ECONOMIC DEVELOPMENT
Program Plan
FY 2015/2016

2015-2016 ECONOMIC DEVELOPMENT PROGRAM PLAN OVERVIEW

THE BEACON COUNCIL MISSION ORGANIZES OUR EFFORTS INTO THREE STRATEGIC PILLARS: I) MARKET MIAMI-DADE AS A WORLD CLASS BUSINESS LOCATION, II) GROW LOCAL COMPANIES AND III) SHAPE MIAMI-DADE’S ECONOMIC FUTURE. THE FOUNDATION OF THESE PILLARS IS THE ONE COMMUNITY ONE GOAL (OCOG) STRATEGIC PLAN THAT FOCUSES ON SEVEN TARGET INDUSTRIES AND THEIR NICHE SECTORS FOR ECONOMIC DEVELOPMENT PROJECT RECRUITMENT, EXPANSION AND RETENTION.

THE ECONOMIC DEVELOPMENT DEPARTMENT PROGRAM PLANS INCLUDE SIX OCOG TARGET INDUSTRIES (HOSPITALITY AND TOURISM, IS MANAGED BY THE GMCVB) AND PROGRAM PLANS FOR URBAN INITIATIVES, SMALL BUSINESS ENGAGEMENT, EXPANSION, RETENTION & RECRUITMENT, AND INTERNATIONAL ECONOMIC DEVELOPMENT PROGRAMS.

THE ECONOMIC DEVELOPMENT BUDGET FOR 2015-2016 IS CATEGORIZED FOR INTERNATIONAL EXPENSES, DOMESTIC EXPANSION, RETENTION AND RECRUITMENT, SMALL BUSINESS ENGAGEMENT AND URBAN INITIATIVES EXPENSES ALLOWING FOR CONSISTENT TRACKING OF EXPENSES BY CATEGORY AND YEAR OVER YEAR COMPARISONS. THE BUDGET ALSO INCLUDES MARKETING & COMMUNICATIONS DEPARTMENT FINANCIAL SUPPORT AND STAFFING COLLABORATION FOR SPECIFIC PROGRAMS.

THE FISCAL YEAR 2015–2016 KEY PERFORMANCE INDICATORS ARE AS FOLLOWS:

ECONOMIC DEVELOPMENT DEPARTMENT

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ECONOMIC DEVELOPMENT DEPARTMENT VISION
TO PROVIDE THE NECESSARY ASSISTANCE TO EXISTING BUSINESSES TO REMAIN AND EXPAND IN MIAMI-DADE COUNTY, UTILIZING ALL THE RESOURCES AVAILABLE, AND ASSIST IN THE RECRUITMENT OF NEW BUSINESSES WITH THE ULTIMATE GOAL OF CREATING NEW JOB OPPORTUNITIES THAT EXCEED THE STATE’S AVERAGE PRIVATE SECTOR WAGES.

PILLAR I: MARKET MIAMI-DADE AS A WORLD-CLASS BUSINESS LOCATION

EXPANSION, RETENTION, AND RECRUITMENT

- Pillar I: Market Miami-Dade as a World-Class Business Location
  Objective: Conduct/participate in professional site selector consultant and corporate real estate executive seminars, conventions and meetings that generate leads, prospects and projects as well as develop working relationships between key site selectors and senior Beacon Council/ED staff.

  Action Steps
  1. Attend CoreNet Global Los Angeles, CA. Conference October 2015
     a. Partner with the Marketing Department to plan and execute a VIP event with targeted site selector consultants.
  2. Attend EFI sponsored site consultant events in target U.S. cities.
  3. Plan and execute 2-3 Beacon Council business development missions to New York, San Francisco and other target markets focused on prospects/projects, area site selector consultants and Corporate Real Estate Executives.
     a. Partner with the Marketing Department to plan and execute a VIP event.
  4. Schedule meetings with site consultants in conjunction with travel to target U.S. cities for industry trade shows/events.
  5. Work with Research to define prospect targets for outreach/meetings on all Economic Development domestic and international travel/missions.
  6. Partner with the Marketing Department to plan and execute a marketing strategy for MiamiDadeSites.com.
INTERNATIONAL ECONOMIC DEVELOPMENT PROGRAMS AND TRAVEL

- **Pillar I: Market Miami-Dade as a World-Class Business Location**

Objective A: Based on the approved criteria and protocols designed to identify FDI markets, prepare and implement a calendar of Beacon Council Economic Development Missions and Staff Follow-up Missions designed to recruit companies from these international markets, per the following:

*Action Steps:*

1. Attend MEDICA 2015 Trade Show, Dusseldorf-Germany (November 16-19, 2015)


3. Mexico- Governor-led Mission (May 23-26, 2016) TBC

4. Joint Mission with Miami Dade ITC- Country & Date TBD

5. Staff follow-up Mission to a Target Country-TBD

Objective B: Based on the recommendations of the One Community One Goal Strategic Plan, international economic development efforts will focus on the attraction of multinationals and other foreign companies that operate in our top industry sectors: Aviation, Banking & Finance, Creative Design, Information Technology, Life Sciences / Health Care and Trade & Logistics.

