

Invest:

Miami 2018

An in-depth review of the key issues facing Miami-Dade's economy featuring the exclusive insights of prominent industry leaders



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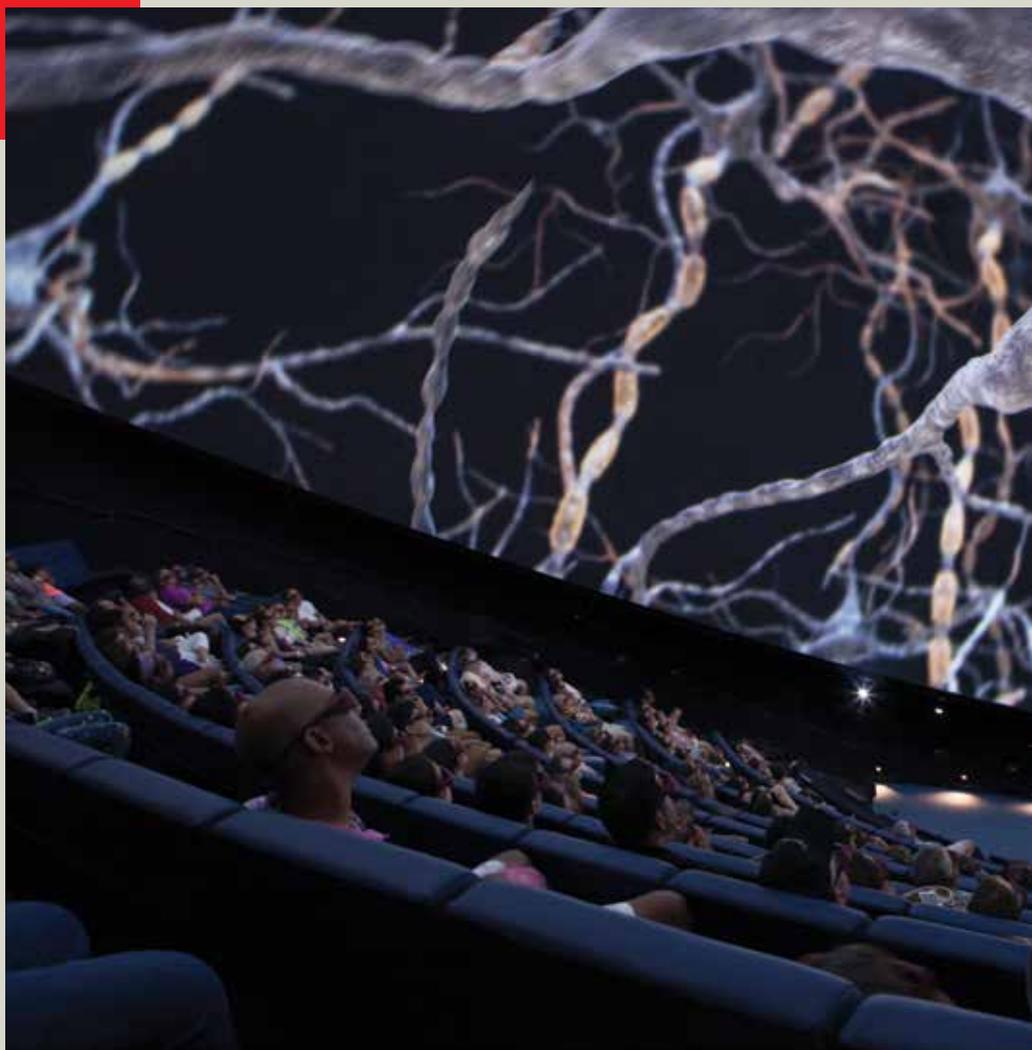
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Abby Melone

Chief Financial Officer:

Albert Lindenberg

Managing Editor:

Jaime Muehl

Executive Director:

Erica Knowles

Editorial Manager:

Robin Miller

Art Director:

Nuno Caldeira

Contributing Writer:

Valerie Silva

Interns:

Taryn Dwyer

Meagan Harmon

Michael Gargula

James Woo

Michelle Goldstein

Cover photo:

Azeez Bakare Studios

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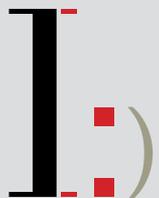
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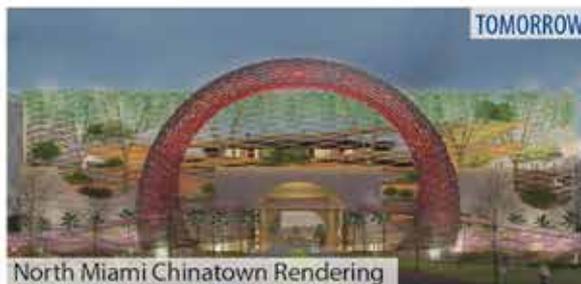
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NoMi Today, Growing For Tomorrow



City of North Miami.

North Miami is a vibrant, well-connected city focused on its future. Previously known as “The City of Progress,” North Miami has since outgrown its nickname and has reemerged as a family-friendly community with a strong local government focused on transparency and safety. As millennials become the largest group of homebuyers, the affordable housing market of North Miami is becoming increasingly attractive compared to its more expensive neighbors.





City for the future:

North Miami is leading the way in sustainable growth as it sets its sights on a vibrant future

The City of North Miami, a suburban enclave in northeastern Miami-Dade County, sits on the northern shores of Biscayne Bay, sandwiched between Fort Lauderdale, 20 miles to the north, and Miami, 10 miles to the south. Conveniently located along the busy I-95 corridor, it enjoys easy access to Fort Lauderdale-Hollywood and Miami International Airports, as well as South Florida's bustling seaports, Port Everglades and PortMiami.

With its charming arts district, abundant nature preserves and vast cultural offerings, North Miami is a vibrant, diverse and family-friendly community focused on its future.

■ Natural wonder to growing city

During the Third Seminole War (1855-1858), U.S. soldiers cut through the area's thick mangrove forests to create a military trail that would later become the county's first roadway. The trail crossed Arch Creek (now dried up) over a unique natural limestone bridge, said to have been one of the greatest natural wonders of South Florida. The settlement that grew up around this scenic attraction became the Town of Arch Creek.

By 1905, the Arch Creek Railroad Depot had become the town hub, and a school and post office both opened nearby. By 1912, the population was still under 100, and the area was primarily agricultural. When the Biscayne Canal was dug in 1924, it seeped moisture out of the area's soil and made farming no longer profitable. Fortunately, the Florida land boom of the 1920s was in full swing, and this drained land was prime for partitioning, lot sales and development.

In 1926, Arch Creek incorporated as the Town of Miami Shores. A terrible hurricane in September of that year burst the land speculation bubble, but the community itself recovered. Residents built their first city hall, published their first newspaper and constructed the historic William Jennings Bryan School. In 1931, the Town of Miami Shores was renamed the Town of North Miami when the wealthy Shoreland Company, located to the south, lobbied the Florida legislature to be named the Village of Miami Shores.

At the end of World War II, a steady influx of military veterans and their young families changed the (■■■)

Endurance

How North Miami continues to attract new business, upgrade its infrastructure and invest in resiliency strategies to secure quality of life for its residents

Dr. Smith Joseph

Mayor – City of North Miami

How is North Miami welcoming new businesses?

We are continuing to nurture a symbiotic relationship with the businesses based here in North Miami. We are partially subsidizing those who need funding from our North Miami Community Redevelopment Agency (NMCRA) programs. A few years ago, we were able to resuscitate our NMCRA despite some obstacles and adversities and come to a good internal agreement with the county. We are now reaping the benefits. Our NMCRA funding is a tool we are using to let developers know that we are open for business and are a city on the move.

Attracting new businesses is still one of our top priorities, but nurturing those we already have are at the top of the list as well. The SoLē Mia Local Preference Office (LPO) is continuing to offer free consulting to local businesses and also opens its doors to residents looking for help in crafting or improving their resumes. The Beacon Council’s selection of North Miami as the recipient of the Business Climate & Policy Award this April goes to show that North Miami is continuing to improve its business climate to the benefit of our residents and our businesses.

What’s new in North Miami in 2018?

