



ONE COMMUNITY ONE GOAL STRATEGIC PLAN

REPORT 4 : TARGET INDUSTRY STRATEGIES

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

by Avalanche Consulting, McCallum Sweeney Consulting, and
the Council for Adult and Experiential Learning

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One Community One Goal Partners

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American Airlines	Miami Dade Broadband Coalition
AT&T	Miami-Dade Chamber of Commerce
Baptist Health South Florida	Miami-Dade County
Barry University	Miami-Dade County Board of County Commissioners
Becker & Poliakoff, P.A.	Miami-Dade County Cultural Affairs
CAMACOL (Latin Chamber of Commerce of the U.S.A.)	Miami-Dade County League of Cities
Catalyst Miami (Human Services Coalition)	Miami-Dade County Public Schools
Coalition of Chambers	Miami-Dade County Sustainability, Planning, and Economic Enhancement
Coral Gables Chamber of Commerce	Miami Downtown Development Authority
DelancyHill	Miami Herald Media Company
Doral Business Council	Miami International Airport
Esslinger-Wooten-Maxwell Realtors	North Dade Regional Chamber of Commerce
Flagler Real Estate Services	Perry Ellis International, Inc.
Florida Blue	Port of Miami
Florida International Bankers Association	Sandler, Travis & Rosenberg, P.A.
Florida International University	Sant La Haitian Neighborhood Center
Florida Memorial University	Seaboard Marine
Florida Power and Light	South Florida Hospital & Healthcare Association
Gibraltar Private Bank and Trust Co.	South Florida Workforce
Goldfarb Management Services	St. Thomas University
Greater Miami Chamber of Commerce	The Beacon Council
Greater Miami Convention & Visitors Bureau	The Miami Foundation
HEICO Corporation	United Way of Miami-Dade
Homestead/Florida City Chamber of Commerce	University of Miami
John S. and James L. Knight Foundation	Wells Fargo
MCM Corp.	World Trade Center Miami
Miami Dade College	
Miami Free Zone	

For more information on One Community One Goal and for access to each of the four reports, please go to www.onecommunityonegoal.com or call 305-579-1390.

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EXECUTIVE SUMMARY: ONE COMMUNITY ONE GOAL TARGET INDUSTRY STRATEGIES

EXECUTIVE SUMMARY

ABOUT THIS REPORT

The purpose of this *Target Industry Strategies* report is to provide Miami-Dade County with a roadmap for its future economic development initiative, *One Community One Goal*. This report provides strategic recommendations aimed at growing jobs and creating long-term sustainable economic prosperity in Miami-Dade County. It coordinates all economic development activities, not just The Beacon Council's targeted marketing. It is designed to be holistic. Implementation will require involvement by a broad spectrum of Miami-Dade County organizations.

The report begins with an overview of **themes** that intersect all strategic recommendations. These are broad-scale concepts that should guide Miami-Dade County economic development even as conditions change and the Strategy is updated. Following the overview, the Strategy describes six **communitywide priorities** that will impact economic growth on all levels. Next, a series of **goals, strategies and tactics** are offered for topics ranging from workforce development, education, infrastructure, business climate, entrepreneurship and target industry marketing. The report concludes with details about **implementation**, including organization and an implementation table listing all recommendations.

Countywide Participation

One Community One Goal is a strategy crafted by the citizens of Miami-Dade County. Stakeholder input and collaboration in the *One Community One Goal* strategic planning process has been significant. This input was considered in every step of the plan, including the selection of target industries and niche sectors. It is important that the industries align with the community's vision of the future.

Input for the Strategy was received from more than 5,000 participants. The *One Community One Goal* public survey received 4,133 responses. At the time of this report, more than 150 people have participated in focus groups. The consulting team has conducted more than 40 individual and small group interviews. More than 200 people attended the Greater Miami Chamber of Commerce's Goals Conference at which the consulting team facilitated a question and answer session. More than 50 people attended an Entrepreneurship and Innovation workshop led by the consulting team. In addition, the consulting team conducted a two-day mock site selection tour of the County. Over 50 Miami-Dade County organizations have partnered with *One Community One Goal*. In addition to *One Community One Goal* breakfasts and workshops, partner organizations hosted over 20 additional events featuring *One Community One Goal* presentations for their members and constituents.

To develop the *One Community One Goal* Targeted Industry Strategic Plan, leaders from across the private sector, public sector, industry and academia have guided the strategic planning process, which was launched in April 2011 and will be completed in May 2012. Miami-Dade County Mayor Carlos Gimenez, Alexandra Villoch, and Adolfo Henriques serve as Co-Chairs of One Community One Goal. The OCOG Steering Committee is comprised of over 50 public sector, private sector, education, and community organization leaders. Education is the foundation of the program. The Steering Committee has provided strong guidance from the beginning of the strategic planning process. The Steering Committee participated in six, two-hour workshops with the consultants. Leaders from area universities, colleges, and K-12 education have been involved every step of the

way. In addition, business leaders have been called upon to help identify the target industries and skills that will help maximize our economic growth.

Alignment with the Florida Chamber Foundation's Six Pillars Framework

The Florida Chamber Foundation's Six Pillars Framework for economic development is designed to organize strategic planning at local, regional and state levels. The Six Pillars identifies the factors determining Florida's future: (1) Talent Supply & Education, (2) Innovation & Economic Development, (3) Infrastructure & Growth Leadership, (4) Business Climate & Competitiveness, (5) Civic & Governance Systems and (6) Quality of Life & Quality Places. Its objective is to "harness fragmented viewpoints into a common and consistent conversation."

One Community One Goal is not organized specifically around the Six Pillars framework, however all six topics are addressed. When engaged in economic development conversations at the State level, Miami-Dade County leaders can refer to this Strategy and find it easy to identify goals and recommendations that align with the Six Pillars. (See the following table.)

ONE COMMUNITY ONE GOAL ALIGNMENT WITH FLORIDA SIX PILLARS FRAMEWORK

<i>One Community One Goal</i> Report Section:	Talent Supply & Education	Innovation & Economic Development	Infrastructure & Growth	Business Climate & Competitiveness	Civic & Governance Systems	Quality of Life
Education	✓	✓	✓	✓	✓	✓
Workforce Development	✓					
Physical Infrastructure			✓			✓
Entrepreneurship & Innovation		✓		✓		
Business Climate & Policy				✓	✓	
Economic Development Marketing	✓			✓		✓
Target Industry Recommendations	✓	✓	✓	✓	✓	✓
Implementation					✓	

ABOUT ONE COMMUNITY ONE GOAL

Miami-Dade County is among the most dynamic communities in the world. The five-year (2012-2017) *One Community One Goal Targeted Industry Strategic Plan* provides the unified vision and direction needed to translate those visionary initiatives and many others into long-term economic development opportunities for all Miami-Dade County residents.

The strategic planning process included four major phases as described and illustrated on the following pages. All reports and other information about *One Community One Goal* are available at www.OneCommunityOneGoal.com.

PHASE 1: Competitive Assessment / SWOT

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

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

The *Competitive Assessment* report was completed in December 2011.

PHASE 2: Target Industry Identification

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

The *Target Industries* report was completed in February 2012.

PHASE 3: Education Assets Inventory

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

Following the selection of target industries, the consulting team delivered the *Education Assets Inventory* report. This report examines how well Miami-Dade County is prepared to meet the talent needs of the target industries. For each industry, the report describes related educational offerings, throughput, initiatives aimed at attracting individuals into those programs, and programs in which educators and industry are collaborating. Based on those findings, the report identifies topic areas that are currently underserved relative to industry needs, best

practice examples, career transition models, and other recommendations to boost availability of and participation in programs that will fuel Miami-Dade County's target industry growth.

The *Education Assets Inventory* report was completed in March 2012.

PHASE 4: Target Industry Strategies

This is the final report in the planning process and provides Miami-Dade County with a roadmap for its future economic development initiative, *One Community One Goal*. It offers strategic recommendations aimed at growing jobs and creating long-term sustainable economic growth in Miami-Dade County. It coordinates all economic development activities, not just The Beacon Council's targeted marketing. It is designed to be holistic. Implementation will require involvement by a broad spectrum of Miami-Dade County organizations.

This report was completed in May 2012.

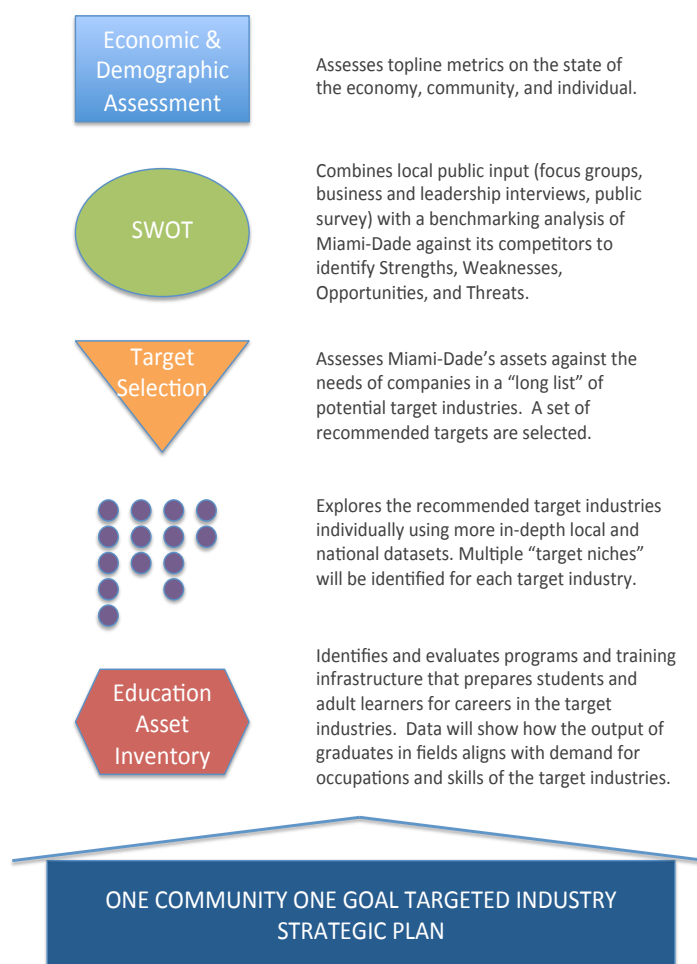


FIGURE 1: ONE COMMUNITY ONE GOAL PLANNING PROCESS

Strategic Themes

To begin, this Strategy presents an overview of the strategic themes that thread throughout the *One Community One Goal* initiative. To summarize:

- **The community does indeed share a single vision.**
- **The process of bringing everyone together in the *One Community One Goal* planning process has resulted in an unprecedented level of cooperation across the County.**
- **It aligns all leadership organizations in Miami-Dade County around a single set of target industries.**
- **Education is the foundation for Miami-Dade County's economic development.**
- **The strategy of economic diversification is paramount to Miami-Dade County's economic future and to the State of Florida as a whole.**
- **Miami-Dade County organizations must dedicate more resources to economic development marketing to build the County's reputation as a global destination for business.**
- **Ensure adequate funding is allocated to all areas of Miami-Dade County, including Targeted Urban Areas (TUAs).**
- **Strong civic, business and academic leadership must continue for *One Community One Goal* to achieve its full potential.**
- **Miami-Dade County's natural and cultural environment ranks among its top assets.**
- **Entrepreneurship and innovation should increase in stature as a priority of economic development.**
- **Countywide infrastructure planning and investment must be a priority for Miami-Dade County to reach its full potential.**

There is no single action that will create a vibrant and sustainable economy. Economic development requires a coordinated and complex set of initiatives that together generate an ecosystem for growth. The recommendations in this *One Community One Goal* Strategy provide just that. Now it is time for implementation. The strategic planning process may be complete, but *One Community One Goal* is just beginning.

Communitywide Priorities

A communitywide priority is an initiative or improvement that maximizes Miami-Dade County's economic development potential across the board. These are not specific to any single target industry, but all target industries benefit from implementation of these priorities. Communitywide priorities include:

- **Continue to develop a globally renowned educational ecosystem.**
- **Plan for and invest in intermodal transportation systems that anticipate Miami-Dade County's long-term needs.**
- **Build resources to support consistent and competitive international economic development marketing.**
- **Become a vibrant entrepreneurial and high tech community.**
- **Improve the availability of modern, sophisticated convention space.**
- **Continue to improve Miami-Dade County's Targeted Urban Areas.**

Each communitywide priority is described in greater detail in the report.

Summary of Business Environment Recommendations

The following recommendations address improvements to Miami-Dade County's overall climate for economic development. They establish a foundation for diversification, job growth, and prosperity for all residents. Economic development topics include education; workforce development; physical infrastructure; entrepreneurship and innovation; business climate and policy; and economic development marketing. The following topline recommendations are sorted by topic and opportunity. Supporting tactics for each recommendation are presented in the main body of this *Target Industry Strategies* report.

EDUCATION

Opportunity: Business Leadership in Education

- Form an education and workforce leadership task force comprised of Miami-Dade County business executives.
- Highlight and reward business engagement in education.

Opportunity: Academic Leadership in Economic Development

- Form a Miami-Dade County Academic Leaders Council.

Opportunity: Digital Literacy

- Ensure all Miami-Dade County public schools have high-speed internet connections and current technologies.

Opportunity: Deepening the Impact of Career Academies

- Continue to engage businesses in MDCPS career programs.
- Create high school – college hybrid programs in Miami-Dade County Career Academies.

Opportunity: Basic Work Skills Development

- Prioritize the enhancement of basic skills training.

WORKFORCE DEVELOPMENT

Opportunity: Career Pathing

- Build career awareness portals for each target industry.
- Clarify information on career programs at the secondary level.
- Utilize South Florida Workforce Career Centers to distribute targeted industry information.
- Ensure the South Florida Workforce Board has funding to increase programming and continue serving the region.

Opportunity: Information, Experiential, and Non-Credited Learning

- Expand Prior Learning Policies in disciplines related to target industries.

- Map industry crosswalks.

Opportunity: Talent Retention

- Create a Miami-Dade County Virtual Alumni Club.
- Link college students to civic and business activities.

Opportunity: Basic Skills

- Engage target industry representatives in mapping “on-ramps” to careers in their industries for adult workers.
- Develop a Center for Global Learning in Miami-Dade County.

Opportunity: Target Industry Alignment

- Expand capacity and create new programming in target industry disciplines.

PHYSICAL INFRASTRUCTURE

Opportunity: Coordinated Countywide Land Use

- Utilize land use strategy to consider target industry needs.

Opportunity: Urban Infrastructure Improvements

- Implement The Beacon Council’s proposed Urban Initiatives Economic Development Plan priorities.

Opportunity: Anticipating Long-Term Transportation Needs

- Improve intermodal capacity and connectivity.
- Increase the availability of distribution facility space.
- Continue investing in PortMiami infrastructure to further increase competitiveness for post Panamax traffic.
- Engage in a campaign aimed at improving external perceptions of PortMiami and inform the world of recent improvements.
- Increase funding for regional transportation improvements.

Opportunity: Continued Enhancements to Air Service Capacity and Quality

- Add non-stop flights to major international cities.
- Engage in a campaign aimed at improving external perceptions of MIA and inform the world of recent improvements.
- Maximize capacity of MIA and other general aviation airports in Miami-Dade County.

ENTREPRENEURSHIP & INNOVATION

Opportunity: Enhance Miami-Dade County’s Entrepreneurship Support Infrastructure

- Establish Miami-Dade County as a basecamp for international entrepreneurs seeking a foothold in the US and Americas.

- Increase the availability and capacity of programs that educate and network entrepreneurs.
- Ensure that Miami-Dade County has physical spaces dedicated to start up firms.
- Expand technology commercialization programs at Miami-Dade County universities.
- Increase financial resources for homegrown companies.

BUSINESS CLIMATE & POLICY

Opportunity: Streamlined Government Processes

- Continue to improve the County's permitting process.

Opportunity: Increased Incentives for Target Industry Projects

- Advocate for more competitive, targeted Miami-Dade County incentives.
- Advocate for more competitive State of Florida economic development incentives.

Opportunity: Elevated Competitiveness as a Hub for Global Trade

- Support the approval and the implementation of an expanded Miami-Dade County Free Trade Zone.
- Advocate for the expansion of the Visa Waiver Program (VWP) to countries in this hemisphere.
- Create an Entrepreneurship Center for the Americas.
- Establish Free Trade Agreements with additional countries.

Opportunity: Expanding Miami-Dade County's Existing Employers

- Further expand The Beacon Council's Local Business Local Jobs program for retention and expansion.

ECONOMIC DEVELOPMENT MARKETING

Opportunity: Miami-Dade County's Business Brand is as Strong as its Tourism Brand

- Educate Miami-Dade County's leaders and residents about *One Community One Goal's* importance to the future of the community.
- Further establish The Beacon Council's brand as Miami-Dade County's official economic development organization.

Opportunity: Global Marketing and Public Relations Build Miami-Dade County's Brand as a Top Destination for Business

- Launch a \$15 million five-year Miami-Dade County Future Fund for economic development marketing, utilizing the model of Houston and the Miami-Dade Marketing Initiative (MDMI).
- Generate national and worldwide publicity related to Miami-Dade County economic development.
- Transform marketing communications to digital format. Reduce and eventually eliminate the use of most printed marketing materials.
- Continue to build relationships with site consultants and executives in Miami-Dade County's target industries.

Target Industry Recommendations

In the second report, *Target Industries*, the project team recommended the following target industries and niche sectors. Niche sectors are listed in alphabetical order. Targets are presented first in table format and next in list format for ease of viewing. Detailed strategic recommendations are provided for each target industry within the main body of this *Target Industry Strategies* report, including timing and suggested approach.

Aviation	Creative Design	Hospitality & Tourism	Information Technology
<ul style="list-style-type: none"> • Aircraft Parts & MRO • Assembly & Manufacturing • Composite Shops • Flight Simulation & Training 	<ul style="list-style-type: none"> • Advertising & Marketing • Architecture & Engineering • Fashion / Lifestyle • Film, TV Production, & Digital Media • Industrial Design 	<ul style="list-style-type: none"> • Conventions, Conferences, & Trade Fairs • Cruise Tourism • Cultural Arts • High Income International Tourists • Medical Tourism • Tourism IT 	<ul style="list-style-type: none"> • Back Office Support & IT • Computational Science & Health IT • Data Centers • Digital Media • Logistics IT • Mobile Applications • Simulation Technology • Tourism IT
International Banking & Finance	Life Sciences & Health Care	Trade & Logistics	
<ul style="list-style-type: none"> • International Banks • International Insurance & Wealth Management • Maritime Services & Trade Finance • Mobile Applications • Technical Customer Support & Back Office • Venture Capital & Private Equity 	<ul style="list-style-type: none"> • Agricultural Sciences • Back Office Operations • Biologics • Computational Science & Health IT • Medical Devices • Medical Tourism • Pharmaceuticals 	<ul style="list-style-type: none"> • Distribution Centers • Logistics IT • Maritime Services & Trade Finance • Perishables • Value-Added Services – Assembly & Kitting 	

AVIATION

- Ensure that Miami-Dade County has a sufficient base of aviation skills to serve current and future employers.
- Maintain Miami-Dade County infrastructure to encourage growth of Aviation firms.
- Create a business climate that competes internationally for aviation projects.
- Promote Miami-Dade County as a global hub for the Aviation industry.

CREATIVE DESIGN

- Generate a highly networked creative workforce that draws other creative design professionals to Miami-Dade County.
- Better organize Miami-Dade County's Creative Design initiative.
- Significantly improve entrepreneurial infrastructure across the County for creative enterprises.
- Promote Miami-Dade County as an international location for Creative Design firms and entertainment productions.

HOSPITALITY & TOURISM

- Build greater capacity to host high-end target industry conferences.
- Connect hospitality career pathways with other target industries.
- Closely align Miami-Dade County's economic development and Hospitality & Tourism marketing efforts.

INFORMATION TECHNOLOGY

- Network IT professionals across the County.
- Create an Entrepreneurship Center for the Americas.
- Expand IT infrastructure across the County.
- Increase financial resources for homegrown IT companies.
- Expand local IT educational offerings and retain graduates.
- Promote Miami-Dade County to information technology companies and talent across the globe.

INTERNATIONAL BANKING & FINANCE

- Improve the readiness of Miami-Dade County's workforce for jobs in International Banking & Finance careers.
- Create a business environment conducive to expanding and recruiting International Banking & Finance firms.
- Promote Miami-Dade County as a global hub for International Banking & Finance.

LIFE SCIENCES & HEALTH CARE

- Build a workforce of Life Sciences & Health Care professionals.
- Create a highly innovative and entrepreneurial environment for Life Sciences & Health Care.
- Increase financial resources for homegrown Life Sciences & Health Care companies.
- Promote Miami-Dade County to Life Sciences & Health Care companies.

TRADE & LOGISTICS

- Continue to foster a strong Trade & Logistics workforce in Miami-Dade County.
- Improve intermodal capacity and connectivity.
- Increase the availability of distribution facility space.
- Continue investing in PortMiami infrastructure to further increase competitiveness for post Panamax traffic.
- Continue to work with South Florida seaports and airports to expand geographic coverage.
- Increase funding for regional transportation improvements.
- Create a business climate that continues to encourage the growth of Trade & Logistics companies.
- Promote and expand Trade & Logistics companies in Miami-Dade County.

STRATEGIC THEMES

What does “*One Community One Goal*” mean to Miami-Dade County? “One Community” may seem an unusual title in such a richly diverse community. However, since day one of this planning process, it has been clear that Miami-Dade County truly is one community. Across the board, the more than 5,000 people who participated in this planning process echoed their desires for a more diverse economy, world-renowned educational infrastructure, and heightened prosperity for everyone. **The community does indeed share a single vision.** This vision must be the foundation for decision making in the future.

Implementation of *One Community One Goal* started even while the Strategy was being developed, and the community has already made progress. The process of bringing everyone together in the One Community One Goal planning process has resulted in an **unprecedented level of cooperation across the County**. There are few, if any, places in the US that have been able to achieve a similar level of coordination around marketing, community improvements, and education. As this cooperative spirit further evolves through implementation, economic development will flourish. It is in itself a significant competitive advantage.

One Community One Goal’s purpose is to grow jobs and business investment in Miami-Dade County. It **aligns all leadership organizations in Miami-Dade County around a single set of target industries**. It creates a focused effort to support those industries by improving the local business environment while marketing worldwide to companies in that industry. It will improve Miami-Dade County’s image as a business destination, so that the County is a top-of-mind location for site consultants and target industry business executives.

Education is the foundation for Miami-Dade County’s economic development. Above all recommendations in this Strategy, advancements in education and the coordination of education and economic development will give the County the greatest competitive advantage. Education is the single shared platform that unites Miami-Dade County’s target industries. The level of cooperation among education leaders at all levels, their willingness to engage in economic development, for economic developers to base target industry decisions on education strengths, and the willingness of educators to adapt programming to economic development targets are nothing less than remarkable. Few regions, if any, have accomplished it to the degree that Miami-Dade County has.



Economic diversification is central to this Strategy and to the State of Florida as a whole. According to the Florida Department of Economic Opportunity's March 2012 Economic Trends and Florida's Competitive Position report, Agriculture, Tourism, and Construction have been the core foundation of the state's economy for many years. Likewise, these industries have been a large, critical part of the County's economy. A focus on primary businesses must increase in scale to balance the economy and ensure job opportunities across the board, at all wage and skills levels so that talent, particularly college graduates, stays in Miami-Dade County and the economy remains stable through national and international downturns. Miami-Dade County must create an environment that nurtures 21st Century industries such as life sciences, creative design, global logistics, international finance, and advanced aviation. Miami-Dade County's emergence as a global hub for commerce and a draw for people around the world strengthens local colleges and universities' competitive positions as well.

The opportunities for furthering Miami-Dade County's international position are boundless. In the future, Miami-Dade County can be positioned among those few global cities whose business brand is borderless: London, Tokyo, Paris, New York, and Hong Kong. To accomplish this, **Miami-Dade County must dedicate more resources to economic development marketing**. How can the community say that its mission is to grow as an international location for business and multinational corporations, when funding for economic development ranks far below other competing regions? How can a community dedicate thousands of hours of time to crafting an economic development strategy without sufficiently funding its implementation? *One Community One Goal* calls for the community to dig deep into its pockets to fuel a new **\$15 million five-year Future Fund** dedicated to advancing economic development in Miami-Dade County. This amount is in addition to all current economic development programs, which must be maintained. Target industry growth hinges on this.

