

**RESOLUTION NO. 2024-33298**

**A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING THE FINAL OPERATING BUDGET FOR THE NORTH BEACH COMMUNITY REDEVELOPMENT AREA FOR FISCAL YEAR 2025.**

**WHEREAS**, on July 28, 2021, the North Beach CRA Board adopted Resolution No. 005-2021 and the City Commission also adopted Resolution No. 2021-31817 respectively approving the Interlocal Agreement by which Miami-Dade County delegated to the City certain redevelopment powers, including but not limited to the creation of the North Beach Community Redevelopment Area and implementation of the North Beach Community Redevelopment Plan; and

**WHEREAS**, pursuant to Section 189.016(3), Florida Statutes, the governing body of special districts such as the North Beach CRA, must adopt a budget resolution each fiscal year; and

**WHEREAS**, pursuant to Section 163.387, Florida Statutes, moneys in the Trust Fund may be expended for undertakings of the North Beach CRA as described in the Redevelopment Plan pursuant to an annual budget adopted by the North Beach CRA Board) and only for the purposes specified by Statute; and

**WHEREAS**, project-related expenditures for FY 2025 account for approximately \$435,000, which include \$239,000 for community policing initiatives, \$130,000 for enhanced Code Compliance in the North Beach Community Redevelopment Area to continue to provide enhanced levels of staffing and services throughout the area, and \$66,000 to promote additional community cleanliness and beautification; and

**WHEREAS**, the budget also includes \$342,000 for both a Commercial Façade Improvement Program to improve area aesthetics and promote business attraction and retention and a Residential Property Improvement Program to promote the maintenance of naturally occurring affordable housing stock and promote resiliency, \$175,000 for Arts & Culture related tourism, branding, and marketing, and \$97,000 for small business development; and

**WHEREAS**, administrative expenditures account for \$72,000, which include a satellite office within the North Beach Community Redevelopment Area, of which lease and maintenance costs are shared with the City of Miami Beach Building Department on a prorated basis; and

**WHEREAS**, other expenditures include \$17,000 for the County's administration fee, which is equivalent to 1.5% of the County's respective FY 2025 tax increment financing (TIF) payment; a \$40,000 contribution to the City for administrative expenditures based on an updated cost allocation study that was completed during FY 2024; a \$251,000 set-aside for workforce housing and affordable housing based on 10% of the combined TIF revenues for FY 2025; and a \$1.1 million set-aside for future projects; and

**WHEREAS**, the City Manager recommends approval of the final FY 2025 operating budget for the North Beach CRA.

**NOW, THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA**, that the Mayor and City

Commission hereby adopt the final operating budget for the North Beach Community Redevelopment Area for FY 2025 as outlined below and further detailed in the attached Exhibit "A."

Commercial Façade/Residential Property Improvement Program	\$342,000
Community Policing	239,000
Code Compliance	130,000
Community Cleanliness	66,000
Administrative expenditures	72,000
Arts & Culture	175,000
Small Business Development	97,000
County Administration Fee	17,000
City Administration Fee (Cost Allocation)	40,000
Set-aside for Workforce and Affordable Housing	251,000
Set-aside for future projects	1,077,000
<b>Total FY 2025 Budget</b>	<b>\$2,506,000</b>

**PASSED AND ADOPTED** this 25 day of September, 2024.

**ATTEST:**

*[Handwritten Signature]*

SEP 26 2024

Rafael E. Granado, Secretary

*[Handwritten Signature: Steven Meiner]*

Steven Meiner, Chairperson



STATE OF FLORIDA  
COUNTY OF MIAMI-DADE

I, RAFAEL E. GRANADO, City Clerk of the City of Miami Beach, Florida, do hereby certify that the above and foregoing is a true and correct copy of the original thereof on file in this office.

APPROVED AS TO  
FORM & LANGUAGE  
& FOR EXECUTION

*[Handwritten Signature]*  
City Attorney

9/18/2024  
Date

WITNESS my hand and seal of said City this 26 day of SEPT, 2024.

RAFAEL E. GRANADO

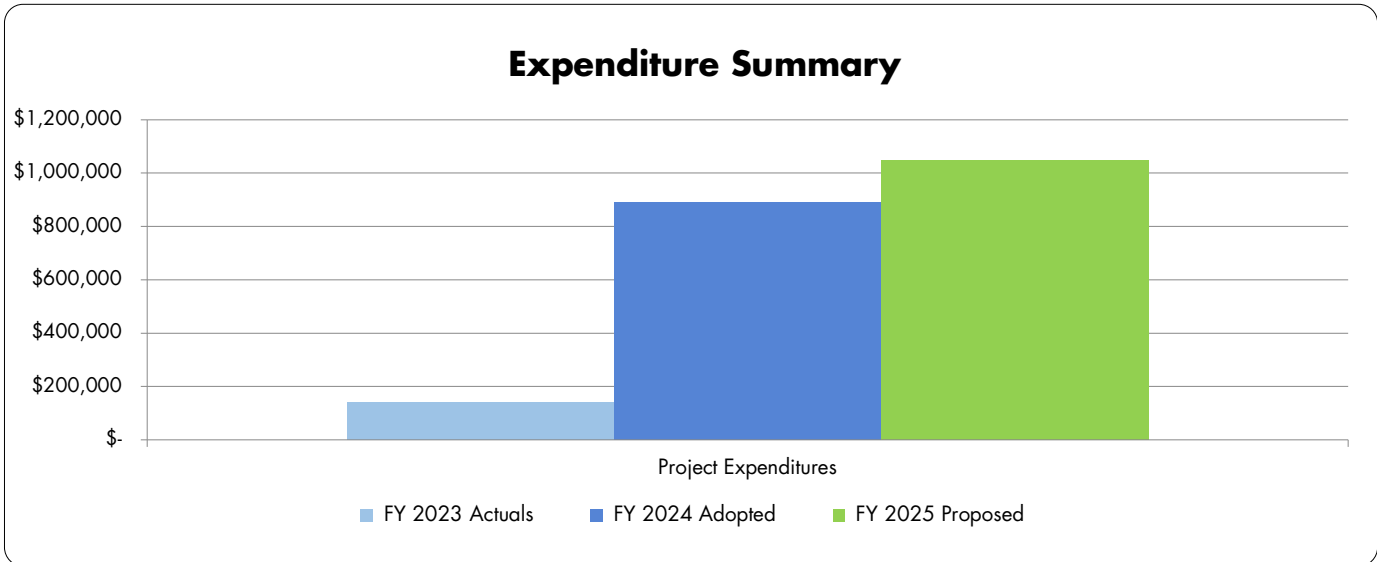
*[Handwritten Signature]*  
Rafael E. Granado  
City Clerk of the City of Miami Beach, Florida

