



**Department Name:** Tourism and Cultural Development

**Fiscal Year:** FY 2012/13

**Date Prepared/Updated:** 3-21-2012

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**Department Mission/Purpose Statement**

“We are dedicated to supporting and attracting innovative tourism and cultural partnerships, raising the City’s profile as an international destination and providing a superior lifestyle.”

**Department Description:**

The Department supports, maintains and develops quality programs, which generate, satisfy and enhance the City’s cultural institutions and infrastructure, as well as the City’s cultural and tourist industries, while striving to provide year-round tourism activity that enhances both the visitor’s experience and the quality of life of our residents.

The Department was established to centralize the City’s tourism and cultural initiatives and programs through the unification of the Special Events Office, Film and Print Office, Entertainment Industry Office, Art in Public Places, Cultural Arts Council, Bass Museum of Art, Miami Beach Convention Center (MBCC), Byron Carlyle and Colony Theaters, and the Office of Tourism and Conventions. The Department also partners with the Miami Beach Visitor and Convention Authority (VCA) and the Greater Miami Convention and Visitors Bureau (GMCVB) to market and promote the City of Miami Beach as a destination. The aforementioned areas have been reorganized into functional areas (Entertainment, Culture and Tourism) based upon their core business to gain efficiencies and take advantage of potential synergies.