*Action Steps:*

1. Provide information and research material on Miami-Dade County, Florida to project and prospect foreign corporations, including details on Federal, State and Local incentives that may be available to qualified companies.

2. Assist companies in identifying appropriate locations for office and warehouse facilities.

3. Refer companies to Beacon Council member organizations to fulfill service and product requirements of those companies, including labor pool requirements.
SMALL BUSINESS ENGAGEMENT

➢ Pillar I: Market Miami-Dade as a World-Class Business Location
Objective: Promote Miami-Dade County as a global hub to recruit new job generating investments conducive to growth for the small business sector.

Action Steps:
1. Develop and update a target recruitment list for the Small Business sector.
   a. Collaborate with local partners and industry contacts to identify small business targets.

2. Participate in national conferences of organizations attracting small businesses from outside of Miami-Dade County. Attend local small business conferences.
   a. Engage with visiting small businesses at the conferences via attendance and activities such as booth presence, hosting a dinner table, and networking.
   b. Co-sponsor SFMSDC FAM Tour (March), purchase table for Gala. (Sept.)
   c. Attend the Small Business Expo, January 2016, Miami

3. Work with the Marketing Department to standardize a project recruitment template and materials to maximize small business recruitment results.

4. Provide direct economic development services to small business recruitment projects.

URBAN ECONOMIC DEVELOPMENT

➢ Pillar I: Market Miami-Dade as a World-Class Business Location
Objective: Promote Miami-Dade County as a global hub to recruit new job generating investments in our urban sector, conducive to growth.

Action Steps:
1. Develop and update a target recruitment list for the Urban business sector.
   a. Collaborate with local partners, community organizations, and Urban Initiative Committee contacts to identify priority urban areas and businesses. (shovel ready, investment ready)
   b. Focus on priority TUA areas - 79th Street Corridor, 7th Avenue Corridor, Hialeah, Liberty City, Little Haiti, Miami Gardens, North Miami, Opa-locka, Poinciana Industrial Park, S. Dade (Naranja, Goulds, Perrine, Homestead).

2. Work with the Research and Marketing Departments to develop an urban asset inventory map reflecting corresponding physical assets, and
applicable commercial areas within Enterprise Zones, Empowerment Zones, Target Urban Areas, and Brownfields; for investment, job creation and retention.

3. Participate in national conferences of organizations focused on the urban business sector, attracting members from outside of Miami-Dade County. Attend local business conferences that bring value to urban development.
   a. Engage with conference attendees via attendance and activities such as booth presence, panel participation, hosting a dinner table, and networking.
   b. Attend the Black Enterprise conference, participate in workshop sessions.
   c. Attend a national conference, participate in workshop sessions.

5. Work with the Marketing Department to standardize a project recruitment template and materials to maximize urban investment and business recruitment results.

6. Attend a minimum of one national urban development conference and one training course.

7. Partner with GMCVB Heritage Tours and tie-in to Urban conventions tours being done – offer economic development overlay as a part of the story.

8. Provide direct economic development services to small business recruitment projects.

MIAMI DADE DEFENSE ALLIANCE

Pillar I: Market Miami-Dade as a World-Class Business Location
Objective: Outreach to attract new military investment and missions and to engage community support for local military installations.

Action Steps:
1. Update and disseminate marketing materials that educate the public on the local military industry and describe the accomplishments of the Military Miami-Dade program.

2. Continue to advocate for the local military industry to maximize its impact to the local economy. Bring more military missions to Miami-Dade County.
AVIATION

Pillar I: Market Miami-Dade as a World-Class Business Location
Objective: Promote Miami-Dade County as a global aviation hub to recruit new job generating investments within the Aviation targeted industry.

