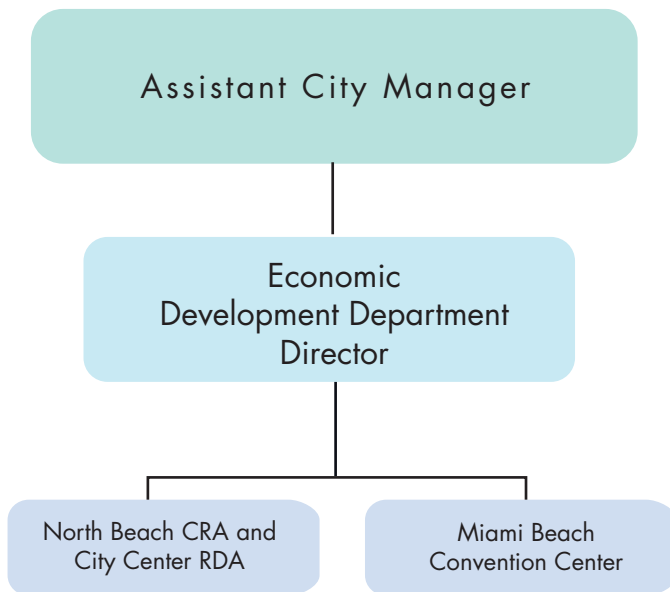


# ECONOMIC DEVELOPMENT

## DEPARTMENT MISSION STATEMENT

The City of Miami Beach's Economic Development Department is dedicated to establishing a robust economy that stimulates balanced growth by connecting business, community, people and jobs, business assistance and resources, corridor development/redevelopment, and real estate, as well as creating a diverse economy for this dynamic and resilient community.



## DEPARTMENT DESCRIPTION CONT'D

### Major Project Summaries:

The business retention and attraction area of focus provides economic development initiatives that support the retention and attraction of businesses through:

- Business support services, resources and investments
- Small business outreach and advocacy
- Data resources, market research, and information
- Marketing efforts to promote City of Miami Beach attributes

The community revitalization area of focus supports the City's resilient initiatives through holistically identifying strategies and projects that:

- Grow Miami Beach's talent pool
- Support the growth of the City's live-work-play environment
- Encourage private investment and partnerships
- Foster a positive cohesive relationship with the business, resident, and visitors

The Department also provides general oversight for redevelopment areas in Miami Beach, including the Miami Beach Redevelopment Agency (RDA) and the North Beach Community Redevelopment Agency (NBCRA).

The RDA is funded by tax increment revenues received from the City and Miami-Dade County within the boundaries of the City Center Redevelopment Area. These funds focus on the revitalization of the district. Excess funds are set aside to pay down debt early, where possible. Upon the payoff of all debt, the RDA district expires. The RDA's significant accomplishments are further detailed in the RDA section.

The NBCRA was created by the City Commission on February 10, 2021 after receiving authority from Miami-Dade County to establish a redevelopment area in North Beach. The Redevelopment Plan was adopted by Miami-Dade County in July 2021 along with the establishment of a trust fund. The NBCRA is in its early stages with a 2021 base year. Initial tax increment growth has been modest in 2022 and 2023, and due to positive growth, tax increment revenue will fund projects and initiatives during Fiscal Year 2024. Implementation of existing programs and planning for future initiatives and programs is underway as described in the NBCRA section.

To stimulate public-private partnerships, the Department focuses on workforce and affordable housing and how it can develop and maintain a vibrant residential and business environment.

## DEPARTMENT DESCRIPTION

Economic Development's goal is to establish, grow, and diversify the City's business community by promoting the City's image and assets, supporting businesses, and encouraging appropriate real estate development.

To foster and support the growth of Miami Beach's business community and enhance economic prosperity for our residents and stakeholders, the Department has created two areas of focus to address the rich and diverse Miami Beach cultural and business communities.

1. Business Retention and Attraction
2. Community Revitalization

Additionally, the Department prioritizes three areas to encourage prudent community planning and economic growth.

