

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY



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

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## MESSAGE FROM THE EXECUTIVE DIRECTOR ALINA T. HUDAK

Honorable Chair Dan Gelber and Board of Directors:

I am pleased and honored to present for your consideration the inaugural adopted budget for the North Beach Community Redevelopment Agency.

Following a tremendous collective effort to obtain Miami-Dade County approval of the North Beach CRA on July 20, 2021, we are encouraged by the tremendous growth in the Redevelopment Area in the first year following the 2021 base year. The combined tax increment revenue (TIF) from the City of Miami Beach and Miami-Dade County totals approximately \$1,035,000. We are also hopeful that the 11.6% growth in taxable values (from \$1.42 billion to \$1.58 billion) is indicative of the potential for the area.

The executive team, with input from the Ad Hoc North Beach CRA Advisory Committee, has identified early short- and long-term strategies, initiatives and programs based on the approved Redevelopment Plan, that should enhance the area and lay the foundation for future economic investment. While all are buoyed by the recent growth and immediate opportunities for enhancement, the adopted budget recommends a prudent set aside of approximately 48% of tax increment financing revenue for future projects such as affordable and workforce housing and infrastructure that are essential to the community.

The North Beach CRA district and North Beach community are at an inflection point with the completion of the Beachwalk and Rue Vendome Plaza renovation, progress on public improvements on Ocean Terrace and several other approved projects in the North Beach Town Center zoning district. The area is poised for significant economic investment which may include the redevelopment of the former Deauville Beach Resort site, development of the 72 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.

The adopted operating budget and work plan for fiscal year 2023 herein, commencing on October 1, 2022 and ending on September 30, 2023, is the first budget for the North Beach CRA, succeeding the preliminary budget information that was provided at the City of Miami Beach budget workshop on July 15, 2022. The adopted budget contains allocations for a beautification program, including — but not limited to — commercial façade and private property improvement programs; enhanced services, including community policing, code compliance and sanitation; arts and culture-related branding; communications and marketing; small business development programs and services as well as administrative expenses, including the establishment of a North Beach CRA office within the redevelopment area and administrative fees as required by Miami-Dade County.

Creating a solid 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 Chair Dan Gelber, North Beach CRA Board of Directors and the Ad Hoc North Beach CRA Advisory Committee, not only for their efforts to secure the creation and approval of the North Beach CRA, but also for continued leadership and guidance in the budget and planning process for one of the City's most unique and promising areas. It is our collective collaboration, innovation and fiscal conscientiousness that will elevate and invigorate North Beach.

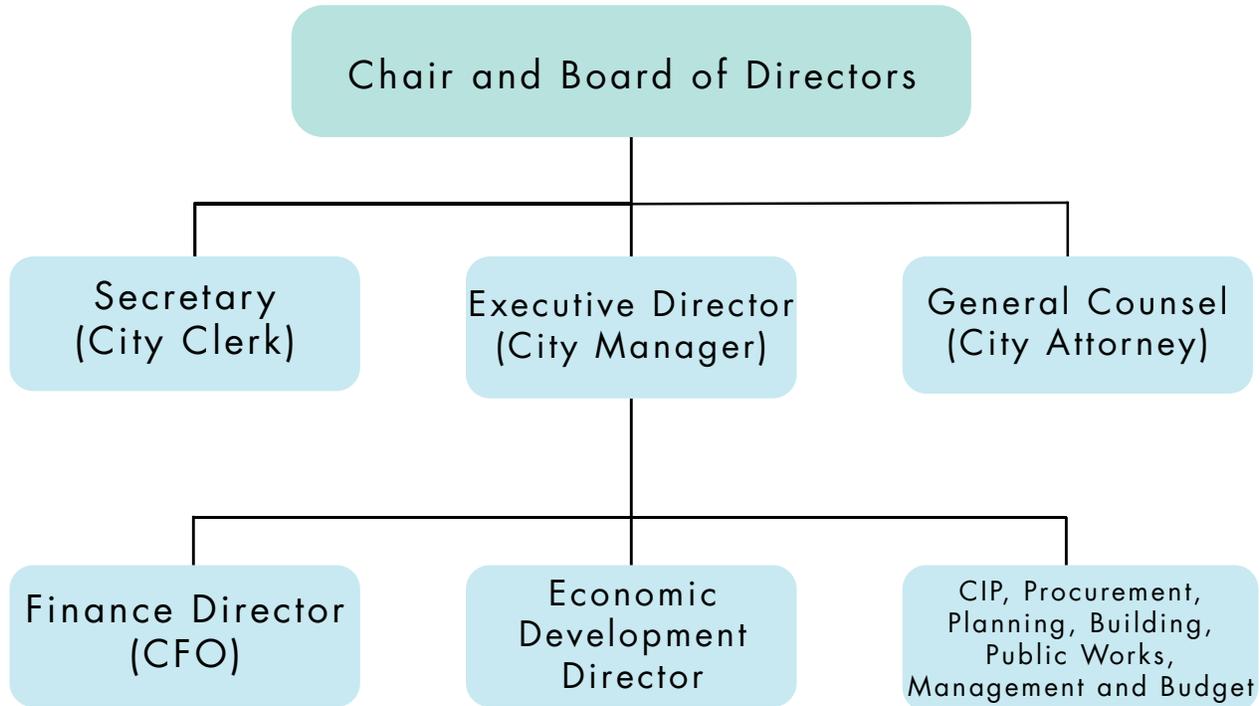
In addition to the Board of Directors and Advisory Committee, the North Beach CRA appreciates the contributions of Eric Carpenter, Deputy City Manager; John Woodruff, Chief Financial Officer; Rickelle Williams, Economic Development Director; David Martinez, Capital Improvement Projects Director; Tameka Otto Stewart, Budget Director; Richard Ajami, Budget Officer; Fernando Pestana, Senior Management and Budget Analyst; and Luis Wong, Administrative Services Manager.

