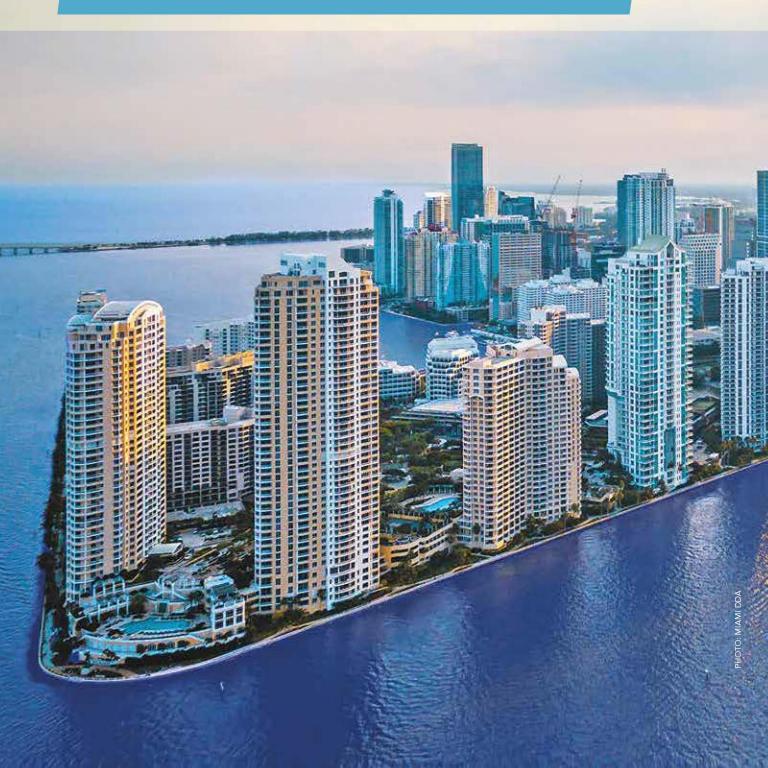
# MIAMI-DADE



# MIAMI-DADE



From business and lifestyle, to the intangible quality of living in a multicultural, cosmopolitan global destination, some say Miami-Dade County is a magical place. The word is even in the county seat's nickname — "The Magic City."











(I to r) Fontainebleau Miami Beach; Brickell Flatiron; Downtown; Ocean Drive

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to Work

~Forbes

### Miami's Magic Makes it a Destination for Business and Life

It's a magic that pervades Art Basel Miami Beach, the annual gathering that brings thousands to one of the world's premier art events. Or it's found amid the hype of Super Bowl LIV — coincidentally the name ("LIV") of the hottest nightclub at Miami Beach's venerable Fontainebleau Hotel — that will descend on the region for its 11th time in February 2020.

When Forbes recently offered six reasons people are moving to Miami's Brickell neighborhood, they could have been discussing the entire county. Listed were new housing and hotels, fine dining, convenience, connectivity and culture.

The writers left out the multicultural residents and workforce, the cachet of its place on the global map, and the lack of a state income tax and low sales and corporate taxes — all ripe perks for any executive or company looking for a new home.

Employers, executives and entrepreneurs moving here will find a community in constant transformation. Founded in 1896 by Julia Tuttle, Miami once was a retirement haven. It's today a diverse metropolis of 2.7 million residents — with a median age of 39 and who speak more than 100 languages.

Miami-Dade County stretches from Broward County to the north, then south between
the Everglades and the
Atlantic Ocean to Florida
Bay. Around the county,
places like Sunny Isles
Beach, downtown Miami
and Miami Gardens —
long-time home of the
Miami Dolphins' home
field and Miami Open site
Hard Rock Stadium — are
immersed in growth.

Along the county's western perimeter, its second youngest city — Doral — calls among its tax base Carnival Cruise Line, Perry Ellis, World Fuel Corp., even the U.S. Southern Command. "A Republican president also has a hotel here," says Doral Mayor Juan Carlos Bermudez. "Or at least his family does."

2.8 MILLION Residents

100+ LANGUAGES Spoken 39 MEDIAN Age

100+ countries
Represented

LARGE DIVERSE MARKET



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(t to b) Downtown stroll; Celebrating Cinco de Mayo at CityPlace in Doral

Our global connectivity, highly educated workforce and positive business climate provide a foundation for success that is only complemented by Miami's quality of place."

Michael A. Finney
 President and CEO
 Miami-Dade Beacon Council

When discussing Miami with people from places like New York, Washington, D.C., Chicago or Los Angeles, EWM Realty President Ron Shuffield counters those cities' attributes with Miami's — and Florida's — lower taxes, cost of living and higher quality of life. Then there's that intangible.

"Florida just has a magic to it," he says.

Entrepreneurs and CEOs, hedge fund managers and investors, health care leaders and manufacturers all have relocated to Miami. They've found an eager community ready to work. Jeff Mihm, CEO of Noven Pharmaceuticals, finds a young, polylingual workforce of home-grown and educated talent. Donna Abood, managing director with Avison Young, lauds the "evolution of a young, entrepreneurial talent looking to grow something meaningful."

Dan Mackler, co-chair of the real estate practice group for Gunster law firm, moved with his wife from Boca Raton to downtown Miami to immerse themselves in the culture and thriving real estate market.

Al Dotson, managing partner with local law firm Bilzin Sumberg, arrived in Miami four decades ago. He's witnessed the growth of infrastructure, transitoriented development, affordability and a regional view of South Florida. He's

also seen how Miami and South Florida have become the darlings of global investors keen to be part of a marketplace where they can make a life.

"When you look at Doral and Homestead and Florida City and Aventura, Miami is not singularly focused," Dotson says. "We're not an in-the-box kind of city that you can describe with single words or concepts. It's a collaboration that cuts across cultures and concepts that make Miami a distinct international city."

Now, leaders hope more discover the "Magic City" and its diverse, dynamic and entrepreneurial nature as a world-class business hub. Miami, they say, is positioned to both support and accelerate innovation across a variety of key industries with expertise in banking and finance, law and accounting, trade and logistics, creative design, health care and life sciences and other industries.

"Our global connectivity, highly educated workforce and positive business climate provide a foundation for success that is only complemented by Miami's quality of place," says Michael A. Finney, president and CEO of The Miami-Dade Beacon Council. "A young community that has evolved at warp speed, we do more than engage with the global marketplace. We are the global marketplace."

