



BOARD OF DIRECTORS MEETING AND RETREAT

**Friday, September 23, 2005
Doral Golf Resort and Spa, 4400 NW 87th Ave. Miami (Palms North room)
11:00 AM - 4:00 PM**

AGENDA

- I. INTRODUCTION AND WELCOME
- II. APPROVAL OF THE MINUTES OF THE APRIL 14, 2005 BOARD OF DIRECTORS MEETING
- III. CHAIRMAN'S REPORT
- IV. EXECUTIVE DIRECTOR'S REPORT
 - A. ITC FY 2004-05 Trade Missions Results
 - 1. ITC-led and ITC-certified Third Party Missions Results
 - 2. Brief Report on Turks & Caicos
 - 3. Brief Report on Kenya & Uganda
 - B. Sister Cities Missions and Other Activities
 - C. ITC Incubator Office Status
 - D. Protocol Results for FY 2004-05
 - E. Composition of ITC Committees
- V. TRADE MISSION CENTER OF THE AMERICAS, INC.
 - A. Discussion on and Approval of Annual TMC Budget
- VI. OTHER BUSINESS
- VII. ADJOURNMENT OF ITC/ TMC BOARD MEETING
- VIII. COMMENCEMENT OF THE STRATEGIC BOARD RETREAT
 - A. Committee Reports - Objectives and Goals for 05-06 Fiscal Year
 - B. Board Recommendations for Future
 - C. Other Business
- IX. ADJOURNMENT OF THE STRATEGIC BOARD RETREAT



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I. INTRODUCTION AND WELCOME

II. APPROVAL OF THE MINUTES OF THE APRIL 14, 2005
BOARD OF DIRECTORS MEETING



BOARD OF DIRECTORS
Meeting Minutes
111 NW 1st Street, Conf. Room 29-A
Thursday, April 14, 2005

Members Present:

Commissioner Jose “Pepe” Diaz	Wifredo Gort	Walter A. Loy
John Abisch	Alfredo Hidalgo-Gato	Juvenal A. Peña
Captain William Alexander	Juan Kuryla	Lee Sandler
Jaqueline del Cristo	Burton Landy	Roberto A. Torricella
Rafael Diaz-Balart	German Leiva	Rick Zelman

Guests Present:

Abraham Alvarado	Carolina Sivoli	Carlos E. Vasquez
Luis Cuervo	Miguel Southwell	

ITC Staff Present:

Manuel Gonzalez	Cleopatra Contreras	Mayda Rescendi
Desmond Alufohai	Jimmy Nares	

The Chairman of the International Trade Consortium, Commissioner Jose “Pepe” Diaz, called the meeting to order at 4:20 PM. He began by welcoming all Board Members present and asked them along with staff to introduce themselves.

The Chairman began with the Agenda presenting the Minutes of the ITC Board of Directors Meeting of January 25, 2005, for review and approval. A motion to approve the Minutes was made, then seconded and unanimously passed.

The Chairman began with Agenda item VI – Report on the Miami-Dade Sister Cities Program, which was presented by Mr. Walter A. Loy.

Mr. Loy’s report was a capsule of the past, present and future of Sister Cities International. He reported on two important statistics: **1)** Sister Cities is represented by 2,600 communities and **2)** in 28 countries. He reported that the program is a “citizen’s diplomacy network creating and strengthening partnerships in the US and communities overseas”. He proceeded in informing how he became involved with the program through the request of then Mayor Stephen Clark. Mr. Loy reported that the County currently has an agreement with 22 communities. In Mr. Loy’s report, he recites some of the specific activities in which Sister Cities is involved: from the cultural standpoint, Sister Cities will showcase the Art of its Sister Cities in collaboration with Miami Dade College, under the category of education a scholarship fund has been established,

they also attend the yearly Sister Cities International Conference, contribute periodically to a newsletter, in time of hurricane and devastation, aid and comfort is provided to partner communities and program missions overseas and receive incoming missions. He mentioned that the strength of the program was to “open doors in foreign counties where there are official and unofficial business relationships”.

Upon the completion of Mr. Loy’s report, the Chairman proceeded to explain that the purpose of the report was to bring awareness of what the Sister Cities program is all about.

The Chairman proceeded with Agenda item III, Report on Mission to Asia. The Chairman mentioned that the mission was a success adding that it resulted in several strong friendships and substantial business opportunities. However, he was concern about Greenville, South Carolina being represented as the “Gateway to the Hemisphere.” The Chairman mentioned for the record that “[he was] tired of others eating our lunch”.

The Chair then asked Mr. Gonzalez to narrate a PowerPoint presentation of the Mission to Asia. Mr. Gonzalez then proceeded with the presentation; he narrated the various events that the delegation had participated in. There was a matchmaking session hosted by the Hong Kong Chamber. In Kuala Lumpur, Malaysia the mission attended a briefing held by the American Malaysian Chamber of Commerce.

Mr. Gonzalez mentioned that less than 30 days after the Miami-Dade County delegation returned from the mission to Asia the TEDA (Tianjin Economic and Development Authority) announced that a delegation would be visiting Miami-Dade. TEDA’s purpose in coming to Miami would be to explore business opportunities for the city of Tianjin. They were interested in establishing a relationship with the Miami Free Zone and in opening a promotional office.

Mr. Gonzalez continued to narrate the presentation, and mentioned the exchange of gifts. The Chairman expressed the significant quality of gifts presented to him and expressed his concerns over the quality of Protocol gifts we presented to our counterparts abroad. He recommended reviewing the ITC’s Protocol gift needs so that we can also give significant gifts and make a good impact on our hosts.

Mr. Gonzalez then reported on the next leg of the mission to Shanghai and the Chair’s meeting with the Vice Chairman of the Chamber of International Commerce in Shanghai. Discussion ensued as to how to get our chambers to do business with their chambers going into the future. Simultaneously, Mr. Gonzalez was delegating another meeting with China Airlines to explore the possibilities of establishing an air cargo route to Miami International Airport.

Mr. Gonzalez proceeded to describe the Chairman’s participation in the groundbreaking of the establishment of a new hospitality school in China. This is a joint venture between FIU Hospitality School of Management and the Tianjin University of Commerce.

In concluding the narration of the PowerPoint presentation, the Chairman mentioned that overall the participants were pleased with the amount of business opportunities presented to them.

Mr. Gonzalez then talked about copies of news clippings that were passed out at the meeting which showcased the ITC in Germany, Italy, United Kingdom and India. Mr. Gonzalez reported that the ITC is where it wants to be in Public Relations and Marketing.

The Chairman concluded his report of the mission by addressing the importance of being aggressive, of being active in both incoming and outgoing trade missions, and of being well - funded.

He asked that the Board members that report to a Commissioner express the importance of funding. He mentioned that Congress needs to be reminded of the importance of international trade to this community, especially with respect to the creation of jobs.

Round table discussions then ensued.

Mr. Loy briefly discussed committee meetings. He said that procedures for each committee meeting should be followed and that notification should be announced in a timely matter. The Chairman responded by saying that the issue would be addressed.

Finally, a mandate/resolution was discussed to establish the ITC Committee on International Business Incubation, to help with the creation and development of the new ITC program. The elected members would be Co-Chair, Mr. Wifredo Gort, and members Jacqueline Del Cristo, Chief Sandrell Rivers, Mr. Miguel Amion and ITC staff, Desmond Alufohai.

There being no further business, Chairman Diaz adjourned the meeting at 6:10 PM.

