Memorandum

MIAMI-DADE COUNTY

Date: May 25, 2010

Agenda Item No. 6(B)2

July 8, 2010

To: Honorable Chairman Dennis C. Moss
and Members, Board of County Commissioners

From: George M. Burgess
County Manager

Subject: Report on the Feasibility of Creating a Mega Shopping District

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Pursuant to Resolution R-871-09 adopted by the Board of County Commissioners (Board) on June 30, 2009, attached please find a brief report prepared by staff from the Department of Planning and Zoning and the County's Chief Economist on the feasibility of creating a mega shopping district within Miami-Dade County. More specifically, the resolution requested that the feasibility report include: 1) proposed locations for a mega shopping district; 2) proposed changes to land use regulations, which may be necessary for the creation of a mega shopping district at those proposed locations; and 3) incentives that could be used in a mega shopping district.

In summary, the attached report states that consumer market indicators for the tri-county area suggests the potential for a mega shopping district may exist in Miami-Dade County. County staff provided significant amounts of information regarding demographic data in the tri-county area; a high-level analysis of potential sites for the location of a mega shopping district with consideration for zoning changes, accessibility, and their eligibility for economic development incentives; and a comparison of other mega shopping districts in the United States.

However, County staff does not have the resources available to complete the required comprehensive analysis and feasibility study needed for the Board to consider land use/zoning changes and/or commitments of County financial resources to the development of a mega shopping district. The required full market and feasibility analysis would need to address: 1) how retail/entertainment districts have fared in the United States and their future viability; and 2) the demand for a retail/entertainment district in relation to the existing and the proposed supply of competitive space. Given the current budget, the County is not in a position at this time to engage outside professional services required to address these important issues, which are estimated to range between $60,000 and $70,000.

If you have any questions or concerns, please contact me directly or Dr. Robert Cruz, Chief Economist, at 305-375-1879.

Attachment

c: Honorable Carlos Alvarez, Mayor
Jennifer Glazer-Moon, Special Assistant/Director, Office of Strategic Business Management
Alex Muñoz, Assistant County Manager
Irene Taylor-Wooten, Special Assistant to the County Manager
Marc LaFerrier, Director, Planning and Zoning
Dr. Robert Cruz, Chief Economist
Charles Anderson, Commission Auditor

Feasibility of creating a Mega Mall Shopping District Report

Prepared by:
Department of Planning and Zoning
Office of Economic Development Coordination
May 17, 2010

Introduction and Background:

Board of County Commission Resolution R-871-09, dated June 30, 2009 (copy attached) directed the County staff to conduct a feasibility study on the creation of a mega shopping district within Miami Dade County. The feasibility report is to include: (1) proposed locations for a mega shopping district, based on considerations such as existing shopping centers, available land, land use regulations, and available transportation, including proximity to highways and airports; (2) proposed changes to land use regulations which may be necessary for the creation of a mega shopping district at those proposed locations; and (3) incentives that could be used in a mega shopping district, including incentives that have been used in other mega shopping districts such as Sawgrass Mills Mall.

Funding for a complete economic feasibility study was not included in the Resolution, however, the appropriate county staffs from the Department of Planning and Zoning and the County's Chief Economist were assigned to prepare the feasibility study as requested under R-871-09. A study group was put in place and the following issues were articulated for consideration.

- Research existing "mega malls" around the country
    - Define the type of mega malls appropriate for an urban county such as Miami Dade County

- Define market area for the proposed "mega mall"
    - Identify existing malls and their market areas
    - Enhance existing retail market

- Develop a set of site selection criteria

- Identify possible locations based on site selection criteria. Site selection analysis matrix

- Next steps

Review of several urban malls around the Country:

Malls come in different shapes, sizes and styles. A mega shopping district within an urbanized area like Miami-Dade County would need to be compact and likely require multi-level structures, unlike a sprawling development such as Sawgrass Mall and its adjacent developments. The study group conducted a survey of some of the major urban malls around the country. Some of characteristics that are common in these malls are that they have multiple floors, have easy access for major roadway network and in some cases to transit, they are generally close to employment centers and other attractions and amenities such as hotels, convention centers etc. See attached Matrix A for a summary of findings.

Define market area for the proposed "mega mall":

A large concentration of retail stores, restaurants, and entertainment venues would need to draw from a large market of potential consumers to be financially viable. The principal consumer markets for a mega mall in Miami-Dade would need to draw consumers not only from the county, but also from Broward and perhaps Palm Beach and attract a significant number of overnight visitors. The ability to draw consumers from the tri-county area to this retail/entertainment complex diminishes with distance (travel time), and its location is, therefore, a particularly important determinant of its financial viability. Transportation access to the key lodging areas of the County will be an important determinant of site location as well.

Consideration of any development assistance from the County to a private developer should take into account the potential competition to other retail/entertainment centers that are already present in the County. In some cases, however, the addition of retail/entertainment options in close proximity to an existing retail center could enhance the financial strength of that existing center. Synergies and economic efficiencies gained from agglomeration of complementary activities should also be considered within a complete market feasibility study.

The tri-county region represents a very attractive location for retail and entertainment businesses, and Miami-Dade County alone is a strong consumer market. The tri-county area has a population of over 5.4 million and long-term population growth trends are positive. Miami-Dade alone accounts for 44 percent of the total (2.4 million) and experienced a net average annual growth of approximately 20,000 between 2004 and 2008. Approximately one-fourth of the region's population is within the important 15 to 34-year-old demographic, and 17 percent are among the 65 and older group. Thirty-two percent of the households earned more than $75,000 in 2008. The demographic and income distribution indicators in Miami-Dade are very similar to that of the region. Average and aggregate household income grew between 2004 and 2008, despite the severe recession in 2008. (See tables, *Demographic, Economic and Home Ownership and Value Trends,* for a summary of key consumer market indicators.)

The long-run trends in overnight visitors, both domestic and international, are quite positive as well. Miami-Dade County hosted just over 12.1 million overnight visitors in 2008, representing an increase of 10.6 percent above 2004 levels. Approximately 60 percent of overnight visitors stayed in hotels, mainly in Miami Beach (40 percent of room nights), Downtown Miami (19 percent), Coral Gables (14 percent) and the Miami International Airport area (10 percent). Overnight visitors to Miami-Dade allocated nearly 30 percent of their local spending on "shopping," and in 2008 spent nearly $5.1 billion on retail purchases.

A review of the consumer market indicators for the tri-county region and the individual counties that comprise that area, suggest that the market potential for a mega shopping district may exist. Identifying the most appropriate and viable location, however, requires a more detailed analysis that separates the region into smaller trade areas and estimates the likelihood of capturing a share of those consumer markets depending on the possible locations of a mega shopping district.

Site selection analysis matrix:

The Planning Department conducted a high-level analysis of potential sites for the location of a mega shopping district was conducted. The general evaluation of potential sites was based on the following criteria:

- Availability and relative cost of adequate land area
- Existing and future land uses, zoning on the property
- Access (local and regional vehicular and transit access)
- Market area (demographics, disposable income)
- Proximity to other destinations
- Any available incentives or areas of economic development opportunities (CRAs, TUAs, Enterprise Zone)

Based on the criteria outlined above, five sites within the Urban Development Boundary were identified as potential locations that could be further explored as viable locations for a mega shopping district. (Matrix B). Two of the five sites identified by the County staff are located in the northwest section of the County, one site in the central-west, two in the south. However, it was the consensus of the staff working group that some additional market analysis would have to be completed to make meaningful policy recommendations.

All the identified sites in Matrix B have ample land (either vacant or good candidates for redevelopment) to accommodate a large shopping/entertainment complex. The principal land uses within these areas tend to be industrial/office and business/office, but three of the five areas also have some residential land use. Most of the sites have good-to-excellent transportation access, although one of the two sites in the south has limited access that reduces the likelihood of beingn a viable location. The central-west site has the best transportation access both locally and regionally, and its proximity to Miami International Airport, existing shopping malls, and Florida International University is a particularly attractive feature.

Next Step:

While a review of consumer market indicators suggests the local capacity to support the development of a large-scale retail/entertainment complex, the question of whether the developments of such mega shopping districts represent a continuing trend or just a reflection of the past remains unanswered. Further analysis to identify the likely future path of retail development in urban areas, with the assistance of experts in the field of domestic and international retail development, is required.

A full market analysis and development feasibility study needs to be completed before formulating public policy actions to promote a mega mall district. The market analysis would need to address primarily two aspects: 1) the future of retail/entertainment districts; and 2) determination of base demand in relation to existing and proposed supply of quality competitive space. Please see attached Exhibit 1 as a draft scope of work for such an analysis. This work would require services of an outside consultant and the cost of the services could range from $60,000 to $70,000.

MEMORANDUM

Agenda Item No. 11(A)(17)

TO: Honorable Chairman Dennis C. Moss
and Members, Board of County Commissioners

DATE: June 30, 2009

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Resolution directing the Mayor to conduct a feasibility study on the creation of a mega shopping district in Miami-Dade County

Resolution No. R-871-09

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Chairman Dennis C. Moss.

R. A. Cuevas, Jr.
County Attorney

RAC/up

MEMORANDUM

(Revised)

TO: Honorable Chairman Dennis C. Moss and Members, Board of County Commissioners

DATE: June 30, 2009

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Agenda Item No. 11(A)(17)

Please note any items checked.

_______ **"4-Day Rule" ("3-Day Rule" for committees) applicable if raised**

_______ **6 weeks required between first reading and public hearing**

_______ **4 weeks notification to municipal officials required prior to public hearing**

_______ **Decreases revenues or increases expenditures without balancing budget**

_______ **Budget required**

_______ **Statement of fiscal impact required**

_______ **Bid waiver requiring County Mayor's written recommendation**

_______ **Ordinance creating a new board requires detailed County Manager's report for public hearing**

_______ **Housekeeping item (no policy decision required)**

_______ **No committee review**

Approved ______________________ Mayor
Veto __________
Override __________

Agenda Item No. 11(A)(17)
6-30-09

RESOLUTION NO. R-871-09

RESOLUTION DIRECTING THE MAYOR OR HIS DESIGNEE TO CONDUCT A FEASIBILITY STUDY ON THE CREATION OF A MEGA SHOPPING DISTRICT IN MIAMI-DADE COUNTY

WHEREAS, shopping malls and shopping centers in Miami-Dade County serve both residents and visitors and provide employment opportunities and tax revenue; and

WHEREAS, a mega shopping district, similar to Sawgrass Mills in Broward County, could provide added convenience and selection to Miami-Dade County residents and visitors; and

WHEREAS, a mega shopping district could be an additional attraction for tourists in Miami-Dade County; and

WHEREAS, such a shopping district could create jobs and business opportunities and could increase tax revenue in Miami-Dade County,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that the Mayor or his designee is directed to conduct a feasibility study and report those findings to the Board of County Commissioners within 6 months on the creation of a mega shopping district, including, but not limited to: (i) proposed locations for a mega shopping district, based on considerations such as, but not limited to, existing shopping centers, available land, land use regulations, and available transportation, including proximity to highways and airports; (ii) proposed changes to land use regulations which may be necessary for the creation of a mega shopping district at those proposed locations; and (iii) incentives that could be used in a mega shopping district, including incentives that have been used in other mega shopping districts such as Sawgrass Mills.

The Prime Sponsor of the foregoing resolution is Chairman Dennis C. Moss. It was offered by Commissioner **Jose "Pepe" Diaz**, who moved its adoption. The motion was seconded by Commissioner **Rebeca Sosa** and upon being put to a vote, the vote was as follows:

Dennis C. Moss, Chairman **aye**
Jose "Pepe" Diaz, Vice-Chairman **aye**

Bruno A. Barreiro	**absent**	Audrey M. Edmonson	**aye**
Carlos A. Gimenez	**aye**	Sally A. Heyman	**aye**
Barbara J. Jordan	**aye**	Joe A. Martinez	**absent**
Dorrin D. Rolle	**aye**	Natacha Seijas	**aye**
Katy Sorenson	**aye**	Rebeca Sosa	**aye**
Sen. Javier D. Souto	**absent**		

The Chairperson thereupon declared the resolution duly passed and adopted this 30th day of June, 2009. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

COUNTY COMMISSIONERS MIAMI-DADE COUNTY FLORIDA

HARVEY RUVIN, CLERK

By: **DIANE COLLINS**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. ANS

Abbie N. Schwaderer

MIAMI-DADE COUNTY
BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR

Legislative Notes

Agenda Item:	**11(A)17**
File Number:	**091608**
Committee(s) of Reference:	**BCC**
Date of Analysis:	**June 5, 2009**
Type of Item:	**Directive**
Sponsor:	**Chairman Dennis C. Moss**

Summary

This resolution directs the County Mayor to conduct a feasibility study on the creation of a mega shopping district within the County, and to report all findings to the Board of County Commissioners within 6 months from the effective date of the resolution. The feasibility report is to include:(1) proposed locations for a mega shopping district, based on considerations such as existing shopping centers, available land, land use regulations, and available transportation, including proximity to highways and airports; (2) proposed changes to land use regulations which may be necessary for the creation of a mega shopping district at those proposed locations; and (3) incentives that could be used in a mega shopping district, including incentives that have been used in other mega shopping districts such as Sawgrass Mills Mall.

Background and Relevant Legislation

Sawgrass Mills Mall is a high-traffic, outlet, shopping mall located in Sunrise, Florida and operated by the Simon Property Group - a real estate investment trust (REIT) which acquires, develops and manages shopping malls and outlet centers. (Source: www.simon.com). There are over 350 retail outlets and name brand discounters as anchors at the Sawgrass Mall including Off 5th Saks Fifth Avenue Outlet, Neiman Marcus, JC Penney Outlet, and Wannado City, to name a few. The mall also contains restaurants, eateries, a movie theater, and video arcades. (Source: www.sawgrassmills.com).

The mall consists of 4 million square feet of retail selling space, has an annual traffic of 28 million visitors, 11,300 parking spaces, approximately 5000 employees and 450 businesses. It is the second largest mall (in terms of retail floor space) in Florida (after Aventura Mall in Miami-Dade County), and the largest outlet mall in the southeastern portion of the U.S. The mall opened in 1990 and has been expanded three times, most recently in 2006. (Source: International Council of Shopping Centers' website - www.icsc.org). The site was chosen because of its intrinsic location value which included factors such as population shifts, suburban development, existing traffic arteries, large tracts of land, existing infrastructure, and neighboring population density. (Source: www.simon.com).

Policy Change and Implication

While the County does map certain geographical areas as commercial business zones for large scales uses such as regional malls and office parks, there is no specific zoning category or classification for mega shopping malls. Establishing mega malls as a permitted use would require changes to the existing zoning regs. This would entail the enactment of a zoning ordinance. Presently, under the County Code, regional shopping centers and other large scale commercial facilities are permissible uses districts zoned as BU-2 zones. However, regional shopping centers are not synonymous with mega malls. The scale of a mega mall is designed to exceed or surpass typical regional malls. The term "mega mall" usually references shopping malls with a total area of leased floor space (consisting of retail shops, consumer services, and entertainment, restaurants; but excluding mall offices, utility areas, storage, rest rooms, interior plazas, and other non-revenue producing spaces) exceeding 2 million square feet of gross leasable space and containing as many as 500 stores. (Source: International Council of Shopping Centers' website - www.icsc.org).

Budgetary Impact

Minimal cost will be incurred for staff-hours to conduct the study.

Prepared By: Lauren Young-Allen

Matrix A

Comparison of Urban Malls and South Florida Malls

Mall	Location	Parking	Height	Retail Gross Leasable	Market	Vehicular Access	Transit	Nearby Uses/Amenities	Anchors
Urban Malls									
Providence Place	Downtown Providence, RI	5,000 spaces	7 Floors (3 Floors - Mall 4 Floors - parking with integrated retail and restaurants)	1,400,000 million sf 170 stores	Primarily residents	Highways and major roads	Within walking distance of main bus terminal and Amtrak Station	Within walking distance of hotels, offices, outdoor skating rink, parks, convention center, State House, other government buildings and universities – not much residential within walking distance	Entertainment Level includes cinema/IMAX and Dave and Busters Nordstrom, JCPenny and Macy's
Queens Center	Queens, NY		2-4 Floors	963,041 sf 150 stores	Primarily residents Trade Area Population over 2,000,000	Located at two of the busiest streets in Queens	Bus and train	Various uses nearby – one of the most profitable malls in the US ($953 per sf)	Macy's and JCPenny
The Gallery at Market East	Philadelphia, PA		4 Floors	1,100,000 sf 130 stores	Tourists and residents Trade Area Population 2,105,786	Highways and major roads	Bus terminal and train 78,000 transit riders in and around mall	Various uses nearby, including convention center, three universities (115,000 students), 20,000 employees within 5 blocks, 8,000 hotel rooms within a 15 minute walk, Liberty Bell and other attractions	Underground Market, Big Kmart, Burlington Coat Factory and Old Navy

Mall	Location	Parking	Height	Retail Gross Leasable	Market	Vehicular Access	Transit	Nearby Uses/Amenities	Anchors
Urban Malls									
The Galleria	Houston, TX	13,000 spaces	4 Floors	2,350,000 sf 375 stores	Tourists and residents Trade Area Population 1,500,000	Highways and major roads		Property also has three office towers, two Westin Hotels, ice rink and health club	Nordstrom, Macy's, Neiman Marcus, Saks and Borders

Common Characteristics of Urban Malls

- Multiple floors
- Bus and train service
- Excellent access to major roads and highways
- Located in employment centers
- Hotels near mall
- Type and number of anchors vary depending on the mall and market
- Shopping is not the only attraction, either the mall or the surrounding area has other attractions

Miami-Dade and Broward Malls

Mall	Location	Parking	Height	Retail Gross Leaseable	Market	Vehicular Access	Transit	Nearby Uses/Amenities	Anchors
Sawgrass Mall	Sunrise, FL		1 Floor	2,588,830 sf Over 350 stores	Tourists and residents Trade Area Population 1,946,620 25 million annual visitors	Major roads	Bus	Near other retail uses, big box stores, low density residential and hockey arena	Super Target, Brandsmart, JCPenny, Burlington Coat Factory, Regal Cinemas, Bed, Bath and Beyond, Marshalls, Saks Outlet, Neiman Marcus Outlet, Nordstrom Outlet, TJ Maxx and Wannado City
Dolphin Mall	Miami-Dade County	7,800 spaces	2 Floors	1,400,000 sf	Tourists and residents	Highways and major roads	Bus and Mall Shuttle Service	Hotels (Courtyard Marriot adjacent to mall), office, low density residential and airport	Marshalls, Ross, Saks Outlet, Neiman Marcus Outlet, Burlington Coat Factory, Borders, Bass Pro Shops, Dave and Busters and Cinema
Miami International Mall	Doral, FL		1 Floor	1,074,000 sf	Tourists and residents Trade Area Population 643,815	Highways and major roads	Bus	Hotels, office, low density residential and airport	Dillards, JCPenny, Sears and Macy's

Mall	Location	Parking	Height	Retail Gross Leaseable	Market	Vehicular Access	Transit	Nearby Uses/Amenities	Anchors
Dadeland	Miami-Dade County		1 Floor	1,468,000 sf Over 185 stores	Tourists and Residents Trade Area Population 797,489	Highways and Major Roads	Train and Bus	Downtown Dadeland, residential, Hotels, Retail and Office	Macy's, Macy's Home, J.C. Penny, Saks, Nordstrom and Limited
Aventura Mall	Aventura, FL	9,800 spaces	4 Floors (3 Floors - Retail) (1 Floor - Office)	2,400,000 sf Over 280 stores	Tourists and Residents Trade Area Population 942,250 24 million annual visitors	Major Roads	Bus	Aventura City Hall, and Residential	Macy's, Macy's Home, Bloomingdales, J.C. Penny, Nordstrom and Sears

Matrix B: Mega Shopping District/ Site Selection Analysis/ May 2010

Property Description	Availability of land	Future Land Use	Access			General Trade/Market area	Proximity to other Destinations or Attractions	Special Considerations	Comments
			Local	Regional	Transit				
Area west of MIA to Turnpike between NW 36 Street to SR 836	High/ Vacant and Some redevelopment needed	Primary LU Industrial/Office and Business/Office	Excellent	Excellent	Possible future east west metro rail and Bus terminal	South Broward, Miami Dade County, Tourists	Dolphin and International Malls, Miami International Airport, FIU	Pending Regional Activity Center status	Adjacent municipalities: Doral and Sweetwater
Areas around Opa Locka Airport	High/ redevelopment	Primary LU Industrial/Office and Low density Residential	Good to Excellent	Good to Excellent	Good/ Amtrak	South Broward, North/Cent Miami Dade County, Tourists	Opa Locka Airport	Requires Master Plan amendment	Enterprise Zone, Empowerment Zone, NRSA, TUA/ Will require land assembly/ Adjacent municipalities: Miami Gardens, Miami Lakes, Hialeah, North Miami, Biscayne Gardens
Areas around Tamiami Airport	High/ redevelopment	Primary LU Industrial/Office and Low density Residential	Fair to Good	Fair to Poor	Very limited	South/ Central Miami Dade County, Tourists	Metro Zoo and related facilities	Requires Master Plan amendment	Enterprise Zone, NRSA/ Will require land assembly
Areas surrounding Cutler Ridge Shopping Center	High/ redevelopment	Primary LU Business/Office; Medium and High density Residential and Institutional	Excellent	Good to Excellent	Limited	South/ Central Miami Dade County, Tourists	South Dade Performing Arts Center		Enterprise Zone, NRSA, TUA / May require land assembly/ Adjacent municipality: Cutler Bay
Hialeah NW Annexation area	High/ Vacant	Primary LU Industrial/Office	Good	Excellent	Not available	S. Broward, North/ Central Miami-Dade County, Tourists	None	Requires Master Plan amendment	Improvements scheduled are Ramp @ I 75 and improvement of east west connections

Demographic, Economic and Home Ownership and Value Trends: Tri-County Metropolitan Statistical Area.

	2001	2004	2008	Change 2001-2008	Change 2004-2008	% Change 2001-2008	% Change 2004-2008
Total Population	5,038,069	5,274,648	5,414,772	376,703	140,124	7.5%	2.7%
By Sex and Age							
Male	2,431,154	2,548,698	2,630,356	199,202	81,658	8.2%	3.2%
Female	2,606,915	2,725,950	2,784,416	177,501	58,466	6.8%	2.1%
0 to 14 years	1,026,544	1,069,272	989,691	-36,853	-79,581	-3.6%	-7.4%
15 to 34 years	1,268,364	1,308,108	1,303,495	35,131	-4,613	2.8%	-0.4%
35 to 64 years	1,942,163	2,087,282	2,219,414	277,251	132,132	14.3%	6.3%
65 years and over	800,998	809,986	902,172	101,174	92,186	12.6%	11.4%
Median age (years)**	37.8	38.2	40.4	2.7	2.2	7.1%	5.7%
By Hispanic Origin and Race							
Hispanic or Latino (of any race)	1,787,781	1,962,554	2,142,736	354,955	180,182	19.9%	9.2%
Not Hispanic or Latino	3,250,288	3,312,094	3,272,036	21,748	-40,058	0.7%	-1.2%
White alone	2,145,536	2,117,545	2,044,501	-101,035	-73,044	-4.7%	-3.4%
Black or African American alone	950,647	1,024,026	1,037,998	87,351	13,972	9.2%	1.4%
Other	154,105	170,523	189,537	35,432	19,014	23.0%	11.2%
Educational Attainment							
Population 25 years and over	3,421,560	3,553,069	3,735,027	313,467	181,958	9.2%	5.1%
Less than high school graduate	717,149	629,132	647,528	-69,621	18,396	-9.7%	2.9%
High school graduate (including equivalency)	934,274	1,020,242	1,011,350	77,076	-8,892	8.2%	-0.9%
Some college, no degree	645,855	662,771	675,968	30,113	13,197	4.7%	2.0%
Associate degree	241,914	273,448	298,219	56,305	24,771	23.3%	9.1%
Bachelor's degree	572,976	596,871	706,258	133,282	109,387	23.3%	18.3%
Graduate or professional degree	309,392	370,605	395,704	86,312	25,099	27.9%	6.8%
Percent high school graduate or higher	79.0	82.3	82.6	3.6	0.3	4.6%	0.4%
Percent bachelor's degree or higher	25.8	27.2	29.5	3.8	2.3	14.6%	8.4%
Total households	1,911,863	1,989,312	1,997,988	86,125	8,676	4.5%	0.4%
Family households (families)	1,254,967	1,284,344	1,287,517	32,550	3,173	2.6%	0.2%
With own children under 18 years	554,955	584,170	554,726	-229	-29,444	0.0%	-5.0%
Average household size	2.63	2.65	2.66	0.02	0.01	0.9%	0.2%
Average family size	3.26	3.33	3.33	0.07	0.00	2.2%	0.1%
Household Income and Benefits*							
Total households (number)	1,911,863	1,989,312	1,997,988	86,125	8,676	4.5%	0.4%
With income and benefits less than $10,000	193,269	166,837	164,233	-29,036	-2,604	-15.0%	-1.6%
$10,000 to $14,999	150,450	162,933	120,047	-30,403	-42,886	-20.2%	-26.3%
$15,000 to $24,999	263,356	271,118	233,298	-30,058	-37,820	-11.4%	-13.9%
$25,000 to $34,999	268,363	242,820	213,210	-55,153	-29,610	-20.6%	-12.2%
$35,000 to $49,999	304,076	321,891	278,507	-25,569	-43,384	-8.4%	-13.5%
$50,000 to $74,999	341,050	353,507	351,961	10,911	-1,546	3.2%	-0.4%
$75,000 to $99,999	172,346	187,280	226,269	53,923	38,989	31.3%	20.8%
$100,000 to $149,999	140,144	165,260	222,799	82,655	57,539	59.0%	34.8%
$150,000 to $199,999	33,121	56,502	88,907	55,786	32,405	168.4%	57.4%
$200,000 or more	45,688	61,164	98,757	53,069	37,593	116.2%	61.5%
Median household income (2008 dollars)**	49,247	49,508	48,773	-474	-736	-1.0%	-1.5%
Mean household income (2008 dollars)	68,981	70,372	72,207	3,226	1,834	4.7%	2.6%
Aggregate household income (million, 2008 dollars)	131,882	139,993	144,268	12,386	4,276	9.4%	3.1%
Per capita income (2008 dollars)	27,450	28,194	27,878	427	-316	1.6%	-1.1%
Housing Tenure and Value of Owner Occupied Units							
Total housing units	2,187,839	2,294,911	2,425,815	237,976	130,904	10.9%	5.7%
Occupied housing units	1,911,863	1,989,312	1,997,988	86,125	8,676	4.5%	0.4%
Specified owner-occupied units	868,548	1,331,201	1,336,139	467,591	4,938	53.8%	0.4%
Median Home Value (dollars)	141,846	189,435	270,809	128,963	81,374	90.9%	43.0%

* Income groups are represented in current dollars. ** Estimates by Office of Economic Development Coordination.

Data Source: *American Community Survey*, various years. U.S. Census Bureau.

Economic, Demographic and Home Ownership and Value Trends: Miami-Dade County

	2001	2004	2008	Change		% Change	
				2001-2008	2004-2008	2001-2008	2004-2008
Total Population	2,243,712	2,316,708	2,398,245	154,533	81,537	6.9%	3.5%
By Sex and Age							
Male	1,081,193	1,115,783	1,161,483	80,290	45,700	7.4%	4.1%
Female	1,162,519	1,200,925	1,236,762	74,243	35,837	6.4%	3.0%
0 to 14 years	472,069	486,798	438,469	-33,600	-48,329	-7.1%	-9.9%
15 to 34 years	613,308	610,151	614,232	924	4,081	0.2%	0.7%
35 to 64 years	865,395	909,878	976,218	110,823	66,340	12.8%	7.3%
65 years and over	292,940	309,881	369,326	76,386	59,445	26.1%	19.2%
Median age (years)	35.9	36.6	39.1	3.2	2.5	8.9%	6.8%
By Hispanic Origin and Race							
Hispanic or Latino (of any race)	1,333,462	1,403,983	1,496,595	163,133	92,612	12.2%	6.6%
Not Hispanic or Latino	910,250	912,725	901,650	-8,600	-11,075	-0.9%	-1.2%
White alone	434,069	431,081	423,146	-10,923	-7,935	-2.5%	-1.8%
Black or African American alone	426,079	431,180	424,434	-1,645	-6,746	-0.4%	-1.6%
Other	50,102	50,464	54,070	3,968	3,606	7.9%	7.1%
Educational Attainment							
Population 25 years and over	1,483,456	1,527,250	1,623,937	140,481	96,687	9.5%	6.3%
Less than high school graduate	401,780	352,831	367,838	-33,942	15,007	-8.4%	4.3%
High school graduate (including equivalency)	391,487	424,013	430,136	38,649	6,123	9.9%	1.4%
Some college, no degree	234,729	257,266	245,169	10,440	-12,097	4.4%	-4.7%
Associate degree	100,736	113,463	129,563	28,827	16,100	28.6%	14.2%
Bachelor's degree	223,256	227,202	286,615	63,359	59,413	28.4%	26.1%
Graduate or professional degree	131,468	152,475	164,616	33,148	12,141	25.2%	8.0%
Percent high school graduate or higher	72.9	76.9	77.3	4.4	0.4	6.0%	0.5%
Percent bachelor's degree or higher	23.9	24.9	27.8	3.9	2.9	16.3%	11.6%
Total households	775,070	798,807	825,761	50,691	26,954	6.5%	3.4%
Family households (families)	544,909	557,047	562,978	18,069	5,931	3.3%	1.1%
With own children under 18 years	244,030	264,085	245,161	1,131	-18,924	0.5%	-7.2%
Average household size	2.89	2.90	2.83	-0.06	-0.07	-2.1%	-2.4%
Average family size	3.47	3.51	3.48	0.01	-0.03	0.3%	-0.9%
Household Income and Benefits*							
Total households (number)	775,070	798,807	825,761	50,691	26,954	6.5%	3.4%
With income and benefits less than $10,000	98,032	80,124	87,121	-10,911	6,997	-11.1%	8.7%
$10,000 to $14,999	73,714	82,792	61,439	-12,275	-21,353	-16.7%	-25.8%
$15,000 to $24,999	108,961	115,344	99,219	-9,742	-16,125	-8.9%	-14.0%
$25,000 to $34,999	117,192	99,660	91,072	-26,120	-8,588	-22.3%	-8.6%
$35,000 to $49,999	115,235	132,297	111,823	-3,412	-20,474	-3.0%	-15.5%
$50,000 to $74,999	127,822	130,887	138,656	10,834	7,769	8.5%	5.9%
$75,000 to $99,999	62,002	64,551	86,504	24,502	21,953	39.5%	34.0%
$100,000 to $149,999	46,265	53,704	81,074	34,809	27,370	75.2%	51.0%
$150,000 to $199,999	11,396	18,580	32,423	21,027	13,843	184.5%	74.5%
$200,000 or more	14,451	20,868	36,430	21,979	15,562	152.1%	74.6%
Median household income (2008 dollars)	43,444	44,321	44,068	624	-253	1.4%	-0.6%
Mean household income (2008 dollars)	62,093	63,467	65,804	3,711	2,337	6.0%	3.7%
Aggregate household income (million, 2008 dollars)	48,126	50,698	54,338	6,212	3,640	12.9%	7.2%
Per capita income (2008 dollars)	22,924	23,539	23,846	922	307	4.0%	1.3%
Housing Tenure and Value of Owner Occupied Units							
Total housing units	866,095	906,877	979,111	113,016	72,234	13.0%	8.0%
Occupied housing units	775,070	798,807	825,761	50,691	26,954	6.5%	3.4%
Specified owner-occupied units	335,579	477,590	496,406	160,827	18,816	47.9%	3.9%
Median Home Value (dollars)	134,620	193,906	294,500	159,880	100,594	118.8%	51.9%

* Income groups are represented in current dollars. ** Estimates by Office of Economic Development Coordination.

Data Source: *American Community Survey*, various years. U.S. Census Bureau.

Economic, Demographic and Home Ownership and Value Trends: Broward County

	2001	2004	2008	Change		% Change	
				2001-2008	2004-2008	2001-2008	2004-2008
Total Population	1,648,636	1,734,734	1,751,234	102,598	16,500	6.2%	1.0%
By Sex and Age							
Male	795,641	840,025	852,205	56,564	12,180	7.1%	1.4%
Female	852,995	894,709	899,029	46,034	4,320	5.4%	0.5%
0 to 14 years	341,728	359,233	333,686	-8,042	-25,547	-2.4%	-7.1%
15 to 34 years	409,504	425,000	409,955	451	-15,045	0.1%	-3.5%
35 to 64 years	648,452	709,105	754,203	105,751	45,098	16.3%	6.4%
65 years and over	248,952	241,396	253,390	4,438	11,994	1.8%	5.0%
Median age (years)	37.6	38.0	40.1	2.5	2.1	6.6%	5.5%
By Hispanic Origin and Race							
Hispanic or Latino (of any race)	301,423	368,223	420,293	118,870	52,070	39.4%	14.1%
Not Hispanic or Latino	1,347,213	1,366,511	1,330,941	-16,272	-35,570	-1.2%	-2.6%
White alone	916,533	880,724	823,673	-92,860	-57,051	-10.1%	-6.5%
Black or African American alone	357,726	407,840	418,960	61,234	11,120	17.1%	2.7%
Other	72,954	77,947	88,308	15,354	10,361	21.0%	13.3%
Educational Attainment							
Population 25 years and over	1,121,897	1,166,047	1,203,956	82,059	37,909	7.3%	3.3%
Less than high school graduate	184,958	160,003	158,436	-26,522	-1,567	-14.3%	-1.0%
High school graduate (including equivalency)	321,817	351,877	340,580	18,763	-11,297	5.8%	-3.2%
Some college, no degree	241,917	235,067	245,807	3,890	10,740	1.6%	4.6%
Associate degree	84,985	98,169	102,141	17,156	3,972	20.2%	4.0%
Bachelor's degree	189,842	207,766	232,544	42,702	24,778	22.5%	11.9%
Graduate or professional degree	98,378	113,165	124,448	26,070	11,283	26.5%	10.0%
Percent high school graduate or higher	83.5	86.3	86.8	3.3	0.5	4.0%	0.6%
Percent bachelor's degree or higher	25.7	27.5	29.7	4.0	2.2	15.6%	8.0%
Total households	661,764	687,129	667,220	5,456	-19,909	0.8%	-2.9%
Family households (families)	414,241	427,437	412,675	-1,566	-14,762	-0.4%	-3.5%
With own children under 18 years	195,599	203,160	184,032	-11,567	-19,128	-5.9%	-9.4%
Average household size	2.49	2.52	2.58	0.09	0.06	3.6%	2.4%
Average family size	3.15	3.21	3.30	0.15	0.09	4.8%	2.8%
Household Income and Benefits*							
Total households (number)	661,764	687,129	667,220	5,456	-19,909	0.8%	-2.9%
With income and benefits less than $10,000	58,211	51,948	44,699	-13,512	-7,249	-23.2%	-14.0%
$10,000 to $14,999	47,331	45,092	33,618	-13,713	-11,474	-29.0%	-25.4%
$15,000 to $24,999	91,044	87,544	76,314	-14,730	-11,230	-16.2%	-12.8%
$25,000 to $34,999	87,013	85,311	72,264	-14,749	-13,047	-17.0%	-15.3%
$35,000 to $49,999	105,192	105,325	94,363	-10,829	-10,962	-10.3%	-10.4%
$50,000 to $74,999	123,678	133,630	122,530	-1,148	-11,100	-0.9%	-8.3%
$75,000 to $99,999	65,333	74,906	78,848	13,515	3,942	20.7%	5.3%
$100,000 to $149,999	56,752	62,016	80,356	23,604	18,340	41.6%	29.6%
$150,000 to $199,999	13,927	20,385	34,318	20,391	13,933	146.4%	68.3%
$200,000 or more	13,283	20,972	29,910	16,627	8,938	125.2%	42.6%
Median household income (2008 dollars)	52,601	53,626	51,623	-978	-2,003	-1.9%	-3.7%
Mean household income (2008 dollars)	70,464	72,838	71,917	1,453	-921	2.1%	-1.3%
Aggregate household income (million, 2008 dollars)	46,630	50,049	47,984	1,354	-2,064	2.9%	-4.1%
Per capita income (2008 dollars)	29,358	30,124	28,541	-817	-1,583	-2.8%	-5.3%
Housing Tenure and Value of Owner Occupied Units							
Total housing units	754,224	782,384	805,807	51,583	23,423	6.8%	3.0%
Occupied housing units	661,764	687,129	667,220	5,456	-19,909	0.8%	-2.9%
Specified owner-occupied units	298,825	480,395	469,738	170,913	-10,657	57.2%	-2.2%
Median Home Value (dollars)	140,508	182,065	261,800	121,292	79,735	86.3%	43.8%

* Income groups are represented in current dollars. ** Estimates by Office of Economic Development Coordination.

Data Source: *American Community Survey*, various years. U.S. Census Bureau.

Economic, Demographic and Home Ownership and Value Trends: Palm Beach County

	2001	2004	2008	Change 2001-2008	Change 2004-2008	% Change 2001-2008	% Change 2004-2008
Total Population	1,145,721	1,223,206	1,265,293	119,572	42,087	10.4%	3.4%
By Sex and Age							
Male	554,320	592,890	616,668	62,348	23,778	11.2%	4.0%
Female	591,401	630,316	648,625	57,224	18,309	9.7%	2.9%
0 to 14 years	212,747	223,241	217,536	4,789	-5,705	2.3%	-2.6%
15 to 34 years	245,552	272,957	279,308	33,756	6,351	13.7%	2.3%
35 to 64 years	428,316	468,299	488,993	60,677	20,694	14.2%	4.4%
65 years and over	259,106	258,709	279,456	20,350	20,747	7.9%	8.0%
Median age (years)	41.6	41.7	43.4	1.8	1.7	4.3%	4.1%
By Hispanic Origin and Race							
Hispanic or Latino (of any race)	152,896	190,348	225,848	72,952	35,500	47.7%	18.7%
Not Hispanic or Latino	992,825	1,032,858	1,039,445	46,620	6,587	4.7%	0.6%
White alone	794,934	805,740	797,682	2,748	-8,058	0.3%	-1.0%
Black or African American alone	166,842	185,006	194,604	27,762	9,598	16.6%	5.2%
Other	31,049	42,112	47,159	16,110	5,047	51.9%	12.0%
Educational Attainment							
Population 25 years and over	816,207	859,772	907,134	90,927	47,362	11.1%	5.5%
Less than high school graduate	130,411	116,298	121,254	-9,157	4,956	-7.0%	4.3%
High school graduate (including equivalency)	220,970	244,352	240,634	19,664	-3,718	8.9%	-1.5%
Some college, no degree	169,209	170,438	184,992	15,783	14,554	9.3%	8.5%
Associate degree	56,193	61,816	66,515	10,322	4,699	18.4%	7.6%
Bachelor's degree	159,878	161,903	187,099	27,221	25,196	17.0%	15.6%
Graduate or professional degree	79,546	104,965	106,640	27,094	1,675	34.1%	1.6%
Percent high school graduate or higher	84.0	86.5	86.6	2.6	0.1	3.1%	0.1%
Percent bachelor's degree or higher	29.3	31.0	32.4	3.1	1.4	10.6%	4.5%
Total households	475,029	503,376	505,007	29,978	1,631	6.3%	0.3%
Family households (families)	295,817	299,860	311,864	16,047	12,004	5.4%	4.0%
With own children under 18 years	115,326	116,925	125,533	10,207	8,608	8.9%	7.4%
Average household size	2.41	2.43	2.47	0.06	0.04	2.5%	1.6%
Average family size	3.03	3.16	3.11	0.08	-0.05	2.6%	-1.6%
Household Income and Benefits*							
Total households (number)	475,029	503,376	505,007	29,978	1,631	6.3%	0.3%
With income and benefits less than $10,000	37,026	34,765	32,413	-4,613	-2,352	-12.5%	-6.8%
$10,000 to $14,999	29,405	35,049	24,990	-4,415	-10,059	-15.0%	-28.7%
$15,000 to $24,999	63,351	68,230	57,765	-5,586	-10,465	-8.8%	-15.3%
$25,000 to $34,999	64,158	57,849	49,874	-14,284	-7,975	-22.3%	-13.8%
$35,000 to $49,999	83,649	84,269	72,321	-11,328	-11,948	-13.5%	-14.2%
$50,000 to $74,999	89,550	88,990	90,775	1,225	1,785	1.4%	2.0%
$75,000 to $99,999	45,011	47,823	60,917	15,906	13,094	35.3%	27.4%
$100,000 to $149,999	37,127	49,540	61,369	24,242	11,829	65.3%	23.9%
$150,000 to $199,999	7,798	17,537	22,166	14,368	4,629	184.3%	26.4%
$200,000 or more	17,954	19,324	32,417	14,463	13,093	80.6%	67.8%
Median household income (2008 dollars)	54,044	52,119	52,700	-1,344	581	-2.5%	1.1%
Mean household income (2008 dollars)	78,154	77,965	83,059	4,905	5,094	6.3%	6.5%
Aggregate household income (million, 2008 dollars)	37,125	39,246	41,945	4,820	2,700	13.0%	6.9%
Per capita income (2008 dollars)	33,569	34,274	34,601	1,032	327	3.1%	1.0%
Housing Tenure and Value of Owner Occupied Units							
Total housing units	567,520	605,650	640,897	73,377	35,247	12.9%	5.8%
Occupied housing units	475,029	503,376	505,007	29,978	1,631	6.3%	0.3%
Specified owner-occupied units	234,144	373,216	369,995	135,851	-3,221	58.0%	-0.9%
Median Home Value (dollars)	147,417	192,957	263,600	116,183	70,643	78.8%	36.6%

* Income groups are represented in current dollars. ** Estimates by Office of Economic Development Coordination.

Data Source: *American Community Survey*, various years. U.S. Census Bureau.

EXHIBIT I: SCOPE OF SERVICES

Task A. Determination of Base Demand In Relation to Existing and Proposed Supply of Quality Competitive Space

The Consultant will develop a ten-year projection of retail demand at a regional and County level to determine the total level of expenditure potential in the region by major merchandise categories. This demand estimate will be based upon regional population and income projections, visitor/tourist trends, and the Consumer Expenditure Survey and Census of Retail Trade. Once the anticipated retail demand is understood, a supply inventory of competitive retail space will be completed to assess any inherent gaps in demand and supply which can readily be filled by a new mega shopping activity node. While this analysis is quantitative in nature, a normative analysis is also requested to distinguish truly competitive high quality retail and entertainment venues or activity centers (including urban shopping and entertainment districts) from suburban shopping centers and secondary malls. Given the market draw needed to establish a mega shopping district, this analysis will include consideration of areas beyond the boundaries of Miami-Dade County.

Task B. The Future of Retail/Entertainment

Since Sawgrass Mills was developed nearly twenty years ago, there has yet to be another truly large and unique shopping experience developed in South Florida. The Consultant will develop a summary review of recent professional and/or academic views around the future of retail and entertainment activity nodes in a large urban center. The Consultant will organize a roundtable discussion among a small and select group of the most creative local and national thinkers in South Florida to help better define what the next wave of entertainment shopping might look like in the South Florida region and identify the scale of development and location requirements necessary to have a broad national and international draw.

Task C. Determining Potential Locations for a Mega Shopping District

Based upon existing land use patterns and availability of land/redevelopment sites, regulatory constraints, location of resident and visitor population, competitive retail nodes, and other relevant factors such as transportation access, a matrix will be developed of potential locations within Miami-Dade County where a mega shopping district may be located with the greatest probability of success. The matrix will rank potential districts within the County based upon the series of factors noted above and others as may become apparent within the assessments developed under Tasks A and B. The likely potential locations for the mega shopping district will be evaluated and ranked based upon each of the major factors identified as essential for determining the success of the development of a mega shopping district over the next decade.