

# NORTH MIAMI BEACH TOD MASTER PLAN



**FINAL DRAFT  
MAY 2019**

*prepared by*

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*for the*

City of North Miami Beach



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#### 2018

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## EXECUTIVE SUMMARY

### Introduction

In March 2018, the City of North Miami Beach (City), in collaboration with the Treasure Coast Regional Planning Council (TCRPC) and the South Florida Regional Transportation Authority (SFRTA), held a public economic development and urban design charrette to study ways to improve mobility and access, quality of life, and economic vitality around the planned Tri-Rail Coastal Link station in North Miami Beach. Primary funding for the charrette and transit-oriented development (TOD) master plan was provided through a Federal Transit Administration (FTA) Pilot Planning Grant secured by the SFRTA for station area planning activities along the planned Tri-Rail Coastal Link Corridor. Funds were disbursed through the “South Florida Transit Oriented Development” (SFTOD) grant program, and the City was selected as one of the recipients. Tri-Rail commuter passenger rail service is operated by the SFRTA in Miami-Dade, Broward, and Palm Beach Counties. Additional matching funding was provided by the City.

Land development patterns around transit stations, along with the connectivity and access to stations from surrounding areas, are highly correlated with successful transit systems. Accordingly, there is a need for carefully crafted land use planning around future station areas to increase the competitiveness of an entire transit corridor. This is especially important to secure competitive federal or state funding for system development. This type of station area planning includes an assessment of existing and planned land development patterns around planned stations and along planned transit corridors. The SFRTA has concluded TOD is one of the most important factors for ridership on the Tri-Rail system. As defined by the SFRTA, TOD is “a mixed-use pattern of pedestrian friendly, higher density development with reduced parking around transit stations.”



*Rendering of one of the Tri-Rail Coastal Link station concepts.*



*Conceptual rendering of the redevelopment of the Laurenzo's property*

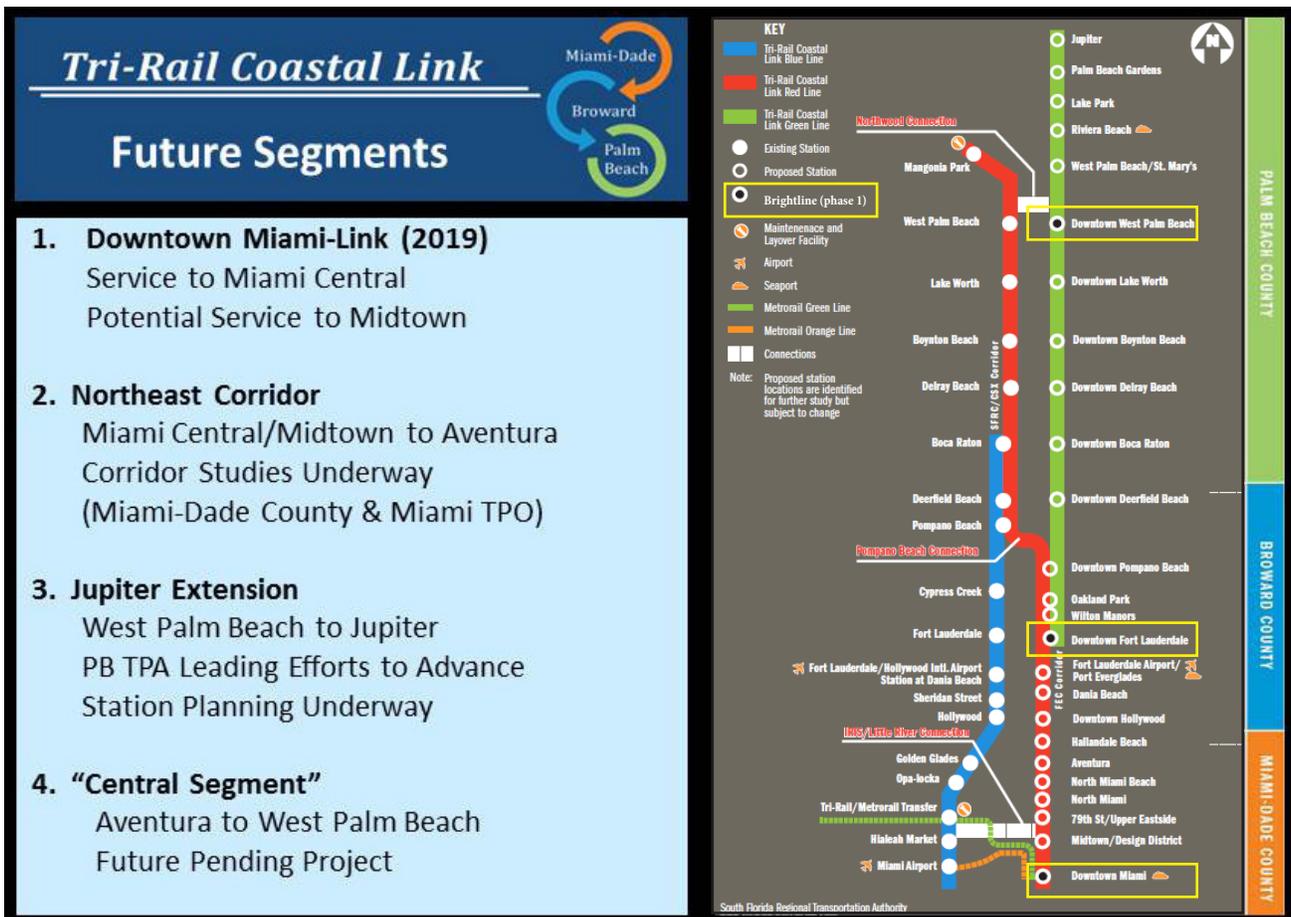


*Images: TOD is not a one-size-fits-all approach, but rather, as depicted in the various TOD images above, station area development corresponds to the land development context of communities.*

There are four key characteristics the SFRTA emphasizes in its TOD definition for the region:

1. A continuous infill pattern extending at least a half-mile from stations that is safe, pedestrian friendly, and reduces auto-dependency;
2. An increased mix of uses to support vibrant activity around stations;
3. Higher density to support ridership and boost local economies, with diversified housing types that support all walks of life; and
4. Reduced or eliminated parking requirements to stimulate business investment, generate increased local revenue, and encourage transit usage.

Tri-Rail service today runs on the South Florida Rail Corridor (SFRC), which was formerly owned by the CSX railroad. Tri-Rail and Amtrak operate passenger rail service on the SFRC, and the CSX continues to operate freight on the corridor. Today’s Tri-Rail system provides service to 18 stations along the 72-mile service segment, with stations dispersed in Miami-Dade, Broward, and Palm Beach Counties. Tri-Rail Coast Link is a proposed new service to run on the FEC Railway corridor, located east of the SFRC, through coastal downtowns.



Note: Brightline has indicated the system will be rebranded to “Virgin Trains USA” in Fall of 2019.





## Transit Oriented Development Policy

Advancing Vibrant Communities and a More Prosperous Region

SFRTA is a transit agency that provides a critical service for Southeast Florida's economy and quality of life. To fulfill our role, SFRTA needs funding to survive and grow, and one of our primary revenue sources is ticket sales. Without Transit Oriented Development (TOD) we cannot operate and make sound investments in passenger rail.

TOD is the most important factor for ridership. TOD is a mixed-use pattern of pedestrian-friendly, higher density development with reduced parking around transit stations - all factors that help generate revenues for local governments and Tri-Rail.

Local governments are the leaders to advance TOD in the region through zoning and development regulations. Although it can be challenging to balance engineering, design, and political considerations, successful TOD must embrace higher density, reduced parking, and a broad mix of uses surrounding the station at its core. Without these characteristics, TOD cannot be supported along the Tri-Rail service corridors.

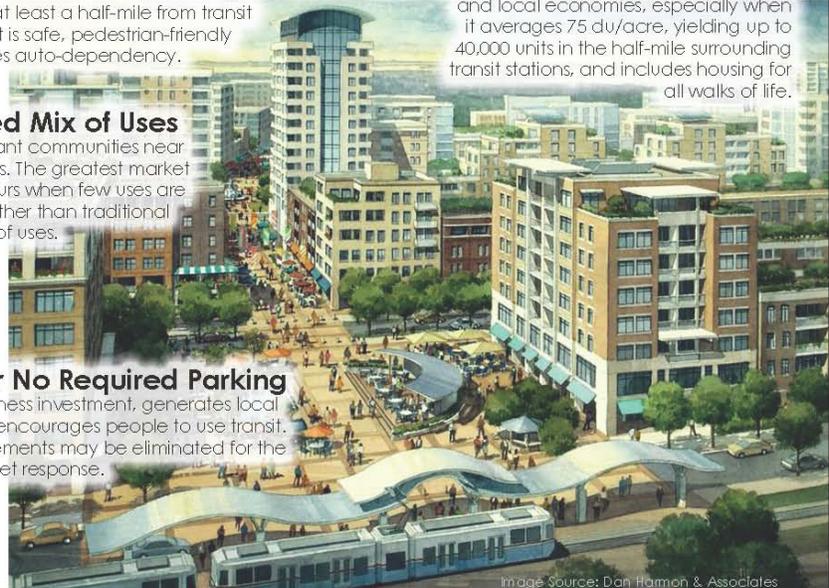
TOD has many benefits to residents, businesses and local governments, but the SFRTA needs it for one reason: ridership. As a partner with local governments and the development community, SFRTA advocates zoning and land development regulations that maximize these principles.

**Continuous Infill Pattern**  
 extending at least a half-mile from transit stations that is safe, pedestrian-friendly and reduces auto-dependency.

**Increased Mix of Uses**  
 supports vibrant communities near transit stations. The greatest market flexibility occurs when few uses are prohibited rather than traditional segregation of uses.

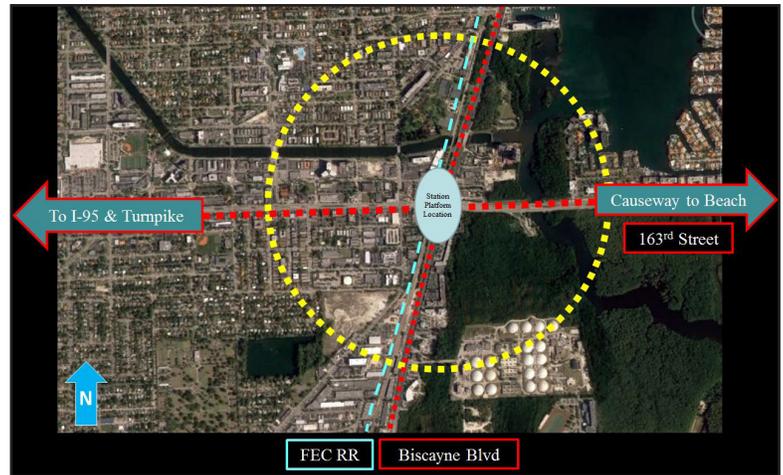
**Limited or No Required Parking**  
 stimulates business investment, generates local revenue, and encourages people to use transit. Parking requirements may be eliminated for the best TOD market response.

**Higher Density** benefits ridership and local economies, especially when it averages 75 du/acre, yielding up to 40,000 units in the half-mile surrounding transit stations, and includes housing for all walks of life.



*Transit-Oriented Development (TOD) is a priority consideration for the extension of Tri-Rail service in the region. In April 2017, the SFRTA adopted a TOD policy as described in the image, that highlights TOD's importance for ridership, economic development, and station accessibility.*

For the City of North Miami Beach, the goal of the SFTOD planning effort is to identify ways to improve TOD conditions around the planned station to reflect the character of the City, facilitate future mobility, support system ridership, and enhance the economic sustainability and potential of the area.. This planning effort is also designed to advance the implementation of “Complete Streets,” which is a local, regional, and national priority to improve transportation facilities with multi-modal characteristics to provide the best and safest accommodations for all users – motorists, cyclists, pedestrians, and transit users.



*The aerial image above indicates the initial Study Area and its proximity to I-95 and the beach. The dashed yellow area denotes a half-mile radius from the previously identified station location generally along NE 163rd Street. This half-mile surrounding a station location is the key focal area for TOD planning.*

The key elements of the North Miami Beach Station Area TOD Master Plan include:

- The creation of a physical master plan for the anticipated North Miami Beach Tri-Rail Coastal Link Station Area, which considers a future station location, street reconfigurations and mobility enhancements, advances Complete Streets initiatives, illustrates desirable infill and redevelopment opportunities that support TOD, expands economic development potential, and reflects the community’s vision for the future of the City;
- An evaluation of four station location alternatives, including an initial location north of NE 163rd Street as well as three additional stations that extend to the southern city limits;
- Consideration of the North Miami Beach Community Redevelopment Area (CRA) and the implementation of the CRA Plan;
- Integration of the Snake Creek Canal as a unique recreational and environmental component;
- The development of a Market Overview which reviews historic, existing, and projected market conditions and demographics and analyzes key market trends within the study area, the City, and relevant areas within the region;
- Coordination with all relevant agencies, including but not limited to the City, SFRTA, Florida Department of Transportation (FDOT), Miami-Dade County, the Miami-Dade TPO, and local governments; and
- Recommendations for the City to implement TOD, walkability, connectivity, and desired economic development in the area.

## What is Transit Oriented Development (TOD)?

### TOD is ...

- Development within ¼ to ½ mile of Station or along Transit Corridor (10-minute walk)
- Mixed-Use with Higher Density & Intensity than Surrounding Area
- Pedestrian & Bike-Friendly
- Controlled Parking
- Streetscapes & Site Design focused on Pedestrian Flow

**The New Real Estate Mantra**  
Location Near Public Transportation  
MARCH 2012



*Transit-Oriented Development (TOD) is a land use pattern that is correlated with the most successful transit systems in the U.S. and internationally. Characterized by a strong urban form and good pedestrian friendliness, TOD and land use patterns are considered by FTA among the evaluation criteria for funding new or expanded transit systems.*

## TOD vs. TAD



- **Transit Oriented Development**
- vs.
- **Transit Adjacent Development**
  - Auto-oriented uses
  - Large surface parking lots
  - Disconnected from adjacent sites; internally focused
  - Pedestrian unfriendly
    - Suburban office campuses
    - Big-box format retail
    - Storage facilities & industrial

*While Transit-Oriented Development is considered highly beneficial for transit systems, land development patterns that are auto-oriented, disconnected, and low-density are considered detrimental to successful transit service. Uses such as suburban office campuses, big-box format retail, storage facilities, and industrial warehouses may be “transit-adjacent” in their location; however, these types of uses are inefficient and fail to produce the ridership patterns needed to justify station development.*

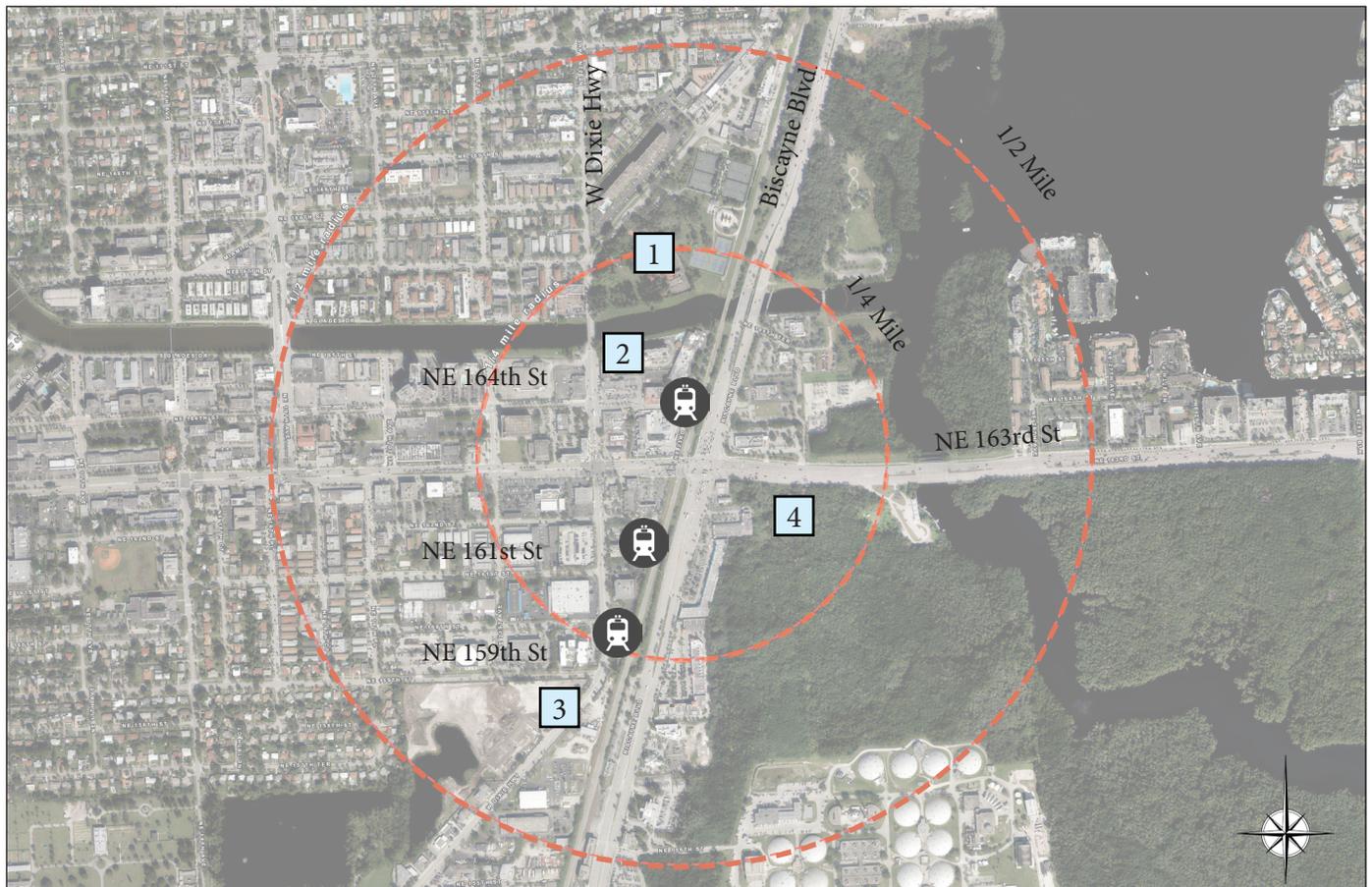
### Study Area

The initial “project area” for the North Miami Beach “Station Area” TOD Master Plan was centered around NE 163rd Street, which has historically been identified by the City, the CRA, local governments, and transportation agencies as the preferred location for the City’s future station. NE 163rd Street is the primary east/west corridor in the City, providing connections to I-95 and Florida’s Turnpike to the west, Biscayne Boulevard/US1 to the east, and to Sunny Isles and Miami Beach via the NE 163rd Street Causeway. In prior planning efforts, the City and its partners had focused on a station location immediately north of NE 163rd, extending from NE 163rd to roughly the Snake Creek Canal on the west side of the FEC Railway corridor.



However, during due diligence evaluations of the station area, the station area planning workshop, and the subsequent Miami-Dade TPO Northeast Corridor study, three additional station location alternatives were identified south of NE 163rd Street. These are generally aligned with the eastern termini of NE 161st Street, NE 159th Street, and NE 151st Street. As a result, the project area for the City’s potential station locations has been extended from the Snake Creek Canal to the City’s southern border along NE 151st Street. The resulting four potential station locations are depicted in the graphics in this section, and station area plan concepts have been developed for each.

The station area for each potential station location includes those properties within the City of North Miami Beach for which any portion lies within a half-mile radius of the station. It is important to note the initial study area and three of the four proposed stations are located within the City’s Community Redevelopment Agency’s boundaries, which provides focused economic development implementation on behalf of the City. The fourth station location (at NE 151st Street) is several blocks south of the CRA boundary and along the southern City Limits. Although any of these four station location alternatives could accommodate the station and platform, the proximity of the Snake Creek Canal to the NE 164th Station location alternative somewhat limits the TOD potential and connectivity to the site. In contrast, the three other station location alternatives have deeper TOD potential both north and south of the sites.



**Noted Parcels within the Initial Study Area**

- |                               |                     |
|-------------------------------|---------------------|
| 1. Historic Spanish Monastery | 3. “TECO” Site      |
| 2. “Laurenzo’s Market” Site   | 4. Oleta State Park |

*Please note the dashed circles above represent quarter-mile, and half-mile radii from the center of the study area (at intersection of NE 163rd Street and FEC Railway)*

## Study Area

## NE 164TH STREET - ALTERNATIVE A



The site plan above illustrates a TOD infill plan for the northern most alternative station location at the terminus of NE 164th Street, also known as Hanford Boulevard, which is the City's historic main street. While this location enables the station to "terminate the vista" of this signature boulevard, the proximity of the Snake Creek Canal (visible at the top of the image) limits the TOD and access potential of this location.

## Study Area



*The above rendering illustrates a TOD infill concept surrounding a potential station location at NE 164th Street. A plaza at the intersection of NE 164th Street and West Dixie Highway provides a focal element within the station area, helping to interconnect the historic main street with the core TOD district. The station is located at the top of the image.*

### NE 164th Street Station Location

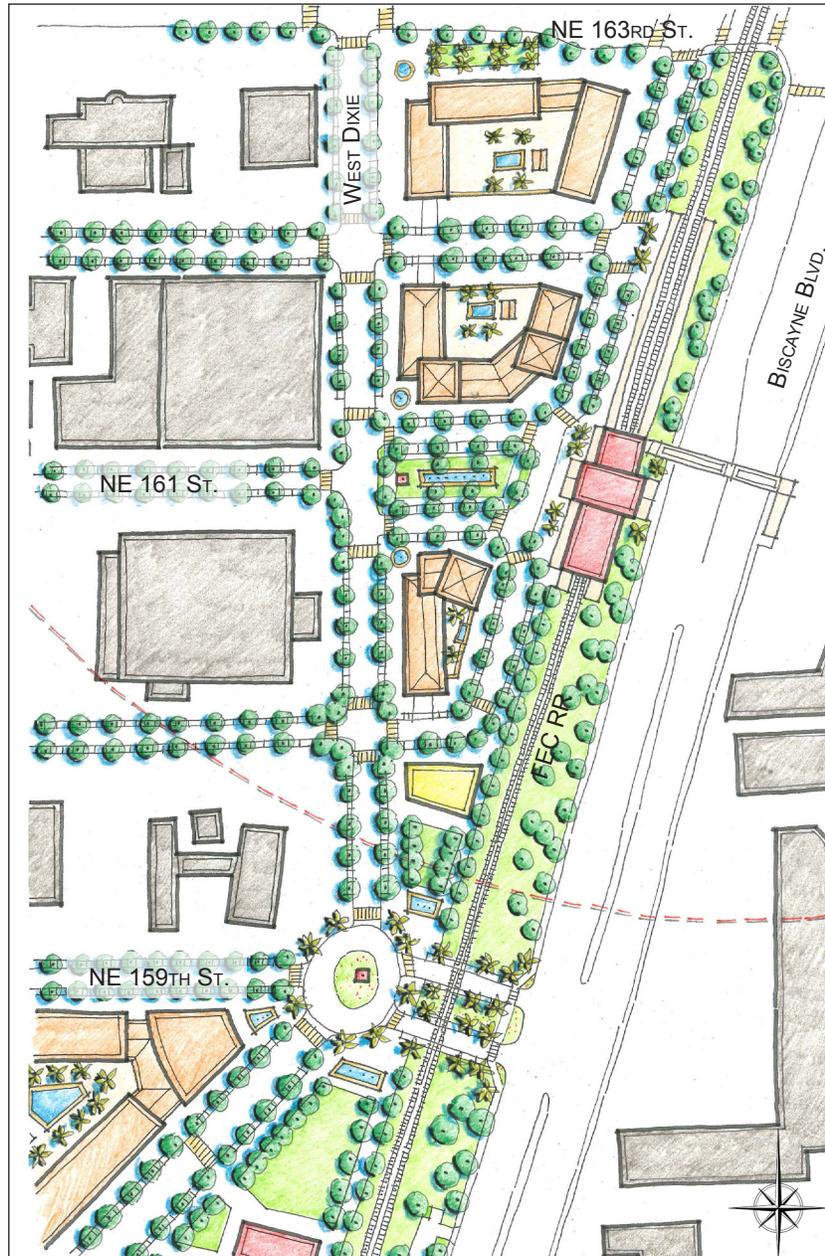
The City of North Miami Beach has a long-standing, successful redevelopment effort within its CRA. NE 164th Street, locally known as “Hanford Boulevard,” is the City’s historic main street and traverses the traditional downtown area that lies immediately south of the Snake Creek Canal. The district contains a mix of smaller commercial and industrial uses along with multi-family residential. The terminus of NE 164th Street at the FEC Railway provides an opportunity for a station and platform, with a fairly walkable TOD district extending immediately to the west. This location has long been identified for primary station consideration by the City of North Miami Beach. Land acquisition appears to be needed to accommodate station parking, which could be accomplished in a public/private venture or through public land acquisition. From a TOD development standpoint, a station in this location could have limited potential due to the presence of the Snake Creek Canal and the historic Spanish Monastery immediately north of a potential platform location.

The City’s land development regulations promote a fairly intense development pattern within the area, permitting up to 30-story buildings within the half-mile surrounding a potential station location. Several newer multi-family buildings in the district evidence a more intense development pattern than that reflected by the traditional building inventory.

The TOD conceptual plan illustrated above suggests the development of an urban plaza at the intersection of NE 164th Street/Hanford Boulevard and West Dixie Highway, which represents a “main and main” intersection in the district. Building frontages are set along the roadway with a continuous pedestrian-scale façade, with upper story residential and structured parking to maximize development potential and optimally activate blocks and roadway frontages. A station building is suggested terminating the vista of NE 164th Street, which would provide a visual reference for riders.

## Study Area

## NE 161ST STREET - ALTERNATIVE B



As illustrated in the site plan concept above, the “NE 161st Street Alternative” station location, terminating NE 161st Street, could provide excellent access for riders. Adjacent parcels could be publicly acquired or developed through a public/private venture to accommodate station parking and amenities.

## Study Area



As illustrated in the image above, the “NE 161st Street Alternative” provides an excellent TOD opportunity close to the City’s center. Proximity to NE 163rd Street eliminates the need for an elevated pedestrian crossing, and the location provides appropriate TOD infill opportunities west of the station to help interconnect the core TOD district with the larger community.

### NE 161st Street Station Location

Pursuant to the City’s station area workshop, there were two additional locations identified proximate but south of NE 163rd Street. These include a second potential station location at NE 161st Street, which is illustrated in this section, and a one further south at NE 159th Street.

For the “NE 161st Street Alternative,” the map depicts the potential location of a station and platform at the terminus of NE 161st Street and the FEC Railway. A roadway reconfiguration for NE 161st Street is suggested, wherein the two-lane road could be redesigned as a set of one-way pairs east of West Dixie Highway. The redesigned roadway could circulate around a central public green to enable improved vehicular flows and access. The platform could be extended from NE 161st Street north to the grade crossing at NE 163rd Street, eliminating the need for an above-grade pedestrian walkway. However, Biscayne Boulevard’s heavy traffic suggests the benefit of an elevated pedestrian crossway, which is depicted in the site plan. The site plan suggests the consolidation of several existing small commercial footprints into larger buildings that front the blocks with active uses, with structured parking to maximize development intensity and activity in the district.

A station location at the terminus of NE 161st Street could also be positioned to terminate a new vista extending across the new public green at the center of the redesigned NE 161st Street. This station placement is intended to elevate the importance and visual appeal of the station for riders and as a civic destination. The conceptual site plan suggests redevelopment of the current Humane Society site, which is adjacent to the potential station location and may require either acquisition or a public/private approach.

## Study Area

## NE 159TH STREET - ALTERNATIVE C



The site plan above suggests a TOD infill plan for the "NE 159th Street Alternative" station location, which would terminate NE 159th Street at its intersection with the FEC Railway corridor. An elevated pedestrian crossing bridging the FEC Railway corridor and Biscayne Boulevard from east to west is included in the concept.

## Study Area



The rendering above illustrates the “NE 159th Street Alternative” station location at the terminus of NE 159th Street. The concept includes a multi-story building bridging the FEC Railway corridor to expand access to the station and maximize development yield.

### NE 159th Street Station Location

The third station location initially identified in the City’s station area plan workshop is at the eastern terminus of NE 159th Street at the FEC corridor. NE 159th Street is a major east/west collector that traverses the City, and substantial redevelopment is envisioned surrounding the site, including the pending redevelopment of the former Teco Gas and People’s Gas site which has gone through substantial remediation over years. The intersection of NE 159th Street and West Dixie Highway is challenging for vehicles and non-motorized users, and therefore a roundabout is suggested at this key node to improve traffic circulation and safety.

Unlike the two northern potential station locations, the NE 159th Street Alternative site is distant from existing grade crossings of the FEC Railway corridor. Therefore, this station location could require a pedestrian bridge across the FEC to enable station access, which would raise its potential cost and engineering complexity. Several unique features are within the half-mile TOD district surrounding this location, including the historic TECO building, which is a strong candidate for adaptive reuse. In addition, the City recently approved the “New North Town Center” project, with a mixed-use development program for the currently vacant former landfill property (located on the triangular parcel west across West Dixie Highway from the potential station location). “New North Town Center” represents an opportunity for nearly 1,700 new residential units immediately west of the potential station location, with an opportunity to improve connectivity to existing residential neighborhoods that continue to the west and south. Additionally, this location is easily serviced by the City’s existing trolley service as well as Miami-Dade Transit (MDT) bus, enhancing the site’s efficiency and access.

## Study Area

### NE 151ST STREET - ALTERNATIVE D



*This conceptual site plan illustrates a potential station development just north of NE 151st Street.*

### NE 151st Street Station Location

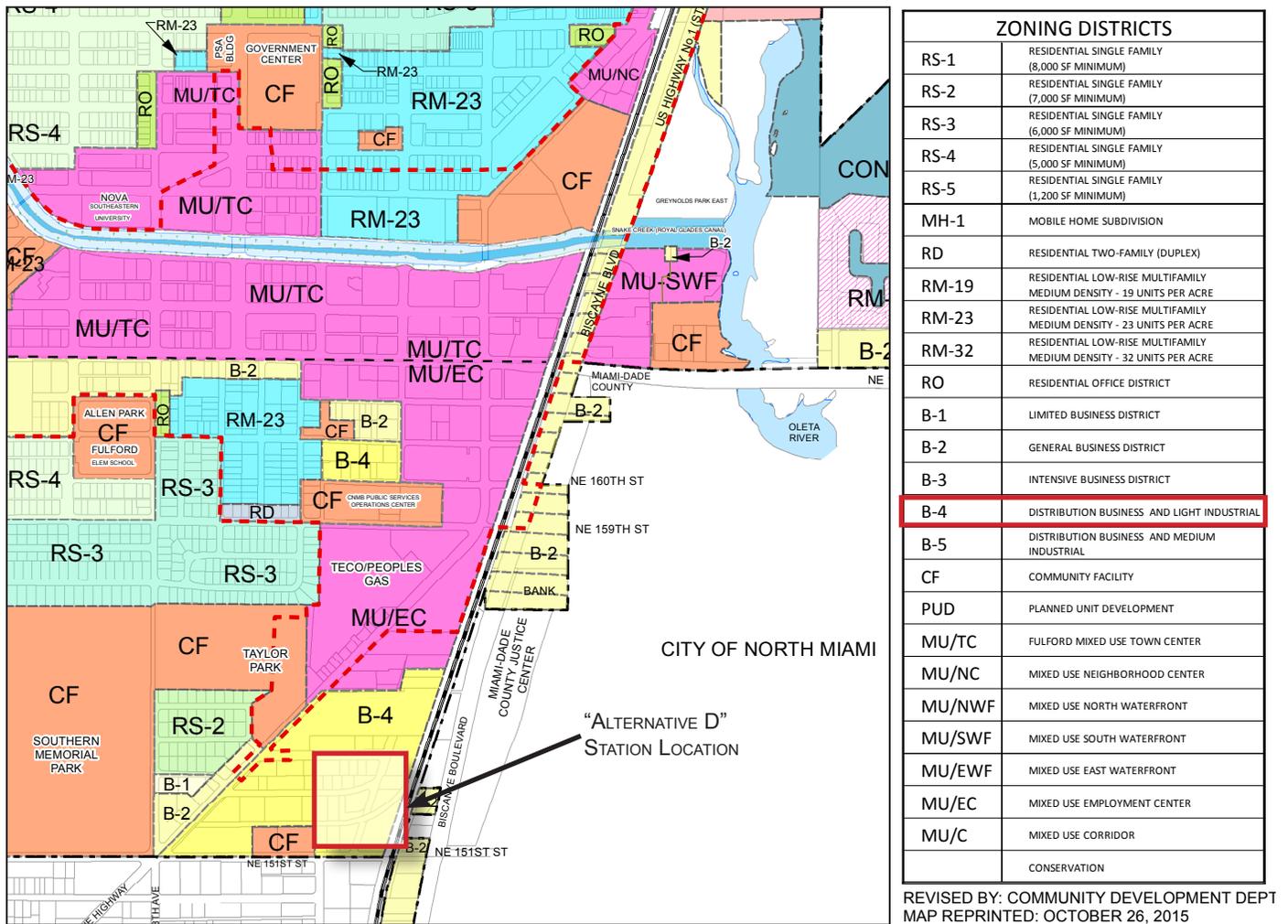
A fourth potential station location was identified through the Miami-Dade TPO’s “Northeast Corridor Study” that followed the City’s public planning workshop. Although not considered during the City’s station area planning workshop, this fourth location has been included pursuant to discussions with City staff and the Northeast Corridor Study team. NE 151st Street is an east/west collector extending from NE 6th Street across Biscayne Boulevard east towards the beach and contains an at-grade rail crossing and signalized intersections with West Dixie Highway and Biscayne Boulevard. Referred to as Alternative D in this report, the NE 151st Street location is roughly a half-mile south of NE 159th Street, which would represent the northern boundary of a station area catchment for this site. To the south, the TOD station area would extend across NE 151st Street into the City of North Miami. Predominately residential uses in both municipalities lie to the west, and to the east are two significant regional attractions: Florida International University’s North Miami Campus and the large-scale mixed-use “megaproject” known as “SoLe Mia,” which will contain nearly 4,400 residential units and more than 1 million sq. ft. of commercial use.

The subject station area is a triangular industrial/commercial district immediately north of NE 151st Street (from NE 155th Street to NE 151st Street) represents a redevelopment opportunity for the City should this location ultimately be selected. Although this station location is outside the City’s CRA boundary, it has similar characteristics and may be appropriate for inclusion as a redevelopment priority.

### Study Area

Existing uses are low-scale, one and two-story, older commercial and industrial buildings with surface parking. Current zoning limits development in this area to four stories. As has been seen in other industrial TOD districts across the country, station development often brings new uses to older industrial districts, primarily residential uses that capitalize on the lower valued industrial land. Special care is needed to ensure the retention of neighborhood-servicing industrial, both for the employment and convenience it provides.

However, reorganized industrial within the district could potentially provide a net increase of industrial space as well as the introduction of station-oriented residential use. Industrial districts such as this sub-area are often branded to capitalize on their somewhat gritty character. Theming this district with its railroad history, this area could become known as “Fulford Yard” or “Biscayne Yard,” centered around a future train station. This district would especially benefit from the introduction of a more formal street network grid to improve circulation and access for vehicles, transit, and trolleys as has been illustrated in the conceptual plan. Further, bicycle/pedestrian access would benefit from an expanded grid as well as a potential new greenway that could be introduced by utilizing the remnant FEC right-of-way (aligned along what would otherwise be NE 152nd Street).



Official Zoning Map City of North Miami Beach with the “Alternative D” Tri-Rail Coastal Link station location highlighted just north of NE 151st Street. This site is located just outside of the CRA boundary, and is zoned for B-4. Note: the CRA boundary is called out with a dashed red line in the map above.

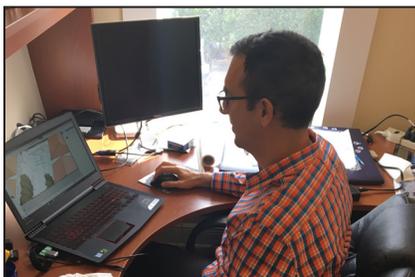
## Overview of the Process

Providing a meaningful and consistent forum for public involvement has been a baseline tenet of the North Miami Beach TOD Master Plan process. The collaborative efforts of the City, SFRTA, FDOT, and TCRPC have been designed to provide various opportunities for community input. Below is a brief outline of the key public involvement efforts to date.



*The public workshop on March 1st, 2018 at the Marjorie & William McDonald Center of the City Hall was attended by City elected officials and staff, business and property owners, residents, and other community representatives.*

- **Due Diligence and Pre-Charrette Interviews:** Research was conducted with City staff to understand the City's regulatory documents and development approvals, land use trends, and concepts for properties within the study area. In addition, individual interviews of elected officials, City staff, members of City advisory committees, local business owners, residents, and other community representatives were conducted to gain input on project issues and address questions pertaining to the process.
- **Public Workshops and Design Studio:** A public workshop to obtain input was held on March 1st, 2018, at the Marjorie & William McDonald Center. In addition, a public design studio was convened at the Treasure Coast Regional Planning Council office from March 5th-8th, 2018. Additional input was received throughout 2018 from the City pursuant to the design of West Dixie Highway and through the Miami-Dade TPO's Northeast Corridor study and charrette process.



*Following the public workshops, the design team worked in a studio format from March 5th-8th, 2018 to analyze key sites and develop TOD conceptual designs. Additional input was received through the Northeast Corridor Study and charrette led by the Miami-Dade TPO.*

## Market Summary

A market analysis was conducted to help guide the recommendations and strategies of the master plan, including an assessment of demographics, market trends, and forecasts with a focus on four categories of use: residential, workplace/office, lodging/hospitality, and retail. Key findings are noted below.

### Demographics & Employment:

- The City's population is roughly 43,600 residents, with a forecasted population gain of nearly 2,000 new residents in the next five years. The City represents just under 2% of the total County population.
- Overall, City residents are slightly younger than the County average, with a median age of 37.3 years (slightly below the County's median of 39.1 years). Growth forecasts indicate the greatest growth will be in the 65-74 and 75+ age brackets, with moderate growth in the 35-44 bracket. This suggests future demand for specific types of age-restricted and specialty housing as well as housing for move-up buyers.
- The City's population is diverse, reflecting a mix that is 49% White and 38% Black, with 41% of all residents indicating Hispanic origin.
- Income characteristics in the City indicate the community is solidly middle-class, with average household incomes of roughly \$57,000 per year (2017 data), growing at 3% annually to just over \$66,000 per year by 2022. This is below the County's average household incomes of \$71,600 (2017 data), projected to grow to \$82,000 annually by 2022. Approximately 13% of the City's households have annual incomes greater than \$100,000 per year.

### Residential:

- The City's housing stock contains nearly 17,250 units, of which roughly 42% are single-family detached with the balance multi-family. Average values in 2017 were nearly \$245,000, with a projected increase to \$332,000 over the next five years.
- The City's housing stock has become increasingly rental. There has been a reduction in the number of owner-occupied units, from nearly 49% in 2010 to just over 45% in 2017.
- Analysis of the City's multi-family rental market indicates strong occupancy rates (over 97%), reflecting a stabilized market, with several new projects under construction or on the horizon.

### Hospitality/Lodging:

- While the City's hotel inventory is limited, the larger competitive hotel market contains 15 properties and just over 3,000 rooms. Performance metrics over the past six years have been strong, with average occupancies above 74%, indicating market support for new hotels in/around the City.
- There appears to be demand for nearly 600 new hotel rooms by 2027. Three hotels are approved or under construction near the potential station locations, and market data suggests a fourth could be supportable by 2027.

### Workplace/Office:

- The City is in the Northeast Dade office supermarket, which contains nearly 2.5 million sq. ft. of office space. Near the City's potential station locations, there is roughly 800,000 sq. ft. of office inventory. While vacancy rates have declined slightly over the past five years, projected absorption of new office space appears to be limited.

Retail:

- The City contains a substantial amount of retail in 13 retail centers in the 2-mile market area surrounding the potential station locations, totaling nearly 1.2 million square-foot. Rents vary considerably based on age and amenities of retail spaces, with substantial new retail proposed in the SoLe Mia project. Given the inventory of existing and pending retail, it is unclear how much additional retail may become supportable in the TOD district, aside from modest neighborhood-serving retail correlated to new residential uses. Existing retail uses may benefit from modernization and reorganization.

Further discussion of the market findings is presented in Chapter 2, and the full market report is included in Appendix C.

**Next Steps**

- City adoption of Station Area Master Plan Report
- City Council discussions regarding potential amendments to City's Comprehensive Plan, Land Development Regulations, Community Redevelopment Plan, and other relevant City planning documents
- Negotiations with private land owners to advance TOD design concepts on properties within TOD station area.
- Consideration of funding mechanisms for future Tri-Rail station as part of Transportation Master Plan, CRA, or as stand-alone financial discussion.
- Continued inter-agency dialogue with SFRTA, Miami Dade TPO, FDOT, and municipal partners in support of Tri-Rail Coastal Link service extension onto the FEC Railway into northern Miami-Dade County and beyond.



*Conceptual drawing of the easterly view of the potential NE 161st Street station location along the FEC corridor.*

### Key Recommendations of the Plan

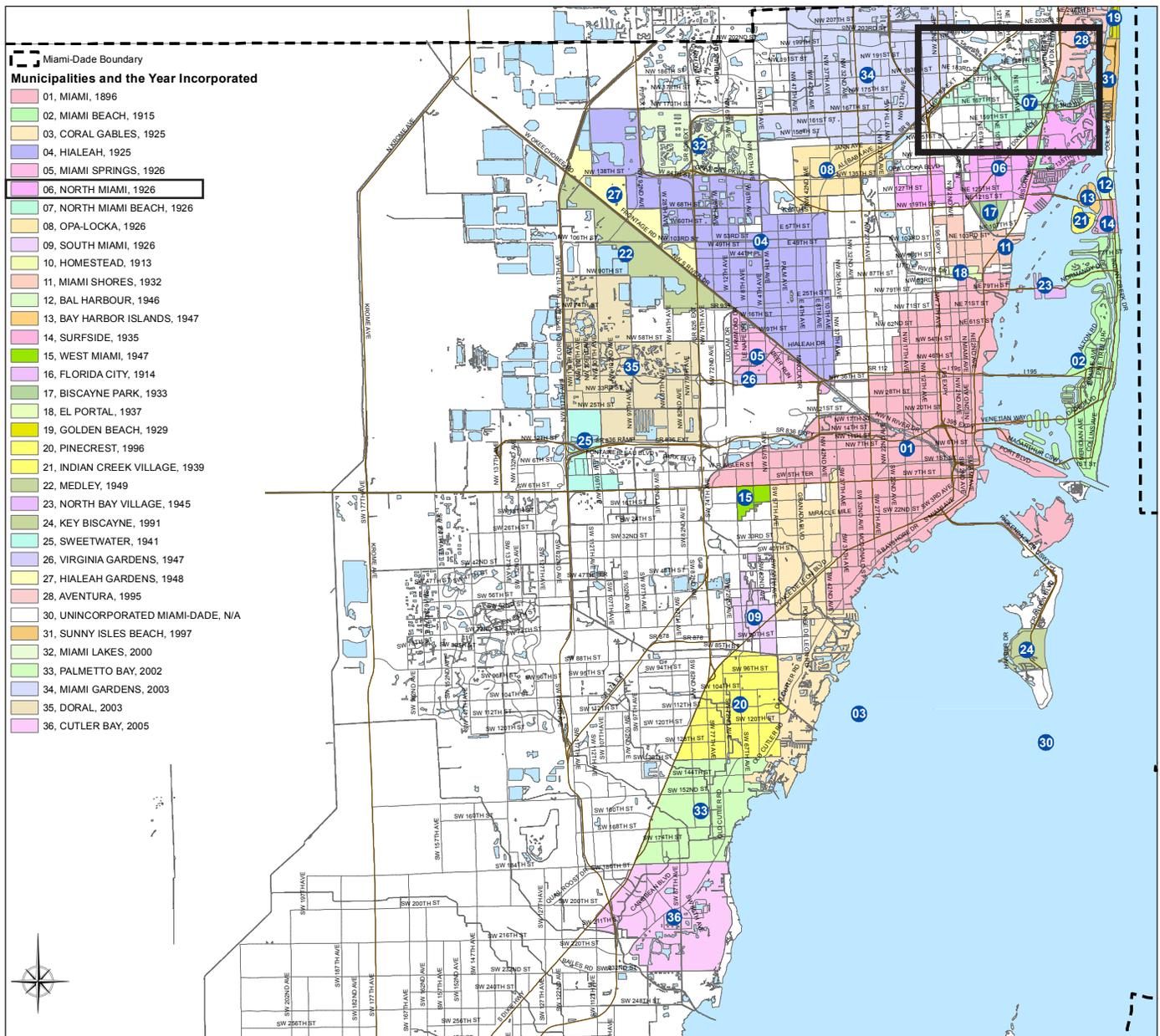
1. Evaluate land use and zoning changes around the NE 159th Street and NE 151st Street locations (if either is ultimately selected) to consider higher-intensity, mixed-use land development opportunities with incentives to promote orderly redevelopment in these station areas.
2. Evaluate potential hotel locations within half-mile TOD districts surrounding station locations; consider mixed-use with residential component.
3. Consider branding options for NE 151st Station Area, incorporating rail-centric and unique industrial character (e.g., “Biscayne Yard,” “Fulford Yard”)
4. Develop a City Mobility Plan with adoption into the Comprehensive Plan as appropriate, including:
  - (a) Thoroughfare Plan delineating existing and future planned rights-of-way, including new streets as depicted in NE 151st Street station area plan such as new north/south streets in district (e.g., roadway connection immediately west of FEC rail corridor from NE 151st Street Street north to a reconnection with West Dixie Highway, secondary north/south street to be established through redevelopment);
  - (b) Bikeways/Pathways Plan delineating bicycle, pedestrian, and trails network, including heightened focus on broad station catchment area from Snake Creek Canal to NE 151st Street; expansion of Snake Creek Greenway; and acquisition of FEC remnant spur north of NE 151st Street for integration into Bikeways/Pathways Plan;
  - (c) Traffic Calming Elements, including consideration of a roundabout at the intersection of NE 159th Street and West Dixie Highway;
  - (d) Multimodal Network Plan, including consideration of expanded trolley route servicing potential station location at NE 151st Street as suggested in site plan concept and future expansion to SoLe Mia and FIU/North Miami Beach Campus; and
  - (e) Mobility Financial Plan addressing capital improvement costs and operating/maintenance costs.
5. Develop “complete streets” concept for West Dixie Highway with narrower lanes, bike facilities, and intersection improvements at NE 22nd Ave/West Dixie Highway and NE 171st Street/West Dixie Highway in coordination with MD TPO and MD Public Works.
6. Consider developing an elevated pedestrian walkway above Biscayne Boulevard/US1 to expand station access.
7. Redesign the Snake Creek Canal bridge with expanded bicycle/pedestrian amenities and architectural embellishment.
8. Focus economic development strategies on residential and hospitality per market study findings.
9. Consider shifting density to the selected station location.
10. Consider expansion of CRA to include NE 151st Street Station Area if selected.

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# MARKET OVERVIEW

## Overview of Market and Economic Analysis

To guide the recommendations and strategies of the master plan with realistic market-driven development expectations, a market analysis was performed to understand future growth potential in the City. WTL+a, in partnership with Retail Development Strategies, LLC, undertook a comprehensive analysis of the City, including an assessment of demographic data, market conditions and historic, current, and forecasted development potentials. Four key uses were focused upon in the market study: residential, workplace/office, lodging/hospitality, and retail. This chapter contains a summary of the key findings. The full report, titled “Market & Economic Analysis: North Miami Beach Station Area Master Plan” by WTL+a, is attached as Appendix C of this report.



The market study for the North Miami Beach TOD Station Area utilized County-wide data as well as city-specific. The City of North Miami Beach, located in northern Miami-Dade County, is outlined in the map above.

WTL+a note that while typical market studies consider a five to ten year time frame for the absorption of new uses, TOD is a much longer process than that of conventional real estate analysis and market projections. In locations in which enough time has passed, there has consistently been a substantial increase in land values, and developers now market rail station proximity as a key amenity across multiple land uses. However, it takes decades for market forces to be fully realized. Therefore, the economists suggest the City’s TOD Master Plan consider a twenty to thirty-year time frame for build-out. Near-term development activity will serve as building blocks for the long term realization of TOD impacts, and there are several key parcels within the half-mile TOD station area for which redevelopment will likely occur in the short term. Well planned TOD development, with strong walkability and connectivity from the future station to adjacent parcels, addresses a critical need to establish the expected pattern of infill and redevelopment that will ultimately make the City’s Tri-Rail Coastal Link station accessible and successful.

**The Market Analysis Study Area**

To properly analyze economic characteristics of the City, the market study utilizes national, state-wide, and county data for comparison. The City is located in northern Miami-Dade County as illustrated in the maps in this section. The general North Miami Beach TOD station area is in the eastern portion of the City along the FEC rail corridor, generally between the Snake Creek Canal and NE 151st Street. Four potential station locations have been identified within this general area, and maps of these study areas are included in this section. Three of the four potential station locations are located within the City’s Community Redevelopment Area.



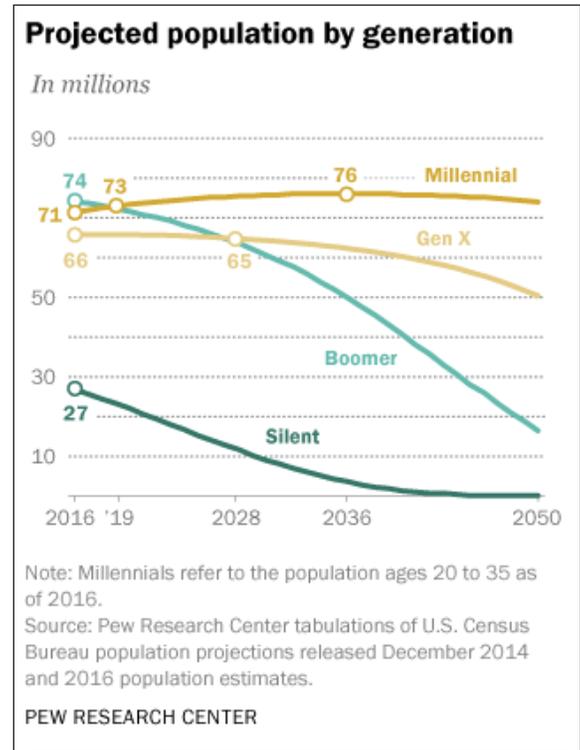
The map above indicates the CRA boundary for the City of North Miami Beach. Three of the four potential station locations analyzed in this report are included within the boundary, and the fourth is located just south of the boundary along NE 151st Street.

### Summary of Market/Development Potential

The market analysis focuses on four sectors: housing, workplace/office, lodging/hospitality, and retail demand. Noted characteristics regarding the City’s general demographic composition along with key findings for each sector are noted below, with greater detail available in the full market report (Appendix C).

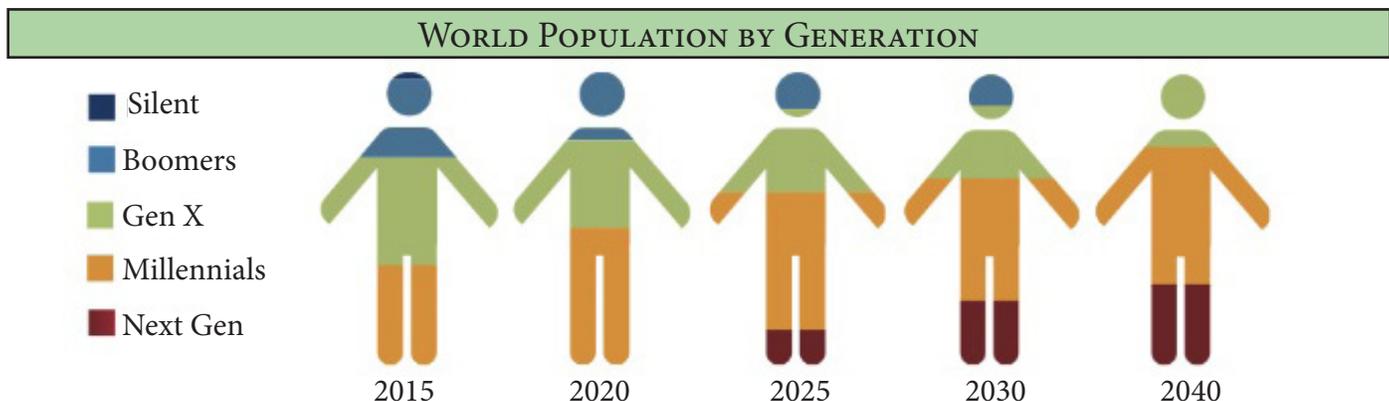
#### City Demographics

- The City’s population is roughly 43,600 residents, with a forecasted population gain of nearly 2,000 new residents in the next five years. The City represents just under 2% of the total County population.
- Overall, City residents are slightly younger than the County average, with a median age of 37.3 years (slightly below the County’s median of 39.1 years). Growth forecasts indicate the greatest growth will be in the 65-74 and 75+ age brackets with moderate growth in the 35-44 bracket, suggesting future demand for specific types of age-restricted and specialty housing as well as housing for move-up buyers.
- The City’s population is diverse, reflecting a mix that is 49% White, and 38% Black, with 41% Hispanic.
- Income characteristics in North Miami Beach indicate the community is solidly middle-class, with average household incomes of roughly \$57,000 per year (2017 data), growing to just over \$66,000 per year by 2022. This is below the County’s average household incomes of \$71,600 (2017 data), projected to grow to \$82,000 annually by 2022. Approximately 13% of the City’s households have annual incomes greater than \$100,000 per year.
- Average household incomes are forecast to increase by 3.0% per year over the next five years to more than \$66,000 by 2022. The City’s average household income is forecast to remain below its counterparts across Miami-Dade County—which is forecast to be \$82,000 by 2022.



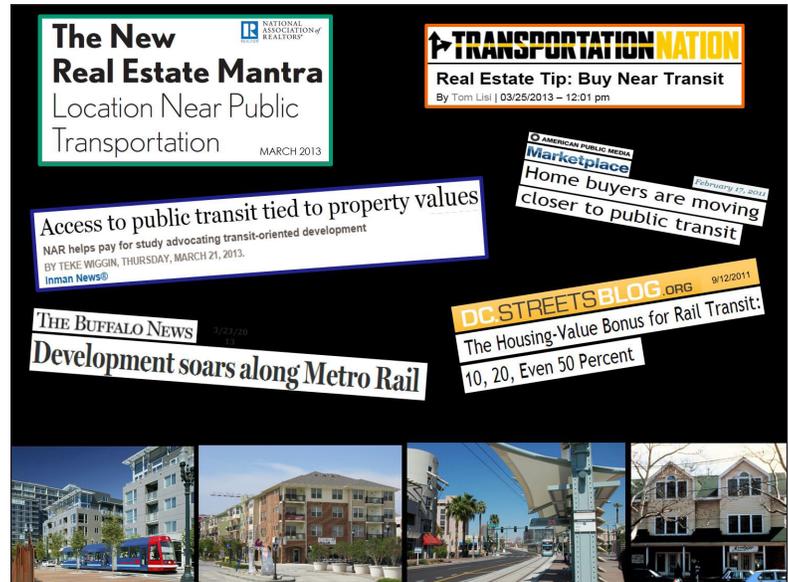
As illustrated in the charts above and below, Millennial are quickly becoming the largest cohort in the US, surpassing the “Boomers,” suggesting demand for smaller units could help broaden the City’s attractiveness for younger residents. Alvaro González Alorda

County forecast of \$96,900.



**Housing**

- The City’s housing stock is a mix of single-family and multi-family residential, with modest average unit values (roughly \$245,000) that are projected to increase to an average value of approximately \$332,000 by 2022. While this is below the average unit value in Miami-Dade County (\$322,400 for 2017), the rate of forecasted increase in the City’s housing values is markedly higher than that of the County over the next five years.



