

2012-2013 ANNUAL REPORT TO THE COMMUNITY



2012/13



Nightfall offers a stunning view of the growing Miami skyline.

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Vice President Member-Investor Services

THE BEACON COUNCIL

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CARLOS A. GIMENEZ Mayor, Miami-Dade County

The Beacon Council, Miami-Dade County's official economic development partnership, continues to promote diverse economic development throughout our community. And the past year has seen exciting new advances on that front, with our burgeoning technology and start-up business sectors showing positive signs of growth. At the same time, traditional sectors like tourism and international trade continue to thrive, buoyed by the strength of PortMiami and Miami International Airport. And the Beacon Council's One Community One

Goal initiative brings needed focus to all of these economic development efforts - both new and familiar. I look forward to working with the Beacon Council in the year ahead to build on these successes and to bringing jobs, innovation and new business ventures to our growing community.



REBECA SOSA Chairwoman, The Miami-Dade Board of County Commissioners

As Chairwoman of the Miami-Dade County Commission, I am committed to policies that promote a business-friendly environment and foster the creation of high-quality private sector jobs. The Beacon Council has been a strong partner in our efforts to fuel job growth in key sectors of our economy, which will not only help more of our residents participate in the recovery but solidify Miami-Dade's reputation as a world-class community for years to come. Making sure our young people are ready to enter the emerging economy of

tomorrow will be key to the success of those efforts. To that end, I would like to thank the Beacon Council for helping us develop a groundbreaking accord this year with Miami-Dade Public Schools to achieve that goal by creating several new industry-specific Schools of Choice that will prepare high school students for innovative jobs in technology, international trade, conservation science and the performing arts. I'm sure the coming year will bring opportunities for more exciting partnerships, and I look forward to continuing to work with the Beacon Council to strengthen Miami-Dade County's standing as a thriving, cutting-edge community.



JOE PALLOT Chair, The Beacon Council

It has been an honor to serve as Chair of The Beacon Council. This year, we assisted more than 25 companies, which will create more than 2,400 direct jobs and \$535 million in new capital investment within three years. In partnership with Florida Gov. Rick Scott, Enterprise Florida, Miami-Dade County Mayor Carlos A. Gimenez, and the County's International Trade Consortium, we conducted successful economic development missions to Chile. France. and Spain attracting worldwide foreign direct investments to Miami-Dade County. We

showcased our community to visiting site selectors during three days of community presentations and area tours of Miami-Dade County. During the year, The Beacon Council also welcomed new private-sector Member-Investors who joined our efforts in continuing to build this organization into a premier economic development organization and assist our community as it becomes stronger, more diverse, and ready to prosper. This year, we welcome Larry K. Williams as our new President and CEO. I am confident he will lead our organization to great successes, with honor and grace, in partnership with our community.



ROBIN REITER Interim President, The Beacon Council

What an exciting year! The Beacon Council was created in 1985 as a beacon for businesses looking to locate or expand in Miami-Dade County. Since then, we have assisted nearly 900 businesses and helped the economy grow from mostly a tourist-based economy to a more resilient and diversified economy. In May, we marked the one-year anniversary of One Community One Goal 2.0, a community-wide initiative to continue to diversify our economy by promoting seven target industries meant to generate better paying jobs. This effort

launched The Academic Leaders Council, a group of leaders of Miami-Dade County Public Schools and local colleges and universities led by Dr. Mark Rosenberg, President of Florida International University, which made great strides working together to align curriculum to the target industries, creating a training ground for tomorrow's workforce. The Beacon Council is proud to partner with Miami-Dade County, other municipalities, Chambers of Commerce, the Greater Miami Convention & Visitors Bureau and others. As the official economic development organization spearheading these efforts to elevate Miami-Dade County's profile as the ideal location to build or locate your business, we value our partnerships and welcome your participation.

The Beacon Council would like to recognize its 2012-2013 public sector partners:

CARLOS A. GIMENEZ

Miami-Dade County Commission

REBECA SOSA

LYNDA BELL

BARBARA J. JORDAN

JEAN MONESTIME

AUDREY EDMONSON

SALLY A. **HEYMAN**

BRUNO A. BARREIRO

XAVIER L. SUAREZ

DENNIS C.

JAVIER D.

JUAN C. ZAPATA

JOSÉ "PEPE" DIAZ

ESTEBAN

BOVO, JR.

The Beacon Council Chair Joe Pallot receives the official gavel from Past Chair Alan Becker during the The Beacon Council's Annual Meeting. More than 400 people attended the ceremony where Florida Gov. Rick Scott and then-Univision Networks President Cesar Conde announced a new Univision/ABC television network in Miami-Dade County. The new Englishlanguage television news network targeting the growing Hispanic market is headquartered at the Univision studios in Doral.



WHO WE ARE

As a not-for-profit public-private partnership, The Beacon Council focuses its efforts on two major goals. First, we are committed to helping local businesses prosper by assisting them in their expansions through a variety of economic development programs, activities, events, initiatives and award-winning marketing and research materials. Second, we market Miami-Dade County nationally and internationally to attract new businesses to the area, resulting in economic growth. The mission is to create more jobs for residents.

Since its creation in 1985, The Beacon Council has assisted 898 companies which have committed to creating more than 60,800 direct jobs and have retained more than 17,250 existing Miami-Dade County jobs and have invested more than \$3.6 billion in capital in our County. Companies that were assisted include Wells Fargo Advisors, Federal Express, Burger King, Ryder System, Telefonica, Harley-Davidson Motor Co., HBO Latin America Group, Discovery Network-Latin America, Visa, Inc., and Univision.

WHAT WE DO

The Beacon Council provides at no cost, confidential, customized assistance to companies looking to expand or relocate. This assistance can come in the form of:

Site Selection Assistance —

Identification and assessment of appropriate locations in the county.

Market Research and Demographic Information — Customized information including demographic profiles, data on local infrastructure such as the airport and seaport, business data, and quality of life.

Business Costs Information — Research and specialized information including wages, office space costs, industrial space costs and taxes.

Business Incentives — Negotiation of local and state business incentives packages.

Permitting and Regulatory Assistance — Support to businesses in working with the various county and municipal permitting and regulatory agencies.

Financing Programs and Assistance —

Support to companies in identifying financing programs, such as the Industrial Bond Program, that allow Miami-Dade businesses to expand and grow.

Labor Recruitment — Identification and referral of agencies to assist with finding the qualified candidates to meet human resource needs. Facilitate access to various training programs that offer reimbursements to the employer.

Employee Assistance Relocation

Program — Assembly and coordination of a customized team to facilitate relocation, including residential real estate companies, local experts, banks, and moving companies who can develop substantial relocation discount packages.







Top right: The Beacon Council's official gavel passes from Chair to Incoming Chair each year during the Annual Meeting.

Bottom right: Florida Gov. Rick Scott announces the Univision expansion during The Beacon Council Annual Meeting alongside Past Chair Alan Becker, U.S. Rep. Ileana Ros-Lehtinen and then-Univision President Cesar Conde.

THE RESULTS

In the 2012-2013 fiscal year, The Beacon Council worked on many initiatives to strengthen and diversify Miami-Dade County's economy. Below are just a few of those initiatives:

- Marked one year anniversary of One Community One Goal 2.0 launch
- Leveraged community resources to continue the Miami: Where Worlds Meet marketing campaign
- Fostered high-wage targeted industry clusters
- Explored new opportunities with South Florida's multinational companies
- Attracted foreign investment from Brazil, Canada, Chile, France, Germany, Scotland, Spain, and the United Kingdom
- Visited one-on-one with more than 130 Miami-Dade businesses
- Completed 33 new location and expansion projects*
- Created 2,474 new direct jobs and retained 215 existing jobs*
- Brought more than \$535 million in new capital investment
- Occupied 1.25 million new square feet of commercial space in Miami-Dade County*

*at time of print.

TOP 10 REASONS TO DO BUSINESS

- Excellent business climate with no local or state personal income tax.
- Convenient direct air service from Miami International Airport to all major destinations in Latin America and the Caribbean — more flights to the region than any other U.S. airport.
- Ability to ship goods efficiently anywhere in the world through the PortMiami, Florida's largest container port.
- the Eastern time zone, facilitating communications with Europe and the western United States.
- More than 100 international consulates, trade offices, and bi-national chambers of commerce that support the worldwide flow of goods and services.
- Skilled multilingual, multicultural workforce drawn from more than 100 nations.
- Strong, growing domestic economy serving more than 5.6
- Ready access to sophisticated international banking, insurance and legal services, and other professional services.
- High quality of life with a wide range of housing options, year-round outdoor recreational activities, renowned cultural institutions and four major professional sports franchises.
- Financial and workforce training incentives available to qualified companies.

ASSISTING NEW AND EXPANDING COMPANIES

The Beacon Council works to support a diverse economy

To continue to confront the global economic challenges, The Beacon Council prioritized all economic development strategies in three areas: Retention and expansion of Miami-Dade County businesses, recruitment of new businesses, and development of urban initiatives. The local economy saw improvements in the increase in payroll jobs and The Beacon Council continued to identify new location and expansion projects, which contributed to a stable, active project pipeline. During the 2012-2013 fiscal year, The Beacon Council assisted 33 companies, which will create 2,474 direct jobs and occupy more than 1.25 million square feet of office space.



New Location » Spain

ABACO, a Madrid-based commercial loss adjusters company, specializing in insurance and reinsurance cases related to property, construction, marine, aviation, energy and cargo. The company is starting operations in Miami-Dade County to develop the U.S. market.

Total Direct Jobs: 10

New Capital Investment: \$1 million

ATR NORTH AMERICA

New Location » Virginia

ATR North America, is an Alenia
Aeromacchi and EADS joint venture, and
is a global aerospace company whose
focus is turboprop aircraft manufacturing.
The company relocated its Americas
headquarters from Virginia to Miami Springs.