Strong **civic, business and academic leadership** must continue for *One Community One Goal* to achieve its full potential. Miami-Dade County businesses must become more engaged in economic development, as well as in education efforts at K-12 and higher education, both in terms of volunteer participation and funding.

Miami-Dade County's **natural and cultural environment** ranks among its top assets. Encourage conservation, energy efficiency, and sustainable practices as businesses grow. Preserving the health of the environment is critical. Continue to invest in world-class arts and culture, from home grown creativity to sports and international artistic events, which will all contribute to neighborhood improvements. Enrich the fiber that comprises Miami-Dade County's unique character.

Entrepreneurship and innovation should increase in stature as a priority of economic development. A 2010 Kauffman Foundation study found that net job growth in the US comes entirely from startup firms. Miami-Dade County has a long history of small business startups. Build on this spirit and dramatically increase support for entrepreneurship in primary industries – those industries that export goods and services outside of the local economy. This Strategy contains recommendations throughout aimed at creating an atmosphere of innovation through R&D, connectivity, and funding.

Countywide **infrastructure planning and investment** must be a priority in order for Miami-Dade County to reach its full potential. The County's quality of life and economic development potential is jeopardized if transportation infrastructure is not improved. Roadways throughout the County, but especially downtown, are currently highly congested. The problem is at risk of escalating much more when major new hotel, condo and commercial real estate projects come online in downtown Miami. Routing cargo out of PortMiami and into less congested areas of the County remains an ongoing priority. The Metrorail is a good start but better connectivity

is needed for passenger traffic. Regional light rail must be a serious consideration for the future. In addition, transportation infrastructure and improvement must be prioritized for the Targeted Urban Areas (TUAs) to support both new development and redevelopment projects. This will benefit citizens Countywide.

There is no single action that will create a vibrant and sustainable economy. Economic development requires a coordinated and complex set of initiatives that together generate an ecosystem for growth. The recommendations in this *One Community One Goal* Strategy provide just that. Now it is time for implementation. The strategic planning process may be complete, but *One Community One Goal* is just beginning.

COMMUNITYWIDE PRIORITIES

Priority: Develop a globally renowned educational ecosystem.

Education can become Miami-Dade County's top differentiator. The alignment of education and economic development will set the County apart from its competitors. Many communities attempt to do this, but lack the long-term leadership commitment needed for success.

Education is the foundation for future economic growth in Miami-Dade County and should be the County's number one priority. Focus on garnering business involvement, starting with Pre K-12. Identify sources of funding for new programming. Build on university and college relationships by developing open communication and collaboration. Educate the community about the career pathways that will allow Miami to fill its workforce pipeline from top to bottom. Be innovative in adult education practices, especially focusing on programs that engage the non-English speaking population in training.

Priority: Plan for and invest in intermodal transportation systems that anticipate the County's long-term needs.

Continue preparing Miami-Dade County to compete for post-Panamax traffic. This includes continued investments in PortMiami infrastructure, connectivity with MIA, roads, sites, distribution facilities, and public transit. Become a best practice for innovative transportation solutions. PortMiami will be the first US port dredged to 50 feet and the closest to Panama on the East Coast to accommodate post-Panamax ships. Miami-Dade County is in a strong competitive position relative to other Southeastern Ports.

While heightened Port traffic is tremendous news for Miami-Dade County's economy, combined with growth in the numbers of residents and visitors, increased container volumes could congest Miami-Dade County's roads to the point of gridlock, particularly around downtown Miami. Miami-Dade County leaders must pursue resources to improve intermodal transportation connectivity across the County with the same level of determination and coordination they committed to generate the Port improvement funding.

Priority: Build resources to support consistent, sophisticated international economic development marketing.

Miami-Dade County's "fun and sun" image is internationally known, attracting millions of visitors to the County each year. The image of Miami-Dade County as a global business destination is less pervasive. To diversify the County's economy, it is crucial to intensify economic development branding and marketing. Elevate awareness that the County has thriving, international business community in addition to world-class tourism assets.

This Strategy recommends enhancements to Beacon Council's mix of marketing activities, as well as the need for additional resources. The investments and expansions of both Miami International Airport and PortMiami are substantial. However, they are not widely known locally or internationally. Therefore, promoting these massive improvements should be done in partnership with Miami International Airport and PortMiami. The next phase of the *Where Worlds Meet* campaign needs to be revised in order to convey a stronger business image.

Priority: Become a vibrant entrepreneurial community.

The seeds of great entrepreneurship programming are found across the County, but the volume of entrepreneurship support is not adequate given scale and potential of the community. This Strategy recommends increasing entrepreneurship education at all levels, networking and resources for entrepreneurs, access to capital, and the availability of physical infrastructure to support fast-growth startup businesses.

Priority: Improve the availability of modern, high tech convention space.

Target industry marketing hinges in part on the availability of high tech convention space. This Strategy calls on heightened coordination between The Beacon Council and the Greater Miami Convention & Visitors Bureau to host international target industry events. Bring your economic development audiences to Miami-Dade County's doorstep. Miami-Dade County is an extremely attractive destination that is easy to sell to meeting planners if not for one barrier – it cannot accommodate the needs of modern industry events. The marketing recommendations suggest focusing on smaller executive level meetings that can be hosted in any of the numerous luxury hotels in Miami-Dade County while the community works on improving its capacity for major, large-scale conventions.

Priority: Continue to improve Miami-Dade County's Targeted Urban Areas (TUAs).

Continued improvements to Miami-Dade County's Targeted Urban Areas are needed to serve residents, enhance quality of life, and ultimately make all of Miami-Dade County an even more attractive place for talent and businesses. Implement The Beacon Council's proposed Urban Initiatives Economic Development Plan Priorities. Support enactment of new Enterprise Zone legislation to encourage capital investment, development, and job creation in urban areas. Work with the Urban Land Institute development panel to determine the highest and best use of County-owned public land. Develop a comprehensive GIS overlay of public and private-owned developable sites within the TUAs. A disposition process of public-owned property for job-producing investment needs to be streamlined. Engage in a multi-year capital improvement program to improve curb appeal in targeted urban areas, including lighting, landscaping, and vacant lot cleanup. Taking these steps will increase the job creation potential of Miami-Dade County's urban areas. As these improvements are made, marketing resources should be identified to promote these areas for job-producing investments.

SECTION 1: BUSINESS ENVIRONMENT

The following recommendations address improvements in Miami-Dade County's overall climate for economic development. They establish a foundation for diversification, job growth, and prosperity for all residents. Topics addressed in this section include education, workforce development, infrastructure, entrepreneurship and innovation, and business climate.

EDUCATION

Miami-Dade County's education ecosystem is a national best practice for innovative programming, community involvement, and student performance.

OPPORTUNITY: BUSINESS LEADERSHIP IN EDUCATION

Employer participation in area schools and workforce programs is of critical importance if Miami-Dade County is to advance education to a new level. The business community helps students gain practical, applied knowledge of their fields through internships, apprenticeships, mentoring, and other career exposure. Employer input into education and training programs ensures that program content matches local employer needs. It is important for business leaders to embrace education partnerships, provide internships to students, outsource training to local education institutions, and engage in joint strategic planning.

Educators in Miami-Dade County report that they are continually striving to engage the business community and that there is competition among institutions for employer attention. Smaller companies tend to have a greater commitment to the local community, but have more difficulty finding the time and resources to devote to education. In addition, many educators report that one of the County's greatest assets – its international position – is a challenge for getting companies involved. Executives may be located in Miami-Dade County, but are less compelled to invest their time and resources in local efforts as their core markets and workforce needs are located elsewhere.

Businesses engaged in the Greater Miami Chamber of Commerce's 2011 Education Town Hall Meetings reported that they are interested and willing to explore further partnerships with educational institutions, including facilitating internships, providing guest speakers and hosting workshops. Connecting with those companies and creating options for various levels of engagement can help firms to act upon this stated interest.

MIAMI-DADE COUNTY'S TOP EDUCATION AND WORKFORCE STRENGTHS

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

Source: OCOG Competitive Assessment, 2011

BEST PRACTICE COMMUNITIES:

- Chicago
- Cincinnati
- Houston

Recommendation: Form an education and workforce leadership task force comprised of Miami-Dade County business executives.

A dedicated leadership task force comprised of Miami-Dade County business executives should be formed to advocate for heightened involvement by the private sector in education. This task force can draw from the strengths and connectivity of the Greater Miami Chamber of Commerce and The Beacon Council (and housed at one of those organizations). Such an organization – if dedicated entirely to these talent issues – can represent the community’s commitment to addressing the range of concerns across the talent pipeline. Hire at least one high-level staff person experienced in community educational leadership to lead the initiative and administer the organization. Additional staff should be added as resources allow (and could be jointly funded by multiple groups). The roles and responsibilities of this organization can include:

- Identifying and nurturing business leaders committed to talent improvement
- Identifying key data elements and tracking Miami-Dade County’s progress
- Getting involved with area schools through work with Career Academies, providing mentoring and internships to area students, and raising resources
- Advocating for smart education policies at the state and national levels
- Promoting business engagement at all levels of the education and workforce system opportunity

Example: Strive Partnership, Cincinnati area. www.strivetogether.org

The Cincinnati Area’s Strive Partnership serves as a leadership organization for regional attention to key education and workforce issues. The partnership serves as the community’s wide-angle lens for educational issues, and convenes stakeholders and funders to create coordinated approaches to talent development. Strive provides a central information hub for related data, policy, goal setting, and capacity building. Strive’s data, program and policy orientation can be coupled with the business leadership focus of the WorkforceChicago initiative to create a strong force for education and workforce leadership in Miami-Dade County.

Recommendation: Highlight and reward business engagement in education.

Companies committed to learning and education partnerships do so at some cost in hopes of a long-term return in the form of a more capable workforce. *One Community One Goal* can set the stage for engaged firms to gain attention in the community by offering awards and recognition for their contributions to local schools by receiving awards and recognition (such as a feature on local news, in local newspaper, and online). A formal process through which firms compete for this attention/award can add exclusivity to the end result, encouraging some healthy competition among participating firms. (The current Beacon Council’s Annual Beacon Awards – Education Award could be expanded to accommodate this added element, using the criteria below.) The initiative can highlight a variety of ways that businesses engage, including (but not limited to):

- Building the workforce pipeline (high school engagement)
- Internship and mentorship excellence
- Scholarships for advanced specializations
- Speaking engagements at schools
- Investing in the incumbent workforce

- Higher education partnerships
- Creative use of Tuition Assistance
- Policy engagement, advocacy
- Promoting and Supporting Digital Literacy
- Advising the Miami-Dade County Academic Leadership Council

Example: www.workforcechicago.org

OPPORTUNITY: ACADEMIC LEADERSHIP IN ECONOMIC DEVELOPMENT

Each institution represented on the *One Community One Goal* Steering Committee raises Miami-Dade County's institutional and leadership capacity. Together, the leaders of Miami-Dade County's academic community represent a formidable force for community change and global learning.

Recommendation: Form a Miami-Dade County Academic Leaders Council.

Form an Academic Leaders Council comprised of the Miami-Dade County Public Schools' Superintendent and the presidents of the County's colleges and universities. This in itself will be a national best practice and draw international attention to Miami-Dade County's commitment to education, as this level of cooperation is rare if not unheard of. This could inspire private sector involvement in the education and workforce leadership task force. Utilize an online portal to share resources, market Miami's educational assets and serve the community at large.

Initiatives that could be addressed by the Academic Leaders Council could include:

- Implementation: Serving as the drivers for implementing *One Community One Goal* education and workforce development recommendations
- Advocacy: State and Federal education policy, workforce investment, infrastructure issues, stable and sustainable funding
- Fundraising: Multi-institution research initiatives, joint academic programming, college and career readiness
- Economic Development: Working with The Beacon Council, participate in economic development prospect interaction and responding in a unified way to meeting employers' short-term and long-range talent needs

OPPORTUNITY: DIGITAL LITERACY

Use of technology in work and learning will only increase over time. Those who have access to technology and support for advanced use will be better positioned to use technology to support education and employment goals, while those who do not will fall further behind. Digital literacy and digital access initiatives both in the classroom and in the community need to be scaled to impact larger numbers of youth and adults.

Recommendation: Ensure all Miami-Dade County public schools have high-speed Internet connections and current technologies.

Miami-Dade County's schools must have high-speed connections, modern IT equipment, and e-learning opportunities integrated into the learning processes. Students and instructors must be provided with training and assistance in order to make the best use of the technology.

OPPORTUNITY: DEEPENING THE IMPACT OF CAREER ACADEMIES

The industry-themed Career Academies are a key component of Miami-Dade County's efforts to grow a workforce for target sectors. The career development and contextualized learning provided forms the basis of how young people begin to consider their future livelihoods and gain perspectives on how learning enables work. The exposure to careers, while important, remains limited amid all of the other requirements and needs students and high schools face.

Recommendation: Continue to engage businesses in MDCPS career programs.

Career Academies can only prepare students if they are supported by their respective business communities. Continued efforts to engage new businesses in the MDCPS career programs is critical, especially in the target sectors that are under-represented within Academies today (e.g., logistics and biosciences). The education and workforce development task force can assist by reaching out to companies to serve on advisory committees, donating equipment and funding, serving as mentors, hosting internships, or advocating on behalf of the education system.

Recommendation: Create high school – college hybrid programs in Miami-Dade County Career Academies.

Career Academies can expand their sector-specific learning programs beyond the high school level to further prepare students for target industry jobs with higher-level credentials. High school-college hybrid programs require new partnerships between the Community College and the secondary system.

- In New York City, the **City Polytechnic High School** was opened in 2009. It offers an accelerated high school curriculum to be completed in 3 years and an Associate's degree to be completed in 2 years (5 years total). There is a focus on engineering, information technology, and architecture as well as interaction with CUNY professors and classes. To accelerate the school year, trimester systems are used.
http://www.citypolyhigh.org/site_res_view_template.aspx?id=212b5cd2-8bf6-45f5-a24e-d577d744cf3b
- **Pathways in Technology Early College** is another example, but with IBM and private business underwriting the school. "P-Tech" has 4- and 6-year programs to earn high school and Associate's degrees. This school has a partnership with the City University of New York.
<http://alwaysny.com/2011/03/08/ibm-thinks-it-can-run-a-brooklyn-school/>

OPPORTUNITY: BASIC WORK SKILLS DEVELOPMENT

The One Community One Goal resident survey clearly identified the need to enhance student basic work skills in reading, writing, and math, as well as teamwork, interpersonal and communication skills.

Recommendation: Prioritize the enhancement of basic work skills training.

- Promote current training and curriculum within basic skills areas to students and residents.
- Enhance existing training programs to emphasize business applications of workforce skills.
- Emphasize English speaking skills and multi-language capabilities.
- Promote the learning of formal written and foreign language skills for business purposes.

WORKFORCE DEVELOPMENT

Miami-Dade County offers a complete and accessible pipeline of learning opportunities for all of its target industries.

OPPORTUNITY: CAREER PATHING

To make good decisions about career-focused learning, individuals must have access to accurate, detailed information about the County's target industries and related careers. Residents need to know which industries will be creating jobs in the future so that they can better plan their career pathway.

Recommendation: Build career awareness portals for each target industry.

These portals must clearly describe the target industries and the occupations and skills required by each. Job creation trends should be matched with learning opportunities available in the County. Ideally, the portals will demonstrate the following:

- An overview of the industry and its role in the Miami-Dade County economy
- Representative Miami-Dade County companies
- Major job families, education and training requirements, and salary ranges
- Employment outlook at the entry, mid and advanced level
- Job postings
- Education and training programs aligned with jobs and job families

These portals should be designed with the job seeker in mind, but they can also be a resource for career and academic advisors at area schools and training institutions.

- An example of such a portal was created by BioOhio, the State of Ohio's bioscience industry association: www.bioohioworkforce.org

Recommendation: Clarify information on career programs available at the secondary level.

Currently, public information on the number, type, and location of Career Academies and vocational programs at the secondary level is widely unavailable and unclear. Internet searches for high school career programming yield conflicting information. District-level information does not align with school-level information. Many schools' websites are outdated, do not present career program information, or do not exist at all. Different program categories – Academies, Magnets, and Vocational Schools – contribute to the confusion of those seeking information about career-focused learning.

- Review online sources of information related to secondary level Career Academies and vocational programs. Identify conflicting information and inconsistencies. Update District and school-level websites accordingly.

Recommendation: Utilize South Florida Workforce Career Centers to distribute targeted industry information.

In addition to new online career awareness portals, it will also be helpful to consolidate industry information and services at the current Career Centers. The centers can include:

- Information about the industry and careers within it
- Space available for employer interviews and events
- Staff that has expertise in the sector and is knowledgeable about the variety of companies and roles one can play
- Sector specific job readiness assessments and training
- Broad and deep information about the variety of education and training opportunities for the sector in the community
- Education and supportive service referral capabilities
- Encourage college and post-graduate level internships

Recommendation: Ensure the South Florida Workforce Board has funding to increase programming and continue serving the region.

The Workforce Investment Act (WIA) is the primary source of funding for job training and labor exchange services nationwide. All areas in the US receive federal job training funds based on formulae including population, unemployment rates, and poverty rates. The local Workforce Investment System, which is administered by South Florida Workforce (which includes Miami-Dade County and Monroe County), includes seven public education institutions and 28 private providers. Total funding for workforce investment that covers Miami-Dade County (and also includes Monroe County) funding for workforce investment currently includes:

- \$15.3 million for adult services
- \$19.8 million for dislocated worker services
- \$18.2 million for youth services

South Florida Workforce has recently been commended by Workforce Florida for ranking first among the 24 local workforce boards for the number of participants placed into jobs during the month of January, 2012 having placed 9,500 individuals into jobs which accounted for 30% of the job placement statewide.

The system administered by South Florida Workforce includes ten one-stop career centers in Miami-Dade County operated by five different organizations including one national for-profit vendor, three non-profit providers, and one municipality (Hialeah). There are 45 education and training providers approved to receive WIA funds to support training. This network of providers is critical to the health of Miami-Dade County's talent pipeline.

Recommendation: Shift focus to target sectors through Workforce Investment Act Training Intelligence services and state-funded employer services.

Large numbers of workforce service participants are currently using Workforce Investment Act / South Florida Workforce funding and programs to access training for Healthcare and Information Technology, while far fewer

are seeking training in the other target sectors. OCOG partners in the other target sectors can assist SFW in developing outreach material to promote other career opportunities for those target sectors to Miami-Dade County residents.

Recommendation: Track South Florida Workforce training and certification students, connecting them to lifelong learning.

South Florida Workforce's services enable many entry-level workers to prepare for and obtain jobs. That population and their base of skills represent an opportunity for further growth. When possible maintain contact with those participants through electronic and social media, so that the community can promote further learning and job opportunities.

OPPORTUNITY: INFORMAL, EXPERIENTIAL, AND NON-CREDITED LEARNING

Miami-Dade County is home to a large number of individuals with significant skills and learning experience that is underappreciated because it was attained in informal, non-academic, or foreign venues. The large number of commercial training providers focused on skills in healthcare, business, hospitality, and information technology indicates that there are a large number of individuals motivated to pursue learning opportunities and careers but whose advancement may be slowed due to the lack of a recognized academic credential. Most post-secondary institutions in Miami-Dade County have some mechanism for recognizing this.

Recommendation: Expand Prior Learning Policies in disciplines related to the target industries.

Currently, many colleges' emphasis on credit for experiential learning is concentrated among the private schools. By expanding the promotion and use of Prior Learning Assessment at the larger institutions, Miami-Dade County will be better able to maximize its available human capital. Steps could include the following:

- Expansion and marketing of Prior Learning Portfolio credit availability within the disciplines relevant to the target industries
- Identification of specific workplace skills/behaviors that reflect college-level learning
- Promotion of associated assessment policies to graduates of commercial training programs, entry-level workers in those industries, and foreign-born practitioners of those skills
- Creation of learning pathways for individuals that combine typical experiential learning in the target industry with traditional (and/or online) coursework to more rapidly complete a degree
- Provide guidance to entry-level workers on what professional experiences to seek that will likely result in creditable experiential learning

Recommendation: Map industry crosswalks.

Develop new ways of building on workers' existing skills and experience to facilitate career transition from stagnant or declining industries and occupations into growth areas. For example,

- Entry-level healthcare workers possess basic capabilities that could be applied life sciences firms, including anatomy, documentation, sterilization, and adherence to regulations

- Entry-level hospitality workers possess basic customer service and cultural competence that can be applied in both healthcare and business roles
- Displaced construction workers could apply their skills and knowledge in engineering and project management

In each of these examples, the individuals can be guided to create a “portfolio” of previous workplace skills that can be applied to subsequent roles. Skills can also include learning in personal, civic, military, and other experiences. The resulting portfolio can be used to market the individual to new employers and to gain advanced standing in education and training programs, which can be modified to move more quickly through components that address these transferred skills. Delivery format can also be modified to accommodate the needs of these non-traditional learners.

OPPORTUNITY: TALENT RETENTION

Miami-Dade County serves and graduates a substantial number of workers that possess degrees and certificates highly valued by employers in (but not limited to) the industries targeted by the *One Community One Goal* initiative. Among the benchmark communities studied in the *Competitive Assessment* report, Miami-Dade County ranked high in terms of concentration of college students per capita. While many Miami-Dade County students may prefer to remain in Miami-Dade County after graduation, there is concern that many ultimately leave – that the County exports the talent that it develops. Interviewees cite costs of living and fewer professional opportunities as the primary reasons for this out-migration of skilled and credentialed workers. Many students cannot find local jobs because they are not aware of the opportunities available.

Recommendation: Create a Miami-Dade County Virtual Alumni Club.

Many of those who do leave following their educational experience would stay or return if afforded good job and career opportunities. The educational community and its alumni associations can collaborate on a Miami-Dade County Virtual Alumni Club. Using traditional and social media, Miami-Dade County and its target industries can communicate directly with those who are likely to have an interest in returning to the area. The effort can communicate business development and cultural news, job openings, entrepreneurial activity, school reform efforts and other topics of interest to mid-career professionals. Recruitment firms and professional services firms could also be engaged as sponsors and partners.

Recommendation: Link college students to civic and business activities.

Students who come to Miami-Dade County to attend college may or may not develop the ties to the community that grow into a commitment to stay. By organizing an effort to deliberately link college students to civic and business activities, those students will be more likely to invest, work, and grow in Miami-Dade County. Consider linking college students to local activities by:

- Utilize the Miami Foundation’s new “Engage Miami” project and website to communicate civic engagement and attachment opportunities
- Holding networking events specifically for college students to meet prospective employers in Miami-Dade County
- Developing additional economic incentives for companies to hire local talent

- Providing financial support to students who stay in Miami-Dade County upon graduation, such as lower interest rates on loan repayment, discounts, financial aid, etc.
- Extending the Adult Basic Education Career Pathway initiative of Miami Dade College and Miami-Dade County Public Schools to the community
- Creating an internal marketing and social media campaign to highlight why Miami is a great place for young professionals to live and work (Engage Miami)
- Learning from other city's efforts, such as Campus Philly (www.campusphilly.org)

OPPORTUNITY: BASIC SKILLS

Employers frequently cited a lack of basic skills and basic workplace behaviors as a challenge in hiring qualified employees. Poor math, reading, and writing abilities can hinder individuals' success in attending and succeeding in post-secondary education and employment. Poor English language proficiency can also be a barrier to success.

Recommendation: Engage target industry representatives in mapping “on-ramps” to careers in their industries for adult workers.

The Adult General Education and Technical programming at Miami-Dade County Public Schools and at Miami Dade College is currently undergoing significant restructuring. Using a Career Pathways framework, this adult programming is designed to address basic skills in the context of target industries. The Adult General Education (AGE) initiative intends to align the contextualized learning programs with the industries targeted by *One Community, One Goal*. This effort will only be effective, however, if it is informed by and connected to those target industries. Moving forward, *One Community One Goal* leadership should work to engage industry representatives to support the AGE effort through mapping on-ramps to careers in those industries for both emerging workers and for skilled workers whose experience has been outside of the US, providing workplace learning opportunities to AGE students, and advocating for continued investment in adult general education improvement.

