

# 2007 - 2008 Annual Report

The Jay Malina International Trade Consortium of Miami-Dade County





# Come Trade With Us

## The Jay Malina International Trade Consortium of Miami-Dade County

The Jay Malina International Trade Consortium's (ITC) mission is to create opportunities for international trade and cultural understanding by promoting and strengthening Miami-Dade County as a Global Gateway.

Miami-Dade County is a world class metropolitan area at the crossroads of the Western Hemisphere with a superior infrastructure for international trade; an excellent business climate; international financial services, and a rich cultural diversity which makes it the logical platform for trade with Latin America and the Caribbean.

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Honorable Carlos Alvarez, Mayor  
Honorable Bruno A. Barreiro, Chair  
And Members of the Board of County Commissioners

November, 2008



Dear Mayor Alvarez, Chair Barreiro, and Members of the Board of County Commissioners:

On behalf of the Board of Directors of The Jay Malina International Trade Consortium (ITC), I am pleased to present our Annual Report for FY 2007-2008.

I am honored to be the ITC Chair for another two years. This past year the ITC has executed many exciting programs that have made an impact for the businesses engaged in international trade in our community. With overall trade in the Miami Customs District up 9.74% from 2006-2007, it is no wonder the international community in Miami-Dade County is so energized! An estimated 105,459 jobs were supported by international trade activity in Miami-Dade, and this represented an estimated 7.6% of all jobs in the local economy. With the future outlook for international trade during the next 10 years on a growth trend, it is vital for us to continue to fund and support the ITC and its programs.

Over the past year, we have strengthened linkages for Miami-Dade County's businesses by developing relationships with foreign governments as well as private sector organizations. We have collaborated with the County's economic development agencies, and we have supported their efforts by working together to more effectively coordinate our programs. We have continued to promote Miami-Dade County as an international trade and cultural center by increasing awareness, promoting cultural understanding, and improving trade. Through these efforts and others, we have dramatically increased the opportunities for trade, and we have further solidified our place as only one of two of the top twenty-five Customs Districts in the nation with a positive balance of trade for 2007-2008.

I want to thank Mayor Carlos Alvarez, the Chair and Board of County Commissioners, and County Manager George Burgess, for their unwavering and steadfast support this past year. To the ITC Board of Directors and Sister Cities Coordinating Council, a special thanks for their energy and participation. Last but not least, ITC Executive Director, Tony Ojeda and his staff deserve recognition for their passion and hard work. They have made our work both enjoyable and fruitful.

Sincerely,

A handwritten signature in black ink, appearing to read 'Natacha Seijas'.

Natacha Seijas  
Miami-Dade County Commissioner  
ITC Chair

Honorable Carlos Alvarez, Mayor  
Honorable Bruno A. Barreiro, Chair  
And Members of the Board of County Commissioners

November, 2008



Dear Mayor Alvarez, Chair Barreiro, and Members of the Board of County Commissioners:

I am pleased to submit, as required by Ordinance 02-225 §2-1505, the FY 2007-2008 Annual Report for the Jay Malina International Trade Consortium of Miami-Dade County (ITC).

This past year has been both challenging and exhilarating for the ITC! International trade continued to play an important role in the economic well being of our community, and our agency's programs have supported Miami-Dade efforts to remain a key player in this arena. And, in spite of diminishing financial resources, we worked closely with the ITC Board of Directors and Sister Cities Coordinating Council to implement our objectives in accordance with the agency's Strategic Plan.

Our trade missions were groundbreaking in both scope and accomplishments as we visited emerging economies in Eastern Europe and Turkey, and joined with the Greater Miami Chamber of Commerce in our first ever mission to Peru and Chile. Our Sister Cities Goodwill mission to the Canary Islands, Spain further strengthened our cultural ties with that region and generated interest for a direct flight to Miami.

We have worked with our economic development partners to coordinate our trade initiatives; and we recently unveiled a new re-designed website that is more user friendly for our trade constituents. We worked with Florida International University to conduct studies that have played a critical role in our trade missions. By implementing these activities and by promoting Miami-Dade County as a Global Gateway, we have elevated the profile of our agency within our community, as well as abroad.

I want to thank the Mayor, the Board of County Commissioners, and the County Manager, for their continued leadership and support. I also want to express my personal gratitude to ITC Chair, Commissioner Natacha Seijas, for her encouragement and guidance. The ITC Board of Directors and Sister Cities Coordinating Council spent countless hours of volunteer service to bring our programs to fruition, and they deserve a very special recognition. Finally, I want to thank my devoted staff, for without their dedication, professionalism, and hard work we would not have achieved our objectives this fiscal year.

Sincerely,

A handwritten signature in black ink that reads "Tony Ojeda". The signature is written in a cursive, flowing style.

J.A. Ojeda, Jr.  
Executive Director



MacArthur Causeway, Miami

# Come Trade With Us

## Miami-Dade County: A Global Gateway

Miami-Dade County is a world class metropolitan area at the crossroads of the Western Hemisphere with a superior infrastructure for international trade; an excellent business climate; international financial services, and a rich cultural diversity which makes it the logical platform for trade with Latin America and the Caribbean.

### Overview:

The Miami Customs District ranked #13 of the top twenty-five customs districts in 2007. Total trade in the district was \$79.1 billion in 2007, up 9.74%, producing a surplus for the district of \$11.9 billion. Exports were up 14.79%, and imports were up 3.57%.<sup>2</sup>

From 2003 to 2007, South Florida's two-way merchandise trade increased by \$27 billion dollars, setting a record for the fourth year in a row. <sup>3</sup> The rapidly expanding economies of countries in the Western Hemisphere created a strong demand for U.S. exports that helped create the surplus. Leading exports in 2007 included computers, electric equipment for line telephony, computer parts, aircraft parts, and regional jet parts. Imports for the region included oil (not crude), aircraft, apparel products, imports of returned exports, and electric equipment for line telephony.<sup>4</sup>

Eight of the top ten trading partners in 2007 were from Latin American and Caribbean nations, with Brazil, Venezuela, and Colombia taking the top three spots. Trade between countries in these regions is expected to grow through 2008. If the U.S. Congress approves a free trade agreement with Colombia, two-way trade is likely to expand even faster.<sup>3</sup>

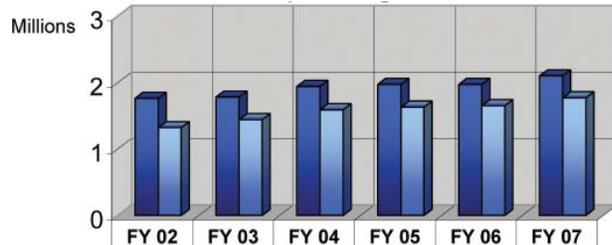


"America Wins With Tree Trade" bus tour sponsored by the Consumer Electronics Association (CEA).

