

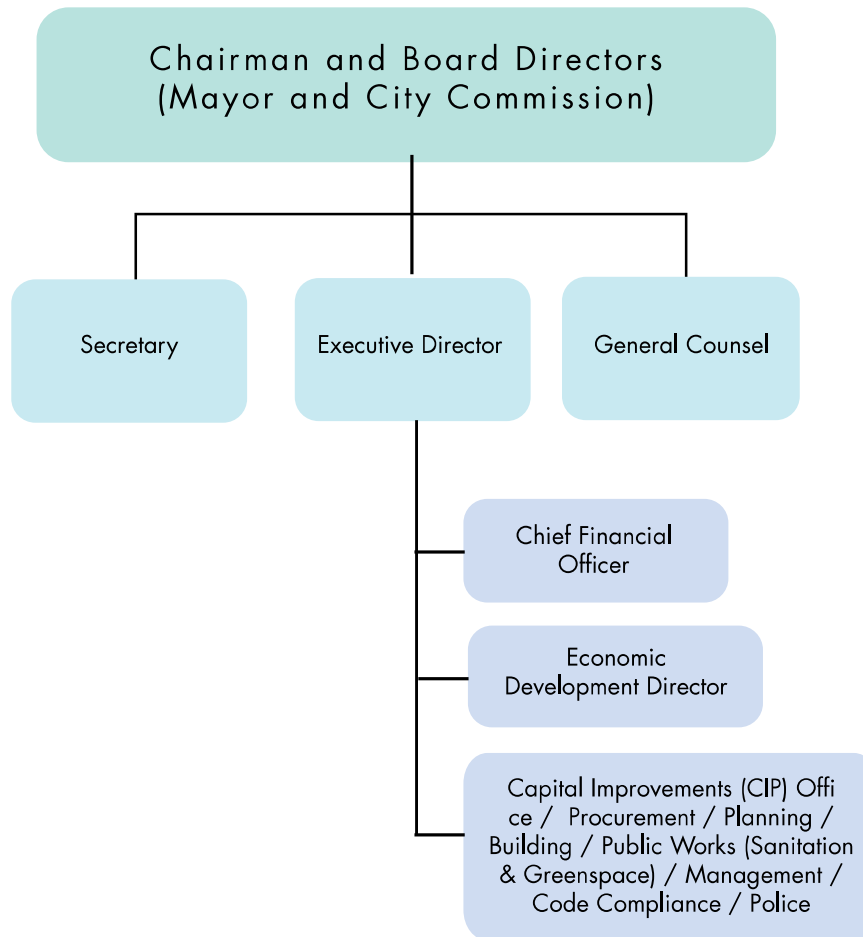
# MIAMI BEACH REDEVELOPMENT AGENCY

## CITY CENTER REDEVELOPMENT AREA BOUNDARY MAP



Submitted By: The Miami Beach Redevelopment Agency  
1700 Convention Center Drive  
Miami Beach, FL 33139

# MIAMI BEACH REDEVELOPMENT AGENCY



## BACKGROUND

On January 26, 1993, the Miami-Dade County (the "County") Board of County Commissioners ("BCC") adopted Resolution No. R-14-93, which:

1. Accepted findings that the area in the City of Miami Beach (the "City") bounded on the East by the Atlantic Ocean, on the North by 24th Street, on the West by West Avenue, and on the South by 14th Lane (the "City Center Redevelopment Area" or "City Center district"), satisfied the established criteria to be considered a "blighted" area within the meaning defined in Part III, Chapter 163, Florida Statutes, and
2. Delegated to the City, pursuant to Section 163.410, Florida Statutes, certain powers conferred upon the BCC as the governing body of Miami-Dade County, with regard to the Redevelopment Area, enabling the City Commission, either directly or through its duly designated community redevelopment agency, to exercise redevelopment powers.

## BACKGROUND CONT'D

On February 3, 1993, the City adopted Resolution No. 93-20709, which established a community redevelopment agency, the Miami Beach Redevelopment Agency or the "RDA", and declared the members of the City Commission to serve as the board members of the RDA. Subsequently, on February 12, 1993, the City adopted Resolution No. 93-20721, which adopted the Agency's City Center/Historic Convention Village Redevelopment and Revitalization Area Plan (the "Plan") for the redevelopment and revitalization of the Redevelopment Area.