*Studies by the National Association of Realtors and others have found that housing near transit stations increases in value up to 42% more than similar types of units outside a half-mile station area.*

- Based on census data, the City’s housing market appears stabilized for both single-family and multi-family, with generally high occupancies and a stable vacancy rate of 7.2%. This figure accounts for properties that are for rent, for sale, and those that are unoccupied seasonally.
- The number of owner-occupied units has decreased, from 48.6% in the 2010 Census data to 45.4% in 2017, which could indicate the need for a focus on retaining and incentivizing home buyers to maintain stability in the City’s residential inventory.
- Based on a representative sample of multi-family complexes in the City (containing more than 3,000 rental units), the City’s multi-family rental market appears stabilized, with very high occupancies (over 97%) and solid monthly rents.
- North Miami Beach has a higher than average household size of 2.86 persons per household, reflecting the youth of its population and median age of 37.3 years.



*The City’s multi-family market is healthy and stabilized per industry standards, with low vacancies and overall achieved rents of \$1.84/SF.*



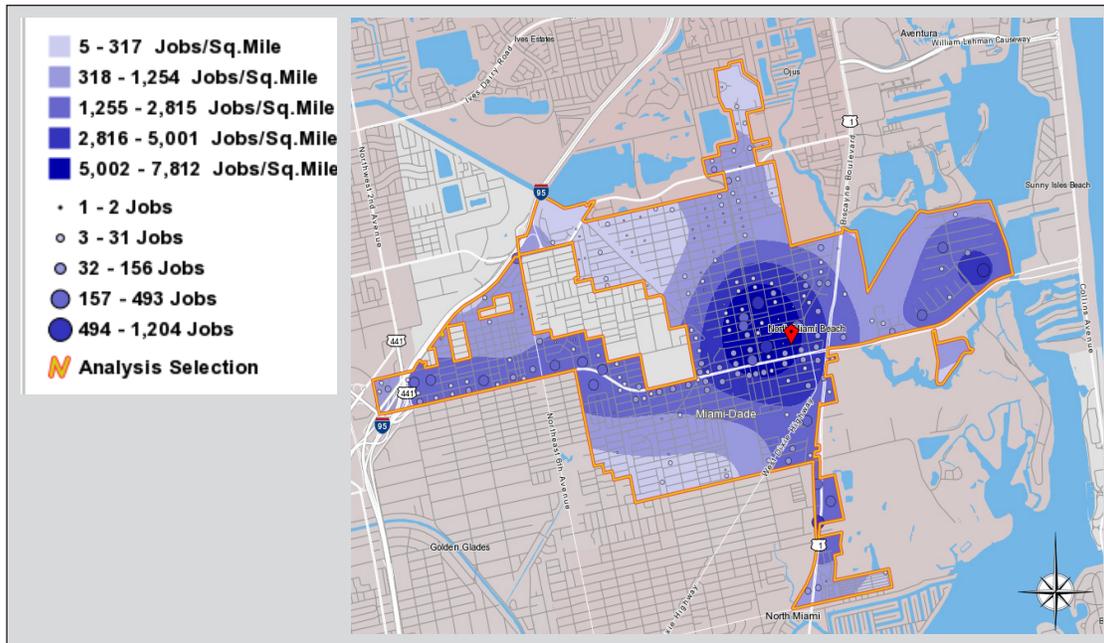
Recent development activity in the City of North Miami Beach includes the 2018 approval for the mixed-use “New North Town Center,” which is proposed to include up to 1,650 new residential units walking distance to the City’s potential Tri-Rail Coastal Link station locations. credit: Zyscovich Architects

## Employment

National data suggests Miami-Dade County contained approximately 1.2 million full-time jobs in 113,300 registered businesses in 2017 (latest available data), which reflects a jobs-to-population ratio of 0.44 (meaning there is almost one-half a job for every one of the 2.7 million residents in the County). This figure reflects the concentration of larger employment centers such as downtown Miami/Brickell, Airport/West Dade, Kendall, and Aventura. The County has experienced a strong post-recession recovery, with a projected growth of nearly 130,000 jobs through 2025, a rate of 16,200 jobs per year according to DEO forecasts. New jobs are expected to be predominately in the Services sector, with the largest gains projected in the Health Care, Professional and Business Services, and Accommodation and Food Services sectors.

In the City, Dun & Bradstreet estimates there are nearly 17,000 jobs in 2,120 registered businesses, representing roughly 1.43% of the total County job base. Assuming the City maintains a fair share proportion of job growth, the City could gain more than 1,850 new jobs through 2025.

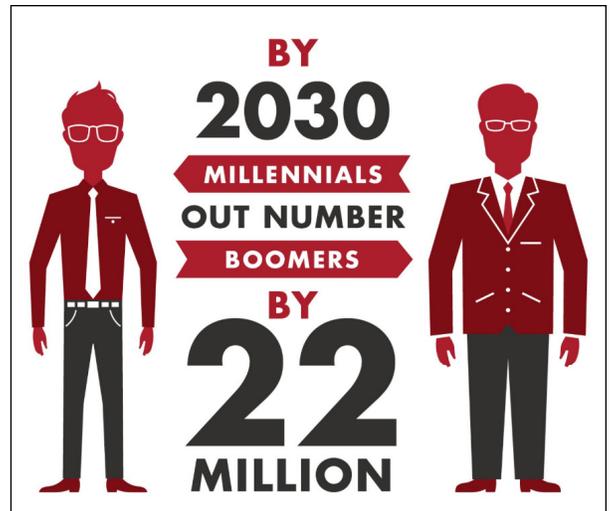
The City’s jobs-to-population ratio is slightly below that of the County at 0.39 jobs/person, which reflects the diverse business mix and concentration of businesses along commercial corridors such as NE 163rd Street and Biscayne Boulevard as well as the sizable retail presence throughout the City. That figure also suggests that part of the City’s economic development initiatives should be focused on business retention and recruitment to stimulate job creation. Census data indicates the highest employment densities are concentrated along the NE 163rd Street corridor, with the highest concentration of jobs located in blocks north and west of the proposed station locations. The three largest sectors generating demand for workplace real estate in the City include Retail Trade (29%), Services (46%), and Government (9%). Together, these three sectors account for 14,290 jobs, or fully 85% of the 16,987 jobs in the City. Notably, there are over 3,300 Health Services jobs in North Miami Beach, which comprises fully 20% of the City’s total job base.



As illustrated in the Work Area Profile Analysis, the City's highest concentration of jobs is clustered north and south of 163rd Street, west of the FEC Railway corridor.

### Workplace/Office

The City is in the Northeast Miami-Dade office sub-market, which contains roughly 2.49 million sq. ft. of office space (5.3% of the County). Miami-Dade County's office market contains approximately 47.1 million sq. ft. of office use, with more than 5.6 million sq. ft. of vacant space. This reflects a year-end 2017 vacancy rate of 12.1%. Recovery from the 2007-2009 recession and net new job growth have contributed to net absorption countywide of more than 1.88 million sq. ft. for the past three years, which equates to roughly 630,000 sq. ft./year. Countywide rents have been increasing, with average asking rents increasing 11.6% since 2015. This represents a rise in rents from \$34.20/sq. ft. in 2014 to just over \$38/sq. ft. at year-end 2017. There is roughly six years of vacant inventory to be absorbed, and the amount of empty office space in the County has been declining.



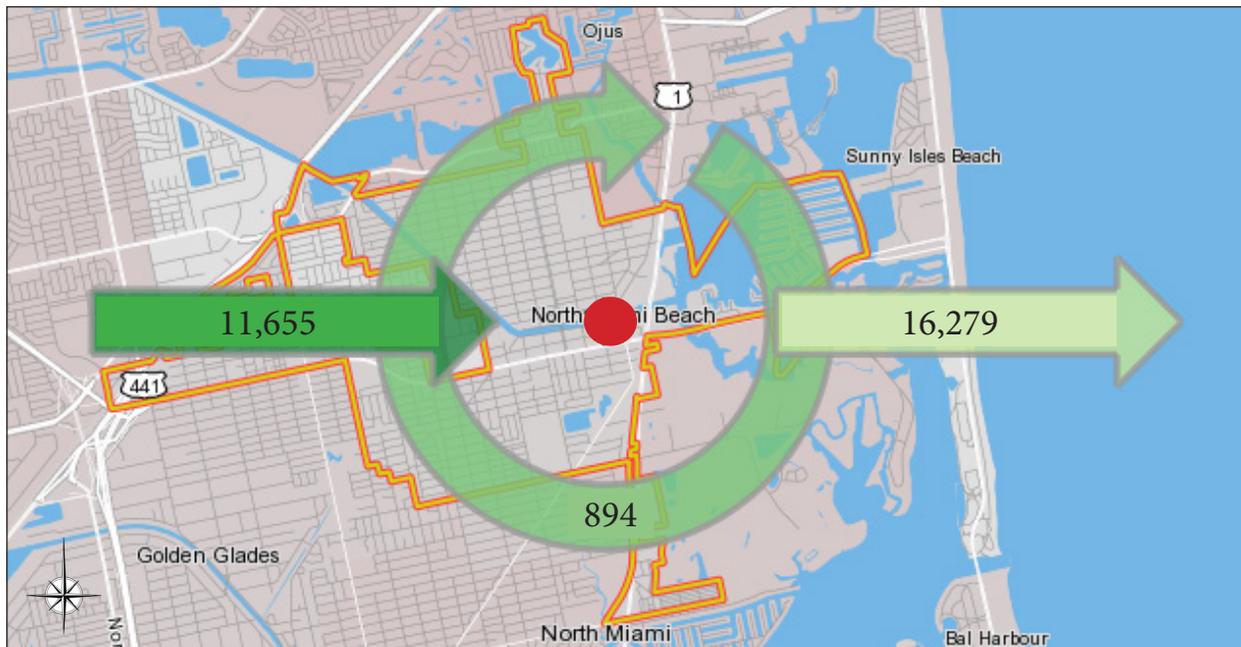
Millennials are the fastest growing segment of the U.S. workforce, triggering adjustments in workplaces across the U.S.

According to Cushman & Wakefield, Inc., net absorption in the northeast Miami-Dade sub-market has averaged 47,940 sq. ft. per year over the past three years. There appears to be an inventory of nearly 800,000 sq. ft. of office space within 2 miles of the proposed station locations, with buildings ranging in size from 25,000 to more than 250,000 sq. ft. Vacancy rates have declined slightly over the past five years, from 11.4% to 10.6% in 2017. However, net absorption is very limited, with an average overall absorption of only 1,630 sq. ft./year between 2012 and 2017.

City data indicates there are three proposed office buildings that could deliver more than 260,200 sq. ft. of new office space to the City, with nearly 1.4 million sq. ft. of new office space proposed in other locations within the sub-market. Given the City’s fair share proportion of job growth, there is modest net demand of 107,200 sq. ft. of new office space citywide by 2025 after accommodating some growth in existing vacant space. Considering existing approvals and entitlements of just over 260,000 sq. ft. of new office space in three projects, additional job creation would be necessary to fill the pending office space and generate new demand. A broader, carefully crafted set of public economic development strategies focused on business retention and recruitment, use of public regulatory and/or financial incentives, and/or targeted recruitment of office tenants as part of developer pre-leasing efforts may be critical to help sustain the viability of approved, unbuilt office projects and ensure market feasibility. The City’s approach should acknowledge the limited demand for new office space given current demand and available inventory.



The Northeast Miami-Dade office sub-market, which includes the City, has substantial existing office space with nearly 1.6 million sq. ft. approved and unbuilt, indicating the need for job creation to generate demand for new office space near the potential station locations.



As illustrated in Inflow/Outflow Analysis below, according to U.S. Census Bureau data, the City of North Miami Beach exhibits a net outflow of residents, with 16,279 residents who leave the City daily to work elsewhere, while 11,655 employees arrive to work in the City but live elsewhere.

## Retail

The City is a known retail market with a well-balanced overall retail mix that addresses locally supported demand. The reported inventory in the City includes roughly 5.8 million sq. ft. of retail space, with rents ranging from \$21 to \$65 per sq. ft. North Miami Beach's households spend an average of \$13,300 per year on consumer retail goods, which is modest as compared to the \$16,800 annual household retail expenditures for Miami-Dade County's households. Retail spending among the City's households totals more than \$201.5 million per year, including clothing, entertainment/recreation, electronics, groceries, food & beverage, household furnishings and health care. Expanding the range of retail purchases to include building materials, leisure and entertainment, and miscellaneous stores, estimates suggest household spending rises to nearly \$280 million annually among the City's households. It is important to note that household spending totals are irrespective of location as spending can occur anywhere.

Citywide household spending was well below the estimated citywide store sales of over \$685.7 million per year. This is generated by the City's sizable retail inventory along the commercial strips of NE 163rd Street and Biscayne Boulevard as well as commercial uses surrounding The Mall at 163rd Street (located in unincorporated Miami-Dade County) and Intracoastal Mall. The difference between spending and sales is known as inflow; in other words, there is more than \$405.7 million in annual retail sales inflowing into North Miami Beach from sources other than resident households. Analysis of the categories of retail expenditures among City residents indicates few merchandise categories where apparent opportunities could be recaptured to support either new retail development or stronger performance among existing businesses. Among the City's households, there is only \$3.5 million in total annual retail leakage, which suggests that continued growth of the City's population will be critical to strengthening net new retail demand generated by households.



*Dadeland Mall entrance*



*Aventura Mall entrance*

The greatest concentration of existing stores and retail businesses in North Miami Beach's older commercial core is located between a half-mile and 1.7 miles from the potential station locations, and there is significant new infill development planned south and west of the station sites. Several of the proposed projects within North Miami Beach included ground-level retail in their development programs. In addition, in adjacent Miami-Dade County, the proposed SoLe Mia project could produce a competitive, mixed-use development program with a scale and design that could capture a portion of otherwise available market spending within the City. Newer, walkable "town center" retail formats are rising in popularity, often at the expense of commercial strip retail centers.

Given the quantities of existing and planned retail proximate to the station locations, minimal retail quantities are recommended in the station areas as an ancillary use to the station to enable market demand to absorb vacancies and stabilize the retail market. The implementation of programs to support continued growth of residents, workers, and visitors will increase retail demand over time, which will enable the competitive unbuilt projects to be realized.

## Lodging/Hospitality

Miami-Dade's vast hotel inventory contains almost 56,700 hotel rooms distributed across 585 properties. Although the City contains only one property (the 237-room Ramada Plaza), the competitive market serving the City includes 15 properties containing just over 3,000 rooms. Average annual occupancies are strong, averaging 74.1% over the past five years, evidencing the potential to finance new hotel development in or around the City. Hotel performance metrics meet the threshold required by the capital markets of sustained annual occupancies ranging from 65% to 72% to warrant capital market-based financing of new hotel construction. This performance analysis suggests there is sufficient demand/investment-level performance necessary to justify the addition of new hotel rooms in North Miami Beach. Recent approvals in the City for new hotel development reflect this demand, including potentially the delivery of three new properties through 2022 with a total of nearly 450 rooms, with occupancy rates suggesting potential for a fourth new hotel by 2027.



*Upton Biscayne*



*Riverwalk*



*The Harbour*

## Summary

Given the development potentials, a preliminary estimate of economic benefits was developed with consideration of a limited TOD development program with only 280 new residential units and a 125-room hotel over the next ten years. It should be noted this reflects a conservative estimate of net new demand beyond that development which is approved and under construction in the City presently. Given these assumptions, WTL+a estimates 50-100 construction jobs with \$27 million in construction wages, 50 permanent jobs generated by the hotel with up to \$1.4 million in annual permanent wages, and just more than \$1.5 million in annual ad valorem/property taxes for all taxing authorities, with nearly \$500,000 for the City of North Miami Beach (assuming 2017 millage rates). WTL+a further note the Alternative D station, NE 151st Station, location is surrounded by the lowest present value properties. As a result, expanded TOD development in the vicinity of this station could produce the highest net increase in total values among the four potential station areas.

The market and economic findings have been incorporated into the planning analysis and recommendations to generate the greatest yield from any of the four station locations. WTL+a/RDS emphasize that plans for the future Tri-Rail station and collateral TOD opportunities need to be collaterally integrated into a coherent road network and comprehensive land use strategy to maximize coordination, effectiveness, and potential yield. Substantial investment in pedestrian circulation, transit access, and transportation mobility are needed to provide proper access and connectivity to any of the four station sites. With improved station access, the TOD yield can be extended east of the FEC Railway corridor to more fully facilitate development and activity throughout the station area. In this way, transportation and roadway planning and capitalization can provide real estate benefits far beyond the accommodation of traffic.

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## TOUR OF THE PLAN

### Introduction

The North Miami Beach TOD Master Plan process is designed to evaluate land use and mobility to identify preferred patterns that will provide the most transit-supportive conditions in and around the City's future Tri-Rail Coastal Link Station. Properties within the station areas are mostly developed, with a mix of retail, office, hospitality, industrial, and residential uses. However, these sites were developed in a suburban pattern that prioritizes vehicular circulation and parking above accommodations and connectivity for pedestrians and cyclists, which compromises urban form and walkability. As a result, these sites may be appropriate for redevelopment.

For successful TOD, the key criteria include walkability, connectivity, land uses that are mixed vertically as well as horizontally, and an urbanized format that helps create comfortable pedestrian spaces along transportation corridors. Accordingly, the station area master plan concepts illustrate ways in which these TOD principles could be applied to develop or redevelop properties within the station areas, with consideration of market demand and the City's close attention to detail and architecture. This chapter is organized as follows:

- (1) Discussion of TOD
- (2) Assessment of Station Locations
- (3) Overview of TOD Conceptual Designs
- (4) Discussion of Connectivity

The recommended pattern of infill development and redevelopment illustrated in the master plan would complement the City's desire for improved mobility and connectivity, help reduce vehicular trips on the roadway network, enhance economic development, and enable the City to better meet market demand for housing and non-residential uses as it continues to evolve and advance. Well-planned infill development in this manner would provide benefits to the City immediately with improved economic productivity from land development, enhanced destination quality in the heart of the City, expanded residential choices, and better mobility. These outcomes can be achieved in the years preceding Tri-Rail service to the City, and over time, would actually improve the funding competitiveness for the overall system.

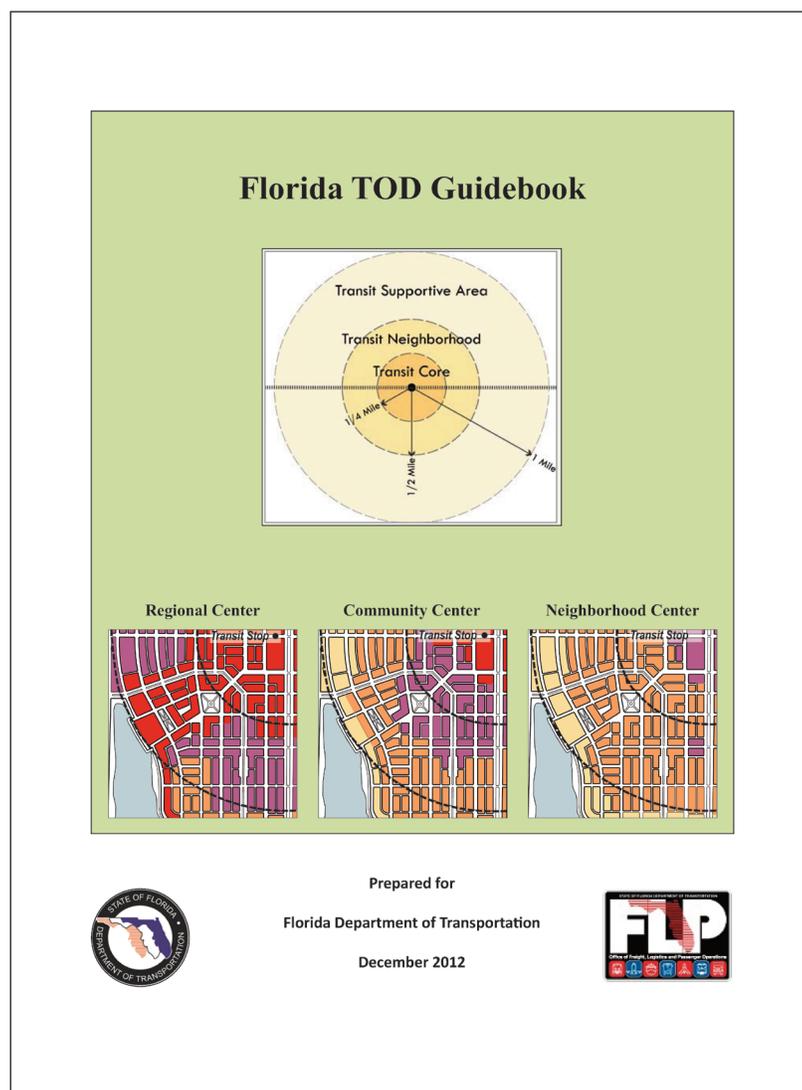


*This image illustrates an alternative for the future station location just south of the intersection of Biscayne Blvd. and NE 163rd Street.*

## SECTION 1: TRANSIT-ORIENTED DEVELOPMENT

Transit Oriented Development (TOD) is a strategy that is associated with the most successful transit services and the communities served by them. Because TOD helps generate ridership, economic development, and quality of life enhancements, the Federal Transit Administration (FTA), which provides funding for transit services, and the SFRTA, which provides the Tri-Rail service, have prioritized TOD as part of an overall transit service development program. The SFRTA has determined TOD is a core part of the regional transportation strategy. The SFRTA defines TOD as “a mixed-use pattern of pedestrian-friendly, higher-density development with reduced parking around transit stations – all factors that help generate revenues for local governments and ridership for Tri-Rail. More people living and working around Tri-Rail stations will increase ridership and make the region more successful and livable.”

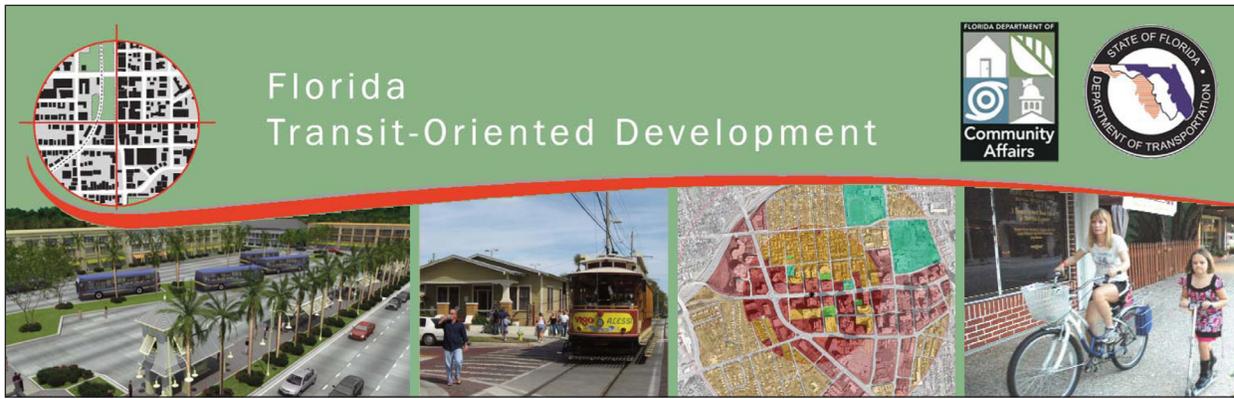
TOD is further defined by the State of Florida in state statutes and by the Florida Department of Transportation (FDOT) because of its contributions towards the efficiency and effectiveness of the overall transportation network. FDOT’s more detailed definition of TOD is included in this section.



### What is TOD?

TOD focuses on the land use patterns located within a quarter- to a half-mile of transit stations and corridors served by a premium transit system. TOD maintains a strong emphasis on mobility, walkability, connectivity, urban form, and a mix of uses arranged in a pattern of higher density and intensity than typically found beyond the half-mile “transit shed.” In addition to providing higher ridership potential, well-designed TOD offers a range of uses accessible by pedestrians, thereby reducing demand for vehicular traffic and parking while enhancing mobility and access by other modes (e.g., walking, cycling, riding transit). By closely coordinating land use with transit systems, TOD patterns of development provide a stronger economic return on transit investments, frequently yielding higher rents and property values, and better-developed markets for a range of uses. These economic benefits help reinforce TOD development activity, expanding both the real estate market as well as ridership for the transit service. These in turn increase further demand for TOD land development in a cyclical fashion.

(SOURCE: Florida TOD Guidebook, FDOT, December 2012)



Well-planned TOD is designed as a highly walkable, interconnected series of streets and blocks that has a comfortable urban form, with pedestrian friendliness as a hallmark of the design. By locating building fronts near roadways, shielding them from large expanses of parking, pedestrian corridors are well-defined, shaded, and protected from the elements.

By locating active building uses (such as display windows, sidewalk cafes, and interactive features) along roadway frontages, pedestrian corridors are more interesting and safer. An expanded mix of uses, with a combination of residential, retail, office, recreational, and other active uses, helps create ideally eighteen hours of daily activity, which further enhances the liveliness of streetscapes and safety through “natural surveillance.”

## Design Features Of Well-Planned TODs

- **Demographic Suitability**
  - Population, households & employment within ½-mile Station Area & in larger transit shed
- **Streets and Blocks**
  - Designed to provide safe & convenient access to transit stations
  - Primary focus on pedestrians; cars are secondary
  - Streets narrow enough to cross easily on foot
  - Blocks of 400-600 LF with high grid density
  - Continuous sidewalks
- **Good Mixture of Buildings and Uses**
  - Vertical & horizontal mix of retail, office, restaurants, residential & others
  - Creates 18 hours of daily activity
  - “Eyes on the Street” provides natural surveillance
- **Building Design & Placement**
  - Properly located buildings create walkable streets & sense of enclosure
  - Active uses along ground floors; residential & office above
  - Continuous “pedestrian itinerary” without large tracts of vacant land or surface parking lots
  - Building fronts face other fronts; transition at rear property lines; windows & doors at street edge
- **Proper Parking Placement & Treatment**
  - Reduced parking & restricted (not oversupplied)
  - Shared & structured parking (design & economics)
  - Located to create pedestrian patrons for businesses
- **Additional Considerations**
  - Tie-in with other transit modes
  - Public open space
  - Civic & cultural uses

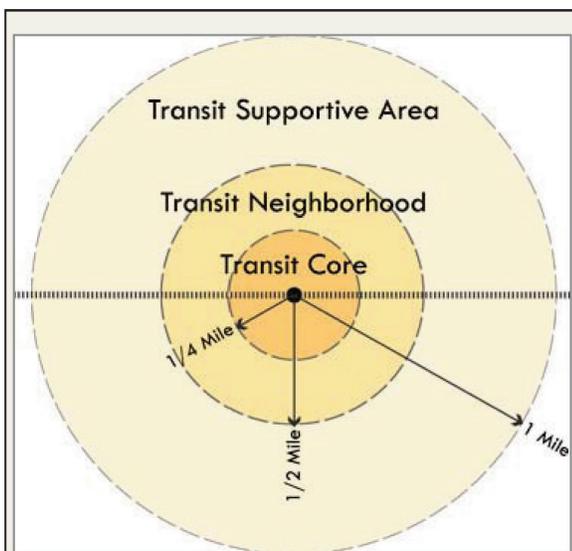
SOURCE: FL TOD Guidebook, Dec 2012

The Florida TOD Guidebook details the various design features of well-planned TODs as summarized in the graphic above.

## TOD's Relevance to the City of North Miami Beach

The City is a highly successful, full-service city with a broad range of residential, workplace/office, retail, industrial, recreational, and civic uses. Transportation access and connectivity is a critical component to expand economic development opportunities and maintain a high quality of life in communities. As Florida continues to grow, the state's transportation network has become busier, with forecasts for intensified transportation demand of all forms over time. To increase efficiency and predictability, the state has expanded its commitment to multi-modal transportation networks, which bring diversification and expand choices for the traveling public.

One component of the state's transportation solution is "complete streets," which are streets designed for all users – motorized (in vehicles and transit) and non-motorized (on foot, bike, scooter, etc.). Larger-scale mobility planning is another component, with a diverse transportation network that offers a wider range of choices, including local and regional transit.



Source: *A Framework for TOD in Florida.*

**Premium Transit Station:** means a transit station serving a premium type or types of transit (e.g., commuter rail, light rail, or bus rapid transit) or a station that functions as a local bus hub serving a minimum of three fixed local bus routes operating with headways of 21-30 minutes or less.

**TOD Station Area:** the area within one-half mile (approximately 500 acres) around a Premium Transit Station, comprised of the Transit Core and Transit Neighborhood. *NOTE: The model regulations presented in this Guidebook focus on this 500-acre area.*

**Transit Core:** the area within the first quarter-mile (approximately 125 acres) around a Premium Transit Station.

**Transit Neighborhood:** the area within the second quarter-mile (approximately 375 acres) surrounding a Transit Core

**Transit Supportive Area:** area within a one-mile radius surrounding a Transit Neighborhood and Transit Core.

*By definition, TOD focuses on the properties that immediately surround a transit station. The inner "transit core" is critical for establishing successful pedestrian connections extending ultimately through the entire transit supportive area. The further the pedestrian connections extend, the more extensive the transportation and ridership benefits extend from a transit station.*

At the state level, the FDOT long-range transportation plan is highly multi-modal, with an integrated network of facilities for travel by car, bus, train, air, and sea as well as by bicycle and on foot. Regionally, the SFRTA operates the Tri-Rail service, with a three-county commuter rail system poised to expand into the City of North Miami Beach, bringing a commuter rail station into the city as a central feature of the Tri-Rail Coastal Link. At the County level, Miami-Dade Transit operates nearly 20 bus routes through the City, with a dozen routes interconnecting at the Northeast Transit Hub located just north of NE 163rd Street.



*The City considers a new Tri-Rail station as a major hub for commuters and visitors to North Miami Beach.*



*Multi-modal facilities are designed to accommodate a wide range of users, including both motorized and non-motorized, such as the greenway facility illustrated along the bank of the Snake Creek Canal.*

At the City level, North Miami Beach is an active multi-modal provider, operating a local trolley circulator through the heart of the community. The City has long planned for a Tri-Rail Coastal Link station to be located just north of 163rd Street, with transit-supportive land use and zoning in place to complement and reinforce a future station. The City is implementing an enhanced bicycle/pedestrian network, including a multi-modal linear connection along the Snake Creek Canal (including a Snake Creek Greenway), expanded bicycle infrastructure, and a network of complete streets.

Improved local and regional mobility provides benefits for businesses, residents, and visitors in the City. Both employees and patrons of City businesses will benefit from improved access, and multi-modal solutions that include transit can actually reduce peak-hour demand on the roadway network. Residents are also benefited by improved access to jobs, entertainment, educational resources, and recreational destinations outside the City, which contribute to a more sustainable region.

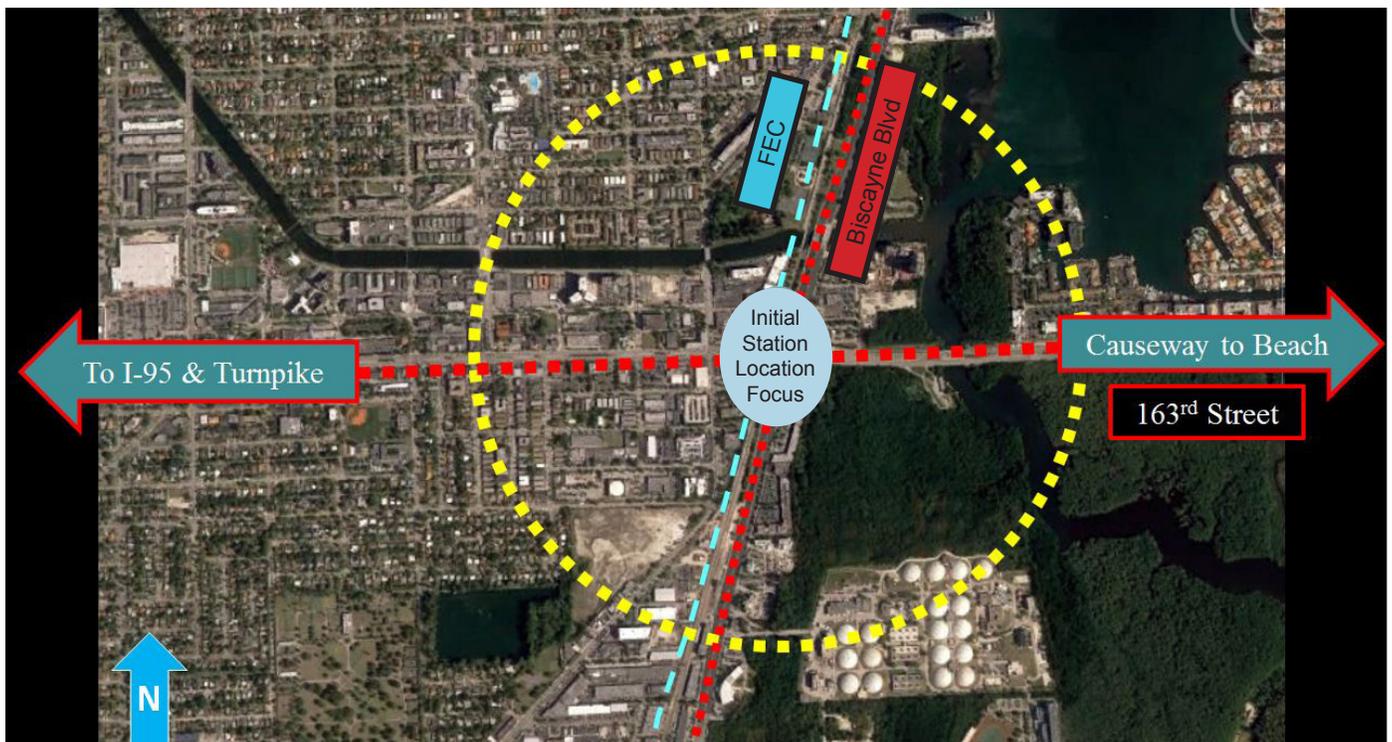
Implementing TOD in and around the planned Tri-Rail Coastal Link station area is already acknowledged to improve ridership and access to a future transit investment. But beyond the relationship to Tri-Rail, TOD as a land development pattern offers a range of other immediate and long-term benefits to the City. By improving interconnections between and among workplaces and residences, TOD offers efficiency improvements to the transportation network, enabling easier access on foot or by bike, local trolley, or shorter trips by car. These can reduce demand on the roadway network and provide other environmental and health benefits. Higher density development within the City's core also benefits adjacent land uses, whereby complementary businesses can operate synergistically. This creates improved information and resource sharing, faster product development, and more comprehensive solutions. Residential uses integrated into workplace districts can further reduce transportation impacts, increase employee productivity, and provide health benefits. Together, the benefits of TOD can begin to materialize well before the introduction of the transit service that helps expand them, with implementation of the City's long-range plans, improved economic development, and enhanced quality of life for its residents.



*Miami-Dade Transit (MDT) operates the most expansive transit network in the State of Florida, providing more than 25 million rides per month on its system. The City is serviced by nearly 20 bus routes in the MDT network.*

## SECTION 2: POTENTIAL STATION LOCATIONS IN NORTH MIAMI BEACH

The initial “project area” for the North Miami Beach “Station Area” TOD Master Plan was centered around NE 163rd Street, which has historically been identified by the City, the CRA, local governments, and transportation agencies as the preferred location for the City’s future station. NE 163rd Street is the primary east/west corridor in the City, providing connections to I-95 and Florida’s Turnpike to the west, Biscayne Boulevard/US1 to the east, and to Sunny Isles and Miami Beach via the NE 163rd Street Causeway. However, during due diligence evaluations of the station area, the station area planning workshop, and the subsequent Miami-Dade TPO Northeast Corridor study, three additional station location alternatives were identified south of NE 163rd Street. These are generally aligned with the eastern termini of NE 161st Street, NE 159th Street, and NE 151st Street. As a result, the project study area for the TOD Master Plan was expanded to include those properties generally located from the Snake Creek Canal south to the southern City limits along NE 151st Street (along the FEC corridor), and the half-mile catchment extending from that linear geography. The four station locations are depicted in the graphics in this section, and station area plan concepts have been developed for each.



As illustrated in the map above, the initial focus for the future Tri-Rail station location has been centered at the intersection of NE 163rd Street and the FEC Railway corridor. The dashed yellow line represents a half-mile radius from this location.

The study area corridor in the eastern portion of North Miami Beach, lying between West Dixie Highway and the FEC Railway corridor, currently contains a mix of mostly commercial and industrial land uses. West Dixie Highway is the primary north/south roadway west of the rail corridor with Biscayne Boulevard running parallel to the rail corridor to its east. The City has prioritized redevelopment along its major commercial corridors and across its CRA area through the development of its Strategic Plan, increased densities and intensities through its land development regulations, and CRA programs such as financial initiatives and the establishment of the state’s first brewery district. The Snake Creek Canal presents a unique recreational and visual amenity, especially for residential redevelopment opportunities, as evidenced with the newly developed NoMa multi-family project and projects such as 5 Park and Cambria Hotel. These actions have also helped incentivize higher-end residential projects such as The Harbour, Marina Palms, and Uptown Biscayne.

While redevelopment has begun to occur at the northern end, most existing buildings in the study area corridor are single-story, single-user sites that are individually parked and separated from adjacent uses. This reduces utilization and efficiency, but creates redevelopment opportunity. The historic TECO gas building, located just south of the NE 159th Street/West Dixie Highway intersection, is a notable structure and potential candidate for adaptive reuse with relocation of the existing industrial use. Lorenzo's Market and associated buildings present a regional destination which is more correlated to the use than the structure. The industrial district south of TECO and north of NE 151st Street contains an array of low-scale, neighborhood-serving industrial uses dispersed among older buildings with considerable surface parking and fenced, open storage areas. Property assemblage will be critical to enable larger-scale redevelopment opportunities to be realized among these sites.



*St. Bernard de Clairvaux Church is a medieval Spanish monastery cloister which was built in the town of Sacramenia in Segovia, Spain, in the 12th century but dismantled in the 20th century and shipped to New York City in the United States. Source: NMB*

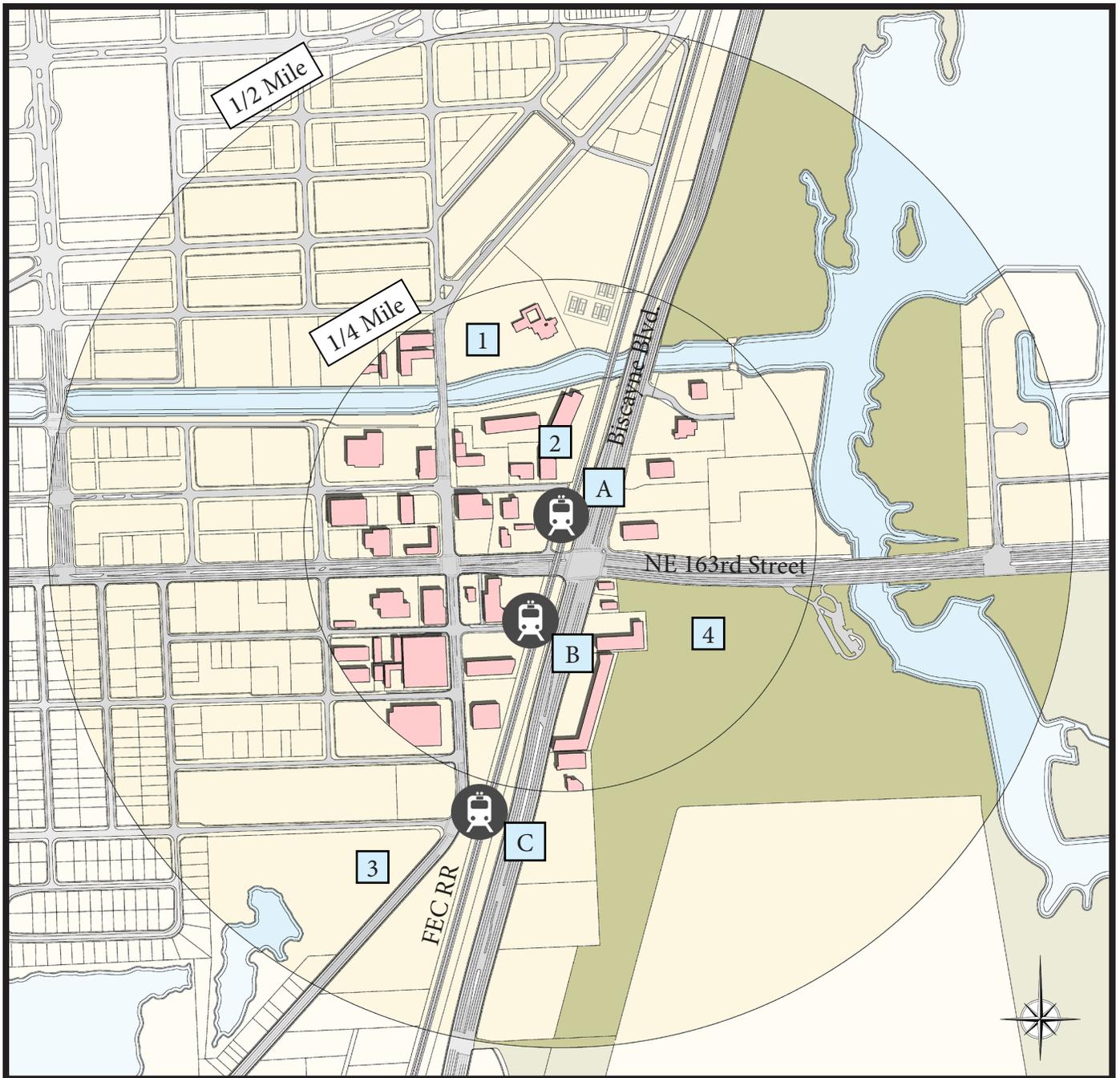
The neighborhoods surrounding the general study area include long-standing residential neighborhoods with a mix of modest single-family and multi-family, neighborhood and regional-serving commercial centers, public institutional and recreational uses, and the Historic Spanish Monastery, which is a unique regional attraction.

#### NE 164th Street - Alternative A:

Historically, the City's prior planning efforts have focused on a station location at the eastern terminus of NE 164th Street/Hanford Boulevard, in an area referred to as the Fulford Town Center, reflecting homage to the City's origins as the City of Fulford, founded by the Fulford-by-the-Sea Company. This location is referenced in the City's CRA Plan and reinforced through its Comprehensive Plan and land development regulations. This site, referred to in the master plan as "Alternative A," could include a station immediately north of NE 163rd Street, with parking and ancillary uses accommodated on adjacent parcels as well as the NE 23rd Avenue right-of-way. This location could be easily serviced by the City's existing trolley route, which travels the length of NE 164th Street, stopping at its intersection with West Dixie Highway at Lorenzo's Market. The location is immediately walkable to Hanford Boulevard, which is the City's historic main street and the burgeoning residential district along the Snake Creek Canal, where active high-density redevelopment is underway. The Canal provides an amenity for redevelopment, however it is also a constraint, as it bifurcates the TOD district and limits TOD development potential within the quarter-mile TOD core. The presence of the U-Haul property immediately west of the potential station location presents a development challenge that would require either relocation or reorganization of the active shipping/rental use that operates there today. A platform in this location could be located abutting the north side of NE 163rd Street, and pedestrians could utilize the existing rail grade crossing for access.

#### NE 161st Street - Alternative B:

Immediately south of NE 163rd Street is a second potential station location at the eastern terminus of NE 161st Street. Although the station could be located in the FEC right-of-way, land acquisition would be needed to accommodate parking. The adjacent Humane Society property is a low-intensity use that could be relocated, enabling redevelopment to accommodate station parking and ancillary uses. Access to this location could be improved by slightly reconfiguring NE 161st Street and adding a new north/south roadway immediately west



**Existing Conditions of the Initial Study Area**

- |                               |                                     |
|-------------------------------|-------------------------------------|
| 1. Historic Spanish Monastery | A. NE 164th Street Station Location |
| 2. "Laurenzo's Market" Site   | B. NE 161st Street Station Location |
| 3. "TECO" Site                | C. NE 159th Street Station Location |
| 4. Oleta State Park           |                                     |

The map above highlights the key parcels in the initial study area, which includes three of the four alternative station sites.

of the FEC Railway corridor. Also included within the City's CRA, properties surrounding this location are underutilized, with strong redevelopment potential extending across West Dixie Highway. This predominately industrial and heavy commercial area is within a half-mile of the station site, with a strong presence of automotive and low-scale uses presenting additional redevelopment potential. A platform in this location could be located abutting the south side of NE 163rd Street, and pedestrians could utilize the existing rail grade crossing for access. The City's trolley could also be extended to service this location.

#### NE 159th Street - Alternative C:

This station location could provide extensive access for City residents. Located between the City's two primary east/west commercial corridors at NE 163rd and NE 151st Streets, NE 159th Street is a minor collector that runs east/west through densely populated residential neighborhoods from I-95 to the rail corridor, which could enhance station access. Immediate TOD potential for this location includes older industrial/commercial to the north and the TECO gas site to the south. The recently approved New North Town Center, with nearly 1,700 residential units and a mixed-use development program, is located immediately across West Dixie Highway. The site is within the City's CRA, which could accelerate the redevelopment pace through incentives and other programs, and the City's trolley could be extended to service this location. For improved access, it appears an intersection modification at the NE 159th/West Dixie Highway, such as a roundabout, would improve vehicular traffic flows and introduce needed traffic calming in this location. A complication of this location is the platform location, wherein it would be too far to utilize the existing grade crossings at NE 163rd and NE 151st Streets. Therefore, an elevated pedestrian bridge could be required to enable ADA compliant pedestrian access from the east. This presents both a funding and permitting challenge as well as a design opportunity for a significant station development in this location.

#### NE 151st Street - Alternative D:

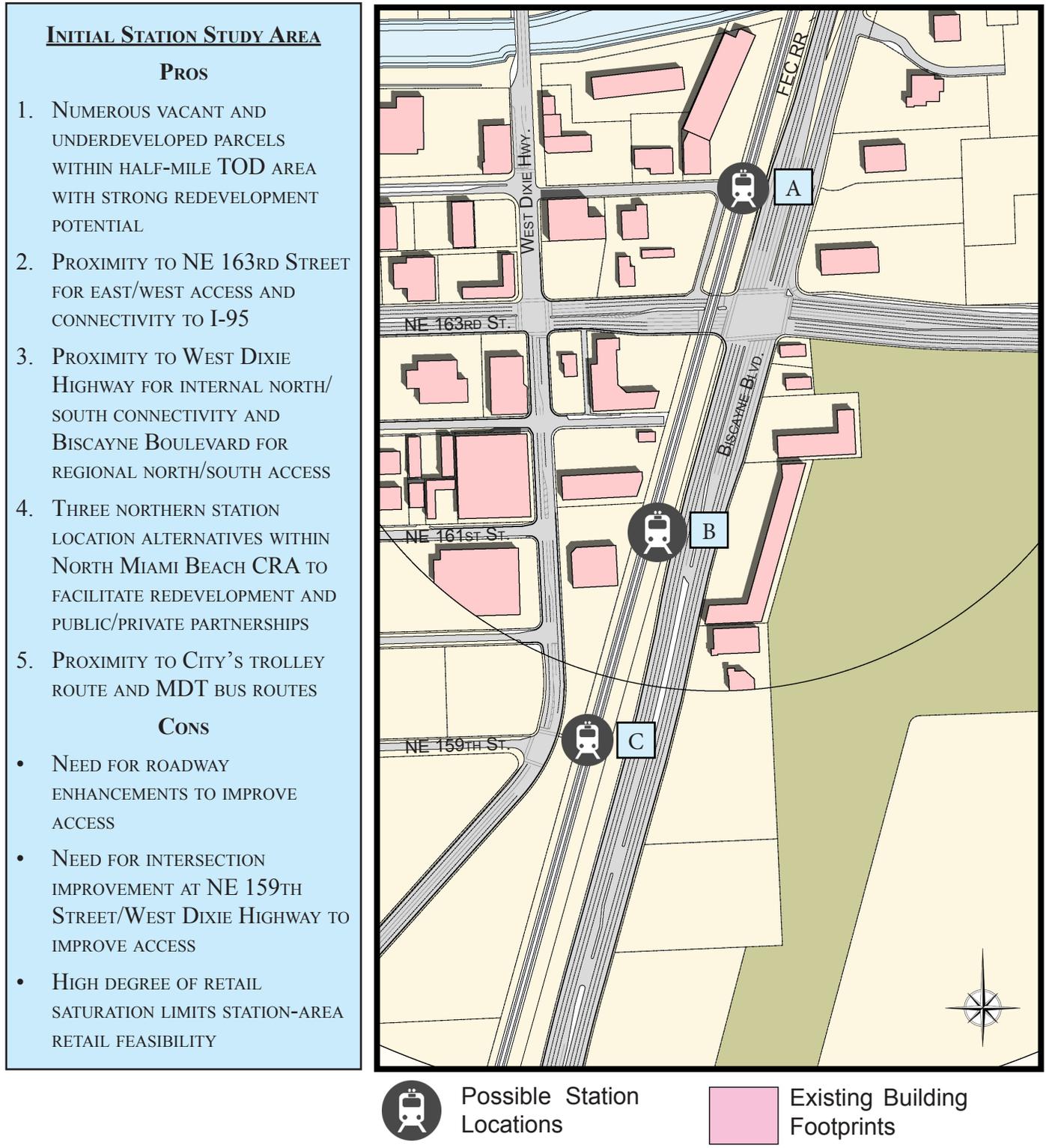
While this location was not identified through the station area planning workshop, it was identified during the Miami-Dade TPO's Northeast Corridor Study and charrette in late 2018. This site is located at the southern city limits of the City of North Miami Beach, immediately north of the NE 151st Street/FEC Railway intersection. Outside the City's CRA boundary, this location is within a low-density industrial district that appears to present strong redevelopment potential and could potentially be incorporated into the City's CRA if deemed appropriate by the City and County. Existing uses include automotive, storage, and neighborhood-serving industrial lying east of West Dixie Highway and north of NE 151st Street. The half-mile station area extends north to NE 159th Street, encompassing the TECO site and New North Town Center. East across Biscayne Boulevard is the Biscayne Bay campus of Florida International University and the large-scale Sole Mia mixed-use project projected to contain nearly 4,400 residential units and 1-million sq. ft. of commercial space.

The southern portion of the station area would be in the City of North Miami, characterized by a mix of older, low-scale industrial, commercial, and multi-family uses. In the City of North Miami Beach, the NE 151st Street station area would require land use and zoning changes to enable TOD-supportive uses to be introduced. The roadway network in this industrial district is limited, with opportunity to introduce new streets over time as redevelopment could reshape parcels and buildings. There is an existing remnant FEC right-of-way, running east/west just north of NE 151st Street, that could be improved as a bicycle/pedestrian greenway to expand station access. The City's trolley could be extended south along West Dixie Highway to further broaden station access.

While each of the other half-mile station areas are fully within the City of North Miami Beach, this southernmost location offers the potential for partnership with the City of North Miami as well as the Sole Mia project developers.

**Station Area**

Each of the City’s four station location alternatives could accommodate a future Tri-Rail Coastal Link station. There are strengths and challenges associated with each, which are described generally above. The characteristics of each station location are presented in greater detail in the following section.



Station Area



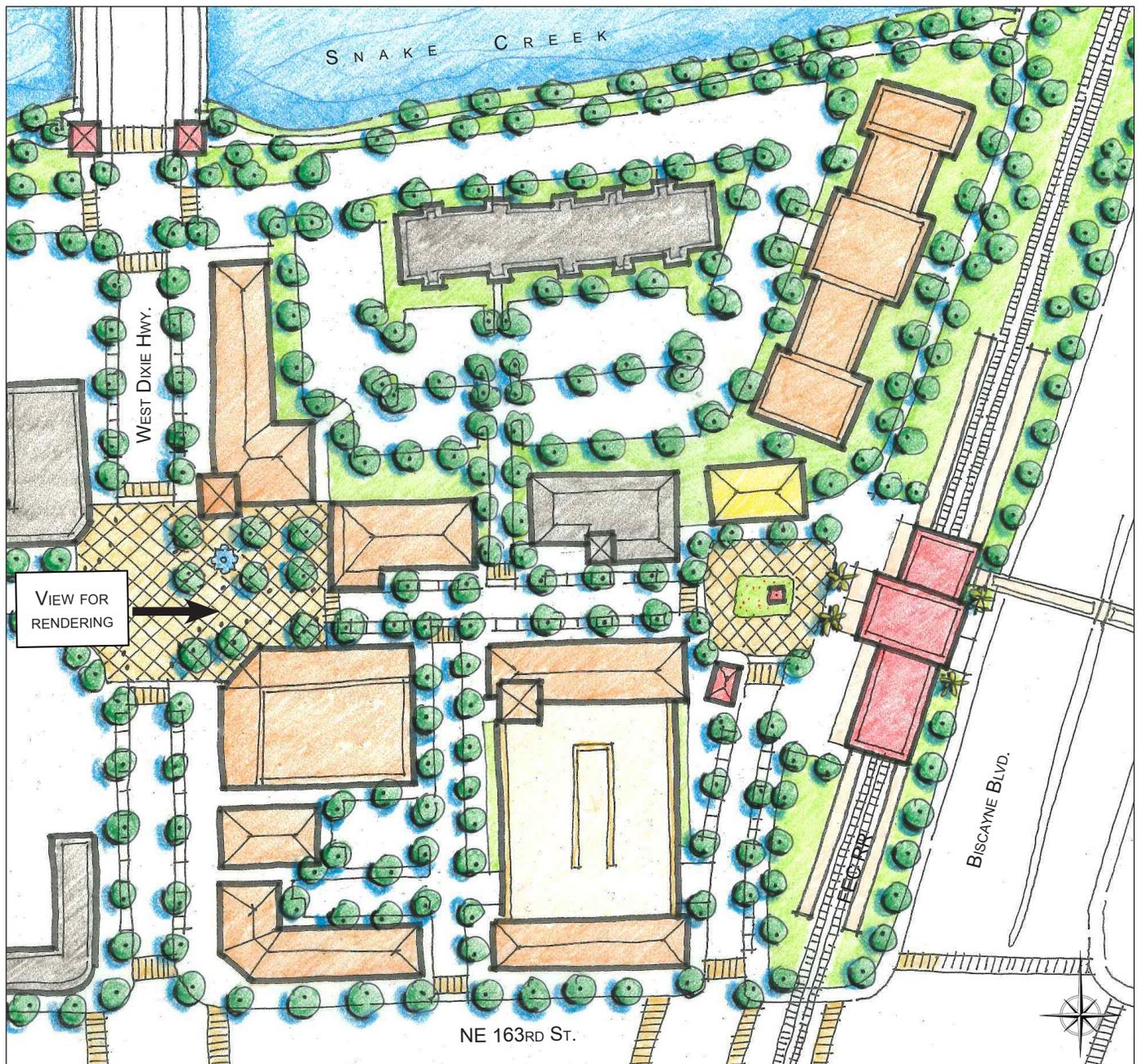
**ALTERNATIVE A**

*NE 164TH STREET LOCATION*

*(POTENTIAL STATION DEPICTED IN RED)*

- GOOD STATION VISIBILITY FROM NE 163RD STREET AND BISCAYNE BLVD.
- WITHIN CITY’S CRA AND ADJACENT TO HANSFORD BLVD (HISTORIC MAIN STREET)
- NEARBY HIGH-DENSITY RESIDENTIAL EXISTING AND UNDER CONSTRUCTION
- ADJACENT TO CITY’S TROLLEY ROUTE AND EASILY SERVICED BY EXISTING MDT BUS ROUTES
- CAN UTILIZE NE 23RD AVENUE RIGHT-OF-WAY (CITY-OWNED) FOR STATION DEVELOPMENT

## Station Area



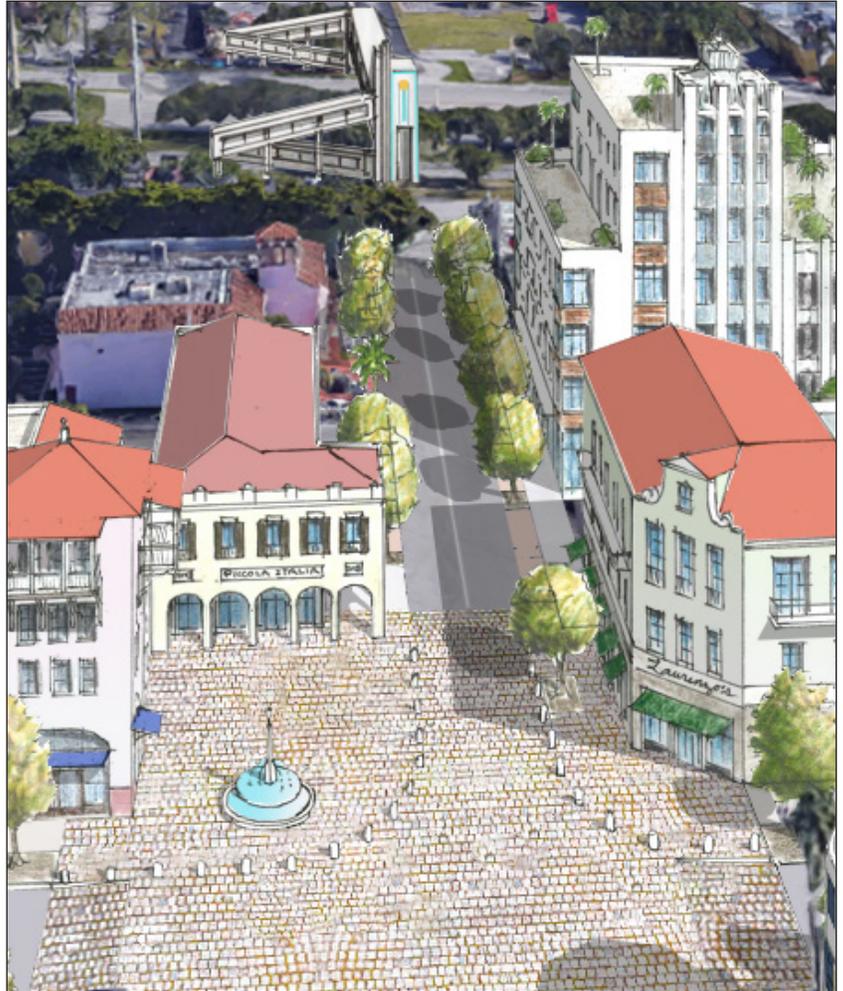
Alternative A: Recommended site for future Tri-Rail Coastal Link Station indicated in red.