Recommendation: Develop a Center for Global Learning in Miami-Dade County.

Miami-Dade County is unique in its international position and character. It is also home to a formidable array of education institutions each with instruction that plays to and draws from the County's international position. Independently, the educational institutions maximize on and contribute to the international culture, business, commerce, and politics swirling around them. Banded together, it would be hard to imagine a more powerful force for global learning.

Current college and university programming addresses many of the skills needs, but a combined institution draws considerable focus to the community as a place for international studies and international business. Showing unity around global learning will send the right message about Miami-Dade County to international firms and ensure that if they come to Miami they will be assured of a continual flow of capable workers. In addition to offering coursework at the post-secondary level, such a Center can also provide guidance and leadership around standards for cultural and language competency across the community.

Educational consortia such as the Roanoke Higher Education Consortium offer a model for a multi-institution campus that leverages the expertise and unique roles of the participating of institutions. Education City in Doha,

Qatar offers another example on a global level. A physical campus that included programming from and articulation between the Miami-Dade County institutions, and perhaps included one or two institutions from Asia and Latin America, would be an international draw for students, scholars, businesses and media. Include a strong international exchange program, and connect students, both domestic and international, with internships at area companies.

A business/trade focus would further emphasize Miami-Dade County's role as a businesses destination.

OPPORTUNITY: TARGET INDUSTRY ALIGNMENT

The Education Assets Inventory report contains extensive information about the County's educational ecosystem from K-12 through post-secondary. The report compares current programming and throughput against the occupational needs of the target industries, revealing strengths and gaps in the system.

Recommendation: Expand capacity and create new programming in target industry disciplines.

The following table contains content development opportunities for the future, based on the Education Assets Inventory findings:

Aviation	<p><u>Content and Program Development Opportunities</u></p> <ul style="list-style-type: none"> • Expand programming to include composite technologies and other aviation manufacturing related programs • Specify niche targets to guide educational emphasis • Include aerospace specializations within engineering academies • Add more advanced engineering at the bachelors level (DER)
Creative Design	<p><u>Content and Program Development Opportunities</u></p> <ul style="list-style-type: none"> • Increase availability of short term and degree programs in and across design and entertainment sub-industry areas • Provide cross-training between Engineering and Design programs • Increase technology-based offerings • Reverse negative growth in industrial engineering degrees
Hospitality & Tourism	<p><u>Content and Program Development Opportunities</u></p> <ul style="list-style-type: none"> • Enhance short-term training on software applications specific to the industry • Focus on Information technology across industry • Attract entry-level workers to degree programs and accelerate completion through validation of experiential learning
Information Technology	<p><u>Content and Program Development Opportunities</u></p> <ul style="list-style-type: none"> • Develop bridge from certificate level to credit/degree programs and more advanced study to increase degree-seekers

	<ul style="list-style-type: none"> • Reduce decline in IT graduates • Develop hybrid high school/college model around IT skills/certifications
International Banking & Finance	<p><u>Content and Program Development Opportunities</u></p> <ul style="list-style-type: none"> • Add focus on venture capital and investment • Develop career ladder information and guidance • Increase focus on international business at the secondary level • Develop bridge programs for lower level learners/employees to engage in more advanced learning
Life Sciences & Health Care	<p><u>Content and Program Development Opportunities</u></p> <ul style="list-style-type: none"> • Continue to increase programming in biotechnology, genetics, medical device research, agricultural bioscience, quality assurance, laboratory technician and scientists • Partner with Tourism/Hospitality to grow Health Tourism niche sector • Build on entry-level skills of the patient-care workforce to develop research and manufacturing capacity • Further specify niche targets to guide educational emphasis • Increase the number of bioscience-themed career academies
Trade & Logistics	<p><u>Content and Program Development Opportunities</u></p> <ul style="list-style-type: none"> • Continue to increase programming in geospatial, geographic information Systems (GIS), freight forwarding, transportation management, food/agricultural product storage management, logistics information technology and software, • Further emphasize Logistics at the secondary level through new career academies and secondary/college hybrid models

PHYSICAL INFRASTRUCTURE

Miami-Dade County is one of the world's top logistics hubs, offering seamlessly connected, efficient intermodal transportation and thoughtfully planned, serviced sites for business.

OPPORTUNITY: COORDINATED COUNTYWIDE LAND USE

A land use policy that incorporates efficient geographic clustering of industries and residents, long-range intermodal transportation needs, appropriate zoning, and environmental considerations is key to maintaining a sustainable infrastructure that is in line with Miami's future growth and capacity to do business.

Recommendation: Utilize land use strategy to consider target industry needs.

Update the Economic Element of the Miami-Dade County Comprehensive Master Plan land use strategy for the County to consider target industry needs. Identify the inventory of all available parcels and their assets. Focus on developing infield parcels because the cost to develop should be less. Plan new housing developments to be close to target industry locations to reduce traffic congestion. Balance growing target industries while protecting the natural environment. When updating the Master Plan, it is critical to have a process that garners public input and can be periodically re-examined.

OPPORTUNITY: URBAN INFRASTRUCTURE IMPROVEMENTS

Continued improvements to Miami-Dade County's Targeted Urban Areas (TUAs) are needed to serve residents, enhance quality of life, and ultimately make all of Miami-Dade County an even more attractive place for talent and businesses.

Recommendation: Implement The Beacon Council's proposed Urban Initiatives Economic Development Plan priorities.

- Continue to support the enactment of new Enterprise Zone legislation to encourage capital investment, development, and job creation in urban areas.
- Continue an Urban Land Institute development panel to review and recommend highest and best use projects for County-owned public land.
- Support the creation of twice annual development charrettes for specific TUAs.

MIAMI-DADE COUNTY'S TOP INFRASTRUCTURE STRENGTHS

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

Source: OCOG Competitive Assessment, 2011

BEST PRACTICE COMMUNITIES:

- Hong Kong
- Savannah
- Singapore
- Toronto

- Create a simplified process for disposition of County-owned public land for job creation by private companies.
- Evaluate and modify zoning as warranted.
Design a multi-year capital improvement program to improve curb appeal in TUAs, including lighting, landscaping, and vacant lot cleanup.
- Increase resources to promote development opportunities in TUAs.
- Fund and activate urban infrastructure General Obligation Bond (GOB) program.

OPPORTUNITY: ANTICIPATING LONG-TERM TRANSPORTATION NEEDS

Miami-Dade County's current transportation infrastructure is not primed for future growth. To ensure that Miami has the capacity for future industry needs, it must improve intermodal capacity and connectivity, increase the availability of distribution facility space, continue to invest in PortMiami infrastructure, and increase funding for regional transportation improvements. This is especially important considering the planned passenger rail connection between Miami and Orlando.

Recommendation: Improve intermodal capacity and connectivity.

Envision a 50-year model for Miami-Dade County's transportation infrastructure that interfaces with projected economic development prioritization. This includes intermodal connectivity via mass transit, high-speed commuter rail, east-west roadway capacity, computerized efficiency and smart roads. The existing public transit system needs to be overhauled to ensure residents can easily commute in Miami-Dade County. From the standpoint of trade and logistics, sea and air transported products should be able to seamlessly move to land transportation and in and out of Miami-Dade County. Miami-Dade County will only reach its potential as a global logistics hub when its transportation infrastructure is vastly improved.

Ensure plans for development are coordinated among the various modes. Miami-Dade County Metropolitan Planning Organization (MPO) should serve this role and should add participation from the economic development organization.

Recommendation: Increase the availability of distribution facility space.

Miami-Dade County's economic development will bottleneck if it does not have sufficient distribution facility space for goods in transit through the County. The current shortage of distribution space will only worsen with post-Panamax traffic and increased exports through Miami-Dade County.

- Upgrade or redevelop older inventory
- Invest in larger, state-of-the-art facilities that have intermodal capacity
- Locate distribution and light assembly hubs in areas of the County with less traffic congestion to avoid creating even heavier traffic in downtown Miami

Recommendation: Continue investing in PortMiami infrastructure to further increase competitiveness for post Panamax traffic.

Strategic planning to accommodate the growth associated with PortMiami is necessary for the region to maintain a competitive advantage and secure its place as a global trading center after 2014.

- Support efforts to maintain funding allocated for the Deep Dredge Project in the Florida Department of Transportation's 2012-2013 Work Program.
- Look at how other transportation modes will be impacted by this project and plan accordingly.
- Increase logistics-related training programs to ensure that the County has a sufficient workforce pool for meeting the needs of PortMiami's development.

Recommendation: Engage in a campaign aimed at improving external perceptions of PortMiami and inform the world of recent improvements.

The improvements to PortMiami have been incredible, but external perceptions can still be improved. An extensive, coordinated marketing campaign focused on PortMiami's image is needed to showcase the improvements and assets of the airport.

Recommendation: Increase funding for regional transportation improvements.

Support State Legislature initiatives¹ to ensure that resources are available for infrastructure projects, including:

- Preserving the transportation trust fund
- Opposing fund diversion
- Increasing transit funding sources and local options
- Encouraging public private partnerships to increase funding
- Enhancing trade/freight corridors
- Supporting the South Florida East Coast Corridor Study, which seeks to improve north-south mobility by providing transit between Miami-Dade County and Jupiter, Florida

Also support the infrastructure initiatives outlined in the Florida Chamber Foundation's Project 2030 Strategic Plan:

- Protect and expand public and private investment in transportation infrastructure systems
- Leverage the intermodal transportation network to improve manufacturing capabilities
- Identify incentives portfolio focused on modernized transportation infrastructure

OPPORTUNITY: CONTINUED ENHANCEMENTS TO AIR SERVICE CAPACITY AND QUALITY

For Miami-Dade County to be a truly global region, it must have top-notch air service capacity and quality. This includes the continuation of enhanced passenger service with added non-stop international flights and increasing capacity for air cargo to support global trade.

¹ Source: 2012 State Legislature Package Notes

Recommendation: Add non-stop flights to major international cities.

Continue to focus on developing ties to Asia for both passenger and cargo air service. Market Miami-Dade County as a hub that connects Asia to the rest of the Americas.

Recommendation: Engage in a campaign aimed at improving external perceptions of MIA and inform the world of recent improvements.

The improvements to MIA have been incredible, but external perceptions can still be improved. A coordinated marketing campaign focused on MIA's image is needed to showcase the improvements and assets of the airport. This could be a future component of the *Where World's Meet* marketing campaign.

Recommendation: Maximize capacity of MIA and other general aviation airports in Miami-Dade County.

MIA is one of the nation's largest air cargo airports and is priced competitively. Support the continued expansion of MIA and expand staff resources accordingly. Complete the Miami Intermodal Center (MIC) at MIA and the viaduct to connect MIA with an inland port. In addition to MIA, Miami-Dade County has several general aviation airports with potential cargo capacities that need to be utilized, including Opa-locka and Tamiami.

ENTREPRENEURSHIP & INNOVATION

Entrepreneurship flourishes in Miami-Dade County and is a top driver of economic development.

Miami-Dade County has a strong small business community, but entrepreneurship in high-growth primary industries is not at the level one would expect from a prominent global region. This Strategy differentiates between a small business ownership (in which Miami-Dade County does well) and entrepreneurship (the focus of this section). The motivations behind these ventures differ as does the approach to fostering them. Small business owners seek to make a living, stable income, rely on SBA and bank loans for capital, for example. Entrepreneurs, alternatively, seek to make change and impact, want financial freedom, and set goals to grow and exit the business in the future. They have a high tolerance for failure and are likely to start and sell multiple businesses in their career. They operate at a fast pace and are typically funded through investors rather than traditional bank loans. Miami-Dade County has an opportunity to further its business climate and support in a way that encourages serial entrepreneurship.

As discussed in the *Competitive Assessment* report, Miami-Dade County lags competitors in terms of patent activity, venture capital funding, new firm growth, and total research expenditures. Entrepreneurship needs to be as much of a focus of economic development as business recruitment and expansion. Success in each target industry requires additional entrepreneurial support. In fact, some targets, such as Information Technology and Creative Design, require a greater emphasis on entrepreneurship than on business recruitment.

OPPORTUNITY: ENHANCE MIAMI-DADE COUNTY'S ENTREPRENEURSHIP SUPPORT INFRASTRUCTURE.

Entrepreneurship support infrastructure refers to the tools and resources needed to encourage entrepreneurial endeavors. This includes physical infrastructure, such as work spaces dedicated to entrepreneurs; forums where entrepreneurs can network, share ideas, and learn from each other; and access to financial resources.

MIAMI-DADE COUNTY'S TOP ENTREPRENEURSHIP STRENGTHS:

- Global economy
- No personal income tax and competitive corporate income tax rates
- A tradition of small business and a growing base of entrepreneurs and international residents
- Nearly \$400M in research activity at local universities and growing fast
- Global economy with strong international connections
- NAP of the Americas, Telefonica, and other data centers
- Good entrepreneurship degree offerings at Miami-Dade County area universities and start up support such as UM's LaunchPad
- Higher than average growth in research expenditures
- Emerging entrepreneurship infrastructure, such as MiamiShared
- New foreign incubators such as Apex (Brazil) and COPCA (Barcelona)

BEST PRACTICE COMMUNITIES:

- Canada's C100
- Chicago / University of Chicago
- Research Triangle
- Seattle
- Silicon Valley

Recommendation: Establish Miami-Dade County as a basecamp for international entrepreneurs seeking a foothold in the US and Americas.

Establishing a vibrant culture of entrepreneurial ideas and innovation is critical to the success of Miami-Dade County. The first priority should be attracting entrepreneurs from Latin America. However, long-term goals should be focused on reaching entrepreneurs in Asia, Europe, and Canada. Attracting foreign entrepreneurs will create a diverse network for sharing best practices from their respective cultures.

- Create an Entrepreneurship Council to advise The Beacon Council and other community organizations on steps to improve the local climate for growing small businesses.
- Create an Entrepreneurship Center for the Americas. The Center would serve as an incubator for international entrepreneurs seeking a foothold in the US market. The space will only be as good as the resources that are provided. Include training and business planning services, legal support, capital funding, and other tools to help startups succeed.
- Provide easier access to loans for international entrepreneurs so they can tap into local resources.
- The Ashoka Support Network is establishing an office in Miami-Dade County and is currently building its local board. It will host its Global Summit in Miami in May 2012. Reach out to Ashoka and engage their fellows in *One Community One Goal* implementation. Partner with Ashoka on a Change Your City initiative. Have an *One Community One Goal* presence at Ashoka events to promote Miami-Dade County to its fellows.

Recommendation: Increase the availability and capacity of programs that educate and network entrepreneurs.

While capital and infrastructure are important, entrepreneurship and innovation will not thrive without the appropriate resources to train and promote talent. It is important to create the optimal environment for supporting entrepreneurial endeavors.

- Integrate entrepreneurship curricula at all levels of education, from K-12 to college and university. It should be a component of instruction within all disciplines.
- Mentor startups and small businesses. Continue to engage Miami-Dade's large senior executive community who are willing to offer advice to entrepreneurs. Continue expanding the networking and mentoring services of the Young Presidents Organization, SCORE Miami, and others.
- Ensure adequacy of entrepreneurship programs by "educating the educators" and "training the trainers." Create best practices for mentors to ensure consistency and legitimacy.
- Create a marketing platform that informs entrepreneurs about the resources available. Reach out to local news to

EXAMPLE: STARTUP TN

Startup TN is a public/private partnership funded by the State of Tennessee that connects the state's various business accelerators. It is not a grant-making entity; it works with local, private-sector partners (corporations, foundations, startup funders, CEOs, etc.) that commit resources (time, investment, capital, expertise) to help entrepreneurial companies start and grow. Startup TN focuses on serving young companies with high growth potential that will propel economic development through innovation. www.startuptn.com

routinely share this information. Create a single online portal that maps out Miami-Dade County's entrepreneurial resources and promotes the County as a destination for startup businesses (e.g., Canada's C100 www.thec100.org).

- Identify funding sources to reinstate Enterprise Community Center or combine with the proposed Entrepreneurship Center of the Americas. The previous Enterprise Community Center was funded and managed by Miami-Dade County.
- Explore the potential of organizing a RISE (Relationship & Information Series for Entrepreneurs) Global conference in Miami-Dade County. (www.riseglobal.org)
- Continue organizing "bounty" programs at which IT freelancers, establishing a prize for solving problems. (E.g., DDA / MiamiShared hackathon dedicated to developing a mobile app that predicts draw bridge schedules.
- Reward and recognize successful entrepreneurs. The Beacon Council's annual awards could increase recognition of entrepreneurial ventures.

Recommendation: Ensure that Miami-Dade County has physical spaces dedicated to start up firms.

- In addition to the Entrepreneurship Center of the Americas (recommended earlier), further invest in and expand incubators across the County that are focused on nurturing Miami-Dade County's target industries. (Example: Incubate Miami, www.incubatemiami.com)

Recommendation: Expand technology commercialization programs at Miami-Dade County Universities.

- Develop and support university and industry collaborations focused on technology transfer and commercialization. Support and develop an entreprecosystem such as university technology transfer offices, venture labs and incubators, by increasing private investments in innovation companies through angel, seed and early-stage venture capital. (Source: *Florida Chamber 2030 Strategic Plan*)
- Continue to participate in regional initiatives such as Life Sciences South Florida (LSSF) in which area universities and economic development organizations map out and share assets such as research equipment.

Recommendation: Increase financial resources for homegrown companies.

- Access to start-up capital and funding opportunities is key to encourage growth and innovation. Explore the possibility of creating a local seed capital fund such as Innovation Philadelphia.

EXAMPLE: INNOVATION PHILADELPHIA FUNDING FOR STARTUPS

A strong for-profit creative economy is vital to the economic growth of the Greater Philadelphia Region. Innovation Philadelphia has created the Creative Economy Investment Fund (CEIF) to support the growth of the Region's for-profit creative economy businesses by providing pre-seed and early-stage investments that range from \$25,000 to \$150,000. Innovation Philadelphia will work with applicants to identify other investment funds for those creative economy businesses that qualify for the CEIF and are seeking larger investments. (www.innovatephiladelphia.com)

- Continue to host and expand FIU's Americas Venture Capital conference.
- Centralize the deal flow in Miami-Dade County, creating a venture capital network or other central hub for entrepreneurs to exchange their business plans with prospective investors. Venture capitalists currently claim that they can't find enough deals in the County, which may not be true. It may just be a need to link the two parties together through a South Florida venture capital network, online platform, and/or annual event.
- Host discussions with Miami-Dade County banks to identify and find solutions for roadblocks that impact local funding of entrepreneurial ventures.
- Support the Florida State Legislature's plan to advocate for increases in "Federal funding and lending authority for programs that encourage access to credit and venture capital funds for small businesses, including the strong and vibrant guaranteed loan and micro-loan programs administered by the Small Business Administration (SBA)." (*Source: 2012 Legislative Notes*)

BUSINESS CLIMATE & POLICY

Miami-Dade County's progressive business climate and embracing of new ideas makes it a global destination for business.

Miami-Dade County's business climate can be enhanced by updating government processes, creating more attractive incentives, and elevating the region's competitiveness as a hub for global trade.

OPPORTUNITY: STREAMLINED GOVERNMENT PROCESSES

Streamlined government processes will make Miami-Dade County more attractive to prospects. This will enable the region to compete with other locations that have more efficient processes.

Recommendation: Continue to improve the County's permitting process.

This is the number one priority for enhancing Miami-Dade County's business climate. In the past, the permitting process was bureaucratic and time consuming. It has been streamlined to eliminate redundancies. It is anticipated that this new process will embrace the fast pace of business.

- Continue to prioritize a single contact within County government that is dedicated to expediting proposals for development and construction, while working closely with sustainability staff to ensure that projects fit within existing policy and local laws.
- Create a one-stop-shop for both permitting and land use variances together, particularly for target industry companies. Currently, it can take up to one year to get a variance to change zoning. In the mean time, inform area brokers about County permitting and variances policies so that they do not overpromise prospects on timelines.
- Monitor and support recently proposed revisions to the County's permitting process.
- Provide projects with a single contact to help them navigate the permitting process.

MIAMI-DADE COUNTY'S TOP BUSINESS CLIMATE STRENGTHS

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

Source: OCOG Competitive Assessment, 2011

BEST PRACTICE COMMUNITIES

- Atlanta
- Chicago
- Dallas-Fort Worth
- Panama

OPPORTUNITY: INCREASED INCENTIVES FOR TARGET INDUSTRY PROJECTS

The County and municipalities need to be more competitive with business incentives to attract companies to South Florida, especially incentives with lower investment thresholds for smaller, early stage start-up companies.

Recommendation: Advocate for more competitive, targeted Miami-Dade County incentives.

- Explore ways of enhancing current Miami-Dade County incentives by evaluating competitiveness of current requirements.
- Explore creating a local closing fund for economic development to entice major target industry projects to land in Miami-Dade County, especially those in international business, aviation, logistics, and biotech. To do so, the County must set specific criteria and claw back provisions. Most importantly, all incentives must establish time certain deadlines for the completion of evaluation and approval processes on the local level, which mirror the State of Florida incentives terms and provide business with a concrete time frame for project approvals.
- Consider lowering minimum capital investment to qualify for a Miami-Dade County Targeted Jobs Incentive Fund (TJIF) incentive.
- Utilize The Beacon Council's project tracking systems to report on performance measurements developed to monitor success of targeted incentives.

Recommendation: Advocate for more competitive State of Florida economic development incentives.

- Enterprise Florida is currently developing a Target Industry Competitiveness Study. The Beacon Council is working closely with Enterprise Florida on this study. Miami-Dade County's target industries align with State targets, so efforts to enhance the state business climate will benefit the County. Work together with other Florida economic developers in helping Enterprise Florida implement the recommendations of the study.
- The Beacon Council has led the initiative and drafted legislation to improve the current State Enterprise Zone model. Continue to work with Enterprise Florida and Florida economic developers to advocate legislative approval, which will include the following:
 - A one-time \$1,500 corporate tax credit for each new full time employee hired that is a resident of an Enterprise Zone and has been unemployed for a minimum of 90 days or was dependent on public assistance
 - A 50% tax credit against sales tax paid by certified businesses within the zone on the purchases of depreciable items
 - Subsidized unemployment insurance costs for employees who earn less than \$4,500 per quarter as determined by the local zone development corporation
 - A tax credit against the corporate business tax of 8%
 - A revision of the current Enterprise Zone model to improve effectiveness

- Improve incentives by giving County and/or municipal government a role in pre-screening applications for incentives. This gives the State a significant role in the development of a comprehensive integrated policy in the revitalization of urban areas.
- The proposed legislation addresses the fiscal impact to the State by creating a “floor” that would guarantee the State’s incremental sales tax, which it would normally receive from an Enterprise Zone. This would ensure that the State of Florida would not see a reduction in the collection of sales taxes it currently receives. The amount of sales tax revenue generated above the established floor would still be remitted to the State but would be eligible for application by the Enterprise Zone to be used for defined economic development projects and improvements within the particular Enterprise Zone.
- Advocate for enhancements to State of Florida incentives for film, development of software for videogaming, and digital media companies. (Best practices include Louisiana and Georgia.)

OPPORTUNITY: ELEVATED COMPETITIVENESS AS A HUB FOR GLOBAL TRADE

Miami can enhance its competitiveness as a hub for global trade by advocating for a Countywide Free Trade Zone, establishing free trade agreements, and expanding the visa waiver program.

Recommendation: Support the approval and the implementation of an expanded Miami-Dade County Free Trade Zone.

- Target business in target industries, both domestic and international, that would be economically advantaged utilizing Free Trade Zone benefits.

Recommendation: Advocate for the expansion of the Visa Waiver Program (VWP) to countries in this hemisphere.

- Continue active support for Visa waivers for residents of Brazil and other Latin American countries.
- Support expansion of the visa waiver program by adding key Western Hemisphere trading partners which present lower risk of overstays. Encourage the federal government to consider pilot programs as a meaningful alternative for legitimate business travelers from such countries to facilitate international trade and commerce and encourage foreign direct investment.
- Continue this as a priority of federal lobbying efforts with the Greater Miami Convention & Visitors Bureau and the Greater Miami Chamber of Commerce. Continue contacting federal elected officials (including those outside the state of Florida) to educate and advocate the value of the visa waiver program. This has been a priority emphasized during the Greater Miami Chamber of Commerce’s Legislative Fly-Ins.
- Ensure the Visa Waiver Program can be translated to a long-term sustainable approach to developing the local talent pool.