# LEADING LYMPHOMA EXPERT TESTING NEW THERAPIES

#### AT SYLVESTER COMPREHENSIVE CANCER CENTER

By: Peter Laird

raig H. Moskowitz, M.D., has devoted his entire career to advancing the clinical research and treatment of lymphoma, and has developed targeted therapies that are proving highly effective and becoming the standard of care worldwide.

One of the world's leading lymphoma experts, Dr.
Moskowitz joined Sylvester
Comprehensive Cancer Center, part of UHealth – University of Miami Health System, last year after more than 25 years at Memorial Sloan Kettering Cancer Center in New York.

Each year, more than 80,000 people in the U.S. are diagnosed with some form of lymphoma, which is a cancer of the lymph system and the most common of all blood-related cancers. There are two main types of lymphoma – Hodgkin and non-Hodgkin – with the latter making up roughly 80 percent of all lymphomas. Diffuse large B-cell lymphoma, which develops from B cells in the lymphatic system, is the most common malignant lymphoma.

"With lymphoma, some of your white blood cells, or lymphocytes, start dividing before they are fully mature and can't fight infection as normal white blood cells do,"

Dr. Moskowitz said.

"Also, they keep dividing continuously and don't

naturally die off as white blood cells normally do, which means too many are produced. The abnormal cells start to collect in the lymph nodes or in other places where they can then grow into tumors and begin to cause problems."

Because the lymphatic system runs through your whole body, lymphoma can crop up just about anywhere, according to Dr. Moskowitz, who is physician-inchief at Sylvester.

It is most commonly noticed first in the lymph nodes in the neck, but it is quite common to find lymphoma in the stomach, small bowel, liver, spleen, thyroid gland, bone marrow, brain, testicles, or skin.

Dr. Moskowitz has had two drugs – brentuximab vedotin and pembrolizumab – approved for the treatment of Hodgkin lymphoma. At Sylvester, he is currently leading a Phase 1 clinical trial that employs an innovative drug combination for patients with advanced non-Hodgkin lymphoma, when standard treatments have failed.

One of his patients at Sylvester is the first in the world to be treated with this new investigational combination therapy, which combines an antibody-drug conjugate (ADC) that selectively kills non-Hodgkin lymphoma cells with an immunotherapy drug called durvalumab.

Dr. Moskowitz says the combination therapy is more effective than either drug alone.

"The ADC drug has been given by itself to more than 100 lymphoma patients and the response rate is greater than 40 percent," Dr. Moskowitz said.

"The hope is that these two therapies together will provide a one-two punch against lymphoma, killing cancer cells directly and motivating the immune system to destroy even more."

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**REGIONALISM: GLOBALISM, TRANSPORTATION** 

## The Greater Sum: Miami's Role in "Regionalism"

Miami has long been described as "the gateway to Latin America." It's not just a slogan. Today, it's obvious that South Florida is earning that title.

When the Greater Miami Chamber of Commerce joined chambers from Fort Lauderdale and the Palm Beaches in February to create the South Florida Business Council, the agreement did more than spark a new approach to addressing critical regional issues. It codified the reality that the region is stronger when its leaders work together.

"Regional partnerships are becoming more and more common across the nation, and the power of acting as a region is clear, whether it's to court a large corporation, win funding or address community needs," says Alfred Sanchez, CEO of the Greater Miami Chamber of Commerce.

This wasn't the first regional endeavor.
Though Amazon chose another market for its highly touted "HQ2" headquarters project, a thick proposal prepared by Miami-Dade, Broward and Palm Beach counties earned "South Florida" a spot on the short list.

When the Super Bowl comes to town in 2020, hotels and business leaders across the region will feel the impact. Where the three counties once were wholly unique,

today they're striving to work together.

"We're not as parochial as we used to be," says Business Council Chairperson Christine Barney, CEO of Miami PR firm rbb Communications.

It's seen across industries. Cruise lines and shipping firms use ports and services across the tricounty region.
Miami's fastest-growing tech firms — Soutec US LLC, CompassMSP and Momentum Consulting, among others — share a regional halo with such companies as Magic Leap, e-Builder, Citrix and billiondollar buy-outs Ultimate Software and Chewy.com.

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technology and tourism, the industries targeted by Miami-Dade's One Community One Goal strategic plan for growth and prosperity are capitalizing on a population of more than 6 million people.

"Outside the region, nobody knows where Miami-Dade County ends and Broward County starts," says Melissa Medina, president of eMerge Americas. "People outside of Miami or Florida think of Miami as one huge South Florida corridor."

#### The Span of Transportation

The region blends further as transportation systems expand and improve. Regional high-speed rail service Brightline, which was acquired by Virgin Trains USA, has opened efficient travel from West Palm Beach through Fort Lauderdale to downtown Miami, Its southern terminus, a block from the rising mixed-use Miami Worldcenter, will connect to area transportation systems, including Miami's Metrorail and the downtown Metromover.

"Brightline and Amazon have shown we can work together," says Nitin Motwani, co-chair of One Community One Goal



Regional partnerships are becoming more and more common across the nation, and the power of acting as a region is clear, whether it's to court a large corporation, win funding or address community needs."

Alfred Sanchez
 CEO
 Greater Miami
 Chamber of Commerce

and managing principal of the \$4-billion Miami Worldcenter, the largest private development underway in Florida and the second largest development in the U.S.

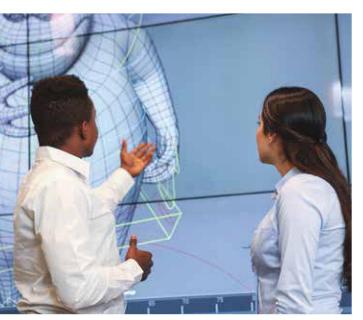
Brightline presents an "amazing business case" to align South Florida with other state business centers — and beyond, says Ben Porritt, the company's senior vice president. "It means a lot to this community, and it only helps us to recruit new companies."

County transportation officials are looking west to match commuting options with growth. The Miami-Dade Expressway Authority is improving its five toll-based expressways to become part of the infrastructure matrix, says Executive Director Javier Rodriguez.