SEP 26 2024



# Attachment A - FY 2025 North Beach CRA Operating Budget (Exhibit A)

North Beach Community Redevelopment Area Operating Budget				
	FY 2022	FY 2023	FY 2024	FY 2025
Revenues and Other Sources of Income	Actual	Actual	Adopted	Proposed
Tax Increment - City	\$ -	\$ 576,726	\$ 1,082,000	\$ 1,396,000
Tax Increment - County	-	458,187	851,000	1,090,000
Interest Income	-	244	-	20,000
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 1,035,157</b>	<b>\$ 1,933,000</b>	<b>\$ 2,506,000</b>
<b>Admin/Operating Expenditures</b>				
CMB Administration	\$ -	\$ 25,954	\$ 44,000	\$ 112,000
County Admin Fee	-	6,873	13,000	17,000
<b>Total Admin/Operating Expenditures</b>	<b>\$ -</b>	<b>\$ 32,827</b>	<b>\$ 57,000</b>	<b>\$ 129,000</b>
<b>Project Expenditures</b>				
Small Business Development	\$ -	\$ -	\$ 80,000	\$ 97,000
Beautification	-	-	290,000	342,000
Arts & Culture	-	-	135,000	175,000
Enhanced Services:				
Community Policing	-	100,000	186,000	239,000
Code Compliance	-	26,359	100,000	130,000
Community Cleanliness	-	13,184	100,000	66,000
<b>Total Project Expenditures</b>	<b>\$ -</b>	<b>\$ 139,543</b>	<b>\$ 891,000</b>	<b>\$ 1,049,000</b>
<b>Reserves, Debt Service and Other Obligations</b>				
10% Set-aside for Affordable & Workforce Housing	\$ -	\$ -	\$ 194,000	\$ 251,000
Set-aside for Future Projects	-	-	791,000	1,077,000
<b>Total Reserves, Debt, &amp; Other Obligations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 985,000</b>	<b>\$ 1,328,000</b>
<b>TOTAL EXPENDITURES AND OBLIGATIONS</b>	<b>\$ -</b>	<b>\$ 172,370</b>	<b>\$ 1,933,000</b>	<b>\$ 2,506,000</b>
<b>SURPLUS / (GAP)</b>	<b>\$ -</b>	<b>\$ 862,787</b>	<b>\$ -</b>	<b>\$ -</b>



# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY



## **Fiscal Year 2025 Proposed Operating Budget and Work Plan**

North Beach Community Redevelopment Agency  
1755 Meridian Avenue  
Miami Beach, FL 33139

### **Board of Directors**

Steven Meiner, Chair  
Kristen Rosen Gonzalez, Board member  
Laura Dominguez, Board member  
Alex J. Fernandez, Board member  
Tanya K. Bhatt, Board member  
David Suarez, Board member  
Joseph Magazine, Board member  
Micky Steinberg, Board member

### **Executive Staff**

Eric Carpenter, Executive Director  
Ricardo Dopico, General Counsel  
Rafael Granado, Secretary

### **North Beach CRA Advisory Committee**

Vacant, Chair  
Ronnie Issenberg, Vice Chair  
Romina Orozco-Encio  
Tom Richerson  
Manning Salazar  
David Sexton, Ex Officio





# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY



## MESSAGE FROM THE EXECUTIVE DIRECTOR ERIC CARPENTER

Honorable Chair Steven Meiner and Board of Directors:

I am honored to present the Fiscal Year (FY) 2025 Budget for the North Beach Community Redevelopment Agency. FY 2023 was the first budget year for the North Beach CRA after its establishment and approval by Miami-Dade County on July 20, 2021. The Operating Budget and Work Plan for FY 2025 herein, commencing on October 1, 2024 and ending on September 30, 2025, is the third budget for the North Beach CRA.

We are thrilled by the third consecutive year of compelling growth in the Redevelopment Area following the 2021 base year. The combined tax increment revenue from the City of Miami Beach and Miami-Dade County totals approximately \$2.84 million reflecting an increase of approximately 29% over the prior year. With taxable values at approximately \$1.73 billion in 2023, the Redevelopment Area has experienced a 6.6% increase in taxable values over the prior year and a 30% increase from \$1.42 billion in the base year (2021) to \$1.84 billion in the current year. This remarkable growth signifies the significant potential of the area.

On June 4, 2024, the Miami-Dade County Board of County Commissioners ratified the North Beach CRA FY 2024 Budget, via Resolution No. R-490-24. With this approval and pursuant to the Interlocal Agreement, the North Beach CRA expended budgeted funds to implement the Redevelopment Plan.

The executive team, with input from the North Beach CRA Advisory Committee, has planned for the future by identifying short-term and long-term strategies, initiatives, and programs. These plans are based on the adopted Redevelopment Plan and are aimed at enhancing the area and laying the foundation for future economic investment. The budget for Fiscal Year 2025 recommends a prudent set aside of approximately 40% of tax increment financing revenue, similar to the prior budget year. This set aside will continue to be used on future projects, such as affordable and workforce housing, infrastructure, and other major projects that are essential to the community.

The North Beach CRA district, and North Beach community, are at a pivotal point with the completion of the Beachwalk and Rue Vendome Plaza renovation, progress on planning for the Byron Carlyle Theater through the City's Arts and Culture General Obligation Bond, implementation of public improvements with the Ocean Terrace Park and Streetscape Improvement Project, and several other approved private development projects in the North Beach Town Center zoning district. The area is ripe for new economic investments which could include the redevelopment of the Deauville Hotel site, the development of the 72nd Street Community Complex, and major resiliency projects. We are confident that the tax increment revenue will be accelerated by direct and indirect economic development resulting from North Beach CRA programs and investments, such as the Commercial Façade Improvement Program which works to beautify commercial corridors like the Normandy Fountain business district and Collins Avenue, facilitate owner investment in properties within the district, and attract new economic growth.

The budget contains appropriate allocations for continuation of the CRA's beautification programs; enhanced services including community policing, code compliance, and sanitation; arts and culture-related branding, communications and marketing; small business development programs and services; administrative expenses including administrative fees as required by Miami-Dade County, development of a short-term strategic plan, and the operations of the North Beach CRA office within the Redevelopment Area.

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## MESSAGE FROM THE EXECUTIVE DIRECTOR ERIC CARPENTER CONT'D

Prioritizing a strong organizational and fiscal foundation for the North Beach CRA is essential to long-term success. I would like to thank the greater Miami Beach community, led by North Beach CRA Chair Steven Meiner and the CRA Board of Directors, and the North Beach CRA Advisory Committee for continued leadership and guidance in the budget and planning process for one of the City's most unique and promising areas. Through collaboration, innovation, and fiscal conscientiousness, we will continue to elevate North Beach and make it an exceptional place for residents, businesses, investors, and visitors.