**Miami-Dade County:  
A Global Gateway**

# Miami-Dade County:

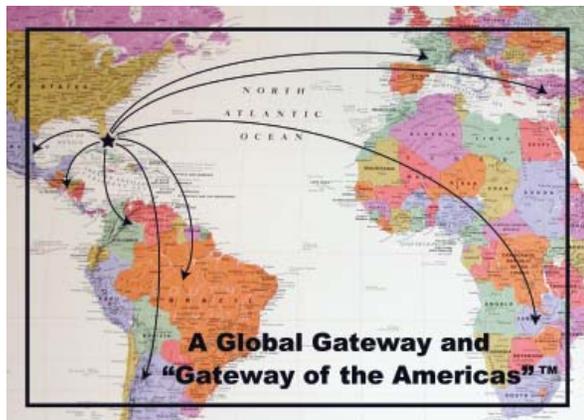
## Miami International Airport - Cargo



	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
Total Cargo in Millions of Tons	1.76	1.78	1.94	1.97	1.97	2.1
International Cargo in Millions of Tons	1.32	1.44	1.59	1.63	1.65	1.77

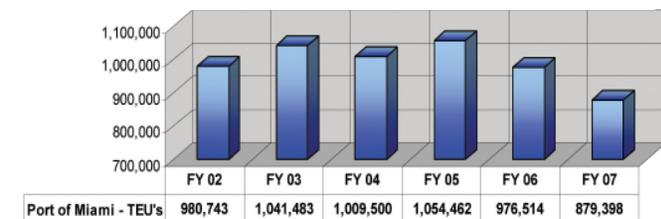
## Cargo

- The Port of Miami shipped \$12.5 billion worth of cargo to more than 100 countries and 250 ports around the world.
- The Port of Miami continued as the #1 container port in the state of Florida.
- In 2007, the Port of Miami imported 5.3 million and exported 3.4 million tons of merchandise.
- A leader in the Americas in international freight and the world's largest gateway to Latin America & the Caribbean, Miami International Airport (MIA) controls the north / south cargo flows in the Western Hemisphere. Handling 81% of all US air imports and 77% of all US exports from/to the Latin American / Caribbean region, MIA serves as the hub for distribution of perishable products, computers and peripherals, telecommunications equipment, industrial machinery, other hi-tech commodities, and pharmaceuticals.
- Miami International Airport served a major transshipment point between the Americas, the Caribbean, and Europe with a route structure that serves nearly 150 cities on 4 continents.
- Miami International Airport continued as the #1 international freight airport in the U.S.



TEU's in Thousands

## Port of Miami - TEU's

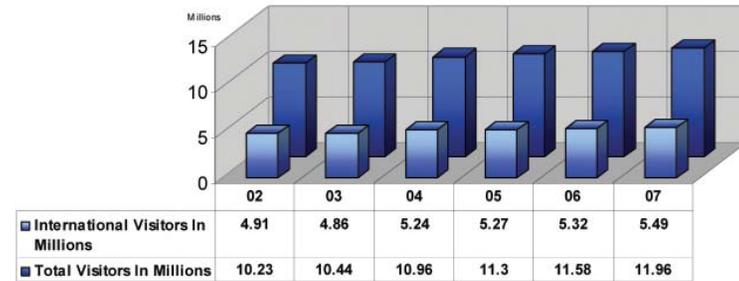


# A Global Gateway

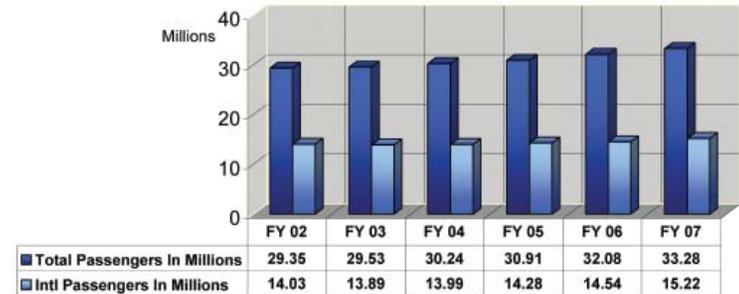
## Passengers/Visitors

- The Port of Miami generated \$3.5 billion from the cruise sector, and is known as the Cruise Capital of the World.
- Over 80 airlines served Miami International Airport and contributed to its strong two-way cargo traffic, linking the Americas with the high growth markets in Asia, Europe, the Middle East, and beyond.
- Miami International Airport ranked 3rd in total number of passengers among U.S. airports for 2007, up 5.5% from the previous year. MIA ranked 15th in total number of passengers, among U.S. airports for 2007, up 3.7% from 2006.
- Overnight visitors to Greater Miami and the beaches rose to a record 12 million for 2007, making it among the top hotel markets in the nation.

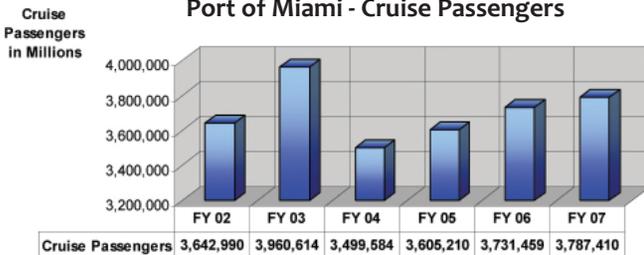
Overnight Visitors To Greater Miami and The Beaches



Miami International Airport - Passengers



Port of Miami - Cruise Passengers



**ITC Board of Directors**  
**County Commissioner Natacha Seijas**  
*ITC Chair*

**William Alexander**

**William “Bill” Anderson**

**Dexter Bridgeman**

**Bernadine Bush**

*Chair, African Trade Initiatives Ad-Hoc Committee*

**Carlos Castellón**

**Jose Luis Castillo**

*Chair, Internal Management Committee  
Chair, Seaport Ad-Hoc Committee*

**Luis Cuervo**

**Jacqueline Del Cristo-Berens**

**Shelly Fano**

**Bernice Fidelia**

**Ramon “Ray” Flores**

**Ralph Gazitua**

**Gary Goldfarb**

**Alex L. Gonzalez**

*Chair, Asian Trade Initiatives Ad-Hoc Committee*

**Alfredo Hidalgo-Gato**

**Wifredo “Willy” Gort**

**Marlon Hill**

**Jill Klaskin-Press**

**Juan Kuryla**

**German Leiva**

**Walter Loy**

*Chair, European and Middle-Eastern Trade Initiatives Ad-Hoc Committee*

**Fernando Melo**

**Albert Oses**

**J. David Peña**

*Chair, Western Hemisphere Trade Initiatives Ad-Hoc Committee*

**Juvenal A. Piña**

**Denis Rod**

**Sandrell Rivers**

**Jana Sigars-Malina, Vice-Chair**

**Miguel Southwell**

**Roberto Torricella**

**Sonny Wright**

**Dwayne A. Wynn**

*Chair, Global Affairs Committee*

**Rick Zelman**

*Chair, Budget & Finance Committee*

**Cynthia W. Curry** (*Ex-officio*)  
**J.A. Ojeda, Jr.**, *Executive Director*  
**Eric Rodriguez**, *Assistant County Attorney*

**Sister Cities Coordinating Council**

**Mayor Carlos Alvarez**

*Honorary Chair*

**Shelly Smith Fano, Chair**

*Asuncion, Paraguay*

**Emma Tibaldeo**

*Asti, Italy  
Chair, Relationships Committee  
Chair, By-Laws Committee*

**Laurice Hunter-Scott**

*Kingston, Jamaica  
Chair, Scholarship Committee*

**Carolina Sivoli**

*Monagas, Venezuela*

**Roddy E. Gomez**

*Santo Domingo, Dominican Republic*

**Silvia Unzueta**

*Tenerife, Canary Islands, Spain*

**Corinna J. Moebius, Vice Chair**

**Juan Carlos Alexander**

*At Large  
Co-Chair, Fundraiser Committee*

**Allan Rosenbaum**

*Iquique, Chile  
Chair, Fundraising Committee*

**Hugo Castro**

*Maldonado, Uruguay*

**Norma Amaro**

*San Jose, Costa Rica  
Chair, Arts Committee*

**Eva Swift**

*Stockholm County, Sweden  
Chair, Disaster Relief Committee*

**Judge Margarita Esquiroz**

*At Large*

**Malou Harrison**

*At Large  
Chair, Youth Summit Committee*

**Honorary Council Members**

**Billy K. Yeh, M.D.**

**Lynden James**

**J.A. Ojeda, Jr.**  
*ITC Executive Director*

# Come Trade With Us

## Jay Malina International Trade Consortium's (ITC) Board of Directors and Sister Cities Coordinating Council

### **The Mission:**

The ITC's mission is to create opportunities for international trade and cultural understanding by promoting and strengthening Miami-Dade County as a Global Gateway.

