

City of North Miami Beach



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CITY OF NORTH MIAMI BEACH

ECONOMIC DEVELOPMENT STRATEGIC PLAN

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EXECUTIVE SUMMARY

The *City of North Miami Beach Economic Development Strategic Plan* serves as a guide for shaping the economic growth and development activity in the city now and over the next ten years through the adoption of realistic, cost-effective, and resilient economic development plans and policies. The plan is supported by the *City of North Miami Beach Competitive Assessment (Report I)* which served as the data-driven platform for the plan providing analytics and supporting narrative of the city's economic strengths, opportunities, and challenges that need to be addressed.

The Competitive Assessment concluded that the City of North Miami Beach has significant economic development capacity given the city's strategic location within Miami-Dade County. The city branded as the "Gateway to the Beaches" has excellent access to I-95 and the Florida Turnpike to the west and US 1 to the east. The city's waterfront communities are bounded by The City of Aventura to the north and Sunny Isles Beach to the east. The city has several prominent historical attractions including the Ancient Spanish Monastery, Oleta River State Park, and Greynolds Park.

The economic development competitiveness of the city is highlighted by its growth in young professionals, defined as the population age 20-34 with a bachelor's degree or higher, and relatively high labor force participation rate of 67.8 percent. The Competitive Assessment found the city is home to a range of advanced industries and targeted industries as identified by the Miami-Dade County Beacon Council.

While the City of North Miami Beach has significant economic development capacity, the Competitive Assessment found the city has longstanding challenges including the lack of a clear identity, a relatively low median household income, an aging and underdeveloped North Miami Beach Boulevard, and a sparsely developed and uninviting downtown.

The *City of North Miami Beach Economic Development Strategic Plan* addresses the strengths, opportunities and challenges of the city with actionable economic development strategies that will allow the city to move quickly towards plan implementation. The plan identifies four "Economic Development Enhancement Strategies" that focus on expanding the city's competitive advantage, amplifying the vitality of existing districts, promoting quality development and redevelopment, and improving connectivity to each district.

The Economic Development Enhancement Strategies include:

1) Expand Economic Diversification Opportunities in the city.

Focus economic development strategies on the growth of target and advanced industry sectors and occupations including:

- *Life Sciences & Healthcare*
- *Hospitality and Tourism*
- *Creative design*
- *Technology*

2) Enhance North Miami Beach's Identity and Competitiveness through Placemaking

Efforts to create districts that are inviting, well maintained, and vibrant are often referred to as “placemaking.” Areas with high levels of placemaking efforts help attract new businesses, bring more customers to establishments, spark investment, and appeal to employment growth.

3) Focus on Small Business Growth and Expansion

Small businesses are the city's most important source of employment, one of its clear competitive advantages, and draws on a clear regional strength. To support the competitive needs and growth of the city's downtown, commercial corridors, and neighborhood centers, small businesses should be a clear priority strategy.

4) Establish Targeted and Formalized Workforce Development Initiatives

Workforce development and training must be focused on industry sectors, occupations, and technologies that provide the greatest opportunities for local workers. Programs must be tailored to specific learning and skill sets and offered at the neighborhood level for easy access.

5) Adopt a Multi-Point Marketing Program

The City of North Miami Beach will need to complement its placemaking strategies with a robust multi-point marketing program that broadcasts the City's Economic Development Strategic Plan to regional, state, and national markets. The purpose of the Marketing Strategy is first to provide formal communications on the completion of the Economic Development Strategic Plan and to then market the City of North Miami Beach as a destination for business and lifestyle choices building on a vibrant coastal city brand and aggressive economic development strategies.

6) Focus on Economic Development Enhancement Areas

Effective economic development strategies should target geographical areas within the city where (re)development potential and opportunities for public/private leveraging are the greatest. To advance an overall economic development theme of expanding and enhancing the downtown and commercial districts, the City of North Miami Beach Economic Development Strategic Plan focuses on aligning planning, program activity, and resources in three “Economic Development Enhancement Areas” identified in the Competitive Assessment that offer unique redevelopment opportunities. The areas were selected because they offer significant opportunities for economic growth, expanded placemaking, and improved connectivity with adjoining districts.

The Economic Development Enhancement Areas include:

- *North Miami Beach Boulevard: The “Bend Gateway”*
- *NE 19th Avenue Commercial Nodes*
- *North Miami Beach Innovation District*

I – INTRODUCTION

A. Background

The Jorge M. Pérez Metropolitan Center at Florida International University (FIU) worked closely with government and community leaders over the past year to complete the City of North Miami Beach Economic Development Strategic Plan. The plan consists of two elements: 1) a “Competitive Assessment” – a data-driven assessment identifying the key trends, issues, and strengths defining the city’s economy, and 2) the “Economic Development Strategic Plan” detailing key policies, strategies, and investments to position the city and its businesses and workers to benefit from future economic growth and opportunity.

B. Economic Development Goals

The economic development strategic planning process included valued input throughout from the city’s professional staff and more recent contributions from the newly established Economic Development Commission (EDC) comprised of business and community leaders. The city’s input in the planning process augmented the analytical findings from the “Competitive Assessment – Report I” by aligning the following economic development priorities and goals for the Economic Development Strategic Plan.

- ***Plan for More Resilient Economic Growth***

Large swings in business and housing market cycles can be especially damaging at the local level. The COVID-19 pandemic and prior Great Recession demonstrated how severe economic shocks can impact local and regional economies. For North Miami Beach to be competitive and resilient, the plan must further economic diversification by creating industry and occupational growth that are less susceptible to economic shocks and more protective of local businesses, workers, and household wealth during economic downturns;

- ***Enhance the City of North Miami Beach Identity and Brand***

The City of North Miami Beach will need to explore ways to establish fresh brand recognition that capitalizes on the city’s location, existing assets, road network, neighborhoods, and existing businesses. Brand recognition and community identity can be attained through expanded placemaking initiatives, marketing, and innovative land use policies that create new business and lifestyle opportunities;

- ***Focus on Innovation***

All communities grow through the expansion of local businesses and a steady supply of new businesses to maintain employment and competitive advantages. All successful businesses need to continuously innovate, invest, and update to remain competitive. Successful communities support local business capacity to innovate and adopt new technologies to improve performance and competitiveness. This goal will be accomplished through new public-private partnerships involving the City of North Miami Beach, businesses, institutions, and nonprofit and philanthropic organizations;

- ***Focus Implementation Strategies***

The City of North Miami Beach must develop implementation strategies, incentives, and performance targets that are market responsive, highly prioritized, specific, realistic, and attainable short term; and

- ***Build the City's Economic Development Capacity***

The City of North Miami Beach has the ability to create the internal planning and management capacities that are necessary for building on-going support, coordination, communication, marketing, and oversight of the plan's implementation. The city also has the capacity to elicit support from community partners including business and community leaders, institutions, and organizations needed to provide long-term support of the plan.



