



Prepared for the
Government of Aruba

ARUBA HOUSE / USA

June 2017

Aruba Sister Cities – Citizen Diplomacy Program

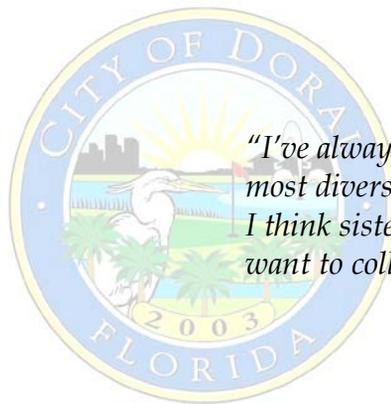




FOREWORD

-J.C. Bermudez
Mayor of City of Doral

As founding and current Mayor of Doral and on behalf of the City Council and residents of this city, it is my pleasure to extend this warm greeting to our friends and colleagues in our charming Sister City, Oranjestad, Aruba. Doral seeks a robust and engaging relationship with the administration, businesses and citizens of Oranjestad and all of Aruba for the purpose of creating mutually beneficial opportunities for both communities. I look forward to working with Oranjestad to further our shared goals of stimulating business and trade relations, encouraging cultural and educational exchanges, and committing to municipal cooperation in any areas that will contribute to shared prosperity and friendship between the people of both cities. We are excited at the plans for establishment of the Aruba House in Doral, which will serve as the platform to promote Aruba in Doral and help facilitate connectivity between our sister communities. I am a firm believer that only an active program can provide the mutual benefits that both communities seek from this alliance, and as such I am committed to building bridges and establishing a successful and sustainable Sister Cities relationship that can bear fruit for both communities for decades to come.



"I've always said we are the most diverse city, in the most diverse state in the most diverse nation on earth. I think sister cities really complement that, but I don't want to collect agreements, I want active programs."

- JC Bermudez Mayor of Doral

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PREFACE

“Doral Means Business”

-Manuel Pila

Economic Developer at City of Doral, Florida



Warm greetings from the City of Doral. As the fastest growing city in Florida and the undisputed economic engine for Miami-Dade, movers and shakers from all over the world know that ‘Doral Means Business.’ As the Economic Developer for Doral, I am devoted to elevating Doral as a world-class destination for trade and commerce through programs that promote the smart growth of the City’s economy. I am honored to oversee our Sister Cities program with the purpose of advancing the economic vitality of our city and its international partners. I was thrilled to be part of the process to bring about our Sister Cities relationship with Oranjestad and I am excited to help further the goal of maximizing this strategic partnership to bring about real benefits to our communities. At the heart of the relationship is a shared interest in stimulating prosperity and quality of life through cooperation in trade and tourism, art and culture, sustainability and innovation, education and governmental cooperation. ‘Doral Means Business,’ and with attention and care, this new relationship is poised to provide opportunities for prosperity for both municipalities for decades to come.



Citizen Diplomacy

The objective of this paper is to introduce and request the official appropriation of a new program into the Aruban Government.

The details and benefits of The Aruba Sister Cities – Citizen Diplomacy Program are explained in this document.

This initiative is put forth and sponsored by The Minister of General Affairs, Science, Innovation & Sustainable Development and co-sponsored by The Minister of Economic Affairs and Communication.

Citizen Diplomacy

One of the myths of our times is that relations between countries is principally a function of government policy and that diplomacy is exclusively a government-to-government dialog. Actually, it is businessmen and businesswomen, unelected people of good will; be they artists or scientists, athletes, students, or scholars in the humanities; who are more integral to defining the tone of relations between states than elected officials. Citizen diplomacy generally precedes and increasingly supersedes government-to-government relations. Citizen diplomacy is exclusively about the power of values and the power of the human spirit. The Aruba Sister Cities – Citizen Diplomacy program underscores the vital role of exchanges and encourages Aruban citizen diplomacy.

General Concept Outline

The Aruba Sister Cities Citizen Diplomacy Program emerged from one basic question:



INTRODUCTION

Citizen Diplomacy

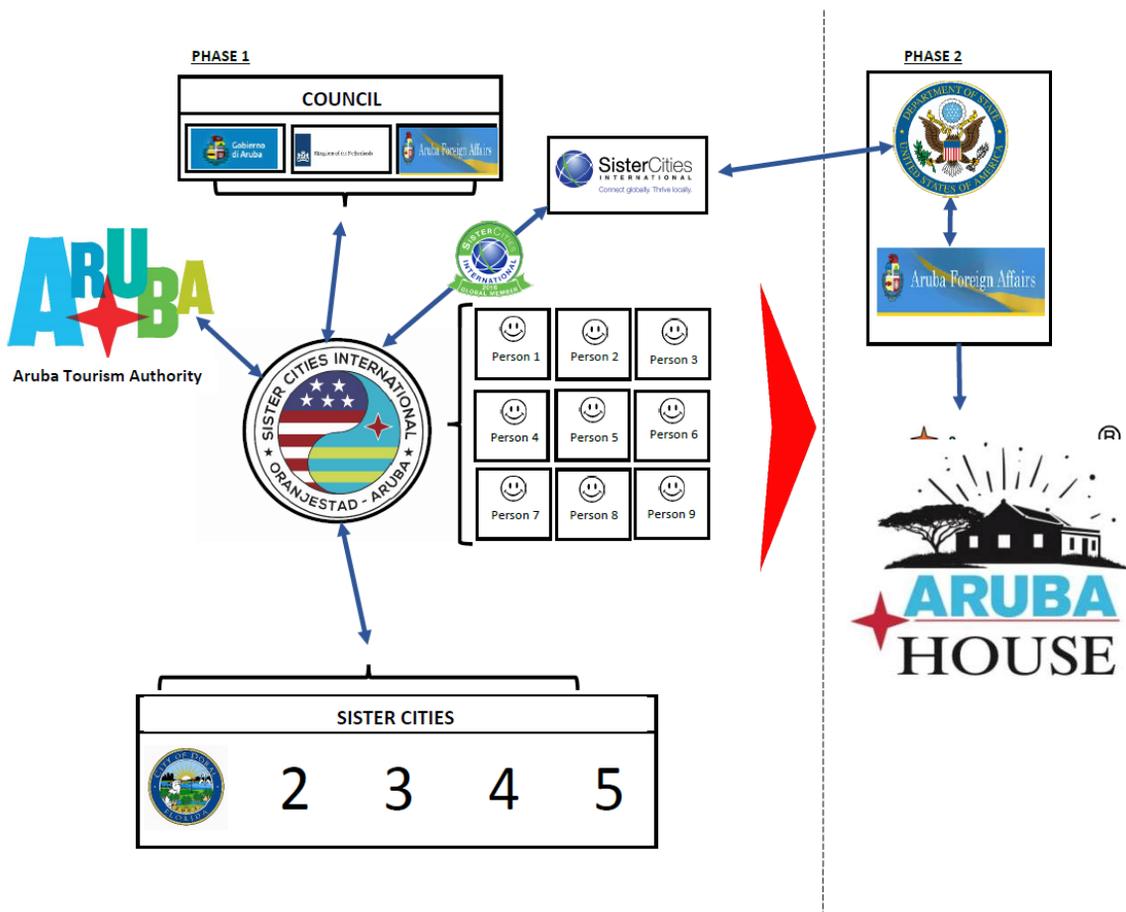
SECTION 1

Import & Export Connectivity

The main purpose of this platform is to increase import & export and connectivity between Aruba and a total of five(5) selected vitally important US sister cities.

The program rests on the Sister Cities International platform which encourages citizen diplomacy and citizen participation, maximizing Aruban talent and recognizing that the Aruban Citizens have the right, and even the responsibility, to help shape Aruban foreign relations, one handshake at a time. The difference between citizen diplomacy and public diplomacy is that in the former, individuals are the main tool used and in the latter governments are heavily involved in order to change people's ideas about their countries.

