

RAFT

North Beach

Community Redevelopment Agency

Annual Report 2023–2024



Table of Contents

Board of Directors	3
Executive Staff/Organizational Chart	4
Background	5-6
Boundary Map	7
Mission/Purpose Statement	8
Interlocal Agreement	9
Status Report	10
FY2024 Goals in Support of Redevelopment Goal	11-16
1. Provide Economic Development Opportunities for Businesses,	
2. Invest in Climate Resiliency, Sustainability & Infrastructure	
3. Strengthen Cultural Arts, Branding & Marketing	
4. Protect and Enhance the Neighborhood Character	
5. Improve the Quality of Life for Residents and Visitors	
6. Leverage Resources for Community Redevelopment	
Work Plan	17
Activities	18-20
- Community Policing	
- Code Compliance	
- Sanitation	
Financial Information	21



Board of Directors



Chair
Steven Weiner
(Mayor)



Miami-Dade County
Commissioner (Dist. 4)
Micky Steinberg



Board Member
Kristen Rosen Gonzalez
(Commissioner)



Board Member
Laura Dominguez
(Commissioner)



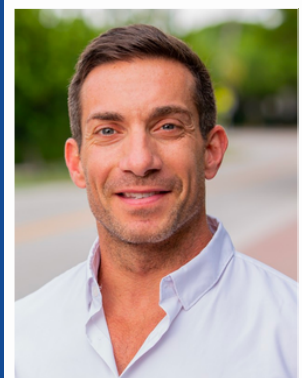
Board Member
Alex J. Fernandez
(Commissioner)



Board Member
Tanya Bhatt
(Commissioner)



Board Member
David Suarez
(Commissioner)



Board Member
Joseph Magazine
(Commissioner)

Executive Staff



Secretary
Rafael E. Granado
(City Clerk)



Executive Director
Eric Carpenter
(City Manager)



General Counsel
Ricardo J. Dopico
(City Attorney)

Organizational Chart

Chairman and Board of Directors
(Mayor and City Commission)

Secretary

Executive Director

General Counsel

Treasurer
CFO

Economic
Development
Director

City Departments

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, 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, depressed household income, and divergent stakeholder perspectives are among the challenges facing North Beach.

There have been several efforts by the City to encourage growth and investments in North Beach, including but not limited to the North Beach Revitalization Plan, the North Beach Master Plan (Plan NoBe), the West Lots Plan, as well as other citywide planning tools such as the Transportation Master Plan and other initiatives focusing on climate resiliency, environmental sustainability, economic development, affordable housing, historic preservation, and land development regulations. The residents, Mayor, and Miami Beach City Commission (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 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 (the "County") to govern the redevelopment process. 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.