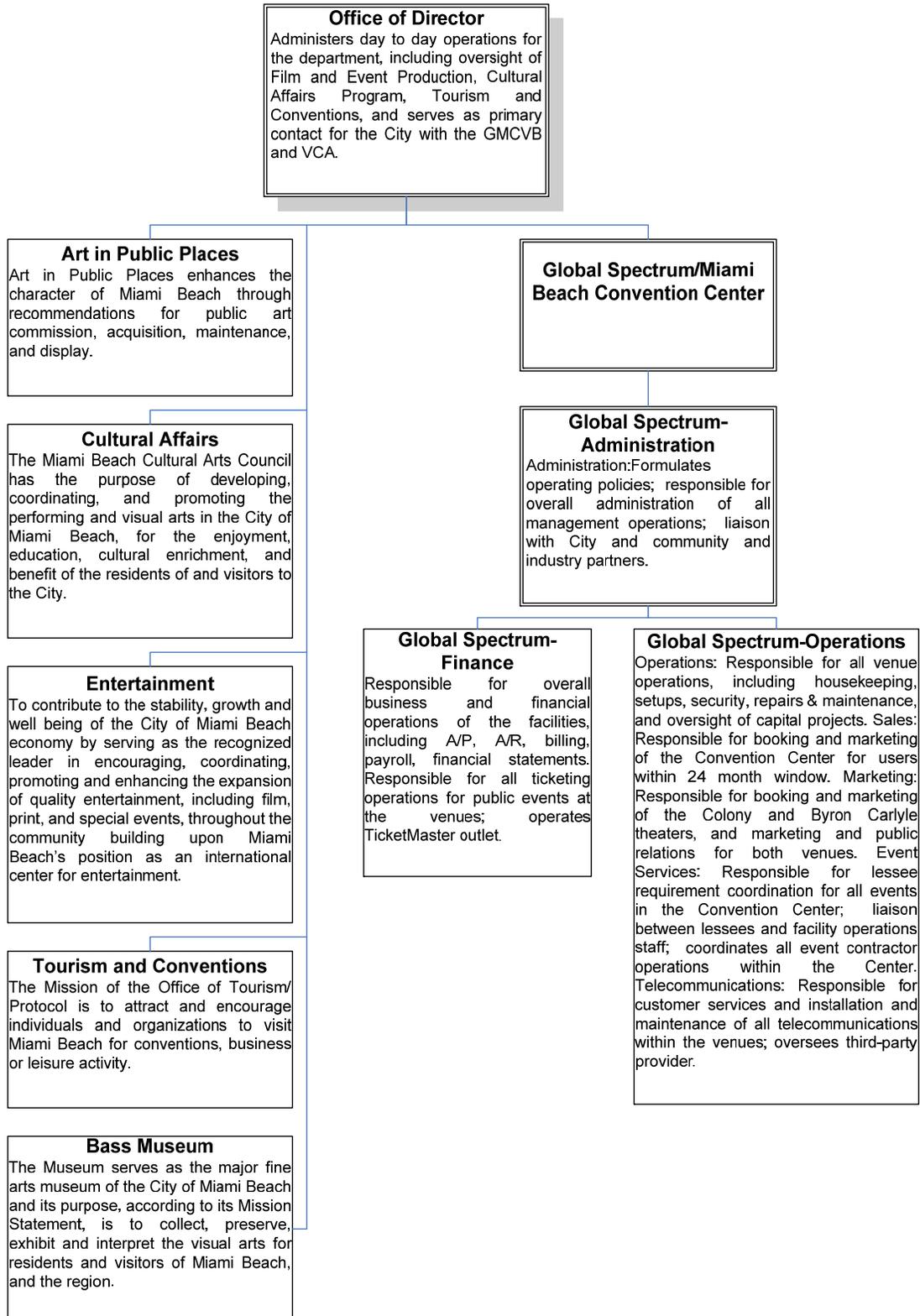
See attached Table of Organization



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### **Fiscal Environment:**

The Tourism and Cultural Development Department, specifically the Entertainment Division (Film & Print, Special Events and Entertainment Liaison), Bass Museum of Art, Byron Carlyle and Colony Theaters are all funded by the City's General Fund.

The Miami Beach Convention Center and Office of Tourism and Conventions/Protocol Office are all funded by the Convention Center Enterprise Fund.

The Cultural Affairs Program is funded by interest earned from the Miami Beach Convention Center Capital Fund, the GMCVB (per contract), Resort Taxes and Quality of Life funds.

The City's Art in Public Places program is funded by ordinance; 1.5 percent of the cost of city-owned construction projects is set aside for "works of art in public places other than museums which enrich and give diversion to the public environment."

### **Revenue Generation**

The Entertainment Office generates revenue from the collection of fees associated with the production of special events, temporary sampling permits, wedding permits and film & print shoots.

The Miami Beach Convention Center, Byron Carlyle and Colony theaters generate revenue from rental of the facility, sponsorship sales, equipment and services.

The City is required to provide funding for the Bass Museum maintenance and permanent collection. Museum operations are supplemented by the Friends of the Bass Museum, Inc., a 501(c) (3) organization, established to advise Trustees and serve as BMA's membership and fundraising arm.



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### **Business Environment:**

The City of Miami Beach has evolved as an international tourist destination and quality residential community. The City's overall goal is to attract quality events that benefit the community, its residents, visitors and merchants, alike. However, as a beach community, the City has emerged as a pre-eminent special event venue, which has created a significant demand on City services and resources. This success presents the challenge of balancing the residential quality of life with the needs of the production industry. A major initiative continues to be major events planning for the City of Miami Beach.

The Colony Theatre continues to be heavily used by the performing arts community, filling a niche in the market. On April 13, 2011, the Mayor and City Commission adopted Resolution No. 2011-27648, approving a Management Agreement between the City and Stage Door Theater for the Byron Carlyle Theater. The agreement specifies that the theater shall be used only as a live theatrical entertainment venue and public auditorium, and that it will operate on a year-round basis. Stage Door presented productions of "Last of the Red Hot Lovers," "6 Dance Lessons in Six Weeks," and "Deathtrap" during FY 12.