The ARUBA-HOUSE project is constructed to be executed in two phases.



The Mission

Major Milestones & Achievements

The ARUBA-HOUSE initiative was forged by Johnny Scharbaay, Ralph Romsom and Danny van der Kruit along with a team of ordinary Aruban patriots who demonstrated interest in contributing and participating in the endeavor. The business strategy allowed for ample time to duly test several events and accumulate sufficient experience in order to assess the feasibility of the entire project prior seeking official approval from Aruba's elected officials and legislators.

Substantial investments were made by the founders of the project to initiate Phase-I and propel the initiative to the point where they are now confident that the island of Aruba as a whole can indeed support, benefit from, and stand behind the international venture.

It was important not to structure ARUBA-HOUSE with a narrow function but rather with a broad and far reaching impact. The enterprise should be built from the bottom up; by and for the Citizens of Aruba.

In order to reach a higher level, this grassroots model has amassed a 2-year history and is ready to be considered and supported by the Aruban Government.

On May 25th, 2016 Johnny Scharbaay submitted a request to create a "special envoy" position in order to officially exercise work on behalf of the ARUBA-HOUSE project while keeping his current employment as research leader at the Department of Aruba.

On the next pages follow the chain of events which matured the mission to the level where it can be incorporated and regarded as an important entity into Aruba's Master Plan.

INTRODUCTION

SECTION

1

Major Milestones & Achievements

Feb 2015 ARUBA-HOUSE general concept was created

March-July 2015 Project was pitched to several potential stakeholders and to several South Florida cities i.e. Miramar- Pembroke Pines- Weston in search of an appropriate Florida Sister City

August 2015 Consul General in Miami endorsed overall concept

August 2015 Attended Sister City conference in Miami Beach and met with Manuel Pila and Alex Tejerizo from City of Doral

September 2015 Visited Sister Cities Organization headquarters in Washington DC 915 15th Street NW on the 4th floor (met with Mr. Taylor Woodruff)

2015



September 2015 Visited Minister Plenipotentiary Andy Lee at Embassy in Washington DC to present ARUBA-HOUSE concept

December 2015 Diario di Aruba published Happy New Year message ad.

December 2015 Signed 2 year office lease at Miami Free Zone in Doral Florida

MIAMI
FREE ZONE

2016

January 2016 Became official member of SCI

January 2016, Visited Mayor Boria to pick up LOI

January 2016, Delivered LOI to MinPres

Feb 2016 First event – New Generation Steel Band in Aruba

March 2016 P3A Conference with Vice Mayor Cabrera and Manuel Pila

March 2016 Visited ATA and gave presentation about City of Doral



INTRODUCTION

SECTION

1

Major Milestones & Achievements

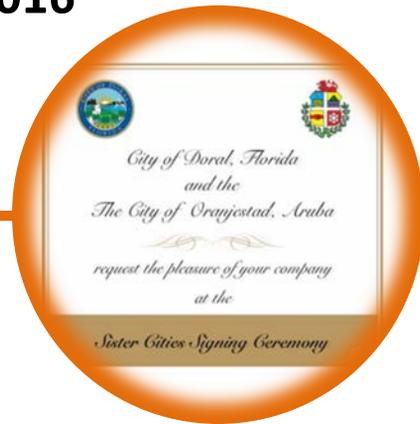
2016

April 2016 Doral unanimously approves Sister City agreement with Oranjestad

May 2016 Radio interview Pete de la Torre and MinPres in Doral and Miami Dade College (North Campus)

May 2016 Sister City ceremony & reception

June 2016 Aruba Sister Cities Program development



2017

2017 Bureau Innovatie visit HUBB in Doral

2017 ARUBA-HOUSE Facebook launched

2017 Ritmo Doral Festival participation

Nov 2017 Elections; Doral elects new mayor.

May 2017 1st anniversary observed with visit Director of Aruba Foreign Affairs; Mr. Edwin Abath

June 2017 submittal of "Citizen Diplomacy/Oranjestad-Aruba Sister City Organization program & ARUBA-HOUSE proposal"



Mission Statement: To promote peace through mutual respect, understanding, and cooperation — one individual, one community at a time.

Sister Cities International was created at President Eisenhower's 1956 White House conference on citizen diplomacy. Eisenhower envisioned an organization that could be the hub of peace and prosperity by creating bonds between people from different cities around the world. By forming these relationships, President Eisenhower reasoned that people of different cultures could celebrate and appreciate their differences and build partnerships that would lessen the chance of new conflicts.



Sister Cities International creates relationships based on cultural, educational, information and trade exchanges, creating lifelong friendships that provide prosperity and peace through person-to-person “citizen diplomacy.” Since then, Presidents Kennedy, Johnson, Nixon, Ford, Carter, Reagan, Bush, Clinton, Bush, Obama and now President Donald Trump have served as the Honorary Chairman of Sister Cities International.



Since its inception, Sister Cities International has played a key role in renewing and strengthening important global relationships. Early partnerships included a trading relationship between Seattle, Washington and Tokyo, Japan, repairing

Post WWII aid programs to Western Europe. The relationships that endured, however, were based on cultural or educational reasons that developed lasting friendships. Sister Cities International improved diplomatic relationships at watershed moments over the past 50 years, including partnerships with China in the 1970s.

In the new millennium, Sister Cities International continues to expand its reach to new and emerging regions of the world. Today, it dedicates a special focus on areas with significant opportunities for cultural and educational exchanges, economic partnerships, and humanitarian assistance. Sister Cities International works closely with the U.S. Department of State and its diplomats as well as foreign embassies in the U.S.

Sister Cities from the Kingdom of the Netherlands

The Sister Cities International Organization is hardly unknown to the Kingdom of the Netherlands with a total of 8 signed agreements. In fact; Nijmegen and Albany's alliance dates back since the late forties and this special alliance was later adopted into the Sister Cities program. The following Dutch cities have signed up and benefitted immensely from these unique US sister city relationships:

- **1947** Nijmegen – Albany, NY
- **1977** Emmeloord – Goshen, Indiana
- **1980** Enschede – Palo Alto, California
- **1985** Rotterdam – Baltimore, Maryland
- **1993** Leidschendam-Voorburg – Temecula, California
- **2012** Utrecht – Portland, Oregon

The island of St. Maarten has also established a sister city relationship with the City of Tallahassee in **1999** but as a "city" of the Netherlands since the agreement was signed before St. Maarten became a constituent-partner inside the Kingdom.

The City of Oranjestad-Aruba is the newest member which signed her first sister city agreement with Doral, Florida in **2016** as the Island Nation of Aruba with the Capital City of Oranjestad registered as a Global SCI member.

The Netherlands is generally responsible for foreign affairs and defense on behalf of the entire Kingdom. The uniqueness of the Kingdom of the Netherlands as "One Kingdom-Four Countries" makes it possible that the Country of Aruba could venture out and engage with US cities based upon the Sister Cities International platform and freely decides in what fashion to do so without the oversight or approval by the Netherlands. It is therefore imperative that the actions of Aruba's Sister City organization and programs be supervised by the Aruba Foreign Affairs.

The mission is to develop a robust Oranjestad Sister City program which takes full advantage of this opportunity as a proud and confident island nation which wishes to plant a pronounced footprint in major cities and target many market segments in the United States.



