

NB 21. DISCUSS THE STATUS OF THE BYRON CARLYLE PROJECT AND THE  
STRUCTURE FOR THE CONTEMPLATED RFP(S)  
Applicable Area:

C4 U REFERRAL TO THE FINANCE AND ECONOMIC RESILIENCY COMMITTEE TO  
DISCUSS THE STATUS OF THE BYRON CARLYLE PROJECT AND THE  
STRUCTURE FOR THE CONTEMPLATED RFP(S).

Applicable Area:



**COMMISSION MEMORANDUM**

TO: Honorable Mayor and Members of the City Commission

FROM: Commissioner Tanya K. Bhatt

DATE: December 11, 2024

TITLE: REFERRAL TO THE FINANCE AND ECONOMIC RESILIENCY COMMITTEE TO DISCUSS THE STATUS OF THE BYRON CARLYLE PROJECT AND THE STRUCTURE FOR THE CONTEMPLATED RFP(S).

**RECOMMENDATION**

**BACKGROUND/HISTORY**

**ANALYSIS**

Please place on the December 11, 2024 City Commission agenda a referral to the January 2025 Finance and Economic Resiliency Committee ("FERC") to discuss the status of the Byron Carlyle Project and the Structure for the contemplated RFP(s).

The Byron Carlyle Theater complex, located at 500 71st Street in North Beach, has long been a focal point for arts and culture in the area. Originally opened in 1968 as Twin Cinemas, the City of Miami Beach acquired the theater in 2001, with the intention of revitalizing it as a cultural venue to support economic development and enhance the arts scene in North Beach. After a partial renovation, the City entered into a Management Agreement in 2014 with Living Arts Trust d/b/a O Cinema. However, due to the deteriorating condition of the building, the City closed the theater in October 2019.

Since its closure, several discussions have taken place regarding the future of the Byron Carlyle Theater. In September 2021, the City Commission referred the matter to FERC to explore options for the future of the theater. This led to the approval of \$400,000 in funding for conceptual designs and charrettes for the redevelopment of the Byron Carlyle Theater as a multi-purpose cultural arts center, with the possibility of incorporating workforce housing. Furthermore, the voters of Miami Beach approved a \$159 million General Obligation Bond for Arts and Culture, which included \$30,570,000 earmarked for the redevelopment of the Byron Carlyle Theater.

Following discussions, including a May 2024 recommendation by FERC and the North Beach CRA Advisory Committee, the Commission approved the inclusion of workforce housing in the redevelopment project. The project is also poised to incorporate other cultural and community uses that align with the surrounding neighborhood.

As part of the next steps, AMS Planning and Research (AMS) and TheaterDreams are working with the City to develop an operational model for the center and structure the Request for Proposals (RFP) for the project. However, several important steps remain in the process, including finalizing the governance structure, confirming the programmatic design, and issuing the RFP for a workforce housing builder/developer.

## **DISCUSSION ITEMS:**

I would like for the FERC to discuss the following points:

- 1. Project Overview and Status Update:**
  - Review the current status of the Byron Carlyle Project, including the inclusion of workforce housing and other potential uses, as well as the progress made in conceptual designs and planning.
  - Discuss the timeline outlined by AMS for the completion of the remaining tasks, including the development of an operating model, creation of an operating pro forma, and the issuance of an RFP.
- 2. Contemplated RFP Structure:**
  - Review the structure and scope of the anticipated RFP(s) for the project, focusing on the selection process for the development/operating partner, as well as the procurement of a workforce housing developer/builder.
  - Consider the governance structure for the new cultural arts space, including options such as a not-for-profit, city trust, or other appropriate models, and the potential impact of each on the procurement process.
  - Discuss the desired qualifications for the workforce housing component, ensuring it aligns with the City's goals of providing affordable housing for cultural and artistic workers while maintaining compatibility with the surrounding neighborhood.
- 3. Potential Challenges and Opportunities:**
  - Identify any challenges in the current planning and procurement process, particularly regarding the integration of workforce housing and cultural spaces within the same project.
  - Explore opportunities to streamline the timeline, including the possibility of utilizing a Public-Private Partnership (P3) to expedite the development process, as well as ways to align the project with broader city goals for arts and culture, workforce housing, and economic resilience.
- 4. Next Steps and Timeline:**
  - Discuss the next steps for the City in advancing the Byron Carlyle Project, including any further coordination required between AMS, the City administration, and potential developers or partners.
  - Review the projected timeline for completing the planning, procurement, and construction phases of the project, and the potential for reducing delays through efficient planning and partnerships.