Action Steps:
1. Develop and update a target recruitment list for the Aviation Industry.
   a. Collaborate with the Beacon Council Marketing Department to identify the Aviation companies contained in the target list of top 300 Multinational companies and other industry targets.
   b. Collaborate with local partners and industry contacts to identify industry targets.
2. Collaborate with the Beacon Council Marketing Department to promote and market Miami-Dade County key assets and potential sites to the Aviation Industry targets. Include Enterprise Zones, Empowerment Zones, and Targeted Urban Areas (e.g. Opa-locka Executive Airport and County property adjacent to the Homestead Air Force Base).
   a. Develop and update digital and print collateral materials to promote Miami-Dade County as a global hub for the Aviation industry.
   b. Provide Aviation Industry information and research material on Miami-Dade County, Florida to prospect Aviation companies.
3. Attend and participate in the 2016 MRO Americas Conference in Dallas, TX April 5-7, 2016.
4. Partner with the Miami-Dade Aviation Department to support the growth of new airline operations and routes at MIA.
5. Provide direct economic development services to recruitment aviation industry projects.

BANKING & FINANCE

Pillar I: Market Miami-Dade as a World-Class Business Location
Objective: Promote Miami-Dade County as a global banking and finance hub to recruit new job generating investments within the Banking & Finance targeted industry.

Action Steps:
1. Develop and update a target recruitment list for the Banking and Finance Industry.
   a. Collaborate with the Beacon Council Marketing Department to identify the Banking and Finance companies contained in the target list of top 300 Multinational companies and other industry targets.
b. Collaborate with local partners and industry contacts to identify industry targets.

2. Collaborate with the Beacon Council Marketing Department to promote and market Miami-Dade County key assets and potential sites to Banking and Finance Industry targets. Include Enterprise Zones, Empowerment Zones, and Targeted Urban Areas (e.g. Wynwood, Miami Design District, Little River.)
   a. Develop and update digital and print collateral materials to promote Miami-Dade County as a global hub for the Banking and Finance industry.
   b. Provide Banking and Finance Industry information and research material on Miami-Dade County, Florida to prospect Banking and Finance companies.

3. Develop a Center of Excellence for the Banking & Finance Industry of Miami Dade.


CREATIVE DESIGN

➤ Pillar I: Market Miami-Dade as a World-Class Business Location
Objective: Promote Miami-Dade County as a global creative design hub to recruit new job generating investments within the Creative Design targeted industry.

Action Steps:
1. Develop and update a target recruitment list for the Creative Design Industry.
   a. Collaborate with the Beacon Council Marketing Department to identify the Creative Design companies contained in the target list of top 300 Multinational companies and other industry targets.
   b. Collaborate with local partners and industry contacts to identify industry targets.

2. Collaborate with the Beacon Council Marketing Department to promote and market Miami-Dade County key assets and potential sites to Creative Design Industry targets. Include Enterprise Zones, Empowerment Zones, and Targeted Urban Areas (e.g. Wynwood, Miami Design District, Little River.)
   a. Develop and update digital and print collateral materials to promote Miami-Dade County as a global hub for the Creative Design industry.
   b. Provide Creative Design Industry information and research material on Miami-Dade County, Florida to prospect Creative Design companies.
   a. Research: in partnership and with input from Creative Design Committee, prepare the survey, and formulate list of companies for dissemination and prepare the industry report with survey results.
   b. Marketing: design the Arts and Business report, develop marketing strategy and outreach for dissemination of the report; organize event for report out of the survey results.

4. Attend and participate in the 2015 Art Basel Show: December 3-6, 2015


6. Partner with leading Creative Design institutions and organizations, such as the PAMM, Design District, Arts and Business Council, Britweek, Miami Ironside in promoting the Creative Design sector of Miami-Dade County.

7. Provide direct economic development services to recruitment creative design industry projects.

INFORMATION TECHNOLOGY

- Pillar I: Market Miami-Dade as a World-Class Business Location
  Objective: Promote Miami-Dade County as a global tech hub to recruit new job generating investments from companies in the Information Technology industry.

  Action Steps:
  1. Develop and update a target recruitment list for the tech industry.
     a. Collaborate with the Beacon Council Research Department to identify the tech companies contained in the target list of top 300 multinational companies as well as other industry targets.
     b. Collaborate with local partners and industry contacts to identify industry targets.
  2. Collaborate with the Beacon Council Marketing & Research Departments to promote and market Miami-Dade County key assets and potential sites to tech industry targets (include Enterprise Zones, Empowerment Zones, and Targeted Urban Areas).
     a. Provide tech industry-specific information and research material on Miami-Dade County, Florida to prospect companies.
     b. Develop and update digital and print collateral materials to promote Miami-Dade County as a global tech hub.
3. Attend the International Consumer Electronics Show (CES) 2016 in Las Vegas, Nevada from January 6-9, 2016 to generate leads for tech recruitment to Miami-Dade County and market Miami-Dade as a place to do business. This event is the world’s largest annual innovation event.