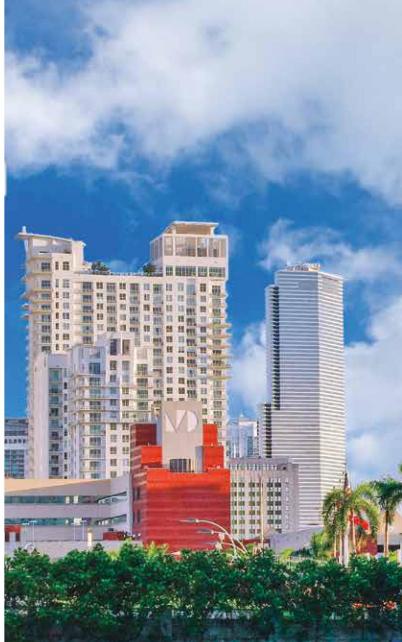
The county is investing in "smart" and adaptive stop lights, better signal integration, and bus and rail routes to accommodate drivers and transit commuters. Solutions will cut commuting times and link the county south from Homestead north to Aventura, says Alice Bravo, director of transportation and public works for Miami-Dade County.

"We're focused on bringing every type of mobility option to citizens and visitors to Miami-Dade County," she says. "The real way to lure people to transit is to save time. We're creating a grid that will cover the entire county. Ideally this will create a car-optional county."

(I to r) Brightline; Miami Worldcenter rendering; Cargo at PortMiami; Downtown Metromover













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#### **PORTS / LOGISTICS**

(I to r) Miami International Airport; PortMiami

# Miami: Well-Connected for Global Trade and Tourism

When railroad tycoon Henry Flagler expanded his Florida East Coast Railway to Miami in the 1890s, it became the most convenient way to move people and cargo to and from the city. Today, railcars, ships and aircraft bring the world to Miami's doorstep.

Miami is well-connected.
Whether via PortMiami, Miami
International Airport, several
intermodal centers, and similar
ports and facilities along the
Southeast Florida coast, its ports
drive countless billions of dollars in
the local and state economies.

#### Miami International Airport (MIA)

MIA, along with its general aviation airports Miami Executive Airport, Miami-Opa Locka Executive Airport and Homestead General Airport, is a leading economic engine for Miami-Dade County and the state, generating business revenue of \$33.7 billion annually.

In 2018, MIA for the first time topped 45 million passengers, up 1 million travelers over 2017. As of February 2019, passenger growth is up more than 440,000, says Lester Sola, MIA director and

CEO. MIA is the nation's third-busiest airport for international passengers, with more than 100 air carriers flying international routes; it serves more international passengers than any other airport in Florida — accounting for 70% of all international visitors to the state. This includes 22 nonstop routes to Europe and the Middle East.

In terms of cargo, MIA handled 2.3 million tons of international freight in 2018, which led all U.S. airports for another record year. MIA handles 81% of all imports and 78% of all exports between the U.S. and the Latin American / Caribbean region, including the majority of all perishables imported to the U.S. The largest of Amazon's four county warehouses is a new 885,000-square-foot fulfillment center at Miami-Opa Locka Executive Airport.

#### **PortMiami**

Miami may be the "cruise capital of the world," but much more than 55 cruise ships from 22 cruise lines call on PortMiami.

The port's scope is visible from downtown Miami, the towers along Brickell Avenue or traffic driving to or from South Beach. From gantry cranes that tend to the shipping vessels or the cruise ships berthed in a row, it's an awesome maritime spectacle.

The 22 cruise lines that call PortMiami home include Carnival, Disney Cruise Line, Royal Caribbean, Celebrity, Norwegian and MSC. One more will sail in when Virgin Voyages debuts its Scarlet Lady liner in late 2021.

It's also a significant economic powerhouse. Between cruise, cargo and container ships that call from and sail to Latin America, Europe, the Middle East, India and Asia, PortMiami steers more than \$43 billion in economic activity countyand state-wide.

As a shipping destination, \$1 billion in infrastructure projects have dredged its deep-water channel to welcome Post-Panamax vessels, created an on-dock intermodal rail and carved a direct-access tunnel that links the port to the interstate highway system — and a regional and national logistics infrastructure that includes PortMiami Foreign Trade Zone 281. For the fourth consecutive year, PortMiami has surpassed 1 million TEUs, the industry standard measurement for containers.

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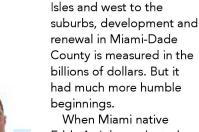






#### **GROWTH AND RENEWAL**

## Billions Invested in Countywide Building



Eddy Arriola graduated from college, he bought a home on the edge of the Everglades in what is now the city of Doral. "It was like the end of the Earth," recalls Arriola, now chairman and CEO of Apollo Bank. "You just didn't go out there."

From Miami Beach to

downtown, north to Sunny

"Unless you were dove hunting," Doral Mayor Juan Carlos Bermudez joked during a recent lunch.

Much has changed. Doral itself is the county's hottest growth market. Billions are being invested in new residential, retail and commercial construction led by Codina Capital, as well as area developer Terra, which has some \$4 billion in development completed and underway countywide.

One of the county's most significant projects is rising from a former Superfund site in North Miami. Solé Mia is a 184-acre, \$4-billion development just off Biscayne Boulevard and surrounded by the Oleta River State Park. With apartment towers, retailers and restaurants, even a University of Miami outpatient center, Solé Mia is a joint venture between Aventura's Turnberry and New York-based LeFrak.

Historic enclaves are seeing a resurgence. East of Doral, billionaire developer Guy Laliberté is backing the Magic City Innovation District. The \$1-billion residential, commercial, retail and entertainment project will encompass 17 acres in Little Haiti. Just south, the downtown district's \$4-billion Miami Worldcenter is rising.

Coconut Grove is undergoing redevelopment of the CocoWalk mixed-use property by The Comras Co., which is ushering in a wave of residential and

office development as residents and office users gravitate toward urban neighborhoods that are well-located and easily walkable," says Comras President Michael Comras.

Commercial development and sales are thriving as well. Last year, more than 15 commercial sales topped \$100 million, making Miami one of the leading MSAs in the country in terms of growth, fundamentals and international appeal, says Peter Mekras, managing director of Aztec Group. "Investors continue to be attracted to real estate in Miami because of its rapid growth and prospects for the future."

#### **Old Parcels, New Growth**

In a region bordered by water and county lines, infill and redevelopment has developers remaking old parcels and revitalizing neighborhoods. One submarket is the Miami River. Lissette Calderone began working on the river in 2002. She recently returned



**Investors continue** to be attracted to real estate in Miami because of its rapid growth and prospects for the future."

> - Peter Mekras **Managing Director** Aztec Group





with her Pier 19 Residences & Marina project. The 21-story, 199-unit building will serve "urbanites giving them the lifestyle they want," she says. "It's a sense of wanting to be in the center of it all."