On February 24, 1993, the City enacted Ordinance No. 93-2836, which created a City Center/Historic Convention Village Redevelopment and Revitalization Trust Fund, providing a funding mechanism for implementing the Plan. On March 30, 1993, the BCC adopted Resolution No. R-317-93, which, among other things:

1. Adopted the Plan and
2. Approved an Interlocal Cooperation Agreement, between the County and the City, dated and later executed on November 16, 1993, as amended (the "Interlocal Agreement").



# MIAMI BEACH REDEVELOPMENT AGENCY

## BACKGROUND CONT'D

On March 20, 1996, the Mayor and City Commission adopted Resolution No. 96-21927, authorizing an Interlocal Agreement between the City and the County with respect to the Convention Development Tax (levied and collected pursuant to Section 212.0305, Florida Statutes) and other issues.

On June 11, 2003, the City Commission, via Resolution No. 2003-25241, and on September 9, 2003, the BCC, through Resolution No. R-889-03, approved the first amendment to the Interlocal Agreement, which delegated to the City, and in turn to the RDA, the power to implement community policing initiatives.

On May 5, 2004, the Board, through Resolution No. R-958-04, and the City Commission, through Resolution No. 2004-25560, also approved a second amendment to the Interlocal Agreement whereby (i) the County, City, and Agency agreed that the Agency would remit one and one-half percent (1.5%) of the Tax Increment Revenue paid to the Agency for said fiscal year to the County to defray administrative costs for oversight and processing Agency related items and 1.5% as a contribution to the City after debt service and all other obligations related to the bonds or future indebtedness issued by the Agency and approved by the County was satisfied for the fiscal year, and (ii) the County approved the Agency's issuance of refunding bonds in an amount not to exceed a principal amount of \$101.9 million to refinance all or a portion of the outstanding principal amount of bonds issued with respect to the Redevelopment Area.

## BACKGROUND CONT'D

This agreement was amended a third time in 2014 via Resolution No. 2014-28836, which (1) extended the term of the City Center RDA to the earlier of March 31, 2044 or the date the Agency's indebtedness approved by the County was no longer outstanding; (2) authorized the issuance of tax increment revenue bonds in one or more series by the RDA in an amount not to exceed \$430.0 million for purposes of refunding current outstanding debt, funding eligible community redevelopment project costs, including up to \$275 million for the Convention Center Renovation and Expansion Project, and any reserves and costs of issuance; (3) provided for an ongoing adequate operating and maintenance subsidy for the Miami Beach Convention Center, in addition to the existing \$4.5 million per year and annual year-end revenue sharing that the City currently receives from Convention Development Taxes (CDT) through 2048 – as of 2026 if there are sufficient CDT funds, these are repaid to the RDA with CDT funds; (4) provided for ongoing funding of City operations in the RDA with a cap in growth of 3% or CPI whichever is less; (5) limited capital projects to previously appropriated projects and the following capital projects: Bass Museum Space Interior Expansion, Convention Center Lincoln Road Connectors, 17th St Improvement Pennsylvania Avenue to Washington Avenue, and Lincoln Road from Washington Avenue to Lennox Avenue; (6) established that from FY 2023 until FY 2044, the County will receive a refund of City Center Agency operating expenses based on its proportion of revenues contributed to the Trust Fund; and (7) established that from FY 2015 through FY 2022, any funding not used for debt service and operating expenses will go into a fund to be used for shortfalls and eventually prepayment of debt and from FY 2023 any remaining funding will be used to extinguish debt early.



# MIAMI BEACH REDEVELOPMENT AGENCY

## BACKGROUND CONT'D

Beginning FY 2016 and each year thereafter, the use of tax increment revenues to fund the Miami Beach Redevelopment Agency's expenditures for administration, community policing, and capital projects maintenance shall not exceed the prior fiscal year's distribution for such expenditures, adjusted by the lesser of the Miami Urban Area Consumer Price Index (CPI) or 3% annually to be calculated using the Miami Fort Lauderdale All Urban Consumers CPI from July to June for the prior year.

