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March 1, 2004

The Honorable Robert Zoellick
United States Trade Representative
600 17th Street, N.W.
Washington, DC 20508

His Excellency Celso Amorim
Ministro de Estado das Relações Exteriores
Palácio Itamaraty - Esplanada dos Ministérios - Bloco H
Brasília/DF - Brasil
CEP: 70170-900

Dear Ambassador Zoellick and Embaixador Amorim:

On behalf of the State of Florida, Greater Miami, and the entire South Florida community, we would like to take this opportunity to officially present you Miami's bid proposal to host the Free Trade Area of the Americas (FTAA) Permanent Secretariat.

Late last year at the VIII FTAA Ministerial, we showcased Miami's capacity to bring together the governments of the region, as we have done since the beginning of this historic process at the Summit of the Americas in Miami. We are convinced due to the longstanding and vibrant trade relationships and dynamic cultural linkages between Florida and the nations of Latin America and the Caribbean, a Miami-based Secretariat would offer the FTAA nations unparalleled advantages and benefits.

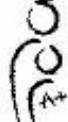
Today, all Presidents, Prime Ministers, and Trade Ministers responsible for FTAA negotiations will receive the following: Miami's formal submission, a multimedia DVD presentation, and a portable DVD player and components which are a gift to your agencies and a tool to review the presentation. The Vice Ministers will also receive a formal package including Miami's submission and the multimedia DVD presentation.

With this submission, the State of Florida, the City of Miami, and our communities demonstrate our commitment and capacity to host the Permanent Secretariat of the FTAA.

Sincerely,



Jeb Bush



Governor's Mentoring Initiative
BE A MENTOR. BE A BIG HELP.
1-800-825-3786



MIAMI, FLORIDA
“THE GATEWAY OF THE AMERICAS”



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INTRODUCTION

MIAMI, Florida is pleased to present Miami's bid proposal to host the Free Trade Areas of the Americas (FTAA) Permanent Secretariat as established in FTAA, TNC/26.

In this document you will review the two sites we are offering for your consideration. The Watson Island site and the Dinner Key Marina are both ideal locations for the headquarters of the Permanent Secretariat of the FTAA.

As agreed to in the Miami Ministerial Declaration, we look forward to a favorable decision on the site of the FTAA Secretariat to be taken by the Ministers at the last Ministerial meeting to take place in Brazil later this year.

This document has been prepared by the Board of Directors of Florida FTAA, Inc. which is the organization Governor Jeb Bush and the Mayors and Commissioners of Greater Miami have designated to respond to FTAA TNC/26

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MIAMI, FLORIDA IS THE GATEWAY OF THE AMERICAS

MIAMI, Florida is unique in the Western Hemisphere for its geographical, physical, demographic, and technical assets. As a global business center, MIAMI, Florida is ideally positioned as the most convenient location to headquarter the Permanent Secretariat of the FTAA.

Florida is recognized globally as the “Gateway of the Americas.” MIAMI Florida, sits at the nexus of transportation and telecommunications links with the Americas. MIAMI, Florida’s position is supported by statewide hub of internationally active areas including: Ft. Lauderdale, West Palm Beach, Orlando, Tampa, Jacksonville and other cities throughout the State.

For the past 40 years, Florida and Miami in particular, have established strong relationships with business and governmental leaders throughout the entire Western Hemisphere. These relationships are based on strong cultural, trade, and educational ties. Excellent examples of the strength of these connections are the VIII Trade Ministerial and Americas Business Forum meetings in November 2003, the recent signing of the U.S. Chile Free Trade Agreement in June 2003 and the originating of the vision for the FTAA which began right here in Miami at the 1994 Summit of the Americas.

Placing the Permanent Secretariat of the Free Trade Area of the Americas in MIAMI, Florida would only reaffirm the already established position this unique community holds as the undisputed Gateway of the Americas.

MIAMI, Florida is the Number One provider of flights to and from all FTAA countries in the Hemisphere. No other city in the world can match this service.

MIAMI, Florida is the “Cruise Capital of the World” and home to 18 cruise ships as well as Florida’s number one container port that serves 61% of total port trade, which comes from Latin America and the Caribbean.



MIAMI, Florida, is a “virtual information gateway,” due to its geographical location and information technology infrastructure with a fiber optic network that is the high-tech link between the United States, Central and South America, the Caribbean and Europe.

MIAMI, Florida has an abundance of hotel availability for its guests with approximately 50,000 rooms and over 1.9 million square feet of meeting space. In total, all of South Florida has over 94,500 rooms ready to accommodate visitors in its more than 500 hotels.

MIAMI, Florida represents a multi-cultural microcosm of the region with a rich mix of nationalities, cultural diversity, and a multi-lingual population that represents citizens from all 34 FTAA countries who speak more than 150 languages.

MIAMI, Florida’s Consular Corps prides itself on representing its residents that originate from all 34 FTAA countries, with a total of 116 Consular offices in Florida and 69 Consuls from around the world based in Miami. Miami is internationally renowned for its extensive foreign representative corps.

MIAMI, Florida is an ideal place to live, work and play.... a cosmopolitan Oceanside community with all the advantages of a big city...the beaches...a vibrant cultural life...unique nightlife and dining hotspots...active outdoor recreational opportunities...world-class sports teams; this adds up to one of the most exceptional communities in the Western Hemisphere.

MIAMI, Florida has become a world-class center for health care and medical research. Our state-of-the-art medical facilities and excellent multi-lingual staff attract patients from all parts of the Americas and Caribbean who appreciate the excellent levels of service and cultural sensitivity toward all nationalities.



MIAMI, Florida is home to a large and diverse number of highly regarded educational institutions with an emphasis on teaching international studies, Latin American affairs, and Spanish and Portuguese. Academic research is an important element of many international programs with emphasis on political, economic and social research specific to Latin America and the Caribbean.

MIAMI, Florida is a major business center for more than 1,200 multinational corporations based in South Florida, making the region a leading international business center for the western hemisphere.

MIAMI, Florida for the past three years has been ranked by *America Economía* as the “# 1 City for Doing Business in Latin America.”

MIAMI, Florida is a major center for Latin American and Caribbean correspondent banking and private banking with a total of 31 state licensed foreign bank agencies and 2002 deposits of approximately \$13.3 billion dollars.

MIAMI, Florida is a cosmopolitan community where delegates from the FTAA countries will enjoy a true microcosm of the Americas that combines an abundance of the North, Central and South American cultures.



TRANSPORTATION

MIAMI, Florida's ideal geographic location facilitates the most direct and value-driven transportation routes in the region. Miami's investment in expanding ground, air and seaport facilities will ensure its continuing status as the transportation gateway to the Americas.

Air Transportation¹

MIAMI, Florida is the Number One provider of flights to and from all FTAA countries. No other Western Hemisphere city can match this service. FTAA delegates will find that flying to and from Miami is convenient, time saving and cost effective.

Miami International Airport (MIA) provides direct flights to and from 23 FTAA countries and capital cities, and one stop flights to and from the other 11 capital areas.

One of the most important factors in selecting the Permanent Secretariat of the FTAA is air access from the 34 FTAA capitals to the designated city. MIAMI, Florida is the most efficient and effective location for international air service among all the contenders for the Permanent Secretariat of the FTAA.

MIAMI, Florida is served by Miami International Airport, one of the world's major airports, as well as many other airports throughout Florida, including: South Florida International Airport, Ft. Lauderdale International Airport, Palm Beach International Airport, Orlando International Airport, Tampa International Airport, and Jacksonville International Airport, all with scheduled flights to and from international destinations. Additionally, a number of regional airports offer charter, private plane and helicopter service and facilities.

¹ Candidate cities are requested to provide the following information for this section (FTAA. TNC/26):

- Current cost in US dollars of an unrestricted economy roundtrip ticket, on the most direct route, from each FTAA national capital to the city proposed to host the FTAA Permanent Secretariat
- Number of daily and weekly non-stop and one stop-over flights per week from each FTAA national capital to the city proposed to host the FTAA Permanent Secretariat
- Approximate travel time associated with flight options from each FTAA national capital to the city proposed to host the FTAA Permanent Secretariat



In 2002, Miami International Airport (MIA) ranked 3rd among U.S. airports in international passenger volume, serving close to 14 million international passengers. Some 100 airlines link MIA directly to approximately 150 global destinations.

MIA also offers regularly scheduled flights to major cities throughout the U.S. Miami International Airport is conveniently located about 6 miles (10 km) from Downtown Miami and connected by two major highways. The drive from MIA to the city center takes about 10 to 15 minutes.

Miami International Airport: Air Access to and from FTAA Countries

Region	Number of Capital or Major Cities with Direct Flights to and from Miami	Number of Capital Cities with One-Stop Flights to and from Miami	Number of Weekly Direct Flights from Capital Cities to and from Miami
South America	18	4	291
Central America	9	0	211
The Caribbean	16	6	437
Canada	2	1	56
Mexico	3	0	87
United States	1	0	29
TOTAL	23	11	1,111

Source: Miami International Airport, September 2003

An added convenience for travelers is the presence of major Latin American and Caribbean airlines in MIAMI, Florida such as:

- Aerolineas Argentinas
- Aeromar Air Freight
- Aero Continente Chile/Peru
- AeroMexico
- Aeropostal Alas de Venezuela
- Copa Airlines
- Grupo Taca
- LanChile
- Surinam
- Varig Brazilian Airlines



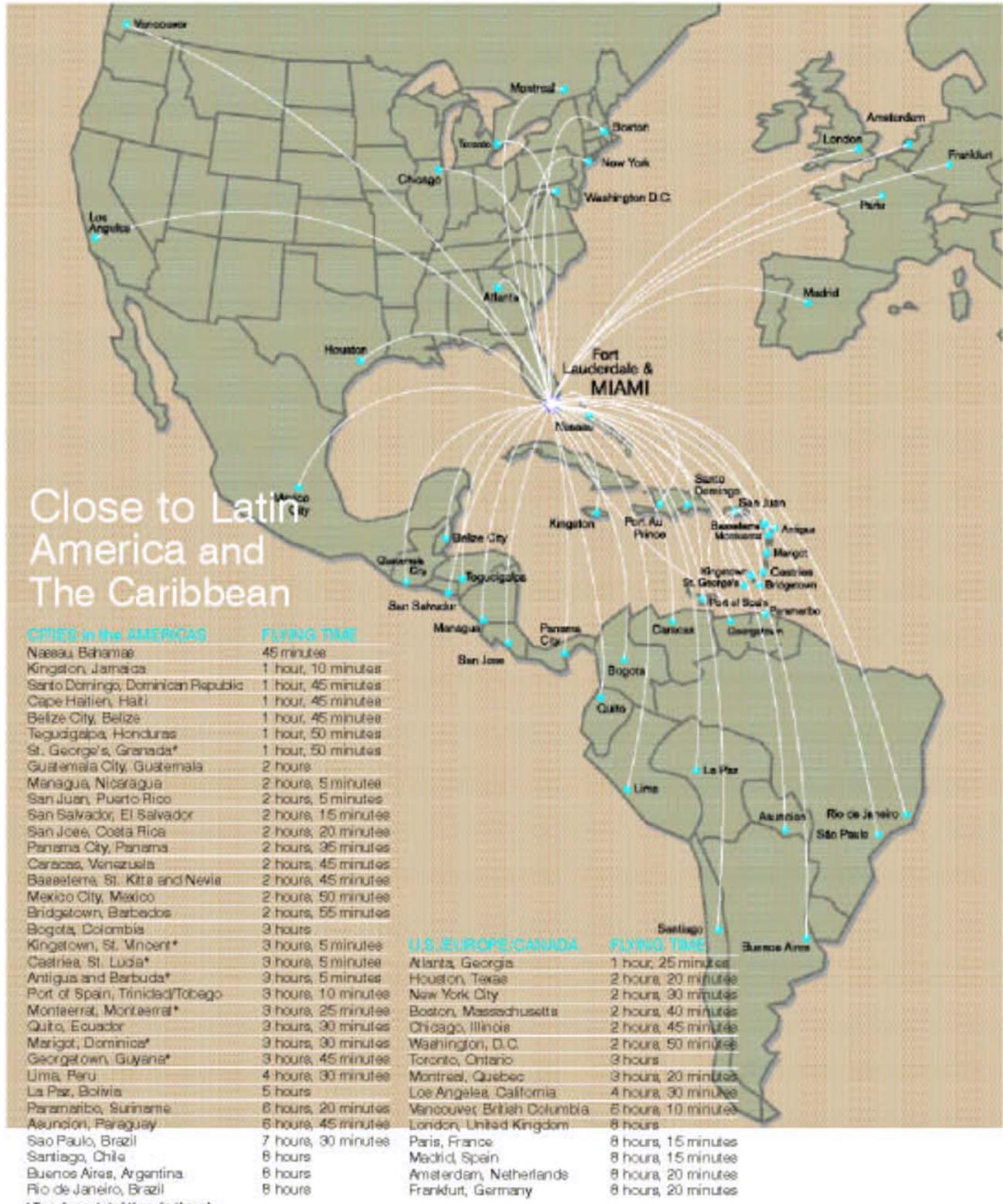
If the Permanent Secretariat of the FTAA is located in Miami, FTAA delegates will spend less time in the air, with fewer stops and plane changes. Trade delegations and economic missions will enjoy easy air access to meetings in the United States, Canada and overseas when they travel to and from Miami.