Another river project, Miami River Walk, will offer 688 apartments fronted by

1,100 linear feet along the river. It promises to lure workers from the nearby Miami Health District, says Camilo Miguel with developer Mast Capital.

The downtown submarket has grown tremendously in the past decade, says Alyce Robertson, executive director of the Miami Downtown

Development Authority. Its tax base in 2010 was \$9.8 billion. Today, it's \$19.8 billion, she says.

"Downtown Miami's economic input is bigger than Disney World," she says. "It's really a top economic driver for South Florida."

The downtown market's distinctly urban feel has

(I to r) Doral; Pier 19 Residences & Marina: Proposed Miami Baywalk rendering; CocoWalk Plaza











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Miami Museum Garage

What makes me bullish about the market is the amount of projects still out there that have yet to break ground. It's a steady mix of viable projects."

- Peter Tuffo **President and General** Manager, Suffolk Construction

earned the city the name "mini Manhattan," says early developer Ugo Colombo. Later this year, he'll deliver Brickell Flatiron, the tallest condo tower south of Manhattan. Such monikers drive the region's marketability as an international city with quality of life and low cost of living that's attractive to individuals and companies coming here, says Peter Tuffo, president and general manager of Suffolk Construction.

"What makes me bullish about the market is the amount of projects still out there that have yet to break ground," says Tuffo, whose company built the Ritz-Carlton Residences in Sunny Isles, the Jade Signature and Bristol condos, Royal Caribbean Cruises Ltd.'s Terminal A at PortMiami, and Brightline's MiamiCentral Station. "It's a steady mix of viable projects."

#### **Urban Renewal and Smart Cities**

Step by step, Miami-Dade County is striving to become a more pedestrian place. Walk along the downtown Baywalk fronting Biscayne Bay, or past enhancements along Flagler Street in the downtown's central business district. To the south along the Metrorail tracks, The Underline taking shape will be a 10-mile linear park for pedestrians, cyclists and development.

The investments and growth are being fueled by young entrepreneurs set on being part of a growing market, says Donna Abood, managing director of Avison Young. "That evolution is really what's special about

From the airport to highways

to neighborhoods to smart car infrastructure, billions are being spent by municipal and county leaders on leading-edge and disruptive technologies to create a smart, more resilient city, says Charles Bohl, a University of Miami associate professor in real estate and urbanism and past chair of the Urban Land Institute of Southeast Florida.

In a community formerly driven by real estate development with less attention to impacts, Miami is witnessing more attention to thoughtful urban design, says Dan Mackler, co-chair of the real estate practice group for Gunster Law Firm. Developers now are bringing "a tremendous level of urban planning into what they are doing."

"New innovations in transit and infrastructure such as Brightline and The Underline are paving the way for a more vertical, connected future for Miami-Dade," says Arnaud Karsenti, managing principal with developer 13th Floor Investments, which has been a proponent of The Underline. "Transit-oriented development is the primary solution in relieving our city's congestion issues as residents can finally move throughout the region without being tethered to a car."

Added Jorge Pérez, chairman and CEO of Related Group, who for three decades has shepherded the county urban evolution, "We keep on looking forward to Miami becoming a true urban 24-hour city where transportation is more public, where the cars are less used and we have some interesting environments."



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(I to r) StartUP FIU; Cyxtera Technologies

#### **TECHNOLOGY**

# Miami Moxie: Technology, Innovation and Start-ups

Manny Medina personifies Miami's convergence of technological savvy and start-up moxie. A CPA by training, Manuel D. "Manny" Medina envisioned, built then sold in 2011 — for \$1.4 billion — the regional data center the NAP of the Americas.

Medina capitalized on a confluence of forces: a growing entrepreneurial class, emerging technology and the recognition of Miami as a hub of global trade. Yet, even he underestimated the NAP's demand among telecommunications providers that needed it. He estimated 25 carriers would sign on.

"They have 160. It's one of the most important telecommunications hubs in the world," says Medina, a tech investor and head of Cyxtera Technologies, a global data center provider to more than 3,500 clients. "That was the genesis of this tech boom."

Eight years later, Miami is a hub of tech and startups. Pick your accolade: The Kauffman Foundation Index ranked Miami No. 1 in start-up activity. Emsi ranked the city No. 2 in the nation for tech job creation. Robert Half Technology named Miami ninth among U.S. cities for anticipated tech hiring.

While some still see Silicon Valley as tech's leading edge, hemispheric global tech innovators look to Miami. So much so that 15.000 will attend this spring's eMerge Americas conference. So, too, will tech visionary, AOL cofounder and Revolution Ventures chairman/CEO Steve Case. eMerge CEO Felice Gorordo called it "a great source of validation for South Florida's entrepreneurial ecosystem."

#### A Start-up Haven

Miami is dotted with start-up advisors, innovators and accelerators. It became the site of Endeavor Global back in 2013. The University of Miami's Launch Pad and Florida International University's StartUP FIU offer entrepreneurship resources for students and alumni. The Idea Center at Miami Dade College teaches world-class innovation, technology and entrepreneurship skills.

For executives hoping to hone their skills and networking, organizations like the FIU Center for Leadership offer development programs and workshops across industries. Entrepreneurs' Organization South Florida has about 180 members who head businesses with at least \$1 million in annual revenues.

Miami's youth relative to other, older cities creates an economy "filled with global entrepreneurs starting over, or starting out, based much more on ideas and experiences, than on institutions," says EO President Jerry Katz. "We might have different accents, but as entrepreneurs we speak the same language — building our businesses and the local economy."

Today, the South Florida tech corridor that stretches



~2017 Kauffman Foundation

north through Fort Lauderdale to West Palm Beach includes collaborative business development organizations and universities.

Whether offering entrepreneurial training, funding resources or coworking spaces, leaders here seek to build a thriving tech and innovation marketplace with global appeal.

"Miami is a place where you can feel at home and become a leader in a community that has access to every major city in the world," says Susan Amat, CEO and founder of accelerator Venture Hive. "Our mission is to change the dialogue and give people the freedom to be innovative and change the culture."