We’ve already completed several capital improvement projects so far in 2018. We’ve planted Florida-friendly trees in Sunkist Grove and north-central North Miami. The restrooms in Pepper Park were refurbished. The North Miami Stadium received some upgrades, including new synthetic turf and an upgraded drainage system. Our biggest goals are passing the general obligation bond, creating more quality jobs and putting North Miami on the map for investors and developers.

Can you tell us about the general obligation bond?

One of the biggest challenges of my new term will be levying a general obligation bond for rebuilding infrastructure and addressing sea-level rise issues. This

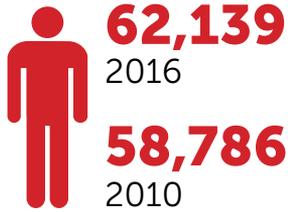


bond is badly needed for the city’s infrastructure. While there has been some resistance in the community, this resistance is normal in any process of change. You can observe the same in the evolution of all creatures. The proposed \$120 million bond would benefit projects chosen with the input of North Miami residents last year, including improvement of parks and community centers, construction of seawalls, road and sidewalk improvements and investment in affordable housing.

The city’s biggest challenge in the future will be the continued stress of climate change, but North Miami has proven its endurance. We were the first city to take a leading role in dealing with the threat of rising sea levels, and we are recommitting to that with this general obligation bond. My vision of a resilient city, able to withstand storms and sea-level rise, is inching closer. As a city, we will not bend. We will not fall. We will stay strong. We will remain the “City on the Move.” ■

North Miami in numbers:

POPULATION



GROWTH



AVERAGE HOUSEHOLD INCOME

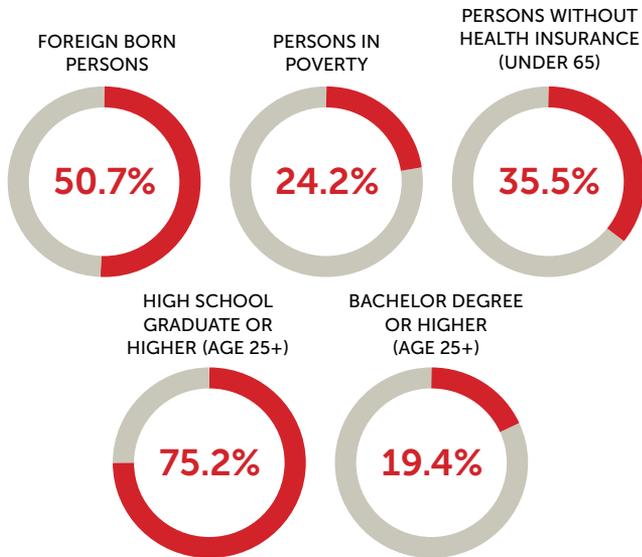
\$37,490 (2012-2016)

MEDIAN HOUSE PRICE (OWNER OCCUPIED)

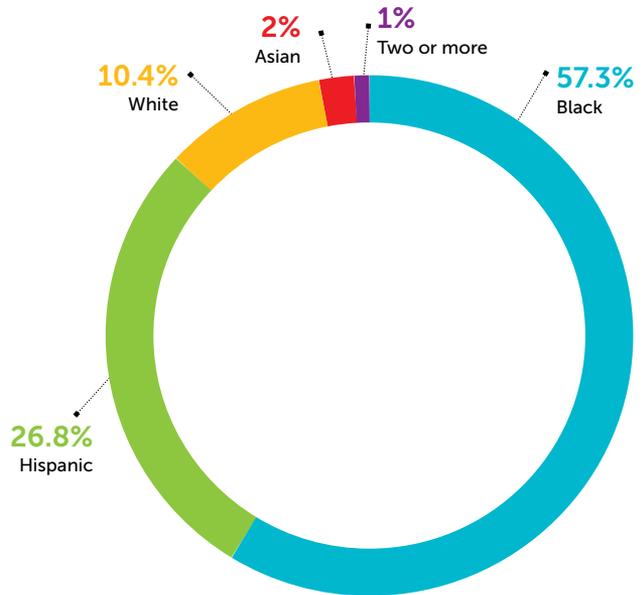
\$157,900

MEDIAN GROSS RENT

\$1,019



Racial makeup (2016):



Source: U.S. Census Bureau

(■■■) face of the town. This rapid expansion brought the need for a high school, as well as a new charter and a new name. The charter for the newly christened City of North Miami was officially enacted by the state legislature in 1953.