ENDORSEMENT

-Natalie Olijslager - Jaarsma
Former Consul General of the Kingdom of the
Netherlands
Miami, USA



PHASE - I

SECTION

3

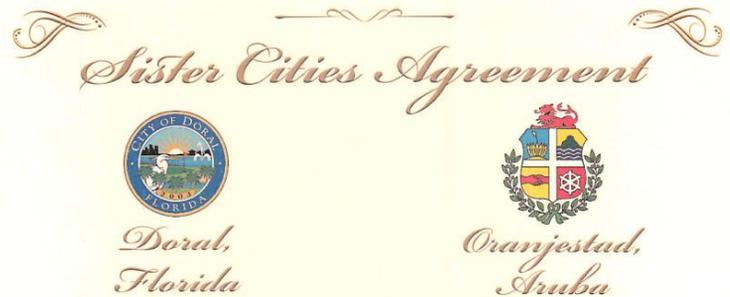
Aruba Sister Cities Platform & Mission



On May 6, 2016 the Sister Cities Agreement between Oranjestad, Aruba and Doral, FL was signed by former Mayor L. Boria of Doral and Prime Minister M. Eman of Aruba.

This agreement would need to be fulfilled by Aruban Citizen Diplomats, in accordance with the Sister Cities International bylaws.

Oranjestad is now an official Global Member of Sister Cities International Organization



Adopted by

The Honorable Luigi Boria, Mayor of Doral

And

The Honorable Mike Eman, Prime Minister of Aruba

The City of Doral, Florida in the United States and the City of Oranjestad, Aruba, in order to formalize the links of friendship between the two cities in the spirit of municipal cooperation, mutual respect, cultural exchange and joint economic benefit, seek to develop a Sister City relationship in order to stimulate and promote communication and camaraderie.

Oranjestad and Doral are both multicultural international destinations renowned for their healthy economies, their cultural richness, commitment to sustainability and high quality of life.

The citizens of Doral are linked to the people of Oranjestad through commerce, culture, education, tourism, trade, and family ties, facilitated by the frequent flights that connect the two cities.

In August 2015, a group of Aruban investors met with City of Doral officials to propose a Sister City relationship with Oranjestad, Aruba in conjunction with a 'Little Aruba' retail development in Doral that would serve as the launching pad for the exportation and promotion of Aruban products in the United States, as well as provide a site for cultural events, tourism, trade offices and a restaurant.

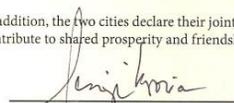
In January 2016, a letter of intent approved by the Doral City Council was delivered to the Prime Minister of Aruba, declaring Doral's interest in pursuing a formal Sister City relationship.

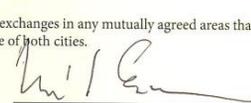
In February 2016, the City of Doral sponsored the New Generation Steel Band at the Aruba carnival, reinforcing a commitment to cultural exchange.

In March 2016, Doral officials attended the Public Private Partnership Aruba conference in Oranjestad and were welcomed by the Prime Minister, members of his Cabinet, the Aruba Tourism Authority and top-level businesses.

Now, the two cities do hereby declare their mutual commitment to establishing an active Sister City relationship for the purpose of stimulating business and trade relations between Oranjestad and Doral, as well as encouraging interaction in the areas of art, culture, education and municipal cooperation.

In addition, the two cities declare their joint intention to promote exchanges in any mutually agreed areas that will contribute to shared prosperity and friendship between the people of both cities.


The Honorable Luigi Boria
Mayor of Doral


The Honorable Mike Eman
Prime Minister of Aruba



Aruba Sister Cities Platform & Mission

Mission Phase-I: Creating the Soul of ARUBA-HOUSE.

Oranjestad-Aruba Sister Cities Association (OASCA) shall be incorporated as a 501(c)(3) non-profit, all-volunteer, non-partisan, secular, committee structured, Florida organization and the association shall be responsible to build the Soul of ARUBA-HOUSE by making as many connections possible with the sister cities which the association selects on behalf of Oranjestad-Aruba.

The association shall be a volunteer group of ordinary citizens and persons who have Aruba at heart and who, with the support of Aruba's elected officials, form long-term relationships with people and organizations in the US sister cities. The association functions independently and pursues the activities and thematic areas that are important to Aruba including but not limited to municipal, business & trade, education, sports and cultural exchanges with the sister cities. OASCA's objective is to develop respect, understanding, cooperation and peace through citizen diplomacy.

OASCA would be responsible to establish a total of five (5) sister cities in the United States on behalf of Oranjestad-Aruba.



PHASE - I

SECTION

3

OASCA



Phase-I shall be conducted from the OASCA headquarters in Aruba's first US Sister City of Doral.

Oranjestad-Aruba Sister Cities Association
Miami Free Zone
2315 NW 107th Avenue
Suite# 1M07
Doral, Florida 33172

Once the program is adopted by the Aruban government, OASCA's statutes and bylaws shall be instituted and the advisory board shall be assembled in order to substantialize Oranjestad's first sister city agreement and to pursue the selection criteria to attract four (4) additional US sister cities.

Advisory Board



Ralph Romsom
SCI Coordinator



Education



Culinary Arts



Johnny Scharbaay
Music & Culture



Arts & creative ind.



Tourism & Travel



Trade & Commerce



Innovation



Sports & Wellness

PHASE - I

SECTION

3

Miami Free Zone

OASCA headquarters is strategically located at the mall level inside the Miami Free Zone in Doral along with other similar international representative trade organizations listed below.

The office could be converted into a mini Aruban shared office space with the capacity of 5 office workers. Sub-leases are permitted and the Miami Free Zone has two additional large meeting halls available to Aruba at no charge.

Colombian American Chamber of Commerce

Suite 1M14

Chamber of Commerce

305-446-2542

<http://www.colombiachamber.com/>

Export Americas Corp.

Suite 1M44

International Trade Consulting

305-914-2321

<http://exportamericacorp.com/en/>

Florida Foreign Trade Association

Suite 2M30

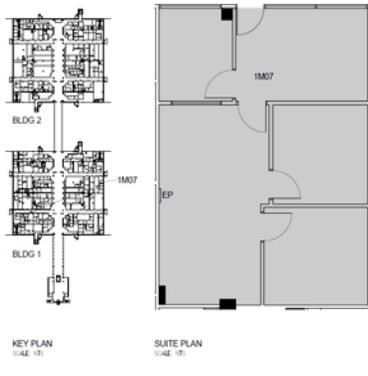
Foreign Trade Association

305-471-0737

<http://ffta.com/>

**MIAMI
FREE ZONE**

SUITE:	1M07
RENTABLE SF:	1,171 SF
SCALE:	NTS



PROSPERA

Suite 1M17

Small Business Development Services

<https://prosperausa.org/>

PROCOMER

Suite 2M56

Export Promotion Agency of Costa Rica

786-477-5750

<http://www.procomer.com/en/>

Pro Ecuador, Commercial Office of Ecuador

Suite 1M57

Commercial Office

305-677-8154

<http://www.proecuador.gob.ec/>

Africa Trade Development Center

Suite 1M06

Trade Development

305-416-9201

<http://democracy-africa.org/>



CITY OF DORAL

Mayor & City Council

SECTION 4



Mayor
Juan Carlos Bermudez



Vice Mayor
Pete Cabrera



Councilwoman
Claudia Mariaca



Councilwoman
Christi Fraga



Councilwoman
Ana Maria Rodriguez



Accolades

- Best city in Florida for business start-ups by *BusinessWeek*.
- Named #2 of America's Top 25 towns to live well for its pro-business environment, cultural amenities and highly educated workforce by *Forbes.com*.
- City of Doral ranks 51st in top 100 places to live and launch a business in the United States by *CNNMoney.com*.
- Named the third best place in the USA to retire by *US News & World Report*.