Manuel J. Gonzalez
Executive Director

Cc: Miami-Dade County Board of County Commissioners
George M. Burgess, County Manager

MJG:ag

III. CHAIRMAN'S REPORT

IV. EXECUTIVE DIRECTOR'S REPORT

A. ITC FY 2004-05 Trade Missions Results

1. ITC-led and ITC-certified Third Party Missions Results
2. Brief Report on Turks & Caicos
3. Brief Report on Kenya & Uganda

B. Sister Cities Missions and Other Activities

C. ITC Incubator Office Status

D. Protocol Results for FY 2004-05

E. Composition of ITC Committees

TRADE MISSION RESULTS DURING FYE 9/30/2005 (as of 8/31/2005):

ITC-Led Business Development Trade Missions

ORGANIZATION	MISSION DESTINATION / SOURCE	MISSION DATES	Number of Participants	Number of Business Appointments	IMMEDIATE SALES	EXPECTED FUTURE SALES	Expected future representation agreements	Expected future licensing/ joint venture agreements	TOTAL Reported Economic Impact
1 International Trade Consortium (ITC)	Tianjin/Shanghai/Malaysia & Hongkong	March 7-19, 2005	20	50	0	4,000,000	6,000,000		10,000,000
2 International Trade Consortium (ITC)	Kenya/ Uganda (outgoing)	April 2-10, 2005	12	249	0	17,725,000	40,075,000	26,550,000	84,350,000
3 International Trade Consortium (ITC)	* Turks & Caicos (outgoing)	June 8-12, 2005	26	33	332,000	26,800,000	36,900,000	87,900,000	151,932,000
Subtotal ITC-Led Trade Missions:			58	332	\$332,000	\$48,525,000	\$82,975,000	\$114,450,000	\$246,282,000

* Results not final - pending additional End-of-Mission Reports

ITC-Certified Third-Party Trade Missions

ORGANIZATION	MISSION DESTINATION / SOURCE	MISSION DATES	Number of Participants	Number of Business Appointments	IMMEDIATE SALES	EXPECTED FUTURE SALES	Expected future representation agreements	Expected future licensing/ joint venture agreements	TOTAL Reported Economic Impact
1 Florida Foreign Trade Association	Costa Rica (outgoing)	November 1-7, 2004	7	127	200,000	590,000	0	0	790,000
2 Florida Foreign Trade Association	Hong Kong (outgoing)	November 13-19, 2004	9	49	75,000	380,000	0	0	455,000
3 Colombian American Chamber of Commerce	Colombia (incoming)	January 18-22, 2005	7	16	10,000	100,000	0	0	110,000
4 Greater Miami Chamber of Commerce	Brazil (outgoing)	May 2-6, 2005	17	22	37,700	14,060,000	3,500,000	1,600,000	19,197,700
5 Dominican American Chamber of Commerce	Dominican Republic (incoming)	27-Apr-05	70	-	0	0	0	0	0
6 Florida Foreign Trade Association	Dominican Republic (incoming)	April 10-14, 2005	29	355	2,661,000	22,500,000	27,190,000	0	52,351,000
7 Italy American Chamber of Commerce	Asti, Italy (incoming)	June 6-13, 2005	----	----	Results Pending	----	----	----	Results Pending
8 CAMACOL	Costa Rica (outgoing)	August 16-19, 2005	----	----	Results Pending	----	----	----	Results Pending
9 RiversNet	Nigeria (incoming)	July 12-13, 2005	34	15	0	1,000,000	0	0	1,000,000
10 Colombian American Chamber of Commerce	Pereira (outgoing)	August 9-12, 2005	----	----	Results Pending	----	----	----	Results Pending
Subtotal ITC-Certified 3rd Party Missions:			173	584	\$2,983,700	\$38,630,000	\$30,690,000	\$1,600,000	\$73,903,700
TOTALS (ITC & Third-Party Missions):			231	916	\$3,315,700	\$87,155,000	\$113,665,000	\$116,050,000	\$320,185,700

**Message from the ITC
Chair:**



On behalf of the Mayor, the Chairperson and the Board of County Commissioners, residents, and members of the international trade community, welcome to the Jay Malina International Trade Consortium's (ITC) newsletter, the Miami-Dade Global Trader.

The mission of the ITC is to promote two way international trade through Miami-Dade County. In addition to its skilled multilingual and multicultural human resources Miami-Dade counts on state-of-the-art infrastructure to support global trade through Miami International Airport (MIA) and the Dante B. Fascell Port of Miami. Our communications infrastructure, international banking community, and professionals facilitate trade related activities to meet the demands of the global business environment.

Welcome to the ITC your one-stop-center for all your international trade needs.

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MIAMI-DADE COUNTY MISSION TO THE TURKS & CAICOS ISLANDS

One of the many roles of Miami-Dade County government is to develop new relationship and reinforce existing bonds with other countries, especially those in South America and the Caribbean. Acting on that mandate, Commissioner, Dr. Barbara Carey-Shuler led the County's first official mission to the Turks & Caicos Islands. The mission was conducted under the auspices of the Sister Cities Program.



At center, the Hon. Dr. Barbara Carey-Shuler during the official opening of the Mission by the Chief Minister Hon. Michael Misick, seated second from the left

The Turks and Caicos Islands has been a good market for U.S. products and a superb place to invest. A total of twenty-seven (27) business people and individuals went on the Mission. With the end of Mission Reports already submitted by participants, this mission is poised to be one of the best Miami-Dade County has taken in recent years. While between \$4 to \$5 million of contracts, agreements and partnerships were formed; reports from the companies are estimating about \$40 million in business in the next three to five years.



Mission participants meet with their business counterparts of the Turks & Caicos Islands

The mission was officially welcomed by the Chief Minister of the Turks & Caicos, Hon. Michael Misick, and during the course of the Mission several government ministers, the business organizations such as the Chamber of Commerce and the Turks & Caicos Investment Promotion Agency (TCInvest), Real Estate Organizations, and several businesses engaged the participants. The result was a very engaging business environment which helped make the mission a huge success.

Part of the Miami delegation, and Dr. Barbara Carey Shuler, Miami-Dade Commissioner at center together with the Chief Minister Hon. Michael Misick (center)





MISSION FROM THE GATEWAY OF THE AMERICAS™ TO THE EAST AFRICAN GATEWAY!

KENYA & UGANDA

[APRIL 2 -10, 2005]

End-of-Mission Report

Background

The East African Community [EAC] is the regional intergovernmental organization of the Republics of Kenya [30m], Uganda [26m] and Tanzania [32m], with its Headquarters located in Arusha, Tanzania. The East African Heads of State signed the Treaty for the Establishment of the East African Community in Arusha on November, 30 1999. The EAC has an estimated population of 89 million, including Zanzibar [1m]!

The United States business investments in Kenya is estimated to be more than \$285 million, primarily in commerce, light manufacturing, and the tourism industry. In 2003, the United States Exports to Kenya was valued at \$196.5 million and Imports was valued at \$249.3 million. Total trade value between Miami-Dade County and Kenya increased by 15% in 2003 to \$13 million. Exports to Kenya from Miami-Dade County was valued at \$4.3 million and Imports was \$8.7 million. Kenya ranks 88th among Miami-Dade County's trade partners.