### **Board of Directors Overview:**

The ITC Board of Directors (the Board) is composed of representatives appointed by the Mayor and the Board of County Commissioners as well as virtually all the trade-related economic development organizations located in Miami-Dade County. The Board's power and responsibilities are defined in County Ordinance 02-225 as amended, and it is responsible for providing overall oversight and coordination for all ITC's programs and activities as well as for advising the Mayor and The Board County Commissioners on matters relating to international trade and commerce. ITC also administers the Miami-Dade County Sister Cities Program and provides support to The Sister Cities Coordinating Council (the Council) which is composed of persons appointed by the Mayor, the Board of County Commissioners, and by the Council itself. The Council serves as an advisory group to the Mayor and Board of County Commissioners to foster international cultural understanding and citizen diplomacy.

The two boards assist ITC staff in establishing yearly measurable objectives, budget priorities, and recommend the agency's budget for consideration by the Mayor and County Commission. Board members also chair the various program committees responsible for a variety of activities. For example, the ITC ad hoc country selection committees work with staff in recommending to the ITC Board the countries that are selected for ITC led outbound missions every year. Staff makes every effort to involve the members of our boards

in the agency's activities. It is our goal to involve our advisory boards in as many aspects of our program as feasible.

In implementing the programs outlined in other sections of this report, ITC Board members, Council members, and staff work closely with key trade and economic development agencies, and reach out to other stakeholders in the community such as the members of the Consular Corps, Trade Commissioners, and relevant international organizations.



**ITC Board of Directors  
&  
Sister Cities Coordinating Council**

# ITC Board & Sister Cities

## Fiscal Year Highlights:

*“The building of bridges – economic, cultural, and political – between nations is not new. What is innovative, even daring, for Miami Dade County is to venture into new territory to link relations and cement commercial ties with three countries (Poland, the Czech Republic and Turkey) which are relatively unknown and untapped to us in import/export terms – and explore opportunities for us as well as for them, in one stroke, at one time”*

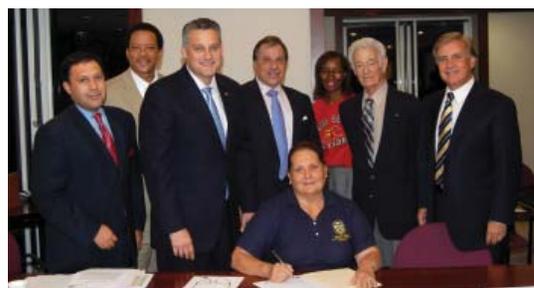
### Walter Loy

Chair of the European and Middle Eastern Trade Initiatives Ad Hoc Committee

### ITC Board of Directors

The ITC Board of Directors as the main policy board for the agency:

- Held 6 ITC Board meetings.
- Conducted a joint ITC/Sister Cities retreat to develop Strategic Plan for FY 08-09.
- Approved the FY 08-09 Strategic Plan and recommended agency budget after receiving recommendations from the Budget and Finance Committee.
- Held meetings of the Internal Management (1), Budget & Finance (3), Seaport Ad Hoc (1), Western Hemisphere Trade Initiatives Ad Hoc (1), Asian Trade Initiatives Ad Hoc (3), and African Trade Initiatives Ad Hoc (1) committees.
- Revised and approved amendments to ITC Ordinance recommended by the Internal Management Committee.
- Approved country selection and Business Development Mission to Warsaw, Poland; Prague, Czech Republic, and Istanbul, Turkey recommended by the European and Middle Eastern Ad Hoc Trade Initiatives Committee.
- Approved country selection and first ever joint Business Development Mission to Lima, Peru and Santiago, Chile in conjunction with the Greater Miami Chamber of Commerce recommended by the Western Hemisphere Ad Hoc Trade Initiatives Committee.
- Reviewed and approved the “International Trade Promotion among Major American Cities” study conducted by Florida International University, and received input and recommendations from all Board committees.
- Authorized and signed a Board resolution in support of the government of Colombia for the operations that led to the rescue of hostages.
- Awarded 4 scholarships to Florida International University International Business students.
- Met as the Board of Directors of the Trade Mission of the Americas, Inc. (TMC) to approve annual budget.
- Reviewed the financial statements of the ITC Trust Account and TMC account.



# Coordinating Council

## Sister Cities Coordinating Council

The Sister Cities Council had a very exciting program year; it:

- Held 6 Council meetings.
- Participated in joint ITC/Sister Cities retreat to develop Strategic Plan for FY 08-09.
- Conducted meetings of the Fundraiser (5), Annual Art Exhibit (8), Scholarship (3), New Relationships (2), Youth Summit (3), and Tenerife Ad Hoc (1) committees.
- Recommended to the Board of County Commissioners new Sister Cities affiliation with the Department of Guatemala, Republic of Guatemala; Dakar, Senegal; and Prague, Czech Republic at the recommendation of the New Relationships Committee.
- Established Emeritus Status for a number of dormant relationships at the recommendation of the New Relationships Committee.
- Conducted Youth Summit in cooperation with Miami Dade College, Miami-Dade Public School System, and the Miami Council for International Visitors at the recommendation of the Youth Summit Committee.

- Held first Fundraiser Event which raised over \$5,500 for the Sister Cities Trust Account at the recommendation of the Fund Raising Committee.
- Held the 6th Annual Sister Cities Art Exhibit at the recommendation of the Art Exhibit Committee.





Istanbul, Turkey

# Come Trade With Us

## Trade Missions Program

### **The Mission:**

The ITC's trade missions program strengthens Miami-Dade County's position as an international trade center by targeting countries that have the potential to expand trade with Miami-Dade County.

### **Trade Overview:**

During this fiscal year, the Trade Development section implemented perhaps its most dynamic work plan to date. There were a number of "firsts" during this banner year, which included taking a demanding three-country mission to Eastern Europe and Turkey, and taking an important joint mission to South America with Greater Miami Chamber of Commerce. Also, for the first time, ITC staff participated in two missions organized and led by other economic development agencies and local chambers of commerce in Miami-Dade. This new strategy empowered the ITC to more actively and effectively promote both the ITC and Miami-Dade County as a Global Gateway. This process will continue in the future.

ITC welcomed foreign delegations that came to Miami-Dade County as a result of past ITC led missions, further strengthening the ties established during those missions. We received a delegation from the Gauteng Provincial Legislature, South Africa, and we met with delegates from the Czech Republic visiting Miami.

Our trade development efforts throughout the year have benefited our local trade community, which is so vitally important to the South Florida economy. During 2007, merchandise trade grew by almost 10% to \$79 billion, and we were one of only two of the top 25 Customs Districts in

the nation with a trade surplus (\$12 billion). This level of trade activity supported approximately 105,000 jobs in Miami-Dade.