Total Direct Jobs: 40

New Capital Investment: \$125,000



BOEING

AVADORA

New Location » Brazil

Avadora, a digital media company, and part of Brazilian information technology leader Grupo Avadora, established a new location in Miami. The company assists businesses with state-of-the-art technology for tablets, smart phones, and Facebook apps.

Total Direct Jobs: 15

New Capital Investment: \$100,000

BJ'S WHOLESALE CLUB

Expansion » Miami-Dade

BJ's Wholesale Club, a retail discount membership warehouse club, added a new location in Miami-Dade County. The company provides a wide variety of grocery, household and business items to consumers and businesses.

Total Direct Jobs: 120

New Capital Investment: \$5.37 million

BOEING FLIGHT SERVICES

Expansion » Virginia Gardens

Boeing has moved the majority of its North American flight training facilities to its training campus in Virginia Gardens, making the Miami suburb location the largest commercial aviation training campus in its global network.

Total Direct Jobs: 25

New Capital Investment: \$100 million

BRINK'S REGIONAL SERVICES

New Location » Virginia

Brink's Regional Services, a subsidiary of Brink's Nederland B.V. and part of global parent company The Brink's Company, is establishing a new location in Miami-Dade County. The new 24,000 square-foot center is for the company's Latin American headquarters and Financial Services Regional Shared Service Center.



Total Direct Jobs: 105

New Capital Investment: \$2.56 million

CABLE & WIRELESS COMMUNICATIONS

New Location » United Kingdom
Cable & Wireless Communications, a
London-based telecom giant, relocated
the company's global headquarters
to Coral Gables to be closer to the
Caribbean and Central American
region. The company delivers world
class mobile, broadband and fixed-line
telecommunication services, as well
as pay TV, data center and hosting,
carrier and managed service solutions to
consumers, businesses and governments.

Total Direct Jobs: 263

New Capital Investment: \$5 million

CRYSTAL LAGOONS USA

New Location » Chile

The U.S. branch of Chile-based Crystal Lagoons develops and patents propriety technology used to build crystalline lagoons opened a Miami office.

Total Direct Jobs: 60

New Capital Investment: \$100,000



Top: Marty Schaaf, Campus Manager, Boeing Flight Services, Miami campus; Len Weber, Director of Operations, Boeing Flight Services; State Sen. Rene Garcia; Florida Gov. Rick Scott; Sherry Carbary, Vice President, Boeing Flight Services; U.S. Representative Mario Diaz-Balart; The Beacon Council Interim President Robin Reiter; U.S. Representative Ileana Ros-Lehtinen; State Rep. Eduardo "Eddy" Gonzalez and Chair of the Miami-Dade Legislative Delegation; Mayor of Virginia Gardens Spencer Deno; Capt. George Walters, lead 787 trainer, Boeing Flight Services, Miami campus stand outside a flight simulator at Boeing.

Bottom: The Beacon Council Interim President Robin Reiter at the controls of a flight simulator at Boeing headquarters in Virginia Gardens.

DBK CONCEPTS

Expansion » Miami-Dade

One of the largest, independent service centers for data collection technology in the United States, DBK Concepts is expanding operations to meet business demands. The company offers the bar-code technology and hardware used for inventory management in most grocery and retail outlets.

Total Direct Jobs: 70
New Capital Investment: 0

DELIVERLEAN

New Location » (Boca Raton) Florida
DeliverLean, a gourmet food-delivery
service, established a new 10,000
square-foot office and kitchen in Hialeah.
The fast-growing health and wellness
meal-delivery company began in 2011 in
Boca Raton, Fla. and is now expanding
into Miami-Dade to meet the needs of its
growing client base.

Total Direct Jobs: 135

New Capital Investment: \$500,000

ELEMENT MIAMI AIRPORT HOTEL

New Location » Massachusetts

Element Miami International Airport Hotel, an eco-friendly boutique hotel, expanded from Boston to a new location in Miami. The new 250,000-square-foot hotel features sustainable materials, Energy Star appliances in guest rooms, water reclamation systems, natural lighting designs and priority parking for hybrid cars. **Total Direct Jobs:** 70

New Capital Investment: \$6 million

FCC INFRASTRUCTURES AREA

Expansion/Retention » Miami
FCC Construccion S.A., one of Spain's largest construction groups specializing in civil engineering projects and water-related projects, is expanding its presence in the U.S. market with an office in Downtown Miami as its North American headquarters. The company is the Infrastructures Division of FCC Fomento de Construcciones y Contratas. The company completed the I-95

INTERNATIONAL CASE STUDY

GIRAFFAS

New Location » Brazil

The Giraffas case is an example of a company that took several years to make the decision to invest in Miami-Dade County. The company began by working inside a business incubator APEX, the Brazilian Trade and Investment Promotion Agency.

Giraffas USA, a well-known restaurant chain with nearly 400 restaurants in Brazil, opened its new headquarters in the City of Miami in both an Enterprise Zone and Empowerment Zone.

The company, named after the long-necked mammal as a way of illustrating how far the company will go to provide good eats, recently opened restaurants in Midtown Miami, North Miami, Doral and Pinecrest. It also opened its first Broward County restaurant in Pembroke Pines.

The company will add 285 direct new jobs within three years and an initial capital investment of \$8 million with the assistance of The Beacon Council. It already hired more than 100 full-time employees both to work in the restaurant and for operations.

The company was referred to The Beacon Council by Enterprise Florida, the state's official economic development organization. The Beacon Council assisted the company with research and marketing analysis, business contacts and referrals and general community information.

- JULY 2007 The Beacon Council received inquiry from Enterprise Florida (EFI) who learned about the company from the Sao Paolo office.
- APRIL 2011 The Beacon Council updated the inquiry from Enterprise Florida on behalf of the interests of Giraffas when it became ready to step out of incubator and establish operations in Miami-Dade County. Giraffas began organizing its presence in Miami-Dade inside the APEX Business Incubator in the Miami Free Zone in Doral.
- NOVEMBER 2012 Giraffas established its own offices in Miami-Dade County.
- DECEMBER 2012 EFI and The Beacon Council staff met with Giraffas Senior Leadership; company confirmed their strategy would be to start from Miami-Dade County and grow toward the rest of the State of Florida.
- **DECEMBER 2012** Introduced to South Florida Workforce for retail positions available.
- JANUARY 2013 Project completion with direct jobs and capital investment numbers released.

Miami Express Lanes project in Miami-Dade and was awarded "Best in Construction 2010" in the category of Design and Construction by the Florida Transportation Builders Association and the America's Transportation Award 2009 in the Innovative Management category.

Total Direct Jobs: 37 Jobs Retained: 8

New Capital Investment: \$200,000

FOUR WINDS INTERACTIVE

New Location » Colorado

Four Winds Interactive, a Denver-based digital signage and software firm, has

established a new location in the City of Miami. The company was recently ranked No. 41 on the Forbes annual list of America's Most Promising Companies.

Total Direct Jobs: 15

New Capital Investment: \$250,000

GIRAFFAS USA

New Location » Brazil

Giraffas USA, a large Brazilian fastfood chain, has established its U.S. headquarters in Miami-Dade County. Giraffas, a well-known chain with nearly 400 restaurants in Brazil, opened its new headquarters in the City of Miami and

recently opened restaurants in Midtown Miami, North Miami, Doral and Pinecrest.

Total Direct Jobs: 285

New Capital Investment: \$8 million

HELIX HEARING CARE USA

New Location » Canada

Based in Ontario, Canada, Helix Hearing Care is a network of hearing healthcare clinics that has established its U.S. headquarters in Miami. The company will use its new Miami headquarters to begin expansion efforts throughout the United States.

Total Direct Jobs: 10

New Capital Investment: \$52,000

IECISA

New Location » Spain

IECISA (Informática El Corte Inglés) is an information technology company under the Spanish Corte Inglés Group, owners of one of Europe's largest department store chains and one of the largest employers in Spain. The company is opening its southeast U.S. headquarters in Miami.

Total Direct Jobs: 20

New Capital Investment: \$2 million

IKEA U.S. EAST

New Location » Pennsylvania

IKEA, an international "Life Improvement Store" expanded with a new location in Sweetwater. Founded in Sweden, the wellknown company offers home furnishings of good design and function at low prices. The new 416,000-square-foot IKEA will feature three model home interiors and 50 room-settings.

Total Direct Jobs: 240

New Capital Investment: \$89.48 million

INTERNATIONAL SOFTWARE COMPANY

New Location>> France

International Software Company, Inc. from France is an IT company with a specialization in the Information Systems normalization field. This is the company's first office in the United States.

Total Direct Jobs: 5

New Capital Investment: \$100,000



Above: Rene Ruiz Wholesale hires 20 employees for the new 10,000-square-foot Hialeah manufacturing facility.

Right: Sonia Matos, with Minerva Bunker Cleaners, works at the recently opened Miami facility.

KTB USA

New Location » Germany

KTB USA Import-Export, one of Germany's largest trading companies, is opening an office in Miami-Dade in order to expand operations into the U.S. market. The company specializes in the procurement of industrial and maintenance, repair and operation parts.

Total Direct Jobs: 30

New Capital Investment: \$1 million

MACRAL DESIGN CORP.

New Location » Spain

Macral Design Corp., a Spain-based designer and manufacturer of bathroom furniture and fixtures, opened a distribution facility in Doral for its high-end products. The company imports furniture and other products for the bathroom, bedroom, living room and dining room from Europe.

Total Direct Jobs: 6

New Capital Investment: \$4,000



MIAMITECH

Expansion/Retention » Hialeah
Miami Tech, Inc. a Hialeah air-conditioning
duct system manufacturer is investing
\$130,000 in new infrastructure improvements to its existing facility in Hialeah. Miami
Tech was established in 1987 in a small

Total Direct Jobs: 30
Jobs Retained: 70

New Capital Investment: \$130,000

warehouse with a handful of products.