Respectfully submitted,

A handwritten signature in black ink that reads "Alina T. Hudak". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Alina T. Hudak  
Executive Director

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY



## BACKGROUND

The City of Miami Beach is recognized and admired regionally, nationally, and internationally as a dynamic and vibrant destination. Between the warm climate, sprawling beach and various cultural and lifestyle amenities, Miami Beach has distinguished itself as a thriving hospitality and tourism mecca. The City's significant investment in the arts, culture, aesthetics, recreation, public safety and climate resiliency, coupled with the depth and quality of residential and educational offerings, have made the City an ideal live-work-play environment. With tremendous quality of life characteristics and strategic, measured development and preservation over the years, the City has, overall, maintained and improved its status as a major driver of the Miami-Dade County economy and brand.

Notwithstanding, in comparison with other areas of the City, the North Beach area has trailed in the level of redevelopment, revitalization, economic growth, and investment. Substantial commercial vacancy, obsolete housing stock, limited new development, environmental and resiliency challenges, as well as depressed household income levels are among the challenges facing North Beach.

## BACKGROUND CONT'D

There have been several efforts by the City of Miami Beach to encourage growth and investment in North Beach, including but not limited to the North Beach Revitalization Plan, the North Beach Master Plan (Plan NoBe), the West Lots Plan and other initiatives focusing on climate resiliency, environmental sustainability, transportation, economic development, affordable housing, historic preservation, and land development regulations. The residents, Mayor and City Commission have also approved General Obligation Bond (G.O. Bond) funding for major improvement projects in the North Beach area.

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 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 and negotiate an Interlocal 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 to prepare the Redevelopment Plan. Simultaneous with the City's preparation of the Redevelopment Plan, in order to delineate their respective areas of responsibility with respect to the redevelopment of the Redevelopment Area, the City, North Beach CRA and county administration negotiated an interlocal cooperation agreement (the "Interlocal Agreement").

On February 10, 2021, by adopting 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.