II – APPROACH AND METHODOLOGY

A. Approach

Economic development policy plays out in an increasingly complex environment characterized by interrelated issues including growing competition among cities and regions, accelerating industry, technological, and market changes, and high land and construction costs. As such, creating and implementing effective economic development strategies must rely on a process of understanding important industry, population, and real estate market. The search for new and expanded economic opportunities requires knowing where to look to uncover opportunities that at first blush may not be obvious.

All communities, large and small, compete for jobs, residents, and development in an environment that never stands still. Constantly changing demographics, family structure, technology, and economic conditions means that no community has the luxury of standing still, or standing on its laurels, no matter how glossy. High-performing, competitive cities and regions are separating themselves from the also-rans by embracing a new economic competitiveness framework. Local economic competitiveness is defined by the following principles:

- **Stable Long-Term Growth:** Support diversified employment, industry, and occupational growth that is less susceptible to business cycle fluctuations, so that household wealth and income is protected during national economic downturns;
- **Economic Opportunity and Upward Mobility:** An expanding supply (pipeline) of higher wage job opportunities, and occupations paying competitive wages and incomes that increase rapidly with improved skills and experience;
- **Building Local Human Capital:** High performing local economies build and improve the collective knowledge and skills of its labor force, building a *local* labor force with the skills, education and brainpower to support globally competitive businesses, and obtain higher-wage, high-skilled employment opportunities, rather than seeking to import high-skilled labor. They then leverage the quality of their labor force to improve productivity, competitiveness, and drive new business creation;
- **Growing Local Innovation and Business Development Networks:** Converting local human capital and brainpower into new jobs, opportunity and entrepreneurship is significantly strengthened through the growth of effective business development, information, and innovation sharing networks.

- **Targeted and Strategic Allocation of Resources to Stimulate Economic Growth:** In an era of shrinking federal and state funding, leaders in high performing local economies a) focus and target investments in their local strengths, b) take a disciplined and targeted approach to investments in physical assets, real estate, and infrastructure, and c) focus on high-wage job creation in leading local industries before attempting to create jobs in entirely new industries;
- **Support Building Wealth through Asset Ownership Opportunities:** Support broader access to home and business ownership, as a way to both grow new jobs, and grow family wealth. Owning a business is one of the best ways to grow family wealth and provide employment opportunities for the community, but is still out of reach for too many families;
- **Invest in Quality Place-Making:** Develop high quality public places and multiple transportation modes that enhance quality of life, productivity, and inter and intra-city connectedness;
- **Seek Effective Collaboration and Partnerships:** Successful regions actively engage in strong civic collaboration, and grow leaders who are able to collaborate and partner with businesses and other governments both large and small, and

B. Methodology

The *City of North Miami Beach Competitive Assessment* provided data-driven analytics of the city and regional economy and a platform for developing economic development policies including short- and long-term planning strategies for the city's major commercial corridors and districts. The analytical assessment applied a variety of public and proprietary data sources to provide the most thorough analysis of the city's population trends, economy, real estate markets, and industries. Data sources include the U.S. Census, American Community Survey, Florida Department of Economic Opportunity (DEO) Quarterly Census of Employment and Wages (QCEW), Current Employment Statistics (CES), Local Area Unemployment Statistics (LAUS), Occupational Employment Statistics and Wages (OES) and Employment Projections 2023-2031. Proprietary data and information sources include Costar, EMSI, and the Florida Association of Realtors.

The Competitive Assessment incorporated a variety of industry, real estate, and employment data that captures both current and projected economic conditions and trends. Benchmarking methods were used to compare the City of North Miami Beach with comparative municipalities in Miami-Dade and Broward Counties. The use of benchmarking performance characteristics with similar communities provided valuable insight into the city's relative strengths and weaknesses and a performance-monitoring tool for North Miami Beach city officials and business leaders.

III – COMPETITIVE ASSESSMENT: KEY SUMMARY POINTS

A. Overview

The *City of North Miami Beach Competitive Assessment - Report I* provided the analytical platform and direction for the city's economic development strategic planning process. The Competitive Assessment of the North Miami Beach and larger Miami-Dade County "trade area" helped guide strategic planning discussions and decision-making throughout the process. The ultimate objective was to identify the potential economic drivers that can attract private investment and enable business and population growth, job creation, increased tax revenues, and expanded economic opportunities for businesses and residents of North Miami Beach.

The Competitive Assessment focused on the economic advantages and challenges of the city's districts, major corridors, and economic opportunities based on the presence of growth industries, including advanced and targeted industry sectors in the trade area that could help drive the city's economic development in the future. The Competitive Assessment was guided by the input received from the city's professional staff and community leaders, including the newly appointed Economic Development Commission.

The Competitive Assessment's detailed analysis provided a fuller understanding of the existing economy of North Miami Beach and where the city can potentially grow based on the following analytics:

- ✓ *A dynamic trend analysis:* Rather than a static snapshot of current economic conditions, the study's analytical approach incorporated historic and projected economic trends linking changes in national, regional, and local economies to the dynamics effecting shifts in demographics, employment, real estate activity, innovation, technology;
- ✓ *Connecting key systems & markets:* Analytics that connect economic performance with land use, transportation, and redevelopment and how they interact to develop more effective economic development strategies;
- ✓ *A focus on opportunity & strengths:* The analytical approach identified community economic development challenges, impediments and opportunities that escape traditional economic development analysis. The focus must be on identifying and capitalizing on emerging economic opportunities;
- ✓ *Comparative benchmarking:* Understanding economic history and performance is complemented by comparative benchmark analysis against peer cities in Miami-Dade and Broward Counties; and
- ✓ *Placemaking opportunities:* Efforts to create districts that are inviting, well maintained, and vibrant are often referred to as "placemaking." Areas with high levels of placemaking efforts help attract new businesses, bring more customers to establishments, spark investment, grow younger populations, and appeal to employment growth. The qualities of placemaking are often qualitative and reflective of perceptions.

B. Summary Points

The following “summary points” highlight the key findings from the Competitive Assessment.