FTAA delegates will find that flying to and from Miami is convenient, time saving and cost-effective. FTAA delegates and staff will enjoy the added benefits for being located in MIAMI, Florida including:

- Less time spent traveling
- Fewer stops
- Fewer plane changes
- Economic travel options

MIAMI, Florida

GATEWAY TO THE AMERICAS



* Two legs, total time in the air



Air Transportation from and to Miami and FTAA Cities: February 2004

The following table on “Air Transportation to and from Miami and FTAA Cities” demonstrates current airline costs (during peak season) and the frequency of flights and the approximate travel time associated with the flight option from each FTAA national capital to Miami.

Country/City	Apt Code	Cost of Round Trip Ticket ²	Non-Stop Flights		One-Stop Flights		Air Travel Time ³
			Daily	Weekly	Daily	Weekly	
Antigua and Barbuda, St. Johns	ANU	\$427.50					3:58
Argentina, Buenos Aires	EZE	\$791.00	4	26			8:59
Bahamas, Nassau	NAS	\$188.50	27	181			1:13
Barbados, Bridgeport	BGI	\$627.90	3	21			3:54
Belize, Belmopan	BCV ⁴	\$505.60					2:18
Belize, Belize City	BZE	\$365.60	1	10			2:03
Bolivia, Sucre	SRE	\$764.00					8:57
Bolivia, Santa Cruz	VVI	\$608.00	2	12		2	7:37
Brazil, Brasilia	BSB	\$844.50					9:33
Brazil, Sao Paulo	GRU	\$836.50	5	40			8:08
Canada, Ottawa	YOW	\$436.00					4:35

² Cheapest roundtrip ticket for the best service option (shortest elapsed time and direct/online connection when possible) Assume a 14 day advance booking and a one week stay for travel on February 12 – February 19

³ Shortest elapsed time to Miami for best service option, does not include time on ground waiting for connection

⁴ Service from Belize City on May Island Air, roundtrip fare \$140, 15 minutes elapsed time; info courtesy of mayaislandair.com



Air Transportation from and to Miami and FTAA Cities: February 2004 (continued)

Country/City	Apt Code	Cost of Round Trip Ticket	Non-Stop Flights		One-Stop Flights		Air Travel Time
			Daily	Weekly	Daily	Weekly	
Canada, Toronto	YYZ	\$344.00	5	39			3:19
Chile, Santiago	SCL	\$806.00	3	18		5	8:11
Colombia, Bogota	BOG	\$437.30	3	24			3:50
Costa Rica, San Jose	SJO	\$243.00	7	58			2:45
Dominica, Roseau	DOM	\$779.00					4:40
Dominican Republic, Santo Domingo	SDQ	\$280.00	5	34			2:25
Ecuador, Quito	UIO	\$407.66	3	20			4:03
El Salvador, San Salvador	SAL	\$422.40	2	17	3	27	2:34
Grenada, St. George's	GND	\$579.90					5:12
Guatemala, Guatemala City	GUA	\$349.00	4	30			2:27
Guyana, Georgetown	GEO	\$686.00			1	7	4:45
Haiti, Port Au Prince	PAP	\$224.00	6	41			2:00
Honduras, Tegucigalpa	TGU	\$348.00	1	8	2	13	2:24
Mexico, Mexico City	MEX	\$317.00	7	48	2	22	2:55
Nicaragua, Managua	MGA	\$278.35	5	37		4	2:30
Panama, Panama City	PTY	\$327.00	5	36			2:45
Paraguay, Asuncion	ASU	\$939.50					10:02
Peru, Lima	LIM	\$515.51	3	24	1	8	5:42
St. Kitts and Nevis, Basseterre	SKB	\$477.40					4:04
St. Lucia, Castries	SLU	\$573.00					4:53
St. Vincent and the Grenadines, Kingstown	CIW	\$613.50					5:13
Suriname, Paramaribo	PBM	\$789.00				2	5:20
Trinidad & Tobago, Port of Spain	POS	\$568.40	3	21			3:55
United States, Washington DC	IAD/DCA	\$210.00	13	92			2:31
Uruguay, Montevideo	MVD	\$981.50			1	7	9:37
Venezuela, Caracas	CCS	\$347.10	5	37			3:07



Diplomatic Travel Protocol

As host, Miami will work with Miami International Airport (MIA) and appropriate federal agencies to improve expedited protocol services for government officials traveling through MIA.

Improvements will include the addition of privacy screening rooms and the use of the diplomatic lounge. Florida FTAA, Inc will continue working to ensure that, given the new security measures, ministers carrying a diplomatic passport and a valid diplomatic visa be allowed to forgo security screening on departure.

A designated FTAA line for delegates and staff at MIA is also being considered for implementation as was made available for the VIII Ministerial meeting in Miami.

The commitment given is to guarantee the same “white glove” treatment that was provided during the VIII Ministerial Meeting. Miami’s experience with heavy diplomatic traffic due to the large diplomatic core and number of international meetings afford us the requisite infrastructure and processes to best serve the travel requirements and diplomatic protocol of FTAA delegates.



Ground Transportation⁵

The distance from Miami International Airport to the City of Miami's Downtown area is 13 kilometers or 8 miles. Using a taxi from the airport to downtown will cost between \$20 and \$24 per trip and will take between 15 and 20 minutes. Taxi service is readily available from the airport.

To travel to the second proposed site would add only 2 or 3 additional miles or 3 to 4 kilometers from the downtown location. This would increase the taxi cost to the Second proposed sight from \$20 to \$24 per trip and add maybe 2 to 3 minutes to the total trip from Miami International Airport.

The alternative transportation, in addition to privately owned taxi service, is Miami-Dade County bus service. The bus (standard route with stops) will take approximately 80 minutes to go from the Airport to Downtown Miami. The cost of bus transportation is \$1.25 per person and the bus leaves the airport every 45 minutes.

Taxi fares are \$1.70 for the first mile and \$2.20 for each additional mile. A flat fee of \$24 is charged to go from the airport to Miami Beach.

Ground Transportation from Miami International Airport to Miami's Center City and Beaches

Transportation Mode and Area	Distance in Kilometers	Miles	Costs per Trip	Time in Minutes	Frequency of Travel
Taxi:					
Miami City Center	13	8	\$20 - 24	15 - 20	On demand
Miami Beach	20	12.5	\$24 - 30	25 - 30	On demand
Proposed Site 1	21	13	\$25 - 30	20 - 25	On demand
Proposed Site 2	16	10	\$22 - 26	18 - 22	On demand
Bus (w/stops):					
Miami City Center	13	8	\$1.25	78 - 80	Every 45 minutes
Miami Beach	20	12.5	\$1.25	60	Every 60 minutes

Source: Miami-Dade County, Transit; Doral Airport County and the Beacon Council, 2004 note: All taxi fares are on a per trip basis. Bus fares are on a per person basis.

⁵ Candidate Cities are requested to provide the following information for this section (FTAA.TNC/26)

- Cost, time, distance in kilometers, and frequency by mode (taxi, bus, train) of transportation from the airport to the city center
- Taxi cost per kilometer/ mile



Public Rail Transportation

The public rail transportation system for Miami is part of the integrated Miami-Dade Transit system (MDT) used by over 300,000 daily commuters. The MDT is the largest transit agency in the state of Florida and is comprised of the Metrobus, Metrorail, Metromover, and Paratransit services. They are widely considered to be safe, reliable, and courteous. The entire transit system is an accessible system offering mobility to people with disabilities. Public rail movement is available through the Metrorail and Metromover services. Each system operates in conjunction with the other to optimally deliver passenger traffic to its final destination.

Metrorail

Miami-Dade County's 22-mile, elevated rapid transit system runs from Kendall through South Miami, Coral Gables, and downtown Miami; to the Civic Center/Jackson Memorial Hospital area; and to Brownsville, Liberty City, Hialeah, and Medley in northwest Miami-Dade, with connections to Broward and Palm Beach Counties at the Tri-Rail/Metrorail transfer station.

The 22 accessible Metrorail stations are about one-mile apart, providing easy access for bus riders, pedestrians, and passengers being dropped off and picked up. Parking is available at 19 Metrorail stations, including the new Palmetto Station.

Metrorail runs 24 hours a day, seven days a week. Trains arrive every six minutes during weekday rush hours, every 10 minutes at midday, and every 15-30 minutes after 6 p.m. Weekday service after midnight is hourly. Weekend service runs every 15 minutes until approximately 8 p.m., then every 30 minutes until midnight. Service is hourly after midnight on weekends. Metrorail costs are \$1.25 for a full fare or \$0.60 for a reduced fare if eligible as a student or person with disabilities.



Metromover

Metromover is a free automated people-mover system that serves downtown Miami from Omni to Brickell and connects with Metrorail at Government Center and Brickell stations. There are 21 conveniently located wheelchair accessible Metromover stations, one about every two blocks.

Metromover links many of downtown Miami's major office buildings, hotels, and retail centers, the Stephen P. Clark Government Center, the Cultural Plaza (Miami Art Museum, Historical Museum, Main Library), and the Brickell business district. With Metromover cars arriving frequently, getting around downtown is fast and convenient. Metromover has a downtown inner loop and Omni and Brickell on the outer loop. The inner loop travels around central downtown Miami. Metromover cars serving Brickell and Omni alternate on the outer loop. Service on the outer loop ends at midnight. Service on the inner loop operates 24 hours a day.

The Metromover system has been approved for expansion for a station in Coconut Grove, close to one of the proposed sites that the city is offering. Four proposals were submitted for the Coconut Grove Metrorail station in response to RFP #202. On March 21, 2000, the Board of County Commissioners authorized the county manager to negotiate a lease agreement with Coconut Grove Station Development (CGSD). The lease agreement has been approved by the Miami-Dade County Board of County Commissioners. Replatting and finalizing development standards are currently underway.

The Public Rail Transportation system serving Miami provides easy access throughout the community, extending into the region with excellent connection to rest of the country. Locally, those who will be involved with the business of the Permanent Secretariat of the FTAA will find the main government offices, business areas and community locations already linked through the network of stations, resulting in travel that is very accessible and inexpensive to accomplish business.



Baylink

Decades after the last trolley crossed Biscayne Bay from South Miami Beach to Miami, the rail will be revived in a 21st-century version that would rapidly shuttle tourists and commuters across the MacArthur Causeway.

Baylink will connect commuters from South Beach and downtown Miami with an electric light-rail line, a tram-like system that has become the mass-transit choice in city after city across the US.

The \$400 million Baylink proposal has been enthusiastically embraced by Miami's mayor and Commission. The tram will make it easier to get around South Beach and reduce reliance on cars for commutes across the bay. Attractions now under construction, such as the Performing Arts Center and the new Parrot Jungle park on Watson Island (A proposed site for the secretariat) will be easily accessible via Baylink.



Ports

The strong material-trade and service-trade relationship between MIAMI, Florida and the FTAA countries can enhance the operation of the Permanent Secretariat of the FTAA.

South Florida has three major seaports: Port of Miami, Port Everglades and Port of Palm Beach. These three South Florida Ports are part of Florida's 14 seaports serving passengers and cargo worldwide.

The Port of Miami has approximately 40 shipping lines calling on more than 100 countries and 250 ports around the world. Twenty-five ocean carriers serve more than 30 countries and 100 ports in Latin America and the Caribbean. In fiscal 2002, nearly 8.7 million tons of containerized cargo was shipped through the Port of Miami. Latin America and the Caribbean accounted for 61% of this total.

In 2002, Florida's two Customs Districts, among the busiest in the world, handled more than \$70 billion in total worldwide trade. South America led the trading regions with nearly \$21 billion in trade, Central America accounted for \$13 billion in trade, and the Caribbean region accounted for \$9 billion.

When it is time to move the Secretariat from its temporary to its permanent location, South Florida's ports will be used to transport the Secretariat's equipment, files and staff's personal effects in an expedited and efficient manner.



HOTEL ACCOMMODATIONS⁶

One of Miami-Dade County’s strong sectors is the visitor industry. This means that Miami has an abundant supply of hotel rooms in every price range and type; from top of the line hotels like the Mandarin Hotel and the Four Seasons to boutique hotels in the Art Deco district on Miami Beach. Miami-Dade County alone has over 218 hotels with more than 49,000 hotel rooms and 1.9 million square feet of meeting space.

In downtown Miami, there are a large number of luxury 5 star hotels like the Mandarin Oriental, Four Seasons, Ritz Carlton available for use by the FTAA Secretariat. These include two hotels used during the VIII Trade Ministerial and Americas Business Forum in November 2003, the Hotel Intercontinental and the Hyatt Regency Downtown.

Miami has a total of 29 quality hotels with 8,789 rooms within 8 kilometers of the city center. A number of these hotels also offer suites. The number of hotels and hotel rooms by region are shown below:

Area	Hotels	Hotel Rooms
Downtown	13	4,903
Coconut Grove	5	965
Coral Gables	4	706
Miami Beach	7	2,215
Total	29	8,789

Hotels in Miami offer two room rates, one for the high season and one for the low season. During high seasons rates per room increase \$14 dollars in less expensive hotels and may rise by as much as \$120 in luxury hotels.

As host the city of Miami will negotiate a special FTAA rate with various hotels within close proximity to the permanent headquarters of the FTAA Secretariat.