1. Community Redevelopment Agencies
2. Real Estate Assets and Joint Development
3. Miami Beach Convention Center

# ECONOMIC DEVELOPMENT

## DEPARTMENT DESCRIPTION CONT'D

The Department also oversees the management agreement for the Miami Beach Convention Center campus to ensure it is aligned with the City's operational plan, as well as best practices for securing booking opportunities that produce significant hotel revenue, and financial and community benefits. The Department serves as liaison to the Convention Center Advisory Board (CCAB) to promote alignment between the Miami Beach Convention Center operations and community and resident needs. The newly renovated, world-class, venue represents a critical economic engine for the City and region supporting a wide range of small to large businesses through direct and indirect economic impact. The Department also provides administrative leadership for the management of the City's partnership with the Greater Miami Convention and Visitors Bureau with a focus on Convention Center sales and hotel bookings.

## FISCAL ENVIRONMENT

The Economic Development Department, except for the RDA and NBCRA, is funded from the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the RDA, NBCRA, and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund. The Miami Beach Convention Center is funded through the Convention Center Fund and the RDA.

The Miami Beach Convention Center generates revenue from rental use of the facility, food and beverage sales, and associated show-related services. The re-imagined Convention Center campus has 1.4 million square feet of meeting space, 3.1 acres of public green space in Collins Canal Park to the north, 5.8 acres of public green space in Pride Park to the west, 4 exhibition halls, a Grand Ballroom, pre-function space, and up to 84 meeting rooms, including a 20,000 square-foot specialty glass rooftop Sunset Ballroom.

Critical to the revenue generated by the Miami Beach Convention Center are the significant room night bookings which will result from the recently updated booking policy. This policy favors Priority 1 (P1) events (generating a minimum of 1,500 room nights on peak) and Priority 2 (P2) events (generating a minimum of 500 room nights on peak), which will result in direct resort tax growth for the City, and greater economic impact citywide. The collaborative efforts of OVG360, Sodexo Live!, Greater Miami Convention and Visitors Bureau, and the Economic Development team continue to develop robust strategies to market, promote and secure short-term and long-term sales.

## STRATEGIC ALIGNMENT

Main Vision Area:

### Prosperity

Management Objectives:



- **Prosperity**

- Market, and promote and strengthen Miami Beach as a world class arts, culture, and quality entertainment destination
- Develop the Convention Center campus including the hotel, parks, the Fillmore, and working with partners to program conventions and shows
- Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement
- Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41<sup>st</sup> Street, Lincoln Road and Washington Avenue.
- Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement

- **Mobility**

- Support affordable, compatible workforce housing through public and private partners for key industries, including the use of development incentives

- **Organizational Innovation**

- Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement
- Make Miami Beach more business and user-friendly

Strategic Plan Actions:

- **PROVIDE** a balanced approach for use of Convention Center Campus: Pride Park/Collins Canal Park
- **OVERSEE** sales activities/marketing for the Convention Center for optimal use
- **COORDINATE** event partnerships/sponsorship, trade shows/conferences and marketing /promotional campaigns to attract and retain businesses and new residents to Miami Beach
- **COMPLETE** the job creation incentive program for technical and financial services
- **IMPLEMENT** robust marketing campaigns to foster business attraction
- **IMPLEMENT** 41<sup>st</sup> Street Business Improvement District

# ECONOMIC DEVELOPMENT

## STRATEGIC ALIGNMENT CONT'D

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### Strategic Plan Actions Cont'd:

- **MAKE** substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- **CONTINUE** the expedited plan review permitting program for technology and financial services
- **CONTINUE** business concierge services

### Budget Enhancement Actions:

- Marketing and Public Relations
- Additional Promotions

## BUSINESS ENVIRONMENT

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The Miami Beach brand, recognized as a robust and innovative business environment with its skilled workforce and educated residents, continues to attract new industries and talent from around the globe. Together, with our existing business community, the Economic Development Department remains focused on elevating Miami Beach businesses and helping to unlock their economic potential. The Economic Development Department achieves this by recruiting and welcoming new businesses, connecting and providing Miami Beach businesses with resources, creating a stronger business community, as well as redeveloping and building thriving neighborhoods.

The department strives to promote itself as an ombudsman between the public and private sectors. We facilitate interactions between private property owners, and the City's various regulatory departments. Staff serves as a liaison to local business and economic development organizations, committees, as well as task forces that address economic opportunities in specific geographic areas of the City. Ongoing projects include serving as staff liaison for Business Improvement Districts (BIDs) within the City and other ad hoc committees, including, the Washington Avenue BID, the North Beach CRA Advisory Committee, the Mayor's Blue Ribbon 41<sup>st</sup> Street Committee, and the Convention Center Advisory Board.

Through oversight of the management and operations of the Miami Beach Convention Center including the reputation and sales of the facility by creating and promoting competitive services, packages, and amenities that attract and secure conventions, trade shows, and corporate groups.

The Department works to build confidence and safety for all those attending the Convention Center, works closely with all clients, vendors, suppliers, partners, stakeholders, and management partners. In addition, the completion of the Rum Room and Venue (formerly the Carl Fisher Clubhouse and Annex) will enhance the campus' fiscal capacity and contribute new neighborhood amenities.

## BUSINESS ENVIRONMENT CONT'D

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Booking policies will equally weigh financial needs with diversified programming that benefits the City, the Miami Beach Convention Center and the neighboring businesses, hotels, and restaurants.

## SIGNIFICANT ACCOMPLISHMENTS

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- Administered the City's Small Business Assistance Program and Emergency Small Business Reimbursement Grant Program utilizing \$660,000 in CARES Act CDBG-CV funding respectively, providing grants to a total of 33 small businesses
- Partnered with Prospera to establish a technical assistance program for small businesses including one-on-one and in-person consulting as well as virtual workshops
- Sent welcome/outreach letters to 618 new businesses, creating a sustained relationship and partnership with businesses within our community
- Offered business concierge services to new and existing businesses and visited 650 businesses to identify needs and provide information
- Communicated with 717 contacts through monthly e-newsletter providing information on business resources, opportunities, and events
- Developed a robust, interactive informational resource guide with information on how to start a business
- Actively participated in major conferences and trade shows, including iConnections Global Alts, Bitcoin 2023, eMerge Americas, The Venture City, Money 20/20, South by Southwest (SXSW), Tedx X, Tech Beach Retreat, Cloud Summit and Florida International Medical Expo by attending, hosting event booths or creating avenues for engagement and speaking opportunities for city leadership
- Hosted, in partnership with IBM and the Miami-Dade Economic Advocacy Trust, a Black Business Month cybersecurity best practice business event to educate small business owners
- Implemented the Expedited Plan Review and Permitting Incentive, providing assistance to 6 businesses within targeted industries
- Administered the Job Creation Incentive Program to attract businesses in the technology and financial services industries and attracted 2 technology and financial service firms from outside of the region. Supported the expansion of a financial services firm and a technology firm

# ECONOMIC DEVELOPMENT

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Enhanced and beautified 23 properties through the Vacant Storefront Cover Program
- Launched a parking incentive program to support hospitality, health and wellness, technology and financial services industries
- Provided administrative and technical support for the creation of the 41<sup>st</sup> Street Business Improvement District
- Implemented the *Make A Bold Move* campaign, a strategic marketing and public relations campaign focusing on attracting employers and talent within the technology and financial services industries. In winter 2022, the American Marketing Association (AMA) South Florida, the official professional chapter of the American Marketing Association (AMA) in South Florida, recognized the *Make A Bold Move* campaign as best digital media campaign. In July 2023, the campaign was also honored by the Florida League of Cities with a Florida Municipal Achievement Award for Economic Achievement.
- Promoted the City through the development of a full-scale, creative trade show and conference booth by leveraging marketing collateral
- Achieve financial closing and groundbreaking for the Collins Parks Artist Workforce Housing Project to provide 80 units of workforce housing, a 32-bed dormitory for the Miami City Ballet and 2,200 square feet of ground floor public/cultural use through a public-private-partnership (P3) to activate the cultural arts campus
- Worked with the Office of Capital Improvement Projects to promote community outreach and engagement with respect to General Obligation Bond Project #40 — 41<sup>st</sup> Street Streetscape Project
- Issued a Request for Letters of Interest for mixed-use development on city-owned surface parking lots near 41<sup>st</sup> Street
- Launched the North Beach CRA District Office
- Launched the Commercial Lease Subsidy Program for the Art Deco Cultural District with a focus on transitioning legal nonconforming uses to permitted uses
- Engaged an economic development consultant and provided administrative oversight for the preparation of a hotel and short-term rental market study to identify Miami Beach hotel pipeline as compared with comparable tourism and hospitality-driven locales