In addition to the Board of Directors and Advisory Committee, the North Beach CRA appreciates the contributions of Rickelle Williams, Assistant City Manager/Economic Development Director; David Martinez, Interim Assistant City Manager; Jason Greene, Chief Financial Officer; Tameka Otto Stewart, Budget Director; Heather Shaw, Economic Development Assistant Director; Richard Ajami, Budget Officer; Kyle Teijeiro, Senior Budget Analyst; and Luis Wong, Administrative Services Manager.

Respectfully submitted,

A handwritten signature in black ink that reads "Eric Carpenter". The signature is written in a cursive, flowing style.

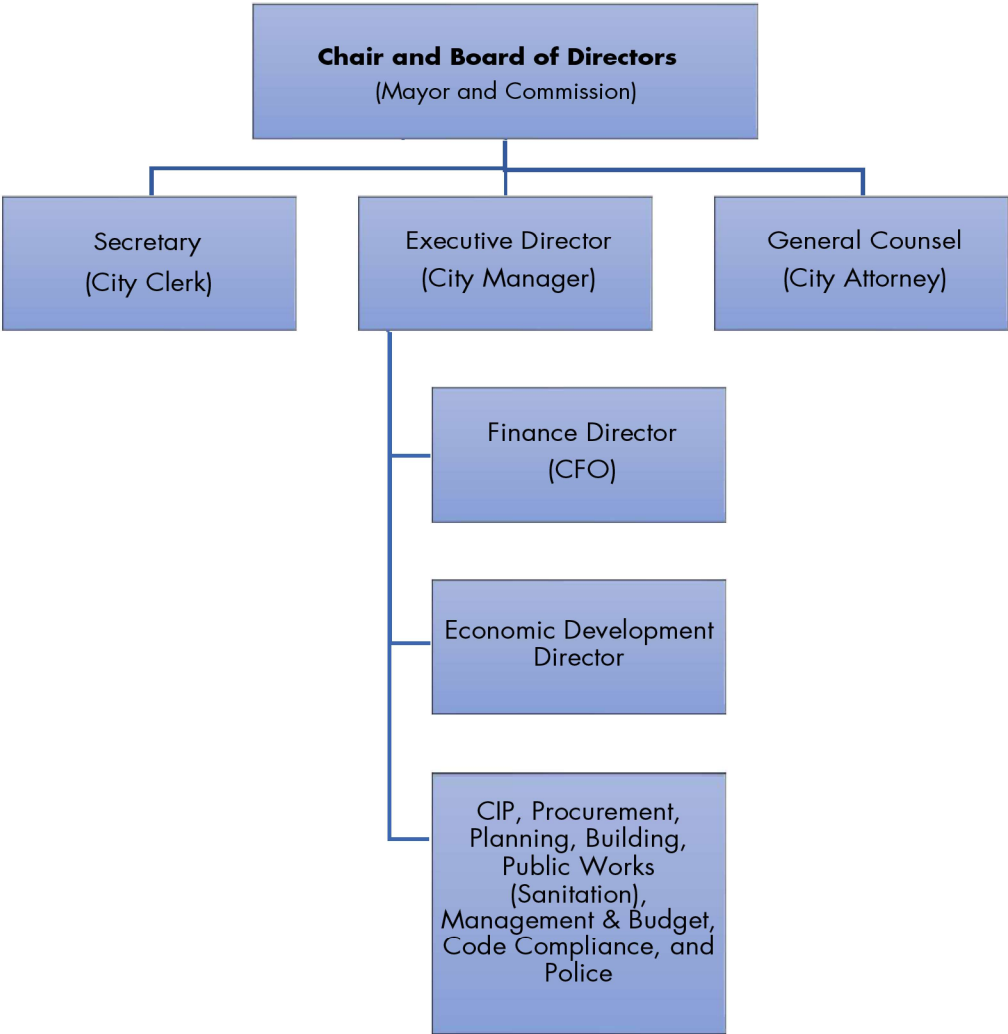
Eric Carpenter  
Executive Director



# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY



## ORGANIZATIONAL CHART





# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY



## BACKGROUND

The City of Miami Beach is recognized and admired on a local and national scale as a dynamic and vibrant destination. The warm climate, accessible beach, and unique lifestyle amenities are just a few of the things that make Miami Beach a distinguished tourism mecca. The City's significant investment in the arts, aesthetics, recreation, public safety, and climate resiliency, coupled with the depth and quality of residential and educational offerings, have made it an ideal live-work-play environment.

Through the prioritization of quality of life and strategic, measured development and preservation, the City continues to elevate its stature as a major driver of the Miami-Dade County economy and brand. Notwithstanding sustained progress citywide, the North Beach area has trailed in the level of redevelopment, revitalization, economic growth, and investment, when compared to other areas of Miami Beach. Substantial commercial real estate vacancy, obsolete housing stock, limited redevelopment, environmental and resiliency challenges, and depressed household income are among the pressing challenges still facing North Beach. Through past efforts like the North Beach Revitalization Plan, the North Beach Master Plan (Redevelopment Plan) and negotiate an interlocal cooperation agreement among the City, North Beach CRA, and Miami-Dade County to govern the redevelopment process.

## BACKGROUND CONT'D

Climate resiliency, environmental sustainability, transportation, economic development, affordable housing, historic preservation, and land development regulations are among the principles targeted by the aforementioned planning efforts. To realize these planning goals, City residents, the Mayor, and City Commission have approved General Obligation Bond (G.O. Bond) funding for major improvement projects in the North Beach area; however, it became clear that an additional funding source would be necessary to generate lasting impact.

On July 17, 2019, the City Commission adopted Resolution No. 2019-30892, accepting a preliminary report concerning a finding of necessity for the redevelopment of a certain area of North Beach, and requesting that Miami-Dade County (the "County") delegate redevelopment powers to the City. On July 8, 2020, the Miami-Dade County Board of County Commissioners ("BCC") approved Resolution No. R-619-20, delegating authority to the City to create the North Beach Community Redevelopment Agency (North Beach CRA), including direction to draft the North Beach CRA Redevelopment Plan (Redevelopment Plan) and negotiate an interlocal cooperation agreement among the City, North Beach CRA, and Miami-Dade County to govern the redevelopment process.