Recommendation: Establish Free Trade Agreements with additional countries.

- Encourage the Federal government to establish Free Trade Agreements with other countries.

OPPORTUNITY: EXPANDING MIAMI-DADE COUNTY'S EXISTING EMPLOYERS

Miami-Dade County's business retention and expansion efforts should include providing the tools necessary for existing employers to expand and thrive and ensuring employers are informed about the resources available.

Recommendation: Further expand The Beacon Council's Local Business Local Jobs program for retention and expansion.

- Prioritize visitation to target industry companies in Miami-Dade County.
- Continue the Miami-Dade County Mayor's and Miami-Dade County Commission Visitation Program focused on new target industries.
- Ensure that existing employers have knowledge of the ability to access the same incentives opportunities offered to newly recruited businesses.
- Utilize and engage target industry leaders of Miami-Dade County businesses in the new *One Community One Goal* Target Industry Committees.

ECONOMIC DEVELOPMENT MARKETING

Miami-Dade County is a global destination for business.

The following recommendations are related to Miami-Dade County's overall economic development marketing initiative. Target industry specific marketing recommendations are contained in the sections that follow, including trade shows and industry associations in which The Beacon Council should participate.

Miami-Dade County's future economic development marketing and branding will require area leaders to energize the community to proudly promote economic development, engage in targeted relationship building, conduct an international media relations campaign, and invest in a sophisticated online presence. The Beacon Council's marketing budget must increase dramatically for *One Community One Goal* to be successful. The Implementation section of this Strategy provides recommendations for increasing the budget.

BEST PRACTICE COMMUNITIES:

- Atlanta
- Hong Kong
- Houston
- New York City
- Singapore

OPPORTUNITY: MIAMI-DADE COUNTY'S BUSINESS BRAND IS AS STRONG AS ITS TOURISM BRAND.

Strengthening Miami-Dade County's identity as an international destination for business is critical. Campaigns such as *Where Worlds Meet* have attempted to do this, but building a business brand will require significantly more resources than currently allocated and a unified voice of support from everyone in Miami-Dade County.

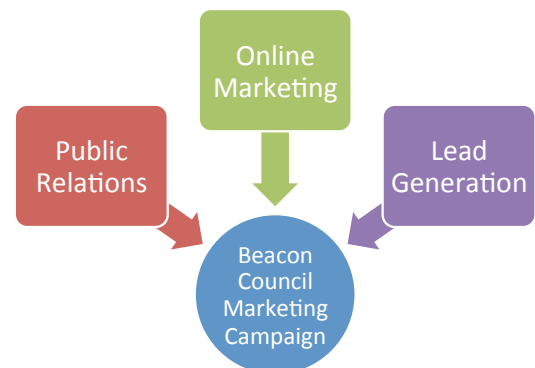
Recommendation: Educate Miami-Dade County's leaders and residents about *One Community One Goal's* importance to the future of the community.

- Continue to energize the local community about *One Community One Goal* after the roll out of the Strategy. Increase awareness of the urgency of intensifying Miami-Dade County's economic development initiative. Miami-Dade County needs resounding vocal support for proactively growing its economy and opportunities for all. Their excitement will radiate far beyond the borders of the County. Demonstrate that *One Community One Goal* is a long-term investment in Miami-Dade County's future with community-wide implementation, not just from The Beacon Council.
- In the months following the roll out of this Strategy, The Beacon Council and members of the Steering Committee must reach out to as many community groups as possible, sharing *One Community One Goal's* recommendations and informing the public of how they can get involved.
- Clarify roles and respective responsibilities of The Beacon Council, the Coalition of Miami-Dade County Chambers of Commerce, the Greater Miami Convention & Visitors Bureau, and additional partners. Develop a clearly defined organizational chart by industry, including outside community participants, to further clarify the role of these organizations in *One Community One Goal* implementation. Many organizations manage economic development programs and missions in Miami-Dade County. To truly leverage resources, identify and eliminate any and all duplication of efforts.

- Continuously update the community when progress has been made and goals have been reached. Celebrating wins will create a positive perception of *One Community One Goal's* efforts in the community. Perception is oftentimes as important as reality. This will ensure the plan is not perceived as “sitting on the shelf” and will hold all parties accountable.
- Track both quantitative and qualitative metrics on an annual basis. Metrics fall into two categories: 1) OCOG Implementation Tracking and 2) Monitoring unemployment rates, job creation, and Target Industry Growth Projections.
 - Conduct the *One Community One Goal* resident survey on an annual basis to assess public opinion on the project’s progress.
- Work with local media to showcase *One Community One Goal*. For example, work with public television to run segments about *One Community One Goal's* goals and highlight each target industry. Work with local and national media to feature *One Community One Goal* success stories on a regular basis.

OPPORTUNITY: GLOBAL MARKETING AND PUBLIC RELATIONS BUILD MIAMI-DADE COUNTY’S BRAND AS A TOP DESTINATION FOR BUSINESS

The Beacon Council’s marketing toolkit should consist of three core components: public relations, online marketing, and lead generation. Work with a top public relations agency to earn placement of stories about Miami-Dade County in business publications and target industry media. Build an online marketing campaign that includes an improved economic development-focused website, social media, and online advertisements. Continue to strengthen relationships with target industry executives and site consultants through marketing missions, trade show attendance, and hosting inbound events (familiarization tours and industry conferences).



Public Relations

Recommendation: Generate national and worldwide publicity related to Miami-Dade County economic development.

- Engage in a world-class public relations campaign to generate economic development related news (earned media) in target industry and general business publications.
- Retain a **public relations agency** with expertise in international public relations.

- Expand the Beacon Council's **media contact database and news wire subscription services** to include US and international publications and journalists covering the stories related to target industries, economic development, site selection, and trade. (A list of prospective target industry publications is provided in Section 4 of this Strategy.)
- **Develop a tool chest of specific sales messages** for each target industry and sub sector. Further refine those messages to target geographies as needed. Refer to the findings of the *One Community One Goal Competitive Assessment Report*, *Target Industry Report*, and *Education Assets Inventory Report*, all of which contain current business climate, infrastructure, and talent related strengths for the County's target industries. Work with The Beacon Council's public relations agency to refine those messages, making them as specific as possible. Feature these messages in The Beacon Council's new economic development website, in media stories, marketing materials, and white papers that showcase Miami-Dade County's competitive advantages relative to other communities.
- Beyond target industry-specific stories, there are several unique **aspects of One Community One Goal that could attract national media attention** and increase awareness among industry and site consultants. The coordination of education and economic development is unprecedented, for example, and could be touted as a national / international best practice.
- Host an **annual media tour** of Miami-Dade County. Work with the Greater Miami Convention & Visitors Bureau to customize an itinerary for reporters to travel to the County, spend time with The Beacon Council staff, and explore the County's business assets.
- Establish **relationships with industry bloggers**. Work with the public relations agency to identify prominent bloggers covering Miami-Dade County's target industries. Follow their blogs, thoughtfully respond to their posts, and forward relevant Miami-Dade County stories to them. Work with the Greater Miami Convention & Visitors Bureau to host an **annual tour of Miami-Dade for select high profile bloggers from around the world**.
- Continue to **join forces with South Florida counties** on targeted campaigns aimed at differentiating South Florida as a business destination. Showcase South Florida's strength in workforce and share business success stories.
- Continue to submit *One Community One Goal* and other Beacon Council / Miami-Dade County initiatives to national professional awards competitions.
- Work with *Where Worlds Meet* partners to engage in significant **marketing and media campaigns at the 2014 World Cup throughout Brazil and the 2016 Olympics in Rio de Janeiro**.

Online Marketing

Recommendation: Transform marketing communications to digital format. Reduce and eventually eliminate the use of printed marketing materials.

- As reiterated throughout all *One Community One Goal* marketing recommendations, **concentrate a majority of efforts on digital marketing**, including completion of the new economic development website, target industry and prospect-specific microsites, e-newsletters, online advertising, and an augmented social media campaign. Reduce reliance on printed materials (e.g., advertisements, brochures, direct mail) unless it is needed to support a specific marketing opportunity.
 - Move forward with current plans to invest in an upgrade of The Beacon Council’s economic development **marketing website**. Utilize the *Where Worlds Meet* as a portal with a clear and upfront click-through to the economic development marketing website at The Beacon Council.
 - Invest in **search engine optimization** services that concentrates on target industry and site selection search terms.
 - Create a template for **microsites** that can be deployed for each target industry, communicate directly with an individual prospect, or utilized during marketing missions and at trade shows. Microsites refer to an individual webpage or small group of webpages that have their own unique domain and stand as a discreet entity to complement an offline activity.
 - Update The Beacon Council’s **social media campaign strategy** with specific target industry messaging, frequent posts, and integrated messaging across all platforms (Facebook, LinkedIn, Twitter, and YouTube). Designate a Beacon Council staff member or employ the public relations agency to manage social media on a daily basis. Encourage and train key Beacon Council leadership and staff to increase their personal social media activity, further developing themselves as experts on the County, economic development, and target industry trends. Feed social media posts into The Beacon Council’s website and use select posts as content for the electronic newsletter.
 - **Produce target industry videos**, showcasing Miami-Dade County’s assets for that industry. Post target industry videos and other economic development related news stories on a dedicated Miami-Dade County Economic Development **YouTube channel** and/or a playlist with the existing Beacon Council channel. Promote the YouTube channel alongside of The Beacon Council’s Twitter, Facebook, and LinkedIn links on all marketing outlets.
 - Establish a **digital ambassadors program**. Enlist Miami-Dade’s top leaders and influencers to post Miami-Dade economic development and education news on their personal blogs, Twitter feeds, Facebook pages, and others. Provide these individuals with a quick daily or weekly list of potential story ideas.
 - Increase the distribution of an **electronic newsletter and newsletter contact database**. Distribute the newsletter on a monthly (at minimum) basis. The newsletter should feature project announcements, statistics, and other news tailored to external economic development audiences. Connect the

BEST PRACTICE ECONOMIC DEVELOPMENT SOCIAL MEDIA CAMPAIGNS

- Greater Houston Partnership
- IDA Ireland
- Metro Denver EDC

- newsletter to all social media platforms so that content is consistent across all.
- Develop an **online advertising** strategy and campaign for each target industry.
- Invest in **Contact and Customer Relationship Management (CRM) software** to replace Lotus Notes as The Beacon Council's Project Tracking database. Evaluate Enterprise Florida's new project tracking system.

Lead Generation

Recommendation: Build upon current relationships with site consultants and executives in Miami-Dade County's target industries.

Building relationships with site consultants and executives is critical to ensuring success for business retention and recruitment. Showing them what Miami-Dade County has to offer, even before they have a site location need, will ensure that the County is top-of-mind for future opportunities. It is important to allow for open communication and feedback between each party.

- Schedule **marketing missions** to select target geographies around the world. Continue to utilize The Beacon Council's selection criteria to determine geographic target markets for each target industry. Select 2-4 target geographies for each target industry and consistently visit those geographies on at least an annual basis. Continue to invite Miami-Dade County and Florida high-ranking elected officials to participate in missions.
- Reinstate an annual **signature event for site consultants** in Miami-Dade County. This event has the potential to be the best-attended inbound event in the country given Miami-Dade County's appeal as a visitor destination and site consultant curiosity about Miami-Dade County's business assets. Coordinate the timing and theme with one of Miami-Dade's major cultural or sporting events to maximize draw.
- Work closely with the Greater Miami Convention & Visitors Bureau to **recruit target industry executive events** to Miami-Dade County. High level and smaller scale conferences (CEO, CIO, CFO) are perfectly suited for Miami-Dade County. Over time, if modern convention space becomes available, also target larger target industry events. But for now, draw executives to your doorstep and market Miami-Dade County to them while they are in town. Showcase the region's quality of life and business assets.
- Promote Miami-Dade as a global hub for each of the Target Industries.

RECOMMENDED MARKETING MISSION GEOGRAPHIES:

- Chicago
- France
- Germany
- Italy
- Montreal
- Netherlands
- New York / New Jersey
- Belo Horizonte - São Paulo
- Spain
- Toronto

- Attend **target industry events**. (Suggested industry events are provided in the Target Industry Recommendations provided in Section 4.)
 - Maximize and increase the return on investment of trade show attendance requires up-front planning, visibility at the event, and thorough follow-up.
 - For every event, acquire a contact list of attendees in advance. Many events will require an organization to purchase exhibit space, sponsorships, and/or advertising in order to receive the attendee list.
 - Develop a micro-marketing campaign connecting with event attendees in the month prior to the event. For example: Schedule meetings in advance, include attendees on Beacon Council newsletter distribution lists, e-mail attendees information about Miami-Dade County, and invest in online advertising on the event website.
 - Involve The Beacon Council's marketing team, public relations agency, and other partners in determining the most effective strategy for maximizing Miami-Dade County's visibility and connectivity while attending the event. This should be tailored for each event, determined by the nature of the audience, scale of the conference, and presence of competitors.
 - Follow up with contacts within two weeks of returning from the event. Add them to The Beacon Council's Contact and Customer Relationship Management system.
 - Develop a simple event evaluation form to be completed immediately following each event. Agree to a list of criteria for determining whether the event is worth attending again or if The Beacon Council should increase its presence in future years.
 - Once it is determined that the event provides value to Miami-Dade economic development marketing, commit to attending at least three consecutive events to build personal relationships and a more noticeable presence. Follow a similar preparation process, on-the-ground presence, and follow-up procedure each year.
- Continue to **attend select real estate and corporate site consultant** events, including CoreNet and NAIOP. Follow the above guidelines related to target industry events to maximize results.
 - Examine the possibility of hosting a Site Selectors Guild event in Miami-Dade County. This newly-established organization's membership is limited to only top site selection consultants.
- Continue The Beacon Council's program of outreach and meetings with Miami-Dade County **international consulate and trade offices** to tell them about Miami-Dade County's heightened focus on global economic development. Continue The Beacon Council's program to host business delegations from the local consulates' countries.
- Work with Miami-Dade County's education leaders and Greater Miami Convention & Visitors Bureau to draw **academic meetings and conferences** to Miami-Dade County. Have a *One Community One Goal* presence at those events. Promote Miami-Dade County's commitment to growing research and business in their fields. Build Miami-Dade County's image as a center for learning and R&D within the target industries.
- Engage the **local business community** in sharing good news about Miami-Dade's business climate with their peers and suppliers. Provide them with sales messages, marketing materials, and suggestions on how they can help. In return, promote stories about their businesses in The Beacon Council's public

relations campaign.

- Continue to participate in **Enterprise Florida marketing missions** to Miami-Dade County target geographies. In addition, work with Enterprise Florida to host statewide familiarization tours, prospects, and site location consultants in Miami-Dade County. The Beacon Council is currently evaluating partnership opportunities around events such as Art Basel, international tennis and golf tournaments, and other cultural and sports events in Miami-Dade County.

SECTION 2: TARGET INDUSTRY RECOMMENDATIONS

The following section contains strategies related to each Miami-Dade County target industry. Strategies cover topics ranging from workforce development and education, infrastructure, business climate, entrepreneurship, and marketing.

TARGET INDUSTRY RECOMMENDATIONS

There is no one-size-fits-all approach to growing Miami-Dade County's targets. Each target industry needs a different balance of activities to result in job creation:

- **Recruitment** – These are the primary audiences for The Beacon Council's economic development marketing campaign. The Beacon Council should increase marketing activities tailored to these industries, including public relations, online marketing, and direct marketing.
- **Expansion** – These are local companies with strong growth opportunities because their industry is expanding, Miami-Dade County's market is improving, or Miami-Dade County is a smart location for mergers and consolidations. Investing in improvements of the business environment and outreach to these businesses will help ensure that they expand in Miami-Dade County.
- **Entrepreneurship** – These targets are highly innovative and entrepreneurial in nature. They will grow jobs from within Miami-Dade County. Building the County's R&D capacity, entrepreneurship networks, and support infrastructure will spark growth in these targets.

The balance of activities will differ among audiences, but all targets will require a mix of external marketing, existing business outreach, community improvements, and entrepreneurial support to grow in Miami-Dade County.

Prioritizing targets in terms of timing and approach also helps to direct the next steps in economic development:

- **Immediate Opportunity.** Miami-Dade County has adequate assets and industry presence to immediately begin pursuit of the target. Examples include the expansion of a strong existing business or ones that could flourish with simple improvements to the region's assets.
- **Mid-Term to Long-Term Opportunity.** These targets are forecasted for future growth and have roots in Miami-Dade County. However, the region lacks one or more assets necessary to strongly compete. Community improvements are needed before Miami-Dade County can begin a concerted marketing push.

The table on the following page suggests timing and approach for each niche sector. The recommendations sections also contain a suggested mix for each of the core target industries. **Targets labeled "Immediate" with a higher than average recruitment percentage represent today's best marketing opportunities.**

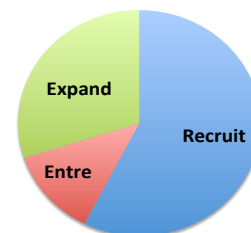
Target	Start Timing	Marketing	Expansion	Entrepreneurship
AVIATION				
Aircraft Parts & MRO	Immediate	60%	30%	10%
Assembly & Manufacturing	Immediate	60%	30%	10%
Composite Shops	Long-Term	70%	20%	10%
Flight Simulation & Training	Mid-Long Term	40%	40%	20%
CREATIVE DESIGN				
Advertising & Marketing	Immediate	20%	50%	30%
Architecture & Engineering	Immediate	20%	40%	40%
Fashion & Lifestyle	Immediate	20%	30%	50%
Film, TV Production & Digital Content	Immediate	33%	33%	33%
Industrial Design	Mid-Term	40%	20%	40%
HOSPITALITY & TOURISM				
Conventions, Conferences & Trade Fairs	Immediate	80%		20%
Cruise Tourism	Immediate	50%	50%	
Cultural Arts	Immediate		40%	60%
High Income International Tourists	Immediate	100%		
Medical Tourism	Immediate	100%		
Tourism IT	Immediate	60%	20%	20%
INFORMATION TECHNOLOGY				
Back Office Support & IT	Immediate	40%	30%	30%
Computational Science & Health IT	Mid-Long Term	30%	30%	40%
Data Centers	Immediate	60%	30%	10%
Digital Media	Immediate	20%	20%	60%
Logistics IT	Mid-Long Term	20%	40%	40%
Mobile Applications	Immediate	20%	10%	70%
Simulation Technology	Mid-Long Term	50%	20%	30%
Tourism IT	Immediate	60%	20%	20%
INTERNATIONAL BANKING & FINANCE				
International Banks	Immediate	40%	60%	
International Insurance & Wealth Management	Mid-Term	30%	50%	20%
Maritime Services & Trade Finance	Immediate	40%	50%	10%
Mobile Applications	Immediate	20%	10%	70%
Technical Customer Support & Back Office	Immediate	30%	50%	20%
Technical Customer Support & Back Office	Immediate	30%	50%	20%
LIFE SCIENCES & HEALTH CARE				
Agricultural Sciences	Immediate	30%	40%	30%
Back Office Support & IT	Immediate	40%	30%	30%
Biologics	Mid-Long Term	20%	30%	50%
Computational Science & Health IT	Mid-Long Term	30%	30%	40%
Medical Devices	Immediate	70%	20%	10%
Medical Tourism	Immediate	100%		
Pharmaceuticals	Long-Term	90%	10%	
TRADE & LOGISTICS				
Distribution Centers	Immediate	40%	30%	30%
Logistics IT	Mid-Long Term	20%	40%	40%
Maritime Services & Trade Finance	Immediate	40%	50%	10%
Perishables	Immediate-Mid Term	30%	60%	10%
Value-Added Services - Assembly & Kitting	Immediate	40%	30%	20%

AVIATION

Miami-Dade County has the potential to become a global hub for the aviation industry. Miami's strong distribution connectivity and airport infrastructure can be the starting point for taking its aviation industry to the next level.

NICHE SECTOR TIMING AND APPROACH

Target Niche Sector	Start Timing	Recruitment	Expansion	Entrepreneurship
Aircraft Parts & MRO	Immediate	60%	30%	10%
Assembly & Manufacturing	Immediate	60%	30%	10%
Composite Shops	Long-Term	70%	20%	10%
Flight Simulation & Training	Mid-Long Term	40%	40%	20%



RECOMMENDATIONS

Recommendation: Ensure that Miami-Dade County has a sufficient base of aviation skills to serve current and future employers.

- Promote and expand current aviation vocational education programs such as George T. Baker School of Aviation.
- Expand programming to include composite technologies and other aviation manufacturing related programs.
- Expand aviation-related education beyond the Associate level.
- Specify niche targets to guide educational emphasis and new program development. Consider programs in advance materials / composites engineering and composites handling certifications. Mechanical skills are also needed, according to area aviation executives. Many of the workers with mechanical skillsets are going to retire in the near future, and the workforce needs to be replenished.
- Develop a composites simulation laboratory at Miami Dade College. Examine Charleston, South Carolina-based Trident Technical College's composites training program as a best practice.

Why should Aviation be an economic development target?

- "Rich history in aviation"
- "Geographic location"
- "Mechanical skills"
- "Port means we can bring in heavy equipment"
- "MIA and other airports"
- "Base of small aircraft repair shops"
- "Cargo and military presence"
- "Pratt & Whitney leftover engineers"
- "Capacity of Opa-locka and Tamiami general aviation airports."

Source: Aviation Industry Focus Group

BEST PRACTICE COMMUNITIES

- Alabama
- Brazil
- Charleston, South Carolina
- Montreal, Quebec

Recommendation: Maintain Miami-Dade County infrastructure to encourage growth of Aviation firms.

- Continue to invest in and improve Miami-Dade County airports, especially the general aviation airports: Opa-locka and Tamiami.
- Continue to prepare industrial sites adjacent to airports, especially general aviation airports.
- Promote Homestead as an additional aviation center for all aviation niche sectors. Continue to pursue the opportunity to convert Homestead into a dual-use airport.

Recommendation: Create a business climate that competes internationally for aviation projects.

- Aviation projects are highly competitive. Create upfront grant incentives tailored to aviation companies.

Recommendation: Promote Miami-Dade County as a global hub for the aviation industry.

The Marketing Recommendations in this Strategy provide an overview of Miami-Dade County's 2012-2017 economic development marketing campaign. That campaign should contain marketing tracks for each target industry. All marketing tracks will include dedicated space on the Beacon Council's marketing website, an industry microsite, brief industry specific marketing video(s), industry media contact list and outreach, marketing missions to target industry geographies, participation in target industry trade events, and recruitment of trade events to Miami-Dade County.

In addition, Miami-Dade County has two unique marketing opportunities related to the aviation industry:

- Continue efforts to recruit an international air show or conference to Miami-Dade County.
 - Although the US Air Force turned down a recent request to use the Homestead Air Reserve Base, the opportunity to host an aviation conference (if not air show) stands as a long-term opportunity. One example could be the success of the MRO show.
- Directly market to aviation industry executives and employers traveling to Miami-Dade County.
 - Market to individuals traveling to Miami-Dade County to participate in training programs. Thousands of people come to the County each year for several weeks in a row to train. Work with those employers to communicate that Miami-Dade County is a global aviation hub and wants more business.

AVIATION INDUSTRY EVENTS

- Farnborough Air Show
- MRO (America, Europe, and select specialty conferences)
- National Business Aviation Association
- National Chamber Foundation Annual Aviation Summit
- NBAA
- Paris Air Show

AVIATION INDUSTRY MEDIA

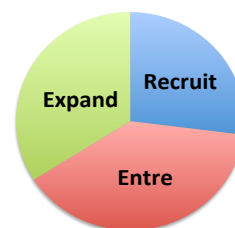
- Aerospace Manufacturing
- Aerospace Manufacturing and Design
- Aviation Week
- Overhaul and Maintenance

CREATIVE DESIGN

Miami's international reach and attractive locale have fostered an eclectic Creative Design industry. Miami must provide adequate resources to its creative community, especially in terms of entrepreneurial support, to increase growth in these sectors.