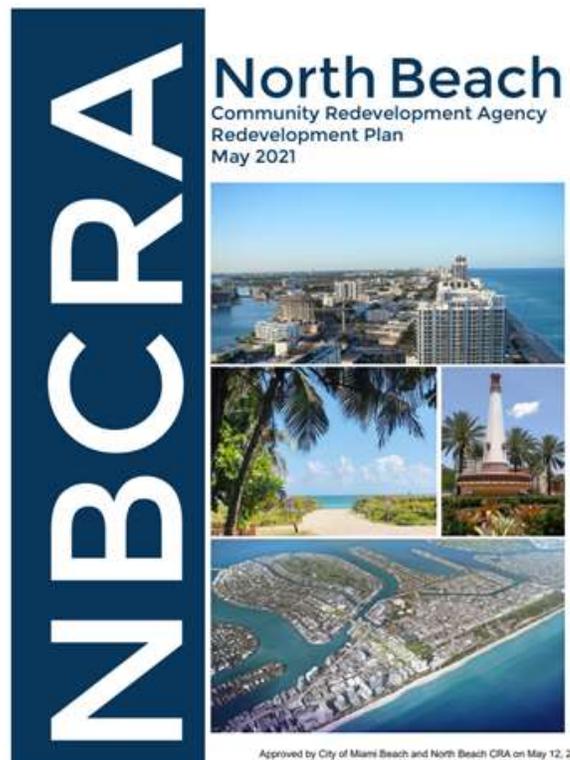
On July 20, 2021, the BCC approved Ordinance No. 21-70 establishing the North Beach CRA Trust Fund and Resolution No. R-696-21 approving the Redevelopment Plan and the final, negotiated Interlocal Agreement, as amended. On July 28, 2021, the North Beach CRA Board adopted Resolution No. 005-2021 accepting 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, and 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 North Beach CRA 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. As negotiated and approved, the Interlocal Agreement provides for material financial terms agreed upon by the City of Miami Beach, the North Beach CRA and Miami-Dade County. The Interlocal Agreement contains the following provisions governing the 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 Board of Commissioners (in addition to the other members appointed to the North Beach CRA 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 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 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 31, 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% 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% of the incremental value in the area, shall remain unappropriated and unexpended, except for the purpose of funding projects associated with affordable and workforce housing; and
- Commencing in the year in which the combined annual contribution into the Trust Fund by the county and the City is, or exceeds \$1 million, this 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 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 2049-50, 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

## WORKPLAN

The North Beach CRA Redevelopment Plan Goals and Implementation Strategies include many initiatives derived from 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, complexity, and boldness. There are several strategies that may require significant costs to effect visible change.

The proposed immediate focus of the North Beach CRA during its initial years concentrates on actions that can be implemented at minimal cost, since long-term implementation strategies are typically ongoing or are projects for which funding is not currently available. Short-term strategies will include actions addressing, for example, code compliance and marketing and branding initiatives, which involve less expenditure but are visible and impactful, nonetheless.

## PROGRAM AND INITIATIVES

The Fiscal Year 2023 operating budget recommendation prioritizes six categories of expenditures:

Revenues	Percentage	Amount
City of Miami Beach TIF contribution	55.7%	577,000
Miami-Dade County TIF contribution	44.3%	458,000
<b>Total Revenues</b>	<b>100%</b>	<b>\$ 1,035,000</b>

Expenditures	Percentage	Amount
1. Beautification	20.3%	210,000
2. Enhanced Services	19.7%	204,000
3. Arts and Culture	5.0%	52,000
4. Small Business Development	4.7%	49,000
5. Administration	2.4%	25,000
6. Set-aside: Affordable and Workforce Housing	10.0%	104,000
7. Set-aside: Future Projects	37.8%	391,000
<b>Total Expenditures</b>	<b>100.0%</b>	<b>\$ 1,035,000</b>

### 1. Beautification

**a. Commercial Façade Improvement Program:** The North Beach CRA will develop a commercial façade improvement program (via matching grant) available to businesses located within the Normandy Isles/Rue Vendome Plaza section of the Redevelopment Area. The purpose is to substantially improve the visible appearance and street presence of properties as well as enhance the functionality and sustainability of businesses within this main commercial area. The program will focus on cultivation of French-themed architecture and aesthetics to leverage the history and infrastructure of the area which includes French street names.

Redevelopment Plan Goal 1: Provide economic development opportunities for businesses, property owners and residents.

## PROGRAM AND INITIATIVES CONT'D

- 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/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.

**b. Residential Property Improvement Program:** The North Beach CRA will develop a residential property improvement program (matching grant) available to residential property owners to promote resiliency, beautification, and historic preservation. The program will fund 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 8.3: Several initiatives, such as rehabilitation/beautification grants, will provide funding for businesses and property owners in the CRA to make interior and exterior improvements to their properties.
- Section 9.1.2: Real Estate — Establish protective measures to safeguard housing for existing residents within the CRA consistent with federal requirements.