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## BACKGROUND CONT'D

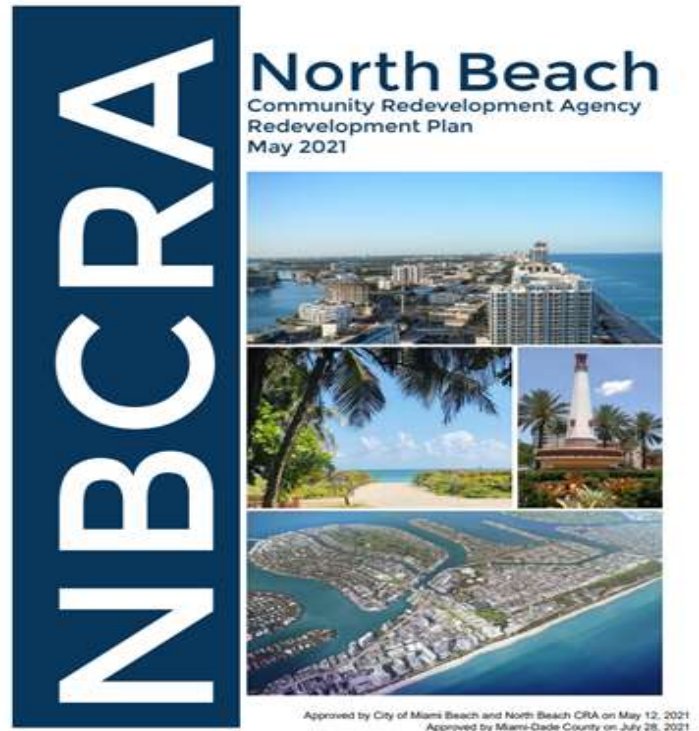
Pursuant to the County's delegation of authority, the City undertook a significant public engagement effort in preparation of the Redevelopment Plan. During the preparation process, the City, North Beach CRA, and County Administrations negotiated an interlocal cooperation agreement to delineate their respective areas of responsibility with respect to the redevelopment of the Redevelopment Area (the "Interlocal Agreement").

On February 10, 2021, via Resolution No. 2021-31596, the Mayor and City Commission officially created the North Beach CRA pursuant to section 163.357, Florida Statutes, and declared the Mayor and City Commission to be the governing body of the North Beach CRA.

On May 12, 2021, pursuant to Resolution No. 003-2021, the Chairperson and Members of the North Beach CRA Board adopted the Redevelopment Plan and transmitted the Plan to the City Commission for approval, as required by Section 163.360(5), Florida Statutes. Additionally, pursuant to Resolution No. 004-2021, the Chairperson and Board members approved the Interlocal Agreement, authorized the Chairperson and Secretary to execute the Interlocal Agreement, and further, authorized the transmittal of the executed Interlocal Agreement to the BCC for its consideration and approval.

Likewise, on May 12, 2021, pursuant to Resolution No. 2021-31709, the Mayor and City Commission approved the Redevelopment Plan for the North Beach CRA and authorized its transmittal to the County. Contemporaneously, pursuant to Resolution No. 2021-31710, the Mayor and City Commission approved the Interlocal Agreement, authorized the Mayor and City Clerk to execute the Interlocal Agreement, and further, authorized the City Manager to transmit the executed Interlocal Agreement to the BCC for its consideration and approval.

On July 20, 2021, the BCC approved Ordinance No. 21-70 establishing the North Beach CRA Trust Fund and Resolution No. R-696-21 approving the Redevelopment Plan and the final, negotiated Interlocal Agreement, as amended. On July 28, 2021, the North Beach CRA Board adopted Resolution No. 005-2021 accepting the Interlocal Agreement. The City Commission also approved the Interlocal Agreement via Resolution No. 2021-31817. The North Beach CRA's governing documents and legislation may be accessed at its website: <https://www.miamibeachfl.gov/northbeachcra>.



## PURPOSE STATEMENT

The North Beach CRA Redevelopment Plan envisions a vibrant, resilient community with a Town Center, increased housing density, preservation of historic structures, access to recreational amenities, available public parking, and additional restaurant and retail offerings to support new and current residents. The Redevelopment Plan concepts and approaches cover a range of project types across several implementation dimensions such as scale, scope, cost, time duration, and potential impact outcomes. The Redevelopment Plan presents goals and strategies which may be implemented using funding from tax increment revenue derived from within the designated boundary over the 30-year life of the North Beach CRA.

## REDEVELOPMENT PLAN GOALS

1. Provide Economic Development Opportunities for Businesses, Property Owners, and Residents
2. Invest in Climate Resilience, Sustainability & Infrastructure
3. Strengthen Cultural Arts, Branding & Marketing, and Communication
4. Protect and Enhance the Neighborhood Character
5. Improve the Quality of Life of Residents and Visitors
6. Leverage Resources for Community Redevelopment

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## INTERLOCAL AGREEMENT

The adopted boundaries of the Redevelopment Area delineate the area within which tax revenue will be generated and captured during the 30-year life of the North Beach CRA, for expenditure on investments and projects identified in the Redevelopment Plan. The Interlocal Agreement provides for material financial terms agreed upon by the City of Miami Beach, the North Beach CRA, and the County. The Agreement further contains the following provisions governing use of TIF revenue:

- One member of the County Commission, or a County Commission designee, may be appointed to serve on the North Beach CRA's Board of Commissioners (in addition to the other members appointed to the North Beach CRA's Board of Commissioners (i.e., the City Commission). Said County Commissioner, or designee, shall be vested with the same rights, duties, and obligations as any other North Beach CRA Board member; and
- No more than twenty percent (20%) of the total tax increment funds deposited annually into the Trust Fund by the City and the County shall be used for total administrative expenses (including indirect and overhead expenses which may not exceed six percent (6%) of the total contemplated administrative expenses to be spent under the Redevelopment Plan); and
- The County shall charge, and the North Beach CRA shall pay to the County, no later than March 31st, an annual administrative fee ("County Administrative Fee"). This County Administrative Fee shall be 1.5% of the County's payment to the North Beach CRA. The County Administrative Fee shall not be included in the (20%) limit on administrative expenses defined in this section; and

## INTERLOCAL AGREEMENT CONT'D

- The City and the County hereby agree to contribute 60 percent (60%) of the tax increment funds derived from the Redevelopment Area on an annual basis; and
- The North Beach CRA budget for expenditures funded by tax increment revenues shall be capped, so that an amount equal to the TIF revenues paid into the Trust Fund by the County and the City attributable to 10 percent (10%) of the incremental value in the Area, shall remain un-expended, except for the purpose of funding projects associated with affordable and workforce housing; and
- In the year which the combined annual contribution into the Trust Fund by the County and the City reaches or exceeds \$1.0 million, this 10 percent (10%) shall only be used for the purpose of funding projects associated with affordable and workforce housing, including but not limited to, the construction, preservation, and rehabilitation of such housing; and
- The North Beach CRA shall not budget in any fiscal year more than ten percent (10%) of the value of the City and County tax increment payment for that year on capital maintenance activities or community policing, respectively; and
- Beginning FY 2050, the County, North Beach CRA, and the City will negotiate an interlocal agreement to account for the sunset of the North Beach CRA.



