ONE COMMUNITY ONE GOAL STRATEGIC PLAN

REPORT 1: COMPETITIVE ASSESSMENT

Presented to the Beacon Council Economic Development Foundation
and the Miami-Dade Beacon Council

by Avalanche Consulting, McCallum Sweeney Consulting, and
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ONE Community Goal

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One Community One Goal Partners

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For more information on One Community One Goal, please go to www.onecommunityonegoal.com or call 305-579-1390

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EXECUTIVE SUMMARY

In today's economy, status quo is no longer an option. Competition is at an all time high as communities try to stem job losses in their suffering economies. Successful recovery starts with an honest and detailed assessment of local needs, differentiating strengths, and future potential. Along with a critical evaluation, a highly targeted strategy must be in place that aligns all workforce development, economic development and marketing activities around a shared set of objectives. Success ultimately requires leadership that is willing to embrace and adapt quickly to change.

This is an important juncture in Miami-Dade County's history. A July 2011 unemployment rate of 13.1% (3.9% higher than the national average) means that approximately 169,000 Miami-Dade County residents are currently out of work. Enhanced and continued diversification is needed to steady the County's trend of exaggerated economic cycles and to create greater long-term job opportunities for the population. Educators and workforce developers must coordinate activities with economic developers to ensure a pipeline of talent for both the jobs of today and the future.

That said, major changes are on the horizon for Miami-Dade County. Although it is already an international community known as the "Gateway to the Americas," Miami-Dade is set to become an even more significant global destination within the next five years. Recently, major new commercial developments have been confirmed, including numerous residential condominium projects and mixed-use developments, such as CitiCentre, Swire Properties' 4.6 million square foot project. In addition, multi-billion dollar investments at the Port of Miami, including the rail link between the Port and inland port, 50-foot dredging, and $1.5 billion tunnel project will position Miami even further as a leading international seaport. Cruise and cargo traffic will escalate. Miami International Airport's recent $6.2 billion in new construction projects and plans to expand cargo capacity by 700,000+ square feet will result in even greater international commerce and visitor traffic.

Since the Spring of 2011, the subject of destination gaming has been in discussion in South Florida. If the Florida Legislature passes new gaming legislation in March 2012, additional changes may be added to the face of Miami and its economy. Numerous casino developers have already expressed interest in Miami-Dade County.

Miami-Dade County is unique. This *Competitive Assessment* reveals strengths and opportunities that together create an environment unlike any other in the world. It also points out challenges that must be addressed for Miami-Dade County to reach its full potential. A few themes at the heart of the community's economic development story are highlighted in bold and presented in the following pages. These themes run throughout the public input, economic analysis and benchmarking comparisons conducted for this report. In addition, they will influence the selection of target industries and the target industry strategies that emerge in the final phase of this planning process.

SUMMARY OF COMPETITIVE STRENGTHS AND OPPORTUNITIES

- Miami-Dade County is a truly **international community with global brand recognition** as the "Gateway to the Americas." Comparative communities and competitors include the likes of Rio De Janeiro, Toronto, Singapore, Hong Kong, Panama, Los Angeles, New York, Houston, and Atlanta. Sixty-five percent of Miami-Dade's adult population was not born in the US. Forty-eight percent of overnight visitors to Greater Miami and the Beaches are international – the highest rate in the US. Foreign nationals own 60% of downtown condos. Should a US Visa waiver be passed for Brazil and other South American countries, international resident and business growth will likely reach record levels in Miami-Dade (the current wait time for US Visa approval for Brazilians is over 100 days).

- **Education is both a strength and a challenge in the County**. The fact that every major Miami-Dade educational institution is participating in the creation of *One Community One Goal* is very important. Although the County still struggles with education performance and educational attainment levels, educational leaders and institutions are becoming recognized for their innovative approaches to tackling difficult challenges. As one focus group participant noted, "Miami-Dade has unbelievably great educators right now." *One Community One Goal* survey respondents gave the County's "Colleges and Universities" the highest score when asked to rate their satisfaction levels with 29 different aspects of the community.

  Miami-Dade County is positioned to be an international destination for higher education and a national best practice for K-12 public education – but it must continue working hard to leverage that opportunity. What changes can be made to further enhance education and training in Miami-Dade County? Assessing education assets and aligning future programming around the needs of economic development targets will set Miami-Dade County ahead of its competition. **The *Education Assets inventory*, a report that will follow the *Target Industries* report, will illuminate exactly what programs need to be expanded, what's working, what's exceptional, and what's needed in the future to fulfill the needs of the target industries**.

- There is a strong opportunity to elevate **information technology** as an economic development target and competency. Research shows that Miami-Dade County has the third highest concentration of technical degrees conferred among benchmarks. Yet, according to the *One Community One Goal* survey, business managers and owners across all industries expressed a greater need for information technology skills than any other field. Miami-Dade has an opportunity to retain a larger share of IT graduates coming out of area colleges and universities as well as boost throughput to meet the needs of current and future employers across almost every industry.

- **Tourism** and economic development are intimately related in Miami-Dade County and are jointly marketed in the "Where Worlds Meet" campaign. In interviews and focus groups, concerns were voiced that Miami-Dade's external perception is that of a tourist destination rather than a location for business and families. Tourism is a vitally important part of the economy and has a highly successful, innovative marketing campaign. Communicating an economic development message to visitors, recruiting target industry events, and considering target industry needs in convention center expansion plans continue to be strong opportunities.

- **Downtown Miami** development has been on a fast growth pace over the past decade. Between 2003 and 2011, the downtown population has doubled. There are now more than 70 downtown residential buildings, and major planned projects by the Genting Group and Swire Properties will result in even more visitors, residents and businesses in downtown. There are pros and cons to sizable investments in downtown that have the potential to burden existing infrastructure and result in a glut of downtown space. Miami-Dade County has an opportunity to plan additional infrastructure to avoid these potential problems.
- Miami-Dade County's **quality of life amenities** are too numerous to list. The natural environment, beaches, architecture, art, outdoor recreation, culinary experiences, festivals, cultural offerings, healthcare, recreational and cultural offerings, sports, and other lifestyle amenities draw millions of people into Miami-Dade County each year and account for more than 100,000 local jobs.
- Coupled with quality of life as an asset is Miami-Dade's **diversity.** "The diversity of our destination goes way beyond our people," stated one interviewee. Another one noted that "Miami-Dade is what the face of the country is going to look like in 20 years." Cultural and ethnic diversity was listed among the area's top strengths as both a residential and business location by *One Community One Goal* survey respondents. Diversity – to those who have participated in this planning process thus far – was also described in terms of, for example, Miami-Dade's large variety of lifestyle and entertainment amenities, languages spoken, transportation options, industry mix, and skillsets and educational attainment of the local workforce.
- Miami-Dade's **geographic location and logistics infrastructure** are top selling points. Forty-percent of businesses who replied to the *One Community One Goal* survey cited "geographic location" as the top reason why companies should locate in Miami-Dade County. The majority of the 4,133 residents who responded to the survey listed geographic location, diversity of residents, and international presence as Miami-Dade's top three strengths. Strong logistics infrastructure complements the enviable geographic position and forms a conduit for a continuous stream of visitors and commerce into the County. Among Miami-Dade's most significant competitive strengths include being home to one of the nation's busiest cargo and passenger airports, the Port of Miami, the world's leading cruise port, and a new slate of intermodal transportation projects that will further advance the economic development potential of the County.

SUMMARY OF COMPETITIVE WEAKNESSES AND THREATS

- Miami-Dade County continues to struggle with **high levels of unemployment.** At 11.5%, the County's September 2011 unemployment rate is one of the highest for large metros, outside of areas in California, Nevada, and Michigan. A poor economy has pushed previously non-working residents to seek jobs: the civilian labor force (people who say they are employed or job-hunting) was growing at a 5% annual pace in December, 2010 — far faster than the County's population growth. The County continues to be a destination for immigrants seeking better opportunities, further boosting the unemployment rate when they are not able to find jobs due to the poor economy.
- While drops in housing prices have made Miami-Dade County more affordable during the recession, **low wages** in support industries relative to housing costs continue to be an ongoing problem for the County. Job losses and population growth continue to make home ownership difficult, and poverty levels, which measure the percentage of households below a threshold (which varies by number of family members in the household), have increased in the County during the recession after dropping in the early 2000s. Creating higher wage opportunities across all levels of occupations and industries is one long-term solution to Miami-Dade's economic future.
- Miami-Dade County is still in many ways **a "transactional economy" and is not fully leveraging the commerce that flows through its economy.** It is a gateway of goods and services that serve port cargo, telecommunications, tourists, debarking cruise lines, filmmakers, training providers, students, festivals and events, banking, and retail. Goods, information, and revenue pass through Miami-Dade County, but the community is capturing very little "value-add" in these transactions. Can distribution infrastructure serve assembly industries? Can global telecommunications networks be a competitive strength for a software production sector? Can creative industries design and sell more products globally? At a basic level, improving a community's economy should correlate with improving companies' ability to add value for their customers through enhanced infrastructure, skills, and business models.
- **Talent retention** is a weakness in Miami-Dade County. While Miami-Dade County ranks highly among national benchmarks in terms of the concentration of college students and graduates relative to it population, its young professional (25-44 year old) population is declining in numbers and has lower **educational attainment** than benchmark communities. Miami-Dade County seems to be **educating workers for other communities.** When asked what advice they would give young workers to help them remain in and find success in Miami-Dade, a group of New Leaders interviewed for this project replied that would tell them that "they have to be willing to check tradition at the door" and "be highly entrepreneurial."
- There is a high level of frustration among employers with the **local government, regulations and permitting.** When asked to recommend "one specific thing Miami-Dade area leaders can do to make this a better place for your business," 18.5% of answers related to improving the business climate (e.g., taxes, fees, regulations, speed of permitting), 12.8% to better governance (e.g., overall political leadership), and 12.0% to continuing to fight corruption. Most individuals who have participated in the *One Community One Goal* planning process thus far have expressed a strong desire for renewed

confidence in elected officials and governments that are focused on making Miami-Dade a better business climate. One focus group was asked to create a news headline describing the current business climate. Their response was, "Dysfunctional political leadership and high unemployment, but turning around."

- **Entrepreneurship** is an important component of economic growth and should be considered as a major emphasis of any economic development initiative. Miami-Dade County has a long-tradition of small business success, but entrepreneurship – forming and retaining fast-growing start-ups in primary industries – is not as strong. In reviewing factors indicative of an entrepreneurial climate (R&D spending, patent activity, venture capital investment, for example), Miami-Dade County lags behind benchmark regions. In addition, as one focus group participant put it, "entrepreneurship education is not emphasized here."

  There are signs that this is an opportunity for the future, however. Research expenditures in the County grew 32% between 2005 and 2009 – above the benchmark average of 30% and the US average of 27%. Programs such as The Launch Pad at the University of Miami, the Center for Entrepreneurship at Miami Dade College, the Barry Institute for Community & Economic Development, and the Pino Global Entrepreneurship Center at Florida International University are paving the way. But without enhanced resources and prioritization, a weak entrepreneurial climate threatens long-term economic development.

- Traffic congestion, poor East-West connections and weak mass transit options are bottlenecks of future economic growth. **Strained ground transportation options** threaten Miami-Dade's ability to move products to and from the seaport and airports, to enable workers to commute to job centers, and to accommodate visitors.

- Miami-Dade County is home to only two Fortune 500 company headquarters (Ryder System and World Fuel Services) and has no legacy of major **corporate involvement in economic development** relative to benchmark regions such as Houston, Charlotte and Atlanta. When one focus group was asked about corporate leadership, participants responded, "we can't name them." Without greater participation by the private sector in economic development, Miami-Dade's competitive position is threatened.

With the strong and combined leadership of Miami-Dade County's public, private and education sectors, many of these challenges are being evaluated with ongoing plans to provide the solutions required to address these important issues.

These themes weave throughout this *Competitive Assessment* and will influence the direction of the *Target Industries*, *Education Asset Inventory* and *Target Industry Strategy* reports.

COMPETITIVE ASSESSMENT SUMMARY TABLES

The following tables reflect the key takeaways from the economic analysis and public input conducted for this *Competitive Assessment* report. Issues are categorized within four major topics related to economic development: Workforce Development and Education, Business Climate, Infrastructure, and Quality of Life. Rather than listing every strength and challenge of Miami-Dade County, we provide those that are true competitive advantages and disadvantages related to economic development and the expansion, relocation and start-up decisions of employers.

Workforce & Education

STRENGTHS

- Education leaders engaged in the community and economic development
- High concentration and volume of college students and graduates
- Significant number of technical degrees awarded, particularly in health fields
- High concentration of regional medical workers
- Highly rated programs, positive perception, and increasing prestige of all area colleges and universities – a higher education destination
- Strong expansion of higher education R&D
- Culturally diverse, multi-lingual workforce
- Major strides are being taken to improve Miami-Dade County schools
- Culture of population is historically entrepreneurial-minded
- Education faculty are experienced in multi-cultural education
- Success in leveraging state Incumbent Worker funding
- Small business

WEAKNESSES

- History of higher than average unemployment levels (and current)
- Low educational attainment levels among adults
- Overall lack of private sector engagement in schools
- Low concentration of young professionals
- Young professional population has lower educational attainment than competing metros
- Misperceptions that public schools are low quality; Culture of disbelief in K-12
- Shortage of highly-skilled, high-wage industries and jobs
- Lack of emphasis and celebration of IT and entrepreneurial skills
- Low levels of college readiness
- Career Guidance not widely available to those not attached to an institution
- Lack of Fortune 500 companies

OPPORTUNITIES

- Retaining college graduates by growing and diversifying industry base
- Expanding graduates in STEM fields to support emerging industries
- Increasing graduation rates for college students
- Better leveraging the international skills and connections of foreign-born population
- Improving overall digital literacy and Internet access community-wide
- Expanding breadth of career exposure for students in area businesses
- Public-private partnerships to support schools
- Entrepreneurship education at every level

THREATS

- Declining language and communications skills across all residents
- Low educational levels in foreign born population could result in chronic unemployment
- High reliance on private K-12 schools means that local school data shows incomplete picture
- Education funding
- Outflow of IT talent to more favorable locations
- Florida education performance / rankings

Business Climate

STRENGTHS

- Hub of global business between the US, Latin America, and the Caribbean
- No personal income tax and competitive corporate income tax rates
- Competitive sales tax rates
- Nearly $400M in research activity at local universities and growing fast
- Global economy with strong international connections
- Strong cultural, business, and infrastructure assets for global trade
- NAP of the Americas and other data centers
- Market-adjusted real estate costs, housing and office
- Strong and growing healthcare and life sciences sector, international banking
- Emerging and energized IT sector
- Tradition of robust small business community
- Multi-lingual business community

WEAKNESSES

- High property tax burden
- Lack of access to venture capital
- Shortage of R&D in non-biomedical industries
- Low level of patent creation
- Low level of entrepreneurship in innovation, R&D, and IT that result in high growth companies (although improving)
- Some state and local incentives, but less than competitor states
- Level of private sector leadership involvement in economic development
- Cohesiveness among communities in the County as being part of the same long-term economic development vision
- Talent retention

OPPORTUNITIES

- Better commercialization of university R&D
- Empower and support the entrepreneurial community to become a job engine
- Evolve as a launch pad for Latin American and foreign entrepreneurs to access the US
- Pending Brazil Visa waiver
- Expanded Free Trade Zone
- UM Life Sciences Center
- Preparing now for Panamax trade – further investment in infrastructure, logistics sites
- Improving state and local regulatory environment
- Increase brand awareness as a global destination for business
- Economic diversification

THREATS

- Perception that Miami is for tourists, not businesses
- Perception of poor governance may translate to “not business-friendly”
- Business continuity concerns due to natural disaster risks
- Sizable real estate and tourism industries exaggerate Miami-Dade County’s economic cycles

Infrastructure

STRENGTHS

- Excellent diverse distribution infrastructure
- Competitive airfares
- MIA with high passenger traffic, cargo activity, and $6+ billion in recent upgrades
- 5 regional airports
- Port of Miami – greatly increasing capacity to handle international trade and is #1 cruise port
- NAP of the Americas and other data centers
- Expanding mass transit from MIA to downtown
- Strong medical community
- Creative traffic management

WEAKNESSES

- Traffic congestion
- East-West road system
- Relatively high office rental rates
- High cost of electricity and water
- Not enough industrial property to meet future needs or immediate large site opportunities
- Inability for port to grow land wise
- Convention center space is outdated

OPPORTUNITIES

- Panama Canal expansion
- East-West highway system improvements
- Expanding high speed rail and public transit options
- Distribution center capacity
- Increased utility and communications infrastructure across County
- Large tracts of potentially developable land available in South Dade
- Direct flights to Pacific Asian destinations
- County / regional land use planning
- Asia trade strategy
- FTA passage
- Convention Center upgrade

THREATS

- Expanded capacity and dredging of competing East Coast ports
- Federal policy and regulatory climate
- Maintaining quality of life, environment as the County's population and visitor traffic grows
- Commuting issues limit labor access for some city office operations
- Other US airports adding direct flights to Latin and South America
- Global warming and Miami-Dade County's position at sea level
- Dependable long-term water supply availability

Quality of Life

STRENGTHS

- Beautiful climate and natural environment
- Outdoor recreation
- Ethnic diversity
- Robust cultural opportunities
- Moderate housing affordability relative to other global metropolises
- High quality healthcare
- Creative approaches to city development that reflect Miami-Dade County's character
- Continued investment in world-class arts and cultural facilities and events
- Professional sports teams
- International visitor destination and visibility

WEAKNESSES

- High poverty levels
- Gap between "have's" and "have not's" – shrinking middle class
- Racial and ethnic tensions
- High crime rates in certain areas; national perception of high crime
- Deteriorating public infrastructure and services in places; traffic congestion

OPPORTUNITIES

- Falling poverty levels over past decade indicate opportunities to address systemic issues
- Climate, geography, and culture are highly attractive to draw new residents, companies
- Encourage sustainable growth, clean industries and green energy
- Continue to new and improved visitor amenities to attract higher income tourists
- Continue to connect tourism and economic development marketing
- Engage in internal marketing to correct misperceptions and celebrate success
- Large-scale planned downtown investments (Genting and Swire) could further elevate Miami-Dade County on a global platform and increase tourism

THREATS

- Lack of a unified long-term vision and growth plans for the region as a whole
- Shortfall in tax revenue to maintain current infrastructure and lifestyle amenities
- Inconsistent development standards
- Large-scale planned downtown investments (Genting and Swire) could overtax existing infrastructure

ABOUT *ONE COMMUNITY ONE GOAL* AND THE COMPETITIVE ASSESSMENT REPORT

ABOUT ONE COMMUNITY ONE GOAL

Miami-Dade County is among the most dynamic communities in the world. The *One Community One Goal Targeted Industry Strategic Plan* will provide the unified vision and direction needed to translate those visionary initiatives and many others into long-term economic development opportunities for all Miami-Dade County residents.

The strategic planning process involves four major phases as described and illustrated on the following pages:

PHASE 1: Competitive Assessment / SWOT

The *One Community One Goal* process began with this *Competitive Assessment*, which analyzes Miami-Dade County's strengths and challenges from a corporate site selector's perspective. This phase of the report combines mock site selection tours, stakeholder focus groups and interviews, data analysis, a community survey, and an examination of existing studies to evaluate the County's assets and opportunities.

Prior to starting the *Assessment*, the project team read more than 50 past studies, reports, and strategic plans conducted for Miami-Dade, its neighboring metros, and the State of Florida over the past 15+ years. Our objective is not to duplicate the good work that has already taken place. Instead, it is to update information, draw together ideas, and offer a fresh external perspective on future opportunities.

PHASE 2: Target Industries Identification

During Phase 2, the team will evaluate Miami-Dade County's current target industries utilizing a series of analytical tools, including location quotient and shift-share analysis, and explore local potential for expansion in emerging sectors. This phase will culminate in detailed profiles of recommended target industries and niche sectors.

PHASE 3: Education Assets Inventory

One of the most significant differentiators of *One Community One Goal* is the extraordinary involvement of the educational community and the desire to closely align economic development and workforce development activities. This collaboration gives Miami-Dade an advantage.

Immediately following the selection of target industries, the consulting team will deliver an *Education Assets Inventory* report. The Inventory report will examine how well Miami-Dade is prepared to meet the talent needs of the target industries. For each industry, the report will describe related educational offerings, throughput, initiatives aimed at attracting individuals into those programs, and programs in which educators and industry are collaborating. Based on those findings, the report will identify topic areas that are currently underserved relative to industry needs, best practice examples, career transition models, and other recommendations to boost availability of and participation in programs that fuel Miami-Dade's target industry growth.

PHASE 4: Target Industry Strategies

One Community One Goal will conclude with an action plan for each target industry. These strategy recommendations will be custom tailored for Miami-Dade County and will address workforce development, community development, and marketing. Phase 4 will also generate an implementation calendar, task assignment, and performance metrics.

The following diagram illustrates the *One Community One Goal* strategic planning process and how each phase of the project feeds into the final target industry action plans.

Strategic Planning Process

ABOUT THIS REPORT

In this first phase of Miami-Dade County's *One Community One Goal Targeted Industry Strategic Plan*, the project team engaged the community in a stakeholder input process, casting a wide net to capture diverse perspectives through interviews, focus groups, and a community survey. Simultaneously, the team began an in-depth competitive assessment examining data commonly utilized by national site selectors to compare regions. This report reflects both perspectives.

This *Competitive Assessment* marks the conclusion of the first of three phases of the *One Community One Goal* planning process. It consists of a detailed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of Miami-Dade County from a site selector's perspective. The first section of this report looks at long-term trends in the health of the economy, community, and its citizens, while the second section, SWOT Analysis, examines the strengths and weaknesses of Miami-Dade County against a basket of its peers and competitors. We examine dozens of data points that affect the relocation and expansion decisions of companies and the competitiveness of companies already in Miami-Dade County.

This *Competitive Assessment* report will serve as the foundation for the selection of target industries for Miami-Dade County. In the next phase, we will evaluate local assets against the needs of a "long-list" of potential target industries for Miami-Dade County and then select a set of recommended targets. We will then dive deeper into each industry to highlight the national trends and forces that will impact the industry in Miami-Dade, the specific assets and marketing messages, and the specific niche sectors within the industry that should be the focus for the County.

About Section 1: Economic & Demographic Assessment

The first section of this *Competitive Assessment* is intended to provide a snapshot of the current economic and demographic situation in Miami-Dade County to inform the process:

- How has the Miami-Dade County economy performed relative to the US?
- What industries are growing faster, and which are receding?
- How much is the population growing, and which race, ethnic and age demographics are growing the fastest?
- Where do people come from who are relocating to Miami-Dade County?
- How are salary and income levels performing against national trends and against local cost of living trends?
- Are poverty trends improving or worsening in Miami-Dade County versus the US?

These data points – jobs, population, and income – serve as a high-level barometer for how well the community is doing today. Subsequent report sections will examine many other statistics that affect the well-being of the economy and its citizens.

About Section 2: SWOT ANALYSIS

In this section of the *Competitive Assessment*, we include data that compares the County to the larger South Florida metropolitan area (Broward, Miami-Dade, and Palm Beach Counties) as well as 14 competitor metros and the United States as a whole. (Due to data inconsistencies, international communities were not included

among the benchmarks. However, they will be studied for best practices and marketing geographies in future reports.)

Numerous economic and demographic metrics are provided from national sources commonly utilized by site selectors. By using these neutral and comparable sources, the project team provides an honest assessment of Miami-Dade County's competitiveness as viewed from an independent site selector's perspective.

1. **Five Broad Categories.** This report examines Miami-Dade County's competitiveness through five broad areas: Industry Dynamics, Workforce, Business Climate, Infrastructure, and Quality of Life. Within each of these areas, several metrics are used.

2. **Datasets.** Datasets examined in the SWOT report included population demographics, educational performance, college enrollment, employment by industry, export levels, patent activity, cargo traffic, utility rates, crime rates, and many more. All datasets were drawn from national sources most commonly utilized by site selectors in order to provide a balanced, outside perspective on Miami-Dade County and benchmarks. Size, growth rates, and per-capita comparisons are provided to show different perspectives of the data.

3. **Benchmark Regions.** Communities were chosen as competitive benchmarks for Miami-Dade County based on comparability in a variety of factors, including demographics, regional location, industry composition, transportation infrastructure, and quality of life assets. For example, Houston was chosen as a benchmark based on its size, existing biomedical industry strengths, and its significant port facilities. The 14 benchmark communities identified were: Atlanta, Boston, Charlotte, Chicago, Dallas, Houston, Los Angeles, New York, Norfolk, Phoenix, Raleigh, San Francisco, San Jose, and Seattle. In addition, Miami-Dade County was compared to the larger South Florida region and the United States as a whole across each metric. **The following page describes each benchmark territory, and further detail on each is provided in the Appendix of this report.**

4. **Format of Analysis.** Every dataset in the SWOT report is analyzed separately using a common structure:

    - A box at the top of the page summarizes the significance of the dataset for economic development and site selectors.
    - Conditions in Miami-Dade County are assessed in bullet points.
    - A "Bottom Line" summary statement on Miami-Dade County's competitive position is at the end of analysis.
    - Two charts are provided that most clearly demonstrate how benchmark regions should be compared. Charts provide a benchmark average as a dotted line. The benchmark and US averages are provided in the bottom-right corner of the chart.
    - A detailed table is provided for each metric, showing additional data and calculations not shown in the provided charts.
    - Each section of the report has its own color scheme to help the reader keep place within the report.

Sample SWOT Page

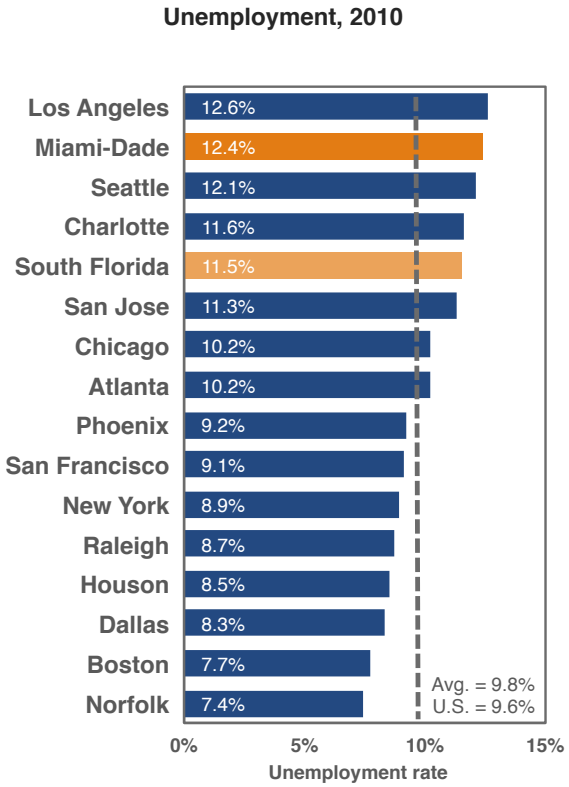
Dataset Significance. This box at the top of each SWOT page describes the significance of the dataset for economic development and site selectors.

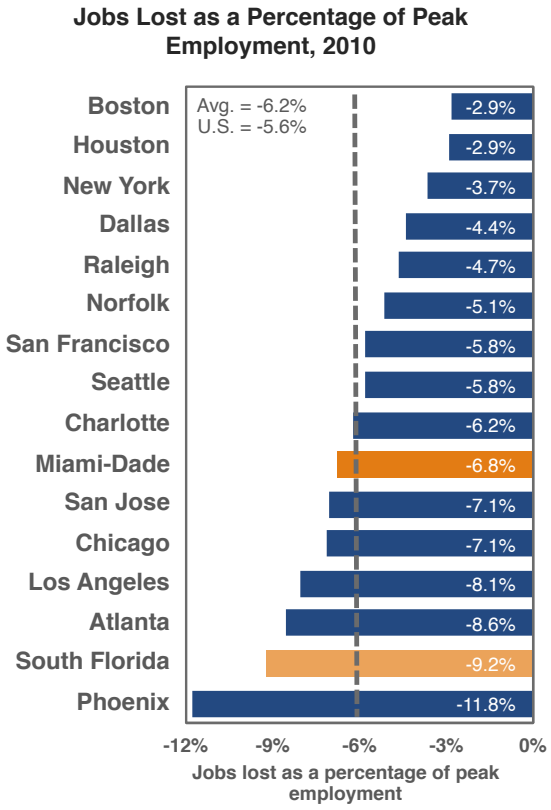
Points of interest related to **conditions in Miami-Dade County** with regard to this dataset.

- Bullet points describing significant Miami-Dade County, benchmark, and national trends within the dataset.
    - Additional observations

Bottom Line assessment of Miami-Dade County's competitiveness relative to benchmarks and the nation in this SWOT category.

Charts highlighting important indicators relative to this SWOT category appear at the bottom of each page. Charts compare the performance of Miami-Dade County, South Florida, and the benchmark regions. The dashed line indicates the benchmark average, which is also listed in a chart corner, alongside the US average.





Descriptions of Benchmark Regions

Benchmark Community Definitions

When performing the SWOT analysis, benchmark community definitions were kept standard throughout the report. In some sections, however, datasets were only available for limited geographic regions. In most circumstances Miami-Dade County metrics were compared to US Census defined Metropolitan Statistical Areas (MSAs) or Metropolitan Divisions, which include central cities and surrounding counties considered an integrated part of the metro. For each benchmark region, the following geographies applied (detailed descriptions of these MSAs can be found in the appendix):

- **Atlanta**: *Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area*
- **Boston:** *Boston-Cambridge-Quincy, MA-NH Metropolitan Statistical Area*
- **Charlotte:** *Charlotte-Gastonia-Rock Hill, NC-SC Metropolitan Statistical Area*
- **Chicago:** *Chicago-Joliet-Napervile, IL-IN-WI Metropolitan Statistical Area*
- **Dallas:** *Dallas-Plano-Irving, TX Metropolitan Division*
- **Houston:** *Houston-Sugar Land-Baytown, TX Metropolitan Statistical Area*
- **Los Angeles:** *Los Angeles-Long Beach-Glendale, CA Metropolitan Division*
- **New York:** *New York-Northern New Jersey-Long Island, NY-NJ-PA Metropolitan Statistical Area*
- **Phoenix:** *Phoenix-Mesa-Glendale, AZ Metropolitan Statistical Area*
- **Raleigh:** *Raleigh-Cary, NC Metropolitan Statistical Area*
- **San Francisco:** *San Francisco-San Mateo-Redwood City, CA Metropolitan Division*
- **San Jose:** *San Jose-Sunnyvale-Santa Clara, CA Metropolitan Statistical Area*
- **Seattle:** *Seattle-Tacoma-Bellevue, WA Metropolitan Statistical Area*
- **Norfolk:** *Virginia-Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area*
- **South Florida:** *Miami-Fort Lauderdale-Pompano Beach, FL Metropolitan Statistical Area*

These definitions were applied for all datasets examined in this report except for a handful of variables in which data is only available at either the state or the city (not metro) level:

State Level Data Only	City Level Data Only	
Taxes	Average Commute Times	Climate
Venture Capital	Water Pricing	Housing Costs
SAT Scores	Crime	Physicians Per Capita
	Air Quality	Cost of Living
	Rents (Office and Industrial)	

Population Comparison of Benchmark Regions

Benchmark Region Population Comparison			
Benchmark Region	*2005 Population*	*2010 Population*	*% Population Growth 2005-2010*
Miami-Dade	**2,414,136**	**2,496,435**	**3.4%**
South Florida	*5,443,620*	*5,613,309*	*3.1%*
Atlanta	4,947,083	5,540,092	12.0%
Boston	4,459,500	4,622,636	3.7%
Charlotte	1,519,559	1,769,237	16.4%
Chicago	9,360,770	9,622,245	2.8%
Dallas	3,903,215	4,416,971	13.2%
Houston	5,300,200	5,987,609	13.0%
Los Angeles	9,802,296	9,880,569	0.8%
New York	18,797,961	19,151,072	1.9%
Phoenix	3,885,434	4,435,482	14.2%
Raleigh	953,608	1,152,966	20.9%
San Francisco	1,713,685	1,793,612	4.7%
San Jose	1,737,917	1,863,711	7.2%
Seattle	3,204,072	3,450,898	7.7%
Norfolk	1,647,745	1,674,649	1.6%
United States	**295,618,454**	**309,050,816**	**4.5%**

Source: US Census

PUBLIC INPUT

More than 4,300 people provided input that shaped this *Competitive Assessment* and will influence the forthcoming reports.

From the beginning of the *One Community One Goal* strategic planning process, project leaders set the goal of making this a highly inclusive, open process that involves the widest diversity of Miami-Dade residents possible. The ultimate economic development strategy must reflect the vision and needs of all Miami-Dade residents.

STAKEHOLDER INPUT TO-DATE

4,133 survey responses
7 focus groups with over 100 total participants
GMCC Goals Conference workshop
Life sciences sector survey
37 personal and small group Interviews
3 Steering Committee meetings

The project team established multiple avenues for residents to share their ideas:

- The **OneCommunityOneGoal.com website** was created, containing a contact form that allows for feedback and comments.
- A **55-member Steering Committee** was organized to advise the creation of the *One Community One Goal* strategy. The Steering Committee is designed to represent a wide diversity of interests and is responsible for meeting with the consultants during each visit, sharing ideas, providing input on draft reports, and representing the strategic planning process within the greater community. A list of Steering Committee members and their representative organizations is provided on the following page.
- Five members of the consulting team have taken **three visits to Miami-Dade**, conducting three tracks of interviews, focus groups and tours per trip.
- The consultants facilitated a 1.5-hour **SWOT Workshop with the Steering Committee** that collected members' thoughts on Miami-Dade's strengths and challenges in business climate, infrastructure, entrepreneurship and innovation, marketing, and workforce development and education.
- Consulting team member McCallum Sweeney Consulting, a national consulting firm that assists major corporations with location evaluations, conducted **two full-day mock site selection tours** of the County.
- The consultants facilitated **seven focus groups,** each attended by 5-20 participants, on the following topics: New Leaders; Tourism and Hospitality; Logistics and Trade; Aviation and Aerospace; IT and Telecommunications; International Banking and Professional Services; Design, Fashion and Lifestyle. In addition, the consultants facilitated a 200-attendee session at the **Greater Miami Chamber of Commerce's 2011 Goals Conference.**
- A survey was conducted of area life sciences companies to solicit their thoughts on the future of their industry in Miami-Dade County.
- A public survey was conducted and widely promoted across Miami-Dade County. The results are provided in the appendix to this report, *OCOG Survey Results*. **4,133 residents of Miami-Dade County and the region responded to the survey**. Topics ranged from satisfaction with various characteristics of the County, to preferred economic development targets and business climate issues.

- The consulting team conducted **37 personal and group interviews** during their visits to Miami-Dade County as well as on the telephone.

The consulting team will continue to solicit input as it moves into the next phases of the planning process.

Organizations Represented on the *One Community One Goal* Steering Committee:

American Airlines
Baptist Health South Florida
Barry University
Becker & Poliakoff, P.A.
BlueCross BlueShield
CAMACOL (Latin Chamber of Commerce of the U.S.A.)
Catalyst Miami (Human Services Coalition)
Coalition of Chambers
DelancyHill
Esslinger-Wooten-Maxwell Realtors
Flagler Real Estate Services LLC
Florida International Bankers Association
Florida International University
Florida Memorial University
Florida Power and Light
Gibraltar Private Bank and Trust Co.
Goldfarb Management Services
Greater Miami Chamber of Commerce
Greater Miami Convention & Visitors Bureau
HEICO Corporation
MCM Corp.
Miami Dade College
Miami Free Zone
Miami-Dade Chamber of Commerce
Miami-Dade County
Miami-Dade County Board of County Commissioners
Miami-Dade County Department of Cultural Affairs
Miami-Dade County League of Cities
Miami-Dade County Public Schools
Miami Downtown Development Authority
Miami International Airport
Perry Ellis International, Inc.
Port of Miami
Sandler, Travis & Rosenberg, P.A.
Sant La Haitian Neighborhood Center
Seaboard Marine
South Florida Hospital & Healthcare Association
South Florida Workforce
St. Thomas University
The Beacon Council
The Miami Foundation
The Miami Herald and El Nuevo Herald
United Way of Miami-Dade
University Of Miami
Wells Fargo
World Trade Center Miami

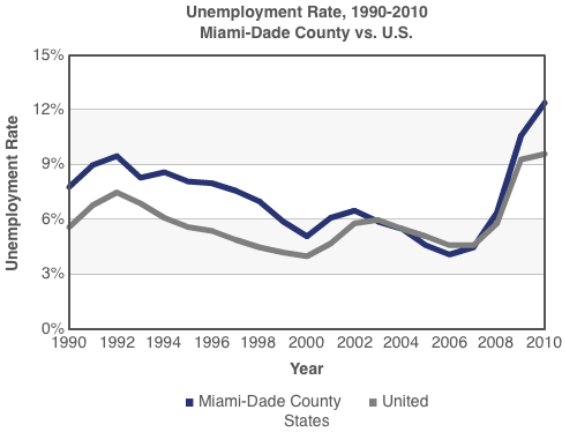
ECONOMIC AND DEMOGRAPHIC ASSESSMENT

ECONOMIC CONDITIONS

Employment Trends

Miami-Dade County's employment growth over the last decade has generally lagged US growth, and growth turned negative for the County earlier in the current recession. In contrast, during the last national recession (2001-2003), Miami-Dade's economy performed better in the earlier years and suffered its worst decline in 2003 when the US economy was rebounding.

During the recent recession, Miami-Dade's employment fell furthest in early 2009 and has been improving ever since. Year-over-year employment growth turned positive in July 2010, closely tracking the US growth rate. In the recent months of June and July of 2011, Miami-Dade's rate of growth surpassed the US rate.



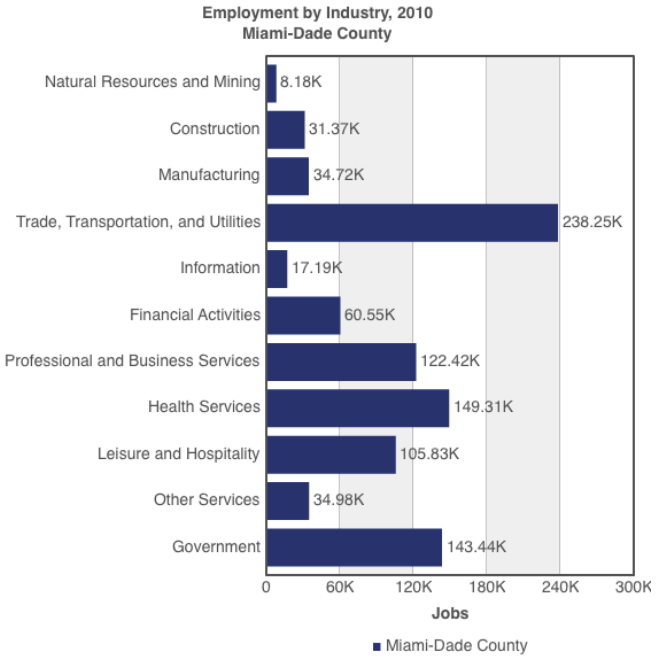
Unemployment remains stubbornly high in Miami-Dade – the highest seen in decades. Trends in the 2000s were quite positive for the County, when the unemployment rate began to track the US rate closely which was a large shift from 1990s when the local unemployment rate was consistently 3 to 4 percentage points higher than the US rate.