The Administration should be prepared to address the above discussion points at Committee.

## **FISCAL IMPACT STATEMENT**

N/A

## **Does this Ordinance require a Business Impact Estimate?** (FOR ORDINANCES ONLY)

If applicable, the Business Impact Estimate (BIE) was published on:  
See BIE at: <https://www.miamibeachfl.gov/city-hall/city-clerk/meeting-notice/>

## **FINANCIAL INFORMATION**

## **CONCLUSION**

### **Applicable Area**

Citywide

**Is this a “Residents Right to Know” item, pursuant to City Code Section 2-17?**

No

**Is this item related to a G.O. Bond Project?**

No

**Was this Agenda Item initially requested by a lobbyist which, as defined in Code Sec. 2-481, includes a principal engaged in lobbying?** No

If so, specify the name of lobbyist(s) and principal(s):

### **Department**

City Attorney

### **Sponsor(s)**

Commissioner Tanya K. Bhatt

### **Co-sponsor(s)**

### **Condensed Title**

Ref: FERC - Status of Byron Carlyle Project and Contemplated RFP Structure. (Bhatt)

# Byron Carlyle Cultural Center

## Update to Commission

Friday, January 10, 2025



**AMS**  
PLANNING  
& RESEARCH

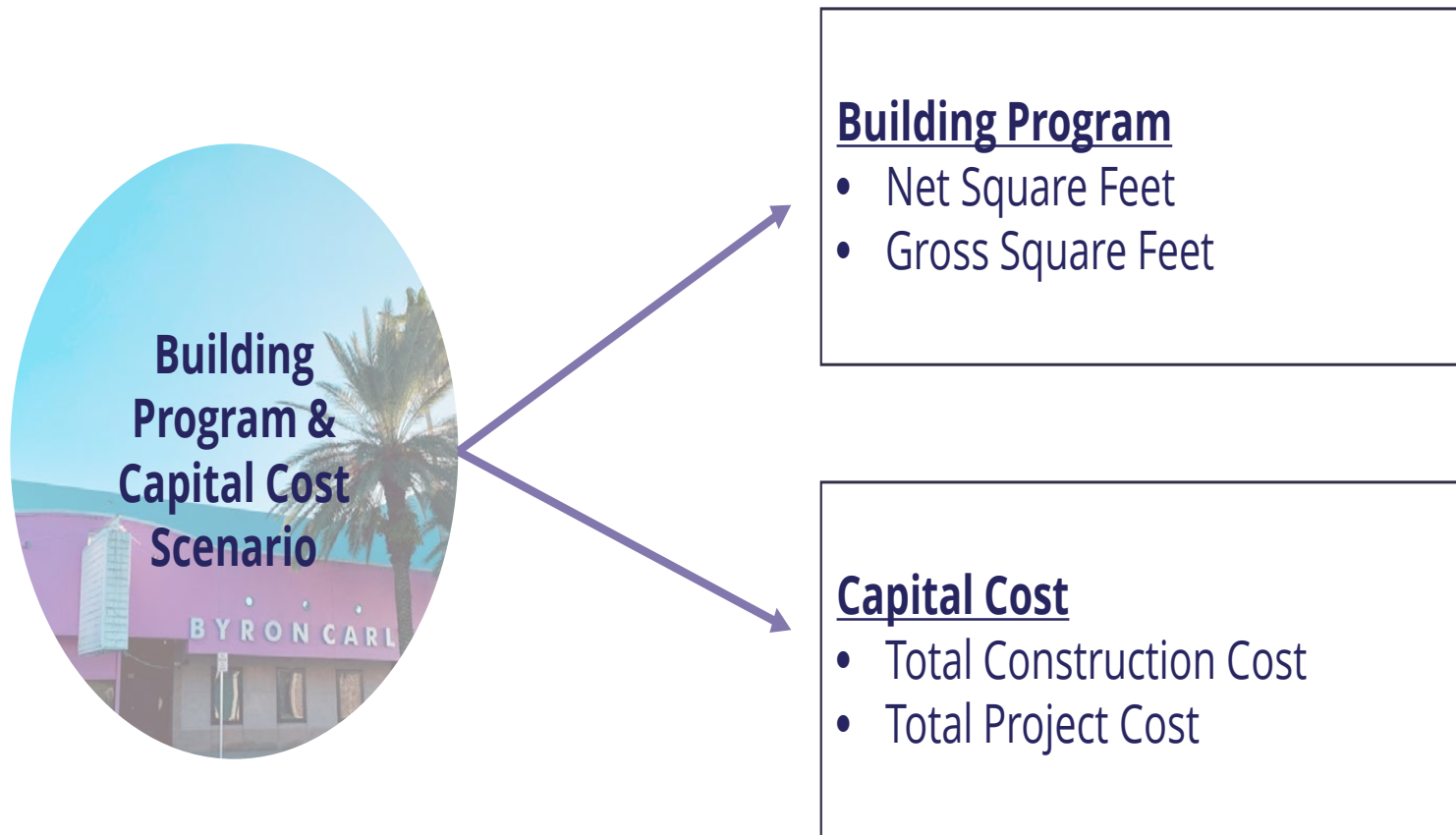




# Building Definition

# Three scenarios for discussion

What defines a scenario?





# Building Program: Net-to-Gross SqFt

## North Beach Cultural Arts Center

Miami Beach, FL  
Building Program

12/20/2024  
Scenario 1 (Bond Target)

### Summary of Net Square Footage Allocations

*Program Element*

Programmed Areas	NSF	N/G	GSF
Performance Halls	8,483	1.12	9,505
Public Spaces	3,625	1.12	4,065
Events / Rehearsal / Admin	5,670	1.12	6,325
<b>Total Net Square Feet</b>	<b>17,778</b>	<b>1.12</b>	<b>19,895</b>