Tourism and Cultural Development played a leadership role in pushing through dramatic changes to the state of Florida's entertainment industry financial incentive through this office's involvement with Film Florida, the statewide film marketing and legislative association. The Department will continue to take an active role in pushing for further enhancements to the incentive as the city's Film and Event Production Manager serves as Immediate Past President, an ambassador role which remains active on the Executive Board. The incentive had escalated from \$2.5 Million in 2004 to \$10 Million in 2005 to \$20 Million in 2006 and \$25 Million in 2007, only to drop to \$5 Million in 2008 and \$10.8 Million in 2009. In 2010, while the city's Film and event Production Manager served as President of Film Florida, the legislature unanimously pass a five year tax credit of \$242 Million, representing over \$1 Billion in new entertainment spending in Florida, allowing Florida, and Miami Beach in particular, to regain the strong foothold in the entertainment production industry it once had. This past year represented the first period of projects using this new incentive, including holdovers "Burn Notice" and "The Glades" to new shows "Charlie's Angels," "Magic City," "The Finder", features "Rock of Ages" and "Step Up 4" and many telenovelas and reality shows, commercials and print shoots. This most recently concluded session added another \$48 Million in tax incentives and the office is currently working on local coordination for feature films "Pain and Gain" and "Iron Man 3." With NATPE (National Association of Television Program Executives) successfully returning to Miami Beach in January for a second year with a 2013 commitment, the area is carving out a niche as a major television town. Tourism and Cultural Development have worked with the Visitor and Convention Authority (VCA) to create a companion Miami Beach Incentive to lure productions that receive the state incentive to base and shoot in Miami Beach. "Rock of Ages" received the VCA incentive.

Art Basel Miami Beach, plus more than 20 satellite fairs, Design/Miami, Art MIA and Arte continue to solidify the cultural brand of the Miami Beach destination. These events within four months of each other have positioned Miami Beach as a leading destination for the contemporary art world. Cultural and historic tourism has become a leader in the tourism



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industry not only contributing economically, but also towards community revitalization and quality of life. The Food Network South Beach Wine & Food Festival, having celebrated its 11<sup>th</sup> anniversary and continuing to expose our local chefs and attract celebrity chefs to open here, has undoubtedly rebranded Miami Beach as a major international culinary destination. The Tourism and Cultural Development department will continue to work with community partners, with leadership from the Cultural Arts Council (CAC), to build upon Miami Beach's position in the market.

The Bass works with many community arts organizations to present concerts, lectures, films and other educational programs. The Bass works all year around to attract new and exciting exhibits that are appealing to the South Florida museum patrons.

### **Significant Prior Accomplishments:**

#### **Miami Beach Convention Center**

- Convention Center occupancy in FY2010/11 was 54% (Exhibit Halls) and is projected to be 66% for the exhibit halls and 44% for the meeting rooms in FY 2011/12. These numbers reflect the industries cyclical nature with city-wide conventions and tradeshow moving to the southern part of the United States. However, the increases will be short of what was originally projected by CEIR, (Centers for Exhibition Industry Research) as the world economy has affected marketing and travel capabilities for sales personnel as well as attendees.
- The Miami Beach Convention Center successfully hosted the following conventions:
  1. National Minority Supplier Development Conference – 6,228 attendees.
  2. Aviation Week MRO Americas – 7,900
  3. American Statistical Association – 4,850 attendees
  4. US Hispanic Chamber of Commerce – 3,000 attendees

As well, the center saw increases in attendance as well as ancillary revenues hosting the following annual events:

1. 14<sup>th</sup> Americas Food & Beverage Show
  2. South Florida Auto Show
  3. Art Basel Miami Beach
  4. South Florida International Boat and Strictly Sail Show
  5. Sysco Sales Meeting & Tradeshow
  6. Swimwear Show
- During the May 2011 City Commission Retreat, the Commission agreed to look at broader development opportunities in the area beyond the Convention Center concept plan, and expressed a desire to find ways to address the impact on traffic, mobility and to the surrounding neighborhoods. Based on the potential development opportunities it was determined that assistance from a firm with experience and expertise in the development and implementation of similar projects (including similar Private/Public Partnerships, PPPs) would be beneficial in developing the most effective strategy to solicit the right mixed-use development team for the project, with a goal of ensuring the highest level of private-sector participation, and the best proposed design for the expansion project to address our