NICHE SECTOR TIMING AND APPROACH

Target Niche Sector	Start Timing	Recruitment	Expansion	Entrepreneurship
Advertising & Marketing	Immediate	20%	50%	30%
Architecture & Engineering	Immediate	20%	40%	40%
Fashion & Lifestyle	Immediate	20%	30%	50%
Film, TV Production & Digital Content	Immediate	33%	33%	33%
Industrial Design	Mid-Term	40%	20%	40%



RECOMMENDATIONS

Recommendation: Generate a highly networked creative workforce that draws other creative design professionals to Miami-Dade County.

- Collaborate with local arts organizations and venues to market and expand Miami-Dade County's creative design industry.
- Expand and improve opportunities for design students to increase knowledge of business skills.
- Increase availability of short- term and degree programs in and across design and entertainment niche sectors.
- Provide cross training between Engineering and Design programs.
- Increase technology-based offerings across all levels of education.
- Increase growth in completed industrial engineering degrees.
- Continue to support specialized education (secondary and post secondary).

Why should Creative Design be an economic development target?

- "Creativity and design is everywhere in Miami-Dade County"
- "It permeates our community"
- "We have everything from local artists to international festivals"
- "Art Basel"
- "Miami-Dade County Art Museum"
- "New World Symphony"
- "Swimwear, fashion"
- "Culinary"
- "Architectural style"
- "Cultural diversity"
- "Luxury Goods"

Source: Creative Design Focus Group

BEST PRACTICE COMMUNITIES

- New York City
- Milan
- Orlando
- San Francisco
- Seattle
- Singapore
- Vancouver

- Develop specialized education curriculum in luxury retail management.
- Referring to New York City's recently launched fashion industry talent programs (see side bar) as inspiration, develop similar initiatives to expose young talent to creative design careers in Miami-Dade County.

Recommendation: Better organize Miami-Dade County's Creative Design initiative.

- Create a formal creative design network led by one organization consisting of business leaders from across all niche sectors. Invite these leaders to participate in *One Community One Goal* implementation, providing guidance to Miami-Dade County leaders regarding the needs of their industry and participating in external marketing.
- Develop programs that capitalize on Miami-Dade County's strengths in business consulting and philanthropy.
- Create a brand identity for Miami-Dade County's creative design initiative.
- Strengthen local awareness of Miami-Dade County's creative design industry.
- Expand Fashion Night Out as an opportunity to augment the Creative Design industry.

Recommendation: Significantly improve entrepreneurial infrastructure across the County for creative enterprises.

- Establish additional creative co-working spaces in the County. Build on the success of MiamiShared to develop the Biscayne Corridor as a technology and creative company location in the County. Work with area realtors to convert vacant condo and office space to co-working space for these firms.
 - Rally all creative design professionals in the County to join the group and work together to further advance the industry's presence.
- Expand and market the Design District as well as other Creative Design areas. Include co-working space and other subsidized alternatives for creative businesses to renovate and locate in designated buildings.

EXAMPLE: NEW YORK CITY'S FASHION INDUSTRY INITIATIVES

In 2010, the City announced six initiatives, as part of the Fashion.NYC.2020 study, aimed at supporting the long-term growth of the City's fashion industry. The initiatives include: Fashion Campus NYC; Fashion Draft NYC; Design Entrepreneurs NYC; Project Pop-up; NYC Fashion Fellows; and the Fashion Production Fund. NYCEDC has also invested \$200,000 to support the launch of the Fashion Incubator.

Design Entrepreneurs – An intensive mini-MBA course for up to 35 emerging designers.

Fashion Draft NYC - Brings 25 business-minded college seniors from across the country to the city to participate in a weekend of interviews for management-track positions at top fashion companies.

Fashion Campus NYC – Organized by Parsons and NYCEDC, this is a two-day program introducing nearly 200 interns, representing over 90 universities and 150 companies, to the breadth of careers available on the business side of the fashion industry.

Project Pop-up - A competition to promote innovative retail concepts. Prizes include a temporary pop-up store, PR support, and business mentoring.

NYC Fashion Fellows - Identifies up to 20 rising stars in fashion management and provides them with mentoring and networking opportunities.

The Fashion Production Fund – Provides access to capital for production financing. Requires designers to use local factories to make their products.

- Develop permanent production houses and locations in Miami-Dade County / Overtown.
 - The City of Miami Community Redevelopment Agency acquired an Overtown property to create sound studios and other film production space. Construction is scheduled to begin in late 2012.
- Require local components to all international creative and artistic events / festivals that occur in Miami-Dade County each year. For example, host a Miami-Dade County pavilion at Art Basel.
- Expand locally grown festivals and events to attract a more national and international audience.

Recommendation: Promote Miami-Dade County as an international location for creative design firms and entertainment productions.

The Marketing Recommendations in this Strategy provide an overview of Miami-Dade County's 2012-2017 economic development marketing campaign. That campaign should contain marketing tracks for each target industry. All marketing tracks will include dedicated space on the Beacon Council's marketing website, an industry microsite, brief industry specific marketing video(s), industry media contact list and outreach, marketing missions to target industry geographies, participation in target industry trade events, and recruitment of trade events to Miami-Dade County.

In addition, Miami-Dade County has four unique marketing opportunities related to the creative design industry:

- Create an additional component to *Where Worlds Meet* that intersects creative design, hospitality and economic development marketing. Miami-Dade County is appealing to creative individuals, but they also need to know that the County is a good place for doing business.
- Develop an international creative design conference unique to Miami-Dade County. Focus the conference on the convergence of two or more niche sectors, for example, fashion and digital media.
- Expand opportunities and partnerships for Fashion Night Out.
- Work with the management of Art Basel to develop a marketing opportunities and events to showcase Miami-Dade County as a business location.

CREATIVE DESIGN INDUSTRY EVENTS

- American Apparel and Footwear Association Executive Summit
- Council of Engineering and Scientific Society Executives Annual Meeting
- Fashion's Night Out
- Industrial Designers Society of America Southern Conference
- International Digital Media and Arts Association Annual Conference
- Mobile Marketing Association CEO and CMO Summit
- New York Fashion Week
- Retail Advertising and Marketing Association CMO Summit

CREATIVE DESIGN INDUSTRY MEDIA

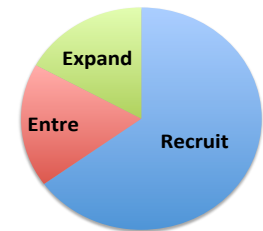
- AdWeek
- Apparel Strategist
- Architect Magazine
- Digital Media Magazine
- Engineering News-Record
- Woman's Wear Daily
- ID Magazine
- SHOOTonline

HOSPITALITY & TOURISM

Miami-Dade is known around the world as a premiere global destination. There is an opportunity to further leverage this awareness and success with economic development activities to an even greater degree.

NICHE SECTOR TIMING AND APPROACH

Target Niche Sector	Start Timing	Recruitment	Expansion	Entrepreneurship
Conventions, Conferences & Trade Fairs	Immediate	80%		20%
Cruise Tourism	Immediate	50%	50%	
Cultural Arts	Immediate		40%	60%
High Income International Tourists	Immediate	100%		
Medical Tourism	Immediate	100%		
Tourism IT	Immediate	60%	20%	20%



RECOMMENDATIONS

Recommendation: Build greater capacity to host high-end target industry conferences.

- Upgrading the Miami Beach Convention Center is critical to make it more competitive with other destinations. Any progress on this effort as well as additional meeting and conference space would be a key messaging point in marketing campaign for all target audiences.
 - Sustainable Meetings and Tourism is becoming an increasingly important consideration of meeting planners and the travel industry – especially internationally. Miami-Dade County has a significant effort that is assisting business in expanding their “green” efforts. This should be fully leveraged along with LEED certifications, Green Palm awards, and hotels’ best practices.
 - Take further advantage of visiting businesspeople by incorporate a local “pavilion” in all major conventions to showcase business opportunities and services available in Miami-Dade County.
- Continue to invest in improvements at MIA, PortMiami, MetroRail and other major infrastructure efforts to ensure increased flight and cruise connectivity, roadways, and public transit, which allow visitors and residents more

Why should Hospitality & Tourism be an economic development target?

- “Assets too numerous to list”
- “#1 cruise port”
- “Two national parks”
- “Beaches”
- “Boutique hotels”
- “South Beach”
- “NASCAR”
- “BCS Championship”
- “Summit of the Americas”
- “Homestead Airshow”
- “Doral Golf Tournament”
- “Arts Festivals”

Source: Hospitality & Tourism Focus Group

BEST PRACTICE COMMUNITIES

- Las Vegas
- Los Angeles / Orange County
- New York
- Philadelphia
- Queensland

efficient accessibility to the County. This also will support additional flights into the destination and expansions of pre/post port of call for cruise passengers.

Recommendation: Connect hospitality career pathways with other target industries.

- Increase digital competency in hospitality education so that hospitality workers can transition into other target industry careers if needed.
- Enhance short-term training on software applications specific to the industry.
 - Attract entry-level workers to degree programs and accelerate completion through validation of experiential learning.

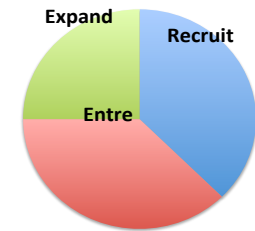
Recommendation: Closely align Miami-Dade County's economic development and hospitality and tourism marketing efforts.

- Focus the Greater Miami Convention & Visitors Bureau (GMCVB) Meetings and Conventions marketing on recruiting target industry associations' meetings and conferences.
 - Incorporate Miami-Dade County economic development targets into the forthcoming Greater Miami CVB's strategic plan.
 - Support the expansion of Medical Tourism efforts by attracting meetings, conferences, and conventions in the medical field.
 - Host an international Web 2.0 conference in Miami-Dade County (or create your own).
- Market Miami-Dade as a location for headquarters for travel industry technology firms. Focus on U.S. tourism software firms that want to expand their presence in Latin America (e.g., Google's Latin American headquarters.)
- Promote Miami-Dade to creative support firms in the travel industry including advertising and public relations agencies, architecture and design firms that specialize in hospitality.
- Continue to support and expand the Miami - *Where Worlds Meet* marketing partnership to further showcase Miami-Dade as a business location.
- Leverage the various touch points of the higher value visitors to Miami-Dade by identifying opportunities to share an economic development-oriented message to them in key locations such as lounges at MIA, hotels, visitor centers, sports venues, etc.

INFORMATION TECHNOLOGY

Information Technology (IT) is an increasingly important industry for Miami-Dade County. It is not only an industry in itself, but a foundation of growth for all other target industries. Miami must elevate its IT infrastructure and entrepreneurial resources to meet the needs of IT professionals and companies.

NICHE SECTOR TIMING AND APPROACH				
Back Office Support & IT	Immediate	40%	30%	30%
Computational Science & Health IT	Mid-Long Term	30%	30%	40%
Data Centers	Immediate	60%	30%	10%
Digital Media	Immediate	20%	20%	60%
Logistics IT	Mid-Long Term	20%	40%	40%
Mobile Applications	Immediate	20%	10%	70%
Simulation Technology	Mid-Long Term	50%	20%	30%
Tourism IT	Immediate	60%	20%	20%



Why should IT be an economic development target?

- “NAP of the Americas and Telefonica Data Center”
- “Miami-Dade County is 6th largest telecom hub”
- “Life Sciences Park”
- “Launch Pad”
- “Fun, weather, hip, young”
- “Knight Foundation”
- “Refresh Miami-Dade County conference”
- “Many back office IT jobs here categorized in other industries”
- “Cluster is growing here”

Source: IT Focus Group

BEST PRACTICE COMMUNITIES

- Austin
- Buenos Aires
- Chicago
- Curitiba, Brazil
- HITEC City (India)
- San Francisco
- Silicon Valley
- Vancouver

RECOMMENDATIONS

Recommendation: Network IT professionals across the County.

- Create a Software or IT CEO Council.
- Engage local IT professionals in solving community problems. Continue using “tech bounties” in which city governments offer fixed fee rewards to local IT people to solve problems.
- Convene dialogues with startups in the IT field. Discuss their top challenges and identify solutions to those problems.

Recommendation: Create an Entrepreneurship Center for the Americas.

- The Center would serve as an incubator for international entrepreneurs seeking a foothold in the US market. Include training and business planning services, legal support, capital funding, and other tools to help startups succeed.

Recommendation: Expand IT infrastructure across the County.

- Pursue Countywide broadband coverage.
- Promote a physical concentration of IT firms in Miami-Dade County, similar to Digital Alley in New York. For example, focus Biscayne Corridor's development and branding on being Miami-Dade County's IT and creative design district.
 - Explore the utilization of Community Redevelopment Zone / TIF funding to develop a technology incubator (e.g., Entrepreneurship Center of the Americas) and/or other IT co-working spaces.

Recommendation: Increase financial resources for homegrown IT companies.

- Access to start-up capital and funding opportunities is key to encouraging growth and innovation. Explore the possibility of creating a local seed capital fund such as Innovation Philadelphia.
- Continue to host and increase awareness of FIU's Americas Venture Capital conference.
- Convene discussions with Miami-Dade County banks to find solutions for roadblocks that impact funding and speed to market for entrepreneurial start-ups.
- Support the Florida State Legislature's plan to advocate for increases in "Federal funding and lending authority for programs that encourage access to credit and venture capital funds for small businesses, including the strong and vibrant guaranteed loan and micro-loan programs administered by the Small Business Administration (SBA)." (*Source: 2012 Legislative Notes*)

Recommendation: Expand local IT educational offerings and retain graduates.

- Increase IT education offerings, especially in software, across all Miami-Dade County schools from K-12 through advanced degrees.
- Increase digital competency in hospitality education so that hospitality workers can transition into other target industry careers if needed.
- Involve local companies in mentoring area students seeking IT degrees and working with educators to enhance IT-related programs. Also, explore the possibility of connecting Miami-Dade County students to virtual internships with IT companies in other cities around the world.

Recommendation: Promote Miami-Dade County to information technology companies and talent across the globe.

The Marketing Recommendations in this Strategy provide an overview of Miami-Dade County's 2012-2017 economic development marketing campaign. That campaign should contain marketing tracks for each target industry. All marketing tracks will include dedicated space on the Beacon Council's marketing website, an industry microsite, brief industry specific marketing video(s), industry media contact list and outreach,

marketing missions to target industry geographies, participation in target industry trade events, and recruitment of trade events to Miami-Dade County.

In addition, Miami-Dade County has four unique marketing opportunities related to the IT industry:

- Engage in a creative local marketing campaign to build local awareness of Miami-Dade County's IT assets and its emergence as a highly desirable location for IT jobs and talent.
- Host an international Web 2.0 conference in Miami-Dade County (or create your own). While this may be difficult to accomplish in a traditional conference format today (the Miami Beach Convention Center does not offer the IT support and appeal necessary to attract these events), begin with an unconference format and recruit after convention space has been upgraded.
- Focus marketing efforts on recruiting a Latin American headquarters of a specific IT corporation, for example, Expedia or Google. Develop a marketing campaign that is uniquely crafted for that corporation.
- Utilize existing conferences in Miami-Dade County, such as the Telefonica Conference of the Americas, to promote Miami-Dade County as a business location to attendees.

IT INDUSTRY EVENTS

- AFCOM Data Center World
- American Medical Informatics Association Annual Symposium
- ATA Information Technology & Logistics Council Annual Meeting
- Hispanic IT Executive Council Executive Summit (in addition to the Symposium recently held in Miami)
- National Training and Simulation Association – Simulation Multiconference
- Software and Information Industry Association Summit
- T-3: Technology Tools for Today
- Telefonica Conference of the Americas

IT INDUSTRY MEDIA

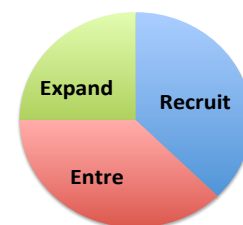
- Health Informatics Magazine
- InformationWeek
- Journal of Information Technology and Tourism
- Mobile Developer Magazine
- SISO Simulation Technology Magazine
- The Data Center Journal

INTERNATIONAL BANKING & FINANCE

Miami-Dade County can maximize its reach in the International Banking & Finance industry by further improving its business climate for this industry and increasing the readiness of Miami-Dade County's workforce for jobs in financial and international fields.

NICHE SECTOR TIMING AND APPROACH

Target Niche Sector	Start Timing	Recruitment	Expansion	Entrepreneurship
International Banks	Immediate	40%	60%	
International Insurance & Wealth Management	Mid-Term	30%	50%	20%
Maritime Services & Trade Finance	Immediate	40%	50%	10%
Mobile Applications	Immediate	20%	10%	70%
Technical Customer Support & Back Office	Immediate	30%	50%	20%
Technical Customer Support & Back Office	Immediate	30%	50%	20%



RECOMMENDATIONS

Recommendation: Improve the readiness of Miami-Dade County's workforce for jobs in financial and international fields.

- Expand international business education at the secondary level.
 - Emphasize technology applications throughout programming.
 - Create a mobile banking IT educational programs.
- Develop career ladder information and guidance for residents interested in pursuing careers in finance, banking, and international commerce.
- Develop bridge programs for less advanced learners and employees to engage in more advanced learning in this field.

Recommendation: Create a business environment conducive to expanding and recruiting international banking and finance firms.

- Update current studies on international banking's impact on Miami-Dade County's economy. Generate primary data that will help make the case for a more competitive climate that can be used to promote Miami-Dade County as an international financial center.

Why should International Banking & Finance be an economic development target?

- "We are an international financial hub"
- "70-80 banks doing international banking currently"
- "Direct connection to Latin America"
- "Multi-lingual workforce"
- "International law firms"
- "Latin American customer support"
- "Trade industry"
- "Wealth management, wealthy residents"
- "Safe place for Latin Americans to keep their money"

Source: International Banking Focus Group

BEST PRACTICE COMMUNITIES

- Amsterdam
- Hong Kong
- London
- New Jersey
- New York
- Tokyo

- Examine Miami-Dade County's current business climate for international banking. Identify opportunities to incentivize international firms to locate in Miami-Dade County through advantageous incentive programs.
- Connect information technology professionals with financial professionals.
- Continue to advocate for visa waivers for residents of Brazil and other Latin American countries.
- Advocate at the Federal level for a decrease in international banking regulations, such as The Patriot Act.

Recommendation: Promote Miami-Dade County as an international hub for banking and finance.

The Marketing Recommendations in this Strategy provide an overview of Miami-Dade County's 2012-2017 economic development marketing campaign. That campaign should contain marketing tracks for each target industry. All marketing tracks will include dedicated space on the Beacon Council's marketing website, an industry microsite, brief industry specific marketing video(s), industry media contact list and outreach, marketing missions to target industry geographies, participation in target industry trade events, and recruitment of trade events to Miami-Dade County.

In addition, Miami-Dade County has four unique marketing opportunities related to the international banking and finance industry:

- Continue branding Brickell as one of the country's major financial districts.
- Recruit banking and finance associations to Miami-Dade County, particularly international organizations seeking a US office.
- Support The Beacon Council's Captive Insurance Program, which was approved by the Florida Legislature in 2012.
- Partner with Florida International Banking Association on joint programs and in utilizing their FELABAN assemblies held in Miami-Dade County.

**INTERNATIONAL BANKING AND
FINANCE INDUSTRY EVENTS**

- Association for Financial Professionals Annual Conference (held in Miami in 2012)
- International Association of Insurance Supervisors
- Institute of International Bankers Annual Conference
- Latin American Private Equity & Venture Capital Association Annual Summit and Investor Roundtable

**INTERNATIONAL BANKING AND
FINANCE INDUSTRY MEDIA**

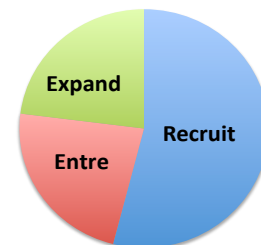
- American Banker Magazine
- Banking Technology Magazine
- Capital Growth
- CFO, CFO Europe, CFO Asia
- IBS Intelligence
- Investment Banking Resources
- The Banker

LIFE SCIENCES & HEALTH CARE

Miami-Dade County has a significant cluster of educational programs, R&D activities, and private companies in the Life Sciences & Health Care industry. Combined with other South Florida assets, the region has a strong opportunity to advance as one of the most sought-after locations for life sciences and health care companies in the US.

NICHE SECTOR TIMING AND APPROACH

Target Niche Sector	Start Timing	Recruitment	Expansion	Entrepreneurship
Agricultural Sciences	Immediate	30%	40%	30%
Back Office Support & IT	Immediate	40%	30%	30%
Biologics	Mid-Long Term	20%	30%	50%
Computational Science & Health IT	Mid-Long Term	30%	30%	40%
Medical Devices	Immediate	70%	20%	10%
Medical Tourism	Immediate	100%		
Pharmaceuticals	Long-Term	90%	10%	



RECOMMENDATIONS

Recommendation: Build a workforce of life science and health care professionals.

- Continue to increase programming in biotechnology, genetics, medical device research, agricultural bioscience, quality assurance, laboratory technician and scientists.
- Ensure Miami-Dade has an adequate base of health care professionals to meet the increasing needs of an aging population. Collaborate with other South Florida training providers and educational institutions to provide a seamless pipeline of learning opportunities in this field.
- Partner with tourism leaders and health care providers to expand Health Tourism promotion.

Recommendation: Create a highly innovative and entrepreneurial environment for life sciences and health care.

Miami-Dade County must continue to increase its concentration of health sciences and health care companies, R&D, and educational programming. In many of the world's top life sciences communities, a critical mass of activities centers within Research / Life Sciences Parks. The University of Miami's Life

Why should Life Sciences & Health Care be an economic development target?

- "Significant academic presence"
- "Growing academic infrastructure"
- "Year-round outdoor living"
- "Hospitals and patients"
- "Access to emerging markets"
- "Stable workforce"
- "Large aging population:"
- "Capacity to support commercial companies"
- "Research and Development"
- "Climate"
- "Multilingual workforce"
- "Diversity"
- "Logistics, multimodal center"

-Source: Life Sciences & Health Care Focus Group

BEST PRACTICE COMMUNITIES

- Basel
- Boston
- Japan
- Munich
- Research Triangle
- San Diego

Science & Technology Park provides a strong catalyst for future development. Of all of Miami-Dade's target industries, life sciences is the longest-term proposition. Life science product development cycles combined with strong competition for those companies and R&D dollars, means that expanding this industry further in Miami-Dade County will require vision, commitment, and patience.

- Act regionally. Continue participating in Life Sciences South Florida (LSSF).
 - Work with other participating organizations to map South Florida's life sciences assets, support sharing of resources and equipment between universities, and R&D collaborations.
 - Prominently feature Life Sciences South Florida in all life sciences & health care marketing activities.
 - Work with other participating organizations to generate publicity about LSSF's activities.
- Ensure that intellectual property policies at University of Miami and Florida International University inspire researchers to seek commercial applications for their discoveries. Further strengthen technology transfer offices at FIU and UM. Expand and invest in additional university incubation centers.
- Increase endowments at Miami-Dade County universities to bring leading scientists and their research to Miami-Dade County.

Recommendation: Increase financial resources for homegrown life sciences and health care companies.

- Access to start-up capital and funding opportunities is key to encouraging growth and innovation. Explore the possibility of creating a local seed capital fund such as Innovation Philadelphia.
- Continue to host and increase awareness of FIU's Americas Venture Capital conference.
- Convene discussions with Miami-Dade County banks to find solutions for roadblocks that impact funding and speed to market for entrepreneurial start-ups.
- Support the Florida State Legislature's plan to advocate for increases in "Federal funding and lending authority for programs that encourage access to credit and venture capital funds for small businesses, including the strong and vibrant guaranteed loan and micro-loan programs administered by the Small Business Administration (SBA)." (*Source: 2012 Legislative Notes*)

Recommendation: Promote Miami-Dade County to life sciences and health care companies.

The Marketing Recommendations in this Strategy provide an overview of Miami-Dade County's 2012-2017 economic development marketing campaign. That campaign should contain marketing tracks for each target industry. All marketing tracks will include dedicated space on the Beacon Council's marketing website, an industry microsite, brief industry specific marketing video(s), industry media contact list and outreach, marketing missions to target industry geographies, participation in target industry trade events, and recruitment of trade events to Miami-Dade County.