Florida International University's School of Business conducted a study to compare the County's efforts in international trade to other major cities in the U.S. Among other findings, the study concluded that "Miami-Dade County possesses the best developed trade promotion authority as a single focused entity...", and concluded by stating that our work is "not only noble but indispensable."<sup>1</sup>



**Trade Missions Program**

## Fiscal Year Highlights:

### ITC Outbound Missions

The European Trade Initiatives Ad-Hoc Committee recommended a trade mission to Eastern Europe & Turkey, and the Western Hemisphere Trade Initiatives Ad Hoc Committee recommended a trade mission to Peru and Chile. The ITC Board of Directors approved these missions in September 2007.

### The Business Development Mission to Emerging Markets in Prague, Warsaw, and Istanbul (May 20th-31st, 2008)<sup>5</sup>:

- Recruited fourteen participants from the public and private sector; ITC Chair Commissioner Natacha Seijas led the mission.
- Made ITC Branding Presentations as well as presentations from Miami International Airport, to representative members of the private and public sectors in Prague, Warsaw, and Istanbul.
- Met with U.S. Ambassadors in Prague and Warsaw and with U.S. Deputy Consul General in Istanbul as well as with representatives of the U.S. Commercial Service.
- Met with high level officials in the ministries of trade and foreign affairs, as well as, with officials from these three countries.
- Met with chambers of commerce and industry as well as with representatives of the American Chambers of Commerce in each city.



- Generated interest for future inbound missions to Miami-Dade County that will provide additional business opportunities to local businesses. A reciprocal trade in-bound trade mission from the Foreign Trade Ministry of Turkey is expected to visit South Florida.
- Extended an invitation to the Confederation of Industries of the Czech Republic, Polish Chamber of Commerce, and the Istanbul Chamber of Commerce to bring a trade mission to Miami-Dade.
- Met with Czech Airlines, Lot Polish Airlines, and Turkish Airlines to discuss the possibility of establishing direct air service to Miami. Czech Airlines is considering establishing charter flights when the U.S. includes the Czech Republic in its visa waiver program.
- Explored a Sister Cities affiliation with the City of Prague in Czech Republic, and with the city of Antalya in Turkey.
- Provided 87 matchmaking opportunities in Prague, Warsaw, and Istanbul to participating private sector representatives.



# Trade Missions Program

## **The Joint ITC and Greater Miami Chamber of Commerce Business Development Mission to Peru and Chile (September 21st - 28th, 2008):**

- Participated for the first time in a joint mission with the Greater Miami Chamber of Commerce as part of their America's Linkage Program.
- Recruited thirty four participants from the public and private sector; Judge Margarita Esquiroz led the mission on behalf of ITC Chair Commissioner Natacha Seijas.
- Met with U.S. Ambassadors in Peru and Chile, as well as, with representatives of the U.S. Commercial Service in these two countries.
- Made ITC Branding Presentations as well as presentations from Miami International Airport, the Port of Miami, and the Cultural Affairs Department to representative members of the private and public sectors in Peru and Chile.
- Met with high level officials in the ministries of trade and foreign affairs, as well as, with officials from the municipalities of Lima, and Santiago.
- Met with the Camara Nacional de Comercio y Turismo of Chile, and with the representative of the American Chamber of Commerce.
- Met with Peruvian businessmen as part of the Greater Miami Chamber of Commerce Business Forums.
- Generated interest for future inbound missions to Miami-Dade County from Peru and Chile that will provide additional business opportunities to local businesses, particularly in light of the implementation of the Free Trade Agreement with Peru in early 2009.
- Met with the cultural affairs division of the ministries of foreign affairs to explore cultural exchanges in both Lima and Santiago.
- Met with Peru Air International to discuss the possibility of establishing passenger/cargo service to Miami.
- Worked with the Latin Chamber of Commerce, CAMACOL, to discuss issues relating to port and airport security with representatives of the airline and maritime industries in Chile at the Camara Nacional de Comercio y Turismo de Chile; offered technical assistance; and invited them to visit our airport and seaport to familiarize themselves with our security and customs regulations.
- Worked with the U.S. Freight Forwarders and Custom Brokers Association to meet with members of the U.S. Congress to discuss issues of concern relating to possible federal legislation that might impact negatively on future possible trade with Chile.
- Received notification from representatives of the Chilean airline and maritime interests that they will be coming to Miami to meet with their counterparts as a direct result of ITC's invitation.



# Trade Missions Program

## Outbound Support Missions with Economic Development Agencies

- ITC staff joined the Beacon Council's Economic Development Mission to Italy, May 6th-14th, 2008. ITC's participation was to promote Miami-Dade County as a Global Gateway by highlighting advantages and business opportunities Miami offers Italian companies. ITC supplied trade leads to the air and heating systems sectors as a follow-up to the mission. Italy was Miami-Dade County's 17th largest trading partner in 2007, accounting for \$1.5 billion in merchandise trade.
- ITC staff also participated in the Latin American Chamber of Commerce's (CAMACOL) Business Development Mission to Honduras August 6th-9th, 2008 to foster and strengthen business ties between Honduras and Miami-Dade. Staff presented Miami-Dade's unique position as a platform for trade with the Americas. Honduras was South Florida's 6th largest trading partner in 2007, accounting for \$3.8 billion in merchandise trade.



### ITC Certified Outbound Missions of Chambers of Commerce

ITC provided the official County logo and offered financial assistance to the following chambers of commerce in their efforts to promote trade:

- The Coral Gables Chamber of Commerce – Mission to Italy May 7th - 14th, 2008.
- The Jamaica U.S. Chamber of Commerce – Mission to Jamaica May 1st - 4th, 2008.

### ITC Inbound Missions from Other Countries

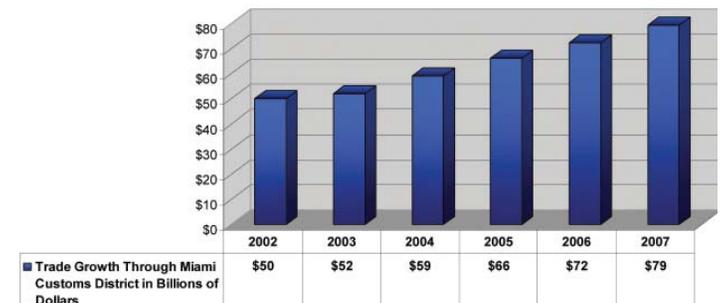
- As a result of ITC's mission to South Africa in April 2007, a high level political delegation headed by the Speaker of the Gauteng Provincial Legislature, Johannesburg, South Africa visited Miami-Dade, July 15th – 21st, 2008. Its mission was to continue to foster closer economic and cultural ties with our community. The delegation was received by the Board of County Commissioners.
- Also, a delegation of government officials and private sector companies accompanied the South Africa Department of Trade & Industry to Miami-Dade County from July 22nd – 25th, 2008. ITC organized business-to-business matchmaking opportunities that resulted in more than fifty-six matchmaking appointments with local businesses for mission participants.
- A delegation from the Czech Republic visited Miami-Dade County in connection with the International Medical Exposition (FIME), August 15th, 2008 as a result of our mission to Eastern Europe in May 2008.

### ITC Sponsored Incoming Missions with Local Economic Development Agencies and Foreign Trade Offices

ITC provided financial support, trade leads, and networking opportunities to the following incoming missions:

- Colombian American Chamber of Commerce, October 2007. Business Mission from Colombia.
- Colombian American Chamber of Commerce, June 2008. Business Mission from Colombia.
- Florida Foreign Trade Association, November 2007. Business Mission from Dominican Republic.
- Florida Foreign Trade Association, April 2008. Business Mission from Dominican Republic.
- Florida Foreign Trade Association, June 2008. Business Mission from Peru.
- Export and Investment Promotion Corporation of Ecuador (CORPEI), September 2008. Business Mission from Ecuador.
- World Trade Center Miami, September 2008. Eleventh Annual Food and Beverage Show.

