EXECUTIVE SUMMARY

Purpose
The purpose of the City of Miami Gardens Comprehensive Economic Development Strategy (CEDS) is to facilitate the development of a healthy, diversified economy in which businesses can locate, innovate, grow and prosper, and all residents have opportunities for economic prosperity.

The City’s main economic development goal is to improve the economic well-being of the community through efforts that entail job creation, tax base expansion and quality of life enhancements. To enhance City efforts to meet this goal, the CEDS identifies the City’s key economic assets and opportunities and recommends specific strategies to diversify the economic base, create quality jobs and improve the quality of life of all residents.

Does Miami Gardens Need a Proactive Economic Development Strategy?
Miami Gardens has the luxury of launching proactive economic development initiatives from a position of fiscal strength. We can build from our new incorporated status, existing community assets and quality of life. However, Miami Gardens must compete with neighboring communities for new and expanding industries and quality jobs. Miami Gardens must be proactive to not lose economic ground to other areas of Miami Dade County and South Florida. To accomplish this mission, Miami Gardens must devise economic development strategies and build effective local public/private economic development partnerships to create the institutional support for this on-going effort. To this end, the CEDS sets forth the following Guiding Principles, Goals, Objectives and Strategies:

Guiding Principles

- **Strengthening the City Image**: A focus on establishing a clear community identity and sense of place.
- **Business Retention**: A focus on expansion, innovation and job creation.
- **Business Attraction**: A focus on capital investment, job creation and economic diversification.
- **Business Marketing and Outreach**: A focus on communications and spreading the word that Miami Gardens is a “business friendly” community.
- **Development and Enhancement of Notable Business and Industrial Locations**: A focus on improving existing industrial parks and major commercial corridors.
- **Building Partners and Allies**: A focus on building formal partnerships with local and county-wide economic development organizations, our universities and employers.
- **Celebrate Local Business Success**: A focus on a recognition and appreciation of local businesses that reflects the diversity and strength of Miami Gardens Business Community, and
- **CEDS Benefit/Cost**: A focus on tracking economic development outcomes.
Strategies

Stronger economic development will positively affect the quality of life of every resident of Miami Gardens. Major implementation strategies to achieve this goal are:

1. City Image

   **Goal:** Brand the City’s community identity and “sense of place” to encourage business investment and sustained economic growth.

   **Objective:** Launch a proactive economic development initiative from a position of fiscal strength to showcase the City’s diverse economy, strategic location and high quality of life.

   **Strategies**
   
   A. Enhance the overall quality of life for residents and businesses of the City by improving public infrastructure, streetscapes, entertainment and cultural events
   
   B. Improve the business climate within the City to enable, accelerate and attract economic growth
   
   C. Enhance and expand the City’s workforce and ensure that all residents have equitable access to the benefits of Miami Gardens enhanced economic growth and competitiveness
2. **Town Center Revitalization**

**Goal:** Build upon the 27th Avenue/183rd Street strategic location, cultural amenities and prospects for infill development to make the Miami Gardens Town Center a high quality, regional retail area unique to Miami-Dade County.

**Objective:** Increase the business base, access and livability of the Town Center by:

- Growing a diverse base of niche retailers and locally-owned businesses;
- Attracting new businesses; and
- Stimulating transit oriented and mixed-use development

**Strategies**

A. Provide incentives for pedestrian oriented, mixed-use and transit oriented development in the City’s Planned Town Center Area

B. Target public infrastructure and streetscape improvements to the City’s central boulevard – NW 27th Avenue

C. Target specialty foods and organic markets that will enhance the quality of life for residents of the Town Center area, stimulate additional interest in living in the Town Center area and attract patrons from outside of Miami Gardens

D. Market the Town Center’s assets including strong niche markets (i.e. Arts and Entertainment) and promote the role that business plays in creating the vitality, safety, and unique character of our Town Center

E. Enhance cultural and entertainment assets as attractors of additional economic investment in the Town Center Area

F. Ensure that City policy reflects the Town Center area as more than just a centrally located business district, but also an important hub for arts, commerce, transportation, and governmental affairs
3. Business Retention and Expansion

**Goal:** Encourage the growth and expansion of existing businesses throughout the City.

**Objective:** Keep quality businesses and jobs in the City of Miami Gardens by facilitating the expansion of growing firms and designing new business location strategies

**Strategies**

A. Create and maintain a business registry and database

B. Develop and implement a program between the City of Miami Gardens and Miami Gardens Chamber of Commerce to identify firms, make contact and respond to feedback

C. Coordinate with the Chamber on a systematic annual visitation and call program

D. Establish an annual business survey

E. Sponsor import/export seminars with local manufacturers

F. Develop a listing of complementary and supporting industry establishments by sector

G. Design targeted gateway improvements on NW 27th Avenue and the Palmetto Expressway Corridor to enhance connectivity between Town Center and the industrial parks and universities
4. Industrial Development

**Goal:** Enhance existing industrial space and encourage new industrial development opportunities.

**Objective:** Maximize the use of existing industrial space and develop plans for physical improvements and new opportunities

**Strategies**

A. Inventory and evaluate vacant or underused industrial space

B. Focus retention and expansion on small manufacturers

C. Develop and promote Miami Gardens competitive advantage in transportation, distribution and logistics

D. Establish an Industrial Business Park Overlay District at the Sunshine International Park to enable an “entertainment” component

E. Capitalize on the Sunshine International Park’s Miami Modern (MiMo) architecture to add visibility to the park by attracting visitors and businesses

F. Target public infrastructure improvements to the Sunshine International and Palmetto Lakes industrial parks

G. Develop enhanced site planning, design and overall aesthetics at both industrial park locations

H. Work with industrial building and/or park owners to enhance landscape and signage through LDR compliance.
5. Retail and Office Development

**Goal:** Expand the City's retail and office base at key locations throughout the City.

**Objective:** Create new opportunities for retail and office through mixed-use development on major commercial corridors

**Strategies**

A. Provide incentives, including land use changes, to accommodate infill development along NW 183rd Street and NW 27th Avenue between the Palmetto Expressway Corridor and the Sun Life Stadium/Calder Race Track Area

B. Establish connections and linkages by encouraging the development of new retail spaces along NW 27th Avenue, NW 183rd Street and SR-7

C. Using the Buxton Retail Study as a guide, develop a Retail Recruitment Program that will strategically market NW 27th Avenue, NW 183rd Street and SR-7 for retail investment

D. Provide enhanced financial incentives for local ethnic and niche retailers including small business loans and no-cost permitting
6. Entrepreneurship and Technology

**Goal:** Support and stimulate the growth of entrepreneurs and technology firms.

**Objective:** Facilitate the growth of capital resources for business start-up and collaborate with local universities to develop business management education and training programs

**Strategies**

A. **Develop the growth of equity and venture capital funds for Miami Gardens start-up firms through the Miami Gardens Chamber of Commerce**

B. **Create channels through the Miami Gardens Chamber of Commerce to direct funds to entrepreneurs and technology firms**

C. **Collaborate with local universities to develop business management education and training programs**

D. **Enhance and expand Miami Gardens small business loan products**

E. **Establish an Entrepreneurship Center Strategy**

7. Workforce Development

**Goal:** Create, attract and maintain a globally competitive workforce to meet the demands of Miami Gardens employers.

**Objective:** Direct the upgrading of competencies and qualifications of the workforce through a collaborative workforce development effort among the City of Miami Gardens, our universities and major employers

**Strategies**

A. **Convene a CEDS Workforce Development Team consisting of City officials, educational experts and local employers to identify worker skills demands**

B. **Develop formalized and tailored workforce development training programs that connect local workers with local employers**

C. **Locate formalized workforce development training programs within the industrial parks and other centers of employment activity**
8. Cluster Development

**Goal:** Increase the competitiveness of Miami Gardens enterprises through the development and growth of industry clusters.