Resident's Characteristics

Population		Language Spoken	
Total population	54,116 ¹	English only	9.1% ²
Median age	34.2 ²	Language other than English	90.9% ²
Age 0-19	29.7% ²	Spanish	80.6% ²
Age 20-34	21.5% ²	Other	9.5% ²
Age 35-54	34.3% ²	Percent high school graduate or higher	96.8% ²
		Percent Bachelor's degree or higher	55.8% ²

For more census information go to <http://www.census.gov>



Quality of Life

- Over 10 public, charter and private schools with "A" grade status in Florida⁵
- Over 10 colleges, universities and technical schools
- Housing options that fit any life-style are all available in the City of Doral
- Six parks with a combined 121 acres of green space and recreational facilities
- Awarded Playful City USA every year since 2010 and Tree City USA in 2008 and 2013.



Industry Highlights

- Over 2,600 trade and logistics related companies (transportation & warehousing and wholesale trade)⁶
- Over 250 company headquarters⁷
- Over 100 multinational companies⁸
- Over 50 banking & financial institutions⁶
- Home to the Miami Free Zone, one of the largest privately owned and operated general purpose foreign trade zones in North America.
- Thriving tourism industry with over 20 hotels, including properties by Hilton, Marriot, Westin, Intercontinental and Trump National Doral, home to the famous Blue Monster.



Workforce

- The city of Doral has a highly skilled, multilingual and multicultural workforce of 26,314.
- 96.8% have a High School Degree or Higher.²
- 55.8 % of residents have a bachelor's degree and 20 % have postgraduate studies.²
- The unemployment rate remains at less than 4.5 %.⁴



Location, Location, Location

- Centrally located in NW Miami-Dade County
- It is bordered by three major highways.
- 1 mile from the #1 US airport in international freight (9th worldwide), Miami International Airport⁹
- 1 mile from the Hialeah Intermodal Rail Yard
- 10 miles from the Port of Miami¹⁰



Taxes

- Florida does not have personal income tax.
- 5.5% state corporate income tax
- 7% sales tax



Growth Projection

- Over 2 million square feet in approved commercial developments (Over 600,000 currently under construction)⁶
- More than 9,000 residential units approved (Over 3,000 currently under construction)⁶



Major Employers

- BE AEROSPACE INC
- BLUE CROSS AND BLUE SHIELD OF FLORIDA INC
- BOTTLING GROUP LLC (PEPSI)
- CARNIVAL CRUISE LINES
- PERRY ELLIS INTERNATIONAL INC
- TRUMP ENDEAVOR 12 LLC
- WORLD FUEL
- HELLMAN WORLDWIDE LOGISTICS
- TELEFUTURA NETWORK
- UNIVISION NETWORK LIMITED

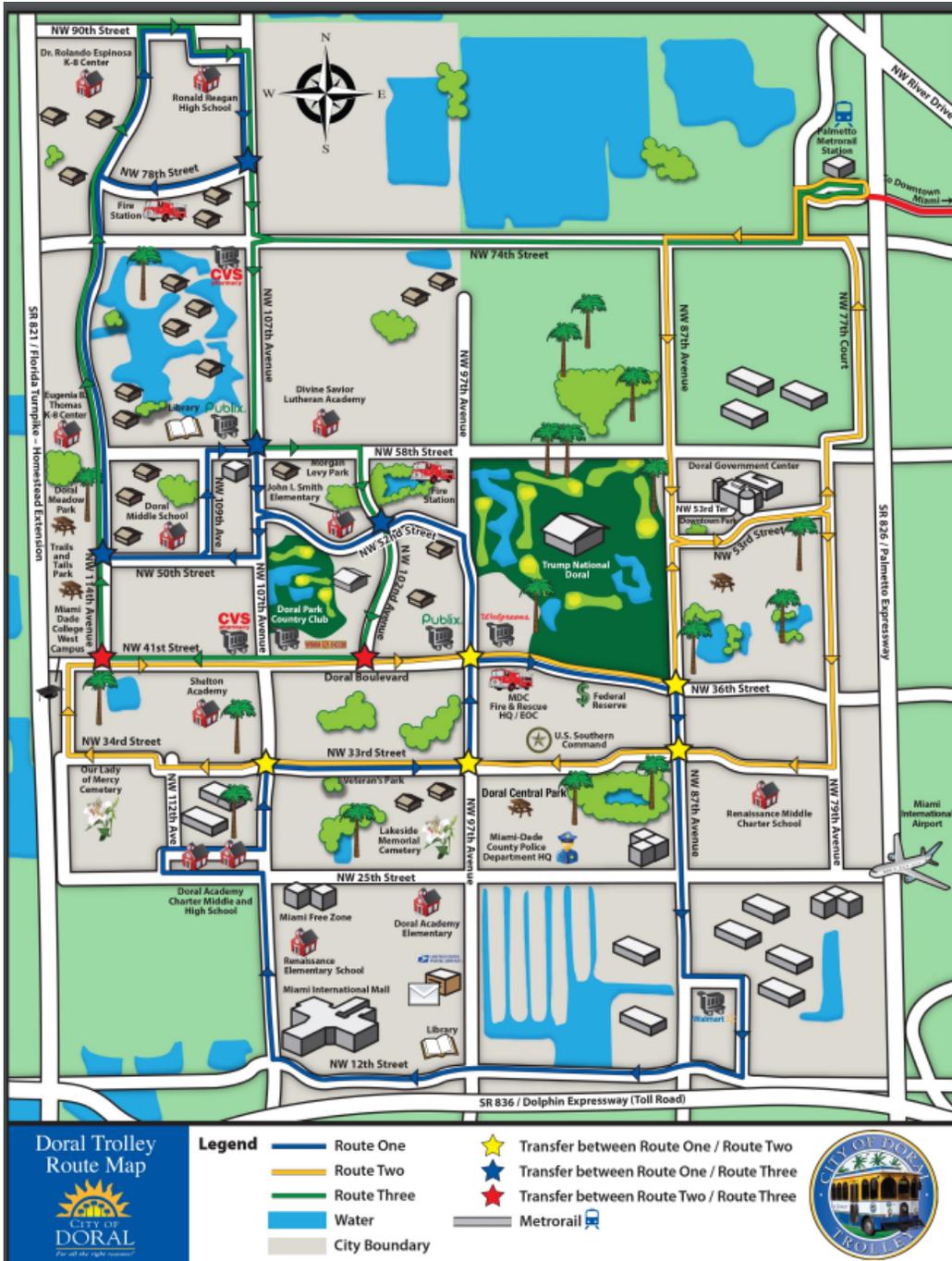


CITY OF DORAL

SECTION

4

City Map





***City of Doral
Economic Analysis
Report I: Competitive Assessment***

See Appendix for complete Economic Analysis



Programs relative to the Aruban Government Ministries

Ministry of Economic Affairs & Communications.

- Attract foreign investment
- Trade shows
- Maritime and logistics relations
- Aruba Export Desk & ARINA USA liaison
- Chamber of Commerce, Free Zone and Trade development organizations collaborations

Ministry of Education & Family Policy.

- Aruba Sister School program
- Student exchange programs
- University & College interchange

Ministry of Tourism, Transport, Energy & Environment.

- Encourage travel to Aruba in concert with ATA
- Collaborate with ATA USA guided by “Cu Mira Pa Futuro” agenda

Ministry of General Affairs, Innovation & Sustainable Development.

- Municipal interchange liaison
- Creative Industries (Art, Media & Entertainment. Music, Heritage & Culture, Fashion, Start-up exchange programs
- Green technology & smart cities collaborations

Ministry of Public Health, Elderly Care & Sports.

- Sister Cities Sports Tournaments program

Ministry of Social Affairs, Youth & Labor.

- Scouting interchange

Ministry of Justice.

