



**CITY OF NORTH MIAMI BEACH
COMMUNITY REDEVELOPMENT AGENCY**

Redevelopment Advisory Board
City Hall, 17011 NE 19th Avenue
4th Floor, Room 426
North Miami Beach, FL 33162

**August 20, 2015
5:30 P.M.**

NMBCRA Advisory Board:

Commissioner Phyllis S. Smith, Board Liaison
Bruce Lamberto, Chair
Pradel Vilme, Vice Chair
Mark Antonio
Robert Kriebs
Jarret Gross
Odedd Dayan

Staff:

Executive Director Ana M. Garcia
CRA Attorney Steven Zelkowitz
Assistant City Manager Richard Lorber
CRA Coordinator Rasha Cameau

AGENDA

- 1. Call to Order / Roll Call**
- 2. Public Comment**
- 3. Approval of Minutes:** Regular Meeting June 18, 2015
- 4. Action Item:** FY15-16 NMBCRA Budget Presentation
- 5. Discussion Item:** Presentation of the West Dixie Highway Implementation Plan
- 6. Discussion Item:** Executive Director's Report
- 7. Next Board Meeting:** CRA/RAB Community Workshop on CRA Plan Updates Sept 24, 2015
- 8. Adjournment**

**CITY OF NORTH MIAMI BEACH
BOARDS AND COMMITTEES MEETING MINUTES**

NAME OF BOARD/COUNCIL: REDEVELOPMENT ADVISORY BOARD

NAME OF PERSON PREPARING SUMMARY: K. MCGUIRE, PROTOTYPE, INC.

NAMES OF STAFF PRESENT: ASSISTANT CITY MANAGER RICHARD LORBER, ASSISTANT CITY ATTORNEY SARAH JOHNSTON, CRA COORDINATOR RASHA CAMEAU, CRA CONSULTANT RACHEL BACH

BOARD MEMBERS PRESENT: CHAIR BRUCE LAMBERTO, ODEDD DAYAN, JARRETT GROSS, ROBERT KRIEBS, COMMISSIONER PHYLLIS SMITH

TYPE OF MEETING: REGULAR MEETING

DATE: JUNE 18, 2015

MINUTES

AGENDA ITEM 1 – CALL TO ORDER / ROLL CALL. Chair Lamberto called the meeting to order at 5:32 p.m. Roll was called and it was noted a quorum was present.

Chair Lamberto introduced prospective RAB member Richard Weiner. Ms. Cameau reviewed the process by which new Board members are selected.

AGENDA ITEM 2 – PUBLIC COMMENT. At this time Chair Lamberto opened public comment. As there were no individuals wishing to speak at this time, the Chair closed public comment and brought the discussion back to the Board.

AGENDA ITEM 3 – APPROVAL OF MINUTES: Regular Meeting, February 19, 2015. Mr. Kriebs made a motion, seconded by Mr. Gross, to approve. In a voice vote, the motion passed unanimously (4-0).

AGENDA ITEM 4 – ACTION ITEM: Amendment to TIF Rebate program to Align with New Zoning Changes. Ms. Cameau recalled that City Staff has worked closely with the Planning and Zoning Board and various advisory entities to make changes to the zoning Code in eight districts, including the CRA. Now that this process is complete, tax increment financing (TIF) rebates may be aligned with these zoning changes.

Ms. Bach stated that in October 2014, the following TIF recapture program was adopted: for the first \$200 million of investments within the CRA or within the first 36 months, developers have the opportunity to receive a 50% tax increment recapture from the date of reservation through the life of the CRA. Once the cap of \$200 million has been reached, the program would be revisited. At the time this proposal was originally made, developers within the CRA had 50% tax increment recapture for all projects as of right, with an additional 25% bonus available. The bonus, which was not fully defined, was intended to be awarded for additional public benefits incorporated into a project.

There are also three zoning districts within the CRA: Employment Center, Town Center, and Neighborhood Center, each of which includes requirements for the payment of a

special assessment toward parks and open space, streetscapes, public art, or similar amenities. Now that zoning changes have been adopted, there is a need to align additional incentives in order to add value to these projects.

Ms. Bach referred the members to the backup materials, noting that the assessments for the three zoning districts must be paid before a developer may receive the first allocation of tax increment recapture. Fees would be paid at the time of permitting or prior to the issuance of a Certificate of Occupancy (CO).

Mr. Lorber reiterated that prior to the zoning changes, developers could apply for up to 75% in tax increment rebate. He noted that the expectation was that the first several projects would apply for this maximum; however, now that recent zoning changes have been adopted, developers are required to make improvements in non-CRA zoning districts as well.

It was clarified that extending the life of the CRA would maximize the value of the TIF rebates available to developers. Mr. Lorber observed that some County Commissioners wish to change the concept of a CRA, which could make it unlikely for them to agree to extend its life. It was noted that the County would need to see a clear reason to extend the life of the CRA, such as tangible activity or progress. The zoning changes and upcoming annexation of an area could also provide reason for this extension, as the CRA boundary could be expanded.

Ms. Bach continued that the amended TIF rebate program would also include a menu of ways in which developers could calculate how to earn the additional 25% rebate. She cited the example of constructing a Leadership in Energy Efficient Design (LEED)-certified building, which would be sufficient to earn the 25% alone; a developer could also combine options to reach this percentage, such as providing public parking (15%) and public art (10%). She clarified that the menu does not affect payment of fees, such as the Parks and Open Space impact fee, but specifically relates to physical improvements.

Mr. Gross made a motion, seconded by Mr. Kriebs, to recommend approval. In a voice vote, the **motion** passed unanimously (4-0).

Commissioner Smith joined the meeting at this time.

AGENDA ITEM 5 – EXECUTIVE REPORT.

- **PACE Program through Ygrene Energy Fund**

Ms. Cameau noted that at the June 2, 2015 City Council meeting, the Ygrene Corridor Financing Program was approved by the Council. Attorney Johnston added that the City Attorney's Office plans to submit a memorandum objecting to Ygrene's references to tax-deductible financing, as the company is not able to make this assertion according to its

own agreement language. It was noted that Ygrene is a lending entity and not a tax authority; only a tax professional is allowed to make this determination.

Ms. Cameau provided a brief overview of the program, explaining that it provides an alternative means to finance improving one's home or business. She advised that this is an opportunity for the CRA, as many property owners may wish to make improvements but do not have access to the matching funds required for a grant. This also presents an opportunity for owners with Code violations to bring their properties up to Code. Owners must have at least 10% equity in the property, pay their mortgage and taxes on time for three years, and may not have bankruptcies. Owners who have just purchased their properties also qualify.

Commissioner Smith advised that the Ygrene program will be presented at an upcoming pre-Council meeting in order to further introduce the program to residents.

- **Development Update**

Mr. Lorber advised that within the CRA, discussions are ongoing with the prospective developers of the former Winn-Dixie site. City Staff has reviewed potential plans for an eight-story apartment building at this site, which is less than the maximum height allowed. The nearby post office property has still not been purchased. It was noted that eminent domain is not an option for the post office site.

Mr. Lorber continued that Staff has also met with a property owner who owns two buildings surrounding a City parking lot on West Dixie Highway, and may wish to assemble more nearby properties in order to construct a mixed-use building with apartments and ground-floor retail. The owner has expressed interest in improving the existing buildings on his properties if he cannot assemble additional properties into a larger parcel.

There has been a \$1 million appropriation for a planning, design, and engineering (PD&E) study for the 163rd Street Bridge underpass toward Sunny Isles. This is expected to facilitate the development of the Intracoastal Mall. There have also been discussions of the possible location of a charter school and/or townhouses on the former Tico site, which would provide a buffer between the adjacent residential neighborhood and taller buildings in nearby zoning districts.

- **Taylor Park Updates**

Mr. Lorber noted that the City will pay for environmental cleanup at this location, to be reimbursed by the County at a later date. This will speed the cleanup process by at least one year, after which time the park may be improved. It was noted that dedicated park space cannot be rezoned without a referendum.

AGENDA ITEM 6 – NEXT RAB BOARD MEETING: July 16, 2015.

AGENDA ITEM 7 – ADJOURNMENT. There being no further business to come before the Board at this time, the meeting was adjourned at 6:22 p.m.



NORTH MIAMI BEACH
Florida



City of North Miami Beach

FY 2015-16
NMBCRA
Budget Presentation

August 27th 2015



NORTH MIAMI BEACH *Florida*



FY 2015 Departmental Highlights

CRA
Fund # 104

FY 2015 Budget	FY 2016 Budget	Change +/-
\$1,229,096	\$1,433,740	\$ 204,644

Revenue	FY15 Budget	FY16 Budget	Change +/-
Carry-Over	\$681,027	\$730,233	\$49,206
County TIF	\$194,472	\$298,030	\$94,558
City TIF	\$343,597	\$404,477	\$60,880
Interest on Investments	\$10,000	\$10,000	\$0



NORTH MIAMI BEACH

Florida



Expenditures	FY15 Budget	FY16 Budget	Change +/-
Salaries	\$ 67,500	\$ 124,122	\$ 56,622
City Admin. Svces.	\$0	\$ 80,896	\$ 80,896
Other Admin. Exp.	\$ 21,283	\$ 22,781	\$ 1,498
Grants/Incentives	\$ 130,000	\$ 200,000	\$ 70,000
Operations Exp.*	\$ 171,500	\$ 128,499	\$-43,001
Debt Service	\$ 206,986	\$ 203,400	\$ -3,586
Capital Exp.	\$ 631,827	\$ 674,042	\$ 42,215
Total Expenses	\$1,229,096	\$1,433,740	\$ 204,644

***Includes Encumbered Grants FY13-14**

CRA POLICY RESOLUTION NO. 2015-2

A RESOLUTION OF THE CHAIRMAN AND BOARD MEMBERS OF THE NORTH MIAMI BEACH COMMUNITY REDEVELOPMENT AGENCY APPROVING THE FISCAL YEAR 2015-2016 BUDGET; AUTHORIZING THE EXECUTIVE DIRECTOR TO TRANSMIT THE FISCAL YEAR 2015-2016 BUDGET TO THE CITY OF NORTH MIAMI BEACH AND MIAMI-DADE COUNTY; AUTHORIZING THE CRA EXECUTIVE DIRECTOR TO TAKE ALL ACTION NECESSARY TO COMPLETE THE APPROVAL PROCESS FOR THE FISCAL YEAR 2015-2016 BUDGET WITH THE CITY OF NORTH MIAMI BEACH AND MIAMI-DADE COUNTY; AUTHORIZING APPROPRIATION OF CARRY FORWARD REVENUES AND INTEREST FROM FISCAL YEAR 2014-15 BUDGET; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, on June 7, 2005, the Miami-Dade Board of County Commissioners adopted Resolution R-611-05 approving the Interlocal Cooperation Agreement (“Agreement”) among Miami-Dade County (“County”), the City of North Miami Beach (“City”), and the North Miami Beach Community Redevelopment Agency (“CRA”); and

WHEREAS, the Agreement requires that the CRA approve and adopt an annual budget, and transmit its annual budget to the City for approval prior to transmitting said budget to the County for approval; and

WHEREAS, the Fiscal Year 2015-2016 CRA Budget is attached hereto as Exhibit “A” (the “Fiscal Year 2015-2016 CRA Budget”); and

WHEREAS, all the expenses included in the Fiscal Year 2015-2016 CRA Budget are in accordance with state law, interlocal agreements including the Agreement and the CRA Redevelopment Plan; and

WHEREAS, the CRA Board desires to approve the Fiscal Year 2015-2016 CRA Budget.

NOW, THEREFORE, BE IT RESOLVED BY THE CHAIRMAN AND BOARD MEMBERS OF THE NORTH MIAMI BEACH COMMUNITY REDEVELOPMENT AGENCY:

Section 1. Recitals. The recitals in the whereas clauses are true and correct, and incorporated into this Resolution.

Section 2. Approval and Adoption of Budget. The Fiscal Year 2015-2016 CRA Budget attached hereto as Exhibit "A" is hereby approved and adopted.

Section 3. Transmittal of Budget. The CRA Executive Director is hereby authorized to transmit the Fiscal Year 2015-2016 CRA Budget to the City and the County for review and approval.

Section 4. Authority of Executive Director. The CRA Executive Director is hereby authorized to take all action necessary to complete the approval process for the Fiscal Year 2015-2016 CRA Budget with the City and the County.

Section 5. Carry Forward. All revenues and interest carried forward from Fiscal Year 2014-15 shall be appropriated according to established guidelines and applicable law.

Section 6. Effective Date. This Resolution shall take effect immediately upon approval.

PASSED AND ADOPTED by a _____ vote of the Board of the North Miami Beach Community Redevelopment Agency, this ___ day of _____, 2015.

ATTEST:

NORTH MIAMI BEACH COMMUNITY
REDEVELOPMENT AGENCY

CITY CLERK

GEORGE VALLEJO, CHAIRMAN

APPROVED AS TO FORM:

GRAY ROBINSON, P.A.
CRA ATTORNEY

SPONSORED BY: ADMINISTRATION

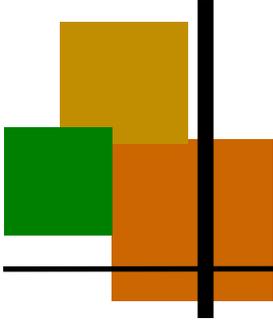
Moved by: _____

Seconded by: _____

Vote:

Chairman George Vallejo	_____ (Yes)	_____ (No)
Board Member Anthony F. DeFillipo	_____ (Yes)	_____ (No)
Board Member Barbara Kramer	_____ (Yes)	_____ (No)
Board Member Marlen Martell	_____ (Yes)	_____ (No)
Board Member Frantz Pierre	_____ (Yes)	_____ (No)
Board Member Phyllis S. Smith	_____ (Yes)	_____ (No)
Board Member Beth E. Spiegel	_____ (Yes)	_____ (No)

“EXHIBIT A”



CITY OF NORTH MIAMI BEACH

COMMUNITY REDEVELOPMENT AGENCY



FISCAL YEAR 2015-16 BUDGET



CITY OF NORTH MIAMI BEACH COMMUNITY REDEVELOPMENT AGENCY

The North Miami Beach Community Redevelopment Agency was created in 2005. The funding mechanism for the Agency is through Tax-Increment Financing as authorized by F.S.S. 163 Part III and was established to collect tax increment revenues from both the City of North Miami Beach and Miami-Dade County. Using tax increment revenues, the CRA initiated and received required approval from Miami-Dade County (R-1427-06, Dec. 19, 2006) to issue two lines of credit totaling \$8 million to fund redevelopment projects; one to fund, \$3,000,000 in infrastructure and street improvements and reconstruction of streets within the CRA, and the remaining line of credit of \$5,000,000 to fund acquisition of property for future Transit Oriented Development (TOD) in partnership with Miami Dade Transit (MDT). The latter \$5,000,000 project was not accomplished and as a result the CRA reallocated funds to be used for much needed infrastructure improvements and acquisition of commercial property for redevelopment. In April 2012, the Board of County Commissioners (BCC) approved the use of revenues from the line of credit for infrastructure improvements (\$4,000,000) and land purchase (\$1,000,000). In 2014, due to the downturn in the real estate market and reductions in tax increment revenues to pay debt service the CRA Board approved and repaid the remaining loan proceeds of \$3,672,500 from the 2007 line of credit.

NMBCRA FY 2014-2015 ACCOMPLISHMENTS

This past year, CRA staff and Redevelopment Management Associates accomplished the following:

- Updated the CRA Plan and created a 5-year financing plan consistent with strategic priorities and goals, urban design guidelines and future land use and zoning modifications which was recently adopted by the City Council on March 17th, 2015.
- Promoted current CRA grant programs to existing and new businesses.
- Modified CRA grant programs to provide both building and tenant improvements to exterior of buildings; also promoting the Ygrene initiative and allowing businesses to use this as a grant match for qualified improvements.
- Executed agreement with Miami-Dade County to build the sewer extension project along 163rd Street and NE 21st Avenue. Now awaiting BCC approval.
- Conducted an existing conditions analysis and an implementation strategy for the redevelopment of the West Dixie corridor from NE 163 Street to NE 172 Street.
- Continued coordination with South Florida Regional Transportation Authority (SFRTA) relative to the location of a train station along the Florida East Coast Railway (FEC) future commuter rail line.
- Co-sponsored the NMB SpringFest to promote community, new zoning, redevelopment and support of area businesses.

NMBCRA 2015-2016 REVENUE

Total revenues for NMBCRA FY 2015-16 is estimated at \$1,433,740. The sources of revenue for FY 2015-16 include tax increment receipts from the City of North Miami Beach of \$404,477 and Miami-Dade County of \$289,030 respectively and a carry forward from FY 2014-2015 of \$730,233 plus \$10,000 projected interest on investments. Please see the comparative table below:

	<u>(FY 14-15)</u>	<u>(FY 15-16)</u>
TIF City Contribution	\$ 343,597	\$ 404,477
TIF County Contribution	\$ 194,472	\$ 289,030
Carry Forward	\$ 681,027	\$ 730,233
Projected Interest on Investments	\$ 10,000	\$ 10,000
Total Revenues:	\$1,229,096	\$1,433,740

NMBCRA FY2015-2016 EXPENSES

The focus of the NMBCRA budget expenditures for the Fiscal Year 2015/2016 will support following objectives:

- Attract new development through marketing and promotion of new zoning and adopted Tax Increment Recapture Incentive program.
- Technical assistance, targeting and funding of existing and new businesses improvements through the NMBCRA's Façade and Commercial Improvement program focusing on strategic investments that will provide the highest functional and visual impacts.
- Conduct an analysis to identify the number and location of businesses within the NMBCRA which are unable to grow due to lack of sanitary sewer. Identify potential funding and/or create incentives to connect all existing businesses within the CRA to sewer.
- Complete Miami-Dade County sewer extension project along 163rd Street and NE 21st Avenue
- Implement specific short term recommendations from the West Dixie Highway Implementation Plan.
- Continue to monitor and work with Miami Dade County PWWM Department on design and engineering of the West Dixie Highway Roadway Improvement project and Snake Creek Canal Bridge Replacement Project to ensure consistency with the City vision (Design firm to be under contract with Miami Dade County, fall of 2015. Funding has been allocated per the 5-Year Transportation Improvement Plan) Negotiate a public/private partnership for City owned parking lot along the West Dixie Highway corridor.
- Complete a 5-Year Capital Improvement Plan for the targeted CRA sub areas of Hanford Boulevard, West Dixie Highway and 19th Avenue.
- Develop an overall Marketing Plan for the NMBCRA to solicit and attract investment. Fund portions of implementation.

ADMINISTRATIVE EXPENSES

1. Employee Salary and Fringe (\$ 30,928)

25% Administrative personnel costs charges to the CRA for CRA Administrator

Total for Salary/Fringe: _____ \$30,928

2. Annual Audit (\$ 3,780)

The CRA is audited as a part of the City of North Miami Beach's annual audit (CAFR) and, as with all funds, pays its pro-rata share of the cost of the audit.

3. Advertising and Notices (\$ 700)

Legal Notices placed for CRA Workshops / Budget Meetings.

4. Travel (\$ 1,000)

Travel for conventions / seminars and developer meetings.

5. City Administrative Support (\$80,896)

As per the Interlocal Agreement approved by Miami-Dade County BCC, the City of North Miami Beach is governed by a 6% cap of total TIF expenditures within a set fiscal year for the purposes of assessing an indirect cost allocation.

The City of North Miami Beach will provide support services to the NMBCRA, in particular from the Finance, Procurement, IT and Community Development Departments.

6. Other Administrative Expenses (\$ 12,966)

Overhead expenses include but are not limited to operating supplies, bank fees, postage, professional organization membership dues, cell phone, subscriptions to publications, and maintenance agreements. Specifically this amount includes professional memberships for Urban Land Institute, Florida Redevelopment Agency, International Downtown Association subscriptions and publications for South Florida Business Journal.

7. County Administrative Charge (\$4,335)

Required County Fee @ 1.5% of County's tax increment contribution.

Total Administrative Expenses including salary/fringe _____ \$134,605

OPERATING EXPENSES

1. Employee Salary and Fringe (\$ 93,193)

75% of Administrator's salary and fringes

2. Contractual Services/Economic Development/Branding (\$70,000)

NMB CRA will contract will consultants to assist with, but not limited to, negotiating public/private partnerships, West Dixie Highway corridor improvements, retail recruitment and marketing & branding of the Downtown.

3. Printing and Publishing (\$ 5,000)

Covers the cost of producing agendas / annual reports and other documents required by the CRA Board, and the Redevelopment Advisory Board. Also included are developer recruitment packages, welcome packages including annual public information and other documents needed to provide economic overview of the City & CRA.

4. Marketing (\$12,000)

Through promotional activities, the CRA will promote its services and activities to new businesses and developers interested in doing business and applying for existing programs and incentives.

5. Legal Services Costs (\$41,500)

Outside (non-City) legal assistance for development agreements/legal issues and attendance at CRA Board & Redevelopment Advisory Board Meetings. The law firm shall provide continuous services as General Counsel and additional services consisting of representation of the CRA, counseling, giving legal advice, formulating legal strategy, and acting as legal counsel with respect to the governance and operations of the CRA. "Legal services" shall include review of contracts and agreements, and the rendering of legal opinions as requested by the CRA or members of its governing board.

A Recorder is contracted to transcribe meeting minutes.

6. Property Improvement Grant Program (\$200,000)

Commercial Façade Improvement and Commercial Improvement Programs

Through the Façade Improvement & Commercial Improvement Grant Programs, the NMB CRA will target properties on – West Dixie Highway between NE 163rd Street & 172nd Street to enhance their visibility, attract new business and new development for that area. The grant will pay for 50% of the total cost of an approved project up to a maximum cost of \$25,000. All improvements must be in compliance with any and all applicable codes, design standards, and all other restrictions of the City of North Miami Beach. Every project must be approved by the CRA, and is subject to fund availability.

7. Debt Service (\$203,400)

The repayment of borrowed funds for one (1) \$3,000,000 tax exempt loan drawn down in 2007. The loan will expire on 2/1/2027.

Total Operating: **\$ 625,093**

9. Capital and Infrastructure Improvements (\$674,042)

The following is recognized as ongoing and potential future infrastructure improvements within the CRA District:

- Miami Dade County sewer extension project along 163rd Street and NE 21st Avenue \$ 214,885
- CRA-wide sanitary sewer improvements \$ 259,157
- CRA-wide parking and infrastructure improvements \$ 200,000

Total Capital: **\$ 674,042**

	<i>(FY 14-15)</i>	<i>(FY 15-16)</i>
Total Administrative Expenses:	\$ 38,158	\$ 134,605
Total Operating Expenses:	\$ 559,111	\$ 625,093
Capital Improvement	\$ 631,827	\$ 674,042
Total CRA Budget:	\$ 1,229,096	\$1,433,740

City of North Miami Beach
Community Redevelopment Agency FY 2015-2016 Budget

(FY 15-16 begins October 1, 2015)

	FY 13-14 Adopted Budget	FY13-14 Actual Budget	FY14-15 Approved Budget	FY 14-15 Proposed Amend Budget	FY14-15 Actual Budget	FY15-16 Proposed Budget
Revenues						
City Tax Increment Revenue	222,266	222,266	343,597	343,597	343,597	404,477
County Tax Increment Revenue	202,346	202,346	275,311	194,472	194,472	289,030
Additional City Funding						
County Carryover						
Carryover from prior year (cash & equiv.)	4,679,589	4,602,228	578,759	681,027	681,027	730,233
Loan Proceeds						
Interest earnings	35,300	10,169	10,000	10,000	10,000	10,000
Revenue Total	5,139,501	5,037,009	1,207,667	1,229,096	1,229,096	1,433,740
Expenditures						
Administrative Expenditures:						
Employee salary and fringe	17,164	13,190	16,875	16,875	16,875	30,928
Audits	3,150	3,150	3,150	3,150	3,150	3,780
Advertising and notices	1,000	293	700	700	700	700
Travel	1,000	952	1,000	1,000	926	1,000
City Administrative Support	0	0	0	0	-	80,896
Other Admin. Exps (attach list)	8,614	8,835	12,916	13,516	4,649	12,966
(A) Subtotal Admin Expenses, %	30,928	26,420	34,641	35,241	26,300	130,270
County Administrative Charge at 1.5%	3,035	3,035	4,130	2,917	2,917	4,335
(B) Subtot Adm Exp	33,963	29,455	38,771	38,158	29,217	134,605
Operating Expenditures:						
Employee salary and fringe	51,491	39,569	50,625	50,625	50,625	93,193
Contractual services	45,000	80,000	60,000	60,000	60,000	70,000
Printing and publishing	5,000	5,000	5,000	5,000	3,723	5,000
Promotional Activities	3,000	10,193	10,000	10,000	6,930	12,000
Legal services/court costs	21,500	21,500	21,500	21,500	11,500	41,500
Redevelopment & Infrastructure	2,561,259	489,847	0	0	-	-
Capital Projects- Encumbered				75,000	74,980	
Capital Projects - Grants	130,000	130,000	130,000	130,000	26,450	200,000
Hanford Blvd Renovations	0	0	45,000	28,452	28,452	-
Sewer 163rd St & NE 21st Ave		214,885	214,885	214,885	-	214,885
West Dixie improvements&beautification			424,900	388,490	-	-
CRA wide infrastructure improvements	0	0	0	0	-	459,157
Debt service payments (capital imp.)	206,670	206,670	206,986	206,986	206,986	203,400
Debt service payments (property)	365,402	178,298			-	
Transfers out to others (attach list)						
Other Oper. Expenses (attach list)		3,392				
Repayment of Loan Proceeds (2007)		3,628,200				
(C) Subtotal Oper. Expenses	3,389,322	5,007,554	1,168,896	1,190,938	469,646	1,299,135
(D) Reserve/Contingency	1,716,216					
Expenditure Total (B+C+D)	5,139,501	5,037,009	1,207,667	1,229,096	498,863	1,433,740
	FY13-14 Adopted	FY13-14 Actual	FY 14-15 Approved	FY14-15 Prop. Amend	FY14-15 Actual	FY15-16 Proposed
Projects:	Expenditures	Expenditures	Expenditures	Expenditures	Budget	Budget
Redevelopment & Infrastructure	4,277,475					459,157
Capital Projects	130,000					
SR 826 Beautification		153,300				
Sewer NE 163rd & NE 21st Ave		214,885	214,885	214,885		214,885
Hanford Blvd Renovations			45,000	28,452	28,452	-
W. Dixie Hwy Improvments			424,900	388,490		-
Total project dollars:	4,407,475	368,185	684,785	631,827	28,452	674,042
Year End Carry Over	4,602,228	681,027			730,233	-

West Dixie Highway Implementation Strategy

Draft Report

Prepared for the North Miami Beach
Community Redevelopment Agency

Prepared by RMA, LLC - August 1, 2015

WEST DIXIE HIGHWAY IMPLEMENTATION STRATEGY

Executive Summary

(to be prepared for final report)

Background and Existing Conditions

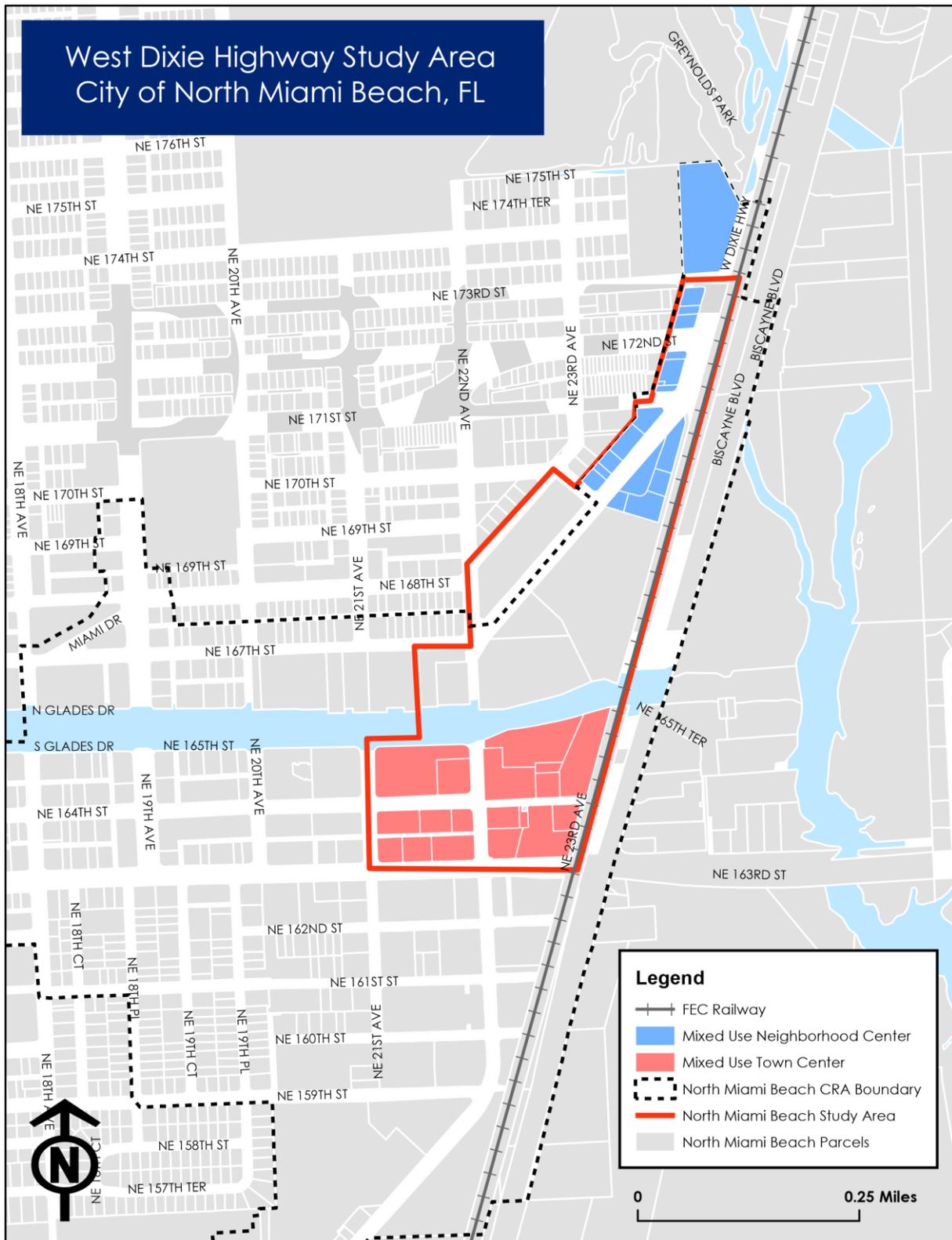
The City of North Miami Beach Strategic Plan identifies the West Dixie Highway Corridor as a major corridor in their “Thriving Major Corridors” strategy. As such, the plan calls for efforts to upgrade and revitalize the area. In keeping with this prioritization, the City recently approved a new zoning designation for the area, placed a high priority on needed roadway improvements for the MPO and FDOT, and recognized the area’s Snyder Tennis Center and Snake Creek Canal Greenway expansion as key components of the Strategic Plan’s Active and Healthy Living Principle #4. The Plan also prioritizes the need to make the City a “safe community for walking and biking” and recognizes the value of beautiful public spaces.

Given these priorities, the recently approved Comprehensive Plan amendments and rezoning, a pending reconstruction of West Dixie Highway (WDH) between 163rd and 173rd Streets, new developments nearby, and active discussions with developers about potential new projects, the City and the Community Redevelopment Agency (CRA) desire to actively implement needed improvements to accelerate investment and redevelopment in the area. Accordingly, this plan has been developed to help catalyze redevelopment in several ways:

1. Analyze current infrastructure needs and planned capital projects to develop a Capital Plan and schedule for public and private improvements;
2. Help create consensus about potential improvements and future plans among area property owners and businesses;
3. Coordinate capital improvement plans with other government agencies; and
4. Provide the CRA an overall implementation plan and budget for public and leveraged private investment for the West Dixie Highway Corridor, focusing north of Snake Creek Canal.

As described below in more detail, this report provides a baseline inventory of existing and proposed land uses, public realm conditions, planned and proposed capital projects, existing infrastructure, market conditions, and other conditions impacting the potential for redevelopment. The project limits for this Implementation Strategy include the West Dixie Highway corridor from 163rd Street to 173rd Street, including the parcels directly adjacent to the West Dixie Highway corridor to the FEC railway. In

In addition to day and night-time field visits, a variety of past reports and plans were reviewed to identify conditions and planned improvements in the corridor. A map of the study area is shown below.



Existing Land Uses and Roadway Configuration

The West Dixie Highway corridor within the project limits has three distinct sub areas as follows:

1. 163rd Street to Snake Creek Canal Bridge – Commercial
2. Snake Creek Canal to 170th Street – Civic/Residential
3. 170th Street to 173rd Street – Neighborhood Commercial/Office

Area 1: 163rd Street to Snake Creek Canal

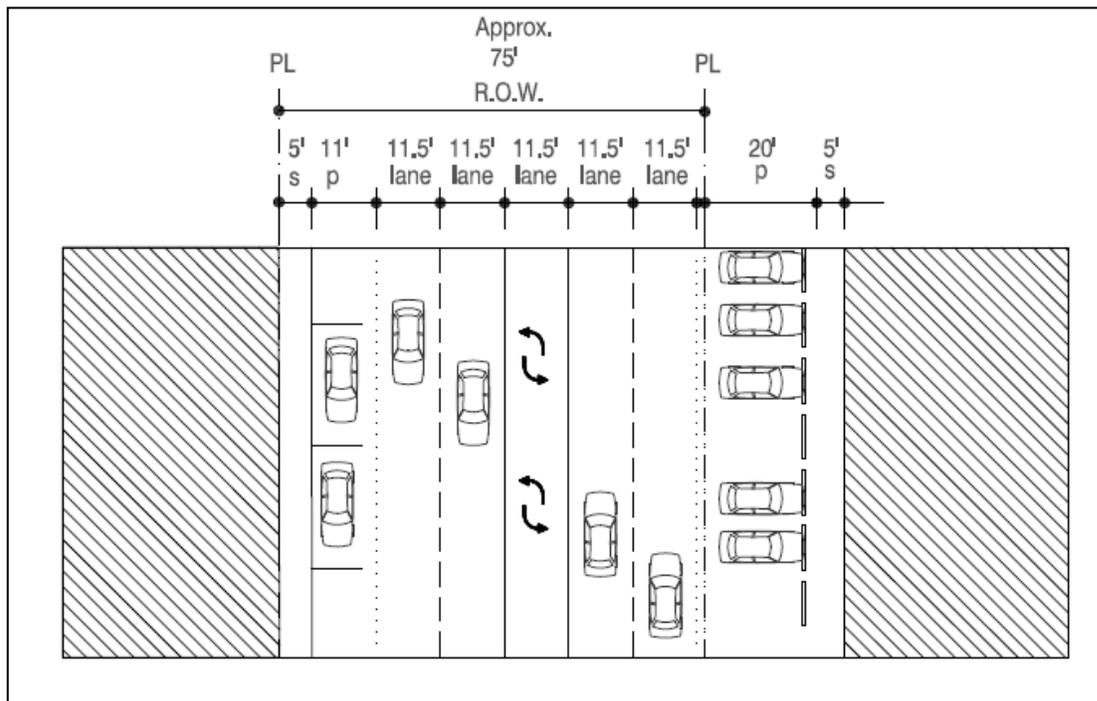
The area between 163rd Street and the Snake Creek Canal bridge has seen little redevelopment over the past two decades (with the exception of the NW corner of 163rd Street and West Dixie). The gas station and fast food restaurant at the NE corner of 163rd Street and West Dixie Highway was developed in the 1990's prior to the current mixed use zoning.

The remaining commercial parcels fronting West Dixie Highway, between 164th Street and the Snake Creek Canal were built in the 1950's when West Dixie Highway was still a two lane road. Currently a portion of the parking on the east side of the road encroaches on the right of way and there is limited sidewalk connectivity.



The following diagram illustrates the existing roadway cross section. Traffic signals are present at both 163rd and 164th Streets. Sidewalks are present on most street links, but no outdoor seating was noted despite multiple restaurants.

FIGURE 1: WEST DIXIE HIGHWAY EXISTING CONDITIONS: NE 164TH STREET TO SNAKE CREEK CANAL



The area also includes an active Post Office, two significant surface parking lots, a U-Haul facility, a warehouse building, and a variety of small to medium sized locally-owned businesses in single-story strip commercial structures. A large residential condominium structure has direct access to West Dixie but is set back substantially from the roadway. Two large vacant parcels sit west of West Dixie along NE 21st Street.

Area 2: Snake Creek Canal to 170th Street

The area between the Snake Creek Canal and 170th Street consists primarily of a large, self-contained residential condominium, the historic Spanish Monastery, and the North Miami Beach Snyder Tennis Center. Both the Monastery and the Snyder Tennis Center are regional visitor destinations. In addition, the area just north of Snake Creek Canal and west of West Dixie contains an existing nursing home and a townhome complex, both with surface parking lots fronting on West Dixie. The area also includes several small multi-family residential buildings west of 22nd Avenue.



Spanish Monastery adjacent to Snake Creek Canal

The roadway conditions in the area include a complex three-way intersection at NE 167th/West Dixie/ NE 22nd Avenue controlled by a standard traffic signal and a continuous northbound right turn lane for West Dixie; a 3-lane configuration for West Dixie north of 167th with alternating and “shared” left turn lanes; sidewalks only on the west side of West Dixie Highway; and no pedestrian cross walks between the east and west sides of West Dixie Highway. In some areas, parked vehicles block the sidewalks. Most parking is in surface lots immediately adjacent to the right of way. There is no clear pedestrian path or safety devices to indicate the pedestrian path. There is a specimen tree located in the middle of the intersection that should be preserved and incorporated into the overall design of future improvements.



Area 3: 170th to 173rd Street

The area between 170th and 173rd Street consists of neighborhood commercial uses such as restaurants, shops, office uses and neighborhood services. These businesses seem to be well used by customers and vacancy rates are low. However, the buildings themselves are outdated, built in the 1960's and 1970's,



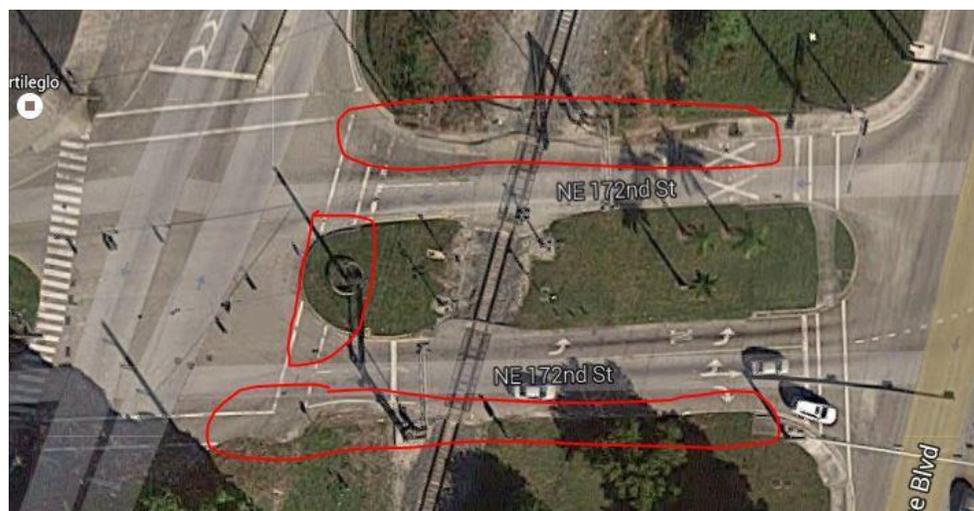
Neighborhood Commercial Area between 170 and 171 Street

and with parking configurations that are not very efficient or functional. There is limited outdoor seating, with the exception of one restaurant.

On the east side of Dixie Highway, there is a City owned parking lot and City and County owned properties adjacent to the FEC railway to 173rd Street. One property also has rooftop parking. On the west side of Dixie Highway the parcel depths are narrow and abut a narrow alleyway that separates them from apartments, condominiums and a day care center. Lot depths for the commercial parcels range from approximately 115 to 125 feet. Furthermore, it appears from right of way maps, that the building adjacent to 170th Street is encroaching on the City's right of way and that some of the surface parking

lots along Dixie Highway may be encroaching on County right of way. This will have to be further reviewed.

Roadway conditions in the area continue the pattern of a 3-lane/shared left West Dixie, sidewalks only on the west side, and surface parking between buildings and the roadway. Between 171st and 173rd Streets, the east side of West Dixie has a large vacant parcel with some trees. The intersection at 172nd Street includes a signal, a parkway median along 172nd, and painted crosswalks across West Dixie. However, there are no sidewalks on 172nd east of West Dixie to connect to Biscayne Boulevard. A rolling southbound right turn lane from 172nd also inhibits pedestrian flow.



Nearby land uses of note

Given the desire to attract additional investment and more pedestrians to the corridor, it is important to note several nearby land uses impacting those conditions. First, the entrance to Greynolds Park lies a short distance to the north, and a Hyatt Hotel is planned between the Park and the Corridor. Second, the new Marina Palms luxury housing development sits just across Biscayne Boulevard from 172nd Street. Finally, East Greynolds Park sits just across Biscayne Boulevard from the northern parts of the study corridor. These are all potential attractors for both residents and customers for the corridor.

Other Infrastructure and Public Realm Conditions

Sewer – Several properties in the corridor are still using septic tanks. No redevelopment will be permitted unless properties connect to County sewer service, which is available to the entire district and has capacity to serve the additional development permitted. High connection fees have inhibited the switch from septic on some properties.

Potable Water – Adequate water supply capacity is available for the allowable redevelopment in the corridor.

Drainage – Existing parking lots and roadways have some drainage issues during significant rain events. Each new redevelopment project will be required to comply with drainage requirements on site. Some streets and sidewalks also have drainage issues during significant rain events. The proposed improvements to WDH need to improve drainage to levels that permit comfortable pedestrian flow (i.e. not walking through deep puddles) and can provide additional capacity to accept run off from adjacent properties that are limited in size to provide for onsite storage.

Solid Waste – Additional capacity will be needed for parts of the corridor, but this will be offset by reduced capacity demand in other areas. No capacity constraints are anticipated.

Traffic Conditions – Between the modest increase in projected trips generated by the MU/NC area and the significant decrease for the MU/TC area of the corridor, no additional roadway or intersection capacity improvements are anticipated for the corridor beyond those already planned.

Transit – The WDH Corridor is not currently served by any Miami-Dade Transit Bus Routes. Future plans for transit do include a Coastal Link Rail station located at the eastern terminus of Hanford Boulevard, just west of Biscayne Boulevard.

Bikeways – No existing bike lanes or paths currently serve the corridor.

Lighting – For walkability in the early morning and the evenings, lighting consistency, color, and intensity are essential. While there is significant lighting for pedestrian pathways along the corridor, it does not provide consistent conditions needed to enhance walking for transportation and leisure in the evening and early morning hours. This is particularly true on secondary streets and the east side of Dixie. Some lighting maintenance issues were also observed. Alleyways have better than average

lighting but it is not sufficient if alleys are to be used for entrance points to structured parking. Pathway lighting along Snake Creek is poor within the study area.

Businesses along the corridor have generally good lighting, but vacant properties are generally not lit well. Some parking areas also need better lighting. Finally, the entrance to the district from Biscayne is very dark and uninviting.

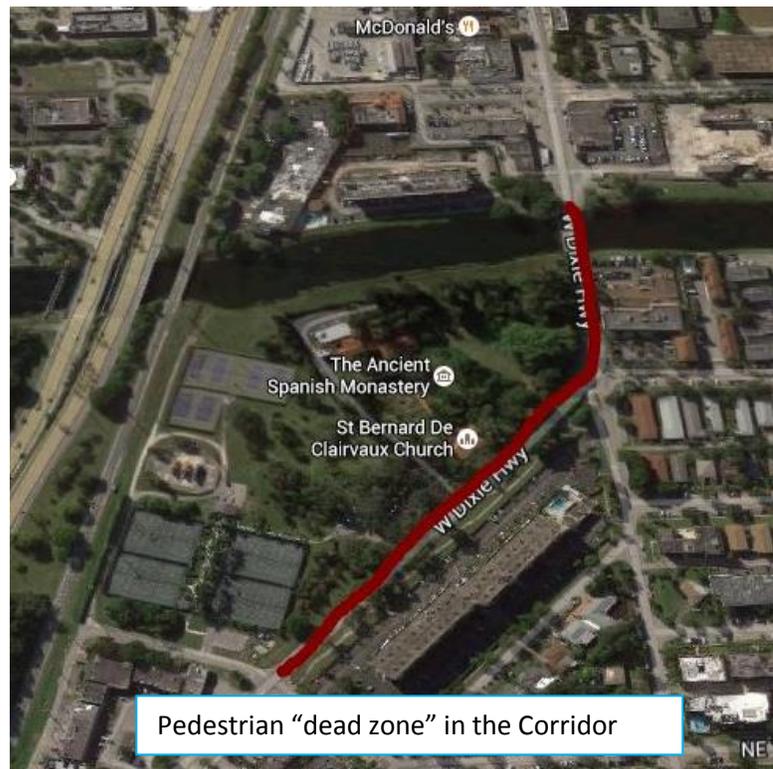
Wayfinding signage – Street name signs are present in the corridor but are not consistently placed and are not easily visible at night. No signage directs visitors to major destinations like the Spanish Monastery or the Snyder Tennis Center.

Public Parking – Existing parking is primarily provided by private surface lots located between the roadway and the buildings. There is one City surface lot in Area 3 (1.39 acres) as noted previously, and another lot serving the Snyder Tennis Center and Spanish Monastery. During larger events at the Monastery, the lot is not sufficient and parking spills over into nearby areas.

Gateways – Entry points to the corridor are non-descript and do not communicate a unique and appealing place-brand. These includes: the transition between the Town Center and the Neighborhood Districts in the form of the Snake Creek bridge; the entrance at 172nd Street between Biscayne and West Dixie; and the entrance at 163rd Street and West Dixie.

Tree Canopy – Existing tree canopy in the corridor is significant in Areas 2 and 3, including the parking lot shared by the Snyder Tennis Center and the Spanish Monastery. This may present an opportunity to preserve those trees as the roadway improvements are designed.

Pedestrian Amenities - Existing sidewalks are in generally good condition but there are minor drainage issues in some areas. However, given the location of surface parking, there is little in the way of storefront windows, outdoor seating for people watching, or other urban conditions that make for an interesting walk. No plazas or seating are located in this corridor at present. In fact there is a 1700 foot long pedestrian “dead zone” of sorts between Snake Creek and 171st Street where there are no businesses or other “attractions” for pedestrians walking along West Dixie Highway.



Pedestrian “dead zone” in the Corridor

Market Conditions, Ownership Patterns, and Physical Development Constraints

While specific market research was not conducted as part of this plan, a number of existing conditions are important to consider when working to attract new private investment and development.

Market Conditions – Field observations identified very limited retail vacancies in the corridor, and this is a sign of healthy market demand. A quick review of online residential sales also revealed recent sales prices per square foot information reflective of a stable neighborhood, and existing and planned housing densities create sizable purchasing power for existing and new businesses. General regional trends for positive population and household income growth also generally support new development for the corridor. Finally, the potential for a commuter rail station in the corridor is likely to enhance demand for housing and commercial space in the near future as sizeable key market segments seek a more transit-oriented and walkable lifestyle. Such demand will also be strengthened by the plans for a mixed use Town Center and Neighborhood Center.

Unique Corridor Assets - The Ancient Spanish Monastery, located north and adjacent to the Snake Creek Canal is a popular destination for tourists and venue for special events. It also is an operating church offering regular services on Sundays. The Spanish Monastery also sponsors a lecture series and outdoor concerts and offers an array of classes including yoga and chess.

Arthur I. Snyder Tennis Center located just north of the Snake Creek Canal provides tennis courts, paddleball courts and racquet ball courts in addition to passive green space. Offerings include tennis lessons, memberships and team play. The property actually runs to the south behind the Spanish Monastery terminating at the Snake Creek Canal. This portion of the property is currently underutilized and is hidden by the tennis courts, but could serve in the future as an extension to the Snake Creek trail or a waterfront park. Just to the north of the tennis center is a 25 foot wide linear parcel which is adjacent to the FEC right-of-way, and runs from NE 170th to 171st Street. It is currently used as an alleyway, but could potentially be incorporated into an urban greenway system.

Ownership Patterns – According to County records, there are currently no large redevelopment sites under single control in the corridor north of Snake Creek Canal. The City does control some property in the form of surface lots and the Snyder Tennis Center, and it is likely that there will be developer interest in those sites in order to assemble larger parcels. South of Snake Creek, Lorenzo's holdings, the UHaul site, and sites along Hanford west of West Dixie are large enough holdings to hold promise for redevelopment projects.

Physical Site Constraints – The FEC railroad and Snake Creek Canal limit accessibility to a number of sites in the corridor and thus limit their development potential to some degree. Also, many of the mixed use sites between 173rd and 170th have limited lot depth. This will create challenges to include parking on site to support a mixed use pattern, particularly on sites with a 4-story height limit. Creative parking solutions will likely be needed.

Shared Vision and Plans

Over the last several years, the City and CRA have diligently worked with the community to create a new Shared Vision for the West Dixie Highway Corridor. It includes a vibrant Town Center in the south, a vibrant Neighborhood Center in the north, strong cultural and recreational amenities, great walking pathways and bike paths throughout, terrific transit facilities and services, thriving small businesses, better use of Snake Creek as an amenity, and many new mixed-use buildings that enhance the quality of life for both new and existing residents and businesses. The community envisions a place where people walk more both day and night, use more transit for work and pleasure, enjoy public art and great shade trees, and experience a place that evokes positive comments when mentioned by name.

To achieve this Shared Vision, a variety of plans have been developed and approved – and some are still under development. The City’s Comprehensive Plan has been amended. New zoning regulations have been adopted that change the form and placement of new buildings to achieve the vision. The CRA Plan is being updated to reflect the new vision and provide better tools to accelerate reinvestment and change. And the City and CRA are working with Miami-Dade County, the South Florida Water Management District, the Florida Department of Transportation, the Miami-Dade MPO, and others to rebuild West Dixie Highway and the Snake Creek Linear Park to support the Shared Vision.

These Plans contain extensive details about what will be built going forward, but some details must still be determined as public and private funds are invested in the area. Many of the known specifics are highlighted below in order to identify the actions and investments needed to implement the plans and achieve the Shared Vision.

New Development Regulations

Recently approved changes to the Comprehensive Plan and Zoning Regulations support the Shared Vision describe above. A more detailed description of those regulations and their impact on various parts of the corridor follows.

Mixed Use/Town Center (163rd Street to Snake Creek Canal)

The area between 163rd Street and the Snake Creek Canal will remain mixed use, however development standards were changed to provide more development flexibility and encourage nearer term redevelopment. As such, the area surrounding West Dixie Highway is recommended as the “core” area of the Mixed Use Town Center (MU/TC) zoning category, which means this is planned for the most intense development. It is also the location of a proposed Transit station, just to the east, for the future commuter rail proposed for the FEC railroad. It is intended to be the most “active” and pedestrian oriented areas along the West Dixie Highway corridor based on the *Purpose and Intent* of the MU/TC zoning as follows:

“The intent is to enable transit-oriented development that contributes to the creation of an urban downtown and the formation of a quality pedestrian oriented, mixed-use district. The objective is to shape development to create a “place,” an exciting, enlivened social gathering point and a destination that encourages the establishment of a wide mix

of commercial and residential uses that offer the flexibility to meet a variety of market needs. The aim of these regulations is to create an environment that attracts day and evening activities so that the street is occupied by visitors, residents, business owners and operators who have a clear and vested interest in the vitality of the Fulford Mixed-use Town Center District.”

As redevelopment occurs the issues with parking and the lack of protected pedestrian areas and green space shall be resolved per the zoning requirements which have required setbacks, landscape and pedestrian access/urban greenway standards. However, in the near term there may be immediate impacts to the existing businesses, particularly related to parking with the proposed Snake Creek Canal Bridge project discussed in a later section.

Civic Zone (Snake Creek to 170th)

The land use and zoning in these areas are not proposed to change, however there are opportunities to enhance the functionality of the two civic uses and recreational opportunities along the east side including construction of an urban greenway and potential expansion of the Snake Creek Canal greenway east of the Spanish Monastery creating a waterfront park at its terminus, which is part of the Snyder Tennis Center. There is also a longer term future opportunity for private redevelopment of the Snyder Tennis Center in keeping with the Parks and Recreation Master Plan.

Mixed Use/Neighborhood Center (170th to 173rd Street)

The area between the Snake Creek Canal and 170th Street is not part of the recent rezoning and shall remain Residential Medium Density (RM-23) on the west and Community Facility (CF) on the east. However there are certain public benefits prescribed by the mixed use zoning as well as the CRA's Tax Increment Recapture Program, such as an urban greenway and connectivity to the Snake Creek Canal that could be funded through private redevelopment within the MU/TC or MU/NC.

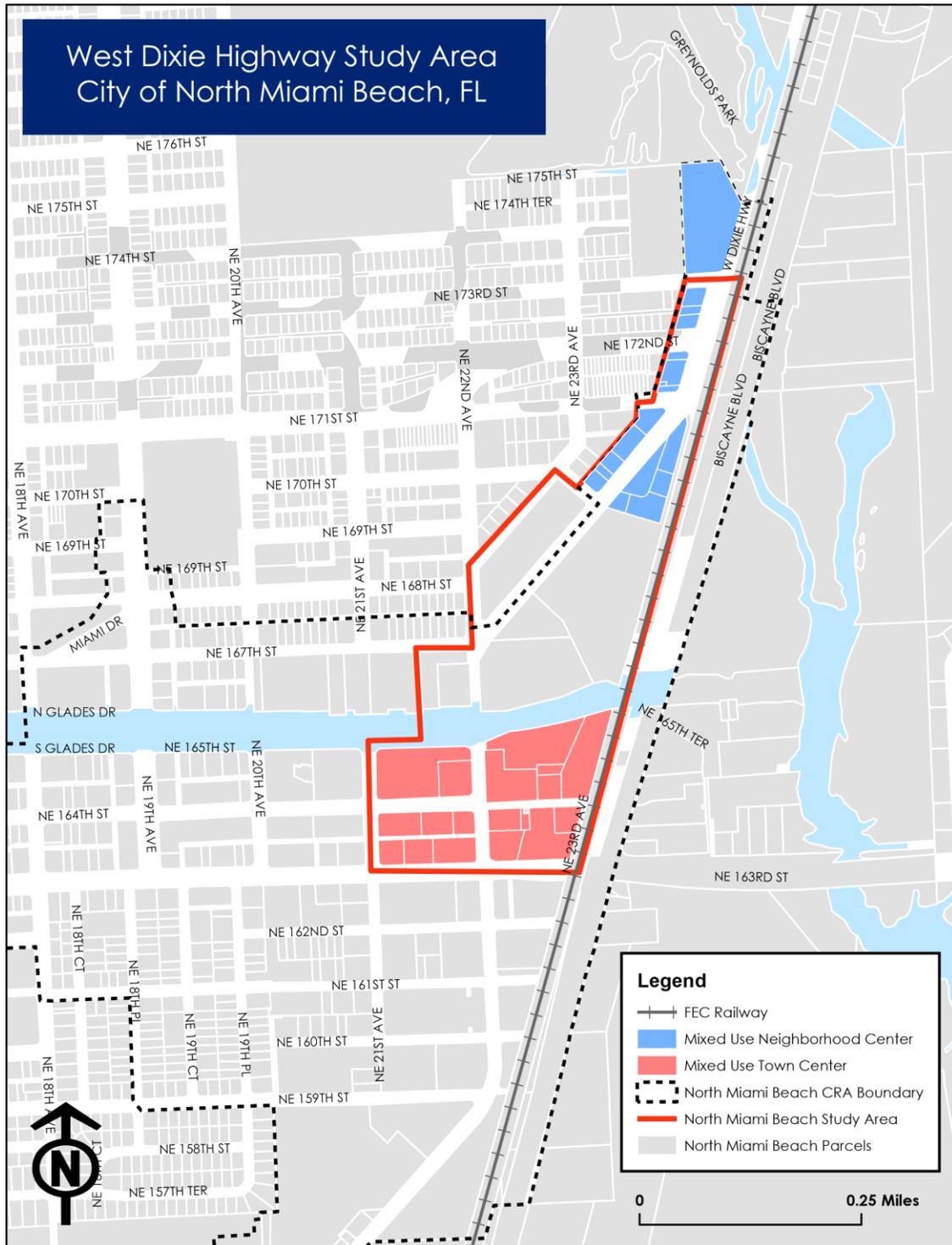
The area between 170th Street to 173rd Street is being rezoned to Mixed Use Neighborhood Center (MU/NC). It is intended to allow for mixed use development and commercial uses that serve the residents of the immediate area as well as the multi-family areas to the west based on the *Purpose and Intent* of the MU/NC zoning as follows:

“The intent is to support a balanced mix of land uses characterized by compactness, pedestrian friendly design, and neighborhood scale framed by architecture and landscape design appropriate to local history and the natural environment. Development patterns shall generally reflect planning and design principles such as walkable neighborhoods oriented around the five-minute walk, primary orientation towards public transit systems, a centrally located community-serving land use or land uses and greater integration of housing, employment, shopping and recreation at the neighborhood level.”

The primary (near term) opportunity for redevelopment is on the east side of Dixie Highway adjacent to the FEC railway. Here, a larger scale mixed use development could occur through assembly of parcels. The City could have a direct impact in facilitating this kind of development by engaging in a public/private partnership that would include some of the City owned parcels in the assembly.

The west side of Dixie Highway will most likely take longer for complete redevelopment as prescribed by the MC/NC zoning. However, there are short term opportunities for redevelopment of the existing properties where innovative parking solutions are utilized.

A map of the West Dixie Highway Study Area and new zoning districts is depicted below:



West Dixie Highway Roadway and Bridge Improvements

As part of the *Miami Dade Metropolitan Planning Organization (MPO), Transportation Improvement Program, 2015* has funded Design and Engineering services for this fiscal year to widen West Dixie Highway from NE 164th Street to NE 173rd Street and widen and replace of the West Dixie Highway Bridge crossing the Snake Creek Canal. The overall scope of work includes design and construction drawings for both the bridge and roadway. Components of the bridge/roadway widening project include raised landscape medians (north of Snake Creek Canal), sidewalks, bicycle lanes, lighting, curb and gutter, a continuous storm water drainage system and intersection signalization improvements.

A Notice to Professional Consultants was issued on December, 30 2014 to solicit qualifications and select a firm to provide the overall master plan and construction drawings for the project in total. It is anticipated that the County will have a qualified Architectural/Engineering firm under contract by September 2015. The Scope of Services also includes public involvement as part of the master planning process and potential right of way acquisition. The design and engineering of this project will be completed simultaneously. Miami Dade County has allocated \$400,000 for design and construction services in FY 2014/2015.

As part of the *Miami Dade Metropolitan Planning Organization (MPO), Transportation Improvement Program (TIP), 2016*, \$2,979,000 has been allocated to the replacement of the West Dixie Highway Bridge, which crosses the Snake Creek Canal for Fiscal Year 2015/2016. Funding for the roadway improvements has also been included in the *Draft MPO TIP, 2016* in the amount of \$9,517,000 over the next three years, and to be completed in FY 2017/2018.

From the preliminary summary of the project prepared by Miami Dade County, it is anticipated that the bridge replacement and widening will require some right of way acquisition. The areas identified in the preliminary report include 30 feet of right-of- way from the Snake Creek Canal to NE 167th Street, on the east side adjacent to the Spanish Monastery and 5 feet of right of way from NE 164th Street to NE 165th Street. However, the required R.O.W. at the Spanish Monastery may or may not be dependent on the final cross-section (2 or 4 lanes) north of the Snake Creek Canal.

The right of way between NE 164th Street and NE 165th Street would most likely come from the east side of West Dixie, adjacent to Lorenzo's Farmers Market (there is very little R.O.W. on the west side of Dixie adjacent to the Post Office), if so, it could impact the existing parking that backs out onto West Dixie Highway.

In terms of the roadway widening portion of the project from 164th Street to 173rd Street, this was added in 2012 at the request of the City of North Miami Beach. In 2010, the City of North Miami Beach hired URS to conduct a Traffic Impact Analysis of the West Dixie Highway corridor from NE 164th Street to NE 173rd Street. The results of the analysis were forwarded to Miami Dade County in February 2011 with a request to widen this portion of the road from two-lane with an exclusive turn lane to a four-lane median divided roadway with dedicated turn lanes.

The primary analysis, completed in 2010 was based on the projected future growth and roadway Level of Service (LOS) by 2035 within the overall Miami Dade Beach/CBD transportation planning area, which also includes the barriers islands and the City of Miami.

The Operational Analysis conducted in 2010 concluded that existing condition LOS failure or approaching failure (E and F) were primarily located south of the Snake Creek Canal and along NE 172nd Street between US 1 and West Dixie Highway. The study indicated 2010 LOS between NE 164th Street and NE 172nd Street to be stable or free flowing (B and C). The posted speed limit for West Dixie Highway is 30 mph, which is fairly maintained in this area. The chart below summarizes the 2010 operational analysis:

2010 ARTERIAL ANALYSIS RESULTS FOR WEST DIXIE HIGHWAY ⁱ									
Arterial Segment	Result Type	AM Peak				PM Peak			
		SB		NB		SB		NB	
		Speed (MPH)	LOS						
West Dixie Highway	Total	13.7	E	15.4	D	14.4	D	15.3	D
US 1/West Dixie (172)	Segment	6.1	F	2.7	F	7.2	F	2.7	F
NE 172/NE 167 Street	Segment	24.1	B	28.4	B	23.5	C	28.4	B
NE 167/NE 164 Street	Segment	24.3	B	27.7	B	23.0	C	27.4	B
NE 164/NE 163 Street	Segment	4.0	F	21.5	C	4.4	F	19.4	C

The findings projected an increase of population and employment of 32 to 36% within the entire Beach/CBD transportation planning area by planning year 2035 and estimated roadway LOS increasing in some cases to failing as indicated in the table below. Within the segment

FUTURE YEAR 2035 ARTERIAL ANALYSIS RESULTS FOR WEST DIXIE HIGHWAY ⁱⁱ					
Arterial/Segment	Result Type	SB		NB	
		Speed (MPH)	LOS	Speed (MPH)	LOS
West Dixie Highway	Total	7.9	F	11.9	E
US 1/West Dixie (172)	Segment	1.9	F	1.8	F
NE 172/NE 167 Street	Segment	11.6	E	28.4	B
NE 167/NE 164 Street	Segment	20.5	C	22.2	C
NE 164/NE 163 Street	Segment	4.5	F	17.1	D

between NE 164th Street and NE 172nd Street the major impacts to roadway capacity were projected to be southbound. However, it should be noted that the analysis conducted by URS was purely based on vehicular traffic and did not take into account mass transit or transportation alternatives in its modeling, including the future Tri Rail Coastal Link Station proposed at NE 164th Street. Furthermore due to the large planning area and the new changes to the land use and zoning, the 2010 models and projection may not be indicative of conditions if the analysis were conducted today. As part of the master planning process being conducted by Miami Dade County, the City or CRA may want to consider updating and/or conducting a more localized traffic impact analysis.

Intersections and Access Management

According to the URS Traffic Impact Analysis current levels of service at all signalized intersections within the study area, with the exception of NE 163rd Street and West Dixie Highway were above capacity with a LOS of A or B. However future modeling conducted for the study concluded that these LOS would deteriorate or in some cases fail based on projected 2035 traffic analysis.

In terms of pedestrian traffic at intersections, there were two intersections that were observed to be particularly dangerous for pedestrians. At the intersection of NE 164th Street and West Dixie Highway there is a lack of separation between the pedestrian areas and vehicles, particularly crossing West Dixie Highway. On the east side of Dixie Highway there is no protected landing area for a pedestrian crossing the street and the parking configuration backs out into the road. Due to this condition, there was also a lack of organization for vehicles observed either turning at the intersection or leaving adjacent parking areas. The intersection at NE 167th Street and West Dixie Highway was also observed to be highly dangerous, due to its configuration and lack of visibility at NE 22nd Avenue. The pedestrian crossings were not clearly marked and at NE 167th Street there was no pedestrian crossing signal.

Another issue analyzed by URS was access management utilizing restrictive medians in some areas. The study concluded that due to the already restricted right-of-way a median would be unlikely between NE 164th and 167th Streets. However there is an opportunity for a median from approximately NE 167th to 170th Street incorporating left turn lanes at the Snyder Tennis Center. The area between NE 170th and 171st Street could present more challenges due to the number of curb cuts and already limited access to parking on the west side of West Dixie Highway. Specifically there are 7 curb cuts that lead to private parking for the businesses on the west side Dixie Highway and there is no cross access and limited internal circulation in these parking areas. Parking issues will be discussed further in this report, however, if there is not a concerted joint effort between these businesses, Miami Dade County and the City, there may be opposition to any kind of restrictive median in this area.

Recommended West Dixie Highway Cross Sections (per MU/NC and MU/TC Zoning Districts)

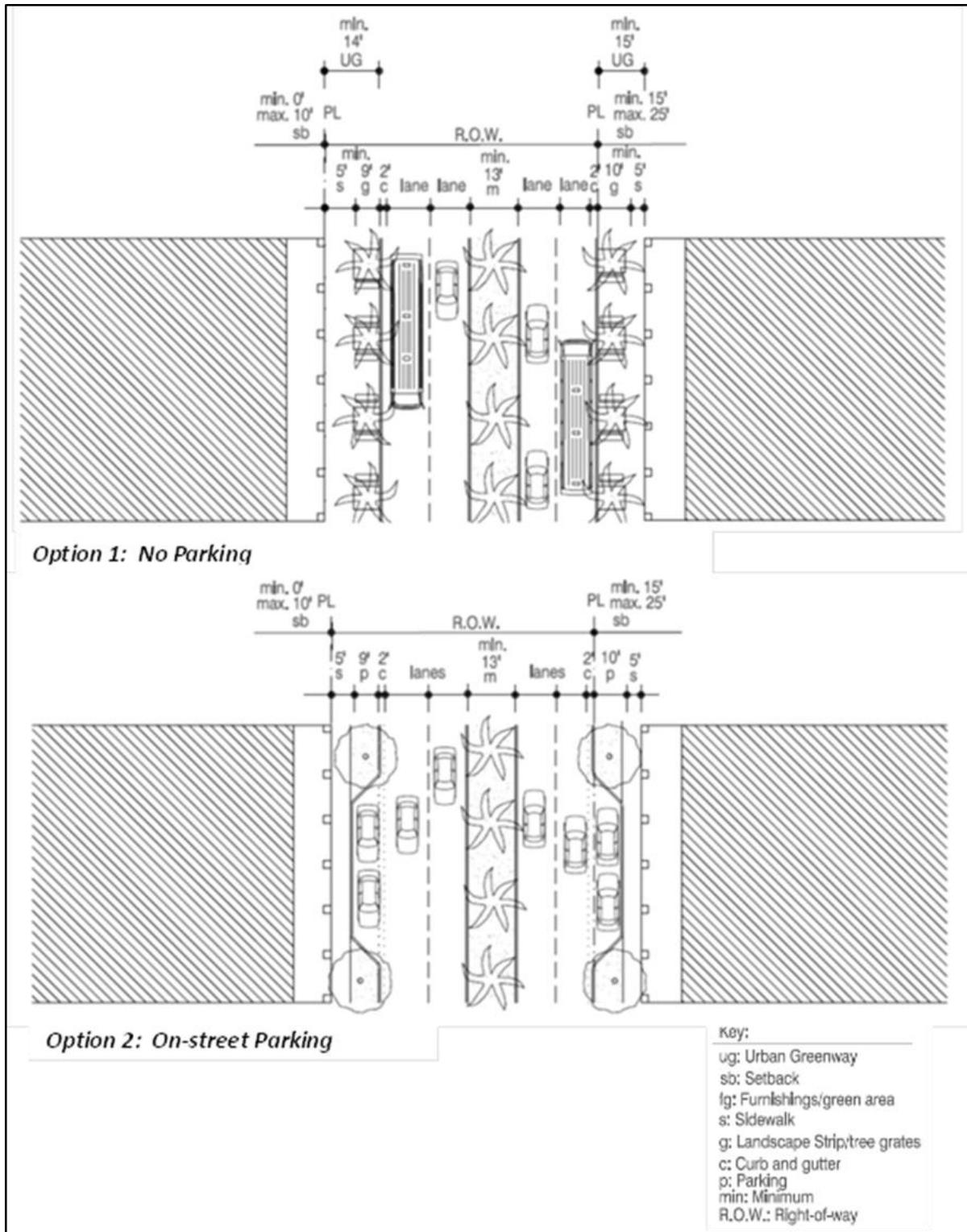
The new mixed use zoning for West Dixie Highway includes regulating plans for street networks, pedestrian areas and urban green but also recommends future roadway cross sections for West Dixie Highway which would be compatible with the future development regulations and create more pedestrian connectivity between districts.

Area 1: NE 163rd Street to the Snake Creek Canal

This area is envisioned as a mixed use town center (MU/TC) area. The URS Traffic Analysis recommends a four lane cross section with dedicated turn lane; however the MU/TC zoning recommends a four lane median divided roadway to the north of NE 164th Street based on future redevelopment. Furthermore, the envisioned cross section provides two options, one with on street parking and one without. These options should be further evaluated from a traffic perspective as part of the West Dixie Highway

roadway improvements planning process. Figure 2 on the following page illustrates the two potential options for consideration north of NE 164th Street to 167th Street.

Figure 2: West Dixie Highway Recommended Cross Section Options, south of Snake Creek Canal



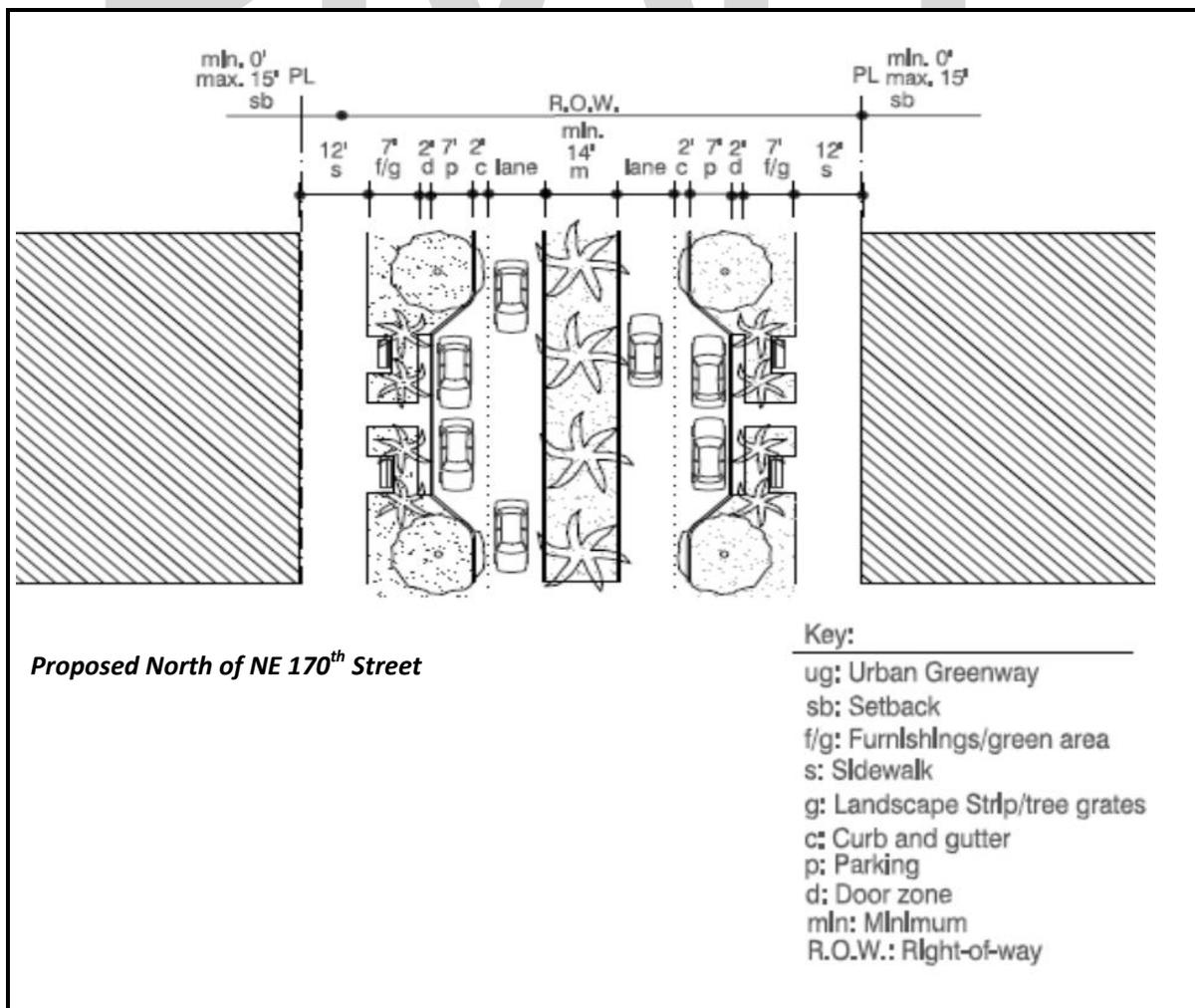
Area 2: North of the Snake Creek Canal to NE 170th Street

This area is not within the proposed mixed use rezoning and primarily consists of community facilities and a condominium which is outside of the CRA boundaries. As noted above, the primary issues for this area are safety for both vehicles and pedestrians and the general operation of the intersection of NE 167th Street/22nd Avenue/West Dixie in order to improve safety. The URS Traffic Analysis recommended a four lane median divided cross section which extends north on West Dixie Highway. However the proposed zoning did not address a cross section for this area particular area, but it does make recommendations just north of NE 170th which will be further discussed below.

Area 3: NE 170th Street to 172nd Street

This area is envisioned to become a mixed use/neighborhood center. Due to much of the disorganization of the existing parking on the west side of the road and recommendations that this area become a neighborhood serving commercial/mixed use district, the proposed cross section for Dixie Highway is recommended as a two-lane divided with wide urban greenways and on street parking to support the businesses.

Figure 3: Proposed West Dixie Highway Cross Section, north of NE 170th



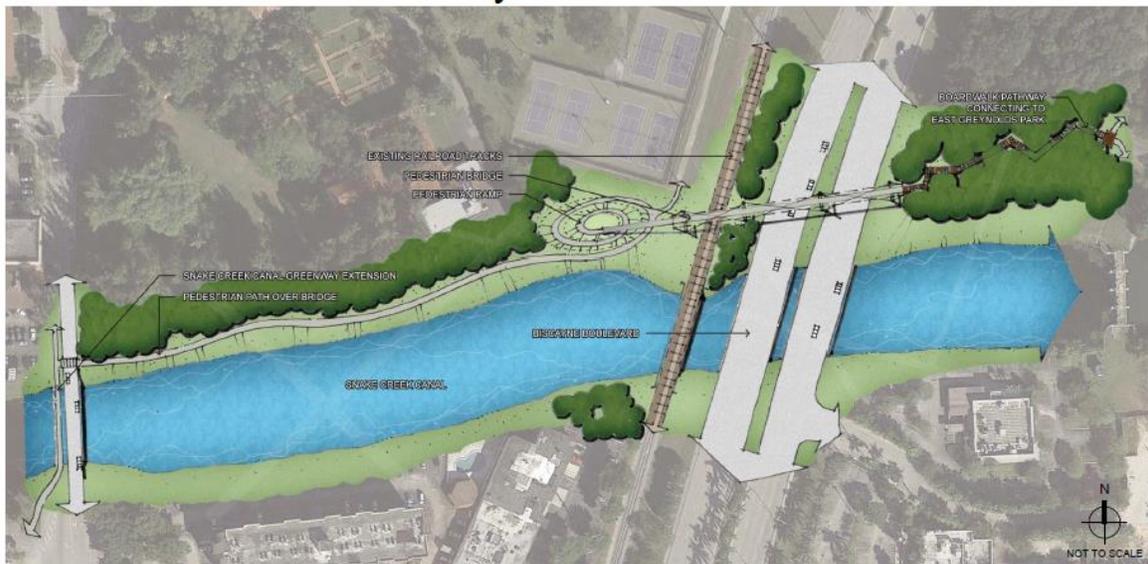
CRA Plan

The City of North Miami Beach is in the process of updating the CRA Plan to reflect recent changes to the Comprehensive Plan, the Zoning Regulations, and other initiatives supporting the Shared Vision for West Dixie. Such initiatives are expected to include efforts to connect all properties to the sanitary sewer system, a number of strategic capital improvements, assistance for exterior business improvements, and various tax increment rebates in support of enhanced public art, innovative parking solutions, and parks/open space improvements.

Parks and Recreation Master Plan

The City of North Miami Beach is also in the process of updating their Parks and Recreation Master Plan, and preliminary suggestions impacting the corridor include an enhanced linear park along Snake Creek, a pedestrian bridge from that linear park across the train tracks and Biscayne Boulevard to East Greynolds Park, and a pedestrian path over the West Dixie Highway bridge. The 2011 Master Plan for the Snyder Tennis Center will remain in place. It calls for **(insert more info here)**.

Plan. Snake Creek / East Greynolds Park



City of North Miami Beach

PRELIMINARY – SUBJECT TO CHANGE

ATKINS

Strategic Implementation Initiatives

To accelerate the private investment needed to achieve the Shared Vision for the West Dixie Highway Corridor over the next 5-10 years, the City and CRA have made terrific progress. A new regulatory framework is in place, County funding has been allocated for bridge and roadway improvements, a variety of incentives are in place to encourage improved public realm amenities, and a business-friendly culture is in place at City Hall. At the same time, a number of key challenges remain that require active efforts by the City and CRA to accelerate progress. These include actually building the planned improvements to infrastructure and the public realm, creating new branding and marketing efforts, and actively assisting businesses and developers investing in the WHD Corridor.

Infrastructure

Bridge and Roadway (High Priority) - The exact nature of the bridge and roadway improvements must still be influenced to include the pedestrian-friendly Shared Vision. This includes formally advocating for the 2-lane roadway configuration, high-quality lighting for pedestrians, additional sidewalks and tree canopy, greatly enhanced pedestrian crossings, on-street parking, and continued County and State funding allocations, among other things. It may also include investing in a “signature” design for the bridge to support branding, gateway, and events strategies described below.

The City and CRA will need to actively participate in the design process as a partner with the County and FDOT, carefully educate property owners and other stakeholders about the need to advocate for the Shared Vision, and pay very close attention to design details impacting the pedestrian experience. Some limited level of CRA financial investment may be needed to obtain all the desired features, but effective advocacy may help reserve those funds for other critical needs.

Drainage (Low Priority) – The rebuilding of WDH will likely address many of the existing drainage issues on sidewalks and in parking lots. However, some side streets and other areas may require additional solutions. Much of this can be addressed as properties are redeveloped, but the City will need to pay close attention during the permitting process in order to achieve this. Some level of CRA investment is also likely to be needed.

Lighting (High Priority) – With the majority of retail spending taking place in the evenings, with safety as a threshold consideration for housing location decisions, and with both leisure and commuter walking occurring regularly during the dark, excellent lighting for pedestrians is a key ingredient to success for the WDH Corridor. Given the inconsistent nature of current lighting, the City and CRA need to make sure that careful analyses are performed for both public (roadway, bridge, parking, and parks improvements) and private projects (e.g. - sidewalk, alley, and parking lighting). In some cases, the CRA will need to make financial investments to achieve the level of lighting quality needed. The City and CRA should also consider incentives for providing excellent lighting (similar to incentives for Public Art).

Bike Paths (Medium Priority) – With a street grid consisting primarily of 2-lane roadways, there is limited need for separate bike paths, but the Shared Vision calls for the WDH Corridor to be bike-friendly and some improvements will be needed. These may include the installation of sharrows, bike racks or lockers, and some designated bike paths through intersections or in parks. The CRA and City

should advocate for these during the WDH design process, developers encouraged or required to provide some features, and some CRA funding should be allocated as well.

Public Realm

The improvements on public property that create great experiences and communicate a high level of order, care and concern will help accelerate reinvestment and customer attraction.

Gateway Enhancements (High Priority) – The WDH Corridor has several key gateways that serve as “front doors” to the area that either attract or repel visitors and potential investors. Currently, the condition of these gateways can be described as poor or invisible. At 163rd Street, there is nothing that suggests a walkable special place can be found heading north. At the Snake Creek bridge, there is no sense of arrival into the Downtown and no recognition of a major historic building in the area. At 172nd Street and Biscayne, there is simply a sense of heading toward the other side of the tracks.

As part of the WDH Roadway improvements, the City and CRA should advocate for special Gateway enhancements at all three of these locations. The bridge in particular can become both a gateway feature and a City icon if it is designed as a public place instead of a structure to move vehicles. Creating these special places may require some CRA funding, but the ROI in terms of placemaking and marketing value will be significant.

Public Art (Low Priority) – Strategically designed and placed public art can help enhance a place-brand, create interest along a walking path, celebrate the history of a place or building, create delight for a child, and even enhance real and perceived safety. Given the Shared Vision of the WDH Corridor as a walkable urban place, investments by the City, the CRA, private developers, and non-profits can create major quality of life and marketing benefits. Some of this can be accomplished using the development incentives of the Zoning Regulations, but the City and CRA may want to raise additional philanthropic funds as well.

Wayfinding (Medium Priority) – The special place described by the Shared Vision will have limited value if people cannot find it, and given the “off the beaten path” location, some wayfinding signs and features will be needed. The City and CRA should create a wayfinding system for the Corridor and Downtown using district directional signs, street name signs, banners, entry signs, and a variety of other features. This potentially includes distinctive streetscape elements and public art, and should include exit wayfinding to point visitors back to major roads like US 1 and 163rd Street. By advocating for such signs during the WDH roadway design process, the City and CRA can leverage their own funding.

Public Plazas (Medium Priority) – Great walkable places include special places to rest, interact with others, enjoy a refreshment, and people-watch. While many of these functions can happen at a private coffee shop or café, public plazas are often more inclusive and welcoming. They can also be located in places not available to private businesses – expect perhaps for vendors. The Shared Vision contemplates such Plazas for the Corridor but does not specify their location.

Parks and Trails (Medium Priority) – Another essential amenity for highly-walkable places are parks and trails – particularly those related to water. The Snake Creek Canal is a phenomenal asset and is currently underutilized in the Corridor. As the Parks and Recreation Master Plan is finalized, the Snake Creek improvements within the WDH Corridor should be a high priority for implementation. Such plans should also include places where people can “touch the water,” a key feature of successful waterfront parks.

Branding, Marketing, and Events

Communicating the Shared Vision, the investment opportunities, and the lifestyle opportunities is a crucial part of attracting the investment needed to accelerate redevelopment. Lincoln Road, Miracle Mile, Las Olas Boulevard, and Wynwood all created unique place brands and marketed those brands in a variety of ways, including the use of special events. Several initiatives are needed to achieve similar results in the WDH Corridor.

Branding (High Priority) - With unique and genuine characteristics right now and even more after redevelopment occurs, the WDH Corridor is well positioned to create a compelling place brand. This will require a careful process and must not be seen as just the development of a logo and tagline. The CRA should invest in this process sooner than later, and such efforts must be carefully coordinated with related efforts for the downtown (Town Center) and the City as a whole.

Marketing (High Priority) – With the Shared Vision and Brand strategy in place, a comprehensive approach to communicating the features, progress, and opportunities of the Corridor should be developed. Initially targeted to developers and investors, the message should channel through brokers and professional design awards to maximize credibility. Subsequent messages to consumers and existing residents need to use events and social media extensively.

Events (Medium Priority) – Successful branding and marketing of urban places always involves special events. While time consuming and sometimes expensive, events help shift perceptions of a place much more quickly than just about any other tactic. Given the “developing” nature of the Corridor, the creation of a signature event can wait a couple of years, but smaller events should be encouraged in the interim. The CRA should make small investments in such events and should work to make event approvals and logistics relatively easy to accomplish. Key partners will include the Spanish Monastery and Snyder Tennis Center.

Business and Redevelopment Support

Investors have choices about the places they think will provide their required financial returns, and a key aspect of those decisions – for developers, businesses, and even homeowners – is political and market risk. Political risks can take the form of delayed approvals, unreasonable or unpredictable regulations, and poor quality services and public realm environments that negatively impact market demand for goods, services, and housing. Market risks are related but often stem from the past “reputation” of a district. In addition to the marketing efforts described above, there are a variety of ways the City and CRA can help minimize such risks, particularly in the early phases of redevelopment along the WDH Corridor.

Approval Processes – Both the City and the CRA need to be diligent and helpful as developers and businesses navigate their approval processes. This does not mean reducing standards. It means making them clear, actively working to make sure investors do not miss key deadlines for approval processes, being flexible with processes where permitted by law, and otherwise assisting people navigate the sometimes overwhelming government processes.

Parking – By proactively analyzing parking needs for the various areas of the Corridor and working with private investors to create innovative solutions, the City and CRA can better support businesses to be successful and simultaneously address public policy concerns about inadequate parking. Solutions to consider include shared parking agreements, public parking facilities, car sharing programs, valet parking solutions, on-street parking (sometimes to create the illusion of convenient parking), and even scooter/bike/motorcycle parking. Even some residential developments can benefit from such solutions.

Financial Incentives – In the early phases of urban redevelopment transformations, market demand is usually too uncertain to attract sufficient debt and equity capital at rates that provide sufficient ROI for private projects and new businesses. Accordingly, the City and CRA can help “prime the pump” with careful and strategic financial investments in early projects and anchor businesses. These can include financing for shared parking facilities, low interest loans, sewer connections assistance, and even limited grants for façade improvements or other features that create value beyond the property (e.g. outdoor dining, housing over retail, or security lighting). A number of these kinds of incentive programs already exist through the CRA. Going forward, the City and CRA should aggressively utilize these incentives in the Corridor, but only for projects that support the Shared Vision.

Priorities and Next Steps

As outlined above, much work remains to accelerate investment and progress toward the Shared Vision. Initially there will not be sufficient resources to accomplish all these tasks, so the following initial priorities are suggested to kick start the progress. In order of priority:

1. Actively engage the County regarding the **bridge and roadway improvements**. Set up regular meetings with staff and design consultants. Hold information sessions with stakeholders and invite county staff and consultants along with elected County officials. Push for innovative solutions at the 3-way intersection, gateway features at 172nd, a signature bridge, excellent pedestrian lighting, and on-street parking. Hold firm on the City’s desire for the 2-lane solution. Ask for renderings early in the design process to help promote progress. Arrange for active developers to meet with County leadership to advocate for all of the above.
2. Advocate extensively for the **Commuter Rail station** and service and consider a City/CRA investment in the station as a way to influence design and location. Conduct financial and economic impact analyses to better understand TIF revenue flows. Involve potential developers in discussions with elected leaders. Given the long term benefits of this station to capture market share and multiply TIF revenues, be relentless in the pursuit of it.

Budget Estimates

While much design work remains for the various implementation initiatives, rough estimates of costs and revenue sources help the various partners better plan for their financial contributions. The following budget table is based on the best information currently available as well as experience with similar projects in other places. It should be updated quarterly as new and more detailed information becomes available.

West Dixie Highway Corridor					
Implementation Plan Budget Estimates - DRAFT					
(note: figures are rough estimates and must be refined)					
2016 through 2020					
PROJECTS	Total Cost	MD County	CRA	City	Private
Roadway/Streetscape Improvements					
WDH - 2 lane upgrade per Zoning	\$ 9,517,000	\$ 9,517,000			
Snake Creek Bridge replacement	\$ 3,179,000	\$ 2,979,000	\$ 100,000		\$ 100,000
Alley improvements	\$ 5,000,000		\$ 500,000		\$ 4,500,000
Bike and pedestrian paths	\$ 500,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 200,000
172nd Street Gateway	\$ 500,000	\$ 200,000	\$ 100,000		\$ 200,000
Transit - Commuter Rail					
	\$ 15,000,000	\$ 13,000,000	\$ 500,000	\$ 500,000	\$ 1,000,000
Parking Improvements					
New facilities	\$ 5,000,000		\$ 500,000	\$ 500,000	\$ 4,000,000
Drainage improvements	\$ 250,000	\$ 100,000	\$ 50,000		\$ 100,000
Lighting improvements	\$ 500,000		\$ 200,000		\$ 300,000
Sewer Connections					
	\$ 500,000		\$ 100,000		\$ 400,000
Public Art Improvements					
	\$ 150,000		\$ 60,000		\$ 90,000
Parks and Landscape Improvements					
Gateway area flower beds	\$ 200,000		\$ 100,000	\$ 50,000	\$ 50,000
Snake Creek Canal park/trails	???	???	???	???	???
Snyder Tennis Center	???	???	???	???	???
Signage and Lighting					
Pedestrian pathway lighting	\$ 200,000	\$ 50,000	\$ 50,000		\$ 100,000
Secondary Street & alley lighting	\$ 200,000		\$ 100,000	\$ 100,000	
Wayfinding Signage	\$ 200,000		\$ 100,000	\$ 100,000	
District Branding and Marketing					
	\$ 500,000		\$ 200,000		\$ 300,000
TOTALS	\$ 41,396,000	\$ 25,946,000	\$ 2,760,000	\$ 1,350,000	\$ 11,340,000

ⁱ Source: West Dixie Highway, Traffic Impact Analysis, December 2010, Prepared by URS (Table 5.1)

ⁱⁱ Source: West Dixie Highways, Traffic Impact Analysis, December 2010, Prepared by URS (Table 5.3)

**COMMUNITY REDEVELOPMENT AGENCY
CITY OF NORTH MIAMI BEACH**



TO: RAB Members

FROM: Ana M. Garcia
Executive Director

VIA: Rasha Cameau
CRA Coordinator

DATE: August 20, 2015

RE: Executive Director's Report

1. The new zoning changes and updated Tax Increment Recapture Incentive Program have resulted in increased interest from brokers. In addition, coordination of the West Dixie Implementation Plan and the updated CRA Plan requires a full time staff person to effectively accomplish the CRA goals. As a result, we have posted the position for a CRA Administrator and anticipate to hire someone by October 1st.
2. Part of RMA's contract this year was to update the CRA Plan, which is nearly finished. Draft will be presented at the September 24th Community RAB/CRA workshop for comments. Once completed the Plan will be presented to the RAB & CRA Board for approval then transmitted to the Miami Dade County for final approval.
3. Once the budget is approved, staff will work on marketing & branding the CRA areas, in particular its Neighborhood Center, Town Center and Employment Center. In addition to the collateral materials, the website will also receive a face lift and feature a FAQ for interested parties.
4. READ Capital Apartments, on the old Winn Dixie Site has come in for site plan review / public hearing process. The project involves the construction of an eight-story, mixed-use development featuring 341 residential units and 15,229 square feet of ground level retail space. The proposed mixed-use development is in accordance with the permitted uses of the core sub-area of the MU/TC, Fulford Mixed-Use Town Center District, and is located within the CRA boundary. Staff has met with their attorney and discussed an application for Tax Increment Recapture Incentives.