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Total Assets	\$5.6 billion	\$30.8 billion	+18.6%
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Total Deposits	\$4.0 billion	\$23.8 billion	+19.5%
Market Cap	\$0.8 million	\$3.6 billion	+16.7%

CAGR - Compound Annualized Growth Rate IBERIABANK Corporation at December 31, 2018

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(I to r) International Studies Prep Academy; MAST Academy

#### **EDUCATION**

### From Kindergarten to Post-Grad, Miami-Dade Makes the Grade

When U.S. News & World Report released its 2018 high school rankings, seven Miami-Dade schools earned spots among the top 100 out of more than 20,000 ranked. In fact, Miami-Dade nabbed spots from No. 25 for its Design and Architecture Senior High (DASH) in the Design District to No. 89 for MAST (Maritime and Science Technology) Academy. Between those, its International Studies Charter High School (No. 26), Archimedean Upper Conservatory Charter School (No. 47), International Studies Preparatory Academy (No. 62), Young Women's Preparatory Academy (No. 73) and Jose Marti MAST 6-12 Academy (No. 85) rounded out the county's top rankings.

What's more, just outside the top 100 nationally, at iPrep Academy (No. 126), with Schools Superintendent Alberto Carvalho doubling as principal, all seniors were accepted into college. MiamiDade Public Schools, one of the largest public school districts in the country with almost 350,000 students, has been ranked first among U.S. school districts to provide wireless connectivity to all its schools.

"When I became superintendent in 2008, we had nine failing high schools that were facing closure by the state," Carvalho says. "However, employing a student-focused commitment to drive our work, we turned the impossible into the inevitable. Since then, we have witnessed the rising trend of student achievement in Miami-Dade classrooms."

When families scout new neighborhoods to call home, the area's education often rises high on the list of critical qualities. Public, private, parochial and charter schools offer students top-tier options across Miami-Dade County.

Curricula at schools countywide have been designed with students', colleges' and employers' needs in mind. The county offers awardwinning industry magnets, colleges, coding camps, universities and training programs in engineering, marine science, business and the arts.

Top-ranked private schools include Ransom Everglades School, Gulliver Preparatory School, Carrollton School of the Sacred Heart, Palmer Trinity School, Scheck Hillel Community School, Miami Country Day School and Belen Jesuit Prep School.

"Quality schools are the hallmark of a great community," says Jeannette Acevedo-Isenberg, head of school with Downtown Doral Charter Elementary School. "Happy communities are those that are involved with preparing our children to serve as leaders in the community."

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## Expanding the Gateway of the Americas









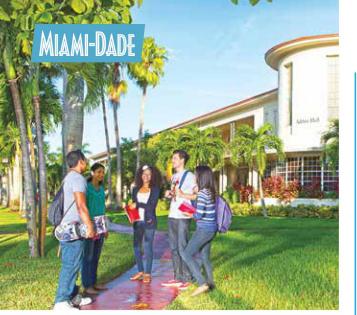


- 45 million passengers in 2018
   a new record
- 102 airlines more than any U.S. airport
- Non-stop passenger flights to 167 cities worldwide

- New routes in 2019: Casablanca, London Gatwick, Paris Orly, Warsaw
- Cargo-only service to 112 cities worldwide
- Coming soon: multi-billion dollar airport renovation











(t to b) Barry University; Miami Dade College Wolfson campus; new Thomas P. Murphy Design Studio Building at the University of Miami School of Architecture

#### **Higher-Ed Options**

Miami-Dade high school graduates have excellent higher ed options close to home. The county boasts some 250,000 college students. Miami-Dade College, University of Miami, Barry University, St. Thomas University, Florida Memorial University, Johnson & Wales and others participate in world-class research in fields such as sustainability, artificial intelligence and supply chain management, as well as medicine, law and accounting, plus trades that are vital to tomorrow's workforce.

At the University of Miami, research in climate change, business and finance, design and architecture, science and engineering, health and medicine, and even early American exploration and navigation is yielding knowledge used the world over, says President Julio Frenk.

"We are answering the higher calling for higher education — building bridges and fostering skilled changemakers whose passion to serve will shape a better future for us all," Frenk says. "A technological revolution in learning is sweeping the globe, and we have positioned the university to be at the forefront of this transformative development."

By working with local business, students emerge prepared for work — and change.

"We're trying to get as much input as we can from industry ... so that we make sure we're teaching the students what you need them to know when they go into your offices and workplaces," says Joan Phillips, dean of Barry University Andreas

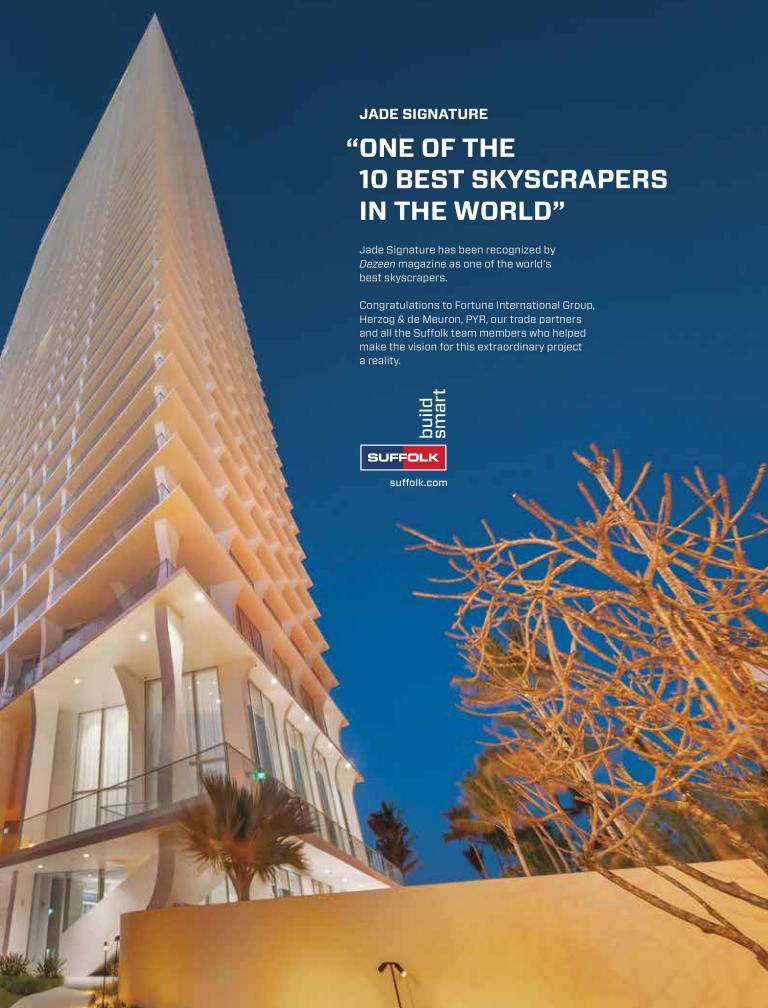
School of Business. Barry has invested in a simulation hospital as well as technology behind its new animation and gaming program to train students in animation, augmented reality, virtual reality for entertainment, health care, real estate and tourism. "The challenge is to stay at the forefront of what's needed to make us attractive to students who will then be your future workforce."