■ *Benchmarking North Miami Beach*

Understanding the city’s demographics, economic characteristics, and performance are complemented by comparative benchmark analysis against peer cities in Miami-Dade and Broward Counties. Benchmarking provides information about how a municipality compares to peer jurisdictions across a variety of performance metrics. Benchmarking performance characteristics against other similar communities provides valuable insight into the city’s economic strengths and challenges. The benchmark analysis compared North Miami Beach with 15 other municipalities in Miami-Dade and Broward Counties based on demographics, size, quality of life, and competitiveness. Benchmark comparisons serve as a basis for long-term performance review and future planning endeavors. The report’s benchmarking will allow the city to monitor its economic development activities using a range of metrics that can be adapted to a performance scorecard.

The benchmark analysis found the City of North Miami Beach among the smaller municipalities in terms of total population and population growth. However, North Miami Beach has the second highest growth in young professionals, defined as the population age 20-34 with a bachelor’s degree or higher, and has among the highest labor force participation rate (67.8 percent). North Miami Beach is less competitive than most benchmark communities in terms of median household income (\$56,122) and educational attainment levels.

City	Benchmark Municipalities				
	Total Population (2022)	Median Household Income	Labor Force %	Young Professionals* Growth/Decline Rate	Population Growth (2019 - 2022)
Aventura	39,621	\$75,211	55.2	-3.3%	6.2%
Coral Gables	49,696	\$118,203	57.7	3.3%	-1.1%
Coral Springs	133,801	\$87,488	70.5	6.8%	0.9%
Cutler Bay	44,738	\$78,569	66.8	-10.3%	1.2%
Dania Beach	31,700	\$46,330	63.9	5.0%	-1.0%
Fort Lauderdale	182,673	\$81,544	64.6	8.2%	1.4%
Hollywood	152,764	\$61,958	68.1	16.9%	0.2%
Kendall	64,971	\$84,026	65.1	1.0%	4.1%
Miami Beach	82,400	\$69,258	68.8	-0.2%	-4.2%
Miami Gardens	89,463	\$56,071	61.1	22.7%	0.2%
Miami Lakes	30,621	\$90,339	69.6	-7.6%	-0.8%
Miami Shores	11,638	\$120,833	62.9	16.2%	11.3%
North Miami	59,854	\$49,069	64.1	-8.2%	-4.2%
North Miami Beach	43,269	\$56,122	67.8	26.7%	0.7%
Pompano Beach	111,790	\$61,155	63	49.7%	1.6%
Sunny Isles Beach	22,202	\$57,145	55.8	10.4%	1.2%

Source: U.S. Census Bureau ACS 2022, Prepared by Jorge. M Perez Metropolitan Center ;

*Young Professionals, in this context, refers to individuals aged 25 to 44 with an attained educational level of Bachelor’s Degree or higher.

- *Placemaking and Quality of Life*

The Competitive Assessment included several driving and walking tours of North Miami Beach and a review of prior planning and market studies. A consistent theme seen and written concerns the city's perceived image and indistinct identity. Common sentiments include jagged city limits with pockets of unincorporated areas, confusion with the similar naming of the city of North Miami and Miami Beach, a lack of adequate way-finding signage, and the absence of an active downtown.

The *City of North Miami Beach Economic Development Strategic Plan* provides an opportunity to grow and enhance physical and aesthetic attributes that help brand the city and amplify a heightened level of identity and quality of life for residents. Efforts to create districts that are inviting, well maintained, and vibrant are often referred to as "placemaking." Areas with high levels of placemaking efforts also help attract new businesses, bring more customers to establishments, spark investment, and appeal to employment growth.

The City of North Miami Beach varied mixed-use districts provide an excellent opportunity to create and enhance placemaking. Activating mixed-use districts can be challenging, but mixed-use development supported by larger placemaking visioning and investment can be an effective economic development strategy.

- *The Economic Base of North Miami Beach*

The City of North Miami Beach has a variety of businesses that trade and grow within the network of businesses in the greater Miami-Dade County and South Florida economies. The economic base of the City of North Miami Beach is primarily comprised of small businesses with under 20 employees in a range of industrial sectors. The South Florida economy is noted for its especially high concentration and high rate of formation of small businesses relative to the national economy. North Miami Beach is no exception, but with an interesting balance of smaller business establishments driving its growth over the last 10 years.

North Miami Beach resident workers are employed primarily in four industry sectors:

- Educational Services - 4,270 workers
- Arts, Entertainment Services - 3,220 workers
- Professional, Scientific, and Management, and Administrative and Waste Management Services - 3,149 workers, and
- Retail Trade 2,579 workers

The Competitive Assessment found that North Miami Beach, like many communities in Miami-Dade County and South Florida has a growing increase in "non-employer firms" or businesses that are self-employed and usually perform work as independent contractors. The Miami MSA leads the nation in the total number of non-employer firms per capita and has the fastest growing number of non-employer businesses. Significantly, 14.4 percent (3,176 workers) of the City of North Miami Beach labor force are self-employed. Self-employed workers are a growing percentage of the labor force and include a range of occupations within a cross section of industries.

■ *North Miami Beach Districts*

North Miami Beach CRA has created eight mixed-use districts in the downtown and commercial corridors that could provide for a mix of residential, office, retail, and light industrial uses through redevelopment and repurposing of underdeveloped and obsolete building space. The districts containing 468 acres of North Miami Beach's total land area include the city's center and its major commercial corridors including NE 163rd Street, NE 19th Avenue, Dixie Highway, and Biscayne Boulevard. The districts include the following five “Target Project Areas”:

- South of the Canal – “Urban Village District”
- North of the Canal – “Arts and Entertainment Districts”
- Civic Commons – “Business and Arts District”
- Industrial Arts – “Innovation and Production District”
- 163rd Corridor/Neighborhood – “Commercial and Residential District”

The creation of new economic development opportunities in a city that is nearly built out like North Miami Beach requires a rethinking of existing land uses in terms of opportunity and efficiency. North Miami Beach has less than 8 acres of vacant land for potential commercial and industrial uses.

■ *Target Industry Sectors*

The Competitive Assessment summarized the significance of the “Advanced Industry Sector” The Advanced Industries Sector drives innovation, technology advances, and new service business models to expand and grow. The composition of Advanced Industry employment in the City of North Miami Beach is comparable to Miami-Dade County. The Advanced Industry sector in North Miami Beach includes 127 establishments and 452 workers largely found in Management, Scientific, and Technical Consulting Services, Computer Systems Design, and Architectural and Engineering.