4. Attend the 2016 Florida Venture Forum Capital Conference from January 28-29, 2016 in St. Petersburg, Florida to market Miami-Dade County to investors and high-impact start-ups from around the world.

5. Attend and sponsor the Florida Venture Forum's Emerging Technology and Business Showcase event scheduled for November 4, 2015 at the Hyatt in Coral Gables, Florida.

6. Attend Mobile World Congress 2016 in Barcelona, Spain from February 22-25, 2016 to generate tech leads for recruitment to Miami-Dade County and market Miami-Dade County as a place to do business.

7. Sponsor and attend the 3rd Annual eMerge Americas Conference that will be held April 18-19, 2016 with the goal of generating leads and attracting new companies to Miami-Dade County.

8. Provide direct economic development and project management services in the recruitment of companies in the tech sector, including referrals to member companies, introductions to local leaders in the tech ecosystem, and assistance in identifying appropriate locations for office and warehouse facilities.

**LIFE SCIENCES AND HEALTHCARE**

- **Pillar I: Market Miami-Dade as a World-Class Business Location**
  
  **Objective:** Promote Miami-Dade County to Life Sciences and Healthcare companies.

  **Action Steps:**
  1. Attend key Life Sciences and Healthcare related Conferences and Trade Shows.
     a. MEDICA 2015 trade show in Düsseldorf, Germany, November 16-19, 2015.
        1. Partner with the *Marketing Department* to develop trade show marketing plan (including using any life science email databases developed from previous trade shows) and update the mini industry brochure.
        2. Place an ad in the Medica EFI Catalog or booth panels.
2. Collaborate with the Beacon Council Research and Marketing Department to promote and market key assets and potential sites in Miami-Dade County for the Life Sciences and Healthcare target industry, within Enterprise Zones, Empowerment Zones, and Targeted Urban Areas that include, but not limited to the UM Life Science and Technology Park, Miami Health District, and Hialeah Technology Center.

TRADE AND LOGISTICS

- **Pillar I: Market Miami-Dade as a World-Class Business Location**

  Objective: Promote Miami as the "Trade and Logistics Hub of the Americas" providing superior trade, logistics, infrastructure and services to companies using its geographic location as a base of operations and/or transshipment point.

  **Action Steps:**
  
  1. Collaborate with the Beacon Council’s Marketing Department to promote and market key assets and potential sites in Miami-Dade County.
  
  2. Work with marketing to highlight Miami’s unique diversity with its large percentage of residents who are foreign born or who have cultural ties to other nations.
  
  3. Proactively team-up with PortMiami and MIA to increase penetration of European and Asian Trade Lines.
  
  4. Partner with Enterprise Florida and the World Trade Center’s marketing efforts for international trade programs.
  
  5. Attend and Participate in Trade & Logistics Industry events
     a. Air & Sea International Cargo Expo & Conference
     b. American Association of Port Authorities
  
  6. Work with marketing to promote editorial coverage in Trade & Logistics industry media promoting the assets of Miami-Dade County.
  
  7. Develop recruitment plans that focus on the niche sectors of the Trade & Logistics target industry.
  
  8. Support PortMiami, Enterprise Florida and Miami International Airport efforts in promoting Miami-Dade County as an international hub for Trade & Logistics companies.
PILLAR II: GROW LOCAL COMPANIES

EXPANSION, RETENTION, AND RECRUITMENT

- Pillar II: Grow Local Companies
  Objective: Conduct, participate and attend target industry meetings, conferences and trainings, and local/national/international organizations to expand economic development partnerships and industry knowledge.

  **Action Steps**
  1. Attend FEDC Annual Conference.
  2. Conduct (1) Brokers and Developers Forum for local participants.
  4. Attend IEDC Economic Development Training Courses/BEDC.
  5. ED staff will attend Quarterly EFI Board and Stakeholder Meeting.

INTERNATIONAL ECONOMIC DEVELOPMENT PROGRAMS AND TRAVEL

- Pillar II: Grow Local Companies
  Objective: Engage and closely collaborate with the Consular Corps of Miami-Dade County, Foreign Trade and Investment Offices, and Bi-national chambers of commerce, to assist in the expansion of local companies involved in international business.

  **Action Steps**
  1. In partnership with the *Research Department*, maintain updated information on Investment & Trade flows between Miami Dade and our key foreign markets.
  2. Actively work with local & Binational groups engaged in international business activities that provide growth opportunities.

SMALL BUSINESS ENGAGEMENT

- Pillar II: Grow Local Companies
  Objective: Assist the retention and expansion of local companies to secure new small business job generating investments.