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Convention Center needs. On May 24, 2011, RFP No. 33-10/11 was issued. On September 14, 2011, via Resolution No. 2011-27738, the City Commission authorized the City Manager to negotiate with Strategic Advisory Group and, subsequently, on October 19, 2011, via Resolution No. 2011-27778, the City Commission authorized the Mayor and City Clerk to enter into an agreement between the City and SAG for services relative to the expansion and enhancement of the MBCC District.

SAG's scope of services includes drafting a Request for Qualifications (RFQ) from developers for the master development of the MBCC District. The RFQ is the first step in an effort to create funding options for convention center improvements through a mixed-use master development of City-owned properties surrounding the convention center that would create new revenues to the City. These incremental revenues could be used to fund potential convention center improvements and/or provide operating funds.

The expanded development site, referred to as the MBCC District, is approximately 52 acres that encompasses the convention center facility, adjacent surface parking lots, City Hall, a parking garage (17<sup>th</sup> Street), and other related city offices (555 17 Street/1701 Meridian Building). The combined area allows for up to approximately 6.2 million square feet of FAR. All developers and other interested parties will be informed that any sale, exchange, conveyance or lease of ten (10) years or longer of any or all the City-owned properties in the MBCC District requires approval by a majority vote of residents in a City-wide referendum, pursuant to Section 1.03(b)(2) of the Miami Beach City Charter.

Request for Qualifications RFQ 22-11/12 for the Development of the Miami Beach Convention Center District has also been issued, which details a multi-phased process that begins with the evaluation of development and design qualifications of Master Developers interested in submitting concepts for the development.

- o The in-house operations department, along with contracted companies, began a refresh of the center as well as upgrading and enhancing the infrastructure with the following:
  1. The C Lobby was renovated to add Visit Miami Beach a retail/concierge outlet.
  2. The East and West pre-function spaces have been renovated removing walls and columns so as to open the space for future multi use functions.
  3. Completed the replacement of the MBCC security camera system monitored by the Guest Services Department to include 260 functioning cameras.
  4. Replaced 360' of aluminum exterior buss duct with new copper buss duct
  5. Repainted East side meeting rooms with a new color pallet of white with blue trim.
  6. Purchased new exterior trash and smoking receptacles.
  7. Purchased and received 4300 new ballroom chairs.
  8. Purchased 15 new wheel chairs.
  9. Purchased and installed new Deggy kit system for Guest Services.

### Colony Theatre

- The Colony Theatre occupancy in FY2010/11 consisted of 171 (46%) nights in use for pre-show and show dates and is projected to be 180 (49%) nights in use for FY2011/12.



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- The Colony successfully hosted the following new events:
  - America's National Teenager – 775 attendees
  - HBO premier of the “Latino List” – 296 attendees
  - National Foundation for the Advancement of the Arts – 292 attendees
  - Miami Light Project’s “Meow Meow” – 569 attendees
  - Jamaica Farewell – 271 attendees

As well, the theatre saw increases in attendance for the following annual events:

- South Florida Comedy Fest
- American Black Film Festival
- Brazilian Film Festival
- Miami Lyric Opera series

The in-house Operations Department, along with contracted companies, performed the following installations and upgrades:

- Installed eight (8) analog cameras along with supporting equipment to monitor lobby.
- Replaced the sound equipment with the following upgrades:
  - Yamaha M7CI 48 Channel Digital Mixer
  - Yamaha MBM7CL Power Supply
  - Yamaha LS9, 32 Channel Digital Mixer
  - JBL sRx-712-M
  - Shure PGDMK6 Drum Mic Kit
  - ULXP14D- J1 Dual Wireless System w/Beltpacks
  - Shure WL184 Wireless Lav Mic
  - Shure Beta 98H/C Microphone
  - ULX2/Beta58-J1 SM58 Wireless Handheld Mic
  - Countryman SCE6iCT Headset Mic
  - Countryman RPM654 TA4F
  - Clearcom Tempest Base Station
  - Clearcom CC-40 Single Ear Headsets
  - UA844SWB Antenna Distribution System
  - Gator Cases G-tour 14U Cast Wheeled Rack Case
  - Atlas Sound SD4-14 Rack Mount Drawer 4U
  - CBI Rackmount Power Conditioner
  - CBI MT10-10XX 10' 10 Channel XLR Snake

### **Bass Museum**

#### **MUSEUM-WIDE AND INSTITUTIONAL/ACCOMPLISHMENTS**

1. Completed FY10-11 with a balanced budget.
2. Held first annual board retreat, resulting in three clear goals and new mission statement: "We



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inspire and educate by exploring the connections between our historical collections and contemporary art", see attached notes.

3. Completed annual financial audits for FY09-10 and FY10-11, to be presented at board meeting.

4. Enhanced facility: front entrance, reception and store

5. Created new website and marketing materials.

### CURATORIAL ACCOMPLISHMENTS

1. Applied to and was awarded the KnightArts grant, for second year in a row, in support of the Knight Curatorial Fellowships.

2. Applied to and currently a finalist for the KnightArts grant, for a third year in a row for TC Temporary Contemporary public art program. (pending response)

3. Successfully mounted three large exhibitions and five small exhibitions, including Isaac Julien, Human Rites, Mika Tajima, Kolkoz, Ellen Harvey, Tracey Moffatt and Vanishing Points.

4. Developed partnership with ArtBasel Miami Beach to consolidate ArtPublic outdoor exhibition, tours and cafe on Collins Park, thereby seeking to establish the park as a place marker during ArtBasel week.

5. Held Curatorial Summit in May 2011 with the following participants: Richard Aste, Roger Ward, Steve Holmes, Adrienne von Lates, Tami Katz Freiman, Gean Moreno, Kristin Korolowicz, Leilani Lynch Susan Richard and Silvia Karman Cubina. The goal was to seek feedback for the Bass Museum's curatorial vision and exhibitions from professionals in contemporary and historic art.

6. Programmed exhibitions for FY11-12, Muss Gallery and Cabinet:  
Erwin Wurm/Beauty Business, curator: Peter Doroshenko  
Charles Le Dray/Mens' Suits, curator: Steve Holmes  
UnNatural, curator: Tami Katz Freiman  
Monica Sosnowska/Danh Vo, curator: Patrick Charpenel (tentative)  
Laurent Grasso, Portrait of a Young Man  
Still Life show  
Goya prints

### EDUCATION PROGRAM ACCOMPLISHMENTS

1. Scaled IDEA@thebass and teacher training workshops scaled through 5th grade and expanded from 6 schools to 19 schools.

2. Stanford University Fellow, Tony Schloss, worked on developing Design Thinking strategies throughout all museum programs: IDEA@thebass, Family Days, Creativity Center, camps and Inventive Art classes.

3. Established a collaboration with Overtown Youth Center and Haitian Cultural Center to



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diversify program participation.

4. Held 13 successful Winter, Spring and Summer Camp weeks attracting 263 children and yielding \$30,915 in revenue for the museum, 340 new memberships and \$4,000 for scholarships benefitting 25 children.

5. Internship program comprised of 8 interns who spent one to three months in apprenticeship in different museum departments. ArtTable, a national organization of women in the arts professions, offered the Bass Museum one paid Summer internship.

6. Art Club for Adults, a new program held one afternoon a week has attracted a steady weekly attendance of 8-15 of retired people, housewives and others interested in learning about art and meeting people with like interests.