⁶ Candidate cities are requested to provide the following information for this section (FTAA.TNC/26)

- Number and cost of a standard room at 3 and 5 star hotels within 5 kilometers of the city center during high and low seasons.



Miami's Quality Hotel Accommodation

Downtown:

Name	Room Count	Classification	Suites High Season	Room Rates (High Season)	Suites Low Season	Room Rates (Low Season)
Biscayne Bay Marriott	603	Mid-Scale	\$400	\$209 - \$239	\$400	\$129 - 169
Conrad Miami	308	Luxury		\$269 - \$339		\$139 - \$209
Courtyard by Marriott	231	Mid-Scale	\$159 - \$179	\$129 - \$159	\$109 - \$159	\$79 - \$129
Doubletree Grand	152	Luxury		\$197 - \$239		\$148 - \$209
Fortune House Hotel	180	Luxury		\$219 - \$269		\$169 - \$209
Four Seasons	221	Luxury	\$775 - \$1150	\$325 - \$525	\$675 - \$975	\$275 - \$475
Holiday Inn, Marina Park	200	Mid-Scale	\$150	\$94 - \$135	\$129 - \$134	\$83 - \$119
Hotel Intercontinental	641	Luxury	\$399	\$229	\$289	\$119
Hyatt Regency	612	Mid-Scale		\$190 - \$205		\$80 - \$95
JW Marriott	300	Luxury	\$399	\$259 - \$299	\$329	\$189 - \$229
Mandarin Oriental	329	Luxury	\$1,250 - \$3,500	\$449 - \$775	\$329	\$395 - \$575
New Radisson Hotel	528	Luxury		\$159 - \$249		\$103 - \$172
Sheraton Biscayne Bay Hotel	598	Mid-Scale		\$179 - \$309		\$98 - \$199



Miami's Quality Hotel Accommodations

Coconut Grove:

Name	Room Count	Classification	Suites High Season	Room Rates (High Season)	Suites Low Season	Room Rates (Low Season)
Doubletree Coconut Grove	194	Mid-Scale		\$189 - \$209		\$149 - \$169
Mayfair House	179	Luxury	\$419	\$219 - \$259	\$419	\$129 - \$259
Ritz Carlton Coconut Grove	115	Luxury	\$479	\$369 - \$419		\$209 - \$419
Sonesta Hotel Coconut Grove	300	Luxury	\$219 - \$279	\$149 - \$209	\$159 - \$249	\$109 - \$179
Wyndham Grand Bay	177	Luxury	\$202 - \$579	\$152 - \$172	\$168 - \$539	\$118 - \$138

Miami's Quality Hotel Accommodations

Coral Gables:

Name	Room Count	Classification	Suites High Season	Room Rates (High Season)	Suites Low Season	Room Rates (Low Season)
Biltmore	280	Luxury		\$330		\$279
Hotel Place St. Michel	27	Luxury	\$200	\$165	\$160	\$125
Hyatt Regency	242	Luxury		\$259 - \$289		\$215 - \$235
Omni Colonnade	157	Luxury		\$224 - \$289		\$116 - \$185



Miami's Quality Hotel Accommodations

Miami Beach:

Name	Room Count	Room Rates (High Season)	Room Rates (Low Season)
Delano	195	\$445 - \$565	\$345 - \$450
The Hotel	52	\$225	\$185
Loews Miami Beach	790	\$299 - \$339	\$189 - \$219
The National Hotel	150	\$380 - \$480	\$270 - \$350
Ritz Carlton South Beach	375	\$419 - \$529	\$319 - \$399
South Beach Marriott	236	\$299 - \$344	\$199 - \$234
Royal Palm Crowne Plaza	417	\$229 - \$299	\$152 - \$189

MIAMI, Florida has been welcoming visitors for business and pleasure for decades and now offers more than 49,000 hotel rooms and 1.9 million square feet of hotel meeting space in the area. In total, South Florida has a hotel room availability of 94,500 rooms.

International Visitor Destination

MIAMI, Florida is a favorite destination for business and leisure visitors, especially those from South America, Central America and the Caribbean. They enjoy the amenities offered by the many luxury hotels or have the benefit of owning a second home here.

In 2002, the State of Florida welcomed more than 7 million international visitors, many from the Western Hemisphere, to its sunny shores, some 4.9 million of whom headed to the Miami area. International visitors accounted for 48% of Miami's total of 10.2 million overnight stays. About 7.5 % of Miami's international travelers come for business. FTAA delegates and Secretariat staff will enjoy what international visitors have ranked as the top two most liked features of Miami, the beaches and the weather, not to mention fabulous shopping, restaurants on the cutting edge of international cuisine, and a wide array of attractions.



Miami International Visitors, 2002

Region	Miami's Percentage of Total Visitors to the U.S.
South America	43%
Caribbean	47%
Central America	41%

Source: U.S. Department of Commerce, ITA, Office of Travel and Tourism

South Florida is a leader in the cruise industry. The Port of Miami remains the “Cruise Capital of the World;” it is the home port to 18 cruise ships and nearly 4.6 million passengers in fiscal year 2003. The port’s impact on Miami-Dade County is estimated at more than \$8 billion in revenue and 45,000 jobs. Miami offers a wide variety of cruise destinations such as the Bahamas, Mexico, the Caribbean, South America and Europe.

There are two other ports in South Florida. Port Everglades, is home to 19 cruise lines, 52 cruise ships and four million passengers in 2003. The Port of Palm Beach is the home to 3 ships and nearly 600,000 cruise passengers.

Two of the world's largest cruise lines, Carnival and Royal Caribbean Cruise Lines call South Florida home.



TELECOMMUNICATIONS⁷

Abundant and state-of-the-art information technology and telecommunications assets give Miami, Florida a ranking as the “5th Best Telecom Hub in the World.”

From Miami, Florida one can easily reach any country in the Western Hemisphere or for that matter the world. With a state-of-the-art multi-modal infrastructure of highways, railways, seaports, airports and one of the most advanced telecommunications networks in the world, Miami is connected to the world in every conceivable way.

South Florida, Miami-Dade, Broward and Palm Beach Counties, is the point where America’s telecommunications links converge, which has earned the region’s identity as the “InternetCoast.”. This a tremendous advantage to basing international operations from Miami as these unparalleled telecom links enable worldwide data, voice and video transmission of the utmost reliability and speed, at highly competitive prices. The InternetCoast has been ranked 4th in the U.S. in the number of high technology companies; 6,500 businesses which generate the 2nd highest sales per employee in the U.S.

An FTAA Secretariat based in South Florida would benefit from one of the largest concentrations of telecommunications infrastructure in the Western Hemisphere. Consider the following:

Number of International Undersea Fiber Optic Cable Systems Coming Ashore	9
Number of U.S. and International Points of Presence (POP’s)	200
Number of Data Centers	18
Number of Telecom and Carrier Hotels	24
Number of Digital Switches	77
Number of Access Lines	3,523,712
Number of Miles of Fiber Cable	8,902
Total Capital Investment	\$6.2 billion
Number of Antennas	18
Number of Microwave Systems	2

⁷ Candidate cities are requested to provide the following information for this section (FTAA.TNC/26)

- Availability and average cost of high speed internet services (e.g., T1 OR E1 line) cell phone and telephone lines



Each county has a Business & Residential Repair Center that operates 7 days a week, 24 hours per day, 365 days a year.

At Miami's infrastructure core is the Network Access Point or NAP of the Americas, the U.S. 5th Tier-1 NAP (A NAP is where two or more telecommunications carrier or service provider networks meet to interconnect and exchange Internet traffic.) This \$81 million state-of-the-art Internet hub exchanges and distributes Internet traffic (data, voice, images, video, and all forms of digital telecommunications) from telecommunications carriers, Internet Service Providers, enterprises and large public and private telecommunications and Internet end-users. The NAP, which connects fiber networks in Latin America, Europe, Asia and Africa to those in the U.S., enables customers to freely choose among the many carriers available at the NAP of the Americas.

The NAP of the Americas is owned and operated by Terremark Worldwide, Inc. It provides carrier-neutral connectivity, bilateral and unilateral peering, collocation and a full range of managed services. This combination of services helps businesses reduce cost by eliminating local loop charges to connect their facility to another NAP, backhaul charges to and from connecting points and the costs of redundancy, as well as mitigate risks associated with increased points of failure along the routes.

In short, the NAP of the Americas located in Miami, Florida will increase the FTAA Internet speed, quality and reliability and reduce its Internet costs in a highly scalable and secure environment.

In addition, Florida has over 410 regulated telecommunications utilities located within the State. This provides a great deal of price competition for line and wireless service and makes Florida one of the nation's most competitive telecommunications centers.

The major wireless providers include:

AT&T Wireless

Cingular Wireless

MetroPCS

Sprint PCS

T-Mobile

Verizon Wireless



Text messaging service is readily available and priced accordingly:

Company	Cost per message sent (\$)	Cost per message received (\$)
Cingular	0.10	0.02
T-Mobile	0.05	0.05
AT&T Wireless	0.10	0.00

Telecommunications Costs, Miami Florida

Service	Payment Type	Low	High
<u>Fixed Base</u>			
Local line 3yr term	Monthly	\$22.95	\$29.95
Dedicated long distance	Per Minute		
Interstate		\$0.02	\$0.102
Intrastate		N/A	\$0.084
<u>Wireless</u>			
	Monthly		
200 minutes per month		\$32.15	\$32.55
800 minutes per month		\$41.32	\$44.92
<u>Internet Service</u>			
1.5m/1.5/m SDSL		\$290	\$400
T1-Frame Relay		\$650	\$880

Source: Bell South



The telecommunications market in Miami is one of the most dynamic, advanced and competitive in the United States and the Hemisphere offering all consumers, from corporations, institutions or individuals innovative, high quality products at affordable market pricing.

In sum, the FTAA Secretariat will find that all its telecommunications and internet needs met in Miami, Florida at very competitive prices.



SECURITY⁷

Miami-Dade County's crime rate has declined 44% during the past 8 years. Crimes against visitors declined 96%.

Miami-Dade County Crime Statistics

Law enforcement is a top priority in Miami-Dade County. Miami-Dade County has been successful in reducing its crime rate by allocating resources towards its police department. The use of new technology, such as computer systems in police cars and precise tracking of where crimes occur, has contributed to an ever-safer environment. The new systems in place allow for a quick response to areas that see a surge in crimes committed. Community based police has also proved to be very successful, where the police officers become more involved in the neighborhoods and get to know the residents.

Miami-Dade County's total major crimes, both violent and non-violent, declined from 11,316 per 100,000 residents in 1996 to 6,284 in 2003, down 44%. Violent crimes, murder, forcible sex offenses, robbery and aggravated assaults, dropped from 1,726 per 100,000 residents in 1996 to 922 in 2003, nearly 47%. The non-violent crimes such as burglaries, auto thefts, and larceny were also down 44%.

Miami-Dade County Major Crime Statistics 2003

Crimes	1996 (per 100,000)	2003 (per 100,000)	Percent Change
Total Crimes	11,316	6,284	-44%
Violent Crimes	1,726	922	-47%
Non-violent Crimes	9,590	5,361	-44%

Source: Miami Dade County Police Department

⁷ Candidate cities are requested to provide the following information in this section (FTAA TNC/26)

- Statistics on major crimes per 100,000 inhabitants
- Security and natural disaster preventative measures for the Secretariat headquarters, staff and delegates



The table below demonstrates a downward trend in crimes in Miami-Dade County over the last seven years.

Year	Total	Major Crimes Violent* (per 100,000 residents)	Non-Violent**
1996	11,316	1,726	9,590
1997	10,312	1,510	8,802
1998	9,294	1,304	7,960
1999	7,271	1,084	6,187
2000	7,271	1,084	6,187
2001	6,663	1,015	5,648
2002	6,312	963	5,349
2003	6,284	922	5,361

*Violent crimes include murder, forcible sex offenses, robbery, and aggravated assaults.

**Non-violent crimes include burglaries, auto thefts, and larceny.

Source: Miami-Dade County Police Department

Miami-Dade County has also reduced the number of crimes against visitors. In 1992, 645 robberies were committed against visitors, in 2003, that total was 25, a 96% decline. Law enforcement is a top priority in Miami-Dade County.

Violent Crimes	Crimes per 100,000 Residents
Murder	7
Forcible Sex Offences	102
Robberies	244
Aggravated Assaults	569
Total Violent Crimes	922
Non-Violent Crimes	
Burglaries	913
Auto Thefts	764
Larceny	3,683
Total Non-violent Crimes	5,360

Source: Miami-Dade County Police Department



Miami-Dade County's Office of Emergency Management

Miami-Dade County's Office of Emergency Management is recognized worldwide and manages all four phases of a disaster: mitigation, preparedness, response, and recover.

Miami-Dade County has one of the best, if not the best, Emergency Management Organizations in the United States and additionally has cooperated internationally in times of crises across the Hemisphere and around the globe. Miami-Dade is among the first communities to send their search and rescue teams to aid crisis situations. Miami-Dade County's Office of Emergency Management (OEM) was established in the 1950's to support the county in times of local and national disasters. Since then and particularly after Hurricane Andrew in 1992, this organization has evolved into an all hazards approach to directing the planning and coordinating that may challenge Miami-Dade County. While the frequency of hurricanes affecting South Florida is statistically low (the region is protected by a jet stream which diverts the storms north), a hurricane is predictable and can be prepared for in advance.

