



City of Doral Economic Analysis Report I: Competitive Assessment

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The City of Doral Economic Analysis: Competitive Assessment Report is a product of the Florida International University Metropolitan Center.

The **Florida International University Metropolitan Center** is Florida's leading urban policy think tank and solutions center. Established in 1997, the Center provides economic development, strategic planning, community revitalization, and performance improvement services to public, private and non-profit organizations in South Florida. Its staff and senior researchers are leaders in their respective fields, and bring extensive research, practical, and professional experience to each project. The Center's research has catalyzed major policy initiatives and projects in housing, economic redevelopment, transportation, social services, and health services throughout South Florida.

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Introduction

Effective economic development strategy relies on a process of identifying opportunity and building on local strengths while addressing challenges and shoring up weaknesses. The search for new economic opportunity requires knowing where to look, and sometimes taking a ***different*** look at the local economic landscape to uncover opportunities that at first blush may not be obvious.

The City of Doral Economic Analysis: Competitive Assessment provides a data-driven assessment of Doral's economy and a platform for new economic development policy that addresses the City's economic development goals and provide solutions for pressing problems.

Overall, the City of Doral faces a transition point. The City has enjoyed rapid economic expansion, population growth and real estate development. This growth has not come without a price, however. With a shrinking inventory of vacant land for new development, the City's growth will soon begin slowing down from its explosive pace of the last 15 years.

At this point in its history, the City's leaders have the opportunity to make sound economic choices by mainly focusing on the *quality* of future economic growth. In choosing to do so, they can enact new development policy that increases opportunity, redresses income inequality, stabilizes the City's economy against recessionary swings and improves the quality of life for Doral's residents and visitors.

The FIU Metropolitan Center's analysis of the City of Doral's key economic characteristics follows. After review and approval, the Center's research team will work with City staff and leaders to develop and recommend new development policy and strategies in the subsequent ***The City of Doral Economic Analysis: Strategic Policy Recommendations*** Report.

Key Findings

1. A Small City with Regional Economic Impact

The City of Doral is one of the County's most important and significant sub-economies. Although Doral's population of 51,382 represents only 1.9 percent of the County's total population, its employment base is a full 7.3 percent of Miami-Dade County's total jobs base. With a growth rate over 21 percent from 2002 to 2014, Doral's employment grew 2.6 times faster than the County, making it one of Miami-Dade County's fastest growing sub-economies over the last decade. ***In fact, the growth of Doral's total employment — 13,535 jobs since 2002 — represents over 17 percent of all new net jobs created in the County during the same period. Doral's post-recession employment growth was double the rate for the rest of the County — 16.4 percent versus 8 percent growth for the County. Its post-recession growth also played a significant role in driving total employment in the County — the 9,472 net jobs added in Doral from 2010 to 2014 represent nearly 8 percent of all net job growth in the County.***

The City is home to 6,802 establishments employing 102,235 workers. The total volume of sales revenue from these companies, concentrated in such a small geographic area, represents \$679,634 per worker, or over \$1.35 million per resident making Doral one of South Florida's and the State's most productive local economies.

The City of Doral is also a significant, globally interconnected economy. An estimated 83.2 percent of Doral's businesses employ fewer than 20 people. However, Doral is home to 28 headquarters locations, many of which are global leaders in their respective industries. ***The scale and diversity of its leading companies make Doral a nationally significant small city economy with considerable global reach.***

2. Central Location and Transportation Access

The City of Doral is strategically located in Miami-Dade County with direct highway access to its commercial and industrial corridors with interchanges along SR 826 (Palmetto Expressway) to the east; SR 836 (Dolphin Expressway) to the south and the Florida Turnpike to the west. ***Doral is a central location to live and work*** — the combination of the City's central location and level of transportation access is reflected in the size and composition of businesses – key regional distribution, manufacturing, assembly and service businesses have made the City of Doral a central County business address.

3. A City of Families

The City of Doral has aged slightly since 2007, yet is still a comparatively young municipality. The most significant demographic shifts have been 1) the growth of residents aged 55 and over (73.6 percent increase), 2) growth of residents aged 5 to 17 (46.4 percent increase) and residents aged 35 to 54 (37 percent increase), and 3) a shrinking share of millennials (residents aged 18 to 34).

Significantly, the number of family households in the City has increased by 29.6 percent (2,897 families) since 2007, while non-family households have decreased by 17.6 percent (563 non-family households). In comparison, Miami-Dade County experienced a less than one percent increase in family households during this period and a 3.6 percent increase in non-family households. This shift in age and family structure has important implications for workplace, job location, quality of life and public amenities policy.



4. The Region's Most Highly Educated Workforce

The City of Doral is one of Miami-Dade County's most educated communities. Doral's proportions of residents with bachelor's and graduate degrees are among the highest in the nation for small and medium sized cities. **According to 2015 ACS estimates, 54.2 percent of the population of Doral 25 years of age and over have a bachelor's degree or higher. This is almost double the rate for Miami-Dade County and 1.8 times the rate of the United States.**

5. A Rapidly Expanding, but Unstable Local Economy

The City of Doral's rapid growth obscures the fact that its economy has been and remains susceptible to wide recessionary swings. Doral experienced a significant and rapid job loss during the last recession, losing 8.6 percent of employment from 2008 through 2010. Additionally, Doral's industrial structure has historically been more concentrated than the County, and has only become more so. Doral's six largest industries currently employ 75.2 percent of all workers, while the County's top six industries employ 59.7 percent of all workers. Additionally, Doral's top ten employers carry only 31.7 percent of jobs in the Doral economy but account for over 72 percent of all establishment sales revenue.

6. A High Skilled, Well Paid Workforce, Despite Slipping Earnings

The City of Doral's educated residents are employed in high-wage occupations, and they are among the highest paid in the county. **Driven by the high percentage of residents employed in higher-skilled occupations, the \$41,104 median wage for residents of Doral far exceeds the County median wage of \$27,142. In fact, wages for Doral residents are significantly higher in every occupation category in comparison to the County. Median wages by industry for Doral residents averaged 132 percent higher than comparable median industry wages across the County.** Doral's median household income is \$72,933 compared to Miami-Dade County's median at \$43,129. The City's median family income of \$75,607 is also significantly higher than the County (\$49,609).

Post-recession employment growth since 2010 has been led by Accommodation and Food Services (2,442 jobs added), and Transportation and Warehousing (2,196 jobs added). High-wage industries also fueled the City's recovery, including Professional, Scientific, and Technical Services (1,916 jobs added), Administration & Support, Waste Management and Remediation (1,267 jobs added), Real Estate and Rental and Leasing (995 jobs added), and Management of Companies and Enterprises (329 jobs added). Due largely to the addition of jobs in lower paying sectors, wage growth across industries for Doral residents has been a mixed bag. From 2007 to 2015, mean wages for residents increased in only 14 of 24 industries, while some industries had significant (30 percent or more) declines. **Additionally, Doral's median household income, adjusted for inflation, has declined by 3.2 percent since 2010.**

7. The Advanced Industries Sector in Doral

A third measure of economic diversity, mix, and composition indicates that the City of Doral is a uniquely competitive location for **Advanced Industries**. The **U.S. Advanced Industries Sector** is composed of 50 industries including manufacturing chemicals, pharmaceuticals, advanced metals, industrial machinery,



medical equipment manufacture, energy development and distribution, software design, data processing and hosting, and medical and diagnostic labs. Each of the industries in the Advanced Industries Sector has levels of technology, research and development spending that are well above averages for the rest of the economy. The Advanced Industries Sector drives innovation, technology advances, and new service business models to expand and grow. Nine percent of total employment, or 12.3 million workers are in Advanced Industries. The Sector produces \$2.7 trillion in value-added annually, or 17 percent of all U.S. gross domestic product, and is leading the nation’s economic growth.

The City of Doral has an exceptionally high proportion of business firms and establishments in the Advanced Industries Sector. The City is home to 775 establishments and firms within the Advanced Industries Sector. These business locations employ 11,727 workers, or just over 11 percent of the City’s employment base, and generate over \$2 billion in local sales, and more globally. ***Given that Advanced Industries employment represents 9 percent of U.S. employment, and only 3 percent of the state’s total employment, the City of Doral has a growing potential as a leading, high-concentration Florida location for the Advanced Industry Sector.***

8. Target Industry Clusters

Targeting economic development resources on priority industries and industry clusters is a traditional means of strategically allocating assets and effort to support those industries where public and private investment can have the biggest impact on future economic growth. Targeting policy and programs means building on existing local strengths — identifying and applying resources on industries with proven capabilities, infrastructure, and assets on which to grow.

Industry Clusters are a regional concentration of related industries in a particular location. Clusters consist of companies, suppliers, and service providers that provide inputs to each other, or rely on each other for growth. ***Clusters are a central component of economic competitiveness*** — they bring together technology, information, specialized talent, competing companies, academic institutions, and other linkages and organizations in close proximity to yield better market information, pools of specialized talent, and faster deployment of new knowledge. Improving the performance of clusters, not just individual companies, is a central feature of leading economic development policy.

To identify the City’s ***Priority Target Industries***, the Center completed a detailed industry cluster analysis, to identify the industries in Doral that are 1) driving current and future economic growth in the City, and 2) have the greatest multiplier, or “ripple” effect on the rest of the local economy. The subsequent strategic policy is built around programs, policies, and directing resources to grow the City’s Priority Target Industries.

Based on a variety of factors including employment size, economic concentration, employment growth rates, wage performance, and advanced industries concentration, the Center has identified 15 target industry clusters, with a particular focus on the high wage and advanced industry segments in each, as the City’s strategic priority target industries.

The strategic policy framework is built around the common needs of the recommended target industry clusters and their high-wage component industries. In our opinion, directing program, resources, support at these clusters and their highest wage industries will 1) Deliver the largest potential economic impact across the rest of the Doral economy, 2) Insure the best use of scarce public resources, and 3) Provide the best range of new employment and income mobility opportunities for Doral’s residents.



The Target clusters are organized into four broad super clusters: 1) Manufacturing, 2) Distribution, 3) Services, and 4) Information, Design and Media. The complete set of target industry clusters is shown below.

City of Doral: Priority Target Industry Clusters
Industry Cluster & Target Sub-Industries

Manufacturing	Firms	Employees
Information Technology and Analytical Instruments	70	1,721
3344 Semiconductor and Other Electronic Component Manufacturing	13	1,031
3341 Computer and Peripheral Equipment Manufacturing	15	297
5112 Software Publishers	26	238
Apparel	9	2,870
3152 Cut and Sew Apparel Manufacturing	5	2,744
Aerospace Vehicles and Defense	27	798
3345 Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	21	646
Medical Devices	15	190
3391 Medical Equipment and Supplies Manufacturing	15	190

Services	Firms	Employees
Business Services	832	9,786
5413 Architectural, Engineering, and Related Services	111	4,436
5416 Management, Scientific, and Technical Consulting Services	246	1,908
5182 Data Processing, Hosting, and Related Services	11	269
Financial Services	173	1,490
5239 Other Financial Investment Activities	67	480
Insurance Services	117	1,146
5242 Agencies, Brokerages, and Other Insurance Related Activities	110	1,063
Hospitality and Tourism	186	7,560
5615 Travel Arrangement and Reservation Services	46	3,905

Distribution & Transportation	Firms	Employees
Distribution and Electronic Commerce	852	16,906
4234 Professional and Commercial Equipment and Supplies Merchant Wholesalers	98	2,749
4239 Miscellaneous Durable Goods Merchant Wholesalers	338	2,742
4238 Machinery, Equipment, and Supplies Merchant Wholesalers	113	2,034
4236 Household Appliances and Electrical and Electronic Goods Merchant Wholesalers	80	1,456
Transportation and Logistics	541	7,997
4885 Freight Transportation Arrangement	354	6,408
4811 Scheduled Air Transportation	59	470
4882 Support Activities for Rail Transportation	17	171

Information, Design, Media	Firms	Employees
Local Entertainment and Media	15	4,841
5151 Radio and Television Broadcasting	15	4,841
Marketing, Design, and Publishing	154	2,883
5418 Advertising, Public Relations, and Related Services	96	714
5414 Specialized Design Services	31	160
Performing Arts	42	422
7115 Independent Artists, Writers, and Performers	16	338
Education and Knowledge Creation	100	637
6117 Educational Support Services	11	53
6115 Technical and Trade Schools	7	46
Video Production and Distribution	17	113
5121 Motion Picture and Video Industries	17	113

9. A Resident Worker / Jobs Base Mismatch

The City of Doral is a considerable economy, employing between 73,000 and 77,000 workers. However, despite the size and strength of Doral’s economy, the vast majority of its estimated 23,000 employed residents work elsewhere in the County. Only 4,473 residents or 24.1 percent of workers who live in Doral work in Doral. As such, 93.9 percent of the City’s jobs base is filled by non-residents from outside Doral. Given the high earnings and incomes of Doral residents versus the compensation levels paid by establishments in Doral, it is logical to assume that a high percentage of the working residents leaving Doral each day are in high-skill, high pay occupations and industries. This daily exit of skilled works is a lost opportunity in terms of the tax base that would otherwise be captured in Doral, as well as lost daily

secondary and tertiary spending that would otherwise accrue to businesses in Doral. ***This mismatch between Doral's jobs and its residents' education and skills exacerbates the City's traffic problems — each day, over 72,000 workers enter the City, and at the same time, over 14,000 residents leave the City for work outside Doral.***

The presence of highly skilled, well-paid residents creates opportunities for new business development, helps attract companies seeking to locate or grow in Doral and provides a platform for significant entrepreneurial development.

10. The Changing Workplace and New Trends in Office Development

The office sector was the hardest hit commercial real estate sector in the last recession and has been the slowest to recover. New office and mixed-use development incorporating office development may play a critical role in Doral's economic future, but will require creative thinking to execute profitably. Office development is experiencing a series of challenges, including:

- Finding ways to shrink and share office space, and outsourcing non-core functions, such as IT, accounting, human resources, marketing and legal to lower cost providers;
- Aggressively shrinking the amount of square footage per employee;
- Adopting ***workshift*** strategies, placing talent closer to their customers and away from the central office, using telecommuting, more informal office space, moving satellite offices into neighborhoods, and shared office space; and
- The development and growth of co-working office space, used by small and large businesses.

The development of significant co-working projects in Doral indicates that conventional office development will proceed at a much slower pace and these changing workplace strategies will play an important role in new jobs development and business growth in the City. Using these strategies can also be an important part of a comprehensive transportation strategy aimed at reducing work trips each day and taking cars off the road.

11. A Looming Housing Affordability Crisis

While the City of Doral's housing market is generally healthy — only 0.1 percent of homes with negative equity and 0.0 percent mortgage delinquencies — ***the current median home value of \$325,800 is out of reach for Doral households earning under 150 percent of the City's median annual household income (\$109,399)***. According to Zillow estimates, the median list price per square foot in Doral is \$222, which is higher than the Miami-Fort Lauderdale Metro average of \$205. The median price of homes currently listed in the City of Doral is \$398,000. According to Zillow, the median rent price in Doral is \$2,200, which is significantly higher than the Miami-Fort Lauderdale Metro median of \$1,900.

According to 2015 ACS estimates, 57 percent of renters in Doral are cost-burdened (>30 percent of household income on housing costs) and 27.5 percent "severely" cost-burdened (>50 percent of household income on housing costs). Additionally, an estimated 34.1 percent of the City's owner households are cost-burdened and 18.5 percent are "severely" cost-burdened.



The median value of an owner-occupied housing unit in the City of Doral is \$310,700 compared to \$203,300 in Miami-Dade County. The City's median gross rent is \$1,751 compared to \$1,112 in Miami-Dade County. ***The median value of units constructed since 2010 is \$615,900, which is nearly double the City's median value. Likewise, the median gross rent of units constructed since 2000 and 2010 is significantly higher than the City's overall median gross rent.***

The City of Doral's Housing and Transportation Affordability Index (H+T Index) developed by the Center for Neighborhood Technology (CNT) combines housing and transportation costs and sets the benchmark at no more than 45 percent of household income. ***According to CNT's 2016 estimates, the H&T Index for the City of Doral is 77 percent compared to 62 percent for Miami-Dade County.*** The H&T Index for the City of Doral is composed 53 percent by housing costs and 24 percent by transportation costs.

Housing costs may be playing an important role in the City's shrinking millennial population and finding ways to provide housing within reach of workers and households earning up to 150 percent of the City's median household income may be a critical component in 1) sustaining and improving Doral's economy, 2) improving the City's quality of life and 3) reducing transportation congestion.

12. Traffic and Transportation

Doral is in many ways a victim of its own success. This study has noted that the significant mismatch between worker inflow and resident worker outflow, in addition to increasing truck traffic, is driving Doral's congestion problems. Doral's transportation issues are a function of land use, employment location, and limited roadway capacity. ***Unfortunately, Doral's wildly successful economic growth has created traffic congestion problems that, if not addressed, may grind the City's transportation to a halt, and threaten its future economic growth. Failure to significantly reduce increasing traffic congestion will also threaten the quality of life it offers to its residents.***

The mismatch between Doral's workforce and employment opportunities has resulted in a significant daily commute trip flow entering and leaving Doral: about 73,000 non-resident workers flood in Doral every day and about 15,000 Doral residents commute to other places. This huge demand has been a significant contributor to the congestion problems in and around Doral, and if the current trend continues, traffic gridlock is likely to get much worse.

Much of the regional focus on alleviating commuter transportation congestion has focused on building new road and rail capacity serving East-West travel to and from Doral. However, a significant portion of Doral's commuter traffic is generated by workers who live to the north and south of Doral.

The City's update to the Transportation element of the City's Comprehensive Plan proposes the significant addition of new road lanes. Unfortunately, Doral has almost no space for new road lanes, will find large-scale, major transportation infrastructure investments challenging to finance, and is looking at reduced transportation funding from the state and federal governments.

However, the same update to the City's Transportation element found that:

Increasing multimodal capacity has been the goal of the City to achieve a balance in the community. Notably, a 5% modal shift towards alternative modes will reduce most of the need for roadway widening on all but one roadway segment in 2025 projects,

and a 30% modal shift will reduce the need to widen 80% of the projected roadways requiring additional capacity.

In this environment, traditional transportation solutions stressing the building of additional capacity — either road or mass transit — may not be possible in the near or mid-term. Doral will need to consider more creative alternatives aimed at reducing the number of daily trips and the number of vehicles on the road, including land use strategies, new technology, ride-sharing, housing, and disciplined job development strategies to solve its transportation issues.

13. Doral's Evolving Economy: What are the New Sources of Growth?

The City of Doral has the platform for sustained jobs growth — an advanced industry sector mix, highly educated and skilled resident workforce, and skilled local leadership. Yet its future growth is not guaranteed. Doral has grown based on the availability of land, its key central location, transportation access, proximity to major regional assets and employers, and supportive government services (including taxes), growth, and development policy. Over the next two decades, however, the patterns, structure, and types of new economic growth and job creation in the City will change significantly.

Doral is an unusually successful local economy. It is however, constrained by limited developable land, limited and currently over-burdened transportation capacity, and a regional labor force skills base that has not kept pace with the needs of highly innovative and hi-tech industries. The most significant local limits to growth are the City's shrinking inventory of undeveloped land. Like the rest of the County, Doral is approaching full build-out of its commercial and industrial land area, and even less vacant land is available for new residential development. The City's planned annexations will add built-out land with established industry and office uses.

Only 205 acres of vacant industrial/commercial zoned property remains in the City of Doral, the bulk of which is contained in the 175-acre Buck-Lemon property fronting NW 141st Street (the fate of the 162-acre former SouthCom property on NW 25th Street is unknown at the time of this writing). If developed entirely as industrial or office parks, the City's vacant acreage inventory could provide at most between 17,000 and 32,000 new jobs, a 17 to 32 percent increase in Doral's jobs base.

This means that the age of large jobs producing projects, or large-scale re-locations is over and will occur infrequently. ***Most importantly, new employment growth will be less dependent on large land, building and infrastructure, and will rely on improving the competitiveness, productivity, innovative capacity of its local businesses, and the skills, education, and wages of the labor force of the City's leading industry clusters.*** Simple, traditional measures of the **quantity** of jobs created is not enough. Doral's future growth will be driven by:

- The expansion of existing, small businesses employing less than 50 people;
- Growth of existing companies through innovation and improving competitiveness through investments in new technology, productivity, and more skilled labor;
- Growth through acquisition of existing businesses;
- New small business creation and entrepreneurship; and
- The conversion and/or demolition of outdated existing buildings to new uses.