A closer look at the data shows the contrasts experienced over the last two decades:

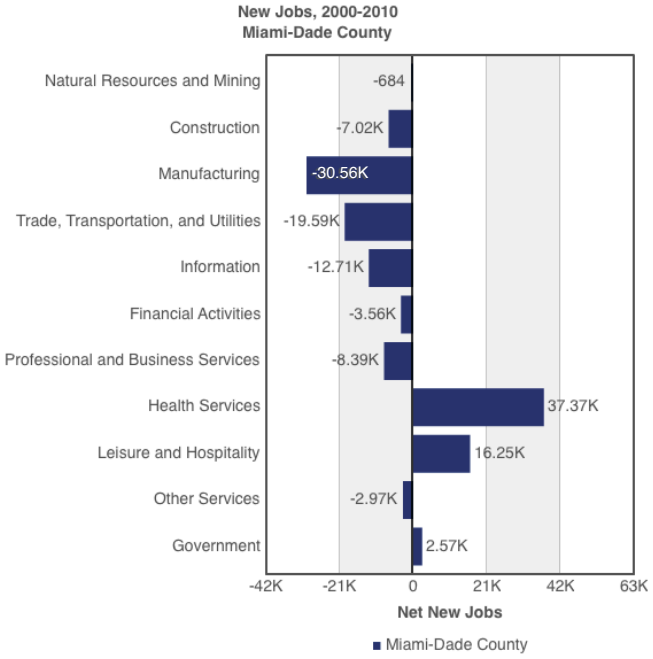
- During the 1990s, Miami-Dade County had an average unemployment rate of 8% relative to 5.8% in the US overall. This differential dropped to an average unemployment rate of 5.3% in the County from 2000-2007, just above the national average unemployment rate of 5%.
- Before the most recent recession began, employment in Miami-Dade County grew at an annualized rate of 0.5% from 2000-2007, while employment grew nationally at comparable rate of 0.6%.
- The County lost 69,000 jobs between 2008 and 2010, a loss of 6%, which is only slightly above the 5% drop in US employment.
- Although Miami-Dade County lost fewer jobs in 2010 than in 2009, the County continued to add people to the labor force and the local unemployment rate climbed faster than the US, reaching 12.4% in 2010 compared to 9.6% for the nation, thus not keeping up with the job creation numbers.

Industry Employment Trends

Examining growth trends by industry over the last 20 years shows just how much the Miami-Dade County economy has transitioned toward the healthcare, tourism, and business services sectors. Today's Miami-Dade County industry base appears more concentrated in a few industries.



Trade, Transportation and Utilities a broad "supersector" that includes retail, wholesale trade and distribution activities, transportation services, and infrastructure services (excluding telecom) is the County's largest industry. Together, these industries employed 238,000 in 2010, approximately 25% of total employment in Miami-Dade County. This is also the largest industry nationally, but only comprises 19% of total US employment. The industry overall lost jobs last decade but enjoyed growth in Retail and Port Services, while job losses occurred in Air Transportation Services, Trucking Services, and Warehousing. (More in-depth analysis of subsectors within these supersectors will be conducted in future reports.)



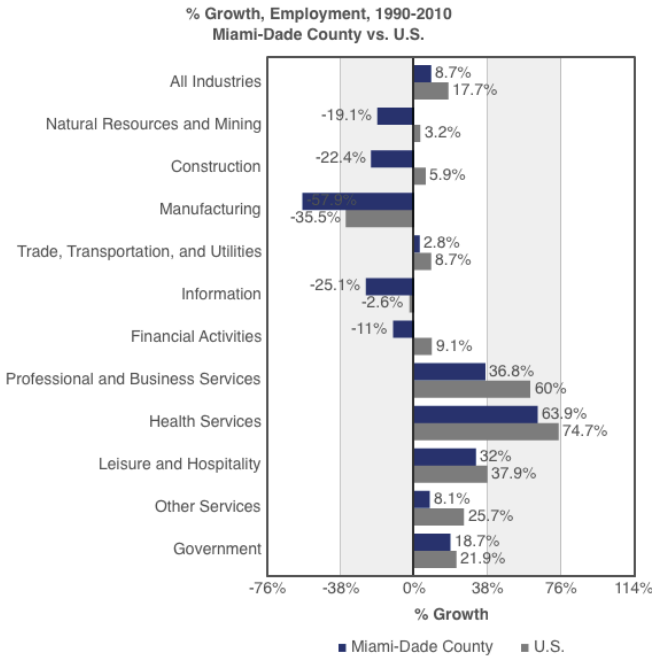
Health Services grew nearly twice as fast (64%) as the nearest growth sector, and seven times faster than the rest of the economy (and "proportionally" faster than the national level for the industry, given the US job base grew 2x faster than Miami-Dade's). Health Services is currently the second largest industry in Miami-Dade County, and its high growth rate has translated into significant numbers of new jobs – 58,000 over the past two decades.

Growth in Health Services over the last 10 years has far outpaced other local industries as well as national trends. The industry grew 33% compared to 30% nationally, keeping pace with the County's slightly-above average population growth rate versus the US.

Government, which includes PreK – 12 teachers, employs 15% of County workers, slightly below the 17% of US workers employed in this industry. After substantial growth in the 1990s in government employment, primarily from local government (military fell 37%), the Government sector grew just 2% last decade (state jobs fell 17% and local jobs grew 9%, slightly less than population growth). On a per capita basis, local government jobs have been declining relative to the County's population size (55 jobs per 1000 persons in 2000, versus 52 today).

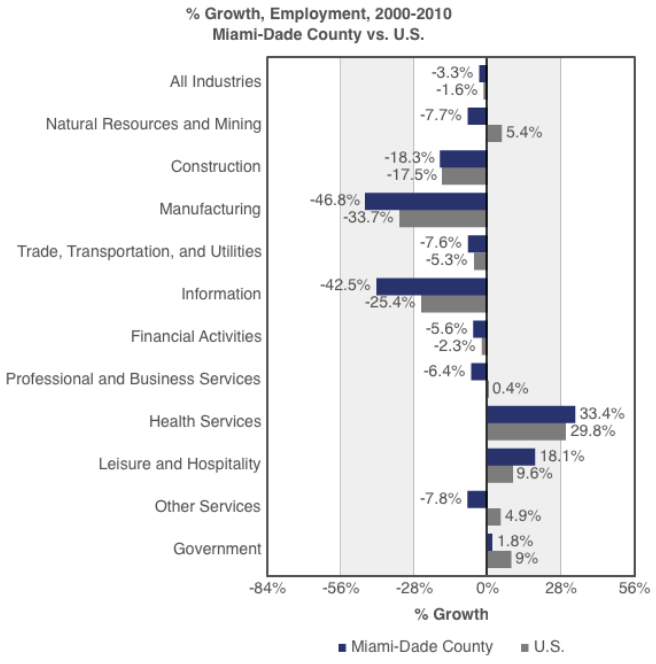
Professional and Business Services employs 122,000 workers in Miami-Dade, about 13% of all jobs – a comparable share seen at the national level. However, County employment dropped 6.4% over the past decade compared to a 0.4% increase nationally, reflecting a significant loss in local competitiveness. Many of these jobs losses were in lower-skilled industries such as travel agencies, employment services, and back office. Job gainers were in a variety of high- and low-skill industries: security, consulting, engineering, and legal services.

Professional and Business Services grew 37% from 1990 to 2010, generally keeping pace proportionally with trends seen nationally.



Leisure and Hospitality is currently Miami-Dade County's 5th largest industry with 11% of employment. Alongside Health Services, this industry was one of the primary sources of job creation in Miami-Dade County during the past decade, growing 18%, nearly double the national rate, and adding 16,300 jobs. This industry is the best reflection of Miami-Dade's overall tourism economy, which affects retail sales, transportation services, and numerous other industries. Leisure and Hospitality (Tourism) grew 32% from 1990 to 2010, comparable to national trends.

Financial Activities, which includes banking, real estate finance, and insurance, a traditionally important County industry, employs 6.4% of local workers, higher than the US rate of 5.9%, but lower than the 7.6% of jobs the industry employed locally in 1990. Job losses in the sector last decade were across most subsectors, with the exception of consumer banks and wealth management.



Manufacturing, which employs 9% of US workers, now consists of less than 4% of Miami-Dade County jobs (about 35,000 jobs in the County). Already thinly concentrated in the County, Manufacturing lost 47% of its job base in Miami-Dade County over the past decade compared to a national drop of 34%. Miami-Dade's largest manufacturing sectors today include food (4,800 jobs), medical equipment and devices (4,300), fabricated metal (3,300), printing (2,800), electronics (2,700), furniture (1,900), machinery (1,600), plastics (1,400), aircraft components (1,400), apparel (1,300), and pharmaceutical supplies (1,100).

Manufacturing suffered the largest percentage decline over the past 20 years (58%).

Construction, a major driver of employment growth in Miami-Dade County before the recession (Construction employment grew 37% in Miami-Dade County between 2000 and 2007 compared to 14% nationally), was also the hardest hit local industry, losing 33% of employment from 2008-2010 and currently constitutes only 3.3% of the County employment base, about 31,000 workers. (Only salaried positions for construction firms are included. Contractors are included in Business Services and undocumented workers are not included in any formal statistics quoted here.) Construction, a long-time staple of the economy, declined 22% over the past two decades.

The **Information** industry, which includes telecommunications services and media (TV, film, print), comprises 1.8% of County employment, slightly below the national concentration of 2.1%. Over the past decade, this industry saw the second greatest percentage loss of jobs after Manufacturing, losing 43% of employment compared to a 25% drop in the US. Job losses were across the board with the exception of television broadcasting and cable providers.

Industry Competitiveness (Shift-Share Analysis)

Shift-share analysis offers a unique evaluation of industry performance in a community. The process splits growth into its component parts to reveal how local industry performance compares to national trends. The three components of growth are:

- **US Economy Share:** The share of an industry's growth in the local economy resulting from overall growth in the US economy.
- **US Industry Share:** The share of an industry's growth in the local economy resulting from industry growth at the national level above and beyond overall national growth.
- **Local Industry Share:** The portion of an industry's growth in the local economy above and beyond trends in the US Economy and US Industry.

A hypothetical example reveals how shift-share numbers are calculated: Assume that employment in the local construction industry grew 6%, while the overall US economy grew 2%, and the national construction industry grew 3%. In this situation, the US Economy Share would be 2%; the US Industry Share would be 1% (above the 2% overall US Economy growth); and the Local Industry Share would be 3%.

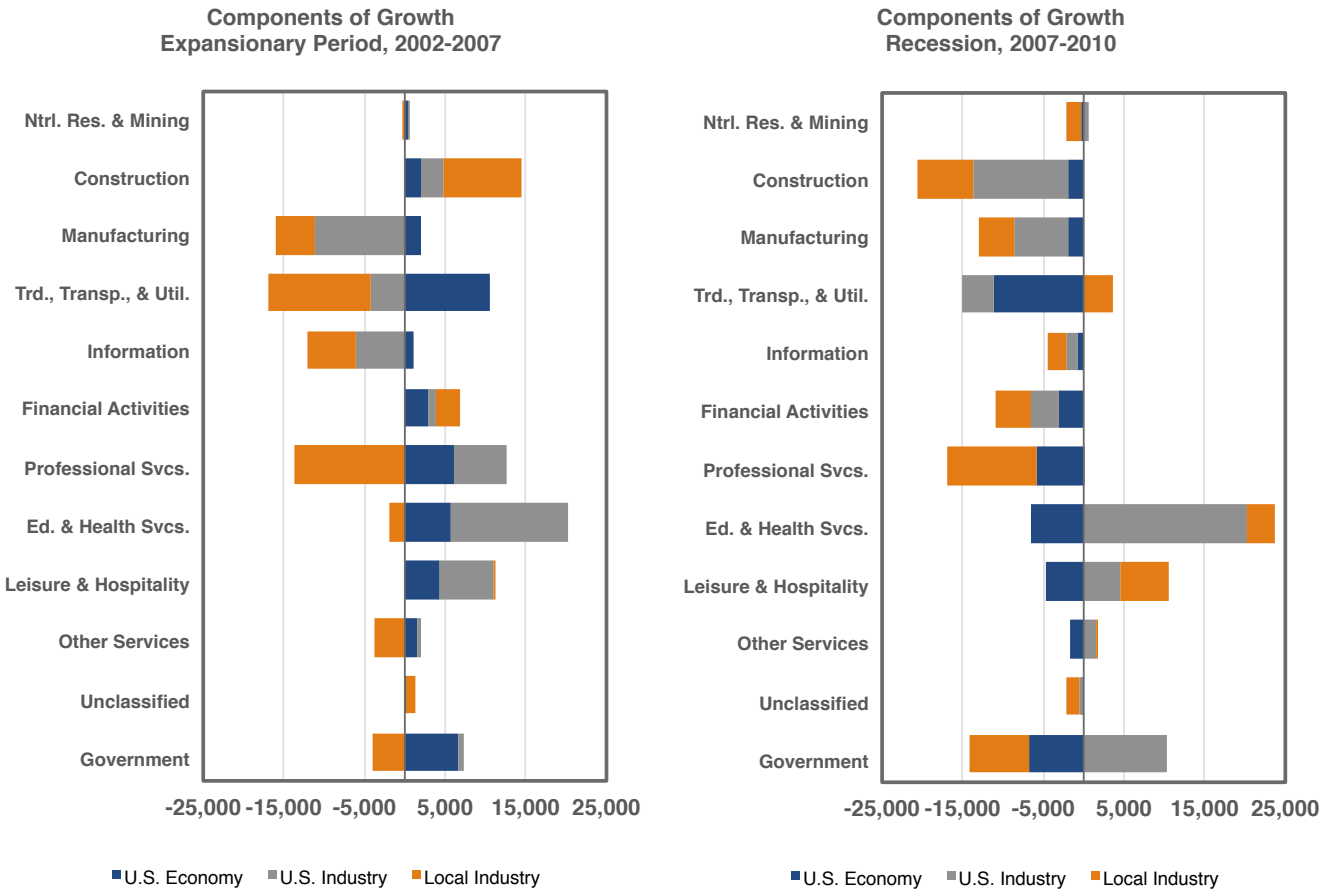
The Local Industry Share indicates relative performance of a local industry, revealing whether the local industry has been advancing or declining relative to national trends. These Share percentages can then be translated into actual jobs created to demonstrate the actual number of new jobs attributable to improvements in local competitiveness. In the shift-share charts on the following page, each industry's net employment gain is broken into its three components. These components are additive, i.e. they show how many jobs were created for each effect, and when added together, they equal the net new job creation total for the industry.

Understanding of local industry competitiveness is critical to determining a region's core competitive advantages. Positive employment growth in a local industry such as Health Services may appear to be something to be celebrated, but shift-share analysis might show that this growth is more of an indication of national trends than local improvement in competitiveness. Similarly, a shrinking local industry may actually be performing better than national trends but feeling the influence of industry dynamics beyond local control.

The shift-share analysis in the following charts displays the positive and negative growth effects of the three components for Miami-Dade County. **The orange bars are the most important part of the analysis, indicating the Local Industry Share and when job changes are due to local performance.**

Due to significant economic shifts related to the national recession, the Shift-Share Analysis was broken into two time periods: the five years of growth leading up to the US recession (2002-2007) and the recessionary period (2007-2010).

Shift Share Analysis, Miami-Dade County, 2002-2010



For the pre-recession period (left chart above), we notice that most of the local effects (orange bars) are found in the negative side of the chart. Manufacturing, Trade/Transport, Information, and Professional Services all had significant job losses due to worsening performance in Miami-Dade industries. Growth in Education (Private) & Health Services employment was almost entirely related to national and industry-wide trends versus a competitive advantage at home. The Construction industry showed the most job creation due to local effects. Financial Activities also showed positive local improvements.

During the recession period (2007-2010), the competitiveness of local industries flipped to a new set of winners: Trade/Transport, Education (Private) & Health Services, and Leisure & Hospitality performed better than national trends. While the Construction industry lost more total jobs during the period, it was not the worst-performing industry in Miami-Dade County; Professional Services lost more jobs due to local underperformance (the orange bars).

Several industries underperformed during both pre- and post-recession periods: Manufacturing, Information, Professional Services, and Government. In the case of Government, positive growth in Miami-Dade County was significantly less than growth of other local governments across the US. In summary, the unfortunate truth of Miami-Dade's industry performance during the past decade is that **when industries experienced positive growth, it was primarily due to national trends - not improvements in local competitiveness**.

Cluster Analysis

Cluster analysis offers a different perspective on local industry trends and competitiveness. Here we provide a snapshot of Miami-Dade's clusters. The forthcoming report, *Target Industries*, will examine these clusters in much greater detail.

Cluster analysis brings a new metric to the discussion of industries: Location Quotient (LQ). LQs compare the relative concentration of a cluster in a local economy with the average concentration seen at the national level. An LQ of 1.5 indicates that the local economy has 50% more jobs per capita in that industry than witnessed at the national level. An LQ of 1.0 indicates parity, and an LQ below 1 indicates a below-average concentration. The "bubble chart" on the following page shows LQ by industry on the vertical axis. The horizontal axis shows historic growth rates for the industry, and the size of the bubble indicates the employment base of the sector.

While the shift-share analysis above examined the performance of the 10-12 "supersectors", cluster analysis dissects the data further. Avalanche Consulting aggregates detailed industry data (at the 4-digit NAICS level) into 30 industry clusters, which provides more depth to the industry analysis. (A brief description of each of the 30 clusters is provided at the end of this section.) To conduct this analysis, Avalanche Consulting uses data from a third-party data provider, EMSI, who provides more detailed data than available from government agencies. Because these clusters are defined differently from the supersectors of the previous sections, caution must be maintained when comparing the two datasets. To keep the bubble chart readable, we include only the largest 20 clusters. The full detail of all 30 clusters is provided in the subsequent table.

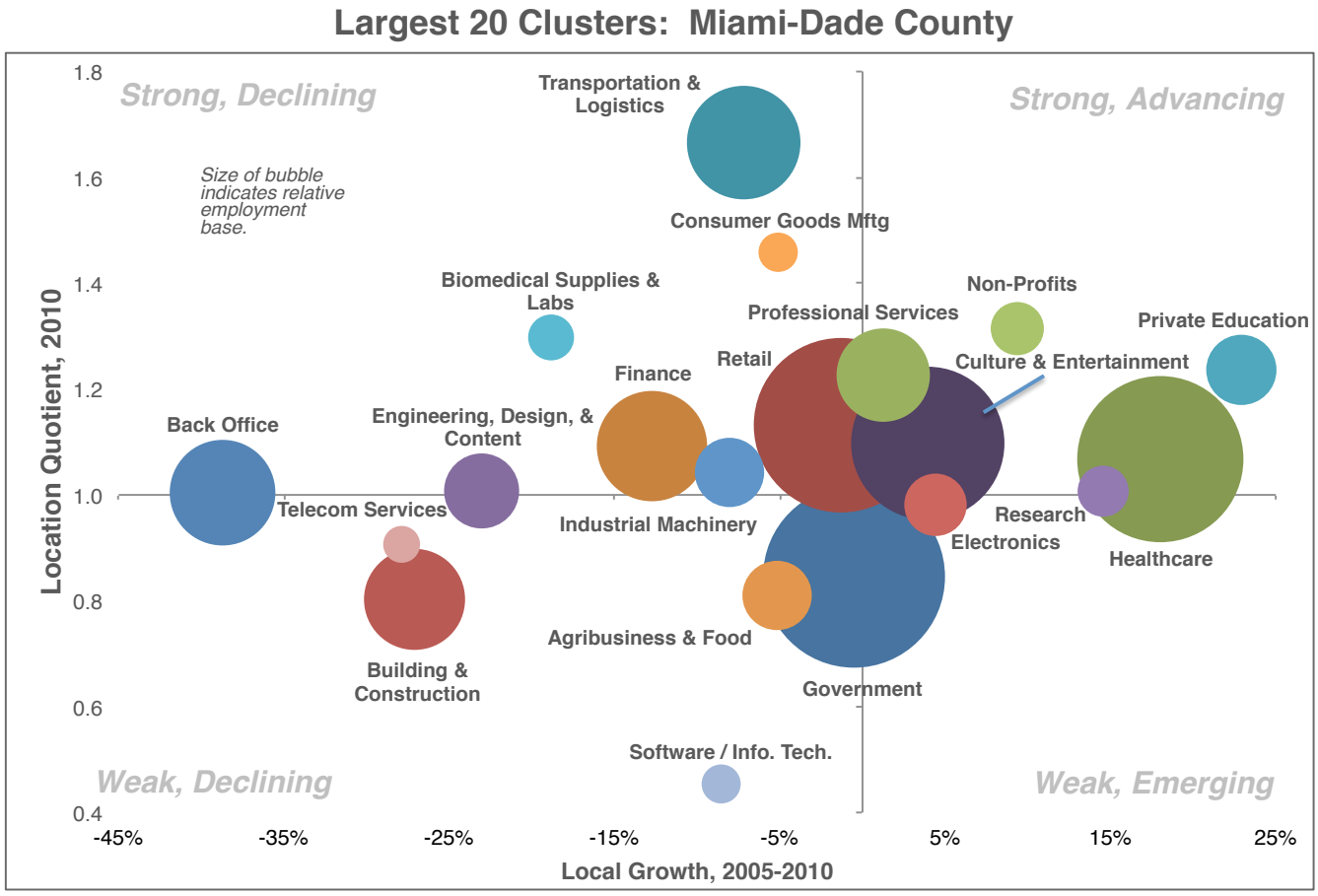
The graph's four quadrants each tell a different story for the clusters. While sectors in the top-right quadrant are viewed as competitive and should be priorities for talent development, sectors to the bottom-right (which are growing, but have below-average concentrations) are emerging sectors for the region. These sectors typically require special attention such as entrepreneurial assistance or new workforce training programs. We characterize each quadrant as follows:

- ✓ **Top-Right (Strong, Advancing):** A cluster in the upper right quadrant is more concentrated in the region than average and also is becoming more concentrated over time due to above-average growth rates. These industries are standouts that distinguish the regional economy and are typically doing more so every year. They represent **immediate opportunities** for economic development (a "build on your strengths" strategy). They are especially important if they are also large in terms of sheer number of jobs. Large industries in this quadrant are both important and high performing, which means they will have increasing workforce demand. Small industries in this quadrant are emerging and may have high-potential regional export capabilities and should be developed further.

- ✓ **Bottom-Right (Weak, Emerging):** The lower right quadrant contains industries that are not yet as concentrated in the region as they are at the national level, but they are becoming more concentrated over time. If they continue this trend, they will eventually move across the horizontal axis into the upper right-hand quadrant. These can also be called "emerging" industries, having the potential to contribute more to the region's economic base in the **mid-term and long-term**. They can be new sectors of the economy, or support sectors that are historically under-represented in the region. These sectors require special attention from economic developers, such as entrepreneurial assistance and new workforce training programs.

- ✓ **Top-Left (Strong, Declining):** The upper left quadrant contains industries that are more concentrated in the region than average, but whose concentration is declining. If a mid-size or large industry or cluster is in this quadrant, this is an important warning that the region is losing a major part of its export base and should form planning and investment priorities accordingly, or even consider providing assistance (provided there is a reasonable expectation of long-term success). If the region does not bolster these industries or replace them with other export industries, then it will likely suffer significant job losses. A large industry in this quadrant usually indicates that layoffs are occurring and worker transitioning programs will be needed.

- ✓ **Bottom-Left (Weak, Declining):** Finally, the lower left quadrant contains clusters that are less important regionally than nationally and are also declining in employment. Industries here may represent warning signs that the County needs to attract more businesses in those industries in order to maintain an economy that is sufficiently balanced and diversified in comparison to the national economy. In general though, clusters in this quadrant indicate a lack of competitiveness and should not be targeted.



In the chart above, we see that the most concentrated cluster in Miami-Dade County (highest LQ) is Transportation & Logistics. The fastest-growing clusters are Private Education (not including local or state government colleges), Healthcare, Research, and Non-Profits. Most jobs in Miami-Dade County's economy lie within the middle of the chart: Retail, Culture & Entertainment, and Government. Government is one of the largest clusters of the economy, but is less concentrated locally (a reflection of the lack of federal and military jobs locally).

Some of the higher LQ clusters include Biomedical Supplies & Labs, Consumer Goods Manufacturing, and Finance, but these industry clusters have all seen employment losses in recent years, partially linked to the national recession.

A detailed table breaking down the industry employment, location quotients, and growth in Miami-Dade County versus the US can be found below, followed by the industry cluster definitions.

Cluster Competitiveness

Miami-Dade County

Cluster	2010 Employment	2010 Location Quotient	2005-2010 Growth	2005-2010 New Jobs	US Forecast, '10-'20 Growth
Aerospace	1,362	0.38	7.8%	-153	0.6%
Agribusiness & Food	22,262	0.81	-5.2%	-2,100	3.5%
Apparel & Textiles	4,934	1.15	-36.9%	-4,050	-16.2%
Automotive	3,002	0.39	-2.2%	-137	-5.6%
Back Office	51,652	1.00	-38.7%	-22,008	15.7%
Biomedical Supplies & Labs	9,761	1.30	-18.8%	-3,919	14.8%
Building & Construction	47,305	0.80	-27.1%	-7,791	7.3%
Consumer Goods Mftg	7,160	1.46	-5.1%	-544	-0.1%
Culture & Entertainment	108,797	1.10	3.9%	5,541	10.9%
Private Education	22,853	1.24	22.9%	3,660	21.5%
Electronics	18,042	0.98	4.4%	1,164	1.7%
Energy	5,503	0.52	4.1%	1,277	-0.4%
Engineering, Design, & Content	26,062	1.01	-23.0%	-5,312	2.0%
Financial & Real Estate	56,368	1.09	-12.7%	-3,141	3.9%
Furniture	2,904	0.86	-39.2%	-2,168	-3.2%
Government	153,197	0.85	-0.5%	1,478	7.6%
Healthcare	127,873	1.07	18.0%	18,089	20.9%
Industrial Machinery	22,215	1.04	-8.0%	-1,794	0.0%
Logging & Metal/Mineral Mining	301	0.21	-60.5%	-355	-1.7%
Materials	5,839	0.45	-27.6%	-2,255	-9.1%
Metalworking	3,915	0.31	-30.1%	-935	-6.0%
Non-Profits	13,092	1.31	9.4%	714	9.7%
Professional Services	40,378	1.23	1.3%	856	8.9%
Research	12,056	1.01	14.6%	2,546	35.2%
Retail	141,121	1.13	-1.3%	-390	6.3%
Shipbuilding	662	0.71	-48.5%	-293	-9.3%
Software / Info. Tech.	7,068	0.45	-8.6%	-1,038	28.0%
Telecom Services	6,298	0.91	-27.9%	-5,111	-2.2%
Transportation & Logistics	59,673	1.67	-7.2%	-4,546	5.3%
Total	**981,590**	**1.00**	**-5.8%**	**-32,747**	**9.1%**

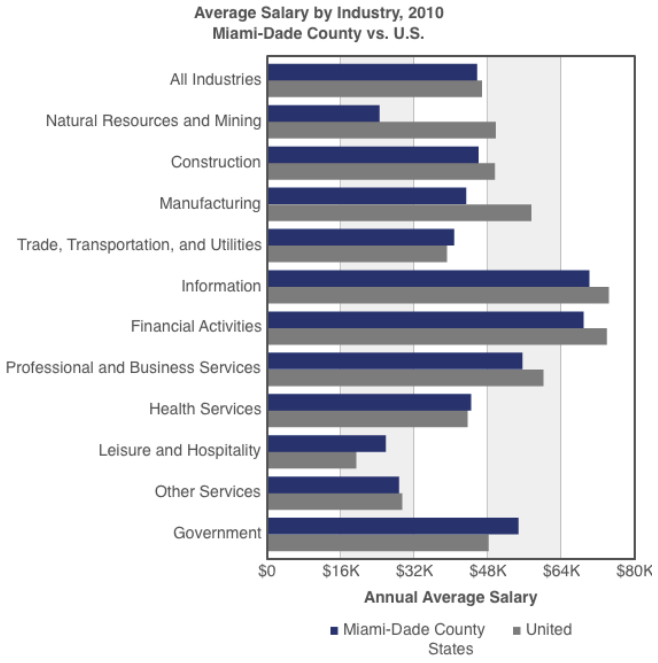
Source: Avalanche Consulting, EMSI Covered

Cluster Definitions

- ***Aerospace***: Aerospace product research, development, and manufacturing.
- ***Agribusiness & Food***: Fishing, hunting, raising livestock, agricultural production, processing or manufacturing of food products, distillation of beverages, and all supportive materials and services.
- ***Apparel & Textiles***: Tanning and milling of raw materials and the manufacture of apparel, including footwear and leather goods.
- ***Automotive***: Motor vehicle and parts manufacturing as well other transportation equipment manufacturing.
- ***Back Office***: Business support services, including office administration, facilities maintenance, and employment services.
- ***Biomedical Supplies & Labs***: Pharmaceutical and medical equipment research and manufacturing. Medical and diagnostic laboratories.
- ***Building & Construction***: Construction and maintenance of structures and infrastructure, including the production of support materials and services.
- ***Consumer Goods Manufacturing*****:** Household appliance and other nondurable goods manufacturing.
- ***Culture & Entertainment*****:** Tourism industry and supporting services, museums, parks, restaurants, bars, theaters, sports, and the arts.
- ***Private Education*****:** All levels of private education institutions (including PreK-12, college, and vocational schools) and all educational support services.
- ***Electronics*****:** Computer, communications, and all other electronic goods manufacturing.
- ***Energy*****:** Energy resource extraction, electric power generation, pipeline transportation of oil and gas, and the transmission and distribution of power.
- ***Engineering, Design, & Content*****:** Media production and distribution, including newspapers, books, audio recording, video production, and printing. This cluster also encompasses engineering and design services, including architecture, advertising, and specialized design.
- ***Finance*****:** Banking, insurance, and financial services, including real estate activities.
- ***Furniture***: Household and office furniture manufacturing.
- ***Government***: Government employees (including public teachers), waste management, and water treatment.
- ***Healthcare***: Hospitals and offices of doctors, nurses, psychiatrists, physical therapists, and all health care and support services related to hospitals, nursing homes, rehabilitation facilities, and home care.
- ***Industrial Machinery*****:** Manufacturing of complex industrial machinery, including turbines, electrical lighting, and agricultural equipment.
- ***Logging & Metal/Mineral Mining*****:** Logging and mining ore and nonmetallic minerals**.**
- ***Materials***: Production of diverse materials, including plastics, rubber, resins, and basic chemicals.
- ***Metalworking***: Iron, steel, and other metal manufacturing and a range of metalworking activities, including forging, stamping, coating, engraving, and treating.
- ***Non-Profits***: Business, civic, social, and religions non-profit organizations.
- ***Professional Services*****:** Accounting, legal services, management, and other professional, scientific, and technical services.
- ***Retail***: Retail sales of goods and services.
- ***Shipbuilding***: Building of ships and boats.
- ***Software / Information Technology*****:** Software publishers, data hosting, computer system design, and internet service providers.
- ***Telecommunication Services*****:** Wired and wireless telecom services, including satellite and cable operators.
- ***Transportation & Logistics***: Air, sea, and land transportation activities and services, including freight, private postal, and passenger transportation.

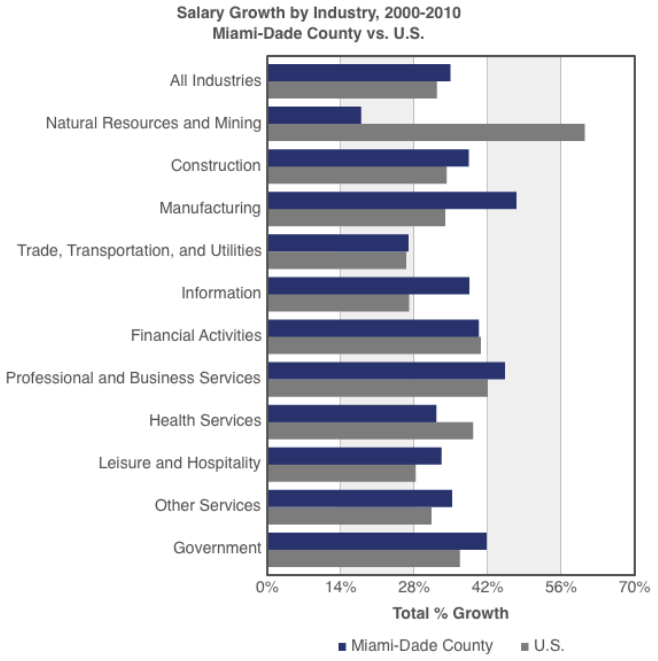
Salary Trends by Industry

Salary levels in an industry are a good indication of the relative productivity of that industry in a region. When an industry's average salary is above the US average, this is an indication that workers can command higher salaries due to their productivity, mix of higher-end skills, or other regional factors such as unionization. Below average salary levels may indicate relative cost-competitiveness, but can also be a sign that the local industry is immature or in an early development stage, which is often associated with a low location quotient (LQ) for the industry.



Miami-Dade County's average salary now stands at $45,700, just 2.3% lower than the national average. Over the past decade the County's average salary grew 35%, slightly faster than the US growth rate of 32% -- a sign that the County is catching up.

The **Information** (media, broadcasting, film) industry has the highest average salary in Miami-Dade at $70,100. Salary growth last decade in this industry outpaced the US, growing 39% compared to 27% nationally, but still remains 6% below the US average.



Four Miami-Dade County industries have salary levels above the US average: **Trade, Transportation and Utilities** (104% of US), **Health Services** (102%), **Government** (114%), and **Leisure and Hospitality** (133%). These industries are also large and have compensated for below-average salary levels in Construction, Financial Activities, Professional & Business Services, and Manufacturing.

The **Leisure and Hospitality** industry has performed particularly well. While its average salary is relatively low ($25,800), its average is 33% higher in Miami-Dade County than the US and is growing faster than the US.

Manufacturing salaries have been growing substantially faster than the US, likely a reflection of the downsizing of low-value industries due to a higher local cost environment.

Major Employers

Large, primary employers play a pivotal role in the Miami-Dade economy. Primary employers are those local companies that produce goods and services that sell a significant portion of their products and services outside of the local economy or to visitors. Essentially, these primary employers draw new money into the local economy from outside, and thereby create jobs that would otherwise not have existed. Employees of primary employers then spend their wages throughout the local economy, creating secondary jobs in a wide range of industries, including housing, retail, automobile repair, and other services. While estimates vary by industry , a true primary employer typically creates 2-4 additional jobs elsewhere in the local economy due to multiplier effects.

The top 15 major employers in the County shown in the table below reflect the industry strengths discussed in the previous section. The main sectors represented by Miami-Dade County's largest primary employers are Healthcare, Education, Tourism, and Logistics.

Miami-Dade County hosts over 800 multinational companies that do business outside the United States. Of the foreign-owned companies in Miami-Dade County, a majority are European-owned, having established their Latin American and Caribbean headquarters in Miami-Dade County. The County also hosts a large number of South and Central American companies' regional operations.

The top home-grown multinationals in Miami-Dade County by local employment are: Carnival Corporation, Royal Caribbean, Burger King, Interval International, Ryder System, Greenberg Traurig, Brightstar, and Arrow Cargo.

Top 15 Major Employers by Employment - Miami-Dade County

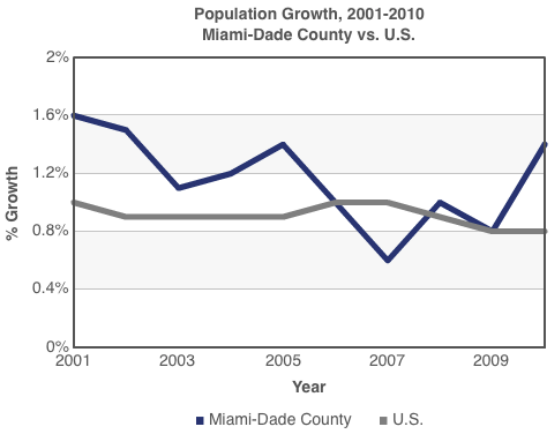
Employer Name	*2010 Employment*	*Industry*	*Location*
University of Miami	16,000	Education	Coral Gables
Baptist Health South Florida	13,376	Health	Coral Gables
American Airlines	9,000	Airline	Coral Gables
Precision Response Corporation	5,000	Call Center	Hialeah
Carnival Cruise Lines	3,500	Visitor	Miami
AT&T	3,100	Telecom	Miami
Mount Sinai Medical Center	3,000	Health	Miami Beach
Miami Children's Hospital	2,800	Health	Miami
Assurant Solutions	2,100	Insurance	Miami
Mercy Hospital	2,060	Health	Miami
Royal Caribbean International	1,880	Visitor	Miami
Beckman Coulter Corp.	1,400	Biomedical	Miami
United Parcel Service	1,150	Logistics	Miami
Federal Express	1,134	Logistics	Miami
Eulen America	1,000	Bus. Services	Miami

Source: Beacon Council

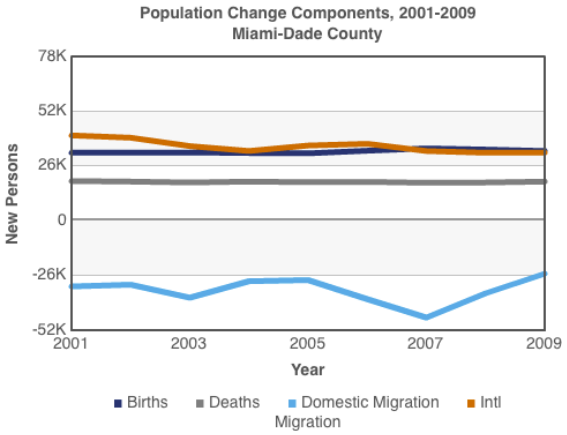
POPULATION DYNAMICS

Population Trends

Miami-Dade County's population reached nearly 2.5 million in the 2010 Census. For most of the last decade, population growth in Miami-Dade County outpaced the US, only briefly dropping below the national growth rate in 2007. The overall population of Miami-Dade County grew 11% from 2000-2010, the same as the South Florida population but slower than Florida's 18% growth.



In August 1992, South Miami-Dade County was hit by Hurricane Andrew, which destroyed a big portion of the housing stock as well as businesses. As a result, many people, especially professionals, relocated to Broward County with the understanding that this would be a temporary move until their houses could be repaired. As time passed, many of these people decided to make Broward County their permanent home, thus reducing the population size in South Miami-Dade County, especially in the Homestead area. In addition, the Homestead Airforce Base went through a transition and became primarily a reserve base, which also contributed to the decline in population. It was not until the beginning of the last housing boom during the mid-2000s that the population in the Homestead area began to grow rapidly.



Unlike most regions in the US, Miami-Dade County gets 50% of its new residents from overseas, with births accounting for the remainder. Population growth in the County would be sizeable if not for the large outflux of residents out of the County – between 25,000 and 45,000 "net" persons each year last decade.

Population trends from the past decade:

- Population growth in Miami-Dade County averaged 1.2% compared to 0.9% for the US.
- Miami-Dade County gained an average of 35,400 new residents every year from international migration.
- During the same period, Miami-Dade County lost an average of 33,100 residents annually to domestic migration across the US, resulting in only 2,300 net new residents a year from migration.

Population Breakdown
Miami-Dade County

Region	Population 2010	Population Growth, 2000-2010
Broward County	1,748,066	8%
Miami-Dade County	**2,496,435**	**11%**
Palm Beach County	1,320,134	17%
South Florida	5,564,635	11%
Florida	18,801,310	18%
United States	308,745,538	10%

Source: US Census

- Natural increase (births minus deaths) resulted in an average of 14,500 new residents a year.

Although more residents left Miami-Dade County for other regions of the US over the past decade, new residents did continue to relocate to Miami-Dade County from across the nation, primarily from larger cities in the Northeast and Midwest. *(Migration data is compiled by the US Internal Revenue Service).*

- The largest domestic source of new residents between 2005 and 2009 (the last year that data was available) was New York City, the source of 11,520 relocations to Miami-Dade County.
- The next largest sources of relocations to Miami-Dade County were Boston, MA (+900); Chicago, IL (+580); and Detroit, MI (+500).

Top 10 Source Metros, 2005-2009
Miami-Dade County

Rank	Source Metro	Out	In	Net Migration	Percent of Migrants
1	New York, NY	-20,140	31,660	11,520	23.1%
2	Boston, MA	-3,050	3,950	900	1.8%
3	Chicago, IL	-3,510	4,090	580	1.2%
4	Detroit, MI	-660	1,170	500	1.0%
5	Philadelphia, PA	-2,250	2,620	360	0.7%
6	Providence, RI	-680	1,020	330	0.7%
7	Key West, FL	-3,130	3,380	250	0.5%
8	Minneapolis-St. Paul, MN	-440	650	210	0.4%
9	Stamford, CT	-700	890	190	0.4%
10	Hartford, CT	-480	650	160	0.3%

Despite these relocations to the County during this period, Miami-Dade County saw a significant share of residents relocate to other US cities, primarily within Florida and the Southeast.