<b>Estimated Non-Programmed Areas</b>			
BOH Circulation (incl. all stairs and elevators)		22%	3,995
Mechanical & Electrical & IT (assumes rooftop possibility)		16%	2,785
Inaccessible Areas		3%	595
Plenum(s) - excluded from GFA			
<b>Estimated Total GSF</b>		<b>1.53</b>	<b>27,270</b>

Assignable  
Net Sq. ft.

Net to Gross:  
Walls and  
Structure

Back-of-House  
Circulation

Mech, Elec,  
and IT rooms

walls / structure

Assignable nsf

circulation

Mech.  
Rooms

Performing and Cultural Arts  
centers Net-to-Gross sf typically  
1:50 to 1:65 of total assignable NSF

# Capital Cost: Construction to Total Project Cost

## “SOFT COSTS” EXPLAINED

$$\text{HARD COSTS} + \text{SOFT COSTS} = \text{PROJECT COST}$$

### HARD COSTS

(AKA “Construction Cost”)

It’s the Contract Value you ultimately sign up with your Contractor.

It’s the Contract Value your Design Team works to.

It’s the sum of all the Trade Costs (Electrical, Drywall, Concrete, Interiors, Exterior, etc.)

It includes all the Contractor’s Costs (their Supervision, Project Insurance Costs, etc.)

### SOFT COSTS

(ranges between 25% and 50% of total Hard Costs)

#### 1. Design, Engineering, Management Fees (12%-18%)

- ⇒ Fees and Expenses for Architect, Engineers, Acoustician, Theatre Planning etc.
- ⇒ Fees and Expenses for Management (Project & Cost Management, Precon, etc.)

#### 2. Owner’s Direct Costs (10%-27%)

- ⇒ Costs for Furniture, Fixtures & Equipment, Permitting, Survey/Platting/Impact,
- ⇒ Owner-Direct Consultants (Geotech, Inspections/Testing, Legal, Commissioning, Expediter, etc.)
- ⇒ All other Costs including Utility/Meter Fees, Fundraising/Marketing, Accounting/Auditing, Financing, Ticketing/Operating Systems, etc.