**Objective:** Enhance the growth and competitiveness of local business clusters

**Strategies**

A. Identify existing and potential business clusters
B. Determine the scope of existing cluster organizations and activities
C. Develop affiliations among potential cluster businesses
D. Identify firms that complement and support business clusters in Miami Gardens
E. Create and implement a call program to mobilize and establish cluster associations

9. Economic Development Funding

**Goal:** Secure funds to support economic development initiatives and strategies in the City of Miami Gardens.

**Objective:** Expand the City’s “economic development toolkit” and make it more strategic

**Strategies**

A. Explore all potential federal and state economic development funding sources
B. Expand the City’s grants/loans portfolio related to economic and community development
10. Performance Measurements

**Goal:** Create a CEDS performance management system to ensure successful strategic planning outcomes.

**Objective:** Monitor implementation effectiveness and fine tune the implementation strategies annually

**Strategies**

A. Convene a CEDS Management Team that will be responsible for implementing economic development strategies and measuring outcomes

B. Develop “Implementation Champion Teams” for each strategy area including non-City partners as appropriate

C. Gauge the impact of the CEDS in terms of facilitating quality job creation and positive fiscal impact

D. Target the creation or retention of a substantial number of quality jobs over a 5-10 year period

E. Identify fiscal benchmarks to gauge the net tax benefit to the City
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I. INTRODUCTION

The City of Miami Gardens Comprehensive Economic Development Strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen the City's economy. The CEDS provides an economic analysis of the City and regional economy which serves as a guide for establishing goals and objectives; the development of a plan of action, and the identification of investment priorities and funding sources.

A CEDS is the result of a continuing economic development planning process developed with broad-based and diverse public and private participation. These prior community planning and visioning efforts contributed greatly to the CEDS goal statements and formulated objectives and strategies.

The CEDS begins with a summary outline of the City's recent strategic and comprehensive plans, the Community Vision Matrix, and the Buxton Group retail study. The Report then provides a summary and analysis of key economic factors and conditions. The “Observations” section of the report brings together the City's previous planning initiatives and current economic analysis to provide the roadmap for the formulation of the economic development strategies.

City of Miami Gardens

Vision Statement
The mission of the City of Miami Gardens, Florida, is to enhance the quality of life through the efficient and professional delivery of public services. We are committed to fostering civic pride, participation and responsible development for the community.

Mission Statement
The City will deliver superior services designed to enhance public safety and quality of life while exercising good stewardship through open government and active civic business and resident involvement.

Miami Gardens is and will be a vibrant and diverse City with a strong sense of community ownership, civic pride, abundant employment opportunities and cultural and leisure activities for its residents. We will provide continued economic viability through well planned, responsible and sustainable growth and redevelopment.
II. PROFILE

The City of Miami Gardens is one of the newest cities in Miami-Dade County incorporated on May 13, 2003. Located in the northern part of the county, Miami Gardens is a gateway to Broward County with many major roadways passing through it. According to the 2010 Census, the City is home to over 107,000 residents with a median age of 33.5 years. The City has 34,284 housing units of which 64.3 percent are owner-occupied, 29.7 percent are renter-occupied and only 6.0 percent are vacant. In terms of population, the City has grown by almost 17 percent between 2005 and 2010 according to U.S. Census counts. For the same time period, housing units in the City have increased by 10.3 percent with vacancies increasing by only 0.3 percent.

In 2005, the City's median household income of $32,893 was approximately 11.5 percent lower than the County’s figure of $37,148. However, by 2009 Miami Gardens had surpassed the countywide median household income. According to 2009 ACS data, the median household income in Miami Gardens was $44,148, which is 6.3 percent higher than the County’s estimated $41,533 median household income. The substantial 34.9 percent growth in household income within the past five years points to a significant transformation of Miami Gardens from a lower income to a more middle-income community.

The City has a vibrant business community with firms in various industry sectors. The 2007 Economic Census counted 947 employer business establishments with combined sales of over 2.5 billion and over 17,000 employees. In 2007, the City's leading industry sectors were Retail Trade with approximately $1.6 billion in sales, followed by Manufacturing with $547 million and Health Care and Social Assistance with $119 million in annual sales activity.

The City’s 2011 Business Tax Listing shows that in terms of number of establishments, the leading sectors are Retail Trade, Accommodation and Food Services and Administrative & Support and Waste Management & Remediation Services. The City’s growing family population has contributed to a substantial increase in its labor force. The City's labor force of 57,822 individuals 16+ in age ranks 4th among all municipalities in Miami-Dade County.

Miami Gardens continues to attract businesses with its convenient location and infrastructure, but also with its competitive business tax fees. Businesses need to obtain a city Business Tax Receipt from the municipality where the business is located. When Miami Gardens was incorporated, the city set its business tax at the rates of the neighboring Miramar. Eight years later, Miami Gardens has lower fees than Miramar and Sunrise in Broward County but higher than Hialeah and Miami Lakes in Miami-Dade County. (See Appendix E: Local Business License Tax Fee Comparison).
III. CONTRIBUTING ECONOMIC DEVELOPMENT & REPORTS

The following community plans, economic reports and visioning exercises were undertaken by the City of Miami Gardens in recent years. The findings from these studies and reports have been incorporated into the CEDS analysis, observations and strategy formulation.