- The largest exodus of Miami-Dade County residents was within South Florida, with 63,100 residents moving to Palm Beach and Broward Counties between 2005 and 2009.
- The next largest destinations for departing Miami-Dade County residents were Atlanta, GA (-11,400); Orlando, FL (-9,900); and Fort Myers, FL (-8,700).

Top 10 Destination Metros, 2005-2009
Miami-Dade County

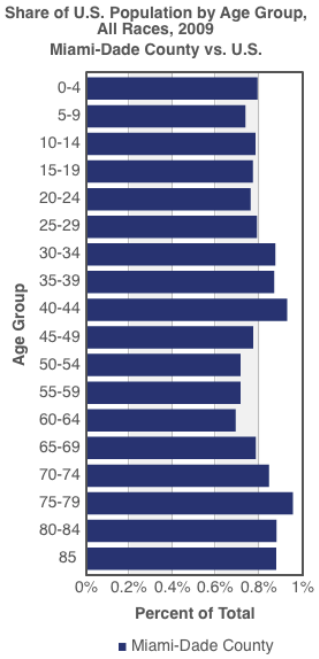
Rank	Destination Metro	Out	In	Net Migration	Percent of Migrants
1	Palm Beach & Broward Counties	-144,700	87,400	-63,100	24.8%
2	Atlanta, GA	-17,800	6,300	-11,400	4.5%
3	Orlando, FL	-20,300	10,400	-9,900	3.9%
4	Fort Myers, FL	-15,000	6,400	-8,700	3.4%
5	Tampa Bay, FL	-14,300	8,000	-6,300	2.5%
6	Port St. Lucie, FL	-6,000	2,000	-4,000	1.6%
7	Lakeland, FL	-5,300	1,700	-3,600	1.4%
8	Houston, TX	-5,900	2,700	-3,200	1.3%
9	Charlotte, NC	-4,100	1,000	-3,100	1.2%
10	Jacksonville, FL	-6,000	3,000	-3,000	1.2%

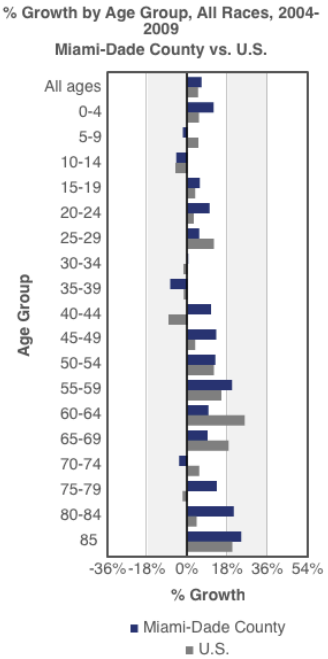
Age Composition

The population of Miami-Dade County roughly follows the same pattern of age distribution as the US as a whole. Between 2004 and 2009, age cohorts in Miami-Dade County grew at different rates than the US, indicating that Miami-Dade's age distribution will change in the near future, with Miami-Dade County gaining a larger share of population aged in their 40s and a smaller share aged in their 60s.

Between 2004 and 2009, Miami-Dade's age distribution held to the following trends:

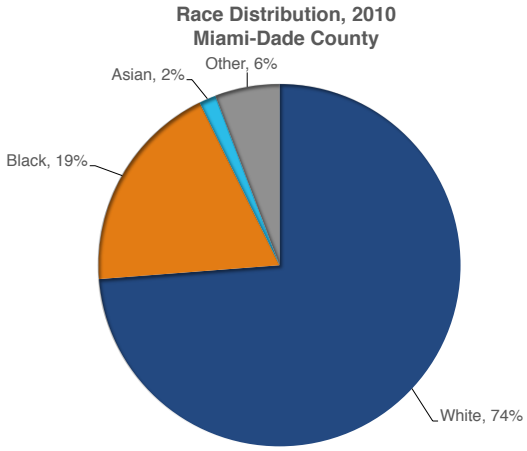
- In 2009, 20% of the population was under 15 years old and 14% was aged 15-24, the same proportions as the US.
- Miami-Dade County had a slightly large young adult population, with 29% aged 25-44, compared to 27% nationally.
- Miami-Dade County had a slightly smaller older working population, with 24% aged 45-64, compared to 26% in the US as a whole.
- Miami-Dade County witnessed higher growth than the US in three major age groups: 15-24, 25-44, and 65+.
    - One subset, those aged 20-24, grew 10% in Miami-Dade County compared to 3% in the US.
- While the US population aged 40-44 decreased by 9%, Miami-Dade County saw 10% growth in this age cohort.
- Population aged 80-84 grew 21% in Miami-Dade County compared to 4% in the US.



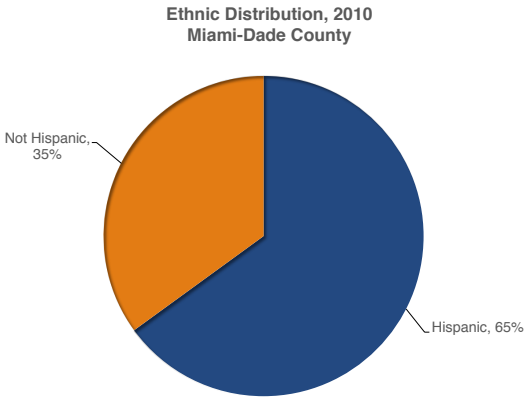


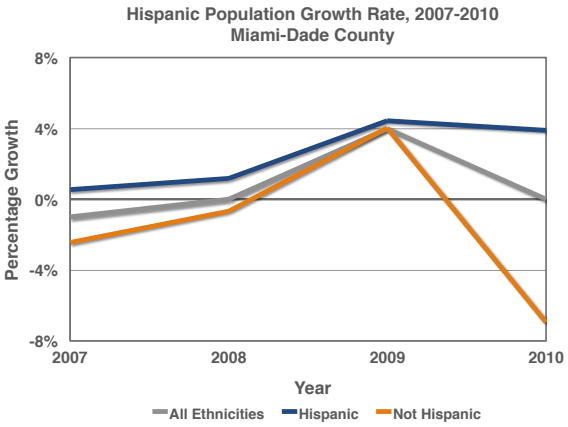
Race and Ethnicity

Miami-Dade County is majority Hispanic, and the Hispanic population has grown continuously over the past five years as the Non-Hispanic population has declined.



- The County currently has a demographic breakdown of 74% White, 19% Black, 2% Asian, and 6% Other.
- Hispanic ethnicities account for 65% of Miami-Dade's population.
- The Hispanic population has grown at annualized rate of 2.5% from 2006-2010, while the overall population grew at an annualized rate of 1.0% and the Non-Hispanic population declined at an annualized rate of -1.6%.
- The Black population has remained relatively flat over the four-year period, growing at an annualized rate of 0.1%.
- Miami-Dade has a high concentration of foreign-born residents, with 66% born outside the US in 2010, according to the US Census, American Community Survey.
- The composition of Miami-Dade's foreign-born population is unique in the US; the top three places of birth for foreign-born residents: Cuba (45%), Nicaragua (7%), and Colombia (7%).

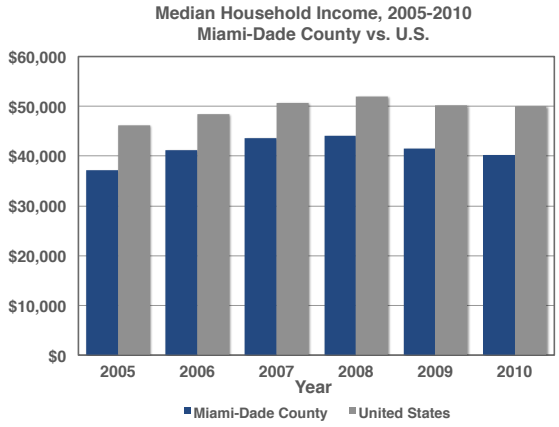


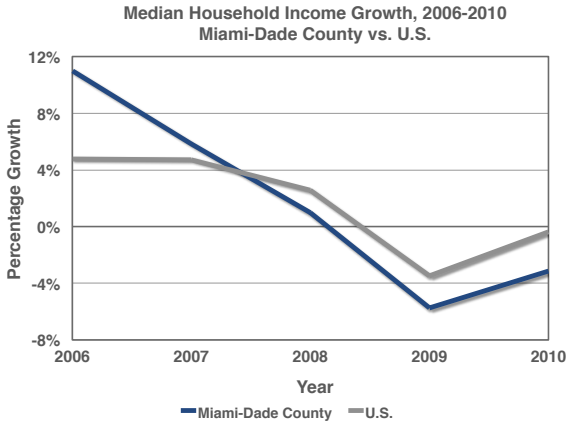


Income

Incomes in Miami-Dade County grew more quickly than the US as a whole prior to the start of the recession in 2007 but declined faster during recent recession years. Median household income in Miami-Dade County remains slightly below national levels, but pre-recession growth trends were bringing both income measures closer to national norms.

- Median household income in the County hit $40,200 in 2010, 80% of US median household income of $50,100.
- In contrast, Miami-Dade County's average salary for workers reached $45,700 in 2010.



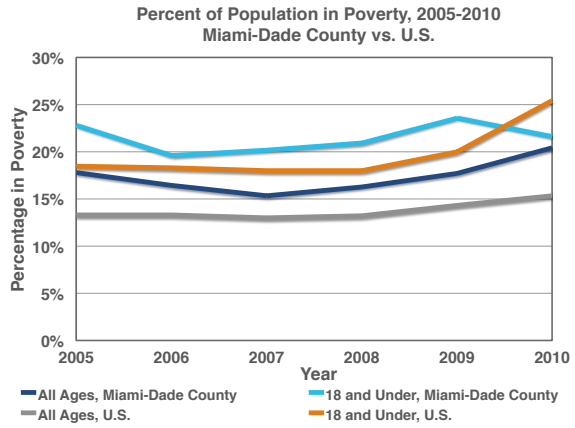


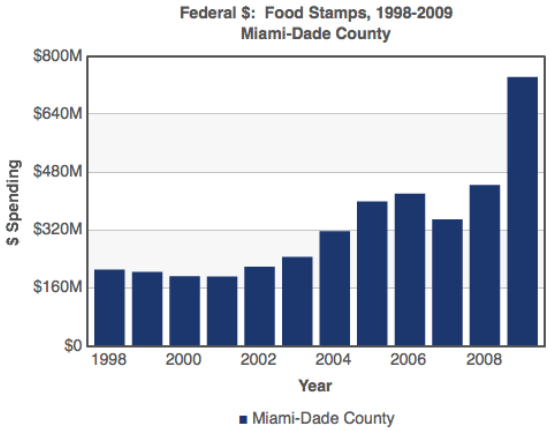
Poverty

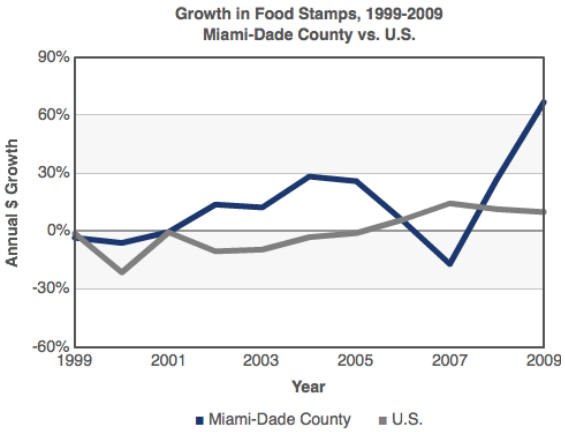
Miami-Dade County has a higher portion of the population in poverty (20% in 2010) than the US as a whole (15%), and the recent recession has begun to erase the positive trends seen throughout the last decade. In 2010, the overall poverty rate jumped 2.7%, which will likely bring the overall poverty rate above 20%, a rate not seen in 10 years. Prior to the recession in the 2000s, the percentage of US population in poverty remained relatively level, while the poverty rate in Miami-Dade County had been falling. Poverty was decreasing in Miami-Dade County from 2003-2007 but swung upwards at the start of the national recession in 2007.

Miami-Dade County also has a lower percentage of children under 18 years old living in poverty, 22% of the underage population in 2010 compared to 25% in the US. The number of children living in poverty in Miami-Dade County dropped 2% from 2009-2010, as the overall population in poverty increased. Nationally, children in poverty increased 5.4% during this period as overall population in poverty rose 1 percentage point.

While the poverty rate has been falling in Miami-Dade, the amount of food stamps received has nearly tripled in the past 10 years, with the sharpest increase at the start of the recession in 2007.







SWOT ANALYSIS

INDUSTRY DYNAMICS

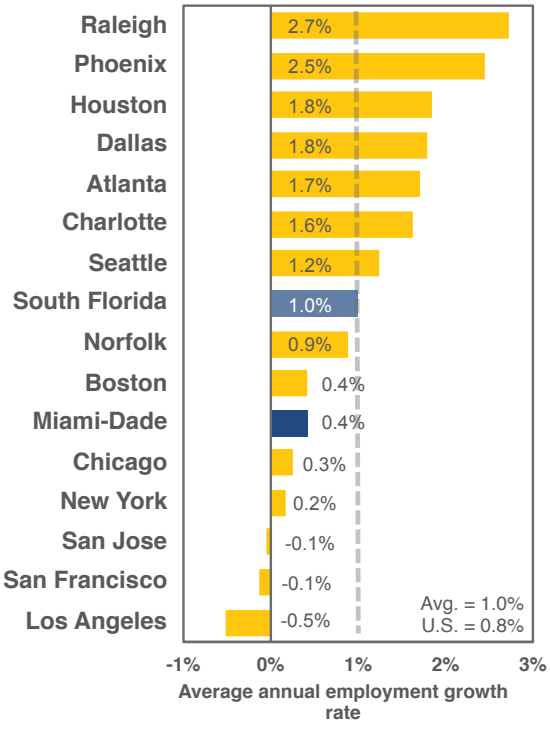
Employment Growth

A healthy, vibrant economy fuels future success. Companies seek growing regions because they steadily attract talented workers, provide a growing base of customers and suppliers, and have proven to offer a competitive climate in which business prospers. Employment growth is a metric that highly influences national "Best Cities for Business" rankings, which add a further boost to a region's perceived attractiveness for companies and workers.

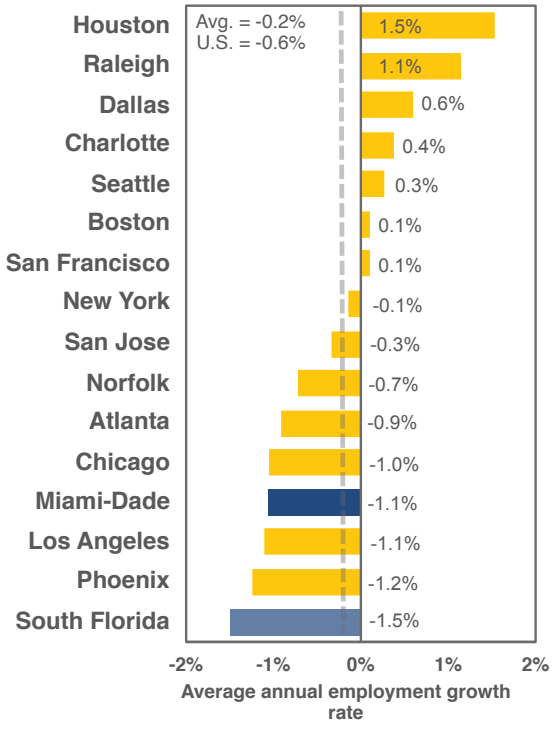
Miami-Dade County employment **grew more slowly** than both the United States and the average of benchmark cities between 1990 and 2010 and has **contracted more rapidly** than the both measures in the last five years.

- The 0.4% average annual employment growth over the past two decades in Miami-Dade County was significantly less than the benchmark average of 1.0%.
- Miami-Dade County employment has contracted at an average annual rate of -1.1% since 2005, over five times lower than the benchmark rate of -0.2%.
- Miami-Dade County employment grew at a slower pace than South Florida from 1990 to 2010 (0.4% vs. 1.0% average annual growth) and has contracted more slowly than the larger region from 2005 to 2010 (-1.1% vs. -1.5%).

20-Year Employment Growth, 1990-2010



5-Year Employment Growth, 2005-2010



Employment growth in Miami-Dade County has been relatively flat for the past two decades, which is **comparable to other large metros** in the Northeast and on the West coast but **lagging behind** high-growth cities in the Sun Belt. In recent years, Miami-Dade County has **lost jobs more rapidly than most benchmarks**.

Benchmark Metro	Employment (millions)				
	Total Employment, 1990	*Total Employment, 2005*	*Total Employment, 2010*	*Average Annual Growth, 1990-2010*	*Average Annual Growth, 2005-2010*
Miami-Dade	**0.87**	**1.00**	**0.95**	**0.4%**	**-1.1%**
South Florida	*1.73*	*2.28*	*2.11*	*1.0%*	*-1.5%*
Atlanta	1.52	2.24	2.14	1.7%	-0.9%
Boston	2.14	2.32	2.33	0.4%	0.1%
Charlotte	0.57	0.78	0.79	1.6%	0.4%
Chicago	3.85	4.27	4.05	0.3%	-1.0%
Dallas	1.39	1.92	1.98	1.8%	0.6%
Houston	1.72	2.30	2.48	1.8%	1.5%
Los Angeles	4.29	4.08	3.86	-0.5%	-1.1%
New York	7.69	8.03	7.97	0.2%	-0.1%
Phoenix	1.02	1.76	1.65	2.5%	-1.2%
Raleigh	0.28	0.46	0.48	2.7%	1.1%
San Francisco	0.99	0.96	0.97	-0.1%	0.1%
San Jose	0.87	0.87	0.86	-0.1%	-0.3%
Seattle	1.26	1.60	1.62	1.2%	0.3%
Norfolk	0.59	0.73	0.71	0.9%	-0.7%
United States	**108.60**	**131.57**	**127.83**	**0.8%**	**-0.6%**

Source: U.S. Bureau of Labor Statistics, Census of Employment and Wages

Technology Industry

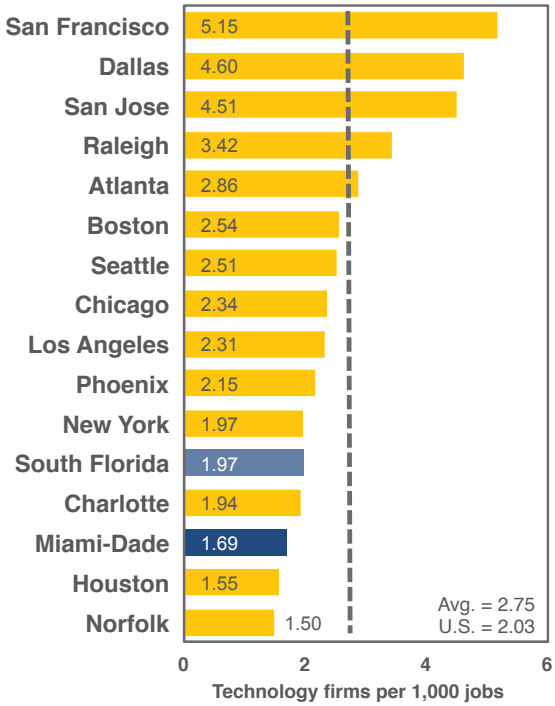
Regions with large clusters of technology firms and skillsets typically outperform other regions in employment growth, income levels and educational attainment. Having a strong IT foundation improves a community's ability to attract and expand other high wage industries.

Miami-Dade County has a **relatively low concentration** of technology firms. Although the number of **technology firms has grown** in recent years, they have grown more slowly than most benchmarks and the region.

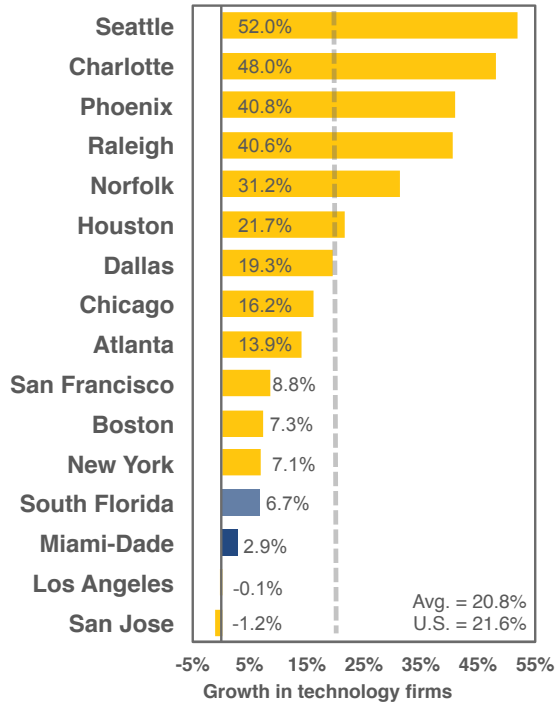
- Technology firms are those engaged in technology-based industries, including biomedical, computer equipment manufacturing, and software development.
- Miami-Dade County hosts 1.7 technology firms per 1,000 jobs, the same as the United States average but below the benchmark city average of 2.6 firms.
- The number of technology firms in Miami-Dade County grew 3% between 2005 and 2010, significantly below the United States rate of 22%, benchmark average of 23%, and the South Florida rate of 7%.

The current low concentration of technology firms combined with **relatively slow growth** in firm numbers in recent years indicates that if trends continue, Miami-Dade County **will have a lower concentration of technology firms in the future**. The Technical Skills section of this report provides additional indicators on Miami-Dade's technology workforce.

Technology Firms Per 1,000 Jobs, 2010



Technology Industry Firm Growth, 2005-2010



Benchmark Metro	Technology Industry				
	Number of Technology Firms, 2005	*Number of Technology Firms, 2010*	*Technology Firms Per 1,000 Jobs, 2010*	*Growth in Technology Firms, 2005-2010*	*Growth in All Firms, 2005-2010*
Miami-Dade	**1,550**	**1,595**	**1.69**	**2.9%**	**-1.5%**
South Florida	*3,896*	*4,156*	*1.97*	*6.7%*	*-2.4%*
Atlanta	5,369	6,117	2.86	13.9%	-4.5%
Boston	5,508	5,911	2.54	7.3%	-1.7%
Charlotte	1,039	1,538	1.94	48.0%	-11.1%
Chicago	8,160	9,485	2.34	16.2%	-9.1%
Dallas	7,622	9,096	4.60	19.3%	-7.3%
Houston	3,153	3,837	1.55	21.7%	-10.7%
Los Angeles	8,928	8,921	2.31	-0.1%	-12.9%
New York	14,674	15,713	1.97	7.1%	-5.6%
Phoenix	2,524	3,554	2.15	40.8%	-9.1%
Raleigh	1,175	1,652	3.42	40.6%	-14.3%
San Francisco	4,574	4,976	5.15	8.8%	-13.5%
San Jose	3,914	3,866	4.51	-1.2%	-13.4%
Seattle	2,670	4,059	2.51	52.0%	-9.5%
Norfolk	805	1,056	1.50	31.2%	-5.0%
United States	**213,229**	**259,342**	**2.03**	**21.6%**	**-6.8%**

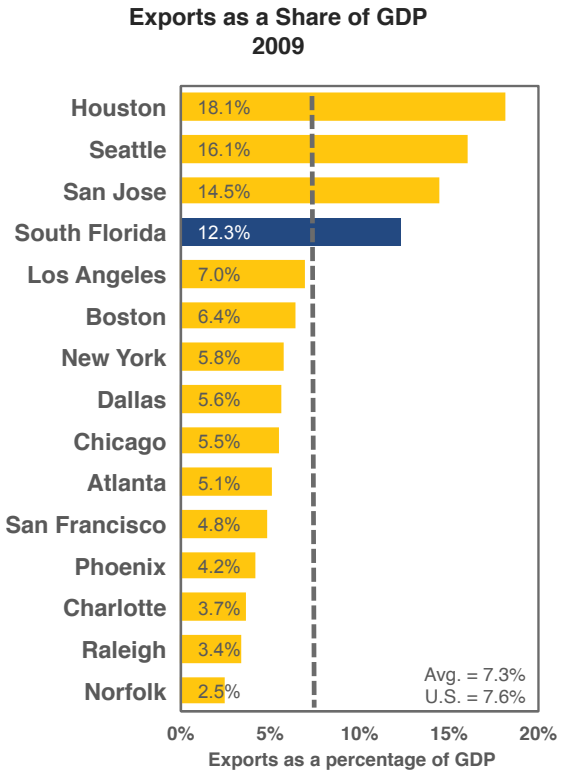
Source: U.S. Bureau of Labor Statistics, Census of Employment and Wages

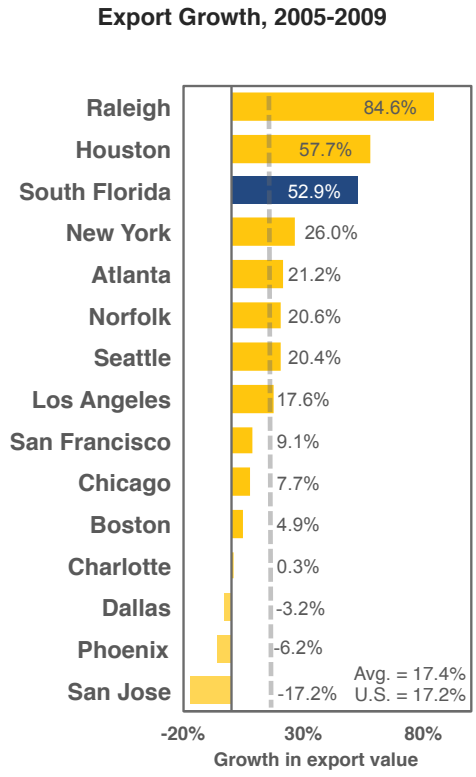
Exports

Access to global markets provides much of the growth opportunities for companies today. A region's export level is a strong indicator of a community's competitiveness in the global economy. Exporting regions usually have a workforce with skills to operate in a multi-cultural business model. Having well-connected multi-modal infrastructure - seaports, airports, rail and strong interstate access – differentiates strong export markets and attracts a wide range of industries. International trade hubs often attract multinational logistics firms and support operations such as banks, law firms, and customs brokers. A multi-cultural workforce can help a region create linkages to international markets and support these business activities.

Miami-Dade County is an internationally-connected global community. South Florida is both one of the **largest** sources of exports in the United States and also **one of the fastest growing** exporting areas among the benchmark regions. *(Data in this category is only available at the South Florida level.)*

- The $20 billion of exports originating in South Florida in 2009 accounted for 3% of all exports from the United States.
- South Florida's exports accounted for 12% of local GDP, the 4th highest share among benchmark regions and a greater share than larger exporters such as New York City and Los Angeles.
- Exports originating in South Florida grew 53%, the 3rd highest among benchmark regions and significantly greater than the benchmark and US average of 17%.





South Florida's strong export orientation and international market connectivity make the region **extremely competitive** when attracting globally focused businesses in an increasingly interconnected world.

Benchmark Metro	Exports		
	Value, 2009 (billions)	*Share of GDP, 2009*	*% Growth, 2005-2009*
Miami-Dade	**n/a**	**n/a**	**n/a**
South Florida	*$31.2*	*12.3%*	*52.9%*
Atlanta	$13.4	5.1%	21.2%
Boston	$19.0	6.4%	4.9%
Charlotte	$04.1	3.7%	0.3%
Chicago	$28.2	5.5%	7.7%
Dallas	$19.9	5.6%	-3.2%
Houston	$65.8	18.1%	57.7%
Los Angeles	$51.5	7.0%	17.6%
New York	$70.0	5.8%	26.0%
Phoenix	$07.9	4.2%	-6.2%
Raleigh	$01.8	3.4%	84.6%
San Francisco	$16.0	4.8%	9.1%
San Jose	$21.4	14.5%	-17.2%
Seattle	$36.9	16.1%	20.4%
Norfolk	$02.0	2.5%	20.6%
United States	**$1,056.0**	**7.6%**	**17.2%**

Source: U.S. Department of Commerce, ITA

Much more in-depth analysis of the imports and exports (trends, product, countries of origin, etc.) is included in subsequent reports.

(It is important to note that this export data reflects goods that are produced and exported from South Florida, not the trade flows from imports into the region and re-exports. International trade flow data will be examined in subsequent sections of this report as well as the forthcoming Target Industries report.)

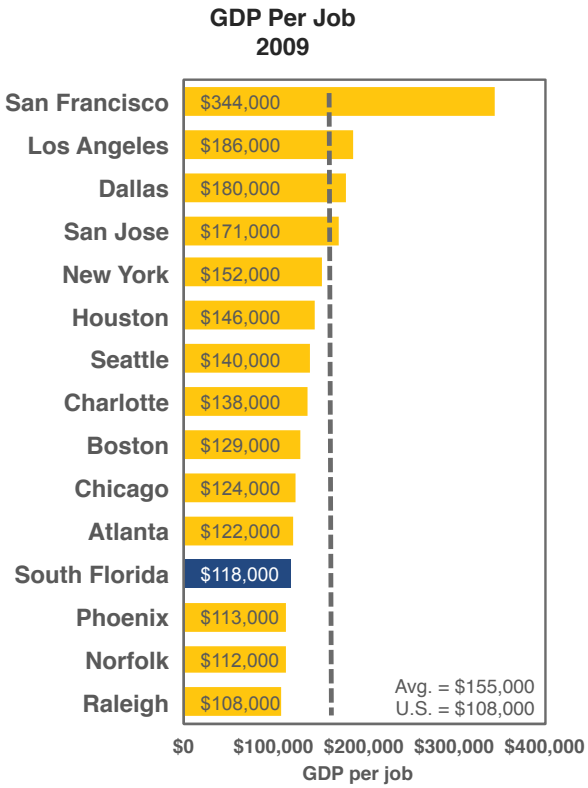
GDP

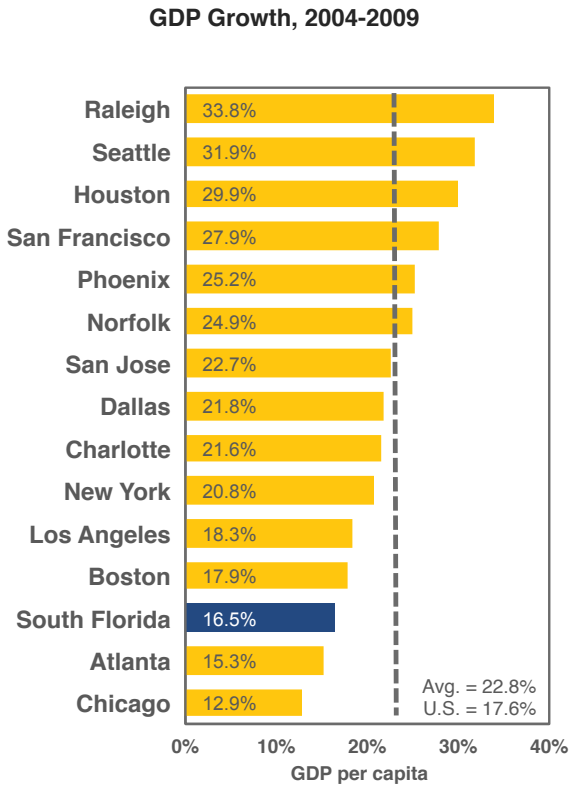
A region's Gross Domestic Product, particularly on a per capita basis, offers significant insight into the "value-add" of local companies and workers. More than employment numbers, GDP statistics reveal the total output of a community and indicate the productivity of local workers. Site selectors look for communities with highly productive workers, even if those workers are not the lowest-cost option.

South Florida has a **lower GDP per job** than benchmark metros and **GDP grew more slowly** from 2004 to 2009. However, both of these measures are **above or on par with national trends**. *(Data in this category is only available at the South Florida level.)*

- South Florida's $118,000 GDP per job is well below the benchmark average of $155,000 per job but above the United States average of $108,000.
- With a 17% rise from 2004 to 2009, South Florida's GDP grew just below the United State average of 18% but significantly slower than the benchmark average of 23%.

GDP trends in South Florida show that in recent years while the region has **performed roughly on par with the United States,** workforce productivity is **significantly lower** than benchmark metros.





Benchmark Metro	Gross Domestic Product (billions)				
	GDP, 2004	*GDP, 2009*	GDP Growth, 2004-2009	*GDP per Capita, 2004*	*GDP per Capita, 2009*
Miami-Dade	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**
South Florida	*$216.9*	*$252.6*	*16.5%*	*$40,446*	*$45,579*
Atlanta	$229.6	$264.7	15.3%	$47,814	$48,421
Boston	$252.9	$298.3	17.9%	$56,735	$64,992
Charlotte	$90.8	$110.4	21.6%	$61,686	$63,319
Chicago	$450.5	$508.7	12.9%	$48,273	$53,167
Dallas	$292.7	$356.6	21.8%	$76,729	$82,432
Houston	$279.6	$363.2	29.9%	$53,863	$61,884
Los Angeles	$618.0	$730.9	18.3%	$63,003	$74,343
New York	$1,001.7	$1,210.4	20.8%	$53,431	$63,506
Phoenix	$152.3	$190.7	25.2%	$40,897	$43,740
Raleigh	$39.3	$52.6	33.8%	$42,819	$46,741
San Francisco	$262.4	$335.6	27.9%	$153,557	$188,138
San Jose	$120.1	$147.4	22.7%	$69,630	$80,184
Seattle	$173.5	$228.8	31.9%	$54,819	$66,903
Norfolk	$63.7	$79.6	24.9%	$38,830	$47,815
United States	**$11,853.3**	**$13,939.0**	**17.6%**	**$40,464**	$45,455

Source: U.S. Department of Commerce, Bureau of Economic Analysis

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Unemployment

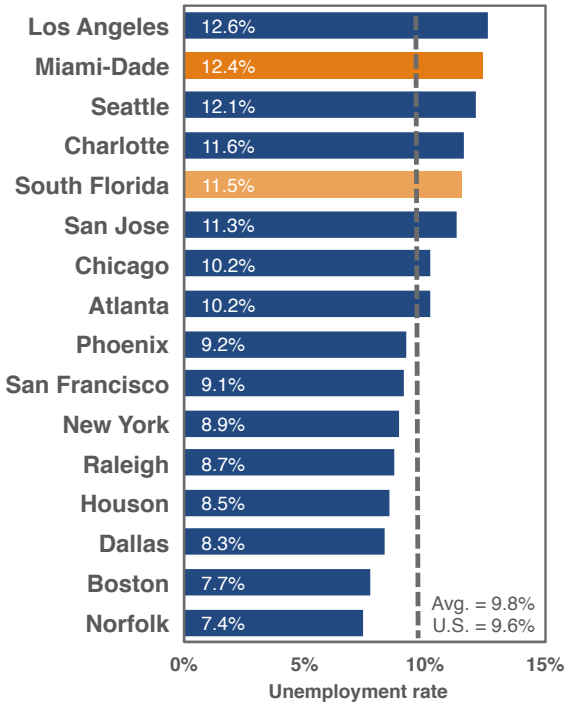
Unemployment rates, like employment growth, signal the robustness of a region's economy. Cities with high unemployment rates have a more difficult time attracting talented workers due to the increased competition for employment opportunities. Large populations of unemployed workers also create a financial burden on the provision of local services. On a positive note, high unemployment also indicates the ready availability of workers.

Unemployment in Miami-Dade County is **higher than most benchmarks and South Florida**, but relative job losses during the current recession **have been lower**.

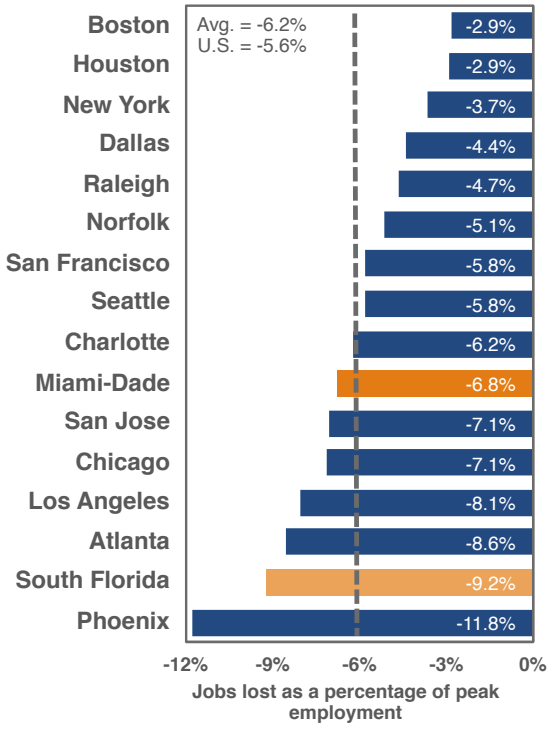
- At 12.4%, the 2010 annual unemployment in Miami-Dade County is the second highest among benchmark metros and well above the United States rate of 9.6%.
- Between 2007 and 2010, Miami-Dade County lost 6.8% of peak employment jobs, only slighter higher than the benchmark average of 6.2%.

Miami-Dade County's unemployment rate is **higher than the majority of benchmarks**, but Miami-Dade County has **lost fewer jobs relative to peak** than South Florida and many other regions.

Average Annual Unemployment, 2010



Jobs Lost as a Percentage of Peak Employment, 2010



Benchmark Metro	Unemployment			
	Unemployment Rate, 2005	*Unemployment Rate, 2010*	*Peak Employment (millions)*	*Jobs Lost as a % of Peak Employment, 2010*
Miami-Dade	**4.6%**	**12.4%**	**1.01**	**-6.8%**
South Florida	*4.2%*	*11.5%*	*2.33*	*-9.2%*
Atlanta	5.3%	10.2%	2.34	-8.6%
Boston	4.5%	7.7%	2.40	-2.9%
Charlotte	5.3%	11.6%	0.84	-6.2%
Chicago	5.9%	10.2%	4.36	-7.1%
Dallas	5.2%	8.3%	2.07	-4.4%
Houston	5.6%	8.5%	2.55	-2.9%
Los Angeles	5.4%	12.6%	4.20	-8.1%
New York	4.9%	8.9%	8.28	-3.7%
Phoenix	4.1%	9.2%	1.88	-11.8%
Raleigh	4.2%	8.7%	0.51	-4.7%
San Francisco	4.6%	9.1%	1.02	-5.8%
San Jose	5.4%	11.3%	0.92	-7.1%
Seattle	5.0%	12.1%	1.72	-5.8%
Norfolk	3.9%	7.4%	0.74	-5.1%
United States	**5.1%**	**9.6%**	**135.37**	**-5.6%**

Source: U.S. Bureau of Labor Statistics, Civilian Labor Force Series

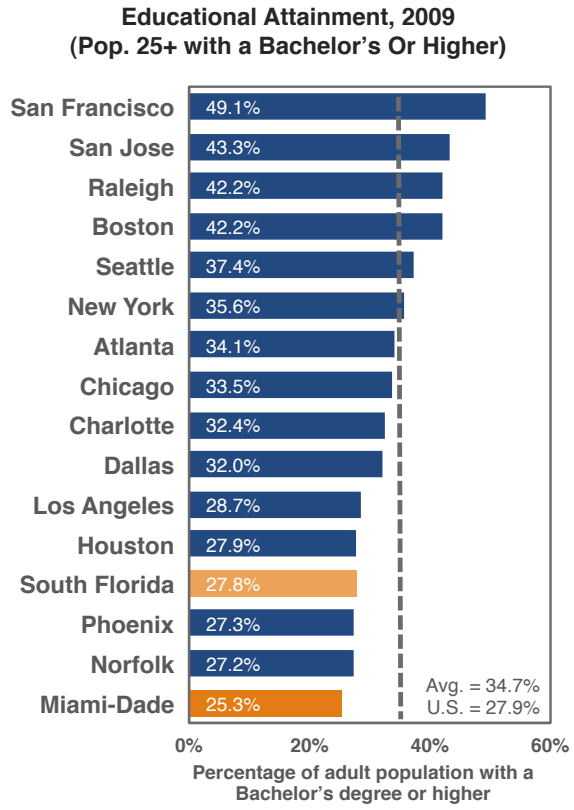
Educational Attainment

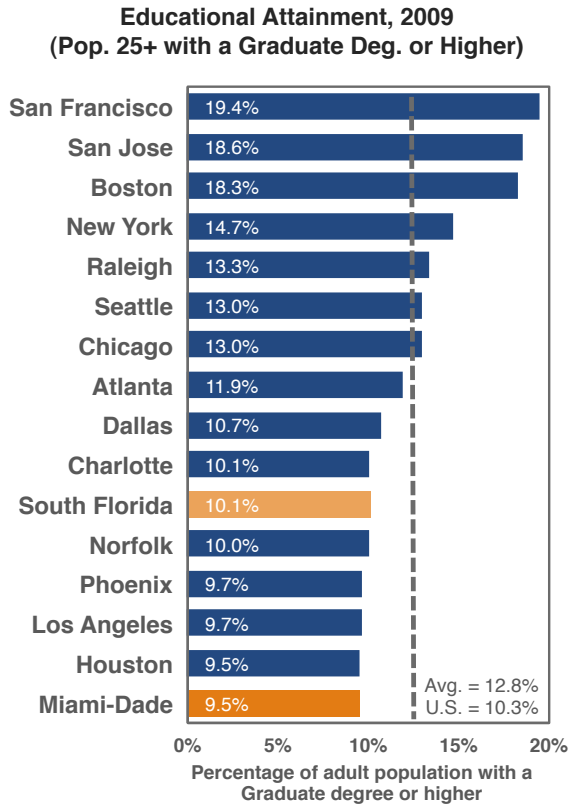
The educational attainment of a community is a leading factor in corporate site selection, particularly by high wage companies that view a professional workforce as critical to their success. If educational attainment is low, companies will then examine whether recruiting workers to the region will prove difficult or costly. In today's economy, higher educational attainment is strongly correlated to economic growth.