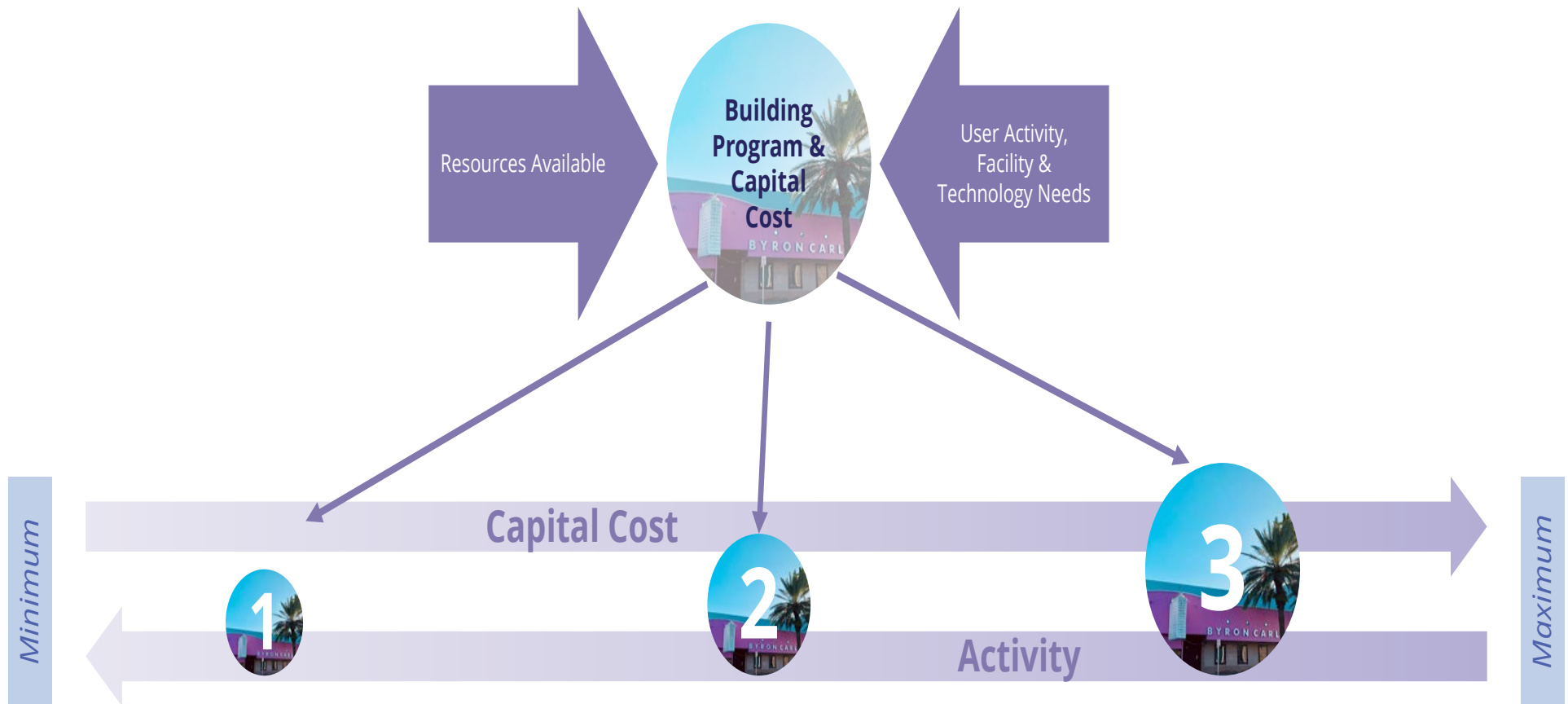
#### 3. Owner’s Project Contingency (3%-5%)