1. City of Miami Gardens Strategic Plan, 2009-2013

   **Business and Economic Development**

   **Objective:** Advance Business and Economic Development in 3 Established Major Corridors

   **Goals:**
   - Establish and Define the City’s Economic Development Function
   - Enhance Retail & Service Mix
   - Redevelop Existing Industrial Parks
   - Strengthen Professional Office Base Inventory

   **Quality of Life & City Image**

   **Objective:** Enhanced Overall Quality of Life for Residents and Businesses of the City

   **Goals:**
   - Improve City Identity & Image
   - Improve City Infrastructure

2. Community Vision Matrix, City of Miami Gardens 2005

   **Economic Development Related “High” Priorities:**
   - Create Community Identity and “Sense of Place”
   - Develop Programs to become a more Business-Friendly City
   - Attract National Chains, Franchises, Hotels and Key Industries
   - Plan Mixed-Use and Smart Growth Projects
   - Develop Travel & Tourism Plan
   - Encourage Mass Transit
3. City of Miami Gardens Comprehensive Development Master Plan

**Designated “Special Areas”:**
- SR-7 Redevelopment – urban commercial and mixed-use projects
- Palmetto Expressway – gateway to Miami Gardens
- Sunshine International Park – prime location for commercial & industrial development
- Palmetto Lakes Park Area – redevelopment intensification and potential mixed-use opportunities
- NW 27th Avenue Corridor – revitalization of the City's central boulevard

**Designated “Special Places”:**
- Florida Memorial University Area – continued upgrade and expansion
- St. Thomas University Area – additional educational programming development and related activities encouraged
- Sun Life Stadium Area - expansion and enhanced new entertainment venues
- Calder Race Track Area – will expand significantly if and when gambling is approved in Miami-Dade County
- Miami Garden's Planned Town Center Area - urban mixed-use/transit oriented development

4. NW 27th Avenue Retail Site Determination Report: The Buxton Group 2008

**Targeted National Retailers and Restaurants:**
- Applebee’s Neighborhood Grill Restaurants/Bars
- Beall’s Department Store Department Stores
- Christopher & Banks Women's Apparel
- Country Kitchen Restaurants/Bars
- Olive Garden Restaurants/Bars
- Red Lobster Restaurants/Bars
- Red Robin Restaurants/Bars
- Shoney's Restaurants/Bars
- Smokey Bones Restaurants/Bars
- Texas Roadhouse Restaurants/Bars

Other significant and related plans and studies:
- Palmetto Expressway Design Study with Mayor Shirley Gibson, Florida Public Officials Design Institute at Abacoa, 2006: Design charette with design concepts of streets and land uses adjacent to the expressway
- State Road 7 Livable Communities Corridor Study, 2007: Provides for pedestrian friendly designs in both the public (right-of-way) and private development, Kimley Horn
The CEDS economic development analysis provides an overview of the City of Miami Gardens major economic development and physical assets. The analysis recognizes the City of Miami Gardens unique assets and qualities that provide the resources and serve as the foundation for economic development strategic planning.

**City of Miami Gardens Major Economic Development Assets**

- Sun Life Stadium
- Calder Race Track and Casino
- Sunshine International Park
- Palmetto Lakes Industrial Park
- Florida Memorial University
- St. Thomas University
City of Miami Gardens: Major Physical Assets

- Major Highway Access – Florida Turnpike, Interstate-95
- Major Commercial Corridors – NW 27th Avenue, SR-7/441, Palmetto Expressway/SR 826
- Golden Glades Transit Center
- MiMo Architecture
- Opa-Locka Airport

- Miami International Airport (15 miles)
- Fort Lauderdale-Hollywood International Airport (15 miles)
Business and Employment Trends Analysis

Economic development is ultimately the creation of quality jobs and local tax base through the development of businesses and organizations that serve markets beyond Miami Gardens. The basic sector (sometimes called the export sector) is the set of activities that generate wealth from beyond the corporate limits of Miami Gardens. In most cases, basic sector jobs pay more, have more benefits, and have more promotional and human growth opportunities than the retail, food service and personal service jobs that dominate the non-basic sector. The following section provides an analysis of business and employment growth trends in Miami-Dade County by industry sector and with a focus on the basic sector. (Also see Appendices A-D)

V. ECONOMIC ANALYSIS – INDUSTRY SECTORS

A. Manufacturing

The CEDS economic analysis determined that while the manufacturing sector continues to decline as a whole, there is a variety of small manufacturers in a number of subsectors in Miami-Dade County. According to 2008 statistics from County Business Patterns, NAICS 3231 - Printing continues to be Miami-Dade County’s leading manufacturing subsector. However, as Table 1 below indicates Printing and the other top five manufacturing subsectors have all experienced employment loss during the past decade. Despite recent employment loss, NAICS 3323 – Architectural and Structural Metals has seen a growth in new establishments. This is also the case for the County’s Plastics Products and Furniture manufacturing subsectors.

The City of Miami Gardens is well-positioned to attract small manufacturers to the Sunshine State International and Palmetto Lakes industrial parks. The site location preference of small manufacturers includes industrial parks and industrial corridors.

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<td>Medical Equipment</td>
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Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.
B. Transportation & Warehousing

The Transportation & Warehousing sector has experienced significant growth in Miami-Dade County with higher absorption and lowering vacancy rates. The NAICS 4885 Freight Transportation Arrangement subsector provides the largest employment among transportation firms in Miami-Dade County. Additionally, NAICS 4931 - Warehousing & Storage has seen significant growth in both employment and new establishments.

The site location preference of Transportation & Warehousing establishments includes industrial parks and industrial corridors located near major highways and inter-modal facilities. Miami Gardens excellent highway access and the Sunshine International and Palmetto Lakes industrial parks offer ideal facilities and locations for various Transportation and Warehousing businesses.

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<td>Couriers &amp; Express Delivery</td>
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<td>4931</td>
<td>Warehousing &amp; Storage</td>
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<td>2,840</td>
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Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.
C. Finance & Insurance

The Finance & Insurance sector experienced some decline during the post-housing bubble, but has undergone an overall growth trend in recent years. Subsector NAICS 5242 – Agencies, Brokerages and Insurance Related establishments and NAICS 5241 – Depository Credit Intermediation establishments provide the largest employment subsector in Miami-Dade County. Each subsector experienced growth in both employment and new establishments in recent years.

Site locations for Finance & Insurance related establishments include commercial corridors and mixed-use developments. The City of Miami Gardens is well-positioned to attract these types of businesses. The NW 27th Avenue and SR-7 Corridors provide excellent locations for mixed-use development combining office and retail uses.

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<td>5242</td>
<td>Agencies, Brokerages and other Insurance Related Activities</td>
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<td>Other Financial Investment Activities</td>
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<td>Nondepository Credit Intermediation</td>
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<td>Activities Related to Credit Intermediation</td>
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Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.
D. Professional, Scientific & Technical Services

Professional, Scientific & Technical Services is one of the fastest growing industrial sectors in Miami-Dade and South Florida. As shown in Table 4 below, all of the leading subsectors have seen growth in both employment and new establishments in the past decade.

Ideal site locations for Professional, Scientific & Technical Service establishments include commercial corridors, industrial/office parks and mixed-use developments. The City of Miami Gardens is well-positioned to attract the leading Professional, Scientific & Technical Services subsectors to locations along the NW 27th Avenue and SR-7 Commercial Corridors and within the Sunshine International and Palmetto Lakes industrial parks.

