



**Legislation
11.4.**

City of North Miami Beach
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MEMORANDUM

TO:	Mayor and City Commission
FROM:	Vice Mayor Daniela Jean
VIA:	Andrew Plotkin, Interim City Manager
DATE:	December 16, 2025

RE: Ordinance No. 2025-14 (First Reading) Creating Workforce and Hero Housing Program (Vice Mayor Daniela Jean)

Description

BACKGROUND

ANALYSIS:

RECOMMENDATION:

**FISCAL/ BUDGETARY
IMPACT:**

ATTACHMENTS:

Description

- ☐ Staff Report
- ☐ Ordinance
- ☐ PZB Minutes



Community Development Department – Planning & Zoning Division
17050 NE 19th Avenue, 1st Floor
North Miami Beach, FL 33162
(305) 948-2966

STAFF REPORT – CITY COMMISSION MEETING

Meeting Date: 12/16/2025	Case Number: 25-16	Name: Workforce and Hero Housing Program
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REQUEST

A request for the approval of an ordinance to establish a voluntary Workforce and Hero Housing Density Bonus Program (WHHDB) for eligible developments, submitted by the City of North Miami Beach.

BACKGROUND

The City of North Miami Beach (City) recognizes a significant shortage of attainable housing options for members of the local workforce and essential community-serving personnel (“heroes”). Rising housing costs have created affordability challenges, forcing many individuals who work within the City such as teachers, nurses, police officers, firefighters, and other essential workers to live elsewhere and commute into the City.

In response, the proposed Workforce and Hero Housing Density Bonus Program (WHHDB) establishes a voluntary mechanism to encourage the private development community to integrate affordable workforce and hero units within new residential or mixed-use projects. The program seeks to improve housing access, reduce commuter congestion, and strengthen community stability by enabling essential workers to live closer to their places of employment.

Project Staff Planner: Zafar Ahmed Director Community Development Department	Review Dates: <u>Planning & Zoning Board Meeting:</u> 11/10/2025 <u>City Commission Meeting:</u> 12/16/2025	Attachment: I. Staff Report II. Ordinance No. 2025-XX III. Staff Presentation IV. PZB Meeting Minutes
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PURPOSE AND INTENT

The intent of the proposed ordinance is to:

- Encourage the development of housing affordable to moderate- and middle-income households earning between 65% and 140% of the Area Median Income (AMI).
- Recognize and support essential service professionals (“heroes”) including law enforcement, teachers, healthcare workers, firefighters, and active duty/veteran military personnel.
- Promote economic and social diversity in new developments.
- Encourage mixed-income housing integrated throughout the city while preserving design quality and neighborhood character.
- Provide a voluntary density incentive to offset affordability requirements and encourage developer participation without mandating inclusionary zoning.

ANALYSIS

The Workforce and Hero Housing Density Bonus Program (WHHDB) is designed to:

- Balance development incentives with long-term community benefits.
- Attract private investment in workforce housing without requiring mandatory inclusionary provisions.
- Improve proximity between essential workers and their workplaces.
- Support transit-oriented development and reduce regional commuting patterns.
- Encourage equitable housing opportunities across diverse income levels.

Economic modeling based on comparable programs (e.g., City of Doral and City of Miami Beach) indicates that density bonuses of up to 30% can effectively incentivize private sector participation when combined with flexible unit distribution and predictable review timelines.

PLANNING AND POLICY CONTEXT

The proposed ordinance supports and advances multiple adopted City policies and state directives, including:

- **City of North Miami Beach Comprehensive Plan**, Housing Element Goals 1–3: promoting affordable and workforce housing opportunities.
- **Strategic Plan 2025**: advancing livability and economic resilience by ensuring housing diversity.
- **Florida Statutes Chapter 163.3177(6)(f)**: requiring local governments to provide mechanisms to meet affordable housing needs.
- **Live Local Act (SB 102)**: promoting workforce housing near employment centers and transit corridors.

SUMMARY OF PROVISIONS

This ordinance establishes the *Workforce and Hero Housing Density Bonus Program (WHHDB)* under Chapter 24, Article XXI of the City's Land Development Code.