MINERVA BUNKER GEAR CLEANERS

New Location » New York

Minerva Bunker Gear Cleaners, a New Yorkbased firefighter apparel and gear cleaning, repair and inspection company, opened a new facility in Northwest Miami-Dade. The company has one of the largest facilities in the country dedicated to the maintenance of firefighter apparel known as "Bunker Gear."

Total Direct Jobs: 12

New Capital Investment: \$150,000

DOMESTIC CASE STUDY

UNIVISION

Expansion/Retention » Doral

The Univision case is an example of how crucial it is for organizations to work together and how complex the process can be to encourage a company to expand locally, rather than relocate elsewhere.

Univision is a Spanish-language television network in the United States. It has the largest audience of Spanish-language television viewers in the world. Though, it is headquartered in New York, Univision has its major studios, production facilities, and operations in Doral, Fla.

Univision had seriously considered locating the network in other major U.S. Hispanic markets but ultimately chose Miami-Dade County due to the diversity and strength of our local workforce and economy, and the aggressive inducement package coordinated by The Beacon Council and Enterprise Florida.

With assistance from The Beacon Council and the State of Florida with financial incentives and permit facilitation, Univision decided to locate the new joint venture studios in Miami-Dade County and expand existing operations, retaining 137 jobs, creating 245 new high paying jobs and the capital investment of \$274 million in a new 150,000 square-foot facility in the City of Doral.

PROJECT TIMELINE

- MAY 2012 The Beacon Council began working with local Univision representatives and site consultant, KPMG, to define the project impacts and clarify the location decision drivers.
- JUNE 2012 In consultation with the office of Miami-Dade County Mayor Carlos A. Gimenez and in coordination with Enterprise Florida, The Beacon Council developed an aggressive incentive package to secure this major investment in Miami-Dade County. After some negotiations, the incentive applications were finalized.
- **JULY 2012** In order to meet the project timeline, The Beacon Council worked with then County Commission Chairman Joe Martinez and Commissioner Rebeca Sosa to expedite the incentive application to the Board of County Commissioners meeting in mid-July for review and approval.
- AUGUST SEPTEMBER 2012 The Florida Department of Economic Opportunity approved the state match to finalize the incentive package but a concern over taxable revenues delayed the execution of the incentive contracts and almost derailed the project timeline jeopardizing the investment. With direct action from Florida Gov. Rick Scott and Frank Nero, past President and CEO, of The Beacon Council, Univision received the clarification from the Department of Revenue it needed and selected Miami-Dade County for the location of the headquarters.
- OCTOBER 2012 Florida Gov. Scott and The Beacon Council announced the expansion of Univision in Miami-Dade County with the establishment of the new ABC / Univision joint-venture network. Fusion, the new 24-hour English language cable network, will feature news, lifestyle, health, and entertainment programming geared toward Hispanics.
- AUGUST 2013 The Fusion/Univision Newport received the Certificate of Occupancy finalizing a highly technical permitting process without delays showing the success of various public and private entities working together to achieve a shared goal.

NEOCIS

Miami-Dade Start-Up » Miami
Neocis, a company that creates robotic
surgery equipment and computer-assisted
software, opened a new location in Miami.
The company specializes in medical
devices and robotics.

Total Direct Jobs: 25

New Capital Investment: \$500,000

RENE RUIZ WHOLESALE

Expansion » Hialeah

Luxury fashion designer Rene Ruiz opened a new manufacturing facility in Hialeah. With a boutique in Coral Gables and a showroom in New York City, the company expanded operations to include the 10,000-square-foot facility. The Rene Ruiz collection is available at the Coral Gables showroom and at exclusive specialty stores nationwide.

Total Direct Jobs: 75

New Capital Investment: \$50,000

SAPIENT

Expansion » Miami

Sapient, a business, marketing and technology global-services provider, consolidated its offices and expanded at a new location in Coconut Grove. The new facility, named a Center of Excellence, provides a way for the company to promote collaboration between employees, partners and customers by combining its creative and technical talent with its business analytics and commerce technology divisions. The expansion adds more than 11,000 square-feet to its existing 42,221 Miami-Dade footprint.

Total Direct Jobs: 67

New Capital Investment: \$6.44 million

SKYSCANNER

New Location » Scotland

Skyscanner, a Scotland-based information technology travel/passenger flight search-engine company, is establishing an Americas Headquarters in Miami. The search site provides instant online comparisons for millions of flights on more than a thousand airlines.

Total Direct Jobs: 50

New Capital Investment: \$70,000



SUNDEK USA

New Location » California

Sundek USA, Inc. is an Italian swimwear fashion company, with its U.S.

Headquarters in Miami-Dade County. With its World Headquarters in Italy, the Company made the strategic decision to relocate its U.S. Headquarters from California to Florida. Sundek USA was referred to The Beacon Council by the Italy-America Chamber of Commerce.

Total Direct Jobs: 15

New Capital Investment: \$3 million

TEN FRUITS

Miami-Dade Startup » Miami

Ten Fruits is an all-natural café providing health-oriented juices, smoothies, fresh pastries and genuine Panther coffee, a Miami-based specialty. The company

opened a new 1,500-square-foot location

at a renovated 1923-vintage office center. **Total Direct Jobs:** 22 **New Capital Investment:** \$424,000

TRADE COMMISSION OF PERU

Expansion » Miami

The Trade Office of Peru in Miami expanded its presence in Miami-Dade County by increasing staff and moving to a new office in Miami. International trade plays an important role in the economy of Miami-Dade County.

Total Direct Jobs: 8

New Capital Investment: \$100,000

UNIVISION'S FUSION NETWORK

Expansion/Retention » Doral
Univision, a Spanish-language TV
network, joined ABC to create Fusion, a
new English-language television network
targeting Hispanics. The company is
expanding its operations in Doral to
establish the new 150,000-square-foot
network headquarters.



Former Univision President Cesar Conde announces the establishment of a new ABC/Univision joint venture network called Fusion during The Beacon Council's Annual Meeting. Fusion is a new 24-hour English-language cable network featuring programming geared toward Hispanics.

Total Direct Jobs: 245
Jobs Retained: 137

New Capital Investment: \$274,000,000

USA FRANCE BUSINESS

New Location>> France

USA France Business is a full-service business consulting company whose mission is to assist French companies with doing business in the U. S. This is the company's first office in the United States.

Total Direct Jobs: 4

New Capital Investment: \$80,000

VIOEARTH

New Location » United Kingdom

Vioearth, Inc. specializes in designing
energy efficient and intelligent products to

help consumers track and minimize energy usage. The company is establishing its U.S. headquarters in Miami, serving both North and South America.

Total Direct Jobs: 45

New Capital Investment: \$300,000

WAL-MART STORES EAST

Expansion » Miami-Dade

WalMart is opening a new 185,000 squarefoot retail discount store in Northwest Miami-Dade County. The company operates retail discount stores, grocery stores, gasoline stations and warehouse clubs, providing a variety of household and business items.

Total Direct Jobs: 315

New Capital Investment: \$28.03 million

Thank You

to the Miami-Dade County Mayor and the Board of County Commissioners



CARLOS A. GIMENEZ
Miami-Dade County Mayor



REBECA SOSA
Chairwoman, District 6



LYNDA BELL
Vice Chair, District 8



BARBARA J. JORDAN

District 1



JEAN MONESTIME

District 2



AUDREY EDMONSON
District 3



SALLY A. HEYMAN
District 4



BRUNO A. BARREIRO

District 5



XAVIER L. SUAREZ
District 7



DENNIS C. MOSS
District 9



JAVIER D. SOUTO

District 10



JUAN C. ZAPATA

District 11



JOSÉ "PEPE" DIAZ
District 12



ESTEBAN BOVO, JR.

District 13

REVITALIZING URBAN NEIGHBORHOODS

The Beacon Council works to bring jobs to urban areas

The Beacon Council's Urban Initiatives program focuses on identifying assets, such as available sites, within urban communities for businesses looking to move into the area and hire workers. In partnership with other local entities, the Urban Initiatives program focused on the following urban areas for job creation projects:

- Brownfield Sites and Designated Brownfield Areas
- Enterprise Zones
- Empowerment Zones
- Target Urban Areas

Throughout the year the Beacon
Council partnered with many local
support organizations including South
Florida Workforce, the Small Business
Administration, the Miami-Dade Chamber
of Commerce, Southern Florida Minority
Supplier Development Council, MEDWeek
and GrowFlorida to name a few.

The Beacon Council also conducted a series of small business workshops throughout the County that provided



Presenters Maria Johnston of AT&T and Jody Johnson of Action Coach; Julio Piti of The Beacon Council; Justin Bamberger and Henry Godwin of MDW Insurance Group; Vice Mayor of Opa-locka Joseph L. Kelley; Steve Beatus of The Beacon Council; and Presenter Rafael Cruz of the Florida Small Business Development Center during a small business workshop.

information on hurricane preparedness and recovery support. Should a disaster be declared, the Beacon Council would oversee the State's Small Business Bridge Loan Program geared to getting small businesses operating as soon as possible after a disaster.

During Fiscal year 2012—2013, The Beacon Council assisted the following companies to locate or expand in Target Urban Areas, Enterprise Zones or Empowerment Zones; Crystal Lagoons, DeliverLean, Element Miami Airport Hotel, Four Winds Interactive, IECISA, Giraffas USA, International Software Company, Miami Tech, Inc., Minerva Bunker Gear Cleaners, Rene Ruiz Wholesale, Ten Fruits, LLC., Trade Commission of Peru and Wal-Mart Stores East.

