A map of South Florida showing various cities and counties. The map is color-coded with different colors for different areas. Cities labeled include Parkland, Deerfield Beach, Coconut Creek, Margate, North Lauderdale, Tamarac, Sea Ranch Lakes, Lauderdale by the Sea, Oakland, Lazy Wilton Lake Manors, Fort Lauderdale, Plantation, Davie, Dania Beach, Weston, Southwest Ranches, Cooper City, Hollywood, Pembroke Park, Hallandale Beach, Miramar, and Pamproke Pines. The Atlantic Ocean is labeled on the right side. The map also shows major roads and water bodies like Coconut Creek.

# Managing South Florida Cities in the Post-Great Recession Era

## Economic (Industrial) Development Planning

**Ned Murray, Ph.D., AICP**  
**FIU Metropolitan Center**

**November 13, 2012**

# **Broward County: Key Population Trends**

- **Total Population:**
  - > **7.7 % from 2000-2010; < 0.18% since 2008**
- **Working Age Population (20-64):**
  - > **12.4% from 2000-2010; > 1.3% since 2008**
- **Retirement Age Population (65+):**
  - > **7.7% from 2000-2010; < 1.5% since 2008**

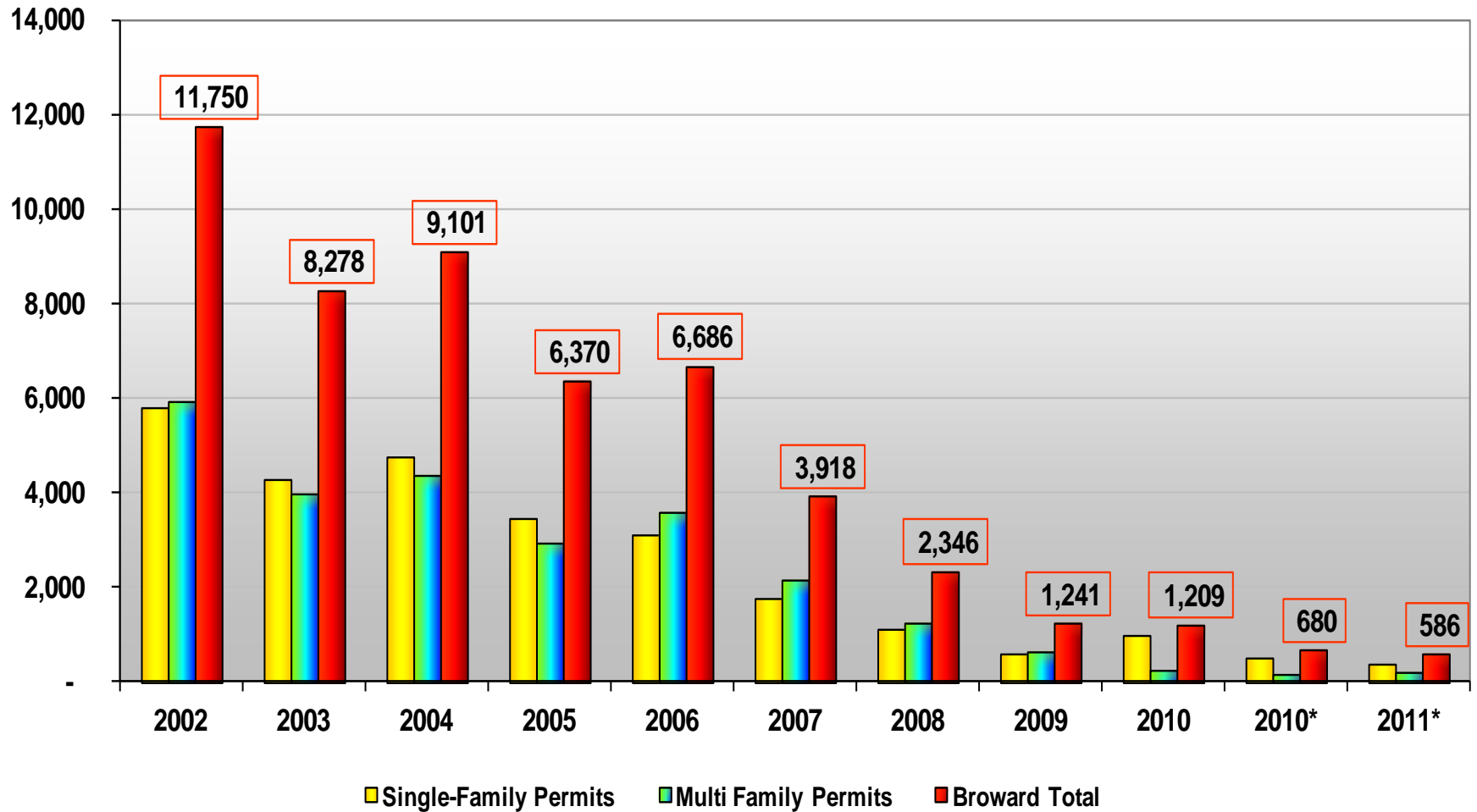
# Broward County: Key Economic Trends

- **Median Household Income:**
  - > by **15% 2000-2010;**    < by **7.4% since 2008**
- **Median Family Income:**
  - > by **15% 2000-2010;**    <by **9% since 2008**
- **Per Capita Income:**
  - > by **14% 2000-2010;**    < by **6% since 2008**

# **Broward County: Key Economic Facts**

- **81% of all business establishments < 10 employees**
- **67% of all business establishments < 5 employees**
- **Median annual average wage all occupations = \$32,552**
- **Median annual starting wage all occupations = \$19,572**

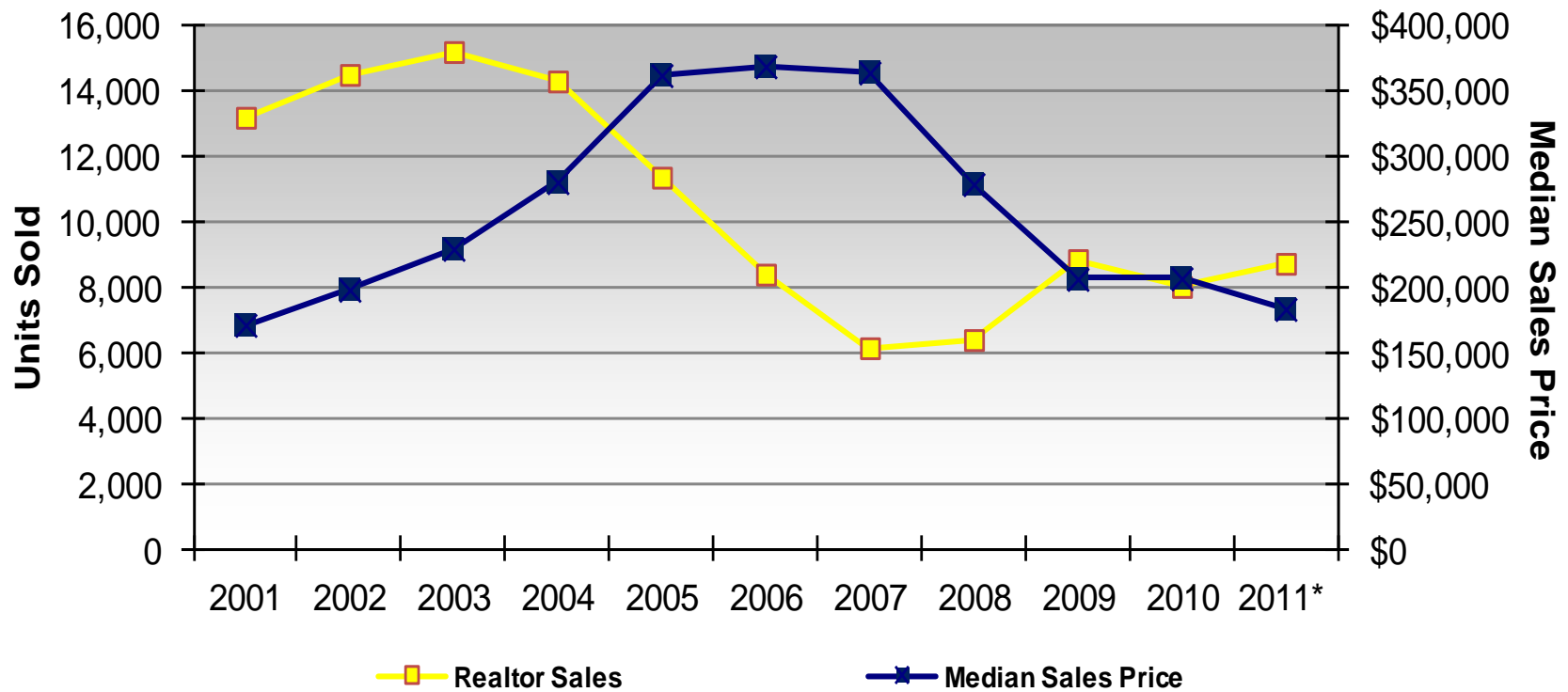
# Broward County New Building Permits: 2002-2011