The sketch plans in this section indicate potential station platform locations, with existing buildings shown in gray footprints and potential new buildings shown in colored footprints. The Alternative A location at NE 164th Street has historically been identified by the City and its partners as the preferred station location. The site plan concept indicates a potential station platform location within the FEC Railway corridor, extending north from the grade crossing at NE 163rd Street, with a station building terminating the vista of NE 164th Street/Hansford Boulevard. A new plaza is depicted immediately west of the station to accommodate passenger drop-off, and a larger intersection plaza is shown where NE 164th Street meets West Dixie Highway. Although pedestrian access across Biscayne Boulevard can be accommodated via the existing grade crossing at NE 163rd Street, a new pedestrian bridge is also suggested to connect the station to the proposed Uptown Biscayne development to be located immediately east of the station, east of Biscayne Boulevard.

## Station Area

The urban pattern illustrated in the site plan concept suggests the location of new buildings in compliance with the City's overlay zone, with structured and on-street parking. The concept integrates the Lorenzo's market property into a larger-scale series of town center buildings fronting the plaza. Intersection improvements with improved pedestrian treatments are indicated at the NE 163rd Street and West Dixie Highway intersections with side streets through the station area. The scale of buildings in this station area are recommended to be at a pedestrian-scaled density along street frontages scaling up to higher densities at their maximum of 10 to 20 stories to capitalize on station proximity.

The Snake Creek Canal presents both an amenity and a challenge for this station location. As an advantage, the canal provides a recreational and visual benefit to new residential and potentially mixed-use along its banks, especially along its southern edge. Substantial redevelopment is approved and underway to add considerable residential density, and the Snake Creek Greenway is proposed along the northern edge of NE 165th Street, which will further amenitize development in the area. The presence of the canal within the quarter-mile core TOD area, however, limits developability of the station area, which limits the potential TOD yield of a station in this location. Immediately north of the canal are existing recreational and cultural properties, including the Spanish Monastery and City's tennis complex, which are amenities but reduce the net potential development yield in the core area. A redesign of the West Dixie Highway Bridge to add pedestrian amenities would improve and strengthen the connection of this station area to the City's residential neighborhoods to the north and redevelopment potential along West Dixie Highway.



*The rendering above illustrates the redevelopment of the area around Lorenzo's with the proposed Tri-Rail Coast Link station which can be seen in the background.*

As depicted in the station area rendering, a plaza at the NE 164th Street/West Dixie Highway intersection represents an opportunity to formally interconnect the City's historic main street (Hansford Boulevard) with a new TOD core station area. Lorenzo's as a unique, regional destination, could be a showcased use in the infill program, with its location prominently featured fronting the new plaza. The rendering illustrates a suggested architectural treatment to enhance pedestrian comfort and walkability, which is of highest importance in the TOD core quarter-mile surrounding the station. In the background of the rendering, a suggested station building and potential elevated pedestrian crossing are shown. Landscaping should be provided including shade trees to further enhance pedestrian desirability.

## Station Area

**ALTERNATIVE B***NE 161ST STREET LOCATION**(POTENTIAL STATION DEPICTED IN RED)*

- GOOD STATION VISIBILITY FROM NE 163RD STREET AND BISCAYNE BLVD.
- WITHIN CITY'S CRA AND COMFORTABLE WALKING DISTANCE TO HANSFORD BLVD (HISTORIC MAIN STREET)
- EXISTING AND PLANNED HIGH-DENSITY RESIDENTIAL WITHIN WALKING DISTANCE BOTH NORTH (ALONG SNAKE CREEK CANAL) AND SOUTH (AS PART OF NEW NORTH TOWN CENTER PROJECT)
- EASILY SERVICED BY ADJUSTMENTS TO CITY'S TROLLEY ROUTE AND EXISTING MDT BUS ROUTES
- WOULD BENEFIT WITH ROADWAY RECONFIGURATION OF NE 161ST STREET TO CREATE ONE-WAY PAIRS FOR IMPROVED VEHICULAR (CAR AND BUS) ACCESS

## Station Area



Alternative B: Recommended site for future Tri-Rail Coastal Link Station indicated in red.

The Alternative B location suggests the station be located at the eastern terminus of NE 161st Street, two blocks south of NE 163rd Street. This location contains a mix of lower-scale, older commercial, industrial, and institutional uses that extend south to the TECO gas property located just south of NE 159th Street. This potential location was identified during the station area planning workshop, and its viability was further reinforced during field work and follow-up planning research.

The site plan concept illustrates a potential station platform location within the FEC Railway corridor, extending south from the grade crossing at NE 163rd Street, with a station building terminating the vista of NE 161st Street. To accommodate a reasonable station development program, private land acquisition appears necessary, and the site plan concept tests a development program that considers the acquisition of the Humane Society property, which is located immediately west of the suggested station location.

## Station Area

This use could be relocated further to the west or south on a variety of parcels, including a potential land swap with City-owned property located immediately west across West Dixie Highway. A potential reconfiguration and intensification of commercial uses fronting NE 163rd Street are indicated in the conceptual station area plan, which could accommodate increased commercial or newly introduced residential uses adjacent to the new station.

To improve station access and presence, the site plan concept suggests the reconfiguration of the NE 161st Street right-of-way from a two-way road to a pair of one-way streets surrounding a central green. This configuration would allow easier vehicular access for cars, buses, and trolleys, and the roadway could be designed with bus bays to facilitate intermodal transfers. To further improve access through the station area, a new roadway is suggested immediately west of the FEC Railway corridor, with a southern connection at NE 160th Street and northern connection at NE 163rd Street, which would facilitate vehicular ingress and egress from the station.



*Rendering of Alternative B station area located at the intersection of NE 161st Street and the FEC rail corridor.*

**Station Area**

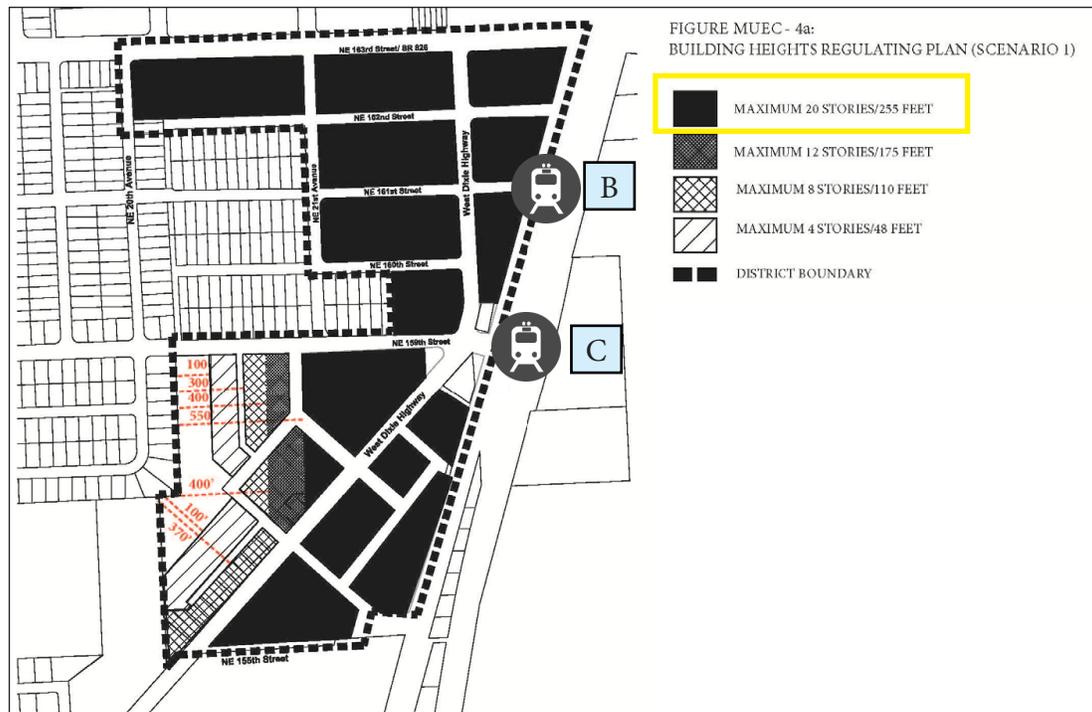


*This rendering, depicting the Alternative B location at NE 161st Street, illustrates the street grid within the station area, including a new recommended roundabout and grade crossing at the intersection of NE 159th Street and West Dixie Highway.*



*The City's Mixed Use Employment Center District zoning allows building heights up to 20 stories adjacent to the NE 161st Street station location, as illustrated in this rendering. Building heights are suggested to step-down at street frontages to maximize pedestrian comfort and flows.*

## Station Area



As illustrated in the Building Heights Regulating Plan for the Mixed-Use Employment Center District, maximum building heights adjacent to the potential NE 161st Street (B) and NE 159th Street (C) station locations are generally 20 stories, which are appropriate for the dense TOD pattern as suggested by the SFRTA's TOD policy.

The new roadway would require private redevelopment to enable the thoroughfare to be established. The City's trolley could be extended south across NE 163rd Street to enable connectivity with a station in this location as well. Given the importance of bicycle and pedestrian access, the site plan concept suggests the introduction of enhanced pedestrian crossings for all major intersections. Although pedestrians could utilize the existing grade crossing at NE 163rd Street, the site plan concept includes the potential for an elevated pedestrian bridge to enable safer crossing of Biscayne Boulevard.

This location offers a number of advantages. The half-mile station area extends north across the Snake Creek Canal to the eastern continuation of West Dixie Highway, including the Spanish Monastery and City's tennis center. These sites would be made more accessible with bicycle/pedestrian-focused bridge improvements. To the east, the half-mile captures the proposed Uptown Biscayne project. To the south, the station area would extend to NE 154th Street, encompassing the TECO gas site, and to the west, the half-mile radius would include the entire New North Town Center project. Unlike the northern Alternative A, the site has a greater amount of developable area within the half-mile radius, without the immediate interruption of the canal; however, all the locational amenities of the northern site are within an easy walking distance. Among the challenges are the design and character of the current roadway network, with a critical need for improved bicycle/pedestrian conditions especially along West Dixie Highway to maximize station area development potential.

The renderings in this section illustrates a recommended scale and building character intended to maximize both the station's visibility and prominence as well as the land development potential from a station investment. Buildings are suggested along NE 161st Street that could contain residential or a mix of uses, delivered at building heights that take advantage of the Mixed-Use Employment Center District zoning.



*Looking west across Biscayne Boulevard at the Alternative B and C station locations (at NE 161st and NE 159th Streets), this rendering illustrates potential station buildings that could bridge the FEC rail corridor, providing a fixed position from which a pedestrian bridge could be extended to the east.*

The Alternative C location identifies a potential station location at the eastern terminus of NE 159th Street and the FEC Railway corridor, immediately north of the TECO gas property. The corresponding half-mile station area extends from the Snake Creek Canal to NE 151st Street, across Biscayne to Uptown Biscayne, and west into the City's residential neighborhoods. This potential location was identified during the station area planning workshop, with follow-up field work and planning research to test its viability.

The site plan concept illustrates a potential station platform location within the FEC Railway corridor. However, due to the distance from the existing grade crossings at NE 163rd and NE 151st Streets, a pedestrian bridge across the FEC Railway corridor would be required to enable appropriate pedestrian and cyclist access to a station in this location. As illustrated in the Alternative C rendering, a station building could be located to terminate the vista of NE 159th Street, enhancing the station's visibility and prominence. To accommodate a reasonable station development program, private land acquisition appears necessary, and the site plan concept suggests a development program that considers a modified configuration of the newly adopted New North Town Center property as well as the redevelopment of the TECO gas property.

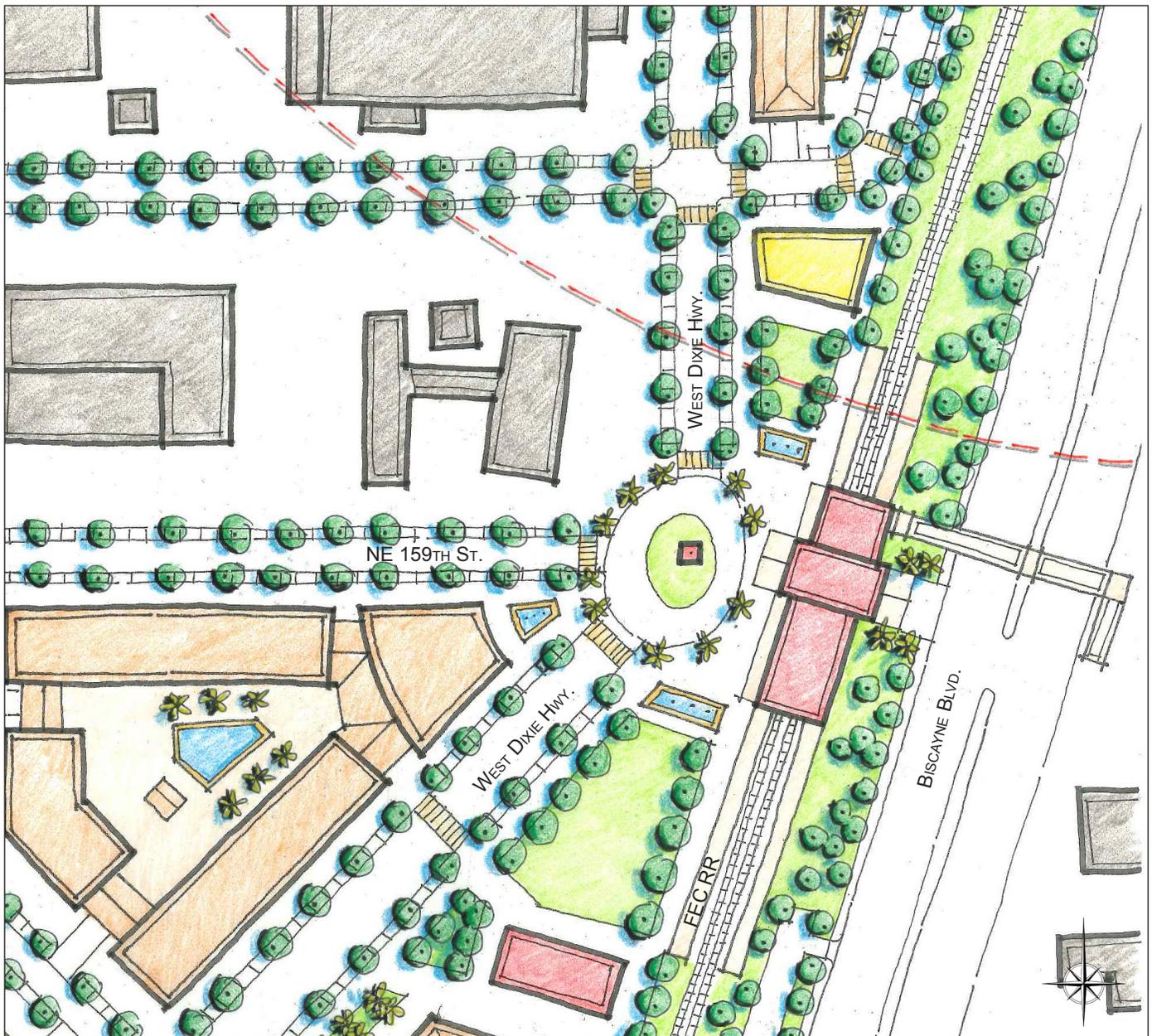
West Dixie Highway contains a curve at 159th Street, which limits views and threatens the safety of pedestrians and cyclists. To improve safety and access, a new roundabout is suggested at the NE 159th Street/West Dixie Highway intersection, and this improvement would be beneficial for any of the four station location alternatives tested for North Miami Beach.

## Station Area

**ALTERNATIVE C***ALTERNATIVE STATION LOCATION**(POTENTIAL STATION DEPICTED IN RED)*

- GOOD STATION ACCESS FROM 159TH STREET, WHICH IS MAJOR EAST/WEST COLLECTOR
- ADJACENT TO TWO SIGNIFICANT REDEVELOPMENT SITES: TECO GAS SITE TO SOUTH (POTENTIAL ADAPTIVE RE-USE) AND PENDING “NEW NORTH TOWN CENTER” MIXED-USE PROJECT TO WEST
- WITHIN CITY’S CRA AND WALKING DISTANCE TO 163RD STREET AND HANSFORD BLVD (HISTORIC MAIN STREET)
- EASILY SERVICED BY ADJUSTMENTS TO CITY’S TROLLEY ROUTE AND EXISTING MDT BUS ROUTES
- WOULD BE BENEFITED WITH ROADWAY RECONFIGURATION OF 159TH STREET/WEST DIXIE HIGHWAY (PROPOSED ROUNDABOUT TO IMPROVE ACCESS AND INTRODUCE TRAFFIC CALMING)
- DISTANCE FROM GRADE CROSSINGS WILL REQUIRE PEDESTRIAN BRIDGE UNLESS ADDITIONAL AT-GRADE CROSSING IS SECURED

## Station Area



Alternative C, which represents a third potential station location at NE 159th Street, is depicted above with the station in red and the TECO building to the south, also in red.

This location is within the City's CRA and adjacent to two key redevelopment parcels: the historic TECO gas building, which is a candidate for adaptive reuse of this historic structure, and the pending "New North Town Center" mixed-use project, which has recently been approved for the 18-acre vacant property and former home to TECO Gas and Peoples Gas which is a brownfield undergoing environmental remediation for more than two decades.

With the potential for a station building to be located at the eastern end of NE 159th Street, this site could provide superior access for the City's residential neighborhoods, extending to the west, as NE 159th Street extends west to I95. The site is accessible from either NE 163rd Street or NE 151st Street along West Dixie Highway, where the two closest rail grade crossings are located.

## Station Area

However, a station platform in this location could require an elevated crossing of the FEC rail corridor for pedestrian and cyclist access from the east, which would raise both station construction costs as well as permitting challenges. The New North Town Center property provides a ready-made TOD complement to a station location at either NE 159th Street or NE 161st Street, and it is reasonably walkable to the potential NE 151st Street location as well. Its recently approved development program includes up to 1,650 residential units, 260,000 sq. ft. of retail, a 175-room hotel, and 120,000 sq. ft. of educational use. To facilitate safer access and help calm traffic on West Dixie Highway, the site plan concept for this potential station location includes a recommended roundabout at the NE 159th Street/West Dixie Highway intersection. West Dixie Highway's alignment follows a curve in this location, which limits visibility for motorists, and a traffic intervention such as a roundabout would improve safety for vehicular travel as well as improve access to both this site as well as the New North Town Center to the west.

For transit connections, the Alternative C location could be serviced by modifications to the MDT bus route as well as the City's trolley, with extensions along West Dixie Highway.



*Rendering of a conceptual infill development program surrounding the Alternative C station location at NE 159th Street.*

Station Area



The rendering above indicates the potential massing of a new multi-story station complex bridging the FEC rail corridor.



The historic TECO gas building, located just south of the Alternative C station location, presents a strong opportunity for adaptive reuse, such as the food/beverage operation illustrated above.



Station Area



A fourth potential station location is located just north of NE 151st Street, west of the FEC rail corridor. This location could utilize the existing grade crossing at NE 151st Street and be serviced by extensions to MDT and the City's trolley system.

**ALTERNATIVE D**

*ALTERNATIVE STATION LOCATION*

*(POTENTIAL STATION DEPICTED IN RED)*

- PLATFORM COULD BE ACCOMMODATED AT INTERSECTION OF NE 151ST STREET AND FEC RAIL CORRIDOR, UTILIZING EXISTING AT-GRADE CROSSING FOR ACCESS
- REASONABLE EAST/WEST ACCESS VIA NE 151ST STREET
- SERVICEABLE BY MDT AND CITY'S TROLLEY
- GOOD PROXIMITY TO TWO MIXED-USE PROJECTS (NEW NORTH TOWN CENTER TO THE NORTH AND SOLE MIA TO THE EAST) AS WELL AS THE FIU NORTH MIAMI CAMPUS
- PROXIMATE INDUSTRIAL DISTRICT COULD BE REBRANDED FOR MIXED-USE DEVELOPMENT AND OFFERS SIGNIFICANT OPPORTUNITY TO INCREASE LAND VALUES ABOVE EXISTING
- OPPORTUNITY TO SHARE COSTS WITH CITY OF NORTH MIAMI AND SOLE MIA DEVELOPERS

Following the station area planning workshops, the Northeast Corridor charrettes conducted by the Miami-Dade TPO identified a fourth station location alternative for the City of North Miami Beach at its southern city limits. The location, now termed Alternative D, would be located just north of NE 151st Street, immediately west of the FEC rail corridor. A station location could be extended north from the existing at-grade rail crossing at NE 151st Street to accommodate pedestrian access from the east. The location would be adjacent to the City of North Miami, and accordingly, this station location could possibly be funded by both municipalities. A station location in this area could be highly visible across Biscayne Boulevard, with strong east/west access along NE 151st Street which extends west to NE 6th Avenue.

The immediate core TOD station area for Alternative D consists of mostly small-scale industrial and commercial uses, with current zoning limiting buildings to four stories. No residential uses are permitted in the core area closest to the potential station site. Limited multi-family exists south of NE 151st Street in the City of North Miami. The area is mostly one and two-story buildings with surface parking and lower intensity uses, creating substantial redevelopment potential should a station be located in this area. The potential station site is roughly a half-mile from NE 159th Street and therefore could be considered a reasonable walking distance from the pending New North Town Center project. Station-related development surrounding a station location at NE 151st Street could provide a higher net increase in property values versus the other three station location alternatives. However, it should be noted this is the only potential station location that is outside the City's CRA. This district could be incorporated into the CRA, or the City could create special financial mechanisms to capture and direct station-related ad valorem revenues towards station costs.

The adjacent industrial/commercial district extending west and north of the Alternative D location is a fairly discrete triangular sub-area, bounded by West Dixie Highway to the west, NE 151st Street to the south, the FEC rail corridor to the east, and with its northern tip touching NE 159th Street. Accordingly, a redevelopment concept in this area could be branded and marketed with a focus on its industrial and rail-centric history, such as "Biscayne Yard" or "Fulford Yard," to capitalize on the rail character of the uses and urban form. Circulation within the area would be enhanced with the introduction of new north/south streets, such as those depicted in the site plan concepts in this section. Additionally, there is a remnant of unused FEC right-of-way that exists immediately north of NE 151st Street (aligned with what would be NE 152nd Street) that could be improved as a non-motorized greenway to facilitate bicycle/pedestrian access to the station. To secure new roadways and connections in conjunction with redevelopment, the City may wish to consider establishment of a Thoroughfare Plan in its comprehensive plan delineating the desired roadway network.

To the east across Biscayne Boulevard, within a half-mile catchment of the potential station location lie two significant regional attractions. The first is Florida International University's North Miami campus, and the second is the "Sole Mia" megaproject, which is under construction and includes a substantial mixed-use development program with nearly 4,400 residential units and more than 1 million square feet of commercial space for the 184-acre site. Although both locations require crossing a 10-lane section of Biscayne Boulevard to access from the station, they are arguably two of the largest regional attractions in the area. As has been suggested in the discussions of the other three potential station locations in the City, although not required, the Alternative D station location could be more accessible with an elevated pedestrian crossing over Biscayne Boulevard. Sole Mia could also become a funding partner for station development and operational costs for a station in this location, which could reduce capital and carrying costs for the City of North Miami Beach. For intermodal access, both MDT and the City's trolley routes could be adjusted to provide direct service to a NE 151st Street station location. Intermodal access would be facilitated with the suggested new roadway alignments for the sub-area to improve vehicular circulation and ingress/egress.

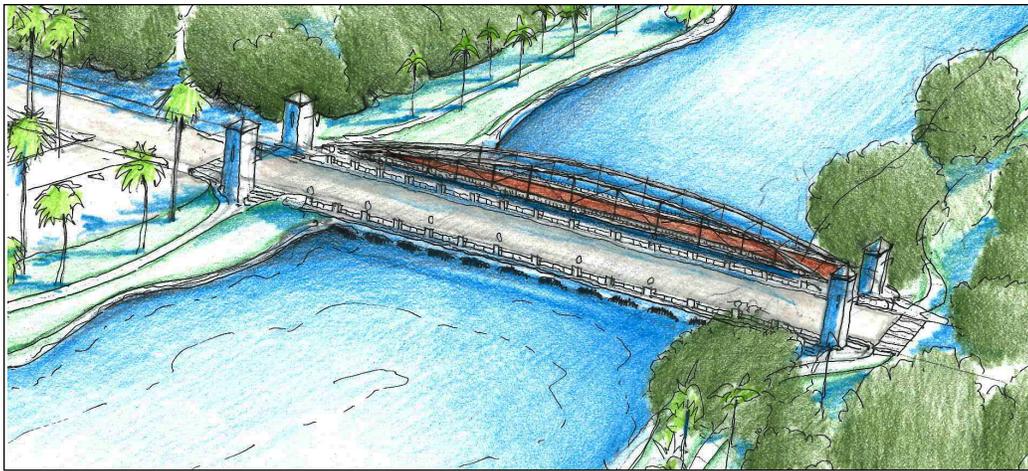
### SECTION 3: STATION AREA TOD DESIGN CONCEPTS

The area immediately adjacent to the future train station represents the City’s prime TOD opportunity – it is the “transit core” in the TOD station area. Properties within this inner quarter-mile are typically most affected by station development. The walkability and development pattern of the transit core surrounding the station will contribute directly to the success of the continued TOD pattern that extends through the larger ½-mile station area and beyond. Pedestrian comfort, with wide shaded sidewalks, traffic-calmed streets, buildings lining roadways to create an urban “edge”, well-integrated multi-modal connections (e.g., MDT, City Trolley), and a mix of uses that creates ideally eighteen hours of daily activity are all components of successful TOD districts.

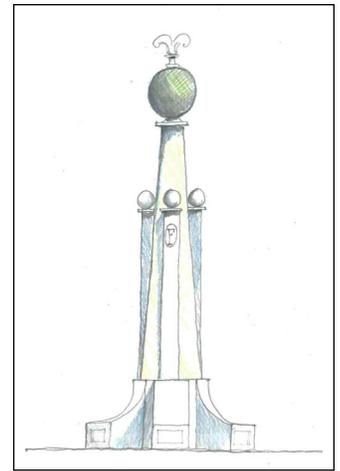
Any of the four station alternative locations could accommodate a future North Miami Beach Tri-Rail station, and each presents advantages and challenges from a design perspective. Alternative A in the north is the most proximate to the City’s historic main street along NE 164th Street/Hansford Boulevard and contains the most intuitive pedestrian features and circulation. Although the TOD district is truncated by the presence of the Snake Creek Canal, this waterway also represents a recreational and transportation amenity, attracting higher-intensity residential development augmented by waterfront views, and it offers an alignment for the Snake Creek Greenway for enhanced multi-modal circulation and access. The potential for a pedestrian-scaled redevelopment themed by Lorenzo’s market as a sub-regional attractor could enable a TOD district to have signature character for the City. To capitalize on the redevelopment potential in this location, improvements to the West Dixie Highway bridge across the Snake Creek Canal are critical. The current facility is deficient and limits pedestrian and bicycle access, but an enhanced bridge could be a centerpiece of a non-motorized network interconnecting the planned east/west greenway south of the creek with the Spanish Monastery, the City’s tennis center, and Graynolds Park to the north. Included in this section is a rendering which shows a retrofitted expansion of the existing bridge to incorporate a bicycle/pedestrian walkway.



*The artist rendering of the plaza near the existing Lorenzo’s*



A conceptual Snake Creek Bridge design with a new retrofitted addition to incorporate a pedestrian bridge along West Dixie Hwy.



Monument design possibility for the new bridge.

The Snake Creek Canal also represents a blueway opportunity that could add additional recreational amenity value with launches for non-motorized watercraft such as canoes and kayaks. The canal extends west ultimately to the Everglades Conservation Area. Canal-bank recreational access in the station area may further enhance the recreational amenity value provided by this water feature. Further, a canoe/kayak portage around the drainage control structure could enable access to Biscayne Bay at a future point. Several Snake Creek Canal bridge concepts are provided in this section, including three developed by students at the FIU School of Architecture as part of a class project.

The two central potential station locations, at NE 161st Street and NE 159th Street, are located within transitioning districts, evidenced by the pending New North Town Center project on the vacant former TECO Gas site. These two sites along with the southern potential location (at NE 151st Street) are surrounded by underutilized properties. A station sited in any of these locations will facilitate redevelopment in this portion of the City (stretching from NE 163rd Street south to NE 151st Street). The City’s zoning and land use designations from NE 159th Street north already contemplate redevelopment, with mixed-use, higher-intensity development promoted through zoning. Similar consideration will be appropriate in the area from NE 159th Street south to NE 151st Street since this area will also be stimulated by a station location south of NE 163rd Street.



The image left, developed by students in the FIU School of Architecture, suggests a suspension bridge over the Snake Creek Canal.

*As provided by the FIU School of Architecture project, the “Harmony Bridge” concept above incorporates elements of musical instruments, particularly the violin, with pedestrian pathways, bicycle lanes, a kayak launch, and a café.*



*As suggested by FIU School of Architecture students, the Snake Creek Canal bridge could accommodate well-defined pedestrian, recreational, and commercial opportunities to maximize utility of the water feature.*



*The image to the right conceptualizes a “Branching NMB” bridge design for the Snake Creek Canal, which was inspired by branches and includes a canopy and dedicated space for pedestrians.*



## SECTION 4: MOBILITY, ACCESSIBILITY & CONNECTIVITY

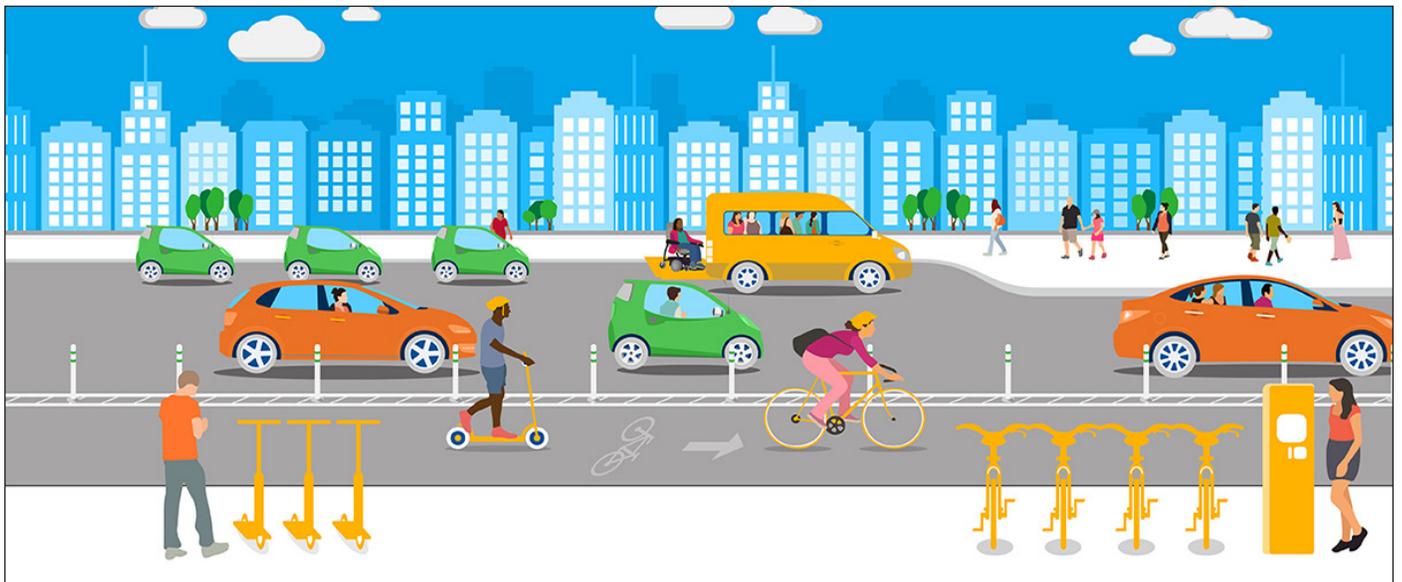
### Mobility

The City of North Miami Beach has many multi-modal transportation options for its residents, including 11 MDT bus routes converging at the North Dade Intermodal Transfer (just north of NE 163rd Street along NE 15th Avenue) and the City's trolley network, which includes three routes traversing the eastern portion of the City. North Miami Beach's roadway network is robust, with significant commercial collectors providing access to the City's extensive job base and regional destinations. Maintaining and expanding good access to the City's components is critical for the City to maintain its economic competitiveness and quality of life.

A future Tri-Rail station serving the City of North Miami Beach has long been identified in the City's planning documents and those of the transportation agencies serving the community. Although prior efforts focused on the NE 164th Street potential station location, the City's planning efforts for transit-supportive use extend well beyond the immediate station area as evidenced by its strategic plan and regulating plan. There are three basic elements communities focus upon to improve circulation by the traveling public:

- Mobility, which is the ability to move people from place to place by multiple modes;
- Accessibility, which is the ease by which people can utilize various modes to reach their destinations; and
- Connectivity, which is the variety and efficiency of route options people have to use within a community.

It is the integration of these elements that produce a transportation network with reliability, predictability, and effectiveness for communities. The City may wish to incorporate these goals, priorities, and recommended projects into a Mobility Plan to further define them and identify capital funding and an approach for operations and maintenance.



*Shared mobility describes the multiple and expanding number of modes used by the traveling public and underscores the need for transportation facilities to appropriately accommodate different types of users – motorized and non-motorized or “human-powered.”*  
 Image source: [www.sae.org/shared-mobility/](http://www.sae.org/shared-mobility/)

### Mobility

The ways in which residents, businesses, and visitors move to and through a community are evolving, with progressive communities embracing a growing array of choices to meet individual needs and demands. The most successful and competitive communities have shifted away from auto-centric transportation networks (that limit transportation options to primarily personal vehicle) to multi-modal networks that offer an array of motorized and non-motorized choices.

Across Florida and the nation, transportation patterns and choices have been expanding, with an increase in cycling and other human-powered modes, ridesharing modes like Uber and Lyft, and transit options of all shapes and sizes. Miami-Dade County is the most multi-modal county in all of Florida, with a robust transit system operated through MDT that includes MetroBus, MetroRail, and MetroMover as well as city-operated local trolleys. Tri-Rail, Brightline, and Amtrak operate commuter and intercity passenger rail, and the public and public/private transportation network is augmented by ridesharing, bikeshare, and taxi. Millennials, already noted as the fastest growing segment of the population, seek workplaces and residential communities where they can avoid driving and instead walk, bike, and take transit. As cities seek to attract these buyers and workers, the transportation network becomes a selling feature.



NMB Trolley routes shown above.

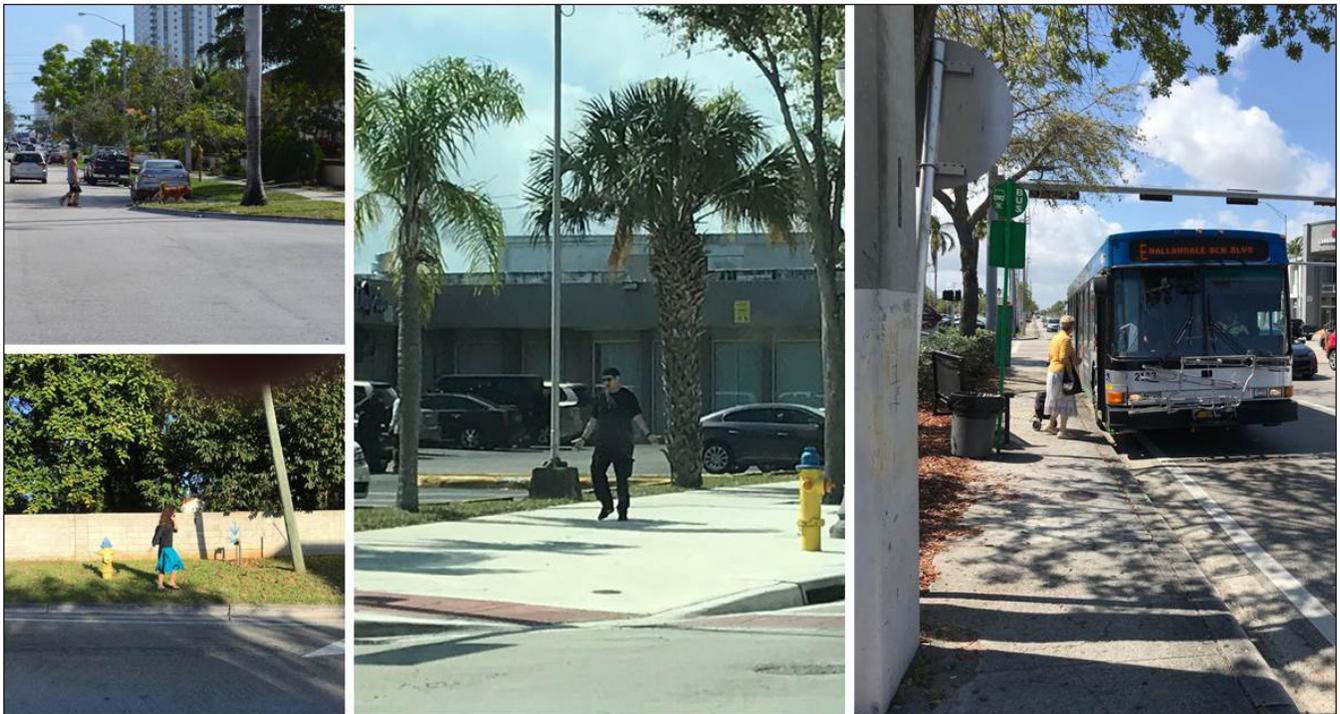


There is a rising trend of autonomous vehicles, for both personal and transit use, that will modify demand on roadway networks over time, depicted in images above. MDT transportation options include MetroBus, MetroRail and MetroMover as shown in the photos below.





Many competitive communities are embracing an increasing array of personal mobility choices to expand access, broaden competitiveness, improve sustainability, and enhance quality of life.



The City of North Miami Beach's transportation network, including its well-traveled roads, busy sidewalks, and active bus stops, evidences the heightened multi-modal activity in the community.



The introduction of the Brightline service in 2018 anticipates the expansion of Tri-Rail Coastal Link onto the corridor, beginning with the Downtown Miami station, extending north to Aventura as an early phase.



Study area for the Northeast Corridor as directed by the Miami-Dade TPO SOURCE: www.miamidadetpo.org/library/

**Accessibility**

To accommodate the broader range of users on the roadway network, and to improve safety, mobility, and accessibility, there has been a shift towards the development of “complete streets.” This approach relies on an integration of land use and transportation planning to create holistic transportation systems that can properly accommodate motorized and non-motorized users. The image below details some of the components, all of which are embodied in TOD: parking behind or within buildings, on-street parking, active ground-floor uses, realms for different modes, pedestrian amenities, and narrow streets that have traffic-calming.

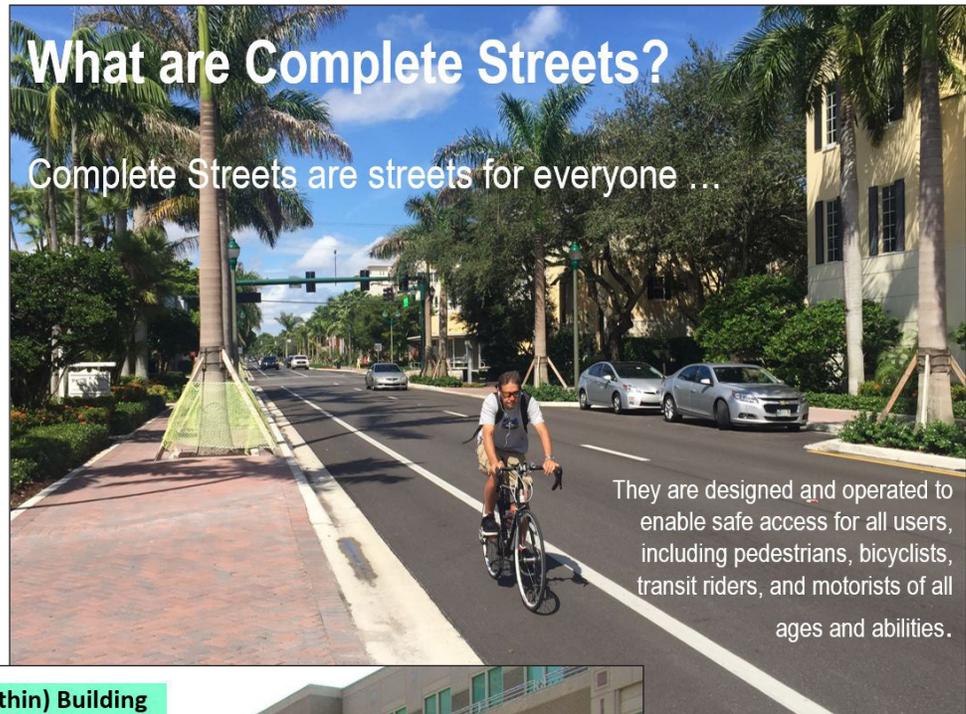
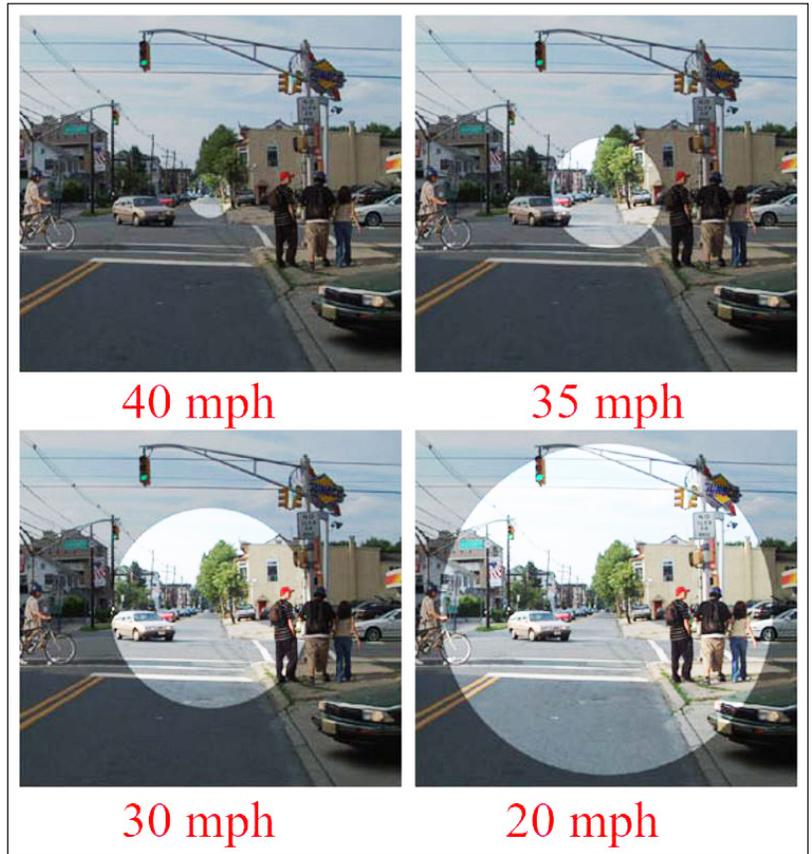


Image Source:  
ALTA Engineering

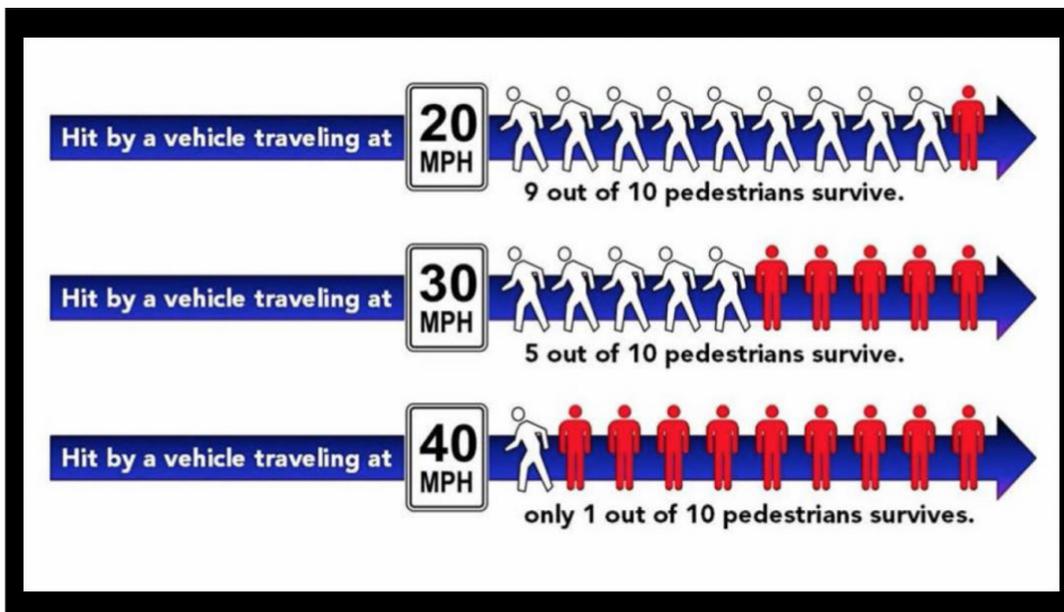
*Complete Streets are a national and state-wide priority and offer safety, functional, and efficiency improvements to the transportation network. TOD principles help create complete streets by integrating land use and transportation as areas develop.*

**Accessibility**

Traffic calming is a proven method for slowing vehicular traffic and improving bicyclist and pedestrian safety. Wider roadways with limited landscaping and few deflections cause drivers to naturally increase speed while narrower roadways, with landscaping and well-defined pedestrian pathways, cause drivers to slow down. Faster moving drivers have a narrower range of vision than slower drivers, so pedestrians and cyclists that might be invisible at 40 MPH are inherently safer and less likely to be involved in an accident at 20 MPH. Further, the likelihood of surviving a pedestrian/vehicle or cyclist/vehicle accident are markedly better at slower speeds.



The image above illustrates the benefit of traffic calming. While pedestrians and cyclists are virtually invisible to drivers at 40 MPH, they are clearly visible at lower speeds, which makes for significantly safer transportation networks. Source: Alta Engineering



The dangers of higher speeds and pedestrian accidents are illustrated in the graphic above. Source: Alta Engineering



## Improving Mobility



The diagram above illustrates the on-street bikeways in red. The thicker line represents higher priority and the thinner line is lower priority.

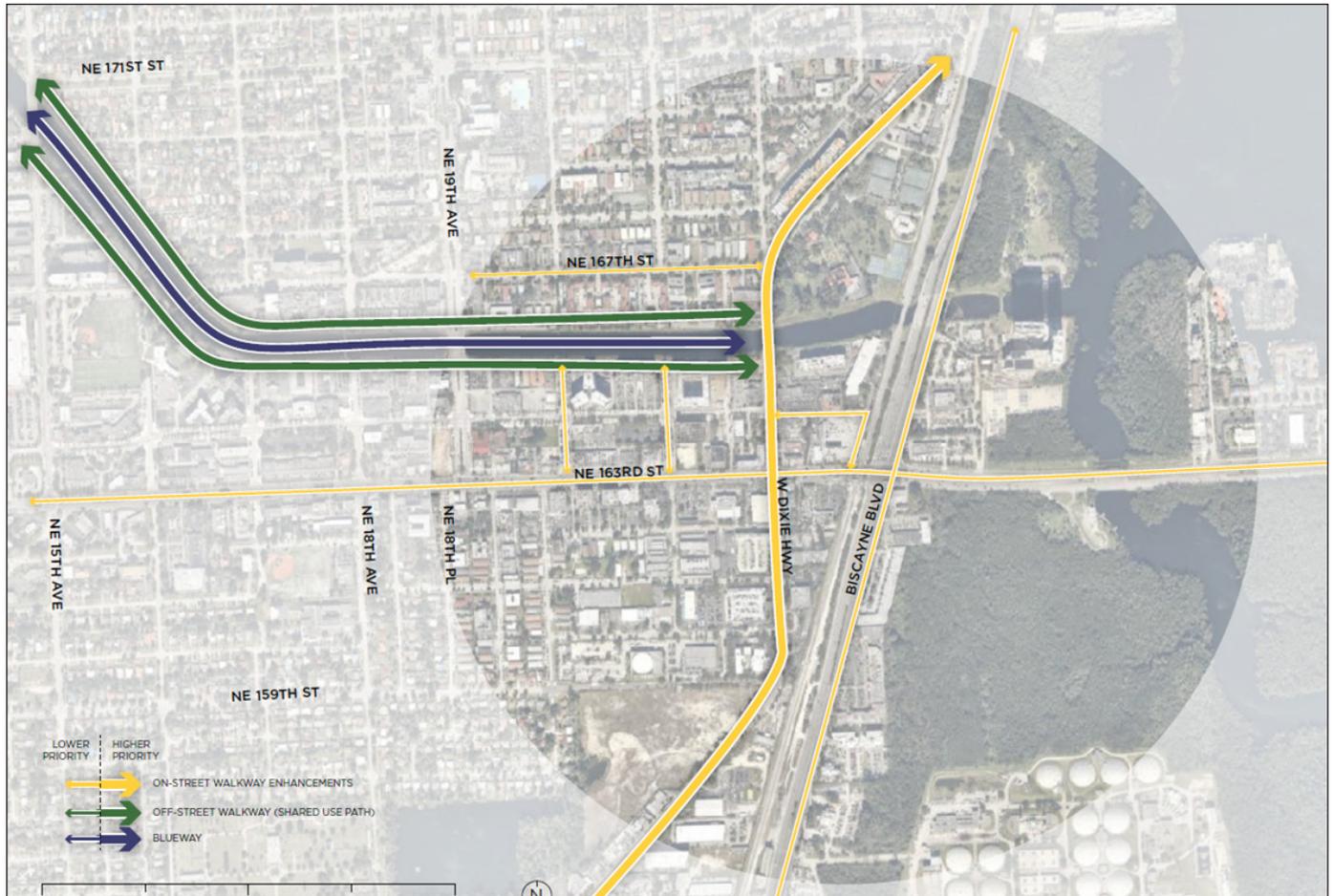
In station area planning, the “last-mile” connections that typically occur on foot or on bike are a key mechanism to expand station utility and provide meaningful trip reductions on the immediate roadway network. For North Miami Beach, there are several bicycle access improvements that should receive priority as the station area plan and related planning approaches are implemented.

The bikeways diagram in this section indicates the prioritization of bikeway alignments to and through the initial station area, wherein West Dixie Highway is identified as the critical north/south bikeway through the general station area. Given right-of-way and vehicular demand, this roadway should be designed with an on-street bikeway ideally including buffered or protected bike lanes to facilitate faster-moving bicycle access for the key north/south route. Additional bike connectivity is provided on Biscayne Boulevard, although the roadway’s high speeds and limited area for bicycle facilities compromises its safety and desirability. To the west, NE 18th Avenue is recommended for improved bicycle facilities to further extend bicycle access in the City.

East/west bicycle priority could be accommodated on the Snake Creek Greenway, which offers the potential for buffered or protected bicycle accommodation. While current plans locate the greenway on the south side, a more comprehensive network should include a facility on the north bank as well.

Additional east/west bicycle network improvements are suggested on NE 171st Street, NE 163rd Street, and NE 159th Street.

**Improving Mobility**



The diagram above depicts walking priorities within the study area. The yellow represents on-street walkway enhancements and the green represents shared use pathways. The blue line is Snake Creek (blueway).

Similar to the bicycle facility priority alignments, the pedestrian routes along West Dixie Highway should be prioritized. This north/south corridor provides the critical access for the City’s neighborhoods, with a particular need for pedestrian enhancements at the Snake Creek Bridge. The Snake Creek Greenway provides the most amenitized east/west pedestrian corridor, with additional emphasis on NE 163rd Street (the primary MDT transit route) and NE 167th Street, which abuts mostly multi-family residential uses west of West Dixie Highway. Biscayne Boulevard’s prominence in the study area warrants consideration of pedestrian access; however, traffic volumes and speeds demand mitigation measures for pedestrian safety. East/west pedestrian access will be significantly enhanced by the Snake Creek Greenway.



View of new development along Snake Creek to the west.