TARGETED URBAN AREAS COMPLETED PROJECTS 2013-2013*							
FISCAL YEAR	PROJECTS COMPLETED	EXISITING JOBS RETAINED	DIRECT JOBS CREATED	INDIRECT JOBS CREATED	TOTAL JOBS	NEW SQUARE FEET	NEW CAPITAL INVESTMENT
1999-2000	10	722	1,201	620	1,821	308,700	\$53,312,000
2000-2001	9	0	772	381	1,153	574,834	\$97,984,000
2001-2002	8	0	520	314	834	260,000	\$28,265,000
2002-2003	11	5	347	178	525	178,400	\$22,950,000
2003-2004	14	108	883	413	1,296	361,790	\$25,945,000
2004-2005	13	600	723	433	1,156	557,700	\$83 613,500
2005-2006	8	0	525	273	798	176,200	\$37,774,000
2006-2007	4	40	291	154	445	105,700	\$4,700,000
2007-2008	6	419	462	282	744	608,282	\$159,679,740
2008-2009	9	4	353	177	530	83,947	\$23,605,000
2009-2010	13	385	842	328	1,170	73,127	\$28,805,000
2010-2011	10	0	510	118	628	123,300	\$48,71 0000
2011-2012	3	0	130	37	167	23,760	\$3,650,000
2012-2013	6	0	767	99	866	452,700	\$42,810,718
TOTAL	124	2,283	8,326	3,807	12,133	3,888,440	\$661,803,958

^{*}Pursuant to County Ordinance 97-33, the Miami-Dade County Empowerment Zone neighborhoods and its developable sites also became Targeted Urban Areas.

TARGETED URBAN Carol City **AREAS, EMPOWERMENT** & ENTÉRPRISE ZONES Opa-Locka The Beacon Council's Urban Initiatives program focuses on Miami-Dade County's PALMETTO EXPWY urban areas, selected based on high-poverty rates, blight, and need for development obstacles often include lack of infrastructure, aging commercial stock, blighted parcels, W. Little River absentee landlords, land banking, inadequate sized lots, inferior streetscapes, Little crime, and low education attainment levels. ModelCity/ Haiti 826 Brownsville Pursuant to County Ordinance 97-33, the DORAL BLVD. Miami-Dade County Empowerment Zone Liberty neighborhoods and it's developable sites also became Targeted Urban Areas. DOLPHIN EXPWY Overtown SW 8 ST. TAMIAMI TRAIL FLORIDA'S TRUNPIKE Coconut On Sill to Band South Miami **Richmond Heights Miami-Dade County** Targeted Urban Areas **Empowerment Zones** Goulds **Enterprise Zones Princeton** Naranja Leisure **SW Homestead MILES** Florida City

FOSTERING GLOBAL CONNECTIONS

The Beacon Council works to attract new companies from all over the world

The Beacon Council promotes Miami-Dade County through an active national and international program of economic development missions and participation in industry tradeshows and conferences. By identifying opportunities and fostering business connections, The Beacon Council attracts new companies and encourages the growth of existing businesses and industries.

This year our missions and trade show attendance was focused on our target industries and international target markets. We were successful in marketing the benefits of doing business in Miami-Dade County to company representatives throughout the world. During the 2012-2013 fiscal year, 12 economic development missions and trade shows were conducted; four were international and eight national. During these missions and trade shows, a total of 335 companies were contacted and briefed and of this number 89 were identified as prospects with future potential for Miami-Dade investment and 24 were made active projects, companies that were considering Miami-Dade as a future location.

MISSIONS ABROAD

COLOMBIA

DECEMBER 2-5, 2012 — Florida Gov. Rick Scott led a Team Florida mission to Bogotá, Colombia. More than 200 participated on the mission, making it the largest business delegation from any state or country to visit Colombia.

Colombia is Florida's second largest trading partner, with total trade



Past Chairman of The Beacon Council Alan Becker; U.S. Ambassador to Chile Alejandro Wolff, Mario Sacasa, Senior Vice President of International Economic Development Programs at The Beacon Council; and Florida Gov. Rick Scott attend an event held at the U.S. Ambassador's residence in Chile during the trade mission.

exceeding \$9 billion in 2011, most of it going through the Miami Customs District. The U.S. Colombia Free Trade Agreement that became effective on May 15, 2012 provides a tremendous potential for expanding Florida-Colombia trade and investment ties and flows. The U.S. Commercial Service in Bogotá and Enterprise Florida's International Department coordinated the more than 200 appointments that took place between U.S. and Colombian companies. A total of 27 business contacts were made in Bogota, several of which are likely to become Beacon Council projects in the coming months.

CHILE

MAY 20-23, 2013 — Florida Gov. Scott also led a Team Florida Mission to Santiago, Chile. More than 100 participated, which is part of a statewide strategy to market Florida products and

services to Latin America. Although this was technically a trade mission, there are important opportunities to attract job generating Foreign Direct Investment (FDI) into Miami-Dade County.

The U.S. Commercial Service in Santiago and Enterprise Florida's International Department coordinated the more than 90 appointments that took place between Florida and Chilean companies.

The Beacon Council has a close working relationship with the Chilean Consulate in Miami as well as with ProChile, the country's Trade Office also located in Miami. During the threeday stay in Santiago, individual Beacon Council meetings took place with one active project, two newly identified projects and three new prospects.

A total of 18 business contacts were made in Santiago, several of which will probably become Beacon Council projects in the near future.



Patrick O'Connell, David Restainer, Tony Graziano, Pamela Fuertes, Mario Sacasa, Eduardo de Nuñez and Nevio Boccanera attend a presentation to the Italian delegation on Miami-Dade County as a Global Business Center.



Miami-Dade County Mayor Carlos A. Gimenez presents at the "Miami in Paris" Business Seminar organized by The Beacon Council.

SPAIN

JUNE 8-15, 2013 — The Economic Development and International Trade Unit of the Department of Regulatory and Economic Resources of Miami-Dade County organized a business development mission to Madrid and Barcelona. The mission was led by Miami-Dade County Mayor Carlos A. Gimenez and Miami-Dade County Commissioner Javier Souto.

Given that Spain is The Beacon Council's top international market for Foreign Direct Investment and that we are currently assisting 14 Spanish companies, our participation was designed to follow the county's program and simultaneously contact some of our most active projects. In addition, at the request of the Office of Mayor Gimenez, The Beacon Council coordinated three private meetings in

Madrid between the Mayor and Spanish companies interested in relocating to or expanding operations in our community. A total of 92 business contacts were made in Madrid and Barcelona, several of which will become Beacon Council projects in the future.

FRANCE

JUNE 15-21, 2013 — The Beacon Council organized an economic development mission to France led by Mayor Gimenez, Joe Pallot, Chair of The Beacon Council and Interim President of The Beacon Council Robin Reiter.

As France is a top target market for The Beacon Council's economic development efforts, the objective of the Mission was to promote MiamiDade County as the leading business destination for the Americas.

The program included participation at the International Paris Air Show/ Le Bourget, with private meetings with GIFAS, the French Aviation and Aerospace Association and other contacts in preparation for the proposed Miami International Aerospace Show (MIAS).

The Beacon Council also hosted a Business Seminar in Paris. More than 80 companies attended. In partnership with Miami International Airport (MIA), The Beacon Council had a booth at the Paris Air Show within the Enterprise Florida Pavilion. Enterprise Florida was represented by Gov. Scott.

Meetings at the Air Show took place with local Miami-Dade County based Aviation companies, as well as active prospects and projects.

Outreach and institutional support was coordinated with the U.S. Commercial Service Office in Paris, AMCHAM-France in Paris, French Foreign Trade Advisors, Consulate General of France in Miami, French American Chamber of Commerce, Enterprise Florida/ Paris and the Chamber of Commerce and Industries of Paris.

DOMESTIC MISSIONS/ TRADE SHOWS HIGHLIGHTS

NEW YORK

OCTOBER 2-4, 2012 — The Beacon Council participated in an Enterprise Florida event in New York, meeting with corporate relocation and site selection consultants and pursing projects in Miami-Dade County.

MIAMI

OCTOBER 7-9, 2012 — The Beacon Council promoted Miami-Dade County's life sciences industry at BioFlorida's 15th annual Conference, a premier event for Florida's bioscience community.

To promote Miami-Dade County and

FOSTERING GLOBAL CONNECTIONS

the South Florida Region, The Beacon Council in partnership with all the members of Life Sciences South Florida, participated as Gold Sponsors of the conference. Life Sciences South Florida is comprised of 16 organizations in South Florida including universities, community colleges, research parks, research institutes, and economic development organizations who have joined forces through this initiative to sustain and promote innovation, investment, entrepreneurship and economic growth in the areas of biotechnology, pharmaceuticals, diagnostics, and information technology.

As sponsors, the group was able to promote the new Life Sciences South Florida initiative by having a booth and by participating on a panel discussion for the closing general session.

ORLANDO

OCTOBER 7-9, 2012 —The Beacon Council attended the CoreNet Global Summit Conference held at the Marriott World Center Convention Center. The event featured more than 1,700 attendees and an exhibit hall with 18 exhibitors, a learning studio, and a technology arcade for training on the application of new technologies and apps for real estate professionals. CoreNet Global is the world's leading association for corporate real estate and workplace professionals, service providers and economic developers.

ORLANDO

OCTOBER 30 - NOVEMBER 1,

2012 — The Beacon Council attended the National Business Aviation Association (NBAA) 65th Annual Conference. This annual meeting is the largest gathering of buyers and sellers for general aviation aircraft and equipment in the United States. The Beacon Council promoted Miami-Dade County's general aviation



Simone Filippini, former Consul General of the Kingdom of the Netherlands in Miami; H.E. Rudolf Bekink, Ambassador of the Kingdom of the Netherlands in the United States; Jaap Donath, Ph.D, Senior Vice President of The Beacon Council; Dr. Stephan Raes, Minister (Economic), Embassy of the Kingdom of the Netherlands attend Bekink's speech during a Beacon

airports and spoke about Miami-Dade County as a global center for aviation.