- Police Training interchange

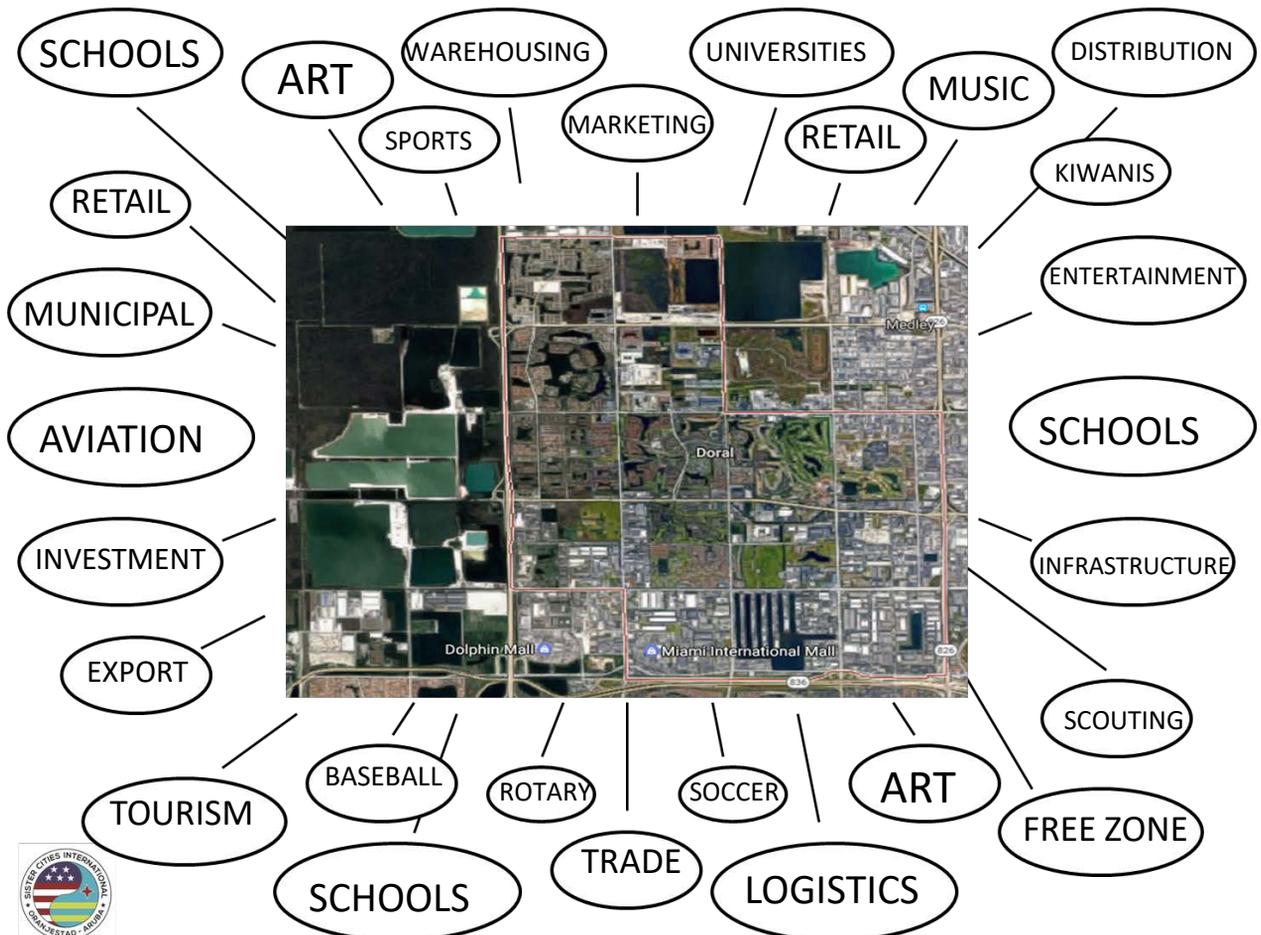
2018 Proposed private sector connectivity study

Upon the official adoption of Aruba's Sister Cities program by the Government of Aruba, an exhaustive study will be commissioned to measure existing and assess future connectivity opportunities to substantialize and maximize the potential of Aruba's sister cities program in Doral.

A consortium of bureaus from both sister cities is envisioned to participate in this targeted study and orchestrated by FIU Metropolitan Center, providing a scientific study which produces the necessary data to measure progress and which would serve as part of the feasibility study for Phase-II

This comprehensive study will be constantly updated as new interchanges, connections and relationships are made and this study will also be conducted in the additional (4) Oranjestad's sister cities.

Invitations for the Aruba-Doral connectivity study will go to: FIU, MDC, Doral Business Council, Doral Chamber of Commerce, Division of Economic Development City of Doral, Universidad di Aruba, Kamer van Koophandel Aruba, ATIA, ARINA, DEACI/EXporDesk and other stakeholders who might benefit from this data



The Tourism & Travel industry is the most important pillar upon which Aruba's economy rests. Most Aruban programs and initiatives are directly or indirectly impacted by this flourishing industry. Tourism has truly put Aruba on the world map!

The proposed Sister City program will naturally relate directly to this significant pillar as the sister cities are only accessible via long-distance travel.

The Tourism industry is managed by the Aruba Tourism Authority which brands, exposes and markets our Happy Island, attracting millions of travelers from around the world.

The USA is Aruba's largest and most lucrative tourism market (predominantly from the North East coast)

ATA has been successful because it has developed an efficient infrastructure and network in the USA and strategically established its US headquarters in New Jersey with a dynamic team of well-trained representatives promoting Aruba across the entire USA.



This “boots on the ground” strategy is also applied to the Sister Cities movement as this is proven to be the best method to maximize people-to-people engagement.

ATA has implemented innovative programs encouraging local citizen diplomacy thus insuring that the entire population understands the industry's importance and establishing consistency and elevating the Aruba brand.

ATA understands that the Aruban Citizen is the most valuable asset as is reflected in the programs it created like “Duna Aruba e Mihor di Bo” and “Local shortcuts”, ATA also developed valuable certification programs like “Mi Compromiso”, ensuring a high level of service to properly cater to the tourism segment which Aruba targets. All above was incorporated into “Cu Mira Pa Futuro” master plan which was also created with citizen participation.

The creation of the proposed Aruba Sister Cities program was also inspired by the Aruban people and offers a platform upon which all Arubans can rise to a higher international level.

Due to this common vision it is important that OASCA collaborates closely with ATA to insure that ATA's local mission is in-synch with the Sister City program's mission ensuring alignment and cohesiveness.

Aruba's Sister Cities program does not interfere but rather enhances ATA's US mission if the two organizations work together, find common ground and coordinate especially around the creation and execution of the yearly agenda's. The decision to position OASCA's headquarters in the South East had a lot to do with ATA's physical location in the North East; maximizing Aruba's presence and exposure and avoiding possible interference . Since ARUBA-HOUSE has a broad mission; promoting all sectors of Aruban society and highlighting other pillars of the Aruban economy, it made better sense to be headquartered at the closest distance from Oranjestad in reach of two mayor airports and two mayor seaports in the Mecca of the freight and logistics community that is Doral.

From a Tourism standpoint, Florida consistently ranks in the top 5 of visitors to Aruba and that also weighed in the decision of OASCA's main office positioning in the South East.

OASCA looks forward to an engaging relationship with the Ministry of Tourism and the Aruba Tourism Authority as an important and valuable stakeholder.