Source: Reinhold P. Wolff, Inc.-Analysis and table prepared by FIU Metropolitan Center

# Broward County

## Existing Single-Family Homes Sales



Data Source: Florida Association of Realtors, 2011-Analysis and table prepared by FIU Metropolitan Center

# Broward County's Industrial Base 2000-2010

**Broward County Major Industries**

	2000		2010	
	Number of Employees	Number of Establishments	Number of Employees	Number of Establishments
<b>Retail Trade</b>	97,919	7,051	91,547	7,092
<b>Health Care and Social Assistance</b>	74,933	4,606	87,607	6,091
<b>Accommodation &amp; Food Services</b>	57,608	3,162	68,470	3,574
<b>Administrative &amp; Waste Mgmt.</b>	69,987	3,531	51,935	3,799
<b>Professional &amp; Scientific Services</b>	38,104	3,055	49,786	9,400
<b>Totals</b>	<b>338,551</b>	<b>21,405</b>	<b>349,345</b>	<b>29,956</b>

Source: U.S. Census, County Business Patterns. Table created by the FIU Metropolitan Center

# Broward County Job Loss 2007-2008

Broward County				
Total Nonagricultural Employment	789,000	766,900	22,100	2.8%
Total Private	684,900	667,800	17,100	2.5%
Goods Producing	93,100	84,100	9,000	9.7%
Finance and Insurance	44,900	39,700	5,200	11.6%
Construction	61,200	54,800	6,400	10.5%
Financial Activities	67,300	60,800	6,500	9.7%
Manufacturing	31,800	29,200	2,600	8.2%
Total Government	104,100	99,100	5,000	4.8%
Transportation, Warehousing, and Utilities	24,400	23,400	1,000	4.1%
Retail Trade	103,700	100,100	3,600	3.5%

Source: Florida Agency for Workforce Innovation; Table created by the FIU Metropolitan Center



# Broward County Employment Base Growth: 2010-2011



Industry Title	August 2010 Employment	August 2011 Employment	% Change
Total, All Industries	699,600	702,400	0.4%
Trade, Transportation, and utilities	157,700	157,700	0.0%
Education and Health Services	95,400	94,100	1.4%
Professional and Business Services	115,700	116,600	0.8%
Leisure and Hospitality	74,700	81,600	9.2%
Financial Activities	53,600	54,000	0.7%
Construction	31,900	30,100	5.6%
Public Administration	99,400	98,800	0.6%
Manufacturing	23,700	23,000	3.0%