Miami-Dade County's adult population over 25 years holds the **lowest educational levels** among benchmarks.

- With 25% of adults holding a Bachelor's degree or higher, Miami-Dade County ranks last among benchmarks, well below the average of 35%.
- As with Bachelor's degrees, Miami-Dade adult residents rank last among benchmarks for possession of a Graduate degree or higher, with 10% in Miami-Dade County compared to 13% average.
- South Florida has higher educational levels than Miami-Dade County, with 28% of regional residents holding a Bachelor's or higher.

Low educational attainment levels in Miami-Dade make the County **less competitive** for professional companies, and higher educational levels in South Florida indicate that better educated regional residents are **more likely to live in Broward or Palm Beach Counties**, possibly due to lower housing costs or employer locations.





Benchmark Metro	Education, Adult Population (25+), 2009		
	% With a High School Deg.	*% With a Bachelor's Deg. or Higher*	*% With a Graduate Deg. or Higher*
Miami-Dade	**76.7%**	**25.3%**	**9.5%**
South Florida	*82.5%*	*27.8%*	*10.1%*
Atlanta	86.9%	34.1%	11.9%
Boston	90.6%	42.2%	18.3%
Charlotte	86.7%	32.4%	10.1%
Chicago	86.0%	33.5%	13.0%
Dallas	81.4%	32.0%	10.7%
Houston	80.1%	27.9%	9.5%
Los Angeles	75.9%	28.7%	9.7%
New York	84.4%	35.6%	14.7%
Phoenix	84.7%	27.3%	9.7%
Raleigh	89.4%	42.2%	13.3%
San Francisco	87.6%	49.1%	19.4%
San Jose	85.4%	43.3%	18.6%
Seattle	91.3%	37.4%	13.0%
Norfolk	89.4%	27.2%	10.0%
United States	**85.2%**	**27.9%**	**10.3%**

Source: U.S. Census Bureau, American Community Survey

College Enrollment

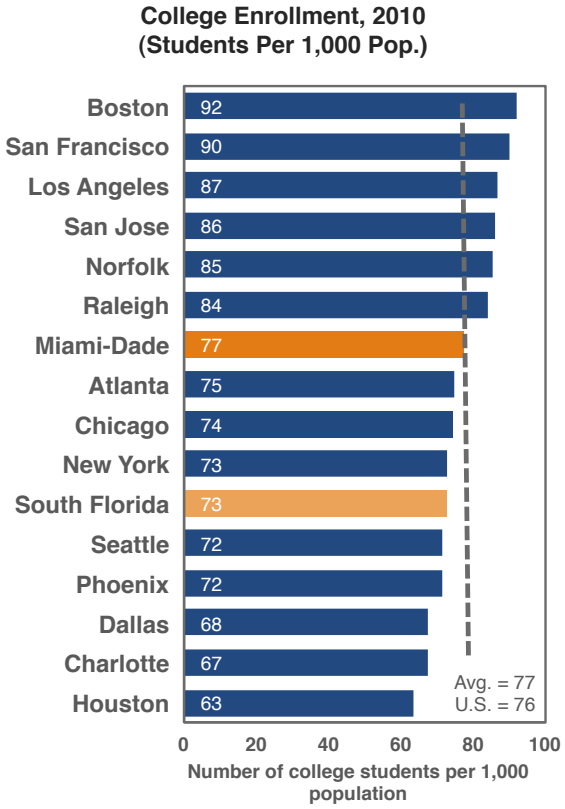
Local colleges provide a pipeline of skilled workers for a region's economy, which translates to a better supply and more competitive cost of young professional labor. A large college student population can also create a local lifestyle and "cool" factor helpful in attracting other talent into a region.

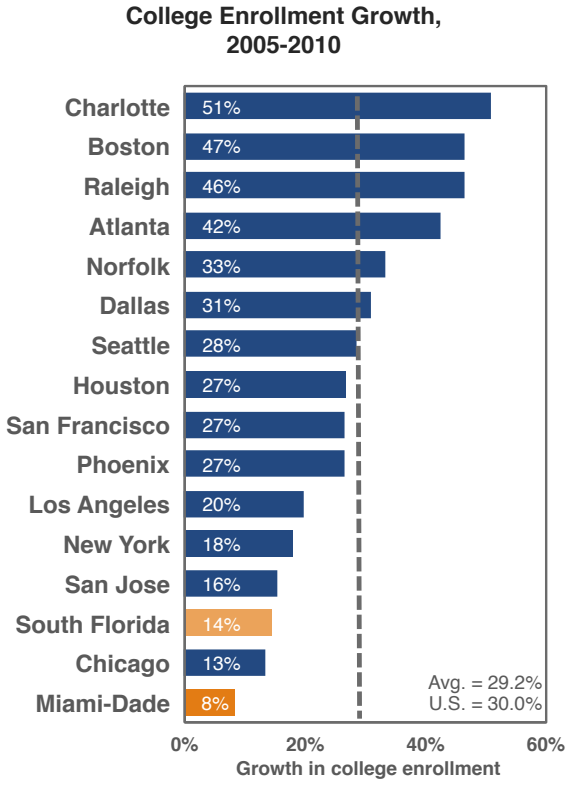
Miami-Dade County is home to several world-class colleges and universities (in order of enrollment size): Miami-Dade College, Florida International University, the University of Miami, and Barry University.

As a result of this strong education cluster, Miami-Dade County has **a relatively high concentration** of college students among benchmark metros and **higher than South Florida**.

- Miami-Dade's concentration of 77 enrolled college students per 1,000 population is exactly the benchmark average and above South Florida's 73 students per 1,000 population.
- Growth in enrolled students of 8% in Miami-Dade County from 2005 to 2010 is the lowest amongst benchmark regions but nearly double local population growth during this period.
- Miami-Dade College has the highest enrollment of any public community college system in the nation.

Miami-Dade County's concentration of college students indicate a **competitive local pipeline** of educated workers, and the relatively low concentration in South Florida reveals that Miami-Dade County **hosts a large**





share of regional college students. This does not mean, however, that Miami-Dade County is retaining these individuals after graduation.

A detailed examination of the programs and assets at Miami-Dade's educational institutions will be included in the subsequent *Education Asset Inventory* report.

Benchmark Metro	College Enrollment, 2010					
	2-4 Year Program Enrollment (thousands)	*Graduate and Professional Enrollment (thousands)*	*All Students (thousands)*	*Percentage of Students in Public Schools*	*Enrollment Per 1,000 Population*	*Growth in All Students, 2005-2010*
Miami-Dade	**162.1**	**31.8**	**193.9**	**68.2%**	**77**	**8.3%**
South Florida	*335.8*	*69.3*	*405.1*	*68.2%*	*73*	*14.4%*
Atlanta	312.3	82.5	394.8	71.1%	75	42.5%
Boston	297.2	123.6	420.8	40.6%	92	46.6%
Charlotte	97.9	20.6	118.5	74.8%	67	50.8%
Chicago	541.8	162.3	704.1	61.4%	74	13.3%
Dallas	233.3	54.7	288.0	81.9%	68	30.9%
Houston	307.9	70.2	378.1	82.3%	63	26.8%
Los Angeles	718.1	136.9	855.0	77.1%	87	19.9%
New York	1,063.7	316.6	1380.3	60.9%	73	17.9%
Phoenix	252.0	49.8	301.8	80.9%	72	26.5%
Raleigh	76.8	19.0	95.8	79.8%	84	46.3%
San Francisco	118.2	42.0	160.2	73.3%	90	26.5%
San Jose	127.1	32.1	159.1	74.7%	86	15.5%
Seattle	199.2	48.3	247.5	76.9%	72	28.4%
Norfolk	116.2	26.6	142.9	77.9%	85	33.3%
United States	**19,325.8**	**4,125.4**	**23,451.2**	**74.6%**	**76**	**30.0%**

Source: US Census, American Community Survey

Top 15 Educational Institutions by Enrollment - Miami-Dade County			
Educational Institution	*2004 Enrollment*	*2009 Enrollment*	*% Growth Enrollment, 2004-2009*
Miami Dade College	94,561	96,123	1.7%
Florida International University	45,186	48,513	7.4%
University of Miami	17,681	17,685	0.0%
Barry University	11,287	10,773	-4.6%
Florida Career College	3,706	7,615	105.5%
AI Miami International University of Art and Design	2,329	5,314	128.2%
Florida National College	3,013	5,172	71.7%
Saint Thomas University	3,962	4,217	6.4%
Lindsey Hopkins Technical Education Center	2,616	2,516	-3.8%
Robert Morgan Educational Center	1,810	2,431	34.3%
Miami Lakes Educational Center	2,284	2,346	2.7%
Johnson & Wales University-Florida Campus	2,698	2,199	-18.5%
Florida Memorial University	2,229	2,168	-2.7%
Everest Institute-Hialeah	1,309	1,652	26.2%
Everest Institute-North Miami	1,716	1,573	-8.3%

Source: IPEDS - Institutional Post-Secondary Education Data System

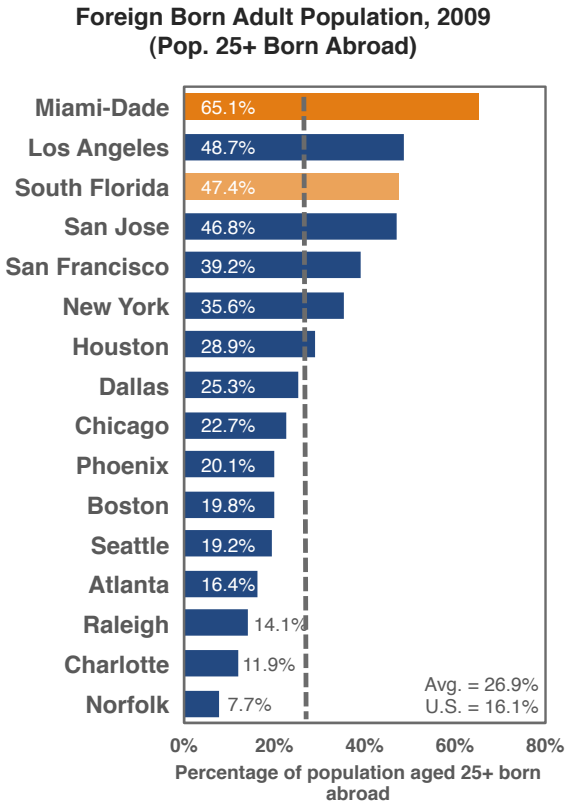
Foreign-Born Population

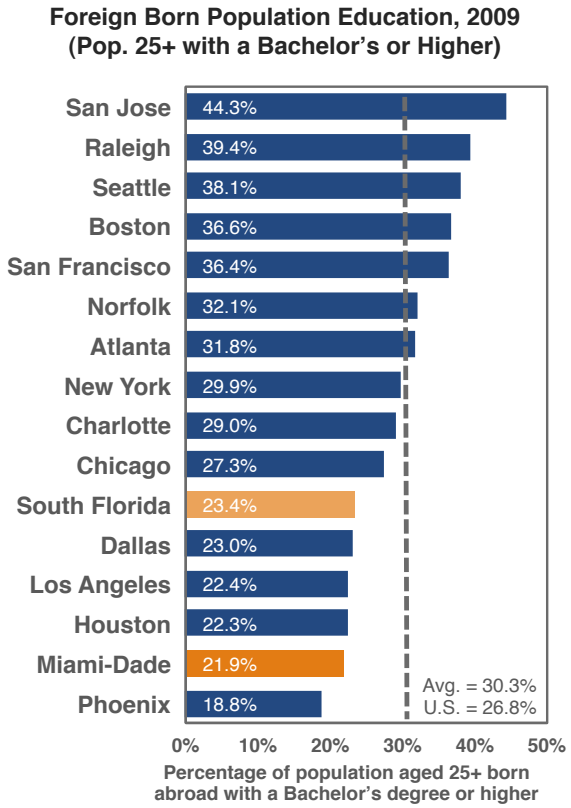
A region's foreign-born workforce can often become a favorable factor in companies' expansion decisions, particularly when this workforce has skills that are not widely available. Industries across the US are affected differently by a foreign-born workforce: the influx of technologists from abroad has greatly benefitted Silicon Valley's economy; immigrant labor has supported manufacturing and construction industries in the South; and the hospitality industry often fills labor gaps with international temporary workers and students.

Miami-Dade County has by far the **greatest concentration** of foreign-born residents among benchmark metros, however, this population also holds some of the **lowest educational levels**.

- 65% of Miami-Dade's adult population was born outside of the US in 2009 - the largest foreign-born population among benchmarks, more than double the average of 27% and the United States population of 16%.
- Only 22% of the foreign-born adult population in Miami-Dade County holds a Bachelor's degree or higher, compared to 30% average among benchmarks. Foreign-born basic educational levels are higher: 72% of these residents have at least a high school degree, compared to a benchmark average of 71%.

On one hand, Miami-Dade County's large foreign-born population **presents opportunities** as a labor pool for industries such as hospitality and tourism, but lower educational levels in segments of this population **raise**





questions about their readiness for skilled labor positions.

Benchmark Metro	Foreign Born Population				
	Share of Population, 2009	*Share of Adult Population (25+), 2009*	*With a High School Deg., 2009*	*With a Bachelor's Deg. or Higher, 2009*	*With a Graduate Deg. or Higher, 2009*
Miami-Dade	**49.7%**	**65.1%**	72.0%	21.9%	7.6%
South Florida	*37.1%*	*47.4%*	74.6%	23.4%	8.3%
Atlanta	13.0%	16.4%	73.4%	31.8%	13.0%
Boston	15.8%	19.8%	77.3%	36.6%	18.6%
Charlotte	9.6%	11.9%	68.3%	29.0%	11.8%
Chicago	17.2%	22.7%	69.1%	27.3%	11.3%
Dallas	19.4%	25.3%	55.7%	23.0%	9.7%
Houston	21.8%	28.9%	57.4%	22.3%	8.9%
Los Angeles	35.7%	48.7%	60.9%	22.4%	7.2%
New York	27.6%	35.6%	74.0%	29.9%	11.8%
Phoenix	15.4%	20.1%	59.6%	18.8%	7.0%
Raleigh	11.2%	14.1%	71.6%	39.4%	16.6%
San Francisco	31.9%	39.2%	75.1%	36.4%	14.2%
San Jose	35.5%	46.8%	77.0%	44.3%	21.6%
Seattle	15.7%	19.2%	79.1%	38.1%	15.3%
Norfolk	5.8%	7.7%	86.2%	32.1%	11.6%
United States	**12.5%**	**16.1%**	67.7%	26.8%	11.0%

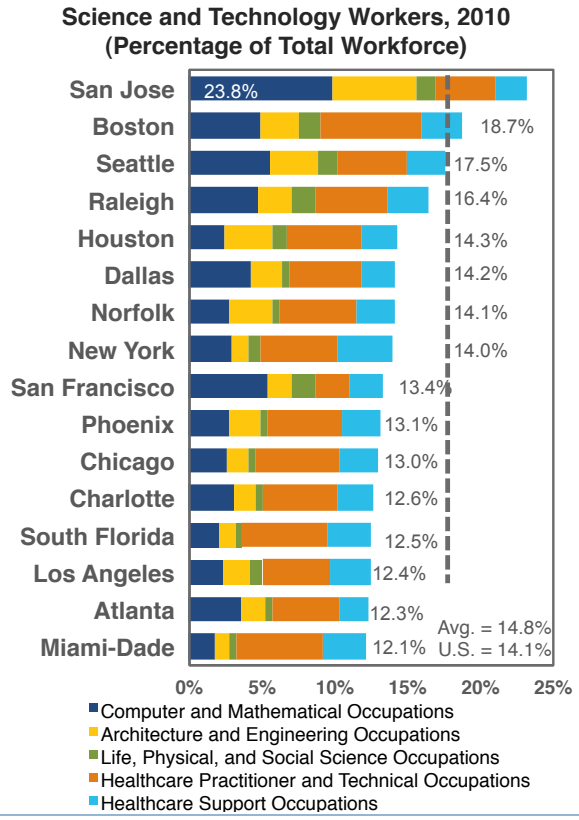
Source: U.S. Census, American Community Survey

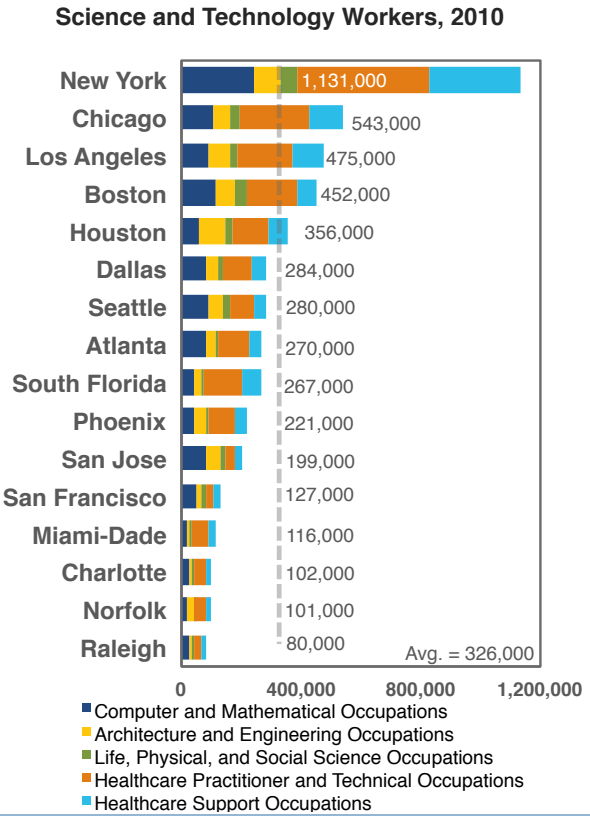
Technical Workforce

The ability to hire technical workers is an important requirement of most successful, globally-oriented companies. While some communities may not have a large technology industry cluster, they can be home to a large base of technology workers. This workforce must be both available (for hire) and productive (high value for the wage). Communities with a large, per-capita technology workforce usually satisfy both of these requirements.

Miami-Dade County has both a **low** concentration and overall population of science and technology workers compared to benchmark regions, but within these occupations, the County's concentration of **Healthcare Practitioners is one of the highest** among the benchmarks. Medical workers include doctors, nurses, psychologists, pharmacy technicians, and most other healthcare industry workers.

- With only 12% of workers in science and technology occupations, Miami-Dade County has the lowest concentration of all benchmark regions.
- The County's Healthcare Practitioners make up 6% of all occupations, ranking 2nd amongst benchmarks, behind only Boston.
- Miami-Dade's Computer Science and Engineering workforce concentration ranks last among the benchmarks (1.8% of workers are in those fields).
- Broward and Palm Beach Counties have a slightly higher percentage of their workforce in computers and engineering (2.1%). Medical concentrations are identical.





Miami-Dade's low overall concentration of science and technology workers appears to make the region less competitive in attracting sophisticated, high-technology companies, but the County's relative strength of medical workers **increases competitiveness in one of the region's strongest industries.** The low concentration of technical workers stands in contrast to the high concentration of technical degrees awarded in the County.

Benchmark Metro	Science and Technology Workers, 2010 (thousands)					
	Computer and Mathematical Occupations	*Architecture and Engineering Occupations*	*Life, Physical, and Social Science Occupations*	*Healthcare Practitioner and Technical Occupations*	*Healthcare Support Occupations*	*All Technology Workers*
Miami-Dade	**17.3**	**09.5**	**04.2**	**57.6**	**27.3**	**115.9**
South Florida	*44.7*	*24.1*	*08.8*	*126.8*	*62.8*	*267.2*
Atlanta	78.4	35.5	11.4	101.9	42.7	269.9
Boston	118.2	63.6	37.3	167.3	65.4	451.8
Charlotte	24.6	12.7	04.2	41.0	19.5	101.9
Chicago	105.1	60.7	26.9	237.9	112.9	543.5
Dallas	83.9	42.4	11.5	98.9	47.0	283.6
Houston	61.7	80.9	24.4	127.3	62.1	356.4
Los Angeles	89.1	70.7	30.7	181.1	103.6	475.2
New York	239.1	88.8	63.2	436.6	303.3	1,130.9
Phoenix	45.3	36.8	09.6	83.9	45.7	221.2
Raleigh	23.3	11.1	07.8	24.4	13.6	80.2
San Francisco	50.5	15.9	16.3	21.1	23.0	126.8
San Jose	84.5	49.1	11.9	35.4	18.5	199.3
Seattle	89.7	52.0	20.2	78.4	40.1	280.2
Norfolk	19.0	21.6	04.2	37.6	18.7	101.1
United States	**3,284.0**	**2,305.5**	**1,064.5**	**7,346.6**	**3,962.9**	**17,963.5**

Source: U.S. Bureau of Labor Statistics

Benchmark Metro	% Growth, Science and Technology Workers, 2005-2010					
	Computer and Mathematical Occupations	*Architecture and Engineering Occupations*	*Life, Physical, and Social Science Occupations*	*Healthcare Practitioner and Technical Occupations*	*Healthcare Support Occupations*	*All Technology Workers*
Miami-Dade	**6.0%**	**-22.0%**	**-29.0%**	**5.2%**	**26.5%**	**4.6%**
South Florida	*-0.6%*	*-19.8%*	*-32.7%*	*3.3%*	*11.7%*	*0.0%*
Atlanta	3.2%	-5.1%	-24.4%	12.1%	14.3%	5.1%
Boston	15.3%	-4.1%	6.9%	15.6%	5.1%	10.0%
Charlotte	17.0%	2.2%	-10.2%	26.2%	18.0%	17.0%
Chicago	-6.9%	-11.0%	-23.0%	8.3%	24.1%	3.2%
Dallas	13.2%	-7.3%	-11.6%	33.7%	39.6%	17.9%
Houston	25.9%	20.2%	0.3%	12.9%	27.6%	18.0%
Los Angeles	9.8%	-3.4%	6.1%	6.4%	24.8%	8.8%
New York	8.9%	-4.1%	-23.2%	5.0%	10.7%	4.3%
Phoenix	19.9%	-9.3%	-4.0%	22.3%	39.8%	16.7%
Raleigh	18.3%	2.2%	-18.6%	14.3%	45.7%	13.3%
San Francisco	10.2%	-16.4%	3.2%	24.0%	-8.3%	3.3%
San Jose	25.0%	-10.9%	-1.7%	15.2%	19.0%	10.1%
Seattle	23.5%	12.2%	-16.4%	7.9%	19.1%	12.4%
Norfolk	9.2%	1.0%	-26.4%	10.8%	19.9%	7.5%
United States	**11.2%**	**-3.2%**	**-10.2%**	12.2%	**17.8%**	**9.3%**

Source: U.S. Bureau of Labor Statistics

Young Professionals

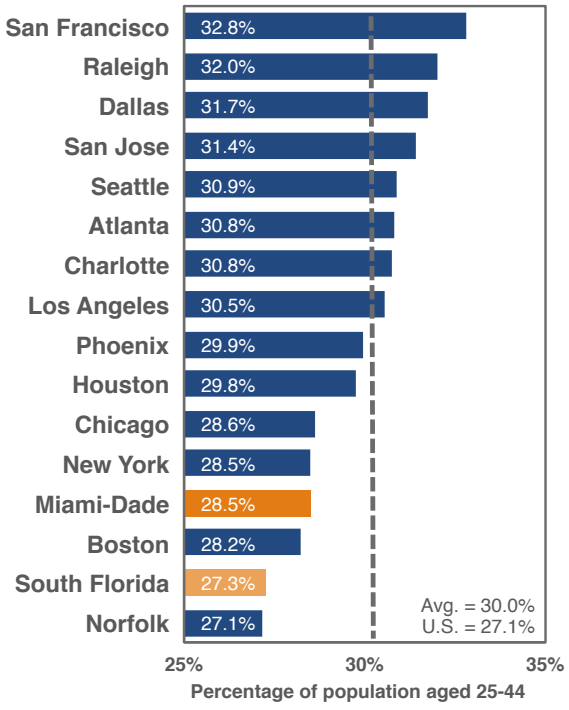
The "war for talent" among high growth companies is typically focused on well-educated young workers. Site selectors seek regions that offer the educational and lifestyle assets needed to produce, retain and attract young professionals. Often, a region is filtered out of a site decision process if less than 30% of its population is aged 25-44 years old.

Miami-Dade County has a relatively **small** concentration of young professionals aged 25-44 years. The County's 25-44 demographic is **one of the least educated** among the benchmark regions.

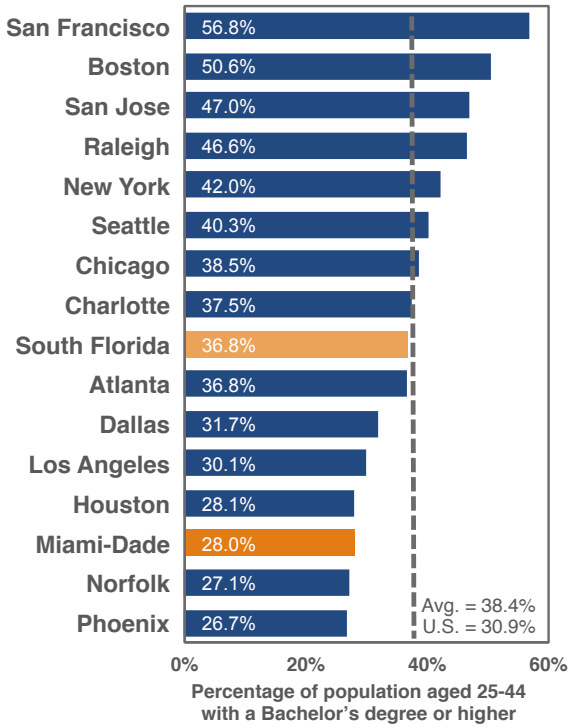
- Miami-Dade's young professional concentration of 28.5% is higher than South Florida's 27% but lower than the benchmark average, 30%.
- This population grew only 1.9% since 2000 while the overall population grew 11%.
- Only 28% of young professionals in Miami-Dade County hold a Bachelor's degree or higher, significantly less than the benchmark average of 38%. Educated young professionals are much more likely to live in Broward and Palm Beach Counties than Miami-Dade County, possibly due to housing costs in the recent past.

Miami-Dade County's **low concentration** of educated young professionals makes the region **less competitive** when attracting globally focused, high growth companies. It also indicates that the County is not retaining the individuals graduating from Miami-Dade's colleges and universities.

Young Professionals, 2009
(Population Aged 25-44)



Young Professional Education, 2009
(Pop. 25-44 with a Bachelor's or Higher)



Benchmark Metro	Young Professional Population (25-44 years old)			
	Population, 2009 (millions)	*% of Total Pop., 2009*	*% with Bachelor's or Higher, 2009*	*% of Total Pop. with Bachelor's or Higher, 2009*
Miami-Dade	**0.7**	**28.5%**	**28.0%**	**25.3%**
South Florida	*1.5*	*27.3%*	*36.8%*	*27.8%*
Atlanta	1.7	30.8%	36.8%	34.1%
Boston	1.3	28.2%	50.6%	42.2%
Charlotte	0.5	30.8%	37.5%	32.4%
Chicago	2.7	28.6%	38.5%	33.5%
Dallas	1.4	31.7%	31.7%	32.0%
Houston	1.7	29.8%	28.1%	27.9%
Los Angeles	3.0	30.5%	30.1%	28.7%
New York	5.4	28.5%	42.0%	35.6%
Phoenix	1.3	29.9%	26.7%	27.3%
Raleigh	0.4	32.0%	46.6%	42.2%
San Francisco	0.6	32.8%	56.8%	49.1%
San Jose	0.6	31.4%	47.0%	43.3%
Seattle	1.1	30.9%	40.3%	37.4%
Norfolk	0.5	27.1%	27.1%	27.2%
United States	**83.0**	**27.1%**	**30.9%**	**27.9%**

Source: U.S. Census, American Community Survey

Benchmark Metro	Young Professional Population (25-44 years old)			
	Young Prof. Growth, 2005-2009	*Total Pop. Growth, 2005-2009*	*Young Prof. Bachelor's Growth, 2005-2009*	*Total Pop. Bachelor's Growth, 2005-2009*
Miami-Dade	**9.4%**	**7.4%**	**7.7%**	**9.4%**
South Florida	*3.9%*	*4.0%*	*29.1%*	*3.9%*
Atlanta	4.5%	13.4%	3.2%	4.5%
Boston	-0.2%	7.4%	7.1%	-0.2%
Charlotte	11.4%	17.0%	22.5%	11.4%
Chicago	-0.8%	3.3%	4.8%	-0.8%
Dallas	8.2%	12.9%	7.6%	8.2%
Houston	10.5%	12.9%	18.9%	10.5%
Los Angeles	1.6%	0.9%	8.1%	1.6%
New York	0.2%	3.9%	4.1%	0.2%
Phoenix	14.4%	14.7%	17.2%	14.4%
Raleigh	15.8%	21.8%	16.4%	15.8%
San Francisco	10.3%	8.6%	10.7%	10.3%
San Jose	5.3%	6.6%	-56.8%	5.3%
Seattle	7.7%	8.7%	14.3%	7.7%
Norfolk	-0.4%	5.7%	0.3%	-0.4%
United States	**1.2%**	**6.5%**	**5.4%**	**1.2%**

Source: U.S. Census, American Community Survey

BUSINESS CLIMATE

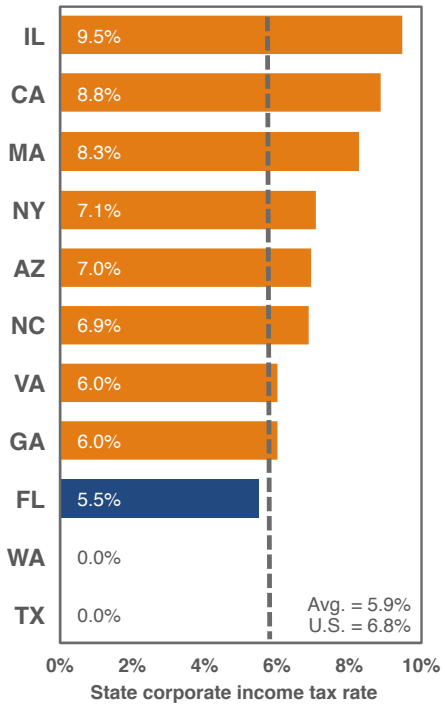
Taxes

Since taxation is always a site-variable factor, state and local tax policy can play a significant role in supporting or hurting a business community and its ability to attract new industry. Also, variations in how states choose to generate tax revenue (income taxes versus property taxes) will have a large impact on a region's attractiveness to a particular industry. Capital-intensive industries tend to gravitate where property taxes are low (or can be abated), while firms with a lot of high-wage service workers seek communities with low to no personal income tax. Entrepreneurial firms and startups, which usually have yet to generate taxable income, are less influenced by tax structures, but they will still be sensitive to personal income taxes and how they may impact their financial success in the future. Variations in tax policy are most clearly observed in determination of the tax base as well as in the tax rates.

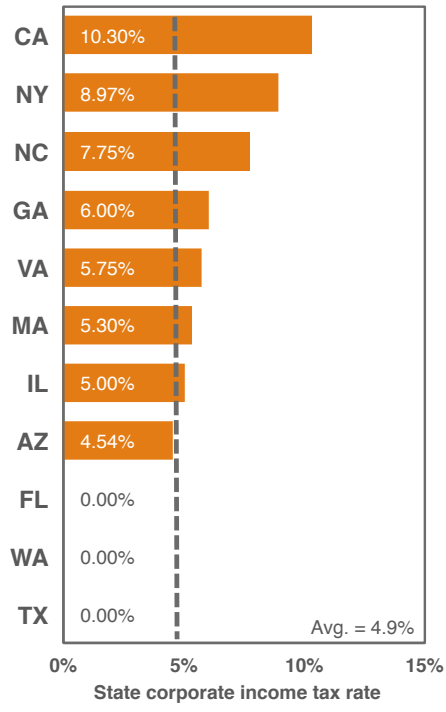
Although Florida has **one of the lowest corporate income tax rates** among the benchmarks, overall state and local taxes account for a **higher share of GDP** in Florida than other states.

- With a corporate income tax rate of 5.5%, Florida has a lower rate than all benchmark states, except Washington and Texas, which have no corporate income tax.
    - It should be noted that both states have significant taxes that are an alternative to income taxes – Washington has a business receipts tax and Texas has a significant franchise tax.

State Corporate Income Tax Rate, 2011
(On Corporations Earning over $100,000)



State Personal Income Tax Rate, 2011



  - Despite a low corporate income tax rate, state and local tax revenues constitute 15% of GDP in Florida, the 2nd highest rate among benchmark states. This apparently conflicting data is the result of high sales tax revenue generated by tourism spending.

- For site selection decisions involving recruitment and expansion, it is the actual tax rate and tax base that will be examined for decision support.
  - Income tax base for states is generally a company's federal taxable income, with each state having some variations of items that are included or excluded. More significant is the apportionment formula which determines how much of that taxable income is subject to each states' income tax. Apportionment formulas look at a company's relative income, sales and property presence in each state. For firms with presence in more than just one state, apportionment with a heavy emphasis on sales is generally much more favorable as it lowers the amount of a company's taxable income that is subject to state tax.

Note: Regarding the Income Tax Burden apportioned by states for companies doing business in more than one jurisdiction, the different state formulas follow three methods:

- *The "Three Factor Formula," which averages the three ratios of Property, Payroll, and Sales within the state compared to the company's overall totals.*
- *The "Single Factor Formula," which only averages the sales ratio.*
- *The "Double Weighted Formula," which creates double weights for sales or sometimes other factors.)*

CORPORATE INCOME TAX

For corporate income tax, Miami-Dade County is in an **advantageous position** relative to its benchmark cities, with the potential exception of Texas and Washington as noted above. Its rate is lowest among the benchmark locations. The tax base is computed on a competitive "double weighted sales" formula; of the states with the more attractive "single factor sales" formula, only Georgia is likely to see it mitigate the gap in income tax rates. This is a **strength for Miami-Dade County in attracting office oriented projects**.

PERSONAL INCOME TAX

For personal income tax, Miami-Dade County is again in an advantageous position with no personal income tax. This is a **strength for Miami-Dade County in general recruitmen**t, but especially for entrepreneurial firms which make up a significant part of the Miami-Dade County business presence.

SALES TAX

For sales tax rates, New York, Georgia, North Carolina, and Virginia have lower state rates, but Florida has a **lower rate than the rest of its benchmark states**. When local sales taxes are added, only Boston, Norfolk, and Raleigh have lower combined sales tax rates. So again Miami-Dade County tax rates are a competitive advantage relative to the benchmark cities. It should be noted that Miami-Dade County and Florida exempt most if not all professional services (office projects) and manufacturing equipment (industrial projects) from sales tax, as do all the benchmark locations.

Benchmark Metro	Income Tax Burden		
	State Corporate Income Tax Rate, 2011	*State Income Tax Base: Apportionment, 2011*	*State Personal Income Tax, 2011*
Miami-Dade	**5.5%**	**3 Factor with double weight on sales**	**n/a**
South Florida	*5.5%*	*3 Factor with double weight on sales*	*n/a*
Atlanta	6.0%	Single Factor - Sales	6.0%
Boston	8.3%	3 Factor with double weight on sales	5.3%
Charlotte	6.9%	3 Factor with double weight on sales	7.8%
Chicago	9.5%	Single Factor - Sales	5.0%
Dallas	n/a	n/a	n/a
Houston	n/a	n/a	n/a
Los Angeles	8.8%	Single Factor - Sales (effective 2011)	10.3%
New York	7.1%	Single Factor - Sales	9.0%
Phoenix	7.0%	3 Factor with double weight on sales OR 80% Sales, 10% Property, 10% Payroll	4.5%
Raleigh	6.9%	3 Factor with double weight on sales	7.8%
San Francisco	8.8%	Single Factor - Sales (effective 2011)	10.3%
San Jose	8.8%	Single Factor - Sales (effective 2011)	10.3%
Seattle	n/a	n/a	n/a
Norfolk	6.0%	3 Factor with double weight on sales	5.8%
United States	**n/a**	**n/a**	**n/a**

Source: Federation of Tax Administrators

Benchmark Metro	Sales Tax Burden		
	State Sales Tax Rate, 2011	*Local Sales Tax Rate, 2011*	*Combined State and Local Sales Tax Rate, 2011*
Miami-Dade	**6.0%**	**1.0%**	**7.0%**
South Florida	*6.0%*	*n/a*	*n/a*
Atlanta	4.0%	4.0%	8.0%
Boston	6.3%	0.0%	6.3%
Charlotte	4.8%	2.5%	7.3%
Chicago	6.3%	3.5%	9.8%
Dallas	6.3%	2.0%	8.3%
Houston	6.3%	2.0%	8.3%
Los Angeles	7.3%	1.5%	8.8%
New York	4.0%	4.9%	8.9%
Phoenix	6.6%	2.7%	9.3%
Raleigh	4.8%	2.0%	6.8%
San Francisco	7.3%	1.3%	8.5%
San Jose	7.3%	1.0%	8.3%
Seattle	6.5%	3.0%	9.5%
Norfolk	4.0%	1.0%	5.0%
United States	**n/a**	**n/a**	**n/a**

Source: Federation of Tax Administrators

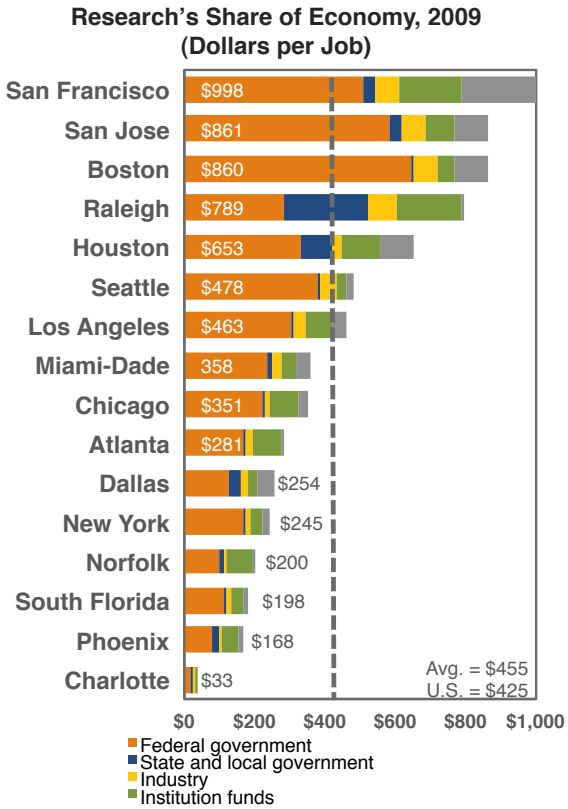
University Research

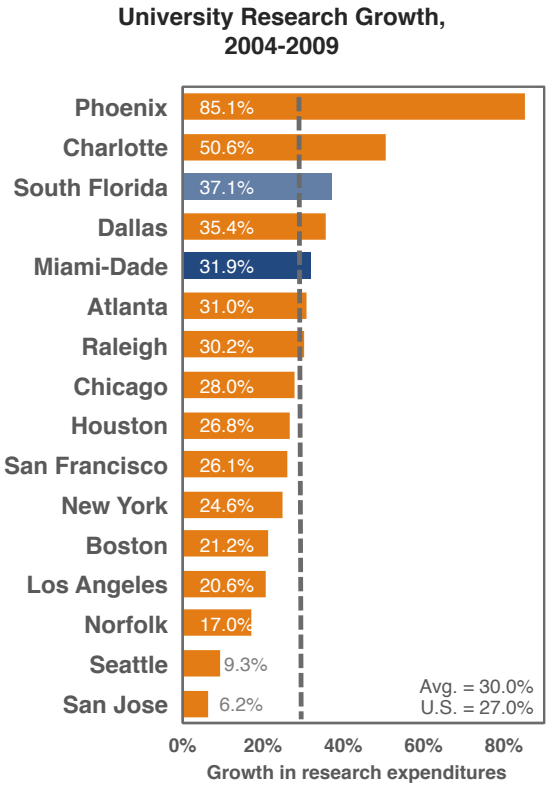
Research activities are dynamic engines of economic growth, providing base level research to support existing industries and often resulting in new entrepreneurial ventures. Research also generates a unique and sought-after workforce, particularly in technology and biomedical fields. Large research sectors in the Bay Area, Research Triangle, and Boston have provided major boosts to their regions' economic development. However, having research is not enough. It must be accompanied by strong commercialization activities and global outreach.