NORTH AMERICA

NEW JERSEY

400 Plaza Drive 1st floor
Secaucus, NJ 07094
Phone: (201)-558-1110
Fax: (201)-558-4767
Email: ata.newjersey@aruba.com

DEVELOPMENT BUSINESS NORTHEAST

Natasha Felix
Phone: (201)-558-1110
Email: n.felix@aruba.com

NEW YORK

Natasha Lee Soy
Phone: (917) 295-8991
Email: n.lee@aruba.com

NEW ENGLAND

Katherine Kennedy
Phone: (978) 276-1600
Fax: (831) 809-8246
Email: k.kennedy@aruba.com

SOUTHEAST

Angelina Buckley
Phone: (305)-766-3625
Email: a.buckley@aruba.com

WESTERN

Carmelita Zenzola
Phone: (760)-717-5603
Email: c.zenzola@aruba.com

CANADA

Liliana Mancini
Phone (416) 464-0385
Email: l.mancini@aruba.com

DEVELOPMENT BUSINESS - US

Kim Riddle
Phone: (936) 232-4938
Email: k.riddle@aruba.com or
ata.houston@aruba.com

ARUBA TOURISM AUTHORITY

SECTION

5

ATA & OASCA

(DDP) -data and studies produced by ATA are extremely useful to OASCA

State	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Alabama	2,426	2,040	1,724	1,902	2,295	2,173	1,071	1,275	994	1,192	1,292	1,384	1,425	1,420	1,751
Alaska	110	110	129	114	132	146	145	175	136	151	147	153	171	133	163
Arizona	1,689	1,545	1,550	1,370	1,827	2,116	2,116	2,581	2,334	2,312	2,252	2,494	2,577	2,414	2,634
Arkansas	621	696	618	620	692	694	594	586	576	695	778	718	740	914	810
California	10,006	9,017	9,503	10,218	12,745	13,203	12,828	13,271	11,838	12,697	12,701	13,660	13,535	13,210	14,252
Colorado	2,696	2,532	2,546	2,800	2,682	2,807	2,700	3,009	2,616	3,114	3,017	2,916	2,944	3,292	3,496
Connecticut	19,549	18,861	17,125	18,257	21,895	21,540	20,723	23,416	19,381	20,877	21,621	20,478	19,672	21,158	20,990
Delaware	1,647	1,831	1,919	2,261	2,625	2,483	2,280	2,139	1,933	2,196	2,301	2,126	2,016	2,183	2,370
Florida	20,854	18,972	19,940	21,194	22,574	24,249	22,567	23,103	19,160	21,737	22,222	23,985	26,445	26,726	30,098
Georgia	14,246	12,564	12,805	12,695	13,859	12,538	9,650	9,099	8,583	8,822	10,756	11,206	12,272	13,428	14,258
Hawaii	57	47	55	55	64	75	95	72	73	89	81	67	68	59	98
Idaho	152	176	188	209	231	315	221	234	210	306	238	218	241	245	211
Illinois	14,118	15,403	17,150	19,278	21,242	22,715	16,958	17,027	14,956	18,586	18,212	18,274	18,578	18,206	20,484
Indiana	4,624	4,632	5,021	5,156	7,093	6,380	4,697	4,226	3,876	4,241	4,965	5,764	6,113	5,810	6,394
Iowa	1,013	1,007	1,066	1,119	1,362	1,477	1,352	1,399	1,200	1,554	1,563	2,007	2,063	2,127	2,160
Kansas	913	970	956	1,087	1,160	1,187	1,089	1,105	1,135	1,395	1,517	1,534	1,529	1,663	1,559
Kentucky	3,613	3,064	2,736	2,943	3,532	3,251	2,534	2,082	2,367	2,616	2,866	2,799	3,030	2,916	3,319
Louisiana	1,405	2,286	1,327	1,431	1,463	1,355	1,433	1,346	1,253	1,148	1,357	1,539	1,332	1,609	1,589
Maine	3,682	3,921	3,287	3,679	4,286	4,573	4,029	4,124	3,529	3,867	3,757	3,557	3,519	3,408	3,500
Maryland	12,690	12,989	12,908	14,462	16,617	17,080	15,646	15,694	14,325	15,468	16,622	16,004	17,179	19,632	19,889
Massachusetts	65,449	67,161	60,111	61,190	70,787	72,560	67,576	64,893	54,360	64,342	64,616	63,279	62,781	62,970	64,659
Michigan	17,336	17,281	16,006	14,780	16,925	15,769	12,137	11,266	9,820	11,131	11,561	12,281	11,735	12,094	12,863
Minnesota	3,328	3,242	2,546	2,501	3,944	5,564	3,680	3,372	3,185	3,503	3,847	4,212	4,415	4,476	4,288
Mississippi	507	603	514	562	805	727	575	427	457	500	514	558	550	614	649
Missouri	2,534	3,072	2,356	2,560	3,104	2,862	2,632	2,570	2,429	2,886	3,178	3,405	3,644	3,572	4,174
Montana	135	124	147	179	177	226	198	201	224	208	166	135	201	205	205
Nebraska	483	506	508	437	613	568	523	469	518	721	629	688	653	907	805
Nevada	758	785	724	950	1,220	1,205	1,312	1,340	1,022	1,179	1,150	1,253	1,266	1,362	1,493
New Hampshire	9,035	9,099	8,435	8,846	10,164	10,400	9,508	9,317	7,888	8,523	8,442	8,479	7,957	8,336	8,115
New Jersey	51,040	48,823	52,312	57,334	64,628	64,551	65,123	73,130	59,555	71,045	75,348	71,556	71,173	75,395	75,503
New Mexico	436	352	425	379	316	389	315	352	335	363	334	418	392	367	419
New York	83,255	78,612	76,870	81,574	92,565	89,192	95,881	116,939	99,061	120,434	119,907	114,049	112,019	121,872	122,970
North Carolina	7,558	7,385	8,564	8,854	10,885	10,438	9,259	9,903	10,183	10,584	11,345	11,252	10,951	11,207	11,635
North Dakota	90	158	154	162	130	169	155	114	139	146	147	177	223	317	227
Ohio	14,841	14,286	13,676	14,699	16,690	17,523	12,854	12,388	11,508	12,175	13,156	14,088	14,948	15,310	16,264
Oklahoma	1,217	1,103	977	971	989	973	1,008	1,023	923	1,098	1,007	1,132	1,050	1,349	1,667
Oregon	720	562	727	648	878	795	833	818	851	880	792	898	763	894	978
Pennsylvania	30,113	30,901	30,879	34,680	41,620	40,577	35,221	33,945	30,482	35,592	35,270	35,522	34,055	34,814	35,488
Rhode Island	6,663	6,419	6,326	6,863	8,147	8,132	7,374	6,934	5,653	6,596	6,374	6,128	5,973	6,329	6,121
South Carolina	2,737	2,660	2,757	2,826	3,654	3,786	3,342	3,464	3,252	3,723	4,109	4,073	4,036	4,410	4,712
South Dakota	94	165	150	124	145	187	167	169	166	206	243	277	277	345	270
Tennessee	4,228	3,894	3,814	3,833	4,592	4,109	3,460	3,314	3,176	3,510	4,010	4,058	4,030	4,207	5,179
Texas	12,774	12,725	10,114	12,208	12,863	12,867	12,395	11,416	10,178	11,450	11,287	12,246	12,425	13,297	15,670
Utah	609	725	763	714	837	1,155	955	1,113	1,160	1,214	1,091	1,161	1,058	1,268	1,412
Vermont	1,434	1,494	1,253	1,443	1,727	1,621	1,528	1,749	1,515	1,721	1,660	1,632	1,629	1,551	1,567
Virginia	8,746	9,189	10,600	11,234	14,499	14,931	13,120	14,083	13,723	14,762	15,166	14,735	14,684	15,100	16,015
Washington	1,521	1,479	1,476	1,408	1,661	1,806	1,736	1,767	1,711	1,779	1,727	1,860	1,751	1,816	1,882
West Virginia	1,187	1,154	1,182	1,333	1,614	1,509	1,186	1,390	1,172	1,317	1,346	1,336	1,617	1,586	1,635
Wisconsin	4,043	4,217	3,531	3,664	4,405	5,087	4,034	4,070	3,647	4,209	4,222	4,973	4,700	5,184	5,192
Wyoming	104	95	143	120	101	153	104	120	118	133	133	146	174	165	147
District of Columbia	916	934	988	1,109	1,414	1,346	1,350	1,394	1,324	1,594	1,757	1,639	1,720	1,750	2,133
Other USA	2,273	1,337	1,325	1,206	1,112	1,058	1,016	973	2,082	7,517	2,637	2,582	2,576	2,636	2,421
Total	452,875	443,284	432,906	460,241	531,287	532,352	493,285	520,386	452,292	528,104	535,436	531,111	530,875	556,258	576,783



FUNDING MECHANISM

SECTION

6

Municipal Contribution

The Aruba Sister Cities project was officially introduced at the P3A Conference in March of 2016 by the founders of the initiative. The gentlemen were accompanied by and hosted Doral's Vice Mayor Pete Cabrera and Economic Developer Mr. Manuel Pila.

