



Strategic Plan

October 1, 2009 – September 30, 2010

(Approved by the Sister Cities Coordinating Council on January 8, 2009, and the ITC Board of Directors on January 14, 2009)

(As amended by the ITC Board of Directors on March 11, 2009)

(As amended by the ITC Board of Directors on December 5, 2009)



ITC Strategic Objectives (FY 09 – 10)

(as approved by the Sister Cities Coordinating Council on January 8, 2009, and the ITC Board of Directors on January 14, 2009) (as amended by the ITC Board of Directors on December 5, 2009)

Goal # 1.
Increase awareness of Miami-Dade County
as a global gateway.

Objectives

The ITC will, within the 09-10 fiscal year:

- Sponsor one (1) annual trade statistical guide.
- Publish and distribute at least six (6) ITC newsletters.
- Publish and distribute one (1) ITC annual report.
- ~~Update and~~ distribute a promotional DVD of Miami-Dade County's infrastructure, cultural diversity, and economic climate.
- Assist with protocol services for at least ~~twelve (12)~~ eight (8) assignments to greet VIP visitors.
- Participate in at least twenty (20) events related to ITC's mission.
- Sponsor, participate in and/or support at least ~~six (6)~~ four (4) trade related workshops/seminars/conferences.
- Provide for Board/staff participation in at least two (2) workshops and/or seminars.
- ~~Undertake one (1) economic impact study.~~
- Participate in at least six (6) broadcast/media events.
- Participate in at least six (6) print media events.
- Issue at least twelve (12) domestic press releases on ITC issues per Fiscal Year.
- ~~Issue at least four (4) press releases for international distribution. *~~
- ~~Update the ITC webpage at least fifty-two (52) times a year.~~
- Improve number of website returning visitors by at least ten percent (10%).
- Improve the number of "visits" on the ITC webpage by at least ten percent (10%) from the previous year.
- ~~Participate in at least quarterly meetings with representatives of the media.~~
- Place at least ~~four (4)~~ two (2) advertisements in trade journals/magazines. *
- ~~Organize a Trade Summit. *~~

* Increase may require additional funding

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Goal # 2.

Solidify Miami-Dade County's position as an international platform for trade.

Objectives

The ITC will, within the 09-10 fiscal year:

- Develop and conduct at least two (2) trade related training workshops.
- ~~Conduct at least ten (10) country assessments to determine overall suitability for trade with Miami-Dade County.~~
- Organize at least ~~two (2)~~ one (1) ITC-led international business development mission.
- ~~Participate in at least two (2) non-ITC missions.~~
- Sponsor at least three (3) third-party networking events (inbound).
- Provide data to organizations for matchmaking sessions to at least ten (10) local economic development organizations from ITC database.
- Develop and maintain one (1) active database for matchmaking and outreach purposes.
- Provide information to at least thirty (30) companies that want to do business in Miami-Dade County during inbound ~~or outbound~~ business development missions.
- Arrange at least fifty (50) matchmaking meetings for inbound and outbound missions.
- ~~Expand database by five (5) percent from previous year by including Miami-Dade companies involved in merchandise trade registered with the Florida Department of State, Division of Corporations.~~
- Increase number of new contacts added to the database by five percent (5%).

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Goal # 3.
Promote citizen diplomacy and cultural and international understanding.

Objectives +

The ITC will, through its Sister Cities program, within the 09-10 fiscal year:

- ~~Underwrite two (2) Sister Cities sponsored mini-fundraiser events supported by Sister Cities staff only.~~
- Conduct at least one (1) mission to one Sister-Cities community.
- Develop at least one (1) Sister Cities relationship based on trade and business development, and in support with existing Miami-Dade County resolution.
- ~~Coordinate and/or support one (1) annual youth summit with the Council of International Visitors, Miami Dade College, and Miami Dade Public Schools.~~
- ~~Participate in one (1) national Sister Cities Conference.~~
- ~~Coordinate and/or sponsor one (1) art exhibit in conjunction with Miami Dade College.~~
- ~~Conduct and/or support at least six (6) Sister Cities Coordinating Council meetings.~~
- ~~Conduct and/or support at least eight (8) Sister Cities Committee meetings.~~
- Coordinate and/or sponsor one (1) youth-focused educational workshop.
- Coordinate and/or sponsor one (1) event highlighting Miami-Dade's cultural diversity.
- Evaluate existing Sister Cities relationships and recommend "emeritus" status for at least two (2) relationships.
- ~~Organize/conduct one (1) summit of local Sister Cities Communities.~~
- Award at least ~~two (2)~~ one (1) Sister Cities Scholarships. *
- Conduct at least three (3) Consular Corps regional workshops to support trade and cultural events.

* *Funding from the Coordinating Council Trust Account*
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+ approved by the Sister Cities Coordinating Council on January 8, 2009

Goal # 4.

Advocate Miami-Dade County's trade initiatives with relevant federal, state, and local agencies.

Objectives

The ITC will, within the 09-10 fiscal year:

- Organize at least two (2) coordination meetings with the principal international trade agencies in our community.
- Sponsor one (1) event for Consular Corps/Trade offices.
- Conduct at least ~~six (6)~~ four (4) ITC Board meetings.
- Conduct at least ~~eleven (11)~~ eight (8) ITC Board Committee meetings.
- ~~Conduct at least four (4) ad hoc Trade Committee meetings with stakeholders to select two (2) ITC-led trade mission destinations (2 meetings per destination).~~
- Conduct one (1) ITC/Sister Cities Coordinating Council orientation seminar and retreat.
- ~~Sponsor an annual event in Washington, D.C., thru Miami-Dade County's Office of Inter-Governmental Affairs, to acquaint federal officials with the programs and activities of the ITC, and with pending trade legislation.~~
- ~~Work with Miami-Dade County's Office of Inter-Governmental Affairs to develop a funding request for federal and state funding.~~
- ~~Work with Florida International University (FIU) in developing programs that support and enhance Miami-Dade County's international advocacy program (country assessments and scholarship program).~~
- ~~Work with Gateway Florida, Inc. to promote trade opportunities, promote the advance of Florida's, and Miami-Dade's role in trade, and support biofuel efforts.~~
- Conduct one (1) report on international issues at "State of Trade" event to Consular Corps and Trade Organizations.

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