A Note on Data Sources Used in This Report

This report uses multiple data sources to develop its economic profile of the City of Doral, including U.S. Census data, Bureau of Labor Statistics (BLS) employer and wage data, private proprietary business listing data from InfoUSA, and the U.S. Census Bureau's *Longitudinal Employer-Household Dynamics (LEHD) system* — a quarterly analysis that tracks where workers live and where they work, in order to determine employment, commuting and travel patterns.

At this small level of geography, data sources can contain inconsistencies, as detailed business data is rarely tracked at the City level. Also, different federal agencies use different methods to collect and summarize economic and demographic data. For example, the LEHD uses Quarterly Bureau of Labor Statistics reports, which excludes certain type of employment, such as agricultural employees, self-employed farmers, self-employed nonagricultural workers, domestic workers, unpaid family workers, some railroad employees, and certain non-profit employers. The InfoUSA database is a complete count of individual businesses, and does not exclude any category of business type from its inventory. However, as the data is self-reported by individual businesses, much of the data can be unreported, unclassified, or may require the application of economic modeling techniques to produce sales estimates from InfoUSA.

No economic or demographic data source, including Federal sources, should be considered definitive, as they all require significant statistical extrapolation to be useful on a current year basis. The reader should note that there will be differences between numerical counts. We have tried to indicate where there are significant discrepancies between counts or estimates, and indicate a range of values for total employment, incomes, and/or wages.

Demographics: Population and Households

Explosive Population Growth

According to the U.S. Census, the City of Doral has a current population of 51,382 residents. The City's population has increased by 36 percent (13,367 residents) since 2007. The City's population growth rate during this period more than tripled Miami-Dade County's population growth rate of 11 percent. The City has grown by an annual average of over 6 percent from 2007 to 2015, making Doral one of the fastest growing cities in the U.S. over the last ten years.

Changes in Age Distribution

The City has aged slightly since 2007, yet is still a comparatively young municipality. According to 2015 ACS estimates, the City's median age of 33.7 is up slightly from 2007 (31.6). However, the City's median age is significantly lower than Miami-Dade County, at 39, and the U.S., at 37.8 years.

Each age group in the City has increased in absolute size, most notably residents aged 55 and over (73.6 percent growth), residents aged 5 to 17 (46.4 percent increase), and residents aged 35 to 54 (37 percent growth). The most notable shift has been a graying of the City's population, and the shrinking share of the City's millennial population. The City's millennial population (residents aged 18 to 34) grew only 14.7 percent in absolute size from 2007 to 2015, shrinking as a proportion of the total population from 26 to 21 percent.

Household Composition — A City of Families

There are currently 15,038 households in the City, which represents a 17.2 percent increase since 2007. Significantly, the number of family households in the City has increased by 29.6 percent (2,897 families) since 2007, while non-family households have decreased by 17.6 percent (563 non-family households). In comparison, Miami-Dade County experienced a less than 1 percent increase in family households during this period and a 3.6 percent increase in non-family households.

Population	Doral 2007		Doral 2015		Percent Change	Miami-Dade County 2015	
Total Population	37,735		51,382		36.2%	2,639,042	
Under 5 years	3,960	10.5%	4,341	8.4%	9.6%	79,127	3.0%
5 to 17 years	7,286	19.3%	10,669	20.8%	46.4%	395,858	15.0%
18 to 34 years	9,684	25.7%	11,108	21.6%	14.7%	620,013	23.5%
35 to 54 years	12,552	33.3%	17,192	33.5%	37.0%	771,838	29.2%
55 and over	4,253	11.3%	7,382	14.4%	73.6%	696,491	26.4%
18 and over	26,489	70.2%	36,372	70.8%	37.3%	2,088,342	79.1%
65 and over	1,758	4.7%	3,456	6.7%	96.6%	393,474	14.9%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates; 2005-2007 American Community Survey, 3-Year Estimates





Educational Attainment

The high educational attainment of the residents of Doral makes it one of Miami-Dade’s most educated communities. The percentage of residents without a high school diploma shrunk from 2007 to 2015, while the number of residents with a high school degree or more increased considerably during the same period.

Most significantly, Doral’s proportion of residents with bachelor’s and graduate degrees are among the highest in the nation for small and medium sized cities. **According to 2015 ACS estimates, 54.2 percent of the population of Doral 25 years of age and over have a bachelor’s degree or higher. This is almost double the rate for Miami-Dade County, and 1.8 times the rate for the rest of the U.S.**

Educational Attainment	Doral 2007		Doral 2015		Percent Change	Miami-Dade 2015	
	Count	%	Count	%		Count	%
Population 25 years and over	23,270		32,048		37.7%	1,838,746	
Less than 9th grade	430	1.8%	881	2.7%	104.9%	195,576	10.6%
9th to 12th, no diploma	933	4.0%	682	2.1%	-26.9%	170,534	9.3%
High school grad. (incl. equiv.)	3,402	14.6%	6,152	19.2%	80.8%	523,909	28.5%
Some college, no degree	3,314	14.2%	3,917	12.2%	18.2%	293,498	16.0%
Associate's degree	2,284	9.8%	3,029	9.5%	32.6%	160,206	8.7%
Bachelor's degree	8,787	37.8%	11,256	35.1%	28.1%	314,713	17.1%
Graduate or professional degree	4,120	17.7%	6,131	19.1%	48.8%	180,310	9.8%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates; 2005-2007 American Community Survey, 3-Year Estimates



Real Estate Market Performance Trends

Retail Market

Retail development is driven by local and regional income, wages, and consumer confidence. Retail development is therefore a trailing indicator, responding to the more general health of the local economy and its wage earners. A precise forecast of retail demand at this point in the study is not possible. However, the key conclusion of the preliminary research, reflected by recent market performance, is that demand for and construction of new retail space in the City of Doral will remain constrained for the near future. A number of national and local trends affecting the development of the local retail real estate market are detailed below.

Region and County-Wide Land Availability

Across all sectors, the availability of land will drive pricing and location of new development. Miami-Dade's commercial and industrial land inventory is shrinking, while Broward County is approaching full build-out — it has less than 2,000 acres privately owned vacant land. Parcels throughout South Florida larger than 4 or 5 acres are at a premium, and development is quickly shifting to infill development, higher densities, and smaller building footprints. Prices for undeveloped land are increasing quarterly, and according to market reports, retail developers are increasingly competing with multifamily residential developers for land.

E-Commerce and the Future of Retail

The future of retail in the region is being dramatically affected by the rapid growth of E-Commerce. According to Deutsche Bank's RREEF Global Real Estate Research Group, although e-commerce accounts for a relatively small share of total retail sales, it is capturing a significant share of sales in commodity items. E-commerce sales are pervasive and have grown 40 percent since 2007, in sharp contrast to less than five percent overall retail sales growth. Excluding auto-related purchases (which do not sell on-line) e-commerce grew 53 percent from 2007 to 2012, seven times the overall retail sales growth rate.

According to Deutsche Bank, the growing shift to online shopping has significant real estate implications. E-Commerce is diverting a rapidly growing percentage of shoppers and the industry away from brick-and-mortar sales locations and development. The amount of e-commerce retail sales in 2012 (\$157 B) would equal between 350 million and 500 million square feet of leased retail space based on sales volumes, which represents about a third of the vacant retail space in U.S. shopping centers and retail districts. The direct effects on the national retail market include:

- Portfolio Rationalization through store elimination: Chains are rapidly closing significant portions of their physical store locations, including *Abercrombie & Fitch*, *the Gap*, *Best Buy*, and *Radio Shack*. E-Commerce has all but killed the physical bookstore already;
- Fewer and smaller stores, and a business focus on productivity (sales per square foot) over growth: Commodity retailers, especially big-box retailers, will be especially vulnerable to online sales loss, and shopping centers not anchored by stores with items that cannot be sold easily online (grocery stores, etc.) will also be hard hit with shrinking sales. *Best Buy* is closing 50 full-



line stores (generally 40,000+ square feet) at the same time they are testing new, smaller “connected” prototypes and opening 100 new 1,000-square-foot *Best Buy Mobile* stores that focus on smartphones and tablets. Their goal is a 20 percent reduction in floor space. Meanwhile, *the Gap* and *Abercrombie* have affirmed their goals to enhance store productivity over “growth at any cost,” focusing on the best locations for their stores;

- Using an “Urban” Strategy — moving stores closer to urban consumers, with smaller footprints: *Wal-Mart* is rolling out its *Wal-Mart Express* format at just 15,000 square feet, compared to its normal prototype of close to 200,000 square feet. Similarly, *Target* developed a new *CityTarget* format, sized at 60,000 to 100,000 square feet, compared to over 130,000 for its typical suburban stores. Other brands are following suit - *Office Depot* is downsizing its warehouse stores to 15,000 - 18,000 sf, and is developing a smaller 5,000 sf prototype for urban areas. The same strategy is being pursued by *OfficeMax* decreasing its store footprint from 23,000 down to 2,000 square feet, and *Staples*, from 18,000 down to 10,000 square feet;
- Flagship Stores in high-end and high-rent locations, designed to market the brand, often at boutique scale size;
- Multi-Brand Stores, bringing multiple brands under one roof: *The Gap* and *Toys R Us* are both adopting prototypes in which their multiple flags (e.g., *Banana Republic*, *Baby Gap* and *Old Navy for the Gap*) in order to encourage cross shopping across their brands and reduce restocking costs and rent for the combined flags. Another strategy is the “store-within-a-store” format in which one retailer co-locates within others.

Office Market

The office sector was the hardest hit commercial real estate sector in the last recession, and has been the slowest to recover. While improving, the office market faces numerous challenges. According to Cushman & Wakefield’s 4Q 2016 *MarketBeat*, the office market in Miami-Dade continued to retain and attract major companies wanting a foothold in the gateway to Latin America. As such, the overall market tightened with some submarkets seeing significant increases in asking rents driven by limited current availabilities. Direct rental rates in 2016 rose to \$36.46 per square foot (PSF) gross, an increase of 12% year-over-year. During that time, Class A direct rental rates rose to \$44.05 PSF.

The office market in Miami-Dade ended 2016 on solid footing, creating a sturdy foundation for 2017. Projected increases in jobs, as well as sustained growth in international trade, will help to maintain positive momentum for office product in the near term. Cushman & Wakefield anticipates further increases in asking rents on tightening vacancy rates and incremental new supply for both the CBD and major suburban submarket.

Six significant trends are continuing to shape office demand across the County:

- Miami’s and Broward’s office markets were overbuilt relative to the number of office workers in the regional economy, and construction of new office space continued unabated through 2010, two years after the recession took hold. The subsequent employment crash left a large oversupply of office space throughout the County, which lingers today. However, even as total employment in the County increases, the number of office workers as a percentage of the total employment base is growing slower than it was prior to the recession. Although the region has



had large growth in legal employment, more jobs are being created in occupations that do not require office space;

- Average asking rents should improve, but mostly because new development is not expanding office space supply (only a 0.3 percent growth in inventory in 2014);
- After the recession, U.S. companies are rethinking their use of office space, and restructuring, consolidating and re-engineering their business practices, and finding ways to shrink and share office space, including outsourcing non-core functions, such as IT, accounting, human resources, marketing and legal to lower cost providers;
- Across the U.S., employers are aggressively shrinking the amount of square footage per employee. According to the *CoreNet* Global Corporate Real Estate 2020 survey, square feet per employee in the office sector shrank from 225 square feet in 2010 to 176 in 2012, and is projected to reach 151 or less in 2017;
- Corporations are adopting **workshift** strategies, placing talent closer to their customers and away from the central office. Aided by technologies such as Skype and GoToMeeting, **telecommuting is not only a way to save on office space, but is ranked by 46 percent of corporate leaders in a recent Deloitte survey as second only to compensation as the best way to attract talent.** From 1997 to 2010, there was a 35 percent increase in the number of people working from home (13.4 million people now work at least one day per week from home). Leading corporations are using more informal office space, moving satellite offices into neighborhoods, and using shared office space in main offices. *PricewaterhouseCoopers* has a desk reservation system. CBRE is moving to an unassigned workplace environment called CBRE Workplace 360;
- Office-less development - Even as the county economy improves and adds jobs, the combination of existing oversupply and changed business practice means that economic expansion will take place with much less new office space development than has been historically required in the past.

Submarket	Inventory (SF)	Sublet Vacant (SF)	Direct Vacant (SF)	Overall Vacancy Rate	Current QTR Overall Net Absorption (SF)	YTD Overall Net Absorption (SF)	YTD Leasing Activity (SF)	Under CNSTR (SF)	Overall Average Asking Rent (All Classes)	Overall Average Asking Rent (Class A)*
Brickell Avenue	6,823,852	83,129	840,258	13.5%	33,171	164,716	513,224	187,000	\$44.53	\$53.07
Downtown	6,990,376	10,841	1,362,283	19.6%	-31,552	-192,394	417,156	96,000	\$40.65	\$46.95
CBD	13,814,228	93,970	2,202,541	16.6%	1,619	-27,678	930,380	283,000	\$42.64	\$49.62
Coral Gables	6,107,174	10,250	705,187	11.7%	-32,828	-140,016	248,479	132,381	\$37.61	\$39.96
Airport West *	11,125,871	24,052	1,074,628	9.9%	97,103	99,697	538,010	293,000	\$27.03	\$28.98
Coral Way	675,138	400	27,169	4.1%	4,729	-1,634	20,999	0	\$27.93	\$-
South Dade	3,737,261	3,188	485,206	13.1%	14,895	3,256	128,496	0	\$26.77	\$38.96
Northeast Dade	2,457,671	5,286	233,598	9.7%	-13,778	-69,983	87,261	224,689	\$30.63	\$29.49
Biscayne	2,239,014	2,600	368,366	16.6%	-390	49,643	159,398	0	\$32.36	\$41.00
Miami Lakes	1,862,210	0	433,729	23.3%	55,930	86,575	169,109	0	\$26.68	\$30.59
Coconut Grove	1,170,483	9,787	70,356	6.8%	-6,780	7,292	61,040	0	\$28.85	\$37.61
S. Gables /S. Miami	923,663	0	23,879	2.6%	953	3,345	0	0	\$21.00	\$46.50
East Airport / Central Dade	638,333	0	62,123	9.7%	-2,669	9,927	4,642	0	\$26.16	\$-
Miami Beach	2,047,193	11,834	139,348	7.4%	1,999	26,865	58,527	0	\$42.68	\$41.21
Suburban	32,984,011	67,397	3,623,589	11.2%	119,164	74,967	1,475,961	650,070	\$31.88	\$36.94
MIAMI TOTALS	46,798,239	161,367	5,826,130	12.8%	120,783	47,289	2,406,341	933,070	\$35.84	\$42.78

Source: Cushman & Wakefield MarketBeat Data, 4Q 2016.

Miami-Dade Market Indicators (Overall, All Classes)			
	Q4 15	Q4 16	12-Month Forecast
Vacancy	12.2%	12.8%	▲
Net Absorption (sf)	4,518	120,783	▲
Under Construction (sf)	607,691k	933,070k	▲
Average Asking Rent *	\$20.49	\$35.84	▲

Source: Cushman & Wakefield MarketBeat 4Q 2016.

Industrial Market

According to Cushman & Wakefield's 4Q 2016 *MarketBeat*, the industrial market ended the fourth quarter with strong improvement in key statistics. The overall vacancy rate was 4.3 percent, down 170 BPS from last year.

Submarket	Total Buildings	Inventory (SF)	YTD Investor Sales Activity	Overall Vacancy Rate	YTD Overall Net Absorption (SF)	Under Construction (SF)	YTD Construction Completions (SF)	Overall Weighted Average Net Rent (MF)	Overall Weighted Average Net Rent (OS)	Overall Weighted Average Net Rent (W/D)
Airport West	759	45,763,121	2,239,133	4.0%	1,313,151	1,762,183	944,466	\$5.95	\$13.51	\$8.15
Airport North/Medley	424	31,402,066	389,126	2.8%	118,987	720,622	65,820	\$4.41	\$12.13	\$7.80
North Central Dade	435	28,703,509	585,845	4.9%	(110,688)	-	-	\$7.92	\$9.03	\$6.55
Northeast Dade	30	1,233,032	68,460	0.3%	14,480	-	-	\$0.00	\$12.50	\$13.50
Northwest Dade	1	243,296	-	50.0%	0	1,135,835	-	\$0.00	\$0.00	\$6.45
Miami Lakes	36	1,976,626	541,684	11.5%	41,513	-	82,000	\$0.00	\$7.45	\$7.33
Hialeah	259	8,055,202	221,494	2.1%	(41,300)	-	486,592	\$6.50	\$0.00	\$4.25
Airport	594	26,509,551	949,967	6.5%	394,228	602,000	175,000	\$6.69	\$25.25	\$9.84
South Dade	201	7,854,243	346,206	2.7%	466,508	-	-	\$15.00	\$8.22	\$8.63
MIAMI-DADE	2,739	151,740,646	5,341,917	4.3%	2,196,879	4,220,640	1,626,819	\$6.65	\$12.44	\$8.01

*Rental rates reflect asking \$psf/year

MF = Manufacturing OS = Office Service/Flex W/D = Warehouse/Distribution

Source: Cushman & Wakefield, MarketBeat, Industrial Report, 4Q 2016.





Key expansions by current tenants and firms new to the market drove occupancies at existing buildings and were the forces behind the surge in new construction. Direct asking triple net rents closed at \$9.28 per square foot on tightening vacancies and a number of new Class A projects that came to market with above market rents.

According to Cushman & Wakefield, there were two significant changes in Miami-Dade's industrial market in 2017. First, the creation of a new submarket called Northwest Dade encompassing the cluster of new development north of Okeechobee Road along the Florida Turnpike. The second development was the accelerated transformation of the Wynwood section of the Airport East/Downtown submarket. Conversions of dated industrial space into retail storefronts or mixed use projects in that area has not only pushed asking rates up but also led to a surge in investment sales.

Leasing activity year-to-date totaled over 6.8 million square feet (SF) with the majority of space leased in three submarkets: Northwest Dade, Airport West, and North Central Dade. Warehouse/distribution accounted for almost all of the leasing activity as well as being 60.0 percent of the 4.2 million SF in total space currently under construction. At year end, close to 27.0 percent of all space under construction was in the Northwest Dade submarket.

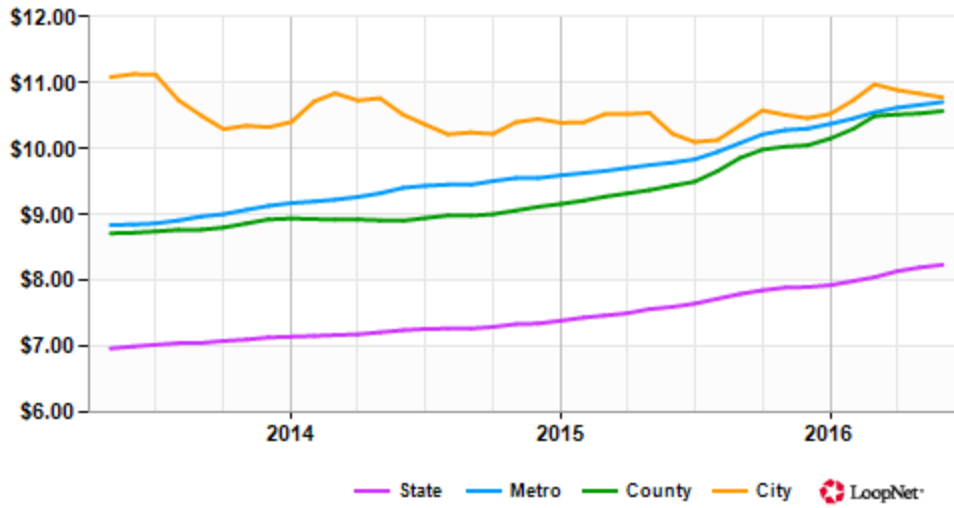
Investors' sustained interest with industrial product in Miami-Dade has been due to the increasing levels of trade and growing consumer market. There was 5.7 million SF sold in 2016 with 93.0 percent of sales in investment properties. New ownership was one factor, together with a tight market, that pushed rental rates up aggressively during the year.

Miami-Dade's industrial market demonstrated strength in underlying drivers and positive advancement in several key statistics. Projected job growth, further consumer demand and continued trade will underpin the market's industrial inventory through 2017. Even with the introduction of new inventory, Cushman & Wakefield anticipates improvement with asking rents as space from new construction hits the market and provides tenants with more options in a tight market.