The purpose of the Office of Emergency Management is to lessen the impact of natural or man-made disasters by meeting the needs of Miami-Dade County residents through planning and coordination of information and resources. The OEM staff is responsible for all planning, mitigation, preparedness, response and recovery efforts for the area's 2.3 million residents. The OEM operates a 22,000 square foot Emergency Operations Center within the Miami-Dade Fire Rescue Headquarters in west Miami-Dade County. The Center has 72 computerized workstations, advanced electronic information displays, advanced telecommunications, 7 conference rooms, a media center with production capability, radio communications room, direct audio and video feeds, closed circuit TV, a 38 station call center with hearing impaired telephony and media monitoring stations. The Emergency Operations Center can accommodate over 150 people. The complex is supported by redundant communications systems, 2 generators with fuel storage capacity for a week, food service areas and dormitories.



The Office of Emergency Management has partnered with 34 local municipality emergency departments, volunteer organizations, 30 Miami-Dade County Departments, State of Florida emergency agencies, the U.S. Federal Emergency Management Agency and public utilities to coordinate needed services before, during, and after a disaster.

City of Miami Emergency Management Program Summary

The City of Miami and Miami-Dade County work closely together to prevent, prepare for, and recover from disasters. One joint purpose is to lessen the impact of disasters by meeting the needs of our community through planning and coordination of information and resources.

The City of Miami Disaster Management Office, through the Miami-Dade County Office of Emergency Management, coordinates multi-agency response to disasters and emergencies. Emergency Management staff from both jurisdictions are responsible for planning for emergency mitigation, preparedness, response and recovery efforts for the 2.3 million residents of Miami-Dade County.

The City of Miami has taken a comprehensive approach to emergency planning. The City recently implemented a revamped Comprehensive Emergency Management Program (CEMP), which includes a large number of programmatic focus areas. The CEMP provides guidance in mitigating, preparing for, responding to, and recovering from emergencies and disasters threatening life or property within the City of Miami; a framework that will guide organizational behavior (response) during emergency(ies) or disaster(s); and, a framework of interagency and community-wide cooperation to enhance disaster mitigation, preparedness, response and recovery.

The previously mentioned and extensive resources will be available to the FTAA Secretariat. Additionally, Miami will work with the Secretariat and local law enforcement officials in providing recommendations to assure that the very best security and natural disaster prevention measures are provided to the headquarters, the staff and the delegates.



FTAA Security

The security of the Secretariat and our diplomatic community in South Florida is of paramount importance. Along with our local and state police force, the Bureau of Diplomatic Security (DS) is responsible for providing a secure environment for the conduct of American diplomacy.

Every diplomatic mission in the world operates under a security program designed and maintained by Diplomatic Security. In the United States, DS investigates passport and visa fraud, conducts personnel security investigations, and protects the Secretary of State and high-ranking foreign dignitaries and officials visiting the United States. The protection of life is the most critical element of the DS mission, and is an absolute requirement for the global conduct of foreign affairs.

From their Miami field office, Diplomatic Security trains Miami's law enforcement officers in disciplines designed to reduce the threat and repercussions of terrorism. This office will be dedicated to providing a secure living and working environment for our FTAA delegates and staff and will also assist the Secretariat in all security matters here in Miami.



HUMAN RESOURCES⁸

Miami hosted the first temporary FTAA Secretariat offices, provided the first translators, and continued to provide translators in Panama City and Puebla.

Miami and South Florida, as a major international center, has a large pool of qualified translators and interpreters available for the translating of documents and interpretation during FTAA meetings. Translators and interpreters abound in the two official languages, English and Spanish, as well as French and Portuguese. Due to the large number of international conferences and high-level business and government meetings held in the Greater Miami area each year, experienced and certified interpreters provide excellent services. Translating services in South Florida also have a broad depth of experience and possess the technical skills for working on legal and other highly technical documents flowing from the FTAA Secretariat. It is worth noting that all of the current Secretariat interpreters and translators were originally hired in Miami.

Number of Professional Translators and Interpreters Southeast Florida, 2003

Language	Number of Translation/ Interpretation Professionals
English and Spanish	269
English and Portuguese	52
English and French	42
Total	342

Source: Florida Chapter, American Translators Association, 2004

In addition, due to its strategic location as the Gateway of the Americas, Miami attracts qualified professionals from all areas of Latin America and the Caribbean that could easily be integrated into the Secretariat staff.

⁸ Candidate cities are requested to provide the following information for this section (FTAA. TNC/26)

- Number of locally available interpreters and translators into English, Spanish, Portuguese and French (including those specialized in legal interpretation and translation) that are professionally qualified and knowledgeable of FTAA terminology).



Diverse Population Base

MIAMI, Florida offers the staff of the Permanent Secretariat of the FTAA a community with a rich and diverse culture and heritage in an area that is experiencing vibrant population growth.

A community's population, demographic characteristics, and quality of life are critical factors in selecting an ideal location for the Permanent Secretariat of the FTAA. MIAMI, Florida excels on all levels.

The State of Florida has one of the most diverse populations in the United States. Almost 25% of Florida's population is made up of immigrants or their immediate descendants. This rich mix of different cultural, racial, and linguistic backgrounds uniquely positions Florida as the multilingual, multicultural business center of the Western Hemisphere.

Florida has the 4th largest population in the United States, estimated at 16.7 million residents in 2002. With an average five-year population growth of 2.6%, Florida's population growth is projected to outpace the nation over the next 20 years. Florida has a net migration of nearly 260,000 new residents annually including many highly skilled professionals migrating from Latin American and Caribbean countries.

South Florida is estimated to have a population of 5.2 million people as of 2002. This new metropolitan area includes the geographic areas of Miami-Dade, Broward, and Palm Beach Counties. Based upon population, this 3-county area is the 6th largest metropolitan area in the United States. By 2007, forecasts put the population in this region at 5.5 million people, an increase of almost 11% over 2002.

Specifically, the 2002 population of MIAMI, Florida is estimated at 2.3 million, including some 400,000 people in the City of Miami alone. MIAMI, Florida is experiencing a population growth in the range of 28,000 to 32,000 people a year.



Population: Florida, South Florida and Miami-Dade County, 2002

Region	Population in 2002	Annual Growth Rate
Florida	16,674,608	2.2%
South Florida	5,164,828	1.6%
Miami-Dade County	2,312,478	1.3%

Source: U.S. Department of Commerce, Bureau of the Census

The local population is also getting younger. MIAMI, Florida has a median population age of approximately 36 years, lower than many other Florida counties. Most of the county's workforce is derived from the ages between 18 and 55, which is also 62% of the population.

With its large foreign-born population, Miami offers the advantage of a large number of multilingual residents. More than 50% of the population, aged 5 years and older, speaks another language besides English. Of those residents speaking another language, 41% (943,000) speak Spanish, 5% (115,000) speak French, and 1% (23,000) speak Portuguese.

Nearly 60% of MIAMI, Florida's population identifies their heritage as Latin American or Caribbean and there is an increasing number of 2nd and 3rd generations descendents of foreign-born residents in the general population numbers.



Foreign-Born Residents in Florida and South Florida, 2000

Region	FLORIDA		SOUTH FLORIDA	
	Number of Foreign Born Population in 2000	Total (%) of Population	Number of Foreign Born Population in 2000	Total (%) of Population
Caribbean	1,105,079	6.6%	926,411	18.5%
South America	407,880	2.5%	313,694	6.3%
Central America	241,703	1.5%	195,983	3.9%
Mexico	189,119	1.1%	48,653	1.0%
Canada	99,139	0.6%	36,109	0.7%
Total	2,042,920	12.3%	1,521,120	30.4%

Source: U.S. Census Bureau, American Fact Finder, 2003

MIAMI, Florida is one of the fastest-growing areas in the United States. The large number of highly skilled workers speaking two or more languages offers the FTAA Secretariat a valuable multilingual and multicultural employment base.

The State of Florida experienced rapid growth in its workforce over the past 5 years attracting highly educated professionals from all over the hemisphere. From 1998 through 2002, Florida's labor force grew by 11.8% and jobs grew by 10.5%. During the same period, Miami's workforce grew rapidly, increasing by 7.5%. The number of Miami residents in full-time employment increased by 6.3% from 1998 to 2002.



Growth in MIAMI, Florida's Labor Market

	1998	2002	5-year growth (%)
Labor Force	1,042,681	1,120,950	7.5%
Employment	975,701	1,034,423	6.3%
Unemployment	66,900	86,527	29.3%
Unemployment Rate	6.4%	7.7%	N/A

Source: Florida Agency for Workforce Innovation

The major employment growth occurred in services and government. The services sector includes professional and business services, as well as health services. Government employment is led by the growth in public education (Kindergarten to Grade 12) and Miami-Dade County colleges and universities. White-collar employment accounts for 57 percent of the occupations in Miami-Dade County.

MIAMI, Florida's Occupational Workforce

Occupational Categories	Occupations in Miami (%)
Professional Specialty	18%
Administrative Support	17%
Marketing & Sales	12%
Precision Production, Craft & Repair	12%
Government	12%
Executives & Managerial	11%
Operators, Fabricators & Laborers	11%
Agriculture and Related Services	7%

Source: Claritas/Marketing Statistics



QUALITY OF LIFE⁹

Cost of Living

The overall cost of living in Miami-Dade County tends to be 13% above the U.S. average. The U.S. average is calculated from 295 participating U.S. cities and the average is indexed at 100. The latest overall items index was 113.1. This means that a resident in Miami-Dade County would require an income of 13% above the U.S. average to have the same purchasing power as the U.S. average resident.

Among the top 27 major U.S. cities, MIAMI, Florida ranks in the middle between a high of 180.7 and a low of 91.0.

Cost of Living Index (US Average = 100)

<u>Item</u>	<u>Index</u>
All Items	113.1
Food	106.9
Housing	130.1
Utilities	108.8
Transportation	107.2
Health Care	105.4
Miscellaneous Goods and Services	106

Source: ACCRA Cost of Living Index, Second Quarter, 2003

⁹ Candidate cities are requested to provide the following information for this section (FTAA.TNC/26)

- Information on the quality of life and cost of living in the city proposed to host the FTAA Permanent Secretariat, including but not limited to: health/ medical, religious, educational and financial institutions, tourism, culture and recreation.



Health Care and Medical

MIAMI, Florida has become a world-class center for health care and medical research. A large number of patients from Latin America and the Caribbean travel to Miami for medical check-ups and treatment, finding highly qualified medical staff who speak their language and understand their culture and needs.

MIAMI, Florida is noted as a world-class center for health care and related research. It has about 9,300 beds in 28 hospitals equipped with the latest in medical technology. Nearly 30,000 licensed health care professionals are trained in the latest techniques. Miami's physicians consistently rate high in national "Best Doctor" listings.

University of Miami/Jackson Memorial Medical Center is one of the largest hospitals in the United States, treating more than 1,000,000 patients each year in primary care and 30 specialties. More than 95% of the county's trauma victims are treated in its Ryder Trauma Center, the only Level 1 trauma facility in South Florida. Other major hospitals include Miami Children's Hospital, Baptist Health, Mount Sinai Medical Center and Mercy Hospital. Miami hospitals actively cater to patients from Latin America and the Caribbean.

Baptist Health is the largest non-profit health care system in South Florida with seven hospitals including Baptist Hospital of Miami, South Miami Hospital, Miami Cardiac & Vascular Institute, Doctors Hospital and Baptist Children's Hospital. It has over 2,000 leading physicians on its medical staff, many of whom have developed new treatments and educate their peers at home and abroad. Baptist Health has also received awards for its high level of technical excellence, and their commitment to investing in the latest medical technology. All of these world-class facilities are made available to international patients through Miami International Medical center, one of the largest international hospital based programs in the United States. Each year over 10,000 international patients from over 85 countries receive highly personalized service by its 40 plus multilingual employees.

Miami Children's Hospital, a world leader in pediatric healthcare, is one of the top 25 children's hospitals in the country. The hospital treats more than 185,000 pediatric patients each year with a medical and nursing staff numbering over 650 reflects the culture and languages of the Americas. Miami Children's Hospital is also the largest freestanding pediatric teaching hospital in the Southeastern United States.



MIAMI, Florida's treatment and research programs are recognized internationally. UM/Jackson is home to the Bascom Palmer Eye Institute (ranked #2 in the country), the Mailman Center for Child Development and the Sylvester Comprehensive Cancer Center, as well, as the Miami Project to Cure Paralysis, the National Parkinson Foundation and the Diabetes Research Institute. The UM/JM burn center and renowned organ transplant program are unique to the region.

Other renowned medical centers throughout the State include: H. Lee Moffitt Cancer Center & Research Institute (in Tampa); the Cleveland Clinic and Joe DiMaggio Children's Hospital (both in Broward County) and the Mayo Clinic (in Jacksonville). The University of Miami School of Medicine has been ranked by the National Institutes of Health in the top 30% of 125 medical schools nationally. Nova Southeastern University also has a College of Osteopathic Medicine.

In October 2003, Florida Governor Jeb Bush announced that the Scripps Research Institute would expand its biomedical research into Palm Beach County. Scripps has been responsible for groundbreaking research in leukemia, ovarian cancer, Lou Gehrig's disease (ALS), Alzheimer's and AIDS. The extension of Scripps activities will increase the scope and depth of Florida's research in biomedical sciences.