  **Action Steps:**
  1. Collaborate with organizations that are focused on servicing the growth needs of small businesses.
a. Alliances - Goldman Sachs 10K SB, SBA, Accion, PSE, HBIF, SCORE, SBDC at FIU, County and City Small Business Dept's, Miami-Dade Public Schools, etc.

b. Workshops - via panel presence, venue hosting, promoting.

2. Facilitate the creation of an on-line clearing-house platform of business resources that can serve as the connective tissue for the Beacon Council and deliver growth stimulating value to our small businesses.
   a. Provide access to financial resources.
   b. Provide access to technical assistance resources.

3. Work with the Marketing Department to identify a section on the new website designated as the “Small Business Growth Center”.
   a. Incorporate links for existing resources – GIS, Resource Guide, Incentives, Empowerment Zones, TDN, workshops, etc.
   b. Incorporate a link to the powerful on-line business growth tool recently approved by FPL (LBSize-Up portal)

4. Implement a series of small business workshops that provide growth guidance to our small businesses, pulling from survey results done for the earlier Open for Business series. Workshops will include resources for growth to businesses in all areas including TUA, Enterprise Zone, and Empowerment zone areas.
   a. Implement a quarterly growth series on Financial and HR (at BC)
   b. Participate as a panel member or presenter at workshops hosted via alliances and small business committee members.
   c. Implement small business survey to track qualitative KPI’s for future new projects opportunities.

5. Activate innovative sources of incremental funding dedicated to driving the growth of urban micro and small businesses in Miami-Dade County.

6. Generate quarterly "thought leader" editorials, on small business growth topics (including snippets from workshops), collaborating with The Marketing Department.

7. Provide direct economic development services to small business recruitment projects.

**URBAN ECONOMIC DEVELOPMENT**

- **Pillar II: Grow Local Companies**
  Objective: Assist the retention and expansion of local companies to secure new small business job generating investments.
**Action Steps:**

1. Collaborate with organizations that are focused on servicing the growth needs of the urban business community - emphasis on small and micro businesses.
   a. Alliances - Miami-Dade Chamber, NANA, Liberty City Trust, Goldman Sachs 10K SB, SBA, Accion, PSE, SCORE, SBDC at FIU, , County and City Small Business Dept's, Miami-Dade Public Schools, Chambers, etc.
   b. Workshops - via panel presence, venue hosting, promoting with above noted alliances, TUA/EZ/Empowerment Zones emphasis (extension of small business activities).

2. Activate innovative sources of incremental funding dedicated to driving the growth of urban micro and small businesses in Miami-Dade County.

3. Work with Florida Memorial University and OCOG to identify an allocation of paid internships for small business & urban activities, monitoring, and content support opportunities.

4. Generate quarterly "thought leader" editorials, on small business growth topics (including snippets from workshops and microbusiness selections), collaborating with The Marketing Department.

5. Implement Community Marketing Ambassadors - provide GIS training, marketing materials for urban areas, schedule quarterly visits, feature ambassadors as hosts for the bus tour stops in their communities. Tap Urban Initiatives Committee members.

6. Conduct one broker/site selectors FAM Tour of available developable sites in the southern target geographic areas for target industry job creation via co-sponsorship of the SFMSDC FAM Tour (March).

7. Facilitate the creation of an on-line clearing-house platform of business resources that can serve as a connective tissue for our small and urban businesses, stimulating growth.
   a. Create an entry button on the portal devoted to the urban sector.
   b. Provide financial and technical assistance (TA) resources for the business growth of micro and small businesses.

8. Work with the Marketing Department to implement a section on the new website designated as the “Small Business Growth Center” - reflecting diversity and inclusion.
   a. Incorporate links for existing resources – GIS, Resource Guide, Incentives, Empowerment Zones, TDN, workshops, etc.
   b. Incorporate a link to the powerful on-line business growth tool recently approved by FPL (LBSize-Up portal).
c. Incorporate a link to the on-line clearinghouse (noted in #7)

9. Provide direct economic development services to urban investment and recruitment projects.

MIAMI DADE DEFENSE ALLIANCE

- Pillar II: Grow Local Companies
  Objective: Encourage local installations to seek goods and services locally.

  Action Steps:
  1. Increase dockage of military vessels at the Port of Miami. Support commissioning of USGC vessels.
  2. Assist local businesses that are interested in doing business with our local military installations.

AVIATION

- Pillar II: Grow Local Companies
  Objective: Assist the retention and expansion of local companies within the Aviation targeted industry to secure new job generating investments.