Data Source: Source: Florida Department of Economic Opportunity



Industries	Employment		Annual Change	
	2011	2019	Total	Percent
<b>Trade, Transportation, and Utilities</b>	160,061	176,494	2,054	1.28
Utilities	1,212	1,311	12	1.02
Wholesale Trade	43,107	48,786	710	1.65
Retail Trade	95,155	103,444	1,036	1.09
Transportation and Warehousing	20,587	22,953	296	1.44
<b>Professional and Business Services</b>	119,317	143,679	3,045	2.55
Professional, Scientific, and Technical Services	54,226	66,255	1,504	2.77
Management of Companies and Enterprises	5,138	6,421	160	3.12
Administrative and Support and Waste Management	59,953	71,003	1,381	2.30
<b>Government</b>	99,355	107,139	973	0.98
<b>Education and Health Services</b>	97,936	116,220	2,286	2.33
<b>Leisure and Hospitality</b>	78,211	82,580	546	0.70
<b>Self-Employed and Unpaid Family Workers</b>	59,763	66,038	784	1.31
<b>Financial Activities</b>	53,283	58,799	690	1.29
<b>Other Services (Except Government)</b>	31,327	34,690	420	1.34
<b>Construction</b>	30,521	40,758	1,280	4.19
<b>Manufacturing</b>	24,042	23,271	-96	0.40
<b>Information</b>	16,223	16,743	65	0.40
<b>Total, All Industries</b>	<b>770,752</b>	<b>867,146</b>	<b>12,049</b>	<b>1.56</b>

# Re-thinking Economic Development

- **Economic Development = Industrial Development**
- **Targeting Infrastructure Investment**
- **Mixed-use/Transit Oriented Development in Support of Industrial Development**
- **Targeting Public Education and Workforce Development = Formalized and Tailored**

# Planning and Policy Questions

- **What Industry-Mix Do We Want to Achieve?**
- **What Occupation-Mix do We Need to Develop?**
- **Who Should be the Direct Beneficiaries?**
- **Where Do We Target Our Resources?**
- **How Will These Efforts Be Legislated, Promoted and Sustained?**

# **Understanding Begins with the Economic Base**

- **Knowledge of the Region's Economic History**
- **Assessment of Current Planning Goals and Objectives**
- **Analysis of Industry and Employment Data**
- **Assessment of the Region's "Competitiveness"**

# Fundamental Industrial Policy Considerations

- **Need to “Find Room for Industry” to Grow and Prosper**
- **Need to Target Industrial Sectors Based on the “Competitive Advantage” Model**
- **Need to Partner and Invest in Local Industries**

# Industrial Planning Strategies

- **Industrial Land (Re)Development**
  - **Industrial Retention and Expansion**
  - **Creation of an Entrepreneurial Environment**
- 
- An aerial photograph showing a large body of water in the foreground, likely a harbor or bay. In the middle ground, there are several large industrial buildings and structures. In the background, a city skyline is visible under a clear sky. The water is a deep blue, and the land is a mix of green and grey.

# Land (Re)Development

- **Inventory Existing Industrial and Commercial Land and Buildings**
  - **Consider New Land for Commercial and Industrial Uses**
  - **Target Municipal Service and Public Infrastructure Investments to Older Industrial/Commercial Corridors**
- 
- An aerial photograph of an industrial and commercial district. In the foreground, a large body of water, possibly a harbor or bay, is visible with several boats. The middle ground is filled with various industrial buildings, warehouses, and parking lots. In the background, a city skyline with several tall buildings is visible under a clear sky.



# Industrial Retention and Expansion

- **Small Business/Manufacturer Assistance**
  - ✓ **Financial – venture and debt capital**
  - ✓ **Locational – emphasis on start-up locations including incubator facilities**
  - ✓ **Technical – technology transfer programs**
  - ✓ **Marketing – help in expanding customer markets**
- **Creation of Business and Manufacturing Districts**

# **Creating an Entrepreneurial Environment**

- **Create “Formalized” and “Tailored” Workforce Development Programs**
- **Develop and Support Professional Competence Building Throughout The Economic Development Delivery System**
- **Create Small Business Development Offices at County and Municipal Levels Staffed with Trained Industry Specialists and Loaned Executives**



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**THANK YOU**