This agreement was amended a fourth time in 2018 through Resolution No. 2018-30288, to (1) allow the Redevelopment Agency to reimburse the City \$6.9 million for construction impacts to the Miami Beach Convention Center (MBCC) renovation and expansion project resulting from Hurricane Irma; (2) provide additional funding up to \$20.0 million for the Lincoln Road project (previously authorized as part of the Third Amendment) for a total project amount of up to \$40.0 million for the Lincoln Road project; (3) distribute to both the County and the City, beginning in FY 2018, and continuing until FY 2023, an annual reimbursement based on each entity's proportionate share of expenditures for administration, community policing, and capital projects maintenance; (4) require that both the County and the City set aside \$1.5 million of the annual reimbursement for beach re-nourishment that could be utilized to leverage State or Federal funding for beach re-nourishment projects; and (5) utilize any excess revenues, after the foregoing distributions, for the early prepayment of debt, as originally stipulated in the Third Amendment to the Interlocal Agreement.

The Fifth Amendment to the RDA Interlocal Agreement dated April 5, 2022 was approved by Miami-Dade County Resolution No. R-256-22, City Commission Resolution No. 220-32014, and RDA Resolution NO. 666-2022, allowing for \$29.1 million in excess RDA Trust Fund revenues to be accessed by the City to fund the City's financial obligation related to the Final Settlement Agreement for the MBCC expansion and renovation project. Additionally, the Fifth Amendment clarified that the County's portion of the beach renourishment funds (\$1.5 million), outlined in the Fourth Amendment, can be used for beach renourishment activities at any beach in the County.

## MISSION/PURPOSE STATEMENT

- To assure continued economic viability of the City Center Redevelopment Area and the City as a whole, through the implementation of the objectives and projects defined in the Redevelopment Plan and the amendment thereto.
- To incur minimum relocation and condemnation.
- To involve community residents in the redevelopment process.
- To establish the necessary linkages to tie in the Miami Beach Convention Center (MBCC), area hotels, cultural amenities, entertainment, residential and business uses in the district.
- To enhance diversity of form and activity through the use of established planning and design principles.
- To create a traffic system to serve local and through traffic needs.





# MIAMI BEACH REDEVELOPMENT AGENCY

## STATUS REPORT AND ACCOMPLISHMENTS

The 332-acre City Center/Historic Convention Village Redevelopment and Revitalization Area (City Center) was established in 1993 to provide the funding for new convention hotel development within proximity of the Miami Beach Convention Center (MBCC). Aside from providing necessary capital, establishment of the City Center was meant to catalyze development that would provide connectivity between the City's ample civic, cultural, and entertainment uses and create the fabric of a true urban downtown. Since its inception, the City Center Redevelopment Area has undergone dynamic change through a combination of public and private investment efforts.

Exciting projects which have transformed the area include:

- Two convention-quality hotels, resulting from public/private partnerships between the Redevelopment Agency (RDA) and the respective private sector developers - the 800-room Loews Miami Beach Hotel and the 425-room Royal Palm Crowne Plaza Hotel, the latter of which has the distinction of being the first African-American owned hotel in the United States.
- The development of an 800-space public parking garage (Anchor Garage) to accommodate the parking needs for the Loews Miami Beach Hotel, the Crowne Plaza Hotel and other service and retail businesses in the area.

## STATUS REPORT AND ACCOMPLISHMENTS CONT'D

- A \$20.0 million overhaul of Lincoln Road, partially funded by the participation of businesses on Lincoln Road.
- An award-winning Beachwalk extending from 21st Street to Lummus Park, comprising an at-grade, landscaped pedestrian walkway.
- Implementation of a Cultural Arts Campus Master Plan for the area east of the MBCC, which included a new regional library, the headquarters of the Miami City Ballet, the expansion and renovation of the Bass Museum of Art, the re-landscaping of Collins Park, including the restoration of the Rotunda and extensive streetscape improvements throughout the area.
- Completion of the much-heralded New World Campus, including the state-of-the-art Gehry-designed headquarters facility for the New World Symphony and two publicly funded components, including a \$15.0 million municipal Gehry-designed parking garage and the \$21.0 million world-class Soundscape Park.
- Renovation and expansion of the Miami Beach Convention Center campus as outlined below.
- A Grand Hyatt 800-room voter-approved MBCC Hotel, with early work initiated and with an estimated completion for 2026.
- Completion of two Convention Center Parks (Collins Canal Park and Pride Park), complementing the MBCC renovations, public art collection, and cultural institutions, while serving as a sustainable resource for the community.
- Renovation of 100 year-old Carl Fisher Clubhouse & Annex, now the Rum Room and Venu, managed by MBCC management firm Spectra, now OVG360, and the selection of Centerplate, now Sodexo Live!, as the food and beverage operator – holistically utilizing the ability of the MBCC to market and sell the "Convention Center Campus" that serves residents, businesses, visitors and tourists.
- Other important projects include the 650-space mixed-use parking facility built on the surface parking lot on the west side of City Hall, which includes 35,000 square feet of municipal office space; the implementation of major street and infrastructure improvements throughout City Center, valued at more than \$26 million; and the acquisition of several multi-family residential buildings to potentially maintain the stock of affordable housing in the area.