Table 4: Miami-Dade County Business Patterns - Professional, Scientific and Technical Services

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<td>Legal Services</td>
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<tr>
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<td>Management, Scientific &amp; Technical Consulting Services</td>
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</tbody>
</table>

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.
E. Health Care & Social Assistance

Health Care is one of the fastest growing industrial sectors in Miami-Dade and South Florida. As shown in Table 5 below, all of the leading Health Care & Social Assistance subsectors have experienced growth in both employment and new establishments in recent years.

Health Care office sites are ideally suited to commercial corridors and as part of mixed-use developments. The City of Miami Gardens is well-positioned to attract Health Care & Social Assistance businesses with the NW 27th Avenue and SR-7 Commercial Corridors providing excellent location for mixed-use development combining health care and social assistance offices and retail uses.

Table 5: Miami-Dade County Business Patterns - Health Care & Social Assistance

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<tr>
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</thead>
<tbody>
<tr>
<td>6211</td>
<td>Offices of Physicians</td>
<td>15,123</td>
<td>2,768</td>
<td>17,787</td>
<td>▲</td>
<td>3,091</td>
<td>▲</td>
</tr>
<tr>
<td>6213</td>
<td>Offices of Other Health Practitioners</td>
<td>2,904</td>
<td>850</td>
<td>4,289</td>
<td>▲</td>
<td>1,257</td>
<td>▲</td>
</tr>
<tr>
<td>6212</td>
<td>Offices of Dentists</td>
<td>5,094</td>
<td>1,006</td>
<td>5,435</td>
<td>▲</td>
<td>1,095</td>
<td>▲</td>
</tr>
<tr>
<td>6216</td>
<td>Home Health Care Services</td>
<td>4,646</td>
<td>209</td>
<td>9,758</td>
<td>▲</td>
<td>737</td>
<td>▲</td>
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<tr>
<td>6244</td>
<td>Child Day Care Services</td>
<td>5,493</td>
<td>428</td>
<td>8,554</td>
<td>▲</td>
<td>659</td>
<td>▲</td>
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</tbody>
</table>

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.
F. Retail Sales

Retail establishments, particularly personal care stores, continue to grow in Miami-Dade County and South Florida. As shown in Table 6 below, Miami-Dade County's leading Retail Sales subsectors, NAICS 4481 - Clothing Stores and NAICS 4461 Health & Personal Care Stores have seen growth in both employment and new establishments in recent years. However, opportunities also exist for local ethnic retailers of clothing, groceries and personal care merchandise.

The Buxton Retail Report cites Beall’s Department Stores and Christopher & Banks (among others) as potential national targets for the NW 27th Avenue Corridor. These retailers would also be attracted to the SR-7 Commercial Corridor.

Table 6: Miami-Dade County Business Patterns - Retail Sales

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>4481</td>
<td>Clothing Stores</td>
<td>11,055</td>
<td>1,199</td>
<td>17,046</td>
<td>▲</td>
<td>1,329</td>
<td>▲</td>
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<tr>
<td>4461</td>
<td>Health &amp; Personal Care Stores</td>
<td>10,045</td>
<td>1,002</td>
<td>11,399</td>
<td>▲</td>
<td>1,120</td>
<td>▲</td>
</tr>
<tr>
<td>4451</td>
<td>Grocery Stores</td>
<td>24,821</td>
<td>924</td>
<td>21,980</td>
<td>▼</td>
<td>873</td>
<td>▼</td>
</tr>
<tr>
<td>4471</td>
<td>Gasoline Stations</td>
<td>3,576</td>
<td>655</td>
<td>3,432</td>
<td>▼</td>
<td>604</td>
<td>▼</td>
</tr>
<tr>
<td>4441</td>
<td>Building Material &amp; Supplies</td>
<td>6,094</td>
<td>437</td>
<td>7,325</td>
<td>▲</td>
<td>533</td>
<td>▲</td>
</tr>
</tbody>
</table>

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.
G. Accommodation & Food Services

Accommodation and food service establishments are projected to grow in Miami-Dade County. The Buxton Group Retail Report listed 8 national restaurant chains that could be targeted for the NW 27th Avenue Corridor. National restaurant chains typically locate in new “free standing” buildings and generally not in “mixed-use” developments.

The City of Miami Gardens is well-positioned to attract local food retailers including ethnic restaurants, brewpubs and tap houses which are becoming popular “niche” retail strategies in Florida. The Town Center and NW 27th Avenue Commercial Corridor could be an excellent location for mixed-use development combining retail, office and food services. National restaurant chains such as Applebee’s, Country Kitchen, Olive Gardens and others identified in the Buxton Report could be targeted.

Table 7: Miami-Dade County Business Patterns - Accommodation and Food Services

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>7211</td>
<td>Traveler Accommodation</td>
<td>22,240</td>
<td>369</td>
<td>25,021</td>
<td>▲ 367</td>
<td>367</td>
<td>▼</td>
</tr>
<tr>
<td>7221</td>
<td>Full-Service Restaurants</td>
<td>27,716</td>
<td>1,417</td>
<td>34,800</td>
<td>▲ 1,641</td>
<td>1,641</td>
<td>▲</td>
</tr>
<tr>
<td>7222</td>
<td>Limited-Service Eating Places</td>
<td>22,195</td>
<td>1,477</td>
<td>26,077</td>
<td>▲ 1,894</td>
<td>1,894</td>
<td>▲</td>
</tr>
<tr>
<td>7223</td>
<td>Special Food Services</td>
<td>4,614</td>
<td>230</td>
<td>6,315</td>
<td>▲ 307</td>
<td>307</td>
<td>▲</td>
</tr>
<tr>
<td>7224</td>
<td>Drinking Places</td>
<td>1,978</td>
<td>183</td>
<td>3,048</td>
<td>▲ 156</td>
<td>156</td>
<td>▼</td>
</tr>
</tbody>
</table>

Source: U.S. Census, *County Business Patterns*, 2000-2008; analysis by the FIU Metropolitan Center.
VI. OBSERVATIONS AND RECOMMENDATIONS

The previous CEDS economic analysis provides the basis for the following observations and recommendations. These findings provide the support for the formulation of the subsequent economic development strategies.

1. **NW 27th Avenue**
   - A coherent and well-defined Town Center will help establish the City’s image and stimulate business growth and development.
   - The NW 27th Avenue/NW 183rd Street node (Town Center Area) provides the locus and opportunity for an expanded Town Center in each direction.
   - A coherent and well-defined Town Center will help guide and stimulate infill business development along NW 27th Avenue between the Palmetto Expressway Corridor and the Sun Life Stadium/Calder Race Track Area.
   - The new City Hall will help define the Town Center as a central activity hub for the community.