PALM BEACH, FLA.

OCTOBER 31 - NOVEMBER 1.

2012 — The Beacon Council promoted Miami-Dade County's life sciences industry at the 14th Annual Southeast BIO Investor Forum, the Southeast region's premier life sciences and medical technology conference.

During the conference, several key contacts were made and five life sciences companies interested in Miami-Dade County were briefed one-on-one through a partnering forum on Beacon Council services and the life sciences industry in Miami-Dade County.

ATLANTA

APRIL 16-18, 2013 — The Beacon Council attended the Maintenance, Repair and Overhaul (MRO) 18th Annual Americas Conference. The exhibit hall is the most expansive exhibition dedicated to the aviation maintenance industry. Featuring more than 500 companies displaying the latest technologies and services, it is where senior-level overhaul and maintenance specialists, airline executives and military leaders seek cutting edge information and reliable supply sources of maintenance, repair and overhaul services, components, parts

and equipment. The Beacon Council promoted Miami-Dade County's general aviation airports and MRO companies, and spoke about Miami-Dade County as a global center for aviation.

CHICAGO

APRIL 22 - 25, 2013 — The Beacon Council promoted Miami-Dade County's life sciences industry in Chicago from April 22 to April 25 during the 2013 BIO International Convention, the largest global event for the biotechnology industry.

The Beacon Council team participated in a partnering forum where 28 life sciences companies interested in Miami-Dade County were briefed one-on-one on Beacon Council services and the life sciences industry in Miami-Dade County.

TAMPA, FLA

SEPTEMBER 15-17, 2013 —

The Beacon Council promoted Miami-Dade County's Life Sciences sector at BioFlorida's 16th Annual Conference, a premier event for Florida's bioscience community, held this year in Tampa, Fla., September 15-17, 2013.

To promote Miami-Dade County and the South Florida Region, The Beacon Council, in partnership with members of Life Sciences South Florida (LSSF), participated as Silver Sponsors of the



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But we're far more than just a healthcare provider. We're South Florida's largest private employer, with 15,000 employees. We're creating jobs and driving South Florida's economy.

Perhaps we have touched you with our care. Maybe we have touched your life in some other way. Every day we're making a healthy investment in our community. That's just what good neighbors do.



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FOSTERING GLOBAL CONNECTIONS

conference. As sponsors, the group was able to promote the Life Sciences South Florida initiative by having a booth and sponsoring a breakfast. The LSSF group unveiled their new brochure at the conference, highlighting the LSSF initiative and the region's life sciences cluster.

INCOMING DELEGATIONS

Following The Beacon Council's international marketing initiatives, international delegations frequently visit Miami-Dade County to learn more about the community and its competitive advantages. During 2012-2013, The Beacon Council hosted the following incoming delegations and international meetings, representing at least 10 different countries:

ITALY

OCTOBER 3-11, 2012 — A delegation of Creative Design professionals from the region of Tuscany and the municipality of Pontassieve, Italy visited Miami-Dade County. During the visit, meetings were held with Florida International University, the Wolfsonian-FIU Museum, DACRA and other private sector partners of the Creative Design industry.

POLAND

OCTOBER 24, 2012 — The Miami Free Zone organized a business seminar to host a delegation from Poland led by the Polish-American Chamber of Commerce. At the seminar attended by more than 60 companies, President of the Polish Chamber Leszek Ladowski introduced Beacon Council's Mario Sacasa who made a presentation on Miami-Dade County as a global business destination and the confidential services provided at no cost by the Beacon Council.

SPAIN

NOVEMBER 12-14, 2012 — At the invitation of the Spanish Trade Commission, a delegation of 30 companies from Spain were in Miami-Dade County for a two-day business symposium dedicated to identifying business opportunities for Spanish companies seeking to do business in our community. The business program took place at The Biltmore Hotel and the delegation was welcomed by Spanish Ambassador Ramon Gil-Casares and Miami-Dade County Mayor Carlos A. Gimenez.

COLOMBIA

NOVEMBER 28, 2012 — A delegation of 33 students in their last year at Bogota's La Gran Colombia University visited The Beacon Council to learn about Miami-Dade as a global business center and the services provided by The Beacon Council. The delegation was led by the deans of the schools of economics and business administration and the visit was coordinated by the Andreas School of Business at Barry University.

ITALY

DECEMBER 3-7, 2012 — A delegation from Tuscany visited Miami-Dade County to attend Art Basel. As part of the delegation, artists from the region took part in Art Basel and partnered with Miami-Dade College.

EUROPEAN UNION

JANUARY 29, 2013 — The Beacon Council hosted Dr. Christian Burgsmuller, Counselor, Head of Transport, Energy, Environment & Nuclear Affairs Section at the European Union Delegation to the United States in Washington, D.C. The Beacon Council welcomed Burgsmuller, who spoke about current issues within the European Community and provided an outlook for 2013.

THE NETHERLANDS

FEBRUARY 8, 2013 — H.E. Rudolf Bekink, Ambassador of the Kingdom of the Netherlands to the United States, was a guest speaker during The Beacon Council Board of Directors meeting. He was in Miami to learn about the community and the Dutch business activities in South Florida. During his presentation, he spoke about the trade and investment relationship between the Netherlands and the United States. The Netherlands is the third largest investor in the United States and the Netherlands is the largest destination for U.S. foreign direct investment in Europe.

ITALY

MARCH 5, 2013 — The Italy-America
Chamber of Commerce, under the auspices
of the Italian Consulate and in partnership
with The Beacon Council, hosted an
incoming delegation of real estate
professionals from Italy, who visited MiamiDade County for a familiarization tour of
the real estate industry in our community.
A two-day business familiarization program
was organized by the Italian Chamber of
Commerce, including a visit and tour of the
Miami Design District.

BRAZIL

MARCH 6, 2013 — "Associacao Comercial do Rio de Janeiro," a business delegation from Rio de Janeiro, visited with The Beacon Council and members of our business community. The delegation was briefed on The Beacon Council services, Miami-Dade County's economy, the real estate industry and legal considerations required to do business in the United States.

ITALY

MARCH 6, 2013 — At the invitation of the Italian Chamber of Commerce, The Beacon Council met with companies from the Lago Maggiore and Northern Italy area in Miami-Dade County on a business development mission. The companies represented top houseware brands from

Italy interested in expanding to the U.S. market. The delegation's visit was organized by the Italy-America Chamber of Commerce, in partnership with the Consulate General of Italy.

CANADA

APRIL 9, 2013 — A delegation of 15 companies from Quebec, Canada was hosted by the Quebec Chamber of Commerce and Gray Robinson, P.A. The Beacon Council was invited to brief the delegation on opportunities for companies seeking to do business in our community. The Beacon Council joined the Consulate General of Canada, and Enterprise Florida.

NAMIBIA

APRIL 10, 2013 — The Beacon
Council attended a meeting for Prime
Minister of Namibia Hage Geingob and
representatives of the public and private
sectors. The Beacon Council presented
information on Miami-Dade County's
economic development objectives and
the One Community One Goal initiative.

EUROPEAN UNION

APRIL 25, 2013 — The Beacon Council welcomed representatives of the European Union delegation based in Washington, D.C. During their visit, the delegation met with members of The Beacon Council's International Advisory Committee and community partners.

ITALY

APRIL 25, 2013 — On the occasion of the launch of EATALIAN, a marketing and promotion campaign launched by the Italian Government, Director General of the Italian Ministry of Economic Development Pietro Celi visited Miami-Dade County to promote EATALIAN. At the request of the Italian Chamber, The Beacon Council briefed Celi on Miami-Dade County's economy and international infrastructure. Special outreach programs were also made with Miami-Dade County Public Schools, including G.W. Carver Elementary.



Santiago Polo Rodriguez, Board Director of IECISA; Robin Reiter, Interim President of The Beacon Council; Miami-Dade County Mayor Carlos A. Gimenez; Carolina Rendeiro, The Beacon Council member; Jose Luis Lopez Santamaria, Board Director of IECISA; and Mario Sacasa, Senior Vice President of International Economic Development for The Beacon Council meet during the mission to Spain.

ITALY

MAY 9, 2013 — Shutts & Bowen LLP, the National Italian American Foundation and The Beacon Council joined other community leaders in welcoming Italian Ambassador to the U.S. Claudio Bisogniero to Miami-Dade County. During the Ambassador's visit, he announced that the Italian Government would soon inaugurate the opening of the Italian Trade Commission in our community. Ambassador Bisogniero met with Italian companies based in South Florida.

CHINA

JUNE 6, 2013 — The Beacon Council hosted Tenzin Province Manufacturers, a delegation from Tianjin, China, interested in learning more about Miami-Dade as a place to conduct business globally. The delegation, representing a cluster of electronics manufacturers, toured Miami-Dade County and was given presentations on the benefits of investing and locating business in Miami-Dade County.

COLOMBIA

JUNE 10, 2013 — Hosted by Barry University, The Beacon Council welcomed a group of 50 students taking part in the International Studies program with the University of Colombia. The Beacon Council introduced the group to an overview of The Beacon Council's mission and structure and the One Community One Goal initiative.

CHILE

JUNE 26, 2013 — Chile's Trade Office in Miami, ProChile, coordinated a series of meetings for a group of 14 Chilean companies from a variety of sectors interested in learning more about Miami-Dade as a place to conduct business internationally. The Beacon Council met with the companies and provided them with detailed information about the advantages of Miami-Dade County and about the confidential services of The Beacon Council.