In addition, Miami-Dade County has an additional unique marketing opportunity related to the international banking and finance industry:

- Encourage Miami-Dade County hospitals and tourism leaders to join forces again to reinstitute an international medical tourism marketing campaign.
- Co-market with Enterprise Florida at large-scale life sciences conferences such as BIO or Medica. Pool resources to establish a highly visible Florida presence at those shows.

**LIFE SCIENCES AND HEALTH CARE
INDUSTRY EVENTS**

- AdvaMed MedTech Conference
- BIO
- International Conference on Life Science and Technology
- MEDICA
- Pharmaceuticals Research and Manufacturers of America
- Southern Association of Agricultural Scientists Annual Convention

**LIFE SCIENCES AND HEALTH CARE
INDUSTRY MEDIA**

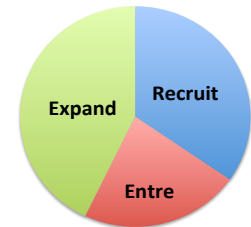
- Healthcare Informatics Magazine
- Healthcare IT News
- Medical Design Technology
- Medical Device & Diagnostic Industry Magazine (MDDI)
- Medical Tourism Magazine
- Pharma
- The Scientist

TRADE & LOGISTICS

Miami-Dade County is already an international logistics hub and has potential to further expand the industry through targeted workforce training, improved intermodal transportation infrastructure, and marketing.

NICHE SECTOR TIMING AND APPROACH

Target Niche Sector	Start Timing	Recruitment	Expansion	Entrepreneurship
Distribution Centers	Immediate	40%	30%	30%
Logistics IT	Mid-Long Term	20%	40%	40%
Maritime Services & Trade Finance	Immediate	40%	50%	10%
Perishables	Immediate-Mid Term	30%	60%	10%
Value-Added Services - Assembly & Kitting	Immediate	40%	30%	20%



RECOMMENDATIONS

Recommendation: Miami-Dade County continues to foster a strong logistics workforce.

- Continue to increase programming in geospatial, geographic information Systems (GIS), freight forwarding, transportation management, food/agricultural product storage management, logistics information technology and software.
- Further emphasize Logistics at the secondary level.
- Expand Warehouse and distribution certification programs.

Recommendation: Improve intermodal capacity and connectivity.

Envision a 50-year model for Miami-Dade County's transportation infrastructure with economic development prioritization. From a resident point of view, this includes intermodal connectivity via mass transit, high-speed commuter rail, east-west roadway capacity, computerized efficiency and smart roads. The existing public transit system needs to be overhauled to ensure residents can easily commute in Miami-Dade County. From the standpoint of trade and logistics, sea and air transported products should be able to seamlessly move to land transportation and in and out of Miami-Dade County.

Why should Trade & Logistics be an economic development target?

- "Getting cargo from airport to seaport, in Miami-Dade County we're 15 minutes away from everything"
- "Overnight services until 9 pm"
- "MIA"
- "Port of Miami-Dade County"
- "650 licensed forwarding companies"
- "No place is as close"
- "Communication between companies and their peers is great"
- "Regional knowledge of every Caribbean and Central America market"

Source: Trade & Logistics Focus Group

BEST PRACTICE COMMUNITIES

- Brazil
- China
- Dubai
- Houston
- Los Angeles
- Panama
- Rotterdam
- Savannah

Ensure plans for development are coordinated among the various modes. Miami-Dade County Metropolitan

Planning Organization (MPO) should serve this role and should continue outreach to receive input from the economic development perspective.

Recommendation: Increase the availability of distribution facility space.

Miami-Dade County's economic development will bottleneck if it does not have sufficient distribution facility space for goods in transit through the County. The current shortage of distribution space will only worsen with post-Panamax traffic and increased exports through Miami-Dade County.

- Upgrade or redevelop older inventory
- Invest in larger, state-of-the-art facilities that have intermodal capacity
- Locate distribution and light assembly hubs in less congested areas of the County to avoid creating even heavier traffic in downtown Miami

Recommendation: Continue investing in PortMiami infrastructure to further increase competitiveness for post Panamax traffic.

Strategic planning to accommodate the growth associated with PortMiami is necessary for the region to maintain a competitive advantage and secure its place as a global trading center after 2014.

- Support efforts to maintain funding allocated for the Deep Dredge Project in the Florida Department of Transportation's 2012-2013 Work Program.
- Look at how other transportation modes will be impacted by this project and plan accordingly.
- Increase logistics-related training programs to ensure that the County has a sufficient workforce pool for meeting the needs of PortMiami's development.

Recommendation: Continue to work with South Florida seaports and airports to expand geographic coverage.

- Promote airport and seaport connections among all South Florida airports and seaports. Identify gaps in coverage and develop a joint approach to filling those gaps.

Recommendation: Increase funding for regional transportation improvements.

Support State Legislature initiatives to ensure that resources are available for infrastructure projects, including:

- Preserving the transportation trust fund
- Opposing fund diversion
- Increasing transit funding sources and local options
- Encouraging public private partnerships
- Enhancing trade/freight corridors

Recommendation: Create a business climate that continues to encourage the growth of logistics companies.

- Advocate for the expansion of the Visa Waiver Program (VWP) to countries in this hemisphere. Continue active support for Visa waivers for residents of Brazil and other Latin American countries. Support expansion of the Visa Waiver Program by adding key Western Hemisphere trading partners which present lower risk of overstays. Encourage the federal government to consider pilot programs as

a meaningful alternative for legitimate business travelers from such countries to facilitate international trade and commerce and encourage foreign direct investment.

Continue this as a priority of federal lobbying efforts with the Greater Miami Convention & Visitors Bureau and the Greater Miami Chamber of Commerce. Continue contacting federal elected officials (including those outside the state of Florida) to educate and advocate the value of the visa waiver program. This has been a priority emphasized during the Greater Miami Chamber of Commerce's Legislative Fly-Ins.

- Examine ways to make import duties more competitive.
- Support the Florida Legislature's initiatives related to logistics, such as: policies that eliminate trade and investment barriers, new free trade agreements, and urging Congress to pass a strong customs reauthorization bill.

Recommendation: Promote and expand logistics companies in Miami-Dade County.

The Marketing Recommendations in this Strategy provide an overview of Miami-Dade County's 2012-2017 economic development marketing campaign. That campaign should contain marketing tracks for each target industry. All marketing tracks will include dedicated space on the Beacon Council's marketing website, an industry microsite, brief industry specific marketing video(s), industry media contact list and outreach, marketing missions to target industry geographies, participation in target industry trade events, and recruitment of trade events to Miami-Dade County.

In addition, Miami-Dade County has two additional unique marketing opportunities related to the international banking and finance industry:

- As part of The Beacon Council's marketing efforts, proactively team with PortMiami and Miami International Airport for logistics industry recruitment.
- Continue to engage with statewide logistics support and marketing efforts. Support the increase of Enterprise Florida's budget for international trade programs.

TRADE & LOGISTICS INDUSTRY EVENTS

- Council of Supply Chain Management Professionals Annual Conference
- Distribution Business Management Association Conference
- International Air Cargo Forum and Exposition
- International Warehouse Logistics Association – Convention & Expo
- Perishable Logistics Alliance – International Exhibition on Cargo Transport, Logistics, and Foreign Trade

TRADE & LOGISTICS INDUSTRY MEDIA

- International Trade Forum
- Journal of Commerce
- Logistics of Business Magazine
- Manufacturing & Logistics IT

SECTION 3: IMPLEMENTATION AND ORGANIZATION

The following pages contain guidance for One Community One Goal implementation, including organizational structure, resource development, timing, task assignments, and performance metrics.

ORGANIZATION

LEADERSHIP AND GOVERNANCE

- **Establish a *One Community One Goal* Coordinating Council.**
The Coordinating Council should include all organizations charged with *One Community One Goal* recommendations and should meet on a regular basis (e.g., quarterly in the long-term with more frequent meetings in the six months following *One Community One Goal* roll out). The base of this Council could be the *One Community One Goal* Steering Committee.
 - Form sub-committees dedicated to overseeing each major topic of this Strategy.
 - Establish an executive committee that is responsible for leading meetings, interfacing with The Beacon Council, and serving as official spokespeople for *One Community One Goal*.
- **Organize a private sector committee for each target industry.**
Task Forces should be charged with advising the Coordinating Committee, Academic Leaders Council, and The Beacon Council on the needs of their industries. Each task force should consist of 10-20 executives from private sector companies. In some cases, target industry committees already exist within The Beacon Council and other organizations. In other cases, a new committee will need to be established.
- **Form an Academic Leaders Council comprised of the Miami Dade Public Schools Superintendent and the presidents of the County's colleges and universities.** This in itself will be a national best practice and draw international attention to Miami-Dade County's commitment to education, as this level of cooperation is rare if not unheard of. This could inspire private sector involvement in the education and workforce leadership task force. Initiatives that could be addressed by the Academic Leaders Council could include:
 - Implementation: Serving as the drivers for implementing *One Community One Goal* education and workforce development recommendations
 - Advocacy: State and Federal education policy, workforce investment, infrastructure issues, stable and sustainable funding

Implementing Economic Development Strategies: Tips for Success

- ✓ Take time to **establish implementation structure – a 4-6 month pre-implementation period** to establish leadership and support infrastructure.
- ✓ **Dedicate staff persons** to facilitating implementation.
- ✓ **Share the strategy** with as many community organizations as possible during the pre-implementation period.
- ✓ Frequently **communicate progress with the public.** Establish communication channels and metrics that are transparent and accessible to everyone.
- ✓ **Sufficiently resource** the new economic development initiative. Build on the momentum of the planning process to raise funding. Tie funding opportunities to the recommendations in the strategy.
- ✓ Launch the strategy with **early wins.** Identify major accomplishments that occurred during the planning process and announce them at the roll-out event.
- ✓ **Benchmark progress.**
- ✓ Make **minor adjustments to the strategy on an annual basis** and plan for a complete update on a 3-5 year basis.
- ✓ Tie **staff performance expectations** and rewards to the strategy.
- ✓ **Celebrate success.**

- Fundraising: Multi-institution research initiatives, joint academic programming, college and career readiness
- Marketing: Economic development prospect interaction, responding in a unified way to employers' long-range talent needs
- **Form an education and workforce leadership task force comprised of Miami-Dade County business executives.** A dedicated leadership task force comprised of Miami-Dade County business executives should be formed to advocate for heightened involvement by the private sector in education. This task force can draw from the strengths and connectivity of the Greater Miami Chamber of Commerce and The Beacon Council (and housed at one of those organizations). Such an organization – if dedicated entirely to these talent issues – can represent the community's commitment to addressing the range of concerns across the talent pipeline. The roles and responsibilities of this organization can include:
 - Identifying and nurturing business leaders committed to talent improvement
 - Identifying key data elements and tracking Miami-Dade County's progress
 - Getting involved with area schools through work with Career Academies, providing mentoring and internships to area students, and raising resources
 - Advocating for smart education policies at the state and national levels
 - Promoting business engagement at all levels of the education and workforce system opportunity

IEDC State of the Industry Presentation Highlights

- EDOs are engaging in more strategic partnerships
- Regional collaboration is on the rise
- Shrinking public sector funds mean more EDOs are looking to private sector for funding
- ROI criteria has shifted towards resilient economy long-term vs. the number of jobs & firms
- ED professionals will need to be even more deft, knowledgeable, adaptable, and business-savvy in the future

IMPLEMENTATION TOOLS

- **Develop a public website dedicated to *One Community One Goal* implementation.** Expand the existing OneCommunityOneGoal.com or www.BeaconCouncil.com websites to update the community on progress and track metrics.
- **Launch a *One Community One Goal* Future Fund fundraising initiative for The Beacon Council.** This Strategy recommends a \$15 million, five-year economic development marketing campaign in addition to The Beacon Council's existing funding. Establish a fundraising plan, identify champions who will lead the fundraising effort, and create all branding and marketing materials needed to support the campaign.
- **Develop system for recognizing and celebrating success of an individual or organization that is making progress with *One Community One Goal* implementation.** Adapt The Beacon Council's Annual Beacon Awards to feature all new target industry businesses and remarkable *One Community One Goal* achievements. Work with local media to regularly feature stories about *One Community One Goal* implementation and success.

- **Create a *One Community One Goal* e-newsletter.** Distribute the newsletter on a monthly basis to share *One Community One Goal* progress with the community, including *One Community One Goal* stakeholders, area executives, local media, and educators. The e-newsletter could also be distributed to target audiences, as the level of collaboration in Miami-Dade County is in itself a marketable strength.

FUNDING

Not having sufficient funding for accomplishing the vision set forth in this Strategy is the biggest risk to successful implementation. Miami-Dade County's economic development marketing budget is currently lower than many other competing US economic development efforts. The Beacon Council's economic development marketing budget – including Marketing & Communications and Tradeshows/Missions, is approximately \$200,000 per year. This is equivalent to \$.08 per capita, compared to an average of \$.29 per capita in other US EDOs representing populations of over 1 million residents. (*Source: Avalanche Consulting's semi-annual ED Index survey*)

Two primary recommendations are presented to increase economic development resources for Miami-Dade County: (1) create a five-year economic development marketing fund and (2) secure additional sustainable funding sources for Beacon Council operations and overhead.

MARKETING FUNDING

- **Create a minimum of a \$15 million five-year Miami-Dade County Future Fund dedicated exclusively to a global economic development campaign.** A \$3 million annual budget each year would afford the following:
 - Developing target industry marketing tracks (strategy and tools) within The Beacon Council's overall economic development marketing campaign
 - Retaining a world-class public relations agency
 - Conducting marketing missions to target geographies across the globe
 - Traveling to and establishing a visible presence at target industry events
 - Marketing Miami-Dade County economic development at target industry events hosted in the County
 - Participating in select Enterprise Florida marketing activities
 - Maintaining a creative, current, and highly active online marketing campaign, including a current website, social media marketing, online advertisements, and microsites as needed
 - Investing in Contact and Customer Relationship Management Software
 - Maintaining up-to-date research, target industry business databases, and capabilities
 - Support for implementation of workforce development, education, infrastructure, business climate, entrepreneurship, and target industry recommendations

Immediately upon roll out of this Strategy, develop a concerted fundraising campaign to encourage private sector contributions to the Future Fund. Identify one or two high-level business leaders in the community to champion the fundraising initiative. Examine Opportunity Houston and the Miami-Dade Marketing Initiative (MDMI) as the models for this campaign. (Invite Opportunity Houston leaders to Miami-Dade County to share their story and provide valuable lessons for Miami-Dade County's Future Fund.)

SUSTAINABLE FUNDING

- **Secure sustainable long-term funding for Beacon Council operations and overhead.** The Beacon Council's Sustainable Funding Committee has evaluated multiple opportunities to create a permanent revenue source for economic development marketing. Pursue the following opportunities:
 - If and should a casino gaming bill be passed in the future, dedicate a portion of tax revenues to support non-casino economic development initiatives. Work with other Florida economic development organizations to strongly advocate for this.
 - Partner with the Greater Miami Convention and Visitors Bureau to raise resources to develop a new, modern convention center. Develop an agreement that allocates a portion of the incremental increase in hotel / motel tax revenue generated following the convention center's opening to be shared with The Beacon Council.
 - Work with County officials to both retain – and in the future expand – Local Business Tax Receipt (LBT) funding for economic development and improve collection rates by integrating collection with municipal LBT collection.
 - Explore the possibility of charging a fee on container traffic coming into PortMiami.

METRICS

Metrics to monitor the results of *One Community One Goal* fall into two categories:

1. *One Community One Goal* Implementation Tracking

Have recommendations offered in the *One Community One Goal* Strategy been implemented according to schedule? Yes or no? The list of recommendations for each major topic of this Strategy is included in an implementation chart. This timeline should be reviewed on a regular basis by The Beacon Council and the Coordinating Council. Action items can be removed from the list once they have been completed. Monitor the Strategy's percent completed throughout the five-year process.

The Beacon Council's annual program and completed project Performance Metrics tracking systems are comprehensive and have provided a leading best practice in the economic development industry. The Beacon Council's current Key Performance Indicators (KPIs) reports and completed projects reporting should be utilized to track performance of The Beacon Council's projects and programs within each of the OCOG Target Industries.

2. Tracking countywide unemployment rates and job creation within the target industries

MONITORING UNEMPLOYMENT RATE

Lower Miami-Dade County's unemployment rate.

The recent recession has caused Miami-Dade County's unemployment rate to rise to its highest level in decades. The rate has come down drastically from its peak of 13% in mid 2010 to below 10% in second quarter 2012. The unemployment rate should continue to fall but could remain stubbornly high and above long-term averages. The "discouraged worker effect" can be expected to reverse itself as the economy picks up: whereas in many cases discouraged workers leaving the labor force have helped to bring the unemployment rate down, discouraged workers may decide to re-initiate their job search and therefore will keep the unemployment rate high. This effect is seen both at the local and national level.

Unemployment rate forecasts for the US vary. The White House forecasts that the unemployment rate will fall below 6% in 2017. Miami-Dade County's unemployment rate has historically been higher than the US rate (in some years it was 2-3 percentage points higher). Only during the construction-fueled boom of 2002-2006 has the rate been even with the US rate.

JOB GROWTH PROJECTIONS

Based upon analysis of past performance in the Target Industries, the seven industries are projected to create approximately 27,000 new jobs over the next five years (2012-2017).

To determine growth projections in target industries, data was collected for Miami-Dade County and US to:

- ✓ Determine the current County employment in each target industry,

- ✓ Determine the trend-line forecast for each industry, and
- ✓ Compare County growth trends to the US.

So that projected growth trend lines are realistic and can adjust to unanticipated swings in the national economy, they were created utilizing the County's growth rate in target industries as a percentage of forecasted US industry growth. Since forecasts are subjective (data from EMSI is used for this analysis), these growth rates will naturally adjust if forecasts for industry growth at the US level are revised or in the event of any extraordinary circumstances – either financial or natural – that will require disaster recovery plans. Job creation projections should then be compared against actual data and should be monitored each year.

Just as *One Community One Goal* involves dozens of entities in the community, and job creation metrics should be monitored for the County as a whole. If this Strategy is implemented as planned, the County's overall business climate will improve. Upon completion of the implementation schedule (which will include the assigned implementers, funding, and timelines), develop five-year job creation goals.

The data tables that derive the growth projections are provided on the following pages.

Target Industry Projected Growth

Miami-Dade County

	Expansion During 2003-2007, <u>Average</u> Rate Was:	Recession/Recovery During Last 5 Years (2007-2012) <u>Average</u> Rate Was:	Projected Growth:	
			By 2017, <u>Annual Rate</u> Will Be:	By 2020, <u>Annual Rate</u> Will Be:
Aviation	Historical Data: Growth rate, Miami-Dade: -5.8% -8.4% Growth rate, US: -0.5% -3.8% Growth rate, compared to US: <i>more negative</i> <i>more negative</i>		Trendline Forecast: 0.6% 1.1% 0.8% 1.0%	
	Compared to US: Equates to:		on par 0.8%	20% faster 1.2%
Creative Design	Historical Data: Growth rate, Miami-Dade: -4.4% -27.8% Growth rate, US: 0.0% -14.4% Growth rate, compared to US: <i>negative</i> <i>more negative</i>		Trendline Forecast: 0.1% 0.7% 0.6% 1.0%	
	Compared to US: Equates to:		half as fast 0.3%	on par 1.0%
Hospitality & Tourism	Historical Data: Growth rate, Miami-Dade: 2.6% 4.3% Growth rate, US: 2.1% -0.7% Growth rate, compared to US: <i>faster</i> <i>much faster</i>		Trendline Forecast: 0.8% 0.6% 0.9% 0.8%	
	Compared to US: Equates to:		50% faster 1.4%	2x faster 1.6%
Information Technology	Historical Data: Growth rate, Miami-Dade: -3.0% 4.0% Growth rate, US: 2.5% 8.6% Growth rate, compared to US: <i>negative</i> <i>half as fast</i>		Trendline Forecast: 2.3% 2.0% 2.4% 2.0%	
	Compared to US: Equates to:		on par 2.4%	20% faster 2.4%

Target Industry Projected Growth

Miami-Dade County

	Expansion During 2003-2007, <u>Average Rate Was:</u>	Recession/Recovery During Last 5 Years (2007-2012) <u>Average Rate Was:</u>	Projected Growth: <u>By 2017, Annual Rate Will Be:</u>		<u>By 2020, Annual Rate Will Be:</u>
Int'l Banking & Finance	Historical Data:		Trendline Forecast:		
	Growth rate, Miami-Dade:	0.7%	0.8%	0.7%	0.9%
	Growth rate, US:	0.1%	0.2%	0.1%	0.3%
	Growth rate, compared to US:	faster	faster		
		Compared to US: Equates to:		growing 1% 1.0%	growing 1.5% 1.5%
Life Sciences & Health Care	Historical Data:		Trendline Forecast:		
	Growth rate, Miami-Dade:	2.3%	12.2%	1.1%	0.8%
	Growth rate, US:	2.2%	9.8%	1.6%	1.2%
	Growth rate, compared to US:	on par	faster		
		Compared to US: Equates to:		20% faster 1.9%	40% faster 1.7%
Trade & Logistics	Historical Data:		Trendline Forecast:		
	Growth rate, Miami-Dade:	-0.9%	-6.9%	1.0%	1.2%
	Growth rate, US:	2.3%	-8.4%	0.8%	0.9%
	Growth rate, compared to US:	negative	less negative		
		Compared to US: Equates to:		50% faster 1.2%	50% faster 1.4%
ALL TARGET INDUSTRIES					
	Growth Rate: Goal, compared to US:		1.4% 30% faster	1.5% 50% faster	

Source: Avalanche Consulting

IMPLEMENTATION TABLES

The implementation tables on the following pages list all topline recommendations offered in this Strategy according to major themes. The tables provide a format for designating responsibility, start timing, and monitoring the progress toward completion. Implementation tables have also been provided in Excel format.

In the four months following the Strategy's completion, the *One Community One Goal* Steering Committee should convene a workshop or series of workshops to begin assigning responsibilities and estimating timing for each recommendation.

COMMUNITYWIDE PRIORITIES

Recommendations	Lead Implementer	Supporting Organizations	Start Timing:			Percent Complete
			Year 1	Years 2-3	Years 4-5	
Priority 1: Develop a globally renowned educational ecosystem.						
Priority 2: Plan for and invest in intermodal transportation systems that anticipate the County's long-term needs.						
Priority 3: Build resources to support consistent, sophisticated international economic development marketing.						
Priority 4: Become a vibrant entrepreneurial community.						
Priority 5: Improve the availability of modern, high tech convention space.						
Priority 6: Continue to improve Miami-Dade's urban areas.						

IMPLEMENTATION: EDUCATION RECOMMENDATIONS

Recommendations	Lead Implementer	Supporting Organizations	Start Timing:			Percent Complete
			Year 1	Years 2-3	Years 4-5	
Opportunity: Business Leadership in Education Form an education and workforce leadership task force comprised of Miami-Dade County business executives. Highlight and reward business engagement in education.						
Opportunity: Academic Leadership in Economic Development Form a Miami-Dade County Academic Leaders Council.						
Opportunity: Digital Literacy Ensure all Miami-Dade County public schools have high-speed Internet connections and current technologies.						
Opportunity: Deepening the Impact of Career Academies Continue to engage businesses in MDCPS career programs. Create high school – college hybrid programs in Miami-Dade County Career Academies.						
Opportunity: Basic Work Skills Development Prioritize the enhancement of basic skills training.						

IMPLEMENTATION: WORKFORCE DEVELOPMENT RECOMMENDATIONS

Recommendations	Lead Implementer	Supporting Organizations	Start Timing:			Percent Complete
			Year 1	Years 2-3	Years 4-5	
Opportunity: Career Pathing						
Build career awareness portals for each target industry.						
Clarify information on career programs available at the secondary level.						
Utilize South Florida Workforce Career Centers to distribute targeted industry information.						
Ensure the South Florida Workforce Board has funding to increase programming and continue serving the region.						
Opportunity: Informal, Experiential, and Non-Credited Learning						
Expand Prior Learning Policies in disciplines related to the target industries.						
Map industry crosswalks.						
Opportunity: Talent Retention						
Create a Miami-Dade County Virtual Alumni Club.						
Link college students to civic and business activities.						
Opportunity: Basic Skills						
Engage target industry representatives in mapping “on-ramps” to careers in their industries for adult workers.						
Develop a Center for Global Learning in Miami-Dade County.						
Opportunity: Target Industry Alignment						
Expand capacity and create new programming in target industry disciplines.						

IMPLEMENTATION: PHYSICAL INFRASTRUCTURE RECOMMENDATIONS

Recommendations	Lead Implementer	Supporting Organizations	Start Timing:			Percent Complete
			Year 1	Years 2-3	Years 4-5	
Opportunity: Coordinated Countywide Land Use Utilize land use strategy to consider target industry needs.						
Opportunity: Urban Infrastructure Improvements Implement The Beacon Council's proposed Urban Initiatives Economic Development Plan priorities.						
Opportunity: Anticipating Long-Term Transportation Needs Improve intermodal capacity and connectivity.						
Increase the availability of distribution facility space.						
Continue investing in PortMiami infrastructure to further increase competitiveness for post Panamax traffic.						
Engage in a campaign aimed at improving external perceptions of PortMiami and inform the world of recent improvements.						
Increase funding for regional transportation improvements.						
Opportunity: Continued Enhancements to Air Service Capacity and Quality Add non-stop flights to major international cities.						
Engage in a campaign aimed at improving external perceptions of MIA and inform the world of recent improvements.						
Maximize capacity of MIA and other general aviation airports in Miami-Dade County.						

IMPLEMENTATION: ENTREPRENEURSHIP AND INNOVATION RECOMMENDATIONS

Recommendations	Lead Implementer	Supporting Organizations	Start Timing:			Percent Complete
			Year 1	Years 2-3	Years 4-5	
Opportunity: Enhance Miami-Dade County's Entrepreneurship Support Infrastructure. Establish Miami-Dade County as a basecamp for international entrepreneurs seeking a foothold in the US and Americas.						
Increase the availability and capacity of programs that educate and network entrepreneurs.						
Ensure that Miami-Dade County has physical spaces dedicated to start up firms.						
Expand technology commercialization programs at Miami-Dade County universities.						
Increase financial resources for homegrown companies.						

IMPLEMENTATION: BUSINESS CLIMATE RECOMMENDATIONS

MIDDLEMIAN 2017 BUSINESS GROWTH RECOMMENDATIONS						
Recommendations	Lead Implementer	Supporting Organizations	Start Timing:			Percent Complete
			Year 1	Years 2-3	Years 4-5	
Opportunity: Streamlined Government Processes						
Continue to improve the County's permitting process.						
Opportunity: Increased Incentives for Target Industry Projects						
Advocate for more competitive, targeted Miami-Dade County incentives.						
Advocate for more competitive State of Florida economic development incentives.						
Opportunity: Elevated Competitiveness as a Hub for Global Trade						
Support the approval and the implementation of an expanded Miami-Dade County Free Trade Zone.						
Advocate for the expansion of the Visa Waiver Program (VWP) to countries in this hemisphere.						
Create an Entrepreneurship Center for the Americas.						
Establish Free Trade Agreements with additional countries.						
Opportunity: Expanding Miami-Dade County's Existing Employers						
Further expand The Beacon Council's Local Business Local Jobs program for retention and expansion.						

IMPLEMENTATION: ECONOMIC DEVELOPMENT MARKETING RECOMMENDATIONS

ECONOMIC DEVELOPMENT AND MARKETING RECOMMENDATIONS						
Recommendations	Lead Implementer	Supporting Organizations	Start Timing:			Percent Complete
			Year 1	Years 2-3	Years 4-5	
Opportunity: Miami-Dade County's Business Brand is as Strong as its Tourism Brand.						
Educate Miami-Dade County's leaders and residents about One Community One Goal's importance to the future of the community.						
Further establish The Beacon Council's brand as Miami-Dade County's official economic development organization.						
Opportunity: Global Marketing and Public Relations Build Miami-Dade County's Brand as a Top Destination for Business						
Generate national and worldwide publicity related to Miami-Dade County economic development.						
Transform marketing communications to digital format. Reduce and eventually eliminate the use of most printed marketing materials.						
Continue to build relationships with site consultants and executives in Miami-Dade County's target industries.						

IMPLEMENTATION: TARGET INDUSTRY RECOMMENDATIONS

Recommendations	Lead	Supporting	Start Timing:			Percent
	Implementer	Organizations	Year 1	Years 2-3	Years 4-5	Complete
Aviation						
Ensure that Miami-Dade County has a sufficient base of aviation skills to serve current and future employers.						
Maintain Miami-Dade County infrastructure to encourage growth of Aviation firms.						
Create a business climate that competes internationally for aviation projects.						
Promote Miami-Dade County as a global hub for the aviation industry.						
Creative Design						
Generate a highly networked creative workforce that draws other creative design professionals to Miami-Dade County.						
Better organize Miami-Dade County’s Creative Design initiative.						
Significantly improve entrepreneurial infrastructure across the County for creative enterprises.						
Promote Miami-Dade County as an international location for creative design firms and entertainment productions.						
Hospitality and Tourism						
Build greater capacity to host high-end target industry conferences.						
Connect hospitality career pathways with other target industries.						
Closely align Miami-Dade County’s economic development and hospitality and tourism marketing efforts.						
Information Technology						
Network IT professionals across the County.						
Expand IT infrastructure across the County.						
Increase financial resources for homegrown IT companies.						
Expand local IT educational offerings and retain graduates.						
Promote Miami-Dade County to information technology companies and talent across the globe.						

IMPLEMENTATION: TARGET INDUSTRY RECOMMENDATIONS

Recommendations	Lead	Supporting	Start Timing:			Percent
	Implementer	Organizations	Year 1	Years 2-3	Years 4-5	Complete
International Banking & Finance						
Improve the readiness of Miami-Dade County's workforce for jobs in financial and international fields.						
Create a business environment conducive to expanding and recruiting international banking and finance firms.						
Promote Miami-Dade County as an international hub for banking and finance.						
Life Sciences & Health Care						
Build a workforce of life science and health care professionals.						
Create a highly innovative and entrepreneurial environment for life sciences and health care.						
Increase financial resources for homegrown life sciences and health care companies.						
Promote Miami-Dade County to life sciences and health care companies.						
Trade & Logistics						
Miami-Dade County continues to foster a strong logistics workforce.						
Improve intermodal capacity and connectivity.						
Increase the availability of distribution facility space.						
Continue investing in PortMiami infrastructure to further increase competitiveness for post Panamax traffic.						
Continue to work with South Florida seaports and airports to expand geographic coverage.						
Increase funding for regional transportation improvements.						
Create a business climate that continues to encourage the growth of logistics companies.						
Promote and expand logistics companies in Miami-Dade County.						

IMPLEMENTATION: ORGANIZATIONAL RECOMMENDATIONS

Recommendations	Lead Implementer	Supporting Organizations	Start Timing:			Percent Complete
			Year 1	Years 2-3	Years 4-5	
Volunteer Leadership						
Establish a One Community One Goal Coordinating Council.						
Organize a private sector committee for each target industry.						
Form an Academic Leaders Council comprised of the Miami Dade Public Schools Superintendent and the presidents of the County's colleges and universities						
Form an education and workforce leadership task force comprised of Miami-Dade County business executives.						
Implementation Tools						
Develop a public website dedicated to One Community One Goal implementation.						
Launch a One Community One Goal fundraising initiative for the Beacon Council.						
Develop system for recognizing and celebrating success of an individual or organization that is making progress with One Community One Goal implementation.						
Create a <i>One Community One Goal</i> e-newsletter.						

IMPLEMENTATION: FUNDING RECOMMENDATIONS

Recommendations	Lead Implementer	Supporting Organizations	Start Timing:			Percent Complete
			Year 1	Years 2-3	Years 4-5	
Marketing Campaign Funding						
Create a minimum of a \$15 million five-year One Community One Goal Future Fund dedicated exclusively to a global economic development marketing campaign.						
Sustainable Funding						
Secure sustainable long-term funding for Beacon Council operations and overhead						

APPENDIX: INTERNATIONAL CASE STUDIES AND RANKINGS

The Appendix contains case studies on five international economic development initiatives, including Mexico City, Mexico; Montreal, Quebec, Canada; Panama City, Panama; São Paulo, Brazil, and Toronto, Ontario, Canada. It also provides a series of recent, third-party rankings on international communities that include Miami-Dade County.

Mexico City, Mexico

KEY INDUSTRY CLUSTERS

Financial Services: Mexico City is the financial hub of Mexico. In 2008, 55% of Mexico's financial sector GDP was generated in Mexico City, according to Mexico City Experience. In an effort to promote the stability and transparency of its banks, the city has developed a legal framework with regulations that surpass the international "Basel III Standard".

Topline Statistics

- **Population:** 18 million
- **% Growth (1993-2007):** 20.1%
- **Annual Per Capita Income:** \$15,113

Health Care: Mexico City has invested heavily in its health care network in an effort to champion itself as a "Knowledge City". There are many public and private hospitals, the National Institute of Neurology and Neuroscience, and the National Institute of Health, which treats patients, trains health specialists, and conducts scientific research. Mexico City has become a popular medical tourism site for visitors looking for affordable, high quality medical procedures. The Mexico City government has invested in the development of Campus Biometropolis, a state-of-the-art facility for biomedical and nanomedical research.

Other: Scientific Research, Information Technology, Education, Governance/Public Administration

UNIQUE ASSETS

Knowledge Center: Mexico City boasts an educated, professional workforce that drives its knowledge-based economy. Mexico City accounts for 80% of all research and development activities in Mexico and produces a third of all patents in the country, according to Mexico City Experience. The city is home to over 500 universities and research institutions.

Cost Advantages/Incentives: Mexico City has an investment-friendly legal framework that promotes public-private partnership and investment projects in areas that were previously reserved for the public sector, such as transportation and health services. There are tax incentives for foreign direct investors and numerous sites available in the city's science and technology parks.

Attractive Locale: Mexico City's central location and cultural offerings are attractive for businesses. The World Chambers Congress was held in Mexico City in 2011 because "it is one of the largest business centers in the world and represents an emerging market poised for growth," according to Mexico City Experience. The city boasts 150 museums, numerous theaters, and an active nightlife.

Industry Base: Financial Services, Health Care, Scientific Research, Information Technology, Education, Governance/Public Administration

Infrastructure: Mexico City has a large transportation network that consists of highways, railways, and investments in an improved public transportation system. The international airport is Mexico City International Airport. The city's telecommunications infrastructure is highly developed in terms of technology, capacity, and coverage. It consists of a 100% advanced digital fiber optic network.

Workforce: Large educated population: according to Mexico City Experience, half of all Mexicans with advanced degrees reside in Mexico City.

Education: 500 universities and colleges including National Autonomous University of Mexico, National Polytechnic Institute, Universidad Panamericana, Universidad La Salle, Universidad del Valle de Mexico, Universidad Anahuac, Alliant International University, Universidad Iberoamericana

Global Recognition: Top Ten Emerging Sustainable Cities- Triple Pundit 2011; #8 richest city in the world- PwC GDP rankings 2009

POLICIES FOR GROWTH

In an effort to grow the knowledge-based sectors in Mexico City, the city government increased funding for research and development through public-private partnerships. The **Institute for Science and Technology** was created to develop relationships with universities and strengthen research and development projects with academia and the private sector. Between 2007 and 2009 the Institute oversaw \$34 million in research projects.

The creation of **Campus Biometropolis** is meant to position Mexico City as a “Knowledge City”. It is expected to create 15,000 jobs and attract international pharmaceutical laboratories, hospitals, and educational institutions. It will be designed by the international architecture firm Foster + Partners, whose previous work includes Hearst Tower in New York City and the Reichstag Building in Berlin. The campus will be sustainably designed, as another goal for Mexico City is to become one of the most environmentally-conscience and sustainable cities in the world.

Mexico City garnered media attention last year when CNN’s “Future Cities” profiled its efforts to address urban challenges with innovative approaches. To ensure economic growth is sustainable and manageable, the city invested in **infrastructure improvements and major public works programs**. Mexico City is investing more than \$1.5 billion a year (51% of all tax revenue) on public transportation system improvement. Projects include expanding the Metro subway system, upgrading the current bus and taxi systems with more fuel-efficient models, and implementing a bicycle sharing program in which residents can rent bikes from kiosks around the city. Water supply is also a concern for Mexico City. The city government invested in new water treatment facilities and water infrastructure improvements and is educating local businesses and consumers about water conservation.

RECENT COMPANY EXPANSIONS

- POWERVAR, Inc., a global provider of power protection and power conditioning solutions, announced a new office will be built in Mexico City (2012)
- Volkswagen and Nissan will expand their auto manufacturing plants (2012)
- Continental Tires will expand its tread rubber plant (2012)
- Retailers such as Walmart, Bed Bath & Beyond, and Saks Fifth Avenue are opening new stores in Mexico City (2011)

Sources: Mexico City Experience <http://www.mexicocityexperience.com>; CIA World Factbook

Montreal, Quebec, Canada

KEY INDUSTRY CLUSTERS

Aerospace: Greater Montreal is considered one of the three major international aerospace hubs, with 210 companies employing 38,000 specialized workers. This sector is comprised of manufacturers of aircraft, engines, simulators, equipment, and specialized subcontractors and suppliers. The Montreal region boasts more than ten research facilities and three major international organizations dedicated to the aerospace sector.

Topline Statistics

- **Population:** 3.9 million
- **% Growth, 2001-06:** 1.5%
- **Annual Per Capita Income:** \$37,000

Life Sciences: Montreal's life sciences sector consists of pharmaceuticals, biotechnology, contractual research, and medical technologies. There are also numerous research institutions that specialize in neurology, oncology, cardiology, endocrinology, and immunology. There are 660 companies and 150 university and public research organizations that employ 40,000 workers.

Information Communication Technology: Montreal's Information Communication Technology (ICT) sector consists of manufacturing, software, electronic data processing services, telecommunications services, interactive digital media services, audiovisual/digital sound, and digital arts. There are 2,700 companies employing 110,000 workers. According to Montreal International, Greater Montreal ranks fifth in North America for concentration of ICT employees.

Other: Agri-Food, Film & Television, Energy, Finance, Real Estate, Nanotechnology & New Materials, Environmental Technologies, Transportation & Logistics

UNIQUE ASSETS

Trade Infrastructure: Montreal is the hub of European and North American trade. The Port of Montreal is close to the Atlantic and linked by train to Chicago, Detroit, and the rest of the Midwest. According to Montreal 2025, it is the largest port on the Eastern seaboard for container traffic and one of world's busiest inland ports. The Port of Montreal is a major transfer point for transatlantic cargo and links more than 100 countries via shipping lines. Montreal boasts two international airports: one for passengers and one dedicated to cargo. The city is also well connected to the rest of North America via railway network and an integrated highway system.

Knowledge Center: Montreal boasts a highly educated population: over 50% of its population age 20 to 64 has a college degree. There are numerous colleges and universities in the city. For two years in a row, Montreal ranked first (ahead of Boston) for the number of university students per capita. According to Montreal 2025, the city claims to have more bilingual (80%) and trilingual (20%) residents than any other Canadian city. It is a diverse city, home to over 100 cultural communities speaking 75 different languages.

Cost Advantages/Incentives: Montreal has a favorable business climate. There is a presence of large international financial centers, access to venture capital, and numerous government assistance programs and tax incentives, especially in the strategic sectors of Aerospace, Life Sciences, and ICT. The city was ranked second among Canadian metropolitan areas that saw the most investment in 2010 (\$296 million), which was close to

26% of all investments in Canada. Operating costs are also very low. According to Montreal 2025, Montreal has the lowest labor costs of the twenty largest North American cities.

Diversified Economy: Montreal has a diverse industry base, with 819 sectors represented in the local economy. This contributes to Montreal's economic stability and flexibility. According to the Global Metro Monitor, Greater Montreal had the second best economic performance since the global recession among North American cities. Traditional sectors such as agri-food, construction, and textiles represent over 100,000 jobs. However, high technology, service, and creative sectors have grown significantly. The city has a favorable mix of small to medium-sized companies and large multinational firms (such as Bombardier, Rio Tinto Alcan, L'Oreal, Dassau, and Danone).

Industry Base: Aerospace, Life Sciences, Information & Communications Technology, Agri-Food, Film & Television, Energy, Finance, Real Estate, Nanotechnology & New Materials, Environmental Technologies, Transportation & Logistics

Infrastructure: The Port of Montreal is the largest port on the Eastern seaboard for container traffic and is one of world's busiest inland ports. Montreal also boasts two international airports: one for passengers and one dedicated to cargo. The city is well connected to the rest of North America via railway network and an integrated highway system.

Workforce: Highly skilled (50% age 20-64 have college degree), multilingual (80% businesspeople are bilingual, 20% trilingual), multicultural (over 100 cultural communities)

Education: Concordia University, Ecole de technologie superieure, Ecole Polytechnique de Montreal, HEC Montreal, McGill University, Universite de Montreal, Universite du Quebec a Montreal

Global Recognition: #22 Mercer Quality of Life Index 2011; #18 in positive public perception- Reptrak 2011; #19 Financial Times "Most Livable Cities" list 2009

POLICIES FOR GROWTH

Montreal's goals are to develop its labor force, promote entrepreneurship, enhance the city's attractiveness and quality of life, and maintain modern and dynamic business sectors. **Montreal 2025** is a modernization and economic development plan initiated by the City of Montreal to help reach these goals. Its initiatives are led by public-private partnerships between the municipal administration and local business leaders. It has been provided \$325 million in investment funds for major projects and \$105 million for business industry and subsidy programs. Major construction projects include the Health Technopole, an economic initiative to link university hospital centers, research centers, laboratories, and life science firms; the Montreal Harbourfront, an urban project designed to reconnect the city with its river; and the Quartier des spectacles, a cultural development project designed to boost Montreal's international cultural reputation. There are more than 130 other projects being implemented by Montreal 2025 to enhance economic development.

Programs such as "**Emploi: secteurs innovants et immigration**" and **Conseil employ metropole** will help tackle the issue of labor shortage by improving access to jobs and integrating skilled immigrants into the workforce. These programs are hoping to attract talent from outside Montreal, as a decrease in population growth and an aging workforce are contributing to the labor shortage. Other initiatives involve workforce training, supporting Montreal's universities and research institutions, and encouraging networking initiatives between universities

and companies. Montreal will also implement an action plan to attract, retain, and integrate international students and researchers.

Montreal is enhancing the city's image as creative, attractive, innovative, and entrepreneurial through various marketing initiatives. For example, city leaders conduct international missions and events to share information on best practices and create partnerships that encourage mutual access to each other's markets. To build on its UNESCO City of Design status, design and architecture competitions and workshops are consistently held. Design activities and events are promoted through web and social media platforms. The annual Design Montreal Open House has been heavily marketed as a highly anticipated public event. The fashion sector is promoted through traditional and interactive advertising campaigns. The city hosts foreign fashion journalists and showcases local designers through magazines and websites to capture attention of international buyers.

RECENT COMPANY EXPANSIONS

- Many entertainment and gaming companies recently expanded in Montreal: Warner Bros Games (300 jobs created), Square Enix (250 jobs created), 7G Entertainment (150-180 jobs created), Gamerizon (100 jobs created) (2011)
- French aeronautics group LATECOERE will set up a Canadian subsidiary in Montreal (2011)
- French company LINKBYNET expanded its North American operations in Montreal, creating 65 jobs (2011)
- Assystem, an international engineering and innovation consulting firm will expand in Montreal, creating 100 jobs (2011)
- Pharmascience will expand in Montreal, creating 180 jobs (2011)
- Fayolle, a French firm in roadworks, civil engineering, and building, chose Montreal for its North American headquarters (2011)
- AKKA Technologies, a European high-tech and engineering consulting firm, chose Montreal for its North American headquarters (2011)
- French company Medtech, which specializes in the design of surgical assistive robots, chose Montreal for its North American headquarters (2011)

Sources:

Montreal International <http://www.montrealinternational.com>

Montreal Economic Development Strategy <http://www.sdemontreal.com>

Montreal 2025 <http://montreal2025.com>

Panama City, Panama

KEY INDUSTRY CLUSTERS

Services: Panama City's economy is primarily based on the service sector, which accounts for 77% of its GDP. This includes trade and commerce from the Panama Canal and Colon Free Trade Zone, banking and insurance services, and health care.

Topline Statistics

- **Population:** 1.3 million
- **Annual % Growth:** 1.84%
- **Annual Per Capita Income:** \$11,700

Tourism: Tourism is an important revenue generator for the city. Many international luxury hotels have opened or have plans to open in Panama City, such as Le Meridien, Radisson, RIU, Marriot, Sheraton, and InterContinental. Hilton Worldwide is working on plans for the first Waldorf-Astoria Hotel in Latin America, which would be located in Panama City.

Trade: The Panama Canal, Colon Free Trade Zone, and state-of-the-art container ports are trading assets for Panama City. According to Panama Pacifico, 5% of the world's commerce passes through the Panama Canal, which is currently undergoing a \$5.25 billion investment to increase volume and allow access to larger cargo ships. Colon Free Trade Zone is the second largest free trade zone in the world and registered \$21.5 billion in commercial activity in 2010, a 12.7% increase from the previous year.

UNIQUE ASSETS

Cost Advantages/Incentives: Panama City has flexible business laws and regulations. The Investment Stability Law guarantees all foreign and national investors equal rights in terms of investments and business practices. Foreign investors don't need special authorizations, permits, or prior registration. There are tax exemptions for investments in tourism, maritime, real estate, mining, construction, and exports. Operating costs and overall cost of living are low in Panama City.

Stability: Panama City is considered to be more stable than other Latin American cities. The US dollar is the currency, there is low inflation, and the banking and insurance sectors are well established.

Industry Base: Trade, banking, insurance, tourism, health care

Infrastructure: There is an extensive trade infrastructure in Panama City, including the Panama Canal, Colon Free Trade Zone, and Port of Balboa. Investments have been made to expand the Panama Canal, construct a railway between Balboa and Colon, expand the metro system, and develop the Pan American Highway. The major airport in Panama City is Tocumen International Airport. There are five major submarine telecommunications loops that create connectivity capabilities for global communications.

Workforce: Higher education levels relative to other Latin American cities, bilingual workforce

Education: University of Panama, Technological University of Panama, Universidad Catolica Santa Maria La Antigua, Interamericana University, Universidad del Istmo

Global Recognition: #2 most competitive Latin American country- World Economic Forum 2011; #1 retirement destination- International Living 2011; #2 Latin American country providing better access to capital- The Milken Institute 2011; #5 Latin American country for quality of life- Mercer Quality of Life Index 2008

Policies for Growth

A \$5.25 billion investment to expand the **Panama Canal** is expected to drive the city's economic development. A third set of locks will be built that can handle all but eight of the world's container vessels. The construction effort itself is expected to create 7,000 to 9,000 jobs and will be completed by 2014. It is financed through loans from multilateral institutions and current revenues. A \$1.2 billion investment to develop a **metro system** is also contributing to Panama City's sustainable economic growth. This project will also be completed by 2014.

Panama Pacifico is a \$405 million real estate development plan to create a mixed-use area for commercial, retail, residential, and recreational facilities on the former Howard US Air Force Base. This 40-year project is led by the developer London & Regional Panama and the government of Panama. The goal is to create 40,000 jobs, 20,000 new homes and apartments, and one million square meters of commercial space. It is a designated Special Economic Area with labor, immigration, and fiscal benefits.

RECENT COMPANY EXPANSIONS

- BASF, supplier of construction chemicals, will establish a new manufacturing plant in Panama City (2011)
- Caterpillar will established their training center in Panama City (2010)
- 3M chose Panama City for its new distribution and manufacturing technologies center (2009)
- Procter & Gamble, LG, AES, Roche, Hershey, and Heineken have also recently expanded operations in Panama City

Sources:

US Department of State <http://www.state.gov/r/pa/ei/bgn/2030.htm>

Business Panama <http://businesspanama.com/>

Panama Pacifico <http://panamapacifico.com>

São Paulo, Brazil

KEY INDUSTRY CLUSTERS

Manufacturing: This sector includes the manufacturing of motor vehicles, automobile components, transportation equipment, farm machinery, textiles, mechanical and electrical appliances, furniture, foodstuffs, chemical products, and pharmaceutical products. Near São Paulo are heavy metallurgical plants, oil refineries, and chemical plants. There are several thousand manufacturing plants in São Paulo providing employment to more than one-tenth of the population.