This conference focused on PUBLIC PRIVATE PARTNERSHIP projects with topics like connectivity, sustainability, financing and was believed to be an appropriate venue to formally introduce the Doral delegation to the Prime Minister, Minister Plenipotentiary, Director of Foreign Affairs and many other Aruban dignitaries who were in attendance.

The Sister City program was framed as a PPP project as the funding of this Citizen Diplomacy platform was to be partially funded by the Government of Aruba with the bulk of the financing coming from the Private Sector.



GOVERNMENT CONTRIBUTION

The following budget is proposed to be approved by the Government of Aruba:

Aruba Government Monthly Budget "OASCA/Aruba House program" (Headquarters Doral Florida)

Rent Miami Free Zone.....	\$1000.00
Website www.aruba-house.com	\$ 65.00
Office supplies	\$ 50.00
Dedicated Phone line.....	\$ 100.00
Sister Cities Organization membership	\$ 65.00
Membership Doral Chamber of Commerce.....	\$ 45.00

Monthly Budget \$ 1,325.00

OASCA Yearly Budget

\$ 15,900.00

Private Sector Contribution

The non-profit structure which is envisioned to attract private sector contributions is that of a membership model which is typically used in US Chamber of Commerce and trade promotion/representative type organizations.

OASCA will institute a membership program with a fixed yearly contribution fee grid in return for member benefits and privileges.

In addition; grants, sponsorships and donations will be solicited to cover the additional operational expenses of the enterprise and to fulfill specific events which will be compiled in the yearly budget agenda and submitted at the end of each every year to the department of Aruba Foreign Affairs.

OASCA will seek members from all over the world who are interested in the mission and who can benefit from an Aruban alliance.



Membership Program

GOLD	PLATINUM	TRUSTEE
\$ 300	\$ 500	\$ 750
12 Months	12 Months	12 Months

Proposed Agenda 2018

The following events are proposed for the Calendar year 2018

2018

January

Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February

Mo	Tu	We	Th	Fr	Sa	Su
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March

Mo	Tu	We	Th	Fr	Sa	Su
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April

Mo	Tu	We	Th	Fr	Sa	Su
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May

Mo	Tu	We	Th	Fr	Sa	Su
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June

Mo	Tu	We	Th	Fr	Sa	Su
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July

Mo	Tu	We	Th	Fr	Sa	Su
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August

Mo	Tu	We	Th	Fr	Sa	Su
	1	2	3	4	5	
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September

Mo	Tu	We	Th	Fr	Sa	Su
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October

Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November

Mo	Tu	We	Th	Fr	Sa	Su
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December

Mo	Tu	We	Th	Fr	Sa	Su
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

EVENT 1

ART – MUSIC- MUNICIPAL DIPLOMACY in DORAL

Aruba Arts Fair Aloe art dedication to Sister City of Doral. Ceremony with music by Johnny Scharbaay and Ralph Romsom. Presented by Director of Foreign Affairs Mr. Edwin Abath and Tito Bolivar at City Hall Doral
1-Day



Proposed Agenda 2018

EVENT 2

SPORTS (Little League Baseball) in ARUBA

Darryl Yrausquin (Aruba Sharks) and Jose Santiago Doral Little League /Minister of Sport and Health in Aruba
Mini tournament

3-4 Days



EVENT 3

TRADE & COMMERCE in ARUBA

Headed by Mayor Bermudez in concert with Commissioner Jose "Pepe" Diaz International Trade Consortium, HUBB, Beacon Council – Ministry of Economic affairs, ARINA, KvK, ATIA AHATA, ATA, Bureau innovatie and others

3-4 Days



TRADE MIAMI-DADE
June 2017

MESSAGE FROM THE CHAIR

Welcome to Trade Miami-Dade, the newsletter highlighting the activities of the International Trade Consortium (ITC) Board of Directors and the Office of Economic Development and International Trade (OEDIT) of Miami-Dade County. As the Chair of the ITC, I have the responsibility of engaging our local partners and making new commercial connections around the world. The advantages of using Miami-Dade County and its superb international trade resources for moving product to and from anywhere in the world are formidable. Our message is clear: come trade with us, and together we can make Miami-Dade prosper. We hope you enjoy Trade Miami-Dade and that you will join us in promoting Miami-Dade County as the Global Gateway.



International Trade Consortium Chair,
Commissioner Jose "Pepe" Diaz

EVENT 4

DANCE & FOLKLORE in DORAL

Samantha Westera-Juppa Club di Movimiento with 5 dance schools from Doral -Dance interchange

2-3 Days



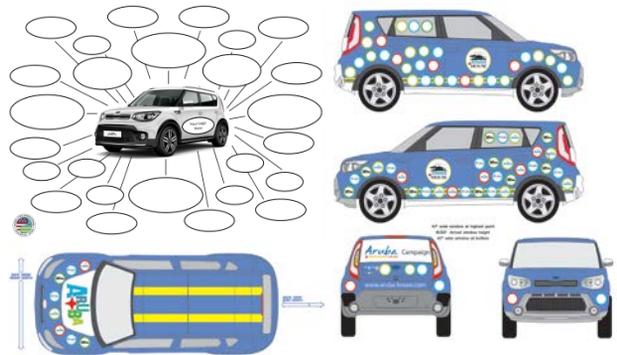
Proposed Agenda 2018

The following programs are in the pipeline for the Calendar year 2018

PROGRAM 1

“Aruba Soul” car wrap campaign”

Objective: To enhance exposure of ARUBA-HOUSE via wrapped vehicle displaying Aruba Airlines campaign and depiction of ARUBA HOUSE members.



PROGRAM 2

“Chinchirinchi” Sister City Elementary School Program”

Objective: To match all Aruban elementary schools with a sister school from a sister city. The program will be designed by a team of Aruban story tellers, children’s book writers, musicians, video animators using guidelines of existing global sister school programs.



PROGRAM 3

“Tingilingi Box Campaign”

Objective: To export a Tingilingi box to Doral in order to continue the unique instrument’s journey and have this delicate instrument readily available for countless events, festivals, concerts and conferences throughout the USA