THE BEACH GATEWAY | 400 BLOCK  
PROPOSED



# MIAMI BEACH REDEVELOPMENT AGENCY

## STATUS REPORT AND ACCOMPLISHMENTS CONT'D

- Tax Increment Financing (TIF) through the sale of bonds has been a major tool for financing redevelopment activities. To date, four bond issues have occurred in City Center: one in 1994 for \$25.0 million, to acquire land for the hotel development initiatives; one in 1996, in the amount of \$43.2 million to fund contractual obligations and capital improvements related to the Loews Hotel and Crowne Plaza Hotel projects; one in 1998, for \$38.2 million to finance capital expenditures related to the convention hotel projects, the Cultural Campus project and to repay the \$21.5 million debt obligation to the City; and another which occurred in 2005, in the amount of \$80.7 million, to refinance the outstanding debt service on prior bond issues. On December 15, 2015, the Redevelopment Agency issued \$286.2 million in Tax Increment Revenue and Revenue Refunding Bonds, Series 2015A, and \$35.9 million in Tax Increment Revenue Refunding Bonds, Taxable Series 2015B.
- The City and Redevelopment Agency's commitment to upgrading and improving the area's infrastructure, addressing parking and circulation issues, and facilitating new development has fueled significant new private-sector investment in the area, evidenced by more than \$600.0 million in new building permit activity since the area's inception.
- The RDA Operations Unit (Police) provided patrol and specialized services to the City Center area, including the Lincoln Road corridor, Convention Center area, and Collins Park neighborhood. Performance measures focused on average response time to an emergency call (minutes). In FY 2023 the target was to keep the response time to under 2 minutes.
- Since the Park Ranger Program launch in 2015, these readily identifiable ambassadors have become a staple of public safety and welfare by patrolling parks, beachfront facilities and grounds to deter illicit activity and act as community ambassadors. The Park Rangers serve a vital component of public safety by providing rapid assistance to several City departments and service providers, including Police, Parking, Code Compliance, Fire, Sanitation, and Homeless Outreach.
- City Center RDA Operations (Code Compliance) officers are assigned to Lincoln Road and Espanola Way. The role of the officers is to proactively patrol these areas to ensure compliance of businesses, sidewalk cafés, vendors and other applicable entities with City Code. Performance goals included inspecting 3,929 outdoor dining concession inspections for FY 2024.

## STATUS REPORT AND ACCOMPLISHMENTS CONT'D

- Activities included landscape renovations, irrigation improvements, and regular maintenance and repairs to ensure high aesthetic standards and refurbished plant materials throughout the Redevelopment Area, including high trafficked areas such as Lincoln Road, the City Center campus, RDA parking garages, Collins Park Cultural Arts Campus and the Bass Museum, and various streetscapes and medians throughout the Redevelopment Area.
- To sustain to beauty of parks and greenspaces, the RDA relies on the diligent work from the members City of Miami Beach's Park Grounds Maintenance Team. In addition, this team is responsible for the management of vendor contracts pertaining to grounds maintenance, athletic fields, and dog parks.
- Sanitation Operations provided litter control & pressure washing services to Lincoln Road, the Beachwalk & Collins Park cultural campus.

## WORK PLAN

The Redevelopment Agency (RDA) mission is to outline, implement and fund the goals of the Redevelopment Plan (Plan) and to upgrade area infrastructure, streetscapes, parks, traffic and parking management and encourage the inclusion of arts and cultural activities by focusing on contemporary strategies. The 2003 amended Plan for City Center specifically addressed these objectives including, but not limited to, the New World Symphony expansion plans to connect with the 17th Street municipal lots, resulting in positive impacts on foot traffic to the MBCC and area businesses.

Over the next few years, the RDA objective is to focus on the planning and implementation of capital projects associated with, but not limited to, the Convention Center District Master Plan for the expansion of the Convention Center District, upgrading streetscapes and related infrastructure throughout City Center. The RDA will also continue to fund public service enhancements provided under the Community Policing Program as well as ensure the on-going maintenance of capital assets funded with TIF. To date, the majority of the capital enhancements set forth in the Redevelopment Plan and the 2003 Amendment thereto, have been completed and/ or are currently underway.