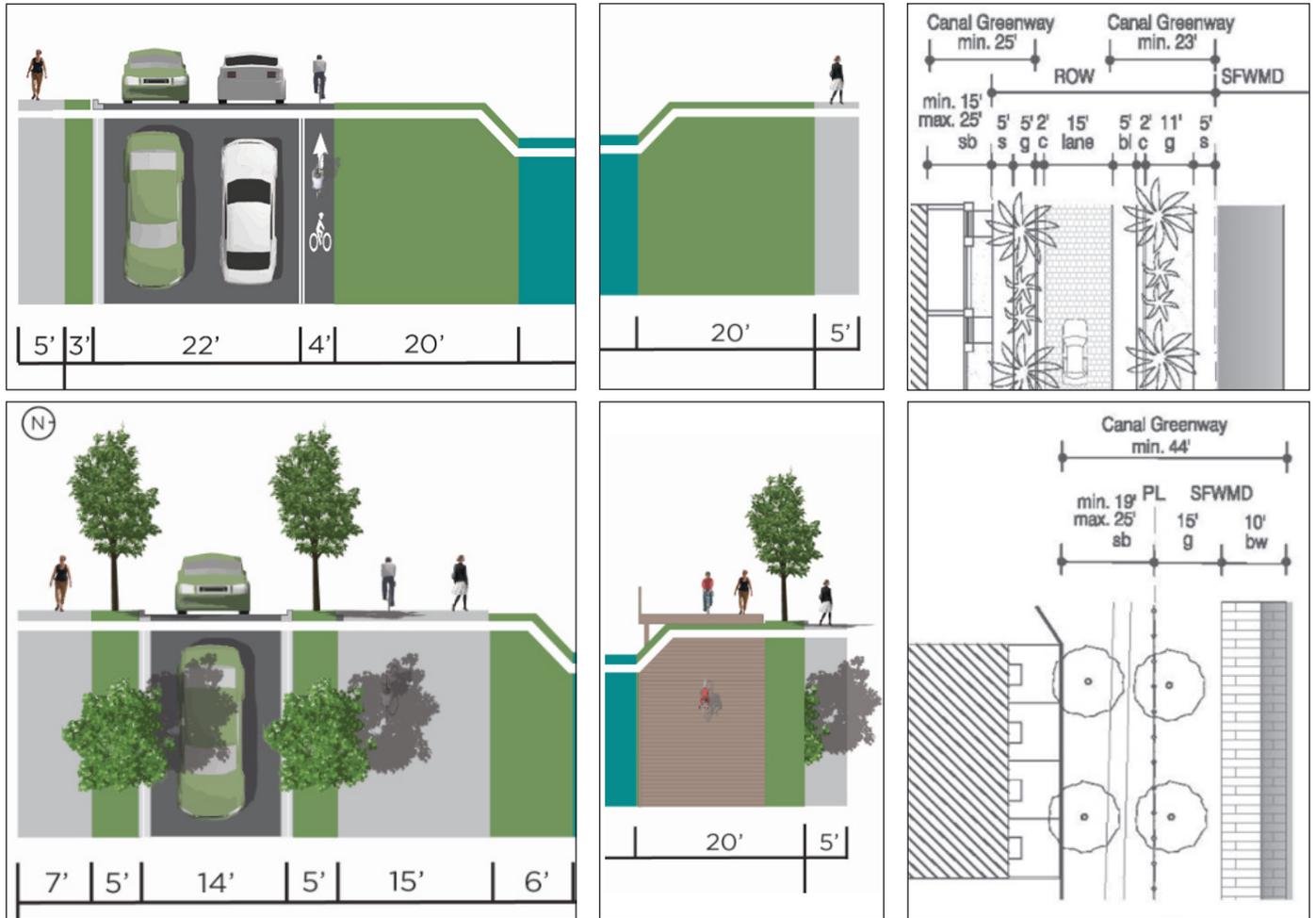


View of Snake Creek to the east.

**Improving Mobility**

The design approach for the Snake Creek Greenway is included in the City’s code. However, further analysis of the design details identified opportunities to improve active use of the greenway by providing a wider multi-use path along the canal bank. In the redesign concept, the green space immediately adjacent to the canal bank would be reduced from 20’ to 6’ and the multi-use path widened to 15’ (between the green bank and a landscape strip with trees separating the pathway from the travel lane). This reallocation of space is designed to enhance the area allocated to active bicycle and pedestrian activity while maintaining an attractive, landscaped greenway.

SNAKE CREEK GREENWAY



Existing (top) and proposed (center) conditions along the south bank of Snake Creek between 20th and 21st Street.

Existing (top) and proposed (center) conditions along the north bank of Snake Creek.

South (top) north (center) of Snake Creek between 20th and 21st street plan within the City’s code.

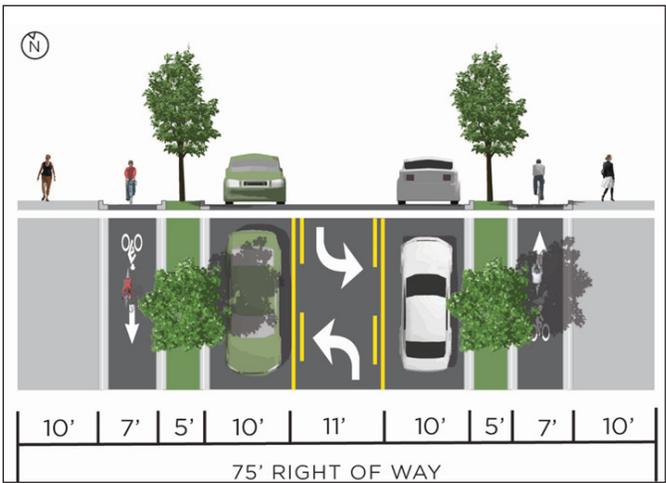
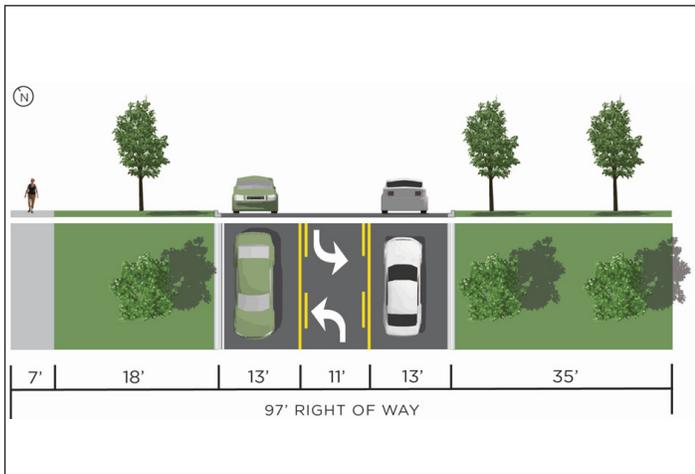


### Improving Mobility

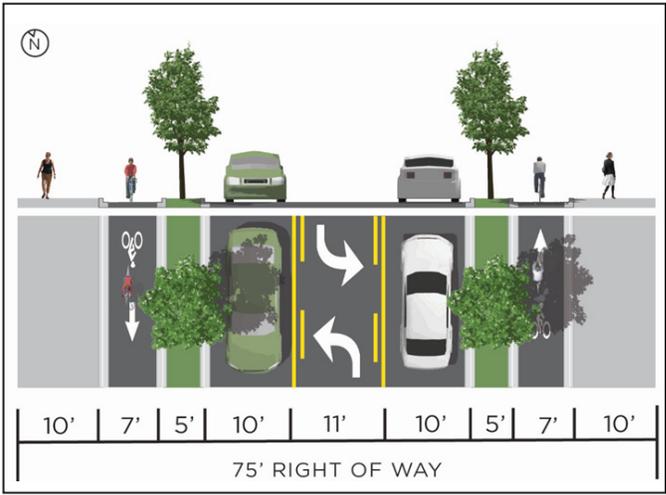
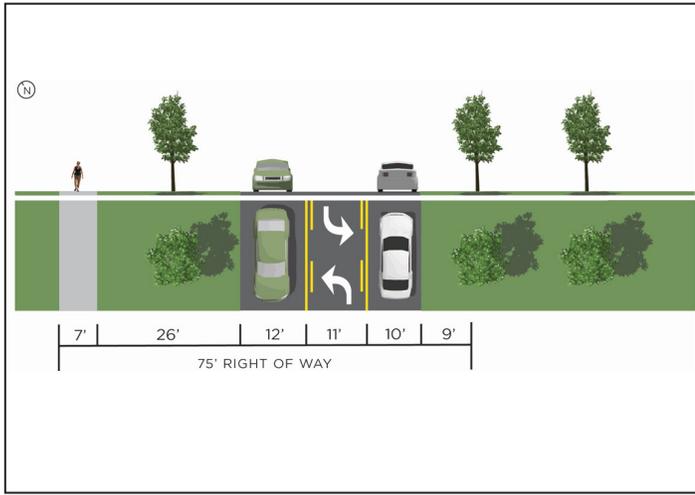
West Dixie Highway is noted as the most significant north/south corridor for high quality bicycle and pedestrian access and connectivity to the station area. The corridor is currently being evaluated for enhancement by Miami-Dade County. The existing configuration of West Dixie Highway includes two travel lanes with a center two-way turn lane and no bicycle facilities.

The roadway's significance for bicycle mobility warrants a reallocation of space, as depicted in the images in this section. Within the 75' right-of-way, the roadway can be redesigned with protected bicycle lanes, and sidewalks can be widened to 10 feet. Traffic counts appear to enable the roadway to remain as a three-lane section, with a center turn lane. This reallocation of space, raising priority for the large volume of existing and projected cyclists and pedestrians on the corridor, places a premium on the non-motorized users by raising its desirability and safety. This condition is especially appropriate in the vicinity of the Historic Spanish Monastery and the City's tennis center, both of which serve as attractors for active transportation.

WEST DIXIE HIGHWAY

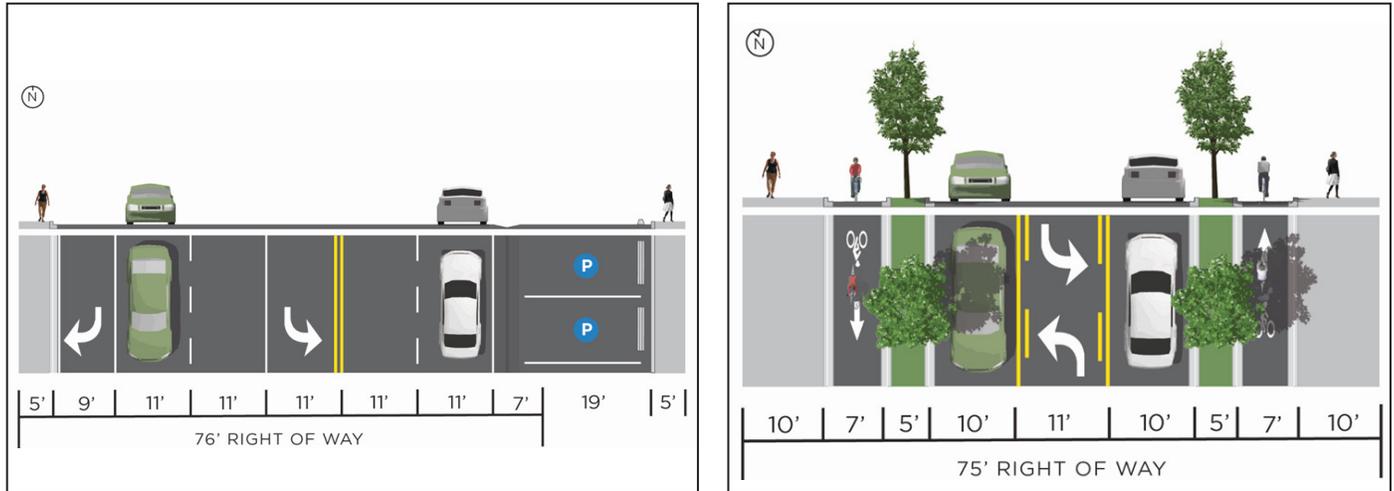


*W. Dixie Hwy. North of Snake Creek at 170th existing street conditions (left) and the proposed conditions (right). The hardscape components can be accommodated in a 75' right of way, enabling additional green space to be maintained.*



*W. Dixie Hwy. North of Snake Creek at the Historic Spanish Monastery existing street conditions (left) and the proposed conditions (right).*

**Improving Mobility**



W. Dixie Hwy. South of Snake Creek at 170th existing street conditions (left) and the proposed conditions (right).

The various mobility improvements detailed in this section will improve safety and connectivity in the City and improve access to the broad assortment of destinations and neighborhoods in the City of North Miami Beach. The increase in residential use throughout the station areas will not only add users for the City's goods and services, it can also reduce demand on the transportation network by enabling employees to live close to their places of employment. The mixed-use nature of projects like the New North Town Center and the market responsive mix of uses occurring in the Fulford Town Center (within and adjacent to the Alternative A/NE 164th Street station location) promote a "park-once" environment, shortening or reducing trip lengths for patrons. The types of mobility enhancements identified in this section will add to the City's sustainability and extend its competitiveness for successful transit operation in conjunction with a future Tri-Rail station.

In addition, by improving internal cross-site access, the combination of improvements can increase trip-capture and improve parking efficiency with "park-once" access to different sites, enabling employees, patrons, residents, and visitors to move within the station area with a reduction in the number of vehicular trips. Combined with an increase in residential uses interspersed throughout the district as illustrated in the conceptual plans, this can reduce demand on the roadway network, allowing the City to expand its economy and more efficiently utilize its transportation infrastructure.

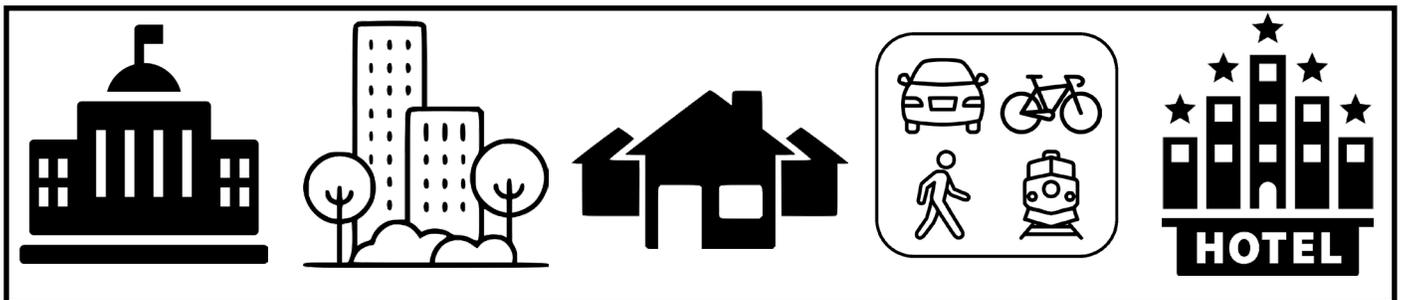


The range of users in the transportation network are illustrated above, wherein pedestrians and bicycle storage are located outside the transit corridor, and cyclists, transit riders, and motorists occupy the central area within the transportation corridor.

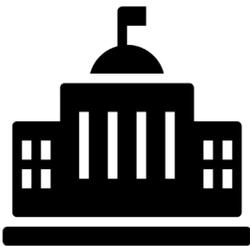
## KEY RECOMMENDATIONS & IMPLEMENTATION

The success of any master plan depends upon its ability to be implemented economically and consistently within a given time-frame. Towards that end, the recommended projects and actions contained in this report have been developed as independent but interrelated projects. Some projects, such as regulatory revisions and mobility planning, are within the City’s control to pursue implementation, with funding and policy prioritization as the primary challenges. Other policy initiatives, such as those related to community redevelopment area expansion, will require coordination with other agencies, such as Miami-Dade County. Transportation projects will also require coordination with other parties, including the Florida Department of Transportation (FDOT), South Florida Regional Transportation Authority (SFRTA), Miami-Dade Transportation Planning Organization (MD TPO), and Miami-Dade County along with the Florida East Coast Railway (FEC) and Brightline. The most extensive changes to the TOD environment will result from private investment, with infill redevelopment and new development on private properties that will shape the walkable, livable, economically vibrant conditions leading to a successful station for the City of North Miami Beach.

### Overview of Key Policy Recommendations



#### Entrepreneurial Policy Leadership



The North Miami Beach TOD Master Plan includes a series of different TOD development scenarios on strategic parcels within the various potential station areas. There is strong emphasis on the mixing of land uses and enabling higher density multi-family residential development as a strategy in the Master Plan. The City has an opportunity to lead with entrepreneurial policy to assist the market in delivering the higher density development pattern that will make the station area its most successful, both for ridership as well as economic development. A more extensive mix of uses,

with expanded options for housing, office, retail/entertainment, and hospitality will produce more balanced use of the transportation network and greater efficiency for utilization of the City’s infrastructure. Further, it will produce an activated and vibrant district, with extended hours of daily activity, producing the “natural surveillance” that creates more “eyes on the street” and a more robust and naturally safe environment.

- **Comprehensive Plan:** The City’s Comprehensive Plan already contains clear policy direction to establish TOD-supportive densities and intensities through its fairly recent amendment focused on mixed-use districts. The City’s existing Mixed-Use/Employment Center District, which extends south from NE 163rd Street to NE 155th Street could be extended south to NE 151st Street. Alternatively, a second similar future land use district could be established encompassing just the NE 151st Street station area (roughly bound by NE 155th Street to the north, Biscayne Boulevard to the east, NE 151st Street to the south, and either West Dixie Highway or NE 18th Avenue to the west.

- The City’s mixed-use land use and zoning regulations already incorporate TOD principles, with increased densities and intensities, appropriate transitions between intensities, a mix of uses that leans heavily towards residential, and improved walkability, connectivity, and access. These densities/intensities and land development principles could be extended to the NE 151st Street station area, with transitional zoning extended west of West Dixie Highway west to NE 18th Avenue. Additional consideration should be given to consolidate and reorganize existing industrial uses, such as ground-floor “craftsman retail” or “craftsmen (light) industrial” uses on the ground floor of mixed-use buildings, consolidated parking to improve efficiency, and the introduction of transit into the district. Given the potential station location south of NE 163rd Street and proximate mixed-use developments at New North Town Center and SoLe Mia, a carefully crafted redevelopment strategy through the City’s comprehensive plan and zoning will enable the retention of neighborhood-serving industrial uses while allowing a calculated infill strategy to maximize station-related redevelopment and ad valorem returns. Additionally, this district may be appropriate for an expansion of the City’s CRA given its fragmented property ownership, deteriorating structures, fragmented property ownership pattern, and potential brownfield characteristics and infrastructure deficiencies.
- The City may also want to establish a thoroughfare plan specific to the station areas in its Comprehensive Plan to secure roadway alignments upon redevelopment as illustrated in the conceptual plans and as further described below regarding mobility.
- Land Development Regulations (LDR): The City is currently implementing a progressive, form-based code that is intended to produce a transit-supportive pattern of land development with increased densities and intensities, mix of uses, appropriate transitions, consolidated parking areas, and good walkability, connectivity, and access. The City may wish to consider extending its existing zoning to the NE 151st Street station area, roughly bound by NE 155th Street to the north, Biscayne Boulevard to the east, NE 151st Street to the south, and either West Dixie Highway or NE 18th Avenue to the west. A transitional zoning category, with reduced residential densities should be considered for the area bound by West Dixie Highway to the east, New North Town Center to the north, and Southern Memorial Park to the west.
- TOD Economic Development Incentives: The City’s economic development program can be revised to include specific TOD incentives for desired forms of infill development and redevelopment to help facilitate desired land development patterns, especially before the arrival of the train station. Additionally, for the triangular district extending north from NE 151st Street, zoning changes should be considered to facilitate a rational evolution from the current industrial/commercial use pattern to one that includes residential and mixed-use of an appropriate density/intensity and allows the aggregation of industrial uses into a more efficient pattern.
- Community Redevelopment Area: The City should consider extending the CRA boundaries south to NE 151st Street to incentivize and facilitate redevelopment. Potential findings related to perceived presence of brownfields and contamination, property underutilization, disparate property ownership could substantiate a finding of necessity and enable CRA expansion into this area.



### Intensified Station Area

To be successful as a TOD district, the City’s station area will need to intensify with additional residential and non-residential uses at higher densities and intensities than the existing pattern. The station area master plan concepts illustrate ways in which new uses can be added to existing sites in various redevelopment approaches. Residential use has already been noted as a critical component of successful TOD and will create needed rooftops to help support existing retail. The City’s zoning code promotes increased residential and mixed-use in all but the area north of NE 151st Street. This area should be evaluated to determine the quantity of existing industrial, opportunities to cluster industrial uses for greater efficiency, and reorganize “craftsman retail” and “craftsman industrial” in mixed-use buildings that can accommodate upper-story residential.

The introduction of a more formal block structure, with building footprints lining drive aisles, will help urbanize the station areas, improve walkability, and add energy and extended daily activity to areas that are otherwise devoid of activity after-hours. To help promote walkability and improved urbanism, the City should consider minimum building heights (not fewer than two stories), build-to lines versus setbacks (to bring building fronts closer to roadways), and maximum parking requirements to prevent an over supply of parking.

To accelerate development in the station area, the City should consider allocating a fixed amount of development intensity (square footage of non-residential and units of residential) to the TOD district that can become available on a first-come, first-serve basis through a streamlined development approval process. This can provide a regulatory incentive for TOD. To discourage speculation, the City should consider time limitations for submittal of site plans, securing site plan approval, initiating construction activity, and completion of phases.

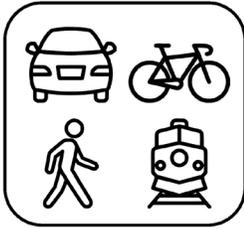
### Expanded Housing Opportunities



Mixing residential and nonresidential uses that correspond to one another is a foundational element of sustainability. The integration of housing to produce a truly mixed-use environment can also help promote trip-capture, whereby multi-purpose trips can be accomplished with either shorter trip lengths, a single journey into a park-once environment, or via non-auto modes such as walking, biking, or transit. Trip-capture is another positive outcome from the introduction of more housing, as the mix of workplace and residences in the same district can reduce the number of auto trips generated on the roadway network. This produces infrastructure efficiencies, reduces driving demands, and allows economic expansion with a greater utilization rate for business activity.

The market study developed for the station area plan indicates modest demand for additional residential use in the City over time. The City’s population growth indicates demand especially for multifamily units, which are appropriate in the station areas. Recent development activity indicates the market tendency towards multi-family, with a mix of workforce and market rate units varying by location. The City’s TOD district offers an opportunity for a vibrant, mixed-use district with retail and entertainment destinations within walking, biking, or trolley distance of potential new housing. Not only is this vibrancy attractive for Millennials, it is also a housing environment increasingly sought by empty nesters. From a policy perspective, this could allow the City to better accommodate aging residents who desire the ability to “age in place” and downsize to a smaller unit within the City in which they have raised their children and matured. Actions for the City to consider include increasing densities within the TOD district (either on a site-by-site basis or allocating a total number to the district available on a first-come, first-serve basis), reducing parking requirements, streamlining permitting, and establishing incentives for the development of housing within the TOD district to accelerate this investment.

### Improved Mobility, Connectivity & Access



Mobility to and through the City of North Miami Beach, with multiple modes of access and safe, strong connections, will improve the City's competitiveness and reinforce its high quality of life. The City's multi-layered transportation network includes extensive transit demand via MDT and the City's trolley, although its bicycle/pedestrian network is minimal. With the pending arrival of a Tri-Rail station, the City will need to expand its transit access and circulation and improve facilities for non-motorized users to maximize the effectiveness and benefits of its station. The master plan identifies corridors to prioritize for bicycle and pedestrian investment and areas into which transit service should be expanded.

A further refined roadway network will also improve mobility, connectivity, and access, and the master plan concepts illustrated in the station area plans indicate suggested alignments for new roadways, particularly north/south alignments that can be accomplished through carefully planned redevelopment. The City can facilitate the roadway connections with the adoption of a thoroughfare plan that delineates roadway alignments and specifies building locations through the form-based component of the Land Development Regulations. The City should provide policy guidance through its Comprehensive Plan for the development of the expanded thoroughfare network and require the introduction and maintenance of blocks and an improved network of streets as redevelopment occurs.

The City can identify financial commitments for improved mobility, connectivity, and access through its Comprehensive Plan (capital improvements element) and CRA plan to secure development revenue and become more competitive for grant funding. In addition, the expansion of the City's trolley circulator may be eligible for FDOT grant funding for both trolley station development and operations/maintenance funding for route expansion. Further, the City may wish to consider the establishment of a mobility district (or transit-benefit district), with an appropriate revenue collection mechanism to offset both capital and operations/maintenance costs. With an expanded and more complete transportation network in place, the City's planned Tri-Rail station will be more accessible through multiple modes, enabling it to operate more efficiently and more effectively for the City's residents, employees, and patrons.



### Lodging & Hospitality in North Miami Beach

Hospitality is a complementary industry in the City, supporting retail centers, office uses, and entertainment destinations in the area. Market data assembled for the TOD plan indicates a fairly strong market for new hotel development, evidenced by the pending new hotels slated for construction in the City, with additional new hotel demand on the horizon. The City may wish to consider time-limited incentives to compel hotel development within the station area to generate advanced ridership demand and complement adjacent destinations.

### Moving Forward

The City is well positioned to secure a Tri-Rail station as part of the Northeast Corridor extension of service. Although any of the four potential station areas could accommodate a station, the three areas south of NE 163rd Street appear to have broader access and higher land development potential than the NE 164th Street station location. The land use and transportation pattern surrounding the future station, both existing and anticipated through planning and market trends, will be a key determinant in setting the stage for TOD and securing amenity value and municipal revenue.

The City has already established TOD-supportive policy leadership through the mixed-use land use and zoning and redevelopment plan programs. These priorities can be extended south to NE 151st Street to further advance the City's planning and improve the City's station competitiveness. Although a southern station location may be distant from the historic main street along NE 164th Street/Hansford Boulevard, a well-planned multi-modal network, with MDT bus, City trolley, and improved bicycle/pedestrian facilities can provide good connectivity and significant municipal revenues upon redevelopment. The City should advance implementation of the policy recommendations to facilitate a calculated transition of industrial/commercial to mixed-use especially near the NE 151st Street station location. These methods will help expand the City's economic competitiveness, reduce commuter demands through strategically located housing, and add quality of life enhancements for its residents, businesses, and visitors.

### Recommended Implementation Time-frame

#### SHORT-TERM IMPROVEMENTS (6 MONTHS - 12 MONTHS)

1. Adopt North Miami Beach TOD Master Plan
2. Determine Desired Density and Height Increases for TOD District North of NE 151st Street
  - a. Consider Bonus Density to be Assigned to TOD District
  - b. Consider Increased Density and Height within TOD Core
  - c. Consider Transitional Zoning Enhancements for District west of West Dixie Highway
3. Initiate Development of City Mobility Plan (could be a component of Transportation Master Plan)
  - a. Identify Thoroughfare Network
    - Include new north/south streets in Industrial District north of NE 151st Street
    - Redesign of NE 161st Street (if selected for station)
  - b. Identify Bikeways/Pathways Network
    - Heightened focus on general station catchment area from Snake Creek Canal to NE 151st Street;
    - Include expanded Snake Creek Greenway
    - Identify FEC remnant spur north of NE 151st Street for acquisition and integration into Bikeways/Pathways Network
  - c. Identify Complete Streets Elements
    - Include consideration of roundabout at intersection of NE 159th Street and West Dixie Highway.
  - d. Identify Multimodal Network Plan
    - Include consideration of expanded trolley route servicing potential station location at NE 151st Street as suggested in site plan concept and future expansion to SoLe Mia and FIU/North Miami Beach Campus
  - e. Identify Mobility Financial Plan addressing capital improvement costs and operating/maintenance costs.
4. Initiate Amendments to Comprehensive Plan to Facilitate TOD

5. Initiate Review of LDRs for Expanded Mixed-Use/Employment Center south to NE 151st Street
  - a. Increased Density and Intensity/FAR
  - b. Increased Building Heights
  - c. Introduction of Mixed-Use
  - d. Reduced Parking Requirements (Maximum Quantity versus Minimum Quantity)
  - e. Public Realm Improvements (e.g., greenway, civic open space)
6. Initiate Discussions with TOD District Property Owners for Redevelopment/Infill Assessment
  - a. Introduction of Residential and Mixed-Use
  - b. Consolidation and Reorganization of Industrial (for Increased Efficiency)
  - c. Assessment of Minimum Densities/Intensities for Redevelopment
  - d. Enhanced Connectivity Between and Within Sites
  - e. Parking Efficiencies & Introduction of Block Structure
  - f. Pedestrian Retrofit and Sidewalk/Bicycle Network Improvements
  - h. Access/Incentives for Ridesharing Operators
7. Consider expansion of CRA to include Industrial District adjacent to NE 151st Street Station Area

#### INTERMEDIATE IMPROVEMENTS (6 MONTHS - 24 MONTHS)

1. Adopt Amendments to Comprehensive Plan (includes Mobility Plan)
2. Adopt Amendments to LDR for Expansion of MU/EC south to NE 151st Street
3. Adopt Mobility Plan and Prioritize Improvements in TOD Core Area for Connectivity
  - a. Evaluate specific bicycle, pedestrian, transit stop, and roadway enhancements within 1/2-mile station areas
  - b. Develop Thoroughfare Plan with Roadway Grid Improvements
4. Evaluate Trolley Circulator Route and Stop Expansion south to NE 151st Street and Potentially SoLe Mia and the FIU/North Miami campus.

#### LONGER-TERM IMPROVEMENTS (2 YEARS - 5 YEARS)

1. Station Design & Funding Consideration of funding mechanisms for future Tri-Rail station as part of Transportation Master Plan, CRA, or as stand-alone financial discussion.
2. Advance Multimodal Improvements within TOD District
3. Implement Thoroughfare Plan Improvements
4. Implement Trolley Route Expansion
5. Continued Implementation of TOD Master Plan through Development and Redevelopment
6. Continued inter-agency dialogue with SFRTA, Miami Dade TPO, FDOT, and municipal partners in support of Tri-Rail Coastal Link service extension onto FEC Railway into northern Miami-Dade County.

### Key Recommendations of the Plan

1. Evaluate land use and zoning changes around the NE 159th Street and NE 151st Street locations (if either is ultimately selected) to consider higher-intensity, mixed-use land development opportunities with incentives to promote orderly redevelopment in these station areas.
2. Evaluate potential hotel locations within half-mile TOD districts surrounding station locations; consider mixed-use with residential component.
3. Consider branding options for NE 151st Station Area, incorporating rail-centric and unique industrial character (e.g., “Biscayne Yard,” “Fulford Yard”)
4. Develop a City Mobility Plan with adoption into the Comprehensive Plan as appropriate, including:
  - (a) Thoroughfare Plan delineating existing and future planned rights-of-way, including new streets as depicted in NE 151st Street station area plan such as new north/south streets in district (e.g., roadway connection immediately west of FEC rail corridor from NE 151st Street Street north to a reconnection with West Dixie Highway, secondary north/south street to be established through redevelopment);
  - (b) Bikeways/Pathways Plan delineating bicycle, pedestrian, and trails network, including heightened focus on broad station catchment area from Snake Creek Canal to NE 151st Street; expansion of Snake Creek Greenway; and acquisition of FEC remnant spur north of NE 151st Street for integration into Bikeways/Pathways Plan;
  - (c) Traffic Calming Elements, including consideration of a roundabout at the intersection of NE 159th Street and West Dixie Highway;
  - (d) Multimodal Network Plan, including consideration of expanded trolley route servicing potential station location at NE 151st Street as suggested in site plan concept and future expansion to SoLe Mia and FIU/North Miami Beach Campus; and
  - (e) Mobility Financial Plan addressing capital improvement costs and operating/maintenance costs.
5. Develop “complete streets” concept for West Dixie Highway with narrower lanes, bike facilities, and intersection improvements at NE 22nd Ave/West Dixie Highway and NE 171st Street/West Dixie Highway in coordination with MD TPO and MD Public Works.
6. Consider developing an elevated pedestrian walkway above Biscayne Boulevard/US1 to expand station access.
7. Redesign the Snake Creek Canal bridge with expanded bicycle/pedestrian amenities and architectural embellishment.
8. Focus economic development strategies on residential and hospitality per market study findings.
9. Consider shifting density to the selected station location.
10. Consider expansion of CRA to include NE 151st Street Station Area if selected.

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NORTH MIAMI BEACH TOD MASTER PLAN

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APPENDIX A  
CREATION OF THE MASTER PLAN

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### Creation of the Master Plan

The North Miami Beach TOD Master Plan was created during a public planning process designed to solicit broad community participation to determine how to best resolve potential impacts, maximize opportunities, and establish a vision for the future. A multidisciplinary team of professionals ~ “the charrette team” ~ helped record the citizens’ ideas, test the feasibility of the various proposals, and create a document to record and guide the citizens’ vision.

#### Charrette

*The term “charrette” means “cart” in French. An architectural school legend suggests that at the Ecole des Beaux Arts, in 19th Century Paris, work was so intense that students continued to draw after climbing onto the carts that carried their boards away to be juried.*

*Today, the term charrette refers to a high-speed, intense, and focused creative session in which a team works with community members on design challenges and presents solutions.*

### Due Diligence and Background Research

Background research and field work was conducted to understand the City’s regulatory framework (e.g., Comprehensive Plan, land development regulations, community redevelopment plan) along with development approvals, trends, and concepts for properties along the FEC Railway.

### Pre-Charrette Interviews

The purpose of the pre-charrette interviews is to enable the charrette team to gain a better understanding of the area’s local issues, challenges, and strengths. A series of interviews were conducted with elected officials, City and CRA staff, members of City advisory boards, local business owners, residents, and other community representatives to gain input on project issues and background details.

### Public Workshop

A public workshop was held on March 1st, 2018 at the Marjorie & William McDonald Center, with an opening presentation that outlined the intent of the project and issues in the area. Citizens were asked to shape a vision for the Tri-Rail Coastal Link station location and surrounding area. After the presentation, participants gathered around tables with an aerial photo of the study area. Each table group debated issues and drew their ideas on the aerial. At the end of the workshop, a representative from each table presented the group’s ideas to the rest of the charrette participants. A summary of the suggestions and concerns is contained on the following pages.



**North Miami Beach**  
**Station Area Master Plan**  
*The Planning Process for the Thursday Night Workshop*



*An opening presentation will provide an overview of opportunities and concerns.*



*Participants will gather in groups around tables to record their ideas and priorities.*



*Kids view the community from a unique perspective and are encouraged to participate.*



*A member from the community will present their table’s plan, as part of the public discussion.*

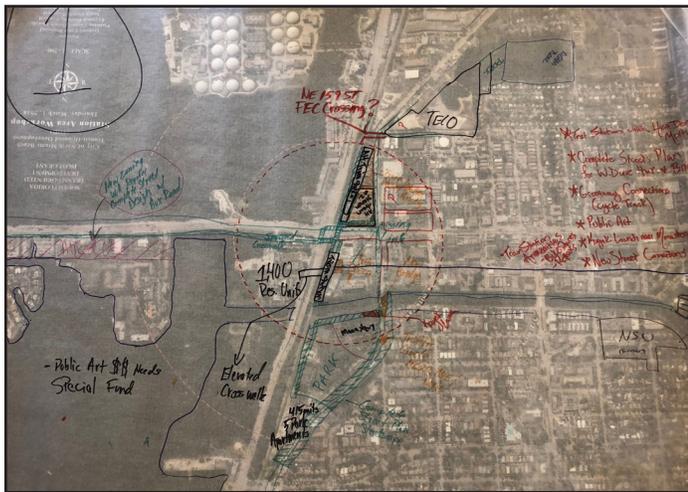
**Please join us on**  
 Thursday, March 1st, 2018 - starting at 4:00 pm at the  
 Marjorie & William McDonald Center  
 17051 NE 19th Avenue, North Miami Beach, FL 33162  
 Refreshments will be provided

For more information, please contact  
 Kim DeLaney, Ph.D, Director of Strategic Development & Policy, Treasure Coast Regional Planning Council  
 (772) 221-4060, [kdelaney@tcrpc.org](mailto:kdelaney@tcrpc.org)

*This Important Planning Effort is Made Possible Through Funding Provided by the Federal Transit Administration (FTA), City of North Miami Beach, the South Florida Regional Transportation Authority (SFRTA), and the South Florida and Treasure Coast Regional Planning Councils.*

**Table 1**

**Main Ideas**



- Develop a “complete streets” plan for West Dixie Highway and the existing bridge near the historic Monastery
- Expand greenway connections
- Consider high-density residential and multi-story buildings near the station
- Increase the amount of public art
- Add a kayak launch near Spanish Monastery
- Train station amenities should include bike sharing and bike repair facilities
- Improve the intersection of NE 22nd Avenue and West Dixie Highway with a traffic circle
- Improve the bridge at West Dixie Highway that crosses the Snake Creek Canal
- Add elevated crosswalks above Biscayne Boulevard at NE 163rd Street

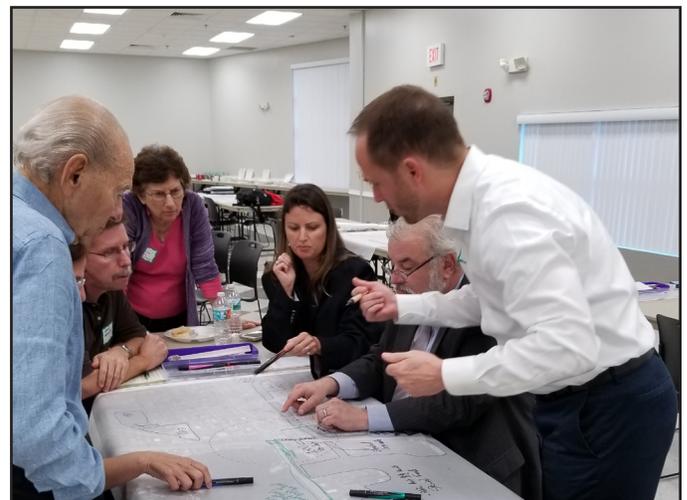
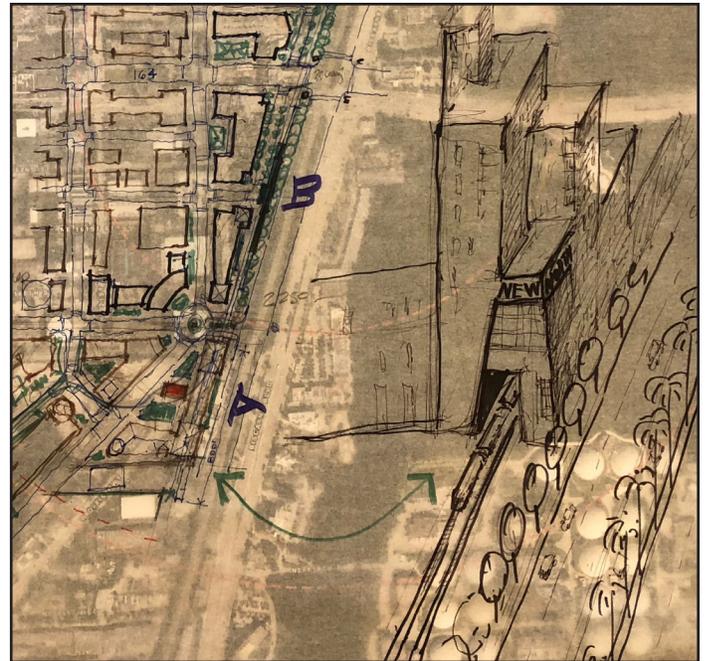
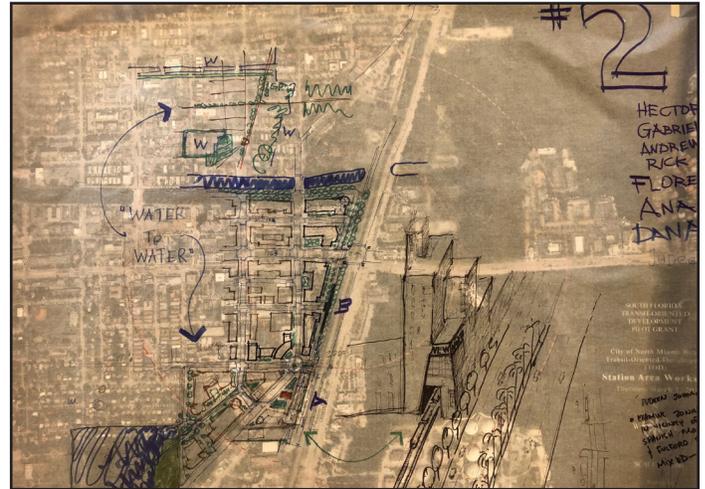


Table 1 citizens’ drawing and photos from the public workshop.

**Table 2**

**Main Ideas**

- Examine the zoning in vicinity of the Spanish Monastery and the Fulford fountain to possibly allow for mixed use
- Create “water to water” recreational connections using the Snake Creek canal as a blueway
- Improve the pedestrian crossing at NE 163rd St. and Biscayne Blvd.
- Two possible station locations: Option A located just South of NE 159th Street, and Option B between NE 159th Street and NE 163rd Street
- Add high-density and multi-story buildings near the station
- Create safer bike and pedestrian routes that lead to the station
- Develop a station building that bridges the FEC Railway



*Table 2 citizens' drawing and photos from the public workshop.*

**Table 3**

**Main Ideas**

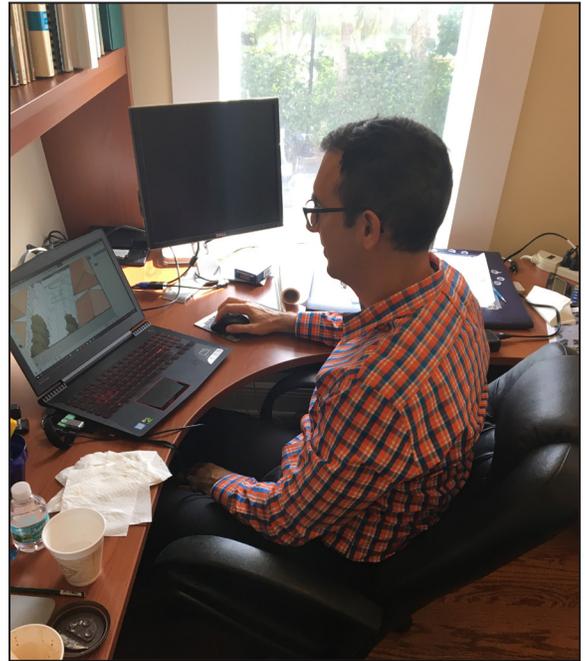
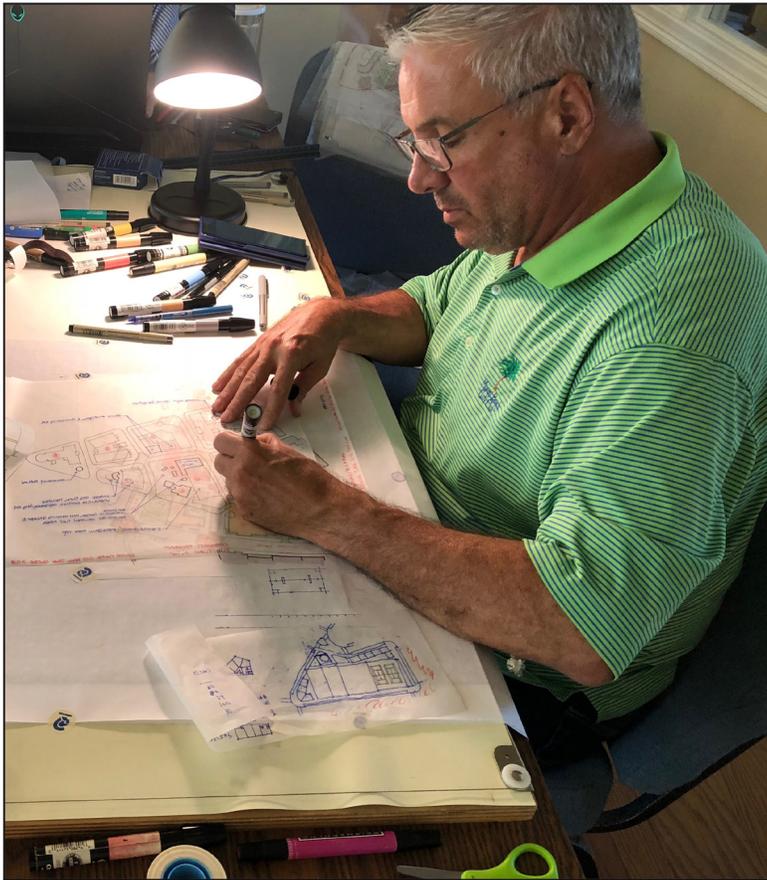
- Make connections to cultural landmarks
- Connect to projects that are in development
- Add greenway paths
- Add pedestrian and bikeway connections
- Locate the station just north of NE 163rd Street
- Add mixed-use buildings near the station location
- Include amenities such as bike sharing programs near the station



*Table 3 citizens' drawing and photos from the public workshop.*

**Studio**

The charrette team listened, recorded, and took notes on the requests and ideas presented by charrette participants. Following the public workshop, a multi-disciplinary design studio for the station area plan was established at the Treasure Coast Regional Planning Council offices in Stuart, Florida from March 5th - 8th, 2018. Additional input for the station area plan was derived from City and CRA staff and the Northeast Corridor charrette process conducted by the Miami-Dade TPO.



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NORTH MIAMI BEACH MASTER PLAN

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APPENDIX B  
BACKGROUND AND EXISTING CONDITIONS

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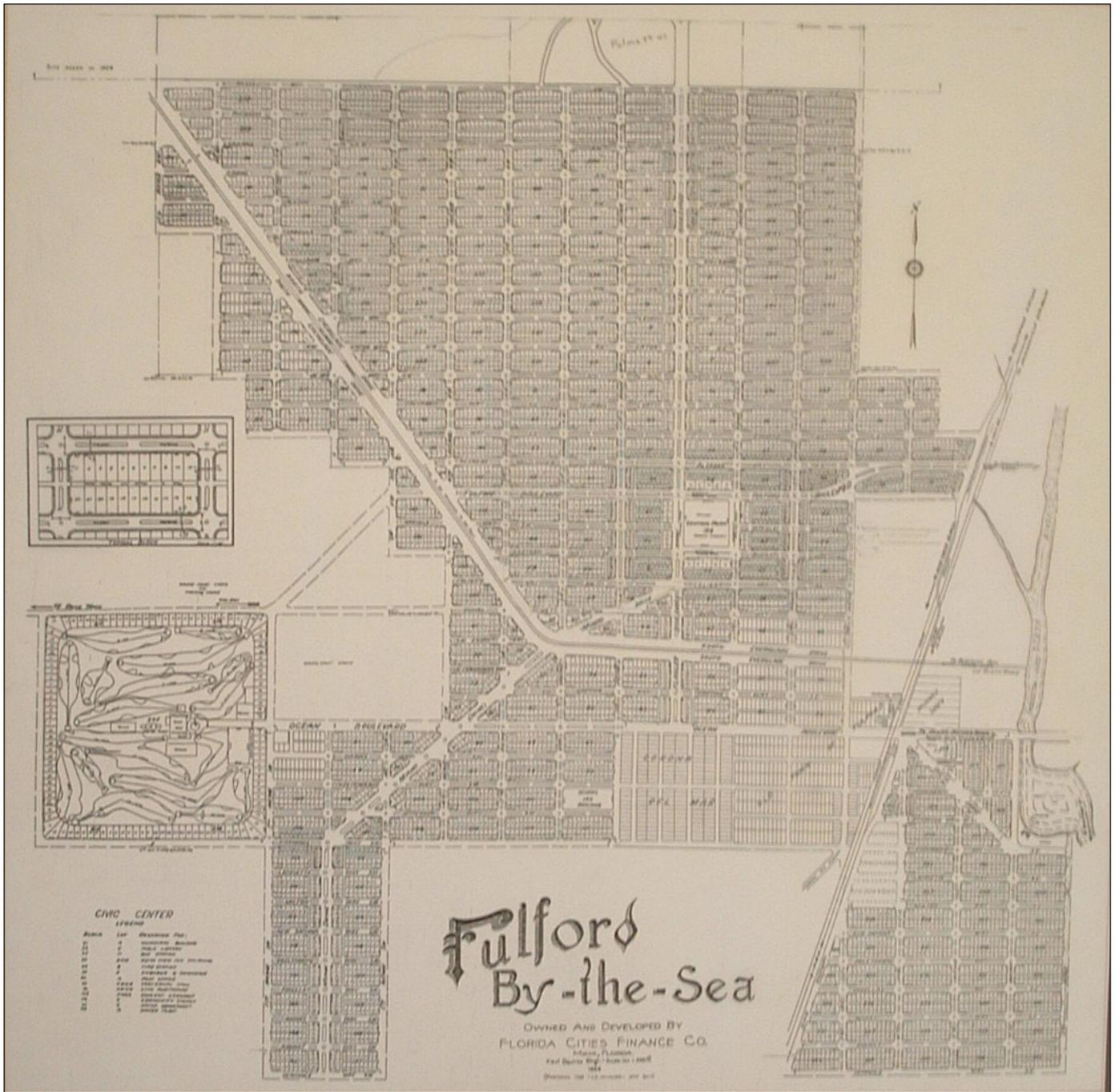
## History of North Miami Beach

North Miami Beach has always been considered a highly desirable place to live in the region due to its geography. Its original pioneer, Captain William Hawkins Fulford, had his skilled eyes on the land there for years. In 1891, Fulford received a 160-acre grant from the federal government to homestead the land that he had been so carefully monitoring in his years as a captain. After five years, the land was deeded to him. Fulford wasn't the only one interested; there were other pioneers as early as 1900 who were developing the land that would one day become the City of North Miami Beach. George Frohock from Georgia came to the area to watch over the land which was previously bought by his brother at the Florida East Coast Railway (FEC) depot. After falling in love with the area, he and his wife raised their family there. In 1912, pioneers Lafe Allen and his partner Joshua



*Homestead of Captain Fulford, built of natural coral rock.*

*Photo: The Greater North Miami Historical Society*



Original Fulford-by-the-Sea street map  
Courtesy of The Greater North Miami Historical Society

**Fulford By the Sea**  
ATLANTIC OCEAN  
MIAMI-FULFORD LOGO DRIVE  
BISCAYNE BAY  
MIAMI BEACH

**Grow Up With Your City**

Who are the most widely known and respected men in any community?  
They are those pioneers who started when the city did and who kept pace with its growth year by year.  
They are those men who looked into its future and saw progress and expansion.  
They are those men who first invested in its property and who reaped the benefit of every price advance.  
You can grow up with Fulford by-the-Sea if you take advantage of these original prices.

**\$700 to \$1,500**

**FLORIDA CITIES FINANCE CO.**  
145 E. Flagler St. Phone 5615

**FREE BOAT TRIP TO FULFORD By-the-Sea**

Go with us on the Just Brown II for a glorious ride on beautiful Biscayne Bay.  
See the unusual tropical scenes along its shores. Enjoy a delicious luncheon at our new pavilion and a delightful motor ride home by the East Dixie Highway.  
Boat Leaves Elser Pier Daily at 10 A.M.

Reynolds purchased Fulford’s property. The pair bought additional land and ultimately developed 557 acres, which became the Florida Cities Finance Company’s “Fulford by-the-Sea” development. The City’s fortieth anniversary booklet included the following tribute:

*“More than any other man or woman [Lafe] Allen helped to mold the City as it appears today. Through an unusual set of circumstances, as well as through Mr. Allen’s persistence and tenacity, North Miami Beach’s street layout is as the pioneer envisioned it in 1917.”*

Mr. Allen made plans for a “perfect city”, with 80-foot wide residential streets and 100 and 125-foot wide business thoroughfares. North Miami Beach’s street layout is as the pioneer pictured it in 1917, with wide avenues named Fulford Boulevard (now known as NE 172nd Street) and Flagler Boulevard (now known as NE 19th Avenue). The Fulford by-the-Sea Company began selling off lots in 1922. During the Florida land boom of the 1920’s, lots were sometimes sold eight times before ever being recorded.

*Advertisement from Miami News-Metropolis (Jan 5, 1924)  
Courtesy of The Greater North Miami Historical Society*



In 1936, President Franklin D. Roosevelt signed approval of a Works Progress Administration appropriation of \$16,000 for remodeling and rebuilding the old Fulford by-the-Sea power plant building (located on the west side of NE 19 Avenue at NE 170 Street) into a city hall.

Photo: The Greater North Miami Historical Society



1959 - Florida East Coast Railway Station in North Miami Beach  
Photo: The Greater North Miami Historical Society



1955 - New Florida East Coast Railroad Station by located between NE 131st and 135th streets in North Miami Beach  
Photo: The Greater North Miami Historical Society

While the community of Fulford grew, the Dade County land area it was a part of shrank. In 1909, the land that reached as far north to what is now Martin County was separated to form Palm Beach County. In 1915, more land was again removed from the northern area of Dade County near the southern border of Palm Beach County forming Broward County. The consistent growth of Fulford accelerated during “the boom” of the 1920s, bringing a development wave to Dade County that had never been imagined before. The first major developer of the area at the time, Merle C. Tebbets, purchased the Fulford by-the-Sea development and sold off lots. A monument known as the Fulford Fountain was erected at the entrance of the development and still stands today as a National Historic Landmark. It is prominently featured in the City’s seal.

The town of Fulford was incorporated in 1926. Five years later, in 1931, its name was changed to the City of North Miami Beach.

In 1951 a concrete bridge was constructed over the Intracoastal Waterway at NE 163rd Street to connect the City to the beach.

Today, the City of North Miami Beach is a bustling commercial center in northeastern Miami-Dade County, with a population of roughly 44,000 people. The City identifies its location as the “Crossroads of South Florida,” positioned midway between Miami and Fort Lauderdale in one of the most active regions in the country.

North Miami Beach is a full-service municipality with a complete complement of City services and programs. The City’s web page is located at: [www.citynmb.com](http://www.citynmb.com)



1959 - FEC train boarding passengers at the North Miami Beach station

Photo: The Greater North Miami Historical Society

## An Overview of Brownfields near the City’s Potential Station Locations

The FEC rail corridor is a historic corridor along Florida’s east coast, dating back to the late 1800s. As the focus for historic commercial and industrial use, land development along the rail corridor predated modern environmental and land use regulations. As a result, there are many locations along the corridor that have been identified as “brownfields,” which provide a special challenge for redevelopment. To help facilitate redevelopment in this area, a review of relevant information and funding sources regarding brownfields is provided in this section.

Existing Brownfields sites/areas should be considered as part of TOD planning for North Miami Beach. A Brownfields *site* is a parcel of land that has real or perceived contamination that could hinder or complicate redevelopment. A Brownfields *area* is a contiguous area of one or more brownfield sites, some of which may not be contaminated, that has been designated by a local government by resolution. Brownfields properties are often located in high-traffic commercial and industrial corridors like the area along the FEC Railway. Given the development pattern and infrastructure in these areas, brownfields can be prime locations for redevelopment, and incentives are available to help convert them into sites for commercial business activity (see map on following page).

Designation as a Brownfields site or area is a very useful redevelopment tool that supports economic activity; new and sustained employment opportunity; and potential funding sources to facilitate redevelopment. In the State of Florida, the Department of Environmental Protection (FDEP) has a Targeted Brownfields Assessment Program. This program offers Voluntary Cleanup Tax Credits; sales tax exemptions on building materials for affordable housing or mixed use projects; job bonus refunds; a loan guarantee program; and liability protections. This program is designed to provide assistance with some of the costs of redevelopment and help minimize risk, which adds to the value of the project and makes it more feasible for the private sector to become involved.

As would be expected, there are challenges with redevelopment on brownfields sites; such as the assessment and remediation of any identified contaminants; liability issues (both legal and financial); and the stigma of what the effects of such a property has on the health of the general public. However, there are many resources to help mitigate these obstacles. The U.S. Environmental Protection Agency (EPA) has funding through both grants and revolving loan fund programs to inventory, assess, and remediate properties, as well as conduct preliminary redevelopment planning. Both of these programs can be obtained through the Treasure Coast Regional Planning Council in cooperation with the South Florida Regional Planning Council. Additionally, EPA offers workforce development and job training grants that provide environmental training to the residents of Brownfields communities.

FDEP has a mapping tool at (<https://ca.dep.state.fl.us/mapdirect/?focus=brnfls>) that helps the public identify existing Brownfields sites and areas around the state. This program allows users to find properties and topographical base maps. The program also connects users to a document database for viewing public records associated with selected properties. On the following page, a map produced using the FDEP mapping tool has been provided to indicate brownfields areas along the FEC rail corridor in the vicinity of the potential station locations.