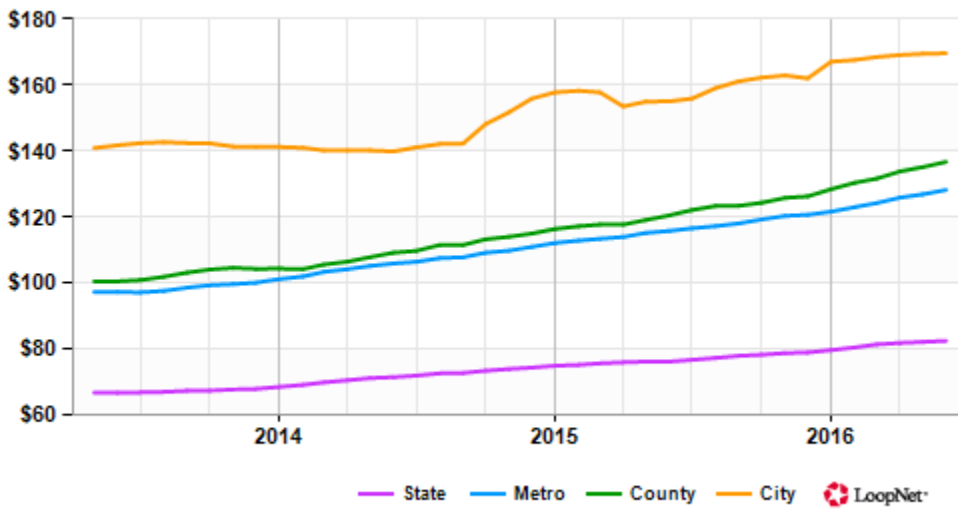
According to LoopNet, early 2017 Doral market trends data showed an increase of 0.7 percent in the median asking price per sq. ft. for industrial properties compared to the prior 3 months, with an increase of 9.4 percent compared to last year's prices. Countywide, asking prices for industrial properties are 3.9 percent higher at \$137 per sq. ft. compared to the current median price of \$170 per sq. ft. for industrial properties in the City of Doral.



Asking Rent Industrial for Lease Doral, FL (\$/SF/Year)



Asking Prices Industrial for Sale Doral, FL (\$/SF)





Housing Market

Housing Inventory

According to 2015 ACS estimates, there are 18,674 total housing units in the City of Doral, of which, 80.5 percent are occupied (15,038 units). The City's high vacancy rate (19.5 percent/3,636 units) is largely due to the significant amount of "seasonal" vacancies (1,779 units). The City's housing supply is largely comprised of single-family detached and attached structures (56.4 percent/10,522 units). Multi-family structures of 20+ units comprise 21.4 percent/3,987 units of the City's total housing inventory. The composition of the City's housing inventory is substantially different from Miami-Dade County where 40.6 percent of the structures are single-family detached and 30.6 percent in multi-family structure of 20+ units.

According to 2015 ACS estimates, only 51.4 percent (7,729 units) of Doral's occupied housing units are owner-occupied and an estimated 48.6 percent (7,309 units) are renter-occupied. The percentage of owner-occupied housing in Doral is slightly lower than Miami-Dade County (53.8 percent).

Housing Inventory, Doral and Miami-Dade County, 2015				
Total Housing Units	Doral		Miami-Dade County	
	#	%	#	%
	18,674		998,833	
1-unit, detached	5,058	27.1%	405,953	40.6%
1-unit, attached	5,464	29.3%	98,377	9.8%
2 units	86	0.5%	20,666	2.1%
3 or 4 units	505	2.7%	35,242	3.5%
5 to 9 units	1,417	7.6%	51,791	5.2%
10 to 19 units	2,105	11.3%	67,651	6.8%
20 or more units	3,987	21.4%	305,520	30.6%
Mobile home	52	0.3%	13,144	1.3%
Boat, RV, van, etc.	-	0.0%	489	0.0%
Housing Occupancy				
	#	%	#	%
Occupied housing units	15,038		842,153	
Owner-occupied	7,729	51.4%	452,826	53.8%
Renter-occupied	7,309	48.6%	389,327	46.2%
Vacant housing units	3,636		156,680	
Homeowner vacancy estimates	206	5.7%	11,408	7.3%
Sold, Not Occupied	111	3.1%	5,879	3.8%
Rental vacancy estimates	546	15.0%	29,723	19.0%
Rented Not Occupied	386	10.6%	7,177	4.6%
Vacancy for seasonal, recreational, or occasional use	1,779	48.9%	71,573	45.7%
Other	608	16.7%	30,920	19.7%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates

Housing Values and Demand

A basic premise of all housing markets is there should exist a spectrum of housing choices and opportunities for local residents. This axiom establishes that housing choice and needs differ in most communities due to a variety of factors, including employment mix, household income, population age, proximity of employment and mere preference. Local housing and labor markets are inextricably linked to one another. Industries are best served by local housing markets that provide choices and opportunities for both current and future workers.

The “value” of owner-occupied housing units is an important determinant of housing accessibility and affordability. Housing values have fluctuated significantly in many housing markets during the past decade due initially to the 2004-2006 “housing bubble” and then followed by the subsequent economic collapse and recession. However, recent trends in the housing market show steady increases in the value of both owner and rental housing in the City of Doral.

According to 2015 ACS estimates, the median value of owner-occupied housing units in the City of Doral is \$310,700 compared to \$203,300 in Miami-Dade County. The City’s median gross rent is \$1,751 compared to \$1,112 in Miami-Dade County. The values of owner-occupied units in the City of Doral are reflective of when the units were constructed. The median value of units constructed since 2010 is \$615,900, which is nearly double the City’s median value. Likewise, the median gross rent of units constructed since 2000 and 2010 are significantly higher than the City’s overall median gross rent.

According to 3Q/2016 *Zillow* market reporting, the median home value in the City of Doral is \$325,800, which is nearly 5 percent higher than 2015 ACS estimates. *Zillow* estimates that Doral home values have gone up 3.7 percent over the past year and predicts they will rise 0.5 percent within the next year. The median list price per square foot in Doral is \$222, which is higher than the Miami-Fort Lauderdale Metro median of \$205. The median price of homes currently listed for sale in the City of Doral is \$398,000. According to *Zillow*, the median rent price in Doral is \$2,200, which is higher than the Miami-Fort Lauderdale Metro median of \$1,900. The City’s housing market is generally healthy with only 0.1 percent of homes with negative equity (0.1 percent U.S. Average, September 30, 2016) and 0.0 percent delinquent on mortgage (0.0 percent U.S. Average, September 30, 2016).

Housing Units by Tenure and Value, Doral and Miami-Dade County, 2015				
	Doral		Miami-Dade County	
	#	%	#	%
Owner-occupied housing units	7,729		452,826	
Less than \$50,000	216	2.8%	20,647	4.6%
\$50,000 to \$99,999	175	2.3%	58,056	12.8%
\$100,000 to \$149,999	428	5.5%	69,255	15.3%
\$150,000 to \$199,999	759	9.8%	74,669	16.5%
\$200,000 to \$299,999	2,090	27.0%	100,800	22.3%
\$300,000 to \$499,999	2,820	36.5%	75,950	16.8%
\$500,000 to \$999,999	1,127	14.6%	36,371	8.0%
\$1,000,000 or more	114	1.5%	17,078	3.8%
Occupied units paying rent*	7,060		375,359	
Less than \$200	0	0.0%	7,644	2.0%
\$200 to \$299	15	0.2%	11,908	3.2%
\$300 to \$499	16	0.2%	12,695	3.4%
\$500 to \$749	62	0.9%	37,609	10.0%
\$750 to \$999	98	1.4%	80,844	21.5%
\$1,000 to \$1,999	4,805	68.1%	195,993	52.2%
\$2,000 to \$2,999	1,830	25.9%	23,333	6.2%
\$3,000 or more	234	3.3%	5,333	1.4%

Source: U.S. Census Bureau, 2011-2015 ACS 5-year Estimates





Median Housing Values, Doral and Miami-Dade County, 2015		
	Doral	Miami-Dade County
Median Housing Value (dollars)	\$310,700	\$203,300
Median Gross Rent (dollars)	\$1,751	\$1,112
Median Value by Year Structure Built		
Built 2014 or later	-	\$468,500
Built 2010 to 2013	\$615,900	\$299,700
Built 2000 to 2009	\$322,200	\$249,100
Built 1990 to 1999	\$341,800	\$232,800
Built 1980 to 1989	\$241,200	\$180,500
Built 1970 to 1979	\$192,400	\$171,600
Built 1960 to 1969	\$155,900	\$198,600
Built 1950 to 1959	\$239,200	\$188,700
Built 1940 to 1949	-	\$212,900
Built 1939 or earlier	-	\$298,100
Gross Rent by Year Structure Built		
Built 2014 or later	-	\$1,406
Built 2010 to 2013	\$1,826	\$1,238
Built 2000 to 2009	\$1,822	\$1,496
Built 1990 to 1999	\$1,753	\$1,236
Built 1980 to 1989	\$1,481	\$1,166
Built 1970 to 1979	\$1,299	\$1,067
Built 1960 to 1969	\$1,158	\$1,036
Built 1950 to 1959	-	\$997
Built 1940 to 1949	-	\$936
Built 1939 or earlier	-	\$909

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates

Housing affordability is generally defined as the capacity of households to consume housing services and, specifically, the relationship between household incomes, and prevailing housing prices and rents. The standard most frequently used by various units of government is that households should spend no more than 30 percent of their income on housing costs. This is the standard definition for housing programs administered by the Department of Housing and Urban Development (HUD) and most state housing agencies. Owner and renter households paying in excess of 30 percent of their income on housing costs are considered “cost burdened.” Households spending in excess of 50 percent of their income on housing are considered “extremely cost-burdened”.

Currently, the percentage of cost-burdened renter households in the City of Doral is comparable to Miami-Dade County, but Doral has a higher percentage of cost-burdened owner households. According to 2015 ACS estimates, 57.0 percent of renters in Doral are cost burdened (greater than 30 percent of household income on housing costs) and 27.5 percent are severely cost-burdened (greater than 50 percent of



household income on housing costs). Additionally, an estimated 34.1 percent of the City’s owner households are cost burdened and 18.5 percent are severely cost-burdened.

Cost-Burden Housing Characteristics, Doral and Miami-Dade County, 2015				
	Doral		Miami-Dade County	
Cost Burdened Renter Households				
Total Renter Occupied Households	7,309		389,327	
Total renter occupied housing units that pay 30% or more of their household income on rent	4,169	57.0%	240,575	61.8%
Total renter occupied housing units that pay 50% or more of their household income on rent	2,011	27.5%	135,591	34.8%
Cost Burdened Owner Households				
Total Owner Occupied Households**	7,729		452,826	
Total owner occupied housing units that pay 30% or more of their household income on mortgage payments	2,638	34.1%	147,379	32.5%
Total owner occupied housing units that pay 50% or more of their household income on mortgage payments	1,429	18.5%	74,201	16.4%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates

The following section provides a housing affordability analysis using 2015 ACS estimates of median household income and owner/rent values for the City of Doral. Affordability calculations were performed for each household income category ranging from “extremely low” (less than 30 percent of median household income (MHI)) to “middle” (101-120 percent of MHI). For owner units, affordability of home purchase was calculated at the standard 2.5:1 median home value-to-median household income ratio. For renter units, affordability was calculated using the greater than 30 percent of household income/housing cost standard.

The housing affordability analysis for owner units in the City of Doral shows significant gaps in all household income categories below 120 percent of the City’s median income. A housing affordability analysis for renter units found significant affordability gaps at all household income categories below 80 percent of the City’s median household income.

Miami-Dade County – Renter Affordability, 2015					
Median Household Income (MHI)	Median Gross Rent	Household Income Categories	Income	Affordable Rent	Gap/ Surplus
\$43,129	\$1,112	Extremely Low-Income (0-30% of MHI)	\$12,939	\$323	\$789
		Very Low-Income (31-50% of MHI)	\$21,565	\$539	\$573
		Low-Income (51-80% of MHI)	\$34,503	\$863	\$249
		Moderate-Income (81-100% of MHI)	\$43,129	\$1,078	\$34
		Middle-Income (101-120% of MHI)	\$51,755	\$1,294	\$182

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates





Miami-Dade County – Owner Affordability, 2015					
Median Household Income (MHI)	Median Owner Occupied Value	Household Income Categories	Income	Affordable Home Purchase Price	Gap/ Surplus
\$43,129	\$203,300	Extremely Low-Income (0-30% of MHI)	\$12,939	\$32,347	\$170,953
		Very Low-Income (31-50% of MHI)	\$21,565	\$53,911	\$149,389
		Low-Income (51-80% of MHI)	\$34,503	\$86,258	\$117,042
		Moderate-Income (81-100% of MHI)	\$43,129	\$107,823	\$95,478
		Middle-Income (101-120% of MHI)	\$51,755	\$129,387	\$73,913

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates

City of Doral-Owner Affordability					
Median Household Income (MHI)	Median Owner Occupied Value	Household Income Categories	Income	Affordable Home Purchase Price	Gap/ Surplus
\$72,933	\$310,700	Extremely Low-Income (0-30% of MHI)	\$21,880	\$54,700	\$256,000
		Very Low-Income (31-50% of MHI)	\$36,467	\$91,166	\$219,534
		Low-Income (51-80% of MHI)	\$58,346	\$145,866	\$164,834
		Moderate-Income (81-100% of MHI)	\$72,933	\$182,333	\$128,368
		Middle-Income (101-120% of MHI)	\$87,520	\$218,799	\$91,901

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates

City of Doral –Renter Affordability					
Median Household Income (MHI)	Median Gross Rent	Household Income Categories	Income	Affordable Rent	Gap/ Surplus
\$72,933	\$1,751	Extremely Low-Income (0-30% of MHI)	\$21,880	\$547	\$1,204
		Very Low-Income (31-50% of MHI)	\$36,467	\$912	\$839
		Low-Income (51-80% of MHI)	\$58,346	\$1,459	\$292
		Moderate-Income (81-100% of MHI)	\$72,933	\$1,823	\$72
		Middle-Income (101-120% of MHI)	\$87,520	\$2,188	\$437

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates

Housing and Transportation Affordability (H&T) Index

The Housing and Transportation Affordability Index (H+T Index) developed by the Center for Neighborhood Technology (CNT) offers an expanded view of affordability, one that combines housing and transportation costs and sets the benchmark at no more than 45 percent of household income. According to CNT's 2016 estimates, the H&T Index for the City of Doral is 77 percent compared to 62 percent for Miami-Dade County. The H&T Index for the City of Doral is composed 53 percent by housing costs and 24 percent by transportation costs.



Doral's Economic Dynamics

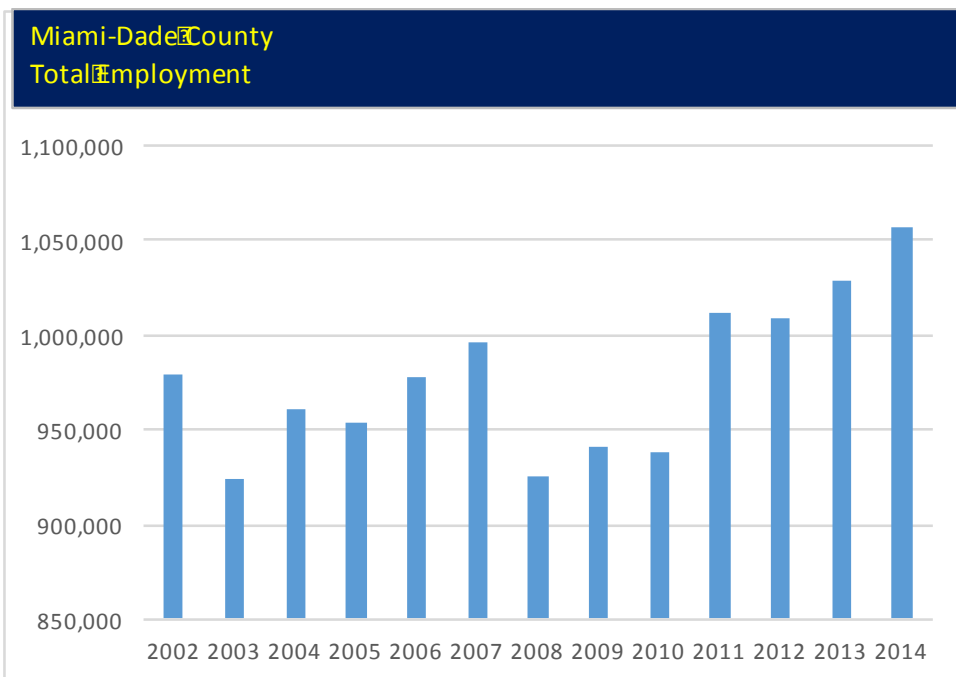
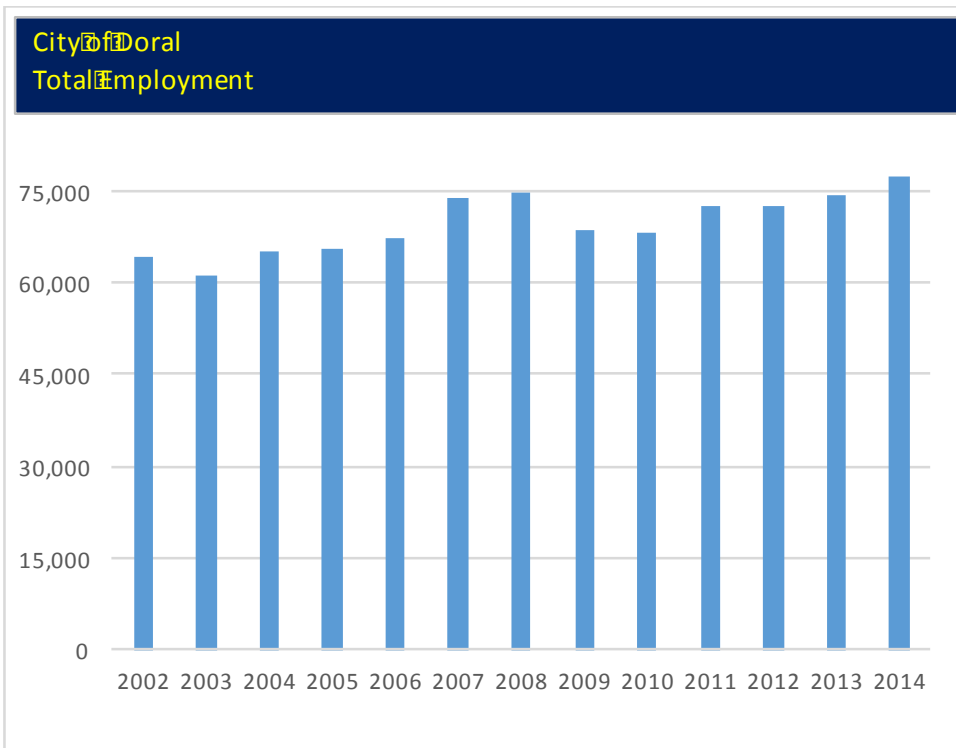
Economic Growth and Stability

The City of Doral is one of the County's most important and significant sub-economies. Although Doral's population of 51,382 represents only 1.9 percent of the County's total population, its employment base is a full 7.3 percent of the County's total jobs base. Miami-Dade County's total employment grew from 979,025 to 1,057,123 from 2002 to 2014. The County's net jobs increase of over 78,000 represents an eight percent increase over the period. Doral added 13,535 new jobs to its economy from 2002 to 2014, growing from 64,077 to 77,612 total jobs. With a growth rate over 21 percent from 2002 to 2014, Doral's employment grew over 2.6 times faster than the County, making it one of Miami-Dade County's fastest growing sub-economies over the last decade. In fact, the growth of Doral's total employment — 13,535 jobs since 2002 — represents over 17 percent of all new net jobs created in the County during the same period.

Despite Doral's more diversified economic base, its economy remains susceptible to similar swings in employment as the rest of the regional economy. Miami-Dade County experienced a 7.2 percent job loss from its employment peak in 2007 to its employment low point in 2008. The County economy rebounded from the 2008 through 2014 recession trough, growing jobs back 14.3 percent.

The recession took an additional year to impact Doral — unlike the remainder of the County, the City continued to grow its jobs base through 2008, peaking at 74,565 jobs. Doral experienced a slower, yet deeper pattern of job loss during the recession, losing 8.2 percent of employment through 2009, and shedding an additional 0.4 percent of its jobs base through 2010. Since bottoming out in 2010, Doral has increased its total employment by 13.9 percent through 2014, to its now record high number of jobs. ***Again, Doral's employment growth has played a significant role in driving total employment in the County. The 9,472 net jobs added in Doral from 2010 to 2014 represent nearly 8 percent of all net job growth in the County.***





Economic Structure and Dynamics

The City of Doral's economy differs significantly from the rest of the County as it evolved as a regional transshipment and trade hub. In 2002, the top six industries by employment, representing 69.5 percent of all jobs in the city were Wholesale Trade, Transportation and Warehousing, Retail Trade, Information, and Accommodation and Food Services. By contrast, the top six industries by employment in the county in 2002, representing 56.3 percent of all employment, were Health Care and Social Assistance, Retail Trade, Educational Services, Accommodation and Food Services, Administration & Support, Waste Management and Remediation, and Wholesale Trade.