Modern makeover

Once dubbed “The City of Progress,” North Miami weathered some challenging times but today is re-emerging as a progressive and innovative community with a strong local government focused on transparency and accountability. In a county struggling with unaffordable housing and persistent flooding, North Miami offers relatively inexpensive land located on high ground. In the past decade, the city has cut unemployment in half and increased its general revenue by \$65 million. It also became the first city in the county to address sea-level rise and climate change concerns.

North Miami prides itself on being a family-friendly city that offers a wide variety of community events and facilities to its young, growing population, but no demographic is left behind. In 2017, a new So-

cial Services Division was created with a focus on seniors; it now falls under Community Planning and Development.

As it looks toward a vibrant future, the city’s focus is on modernization through revitalizing aging buildings, repairing cracking infrastructure and improving technology. This facelift is packaged in the form of a general obligation bond, officially branded the NoMi GO Bond, not to exceed \$120 million, \$10 million of which will go to affordable housing. The estimated cost to homeowners is an increase of about \$2.89 per \$1,000 of assessed home value to be added to the city’s current tax rate of \$7.50 per \$1,000. Residents will vote in a special election to be held in May 2018.

The city’s Community Beautification Program aims to enhance neighborhoods, improve livability and promote community pride. Recent initiatives include stump removal, restoration following Hurricane Irma and cleaning up the city’s streets through the regular Keep North Miami Beautiful Community Clean-Up projects in order to raise curb appeal and attract new businesses and residents.

“There is a positive transformation taking place in North Miami without the negativity of gentrification,” Jimmy Tate, president of Tate Capital, told Invest. “The people within their own community are taking pride in their homes, streets, parks and places of business. Communities are improving and values are going up all around. The market has been improving, and people are gaining confidence. They’re working and investing in their homes and businesses.”

In a continued effort to spur economic growth, as outlined in the city’s 2015 Adopted Comprehensive Plan, the 2017 Land Development Regulations updates will help to ensure quality, safety, resiliency and the general welfare of the community as a number of new projects break ground. Additionally, the Downtown Revitalization Initiative focuses on sparking redevelopment as it works to transform the physical image of downtown.

■ Suds, sounds and the silver screen

A big part of North Miami’s recent efforts to attract new business have been focused on breweries, music and film. With a Tri-Rail station proposed for the corner of NE 125th Street (bids for a master design of the transit station started going out in August 2017), higher density and redevelopment are on the horizon. The city is looking to breweries to help activate foot traffic, stimulate nightlife and spur the economy in that area.

In June 2017, the North Miami CRA (NMCRA) and city council approved a \$150,000 business attraction grant for Descargo Brewing Company to open in 2,800 square feet of space at 12355 NE 13th Avenue, with three barrels of production, seating for 60, a 1,200-square-foot tasting room and an outdoor beer garden. In July, Lost City Brewing Company signed a five-year lease with a five-year option for 3,800 square feet at 12207 NE 13th Court. The city has also signed a five-year agreement with Florida International University (FIU) to host the North Miami Brewfest, a one-day festival featuring some of the state’s best craft breweries and their unique beers, through 2021. In 2017, the festival moved to the MOCA Plaza.

Officials continue to explore the idea of positioning North Miami as a Music City. In 1958, Mack Emerman bought a building and opened the first recording studio of many to come to this location. In 1965, James Brown’s classic “I Feel Good” was recorded at Criteria, and today The Hit Factory Criteria remains one of the largest and busiest recording venues in



Larry Spring, Jr.
City Manager
City of North Miami
Executive Director
North Miami
Community
Redevelopment Agency

What impact do you think the SoLē Mia project will have on North Miami?

I think it’s a multifaceted impact. The obvious one will be the economic impact of new property taxes and the additional sales taxes that will be generated by the retail in that area. It will also invite a new type of resident — the young professional — to live, work and play in our city. Not only is it bringing new people, but it’s actually also encouraging other real estate developers to move forward with their own developments.

What experience-based retail is NoMi focusing on?