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NORTH MIAMI BEACH TOD MASTER PLAN

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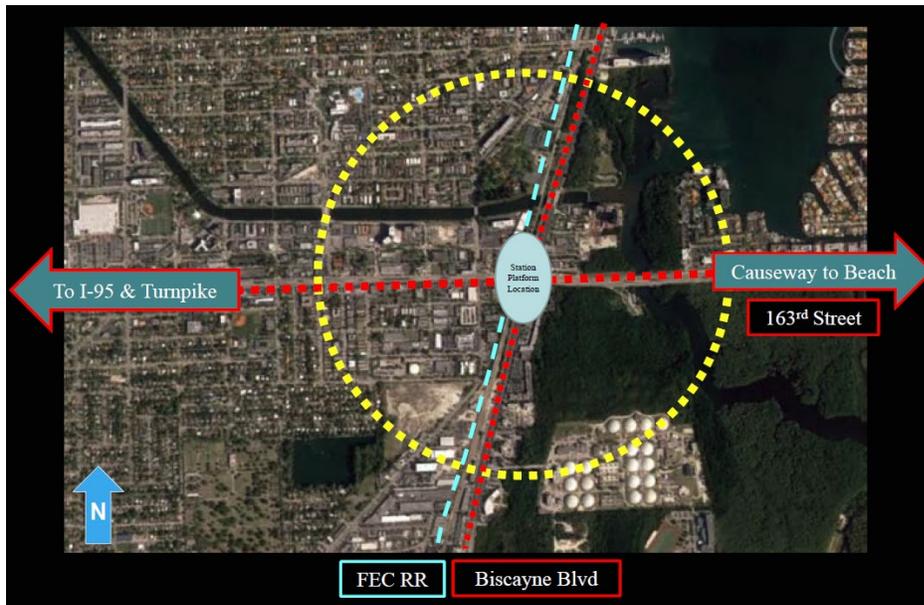
APPENDIX C  
MARKET AND ECONOMIC ANALYSIS

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# Market & Economic Analysis

## North Miami Beach TOD Station Area Master Plan

### North Miami Beach, FL



Prepared for:  
**Treasure Coast Regional Planning Council**  
Stuart, FL

On behalf of:  
**City of North Miami Beach**  
North Miami Beach, FL

**REVISED FINAL REPORT** (With Inclusion of 4<sup>th</sup> Station Location)

January 2019

**WTL + a**

Real Estate & Economic Advisors  
Washington, DC—Provincetown, MA  
202.885.9121 301.502.4171 774.538.6070

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## **General & Limiting Conditions**

Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible. These data are believed to be reliable at the time the study was conducted. This study is based on estimates, assumptions, and other information developed by WTL +Associates (referred hereinafter as "WTL+a") from its independent research effort, general knowledge of the market and the industry, and consultations with the client and its representatives. No responsibility is assumed for inaccuracies in reporting by the client, its agent and/or representatives, or any other data source used in preparing or presenting this study.

No warranty or representation is made by WTL+a that any of the projected values or results contained in this study will be achieved. Possession of this study does not carry with it the right of publication thereof or to use the name of "WTL+a" in any manner without first obtaining the prior written consent of WTL+a. No abstracting, excerpting or summarizing of this study may be made without first obtaining the prior written consent of WTL+a. This report is not to be used in conjunction with any public or private offering of securities or other similar purpose where it may be relied upon to any degree by any person, other than the client, without first obtaining the prior written consent of WTL+a. This study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from WTL+a.

This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

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**WTL + a**

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# 1 Executive Summary

## Introduction

WTL+a, a national real estate and economic development consulting firm based in Washington, DC, with significant project experience throughout Florida, was retained by the Treasure Coast Regional Planning Council (TCRPC) to prepare a real estate market and economic analysis of transit-oriented development (TOD) potentials for the area surrounding a proposed rail station in North Miami Beach.

In 2016, the Federal Transit Administration (FTA) awarded a \$1.2 million planning grant to the South Florida Regional Transportation Authority (SFRTA) to conduct comprehensive transit-oriented development (TOD) planning associated with potential Tri-Rail Coastal Link (TRCL) station areas, as part of region-wide Tri-Rail expansion onto the Florida East Coast (FEC) Railway corridor. According to the SFRTA, the TRCL project is planned to introduce new commuter rail service along 85 miles of the FEC rail corridor and provide new regional and intercity mobility, economic development and transportation choices. TRCL is planned to fully integrate its existing system with the FEC rail corridor and connect South Florida's most populous eastern cities between downtown Miami and Jupiter.

Numerous public agencies are partnering with SFRTA in support of TRCL, including the Miami-Dade, Broward, and Palm Beach MPOs; FDOT; the Southeast Florida Transportation Council (SEFTC); the South Florida and Treasure Coast Regional Planning Councils; and several local governments along the FEC corridor. The Council is assisting SFRTA in administering the planning grant.

The planning grant is focused on several key objectives, including:

- Guide and manage development or redevelopment activities within designated station area(s) or along transit corridors;

- Integrate transit facilities and mobility improvements into a municipality's land use plans and land development regulations;
- Support economic development, ridership and multi-modal connectivity;
- Increase transit access for pedestrian and bicycle traffic and other users; and
- Promote mixed-use development near TRCL transit stations.

In early 2017, SFRTA/TCRPC invited municipalities in each of the three counties to submit applications for funding assistance to prepare station area master plans and guide the regulatory framework to advance TOD projects surrounding proposed TRCL stations. SFRTA/TCRPC approved applications submitted by the cities of Delray Beach and Palm Beach Gardens (Palm Beach County); Hollywood and Wilton Manors (Broward County); and North Miami Beach (Miami-Dade County).



In North Miami Beach, the City identified four potential locations to accommodate a future station. As illustrated in Figure 1 below, these include—from north to south:

- **NE 164<sup>th</sup> Street (Alternative A)**—to anchor the eastern end of Hanford Boulevard, the city's historic downtown core
- **NE 161<sup>st</sup> Street (Alternative B)**—at the terminus of NE 161<sup>st</sup> Street and West Dixie Highway
- **NE 159<sup>th</sup> Street (Alternative C)**—at the confluence of NE 159<sup>th</sup> and West Dixie Highway
- **NE 151<sup>st</sup> Street (Alternative D)**—this potential station site would be located at the southern edge of the city limits adjacent to the City of North Miami

Generally, these potential station locations could all support the redevelopment of the areas surrounding the FEC rail corridor in North Miami Beach, and spark the transformation of multiple city blocks into a walkable, mixed-use destination. The City's application notes that gateways will serve as identifiers, which could be accommodated at any one of these potential locations.

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Figure 1: Aerial View of Proposed Alternative Station Locations



Moreover, these potential station locations are intended to define North Miami Beach as the "Crossroads of South Florida" and to strengthen its role as a regional destination for shopping, dining and working. According to the City's application, the station area needs to be carefully planned to:

- Contain a sustainable mix of land uses;

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- 
- Improve access and mobility for all users;
  - Expand economic development opportunities;
  - Ensure a regulatory framework ready to implement Transit Oriented Development and provide for mixed-use development near transit stations;
  - Support ridership, multimodal connectivity and accessibility;
  - Increase transit access for pedestrian and bicycle traffic; and
  - Meet the competitive criteria for Federal transit funding.

The City adopted comprehensive plan amendments and mixed-use zoning regulations for the areas surrounding the potential station locations. These clearly-defined land control regulations are intended to provide predictability and minimize uncertainty for residents and developers and reduce the need for variances and special use approvals while establishing community standards for design, form, scale, and character. This also includes transit-supportive parking standards, and a streamlined development review process, along with mechanisms to make investment in the City more attractive to potential developers through its Community Redevelopment Agency (CRA).

Based on these objectives, WTL+a has prepared an analysis of real estate market potentials and preliminary economic benefits of possible development scenarios prepared by the TCRPC planning team. Our market study focused on two (of four) core uses, housing and workplace/office. We also worked collaboratively with Retail & Development Strategies, LLC, which focused on two other core uses (TOD retail and lodging/hospitality) and preliminary implementation strategies. While WTL+a and RDS were contracted separately by TCRPC, we have prepared a single, fully-integrated market and economic analysis report for the North Miami Beach TOD Station Area Master Plan.

## **Analytical Timeframe & TOD Precedents**

In considering the economic and market implications of Transit-Oriented Development (TOD) projects, it is noteworthy that the data time-periods used to establish market trends and forecast development potentials are typically shorter than the time required for markets to adjust (and fully reposition) in response to newly-introduced transit systems. A 10-year timeframe is an industry standard for market and economic analyses.

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For our analysis of TOD opportunities in North Miami Beach, a 10-year forecast period was utilized as the basis for evaluating real estate market potentials for new housing—by extrapolating five-year population and household forecasts for this 10-year period. A 10-year forecast period was also utilized for hotel uses. For workplace/office uses, WTL+a utilized employment projections prepared by the Florida Department of Economic Opportunity (DEO), the state agency that prepares job forecasts by industry sector for jurisdictions across the state. Notably, DEO projections are provided only in eight-year increments; for Miami-Dade County this forecast period is 2016—2024.

Another critical factor in understanding TOD potentials is the recurring and changing cycles of real estate/land uses, which respond to levels of supply and demand, available capital based on likely returns and other national macro-economic forces. Because these cycles do not follow consistent time patterns, economists generally do not consider econometric forecasts beyond 10 years to be reliable, as unforeseen events in the future may significantly alter trend-based analysis. For these reasons, WTL+a and RDS do not generally complete market-based economic models beyond 10 years from the base year of available data.

This is in contrast with the time periods related to transit-oriented development. In established markets with more recent development of extensive transit systems (such as the Washington, DC, San Francisco and Atlanta metropolitan areas), two factors make it very difficult to forecast beyond a 10-year period. The first is the length of time needed to plan and implement the transit systems themselves, a process which oftentimes requires significantly longer than 10 years. Even in a situation like the SFRTA, in which track right-of-way exists (which can be expected to greatly reduce the overall timeframe required if the system's route required land acquisition), engineering, environmental and financial requirements consume years of time. This is in addition to the time required for development of rail equipment, installation of safety gates, switching and other route/system management requirements. At a minimum, it is acknowledged that it will still be several years before all planned elements are in place to initiate rail service in North Miami Beach.

In terms of real estate implications, our experience in other markets across the United States suggests additional time beyond implementation of transit service is required to realize TOD development potentials around the most marketable transit stations. For example, in the Washington, DC region, the 103-mile WMATA Metrorail system began planning in the 1950s,

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adopted a specific route plan in 1968, and opened the system's first phase in downtown Washington in 1976. Notably, metropolitan Washington has had unprecedented growth over the past 35 years and is considered a very strong market for real estate development. Now, more than 40 years after the first stations opened, the Metrorail system is the second most heavily used in the U.S., after New York City.

Despite these market and economic strengths (and substantial Federal, state and local government support to complete the rail system), it took fully 10 years for developers and investors to recognize that proximity to Metrorail added real estate value in specific locations. The example of one high-growth corridor—the Orange Line from Rosslyn to Ballston in neighboring Arlington, VA—is telling. A Corridor Sector Plan was created in the early 1980s; this plan envisioned concentrating new development density around Metro stations and up-zoning allowed densities in a three-block wide corridor along the line. Densities would taper/reduce to single-family housing and lower building heights two blocks beyond the core. While that vision was well-received by both residents and local government, it still required 25 years after adoption of the Corridor Sector Plan for the real estate market (and developers) to “catch up” to the original vision. Similar patterns (and timetables) for TOD potentials have been required in multiple stations/submarkets in both the Atlanta and San Francisco systems.

In short, TOD is a much longer process than that of conventional real estate analysis and market projections. In locations in which sufficient time has passed, there has consistently been a substantial increase in land values, and developers now market rail station proximity as a key amenity across multiple land uses, but it takes decades for market forces to be fully realized.

For this reason, there is a special consideration required for the North Miami Beach SFRTA Station Area Plan. We believe that—even with the pace of growth in Florida, the relatively strong economy of Miami-Dade County and its competitive position as a residential destination—the impacts of TOD market potentials will not be fully realized within the first 10 years (i.e., the period for which reasonable market and economic projections can be made). In our professional opinion, TOD in Florida, by necessity and experience in other markets, will require 20 to 30 years or longer to be realized.

This does not suggest that nothing could/should happen within this 10-year timeframe. There are major development/redevelopment opportunities in North Miami Beach that will occur as a result of creating a rail-based transit system and other market forces (such as continued growth

in tourism throughout South Florida). But realistically (and in contrast with more rapid investment return expectations in the real estate industry), the full investment benefits of TOD along the SFRTA system should not be expected to be realized for at least 20 years.

In conclusion, WTL+a and RDS LLC suggest that market opportunities that fall within the real estate industry's standard 10-year forecast period should not be used to determine longer-term outcomes. Concurrently, industry standards for real estate economics are not conventionally accepted for longer-term statistical projections and may not be a firm basis for 20-year (or longer) forecasts regarding pricing, product types and/or the pace of absorption (i.e., leasing and sales). Historical patterns in other transit-based markets suggest that there will be sustained growth related to TOD potentials, but conventional econometric analysis is not reliable beyond 10 years.

## Key Findings

### Demographic & Economic Profile (Section 2)

- Since 2000, the City's population has increased by **2,850 new residents and more than 1,150 new households**, reflecting average annual growth rates of 0.40% and 0.47% per year, respectively;
- In 2017, data from ESRI Business Analyst suggests that North Miami Beach **contains 43,600 residents in 15,100+ households**;
- Five-year forecasts prepared by ESRI Business Analyst through 2022 suggest that the City's growth will *accelerate* from the 2010—2017 period, with a forecast population gain of more than **1,940+ new residents in 650 new households**. ESRI forecasts suggest that **population growth will be greatest in two age cohorts**: ages 65-74 and 75+;
- After 92,100 job losses during the 2007—2009 recession, the economy of Miami-Dade County has significantly recovered—with a remarkable **224,400 new jobs since 2011**. DEO forecasts suggest the County will gain over **129,900 new jobs between 2017 and 2025** (16,200 jobs per year);
- Dun & Bradstreet, Inc. estimates there are more than **16,900 jobs in 2,120 registered businesses in North Miami Beach**, accounting for 1.43% of the 1,189,465 full-time jobs in Miami-Dade County. If the City maintains its fair share, this would translate into more than **1,850 new jobs citywide over the next eight years**;

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- According to U.S. Census Bureau data, overall employment in the City has fluctuated over the past 10 years (2006—2015). In fact, **2015 citywide employment (latest Census data available) suggests a gain of only 538 new jobs** in North Miami Beach as recovery picked up momentum over the past five years; and

### Real Estate Market Conditions (Section 3)

- The 2017 average unit value of owner-occupied housing units in North Miami Beach is \$244,900;
- There are 491 units that are seasonally-owned (i.e., occupied for only a portion of the year, such as by snowbirds who vacation in Florida). When these “unoccupied” units (including sold but not yet occupied) are removed from the unoccupied category, the City’s *true vacancy* in 2010 was 7.2%, or 1,199 units. The **2016 American Community Survey (ACS) suggests that true vacancy has increased since 2010—to 8.8%** (1,513 units). This is higher than industry-standard thresholds for stabilized occupancies, which is defined as 5% vacancy;
- According to HUD data, there were 393 single-family housing units built in the City over the past 10 years, resulting in housing starts averaging 39 units per year. **HUD data indicate that no multi-family housing starts were recorded in the City during this 10-year period.** However, in 2017, 409 multi-family starts were recorded, including NoMa, a 347-unit rental project under construction on NE 164<sup>th</sup> Street;
- A sample of 12 multi-family complexes (containing 3,049 units) suggests that **the City’s multi-family rental market is stabilized, with very high occupancies (over 97%)** and solid achieved monthly rents (averaging \$1.84 per sq. ft.) characteristic of a suburban submarket in South Florida;
- North Miami Beach contains 237 hotel rooms in one property (the Ramada Plaza Marco Polo Resort), accounting for only a 0.4% share of the County’s hotel room inventory. The larger competitive market contains 15 properties and 3,066 rooms. Over the past six years, average annual occupancies have ranged from 71.3% to 76.3%, with **overall strong performance averaging 74.1% occupancies over the past six years;**

- Hotel performance metrics exceed the threshold required by the capital markets of sustained annual occupancies ranging from 65% to 72% to warrant capital market-based financing of new hotel construction;
- North Miami Beach is in the Northeast Dade office submarket. Northeast Dade contains 2.49 million sq. ft. of office space (5.3% of the County). Over the past three years, **net absorption in the submarket has averaged 47,940 sq. ft. per year**;
- A detailed survey of 11 office buildings located within two miles of the proposed rail station locations suggests an inventory of 795,000 sq. ft. in buildings ranging in size from 25,000 to 259,100 sq. ft. Vacancy rates have declined slight over the past five years—from **11.4% to 10.6% in 2017**, but net absorption is very limited. In fact, **overall absorption averaged only 1,630 sq. ft. per year between 2012 and 2017**;
- According to the City, there are three proposed office buildings that could **deliver more than 260,200 sq. ft. of new office space** to the City (not including the 260,000 sq. ft. of proposed office space in New North Town Center, which was approved after this analysis was complete). In addition, WTL+a obtained data from industry sources that suggest that a number of other office buildings are planned or proposed (see Appendix Table 31) that may deliver over 1.37 million sq. ft. of new office space in multiple locations across the Northeast Dade submarket. Beyond the 5 Park and Uptown Biscayne projects, none of these proposed office buildings are in North Miami Beach. Anticipated delivery dates of these projects are *not* known; and
- Market response (in the form of pre-leasing, achieved rents and annual net absorption) in each project will indicate the overall depth of demand for new office space in Northeast Dade generally (and North Miami Beach in particular) over the next five to 10 years.

## Real Estate Market Potentials (Section 4)

### Market-rate Housing

As presented in detail in Section 4, two scenarios of housing market potentials were prepared:

#### Scenario #1

- Between 2000 and 2017, the City's population increased by 2,850 new residents and 1,150 new households. If the *pace* of growth continues at this historic rate of 0.40% per year, it

yields **1,947 new residents in 620 new households (units)** if average household size of 2.86 remains unchanged. This translates into annual demand of roughly 60 units per year;

<u>Status</u>	<u>Project</u>	<u>Units</u>
Under Construction	Harbour, NoMA	834
Approved	Riverwalk, 5 Park, Canopies	1,209
Proposed/Pending	Uptown Biscayne	<u>245</u>
<b>TOTAL UNITS:</b>		<b>2,288</b>

- The next step allocates future growth in population/households to known residential projects citywide that are either under construction, planned/entitled or in site plan review. These projects are expected to deliver over **2,280 new units over the next several years** (not including the proposed 1,650 units in the recently-approved New North Town Center);
- In Scenario #1, if these residential projects deliver all their proposed units, there remains no “unallocated” units citywide from which proposed residential uses in the TOD concept scenarios could potentially “capture”. That is, **limited growth would yield insufficient market support to absorb all the under construction, approved or proposed projects in the City;**

### **Scenario #2**

- Scenario #2 utilizes ESRI’s forecast growth rate of 0.80% per year, which yields **3,980 new residents and 1,390 new households (units)**. This growth forecast likely recognizes the sizable number of proposed new housing units. However, if average household size remains unchanged (2.86), there remains a shortfall in supportable units because the under construction, approved and pending projects would consume all the 10-year market demand;
- Therefore, WTL+a considered an alternative in Scenario #2: in our national TOD experience, average household size of multi-family/TOD units is typically smaller—in the range of 1.5 to 1.75 people per household. **Utilizing average household size of 1.55 in Scenario #2 yields “unallocated” demand for up to 280 housing units after delivery**

**and market absorption to known residential projects from which proposed TOD residential uses could potentially capture.**

**Workplace: Office**

- Under a “fair share” analysis, North Miami Beach continues to capture 1.43% of future countywide job growth, or approximately 1,850 new employees by 2025. Assuming similar proportions of office-using jobs and occupancy factors translates into gross demand for 126,100 sq. ft. and **net demand for 107,200 sq. ft. of new office space citywide by 2025** after accommodating some growth in existing vacant space;
- However, the City has approved/entitled over 260,000 sq. ft. of new office space in three projects (not including the 260,000 sq. ft. of proposed office space included as part of the recently-approved New North Town Center project on the TECO site, which was approved after this analysis was completed):

<u>Status</u>	<u>Project</u>	<u>Size (SF)</u>
Under Construction	Canal Park/NoMa	77,049
Approved	Solo Building/5 Park/Others	141,110
Proposed/Pending	Uptown Biscayne	<u>42,104</u>
<b>TOTAL SF:</b>		<b>260,263</b>

- If built during the forecast period, these projects would leave no “unallocated” demand for new office space. That is, these three projects would consume all near-term (i.e., eight-year) market support, thus requiring additional growth in office-using job sectors—either within the forecast period, or beyond (i.e., after 2025)—to ensure market feasibility;
- The following illustrates how many additional office-using jobs would be necessary to occupy these new office buildings (to 93% stabilized occupancies):

Proposed New Office Space	260,263 SF
93% Stabilized Occupancy	242,045 SF

Occupancy Factor @	<u>198 SF</u>
<b>Total Employees</b>	<b>1,222</b>
2025 Office Jobs Due to Fair Share	<u>669</u>
<b>Additional Jobs Required:</b>	<b>553</b>

- This suggests that North Miami Beach would need to attract over 550 new office-using employees to achieve 93% stabilized occupancies in these three new office projects. A broader, carefully crafted set of public economic development strategies focused on business retention and recruitment, use of public regulatory and/or financial incentives, and/or targeted recruitment of office tenants as part of developer pre-leasing efforts may be critical in underpinning the availability of financing for these approved, unbuilt office projects and ensuring market feasibility; and
- This is further reinforced from the findings in Section 3, which indicates that **annual net absorption among the 11 office buildings profiled has averaged only 1,630 sq. ft. per year over the last five years** (see Table 17), while net absorption in the *entire* Northeast Dade office submarket averaged only 47,940 sq. ft. per year over the past three years (see Table 16). As a result, **limited net leasing activity and the amount of approved, unbuilt office space will necessitate an increase in market share of office-using jobs in North Miami Beach** to support these projects.

### Hotel/Lodging

- Over the past six years, **average annual occupancies ranged from 71.3% to 76.3%**, with a six-year average of 74.1% between 2012 and 2017. These performance levels exceed the threshold required by the capital markets of sustained annual occupancies ranging from 65% to 72% to warrant capital market-based financing of new hotel construction;
- To estimate demand for new hotel rooms over the next 10 years, WTL+a estimated the difference in supportable rooms by comparing *actual* average annual occupancy in the North Miami Beach area (averaging 74.1% between 2011 and 2017) and break-even occupancy (65%). In other words, as new room supply is added to the market, overall occupancies may be affected in the near-term. The analysis reveals that:

- At an average annual occupancy of 74.1%, additional hotel room capacity is *not* supportable until 2026, when 138 rooms are market-supportable and 2027, when 248 rooms would be market-supportable
- By comparison, at lower (breakeven) occupancies of 65%, additional rooms become market-supportable earlier in the forecast period (with 132 rooms in 2023) and remain supportable through 2027. Our analysis assumes delivery of a Hampton Inn (102 rooms) in 2018, a Cambria Hotel (165 rooms) in 2020 and a Riverview Hotel (177 rooms) in 2022
- At 65% average annual occupancies, **up to 593 rooms are market-supportable in 2027** based on the assumptions identified above. These supportable estimates should be considered as ‘snapshots’ in time and not cumulative.
- **Potential development sites in proximate locations to each of the potential station locations may be able to accommodate a new hotel property of 120 to 165 rooms by 2027.** Depending upon the final program of land uses for potential development projects under consideration in North Miami Beach, Sole Miami (which includes 82,000 sq. ft. designated for a hotel), New North Town Center (which proposes a 175-room hotel) and a potential TOD-related hotel project are likely to capture the majority of supportable room demand by 2027; and
- In conclusion, as these projections include many variables that cannot be determined at this time, WTL+a/RDS recommend that the potential TOD program surrounding the proposed station locations include one new hotel, probably in the range of 125 rooms plus supporting amenities.

### General Retail

WTL+a and RDS note that the City’s overall retail mix appears to be in balance with locally supported demand. This also suggests that further retail growth will require the addition of new resident spenders, new office (and other) workers, and an increasing share of the visitor market in Northeast Miami-Dade County. Given that there is vacant retail space in local strip centers surrounding the proposed station locations; vacancies at the Mall at NE 163rd Street; and that recently-approved mixed-use projects are expected to deliver significant levels of new retail space at Sole Miami, New North Town Center and the proposed Uptown Biscayne project,

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WTL+a and RDS recommend that **approval of any additional retail space in the City should be tied to achieving stabilized occupancies of both existing, approved and proposed retail space.**

In terms of market support for TOD-related retail, these market limitations will be further challenged by the limited number of daily passengers once stabilized operations of the TRCL system is in place. In conclusion, **we do not recommend any major additions to the City's retail inventory until the timing and status of pending and proposed projects near the TCRL station locations and/or the development of Sole Miami are completed, and their retail mix and market performance is stabilized and better understood.**

While Sole Miami is technically *not* located in the City of North Miami Beach, it is well within its sphere of influence and is likely to have direct impacts. The approval and development of Sole Miami is creating a substantial mixed-use project near North Miami Beach, and the project could potentially benefit from a SFRTA station location at NE 151<sup>st</sup> Street (Alternative D). The addition of approximately 675,000 sq. ft. of new retail and entertainment space at Sole Miami will represent a significant expansion of local retail offerings. Moreover, the redevelopment of the former TECO site was recently approved by the City as New North Town Center. This project will contain another 2.5 million sq. ft. of new mixed-use development located on several blocks surrounding another potential SFRTA station site at NE 159<sup>th</sup> Street (Alternative C). New North Town Center is expected to contain 175,000 sq. ft. of retail space, 1,250 housing units, 260,000 sq. ft. of office space and other uses.

At buildout, these two projects alone comprise more than 7.5 million sq. ft. of potential new residential, office, retail/entertainment and hotel space, and also include a 120,000 sq. ft. school. Each project could generate significant economic benefits such as new property tax revenues, and are therefore compelling reasons that support SFRTA station locations at either Alternatives C or D. In conclusion, **because retail is often 'over-approved' by local jurisdictions in Florida, WTL+a and RDS recommend that the City of North Miami Beach consider these issues in its review of any projects that propose retail as a use.**

### **Preliminary Economic Benefits (Section 5)**

Given the limitations on near-term market demand, a limited TOD program of 280 new housing units and a 125-room hotel over the next 10 years could potentially generate:

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- Between **50 and 100 one-time construction jobs** and **\$27 million in construction wages**. These metrics are highly impacted by timing (i.e., years of construction). A shorter buildout period will generate a higher number of one-time construction jobs and wages;
  - **Up to 50 permanent jobs** generated by the hotel (and an undetermined number generated by residential uses in the form of housekeeping, maintenance, etc.) and up to \$1.4 million in annual permanent wages; and
  - **\$1.55 million in annual ad valorem/property taxes** for all taxing authorities based on current (2017) millage rates. This includes almost \$495,000 per year for the City of North Miami Beach and \$1.05 million per year for other taxing authorities in Miami-Dade County.

## 2 Demographic & Economic Profile

The following evaluates those indices that drive fundamental market demand for various land uses to inform transit-oriented development potentials surrounding the future North Miami Beach station. This section of the report focuses on population and household growth, employment trends and forecasts, household incomes and annual retail spending power, the current business mix in Miami-Dade County and North Miami Beach, and other economic indicators based on available data that form the basis of potential market support.

This profile and analysis are based on data from various secondary public and private sources, including: U.S. Census Bureau; University of Florida Bureau of Business & Economic Research; City of North Miami Beach and Miami-Dade County; ESRI Business Analyst; Dun & Bradstreet, Inc.; and other sources.

### Demographic Trends & Forecasts



WTL+a evaluated historic population patterns and growth forecasts in the City and in Miami-Dade County using the sources above. Key findings are summarized below, with data illustrated in the accompanying tables.

**Table 1: Regional Population Trends & Forecasts, 2000—2040**

	2000	% of County	2010	% of County	1-Apr 2017	% of County	Change: 2000-2017		Forecasts (3)			% of County	Change: 2017-2040	
							Amount	CAGR (2)	2020	2030	2040		Amount	CAGR (2)
<b>Population</b>														
<b>Miami-Dade County</b>	<b>2,253,362</b>		<b>2,496,435</b>		<b>2,743,095</b>		<b>246,660</b>	<b>1.16%</b>	<b>2,718,500</b>	<b>2,857,000</b>	<b>2,950,900</b>		<b>207,805</b>	<b>0.32%</b>
Aventura	25,267	1.1%	35,762	1.4%	37,694	1.4%	12,427	2.4%	40,451	51,182	64,759	2.2%	27,065	
Miami Gardens	100,758	4.5%	107,166	4.3%	113,201	4.1%	12,443	0.7%	115,551	123,743	132,516	4.5%	19,315	
North Miami	59,880	2.7%	58,912	2.4%	63,780	2.3%	3,900	0.4%	64,494	66,933	69,464	2.4%	5,684	
<b>North Miami Beach</b>	<b>40,786</b>	<b>1.8%</b>	<b>41,523</b>	<b>1.7%</b>	<b>45,437</b>	<b>1.7%</b>	<b>4,651</b>	<b>0.6%</b>	<b>46,311</b>	<b>49,348</b>	<b>52,585</b>	<b>1.8%</b>	<b>7,148</b>	
Opa Locka	14,951	0.7%	15,219	0.6%	17,745	0.6%	2,794	1.0%	18,290	20,229	22,374	0.8%	4,629	
Sunny Isles Beach	15,315	0.7%	20,832	0.8%	22,233	0.8%	6,918	2.2%	23,745	29,566	36,814	1.2%	14,581	
<b>Total:</b>	<b>256,957</b>	<b>11.4%</b>	<b>279,414</b>	<b>11.2%</b>	<b>300,090</b>	<b>10.9%</b>	<b>20,676</b>	<b>0.92%</b>	<b>308,842</b>	<b>341,001</b>	<b>378,512</b>	<b>12.8%</b>	<b>78,422</b>	<b>1.01%</b>

(1) Based on the 2016-2045 Low-Medium-High Population Forecasts prepared by BEBR. Analysis uses the Medium Growth Scenario for Miami-Dade County.

(2) CAGR=Compound Annual Growth Rate.

(3) Population projections for 2017-2040 for selected municipalities assume that each continues the same rate of growth as occurred between 2010-2017.

<https://www.bibr.ufl.edu/population>

Source: U.S. Census Bureau; University of Florida, Bureau of Business & Economic Research; ESRI Business Analyst; WTL+a, March 2018.

## Miami-Dade County

- As illustrated in Table 1 above, Miami-Dade County's population increased—from 2.25 million residents in 2000 to more than 2.74 million residents as of the April 1, 2017 state census, reflecting sizable population growth of more than 246,600 over the past 17 years. This represents *sustained* annual growth of 1.16% per year;
- For purposes of comparison, selected municipalities surrounding or proximate to North Miami Beach contain a combined population of 300,090 residents, accounting for 11% of the County's total population. Notably, this share has *declined* slightly since 2000 due to stronger population growth elsewhere in the County (such as Kendall/Southwest Dade). Population growth in these nearby or proximate communities accounted for only 20,600 of the 246,600-increase countywide since 2000, as the average annual growth rate in these selected communities—0.92% per year—was less than the 1.16% annual rate in the County; and

### Since 2000, Miami-Dade County Added

**246,660 New Residents**

- Based on the Moderate Growth scenario of long-term population forecasts through 2040 (prepared by the University of Florida/Bureau of Economic & Business Research/BEER), **Miami-Dade County is expected to add another 207,800 new residents**, which translates into much lower annual growth rates (0.32% per year) than the County's historic trends indicate. If this growth materializes, BEBR's population forecast suggests a 2040 population of 2,950,900 residents.

## North Miami Beach

Key demographic characteristics of North Miami Beach are illustrated in Table 2 and summarized below:

- In 2017, data from ESRI Business Analyst suggests that North Miami Beach **contains 43,640 residents in 15,140 households;**

**Table 2: Demographic Trends & Forecasts—North Miami Beach, 2000—2022**

	2000	2010	2017	% Dist.	2022	% Dist.	Change: 2017-2022	
							No.	CAGR %
<b>Demographic Profile</b>								
<b>Population</b>	40,786	41,928	43,643		45,590		1,947	0.88%
As % of County	1.8%	1.7%	1.6%		1.6%			
<b>Households</b>	13,987	14,631	15,144		15,794		650	0.84%
<b>Avg. HH Size</b>	2.89	2.85	2.86		2.87			
<b>Median Age</b>		36.4	37.3		37.9			
<b>Race</b>								
White		19,911	21,580	49%	23,346	51%	1,766	1.6%
Black		17,195	16,616	38%	16,406	36%	(210)	-0.3%
American Indian		102	124	0%	137	0%	13	2.0%
Asian, Pacific Islander		1,466	1,652	4%	1,831	4%	179	2.1%
Other		1,685	1,880	4%	1,989	4%	109	1.1%
Two or More Races		1,569	1,791	4%	1,881	4%	90	1.0%
<b>Total:</b>		<b>41,928</b>	<b>43,643</b>		<b>45,590</b>		<b>1,947</b>	
Hispanic (1)		15,413	17,954	41%	20,350	45%	2,396	2.5%
<b>Age Distribution</b>								
0-14		8,012	7,827	18%	8,084	18%	257	0.6%
15-24		6,210	6,059	14%	5,861	13%	(198)	-0.7%
25-34		5,968	6,641	15%	7,049	15%	408	1.2%
35-44		5,663	5,462	13%	6,018	13%	556	2.0%
45-54		6,486	5,827	13%	5,565	12%	(262)	-0.9%
55-64		4,852	5,819	13%	5,936	13%	117	0.4%
65-74		2,626	3,604	8%	4,245	9%	641	3.3%
75+		2,111	2,405	6%	2,833	6%	428	3.3%
<b>Income Profile</b>								
<b>Households by Income</b>								
<\$15,000			16.0%		15.5%			
\$15,000 - \$24,999			13.8%		12.6%			
\$25,000 - \$34,999			12.9%		11.0%			
\$35,000 - \$49,999			15.6%		13.6%			
\$50,000 - \$74,999			19.6%		19.9%			
\$75,000 - \$99,999			9.2%		11.4%			
\$100,000 - \$149,999			7.9%		9.4%			
\$150,000 - \$199,999			3.0%		3.7%			
\$200,000+			2.2%		2.9%			
<b>Average HH Income</b>			\$ 57,064		\$ 66,083			3.0%
<b>Median HH Income</b>			\$ 40,844		\$ 46,195			2.5%
<b>Educational Profile</b>								
<b>Years of Education (2016 American Community Survey/ACS)</b>								
Less than 9th Grade			8.3%					
9th-12th Grade, No Diploma			10.9%					
High School Graduate (Includes Equivalency)			28.7%					
Some College, No Degree			22.3%					
Associate Degree			9.3%					
Bachelor's Degree			13.2%					
Graduate/Professional Degree			7.3%					

(1) Persons of Hispanic origin are a subset of other race categories; therefore, totals do not add.  
<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

Source: U.S. Census Bureau; American Community Survey; ESRI Business Analyst; WTL +a, February 2018.

- Since 2000, the City’s population has increased—with **2,850 new residents and 1,150 new households**, reflecting average annual growth rates of 0.40% and 0.47% per year, respectively;
- The City’s share of Miami-Dade County’s population has remained generally steady in the range of 1.6% to 1.8% over the past 17 years. Over the next five years, ESRI data suggest that this proportion will remain steady;
- A population that is 49% White, 38% Black, and 41% Hispanic;
- Younger residents, with a median age of 37.3 years which is forecast to increase to 37.9 years by 2022. By comparison, Miami-Dade County’s median age is 39.1 years with a forecast increase to 39.7 by 2022;
- A solidly middle-class community, with average household incomes in 2017 of over \$57,000 per year as compared to \$71,600 countywide. Approximately 13% of the City’s households have annual incomes greater than \$100,000 per year;
- Average household incomes are forecast to increase by 3.0% per year over the next five years, to more than \$66,000 by 2022. The City’s average household income is forecast to remain below its counterparts across Miami-Dade County—which is forecast to be \$82,000 by 2022;
- Notably, ESRI’s five-year forecasts through 2022 suggest that **North Miami Beach’s growth will accelerate** from the 2010—2017 period, with a forecast population gain of more than **1,940+ new residents in 650 new households**. This forecast suggests average annual growth rates of 0.88% and 0.84%, respectively—double the rate of 2010—2017;
- ESRI forecasts further suggest that **population growth will be greatest in two age cohorts** over the next five years: ages 65-74 and 75+. More moderate growth is also expected in the 35-44 age cohort. This is likely to translate into opportunities for specific types of housing, such as age-restricted and independent living/continuing care for older cohorts as well as housing for move-up buyers; and

**Solid Population Growth in North Miami Beach Next 5 Years:**

**1,940 New Residents in 650 New Households by 2022**

- Since 2000, Aventura’s population increased by over 12,400 new residents (2.4% annual growth rate) and Sunny Isles Beach added over 6,900 new residents (2.2% per year growth rate) versus North Miami Beach’s 0.4% per year rate.

## Household Incomes & Retail Spending



Household retail spending is the primary driver of demand for retail space such as shopping centers, “Big Box” stores such as Wal-Mart or Target, food & beverage, and specialty or destination retail projects. Also impacting current and future demand for retail space is e-commerce/on-line spending. In fact, in 2017 on-line retail sales in the U.S. represented about 12.5%

of all retail consumer spending, and 15% of office worker spending.

Household retail spending patterns among households in Miami-Dade County, North Miami Beach and Aventura are illustrated in Table 3.

- With 2017 average household incomes of \$57,000 households in North Miami Beach are less affluent than their counterparts elsewhere in Miami-Dade County. In fact, the City’s **households spend an average of \$13,300 per year on consumer retail goods**, including clothing, entertainment/recreation, electronics, groceries, food & beverage, household furnishings and health care. By comparison, this is less than households in both Aventura (\$21,000 per year) and Miami-Dade County (\$16,800 per year); and
- **The City’s households spend over \$201.5 million per year**, as compared to almost \$404.5 million in Aventura and more than \$15.7 billion per year for all County households. Notably, household retail spending totals are irrespective of location (i.e., spending can occur anywhere).

### Annual Household Retail Spending in North Miami Beach:

**\$201.5 Million Per Year**

**Table 3: Annual Household Consumer Spending, 2017**

	Miami-Dade County	City of North Miami Beach	City of Aventura
<b>Total Households (2017)</b>	<b>933,595</b>	<b>15,144</b>	<b>19,254</b>
<b>Apparel &amp; Accessories</b>			
Men's Wear	\$ 385	\$ 306	\$ 470
Women's Wear	668	535	840
Children's Wear	319	249	343
Footwear	430	338	506
Watches & Jewelry	106	87	139
Apparel Products & Services	75	58	95
<b>Subtotal:</b>	<b>\$ 1,983</b>	<b>\$ 1,573</b>	<b>\$ 2,393</b>
<b>Computers</b>			
Computers & Hardware	\$ 160	\$ 129	\$ 198
Software & Accessories	32	26	41
<b>Subtotal:</b>	<b>\$ 193</b>	<b>\$ 155</b>	<b>\$ 239</b>
<b>Entertainment &amp; Recreation</b>			
Membership Fees for Clubs	\$ 184	\$ 149	\$ 246
Fees for Participant Sports	89	70	117
Tickets to Theater/Operas/Concerts	52	43	70
Tickets to Movies/Museums/Parks	74	60	87
Admission to Sporting Events	48	39	63
Fees for Recreational Lessons	121	98	140
Dating Services	0.80	0.69	1.02
<b>Subtotal:</b>	<b>\$ 569</b>	<b>\$ 459</b>	<b>\$ 724</b>
<b>TV/Video/Audio</b>			
Cable & Satellite TV Services	\$ 851	\$ 678	\$ 1,082
Televisions	111	89	136
Satellite Dishes	1	1	2
VCRs, Video Cameras & DVD Players	6	5	7
Miscellaneous Video Equipment	8	6	10
Video Cassettes & DVDs	14	11	17
Video Game Hardware/Accessories	27	22	32
Video Game Software	15	12	18
Streaming/Downloaded Video	24	19	29
Rental of Video Cassettes & DVDs	15	12	17
Installation of Televisions	1	1	1
Audio	80	63	98
Rental & Repair of TV/Radio/Audio	4	3	5
<b>Subtotal:</b>	<b>\$ 1,158</b>	<b>\$ 922</b>	<b>\$ 1,453</b>

(1) Consumer spending data are derived from the 2014 and 2015 Consumer Expenditure Surveys conducted by the Bureau of Labor Statistics.

**Table 3 (Continued): Annual Household Consumer Spending, 2017**

	Miami-Dade County	City of North Miami Beach	City of Aventura
<b>Other Entertainment</b>			
Pets	\$ 493	\$ 383	\$ 646
Toys & Games	107	86	129
Recreational Vehicles & Fees	79	61	103
Sports/Recreation/Exercise Equipment	146	115	181
Photo Equipment & Supplies	49	39	62
Reading	106	86	147
Catered Affairs	26	20	34
<b>Subtotal:</b>	<b>\$ 1,007</b>	<b>\$ 790</b>	<b>\$ 1,300</b>
<b>Food &amp; Alcohol</b>			
Food at Home	\$ 4,579	\$ 3,629	\$ 5,617
Food Away from Home	3,039	2,395	3,753
Alcoholic & Non-alcoholic Beverages	495	400	644
<b>Subtotal:</b>	<b>\$ 8,113</b>	<b>\$ 6,424</b>	<b>\$ 10,015</b>
<b>Household Furnishings &amp; Equipment</b>			
Household Textiles	\$ 86	\$ 69	\$ 109
Furniture	522	409	648
Floor Coverings	20	17	27
Major Appliances	273	207	346
Housewares	83	65	108
Small Appliances	44	36	55
Luggage	11	9	14
Telephones & Accessories	63	49	79
Lawn & Garden	336	256	465
Housekeeping Supplies	633	494	803
Maintenance & Remodeling Materials	313	236	396
<b>Subtotal:</b>	<b>\$ 2,384</b>	<b>\$ 1,847</b>	<b>\$ 3,048</b>
<b>Health &amp; Personal Care</b>			
Non- & Prescription Drugs	\$ 434	\$ 338	\$ 590
Optical	80	64	105
Personal Care Products	426	340	530
School Supplies	144	113	170
Smoking Products	349	281	441
<b>Subtotal:</b>	<b>\$ 1,432</b>	<b>\$ 1,136</b>	<b>\$ 1,835</b>
<b>TOTAL:</b>			
Total Annual Spending	<b>\$ 15,720,498,119</b>	<b>\$ 201,504,550</b>	<b>\$ 404,492,653</b>
Per Household	<b>\$ 16,839</b>	<b>\$ 13,306</b>	<b>\$ 21,008</b>
As % of Average HH Income	23.5%	23.3%	23.2%

(1) Consumer spending data are derived from the 2014 and 2015 Consumer Expenditure Surveys conducted by the Bureau of Labor Statistics.

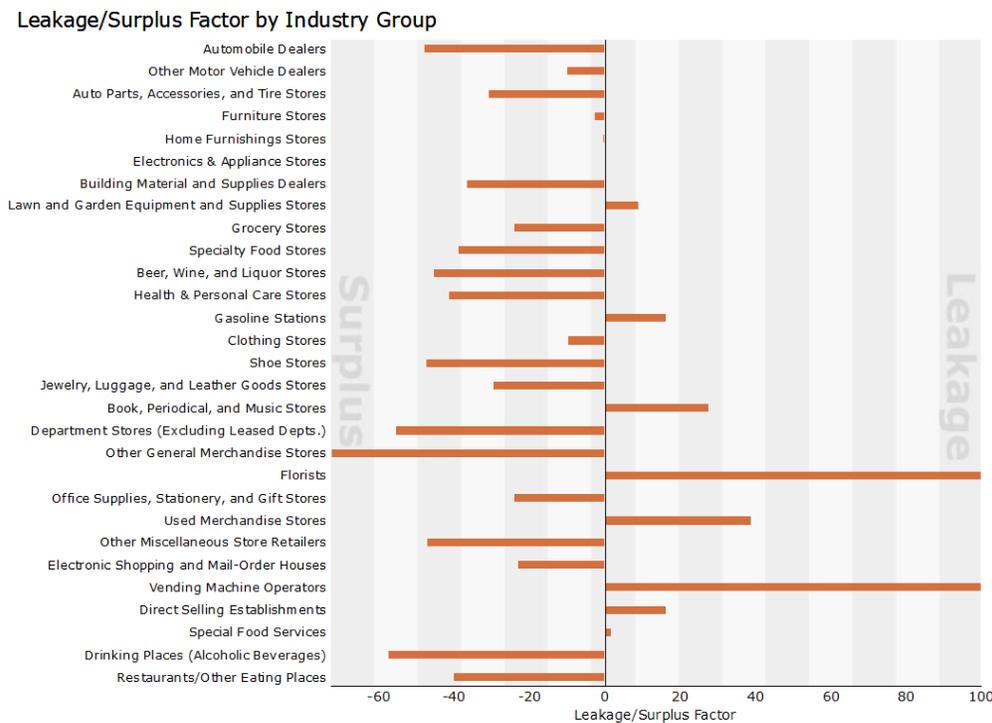
Source: US Department of Labor, Bureau of Labor Market Statistics; ESRI Business Analyst; WTL +a, March 2018.

## Retail “Recapture” Opportunities

Another key indicator of retail market potentials involves what is known as “retail opportunity gap”. This compares annual household spending (i.e., “demand”) in specific merchandise categories against estimated annual retail sales by businesses in those same categories (i.e., “supply”). The difference between demand and supply represents the “recapture” opportunity, or surplus, available in each retail category in the reporting geography.

**When demand is greater than supply, there is an apparent opportunity for additional retail space** in that category. By comparison, when demand is less than supply, there is a surplus of sales in that retail category. As illustrated in Table 4, a positive value in green = a potential recapture opportunity, while a “negative” value in red = a surplus of sales among businesses, or an “inflow” of sales from outside of the reporting geography. In Figure 2 below, recapture opportunities among specific merchandise categories are on the right side of the graph, while surplus sales (inflow) are illustrated on the left side of the graph. Numerical findings for North Miami Beach are illustrated in Table 4.

**Figure 2: Retail Leakage & Surplus—North Miami Beach, 2017**



**Table 4: Retail “Recapture” Opportunities—City of North Miami Beach, 2017**

Retail Category	Demand (HH Spending)	Supply (Store Sales)	"Recapture" Opportunity
<b>General Merchandise Stores</b>			
Department Stores Excl Leased Depts.	\$ 42,849,378	\$ 149,220,614	\$ (106,371,236)
Other General Merchandise Stores	18,081,167	115,015,949	(96,934,782)
<b>Subtotal:</b>	<b>\$ 60,930,545</b>	<b>\$ 264,236,563</b>	<b>\$ (203,306,018)</b>
<b>Clothing &amp; Accessories Stores</b>			
Clothing Stores	\$ 12,793,641	\$ 15,585,725	\$ (2,792,084)
Shoe Stores	2,918,528	8,212,921	(5,294,393)
Jewelry, Luggage, Leather Goods	3,328,980	6,133,665	(2,804,685)
<b>Subtotal:</b>	<b>\$ 19,041,149</b>	<b>\$ 29,932,311</b>	<b>\$ (10,891,162)</b>
<b>Furniture &amp; Home Furnishings Stores</b>			
Furniture Stores	\$ 7,430,413	\$ 7,873,319	\$ (442,906)
Home Furnishing Stores	5,739,095	5,791,216	(52,121)
<b>Subtotal:</b>	<b>\$ 13,169,508</b>	<b>\$ 13,664,535</b>	<b>\$ (495,027)</b>
<b>Electronics &amp; Appliance Stores</b>			
Appliances, TVs, Electronics Stores	\$ 10,681,605	\$ 10,578,417	\$ 103,188
<b>Subtotal:</b>	<b>\$ 10,681,605</b>	<b>\$ 10,578,417</b>	<b>\$ 103,188</b>
<b>Leisure &amp; Entertainment</b>			
Sporting Goods/Hobby/Musical Instruments	\$ 7,423,228	\$ 23,875,543	\$ (16,452,315)
Books, Periodicals & Music Stores	1,612,175	913,196	698,979
<b>Subtotal:</b>	<b>\$ 9,035,403</b>	<b>\$ 24,788,739</b>	<b>\$ (15,753,336)</b>
<b>Food Services &amp; Drinking Places</b>			
Special Food Services	\$ 654,346	\$ 632,173	\$ 22,173
Drinking Places - Alcoholic Beverages	3,218,249	11,979,499	(8,761,250)
Restaurants/Other Eating Places	35,902,761	84,374,816	(48,472,055)
<b>Subtotal:</b>	<b>\$ 39,775,356</b>	<b>\$ 96,986,488</b>	<b>\$ (57,211,132)</b>

- (1) Claritas' "Retail Market Power" data is derived from two major sources of information. Demand data are derived from Consumer Expenditure Surveys fielded by the U.S. Bureau of Labor Statistics (BLS). Supply data are derived from the Census Bureau. The difference between demand and supply represents the "recapture opportunity", or surplus, available for each retail category in the reporting geography. When demand is greater than supply, there is an apparent opportunity for additional retail space in that category. By comparison, when demand is less than supply, there is a surplus of sales in that retail category (i.e., positive value = recapture opportunity, while negative value = surplus of sales).
- (2) Total household retail spending excludes spending on Non-Store Retailers (Internet); Motor Vehicle Parts and Dealers; and Gas Stations.

Source: Bureau of Labor Statistics; Claritas, Inc.; ESRI Business Analyst; WTL +a, March 2018.

**Table 4 (Continued): Retail “Recapture” Opportunities—North Miami Beach, 2017**

Retail Category	Demand (HH Spending)	Supply (Store Sales)	"Recapture" Opportunity
<b>Food &amp; Beverage Stores</b>			
Grocery Stores	\$ 59,671,112	\$ 97,281,866	\$ (37,610,754)
Specialty Food Stores	2,762,973	6,271,721	(3,508,748)
Beer, Wine & Liquor Stores	3,232,987	8,671,154	(5,438,167)
<b>Subtotal:</b>	<b>\$ 65,667,072</b>	<b>\$ 112,224,741</b>	<b>\$ (46,557,669)</b>
<b>Health &amp; Personal Care Stores</b>			
Health & Personal Care Stores	\$ 23,845,770	\$ 57,877,348	\$ (34,031,578)
<b>Subtotal:</b>	<b>\$ 23,845,770</b>	<b>\$ 57,877,348</b>	<b>\$ (34,031,578)</b>
<b>Building Material, Garden Equipment Stores</b>			
Building Materials & Supplies	\$ 21,572,563	\$ 46,628,777	\$ (25,056,214)
Lawn & Garden Equipment & Supplies	1,644,227	1,376,747	267,480
<b>Subtotal:</b>	<b>\$ 23,216,790</b>	<b>\$ 48,005,524</b>	<b>\$ (24,788,734)</b>
<b>Miscellaneous Store Retailers</b>			
Florists	\$ 591,007	\$ -	\$ 591,007
Office Supplies, Stationery, Gift Stores	3,212,016	5,256,877	(2,044,861)
Used Merchandise Stores	3,343,306	1,475,298	1,868,008
Other Miscellaneous Retail Stores	7,438,123	20,675,843	(13,237,720)
<b>Subtotal:</b>	<b>\$ 14,584,452</b>	<b>\$ 27,408,018</b>	<b>\$ (12,823,566)</b>
<b>TOTAL:</b>			
<b>HH Demand vs. Retail Sales</b>	<b>\$ 279,947,650</b>	<b>\$ 685,702,684</b>	<b>\$ (405,755,034)</b>
	(2)		

- (1) Claritas' "Retail Market Power" data is derived from two major sources of information. Demand data are derived from Consumer Expenditure Surveys fielded by the U.S. Bureau of Labor Statistics (BLS). Supply data are derived from the Census Bureau. The difference between demand and supply represents the "recapture opportunity", or surplus, available for each retail category in the reporting geography. When demand is greater than supply, there is an apparent opportunity for additional retail space in that category. By comparison, when demand is less than supply, there is a surplus of sales in that retail category (i.e., positive value = recapture opportunity, while negative value = surplus of sales).
- (2) Total household retail spending excludes spending on Non-Store Retailers (Internet); Motor Vehicle Parts and Dealers; and Gas Stations.

Source: Bureau of Labor Statistics; Claritas, Inc.; ESRI Business Analyst; WTL +a, March 2018.

Another source for household retail spending includes the Bureau of Labor Statistics (BLS) and Claritas, Inc. Key findings for North Miami Beach indicate that:

- These data sources indicate the city’s households spend almost \$280 million per year. (This estimate is *higher* than annual spending illustrated previously in Table 3 because it includes multiple additional merchandise categories such as Building Materials, Leisure & Entertainment and Miscellaneous Store sales). This compares to **estimated citywide store sales of over \$685.7 million per year** generated by the City’s sizable retail inventory along the commercial strips of NE 163<sup>rd</sup> Street and Biscayne Boulevard as well as commercial uses surrounding The Mall at 163<sup>rd</sup> Street (located in unincorporated Miami-Dade County) and Intracoastal Mall. The difference between spending and sales is known as *inflow*; in other words, **there is more than \$405.7 million in annual retail sales inflow into North Miami Beach** from sources other than resident households; and
- This analysis reveals **there are very few merchandise categories where apparent opportunities could be recaptured to support either new retail development or stronger performance among existing businesses**. In fact, there is only \$3.5 million in total annual retail leakage among the City’s households, and the largest category (Used Merchandise) generates \$1.86 million of this annual total. This suggests that continued growth the City’s population will be critical to strengthening net new retail demand generated by households.

## Economic Characteristics

### Employment Trends—Miami-Dade County

Job growth is a key barometer of demand for “workplace” uses such as multi-tenant office space, industrial parks, retail centers and the like. WTL+a examined trends and forecasts in employment growth, utilizing data for Miami-Dade County as prepared by the state’s labor agency, the Department of Economic Opportunity (DEO) (1995—2017), the U.S. Census Bureau (2006—2015) and Dun & Bradstreet, Inc. (2017). This data is critical to understanding commercial development potentials around the proposed station locations in North Miami Beach. Key findings are summarized below and illustrated in Table 5:

**Table 5: Miami-Dade County Employment Trends, 1995—2016**

Industry Sector	1995	2000	2005	10-Year Change: 1995-2005		2007	2009	2011	2013	2015	2017	10-Year Change: 2007-2017	
				Amount	CAGR %							Amount	CAGR %
<i>In 000s</i>													
<b>Construction &amp; Mining</b>	39,200	40,700	50,900	11,700	2.6%	55,800	34,700	31,200	34,900	43,100	45,500	(10,300)	-2.0%
<b>Manufacturing</b>	74,100	65,100	49,500	(24,600)	-4.0%	46,900	36,200	36,400	37,000	40,700	43,600	(3,300)	-0.7%
<b>Transp/Warehousing/Utilities</b>	62,200	72,100	61,900	(300)	0.0%	63,000	58,500	62,400	65,600	71,700	78,400	15,400	2.2%
<b>Trade</b>													
Wholesale	64,500	71,200	74,900	10,400	1.5%	76,700	68,700	71,400	73,300	73,900	78,400	1,700	0.2%
Retail	126,400	135,500	130,300	3,900	0.3%	137,000	125,900	138,300	148,500	155,300	155,800	18,800	1.3%
<b>Information</b>	21,400	29,500	23,000	1,600	0.7%	20,900	17,900	17,900	18,800	18,800	19,400	(1,500)	-0.7%
<b>Financial Activities</b>	70,600	68,500	75,900	5,300	0.7%	77,700	66,400	69,300	73,800	79,700	81,400	3,700	0.5%
<b>Services</b>													
Prof/Business Services	83,100	128,200	145,200	62,100	5.7%	142,200	126,300	135,900	150,500	168,000	174,500	32,300	2.1%
Education/Health Services	116,500	123,000	140,200	23,700	1.9%	152,600	159,600	162,400	165,000	176,600	189,900	37,300	2.2%
Leisure & Hospitality	85,100	96,900	103,200	18,100	1.9%	108,500	105,800	116,800	128,300	141,400	148,400	39,900	3.2%
Other Services	44,700	47,800	44,800	100	0.0%	48,500	43,500	44,700	48,300	53,000	59,600	11,100	2.1%
<b>Government</b>	133,700	149,100	154,700	21,000	1.5%	158,500	152,700	146,300	141,000	140,600	145,700	(12,800)	-0.8%
<b>Total (In 000s):</b>	<b>921,500</b>	<b>1,027,600</b>	<b>1,054,200</b>	<b>132,700</b>	<b>1.35%</b>	<b>1,088,300</b>	<b>996,200</b>	<b>1,033,000</b>	<b>1,085,000</b>	<b>1,162,800</b>	<b>1,220,600</b>	<b>132,300</b>	<b>1.15%</b>
<i>Change During Period:</i>	-	106,100	26,600			34,100	(92,100)	36,800	52,000	77,800	57,800		

(1) As of year-end for each reported year.

<http://floridajobs.org/labor-market-information/data-center/statistical-programs/current-employment-statistics>

Source: US Department of Labor, Bureau of Labor Market Statistics; Florida Department of Economic Opportunity, Bureau of Labor Market Statistics; WTL +a, March 2018.

- **The County added a remarkable 132,700 new jobs in the 10-year period between 1995 and 2005.** This growth, which translates into 13,300 new jobs annually, was focused largely in specific sectors, including: Professional/Business Services (62,100), Education/Health Services (23,700), Government (21,000) and Leisure & Hospitality (18,100);
- By contrast, **the economic downturn of 2007—2009 resulted in the loss of 92,100 jobs in Miami-Dade County.** Over the past 10 years (and over multiple economic cycles), job losses have been greatest in Construction (-10,300) and Government (-12,800);
- In only seven years between 2011 and 2017, however, **the economy of Miami-Dade County has significantly recovered from the 2007—2009 recession, with the creation of 224,400 new jobs.** This translates into a remarkable annual increase of over 32,000 new jobs per year;

Notably, the Services sector, which comprises multiple categories such as Business and Professional Services, Health, Education and Leisure/Hospitality, has gained the largest share of new jobs in the County, exhibiting a net gain of 120,600 new jobs between 2007 and 2017;

**(92,100) Recession-based Job Losses in Miami-Dade County**

**Replaced with 224,400 New Jobs Since 2011**

- As illustrated in Table 6, Dun & Bradstreet, Inc. estimates that **Miami-Dade County contained 1,189,500 full-time jobs** in 113,300 registered businesses in 2017, which reflects a jobs-to-population ratio of 0.44. That is, there is almost one-half a job for every one of the 2,702,300 residents in the County and reflects the concentration of larger employment centers such as downtown Miami/Brickell, Airport/West Dade, Kendall and Aventura; and
- Employment is concentrated in specific sectors, including Services (42%), Wholesale/Retail Trade (28%), and Financial Activities (9%).

**Table 6: Business Mix—Miami-Dade County, 2017**

NAICS Category	Businesses		Employees	
	No.	% of Total	No.	% of Total
<b>Agriculture &amp; Mining</b>	<b>1,062</b>	0.9%	<b>8,461</b>	0.7%
<b>Construction</b>	<b>5,553</b>	4.9%	<b>36,268</b>	3.0%
<b>Manufacturing</b>	<b>3,423</b>	3.0%	<b>54,356</b>	4.6%
<b>Transportation &amp; Warehousing</b>	<b>5,118</b>	4.5%	<b>65,765</b>	5.5%
<b>Communications</b>	<b>1,365</b>	1.2%	<b>16,102</b>	1.4%
<b>Utilities</b>	<b>164</b>	0.1%	<b>4,060</b>	0.3%
<b>Wholesale &amp; Retail Trade</b>				
Wholesale	6,677		66,771	
Retail	24,754		261,384	
- Home Improvement	1,399		15,404	
- General Merchandise	1,057		24,479	
- Food Stores	2,447		35,075	
- Auto Dealers/Gas Stations	2,849		28,270	
- Apparel & Accessory Stores	2,493		18,431	
- Furniture/Home Furnishings	2,030		14,428	
- Eating & Drinking Places	5,956		85,966	
- Miscellaneous & Non-store Retail	6,523		39,331	
<b>Subtotal - All Retail:</b>	<b>31,431</b>	27.7%	<b>328,155</b>	27.6%
<b>Finance/Insurance/Real Estate</b>	<b>12,512</b>	11.0%	<b>110,890</b>	9.3%
<b>Services</b>				
- Hotel/Lodging	740		37,271	
- Automotive Services	2,956		16,364	
- Motion Pictures & Amusements	2,820		24,174	
- Health Services	7,166		132,399	
- Legal Services	3,454		25,471	
- Educational Institutions	1,972		80,517	
- Other Services	25,153		185,266	
<b>Subtotal - Services:</b>	<b>44,261</b>	39.1%	<b>501,462</b>	42.2%
<b>Government</b>	<b>1,708</b>	1.5%	<b>61,300</b>	5.2%
<b>Unclassified Establishments</b>	<b>6,717</b>	5.9%	<b>2,646</b>	0.2%
<b>TOTAL:</b>	<b>113,314</b>	<b>100.0%</b>	<b>1,189,465</b>	<b>100.0%</b>

ANALYSIS:	
<b>2017 Employment</b>	<b>1,189,465</b>
<b>2017 Population</b>	<b>2,702,302</b>
<b>Jobs/Population Ratio</b>	<b>0.44</b>

Source: ESRI Business Analyst; InfoGroup, Inc.; Dun & Bradstreet, Inc.; WTL +a, March 2018.

**Table 7: State Employment Forecasts for Miami-Dade County, 2017—2025**

Employment Category	2017	% Dist.	2025	% Dist.	Change: 2017-2025	
					Total	CAGR
<b>Agriculture &amp; Mining</b>	<b>8,705</b>	0.7%	<b>8,650</b>	0.6%	<b>(55)</b>	<b>-0.1%</b>
<b>Construction</b>	<b>47,045</b>	3.7%	<b>53,382</b>	3.8%	<b>6,337</b>	<b>1.6%</b>
<b>Manufacturing</b>	<b>41,645</b>	3.3%	<b>41,884</b>	3.0%	<b>239</b>	<b>0.1%</b>
<b>Public Utilities</b>	<b>2,464</b>	0.2%	<b>2,250</b>	0.2%	<b>(214)</b>	<b>-1.1%</b>
<b>Transportation &amp; Warehousing</b>	<b>69,336</b>	5.5%	<b>75,575</b>	5.4%	<b>6,239</b>	<b>1.1%</b>
<b>Wholesale &amp; Retail Trade</b>						
Wholesale	74,715		78,355		3,640	0.6%
Retail	150,530		166,231		15,701	1.2%
<b>Subtotal:</b>	<b>225,245</b>	17.9%	<b>244,586</b>	17.6%	<b>19,341</b>	<b>1.0%</b>
<b>Information</b>	<b>18,921</b>	1.5%	<b>18,967</b>	1.4%	<b>46</b>	<b>0.0%</b>
<b>Financial Activities</b>	<b>79,546</b>	6.3%	<b>84,683</b>	6.1%	<b>5,137</b>	<b>0.8%</b>
<b>Services</b>						
Professional & Business Services	175,904		200,287		24,383	1.6%
Education & Health Services	181,930		214,778		32,848	2.1%
Leisure & Hospitality	144,084		159,581		15,497	1.3%
Other Services (Except Government)	44,624		49,595		4,971	1.3%
<b>Subtotal:</b>	<b>546,542</b>	43.4%	<b>624,241</b>	44.9%	<b>77,699</b>	<b>1.7%</b>
<b>Government</b>	<b>141,182</b>	11.2%	<b>149,162</b>	10.7%	<b>7,980</b>	<b>0.7%</b>
<b>Self-Employed &amp; Unpaid Family Workers</b>	<b>79,124</b>	6.3%	<b>86,338</b>	6.2%	<b>7,214</b>	<b>1.1%</b>
<b>TOTAL:</b>	<b>1,259,755</b>		<b>1,389,718</b>		<b>129,963</b>	<b>1.2%</b>
<b>Annual Increase (Rounded):</b>					<b>16,200</b>	

<http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections>

Source: Florida Department of Economic Opportunity, Bureau of Labor Statistics; WTL +a, March 2018.

## Employment Trends & Forecasts—Miami-Dade County

Employment forecasts for specific jurisdictions in Florida (defined as Workforce Development Regions) are also prepared by the Department of Economic Opportunity in eight-year forecast periods. As illustrated in Table 7 above, these forecasts suggest that:

- **Miami-Dade County is expected to add more than 129,900 new jobs between 2017 and 2025**, reflecting a *sustained* annual pace of 16,200 new jobs annually over this eight-year period; and
- The Services sector is expected to comprise almost 60% of all new jobs in the county—adding 77,700 new jobs—with the largest gains expected in Health Care, Professional and Business Services and Accommodation & Food Services sectors. This could be expected to fuel demand for professional and medical office space and retail uses.

## Employment Trends—North Miami Beach

- As illustrated in Table 8 below, Dun & Bradstreet, Inc. estimates there are **16,980 jobs in 2,120 registered businesses in North Miami Beach**. The City accounts for approximately 1.4% of the 1,189,500 full-time jobs in Miami-Dade County;
- The three largest sectors generating demand for workplace real estate in the City include: Retail Trade (29%), Services (46%) and Government (9%). Together, these three sectors account for 14,290 jobs, or fully 85% of the 16,987 jobs in the City. Notably, there are over 3,300 Health Services jobs in North Miami Beach, which comprises fully 20% of the City's total jobs;
- As noted, North Miami Beach **contains only 1.4% of all at-place jobs in Miami-Dade County**. This is known as *fair share* and has been considered in our analysis of workplace market potentials in Section 4 of this report;

***Fair Share: North Miami Beach Accounts for***

**1.4% of the County's Total Jobs**

**Table 8: Business Mix—North Miami Beach, 2017**

NAICS Category	Businesses		Employees	
	No.	% of Total	No.	% of Total
<b>Agriculture &amp; Mining</b>	<b>9</b>	0.4%	<b>46</b>	0.3%
<b>Construction</b>	<b>90</b>	4.2%	<b>355</b>	2.1%
<b>Manufacturing</b>	<b>37</b>	1.7%	<b>193</b>	1.1%
<b>Transportation &amp; Warehousing</b>	<b>69</b>	3.3%	<b>262</b>	1.5%
<b>Communications</b>	<b>26</b>	1.2%	<b>132</b>	0.8%
<b>Utilities</b>	<b>3</b>	0.1%	<b>259</b>	1.5%
<b>Wholesale &amp; Retail Trade</b>				
Wholesale	66		304	
Retail	463		4,672	
- Home Improvement	28		113	
- General Merchandise	21		809	
- Food Stores	49		561	
- Auto Dealers/Gas Stations	47		621	
- Apparel & Accessory Stores	32		97	
- Furniture/Home Furnishings	35		117	
- Eating & Drinking Places	131		1,703	
- Miscellaneous & Non-store Retail	120		651	
<b>Subtotal - All Retail:</b>	<b>529</b>	25.0%	<b>4,976</b>	29.3%
<b>Finance/Insurance/Real Estate</b>	<b>239</b>	11.3%	<b>1,439</b>	8.5%
<b>Services</b>				
- Hotel/Lodging	6		88	
- Automotive Services	47		187	
- Motion Pictures & Amusements	68		420	
- Health Services	222		3,329	
- Legal Services	87		417	
- Educational Institutions	43		781	
- Other Services	496		2,596	
<b>Subtotal - Services:</b>	<b>969</b>	45.7%	<b>7,818</b>	46.0%
<b>Government</b>	<b>38</b>	1.8%	<b>1,496</b>	8.8%
<b>Unclassified Establishments</b>	<b>111</b>	5.2%	<b>11</b>	0.1%
<b>TOTAL:</b>	<b>2,120</b>	<b>100.0%</b>	<b>16,987</b>	<b>100.0%</b>

<b>ANALYSIS:</b>	
<b>2017 Employment</b>	<b>16,987</b>
<i>As Share of Miami-Dade County</i>	<b>1.43%</b>
<b>2017 Population</b>	<b>43,643</b>
<b>Jobs/Population Ratio</b>	<b>0.39</b>

Source: ESRI Business Analyst; InfoGroup, Inc.; Dun & Bradstreet, Inc.; WTL +a, March 2018.

**Table 9: 10-Year Employment Trends—City of North Miami Beach, 2006—2015**

Industry Sector	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Dist.	Change: 2006-2015	
												Amount	CAGR %
<b>Agriculture &amp; Mining</b>	10	9	8	-	-	1	1	2	-	7	0.1%	(3)	-3.9%
<b>Construction</b>	293	304	234	235	182	197	237	260	175	171	1.4%	(122)	-5.8%
<b>Manufacturing</b>	216	219	224	220	120	411	357	349	346	379	3.0%	163	6.4%
<b>Transp &amp; Warehousing</b>	229	168	180	137	126	137	167	149	140	387	3.1%	158	6.0%
<b>Utilities</b>	16	28	37	31	32	35	37	32	36	50	0.4%	34	13.5%
<b>Trade</b>													
Wholesale	497	515	397	271	324	199	205	238	242	190	1.5%	(307)	-10.1%
Retail	2,081	2,229	2,072	1,931	2,095	1,747	1,850	1,863	2,014	1,821	14.5%	(260)	-1.5%
<b>Information</b>	241	215	160	170	134	149	171	200	185	123	1.0%	(118)	-7.2%
<b>Finance &amp; Insurance</b>	832	975	793	697	759	660	840	853	994	691	5.5%	(141)	-2.0%
<b>Real Estate/Rental &amp; Leasing</b>	306	363	433	282	271	289	320	283	206	215	1.7%	(91)	-3.8%
<b>Services</b>													
Prof'l/Business Services	1,503	1,804	1,286	1,280	1,261	1,487	1,561	1,286	1,046	1,261	10.0%	(242)	-1.9%
Management of Companies	12	47	38	32	47	46	52	41	53	45	0.4%	33	15.8%
Administration/Waste Mgmt.	1,066	1,031	1,092	750	965	977	1,003	1,113	1,252	1,254	10.0%	188	1.8%
Educational Services	479	492	590	536	604	536	498	432	447	351	2.8%	(128)	-3.4%
Health Care & Social Assistance	2,404	2,300	1,846	2,005	2,012	1,893	1,862	1,670	1,988	1,976	15.7%	(428)	-2.2%
Arts/Entertainment/Recreation	90	101	122	83	84	103	72	100	103	83	0.7%	(7)	-0.9%
Accommodation & Food Services	1,456	1,625	1,501	1,559	1,830	1,471	1,732	1,734	1,722	1,713	13.7%	257	1.8%
Other Services	402	425	491	587	545	710	690	742	635	635	5.1%	233	5.2%
<b>Public Administration/Gov't</b>	666	695	636	589	620	633	558	544	1,131	1,197	9.5%	531	6.7%
<b>Total (In 000s):</b>	<b>12,799</b>	<b>13,545</b>	<b>12,140</b>	<b>11,395</b>	<b>12,011</b>	<b>11,681</b>	<b>12,213</b>	<b>11,891</b>	<b>12,715</b>	<b>12,549</b>		<b>(250)</b>	<b>-0.2%</b>
<i>Annual Change:</i>	-	746	(1,405)	(745)	616	(330)	532	(322)	824	(166)			
<i>Job Loss (As % of All Jobs):</i>			-12%	-7%	5%	-3%	4%	-3%	6%	-1%			

Source: U.S. Census Bureau, On-the-Map; WTL +a, March 2018.

- The data also suggest the City's current jobs-to-population ratio is 0.39 (i.e., there is roughly one-third of a job for every resident living in North Miami Beach). This ratio is lower than the County (0.44) and reflects the diverse business mix and concentration of businesses along commercial corridors such as NE 163<sup>rd</sup> Street and Biscayne Boulevard as well as the sizable retail presence throughout the City. That said, it also suggests that part of the City's economic development initiatives should be focused on business retention and recruitment (i.e., job creation);
- U.S. Census Bureau data indicate **the 2007—2010 recession had a significant impact on the City's employment base as 2,150 jobs were lost**. Since that time, job creation has been uneven—with gains in 2010, 2012 and 2014 and losses in 2011, 2013 and 2015. In summary, this **uneven recovery resulted in an overall net loss of (250) jobs over the past 10 years but a slight gain of 538 new jobs over the past five years**;
- We note that differences between Dun & Bradstreet (Table 8) and U.S. Census Bureau (Table 9) are attributed to part-time, self-employed and those jobs not contributing to the Unemployment Insurance Fund. Job losses were greatest in Healthcare (-428) and Wholesale Trade (-307), with smaller losses occurred in multiple other categories. The largest job gains were recorded in Government (+531 jobs), Accommodation & Food Services (+257 jobs) and Other Services (+233 jobs); and
- As illustrated in Figure 3 below, in 2015, the U.S. Census Bureau estimates that the highest employment densities are concentrated along the NE 163<sup>rd</sup> Street corridor, with the highest concentration of jobs located in blocks to the north and west of the proposed station location surrounding the Mall at 163<sup>rd</sup> Street. A smaller concentration of jobs associated with the retail cluster surrounding the Intracoastal Mall is located at the City's eastern border with Sunny Isles Beach.
- As illustrated in Figure 4 below, according to U.S. Census Bureau data, in 2015 the City of North Miami Beach exhibited a net outflow of residents, with 16,279 residents who leave the City daily to work elsewhere, while 11,655 employees who arrive to work in the City but live elsewhere.

Figure 3: Citywide Employment Densities—North Miami Beach, 2015

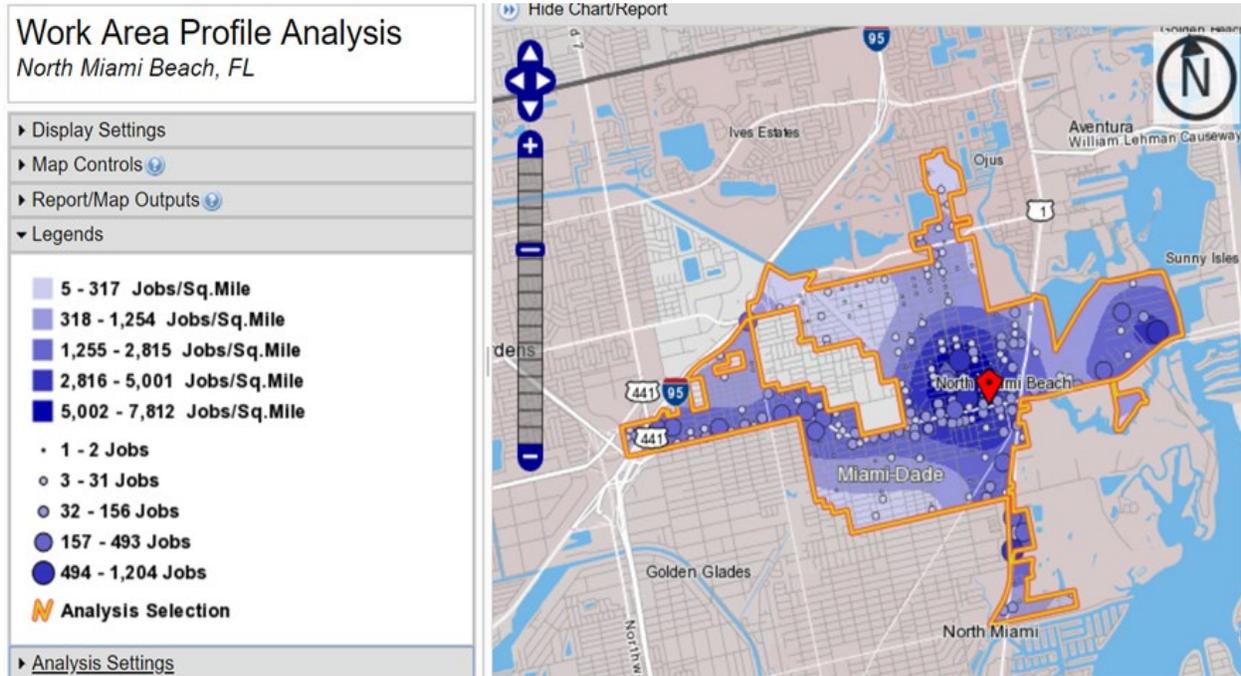
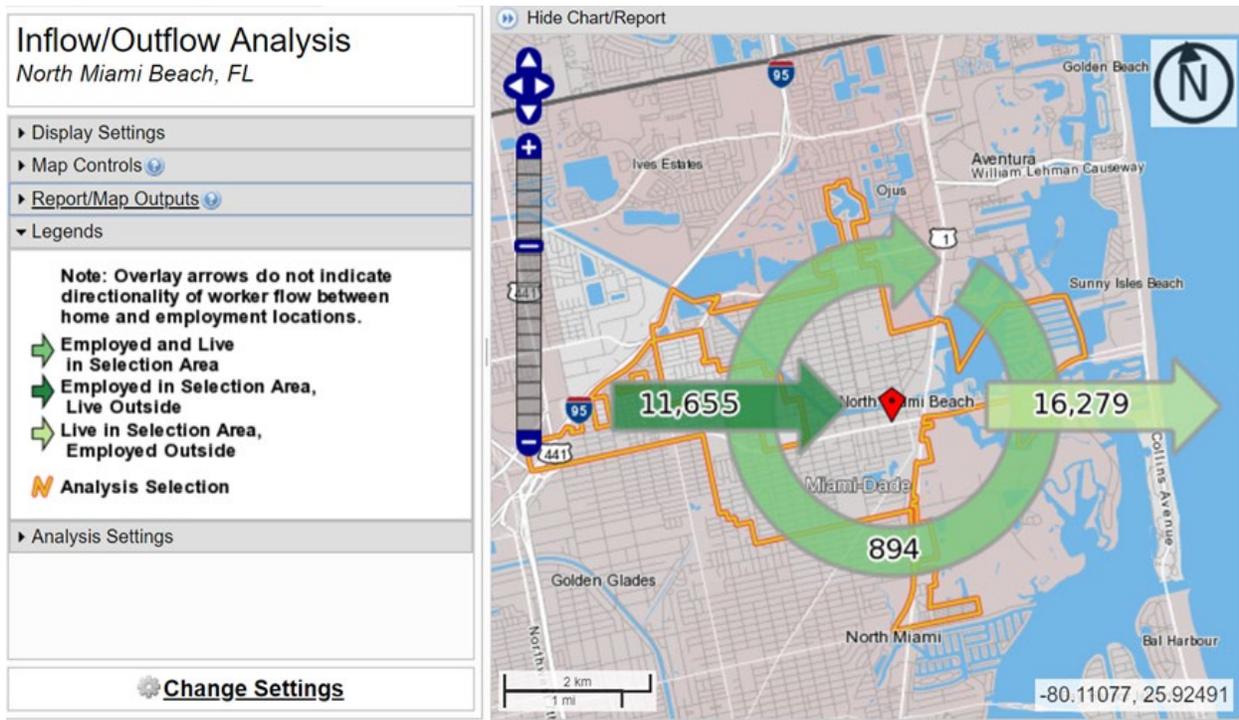


Figure 4: Citywide Employment Inflow/Outflow—North Miami Beach, 2015



# 3 Real Estate Market Conditions

WTL +a evaluated real estate market conditions in North Miami Beach and in other selected, competitive locations in Miami-Dade County to understand how recent market trends, current economic conditions, and future growth affect opportunities for new TOD-supportive development around the proposed four alternative rail station locations

This section of the report analyzes historic and current building inventory, occupancy and vacancy levels, annual absorption (leasing) activity, historic development trends, and other appropriate market indices for housing, workplace, supporting commercial (retail) and lodging/hospitality uses based on available data. Key findings are summarized below and illustrated in Table 10 through Table 18.

## Housing

North Miami Beach contains a diverse array of residential neighborhoods. Market metrics of the City's housing stock are illustrated in Table 10 below:

- Based on data from ESRI Business Analyst and the American Community Survey (ACS), the City contains almost 17,250 housing units. Since 2010, ESRI data suggest that the City's housing inventory has increased by 560 units. However, data on housing starts from the U.S. Department of Housing & Urban Development (as detailed below) indicate 275 housing starts during this period;
- **The number of owner-occupied units has *decreased***—from 48.6% in 2010 to 45.4% in 2017. Conversely, the number of renter-occupied units increased during this time—from 39% in 2010 to 42% by 2017. Fully 12% of the City's housing stock is “unoccupied” (estimated at 2,102 units);
- In 2017, average values of owner-occupied units in North Miami Beach was \$244,900. Over the next five years, ESRI forecasts suggest that average housing values will increase at a significant, compound annual rate of 6.0% per year—to \$332,000. By comparison, the

**Table 10: Housing Profile—City of North Miami Beach, 2010—2022**

	2010	2017	% Dist.	2022	% Dist.	Change: 2017-2022	
						No.	CAGR %
<b>Housing Tenure</b>							
<b>Owner-occupied</b>	8,104	7,829		8,046		217	0.55%
% of Total	48.6%	45.4%		44.7%			
<b>Renter-occupied</b>	6,527	7,315		7,749		434	1.16%
% of Total	39.1%	42.4%		43.0%			
<b>Unoccupied</b>	2,056	2,102		2,209		107	1.00%
% of Total	12.3%	12.2%		12.3%			
<b>Total Units:</b>	<b>16,687</b>	<b>17,246</b>		<b>18,004</b>		<b>1,317</b>	<b>0.86%</b>
		<b>559</b>					
<b>Owner-Occupied Value</b>							
\$0 - \$99,999		1,604	20%	813	10%	(791)	-12.7%
\$100,000 - \$199,999		2,731	35%	1,943	24%	(788)	-6.6%
\$200,000 - \$299,999		1,910	24%	2,479	31%	569	5.4%
\$300,000 - \$399,999		712	9%	1,246	15%	534	11.8%
\$400,000 - \$499,999		168	2%	259	3%	91	9.0%
\$500,000 - \$749,999		292	4%	528	7%	236	12.6%
\$750,000+		413	5%	777	10%	364	13.5%
<b>Median Value</b>		<b>\$ 185,724</b>		<b>\$ 248,562</b>			<b>6.0%</b>
<b>Average Value</b>		<b>\$ 244,911</b>		<b>\$ 332,017</b>			<b>6.3%</b>

**All Housing Units By Structure (2016 American Community Survey)**

1 Unit, Detached	7,312	42.4%
1 Unit, Attached	690	4.0%
2 Units	259	1.5%
3 or 4 Units	811	4.7%
5 to 9 Units	397	2.3%
10 to 19 Units	759	4.4%
20 or More Units	6,553	38.0%
Mobile Home	483	2.8%
Boat/RV/Other	-	0.0%
<b>Total Units:</b>	<b>17,263</b>	<b>100%</b>

**Unoccupied Housing Units By Status**

Unoccupied-All Reasons	2010	2016 (ACS)
Rented (Not Occupied)	28	
For Sale Only	293	
Sold (Not Occupied)	45	
Seasonal Use	491	3%
For Migrant Workers	-	
<b>Subtotal:</b>	<b>857</b>	

**TRUE VACANCIES**

Other Vacant	578	
Vacant, For Rent	621	
<b>Subtotal:</b>	<b>1,199</b>	<b>1,513</b>
<b>True Vacancy Rate</b>	<b>7.2%</b>	<b>8.8%</b>

**Total Unoccupied Units:** 2,056 2,594 58.3%

<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

Source: ESRI Business Analyst; American Community Survey; WTL +a, March 2018.

average value of owner-occupied housing in Miami-Dade County in 2017 was \$322,400.

Notably, countywide housing values are forecast to half the forecast increase of North Miami Beach (3.18% per year) over the next five years;

- More specific analysis of the City's unoccupied housing stock indicates that units are unoccupied for various reasons. As a result, this does not accurately reflect actual *vacant* units. U.S. Census data indicate that 2,056 units were unoccupied as of the 2010 Census, as the 2007—2009 recession ended, and recovery gained momentum. As a result, the number of vacant units in many housing markets has declined with an improving economy. In North Miami Beach, **the number of unoccupied units increased between 2010 and 2017**—from 2,056 units in 2010 to 2,102 units in 2017—which comprises 12.2% of the City's entire housing stock;
- The number of unoccupied units includes 491 units that are seasonally-owned (i.e., occupied for only a portion of the year, such as by snowbirds who vacation in Florida). When such units (as well as other units, such as those that are sold but not yet occupied) are removed from the unoccupied category, **the City's true vacancy in 2010 was significantly lower—7.2%, or 1,199 units**. However, more recent data from the 2016 American Community Survey (ACS) suggests that the number of truly vacant units increased—to 1,513 units in 2016, revealing a true vacancy rate of 8.8%. This may reflect, in part, the delivery of newly-built units that are in the process of lease-up or for-sale; and
- ACS data reveal that the City's housing stock is comprised of a diverse mix of housing types—ranging from single-family attached and detached (46%) and multi-family units (54%). Notably, fully 38% of the City's housing stock, or 6,550 units, consists of multi-family buildings of 20 or more units.

## Housing Starts

To document how population and household growth affects market potentials for new housing surrounding a rail station in North Miami Beach, WTL+a reviewed information on annual housing starts/residential building permits. This analysis also compares housing starts to household growth to understand whether the pace of one metric is consistent with (or exceeds) the other. Housing starts for the 10-year period between 2007 and 2016 are illustrated in Table 13 below. Key findings indicate that:

### WTL + a

- Since 2007 (which includes the 2007-2009 recession and subsequent recovery and economic momentum), housing starts across Miami-Dade County resulted in delivery of more than 58,000 new housing units, producing a *sustained* annual pace of **5,800 units per year**. In terms of unit distribution, this includes 39,328 single-family units (68% of the total) and 18,694 multi-family units (32% of the total); and
- In North Miami Beach, according to data provided by the U.S. Department of Housing & Urban Development, **there were 393 single-family units built over the past 10 years**, resulting in an average annual pace of 39 units per year and accounting for only 0.7% of countywide housing starts;
- However, **WTL+a notes that there were no reported multi-family unit starts in HUD’s database**. Given the magnitude of new multi-family construction in several projects across the City (as profiled below), this discrepancy was noted in our presentation of these findings to the City in March 2018.

## Multi-family Rental



WTL+a examined market trends among selected multi-family rental apartment properties located in or near North Miami Beach based on data from REIS, Inc. (a national real estate database), as overall market conditions are key to understanding development potentials for new rental housing as part of TOD-related uses surrounding the proposed station locations. Key findings are detailed in

Table 12 and highlighted below. According to properties reporting to REIS, Inc.:

- We selected 12 market-rate rental complexes in or near North Miami Beach that contain 3,039 units. These competitive properties are located between 0.28 and 1.9 miles of the potential station locations. We note that this does *not* include all multi-family properties in the City or adjacent communities, as there are other rental units/properties that may not report to REIS, Inc. (such as Inland Towers, Suncoast Place, Venetian at North Miami Beach, Olympus Apartments, Bristol House, etc.);

### WTL + a

**Table 11: Annual Housing Starts—County & Selected Municipalities, 2007—2016**

Municipality	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Change: 2007-2016		
											Total Starts	Annual Average	% of County
<b>Single-family Detached</b>													
Aventura	2	-	-	-	-	-	-	-	-	-	2	0.2	0%
Miami Gardens	68	55	-	27	37	19	41	13	118	43	421	42	2%
North Miami	3	6	1	5	1	8	3	6	6	23	62	6	0%
<b>North Miami Beach</b>	<b>55</b>	<b>35</b>	<b>28</b>	<b>29</b>	<b>27</b>	<b>34</b>	<b>42</b>	<b>44</b>	<b>48</b>	<b>51</b>	<b>393</b>	<b>39</b>	<b>2%</b>
Opa Locka	17	5	-	1	-	-	20	-	-	1	44	4	0.2%
Sunny Isles Beach	2	-	-	-	-	2	2	1	-	9	16	2	0%
<b>Subtotal:</b>	<b>147</b>	<b>101</b>	<b>29</b>	<b>62</b>	<b>65</b>	<b>63</b>	<b>108</b>	<b>64</b>	<b>172</b>	<b>127</b>	<b>938</b>	<b>94</b>	<b>5%</b>
<i>As % of County</i>	5%	9%	5%	7%	7%	3%	5%	3%	6%	4%	5%		
<b>SFD-Miami-Dade County:</b>	<b>3,246</b>	<b>1,086</b>	<b>624</b>	<b>941</b>	<b>962</b>	<b>1,819</b>	<b>2,266</b>	<b>2,077</b>	<b>2,800</b>	<b>2,873</b>	<b>18,694</b>	<b>1,869</b>	<b>32%</b>
<b>Multi-family</b>													
Aventura	-	-	-	-	-	-	-	-	160	131	291	29	1%
Miami Gardens	142	2	-	8	-	-	-	112	9	104	377	38	1%
North Miami	96	-	-	-	-	-	-	-	-	-	96	10	0%
<b>North Miami Beach</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Opa Locka	-	16	8	-	-	72	127	12	-	-	235	24	0.6%
Sunny Isles Beach	174	-	-	-	-	79	64	61	59	68	505	51	1%
<b>Subtotal:</b>	<b>412</b>	<b>18</b>	<b>8</b>	<b>8</b>	<b>-</b>	<b>151</b>	<b>191</b>	<b>185</b>	<b>228</b>	<b>303</b>	<b>1,504</b>	<b>150</b>	<b>4%</b>
<i>As % of County</i>	9%	1%	1%	0%	0%	5%	2%	3%	2%	47%	4%		
<b>MF-Miami-Dade County:</b>	<b>4,836</b>	<b>2,388</b>	<b>771</b>	<b>2,262</b>	<b>1,656</b>	<b>3,250</b>	<b>8,050</b>	<b>5,654</b>	<b>9,817</b>	<b>644</b>	<b>39,328</b>	<b>3,933</b>	<b>68%</b>

<http://socds.huduser.org/permits/>

Source: U.S. Census Bureau; U.S. Dept. of Housing & Urban Development; WTL+a, March 2018.

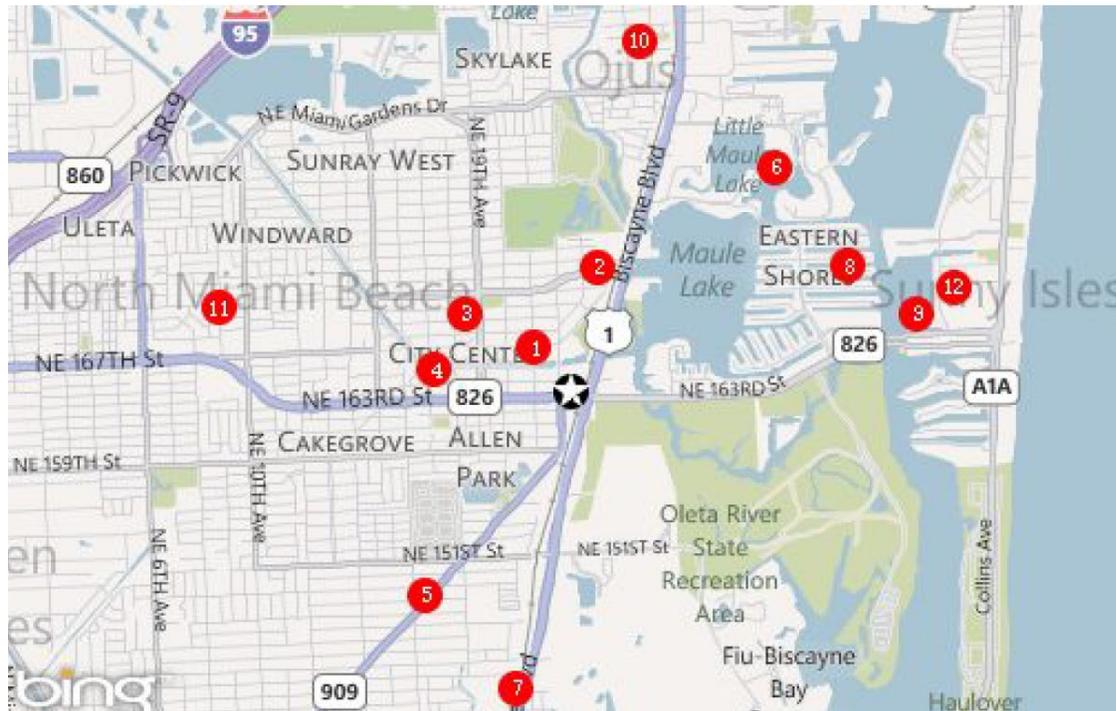
**Table 11 (Continued): 10-Year Housing Starts—County & Selected Municipalities, 2007—2016**

Municipality	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Change: 2007-2016			
											Total Starts	Annual Average	% of Total	
<b>Total Starts</b>														
Aventura	2	-	-	-	-	-	-	-	160	131	<b>293</b>	29	0.5%	
Miami Gardens	210	57	-	35	37	19	41	125	127	147	<b>798</b>	80	1.4%	
North Miami	99	6	1	5	1	8	3	6	6	23	<b>158</b>	16	0.3%	
<b>North Miami Beach</b>	<b>55</b>	<b>35</b>	<b>28</b>	<b>29</b>	<b>27</b>	<b>34</b>	<b>42</b>	<b>44</b>	<b>48</b>	<b>51</b>	<b>393</b>	<b>39</b>	<b>0.7%</b>	
Opa Locka	17	21	8	1	-	72	147	12	-	1	<b>279</b>	28	0.5%	
Sunny Isles Beach	176	-	-	-	-	81	66	62	59	77	<b>521</b>	52	0.9%	
<b>Subtotal:</b>	<b>559</b>	<b>119</b>	<b>37</b>	<b>70</b>	<b>65</b>	<b>214</b>	<b>299</b>	<b>249</b>	<b>400</b>	<b>430</b>	<b>2,442</b>	<b>244</b>	<b>4%</b>	
<b>As % of County</b>	<b>7%</b>	<b>3%</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>4%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>12%</b>				
<b>TOTAL-Miami-Dade County:</b>	<b>8,082</b>	<b>3,474</b>	<b>1,395</b>	<b>3,203</b>	<b>2,618</b>	<b>5,069</b>	<b>10,316</b>	<b>7,731</b>	<b>12,617</b>	<b>3,517</b>	<b>58,022</b>	<b>5,802</b>	<b>100%</b>	

<http://socds.huduser.org/permits/>

Source: U.S. Census Bureau; U.S. Dept. of Housing & Urban Development; WTL+a, March 2018.

Figure 5: Selected Competitive Multi-Family Properties Map



- As illustrated in Table 12, among these 12 competitive properties, overall vacancy rates have declined slightly—from a peak of 3.6% in 2014 to 2.3% in 2017. Notably, vacancy rates reflect a “stabilized” market, which the apartment industry considers to be 5%;
- These 12 properties comprise a weighted average size of 921 sq. ft. per unit and rent for an average of \$1,697 per month (\$1.84 per sq. ft.); and
- Another key metric is unit absorption (leasing), which has averaged a minimal six units per year over the past five years due to stabilized occupancies.

In conclusion, this data suggests that the City’s **multi-family rental market is stabilized, with generally high occupancies** and solid, achieved monthly rents characteristic of a suburban submarket in South Florida. We note the market’s aging product, with selected comparable projects built between 1958 and 2001. Several projects have had renovations completed between 2012 and 2015.

**Table 12: Profile of Selected Multi-Family Rental Properties**

Project/Location	Year Built Class & Height	Average Monthly Concession	Unit Type	No. of Units	Size (In SF)	Per Month		Vacancy & Absorption Analysis				
						Asking Rent	Rent Per SF	Vacant Units	2017	2016	2014	2012
<b>North Shore Apartments</b>	1958/2015	\$ 28	1 BR	64	650	\$ 965	\$ 1.48	1	1.6%	0.8%	3.9%	2.6%
2124 NE 167th Street	B/C		2 BR	-	-	-	-		(1)	2	(1)	-
North Miami Beach	2 floors		3 BR	-	-	-	-					
				<b>64</b>	<b>650</b>	<b>\$ 965</b>	<b>\$ 1.48</b>					
<b>The Arbors at Greynolds Park</b>	1970/2015	\$ 50	Studio	78	810	\$ 1,421	\$ 1.75	2	1.3%	2.3%	2.6%	3.2%
2375 NE 173rd Street	A		1 BR	77	1,213	1,988	1.64		2	0.5	1	-
Miami	3 floors		2 BR	-	-	-	-					
				<b>155</b>	<b>1,010</b>	<b>\$ 1,703</b>	<b>\$ 1.69</b>					
<b>Imperial Gardens</b>	1961	\$ 24	1 BR	39	726	\$ 807	\$ 1.11	-	0.0%	0.0%	0.0%	0.0%
1875 NE 169th Street	B/C		2 BR	8	1,230	910	0.74		-	-	-	-
North Miami Beach	2 floors		3 BR	-	-	-	-					
				<b>47</b>	<b>812</b>	<b>\$ 825</b>	<b>\$ 1.02</b>					
<b>Waterview Apartments</b>	1961	\$ 35	1 BR	23	560	\$ 1,030	\$ 1.84	1	2.2%	3.3%	2.7%	2.9%
1720 S. Glades Drive	B/C		2 BR	22	813	1,338	1.65		1	(0.3)	-	-
North Miami Beach	2 floors		3 BR	1	900	1,425	1.58					
				<b>46</b>	<b>688</b>	<b>\$ 1,186</b>	<b>\$ 1.72</b>					
<b>Ashley Place Apartments</b>	1968/2014	\$ 85	Studio	2	520	\$ 896	\$ 1.72	-	0.0%	0.0%	2.1%	1.6%
14850 W. Dixie Highway	B/C		1 BR	78	740	1,023	1.38		-	2	(0.5)	-
North Miami	2 floors		2 BR	16	940	1,417	1.51					
				<b>96</b>	<b>769</b>	<b>\$ 1,086</b>	<b>\$ 1.41</b>					

**Table 12 (Continued): Profile of Selected Multi-family Rental Properties**

Project/Location	Year Built Class & Height	Average Monthly Concession	Unit Type	No. of Units	Size (In SF)	Per Month		Vacant Units	Vacancy & Absorption Analysis			
						Asking Rent	Rent Per SF		2017	2016	2014	2012
<b>Lincoln Pointe</b>	1991/2011	\$ 81	Studio	-	-	\$ -	\$ -	17	6.0%	4.4%	3.5%	4.0%
17900 NE 31st Court	A		1 BR	164	725	1,589	2.19		(5)	(3)	1	-
Aventura	3 floors		2 BR	120	1,100	1,803	1.64					
			3 BR	-	-	-	-					
				<b>284</b>	<b>883</b>	<b>\$ 1,679</b>	<b>\$ 1.90</b>					
<b>Aliro Apartments</b>	1974/2015	\$ 102	Studio	94	510	\$ 1,178	\$ 2.31	32	3.7%	6.0%	4.3%	4.1%
14000 Biscayne Boulevard	B/C		1 BR	669	750	1,255	1.67		20	(15)	(2)	-
North Miami	10 floors		2 BR	101	910	1,745	1.92					
				<b>864</b>	<b>743</b>	<b>\$ 1,304</b>	<b>\$ 1.76</b>					
<b>Sunworld Apartments</b>	1972	\$ 82	1 BR	10	810	\$ 1,524	\$ 1.88	6	15.0%	18.8%	16.3%	13.8%
3847 NE 168th Street	B/C		2 BR	30	1,003	1,750	1.74		2	(1)	(1)	-
North Miami Beach	5 floors		3 BR	-	-	-	-					
				<b>40</b>	<b>955</b>	<b>\$ 1,694</b>	<b>\$ 1.77</b>					
<b>Intracoastal Yacht Club</b>	2001/2009	\$ 103	1 BR	191	932	\$ 1,914	\$ 2.05	1	0.1%	1.0%	0.9%	0.8%
16900 North Bay Road	A		2 BR	549	1,082	2,130	1.97		7	(1)	(1)	-
North Miami Beach	25 floors		3 BR	53	1,350	3,035	2.25					
				<b>793</b>	<b>1,064</b>	<b>\$ 2,138</b>	<b>\$ 2.01</b>					
<b>Camden Aventura</b>	1995/2012	\$ 64	1 BR	136	955	\$ 2,189	\$ 2.29	10	2.6%	2.0%	2.7%	3.1%
3100 NE 190th Street	A		2 BR	192	1,200	2,140	1.78		(2)	3	2	-
Miami	3 floors		3 BR	51	1,465	2,380	1.62					
				<b>379</b>	<b>1,148</b>	<b>\$ 2,190</b>	<b>\$ 1.91</b>					

**Table 12 (Continued): Profile of Selected Multi-family Rental Properties**

Project/Location	Year Built Class & Height	Average Monthly Concession	Unit Type	No. of Units	Size (In SF)	Per Month		Vacancy & Absorption Analysis				
						Asking Rent	Rent Per SF	Vacant Units	2017	2016	2014	2012
<b>Colonial Sunset Apartments</b>	1963	\$ 30	Studio	30	493	\$ 875	\$ 1.77	-	0.0%	0.6%	0.6%	0.4%
17001 NE 9th Avenue	B/C		1 BR	34	731	1,025	1.40		0.5	-	(0.2)	-
Miami	3 floors		2 BR	18	955	1,298	1.36					
				<b>82</b>	<b>693</b>	<b>\$ 1,030</b>	<b>\$ 1.49</b>					
<b>Beach Place</b>	1972/2012	\$ 90	1 BR	106	894	\$ 1,626	\$ 1.82	1	0.5%	2.5%	3.5%	4.2%
17101 North Bay Road	B/C		2 BR	93	1,122	2,134	1.90		4	2	1	-
Sunny Isles Beach	6 floors		3 BR	-	-	-	-					
				<b>199</b>	<b>1,001</b>	<b>\$ 1,863</b>	<b>\$ 1.86</b>					

**COMPARABLES ANALYSIS:**

<b>Total/Weighted Average</b>	\$ 65	3,049	921	\$ 1,697	\$ 1.84	71	2.3%	3.4%	3.6%	3.3%
<b>Total Unit Absorption (2012-2017):</b>							28	(10)	0.3	-
<b>Average Annual</b>							6			

Source: REIS, Inc.; WTL+a, April 2018.



**North Miami Beach's Multi-Family Rental Market is Healthy:**  
**Low Vacancies & Solid Achieved Rents of \$1.84 per SF**

## **New Residential Development**

Since the City of North Miami Beach adopted comprehensive plan amendments and mixed-use zoning regulations for the areas surrounding the NMB Station, several major residential projects have been approved and are under construction. The largest projects are summarized below.

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**NoMa Apartments**



NoMa Apartments is a 347-unit multi-family rental project approved by the City in 2016 on a 2.57-acre site located at 2145 NE 164th Street, approximately two blocks from the proposed TRCL station area. The developer (a joint venture involving two Florida-headquartered companies: Coconut

Grove-based Eden Multifamily and Miami Lakes-based Florida Value Partners), acquired the site out of foreclosure in 2015 and began construction in 2017 after receiving City approvals and a \$51.24 million construction loan.

The eight-story building contains 638,855 sq. ft. of space and will comprise a blend of studio, one-, two- and three-bedroom units as well as seven adjacent two-and three-bedroom townhomes along a City-owned “greenway”. There will be approximately 10,985 sq. ft. of street-level commercial space fronting on NE 164th Street for workplace and/or retail uses. Common-area amenities include an inner courtyard pool, community rooms, state-of-the-art fitness center, cybercafe gathering areas, fiber connected Wi-Fi throughout the building and adjoining parking garage. There will also be an adjacent landscaped park along the greenway and Snake Creek Canal. Rental pricing is still being determined by the developer.

**The Harbour**

The Harbour is a 330-unit for-sale condominium project in two 32-story towers under construction at 16385 Biscayne Boulevard on site that overlooks Snake Creek Canal and Maule Lake. The project will contain a range of luxury amenities, including an infinity pool, private beach and marina, spa, on-site food service, children’s play areas, tennis/fitness center, club facilities and multiple other amenities. According to the developer, unit sales are underway with current (average) pricing:

1 BR/2 BA/Den	1,167 SF	\$563,000	\$482 Per SF
2 BR/2 BA/Den	1,221 SF	\$810,000	\$663 Per SF
3 BR/3 BA/Den	1,698 SF	\$1,104,000	\$650 Per SF

**WTL + a**

The developer of The Harbour is 13<sup>th</sup> Floor Investments.



**Riverwalk**

The Riverwalk is a proposed mixed-use project to be built at the 16375-95 Biscayne Boulevard in the northeast corner with NE 163<sup>rd</sup> Street. The City has approved the following uses:

- 730 residential units in two towers of 32- and 30-stories each
- 9,178 sq. ft. of office space, and
- 177 hotel rooms in an 18-story tower



The project’s gross building area will total approximately 1.5 million sq. ft. covering a site that contains 4.15 acres, suggesting an overall density (floor area ratio) of 8.3. There will be a maximum of 113,951 sq. ft. of non-residential uses (hotel and office). The developer is Biscayne Cove LLC.

It is not known when construction will commence or when delivery is scheduled.

## Uptown Biscayne

Uptown Biscayne is a proposed mixed-use project to be built on a 4.92-acre site at 16301-55 Biscayne Boulevard and 2355 NE 163<sup>rd</sup> Street in the northeast corner of this intersection adjacent to the proposed Riverwalk project. The developer is CK Prive Group.

According to a Resolution of the Mayor and City Commission, the City of North Miami Beach granted development approvals on February 20, 2018 for the following mix of uses:

- 245 residential units
- 163,918 sq. ft. of commercial retail space
- 42,104 sq. ft. of commercial office space, and
- 1,061 parking spaces.



The project will contain a total of 1,020,078 sq. ft. of gross building area in two 2-story buildings and one 25-story tower. The project's density (floor area ratio) is estimated at 4.75.

The project's retail component is expected to include restaurants, a full-service spa and fitness club, a national grocer, and an edible garden. The developer said it plans to break ground on Uptown Biscayne sometime in 2018. It received a \$20

million preconstruction loan from Florida Community Bank in April after assembling the site for \$48.8 million in 2015 and 2016.

## Hotel/Lodging

WTL+a also reviewed data on market conditions for hotel and lodging uses in this area of Miami-Dade County based on performance data provided by STR Global, the industry leader in hotel market data. Performance metrics from this analysis were used to determine market potentials for new hotels as part of TOD-related development surrounding any of the four proposed rail station locations in North Miami Beach. In larger population centers and communities with established commercial office concentrations, hotels can serve as an

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important supporting amenity to corporate and business activity generators, for tourism destinations and for nearby residential clusters.



Hotel quality levels are generally determined by the depth and sustainability of support from available market segments. In areas with lower spending potentials or more price-sensitive consumers (such as logistics-related markets serving truck drivers and others), market potentials may be best met by a limited-service property (which is defined by the hotel industry to include no on-site restaurant, and limited other amenities such as gyms, meeting/conference/event spaces, swimming pools, spas, etc.) as opposed to higher-priced hotel categories (such as full-service business-oriented hotels, which include all of the above amenities) or destination resort properties oriented toward beaches/waterfronts, golf courses, etc.

As illustrated in Table 13, Miami-Dade County contains almost 56,700 hotel rooms in 585 properties. Hotels are distributed in multiple submarkets across the County, with the greatest concentrations in the Miami (22,401 rooms, or 39.5% of total supply) and Miami Beach (20,380 rooms, or 35.9% of total supply). **There are only 237 hotel rooms in one property in the North Miami Beach submarket, which represents less than 0.5% of the County's total room supply and is an indication that North Miami Beach is not a significant part of the County's overall hotel market.**

The County's room inventory includes a mix of the six different hotel classes identified by the hotel industry (Economy, Midscale, Upper Midscale, Upscale, Upper Upscale and Luxury).

**Table 13: Miami-Dade County Hotel Inventory, 2018**

Location	No. of Rooms by Property Class						Existing Inventory	As % of Miami-Dade County	Under Construction
	Economy	Mid-scale	Upper Mid-scale	Upscale	Upper Upscale	Luxury			
	(1)	(2)	(3)	(4)	(5)	(6)			
Miami	3,223	1,251	2,901	6,226	5,631	3,169	22,401	39.5%	951
Miami Beach	1,293	1,432	1,804	3,585	6,232	6,034	20,380	35.9%	392
Miami Springs	352	285	430	268	274	-	1,609	2.8%	
Doral	150	237	126	525	200	265	1,503	2.7%	
Sunny Isles Beach	180	-	339	349	150	355	1,373	2.4%	
Coral Gables	63	118	116	330	410	275	1,312	2.3%	
Homestead	628	-	346	100	-	-	1,074	1.9%	
Hialeah	522	252	146	-	-	-	920	1.6%	
Florida City	368	440	96	-	-	-	904	1.6%	
Surfside	-	-	-	340	73	369	782	1.4%	
Aventura	-	-	-	357	398	-	755	1.3%	207
Coconut Grove	-	-	135	283	306	-	724	1.3%	
Key Biscayne	-	56	51	-	-	440	547	1.0%	
Bal Harbour	-	-	-	19	28	311	358	0.6%	
Miami Lakes	-	97	94	151	-	-	342	0.6%	
Hialeah Gardens	-	-	263	-	-	-	263	0.5%	
Cutler Bay	150	107	-	-	-	-	257	0.5%	
<b>North Miami Beach</b>	-	-	<b>237</b>	-	-	-	<b>237</b>	<b>0.4%</b>	
Kendall	-	-	227	-	-	-	227	0.4%	128
North Miami	78	-	97	-	-	-	175	0.3%	
Miami Gardens	-	157	-	-	-	-	157	0.3%	
Bay Harbor Islands	-	-	142	-	-	-	142	0.3%	
North Bay Village	-	118	-	-	-	-	118	0.2%	
South Miami	117	-	-	-	-	-	117	0.2%	
Fisher Island	-	-	-	-	-	15	15	0.0%	
<b>TOTAL:</b>	<b>7,124</b>	<b>4,550</b>	<b>7,550</b>	<b>12,533</b>	<b>13,702</b>	<b>11,233</b>	<b>56,692</b>	<b>100%</b>	<b>1,678</b>
<b>% Dist. by Class</b>	<b>13%</b>	<b>8%</b>	<b>13%</b>	<b>22%</b>	<b>24%</b>	<b>20%</b>			

- (1) Examples of economy class properties include: Days Inn; Extended Stay America; Red Roof Inn; Super 8; and Travelodge.
- (2) Examples of mid-scale class properties include: Best Western; LaQuinta Inn; Quality Inn; Sleep Inn & Suites and Wingate By Wyndham.
- (3) Examples of upper mid-scale properties include: Comfort Inn; Fairfield Inn; Hampton Inn; and Holiday Inn Express & Suites.
- (4) Examples of upscale properties include: Marriott Courtyard; Crowne Plaza; Doubletree; Hilton Garden Inn; Hyatt Place; and Residence Inn.
- (5) Examples of upper upscale properties include: Hyatt Regency; Marriott; Sheraton and Wyndham.
- (6) Examples of luxury properties include: Loews Miami Beach, Ritz Carlton, Grand Beach Surfside, Four Seasons and Resort Acqualina.

Source: STR Global; WTL+a, updated June 2018.

- **Economy**—Miami Dade County has over 7,100 Economy hotel rooms, representing 13% of the County’s total room supply
- **Midscale**—This category includes 4,550 rooms, or 8% of total supply. Midscale and Upper Midscale hotels are ‘limited-service’ hotels, without meeting and convention facilities, ballrooms or multiple restaurants
- **Upper Midscale**—Similar to Midscale properties, but generating slightly higher average room rates and containing limited supporting amenities; this category includes 7,550 rooms, or 13% of the County’s total supply
- **Upscale**—Upscale rooms comprise the second-largest room count in the County’s inventory, with almost 12,500 rooms, or 22% of total supply
- **Upper Upscale**—Upper Upscale rooms comprise the largest category with over 13,700 rooms, or 24% of total supply
- **Luxury**—The Luxury room category is quite large in Miami-Dade County, accounting for 20% of the total, or 11,230 rooms. The concentration in Upscale, Upper Upscale and Luxury category properties (representing fully 66% of all rooms) is an indication of the heavy volume of leisure and business travelers to South Florida, to the international destination effect of tourism, and to the ability of the hotel market to capture high room rates, particularly in the peak winter season.

To understand hotel market performance and opportunities for hotel development surrounding the proposed station area locations, WTL+a and RDS obtained hotel performance data for selected properties in (and near) North Miami Beach from STR Global, the hotel industry’s leader in tracking market performance in the lodging industry.

Hotel occupancies are a principal source of information on both business and leisure travel markets; measures of demand for hotel development follow general industry patterns that identify markets to determine readiness to add more room capacity. The general investment thresholds used in the capital markets to test expansion feasibility for new hotel rooms include Average Daily Rates (ADRs) and sustained average annual room occupancies (allowing for seasonal changes over the year in major visitor markets).

The industry benchmark identified for construction feasibility/potential expansion is a **sustained annual occupancy level between 65% and 72%**. If a market/location sustains an average annual occupancy within these levels (or higher), that location can support additional capacity and warrant development of new hotel rooms.

