b>	\$ 436,878	\$ 355,801
<b>Year 7</b>	\$ 449,984	\$ 366,544
<b>Year 8</b>	\$ 463,483	\$ 377,611
<b>Year 9</b>	\$ 477,388	\$ 389,013
<b>Year 10</b>	\$ 491,709	\$ 400,758
<b>10-yr Total</b>	<b>\$ 4,327,904</b>	<b>\$ 3,524,050</b>

Currently, the properties that make up this project generate \$70,112 in Ad Valorem Tax to the City of Miami Beach. Upon completion, this project will provide a net increase to the City of Miami Beach of approximately \$312,330.

During a twenty-year period, the project is expected to generate at least \$8,261,197 in Ad Valorem Taxes to the City of Miami Beach.

Economic Impact – An ImPlan analysis indicates that the project will have a positive annual economic impact to the area of approximately \$59 million annually following completion of the project’s construction and occupancy of the space by residential and retail tenants.

**Recurring Economic Impact**

<b>Impact Type</b>	<b>Employment</b>	<b>Labor Income (\$)</b>	<b>Value Added (\$)</b>	<b>Output (\$)</b>
Total Effect	280.81	8,402,437	18,102,852	59,944,925
Direct Effect	218.95	5,599,920	12,690,011	50,958,731
Indirect Effect	47.62	2,290,273	4,320,311	7,180,347
Induced Effect	14.24	512,244	1,092,530	1,805,847

<sup>8</sup> RMA, LLC

## Conclusion

The North Beach Town Center Project will provide much needed retail offerings to the North Beach community and provide public parking that will support area assets including the Byron Carlyle Theater, North Shore Park, surrounding businesses and other assets. The project is integral to North Beach's success and is responsive to the local characteristics of the community, including the lower car ownership and high use of alternative modes of transportation including walking, bicycling, Uber, Lyft and the North Beach Trolley.

Importantly, the Project is also the linchpin for achieving the primary goal of the North Beach Master Plan - the creation of a town center on 71<sup>st</sup> Street. The project will serve as a catalyst that stimulates additional investment, especially on the north side of 71<sup>st</sup> Street. This project will support additional investment and anchor a real walkable, vibrant neighborhood where people can live, work, play and shop close to home.

The proposed city investment is \$9,731,480. This investment will result in both direct, and more importantly indirect and stimulated economic benefits for North Beach and the city. The total estimated cost of the project is \$80 million, which will have a positive economic impact of over \$92 million during construction. Following construction, the project will include retail, restaurant, office and residential uses which will generate over \$59 million annually in the local economy. This represents more than \$1.1 billion in new economic activity over twenty years and create more than 200 new jobs.

This economic activity will include an estimated almost \$50 million annually in retail sales. This is retail spending that without this project, would likely occur outside of Miami Beach.

The city budget will also benefit from this project. In addition to the initial revenue of more than \$2.2 million from Building Permit Fees, Transportation Concurrency Fees, and the Art in Public Places fund, it is estimated that the project will generate more than \$8.2 million in Ad Valorem Taxes to the city over a twenty-year period.

Additional Mixed-Use development and investment on the North Side of 71<sup>st</sup> Street (identified on page 23) will follow the North Beach Town Center Project as the area becomes more vibrant. These projects may easily represent an additional \$81 million in new investment into the area, creating new residential units and business opportunities, and supporting the City's tax base with an additional +\$8 million in Ad Valorem Taxes over the next twenty years in addition to the economic impact the new investment will bring. These projects will contribute to the continued vibrancy of the area, attracting more business investment, expansions, renovations and lead to the vibrant neighborhood that is envisioned for North Beach.

This project will leverage private and public investment into significant economic activity that will revitalize the North Beach area and deliver the community the vibrant, walkable Town Center envisioned by the community as a real neighborhood where all can live, work and play.

## ABOUT RMA

RMA is a full service economic (re)development firm passionately reinventing cities to bring hidden assets and unrecognized value to the forefront. We have a proven track record assessing, developing and implementing activities/programs that are improving communities by utilizing a realistic, comprehensive and effective approach - resulting in over \$1 billion in private sector investment within our client areas. RMA offers comprehensive services under five specialized divisions: Economic Development, Business Attraction & Marketing, Urban Design & Planning, Real Estate, and Government Administration.

RMA was formed in 2009 by Principal Members, Kim Briesemeister, a Certified Redevelopment Administrator, and Christopher J. Brown, combining their talents and 50+ years of experience providing consulting and management services to governments in the field of urban (re)development, nationally and internationally. The Executive Team is rounded out by Economic Development Director Kevin Crowder, a certified economic developer with 24 years of experience and Business Attraction and Marketing Director Sharon McCormick.

RMA headquarters is located in Pompano Beach, Florida, with additional office locations in Delray Beach, Jacksonville and Winter Springs. Our expertise includes all aspects of economic development, real estate development and public-private partnerships, urban design and planning, business attraction and marketing, government administration and community consensus building. RMA's active practitioners have led some of the most successful economic (re)development efforts in Florida cities during the last 30 years, transforming many South Florida areas into thriving business/entertainment districts, including Miami Beach, Pompano Beach, Delray Beach, West Palm Beach, Hollywood and Fort Lauderdale.

RMA's understanding of and experience with redevelopment and Florida CRA's is unmatched. The firms' principals have managed some of the largest CRA's in the State of Florida, including the Delray Beach, Fort Lauderdale, West Palm Beach and Hollywood CRA's and RMA currently manages two Florida CRA's in West Palm Beach and Pompano Beach. The RMA team includes the former economic development director for Miami Beach, two past presidents of the Florida Redevelopment Association and one former and one current members of the FRA Board of Directors, and a member of the Board of Directors of the Florida Council for Public Private Partnerships. Our team has utilized many complex P3 financial and real estate structures in the most successful CRA's in Florida, including Miami Beach, Delray Beach, Fort Lauderdale, Hollywood, Davie, North Miami Beach, Margate and West Palm Beach.

RMA's distinction from other firms is our multi-disciplinary expertise and focus on urban area revitalization and growth of local economies, from drafting the strategies to building and leveraging results. Our real-world experience managing capital projects, applying land development regulations to new and refurbished construction and negotiating and financing projects and incentives are what sets RMA apart. We understand how to align goals and strategies with community values and visions, authoring practical, actionable and accountable plans for our clients. We excel at implementing and managing the initiatives outlined in our comprehensive plans and can address even the most difficult challenges by providing a proven road map to success.

RMA's highly experienced professionals are committed to helping our clients in their pursuit of economically diverse and healthy communities. Our firm has the experience, in-house expertise and financial stability to successfully complete and implement projects of all sizes. The benefits of working with us include comprehensive access to industry-leaders in specialized (re)development fields under one firm - providing years of knowledge, experience and proven success as evidenced by the client cities we have helped reinvent.