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## PROGRAM AND INITIATIVES CONT'D

- 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.

## 2. Enhanced Services

**a. Community Policing:** The North Beach CRA is empowered 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/over time, the Miami Beach Police Department (MBPD) will augment and promote relationship building and trust among officers and

## PROGRAM AND INITIATIVES CONT'D

residents to increase engagement and encourage the development and effectiveness of crime watch groups and programs. Community policing initiatives will include “park and walks” foot patrols to increase visibility in parks and commercial corridors and proactive police activities, including quality-of-life sweeps and drug and traffic enforcement.

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 or ambassador programs to develop and implement community policing innovations.

**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.



Normandy Fountain Rue Vendome Plaza Ribbon-cutting February 27, 2022

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## PROGRAM AND INITIATIVES CONT'D

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.
- Section 9.5.2: Safety — Work with the Miami Beach Code Compliance Department to highlight opportunities and address code-related concerns.

**c. Sanitation:** Maintaining clean streets and public and private spaces are critical elements for enhancing a community. The North Beach CRA will supplemental sanitation services to keep corridors vibrant, storefronts free of debris and sidewalks clear for pedestrians. 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.

## PROGRAM AND INITIATIVES CONT'D

### 3. Arts and Culture

With cultural anchors and assets within the North Beach CRA, there is an opportunity to promote arts and culture through cultural tourism by leveraging these resources. 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 terms of branding with the development of a logo. Further development of the brand strategy is needed to propel the Redevelopment Area.

Redevelopment Plan Goal 3: Strengthen cultural arts, branding, marketing, and communication.

- 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.



Miami Beach Beachwalk Ribbon-cutting – June 29, 2022

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## PROGRAM AND INITIATIVES CONT'D

- 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 strengthened by the various small businesses and entrepreneurs operating within commercial and residential districts. Small business development programs and services will enhance business success and provide resources to encourage business attraction, retention and creation. North Beach CRA business development programs will directly service businesses in North Beach and develop events and other efforts to spread awareness of the cultural vitality and attractiveness of the community to businesses, investors, and the general public.

Redevelopment Plan Goal 1: Provide economic development opportunities for businesses, property owners and residents.

- Section 9.1.1: Business Attraction and 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 small business needs, including marketing, rehabilitation, resiliency improvements, labor needs and employment training; Work with the City to allow temporary uses, pop-up activations, retail and restaurants, whether in vacant storefronts or on vacant lots; Implement a “shop local” program and host banker/broker/developer events to highlight available land, retail and office space.

## PROGRAM AND INITIATIVES CONT'D

### 5. Administration

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 corresponding 1.5% contribution to the Miami Beach General Fund to cover general costs for internal services. The North Beach CRA will also contribute to the Miami Beach Building Department’s lease of commercial office space to allow for a physical presence within the district. The North Beach CRA administration will:

- Manage the day-to-day operations including developing and implementing programs;
- Assist in monitoring and revisions to the Redevelopment Plan;
- Prepare all required annual reports as required by state law;
- Assist with the development and management of the annual budget, work plan, and financial reports;
- Assist in the development of grant applications;
- Coordinate data and information tracking for verification of economic impact of North Beach CRA initiatives and private sector activities;
- Assist in the preparation of solicitations and coordinating small and large-scale purchases;
- Monitor contracts, agreements, engagements, partnerships and projects;



Miami Beach Bandshell

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## PROGRAM AND INITIATIVES CONT'D

- Monitor the operation and performance of projects and programs;
- Provide staff support to the Ad Hoc North Beach CRA Advisory Committee;
- Assist private parties in helping to implement Redevelopment Plan goals;
- Conduct technical research and prepares studies, reports, and other materials on community redevelopment and economic development related issues for Board of Directors, various committees, as well as community/advisory groups;
- Develop and maintain strong working relationships with business associations;
- Attend public meetings of various boards, organizations, and committees;
- Provide professional technical advice to development professionals;
- Interpret, apply, and enforce the provisions of environmental regulations and other applicable federal, state, and local codes, laws, rules and regulations, specifications, standards, policies and procedures;
- Assist in the enforcement of local ordinances and in interpreting City codes and master plans relevant to the North Beach CRA; and
- Attend professional development workshops and conferences to keep abreast of trends and developments in the field of community redevelopment, planning, public-private partnerships.

### 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 fiscal year 2023 will serve as a foundation for funding housing-related projects and initiatives in future years. Although funding is not slated to be expended in fiscal year 2023, 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.

## PROGRAM AND INITIATIVES CONT'D

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.
- 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 incentives 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 Office of Housing and Community Services 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 use revenue to supplement grant-funded projects and have the capacity to bond TIF revenue for even greater impact.



# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## BUDGET HIGHLIGHTS

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- \$3,000 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
- \$110,000 for a Commercial Façade Improvement Program in the Normandy Fountain/Vendome Plaza area to embrace French architecture and improve business attraction and retention
- \$100,000 for a Residential Property Improvement Program to promote the maintenance of naturally occurring affordable housing stock and promote resiliency
- \$100,000 allocated for MBPD community policing initiatives to continue to provide enhanced levels of staffing and services throughout the area
- \$88,000 for enhanced Code Compliance services, including additional levels of staffing each week
- \$16,000 to cover cost for solid waste dumping fees to promote additional cleanliness and beautification
- \$7,000 for the county's administrative fees, which is equivalent to 1.5% of the county's respective TIF payment for FY 2023
- \$9,000 corresponding contribution to the City's General Fund, which is equivalent to 1.5% of the City's TIF payment for FY 2023

## CRITICAL SUCCESS FACTORS

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- Adoption 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 with 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
- Development of partnerships and opportunities for collaboration with local, regional and national partners

## CRITICAL SUCCESS FACTORS CONT'D

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- 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 with respect to the real estate and job markets
- Improved website and data development to ensure more and detailed information is instantly available to the public, site selection consultants and potential business owners

## FUTURE OUTLOOK

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Economic development and growth opportunities are found throughout the Redevelopment Area. While early growth in property values experienced since the 2021 base year suggests that the North Beach CRA is on the fast track to overcoming the conditions that led to its creation, e.g., blight, deterioration, and economic stagnation, 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. Following the adoption of an initial 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. New development projects, economic revitalization programs, and creative financing for commercial and entrepreneurial endeavors are critical to the pathway forward.

The implementation of short-term and immediate redevelopment strategies should be followed by a critical mass of development improvements in key commercial areas that 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 redevelopment to occur in these parts of North Beach, CRA program initiatives must be accomplished with community participation and the leveraging of available resources. 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.

# NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

## North Beach Community Redevelopment Area Operating Budget

Revenues and Other Sources of Income	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Adopted	FY 2023 Adopted	FY 2023 Adop to FY 2022 Adop
Tax Increment - City	0	0	0	577,000	577,000
Proj Adjustment to City Increment	0	0	0	0	0
Tax Increment - County	0	0	0	458,000	458,000
Proj Adjustment to County Increment	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,035,000</b>	<b>\$ 1,035,000</b>
<b>Admin/Operating Expenditures</b>					
Small Business Development	0	0	0	49,000	49,000
Beautification	0	0	0	210,000	210,000
Arts & Culture Related Tourism	0	0	0	52,000	52,000
Administration	0	0	0	9,000	9,000
<b>Total Admin/Operating Expenditures</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 320,000</b>	<b>\$ 320,000</b>
<b>Project Expenditures</b>					
Community Policing:					
Police	0	0	0	100,000	100,000
Code Compliance	0	0	0	88,000	88,000
Capital Projects Maintenance:					
Sanitation	0	0	0	16,000	16,000
<b>Total Project Expenditures</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 204,000</b>	<b>\$ 204,000</b>
<b>Reserves, Debt Service and Other Obligations</b>					
Reserve for County Admin Fee	0	0	0	7,000	7,000
Reserve for CMB Contribution	0	0	0	9,000	9,000
Transfer to Reserves/Project Set-aside	0	0	0	391,000	391,000
10% Set-aside for Affordable & Workforce Housing	0	0	0	104,000	104,000
<b>Total Reserves, Debt, &amp; Other Obligations</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 511,000</b>	<b>\$ 511,000</b>
<b>TOTAL EXPENDITURES AND OBLIGATIONS</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,035,000</b>	<b>\$ 1,035,000</b>

### Expenditure Summary