Related to the advanced industry sector are the seven “targeted industries” which Miami-Dade’s Beacon Council has identified, and which generally align with the statewide target clusters/industries established by Enterprise Florida. The targeted industries are generally traded sectors that overlap with the advanced industry sector. The Competitive Assessment found the City of North Miami Beach has growth potential in three of Miami-Dade County’s targeted industries including: 1) Life Sciences & Healthcare, 2) Hospitality and Tourism, 3) Creative Design, and 4) Technology.

Targeting economic development resources on priority industries is a traditional means of strategically allocating assets and effort to support those industries where public and private investment can have the biggest impact on future economic growth.

■ *Market Segmentation and Tapestry Profile*

ESRI’s Tapestry Segmentation and Tapestry Profiles provide descriptions that synthesize socioeconomic status, neighborhood dynamics, and market potential, providing an enriched understanding of a community. The data can also be used to monitor demographic trends and shifts in a community.

The Competitive Assessment found an estimated 56.4 percent of households within the city limits of North Miami Beach fall into the top five tapestry segment categorizations. These categories include: Urban Villages, Family Foundations, Emerald Cities, Metro Fusion, and Urban Edge Families.

Urban Villages

These families tend to be multigenerational and multilingual. They tend to have many trendy consumerist behaviors, but priorities are usually centered around family and home life.

Family Foundations

Similar to Urban Villages, these neighborhoods are often comprised of family households with consumerist habits like shopping for trendy clothes and smartphones. Family Foundations are comprised of a mix of married couples, single parents, and young adults.

Emerald City

Many of North Miami Beach's established, single-person and nonfamily households belong to the Emerald City category. Families belonging to Emerald City tend to enjoy activities such as eating out attending concerts and shows, and traveling. Households are an average of two people with a median age of 37 (nationwide). While their household incomes are, on average, slightly lower than those of Urban Village households, they are highly mobile, opting to leverage their professional occupations, high rates of self-employment, and supplemental incomes to live in lower-density areas surrounding urban centers

Metro Fusion

With over 75 percent of Metro Fusion households (nationwide) renting their homes, this segment represents a diverse and budding market in many communities across the country. These households often have young children, speak English as a second or third language, and mostly reside in mid-size multifamily housing.

Urban Edge Families

These households are generally high school graduates with most having attended some college without finishing their degree. Urban Edge Families tend to be financially savvy with their household spending despite their lower-than-average incomes; they often opt to live outside of urban centers in favor of owning more affordable homes. Urban Edge families are usually married with children and often live with grandparents.

IV – ECONOMIC DEVELOPMENT STRATEGIES

A. Overview

As part of the City of North Miami Beach economic development planning process, priority strategies were identified that advanced the aspirational goals of the *City of North Miami Beach Economic Development Strategic Plan*. The priorities were supported by the analytics of the “Competitive Assessment – Report I” which found the city in a favorable position to enhance its competitive advantages, build a more robust and resilient economy, advance opportunities for prosperity, and create vibrant city districts. The economic development planning priorities include:

- *Create more resilient economic growth in North Miami Beach;*
- *Amplify the city’s identity and community assets and amenities through “placemaking” strategies;*
- *Create the architectural-mix and streetscape designs that will provide the framework for the physical improvements of the city’s commercial corridors and neighborhoods;*
- *Create new lifestyle and live-work opportunities for city residents, businesses and newcomers;*
- *Expand and diversify the economic base of North Miami Beach by connecting future economic growth with advanced and cluster-based industry sectors*
- *Address regulatory constraints and physical limitations (i.e., infrastructure, municipal services, aesthetics) in corridor redevelopment;*
- *Provide a “Community Economic Development” lens to the plan with a focus on small businesses;*
- *Connect workers with growth sectors through targeted and formalized workforce development; and*
- *Capitalize on existing community assets and untapped economic potential*

B. Economic Development Strategies

The following economic development strategies are intended to jumpstart the implementation of the *City of North Miami Beach Economic Development Strategic Plan* by creating near-term solutions for stimulating investment within the city's downtown, commercial corridors and districts. The strategies focus on diversifying the city's economy, establishing a clear North Miami Beach brand and identity, amplifying the vitality of existing districts, and expanding quality development and redevelopment throughout the city.

The Economic Development Enhancement Strategies include:

- 1) *Expand Economic Diversification Opportunities in the City*
- 2) *Enhance North Miami Beach's Identity and Competitiveness through Placemaking*
- 3) *Focus on Small Business Growth and Expansion*
- 4) *Establish Targeted and Formalized Workforce Development Initiatives*
- 5) *Adopt a Multi-Point Marketing Program*
- 6) *Focus on Economic Development Enhancement Areas*

Economic Development Strategy #1 – Expand Economic Diversification Opportunities in the City

Focusing economic development strategies on the growth of target and advanced industry sectors and occupations is fundamental to the *City of North Miami Beach Economic Development Strategic Plan*. The city's current and longer-term economic development opportunities and competitiveness will largely result from the growth of these sectors. Targeting policy and programs means building on existing local strengths — identifying and applying resources on industries with proven capabilities, infrastructure, and assets on which to grow.

The *City of North Miami Beach Competitive Assessment* found the city poised to expand and attract a range of targeted industries including businesses in the advanced industry sector. As such, the plan includes the economic development strategies that will help grow and diversify the city's economic base and provide expanded economic opportunities for city residents and businesses. The analysis found the City of North Miami Beach targeted industry near term growth potential exists among four sectors:

- Life Sciences & Healthcare
- Hospitality and Tourism
- Creative design
- Technology

Economic Development Strategy #2 – Enhance North Miami Beach’s Identity and Competitiveness through Placemaking

“Placemaking is the process of creating quality places where people want to live, work, play, shop, learn, and visit.”

Efforts to create districts that are inviting, well maintained, and vibrant are often referred to as “placemaking.” Areas with high levels of placemaking efforts help attract new businesses, bring more customers to establishments, spark investment, and appeal to employment growth.

There is substantial evidence, both nationally and locally, that healthy and vibrant city districts and neighborhoods can significantly impact the growth of the larger local economy. Neighborhoods and districts, in fact, are the building blocks of the broader local economy. Small businesses, which can serve as the engine of the city’s economy, need to be concentrated along and within the neighborhood commercial corridors that districts and neighborhoods are typically home to most of a city’s important business assets such as hospitals, medical facilities, transit hubs, educational facilities, libraries, parks, community centers, and other amenities.