**Cost+Plus**  
PROJECT & COST MANAGEMENT OF CULTURAL FACILITIES

**IMPORTANT**  
The raise for Endowment  
is always EXCLUDED

# Three scenarios between \$30M Bond and maximum activity

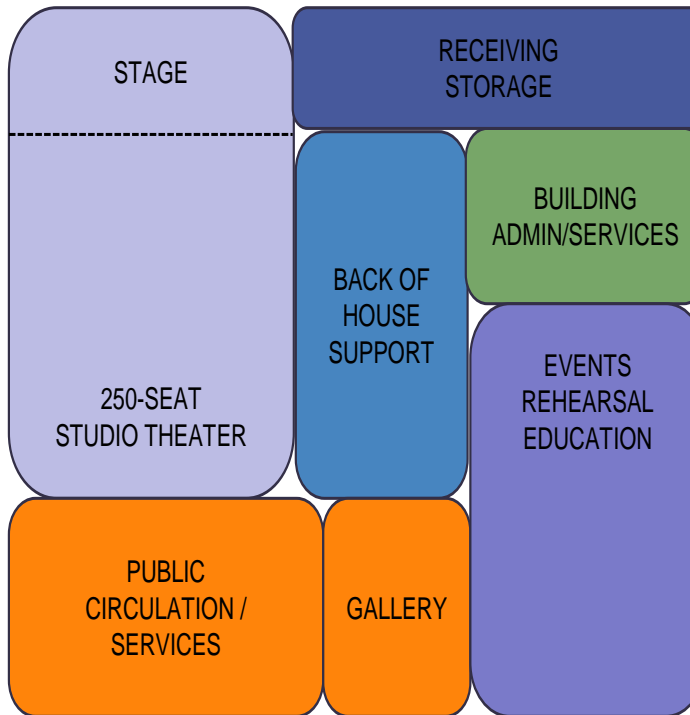
Each meets City's desired outcomes for the project



# What may be delivered with the committed \$30M Bond

## Scenario 1: Bond

- Studio Theater (250 seats)
- Backstage Support (18 occ.)
- Lg Rehearsal/Event (60 occ.)
- Small Rehearsal (30 occ.)
- Small Classrooms (2x 12 occ.)
- Recording Suite
- Banquet Warming Kitchen
- Offices (8 occ.)
- Conference Room (8 occ.)
- Gallery / Reception Room (50 seated)



## Building Program SqFt

- 17,816 NSF
- 27,270 GSF

## Capital Cost

- \$29.7M construction
- \$38.7M total project cost

Minimum

Capital Cost



Activity

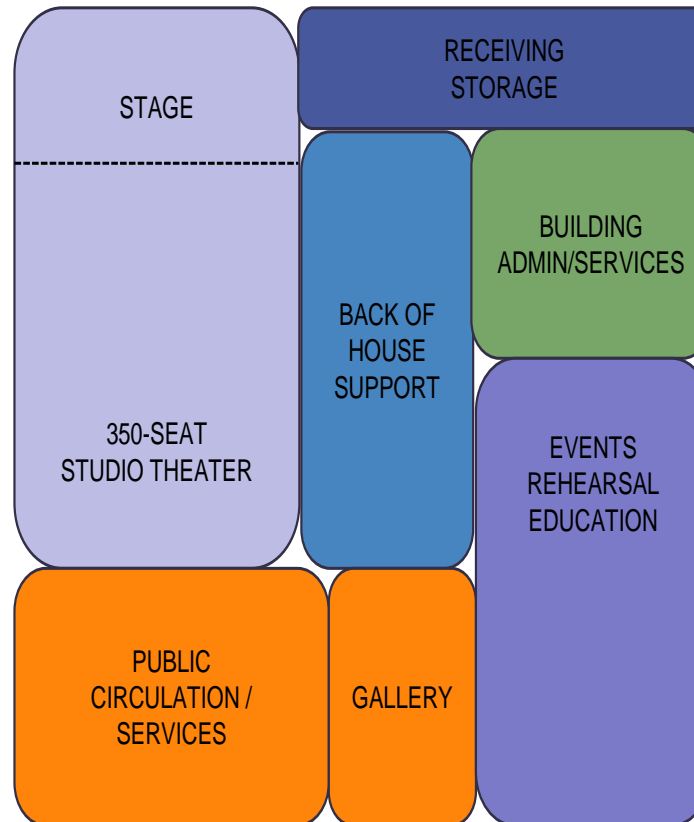
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Maximum

# Supplementing \$30M Bond with philanthropic contributions

## Scenario 2: Intermediate

- Studio Theater (350 seats)
- Backstage Support (18 occ.)
- Lg Rehearsal/Event (60 occ.)
- Screening Room #1 (75 occ.)
- Small Rehearsal (38 occ.)
- Small Classrooms (2x 15 occ.)
- Recording Suite
- Banquet Warming Kitchen
- Offices (10 occ.)
- Conference Room (8 occ.)
- Gallery/Reception Room (50 seated)