Florida International University recently became a top-100 public university. Six graduate programs were ranked by *U.S. News & World Report* as among the top 50 in public universities.

In all, more than 35,000 degrees (associates, bachelor's, master's, doctorates and certificates) were awarded countywide in 2015-2016, according to the National Center for Education Statistics.

Upon graduation, many students stay close to home. The region's urban core is attracting highly educated, diverse and young professionals. College grads there have increased by 25% in the past decade.

"Student success is at the heart of our mission to be a major economic engine, solutions center and innovation hub for South Florida," says FIU President Mark B. Rosenberg. "We're fortunate to have so many outstanding industry partners and supporters who are working with us to remain responsive to workforce needs and create an education that is enriched through collaboration, and also helping our graduates who are among the highest earners in the state - go on to great, in-demand jobs."



## MIAMI-DADE





(t to b) Larkin Community Hospital nurses; Pan Am International Flight Academy



66

We work with employers to help design programs to build pipelines to meeting area needs. It's not just about providing incentives. This is about synergies designed to bridge the talent gap."

Rick Beasley
 Executive Director,
 CareerSource South Florida

#### **WORKFORCE DEVELOPMENT**

# Delivering Tomorrow's Workforce Today

Employers need employees.
Across Miami-Dade County,
employers and educators
collaborate to train tomorrow's
workforce today. From IT and
specialized skills to professional
services, this shared mission is a
strong lure for current employers
and those contemplating
relocating to the market.

"We work with employers to help design programs to build pipelines to meeting area needs," says Rick Beasley, executive director with CareerSource South Florida in Miami. "It's not just about providing incentives. This is about synergies designed to bridge the talent gap."

Most recently, CareerSource worked with Larkin Community Hospital to help train future nurses. Deploying the Academic Council component of the Beacon Council's One Community One Goal initiative, workforce developers, educators and business leaders across the region devised a program that would have prepared a workforce readiness plan for when South Florida was shortlisted for the Amazon HQ2 and its anticipated 50,000 jobs.

With a target of such highgrowth industries as aviation, banking, creative design, trade and logistics, hospitality and culinary, technology and health care, educators are diversifying their workforce offerings.

At Miami Dade College, the nation's largest college by enrollment, 300 programs and tracks constantly evolve to meet business and community needs, says Executive Vice President Lenore Rodicio. The school in April was one of two Florida colleges awarded the 2019 Aspen Prize for Community College Excellence. The school partners with Facebook, Amazon Web Services and Google to train tomorrow's tech workers, and an expanded aviation program in a new partnership with the Pan Am International Flight Academy will train new pilots to address the coming critical shortage of commercial pilots.

"Our job is to train your workforce," says Rodicio, whose school was chosen by Tesla as its first Florida partner for its Tesla START automotive training program. "So we have a very keen focus, not just on training of various students to transfer to continue the four-year studies, but to transfer directly into the workforce."





# BREAKTHROUGH CANCER CARE

Led by renowned cancer surgeon and researcher Michael J. Zinner, M.D., FACS, **Miami Cancer Institute** is Florida's only member of the Memorial Sloan Kettering Cancer Alliance—a dynamic and forward-thinking collaboration that ensures the highest standards of care and innovative cancer treatment advances right here at home. Thanks to our new hybrid model—combining the best of community cancer care with the best of academic cancer care—and our unique alliance with Memorial Sloan Kettering Cancer Center, you no longer have to travel far to receive world-class cancer care.



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Miami's entrepreneurial economy has been a major driver for foreigners that have invested here. They come here and have grown to be some of the top practitioners in the industry."

> Tony Argiz CEO, MBAF

Job Growth in Financial Services

~Headlight Data

#### **BANKING, PROFESSIONAL SERVICES**

## Miami Professional Services **Meet Region's Needs**

Back in 1959 when the regime of Fidel Castro seized control of Cuba and countless professionals and their families fled the island, among them were bankers. They arrived at a fortuitous time for the growing city of

Financiers and traders from the Americas previously would travel to New York for banking services. Once the Cuban bankers arrived in Miami, the city's ranks of bankers seasoned in international deals swelled. They brought expertise in global deals, and business soon followed.

Today, Miami is a financial capital of the Americas and the world. So much so that when the Florida International Bankers Association (FIBA) held its annual conference, more than 1,300 people attended.

"It's been interesting as a banker seeing Miami how it has changed," says Orlando Roche, regional president with IberiaBank. "It's always been an international community, but it's really becoming more global."

Between traditional and community banks, credit unions and insurance providers, Miami has a robust financial services industry rivaling any global marketplace. National players Bank of America, Wells Fargo, JPMorgan Chase and Citibank, not surprisingly, are the region's largest banking institutions.

International banks, or U.S. banks with international ownership, include UBS, Banco de Bogotá, Banco Santander, BAC, and Chilean bank BCI, which recently acquired City National Bank. This brings a significant advantage to companies or individuals in need of banking services, says FIBA COO John Harriman.

Bankers are part of a network of professional service providers who provide key services to the local business community. Three of the nation's largest privately held accounting firms — MBAF; Berkowitz Pollack Brant Advisors and Accountants: and Kaufman Rossin are based in Miami.

The area's leading law firms, including Greenberg Traurig, Akerman LLP, Holland & Knight, and Shutts & Bowen, each offer in-state, national and international legal services in such areas as banking, tax, real estate and construction, telecommunications, transportation and health care. Top-10 intellectual property law firm Allen, Dyer, Doppelt and Gilchrist has found a ripe market among Miami's growing tech and entrepreneurial set.

With access to federal courts, global banks and international headquarters, Miami can serve any client's financial, legal, or accounting needs.

"Miami's entrepreneurial economy has been a major driver for foreigners that have invested here," says CEO Tony Argiz, whose accounting firm MBAF has numerous CPA-attorneys handling international tax matters. More are coming as Florida's climate and lack of a state income tax lure professionals keen to cut their taxes and improve their quality of life. "They come here and have grown to be some of the top practitioners in the industry."