PERU

JULY 30, 2013 — The Trade Office of Peru in Miami coordinated a visit to The Beacon Council for a delegation of business students from Universidad del Pacifico del Peru. Mario Sacasa. Senior Vice President for International Economic Development for The Beacon Council, met with the delegation and made a presentation on the confidential services provided by The Beacon Council and the advantages of conducting business in Miami-Dade County. Erick Aponte, Peruvian Trade Commissioner in Miami, will be increasing his office's operations in Miami-Dade County as a result of the strong economic growth currently taking place in Peru. Higher volumes of trade and investment between Miami and Peru are expected to take place in the near future.

LEADING COMMUNITY INITIATIVES

The Beacon Council and its foundation work to support industries so residents can have quality jobs.



ONE COMMUNITY ONE GOAL

The Beacon Council Economic
Development Foundation and The Beacon
Council took the lead role in developing
the One Community One Goal (OCOG)
Target Industry Strategic Plan (2012-2017).
The plan provides Miami-Dade County
with a roadmap for its future economic
development success. This communitywide effort provides a unified vision to
create an environment where significant
job creation occurs with a focus on new
higher-paying jobs in target industries.

COLLABORATION

The OCOG Coordinating Council is comprised of more than 50 public sector, private sector, education, and community organization leaders. In addition, the council received input from more than 5,000 participants including survey responses from more than 4,100 people.

IMPLEMENTATION

The OCOG five-year plan provides strategic recommendations aimed at

growing jobs and creating long-term sustainable economic prosperity in Miami-Dade County. These recommendations were divided into these categories:

- Education and Workforce
- Physical Infrastructure
- Entrepreneurship and Innovation
- Business Climate and Public Policy
- Economic Development Marketing
- Target Industries

Target Industry Taskforce Groups have been created to assist with the implementation of the recommendations and to allow the community to become more actively involved with OCOG.

Education has been identified as the foundation of OCOG and is the key driver of the target industries. As a result, OCOG has established an Academic Leaders Council (ALC). The purpose of the ALC is to create an educational ecosystem that aligns with the business community to ensure worker availability and that skill sets keep pace with business needs.

In addition to the OCOG recommendations, six communitywide priorities were outlined. 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. Community-wide priorities include the following goals:



Dr. Mark Rosenberg, head of the OCOG Academic Leaders Council and President of Florida International University.



Left: Miami-Dade County
Mayor and One Community
One Goal (OCOG) Co-Chair
Carlos A. Gimenez; The Beacon
Council Chair Joe Pallot; OCOG
Co-Chairs George Foyo and
Art Torno.

Bottom: Breakout sessions were held in each of the seven target industries at the OCOG Annual Report to the Community event. Diane Sanchez, CEO of the Technology Foundation of Americas and OCOG ICT Taskforce Chair, leads a discussion during a session.



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

UPDATE TO THE COMMUNITY

More than 500 business leaders and community members received an update on The Beacon Council Economic Development Foundation's (OCOG) Target Industry Strategic Plan, a blueprint for local economic development, on May 8, one year after it was launched. The event held at the Wolfson Auditorium at Miami Dade College featured the participation of OCOG Co-Chairs Miami-Dade County Mayor Carlos A. Gimenez; Art Torno Vice President of Mexico, the Caribbean and Latin America at American Airlines; and George

ONE COMMUNITY ONE GOAL AT A GLANCE

TARGET INDUSTRIES

- Aviation
- Creative Design
- Hospitality & Tourism
- Information Technology
- International Banking & Finance
- Life Sciences & Health Care
- Trade & Logistics

CO-CHAIRS

CARLOS A. GIMENEZ

Miami-Dade County Mayor

ART J. TORNO

Senior Vice President – Mexico, Caribbean and Latin America, American Airlines

GEORGE W. FOYO

Executive Vice President & Chief Administrative Officer for Baptist Health South Florida

FUNDING

The following contributors have provided funding since OCOG's inception:

- Baptist Health South Florida
- Dosal Family Foundation
- Florida Blue
- Greater Miami Convention and Visitors Bureau
- Knight Foundation
- Miami-Dade County
- Miami Downtown Development Authority
- Ryder Charitable Foundation
- The Beacon Council
- The Miami Foundation
- The Miami Herald & El Nuevo Herald
- Walmart Foundation
- Wells Fargo
- World Trade Center Miami

ON THE WEB

www.onecommunityonegoal.com



New Leaders Taskforce Chair Fabiola Fleuranvil gives closing remarks during the New Leaders Young Professionals Summit.

Foyo Executive Vice President and Chief Administrative Officer at Baptist Health South Florida; Joe Pallot, Chairman of The Beacon Council; and Robin Reiter, Interim President of The Beacon Council; as well as a panel discussion by the OCOG Academic Leaders Council. The event also featured hour-long breakout sessions in each of the seven target industries led by the OCOG Taskforce Leaders.

EVALUATION

Amy Holloway, OCOG consultant and President of Avalanche Consulting, provided an assessment of our progress during the third quarter 2013 Coordinating Council meeting. Here are the key takeaways from Holloway's evaluation:

- The Coordinating Council's continued commitment is a visible sign that the strategy is in action.
- The Academic Leaders Council's activities to ensure that their curricula and initiatives align with the target industries are impressive.
- The creation of the Target Industry Taskforce Groups is essential and they are off to a good start.
- The momentum of the New Leaders

Task Force is exciting and they have the potential to make a real difference in the community.

"I am impressed with the progress that was made in year one of the strategy's implementation," Holloway said.

Stay tuned for more next year as we continue this five-year plan to add more higher-paying jobs to diversify the local economy and to make it more resilient.

ABOUT THE BEACON COUNCIL ECONOMIC DEVELOPMENT FOUNDATION

The Beacon Council Economic
Development Foundation, Inc. is a 501(c)
(3) Florida Not For Profit Corporation
created exclusively for charitable and
educational purposes:

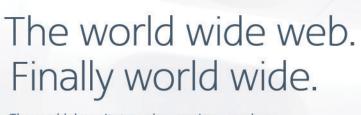
- To compile, prepare, and publish statistical data concerning Miami-Dade County Florida and make such data available to all segments of the community, and
- To set charitable and educational goals to improve the local economy. The sole member of the Foundation is The Miami-Dade Beacon Council, Inc.

NEW LEADERS TASKFORCE RECOMMENDATIONS

The New Leaders Taskforce (NLT) was created to address community issues raised from the research for OCOG. They are a group of nominated emerging leaders serving as ambassadors for economic development. And they work together to create projects that help our community attract and retain new talent by highlighting our community's assets.

The NLT held its first event, the Young Professional Summit, on April 6. The event included a brainstorming session with the community. From those discussions and the group's research, the NLT proposed several recommendations to retain young and talented professionals. They included: 1) creating events with local business leaders, 2) targeting tomorrow's young professionals who are studying at our local universities with specialized outreach, and 3) developing a website that will connect the dots between the initiatives, the young professionals, the students, and the business community. With The Beacon Council's leadership, the NLT plans to take action and use these recommendations to aggressively tackle this challenge.





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MIAMI-DADE DEFENSE ALLIANCE

The Miami-Dade Defense Alliance (MDDA) is a program of The Beacon Council and serves as a liaison for the Florida Defense Alliance. The MDDA's goal is to enhance, expand, and retain existing military installations in Miami-Dade County, to support local reuse efforts because of base/mission closures or realignments, and to retain and enhance the defense-related industries that contribute significant economic benefit to the local economy. The MDDA is the only organization in Miami-Dade County with the primary purpose of addressing the issues of our local military industry with an economic development focus.

The MDDA is comprised of the membership of the Military Affairs Committees and Council of Chamber South, Greater Homestead/Florida City Chamber of Commerce, Greater Miami Chamber of Commerce, local economic development organizations, and veteran support organizations. The MDDA also benefits from a strong partnership with Miami-Dade County and private businesses.

For fiscal year 2012-13, The Beacon Council received a Defense Reinvestment Grant in the amount of \$70,000 to continue to support the MDDA and its

On May 31, 2012, the MDDA held its annual "Doing Business with the Military" conference and veterans resource fair at the Kendall campus of Miami-Dade College. As in 2012, the MDDA again partnered with American Express and added the Victory in Procurement Small Business seminar as part of the conference. The event was an all-day workshop with more than 150 participants. The Doing Business with the Military track of the workshop held three separate sessions that included local military organization representatives. Attendees also had the opportunity to meet one-on-



Donna Masson, project assistant of The Beacon Council Miami-Dade Defense Alliance and Robin Reiter, Interim President of The Beacon Council, congratulate Sergeant First Class Jason A. Philip for being honored at the 26th Annual Military Service Person of the Year Awards Ceremony presented by The Greater Miami Chamber of Commerce.

one with representatives from Southcom, U.S. Coast Guard, U.S. Department of Veterans Affairs, Homestead Air Reserve Base, and other governmental organizations. During the afternoon of the event, we also partnered with South Florida Workforce and more than 15 local businesses to hold our first veterans resource fair in an effort to bring veterans and returning military personnel together with local services providers.

The MDDA is an active member of the Miami-Dade County Military Affairs Board. The overall mission of the Board is to work with all the branches of the Armed Forces to make Miami-Dade County a military friendly community and to maintain and expand the economic impact of the military industry in Miami-Dade County. The MDDA serves as the chair of the Education and Housing Committee and serves on the BRAC committee.

We look forward to working with the board as we address issues regarding federal funding for the military and the next round of base realignment and closure.

The MDDA is participating at a national level in the Service Members and Military Families Council that has been established by the Association of Defense Communities, a national organization that addresses issues faced by active defense communities as well as base closure and development. The mission of this national council is to promote the importance of service member and military family support issues as being vitally important to the success of defense communities. The council will work to identify the obstacles and opportunities associated programs and look to develop effective solutions by sharing best practices and promoting partnerships between the military, industry and communities. It is our intention to share best practices and learn from what other communities are doing to support service members, military families, and veterans.