Trade Growth Through Miami Customs District in Billions of Dollars





Port of Miami

# Come Trade With Us

## Communications, Marketing, & Outreach

### **The Mission:**

The ITC's communications, marketing and outreach program increases awareness of Miami-Dade County as a Global Gateway by developing effective marketing and outreach activities.

### **Outreach Overview:**

Over the past year the ITC's communication and marketing program completed the most aggressive outreach campaign in the history of the agency. The newly re-designed *Global Trader* newsletter was published six times, and distributed to over 1,500 readers. The 2008 Edition of *Miami Trade Numbers Magazine* was released in May highlighting valuable merchandise import/export trade statistics and trends for the Miami Customs District. Numerous newspapers both foreign and domestic have featured ITC missions and activities, bringing in more readers to the Miami trade scene.

ITC staff gave ITC's website a top to bottom overhaul, and expanded its contents to include more trade related material as well as a *South Florida Activity Calendar*. As a result, there were many more inquiries about our programs and services from both foreign and domestic sources.

The trade database grew by 5%, and the agency provided trade leads to more organizations. The new database served to recruit more companies to participate in matchmaking opportunities and trade missions.

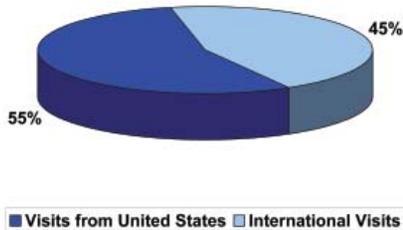
ITC also solidified its *Global Gateway* brand by developing an exhibit stand and signage for use in conferences and events, and also by upgrading the existing collateral and advertising pieces. At local seminars, conferences and trade missions abroad, ITC showed the *Come Trade with Us* promotional DVD both in Miami-Dade County as well as abroad.



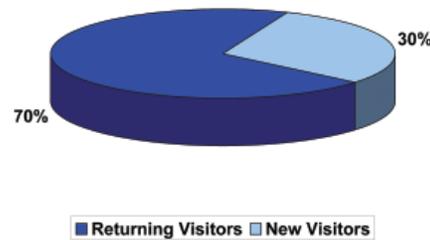
**Communications,  
Marketing, & Outreach**

# Communications, Marketing

ITC Website Visits



New vs. Returning Website Visitors



## Fiscal Year Highlights:

### Marketing and Outreach

- The re-design of the ITC website enriched its content and facilitated its ease of use. The new look attracted local and international visitors. The site received approximately 8,900 visits with 70% of them returning visits.
- Staff participated in 6 local trade events utilizing the newly designed trade show exhibit stand, signage, and banners.
- Over 370 Miami-Dade trade organizations and businesses received the *South Florida Trade Activity Calendar* on a monthly basis. These organizations ranked the calendar as the #1 most accessed file on the ITC website.
- Staff provided an educational briefing for business students visiting Miami from *Universidad del Pacifico de Peru*.
- Our participation in the *Beacon Council's International Advisory Committee*, gave staff an opportunity to coordinate outbound trade missions with other economic development agencies.



"This new website brings the ITC into the 27th Century!"

**Walter Loy**  
Chair of the European and Middle Eastern Trade Initiatives Ad Hoc Committee

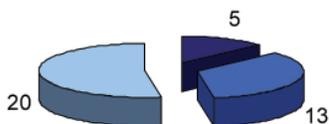


## Trade Leads and Matchmaking

ITC has developed a database of Miami-Dade businesses involved in export and imports. The database is continuously updated and has:

- Increased the number of Miami-Dade County businesses in the trade database by 5% over last year, bringing the total to 38,446 contacts.
- Supplied 5,975 trade leads to 20 trade related organizations in Miami-Dade County.
- Arranged 87 matchmaking meetings for 5 Miami-Dade County private businesses during outbound missions.
- Arranged 56 matchmakings for 23 Miami-Dade County private businesses and agencies during inbound missions.
- Recruited 34 private Miami-Dade County businesses to participate in outbound trade missions.

Trade Leads Supplied to Organizations



■ FY 05/06 ■ FY 06/07 ■ FY 07/08

Total Trade Leads Supplied



■ Total Trade Leads Supplied

## Communications and Media

ITC staff:

- Placed over 10 articles with media outlets including *The Miami Herald*; *Miami New Times*; *The South Florida Business Journal*; *Diario Las Americas*; *The Nation*; *The Los Angeles Times*; *El Nuevo Herald*; and *The Financial Times of India*.
- Distributed 16 press releases and media advisories, and the Global Trader Newsletter to over 1,500 readers 6 times during the year.
- Updated ITC brochures and other collateral materials, and placed new advertising in trade publications.
- Upgraded ITC Power Point presentations given during inbound and outbound missions, and translated them into Spanish.
- Provided speechwriting in both English and Spanish for inbound and outbound trade missions.
- Improved internal and external communications by producing ITC Highlights on a weekly basis.





Tenerife Auditorium, Tenerife Canary Islands

# Come Trade With Us

## Sister Cities Program

### **The Mission:**

The Sister Cities Program promotes cultural and international understanding by developing programs that enhance citizen diplomacy, create international goodwill, and support Miami-Dade County's international trade agenda.

### **Sister Cities Overview:**

The Sister Cities Program completed an exciting year.

Under the leadership of Honorary Chair of Miami-Dade Sister Cities, Mayor Carlos Alvarez, and Chair of the Sister Cities Coordinating Council, Shelly Smith Fano, the Program moved ahead to implement its stated objectives. Among the most notable activities was the first ever major fundraising event at the Port of Miami, which awarded the International Citizen of the Year Award to Coral Gables Mayor, Don Slesnick. Other activities included the Goodwill Mission to Tenerife, Canary Islands, Spain headed by Commissioner Rebeca Sosa. This mission explored new cultural ties and possible direct air service between Tenerife and Miami. In conjunction with the Greater Miami Chamber of Commerce, Sister Cities also hosted the Second Annual Consular Corps reception. In collaboration with Miami Dade College, the Program hosted the Sixth Annual Art Exhibit, and the Third Annual Youth Summit.

These programs have a profound impact on the development of intercultural understanding, and have also served to promote tourism and economic development. As the Florida International University's School of Business Administration Study reported, "...there is no incompatibility between cultural exchange programs and advancing trade and commerce."<sup>1</sup>



The President of Tenerife's Cabildo, Richard Melchior (left), is greeted by Commissioner Natacha Seijas and Mayor Carlos Alvarez.