Ocean Terrace Proposed Rendering



# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## ACCOMPLISHMENTS AND ACTIVITIES

### 1. Cultural Arts Marketing and Branding

On May 14, 2024, the North Beach CRA Advisory Committee recommended the allocation of CRA funding for seasonal marketing support for the Rhythm Foundation’s Seaside Summer 2024 Series at the Miami Beach Bandshell, a historic cultural asset owned by the City and managed by the foundation with oversight by the City’s Parks and Recreation Department. Strategic marketing and branding initiatives promote the North Beach CRA Redevelopment Plan strategy of strengthening cultural arts in the Redevelopment Area, by supporting and enhancing cultural facilities through cultural tourism and programming (North Beach CRA Redevelopment Plan sections 9.3.1 and 9.3.3).

In June 2024, in line with the Committee’s recommendation, the North Beach CRA launched its 2024 branding and marketing campaign, featuring pole banner installations at 30 locations throughout the Redevelopment Area. Each installation’s dual-banner butterfly design showcases one banner with the North Beach CRA’s “Know NoBe” branding hashtag, a concept proposed by the Advisory Committee, and the Miami Beach Bandshell on a second banner, upon flag poles alongside the Normandy Fountain and throughout Town Center on 71st Street, Collins Avenue, and Harding Avenue.

### 2. Launch of Commercial Façade Improvement Program and Residential Property Improvement Program

On June 28, 2023, the North Beach CRA Board approved two new CRA beautification programs, a Commercial Façade Improvement Program and Residential Property Improvement Program, initially targeting properties in the vicinity of Normandy Fountain/Rue Vendome Plaza. The programs aim to enhance and improve the district’s existing building stock by helping subsidize private property beautification, maintenance, and resiliency upgrades. These exterior improvements may include, but are not limited to, new windows, doors, lighting, and signage. The Commercial Façade Improvement Program assists commercial properties, and the Residential Property Improvement Program targets the district’s multifamily housing stock.

## ACCOMPLISHMENTS AND ACTIVITIES CONT’D

Both programs are structured as a reimbursable matching grant incentive available to properties in the defined Program area. Following an application and approval process, program participants are eligible for reimbursement for up to 70% of costs for certain improvements, with a total cap of \$20,000 per approved application. The Residential Property Improvement Program aims to support the Redevelopment Plan objective of promoting workforce and affordable housing, as eligibility is restricted to participants with properties containing a majority of residential units leased to households earning up to 140% of area median income (AMI). For three (3) years following award, participants may not increase rents for the income-eligible units by more than 3% per year. Program promotion is achieved through in person canvassing and webinars. In FY 2024, there were 2 applicants awarded with 7 applicants currently in progress.

On April 9, 2024, the North Beach CRA Advisory Committee recommended that the Board of Directors of the North Beach CRA consider expansion of the Commercial Façade Improvement Program beyond the Normandy Fountain area, to increase the scope of eligible program applicants to include commercial properties along Collins Avenue within the Redevelopment Area. On May 3, 2024, the North Beach CRA Board adopted CRA Resolution No. 016-2024, accepting the Advisory Committee’s recommendation and expanding the geographic scope of the program to include Collins Avenue properties.





# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## ACCOMPLISHMENTS AND ACTIVITIES CONT'D

### 3. Enhanced Services: Community Policing, Sanitation, and Code Compliance

The North Beach CRA provides funding support to augment and enhance the levels of City services existing in the Redevelopment Area. Funding has been utilized for community policing services within the North Beach CRA district boundaries, including crime prevention initiatives, proactive policing, and response to calls for service. Community policing innovations are proven to be a useful tool in protecting neighborhoods and improving quality of life. As of 3rd Quarter of FY 2024, Miami Beach Police Department (MBPD) officers have proactively engaged with approximately 310 businesses, issued roughly 82 moving citations, made 23 felony arrests and 159 homeless referrals.

The Miami Beach Code Compliance Department has provided enhanced services in the North Beach CRA district. Calls for service, patrols, and investigations addressing quality of life issues and building violations, including enhancement of physical appearance and cleanliness, have served to increase compliance throughout the district. Code Compliance staff have dedicated an additional 251 hours quarterly of service resulting in 202 inspections and 126 violations, as of the 2nd Quarter of FY 2024.

The Miami Beach Sanitation Division has diligently provided comprehensive litter control services in the North Beach CRA area, further extending their range of services. As part of their commitment to maintaining cleanliness and promoting a healthy environment, the Division has allocated an average of 25 additional hours per month specifically dedicated to this area. Through these efforts, the Sanitation Division ensures that litter is promptly collected, streets are regularly swept, and public spaces are kept free from debris. By providing this valuable service, the division contributes significantly to enhancing the aesthetic appeal and overall quality of life in the Redevelopment Area.

## ACCOMPLISHMENTS AND ACTIVITIES CONT'D

### 4. Affordable and Workforce Housing

While at least 10% of TIF revenue generated must be itemized to fund projects associated with affordable and workforce housing, the North Beach CRA has not yet expended these funds. Rather, the North Beach CRA has set these funds aside for the construction, preservation, and/or rehabilitation of such housing. Once an eligible project or program has been identified, the North Beach CRA will allocate these funds accordingly to comply with the goal of promoting affordable and workforce housing. Note that the Residential Property Improvement Program, described above, does focus on preserving affordable and workforce housing in addition to encouraging property enhancement and beautification.

## WORKPLAN

The North Beach CRA Redevelopment Plan's Goals and Implementation Strategies include initiatives derived from sources such as resident and stakeholder suggestions during the Redevelopment Plan development process, best practices, and concepts recommended in previous studies, reports, and master plans. Implementation strategies vary in cost, duration, impact, and complexity. There are several strategies that may require significant costs to effect visible change.

**As the Redevelopment Plan and previous related plans are expansive in scope, a primary initiative for FY 2025 includes the development of a short-term (i.e., 3-5 year) strategic plan to outline the initial efforts of the North Beach CRA.** The proposed immediate focus of the North Beach CRA during its initial years continues to concentrate on actions that can be implemented at little cost, since long-term implementation strategies are typically ongoing or are projects for which funding is not currently available. Immediate short-term strategies may include actions addressing, for example, code compliance or marketing and branding initiatives, which involve less expenditure but are visible and impactful, nonetheless.



# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## PROGRAM AND INITIATIVES

The Fiscal Year 2025 operating budget recommendation prioritizes six categories of expenditures:

North Beach CRA				
Revenues	FY 2024 Adopted Budget	Percentage	FY 2025 Proposed Budget	Percentage
City of Miami Beach TIF Contribution	\$ 1,082,000	56.0%	1,306,000	55.7%
Miami-Dade County TIF Contribution	\$ 851,000	44.0%	1,090,000	43.5%
Interest	\$ -	0.0%	20,000	0.8%
<b>Total:</b>	<b>\$ 1,933,000</b>	<b>100.0%</b>	<b>2,506,000</b>	<b>100.0%</b>

Expenditures	FY 2024 Adopted Budget	Percentage	FY 2025 Proposed Budget	Percentage
Beautification	\$ 290,000	15.0%	\$ 374,000	14.9%
Enhanced Services:				
Community Policing	\$ 186,000	9.6%	\$ 239,000	9.5%
Code Compliance	\$ 100,000	5.2%	\$ 130,000	5.2%
Community Cleanliness	\$ 100,000	5.2%	\$ 68,000	2.6%
Arts and Culture	\$ 135,000	7.0%	\$ 175,000	7.0%
Small Business Development	\$ 80,000	4.1%	\$ 97,000	3.9%
Administration	\$ 57,000	2.9%	\$ 97,000	3.9%
Set-aside: Affordable and Workforce Housing	\$ 194,000	10.0%	\$ 251,000	10.0%
Set-aside: Future Projects	\$ 791,000	40.9%	\$ 1,077,000	43.0%
<b>Total:</b>	<b>\$ 1,933,000</b>	<b>100.0%</b>	<b>\$ 2,506,000</b>	<b>100.0%</b>

### 1. Beautification

**a. Commercial Façade Improvement Program:** The North Beach CRA has developed a commercial façade improvement program (matching grant) available to businesses located within the Normandy Isles/Rue Vendome Plaza section of the Redevelopment Area. The purpose is to continue improving the visible appearance and street presence of properties while enhancing the functionality and sustainability of businesses within this main commercial area.

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

- Section 6.2: Normandy Isles - The Normandy Fountain area, also known as Vendome Plaza, serves as the community and commercial center of Normandy Isle and could develop into a vibrant, pedestrian-oriented shopping district with a strategic combination of protection and enhancement.
- Section 8.3: Several initiatives, such as rehabilitation and beautification grants, will provide funding for businesses and property owners in the CRA to make interior and exterior improvements to their properties.
- Section 9.1.1: Business Attraction and Retention - Develop incentive programs to help existing or new property and business owners with aesthetics, repairs, rehabilitations, improvements, land acquisition, and resiliency modifications.
- Section 9.4.1: Normandy Isles – Fountain Area - Support redevelopment of sites around the fountain to include retail, Class A office space, and residential.

## PROGRAM AND INITIATIVES CONT'D

**b. Residential Property Improvement Program:** The North Beach CRA has developed a residential property improvement program, a matching grant available to residential property owners to promote the resiliency, beautification, and historic preservation of the community. The program provides for renovation and rehabilitation of multifamily residential properties to encourage sustainable features, housing affordability and age-in-place opportunities for residents.

Redevelopment Plan Goal 4: Protect and Enhance the Neighborhood Character

- Section 7.5.3: Building Adaptation - Resilient design can also be implemented through residential, commercial, and business façade improvement programs. The programs would aim to help the Redevelopment Area to address façades and building systems to properly anticipate and accommodate future extreme weather patterns and natural events. This incentive-based program could also encourage building owners to invest in green infrastructure.
- Section 9.1.2: Real Estate - Establish protective measures to safeguard housing for existing residents within the CRA consistent with federal requirements.
- Section 9.2.1: Resiliency and Sustainability – Develop a climate resiliency incentive program to assist residential and commercial property owners with applicable capital improvements.
- Section 9.4: Develop incentive programs to rehabilitate and preserve existing housing stock and/or develop new housing stock; create programs and incentives to mitigate the costs of historic preservation and rehabilitation; and create programs and incentives to promote age in place opportunities for existing and new housing stock.

Section 9.4.1: North Shore – Partner with multifamily property owners to retain affordable and workforce housing offerings.

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## PROGRAM AND INITIATIVES CONT'D

### 2. Enhanced Services

**a. Community Policing:** The North Beach CRA is vested with the power to provide funding to support the development and implementation of community policing innovations, subject to the budgetary limitation set forth in the Interlocal Agreement. Through additional shifts/overtime, the Miami Beach Police Department (MBPD) will augment and enhance the relationship between the Police and the community, by building trust among officers and residents to encourage the creation of effective crime watch groups. Community policing innovations involve policing techniques designed to reduce crime through increasing the perceived risks of engaging in criminal activity due to a more visible presence of police in the community. This goal of heightened visibility can be achieved through measures such as community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol. Community policing initiatives will include "Park and Walk" foot patrols that increase visibility in parks and commercial corridors and proactive police activities including quality of life patrol sweeps and drug and traffic enforcement.

## PROGRAM AND INITIATIVES CONT'D

Redevelopment Plan Goal 5: Improve the Quality of Life for Residents and Visitors

- Section 9.5.2: Safety - Work with the Miami Beach Police Department (MBPD) or ambassador programs to create and implement innovative community policing strategies.

**b. Code Compliance:** The North Beach CRA, in cooperation with the MBPD, Miami Beach Fire Department, and Code Compliance Department, will work to create a safe, quality environment for residents and businesses. The CRA will fund two additional 10-hour Code Compliance officer shifts per week to provide opportunities for community engagement, education, outreach, and enforcement efforts.

Redevelopment Plan Goal 4: Protect and enhance the neighborhood character.

- Section 9.4: Work with the City to ensure property owners are meeting code compliance standards and implement remedies when necessary
- Section 9.5.2: Safety — Work with the Miami Beach Code Compliance Department to highlight opportunities and address code-related concerns.



Normandy Fountain Rue Vendome Plaza



# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## PROGRAM AND INITIATIVES CONT'D

**c. Sanitation:** Maintaining clean streets across public and private spaces is key to the enhancement and improvement of a community. As the City plans for additional North Beach staffing for the Public Works Department - Sanitation Division, the North Beach CRA will provide support for waste processing fees associated with the removal of solid waste attributed to illegal dumping within the district.

Redevelopment Plan Goal 5: Improve the Quality of Life for Residents and Visitors

- Section 9.5.1: Community Spaces - Work with the City to ensure streets are maintained and cleaned regularly.

### 3. Arts and Culture

Through leveraging cultural anchors and assets belonging to the North Beach CRA, there is an opportunity to promote cultural tourism fueled by curiosity and interested in arts and culture. Art galleries, the Miami Beach Bandshell, Rue Vendome Plaza and other public spaces attract tourists and improve quality of life of residents. The North Beach CRA has already achieved some success in its branding development through its creation of a logo. Further development of the brand strategy is needed to further propel the Redevelopment Area.