Since 2002, Doral's economy has been marked by two distinct shifts in its industrial composition. From 2002 to its peak 2008 pre-recession employment level, Doral's jobs base grew by 16.4 percent. Its largest growing industries, accounting for more than 84 percent of all job growth during the period, were Wholesale Trade (5,305 jobs), Health Care and Social Assistance (1,289 jobs), Professional, Scientific, and Technical Services (1,082 jobs), Retail Trade (984 jobs), Administration & Support, Waste Management and Remediation (959 jobs), and Construction (895 jobs).

Since 2010, the City's post-recession low point, the City has undergone a significant shift in its leading growth industries, most notably marked by losses in Educational Services (32.2 percent job losses), Manufacturing (28.3 percent job losses), Information (15.8 percent job losses), and Wholesale Trade (3.3 percent job losses). Employment growth since 2010 has been led by Accommodation and Food Services (2,442 jobs added), and Transportation and Warehousing (2,196 jobs added). High-wage industries also fueled the City's recovery, including Professional, Scientific, and Technical Services (1,916 jobs added), Administration & Support, Waste Management and Remediation (1,267 jobs added), Real Estate and Rental and Leasing (995 jobs added), and Management of Companies and Enterprises (329 jobs added).

The city's industry structure has evolved differently from the County in four respects:

- Doral's recovery from the depth of the recession has been much more robust than the rest of the County, with employment growing at double the rate of the County's recovery from its employment low point — 16.4 percent versus 8 percent growth for the County;
- Doral's leading industries by employment are Wholesale Trade and Transportation, while the County's leading industries are Healthcare, Retail Trade, and Accommodation and Food Services;
- Doral's industry structure has historically been more concentrated than the County, and has only become more so. Doral's six largest industries currently employ 75.2 percent of all jobs, while the County's top six industries employ 59.7 percent of all workers. Additionally, Doral's top ten employers carry only 31.7 percent of jobs in the Doral economy, but account for over 72 percent of all establishment sales revenue; and
- Both Doral and the County have experienced a significant loss of manufacturing jobs, losing over 34 and 37 percent of manufacturing employment since 2002.





Doral: Top Industries by Number of Establishments			
NAICS Industry Sector	Number of Establishments	Total Employees	Total Sales
44-45 - Retail Trade	980	9,867	\$2,514,718,000
42 - Wholesale Trade	908	17,344	\$42,681,698,000
54 - Professional, Scientific, and Technical Services	797	9,276	\$1,278,153,000
48-49 - Transportation and Warehousing	661	8,924	\$1,145,510,000
62 - Health Care and Social Assistance	405	3,238	\$334,321,000
81 - Other Services (except Public Administration)	356	2,387	\$125,741,000
31-33 - Manufacturing	337	8,275	1,961,514,000
53 - Real Estate and Rental and Leasing	301	3,508	\$796,165,000
52 - Finance and Insurance	290	2,636	\$727,132,000
72 - Accommodation and Food Services	278	6,310	\$496,724,000
23 - Construction	264	2,727	\$487,473,000
56 – Admin. and Support and Waste Management	243	5,886	\$15,946,684,000
51 - Information	197	8,209	\$779,816,000
61 - Educational Services	86	1,829	\$11,892,000
71 - Arts, Entertainment, and Recreation	80	626	\$54,397,000
92 - Public Administration	79	10,241	-
11- Agriculture, Forestry, Fishing and Hunting	15	587	\$53,108,000
55 - Management of Companies and Enterprises	12	92	\$55,657,000
21 - Mining, Quarrying, and Oil and Gas Extraction	11	57	\$8,486,000
22 - Utilities	1	25	\$17,268,000
Unclassified	500	169	-
Total	6,801	102,213	\$69,476,457,000

Source: InfoUSA, 216; Data analyzed by the FIU Metropolitan Center.

City of Doral: Top 30 Industry Sub-Sectors by Employment				
NAICS	Industry Sub-Sector	Establishments	Employees	Sales
9211	Executive, Legislative, and Other General Government Support	55	9,599	-
4885	Freight Transportation Arrangement	354	6,408	\$561,339,000
5151	Radio and Television Broadcasting	15	4,841	\$148,393,000
4247	Petroleum and Petroleum Products Merchant Wholesalers	3	4,718	\$30,407,377,000
5413	Architectural, Engineering, and Related Services	111	4,436	\$700,271,000
5615	Travel Arrangement and Reservation Services	46	3,905	\$15,761,707,000
7225	Restaurants and Other Eating Places	227	3,140	\$162,555,000
7211	Traveler Accommodation	32	2,957	\$323,384,000
4234	Professional and Commercial Equipment and Supplies Merchant Wholesalers	98	2,749	\$2,996,038,000
3152	Cut and Sew Apparel Manufacturing	5	2,744	\$868,843,000
4239	Miscellaneous Durable Goods Merchant Wholesalers	338	2,742	\$2,587,977,000
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	113	2,034	\$1,542,590,000
5416	Management, Scientific, and Technical Consulting Services	246	1,908	\$151,209,000
5111	Newspaper, Periodical, Book, and Directory Publishers	16	1,895	\$23,149,000
5312	Offices of Real Estate Agents and Brokers	166	1,547	\$206,641,000
4236	Household Appliances and Electrical and Electronic Goods Merchant Wholesalers	80	1,456	\$1,894,789,000
6111	Elementary and Secondary Schools	28	1,419	-
5323	General Rental Centers	8	1,155	\$398,439,000
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	62	1,076	\$665,622,000
2382	Building Equipment Contractors	70	1,069	\$123,637,000
5242	Agencies, Brokerages, and Other Insurance Related Activities	110	1,063	\$175,865,000
3344	Semiconductor and Other Electronic Component Manufacturing	13	1,031	\$88,225,000
4431	Electronics and Appliance Stores	167	1,013	\$240,133,000
4521	Department Stores	10	960	\$203,928,000
4411	Automobile Dealers	63	953	\$452,056,000
5616	Investigation and Security Services	42	844	\$56,697,000
4244	Grocery and Related Product Merchant Wholesalers	48	782	\$1,051,639,000
5418	Advertising, Public Relations, and Related Services	96	714	\$150,522,000
6216	Home Health Care Services	39	710	\$56,448,000
5419	Other Professional, Scientific, and Technical Services	62	678	\$65,950,000
	Total, Top 30 Sub-Sectors	2,723	70,546	\$62,065,423,000
	Total, City of Doral	6,801	102,235	\$69,482,379,000
	Percent of Total	40.0%	69.0%	89.3%

Source: InfoUSA, 2016; Data analyzed by the FIU Metropolitan Center





City of Doral: Top 10 Individual Establishments by Employment				
Name	NAICS	Industry Sub-Sector	Employment	Sales
Dade County Police Dept.	9211	Executive, Legislative, and Other General Government Support	5,300	-
World Fuel Svc Corp	4247	Petroleum and Petroleum Products Merchant Wholesalers	4,700	\$30,379,700,000
Univision Network	5151	Radio and television broadcasting	4,219	\$5,000,000
Carnival Corp	5615	Travel arrangement and reservation services	3,500	\$15,714,000,000
DHL Global Forwarding	4885	Freight transportation arrangement	3,446	-
Atkins	5413	Architectural, engineering, and related services	3,300	\$552,338,000
Perry Ellis Intl Inc.	3152	Cut and Sew Apparel Manufacturing	2,700	\$864,806,000
Intcomex Inc.	4234	Professional and Commercial Equipment and Supplies Merchant Wholesalers	1,971	\$2,426,527,000
Miami Herald Media Co	5111	Newspaper, periodical, book, and directory publishers	1,765	-
Trump National Doral Miami	7211	Traveler accommodation	1,500	\$162,604,000
Total			32,401	\$50,104,975,000
Percent of Total Doral Employment			31.7%	72.1%

Source: InfoUSA, 2016; Data analyzed by the FIU Metropolitan Center



Local Economic Productivity

Using current (2016) data from InfoUSA, which represents a more complete count of all establishments and establishment types than the U.S. Census, the City is home to 6,802 establishments employing 102,235 workers with 2016 total sales revenues estimated at over \$69.4 Billion. This total volume of sales revenue, concentrated in such a small geographic area, represents \$679,634 per worker, or over \$1.35 million per resident, and as such is one of South Florida’s, and the State’s, most productive local economies.

Establishment Size Distribution

Miami-Dade County has one of the highest percentages of small businesses in the nation. The City of Doral has a smaller percentage of establishments employing less than 20 employees (83.2 percent) than the County (over 87 percent). However, small businesses play a crucial role in the City’s economic stability, job creation, and industry diversification. Doral has a high proportion of business establishments earning more than \$1 million in annual sales. **2,720, or 40 percent of all business establishments earn more than \$1 million in sales annually.**

The Doral economy is characterized by a large number of single location establishments, with 6,152, or 90 percent of all establishments in the City. This is typical of communities across the region; however, Doral is differentiated significantly by its concentration of 28 headquarters locations, many of which are global leaders in their respective industries. **The scale and diversity of its leading companies makes Doral a nationally significant small city economy with considerable global reach.** Notable headquarter locations include:

- World Fuel Svc Corp
- Carnival Corp
- DHL Global Forwarding
- Perry Ellis Intl Inc.
- Kelly Tractor Co
- Roca Tile Group
- Sea Freight Agencies Inc.
- Pas Cargo USA Inc.
- US Century Bank

Establishment Size Distribution		
Employee Size	Establishments	Percentage
1 to 4	3,378	49.7%
5 to 9	1,589	23.4%
10 to 19	689	10.1%
20 to 49	398	5.9%
50 to 99	107	1.6%
100 to 249	80	1.2%
250 to 499	19	0.3%
500 to 999	7	0.1%
1,000 to 4,999	10	0.1%
5,000 to ,9999	1	0.0%
10,000+	1	0.0%
Unknown	523	7.7%
Total	6,802	100.0%

Source: InfoUSA 2016

Establishment Distribution by Sales Volume		
Sales Volume	Establishments	Percentage
Less than \$500,000	1,804	26.5%
\$500,000 - 1 Million	1,435	21.1%
\$1 - 2.5 Million	1,224	18.0%
\$2.5 - 5 Million	767	11.3%
\$5 - 10 Million	379	5.6%
\$10 - 20 Million	214	3.1%
\$20 - 50 Million	102	1.5%
\$50 - 100 Million	16	0.2%
\$100 - 500 Million	11	0.2%
\$500 mil. - \$1 bil.	4	0.1%
Over \$1 Billion	3	0.0%
Undisclosed	843	12.4%
Total	6,802	100.0%

Source: InfoUSA 2016





Resident Labor Force, Earnings, and Local Compensation Rates

According to 2015 ACS estimates, 66.5 percent (25,094 workers) of the City of Doral's population age 16 and over are in the labor force, down from 63.3 percent in 2010. The City's current (September 2016) unemployment rate is 7.7 percent compared to 5.6 percent for Miami-Dade County. Doral's approximately 23,000 workers are employed overwhelmingly in private, for-profit companies (73.2 percent). However, the City's percentage of self-employed workers, at 16.1 percent, is both higher than the rest of the County, and significantly greater than the U.S. average (9.6 percent).

The City's employed population 16 years and older is primarily employed in management, business, science and art occupations (45.2 percent), followed by sales and office occupations (36.4 percent). According to the U.S. Census, "occupation" describes the kind of work a person does on the job. The highest median earnings are in management, business, science and art occupations (\$56,308), and the lowest are in service occupations (\$18,083). The median earnings for sales and office occupations are \$36,178. The percentage of the City's population in management, business, science, and arts occupations is significantly higher than Miami-Dade County (31.5 percent).

Doral's residents are among the most educated and highest paid in the County. Driven by the high percentage of residents employed in high-skilled occupations, the median wage for residents of Doral, at \$41,104 far exceeds the County median wage of \$27,142. In fact, median wages for Doral residents are significantly higher in 23 of 35 occupational categories than those for the rest of the county.

Despite high current wages relative to the county, wage growth across industries for Doral residents has been a mixed bag. From 2007 to 2015, median wages for residents in only 14 of 24 industries increased, with some industries seeing significant (30 percent or more) declines. **However, despite sluggish wage gains or losses for Doral residents in some sectors, median wages for Doral residents in every industry category were higher than those of the county. Mean wage by industry for Doral residents averaged 132 percent higher than median industry wages across the county.**

Compensation Paid by Doral Employers

The most recent detailed data for payroll and compensation at the City level for Doral is from the 2012 Economic Census. In the last economic census, **average** annual payroll per employee paid by establishments located in Doral reached \$48,703, while average annual pay per worker across the remainder of the County reached \$45,330. Although workers who **live** in Doral earn far beyond their occupational and industry counterparts in the rest of the county, businesses in Doral pay only slightly better — 7 percent greater on average — than business in similar industries in the remainder of the county. In only 9 of 17 industries do businesses in Doral pay more than establishments in the same industries elsewhere in the County.



Industry Employment of Residents, City of Doral, 2015						
	Total	Employee of private company workers	Self-employed in own incorporated business workers	Private not-for-profit wage and salary workers	Local, state, and federal government workers	Self-employed in own not incorporated business workers and unpaid family workers
Civilian employed population 16 years and over	23,546	73.2%	9.6%	3.6%	7.1%	6.5%
Agriculture, forestry, fishing and hunting, and mining	44	100.0%	0.0%	0.0%	0.0%	0.0%
Construction	692	53.0%	27.3%	0.0%	5.6%	14.0%
Manufacturing	1,360	96.0%	4.0%	0.0%	0.0%	0.0%
Wholesale trade	3,386	77.6%	17.2%	1.8%	0.0%	3.5%
Retail trade	2,417	86.2%	7.7%	0.0%	0.0%	6.1%
Transportation and warehousing, and utilities	2,045	83.8%	3.3%	0.8%	4.5%	7.7%
Information	1,134	89.6%	2.9%	4.3%	1.0%	2.2%
Finance and insurance, and real estate and rental and leasing	2,570	73.0%	10.8%	0.0%	2.6%	13.5%
Professional, scientific, and management, and administrative and waste management services	3,408	75.7%	14.6%	1.2%	0.4%	8.1%
Educational services, and health care and social assistance	3,043	57.2%	3.6%	15.2%	19.9%	4.1%
Arts, entertainment, and recreation, and accommodation and food services	1,884	79.3%	11.2%	5.3%	0.0%	4.2%
Other services, except public administration	729	52.9%	7.8%	16.7%	0.0%	22.5%
Public administration	834	0.0%	0.0%	0.0%	100.0%	0.0%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates





Industry Employment of Residents, Miami-Dade County, 2015						
	Total	Employee of private company workers	Self-employed in own incorporated business workers	Private not-for-profit wage and salary workers	Local, state, and federal government workers	Self-employed in own not incorporated business workers and unpaid family workers
Civilian employed population 16 years and over	1,204,871	70.5%	6.2%	5.2%	10.2%	7.9%
Agriculture, forestry, fishing and hunting, and mining	9,107	79.2%	9.9%	1.7%	0.3%	8.9%
Construction	82,433	61.2%	12.6%	0.8%	2.0%	23.3%
Manufacturing	57,348	90.6%	4.4%	2.0%	0.4%	2.7%
Wholesale trade	50,789	83.4%	10.9%	1.4%	0.1%	4.2%
Retail trade	153,347	89.9%	4.1%	1.6%	0.5%	3.8%
Transportation and warehousing, and utilities	86,589	73.3%	5.3%	1.2%	14.1%	6.1%
Information	25,678	87.8%	4.2%	2.0%	2.8%	3.1%
Finance and insurance, and real estate and rental and leasing	88,376	80.7%	8.9%	2.7%	1.1%	6.7%
Professional, scientific, and management, and administrative and waste management services	154,113	72.5%	11.8%	1.9%	2.0%	11.8%
Educational services, and health care and social assistance	242,726	55.1%	2.9%	15.6%	23.4%	2.9%
Arts, entertainment, and recreation, and accommodation and food services	135,547	89.3%	3.1%	2.1%	2.4%	3.2%
Other services, except public administration	75,437	48.1%	7.8%	12.7%	0.3%	31.2%
Public administration	43,381	0.0%	0.0%	0.0%	100.0%	0.0%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates

Population, Households & Occupations	Doral		Miami-Dade County	
Total Population 16+	51,382		2,639,042	
Total Households	15,038		842,153	
Poverty Rate		Percent		Percent
Families & people whose income in the past 12 months is below the poverty level	12,272	12.0%	572,388	16.9%
Percentage in Labor Force				
Total Population 16+	37,753		2,152,396	
Population in Labor Force	25,094	66.5%	1,339,979	62.3%
Employed Population	23,546	62.4%	1,204,871	56.0%
Occupations				
Total Civilian employed population 16+	23,546		1,204,871	
Management, business, science, and arts occupations	10,643	45.2%	379,186	31.5%
Service occupations	2,415	10.3%	252,896	21.0%
Sales and office occupations	8,569	36.4%	339,358	28.2%
Natural resources, construction, and maintenance occupations	865	3.7%	109,989	9.1%
Production, transportation, and material moving occupations	1,054	4.5%	123,442	10.2%
Commute to Work				
Workers 16 years and over	23,446		1,150,052	
Car, truck, or van -- drove alone	19,631	83.7%	910,339	79.2%
Car, truck, or van -- carpooled	2,040	8.7%	109,178	9.5%
Public transportation (excluding taxicab)	200	0.9%	64,597	5.6%
Walked	136	0.6%	26,506	2.3%
Other means	130	0.6%	22,495	2.0%
Worked at home	1,309	5.6%	51,366	4.5%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates

Occupation and Median Earnings	Doral, Florida		Miami-Dade County, Florida	
	Total	Median earnings (dollars)	Total	Median earnings (dollars)
Civilian employed population 16 years and over	23,546	\$41,104	1,204,871	\$27,142
Management, business, science, and arts occupations	10,643	\$55,285	379,186	\$47,141
Service occupations	2,415	\$16,961	252,896	\$17,670
Sales and office occupations	8,569	\$35,977	339,358	\$25,577
Natural resources, construction, and maintenance occupations	865	\$41,264	109,989	\$24,856
Production, transportation, and material moving occupations	1,054	\$29,688	123,442	\$22,473

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates





Median Earnings By Industry	Doral										Miami-Dade	Ratio
	2007	2008	2009	2010	2011	2012	2013	2014	2015	07-15	2015	
Total	44,971	45,841	46,019	44,339	41,786	42,114	42,754	49,487	49,543	10.2%	33,916	146%
Construction	40,214	53,370	45,230	42,208	42,362	42,277	43,154	43,558	47,171	17.3%	28,743	164%
Manufacturing	56,800	84,353	65,136	60,617	67,002	69,104	79,784	71,178	62,326	9.7%	31,784	196%
Wholesale trade	46,799	40,689	46,679	54,529	44,044	43,275	42,438	50,150	47,739	2.0%	37,632	127%
Retail trade	34,455	29,006	46,421	28,241	33,005	32,895	37,427	50,997	45,391	31.7%	27,651	164%
Transportation and Warehousing and Utilities	57,248	56,739	51,900	42,271	35,867	35,839	51,233	46,692	58,176	1.6%	38,006	153%
Transportation and warehousing	51,060	55,466	44,819	40,691	34,369	34,715	46,911	46,457	57,951	13.5%	36,453	159%
Utilities	106,245	101,590	75,709	67,636	69,428	71,339	69,908	71,220	70,362	-	54,154	130%
Information	66,130	79,040	78,316	79,243	80,481	71,712	53,124	73,292	63,750	-3.6%	48,053	133%
Finance and insurance, and real estate and rental and leasing:	37,185	43,816	38,207	40,211	42,986	42,595	43,471	45,282	45,726	23.0%	43,373	105%
Finance and insurance	46,624	49,371	45,087	40,572	44,142	44,462	49,277	49,964	55,132	18.2%	48,951	113%
Real estate and rental and leasing	34,861	35,293	34,004	34,978	32,428	37,068	36,395	37,825	37,530	7.7%	36,616	102%
Professional, scientific, and management, and administrative and waste management services:	56,720	58,288	46,783	52,763	45,247	52,508	45,996	52,978	50,354	-11.2%	37,275	135%
Professional, scientific, and technical	63,740	68,714	49,469	54,963	48,631	53,971	52,674	57,186	52,679	-	52,164	101%
Management of companies and enterprises	74,808	75,027	75,033	-	-	-	-	-	-	-	56,204	
Administrative and support and waste management services	44,876	39,814	39,164	29,864	28,673	27,883	26,907	35,087	29,534	-34.2%	25,294	117%
Educational services, and health care and social assistance:	41,097	42,581	40,534	42,481	39,478	37,432	32,458	46,487	50,018	21.7%	38,237	131%
Educational services	45,097	41,574	42,073	41,450	35,155	24,765	26,708	36,705	43,482	-3.6%	42,054	103%
Health care and social assistance	40,100	43,757	38,771	43,914	43,987	41,983	38,068	57,697	51,237	27.8%	35,212	146%
Arts, entertainment, and recreation, and accommodations and food services:	34,523	33,062	31,922	25,264	28,246	26,143	21,415	26,901	30,633	-11.3%	23,336	131%
Arts, entertainment, and recreation	24,704	23,174	16,418	16,279	38,114	38,622	21,196	40,519	40,861	65.4%	31,126	131%
Accommodation and food services	36,523	34,224	33,692	25,294	26,858	23,249	21,513	23,085	25,847	-	22,175	117%
Other services except public	21,210	19,780	34,099	24,349	22,342	22,768	21,126	24,474	26,518	25.0%	23,506	113%
Public administration	69,830	68,897	71,216	66,410	69,922	61,968	63,032	57,686	59,646	-	51,642	115%

Source: U.S. Census, American Community Survey, 2007-2015.