2. **SR 7/441**
   - Important “gateway” from Broward County which presents opportunities for enhancing the City’s image and identity.
   - Significant redevelopment opportunities including mixed-use and transit-oriented development (TOD).
   - Redevelopment strategies would need to include targeted public infrastructure investment and enhanced site design standards.
   - Potential focus on SR-7/NW 183rd node as major East/West gateway.
3. **Palmetto Expressway Corridor**
   - The Palmetto Expressway Corridor reflects a physical image of the City and the location of major economic development assets.
   - While already viewed as a "gateway," targeted gateway improvements at NW 27th Avenue would enhance connectivity to the new CBD while providing improved access to industrial parks and universities.
   - There exists an opportunity to create a "unified district" with signage, art, architecture (MiMo) and targeted public infrastructure improvements.

4. **Industrial Parks**
   - The location, access and building/land area of the Sunshine International Park and Palmetto Lakes Park Areas provide significant economic development opportunity for the City.
   - Both industrial parks are lacking in public infrastructure, site planning and design, and overall aesthetics.
   - Growth potential for small manufacturing firms in a variety of subsectors.
   - Opportunities and deficiencies could be addressed by the creation and implementation of an "Industrial Business Park Overlay District."
   - The Miami Modern Architecture (MiMo) provides a unique identity for industrial areas and should attract tourists and businesses to the area if properly marketed.
The following economic development strategies were developed based on the CEDS economic analysis and prior planning and community visioning efforts highlighted at the beginning of the report. The expectation is that a clear and focused economic development strategy will positively affect the quality of life of every resident of Miami Gardens. Major implementation strategies to achieve this goal include the following elements:

1. **City Image**

   **Goal:** Brand the City’s community identity and “sense of place” to encourage business investment and sustained economic growth.

   **Objective:** Launch a proactive economic development initiative from a position of fiscal strength to showcase the City’s diverse economy, strategic location and high quality of life.

   **Strategies**
   
   A. Enhance the overall quality of life for residents and businesses of the City by improving public infrastructure, streetscapes, entertainment and cultural events.
   
   B. Improve the business climate within the City to help attract and maintain business growth.
   
   C. Enhance and expand the City’s workforce and ensure that all residents have equitable access to the benefits of Miami Gardens enhanced economic growth and competitiveness.
2. Town Center Revitalization

**Goal:** Build upon the Town Center’s strategic location, cultural amenities and prospects for infill development to make Miami Gardens Town Center a high quality, regional retail area unique to Miami-Dade County.

**Objective:** Increase the business base, access and livability of the Town Center by:

- Growing a diverse base of niche retailers and locally-owned businesses;
- Attracting new businesses; and
- Stimulating transit oriented and mixed-use development

**Strategies**

A. Provide incentives for pedestrian oriented, mixed-use and transit oriented development in the City’s Planned Town Center Area

B. Target public infrastructure and streetscape improvements to the City’s central boulevard – NW 27th Avenue

C. Target specialty foods and organic markets that will enhance the quality of life for residents of the Town Center area, stimulate additional interest in Town Center living and attract patrons from outside of Miami Gardens

D. Market the Town Center’s assets including strong niche markets (i.e. Arts and Entertainment) and promote the role that business plays in creating the vitality, safety, and unique character of our Town Center

E. Enhance cultural and entertainment assets as attractors of additional economic investment in the Town Center Area

F. Ensure that City policy reflects Town Center as more than just a centrally located business district, but also an important hub for arts, commerce, transportation, and governmental affairs
3. Business Retention and Expansion

**Goal:** Encourage the growth and expansion of existing businesses throughout the City.

**Objective:** Keep quality businesses and jobs in the City of Miami Gardens by facilitating the expansion of growing firms and designing new business locations

**Strategies**

A. Create and maintain a business registry and database

B. Develop and implement a program between the City of Miami Gardens and Miami Gardens Chamber of Commerce to identify firms, make contact and respond to feedback.

C. Coordinate with the Chamber on a systematic annual visitation and call program

D. Establish an annual business survey

E. Sponsor import/export seminars with local manufacturers and wholesalers

F. Develop a listing of complementary and supporting industry establishments by sector

G. Design targeted gateway improvements at NW 27th Avenue and the Palmetto Expressway Corridor to enhance connectivity between Town Center and the industrial parks and universities.
4. Industrial Development

**Goal:** Enhance existing industrial space and encourage new industrial development opportunities.

**Objective:** Maximize the use of existing industrial space and develop plans for physical improvements and new opportunities

**Strategies**

A. Inventory and evaluate vacant or underused industrial space

B. Focus retention and expansion on small manufacturers

C. Maximize and promote Miami Gardens competitive advantage in transportation, distribution and logistics

D. Establish an Industrial Business Park Overlay District at the Sunshine International Park to enable an “entertainment” component

E. Target public infrastructure improvements to the Sunshine International and Palmetto Lakes industrial parks

F. Develop enhanced site planning, design and overall aesthetics at both industrial park locations

G. Work with industrial building and/or park owners to enhance landscape and signage through LDR compliance.
5. Retail and Office Development

**Goal:** Expand the City’s retail and office base at key locations throughout the City.

**Objective:** Create new opportunities for retail and office through mixed-use development on major commercial corridors

**Strategies**

A. Provide incentives, including land use changes, to accommodate infill development along NW 183rd Street and NW 27th Avenue between the Palmetto Expressway Corridor and the Sun Life Stadium/Calder Race Track Area

B. Establish connections and linkages by seeding retail spaces along NW27th Avenue, NW 183rd Street and SR-7

C. Using the Buxton Retail Study as a guide, develop a Retail Recruitment Program that will strategically market NW 27th Avenue, NW 183rd Street and SR-7 for retail investment

D. Provide enhanced financial incentives for local ethnic and niche retailers

6. Entrepreneurship and Technology

**Goal** Support and stimulate the growth of entrepreneurs and technology firms.

**Objective:** Facilitate the growth of capital resources for business start-up and collaborate with local universities to develop business management education and training programs

**Strategies**

A. Develop the growth of equity and venture capital funds for Miami Gardens start-up firms

B. Create channels to direct funds to entrepreneurs and technology firms

C. Collaborate with local universities to develop business management education and training programs

D. Enhance and expand Miami Gardens small business loan products

E. Establish an Entrepreneurship Center Strategy
7. Workforce Development

**Goal:** Create, attract and maintain a globally competitive workforce to meet the demands of Miami Gardens employers.

**Objective:** Direct the upgrading of competencies and qualifications of the workforce through a collaborative workforce development effort among the City of Miami Gardens, our universities and major employers

**Strategies**

A. Convene a CEDS Workforce Development Team consisting of City officials, educational experts and local employers to identify worker skills demands
B. Develop formalized and tailored workforce development training programs that connect local workers with local employers
C. Locate formalized workforce development training programs within the industrial parks and other centers of employment activity

8. Cluster Development

**Goal:** Increase the competitiveness of Miami Gardens enterprises through the development and growth of industry clusters.