Health Care Resources, MIAMI, Florida

Healthcare	
Number of Licensed Health Care Professionals, including Medical doctors	30,457
Medical Doctors	6,168
Hospitals	28
Hospital Beds	9,295

MIAMI, Florida as host, would make high quality health care readily available to FTAA delegates and their families.



Housing

MIAMI, Florida provides a wide selection of attractive housing options in a wide range of prices and neighborhoods to meet the needs of FTAA Secretariat staff members.

The housing options in MIAMI, Florida are as diverse as the people who live in this vibrant, cosmopolitan community. Impressive condominium-tower residences are considered very desirable for the luxury lifestyle, beautiful views and privacy they offer. Many towers continue to rise along the beaches of the Atlantic Ocean, on the banks of the Intracoastal Waterway and the shores of Biscayne Bay. Their resort-style amenities include outdoor pools surrounded by landscaped sun decks, top-notch fitness facilities, and social and business centers and services such as concierge, valet parking and around-the-clock security. Some properties are being developed as condo hotels (known in Europe and South America as apart-hotels), which put luxury condominiums and name-brand hotels under one roof. Comfortable mid-rise condominiums are found mainly in older, ever-popular, residential neighborhoods.

It is estimated that 50,000 (approximately 1%) of international travelers to MIAMI, Florida have second homes in the area where they stay while visiting or doing business. Many visitors from Latin America own residences in MIAMI, Florida's attractive condominium towers and condo-hotel apartments, and they feel comfortable making Miami their second home. Latin Americans not only spend a considerable amount of leisure time in the Miami area, but they also travel to Miami on business to meet with clients and vendors and to attend trade shows.

There is also a growing trend for newly built lofts, often located above retail stores and restaurants, and featuring airy, open space and high ceilings. Miami's lofts offer city-style living in revitalized neighborhoods, where residents can walk to work, eat and play.



Single-family homes come in every size and style from tiny cottages to waterfront mansions set in their own estates on Biscayne Bay islands. In between, there is a wide choice of attractive single-family homes in Miami's many mellow residential suburbs, set among lush tropical vegetation, canals and golf courses.

Popular residential areas include Miami Beach's barrier island, where half the population is Hispanic. Here homes may be glossy oceanfront condominiums, charming apartments in lovingly restored Art Deco buildings on South Beach, Mediterranean-style single-family homes or eye-catching mansions. To the north, Sunny Isles Beach and Bal Harbour are noted for the upscale Bal Harbour Shops and offer a variety of luxury homes and condominiums.

Mainland neighborhoods, such as Aventura in the northeast of Miami-Dade County and Doral to the west of the airport, have a large number of residents from Latin America and the Caribbean in their luxury buildings and homes. Downtown Miami, the heart of the city, is just beginning to develop as a residential area, but nearby Brickell Avenue, the upscale business and now distinctive residential area, is already on the map as a desirable and very convenient place to live.

Downtown Miami Housing

Housing Situation	Total	Units rental	Condos
Built from 1995-2003	4,775	2,649	1,952
Under Construction	5,300	1,407	3,893
Sub Total	10,075	4,056	5,845
Planned	10,208	3,663	6,545
Total	20,283	7,719	12,390

Source: *Miami's Downtown Development Authority, 2003*

To the south, Coconut Grove, Coral Gables and other established residential areas, such as Pinecrest, attract residents to carefully tended neighborhoods, conveniently situated for shopping and commuting within a pleasing village-like environment. Other housing options are plentiful in South Florida in growing neighboring communities in West Broward such as Weston, Coral Springs, Miramar and Pembroke Pines. Homes and apartments to rent come in all sizes and price ranges. Many luxury buildings offer tenants resort-like amenities together with big-city conveniences.



Religion

South Florida's residents come from many countries and cultures, bringing their religion with them to an atmosphere of tolerance and respect. For Christians, both Protestants and Catholic communities span a range of beliefs and customs centered on their varied chapels and churches. The Jewish community has a strong infrastructure, with Orthodox, Conservative and Reform synagogue leaders directing spiritual needs. There are several mosques in the area and Hindu and Buddhist temples and houses of worship of other faiths, as well as, a range of faith-based schools for children of all ages. FTAA staff and delegates will find religious communities and services in their own languages to match their needs.

Listed below is a sampling of the broad range of religious denominations located in Miami, Florida.

Religion	Number of Places of Worship
7 Day Adventist Church	35
African Methodist Episcopal	10
Apostolic Churches	31
Assemblies of God	21
Baptist Church (all denominations)	214
Buddhist Temple	1
Catholic Church	66
Christian Church	55
Church of God	47
Church of Latter Day Saints	9
Episcopal Church	25
Evangelical Church	32
Greek Orthodox	2
Hindu Temple	2
Jehovah Witness	22



Jewish Synagogues:	
Conservative	2
Orthodox	5
Reform	42
Lutheran Church	26
Methodist Church	44
Mormon	2
Mosques	1
Nazarene	8
Non-Denominational	69
Pentecostal	132
Presbyterian Church	29
United Church of Christ	12

International Education and Research Center

MIAMI, Florida is home to a large and diverse number of highly regarded educational institutions at all levels. Latin American affairs and research are an important part of academic programs in Miami’s leading universities. There is an emphasis on teaching international studies and languages, especially Spanish.

MIAMI, Florida is home to a large and diverse number of educational institutions, from elementary and secondary education (Kindergarten through Grade 12) to higher-education colleges and universities.

The Miami-Dade County public school system is the 4th largest in the United States, with 368,000 students studying a wide variety of programs. Specialized “magnet schools” provide intensive instruction in subjects such as science and technology, foreign languages, health care, architecture, the performing arts and marine sciences. Spanish as a second language is taught to almost all elementary and secondary school students. On a more advanced level, some schools feature the International Studies program, which focuses on Spanish, French, German and Italian language and culture integrated into the standard school curriculum. An International Baccalaureate degree program, recognized worldwide as exemplifying academic excellence, is also taught in selected schools.



International programs are also on the curriculum in Miami's excellent private schools. These include Gulliver Academy, Miami Country Day School, Ransom Everglades, and numerous schools affiliated with religious organizations.

There are nearly 120 public and private colleges and universities throughout the state, 26% of which are located in South Florida. A multicultural student body is a distinctive feature of South Florida's institutions of higher learning.

Higher Education in South Florida, 2002

Accredited Colleges and Universities	23
Total Student Enrollment	272,000
Total Number of Degrees Awarded	22,000
Total Research Expenditures	\$316 million

Source: South Florida Consortium for Higher Education

MIAMI, Florida has 2 prominent research universities, the private University of Miami (UM) and the public Florida International University (FIU). Both are rated as Carnegie Research I Institutions, which means they receive major research grants annually. The University of Miami has one of the top medical schools in the country, and Florida International University's hotel management/hospitality program is ranked at number two in the United States.

Miami's colleges and universities offer courses in many disciplines, but international subject matters are of very high importance. A large number of degree courses have an international component, such as international business, international finance, international relations, international law and international marketing. The universities also have strong language programs, especially in Spanish and Portuguese, and several teach courses in Spanish.



The University of Miami is a leading privately run educational and research academic institution. It is well known for its excellence in its international business, and has distinguished law and medical schools. Florida International University has the Latin American and Caribbean Center. The University of Florida has its Center for Latin American Studies. All three centers conduct political, economic and social research on Latin America and the Caribbean.

Other colleges and universities in South Florida include: Miami Dade College, Barry University, Johnson & Wales University, Florida Memorial College, St. Thomas University, Carlos Albizu University, Florida Atlantic University, Nova Southeastern University, Lynn University, Broward Community College, and Palm Beach Community College. Other well-known universities in the State include: University of Florida, Florida State University and Florida A & M University.

Every year, a large number of foreign students, many from Latin America and the Caribbean, enroll in South Florida's colleges and universities. Many universities in South Florida maintain close relationships with universities in Latin America and the Caribbean.

Miami as host will grant in-state tuition for FTAA delegates, staff and their family members. This promises substantial savings at our excellent facilities. State tuition at Florida Universities is on average \$2,770 per year while it can be as high as \$13,800 for out of state students.



Business Center of the Americas

The strong merchandise-trade and service-trade relationship between MIAMI, Florida and the FTAA countries can enhance the operation of the Permanent Secretariat of the FTAA.

MIAMI, Florida attracts businesses from around the world for a number of reasons. Florida is an established center for trade in professional services to Latin America and the Caribbean including legal, accounting, business consulting, engineering, and architectural services. In 2002, Florida exported over \$8.4 billion in high-value services to this region, equal to 32% of all U.S. service exports to Latin America and the Caribbean.

The growth in service-trade is expected to continue as MIAMI, Florida expands its provision of services among the FTAA countries. The Greater Miami Chamber of Commerce established the International Service Network, a statewide program, to conduct service-trade development missions throughout Latin America, the Caribbean and Europe.

Major Center for Multinational Corporations Doing Business in Latin America and the Caribbean

For the past three years, Miami was ranked by *AmericaEconomia* as the “#1 City for Doing Business in Latin America.” About 2,000 multinational corporations agree and have a presence in Florida. More than 1,200 multinationals are based in South Florida (Miami-Dade, Broward and Palm Beach counties) and many have set up their Latin American regional headquarters here. These companies include:

Airbus	Chevron Texaco
Caterpillar	Citigroup
Cisco Systems	Ericsson
Goodyear Tire and Rubber	General Motors
IBM	Hewlett Packard
Mitsubishi	Microsoft
Ryder System, Inc.	Shell Oil Product LAN, LLC
Sony	Telefonica
UPS	



Even some of the largest corporations headquartered in other U.S. cities like Atlanta, have their international office for Latin America and the Caribbean in Miami and South Florida. For example, Atlanta-based, Home Depot has its international office for export operations based in South Florida and UPS has its Latin American headquarters based in Miami.

Other Latin America and Caribbean multinational companies in South Florida include:

- ♦ Odebrecht (Brazil)
- ♦ Americatel (Chile)
- ♦ Bombardier (Canada)
- ♦ Haiti en Marche (Haiti)
- ♦ InfoAmericas (Mexico)
- ♦ Cisneros Television Group (Venezuela)
- ♦ Impsat USA (Argentina)
- ♦ LanChile (Chile)
- ♦ Embraer (Brazil)
- ♦ Turbana (Colombia)
- ♦ Air Jamaica (Jamaica)
- ♦ Bacardi (Puerto Rico)
- ♦ Neal & Massy (Trinidad & Tobago)
- ♦ Carlisle Group (Belize)
- ♦ Ecuadorian Line (Ecuador)

Multinational Businesses in South Florida by Global Region:

Country/Global Region	Number of Businesses
Canada	25
Mexico	8
South America	62
Central America	6
Caribbean	16
Europe	282
United States	722
All other regions	91
TOTAL	1,212

Source: "Who's Here," WorldCity, Inc. 2003



International Legal Center

Miami is a major legal services center with a special focus on Latin America and the Caribbean. Many of South Florida's 7,300 law firms are concerned with international issues, such as immigration, international business and intellectual property rights. Among the leading international law firms with headquarters or an office in Miami are: Baker & McKenzie, Weil Gotshal & Manges, McDermott Will & Emery, Holland & Knight, Hughes Hubbard & Reed LLP, Hunton & Williams, White & Case and Greenberg Traurig. These firms typify Miami's legal service providers in offering multilingual, multicultural staff, with strong regional experience. They form an effective bridge for the different legal systems of the United States, Latin America and the Caribbean.

Given the large number of international cases, the Miami office of the American Arbitration Association is its 3rd busiest office in the United States. Miami hosted the 2nd Miami International Arbitration Conference in January 2004.

When it comes to legal education, the University of Miami boasts one of the top law schools in the nation and is noted for its strong focus on international law. Other area law schools include Florida International University, Nova Southeastern University and St. Thomas University.

MIAMI, Florida has an abundance of lawyers experienced in dealing with international legal affairs. The city maintains a strong infrastructure for handling arbitration and dispute resolution, an important aspect of the FTAA agreement.



International Financial Center

The presence of a large number of banks from FTAA countries in Miami provides excellent banking options to international clients and residents and is another positive attribute that Miami offers the Permanent Secretariat of the FTAA.

Without question, Miami has developed into a robust regional financial hub in part due to the city's commercial and geographic advantages over other locations. This large international banking infrastructure is another important advantage that Miami offers the Permanent Secretariat of the FTAA. Miami is a major center for Latin American and Caribbean correspondent banking and private banking. Miami has a total of 31 state licensed foreign bank agencies with 2002 deposits of approximately \$13.3 billion. In addition, the region has 8 Edge Act banks with total deposits of \$6.0 billion.

Miami has a distinct differential advantage in having Edge Act banks in its banking community. The Edge Act and agreement corporations are foreign bank offices chartered by the Federal Reserve (Edge Act) or the states (agreement corporations) to provide financing for international trade. Such activities include accepting deposits to finance projects abroad and providing international payment services. These offices have a broader range of powers than other banking organizations, but all their activities must relate to international trade. These banks make Miami a key location as they facilitate trade and contract agreements between different nations as these banks can only serve foreign customers.

Many of the major banks from FTAA countries have chosen to have a Miami presence including well-known names like:

- ◆ Banco de la Nacion (Argentina)
- ◆ Banco do Brasil (Brazil)
- ◆ Banco de Chile (Chile)
- ◆ Bancomex (Mexico)
- ◆ Banco Internacional de Costa Rica
- ◆ Banco del Pichincha (Ecuador)
- ◆ Banco Mercantil (Venezuela)
- ◆ Banco de Bogota (Colombia)

The Federation of Latin American Banks (FELABAN) hosts its annual meeting in Miami every other year, which attracts representatives from banks and related companies from the Americas and around the world.



The predominant regional banking services provided from Miami include trade finance, treasury services, and private banking along with selected investment banking services. Currently, Bank of America, Citigroup, Banco Espirito Santo (Portugal) and ABN Amro (Netherlands), among others, manage significant regional operations from Miami.

Major firms such as Goldman Sachs, UBS, Morgan Stanley, Banco Santander and Merrill Lynch base large portions of their regional private banking efforts in Miami. Specialized investment banks providing mergers and acquisitions and other advisory services, such as Standard Bank and BroadSpan Capital, cover Latin America and the Caribbean from Miami as well.



Arts and Culture

Hispanic magazine ranked Miami the “#1 City in the U.S. for Hispanics to Live.” According to the magazine, “This multicultural metropolis has got it all - a thriving Latino community, a strong job market, striking streetscapes, and a voice that’s loud and clear across the country.”

When business is done, South Florida's great beaches, enticing shopping centers, sizzling nightlife and menu of fine restaurants make life here feel like an endless vacation. And beyond the fun-in-the-sun playground is a unique arts scene and cultural life, unlimited sporting and recreation opportunities, and an environment of respect for Miami's vibrant diversity. In Miami, it's all here to be enjoyed and applauded!

Media. Multilingual Miami enjoys television, radio and newspapers in a variety of languages. Major Miami-based TV stations, Telemundo and Univision, broadcast entirely in Spanish. Several Spanish-language radio stations provide news, information and entertainment, and a Creole radio station caters to the Haitian population. Other radio stations present programs of special interest to the Caribbean population. There are two Spanish-language newspapers in Miami, *El Nuevo Herald*, published by *The Miami Herald* (the main daily newspaper in Miami), and *Diario Las Americas*. Numerous Spanish and Portuguese-language magazines from around the world are available on Miami newsstands, and major bookstores and libraries carry books in Spanish.

Art and Culture. MIAMI, Florida's location at the crossroads of Latin America and the Caribbean and its richly creative, diverse and sophisticated population, and its residents' enthusiasm for cultural experiences from classical to cutting edge put Miami and Miami Beach center-stage on the international culture circuit. The cultural scene is set to expand in 2006, when Miami's \$300 million Performing Arts Center (PAC) will open. Inspired by New York's Lincoln Center and designed by world-renowned Argentinean architect Cesar Pelli, the PAC will be one of only four major centers in the United States to feature three separate performance facilities: a 2,200-seat symphony hall, a 2,480-seat ballet/opera house and a 200-seat black-box studio theater. The new facility will house the Florida Grand Opera and the Miami City Ballet and will add to the many cultural events and activities available for the staff of the FTAA Secretariat to enjoy.



- Audiences already enjoy polished performances by guest orchestras, distinguished soloists and a bevy of creative dance companies. World-class music performances in Miami include Latin rhythms and hip-hop beat, highlighted by the Latin Grammy Award Ceremony held in Miami in September of 2003. Live productions and Broadway-style shows attract audiences to venues such as the Jackie Gleason Theatre, Actors Playhouse and the Coconut Grove Playhouse.
- The Broward Center for the Performing Arts is a crown jewel of Ft. Lauderdale's Arts and Entertainment District. The \$52 million complex consists of the magnificent 2,700-seat Au-Rene Theater which is frequently booked for major international, national and regional productions.
- One of the most recognizable landmarks in West Palm Beach, the Raymond F. Kravis Center is a renowned cultural arts center that has recently expanded. Palm Beach County is also the home to the largest art museum in Florida, the Norton Museum of Art.
- On the art scene, the Miami area boasts a number of noteworthy galleries and museums that present a wide spectrum of visual arts genres. Cultural gems include the recently renovated Bass Museum and the one of a kind Wolfsonian Museum in an historic landmark building on South Beach. The Miami Art Museum in Downtown Miami, North Miami-based MOCA - Museum of Contemporary Art, Lowe Art Museum at the University of Miami and the Art Museum at Florida International University all have wide-ranging collections and regularly feature noteworthy exhibitions.
- International art collectors and connoisseurs visit Miami for major hemispheric and international events such as Art Miami, Arte Americas, Contemporanea and Art Basel Miami, a sister show to the most important annual art show worldwide held in Basel, Switzerland.
- Other international events include the Miami Book Fair International and a wealth of annual film festivals including Black; Brazilian; Hispanic and the famed Miami International Film Festival, which presents an eclectic blend of films from Latin America, Central America, Africa, the Middle East and Europe.



- Multicultural and multiethnic traditions are celebrated with festivals and parades that reflect the rhythm of the many languages that are spoken here. One million people come out to celebrate Miami's Latin flavor at Carnaval Miami, with its frenzy of sports, concerts, food and music leading up to the excitement of Calle Ocho in Little Havana.
- Miami/Bahamas Goombay Festival rounds off the season in a colorful whirl of costumed jankanoo groups and Caribbean rhythms, served up with Caribbean arts and crafts, food and drink.
- Out on the streets, Miami's lively festivals and fairs celebrate artists and craftspeople selling their creative work, backed by musical performances and fueled by street food. The annual Washington Mutual Coconut Grove Arts Festival in February is one of the nation's premier outdoor fine-arts festivals.
- The area's cultural wealth is displayed in museums reflecting the diversity of the region. Historical sites range from the exquisite buildings of the Art Deco District to the grandeur of Vizcaya Museum and Gardens, an Italian Renaissance-style villa set in acres of formal gardens on the shores of Biscayne Bay. The Historical Museum of Southern Florida features southern Florida and Caribbean history in one of the country's largest regional history museums; the Sanford L. Ziff Jewish Museum of Florida showcases Jewish Life in Florida within a beautifully restored 1936 synagogue built by Miami Beach's first Jewish congregation and the Miami Museum of Science & Space Transit Planetarium features cutting edge exhibits and educational programs.
- Other attractions include the odd and amazing Coral Castle; the Ancient Spanish Monastery (the oldest European structure in the Western Hemisphere moved here and rebuilt by William Randolph Hearst); the breathtaking Biltmore Hotel; and the extraordinary public swimming lagoon at the Venetian Pool. Noted wildlife havens include Miami Metrozoo, Miami Seaquarium, Parrot Jungle Island, Monkey Jungle and Fairchild Tropical Garden.



Sports and Recreation. MIAMI, Florida scores high with a wide range of year-round sporting activities. In fact, *Sporting News* ranked Miami in the top 10 in its list of “Best Sports Cities in the United States.”

- The excitement starts with four professional sports teams. The Florida Marlins, 1997 and 2003 World Series Champions, play 81 home baseball games a season and will provide the Secretariat staff with some of the most exciting baseball in the Western Hemisphere. The Miami Dolphins, a perennial professional football powerhouse, thrills the crowds at Pro Player Stadium in the fall and winter season. The Miami Heat draws thousands of basketball fans to home games at the American Airlines Arena in Downtown Miami. Rounding out the professional sports list is the National Hockey League’s Florida Panthers, who play their home games at the Office Depot Center in Broward County. Many neighborhood soccer teams play regularly in Miami. Given the numerous quality stadiums and diverse population, FIFA regularly chooses Miami to host special soccer events, matches and tournaments.
- MIAMI, Florida is a golfers’ paradise with 16 public and private golf courses and 62 driving ranges and practice greens in the area. Famed golf architects have worked their magic on the local terrain, adding water, lush tropical vegetation and outrageous hazards to create some of the most exciting courses anywhere. There is also the opportunity to see top-flight golfers in action, playing tournaments such as the Royal Caribbean Golf Classic at Crandon Park on Key Biscayne, (another highly rated course) and the PGA Ford Championship on the famed Blue Monster at the Doral Golf Resort & Spa. Tennis players too, are well accommodated with nearly 600 courts of every surface in Miami-Dade County and the annual thrill of watching the world’s best players compete in the annual NASDAQ-100 Open tournament at Crandon Park on Key Biscayne.
- In addition, the area offers spectators fast-moving Jai-Alai, thoroughbred racing and greyhound racing, as well as the excitement of NASCAR and Grand Prix competition at the Homestead-Miami Speedway and the streets of Downtown Miami.



- From the ocean on the east to the Seminoles on the west, Miami-Dade County blooms with nature's wonders. There are more than 377 parks and recreational areas offering serene expanses of grass and tropical vegetation, nature trails and shaded pavilions perfect for picnicking. Many parks also feature running and jogging tracks, in-line skating and bicycle trails and children's play areas. Wide ocean beaches stretch from the northern part of the county to Key Biscayne, attracting millions of tourists and 2.3 million local residents year-round, especially in the frigid winter season.

MIAMI, Florida is the only community in America with two unique environments showing nature at its most dramatic. Everglades National Park, the "River of Grass" has the world's largest mangrove eco-system. This subtropical wilderness, teeming with wildlife and natural wonders, invites exploring and observing hundreds of species of birds and endangered species. Biscayne National Park is an awe-inspiring natural oasis made up of lush islands surrounded by the waters of Biscayne Bay. Beneath lie spectacular living coral reefs filled with brilliantly colored fish, perfect underwater scenery for diving and snorkeling experiences.

In Miami, FTAA delegates will enjoy the natural beauty of the surrounding environment and the diverse and exciting lifestyle that is offered in South Florida's vivid dining and nightlife, sightseeing and frequent cultural events and shows. For generations, both residents and travelers alike have known that when it comes to world class shopping South Florida is in a class of its own. With virtually every renowned name in retail, fashion and design represented in locations throughout the city, Miami is the ideal shopping destination.

North of Miami Beach are the famed Bal Harbour Shops. Among the most prestigious fashion and design centers in the world, it boasts such names as Cartier, Chanel, Hermes, Dior, Tiffany, Neiman Marcus and Saks Fifth Avenue. While shopping visitors can enjoy fine restaurants and bistros all set amid shaded tropical gardens and ocean breezes.

There are literally dozens of other major shopping meccas such as Bayside Marketplace, Dadeland Mall and Merrick Park throughout the greater Miami area that have multilingual staff and cater to the needs and tastes of the Latin American and Caribbean shopper.



DIPLOMATIC MISSIONS

Florida and Miami have major representation from the FTAA countries, as well as, from all other parts of the world, making it a true diplomatic center. Some of the FTAA countries have a Consul General's office, some have a Honorary Consul office and some countries, have both a Consul General's office and a honorary Consul office.

For example, South America has 11 Consul Generals and one Honorary Consul located in Miami. Central America has 6 Consul Generals and 4 Honorary Council offices. The Caribbean nations have 7 Consul General offices and one Honorary office in Miami. While Canada and Mexico have a Consul General office in Miami.

The number of Consul General Offices and Honorary Consul offices by FTAA region is shown below:

Region	Florida Consular Corp Number of Offices	Miami Consular Corps Number of Offices
South America	14	12
Central America	11	10
Caribbean	9	8
North America	3	2
Total	37	32

Miami and Florida have 32 and 37 consular offices from the FTAA countries respectively. All but one of the consular offices have career diplomats heading their country's mission in Miami.

As Miami evolved into a major business center for the Americas, so did the importance of the consular missions from the FTAA countries in Miami. Being the head of mission in Miami is often considered an important step in the career of diplomats. The consular offices in Miami have a variety of responsibilities beyond the traditional duties of passports and assisting their countrymen in emergency situations. These offices are also responsible for both promoting commerce-trade, technology-transfer and investment. They are a source for information on the country they represent; the economy, the society, culture and tourism.



In addition to the consular offices from the FTAA countries, Miami and Florida have broad representation from countries throughout the world. These representatives offices are a mixture of consulates and honorary consulates.

Region	Florida Consular Corps Number of Offices	Miami Consular Corps Number of Offices
Europe	37	22
Asia	7	6
Africa	7	5
Oceania	1	1
Middle East	2	2
Total	54	36

MIAMI, Florida also has 10 trade offices from the FTAA countries that focus on promoting the export of products from their respective countries. Many FTAA countries are also represented in Miami through the bi-national chambers of commerce. These are volunteer business organizations that promote trade in products and services between the United States and their home country. There are 17 bi-national chambers of commerce from the FTAA countries.



Visa Processing

The United States, through its Office of Homeland Security, has its immigration service that will work with the FTAA countries to provide the correct visas for those coming to Miami to work at the FTAA Secretariat or to visit the FTAA Secretariat for meetings.

The application process for the appropriate visas will begin in the home country of the visitor. Once the visitor arrives at Miami International Airport, he or she will be assisted with the clearing of customs.

There is one visa category that applies to those coming to work in Miami for the FTAA. This is the Employees of International Organizations Visa (G-Visa). This visa is tied to the job at the FTAA Secretariat, meaning that the person receiving this visa can only work at the FTAA Secretariat.

High-ranking government officials of FTAA member countries traveling to Miami to attend international conferences and multi-lateral negotiations would use the foreign Government Officials (A-Visa). A foreign dignitary in this category is defined as someone coming temporarily to the United States who has been accredited by a foreign government to function as an ambassador, public minister, career diplomat and consular officer, or other accredited official, as well as his/her spouse and unmarried minor children.

If the FTAA Secretariat employs interns, such as college students, the International Exchange and Internship Visa (J-Visa) would apply. The J-Visa is designed for educational and cultural exchange programs designated by the Department of State, Bureau of Consular Affairs.

It is expected that as a result of the FTAA Secretariat coming to Miami, private companies from the FTAA countries, as well as from other parts of the world, would decide to open an office in Miami. When they send employees to Miami they would have a variety of options for visas, such as the H-1B Visas, the L-Visa and E-Visa. Each of these visas has their own requirements and are used depending on the circumstances of the job of the employee.



FINANCIAL AND OTHER RESOURCES: THE BUILDING AND SITES

Securing the Permanent Secretariat is an important goal for everyone in South Florida. The financing of the Secretariat Site reflects this common goal. Financing of the construction and operation will be shared by the city, state and private sector. The City of Miami has made two outstanding sites available. The two sites are in spectacular locations with distinct characteristics that are detailed in this section. This distinctive building will cost in the range of \$12 million to \$16 million and will have a total square footage of approximately 50,000 to 60,000 square feet. This financial commitment will provide the physical infrastructure including all land and construction costs associated with the building. In addition, this public-private partnership will commit to fund substantially all of the operating and occupancy expenses of the Secretariat building as well as providing appropriate interim office space during the construction phase.

Sites for the Permanent Secretariat¹⁰

The Building

The design for the Permanent Secretariat promises to be an architectural icon that would be world-renowned for its marriage of style and function. This impressive stand alone building and its distinctive design represents the commitment of state and local government as well as the private sector to provide the ideal setting and home for the Permanent Secretariat of the Free Trade of the Americas.

The FTAA building translates the idea of 34 nations unified in diplomacy and trade into one significant architectural statement. The image becomes one that is forever linked with the City of Miami and with the City's historic connection to Latin America and the Caribbean.

¹⁰ Candidate Cities are requested to provide the following information for this section (FTAA. TNC/26):

- Commitments that the host government is willing to assume concerning the financing of cost of the FTAA Permanent Secretariat, in cash, kind or both.
- Other commitments that the government, at its different levels, is willing to assume vis-à-vis the installation and operation of the FTAA Permanent Secretariat.



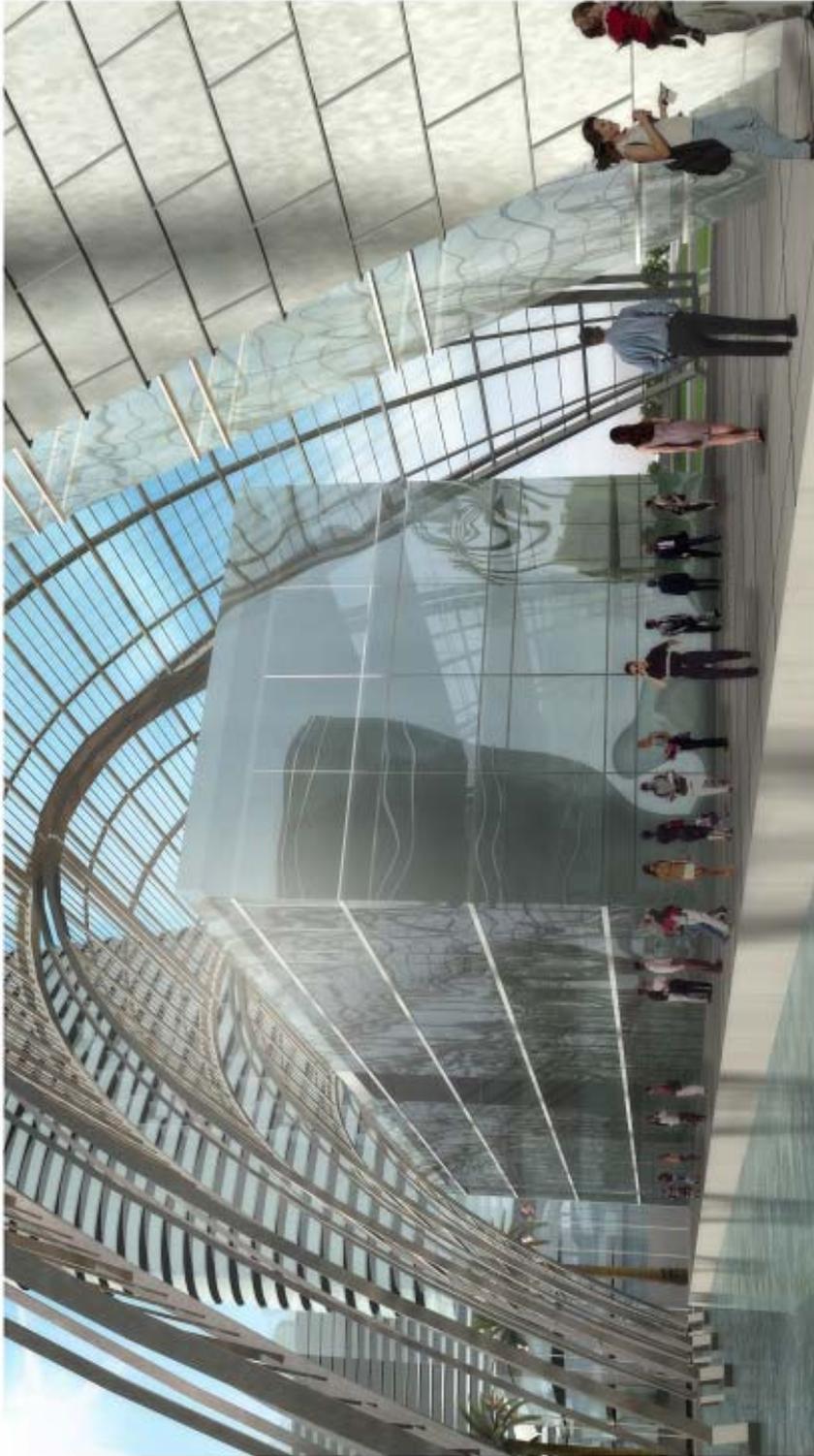
The architecture of the FTAA integrates the "Miami" elements of water, landscape and light and express the ideals of the FTAA, through the soaring quality of its architecture. The three elements of the building are rendered in three distinct materials; the crystalline glass of the secretariat that expresses the openness and transparency of the process, the titanium quality of strength and unity expressed by the Assembly Hall and the delicate transparent web of the arched coverings that shield and unify the buildings below. Hilario Candela, of Spillis Candela DMJM has described the FTAA building as a "Cathedral of Diplomacy and Trade".

The building has every amenity required and is fully-suited for the requisite activities of international trade. Delegates and staff will find the building facilitates their work and has been designed with ample space for plenary session meetings and other functions. Miami is a multi-cultural microcosm that embraces its roots and looks forward to the new millennium with an energized spirit. We have committed significant resources to ensure that the FTAA has the optimal building and location when it calls Miami its permanent home.



BUILDING RENDERINGS









The Sites

The City of Miami is proud to offer not one, but TWO potential sites: Watson Island and Dinner Key.

Watson Island is located adjacent to the port overlooking the impressive Miami skyline. The new building that would be constructed for the Secretariat would be the crowning touch of this project that will take advantage of this ideal location between Downtown and South Beach.

The FTAA's home would be located amongst the Island Gardens hotel, retail and marina complex and be the perfect complement to the adjacent Miami Children's Museum, Parrot Jungle Island, nearby American Airlines Arena, Performing Arts Center and the planned Museum Park.

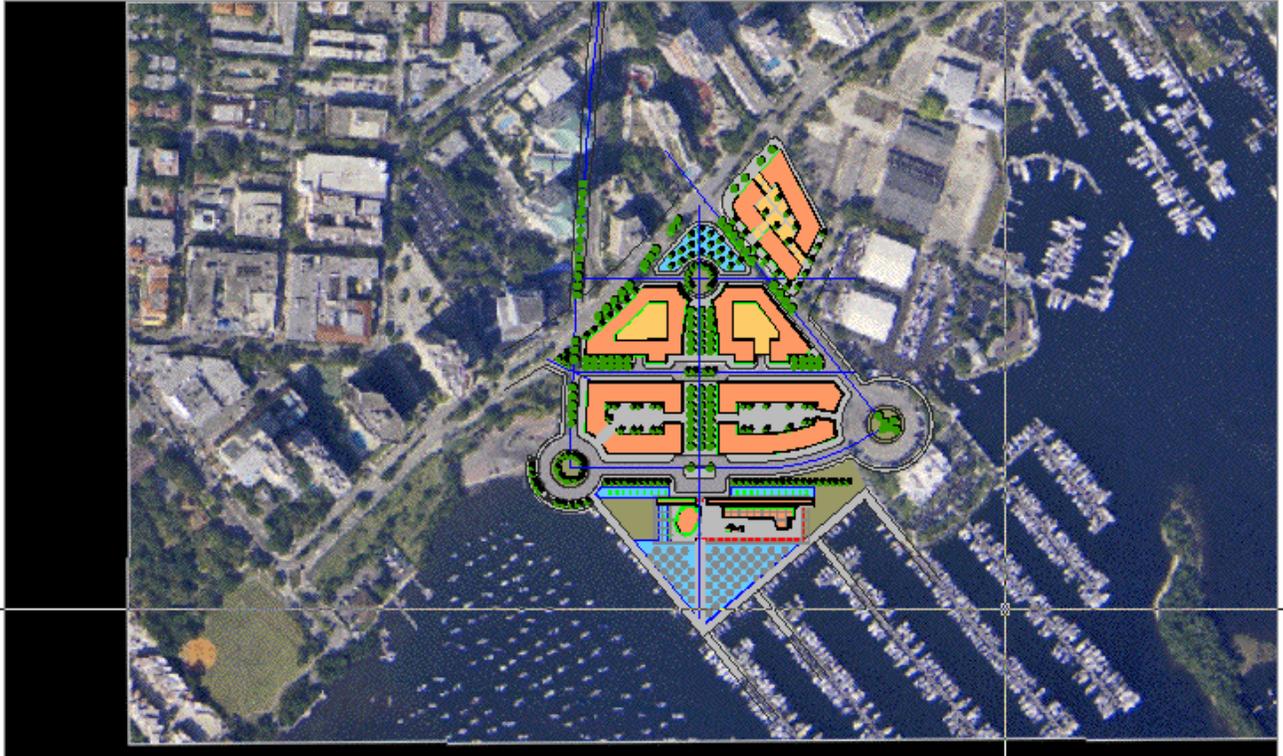
Watson Island is also only a short 15-minute drive from the Miami International Airport and will be connected to Downtown Miami and South Beach with the proposed Mass Transit Link. Both excellent security and parking are also planned as part of this ideal island location for the FTAA home.

Dinner Key is the second site option we're pleased to offer. It sits in the historic core of Miami, on Dinner Key, near the original Pan American World Airways Seaplane Base and Terminal. Just as this site historically connected South Florida with its hemispheric neighbors when Pan American began its operations there in 1931 as the original "Gateway between the Americas," the Permanent Secretariat of the FTAA would carry forward this tradition as the "Gateway of the Americas" for the new millennium.

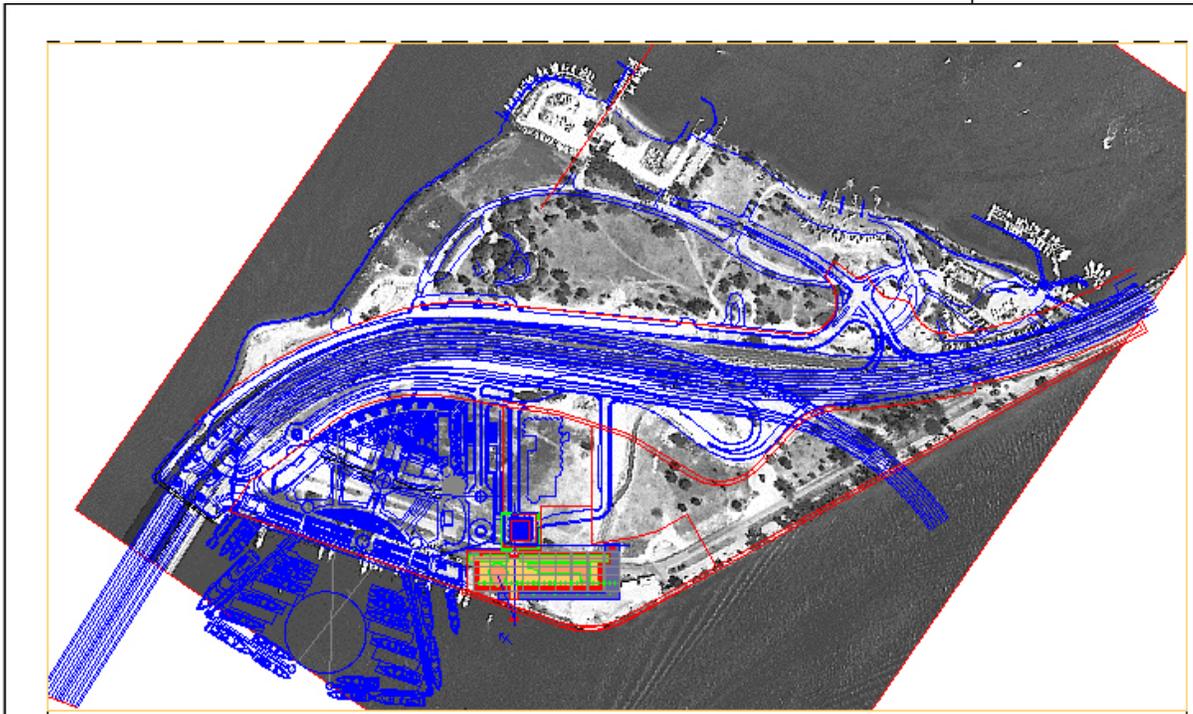
The Dinner Key site is adjacent to Coconut Grove, the Miami City Hall and in the midst of an exquisite pedestrian-friendly environment full of excellent hotels, residences, restaurants and retail stores. This waterside location offers views across Biscayne Bay and Dinner Key Marina and would be developed as a stand-alone landmark building within an open plaza space, with excellent security and parking.

Miami International Airport is only 15 minutes from this second site option and has a direct connection to the Metro rail system to reach downtown Miami.





FTAA FREE TRADE AREA OF THE AMERICAS COCONUT GROVE SPILLIS CANDELA DMJM



FTAA FREE TRADE AREA OF THE AMERICAS WATSON ISLAND SPILLIS CANDELA DMJM



ADDITIONAL COMMITMENTS¹¹

Legal Status

As the United States will be participating in the FTAA treaty, the privileges and immunities for international organizations operating in the United States commonly accorded under the International Organizations Immunities Act will be extended to the FTAA Secretariat and its delegates. Once designated as an International Organization by FTAA parties, the Secretariat would be designated by U.S. Government Executive Order as an International Organization. Delegates and staff from FTAA member governments would be entitled to G-1 Visa classification and employees of the Secretariat to G-4 Visa classification, regardless of the type of passport they hold.

The G-1 diplomatic Visa is a nonimmigrant visa which allows designated principal resident representatives of foreign governments recognized by the U.S. to enter into the U.S. to work for an international organization and not for personal business or pleasure. The staff and immediate family members of principal G-1 visa holders also qualify for G-1 visa.

The G-4 Visa is non-immigrant visa which allows foreign officers or employees of international organizations of any rank to enter into the U.S. to engage in business activities and not for personal business and pleasure. The staff and immediate family members of principal G-4 Visa holders also qualify for G-4 Visa.

Delegates and staff may stay in the U.S. indefinitely with their G-status. There is no requirement that the applicant must have a foreign residence to which he or she intends to return.

¹¹ Candidate cities are requested to provide the following information for this section (FTAA.TNC/26)

- Headquarters Agreement to determine the legal status of the FTAA Permanent Secretariat and its staff, including privileges and immunities
- Entry and exit formalities such as visa requirements for delegates and contract staff (interpreters and translators) of the FTAA Permanent Secretariat.
- Other commitments or additional information of relevance for consideration by Ministers in their deliberations



Delegates don't have to pay U.S. income tax while on G-status.

If there is a reciprocal work arrangement between the U.S. and an FTAA nation dependents of delegates can apply for and receive permission to work full time here in the US. They may also take up a full-time or part-time course of study while on G-Visa.

No fees for visa issuance or processing would apply to FTAA delegates and staff.

Travelers who are traveling to the United States for the purpose of official business for a foreign government or international organization are not subject to fingerprinting at the time of application for a visa and admission at the port of entry. Applicants for diplomatic visas are not fingerprinted when they apply for neither a visa nor when they arrive or depart the United States. Applicants may be photographed at application or the point of entry. All visa applicants are subject to possible delays for security purposes, but few applicants from FTAA countries are likely to experience any delay at Miami International Airport since Miami will work with appropriate authorities to expedite FTAA staff and delegates through customs.

Liaison Office

Miami as host will create a Liaison Office between the local, state and federal authorities and the Secretariat to troubleshoot and facilitate any requirements as they arise. This permanent liaison from the host committee will have access to high level decision makers to ensure that issues are resolved expeditiously on behalf of the Secretariat. This could include but is not limited to issues related to infrastructure, financing, and implementation of commitments.



Cost Saving Commitments for FTAA Secretariat Staff and Delegates

The liaison office will help FTAA staff, delegates and their families participate in the many cost saving amenities that the City of Miami and the State of Florida will provide for them.

As host Miami will arrange:

- Special FTAA rates at host hotels
- Special rates for official air travel
- Access and reduced fees for medical procedures at local hospitals and medical institutions
- In-state tuition for FTAA delegates, staff and their family members. This promises substantial savings. In-state tuition at state universities is approximately \$2,770 per year while tuition for out of state students can go as high as \$13,800
- Special FTAA rates on telecommunications services
- A state-of-the-art security system and procedure at the Secretariat to complement full coordination with local, state, and federal emergency response preparedness
- As part of our liaison services, we will ensure that FTAA delegates, staff and their families take advantage of the many arts, culture and recreational opportunities available in South Florida
- Housing/relocation assistance will be provided by making real estate professionals available to present information on neighborhoods, pricing, arrange visits and secure housing for FTAA delegates and staff
- Special legal assistance will be made available to FTAA countries involved in FTAA disputes
- Facilitation of banking services for the Secretariat and staff

Miami and State of Florida exceeded their original commitment during the temporary stage of the Secretariat and will ensure that this level of commitment remains. This is just our preliminary offer and is subject to negotiation. Upon selection an agreement between both parties will ensure that our respective obligations are mutually recognized.



HEMISPHERIC COOPERATION

Recognizing the broad differences in the levels of development and size of the economies in the region, Miami has moved to create opportunities for the full participation of the smaller economies and to increase their level of development. Miami has had a long-standing commitment to creating mechanisms that promote and protect the flow of productive investment in the Hemisphere, and to promote the development and progressive integration of capital markets. Widely shared prosperity contributes to hemispheric stability, lasting peace and democracy. Miami is committed to creating employment opportunities that improve the incomes, wages and working conditions of our regional neighbors so that individuals throughout the Hemisphere will have the opportunity to realize their full potential. Miami has taken the initiative in this issue and created two programs to address the differences in levels of development by providing technical assistance and training related to:

- Strengthening productive capacity and competitiveness
- Strengthening capacity for facilitating trade
- Strengthening capacity to meet security commitments
- Fostering the competitiveness of the economies
- Encouraging the development of innovation capacity and the transfer of technology
- Adjusting to integration

The hemispheric cooperation programs support the FTAA's efforts in areas of relevant to the supporting nations' effective participation in the negotiations and benefits of trade. They are a central part of Miami's agenda for economic growth, development and poverty reduction in the region. They are truly community programs that involve the input and contributions of both public, private and other sectors of society. It is the sincere hope that they will enable countries, especially the smaller economies, to participate beneficially and equitably in our region's trade.



The defining characteristics of these programs are:

- Objectives and goals that reflect priorities for the short, medium and long term,
- A dynamic character which enables them to respond to the changing needs of countries,
- Addressing concrete needs,
- Inclusion of mechanisms for monitoring and evaluation, and
- A regional scope, executable in many countries.

Miami strongly believes the Hemispheric Cooperation Program (HCP) will be a central element of support for the FTAA. Miami currently has the following two initiatives that match the objective of the Hemispheric Cooperation Program and we plan to incorporate these initiatives to be a part of the HCP:

- FTAA-Florida International University (FIU) Center of Excellence Program
- The Caribbean Basin Ports Council Initiative

These two programs are outlined in continuation.

FTAA -FIU Center of Excellence Program

The mission of this center is to create a business and academic environment of cooperation and sharing which fosters a leadership mindset change in 3600 FTAA's Small and Medium Enterprises (SME) in the first three years by:

- Leveraging transferable skills,
- Developing competitive business and trade capacity, and
- Creating greater integration of regional businesses.



Many think that economic development in nations concerns only large multinational corporations. The truth of the matter is that SME's are the key drivers of new employment and opportunity. Seventy five percent of employment in the U.S. is originated by SMEs, and they represent the "engine" of the U.S. economy. To support the efforts of regional integration and expanding the benefits of trade for everyone, the State of Florida will mentor small and medium sized business of the 34 countries of the FTAA through FIU's academic expertise and their local entities, to level their competitiveness. American Hemisphere SME's will benefit from increased business knowledge and exposure, research access and networking in the private and public sector.

The program is comprised of 5 key phases:

At FTAA's member countries:

- 1) Development - Program awareness, marketing efforts and selection of alumni,
- 2) In country Preparation - E-based training followed by 1 week attendance at an affiliated university, and
- 3) Web based training research and preparation.

At FIU Miami:

- 4) FIU course - 1 week attendance at FIU in Miami, Florida, and
- 5) Follow-up and Community - E-based learning, updates, newsletters, community and networking with successful business.

In a 3 year-period, 3,600 company representatives will be selected from a pre-screening process from FTAA member countries. Once they meet the criteria of participation as set forth by the program administrators they will participate in a 1-week web-based learning exercise. They then enroll for attendance at a local selected university, where they will be brought up to speed with the teaching levels and begin to improve their capabilities. Once their participation at a local university is complete, further training is provided through the Internet in preparation for attendance at FIU's final week of the FTAA-FIU Center of Excellence Program.



Through the creation and establishment of an FTAA Center of Excellence with FIU and selected FTAA countries' academic counterparts, the program management support of FTABiz Multiplier, LLC and Global Consulting Group, Inc., small and medium sized organizations of the Western Hemisphere will find a long standing and reliable source for the leadership, dynamic skills and competitive edge they need to thrive.

The Caribbean Basin Ports Council Initiative

The efficient movement of goods, services, capital, information and technology are the foundations of Miami's success as a regional trading partner and integrator. The issues of transportation and security affect the prosperity of all nations. Without the ability to move goods and people; trade, shipping, tourism and other industries are crippled. The ability to provide secure and efficient ports in compliance issues will determine the ability of nations to effectively be involved in commerce and attract tourism and investment.

To be in compliance, each country must designate an agency that is in charge of their port security and give a person the authority and responsibility for implementation, as well as for seeking assistance in the development of security assessments and security plans. Funding is the main limitation for implementing the mandated security requirement to upgrade ports, implement new technology and software, as well as train staff.

The deadline to implement these new security requirements is imminent. While there are some countries in the Caribbean Basin that have begun to assess and prepare for these new requirements, there remain some in need of assistance in the assessment and implementation phases of compliance. As trade is such an important issue to the economic health of our neighbors, the Caribbean Central American Action (CCAA), in collaboration with the Florida Ports Council with cooperation and financing from the private sector, are working to create a hemispheric infrastructure for trade in the region. Their mission is to establish the Caribbean Basin Ports Council that would serve as the regional institutional body that would assist in locating funds from multilateral organizations and the private sector to oversee the implementation of the requirements needed for compliance with international security requirements. In the future they will focus on assisting these nations in the development of best practices and training programs to insure they are optimizing their port's capabilities and their nations trading capacities. This project has gathered support from organizations such as The Caribbean Shipping Association, The Caribbean Development Bank, The Organization of American States, and CARICOM.



Florida FTAA has provided the seed money, coordination and support for this initiative. Our efforts have facilitated the contributions of funds from public institutions like the Inter-American Development Bank (through the Multilateral Investment Fund and USAID) and private donors to secure the consulting services and financing for central governments and the relevant Port organizations to upgrade and invest in capital security equipment to comply with the new regulations. The deliverables for the current activities are as follows:

Provide risk assessment of the ports in the OECS countries

- Comprehensive on-site security survey and vulnerability assessment; identification of existing security measures, weaknesses and procedures (including human factors), port infrastructure, policies and processes

Implementation Plan for the ports in OECS countries

- Determine what must be done to for full compliance in short, medium and long term
- Define interim measures that can quickly and inexpensively be put in place
- Detail cost of full compliance, infrastructure modernization and training programs
- Develop on-going capacity building, technical and educational seminars on threats, their likelihood and commensurate prioritization of security procedures

Identification of relevant funding mechanisms for implementation

- Develop viable repayment mechanisms for study grants and project financing
 - Caribbean Basin Ports Council
 - Set “security” fees for each port based on risk complexity and volume
 - Establish escrow account to capture port “security” fees from end users, (cargo shippers, cruise lines, customs brokers, freight forwarders, etc.) as primary source of repayment
 - Design “Fast Pass” mechanism payable up-front at a discount to provide for multiple visits to multiple ports over time (1 to 2 years)
 - Single visits are also treated as such



CONCLUSION

- Miami offers the best overall package for the Permanent Secretariat of the FTAA.
- A distinctive world-class building with the option of two ocean and bay view locations in the center of Miami.
- Convenient location for all FTAA countries in the Americas to gather to meet.
- A world renown trade center and hub of diplomatic activity for Latin America and the Caribbean.
- Frequency, number of flight connections and economic travel options.
- Expedited Customs clearance.
- Transportation to and from either proposed site for the HQ is well located and fast to get to.
- Many hotel options- special FTAA rates will be negotiated at quality hotels.
- State of the Art telecommunications is readily available and at the most competitive rates in the hemisphere.
- Safe place to live, work and play.
- Highly qualified human resources - multi-cultural, multilingual peoples reflecting the diversity of the hemisphere available to be hired by the Secretariat.
- A community that has for more than 40 years embraced and promoted Hemispheric Cooperation with it's friends in Latin America and the Caribbean.
- Miami stands ready to receive the FTAA Secretariat and provide the necessary structure to support it financially and logistically.

MIAMI, Florida IS the Gateway of the Americas