  Action Steps:
  1. Identify target aviation companies existing in Miami-Dade County and conduct (at least) 20 visitations to those target companies in accordance with LBLJ targets.
  2. Attend and participate in local aviation industry events as deemed necessary.
     a. Participate in Greater Miami Aviation Association (GMAA) programs and event including the annual GMAA Gala October 10, 2015
  3. Collaborate with state and local education entities including MDCPS, local colleges and universities to support industry education and skilled labor needs.
  4. Partner with the Miami-Dade Aviation Department and the Opa-Locka Airport developers to support the retention and expansion of existing aviation industry companies within airport property.
  5. Provide direct economic development services to retain and expand existing aviation industry projects.
BANKING & FINANCE

- **Pillar II: Grow Local Companies**
  Objective: Assist the retention and expansion of local companies within the Banking & Finance targeted industry to secure new job generating investments.

*Action Steps:*
1. Identify target banking and finance companies existing in Miami-Dade County and conduct (at least) 20 visitations to those target companies in accordance with LBLJ targets.
2. Attend and participate in local banking and finance industry events as deemed necessary.
   c. Sponsor an event with other banking and finance industry associations charged with promoting the Banking and Finance sector.
3. Collaborate with state and local education entities including MDCPS, local colleges and universities to support industry education and skilled labor needs within the Banking & Finance Industry.

CREATIVE DESIGN

- **Pillar II: Grow Local Companies**
  Objective: Assist the retention and expansion of local companies within the Creative Design targeted industry to secure new job generating investments.

*Action Steps:*
1. Identify target creative design companies existing in Miami-Dade County and conduct (at least) 20 visitations to those target companies in accordance with LBLJ targets.
2. Attend and participate in local creative design industry events as deemed necessary.
   a. Sponsor an event and develop the program, with the Arts & Business Council and other creative design industry associations charged with promoting the Creative Design sector.
3. Collaborate with state and local education entities including MDCPS, local colleges and universities to support industry education and skilled labor needs.
4. Provide direct economic development services to retain and expand existing creative design industry projects.
INFORMATION TECHNOLOGY

- **Pillar II: Grow Local Companies**
  
  **Objective:** Assist in the retention and expansion of local companies in the tech sector to secure new job generating investments.
  
  **Action Steps:**
  1. Identify target tech companies existing in Miami-Dade County and conduct, at least, 20 visitations to those companies in accordance with LBLJ targets.
  2. Attend and participate in local tech industry events as necessary:
     - eMerge Americas 2016
     - ITPalooza
     - GMCC’s Tech events including Tech Leaders Awards & Miami’s Got Tech
     - The Atlantic’s Start-up Miami
     - Smart City Start-ups
     - TigerDirect’s Tech Bash at Marlin’s Park
  3. Collaborate with state and local academic institutions and education entities including M-DCPS, local colleges and universities to support industry education and skilled labor needs.
  4. Identify The Beacon Council’s role in assisting tech start-ups and develop a plan to do so successfully.
  5. Partner and collaborate with existing incubators, accelerators and coworking spaces in order to support the retention and expansion of Miami-Dade County’s high-growth, scalable startups.
  6. Partner with Urban Initiatives and conduct at least (1) FAM tour of IT areas of interest, i.e., NAP of the Americas, Telefonica, incubators/accelerators and opportunities in Target Urban Areas, Enterprise and Empowerment Zones, and HUB Zones.
  7. Provide direct economic development and project management services to retain and expand existing companies within the tech industry.

LIFE SCIENCES AND HEALTHCARE

- **Pillar II: Grow Local Companies**
  
  Attract, expand and retain job generating business investment from companies in the Life Sciences and Healthcare.
Action Steps:
1. Identify target Life Sciences and Healthcare companies existing in Miami-Dade County and conduct (at least) 20 visitations to those target companies in accordance with LBLJ targets.

2. Attend and participate in state and local Life Sciences and Health industry events as deemed necessary.
   a. BIO Florida 18th Annual Conference held in Orlando, FL, October 11-13, 2015.
      1. Partner with the Marketing Department to develop trade show marketing plan and update the mini industry brochure.
      2. Partner and co-sponsor with Life Sciences South Florida.
   b. BIO Florida 2nd Annual Latin American & Caribbean Life Sciences Conference in Miami, FL. (TBD if actually going to happen)
      1. Sponsor the Conference, which includes having a booth.
      2. Partner with Life Sciences South Florida.
   c. FIME 2016
      1. Partner with the Marketing Department to develop trade show marketing plan and update the mini industry brochure.

3. Collaborate with state and local education entities including MDCPS, local colleges and universities to support industry education and skilled labor needs.