**Objective:** Enhance the growth and competitiveness of local business clusters

**Strategies**

A. Identify existing and potential business clusters
B. Determine the scope of existing cluster organizations and activities
C. Develop affiliations among potential cluster businesses
D. Identify complementary and supporting firms in Miami Gardens and surrounding region
E. Create and implement a call program to mobilize and establish cluster associations
9. Economic Development Funding

**Goal:** Secure funds to support economic development initiatives and strategies in the City of Miami Gardens.

**Objective:** Expand the City's "economic development toolkit" and make it more strategic

**Strategies**
- A. Explore all potential federal and state economic development funding sources
- B. Expand the City's grants/loans portfolio related to economic and community development

10. Performance Measurements

**Goal:** Create a CEDS performance management system to ensure successful strategic planning outcomes.

**Objective:** Monitor implementation effectiveness and fine tune the implementation strategies annually

**Strategies**
- A. Convene a CEDS Management Team that will be responsible for implementing economic development strategies and measuring outcomes
- B. Develop "Implementation Champion Teams" for each strategy area including non-City partners as appropriate
- C. Gauge the impact of the CEDS in terms of facilitating quality job creation and positive fiscal impact
- D. Target the creation or retention of a substantial number of quality jobs over a 5-10 year period
- E. Identify fiscal benchmarks to gauge the net tax benefit to the City
Appendix A: Leading Industries in Miami-Dade County and the City of Miami Gardens

Miami-Dade County Leading Industry Establishments by Top 10 Industry Groups

- Accommodation & Food Services, 11.1%
- Retail Sales, 11.3%
- Administrative & Support and Waste Management & Remediation Services, 7.4%
- Healthcare & Social Assistance, 17.4%
- Transportation & Warehousing, 5.0%
- Wholesale Trade, 11.6%
- Manufacturing, 2.3%
- Finance & Insurance, 10.3%
- Professional, Scientific & Technical Services, 23.6%

Miami-Dade County Leading Industry Employers by Top 10 Industry Groups

- Accommodation & Food Services, 24.0%
- Retail Sales, 15.4%
- Administrative & Support and Waste Management & Remediation Services, 12.7%
- Healthcare & Social Assistance, 11.6%
- Professional, Scientific & Technical Services, 12.7%
- Finance & Insurance, 9.1%
- Manufacturing, 2.3%
- Wholesale Trade, 6.7%
- Transportation & Warehousing, 5.4%

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center

City of Miami Gardens
Comprehensive Economic Development Strategy, 2011
Top 10 Industries in Miami Gardens by Number of Establishments, 2011

- Retail Trade, 20.3%
- Accommodation & Food Services, 16.4%
- Administrative & Support and Waste Management & Remediation Services, 15.0%
- Construction, 12.1%
- Wholesale Trade, 3.9%
- Real Estate and Rental and Leasing, 5.0%
- Professional, Scientific, & Technical Services, 6.2%
- Finance and Insurance, 7.5%
- Health Care & Social Assistance, 7.5%
- Other Services, 6.5%
- Retail Trade, 20.3%
- Real Estate and Rental and Leasing, 5.0%
- Professional, Scientific, & Technical Services, 6.2%
- Finance and Insurance, 7.5%
- Health Care & Social Assistance, 7.5%
- Other Services, 6.5%
- Construction, 12.1%
- Wholesale Trade, 3.9%
- Accommodation & Food Services, 16.4%
- Administrative & Support and Waste Management & Remediation Services, 15.0%
- Construction, 12.1%
- Wholesale Trade, 3.9%

Source: City of Miami Gardens, Business Tax Listing, 2011; figure created by FIU Metropolitan Center
## Wholesale Trade

- The Wholesale Trade sector in Miami-Dade has experienced an overall decline in recent years.
- The site location preference of Wholesale Trade establishments includes industrial/office parks and industrial/commercial corridors.

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</thead>
<tbody>
<tr>
<td>4251</td>
<td>Wholesale Electronic Markets</td>
<td>na</td>
<td>na</td>
<td>3,233</td>
<td>1,041</td>
<td>na</td>
</tr>
<tr>
<td>4238</td>
<td>Machinery, Equipment &amp; Supplies</td>
<td>8,210</td>
<td>1,155</td>
<td>6,414</td>
<td>981</td>
<td>981</td>
</tr>
<tr>
<td>4234</td>
<td>Commercial Equipment</td>
<td>8,081</td>
<td>1,044</td>
<td>7,068</td>
<td>941</td>
<td>941</td>
</tr>
<tr>
<td>4239</td>
<td>Misc. Durable Goods</td>
<td>4,960</td>
<td>1,144</td>
<td>4,145</td>
<td>854</td>
<td>854</td>
</tr>
<tr>
<td>4236</td>
<td>Electrical &amp; Electronic Goods</td>
<td>7,212</td>
<td>827</td>
<td>5,878</td>
<td>757</td>
<td>757</td>
</tr>
</tbody>
</table>

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.
Administrative and Support & Waste Management & Remediation Services

• Growth in Administrative and Support & Waste Management & Remediation Services establishments is largely dependent on more wide-scale business and economic growth

• Recent Growth in "Office Administrative" and "Investigation and Security" Service establishments could spark demand for additional office space

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</tr>
</thead>
<tbody>
<tr>
<td>5617 Services to Buildings &amp; Dwellings</td>
<td>10,259</td>
<td>983</td>
<td>12,562</td>
<td>1,104</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5615 Travel Arrangement &amp; Reservation Services</td>
<td>6,283</td>
<td>700</td>
<td>12,616</td>
<td>552</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5611 Office Administrative Services</td>
<td>5,887</td>
<td>403</td>
<td>4,486</td>
<td>440</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5616 Investigation &amp; Security Services</td>
<td>11,064</td>
<td>327</td>
<td>12,905</td>
<td>437</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5614 Business Support Services</td>
<td>9,434</td>
<td>399</td>
<td>7,663</td>
<td>386</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center
### Miami-Dade County Industry Employment Growth Projections, 2010-2018

<table>
<thead>
<tr>
<th>Industry</th>
<th>Annual Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds, Trust and Other Financial Vehicles</td>
<td>5.6%</td>
</tr>
<tr>
<td>Other Information Services</td>
<td>4.2%</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>3.8%</td>
</tr>
<tr>
<td>Social Assistance</td>
<td>3.4%</td>
</tr>
<tr>
<td>Ambulatory Health Care Services</td>
<td>3.2%</td>
</tr>
<tr>
<td>Water Transportation</td>
<td>2.9%</td>
</tr>
<tr>
<td>Specialty trade Contractors</td>
<td>2.9%</td>
</tr>
<tr>
<td>Professional and technical Services</td>
<td>2.8%</td>
</tr>
<tr>
<td>Nursing and Residential Care Facilities</td>
<td>2.7%</td>
</tr>
<tr>
<td>Building Material and Garden Supply Stores</td>
<td>2.7%</td>
</tr>
<tr>
<td>Furniture and Home Furnishings Stores</td>
<td>2.6%</td>
</tr>
<tr>
<td>Petroleum &amp; Coal Products Manufacturing</td>
<td>2.5%</td>
</tr>
<tr>
<td>Financial Investment &amp; Related Activity</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