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Developed North Beach CRA Beautification Initiatives: Commercial Facade Improvement Program and Residential Property Improvement Program
- The Miami Beach Convention Center welcomed new and repeat business utilizing all 4 exhibit halls and using all new areas of the building. Art Basel 2022 welcomed its highest number of attendees, the return of the Miami International Boat Show received national accolades, and the innovative and creative Bitcoin conference attracted the next generation of financial services and tech influences to the campus.
- Through the leadership of the Greater Miami Convention and Visitors Bureau, the Department supported the creation of the Innovation Think Tank – a group of clients, potential clients, event planners, and influencers to provide feedback and strategic insight on strength, weaknesses, opportunities and threats to the advancement of the Miami Beach Convention Center and group bookings
- Launched monthly commercial business engagements where the team made in-person visits to businesses to learn firsthand about issues in an informal conversational approach that develops and maintains relationships

***Achieved financial closing and groundbreaking for the Collins Park Artist Workforce Housing Project.***

# ECONOMIC DEVELOPMENT

## CRITICAL SUCCESS FACTORS

- Enhance marketing and communication with residents, property owners and business operators to better support business attraction and retention
- Proactive engagement and attraction of targeted industry sectors to Miami Beach
- Adoption and adherence to economic development strategies and best practices
- Improved website and data development to ensure thorough and relevant information is available and accessible to the public
- Provide technical assistance, concierge services, grants and incentives as business resources
- Market and interact with business and development communities to expand private investment in the City
- Leverage City-owned assets to attract targeted industries
- Continue efforts to reduce regulatory obstacles and remove barriers to success
- Provide continuing education opportunities for staff to stay current on market trends and industry standards
- Increase communication, education and community engagement for Economic Development Department initiatives
- Leverage City-owned assets to increase opportunities for workforce and affordable housing, retail, office and increased activation of public spaces
- Assist in providing services and amenities that benefit the community through contractual relationships and agreements
- Develop the memorandum of understanding for the creation of the 41<sup>st</sup> Street Business Improvement District
- Informing and educating the residents and businesses within the North Beach CRA about the benefits of the district
- Increase stakeholder engagement opportunities to gauge interest in various economic development initiatives and business sectors
- Launch and growth of the Miami Beach Convention Center Rum Room and Venue operations
- Increase the Convention Center sales goals, prospects, tentative and definite clients

## CRITICAL SUCCESS FACTORS CONT'D

- Develop comprehensive management guidelines for the use of Pride Park and Collins Canal Park

## FUTURE OUTLOOK

The City and businesses continue to adjust business models and perspectives on where and how to operate. National firms have shown that they are willing to move their entire base of operations to be near strong labor pools and desirable climates.

Miami Beach offers a high density of favorable tapestry profiles. The population of the city is well-educated and diverse. Residents enjoy the vibrant lifestyle that Miami Beach offers. The affordability of the North Beach neighborhood has attracted a high concentration of millennials, as well as a high concentration of people who have earned a bachelor's degree. Having a talented, educated workforce with specialties in a variety of skills, at varying career levels, is the most important resource to office-using businesses.

Miami Beach is also a significant driver of foreign investment, which brings jobs, diversity and an increase in the value of real estate. Over the past five years, foreign investment has made up about 30% of total capital market activity within the City. The City is also seeing an influx of businesses and workers from New York, California and other urban centers with strong technology and financial services hubs.

Efforts that focus on improving, diversifying and growing the live-work-play dynamic while encouraging access to affordable workforce housing, and transportation will build a sustainable economy. Miami Beach offers several desirable characteristics with the advantage of being an "established" sub-market vs. being an "emerging" sub-market. This distinction often leads to higher office occupancy rates and rents.

New development projects, public-private partnerships, economic revitalization programs along with business resources and services are critical to the pathway forward to building a robust and balanced economy.