Universities within Miami-Dade County received a **moderate** amount of research funding in 2009, slightly below the benchmark region and US averages, but County research expenditures grew faster from 2004-2009 than most benchmarks.

- Miami-Dade's research expenditures of $358 per local job were lower than the benchmark average of $455 and US average of $425. However, it is greater than major metros like Atlanta and New York.
- Research expenditures in Miami-Dade County grew 32% from 2004-2009, higher than the benchmark average of 30% and the US average of 27%.
- Of all research expenditures in South Florida in 2009, 87% occurred in Miami-Dade County.

Miami-Dade County historically received fewer research dollars than traditional research university locations, but **high growth of research expenditures** in recent years and **significant concentration** of research activities in South Florida make Miami-Dade County increasingly attractive for research-intensive industries.





Benchmark Metro	Research Expenditures		
	Dollars per Job, 2009	*% Growth, 2004-2009*	*Total Value, 2009 (millions)*
Miami-Dade	**$358**	**31.9%**	**$370.0**
South Florida	*$184*	*37.1%*	*$423.2*
Atlanta	$281	31.0%	$608.0
Boston	$860	21.2%	$1,994.2
Charlotte	$33	50.6%	$26.7
Chicago	$351	28.0%	$1,440.2
Dallas	$254	35.4%	$501.5
Houston	$653	26.8%	$1,625.4
Los Angeles	$463	20.6%	$1,821.1
New York	$245	24.6%	$1,954.1
Phoenix	$168	85.1%	$281.6
Raleigh	$789	30.2%	$382.9
San Francisco	$998	26.1%	$974.0
San Jose	$861	6.2%	$743.5
Seattle	$478	9.3%	$782.2
Norfolk	$200	17.0%	$142.8
United States	**$425**	**27.0%**	**$54,935.0**

Source: National Science Foundation

Benchmark Metro	Share of Research Funding by Source, 2009				
	Federal Government	*State and Local*	*Industry*	*Institution Funds*	*All Other Sources*
Miami-Dade	**66.6%**	**3.4%**	**7.5%**	**12.2%**	**10.4%**
South Florida	*62.6%*	*4.1%*	*6.7%*	*16.4%*	*10.2%*
Atlanta	59.9%	1.9%	7.4%	28.0%	2.8%
Boston	75.0%	0.5%	8.5%	5.2%	10.9%
Charlotte	50.7%	12.2%	23.2%	14.0%	0.0%
Chicago	63.7%	2.1%	2.7%	23.1%	8.4%
Dallas	50.6%	13.0%	7.7%	11.5%	17.2%
Houston	51.2%	12.6%	5.2%	16.6%	14.4%
Los Angeles	65.1%	2.1%	7.2%	15.7%	9.8%
New York	67.7%	4.2%	3.7%	15.8%	8.6%
Phoenix	47.8%	9.5%	6.3%	27.5%	8.9%
Raleigh	35.9%	30.3%	10.6%	23.2%	0.1%
San Francisco	51.0%	3.4%	6.7%	17.7%	21.1%
San Jose	67.4%	4.6%	8.0%	9.4%	10.6%
Seattle	79.5%	1.7%	9.9%	5.6%	3.3%
Norfolk	49.6%	5.8%	5.2%	35.5%	3.8%
United States	**59.3%**	**6.6%**	**5.8%**	**20.4%**	**7.8%**

Source: National Science Foundation

Venture Capital

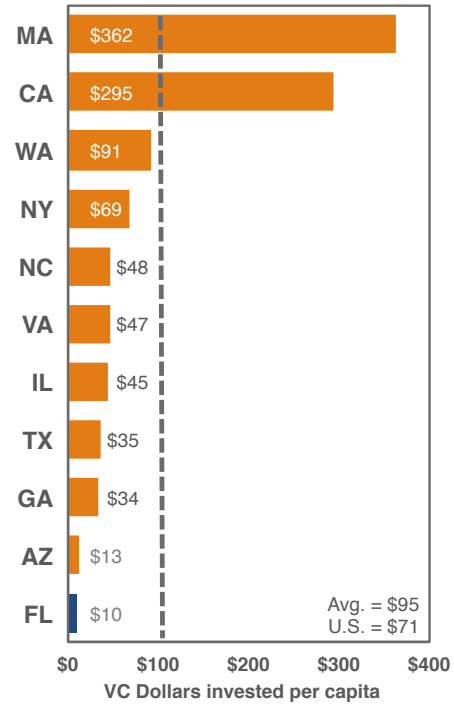
Entrepreneurs and start up companies require access to a range of venture capital from seed and early-stage funding to support R&D to later-stage funding necessary to hire workers and launch products. An established trend of successful venture capital deals, the presence of angel investors and venture capital firms, and thriving home-grown companies indicate a good environment for entrepreneurship.

Florida received the **lowest per capita venture capital dollar investment** among benchmark regions and the fewest venture capital deals per capita in 2010, with both measures well below benchmark and national averages. *(Data in this category is only available at the state level)*

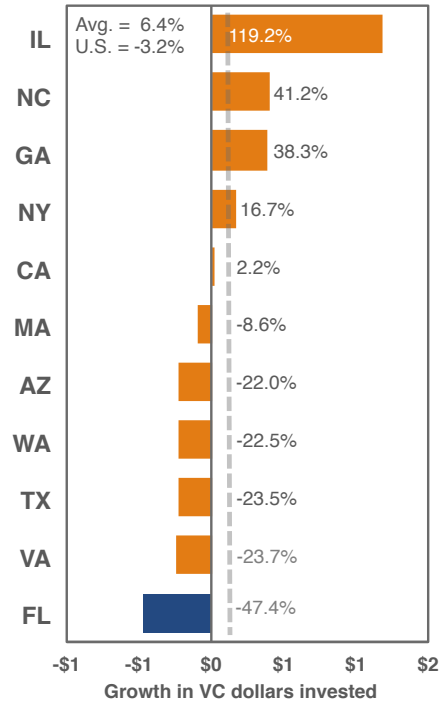
- Florida's per capita venture capital investment of $10 per resident in 2010 was the lowest among benchmark regions and well below the US average of $71 per resident.
- Venture capital investment in Florida was significantly below Massachusetts and California, innovation and entrepreneurial hot spots that received an average of $330 per resident.
- Florida venture capital investment declined -47% from 2005-2010, the largest drop among benchmarks, where investment grew on average 6.4% as national investment contracted -3.2%.

Relatively low and shrinking levels of venture capital investment in Florida raise **challenges for startup companies** and make the region **less competitive** in burgeoning new industries.

State Venture Capital Investment, 2010
(Dollars Invested Per Capita)



State Venture Capital Growth, 2005-2010



Benchmark Metro	Venture Capital Investment and Deals					
	State VC Dollars Invested (mil.), 2010	State VC Dollars Per Capita, 2010	*State VC Deals, 2010*	State VC Deals Per Mil. Residents, 2010	*Growth in VC Dollars Invested, 2005-2010*	Growth in VC Deals, 2005-2010
Miami-Dade	**$185.7**	**$9.87**	**39**	**2.07**	**-47.4%**	**-30.4%**
South Florida	*$185.7*	*$9.87*	*39*	*2.07*	*-47.4%*	*-30.4%*
Atlanta	$333.4	$34.41	63	6.50	38.3%	-1.6%
Boston	$2,372.7	$362.37	351	53.61	-8.6%	-6.6%
Charlotte	$456.3	$47.85	57	5.98	41.2%	14.0%
Chicago	$575.4	$44.85	60	4.68	119.2%	9.1%
Dallas	$890.6	$35.42	143	5.69	-23.5%	-17.8%
Houston	$890.6	$35.42	143	5.69	-23.5%	-17.8%
Los Angeles	$10,978.4	$294.69	1,289	34.60	2.2%	-2.4%
New York	$1,338.9	$69.09	266	13.73	16.7%	104.6%
Phoenix	$83.0	$12.98	17	2.66	-22.0%	-34.6%
Raleigh	$456.3	$48.85	57	5.98	41.2%	14.0%
San Francisco	$10,978.4	$294.69	1,289	34.60	2.2%	-2.4%
San Jose	$10,978.4	$294.69	1,289	34.60	2.2%	-2.4%
Seattle	$613.1	$91.18	116	17.25	-22.5%	-3.3%
Norfolk	$375.4	$46.92	51	6.37	-23.7%	-42.0%
United States	**$21,823.4**	**$70.68**	**3,277**	**10.61**	**-3.2%**	**2.4%**

Source: SSTI Weekly

Patent Activity

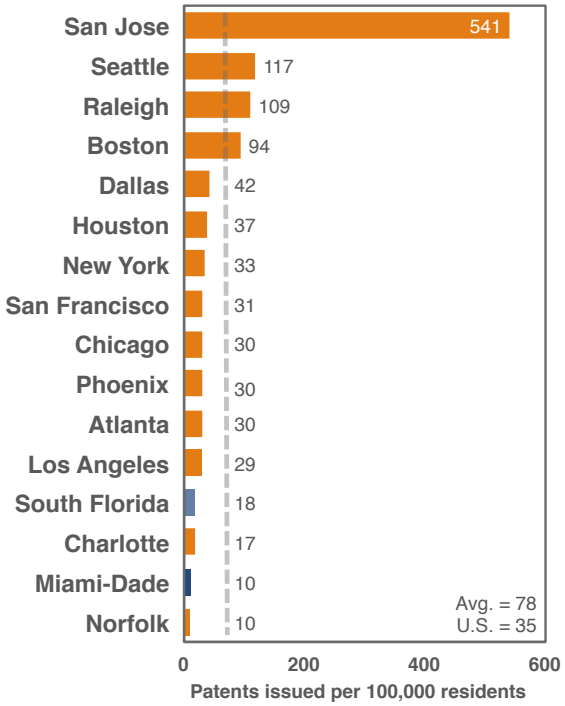
Often the product of university research activities, as well as individual and corporate development efforts, patents are the fruits of innovation and creativity. A large industrial and research presence does not necessarily indicate innovation if these activities are not producing new products and techniques. High levels of patent activity can demonstrate that a community fosters productive innovation and the commercial effectiveness of local research activities.

Miami-Dade County tied for the **fewest patents issued per capita** among benchmark regions, but the number of patents issued annually has grown in recent years, if more slowly than the benchmark and national average.

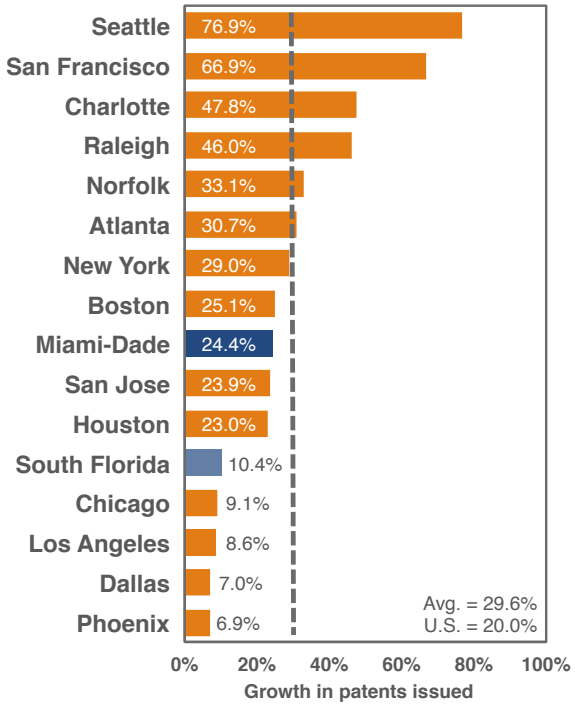
- With 10 patents issued per 100,000 residents in 2010, Miami-Dade County tied with Norfolk for last among benchmarks, well below the average of 78 and the US rate of 59 patents per 100,000 residents.
- In 2010, only 26% of patents issued in South Florida came from Miami-Dade, but the number of patents issued annually in Miami-Dade County grew at over double the rate (24%) of South Florida (10%) from 2006-2010.

Despite having a relatively large and fast growing share of university research activities, Miami-Dade County has hosted far **fewer patent recipients** than other benchmarks in recent years. Along with limited venture capital availability, the lack of patents makes Miami-Dade County appear **less attractive** as a location for innovation and technology development, but growing research activity brings **high potential** for increased commercialization and patent technology development in the future.

Patents Per Capita, 2010
(Patents Issued Per 100,000 Residents)



Patent Growth, 2006-2010



Benchmark Metro	Patent Activity		
	Utility Patents Issued, 2010	Utility Patents Per 100,000 Residents, 2010	*Growth in Utility Patents, 2006-2010*
Miami-Dade	**260**	10	**24.4%**
South Florida	*991*	18	*10.4%*
Atlanta	1,656	30	30.7%
Boston	4,330	94	25.1%
Charlotte	309	17	47.8%
Chicago	2,933	30	9.1%
Dallas	1,842	42	7.0%
Houston	2,190	37	23.0%
Los Angeles	2,817	29	8.6%
New York	6,383	33	29.0%
Phoenix	1,339	30	6.9%
Raleigh	1,257	109	46.0%
San Francisco	564	31	66.9%
San Jose	10,074	541	23.9%
Seattle	4,052	117	76.9%
Norfolk	161	10	33.1%
United States	**107,787**	35	**20.0%**

Source: U.S. Patent and Trademark Office

Firm Growth

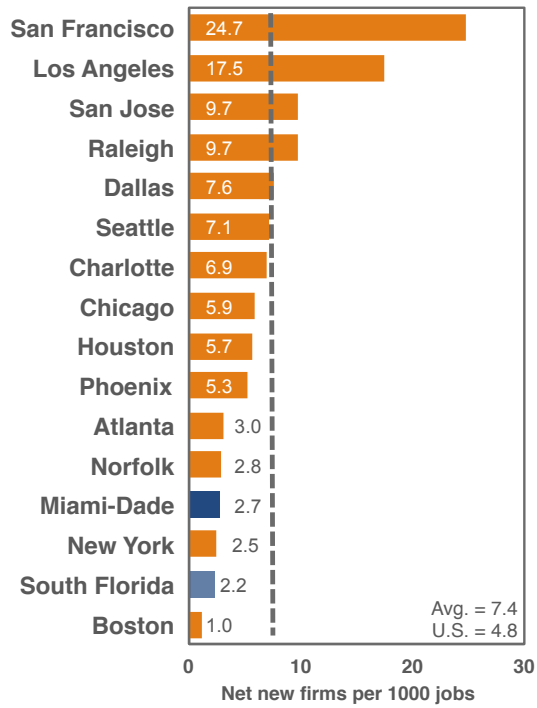
Startup company launches are the product of a successful entrepreneurial pipeline. Entrepreneurs and venture capitalists look for regions with high levels of startup activity as demonstrating the effectiveness of local research, venture capital, patent activity, and general innovation. High startup activity also usually indicates a strong network of companies, financers, and business development associations ready to assist young companies through the process.

In the past five years, Miami-Dade County saw the **lowest growth in firms in all industries** among the benchmark regions, but the net number of new firms as a factor of total employment was comparable to other East Coast benchmarks.

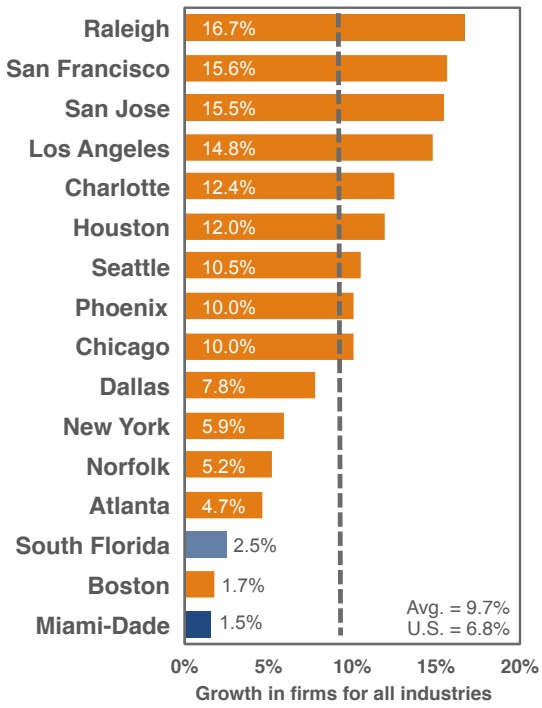
- Miami-Dade County created 2.7 new companies for every 1,000 existing jobs between 2005 and 2010, below the benchmark average (7.4) and US rate (4.8), but above New York City and Boston.
- The number of firms in Miami-Dade County only grew 1.5% from 2005-2010, slower than South Florida, (2.5%), all benchmarks (9.7%), and the US (6.8%).

Relatively **low new company formation** in Miami-Dade County reflects local innovation and entrepreneurial trends, revealing a relatively **sluggish market** for the creation of new companies and commercialization of technological developments.

New Firms Per 1,000 Jobs, 2005-2010



Firm Growth, 2005-2010



Benchmark Metro	Startup Activity			
	Number of Firms, 2010	Growth in Firms, 2005-2010	*Net New Firms, 2005-2010*	*Net New Firms Per 1,000 Jobs, 2005-2010*
Miami-Dade	**169,602**	**1.5%**	**2,570**	**2.7**
South Florida	*195,771*	*2.5%*	*4,736*	*2.2*
Atlanta	143,989	4.7%	6,445	3.0
Boston	144,394	1.7%	2,440	1.0
Charlotte	49,660	12.4%	5,493	6.9
Chicago	260,584	10.0%	23,739	5.9
Dallas	208,410	7.8%	15,128	7.6
Houston	131,531	12.0%	14,054	5.7
Los Angeles	524,416	14.8%	67,599	17.5
New York	348,308	5.9%	19,544	2.5
Phoenix	96,403	10.0%	8,788	5.3
Raleigh	32,657	16.7%	4,675	9.7
San Francisco	176,264	15.6%	23,846	24.7
San Jose	61,943	15.5%	8,292	9.7
Seattle	121,926	10.5%	11,536	7.1
Norfolk	39,320	5.2%	1,953	2.8
United States	**9,002,772**	**7.3%**	**614,165**	**4.8**

Source: U.S. Bureau of Labor Statistics, CEW

Incentives

Incentives, defined as explicit policy actions designed to attract investment and employment, play an important role in recruitment of new companies and jobs as well as the expansion of existing companies. When properly designed and executed, incentives can enhance a location's strengths and, most importantly, mitigate a location's weakness, in competing for capital and employment projects. Effective incentive offers create real value for the prospective company, impact up-front investment costs and risks as well as on-going operational costs and risks, and are offered by state, regional, and local development agencies.

Miami-Dade County and Florida offer potentially valuable tax policies such as no personal income tax and no tax on inventories, as well as numerous sales tax exemptions attractive to business. In addition, Miami-Dade is located in a right-to-work state – which is an incentive in itself to many companies. These are non-discretionary, statutory incentives that help establish a **positive business climate**.

When it comes to competitive location projects, discretionary incentives will ultimately have greater influence on the final decision. Properly executed, a site selection process will result in a number of viable location choices for the company, and discretionary incentives will be negotiated and help the company distinguish between the locations and greatly influence the final location choice.

GRANTS

At the state level, Florida has reinvigorated its approach to incentives, including funding a Quick Action Closing Fund (QACF). This is independent of an additional state grant program - High Impact Performance Incentive Grant (HIPI).

The QAC is a discretionary grant program offering cash incentives to companies in a broad range of target industries. Companies must create new jobs that pay an average of 125% or more of the state or local average wage. There is no minimum investment or employment requirement. Similarly, there is no prescribed amount to the grant, although the state requires company expenditures of at least 5 to 1 relative to the grant amount. Elements that make this program particularly attractive to prospective companies include i) disbursed as single payment grant, and done so relatively quickly after a project announcement; ii) terms are highly negotiable including amounts and schedule for the company meeting its performance requirements; iii) flexible with regard to coordination with other state incentive programs; and iv) grants of $2 million or less require only the Governor's approval. In addition, the QACF strongly prefers local community participation at an amount equal to at least 20% of the grant. This creates a **potential schedule and approval risk** since Miami-Dade County would prefer to use its own TJIF program (see below) as its match, thereby requiring a separate local program approval process that must be timed and coordinated with the state program. The Beacon Council's experience in crafting incentive deals over the past ten years should enable Miami-Dade County to coordinate this effort with the state without problem.

Although a new program, QACF has already demonstrated its effectiveness with the recent Time Warner project in Tampa in September 2011. The project grant application was compiled by Enterprise Florida (EFI) and sent to Office of Tourism, Trade, and Economic Development (OTTED), now the Office of Economic Opportunity (DEO) on September 6th, approved September 13th, signed by Governor Scott on September 15th, and announced on

the 20th. This was not only beneficial for Time Warner (which noted Florida's incentives as one of the deciding factors in its press release about the project) and Tampa, but also for other prospects and other Florida communities who should now have greater confidence that incentive offers can be delivered, and in a timely fashion.

The state's QACF program is similar to a class of incentives commonly referred to as Closing Funds. Benchmark locations that have similar programs include Georgia, North Carolina, and Texas. Benchmark locations with competitive overall incentive programs also include New York, Virginia, and Illinois (limited). Benchmark states without high impact or effective incentives include California, Massachusetts, and Arizona.

The HIPI program is more structured and narrow than most closing funds. The qualifying threshold for HIPI is $50 million investment and 50 jobs, all created within three years (a two year extension can be offered). This high investment threshold will **limit the program's applicability** in general and to many Miami-Dade prospects in particular. There is no local match requirement for the HIPI. Disbursement of the grant can take some time as the company is required to have commenced operations and met a significant amount of its investment and employment thresholds in order to receive 50% of the grant, with the remaining amount available after meeting all the requirements. Additional disbursement limitations exist.

The HIPI program has been hampered in the past by its approval process, involving a final review and approval by the state Office of Tourism, Trade, and Economic Development (OTTED), now the Office of Economic Opportunity (DEO), after the project has been vetted and evaluated by the state's economic development agency Enterprise Florida (EFI). Timeliness of incentive offers is important in order to have the incentive impact the location decisions of prospects, who typically work under short deadline. Florida has been addressing this element for a number of years, with a required turn-around of 22 business days (effective in 2010), down to 10 days (effective 2011). Now, the project application will be evaluated concurrently by EF and DEO, thereby eliminating the consecutive approach altogether.

The state also has a transportation grant fund (Florida Economic Development Transportation Fund) to help local communities provide transportation improvements needed with a particular project.

TAX INCENTIVES

Like most benchmark locations, Florida offers refund programs against state corporate income tax (Florida Qualified Target Industry (QTI) Tax Refund and Capital Investment Tax Credit (CITC)). It should be noted that tax refunds are not as attractive as tax credits due to the time and administrative effort necessary to capture the value. Most benchmark locations offer credit programs. Florida offers a training grant program, Quick Response Training (QRT) as well as an incumbent worker training program. Finally, Florida offers a number of incentives targeted to certain distressed locations (Enterprise Zones, Brownfield Sites, Local Government Targeted Urban Areas) and targeted populations (Jobs for the Unemployed Tax Credit).

At the local level, Miami-Dade County offers the Targeted Jobs Incentive Fund (TJIF). This value of this grant program for a particular eligible company is based on real and personal property investment, wage rates, and the specific location within Miami-Dade County. Program rules limit the benefits of the program to a maximum of $1.5 million in any one year and $5 million total (higher limit for distressed area locations). This program serves two other important roles, in addition to its financial impact. First, the value of this incentive can be included in meeting the local match requirement of the state's QAC program. Second, most major prospects

prefer to see incentive participation from all levels of government, as opposed to having just the state or local community bearing the entire incentive burden.

Miami-Dade County's benchmark locations all offer targeted programs – enterprise zones programs, targeted population programs, etc. Some cities are similar to Miami-Dade County in offering more readily available incentives such as Chicago (job creation), Atlanta, and Charlotte. **Miami-Dade County's TJIF program places the community near the top of the benchmark list for potential local incentive value and overall local incentive participation.**

CONCLUSIONS

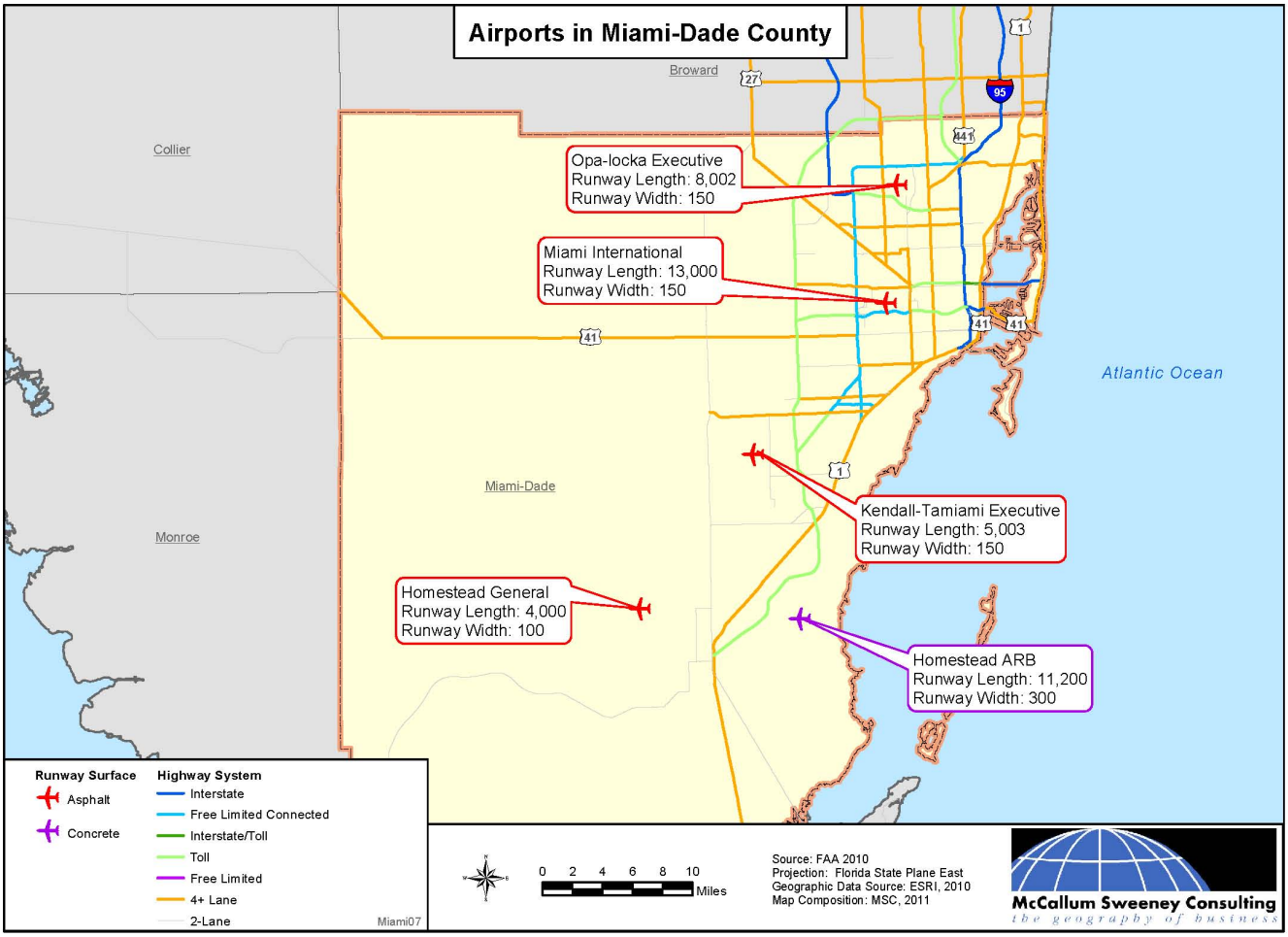
Miami-Dade County is in an interesting position regarding incentives relative to its benchmark locations. First, it has a geographic advantage in that Miami-Dade is one County. Most competing locations, such as Atlanta, Chicago, Los Angeles, and New York, encompass multiple counties and often multiple states. Miami-Dade County has a **potential competitive advantage** in its ability to craft a comprehensive local incentive strategy that can be marketed by the economic development team and evaluated by the prospect with confidence.

INFRASTRUCTURE

Airports

It is important for a successful community to have a variety of airports in the region to meet the needs of companies, residents, and visitors. A large city should have at least one general aviation airport in addition to their commercial service airport. In recruitment of new industries, it also helps to be a hub airport with multiple flights per day to a large number of locations.

Miami-Dade County has a **variety of airports** in the County to meet the needs of almost any company, resident, or visitor. Miami International Airport offers both commercial air service and air cargo and serves as a Latin American hub in both areas. The County also has three general aviation airports that are located throughout the County. In addition, Homestead Air Reserve Base is located in the southern portion of the County. The map below shows the location of the airports in Miami-Dade County.



The strong presence of American Airlines has been, and will remain, critical to Miami-Dade County's success as the most important South American hub in the US. However, the long-term profitability of South American markets is recognized by other major cities and carriers. Consolidation in the US airline industry has strengthened the potential competition to American as Delta and United Continental are now larger airlines with more extensive global networks.

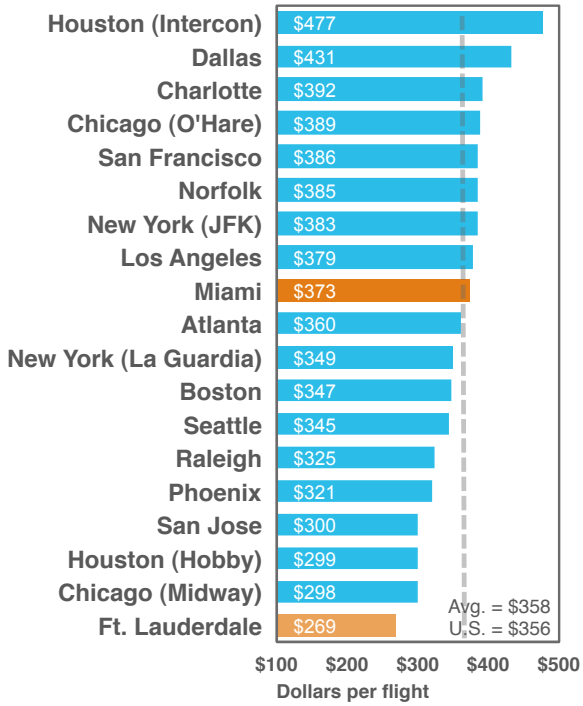
Airport Passenger Traffic

A large airport with non-stop flights to major markets is a critical requirement for companies that need to send workers to clients, or to bring their clients to them. Cost of air travel is a secondary, but important concern. International flights can be critical as well. A successful airport will offer access to numerous airlines, have minimal delays due to overcapacity or weather, and maintain low average fares. The availability of a low-cost airline such as Southwest is often an indicator of an airport's competitiveness and cost.

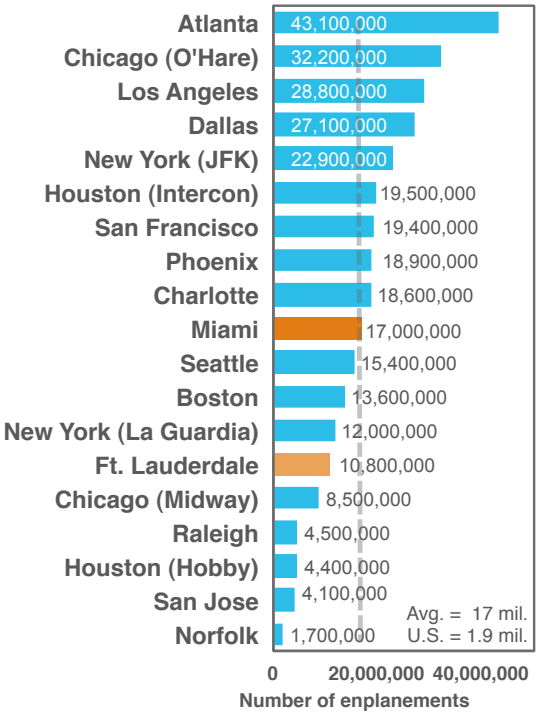
Miami International Airport offers average domestic fares and passenger levels right at the **average amongst benchmark metros**, and neighboring Fort Lauderdale-Hollywood International Airport offers the lowest fares.

- Average domestic fares of $373 at MIA are slightly higher than the benchmark average of $358, but average fares of $269 at FLL are even more competitive.
- With 17 million passengers in 2010, MIA processed exactly the benchmark average and well above the 1.9 million average at United States airports.
- Of the 2,553 weekly flights departing Miami International Airport in the 3rd quarter of 2009, 46% had international destinations, compared to only 7% of all flights originating in the US during this period.
- The top three destinations of international flights from MIA were the Caribbean (37%), South America (28%), and Central America (15%).

Average Domestic Flight Fare, 2011



Airport Passenger Traffic, 2010



- In comparison, Fort Lauderdale International had only 26% of flights destined overseas, with the Caribbean holding the largest share (81% of international flights), followed by South America (7%), and Central America (6%).
- Flights from MIA accounted for 49% of all US flights to South America, 29% of flights to Central America, and 21% of flights to the Caribbean.

With average scheduled flights and fares, Miami International Airport offers **highly competitive service** for companies reliant on business flights, and the presence of nearby Fort Lauderdale-Hollywood provides an inexpensive alternative for overflow.

Benchmark Metro	Airport Traffic				
	Average Domestic Flight Fare, 2011	*Airport Passenger Traffic, 2010*	*Scheduled Flights, 2010*	*Scheduled Carriers, 2010*	*Growth in Passenger Traffic, 2009-2010*
Miami-Dade	**$372.79**	**17,017,654**	**76,277**	**23**	**5.1%**
Fort Lauderdale	*$269.49*	*10,829,810*	*80,876*	*25*	*5.6%*
Atlanta	$360.27	43,130,585	436,855	30	2.0%
Boston	$347.38	13,561,806	148,525	35	7.9%
Charlotte	$392.01	18,629,181	219,404	26	8.5%
Chicago - O'Hare	$388.95	32,171,831	361,009	34	3.3%
Chicago - Midway	$298.07	8,518,957	90,272	12	3.2%
Dallas	$431.15	27,100,656	288,182	27	1.6%
Houston - Hobby	$299.12	4,357,835	52,280	15	6.6%
Houston - InterCon	$476.60	19,528,627	211,703	29	1.2%
Los Angeles	$378.55	28,824,234	213,818	29	5.0%
New York - JFK	$348.99	12,001,501	161,358	28	8.3%
New York - LGA	$383.18	22,927,237	125,615	25	1.0%
Phoenix	$321.10	18,897,171	188,173	26	1.8%
Raleigh	$325.29	4,465,736	63,385	28	0.7%
San Francisco	$386.31	19,359,003	152,053	24	4.8%
San Jose	$299.64	4,056,167	48,445	20	-1.2%
Seattle	$345.20	15,406,243	137,629	24	0.9%
Norfolk	$384.73	1,663,291	29,199	29	-2.2%
United States	**$356.00**	**1,896,704**	**n/a**	**n/a**	**2.2%**

Source: Bureau of Transportation Statistics & the Federal Aviation Administration

Airport Cargo Traffic

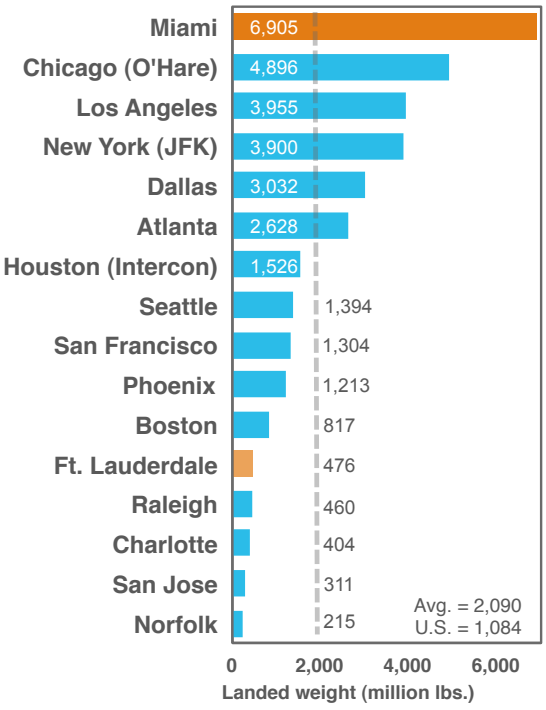
Manufacturing, agricultural, food service, and numerous other industries require strong logistics and distribution infrastructure for the transportation of cargo. Multi-modal cargo shipment options are extremely important for a diverse economy, allowing for the import and export of fuels, parts, supplies, finished products, and perishable goods. Maintaining diverse, multi-modal transportation option ensures a community can meet diverse industry cost and delivery timeframe needs.

Miami International Airport landed **the fourth most cargo of all airports in the United States** and first amongst benchmarks, and airport cargo traffic **grew more quickly than the national and benchmark averages**.

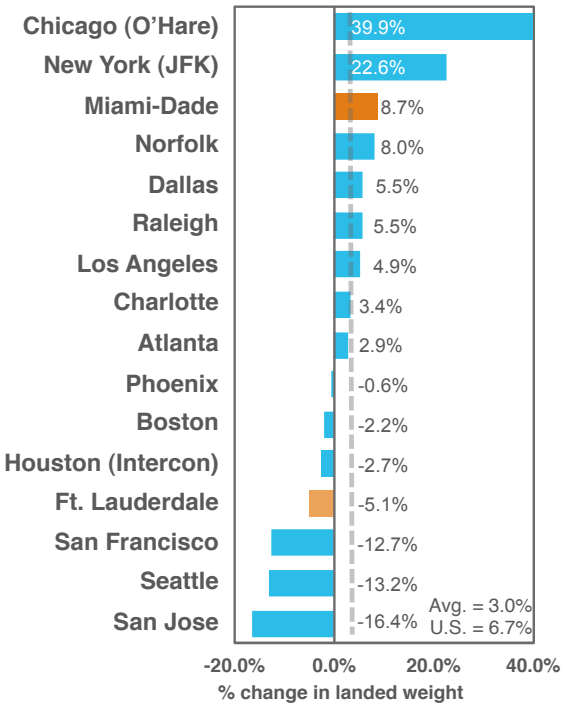
- With 6,905 million pounds of cargo landed in 2010, MIA is by far the largest cargo handling airport among benchmarks, over triple the average landed weight of 2,090 million pounds.
- Airport cargo traffic grew 8.7% between 2009 and 2010, while seven benchmark airports saw decreases in their cargo traffic (the benchmark average airport cargo traffic growth was 3.0%).

Miami International Airport has significant cargo capacity and is **highly competitive among benchmarks and the nation**. There are plans for additional multi-modal transportation facilities around the airport that will continue to grow the cargo traffic at MIA. The Miami Free Zone that is located in close proximity to the airport is also a valuable asset for future cargo traffic.