Source: Florida Agency for Workforce Innovation

### Miami-Dade County Business Growth Projections, 2010-2018

<table>
<thead>
<tr>
<th>Sector</th>
<th>Employment</th>
<th>% Annual Change</th>
<th>% Total Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td>56,471</td>
<td>70,371</td>
<td>3.08</td>
</tr>
<tr>
<td>Professional and Scientific Services</td>
<td>127,078</td>
<td>154,646</td>
<td>2.71</td>
</tr>
<tr>
<td>Construction</td>
<td>32,986</td>
<td>39,421</td>
<td>2.44</td>
</tr>
<tr>
<td>Management of Companies and Exercises</td>
<td>9,217</td>
<td>10,791</td>
<td>2.13</td>
</tr>
<tr>
<td>Educational Services</td>
<td>90,289</td>
<td>103,086</td>
<td>1.77</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>141,386</td>
<td>151,883</td>
<td>1.64</td>
</tr>
<tr>
<td>Arts, Entertainment and Recreation</td>
<td>12,168</td>
<td>13,653</td>
<td>1.53</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>42,901</td>
<td>48,019</td>
<td>1.49</td>
</tr>
<tr>
<td>Trade, Transportation and Utilities</td>
<td>241,063</td>
<td>266,055</td>
<td>1.30</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>89,656</td>
<td>98,230</td>
<td>1.20</td>
</tr>
<tr>
<td>Information</td>
<td>17,332</td>
<td>18,080</td>
<td>0.54</td>
</tr>
</tbody>
</table>

Source: Florida Agency for Workforce Innovation
Appendix D: Miami-Dade County Office and Industrial Space Statistics

Miami-Dade Office Market/Submarket Statistics

The Miami-Dade office market has continued a slow recovery with overall absorption reported negative during the First Quarter of 2011. Miami-Dade County reported an overall vacancy rate of 18.6 percent in the First Quarter up slightly from 18.5 percent in the First Quarter of 2010. According to Cushman & Wakefield, the Northeast Dade Submarket (including Miami Gardens) has a lower office vacancy rate (14.7 percent) than Miami Dade County but also reported a negative absorption of 42,901 s.f. in the First Quarter of 2011.

Currently available lease office space in Miami Gardens includes 30,000 s.f. ($19.95 psf) in Golden Glades Office Park and 2,494 s.f. ($18.00 psf) in Park Centre.

<table>
<thead>
<tr>
<th>Market/Submarket</th>
<th>Inventory (Total sq ft)</th>
<th>Overall Vacancy Rate</th>
<th>YTD Leasing Activity (Total sq ft)</th>
<th>YTD Overall Absorption (Total sq ft)</th>
<th>Overall Avg All Classes Gross Rental Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast Miami-Dade</td>
<td>2,274,092</td>
<td>14.7%</td>
<td>41,188</td>
<td>(36,564)</td>
<td>$28.93</td>
</tr>
<tr>
<td>Miami Lakes</td>
<td>1,941,848</td>
<td>28.5%</td>
<td>16,720</td>
<td>5,899</td>
<td>$24.36</td>
</tr>
<tr>
<td>East Airport/Central Miami-Dade</td>
<td>861,768</td>
<td>17.1%</td>
<td>2,278</td>
<td>(43,580)</td>
<td>$20.05</td>
</tr>
<tr>
<td>Miami-Dade Non-CBD</td>
<td>35,098,671</td>
<td>17.4%</td>
<td>511,372</td>
<td>(32,849)</td>
<td>$27.28</td>
</tr>
<tr>
<td>Miramar</td>
<td>1,878,126</td>
<td>18.1%</td>
<td>16,361</td>
<td>4,125</td>
<td>$30.14</td>
</tr>
<tr>
<td>Broward Non-CBD</td>
<td>24,777,821</td>
<td>17.7%</td>
<td>207,467</td>
<td>(45,496)</td>
<td>$25.10</td>
</tr>
</tbody>
</table>

Source: Cushman & Wakefield 1Q11; Table design by the FIU Metropolitan Center
Miami-Dade Industrial Market/Submarket Statistics

Miami-Dade County’s industrial market has continued to improve as evidenced by leasing activity increases and vacancy rates decreases. The First Quarter of 2011 closed with an overall vacancy rate of 7.5 percent compared to the recent high of 8.9 percent recorded in the First Quarter of 2010. Overall net absorption totaled 778,553 s.f. in the first quarter doubling the absorption reported this time last year. According to Cushman & Wakefield, the Miami Gardens/Ives Dairy Submarket had a lower vacancy rate (6.8 percent) than Miami-Dade County and an overall positive absorption of 8,430 s.f.

Currently available lease industrial/warehouse space in Miami Gardens includes 11,504 s.f. ($6.95 psf) in Palmetto Lakes Industrial Park and 21,600 s.f. ($6.50 psf) in Sunshine State Industrial Park.

<table>
<thead>
<tr>
<th>Market/Submarket</th>
<th>Inventory (Total sq ft)</th>
<th>Overall Vacancy Rate</th>
<th>YTD Leasing Activity (Total sq ft)</th>
<th>YTD Overall Absorption (Total sq ft)</th>
<th>Average Net Rental Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>YTD Leasing Activity (Total sq ft)</td>
<td>N/A</td>
<td>MF</td>
</tr>
<tr>
<td>Miami Gardens/Ives Dairy</td>
<td>6,269,456</td>
<td>6.8%</td>
<td>12,700</td>
<td>8,430</td>
<td>N/A</td>
</tr>
<tr>
<td>Sunshine State/Golden Glades</td>
<td>6,031,057</td>
<td>6.7%</td>
<td>42,945</td>
<td>26,298</td>
<td>N/A</td>
</tr>
<tr>
<td>Seaboard/Miami-Dade/ Opa-Locka</td>
<td>13,063,154</td>
<td>8.4%</td>
<td>156,851</td>
<td>(9,856)</td>
<td>N/A</td>
</tr>
<tr>
<td>North Miami</td>
<td>1,418,638</td>
<td>3.9%</td>
<td>13,055</td>
<td>33,055</td>
<td>N/A</td>
</tr>
<tr>
<td>Palmetto Lakes</td>
<td>5,832,827</td>
<td>8.6%</td>
<td>19,200</td>
<td>20,168</td>
<td>$5.27</td>
</tr>
<tr>
<td>Airport North</td>
<td>8,095,051</td>
<td>5.6%</td>
<td>50,690</td>
<td>20,957</td>
<td>$3.93</td>
</tr>
<tr>
<td>Medley</td>
<td>20,061,327</td>
<td>8.2%</td>
<td>342,543</td>
<td>297,874</td>
<td>N/A</td>
</tr>
<tr>
<td>Total Miami-Dade</td>
<td>164,642,435</td>
<td>7.5%</td>
<td>1,440,906</td>
<td>671,915</td>
<td>$2.70</td>
</tr>
<tr>
<td>Davie/Pembroke Pines/Miramar</td>
<td>13,659,488</td>
<td>10.1%</td>
<td>65,992</td>
<td>(81,219)</td>
<td>$6.06</td>
</tr>
<tr>
<td>Total Broward County</td>
<td>92,593,604</td>
<td>9.6%</td>
<td>30,000</td>
<td>(243,850)</td>
<td>$6.24</td>
</tr>
</tbody>
</table>