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BUILDING LOCAL PARTNERSHIPS

The Beacon Council works to provide Member-Investors with networking opportunities and access to vital research

One of the strengths of The Beacon Council is the active involvement of more than 250 Member-Investors who continue to build economic development opportunities in our community.

Through their participation, Member-Investors have a unique opportunity to influence the growth and prosperity of the Miami-Dade Community as we rely on their expertise to shape economic development initiatives.

NEW MEMBERS

In 2012-2013*, 35 local, national, and international companies joined The Beacon Council as Member-Investors:

ActionCoach
Alvarez & Marsal Taxand, LLC
Bank Leumi USA
Berger Singerman, LLP
Binstock Rubin Adler Aldecoa
& Ellzey, P.A.
Boston Consulting Group

Cambridge Mercantile
Cherry Bekaert, LLP

Copa Airlines

Coral Gables Executive Physicians

Doral Business Council

EB Hotel Miami

F&E Aircraft Maintenance

Fifth Third Bank

Fortune Development Sales Corp.

Friends of WLRN

Fuerst, Ittleman, David & Joseph, P.L.

Global Governance Advisors

GreenAccess US

HCI- Hot Calls Inc.

Hewins Financial Advisors

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Informática El Corte Inglés

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Mace North America

Mercer

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Ranger Technical Resources

*New Members FY 12-13 as of 7/30/2013

Robinson Commercial
Real Estate Services, Inc.
Sandler, Travis & Rosenberg P.A
Sofitel Miami
Stiles Realty Co.
TriNet HR Corporation
Whitney International University
System



"South Florida has the highest concentration of small business owners in the country and everyone knows small business

is the economic engine that drives commerce. The Beacon Council is committed to supporting those small business owners who are willing to engage and do the critical thinking to take both their business and our community to the next level. As small business owners ourselves who work directly with small business owners in our community, the value of being a member of The Beacon Council is apparent in so many ways. We've encouraged all of our clients to become members, too."

— **Jody Johnson**, Owner of ActionCoach





"By reaching out to business leaders and providing a forum where these leaders could work

together to promote a common vision for Miami-Dade County, the Beacon Council has served as an indispensable engine for economic growth and development in this region. At Hunton & Williams, we are proud to support the Beacon Council in promoting our common goal of fostering growth and opportunity in our community."

— **Juan C. Enjamio**, Managing Partner of the Miami office, Hunton & Williams



The Beacon Council Interim President Robin Reiter: The Beacon Council Chair Joe Pallot: County Commission Chairwoman Rebeca Sosa: Colleen Fain and Richard D. Fain. Chairman & CEO of Roval Caribbean Cruises Ltd. and winner of the Jay Malina Award. sponsored by Wells Fargo and named after the late founder of the first One Community One Goal initiative; and John Fox, Vice President of Royal Caribbean Cruises Ltd. during The Beacon Awards.



"I am privileged to be working with the team at the Beacon Council as an Executive Board member

representing AT&T. The work being done at the Beacon Council allows the community to grow and prosper by marketing Miami -Dade County's unique qualities to the world. For us at AT&T, Miami-Dade is one of the most active markets in the country, not only in terms of network growth but in technology adoption. There is no question that this wonderful community is the place "where worlds meet" and we at AT&T are honored to contribute to its economic growth."

— **Maria Johnston**, Regional Director of External Affairs for AT&T



"Supporting
The Beacon
Council is an
important part
of Greenberg
Traurig's
long-standing
commitment

to help drive the success of Miami-Dade County. Since our law firm was established in Miami in 1967, our attorneys have maintained a tradition of service to the community we call 'home.' We are honored to collaborate with The Beacon Council, an organization that is achieving tremendous success in bringing new investments that help create and retain jobs in Miami-Dade County."

— **Jaret L. Davis**, Co-Managing Shareholder for the Miami office of the international law firm of Greenberg Traurig

2012-2013 BEACON COUNCIL COMMITTEE CHAIRS

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CHAIR ELECT

SHELDON ANDERSON, Northern Trust

TREASURER

RONALD A. SHUFFIELD,

EWM Realtors International

SECRETARY

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Ronald A. Shuffield,

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Aviv Tzur, Av-Biz Aerospace Ventures, LLC

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Joseph Roisman, Perry Ellis International

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Dr. Tony Villamil, St. Thomas University

INTERGOVERNMENTAL

Jeff Bartel, Hamptons Group

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Carolina Rendeiro, Right Space

Management

INVESTMENT

Sigfredo Birriel, Bank of America

Merrill Lynch

MEMBERS-INVESTOR

Maria Johnston, $AT \mathcal{G}T$

SEARCH

Sheldon T. Anderson, Northern Trust

SUSTAINABILITY

Gary Goldfarb, Goldfarb Management Services

ONE COMMUNITY ONE GOAL CHAIRS

Carlos A. Gimenez, Mayor,

Miami-Dade County

Art Torno, American Airlines

George Foyo, Baptist Health South Florida

PROMOTING MIAMI-DADE COUNTY

The Beacon Council works to market Greater Miami as the ideal location to grow your business

The Beacon Council is one of only 31 economic development organizations worldwide that is accredited by the International Economic Development Council.

Our staff members have more than 250 years collectively of economic development experience and have received national recognitions from their peers and industry associations.

We are a nonprofit organization marketing Miami-Dade County globally on a budget. The Beacon Council continues to leverage the resources available to raise our community's profile as a global business destination.

MIAMI: WHERE WORLDS MEET CAMPAIGN

The Miami: Where Worlds Meet campaign partnership allows Miami-Dade County to pool its resources and promote the county worldwide as an ideal location to live, work and play. The Beacon Council continued this campaign in partnership with American Airlines, The Greater Miami Convention & Visitors Bureau, Miami-Dade County, PortMiami, Miami International Airport, and the Miami Downtown Development Authority.



Miami Today interviews and videotapes The Beacon Council Chair Joe Pallot on Oct. 16 for a profile story.

MEDIA COVERAGE

The Beacon Council often provides information to the media as a way to promote Miami-Dade County, the companies assisted and the organization itself. This past year, The Beacon Council was included in at least three Miami Herald front page stories. They were:

- Oct. 11, 2012 Univision-ABC channel reflects 'new reality' of Hispanic rise in America
- May 31, 2013 Rene Ruiz gives a boost to manufacturing and jobs
- July 15, 2013 Swim Week puts focus on Miami designers.

The Beacon Council was mentioned in several front page stories of The Miami Herald (below).



Will Corbin, Manager of Research & Strategic Planning at The Beacon Council, was chosen as one of Legacy Magazine's South Florida 40 Under 40 Black Leaders. Corbin appears on the magazine cover, third from the left.



2012-2013 ACCESS SERIES EVENTS

The ACCESS Series provides an in-depth access to business community leaders. Attendees are engaged in an informal setting which allows them to ask questions and provide input on key issues. Topics included:

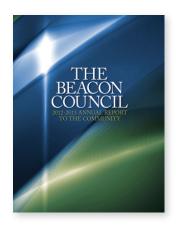
- University of Miami's Economic Impact Study on South Florida with speaker UM President Donna Shalala.
- The Brickell CityCentre virtual job fair with Swire Properties and South Florida Workforce.

- Findings of a survey that analyzed CEO compensation in South Florida and how it compares to the nation with *The Miami Herald* and Global Governance Advisors.
- Community partnering with the military, with The Good Government Initiative.
- Exhibition celebrating Andy Warhol's career with Overture Art Fair, and Sebastien Laboureau, International Arts Advisor for Moon Star Advisors.
- WorldCity's 2013 Who's Here Multinational Directory and the 2013 Miami Business Profile and Location Guide.
- Fast Track to Approval Permitting Workshop, a panel discussion on improvements being made to streamline the County's permitting process.
- Panel discussion on the revitalization of Miami-Dade County's real estate market
- Discussion on the new Clean Energy Corridor with the Town of Cutler Bay Mayor Ed MacDougall and YGRENE.



COMMUNITY PROMOTION

The Beacon Council generates advertisements that remind audiences that economic development programs work for the betterment of the entire community. Media engagement continues to be proactive with regular press releases, timely news conferences, emails and newsletters. The Beacon Council continues to answer inquires and write thoughtful and inclusive Opinion pieces and/or Editorials.



ANNUAL REPORT TO THE COMMUNITY

The Beacon Council's
Annual Report is a publication
that tells the public
about the organization's
accomplishments, mission,
vision and goals. It reviews
the year's major initiatives and
programs.



THE BEACON COUNCIL NEWSLETTER

The Beacon Council
e-newsletter was redesigned
and is emailed at the start
of each week to MemberInvestors and to a constantly
expanding database of
thousands of community
stakeholders to keep them
updated on the latest projects,
press coverage, events and
meetings.

NEW GIS WEBSITE PROMOTES MIAMI-DADE PROPERTIES

Sponsored by County Commission
Vice Chair Lynda Bell, The Beacon
Council, in partnership with Miami-Dade
County, has launched a new Geographic
Information System (GIS) site selection
tool, which features available sites &
buildings, area demographics, industry
data & analysis, and GIS mapping with live
connection feeds directly from MiamiDade County.



EVENTS

The Beacon Council provides members and guests with informative events that also include networking opportunities, create awareness of The Beacon Council, promote the county, raise funds to market Miami, and showcase the current targeted industries.

ANNUAL MEETING

More than 400 people attended The Beacon Council's Annual Meeting on Oct. 10, 2012 at InterContinental Hotel. Miami-Dade County Mayor Carlos A. Gimenez and Miami Mayor Tomas Regalado welcomed the attendees. The event highlighted The Beacon Council's accomplishments for the 2011-2012 fiscal year and set the priorities for the upcoming year. Cesar Conde, then Univision President, addressed the crowd and announced the new collaboration with

FOLLOW US!