■ *Placemaking Investments*

Invest in public infrastructure, streetscapes and other placemaking improvements to better connect and amplify the physical and cultural assets to increase economic development revitalization activities including:

- Ensure land use and zoning incentives are in place that promote (re)development activity along the commercial corridors. Implementation of the *City of North Miami Beach Economic Development Plan* will require land use and zoning strategies that include language encouraging the inclusion of specific land uses the community considers desirable, such as cafes, entertainment, live-work space, affordable housing, day care, and open space amid a diversity of businesses;
- Incorporate site design standards for mixed-use development at key commercial nodes. The vision for the long-term is a vibrant and culturally diverse area with residential densities and commercial intensities that are consistent;
- Design and install “gateway” improvements to help brand the commercial corridors and welcome visitors to the city; and
- Incorporate signs that are readily visible to motorists and pedestrians and that are complementary to the character of the corridor and individual building architecture

- *Urban Design Principles*

Successful placemaking strategies must incorporate urban design standards in order to achieve quality (re)development along commercial corridors. The city will need to adopt design principles that promote investment activity that is functional, aesthetic, and compatible with surrounding residential communities.

Corridors can either connect or separate residential neighborhoods, and they can add to a sense of community pride as corridors serve as gateways into the city for visitors and residents and help invigorate the city's image. Once revitalized, commercial corridors can offer an array of services, shopping, dining, cultural, and entertainment opportunities. Transportation options — whether walking, driving, or using mass transit, are also a critical element of commercial corridors.

Urban design principles should state the following:

- Ensure land use and zoning promote incentives for creative and functional design;
- Articulate a vision for (re)development along the city's commercial corridors that is sustainable, functional and attractive;
- Promote the reuse and revitalization of existing commercial centers by incentivizing private investment activity;
- Promote quality development in commercial corridors through project approval streamlining, flexible development standards, and a proactive design approach;
- Encourage intensification of land use on (re) development opportunity sites and in areas appropriate for higher densities, and promote development in certain districts;
- Ensure that all commercial projects within revitalization areas - such as streetscape improvements, new development, adaptive reuse and rehabilitation - meet standards for design quality, appropriate to the scale, scope, and location of the project; and
- Create a consistent and transparent project review and permitting process to assist developers, community members, project planners, city staff, and the city board members.

Economic Development Strategy #3 – Focus on Small Business Growth and Expansion

To support the competitive needs and growth of the city's downtown, commercial corridors, and neighborhood centers, small businesses should be a clear priority strategy. Small businesses are the city's most important source of employment, one of its clear competitive advantages, and draws on a clear regional strength. Further, the Competitive Assessment found that 14.4 percent of the City of North Miami Beach labor force is self-employed in incorporated and non-incorporated businesses. Self-employed workers are a growing percentage of the labor force in Miami-Dade County and North Miami Beach and include a range of occupations within a cross section of industries.

Policies to support small businesses focus on helping them compete in large markets and against larger firms. In most cases, this takes the form of supporting the economies of scale (business services, technical expertise, financing, labor, and access to supply chains) that large firms have internally.

Access to capital is the greatest barrier to economic opportunity and growth among minority small businesses including contractor businesses and the self-employed. The City of North Miami Beach, working with a collaborative of investors, can remove this barrier, by developing an alternative strategy and sources of capital to serve underserved communities and businesses along the major commercial corridors and downtown.

A more focused community economic development strategy for small business growth will require the creation of the necessary “intermediary infrastructure” to establish and generate financial lending activity along the commercial corridors and neighborhood centers. A community-based intermediary would work in coordination with the City of North Miami Beach Economic Development Department. The Economic Development Department is positioned to help develop a thriving business community and cultural environment that promotes entrepreneurship, work skills training and sustainable economic growth. Working in coordination, a community-based intermediary could perform the following functions:

- Formalize relations with the South Florida Small Business Development Center (SBDC) at Florida International University (FIU);
- Convene meetings with local Community Reinvestment Act (CRA) lenders;
- Manage an “economic opportunity mobilization fund” to provide small businesses lines of credit and other forms of start-up capital;
- Provide a platform for matching small businesses with grants and capital including on-line matching services, lender referrals, and loan products; and
- Oversee an “impact measurement and management system” for assessing the social impact of community investments. Impact investing can play a central role in realizing the vision of the commercial corridors by setting and raising the standards for investment practice and generating the tools and data that allow investors to evaluate impact and channel capital to the most effective solutions.

Economic Development Strategy #4 – Establish Targeted and Formalized Workforce Development Initiatives

The Competitive Assessment found that while the City of North Miami Beach has a relatively higher labor force participation rate (67.8%) than the majority of benchmark municipalities, the median earnings (\$37,318) of full-time worker residents in the City of North Miami is significantly lower than most benchmark municipalities. This is partly attributed to lower educational attainment and a lack of worker skills that is necessary for resident workers to take advantage of job opportunities in higher paying occupations within the advanced industry sector.

Workforce development and training must be focused on industry sectors, occupations, and technologies that provide the greatest opportunities for local workers. Programs must be tailored to specific learning and skill sets and offered at the neighborhood level for easy access. Apprenticeships and internships for North Miami Beach high school students should be formalized and aligned with target and advanced industries and manufacturing skills to build a talent pipeline. Local governments, educational institutions, and workforce development organizations must break free from traditional approaches to workforce development to accelerate workforce development in a more strategic and coordinated approach. A more innovative community economic development workforce education and training initiative would include the following elements:

- Working with local target and advanced industries and manufacturers, design a workforce education and worker training model that can meet the rapidly evolving needs in industry growth sectors. By directing support toward programs that are aligned with industry needs and have achieved proven results, North Miami Beach can also provide incentives for educators and trainers and hold them more accountable;
- Create an integrated, system-wide inventory and assessment of agencies involved in workforce development. Workforce agencies and teams can then reinforce one another's impact by creating a set of cross-cutting goals, supporting initiatives, and funding. This approach begins to break down silos while concentrating funding on a smaller set of priorities;
- Provide support to career shifts, while funding for ancillary support such as child care, transportation, and tuition to help workers to pursue new skill sets; and
- Establish concrete goals for economic development, education (primary, secondary, and postsecondary education), human services, and workforce-development agencies. In many states, workforce development agencies' strategies and goals are not always complementary and mutually beneficial.

Economic Development Strategy #5 – Adopt a Multi-Point Marketing Program

The City of North Miami Beach will need to complement its placemaking strategies with a robust multi-point marketing program that broadcasts the city's Economic Development Strategic Plan to regional, state, and national markets. It is most likely that many outsiders are unaware of the city's economic assets and opportunities. The multi-point marketing program should be designed to achieve three goals:

- Drive new investment and innovation by North Miami Beach's existing and businesses;
- Drive new investment from outside business owners and investors; and
- Better connecting and networking of North Miami Beach businesses with one another and businesses outside the city to drive innovation, grow sales, and improve supply chains.

The purpose of the Marketing Strategy is first to provide formal communications on the completion of the Economic Development Strategic Plan and to then market the City of North Miami Beach as a destination for business and lifestyle choices building on a vibrant coastal city brand and aggressive economic development strategies. As such, the Marketing Strategy has two essential components:

- I. Building enthusiasm for the Economic Development strategic Plan within the City of North Miami Beach by marketing the strategies internally:
 - Create the organizational structure needed to support implementation (see Implementation Organization Strategy)
 - Provide a newly formed “steering committee” with the strategy presentation and speaking points that can use to share the strategy with their networks
 - Host an “Economic Summit” at which the strategy is unveiled to attendees
 - Post the Economic Development Plan on the city and Chamber of Commerce's Websites
 - Post scheduled annual events to update business and community leaders on the implementation progress
2. Strengthen the North Miami Beach economic development brand through marketing communications:
 - Use the city's website as an information portal providing news and information related to economic research, successful local businesses, networking groups, etc. and make sure the website is compatible on mobile and tablet devices
 - Highlight North Miami Beach's lifestyle amenities as selling points to businesses focused on talent recruitment and retention
 - Format the website to have a clean design with information communicated via images and graphs versus lengthy written copy
 - Use all forms of communications such as social media and other media outlets to promote brand awareness

- Contract with local bloggers to develop weekly content for the city’s marketing campaign
- Consider adding a YouTube channel for the city to share new city initiatives, profile a target industry and highlight cultural and arts events

Economic Development Strategy #6 – Focus on Economic Development Enhancement Areas

Effective economic development strategies should target geographical areas within the city where the (re)development potential and opportunities for public/private leveraging are the greatest. To advance an overall economic development theme of expanding and enhancing the downtown and commercial districts, the *City of North Miami Beach Economic Development Strategic Plan* focuses on aligning planning, program activity, and resources in three “Economic Development Enhancement Areas” identified in the Competitive Assessment that offer unique redevelopment opportunities. The areas were selected because they offer significant opportunities for economic growth, expanded placemaking, and improved connectivity with adjoining districts.

The proposed Economic Development Enhancement Areas provide both freestanding and mixed-use development opportunities that will generate business development, job growth, housing, and more functional and attractive public right-of ways. The proposed Economic Development Enhancement Areas on the east along North Miami Beach Boulevard and in southeast at Dixie Highway provide opportunities for the creation of gateways that will complement placemaking strategies and improve connectivity within North Miami Beach’s commercial street network. The three proposed Economic Development Enhancement Areas include:

- North Miami Beach Boulevard: The “Bend Gateway”
- NE 19th Avenue Commercial Nodes
- North Miami Beach Innovation District

North Miami Beach Boulevard: The “Bend Gateway”

The North Miami Beach Boulevard Gateway Economic Enhancement Strategy addresses one of the city’s major planning issues – location and identity. Commercial corridors provide many benefits to the city, as a whole, and to the surrounding neighborhoods. Corridors can either connect or separate residential neighborhoods, and they can add to a sense of community pride as corridors serve as gateways into the city for visitors and residents and help establish the city’s image.

Once revitalized, commercial corridors can offer an array of services, shopping, dining, cultural, and entertainment opportunities for residents the city and adjacent neighborhoods. Transportation options — whether walking, driving, or using mass transit — are also a critical element of commercial corridors.

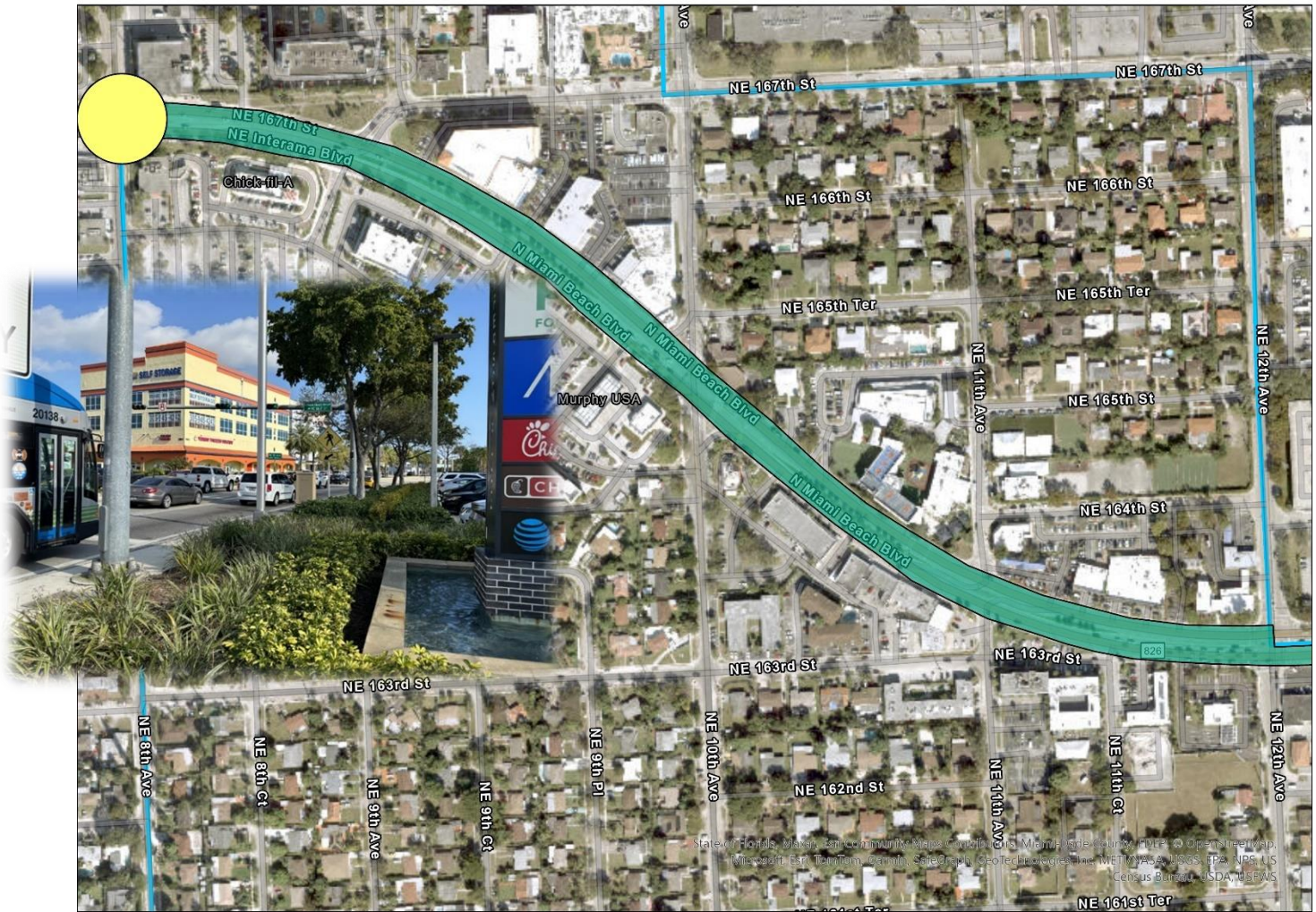
To protect and enhance the beneficial qualities of the commercial corridors, the city should adopt design standards that reflect a vision for the corridors in keeping with the purpose and intent of the. These standards should include:

- Design and install “gateway” improvements to help brand the commercial corridor and welcome visitors to the city;
- Incorporate way faring signs that are readily visible to motorists and pedestrians and that are complementary to the character of the corridor and individual building architecture;
- General guidelines for commercial and mixed-use building footprints, site plans, height, and architectural features;
- Enhance each corridor’s traditional street-oriented development patterns, setbacks, and build-to lines, provide a consistent edge to the public street and sidewalk space in order to provide pedestrian scale and access and to encourage pedestrian-oriented activity;
- Provide visual interest and human scale through the use of prominent windows and operable entries at the street-facing facades, and through architectural variation, including form, materials, detail, and color; and
- Minimize the presence of parking areas and parking structures along the corridor edge to limit the conflicts with desired pedestrian activity and negative visual and noise impacts of parked autos on the corridor.



Pictured above: Two strong examples of visible and welcoming gateway structures. Courtesy of the cities of South Miami and Marco Island

North Miami Beach Boulevard Corridor - "The Bend" Gateway



NE 19th Avenue Commercial Nodes

Physical and aesthetic enhancements at the NE 19th Avenue and North Miami Beach Boulevard nodes is central to the redevelopment of the city's major commercial corridor and gateway to the Town Center and Government Center Neighborhood Improvement Districts. The NE 19th Avenue business district node serves as the northern gateway to the city with significant small business development capacity.

The NE 19th Avenue and North Miami Beach Boulevard gateway is zoned Fulford Mixed-Use Town Center District (MU/TC). The purpose and intent of the district is to implement policies that guide the design of development within the (MU/TC) including enabling transit-oriented development that would contribute 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, which encourages the establishment of a wide mix of commercial and residential uses that offer the flexibility to meet a variety of market needs.



Above: Tallahassee Mixed-Use Design; photo courtesy of CoStar, 2023.

The purpose of the (MU/TC) provides an opportunity for the level of placemaking envisioned in the *City of North Miami Beach Economic Development Strategic Plan* by (1) Ensuring high quality, architecturally compatible, consistently landscaped development throughout the District; (2) Stimulating commercial and retail trade activities; (3) Ensuring that new development or redevelopment projects enhance the visual character of the District; (4) Encouraging the development of pleasant shopping areas with attractive pedestrian spaces; (5) Encouraging people to reside in the District; (6) Encouraging the beautification of the Snake Creek Canal greenway; and (7) Encouraging public access to the waterfront.

The Government Center Neighborhood Improvement District is located north of the Snake Creek Canal; south of 171st Street, east of 19th Avenue and west of West Dixie Highway. The Government Center Neighborhood Improvement District transitions from the (MU/TC) to the south of Snake Creek Canal and to the north where the B-I Limited Business District provides the northern gateway to the city. The purpose and intent of the B-I Limited Business District is to provide suitable sites for development of office, retail, and service uses of a convenience nature, which satisfy the essential and frequent needs of adjacent residential neighborhoods.

The Fulford Mixed-Use Town Center District (MU/TC) provides significant opportunities for both repurposing and urban infill consistent with the purpose and intent of the zoning. Repurposing of dated commercial properties and infill are Smart Growth strategies that can fill gaps along existing commercial corridors and can play a critical role in achieving community revitalization.

The city's zoning should support repurposing and infill and include a clear articulation of intent that reinforces the provisions in the comprehensive plan. There are zoning options available, including amending the existing zone, creating a new zone, or an overlay or floating zone. An overlay zone would allow the city to target particular areas for infill without rewriting entire zoning categories. Parcels affected by an overlay zone are subject to the rules of the underlying zone, in addition to the rules of the overlay zone. This approach is commonly used by cities.



Above: West Palm Beach Mixed-Use Design; photo courtesy of LoopNet.

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[illegible]

North Miami Beach Innovation District

The North Miami Beach Innovation District was previously labeled the Industrial Arts District by the North Miami Beach CRA who viewed the area as a potential “Innovation & Production District” with a “light manufacturing feel.” The Innovation District is located in the southeast section of the city bordered by North Miami Beach Boulevard to the north; U.S. 1 to the east; NE 151st Street to the south; and West Dixie Highway and NE 19th Place to the west. The Innovation District is zoned Mixed Use Employment Center (MU-CE) in the northern portion of the district and Distribution Business (B-4) Light Industrial in the southern portion of the district. West Dixie Highway serves as the principal frontage and access for properties within the district.

To be successful, an innovation district needs economic assets, physical assets, and networking assets. Innovation districts reach their potential when all three types of assets, combined with a supportive, risk-taking culture, are fully developed, creating an innovation ecosystem. Universities are often drivers for innovation districts; for this reason, many districts that did not originally include universities have convinced universities to build satellite campuses. Innovation districts should be physically compact, transit-accessible, technically-wired and offer mixed-use housing, office, and retail.

Other innovation drivers are research and medical institutions, large firms, start-ups, and entrepreneurs focused on developing cutting-edge technologies, products, and services for the market. Due to countywide variations in industry strengths, each district is comprised of a unique mix of innovation drivers. Tech driven industries are most likely to be found in “innovation districts” including high-value, research-oriented sectors such as applied sciences and the burgeoning “app economy”; highly creative fields such as industrial design, graphic arts, media and architecture; and highly specialized, small batch manufacturing.