### Building Program SqFt

- 21,690 NSF
- 32,820 GSF

### Capital Cost

- \$35.1M construction
- \$45.6M total project cost

Minimum

Capital Cost



Activity

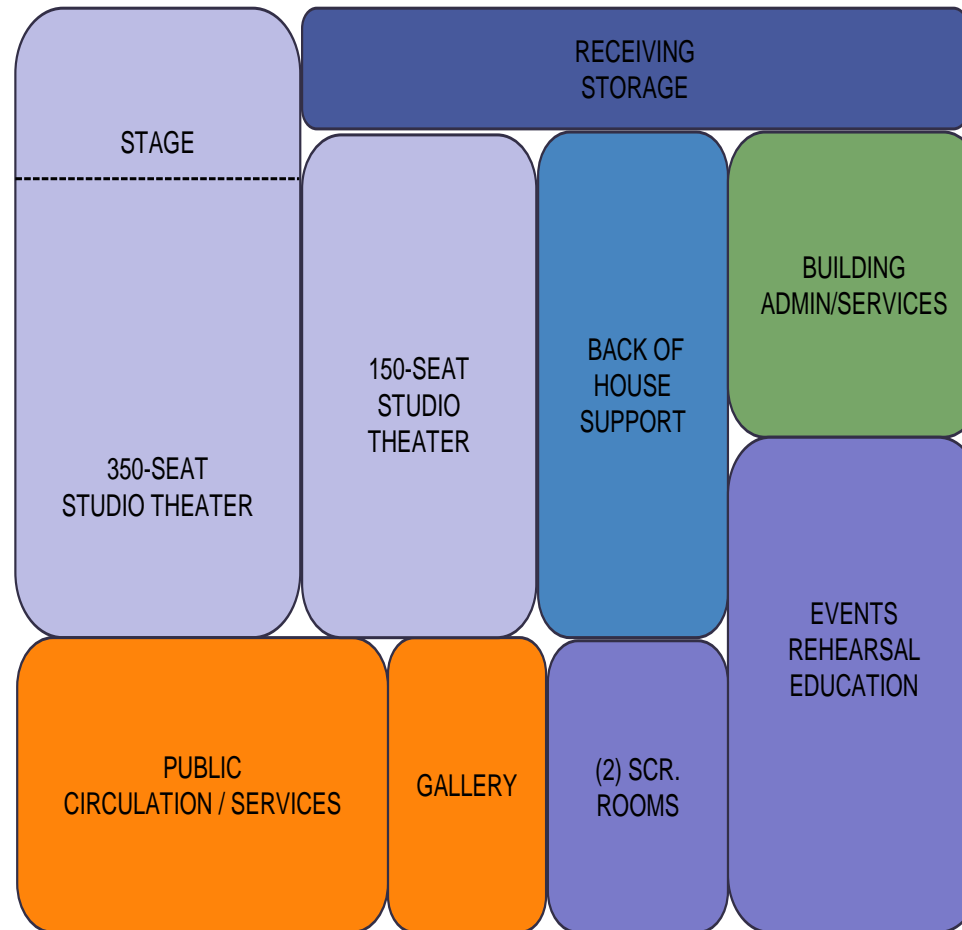
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Maximum

# A fundamentally different project meets the comprehensive needs heard from local cultural users

## Scenario 3: Comprehensive

- Studio Theater #1 (350 seats)
- Studio Theater #2 (150 seats)
- Backstage Support (86 occ.)
- Lg Rehearsal/Event (100 occ.)
- Small Rehearsal (38 occ.)
- Screening Room #1 (120 occ.)
- Screening Room #2 (75 occ.)
- Classrooms (2x 15 occ.)
- Recording Suite
- Banquet Warming Kitchen
- Offices (16 occ.)
- Conference Room (12 occ.)
- Gallery / Reception (80 seated)



## Building Program SqFt

- 35,695 NSF
- 54,435 GSF

## Capital Cost

- \$56.7M construction
- \$73.7M total project cost

Minimum

Capital Cost

Activity

Maximum



# Three scenarios between \$30M Bond and maximum activity

## Scenario 1: Bond

Minimum number of spaces and capacities, while allowing for varied and diversity of space for cultural users and community.

- Focuses on smaller users
- Limits simultaneous activity
- Minimum capacity live performance, rehearsal, and classroom space
- Minimum office and support space

17,816 NSF  
27,270 GSF

## Scenario 2: Intermediate

Minimum number of spaces but larger capacities, while allowing for varied and diversity of space and scale for cultural users and community.