Source: Cushman & Wakefield 1Q11; Table design by the FIU Metropolitan Center
<table>
<thead>
<tr>
<th>Type of Business</th>
<th>Miami Gardens</th>
<th>Hialeah</th>
<th>Miami Lakes</th>
<th>Opa-Locka</th>
<th>Miramar</th>
<th>Sunrise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auto Dealer New Cars</td>
<td>$200.00</td>
<td>300 plus $1.00 per unit</td>
<td>30 plus 3 for each employee</td>
<td>$250.00</td>
<td>-</td>
<td>$273.39</td>
</tr>
<tr>
<td>Barber Shop/Beauty Shop</td>
<td>$100.00</td>
<td>50.00 plus $5.00 for each add'l station over 4</td>
<td>30 plus 3 for each employee</td>
<td>25 plus 20 for each chair</td>
<td>105 +10.50 for add'l chair over 5</td>
<td>$136.69</td>
</tr>
<tr>
<td>Contractors</td>
<td>$100-120</td>
<td>$200.00</td>
<td>30-120 (based on # of employees)</td>
<td>-</td>
<td>105-126</td>
<td>205.04 - 273.39</td>
</tr>
<tr>
<td>Financial Institutions</td>
<td>$250.00</td>
<td>$475.00</td>
<td>$200.00</td>
<td>20-80</td>
<td>$262.00</td>
<td>$307.55</td>
</tr>
<tr>
<td>Hotels, Lodging Houses and Motels - per room</td>
<td>$4.00</td>
<td>50 plus $5.00 per room</td>
<td>25 plus 1.5 for each room</td>
<td>$10.00</td>
<td>$4.20</td>
<td>$4.27</td>
</tr>
<tr>
<td>Import/Export</td>
<td>$125.00</td>
<td>$100.00</td>
<td>30 plus 3 for each employee</td>
<td>-</td>
<td>$131.00</td>
<td>$205.04</td>
</tr>
<tr>
<td>Manufacturing (over 25 people)</td>
<td>$200.00</td>
<td>65-190 based on number of employees</td>
<td>30 plus 3 for each employee</td>
<td>50-225</td>
<td>$210.00</td>
<td>$297.31</td>
</tr>
<tr>
<td>Medical/Dental Clinics and Labs</td>
<td>$200.00</td>
<td>$100.00</td>
<td>30 plus 3 for each employee</td>
<td>$150.00</td>
<td>$210.00</td>
<td>$136.69</td>
</tr>
<tr>
<td>Merchants Retail</td>
<td>200 (plus $13 per $1,000 inventory, max $6,000)</td>
<td>65.00 for $1,000 inventory, 6.50 for each additional $1,000.00</td>
<td>30 plus 3 for each employee</td>
<td>100-525</td>
<td>210.00 for value under $6,000, 13.65 for each additional $1,000.00</td>
<td>134.01 (plus $11.67 per $1,000 inventory, max $1,701.5 for fewer than 12 Full Time employees, or $9,359.35 for more than 12 employees)</td>
</tr>
<tr>
<td>Type of Business</td>
<td>Miami Gardens</td>
<td>Hialeah</td>
<td>Miami Lakes</td>
<td>Opa-Locka</td>
<td>Miramar</td>
<td>Sunrise</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------------</td>
<td>---------</td>
<td>-------------</td>
<td>-----------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>Merchants Wholesale</td>
<td>150 (plus $0.75 per $1,000 inventory, max $30,000)</td>
<td>95-250</td>
<td>30 plus 3 for each employee</td>
<td>100-525</td>
<td>157.00 for value under $90,000, 0.79 for each additional $1,000.00</td>
<td>213.59 (plus $11.62 per $1,000 inventory, max $1,701.5 for fewer than 12 Full Time employees, or $9,359.35 for more than 12)</td>
</tr>
<tr>
<td>Night Club</td>
<td>$400.00</td>
<td>$1,250.00</td>
<td>$225.00</td>
<td>250 plus 100-220 based on seating capacity</td>
<td>$420.00</td>
<td>$854.32</td>
</tr>
<tr>
<td>Real Estate Broker (5-25 agents)</td>
<td>225 (5-25 agents)</td>
<td>$100.00</td>
<td>$30.00</td>
<td>60-100</td>
<td>$236.00</td>
<td>205.04 (each)</td>
</tr>
<tr>
<td>Restaurant</td>
<td>200 (26-100 persons)</td>
<td>75 plus 25-50 for additional seating</td>
<td>60-90 (31-150 persons)</td>
<td>$80.00</td>
<td>210 (26-100 persons)</td>
<td>273.39 (50-150 persons)</td>
</tr>
<tr>
<td>Service Station (Fuel), plus $5 each pump</td>
<td>$100.00</td>
<td>65 plus $13 for each unit above six</td>
<td>-</td>
<td>$125.00</td>
<td>105.00 plus 5.25 each pump</td>
<td>27.34 plus 13.67 each pump</td>
</tr>
<tr>
<td>Storage Warehouse</td>
<td>$120.00</td>
<td>65-500 based on sq. ft.</td>
<td>30 plus 3 for each employee</td>
<td>50 for up to 5,000 s.f. plus 3.75 per each add’l 1,000 sq. ft.</td>
<td>$126.00</td>
<td>136.69-205.04</td>
</tr>
<tr>
<td>Tax Preparation</td>
<td>$150.00</td>
<td>$100.00</td>
<td>-</td>
<td>40-100</td>
<td>$157.00</td>
<td>-</td>
</tr>
<tr>
<td>Trucking or Transport Co</td>
<td>150 (plus $40 per truck)</td>
<td>$70.00 per vehicle</td>
<td>30 plus 3 for each employee</td>
<td>$75.00</td>
<td>$157.00</td>
<td>-</td>
</tr>
</tbody>
</table>

Sources: Local Business License Tax Fees obtained from the cities of Miami Gardens, Hialeah, Miami Lakes, Opa-Locka, Miramar and Sunrise, 2011; Table prepared by the FIU Metropolitan Center.