# MIAMI BEACH REDEVELOPMENT AGENCY

## WORK PLAN CONT'D

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### Miami Beach Convention Center Renovation and Expansion

The Miami Beach Convention Center (MBCC) has been a beacon of economic impact in Miami Beach and greater Miami-Dade County for more than sixty years. MBCC served as the site where Muhammad Ali (formerly known as Cassius Clay) defeated Sonny Liston for his first Heavyweight Championship of the World in 1964. In 1968, the MBCC hosted the Republican National Convention with more than 20,000 delegates and thereafter, in 1972, the MBCC hosted more than 45,000 delegates during the Republican and Democratic National Conventions.

Originally built in 1957, the MBCC encompassed 108,000 square feet. In 1968, an additional 130,500 square feet of exhibit space was added, with additional support facilities subsequently constructed in 1974. In 1986, as the demand for exhibition space increased, the facility underwent a \$92.0 million renovation and doubled the size of its footprint. In 1989, a master plan was also developed for the convention center complex, which included over \$50 million in upgrades, including complete renovations of all restrooms, full carpet replacement, and installation of a state-of-the-art telecommunications and networking infrastructure.

Since the 1989 MBCC renovation, significant growth has spurred in the convention and tradeshow industry. The increased demand for event space and growing attendance have warranted many convention operators to expand their convention centers and upgrade available amenities and infrastructure. Increased meeting space and general session space, additional parking, evolving technological features, related amenities are what raise a facility's appeal to address industry trends.

Changes in how a competitive hotel package and cultural offerings are viewed by event planners has also led to significant development in areas adjacent to convention centers. In major markets throughout the country, large headquarter hotels have been developed, and efforts to create walkable restaurant/retail environments surrounding convention centers have also been undertaken. The primary objectives of the MBCC Master Plan project include improvements to the MBCC and redevelopment of the surrounding area that are supported by market demand and are necessary to facilitate the ability of the MBCC to attract high impact conventions and tradeshows in an increasingly competitive environment.

## WORK PLAN CONT'D

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Similarly, the Greater Miami Convention and Visitors Bureau (GMCVB) determined that the MBCC serves as the primary regional convention center given its geographic draw, and that no new facility should be planned elsewhere in Miami-Dade County. The report further determined that improvements to the MBCC, including the multi-purpose ballroom, would increase its marketability and attract high-end conventions. Accordingly, the expansion and renovation of the existing MBCC included an expansion to 1.4 million square feet, the re-orientation of the four exhibit halls, facade modifications, two separate loading docks on opposite ends of the building with 32 dock spaces, site improvements along the canal and roadways, the addition of a Grand Lobby, 1 Grand Ballroom and 4 junior ballrooms, including the rooftop 'Sunset Vista Ballroom', 10,000 square foot production kitchen, 1.61 miles of fiber optic cabling and 480 miles of copper wiring to support IT communications, 84 meeting rooms with free Wi-Fi, and 800 parking spaces located on the roof. The remodeled MBCC re-orientes the halls in an East/West direction with the primary access from Convention Center Drive, with Washington Avenue also serving as a secondary means of entry.

The MBCC project included substantial improvements to the north end of the property, including the addition of a multi-story Grand Ballroom and two outdoor patio spaces with views of the beautified 3.8 acres Collins Canal Park and restored historic Carl Fisher Clubhouse. An enclosed ground-floor parking area and internalized loading and delivery access area includes two helix ramps to the roof-level parking. The Washington Avenue elevation is now predominately pedestrian in nature with visitor drop-off and cab queuing areas. The streetscape modifications include a green edge along the avenue with native shade trees to promote a pedestrian friendly experience.

Convention Center Drive is now the primary frontage and main access point for vehicles and shared ride drop-off. Modifications included installation of a new median along Convention Center Drive and 19th Street creating a more sophisticated streetscape. The Collins Canal Park walk has been substantially improved and provides a softer northern edge to the MBCC, with a continuous path, starting at the Holocaust Memorial, through the Botanical Gardens, along Collins Canal Park, and ending at the Bass Museum in Collins Park, connecting multiple green spaces across several city blocks.

The renovation project also included sizable Art in Public Places installations including pieces by six internationally recognized artists such as Ellen Harvey, Sarah Morris and Joseph Kosuth, with a budget of \$7.1 million, the largest collection of single-curated public art in the United States.