# FLORIDA MEANS BUSINESS. WHAT DOES YOUR BRAND MEAN?

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World-class hotels and resorts

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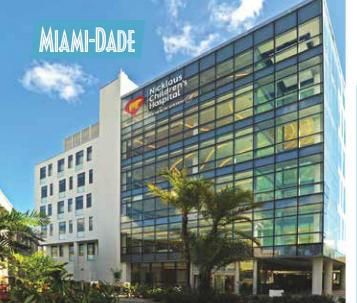
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(t to b) Nicklaus Children's Hospital; UHealth Medical Center; Miami Dade College science lab

#### **HEALTH CARE**

## From Infants to Elders, Miami's Health Care Needs Are Covered

No matter the age or illness, hospitals and health care providers across Miami-Dade County provide worldclass care.

At the acclaimed Nicklaus Children's Hospital in Miami, doctors are performing fetal surgeries and heart transplants and recruited a highly specialized cardiologist for its pediatric transplant program, says President Michael Harrington.

"We've competed with every major city you can imagine to be able to get that person to come here," he says. "For our hospital, it's vital to be able to continue to provide the highly specialized services that make us unique in terms of health care in Southeast Florida."

Don't question the Miami-Dade County's 2.7 million residents' commitment to health care. The county's public hospital network, Jackson Health System, in 2013 convinced voters to approve an \$830-million bond program. Today, a \$1.7 billion capital plan will fund a network of specialty, inpatient and communitybased outpatient surgery and urgent care clinics across the county, says CEO Carlos Migoya.

The hospital also is pioneering multi-organ transplants and innovations in neurosurgery with the Miami Project to Cure Paralysis, and minimally invasive heart surgery. In partnership with the University of Miami and Florida International University, Jackson is a top-five teaching hospital nationally, working with more than 1,100 medical students, fellows, residents and nursing students.

As an academic medical center, University of Miami Hospitals and Clinics provides care from the Florida Keys to West Palm Beach. Its leading centers include Sylvester Cancer Center and

66 People from outside Miami think they have to go to Boston or New York or Texas for care. We have the ability to provide quality care for high-end specialties at all levels throughout the county. I consider that to be Miami-Dade's health care secret."

- Carlos A. Migoya President and CEO, Jackson Health System Bascom Palmer Eye Institute, the nation's top-ranked ophthalmologic provider. UHealth recently recruited a pioneer in minimally invasive heart surgery. The hospital also offers the largest multispecialty practice services in the state, says CEO Edward Abraham.

"The UHealth Medical Center is really quite a unique place," he says. "We're based in research and education, but we have large clinical activities as well."

At Baptist Health South Florida, its network of 100 hospitals and outpatient centers is providing the region with heightened levels of care from the Florida Keys to the Palm Beaches, says CEO Brian Keeley. It recently opened a \$450-million cancer center and a \$110-million cardiovascular center. Both provide strictly outpatient care, he says.

As its patients are evolving, so, too, is Baptist, he says. Growing demand in its international program led to a partnership with Hilton Hotels to open a property near its hospital, he says. Today, Baptist runs one of the nation's largest international programs, seeing about 12,000 patients a year.

Baptist also is meeting the needs of the region's changing and aging population. The hospital recently bought an entire block in Coral Gables and is partnering with senior housing operator Belmont Village to create a model senior facility.

From infants to seniors in need of any procedure or level of care, Jackson's Migoya scoffs at the notion that residents can't receive world-class health care in South Florida.

"People from outside Miami think they have to go to Boston or New York or Texas for care," he says. "We have the ability to provide quality care for high-end specialties at all levels throughout the county. I consider that to be Miami-Dade's health care secret."

# Together for the **greater good**

At Florida International University's **Robert Stempel College of Public Health and Social Work** our world-class faculty are engaging in groundbreaking research and preparing our students to solve some of the greatest public health threats. From our renowned HIV, substance abuse and neurodegenerative diseases researchers to our social workers helping traumatized soldiers transition back to civilian life, our faculty, students and alumni are on the front lines. They are today and tomorrow's health leaders.

The Public Health and Social Work schools are ranked among the



public universities by U.S. News and World Report (2020).









(I to r) Lincoln Road; Yoga at Coconut Grove

#### TRAVEL AND TOURISM

# Fun, Shopping in the Sun and a Whole Lot More

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Greater Miami has evolved into a center for trade, commerce and global business. But it remains perhaps best known as a travel and tourism destination.

Greater Miami welcomed a record-breaking 16.2 million overnight visitors who spent a forecast \$26 billion in the region in 2018, according to the Greater Miami Convention & Visitors Bureau.

For area leaders, arts and culture, sports and conventions drive area tourism. Four events in the coming year will highlight the ways Miami reflects the business of tourism: the Ultra Music Festival, the Miami International Boat Show, Art Basel Miami Beach and the 2020 Super Bowl, which will play its 11th game in Miami.

Such marquee events,

along with subtropical weather and elevated amenities, place the region on a competitive plane with such destinations as Orlando, Las Vegas, Atlanta and New Orleans.

Hoteliers are evolving their offerings to capture those visitors. The newly constructed, 208-room Hyatt Centric Brickell Miami is set within the 83-story Panorama Tower — the tallest building in Miami. For the InterContinental Miami, nearby neighborhoods like Miami's Museum and Entertainment District, the Wynwood Arts District and the Design District have grown popular among visitors. Miami is the only global city with three Ritz-Carlton hotels.

"We've reached a point where a visit to the beach is one element of a trip to Miami, rather than the focal point of the entire stay," says InterContinental General Manager Robert Hill, whose property will be NFL host hotel for next year's Super Bowl. Downtown Miami will enjoy a boost when the Super Bowl Village rises in nearby Bayfront Park.

Across the causeway to Miami Beach, Lincoln Road remains possibly the region's best-known attraction. It's currently in the midst of its largest transformation in 50 years, a \$60-million master plan will rework the Art Deco-era pedestrian promenade. "In a city defined by its colorful neighborhoods, Lincoln Road stands alone as a must-see attraction for visitors from around the world," says Tim Schmand, executive director of the Lincoln Road Business Improvement District.



No one inspires or believes more in the capabilities of the human spirit than our Barry President, Sister Linda Bevilacqua, OP, PhD. During her tenure, she's led us by example, encouraging us to make a positive difference and impact in the world. Sister Linda's dedication to the mission and values of the Adrian Dominican Sisters serves as the inspiration for Barry's Core Commitments. Not only has she transformed Barry into the leading Catholic university in South Florida, she's empowered our voices and taught us how to Live a Barry Life.