THE ROAD AHEAD

SECTION

7

Phase - II

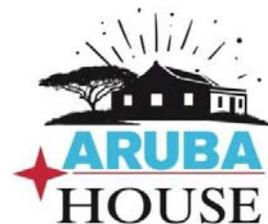
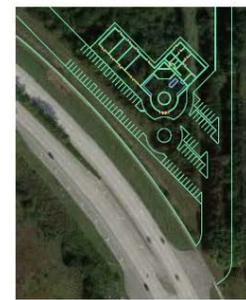
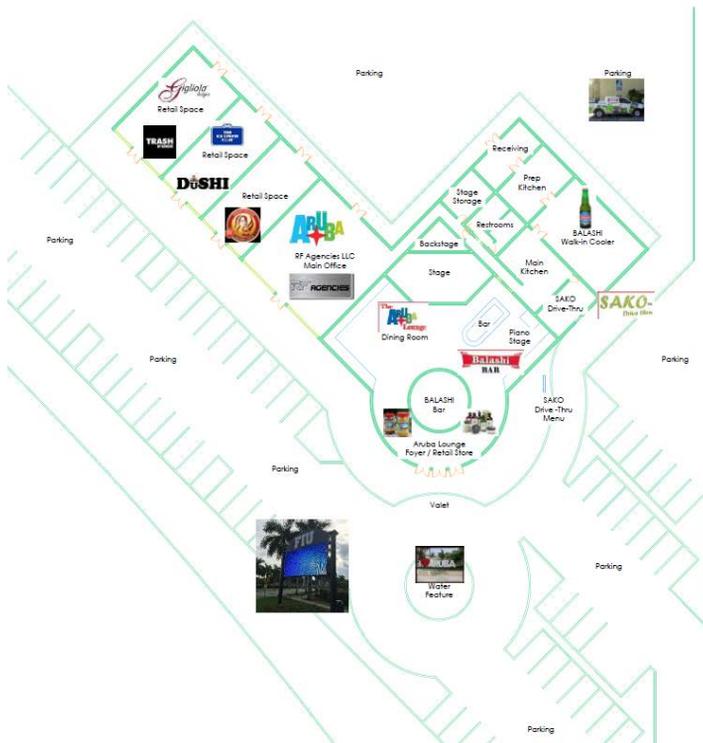
Phase-I's success will dictate the size of the second phase, which is the ultimate goal of the ARUBA-HOUSE project.

Thousands of profound and sustainable connections would have been made with the Sister Cities in Phase-I to assess the feasibility to invest in Phase-II.

Phase-II will then be determined by the participants and contributors and the will of the Aruban people.

ARUBA-HOUSE is proposed to be a multipurpose venue consisting of a commerce chamber & cultural performance center, bar, restaurant & retail outlet, museum & art gallery, tourism promotion & marketing agency, which would serve as a representative entity and launch pad for Aruban talent and product brands. All above under one roof.

This enterprise shall be developed by Aruban Citizen Diplomats based on the Sister Cities International spirit and platform.



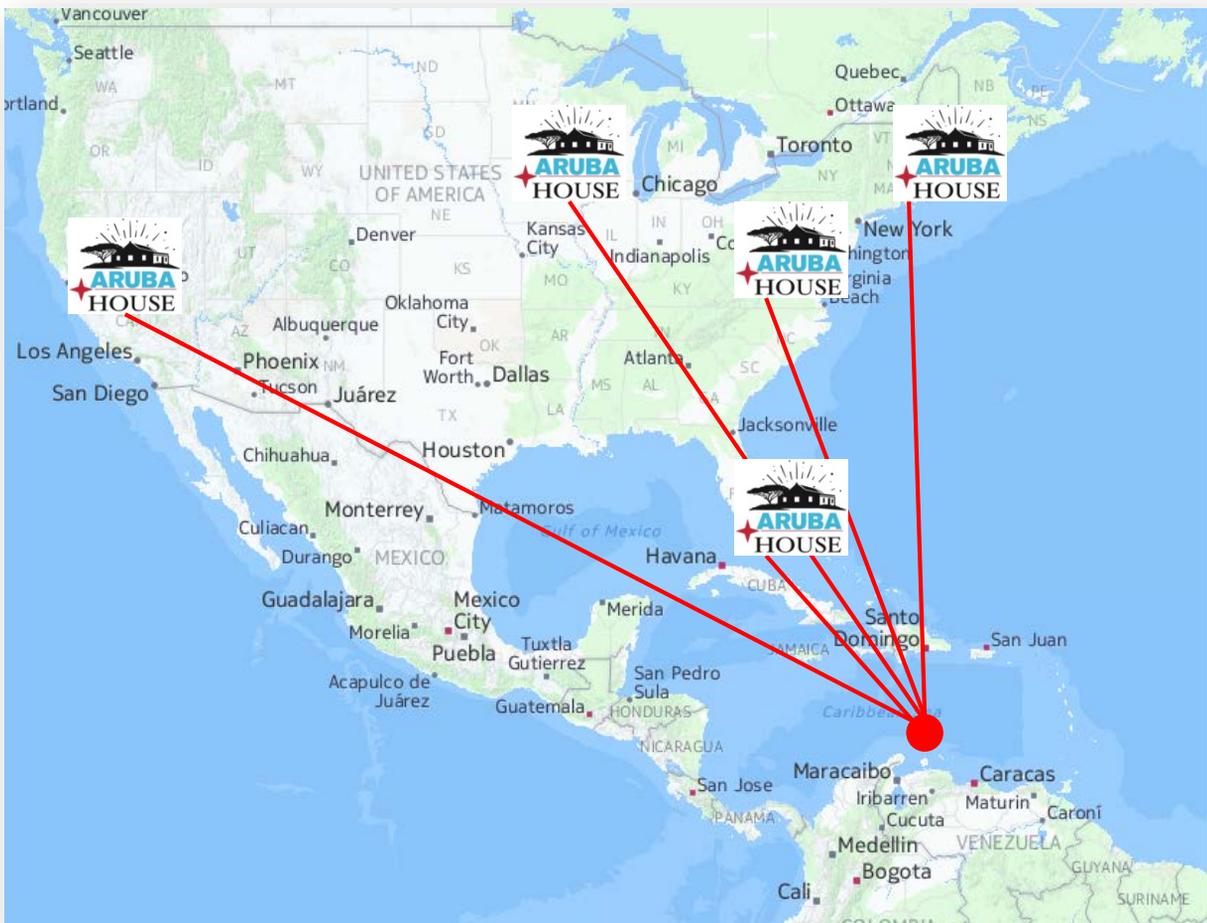
THE ROAD AHEAD

SECTION

7

Phase - II

An ARUBA-HOUSE establishment is intended to be located in each of Oranjestad's selected sister cities in the United States essentially exporting the Island of Aruba to the USA.



THE ROAD AHEAD

SECTION

7

Phase - II

As a Global Member of the Sister Cities International Organization, the City of Oranjestad-Aruba has been featured in the “Cities Seeking Cities” newsletter which resulted in positive reactions from many cities across the USA.

Oranjestad’s Citizen Diplomats zeroed in on the City of Boston which currently does not have a Sister City from the Caribbean territory and which has shown tremendous interest in the Happy Island.

Deliberations are ongoing to determine a possible Sister City agreement between Oranjestad-Aruba and Boston-Massachusetts in 2018.



Connect globally.
Thrive locally.

Cities Seeking Cities Newsletter

This month's international spotlight

Each month Sister Cities International will highlight a few communities that are currently searching for sister cities in the United States. If your city is looking for a new partner and think one of these communities would be a good match, please contact us at partnerships@sistercities.org for more information.



[Oranjestad, Aruba](#)
Population: 35,980

Oranjestad is a unique blend of old and new that lends a distinctive charm to Aruba's capital. A bustling harbor city, Oranjestad's streets and malls are dotted with international luxury retailers, diverse boutiques, and jewelry stores. Oranjestad is home to the Universiteit van Aruba, the Xavier University School of Medicine and the island's largest secondary school, Colegio Arubano.



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BOSTON, MA 02201
UNITED STATES



Conclusion

Even though the ARUBA-HOUSE project is a foreign affair endeavor; it is genuinely “Made in Aruba”, to be built from the ground up by and for ALL Arubans. The initiative was inspired unselfishly with a “We’re all in this together” viewpoint with the wish that this unique Aruban international platform could serve to elevate and empower Arubans from all walks of life internationally and in the hope that All Arubans will proudly participate and claim this project as their own.

OASCA is devoted to make ARUBA-HOUSE the most engaging and innovative sister cities program in the Caribbean.

ARUBA-HOUSE belongs to us all!



“It is amazing what you can accomplish if you do not care who gets the credit” President Harry S. Truman



APPENDIX

City of Doral Economic Analysis (FIU)