7. Held 10 free Family days, 19 Inventive Art Classes and 21 Bass Labs.

8. Created the following new programs, beginning in August 2011:

- Weekly Saturday docent tours
- Art History Institute in collaboration with New World School of the Arts
- TBD: Conversations with artists, in collaboration with Locust Projects

### FACILITIES ACCOMPLISHMENTS

1. Concluded front entrance and front desk design and construction project

2. Applied for and obtained Miami-Dade CAP funding at \$16,000 for front entrance/front desk project and ADA upgrades.

3. Moved and re-designed library, conference room and office spaces to work and interact more efficiently.

4. Moved store to back entrance space and recruited Elemental Store to manage it.

5. Outfitted existing store area to house all education programs named The Lindemann Family Creativity Center

### Cultural Affairs

- Exercised option to renew contract with Arts for Learning/Miami to continue arts education programs for Miami Beach youth by offering 28 after-school courses at Scott Rakow, Fienberg-Fisher, Biscayne Elementary, Flamingo Park and South Pointe Elementary, serving approximately 780 students.
- Exercised option to renew contract with the Bass Museum to expand its IDEA@theBass education program to include every 4<sup>th</sup> and 5<sup>th</sup>-grade classroom in Miami Beach, serving approximately 1,200 students and their teachers.
- "Arts in the Parks" free outdoor film and performance series presented 38 events, attended by more than 20,000 residents and visitors.
- Managed the Community Benefit Fund rental waiver grants for the Fillmore/Jackie Gleason



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Theater (4 issued) and the SoundScape Wall Use Grants (3 issued.)

- Partnered with the National Arts Program Foundation for the seventh annual city employee art exhibition, awarding \$2,400 in cash prizes and \$2,520 in art scholarships to city employees and their family members.
- Reviewed existing cultural grants programs and instituted significant changes to increase effectiveness and impact, including the transition to a new paperless, online application process; managed application, review and contract fulfillment processes.
- Recommended approximately \$630,000 in cultural grants through the Cultural Arts Council.
- Managed the Miami Beach Arts Gala Grants program and awarded \$20,000 through the CAC.
- Launched a new website, mbculture.com, and promoted it through an extensive advertising campaign throughout South Florida.
- Met with approximately 75 nonprofit arts organizations to maximize continuing cultural programming in the City.
- Produced the third edition of SLEEPLESS NIGHT, November 5, 2011, and planned the fourth edition for November 3, 2012

### **Tourism & Conventions**

- Miami Beach sustained hotel occupancy levels of 75.3% for calendar year 2011 compared to 75.6% for Miami-Dade County, 62.9% Florida and 60.1% United States.
- Miami Beach also had an Average Daily Room Rate of \$211 for calendar year 2011.
- Continued Hurricane Preparedness Plan adopted by Miami-Dade County and Greater Miami Convention & Visitors Bureau.

### **Special Events**

- Supported long-standing Special Events: Art Deco Weekend, ING Miami Tropical Marathon, Miami International Boat Show and Yacht Show, Winter Party, Nautica South Beach Triathlon, Gay Pride, World Cup Polo, Mercedes Benz Swimwear Fashion Shows, Halloween, Sleepless Night, NASCAR Championship Drive, New Year's Eve, Orange Drive,
- Supported major annual City-wide activity, including:
  - Sleepless Night
  - Art Basel Miami Beach and related events.
  - Food & Wine events (11<sup>th</sup> anniversary): Tasting tent, The Q, Burger Bash, Best Thing I Ever Ate on the Beach, and various others.
  - Winter Music Conference events.
  - Various New Year's Eve events.
- Successfully coordinated new large scale events, including The Miami Beach Latin Half Marathon
- Participated in Major Events Planning, including the above as well as: Spring Break, Memorial Day and New Year's Eve.