Business Development Mission to Kenya [April 3 - 7, 2005]

Twelve [12] distinguished individuals representing both the private and public sectors visited Kenya and Uganda from April 3 - 9, 2005, on a historic business development mission. The objectives of the business development mission dubbed "*Mission from the Gateway of the Americas™ to the East African Gateway*" were:

1. To continue talks about air-route development between Miami International Airport and East Africa
2. Increase business and investment opportunities between the two regional gateways
3. Encourage Kenya Ministry of Tourism to establish a trade/tourism office in Miami-Dade County

During the first leg of the mission in Nairobi, Kenya, [April 3 - 7, 2005], our delegation met with some government dignitaries and visited many organizations, including:

- ▶ In-Country briefing by Edward Yagi, Commercial Counselor, Embassy of the United States
- ▶ Export Processing Zones Authority, Athi River
- ▶ Hon. Dr. Mukhisa Kituyi, M.P., Minister of Trade and Industry
- ▶ Hon. Dr. Chris Murungaru, M.P., Minister for Transport
- ▶ Hon. Morris Dzoro, M.P., Minister for Tourism and Information
- ▶ Mr. George Muhoho, Managing Director Kenya Airports Authority
- ▶ Mr. David Githere, President Kenya National Chamber of Commerce and Industry
- ▶ Press Conference with the print media

More than 100 persons attended the one-to-one business meeting and seminar held at the prestigious Grand Regency Hotel. The following topics were also presented:

- The "Twin Ports:" Miami-Dade County Economic Engine: Miguel Southwell & Khalid Salahuddin
- Business Opportunities in South Florida - Bryant Salter & Desmond Alufohai
- Kenya Tourism Board - Tourism in Kenya: Jennifer Opondo
- Investment Opportunities in Kenya - Export Promotion Council: Mrs. L. W. Waithaka
- Presenting the Export Processing Zones Authority of Kenya: Ms. Evelyn C. Noah

The Ministry of Trade and Industry hosted a business luncheon for our delegation at the Grand Regency Hotel. Kenya National Chamber of Commerce and Industry and Kenya Tourism Board hosted our farewell dinner at the prestigious and exotic Carnivore Restaurant.

Visit to the Republic of Kenya in Pix
April 3 - 7, 2005



L - R: Miguel Southwell of MIA looks on as Bryant Salter of Enterprise Florida makes a presentation to Hon. Dr. M. Kituyi, M.P., Minister of Trade & Industry



Business Seminar at the Grand Regency Hotel:
 Cross-section of Kenyan Business Community



Miami-Dade County Business Delegation pose with Hon. Dr. Chris Murungaru, M.P. Minister for Transport (middle with red tie)



Miami-Dade County Delegation: L-R: Mission Leader Miguel Southwell, Khalid Salahuddin, Bryant Salter (with mic), Chief Sandrell Rivers, Margarita Gonzalez, Jeannette Varela, Luis Varela, Jr., Sofia Salter and ITC Staff and Mission Coordinator Desmond Alufohai



One-to-One Business Meetings



Business Development Mission to Uganda [April 7 - 9, 2005]

Background

Bilateral relations between the United States and Uganda have been good since President Museveni assumed power, and the U.S. has welcomed his efforts to end human rights abuses and to pursue economic reform. Uganda is a strong supporter of the global war against terrorism. The United States is helping Uganda achieve export-led economic growth through the African Growth and Opportunities Act and provides a significant amount of development assistance.

U.S.-Ugandan relations also benefit from significant contributions to health care, nutrition, education, and park systems from U.S. missionaries, non-governmental organizations, private universities, HIV/AIDS researchers, and wildlife organizations. Expatriate Ugandans living in the U.S. also promote stronger links between the two countries. In 2003, the United States Exports and Imports to Uganda were valued at \$41.7 million and \$34.8 million, respectively.

Business Development Mission to Kampala, Uganda [April 7 - 9, 2005]

In Kampala, Uganda, our delegation met with the following dignitaries and Organizations:

- Hon. Daudi Migereko, M.P., Minister of Tourism, Trade & Industry
- Hon. Prof. Semakula Kiwanuka, Minister of State for Finance Planning & Economic Development
- Hon. Nathan Nabeta Igeme, Minister of State for Trade
- Ambassador Jimmy Kolker, Embassy of the United States, Kampala, Uganda
- Mr. Andrew Herrup, Economic & Commercial Officer, U.S. Embassy Kampala, Uganda
- Mr. Jeffrey Levine, United States Agency for International Development [USAID]
- Mrs. Olive Kigongo, President Uganda Chamber of Commerce and Industry
- Uganda Civil Aviation Authority, Uganda Coffee Trade Federation, Uganda Railway Corporation, Vanilla Exporters Association, Uganda Flower Growers Association, Entebbe Handling Services and DAS Air Cargo.

The Uganda National Chamber of Commerce and Industry [UNCCI] hosted a business luncheon at the Sheraton Hotel. Ambassador Jimmy Kolker hosted a cocktail reception at his residence.

Ndere Troupe hosted a luncheon and cultural extravaganza at the Cultural Auditorium.



L-R: Chief Rivers, Hon. Prof. Semakula Kiwanuka, Uganda's Minister of Finance & Planning, and Miguel Southwell at the Business Luncheon



L-R: Chief Rivers, Ambassador Kolker and Bryant Salter at the US Ambassador Reception at his Residence



Mrs. Olive Kigongo, president UNCCI [in green jacket] discusses with Jeannette Varela of Florida Equipment & Parts, Inc.



L-R: Sandra Daley-Francoise of GMC&VB Luis Varela of Florida Equipment & Khalid Salahuddin of the Port of Miami, at the cocktail reception hosted at U.S. Ambassador Jimmy Kolker's residence



Mr. & Mrs. Gonzalez presents their company brochure to Hon. Nathan Igeme Minister of State for Trade at the Business Luncheon—Sheraton Kampala Hotel



Miguel Southwell presents a gift to Hon. Daudi Migereko, M.P., Minister for Tourism, Trade & Industry at the Minister's office



Kampala, Uganda: One-to-One Business Meetings organized by ITC & UNCCI at Mosa Courts facility

Mission to Uganda in Pixs

Accomplishments

1. 100% delegates' satisfaction! All participants stated that they realized their objectives for participating in the East African Business Development Mission.
2. Positive feedback from government officials in Kenya and Uganda about the possibility of air service development between Miami-Dade County and East Africa.
3. Proposal to establish a Kenyan Trade/Tourism office in Miami-Dade County to be strongly considered by the Ministry of Tourism and Kenya Trade Board.
4. Reciprocal trade mission from Kenya & Uganda to Miami-Dade County within a year.
5. No immediate or on-site sales were reported. However, we compiled the following data from participants' surveys:
 - An average of **25 appointments** per participant, during the mission
 - Approximately, **\$17.75 million in expected sales** in the next 12 months
 - Expected Future Agreement & Representations in dollar value = **\$40 million**.
 - Estimated dollar value of **letters of intents/MOUs/contracts/joint venture agreements** = over **\$26.55 million**
 - Estimated Economic Impact to Miami-Dade County = **\$84.35 million**

Recommendations

1. We strongly recommend that ITC staff conduct a pre-mission site inspection visit of all meeting facilities to ensure that approved facilities meet minimum standards.
2. If possible, assign two [2] ITC staff persons per mission to assist with logistics and other aspects of on-site meetings.
3. ITC should assist in drafting a letter of support from Miami-Dade County Mayor and Governor of Florida to Kenyan government re: air-linkage between Miami-Dade County and Nairobi, Kenya.

Appreciation

My thanks are due to Commissioner Jose "Pepe" Diaz for nominating me to lead this mission. I would also like to thank Miami-Dade Aviation Department as well as our partners - The Jay Malina International Trade Consortium, Port of Miami, Enterprise Florida, and Greater Miami Convention and Visitors Bureau.

We are grateful and indebted to our foreign partners for their support and assistance during our visit to East Africa, in particular, Ministry of Trade and Industry, Kenya; Kenya National Chamber of Trade & Industry; Star Travel Tours; U.S. Embassy in Nairobi, Kenya; Ambassador Jimmy Kolker, U.S. Embassy in Kampala, Uganda; Uganda National Chamber of Commerce & Industry; U.S. Commercial Service for East Africa, Ndere Troupe of Uganda, etc.

I would also like to thank all the participants for their support and cooperation during the trip.

Compiled by: Miguel Southwell and Desmond Alufohai

List of Participants

1. Miguel Southwell, Asst. Director for Business Development - Miami International Airport
2. Khalid Salahuddin, Deputy Director - Port of Miami
3. Sandrell Rivers, President & CEO - The Rivers Group Corporation
4. Bryant Salter, Director for African Trade Expansion Program - Enterprise Florida Inc.
5. Sofia Salter, Director - Business Diplomacy Consulting
6. Rolando Gonzalez, Founder & President - Hilton Trading Corporation
7. Margarita Gonzalez, Marketing Manager - AccuBANKER USA.
8. Jeannette Varela, President & CEO - Florida Equipment & Parts Inc.
9. Luis Varela, Jr., Sales Manager - Florida Equipment & Parts Inc.
10. Sandra Daley-Francois, Director of Sales - Greater Miami Convention and Visitors Bureau
11. Denise Mills, President & CEO - Caicos Construction Management & Development, Inc.
12. Desmond Alufohai, Trade Development Specialist - Jay Malina International Trade Consortium



Plan for direct US flights Agricultural exports will benefit, minister insists

By KABURU MUGAMBI

The Government appeared to contradict Kenya Airways' contention that Kenya does not need direct flights to the United States to promote agricultural exports.

Trade and Industry Minister Dr. Mukhisa Kituyi said the Government was investing in improving Nairobi's Jomo Kenyatta International Airport to global standards to "allow our national carrier to have a minimum of three weekly flights, possibly through West Africa, to Miami."

But the Kenya Airways managing

director, Mr. Titus Naikuni, is on record as saying the route is unprofitable. To enter the market would be like "putting one's hand in the lion's mouth", he was quoted as saying, citing stiff competition.

However, Dr. Kituyi said discussions were on going with Miami's International Airport authorities.

The minister's speech was read by the director of industry in the ministry, Ms Margaret Roich, during a business seminar in Nairobi jointly organised with the South Florida Business



Dr. Kituyi

Development Mission to Kenya. Mr. Miguel Southwell, the assistant director of the Miami airport's business development department, said the route would be profitable for both the US and Kenya.

"Miami is an ideal gateway to the US if Kenya wants to be linked to the US, the Caribbean and South America," Mr. Southwell said. But he ruled out American airlines taking up the Miami-Nairobi route because of aviation agreements between the American and European airlines not to fly direct to Africa.

TRADE

New shipping line charge to increase import costs

By NATION Reporter

Leading shipping lines have announced an increase in bunker surcharge at Mombasa port beginning next week. Members of the East African Conference Lines have announced a revised bunker charge for vessels calling at the port with effect from April 10.

And maritime experts said the importers will transfer the extra costs to consumers resulting in higher prices for imports.

The shipping line has raised the surcharge it introduced in June last year

from 13.34 per cent to 16.34 per cent, representing a three per cent increase.

The Inter-Governmental Committee on Shipping secretary general, Mr. A.S. Mponda, said the fee had been introduced due to the sharp increase in oil prices in the world market.

Mr. Anne Tjips of the port's merchant shipping office said the adjustment would raise costs of Kenyan shipments. The move came as the port announced new charges for goods which overstay at the container terminal to deal with cargo pile-up.

The Monitor Online

US, Uganda air link talks in high gear By Joseph Olanyo

KAMPALA - As the multilateral trade agreements and preferential trade initiatives between the US and Sub-Saharan African nations gains root, plans are underway to develop direct air links between Uganda and the US. The Director Air Transport and Regulatory Affairs Civil Aviation Authority (CAA), Mr. Kabbs Twijuke, said on Saturday 9 that the establishment of the air links will facilitate tourism and trade between the two countries. "Negotiations are already in high gear. We have been meeting for over a year and we have progressed a lot," he said, adding; "we are trying to establish direct air links on a sustainable basis as a means of facilitating trade between the two countries." Last week, the CAA held meetings with a delegation of 12 investors from Miami-Dade County business development mission to East Africa. The meetings took place in Kampala from April 7-8. The delegation led by the Assistant Director Business Development Miami International Airport (MIA), Mr. Miguel Southwell, explored various areas of interest and cooperation. "We want to build links with East Africa and negotiate with aviation industry on how best we can promote relationships. East Africa has unique synergies like Miami for cargo. We hope to start a strong working relationship with the ministry of Tourism and Trade, the chamber and trade associations interested in exporting to the US," Southwell said. Tourism was one of the key issues on the agenda. CAA had a further discussion with the Greater Miami Convention and Visitors Bureau Director of Sales Florida and the Caribbean, Ms Sandra Daley-Francois, on tourism and how the two countries can jointly promote it. "There is a huge link between tourism and trade and I am willing to work with you on the promotion of tourism," Daley-Francois said. Other areas to be exploited include coffee, fish, flowers and vanilla sectors.

When the links start, Miami International Airport, because of its proximity, will be the immediate point of entry. MIA referred to as the "Gateway to the Americas and East Africa", is the nearest point of entry to the US and East Africa. Twijuke said once created, the links would enhance the status of Entebbe International Airport. The Minister of Tourism Trade and Industry, Mr. Daudi Migereko, told the delegates that Uganda has a clear policy of bringing in investors and a conducive environment for doing business. "Americans spend a lot of time and money on tourism. So we would like to get a bit of your time and money here. Flight connection should not be a problem. The more American tourists we get here, the greater the chances for them to appreciate what is here," Migereko said. He said Uganda would be more interested in trade with the US and not in donations. In 2003 according to official data, Uganda imports from the US totaled \$41.7 million mainly in equipment and services such as health care, nutrition and education. In the same period, the US imported \$34.8 million worth of products such as tea, coffee, tobacco and diamonds from Uganda. Other members of the mission included among others Ms Sandrell Rivers, the President and Chief Executive of the Rivers Group Corporation, which supports air route development with East Africa and exploration of business exchanges with arts and cultural entities.

PRESS COVERAGE

TODAY'S NEWS

2 MIAMI TODAY WEEK OF THURSDAY, APRIL 14, 2005

Delegation returns from Africa trip with hopes of more trade, new flights

By CLAUDIO MENDONÇA

A local delegation of 12 businesspeople and air and seaport officials returned this week from Kenya and Uganda with hopes of increasing trade and initiating flights between Africa and Miami.

Kenya's Ministry of Tourism hopes to open an office in Miami-Dade County by early 2006, said Miguel Southwell, Miami-Dade director of business development and trip participant.

Africa has tremendous sales opportunities, Mr. Southwell said, comparing its potential to that offered 30 years ago by Latin America. In the 1970s, Latin America was viewed with suspicion by American businesses, he said, especially in regard to its political instability and low income.

"One of the purposes of our trip was to support Kenya Airways to fly to Miami," Mr. Southwell said. No airlines now fly between Africa and Miami. Only 14 weekly flights from South Africa and 12 from Ethiopia serve other US airports.

Calling Kenya Airways Africa's most profitable airline, Mr. Southwell said the company is interested in creating a route from Nairobi into Miami via Lagos, Nigeria. A major obstacle is that most African nations, in-

cluding Kenya and Uganda, do not meet International Civil Aviation Organization regulations and are not allowed to fly into any US airport.

Kenyan officials are trying to upgrade their airports and training of personnel, he said.

"Governments of those countries are working closely with the US in order to reduce some of the barriers," Mr. Southwell said.

Also on the April 2-10 trip to East Africa was Desmond Alufohai, a trade development specialist for Miami-Dade's Jay Malina International Trade Consortium, who said Nairobi, Kenya, and Kampala, Uganda, seek to increase two-way trade.

Mr. Alufohai said he expects the mission to trigger \$18.7 million in sales to Africa during the next two years. He also said two business people are already reaping benefits, including Rolando Gonzalez, owner of the Hilton Trading Co., which distributes machines that detect counterfeit dollars. In the near future, he said, Mr. Gonzalez will sell several of his devices in Africa.

Enormous possibilities exist to secure contracts to sell heavy-duty equipment for road construction in Africa, said Luis Varela, an owner of Florida Equipment & Parts Inc. in Doral, who went on the trip with his wife Jeannette. "Many roads in Africa are in

poor condition," said Mr. Varela, who said he had dozens of appointments with potential customers. "They need our products desperately and they end up buying from Europe and China."

Because the dollar is weaker than the euro, he said, US products have a price advantage.

"The euro is so high they prefer to buy machinery in the States," he said.

Another attempt to boost trade with Africa will come when US and African officials meet in Miami for the USAfrica transportation summit. Organized by the Foundation for Democracy for Africa, the Oct. 31-Nov. 2 meeting is intended to bring air transportation regulators together with African carriers.

In 2003 US exports to Kenya equaled about \$195.5 million and imports brought more than \$249 million. Kenya's trade value with Miami-Dade rose from \$13 million in 2003 to \$15 million in 2004.

Ugandan imports in 2003 from the US totaled \$41.7 million, mostly in equipment and services such as health care, nutrition and education. During the same year, the eastern African nation exported \$34.8 million, mostly in primary products such as diamonds, tea, coffee and tobacco.

Details: Desmond Alufohai, (305) 375-1254.

Stephen P. Clark Center
111 N.W. 1st Street, Suite 2560
Miami, FL 33128

Tel: (305) 375-5808



End of Mission Report



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Business Development Mission to Tianjin, Shanghai, Kuala Lumpur & Hong Kong

March 7th to 19th 2005

**Hon. Jose “Pepe” Diaz
ITC Chair**

**Mr. Manuel Gonzalez
ITC Executive Director**

Prepared by Cornelius Herelle, Sr. Trade Development Manager

Purpose

The purpose of the mission was to create business opportunities for Miami-Dade businesses; to promote Miami-Dade County as an air-cargo destination center for the Americas; and to promote Miami-Dade as the Gateway to the Americas.

Introduction

As Miami-Dade County continues to engage some Asian countries, and as a result of previous missions by Miami-Dade County to Asia, interest from both sides continue to increase. In the past year, Miami-Dade County has welcomed officials and business people from several Asian countries including China, Malaysia, Hong Kong, South Korea, and India among others. A total of twenty (20) private and public sector individuals participated in this last mission.

The delegation was headed by Miami-Dade County Commissioner, and ITC Chair Jose “Pepe” Diaz. The Port of Miami and Miami International Airport joined the Jay Malina International Trade Consortium in the Mission. Representatives of Miami Dade business community also participated. The Mission also served to support the Airport’s route development efforts in parts of Asia.

Planning the Mission

The Mission was put together primarily by staff of the ITC with assistance from the various government agencies, chambers of commerce, trade organizations and the US Commercial Service in Hong Kong.

The main focus of the Mission was to afford Miami-Dade County business the opportunity to meet with their counterparts in match-making appointments; to promote Miami-Dade County as an air-cargo destination center for the Americas; and to promote Miami-Dade as the Gateway to the Americas.

Mission

By all accounts, the Mission was a success. The Mission was taken to four cities: Tianjin and Shanghai on Mainland China, Kuala Lumpur in Malaysia and Hong Kong.

Tianjin

Tianjin is China’s third largest city, with a population of 9.5 million people. It’s a major commercial and industrial center as well as the biggest port and largest free trade zone in north China with a reported U.S. trade of \$1.5 billion in just the first quarter of the year.



Mission participants heading to business meetings in Tianjin.

According to Vice Mayor Zhi of the city of Tianjin, although the U.S. is not Tianjin's principal investor, the U.S. multinational corporations provide 50% of the profits of the Tianjin's companies. In 2004, Tianjin's exports to the U.S. totaled \$8.5 billion while the imports from the U.S. accounted for \$1.7 billion. For the Miami-Dade delegation it was a prime opportunity to establish new business relationships and showcase Miami-Dade County as the "Gateway to the Americas," for Tianjin products.

The Miami-Dade delegation met with the Council of Foreign Economic and Trade Relations of the Tianjin Municipal People's Government. An economic and exchange cooperative agreement was signed by Commissioner Diaz and the Vice Mayor from the Tianjin Municipal People's Government. This agreement establishes greater cooperation for future trade and investment between the city of Tianjin and Miami-Dade County. Business matchmaking sessions, two economic forums as well as several social events were held in honor of the delegation.



Commissioner Jose "Pepe" Diaz with the Vice Mayor of Tianjin at City Hall in Tianjin.

Commissioner Jose "Pepe" Diaz participated in a ceremony establishing a new hospitality school in China. This is a joint venture between Florida International University Hospitality School of Management and the Tianjin University of Commerce. Tianjin is the largest industrial area in China, which has hosted more than 100 of the Fortune-500 companies in the world. In the past 20 years, many large companies have established into Tianjin, such as Motorola, Coca Cola, Toyota, etc. Tianjin is a growing city that offers many future business opportunities; already a major U.S. studio is planning to open an amusement theme park in Tianjin. In a tour of the Port of Tianjin, port officials expressed to the Miami-Dade delegation their plans to expand the port's capacity to incorporate the cruising industry. Representatives from the Tianjin Economic Association (TEDA-free zone) conveyed in their discussions to the delegation, their interest in establishing a working relationship with the Miami Free Zone. Tianjin's Ministry of Commerce has already given approval to open in the U.S. a trade and industrial park in Greenville, South Carolina.

Shortly after the Miami-Dade County delegation returned from this last mission to Asia, the authorities from the Tianjin Economic and Development Authority (TEDA), announced that a delegation from TEDA will be visiting Miami-Dade in mid April. The authorities in Tianjin are serious about utilizing Miami-Dade County as the Gateway to the Americas.

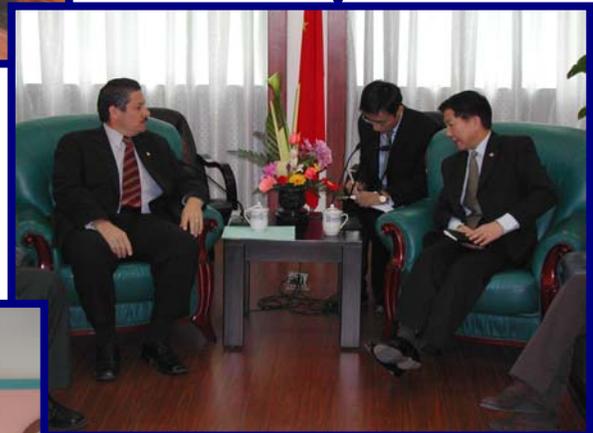
Shanghai

Shanghai, China's largest city in population, is also known as the "world's factory" and the center of commerce for mainland China. The delegation conducted meetings with real estate developers who were interested in investing in the Miami-Dade area. Representatives from China Air airlines met with part of the delegation to explore the future possibilities of establishing an air cargo route to Miami International Airport.



Commissioner Diaz and Miami-Dade Delegation in discussion with Vice Chairman of the Chamber of International Commerce Shanghai, Mr. Chen Jianhua.

The Delegation visiting new developments in Shanghai with Real Estate Mogul, Mr. Tu hai Ming.



Kuala Lumpur, Malaysia

The mission continued on to Kuala Lumpur, Malaysia. The American Malaysian Chamber of Commerce in Kuala Lumpur (AmCham) held an in-country briefing to introduce mission participants to the business climate and opportunities in Malaysia.

The Miami-Dade Delegation held a business seminar called “Miami Gateway of the Americas” for over 80 Malaysian companies. This seminar was coordinated by the Malaysian External Trade



The Miami Dade Delegation with Malaysian Government Officials



Commissioner Jose “Pepe” Diaz presenting a book of Miami-Dade County Pictures to Mr. Ketua Pargarah of the Malaysian Government.

Development Corporation (MATRADE). Business matchmaking sessions took place after the seminar followed by a networking reception where members of the delegation held one-on-one meetings with Malaysian Businesses. The delegation also met with officials of the city of Kuala Lumpur. The Multimedia Development Corporation (Multimedia Super Corridor) hosted the group at the complex just outside the city of Kuala Lumpur. The Malaysian Industrial Development Authority (MIDA) also provided good business leads for members of the

delegation.

Trade between Miami-Dade County and Malaysia has increased in 2004 by almost 16% for a total trade value of \$170 million. The main exports to Malaysia which increased by 24% to \$ 25.14 million were aircrafts/helicopters parts, equipment for telecommunications, used/rebuilt helicopters, computers parts, and communication

transmission systems. The imports from Malaysia increased more moderately by 14% during the year mainly consisting of microprocessors, cellular radiotelephones, computer hardware, transmission equipments and video cameras.

The business mission to Malaysia helped to develop potential relationships with several Malaysian companies. One in particular, is considering establishing its mopeds and scooters business at the Miami Free Zone where they could easily distribute their products throughout the U.S. and Latin America. In addition, the Malaysian External Trade Development Corporation (MATRADE) is discussing opening a Malaysian trade office in South Florida. MATRADE's only other office in the U.S. is located in New York.



Miami-Dade Assistant County Manager, Bill Johnson moderating the business seminar "Miami Gateway of the Americas" in Kuala Lumpur, Malaysia.

Hong Kong

In Hong Kong, the delegation started the mission with an in country briefing by the US Commercial Service. The briefing served to educate mission participants, especially members of the private sector, of the requirements for doing business in and through Hong Kong. Delegates visited the Hong Kong Trade Development Council (HKTDC) where they had a chance to both learn about business in Hong Kong, and to tour some of the facilities of the HKTDC. The HKTDC has been very helpful and involved with all ITC missions to Hong Kong. The Hong Kong General Chamber of Commerce (HKGCC) provided matchmaking opportunities for the group.



Mission participants at the Hong Kong General Chamber of Commerce

Miami-Dade Assistant County Manager, Bill Johnson and Ernesto Rodriguez of the Marketing Department of Miami International Airport met with officials of a major Asian airline to discuss the possibilities of direct air service between Hong Kong and Miami-Dade County. Mr. Johnson also held separate talks with both airline and airport officials in Hong Kong and was given an extensive tour of the operations and behind the scenes of Hong Kong's International Airport including major cargo areas. Hong Kong has the longest and one of the most modern airports in the world.

Mission Results

Besides the above mentioned activities, including significant investment opportunities, leads, matchmaking opportunities, contacts, discussions, and the possibility of a major Asian Airline coming to Miami-Dade County later this year, Mission participants reported an estimated \$10 million in future sales. This is a preliminary number as there are projects in the pipeline which could generate tens of millions of dollars should they come to fruition. For example, real estate investments, investments in heavy machinery, and the proposed opening of a Trade Office here, holds the promise of major economic benefits for the County.



Sister Cities Missions and Other Activities FY 2004-05

Incoming Mission from Pereira Colombia- January 18-22, 2005

Pereira's need to improve the city's promotion and to sign institutional agreements, such as agreements to reactivate medical internships at hospitals, as well as acknowledging the important role of missions, are just a few of the accomplishments of the Trade Mission carried out as part of Pereira and Miami-Dade's Sister Cities Program.

During the presentation of the mission's results, Pereira's Mayor Juan Manuel Arango Velez emphasized the organization of the event and the treatment received by the mission delegates from the officials of Miami-Dade County.

Instrumental in making the contacts in Miami-Dade, Pereira-born Ricardo Tribin, a member of the Colombian-American Chamber of Commerce, did an outstanding job.

The companies that participated in the Mission succeeded in making business contacts and at least ten business deals, said Mauricio Vega Lemus, Executive Chairman of the Pereira Chamber of Commerce.

C.I. Pereira, a plantain-snack company, remained in the Miami-Dade County in order to move forward with their contacts; the company had six definite orders for its products.

As for tourism, AMB Representations met with 25 travel wholesalers from Miami's main travel agencies and scheduled a visit to the city from some of the wholesalers for February 21st.

Vidriera Otún will redesign its work for export purposes in order to satisfy the market's demands for their specialty, floral industry products.

6 companies participated with 18 scheduled business appointments

Incoming Mission from Asti, Italy – June 6 -13, 2005

The Miami-Dade Sister Cities Coordinating Council hosted and incoming mission from the Province of Asti, Italy June, 6-13, 2005.

Miami-Dade County has a sister city relationship with Asti that goes back many years, and we have an active program that has over the years promoted better relations between our respective communities.

Two years ago Asti sculptor Paolo Lizzi created one of his beautiful sculptures for our community in recognition of the Sister Cities Program. The sculpture is displayed at the Stephen P. Clark Center.

Dr. Roberto Marmo, President of the Province of Asti will be headwded the official government mission. The delegation included; councilmen from the Province, wine producers, restaurateurs, d artisan candy maker, culinary school staff, and tour operators.

The companies were looking to promote their products in the US and Latin America. The school and the restaurants visited Florida International University School Culinary School and discussed the possibility of having a student and chef exchange programs respectively.

8 Companies participated with 15 scheduled business appointments

Third Annual Miami-Dade Celebrates the Art of its Sister Cities

September 16 - October 16, 2005

The international exhibit in collaboration wit Miami Dade College will be open to the public from September 16th to October 16th, 2005 at Miami Dade College's Tower Theater in Miami's Calle Ocho. In conjunction with this event, a souvenir art catalogue will be widely distributed and educational seminars will be held during the month long exhibit. Miami Dade College provided the venue, curator, security and insurance for the art.

The art exhibit and sale will be composed of works by artists each representing the countries of our Sister Cities. Five art pieces valued at \$3,400 were also donated for a drawing that is going to be held on October 16 at the closing ceremony. Net proceeds from this function will benefit the Miami Dade County Sister Cities Scholarship Program.

Luis Isla a student from Homestead High School was the winner of the Yong Artist Competition that was the entry for the Annual Sister Cities International Competition and also the front cover for the Souvenir magazine and promotional material.

Meet the Artis Reception was held at Trattoria Sole, in South Miami with local press and the participating artists present.

The opening reception was held at the Tower Theater September 16, 2005. Grace Kelly Berrios a student from Miami Dade College was the recipient of the Sister Cities matching scholarship. Trattoria Sole, Bacardi, Café La LLave were some of the sponsors of the event .

Next years event is planned from Septemberr15 to October 15, 2006.

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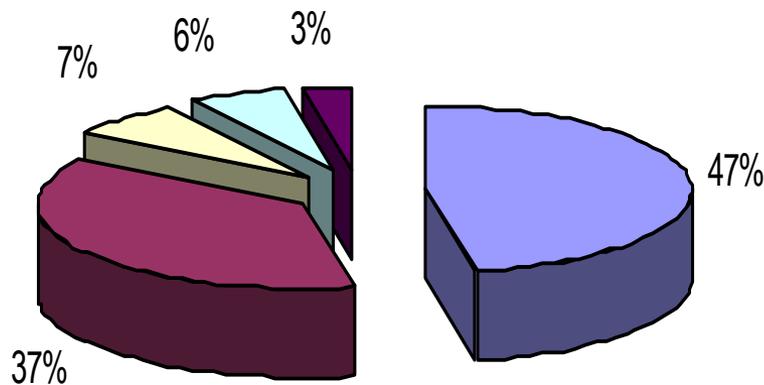
Next years event is planned from September 15 to October 15, 2006.

- **Fundraising Committee**
30th Anniversary Fundraising Luncheon in collaboration with Carnival Cruise Lines,
December 10, 2005
- **Protocol Conference / Sister Cities Summit on Diplomacy** - March 15-17,
2006
- **Possible New Sister Cities Agreement**
Cape Town
Dakar
Odessa
- **Mission to Stockholm** April or May, 2006
- **Delegation to Washington, DC for the 50th Anniversary Celebration of Sister Cities International**
July 14, 2006
- **Art Exhibit**
September 15 – October 15, 2005

Business incubation is a dynamic process of business enterprise development. Incubators nurture the development of young firms, helping them to survive and grow during the start-up period when they are most vulnerable.

The goal of business incubators is to produce healthy firms that create jobs and wealth, strengthen the economy, commercialize new technologies and revitalize communities.

Types of Business Incubators

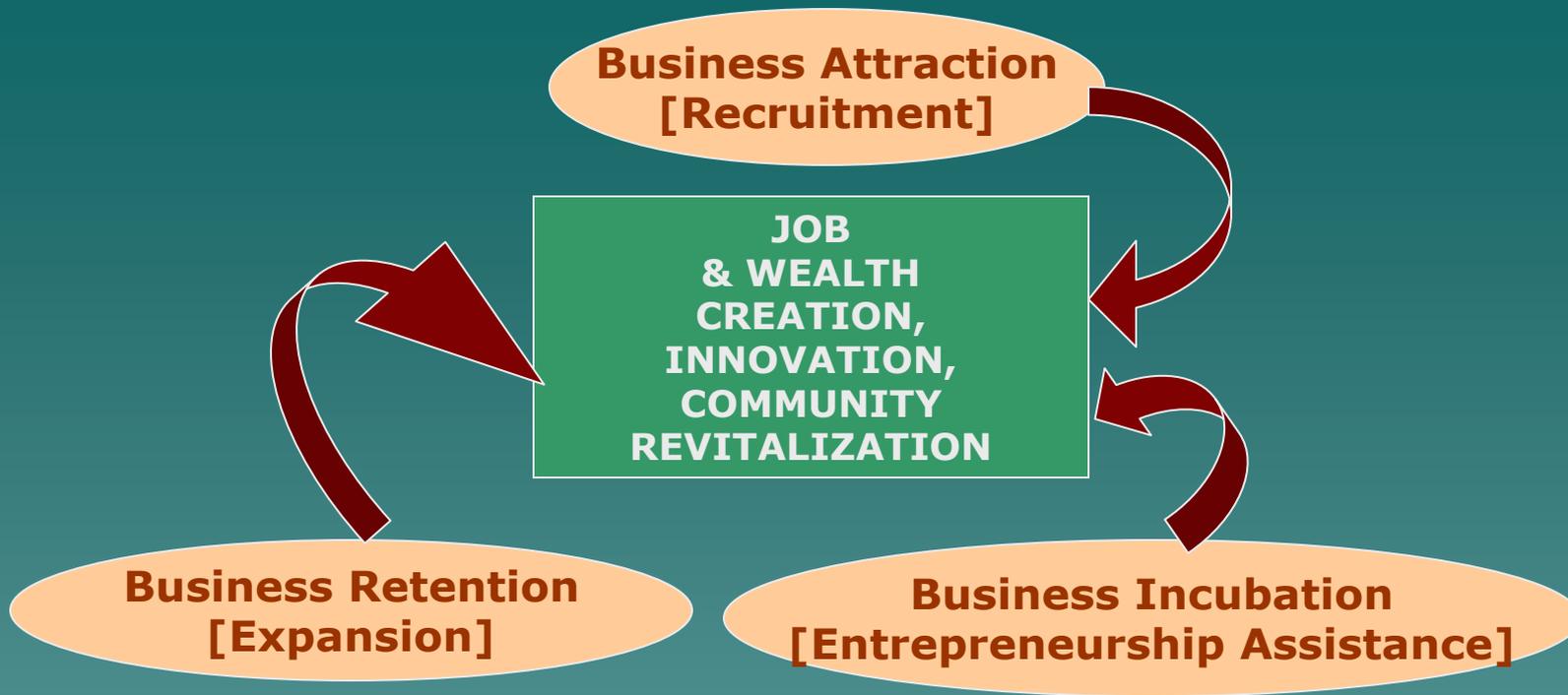


■ Mixed-Use ■ Technology ■ Manufacturing ■ Service ■ Community

Business incubators provide

- access to financing
- hands-on management assistance
- business and tech. support services
- shared office space
- access to equipment & Internet

Business Incubation is an Economic Development Tool



The National Business Incubators Association www.nbia.org, reports that:

In 2001 alone, North American incubators assisted more than **35,000** start-up companies that provided full-time employment for nearly **82,000** workers and generated earnings of more than **\$7 billion**.

Mission

The mission of the International Trade Facilitation [ITF] Center is to stimulate economic growth and enterprise development by nurturing emerging international businesses in S. Florida.

Objective

To administer a mixed-use business incubation program by nurturing and assisting in the development of viable businesses and entrepreneurs, that add value, create jobs and wealth, strengthen the local economy, commercialize new technologies and revitalize communities in Miami-Dade County.

Location

Strategically located at the Miami Free Zone in Doral

The Facility

Projected Start-Date: February 2006

Annual Facility Rental Fee: \$39,804

Total Square Footage: 2,138

Available Rental Office Spaces: 7





Report on Protocol Results for FY 2004-05

The ITC has worked on over 15 Protocol Assignments since February and has provided protocol services for official visitors from over 22 countries this year; including:

- | | | |
|--------------|----------------------|-------------|
| - Australia | - Dominican Republic | - Morocco |
| - Bolivia | - Ecuador | - Nicaragua |
| - Brazil | - El Salvador | - Nigeria |
| - Canada | - Guatemala | - Peru |
| - Chile | - Honduras | - Taiwan |
| - China | - Italy | - Turkey |
| - Colombia | - Mexico | - Venezuela |
| - Costa Rica | | |

The ITC provides the following Protocol Services for Trade Missions:

- Official welcoming and protocol services at MIA for Incoming and Outgoing Trade Missions.
- Airport pick-up and transfer to hotel.
- Assigning vehicle/vehicles and official Miami-Dade County escort to official delegations
- Facilitating meetings with local officials and business people according to the goals of the delegation.
- Arranging for Distinguished Visitor Certificates, County Keys or other gifts to be presented to visiting dignitaries or delegates as appropriate.

Delegations and Trade Missions for which the ITC has provided protocol services:

February

- Official Delegation from Tianjin, China headed by Mayor Wang. Mayor Wang met with State and Local officials – total of 9 in delegation.

March

- Outgoing Mission to Asia
- Incoming Mission from Chile - 21 delegates visited Miami-Dade County
- Governor of Sao Paulo, Brazil

April

- Outgoing Trade Mission to Kenya and Uganda-12 delegates
- Tianjin Economic Development Area (TEDA) Delegation – 5 delegates
- Incoming Trade Mission from the Dominican Republic-29 members
- Governor of Tabasco, Mexico

Delegations and Trade Missions for which the ITC has provided protocol services (Cont'd):

May

- FISPAL Latino Food and Fair Forum
 - 5 Governors from Amapa, Bahia, Mato Grosso do Sul, Pernambuco, and Sergipe, Brazil
- The Ambassador of Italy in Washington, Dr. Sergio Vento, Commissioner Giovanni Bozzetti (Commissioner of Tourism, International Development and Fashion), and other officials from the City of Milan visited Miami-Dade County and the ITC's Executive Director met with them.
- Outgoing Mission to Turks and Caicos

June

- Incoming Trade Mission from the Province of Asti, Italy – 11 delegates
- Inter American Conference of Mayors
 - Protocol Services at MIA, pick-up and transfer to hotels for Mayors of Medellin, Colombia, Asuncion, Paraguay, Miraflores, Peru; the Mayor of Medellin received additional protocol services such as transportation and escort to several meetings and events

July

- The Eleventh Round U.S.-Andean FTA Negotiations was held in Miami-Dade County
 - *ITC staff members were at MIA to coordinate volunteers and oversee the protocol arrangements-worked with several County Departments and outside agencies*
 - *15 volunteers/greeters were at MIA to receive the delegates, 15 drivers transported the delegates*
 - Over 300 delegates, including government officials and top business people from Colombia, Ecuador, Peru and Bolivia (as observers) came through MIA, and received protocol services both upon arrival and departure.
 - A total of 15 VIP's including Ministers, Lead Negotiators, and Heads of Delegation received a higher level of service including private transportation.
 - Colombia's Minister of Trade, Industry, and Tourism arrived at Ft. Lauderdale's International Airport in a Colombian Air Force Plane with a delegation of 90 officials.

August

- On August 2, the ITC welcomed a delegation of 12 from Venezuela made up of individuals from both the public and private sectors.
- Asian Business Conference -Consul General of China to Houston and his delegation (consisting of a total of 5) were greeted by ITC staff and transported to their hotel. The Consul General was given a Distinguished Visitor Certificate.

Delegations and Trade Missions for which the ITC has provided protocol services (Cont'd):

September

- Outgoing Mission to Spain
- Secretary General of China's Council for the Promotion of International Trade led an Incoming Trade Mission of 70 delegates
- Delegation of 16 from Pereira, Colombia
- Sister Cities International Symposium



HON. JOSE “PEPE” DIAZ
MIAMI-DADE COUNTY COMMISSIONER
ITC CHAIR

ITC STANDING COMMITTEES
(2004-2005)

Committee on Trade Missions (Staffed by Cornelius Herelle)

- David Pena, Chair
- Fred Berens
- William Alexander
- Gershwin Blyden
- Jacqueline Del Cristo Minges
- Bill Anderson
- Fernando Melo
- Ed Patricoff
- Alexander Reus
- Chief Sandrell Rivers
- Dwayne Wynn
- Lee Sandler

Strategic Planning Committee (Staffed by Jimmy Nares or Mayda Rescendi)

- Jacqueline Del Cristo Minges, Co-Chair
- Rafael Diaz Balart, Co-Chair
- Jana Sigars-Malina, Co-Chair
- Francisco J. Gonzalez
- Burt Landy
- Walter Loy
- John Abisch
- Ed Patricoff
- Lee Sandler
- William Alexander
- Gershwin Blyden
- Fernando Melo
- Dwayne Wynn
- Rick Zelman
- Lee Sandler

Marketing Committee (Staffed by Annette Molina)

- Chief Sandrell Rivers, Chair
- Bill Anderson
- David Pena
- Jana Sigars-Malina
- Dwayne Wynn
- Lee Sandler
- Jill Klaskin-Press
- Jose Luis Castillo

Committee on Advocacy (Staffed by Desmond Alufohai)

- Rick Zelman, Chair
- Marlon Hill
- Fernando Melo
- Manny Mencia
- Lee Sandler

V. TRADE MISSION CENTER OF THE AMERICAS, INC.
A. Discussion on and Approval of Annual TMC Budget



TRADE MISSION CENTER OF THE AMERICAS, INC.

Cash Reconciliation

At August 31, 2005

Bank Balances at August 31, 2005:		
Bank of America		75,341.32
City National Bank, Acct. ...907	31,731.31	
City National Bank, Acct. ...253	17,418.10	
City National Bank, Acct. ...532	1,572.50	
City National Bank, Acct. ...481	<u>1,504.90</u>	
City National Bank Total		<u>52,226.81</u>
Total Bank Balance at August 31, 2005:		127,568.13
Adjustments:		
Less outstanding checks		(1,513.00)
Plus outstanding deposits		0.00
TMC Reconciled Cash Balance at 8/31/05:		<u><u>\$126,055.13</u></u>

Proposed Annual TMC Budget

Board-approved TMC Budget at June 26, 2003 Board Meeting:

Special Projects authorized by the Board	119,000
Economic Impact Study	30,000
MISSIONS (payment of expenses and deposits collected from participants-wash)	5,000
Board of Directors insurance (one year)	<u>3,000</u>
	\$157,000

Major actual expenditures since June 26, 2003 Budget:

Economic Impact Study - Washington Economic Group (approved by Board)	(30,000)
TMC sponsorship of Symposium of the Americas (Special Project approved by Board)	(5,000)
TMC sponsorship of Beacon's Jay Malina Award (Special Project approved by Board)	(2,500)
TMC Board of Directors insurance (3 years through 8/15/2006)	<u>(7,211)</u>
	(\$44,711)

Adjusted June 26, 2003 Budget: **\$112,289**

Interest earned since June 26, 2003 Budget: **\$1,081**
Profit gained from ITC Trade Missions (Difference from Reconciled Cash Balance and Adjusted June 03 Budget) **\$12,685**

Proposed new TMC Annual Budget for Fiscal Year Ending 9/30/2006:

Special Projects authorized by the Board:	112,000
MISSIONS (payment of expenses and deposits collected from participants-wash)	5,000
Board of Directors insurance (estimate for 8/15/2006 - 8/15/2007)	2,000
Annual Discretionary Budget for incoming delegations/ incoming trade missions *	<u>7,000</u>
Total:	<u><u>\$126,000</u></u>

* To pay for hosting of trade delegations as need arises - example: incoming delegations from Tianjin and Asti

VI. OTHER BUSINESS

VII. ADJOURNMENT OF ITC/ TMC BOARD MEETING

VIII. COMMENCEMENT OF THE STRATEGIC BOARD RETREAT

- A. Committee Reports - Objectives and Goals for 05-06 Fiscal Year
- B. Board Recommendations for Future
- C. Other Business

IX. ADJOURNMENT OF THE STRATEGIC BOARD RETREAT