- Focuses on small to mid-size users (theater increased in capacity)
- Some simultaneous activity (introduction of a screening room for film)
- Live performance, film screening, rehearsal, and classroom space, most at optimal capacity
- Modest office and support space

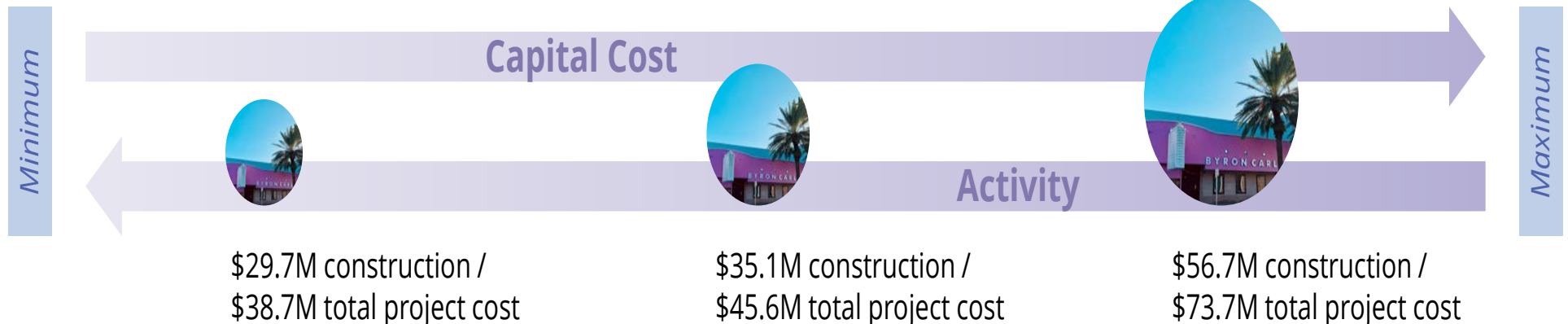
21,690 NSF  
32,820 GSF

## Scenario 3: Comprehensive

Maximum number of spaces and capacities per demand, meeting comprehensive need for varied and diversity of space and scale for cultural users and community.

- Multiple theaters and screening rooms for film allows most diverse use with simultaneous activity enabled
- Expanded programmatic and community space (gallery/reception room)
- Live performance, film screening, rehearsal, and classroom space, all at optimal capacity
- Generous office and support space

35,695 NSF  
54,435 GSF







# Development Recommendations



# Not-for-Profit Operator

## "Friends of the Byron"

### **Needed Qualities: long-term commitment to vision and important part of project capital stack**

- Commitment to delivering impact of the Byron Carlyle Cultural Center with a neutral bias towards the many cultural groups envisioned to be served
- Prepared to expend significant time, generate development capital, and provide expertise towards project delivery and long-term success

### **Recommendation: newly incorporated 501(c)3 for this express and sole purpose**

- "Friends of the Byron" notably recommended as it has demonstrated commitment to vision and is gathering a group of influential and generous citizens committed to a cultural institution in North Beach

# Board of Directors

## “Friends of the Byron”

**Rafael Paz** Former City Attorney for the City of Miami Beach. Partner at Bilzin Sumberg in the Land Development & Government Relations Group.

**David Sexton** Normandy Fountain Business Asc. president, Chair of the MB Cultural Arts Council. Sits on the North Beach CRA and GO Bond Committees. Founded Friends of the Byron.

**Gabrielle Fraenkel Bachow** Former Chief of Staff, School Planning & Development NYC. Current educational consultant for WeWork founders, Adam and Rebekah Neumann.

**Don Worth** National Trust for Historic Preservation Award/ Miami Marine Stadium.

**Daniel Veitia** Urban Resource/Property Management. Former MB Planning Board member. Current GO Bond Committee member.

**David Kahn** Kahn and Kahn Real Estate Law.

**Bruce Carter** National Endowment for the Arts Chair Appointed by Obama. Former Professor at NYU University.

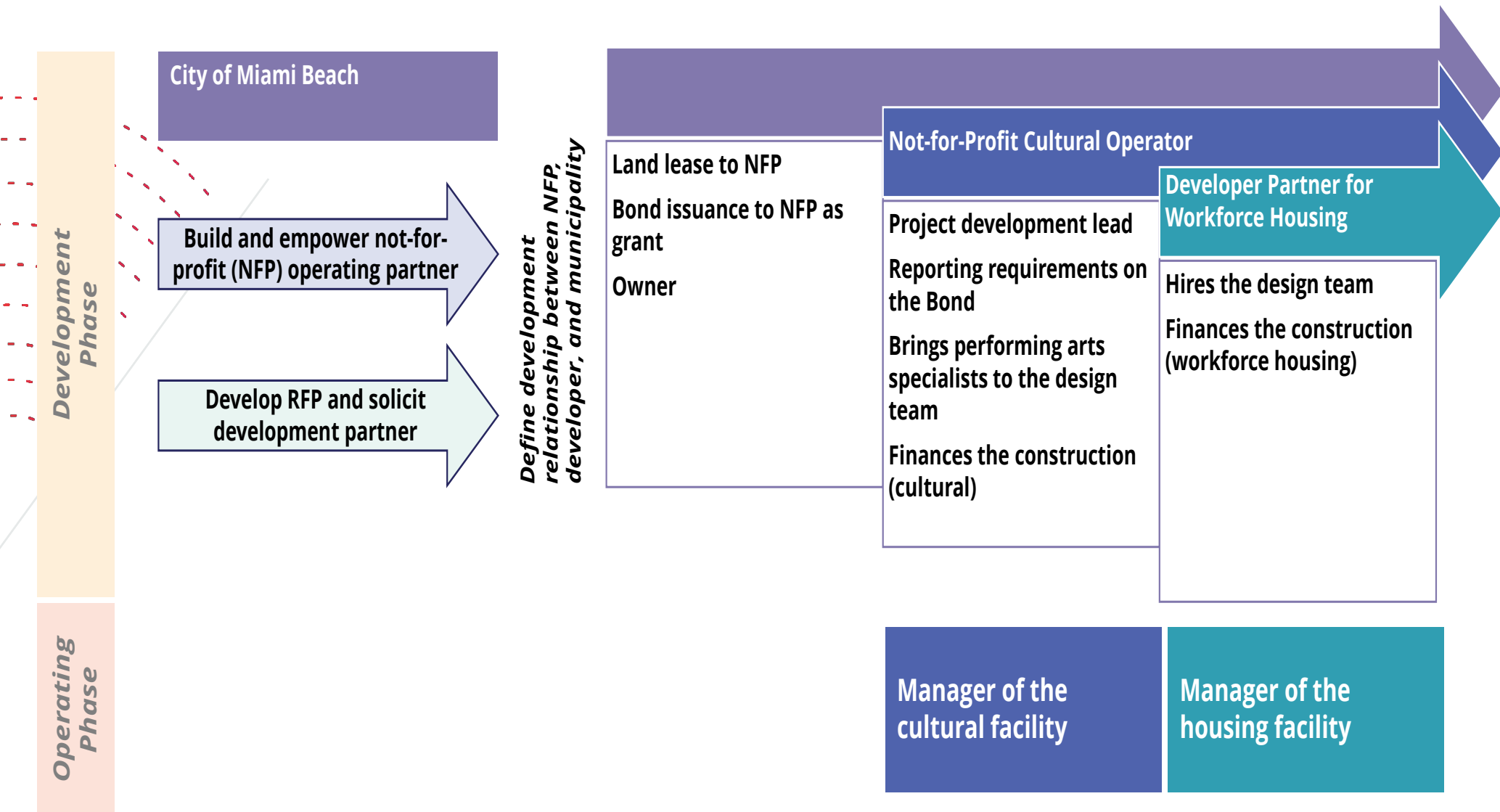
**Daniel Hadar** Rabbi of Temple Moses. Member of the Normandy Fountain Business Association.

**Manning Salazar** Owner and President, Attracting Solutions. VAR / Managed Service Provider (MSP), on demand and custom services, IT products sales and support. Board member for Miami Beach United and the ACLU. On the North Beach CRA Committee.

**Paula King** Community Activist and president of the Biscayne Beach Neighborhood Association.

**Hayley Amanuel** Project Manager for Lefferts Real Estate Developer.

# Pending development partner, current recommendations for combined culture/workforce housing project





Thank you!

Baseline Schedule for Cultural Center