Household income

According to 2011-2015 ACS estimates, the median household income in the City of Doral is \$72,933 compared to Miami-Dade County (\$43,129). The City's median family income of \$75,607 is also significantly higher than the County (\$49,609). Median household incomes in the City vary significantly between owners and renters. The median household income of owner-occupied units in the City is \$87,186 compared to \$58,429 for renters. Additionally, the proportion of households in Doral earning \$50,000 or more (65 percent) far exceeds the rest of the County, at 44 percent. ***Despite the recovery of jobs since 2010, Doral's median household income, adjusted for inflation, has declined by 3.2 percent since 2010.***

Household Income	Doral		Miami-Dade County	
	Count	Percentage	Count	Percentage
Poverty Rate: People whose income in the past 12 months is below the poverty level	12,272	12.0%	572,388	16.9%
Households	15,038		842,153	
Household Income				
Less than \$10,000	888	5.90%	88,872	10.60%
\$10,000 to \$14,999	322	2.10%	57,039	6.80%
\$15,000 to \$24,999	1,169	7.80%	112,112	13.30%
\$25,000 to \$34,999	1,053	7.00%	93,136	11.10%
\$35,000 to \$49,999	1,815	12.10%	118,667	14.10%
\$50,000 to \$74,999	2,587	17.20%	135,436	16.10%
\$75,000 to \$99,999	2,242	14.90%	82,744	9.80%
\$100,000 to \$149,999	2,844	18.90%	83,383	9.90%
\$150,000 to \$199,999	1,088	7.20%	30,989	3.70%
\$200,000 or more	1,030	6.80%	39,775	4.70%
Median household income (dollars)	72,933	X	43,129	X
Mean household income (dollars)	87,398	X	67,497	X

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates



Employment Inflow/Outflow

Based on income, occupations, payroll data, and a U.S. Census *Longitudinal Employer-Household Dynamics* analysis, the City of Doral's residents are among the most highly educated and compensated in the County. Doral's economy employs (depending upon the data utilized) between 73,000 and 102,000 workers. **However, the vast majority of its up to 23,000 employed residents work elsewhere in the County.**

The following table shows the inflow versus outflow of residents and workers from outside Doral, using a Longitudinal Employer-Household Dynamics analysis, based on census data. **Only 4,473 residents, or 24.1 percent, work in Doral. An estimated 93.9 percent of the City's jobs base is filled by workers who live outside Doral.** The detailed analysis of where workers are coming from, and where Doral residents work indicates a distribution in all directions across the County. This work pattern has five major implications:

- This work pattern creates traffic congestion issues, as the City's in-bound rush hour traffic is compounded by a significant outflow of workers leaving the City. Each day, over 72,000 workers enter the City, and at the same time, over 14,000 residents leave the City for work outside Doral;
- Given the high earnings and incomes of Doral residents versus the compensation levels paid by establishments in Doral, it is safe to assume that a high percentage of the working residents leaving Doral each day are in high-skill, high-pay occupations and industries. This daily exit of skilled workers is a lost opportunity in terms of lost tax base that would otherwise be captured in Doral, as well as lost daily secondary and tertiary spending that would otherwise accrue to businesses in Doral;
- On the other hand, having highly skilled, well-paid residents represents opportunities for new business development. The opportunity to hire skilled workers close to home can be a potent business attraction and incentive for companies seeking to locate or grow in Doral. The strength of Doral's labor force should be utilized as an important marketing and business development tool;
- This analysis suggests that growing employment and work opportunities close to home for Doral's resident workforce could be an important traffic congestion mitigation strategy. **Workshifting**, or moving employment closer to home, could be effective, simple, and immediate strategies to improve quality of life and reduce traffic. The development of satellite and shared office space close to where workers live is a growing strategy used by businesses across a range of industries;
- Skilled labor creates new businesses and become entrepreneurs at much higher rate than lower wage, low skilled workers. Growing new employment through entrepreneurial support and incentives aimed at Doral's resident labor force would also seem to be an immediate near term opportunity.



Inflow/Outflow Report - Doral 2014	Count	Share
Selection Area Labor Market Size (Primary Jobs)		
Employed in the Selection Area	73,908	100.0%
Living in the Selection Area	18,594	25.2%
Net Job Inflow (+) or Outflow (-)	55,314	-
In-Area Labor Force Efficiency (Primary Jobs)		
Living in the Selection Area	18,594	100.0%
Living and Employed in the Selection Area	4,473	24.1%
Living in the Selection Area but Employed Outside	14,121	75.9%
In-Area Employment Efficiency (Primary Jobs)		
Employed in the Selection Area	73,908	100.0%
Employed and Living in the Selection Area	4,473	6.1%
Employed in the Selection Area but Living Outside	69,435	93.9%
Outflow Job Characteristics (Primary Jobs)		
External Jobs Filled by Residents	14,121	100.0%
Workers Aged 29 or younger	2,696	19.1%
Workers Aged 30 to 54	8,898	63.0%
Workers Aged 55 or older	2,527	17.9%
Workers Earning \$1,250 per month or less	2,278	16.1%
Workers Earning \$1,251 to \$3,333 per month	4,887	34.6%
Workers Earning More than \$3,333 per month	6,956	49.3%
Workers in the "Goods Producing" Industry Class	1,034	7.3%
Workers in the "Trade, Transportation, and Utilities" Industry Class	4,618	32.7%
Workers in the "All Other Services" Industry Class	8,469	60.0%
Inflow Job Characteristics (Primary Jobs)		
Internal Jobs Filled by Outside Workers	69,435	100.0%
Workers Aged 29 or younger	13,897	20.0%
Workers Aged 30 to 54	41,057	59.1%
Workers Aged 55 or older	14,481	20.9%
Workers Earning \$1,250 per month or less	11,472	16.5%
Workers Earning \$1,251 to \$3,333 per month	31,052	44.7%
Workers Earning More than \$3,333 per month	26,911	38.8%
Workers in the "Goods Producing" Industry Class	4,006	5.8%
Workers in the "Trade, Transportation, and Utilities" Industry Class	34,394	49.5%
Workers in the "All Other Services" Industry Class	31,035	44.7%
Interior Flow Job Characteristics (Primary Jobs)		
Internal Jobs Filled by Residents	4,473	100.0%
Workers Aged 29 or younger	723	16.2%
Workers Aged 30 to 54	2,920	65.3%
Workers Aged 55 or older	830	18.6%
Workers Earning \$1,250 per month or less	653	14.6%
Workers Earning \$1,251 to \$3,333 per month	1,663	37.2%
Workers Earning More than \$3,333 per month	2,157	48.2%
Workers in the "Goods Producing" Industry Class	197	4.4%
Workers in the "Trade, Transportation, and Utilities" Industry Class	2,340	52.3%
Workers in the "All Other Services" Industry Class	1,936	43.3%

Source: U.S. Census Bureau, *OnTheMap* Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2014). Latest data available as of 02/07/2017.

Home Destination Report, 2014		
Where Non-Resident Workers Live		
	Count	Share
Total All Jobs	77,612	100.0%
Miami city, FL	7,908	10.2%
Hialeah city, FL	5,724	7.4%
Doral city, FL	4,678	6.0%
Fountainebleau CDP, FL	2,945	3.8%
Tamiami CDP, FL	2,385	3.1%
Pembroke Pines city, FL	2,303	3.0%
Kendall CDP, FL	1,939	2.5%
Kendale Lakes CDP, FL	1,930	2.5%
Miramar city, FL	1,872	2.4%
The Hammocks CDP, FL	1,544	2.0%
All Other Locations	44,384	57.2%

Where Doral Residents are Employed, 2014		
	Count	Share
Employed Doral Residents	19,621	100.0%
Doral city, FL	4,678	23.8%
Miami city, FL	2,868	14.6%
Coral Gables city, FL	740	3.8%
Hialeah city, FL	623	3.2%
Miami Beach city, FL	465	2.4%
Kendall CDP, FL	450	2.3%
Medley town, FL	401	2.0%
Fort Lauderdale city, FL	267	1.4%
Miami Lakes town, FL	248	1.3%
Pembroke Pines city, FL	245	1.2%
All Other Locations	8,636	44.0%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2014). Latest data available as of 02/07/2017.

The Advanced Industries Sector in Doral

A third measure of Doral's economic strengths, opportunities, and growth potential incorporates an analysis of its businesses included in the **Advanced Industries Sector**. The Brookings Institution, among others, has developed the concept and extensive analysis of what it has termed the **U.S. Advanced Industries Sector**. Brookings has identified 50 industries across manufacturing, energy, and services that may be critical in the development of regional economies. The analysis has sparked broad thinking regarding the development of these key sectors as an important way to improve American global economic competitiveness, lead the nation's economic revitalization, build on regional economic strengths, create new employment post-recession, and provide acutely needed high-skill, high paying employment opportunities.

According to Brookings, the Advanced Industries Sector includes important regional core industries that concentrate in, and drive many of the nation's best performing regional economies. The Sector is composed of 50 industries identified at the 4-digit NAICS level, and includes manufacturing industries, chemicals, pharmaceuticals, advanced metals, industrial machinery, medical equipment manufacture, energy development and distribution, software design, data processing and hosting, and medical and diagnostic labs. Industries in the Advanced Industries Sector have five important characteristics:

- Each of the industries in the sector has high relative levels of technology development and research and development spending, well above averages for the rest of the economy. The Advanced Industries Sector both drives and relies on constant innovation, technology advances, and new service business models to expand and grow;
- As a sector, the Advanced Industries employ 12.3 million workers nationally, or 9 percent of total employment. However, the sector produces \$2.7 trillion in value added annually, or 17 percent of U.S. gross domestic product;
- The Advanced Industries Sector employs 80 percent of the nations' engineers, funds 90 percent of private sector R&D, and accounts for 85 percent of all U.S. patents and 60 percent of U.S. exports. The Sector and its component industries are crucial foundations of extensive supply chains and third party employment in a wide range of support industries outside the sector;
- Output and employment growth of the Advanced Industries Sector has been far greater than the economy as a whole. From 1980 to 2013, advanced industry output expanded at a rate of 5.4 percent annually - 30 percent faster than the rest of the US economy. Since 2010, the sector has added nearly one million jobs. Employment growth and economic output of the Sector has been 1.9 and 2.3 times higher than their respective national averages since 2010;
- The Sector provides high-skilled and high-wage employment. Workers in advanced industries generate over \$210,000 in annual value added per worker compared with \$101,000 for workers outside the Sector. Workers within the Sector, unlike the remainder of the U.S. economy, are experiencing rapidly rising wages. The average advanced industries worker earned \$90,000 in total compensation in 2013, twice as much as workers outside of the sector. Absolute earnings



in advanced industries grew by 63 percent from 1975 to 2013, compared with a 17 percent increase outside the sector.

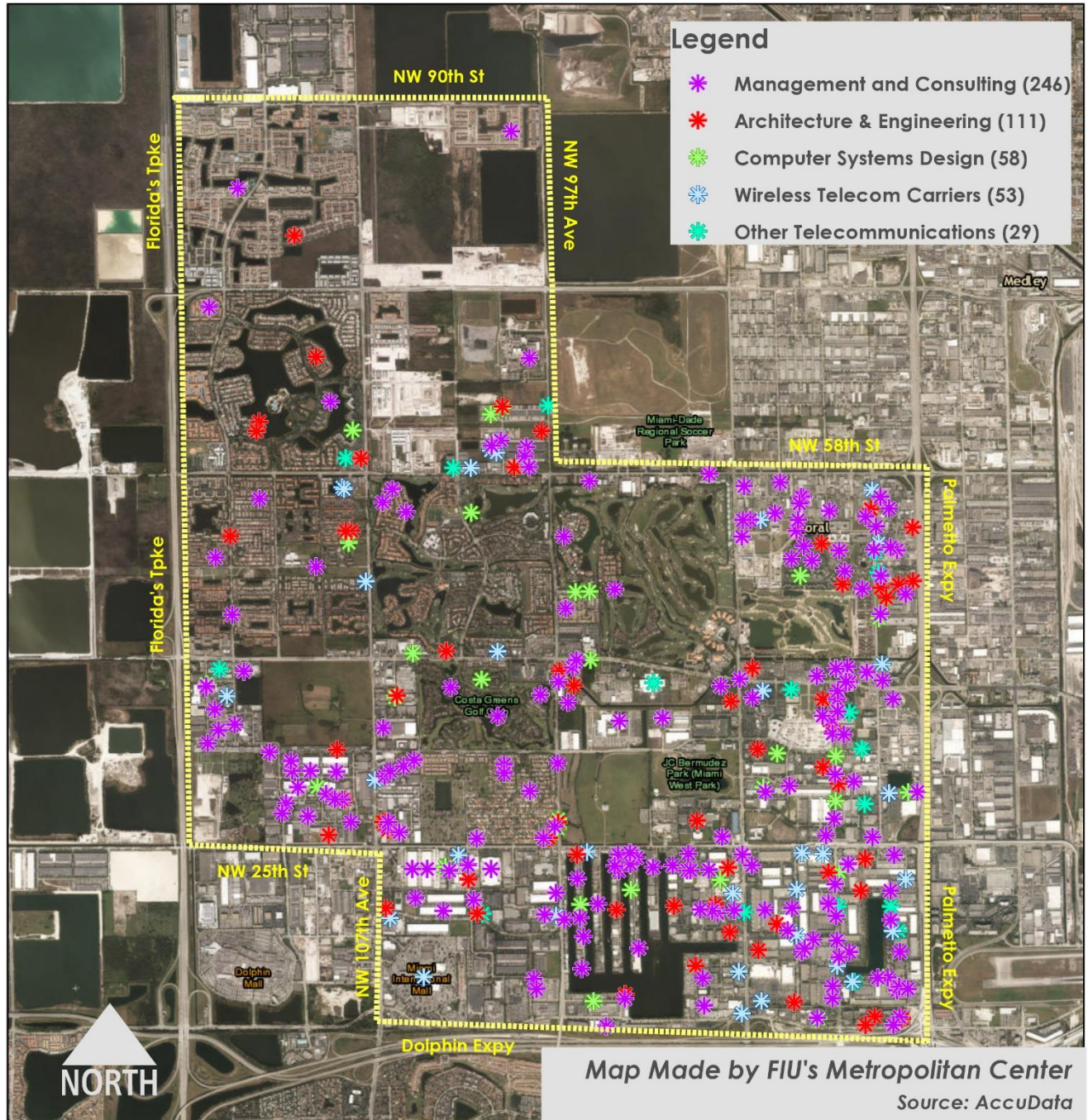
The City of Doral has a high proportion of business firms and establishments in the Advanced Industries Sector. The City is home to 775 establishments and firms within the Advanced Industries Sector. These business locations employ 11,727 workers, or just over 11 percent of the City's employment base, and generate over \$2 billion in local sales, and more globally. ***Given that Advanced Industries employment represents 9 percent of U.S. employment, and only 3 percent of the state's total employment, the City of Doral has a growing potential as a leading, high-concentration Florida location for the Advanced Industry Sector.***

Advanced Industry Employment in Doral				
Industry	NAICS	Establishments	Employment	Sales
Services				
Architecture & Engineering	5413	111	4,436	\$700,271,000
Management Consulting	5416	246	1,908	\$151,209,000
Computer Systems Design	5415	58	427	\$59,461,000
Other Telecommunications	5179	29	336	\$133,722,000
Data Processing & Hosting	5182	11	269	\$43,669,000
Software Products	5112	26	238	\$77,649,000
Wireless Telecom Carriers	5172	53	212	\$181,153,000
Web Search and Internet Publishing	5191	11	114	\$10,353,000
R&D Services	5417	17	110	-
Metal Ore Mining	2122	-	-	-
Satellite Telecommunications	5174	-	-	-
Medical & Diagnostic Laboratories	6215	13	90	\$14,983,000
Cable & Other Programming	5152	6	88	\$87,107,000
		581	8,228	1,459,577,000
Manufacturing				
Semiconductors	3344	13	1,031	\$88,225,000
Precision Instruments	3345	20	645	\$58,176,000
Computer Equipment	3341	15	297	\$87,622,000
General Purpose Machinery	3339	15	222	\$33,572,000
Medical Equipment & Supplies	3391	15	190	\$29,278,000
Jewelry, Sporting Goods	3399	24	157	\$21,423,000
Aircraft Products & Parts	3364	6	152	\$40,391,000
Pesticides & Fertilizers	3253	1	4	-
Magnetic & Optical Media	3346	1	5	\$520,000
Stone & Mineral Products	3279	6	33	\$3,756,000
Commercial & Service Machinery	3333	11	112	\$14,043,000
Engine & Power Equipment	3336	2	8	\$1,688,000
Ships & Boats	3366	-	-	-
Railroad Rolling Stock	3365	-	-	-
Iron & Steel Products	3311	-	-	-
Foundries	3315	-	-	-
Electrical Lighting Equipment	3351	-	-	-
Aluminum Products	3313	-	-	-
Clay & Refractory Products	3271	6	55	\$3,617,000
Communications Equipment	3342	7	75	\$15,452,000
Petroleum & Coal Products	3241	4	69	\$101,206,000
Agri., Constr., Mining Machinery	3331	7	59	\$19,778,000
Basic Chemicals	3251	3	59	\$34,003,000
Audio & Video Equipment	3343	2	28	\$16,220,000
Electrical Equipment	3353	4	42	\$7,078,000
Motor Vehicle Parts	3363	6	41	\$6,421,000
Motor Vehicles	3361	2	40	\$22,162,000
Misc. Chemicals	3259	1	24	\$5,247,000
Misc. Transportation Equipment	3369	3	24	\$3,785,000
Motor Vehicle Body & Trailers	3362	2	20	\$2,386,000
Pharmaceuticals	3254	4	19	\$10,715,000
Misc. Electrical Equipment	3359	4	19	\$4,793,000
Household Appliances	3352	3	19	\$2,086,000
Industrial Machinery	3332	2	10	\$1,033,000
Resins & Synthetic Rubbers	3252	2	9	-
Iron & Steel Products	3311	-	-	-
		191	3,468	\$634,676,000
Energy				
Oil & Gas Extraction	2111	2	6	-
Power Generation & Supply	2211	1	25	-
Advanced Industries totals		775	11,727	2,094,253,000
Doral Totals		6,802	102,235	\$69,482,379,000
% Advanced Industries		11%	11%	3%