Redevelopment Plan Goal 3: Strengthen Cultural Arts, Branding & Marketing, and Communication

## PROGRAM AND INITIATIVES CONT'D

- Section 9.3.1: Cultural Tourism - Leverage arts and culture as a key community development strategy and a core sector of comprehensive community planning and development; Encourage and support the recruitment of cultural partners and performing arts organizations; Invest and assist in cultivating, preserving, and enhancing the artist community; Explore opportunities to partner or collaborate with cultural organizations with emphasis on those based in Miami Beach; and Promote hotels, restaurants, and retailers with area cultural tours and food fairs or other similar programs.
- Section 9.3.2: Branding - Develop a logo, campaign strategy, and signage including for outreach and relationship-building to multilingual stakeholders and residents.

### 4. Small Business Development

The North Beach CRA business community is both strengthened by and composed of the various small businesses and entrepreneurs operating within the commercial and residential districts. Small business development programs and services will enhance business success and provide resources to encourage business attraction, retention, and creation.

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





# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## PROGRAM AND INITIATIVES CONT'D

- Section 9.1.1: Business Attraction & Retention – Inventory existing businesses to identify complementary businesses for attraction to fill the retail gap identified in the market analysis; Engage with existing business owners to assess and support their small business needs such as marketing, rehabilitation, resiliency improvements, labor needs, and employment training; Work with City to allow temporary uses, pop-up activations, retail, and restaurants, whether in vacant shopfronts or on vacant lots; Implement a “Shop Local” program; and Host “banker/broker/ developer” events to highlight available land, retail, and office space.

### 5. Administration

General: Administrative expenses for the North Beach CRA are limited by the Interlocal Agreement which stipulates that no more than 20% of TIF revenue may be used for such costs. The Interlocal Agreement also provides for an Administrative Fee to Miami-Dade County in the amount of 1.5% of its TIF contribution to the Trust Fund. Other administrative expenses include a contribution to the Miami Beach General Fund to cover general costs for internal services as determined by a cost allocation study. The North Beach CRA will also contribute to a portion of personnel costs for a City of Miami Beach Economic Development staff member and the Miami Beach Building Department’s lease of commercial office space to allow for a physical presence within the district.

## PROGRAM AND INITIATIVES CONT'D

### 6. Affordable and Workforce Housing

The Interlocal Agreement stipulates that the North Beach CRA must dedicate at least 10% of TIF revenue for affordable and workforce housing. The funding may be used for renovation, construction, or preservation efforts. The 10% set aside for FY 2025 will add to the foundation of funding for housing related projects and initiatives in future years. Although funding is not slated to be expended in FY 2025, planning efforts will focus on preservation and renovation of naturally occurring affordable housing units, development of new multifamily affordable and workforce housing inventory, and homeownership opportunities.

Redevelopment Plan Goal 4: Protect and Enhance the Neighborhood Character

- Section 9.1.2: Real Estate - Identify priority areas for redevelopment and associated property acquisition needs related to replacement housing, infill redevelopment, parks, greenspace, parking, and resiliency efforts.



Miami Beach Bandshell

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## PROGRAM AND INITIATIVES CONT'D

- Section 9.4: Develop incentive programs to rehabilitate and preserve existing housing stock and/or develop new housing stock; Create infill housing programs to increase residential projects on existing residential sites; Support affordable homeownership opportunities through first-time homebuyer, down-payment, and utility assistance programs; Create programs and incentive to increase affordable and workforce housing, mixed-income projects, mixed-use projects; Create programs and incentives to mitigate the costs of historic preservation and rehabilitation; and Partner with the Miami Beach Housing Authority and the City's Housing and Community Services Department to protect existing residents and provide affordable housing and homeownership opportunities.

### 7. Future Projects

The Redevelopment Plan contemplates projects of varying complexity and costs. As TIF revenue grows, the North Beach CRA will be better able to leverage resources to implement large-scale projects and programs including infrastructure, environmental, and parks and recreation projects. Additionally, the North Beach CRA will be able to utilize revenue to supplement grant funded projects and have the capacity to bond TIF revenue for even greater impact.

## BUDGET HIGHLIGHTS

- \$5,000 for a satellite office within the North Beach CRA district, of which lease and maintenance costs are shared with the Miami Beach Building Department on a prorated basis
- \$342,000 for the Commercial Façade Improvement Program in the Normandy Fountain/Vendome Plaza area to embrace historic architecture and improve business attraction and retention, and the Residential Property Improvement Program to promote the maintenance of naturally occurring affordable housing stock and promote resiliency
- \$239,000 allocated for MBPD community policing initiatives to continue to provide enhanced levels of staffing and services throughout the area
- \$130,000 for enhanced Code Compliance services including additional levels of staffing each week
- \$66,000 to cover cost for enhanced level of service and to cover solid waste dumping fees and promote additional cleanliness and beautification
- \$80,000 for a strategic plan to focus short-term efforts and initiatives

## BUDGET HIGHLIGHTS CONT'D

- \$17,000 for the County's administrative fees, which are equivalent to 1.5% of the County's respective TIF payment for FY 2025
- \$40,000 contribution to the City's General Fund for administrative costs
- \$31,000 allocated for administrative-related costs for personnel, supplies, training, and travel
- \$17,000 allocated for small business development and third-party audits for small businesses
- \$32,000 allocated for external auditing services
- \$175,000 allocated for arts and culture-related tourism, branding, and marketing
- \$251,000 allocated to be set-aside for workforce housing
- \$4,000 allocated for the chargeback to internal service departments for their services
- \$1,077,000 allocated to be set-aside for future projects





