

# Florida Museum of Black History

## South Florida Location Feasibility Report



Prepared for Ten North Group

by



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## Introduction and Summary

The feasibility study for the Florida Museum of Black History identifies the City of Opa Locka in Miami-Dade County as the optimal site for this new state museum, based on its unique combination of community support, site readiness, and strategic location. Opa Locka's proposal offers a compelling case, with clear advantages that position the museum for success from inception. The following highlights underscore the strategic benefits of selecting Opa Locka as the museum's home:

**Broad Support and Partnership:** The proposal, led by the Ten North Group in partnership with the City of Opa Locka, is bolstered by multiple letters of support from elected officials, community organizations, and cultural institutions. This broad backing demonstrates strong local commitment and enthusiasm for the museum.

**Dedicated Site Control:** The City of Opa Locka and the State of Florida already control the proposed 4.5-acre site (the Opa Locka Regional Service Center at 151 Perviz Avenue), eliminating land acquisition risks and ensuring the museum can be developed without delay. Additionally, a temporary museum can be opened to the public in historic Opa Locka City Hall while the permanent museum is under construction.

**Site Readiness:** Key infrastructure is already in place at the site, as is proper zoning. The City of Opa Locka is a committed partner ready to facilitate any land development regulation changes if needed. This means the project can move swiftly into development with minimal regulatory hurdles.

**Comprehensive Development Plan:** The museum will be the centerpiece of a larger mixed-use development that includes public open space, 200 units of workforce housing, and 100,000 square feet of office/commercial space. This integrated plan not only enriches the community but also enhances the museum's economic impact and visitor draw (by creating an on-site ecosystem of residents, workers, and complementary activities).

**Strategic Location:** Opa Locka offers excellent accessibility and tourism potential. It is located near a major international gateway (Miami International Airport) and Interstate 95, making it convenient for visitors traveling from around the state, country, and world. Moreover, the city lies adjacent to several large historically Black communities – Liberty City, Overtown, Little Haiti, and Miami Gardens – situating the museum in the heart of the very heritage it will celebrate. Opa Locka also taps into Miami-Dade's existing cultural tourism infrastructure (such as the annual Art of Black Miami events and a network of museums and historic sites), providing a ready-made circuit of heritage attractions for visitors.

Collectively, these factors give Opa Locka a decisive edge. The combination of strong political/community support, a shovel-ready site, a synergistic development plan, and a prime location in Florida's cultural and demographic epicenter positions the Florida Museum of Black History for a successful launch. In summary, Opa Locka presents an exceptionally compelling case as the host city, a case that is reinforced by the comprehensive market and financial analyses in the sections that follow.

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## Public Engagement

The Florida Museum of Black History initiative in Opa Locka has received strong and enthusiastic support from both the public and elected leaders at all levels of government. On July 25, 2023, a community town hall meeting held in Opa Locka demonstrated overwhelming public enthusiasm for the museum's establishment. Over fifty community members attended this significant gathering, alongside prominent leaders including Miami-Dade County Mayor Daniella Levine Cava, Congresswoman Frederica Wilson, State Representative Ashley Gantt, and State Senator Shevrin Jones. The town hall served not only as a forum for community voices but also as a clear demonstration of unified support from local, state, and federal representatives, all committed to bringing the museum vision to life.

In addition to vocal support at the town hall, this feasibility process has garnered extensive written endorsements from influential community stakeholders and public officials. To date, the project has received forty-two letters of endorsement from respected organizations, civic leaders, and elected officials, reflecting a diverse coalition of backing that underscores the community's broad-based commitment to the museum's success.

The cultural and historical significance of Opa Locka further enhances community engagement with the project. The city's unique Moorish Revival architecture and its numerous historical sites listed on the National Register of Historic Places create an authentic backdrop for the museum. These elements significantly enrich the museum's potential for impactful storytelling and deep visitor engagement.

To activate and sustain community interest and involvement, the museum project proposes several culturally relevant initiatives that resonate deeply with residents and visitors alike. These include the "Memory in Motion" historical exhibition at Opa Locka's historic train station, the creation of the Opa Locka Heritage Trail featuring fifteen historical markers highlighting Black Miami's heritage, and an Oral History Narrative Initiative capturing and preserving local voices and stories.

Additionally, exciting annual events and exhibits are planned to position the museum as a center of continuous cultural programming and community vitality. In 2024, the widely celebrated Art of Transformation exhibition focused on art and literature from the African diaspora. In 2025, an ambitious programming schedule includes major events for Black History Month such as the Frederick Douglass Annual Lecture and screenings of the powerful documentary "Tell Them We Are Rising." Subsequent programming includes dynamic exhibits and community events like a showcase of Black women in contemporary art, a vibrant "Jazz in the Yard" music series highlighting women in jazz, and a summer celebration of Emancipation and Black Music Month featuring renowned muralist Adonis Parker and live hip-hop and jazz performances.

This robust public engagement, coupled with unwavering governmental support, confirms that the Florida Museum of Black History in Opa Locka is uniquely positioned to become not only a celebrated state institution but also a beloved community anchor that reflects, honors, and uplifts Florida's Black heritage for generations to come.

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## Economic and Market Feasibility

An in-depth market analysis was conducted to compare Opa Locka (Miami-Dade County) with two other proposed locations, Eatonville (Orange County) and St. Augustine (St. Johns County). This analysis examined key factors such as demographics, tourism trends, cultural engagement, economic conditions, and labor force characteristics. The findings clearly show that Opa Locka offers the strongest economic and market foundation for the museum's success. Thanks to its rich cultural heritage, large visitor market, robust local economy, and skilled workforce, Opa Locka decisively outperforms the alternative sites on all critical metrics, making it the only location that can ensure the museum's long-term viability.

Opa Locka is a historically Black city with a majority-Black population (approximately 52% of residents) and a growing Afro-Caribbean and Afro-Latino community. It sits within Miami-Dade County, which is home to over 500,000 Black residents, the largest Black population of any county in Florida. This demographic strength means the museum would be embedded in a community that directly identifies with its mission, providing a deeply engaged local audience that sees the museum as an extension of their own history.

Surrounding neighborhoods like Liberty City, Miami Gardens, Overtown, and North Miami are rich in Black history and culture, creating an authentic environment and ready partner institutions for programming and outreach. By contrast, the other locations do not offer this level of cultural alignment. St. Augustine's Black population is small and declining, and the city's historical narrative is largely dominated by its Spanish colonial heritage, making it a less fitting context for a Black history museum. Eatonville, while significant as one of the nation's first self-governing Black towns, is a much smaller community and lacks the broader economic base and population size to sustain a major state-backed museum on its own. In short, only Opa Locka provides both the critical mass of Black residents and the rich cultural milieu necessary to ground the museum in an authentic community experience.

Miami-Dade County is Florida's tourism powerhouse, and this directly benefits Opa Locka's case. Greater Miami welcomes over 26–27 million visitors annually, a built-in audience that far exceeds what Eatonville or St. Augustine can attract. Crucially, many of Miami's tourists have demonstrated interest in cultural and heritage tourism – over 40% engage in visits to museums or historic sites during their stay, according to the analysis. Placing the museum in the Miami area means tapping into a vast pool of visitors already seeking cultural experiences.

Opa Locka's accessibility further amplifies this advantage: it is just a short drive from Miami International Airport (MIA) – one of the world's busiest airports with over 50 million passengers a year – which ensures easy national and international access. The site's proximity to major highways (like I-95 and I-75) also makes it convenient for in-state travelers. In comparison, Eatonville/Orlando does enjoy a high volume of tourists (the Orlando area sees tens of millions of visitors), but that market is overwhelmingly centered on theme parks and entertainment rather than cultural tourism. It would be challenging to divert Orlando's theme-park visitors to a history museum in Eatonville, meaning the museum would not benefit as much from the area's headline tourism numbers. St. Augustine, on the other hand, is a much smaller tourist market (around 6–7 million visitors annually) and those who do visit are primarily drawn by the city's

Spanish colonial landmarks and beach attractions. St. Augustine simply cannot offer the scale or diversity of visitors that Miami can. In sum, Opa Locka's location in Miami-Dade gives the museum unparalleled exposure to both volume and diversity of tourists, translating into higher attendance potential and greater economic impact.

The economic environment in Miami-Dade is ideal for sustaining a major cultural institution. Tourists in Miami generate about \$21 billion in annual spending – a level of economic activity that dwarfs that of St. Augustine and is not directly comparable to the theme-park-driven spending in Orange County. This means there is significant spending power in the area to support museum visits, ticket sales, and related spending (e.g. in gift shops or local businesses).

Moreover, Miami-Dade boasts a strong corporate presence and philanthropic community, which can be leveraged for sponsorships, donations, and partnerships to support the museum's operations. The region has a track record of supporting large cultural ventures (from Art Basel Miami to major museums and theaters), suggesting a high likelihood of financial and patronage support for the new museum. By contrast, Eatonville would have to rely on the broader Orlando area for economic support, where competition for attention and dollars is intense due to established theme park attractions and where cultural spending is a smaller slice of the pie. St. Augustine has a more limited local economy with fewer large corporations or major donors, and much of its tourism revenue is tied up in niche heritage attractions or hospitality, leaving less capacity to fund a new statewide museum. From an economic sustainability perspective, Opa Locka's integration into the Miami metropolis provides the museum with access to a deep well of resources, from visitors with discretionary spending, to potential donors and partners, that the other sites simply cannot match.

Another factor in Opa Locka's favor is the existing network of cultural institutions and events in the Miami area. Miami-Dade has a vibrant arts and heritage scene, including institutions focused on Black culture and history. For example, the city is home to the Black Archives History & Research Foundation at the Historic Lyric Theater, and hosts annual events like Art of Black Miami that celebrate Black art and artists. The new museum can plug into this thriving cultural ecosystem, forming partnerships for programming, marketing, and community outreach. This synergy means the museum won't exist in isolation – it will immediately have a supportive context of festivals, galleries, historical sites, and educational programs that reinforce its mission. Eatonville's cultural claim to fame rests largely on the legacy of author Zora Neale Hurston and the annual Zora! Festival, which, while important, operate on a much smaller scale. St. Augustine's cultural offerings are oriented toward its colonial Spanish and Civil Rights era history, but the region lacks institutions dedicated specifically to Black Florida history. Opa Locka and greater Miami, by virtue of their size and diversity, offer far more opportunities for the museum to engage with schools, universities, tourists, and local residents year-round.

The analysis also considered the availability of a skilled labor force to staff and run the museum. Here again, Miami-Dade stands out. The county's large, diverse population includes a robust pool of professionals in education, museums, tourism, and hospitality. Miami's labor force has the highest concentration of museum-relevant occupations (curators, archivists, educators, marketing and events staff, etc.) compared to the other two locations. This means the museum will be able to recruit qualified staff

locally, building a high-quality team without having to relocate people from elsewhere. The presence of nearby universities and colleges (such as Florida International University, University of Miami, and others) further ensures a pipeline of educated candidates and potential partnerships for research and internships.

In contrast, Orange County's workforce, while large, is heavily skewed toward theme park and entertainment jobs (hospitality workers, performers, ride operators) which do not align as well with the needs of a museum. St. Johns County (St. Augustine) has a much smaller labor pool to begin with, and it lacks a strong base of museum professionals or cultural industry workers. Staffing a complex new museum in those areas could prove difficult, whereas in Opa Locka/Miami, the museum can become an employer of choice in a competitive cultural sector. The strong labor market in Miami-Dade thus adds to the project's feasibility, ensuring that the museum can hire and retain the talent necessary to operate a world-class institution.

In conclusion, across every major indicator evaluated: from the size and enthusiasm of the audience, to tourism infrastructure, to economic and human resources, Opa Locka emerges as the clear and optimal choice. It offers a combination of demographic authenticity, visitor accessibility, economic strength, and community infrastructure that Eatonville and St. Augustine cannot match. Simply put, Miami-Dade's comprehensive advantages give the Florida Museum of Black History the best chance to thrive. The museum will not only draw on a large local and tourist audience, but it will also benefit from being in a region that can support it financially and programmatically for the long term. This strong market foundation laid out by the feasibility study provides confidence that establishing the museum in Opa Locka is a sound strategic decision.

## Financial Feasibility and Sustainability

The financial feasibility assessment for the Florida Museum of Black History provides a detailed roadmap of how the museum can be built and operated in a fiscally sound manner. It evaluates capital costs, operational budgets, revenue projections, and funding strategies to ensure the museum's long-term sustainability. The conclusions of this analysis are encouraging: with prudent planning and a mix of public and private support, the Opa Locka museum is financially viable and can thrive for generations to come.

Projections show the museum attaining annual revenues of approximately \$12–\$18 million at stabilization. This wide range accounts for different attendance scenarios (from conservative to optimistic) and the mix of revenue streams available, incorporating sensitivity analysis into the models. Importantly, the museum's income will be diversified across multiple sources, which is a key strength of the business model. The primary revenue streams include: admissions and memberships, retail and café sales, facility rentals, and sponsorships/donations. Admissions and memberships will provide a baseline of earned income, with dynamic pricing and membership packages encouraging repeat visits and community support.

The on-site gift shop and café are expected to be significant contributors as well, especially by featuring Black-owned businesses and unique merchandise that can attract spending from visitors interested in supporting the museum's mission. The museum will also offer event rental spaces (for events such as conferences, weddings, and community functions), capitalizing on its unique venue to generate additional revenue and draw in new audiences. Finally, beyond these earned-income streams, the museum will benefit from philanthropic and corporate support: ongoing sponsorships, grants, and donations (including the establishment of an endowment fund) are built into the financial plan to provide stability and bridge any gap between operating costs and earned revenue. This multifaceted revenue approach means the museum is not overly reliant on any single source of income, making it more resilient to economic fluctuations or changes in attendance over time.

Once open, the museum's annual operating costs are projected to be in the range of \$15–\$16 million per year. This operating budget includes all expenses necessary to run the institution at a high standard: personnel (a professional staff of administrators, curators, educators, support staff, security, facilities maintenance, etc.), utilities and maintenance for the building, security and insurance, ongoing programming and exhibit updates, marketing and outreach, and visitor services. The feasibility study arrived at this range by examining comparable museums around the country, particularly those of similar size and scope, and adjusting for Miami-Dade's regional cost of living and wage levels. The result is a realistic forecast that takes into account local conditions while ensuring the museum is neither understaffed nor overspending.

Notably, the plan emphasizes sustainability in operations: for example, the museum building will incorporate energy-efficient design to lower utility costs, and maintenance plans will focus on longevity of equipment, all to keep recurring costs manageable. The operating budget has been crafted to balance financial prudence with the need for quality, ensuring that the museum can deliver rich programs and excellent visitor experience within a sustainable cost structure.



The financial projections are reinforced by the museum's strong market position, as discussed earlier. As the first museum of its kind in Florida dedicated entirely to Black history and culture, it is poised to draw significant interest. Miami-Dade's demographics and tourism patterns bolster the attendance forecasts underpinning the revenue model. The county's large Black and Afro-Caribbean population (over half a million people) and its 26+ million yearly visitors form a substantial potential visitor base. For context, the National Museum of African American History and Culture (NMAAHC) in Washington, D.C. – a comparable institution on the national level – attracts over one million visitors per year, demonstrating the high demand for well-presented Black history content. In Miami, the established popularity of cultural attractions like the Pérez Art Museum Miami (which draws several hundred thousand visitors annually) further indicates that a Black history museum can achieve strong and steady attendance locally. These examples, combined with Miami's role as a crossroads for international tourists and culturally engaged travelers, give confidence that the Florida Museum of Black History can meet or exceed its attendance and revenue targets once it opens in Opa Locka.

The total capital cost to develop the museum is estimated at approximately \$290–\$300 million. This budget encompasses all facets of the project, including construction of the museum building, necessary site work and infrastructure, design and engineering fees, project management, and the furniture, fixtures, and equipment required to outfit the museum's exhibits and facilities. These estimates were derived using national and regional benchmarks for museum construction, with contingencies built in to cover potential cost escalations. To manage such a significant investment responsibly, a phased development approach is recommended. In practice, this means the project would be built in stages, prioritizing the most essential museum components first. Early phases would establish the core exhibits and facilities needed to open the museum to the public, so that it can begin generating revenue and interest while later phases (such as additional galleries or educational centers) are completed. This phased approach spreads out capital expenditures over time and reduces financial risk by allowing portions of the museum to become operational (and bring in income) before the entire project is finished.

To cover the upfront capital costs of the project, a diversified funding strategy has been outlined. This strategy spreads the burden across public funding, private philanthropy, and other financing mechanisms to ensure no single source is overextended. On the public side, substantial support is anticipated from government appropriations and grants – approximately \$80–\$100 million in funding could be secured through a combination of state investments, county and city contributions, and federal grants or earmarks.

There is strong precedent for public investment in cultural infrastructure, especially one of this significance, and the broad community and political support for the project strengthens the case for government funding. In parallel, private philanthropic efforts (led by the museum's supporting foundation or capital campaign) are projected to contribute on the order of \$50–\$80 million. This would come from a mix of major gifts from individuals, contributions from charitable foundations dedicated to education and cultural heritage, and possibly a statewide fundraising initiative tapping into Floridians' pride in their history.

The remaining capital would be raised through corporate sponsorships and financing tools. Corporate partners may be interested in sponsoring major exhibit halls or programs (in return for recognition or



naming rights), and such sponsorships can bring in significant funds. Additionally, the project can take advantage of financial instruments like New Market Tax Credits and Historic Preservation Tax Credits, given its development location and mission – these programs could yield equity or subsidy for portions of the project financing. Finally, if needed, the use of tax-exempt bonds or loans can leverage the museum’s future revenue streams to finance construction upfront. By assembling a broad “capital stack” of funding sources, the plan reduces reliance on any single source and builds a more resilient financial foundation for the project. This approach also demonstrates to stakeholders (taxpayers, donors, and investors alike) that the project is maximizing resources and sharing responsibility across sectors.

The feasibility study did not assume everything will always go according to plan; it actively tested the financial model against various scenarios to ensure the museum could weather challenges. Several contingency strategies are built into the plan. For construction, professional cost estimators included contingencies in the budget, and the project intends to use fixed-price contracts where possible to prevent cost overruns. This means that even if material or labor costs rise unexpectedly, the museum’s partners will have locked in prices to protect the budget.

In terms of operations, if attendance or revenue were to come in lower than projected in the initial years, the museum can draw on its diverse revenue streams to compensate; for example, placing greater emphasis on renting out event spaces, increasing marketing to boost membership sales, or seeking additional grant funding for special programs. The plan also suggests building a modest operating reserve or endowment that can be tapped in lean times, providing a financial cushion. Another important safeguard is the phased opening strategy mentioned earlier: by opening the museum in stages, the project can ensure that critical exhibits and facilities open on schedule even if fundraising for later phases takes longer.

This phased approach not only spreads out costs but also allows the museum to start generating public interest, membership, and revenue earlier, which can in turn attract further investment to complete subsequent phases. Additionally, the museum’s commitment to sustainable design (such as efficient HVAC systems and solar energy) will help control long-term operating expenses, shielding it from spikes in utility costs and aligning with potential green funding incentives. In summary, the financial plan is robust and resiliency-focused – it acknowledges potential risks (like construction inflation or fluctuating tourism trends) and addresses them with practical solutions so that the museum remains on sound footing no matter what the future brings.

The financial feasibility analysis affirms that the Florida Museum of Black History in Opa Locka is not only an inspiring cultural vision, but also a project grounded in fiscal reality and strategic planning. The capital costs, while significant, are attainable through a mix of funding sources that have been identified. The operating budget is well-researched and matched by plausible revenue streams supported by the area’s strong market dynamics. Most importantly, the plan incorporates measures to ensure long-term sustainability, from building an endowment to fostering community partnerships that will keep the museum vibrant and well-supported. The study concludes that, with the recommended funding strategy and phased implementation, the museum can be developed and operated in a financially sound manner. The next steps will involve moving from feasibility to action – securing the proposed funding

commitments, continuing community and stakeholder engagement, and proceeding with detailed design and pre-construction planning. With continued support, the Florida Museum of Black History in Opa Locka is poised to become a reality: a thriving, sustainable institution that honors the Black history of Florida while contributing to the state's educational and economic prosperity for decades to come.

# Exhibit A

## Florida Museum of Black History **Financial Feasibility Analysis**

Prepared by BusinessFlare® for Ten North Group

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# Executive Summary

The Florida Museum of Black History represents a transformative cultural and economic opportunity for the state. After comprehensive analysis of multiple factors including demographics, tourism patterns, and financial feasibility, Miami-Dade County, and specifically Opa Locka, has emerged as the optimal location for this significant cultural institution. This conclusion is based on extensive market research, demographic analysis, and a thorough assessment of long-term operational and financial sustainability.

## **Operational Viability**

The Museum is projected to achieve operational sustainability within three years of opening, with diverse revenue streams ensuring long-term financial health. Operational planning demonstrates the Museum can generate annual revenues of \$12-18 million through a balanced mix of admissions, memberships, events, retail operations, and partnerships. This revenue model is substantiated by Miami-Dade's robust tourism market, strong local community engagement, and established patterns of cultural participation.

## **Sustainable Business Model**

The Museum's financial strategy is built on proven revenue models from comparable institutions nationwide. Miami-Dade County provides the strongest foundation for these revenue streams through:

- A substantial visitor market of 27.2 million annual tourists to the region
- The largest Black population in Florida (over 500,000 residents)
- Strong existing patterns of cultural tourism and museum attendance
- Robust international connections, particularly with Africa and the Caribbean
- A diverse, skilled workforce supporting museum operations

## **Phased Implementation Approach**

The implementation strategy employs a phased development approach that prioritizes early activation and revenue generation. This approach allows the Museum to establish its presence, build audience, and demonstrate success while distributing capital requirements over time. Early phases focus on core exhibition spaces, retail operations, and revenue-generating facilities, ensuring the Museum can begin fulfilling its mission while subsequent phases are developed.

## **Capital Investment Strategy**

The Museum's capital funding approach diversifies funding sources across public, private, and philanthropic sectors. This strategy leverages federal grants, tax incentives, corporate sponsorships, and major philanthropic contributions alongside state support. The distributed



funding approach ensures no single entity bears disproportionate financial responsibility while maximizing economic and cultural return on investment.

### **Economic Impact**

Beyond its cultural significance, the Museum will serve as an economic catalyst for the region, generating:

- Hundreds of direct and indirect jobs
- Millions in annual economic impact through tourism spending
- Revitalization opportunities for the surrounding community
- Workforce development in cultural, educational, and hospitality sectors

### **Conclusion**

The financial feasibility assessment confirms that the Florida Museum of Black History in Opa Locka, Miami-Dade County represents a viable, sustainable cultural institution with strong economic potential. The Museum's operational model, phased development approach, and diversified funding strategy create a solid foundation for long-term success while minimizing financial risk. The unique combination of demographic alignment, tourism infrastructure, and revenue potential positions this location as the most favorable site for this important state institution.

# Financial Feasibility Approach Outline

Having established the overall viability of the Florida Museum of Black History in Opa Locka, Miami-Dade County, we now turn to the methodical approach used to evaluate its financial feasibility. Our analysis prioritizes operational sustainability and revenue potential before addressing capital investments, ensuring that any public funding supports a financially sound cultural institution with lasting benefits for Florida's residents and visitors.

To assess the financial feasibility of the Florida Museum of Black History, we employed a comprehensive analytical methodology that prioritizes operational sustainability before addressing capital investment. This approach ensures that any public investment in this cultural institution will support a viable, financially sound operation with long-term benefits for Florida's residents and visitors.

Our analysis follows a strategic sequence designed to understand the museum's revenue potential, operational requirements, and capital needs:

## Revenue Potential Analysis

### Key Revenue Streams

1. Admissions & Memberships
  - Ticket pricing strategy based on local demographics and tourism trends
  - Membership tiers and benefits structured to maximize recurring revenue
  - Attendance projections validated against comparable museums and regional tourism patterns
2. Retail, Café & Event Rentals
  - Revenue projections based on comparable museum retail and hospitality performance
  - Space utilization strategies to maximize earned income opportunities
  - Event rental potential assessed against Miami-Dade's robust hospitality market
3. Grants & Public Funding
  - Federal, state, and local grant opportunities identified and evaluated
  - Partnerships with educational and cultural organizations to enhance funding access
  - Analysis of sustainable public funding levels based on comparable institutions
4. Corporate Sponsorships & Philanthropic Support
  - Assessment of regional corporate partnership opportunities
  - Identification of potential major donors and foundation support

- Comparison with successful funding models from similar cultural institutions

#### Methodology

- Conducted comparative revenue analysis using data from similar museums
- Assessed local market demand for memberships and private events
- Evaluated potential tourism capture rates based on regional attendance patterns
- Identified funding streams that align with the museum's mission and community role

## Creating and Refining Operational Budgets

#### Key Expense Categories

##### 1. Staffing Needs

- Full-time and part-time positions for administration, curation, security, education, and visitor services
- Wage and benefit analysis based on Miami-Dade County labor data
- Staffing models that balance efficiency with service excellence

##### 2. Facilities Operation & Maintenance

- Electricity, water, HVAC, waste disposal, and maintenance contracts
- Estimates based on building size and energy efficiency standards
- Climate control requirements specific to museum collections and Miami's environment

##### 3. Programming & Exhibitions

- Costs for rotating exhibitions, educational programs, and special events
- Technology infrastructure for interactive exhibits and digital outreach
- Community engagement initiatives and cultural programming

##### 4. Administrative & Marketing

- Insurance and security requirements
- Marketing and outreach expenses to drive attendance
- Office operations and professional services

#### Methodology

- Utilized benchmark data from similar-sized museums to establish baseline operational costs
- Adjusted for regional cost variations specific to Miami-Dade County

- Developed multiple operational scenarios to test financial resilience
- Created phased staffing and programming models aligned with attendance growth projections

## Estimating Capital Costs

### Key Cost Components

1. Construction Costs
  - Core structural and interior build-out
  - Space-specific requirements for museum exhibitions, archives, and public areas
  - Construction estimates based on current industry standards
2. Site Development & Infrastructure
  - Land preparation, utilities, and infrastructure requirements
  - Assessment of existing conditions and necessary improvements
  - Integration with surrounding community development
3. Exhibition Development & Technology
  - Interior museum exhibits, technology, and operational infrastructure
  - Collections management systems and specialized equipment
  - Interactive and digital engagement platforms

### Methodology

- Referenced industry benchmarks for museum construction, site preparation, and equipment
- Consulted case studies from comparable museums to validate cost estimates
- Applied phased development approach to distribute capital requirements
- Identified potential efficiencies through strategic design and implementation

This methodical approach ensures that our financial feasibility assessment presents a comprehensive picture of both operational sustainability and capital requirements, providing decision-makers with the information needed to evaluate the museum's long-term viability in Miami-Dade County.

# Operational Feasibility and Revenue Model

With this analytical framework in place, we begin by examining the Museum's revenue potential and operational feasibility. Understanding the diverse revenue streams available to the Museum in Miami-Dade County provides the foundation for assessing its long-term sustainability. The following analysis demonstrates how the Museum's location in Opa Locka maximizes access to multiple income sources that will support its ongoing operations.

## Revenue Analysis for the Museum

To evaluate financial feasibility, we need to estimate potential revenue streams. These include admissions, memberships, grants, partnerships, event rentals, retail (gift shop & café), and endowment contributions. We'll use national and regional benchmarks for now.

### Admissions Revenue

- **Benchmark:** According to the Association of Art Museum Directors (AAMD), paid admission typically accounts for 5–25% of total revenue for museums, depending on size and audience.
- **Ticket Pricing:**
  - General Admission: \$15–\$25
  - Discounted (students/seniors): \$10–\$15
  - Children under 12: Free
- **Projected Annual Attendance:**
  - Benchmarks suggest 200,000–500,000 visitors per year for a museum of this scale in a major metro area.
  - Miami-Dade's strong tourism industry and local engagement should place attendance on the higher end of this range.

### Estimated Admissions Revenue (Yearly):

- Low Estimate: \$2M (200,000 visitors @ \$10 avg.)
- High Estimate: \$7.5M (500,000 visitors @ \$15 avg.)

### Memberships

- **Benchmark:** Membership revenue contributes 5–15% of operating budgets in similar museums.
- **Potential Membership Tiers & Pricing:**
  - Individual: \$75/year
  - Family: \$125/year
  - Patron: \$250–\$1,000/year
- **Projected Membership Base:** 5,000–20,000 members.

## Estimated Membership Revenue (Yearly):

- Low Estimate: \$750K
- High Estimate: \$3M

## Grants & Public Funding

- Benchmark: Public and private grants often cover 20–40% of museum budgets.
- Potential Grant Sources:
  - National Endowment for the Arts (NEA)
  - National Endowment for the Humanities (NEH)
  - Miami-Dade County Department of Cultural Affairs
  - Knight Foundation & other regional arts organizations
  - Federal/state historic preservation funds

## Estimated Annual Grant Revenue:

- Low Estimate: \$2M
- High Estimate: \$8M+

## Corporate Partnerships & Sponsorships

- Benchmark: Large museums secure \$1M–\$5M+ annually in corporate sponsorships.
- Potential Sponsors:
  - Airlines, hospitality, finance, and luxury brands tied to Miami’s economy
  - Naming rights for exhibits, wings, and programs

## Estimated Annual Sponsorship Revenue:

- Low Estimate: \$1.5M
- High Estimate: \$6M+

## Event Rentals (Weddings, Corporate Events, Private Functions)

- Benchmark: Museums with dedicated event space generate \$500K–\$3M/year.
- Available Space: 14,000 SF event space + 27,000 SF outdoor terrace.
- Rental Pricing:
  - Indoor Space: \$5,000–\$15,000 per event
  - Outdoor Terrace: \$10,000–\$25,000 per event
- Projected Events Per Year: 50–150 events.

## Estimated Event Revenue (Yearly):

- Low Estimate: \$1M

- High Estimate: \$4M+

## Gift Shop & Café Revenue

- Benchmark: Retail revenue contributes 5–10% of total revenue in high-traffic museums.
- Projected Per Capita Spending:
  - Retail: \$5–\$10 per visitor
  - Café: \$8–\$15 per visitor

## Estimated Retail & Café Revenue (Yearly):

- Low Estimate: \$2M
- High Estimate: \$6M+

## Endowment Contributions & Major Gifts

- Benchmark: Established museums build endowments covering 10–30% of annual budgets.
- Initial Endowment Goal: \$25M–\$100M
- Annual Draw (5% Yield):
  - ◆ Low Estimate: \$1.25M
  - ◆ High Estimate: \$5M

## Total Revenue Estimate (Annual):

Revenue Source	Low Estimate	High Estimate
Admissions	\$2M	\$7.5M
Memberships	\$750K	\$3M
Grants	\$2M	\$8M
Sponsorships	\$1.5M	\$6M
Event Rentals	\$1M	\$4M
Retail & Café	\$2M	\$6M
Endowment Draw	\$1.25M	\$5M
<b>Total</b>	<b>\$10.5M</b>	<b>\$39.5M</b>



# Refined Earned Revenue Model

The refined earned revenue model is based on admissions, memberships, special programming, event rentals, retail, food and beverage, and educational initiatives. It integrates insights from the market analysis, attendance scenarios, and comparisons with similar institutions, ensuring financial sustainability while maximizing community accessibility.

## 1. Attendance & Admissions Revenue Projections

### Refined Attendance Scenarios

Using data from the market analysis and benchmarking against peer institutions (including the National Museum of African American History & Culture, PAAM, and regional museums), we developed three attendance scenarios:

Scenario	Annual Visitors	Rationale
Conservative	200,000	Attendance levels below PAAM, reflecting a more regional/local draw.
Baseline	350,000	Based on population size, local tourism trends, and cultural demand.
Optimistic	500,000	If the museum becomes a must-visit attraction, with strong national appeal and programming.

### Admissions Pricing & Revenue Estimates

Admission Type	Projected Share of Visitors	Pricing (\$)	Revenue (Baseline 350K Visitors)
General Admission	60% (210,000)	\$15	\$3.15M
Discounted (Seniors, Students, Military)	15% (52,500)	\$10	\$525K
Local Free Days / Sponsored Admissions	15% (52,500)	\$0	\$0
Members / Prepaid Visitors	10% (35,000)	\$0 (covered in memberships)	\$0
<b>Total</b>	<b>100%</b>		<b>\$3.675M</b>

Adjustments for Accessibility: The model includes free entry programs, funded by sponsorships and grants, to encourage engagement from lower-income attendees and school groups.

Dynamic Pricing Strategy: Potential for peak vs. off-peak pricing, premium experiences, and bundled ticketing.

## 2. Memberships & Recurring Revenue

A strong membership base provides predictable revenue, builds community engagement, and enhances visitor retention.

Membership Tier	Annual Cost (\$)	Target Members	Revenue (\$M)
Individual	\$75	10,000	\$0.75M
Family	\$125	7,500	\$0.94M
Supporter	\$250	1,500	\$0.375M
Patron / VIP	\$1,000+	500	\$0.50M
<b>Total</b>			<b>\$2.565M</b>

Membership growth potential: Membership revenue could increase proportionally if attendance exceeds projections.

Auto-renewal incentives & exclusive benefits: Discounts, early access to events, VIP experiences.

## 3. Event Rentals & Facility Use Revenue

The museum's event space (14,000 sq. ft.), terrace (27,000 sq. ft.), theater (10,000 sq. ft.), and community spaces (15,000 sq. ft.) provide significant rental opportunities for corporate events, weddings, and cultural gatherings.

Event Type	Annual Events	Avg. Rental Rate (\$)	Revenue (\$M)
Corporate Events / Conferences	100	\$10,000	\$1.0M
Weddings / Private Reception	50	\$15,000	\$0.75M
Community Meetings / Small Events	150	\$2,500	\$0.375M
Major Cultural Events	10	\$50,000	\$0.5M
<b>Total</b>			<b>\$2.625M</b>

Competitive Differentiation: The venue's cultural significance makes it an event destination.

Scalability: Higher event bookings or premium pricing can increase revenue beyond projections.

## 4. Retail (Gift Shop) & Food & Beverage Revenue

The museum's retail (11,000 sq. ft.) and café (11,000 sq. ft.) generate revenue streams.

Category	Annual Per Capita Spend	Capture Rate	Revenue (\$M)
Gift Shop (Books, Art, Memorabilia, Apparel)	\$8	25% of visitors	\$0.7M
Café & Concessions	\$12	30% of visitors	\$1.26M
Specialty Dining (Branded Experience / Chef Partnerships)	\$30	5% of visitors	\$0.525M
<b>Total</b>			<b>\$2.485M</b>

Partnering with local Black-owned businesses for exclusive merchandise and culinary experiences.

Experiential dining concepts tied to rotating exhibits.

## 5. Educational Programming & Special Exhibitions

Education and specialized programming drive engagement, mission impact, and additional revenue.

Program Type	Projected Participants	Per Capita Revenue (\$)	Revenue (\$M)
School Group Visits (Subsidized, Grant-Funded)	50,000	\$5	\$0.25M
Workshops & Masterclasses	5,000	\$50	\$0.25M
Artist-in-Residence & VIP Access Tours	1,000	\$250	\$0.25M
Special Exhibitions (Premium Admission)	50,000	\$5	\$0.25M
<b>Total</b>			<b>\$1.0M</b>

Many of these programs will have grant and philanthropic support, reducing reliance on ticketed revenue alone.

## 6. Additional Revenue Streams

Revenue Source	Annual Revenue (\$M)	Notes
Parking Fees	\$1.0M	If the museum controls its parking assets
Digital Revenue (Streaming, Virtual Tours)	\$0.5M	Paid virtual experiences for global audiences
Merchandising & Licensing	\$0.75M	Exclusive brand collaborations, product partnerships
Corporate Sponsorships (Exhibitions, Spaces)	\$2.0M	Dedicated partnerships for exhibits, spaces
<b>Total</b>	<b>\$4.25M</b>	

Digital Monetization: Revenue from online content, virtual programming, and merchandise sales.

Strategic Corporate Partnerships: Multi-year sponsorship agreements for exhibits and spaces.

## 7. Total Earned Revenue Summary

Category	Projected Revenue (\$M)
Admissions	\$3.675M
Memberships	\$2.565M
Event Rentals & Facility Use	\$2.625M
Retail & Food & Beverage	\$2.485M
Educational & Special Programs	\$1.0M
Additional Revenue (Parking, Digital, Sponsorships, Licensing)	\$4.25M
<b>Total Earned Revenue</b>	<b>\$16.6M</b>

### Revenue Growth Potential:

- Premium experiences & VIP memberships.
- Expanded digital revenue via streaming and online merchandise.
- Local business partnerships to drive sponsorships and collaborations.

## Innovative Revenue Streams

Beyond traditional funding, the museum can generate ongoing income through creative financial models:

**Equity Partnerships with Developers.** Work with the Opa Locka CRA and private real estate development firms for museum-adjacent developments (cafés, retail, cultural spaces).

**Revenue-Generating Cultural Events.** Host high-profile concerts, film screenings, and galas at the event space and terrace.

**Digital Content & Streaming.** Monetize museum content through virtual exhibitions, lectures, and online education.

**Branded Merchandise & Licensing.** Develop exclusive retail collaborations tied to African American history, Miami, and Florida's cultural legacy.

*Potential Annual Revenue: \$3M - \$5M in diversified income streams.*

## Takeaways

Near-Term Priorities:

- Identify key grant applications with deadlines.
- Develop corporate outreach plans for sponsorships.
- Engage high-net-worth donors for early endowment pledges.

Mid-Term Strategy (1-3 Years):

- Launch a formal capital campaign with targeted fundraising milestones.
- Secure naming rights agreements to cover capital costs.
- Establish a dedicated endowment fund to ensure long-term financial sustainability.

Long-Term Sustainability:

- Expand revenue-generating programs beyond ticket sales.
- Position the museum as a national leader in African American cultural tourism.
- Secure institutional partnerships for long-term investment and stability.

# Attendance Estimates & Customized Operating Plan

These revenue projections are directly tied to realistic attendance estimates and market conditions specific to Miami-Dade County. The following section examines how the Museum's location, programming, and market position will drive visitor numbers and community engagement. This market alignment is critical to validating the revenue model and ensuring the Museum's financial sustainability.

## Refining Attendance Estimates

Develop and refine attendance projections using insights from the market analysis, demographic data, and comparable museum data.

### Key Comparisons

- National Museum of African American History and Culture (NMAAHC):
  - Opened in 2016 with nearly 3 million visitors in its first year.
  - Annual attendance has since stabilized at 1 million to 1.5 million visitors.
  - Located in Washington, D.C., with a strong national and international tourist draw.
- Pérez Art Museum Miami (PAMM):
  - Averages 250,000–300,000 visitors per year.
  - Benefits from a downtown Miami waterfront location with strong tourist foot traffic.
  - Strong engagement with Miami-Dade residents and school partnerships.
- Miami-Dade County Context:
  - Greater Miami sees over 26 million visitors annually, with 8 million overnight visitors.
  - Miami-Dade's Black or African American population is approximately 500,000, with an additional sizeable Caribbean population (Jamaican, Haitian, Bahamian, Trinidadian, etc.), a key demographic for engagement.
  - The museum's location in Opa Locka positions it as both a community anchor and a regional/national destination, but it does not have the high-tourism visibility of downtown cultural institutions.

## Projected Annual Attendance Estimates

Scenario	Visitors Per Year	Notes
Low Estimate	100,000	Assumes limited tourism draw, mainly serving local community and schools.
Conservative Estimate	200,000	Lower than PAMM, assuming strong local engagement but limited national awareness.
Moderate Estimate	400,000	Assumes marketing success and regional tourism appeal, aligning with other mid-sized Miami museums.
Optimistic Estimate	750,000+	Assumes strong national visibility, high-profile exhibitions, and major programming success.

## Customized Operating Plan

The museum must be tailored to its mission, audience, and revenue structure, ensuring financial feasibility while maximizing community and cultural impact.

### Core Museum Operations

- Exhibitions & Permanent Collections:
  - Rotation of curated exhibitions tied to African American history and culture.
  - Interactive and multimedia exhibits to engage younger audiences.
  - Traveling exhibits from national institutions (e.g., Smithsonian partnerships).
- Museum Staffing:
  - Key roles: Curators, conservators, educators, visitor services, security, operations, administration.
  - Estimated staff: 100–150 employees, based on industry benchmarks.
- Maintenance & Security:
  - 24/7 security for artifact protection.
  - Routine facility maintenance for climate control and conservation.

### Enhancing Accessibility & Community Engagement

- Free & Discounted Admission Programs:
  - Free first Sundays or monthly community access days.
  - Discounted rates for students, seniors, and local residents.
  - Partnerships with Miami-Dade schools for free field trips.
  - Membership reciprocity with other cultural institutions.
- Educational & Youth Programs:



- School partnerships for STEAM-focused museum education.
- Hands-on workshops, storytelling, and arts integration.
- Internship programs for high school and college students.
- Community & Cultural Programming:
  - Lecture series featuring historians, artists, and community leaders.
  - Live performances (spoken word, theater, music) celebrating Black culture.
  - Artist residencies and collaborations with local creatives.

## Special Programs & Events

- Annual Cultural Festivals & Conferences:
  - Black History Month flagship events.
  - Juneteenth and Kwanzaa celebrations.
  - Film screenings and panel discussions on relevant topics.
- Event Space Utilization:
  - Corporate and private rentals for weddings, galas, and conferences.
  - Outdoor terrace events capitalizing on Miami's climate.
- Signature Fundraising Events:
  - Annual gala to attract philanthropic contributions.
  - Donor recognition programs for sustaining financial support.

## Revenue-Generating Enhancements

- Gift Shop & Retail Strategy:
  - Locally curated Black-owned products, books, and souvenirs.
  - Exclusive merchandise tied to exhibitions.
  - E-commerce integration for national sales.
- Café & Dining Concept:
  - Featuring Black-owned culinary brands and chefs.
  - Menu showcasing African and Afro-Caribbean cuisine.
  - Potential revenue-sharing agreements with food vendors.
- Workforce Development & Training Programs:
  - Apprenticeships and training for careers in museum operations.
  - Hospitality and event management workforce pipeline.

# Financial Refinement Based on Local Conditions and the Market Analysis

Now that we have established a customized operating plan and refined attendance estimates, we will align financial projections with local conditions and key market insights from the analysis.

This refinement includes:

1. Local labor and operational cost adjustments
2. Refined staffing structure and associated payroll costs
3. Operational cost estimates tied to Miami-Dade conditions
4. Revenue model adjustments based on attendance and local economic factors

## Local Labor and Operational Cost Adjustments

Refine national cost benchmarks using local conditions:

Local Cost Adjustments in Miami-Dade

- Higher wages in key museum-related professions due to Miami's cost of living and competitive cultural sector.
- Utilities & maintenance costs adjusted based on Miami's climate, energy costs, and hurricane resilience requirements.
- Security and preservation costs increased due to high-value artifacts and outdoor space needs.

Cost Category	National Benchmark	Miami-Dade Adjustment	Reasoning
Museum Staff Salaries	Standard museum wages	10-15% higher	Competitive cultural job market
Security Costs	\$20-\$30 per hour	Higher (24/7 needs, outdoor security)	High-profile artifact protection
Utilities	\$2-\$3 per SF annually	Higher (Miami climate, cooling needs)	Air conditioning & hurricane readiness
Maintenance	\$3-\$5 per SF annually	Higher (salt air, humidity, flooding risk)	Building longevity & preservation
Insurance	Variable	Higher (hurricane & flood risk)	Location risk factor

## Refined Staffing Structure and Payroll Costs

Estimates based on national benchmarks adjusted for Miami-Dade's wage conditions.

Staffing Category	# of Staff	Average Salary (Miami Adjusted)	Total Cost
Executive Leadership	3	\$150,000 - \$200,000	\$500,000
Curatorial & Exhibits	10	\$80,000 - \$100,000	\$900,000
Education & Outreach	8	\$65,000 - \$80,000	\$600,000
Visitor Services	15	\$40,000 - \$50,000	\$700,000
Security	20	\$50,000 - \$60,000	\$1,100,000
Facilities & Maintenance	12	\$55,000 - \$70,000	\$800,000
Administration	10	\$60,000 - \$85,000	\$750,000
Retail & Café Staff	10	\$40,000 - \$50,000	\$450,000
<b>Total Annual Payroll</b>	<b>88</b>	<b>\$5.8M - \$6.5M</b>	<b>\$6.3M (avg.)</b>

This payroll projection includes benefits (25% of wages), making total labor expenses roughly \$8M .

## Operational Cost Estimates (Miami-Dade Adjusted)

With local conditions factored in, we refined the annual operating expenses beyond staffing:

Expense Category	Estimated Annual Cost	Notes
Payroll & Benefits	\$8M	Adjusted for Miami wage conditions
Utilities	\$1M - \$1.2M	High due to climate control needs
Maintenance	\$1.5M	HVAC, humidity control, general upkeep
Security	\$1.5M - \$2M	24/7 personnel, artifact protection
Insurance	\$1M+	Hurricane, flood, liability coverage
Programming & Exhibits	\$2M	Rotating exhibitions, educational programs
Marketing & Outreach	\$750K - \$1M	Community engagement, national promotion
Administration & Misc.	\$500K	Office operations, travel, training
<b>Total Annual Operating Budget</b>	<b>\$15M - \$16M</b>	

These annual operational costs align with similar institutions, though Miami's high security and climate control needs push costs slightly above national averages.

## Revenue Model Adjustments

Refining revenue projections is based on:

1. Greater Miami tourism data
2. Local market affordability & willingness to pay
3. Comparable museum revenue trends

Revenue Stream	Projected Annual Revenue	Assumptions
Admissions	\$4M - \$7M	Based on ticket price (\$15-\$25) and 200K-400K attendance
Memberships	\$1.5M	Est. 10,000 members paying \$150 annually
Special Events & Rentals	\$2M - \$3M	Corporate events, weddings, private tours
Gift Shop & Café	\$1.5M	Retail & dining revenue
Sponsorships & Grants	\$3M - \$5M	Government, private, and corporate funding
Education & Outreach	\$1M	School programs, summer camps, special partnerships
<b>Total Revenue Estimate</b>	<b>\$12M - \$18M</b>	<b>Range depending on attendance &amp; donor support</b>

## Takeaways

1. Gap Analysis: While revenue is projected at \$12M-\$18M, operating costs are \$15M-\$16M, indicating a potential funding gap requiring additional sponsorships, grant funding, or endowments.
2. Optimizing Revenue Strategies: Focus on stronger membership, event rentals, and high-profile partnerships to push revenue toward the higher end of projections.
3. Refining Cost Structures: Further adjustments can be made by phasing in operations, reducing non-essential staffing early on, and leveraging partnerships for programming.

# Long Term Financial Sustainability

With a clear understanding of the Museum's revenue potential and visitor base, we can now project its long-term financial sustainability through detailed operating pro forma scenarios. These projections demonstrate how the Museum will maintain financial health over time, balancing operating expenses with projected revenue streams in the Miami-Dade market.

## Operating Pro Forma Scenarios

Now that we've identified additional revenue streams, we will develop operating pro forma scenarios that integrate these funding sources. The three main scenarios will include:

1. **Baseline (Conservative) Scenario:** Minimal attendance growth, reliance on traditional revenue streams, lower sponsorship and grant funding.
2. **Moderate Growth Scenario:** Increased attendance and engagement, diversified revenue streams, and moderate corporate/philanthropic funding.
3. **High-Impact Scenario:** Maximum attendance, strong sponsorship and grant funding, robust programming, and high event and retail revenue.

Each scenario assumes a five-year projection period with annual adjustments based on market trends and museum growth.

## Key Assumptions Across All Scenarios

Category	Assumption
Attendance Growth	2%-5% annual increase, depending on scenario
Admission Price	\$15 adult, \$10 discounted (children, students, seniors)
Membership Pricing	\$75 individual, \$125 family annual membership
Corporate Sponsorships	Ranges from \$2M to \$10M annually
Grants & Public Funding	Ranges from \$3M to \$12M annually
Event Rental Revenue	Based on 20-50 annual events with \$5K-\$50K per event
Retail & Merchandising	5%-12% of total visitors make purchases
Café & Food Services	Capture rate of 15%-30% of visitors
Digital & Streaming Revenue	Subscription & licensing model generating \$500K-\$2M
Philanthropy & Endowment	Starting with \$5M-\$20M in invested funds

## Scenario 1: Baseline (Conservative) Scenario

### Key Characteristics:

- Attendance stabilizes at 250,000 annually, only growing 2% per year.
- Low corporate sponsorships and grant awards.
- Events and retail generate minimal additional revenue.

### Revenue Projections

Revenue Source	Year 1	Year 2	Year 3	Year 4	Year 5
Admissions (250K visitors)	\$3.5M	\$3.6M	\$3.7M	\$3.8M	\$3.9M
Memberships (5K members)	\$500K	\$520K	\$540K	\$560K	\$580K
Sponsorships	\$2M	\$2.2M	\$2.5M	\$2.7M	\$3M
Grants & Public Funding	\$3M	\$3.5M	\$4M	\$4.5M	\$5M
Events & Rentals	\$750K	\$800K	\$850K	\$900K	\$1M
Retail & Merchandise	\$1M	\$1.05M	\$1.1M	\$1.15M	\$1.2M
Café & Food Services	\$750K	\$800K	\$850K	\$900K	\$1M
Digital & Streaming	\$500K	\$550K	\$600K	\$650K	\$750K
<b>Total Revenue</b>	<b>\$12M</b>	<b>\$13M</b>	<b>\$14.2M</b>	<b>\$15.2M</b>	<b>\$16.4M</b>

### Expense Projections

Expense Category	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries & Benefits	\$6M	\$6.2M	\$6.5M	\$6.8M	\$7M
Utilities & Maintenance	\$1.5M	\$1.6M	\$1.7M	\$1.8M	\$1.9M
Marketing & Outreach	\$750K	\$800K	\$850K	\$900K	\$1M
Programming & Exhibits	\$2M	\$2.2M	\$2.5M	\$2.8M	\$3M
Security & Operations	\$750K	\$800K	\$850K	\$900K	\$950K
Technology & Digital	\$500K	\$550K	\$600K	\$650K	\$700K
<b>Total Expenses</b>	<b>\$11.5M</b>	<b>\$12.2M</b>	<b>\$13.0M</b>	<b>\$13.9M</b>	<b>\$14.6M</b>

**Net Surplus/Deficit:**

Year 1: +\$500K

Year 2: +\$800K

Year 3: +\$1.2M

Year 4: +\$1.3M

Year 5: +\$1.8M

This baseline scenario demonstrates that even with conservative attendance projections and modest growth in sponsorships and grants, the museum maintains financial viability throughout its first five years. The consistent operating surplus, while modest, provides sufficient reserves to weather economic fluctuations while delivering on the museum's core mission. This conservative approach establishes a foundation of financial stability that can be built upon as the museum develops its reputation and expands its audience reach within the Miami-Dade community and beyond.

## Scenario 2: Moderate Growth Scenario

### Key Characteristics:

- Attendance starts at 275,000 visitors, growing 5% annually.
- More corporate sponsorships and grant funding.
- Events and digital revenue increase.

### Revenue Projections

Revenue Source	Year 1	Year 2	Year 3	Year 4	Year 5
Admissions (275K visitors)	\$4.1M	\$4.3M	\$4.5M	\$4.7M	\$5M
Memberships (7K members)	\$700K	\$750K	\$800K	\$850K	\$900K
Sponsorships	\$4M	\$4.5M	\$5M	\$5.5M	\$6M
Grants & Public Funding	\$6M	\$7M	\$8M	\$9M	\$10M
Events & Rentals	\$1.5M	\$1.7M	\$2M	\$2.2M	\$2.5M
Retail & Merchandise	\$1.5M	\$1.6M	\$1.7M	\$1.8M	\$2M
Café & Food Services	\$1.2M	\$1.3M	\$1.4M	\$1.5M	\$1.7M
Digital & Streaming	\$1M	\$1.2M	\$1.5M	\$1.7M	\$2M
Total Revenue	\$20M	\$22M	\$24.4M	\$26.7M	\$29.1M

### Expense Projections

Expense Category	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries & Benefits	\$6M	\$6.2M	\$6.5M	\$6.8M	\$7M
Utilities & Maintenance	\$1.5M	\$1.6M	\$1.7M	\$1.8M	\$1.9M
Marketing & Outreach	\$750K	\$800K	\$850K	\$900K	\$1M
Programming & Exhibits	\$2M	\$2.2M	\$2.5M	\$2.8M	\$3M
Security & Operations	\$750K	\$800K	\$850K	\$900K	\$950K
Technology & Digital	\$500K	\$550K	\$600K	\$650K	\$700K
Total Expenses	\$11.5M	\$12.2M	\$13.0M	\$13.9M	\$14.6M



**Net Surplus/Deficit:**

Year 1: +\$1.5M

Year 2: +\$2.8M

Year 3: +\$3.7M

Year 4: +\$4.9M

Year 5: +\$6M

This moderate growth scenario represents a realistic and achievable financial trajectory for the museum, balancing ambitious programming with prudent fiscal management. The healthy operating surplus allows for reinvestment in enhanced exhibitions, educational initiatives, and community outreach while building financial reserves. As the museum establishes itself as a cultural destination within Miami-Dade County and the broader Southeast region, this surplus provides the flexibility to respond to emerging opportunities and expand the museum's impact while maintaining financial health.

## Scenario 3: High-Impact Scenario

### Key Characteristics:

- Attendance starts at 400,000 visitors, growing 7% annually
- Strong corporate sponsorships and major philanthropic support
- Maximum event revenue and retail/digital performance
- National recognition driving tourism and educational partnerships

### Revenue Projections

Revenue Source	Year 1	Year 2	Year 3	Year 4	Year 5
Admissions (400K visitors)	\$6.0M	\$6.4M	\$6.9M	\$7.4M	\$7.9M
Memberships (12K members)	\$1.2M	\$1.4M	\$1.6M	\$1.8M	\$2.0M
Sponsorships	\$7.0M	\$8.0M	\$9.0M	\$10.0M	\$11.0M
Grants & Public Funding	\$10.0M	\$11.0M	\$12.0M	\$13.0M	\$14.0M
Events & Rentals	\$3.0M	\$3.5M	\$4.0M	\$4.5M	\$5.0M
Retail & Merchandise	\$2.5M	\$2.8M	\$3.1M	\$3.4M	\$3.8M
Café & Food Services	\$2.0M	\$2.3M	\$2.6M	\$2.9M	\$3.2M
Digital & Streaming	\$1.5M	\$2.0M	\$2.5M	\$3.0M	\$3.5M
<b>Total Revenue</b>	<b>\$33.2M</b>	<b>\$37.4M</b>	<b>\$41.7M</b>	<b>\$46.0M</b>	<b>\$50.4M</b>

### Expense Projections

Expense Category	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries & Benefits	\$8.0M	\$8.5M	\$9.0M	\$9.5M	\$10.0M
Utilities & Maintenance	\$2.0M	\$2.2M	\$2.4M	\$2.6M	\$2.8M
Marketing & Outreach	\$3.0M	\$3.5M	\$4.0M	\$4.5M	\$5.0M
Programming & Exhibits	\$8.0M	\$9.0M	\$10.0M	\$11.0M	\$12.0M
Security & Operations	\$2.5M	\$2.7M	\$2.9M	\$3.1M	\$3.3M
Technology & Digital	\$2.5M	\$2.8M	\$3.1M	\$3.4M	\$3.7M
<b>Total Expenses</b>	<b>\$26.0M</b>	<b>\$28.7M</b>	<b>\$31.4M</b>	<b>\$34.1M</b>	<b>\$36.8M</b>

**Net Surplus/Deficit:**

Year 1: +\$7.2M

Year 2: +\$8.7M

Year 3: +\$10.3M

Year 4: +\$11.9M

Year 5: +\$13.6M

This high-impact scenario represents the museum's potential as a national destination with strong philanthropic and corporate support. The substantial operating surplus would allow for accelerated debt retirement, expanded programming, and growth of an endowment fund to ensure long-term sustainability. This scenario demonstrates how the museum could become financially self-sufficient while maximizing its cultural and educational impact on a national scale.

## Takeaways

- Baseline Scenario: Museum is financially feasible but requires strict cost controls.
- Moderate Growth Scenario: Strong financial outlook with additional investment in programs.
- High-Impact Scenario: The museum becomes a major cultural and financial success with national recognition.

## Operational Budget Estimates

To build the museum's complete operational budget, we'll break down estimated costs based on national and regional benchmarks. This will help establish a financial model for sustainability.

### Staffing Costs

Museums require a mix of full-time and part-time employees across multiple departments. Based on the museum's scale and industry standards, we'll estimate staffing needs:

Position	# of Employees	Avg. Salary (National/Regional)	Total Cost
Executive Director	1	\$150,000	\$150,000
Curators (Senior & Associate)	5	\$70,000	\$350,000
Educators & Programming Staff	6	\$50,000	\$300,000
Visitor Services & Front Desk	10	\$40,000	\$400,000
Maintenance & Housekeeping	6	\$38,000	\$228,000
Security Staff	8	\$45,000	\$360,000
Administrative/Marketing Staff	6	\$55,000	\$330,000
Event & Retail (Café/Gift Shop)	8	\$35,000	\$280,000
<b>Total Payroll Estimate</b>	<b>50</b>	<b>--</b>	<b>\$2.4M</b>

#### *Why This Matters*

Staffing is the largest recurring cost, and these numbers will influence revenue requirements. Opa Locka's labor market is favorable due to competitive wages relative to Miami-Dade and a strong talent pipeline.

### Utilities & Facility Maintenance

Using industry benchmarks for museums, utility and maintenance costs generally range from \$5–\$8 per square foot annually.

- Total museum space (including archives, back-of-house, etc.): 239,500 SF
- Utility and maintenance cost range: \$1.2M–\$1.9M per year

#### *Key Consideration*

Energy-efficient systems and sustainable design choices can reduce long-term costs.

## Programming & Exhibitions

This includes rotating exhibits, educational initiatives, public events, and outreach. Based on similar institutions, we estimate:

- Permanent & traveling exhibitions: \$800,000
- Educational programming & outreach: \$400,000

### *Why This Matters*

Strong programming builds repeat attendance and community engagement.

## Security & Insurance

Given the museum's size and valuable assets, annual security and insurance costs are estimated:

- On-site security personnel & monitoring: \$450,000
- Liability & property insurance: \$300,000

### *Key Risk Factor*

Location and insurance rates should be further evaluated for potential cost adjustments.

## Administrative & Marketing Expenses

Marketing, IT, office supplies, and other operational overhead costs are estimated at 10–12% of total expenses, totaling approximately \$600,000 annually.

## Projected Annual Operating Budget Summary

Category	Estimated Annual Cost
Staffing	\$2.4M
Utilities & Facility Maintenance	\$1.5M (avg)
Programming & Exhibitions	\$1.2M
Security & Insurance	\$750,000
Administrative & Marketing	\$600,000
<b>Total Operating Budget</b>	<b>\$6.45M per year</b>

## Sources

Sources and benchmarks to estimate museum operating costs:

### 1. Staffing Costs

- Source: American Alliance of Museums (AAM) Salary Survey (latest available)
- Methodology: Salary figures are based on national and regional museum industry standards, adjusting to Miami-Dade's labor market.
- Comparison: Similar-sized institutions such as Pérez Art Museum Miami (PAMM) and The Bass have comparable staffing structures.

### 2. Utilities & Facility Maintenance

- Source: International Facility Management Association (IFMA) benchmarks for cultural institutions
- Methodology: Museums typically spend \$5–\$8 per square foot annually on utilities, maintenance, and repairs.
- Comparison: Industry studies on large-scale museum operations, including Smithsonian Institution and local facilities like HistoryMiami.

### 3. Programming & Exhibitions

- Source: AAM & Association of Art Museum Directors (AAMD) budget analysis reports
- Methodology: Typical mid-to-large museums allocate 10–20% of total expenses to exhibitions and educational programming.
- Comparison: PAMM's operating budget includes a significant portion for rotating exhibits and education.

### 4. Security & Insurance

- Source: Museum Security Network, National Endowment for the Humanities (NEH)
- Methodology: Security costs range from \$10–\$15 per SF annually based on facility size and asset value.
- Comparison: Institutions in high-risk areas tend to have higher security and insurance costs, similar to Miami-Dade conditions.

### 5. Administrative & Marketing Expenses

- Source: AAM Museum Financial Survey
- Methodology: Administrative expenses typically account for 10–12% of total operating costs.
- Comparison: Comparable museums nationwide show similar breakdowns in administrative overhead.

# Phased Development Strategy

Ensuring the Museum's long-term operational success requires a strategic approach to its development. The following section outlines a phased implementation strategy that prioritizes early activation and revenue generation while distributing capital requirements over time. This approach minimizes financial risk while allowing the Museum to establish its presence and build audience momentum.

The Phased Development Strategy helps the museum's construction and operational ramp-up align with financial sustainability, funding availability, and market demand. This concept allows for incremental development, minimizing risk while maximizing early impact. The conceptual phasing balances capital constraints with early revenue generation and community engagement.

## 1. Development Phasing Strategy

The phased approach prioritizes core museum spaces, revenue-generating areas, and key public-facing elements in earlier phases while deferring non-essential expansions to later stages.

Phase	Major Components	Key Objectives
Phase 1: Core Museum & Community Activation	<ul style="list-style-type: none"> <li>- Ground floor museum (12,500 SF)</li> <li>- Lobby &amp; circulation (12,000 SF)</li> <li>- Gift shop &amp; café (11,000 SF)</li> <li>- Theater (10,000 SF)</li> <li>- Outdoor plaza (6,000 SF)</li> <li>- Initial back-of-house (5,000 SF)</li> </ul>	<ul style="list-style-type: none"> <li>- Establish initial presence</li> <li>- Generate early revenue (admissions, retail, F&amp;B, events)</li> <li>- Engage local audiences</li> </ul>
Phase 2: Exhibition Expansion & Event Spaces	<ul style="list-style-type: none"> <li>- Second-floor museum (26,000 SF)</li> <li>- Storage &amp; archives (6,000 SF)</li> <li>- Community space (15,000 SF)</li> <li>- Full back-of-house (9,500 SF)</li> </ul>	<ul style="list-style-type: none"> <li>- Expand capacity for major exhibitions</li> <li>- Increase programmatic flexibility</li> <li>- Strengthen partnerships &amp; educational outreach</li> </ul>
Phase 3: Full Museum Development	<ul style="list-style-type: none"> <li>- Third-floor museum (48,000 SF)</li> <li>- Administration space (15,000 SF)</li> </ul>	<ul style="list-style-type: none"> <li>- Achieve full institutional scale</li> <li>- Improve operational efficiency</li> <li>- Support major traveling exhibits &amp; collections</li> </ul>
Phase 4: Signature Event & Outdoor Experience	<ul style="list-style-type: none"> <li>- Fourth-floor museum (20,000 SF)</li> <li>- Event space (14,000 SF)</li> <li>- Outdoor terrace (27,000 SF)</li> <li>- Patio &amp; sculpture garden (10,000 SF)</li> </ul>	<ul style="list-style-type: none"> <li>- Generate premium event revenue</li> <li>- Establish regional/national event destination</li> <li>- Create signature rooftop experience</li> </ul>

This phasing allows for early-stage activation with a financially manageable approach while reserving high-cost expansions for later funding cycles.



## 2. Feasibility Analysis by Phase

### Phase 1: Core Museum & Community Activation

- Funding Viability: Moderate capital requirement, easier to secure grants & donations.
- Revenue Generation: Immediate cash flow via admissions, retail, F&B, and event rentals.
- Community Engagement: Local partnerships strengthen early momentum.
- Construction Complexity: Relatively straightforward, with ground-level buildout.

### Phase 2: Exhibition Expansion & Event Spaces

- Funding Viability: Requires strong initial success to attract additional funding.
- Revenue Generation: Enhanced ticketing and community rentals provide a second wave of income.
- Community Engagement: Educational programs and partnerships deepen regional impact.
- Construction Complexity: Moderate complexity due to additional structural work.

### Phase 3: Full Museum Development

- Funding Viability: Likely reliant on major corporate/philanthropic support.
- Revenue Generation: Expanded exhibitions allow for more special events and memberships.
- Community Engagement: National recognition strengthens credibility.
- Construction Complexity: Large-scale buildout requiring significant capital commitment.

### Phase 4: Signature Event & Outdoor Experience

- Funding Viability: Event-based sponsorship and private sector investment potential.
- Revenue Generation: High-margin rental and event-based income.
- Community Engagement: Unique public gathering spaces elevate regional profile.
- Construction Complexity: Outdoor elements and high-end finishes increase complexity.

### 3. Financial Implications of Phased Development

#### Estimated Capital Costs by Phase

Phase	Projected Cost (\$M)	% of Total Cost	Major Cost Drivers
Phase 1	\$75M	35%	Core museum, retail, lobby, theater, initial back-of-house
Phase 2	\$50M	23%	Exhibition expansion, storage, community spaces
Phase 3	\$60M	28%	Full museum buildout, administration space
Phase 4	\$30M	14%	Rooftop terrace, event space, sculpture garden
<b>Total</b>	<b>\$215M</b>	<b>100%</b>	

The early phases prioritize revenue-producing areas to offset later costs through earned income.

#### Operating Costs & Revenue Growth by Phase

Phase	Annual Operating Costs (\$M)	Projected Annual Revenue (\$M)	Net Surplus/Deficit (\$M)
Phase 1	\$7.5M	\$8.5M	+\$1.0M
Phase 2	\$12.0M	\$13.0M	+\$1.0M
Phase 3	\$18.0M	\$17.0M	-\$1.0M
Phase 4	\$22.0M	\$21.5M	-\$0.5M

Phase 1 generates early operating surplus to offset future deficits.

Phases 2 & 3 balance additional costs with enhanced revenue streams.

By Phase 4, event rentals and sponsorships should bring the museum to break-even.

## 4. Funding Strategy by Phase

The phased approach aligns fundraising and financing efforts with development milestones.

Funding Source	Phase 1 (\$M)	Phase 2 (\$M)	Phase 3 (\$M)	Phase 4 (\$M)	Total (\$M)
Public Grants (State, County, Federal)	\$30	\$20	\$20	\$10	\$80
Philanthropy (Foundations, Individual Giving)	\$25	\$15	\$20	\$10	\$70
Corporate Sponsorships (Naming Rights, Events)	\$10	\$10	\$15	\$5	\$40
Debt Financing (Low-Interest Loans, Tax Credits)	\$10	\$5	\$5	\$5	\$25
<b>Total</b>	<b>\$75</b>	<b>\$50</b>	<b>\$60</b>	<b>\$30</b>	<b>\$215</b>

Public funds prioritize core community spaces.

Philanthropy supports exhibitions and educational programming.

Corporate sponsors invest in event and retail spaces.

Debt financing is minimized to control long-term financial burden.

## 5. Risk Mitigation & Adjustments

### Key Risks & Mitigation Strategies:

Risk Factor	Mitigation Approach
Capital Shortfalls	Adjust phasing sequence based on fundraising success; pursue additional sponsorships.
Operating Deficits in Later Phases	Strengthen revenue from memberships, partnerships, and digital programming.
Construction Cost Overruns	Implement strict cost controls, phased contractor engagement.
Lower-than-Projected Attendance	Enhance marketing, local engagement, and visitor incentives.
Economic Downturns	Build reserve funds, ensure flexible financing terms.

# Capital Funding Sources & Financing

The phased development approach is supported by a diversified capital funding strategy that leverages multiple sources beyond state appropriations. The following section details how the Museum will access public grants, private philanthropy, corporate sponsorships, and other funding mechanisms to distribute financial responsibility across multiple stakeholders.

## Capital Funding Sources & Endowment Strategies

Now that we've refined operational revenue and expenses, we need to address the remaining financial gap and long-term sustainability through additional funding sources. This includes:

1. Public Funding & Government Grants
2. Private Philanthropy & Endowments
3. Corporate Sponsorships & Partnerships
4. Capital Campaigns & Naming Rights
5. Innovative Revenue Streams

## Public Funding & Government Grants

Miami-Dade County, the State of Florida, and federal agencies provide multiple funding opportunities for cultural institutions, particularly those focused on African American history and education.

### Grant Opportunities

- National Endowment for the Humanities (NEH): Supports museum exhibitions, educational programs, and archival preservation.
- Institute of Museum and Library Services (IMLS): Funds operational capacity-building, educational initiatives, and museum technology.
- Florida Division of Cultural Affairs Grants: State-level grants for arts and culture organizations.
- Miami-Dade County Department of Cultural Affairs: Local grants for museums and heritage institutions, particularly for capital improvements.
- Community Development Block Grants (CDBG): Federal funds administered by Miami-Dade County that could assist with site development.
- Historic Preservation Grants (National Park Service): These are available if the museum's elements involve historic structures or preservation work.

*Potential Funding: \$5M - \$10M in grants over multiple years.*

## Private Philanthropy & Endowments

Building a robust endowment fund ensures long-term sustainability by generating perpetual income from investment returns. Successful museums with strong philanthropic support typically secure multi-million-dollar endowments within their first decade of operation.

## Targeted Philanthropy Strategies

- High-net-worth donors: Engage Miami's wealthiest families and philanthropists who support Black heritage, arts, and culture.
- African American Cultural Endowments: Seek major gifts from national figures and foundations (e.g., Ford Foundation, Mellon Foundation).
- University Partnerships: Collaborate with HBCUs and university programs for joint funding.
- Estate Giving & Planned Donations: Establish a legacy program allowing donors to leave funds in their wills.

*Potential Funding: \$20M+ in endowment growth over 5-10 years.*

## Corporate Sponsorships & Strategic Partnerships

### Major Sponsorship Categories

- Title Sponsorships: Naming rights for galleries, theaters, and exhibit halls (e.g., "Nike Education Center").
- Corporate Giving Programs: Local and national businesses that support diversity, equity, and inclusion (DEI) initiatives.
- Tech & Innovation Sponsors: Partnerships with Google, Meta, or other tech firms for digital and immersive exhibit funding.
- Tourism Industry Partnerships: Airlines, hotels, and hospitality brands supporting cultural tourism.

### Potential High-Value Corporate Sponsors

- Banks & Financial Institutions: JPMorgan Chase, Bank of America, Truist (all have strong cultural philanthropy programs).
- Major Miami-based companies: Citadel, Carnival Cruises, Royal Caribbean, Bacardi, Ryder System, Burger King.
- Sports & Entertainment Industry: Miami Heat, Miami Dolphins, Inter Miami, Live Nation (potential event & activation sponsors).
- Media & Tech Firms: Facebook, Google, NBCUniversal (for digital exhibits & outreach).

*Potential Funding: \$10M+ in sponsorship commitments over multiple years.*

## Capital Campaigns & Naming Rights

A formal capital campaign can drive initial funding for construction and early operational sustainability. A well-structured capital campaign, led by a dedicated fundraising team, could generate \$50M+ in pledged commitments over several years.

## Naming Rights Opportunities

Naming Option	Estimated Value
Museum Naming Rights	\$10M - \$25M
Theater & Event Space	\$2M - \$5M
Sculpture Garden/Plaza	\$1M - \$3M
Educational & Outreach Spaces	\$500K - \$2M
Individual Exhibit Halls	\$250K - \$1M

## Final Capital Stack & Financing Plan

The final capital stack for the museum development integrates public and private funding sources, leveraging a combination of grants, tax credits, philanthropic contributions, and debt financing to ensure the project's feasibility. This financing plan is structured to maximize non-dilutive funding (grants, tax credits) while minimizing debt service obligations to ensure long-term sustainability.

### 1. Capital Stack Breakdown

Source	Notes
Public Funding (Local/State/Federal Grants & Appropriations)	Miami-Dade County, Opa Locka CRA, State of Florida Cultural Facilities Grant, Federal Economic Development Grants
Philanthropic Contributions & Capital Campaign	Major gifts, individual donors, and foundation grants
New Market Tax Credits (NMTC)	Leverages private investment in low-income areas
Historic Tax Credits (HTC)	If applicable, used for adaptive reuse elements
Private Sector Sponsorships & Naming Rights	Corporate sponsors for galleries, event spaces, and exhibitions
Debt Financing (Municipal Bonds, CDFI Loans, or Traditional Lending)	Low-interest financing for gap funding
Other Incentives & Subsidies	Opportunity Zone Funds, energy efficiency grants, workforce training funds

## 2. Funding Strategy & Rationale

### 2.1 Public Funding (Local, State & Federal Grants)

- Miami-Dade County & Opa Locka CRA: Local governments fund cultural institutions to drive economic development.
- State of Florida Cultural Facilities Grant: Supports capital improvements for cultural facilities statewide.
- Federal Economic Development Administration (EDA) Grants: Helps finance projects with economic and workforce impact.

*Strategy: Secure multi-year funding commitments early and align with economic development objectives.*

### 2.2 Philanthropic Contributions & Capital Campaign

- Target major donors, family foundations, and national cultural organizations.
- Structure multi-tiered giving levels with incentives (e.g., legacy naming rights).

*Strategy: Implement a pledge redemption plan to ensure reliable cash flow over time.*

### 2.3 New Market Tax Credits (NMTC)

- The museum's location in a low-income census tract allows it to be eligible for NMTCs, which provide a 39% tax credit over seven years for private investors.

*Strategy: Partner with experienced Community Development Entities (CDEs) to ensure successful NMTC allocation.*

### 2.4 Historic Tax Credits (HTC) [If Applicable]

- If rehabilitation of a historic property is involved, the project may leverage 20% federal HTC and additional state-level incentives.

*Strategy: Conduct an early historic designation assessment to confirm eligibility.*

### 2.5 Private Sector Sponsorships & Naming Rights

- Naming rights for major museum features (e.g., theater, galleries, outdoor plaza).
- Corporate sponsorships for programming, exhibitions, and educational initiatives.

*Strategy: Diversify across multiple industries to minimize reliance on any single sponsor.*

### 2.6 Debt Financing (Municipal Bonds, CDFI Loans, or Traditional Lending)

- Municipal Bonds: If backed by local government, it allows for low-interest, tax-exempt financing.
- CDFI Loans: Community Development Financial Institutions (CDFIs) provide mission-driven lending for cultural and nonprofit projects.

- Traditional Lending: Secured through commercial banks based on strong financial feasibility.

*Strategy: Structure low-debt financing to ensure manageable debt service obligations.*

## 2.7 Other Incentives & Subsidies

- Opportunity Zone (OZ) Funds: If applicable, attract investment from capital gains tax-deferred funds.
- Energy Efficiency & Sustainability Grants: Secured for green building initiatives.
- Workforce Training Funds: Supports job creation and workforce development initiatives.

## 3. Implementation & Next Steps

### Phase 1: Immediate Actions (0-6 Months)

- Secure public sector commitments from Miami-Dade County, Opa Locka CRA, and state/federal agencies.
- Engage philanthropic leaders to launch a capital campaign feasibility study.
- Identify potential NMTC and HTC partners to structure tax credit financing.
- Assess naming rights opportunities and initiate discussions with corporate sponsors.

### Phase 2: Mid-Term Actions (6-18 Months)

- Finalize capital campaign fundraising strategy and begin donor solicitations.
- Apply for state and federal grants with alignment to economic and workforce impact.
- Establish financial structure for debt financing, if required.

### Phase 3: Long-Term Execution (18+ Months)

- Secure full capital stack before breaking ground.
- Implement construction financing drawdown schedule to ensure project cash flow.
- Begin project implementation with structured oversight and milestone tracking.

## Conclusion

This conceptual capital stack provides a balanced, diversified financing approach that maximizes public and private funding while mitigating risk. The museum's financial structure ensures long-term sustainability through strategic fundraising, tax credit financing, and responsible debt management.



# Development Pro Forma Scenarios

With these funding sources identified, we now present development pro forma scenarios that demonstrate the financial viability of the Museum's construction and initial operations. These scenarios illustrate how different combinations of funding sources can support the Museum's development while minimizing financial risk.

Prepare development pro forma scenarios that incorporate additional revenue sources for funding construction and initial capital costs. Each scenario accounts for a mix of public funding, private investment, philanthropy, grants, and debt financing to cover the estimated \$280M-\$300M total development cost.

## Three Development Scenarios:

1. Baseline Scenario (Publicly Led, Conservative Approach) – Heavy reliance on public grants, municipal bonds, and philanthropic contributions, with minimal private sector involvement.
2. Public-Private Partnership (Balanced Approach) – A mix of public funds and private investment, leveraging philanthropic support and private sector contributions.
3. High-Impact Scenario (Privately Driven, Ambitious Approach) – A privately led initiative with major corporate, foundation, and high-net-worth donor support, reducing reliance on public funding.

## Scenario 1: Baseline (Publicly Led, Conservative Approach)

Funding Source	Amount	Percentage of Total Cost
Federal & State Grants	\$80M	28%
Miami-Dade County Bonds & Local Public Funds	\$75M	26%
Philanthropy & Foundations	\$40M	14%
Historic Preservation & Cultural Grants	\$30M	10%
Debt Financing (Tax-Exempt Bonds)	\$50M	17%
Naming Rights & Sponsorships	\$10M	3%
<b>Total Development Budget</b>	<b>\$285M</b>	<b>100%</b>

## Key Considerations:

- High reliance on public funding may delay the project due to bureaucratic processes.
- Lower private sector involvement could limit branding and revenue potential.

- Debt burden (\$50M) is moderate but requires careful operational planning for repayment.
- Grants and public sources reduce long-term financial risk.

## Scenario 2: Public-Private Partnership (Balanced Approach)

Funding Source	Amount	Percentage of Total Cost
Federal & State Grants	\$60M	20%
Miami-Dade County Bonds & Local Public Funds	\$50M	17%
Philanthropy & Foundations	\$60M	20%
Corporate & Private Investment	\$50M	17%
Historic Preservation & Cultural Grants	\$20M	7%
Debt Financing (Private & Tax-Exempt Bonds)	\$45M	16%
Naming Rights & Sponsorships	\$20M	7%
<b>Total Development Budget</b>	<b>\$300M</b>	<b>100%</b>

### Key Considerations:

- Balanced approach reduces reliance on any one funding source.
- Philanthropic and corporate funding is higher, creating stronger community buy-in.
- Increased private investment enhances programming and branding opportunities.
- Debt financing is manageable (\$45M), with multiple repayment strategies.
- Stronger engagement with corporate sponsors, creating long-term revenue opportunities.

### Scenario 3: High-Impact (Privately Led, Ambitious Approach)

Funding Source	Amount	Percentage of Total Cost
Corporate & Private Investment	\$100M	33%
Philanthropy & Foundations	\$80M	27%
Federal & State Grants	\$40M	13%
Miami-Dade County Bonds & Local Public Funds	\$30M	10%
Historic Preservation & Cultural Grants	\$20M	7%
Naming Rights & Sponsorships	\$30M	10%
<b>Total Development Budget</b>	<b>\$300M</b>	<b>100%</b>

#### Key Considerations:

- Majority private sector funding, ensuring faster project completion.
- Reduced reliance on government grants and public funds, minimizing bureaucratic delays.
- Large-scale corporate sponsorships and naming rights deals drive early funding.
- Higher upfront corporate involvement could lead to a more commercially driven museum model.
- Philanthropy and foundation support is strong, ensuring alignment with cultural mission.

## Comparative Analysis of Scenarios

Category	Scenario 1: Publicly Led	Scenario 2: Public-Private	Scenario 3: Privately Led
Speed of Funding Acquisition	Slow (bureaucratic process)	Moderate	Fast (private-led)
Financial Risk	Low (public backing)	Medium	High (corporate-driven)
Control & Influence	Government & Philanthropy	Shared Control	Private & Corporate
Debt Financing Burden	Moderate (\$50M)	Lower (\$45M)	Minimal
Public Perception	High Cultural Authenticity	Balanced Approach	Risk of Over-Commercialization

# Capital Cost Estimation

Having established the feasibility of various development approaches, we now provide a detailed breakdown of capital costs for the Museum. These estimates are presented in the context of the phased development strategy and diverse funding sources already discussed, demonstrating how costs will be distributed across multiple stakeholders and implementation phases.

## Construction Cost Estimates by Space Type

### Estimated Costs per Square Foot:

- Museum & Exhibition Space: \$700–\$1,000
- Storage & Archives: \$300–\$500
- Administrative Offices: \$400–\$600
- Event & Community Spaces: \$500–\$800
- Retail (Café/Gift Shop): \$450–\$700
- Theater: \$800–\$1,200
- Outdoor Spaces (Patio, Plaza, Terrace, Sculpture Garden): \$200–\$500

Space Type	Square Feet	Cost per Sq. Ft.	Estimated Cost (Midpoint Estimate)
Museum Space (Various Floors)	126,500	\$850	\$107,525,000
Lobby & Circulation	12,000	\$600	\$7,200,000
Café/Gift Shop	11,000	\$575	\$6,325,000
Theater	10,000	\$1,000	\$10,000,000
Back of House	9,500	\$500	\$4,750,000
Patio & Sculpture Garden	10,000	\$350	\$3,500,000
Plaza	6,000	\$350	\$2,100,000
Storage & Archives	6,000	\$400	\$2,400,000
Community Space	15,000	\$650	\$9,750,000
Administrative Offices	15,000	\$500	\$7,500,000
Event Space	14,000	\$700	\$9,800,000
Outdoor Terrace	27,000	\$300	\$8,100,000

Space Type	Square Feet	Cost per Sq. Ft.	Estimated Cost (Midpoint Estimate)
<b>TOTAL ESTIMATED CONSTRUCTION COSTS</b>	<b>262,000</b>	<b>Varies</b>	<b>\$179,950,000</b>

This is a base construction cost estimate and does not yet include soft costs, contingency, or FF&E.

## Additional Cost Factors

1. Soft Costs (Design, Permitting, Legal, Contingency, Etc.)
  - Typically 25–35% of construction costs.
  - Estimated \$45–\$63 million additional costs.
2. Furniture, Fixtures & Equipment (FF&E)
  - Museums generally budget \$100–\$250 per sq. ft.
  - At \$175/sq. ft., total FF&E = \$45.85 million.
3. Site Preparation & Infrastructure
  - If the site requires major preparation (grading, utilities, etc.), costs could range from \$5–\$15 million.

## Total Estimated Capital Costs

- Base Construction: \$179.95 million
- Soft Costs (30% avg.): \$54 million
- FF&E: \$45.85 million
- Site Prep & Infrastructure: \$10 million
- TOTAL ESTIMATED COST: \$290–\$300 million

## Capital Cost Estimate Including Soft Costs

Category	Square Feet	Cost per Sq. Ft.	Estimated Hard Costs	Soft Costs (30%)	FF&E (\$175/Sq. Ft.)	Total Cost
Museum Space (Various Floors)	126,500	\$850	\$107,525,000	\$32,257,500	\$22,137,500	\$161,920,000
Lobby & Circulation	12,000	\$600	\$7,200,000	\$2,160,000	\$2,100,000	\$11,460,000
Café/Gift Shop	11,000	\$575	\$6,325,000	\$1,897,500	\$1,925,000	\$10,147,500
Theater	10,000	\$1,000	\$10,000,000	\$3,000,000	\$1,750,000	\$14,750,000
Back of House	9,500	\$500	\$4,750,000	\$1,425,000	\$1,662,500	\$7,837,500
Patio & Sculpture Garden	10,000	\$350	\$3,500,000	\$1,050,000	\$1,750,000	\$6,300,000
Plaza	6,000	\$350	\$2,100,000	\$630,000	\$1,050,000	\$3,780,000
Storage & Archives	6,000	\$400	\$2,400,000	\$720,000	\$1,050,000	\$4,170,000
Community Space	15,000	\$650	\$9,750,000	\$2,925,000	\$2,625,000	\$15,300,000
Administrative Offices	15,000	\$500	\$7,500,000	\$2,250,000	\$2,625,000	\$12,375,000
Event Space	14,000	\$700	\$9,800,000	\$2,940,000	\$2,450,000	\$15,190,000
Outdoor Terrace	27,000	\$300	\$8,100,000	\$2,430,000	\$4,725,000	\$15,255,000
Site Preparation & Infrastructure	-	-	\$10,000,000	-	-	\$10,000,000
<b>TOTAL ESTIMATED COSTS</b>	<b>262,000</b>	<b>Varies</b>	<b>\$188,950,000</b>	<b>\$56,685,000</b>	<b>\$45,850,000</b>	<b>\$291,485,000</b>

### Key Takeaways:

- Total estimated project cost: \$291.5 million
- Soft costs (design, permitting, legal, contingencies) assumed at 30% of hard construction costs.
- Furniture, Fixtures & Equipment (FF&E) estimated at \$175 per square foot, totaling \$45.85 million.
- Site preparation & infrastructure costs estimated at \$10 million, though this could fluctuate based on specific site conditions.

## Sources

The hard and soft cost estimates are based on national and regional averages from multiple industry sources, including:

### *Hard Cost Estimates Sources*

1. RSMeans Construction Cost Data – A widely used industry standard for construction cost estimation.
2. Dodge Data & Analytics – Provides insights into national and regional construction costs.
3. Turner Construction Cost Index – Tracks trends in U.S. construction pricing.
4. IMLS (Institute of Museum and Library Services) Reports – Includes benchmarking data on museum construction projects.
5. Recent Museum Projects – Case studies from comparable museum developments in major urban areas.

### *Soft Cost Estimates Sources*

1. Gensler & AIA (American Institute of Architects) – Provides guidance on typical soft cost percentages in cultural projects.
2. SMPS (Society for Marketing Professional Services) & CMAA (Construction Management Association of America) – Offers insights into professional services and design fees.
3. Urban Land Institute (ULI) Cultural Facility Reports – Covers feasibility assessments for cultural institutions.
4. Project Benchmarking from Similar Museums – Looking at cost breakdowns for institutions of similar size and scope.

These sources provide industry-standard benchmarks, but actual costs will require refinement based on local conditions, detailed architectural plans, and contractor estimates.



## Site Readiness and Development Cost Comparison

A comparative analysis of the three proposed museum locations reveals clear differences in infrastructure readiness and the associated site development costs. Opa-Locka in Miami-Dade County offers a fully infrastructure-ready site with minimal preparatory costs, Eatonville in Orange County provides established access but would still require moderate site preparation, and St. Johns County (St. Augustine) faces significant upfront costs due to undeveloped land and environmental constraints. These distinctions have direct implications for financial feasibility and long-term sustainability, as outlined below.

### Opa-Locka (Miami-Dade County) – Fully Infrastructure-Ready Site

Opa-Locka’s proposed site is essentially “shovel-ready,” with critical infrastructure and zoning already in place. The location is a state-managed property with existing road access, utilities, and an appropriate land use designation, meaning little to no additional investment is needed to prepare the land for construction. Key factors include:

- Roads, drainage, and utility hookups are already on-site, reflecting prior development. Zoning is compatible with a museum use, so no rezoning or major utility extensions are required. This eliminates costs that other sites would incur for basic infrastructure.
- Because the site requires virtually no new infrastructure installation or land mitigation, upfront site-preparation expenses are negligible. Aside from standard surveying and permitting, the City anticipates only nominal costs (on the order of a few tens of thousands of dollars at most) for site work. This readiness is why Opa-Locka’s proposal emphasizes the city is “the most ready to break ground”.
- As a testament to its readiness, Opa-Locka has even proposed utilizing its historic City Hall as an interim museum site while the permanent facility is built. Although interim arrangements are separate from permanent site development, this offer underscores the immediate availability and support infrastructure at the Opa-Locka location.

Opa-Locka’s ready infrastructure translates to the lowest site development cost of the three locations. The absence of needed land improvements or environmental mitigation means project funds can be directed almost entirely to construction of the museum facility itself, strengthening overall financial feasibility.

### Eatonville (Orange County) – Established Access with Moderate Prep Needs

Eatonville’s proposed site – a 10-acre parcel at the former Hungerford School property – benefits from a highly accessible location and some existing infrastructure, but will still require moderate site preparation and due diligence. The town is adjacent to major transportation corridors and has basic utilities nearby, yet a few improvements and reviews are necessary before construction:

- The Eatonville site is situated immediately off Interstate-4, with two I-4 interchanges within a mile of the town. It is also served by existing surface streets (Kennedy Blvd and others) and has public transit stops within walking distance. This established infrastructure network in the Orlando metro area means museum visitors can easily reach the site, and only minor road work or entryway improvements (e.g. an access driveway or signal upgrade) may be needed. In contrast to the rural St. Augustine site, Eatonville “already [has] established infrastructure” and regional connectivity in place.
- Basic utilities (water, sewer, power) are available at or near the site, owing to its former use as a school. The previous development means utility lines and capacity are largely in place, though some upgrades or re-routing could be required to support a modern museum facility. Any needed utility extensions on the property would be relatively straightforward and low-cost compared to installing new infrastructure in undeveloped land.
- Eatonville’s location does not contain known wetlands or critical environmental constraints, which keeps preparation costs moderate. Standard environmental assessments (such as a Phase I Environmental Site Assessment and any required archaeological or historical review, given Eatonville’s heritage) would need to be completed, but these are routine due diligence steps. No extensive mitigation is anticipated beyond potentially remediating any minor site issues from the old school. By conducting these reviews, the project can proceed in compliance with regulations without significant delays.

Eatonville’s site preparation costs are expected to be moderate – higher than Opa-Locka’s, but substantially lower than St. Johns’s. For example, the town may invest in infrastructure tie-ins and site access enhancements on the order of a few hundred thousand dollars (to ensure adequate road entry, drainage, and utilities on the parcel). Environmental and permitting costs would be relatively modest (e.g. a few tens of thousands for studies and permits), given the lack of major environmental hurdles. In sum, Eatonville’s established setting yields manageable upfront costs that can be budgeted within the project without jeopardizing overall financial feasibility. Local leaders have noted that building in a developed, infrastructure-rich region like Orlando allows the project to benefit from economies of scale in construction and an existing network of contractors, potentially further containing costs.

## St. Johns County (St. Augustine) – Undeveloped Land with Significant Prep Costs

The St. Johns County site (West St. Augustine) poses the greatest challenges in terms of site readiness and cost. The proposed location is a vacant, semi-rural tract (part of a former college campus) that has remained undeveloped for decades, and notably includes moderate wetlands or “swamp land” in its conditions. As a result, extensive groundwork and investment would be required before vertical construction of the museum can begin. The key cost factors for this site are detailed below:

- No existing infrastructure is present on-site – there are no access roads, no drainage systems, no utility hookups, nor lighting or parking facilities. The parcel sits about 2.5–3 miles outside downtown St. Augustine on a two-lane county road with no transit service. To develop this location, the project must fundamentally build out infrastructure from scratch, including constructing access roads/driveways, installing stormwater drainage, extending water and sewer lines, and providing electrical service. These are substantial upfront costs not required at the other sites.
- Given the undeveloped, natural state of the land, comprehensive environmental studies are mandatory. Wetlands and wildlife surveys, along with an Environmental Impact Study (EIS), would need to be completed to identify and mitigate any ecological impacts. An EIS alone can take nine months or more, potentially delaying the project and adding consulting costs. Budgetary estimates for the necessary environmental assessments and permitting range from tens of thousands up to around \$100,000, depending on the depth of analysis required.
- Initial reviews indicate that portions of the site are moderate-quality wetlands or swampy areas. Developing the museum will require wetland mitigation efforts, such as creating or preserving wetlands elsewhere, to comply with environmental regulations. Mitigation costs vary widely by extent and ecological value of wetlands; commonly, expenses run approximately \$20,000–\$100,000 per acre of wetlands impacted. If several acres of the St. Johns site must be mitigated or filled, this could entail a significant expenditure (potentially hundreds of thousands of dollars) dedicated solely to environmental compliance.
- Building on or near wetlands and poorly drained soils necessitates special construction measures. The museum’s foundation and site design in St. Johns would likely require enhanced engineering solutions – for example, elevating structures, using pilings or soil stabilization, and incorporating robust stormwater management. These adaptations can be expected to raise construction costs by roughly 20%–50% above standard building costs for equivalent facilities on dry, prepared land. This premium covers the extra materials and techniques needed to ensure long-term structural integrity and flood resilience on the site. In essence, a facility that might cost \$X on a ready site could cost 1.2–1.5× \$X on this challenging terrain.

Preparing the St. Johns County site is a financially significant undertaking, with estimated site development costs in the range of \$500,000 to \$2 million before actual building construction begins. This rough range encompasses the cumulative expenses of environmental assessment and mitigation, infrastructure installation, and construction modifications for the wetlands condition. For instance, land preparation line-items would include new road access and parking facilities, utility and drainage construction, and habitat mitigation projects – together reaching into the mid six or low seven figures. Such an outlay would substantially increase the initial budget requirement for the St. Johns location and could impact funding availability for the museum structure itself. Moreover, the longer timeline to handle environmental permitting and infrastructure could translate

into higher carrying costs or construction inflation. These factors underscore a notable cost disadvantage at St. Johns compared to the other two locations, and they would need to be carefully weighed in any financing and implementation plan.

## Summary of Site Development Readiness and Costs

The table below summarizes the infrastructure status and estimated site preparation costs for each proposed location, highlighting the stark differences in readiness and required investment:

Location	Infrastructure & Zoning Status	Estimated Site Prep Costs
Opa-Locka (Miami-Dade)	Fully developed urban site; roads, utilities in place; zoned/entitled for development. Little to no new infrastructure needed.	Low – minimal costs (< \$0.5M). Site is essentially build-ready, aside from minor permitting and planning expenses.
Eatonville (Orange)	Established town location with highway access (I-4) and transit. Basic utilities available from prior use (former school). Some improvements (site access, hookups) required.	Moderate – on the order of a few hundred thousand dollars. Standard prep (access road, utility connections, site grading) and due diligence (environmental review) costs.
St. Johns (St. Augustine)	Undeveloped land on rural edge; no existing infrastructure (no roads, drainage or utilities). Contains moderate wetlands requiring environmental mitigation. Likely needs rezoning and extensive site work.	High – approximately \$0.5–\$2 million. Significant expenditures for environmental surveys, wetland mitigation, new roads and utilities, and specialized construction adaptations (20–50% cost increase for foundations and drainage).

From a policy perspective, these findings illustrate that Opa-Locka’s “turn-key” site offers the most cost-efficient path, as scarce state funds would not be diverted to basic site development. Eatonville requires a moderate investment to leverage its advantageous location, a manageable scenario in a budget planning context. St. Johns County’s site, by contrast, would demand a sizable upfront allocation just to make the land buildable, potentially straining project finances or warranting additional funding appropriations. This objective comparison of site readiness and related costs will inform decision-makers as they evaluate the museum’s financial feasibility and sustainability across the candidate locations. The analysis ensures that state leadership is apprised of how infrastructure conditions translate into budgetary implications for the Florida Museum of Black History.

# Risk Assessment & Contingency Planning

While the preceding sections demonstrate the Museum's financial viability, prudent planning requires thorough risk assessment and contingency strategies. The following section identifies potential financial challenges and outlines mitigation approaches that strengthen the Museum's resilience to various economic scenarios.

## Financial Risk Report

### Feasibility Assessment & Mitigation Strategies

This financial risk report identifies key risks associated with the proposed museum's development and operation and provides possible mitigation strategies to help support long-term financial sustainability. The risks are categorized into capital development, operational, revenue, and external risks.

#### 1. Capital Development Risks

##### 1.1 Construction Cost Overruns

Projected construction costs may increase due to inflation, supply chain disruptions, labor shortages, or unforeseen site conditions.

Mitigation Strategies:

- Include a 10–15% contingency budget for cost overruns.
- Secure fixed-price contracts with contractors where feasible.
- Conduct value engineering to identify cost-saving alternatives without compromising quality.

##### 1.2 Funding Shortfalls & Delays

Public funding, grants, or philanthropic contributions may take longer than expected to materialize, delaying the project.

Mitigation Strategies:

- Structure a phased development approach to prioritize critical museum spaces.
- Seek bridge financing (e.g., short-term loans or lines of credit) to cover funding gaps.
- Diversify funding sources, including New Market Tax Credits (NMTC), Historic Tax Credits (HTC), and private-sector sponsorships.

##### 1.3 Site & Infrastructure Challenges

The site may require unexpected infrastructure investments (e.g., lack of utility capacity, environmental remediation).

Mitigation Strategies:

- Conduct a comprehensive site analysis prior to finalizing budgets.
- Explore public-private partnerships (PPPs) to offset infrastructure costs.
- Apply for government infrastructure grants if needed.

## 2. Operational Risks

### 2.1 Higher-Than-Expected Operating Costs

Facility operations, maintenance, and staffing costs might exceed initial projections.

Mitigation Strategies:

- Benchmark against similar museums and conduct a detailed line-item budget analysis.
- Implement energy-efficient building systems to reduce long-term utility costs.
- Utilize a lean staffing model initially, with plans for gradual expansion as revenue stabilizes.

### 2.2 Underperformance of Attendance & Memberships

Museum visitation may not meet projections, affecting admissions and membership revenue.

Mitigation Strategies:

- Develop multiple attendance scenarios, including a conservative case based on lower-than-expected visitor counts.
- Strengthen marketing partnerships with hotels, tourism boards, and community organizations.
- Offer tiered membership levels with added value to increase retention.

### 2.3 High Dependence on Grants & Donations

Reliance on unpredictable grant funding and philanthropic contributions can contribute to long-term sustainability issues.

Mitigation Strategies:

- Build a diversified revenue stream, including earned income from ticket sales, event rentals, retail, and sponsorships.
- Establish an endowment fund to support operational costs.
- Develop corporate partnerships for sustained funding commitments.

## 3. Revenue Risks

### 3.1 Uncertainty in Admissions & Earned Income

Market demand for paid museum experiences fluctuates based on economic conditions.

Mitigation Strategies:

- Offer free or low-cost admission days supported by sponsorships to maintain community engagement.

- Develop recurring revenue streams, such as subscription-based digital memberships.
- Design flexible ticket pricing models that include discounted group rates and bundled experiences.

### 3.2 Volatility in Event & Rental Income

Economic downturns can reduce demand for space rentals and corporate sponsorships.

Mitigation Strategies:

- Diversify event offerings, including corporate retreats, weddings, and cultural festivals.
- Implement a tiered pricing strategy for different event spaces.
- Engage hospitality and tourism industry partnerships to drive rental bookings.

### 3.3 Lower-Than-Expected Retail & Café Sales

The museum's café and retail store may underperform due to low foot traffic or weak consumer demand.

Mitigation Strategies:

- Offer exclusive, high-demand merchandise tied to exhibits and local culture.
- Partner with local Black and Afro-Caribbean businesses to feature unique products.
- Develop a strong online retail presence to supplement in-person sales.

## 4. External Risks

### 4.1 Economic Downturns & Tourism Fluctuations

Economic recessions or declines in tourism could impact visitor spending and philanthropic giving.

Mitigation Strategies:

- Establish a cash reserve fund to weather downturns.
- Expand local community engagement programs to maintain steady visitor numbers.
- Diversify funding sources, including long-term corporate sponsorships.

### 4.2 Changes in Public Funding & Policy

Government funding commitments could change due to political shifts or budget cuts.

Mitigation Strategies:

- Advocate for the museum's economic and cultural impact to maintain public support.
- Establish private sector funding partnerships to reduce reliance on government funding.
- Secure multi-year funding commitments where possible.

## Conclusion

This financial risk assessment identifies key vulnerabilities and outlines proactive strategies to ensure long-term feasibility. Next steps include refining risk-adjusted financial models, finalizing contingency planning, and optimizing revenue diversification strategies.



# Final Pro Forma & Sensitivity Analysis

This section presents the final comprehensive financial model, incorporating all revenue streams, phased development costs, and operating expenses. A sensitivity analysis stress-tests key assumptions, identifying potential risks and ensuring long-term financial sustainability.

## 1. Final Pro Forma Summary

The pro forma projects revenue, expenses, and financial performance over a 10-year horizon, aligning with phased development and revenue growth expectations.

### Key Financial Metrics (Year 1 vs. Year 10)

Category	Year 1	Year 10	CAGR (Annual Growth Rate)
Total Revenue	\$12.5M	\$40.0M	12.9%
Total Operating Expenses	\$10.5M	\$32.0M	11.5%
Net Operating Income	\$2.0M	\$8.0M	14.5%
EBITDA	\$1.5M	\$7.5M	16.2%
Debt Service Coverage Ratio (DSCR)	1.4x	2.2x	-
Break-even Year	Year 3	-	-

Revenue grows as visitor attendance, memberships, and events scale up.

Operating costs increase with expansion, but revenue outpaces expenses, ensuring long-term sustainability.

Debt service coverage remains strong, maintaining financial flexibility.

## 2. Revenue Breakdown

Revenue Stream	Year 1 (\$M)	Year 10 (\$M)	% of Total Revenue (Year 10)
Admissions	\$3.5M	\$12.0M	30%
Memberships	\$1.2M	\$4.5M	11%
Retail & Café	\$1.8M	\$6.5M	16%
Event Rentals	\$2.5M	\$8.0M	20%
Sponsorships & Partnerships	\$1.5M	\$4.0M	10%
Grants & Public Support	\$2.0M	\$5.0M	13%
<b>Total Revenue</b>	<b>\$12.5M</b>	<b>\$40.0M</b>	<b>100%</b>

Admissions and memberships scale with attendance and engagement.

Retail and café sales grow with visitor traffic and brand recognition.

Event rentals become a core revenue driver, leveraging the 14,000 SF event space & 27,000 SF terrace.

Sponsorships increase with museum reputation, partnerships, and naming rights.

## 3. Operating Expenses Breakdown

Expense Category	Year 1 (\$M)	Year 10 (\$M)	% of Total Expenses (Year 10)
Salaries & Benefits	\$4.0M	\$12.5M	39%
Utilities & Maintenance	\$1.2M	\$4.0M	12%
Programming & Exhibitions	\$2.0M	\$6.5M	20%
Marketing & Outreach	\$1.0M	\$3.5M	11%
Administrative Costs	\$0.8M	\$2.5M	8%
Insurance & Security	\$1.0M	\$3.0M	10%
<b>Total Expenses</b>	<b>\$10.5M</b>	<b>\$32.0M</b>	<b>100%</b>

Salaries scale with staffing needs, including curators, event coordinators, and operations teams.

Programming & exhibitions remain a major cost driver, supporting new exhibits and events.

Marketing ramps up as national presence grows.

Utilities & maintenance costs rise with expanded space but remain manageable.

## 4. Sensitivity Analysis & Stress Testing

The sensitivity analysis evaluates the impact of key risk factors on the museum's financial stability.

### Scenario 1: Lower-Than-Projected Attendance

*Assumption: Attendance reaches only 70% of projections in early years.*

Metric	Base Case (Year 5)	Low Attendance Case (Year 5)	% Change
Total Revenue	\$25M	\$18M	-28%
Total Expenses	\$20M	\$18M	-10%
Net Operating Income	\$5M	\$0M	-100%
DSCR	1.8x	1.1x	-39%

Mitigation Strategies:

- Expand community outreach & discount programs to drive local attendance.
- Increase corporate event rentals & memberships to offset revenue loss.
- Strengthen digital programming & online exhibitions for additional engagement.

## Scenario 2: Higher Construction Costs

*Assumption: Construction costs increase by 20% due to inflation and material shortages.*

Metric	Base Case (Total Project Cost)	High-Cost Case	% Change
Total Capital Cost	\$215M	\$258M	+20%
Debt Financing Needed	\$25M	\$68M	+172%
Annual Debt Service	\$2.5M	\$6.8M	+172%
DSCR	1.8x	1.2x	-33%

Mitigation Strategies:

- Seek additional grant funding from government & foundations.
- Increase corporate sponsorships and naming rights agreements.
- Phase development more conservatively, prioritizing revenue-generating spaces first.

## Scenario 3: Operating Cost Increases

*Assumption: Operating expenses increase by 15%, outpacing revenue growth.*

Metric	Base Case (Year 7)	High Cost Case (Year 7)	% Change
Total Expenses	\$25M	\$28.8M	+15%
Net Operating Income	\$7M	\$3.2M	-54%
DSCR	2.0x	1.5x	-25%

Mitigation Strategies:

- Increase non-admission revenue sources (events, retail, digital content).
- Implement energy-efficient building designs to lower long-term utility costs.
- Adjust programming expenses dynamically based on revenue performance.

## Conclusion

The museum's financial model is strong and resilient, with diverse revenue sources and a phased approach to capital expenditures. However, sensitivity analysis highlights key risks, which can be addressed through efforts such as:

- Early focus on revenue-generating spaces (gift shop, café, events) to minimize operating deficits.
- Building in financial flexibility, including contingency funds and reserve financing.
- Strategic partnerships to secure funding and operational efficiencies.
- Proactive marketing & outreach to maximize attendance and community engagement.

With these strategies, the museum can remain financially feasible, adaptable, and positioned for long-term success.

## Implementation (following affirmative selection)

Finalize financing agreements and secure additional funding commitments.

Refine operating cost structures based on real-time data.

Develop stakeholder engagement plans to ensure ongoing community and philanthropic support.

Begin pre-development work on Phase 1 implementation.

# Exhibit B

## Supporting Background Analysis

### **Florida Museum of Black History Feasibility Report**

Prepared by BusinessFlare® for Ten North Group

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The Florida Museum of Black History represents a groundbreaking opportunity to establish a world-class institution dedicated to the African American and Afro-Caribbean experience in Florida. After extensive market analysis, Miami-Dade County, specifically the City of Opa Locka, has emerged as the strongest and most viable location for this historic project. With a rich cultural and historical legacy, unparalleled tourism volume, a robust labor force, and significant economic advantages, Opa Locka is the only location that ensures the museum's success and long-term sustainability.

This decision is rooted in thoroughly evaluating economic drivers, labor force dynamics, tourism trends, funding opportunities, and site feasibility. Compared to Eatonville (Orange County) and St. Augustine (St. Johns County), Opa Locka overwhelmingly outperforms in key areas critical to the success of a state-backed museum. These include accessibility to a large visitor base, strong local and regional economic support, a workforce aligning with museum operations, and a high concentration of Black residents and cultural institutions reinforcing authenticity and community engagement.

#### *Why Miami-Dade? A Comprehensive Advantage*

The foundation of this project lies in its ability to serve the community it represents while drawing regional and national visitors. Opa Locka is a historically Black city with a majority-Black population (52%) and a growing Afro-Caribbean and Afro-Latino community. Miami-Dade County is home to over 500,000 Black residents. It represents one of the most demographically diverse regions in the U.S., making it the ideal setting for a museum dedicated to Black heritage.

Miami-Dade County is home to Florida's largest Black population, with a uniquely diverse blend of African American and Afro-Caribbean communities that shape its identity. Opa Locka has a 52% Black population, and near historically significant Black neighborhoods such as Liberty City, Miami Gardens, Overtown, and North Miami. This starkly contrasts St. Augustine, which has a declining Black population and whose historical narrative is largely dominated by colonial history, and Eatonville, which lacks the economic infrastructure to sustain a major cultural institution.

In addition, Miami-Dade has a long history of successfully supporting and elevating Black cultural institutions, including the Pérez Art Museum Miami's (PAMM) Caribbean Cultural Institute and The Black Archives at the Historic Lyric Theater. The presence of a vibrant African American arts scene,

combined with deep historical roots, ensures that the museum will be positioned where its mission is fully integrated into the community's cultural fabric.

This location ensures:

- A deeply engaged local audience that sees the museum as an extension of their history.
- A broad regional visitor base from neighboring Black-majority areas like Liberty City, Miami Gardens, Overtown, and North Miami and areas in southern Broward County.
- A strong cultural tourism market, given Miami's 26.5 million annual visitors, many of whom seek heritage experiences.
- Economic viability, leveraging Miami's financial and philanthropic resources to ensure sustainability.

#### *Tourism & Visitor Market – A Built-In Audience*

Tourism is a critical success factor for a major cultural institution, and Miami-Dade is Florida's tourism powerhouse, welcoming over 27.2 million visitors annually. This is a built-in audience that no other site can match. Eatonville and St. Augustine, while historically important, do not have the visitor volume or spending power necessary to sustain a museum of this scale.

- Miami International Airport (MIA) is one of the busiest airports in the world, handling over 50 million passengers annually, ensuring national and international accessibility.
- A growing demand for cultural tourism means that a museum of this nature will attract residents and be a major draw for visitors looking to engage with Black history and culture.
- Miami-Dade has a proven track record of successfully supporting cultural institutions, including Vizcaya Museum & Gardens, Pérez Art Museum Miami, and the Frost Science Museum.

### Comparison of Potential Visitor Markets:

Factor	Opa Locka (Miami-Dade)	Eatonville (Orange County)	St. Augustine (St. Johns County)
Annual Visitors	27.2M (Miami-Dade)	75M (Orlando, but theme park-focused)	6.2M (St. Augustine)
Cultural Tourism Appeal	High – Strong market for Black cultural heritage tourism	Moderate – Tied to Zora Neale Hurston’s legacy, but lacks broad cultural tourism infrastructure	Low – Primarily driven by colonial and Spanish heritage tourism
Accessibility (Major Airport)	Miami International Airport (MIA), 50M+ passengers/year	Orlando International Airport (MCO), 50M+ passengers/year	Jacksonville International Airport (JAX), 6.5M passengers/year

Miami’s tourism market is larger and more relevant to the museum’s mission. Many of Miami’s visitors come from Black cultural hubs such as New York, Atlanta, Washington D.C., and Chicago, reinforcing the potential for sustained attendance and engagement.

#### *Economic Drivers & Financial Sustainability*

The museum's success depends on attracting visitors and generating sustainable revenue. Miami-Dade offers a rare combination of historical significance, community engagement, and economic potential that cannot be matched by alternative locations such as Eatonville, Orange County, or St. Augustine.

- **Tourism Synergy:** Miami-Dade has a well-established tourism economy, and cultural tourists represent a rapidly growing segment. Over 40% of Miami’s visitors engage in museum, heritage, and arts experiences, yet no major institution is fully dedicated to Black history. The Florida Museum of Black History will fill this void.
- **Comparable Success Stories:** The National Museum of African American History and Culture (NMAAHC) in Washington, D.C., provides a benchmark. Its visitor flow, engagement

patterns, and economic impact demonstrate a strong demand for immersive Black history experiences.

- **Regional Spending Power:** Miami-Dade residents spend over \$733 million annually on recreation, museums, and cultural experiences, while Opa Locka’s local spending reflects strong community engagement despite lower overall income levels.
- **Cultural Programming and National Recognition:** The museum will host flagship events such as the Art of Transformation and Black History Month exhibits, reinforcing its role as a significant cultural destination.

A state-supported museum must be positioned within a strong economic environment to ensure long-term sustainability. Miami-Dade County offers:

- A \$733 million annual entertainment spending market, demonstrating strong local and visitor demand for cultural experiences.
- Corporate and philanthropic investment potential from Miami’s robust private sector, including major donors who have supported similar cultural projects.
- A development-ready site controlled by the State and City, eliminating acquisition hurdles and accelerating project implementation.

Both Eatonville and St. Augustine lack the financial infrastructure to sustain a museum of this size, making them riskier options requiring significantly higher state subsidies.

### *Demographics and Community Impact*

Understanding the demographic landscape is key to designing a culturally resonant and financially viable museum. Opa Locka’s high-density, majority-Black population ensures a built-in audience. At the same time, Miami-Dade’s demographic mix, including Afro-Caribbean and Afro-Latino residents, expands the museum’s relevance beyond traditional African American history.

Key insights from demographic analysis include:

- Opa Locka has a high percentage of single-parent and female-headed households, meaning museum programming must be family-friendly and accessible.

- Miami-Dade's more significant, affluent population base ensures financial sustainability, with opportunities for donor engagement and membership growth.
- Miami-Dade and Opa Locka's dominant segments align well with cultural engagement, museum visitation, and educational interests.
- Competing locations like St. Johns County lack the diversity and cultural alignment needed to sustain a Black history museum.

#### *Labor Force and Occupational Strength*

A museum of this scale requires a highly skilled workforce, including museum operations, education, tourism, and cultural programming professionals. The strength of the labor force is one of the most compelling factors supporting Miami-Dade and Opa Locka as the museum's location.

#### *Opa Locka Workforce Alignment:*

- 46.8% of the workforce is in service industries, providing a strong local labor pool for visitor services, outreach, and operations staff.
- The city's transportation and retail employment base ensures a workforce accustomed to customer-facing roles.

#### *Miami-Dade's Skilled Professional Base:*

- A significant portion of Miami-Dade's workforce is employed in finance, real estate, and technology, providing a network of potential board members, donors, and high-level museum staff.
- The county's strong arts and culture employment sector ensures access to experienced curators, educators, and exhibit designers.

#### *Comparison to Competing Locations:*

- Eatonville lacks the workforce depth needed for long-term sustainability.
- Orange County's labor force is highly concentrated in theme park and entertainment jobs, which do not align well with museum operations.
- St. Augustine's workforce is too small and lacks the necessary cultural sector employment.

A comparative analysis of the labor force across Miami-Dade, Orange, and St. Johns Counties demonstrates that Miami-Dade is the clear leader:

<b>Occupation Sector</b>	<b>Miami-Dade County</b>	<b>Orange County</b>	<b>St. Johns County</b>
Museum, Education, & Cultural Workers	22,000+ workers	15,500 workers	4,800 workers
Hospitality & Tourism Industry	150,000+ workers	200,000+ (heavily theme park-focused)	Limited workforce
Creative & Design Professions	30,000+ workers	18,000 workers	6,000 workers

Miami-Dade has the largest pool of museum and cultural professionals, ensuring the availability of experienced staff; a well-established creative economy, with institutions such as the Miami-Dade College Museum Studies Program and Florida International University's Arts & Cultural Studies program providing a steady pipeline of talent; and a workforce that is demographically aligned with the museum's mission, reflecting the diversity of the Black experience in Florida.

In contrast, St. Johns County has an extremely limited workforce in these key areas. Orange County's workforce is heavily concentrated in the theme park and services sectors, making it less aligned with the needs of a museum focused on history and culture.

#### *Financial Sustainability and Investment Potential*

**Philanthropic and Institutional Support:** Miami-Dade has a history of strong support for cultural institutions, with a well-established philanthropic network that can be tapped for funding and sponsorships.

**Local and State Government Support:** The museum has already received support from key elected officials and community organizations, reinforcing its legitimacy and potential for funding partnerships.

Public Engagement and Advocacy: Town hall meetings have demonstrated strong local enthusiasm, with endorsements from Miami-Dade Mayor Daniella Levine Cava, Congresswoman Frederica Wilson, and other leaders.

*Conclusion: A Museum That Will Thrive in Miami-Dade*

The Florida Museum of Black History is a cultural institution and a legacy project that must be positioned for long-term success and national prominence.

Miami-Dade County is the location with the best opportunity for the museum's sustainability, visibility, and impact.

Opa Locka's site is shovel-ready, supported by state and local leadership, and strategically located within a region with the resources and workforce to make this project thrive.

Miami-Dade's economic, cultural, and tourism advantages are unmatched, ensuring high visitation, substantial funding opportunities, and a lasting presence in Florida's cultural landscape.

The Florida Museum of Black History in Opa Locka will not only be viable, but it will also thrive. It will serve as:

- A national model for Black history museums, integrating African American, Afro-Caribbean, and Afro-Latino narratives like no other museum has.
- A major economic driver, creating jobs, generating tourism revenue, and strengthening local businesses.
- A community anchor, providing cultural, educational, and social impact for future generations.

Opa Locka offers authenticity, the Miami-Dade community provides financial sustainability, and they form the strongest foundation for a museum that will make history while telling history.

By selecting Opa Locka, Florida is committing to establishing a museum that not only preserves and promotes Black history but serves as a model for cultural institutions nationwide. This is an investment in truth, education, and economic empowerment; an investment in a future that honors the past while creating new opportunities for future generations.

## Demographics

The Florida Museum of Black History must be located in a place that reflects Black Floridians' rich history and contributions and ensures long-term success through a strong local market, economic feasibility, and broad visitor appeal. The combination of Opa Locka and Miami-Dade County provides the ideal environment for the museum.

Opa Locka is a city with deep cultural roots, a majority-Black population, and an engaged community that aligns with the museum's mission. Miami-Dade County, as the largest and most diverse county in Florida, provides a massive regional audience, economic strength, and a well-established tourism sector that will ensure the museum's sustainability and growth.

## Population and Household Characteristics

Opa Locka has a population of 16,230, making it a small but densely populated city with 3,822 people per square mile. With 2.7 million residents, Miami-Dade County offers an enormous regional audience and economic base, not to mention the additional market support that will come from Broward County to the north.

Household characteristics in Opa Locka and Miami-Dade reflect diverse family compositions, an important factor in how the museum must structure its programming. 64 percent of Opa Locka's households are family households, with a particularly high proportion of female-headed households. Miami-Dade's household composition is similar, with 68.3 percent family households.

### *Why This Matters*

Opa Locka's high density means the museum will have a strong local base of visitors.

Miami-Dade's massive regional population provides a steady and sustainable audience.

The high percentage of family households means the museum must include family-friendly programming, interactive exhibits, and community engagement initiatives.



Single-parent households in Opa Locka will benefit from affordable programming options, school partnerships, and accessible museum hours.

## Racial and Ethnic Composition

Opa Locka is 52 percent Black and 46.2 percent Hispanic, with a significant Afro-Caribbean and Afro-Latino population. Miami-Dade is 14.8 percent Black and 68.7 percent Hispanic, making it one of the most diverse counties in the United States.

This demographic mix is crucial because it means the museum will serve African Americans, Afro-Caribbean, and Afro-Latino populations. These communities share deep historical connections through the African diaspora, and their experiences must be reflected in the museum's storytelling.

### *Why This Matters*

Opa Locka's majority-Black population makes it an authentic and meaningful location for a Black history museum.

Miami-Dade's diverse Afro-Caribbean population expands the museum's reach beyond African American history into Caribbean and Afro-Latino cultural heritage.

Bilingual accessibility (English & Spanish) will be critical for the museum to engage Miami-Dade's broader population.

Community outreach efforts should be tailored to African American and Afro-Caribbean audiences, ensuring cultural representation in exhibits and programming.

## Age and Education Profiles

Opa Locka has a large youth population, with 25.4 percent of residents under 18. Miami-Dade's youth population is slightly smaller, at 21.5 percent, but still represents a significant portion of the county.

The working-age population (18-64) is 62.8 percent in Opa Locka and 63.2 percent in Miami-Dade, ensuring a strong base of adult visitors who will contribute to attendance and membership growth.

Education levels in Opa Locka are not quite at the level of the countywide averages. 21.1 percent of residents in Opa Locka lack a high school diploma, compared to 18.4 percent in Miami-Dade. Meanwhile, only 14.8 percent of Opa Locka residents hold a bachelor's degree or higher, compared to 29.3 percent in Miami-Dade.

#### *Why This Matters*

Opa Locka's high percentage of youth means school partnerships, field trips, and interactive learning experiences should be a top priority.

Miami-Dade's substantial working-age population ensures year-round adult attendance.

Lower education levels in Opa Locka mean the museum should use engaging, accessible storytelling to ensure exhibits appeal to all audiences, regardless of education level.

The museum should develop educational programs to help bridge historical knowledge gaps in the community.

## Economic Conditions and Affordability

The economic landscape of Opa Locka presents challenges that the museum will positively address, but Miami-Dade's broader economy provides the necessary financial infrastructure to support a major cultural institution.

Opa Locka's median household income is \$37,800, lower than Miami-Dade County's (\$73,110). The city's poverty rate is high (31.2 percent), and 49.3 percent of households rely on food assistance (SNAP).

At the same time, Miami-Dade's diverse economy, corporate presence, and philanthropic sector provide a strong fundraising base for museum operations.

#### *Why This Matters*

The museum should offer affordable or free admission days, discounted memberships, and community programs to ensure accessibility for Opa Locka residents.

Miami-Dade's economic strength means the museum will have corporate sponsorship, philanthropic support, and long-term financial sustainability.

School partnerships will be crucial in making the museum accessible to lower-income students.

## Cultural and Linguistic Diversity

Opa Locka is a highly multilingual city. Only 33.2 percent of residents speak only English, while 30.8 percent speak Spanish. Miami-Dade is even more linguistically diverse, with only 15.7 percent of residents speaking only English, while 45.3 percent speak Spanish.

This diversity is a critical advantage for the museum because it must serve a broad, multilingual audience while maintaining a focus on Black history and culture.

### *Why This Matters*

Trilingual programming (English, Creole, and Spanish) will ensure accessibility to a broad Miami-Dade audience.

Exhibits should reflect the multicultural Black experience, including African American, Afro-Caribbean, and Afro-Latino narratives.

Multilingual outreach efforts will be necessary to engage Miami-Dade's diverse population.

## Comparative Assessment for All Three Sites

The selection of a site for the Florida Museum of Black History must include an analysis of demographic realities that support long-term viability, engagement, and authenticity. The 2020 Census and 2023 American Community Survey (ACS) data directly compare Opa Locka and Miami-Dade County, Eatonville and Orange County, and St. Augustine and St. Johns County.

A successful museum requires a large, engaged, and demographically relevant audience, strong local community support, and cultural alignment with its mission. While all three locations have historical significance, only Opa Locka and Miami-Dade County offer the necessary combination of cultural identity, regional sustainability, and broad visitor potential.

This analysis compares the three locations based on population size and growth, racial and ethnic composition, household structure, and language diversity.

## Population Size & Growth: Ensuring a Sustainable Audience

A museum's success depends on having a large, growing population in the immediate and surrounding regions. Opa Locka and Miami-Dade County provide the strongest foundation for long-term viability.

Miami-Dade County remains Florida's most populous county, with 2,701,767 residents according to the 2020 Census and a regional population of over 6 million, including the greater South Florida metropolitan area. Opa Locka, while much smaller with 16,463 residents, is one of the most densely populated areas in the region, with 3,822 people per square mile. This high population density ensures that the museum will have a steady base of local visitors who can engage with its programming regularly.

In contrast, Eatonville is extremely small, with only 2,349 residents as of 2020, and only modest growth of 1.17 percent annually. While it holds important historical significance as one of the nation's first incorporated Black towns, its tiny population makes it unsustainable as the anchor location for a major state museum. Orange County, where Eatonville is located, is much larger, with 1,429,908 residents, but its growth is driven by Orlando's broader economic expansion rather than Eatonville itself.

St. Augustine, with 14,329 residents, is slightly smaller than Opa Locka but lacks the latter's high population density and deep Black cultural roots. While St. Johns County is growing at 3.7 percent annually, its total population of 273,425 residents remains a fraction of Miami-Dade's.

### *Why This Matters*

The museum's long-term sustainability depends on a location with both a strong immediate population base and a larger regional audience to support attendance. Miami-Dade County provides the largest and most stable population to ensure the museum's ongoing success, while Opa Locka's dense community guarantees a high level of local engagement. Eatonville's population is too small to provide a reliable visitor base, and St. Augustine's slow growth and smaller population limit its ability to sustain a major museum over time.

## Racial & Ethnic Composition: Representing Black History Authentically

A Black history museum should be located in a community with a strong Black presence and historical relevance. Opa Locka and Miami-Dade County not only have the most prominent Black population of any competing location but also include significant Afro-Caribbean and Afro-Latino influences essential to telling a complete Black history narrative.

Opa Locka is 52 percent Black and 46 percent Hispanic, making it a majority-Black city with a significant Afro-Caribbean and Afro-Latino presence. This creates an authentic and deeply connected audience directly aligned with the museum's mission. While not majority-Black, Miami-Dade County still has the largest Black population of any county in Florida, with 400,002 Black residents, representing 14.8 percent of its total population. Importantly, Miami-Dade's Black community is culturally diverse, including not just African Americans but also large populations of Haitians, Jamaicans, Bahamians, and Afro-Cubans.

In contrast, Eatonville is 73.6 percent Black, making it the most historically African American town in Florida. However, with only 1,730 Black residents, it lacks the population size needed to sustain a major museum. While Orange County has a substantial Black community (19.4 percent of its 1.4 million residents are Black) the museum would be more of an outlier within its broader cultural landscape.

St. Augustine and St. Johns County, on the other hand, have the smallest Black populations among the three competing locations. St. Augustine is only 8.1 percent Black, with just 1,167 Black residents, while St. Johns County is even less representative, with only 4.9 percent of its 273,425 residents identifying as Black. The region's history is deeply tied to Spanish colonial heritage rather than Black cultural history, making it a poor fit for the official State Black History Museum.

### *Why This Matters*

For a Black history museum to thrive, it must be located where the local population reflects its mission and content. Opa Locka's majority-Black population and Miami-Dade's large, diverse Black community provide a deeply engaged and culturally relevant audience. While Eatonville has a strong historical connection, its small size is a critical limitation. St. Augustine, with its

predominantly White population, does not provide the cultural alignment necessary for a museum dedicated to Florida's Black history.

## Household Structure & Age Distribution: Identifying the Target Audience

Opa Locka and Miami-Dade County provide a diverse mix of family households, single-person households, and a strong youth population. This ensures that the museum will appeal to different age groups, including schoolchildren, working-age adults, and older visitors.

In Opa Locka, 64 percent of households are family households, while 33.9 percent of households consist of a single individual. Miami-Dade's household structure is similar, with 68.3 percent family households and 25.4 percent single-person households. The city also has a high percentage of youth, with 25.4 percent of its population under 18, making it ideal for school partnerships and educational programming.

By comparison, St. Augustine and St. Johns County have a much older population. Only 17.4 percent of St. Augustine's residents are under 18, and 22.5 percent of its population is over 65. This makes it less suited for a museum relying heavily on school partnerships and younger visitors.

### *Why This Matters*

Opa Locka's youth population makes it an ideal site for school engagement, field trips, and youth-focused programming. The museum must be able to serve families, students, and adults alike, and Miami-Dade provides the strongest balance of age demographics. In contrast, St. Augustine's older population suggests a weaker base for long-term community engagement.

## Language & Cultural Diversity: Expanding Engagement Opportunities

Opa Locka and Miami-Dade County are multilingual and culturally diverse, requiring a trilingual museum experience to maximize engagement. Only 33.2 percent of Opa Locka residents speak only English, while 30.8 percent speak Spanish. Miami-Dade is even more diverse, with only 15.7 percent of residents speaking only English, while 45.3 percent speak Spanish.

### *Why This Matters*

For the museum to be successful, it must be accessible to both English- and Spanish-speaking visitors. Miami-Dade's diverse linguistic environment provides a built-in demand for multilingual exhibits and programming, which is far less necessary in Eatonville and St. Augustine, where most of the population speaks only English.

<b>Factor</b>	<b>Opa Locka &amp; Miami-Dade</b>	<b>Eatonville &amp; Orange County</b>	<b>St. Augustine &amp; St. Johns County</b>
Population Size & Growth	Largest population (2.7M), sustainable growth	Small local base (2.3K Eatonville), but strong county (1.4M)	Small population (14K St. Augustine, 273K county)
Black & Cultural Representation	52% Black in Opa Locka, 14.8% in Miami-Dade	73.6% Black in Eatonville, but very small numbers	Only 8.1% Black in St. Augustine, 4.9% in St. Johns
Economic & Tourism Potential	Strongest tourism market in Florida, high donor potential	Eatonville is not a tourism hub; Orlando is theme-park driven	St. Augustine tourism focuses on Spanish colonial history
Community Engagement & Accessibility	Strong Black community, easy access via transit	Small local population, limited transit	Not a historically Black community, lower engagement

Opa Locka and Miami-Dade County provide the most potent combination of cultural alignment, demographic sustainability, and community engagement potential, making them the clear and most viable choice for the Florida Museum of Black History.

## Additional Analysis Based on Age, Sex, and Race

The long-term success of the Florida Museum of Black History depends on being located in a community that not only reflects the richness of Black heritage but also provides a sustainable visitor base over time. The analysis of age, sex, and race distribution in Opa Locka and Miami-Dade County, compared to Eatonville, Orange County, St. Augustine, and St. Johns County, highlights why Opa Locka offers the most potent combination of cultural authenticity, demographic alignment, and long-term audience sustainability.

A museum's success is tied to who lives in and around its location. A strong Black population base ensures the museum remains authentic and relevant, while a balanced age distribution guarantees steady attendance from school-aged children, working-age adults, and seniors. Additionally, gender demographics help shape programming that aligns with local household structures.

### Black Population Size and Cultural Representation

For a Black history museum, one of the most critical factors is whether the surrounding community is culturally representative of the history the museum seeks to preserve and showcase. Opa Locka has a Black majority, with 50.2 percent of its 16,264 residents identifying as Black. While Miami-Dade County as a whole has a lower percentage of Black residents (14.1 percent), it still contains Florida's largest Black population, with 384,444 Black residents. This number dwarfs the Black populations of St. Augustine and St. Johns County, where Black residents comprise only 8.1 percent and 4.9 percent of the population, respectively.

At first glance, Eatonville appears to have an even stronger Black presence, with 74.6 percent of its residents identifying as Black. However, Eatonville's tiny total population of 2,859 means its Black population consists of just 2,132 individuals. This makes it culturally significant but demographically unsustainable for a major state museum, as there aren't enough local residents to form a consistent visitor base.

Even Orange County, where 19.4 percent of the population is Black, does not match the combined Black population of Opa Locka and the broader Miami-Dade region. The same issue applies to St.



Augustine and St. Johns County, where Black residents comprise only a tiny fraction of the community.

The projected Black population trends also reinforce the case for Opa Locka. While Miami-Dade and Opa Locka show a slight decline in Black population (-2.9 percent and -4.5 percent from 2024-2029), this trend is much more pronounced in Eatonville (-3.8 percent), meaning its already small Black community is shrinking. St. Augustine and St. Johns also project declines, showing that their already low Black populations are not expanding in a way that would make the museum's location sustainable.

Opa Locka provides a Black-majority city with a significant Afro-Caribbean influence. At the same time, Miami-Dade's sheer population size ensures a broad and diverse audience of Black visitors from various backgrounds. Eatonville, despite its history, is too small to sustain a museum of this scale, and St. Augustine's small and shrinking Black population makes it an even weaker choice.

## Age Distribution and Long-Term Sustainability

Ensuring a strong and growing visitor base requires a balanced mix of children, young adults, working-age professionals, and seniors. Opa Locka has the youngest median age among all locations, 36.9, followed by Eatonville at 39.2 and Orange County at 38.3. Miami-Dade, while slightly older at 41.7, still maintains a largely working-age population.

In contrast, St. Augustine and St. Johns County have rapidly aging populations, with median ages of 48.7 and 50.5, respectively. These are the highest median ages among the locations being considered, reflecting a population heavily skewed toward retirees rather than younger, engaged audiences.

The breakdown of age groups further reinforces these trends. In Opa Locka, 25.4 percent of residents are under 18, making it the youngest population base among the competitors. At 21.5 percent under 18, Miami-Dade still provides a large base of school-age children who can engage with the museum through field trips and educational programs.

By comparison, only 17.4 percent of St. Augustine's residents are under 18, and St. Johns County follows a similar pattern at 19.2 percent. The higher percentage of retirees in these communities means fewer school visits and less engagement from young families. While museums should

appeal to all age groups, a strong youth audience is critical for long-term success, as it ensures multi-generational engagement and repeat visits over time.

Opa Locka's younger median age, combined with Miami-Dade's sizeable working-age population, provides a more sustainable long-term audience for the museum. St. Augustine and St. Johns County, with their older and retiree-driven demographics, lack the youthful energy needed to make the museum thrive as an interactive, education-focused institution.

## Growth Trends and Household Stability

For a museum to remain viable over decades, it must be located in an area with stable or growing population trends. Miami-Dade remains one of Florida's largest and most stable counties, with projected population growth of 0.22 percent from 2024 to 2029. Opa Locka shows a very slight decline of -0.21 percent, but household growth remains positive at 0.25 percent, meaning families stay within the community.

Conversely, Eatonville is experiencing some population decline (-0.35 percent), raising concerns about long-term sustainability. While Orange County is projected to grow by 2.4 percent, the direct impact on Eatonville is limited due to its small size and the dominance of the Orlando metro area's economic drivers.

In contrast, St. Augustine and St. Johns County show higher population growth rates (0.98 percent and 3.7 percent, respectively), but much of this growth is driven by retirees relocating to the area. Household growth in St. Johns County is the highest of all regions, at 4.0 percent, but this trend does not necessarily translate to increased interest in a Black history museum.

Opa Locka and Miami-Dade provide a steady, engaged population that supports long-term museum sustainability. At the same time, Eatonville faces a slow decline, and St. Augustine's growth is disconnected from the museum's target audience.

## Gender Balance and Household Composition

The gender breakdown across all competing locations is relatively balanced, with women comprising slightly over 50 percent of the population in each case. Opa Locka has a slight female majority at 52.1 percent, while Miami-Dade's population is 51.6 percent female.

A key consideration is the significantly higher number of female-headed households in Opa Locka than in the competing locations. This suggests a high potential for museum programming aimed at families, single mothers, and community-building initiatives.

St. Augustine and St. Johns County also have slightly higher female percentages, but the difference is primarily driven by older populations with more widowed or retired women. This does not contribute to a more engaged audience base for a museum centered on education, cultural history, and intergenerational storytelling.

## Conclusion

A deep analysis of age, sex, and race data clearly demonstrates why Opa Locka and Miami-Dade County is the best choice for the Florida Museum of Black History.

Opa Locka provides a majority-Black city with a significant Afro-Caribbean influence, while Miami-Dade County has the largest Black population in the state. The youthful population and strong working-age base ensure steady school visitors, engaged families, and long-term sustainability.

While historically significant, Eatonville is too small and declining demographically, making it an unsustainable location for a major state museum. St. Augustine and St. Johns County, with their low Black population percentages and rapidly aging demographics, lack the cultural and community support necessary to justify placing the museum there.

Opa Locka and Miami-Dade remain the clear and most viable choice.

## Additional Insights Affecting Museum Operations

Building on the previous demographic and socioeconomic analysis, the Community Profiles for Opa Locka and Miami-Dade County provide additional critical insights that shape the feasibility, sustainability, and market positioning of the Florida Museum of Black History. These data points include daytime population dynamics, spending behavior, workforce composition, and educational attainment.

These factors help refine museum operations, audience targeting, and financial planning. While Opa Locka provides deep cultural authenticity and a core local audience, Miami-Dade delivers economic sustainability, a larger visitor base, and access to higher-income patrons.

### Daytime Population & Household Trends

A museum's success is not only driven by local residents but also by workers, commuters, and visitors who engage with the area during the day. Opa Locka's daytime population of 20,019 significantly exceeds its residential population, meaning that nearly half of the people in the city during the day do not live there. This includes 10,026 workers, showing that a museum in Opa Locka would have a strong secondary audience of employees in the area who may visit during lunch breaks, after work, or during corporate events.

Miami-Dade amplifies this opportunity with a daytime population of 2.8 million people, consisting of 1.49 million workers and 1.32 million residents. The large daytime workforce means a museum in Opa Locka could attract visitors from the broader regional economy, particularly professionals looking for cultural engagement near their workplaces.

Household projections in both Opa Locka and Miami-Dade indicate stability rather than rapid decline or growth. Opa Locka's household count is projected to grow slightly from 5,948 to 6,022 by 2029, reinforcing that its residential base is not shrinking. Similarly, Miami-Dade's household count will increase from 995,737 to over 1 million within the same period, ensuring a growing number of potential visitors.

### *Why This Matters*

- The high daytime population in Opa Locka provides an expanded audience of workers beyond just residents.
- Programming should include lunchtime talks, after-work networking events, and corporate partnerships to capture daytime visitors.
- The stability of Opa Locka's household base suggests long-term community engagement opportunities.
- Miami-Dade's household growth ensures a steady pipeline of potential museum visitors.

## **Economic Viability: Income, Housing, and Spending Patterns**

While Opa Locka's median household income of \$29,649 is significantly lower than Miami-Dade's \$73,352, it is projected to rise to \$36,501 by 2029. This indicates gradual economic improvement but still emphasizes the need for affordable ticket pricing, free community days, and group memberships to make the museum accessible to residents.

Conversely, Miami-Dade's higher income levels provide financial stability for the museum, allowing it to attract regional visitors with more discretionary income to spend on admissions, memberships, and events. The average household income of \$105,339 in Miami-Dade far exceeds Opa Locka's \$49,314, reinforcing the need for tiered pricing models that cater to both affordability and premium experiences.

A critical factor is housing affordability. Opa Locka's homeownership rate of 28.1 percent is among the lowest in the region, meaning most residents are renters. This suggests a more transient population that may not have deep financial ties to the community, reinforcing the importance of schools, churches, and civic groups as long-term museum partners.

### *Why This Matters*

- The museum must balance affordability for Opa Locka residents with premium experiences for Miami-Dade's higher-income visitors.

- Miami-Dade’s higher income levels support revenue-generating initiatives like ticketed events, fundraising campaigns, and membership programs.
- The low homeownership rate in Opa Locka means museum engagement efforts should focus on schools, community organizations, and transient populations rather than long-term homeowners.

## Consumer Spending & Revenue Potential

Understanding how residents allocate discretionary income helps shape museum pricing strategies, event planning, and auxiliary revenue sources. Opa Locka residents spend \$10.27 million annually on entertainment and recreation, but their Spending Potential Index (SPI) is just 42, meaning their spending is well below the national average.

Miami-Dade County residents spend \$3.68 billion annually on entertainment and recreation, with an SPI of 90. The stark contrast in spending power means that while Opa Locka can provide a core visitor base, the museum must also rely on regional Miami-Dade visitors for financial sustainability.

Spending patterns on food and travel further highlight regional economic power. Miami-Dade residents spend \$3.83 billion on dining out and \$2.78 billion on travel, significantly higher than Opa Locka’s spending. This supports the case for on-site food and beverage options, travel-related partnerships, and packaged tourism experiences.

### *Why This Matters*

- The museum must cater to Opa Locka’s affordability constraints while offering premium experiences that attract higher-spending visitors from Miami-Dade.
- Miami-Dade’s high entertainment and dining spending supports the inclusion of an on-site café, event space, and ticketed programming.
- Travel spending trends indicate that the museum should pursue tourism partnerships and package deals to increase out-of-town visitor numbers.

## Education & Employment: Workforce & Museum Talent Pool

Education levels play a key role in determining museum programming needs. In Opa Locka, 24.7 percent of adults have not completed high school, and only 8.8 percent hold a bachelor's degree or higher. By contrast, Miami-Dade has a much more educated workforce, with 36 percent of adults holding a college degree.

This difference shapes the type of exhibits, workshops, and engagement strategies the museum should prioritize. While accessible, community-driven storytelling and hands-on learning experiences will resonate in Opa Locka, Miami-Dade's educated population can support research initiatives, guest lectures, and professional networking events.

Employment sectors also reveal opportunities for museum job creation and partnership development. Opa Locka's workforce is heavily concentrated in services (46.8 percent), retail (16 percent), and transportation (14.1 percent), meaning that many residents work in customer-facing, hospitality, or logistics-based jobs.

Miami-Dade's economy is more diverse, with significant employment in finance, real estate, and technology. This suggests a larger pool of professionals who can contribute to the museum as donors, board members, and strategic partners.

### *Why This Matters*

- Programming should be tailored for accessibility, focusing on hands-on exhibits and community engagement.
- Miami-Dade's highly educated population presents an opportunity for higher-level discussions, research collaborations, and donor cultivation.
- Opa Locka's strong service and retail workforce aligns with museum job creation, including visitor services, outreach coordinators, and event staff.

## Strengthening the Case for the Museum in Opa Locka

The expanded Community Profile analysis reinforces the strategic advantages of locating the Florida Museum of Black History in Opa Locka.

- The city's high daytime population expands the audience beyond residents, creating engagement opportunities for workers and commuters.
- Opa Locka's economic profile calls for affordability-focused museum experiences, while Miami-Dade's higher spending power ensures financial sustainability.
- Spending patterns in entertainment, food, and travel suggest that the museum can benefit from regional visitors willing to spend on cultural experiences.
- Educational gaps in Opa Locka require an emphasis on accessible storytelling, while Miami-Dade's educated workforce supports advanced programming and donor engagement.

Ultimately, Opa Locka provides a deeply authentic cultural foundation, while Miami-Dade ensures financial and regional sustainability. These factors solidify the location's viability and strengthen the case for investment in the museum.



# Tapestry Segmentation Analysis

Tapestry segmentation is a market research tool used to analyze a community's demographic, socioeconomic, and lifestyle characteristics. Developed by Esri, this system classifies neighborhoods into distinct segments based on income, spending habits, family structures, and cultural engagement. By studying these segments, we can better understand who lives in a particular area, how they interact with cultural institutions, and what types of experiences they value.

For the Florida Museum of Black History, tapestry segmentation provides critical insights into potential visitors, helping to shape programming, marketing strategies, and operational decisions. By identifying the dominant segments in Opa Locka, Miami-Dade, and the competing locations (Eatonville, Orange County, St. Augustine, and St. Johns County), we can assess:

- Local vs. regional audience dynamics – Who will visit the museum regularly versus who will come occasionally?
- Economic and educational profiles – How can the museum remain financially accessible while generating revenue?
- Cultural engagement and interests – What types of exhibits, events, and educational programs will attract and retain visitors?

Tapestry segmentation is not just about numbers; it is about understanding people. Using this data, we can determine the most suitable location for the museum and ensure it serves as both a community resource and a regional destination.

The following analysis compares Opa Locka and Miami-Dade's tapestry segments to those in Eatonville, Orange County, St. Augustine, and St. Johns County to reinforce why Opa Locka and Miami-Dade offer the strongest foundation for the museum's success.

## Opa Locka and Miami-Dade Segmentation

The Tapestry Segmentation Analysis provides essential insight into the socioeconomic, cultural, and lifestyle characteristics of Opa Locka and Miami-Dade County residents. Understanding these

segments helps shape the Florida Museum of Black History's visitor experience, marketing strategies, and financial sustainability. By identifying dominant population segments, the museum can be designed to engage local and regional audiences, ensuring long-term success effectively.

Southwestern Families, City Commons, and Modest Income Homes largely represent Opa Locka's population. These groups share strong community ties, rely on local attractions for entertainment, and prioritize affordability in their spending. The largest segment, Southwestern Families, consists of multigenerational households, primarily of Afro-Caribbean and African American heritage. Their deep cultural engagement makes them a prime audience for the museum. They value storytelling, history, and interactive educational experiences that allow families to connect across generations. Since many are renters with limited ability to travel, a museum in their community would become a cornerstone for cultural enrichment, serving as both an educational center and a gathering space for school field trips, afterschool programs, and community events. Ensuring accessibility through trilingual English, Spanish, and Creole exhibits would further enhance engagement.

The second largest segment, City Commons, represents younger, low-income urban residents who are highly community-oriented but face financial constraints. They are more likely to rely on public transportation and may not actively seek out traditional museum experiences. For this group, affordability is critical. Free admission days, discounted family memberships, and partnerships with transit agencies to provide easier access would encourage participation. Non-traditional museum activities such as live music events, food markets, and spoken-word performances would also attract these residents, who are more likely to engage with cultural institutions when they offer experiences beyond standard historical exhibits. Building relationships with local leaders, educators, and churches would help reinforce the museum's role as an inclusive and welcoming space.

The Modest Income Homes segment in Opa Locka consists of working-class families with a strong connection to faith-based communities and local schools. While they may not have high discretionary spending, they prioritize affordable, high-quality, family-friendly experiences. This group will likely engage with museum programs designed for multigenerational visitors, such as weekend storytelling events, faith-based historical discussions, and performances celebrating Black heritage. Their connection to churches and community organizations makes them a key

group for partnerships that could drive attendance through group visits, faith-based programming, and local educational collaborations.

Miami-Dade County offers a broader, more diverse visitor base with significant representation from Urban Villages, Metro Fusion, and Family Foundations. These groups provide higher spending power and cultural engagement, making them essential for the museum's regional sustainability. The Urban Villages segment comprises working-class families already engaged in cultural activities, attending museums, festivals, and historical sites. This group values educational experiences for their children, making school partnerships and field trip programming especially important. Civic engagement initiatives like panel discussions on Black history, voter rights, and economic justice would appeal to these residents.

Metro Fusion represents young, diverse professionals who attend arts and cultural events frequently. This group is highly educated, connected through social media, and interested in networking opportunities. For them, the museum would need to offer engaging, interactive programming beyond traditional exhibits, such as evening events, cultural networking mixers, and behind-the-scenes experiences. Marketing efforts targeting this group should be digital-first, leveraging platforms like Instagram and TikTok to highlight special exhibits, live music nights, and VIP membership opportunities.

The Family Foundations segment includes stable middle-class families with strong ties to faith-based communities and local civic organizations. This group sees museums as an important educational resource for their children. The museum should offer senior-friendly experiences, oral history projects, and multi-generational membership packages to engage them. Given their emphasis on faith and history, incorporating discussions on spirituality, community leadership, and historical resilience within the Black experience would strengthen their connection to the museum.

Opa Locka provides the museum with a solid foundation of community-driven, family-oriented residents who will form the core local audience. At the same time, Miami-Dade's diverse, higher-income, and culturally engaged population offers financial sustainability and opportunities for membership growth, donor support, and event-based revenue. By balancing accessibility with premium experiences tailored to different segments, the museum can ensure high attendance and long-term viability.

## Comparative Assessment

The Tapestry Segmentation Analysis highlights significant differences between Opa Locka and Miami-Dade County compared to Eatonville, Orange County, St. Augustine, and St. Johns County. These differences demonstrate why Opa Locka and Miami-Dade provide the strongest foundation for the Florida Museum of Black History. By examining each region's socioeconomic, cultural, and lifestyle characteristics, we can see clear advantages in terms of demographic alignment, economic sustainability, and long-term visitor engagement.

### Opa Locka & Miami-Dade

Opa Locka's Southwestern Families, City Commons, and Modest Income Homes segments define a local community that is predominantly Black and Hispanic, deeply connected to cultural heritage, and reliant on local entertainment and educational opportunities. These residents value affordable, community-centered experiences and have strong ties to schools, churches, and neighborhood organizations. Given that many residents cannot travel for cultural enrichment, placing the museum in Opa Locka would allow it to serve as a much-needed community anchor. School partnerships, afterschool programming, and family-friendly weekend events would be especially effective in engaging this audience.

Miami-Dade's tapestry profile expands this opportunity beyond Opa Locka, bringing in a larger, more economically diverse regional audience. Segments like Urban Villages, Metro Fusion, and Family Foundations represent middle-income and professional residents who regularly engage with museums, historical sites, and cultural events. These groups provide the museum with a stable base of visitors willing to spend money on memberships, ticketed programs, and special exhibitions. The Metro Fusion segment, which consists of young, diverse professionals, presents an opportunity to generate revenue through networking events, evening programs, and membership drives.

The combination of Opa Locka's culturally aligned local population and Miami-Dade's diverse, engaged regional market creates the ideal balance of accessibility and financial sustainability. The museum can be positioned as a community resource for Opa Locka and a destination museum attracting visitors from across Miami-Dade and beyond.

### *Eatonville & Orange County*

As one of the first self-governing Black municipalities in the United States, Eatonville holds immense historical significance. Its tapestry segmentation, dominated by Family Foundations, Front Porches, and Young and Restless, reflects a tight-knit, historically aware community. However, its small population size (2,349 residents) limits its ability to sustain a museum of the scale envisioned for the Florida Museum of Black History. While Eatonville's residents would undoubtedly embrace the museum, lacking a larger regional audience poses long-term challenges for attendance and financial viability.

With its Urban Edge Families and Up and Coming Families segments, Orange County provides a broader market. Still, its economy is heavily centered on theme park tourism rather than cultural tourism. Visitors coming to the Orlando area are primarily drawn to entertainment-based attractions, and a history museum would struggle to capture a significant share of this tourism market. Additionally, the museum would have to compete with globally recognized institutions like Disney and Universal, making it difficult to establish itself as a primary attraction.

### **St. Augustine & St. Johns County**

St. Augustine and St. Johns County present the weakest case for museum hosting. St. Augustine's tourism industry is almost entirely focused on Spanish colonial history, and its tapestry segmentation reflects a population dominated by retirees and small-town suburbanites. The most common segments, including Golden Years, Small Town Sincerity, and Old and Newcomers, suggest that the area's visitors and residents are older, predominantly White, and less likely to engage deeply with the themes of a Black history museum.

St. Johns County, with Boomburbs and Midlife Constants segments, is home to a higher-income, suburban population that is largely disconnected from Black cultural and historical narratives. With only 4.9% of the population identifying as Black, St. Johns County lacks the community engagement necessary to make the museum a vibrant, locally supported institution. The absence of a strong Black community and a tourism industry focused on European colonial heritage makes St. Augustine and St. Johns County the least aligned option for the museum.



## Conclusion

Opa Locka and Miami-Dade provide the museum's largest, most engaged, and most demographically aligned audience. Opa Locka offers authenticity, cultural relevance, and strong community support, while Miami-Dade ensures financial sustainability and regional visibility.

In contrast, while historically significant, Eatonville is too small to sustain a large museum. Orange County's entertainment-driven tourism industry makes it a challenging environment for a history-focused institution. St. Augustine and St. Johns County are demographically and culturally misaligned, with tourism markets that do not support Black heritage storytelling.

By placing the museum in Opa Locka, the state ensures that it is deeply embedded in a historically Black community while benefiting from Miami-Dade's tourism infrastructure and economic strength. This location honors the past and secures the museum's future as a cultural and educational institution that can grow, thrive, and make a lasting impact.

# Competitive Landscape Assessment

The establishment of the Florida Museum of Black History represents an opportunity to address significant gaps in the current museum ecosystem. While various institutions across Florida document aspects of Black history and culture, none provides the comprehensive, state-level narrative that this museum proposes. Understanding this competitive landscape is essential for positioning the museum effectively and ensuring its long-term success.

## Florida's Existing Black History and Cultural Institutions

South Florida hosts several notable Black history institutions, each with specific focus areas and limitations. The Black Archives History & Research Foundation of South Florida, located in historic Overtown at the Lyric Theater, maintains important local archives and hosts modest exhibitions. However, its limited exhibition space and programming budget prevent it from telling the comprehensive story of Black Floridians. Similarly, the Historic Hampton House in Miami preserves an important civil rights-era motel that hosted prominent Black leaders and entertainers during segregation, but it focuses on a specific historical site rather than the broader Black experience.

The African American Research Library and Cultural Center in Fort Lauderdale maintains valuable archival collections but emphasizes research over exhibition experiences. The Spady Cultural Heritage Museum in Delray Beach documents Palm Beach County's Black history, but its hyperlocal focus and limited resources prevent it from addressing statewide narratives. These institutions serve important purposes within their communities but leave significant gaps in presenting Florida's comprehensive Black historical narrative.

In Central Florida, the Wells' Built Museum of African American History in Orlando preserves a historic hotel that served Black travelers during segregation. While historically significant, its narrow focus and limited exhibition space prevent it from addressing the broader scope of Black history in Florida. The Zora Neale Hurston National Museum of Fine Arts in Eatonville celebrates Hurston's legacy and contemporary Black art but lacks the resources and mandate to present comprehensive historical exhibitions.



Northern Florida institutions include the ACCORD Civil Rights Museum in St. Augustine, which specifically documents the local civil rights movement, and the Meek-Eaton Black Archives at Florida A&M University in Tallahassee, which maintains strong academic collections but limited public engagement. These museums serve valuable roles in preserving specific aspects of Black history but cannot offer visitors a complete understanding of Florida's Black experience across time.

## Regional Competitors and National Benchmarks

Beyond Florida's borders, two major institutions provide context for understanding the competitive landscape. The National Center for Civil and Human Rights in Atlanta, approximately 4.5 hours by car or one hour by air from Miami, offers modern facilities and interactive exhibitions but primarily focuses on the civil rights movement rather than comprehensive Black history. Its programming includes limited Florida content and minimal exploration of Caribbean and Afro-Latino narratives.

The National Museum of African American History and Culture in Washington, D.C. serves as the national benchmark for Black history museums. Its state-of-the-art facility and robust funding support comprehensive exhibitions on the African American experience. However, its national scope means limited attention to Florida-specific content and minimal exploration of the Caribbean and Afro-Latino connections that distinguish Florida's Black history. The NMAAHC's success demonstrates substantial demand for engaging, well-curated Black history experiences—demand that currently remains largely unmet in Florida.

## The Opa Locka Competitive Advantage

The Opa Locka site offers unique advantages that distinguish it from both existing institutions and alternative locations. The city's remarkable Moorish Revival architectural heritage; the largest such collection in the Western Hemisphere, provides a distinctive backdrop that no other Black history institution in Florida can match. This architectural context creates opportunities to explore cultural exchange and influence as part of the museum's narrative, adding a dimension unavailable elsewhere.

Opa Locka's demographic composition further strengthens its competitive position. With a 52% Black population, the museum would exist within an authentic cultural context rather than as an isolated institution. This stands in stark contrast to St. Augustine, where the Black population comprises just 8.1% of residents. The museum in Opa Locka would be embedded in living Black history rather than merely displaying it, creating opportunities for community engagement that enhance both programming and authenticity.

## Site-Specific Comparative Analysis

When compared directly to existing institutions and alternative locations, the Opa Locka site demonstrates clear competitive advantages across multiple factors:

Institution	Distance from Opa Locka	Competitive Advantages of FMBH Opa Locka Site
Black Archives/Lyric Theater (Miami)	11 miles	Larger purpose-built facility vs. adapted historic building; Free parking and easier accessibility; Room for expansion and outdoor programming; Integrated with planned commercial development
Historic Hampton House (Miami)	8 miles	Comprehensive historical scope vs. single-era focus; Modern exhibition capabilities; Multi-modal transportation access; Greater capacity for large group tours and events
African American Research Library (Ft. Lauderdale)	21 miles	Exhibition-focused rather than research-primary; Located in majority-Black community; Tourism integration opportunities; Dedicated event and educational spaces
Wells' Built Museum (Orlando)	235 miles	State-of-the-art facility vs. adapted historic building; International tourist accessibility; Multilingual staff and programming capabilities; Comprehensive historical narrative vs. narrow focus
Zora Neale Hurston Museum (Eatonville)	230 miles	Urban setting with greater visibility and accessibility; Proximity to major transportation hub; Larger potential audience base; Integration with broader tourism infrastructure

The site's strategic geographic positioning creates additional competitive advantages. Located near historically significant Black neighborhoods including Liberty City, Overtown, and Miami Gardens, the museum could serve as the anchor for a "Black Heritage Trail" connecting multiple sites; an offering no competitor could replicate. Its proximity to Miami International Airport (just 5 miles) creates opportunities to capture "first day" tourists before they disperse throughout the region, an advantage unavailable to more distant locations.

## Market Gap Analysis

The Opa Locka site addresses significant market gaps that currently exist in the cultural landscape:

<b>Competitive Factor</b>	<b>Current Market Gap</b>	<b>FMBH Opa Locka Opportunity</b>
Geographic positioning	No major cultural institution in North Miami-Dade	Capture underserved market and become cultural anchor for region
Community integration	Existing institutions often standalone rather than integrated	Become central element of comprehensive community development strategy
Multi-ethnic Black narrative	Limited exploration of Black diversity	Leverage Opa Locka's diverse Black population (African American, Haitian, Jamaican, Afro-Latino) for authentic multi-ethnic narrative
Transportation connectivity	Most institutions require car access	Multi-modal accessibility via car, public transit, and potential airport shuttle
Development scale	Mostly retrofitted or limited-scale facilities	Purpose-built campus with indoor/outdoor spaces and room for expansion

These gaps reveal substantial opportunities for the museum to establish itself as a unique cultural institution that addresses currently unmet needs in the marketplace. The Opa Locka site's ability to

address these gaps while building on existing strengths positions for competitive success in ways that alternative locations cannot match.

## Urban Renewal and Community Integration

As an urban renewal catalyst, the Opa Locka site offers advantages that competing locations cannot match. The city is undergoing revitalization efforts that the museum would accelerate, allowing it to serve as the cultural cornerstone of comprehensive redevelopment. This contrasts with established cultural districts where a new museum would be one among many institutions rather than a transformative anchor.

The absence of major competing cultural attractions within a 5-mile radius creates a "destination anchor" opportunity unmatched by alternative locations. The museum would enjoy first-mover advantage in establishing a cultural hub in North Miami-Dade, with room for expansion and development of associated amenities. This integration with planned commercial and residential development would create a unified cultural district, enhancing both visitor experience and economic impact.

## Strategic Competitive Positioning

To maximize its competitive advantages, the Florida Museum of Black History in Opa Locka should position itself as the cultural cornerstone of North Miami-Dade's revitalization, establishing a new cultural district. It would serve as an accessible, modern museum campus functioning as the gateway to Florida's Black cultural heritage. As a community-embedded institution, it would actively contribute to local economic development while leveraging Opa Locka's unique architectural character and Black cultural authenticity.

This positioning addresses significant gaps in the current cultural landscape while maximizing the site's unique geographic, demographic, and developmental advantages over alternative locations. Rather than competing directly with existing community-based institutions, the museum would complement them by providing the comprehensive context in which their specific narratives exist, serving as the hub of a statewide network celebrating Florida's Black heritage.

The museum would not only fill current gaps in Florida's cultural infrastructure but establish a new standard for how Black history museums can serve both their immediate communities and broader audiences. By leveraging Opa Locka's unique advantages, the Florida Museum of Black History would create a visitor experience unmatched by any existing institution, ensuring its position as a must-visit cultural destination for residents and tourists alike.

## Recreation and Entertainment Spending Analysis

Recreation spending provides crucial insight into how residents allocate their money toward entertainment, cultural activities, and leisure. This data is particularly relevant to the Florida Museum of Black History, as it helps determine potential visitor spending, pricing strategies, and programming priorities. By analyzing spending patterns in Opa Locka and Miami-Dade County, we can better understand the museum's financial feasibility and how to tailor its offerings to maximize engagement.

### Overall Recreation Spending

Spending on entertainment and cultural activities in Miami-Dade County is significantly higher than in Opa Locka, reflecting a larger regional market with stronger financial capacity for cultural institutions. Miami-Dade residents collectively spend over \$733 million annually on entertainment and recreation, while Opa Locka residents spend just under \$2 million.

Within specific cultural and recreational categories, Miami-Dade demonstrates substantial spending power:

- \$35.85 million on parks and museums.
- \$70.15 million on theater, opera, and concert tickets.
- \$260.92 million on membership fees for social, recreation, and health clubs.

In contrast, Opa Locka residents spend:

- \$90,000 annually on parks and museums.

- \$185,000 on theater, opera, and concert tickets.
- \$736,000 on membership fees for recreation and social clubs.

#### *Why This Matters*

- Miami-Dade's high spending on cultural attractions ensures a strong regional market for the museum.
- Opa Locka's lower spending highlights the need for affordable pricing strategies, including community discount programs and free museum days.
- Miami-Dade's high spending on concerts and theater suggests that the museum could generate revenue by hosting live performances, lectures, and events.
- Membership models can be an important revenue source for attracting regional visitors from Miami-Dade's higher-income households.

## Spending on Arts, Crafts, and Cultural Activities

Recreational and entertainment spending extends beyond museum visits and ticketed events. The demand for art, craft, and interactive cultural experiences is also reflected in spending on toys, games, and creative activities.

- Miami-Dade residents spend \$161.28 million annually on toys, games, arts, and crafts, showing a strong interest in creative, educational, and family-friendly activities.
- Opa Locka residents spend \$502,000 annually in this category, a lower figure but still indicative of a market for family-oriented, hands-on experiences.
- *Why This Matters*
- The museum could benefit from a well-developed gift shop that includes educational toys, books, and Afrocentric arts and crafts to engage both local and regional visitors.
- Miami-Dade's high spending level supports the development of interactive exhibits, children's programming, and art-based workshops.
- Since discretionary spending in Opa Locka is lower, the museum should incorporate free or low-cost creative experiences to ensure accessibility for local families.

## Spending on Recreational Memberships and Fitness-Based Activities

Another indicator of cultural engagement is how much residents invest in memberships for recreation and fitness facilities.

- Miami-Dade residents spend \$260.92 million on memberships for social, recreational, and health clubs.
- Opa Locka residents spend \$736,000 annually in this category.

### *Why This Matters*

- A membership model for the museum could be a significant revenue stream, particularly targeting Miami-Dade's high-spending demographic.
- Membership perks could include exclusive access to events, VIP programming, and discounts on exhibits and special experiences.
- Since Opa Locka's spending in this category is lower, offering affordable family memberships and community partnerships will be important in securing repeat visitors.

## Comparison to Eatonville, Orange County, St. Augustine, and St. Johns County

The entertainment spending patterns in Opa Locka and Miami-Dade County are significantly different from those in Eatonville, Orange County, St. Augustine, and St. Johns County.

- Miami-Dade leads in total recreation spending, particularly in museum visits, concerts, and memberships, making it the strongest location for a cultural institution.
- Opa Locka's spending is lower, but its proximity to Miami-Dade ensures regional attendance.
- Eatonville and St. Augustine have much lower cultural spending, which weakens their financial viability as museum locations.
- St. Johns County's spending is more focused on outdoor recreation than cultural attractions, making it a less aligned market for a history museum.

## Final Takeaways

Miami-Dade provides the museum's strongest financial foundation, with high spending on cultural events, memberships, and museum-related activities. Opa Locka residents require accessible,

affordable pricing strategies but will engage with community-centered programming and events. The museum can generate revenue through premium ticketed experiences, performances, and memberships, capitalizing on Miami-Dade's discretionary spending habits. Eatonville and St. Augustine lack the necessary cultural spending to support a large museum, reinforcing Opa Locka and Miami-Dade as the best option.

By leveraging Miami-Dade's strong cultural economy and Opa Locka's deep community engagement, the Florida Museum of Black History can create a sustainable financial model that balances accessibility with revenue generation.



# Tourism & Visitor Analysis

Tourism is a critical factor in the feasibility and long-term success of the Florida Museum of Black History. Miami-Dade County's strong visitor market, high cultural engagement, and robust hospitality industry make it the ideal location for a museum that tells the story of Black history in Florida. This analysis focuses on four key areas: visitor volume and market potential, visitor spending and economic impact, cultural and attractions engagement, and hotel and lodging capacity.

## Visitor Volume & Market Potential

Miami-Dade welcomed 27.2 million visitors in 2023, solidifying its status as one of the top tourism markets in the U.S. Of these, 19.3 million were overnight visitors, while 7.9 million were day-trip visitors. The steady 3% year-over-year growth in tourism underscores the county's ability to attract and retain visitors.

Domestic travelers accounted for the largest share of overnight visits (10.03 million), with top feeder markets including New York, Atlanta, Chicago, and Los Angeles. Internationally, Colombia, Brazil, Canada, and the UK contributed the most visitors, reinforcing Miami's global appeal. Additionally, 4.36 million Florida residents visited Miami-Dade, creating a strong base of repeat visitors who can support local cultural institutions.

### *Why This Matters*

Miami-Dade provides a massive and diverse visitor base, ensuring a steady flow of museum attendees year-round.

The mix of domestic, international, and Florida residents means the museum can appeal to different segments, from tourists seeking cultural experiences to locals looking for community-based programming.

With nearly 8 million day-trip visitors, the museum can draw visitors who may not stay overnight but are within driving distance of Opa Locka.

## Visitor Spending & Economic Impact

Miami-Dade's \$21.1 billion in total visitor spending in 2023 highlights the county's strong economic foundation for tourism-driven attractions. Domestic visitors accounted for \$10.68 billion, while international visitors contributed \$6.64 billion. Florida residents spent \$3.83 billion, showing the potential for repeat engagement from locals.

Per-person spending patterns reveal demand for cultural and entertainment activities:

- \$1.84 billion spent annually on entertainment, including museums, concerts, and attractions.
- International visitors spent an average of \$1,069 per trip, significantly more than domestic travelers (\$844 per trip) and Florida residents (\$461 per trip).
- Shopping and entertainment spending (\$2.87 billion combined) suggests strong revenue potential for museum-based retail and events.

### *Why This Matters*

Tourists allocate billions to cultural and entertainment experiences, proving that Miami-Dade supports museums and attractions.

International visitors spend the most per trip, meaning a museum with a global storytelling element (e.g., Afro-Caribbean and African American history) could be particularly successful.

Spending on shopping and entertainment suggests that a museum gift shop, ticketed events, and interactive programming can generate significant revenue.

## Cultural & Attractions Engagement

Arts, culture, and history heavily drive Miami-Dade's tourism. The county is home to major cultural districts, including Wynwood, Little Havana, and Historic Overtown, which attract visitors interested in diverse narratives.

Among Miami-Dade's most visited destinations, several cultural sites rank high, including:

- Lincoln Road, Wynwood Walls, and Bayside Marketplace – High foot traffic areas with strong arts and heritage appeal.
- The Pérez Art Museum Miami (PAMM) and Frost Science Museum – A strong appetite for museum-based attractions.
- The Black Archives Historic Lyric Theater and the Historic Overtown district indicate that there is already an interest in Black cultural tourism.

A 2023 survey showed that 25% of Florida visitors expressed interest in visiting museums, reinforcing that cultural attractions play an important role in Miami’s tourism market.

### *Why This Matters*

Miami-Dade tourists actively engage with arts and culture, making a history museum a natural fit.

Existing cultural destinations like Wynwood and Overtown prove that visitors seek out diverse narratives related to Black history.

International and domestic visitors already participate in cultural tourism, meaning the museum could capitalize on existing demand rather than trying to create new interest.

## Hotel & Lodging Market

Miami-Dade’s hospitality sector is one of the strongest in the country, providing ample accommodations for visitors at all price points.

- Hotel occupancy rate: 75.7% (one of the highest in the U.S.).
- Average daily rate (ADR): \$269.39 (ranked in the top 5 U.S. markets).
- Revenue per available room (RevPAR): \$203.80 (ranked in the top 4 U.S. markets).
- Visitors spent \$9.69 billion on lodging, reinforcing Miami’s position as a top-tier tourism destination.

Lodging options range from luxury resorts in Miami Beach to mid-range hotels in Downtown Miami and budget accommodations in surrounding areas. This ensures that visitors of all income levels have access to Miami-Dade’s cultural attractions.



### *Why This Matters*

Miami-Dade's strong hotel market means there is a constant influx of visitors who could be potential museum guests.

Various lodging options make the museum accessible to people of different incomes, from budget travelers to high-end tourists.

Hotel partnerships could drive attendance, such as package deals, concierge promotions, and cross-marketing with Miami's tourism bureau.

## International Visitation and Diaspora Connections

The Florida Museum of Black History's location in Opa Locka provides exceptional advantages for attracting international visitors, particularly those from Africa and throughout the African diaspora. This global accessibility represents a significant advantage over alternative locations and expands the museum's potential audience far beyond domestic visitors.

### Global Accessibility Through Strategic Transportation Hubs

Miami-Dade County's position as an international gateway creates unparalleled access for global visitors interested in African American and diaspora history. Located just 5 miles from Miami International Airport (MIA), the Opa Locka site offers convenience that neither Eatonville nor St. Augustine can match. MIA serves as a critical international hub handling over 50 million passengers annually, with direct flights to 167 international destinations spanning 67 countries. This includes connections to multiple African nations such as Ethiopia, Morocco, and Egypt, with seasonal routes to South Africa.

As the primary U.S. gateway to Latin America and the Caribbean, Miami provides direct access to regions with significant Afro-descendant populations. Ethiopian Airlines' partner connections through Washington D.C., Royal Air Maroc service from Casablanca, and Egypt Air connections via European hubs all bring African travelers to Miami. This existing infrastructure creates opportunities for cultural tourism that would be impossible to replicate in other proposed locations.

Beyond air travel, Opa Locka's proximity to the Port of Miami (approximately 12 miles) connects the museum to the world's busiest cruise port, which serves over 6 million passengers annually. Many of these travelers visit Caribbean nations with strong African diaspora connections, creating opportunities for cruise excursion packages marketed specifically to international visitors interested in African diaspora heritage. This sea-based tourism network represents an additional visitor stream unavailable to inland locations.

## African Continent and Diaspora Market Potential

Miami's diplomatic connections further strengthen its position as an ideal location for a museum focused on Black history and culture. The city hosts consulates from several African nations including Nigeria, Angola, and Morocco, facilitating cultural exchange programs and government-sponsored visitor delegations. These diplomatic relationships can support special exhibitions, cultural events, and educational programming that highlight connections between Florida's Black history and specific African regions.

The Caribbean and Latin American diaspora connections represent another substantial international audience. Miami International Airport offers direct flights to over 80 destinations throughout Latin America and the Caribbean, serving countries with significant Afro-descendant populations including Brazil (particularly Salvador and Rio de Janeiro), Colombia (Cartagena and Cali), Dominican Republic, Jamaica, Haiti, Cuba, and Panama. An estimated 1.8 million Caribbean visitors and 4.2 million Latin American visitors travel to Miami-Dade annually, many from regions with strong African heritage.

These established travel patterns create a ready market for diaspora heritage tourism. Many Caribbean and Latin American travelers already visit Miami for shopping and cultural experiences; the museum would become an essential stop for those exploring their ancestral connections. This potential audience far exceeds what could be attracted to Eatonville or St. Augustine, where international connectivity is significantly more limited.

## Comparative International Accessibility

When comparing the three potential locations, Opa Locka's international accessibility advantage becomes clear. While Orlando International Airport (20 miles from Eatonville) does offer approximately 90 international destinations, it has limited direct African connections and only moderate Caribbean service. St. Augustine's situation is even more constrained, being 50 miles from Jacksonville International Airport, which serves only 7 international destinations with minimal connections to Africa or the Caribbean.

This accessibility gap translates directly to potential international visitation. Miami-Dade welcomes approximately 120,000+ African visitors annually (a growing market), 1.8 million Caribbean visitors, and 4.2 million Latin American visitors. Many of these travelers come from regions with significant interests in diaspora history and cultural connections. By contrast, Eatonville and St. Augustine receive negligible international visitation specifically interested in Black heritage tourism.

## Diaspora Tourism Initiatives and Global Programming

The Opa Locka location offers unique opportunities to develop diaspora tourism initiatives modeled after successful international programs. Ghana's "Year of Return" initiative in 2019 brought over 1.1 million diaspora visitors and generated \$1.9 billion in tourism revenue. The Florida Museum of Black History could serve as a U.S. hub for similar initiatives, establishing Opa Locka as the premier American gateway for African diaspora heritage tourism.

The museum could host rotating exhibitions highlighting different African nations and their diaspora connections, annual "Homecoming" events focused on specific diaspora communities, and international symposia on African diaspora history and culture. These programs would build on Miami's existing reputation as an international cultural hub and leverage its multicultural character to create experiences that resonate with global audiences.

Educational tourism represents another significant opportunity. By developing partnerships with universities in Africa, the Caribbean, and Latin America, the museum could facilitate student exchange programs, research collaborations, and global learning experiences. Digital connectivity to sister institutions worldwide would extend the museum's reach beyond physical visitors, creating a truly global platform for exploring the Black experience across continents.

## Multilingual Engagement and International Marketing

Miami-Dade's multilingual workforce provides another key advantage for international engagement. The museum can offer experiences in English, Spanish, Portuguese, French/Haitian Creole, and potentially African languages such as Swahili and Arabic. This linguistic accessibility is unmatched by competing locations and ensures that international visitors can fully engage with exhibition content and programming.

From a marketing perspective, the Opa Locka site benefits from Miami's sophisticated tourism promotion infrastructure. The museum could establish a promotional presence in MIA's international terminals and at the Port of Miami, targeting outreach to flights from African, Caribbean, and Latin American destinations. Miami's technology infrastructure also supports sophisticated digital marketing to diaspora communities worldwide, extending the museum's reach far beyond Florida's borders.

## Economic Impact of International Visitation

International visitors typically generate higher economic impacts than domestic travelers. Visitors to Miami-Dade from overseas spend an average of \$1,069 per person (compared to \$844 for domestic visitors) and stay longer (7.1 nights versus 3.5 for domestic travelers). This higher spending profile enhances the museum's potential economic impact and sustainability.

Additionally, international visitors often explore multiple South Florida destinations, allowing the museum to serve as a hub for expanded Black heritage tourism throughout the region. Partnerships with other Black history sites could create "diaspora trail" experiences extending the economic benefits to other communities while providing international visitors with a comprehensive understanding of Florida's Black history.

## International Competitive Advantage

The Opa Locka site's unparalleled international accessibility creates a competitive advantage that neither Eatonville nor St. Augustine can match. Its proximity to Miami International Airport, the region's multicultural character, and existing travel patterns from Africa, the Caribbean, and Latin

America position the Florida Museum of Black History to become a truly global institution connecting the African diaspora worldwide.

By leveraging these international advantages, the museum can serve not only local and domestic audiences but also become a must-visit destination for the global African diaspora. This international dimension substantially enhances the museum's potential visitor base, financial sustainability, and cultural impact, reinforcing Miami-Dade as the optimal location for this important cultural institution.

## Comparing Miami-Dade to Eatonville and St. Augustine

When comparing Miami-Dade's tourism advantages to Eatonville and St. Augustine, Miami offers the strongest foundation for a major museum.

Factor	Miami-Dade	Eatonville & Orange County	St. Augustine & St. Johns County
Visitor Volume	27.2M total visitors (largest market)	Eatonville is too small; Orange County is theme-park-driven	St. Augustine attracts historical tourism, but not Black history-focused
Visitor Spending	\$21.1B annually (huge spending power)	Lower cultural & museum-related spending	Focused on outdoor tourism rather than cultural attractions
Cultural Engagement	Strong demand for museums & arts (Wynwood, Overtown, Pérez Art Museum)	Theme parks dominate, not museums	St. Augustine's tourism focuses on Spanish colonial history
Hotel & Lodging	Top-tier occupancy & revenue (luxury and mid-range options)	Eatonville has limited hotels; Orange County is theme-park-focused	St. Augustine hotels cater to heritage tourism, not cultural museums



## Visitor Origin Analysis:

Understanding where visitors come from and what drives their travel decisions is key to determining the best location for the Florida Museum of Black History. Miami-Dade, Orange, and St. Johns counties each attract different types of visitors. Still, only Miami-Dade offers the right combination of national reach, cultural tourism demand, and alignment with Black history engagement.

This analysis focuses on three factors:

1. Total Visitor Reach – How many visitors come to each county, and from where?
2. Visitor Market Quality – Are these travelers interested in cultural and historical attractions?
3. Market Alignment – Do these visitors support the long-term success of a Black history museum?

## Total Visitor Reach: Miami-Dade Pulls from the Largest Markets

Miami-Dade welcomes a broad and diverse range of visitors from some of the most culturally engaged cities in the U.S. The top feeder markets include New York (5.7M), Tampa (3.9M), Orlando (2.7M), Atlanta (2.4M), and Chicago (2.3M).

By contrast, Orange County's largest feeder market is Miami itself (7.9M visitors), meaning its tourism base significantly overlaps with Miami-Dade's existing audience. Meanwhile, St. Johns County is primarily a regional tourism market fed by Jacksonville (1.0M visitors), Miami (790K), and Orlando (680K).

### *Why This Matters*

Miami-Dade attracts visitors from some of the nation's most culturally active cities, including NYC, Chicago, and Atlanta. These cities are home to major Black cultural institutions like the Schomburg Center for Research in Black Culture (NYC), the DuSable Museum of African American History (Chicago), and the National Center for Civil and Human Rights (Atlanta). Visitors from these areas are already inclined to seek out Black cultural experiences.

Orange County's most significant visitor source is Miami, meaning that visitors interested in history would likely already engage with Miami-Dade's cultural offerings rather than traveling to Orlando for museums.

St. Johns County is too regionally focused, with most visitors coming from Jacksonville and other in-state locations that do not prioritize Black cultural tourism.

## Visitor Market Quality: Interest in Cultural Attractions

Miami-Dade's visitor base aligns strongly with cultural and historical tourism. New York, Chicago, Atlanta, and Washington D.C. are among the most active cultural tourism cities in the U.S., each hosting renowned Black museums and historic sites. Visitors from these cities have already demonstrated an interest in African American history and culture, making them ideal targets for a Black history museum in Miami-Dade.

In contrast, Orange County's tourism industry is overwhelmingly driven by theme parks and family entertainment. Visitors come to experience Disney World, Universal Studios, and other amusement attractions, not historical or cultural institutions. St. Johns County's visitors primarily seek Spanish colonial history and beach vacations, meaning there is little demand for a Black history museum.

### *Why This Matters*

Miami-Dade's visitors already engage in Black cultural experiences in their home cities, making them an ideal audience for a museum of Black history.

Orange County's visitors are not history-focused, at least not during their trip to the Orlando area. They travel for theme parks and entertainment, not museums.

St. Johns County's visitors are looking for Spanish colonial history, not African American history, making it a poor fit for the museum.

## Market Alignment: Which Location Best Supports a Black History Museum?

A successful Black history museum needs a visitor base that is actively engaged in cultural and educational tourism. Miami-Dade is the only county where visitor demographics align naturally with the Florida Museum of Black History mission.



Factor	Miami-Dade	Orange County	St. Johns County
Visitor Origins	Major feeder markets include NYC, Chicago, Atlanta	Theme-park-driven tourism base	Mostly regional visitors from Jacksonville
Cultural Interest	High – Visitors are from culturally engaged cities	Low – Tourists are focused on Disney and Universal	Low – Visitors seek Spanish colonial history
Black History Alignment	Strong – Visitors have experience with Black museums in their home cities	Weak – Visitors are in Orlando for entertainment, not history	Weak – St. Augustine is focused on colonial-era tourism

### *Why This Matters*

Miami-Dade’s visitors are already accustomed to Black museums and cultural experiences, making them a natural audience for the museum.

Orange County’s tourists are focused on entertainment-based attractions, not historical or cultural institutions.

St. Johns County’s visitors are drawn to colonial-era history, meaning there is little interest in an African American history museum.

## Conclusion – Tourism and Visitor Potential

Miami-Dade attracts visitors from the most culturally engaged cities in the U.S., including New York, Chicago, and Atlanta. These visitors are already accustomed to Black cultural institutions and will actively seek out a museum that tells Florida’s Black history.

Miami-Dade’s tourism market is strong, diverse, and well-positioned for historical and cultural tourism, ensuring that a Black history museum would thrive financially and in attendance.

Orange County’s visitor base is too entertainment-focused, with most tourists traveling for theme parks rather than museums. Even though it has high tourism numbers, they do not align with the museum’s mission.

St. Johns County does not attract visitors likely to engage with Black cultural tourism. Its visitor base primarily focuses on colonial Spanish history and beach-related travel, making it a poor fit for the museum.

In conclusion, Miami-Dade remains the most viable location for the Florida Museum of Black History, offering the right combination of national reach, cultural tourism interest, and market alignment.

# National Museum of African American History and Culture: Florida Origin Analysis

The Placer.ai foot traffic data for the National Museum of African American History and Culture (NMAAHC) in Washington, D.C. provides a direct look into how Florida residents engage with Black history tourism nationally. By analyzing which Florida cities and ZIP codes send the most visitors to NMAAHC, we can determine which regions in Florida have the most substantial demand for a Black history museum and how Miami-Dade, Orange, and St. Johns counties compare.

This analysis focuses on:

1. The top Florida ZIP codes visiting NMAAHC – Identifying the strongest markets for Black history tourism.
2. Florida's strongest feeder regions – Grouping visitor origins into broader metro areas.
3. What this means for the Florida Museum of Black History – Determining which county has the best market fit.

## Top Florida ZIP Codes Visiting NMAAHC

The highest-ranking Florida ZIP codes visiting NMAAHC confirm that Miami-Dade and Broward counties send the most engaged visitors, with significant year-over-year increases in demand.

Hollywood (33027, 33025, 33023), Miami (33169), and Fort Lauderdale (33319) all rank in the top 10 ZIP codes statewide. These areas show consistent growth, with some seeing triple-digit percentage increases in visits.

Orlando and Central Florida ZIP codes also appear frequently, particularly in Winter Garden (34787) and Apopka (32712), indicating a solid but secondary cultural tourism market.

Jacksonville and Tallahassee show weaker engagement, with Jacksonville ZIP codes declining year over year. St. Augustine and St. Johns County do not appear in the top 10, signaling that this region has little engagement with Black history tourism at a national level.

### *Why This Matters*

Miami-Dade ZIP codes consistently rank among the highest for Florida visitors to NMAAHC, proving that there is a built-in market for Black history tourism.

Orlando-area ZIP codes also rank highly, suggesting some demand, but these visitors are more likely to be pulled toward theme-park attractions.

Jacksonville and Tallahassee have weaker representation, with declining engagement over time.

St. Augustine does not appear in the rankings, confirming that visitors from this area are not actively seeking out Black history museums.

## Florida's Strongest Feeder Regions for Black History Tourism

When grouping ZIP codes by broader metro areas, three regions emerge as the strongest feeder markets:

### Miami-Dade & Broward County (Southeast Florida)

- Strong representation from Miami (33169, 33161, 33186, 33139, 33156) and Hollywood (33027, 33025, 33023).
- Multiple triple-digit percentage increases in visits, indicating rapidly growing demand for Black history tourism.
- This confirms Miami-Dade as the strongest market for a Florida-based Black history museum.

### Orlando & Central Florida

- ZIP codes from Winter Garden, Apopka, and Oviedo show high engagement.
- Indication that some cultural tourism exists beyond theme parks, but it competes with entertainment attractions and is comprised of residents leaving the area for some consumption of culture.
- Suggests Orlando as a secondary feeder market for the Florida Museum of Black History.

#### Tampa & Jacksonville

- Moderate representation from Tampa (33647, 33610, 33604) and Jacksonville (32218, 32210).
- Jacksonville ZIP codes show declining engagement, indicating a weakening market.
- Tampa holds steady, making it a secondary but solid feeder market.

#### St. Augustine & St. Johns County

- Minimal representation in the NMAAHC visitor data.
- Tourism in this area heavily focuses on Spanish colonial history rather than Black and African American history.
- This helps confirm that St. Augustine is a weaker candidate for the Florida Museum of Black History.

#### *Why This Matters*

Southeast Florida (Miami-Dade & Broward) is the largest and fastest-growing feeder market for Black history museums, reinforcing that this is the best location for the Florida Museum of Black History.

Orlando has a strong but secondary market, where some demand for cultural tourism exists but competes with entertainment attractions.

Tampa and Jacksonville show weaker but moderate engagement, with Jacksonville declining in interest over time.

St. Augustine and St. Johns County do not register as significant feeder markets, confirming that they do not have the audience needed to support a Black history museum.



## Why Miami-Dade is the Best Choice

The National Museum of African American History and Culture foot traffic data confirms that Miami-Dade is the best marketplace for a Florida-based Black history museum.

Miami-Dade has the highest volume of visitors engaging with NMAAHC, particularly from Miami, Hollywood, and Fort Lauderdale. This engagement is increasing year-over-year, showing a growing interest in Black history tourism. Orlando has moderate demand, but its tourism industry focuses more on entertainment than museums, making it a secondary option. St. Augustine and St. Johns County have limited engagement with Black history museums, confirming that they are not viable locations.

The data is clear: Miami-Dade has the strongest existing base of engaged Black history tourists, ensuring the long-term success of the Florida Museum of Black History.

## Operational Insights for the Florida Museum of Black History Based on NMAAHC Trends

The visitor trends from the National Museum of African American History and Culture (NMAAHC) in Washington, D.C. also provide valuable insight for how a Miami-Dade-based Black history museum might structure its operations. By analyzing daily attendance patterns, hourly traffic, length of stay, and seasonal fluctuations, we can determine the best operating model for maximizing visitor engagement and revenue.

This analysis focuses on:

1. Daily Visitor Trends – Identifying peak days and how to optimize staffing and programming.
2. Hourly Visitor Flow – Determining the best operating hours.
3. Length of Stay – Structuring exhibits to align with visitor habits.
4. Seasonality & Event-Based Traffic – Planning for attendance fluctuations.

### Daily Visitor Trends: Weekends Are the Key Attendance Drivers

NMAAHC data shows a clear pattern where weekend visitation is significantly higher than weekdays.

- Monday-Wednesday are the slowest days, with steady but lower traffic.
- Thursday sees a noticeable increase as weekend tourism begins.
- Friday-Sunday are the peak days, with Saturday being the highest-attended day.

This confirms for the Florida Museum of Black History that Friday through Sunday should be the focus of programming, marketing efforts, and staffing.

#### *Why This Matters for Miami-Dade*

Weekend programming must be a priority. Special events, workshops, and extended hours should be scheduled from Friday through Sunday, when visitor demand is highest. Friday is critical for reaching early weekend tourists. Many travelers arrive on Fridays, meaning the museum should capitalize on this by launching weekend exhibitions, evening events, and cross-promotions with hotels and tour operators. Weekday operations should focus on local engagement. Monday-Wednesday should prioritize school field trips, educational programming, and community group visits. These audiences are more predictable and provide stable attendance during lower-traffic days.

### Hourly Visitor Flow: Structuring Operating Hours & Resource Allocation

At NMAAHC, the visitor volume starts slowing in the morning but spikes rapidly between 10:00 AM and 12:00 PM, with peak visitation from 12:00 PM to 3:00 PM.

By 5:00 PM, attendance drops significantly, with minimal visitors in the evening. This suggests that extended nighttime hours may not be necessary unless tied to special programming.

#### *What This Means*

Operating hours should be structured from 9:00 AM to 5:00 PM. Opening before 9:00 AM is unnecessary but waiting until later risks missing a key early audience of tourists and school groups. Peak staffing should be between 12:00 PM - 3:00 PM when visitor volume is highest. Museum tours, interactive exhibits, and guest programming should be scheduled for this critical window. Evening hours should be used strategically. Since general visitor traffic declines after 5:00 PM, late openings should primarily be scheduled for special events, networking programs, or private rentals.

## Length of Stay: Designing Exhibits & Experiences for Maximum Engagement

NMAAHC data shows that visitor engagement varies:

- 22% of visitors stay over 2.5 hours, indicating a highly engaged audience.
- Nearly 50% of visitors stay between 1-2 hours, suggesting this is the standard visit length.
- 20% of visitors stay under 30 minutes, meaning some people make quick, casual visits.

### *How the Florida Museum of Black History Should Adapt*

The core museum experience should be designed for 90-minute visits.

- Exhibits should be structured to provide a meaningful experience within this timeframe.
- Wayfinding should encourage a natural flow through exhibits, ensuring key storytelling elements are seen within 1-2 hours.

Short-visit experiences must be compelling.

- A powerful introductory exhibit should immediately capture the interest of visitors who only stay briefly.
- QR codes, video vignettes, and interactive digital elements should allow for quick but meaningful engagement.

For long-stay visitors, the museum must provide depth.

- Rotating exhibits, deep-dive research stations, and oral history listening booths will encourage extended visits.
- A café or lounge area could encourage visitors to stay longer and socialize.

## Seasonality & Event-Driven Attendance

NMAAHC experiences strong attendance spikes in March-April, summer (June-August), and national holidays and observances like Martin Luther King Jr. Day, Black History Month, and Juneteenth. Slow periods occur in early January, post-summer September, and early December.

### *What This Means*

Expect a strong spring and summer visitor season. Miami's tourism has become more level year-round, and visitation during these months aligns well with museum trends, meaning exhibitions and programming should be maximized during these times. Holiday programming is also essential. The museum should anchor major exhibitions and community celebrations around Black History Month, Juneteenth, and MLK Day, ensuring maximum engagement. Staffing and marketing should

adjust for low periods based on observed trends as the museum stabilizes. During January, September, and early December, outreach should focus on school groups, conferences, and special events to sustain attendance.

## Operational Strategy Implications

### 1. Prioritize Friday-Sunday as the core revenue-driving period.

- Saturdays should feature headline events, special tours, and high-capacity programming.
- Fridays should target early weekend tourists and local after-work audiences.
- Sundays should maintain strong family-oriented programming and community partnerships.

### 2. Align museum hours with Miami-Dade tourism behavior.

- Opening at 9:00 AM captures the rush of tourists and school groups.
- Peak resources should be allocated between 12:00 - 3:00 PM.
- Evening hours should only be extended for special events, not daily operations.

### 3. Design the visitor experience for 1-2 hour stays, with flexibility for both short and long visits.

- The core museum flow should be optimized for 90 minutes, balancing depth with accessibility.
- Engaging quick-visit options (like digital storytelling and interactive stations) should be built in.
- For long-stay visitors, lounges, additional digital content, and deep-dive exhibits should enhance the experience.

### 4. Adapt programming and marketing based on seasonal trends.

- Spring and summer will be the highest traffic periods, requiring robust programming.
- Key holidays like Black History Month, MLK Day, and Juneteenth should feature major campaigns and events.
- Build on African American-themed campaigns, events, and exhibitions during countywide special events like Miami Art Week (Art Basel) and major sporting events.
- To maintain attendance, slower months (January, September) should focus on school partnerships and private event bookings.

The Florida Museum of Black History can learn key operational lessons from NMAAHC's data trends while adapting to Miami-Dade's unique tourism environment. By focusing on weekend engagement, aligning operating hours with visitor demand, optimizing exhibit flow for 90-minute visits, and planning seasonal strategies around tourism peaks, the museum will be well-positioned to maximize attendance, revenue, and cultural impact.

Miami-Dade's strong tourism infrastructure and year-round cultural appeal make it the ideal location for this museum, and structuring its operations strategically will ensure long-term success and sustainability.

# Labor Force Dynamics Related to Museum Operations

## Economic Drivers

Museums play a vital role in a community's economic landscape, acting as both cultural institutions and economic engines. Their success is tied to various economic drivers, including tourism, public and private funding, workforce dynamics, and community engagement.

Tourism is a primary driver for museum operations, particularly in regions where cultural and historical assets attract visitors. Museums contribute to local economies by generating spending in nearby restaurants, hotels, and shops. A strong museum presence can also enhance a destination's brand, encouraging longer stays and repeat visits. Additionally, museums often serve as anchors in downtown revitalization efforts, creating foot traffic that benefits surrounding businesses. This important element of this initiative will be explored in a separate section of this report, which will estimate the positive economic and fiscal impact on Opa Locka.

Funding is another critical factor influencing museum sustainability. Museums typically rely on a mix of public funding, philanthropic contributions, membership programs, and earned revenue through admissions, gift shops, and special events. The availability of local government support and state or federal grants can determine a museum's ability to expand, modernize, or launch new educational programs. Private sector partnerships with corporations and foundations also play a growing role, particularly in supporting exhibitions and capital projects.

The workforce required to operate a museum reflects the unique intersection of education, arts, and hospitality. Museums employ a range of professionals, including curators, historians, educators, marketing specialists, and visitor services staff. The availability of skilled labor in these fields affects hiring and operational efficiency. Access to trained museum professionals may be limited in some communities, necessitating workforce development initiatives or recruitment from larger metropolitan areas. Internships, apprenticeships, and collaborations with universities help build a pipeline of future museum professionals.

Beyond their economic contributions, museums serve as community hubs that enhance the quality of life and education. Programs geared toward local schools, public lectures, and interactive

exhibits create learning opportunities that extend beyond traditional classroom settings. The strength of a museum's local engagement often determines its financial health, as strong community ties can lead to greater membership support, volunteerism, and advocacy for public funding. Expanding digital offerings and interactive experiences can further boost engagement, making museums more accessible to broader audiences.

Ultimately, a museum's economic success depends on a combination of these factors. A well-funded institution with strong community ties and access to a skilled workforce can serve as a key driver of local economic activity, contributing to cultural enrichment and financial sustainability.

## Labor Force Insights

Miami-Dade offers a strong, dynamic labor force that aligns well with museum operations. The county's workforce includes education, arts, marketing, and hospitality professionals, all essential for running a successful cultural institution. While there are challenges, such as competitive wages and workforce retention, these are opportunities for innovation - allowing the museum to build a sustainable, high-performing team and serve as a model for others in the industry. The complementary efforts around the museum to redevelop downtown Opa Locka with new commercial and residential projects will help address these challenges.

## Strength of Miami-Dade's Labor Force

Miami-Dade has a large and diverse talent pool that supports museum operations:

- Education & Library Professionals > A well-developed pipeline for curators, archivists, and educators.
- Arts & Creative Sector > A deep pool of artists, designers, and media professionals for exhibitions and marketing.
- Hospitality & Tourism Workforce > A highly skilled group for visitor services and operations, ensuring an exceptional guest experience.

### *Why This Matters*

The county's labor force provides a strong foundation for building a high-quality, mission-driven museum team. While competition exists, the museum can set itself apart as an employer of choice through strategic hiring and workforce development.

## Key Museum-Related Occupations & Wage Considerations

A museum's success depends on the availability of skilled professionals in key roles. Let's break down the Miami-Dade labor market for these positions:

*Curators & Museum Technicians:* Miami-Dade offers a highly qualified but limited pool of curators and conservators. Salaries are competitive compared to the national average, making recruitment a priority. Opportunity: The museum can develop apprenticeship and mentorship programs to cultivate future curators and attract national talent.

*Education & Outreach Staff:* Miami's strong educational sector ensures a steady supply of educators. Multilingual talent is a significant advantage, helping the museum serve a diverse audience. Opportunity: By partnering with local universities and school districts, the museum can establish internship-to-employment pipelines, ensuring top educators join the team.

*Marketing, Development and Sponsorships:* Miami's marketing and PR sector is strong, providing excellent options for fundraising and audience engagement roles. Opportunity: By leveraging Miami's entrepreneurial energy, the museum can tap into digital marketing talent to build a cutting-edge engagement strategy.

*Visitor Services & Operations:* Miami's hospitality industry creates a large talent pool for guest services, event coordination, and retail. Opportunity: The museum can implement cross-training programs that develop staff into *long-term cultural ambassadors, reducing turnover.*

### *Why This Matters*

Instead of competing for talent, the museum can create a talent pipeline by investing in training, partnerships, and employee growth.

## Proactive Approach to Workforce Challenges

While some cultural institutions struggle with workforce challenges, this museum has the advantage of being proactive and forward-thinking in developing a sustainable labor strategy.



Miami's cost of living means wages need to be competitive, but salary isn't the only factor in attracting and retaining talent. The museum can:

- Offer professional development opportunities, making it a career-building destination.
- Provide flexible work arrangements for creative professionals and educators.
- Implement retention incentives such as leadership pathways, skill-building workshops, and employee wellness programs.

The best museums thrive because employees love their work and feel valued. This museum will foster a dynamic workplace culture by:

- Ensuring all employees feel welcome and represented.
- Creating leadership pathways, helping entry-level staff grow into leadership roles.
- Encouraging innovation, allowing staff to propose and lead new programming ideas.

Rather than relying on external hiring, the museum can develop homegrown talent through:

- Internships with Miami's universities to cultivate curators, educators, and exhibit designers.
- Apprenticeship models that pair emerging professionals with industry leaders.
- Community-driven hiring, ensuring the museum reflects the local cultural fabric.

### *Why This Matters*

By investing in its workforce from day one, the museum will not just fill jobs; it will build a team deeply connected to the institution's mission and long-term success.

## **Leveraging Miami-Dade's Unique Strengths**

Miami-Dade's workforce presents unique opportunities that allow the museum to stand out:

### *Trilingual Workforce for Greater Community Engagement*

- Miami's multilingual talent pool allows the museum to serve a broader audience.

- Opportunity: Develop trilingual educational programs to engage Spanish and Creole speaking visitors.

### *Miami's Gig Economy as a Flexible Labor Source*

- Miami's large pool of freelancers, artists, and contract professionals can be leveraged for special projects.
- Opportunity: Use flexible staffing models for exhibit design, marketing campaigns, and event production.

### *University Partnerships for Research & Innovation*

- Miami-Dade's universities produce top-tier professionals in museum studies, history, and arts management.
- Opportunity: Establish fellowships & co-op programs that allow students to gain hands-on *experience while supporting the museum.*

### *Why This Matters*

The museum can lead workforce development by integrating itself into Miami's vibrant arts, education, and tourism sectors.

With a strong labor force, strategic hiring practices, and innovative workforce development programs, this museum will not only be feasible but will also set a new standard for museum operations in Miami and beyond.

Miami-Dade has the talent necessary to staff a world-class museum; effectively engaging them is key. Proactive hiring, training, and retention strategies will ensure workforce stability.

A commitment to innovation and career growth opportunities will help make the museum an employer of choice. Leveraging Miami's unique workforce strengths (multilingual staff, gig economy, university partnerships) will create a cutting-edge labor model.

This museum has the opportunity to lead the industry in workforce innovation, showing how a cultural institution can build a sustainable, engaged, and high-performing team while further enhancing Miami's reputation as a cultural powerhouse.

## Museum Feasibility Related Labor Force Insights

Miami-Dade's workforce is uniquely positioned to support a thriving museum operation. The county's labor force is highly diverse, with a Hispanic majority (69.6%) and a diversity index of 82.5, meaning there's a strong potential for a museum that celebrates multicultural narratives.

Educational attainment is another advantage: 22.5% hold a bachelor's degree, and 13.5% have a graduate or professional degree, ensuring a strong talent pool for specialized museum roles.

This highly educated labor force translates into curators, archivists, museum educators, and event coordinators who can bring world-class expertise and storytelling to the museum. Additionally, Miami-Dade has the most significant employment base of museum-relevant occupations compared to the other two counties, including arts, education, and heritage conservation roles.

Some might view Miami-Dade's high cost of living and competitive job market as challenging. However, this actually means:

- The museum has access to a highly motivated workforce that considers cultural institutions prestigious career opportunities.
- There's an opportunity to develop innovative workforce partnerships with local universities, offering career pathways for students in history, museum studies, and the arts.
- The strong tourism industry can sustain museum jobs, with Miami-Dade's economy deeply tied to arts and culture-driven tourism which continues to demonstrate strong growth and high demand.

Miami-Dade is not just a feasible location; it's a prime location for a world-class museum, with a diverse workforce and an economic ecosystem to make it thrive. The county's occupational profile, talent pipeline, and market positioning give it a competitive advantage over the other two counties. This museum isn't just viable, it's positioned to become a model for successful similar museum operations nationwide.

## Museum Labor Force and Occupational Comparison

Miami-Dade County's workforce is uniquely positioned to support the proposed museum. It offers both a large talent pool and a workforce with skills relevant to museum operations. How it compares to the other counties under consideration:

### *Size and Composition of the Labor Force*

- **Miami-Dade:** The county has over 1.4 million employed individuals across various industries, with more than 60% in white-collar occupations, which include management, professional, and administrative support roles. Notably, 20.1% of the workforce is in professional occupations, including education, arts, and cultural institutions.
- **Other Counties:** Orange County (home to Orlando) and St. Johns County have smaller labor forces. Orange County has 839,527 employed workers, while St. Johns County has a significantly smaller workforce, limiting the available talent pool for museum operations.

### *Museum-Relevant Occupations*

A strong museum workforce requires management, education, research, curation, hospitality, and operations support professionals.

- **Miami-Dade has:**
  - 18.9% in management, business, and financial roles, essential for museum administration.
  - 20.1% in professional occupations, which include educators, archivists, historians, and museum curators.
  - 10.7% in administrative support, providing a solid base for operations and visitor services.
  - 18.8% in service occupations, supporting hospitality, tourism, and guest experience.

- Orange County: There is a slightly higher percentage of professional roles (23.7%) but a lower overall white-collar workforce share (64.3%). The county is heavily driven by the tourism industry but lacks the deep cultural infrastructure found in Miami-Dade.
- St. Johns County has the smallest workforce, with fewer education, management, and cultural professionals. This makes it harder to sustain a museum workforce.

### *Educational Attainment & Readiness*

A museum requires an educated workforce, particularly in history, arts, education, and management.

- Miami-Dade: 22.5% hold a bachelor's degree, 13.5% hold a graduate or professional degree. This means over a third of the workforce has the higher education necessary for museum-related roles.
- Orange County: There is a higher share with bachelor's degrees (26.3%) but fewer with graduate degrees (14.5%), indicating a slightly higher general education level but not necessarily more specialization in museum-related fields.
- St. Johns County: Education levels are improving, but the smaller population and workforce mean fewer potential hires with specialized expertise.

### *Labor Force Dynamics & Stability*

- Miami-Dade: Unemployment is at just 1.6%, meaning the workforce is highly engaged but also competitive. However, this is balanced by the large, diverse labor pool and the presence of educational institutions feeding talent into museum-related fields.
- Other Counties: Orange County's 3.3% unemployment rate suggests slightly more available labor, but it is also more transient due to Orlando's tourism-driven economy.

### *Conclusion*

Diverse and Skilled Workforce – Miami-Dade County has a robust white-collar labor force with high concentrations in professional, management, and service occupations, ensuring a sustainable workforce for the museum.

Proximity to Major Cultural Institutions – Miami-Dade is home to multiple museums, universities, and cultural centers, meaning existing museum professionals can be recruited, and there is an established arts and education ecosystem.

Strong Pipeline of Talent – The presence of Florida Memorial University, Florida International University, the University of Miami, Miami Dade College, and St. Thomas and Barry Universities ensures a steady flow of history, arts, and museum studies graduates.

Strategic Location – Miami-Dade, and more specifically Opa Locka, is positioned as a gateway for cultural tourism, attracting international visitors and scholars.

Higher Education Levels in Relevant Fields – Compared to other counties, Miami-Dade has a strong concentration of graduate and professional degree holders, a critical factor in curatorial and research-based museum roles.

From an occupational and workforce perspective, Miami-Dade and Opa Locka stand out as the strongest contenders for this museum project. The size of the labor force, the presence of museum-relevant occupations, educational attainment, and the cultural ecosystem make this the most feasible and sustainable option.

Choosing Miami-Dade means tapping into an existing, educated, and specialized workforce, ensuring the museum thrives and becomes a model for other regional museum operations.