4. Provide direct economic development services to retain and expand existing aviation industry projects.

TRADE AND LOGISTICS

➢ Pillar II: Grow Local Companies
   Attract, expand and retain job generating business investment from companies in the Trade & Logistics industries.

Action Steps:
1. Conduct 20 visitations to companies in the Trade & Logistics sector in Miami-Dade County.

2. Work with education partners to expand Logistics curriculum at the secondary level in Miami-Dade County.
   a. Promote programming in freight forwarding, transportation management, logistics information technology and software in our education system.
3. Participate in coordinating development plans with Miami-Dade County Metropolitan Planning Organization (MPO) to improve intermodal capacity and connectivity.

4. Work with Real Estate Developers and Brokers to increase the availability of distribution facility space in Miami-Dade County.

5. Promote incentives for development of Miami-Dade County’s Enterprise Zones and Target Urban Areas.

6. Provide direct economic development services to retain and expand existing aviation industry projects.

PILLAR III: SHAPE MIAMI-DADE’S ECONOMIC FUTURE

EXPANSION, RETENTION, AND RECRUITMENT

- Pillar III: Shape Miami-Dade’s Economic Future
  - Objective: Establish membership with the targeted business related organizations throughout the County. Develop business contacts within each organization and provide information on Beacon Council services and programs. This is to develop prospects, improve Beacon Council visibility and increase Beacon Council community participation.

  **Action Steps:**
  1. Assign district based upon either (a) where a staff member lives or, (b) affiliation already established in the district or, (c) geographic proximity of a staff member to the district.
  2. Participate and attend meetings and share information about the Beacon Council and OCOG.
  3. Represent Beacon Council at assigned organization events/meetings. (As a result of participation, requests for assistance, support, etc. should be politely referred to Beacon Council senior management.)
  4. Gain visibility in the community working through the assigned organizations and local community leadership.
  5. Gather valuable info/intelligence about issues relevant to business community and potential solutions (look for community-wide themes). Also gauge perception of Beacon Council.

INTERNATIONAL ECONOMIC DEVELOPMENT PROGRAMS AND TRAVEL
Pillar III: Shape Miami-Dade’s Economic Future
Objective: Participate in international meetings and conferences to continue expanding economic development partnerships with global companies doing business in Miami Dade County highlighting our community’s positive business climate, diverse workforce talent and high degree of global competitiveness.

Action Steps:
1. Maximize partnership opportunities, such as the Conference organized by America Economia: V Foro Multilatinas in October 2015.
3. Organize quarterly meetings with Enterprise Florida’s international office in Miami-Dade to review company referrals and related events.
4. Partner with Enterprise Florida (EFI) during visits of their representatives to Miami Dade.
5. Support and attend Camacol’s 37th Hemispheric Congress: June 6-9-2016
6. Attend Florida Chamber International Days in Tallahassee, Florida: Dates TBD
8. Collaborate with Local Outreach and Support activities for organizations promoting international trade and commerce, such as Miami Dade ITC, PortMiami, MIA, and World Trade Center – Miami.

SMALL BUSINESS ENGAGEMENT

Pillar III: Shape Miami-Dade’s Economic Future
Objective: Support the creation of a business climate that stimulates sustainable small business growth for the longer term.

Action Steps:
2. Continue the Beacon Council Small Business Committee with defined membership and measurable goals aligned with Economic Development Department KPIs and the OCOG Industry recommendations.
a. Committee to meet quarterly.
3. Monitor local, state and national legislation that directly affects Small Businesses and collaborate with Beacon Council Government Affairs as needed.

URBAN ECONOMIC DEVELOPMENT

- **Pillar III: Shape Miami-Dade’s Economic Future**
  Objective: Support the creation of a business climate that stimulates sustainable economic growth in the urban community, for the longer term.

  **Action Steps:**
  1. Continue the Beacon Council Urban Initiatives Committee with defined membership and measurable goals aligned with Economic Development Department KPIs and inclusion OCOG Industry recommendations.  
     a. Committee to meet quarterly.
  2. Monitor local, state and national legislation that directly affects the urban business sector and collaborate with Beacon Council Government Affairs as needed.

MIAMI DADE DEFENSE ALLIANCE

- **Pillar III: Shape Miami-Dade’s Economic Future**
  Objective: Increase opportunities for Miami-Dade County and military communities to collaborate on mutual interests.