## Barry University Miami, FL barry.edu | #SeekTruth

### MIAMI-DADE







(t to b) Ultra Music Festival; Miami International Boat Show; The Design District, Palm Court

Around the county, retail remains a major draw. Some even call Miami Latin America's mall. The planned \$4-billion American Dream Miami retail theme park — with its indoor ski slope and a submarine lake across 6 million square feet of retail and entertainment space — will draw an anticipated 30 million visitors a year. "This is the biggest project we've ever had in Miami-Dade," County Mayor Carlos Gimenez was quoted in the Miami Herald.

Another touristfriendly complex, the planned, mixed-use commercial development Miami Freedom Park, will be home to a stadium for David Beckham's Major League Soccer team, Club Internacional de Fútbol Miami, or Inter Miami CF.

To the north, the Aventura Mall recently completed a three-level expansion, bringing 11 new stores and restaurants. Two additional expansions will bring another 300,000 square feet of retail development to the tourist-friendly complex.

Beyond simply fun and shopping in the sun. Miami offers world-class meeting facilities, business amenities, a Miami Beach Convention Center and Convention Center District that enjoyed a \$620-million renovation, and a "sophisticated tropical playground with an endless variety of entertainment day and night," says Bill Talbert, president/ CEO of the Greater Miami Convention & Visitors Bureau. The result: Some 1.3 million convention and business travelers call on Miami each year.

Cruise passengers plying the seas from PortMiami — known as the "cruise capital of the world" — increasingly are making multi-night

stayovers in Greater Miami part of their itinerary. This is driving tourism to creative, historic and emerging multicultural neighborhoods such as the Wynwood Arts District, the Miami Design District, Little Haiti and Little Havana.

From the beaches to the edge of the Everglades, downtown to Aventura, suntans to global arts, Miami's tourism has evolved, says Miami Beach Mayor and native Dan Gelber.

"We are now attracting people who are not the kind of tourists that they were 30 years ago, which is basically someone who wanted to put suntan oil on and sit on the beach," he says. From arts and cultural enthusiasts, to conventioneers. to families on the go, "We're getting a different kind of tourist."

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#### **CULTURE AND LIFESTYLE**

## A Thriving Cultural Hub

When Johann Zietsman arrived as president and CEO of the Adrienne Arsht Center for the Performing Arts of Miami-Dade County in February 2019, he found an arts and cultural community on the rise.

Beyond the Arsht Center, just to the south are the Pérez Art Museum Miami and the Phillip and Patricia Frost Museum of Science. To the east, the Miami Children's Museum, New World Center music academy, the Bass museum and the Wolfsonian-FIU museum, library and research center in the Art Deco District of Miami Beach.

Each year, thousands of patrons — and scores of private jets — arrive for Art Basel Miami Beach. For a taste of history, Vizcaya Museum & Gardens opens the 1910 estate of millionaire industrialist James Deering on Biscayne Bay. Smaller theaters and live music venues dot the map.

Partnerships permeate and propel the arts community's success. The John S. and James L. Knight Foundation, a \$2.2billion private foundation, has invested some \$170 million in

arts in South Florida, says Juan Martinez the organization's vice president and CFO. They've created experiments in public spaces to foster inclusiveness.

"The idea is to make quality art accessible throughout the community as a way to build a common language and a common experience for people of the community," he says, "the same way that sports and education and other experiences do that."

At the Institute of Contemporary Art, Miami, the region's growth as a "yearround cultural destination" has attracted not only events like Art Basel. It's welcomed a diverse group of emerging and established artists, worldclass museums and institutions and some of the country's top private collections.

"By expanding its cultural offerings, we have seen Miami become a leader in art and ideas," says Artistic Director Alex Gartenfeld. "Years ago, a visit to Miami was likely centered around the beach. Today, you can plan an entire visit to Miami without ever

(I to r) Adrienne Arsht Center for the Performing Arts of Miami-Dade County: Art Basel Miami Beach 2018

setting foot on the sand."

Miami tends to define culture differently than some other markets. Here, it transcends the quieted halls of museums and galleries to raucous stadiums and arenas. Miami's Heat, Marlins and Dolphins professional sports franchises have seven championships between them. The Florida Panthers in Broward County round out the top four professional sports. David Beckham's Club Internacional de Fútbol Miami should start playing Major League Soccer in 2020.

Collegiate sports include football, baseball and basketball played by the University of Miami, Florida International University, Barry University and Miami Dade College.

With its diversity in cultures and art forms, Miami is a young city with a cultural scene beyond its vears.

"It's an intoxicating place to be in the arts," says Zietsman, who most recently was with Arts Commons in Calgary, Alberta. "We're at that moment in time when Miami is living a future that other cities are dreaming about."



 $People \ to \ Know \ \hbox{The executives who lead Miami-Dade's institutions are as dynamic}$ as the county itself. They are the champions of key industries and the shepherds who are helping guide the county and region onto the global stage.

#### **Edward Abraham, M.D.**

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General Manager

Miami Beach Convention Center



# Alyce Robertson Executive Director Miami Downtown Development Authority

#### **Javier Rodriguez**

**Executive Director** 

Miami-Dade Expressway Authority



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## MIAMI-DADE

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President & General Manager, Southeast Division

**Suffolk Construction** 

The writer, Jeff Zbar (jeff@gotwords.com) is a freelance business and marketing writer based in Coral Springs.



### Nicklaus Children's Hospital Fetal Care Center A 10-Bed High-Risk Infant Delivery Unit Opening Summer of 2019

The Nicklaus Children's Hospital Fetal Care Center offers hope and answers for families expecting babies with congenital differences.

The Fetal Care Center's special delivery unit will cater to healthy mothers of unborn children pre-diagnosed with a medical condition that will require advanced medical intervention after birth. The infant and mother will be able to stay together at the same facility. The unit will feature 5 Labor and Delivery Rooms, 5 Antepartum Rooms and 2 Operating Rooms. Patients will benefit from immediate access to our team of subspecialists.



Nicklaus Children's Hospital is nationally ranked in 6 pediatric specialties including Neonatology, Pediatric Cardiology & Heart Surgery, Pediatric Neurology & Neurosurgery, Pediatric Orthopedics, Pediatric Pulmonology and Pediatric Urology