Topline Statistics

- **Population:** 20 million
- **% Growth (1993-2007):** 23.3%
- **Annual Per Capita Income:** \$13,000

Financial Services: São Paulo is the financial hub of Brazil. Brazil's official stock exchange is the São Paulo Stock Exchange (BM&F Bovespa). According to Entrepreneur Magazine, investors are increasingly looking to São Paulo as Brazil emerges as Latin America's leading economy. The stability of São Paulo's banking industry through the global economic recession provides a competitive advantage.

Technology/R&D: The city of São Paulo is home to several important research and development institutions and renowned universities. The state government has provided funding to promote scientific and technological research via the Fundação de Amparo à Pesquisa do Estado de São Paulo. The São Paulo System of Technological Parks was also established for economic and technological development activities and to attract investments from companies in the technology sector.

Other: Telecommunications, Agri-business, Pharmaceutical, Construction, Food Processing

UNIQUE ASSETS

International Business Hub: There are many multinational corporations located in São Paulo. In fact, the city has the largest concentration of German businesses worldwide (outside of Germany) and is considered a large Swedish industrial hub, according to Invest in Brazil. Multinational firms are attracted to São Paulo due to the city's wealth and access to the largest consumer market in Latin America (42 million people), according to the Brazil Council. Compared to other Brazilian cities, it has a modern infrastructure and educated labor force.

Culture/Events: São Paulo is a cultural destination, with more than 12,000 restaurants, 70 museums, 50 theaters, and numerous art galleries and cultural centers. São Paulo is also known for its events and nightlife. Events such as Art Bienial, Fashion Week, International Transport Industry Show, International Film Festival, Festival of Electronic Art, and Virada Cultural are held in the city. São Paulo will be hosting the World Cup in 2014. According to the International Congress and Convention Association (ICCA), São Paulo is a top destination for international events.

Industry Base: Manufacturing, Financial Services, R&D, Information Technology, Telecommunications, Agri-business, Pharmaceutical, Construction, Food Processing

Infrastructure: There are ten major highways that cross São Paulo. Traffic congestion is an issue for the city. A road ring, called Rodoanel Mario Covas, is being developed to help relieve congestion. São Paulo's rapid transport system includes an underground rail system, a suburban rail system, and a fast-lane bus system. There are two major railways- Luz and Julio Prestes. The main international airport is São Paulo-Guarulhos International Airport. Campo de Marte Airport serves light aircraft and helicopters. São Paulo has the highest number of helicopters in the world used for commuting by its wealthy citizens. Regarding telecommunications, São Paulo has fixed and mobile broadband access.

Workforce: Diverse, educated

Education: 578 universities including University of São Paulo, Pontifical Catholic University of São Paulo, São Paulo State University, São Paulo Technical College

Global Recognition: #10 richest city in the world- PwC GDP rankings 2009; top 10 most expensive cities- Mercer cost of living rankings 2011; top destination for international events- ICCA 2011

POLICIES FOR GROWTH

The local government has made investments in the city's infrastructure. A project is underway to expand São Paulo's urban railway system from 322 km (200 mi) to 500 km (310 mi) over the next 10 years, surpassing the London Underground. There are plans to build a high-speed railway service linking São Paulo and Rio de Janeiro and to improve the medium-speed railway services routes to Campinas and the São Paulo-Guarulhos International Airport. This project will be approved once the Brazilian government obtains international financing through a public –private partnership. Investments have also been made in education and entrepreneurial support initiatives.

RECENT COMPANY EXPANSIONS

- Terremark will expand its São Paulo data center (2011)
- ABB Group will expand its electrical equipment manufacturing facility in São Paulo (2011)
- NTT Communications Corporation will expand its Global IP Network in São Paulo. "São Paulo is the ideal location to establish our first global IP network PoP in South America – it's the epicenter of Latin America's emerging marketplace with many opportunities for companies looking to increase their global footprint and drive the market forward," said Michael Wheeler, vice president of NTT America's Global IP Network business unit. (2011)
- Global Village Telecom launched operations in São Paulo (2010)
- Brazil Council's list of announced investments: Horiba, Cebrace, SANY, Doosan, Chery, Toyota, Hyundai, Gestamp, Centro Empresarial Aeroespacial- \$2.4 billion in investments, 12,900 jobs created (2008-2011)

Sources:

Invest in Brazil <http://investinbrazil.biz/city/sao-paulo>; Brazil Council <http://www.brazilcouncil.org>; Investe São Paulo <http://www.investe.sp.gov.br>; Entrepreneur Magazine, "10 Emerging Financial Centers" <http://www.entrepreneur.com/article/204556>

Toronto, Ontario, Canada

KEY INDUSTRY CLUSTERS

Finance: Toronto is the financial services capital of Canada. The city has the third largest stock exchange in North America and five of Canada's largest banks. This sector contributes 13.2% directly (and 7.9% indirectly) to the GDP of the Toronto region. Over 230,000 people are employed in the financial services sector.

Topline Statistics

- **Population:** 5 million
- **% Growth, 2001-06:** 9.2%
- **Annual Per Capita Income:** \$39,000

Life Sciences: Toronto's life sciences sector includes pharmaceutical, medical research, biotechnology, medical devices, medical surgical supply, and medical assistive technologies industries. The city boasts the largest life sciences sector in North America with 1,200 firms employing more than 140,000 people. There are incentives and cost advantages for R&D firms in the Toronto region and the city is investing heavily in infrastructure that supports this sector.

Information Communication Technology: Information Communication Technology (ICT) is a dynamic sector of Toronto's economy. It is composed of a large number of small, rapidly growing companies as well as large established firms. Google recently opened offices in the city's downtown area. Toronto boasts the third largest ICT sector in North America generating an estimated \$32.5 billion in revenue and employing 155,000 people.

Other: Creative Industries, Green Energy, Business & Professional Services, Manufacturing & Materials, Food & Beverage, and Film & Television.

UNIQUE ASSETS

Cost Advantages/Incentives: Toronto touts competitive cost advantages and incentives for businesses, especially in its key sectors of Finance, Life Sciences, and ICT. The city generates almost one-fifth of Canada's GDP (\$248 billion), which provides adequate access to capital. Toronto is also undergoing its largest expansion in real estate in over 175 years, "a direct result of business growth, competitive interest rates, and favorable market returns," according to Invest Toronto.

International Hub: As Canada's financial and business capital, Toronto is heavily involved in international commerce and trade. Toronto businesses export over \$70 billion annually. Toronto is located within close proximity to the northeastern United States (near New York, Chicago, Boston, etc.), making it an ideal location for various North American business headquarters.

Talented Workforce: According to the Toronto Board of Trade, Toronto is ranked second in the world for overall labor attractiveness. The city has a highly educated workforce – over 50% of the region's population of age 25 or older have completed post-secondary education, 30% have received a bachelor's degree, and 11% have received a graduate degree.

The workforce of Toronto is also culturally diverse – nearly 50% of the population was born outside of Canada. Canada's immigration system promotes the development of a skilled and educated workforce. It is a point-based system in which immigrants fill out information about their health, wealth, education, and personal

achievement and those with a certain number of points are accepted and provided assistance to find work. This immigration policy welcomes a skilled and educated workforce and contributes to overall economic growth.

Quality of Life: Toronto has won numerous awards for quality and innovation, including recognition as one of the five most livable cities in the world, according to Economist Intelligence Unit's Livability Ranking Report. An integrated infrastructure, access to amenities, cultural attractiveness, and other incentives attract individuals and businesses from around the globe.

Industry Base: Finance, Life Sciences, Information Communication Technology, Creative Industries, Green Energy, Business & Professional Services, Manufacturing & Materials, Food & Beverage, Film & Television

Transportation Infrastructure: Toronto has an integrated transportation system that includes well maintained highways, efficient public transit (North America's second largest public transit system), internationally connected railways, an international airport, worldwide cargo aviation systems, and extensive marine shipping facilities.

Telecommunications Infrastructure: Toronto has an excellent telecommunications infrastructure in terms of access lines with digital switching and advanced signaling technology. The city is located in the largest flat rate calling area in the world and has the most fiber optic cable of any city in North America.

Workforce: Highly educated & diverse workforce, nearly 50% are foreign-born

Education: University of Toronto, York University, Ryerson University, Ontario College of Art and Design

Global Recognition: 2011 Rankings- #4 in Economist Intelligence Unit's Livability Ranking Report of 140 world cities; #2 Price Waterhouse Cooper's Cities of Opportunity report; #15 in Mercer worldwide Quality of Living survey; #12 in Innovation Cities™ Top 100 Index; seven top-ten rankings in fDintelligence's American Cities of the Future report

POLICIES FOR GROWTH

The Mayor's Economic Competitiveness Advisory Committee (composed of civic leaders, elected officials, and senior executive representatives from business, labor, and academia) developed the Prosperity Agenda to "forge a culture of partnership, achieve sustainable economic growth, and enhance livability, social well-being, environmental stewardship, and opportunity through a strong economy and employment growth". Its focus was improving the local business climate, increasing activity with emerging international markets, expanding strategic industry sectors, and ensuring all residents have access to Toronto's enhanced economic growth.

The City of Toronto Independent Fiscal Review Panel developed the Blueprint for Fiscal Stability and Economic Sustainability. Recommendations were outlined regarding governance structures and processes, fiscal prudence, revenue diversification and growth, investment in a high performance flexible workforce, refining benchmarks, and increased collaboration/accountability with the city's partners.

The Prosperity Agenda and the Blueprint for Fiscal Stability and Economic Sustainability initiated the creation of two distinct city organizations: **Invest Toronto** and **Build Toronto**. Invest Toronto's goal is to attract foreign direct investment. The organization is involved in promoting Toronto as an investment opportunity through marketing, trade missions, consultation services for businesses and site selectors, and partnership with other governments and businesses. Build Toronto initiates the development of underutilized real estate to create

value and enhance economic competitiveness. This includes working with the City of Toronto on infrastructure development, environmentally sustainable services, and regeneration of neighborhoods.

By utilizing economic studies, aligning goals across organizations, and creating feasible action plans, the City of Toronto was able to develop two successful entities that have enhanced its competitive advantage as an attractive international city to live and conduct business. Even in the midst of a global economic recession, Toronto has positioned itself for success by ensuring industry growth drivers are aligned with workforce development and resource allocation.

The Greater Toronto Marketing Alliance (GTMA) is a public-private partnership that serves as a point of contact for businesses considering expansion or relocation to the Toronto area. The partnership includes the 29 municipalities and regions in the Greater Toronto Area, the governments of Ontario and Canada, several non-profit organizations, and an array of private sector corporations. GTMA actively promotes Toronto internationally and provides companies with professional assistance in evaluating, planning, and implementing their expansion or relocation. Support services include human resource consultants, financial and legal advisors, commercial/industrial real estate professionals, and contact with corporate executives and senior government officials. This range of service facilitates investment in Toronto and positions the city as an attractive business location.

Toronto's International Alliance Program has fostered relationships with international cities with the intent of strengthening ties and sharing best practices. According to the City of Toronto website, the program's goals include building economic links, expanding business contacts, generating export development leads, building market intelligence, increasing the city's international profile as the "creative city of the future", and marketing the city's diversity. Current partner cities (which focus on economic development) are Chicago, US; Chongqing, China; Frankfurt, Germany; Milan, Italy. Current friendship cities (which focus on community development) are Ho Chi Minh City, Vietnam; Kyiv, Ukraine; Quito, Ecuador; Sagami-hara, Japan; and Warsaw, Poland.

RECENT COMPANY EXPANSIONS

- China Investment Corporation chose Toronto as the location for its first overseas representative office (selected over London and New York City). The Wall Street Journal cited an observer of CIC's activities, who noted that Canada "consistently made [CIC] feel welcome." The location choice also facilitates CIC's interest in continuing investments in resources, metals, minerals, agriculture, and infrastructure. (2011)
- China Longyuan Power invested in a wind power plant in Toronto (2011)
- Ubisoft, an international interactive gaming company, chose Toronto for its new studio location (2009)
- Eclipsall Energy built its solar panel manufacturing center in Toronto. "The decision to locate in Toronto was facilitated in large part by Invest Toronto whose involvement with Eclipsall since the beginning and ongoing efforts on our behalf since then were instrumental to the site location process." (2009)

Sources: City of Toronto <http://www.toronto.ca>; Toronto Workforce Innovation Group <http://www.workforceinnovation.ca>; Build Toronto <http://www.builttoronto.ca>; Invest Toronto <http://www.investtoronto.ca/>; Greater Toronto Marketing Alliance <http://www.greatertoronto.org>

Miami-Dade County International Rankings

Every country collects different statistics on their demographics and economy, and many do not release data at a metropolitan level. The lack of data and different collection methods across international borders make empirical comparisons and rankings of city performance challenging. Nonetheless, numerous organizations, including academic institutions and private businesses, create their own international rankings of cities. Some rankings are based on economic performance, with a variety of measures, including employment and income growth. Other rankings assess innovation capacity, quality of life, and global competitiveness. Most of these rankings are based on opinion, not limited empirical data, and the metrics and indicators assessed are not released to the public. As a result, international rankings vary widely and cannot be ‘verified.’ Instead, international rankings can serve as a general barometer of global perception of a city.

(Note: Many of these third-party rankings site “Miami” versus “Miami-Dade County.” They are reported in this Appendix as written in the original ranking reports and news articles.)

The project team identified sixteen major international city rankings developed in recent years, and Miami was ranked in nine of these lists. Some of these rankings include an overall rank alongside subcategory rankings in areas such as economic stability and infrastructure. The following rankings were examined:

- **America Economia**, *The Best Cities for Business in Latin America*, 2010 (Miami: #1)
- **Aon Consulting**, *People Risk Index*, 2011 (Miami: #29)
- **Bloomberg BusinessWeek**, *The World’s Most Inventive Cities Top 25*, 2009 (Miami: Unranked)
- **Brookings Institute**, *Global Metro Monitor Economic Performance 2010-2011*, 2011 (Miami: #133)
- **fDi Intelligence**, *Top 10 American Cities of the Future*, 2011 (Miami: #9)
- **Forbes**, *World’s Most Economically Powerful Cities Top 10*, 2008 (Miami: Unranked)
- **Foreign Policy**, *The Global Cities Index*, 2010 (Miami: #33)
- **Innovation Cities**, *Innovation Cities Top 100 Index*, 2011 (Miami: Unranked)
- **The Knight Frank Global Cities Index (Citi Bank)**, *Top 40 Global Cities*, 2011 (Miami: #30)
- **KPMG**, *Competitive Alternatives Study – Top 100 Cost Ranking*, 2010 (Miami: #48)
- **Long Finance / Qatar Financial Centre**, *Global Financial Centres Index Top 75*, 2010 (Miami: Unranked)
- **Mastercard Worldwide**, *WorldWide Centers of Commerce Top 75*, 2008 (Miami: #29)
- **Mercer Survey**, *Quality of Living Global City Ranking*, 2010 (Miami: #66)
- **The Mori Memorial Foundation**, *Global Power City Ranking Top 35*, 2011 (Miami: Unranked)
- **PriceWaterhouseCooper**, *Cities of Opportunity Top 26*, 2011 (Miami: Unranked)
- **Richard Florida**, *Global Economic Power Index Top 75*, 2011 (Miami: Unranked)

Miami's position in these rankings was examined relative to specific international and domestic benchmarks. The following benchmarks were identified as competitors and leaders:

- Amsterdam, The Netherlands
- Boston, MA
- Chicago, IL
- Frankfurt, Germany
- Hong Kong, China
- London, United Kingdom
- Los Angeles, CA
- Madrid, Spain
- Mexico City, Mexico
- Montreal, Canada
- New York, NY
- Panama City, Panama
- Paris, France
- Rio de Janeiro, Brazil
- San Francisco, CA
- São Paulo, Brazil
- Singapore, Singapore
- Tokyo, Japan
- Toronto, Canada

The review of Miami's position among international city rankings reveals an image of Miami as among the Top 40 global cities, with a perception of the city as a competitive location to conduct business and a top city in the Americas but not a major center of innovation and economic power. Most rankings reveal a consistent top list of global cities that include traditional centers of economic power such as London, New York, Tokyo, Hong Kong, Singapore, Paris, Frankfurt, and Chicago. Many of these consistent top cities are large national capitals, primary regional financial centers, and economically diverse. Miami is not a national capital, is not as populous, and has a much smaller manufacturing sector than most of the top ranked economically powerful international cities. Nonetheless, Miami is frequently included among the next tier of global cities, ranked higher than benchmarks in Latin America and smaller European cities, such as Madrid and Amsterdam.

COMPETITIVE ADVANTAGES AND TRENDS

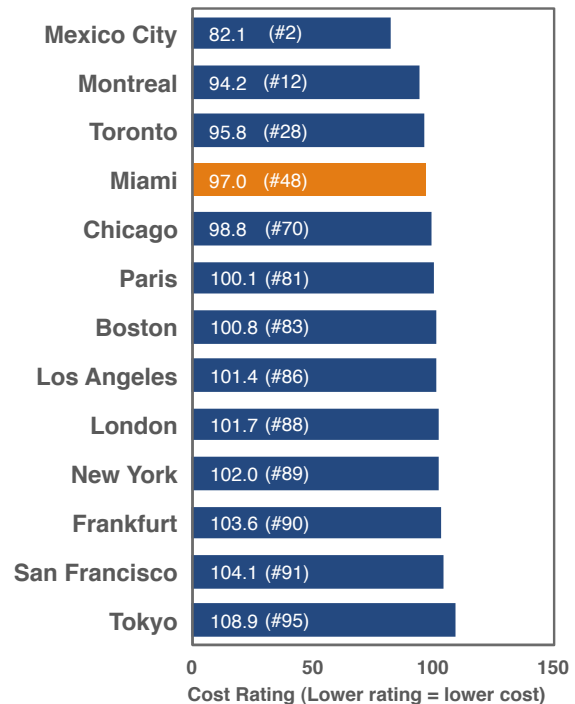
An examination of Miami's international rankings reveals numerous perceived competitive advantages in Miami. The most consistent theme of Miami's international rankings is the city's business culture. KPMG ranked Miami #48 among 100 global cities for cost of doing business. Only three international benchmarks were rated with lower business costs than Miami: Mexico City, Montreal, and Toronto.

MasterCard's WorldWide Centers of Commerce list ranked Miami as #29 among 75 global cities examined. This overall ranking was developed based on seven rating categories: Legal & Political Framework, Economic Stability, Ease of Doing Business, Financial Flow, Business Center, Knowledge Creation & Information Flow, and Livability. Among these categories examined by MasterCard, Miami's highest grades were achieved in Business Center (#15) and Ease of Doing Business (#18). The city's lowest grades were in Knowledge Creation & Information Flow (#33) and Financial Flow (#67).

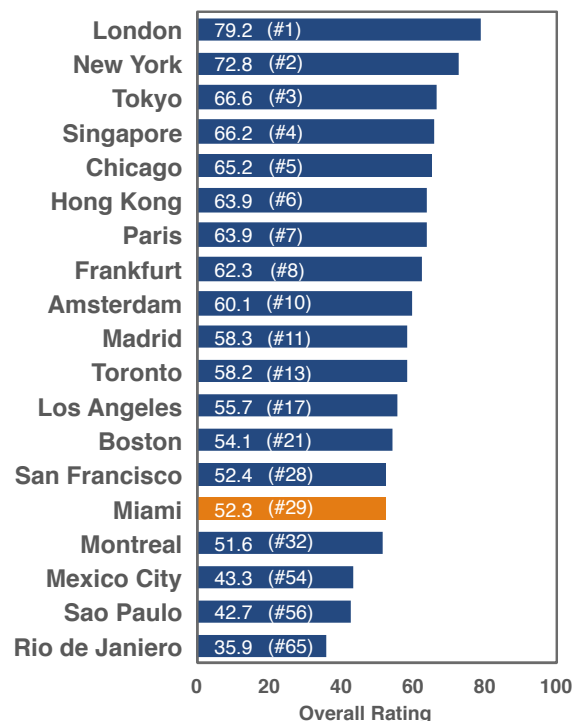
Studies examining Miami's position in the Americas also reveal the city's strong regional competitiveness. America Economica ranked Miami the #1 Best City for Business in Latin America in 2010. This ranking also reveals the common perception of Miami as being an integral part of Latin America, despite geographic location in North America. In 2011, fDi Intelligence also ranked Miami #9 among its North American Cities of the Future (including Canada, Mexico, and the United States). This study also ranked Miami as #10 for Infrastructure among Major American Cities, #3 in Foreign Direct Investment Strategy (only behind Houston and Chicago), and #2 for Business Friendliness (behind only New York City).

International rankings that were available for multiple years reveal little change in perception of global cities. Although Miami and other European and American benchmarks show some variation in rankings, they generally have remained in the same positions in recent years. Of benchmarks examined, only Montreal and Toronto reveal some positive movement, with their Long Finance Global Financial Centres Index rankings improving

KPMG – Top 100 Cost Ranking



MasterCard – WorldWide Centers of Commerce Top 75 - 2008



2006-2010 and their Innovation Cities Top 100 ranking rising from 2008-2011.

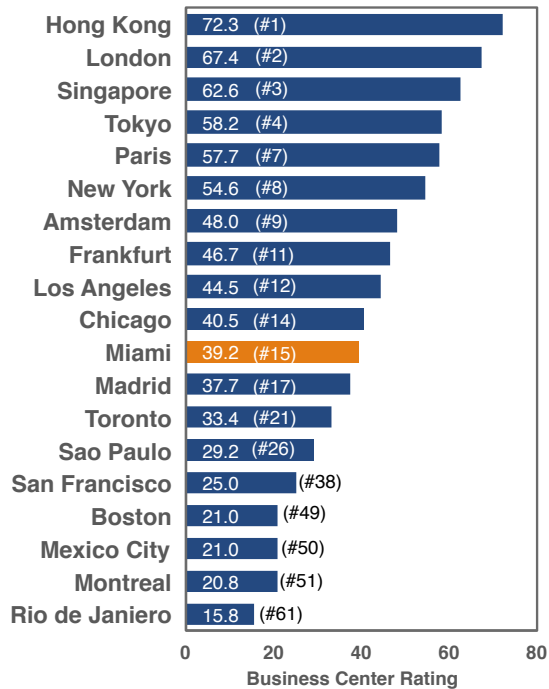
The Brookings Institution Global Metro Monitor studies attempt to rank global cities based on growth rates, using empirical data aggregated from diverse international sources. These rankings examine employment and income growth rates from 1993-2007 (pre-recession), 2007-2010 (recession), and 2010-2011 (recovery). In this study, Miami overall ranked #69 from 1993-2007, #183 from 2007-2010, and #133 from 2010-2011. Among the 19 benchmarks examined by the project team, Miami's growth ranked 3rd during the pre-recession period (outpaced only by Singapore and Madrid), but the city dropped to 18th (above only San Francisco) for the recessionary period. The strongest performing cities during the recession and recovery period were located in Brazil and East Asia. These regions avoided most of the job losses associated with the recession and credit crunch in Western markets. Canadian cities have also generally outperformed American cities during these periods.

Brookings Institute International Growth Rankings

Benchmark Rank	City	2010-2011 Rank	2007-2010 Rank	1993-2007 Rank
1	Hong Kong	23	74	81
2	Sao Paulo	37	36	142
3	Singapore	39	41	25
4	Rio de Janiero	42	24	174
5	Frankfurt	57	54	179
6	Boston	71	125	94
7	Toronto	79	96	78
8	Mexico City	81	94	127
9	New York	111	137	122
10	Montreal	120	42	104
11	Miami	133	183	69
12	Paris	136	75	163
13	Chicago	139	160	150
14	Los Angeles	146	178	87
15	Tokyo	151	120	188
16	London	152	156	73
17	Amsterdam	164	85	96
18	San Francisco	187	187	117
19	Madrid	195	172	34

Source: Brookings Institute, Global Metro Monitor

MasterCard – WorldWide Centers of Commerce Top 75 – Business Center



MasterCard – WorldWide Centers of Commerce Top 75 – Ease of Doing Business