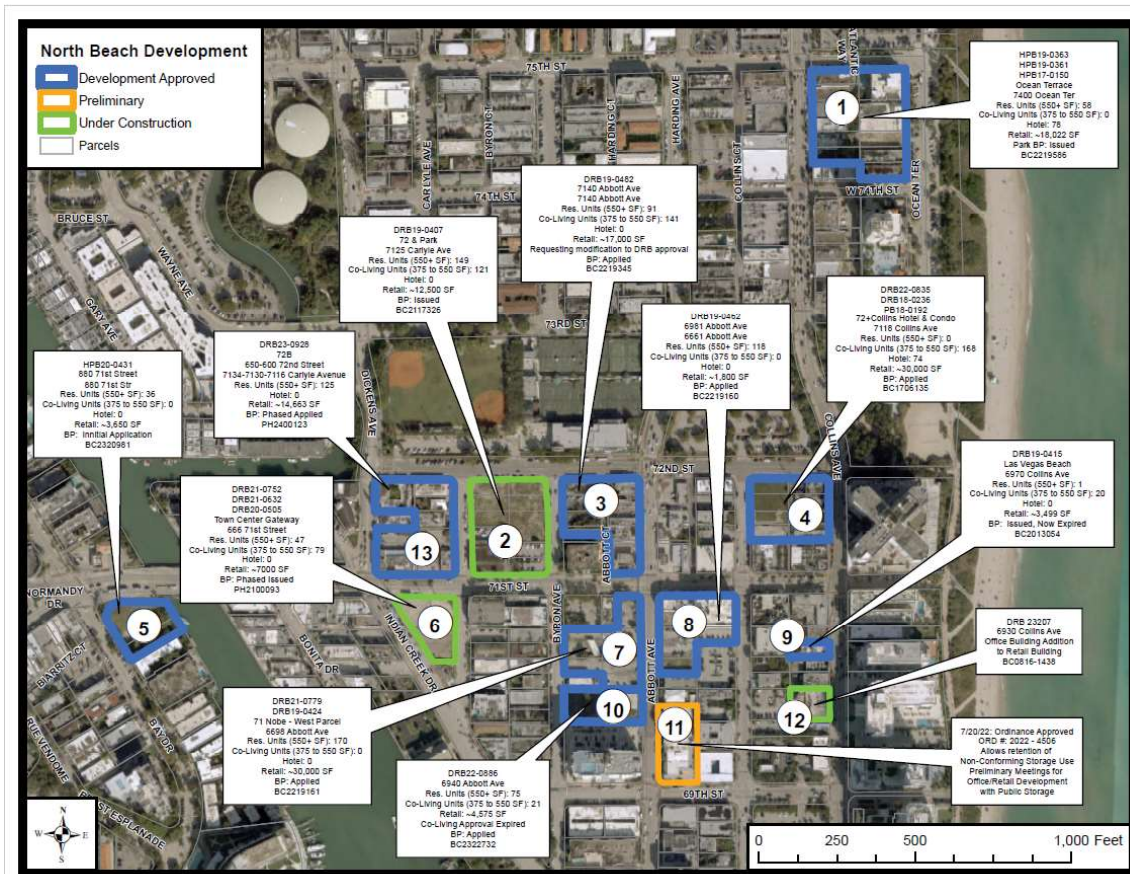
# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## CRITICAL SUCCESS FACTORS

- Adoption of and adherence to the Redevelopment Plan and other economic development and revitalization strategy plans for various areas of the North Beach CRA district and the City as a whole
- Enhance networking and communication opportunities for the local community including, but not limited to, residents, property owners, business owners/operators, and visitors to gauge interest in various economic development initiatives, programs, and incentives
- Progress on planned public infrastructure and facility projects
- Progress on approved private development projects

## CRITICAL SUCCESS FACTORS CONT'D

- Development of partnerships and opportunities for collaboration with local, regional, and national partners
- Ability to secure external funding sources including grants
- Ability to network and interact with the business and development communities to encourage new and expanding private investment in the area
- Access to local/zip code level market information especially the real estate and job markets
- Improved website and data development to ensure a greater quantity and selection of detailed information and records are instantly available to the public, site selection consultants, and potential business owners



# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## FUTURE OUTLOOK

Economic development and growth opportunities are found throughout the Redevelopment Area. Early growth in property values experienced since the 2021 base year suggests that the North Beach CRA is on track to addressing the arduous conditions that led to its creation, e.g., blight, deterioration, and economic stagnation. However, redevelopment efforts must be balanced with both aggressive and measured initiatives. The Redevelopment Plan outlines bold, local approaches that will raise community awareness of the CRA and invoke visible change without the tremendous financial expenditure associated with many capital projects. In addition to annual preparation of an Operating Budget and Work Plan, the North Beach CRA will develop a five-year implementation strategy with corresponding funding projections to help steer planning for the redevelopment program and to provide a clear vision for the future. New development projects, economic revitalization programs, and creative financing for commercial and entrepreneurial endeavors are critical to the pathway forward.

## FUTURE OUTLOOK CONT'D

The implementation of short-term and immediate redevelopment strategies should be followed by a critical mass of development improvements in key commercial areas which are necessary to accelerate revitalization and signal progress by the North Beach CRA. These areas include Town Center, Normandy Isles/Rue Vendome Plaza, North Shore, and the West Lots. For successful redevelopment to occur in these parts of North Beach, community participation is essential, and the leveraging of available resources must be optimal. Using the Redevelopment Plan as a guide for strategies that preserve and enhance what residents value most in their neighborhoods, the North Beach CRA will work to improve on existing elements and create new elements essential for promoting a vibrant community.



72 Park Residences Proposed Rendering



# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## North Beach Community Redevelopment Area Operating Budget

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed
<b>Revenues and Other Sources of Income</b>				
Tax Increment - City	\$ -	\$ 576,726	\$ 1,082,000	\$ 1,396,000
Tax Increment - County	-	458,187	851,000	1,090,000
Interest Income	-	244	-	20,000
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 1,035,157</b>	<b>\$ 1,933,000</b>	<b>\$ 2,506,000</b>
<b>Admin/Operating Expenditures</b>				
CMB Administration	\$ -	\$ 25,954	\$ 44,000	\$ 112,000
County Admin Fee	-	6,873	13,000	17,000
<b>Total Admin/Operating Expenditures</b>	<b>\$ -</b>	<b>\$ 32,827</b>	<b>\$ 57,000</b>	<b>\$ 129,000</b>
<b>Project Expenditures</b>				
Small Business Development	\$ -	\$ -	\$ 80,000	\$ 97,000
Beautification	-	-	290,000	342,000
Arts & Culture	-	-	135,000	175,000
Enhanced Services:				
Community Policing	-	100,000	186,000	239,000
Code Compliance	-	26,359	100,000	130,000
Community Cleanliness	-	13,184	100,000	66,000
<b>Total Project Expenditures</b>	<b>\$ -</b>	<b>\$ 139,543</b>	<b>\$ 891,000</b>	<b>\$ 1,049,000</b>
<b>Reserves, Debt Service and Other Obligations</b>				
10% Set-aside for Affordable & Workforce Housing	\$ -	\$ -	\$ 194,000	\$ 251,000
Set-aside for Future Projects	-	-	791,000	1,077,000
<b>Total Reserves, Debt, &amp; Other Obligations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 985,000</b>	<b>\$ 1,328,000</b>
<b>TOTAL EXPENDITURES AND OBLIGATIONS</b>	<b>\$ -</b>	<b>\$ 172,370</b>	<b>\$ 1,933,000</b>	<b>\$ 2,506,000</b>
<b>SURPLUS / (GAP)</b>	<b>\$ -</b>	<b>\$ 862,787</b>	<b>\$ -</b>	<b>\$ -</b>

### Expenditure Summary