# MIAMI BEACH REDEVELOPMENT AGENCY

## WORK PLAN CONT'D

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On July 25, 2018, the Mayor and City Commission approved Resolution 2018-30438 which called for a special election, on November 6, 2018, for the purpose of submitting to the electorate of the City of Miami Beach, a ballot question regarding a 99-year lease of a 2.6-acre property to MB Mixed Use Investment, LLC, requiring the construction/operation of an 800-room hotel connected to the Convention Center per Resolution 2018-30425. On November 6, 2018, the citizens of the City of Miami Beach voted to include a MBCC hotel on the property adjacent to the MBCC, located at the northeast corner of 17th Street and Convention Center Drive. The development of the hotel has been approved by the Design Review Board and is currently under development.

In 2019, the City also launched the conversion of the Municipal Parking Lot to the west of the MBCC into a 5-acre park. Named "Pride Park" by the citizens of Miami Beach in November 2019, the reimagined park includes public art – "Bent Pool", a public restroom, and embedded electrical systems to provide for event activations that should mitigate damage to the greenspace and paths. In June 2020, a "Juneteenth" commemorative tree was planted in Pride Park to celebrate the contributions of Miami Beach's Black community.

Though 2020 events included the Super Bowl NFL Experience in the MBCC, with record-breaking attendance, the impact of the COVID-19 pandemic resulted in the cancellation of the majority of events. Accordingly, the Convention Center was repurposed in a time of need as a State of Florida Alternate Care Facility and COVID-19 mobile and walk-up testing site.

In FY 2019, the City restructured the financial terms with the MBCC Food and Beverage vendor, Centerplate, to provide for the City to receive 95% of the net operating profits of the catering and food and beverage (F&B) operations (after payment of all operating expenses), and (2) extended the term of the City's agreement with Centerplate for an additional two years. In FY 2020, the City issued an RFP for the food and beverage operations of the Carl Fisher Clubhouse with Annex and Centerplate was determined to be the only responsive and responsible proposers. In FY 2021, the Centerplate agreement was further amended to provide for the City to receive a profit-sharing distribution of 83% and reduced the management fee to 4%. The amendment also created a co-terminus expiration date of September 30, 2026 that includes a force majeure period of approximately eighteen (18) months due to COVID-19. In addition, Centerplate agreed to invest up to \$750,000 in capital improvements designed to increase the Carl Fisher Clubhouse & Annex appearance and operation.

## WORK PLAN CONT'D

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In February 2021, the MBCC resumed hosting events. A total of 17 events were held in FY 2021 including Florida Supercon, the Jewelry International Showcase, and the American Society of Plastic Surgeons Convention. After Art Basel and Design Miami's virtual presentations in FY 2021, both shows returned to in-person presentations in FY 2022 and FY 2023 at the MBCC Campus.

Major events hosted 74 events in FY 2023 including Art Basel, Design Miami, the Boat Show, Florida Supercon, Jewelry International Showcase, Florida International Medical Expo, American Society of Plastic Surgeons Convention, Catersource, the International Floriculture Expo, Seatrade Cruise Global Annual Meeting, and eMerge America's Technology Conference. In November 2022, the MBCC campus was adorned with additional public art with the donation and installation of Jaume Plensa's 16-foot sculpture Minna in Pride Park.

The MBCC with a projection of 85 events by September 30, 2024 will continue hosting events including Florida Supercon, the Jewelry International Showcase, and the American Society of Plastic Surgeons Convention.

The City, together with MBCC management company OVG360 (formerly Spectra), food and beverage operator Sodexo Live! (formerly Centerplate), and the GMCVB, continue to strategize and explore new avenues to market and sell the MBCC, promoted as a convention center of choice and best in class. This new direction is an opportunity to reimage the center and explore innovative and creative revenue streams that can offer buoyancy in the face of volatile tourism activity and resort tax collections.

In FY 2022, a new five (5)-year destination marketing agreement between the GMCVB and the City was finalized executed to include a base fee to the GMCVB comprised of ten percent (10%) of the two percent (2%) City Resort Tax, an incentive fee up to \$2.0 million based on the GMCVB's ability to achieve performance metrics, and a right to terminate for convenience upon 120-day notice. The new agreement sets the stage for an expanded scope of services that include, but not limited to: MBCC sales, public relations, marketing/branding, research services, reputation management, and more.