Airport Cargo Traffic, 2010



Growth in Cargo Traffic, 2009-2010



Benchmark Metro	Airport Cargo Traffic	
	Airport Landed Weight (Million lbs,), 2010	*Growth in Airport Landed Weight, 2009-2010*
Miami-Dade	**6,905.3**	**8.7%**
Fort Lauderdale	*475.9*	*-5.1%*
Atlanta	2,628.0	2.9%
Boston	817.2	-2.2%
Charlotte	404.5	3.4%
Chicago - O'Hare	4,895.9	39.9%
Chicago - Midway	n/a	n/a
Dallas	3,031.6	5.5%
Houston - Hobby	n/a	n/a
Houston - InterCon	1,526.0	-2.7%
Los Angeles	3,954.8	4.9%
New York - JFK	3,899.8	22.6%
New York - LGA	n/a	n/a
Phoenix	1,213.5	-0.6%
Raleigh	460.4	5.5%
San Francisco	1,304.4	-12.7%
San Jose	311.1	-16.4%
Seattle	1,394.1	-13.2%
Norfolk	214.9	8.0%
United States	**1,083.6**	**6.7%**

Source: Bureau of Transportation Statistics

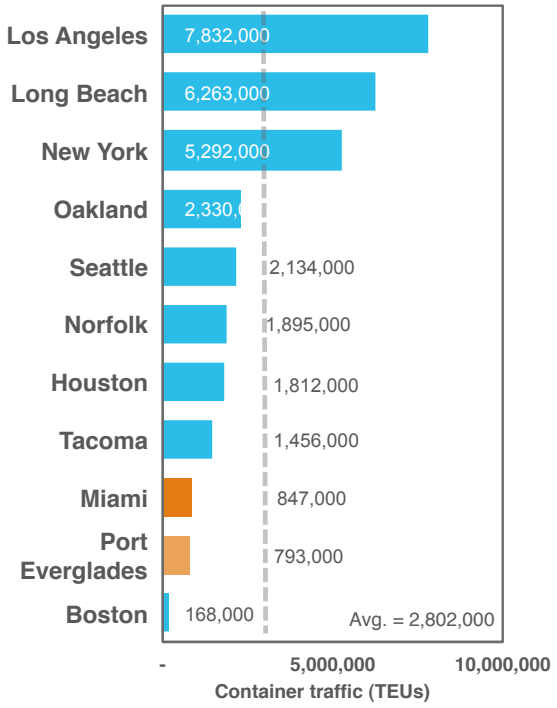
Seaport Traffic

With the expansion of the Panama Canal opening in 2014, cargo traffic will be increasing at ports all along the East Coast. To be able to handle a full loaded Post-Panamax ship, channel depths at ports will have to be 50 feet. As more cargo comes into the East Coast, more companies will be looking for warehousing and distribution space for the products they are bringing in. Therefore, it is important for communities to get prepared for this growth now.

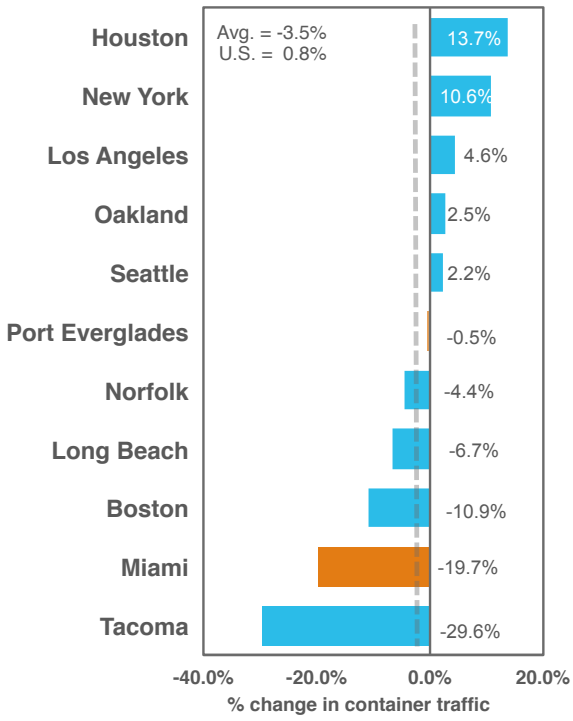
When compared to benchmark ports, **container traffic volumes are much lower** in Miami-Dade County.

- The Port of Miami processed 850,000 TEUs, but this was only 6% of the volume going through the two ports in Los Angeles.
- A larger share of Miami-Dade County's waterborne cargo is international: in 2009, 92% of the Port of Miami's traffic was in foreign trade compared to an average of 69% among benchmark ports.
- Miami container traffic decreased 20% from 2005-2010, the second largest loss amongst benchmarks, which averaged a -3.5% decrease in traffic during this period.
- The Port of Miami is one of three ports on the East Coast that will be dredged to 50 feet when the Panama Canal opens in 2014.

Waterborne Container Traffic, 2010



Growth in Container Traffic, 2005-2010



Since the Port of Miami is located on an island, growing the port by acreage is not viable, so **the port has to become more efficient in order to grow volumes**. The Port of Miami is currently digging a tunnel to allow for better truck flow into and out of the port which will allow more containers moves and the restoration of the rail link to the inland port.

While the results of the past decade show dramatic differences between Miami and emerging container ports along the East Coast such as Savannah, GA, **the Port of Miami has a clear competitive advantage and focus for the future** – trade with the emerging and growing Latin and South American countries. Brazil is the leading port-based trading partner for Miami, and it is one of the most dynamic economies in the western hemisphere. With the financial, language, cultural, and tourism ties between Miami and Brazil, it should continue to be the preferred port of entry and export for US – Brazil trade. This focused growth should result in additional port, warehouse, and distribution jobs. In addition, this should add to the value and attraction of Miami corporate and financial services of firms from around the world that will establish Miami as the center of their Latin and South America trade and logistics management.

Benchmark Metro	Seaport Cargo Traffic			
	Waterborne Container Traffic (TEUs), 2010	*Growth in Container Traffic, 2005-2010*	*Total Foreign Waterborne Trade (Short Tons), 2009*	*Total Domestic Waterborne Trade (Short Tons), 2009*
Miami-Dade	**847,249**	**-19.7%**	**6,252,396**	**519,139**
Ft. Lauderdale (Pt. Everglades)	*793,227*	*-0.5%*	*9,601,999*	*10,456,994*
Palm Beach	-	-	*1,343,863*	*997,779*
Atlanta	-	-	-	-
Boston	168,285	-10.9%	13,503,674	6,952,251
Charlotte	-		-	-
Chicago	-	-	3,488,012	15,740,113
Dallas	-		-	-
Houston	1,812,268	13.7%	147,969,451	63,371,521
Los Angeles (LA Port)	7,831,902	4.6%	51,399,625	7,006,435
Los Angeles (Long Beach Port)	6,263,499	-6.7%	58,572,609	13,927,612
New York	5,292,025	10.6%	83,469,086	61,220,507
Phoenix	-	-	-	-
Raleigh	-	-	-	-
San Francisco (Oakland Port)	2,330,214	2.5%	15,005,441	2,400,343
San Jose	-	-	-	-
Seattle (Seattle Port)	2,133,548	2.2%	19,445,137	5,162,695
Seattle (Tacoma Port)	1,455,466	-29.6%	17,606,993	5,558,302
Norfolk	1,895,017	-4.4%	47,624,873	10,744,214
United States	**42,283,401**	**0.8%**	**n/a**	**n/a**

Source: American Association of Port Authorities (AAPA) & U.S. ACOE

Foreign Trade Zone

Foreign Trade Zones (FTZs) were created to provide special customs treatment to companies in the United States engaging in international trade-related activities. FTZs do not require companies to be subject to federal entry procedures or excise taxes as the zones are considered to be outside the commerce and customs territory of the United States. These areas give companies operating inside the zone a distinct competitive advantage over companies who are operating outside the zone.

The Miami Free Zone (MFZ), located on 47 acres west of Miami International Airport, provides a **great asset** to the region. With Miami serving as the hub of trade to Latin America, the MFZ provides a **distinct advantage** to companies looking to export to Latin America.

- Over $1 billion in goods each year are processed through the Miami Free Zone.
- Almost 1,000 people work at the Miami Free Zone each day.
- Products are imported from more than 65 countries and exported to more than 75 countries worldwide each year.

The Miami Free Zone epitomizes the **central role Miami can have for trade between Latin and South American countrie**s as well as other countries from around the world. Asian and European firms can use the MFZ to add value to products - such as customization of electronic goods for particular countries of destination; leverage the trade, financial, and cultural assets in Miami; and move the products on to various Latin American countries. The MFZ **creates duty savings** and potentially required source country content advantages.

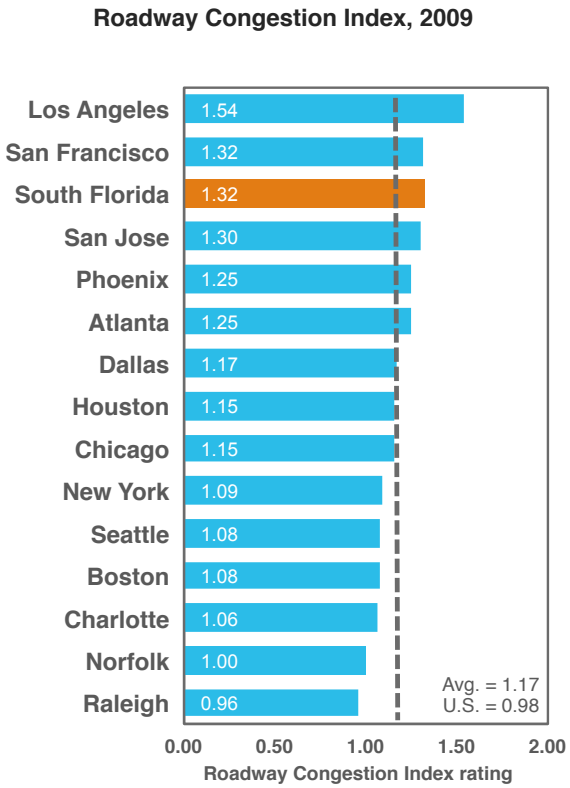
Highways and Traffic Congestion

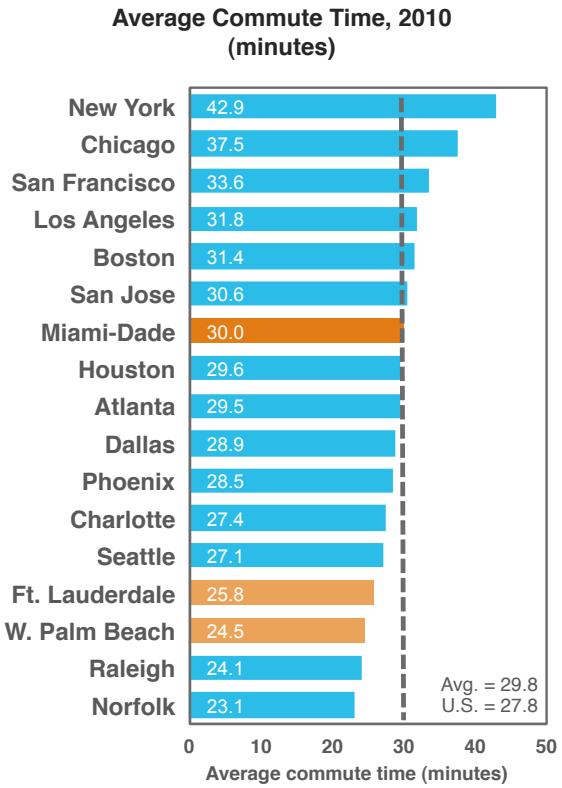
Roadway traffic congestion can have a significant effect on business operations: hindering employee movement, delaying the delivery of goods, and adding to smog and stress. Numerous studies point to higher levels of worker happiness associated with shorter commute times.

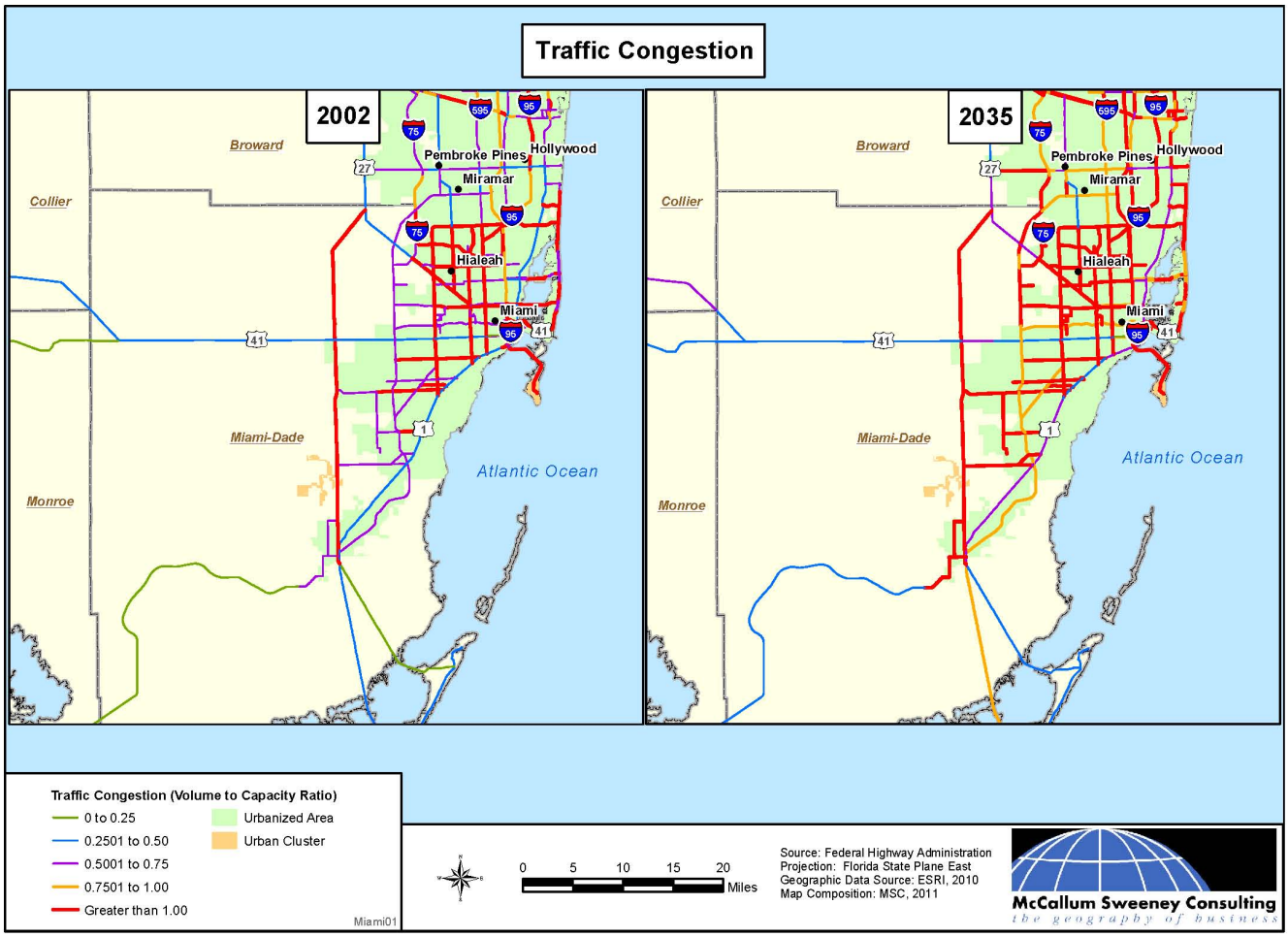
Miami-Dade County received a **relatively high Roadway Congestion Index rating** from the Texas Transportation Institute at Texas A&M University, but **the County's average commute time is exactly the benchmark average**.

- South Florida received a Roadway Congestion Index rating of 1.32, 3rd highest among benchmark metros and well above the average of 1.17.
- Miami-Dade County had an average commute time of 30 minutes in 2010, the same as the benchmark average, but higher than neighboring Fort Lauderdale (26 minutes) and West Palm Beach (25 minutes).

While Miami-Dade County has a high congestion rating, **average commute times are lower than those in many benchmark cities** and some businesses have been impacted. For viability of mass transit, the map below shows how the traffic congestion could become a more significant problem in recruitment of new companies.






Traffic Congestion
2002
2035
Broward
Collier
Miami-Dade
Monroe
Pembroke Pines
Hollywood
Miramar
Hialeah
Miami
Atlantic Ocean
Traffic Congestion (Volume to Capacity Ratio)
0 to 0.25
0.2501 to 0.50
0.5001 to 0.75
0.7501 to 1.00
Greater than 1.00
Urbanized Area
Urban Cluster
Miami01
0 5 10 15 20
Miles
Source: Federal Highway Administration
Projection: Florida State Plane East
Geographic Data Source: ESRI, 2010
Map Composition: MSC, 2011
McCallum Sweeney Consulting
the geography of business

Benchmark Metro	Traffic	
	Roadway Congestion Index	*Average Commute Time (minutes)*
Miami-Dade	**n/a**	**30.0**
South Florida	*1.32*	*n/a*
Fort Lauderdale	*n/a*	*25.8*
West Palm Beach	*n/a*	*24.5*
Atlanta	1.25	29.5
Boston	1.08	31.4
Charlotte	1.06	27.4
Chicago	1.15	37.5
Dallas	1.17	28.9
Houston	1.15	29.6
Los Angeles	1.54	31.8
New York	1.09	42.9
Phoenix	1.25	28.5
Raleigh	0.96	24.1
San Francisco	1.32	33.6
San Jose	1.30	30.6
Seattle	1.08	27.1
Norfolk	1.00	23.1
United States	**0.98**	**27.8**

Source: TX Transportation Institute

Rail

Rail is a key component of a community's infrastructure network. It allows for the movement of goods without clogging highways and roads, and it also lowers the cost of transporting goods long distances.

Miami-Dade County has both CSX and Florida East Coast Railroad rail lines that **provide access to the rest of Florida and the United States**.

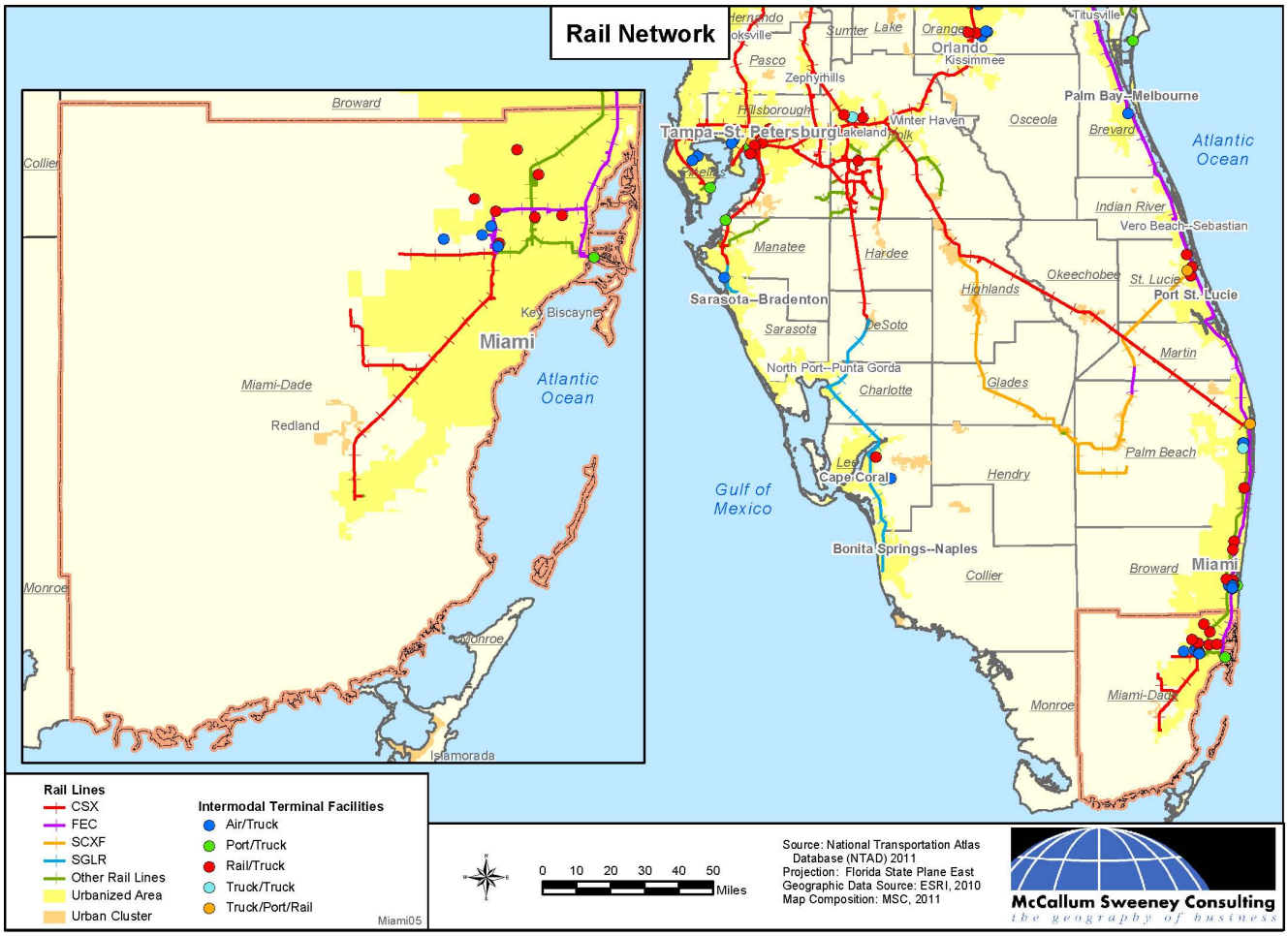
- With multiple intermodal facilities in the County, Miami-Dade County has a robust transportation network that allows cargo to be transported a variety of different ways including rail, truck, water, and air. This versatility allows for a competitive advantage over other benchmark cities that do not have a strong transportation network in all four categories.

Rail's primary value in Miami-Dade County is for the movement of goods as part of the trade-based supply chain. While the demand for rail served sites for heavy industrial projects is certainly expected to remain low, identifying such sites for the occasional industrial opportunity would add to the readiness of the County, particularly south Miami-Dade County, to compete for such a project.

A clear trend among manufacturing site selection projects in recent years is the preference for locations that offer all modes of transportation, even if the operation does not have an immediate plan to use all modes. This gives companies two major advantages. First, it provides some competitive leverage for companies in negotiating rates, allowing for cross-mode competition. Second, it gives a company flexibility to respond to future supply chain changes (source or destination market changes, business continuation in response to natural disaster, etc.).

Therefore, **while the industrial opportunities for Miami-Dade County may be relatively low compared to office-oriented opportunities, this strong multi-modal infrastructure network is a competitive advantage to be leveraged.**

The map below shows the location of the rail lines and intermodal facilities in Miami-Dade County as well as Central and South Florida.


Rail Network
Broward
Collier
Miami-Dade
Monroe
Redland
Key Biscayne
Miami
Atlantic Ocean
Islamorada
Hernando
Sumter
Lake
Orange
Orlando
Kissimmee
Titusville
Pasco
Zephyrhills
Hillsborough
Tampa–St. Petersburg
Lakeland
Winter Haven
Polk
Osceola
Palm Bay–Melbourne
Brevard
Indian River
Vero Beach–Sebastian
Manatee
Hardee
Okeechobee
St. Lucie
Port St. Lucie
Highlands
Sarasota–Bradenton
Sarasota
DeSoto
Martin
North Port–Punta Gorda
Charlotte
Glades
Lee
Cape Coral
Hendry
Palm Beach
Gulf of Mexico
Bonita Springs–Naples
Collier
Broward
Miami
Monroe
Miami-Dade
Rail Lines
CSX
FEC
SCXF
SGLR
Other Rail Lines
Urbanized Area
Urban Cluster
Intermodal Terminal Facilities
Air/Truck
Port/Truck
Rail/Truck
Truck/Truck
Truck/Port/Rail
Miami05
0 10 20 30 40 50
Miles
Source: National Transportation Atlas Database (NTAD) 2011
Projection: Florida State Plane East
Geographic Data Source: ESRI, 2010
Map Composition: MSC, 2011
McCallum Sweeney Consulting
the geography of business

Office Space

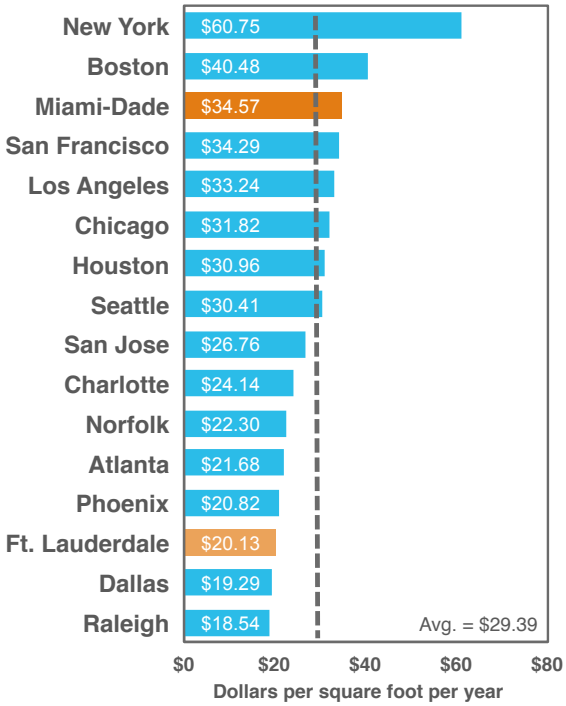
The availability and pricing of office space in a region can play significant role in determining the ability of a business to maintain local operations. High costs for high-visibility office space in the urban core can easily price companies out of the market. Ensuring supply of affordable office space in the central business district can help a community attract professional and technical firms and create premier, showcase spaces for local companies.

Despite having **above average vacancy rates**, Miami-Dade County has **higher office lease rates** than benchmark metros.

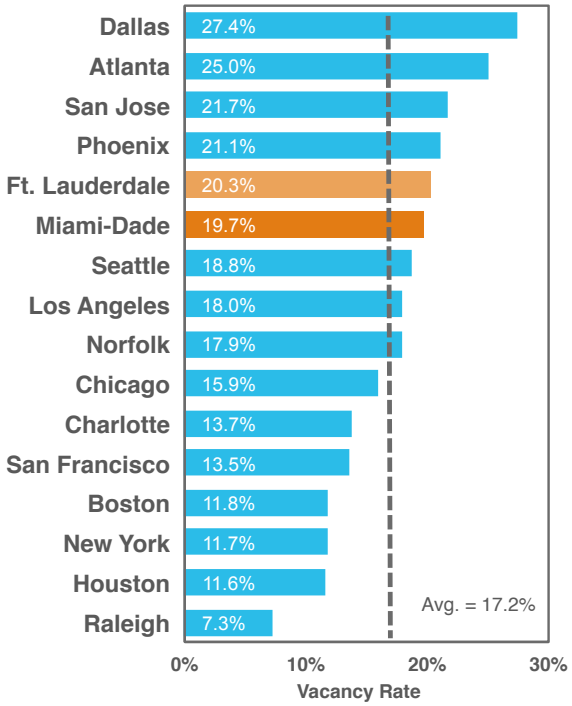
- At 20% vacancy among urban office properties, Miami-Dade County and Fort Lauderdale both came in higher than the benchmark average of 17%.
- Class A office space across Miami-Dade County follows similar patterns to all downtown office rentals, with 17% vacancy and $37 lease rates.
- Miami-Dade County features the third highest urban office annual lease rates amongst benchmark metros at $35 per square foot, only less than New York ($61) and Boston ($41).

High vacancy rates usually translate to lower lease rates, as is the case with Fort Lauderdale, which has a 20% vacancy rate and an annual lease rate of $20, but Miami-Dade County has both a **higher than average vacancy rate and high lease rate**.

Downtown Office Lease Rates, 2011
(Dollars Per Square Foot Per Year)



Downtown Office Vacancy Rates, 2011



From an outside perspective, go-to sources for national real estate rental comparisons such as the one referenced for this analysis, C.B. Richard Ellis Market Report, show Miami-Dade's lease rates as being higher than benchmarks' (C.B. Richard Ellis' contains lower rates than similar reports by Grubb & Ellis and Cushman & Wakefield). That said, although it is not reported in any nationally available statistics, rates are often negotiable. In the current market, deals are being made that may offer free rent, increased up-fitting dollars, or a lower lease rate. Miami-Dade has an opportunity to share address this in its marketing and communications with companies and site consultants. (Although other markets, even with a cost advantage, may also be facing an over-supply of space and are also negotiating rates.)

OFFICE SPACE	AVAILABLE SUBMARKETS / LOCATIONS
Large Office	Central Miami-Dade / Brickell / Kendall / Tamiami
Large Flex	North Central Miami-Dade / Airport Doral
Small to Medium Office	All of Miami-Dade County, including South Dade
Town Center Environment	Miami Lakes / Coral Gables
	Kendall / Homestead
Aviation and Trade Related	Opa-Locka / Airport Doral, including Miami Free Zone
IT Related	Central Miami-Dade – CB District / Coral Gables / Airport Doral
Professional / Creative Services	All of Miami-Dade – A&E District / Miami-Beach
Regional headquarters	CB District / Coral Gables / Airport Doral

Benchmark Metro	Office Space			
	Downtown Office Lease Rates, 2011	*Downtown Office Vacancy Rates, 2011*	*Regional Class A Office Lease Rates, 2011*	*Regional Class A Office Vacancy Rates, 2011*
Miami-Dade	**$34.57**	**19.7%**	**$36.61**	**17.3%**
Fort Lauderdale	*$20.13*	*20.3%*	*$18.84*	*19.5%*
Atlanta	$21.68	25.0%	n/a	n/a
Boston	$40.48	11.8%	n/a	n/a
Charlotte	$24.14	13.7%	$25.10	13.7%
Chicago	$31.82	15.9%	$38.27	14.7%
Dallas	$19.29	27.4%	n/a	n/a
Houston	$30.96	11.6%	$30.95	12.0%
Los Angeles	$33.24	18.0%	n/a	n/a
New York	$60.75	11.7%	n/a	n/a
Phoenix	$20.82	21.1%	n/a	n/a
Raleigh	$18.54	7.3%	n/a	n/a
San Francisco	$34.29	13.5%	n/a	n/a
San Jose	$26.76	21.7%	n/a	n/a
Seattle	$30.41	18.8%	n/a	n/a
Norfolk	$22.30	17.9%	n/a	n/a

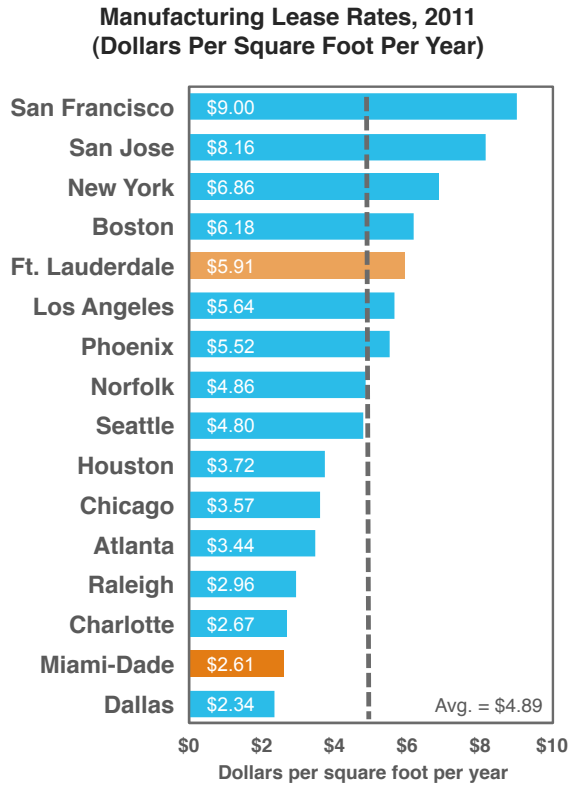
Source: C.B. Richard Ellis Market Reports

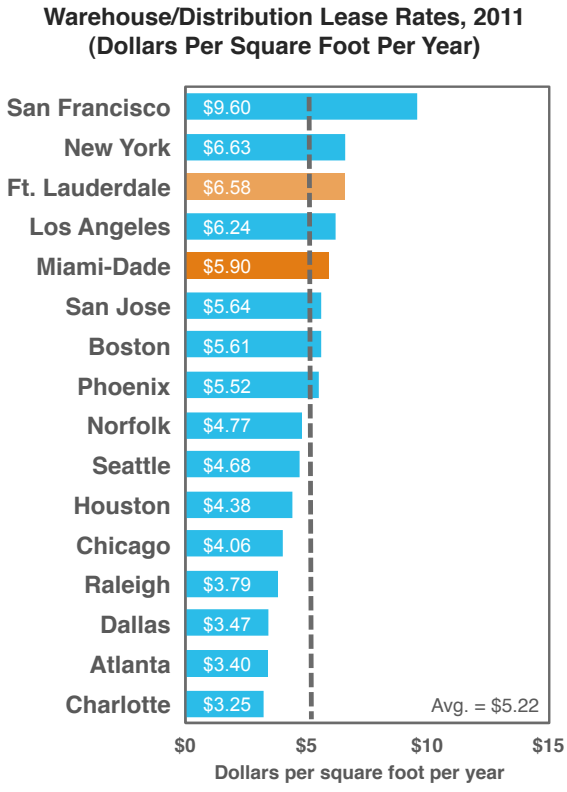
Industrial Space

It is important for a community to have a portfolio of various industrial sites and buildings located throughout its community to fit any prospect that may come along. The right mix of properties depends on what industries are targeted and create the most activity. Most importantly, communities want to be able to have a product ready for a prospect no matter what their need.

The overall Miami-Dade industrial market is small compared to many of its benchmark cities. For example, Miami-Dade County only has about 25% of the total industrial space of New York City and 20% of Chicago. Net absorption has been positive for 2011, a combination of some increases in activity and the lack of any new developments. Over the past couple of years, lease rates have been "market-adjusted" by as much as 50%. For example, in the key industrial submarket of Airport West, rates went from approximately $22 per square foot in 2009 to approximately $11 per square foot in 2011. These trends have been difficult for existing real estate and construction sectors, but they are potential advantages for recruitment of new employers into the County.

- Miami-Dade County has one of the lowest prices for manufacturing space at $2.61 per square foot, which is $2.28 lower than the average of the benchmark communities.
- Miami-Dade County is slightly above average for warehouse and distribution space at $5.90 per square foot, but $0.68 lower than warehouse and distribution space in Broward County.





Of the Miami-Dade industrial market, 80% of the total industrial space is for warehouse and distribution, which is **very good for trade and logistics operations**. Only 9% is manufacturing, so this may be a challenge for potential new manufacturing entrants, but this inventory is well dispersed throughout the County.

While Miami-Dade County does not have a large manufacturing sector, **the rates for manufacturing space are extremely competitive, but warehouse and distribution space in Miami-Dade County is higher than the average among benchmark communities.**

Benchmark Metro	Industrial Space			
	Manufacturing Lease Rates, 2011	*Warehouse - Distribution Lease Rates, 2011*	*High Tech Lease Rates, 2011*	*Office Service Lease Rates, 2011*
Miami-Dade	**$2.61**	**$5.90**	**n/a**	**n/a**
Fort Lauderdale	*$5.91*	*$6.58*	*n/a*	*$9.01*
Atlanta	$3.44	$3.40	$10.00	$8.08
Boston	$6.18	$5.61	$8.07	n/a
Charlotte	$2.67	$3.25	n/a	$5.98
Chicago	$3.57	$4.06	n/a	n/a
Dallas	$2.34	$3.47	n/a	$7.32
Houston	$3.72	$4.38	n/a	$7.16
Los Angeles	$5.64	$6.24	$8.64	$9.12
New York	$6.86	$6.63	$7.64	$8.83
Phoenix	$5.52	$5.52	$11.76	$10.20
Raleigh	$2.96	$3.79	$9.05	$9.98
San Francisco	$9.00	$9.60	$21.36	n/a
San Jose	$8.16	$5.64	$12.48	n/a
Seattle	$4.80	$4.68	$21.24	$7.68
Norfolk	$4.86	$4.77	$11.58	$7.96

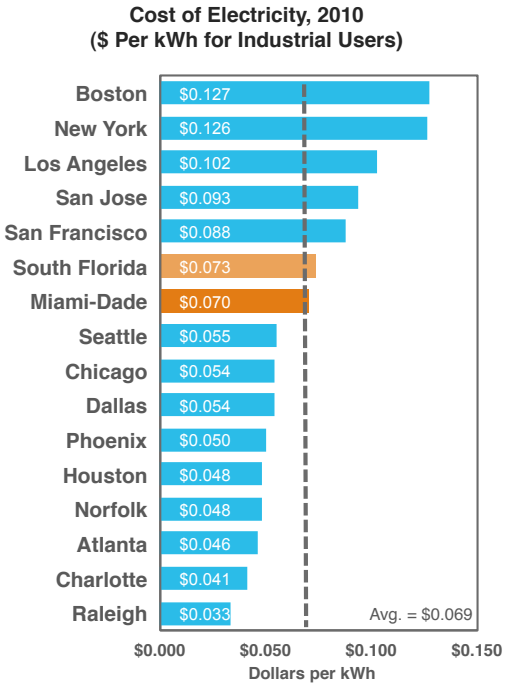
Source: Cushman Wakefield MarketBeat Industrial Reports, 2Q11

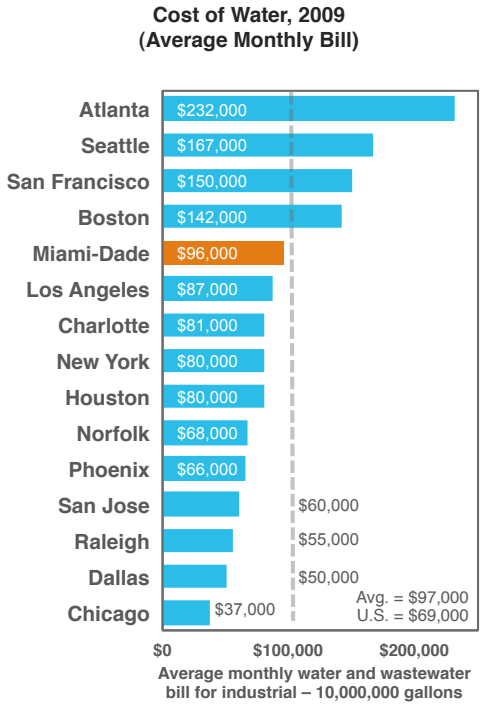
Utilities

Low electricity, water, and natural gas rates play an important role in supporting and attracting businesses, particularly those engaged in manufacturing, high-technology research, and data and server storage. For companies that use high volumes of utilities, small changes in rates can significantly affect the costs of operation. Alongside low variability in pricing, these companies will look for demonstrated reliable power supplies, with low risk of weather disruption and appropriate connectivity infrastructure.

Utilities rates in Miami-Dade County roughly **follow the benchmark averages** for electricity, water, and natural gas.

- At $0.07 per kilowatt hour, Miami-Dade's electricity rates for industrial users are at exactly the average among benchmark metros and slightly below South Florida. **Florida Power & Light's new economic development incentive program** makes Miami-Dade even more competitive. Under the program, new and expanding companies that add 350 kW of electric load and at least 10 new jobs will receive discounted rates of between 5% and 20% per year.
- The average monthly water and wastewater bill for industrial users in Miami-Dade County was $96,000 in 2009, just below the benchmark average of $97,000 (for 10 million gallons).
- Natural gas in Florida costs $9.41 per thousand cubic feet in 2009, slightly above the $8.70 average among benchmark states.





With average utility rates and FP&L's new economic development incentive, Miami-Dade County presents a **competitive environment** for business operations when compared with the utility rates of many larger East and West Coast cities, if slightly more expensive than Sun Belt benchmarks.

Reliability concerns related to hurricanes will lower Miami-Dade County's competitiveness in attracting power-dependent operations. This is a critical factor in site selection for energy and communication technology-reliant operations. Even though efforts to minimize disruption risk by hardening the infrastructure network is important, the risk of disaster disruption cannot be eliminated. It is also important to note that in a typical site selection process, companies with a high weight on reliability as a site selection factor will frequently eliminate disaster risk areas from any consideration. Therefore, addressing this issue from a competitive standpoint is as much a marketing and communication issue as an engineering concern.

North America has very few disaster free regions, so to some extent Miami-Dade County will likely have to take a position of "our disaster risk is better planned for, and anticipated with greater lead time, than your disaster risk." In addition, the Network Access Point of the Americas (NAP) and other local data centers (such as Telefonica) provide validation of Miami-Dade County's reliability and will be assets that attract additional corporate interest.

Benchmark Metro	Utilities		
	Industrial Electricity Rate ($/kWh), 2010	*Typical Monthly Industrial Water Bill, 2010*	*State Industrial Ntrl. Gas Prices ($/1000 ft³), 2009*
Miami-Dade	**$0.070**	**$95,971**	**$9.41**
South Florida	*$0.073*	*n/a*	*$9.41*
Atlanta	$0.046	$232,337	6.21`
Boston	$0.127	$142,218	$12.07
Charlotte	$0.041	$80,970	$13.60
Chicago	$0.054	$36,624	$7.31
Dallas	$0.054	$50,391	$4.05
Houston	$0.048	$80,122	$4.05
Los Angeles	$0.102	$86,631	$6.57
New York	$0.126	$80,171	$9.52
Phoenix	$0.050	$65,522	$8.19
Raleigh	$0.033	$55,265	$13.60
San Francisco	$0.088	$150,002	$6.57
San Jose	$0.093	$60,329	$6.57
Seattle	$0.055	$166,920	$11.68
Norfolk	$0.048	$67,716	$7.14
United States	**n/a**	**$68,777**	**$5.33**

Source: Platt's, Black & Veatch, and U.S. Energy Information Administration

QUALITY OF LIFE

Culture and Recreation

The cultural appeal and recreational options available in a community often play a significant role in attracting and retaining companies and talent, but these elements in a community are difficult to quantify and compare.

Miami-Dade County is an international culture and recreation destination. The combination of art, culinary, music, design, aesthetics, fashion, cruise ships, professional sports, nightlife, beaches, natural environment, diverse population and international influences in Miami-Dade is unlike any community in the world. While all benchmark communities offer cultural and recreational amenities, Miami-Dade's are at the core of its personality and truly appeal to a global audience.

Although too numerous to list, a few highlights of Miami-Dade Culture and Recreation include:

- Miami-Dade is home to three national professional sports teams: the Miami Marlins, Miami Dolphins, and the Miami Heat.
- Miami-Dade's Cesar Pelli-designed Adrienne Arscht Center for the Performing Arts is the second largest performing arts center in the US. The Center houses the world-renowned New World Symphony, Miami City Ballet, and Florida Grand Opera.
- Miami-Dade County hosts international cultural events year-round, including the globally-renowned Art Basel Miami Beach, Art Miami, Design Miami, the Coconut Grove Arts Festival, Miami Fashion Week Festival of the Americas, Mercedes Benz Fashion Swim Week, the South Beach Wine and Food Festival, the Ultra Music Festival, the Miami International Film Festival, among many many others.
- Miami-Dade has the world's largest number of art-deco buildings (800+).
- More than 150 ethnicities speaking more than 60 different languages live in Miami-Dade County.
- Miami-Dade County has 800+ parks, including two national parks – Biscayne National Park and Everglades National Park – and top-rated Crandon Beach County park and Bill Baggs Cape Florida State Park.
- Miami-Dade County is a destination for tennis, golf, and water sports. The climate and natural environment are highly attractive to the health-conscious, athletes, and outdoor enthusiasts.
- Miami-Dade County is a culinary mecca.

This wide-ranging, world-class combination of cultural and recreational amenities is a **strong competitive advantage** for attracting and retaining companies and talent.

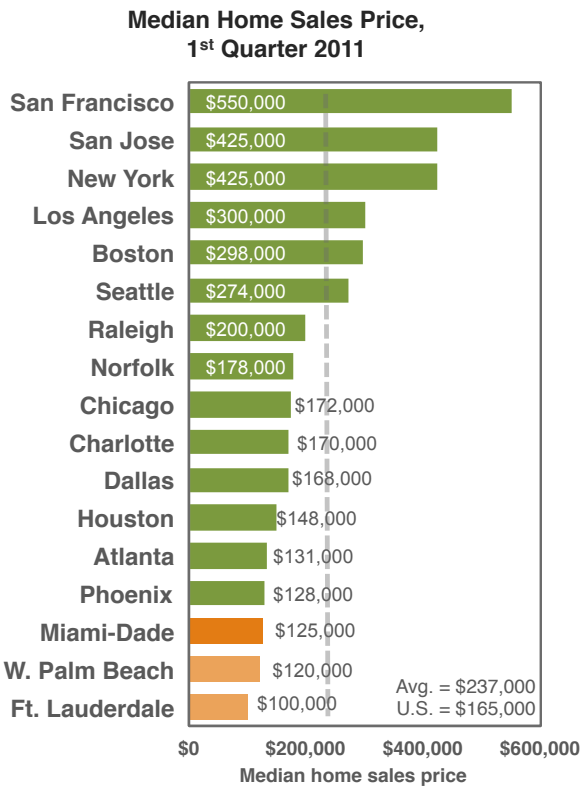
Housing Affordability

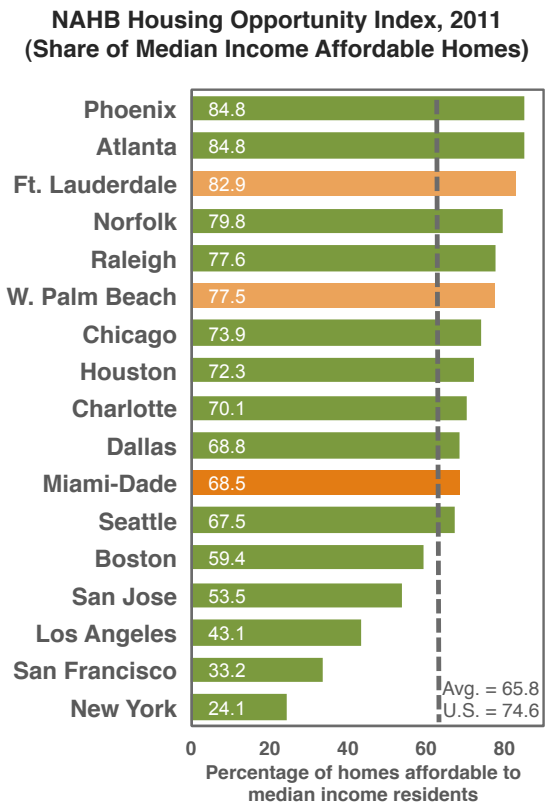
An economically successful community requires quality housing affordable at all price levels. Every community has workers at all levels, from janitors to executives, and must ensure that local housing is affordable in order to maintain a diverse labor pool. Alongside affordable housing for lower incomes, communities must ensure that higher-quality housing is available for executives if they intend to retain and recruit headquarters and major companies.

Miami-Dade County has **the lowest median home sales prices** among benchmarks outside the region, and Miami-Dade County has a **higher than average home affordability rating** from the National Association of Home Builders.

- With median home sales at $125,000 in the first quarter of 2011, Miami-Dade County's home prices are well below the benchmark average of $237,000 and United States average of $165,000.
- Miami-Dade County received a NAHB Housing Opportunity Index rating of 68.5, more affordable than the benchmark average of 65.8 but less than the United States average of 74.6.
- Within South Florida, Fort Lauderdale and West Palm Beach both had lower median home sales prices and higher Housing Opportunity Index ratings.

Although Miami-Dade County has some of the lowest median home sales prices among benchmarks, relatively





lower median incomes make homes in the region **less affordable than many benchmarks**. Additionally, greater housing affordability in Fort Lauderdale and West Palm Beach might lead to workers and companies locating in these neighboring communities.

Benchmark	Housing	
	NAHB Housing Opportunity Index 2011	*Median Home Sales Price 2011 (thousands)*
Miami-Dade	**68.5**	**$125**
South Florida	*n/a*	*n/a*
Fort Lauderdale	*82.9*	*$100*
West Palm Beach	*77.5*	*$120*
Atlanta	84.8	$131
Boston	59.4	$298
Charlotte	70.1	$170
Chicago	73.9	$172
Dallas	68.8	$168
Houston	72.3	$148
Los Angeles	43.1	$300
New York	24.1	$425
Phoenix	84.8	$128
Raleigh	77.6	$200
San Francisco	33.2	$550
San Jose	53.5	$425
Seattle	67.5	$274
Norfolk	79.8	$178
United States	**74.6**	**$165**

Source: NAHB/Wells Fargo Housing Opportunity Index

Climate

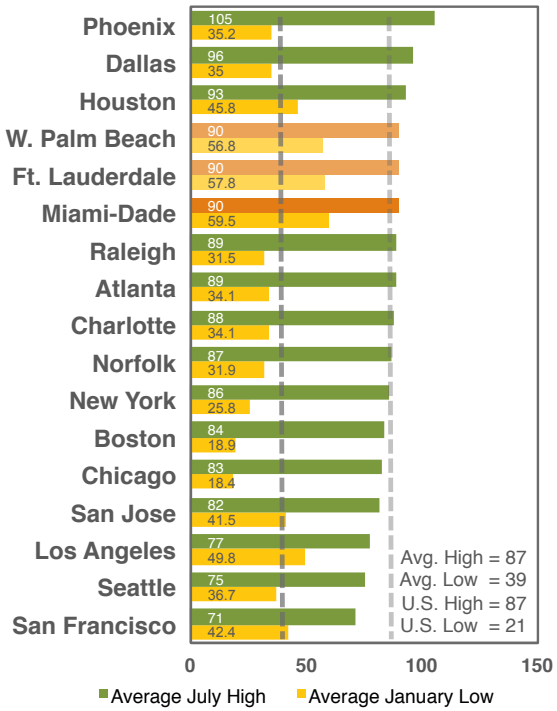
Sunny weather and moderate temperatures have proven a strong draw for both companies and talented workers, as seen in the recent success of Sun Belt cities. Individuals and families across the nation have continued to move south to warmer climes in recent decades, voting on preferred climate with their feet. Temperate climes and lack of inclement weather also offer advantages to many business operations.

Miami-Dade County has a **higher than average** number of sunny days and **moderate temperature lows and highs** throughout the year.

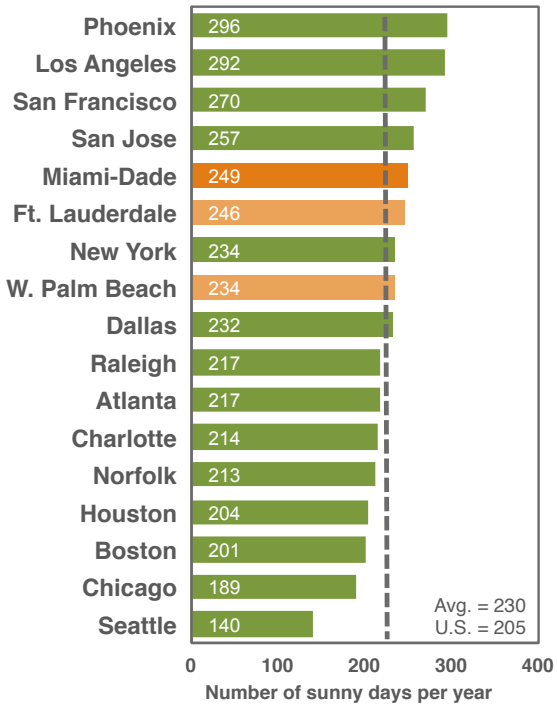
- Miami-Dade County averages 249 sunny days a year, higher than both the benchmark average (230) and United States average (205) and only lower than Phoenix and the California benchmarks.
- With an average high of 90 degrees in July and an average low of 60 degrees in January, Miami-Dade County has a more moderate and comfortable climate than both the United States and benchmark averages.

Moderate temperatures and good weather make climate one of Miami-Dade County's **strongest quality of life assets**, highly competitive against benchmarks.

Average High and Low Temperatures



Average Number of Sunny Days



Benchmark	Climate				
	Average Number of Sunny Days	*Average July High*	*Average January Low*	*Rainfall*	*Snowfall*
Miami-Dade	**249**	**90**	**59.5**	**59.7**	**0.0**
South Florida	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Fort Lauderdale	*246*	*90*	*57.8*	*63.0*	*0.0*
West Palm Beach	*234*	*90*	*56.8*	*61.0*	*0.0*
Atlanta	217	89	34.1	53.7	0.3
Boston	201	84	18.9	45.3	48.1
Charlotte	214	88	34.1	44.2	3.9
Chicago	189	83	18.4	35.9	27.5
Dallas	232	96	35.0	35.7	2.4
Houston	204	93	45.8	51.4	0.1
Los Angeles	292	77	49.8	18.1	0.0
New York	234	86	25.8	46.4	23.6
Phoenix	296	105	35.2	7.3	0.0
Raleigh	217	89	31.5	45.2	4.6
San Francisco	270	71	42.4	20.1	0.0
San Jose	257	82	41.5	14.5	0.0
Seattle	140	75	36.7	35.9	11.0
Norfolk	213	87	31.9	47.8	7.1
United States	**205**	**87**	**20.5**	**36.5**	**25.0**

Source: Sperling's Best Places and NOAA

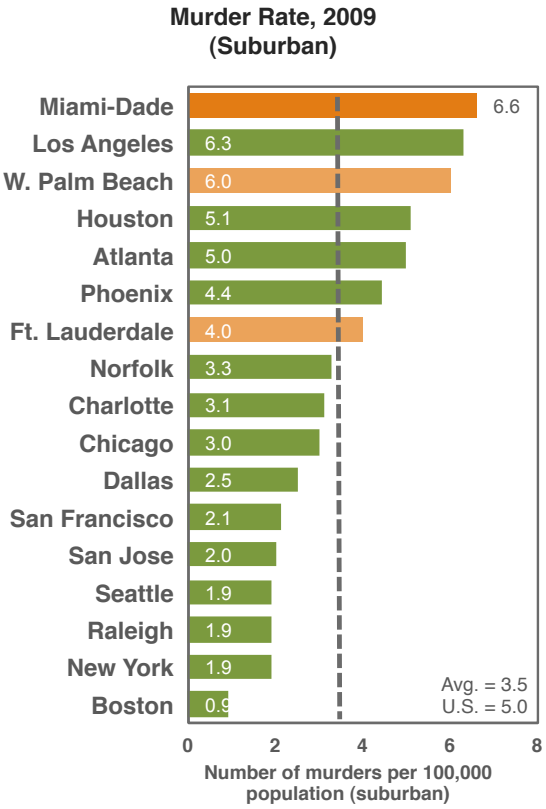
Crime

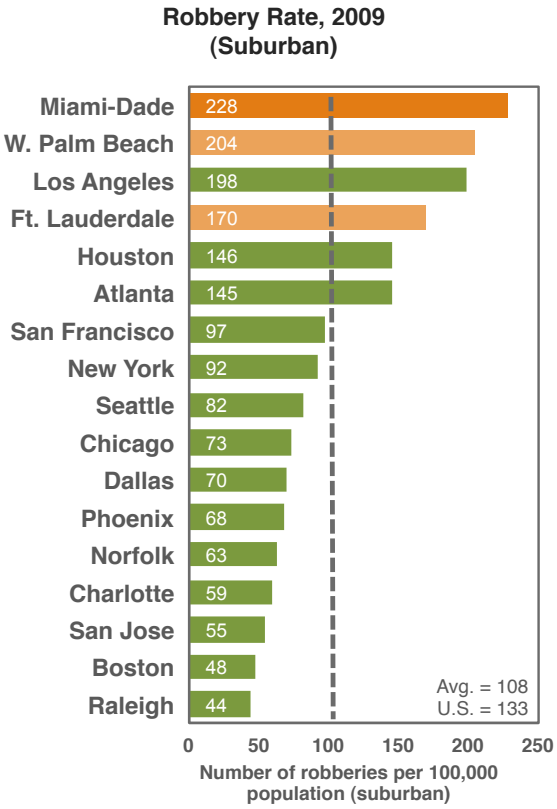
Crime rates, particularly personal crimes such as murder and aggravated robbery, are a major factor used in evaluating the competitiveness of a region for business location. The capacity of a city to attract well-educated, skilled workers and families can be greatly impaired by the perceived danger presented by high murder and robbery rates.

Murder and robbery rates in suburban Miami-Dade County and suburban South Florida are the highest among benchmark metros.

- Suburban areas in this analysis are considered cities and areas outside of any Primary Cities within a metropolitan area or County, so in the case of Miami-Dade County, all jurisdictions outside of the Cities of Miami, Miami Beach, and Kendall.
- The benchmark average murder rate of 3.5 murders per 1,000 population is lower than the suburban United States rate of 5, but suburban Miami-Dade County has a higher murder rate than both at 6.6 per 1,000 population.
- Suburban Miami-Dade County's robbery rate of 228 per 1,000 population is over double the benchmark average of 108 and also significantly higher than the suburban United States rate of 133.

Relatively high murder and robbery rates in the suburbs make Miami-Dade County **significantly less competitive**





in attracting workers and businesses. If crimes are highly concentrated in specific neighborhoods and regions, Miami-Dade County faces distinct challenges affecting outside perception of crime.

Benchmark	Crime Rates					
	Central City Murders Per 100k, 2009	*Central City Robberies Per 100k, 2009*	*Central City Aggravated Assaults Per 100k, 2009*	*Suburban Murders Per 100k, 2009*	*Suburban Robberies Per 100k, 2009*	*Suburban Aggravated Assaults Per 100k, 2009*
Miami-Dade	**14.1**	**499.5**	**659.6**	**6.6**	**227.6**	**436.7**
South Florida	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Fort Lauderdale	*7.1*	*374.4*	*697.4*	*4.0*	*169.5*	*311.4*
West Palm Beach	*18.9*	*373.2*	*464.5*	*6.0*	*204.4*	*399.2*
Atlanta	14.5	492.9	618.4	5.0	145.0	192.6
Boston	8.0	634.8	576.1	0.9	47.5	167.7
Charlotte	7.5	301.7	375.2	3.1	59.0	202.1
Chicago	16.1	557.4	552.1	3.0	72.6	90.2
Dallas	12.9	426.3	315.4	2.5	70.4	140.6
Houston	12.6	499.9	576.8	5.1	145.9	297.1
Los Angeles	8.1	317.4	276.4	6.3	198.3	272.0
New York	5.6	221.4	314.9	1.9	92.3	129.7
Phoenix	7.6	235.2	271.0	4.4	68.2	179.8
Raleigh	3.4	204.9	260.1	1.9	44.0	104.1
San Francisco	5.6	422.7	285.3	2.1	97.4	161.6
San Jose	2.9	107.4	223.1	2.0	54.8	131.8
Seattle	3.7	297.4	322.8	1.9	81.9	118.6
Norfolk	17.9	276.9	341.1	3.3	63.3	175.4
United States	**5.0**	**133.0**	**262.8**	**n/a**	**n/a**	**n/a**

Source: FBI, Uniform Crime Reports

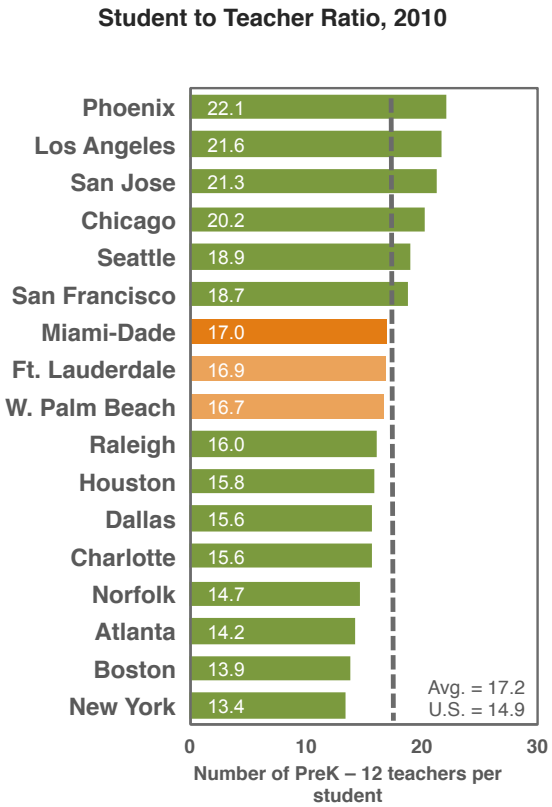
Educational System

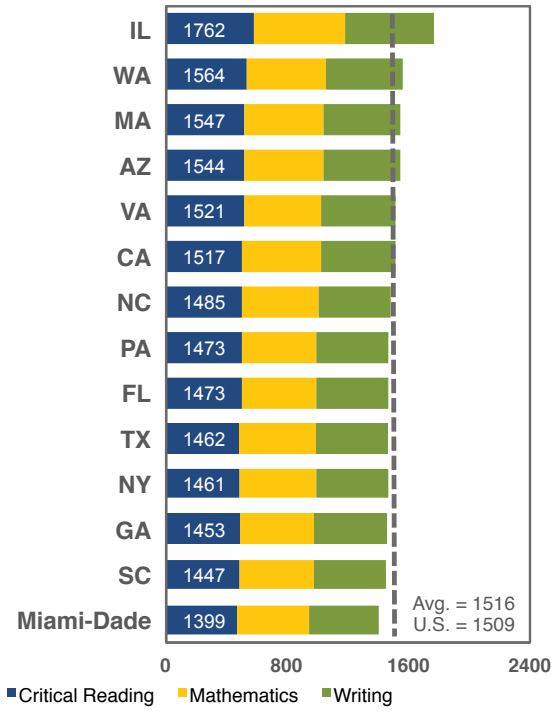
The quality of local preK-12 education is a significant factor examined by companies when determining a new location. The quality of an education system is one of the top priorities for potentially relocating workers with families, who would often rather give up a high paying job than sacrifice educational quality for their children. For this reason, site selectors and companies will examine a local area's graduation rates, proficiency in math and science, test scores, and percentage of graduates going to college.

Miami-Dade County has a **relatively average concentration** of teachers, but local SAT scores are **well below the State of Florida, United States and benchmark averages**. A more detailed examination of Miami-Dade County's extensive educational assets will be provided in the *Education Asset Inventory* report.

- A student to teacher ratio of 17 puts Miami-Dade County right at the benchmark average (17) and higher than the United States average (15).
- In 2010, Miami-Dade County had an average SAT score of 1399 (out of a possible 2400 in the new SAT system), below the State of Florida (1473), the benchmark average (1516) and United States average (1509).

While student to teacher ratios and state level SAT scores do not give a perfect picture of educational system quality, these metrics put Miami-Dade County **roughly in the middle** among benchmarks and generally higher





than United States trends.

We examine state-level SAT and ACT scores because these are more widely reported on and observed by companies. Metro- or county-level scores are typically requested during a RFI process. **Miami-Dade County's SAT scores are below the averages for Florida and the US.**

Benchmark	Educational System			
	Student to Teacher Ratio, 2010	*SAT Scores, 2010 (State Level, except Miami-Dade)*	% of Graduates Taking the ACT, 2009	State Composite ACT Scores, 2009
Miami-Dade	**17.0**	**1399**	62%	**19.5**
South Florida	*n/a*	*1473*	62%	*19.5*
Fort Lauderdale	*16.9*	*1473*	*62%*	*19.5*
West Palm Beach	*16.7*	*1473*	*62%*	*19.5*
Atlanta	14.2	1453	40%	20.6
Boston	13.9	1547	18%	23.9
Charlotte	15.6	1485	15%	21.6
Chicago	20.2	1762	97%	20.8
Dallas	15.6	1462	30%	20.8
Houston	15.8	1462	30%	20.8
Los Angeles	21.6	1517	19%	22.2
New York	13.4	1461	25%	23.1
Phoenix	22.1	1544	15%	21.9
Raleigh	16.0	1485	15%	21.6
San Francisco	18.7	1517	19%	22.2
San Jose	21.3	1517	19%	22.2
Seattle	18.9	1564	18%	22.8
Norfolk	14.7	1521	20%	21.9
United States	**14.9**	**1509**	45%	**21.1**

Source: Sperling's Best Places, SAT, & ACT

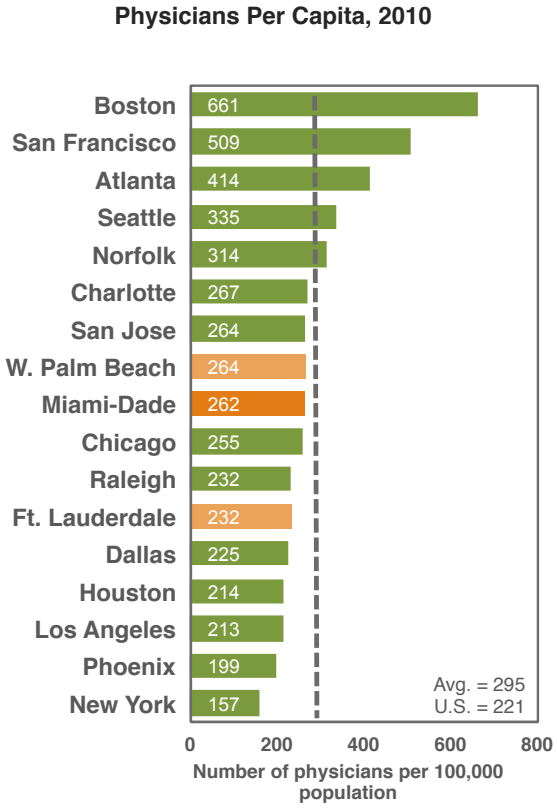
Community Health

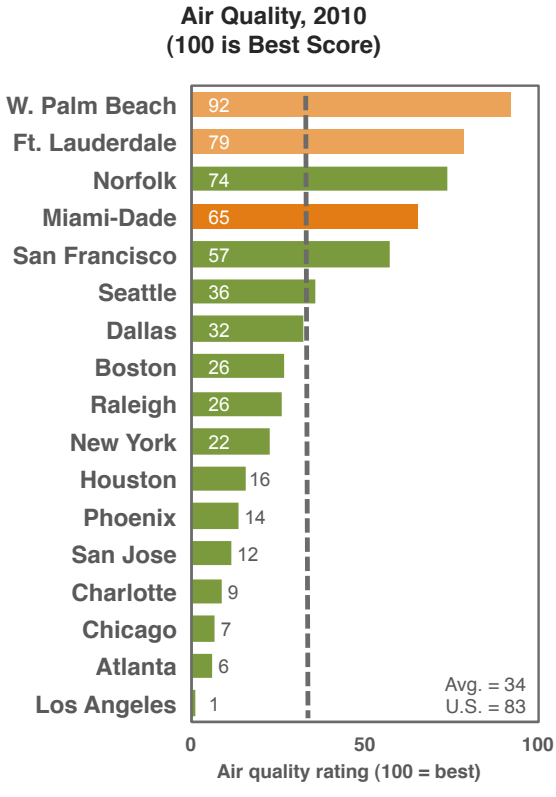
As with other quality of life factors, the availability and quality of health care in a region can affect a company's ability to bring in and retain skilled workers. Generally, companies look for the presence of top-end hospitals, child care facilities, high physician concentrations, and environmental health factors such as air quality.

Miami-Dade County has a **near average concentration** of physicians per capita alongside major medical research facilities at the University of Miami, and some of the highest air quality among benchmarks.

- Miami-Dade County has 262 physicians for every 100,000 residents, just below the benchmark metro average (295) but above the United States average (221).
- With an air quality rating of 65, Miami-Dade County has cleaner air than all benchmark metros except Norfolk and South Florida cities, Fort Lauderdale and West Palm Beach.

An average concentration of physicians and high air quality are strong indicators of Miami-Dade County's **robust medical facilities** and **healthy environment**, significant factors in raising the perceived quality of life.





Benchmark	Community Health			
	Physicians Per Capita, 2010	Air Quality (100 = Best), 2009	*Water Quality (100 = Best), 2009*	*Superfund Sites (100 = Best), 2009*
Miami-Dade	**262**	**65.3**	**50.0**	**10.0**
South Florida	*n/a*	*n/a*	*n/a*	*n/a*
Fort Lauderdale	*232*	*78.5*	*50.0*	*20.0*
West Palm Beach	*264*	*92.0*	*30.0*	*50.0*
Atlanta	414	6.0	47.0	54.0
Boston	661	26.4	1.0	99.0
Charlotte	267	8.6	60.0	20.0
Chicago	255	6.8	31.0	10.0
Dallas	225	32.3	87.0	12.0
Houston	214	15.8	37.0	11.0
Los Angeles	213	34.6	25.0	10.0
New York	157	22.3	40.0	60.0
Phoenix	199	13.8	65.0	10.0
Raleigh	232	26.2	90.0	49.0
San Francisco	509	57.3	47.0	80.0
San Jose	264	11.8	40.0	10.0
Seattle	335	36.0	59.0	20.0
Norfolk	314	73.6	50.0	99.0
United States	**221**	**82.8**	**55.0**	**71.0**

Source: Sperling's Best Places

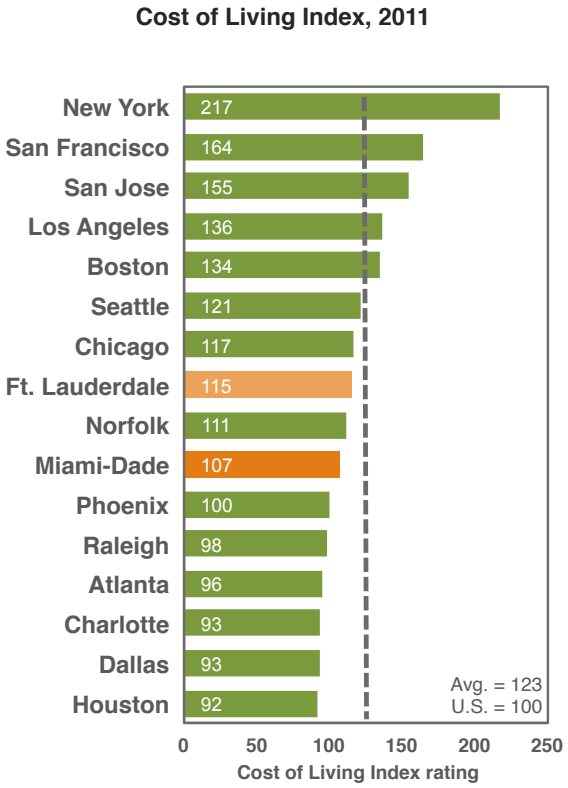
Cost of Living

Talented workers often have the luxury of voting with their pocketbooks and have demonstrated a preference for both a high quality of life and a low cost of living. Particularly for younger families starting out, cost of living plays a significant role in any decision to relocate for work. Cities with both a strong job market and low cost of living have seen tremendous recent success, demonstrated in cities such as Houston and Austin.

Miami-Dade County is **one of the more affordable** communities among the benchmarks, with an overall Cost of Living Index rating near the national standard.

- Miami-Dade County's Cost of Living Index rating of 107 is just above the United States norm of 100 and below the benchmark average (123) and Fort Lauderdale rate (115).

Relatively low cost of living among major cities makes Miami-Dade County a **highly competitive** region for attracting cost-conscious workers and businesses. (Note: Cost of living data is only available at the City level, and therefore in this analysis, Miami-Dade County's affordability is represented by the City of Miami.)



Benchmark	Cost of Living Index						
	Composite	*Grocery*	Housing	*Utilities*	*Transportation*	Health	Miscellaneous
Miami-Dade	**106.6**	**110.6**	**109.2**	**92.3**	**109.7**	**105.4**	**106.2**
South Florida	n/a	*n/a*	n/a	*n/a*	*n/a*	n/a	n/a
Fort Lauderdale	*115.3*	*112.1*	*142.1*	*92.7*	*107.9*	*101.4*	*104.0*
West Palm Beach	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Atlanta	95.6	96.3	91.1	87.1	99.0	102.1	100.0
Boston	133.9	117.6	154.3	140.5	105.2	123.0	130.2
Charlotte	93.2	97.4	80.9	92.5	96.5	110.0	99.6
Chicago	116.6	111.6	134.8	112.2	117.0	108.2	104.9
Dallas	92.9	97.4	72.1	106.4	101.6	104.1	101.3
Houston	91.9	84.8	82.8	95.4	98.1	95.5	99.3
Los Angeles	135.9	106.2	205.3	104.0	112.5	109.4	106.6
New York	217.4	154.4	390.5	167.1	120.2	130.2	145.2
Phoenix	99.7	108.3	88.6	98.1	108.9	107.7	102.8
Raleigh	97.5	103.1	87.4	105.1	97.2	99.3	101.7
San Francisco	164.2	112.2	281.5	93.7	112.4	115.9	124.8
San Jose	154.9	114.0	255.6	137.4	115.2	118.3	104.2
Seattle	121.1	114.3	139.3	86.7	117.1	118.9	120.0
Norfolk	110.7	105.9	121.2	109.4	102.8	108.8	106.2
United States	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Source: Sperling's Best Places

APPENDIX: BENCHMARK COMMUNITY DETAILED DEFINITIONS

BENCHMARK COMMUNITY DETAILED DEFINITIONS

Atlanta: *Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area*

- Barrow County, GA; Bartow County, GA; Butts County, GA; Carroll County, GA; Cherokee County, GA; Clayton County GA; Cobb County, GA; Coweta County, GA; Dawson County, GA; DeKalb County, GA; Douglas County, GA; Fayette County, GA; Forsyth County, GA; Fulton County, GA; Gwinnett County, GA; Haralson County, GA; Heard County, GA; Henry County, GA; Jasper County, GA; Lama County, GA; Meriwether County, GA; Newton County, GA; Paulding County, GA; Pickens County, GA; Pike County, GA; Rockdale County, GA; Spalding County, GA; and Walton County, GA.

Boston: *Boston-Cambridge-Quincy, MA-NH Metropolitan Statistical Area*

- Norfolk County, MA; Plymouth County, MA; Suffolk County, MA; Middlesex County, MA; Essex County, MA; Rockingham County, NH; and Strafford County, NH.

Charlotte: *Charlotte-Gastonia-Rock Hill, NC-SC Metropolitan Statistical Area*

- Anson County, NC; Cabarrus County, NC; Gaston County, NC; Mecklenburg County, NC; Union County, NC; and York County, SC.

Chicago: *Chicago-Joliet-Napervile, IL-IN-WI Metropolitan Statistical Area*

- Cook County, IL; DeKalb County, IL; DuPage County, IL; Grundy County, IL; Kane County, IL; Kendall County, IL; McHenry County, IL; Will County, IL; Jasper County, IN; Lake County, IN; Newton County, IN; Porter County, IN; Lake County, IL; and Kenosha County, WI.

Dallas: *Dallas-Plano-Irving, TX Metropolitan Division*

- Collin County, TX; Dallas County, TX; Delta County, TX; Denton County, TX; Ellis County, TX; Hunt County, TX; Kaufman County, TX; and Rockwall County, TX.

Houston: *Houston-Sugar Land-Baytown, TX Metropolitan Statistical Area*

- Austin County, TX; Brazoria County, TX; Chambers County, TX; Fort Bend County, TX; Galveston County, TX; Harris County, TX; Liberty County, TX; Montgomery County, TX; San Jacinto County, TX; and Waller County, TX.

Los Angeles: *Los Angeles-Long Beach-Glendale, CA Metropolitan Division*

- Los Angeles County, CA.

New York: *New York-Northern New Jersey-Long Island, NY-NJ-PA Metropolitan Statistical Area*

- Middlesex County, NJ; Monmouth County, NJ; Ocean County, NJ; Somerset County, NJ; Nassau County, NY; Suffolk County, NY; Bergen County, NJ; Hudson County, NJ; Passaic County, NJ; Bronx County, NY; Kings County, NY; New York County, NY; Putnam County, NY; Queens County, NY; Richmond County, NY; Rockland County, NY; Westchester County, NY; Essex County, NJ; Hunterdon County, NJ; Morris County, NJ; Sussex County, NJ; Union County, NJ; and Pike County, PA.

Phoenix: *Phoenix-Mesa-Glendale, AZ Metropolitan Statistical Area*

- Maricopa County, AZ and Pinal County, AZ.

Raleigh: *Raleigh-Cary, NC Metropolitan Statistical Area*

- Franklin County, NC; Johnston County, NC; and Wake County, NC.

San Francisco: *San Francisco-San Mateo-Redwood City, CA Metropolitan Division*

- Marin County, CA; San Francisco County, CA; and San Mateo County, CA.

San Jose: *San Jose-Sunnyvale-Santa Clara, CA Metropolitan Statistical Area*

- San Benito County, CA and Santa Clara County, CA.

Seattle: *Seattle-Tacoma-Bellevue, WA Metropolitan Statistical Area*

- King County, WA; Snohomish County, WA; and Pierce County, WA.

Norfolk: *Virginia-Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area*

- Currituck County, NC; Gloucester County, VA; Isle of Wight County, VA; James City County, VA; Mathews County, VA; Surry County, VA; York County, VA; Chesapeake City, VA; Hampton City, VA; Newport News City, VA; Norfolk City, VA; Poquoson City, VA; Portsmouth City, VA; Suffolk City, VA; Virginia Beach City, VA; and Williamsburg City, VA

South Florida: *Miami-Fort Lauderdale-Pompano Beach FL, Metropolitan Statistical Area*

- *Broward County, FL; Miami-Dade County, FL; and Palm Beach County, FL.*

APPENDIX: SURVEY RESULTS

INTRODUCTION

This report shares the results of the *One Community One Goal* resident and business survey. Between July and September 2011, 4,133 people shared their views on the Miami-Dade economy through this survey. The survey was offered in English, Spanish and Creole languages to maximize access for all area residents. When the survey was closed, Spanish and Creole responses were translated into English then aggregated.

At the conclusion of the survey, business managers and owners were offered an opportunity to complete a second set of questions on topics specifically related to the business climate. 866 out of 4,133 participants completed the business portion of the survey.

The survey results influenced the SWOT analysis in the *Competitive Assessment* report, and will affect the selection of target industries and ultimately the priorities of the *One Community One Goal Targeted Industry Strategic Plan*.

Survey Promotion

One Community One Goal must reflect the perspective of the entire community in order to fulfill its promise and move the economy forward. It was critical that the public survey be accessible to every resident of Miami-Dade County, to reach far beyond the traditional cast of leaders involved in economic development on a daily basis. To accomplish this, the survey was made available in three languages and promoted through a wide variety of channels.

With over 4,100 responses, the *One Community One Goal* survey was the most successful survey in the history of The Beacon Council. The overwhelming response to the survey is attributed to the high level of engagement and commitment of all of the community wide partners to expand the outreach with continued disbursement to each organizations' members, contact lists and databases. In addition to sending the survey out to The Beacon Council's members and the OCOG Steering Committee organizations' members, and as just a few examples, the following organizations repeatedly stepped up efforts throughout the process.

- Miami-Dade County sent the survey out to their employees via their online newsletter
- Greater Miami Chamber of Commerce transmitted the survey in many of their *Newsbreak* communications
- Greater Miami Convention and Visitors Bureau sent the survey out repeatedly in their *What's Happening* communications
- North Dade Regional Chamber of Commerce utilized their online newsletter, *Chamber Chat*
- Coral Gables Chamber of Commerce sent the survey out to their members
- Coalition of Chambers sent the information to all of their member organizations
- Florida International Bankers Association sent the survey out to their members
- World Trade Center Miami transmitted the survey to their members and to their trade database
- Sant La Haitian Neighborhood Center sent the survey to their contacts
- Catalyst Miami, formerly Human Services Coalition, sent the survey out to their contacts
- Miami-Dade Broadband Coalition sent the survey out to their members

- Miami-Dade County Department of Cultural Affairs sent the survey to all of their contacts
- Miami Dade College, University of Miami and Florida International University transmitted the survey to their contacts and alumni
- *The Miami Herald* included a link on their website promoting the survey to readers
- *Miami Today* distributed survey information to their subscribers

Findings: All Respondents

One of the discoveries in the process is that no matter the diversity of the survey respondents, they share many similar ideas and values related to Miami-Dade's future. The consulting team found answers to be almost identical across both new and established residents; English, Spanish and Creole speaking residents; and younger and older residents. In this sense, Miami-Dade truly is "One Community."