**Sister Cities Program**

## Fiscal Year Highlights:

### Sister Cities

- ITC in conjunction with Florida International University hosted two Protocol Symposiums for County employees and private sector organizations to promote better global cooperation and communications. By emphasizing communication techniques that are culturally appropriate, the two symposiums focused on developing practical skills to enhance the ability to connect with our global partners. October 19th, 2007 & June 16th, 2008.
- Commissioner Rebeca Sosa led a Sister Cities mission consisting of government and private sector participants to Santa Cruz de Tenerife in Spain's Canary Islands to celebrate the 15th anniversary of Miami-Dade County's Sister Cities affiliation with the Cabildo of Tenerife. The mission strengthened trade and cultural ties, including discussions to establish direct air service between Tenerife and Miami. January 19th-24th, 2008.
- Mayor Carlos Alvarez hosted the first ever Sister Cities Fundraiser and Awards Ceremony and presented the Miami-Dade County International Citizen of the Year Award to Coral Gables Mayor Don Slesnick, and the Walter Loy Service Award to Mr. Walter Loy. The event, held at the Port of Miami's

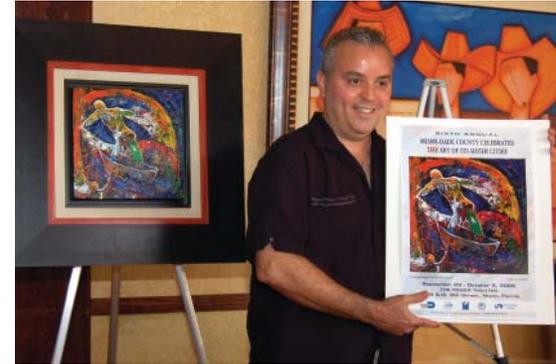
spectacular new passenger terminal, drew hundreds who came to support the work of community service and citizen diplomacy. The more than \$5,500 raised for the Miami-Dade Sister Cities Program Trust Account will support scholarships, humanitarian, and cultural programs. March 20th, 2008.

- Sister Cities, with the support of the Greater Miami Chamber of Commerce, held the Second Annual Consular Corps reception and hosted the 69 foreign Consulates and Trade Offices located in Miami-Dade County. Congresswoman Ileana Ros-Lehtinen, representing Florida's 18th Congressional District, was the keynote speaker at the event held at the Four Seasons Hotel. March 27th, 2008.
- Together with our partners at Miami Dade College, Miami Dade County Public Schools, and the Miami Council for International Visitors, the Sister Cities Program organized the Third Annual Youth Summit on Citizen Diplomacy. The program exposed more than 80 high school juniors to their obligations as citizen diplomats in the global community. April 15th, 2008.



# Sister Cities Program

- The Sixth Annual Sister Cities Art Exhibit opened at the Tower Theatre with the support of Miami Dade College. More than thirty artists exhibited their work which reflected this year's theme of "Celebrating Our Diversity". Educational and cultural events were a part of the two-week long exhibition. The event raised \$2,161 net revenue for the Sister Cities Trust Account. September 23rd, 2008.
- Sister Cities' staff was among the more than 600 representatives from 20 countries who gathered in Kansas City, Missouri, to attend the 52nd Sister Cities International Annual Conference. The theme of this year's conference was Sustainable Peace Through Livable Communities. July 16th-19th, 2008.
- Together with the Port of Miami and the Greater Miami Convention and Visitors Bureau, Sister Cities hosted an inbound tourism mission from our sister city in Maldonado, Uruguay. Commissioner Dorrin Rolle greeted the delegation whose purpose was to discuss ways that Miami-Dade County and Maldonado can work together to improve tourism. September 4th, 2008.



## Sister Cities Affiliations

Asti, Italy	Asuncion, Paraguay
Cayman Islands, British West Indies	Commonwealth of the Bahamas
Iquique, Chile	Kingston, Jamaica
Lamentin, Guadeloupe	Maldonado, Uruguay
Mendoza, Argentina	Monagas, Venezuela
Pereira, Colombia	Petit Goave, Haiti
Pucallpa, Peru	San Jose, Costa Rica
Santa Cruz, Bolivia	Santo Domino, Dominican Republic
Sao Paulo, Brazil	St. Kitts & Nevis Islands
Stockholm County, Sweden	Taipei County, Taiwan
Tenerife, Canary Islands, Spain	Turks & Caicos Islands
Veracruz, Mexico	





Miami International Airport

# Come Trade With Us

## Administration & Finance

### **The Mission:**

The ITC Administration and Finance section prepares the departmental budget, develops contracts, keeps records of revenues and expenditures, coordinates financial records with the County's Finance Department, and supports the other departmental operating units. Together with the Office of the Director, the unit also provides staff support to the ITC Board of Directors and Sister Cities Coordinating Council.

### **Administration & Finance Overview:**

The ITC's operating budget for this fiscal year was \$1.551 million. This budget funded the ITC operations outlined in this report and a staff of 11 full-time and 2 part-time employees. It also supported the operations of our two citizen policy boards and their committees.

ITC was also the custodian of the agency's non-County assets: the ITC Trust Account, the Trade Mission Center of the Americas, Inc., and the Sister Cities Trust Account. These accounts established either by actions of the Board of County Commissioners or by the ITC Board include private sector dollars used to support and strengthen departmental operations.

The Administration and Finance Unit contracted and monitored the Miami-Dade County Florida International University (FIU) contract that supported the agency's programmatic activities in citizen diplomacy and international trade.

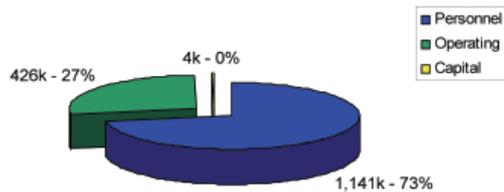


The President of the Government of Navarra, Miguel Sanz (left), the Mayor of Pamplona, Yolanda Barcina, and the Consul General of Spain in Florida, Santiago Cabanas (right), are greeted by Mayor Carlos Alvarez.

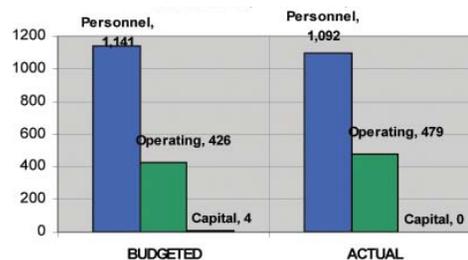
Administration &  
Finance

# Administration & Finance

## Approved ITC Budget for FY 07-08 (\$1.571 Million)



## FY 07-08 Year-to-Date Analysis Actual vs. Budgeted (In Thousands)



## Fiscal Year Highlights:

### Administration & Finance

Working with the agency's other staff, the Administration and Finance unit:

- Developed and then kept expenses within approved annual operating budget of \$1.571 million to support the agency's functions.
- Maintained a staff of 11 full-time and 2 part-time employees to carry out agency's functions and activities.
- Monitored and paid departmental expenses in accordance with budget authorization levels.
- Maintained agency's Scorecard to monitor progress of planned programmatic activities.
- Kept the records for the agency's non County assets: The ITC Trust Account (\$141,303.86), the Trade Mission Center of the Americas, Inc. (TMC), (\$19,588.32), and the Sister Cities Trust Account (\$35,263.05).
- Maintained the 501c(3) non-profit corporation status for the TMC, and prepared annual filings, registrations, and IRS tax forms, and purchased Directors and Officers liability insurance.
- Deposited a combined total of \$3,721 in interest earned by the ITC Trust Account and TMC bank account.

*"The Budget and Finance Committee is charged with advising the ITC Board and staff with what the Committee believes are the most efficient ways of implementing the strategic goals of the ITC. The primary goal for the next fiscal year will continue to be to promote trade internationally as well as locally."*

**Rick Zelman**

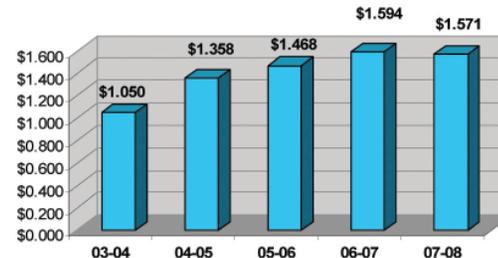
Chair of the Budget and Finance Committee



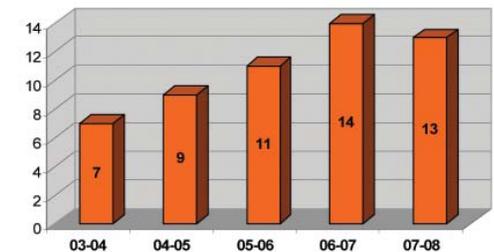
- Processed ITC outbound mission deposits and expenses for the ITC Business Development Mission to mission to Prague, Warsaw, and Istanbul, and for the joint ITC/Greater Miami Chamber of Commerce Business Development Mission to Peru and Chile.
- Deposited \$5,717 in the TMC Bank Account from net revenues raised through ITC's led outbound missions.
- Deposited \$5,570 to the Sister Cities Trust Account from the net revenues raised by the Sister Cities Fund Raiser event in April, 2007, \$2,161 from net revenues of the 6th Annual Sister Cities Art Exhibit, and \$1,754 from net revenues of the Goodwill Mission to Tenerife.
- Hired a part-time Accountant 1 to meet with the agency's increasing accounting needs.
- Approved expenses to support programmatic activities in accordance with the agency's Strategic Plan.
- Supported two citizen policy boards and their committees. Planned, staffed, and attended 6 ITC Board of Directors meetings, 6 Sister Cities Coordinating Council meetings, including 1 joint ITC and Sister Cities strategic planning retreat.
- Planned, staffed, and supported 10 ITC Committee meetings and 22 Sister Cities Committee meetings.

- Supported the professional development of ITC staff by sending several staffers to educational forums and certification programs.
- Cross-trained staff to better market and represent the ITC and Miami-Dade County both here and abroad.
- Improved inventory of protocol gifts.
- Administered the Florida International University (FIU) Miami-Dade County program that provided 4 scholarships to students in international business; supported two protocol symposiums, and produced 10 country assessment studies to select ITC's outbound missions in FY 08-09.<sup>7</sup>

**Departmental Budget Allocations  
(In Millions)**



**ITC Staffing Levels**





Downtown Miami

## The Jay Malina International Trade Consortium

**J.A. “Tony” Ojeda, Jr.**  
*Executive Director, ITC*

**Ricardo Bran**  
*Assistant to the Executive Director*

**Elizabeth Moss**  
*Senior Executive Secretary*

### Trade Development

**Desmond Alufohai**  
*Senior Trade Development Specialist*

**Maria Dreyfus-Ulvert**  
*Trade Development Specialist*

### Administration & Finance

**Dimitrios “Jimmy” Nares**  
*Assistant Director*

**Roberto Fabricio**  
*Communications and Media*

**Luz Laverde**  
*Accountant 1*

**Javier Suarez**  
*Driver / Messenger*

### Marketing & Outreach

**Jeanie Lisenby**  
*Marketing & Outreach Manager*

### Sister Cities

**Adam Peters**  
*Senior Sister Cities Coordinator*

**Mayda Rescendi**  
*Assistant Sister Cities Coordinator*

**Vivian Romero**  
*Secretary*

111 N.W. 1st Street, Suite 2560

Miami, Florida 33128

T: 305-375-1254 / F: 305-679-7895 / E: [itc@miamidade.gov](mailto:itc@miamidade.gov) / W: [www.miamidde.gov/itc](http://www.miamidde.gov/itc)



Presidential Palace, Lima, Peru

# Come Trade With Us

## Appendix

### Appendix I

Representative ITC Events

### Appendix II

References

7

Appendix

## Appendix I

### Representative ITC Events:

#### A. Official Visits & Protocol Services

*Inbound mission from Gauteng Provincial Legislature, South Africa*

*Inbound mission from South Africa's Department of Trade and Industry*

*Inbound mission from Maldonado, Uruguay*

*Official Visit from Tenerife, Canary Islands Spain*

*Official Visit from Navarra, Spain*

*Polish Delegation from Polish Chamber of Commerce*

*Delegation from the Czech Republic*

*Delegation from Turkey's Ministry of Trade*

*Educational Briefing for business students from Universidad del Pacifico de Peru*

*Kenya Port Authority Officials – Signing of Sister Seaport Agreement*

*Consul General of the Netherlands – Reception at Port of Miami*

*Emperor of Japan Cocktail Reception*

*His Excellency Zhou Wenzhong, Chinese Ambassador to the U.S.*

#### B. Sponsored Events

*Protocol Symposium: Useful and Practical Protocol Techniques Designed to Avoid Cultural Misunderstandings and Communicate with International Guests  
In cooperation with Florida International University and The Protocol Centre*

*Seminar: The Real Estate Crises and International Buyers in South Florida  
In cooperation with Florida International University*

*Reception for former President of Spain, Jose Maria Aznar  
In cooperation with Miami Dade College*

*Sixth Annual Sister Cities Art Exhibit*

*Signing of Sister Seaport Agreement  
In cooperation with the Port of Miami*

*ITC / Sister Cities Joint Retreat*

*Presentation by Soledad Alvear, Republic of Chile, Political Update on Chile  
In cooperation with the University of Miami's Center for Hemispheric Policy*

*XXI Annual State of the Ports*

*In cooperation with World Trade Center Miami*

*Small Business Export & Import International Summit  
In cooperation with the Minority Chamber of Commerce*

*2nd Annual Consular Corps Reception /Congresswoman Ileana Ros-Lehtinen  
In cooperation with the Greater Miami Chamber of Commerce*

*5th Annual International Women's Day Luncheon  
In cooperation with World Trade Center Miami*

*Global Growth: Expanding Small Business through Exporting Conference  
In cooperation with the U.S. Small Business Administration and U.S. Trade Promotion Coordinating Committee*

*2008 Youth Summit:  
In cooperation with Miami Dade College, Miami-Dade Public Schools, and Miami International Visitors Council*

*Protocol Symposium: Better Communication with International Audiences  
In cooperation with Florida International University and The Protocol Center*

*Sister Cities Fundraiser and Awards Ceremony*

*Two Incoming Missions from Dominican Republic  
In cooperation with Florida Foreign Trade Association*

*Meet the Artists & Unveiling of Poster Reception*

*Africando 2008:  
In cooperation with The Foundation for the Democracy in Africa*

*Americas Food and Beverage Trade Show  
In cooperation with World Trade Center Miami*

*Two Incoming Missions from Colombia  
In cooperation with the Colombian American Chamber of Commerce*

*Incoming Mission from Ecuador  
In cooperation with CORPEI*

*Incoming Mission from Peru  
In cooperation with Florida Foreign Trade Association*

*Pillars Awards: Black Affairs Advisory Board*

## C. Representative Workshops & Conferences

*Pre-Mission Briefing for Sister Cities Goodwill Mission to Tenerife, Canary Islands*

*2007 National District Export Council Conference  
In cooperation with the U.S. Commercial Service*

*Greater Miami Chamber of Commerce Board of Governors & Trustees Luncheon  
In cooperation with the Greater Miami Chamber of Commerce*

*Seminar: Investing in Chile: Opportunities for Foreign Investors  
In cooperation with Chilean Embassy and Foreign Trade Office*

*Colombia hacia un crecimiento economico por Luis Carlos Villegas  
In cooperation with Camara de Comercio Colombo-Americana*

*International Studies-International Careers Expo  
In cooperation with Florida International University*

*Luncheon discussion of the 2008 World Bank Doing Business report. Report done by  
Dr. Diemon Djankov, Chief Economist, World Bank  
In cooperation with Governor's Office of Tourism, Trade and Economic Development*

*Workshop on Third Party Mission Certification / Application*

*"Internet Marketing Strategies and Your Latin American Business"  
In cooperation with District Export Council and U.S. Commercial Service*

*Pre-Mission Briefing for ITC Business Development Mission to Czech Republic,  
Poland, & Turkey*

*Brazilian Image in the U.S.  
In cooperation with Brazilian-American Chamber of Commerce*

*Pre-Mission Briefing for ITC / GMCC Business Mission to Peru & Chile  
In cooperation with Greater Miami Chamber of Commerce*

## D. Representative Participation and Support

*Annual Meeting: The Beacon Council*

*Presentation by the US Ambassador to Honduras: University of Miami's Center for  
Hemispheric Policy*

*Celebration of German Unity Day: Consulate of Germany*

*2007 OWIT Conference: Organization of Women in International Trade*

*"Trade and Prosperity in the Americas"- Presentation by Hon. George Bush: University  
of Miami's Center for Hemispheric Policy*

*UK Trade & Investment Renewable Energy Conference: UK Trade Office*

*Induction Ceremony of Board member Jose Luis Castillo into the Orden de la  
Democracia Simón Bolívar en el grado de Gran Caballero*

*Latin American: Economic, Business & Trade Forecast: University of Miami's Center  
for Hemispheric Policy*

*Inbound Mission from Hong Kong: Film Miami & U.S. Department of Commerce*

*Luncheon in honor of Blasco Pena Herrera, President of the Chamber of Commerce in  
Ecuador*

*Art Exhibit and Reception: Guatemalan Consulate*

*Reception & Luncheon: U.S. Mexico Chamber of Commerce*

*31st Annual Miami Conference – Town Meetings: A Region Posed for Growth:  
Caribbean-Central American Action*

*Luncheon and Officers Election for India – US Chamber of Commerce: India-U.S.  
Chamber of Commerce*

*Reception for Emperor of Japan: Japan Consulate*

*31st Annual CCAA Conference: Caribbean-Central American Action*

*International Business Development Group Leadership Reception: Greater Miami  
Chamber of Commerce*

*Update on the Free Trade Agreements with Colombia, Panama & South Korea: Office  
of Intergovernmental Affairs*

*African Indigenous Knowledge Working Group: FIU African New World Studies*

# Appendix

## **D. Representative Participation and Support (continued)**

*The Beacon Council Community Breakfast Series/Business & Medical Communities:  
The Beacon Council & University of Miami Miller School of Medicine*

*China Business 2008: Expanding Opportunities for Florida Companies: U.S. Chamber  
of Commerce; Florida-China Association; World Trade Center-Miami; Holland & Knight*

*Luncheon with His Excellency Zhou Wenzhong, Chinese Ambassador to the USA:  
U.S. Chamber of Commerce; Florida-China Association; World Trade Center-Miami;  
Holland & Knight*

*Elba Hentschel reception the "Distinguished Mexican in the U.S. Award":  
Cultural Institute of Mexico*

*Reception honoring delegation from Navarra/ President of the Government of Navarra,  
Spain: Miami Dade College*

*Brazil: Economic Prospects for 2008 by Henrique Meirelles: Brazil-US Business  
Council*

*4th African-American History Month Luncheon: FIU African New World Studies*

*A seminar on future of implications for trade of the economic and political events in  
Brazil: Americas Society & Consulate of Brazilian-American Chamber of Commerce*

*Business Lunch with Ambassador Westendorf of Spain to the United States-Spain-US  
Relations*

*Exchange Card event-Marketing Business Development Mission to Prague, Warsaw  
and Istanbul*

*Miss Hong Kong publicity filming in Miami Coordination Meeting: U.S. Commercial  
Service*

*Call-to Action Meeting on Colombia: Gateway Florida*

*Business and the Arts: Community Breakfast Series: The Beacon Council*

*Reception honoring Lourdes Cruzan retirement from the City of Coral Gables: Latin  
Business Club of America*

*Safety and Career Day: The State of Florida*

*Jamaican Business Expo 2008: Jamaica USA Chamber of Commerce*

*An event in honor of Thomas Shannon, Jr. Asst. Secretary of State for Western  
Hemisphere Affairs - U.S. Department of State:  
University of Miami's Center for Hemispheric Policy*

*Americas Relief Team IV Annual Regional Crisis Relief & Logistic Luncheon: U.S.  
Southern Command*

*Economic Development Mission to Italy: The Beacon Council*

*International Advisory Meetings (4): The Beacon Council*

*ASE Economic Development and Health and Human Services Strategic Area Meeting*

*Inbound Mission from Caribbean nations: Florida Foreign Trade Association*

*Luncheon Honoring the MOU'S and Relationship between CAMACOL and the country  
of Spain*

*Introduction of the new head of the Brazilian Trade Bureau: Brazilian Consulate*

*Outgoing Mission to Honduras: CAMACOL*

*FIME: The World's Medical Marketplace: Czech Trade Office*

*Sixty First independence Day of Pakistan Gala Banquet: Pakistan American Chamber  
of Commerce*

*Chilean Film Festival Opening Ceremony: Chilean Trade Office*

*3rd Annual Leadership Conference of Haitian Mayors' Conference*

*Reception for Italian Ambassador: Societa Dante Alighieri*

*Trade Connections: South Florida Trade Outlook - Opportunities Obstacles: World City*

*"America Wins With Trade" Bus Tour: Consumer Electronics Association*

*Asian Diaspora Night*

*South Terminal Grand Opening*

## Appendix II

### References:

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2. *2008 Miami Trade Numbers*, *WorldCity Magazine* 2008, Page 13.
3. *South Florida Trade Unstoppable*, *WorldCity Annual Trade Report*, 2008.
4. *2008 U.S. Trade Numbers*, *WorldCity*, 2008, pg. 30.
5. *The Jay Malina International Trade Consortium. End of Mission Report: Miami-Dade County Business Development Mission to Prague, Warsaw, and Istanbul*. Miami-Dade County, May 20th – 31st, 2007.
6. *The Jay Malina International Trade Consortium. End of Mission Report: Joint Greater Miami Chamber of Commerce and ITC Business Development Mission to Peru and Chile*. Miami-Dade County, September 25th – 26th, 2008.
7. Jerry Haar, Ph.D., *Country Assessments for the Asian Geographic Region and Country Assessments for the Latin American Geographic Region*. Florida International University: College of Business Administration, July & August 2008.

# Come Trade With Us



Carlos Alvarez, *Mayor*

**Board of County Commissioners**

Bruno A. Barreiro, *Chairman*; Barbara J. Jordan, *Vice Chairwoman*;  
Barbara J. Jordan, *District 1*; Dorrin D. Rolle, *District 2*; Audrey M. Edmonson, *District 3*; Sally A. Heyman, *District 4*;  
Bruno A. Barreiro, *District 5*; Rebeca Sosa, *District 6*; Carlos A. Gimenez, *District 7*; Katy Sorenson, *District 8*;  
Dennis C. Moss, *District 9*; Sen. Javier D. Souto, *District 10*; Joe A. Martinez, *District 11*; José "Pepe" Diaz, *District 12*;  
Natacha Seijas, *District 13*  
Harvey Ruvin, *Clerk of Courts*; George M. Burgess, *County Manager*; Robert A. Cuevas Jr., *County Attorney*



The Jay Malina International Trade Consortium of Miami-Dade County

Stephen P. Clark Center

111 N.W. 1<sup>st</sup> Street, Suite 2560

Miami, Florida 33128

T: 305.375.1254 / F: 305-679-7895

E: [itc@miamidade.gov](mailto:itc@miamidade.gov) / W: [www.miamidade.gov/itc](http://www.miamidade.gov/itc)