Keep up to date with The Beacon Council's activities on: Facebookcom/BeaconCouncil Vimeo.com/BeaconCouncil Twitter.com/BeaconCouncil Linkedin.com/company/ the-beacon-council



Fourteen top corporate site consultants from across the country took a three-day tour and listened to presentations about doing business in Miami-Dade County. In this photo, the site consultants and The Beacon Council staff are about to board the Celebrity Constellation for the 11th Annual Beacon Awards luncheon.

ABC on a new English-language network targeting U.S. Hispanics. 2011-2012 Chairman of The Beacon Council Alan Becker, Managing Shareholder of Becker & Poliakoff presented a beacon to U.S. Rep. Ileana Ros-Lehtinen and passed the gavel to 2012-2013 Chairman Joseph W. Pallot, General Counsel for HEICO.

KEY CEREMONY & HOLIDAY RECEPTION

On December 11, 2012, elected officials from the County and Cities joined The Beacon Council at Vizcaya Museum and Gardens to present companies with the official key to the County and respective City in appreciation for their decision to locate or expand in Miami-Dade County during the 2012 calendar year. More than 250 business, civic and government leaders attended the event.

SITE SELECTORS SHOWCASE

The Beacon Council showcased Miami-Dade County's business assets to 14 top corporate site consultants from across the country who visited our community from March 12-14, 2013. The three days of community presentations and area tours provided guests with an overview of Miami's favorable business climate, skilled multilingual workforce, new emerging industries, revitalized real estate market, and other assets that make our county a world-class business destination.

11TH ANNUAL BEACON AWARDS

The Beacon Council annually honors local leaders and businesses for significant contributions to the Miami-Dade economy in the areas of job creation, business expansion, corporate citizenship and industry leadership. More than 400 people attended the 11th annual awards ceremony on March 14, 2013 on board the Celebrity Constellation.

The following winners were chosen by a panel of past and present chairs:

- Jay Malina Award Richard D. Fain, Chairman & CEO of Royal Caribbean Cruises Ltd.
- Education Award The Miami Children's Museum
- **Chairman's Award** Jose Abreu, Miami-Dade Aviation Department:

Beacon Awards
luncheon.

• Judge's Special Award – MiamiDade Public Schools with special
recognition to School Superintendent
Alberto Carvalho and Members of the

 Make it Miami Award — Univision Networks

Targeted Industry Awards:

School Board

- Aviation LATAM Airline Group, S.A
- Creative Design Craig Robins, DACRA
- Foreign Direct Investment TotalBank
- Hospitality and Tourism InterContinental Miami
- **Healthcare Services** Nutri-Force Nutrition
- Information Technology ColoHouse
- International Banking and Finance — TD Bank
- Life Sciences Novartis
- Small Business VSBrooks Advertising
- Trade and Logistics FedEx
 Express Latin American & Caribbean
 Division

The Miami Herald Media Company is proud to support The Beacon Council.



SUPPORTING GOVERNMENT EFFORTS

The Beacon Council works to ensure jobgenerating policies for statewide and local businesses

ENTERPRISE ZONE PROGRAM

Since the adoption of The Beacon Council's legislative agenda, much work had been done to create partnerships to further economic development opportunities in Miami-Dade County. We secured Senator Aaron Bean from Jacksonville and Representative Jeanette Nuñez from Miami-Dade as the legislative sponsors for the 2013 session for the passage of an improved Enterprise Zone state-wide program. Miami-Dade County Commission Chairwoman Rebeca Sosa filed a resolution to support this initiative and have this issue added to the Miami-Dade County's State Legislative Agenda.

This past session, all statewide incentive programs were under serious scrutiny. In addition, the Enterprise Zone program is scheduled to sunset in 2015. While working on the particular language of the bill, it became evident to all stakeholders that it was in the best interest of all to workshop the issue. We worked with Enterprise Florida and the Florida Chamber to generate support for the proposed bill.

Miami-Dade County has the largest Enterprise Zones in the state and the Enterprise Zone program has been one of the tools that The Beacon Council uses to attract business to Miami-Dade County, but in particular – Miami-Dade County's urban core.

The goals of proposing new language to the Enterprise Zone program is to provide real incentives to revitalize and rehabilitate distressed areas; encourage businesses to locate and expand in these areas; stimulate employment; enhance the areas



Florida's State Capitol buildings — located in Tallahassee — with the original 1845 structure (foreground) which is listed on the National Register of Historic Places.

general social and economic well-being; establish communication between local and state during application process; reduce bureaucracy and increase participation in the Enterprise Zone program.

LOCAL BUSINESS TAX

The House Finance and Tax Subcommittee recommended House Bill 7109 revising the current local business tax structure by requiring local governments to base the local business tax on square footage regardless of the size and profitability of a business. This bill, however, would have had unintended consequences that would be fiscally damaging to Miami-Dade County. In order to remain fiscally neutral, Miami-Dade County would have had to increase by 45 percent the local business tax on businesses in unincorporated Miami-Dade County, increasing the Local Business Tax from an average of \$114 to \$166 a year. This tax increase would be especially damaging to small businesses. The Beacon Council, in partnership with Miami-Dade County

and our State Dade Delegation advocated against this bill and it failed this session.

ECONOMIC DEVELOPMENT INCENTIVES

The Senate Appropriations Subcommittee on Transportation and Economic Development had proposed to fund economic incentives at \$16.2 million, a fraction of Florida Gov. Rick Scott's \$278 million request. The House's proposal was to fund economic incentives but cut Enterprise Florida's operating budget. Either position would have eliminated future funding for incentives and diminished The Beacon Council's ability to compete nationally in economic development projects on behalf of Miami-Dade County. The Beacon Council responded to Enterprise Florida's "call to action" by reaching out to House and Senate leadership along with other state-wide partners. As a result, Enterprise Florida's operating budget was funded along with economic development incentives, although at a lower level than in previous years.

ANALYZING KEY DATA

The Beacon Council researches and examines relevant information for business operations

In order to gain a competitive advantage in the marketplace, information is key. The Beacon Council offers a wealth of research to public and private organizations, businesses and media to increase the knowledge of Miami-Dade County and its global business advantages. From conducting market studies to providing online data, The Beacon Council helps local, national and international business executives with new location and expansion decisions.

Throughout the 2012-2013 fiscal year, The Beacon Council Research Department provided cross-functional support by providing vital information for business assistance initiatives, economic impact analysis, presentations and media inquiries from around the world. The Beacon Council provides information and assists in drafting text for collateral materials and any other marketing publications. The Beacon Council also assists with press inquiries that require data on the local economy and the community.

In addition, The Beacon Council Research Department provides information on Miami-Dade County, including business costs (office space costs, wages and taxes), requested by companies and prospects. For 2012-2013, more than 125 research requests for data and information were processed.

The Beacon Council also provides data comparisons between Miami-Dade County and other areas in the United States. In addition, it conducts an economic impact analysis for any incentive that requires Miami-Dade County funding, such as the Florida Qualified Target Industry Tax Refund and the Miami-Dade Targeted Jobs Incentive Fund. During the 2012-2013 fiscal year, 16 economic impact analyses were prepared for companies (in many cases, multiple impact analyses are prepared for different scenarios).

The Research Department also develops PowerPoint presentations used by The Beacon Council departments. Each presentation is custom-made and includes pertinent information relevant to the audience. In addition, The Beacon Council is asked by business and community organizations to give presentations and participate on panels as it relates to the local economy.

PUBLICATIONS/SPECIAL PROJECTS

ECONOMIC UPDATE

The Beacon Council Research Department writes and produces, together with the Marketing Department, the Economic Update. This publication gives an overview of the current economic situation in Miami-Dade County, and is mailed to all Beacon Council members, Economic Development prospects, and distributed throughout Miami-Dade County. The information and analysis in the Economic Update is based on contributions from the members of the Economic Roundtable.

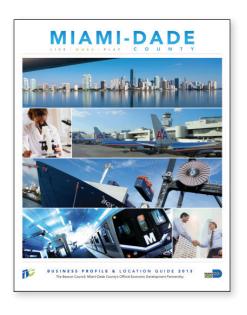
2013 MIAMI BUSINESS PROFILE AND LOCATION GUIDE

The 2013 Miami Business Profile and Location Guide is an annual publication used to promote Miami-Dade County to key corporate decision makers and business leaders both domestically and internationally. The magazine is utilized throughout 2013 at tradeshows, economic development missions and special events worldwide.



Above: The Economic Update gives an overview of the current economic situation in Miami-Dade County.

Below: The Miami Business Profile and Location Guide is an annual publication used to promote Miami-Dade County to key corporate decision makers and business leaders both domestically and internationally.



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The Graham Companies







WHATEVER YOUR BUSINESS, WE'RE WORKING FOR YOU.

The Beacon Council helps businesses locate and expand in Miami-Dade County. Our services are free and confidential, and include help with market research and demographics information, business costs information, site selection assistance, permitting facilitation, employee assistance relocation, access to labor training and access to financial and incentive programs. Call The Beacon Council at 305-579-1300 for more information.





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Congratulations to the Beacon Council on Another Successful, Dynamic Year!

Chairman & Founding Partner

From your friends at



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Realize your vision.

Donna Abood

Michael T. Fay
Chairman & Founding Partner

For South Florida businesses, we know it's all about location, location, location. And setting your sights on the next move. At Colliers International, we have the real estate expertise and strength to lead you into new territory locally or around the world—taking you to new heights.

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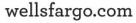


Great leaders inspire our communities



In every community, there are people who can inspire others to work for positive change. True leaders know how to forge a consensus and create a lasting legacy of success.

The Beacon Council, it's an honor to recognize you.



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