- The survey asked residents to rate how well Miami-Dade County satisfied their needs across 29 different variables related to education, the economy, infrastructure and quality of life. Colleges and universities, climate, image as a visitor destination, entertainment/recreation, and arts/culture topped the rankings, receiving scores ranging between 3.63 and 3.9 on a scale of 1 (very dissatisfied) to 5 (very satisfied). Government leadership (1.98), job growth (2.03), and mass transit (2.08) received the lowest rankings.

  It is interesting to point out that, with the exception of colleges and universities, a majority of topics that received the highest scores are factors that Miami-Dade is blessed with because of its geographic location. The issues that received the lowest scores are topics that are in a sense man-made and could be improved upon with vision, leadership, collaboration and resources.

- Respondents were asked to choose three industry sectors that are the most desirable economic development targets. Hospitality, tourism, and healthcare emerged on the top of the list. Also ranking close to the top are film/entertainment, life sciences, and IT/telecom/software. Petrochemical, automotive and security/defense received the lowest percentage of votes.

- In addition to selecting target industries, residents were asked to describe the most desirable types of business operations for Miami-Dade. Among the choices (manufacturing/assembly, sales, warehousing/distribution, R&D, and headquarters), headquarters and R&D operations ranked the highest.

  Both the target industry and business operations questions scores show that Miami-Dade County residents are interested in clean businesses that complement the area's lifestyle and, for the most part, employ higher-wage, well-educated, creative professionals.

- The survey asked respondents to rate Miami-Dade County's top three strengths out of a list of 16 variables. Geographic location, the diversity of residents, and international presence received the highest percentage of votes. Government leadership, economy, and job opportunities received the lowest percentage of "strength" votes. Similar to the earlier "satisfaction" question, the topics scoring the lowest are issues that can be changed.

- The following question listed the same set of variables and asked respondents to rate the County's top three weaknesses. Government leadership, cost of living, transportation infrastructure and job opportunities (tie), received the highest percentage of votes.

- Overall, Miami-Dade County residents agree that economic development success depends on a balance of growing and retaining Miami-Dade companies (37.8%), recruiting new companies to Miami-Dade (35.7%), and starting new entrepreneurial companies locally (27.4%).

- Respondents graded Miami-Dade County's economic performance over the past five years a "C-." Less than 1% graded it an "A." 43.8% gave it a "D" or "F" average.

Findings – Business Respondents

866 out of 4,133 participants completed the second portion of the survey that contained questions for business owners and managers. Highlights from those responses include:

- Businesses are fairly confident about the future. In the next five years, 40% of business managers expect their company to increase employment in Miami-Dade County. 29% state that they will maintain employment and 18% are uncertain. The outlook is slightly brighter for firms with 250+ employees. Business managers expect to either increase employment in Miami-Dade (41%), maintain employment in Miami-Dade (24%), or increase employment at another location outside of Miami-Dade (18%).
- The survey asked business managers to share insights about the local workforce. First, they were asked to predict the relative ease of recruiting qualified employees in the next five years. 18% believe that it will be easier to fill vacancies and 39% predict that it will be as easy / difficult as it has been in the past five years. As with the expansion-related question, there is a fair amount of uncertainty – 23% state that they "do not know" at this time.

  Several survey questions sought insight about skills needed by area employers. Only 17.5% of business respondents stated that having staff speaking other languages in addition to English is not important to their business. In addition to English, Spanish (38.6%), Portuguese (7.1%) and Creole (6.3%) ranked top the languages most needed by Miami-Dade County businesses.

  Business managers and owners shared insight about the specific skills sets that are most in-demand. In response to the question "Miami-Dade County needs to increase education and training of individuals with what skill sets?," Information technology received the highest percentage of respondents by small and mid-sized companies as well as those with more than 250 employees. Soft skills also ranked highly – English language, reading, writing, communication, and customer service – among companies with fewer than 250 employees. Along with IT skills, businesses with more than 250 employees ranked finance/business, science/engineering/math, communication, and professional services among the top five.
- To complete the survey, business managers shared their opinions on Miami-Dade as a business location. First, they were asked why companies should choose to locate in Miami-Dade County. Geographic location (40.0%) and the diverse/international population (29.5%) were the clear winners. Lowest on the rating were business friendly regulatory climate (2.2%), existing industry/supplier base (2.2%), and skilled workforce (2.9%).

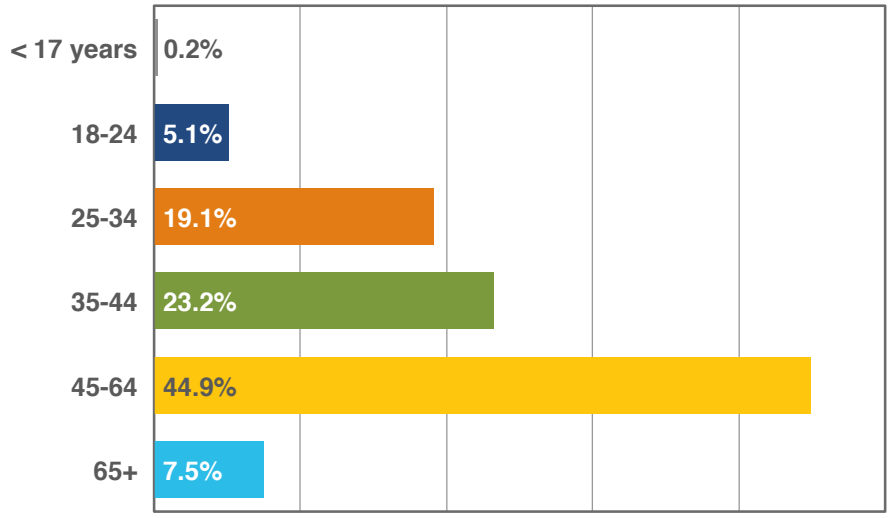
  Second, business managers were given an opportunity to provide ideas on specific things area leaders can do to make Miami-Dade County a better location for their business. More than 500 respondents wrote-in answers to this question. The consulting team read the responses and aggregated them according to subject matters. Improvements to the business climate (lower taxes, fees and insurance costs, for example, as well as improving regulations and permitting processes) received the highest percentage of responses (18.5%). Improvements to governance (12.8%) and continuing to address corruption (12.0%) were also top on business managers' minds.

The remainder of this appendix provides charts for each survey question.

PART 1: RESIDENT RESPONSES

Survey Demographics

What is your age range?



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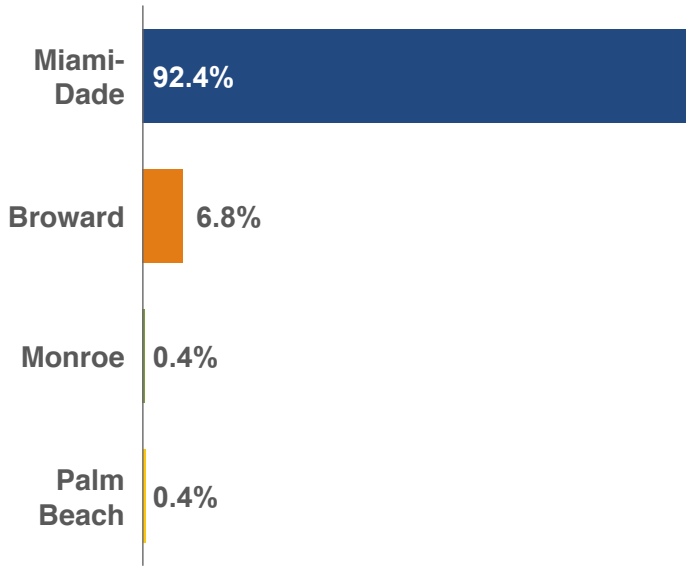
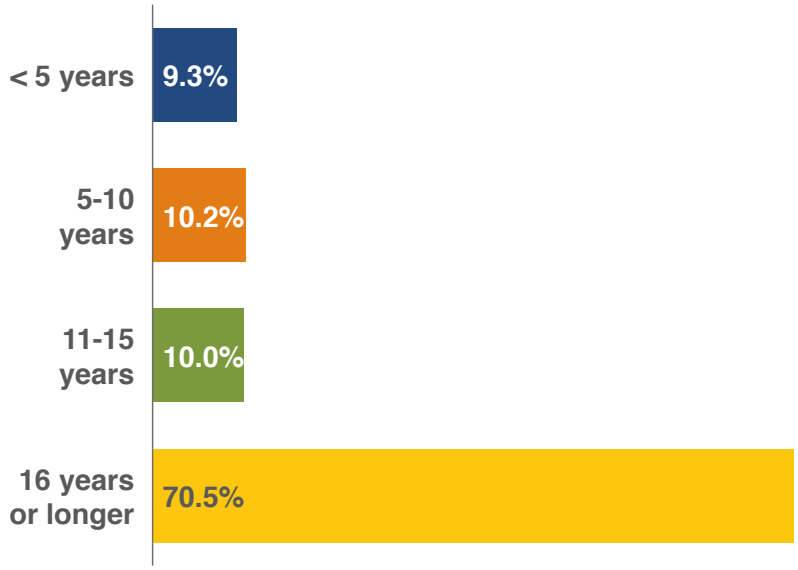
In what county do you live?



How long have you lived in your county?



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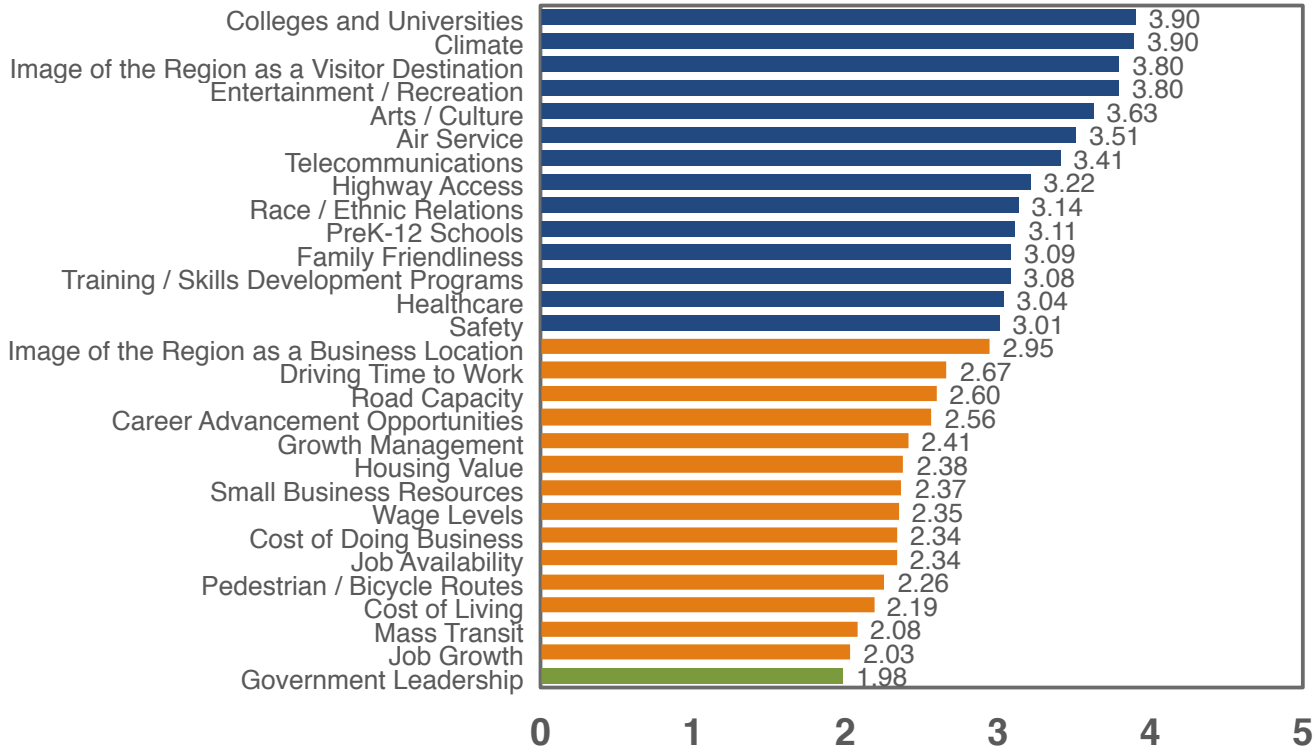
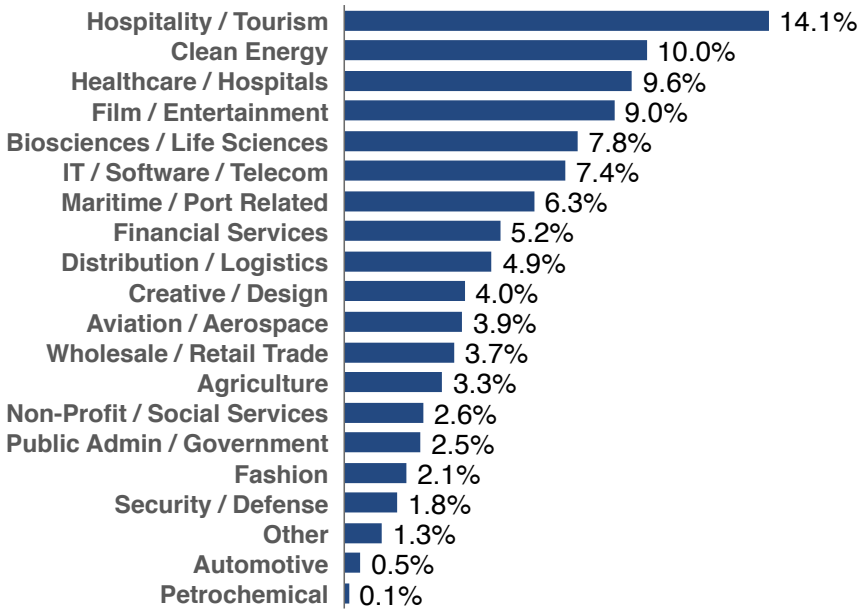
Satisfaction with Miami-Dade

How well does Miami-Dade satisfy your needs in the following areas?
(1 = very dissatisfied, 5 = very satisfied – Chart shows average score.)

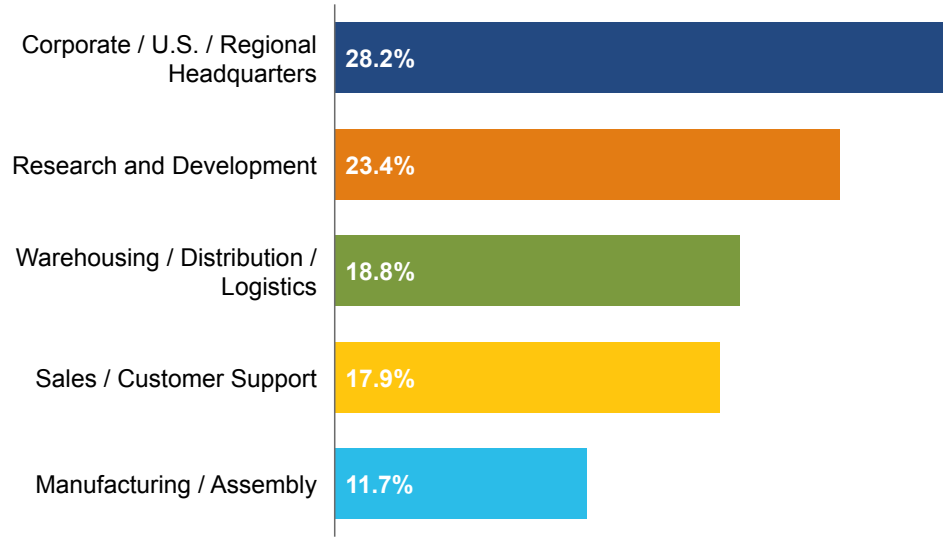


Desired Target Industries

What three industry sectors are the most desirable targets for Miami-Dade's future economic development?

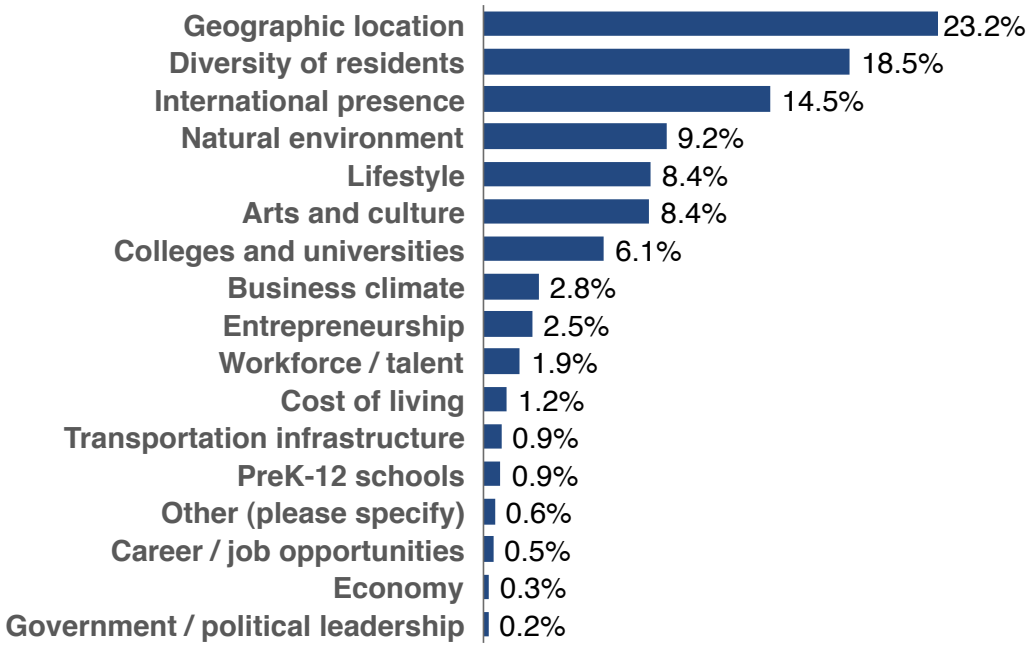


What types of business operations are the most desirable for Miami-Dade County?

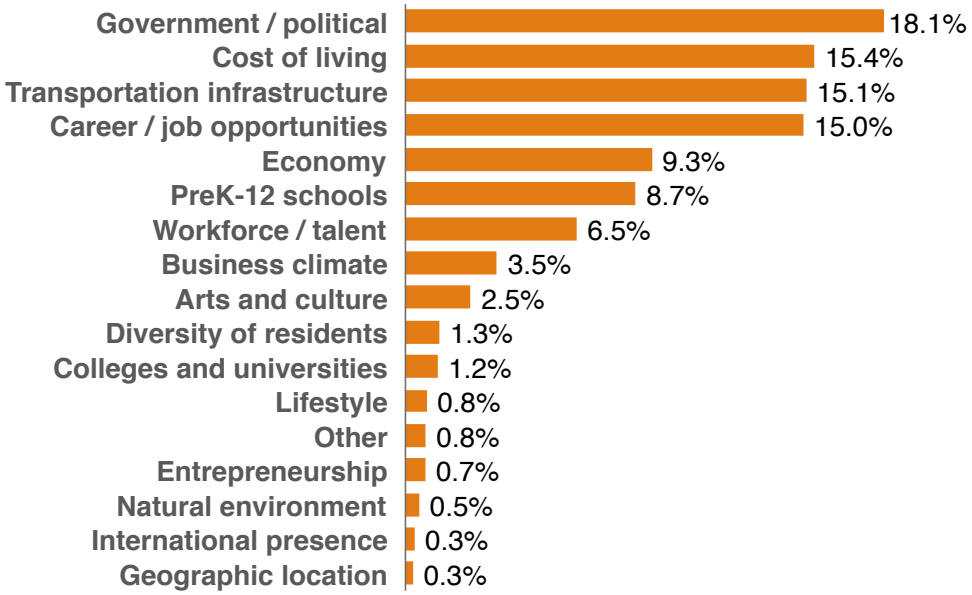


Strengths and Challenges

What are Miami-Dade's top three strengths?

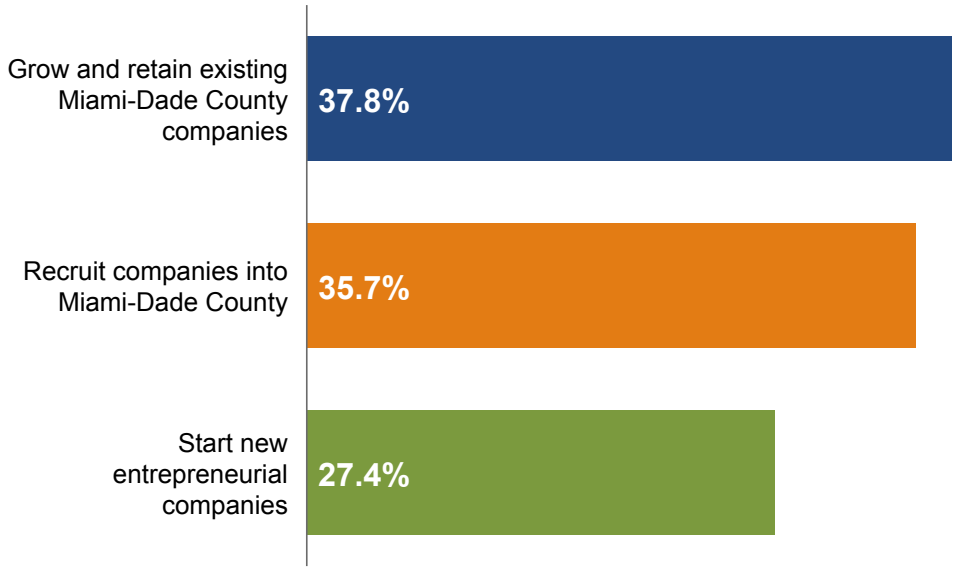


What are Miami-Dade's top three weaknesses?

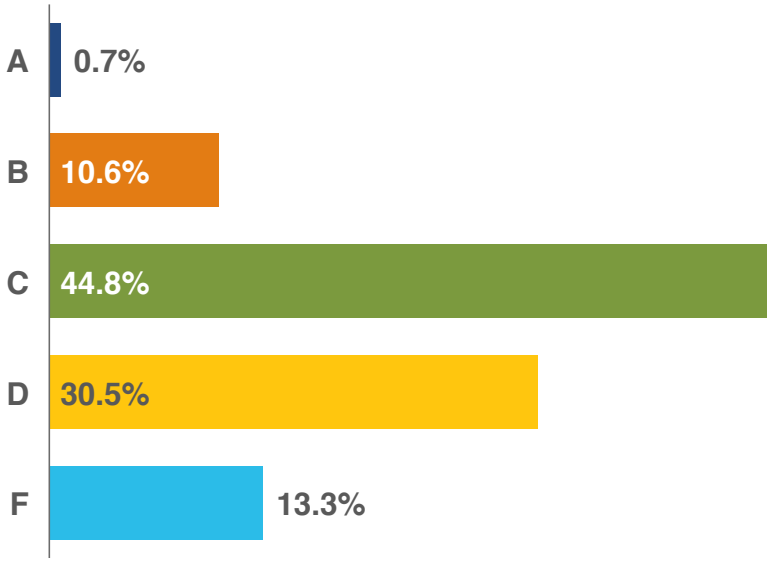


Economic Development

What mix of activities will ensure the highest level of economic development success for Miami-Dade?



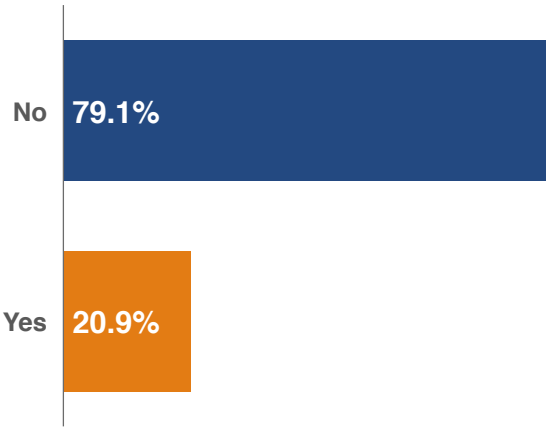
How would you grade Miami-Dade's economic performance over the past five years?



PART 2: BUSINESS MANAGER AND OWNER RESPONSES

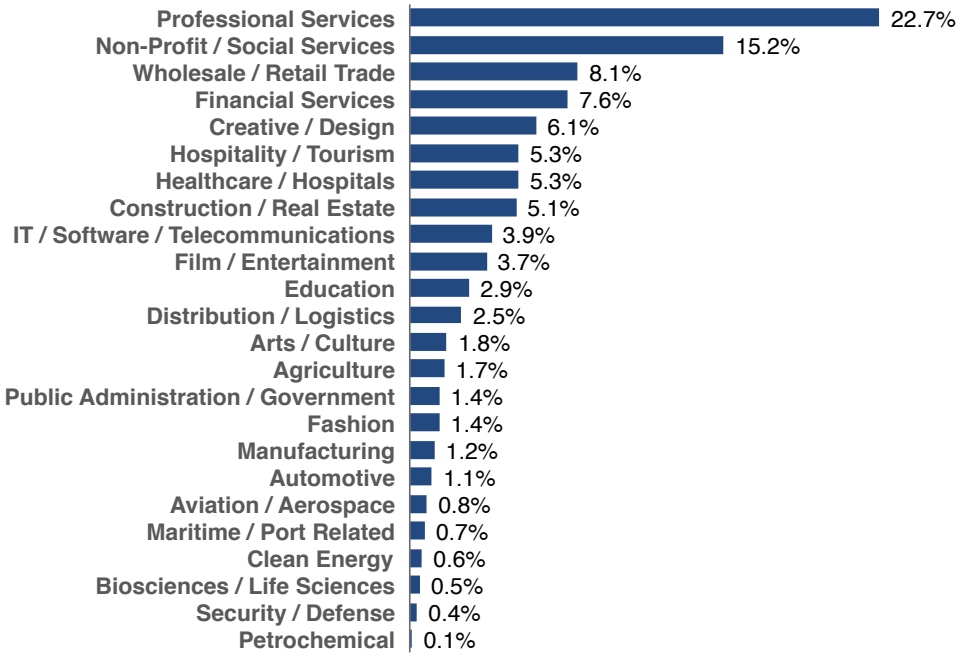
About the Respondents

Do you own or manage a business in Miami-Dade County?

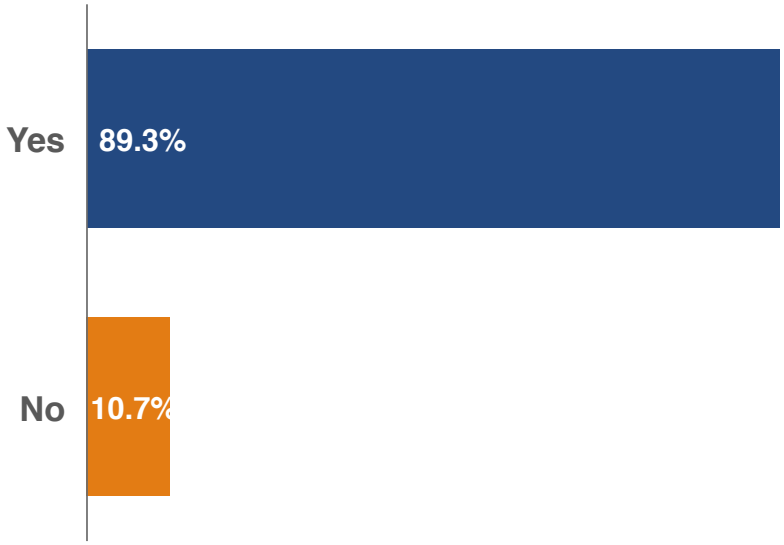


The following charts represent answers from business managers and owners only.

My business is in the following industry…

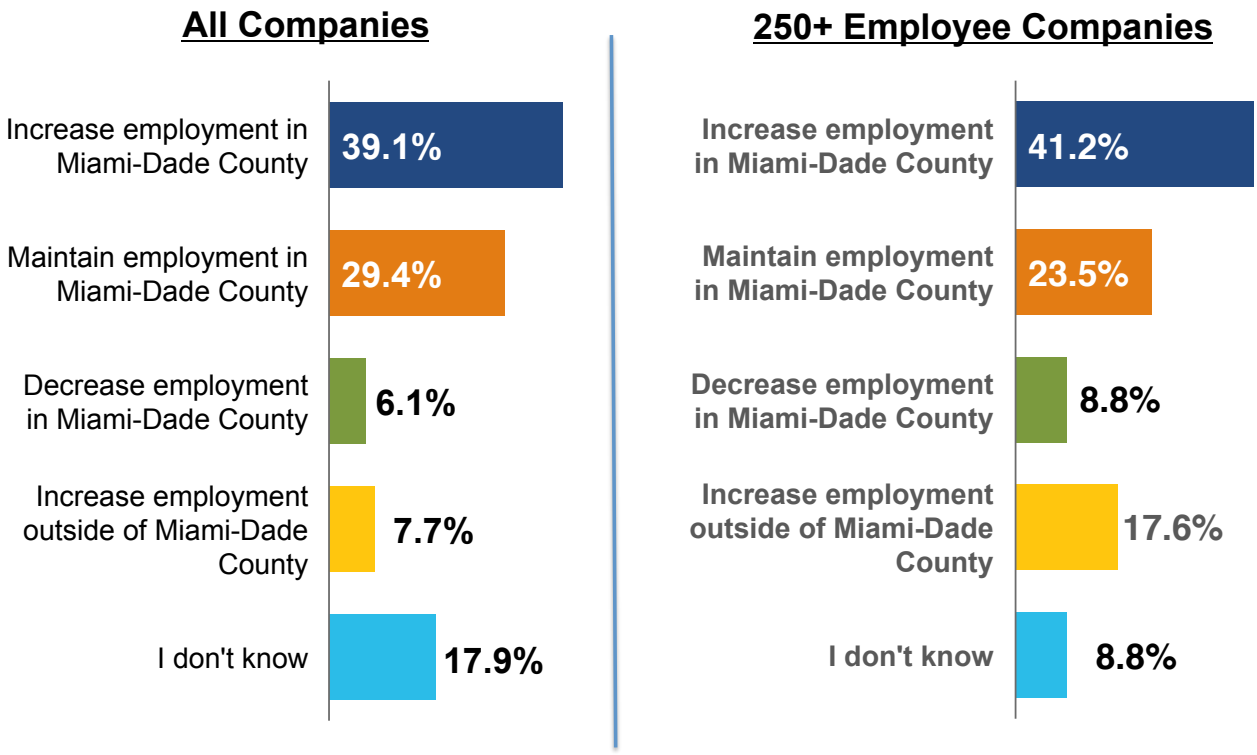


My business is headquartered in Miami-Dade…



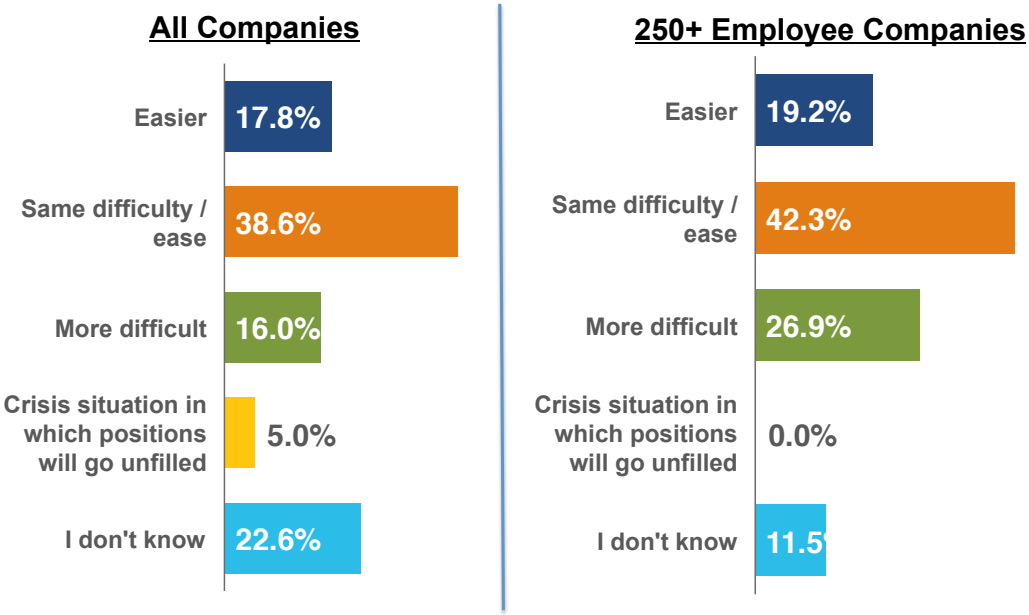
Business Growth Expectations

In the next five years, my business expects to:

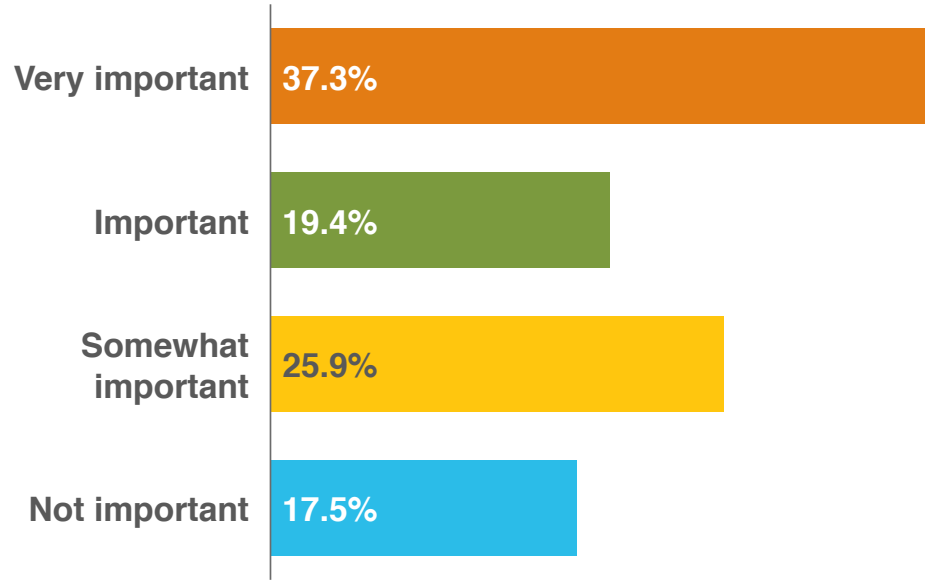


Workforce Development and Skills Needs

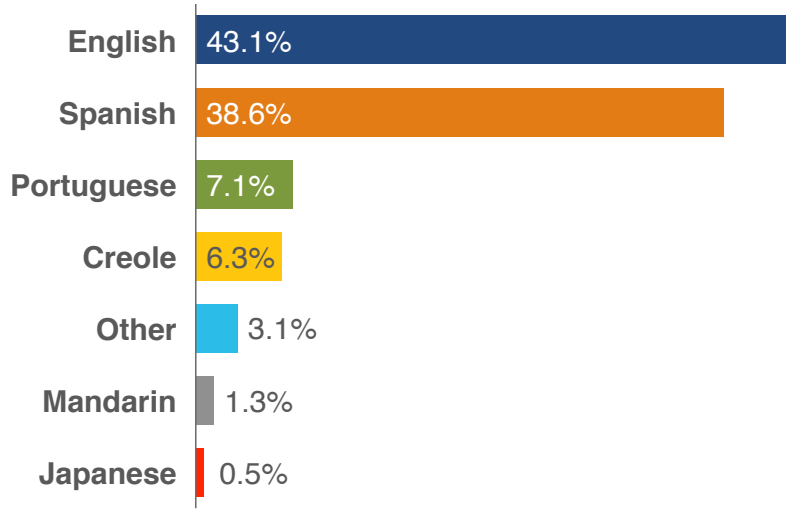
Compared to the past five years, I predict that my company's ability to fill job vacancies in the next five years will be:



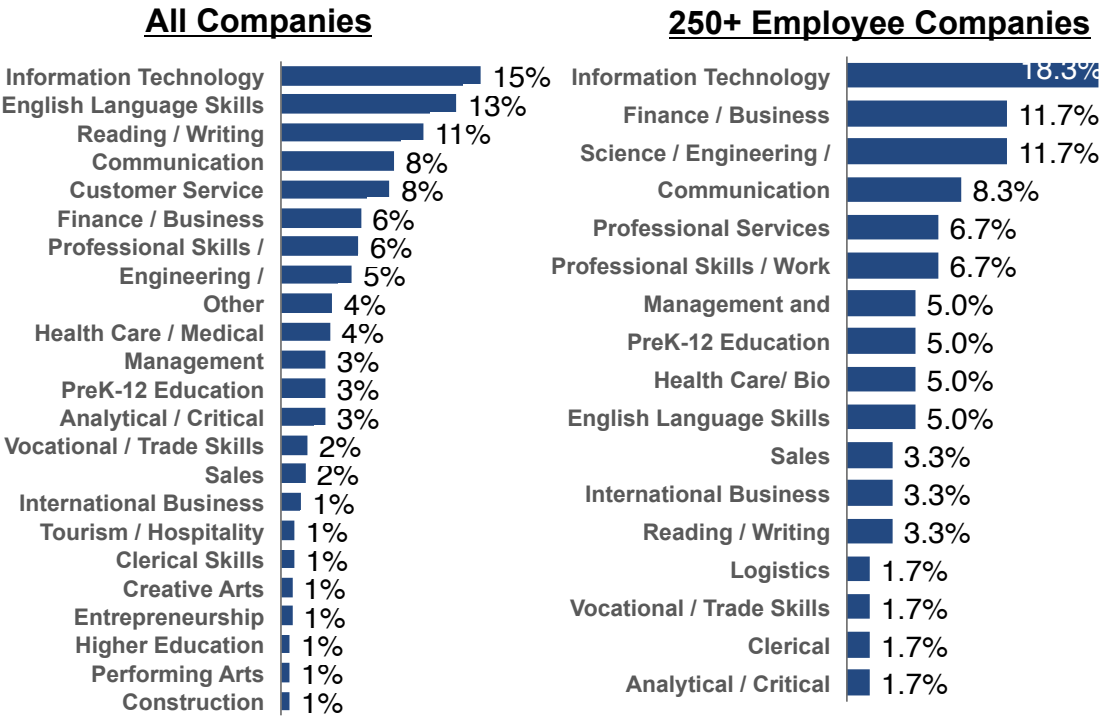
For your business, how important is having staff speaking other languages in addition to English?



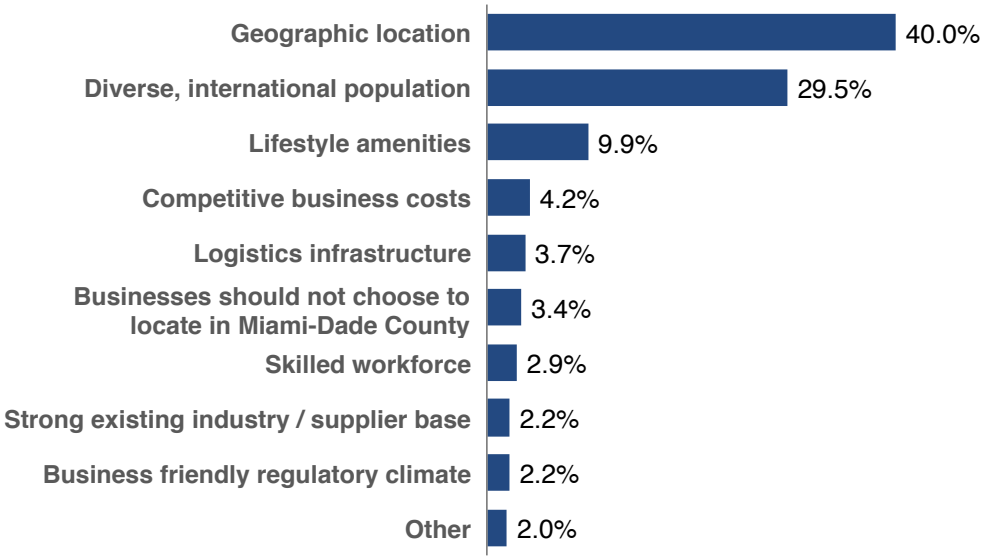
What languages does your company need in conducting daily business?



To better serve your business, Miami-Dade County needs to increase education and training of individuals with the following skill sets: (Open ended question, aggregated top responses)



Why should companies choose to locate in Miami-Dade County?



What's Needed

What one specific thing can Miami-Dade area leaders do to make this a better place for your business? (Open-ended question with topics aggregated)