Descarga Brewing Company is a great example. We provided some funding to the organization to help it get situated here. We’re in discussions with another brewer about a location on West Dixie. We are the title sponsor and a partner with FIU for Brewfest, which is now physically located at our MOCA Plaza, as a result of us making that investment. We have also been encouraging a lot of restaurants as a part of our rebranding strategy. We’ve seen some restaurants that get to their three-year mark and fizzle out, but we’ve been able to line up the locations and bring in additional replacement restaurants. We also have the new NoMi Bar & Grill that opened in the old Moca Café space, which is right there next to Café Creme in the downtown area. Our CRA is trying to attract more to make our downtown more inviting to residents and visitors.

What makes the city a great place to do business?

We have it all. We are a family-oriented community, with multiple generations that really believe in the character and nature of the city. We’re perfectly positioned geographically between Miami and Fort Lauderdale. We’ve got everything: waterfront, bay views, big parks and a hometown feel. People like coming downtown to have dinner and walking to the cultural attractions in the area. The city refined and approved new land development regulations, so we’re ready and open for business. North Miami is at the beginning of its journey as a redeveloping city. All are welcome. ■



Michael Tillman
Managing Director
 LeFrak

Over the past year, we have started to see SoLē Mia come to life. Warren Henry and Costco have commenced construction and intend to open in late 2018, and we are well underway on the first two residential towers. We intend to deliver the first tower in early 2019 and the second tower a few months thereafter. We're very excited about the amenities we will be offering our residents both within the buildings and outside, including the ten-acre Crystal Lagoon, which will come on-line with the residential property.

As we continue to develop the project, there will be active parks; walking and jogging trails; green spaces; a full clubhouse for residents with a host of amenities, including dining, gym/spa, etc.; and activities all around the Crystal Lagoon. These will include beaches, floating marinas and non-motorized water sports such as paddle boarding and kayaking, as well as slides and other water activations that cannot be re-created elsewhere. No one is going to find 185 acres on a main corridor in South Florida anymore, so we have the opportunity to do something here that will be unique and inimitable.

When we filed the plans for our first two residential towers, they were the first sets of plans for a high-rise building in North Miami in nearly two decades. It's great to see other developers paying attention to the city. Those developers are gaining interest in North Miami because they know that this project is something great and that it is going to happen with the sponsorship of two very strong and capable developers, LeFrak and Turnberry Associates. We also know that if this project is successful, North Miami will see a resurgence. If the city continues to incentivize businesses and developers to come in, as it is currently doing, I think we will see the City on the Move quickly realize its tremendous potential. ■

the Southeast. Most recently, the City of North Miami Public Information Officers Eunicia Baker and Cassandra Timothe recorded the city's #Get2NoMi theme song at Criteria Studios with producer/engineer Scott "Scottie Nova" Crawford, free of charge. A number of other studios have also taken up residence in the area from NW 135th to 141st Streets between 7th Avenue and I-95, offering a variety of space, equipment and vibes to artists ranging from Justin Bieber to Juvenile and from Kool & the Gang to Cocaine Cowboy Mickey Munday.

Hollywood and Atlanta aren't the only places vying for film and production companies. North Miami locations have been featured in such shows as "Ballers" and "Burn Notice," and Greenwich studios, one of the largest studios in South Florida, also calls the city home. In June 2017, North Miami approved a film incentive program that reimburses 30 percent of filming costs over \$10,000, up to \$50,000, to be paid by the NMCRA as long as the filming is done in the city's redevelopment area. Production companies are also eligible for free parking for their equipment based on their spending, as well as a waiving of fees for the use of city facilities.

This program comes after the State of Florida failed to replenish the Florida Entertainment Incentive Program, which ended last summer. North Miami is committed to maintaining its place as a popular shooting location and values the importance of film as a vehicle for culture, education and entertainment, as well as economic growth.

■ New developments

In February 2016, the North Miami City Council designated a 16-block area of NW 7th Avenue between NW 119th and NW 135th as the Chinatown Cultural Arts and Innovation District. The master plan, prepared by urban designer Keith & Schnars, was completed in July 2017 and cost the city \$175,000. In November 2017, the NMCRA approved the masterplan and committed to spending a minimum of \$3 million on infrastructure, streetscape and business grants.

The District, which will feature two ornate gates leading into the region's first Chinatown, will celebrate Chinese art, culture and innovation. The hope is that this forward-looking plan will put the city on the international map, attract new business, create jobs and raise property values in the area.

In addition to the large-scale master-planned SoLē Mia community, which promises to be a huge taxation and employment boost for North Miami, a number of other projects were recently completed or are

currently in the works. Audi North Miami opened in October, Publix opened a store at the 127th Street Shopping Center in December and in January 2018 the North Miami Planning Commission recommended approval of the Biscayne Harbour Apartments, an 11-story, 52-unit development at Broad Causeway and 123rd Street. Parkview Villas, at 2500 NE 135th Street, and East of 5th Townhomes, at 12121 NE 5th Avenue and 509 NE 121st Street, are also both under construction.

“We work with developers to take an environmentally impacted site and transform it into a usable piece of property for both residential and commercial industrial development,” Eddy Smith, senior vice president at SCS Engineers, told Invest:.. “Our work in North Miami has been focused on the SoLē Mia project. It really is a prime piece of real estate that is being transformed from a dump into a really nice development.”

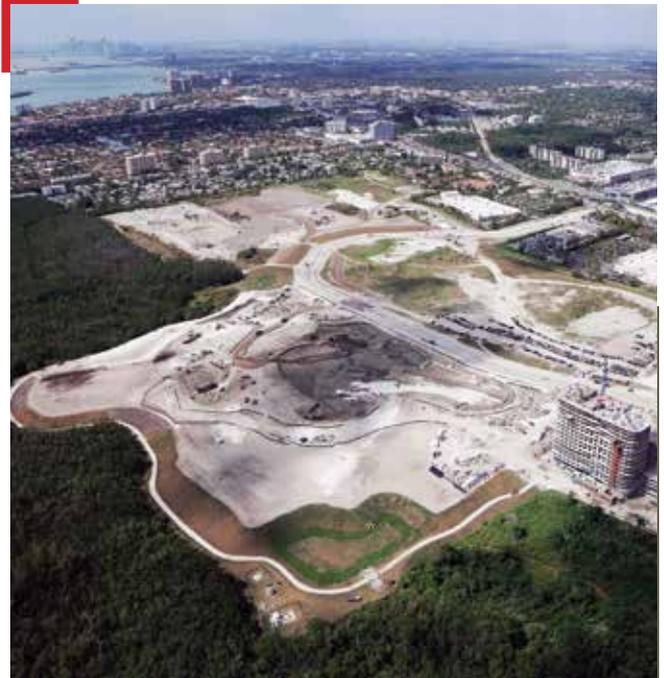
In February 2018, the city considered a proposal from Blue Road for a mixed-use development project dedicated to senior and assisted living. Part of the proposal included 1,795 square feet of ground-floor retail space reserved for the Museum of Contemporary Art (MOCA), which is run by the city.

“The City of North Miami is setting a good example that will continue to be replicated,” Kobi Karp, president of Kobi Karp Architecture and Interior Design, told Invest:.. “Since there isn’t an influx of developers moving into the area, the growth is sustainable and gives time for support systems and infrastructure to keep up their pace.”

■ Attractive city

Millennials are the largest group of home buyers in the country and are quickly becoming the most influential adult generation. With an average monthly price of \$1,418, North Miami’s rental market is more affordable than nearby cities like Miami (\$1,632), North Miami Beach (\$1,523) and Doral (\$1,763), making it an attractive place to live for the younger generation. And for millennials looking to buy, North Miami’s median home price of \$157,000 is much lower than the City of Miami, at \$326,000. With its affordable housing, community offerings and burgeoning nightlife, North Miami is hoping to encourage more millennials to call it home.

In 2017, the city launched its Housing Improvement Program, a repair and rehabilitation grant designed to address aging and deteriorating homes by providing up to \$20,000 for home repairs for income-eligible homeowners. Applications for the



SoLē Mia

SoLē Mia, a 184-acre, \$4 billion mixed-use, master-planned community in North Miami, is one of the largest development projects in South Florida, spearheaded by billionaire families Soffer and LeFrak (hence the name: “So” for Soffer, “Le” for LeFrak and “Mia” for Miami). Since the 1960s, a variety of attempts to develop this desirable land just south of Aventura — the more creative of which included an amusement park and ski resort — have failed. The area housed a municipal landfill from 1975 to 1981, and the City of North Miami leased the land to Oleta Group, led by the Soffers, in 2015.

While the visionary project has experienced several delays, in September 2017, developer SM Multifamily LLC secured a \$101 million HUD-insured loan from Wells Fargo for two 17-story luxury residential towers with a total of 400 units and attached parking. This first phase is expected to jumpstart the development, which hopes to bring long-term economic growth to the city.

The whole project is projected to take two development cycles and 15 years to complete. When finished, SoLē Mia will feature an innovative 10-acre lagoon with beaches; 12 residential buildings; a “Mainstreet” area with shops, restaurants, a hotel and other entertainment venues; and a Warren Henry car dealership. In April 2017, the city also filed a permit to build an \$85 million Costco warehouse store at the site. ■



The North Miami Brewfest, held annually at MOCA Plaza, features local breweries and their tasty beers.

program, funded by the city and the NMCRA, were made available beginning in December. This effort will not only help to instill pride in the city's current residents but will also make the city more desirable to potential new residents, both young and old.

■ Safety first

Following the 2016 shooting of unarmed behavioral therapist Charles Kinsey, the North Miami Police Department has undergone several important changes, with a focus on improving both officer training and community relations.

In 2017, the police department shelled out \$84,000 to the Police Executive Research Forum to conduct a four-month review of its crisis intervention training procedures. The training review was part of a longer-term plan to regain accreditation with the Florida Commission on Law Enforcement, which the department lost in

May 2016 due to concerns about training and record keeping, among other things. Additionally, a new Florida state law requiring police departments to establish autism training took effect in September.

In January 2017, the North Miami Police Department signed a five-year, \$533,000 contract with Point Blank Enterprises to implement body cameras and a video management system to hold its officers accountable. The city budgeted \$125,000 for the cameras in 2017. Statewide, police departments are testing a shield firearm camera, which mounts on the bottom of service weapons and starts recording when the guns are taken out of their holsters.

City Manager Larry M. Spring, Jr., CPA, created a community council in July 2016 to improve and strengthen relations between the police department and North Miami citizens. This continues to be an important forum for open communication.

“The City of North Miami budgeted \$125,000 for body cameras in 2017.”

In November 2017, the Miami Dolphins announced that they would help sponsor North Miami Police Athletic League (PAL) programs. The team noted that PAL programs, which center on helping the community's youth, provide an opportunity for police to connect with kids and positively influence their development. Dolphins players and representatives regularly show up at community events in support.

Other youth-oriented programs the North Miami Police Department participates in include lunching with students at the city's schools and the county's 5000 Role Models program, which guides minority male students through their schooling in an effort to close the achievement gap and increase their employability in higher-wage, higher-skills jobs.

■ Mind and body

High-quality educational institutions like FIU, Johnson and Wales (which consistently ranks number one in the region for diversity) and Barry University in nearby Miami Shores form an integral part of North Miami, providing ample opportunities for learning and workforce development.

"We work with the City of North Miami through a number of initiatives and have a great working partnership," Larry Rice, president of Johnson and Wales University, told Invest. "We're one of the few colleges in the city, maybe even in the county, that has an open campus. This was intentional, and we have become part of the fabric of the North Miami community. We are not exclusive. We have a walking campus not only for our students but also for people who live in the community."

Healthcare options ranging from the Miami Beach Community Health Center North and Jackson North Medical Center to the Villa Maria Nursing Center and a Borinquen Medical Center, along with a number of urgent care and walk-in clinics, keep the city's diverse population healthy.

Additionally, in 2018, the City of North Miami was named a finalist in the South Florida Business Journal's Healthiest Employers Awards for its efforts in encouraging its employees to participate in wellness programs and lead healthier, happier lives.

In April, the City of North Miami received the 2018 Miami-Dade Beacon Council Award for Business Climate and Policy. This category recognizes an organization or community that advances business policy solutions that facilitate economic development opportunities by reducing barriers to business growth. In 2017, the City of North Miami implemented sev-



Major Timothy
Belcher
*Neighborhood
Enhancement*
North Miami Police
Department

What were some highlights for the Neighborhood Enhancement Division in 2017?

Children in North Miami's PAL (Police Athletic League) program had a special opportunity last year. They visited the Miami Dolphins training camp to meet NFL players and discuss the importance of education, physical fitness and positive choices in a safe and fun environment. The Dolphins and NFL commissioner Roger Goodell partnered with the North Miami Police Department (NMPD) by holding a roundtable discussion about policing and community issues. Additionally, they made a generous donation to the PAL program, which offers tutoring, sporting activities and relationship building between youth and law enforcement.

The department also organized events like community bike rides and Coffee with a Cop — programs designed to create connections between the community and the NMPD. Another important program is the gun buyback initiative, in which we offer gift cards in exchange for firearms brought in by community members. This program is an effort to remove guns from our community, especially our streets and schools.

What are your goals for North Miami's community engagement in 2018?

We will make a positive impact on our community and deliver positive customer service by enhancing our partnerships with the citizens, businesses and organizations of North Miami. We are working to build trust with the community, especially the younger generations, through respect and professionalism, and we educate people so they understand and follow ordinances and laws within the city. Another focus is teaching our community to reach out to us when they see issues as part of our See Something, Say Something campaign. We will continue our community outreach through social events and neighborhood and business visits. The NMPD respects the sanctity of life by focusing on quality training, de-escalation, community policing and effective communication. ■



North Miami Community Redevelopment Agency (NMCRA)

The North Miami CRA kicked off 2018 with a fun-filled celebration of music, art, design and dining featuring musical performances by Grammy-nominated singer Angie Stone and family activities in MOCA Plaza. The event was designed to showcase the city's unique business, cultural, artistic and entertainment options.

Covering an area of 3,250 acres, or approximately 60 percent of North Miami, the NMCRA is an independent government organization whose purpose is to eliminate areas of slum and blight in the city. It does this by increasing taxable values for a limited time in deteriorating areas in an effort to transform them into economically viable neighborhoods that contribute to the greater health of the community. The NMCRA offers a number of grants and business incentives to encourage sustainable redevelopment.

One such incentive the NMCRA implemented in 2017 is a \$7,500 grant available to existing mom-and-pop businesses to help them develop customer-friendly tech platforms, provide training and purchase equipment for their business. It also provides six months' rental reimbursement for business expansion to new and existing business in the NMCRA district, as well as a 50-50 match for rehabilitation up to \$100,000 (up from \$80,000 in 2016).

The NMCRA is a major engine behind the revitalization of North Miami, encouraging the community to actively participate in and celebrate the city's growth. ■

eral innovative economic development programs, including its film incentives program and the Green Rehabilitation Grant.

■ “Eccentric, rhythmic, tasteful and artistic”

North Miami is known for its diversity and authenticity, offering the area's largest concentration of mid-century modern buildings and an array of eclectic shops. It's a place where you can find weave salons next to dollar stores next to high-end antique stores peddling \$20,000 sofas. Residents and visitors alike can enjoy live music (like monthly Jazz at MOCA), shop for unique home furnishings and boutique fashion and experience art and culture all in one place.

In 2017, the NMCRA won a Florida Redevelopment Association (FRA) award for its planning study, which included an outline of 14 economic development goals and a step-by-step guide to achieve them. This plan for revitalization and the slogan “To NoMi is to love me,” adopted in 2016 under the guidance of Pompano Beach-based Redevelopment Management Associates (RMA), are part of the NMCRA's ongoing rebranding efforts, showcasing the “eccentric,” “rhythmic,” “tasteful” and “artistic” experiences on offer in the city year round.

In January 2018, after a two-year search, North Miami's crown jewel the Museum of Contemporary Art (MOCA) named a new executive director, Chana Budgazad Sheldon, to continue its reputation for trailblazing in the art community. Under Sheldon's expert guidance, the museum will maintain its tradition of making contemporary art accessible to diverse audiences.

■ Bright future

North Miami is truly a city on the upswing. Perhaps its biggest challenge is to promote its attractions and encourage responsible, sustainable development without isolating its current residents and while continuing to ensure local stakeholders' positions. City leaders, hand in hand with the NMCRA, appear more than capable of rising to the test. ■

Capital Analytics would like to thank the City of North Miami for its contribution in compiling this chapter. To learn more, visit their website: www.northmiamifl.gov

