2016 One Community One Goal Annual Report to the Community

Catch a glimpse of the future
One Community One Goal is a community-wide strategic plan for economic growth

QUICK HISTORY

1990s
One Community One Goal (OCOG) was originally created by the Greater Miami Chamber of Commerce in the 1990s to assist with the economic growth of our community. It was a catalyst that steered Miami on a path to becoming a global business community.

2000s
Spearheaded by The Beacon Council in 2010, the relaunch of the OCOG strategic plan set ambitious industry, education priorities and corporate recruitment targets in order to create long-term sustainable economic prosperity in Miami-Dade County. The OCOG strategic plan is unique because it has been developed with input by the citizens of Miami-Dade County. Surveys were delivered in three different languages (Creole, English and Spanish) and input was received from more than 5,000 participants.

GOAL
The purpose of One Community One Goal is to provide Miami-Dade County a roadmap for its future economic development success.
- It is a community-wide effort that provides a unified vision.
- It offers strategic recommendations for significant job creation in target industries.
- Education is the foundation of One Community One Goal.

“The Beacon Council Leadership

President & CEO
Larry K. Williams
The Beacon Council President & CEO

Chair
Ernie Díaz
Regional President for TD Bank in Florida

Chair-Elect
Jared Davis
Co-Managing Shareholder of Greenberg Traurig’s Miami Office

OCOG Co-Chairs Emeritus
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Chairman & CEO
Gibraltar Private

Alexandra Willoch
President & Publisher
Miami Herald Media Co.

Art Torne
SVP, LT1 and Cargo
American Airlines

George W. Feye
EVP and CAO
Baptist Health South Florida

Past OCGO Co-Chairs

Carlos A. Gimenez, Mayor, Miami-Dade County and OCG Co-Chair

OCOG is an initiative of The Beacon Council Economic Development Foundation, a 501(C)3, Florida not-for-profit organization and an affiliate of The Beacon Council, a 501(C)6.
ACADEMIC LEADERS COUNCIL

Education is the foundation of One Community One Goal. Above all recommendations, building a world-class educational ecosystem will give Miami-Dade County its greatest competitive advantage. As a result, OCOG has established a leading edge Academic Leaders Council whose members have been recognized as being among the top educational leaders in the country.

The OCOG Academic Leaders Council has been created to develop a world-class educational ecosystem that aligns with the business community to ensure worker availability and to ensure that skill sets keep pace with business needs.

“Our institutions have implemented strategies to advance the One Community One Goal target industries and to develop an unrivaled educational ecosystem that propels our ability to respond to the challenges and opportunities of the 21st century.”

Dr. Mark B. Rosenberg, FIU President and Academic Leaders Council Chair

Members of the Academic Leaders Council
- Barry University President Sister Linda Bevilacqua
- Florida International University President Mark B. Rosenberg
- Florida Memorial University President Roslyn Clark Artis
- Miami Dade College President Eduardo J. Padrón
- Miami-Dade County Public Schools Superintendent Alberto M. Carvalho
- St. Thomas University President Msgr. Franklyn M. Casale
- University of Miami President Julio Frenk

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One Community One Goal
Diversifying and Strengthening the Local Economy

Growing entrepreneurial ecosystem

Improving physical assets

Pursuing industries with higher wages and long-term sustainability

"Through One Community One Goal, our business community is working with leaders in academia to further develop Miami-Dade County as a top talent hub and world-class business destination."

Nelson Lazo, CEO, Doctors Hospital and OCOG Co-Chair

Branding Miami-Dade County as a top business destination
One Goal Initiative

Strengthening our Economy

Entrepreneurial System

Education and Workforce Development

Aligning curricula with evolving business needs

Business Climate and Policy

Enhancing business growth opportunities

Leadership

Driving implementation

“In today’s fast-changing world, cities that have a diversity of ideas and of people have an edge. Miami is just that city. Over the past three years we have seen terrific growth in our innovation and tech sector, fueled by a rising group of local leaders and global entrepreneurs, who have chosen to make Miami their home.”

Matt Haggman, Program Director for Miami at the John S. and James L. Knight Foundation and OCOG Co-Chair

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One Community One Goal

Community Speaks
One Community One Goal received community-wide input to form its initial strategic plan
- 4,100 stakeholders surveyed
- 700 focus group participants
- 37 small group interviews
- 99 recommendations from 4 reports
- 8 months of comprehensive analysis outreach & input

Community Acts
2015-2016 Year in Review
The One Community One Goal initiative brings about unprecedented engagement
- 8,388 volunteer hours dedicated
- 3,000 students engaged
- 466 companies engaged
- CEO 163 C-level executives participating
- 43 nonprofits participating

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ONE COMMUNITY ONE GOAL JOB CREATION UPDATE

<table>
<thead>
<tr>
<th>Target Industry</th>
<th>2012 Jobs</th>
<th>2016 Jobs</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aviation</td>
<td>21,264</td>
<td>24,670</td>
<td>3,406</td>
</tr>
<tr>
<td>Banking &amp; Finance</td>
<td>36,802</td>
<td>40,975</td>
<td>4,173</td>
</tr>
<tr>
<td>Creative Design</td>
<td>23,066</td>
<td>26,100</td>
<td>3,034</td>
</tr>
<tr>
<td>Hospitality &amp; Tourism</td>
<td>120,894</td>
<td>137,791</td>
<td>16,897</td>
</tr>
<tr>
<td>Life Sciences &amp; Healthcare</td>
<td>118,655</td>
<td>128,263</td>
<td>9,608</td>
</tr>
<tr>
<td>Technology</td>
<td>6,795</td>
<td>8,674</td>
<td>1,879</td>
</tr>
<tr>
<td>Trade &amp; Logistics</td>
<td>28,533</td>
<td>34,394</td>
<td>5,861</td>
</tr>
<tr>
<td><strong>TOTAL Target Industries</strong></td>
<td><strong>356,009</strong></td>
<td><strong>400,867</strong></td>
<td><strong>44,858</strong></td>
</tr>
</tbody>
</table>

**All Sectors**

| Total Jobs | 1,020,511 | 1,131,949 | 111,438 |

Source: EMSI, OMEC, 2016

To measure progress of this initiative, job creation goals were established. For the overall economy, the goal was to create 75,000 new jobs and, for target industries, 27,000 new jobs over a five-year span.

In Miami-Dade County, the total number of all new jobs increased by more than 111,438 between 2012 and early 2016, allowing us to exceed our five-year OCOG goal in year four.

The number of target industry jobs increased by more than 44,000 from 2012 to 2016. This total, after only four years, far surpasses the five-year goal of 27,000 jobs.

Almost all of the target industries have higher annual salaries than the average for all industries and all have shown growth in their sector.

"I am proud to report that as of early 2016, we are up to 45,000 jobs in the high-skill, high-wage targeted industries.”

**Dr. Tony Villamil**, Washington Economics Group
Founder & Principal and The Beacon Council’s
Economic Roundtable Chairman
It’s your time
Be a part of the OCOG solution

✓ Be an OCOG Ambassador by staying engaged and spreading the word
✓ Post paid internships through the Talent Development Network – log on to TDNMiami.com
✓ Refer area businesses and organizations to support The Beacon Council Foundation, OCOG
✓ Participate in OCOG Functions

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