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### **Film**

- Coordinated significant Film and Television projects including: Burn Notice (USA), The Glades (A&E), Real Housewives of Miami (Bravo), The Finder (Fox), Charlie's Angels (ABC), Magic City (Starz), Rock of Ages (WB), Step Up 4 (Summit) and many reality shows, telenovelas and commercials and print shoots.
- Supported Florida-based filmmakers through initiatives at State film festivals, including Miami, Gaspirilla (Tampa) and Florida (Orlando) and major markets and film festivals, including SXSW (TX), Tribeca (NY) and at trade shows like Produced By and AFM in Los Angeles

### **Art in Public Places (AiPP)**

- Continued working on outstanding conditions for final acceptance by City of restoration of Charles O. Perry "untitled" located at Scott Rakow Youth Center in conjunction with the Capital Improvements Office.
- Continued working on a Five Year Art in Public Places Master Plan for FY 2012 – 17.
- Continued working with the Budget Office on reconciliation of AiPP Fund 147.
- Continued working on Kevin Arrow's "Beatles Mandala" in Bandshell Park in conjunction with the Capital Improvements Projects Office.
- Continued working on proposed project for South Pointe Pier with Tobias Rehberger in conjunction with the Capital Improvements Office.
- Continued working on a proposed project for Flamingo Park in conjunction with the Capital Improvements Office.
- Started working with Rosa Lowinger & Associates on restoration of Connie Lloveras "Circle" located at North Shore Youth Center.
- Completed Five Year Master Plan for FY 2012 – 17.
- Completed stabilization treatment of Roy Lichtenstein's "Mermaid" pool at the Fillmore/Gleason Theater lawn with Rosa Lowinger & Associates.
- Completed inventory and catalog of all two dimensional art works at all City facilities and submitted to Risk Management.
- Completed art project by Tobias Rehberger "obstinate lighthouse" in South Pointe Park.



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**Future Outlook:**

Our success hinges upon the ability to be able to secure competitively priced housing packages for attendees. Additionally, tradeshow business continues to be strong, with nearly 50% increases in the number of shows locating permanently at the Center as compared to just 3 years ago. Trade and consumer shows continue to drive business at the Convention Center.

As mentioned, the City of Miami Beach has become one of the most sought-after locations for events and film productions. In order to maintain our position over the next five years, the City has to efficiently manage productions and their impact on the community. Doing so requires a delicate balance of the competing needs to ensure this position.

The steadily growing importance of the nonprofit arts field will continue to positively impact both tourism and the local economy. The public sector must somehow address decreasing funding from corporate sources to assure that this growth continues.



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### Miami Beach Strategic Planning Framework

The Department Work plan is aligned with Citywide strategic outcomes and initiatives established through extensive community input. The City's strategic planning process provides a framework at a broad level of where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of City government using consistent terms.

- Our Citywide **Vision** communicates the community's shared vision for the best possible future for the City of Miami Beach:  
*Cleaner and Safer, Beautiful and Vibrant, A Unique Urban and Historic Environment, A Mature, Stable, Residential Community with Well-Improved Infrastructure, A Cultural, Entertainment Tourism Capital and an International Center for Innovation and Business, While Maximizing Value to Our Community for the Tax Dollars Paid*
- Our Citywide **Mission** statement communicates the role of our government in achieving this vision:  
*We are committed to providing excellent public services and safety to all who live, work, and play in our vibrant, tropical, historic community*
- Our **Values** communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed:  
*We maintain the City of Miami Beach as a world-class city.  
We work as a cooperative team of well-trained professionals.  
We serve the public with dignity and respect.  
We conduct the business of the City with honesty, integrity, and dedication.  
We are ambassadors of good will to our residents, visitors, and the business community*
- Our **Identified Priorities** communicate activities that are essential to help us achieve our vision:  
*Capital Improvement Program, Strategic Planning and Economic Development, Organizational Development, Neighborhood Services, and Investment in Technology*
- We have developed **Key Intended Outcomes** across all City Departments. These are the results the City plans to achieve towards accomplishing its Vision. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- **Key Performance Indicators (KPI)** express the City's Key Intended Outcomes in measurable terms. Departments monitor additional performance indicators (*Department Performance Indicators*) that support these Citywide Key Performance Indicators.
- **Initiatives** are undertaken to drive the performance level for a key performance indicator.