## Selected Competitive Hotel Market Supply & Performance

North Miami Beach's only hotel listed in the STR inventory for Miami-Dade County is the 237 room Ramada Plaza Marco Polo Sunny Isles Beach Resort. (The only other hotel property in the City identified by STR Global is the closed Olympia Beach resort). However, the competitive supply of hotels serving the North Miami Beach submarket is more extensive and includes hotel products ranging from Economy to Luxury categories in neighboring communities such as Sunny Isles Beach, Aventura and unincorporated Miami-Dade County. Table 14 illustrates the performance data and distribution, by industry category, of 15 selected hotel properties in or near the study area containing 3,066 rooms. Key performance metrics are summarized below:

- The properties selected for this analysis represent the full spectrum of industry categories—from Economy (such as the Rodeway Inn) to Luxury (Resort Acqualina)
- The number of rooms has increased, with the addition of 576 new rooms since 2012, although the total inventory is slightly lower than in 2017 when 3,109 rooms were reported by STR
- The selected properties account for 5.4% of the massive Miami-Dade County hotel inventory, illustrative of the role that tourism plays in the County's economy
- Average annual occupancies among the selected competitive properties has consistently remained above 70% over the past six years, **with average annual occupancy of 74.1% between 2012 and 2017**, and
- As noted above, the hotel industry considers *sustained* occupancies ranging from 65% to 72% as sufficient to warrant the addition of new rooms. The overall performance of selected properties surrounding North Miami Beach falls well within this benchmark.

**Table 14: Market Performance of Selected Competitive Hotel Properties, 2011—2016**

	2012	2013	2014	2015	2016	2017	Change: 2012-2016	
							Average	CAGR
<b>Performance Characteristics</b>								
								(1)
Number of Rooms	2,490	2,510	2,505	2,519	2,660	3,109		
Available Room Nights (Supply)	908,850	913,750	914,325	919,435	951,007	1,027,630	939,166	2.49%
Occupied Room Nights (Demand)	666,217	693,146	689,723	701,372	691,921	732,760	695,857	1.92%
<b>Annual Occupancy (%)</b>	<b>73.3%</b>	<b>75.9%</b>	<b>75.4%</b>	<b>76.3%</b>	<b>72.8%</b>	<b>71.3%</b>	<b>74.1%</b>	<b>-0.55%</b>
Average Daily Rate	\$ 170.82	\$ 190.74	\$ 200.14	\$ 202.65	\$ 199.83	\$ 187.24	\$ 192.01	1.85%
(2) Revenue Per Available Room	\$ 125.22	\$ 144.69	\$ 150.97	\$ 154.58	\$ 145.39	\$ 133.51	\$ 142.26	1.29%
<b>Year-to-Year % Growth</b>								
Annual Occupancy	-	3.5%	(0.6%)	1.1%	(4.6%)	(2.0%)		
Average Daily Rate	-	11.7%	4.9%	1.3%	(1.4%)	(6.3%)		
Revenue/Available Room	-	15.5%	4.3%	2.4%	(5.9%)	(8.2%)		
<b>Selected Property</b>								
	<b>Rooms</b>	<b>% Dist.</b>	<b>Year Open</b>	<b>By Year</b>	<b>Rooms</b>			
Best Western Plus Windsor Inn	97	3.2%	1972					
Days Inn Hotel Sunny Isles Beach	180	5.9%	1958	2012	2,490			
Ramada Plaza Marco Polo Sunny Isles Beach Resort	237	7.7%	1965	2013	2,510			
Courtyard Miami Aventura Mall	123	4.0%	2016	2014	2,505			
Residence Inn Miami West FL Turnpike	123	4.0%	2016	2015	2,519			
AC Hotels by Marriott Miami Aventura	233	7.6%	2017	2016	2,660			
Autograph Collection Turnberry Isle Miami	398	13.0%	1989	2017	3,109			
Residence Inn Miami Sunny Isles Beach	194	6.3%	2017					
Rodeway Inn Miami	165	5.4%	1972					
Doubletree Ocean Point Resort & Spa Miami	155	5.1%	2000					
Trump International Beach Resort Miami	355	11.6%	2003					
Marenas Resort	150	4.9%	2005					
Resort Acqualina	97	3.2%	2006					
Sole On The Ocean	220	7.2%	2009					
Newport Beachside Hotel & Resort	339	11.1%	1966					
<b>TOTAL ROOMS:</b>	<b>3,066</b>	<b>100%</b>						
<i>As % of Miami-Dade County Inventory</i>	<b>5.4%</b>							

Source: STR Global; RDS, LLC; WTL+a, March 2018.

## Workplace: Office

The market analysis includes an evaluation of “workplace” uses, including: multi-tenant/speculative office and business services sectors in both Miami-Dade County and North Miami Beach to:

- Understand the City’s overall competitive position for such uses based on data from various commercial real estate sources, in the following key market indices: total inventory, construction deliveries, net absorption (i.e., leasing) activity, vacant stock, vacancy rates, and rental rates;
- Inform our evaluation of redevelopment opportunities for workplace uses for TOD-related redevelopment surrounding the proposed rail station locations based on the findings of key metrics in this profile; and
- Guide the TCRPC planning team’s testing of redevelopment scenarios to ensure that uses such as office space are sufficiently marketable.

## Miami-Dade County

Key findings for Miami-Dade County’s office market are summarized below and based on regional data from Cushman & Wakefield, Inc.:

- As illustrated in Table 16, Miami-Dade County contains almost **47.1 million sq. ft. of office space** distributed across the Central Business District (downtown Miami) and 11 suburban submarkets. Countywide, there were **more than 5.68 million sq. ft. of vacant office space** (including direct vacancies and sublet space), which reflected a year-end 2017 vacancy rate of 12.1%;
- Multiple factors have combined to strengthen overall leasing activity, including recovery from the 2007—2009 recession, net new job growth in office-using sectors and new or expanded businesses throughout the County. In fact, *net* absorption has totaled more than **1.88 million sq. ft. countywide over the past three years, or 626,940 sq. ft. per year since 2015;**

If this annual pace of 626,940 sq. ft. can be sustained, it would require approximately 5.8 years to reduce the County’s vacant office space to stabilized levels in the range of 7% vacancy (i.e., the real estate industry considers stabilized occupancies for office buildings to

**Table 15: Office Market Profile—Miami-Dade County, 2015—2017**

	Inventory			% Change	Direct & Sublet Vacancies						
	2015	2016	2017		2015	%	2016	%	2017	%	Change
<b>CBD</b>											
Downtown	6,591,693	6,984,089	6,971,502	6%	1,120,136	17.0%	1,290,020	18.5%	1,505,937	22.1%	34%
Brickell Avenue	6,402,073	6,788,478	6,818,159	6%	778,066	12.2%	1,018,863	15.0%	767,994	11.3%	-1%
<b>Subtotal - CBD:</b>	<b>12,993,766</b>	<b>13,772,567</b>	<b>13,789,661</b>	<b>6%</b>	<b>1,898,202</b>	<b>14.6%</b>	<b>2,308,883</b>	<b>16.8%</b>	<b>2,273,931</b>	<b>16.5%</b>	<b>20%</b>
<b>Suburban</b>											
Coral Gables	5,678,525	5,807,320	6,164,923	9%	604,962	10.7%	713,920	12.3%	589,383	9.6%	-3%
Airport West	10,866,121	11,119,871	11,381,538	5%	1,050,622	9.7%	1,165,018	10.5%	1,136,623	10.0%	8%
Coral Way	636,678	675,138	682,739	7%	21,196	3.3%	30,931	4.6%	18,369	2.7%	-13%
South Dade	3,513,891	3,625,225	3,707,086	5%	392,603	11.2%	516,116	14.2%	427,031	11.5%	9%
<b>Northeast Dade</b>	<b>2,282,749</b>	<b>2,457,671</b>	<b>2,492,164</b>	<b>9%</b>	<b>222,035</b>	<b>9.7%</b>	<b>262,617</b>	<b>10.7%</b>	<b>231,047</b>	<b>9.3%</b>	<b>4%</b>
Biscayne	2,171,974	2,291,513	2,297,043	6%	372,344	17.1%	431,902	18.8%	371,874	16.2%	0%
Miami Lakes	1,878,782	1,860,194	1,850,956	-1%	529,319	28.2%	491,261	26.4%	381,175	20.6%	-28%
Coconut Grove	1,260,737	1,170,483	1,172,517	-7%	92,296	7.3%	87,205	7.5%	36,440	3.1%	-61%
South Gables/South Miami	911,208	923,663	923,663	1%	46,401	5.1%	24,832	2.7%	6,340	0.7%	-86%
East Airport/Central Dade	414,146	638,333	541,093	31%	49,491	12.0%	64,096	10.0%	28,027	5.2%	-43%
Miami Beach	1,782,890	2,047,193	2,054,097	15%	149,268	8.4%	147,640	7.2%	186,922	9.1%	25%
<b>Subtotal - Suburban:</b>	<b>31,397,701</b>	<b>32,616,604</b>	<b>33,267,819</b>	<b>6%</b>	<b>3,530,537</b>	<b>11.2%</b>	<b>3,935,538</b>	<b>12.1%</b>	<b>3,413,231</b>	<b>10.3%</b>	<b>-3%</b>
<b>TOTAL:</b>	<b>44,391,467</b>	<b>46,389,171</b>	<b>47,057,480</b>	<b>6%</b>	<b>5,428,739</b>	<b>12.2%</b>	<b>6,244,421</b>	<b>13.5%</b>	<b>5,687,162</b>	<b>12.1%</b>	<b>-9%</b>
<i>Annual Change:</i>							815,682		(557,259)		

Source: Cushman & Wakefield of Florida, Inc.; WTL+a, March 2018.

**Table 15 (Continued): Office Market Profile—Miami-Dade County, 2015—2017**

	Net Absorption					Overall Average Asking Rents Per SF			
	2015	2016	2017	Total	Avg. Ann'l	2015	2016	2017	% Change: 2015-2017
<b>CBD</b>									
Downtown	22,978	(23,785)	(164,857)	(165,664)	(55,221)	\$ 39.57	\$ 38.94	\$ 42.27	9%
Brickell Avenue	93,008	92,332	206,746	392,086	130,695	42.08	43.27	45.45	5%
<b>Subtotal - CBD:</b>	<b>115,986</b>	<b>68,547</b>	<b>41,889</b>	<b>226,422</b>	<b>75,474</b>	<b>\$ 45.56</b>	<b>\$ 40.75</b>	<b>\$ 43.34</b>	<b>6%</b>
<b>Years to Stabilized Occupancy (1)</b>					<b>28.0</b>				
<b>Suburban</b>									
Coral Gables	154,345	(103,620)	146,855	197,580	65,860	\$ 38.00	\$ 37.57	\$ 38.16	2%
Airport West	537,434	49,244	218,696	805,374	268,458	27.02	28.05	30.10	7%
Coral Way	2,128	(3,375)	1,345	98	33	24.49	29.96	27.08	-10%
South Dade	123,295	(14,560)	94,080	202,815	67,605	30.14	28.37	30.51	8%
<b>Northeast Dade (1)</b>	<b>113,791</b>	<b>(26,819)</b>	<b>56,860</b>	<b>143,832</b>	<b>47,944</b>	<b>30.68</b>	<b>33.18</b>	<b>38.15</b>	<b>15%</b>
Biscayne	118,543	43,719	47,604	209,866	69,955	35.09	35.00	33.56	-4%
Miami Lakes	(72,781)	47,713	(54,868)	(79,936)	(26,645)	25.31	25.01	26.57	6%
Coconut Grove	(4,441)	26,767	28,357	50,683	16,894	36.49	33.29	37.92	14%
South Gables/South Miami	31,018	2,744	15,977	49,739	16,580	43.74	22.02	34.14	55%
East Airport/Central Dade	50,398	(788)	25,354	74,964	24,988	22.84	23.45	46.47	98%
Miami Beach	15,325	18,288	(34,222)	(609)	(203)	34.35	38.25	46.47	21%
<b>Subtotal - Suburban:</b>	<b>1,069,055</b>	<b>39,313</b>	<b>546,038</b>	<b>1,654,406</b>	<b>551,469</b>	<b>\$ 30.82</b>	<b>\$ 30.95</b>	<b>\$ 34.71</b>	<b>12.1%</b>
<b>Years to Stabilized Occupancy (1)</b>					<b>5.8</b>				
<b>TOTAL:</b>	<b>1,185,041</b>	<b>107,860</b>	<b>587,927</b>	<b>1,880,828</b>	<b>626,943</b>	<b>\$ 34.20</b>	<b>\$ 34.61</b>	<b>\$ 38.16</b>	<b>11.6%</b>
<i>Annual Change:</i>	-	(1,077,181)	480,067						

(1) This illustrates the estimated time (in years) to achieve stabilized occupancies (defined as 93% occupancy), based on average annual absorption for 2015-2017.

Source: Cushman & Wakefield of Florida, Inc.; WTL+a, March 2018.

be in the range of 93% to 95%). **The amount of empty office space across the County has declined by 9% since 2015;**

- Another sign of the County’s strengthening office market is reflected in increasing rents. In fact, average asking rents increased fully 11.6% between 2015 and 2017—from \$34.20 per sq. ft. in 2015 to \$38.16 per sq. ft. at year-end 2017; and
- **The strength of the County’s suburban office market remains focused in one primary location—Airport West.** In this submarket, net absorption has averaged almost 268,500 sq. ft. per year for the past three years. Several other suburban locations have exhibited more moderate levels of annual net absorption since 2015—ranging from 65,860 sq. ft. per year in Coral Gables to 67,600 sq. ft. per year in South Dade to 69,955 sq. ft. per year in Biscayne.

### Northeast Dade Submarket

According to Cushman & Wakefield, Inc., North Miami Beach is in the Northeast Dade office submarket, which also includes Aventura, Bal Harbour, Bay Harbor Islands, Golden Beach, Miami Gardens, North Miami, North Miami Beach, Opa Locka, Sunny Isles Beach and Surfside. WTL+a conducted a more detailed analysis of market trends in both the submarket and the City, as illustrated in Table 15 and Table 16 summarized below:



- The submarket contains an **inventory of 2.49 million sq. ft.**, accounting for 5% of the County’s total office inventory;
- Over the past three years, Northeast Dade’s share of the County’s office market has remained steady in the range of 5%;
- Over the past three years, office vacancy rates in Northeast Dade have ranged from 9.3% to 10.7%; and
- Between 2015 and 2017, Cushman data for the entire submarket suggests that **net absorption totaled more than 143,830 sq. ft., resulting in an annual average of 47,940 sq. ft. per year of positive annual absorption.**

## North Miami Beach Area

- A comparison of performance data (from REIS, Inc.) of 11 office buildings in a mix of Class A, B and C properties, located within two miles of the proposed rail station locations in North Miami Beach, suggests the following:
  - An inventory of 795,000 sq. ft. in 11 buildings built between 1961 and 2003, and ranging in size from 25,000 to 259,350 sq. ft. in the Harbour Centre at Aventura, located at 18851 NE 29<sup>th</sup> Avenue
  - Slight *declines* in overall vacancy rates over the past five years—from a peak of **11.4% in 2016 to 10.6% in 2017**
  - Rents ranging from \$20 per sq. ft. at the Investment, Inc. Building to a high of \$50.75 per sq. ft. at Harbour Centre
  - Very limited annual absorption—ranging from a low of 2,190 sq. ft. in 2016 to 3,100 sq. ft. in 2017. In fact, **overall absorption has averaged only 1,630 sq. ft. per year between 2012 and 2017.**

### North Miami Beach Area—A Generally Stable Office Market:

#### Declining Vacancies but Net Absorption Remains Low



**Table 16: Office Building Characteristics—North Miami Beach, 2012—2017**

Property	Location	Gross Building Area (1)	Net Rentable Area	Year Built	Floors	Asking Rent PSF	Vacancy & SF Absorption Analysis					
							Vacancy	2017	2016	2014	2012	
<b>Within 1-Mile</b>												
Investment, Inc. Building	2040 NE 163rd Street North Miami Beach	26,666	26,000	1968 Class B/C	3	\$ 20.35	520	2.0%	9.7%	6.8%	6.4%	
								2,002	(754)	(104)	-	
2020 Professional Center	2020 NE 163rd Street North Miami Beach	31,145	25,000	1968 Class B/C	3	\$ 24.19	-	0.0%	0.0%	2.4%	5.2%	
								-	600	700	-	
16300 NE 19th Avenue Bldg.	16300 NE 19th Avenue North Miami Beach	34,927	35,314	1961 Class B/C	2	\$ 25.40	494	1.4%	1.8%	2.4%	4.0%	
								141	212	565	-	
<b>Subtotal - Within 1-Mile:</b>		<b>92,738</b>	<b>86,314</b>				<b>1,014</b>	<b>1.2%</b>	<b>3.7%</b>	<b>3.7%</b>	<b>5.1%</b>	
<i>Building Efficiency Factor</i>			93%					<b>2,143</b>	<b>58</b>	<b>1,161</b>	-	
<b>1- to 2-Miles</b>												
Intracoastal Office Center	3909 NE 163rd Street North Miami Beach	33,260	31,162	1987 Class A	3	\$ 36.57	27,983	89.8%	68.6%	43.3%	34.9%	
								(6,606)	(7,884)	(2,618)	-	
Williams Island Building	18305 Biscayne Boulevard Miami	46,536	40,000	1987 Class B/C	4	\$ 31.48	2,880	7.2%	10.0%	15.8%	16.0%	
								1,120	2,320	80	-	
Plaza 1400	1400 NE Miami Gardens Drive North Miami Beach	52,761	52,761	1982 Class B/C	2	\$ 28.00	8,706	16.5%	15.5%	14.9%	14.0%	
								(528)	(317)	(475)	-	

**Table 16 (Continued): Office Building Characteristics—North Miami Beach, 2012—2017**

Property	Location	Gross Building Area (1)	Net Rentable Area	Year Built	Floors	Asking Rent PSF	Vacancy & SF Absorption Analysis					
							Vacancy	2017	2016	2014	2012	
<b>1- to 2-Miles</b>												
Northern Trust Bank Building	18901 NE 29th Avenue Aventura	24,982	23,691	2003 Class A	1	\$ 49.41	853	3.6%	14.4%	7.2%	4.8%	
								2,559	(1,706)	(569)	-	
Harbour Centre @ Aventura	18851 NE 29th Avenue Aventura	259,350	209,000	2003 Class A	11	\$ 50.75	4,389	2.1%	5.0%	7.0%	7.7%	
								6,061	4,180	1,463	-	
801 Building	851 NE 167th Street North Miami Beach	45,728	39,675	1974 Class B/C	3	\$ 24.96	14,005	35.3%	29.4%	22.6%	27.5%	
								(2,341)	(2,698)	1,944	-	
Turnberry Plaza	2875 NE 191st Street Aventura	118,388	104,456	1985 Class A	10	\$ 44.67	-	0.0%	1.9%	1.7%	1.8%	
								1,985	(209)	104	-	
Aventura View	2999 NE 191st Avenue Aventura	121,265	120,000	1988 Class A	10	\$ 50.00	14,880	12.4%	13.5%	17.7%	17.4%	
								1,320	5,040	(360)	-	
<b>Subtotal - 1- to 2-Miles:</b>		<b>702,270</b>	<b>620,745</b>				<b>73,696</b>	<b>11.9%</b>	<b>12.4%</b>	<b>12.2%</b>	<b>12.2%</b>	
<i>Building Efficiency Factor</i>			88%					<b>964</b>	<b>2,133</b>	<b>1,689</b>	-	
<b>SUMMARY:</b>		<b>795,008</b>	<b>707,059</b>				<b>74,711</b>	<b>10.6%</b>	<b>11.4%</b>	<b>11.2%</b>	<b>11.3%</b>	
<i>Building Efficiency Factor</i>			89%									
<b>Total SF Absorption (2012-2017):</b>								<b>3,107</b>	<b>2,191</b>	<b>2,850</b>	-	
<i>Average Annual</i>								<b>1,630</b>				

(1) Building data from Miami-Dade County Property Appraiser.

Source: REIS, Inc.; Miami-Dade County Property Appraiser; WTL+a March 2018.

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### Under Construction & Unbuilt Office Projects

According to data provided by the City, there are several under construction, approved or proposed office buildings in North Miami Beach:

<u>Status</u>	<u>Project</u>	<u>Size (SF)</u>
Under Construction	Canal Park/NoMa	77,049
Approved	Solo Building/5 Park/Others	141,110
Proposed/Pending	Uptown Biscayne	<u>42,104</u>
<b>TOTAL SF:</b>		<b>260,263</b>

These projects have the potential to **deliver more than 260,200 sq. ft. of new office space** to the City. We note, however, that **this excludes the 260,000 sq. ft. of office space that is proposed in the recently-approved New North Town Center project, which was approved after this analysis was complete.** In addition, WTL+a obtained data from industry sources that suggest that a number of other office buildings are planned or proposed (see Appendix Table 31) that may deliver over 1.37 million sq. ft. of new office space in multiple locations across the Northeast Dade submarket. Beyond the 5 Park and Uptown Biscayne projects, none of these proposed office buildings are in North Miami Beach. Anticipated delivery dates of these projects are *not* known.

Market response (in the form of pre-leasing, achieved rents and annual net absorption) in each project will indicate the overall depth of demand for new office space in Northeast Dade generally (and North Miami Beach in particular) over the next five to 10 years. As such, both the 5 Park and Uptown Biscayne projects have been considered in our analysis of office potentials in Section 4 of the report.

## General Retail

The commercial corridors in North Miami Beach generally reflect the transition of retail districts across Florida. While there are concentrations of retail surrounding all of the proposed SFRTA station locations in North Miami Beach, the City's traditional commercial centers are located along NE 163<sup>rd</sup> Street, not at the proposed station locations. We also note that retail that is directly dependent on spending by commuters requires average daily ridership that is much higher than SFRTA will generate, given the relative number of trains per day, and the average headways (time) between trains.

## Proposed Commercial/Mixed-use Projects

The greatest concentration of existing stores and retail businesses in North Miami Beach's older commercial core is located generally between 0.5 mile and 1.7 miles from the proposed station location in Alternative A (NE 164<sup>th</sup> Street), with slightly greater distances to the other three alternative locations.

**There is significant new infill development planned south and west of several of the proposed station locations.** Planned projects in North Miami Beach include New North Town Center, which was recently-approved and will be built on the former TECO Gas site at West Dixie Highway and NE 158<sup>th</sup> Street—approximately one block from Alternative C (NE 159<sup>th</sup> Street). This project is planned to include 1,650 residential units, 175,000 sq. ft. of retail/commercial space, a 175-room limited service hotel, 260,000 sq. ft. of office space and a 120,000 sq. ft. school. The site is adjacent to the SFRTA track and has proposed including the SFRTA station within the project.



In addition, in adjacent North Miami, the Soffer and LeFrak real estate companies are developing a \$4 billion mixed-use project, *Sole Miami*; if completed as proposed, *Sole Miami* will include 12 residential buildings and 4,390 residential units; 673,900 sq. ft. of retail/entertainment space, 220,000 sq. ft. of office space and over 4,000 parking spaces. The developers

have proposed another optional location for a SFRTA station within Sole Miami. These projects are expected to have significant impacts on future development potentials in North Miami Beach for several land uses, as described below. We note that Soffer is also part of the ownership team of Aventura Mall.

Due to Sole Miami's project scale as contrasted with the character of the aging, auto-related layout of the NE 163<sup>rd</sup> Street corridor to the west of the Alternative A station location, **Sole Miami could expect to capture a portion of otherwise available market spending, and dilute potential retail spending potentials in stores in North Miami Beach. Adding other alternative station locations (i.e., Alternatives B, C and D) will likely have market effects on land uses, vacancy rates and market positioning/redevelopment opportunities of the NE 163<sup>rd</sup> Street corridor over the long-term.**

These impacts could include loss of market share from new residents in those projects proposed in the City, drawing more shoppers and residents into the area (thereby increasing traffic congestion), but also potentially generating new riders for the commuter rail system. An additional challenge is limited projected ridership and extended headways between trains on the SFRTA line, as each will affect retail in the immediate area around the station. Experience in other transit-related settings suggests that **SFRTA ridership projections will not directly generate much retail space as a direct result of transit**; the amount of existing and planned retail in the immediate area of the proposed station locations will be supported by immediate and nearby residential, office and visitor markets rather than commuter rail passengers.

As a result, the current and future competitive context for residential and office worker/employee markets is so integrally-related to *overall* supportable retail space, not a direct correlation with ridership volume in the first five to 10 years of the system's operation. Beyond retail uses located immediately adjacent to the rail station and surrounding area, there are also national retail trends that are also likely to affect market support for new retail in this area of North Miami Beach.

### **The Retail Industry in the U.S.**

The U.S. retail industry is in transition, both as an economic driver and as a land use model. The impact of online sales on traditional retail models is often cited as the reason that the U.S. retail industry is undergoing dramatic changes. While there is no doubt that online shopping

has reduced store traffic nationally, particularly among Millennial-age group shoppers, the underlying forces affecting retail are more complex. Among the reasons for changes in shopping patterns are the following:

As a general condition, the United States is oversupplied with retail space, both in shopping centers and in standalone retail stores, especially Big Box stores, which now have fewer available operators and more space than markets can support. It is estimated that the U.S has about 26 sq. ft. of retail space per capita; by comparison, European countries average about 2.5 sq. ft. per capita. Reflecting oversupply and changes in consumer preferences, the traditional shopping mall industry is undergoing a major transformation as well, affecting both large internal/enclosed malls as well as traditional strip shopping centers.

According to a study by New York University, **the United States more than doubled its total amount of shopping center space during the 30 years between 1980 and 2010, growing from 3.3 billion sq. ft. in 1980 to 7.2 billion sq. ft. by 2010, adding an average of 130 million sq. ft. of space per year** during this period. This pace of growth added new retail space at a much faster rate than market-based support and consumer spending could sustain, even in rapid growth areas like Florida.

Because of this oversupply and liberal zoning laws, the retail real estate market is in flux, both nationally and in Florida. According to the International Council of Shopping Centers (ICSC), about **one-third of existing shopping malls in the U.S. will close over the next 10 years** due to overbuilding/too much competition, declining sales or obsolescence of mall space (e.g., changing store depths, limited availability of potential chain-affiliated retail tenants, decline/consolidation of department store anchor uses, and other causes).

Based on recent performance in stronger/well-established markets, it is likely that the upper price point luxury retail sector, food and beverage clusters, and consumer services will continue



to generate business, despite general industry transitions. These changes in market forces do not mean that all shopping centers are obsolete; well established, high-performing luxury-oriented centers continue to do well across the country and near Hollywood. For example, the 2.7 million sq. ft. *Aventura Mall* is less than four miles from North Miami Beach, and includes a broad

range of upscale stores, restaurants and services. The proposed 'Town Center' format at *Sole Miami*, with 631,000 sq. ft. of lifestyle, apparel and upscale dining options will be located only about one-mile south of North Miami Beach's proposed SFRTA station locations.

Projects like this, which are bigger, centrally controlled, well financed, and newer retail/mixed-use environments and standards of operations are not as vulnerable as older areas with fragmented ownership, decentralized leasing and auto-oriented configurations. While hundreds of existing shopping malls across the country are likely to close, well established powerhouse shopping centers like Aventura Mall will likely continue to thrive as shopping destinations but will need to be repositioned to attract the different shopping and consumption patterns of Millennials.

The rise of the department store in the first 75 years of the 20th century set the standards for brand development, extended shopping trips to giant 'flagship' department stores in major cities. These brands evolved into multi-store chains and established the 'anchor store' concept for malls that guaranteed customer traffic and added value to adjoining inline stores within the malls that they anchored. However, as consumer preferences increasingly sought value, discount chains (like Target, TJ Maxx and Marshall's) replaced traditional department stores as destinations.

Nationally, this resulted in consolidations of several former regional brands into few remaining stores under the brand "umbrella" of Macy's (Burdines was a well-known Florida department store that became part of Macy's). J.C. Penney, Macy's and especially Sears have struggled in

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the past five years to attract enough sales to support their extensive real estate holdings, with Sears now in a serious retrenching position resulting in closing stores, selling store branded products such as Craftsman Tools and shifting the core business from retailing to capitalization of real estate holdings and a potential shutdown. The decline in sales of these types of traditional downtown and mall department stores demonstrates the magnitude of the transition in the retail industry.

The significance of online shopping as a shift in buyer behavior is often cited as the primary reason that U.S. retail is changing. While the annual increase in online sales has grown significantly each year over the past 15 years, it is not yet the majority of non-grocery sales. Online shopping is widely available for consumers to ‘comparison shop’ for product pricing, variety of offerings between competing retail operators and to search for special sales promotions, coupons or other incentives. However, some merchandise categories (higher priced apparel, shoes and other size-sensitive consumer goods) still draw customers into stores.

Recent research also indicates that consumers “shop” online but frequently make final purchases in stores. In fact, for the holiday shopping season of 2017, more purchases were made in stores than online for the first time in six years. It is projected that online sales will total \$500 billion by 2020, or about 20% of all non-food sales in the country. This represents a major increase as a percentage of total retail sales (online sales were estimated at less than 1% of total sales in 2005), but it also indicates that 80% of all non-food sales will still be made in ‘sticks and bricks’ retail businesses. The “death of the retail store” has been exaggerated by the media. Even with continued growth of online sales, fully 75% of all non-food sales are still expected to be in stores in 2020.

The ‘Baby-Boomer’ market (born between 1946 and 1964, with a total population of 79 million) is aging away from continuing major consumer spending, despite holding the majority of disposable wealth. By age cohort, consumers in their 60s and 70s do not spend as much on apparel, accessories and other consumer goods. The Millennial generation is the rising force in retail; they will be entering their 30s in the 2020s and will equal the total population of the Baby Boomers (approximately 80 million Millennials). However, Millennials do not spend in the same way as Baby Boomers, preferring sharing ‘experiences’ (entertainment and dining out with friends) to consuming products. Millennials prefer quality over quantity, do not want to drive

extensively (preferring alternative transportation modes), dine out more than twice as often as aging Boomers, and are price savvy about connecting online comparison shopping with retail goods and their decisions about what to buy.

The 'value-oriented' and 'upper end' markets will continue to sell directly to consumers, but middle market retail operators will continue to be squeezed. The U.S. is a mature retail market, and mid-range consumer stores will struggle to hold onto market share as middle-income consumers spend less. Florida has some advantages in that it draws millions of U.S. and international visitors/tourists each year and is a destination for retirees; it also has exhibited sustained growth in jobs and population growth among younger population segments, especially in destination cities like Orlando and Miami. This is relevant to North Miami Beach for the following reasons:

- The commercial core of North Miami Beach (defined as the area around the Mall at 163<sup>rd</sup> and its surrounding businesses) includes approximately two million sq. ft. of existing retail space. Sole Miami will add another 630,000 sq. ft., making it difficult to create additional destination retail clusters, and capturing major national 'credit tenants';
- Aging, auto-dominated commercial corridors and downtowns are now competing with newer, walkable 'Town Center' retail/mixed-use formats (like the proposed Sole Miami project) that reproduce traditional commercial districts and mixed uses; they are all constructed at the same time, with consistent quality and operating standards, and benefit from centralized ownership and management;
- Older commercial districts like North Miami Beach, with many small property owners, diverse investment priorities by landlords and varying levels of interest in maintenance, do not have the same centralized ownership and control to maintain tenant mix and quality of presentation/upkeep. This often results in deferred maintenance, lack of reinvestment, physical/functional obsolescence, and generational shifts in property ownership and owner priorities;
- Lower asking rents for retail space may represent retailers' inability to generate sufficient sales to warrant higher occupancy costs, or may demonstrate property owners' limited ability to keep commercial buildings in good condition;

- Locally-owned businesses are frequently more challenged in gaining financing or may be undercapitalized, affecting operating costs and ability to invest in their businesses. National/regional chain stores are considered ‘credit tenants’ by commercial lenders, but locally-owned businesses typically are not considered as reliable as credit risks;
- Owner-occupied businesses can be a major asset (if they offer unique products or services that differentiate them from chain stores) but can also fall behind if the owners are unaware or unwilling to keep up with changing consumer tastes;
- There is no central entity charged with management of North Miami Beach’s retail mix or tenant recruitment activities. Shopping malls and centers have full-time retail managers who are responsible for filling vacant spaces, retaining retail tenants and attracting new ones; and
- The proximity of unincorporated Miami-Dade County and checkerboard configuration of North Miami Beach’s city limits complicate both market share/competitive issues as well as jurisdictional/land-use control coordination between Miami-Dade County and the City of North Miami Beach

### **The Retail Context of North Miami Beach**

The retail analysis included an inventory of existing retail space (organized by category), total occupied space, and vacant space at the time of the March 2018 planning team workshop.

Retail stores in the area include the following categories:

- **General & Specialty Retail:** Defined as apparel for women, men and children, shoes and accessories, jewelry, household gifts and specialty items, other home products, art galleries, souvenir and gift stores, art supplies, bookstores, sports stores and supplies, antiques, furniture stores, rugs and carpets, consignment shops, kitchen stores, music specialty stores, bicycle shops, toy stores etc.
- **Food & Beverage:** Full service and limited-service restaurants, cafes and coffee shops, ice cream and specialty prepared foods, bars and clubs selling wine, beers and liquors, specialty liquor and wine shops, chain-affiliated and locally owned fast-foot and carry-out food service locations, specialty food markets and grocery stores, bakeries and candy shops, convenience stores, nightclubs serving alcohol, etc.

- **Consumer Services:** Hair and beauty salons, barber shops, nail salons, dry cleaning services, laundromats, delivery services (like Federal Express and United Parcel Services, business supply stores, newsstands, pharmacies and drug stores, printing shops, gyms and exercise businesses, yoga studios, tobacco shops and vape businesses, medical supplies, auto rental services, massage studios, movie theaters and other commercial entertainment venues including live performance, bike repair and maintenance, etc.)
- **Finance, Insurance & Real Estate (FIRE):** Banks, savings and loan businesses, credit unions, automatic teller machines, insurance offices located in storefront locations, realtors and real estate marketing offices, etc.
- **Grocery Stores:** Full scale grocery stores, and
- **Vacant:** Street-front commercial spaces which are empty, vacant and available for lease, or vacant and for-sale spaces.

Other uses which might be considered ‘commercial’ or ‘public/civic’ such as automotive sales, automotive products and services, gas stations, self-storage buildings, warehousing, construction services, public and private educational operations/schools and all publicly operated facilities are not generally considered as commercial/retail uses although they do create traffic and activity. While it should be recognized that these uses provide destination businesses and can activate the streets and sidewalks in commercial districts, they are not considered as pedestrian-serving retail uses or appropriate for transit-oriented development for purposes of the market analysis.

### Station Area Retail Characteristics

The retail context surrounding the proposed SFRTA station locations combines a range of different retail types: individual standalone buildings along street-related commercial corridors, Big Box anchor stores, a number of small commercial strip mall centers and several larger enclosed and/or outdoor shopping malls. According to Reis Reports, a national real estate data source, **there are 13 centers totaling just under 1.2 million sq. ft. of retail space in the market area, comprising a two-mile radius of the proposed station locations.** The established retail clusters along Biscayne Boulevard continue to the south into unincorporated Miami-Dade County as well as the City of North Miami as well as into the City of Aventura to the north. For example, to the west of the proposed station location on NE 164<sup>th</sup> Street (and,

notably, on a site that falls outside the City limits of North Miami Beach), there is a major cluster of retail, including:

- **Mall at 163<sup>rd</sup> Street**—a 361,611 sq. ft. enclosed shopping center that also includes additional retail outbuildings/pad sites. The Mall at 163<sup>rd</sup> also includes a 254,650 sq. ft. Walmart and a 127,400 sq. ft. Home Depot
- **North 163<sup>rd</sup> Street Plaza**—includes an additional 47,154 sq. ft. of retail space
- **Additional Strip Commercial**—There is additional retail in small blocks along NE 163<sup>rd</sup> Street estimated to total another 100,000 sq. ft. (although actual retail square footage was not available).

In combination, retail within and surrounding the Mall at 163<sup>rd</sup> Street totals almost 800,000 sq. ft. of space at this site alone.

At the time of the planning team workshop in March 2018, **the Mall at 163<sup>rd</sup> Street exhibited high vacancy rates of 34%; most vacant space is in the center’s core area. Many remaining tenants open for business appeared to be more marginal in their operations and apparent sales activity.** Working under the assumption that it is the City’s priority to fill vacant commercial spaces first (even though the Mall at 163<sup>rd</sup> is not technically located within the City of North Miami Beach), vacancy levels in the mall suggest that there could be a significant requirement to fill vacant space before approving much more retail space near the proposed SFRTA station locations. While the Mall at 163<sup>rd</sup> is not an easy walk from the SFRTA station locations, the more compelling position is that the mall has little to attract commuters and other SFRTA riders to reinforce the connection between the station and this retail cluster.

Key determinants of successful retail near transit stations include:

- Total daily rail ridership
- The amount and types of competitive retail available at/near the transit station, and
- Headways (time) between trains (providing either volume of ridership or available “captured time” between trains) when shopping could take place if appropriate stores are located near/inside the transit station.

The TCRPC planning team considered several alternative sites and determined that a location south of NE 163<sup>rd</sup> Street and east of Dixie Highway/NE 22<sup>nd</sup> Avenue would provide both better

access and proximity to the rail corridor and area streets. There are several key parcels that would need to be acquired, including the Humane Society and parking for the U-Haul Self Storage site across Dixie Highway. However, the alternative U-Haul site, located to the north of 163<sup>rd</sup> Street and east of Dixie Highway has less flexibility for redevelopment due to its small size and tight configuration.

### Summary of Retail Market Conditions & Findings

**North Miami Beach contains a *reported* retail inventory of 5.8 million sq. ft. of space.**

While this is a significant amount, it should be noted that the Mall at 163<sup>rd</sup> Street was 34% vacant at the time of the planning team workshop, comprising fully 123,000 sq. ft. of unoccupied retail.

Despite these vacancies, asking rents for retail in the area range from \$21 to \$65 per sq. ft., a higher rent level that suggests that sales are generally strong. (In the retail industry, rents are assumed to average between 8% and 12% of gross annual sales). With this guideline, that suggests that many retailers are generating sales from about \$200 to over \$600 per sq. ft. As individual store sales volumes are confidential, it is not possible to know what proportion of North Miami Beach's existing stores are performing at these strong levels. For purposes of retail development and supportability analysis, annual retail sales productivities below \$200 per sq. ft. per year are not considered sufficient to warrant private investment by landlords in upgrading systems or providing exterior maintenance/restoration or major capital investment.

In addition to the proposed Sole Miami mixed use project to be built one-mile south of the proposed station locations, the North Miami Beach area also includes:

- **The Mall at Aventura**—this is the second largest shopping mall in the U.S., with 2,700,000 sq. ft. of space, located 2.6 miles to the north of the proposed SFRTA station locations;
- **Village of Gulfstream Park**—in nearby Hallandale Beach (Broward County), this is an upscale mixed-use project surrounding the Gulfstream racetrack and casino. It includes 375,000 sq. ft. of retail and food & beverage space anchored by Crate & Barrel, West Elm, Pottery Barn and Strike 10, a bowling and sports lounge. Future development is expected to include a 1,000-room hotel as well as multiple condominium units;

- **The Bal Harbor Shops**—the oceanfront, open-air luxury shopping center located in Bal Harbor, five miles southeast of North Miami Beach. The Bal Harbor Shops are consistently among the top performing shopping centers in the world, averaging \$3,185 per sq. ft. in 2016 (the most recent year reported). By comparison, the average sales productivity for U.S. shopping malls in 2016 was about \$325 per sq. ft., or almost 90% lower than Bal Harbor Shops' average. Bal Harbor Shops has been the top performing shopping center in the world for the past five years;
- **14501 Biscayne Boulevard**—Closer to the proposed station locations, an additional 33,223 sq. ft. of retail is proposed; and
- **Uptown Biscayne**—this mixed-use project is proposed at the northeast corner of NE 163<sup>rd</sup> Street and Biscayne Boulevard. The developer has proposed 163,918 sq. ft. of retail, 245 residential units and 42,104 sq. ft. of office space. The project application is currently under City review.

In conclusion, the North Miami Beach station area locations and surrounding submarket in Northeast Miami-Dade County contains some of the most successful shopping destinations in the U.S.; this competitive context will make it difficult to create a shopping destination in and around the SFRTA station. Only a very limited amount of consumer services and food & beverage operations are likely to be market-supportable, and those operators will be either within a limited amount of space potentially located within the train station, or in mixed-use projects immediately adjacent to the station building. **WTL+a/RDS LLC does not recommend that substantial retail uses be included within the rail station or the adjacent area. Moreover, careful consideration should be given to approving substantial amounts of additional retail within the City until 1) existing vacant space can be occupied or re-purposed, and 2) recently approved projects are delivered and achieve stabilized retail occupancies.**

We also note that the City needs to consider that proposed projects located near the traditional core as well as those designed to be part of the SFRTA station area's walk zone (generally accepted to be a ¼-mile radius of the station location) will be impacted by competition generated by existing retail and proposed projects, such as Sole Miami (631,000 sq. ft.), Uptown Biscayne (163,918 sq. ft.), and others.

In terms of market support generated by new market segments introduced by future development (including residential, hotel and office/workplace), the following standards can serve as benchmarks in considering how much new space is truly supported by new residents, workers and visitors:

- **Residents**—Each new resident will support between 4 sq. ft. and 7 sq. ft. of retail space (across all retail categories other than automotive sales, products and services), not just in the commercial core, but within the sphere of influence of the SFRTA station within its greater ‘urban’ context;
- **Employees**—Each new employee will support between 2 sq. ft. and 5 sq. ft. of retail space across the market; for areas with extensive comparison shopping available through apparel, accessories, shoes, housewares and gifts, support from employees will fall toward the upper end of the range. If fewer comparison-shopping stores are available nearby, most workplace/employee spending will be for lunchtime foods only and will fall toward the lower end of the range;
- **Visitors**—Each visitor will support between 0.5 sq. ft. and 1.5 sq. ft. of retail space in the overall market. We note that, while Florida receives domestic and international visitors distributed across the year, the North Miami Beach/Sunny Isles Beach area appears to demonstrate more seasonal patterns and fluctuations with peak periods.

These parameters of supportable retail space can be matched against the populations of residential, office and visitor venues in the area surrounding the proposed North Miami Beach SFRTA station locations.

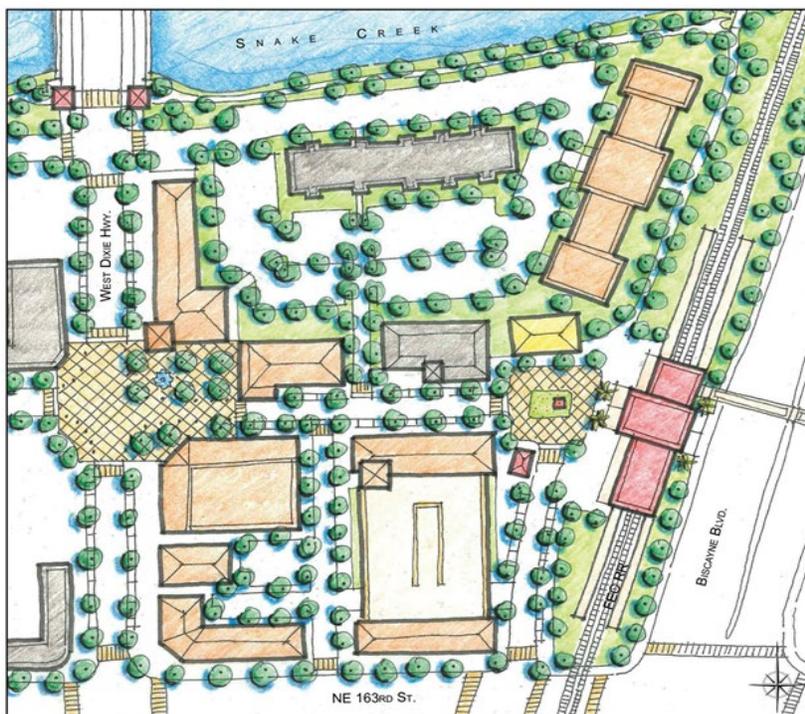
# 4 Market Potentials

This section of the report details our analysis of real estate market potentials for key land uses based on the demographic profile in Section 2 and evaluation of real estate market conditions in Section 3. It also compares the development scenarios prepared by the planning team against overall market potentials to understand the “required” capture of market support each use would need to achieve. As presented in detail below, the market analysis focused on four uses: housing, workplace/office, hotel/lodging and supporting services such as retail.

## Potential TOD District Concepts

The TCRPC planning team created planning concepts for four potential station area locations. We note that no specific program of uses was defined for any of these scenarios. These are illustrated below:

**Figure 6: North Miami Beach TOD Concept Alternative A—NE 164<sup>th</sup> Street**



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Figure 7: North Miami Beach TOD Concept Alternative B—NE 161<sup>st</sup> Street



Figure 8: North Miami Beach TOD Concept Alternative C—NE 159<sup>th</sup> Street



Figure 9: North Miami Beach TOD Concept Alternative D—NE 151st Street



## Market-rate Housing

As noted, the timeframe to realize TOD market potentials typically requires a lead time of 20 years or more. However, forecast periods in the real estate industry are 10 years or less. Therefore, the demand analysis that follows measures market potentials for new housing for a 10-year period (2017—2026) as an illustration of *possible* market-supportable TOD during this period. The analysis considers the following scenarios:

- **Citywide Scenario #1**—Utilizes an annual (“straight-line”) growth rate of 0.40% per year consistent with historic *actual* population growth rates in North Miami Beach between 2000—2017. For purposes of this analysis, we extrapolated this growth rate through 2026. This scenario also assumes average household size (2.86) remains unchanged.
- **Citywide Scenario #2**—Utilizes an annual growth rate of 0.88% per year based on a forecast of population growth as prepared by ESRI Business Analyst, a demographic forecasting service, for the next five years. For purposes of this analysis, we extrapolated

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this growth rate through 2026. This scenario also assumes average household size of 1.55 to better reflect household size in multi-family/TOD product in urban locations.

Both scenarios allocate market share to known residential projects (as identified by the City) to determine the number of “unallocated” units in the City that could be available to accommodate future population/household growth and captured within the TOD development scenarios created by the planning team.

**Citywide Scenario #1**

- As noted in the demographic profile in Section 2, between 2000 and 2017, the City’s population increased at a moderate, sustained annual rate of 0.40% per year, resulting in **2,850 new residents and over 1,150 new households**;
- As illustrated in Table 17, if the *pace* of growth continues at this historic rate of 0.40% per year over the next 10 years, it would yield almost **1,770 new residents in 620 new households (i.e., housing units)** assuming average household size of 2.86 remains unchanged. This would translate into *annual* demand of roughly 60 units per year. By comparison, actual new housing starts in North Miami Beach over the past 10 years averaged 39 units per year (single-family starts only, as no data was available on multi-family starts); and
- The next step allocates future growth in population/households to known residential projects citywide that are either under construction, planned/entitled or in site plan review. These projects are expected to deliver over **2,280 new units over the next several years**:

<u>Status</u>	<u>Project</u>	<u>Units</u>
Under Construction	Harbour, NoMA	834
Approved	Riverwalk, 5 Park, Canopies	1,209
Proposed/Pending	Uptown Biscayne	<u>245</u>
<b>TOTAL UNITS:</b>		<b>2,288</b>

- In Scenario #1, if these residential projects deliver all their proposed units, there remains no “unallocated” units citywide from which proposed residential uses in the TOD concept scenarios could potentially “capture”. That is, **limited growth would yield insufficient**

market support to absorb all the under construction, approved or proposed projects in the City;

**Table 17: Housing Potentials—Scenario #1, 2017—2026**

Municipality	Forecasts (1)		Population Change	Average Household Size (2)	2026 Housing Units
	2017	2026			
<b>Scenario 1: Straight-line Forecast</b>					
Average Annual Growth Rate (2000-2017)	0.40%				
Current & Future Population	43,643	45,416	1,773	2.86	620
<b>Allocation to Known Residential Projects:</b>					
Under Construction (Harbour, The Highlands, NoMa)					834
Approved (Canopies, Riverwalk, 5 Park, Voda)					1,209
Applications Pending (Uptown Biscayne)					245
<b>Subtotal - Allocated Units:</b>					<b>2,288</b>
<b>Scenario 1 - Unallocated Units:</b>					<b>(1,668)</b>

- (1) Scenario #1 assumes that North Miami Beach continues to grow at the same pace it did between 2000 and 2017 (i.e., straight-line forecast).
- (2) In order to convert 2026 population growth into housing units, the analysis assumes that average household size remains the same as it was in 2017 (2.86 persons per household).
- (3) Scenario #2 utilizes the 2017-2022 population growth forecasts and applies them through 2026. It also assumes no change in average household size.
- (4) Smaller household size is characteristic of multi-family and TOD housing in urban locations. Scenario #2 assumes average household size of 1.55.

Source: University of Florida Bureau of Business & Economic Research; ESRI Business Analyst; WTL+a, March 2018.

### Citywide Scenario #2

- Scenario #2 utilizes the 2017—2022 growth rate for the City as estimated by ESRI Business Analyst of 0.88% per year and extrapolates that growth over the 10-year forecast period. This growth forecast likely recognizes the sizable number of proposed new housing units;
- As illustrated in Table 18, if the City successfully grows at a sustained annual rate of 0.88% per year, it would yield **3,980 new residents**. However, if average household size remains unchanged (2.86), there remains a shortfall in supportable units because the under construction, approved and pending projects would consume all the 10-year market demand;
- Therefore, WTL+a considered an alternative in Scenario #2: in our national TOD experience, average household size of multi-family/TOD units is typically smaller—in the range of 1.5 to 1.75 people per household. **Utilizing average household size of 1.55 in**

**Scenario #2 yields “unallocated” demand for up to 280 housing units after delivery and market absorption to known residential projects.**

**Table 18: Housing Potentials—Scenario #2, 2017—2026**

Municipality	Forecasts (1)			Average Household Size (2)	2026 Housing Units
	2017	2026	Population Change		
<b>Scenario 2: Alternative Forecast (3)</b>					
Average Annual Growth Rate (2017-2022)	0.88%				
Current & Future Population	43,643	47,624	3,981	1.55	2,568
Allocation to Known Residential Projects:				(4)	
From List Above					2,288
<b>Subtotal - Allocated Units:</b>					<b>2,288</b>
<b>Scenario 2 - Unallocated Units:</b>					<b>280</b>

- (1) Scenario #1 assumes that North Miami Beach continues to grow at the same pace it did between 2000 and 2017 (i.e., straight-line forecast).
- (2) In order to convert 2026 population growth into housing units, the analysis assumes that average household size remains the same as it was in 2017 (2.86 persons per household).
- (3) Scenario #2 utilizes the 2017-2022 population growth forecasts and applies them through 2026. It also assumes no change in average household size.
- (4) Smaller household size is characteristic of multi-family and TOD housing in urban locations. Scenario #2 assumes average household size of 1.55.

**Source: University of Florida Bureau of Business & Economic Research; ESRI Business Analyst; WTL+a, March 2018.**

In conclusion, given the magnitude of approved/planned new housing across the City, uncertainties associated with the proposed station’s location, and the fact that no specific TOD project in North Miami Beach is currently proposed, our analysis assumes that only a certain portion of new housing could potentially be completed within the 10-year forecast period. Moreover, consistent with our national experience in TOD projects, buildout of TOD housing could potentially take up to 20 to 25 years (even under the higher population growth rates assumed in Scenario #2). This is an example of the contrast between conventional 10-year absorption projections and the more realistic, longer timetable required for TOD projects.

In addition, as noted previously in Section 3 (Table 10), there are numerous “true vacant” housing units. True vacancy is defined as unoccupied units available for rent but excludes units that are unoccupied because they are for sale or are seasonally-occupied units. According to the 2016 American Community Survey (ACS), North Miami Beach has approximately **1,500 “truly vacant” units**. While the functional obsolescence of these units is unknown, **some portion of these vacant units are assumed to be habitable and may serve to reduce**

demand for *new construction* that are also affected by such variables as the availability of financing.

## Workplace/Office

Knowledge-based industries like finance, software, business and management consulting services, market and communications, professional/business services such as accountants, legal and medical and other similar businesses house most of their employees in commercial office buildings.

The first step in measuring support for new multi-tenant/speculative office space for the area surrounding a potential station location in North Miami Beach examines market potentials for office use in Miami-Dade County and allocates demand to the City. The analysis translates employment forecasts (for 2017—2025) among specific industry sectors in Miami-Dade County (as prepared by the Florida Department of Economic Opportunity/DEO), into demand for office space by applying an occupancy factor (of occupied space per employee) and estimates the proportion of employees in each sector who are office workers. We note that DEO employment forecasts are issued only in eight-year periods.

The analysis also considers demand generated by other market factors, such as vacancy adjustments, part-time/self-employed individuals (who may or may not occupy multi-tenant office space), and cumulative replacement; these estimates either increase or reduce future demand for office space. Cumulative replacement, for example, considers tenants that move when a building is removed from the inventory due to physical and/or functional obsolescence.

We note that **assumptions pertaining to occupancy factors may be overstated**. Since the 2007—2009 recession, office-using businesses have been reducing office occupancies, in some cases by significant amounts. Historically, the commercial real estate industry has used an average occupancy factor of 250 sq. ft. per office employee. However, according to a 2017 study by REIS, Inc. (a national commercial real estate database), the amount of office space per employee has been steadily declining in each successive business cycle after a recession.

REIS data indicate that:

- In the national economic expansion of the late 1990s, a new office employee was typically associated with approximately **175 sq. ft.** of additional office space

- 
- During the early- and mid-2000s (until the 2007—2009 recession), the typical employee was associated with approximately **125 sq. ft.** of additional office space
  - Since 2010, however, each added/new employee has been associated with only about **50 sq. ft.** of additional office space.

This is particularly notable in space-efficient industries like software and professional/business services, which have been the strongest growing sectors in this business cycle. Moreover, hoteling and remote work-arrangements, where employees share space rather than having dedicated offices or cubicles, enables companies to accommodate even more workers in a given amount of occupied space. As illustrated in the analysis below, we have used a weighted average/blended occupancy factor of 198 sq. ft. per office employee.

The office analysis is illustrated in Table 19 and Table 20, and summarized below:

### **Miami-Dade County**

- The analysis indicates *gross* demand for over 10.5 million sq. ft. of office space across Miami-Dade County between 2017 and 2025, assuming an average occupancy factor of 198 sq. ft. per office employee, generated by growth in office-using jobs. This is inclusive of adjustments related to vacancy, cumulative (building) replacements, tenant churn (movement), etc.;
- From a financing perspective, however, some portion of the County's existing 5.68 million sq. ft. of vacant office space would need to be leased before new office space could be financed. It is also not known how much of the remaining existing vacant inventory suffers from physical and/or functional obsolescence, will be converted to other uses such as residential, or could be demolished; and
- For purposes of this analysis, WTL+a conservatively assumes that fully 50% of Miami-Dade County's vacant office inventory (approximately 2.84 million sq. ft.) is leased before financing is provided for new office construction. This serves to reduce the County's office vacancy rate (to 6% from current levels), and lowers demand generated by job growth in office-using sectors to approximately 7.7 million sq. ft. of *net new* space by 2025.

**Table 19: Workplace/Office Potentials—Miami-Dade County, 2017—2025**

Industry Sector	New Jobs 2017-2025	% Office- Using	SF Occupancy Factor	2025 Demand (In SF)
<b>Miami-Dade County</b>				
Agriculture & Mining	(55)	10%	150	(800)
Construction	6,337	15%	175	166,300
Manufacturing	239	10%	200	4,800
Public Utilities	(214)	20%	175	(7,500)
Transportation & Warehousing	6,239	10%	150	93,600
Wholesale & Retail Trade				
Wholesale	3,640	10%	150	54,600
Retail	15,701	10%	150	235,500
Information	46	65%	175	5,200
Financial Activities	5,137	75%	200	770,600
Services				
Professional, Scientific & Technical Services	24,383	85%	250	5,181,400
Education & Health Services	32,848	25%	200	1,642,400
Leisure & Hospitality	15,497	30%	150	697,400
Other Services (Except Government)	4,971	25%	175	217,500
Government	7,980	45%	150	538,700
Self-Employed	7,214	15%	200	216,400
<b>Total/Weighted Average:</b>	<b>129,963</b>	<b>36%</b>	<b>188</b>	<b>9,816,100</b>
+ Vacancy Adjustment @		2.5%	(1)	245,400
+ Cumulative Replacement Demand		5.0%	(2)	490,800

<b>2025 Gross Demand - Miami-Dade County:</b>				<b>10,552,300</b>
Existing Vacant Office Space		5,687,162		
- Lease-up Required @	50%	(2,843,581)	(3)	(2,843,581)
<b>Remaining Vacant Space:</b>		<b>2,843,581</b>		
% Vacant		6.0%		
<b>2025 Net Demand:</b>				<b>7,708,700</b>

- (1) This allows for a 2.5% "frictional" vacancy rate in new office space delivered to the market (i.e., this accounts for tenant movement to new space).
- (2) This represents new space required by existing businesses to replace obsolete or otherwise unusable office space. This is assumed to represent 5% of total demand.
- (3) From a financing perspective, some portion of existing vacant office space in Miami-Dade County will need to be leased before financing of new construction is viable. The analysis assumes that 50% of existing vacant office space is leased, thereby reducing the overall vacancy rate to approximately 6%.

Source: Florida Dept. of Economic Opportunity; CoStar, Inc.; WTL +a, March 2018.

## North Miami Beach

- The next step in the analysis is illustrated in Table 20, and measures opportunities for new office development based on the City's current share of employment (see Table 8). With an

estimated 16,980 employees working in North Miami Beach, the City’s share of Miami-Dade County’s total jobs is estimated at 1.4%;

- Under this “fair share” analysis, North Miami Beach would continue to capture 1.4% of future countywide job growth, or approximately 1,850 new employees, by 2025. Assuming similar proportions of office-using jobs and occupancy factors translates into **gross demand for approximately 126,000 sq. ft. of office space over the next eight years;**
- As discussed in Section 3 (see Table 16), there is approximately 75,500 sq. ft. of vacant office space within two miles of the proposed station location. As a result, the analysis conservatively assumes that up to 25% of existing vacant office space would need to be leased before financing is provided for new office construction. This is intended to reduce investment risk associated with financing of multi-tenant/speculative office buildings in locations with higher office vacancies. This would reduce the area’s current office vacancy rate to approximately 11%;
- We note that Cushman & Wakefield data combines North Miami Beach into a single office submarket (Northeast Dade) with multiple other communities in this part of the County. A detailed survey of office buildings located beyond two miles of the proposed station locations was not conducted. As a result, office vacancies in buildings elsewhere in the City are not known; and
- This analysis yields **net demand for 107,200 sq. ft. of new office space citywide by 2025.** However, the City has approved/entitled over 260,000 sq. ft. of new office space in three projects (not including the 260,000 sq. ft. of proposed office space in the recently-approved New North Town Center, which was approved after this analysis was completed):

<u>Status</u>	<u>Project</u>	<u>Size (SF)</u>
Under Construction	Canal Park/NoMa	77,049
Approved	Solo Building/5 Park/Others	141,110
Proposed/Pending	Uptown Biscayne	<u>42,104</u>
<b>TOTAL SF:</b>		<b>260,263</b>

**Table 20: Workplace/Office Potentials—North Miami Beach, 2017—2025**

		2025 Demand (In SF)
<b>City of North Miami Beach</b>		
<b>Total Employment</b>		<b>16,987</b>
As % of Miami-Dade County	(4)	<b>1.43%</b>
<b>Fair Share Analysis</b>		
2017-2025 Employment Growth (If Fair Share Maintained)		1,856
% Office-using Jobs		36%
SF Occupancy Factor		188
<b>Office-using Jobs:</b>		<b>669</b>
<b>2025 Gross Demand - Citywide:</b>		
Existing Vacant Office Space	75,541	(5)
- Lease-up Required @ 25%	(18,885)	<b>(18,885)</b>
<b>Remaining Vacant Space:</b>	<b>56,656</b>	
% Vacant	11.1%	
<b>2025 Net Demand - Citywide:</b>		<b>107,200</b>
<b>Allocation to Known Office Projects</b>		
Under Construction (Canal Park, NoMa)		77,049
Approved (Solo Building, 5 Park, Other Various Projects)		141,110
Applications Pending (Uptown Biscayne)		42,104
<b>Subtotal-Known Projects:</b>		<b>260,263</b>
<b>Net Demand (Unallocated) In SF:</b>		<b>(153,063)</b>

(4) This reflects the City's 2017 share of all jobs in Miami-Dade County. The analysis assumes that the City maintains its "fair share" of the County's total employment base during the forecast period.

(5) Vacant space excludes the NOVA Southeastern property (320,243 sq. ft.), 245,000 sq. ft. of which is being marketed for institutional/single-user tenancies.

**Source: Florida Dept. of Economic Opportunity; LoopNet/CoStar, Inc.; WTL +a, March 2018.**

- The analysis conservatively assumes that these three office projects are built/delivered during the forecast period, thereby leaving no “unallocated” demand for new office space outside of these projects. That is, these three projects would consume all near-term (i.e., eight-year) market support, thus requiring additional growth in office-using job sectors—either within the forecast period, or beyond (i.e., after 2025)—to ensure market feasibility;
- The following illustrates how many additional office-using jobs would be necessary to occupy these new office buildings (to 93% stabilized occupancies):

Proposed New Office Space	260,263 SF
93% Stabilized Occupancy	242,045 SF
Occupancy Factor @	<u>198 SF</u>
<b>Total Employees</b>	<b>1,222</b>
2025 Office Jobs Due to Fair Share	<u>669</u>
<b>Additional Jobs Required:</b>	<b>553</b>

- This suggests that North Miami Beach would need to attract over 550 new office-using employees to achieve 93% stabilized occupancies in these three new office projects. A broader, carefully crafted set of public economic development strategies focused on business retention and recruitment, use of public regulatory and/or financial incentives, and/or targeted recruitment of office tenants as part of developer pre-leasing efforts may be critical in underpinning the availability of financing for these approved, unbuilt office projects and ensuring market feasibility; and
- This is further reinforced from the findings in Section 3, which indicates that **annual net absorption among the 11 office buildings profiled has averaged only 1,630 sq. ft. per year over the last five years** (see Table 16), while net absorption in the *entire* Northeast Dade office submarket averaged only 47,940 sq. ft. per year over the past three years (see Table 15). As a result, **limited net leasing activity and the amount of approved, unbuilt office space will necessitate an increase in market share of office-using jobs in North Miami Beach** to support these projects.

## Hotel/Lodging

To determine potential market demand for additional hotels in the central North Miami Beach area, an analysis was completed based on several key factors:

- **Lodging Market Trends**—Florida attracts both business-related travel and meetings as well as a large tourist/visitor market. In fact, tourism is Florida’s largest industry, generating almost \$109 billion in 2016 and generating 1.4 million tourism-related jobs; the state’s tourism marketing program (Visit Florida) estimates that the tourism industry generated \$11.3 billion in state and local taxes in 2016 (Source: Visit Florida)
- **Competitive Supply & Market Position**—this metric examines the County’s hotel market, including the total number of hotel rooms in the County, and North Miami Beach’s market share of that total room inventory
- **Average Daily Rates (ADRs)**—this metric illustrates the average prices paid for rooms within the market; increasing ADRs for existing properties over time indicate increasing market demand relative to available supply, and
- **Average Annual Occupancies**—in the lodging industry, annual occupancies are compared against standards/thresholds for available financing that can justify funding for new hotels. As noted previously, if overall average occupancies are sustained at or above 65% to 72%, new/additional hotels are considered ‘market supportable’ and can secure financing.

### Hotel Demand (2012—2017)

According to visitor/tourism data collected by the Greater Miami Convention & Visitors Bureau, the number of annual tourists and visitors to Miami-Dade County has steadily increased over the past six years. In fact, the number of **annual visitors to Miami-Dade County increased from 13,309,000 in 2012 to 15,959,900 visitors in 2017**, reflecting a compound annual growth rate of 3.7% per year. While tourism volumes are often tracked according to paid overnight stays in hotels, there are also tourists who stay with friends and family (known in the tourism industry as Visiting Friends and Family or VFRs), and visitors who stay in other types of lodging like Airbnb. According to CVB data (prepared by Ipsos/Synovate), the proportion of total visitors that stayed overnight in hotel/motel properties across Miami-Dade County ranged from 56.2% to 74.9% between 2012 and 2017.

As noted in Section 3, average annual occupancies among competitive properties (containing 3,066 rooms) has averaged 74.1% over the past six years. While occupancies declined to 71.3% in 2017 from a peak of 75.9% in 2013, they remain within the thresholds required by the capital markets of sustained annual occupancies ranging from 65% to 72% to warrant market financing of new hotel construction. This suggests that there is sufficient demand and investment level performance necessary to justify the addition of new hotel room capacity in the North Miami Beach area market. As a result,

To determine the share of countywide overnight hotel visitors who stayed in/near North Miami Beach between 2012 and 2017 as a means of determining the number of “unaccommodated rooms”, the analysis utilizes three key metrics—the proportion of occupied roomnights, average party size and average length of stay (in days). Key findings indicate the following:

- As illustrated in Table 21, actual **compound annual growth of 7.7% per year between 2012 and 2017 generated 2.65 million additional visitors to Miami-Dade County** over this six-year period;
- North Miami Beach’s share of countywide occupied roomnights increased over the past six years—from 2.9% in 2012 to 3.4% in 2017—but an overall decline in occupancies translated into equilibrium in the number of “unaccommodated” rooms, particularly through 2015; and
- However, with the delivery of 246 new rooms in 2016 (Courtyard Aventura Mall and Residence Inn near the Florida Turnpike) and 427 new rooms in 2017 (AC Hotel in Aventura and the Residence Inn in Sunny Isles Beach), the number of supportable rooms became negative based on the market inputs and occupancy trends noted above. **This analysis suggests that, with the addition of these new properties, there was an over-supply of rooms in 2016 (-301 rooms) and 2017 (-721 rooms).**

**Table 21: Hotel Demand—Miami-Dade County & North Miami Beach Area, 2012—2017**

	2012	2013	2014	2015	2016	2017	CAGR Change: 2012-2017	
							Amount	%
<b>Miami-Dade County</b>								
<b>All Visitors-Entire County:</b>	13,309,000	14,219,000	14,563,000	15,496,000	15,724,000	15,959,860	2,650,860	3.7%
Compound Annual Growth Rate		6.8%	2.4%	6.4%	1.5%	1.5%		
<b>Stay in Hotel/Motel:</b>	7,479,658	8,630,933	10,907,687	10,847,200	10,204,876	10,204,876	2,725,218	
(1) As % of All Overnight Visitors	56.2%	60.7%	74.9%	70.0%	64.9%	64.9%		2.9%
(2) / Average Party Size	1.92	1.89	2.34	2.24	2.28	2.28		
(2) x Average Length of Stay	5.85	5.85	5.85	5.85	6.00	6.00		
<b>Annual Roomnights:</b>	<b>22,789,583</b>	<b>26,714,793</b>	<b>27,269,218</b>	<b>28,328,625</b>	<b>26,854,937</b>	<b>26,854,937</b>	<b>4,065,354</b>	
(3)								
<b>North Miami Beach Area</b>								
<b>Existing Room Inventory</b>								
Competitive Properties	2,490	2,510	2,505	2,519	2,660	3,109		4.5%
New Deliveries	-	-	-	-	246	427		
<b>Existing Hotel Rooms:</b>	<b>2,490</b>	<b>2,510</b>	<b>2,505</b>	<b>2,519</b>	<b>2,906</b>	<b>3,536</b>	<b>1,046</b>	
% Annual Increase	-	1%	0%	1%	15%	22%		
<b>Annual Occupancy</b>								
Competitive Properties	73.3%	75.9%	75.4%	76.3%	72.8%	71.3%		-0.6%
<b>Occupied Roomnights:</b>	<b>666,217</b>	<b>694,967</b>	<b>689,723</b>	<b>701,372</b>	<b>771,723</b>	<b>920,301</b>	<b>254,084</b>	
(4) Share of County Roomnights	2.9%	2.6%	2.5%	2.5%	2.9%	3.4%		3.2%
<b>Supportable Annual Rooms (@ Market Occupancy)</b>								
Annual Roomnights	908,850	913,750	914,325	919,435	951,007	1,027,630		2.5%
/ Days Per Year	365	365	365	365	365	365		
<b>Supportable Hotel Rooms:</b>	<b>2,490</b>	<b>2,503</b>	<b>2,505</b>	<b>2,519</b>	<b>2,605</b>	<b>2,815</b>	<b>325</b>	
<b>MARKET POTENTIALS:</b>								
Existing Hotel Rooms	2,490	2,510	2,505	2,519	2,906	3,536		
Supportable Hotel Rooms	2,490	2,503	2,505	2,519	2,605	2,815		
(5) <b>Unaccommodated Rooms:</b>	-	(7)	-	-	(301)	(721)		

- (1) Annual visitor statistics on overnight hotel stays from Ipsos/Synovate.
- (2) Annual visitor data on average party size and length of stay from Ipsos/Synovate.
- (3) Annual roomnights are determined by dividing total overnight visitors staying in a hotel by party size and multiplying the results by average length of stay.
- (4) The share of North Miami Beach area properties as a proportion of the County's total hotel roomnights was determined based on occupied roomnights for competitive hotels.
- (5) Unaccommodated rooms illustrates the number of supportable rooms in the market. A negative number indicates an over-supply of rooms.

Source: STR Global; Greater Miami Convention & Visitors Bureau; Ipsos/Synovate; WTL+a, March 2018.

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## Hotel Demand (2018—2027)

To determine future demand for hotel rooms over the next 10 years, the analysis assumes that growth in the number of visitors to Miami-Dade County will continue at its historic annual growth rate of 3.7% per year between 2018 and 2027. Further, as illustrated in Table 22, the analysis utilizes other key metrics to estimate a 10-year forecast of supportable hotel rooms:

- 64.9% of all visitors are overnight hotel/motel guests (consistent with 2016 and 2017)
- Average party size of 2.28 persons per visitor party
- Average length of stay of 6.0 nights per party, and
- Annual growth of the North Miami Beach area's proportion of countywide occupied roomnights of 3.0% per year. This is based on the anticipated delivery of 444 new rooms over the next five years to a base supply of 3,536 rooms

To estimate demand for new hotel rooms over the next 10 years, WTL+a estimated the difference in supportable rooms by comparing *actual* average annual occupancy in the North Miami Beach area (averaging 74.1% between 2011 and 2017) and break-even occupancy (65%). In other words, as new room supply is added to the market, overall occupancies may be affected in the near-term.

The analysis reveals that:

- At an average annual occupancy of 74.1%, additional hotel room capacity is *not* supportable until 2026, when 138 rooms are market-supportable
- The number of supportable rooms (if annual occupancies of 74.1% can be sustained) continues through 2027, when up to 248 rooms would be market-supportable
- By comparison, at lower (breakeven) occupancies of 65%, additional rooms become market-supportable earlier in the forecast period (with 132 rooms in 2023) and remains supportable through 2027. Our analysis assumes delivery of a Hampton Inn (102 rooms) in 2018, a Cambria Hotel (165 rooms) in 2020 and a Riverview Hotel (177 rooms) in 2022.

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- At 65% average annual occupancies, **up to 593 rooms are market-supportable in 2027** based on the assumptions identified above. These supportable estimates should be considered as ‘snapshots’ in time and not cumulative.

While the parcels immediately surrounding the proposed TCRL station locations is not considered a likely (or easily financeable) site for hotel development, other potential development sites may be able to accommodate a new hotel property of 120 to 165 rooms by 2027. Depending upon the final program of land uses for potential development projects under consideration in North Miami Beach, Sole Miami (which includes 82,000 sq. ft. designated for a hotel), New North Town Center (which proposes a 175-room hotel) and a potential TOD-related hotel project are likely to capture the majority of supportable room demand by 2027. As these projections include many variables that cannot be determined at this time, WTL+a/RDS recommend that the potential TOD program surrounding the proposed station locations include one new hotel, probably in the range of 125 rooms plus supporting amenities.

## General Retail

Consumer expenditures are a significant part of the U.S. Gross Domestic Product (GDP) and a major influence on the national economy. To understand how much U.S. households spend annually, the Department of Labor compiles information on annual consumer expenditures across nine categories. There are some major variations depending upon regionally-adjusted cost of living and by gross household income levels (e.g., lower income families spend a greater proportion of their annual household incomes than more affluent residents, who have higher levels of disposable income).

Variations in spending can also be affected by age, by gross household income levels and other factors such as level of education completed, whether households are based on one income or two (or more), and seasonality. In general, spending categories have not changed much over the past 10 years. U.S. Department of Labor Consumer housing spending data for 2008 and 2015 (latest date available) are illustrated in Table 23 below. Spending summaries and variations tend to be smaller from year to year, but consumer spending as a percentage of gross household income can follow different patterns.

**Table 22: Hotel Demand—Miami-Dade County & North Miami Beach Area, 2018—2027**

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>Miami-Dade County</b>											
<b>Overnight Visitors</b>	15,959,860	16,550,298	17,162,579	17,797,511	18,455,933	19,138,713	19,846,753	20,580,987	21,342,384	22,131,949	22,950,724
(1) Annual Growth Rate @	3.7%										
<b>Stay in Hotel/Motel</b>	10,357,949	10,741,143	11,138,513	11,550,585	11,977,900	12,421,025	12,880,543	13,357,060	13,851,207	14,363,635	14,895,020
As % of All Overnight Visitors	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%
/ Average Party Size	2.28	2.28	2.28	2.28	2.28	2.28	2.28	2.28	2.28	2.28	2.28
x Average Length of Stay	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
<b>Annual Roomnights (2):</b>	<b>757,160</b>	<b>785,171</b>	<b>814,219</b>	<b>844,341</b>	<b>875,578</b>	<b>907,970</b>	<b>941,560</b>	<b>976,393</b>	<b>1,012,515</b>	<b>1,049,973</b>	<b>1,088,817</b>
<b>North Miami Beach Area</b>											
<b>Room Inventory</b>											
Share of Roomnights	3.4%	3.5%	3.6%	3.7%	3.9%	4.0%	4.1%	4.2%	4.3%	4.5%	4.6%
(3) Annual Growth Rate @	3.0%										
<b>Annual Roomnights:</b>	1,027,630	1,058,472	1,090,240	1,122,962	1,156,665	1,191,380	1,227,137	1,263,967	1,301,902	1,340,976	1,381,223
/ Days Per Year	365	365	365	365	365	365	365	365	365	365	365
<b>Supportable Rooms:</b>											
@ 74.1% Occupancy	2,815	2,900	2,987	3,077	3,169	3,264	3,362	3,463	3,567	3,674	3,784
@ 65% Occupancy	3,072	3,164	3,259	3,357	3,457	3,561	3,668	3,778	3,891	4,008	4,129
<b>Market Potentials</b>											
Existing Rooms	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536
<b>Supportable Rooms @ 74.1% Occupancy</b>											
Supportable Rooms	2,815	2,900	2,987	3,077	3,169	3,264	3,362	3,463	3,567	3,674	3,784
(4) Unaccommodated Rooms	(721)	(636)	(549)	(459)	(367)	(272)	(174)	(73)	31	138	248
<b>Supportable Rooms @ 65% Occupancy</b>											
Supportable Rooms	3,072	3,164	3,259	3,357	3,457	3,561	3,668	3,778	3,891	4,008	4,129
(4) Unaccommodated Rooms	(464)	(372)	(277)	(179)	(79)	25	132	242	355	472	593
<b>Proposed Rooms (5)</b>	-	102	-	165	-	177	-	-	-	-	-

- (1) The number of visitors to Miami-Dade County increased at a compound annual rate of 3.7% per year between 2012 and 2017, as reported by GMCVB. The analysis assumes a compound annual rate of growth of 3.7% per year for the 10-year forecast period.
- (2) Annual roomnights are determined by dividing total overnight visitors staying in a hotel by party size and multiplying the results by average length of stay.
- (3) The North Miami Beach area's share of countywide rooms increased by 3.2% per year between 2012 and 2017. The analysis assumes no change from that estimate.
- (4) Unaccommodated rooms illustrates the number of supportable rooms in the market. Negative demand indicates an over-supply of rooms.
- (5) The analysis assumes delivery of a 102-room Hampton Inn in 2018; a 165-room Cambria Hotel in 2020; and, a 177-room Riverwalk Hotel in 2022.

Source: STR Global; Greater Miami CVB; WTL+a, updated June 2018.

**Table 23: Average Annual Household Consumer Spending—United States, 2008—2015**

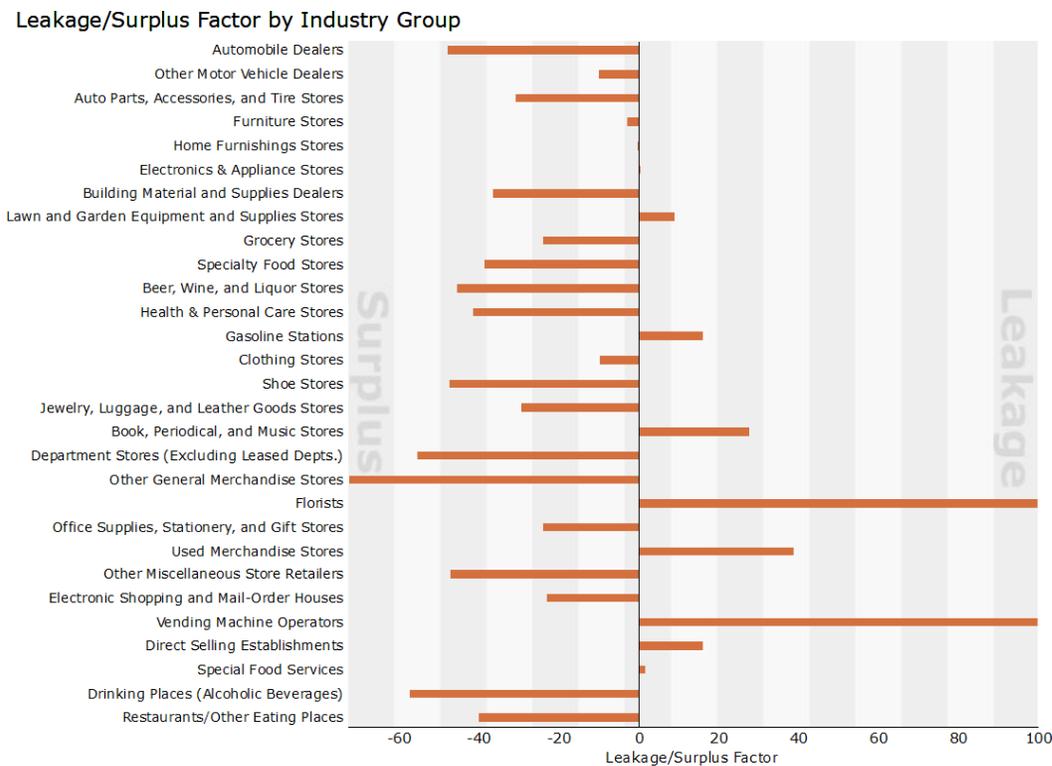
Spending Category	2008	2009	2010	2011	2012	2013	2014	2015	Notes
<b>Food</b>									
% of Total HH Spending	12.8%	13.0%	12.7%	13.0%	12.9%	12.9%	12.6%	12.5%	
Annual Spending	\$ 6,443	\$ 6,372	\$ 6,129	\$ 6,458	\$ 6,599	\$ 6,602	\$ 6,759	\$ 7,023	
<b>Housing</b>									
% of Total HH Spending	33.9%	33.4%	34.4%	33.8%	33.0%	33.6%	33.3%	32.9%	
Annual Spending	\$ 17,109	\$ 16,895	\$ 16,557	\$ 16,803	\$ 16,887	\$ 17,148	\$ 17,798	\$ 18,409	
<b>Apparel &amp; Services</b>									
% of Total HH Spending	3.6%	3.5%	3.5%	3.5%	3.4%	3.1%	3.3%	3.3%	
Annual Spending	\$ 1,801	\$ 1,752	\$ 1,700	\$ 1,740	\$ 1,736	\$ 1,604	\$ 1,786	\$ 1,846	
<b>Transportation</b>									
% of Total HH Spending	17.0%	15.6%	16.0%	16.7%	17.6%	17.6%	17.0%	17.0%	
Annual Spending	\$ 8,604	\$ 7,658	\$ 7,677	\$ 8,293	\$ 8,998	\$ 9,004	\$ 9,073	\$ 9,503	Dependent on fuel prices, commodities affecting transit vehicles
<b>Healthcare</b>									
% of Total HH Spending	5.9%	6.4%	6.6%	6.7%	6.9%	7.1%	8.0%	7.9%	Increase exceeds inflation, other factors
Annual Spending	\$ 2,976	\$ 3,126	\$ 3,157	\$ 3,313	\$ 3,556	\$ 3,631	\$ 4,290	\$ 4,342	Significant variation due to prescription & medical cost increases
<b>Entertainment</b>									
% of Total HH Spending	5.6%	5.5%	5.2%	5.2%	5.1%	4.9%	5.1%	5.1%	Decreases in proportion to less discretionary spending categories
Annual Spending	\$ 2,835	\$ 2,693	\$ 2,504	\$ 2,572	\$ 2,605	\$ 2,482	\$ 2,728	\$ 2,842	
<b>Cash Contributions</b>									
% of Total HH Spending	3.4%	3.5%	3.4%	3.5%	3.7%	3.6%	3.3%	3.2%	
Annual Spending	\$ 1,737	\$ 1,723	\$ 1,633	\$ 1,721	\$ 1,913	\$ 1,834	\$ 1,788	\$ 1,819	
<b>Personal Insurance, Pensions</b>									
% of Total HH Spending	11.1%	11.2%	11.2%	10.9%	10.5%	10.8%	10.7%	11.3%	
Annual Spending	\$ 5,605	\$ 5,471	\$ 5,373	\$ 5,424	\$ 5,373	\$ 5,528	\$ 5,726	\$ 6,349	
<b>All Other Expenditures</b>									
% of Total HH Spending	6.7%	6.9%	4.0%	6.8%	6.9%	6.4%	6.6%	6.9%	
Annual Spending	\$ 3,376	\$ 3,404	\$ 3,379	\$ 3,382	\$ 3,557	\$ 3,267	\$ 3,547	\$ 3,845	
<b>Avg. Annual Spending:</b>	<b>\$ 50,486</b>	<b>\$ 49,094</b>	<b>\$ 48,109</b>	<b>\$ 49,706</b>	<b>\$ 51,224</b>	<b>\$ 51,100</b>	<b>\$ 53,495</b>	<b>\$ 55,978</b>	Totals vary according to changes in spending subcategories

Source: U.S. Department of Labor Statistics; WTL+a; RDS LLC, June 2018.

While local spending categories in North Miami Beach may vary somewhat from national averages, it should be noted that those sub-categories that include retail spending (i.e., Food, Apparel & Services, Entertainment, and portions of Healthcare [basically medication purchases]) and parts of Other Expenditures account for approximately 22% of total consumer spending.

Figure 9 (from Section 2 of the report) illustrates the categories of retail spending in North Miami Beach in which local household retail spending either exceeds or falls below annual store sales (which includes purchases generated by the City’s residents, employees and visitors). The difference is known as ‘leakage’ (when spending leaves a community) or ‘inflow’ (when spending ‘flows’ into the local market and is higher than household spending alone).

**Figure 10: Retail Surplus/Leakage by Category—North Miami Beach**



The bands on the left side of the chart represent retail categories in which there are significant sales generated from outside the 'natural' spending base of local households. It is notable that the sub-categories in which expenditures are going to other locations outside of North Miami Beach (retail leakage) are not in major categories (e.g., Florists, Gasoline Stations, Direct Selling Establishments, Book and Music Stores, Used Merchandise, etc.).

WTL+a and RDS note that the City's overall retail mix appears to be in balance with locally supported demand. This also suggests that further retail growth will require the addition of new resident spenders, new office (and other) workers, and an increasing share of the visitor market in Northeast Miami-Dade County.

In terms of market support for TOD-related retail, these market limitations will be further challenged by the limited number of daily passengers once stabilized operations of the TRCL system is in place. In conclusion, **we do not recommend any major additions to the City's retail inventory until the timing and status of pending and proposed projects near the TCRL station locations and/or the development of Sole Miami are completed, and their retail mix and market performance is stabilized and better understood.**

While Sole Miami is technically *not* located in the City of North Miami Beach, it is well within its sphere of influence and is likely to have direct impacts. The approval and development of Sole Miami is creating a substantial mixed-use project near North Miami Beach, and the project could potentially benefit from a SFRTA station location at NE 151<sup>st</sup> Street (Alternative D). The addition of approximately 675,000 sq. ft. of new retail and entertainment space at Sole Miami will represent a significant expansion of local retail offerings. Moreover, the redevelopment of the former TECO site was recently approved by the City as New North Town Center. This project will contain another 2.5 million sq. ft. of new mixed-use development located on several blocks surrounding another potential SFRTA station site at NE 159<sup>th</sup> Street (Alternative C). New North Town Center is expected to contain 175,000 sq. ft. of retail space, 1,250 housing units, 260,000 sq. ft. of office space and other uses.

At buildout, these two projects alone comprise more than 7.5 million sq. ft. of potential new residential, office, retail/entertainment and hotel space, and also include a 120,000 sq. ft. school. Each project could generate significant economic benefits such as new property tax revenues, and are therefore compelling reasons that support SFRTA station locations at either

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Alternatives C or D. In conclusion, **because retail is often ‘over-approved’ by local jurisdictions in Florida, WTL+a and RDS recommend that the City of North Miami Beach consider these issues in its review of any projects that propose retail as a use.**

## 5 Preliminary Economic Benefits

As part of the market study, WTL+a has measured the overall economic benefits of the land uses identified in the market study. This preliminary analysis is intended to assist City decisions related to TOD-related public policies, land development regulations/entitlements and approvals of the proposed development projects. **This analysis estimates those benefits, by land use, at buildout** and include:

- Ad valorem real estate tax revenues based on current millage/mil rates for relevant taxing authorities, including the City of North Miami Beach, Miami-Dade County, Miami-Dade County School District, South Florida Water Management District, etc.
- Retail sales tax receipts accruing to Miami-Dade County and the State of Florida based on assumptions pertaining to stabilized occupancy levels and annual sales estimates (per sq. ft.) of the retail uses in each TOD concept
- Net new job creation, by land use, including one-time construction jobs and ongoing permanent jobs for each TOD concept's commercial/workplace uses, and
- One-time construction wages and ongoing permanent wages and other economic benefits as identified.

Key findings are summarized below and illustrated in Table 24. The more detailed analysis and estimates of economic benefits are contained in a series of tables in the Appendix to this report.

A series of assumptions were identified to estimate economic benefits. These include, for example:

- Estimates of construction costs, which vary by use, are based on current costs for “good-quality” construction in mixed-use projects in South Florida

**Table 24: Summary of Economic Benefits at Buildout**

Category	At Buildout
<b>Development Program</b>	
Development Program (In SF)	389,125
All-in Development Costs	\$ 68,980,000
Costs Per SF	\$ 177
<b>One-time Impacts-Construction</b>	
Construction Jobs	66
Construction Wages	\$ 27,592,000
<b>Ongoing/Permanent Impacts</b>	
Permanent Jobs	42
Permanent Wages	\$ 1,389,000
<b>Annual Ad Valorem/Property Taxes</b>	
Total Tax Rate/\$1,000 AV	<b>\$ 22.4736</b>
City of North Miami Beach	\$ 494,945
Other Taxing Authorities	1,055,284
<b>Total:</b>	<b>\$ 1,550,229</b>

**Source: Treasure Coast Regional Planning Council; WTL+a, June 2018.**

- Inputs for annual salaries for various occupations that typically occupy “workplace” real estate such as retail, restaurant and office space or hotels are based on annual wage data from the U.S. Bureau of Labor Statistics for a range of occupations in Miami-Dade County, and

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- Parking costs—including both surface and structured parking—are based on various projects in South Florida. We note, however, that the TOD concepts prepared by the planning team only generalized the number of parking spaces required. As a result, the analysis omits any benefits generated by surface or structured parking.

The analysis illustrates these potential economic benefits at buildout (i.e., delivery/completion of each use identified in the TOD concepts). Of course, these uses will be built in stages, with phasing determined by approvals/entitlements, market support, availability of financing, developer capacity, etc. At buildout, the TOD concepts could potentially generate:

- Between **50 and 100 one-time construction jobs** and **\$27 million in construction wages**. These metrics are highly impacted by timing (i.e., years of construction). A shorter buildout period will generate a higher number of one-time construction jobs and wages;
- **Up to 50 permanent jobs** generated by the hotel (and an undetermined number generated by residential uses in the form of housekeeping, maintenance, etc.) and up to \$1.4 million in annual permanent wages; and
- **\$1.55 million in annual ad valorem/property taxes** for all taxing authorities based on current (2017) millage rates. This includes almost \$495,000 per year for the City of North Miami Beach and \$1.05 million per year for other taxing authorities in Miami-Dade County.

# 6 Implementation Issues

The City of North Miami Beach is both fortunate and challenged in its location and in the layout of its municipal boundaries that may affect implementation of transit-oriented development surrounding the proposed station locations of the TRCL system.

## Jurisdictional Limitations & Conflicting Planning Issues

Located in the northern-most part of Miami-Dade County, North Miami Beach's location in Greater Miami provides benefits as a result of the region's significant patterns and pace of growth and reinvestment. However, the unusual layout of the City's municipal boundaries presents challenges in several areas:

- A discontinuous layout that excludes certain (unincorporated) areas that should logically be included within the City limits and complicating both jurisdictional and growth planning processes. Specifically, population blocks whose proximity and behaviors should relate most closely to North Miami Beach are not included within the City's limits;
- Not located within the City's boundaries, the Mall at 163<sup>rd</sup> Street (a transitioning 361,611 sq. ft. enclosed center with a significant amount of vacant commercial retail space in need of new tenants (at the time of the planning workshop in March 2018), and two adjoining/freestanding anchor/destination store uses (a 254,650 sq. ft. Walmart and a 127,500 sq. ft. Home Depot). Smaller commercial structures along NE 163<sup>rd</sup> Street are within North Miami Beach, but the mall is outside the jurisdiction and cannot receive City incentives for redevelopment. This site is closest to Alternative A, but is not immediately adjacent to easily benefit from ridership spending;
- While the Mall at 163<sup>rd</sup> Street is not within the City's municipal boundaries (an example of the hopscotch pattern in the City's limits), it is a major influence on the commercial character of the adjacent commercial corridor and retail properties. As of March 2018, the Mall was 34% vacant, and during the site visit, several travel trailers (used by seasonal visitors) were in the Walmart parking lot; it should be determined if these temporary residents are allowed under existing zoning ordinances in Miami-Dade County;

- The Sole Miami project site is located to the south along Biscayne Boulevard, which parallels the SFRTA rail corridor. Sole Miami also abuts Florida International University's Biscayne Bay Campus in unincorporated Miami-Dade County. While Sole Miami is diagonally adjacent to Alternative D (across Biscayne Boulevard at NE 151st Street), it would also benefit from proximity to a SFRTA rail station. Notably, while Sole Miami's proposed critical mass of new retail, hotel, office and residential development will likely attract household retail sales from North Miami Beach residents, the sales tax revenues generated by the project will not benefit the City of North Miami Beach. Sole Miami's development program, in a walkable "Main Street" format, is expected to include:
  - 630,000 sq. ft. of retail
  - 427,500 sq. ft. of office space
  - A new hotel, and
  - Almost 4,400 new dwelling units
- A station location under Alternative D could be located near Sole Miami and would also serve FIU students, likely linked by shuttle. In addition, while an analysis of land values was outside the purview of this study, it is likely that land values of the industrial and warehousing functions in the area surrounding Alternative D would be lower than land values along commercial corridors such as NE 163<sup>rd</sup> Street or Biscayne Boulevard. As such, **redevelopment opportunities generated by a potential station location in Alternative D would likely result in a potentially significant increase in assessed values and, consequently, net new ad valorem/property tax revenues for the City of North Miami Beach;** and
- The fact that Sole Miami is located outside the City's jurisdiction and planning purview complicates overall development planning in (and around) the City of North Miami Beach. As possible, **WTL+a/RDS suggest that plans for SFRTA potential station locations and collateral development opportunities need to be more carefully integrated into a coherent road network and comprehensive land use strategy comprising multiple/separate jurisdictions.**

## New Development within North Miami Beach

In addition to Sole Miami, the recently approved New North Town Center will add another significant development to North Miami Beach and its competitive market area. The project is

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planned for the former TECO Gas site in the vicinity of NE 158<sup>th</sup> Street to the immediate west of Biscayne Boulevard. The 18-acre site is currently comprised of vacant land, light industrial/manufacturing and warehousing/distribution uses, and can incorporate a potential station location under Alternative C, at NE 159<sup>th</sup> Street (and possibly Alternative D in its far southeast corner). New North Town Center is expected to include:

- Up to 1,650 residential units
- 260,000 sq. ft. of office space in a 225-foot tall tower near NE 159<sup>th</sup> Street
- 175,000 sq. ft. of retail
- A 175-room, limited-service hotel, and
- A 120,000 sq. ft. charter school

The other potential station sites include Alternative A, whose location at the terminus of NE 164<sup>th</sup> Street/Hanford Boulevard would be most proximate to recent residential development at the northern edge of the City limits as well as the concentration of retail west of the station, and Alternative B, which would replace the Humane Society of Greater Miami and other structures along West Dixie Highway in the vicinity of NE 161<sup>st</sup> Street. Each of these alternative potential station locations has both challenges and opportunities for collateral development nearby.

## Transit, Traffic & Pedestrian Movement

As described in the planning section of the larger master plan report, transportation and traffic planning policies and funding, especially from Miami-Dade County and the State of Florida appear to conflict with more pedestrian-friendly street designs, limited improvements that benefit pedestrians, streetscape amenities that would capitalize on physical locations such as Snake Creek and the ability of pedestrians to safely cross the bridge at Biscayne Boulevard. Current and future policies and project funding should incorporate more pedestrian-friendly characteristics, including:

- The wide intersection of NE 163rd and Biscayne Boulevard has not adequately provided for easy pedestrian and bike connections across these two very wide thoroughfares. Bus stops are in 'set back' areas that require bus commuters to walk and stand in unpaved areas, sidewalk connections are either non-existent, inadequate or too close to Biscayne to be safe. The City should consider seeking state funding and committing local funding to better link pedestrian pathways throughout the study area, and particularly at the overly wide roadways and intersections along Biscayne Boulevard and NE 163rd Street; and

- The track corridor and alignment of the SFRTA route through North Miami Beach has scale and proximity to redevelopment sites that can incorporate new, mixed-use residential and office development over the period of the station area’s development. However, the corridor is also “pinched” into a narrow strip along Biscayne Boulevard south of NE 163rd, and will require investment in new traffic and roadways to accommodate increases in volume over the next 20 years; this will primarily affect Alternative B (NE 161<sup>st</sup> Street). The location, alignment and resulting development parcels for redevelopment projects near Alternatives C and D can encourage suitable mixed-use development and add real estate property tax value to the City if appropriately aligned (excluding Sole Miami located outside of the City limits). This is to suggest that future traffic and roadway planning and capitalization will provide real estate benefits far beyond accommodating traffic, if the resulting development blocks and parcels are configured to meet building and parking planning needs. In the case of any of the SFRTA alternative station locations, long-range traffic planning is also a mechanism to significantly enhance the City’s tax base and manage traffic and circulation patterns.

## Site Control, Linkages & Transit-Oriented Development

Station area planning for North Miami Beach has considered up to four alternative sites for potential station locations. While the Treasure Coast Regional Planning Council team has not recommended a specific location, the station site alternatives analysis has identified several locations and analyzed the advantages and disadvantages of each. For example, we note that the potential station location at the terminus of NE 164<sup>th</sup> Street/Hanford Boulevard (Alternative A) has several development implications that should be considered:

- First, the site’s adjacent parcels are privately owned, and challenging in their dimensions. The U-Haul site is both an opportunity and a complex set of circumstances in that it is a successful, ongoing business enterprise, and is linked to NE 163rd Street. The potential SFRTA station location nearest Biscayne Boulevard will require parking, and the rail corridor and adjacent street are not large enough to accommodate a full parking garage without also using the U-Haul site. Unlike some storage and shipping companies, U-Haul owns their parcels and would need to be included as a development partner with the City and the SFRTA to fully realize this site’s potential. While there is a precedent for inclusion of a U-

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Haul facility within a parking garage in the greater New York City area, the rest of the U-Haul Company's sites are more suburban; and

- The other sites near Alternatives B, C, and D are all adjacent to the rail corridor, and each site's adjacent road network, amount of land available for collateral development and the momentum and timing of the Sole Miami and New North Town Center projects will affect the final location decision for the City's SFRTA station.

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# Appendix

**Table 25: Summary of Development Program, by TOD Concept**

Land Use	Amount	Type	Building Area (SF)	As % of Development Program
<b>Commercial</b>				
(1) Hotel/Lodging	125	Rooms	53,125	100%
Office	-		-	0%
General Retail	-		-	0%
Restaurants/F&B	-		-	0%
<b>Subtotal:</b>	<b>125</b>		<b>53,125</b>	<b>14%</b>
<b>Housing</b>				
(2) Multi-family Rental	280	Units	336,000	100%
Multi-family For-Sale	-	Units	-	0%
<b>Subtotal:</b>	<b>280</b>		<b>336,000</b>	<b>86%</b>
<b>Parking (@ 350 Sq. Ft./Space)</b>				
Surface	-	Spaces	-	0%
Structured	-	Spaces	-	0%
<b>Subtotal:</b>	<b>-</b>		<b>-</b>	<b>0%</b>

**TOTAL - ALL CONCEPTS (In SF):**

(3)	<b>389,125</b>
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- (1) The market analysis suggests that up to 125 rooms would be market-supportable at the end of the 10-year forecast period.
- (2) The market analysis assumes rental housing units.
- (3) Excludes gross building area required for structured parking.

**Source: Treasure Coast Regional Planning Council; WTL+a, June 2018.**

**Table 26: Construction Costs & One-time Benefits, at Buildout**

	At Buildout	
<b>Hard &amp; Soft Development Costs (Per SF) (1)</b>		
Hotel/Lodging	\$	160
Multi-family: For-sale	\$	195
Multi-family: Rental	\$	180
Office	\$	150
Retail: General	\$	125
Retail: Food & Beverage	\$	175
Structured Parking	\$	57
Surface Parking	\$	15
Hotel/Lodging	\$	8,500,000.00
Multi-family: For-sale		-
Multi-family: Rental		60,480,000
Office		-
Retail: General		-
Retail: Food & Beverage		-
Structured Parking		-
Surface Parking		-

<b>TOTAL:</b>		
<b>All-in Development Costs</b>	<b>\$</b>	<b>68,980,000</b>
<b>Cost Per SF</b>	<b>\$</b>	<b>177</b>

<b>Construction Employment &amp; Wages</b>		
Equiv. Person Years-Employmt.		656
Buildout Period (Est. Years)		10.0
Wages as % of Dev't Costs		40.0%
Average Ann'l Wages (2)	\$	42,035

<b>TOTAL:</b>		
<b>Construction Jobs</b>		<b>66</b>
<b>Construction Wages</b>	<b>\$</b>	<b>27,592,000</b>

- (1) Construction cost estimates from R.S. Means data.
- (2) Based on the average annual wages for Construction & Extraction occupations and Installation, Maintenance & Repair jobs in the Miami-Miami Beach-Kendall MSA as of May 2017.

[https://www.bls.gov/oes/current/oes\\_33124.htm#47-0000](https://www.bls.gov/oes/current/oes_33124.htm#47-0000)

**Source: U.S. Department of Commerce, Bureau of Labor Statistics;  
R.S. Means, Treasure Coast Regional Planning Council; WTL+a,  
June 2018.**

**Table 27: Permanent Employment & Annual Wages, at Buildout**

		At Buildout	
<b>Permanent Employment &amp; Annual Wages</b>			
<b>Hotel/Lodging</b>			
Program (SF)			53,125
Total Rooms			125
1 Job Per 3 Rooms			3
<b>Permanent Employees:</b>			<b>42</b>
Average Annual Wage	(1)	\$	<b>33,336</b>
<b>Permanent Wages - Hotel:</b>		\$	<b>1,389,000</b>
<b>Speculative/Multi-tenant Office</b>			
Program (SF)			-
@ Stabilized Occupancy of	93.0%		-
SF Per Employee			198
<b>Permanent Employees:</b>			-
Average Annual Wage	(2)	\$	<b>76,343</b>
<b>Permanent Wages - Office:</b>		\$	-
<b>Retail: General/Specialty</b>			
Program (SF)			-
@ Stabilized Occupancy of	93.0%		-
SF Per Employee			350
<b>Permanent Employees:</b>			-
Average Annual Wage	(3)	\$	<b>31,150</b>
<b>Permanent Wages - Retail:</b>		\$	-
<b>Retail: Food &amp; Beverage</b>			
Program (SF)			-
@ Stabilized Occupancy of	95.0%		-
SF Per Employee			400
<b>Permanent Employees:</b>			-
Average Annual Wage	(4)	\$	<b>25,500</b>
<b>Permanent Wages - Food &amp; Beverage:</b>		\$	-
<b>TOTAL:</b>			
<b>Permanent Employment</b>			<b>42</b>
<b>Permanent Annual Wages</b>		\$	<b>1,389,000</b>

(1) Based on average annual wages for Lodging Managers, Maids & House-keeping Cleaners, Baggage Porters & Bellhops, Concierges and Hotel/Motel/Resort Desk Clerks.

(2) Based on average annual wages for Arts/Design/Entertainment/Media; Management; Business & Financial Operations; Architecture/Engineering; Legal; and Office & Administrative Support positions.

(3) Based on average annual wages for Supervisors of Retail Sales Workers; Cashiers; Counter & Rental Clerks; and Retail Sales Persons.

(4) Based on average annual wages for all Food Preparation & Serving-related occupations.

[https://www.bls.gov/oes/current/oes\\_33124.htm#47-0000](https://www.bls.gov/oes/current/oes_33124.htm#47-0000)

Source: U.S. Department of Commerce, Bureau of Labor Statistics; WTL+a, June 2018.

**Table 28: Annual Property Taxes, at Buildout—City of North Miami Beach**

		At Buildout	
<b>Annual Property Taxes</b>			
<b>Hotel/Lodging</b>			
2017 Tax Rate Per \$1,000 AV (1)	\$		7.18
Estimated Construction Value @ Buildout	\$	8,500,000	
Equalization Ratio			100.0%
<b>Annual Property Taxes:</b>	<b>\$</b>		<b>60,989</b>
<b>Housing: For-sale</b>			
No. of Units			-
2017 Tax Rate Per \$1,000 AV (1)	\$		7.18
Estimated Construction Value @ Buildout	\$		-
(2) Value After \$50,000 Homestead Per Unit	\$		-
Equalization Ratio			100.0%
<b>Annual Property Taxes:</b>	<b>\$</b>		<b>-</b>
<b>Housing: Multi-family Rental</b>			
No. of Units			280
2017 Tax Rate Per \$1,000 AV (1)	\$		7.18
Estimated Construction Value @ Buildout	\$	60,480,000	
Equalization Ratio			100.0%
<b>Annual Property Taxes:</b>	<b>\$</b>		<b>433,956</b>
<b>Retail: General</b>			
2017 Tax Rate Per \$1,000 AV (1)	\$		7.18
Estimated Construction Value @ Buildout	\$		-
Equalization Ratio			100.0%
<b>Annual Property Taxes:</b>	<b>\$</b>		<b>-</b>
<b>Retail: Food &amp; Beverage</b>			
2017 Tax Rate Per \$1,000 AV (1)	\$		7.18
Estimated Construction Value @ Buildout	\$		-
Equalization Ratio			100.0%
<b>Annual Property Taxes:</b>	<b>\$</b>		<b>-</b>
<b>TOTAL - City of Hollywood</b>			
<b>Current Tax Rate/\$1,000 AV</b>	<b>\$</b>		<b>7.18</b>
<b>Estimated Taxable Value at Buildout</b>	<b>\$</b>	<b>68,980,000</b>	
<b>Annual Ad Valorem/Property Taxes</b>	<b>\$</b>		<b>494,945</b>

(1) Based on the current (2017) millage rates per \$1,000 of assessed value for the City of North Miami Beach (\$6.40 for Operating and \$0.7752 for Debt Service).

(2) Program assumes 100% rental housing; therefore, no Homestead Exemption.

<http://www.miamidade.gov/pa/library/2017-proposed-millage-chart.pdf>

Source: Miami-Dade County Property Appraiser; WTL+a, June 2018.

**Table 29: Annual Property Taxes, at Buildout—Other Taxing Authorities**

Taxing District	At Buildout	
<b>Annual Property Taxes</b>		
Estimated Taxable Value @ Buildout	\$	68,980,000
<b>Miami-Dade County (Operating, Debt, Fire &amp; Rescue &amp; Fire Debt)</b>		
Current Tax Rate/\$1,000	\$	7.4951
Annual Property Tax Revenues	\$	517,012
<b>Miami-Dade County School Board (Operating &amp; Debt)</b>		
Current Tax Rate/\$1,000	\$	6.9940
Annual Property Tax Revenues	\$	482,446
<b>Children's Trust</b>		
Current Tax Rate/\$1,000	\$	0.4673
Annual Property Tax Revenues	\$	32,234
<b>Environmental Projects</b>		
Current Tax Rate/\$1,000	\$	0.0441
Annual Property Tax Revenues	\$	3,042
<b>Okeechobee Basin</b>		
Current Tax Rate/\$1,000	\$	0.1384
Annual Property Tax Revenues	\$	9,547
<b>Florida Inland Navigation District (FIND)</b>		
Current Tax Rate/\$1,000	\$	0.0320
Annual Property Tax Revenues	\$	2,207
<b>South Florida Water Management District</b>		
Current Tax Rate/\$1,000	\$	0.1275
Annual Property Tax Revenues	\$	8,795
<b>TOTAL - Other Taxing Districts:</b>		
Current Tax Rate/\$1,000 AV	\$	15.2984
Annual Ad Valorem/Property Taxes	\$	1,055,284

<http://www.miamidade.gov/pa/library/2017-proposed-millage-chart.pdf>

**Source: Miami-Dade County Property Appraiser; City of North Miami Beach; WTL+a, June 2018.**

**Table 30: Approved Citywide Development List**

Key	Project	Address	Development Program				
			Housing Units	Office SF	Retail SF	Hotel Rooms	Other
<b>Completed</b>							
1	Marina Palms	17222 Biscayne Boulevard	468	-	-	-	-
2	SDH Treo Building	18200 NE 19 Avenue	-	4,563	-	-	-
3	U.S. Storage Building	1555 West Dixie Highway	-	-	-	-	122,605
4	Boca Juniors Soccer Academy & SLAM Charter School	16601 NE 15 Avenue	-	-	-	-	9,000
5	Prestige Motors Expansion	15050 Biscayne Boulevard	-	-	14,481	-	-
<b>Subtotal - Completed:</b>			<b>468</b>	<b>4,563</b>	<b>14,481</b>	<b>-</b>	<b>131,605</b>
<b>Under Construction</b>							
6	Canal Park Office Building	3323 NE 163 Street	-	66,064	-	-	-
7	The Harbour	16385 Biscayne Boulevard	425	-	1,853	-	-
8	NOMA Apartments	2145 NE 164 Street	349	10,985	-	-	-
9	The Highlands	13810 Highlands Drive	60	-	-	-	-
<b>Subtotal - Under Construction:</b>			<b>834</b>	<b>77,049</b>	<b>1,853</b>	<b>-</b>	<b>-</b>

**Table 30 (Continued): Citywide Development List**

Key	Project	Address	Development Program				
			Housing Units	Office SF	Retail SF	Hotel Rooms	Other
<b>Approved</b>							
10	Cambria Hotel	16300 NE 19 Avenue	-	18,036	-	165	-
11	The Canopies	1640 NE 164 Street	52	2,020	-	-	-
12	The Riverwalk	16375/16395 Biscayne Boulevard	730	9,178	-	177	-
14	160 Warehouse	2050 NE 161 Street	-	-	-	-	10,818
15	ABC Fine Wine & Spirits	14075 Biscayne Boulevard	-	-	12,900	-	-
16	Solo Building	1875 NE 167 Street	-	60,638	-	-	-
17	Voda (Aqua) Building	4098 NE 167 Street	12	-	-	-	-
18	5 Park	17071 West Dixie Highway	415	50,486	30,210	-	-
19	Biscayne Shopping Center	13750 Biscayne Boulevard	-	752	-	-	-
<b>Subtotal - Approved:</b>			<b>1,209</b>	<b>141,110</b>	<b>43,110</b>	<b>342</b>	<b>10,818</b>
<b>TOTAL - All Projects:</b>			<b>2,511</b>	<b>222,722</b>	<b>59,444</b>	<b>342</b>	<b>142,423</b>
<b>Applications Pending</b>							
20	Uptown Biscayne	16300 NE 19 Avenue	245	42,104	163,918	-	-
21	Knox Medical Cannabis Dispensary	175 NW 167 Street	-	-	-	-	4,442
<b>Prospective Development Projects</b>							
22	TECO Property	15780 West Dixie Highway	-	-	-	-	-
23	Kmart Plaza Redevelopment	850 N Miami Beach Boulevard	-	-	-	-	-

Source: City of North Miami Beach; RDS LLC; WTL+a, March 2018.

**Table 31: Planned & Proposed Office Buildings—North Miami Beach Area**

Project	Location	City	Distance From TOD Station Area	Delivery Date	No. of Floors	Net Rentable Area (SF)	Lot Area (SF)	Density (FAR)
<b>Completed</b>								
Canal Office Park	3323 NE 163rd Street	North Miami Beach	1.13	09/2017	7	66,064	30,000	2.2
<b>Planned</b>								
5 Park	17071 W. Dixie Highway	North Miami Beach	0.48	N/A	7	50,486	31,968	1.6
SoLe Mia (Building 1)	15045 Biscayne Boulevard	North Miami	0.97	N/A	N/A	300,000	(1)	0.5
SoLe Mia (Building 2)	15045 Biscayne Boulevard	North Miami	1.00	N/A	N/A	137,750	(1)	0.5
Aventura Greynolds Village	17990 W. Dixie Highway	Aventura	1.13	N/A	7	87,120	103,940	0.8
Emerald Avenue	2655 NE 186th Terrace	Miami	1.58	N/A	6	120,000	21,171	5.7
Aventura Centre	18801 W. Dixie Highway	Miami	1.67	N/A	10	120,000	52,148	2.3
Aventura District Phase 2	2681 NE 191st Street	Miami	1.87	N/A	12	143,850	211,662	0.7
<b>Subtotal - Planned:</b>						<b>959,206</b>	<b>420,889</b>	<b>2.3</b>
<b>Proposed</b>								
Uptown Biscayne	NE 163rd St. & Biscayne Blvd.	North Miami Beach	0.07	N/A	N/A	42,104	216,274 (2)	1.0
Cabi Office Building	2777 NE 185th Street	Aventura	1.58	N/A	10	141,322	63,002	2.2
Aventura Square (Office Condos)	18820 W. Dixie Highway	Miami	1.63	N/A	6	110,000	25,047	4.4
St. Tropez on the Bay Phase 3	16690 Collins Avenue	Sunny Isles Beach	2.01	N/A	8	120,000	31,113	3.9
<b>Subtotal - Proposed:</b>						<b>413,426</b>	<b>335,436</b>	<b>1.2</b>
<b>TOTAL - PLANNED &amp; PROPOSED OFFICE:</b>						<b>1,372,632</b>	<b>756,325</b>	<b>1.8</b>

(1) SoLe Mia comprises approximately 54.98 acres of land. With commercial (office and retail) buildout totaling 1,261,200 sq. ft., this equates to a blended commercial floor area ratio (FAR) of 0.50.

(2) Uptown Biscayne comprises 4.92 acres of land. With commercial (office and retail) buildout totaling 205,600 sq. ft., this equates to a blended commercial floor area ratio (FAR) of 1.0.

Source: REIS, Inc.; Miami-Dade County Property Appraiser; WTL+a, March 2018.