  **Action Steps:**
  1. Develop a partnership with the Florida Veterans Foundation to implement an employment program for formerly homeless veterans. Identify and engage new local businesses that are willing to hire veterans, returning military and military souses.
  2. Continue to support projects resulting from HARB’s Shared Services Public Private effort with the objective of working with HARB on collaborate efforts.
  3. Provide support to local organizations that support our local military families. This includes: MIA’s Armed Forces Services Center, Chamber South, Homestead Chamber and GMCC MAC’s.

AVIATION

- **Pillar III: Shape Miami-Dade’s Economic Future**
Objective: Support the creation of a business climate that competes internationally for Aviation business.

**Action Steps:**
1. Continue the Beacon Council Aviation Industry Committee with defined membership and measurable goals aligned with Economic Development Department KPIs and the OCOG Industry recommendations.
   a. Committee to meet quarterly.

2. Support MDAD in the pursuit of a Joint-Use operation at Homestead Air Reserve Base, if feasible.

3. Attend annual State of the Ports event.

4. Monitor local, state and national legislation that directly affects the Aviation industry and collaborate with Beacon Council Government Affairs as needed.

5. Partner with the Miami-Dade Aviation Department to continue to seek the opportunity to host an international aerospace show in Miami-Dade County.

**BANKING & FINANCE**

- **Pillar III: Shape Miami-Dade’s Economic Future**
  Objective: Support the creation of a business climate that competes internationally for the Banking and Finance business.

**Action Steps:**
1. Continue the Beacon Council Banking and Finance Industry Committee with defined membership and measurable goals aligned with Economic Development Department KPIs and the OCOG Industry recommendations.
   a. Committee to meet quarterly.

2. Support other Banking and Finance industry organizations in the promotion of the sector.

3. Monitor local, state and national legislation that directly affects the Banking and Finance industry and collaborate with Beacon Council Government Affairs as needed.
CREATIVE DESIGN

- **Pillar III: Shape Miami-Dade’s Economic Future**
  Objective: Support the creation of a business climate that competes internationally for the Creative Design business.

  **Action Steps:**
  1. Continue the Beacon Council Creative Design Industry Committee with defined membership and measurable goals aligned with Economic Development Department KPIs and the OCOG Industry recommendations.
     a. Committee to meet quarterly.

  2. Further support the development of the Miami International Fashion Incubator in Miami-Dade County.

  3. Support other Creative Design industry organizations in the promotion of the sector.

  4. Attend annual Perez Art Miami Museum programs, cross-promote and partner with local foundations, such as the Young Arts Foundation, and local incubators and accelerators that help support the Creative Design sector.

  5. Monitor local, state and national legislation that directly affects the Creative Design industry and collaborate with Beacon Council Government Affairs as needed.

INFORMATION TECHNOLOGY

- **Pillar III: Shape Miami-Dade’s Economic Future**
  Objective: Support the creation of a business climate that competes internationally for tech business.

  **Action Steps:**
  1. Continue the Beacon Council Tech Committee with defined membership and measurable goals aligned with the economic development department’s KPIs and the OCOG industry recommendations.
     a. Committee to meet quarterly.

  2. Develop a digital asset map of the tech ecosystem, in partnership with the Tech Committee and the Beacon Council Marketing Department, to raise awareness of Miami-Dade County’s IT assets and its emergence as a highly desirable location for IT jobs and talent.

  3. Monitor local, state and federal legislation that directly affects the tech industry and collaborate with Beacon Council Government Affairs as necessary.
LIFE SCIENCES AND HEALTHCARE

➢ **Pillar III: Shape Miami-Dade’s Economic Future**
  Objective: Support the creation of a business climate that competes internationally for Life Sciences and Healthcare business.

*Action Steps:*
1. Continue the Beacon Council Life Sciences and Healthcare Industry Committee with defined membership and measurable goals aligned with Economic Development Department KPIs and the OCOG Industry recommendations.
2. Continue to actively participate and support effort of Life Sciences South Florida.

TRADE AND LOGISTICS

➢ **Pillar III – Shape Miami-Dade’s Economic Future**
  Objective: Support the creation of a business climate that competes internationally for Life Sciences and Healthcare business.

*Action Steps:*
1. Continue the Beacon Council Trade and Logistics Industry Committee with defined membership and measurable goals aligned with Economic Development Department KPIs and the OCOG Industry recommendations.
2. Support State Legislature initiatives to increase funding for regional transportation needs.
3. Continue to work with South Florida seaports and airports to expand geographic coverage.
4. Create a business climate that continues to encourage the growth of the Trade & Logistics industry in Miami-Dade County.
   a. Work closely with the Greater Miami Chamber of Commerce Conference Goals event.
5. Support the Florida Chamber’s and the Florida Legislature’s initiatives related to Trade & Logistics policies by attending when possible.