The program implements Comprehensive Plan Policies by providing a density bonus of up to thirty percent (30%) within mixed-use districts in exchange for inclusion of workforce and hero housing units affordable to households earning between sixty-five percent (65%) and one hundred forty percent (140%) of Area Median Income (AMI).

The ordinance creates a Workforce and Hero Housing Overlay District (WHH Overlay) that allows **Establishment of Density Equivalency Factors** for the purpose of calculating allowable residential density, qualifying workforce or hero housing units shall be assigned fractional equivalency values according to the following table:

Unit Type	AMI Level	Density Equivalency Factor (DEF)
Studio or 1-Bedroom Workforce/Hero Unit	≤120% AMI	0.5 unit
2-Bedroom Workforce/Hero Unit	≤120% AMI	0.75 unit
3+ Bedroom Workforce/Hero Unit	≤120% AMI	1.0 unit
Market-Rate Units (any size)	—	1.0 unit

This mechanism enables attainable housing production while maintaining total unit counts within the maximum density permitted by the underlying land-use category.

The WHHDB framework establishes:

- Eligibility and application requirements (§§ 24-58.1 & 24-58.2 reference);
- Design and quality standards ensuring workforce units are physically integrated and visually comparable to market-rate units;
- Long-term affordability and compliance monitoring (20-year minimum period); and
- Enforcement procedures and civil penalties for violations.

Adoption of this ordinance supports the City's strategic goal of promoting attainable housing opportunities for essential workers while maintaining high design standards and neighborhood compatibility.

CONSISTENCY WITH THE COMPREHENSIVE PLAN

The proposed Workforce and Hero Housing Program ordinance is supported by the following goals, objectives, and policies of the City of North Miami Beach Comprehensive Plan:

Future Land Use Element

Goal 1

Encourage redevelopment and development to enhance the economic base of the City, improve the aesthetic quality of the commercial corridors and existing neighborhoods, and provide a range of housing and employment opportunities to accommodate, serve and employ the projected population, while protecting established single family neighborhoods.

Policy 1.2.1

The City shall ensure that infill and redevelopment efforts are balanced with the need to preserve community character, provide affordable housing, and preserve historic resources.

Policy 1.12.1

The City should promote the mixing of income levels in neighborhoods by encouraging the development of affordable housing in new and infill development projects that include a residential component.

Policy 1.12.6

The City shall continue to evaluate its existing housing stock conditions, and encourage the provision of housing that is affordable to and appropriate for households of all income levels and needs.

Policy 1.12.7

The city should periodically monitor the range of housing choices provided within its boundaries, and adjust codes, incentives and/or subsidies as necessary to encourage a variety of housing types and price ranges.

Housing Element

Goal 1

To assure the availability of adequate, safe, and affordable housing for all residents of North Miami Beach.

Objective 1.1

Assist the private sector in providing a diversity of housing types, including "in-fill" housing and redevelopment as appropriate, to achieve new owner-occupied and rental single-family units and multi-family units. In-fill housing is new housing on scattered vacant lots in neighborhoods which are largely developed. Redevelopment means new units in existing residential areas. Measures: Number of new housing units provided and resulting percentage of households in each income group.

Policy 1.1.1

In order to accommodate the market as it responds to the increased demand for a diversity of housing types, including middle, low, and very low-income single-family housing units, the City should investigate the possibility of identifying areas where changes to future land use designations, density and intensity restrictions, land development regulations, and urban design principles would be appropriate. In

accordance with the Coastal Management Element, density and intensity increases shall not be considered in the Coastal High Hazard Area.

Objective 1.4

The City shall promote the provision of a full range of housing types to meet the existing and future needs of all residents, including very low, low, moderate, middle income, and special needs households in proportions reflective of demand.

Policy 1.4.1

The City shall support efforts to bring rental units within the reach of low and moderate income households, with a particular focus on infill lots and redevelopment areas west of Biscayne Boulevard.

Policy 1.4.3

The City will continue to seek partnerships with private and/or non-profit housing corporations to promote homeownership and housing opportunities.

Objective 1.2

Continue to utilize the appropriate mechanisms to address all housing issues, including redevelopment, rehabilitation, the quality of housing, housing affordability, and increasing home ownership City-wide.

Policy 1.2.1

The City shall continue to utilize the appropriate mechanisms for housing policy development as well as coordination and implementation of the housing policies contained in this plan.

PLANNING AND ZONING BOARD ACTION

Based on the evidence and testimony presented at the November 10, 2025, the meeting minutes provided as *Attachment IV – Planning and Zoning Board Meeting Minutes*, the Planning and Zoning Board of the City of North Miami Beach voted **4 to 1** recommending approval of this ordinance to the Mayor and City Commission of the City of North Miami Beach by finding it consistent with the applicable Florida Statutes and the City of North Miami Beach Comprehensive Plan.

RECOMMENDED MOTION

Move to approve Ordinance No. 2025-XX, “Workforce and Hero Housing Density Bonus Program,” finding it consistent with Florida Statutes §163.3177, the City of North Miami Beach Comprehensive Plan, and the City’s Land Development Code.

FISCAL/BUDGETARY IMPACT

The proposed ordinance is **not expected to have a direct fiscal impact** on the city. Implementation will be administered within existing staff capacity of the Community Development Department through plan

review and annual compliance audits. Long-term affordability enforcement will be supported by existing Code Compliance mechanisms

ORDINANCE NO. 2025-XX

AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF NORTH MIAMI BEACH, FLORIDA, AMENDING CHAPTER XXIV, “ZONING AND LAND DEVELOPMENT,” OF THE CODE OF ORDINANCES, TO CREATE A NEW ARTICLE XXI ENTITLED “WORKFORCE AND HERO HOUSING DENSITY BONUS PROGRAM”; PROVIDING FOR LEGISLATIVE FINDINGS; PROVIDING FOR DEFINITIONS, ELIGIBILITY CRITERIA, AND DEVELOPMENT INCENTIVES INCLUDING FRACTIONAL DENSITY CALCULATION FOR QUALIFYING UNITS; PROVIDING FOR ADMINISTRATION AND COMPLIANCE; PROVIDING FOR CODIFICATION, CONFLICTS, SCRIVENER’S ERRORS, SEVERABILITY, AND AN EFFECTIVE DATE.

WHEREAS, the City of North Miami Beach (the “City”) recognizes that a shortage of affordable and workforce housing opportunities exists within the City and that this shortage adversely affects the health, safety, and welfare of residents and community-serving professionals; and

WHEREAS, the City seeks to encourage the voluntary inclusion of workforce and hero housing units in private development projects by offering meaningful density incentives while ensuring compatibility with the City’s Comprehensive Plan; and

WHEREAS, the City Commission finds that fractional density equivalency factors are an appropriate and equitable means of recognizing smaller or income-restricted dwelling units within the City’s overall density framework; and

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF NORTH MIAMI BEACH, FLORIDA:

SECTION 1. The foregoing whereas clauses are true and correct and adopted as the legislative and administrative findings of the City Commission and made a specific part of this Ordinance; all exhibits attached hereto are made a specific part of this Ordinance.

SECTION 2. That the Code of Ordinances of the City of North Miami Beach be and the same is hereby amended as more fully set forth in the attached Exhibit “A”, and by reference are made a part hereof.

SECTION 3. CODIFICATION. It is the intention of the City Commission that the provisions of this Ordinance shall become and be made a part of Chapter XXIV, “Zoning and Land Development,” of the City Code. The sections of this Ordinance may be renumbered or re-lettered to accomplish such intentions; and the word “ordinance” may be changed to “section,” “article” or any other appropriate word.

SECTION 4. CONFLICTS. If the provisions of this Ordinance conflict with any other ordinance, rule or regulation, the provisions of this Ordinance shall prevail. All ordinances or parts of ordinances in conflict herewith are repealed.

SECTION 5. Any typographical errors that do not affect the intent of this Ordinance may be corrected with notice to and authorization of the City Attorney and City Manager without further process.

SECTION 6. SEVERABILITY. The provisions of this Ordinance are declared to be severable, and if any section, sentence, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional by a court of competent jurisdiction, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance, but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

SECTION 7. EFFECTIVE DATE. This Ordinance shall become effective immediately upon adoption by the City Commission.

APPROVED on this first reading this _____ day of _____ 2025

APPROVED AND ADOPTED on second reading this _____ day of _____, 2025

ATTEST:

ANDRISE BERNARD, MMC
CITY CLERK

MICHAEL JOSEPH
MAYOR

(CITY SEAL)

APPROVED AS TO FORM AND LEGAL SUFFICIENCY FOR THE USE
AND RELIANCE OF THE CITY OF NORTH MIAMI BEACH ONLY:

JOSEPH S. GELLER
CITY ATTORNEY

SPONSORED BY: Mayor and City Commission

EXHIBIT A

Chapter XXIV, “Zoning and Land Development,” of the City of North Miami Beach Code of Ordinances is hereby amended to create a new Article XXI. entitled “Workforce and Hero Housing Density Bonus Program,” to read as follows:

ARTICLE XXI. WORKFORCE AND HERO HOUSING DENSITY BONUS PROGRAM

Sec. 24-228. Intent and Purpose.

It is recognized that a shortage of workforce and hero housing exists in the City of North Miami Beach, which is detrimental to the public health, safety, and welfare. Housing costs in the City are increasingly unaffordable for many workers and community-serving professionals (“heroes”), forcing them to live in other areas of Miami-Dade County and commute into and out of North Miami Beach.

The purpose of this Article is to establish a voluntary *Workforce and Hero Housing Density Bonus Program (WHHDB)* that provides additional development incentives including density equivalency factors—for the creation of affordable, workforce, and hero housing units within new or redeveloped residential and mixed-use projects.

Sec. 24-229. Definitions.

(A) **Area Median Income (AMI).** The median income for the Miami-Miami Beach-Kendall Metropolitan Statistical Area (MSA), adjusted for household size, as published annually by the U.S. Department of Housing and Urban Development (HUD).

(B) **Workforce Housing Unit.** A dwelling unit affordable to households earning up to 120% of the Area Median Income.

(C) **Hero Housing Unit.** A dwelling unit reserved for qualified public service professionals such as teachers, first responders, nurses, and public employees, affordable up to 140% of the AMI.

(D) **Qualified Development.** A development in which at least ten percent (10%) of total proposed dwelling units are designated as workforce or hero housing units in accordance with this Article.

(E) **Density Equivalency Factor (DEF).** A fractional value assigned to qualifying workforce or hero housing units for purposes of calculating residential density, as provided in accordance with this Article.

Sec. 24-230. Eligibility and General Provisions.

(A) Participation in the Workforce and Hero Housing Density Bonus Program is voluntary.

(B) All developments seeking density bonuses or fractional density recognition under this Article shall:

(1) Comply with applicable zoning district standards and Comprehensive Plan density ceilings.

(2) Provide recorded restrictive covenants ensuring affordability compliance for a minimum period of 30 years.

(3) Submit an affordability plan approved by the Director of Community Development.

(4) Bonuses and equivalency factors may be combined with other local, state, or federal housing

incentives, provided the total density does not exceed the maximum permitted under the City’s adopted Comprehensive Plan.

Sec. 24-231. Fractional Density Calculation for Workforce and Hero Housing Units.

(A) Establishment of Density Equivalency Factors.

For the purpose of calculating allowable residential density, qualifying workforce or hero housing units shall be assigned fractional equivalency values according to the following table:

Unit Type	AMI Level	Density Equivalency Factor (DEF)
Studio or 1-Bedroom Workforce/Hero Unit	≤140% AMI	0.5 unit
2-Bedroom Workforce/Hero Unit	≤140% AMI	0.75 unit
3+ Bedroom Workforce/Hero Unit	≤140% AMI	1.0 unit
Market-Rate Units (any size)	—	1.0 unit

(B) Computation of Total Permitted Units.

The total number of dwelling units permitted on a site shall be determined by summing the products of each unit type multiplied by its DEF value, not to exceed the maximum number of equivalent dwelling units allowed by the applicable zoning district.

(C) Rounding.

When the application of DEFs results in a fractional number of total dwelling units, the result shall be rounded down to the nearest whole number.

(D) Applicability.

Fractional density calculations shall apply to qualifying projects City-wide and shall not require the establishment of a separate overlay district.

Sec. 24-232. Administrative Procedures.

- (A) Developers shall submit a Density Equivalency Calculation Table at the time of site plan or conditional use review.
- (B) The Community Development Department shall verify compliance with DEFs prior to site plan approval and prior to the issuance of a building permit.
- (C) Annual monitoring reports shall be required to ensure compliance with affordability covenants and occupancy standards.
- (D) A certificate of occupancy issuance is contingent on recorded covenants.

Sec. 24-233. Compliance and Enforcement.

Violations of this Article shall constitute a zoning violation enforceable pursuant to Chapter 24, Article XVII (Enforcement and Penalties), and may also be subject to the provisions of Chapter 14 where applicable, pursuant to “Building and Housing” Sec. 14-12.1, -“Residential Rental Permits and Inspections” of the City Code, and may result in revocation of any bonus entitlements granted under this Article.



City of North Miami Beach, Florida

Community Development Department

Planning and Zoning Board Meeting Minutes

Monday, November 10, 2025 - 6:00 P.M.

Mark St. Vil called the meeting to order at 6:04 PM

1. Call to Order

Board Members:

Mark St. Vil, Chair
Daniel Heisler
Julian Kresiberg
Gregory Thomas
Ruth Ogen

Staff:

Zafar Ahmed, Community Development Director
Mitchell Austin, Assistant Com. Development Director
Daniel Lozandier, Senior Planner
Javier Parra-Garcia, Planner

Absent:

The Pledge of Allegiance was recited.

2. Approval of Minutes and Next Meeting Date

Minutes of the July 14, 2025 meeting have been approved

Next Planning and Zoning Board Meeting Scheduled for December 8, 2025

3. Chair Report

NO REPORT

4. General Public Comments

NO COMMENTS

5. Quasi-Judicial Public Hearing



City of North Miami Beach, Florida

Community Development Department

NO ITEMS

6. Legislative Items

I. Sustainability Master Plan

- Mitchell Austin, Assistant Comm. Devel. Director Presents at 6:08 PM
- Julian Kreisberg, Board member, asks if this is the prerequisite for City Commission
- Mitchell answers yes, as the designated local planning agency, as required by Florida Statute, the Planning and Zoning Board sits to provide advice or recommendations to the elected body, the City Commission, and Mayor regarding Planning items.

Motion made at 6:15 PM for approval by Gregory Thomas and was seconded by Julian Kreisberg

Chair, Mark St. Vil	YES
Daniel Heisler	YES
Ruth Ogen	YES
Julian Kreisberg	YES
Gregory Thomas	YES

II. Home-Based Business Ordinance

- Mitchell presents at 6:34 PM
- Daniel Heisler, board member, says this is to clean up to comply with Florida Statutes.
- Mitchell responds yes, that's the intent. One of the things that Community Development leadership staff pointed out in the commission budgetary workshop earlier this year, was that working with this code we are new to, because we both the director and I have been here less than a year, is that there is a lot of antiquated language in our code of ordinances and a lot of inconsistencies



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because the AD HOC nature that typically occurs with adopting code of ordinances and working with them over time and updating. So it's a priority for us to engage in this update process as we find things that are pertinent and relevant to things that we're encountering. Business Tax Receipt application is one of those things that we encounter on a fairly regular basis. So we need to get this cleaned up for operational efficiency.

- d. Ruth Ogen, board member, asks how the city will verify if a home-based business exists. Some people would try to avoid paying. How can you verify if there is a business?
- e. Mitchell Austin responds that enforcement is a constant problem even on commercial properties. We have business that routinely opens, and because they have to go through the Department of Environmental Protection approval process at Miami-Dade County, and are issued a receipt for having paid the fees. Many businesses, especially the people that are new to the business community, think that's all they need, and they fail to come to us to get the local business tax receipt from the municipality. That's not a North Miami Beach problem; it's a universal issue county-wide.
- f. Ruth responds I understand but they have a location in a commercial area but in a residential area, how would you verify?
- g. Mitchell Austin responds so it would be a complaint driven process just like most code compliance. There is no way to proactively patrol with code compliance officers to see if somebody is operating a home based business in their residence. What we have found recently with a couple of applications that have come through, they need to make sure they have this in order to get business loans or lines of credit. Otherwise, there is no way to proactively patrol.
- h. Mark St. Vil, Chair, identifies a scrivener's error in the attached ordinance, second page, section (two) 2, subsection (two) 2, you are missing a Y on the word "applying" for business tax receipt.
- i. Mitchell acknowledges error.
- j. Mark says I understand what's going on. Unfortunately, I've been around government a long time, so I know that it's not a random occurrence that one section says something that completely contradicts the second section. I understand that twelve (12) is coming in to define things that are not mentioned in twenty-four (24)



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so hopefully it will put us all on the same path. I have no further questions.

- k. Mitchell mentions that the scrivener's error will be pointed out and corrected before this goes to the city commission.

Motion made at 6:52 PM for approval by Gregory Thomas and was seconded by Ruth Ogen

Chair, Mark St. Vil	YES
Daniel Heisler	YES
Ruth Ogen	YES
Julian Kreisberg	YES
Gregory Thomas	YES

III. Public Notice Zoning Amendment

- a. Mitchell Austin presents at 6:53 PM
- b. Mark St. Vil asks if this impacts the large posterboard requirement.
- c. Mitchell Austin responds the posting of the property is still required by Florida Statute. This is exclusively for the legal ads and transitioning from the newspaper to the approved county-wide website.
- d. Mark asks if applicants are going to be advised that the city is now operating on the county's website. Is this going to be an initiative where you're putting information out so people know to update? Or is there a plan contemplated in the proposed budget and which do you think we're going to have as far as savings compared to last year?
- e. Mitchell responds operationally if this ordinance is adopted, yes we would notify applicants during the pre-application phase of fees associated with their proposed application. So in that process, we would notify them that the advertisement fees would be x,y, and z instead of a, b, and c.



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- f. Mark asks so it's not going to be a full outreach; it would be applicant-based when they are coming in.
- g. Mitchell responds correct.
- h. Ruth Ogen asks once it's approved by the commission, when does it go into effect?
- i. Mitchell Austin responds so it is an ordinance, and it has to be read twice. So if the first reading is in December, the second would be in January. The proposal is for it to go into effect immediately. However, the wild card is the final approval of the interlocal agreement. The resolution is on the city commission agenda for November 17. However the interlocal agreement has to be executed between the city and Miami Dade County. I'm not sure how long that administrative process will take.
- j. Ruth asks about advertising to the herald at least once annual
- k. Mitchell responds yes one time annually, we would have to advertise, notifying the public that our legal ads for general purposes are located in the Miami-Dade County website. Several other adjacent municipalities across the county are already participating in this with Miami-Dade County. Hialeah and Miami Gardens are in the list of seven (7) or eight (8).
- l. Gregory Thomas asks about the cost avoidance numbers, does it include the cost to maintain this. I assume you have to have a staff member run this by whoever needs to see it. Was that expense included?
- m. Mitchell responds so as far as what staff has on the table on the screen. The Miami Dade County website, that number includes, I believe, three (3) seats for Planning and Zoning staff to post those legal ads on the Miami Dade County Website and then the annual advertisement with the Miami Herald. In terms of legislative items, those would be the only costs on an annual basis. For Zoning applicants, the Land Development Fee Schedule allows the city to charge actual fees for the advertisement, so currently that's under seventeen hundred dollars (\$1,700) per ad with the Miami Herald and an additional two hundred dollars (\$200) for processing a legal ad. That administrative processing fee would be retained in the process. Given the value of the processing fee and the use of the website for both legislative and zoning applications its possible that would be the only fee the two hundred dollars (\$200) but that has to be evaluated once we get the real numbers.



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Motion made at 7:10 PM for approval by Gregory Thomas and was seconded by Julian Kreisberg.

Chair, Mark St. Vil	YES
Daniel Heisler	YES
Ruth Ogen	YES
Julian Kreisberg	YES
Gregory Thomas	YES

IV. Workforce and Hero Housing Ordinance

- a. Zafar Ahmed, Community Development Director, presents at 7:12 PM
- b. Daniel asks how it will be enforced.
- c. Zafar responds before the rent agreement is signed by the developer or property manager, they have to send the application to Community Development for employment verification. Once they are verified, they can qualify for the rent.
- d. Daniel asks so for each applicant they would send the city information once a year?
- e. Zafar responds once a year. If there are 20 units we have to certify that the applicants qualify for the rent. These include police, doctors, nurses, teachers qualify for this program.
- f. Daniel responds so basically what you're doing is incentivizing the developer to introduce smaller size units into the marketplace?
- g. Zafar responds yes so that their development would have additional units dedicated to workforce housing.
- h. Daniel asks smaller?
- i. Zafar responds smaller up to three (3) bedrooms would be considered as one (1), two (2) bedrooms would be point seven five (.75), one (1) bedroom would be point five (.5) or studio.
- j. Daniel asks how would this impact or would it impact condominium sales?
- k. Zafar responds this is not a sale program, it's a rental program, a density bonus program. We are not offering any other incentive.
- l. Daniel asks how this compares with live local act?



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- m. Zafar responds live local act is something different because it takes into consideration maximum densities. It allows developers to build at the highest possible densities within a certain area. This is only valid in the mixed-use districts. We cannot exceed the densities in those areas or the height. Within the current requirements, we are proposing a way to provide additional units that will be affordable.
- n. Daniel asks about streamlining the permit process and the amount of time it takes to get a project off the ground. Does this address that?
- o. Zafar responds there is a separate incentive program, an ordinance that I'm working with the city commission that will introduce something to that effect but this is strictly a bonus program. It's not about development fees or rebates or financial incentives.
- p. Daniel Heisler asks and it works in Orlando?
- q. Zafar responds that there is one in Orlando and one in Fort Lauderdale. I did some research that developers have introduced, and it's working.
- r. Daniel says when you chop things up, I'm not crazy about the whole thing. When you make things smaller, it actually adds costs to the development.
- s. Zafar responds it's not chopping after the fact. It's the additional units that are a proportionate size but are smaller than the regular sizes.
- t. Daniel says I'm in commercial real estate, when I have a big space and I have to divide the space into smaller spaces. It's much more costly. The walls, kitchens, bathrooms, and all this stuff are going to cost more for the additional units.
- u. Zafar responds that cost is a different factor. This is about additional units. How do you provide units within the same capacity that is approved?
- v. Daniel says you want to encourage the developer to offer a lower rate for those who meet the criteria, but in order to do that, you have to lower the cost of the development somehow. So the developer can afford to do the workforce housing.
- w. Zafar responds agreed, commissioner Chernoff has an initiative in place. It was already considered in a prior commission meeting; it required some additional work, and the commission has sent it



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back to us for further revision. The commission is aware that this is an issue. This is strictly to provide additional units within the requirements.

- x. Ruth asks will a one-bedroom in the workforce housing be the same size as a market rate one-bedroom?
- y. Zafar responds yes, that is one of the criteria, it has to be the same specifications, same sizes, same finishes no different from any market rate unit. It also must be found and accessed like any market rate unit.
- z. Ruth asks let's say the development would have one hundred units (100), they would now be able to have one hundred and thirty units because the one bedrooms would be counted as halves. So all the units in the development are going to be smaller because you're cramming more units in the same footprint. So a one bedroom that is one thousand (1000) square feet is going to be eight fifty (850)?
- aa. Zafar responds They are both going to be the same size, it doesn't change that.
- bb. Ruth asks about the Building Department enforcing this.
- cc. Zafar responds its not the Building Department, it's the Community Development Department. It's an agreement that the property manager has to sign with the city
- dd. Mark says that their selling point is that there are going to be upfront costs, and it's going to be 20 years of having to be subject to this program. After that period, you can go market rate. City of Miami down in Brickell is doing this by increasing the height of the building.
- ee. Zafar says this program is to find a solution and work with the limitations we have based on infrastructure and development needs
- ff. Joseph Geller, City Attorney, says that from a developer's perspective, what is going to raise the cost for a developer is going to increase height. As long as the footprint and height remain the same, there will be no additional costs for the developers. There are going to be other funds available for the fact that their incorporating workforce housing into their development. The additional cost savings will come in the form of tax abatements and other incentives that are available locally, state level, and federally for including workforce housing. Eventually, in 20 years



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when the units go market rate, there will be an increase in revenue due to the additional units.

gg. Mark asks about the summary in the provision in subsection 3 which talks about bonus density requirements. It states that they are capped at thirty percent (30%) for two-thirds of the bonus units to be affordable or hero housing.

hh. Zafar responds that they can't just have proportional units and then unlimited. They cannot have more than thirty percent (30%) allocated to the workforce. So if there is a 200-unit development, thirty percent of those units can be allocated for workforce housing. With this proportionate density, you can add another fifteen(15) or twenty (20) units within that envelope.

Motion made at 7:45 PM to accept by Julian Kreisberg and was seconded by Gregory Thomas

Chair, Mark St. Vil	YES
Daniel Heisler	YES
Ruth Ogen	NO
Julian Kreisberg	YES
Gregory Thomas	YES

V. Land Development Fee Study

- a. Mitchell Austin presents at 6:16 PM
- b. Julian Kreisberg asks if we are just accepting this study but were not putting it into effect.
- c. Mitchell Austin responds the resolution is to accept, if the mayor and city commission adopt the resolution accepting the study. The implementation that is called for in the resolution, directs the city manager and his staff to draft a revised ordinance to be considered by the mayor and city commission to enact the study's findings.
- d. Mark asks if it will be presented with the figures that are attached as Exhibit A, Correct?



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- e. Mitchell Austin responds Correct.
- f. Mark asks and is this whole impartial, or can we make recommendations if we want but can the city commission also make changes to the findings that Raftelis came up with? I'm reading in the little summary and it says they look at municipalities throughout the country and my concern is are we also in line with local municipalities, are we in line with what we're seeing in Dade and Broward Counties?
- g. Mitchell Austin responds the study parameters, and the consultant can speak to this in depth at the city commission meeting. Unfortunately, the way the contract was structured, we only have one presentation from them. The consultant works nationwide and internationally to some extent. They have a database of all these things and do perform extensive work in the state of Florida and within south Southeast Florida to Miami-Dade, Broward, and Palm Beach Counties. So they do have relevant data to look at. The final calculation on how the fees are supposed to be structured are based on the individual process or processes that we as staff laid out for them in the interview they did of our staff to determine how things move through the process from submittal to approval of city commission.
- h. Mark says so they are able to compare the workflow of the process in comparison to what's actually being charged from other municipalities to come up with some type of equation that takes into account both factors.
- i. Mitchell Austin responds what the comparison with other Municipalities is regarding, does our process seem reasonable, is it similar to those. Our costs are directly derived based on the total compensation hourly rate that our employees are receiving.
- j. Daniel asks about the cost of the study.
- k. Mitchell responds I don't have that figure off the top of my head. This purchase order for this study was also combined with land development fees and building permit fees. There was some policy question regarding the building department enterprise fund, to building permit portion of this project is nowhere near close to complete. So the total project is somewhere in the order of one hundred fifty thousand dollars (\$150,000) but I'm not sure what percentage of that this study presents. I can get that answer for you and provide it to the board members via email. So it's the



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smaller portion of the purchase order because this part of the project was less complicated than the Building permit fee portion.

- I. Daniel asks if it would make sense to tie an increase of the fees to CPI every year or every x number of years?
- m. Mitchell responds that it is not documented in the information that you received because we are still receiving more information from the consultant even as late as Friday of last week. That's part of their recommendation is to tie this in some way to increases, not necessarily into CPI but into the direct employment costs that we have on an annual basis. Then have a comprehensive five (5) year look, which given the data tables that we have as part of the deliverables from the consultant, we can actually do that in-house.

Motion made at 6:32 PM for approval by Julian Kreisberg and was seconded by Daniel Heisler

Chair, Mark St. Vil	YES
Daniel Heisler	YES
Ruth Ogen	YES
Julian Kreisberg	YES
Gregory Thomas	YES

7. Discussion

- I. **Miami-Dade County Local Mitigation Strategy**
 - a. Mitchell presents at 7:47 PM

8. Staff Comments



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9. Upcoming Meeting

The next Planning & Zoning Board meeting is scheduled for Monday, December 8, 2025

10. Adjournment