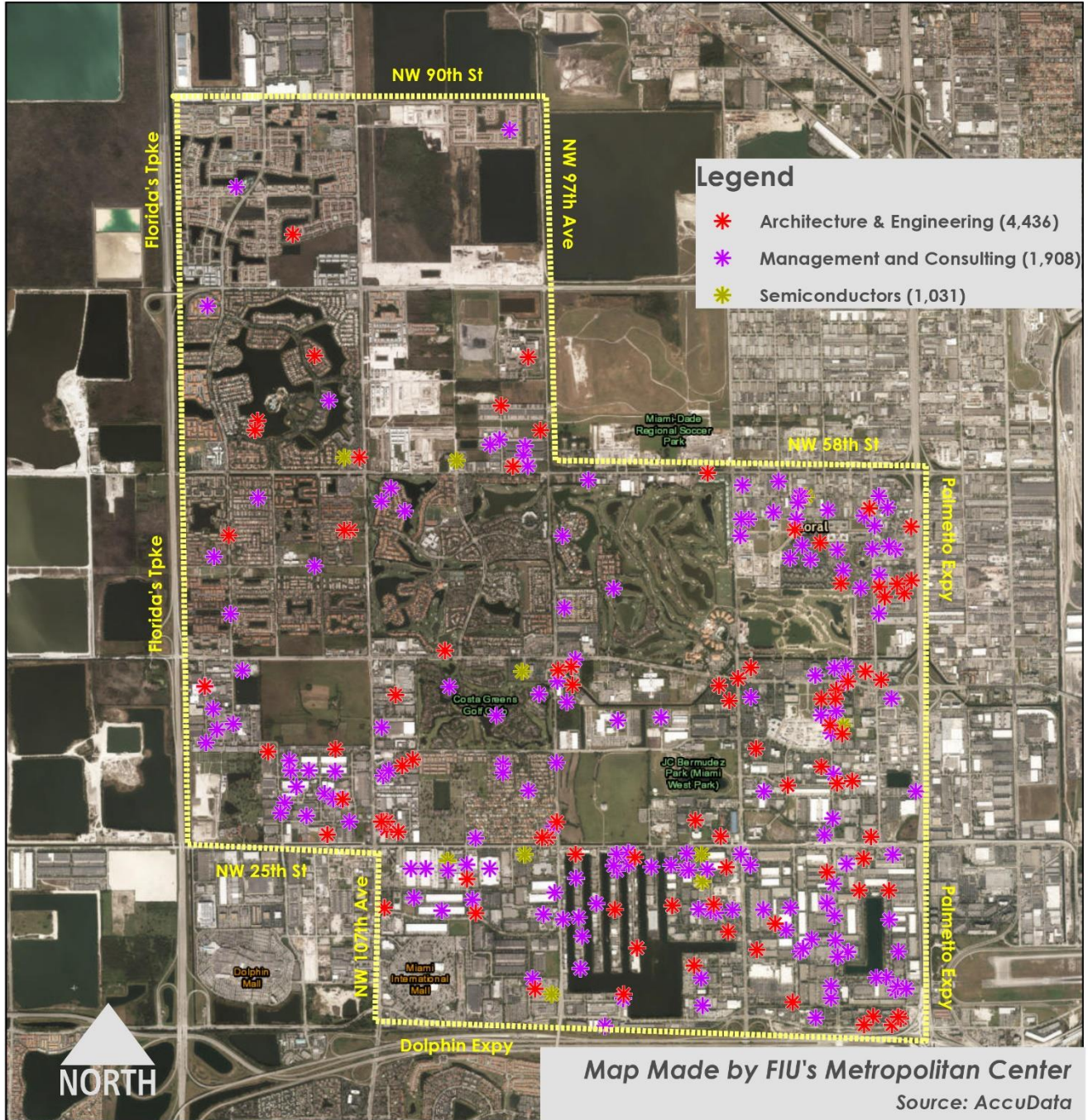
Source: The Brookings Institute; InfoUSA 2016. Analysis performed by the FIU Metropolitan Center



Top 5 Advanced Industries by Number of Establishments



Top 3 Advanced Industries by Number of Employees





City of Doral: Top 20 Advanced Industry Sectors by Establishments				
Industry	NAICS	Establishments	Employment	Sales
Management Consulting	5416	246	1,908	\$151,209,000
Architecture & Engineering	5413	111	4,436	\$700,271,000
Computer Systems Design	5415	58	427	\$59,461,000
Wireless Telecom Carriers	5172	53	212	\$181,153,000
Other Telecommunications	5179	29	336	\$133,722,000
Software Products	5112	26	238	\$77,649,000
Jewelry, Sporting Goods	3399	24	157	\$21,423,000
Precision Instruments	3345	21	646	\$58,422,000
Medical Equipment & Supplies	3391	15	190	\$29,278,000
R&D Services	5417	17	110	-
Computer Equipment	3341	15	297	\$87,622,000
General Purpose Machinery	3339	15	222	\$33,572,000
Semiconductors	3344	13	1,031	\$88,225,000
Commercial & Service Machinery	3333	11	112	\$14,043,000
Data Processing & Hosting	5182	11	269	\$43,669,000
Web Search and Internet Publishing	5191	11	114	\$10,353,000
Medical & Diagnostic Laboratories	6215	13	90	\$14,983,000
Communications Equipment	3342	7	75	\$15,452,000
Cable & Other Programming	5152	6	88	\$87,107,000
Aircraft Products & Parts	3364	6	152	\$40,391,000
Total		708	11,110	\$1,848,005,000

Source: InfoUSA 2016. Analysis performed by the FIU Metropolitan Center

City of Doral: Top 20 Advanced Industry Sectors by Employment				
Industry	NAICS	Establishments	Employment	Sales
Architecture & Engineering	5413	111	4,436	\$700,271,000
Management Consulting	5416	246	1,908	\$151,209,000
Semiconductors	3344	13	1,031	\$88,225,000
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Web Search and Internet Publishing	5191	11	114	\$10,353,000
Cable & Other Programming	5152	6	88	\$87,107,000
Communications Equipment	3342	7	75	\$15,452,000
Medical & Diagnostic Laboratories	6215	13	90	\$14,983,000
Basic Chemicals	3251	3	59	\$34,003,000
Total		694	11,059	\$1,882,008,000

Source: InfoUSA 2016. Analysis performed by the FIU Metropolitan Center

Industry Cluster Analysis

The **Industry Cluster Analysis** brings together all of the elements of economic structure and dynamics analysis. Targeting economic development resources on priority industries and industry clusters is a traditional means of strategically allocating resources and effort to support those industries where public and private investment can have the biggest impact on future economic growth. Targeting policy and programs means building on existing local strengths — identifying and applying resources on industries with proven capabilities, infrastructure, and assets on which to grow. Focusing policy, programs and resources on a small set of critical industries has many advantages:

- Identifying and targeting industries with the greatest local economic impact and probabilities for growth increases the effectiveness of local policy and program initiatives, ensuring that scarce dollars are invested in industries and industry clusters that will have the most significant impact on the rest of the local economy;
- Targeted, cluster-based strategies can improve local economic performance by addressing the common needs of local businesses, and further improve the effectiveness of local policy;
- Developing efficient and effective economic development policy is especially critical in the current political climate, as local governments will be dealing with considerably lower levels of state and federal funding support for the foreseeable future;
- Cluster strategies permit the integration and targeting of resources in ways that are consistent with the multiple goals of economic development programs: business recruitment, retention, expansion and new-business creation;
- Creating a local cluster framework as part of a local economic development strategic plan can help mobilize highly committed employers, foster collaboration by bringing together participants from targeted industries and help implement the actions identified in the collaborative process. Job creation and new entrepreneurial innovations are more likely to flourish in such a collaborative environment;
- Proper targeting of resources and programs will result in faster economic growth than scattershot efforts, or programs trying to build entirely new industries where they did not exist before; and
- A carefully targeted program and policy builds on established local industry experience, expertise, and talent, which is a critical component in creating a successful entrepreneurial ecosystem. Rates of successful new business start-up, survival and growth rates are considerably higher for new businesses supplying the needs of existing, established, strong local industry sectors.

In developing the City's **Priority Target Industries**, the Center completed a detailed industry cluster analysis, to identify the industries in Doral that are 1) driving current and future economic growth in the City, and 2) have the greatest multiplier, or "ripple" effect on the rest of the local economy. The key terms in this analysis are as follows:

Industry Cluster:

An **Industry Cluster** is a regional concentration of related industries in a particular location. Clusters consist of companies, suppliers, and service providers that provide inputs to each other, or rely on each other for growth. Clusters also can include government agencies and other institutions that provide specialized training and education, information, research, and technical support to the related businesses. Clusters are a central component of economic competitiveness — they bring together technology, information, specialized talent, competing companies, academic institutions, and other linkages and organizations in close proximity to yield better market information, pools of specialized talent, and faster deployment of new knowledge. Improving the performance of clusters, not just individual companies, is a central feature of leading economic development policy.

Traded vs. Local Cluster:

A **Traded Cluster** is an industry cluster that serves or sells primarily to markets beyond the local economy being studied, in this case, groups of industries that sell to and serve other businesses and customers outside Doral, the County and the rest of the United States. Traded clusters drive economic growth — they bring cash flows, resources and information back from outside the local economy, adding to the local economic pie, rather than merely recirculating money, goods and services. **Local Clusters**, on the other hand, are composed of industries and businesses that serve the local consumer and business clientele. For their growth, local clusters typically rely on increased local spending by customers, buyers and businesses, which means these clusters do not drive local economic expansion, but react to it.

Location Quotient:

A **Location Quotient** is a simple statistical tool to measure whether given industries in a local economy represent a higher proportion (percentage) of employment than either the state or U.S. economy. An industry with a high location quotient is usually indicative of local expertise and competitive advantages that help an industry outperform competitors in other local economies. An employment location quotient is calculated by dividing the percentage of local employment in an industry by the percentage of employment of the state or U.S. economy in that industry. A location quotient above “1” indicates that the local industry has a higher concentration locally than the larger economy it is compared with, probably driven by favorable local competitive factors. Location quotients can also be derived for wages and income in the same way.

Doral’s Industry Clusters

Doral, like other local economies, is driven by its Traded Industry Clusters. In fact, its largest 26 industry clusters, out of 88 total industry clusters with employment, account for 51 percent of all the City’s business establishments, 61 percent of employment and 93 percent of all business sales revenue.

Based on cluster size, concentration (location quotient), and employment growth, Doral’s industry clusters can be classified into three groups: 1) **Strong-Advancing** clusters, or those that have a high location quotient and are growing employment locally and nationally, 2) **Strong-Declining** clusters, or those that have high location quotient, but declining employment locally and nationally, and 3) **Weak-Advancing** clusters — those that have a low location quotient but growing employment. Each of the City’s largest industry clusters and their component industries, listed by cluster status and size, are shown in the following tables.

City of Doral, Largest Traded Industry Clusters			
Industry Cluster	Establishments	Employees	Sales Revenue
Distribution and Electronic Commerce	852	16,906	\$42,144,266,000
Business Services	832	9,786	\$1,350,741,000
Transportation and Logistics	541	7,997	\$1,026,555,000
Hospitality and Tourism	186	7,560	\$16,181,413,000
Local Entertainment and Media	15	4,841	\$148,393,000
Marketing, Design, and Publishing	154	2,883	\$200,520,000
Apparel	9	2,870	\$878,242,000
Information Technology and Analytical Instruments	70	1,721	\$285,312,000
Financial Services	173	1,490	\$460,554,000
Insurance Services	117	1,146	\$266,578,000
Aerospace Vehicles and Defense	27	798	\$98,813,000
Communications Equipment and Services	99	730	\$422,227,000
Education and Knowledge Creation	100	637	\$11,892,000
Construction Products and Services	50	486	\$176,762,000
Performing Arts	42	422	\$36,504,000
Metalworking Technology	22	404	\$52,956,000
Printing Services	33	379	\$51,196,000
Downstream Chemical Products	11	259	\$158,954,000
Food Processing and Manufacturing	20	241	\$92,206,000
Water Transportation	25	193	\$42,687,000
Medical Devices	15	190	\$29,278,000
Downstream Metal Products	11	177	\$20,085,000
Paper and Packaging	11	175	\$37,922,000
Jewelry and Precious Metals	24	157	\$21,423,000
Automotive	13	125	\$34,754,000
Video Production and Distribution	17	113	\$44,833,000
Total	3,469	62,686	64,275,066,000
City of Doral Totals	6,802	102,235	69,482,379,000
Top 30 Clusters, Percent of City Total	51%	61%	93%

Source: InfoUSA 2016. Analysis performed by the FIU Metropolitan Center



City of Doral: High Location Quotient, Growing Industry Clusters										
Industry Cluster	Firms	Employees	Sales Revenue	Local LQ (vs. US)	County Emp. Growth 2012 - 2016	US Emp. Growth 2012-2016	Avg. Annual Wage (County)	Wage LQ	Cluster Status (LQ-Growth)	Advanced Industry?
Distribution and Electronic Commerce	852	16,906	\$42,144,266,000	3.61	0.9%	8.8%		-	Strong-Advancing	
4247 Petroleum and Petroleum Products Merchant Wholesalers	3	4,718	\$30,407,377,000	69.41	-2.1%	0.5%	83,574	1.63	-	
4234 Professional and Commercial Equipment and Supplies Merchant Wholesalers	98	2,749	\$2,996,038,000	6.23	-3.1%	-0.5%	91,539	1.78	-	
4239 Miscellaneous Durable Goods Merchant Wholesalers	338	2,742	\$2,587,977,000	13.10	5.5%	-3.1%	49,005	0.95	-	
4238 Machinery, Equipment, and Supplies Merchant Wholesalers	113	2,034	\$1,542,590,000	4.33	-0.1%	1.0%	60,162	1.17	-	
4236 Household Appliances and Electrical and Electronic Goods Merchant Wholesalers	80	1,456	\$1,894,789,000	6.23	0.5%	4.0%	70,783	1.38	-	
4249 Miscellaneous Nondurable Goods Merchant Wholesalers	62	1,076	\$665,622,000	4.76	-1.6%	-1.1%	47,225	0.92	-	
4244 Grocery and Related Product Merchant Wholesalers	48	782	\$1,051,639,000	1.45	15.1%	5.5%	55,331	1.08	-	
4248 Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers	3	491	\$16,271,000	3.54	-10.6%	10.7%	111,963	2.18	-	
4931 Warehousing and Storage	17	161	\$19,414,000	0.22	19.8%	43.8%	49,681	0.97	-	
5324 Commercial and Industrial Machinery and Equipment Rental and Leasing	5	136	\$47,993,000	1.34	28.2%	8.7%	64,172	1.25	-	
4242 Drugs and Druggists' Sundries Merchant Wholesalers	18	128	\$326,141,000	0.87	11.6%	8.4%	66,662	1.30	-	
4541 Electronic Shopping and Mail-Order Houses	12	110	\$84,221,000	0.38	-14.1%	33.7%	53,891	1.05	-	
4251 Wholesale Electronic Markets and Agents and Brokers	16	106	\$210,599,000	0.16	-17.8%	1.4%	65,900	1.28	-	
4243 Apparel, Piece Goods, and Notions Merchant Wholesalers	13	80	\$110,471,000	0.75	-3.7%	2.7%	54,882	1.07	-	
4232 Furniture and Home Furnishing Merchant Wholesalers	12	51	\$51,355,000	0.66	35.7%	11.8%	45,371	0.88	-	
4241 Paper and Paper Product Merchant Wholesalers	8	49	\$65,183,000	0.57	-10.9%	0.5%	67,531	1.32	-	
4235 Metal and Mineral (except Petroleum) Merchant Wholesalers	3	20	\$36,146,000	0.23	16.8%	-0.6%	69,523	1.35	-	
4246 Chemical and Allied Products Merchant Wholesalers	3	17	\$30,440,000	0.19	-6.2%	1.4%	61,619	1.20	-	



City of Doral: High Location Quotient, Growing Industry Clusters continued...

Industry Cluster	Firms	Employees	Sales Revenue	Local LQ (vs. US)	County Emp. Growth 2012 - 2016	US Emp. Growth 2012-2016	Avg. Annual Wage (County)	Wage LQ	Cluster Status (LQ-Growth)	Advanced Industry?
Transportation and Logistics	541	7,997	\$1,026,555,000	4.44	14.0%	8.2%		-	Strong-Advancing	
4885 Freight Transportation Arrangement	354	6,408	\$561,339,000	42.33	4.6%	13.1%	51,128	1.00	-	
4811 Scheduled Air Transportation	59	470	\$284,454,000	1.51	20.5%	5.0%	79,617	1.55	-	
4841 General Freight Trucking	34	356	\$44,624,000	0.50	17.0%	7.0%	45,013	0.88	-	
4842 Specialized Freight Trucking	43	298	\$65,717,000	0.95	37.3%	5.7%	43,458	0.85	-	
4881 Support Activities for Air Transportation	28	270	\$45,260,000	1.53	13.5%	15.8%	42,693	0.83	-	
4882 Support Activities for Rail Transportation	17	171	\$22,913,000	7.40		19.5%			-	
4884 Support Activities for Road Transportation	4	21	\$1,888,000	0.25	-45.2%	12.7%	35,436	0.69	-	
4889 Other Support Activities for Transportation	2	3	\$360,000	0.12	60.7%	13.9%	33,176	0.65	-	
Hospitality and Tourism	186	7,560	\$16,181,413,000	2.60	11.4%	9.6%		-	Strong-Advancing	
5615 Travel Arrangement and Reservation Services	46	3,905	\$15,761,707,000	25.18	14.4%	12.5%	41,164	0.80	-	
7211 Traveler Accommodation	32	2,957	\$323,384,000	2.18	14.8%	7.3%	35,350	0.69	-	
4539 Other Miscellaneous Store Retailers	43	219	\$43,611,000	0.94	11.3%	13.8%	33,512	0.65	-	
7139 Other Amusement and Recreation Industries	29	167	\$14,334,000	0.18	26.1%	14.6%	24,688	0.48	-	
4872 Scenic and Sightseeing Transportation, Water	2	106	\$12,388,000	11.65	49.0%	9.5%	36,994	0.72	-	
5322 Consumer Goods Rental	22	98	\$20,720,000	0.90	-22.0%	-5.8%	36,387	0.71	-	
7213 Rooming and Boarding Houses	3	74	\$1,859,000	7.93	-35.0%	-17.3%	24,913	0.49	-	
7112 Spectator Sports	4	13	\$3,212,000	0.16	-28.0%	5.0%	209,150	4.08	-	
4879 Scenic and Sightseeing Transportation, Other	1	2	\$198,000	0.93		18.3%	26,553	0.52	-	
Local Entertainment and Media	15	4,841	\$148,393,000	31.09	7.1%	2.0%		-	Strong-Advancing	
5151 Radio and Television Broadcasting	15	4,841	\$148,393,000	31.09	7.1%	2.0%	91,254	1.78	-	
Marketing, Design, and Publishing	154	2,883	\$200,520,000	2.90	8.5%	5.8%		-	Strong-Advancing	
5111 Newspaper, Periodical, Book, and Directory Publishers	16	1,895	\$23,149,000	7.34	-21.4%	-18.2%	77,212	1.50	-	
5418 Advertising, Public Relations, and Related Services	96	714	\$150,522,000	2.06	17.5%	11.0%	71,115	1.39	-	
5414 Specialized Design Services	31	160	\$16,496,000	1.61	14.7%	14.7%	51,549	1.00	-	
5191 Other Information Services	11	114	\$10,353,000	0.40	13.2%	29.0%	93,904	1.83	-	Y



City of Doral: High Location Quotient, Growing Industry Clusters continued											
Industry Cluster	Firms	Employees	Sales Revenue	Local LQ (vs. US)	County Emp. Growth 2012 - 2016	US Emp. Growth 2012-2016	Avg. Annual Wage (County)	Wage LQ	Cluster Status (LQ-Growth)	Advanced Industry?	
Apparel	9	2,870	\$878,242,000	22.77	5.6%	-9.4%		-	Strong-Advancing		
3152	Cut and Sew Apparel Manufacturing	5	2,744	\$868,843,000	38.15	2.4%	-15.8%	36,257	0.71	-	
3159	Apparel Accessories and Other Apparel Manufacturing	1	106	\$6,561,000	12.08	27.3%	-1.2%	27,473	0.54	-	
3149	Other Textile Product Mills	3	20	\$2,838,000	0.44	2.4%	1.1%	36,039	0.70	-	
Information Technology and Analytical Instruments	70	1,721	\$285,312,000	2.16	39.5%	5.7%		-	Strong-Advancing		
3344	Semiconductor and Other Electronic Component Manufacturing	13	1,031	\$88,225,000	4.01	-45.8%	-4.3%	30,620	0.60	-	Y
3341	Computer and Peripheral Equipment Manufacturing	15	297	\$87,622,000	2.58	215.6%	2.3%	60,315	1.18	-	Y
5112	Software Publishers	26	238	\$77,649,000	0.93	116.8%	25.2%	88,954	1.73	-	Y
3333	Commercial and Service Industry Machinery Manufacturing	11	112	\$14,043,000	1.76	-19.3%	0.5%	43,177	0.84	-	Y
3343	Audio and Video Equipment Manufacturing	2	28	\$16,220,000	2.03		-5.0%	35,596	0.69	-	Y
3332	Industrial Machinery Manufacturing	2	10	\$1,033,000	0.13	61.4%	5.8%	44,176	0.86	-	Y
3346	Manufacturing and Reproducing Magnetic and Optical Media	1	5	\$520,000	0.48	67.2%	-26.6%	81,404	1.59	-	Y
Performing Arts	42	422	\$36,504,000	1.69	30.1%	18.2%		-	Strong-Advancing		
7115	Independent Artists, Writers, and Performers	16	338	\$27,247,000	8.53	-3.5%	4.6%	62,584	1.22	-	
7113	Promoters of Performing Arts, Sports, and Similar Events	12	40	\$5,715,000	0.40	79.6%	33.5%	49,436	0.96	-	
7111	Performing Arts Companies	10	27	\$2,206,000	0.30	-18.7%	6.4%	41,648	0.81	-	
7114	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	4	17	\$1,336,000	0.80	32.1%	44.2%	71,457	1.39	-	
Printing Services	33	379	\$51,196,000	1.19	15.3%	-2.8%		-	Strong-Advancing		
3231	Printing and Related Support Activities	33	379	\$51,196,000	1.19	15.3%	-2.8%	40,211	0.78	-	
Water Transportation	25	193	\$42,687,000	2.20	139.5%	-1.7%		-	Strong-Advancing		
4832	Inland Water Transportation	17	154	\$34,304,000	8.48		0.4%				
4883	Support Activities for Water Transportation	8	39	\$8,383,000	0.56	139.5%	-2.3%	41,308	0.80		

Source: InfoUSA 2016. Analysis performed by the FIU Metropolitan Center

City of Doral: High Location Quotient, Declining Employment Industry Clusters											
Industry Cluster	Firms	Employees	Sales Revenue	Local LQ (vs. US)	County Emp. Growth 2012 - 2016	US Emp. Growth 2012-2016	Avg. Annual Wage (County)	Wage LQ	Cluster Status (LQ-Growth)	Advanced Industry?	
Aerospace Vehicles and Defense	27	798	\$98,813,000	1.28	-5.1%	-2.5%			Strong-Declining		
3345 Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	21	646	\$58,422,000	2.31	-2.2%	-0.8%	85,688	1.67		Y	
3364 Aerospace Product and Parts Manufacturing	6	152	\$40,391,000	0.44	-10.1%	-3.8%	55,934	1.09		Y	
Communications Equipment and Services	99	730	\$422,227,000	2.18	-4.0%	-18.0%		-	Strong-Declining		
5179 Other Telecommunications	29	336	\$133,722,000	6.02	7.8%	-28.1%	91,033	1.77	-	Y	
5172 Wireless Telecommunications Carriers (except Satellite)	53	212	\$181,153,000	2.47	-37.3%	-23.1%	100,038	1.95	-	Y	
5152 Cable and Other Subscription Programming	6	88	\$87,107,000	2.22	2.9%	-25.1%	132,007	2.57	-	Y	
3342 Communications Equipment Manufacturing	7	75	\$15,452,000	1.24	32.0%	-20.8%	62,677	1.22	-	Y	
3359 Other Electrical Equipment and Component Manufacturing	4	19	\$4,793,000	0.20	39.8%	3.5%	44,799	0.87	-	Y	
Education and Knowledge Creation	100	637	\$11,892,000	1.25	-7.5%	10.6%		-	Strong-Declining		
6116 Other Schools and Instruction	31	201	\$8,073,000	0.68	-6.9%	17.7%	30,001	0.58	-		
6117 Educational Support Services	11	53	\$2,442,000	0.44	9.6%	17.0%	75,694	1.47	-		
6115 Technical and Trade Schools	7	46	\$1,377,000	0.48	-16.7%	-11.9%	48,132	0.94	-		



City of Doral: Low Location Quotient, Growing Employment Industry Clusters											
Industry Cluster		Firms	Employees	Sales Revenue	Local LQ (vs. US)	County Emp. Growth 2012 - 2016	US Emp. Growth 2012-2016	Avg. Annual Wage (County)	Wage LQ	Cluster Status (LQ-Growth)	Advanced Industry?
Business Services		832	9,786	\$1,350,741,000	0.88	17.7%	11.0%		-	Weak-Advancing	
5413	Architectural, Engineering, and Related Services	111	4,436	\$700,271,000	4.23	29.7%	5.3%	72,025	1.40	-	Y
5416	Management, Scientific, and Technical Consulting Services	246	1,908	\$151,209,000	1.92	17.2%	18.2%	77,086	1.50	-	Y
5419	Other Professional, Scientific, and Technical Services	62	678	\$65,950,000	1.35	15.5%	10.9%	52,151	1.02	-	
5411	Legal Services	98	520	\$94,491,000	0.64	4.3%	-0.1%	101,025	1.97	-	
5619	Other Support Services	63	460	\$45,683,000	2.10	50.2%	4.5%	31,954	0.62	-	
5415	Computer Systems Design and Related Services	58	427	\$59,461,000	0.30	32.9%	20.1%	92,960	1.81	-	Y
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	77	316	\$38,267,000	0.45	9.9%	8.1%	71,803	1.40	-	
5182	Data Processing, Hosting, and Related Services	11	269	\$43,669,000	1.22	-17.5%	17.9%	87,581	1.71	-	Y
5614	Business Support Services	18	258	\$29,453,000	0.39	37.9%	9.3%	34,736	0.68	-	
5613	Employment Services	32	138	\$13,957,000	0.05	25.3%	11.1%	30,860	0.60	-	
5321	Automotive Equipment Rental and Leasing	22	118	\$40,978,000	0.80	-4.5%	18.5%	42,254	0.82	-	
4859	Other Transit and Ground Passenger Transportation	11	114	\$7,447,000	1.53	-2.1%	13.4%	34,043	0.66	-	
5511	Management of Companies and Enterprises	12	92	\$55,657,000	0.06	20.7%	11.0%	122,813	2.39	-	
4853	Taxi and Limousine Service	10	49	\$2,755,000	0.86	16.6%	6.0%	28,800	0.56	-	
5331	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	1	3	\$1,493,000	0.18	1.7%	-2.7%	84,564	1.65	-	
Financial Services		173	1,490	\$460,554,000	0.59	3.4%	2.5%		-	Weak-Advancing	
5221	Depository Credit Intermediation	55	564	\$130,475,000	0.47	-4.5%	-2.2%	78,955	1.54	-	
5239	Other Financial Investment Activities	67	480	\$110,197,000	1.43	0.0%	28.8%	137,065	2.67	-	
5222	No depository Credit Intermediation	42	369	\$176,425,000	0.82	20.0%	4.3%	96,490	1.88	-	
5223	Activities Related to Credit Intermediation	4	57	\$26,285,000	0.26	24.7%	7.5%	96,286	1.88	-	
5231	Securities and Commodity Contracts Intermediation and Brokerage	2	9	\$4,812,000	0.03	7.5%	1.7%	230,800	4.50	-	
5232	Securities and Commodity Exchanges	2	8	\$9,166,000	2.28		-30.5%			-	
5259	Other Investment Pools and Funds	1	3	\$3,194,000	0.68	-49.2%	-84.4%	58,498	1.14	-	



City of Doral: Low Location Quotient, Growing Employment Industry Clusters continued...										
Industry Cluster	Firms	Employees	Sales Revenue	Local LQ (vs. US)	County Emp. Growth 2012 - 2016	US Emp. Growth 2012-2016	Avg. Annual Wage (County)	Wage LQ	Cluster Status (LQ-Growth)	Advanced Industry?
Insurance Services	117	1,146	\$266,578,000	0.69	18.9%	10.3%		-	Weak-Advancing	
5242 Agencies, Brokerages, and Other Insurance Related Activities	110	1,063	\$175,865,000	1.34	29.7%	21.6%	67,278	1.31	-	
5241 Insurance Carriers	7	83	\$90,713,000	0.10	10.1%	1.6%	88,746	1.73	-	
Construction Products and Services	50	486	\$176,762,000	0.33	29.4%	9.5%		-	Weak-Advancing	
2362 Nonresidential Building Construction	23	110	\$35,299,000	0.20	62.3%	15.8%	67,381	1.31	-	
3273 Cement and Concrete Product Manufacturing	2	83	\$8,071,000	0.62	19.6%	14.3%	54,322	1.06	-	
3329 Other Fabricated Metal Product Manufacturing	3	79	\$9,882,000	0.41	2.3%	-1.4%	39,214	0.76	-	
3241 Petroleum and Coal Products Manufacturing	4	69	\$101,206,000	0.88	-12.5%	-0.6%	62,918	1.23	-	Y
2379 Other Heavy and Civil Engineering Construction	7	46	\$5,305,000	0.61	-6.9%	5.9%	55,863	1.09	-	
2371 Utility System Construction	3	43	\$10,755,000	0.13	45.1%	11.5%	59,010	1.15	-	
3279 Other Nonmetallic Mineral Product Manufacturing	6	33	\$3,756,000	0.60	28.2%	13.2%	40,273	0.78	-	Y
3324 Boiler, Tank, and Shipping Container Manufacturing	2	23	\$2,488,000	0.36	32.7%	-7.2%	39,505	0.77	-	
Metalworking Technology	22	404	\$52,956,000	0.62	39.5%	-1.9%		-	Weak-Advancing	
3339 Other General Purpose Machinery Manufacturing	15	222	\$33,572,000	1.22	21.6%	0.4%	46,599	0.91	-	Y
3327 Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	5	121	\$12,243,000	0.49	13.2%	-4.2%	42,606	0.83	-	
3328 Coating, Engraving, Heat Treating, and Allied Activities	1	32	\$3,760,000	0.33	57.0%	-1.4%	43,060	0.84	-	
3335 Metalworking Machinery Manufacturing	1	29	\$3,381,000	0.23		-0.8%	29,452	0.57	-	
Downstream Chemical Products	11	259	\$158,954,000	0.91	2.1%	2.2%		-	Weak-Advancing	
3255 Paint, Coating, and Adhesive Manufacturing	3	104	\$99,843,000	2.37	36.9%	4.9%	47,259	0.92	-	
3256 Soap, Cleaning Compound, and Toilet Preparation Manufacturing	4	72	\$19,861,000	0.95	18.8%	3.8%	39,084	0.76	-	
3251 Basic Chemical Manufacturing	3	59	\$34,003,000	0.56		3.1%			-	Y
3259 Other Chemical Product and Preparation Manufacturing	1	24	\$5,247,000	0.41	45.4%	-3.2%	51,460	1.00	-	Y



City of Doral: Low Location Quotient, Growing Employment Industry Clusters continued...											
Industry Cluster		Firms	Employees	Sales Revenue	Local LQ (vs. US)	County Emp. Growth 2012 - 2016	US Emp. Growth 2012-2016	Avg. Annual Wage (County)	Wage LQ	Cluster Status (LQ-Growth)	Advanced Industry?
Food Processing and Manufacturing		20	241	\$92,206,000	0.35	35.4%	16.2%		-	Weak-Advancing	
3118	Bakeries and Tortilla Manufacturing	8	86	\$2,816,000	0.39	33.0%	10.3%	30,938	0.60	-	
3119	Other Food Manufacturing	5	77	\$31,781,000	0.51	14.9%	21.2%	41,426	0.81	-	
3115	Dairy Product Manufacturing	1	40	\$36,781,000	0.40	4.9%	5.9%	39,306	0.77	-	
3121	Beverage Manufacturing	5	35	\$18,267,000	0.21	99.8%	34.4%	55,241	1.08	-	
3112	Grain and Oilseed Milling	1	3	\$2,561,000	0.07		-0.4%			-	
Medical Devices		15	190	\$29,278,000	0.87	0.3%	0.0%		-	Weak-Advancing	
3391	Medical Equipment and Supplies Manufacturing	15	190	\$29,278,000	0.87	0.3%	0.0%	58,978	1.15	-	Y
Downstream Metal Products		11	177	\$20,085,000	0.58	24.2%	6.0%		-	Weak-Advancing	
3323	Architectural and Structural Metals Manufacturing	7	115	\$13,969,000	0.44	29.6%	6.9%	39,249	0.76	-	
3325	Hardware Manufacturing	2	40	\$4,773,000	2.26		7.4%			-	
3322	Cutlery and Hand tool Manufacturing	2	22	\$1,343,000	0.81	-80.6%	-3.4%	29,539	0.58	-	
Paper and Packaging		11	175	\$37,922,000	0.67	28.1%	-2.6%		-	Weak-Advancing	
3222	Converted Paper Product Manufacturing	10	155	\$29,205,000	0.81	24.8%	-0.6%	50,609	0.99	-	
3221	Pulp, Paper, and Paperboard Mills	1	20	\$8,717,000	0.28		-7.9%	50,753	0.99	-	
Jewelry and Precious Metals		24	157	\$21,423,000	0.78	39.3%	3.9%		-	Weak-Advancing	
3399	Other Miscellaneous Manufacturing	24	157	\$21,423,000	0.78	39.3%	3.9%	49,078	0.96	-	Y
Automotive		13	125	\$34,754,000	0.18	17.2%	18.0%		-	Weak-Advancing	
3363	Motor Vehicle Parts Manufacturing	6	41	\$6,421,000	0.10	-5.3%	18.0%	68,346	1.33	-	Y
3361	Motor Vehicle Manufacturing	2	40	\$22,162,000	0.26		21.4%			-	Y
3369	Other Transportation Equipment Manufacturing	3	24	\$3,785,000	1.00		4.4%	49,148	0.96	-	Y
3362	Motor Vehicle Body and Trailer Manufacturing	2	20	\$2,386,000	0.18	18.6%	17.0%	39,344	0.77	-	Y
Video Production and Distribution		17	113	\$44,833,000	0.37	17.8%	14.5%		-	Weak-Advancing	
5121	Motion Picture and Video Industries	17	113	\$44,833,000	0.37	17.8%	14.5%	65,280	1.27	-	



Selecting Target Industry Clusters

Selecting priority, target industry clusters and industries — those in which investments and support will yield the greatest likelihood of success and economic reward — depends on a variety of factors. They include:

- Total size, by local employment (in Doral): Developing policy that helps retain and grow the City's largest employment industry clusters is fundamental to employment growth, ensures string multipliers of invested dollars, and helps stabilize the economy in times of transition;
- Economic concentration, as measured by location quotient, which indicates that a local cluster is outperforming similar clusters in other economies: High LQ, or **Strong** local industries are strong public investment bets;
- Local and U.S. growth rates: Recent growth performance at the local and national level indicates that the cluster is growing without the need for large outside investment, and is being driven by other market forces;
- Wage performance: Targeting clusters, or cluster component industries with high wages relative to other industries, or above regional, also increases the overall return on public investment — clusters and industries with higher than average wages deliver greater economic multipliers, increase local spending faster, and generally are more stable, flexible and nimble in periods of economic downturn. Industries with higher wages and skills also produce higher rates of entrepreneurs who start their own ventures; and
- Advanced Industries concentration: Clusters with a high proportion of advanced industries indicate they have higher embedded levels of skills, educational requirements, wages, intellectual property, and for the most part outperform the rest of the economy.

Based on a balanced consideration of these factors, the Center recommends the following clusters, with a particular focus on the high wage and advanced industry segments in each, as the City's strategic priority target industries. Based on our analysis, directing program, resources, support at these clusters and industries will:

- Deliver the largest potential economic impact across the rest of the Doral economy;
- Ensure the best use of scarce public resources; and
- Provide the best range of new employment and income mobility opportunities for Doral residents.



City of Doral: Strategic Priority Target Industry Clusters

Industry Cluster & Target Sub-Industries	Firms	Employees	Sales Revenue	Local LQ (vs. US)	County Employment Growth 2012 - 2016	US Employment Growth 2012-2016	Average Annual Wage (County)	Wage LQ	Cluster Status (LQ-Growth)	Advanced Industry?
Distribution and Electronic Commerce	852	16,906	\$42,144,266,000	3.61	0.9%	8.8%	-	-	Strong-Advancing	
4234 Professional and Commercial Equipment and Supplies Merchant Wholesalers	98	2,749	\$2,996,038,000	6.23	-3.1%	-0.5%	91,539	1.78	-	
4239 Miscellaneous Durable Goods Merchant Wholesalers	338	2,742	\$2,587,977,000	13.10	5.5%	-3.1%	49,005	0.95	-	
4238 Machinery, Equipment, and Supplies Merchant Wholesalers	113	2,034	\$1,542,590,000	4.33	-0.1%	1.0%	60,162	1.17	-	
4236 Household Appliances and Electrical and Electronic Goods Merchant Wholesalers	80	1,456	\$1,894,789,000	6.23	0.5%	4.0%	70,783	1.38	-	
Transportation and Logistics	541	7,997	\$1,026,555,000	4.44	14.0%	8.2%	-	-	Strong-Advancing	
4885 Freight Transportation Arrangement	354	6,408	\$561,339,000	42.33	4.6%	13.1%	51,128	1.00	-	
4811 Scheduled Air Transportation	59	470	\$284,454,000	1.51	20.5%	5.0%	79,617	1.55	-	
4882 Support Activities for Rail Transportation	17	171	\$22,913,000	7.40		19.5%			-	
Hospitality and Tourism	186	7,560	\$16,181,413,000	2.60	11.4%	9.6%	-	-	Strong-Advancing	
5615 Travel Arrangement and Reservation Services	46	3,905	\$15,761,707,000	25.18	14.4%	12.5%	41,164	0.80	-	
Local Entertainment and Media	15	4,841	\$148,393,000	31.09	7.1%	2.0%	-	-	Strong-Advancing	
5151 Radio and Television Broadcasting	15	4,841	\$148,393,000	31.09	7.1%	2.0%	91,254	1.78	-	
Marketing, Design, and Publishing	154	2,883	\$200,520,000	2.90	8.5%	5.8%	-	-	Strong-Advancing	
5418 Advertising, Public Relations, and Related Services	96	714	\$150,522,000	2.06	17.5%	11.0%	71,115	1.39	-	
5414 Specialized Design Services	31	160	\$16,496,000	1.61	14.7%	14.7%	51,549	1.00	-	
Apparel	9	2,870	\$878,242,000	22.77	5.6%	-9.4%	-	-	Strong-Advancing	
3152 Cut and Sew Apparel Manufacturing	5	2,744	\$868,843,000	38.15	2.4%	-15.8%	36,257	0.71	-	
Information Technology and Analytical Instruments	70	1,721	\$285,312,000	2.16	39.5%	5.7%	-	-	Strong-Advancing	
3344 Semiconductor and Other Electronic Component Manufacturing	13	1,031	\$88,225,000	4.01	-45.8%	-4.3%	30,620	0.60	-	Y
3341 Computer and Peripheral Equipment Manufacturing	15	297	\$87,622,000	2.58	215.6%	2.3%	60,315	1.18	-	Y
5112 Software Publishers	26	238	\$77,649,000	0.93	116.8%	25.2%	88,954	1.73	-	Y
Performing Arts	42	422	\$36,504,000	1.69	30.1%	18.2%	-	-	Strong-Advancing	
7115 Independent Artists, Writers, and Performers	16	338	\$27,247,000	8.53	-3.5%	4.6%	62,584	1.22	-	
Aerospace Vehicles and Defense	27	798	\$98,813,000	1.28	-5.1%	-2.5%	-	-	Strong-Declining	
3345 Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	21	646	\$58,422,000	2.31	-2.2%	-0.8%	85,688	1.67	-	Y
Education and Knowledge Creation	100	637	\$11,892,000	1.25	-7.5%	10.6%	-	-	Strong-Declining	
6117 Educational Support Services	11	53	\$2,442,000	0.44	9.6%	17.0%	75,694	1.47	-	
6115 Technical and Trade Schools	7	46	\$1,377,000	0.48	-16.7%	-11.9%	48,132	0.94	-	
Business Services	832	9,786	\$1,350,741,000	0.88	17.7%	11.0%	-	-	Weak-Advancing	
5413 Architectural, Engineering, and Related Services	111	4,436	\$700,271,000	4.23	29.7%	5.3%	72,025	1.40	-	Y
5416 Management, Scientific, and Technical Consulting Services	246	1,908	\$151,209,000	1.92	17.2%	18.2%	77,086	1.50	-	Y
5182 Data Processing, Hosting, and Related Services	11	269	\$43,669,000	1.22	-17.5%	17.9%	87,581	1.71	-	Y
Financial Services	173	1,490	\$460,554,000	0.59	3.4%	2.5%	-	-	Weak-Advancing	
5239 Other Financial Investment Activities	67	480	\$110,197,000	1.43	0.0%	28.8%	137,065	2.67	-	
Insurance Services	117	1,146	\$266,578,000	0.69	18.9%	10.3%	-	-	Weak-Advancing	
5242 Agencies, Brokerages, and Other Insurance Related Activities	110	1,063	\$175,865,000	1.34	29.7%	21.6%	67,278	1.31	-	
Medical Devices	15	190	\$29,278,000	0.87	0.3%	0.0%	-	-	Weak-Advancing	
3391 Medical Equipment and Supplies Manufacturing	15	190	\$29,278,000	0.87	0.3%	0.0%	58,978	1.15	-	Y
Video Production and Distribution	17	113	\$44,833,000	0.37	17.8%	14.5%	-	-	Weak-Advancing	
5121 Motion Picture and Video Industries	17	113	\$44,833,000	0.37	17.8%	14.5%	65,280	1.27	-	

City of Doral: Priority Target Industry Clusters
Industry Cluster & Target Sub-Industries

Manufacturing		Firms	Employees
Information Technology and Analytical Instruments		70	1,721
3344	Semiconductor and Other Electronic Component Manufacturing	13	1,031
3341	Computer and Peripheral Equipment Manufacturing	15	297
5112	Software Publishers	26	238
Apparel		9	2,870
3152	Cut and Sew Apparel Manufacturing	5	2,744
Aerospace Vehicles and Defense		27	798
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	21	646
Medical Devices		15	190
3391	Medical Equipment and Supplies Manufacturing	15	190

Distribution & Transportation		Firms	Employees
Distribution and Electronic Commerce		852	16,906
4234	Professional and Commercial Equipment and Supplies Merchant Wholesalers	98	2,749
4239	Miscellaneous Durable Goods Merchant Wholesalers	338	2,742
4238	Machinery, Equipment, and Supplies Merchant Wholesale	113	2,034
4236	Household Appliances and Electrical and Electronic Goods Merchant Wholesalers	80	1,456
Transportation and Logistics		541	7,997
4885	Freight Transportation Arrangement	354	6,408
4811	Scheduled Air Transportation	59	470
4882	Support Activities for Rail Transportation	17	171

Services		Firms	Employees
Business Services		832	9,786
5413	Architectural, Engineering, and Related Services	111	4,436
5416	Management, Scientific, and Technical Consulting Services	246	1,908
5182	Data Processing, Hosting, and Related Services	11	269
Financial Services		173	1,490
5239	Other Financial Investment Activities	67	480
Insurance Services		117	1,146
5242	Agencies, Brokerages, and Other Insurance Related Activities	110	1,063
Hospitality and Tourism		186	7,560
5615	Travel Arrangement and Reservation Services	46	3,905

Information, Design, Media		Firms	Employees
Local Entertainment and Media		15	4,841
5151	Radio and Television Broadcasting	15	4,841
Marketing, Design, and Publishing		154	2,883
5418	Advertising, Public Relations, and Related Services	96	714
5414	Specialized Design Services	31	160
Performing Arts		42	422
7115	Independent Artists, Writers, and Performers	16	338
Education and Knowledge Creation		100	637
6117	Educational Support Services	11	53
6115	Technical and Trade Schools	7	46
Video Production and Distribution		17	113
5121	Motion Picture and Video Industries	17	113



Traffic and Transportation

The time and cost of congestion, increased commute times, and lost productivity due to travel delays are tangible economic concerns for today’s employers, and play an increasingly important role in business location and expansion decisions. According to 2015 ACS estimates, 83.7 percent of the City of Doral’s employed population 16+ years of age commute to work each day by truck, car, van and drive alone compared to 79.2 in Miami-Dade County, as a whole. An estimated 8.7 percent of the City’s workers carpool and 0.9 percent use public transportation. The mean travel time to work (one-way) is 26.4 minutes which is slightly less than the County (29.9 minutes).

According to the Florida Department of Transportation (FDOT), all of the City’s main east-west roadways — NW 58th St., NW 36th St., NW 25th St., and NW 12th St. — are congested at rush hour, operating at Level of Service (LOS) D or worse. Mean travel time to work for Doral residents, at 26.4 minutes, is less than the County average of 29 minutes, but note that almost 42 percent of Doral residents travel 30 minutes or more to work.

Doral is in many ways a victim of its own success. This study has noted that the significant mismatch between worker inflow and resident worker outflow, in addition to increasing truck traffic, is driving Doral’s congestion problems. Doral’s transportation issues are a function of land use, employment location, and limited roadway capacity. ***Doral’s wildly successful economic growth has created traffic congestion problems that, if not addressed, may grind the City’s transportation to a halt, and threaten its future economic growth. Failure to significantly reduce increasing traffic congestion will also threaten the quality of life it offers to its residents.***

The mismatch between Doral’s workforce and employment opportunities has resulted in a significant daily commute trip flow entering and leaving Doral: an estimated 73,000 non-resident workers stream into Doral every day and about 15,000 Doral residents commute to other places. This huge demand has been a significant contributor to the congestion problems in and around Doral.

If the current trend continues, traffic gridlock will get much worse in the future. According to the Southeast Regional Planning Model (SERPM), by the year 2040 about 29,000 Doral workers would need to leave Doral for job opportunities with another 76,700 non-resident workers commuting into Doral every day (see table below).

Doral	Census LEHD 2014	ACS 2015	Model Year 2040
Households		15,038	27,193
Residents		51,382	80,161
Employment	77,612		103,836
Resident workers	19,621	23,446	37,270
Inside Doral	4,678	7,620	8,160
Outside Doral	14,943	15,826	29,110
Non-resident workers	72,934		76,710



Much of the regional focus on alleviating commuter transportation congestion has focused on building new road and rail capacity serving East-West travel. However, a significant portion of Doral’s commuter traffic is generated by workers who live to the north and south of Doral. The following table and maps shows the top cities where Doral residents work and where Doral workers live.

Where Doral Residents Work		
Doral	8,160	22%
Miami	5,560	15%
MIA	4,320	12%
Hialeah	2,970	8%
Miami Beach	2,240	6%
Medley	1,270	3%
Sweetwater	1,240	3%
Coral Gables	950	3%
Kendall	930	2%
Miami Lakes	750	2%
University Park	680	2%
Hialeah Gardens	510	1%
All Other Locations	7,690	21%
Total	37,270	100%

Where Doral Workers Live		
Miami	12,750	15%
Hialeah	8,300	10%
Doral	8,160	10%
Fountainebleau	4,470	5%
Tamiami	3,530	4%
Miami Beach	3,210	4%
Kendall	3,140	4%
Kendale Lakes	2,630	3%
Miami Gardens	2,060	2%
Westchester	1,660	2%
The Hammocks	1,640	2%
Sweetwater	1,620	2%
All Other Locations	31,700	37%
Total	84870	100%

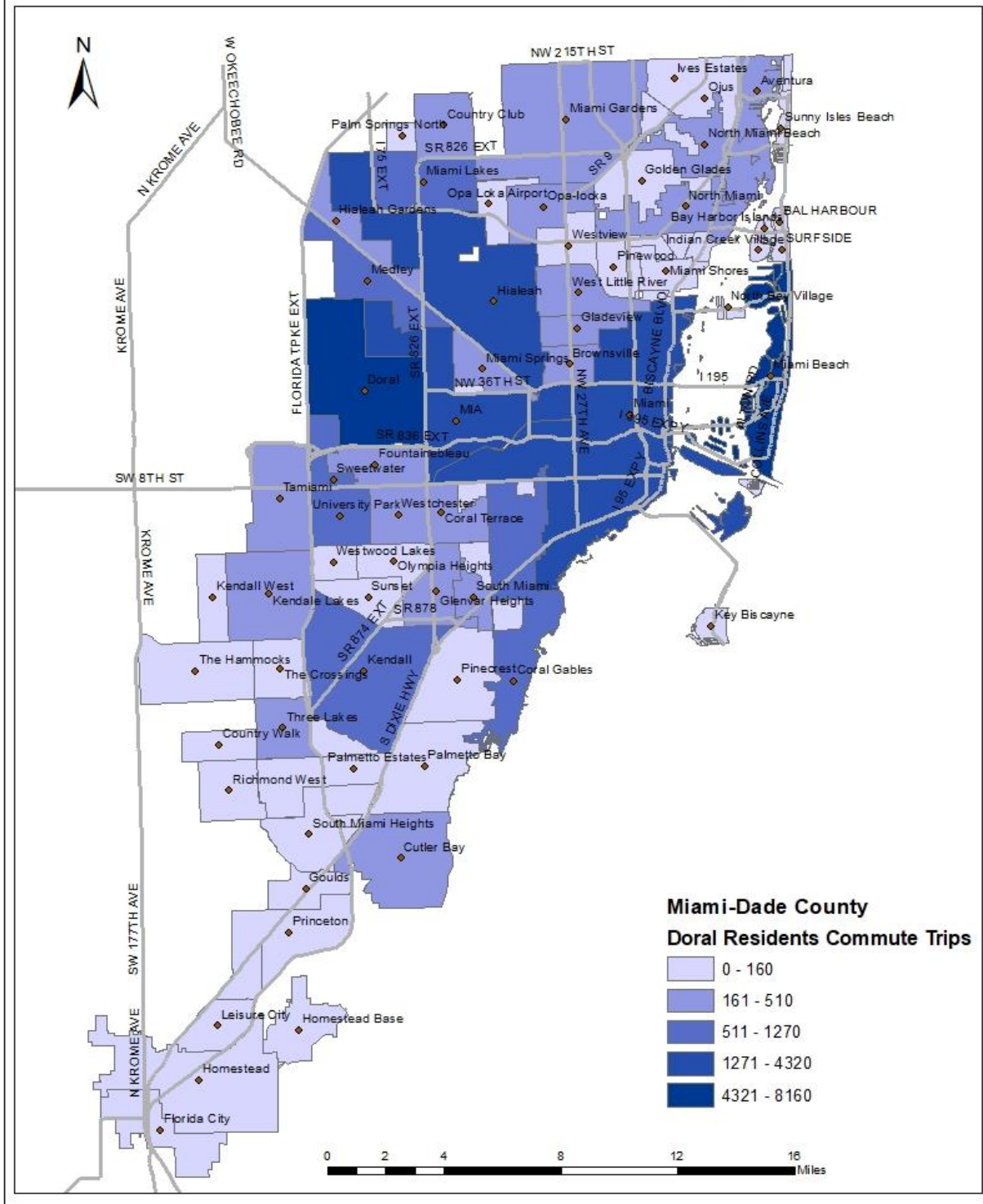
Source: Southeast Regional Planning Model 2040 output.



Travel and Commute Patterns, Doral and Miami-Dade County 2015.		
Category	Doral	Miami-Dade
Workers 16 years and over	23,446	1,184,481
MEANS OF TRANSPORTATION TO WORK		
Car, truck, or van	92.4%	86.1%
Drove alone	83.7%	76.9%
Carpooled	8.7%	9.2%
In 2-person carpool	7.1%	7.0%
In 3-person carpool	1.1%	1.4%
In 4-or-more person carpool	0.5%	0.9%
Public transportation (excluding taxicab)	0.9%	5.5%
Walked or bicycled	0.6%	2.8%
Taxicab, motorcycle, or other means	0.5%	1.3%
Worked at home	5.6%	4.3%
PLACE OF WORK		
Worked in state of residence	99.50%	99.4%
Worked in county of residence	95.1%	92.4%
Worked outside county of residence	4.4%	7.0%
Worked outside state of residence	0.5%	0.6%
Living in a place	100.0%	92.0%
Worked in place of residence	32.5%	22.5%
Worked outside place of residence	67.50%	69.5%
Not living in a place	0.0%	8.0%
Living in 12 selected states	0.0%	0.0%
Worked in minor civil division of residence	0.0%	0.0%
Worked outside minor civil division of residence	0.0%	0.0%
Not living in 12 selected states	100.0%	100.0%
Workers 16 years and over who did not work at	22,137	1,133,115
TRAVEL TIME TO WORK		
Less than 10 minutes	5.6%	5.4%
10 to 14 minutes	11.6%	9.6%
15 to 19 minutes	23.2%	11.9%
20 to 24 minutes	13.1%	16.2%
25 to 29 minutes	4.6%	6.0%
30 to 34 minutes	16.3%	20.8%
35 to 44 minutes	8.2%	9.0%
45 to 59 minutes	11.4%	10.6%
60 or more minutes	5.9%	10.4%
Mean travel time to work (minutes)	26.4	29.9
VEHICLES AVAILABLE		
Workers 16 years and over in households	23,446	1,179,516
No vehicle available	0.9%	4.4%
1 vehicle available	22.0%	25.8%
2 vehicles available	53.4%	41.5%
3 or more vehicles available	23.7%	28.3%

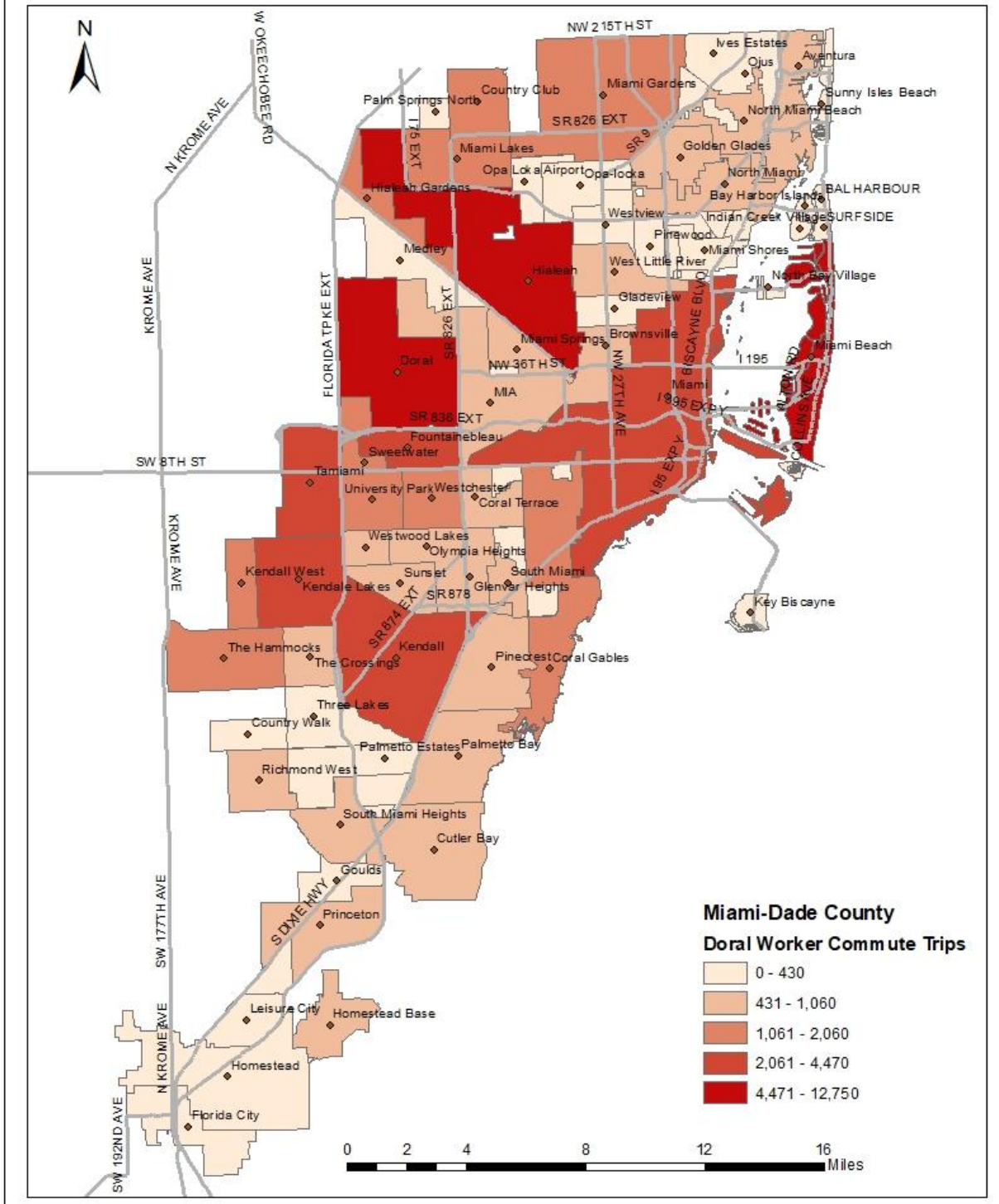
Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates

Doral Resident Commute Trips





Doral Worker Commute Trips



The City's update to the Transportation Element of the City's Comprehensive Plan proposes the addition of new road lanes. Unfortunately, Doral has almost no space for new road lanes and will find large-scale transportation infrastructure investments challenging to finance with reduced transportation funding from the state and federal governments. Notably, the update to the City's Transportation Element found:

Increasing multimodal capacity has been the goal of the City to achieve a balance in the community. Notably, a 5% modal shift towards alternative modes will reduce most of the need for roadway widening on all but one roadway segment in 2025 projects, and a 30% modal shift will reduce the need to widen 80% of the projected roadways requiring additional capacity.

In this environment, traditional transportation solutions stressing the building of additional capacity — either road or mass transit — may not be possible in the near or mid-term. Doral will need to consider more creative alternatives aimed at reducing the number of daily trips and the number of vehicles on the road, including land use strategies, new technology, ride-sharing, housing, and disciplined job development strategies to solve its transportation issues.



Doral's Evolving Economy: What are the New Sources of Growth?

The City of Doral has the platform for sustained jobs growth — an advanced industry sector mix, highly educated and skilled resident workforce, and skilled local leadership. Yet its future growth is not guaranteed. Doral has grown based on the availability of land, its key central location, transportation access, proximity to major regional assets and employers, and supportive government services (including taxes), growth, and development policy. Over the next two decades, however, the patterns, structure, and types of new economic growth and job creation in the City will change significantly.

The most significant local limits to growth are the City's shrinking inventory of undeveloped land. Like the rest of the County, Doral is approaching full build-out of its commercial and industrial land area, and even less vacant land is available for new residential development.

Only 205 acres of vacant industrial/commercial zoned property remains in the City of Doral, the bulk of which is contained in the 175-acre Buck-Lemon property fronting NW 141st Street (the fate of the 162-acre former SouthCom property on NW 25th Street is unknown at the time of this writing). If developed entirely as industrial or office parks, the City's vacant acreage inventory could provide at most between 17,000 and 32,000 new jobs, a 17 to 32 percent increase in Doral's jobs base. In addition, the City's planned annexations will add built-out land with established industry and office uses.

This means that the age of large jobs producing projects, or large-scale re-locations is over and will occur infrequently. Small business growth has traditionally been extremely important in Doral — an estimated 83.2 percent of the entire City's employment is in businesses employing less than 20 people. Doral's future growth will be driven by:

- The expansion of existing, small businesses employing less than 50 people;
- Existing businesses improving competitiveness through investments in new technology, productivity, and more skilled labor;
- Growth through acquisition of existing businesses;
- New small business creation and entrepreneurship; and
- The conversion and/or demolition of outdated existing buildings to new uses.
- The study team is aware of the City's annexation applications. However, in the context of the challenges created by the City's economic dynamics, choices relative to the development of the City's now precious remaining land inventory must be made with extreme care in order not to exacerbate problems which may damage the quality of life that has made Doral such a popular destination for residents and businesses.
- Future development policy, discussed in detail in the Policy report to follow, must be careful to consider different objectives, especially the quality of development, and more importantly, the relationship and balance between job creating development uses and the City's inventory of residential units.

In addition, local economic competitiveness is being redefined in light of key structural problems in metropolitan economies across the United States. Across the nation, community leaders are developing

new thinking, strategies, and programs to address the pressing issues of stagnant income growth for households in the lower 75 percent of incomes, continuing differences in regional employment opportunity, a growing income gap between households at the top, middle, and bottom of the income spectrum, slowing upward income mobility and persistent poverty in almost all urban areas.

Simple, traditional measures of the **quantity** of jobs created is not enough. Increasingly, local economies that successfully compete in the global economy will be defined by the following common characteristics:

- Balanced, diverse economies with more stable employment that better resist business cycle swings;
- A local labor force with the skills and brainpower to support globally competitive businesses, and obtain higher-wage, high-skilled employment opportunities;
- Rising household incomes across the income spectrum, and reduced income disparity between the top and bottom of the income ladder;
- Efficiently allocating resources to stimulate new economic growth;
- Growing strong local innovation, entrepreneurship and business development networks to convert brainpower into wealth through innovation and entrepreneurship, and support innovation and adoption of new technology, even in traditional industries, to improve business competitiveness and performance;
- Supporting broader access to business ownership, as a way to both grow new jobs, and grow family wealth. Owning a business is one of the best ways to grow family wealth and provide employment opportunities for the community, but is still out of reach for too many families.
- Developing quality, connected places that have a high quality of life and that are connected to the rest of the world, and
- Strong civic collaboration — leaders who are able to collaborate and partner with businesses and other governments both large and small.

The study team is aware of the City’s annexation applications. ***However, in the context of the major problem issues created by the City’s economic dynamics, choices relative to the development of the City’s now precious remaining land inventory must be made with extreme care in order not to exacerbate problems which may damage the quality of life that has made Doral such a popular destination for residents and businesses.***

Future development policy, which will be discussed in detail in the ***Strategic Policy Recommendations Report*** to follow, must be careful to consider different objectives, especially the quality of development, and more importantly, the relationship and balance between job creating development uses and the City’s inventory of residential units. ***In essence, the City’s future development planning, policy, and decision making needs to consider economic development regulation and housing policy simultaneously and of equal importance.***