BACKGROUND cont'd

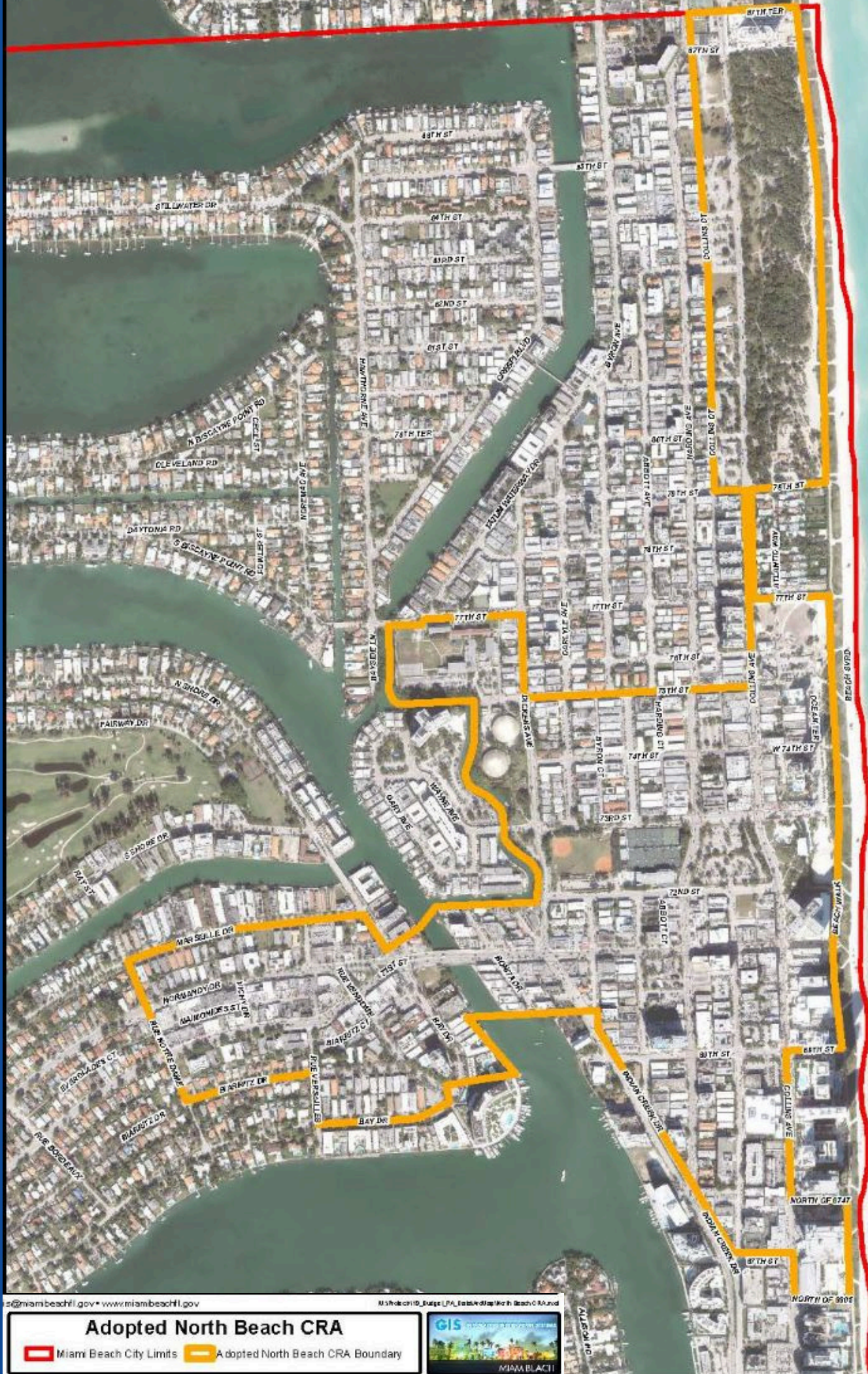
Pursuant to the County's delegation of authority, the City undertook a significant public engagement effort to prepare the Redevelopment Plan. Simultaneous with the City's preparation of the Redevelopment Plan, to delineate their respective areas of responsibility with respect to the redevelopment of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

On May 12, 2021, pursuant to Resolution No. 003-2021, the Chairperson and Members of the North Beach CRA Board adopted the Redevelopment Plan, as required by Section 163.360(5), Florida Statutes. Pursuant to Resolution No. 004-2021, the Chairperson and Board members approved the Interlocal Agreement. Additionally, 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, pursuant to Resolution No. 2021-31710, the Mayor and City Commission approved the Interlocal Agreement. Pursuant to Resolution No. 696-21, Miami-Dade County approved the Redevelopment plan and Interlocal Agreement. Miami-Dade County Ordinance No. 21-70 created the North Beach CRA Trust Fund. The North Beach CRA's governing documents and legislation may be accessed at its website: <https://www.miamibeachfl.gov/northbeachcra>.

On January 13, 2021, the Mayor and City Commission adopted Resolution No. 2021- 31560, establishing the Ad Hoc North Beach CRA Advisory Committee to ensure the continued participation by residents, business owners, and community representatives of the North Beach Redevelopment area, in connection with the North Beach CRA. The ongoing activities of the Advisory Committee include:

- Advocating for North Beach CRA legislative items;
- Exploring short and long-term economic development opportunities in North Beach;
- Discussing North Beach public and private projects and assets;
- Investigating funding opportunities for various projects;
- Guiding CRA logo development and branding strategy; and
- Encouraging community involvement and participation.





Adopted North Beach CRA

— Miami Beach City Limits
 — Adopted North Beach CRA Boundary



Mission/Purpose Statement

The North Beach CRA Redevelopment Plan (“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 outlines goals and strategies to be implemented using funding from tax increment revenue derived from within the designated boundary through the 30-year lifespan of the North Beach CRA.

The Redevelopment Plan proposes six (6) major categories of redevelopment goals and opportunities:

No.	Redevelopment Goal	Description
1	Provide Economic Development Opportunities for Businesses, Property Owners, and Residents	This goal highlights opportunities to improve physical structures, create programs to increase occupancy, and increase the variety of business offerings, as well as access to labor and training resources.
2	Invest in Climate Resilience, Sustainability & Infrastructure	These are cross-cutting goals and address improvements necessary to support and implement the goals of the whole Redevelopment Plan, but focus on urban and landscape design, engineering and blue green stormwater infrastructure to build climate resilience to reduce risks from flooding, sea level rise, storms, high tides, and extreme heat.
3	Strengthen Cultural Arts, Branding & Marketing, and Communication	This expands on the “unique features” of the district and begins with asset identification and market positioning. Sample activities include heritage tourism, branding, marketing and communications, and signature promotional events.
4	Protect and Enhance the Neighborhood Character	This goal builds on the look, feel, and movement within a residential area. It involves all aspects of land use, lot size, structure heights, and greenery, while also looking at business uses, walkable main streets, safe alleyways, and traffic flow. Sample areas include: Town Center, Normandy Isles Fountain Area, West Lots and North Shore.
5	Improve the Quality of Life of Residents and Visitors	Quality of Life measures can be highly subjective, but almost always include measures related to access to parks and public spaces, health and well-being, and neighborhood quality. Sample activities include community spaces and enhanced public safety.
6	Leverage Resources for Community Redevelopment	Funding is achieved through many means including the North Beach CRA Trust Fund, grants, and financing. The CRA may need to leverage its annual funding to implement largescale capital projects. Should the CRA choose to bond or incur other debt to complete capital projects, a dedicated revenue source in the annual budget will need to be identified for debt service. The CRA can also utilize the full range of state, local, federal and other funding mechanisms for redevelopment depending on the project under consideration.

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. 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 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
- 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-appropriated and un-expended, 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 \$1.0 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.

STATUS REPORT

The North Beach CRA Advisory Committee provides key feedback on the Redevelopment Plan and Interlocal Agreement, recommending their approval before final adoption. It also adopts motions to support its mission of advising on policy and planning for the CRA.



North Beach CRA Activities include:

- 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 • 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.
- Improve 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 owner.

FY2024 Goals in Support of Redevelopment 1: Provide Economic Development Opportunities for Businesses, Property Owners, and Residents.

Commercial Façade Improvement Program:

The North Beach CRA has developed a Commercial Façade Improvement Program, a matching grant program available to businesses located within a section of the Redevelopment Area. The goal is to significantly enhance the appearance, street presence, functionality, and sustainability of businesses within this key commercial area.

- 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.
- For FY 2024, two applicants were approved for the Commercial Façade Improvement Program: Lolarosa Inc. dba Bobs Your Uncle and Normandy Isle Investments LLC.
- 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.

FY2024 Goals in Support of Redevelopment 2: Invest in Climate Resiliency, Sustainability & Infrastructure

- Support initiatives such as the City's Strategic Plan through the Lens of Resilience, Resilient 305 Strategy, Road Elevation, and Neighborhood Improvement Project and Neighborhood Prioritization Concept Plans, Urban Forestry Master Plan, Climate Action Plan, Energy Economic Zone Work Plan, BGSi Plan, and overall resilience planning efforts.
- Partner with the City to identify and secure appropriate storage for city vehicles and equipment or beautify existing storage area.



FY2024 Goals in Support of Redevelopment 3: Strengthen Cultural Arts, Branding & Marketing, and Communication

Cultural anchors and assets within the North Beach CRA offer opportunities to promote arts and culture through cultural tourism. Art galleries, the Miami Beach Bandshell, Rue Vendome Plaza and other public spaces attract tourists and improves the 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.

- 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.
- In June 2024, in line with the North Beach CRA Advisory 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 contained a dual-banner butterfly design with the North Beach CRA "Know NoBe" branding hashtag, a concept proposed by the North Beach CRA Advisory Committee, and the Miami Beach Bandshell, along the Normandy Fountain and throughout Town Center on 71st Street, Collins Avenue, and Harding Avenue.



FY2024 Goals in Support of Redevelopment 4: Protect and Enhance the Neighborhood Character

Residential Property Improvement Program:

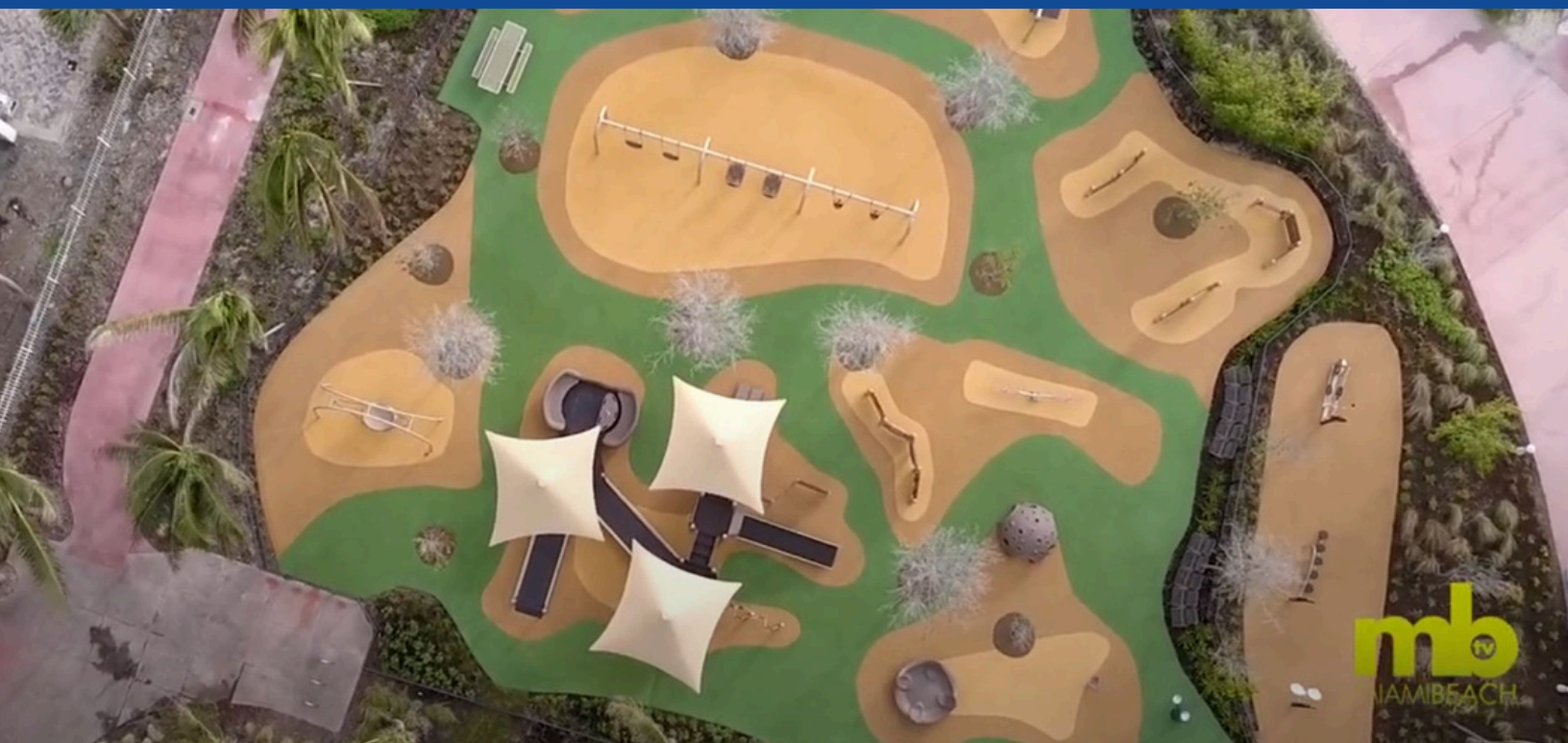
The North Beach CRA has developed a Residential Property Improvement Program, a matching grant program available to residential property owners to promote resiliency, beautification, and historic preservation. The program provides for renovation and rehabilitation of multifamily residential properties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

- Section 7.5.3: 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.
- Section 9.2.1: 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: Partner with multifamily property owners to retain affordable and workforce housing offerings

FY2024 Goals in Support of Redevelopment 5: Improve the Quality of Life for Residents and Visitors

Community Policing:

The North Beach CRA funds community policing initiatives, per budget limits in the Interlocal Agreement. The Miami Beach Police Department (MBPD) will enhance officer-resident relationships through extra shifts and proactive strategies like foot patrols, citizen patrols, and neighborhood watch programs. Efforts include “Park and Walk” patrols in parks and business areas, as well as quality-of-life sweeps and drug and traffic enforcement to deter crime.



- Promote the health and well-being of residents by encouraging physical activity, alternative transportation, and greater social interaction.
- Work with the City to ensure streets are maintained and cleaned regularly.
- Work with the City to ensure landscaping is maintained on a regular basis.
- Work with the MBPD or ambassador programs to develop and implement community policing innovations.
- Support and adopt safety programs and activities through Crime Prevention Through Environmental Design (CPTED).
- Work with neighborhood groups, residents, and the MBPD to establish or reignite a Neighborhood Watch program.
- Work with the Miami Beach Code Compliance Department to highlight opportunities and address code-related concerns.

FY2024 Goals in Support of Redevelopment 6: Leverage Resources for Community Redevelopment

At least 10% of TIF revenue generated must be itemized to fund projects associated with affordable and workforce housing. 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 is identified, the North Beach CRA will allocate these funds accordingly to comply with the goal of promoting affordable and workforce housing. Note the aforementioned Residential Property Improvement Program focuses on preserving affordable and workforce housing, and encourages property enhancement and beautification.

- 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



Work Plan

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.



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, code compliance and/or marketing and branding initiatives, which involve less expenditure, but are visible and impactful.

ACTIVITIES:

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.

An average of 400 additional hours of detail statistics will include “Park and Walk” foot patrols, that increase visibility in parks and commercial corridors and proactive police activities, quality of life patrol sweeps, and drug and traffic enforcement.

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



ACTIVITIES:

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 North Beach CRA will fund two (2) additional 10-hour Code Compliance officer shifts, per week, to provide opportunities for community engagement, education, outreach, and enforcement efforts.

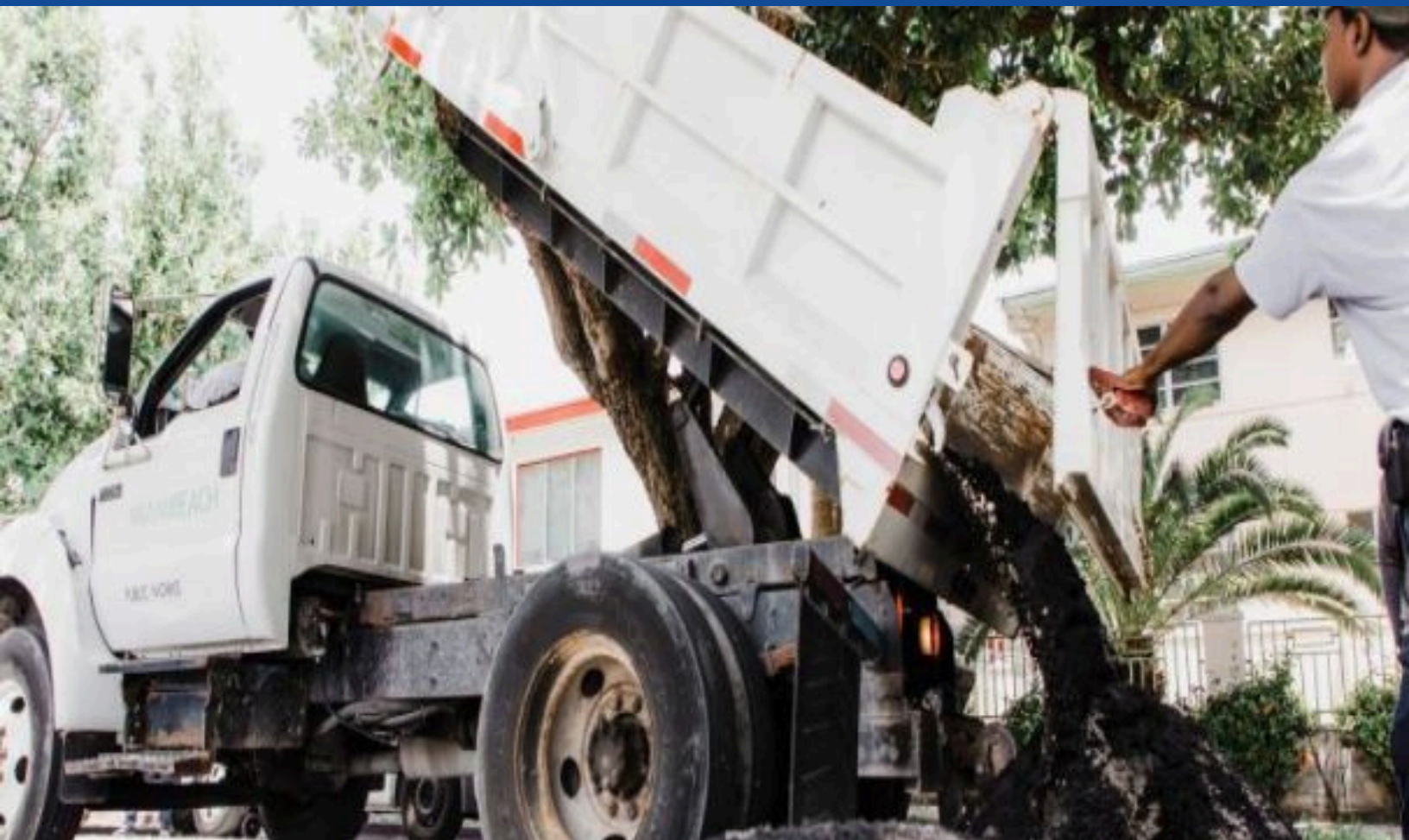


- Section 9.4: Work with the City to ensure property owners are meeting code compliance standards and implement remedies when necessary.
- Section 9.5.2: Safety — Work with the Miami Beach Code Compliance Department to highlight opportunities and address code-related concerns.

ACTIVITIES: SANITATION

Maintaining clean streets across public and private spaces is essential for community improvement. The City plans additional North Beach staffing for the Public Works Department - Sanitation Division, and 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.

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



FINANCIAL INFORMATION

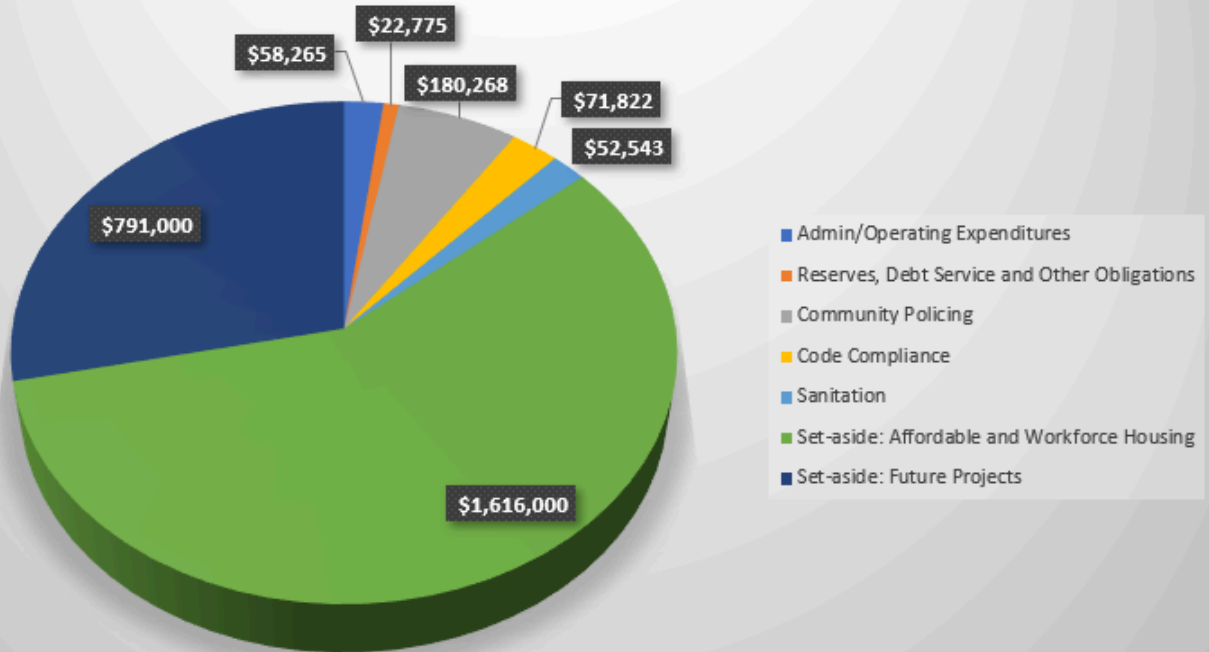
Financial Summary - Category Expenditures

FY 2024


Unaudited Actual

Admin/Operating Expenditures	\$	58,265
Reserves, Debt Service and Other Obligations	\$	22,775
Community Policing	\$	180,268
Code Compliance	\$	71,822
Sanitation	\$	52,543
Set-aside: Affordable and Workforce Housing	\$	1,616,000
Set-aside: Future Projects	\$	791,000
Total Expenditures	\$	2,792,673

Financial Summary - Category Expenditures FY 2024 Unaudited Actual



In Fiscal Year 2024, the majority of the NBCRA expenditures were accrued in the category of Set-aside: Affordable and Workforce Housing, which accounted for 58% of the annual expenditures. The second largest category of expenditure was Set-aside: Future Projects, which accounted for 28% of the annual expenditure.

A photograph of the North Beach CRA Office building, a modern structure with a curved white facade and two tall, yellow, rectangular pillars supporting a horizontal beam. The building is set against a clear blue sky, with palm trees and other greenery visible in the background. A large, circular, white overhang is visible in the foreground, partially obscuring the building's entrance. The entrance is a glass door with a metal security gate.

North Beach CRA Office
962 Normandy Drive,
Miami Beach, FL 33141
305-673-7090