As noted in the Competitive Assessment, the City of North Miami Beach has a small share of knowledge-based, advanced industry sector businesses. Knowledge-based industries include those with extensive involvement in new technologies such as pharmaceuticals, telecommunications, information technology, software, medical equipment, and advanced manufacturing.

A challenge with the concept of planning and implementing innovation districts is that the term has become more associated with design and has gotten away from being measured in terms of economic activity and growth. While design plays an important part of the placemaking surrounding innovation districts, the overall economic development plan must include a focus on metrics like job creation, firm creation, and investment returns are truly functional and successful innovation districts.

To jumpstart North Miami Beach's focus on innovation and creativity as part of the city's economic development planning, the following strategies are recommended:

- Identify the mix of the advanced industry sector businesses identified in the plan and their potential district locations within the city;
- Identify the intermediaries who will enable networking and programming to happen on a regular basis. The intermediaries will need to be identified as part of the creation of public/private partnerships that will help drive the implementation of the Economic Development Strategic Plan. They could be some combination of existing business associations or organizations, a committee of the chamber of commerce, or a university-led research partnership;
- Solicit institutional partners to participate in development of the Innovation District (universities, research institutes, accelerator operators, venture capital investors);
- Review the city's zoning code to ensure specific innovation districts provide for the intended mix of uses, density, parking, and other benefits to attract development; and
- Solicit private and nonprofit developers who specialize in the creation of innovation districts.



North Miami Beach Innovation District



V – ECONOMIC DEVELOPMENT STRATEGIC PLAN: PERFORMANCE MANAGEMENT

A. Overview

The successful implementation of the City of North Miami Beach Economic Development Strategic Plan will be dependent on the effectiveness of the City's economic development management practices. The city has significant capacity in place with an Economic Development Department and newly appointed Economic Development Commission (EDC) who have both been instrumental in the completion on the plan. This is important, as the leadership role for ensuring the plan is supported and implemented over time should rest with local government. Local governments have the ability to create the internal planning and management capacities that are necessary for building on-going support, coordination, communication, and oversight of the plan's implementation. The City of North Miami Beach Economic Development Department and EDC should have the responsibility to elicit support from community partners including business and community leaders, institutions, and other organizations needed to provide long-term support of the plan.

Expanding North Miami Beach's economic competitiveness and resilience will be a leadership challenge knowing that innovation has become the key driver of local and regional economic development. Having the ability to create new ideas, products, and services is a "dynamic" requiring continual performance upgrades. The success of the City of North Miami Beach Economic Development Strategic Plan will be dependent on the city's ability to establish a management function that can operate in the competitiveness and demands of the innovation environment.

B. Economic Development Management Activities

The City of North Miami Beach can wield significant influence in encouraging business development and job growth in the city. A city-led business development function as part of the larger Economic Development Strategic Plan would include the following management and marketing activities:

- ▶ **New Public/Private Partnerships** – The plan's economic development strategies will require a heightened level of cooperation, support, and coordination among existing stakeholders and new contributors. Well represented public/private partnerships can help provide support for the legitimacy and sustainability of the plan's implementation over time;
- ▶ **Liaison Activity** – The North Miami Beach Economic Development Department and Economic Development Commission (EDC) can best serve as liaisons with businesses, institutions, and organizations both inside and outside of the city;
- ▶ **Stakeholder Communications** - When the Economic Development Department and EDC act as liaisons, the business community and organizations can have a clear, single access point for the flow of information and contacts. Outside organizations often prefer to deal with one organization in a community and the more effective the point of contact, the greater the potential impact for the community;
- ▶ **Visibility** – The Economic Development Department and EDC are in the best position to be highly visible in the community. This helps promote the work and achievements of the city and

encourages business growth and networking. Community visibility is important so that other organizations and communities, governments, and business are aware of the assets of the city;

- ▶ **Promotion** – The Economic Development Department and EDC can develop a community public relations program. Effective economic development promotion can be achieved through a wide range of tools, including print and electronic media. Promotional activities would also include encouraging and assisting existing businesses through mentorship, business assistance, and financial support and/or training;
- ▶ **Prospecting** – The Economic Development Department and EDC can help prospect for new business, investment, and resources through research, promotion, and personal contacts; and
- ▶ **Monitoring** – The Economic Development Department should be able to report on its activities and economic impact on the city. The department can help monitor programs, services, and projects that allow the business community and organizations to judge the effectiveness of the economic development planning strategies and initiatives.

Performance Indicators

Adopting and regularly monitoring clear performance indicators is a feature of all good government. Performance indicators are aligned with the City of North Miami Beach Economic Development Strategic Plan and economic development competitiveness framework. Investing in real-time measurement of performance standards would have numerous advantages, including:

- ✓ Shifting economic development policy and program focus from traditional measures of the number of jobs and square feet developed to standards that stress improving the city's competitiveness, resilience, and the well-being of businesses and residents;
- ✓ The means for measuring the success of the city's Economic Development Strategies;
- ✓ A guide for future policy and program development, and course corrections as conditions change; and
- ✓ A platform for quickly responding to requests for information from businesses looking to expand or invest in North Miami Beach;
- ✓ A communication platform to receive reviews, complaints, and information from client businesses in the city.

The *City of North Miami Beach Economic Development Strategic Plan* includes a clear, concise, and quantifiable “Economic Performance Indicators Dashboard” that can be posted on the city’s web site. Most of the data can be collected from the U.S. Census and workforce statistics from the Department of FloridaCommerce at <https://www.floridajobs.org/about-us>. Other economic data can be obtained from a variety of proprietary data providers.

The Economic Performance Indicator Dashboard would collect at a minimum the following economic statistics, updated according to the indicated time frequency:

Update Frequency	Economic Performance Indicator
Annual	Population growth by age group and household income
Annual/Monthly	Population and business growth within "Economic Development Enhancement Areas" and surrounding neighborhoods
Bi-Annual	Inventory of city businesses by NAICS, with contact information
Annual	Median wages by industry and occupation, compared to the county and State of Florida
Annual	Median household income by distribution and year-over-year performance
Bi-Annual	New business establishments and employment growth by establishment size across the industry sectors and occupations, including target industries and clusters
Monthly	Employment, labor participation, and unemployment rate
Annual	Educational attainment and age group population trends, especially in the young and mid-worker age segments 20-44 and 45-54 years old
Annual	Reduction in worker commute times
Annual	Increase in tax revenue
Annual	Measuring return on investment from public expenditures in the city