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**Citywide Key Intended Outcomes supported by the Department:**

- Increase satisfaction with family recreational activities
- Improve Convention Center facility
- Maximize Miami Beach as a destination brand
- Increase community satisfaction with city government
- Maximize efficient delivery of services
- Expand e-government
- Improve the City's overall financial health and maintain overall bond rating

See Department Performance Plan for additional supporting details

## Tourism Cultural Development Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target	FY 2012/13 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13		
Increase satisfaction with family recreational activities	KPI: Attendance at Arts in the Park events			2,035	1,370	3,875	4,493	14,920	17,415	2,400		
	KPI: # of attendees at Sleepless Night				100,000			130,000	100,000		150,000	
Improve Convention Center facility	Bookings by GMCVB at MBCC	4	5	12	8	7	8	5	13	8	<ul style="list-style-type: none"> <li>Develop, issue and award RFP for food and beverage concession at the Miami Beach Convention Center</li> <li>Hire a consultant through an RFQ to assist the City in finding private sector participation in the Convention Center Expansion and Enhancement Project</li> </ul>	
	KPI: Occupancy percentage at the Miami Beach Convention Center	58%	61%	70%	63%	61%	61%	54%	61%	50%		
Maximize Miami Beach as a destination brand	KPI: Attendance at Fillmore			96,087	82,703	72,642	94,279	115,658	155,073	110,000	<ul style="list-style-type: none"> <li>Develop a marketing program to enhance Washington Avenue tourism, which highlights cultural institutions, historic buildings, diverse &amp; successful businesses, hotels, and special places and includes a brochure and map, median banners, and TV commercial</li> <li>Include funding for sponsorship fee to help incentivize Miss USA to relocate the show to Miami Beach and promote the destination on international media outlets</li> <li>Reinstate funding for Festival of the Arts to enhance cultural activities throughout the City</li> <li>Increase funding for overtime for Spring Break and Memorial Day Weekend consistent with levels deployed in FY 2011/12</li> </ul>	
	KPI: Attendance at the Colony Theater			23,842	26,492	34,911	29,774	29,673	33,964	26,500		
	KPI: Attendance at the Byron Carlyle Theater			26,942	10,399	2,406	5,485	5,539	5,391	4,400		
	Attendance at the Bass Museum	36,749	19,211	25,210	30,071	26,414	29,642	26,477	36,708	22,800		
	# of students served in CMB funded Arts for Learning program		865	4,760	1,441	2,949	2,178	1,325	1788	2,100		
	# of cultural grants issued	46	46	49	36	43	54	51	46	47		
	Total Grant \$'s Awarded	599,015	613,810	642,888	627,169	627,169	630,000	627,676	630,000	650,000		
	Total # of special events permits processed	184	150	177	152	168	203	230	221	240		
	Total # of film and prints permits processed	1,399	1,551	1,385	1,080	798	820	985	1,004	825		
	# of rental periods for Colony Theater		142	247	161	172	153	162	132	190		
# of rental periods for the Byron Carlyle Theater	149	113	133	106	53	70	56	76	200			
Expand e-government	Supports measures on Citywide Scorecard										<ul style="list-style-type: none"> <li>Explore phone apps that can be developed related to arts, tourism, etc.</li> <li>Work with IT to identify and develop Mobile Applications for visitors and residents</li> </ul>	
Ensure safety and appearance of building structures and sites	Support measures on Citywide Scorecard										<ul style="list-style-type: none"> <li>Installation of exterior lighting at Colony Theater</li> </ul>	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined