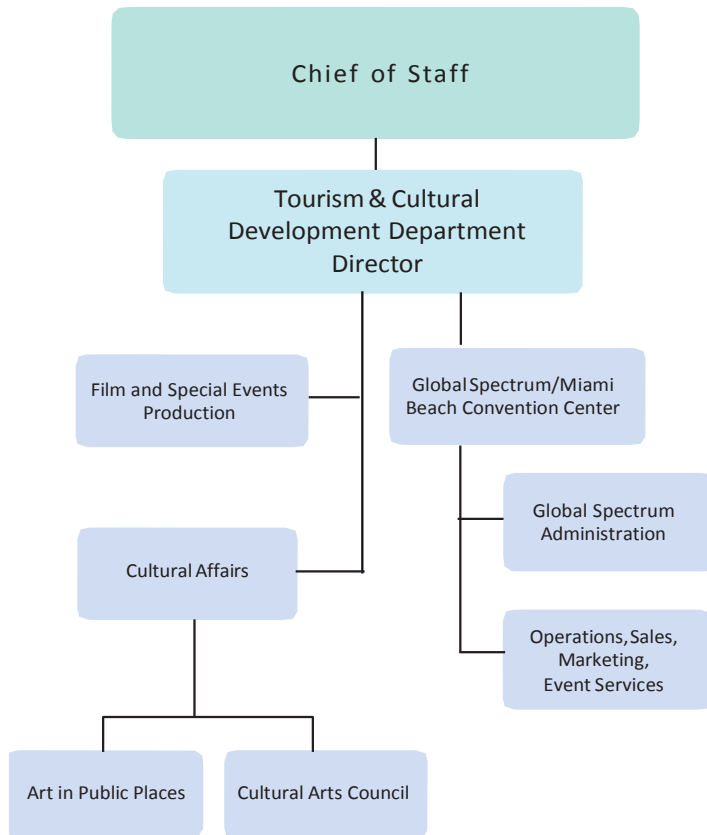


# TOURISM & CULTURAL DEVELOPMENT

## DEPARTMENT MISSION STATEMENT

The Tourism and Culture Department (TCD) is dedicated to supporting and attracting innovative tourism and culture, underlining the City’s profile as a world-class, international destination, and ensuring a holistic approach to resident and visitor quality of life and experiences while on Miami Beach.



## DEPARTMENT DESCRIPTION

TCD develops and sustains quality programs and initiatives to support the City’s tourism-based economy, including meaningful engagements and partnerships with key industries, specifically hospitality, and collaborative efforts with local and regional stakeholders. The Department manages the administrative oversight, promotion, and booking of the Miami Beach Convention Center, one of the main drivers of revenue to the City.

In support of these efforts, TCD partners with tourism organizations, including 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 world-class destination.

The Miami Beach Convention Center (MBCC) has undergone a multimillion-dollar renovation and expansion.

## DEPARTMENT DESCRIPTION

The Tourism and Cultural Development Department oversees the management agreement for the MBCC to ensure it is aligned with the City budget and operational plan, as well as best practices for securing booking opportunities that produce significant hotel revenue, and financial and community benefits. The new, world-class, venue represents a critical revenue stream for the City of Miami Beach, as well as a tourism and destination attraction.

Over the past two decades, the City of Miami Beach has evolved as an international tourist destination and quality residential community. The City’s overall goal is to attract high quality events that measurably benefit the City, its residents, visitors and businesses, alike. As a pristine, seven-mile beach community, the City has emerged as a preeminent special event venue, creating a significant demand on City services, and resources and an attractive business location. This success presents the challenge of balancing the residential quality of life with the needs of the production industry. Creating a balance between major event activations and City residents and resources is a major focus for the department. TCD, in collaboration with many City departments, maintains a regulatory role in overseeing the use of public spaces, often in collaboration with the State Department of Environmental Protection Agency.

To achieve the TCD mission, the Department has created two individual areas of focus to address the rich and diverse Miami Beach cultural and business communities. These units provide sustaining support residents, businesses, and visitors to encourage a robust cultural climate and facilitate the development of a healthy economy so that residents, businesses, and tourists can prosper, engage, innovate, and grow.

1. Cultural Affairs
2. Film and Special Event Production

### Unit & Major Project Summaries:

Cultural Affairs manages the grantmaking process of the Cultural Arts Council (CAC), which distributes \$850,000 through an estimated 15 anchor grants and 35 cultural activity grants each season. This division also serves as the primary liaison to cultural institutions such as The Bass, The Wolfsonian, Miami New Drama at the Colony Theater, and New World Symphony.

Cultural Affairs oversees the management agreements with both The Bass, and the Miami New Drama, working closely to ensure financial and lease agreement obligations are met. The City is also required to provide oversight of the Bass Museum maintenance and permanent collection. Museum operations are supplemented by the Friends of the Bass, Inc. a 501(c)3 organization established to advise Trustees and to serve as the museum’s main fundraising body.

# TOURISM & CULTURAL DEVELOPMENT

## DEPARTMENT DESCRIPTION CONT'D

Cultural Affairs also oversees the Art in Public Places Program (AIPP) Committee, overseeing the installation and maintenance of all current installations and the AiPP Committee’s curatorial work on all new and proposed art work. Such work includes the \$7.1 million AiPP works currently being developed and installed in the Miami Beach Convention Center, and will include the AiPP works that will come as a result of the newly approved 800 room Convention Center Hotel.

Film and Special Event Production manages and issues over 300 special event permits each year, working closely with local and national event producers for permitted events on both public and private property. The team issues permits for more than 1,000 film and photography productions each season, as well as several hundred weddings and team building events, on the beach and public areas. The special event permitting process includes major oversight and knowledge of interdepartmental guidelines and regulations, all managed by the TCD team with direct on-site monitoring at events as well. The team also serves as a liaison to statewide film agencies, acting as both an ambassador and advocate for legislative support and business development of film and print production in Miami Beach. Notable events include: Art Basel Miami Beach, Design Miami, Pulse, Scope, Untitled, SOBEWFF, Miami Beach Pride, Winter Music Conference, New Year’s Eve, and Memorial Day Weekend/Air and Sea Show.

TCD works comprehensively with event producers, City colleagues, and contract managers to implement improved transportation accessibility plans for major events in light of enhanced congestion related to roadwork, taking a leadership role in major events planning. Attracting and managing quality events throughout the year is a major contributor to the enhancement of the City’s profile as a leader in hosting special events of the highest quality, and driving revenues, city wide.

## FISCAL ENVIRONMENT

TCD, specifically Film and Special Event Production, are both funded by the City’s General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

The Cultural Affairs programming is funded by Resort Tax Revenues. The AiPP program is funded by an ordinance that ensures 2% of hard costs from Capital Construction Projects, Joint Development Projects, City Renovations Projects greater than \$250,000, and City Capital Change Orders greater than \$200,000. These funds are set aside for “works of art in public places other than museums which enrich and give diversion to the public environment.”

## FISCAL ENVIRONMENT CONT'D

Film and Special Event Production generates revenue from the collection of fees to offset the costs associated with permitting special events, temporary sampling permits, wedding permits, and film & print shoots that ensure compliance with City regulations and guidelines.

The Miami Beach Convention Center generates revenue from rental use of the facility, food and beverage sales, and associated show-related services. The newly reimagined Convention Center is 1.4 million square feet and includes a new 60,000 square-foot Grand Ballroom, 84 meeting rooms, and a 20,000 square-foot specialty glass rooftop Sunset Ballroom, along with a new indoor and outdoor spaces. In 2016, there were 25 events; in 2017 there were eight; and in 2018 there were a total of 12 events hosted at MBCC. Also critical to the revenue generated by the MBCC are the significant room night bookings which will result from the newly launched MBCC booking policy. This policy favors P1 (events generating a minimum of 1,500 room nights on peak) and P2 (events generating a minimum of 500 room nights on peak), which will result in direct resort tax growth for the City, and greater economic impact city wide.



# TOURISM & CULTURAL DEVELOPMENT

## STRATEGIC ALIGNMENT

### Main Vision Area:

#### Prosperity

### Management Objectives:

- **Prosperity**
  - Market and promote Miami Beach
  - Develop the Convention Center campus
  - Balance residents' quality of life with tourism and special events
- **Neighborhoods**
  - Evolve parks and green spaces to meet the changing needs of the community
- **Organizational Innovation**
  - Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement



### Strategic Plan Actions:

- **IMPLEMENT** robust marketing campaigns to promote city programs and cultural assets.
- **COMPLETE** Miami Beach Convention Center Parks and Art in Public Places (by Art Basel 2019).
- **ELEVATE** the Collins Park Cultural District.
- **DEVELOP** a renovation and finance plan for the Fillmore Theater.

### Budget Enhancement Actions:

- City Services – Super Bowl 2020
- Orange Bowl Sponsorship
- Cultural Arts Council Temporary Art Installations
- Conservation of City's Public Art Projects
- Film, Television, and Photography Strategic Plan Development
- Miami Design Preservation League – Art Deco Weekend
- Increase in Miami Beach Pride Sponsorship for Event and Ferris Wheel
- Cultural Arts Programming
- Convention Center Contractor (Spectra) Additional Staffing for Renovated and Expanded Convention Center Facility Operations

## STRATEGIC ALIGNMENT CONT'D

- Convention Center Contractor (Spectra) Social Tables Software Implementation
- Convention Center Contractor (Spectra) Events Intern
- Convention Center Contractor (Centerplate) Additional Staffing for Renovated and Expanded Convention Center Food and Beverage Concession Operations

### Resilient305 Actions:

- **BUILD** an Inclusive Economy
- **BE COUNTED**

## BUSINESS ENVIRONMENT

The Miami Beach reputation as an international hub of arts and culture, mixed with our well-trained and educated residents continues to attract new events, tourists and conventions, globally. TCD remains focused on increasing international awareness on Miami Beach as a cultural capital, while ensuring our residents enjoyment, as well.

### Film and Special Event Production

By developing clear and consistent processes and regulatory frameworks for special events, TCD is encouraging high standards from vendors that balance the economic, environmental, and community benefits and concerns. The MBCC new booking policies will equally weigh financial needs with diversified programming that benefits the City, the MBCC and the neighboring businesses, hotels and restaurants.

### AiPP

Oversees the continued maintenance and conservation of major works of public art, including a new software and LED lighting system for Tobias Rehberger's "Obstinate Lighthouse", re-fabrication of a vandalized letter "N" that is part of Rehberger's "Eloquent South Pointe Park Pier Gate," and installation of a new glass protection system for Dan Graham's "Morris." With the new installations as part of the Miami Beach Convention Center, the AiPP program will ensure that the new pieces are maintained in their current state.

### Miami Beach Convention Center

TCD oversees the management and operations of the tangible facility as well as the reputation and sales of the facility by creating and promoting competitive services, packages, and amenities that attract and secure conventions, tradeshow, and corporate groups.

# TOURISM & CULTURAL DEVELOPMENT

## SIGNIFICANT ACCOMPLISHMENTS

### Cultural Affairs

- Instituted significant changes to FY 2020 Cultural Anchors and Cultural Presenters grant applications, which will produce increased effectiveness, accountability, cultural impact, and assist the CAC in application scoring
- Continues to refine the new online applications system and offers mandatory grant workshops to explain the grant application process and final reporting system. This will improve the effectiveness and efficiency in the nearly 50 applications for grant support received this year.
- Partnered with the VCA to offer a Cultural Tourism Grant to promote a destination cultural initiative in Miami Beach (beginning FY 2020)



### Colony Theatre Miami New Drama

- Awarded a grant of \$150,000 from the John S. and James L. Knight Foundation (for the third consecutive year) to commission a new work based on Edwidge Danticat's *Create Dangerously*, directed by Lileana Blain-Cruz. The project is set to premiere in the 2020-21 season. The \$150,000 award was the largest grant awarded through the Knight New Work Miami initiative. Additionally, the Knight Foundation awarded Miami New Drama a Capacity Building grant of \$750,000 over the next five years. Miami New Drama also secured a \$50,000 award from the Jorge M. Perez Family Foundation at the Miami Foundation to support its education initiative to tour a play to public high schools around the County.
- Produced strong artistic product including numerous world premieres, and in the 2018 fiscal year continues to attract and retain notable events and exposure including hosting the South Beach Jazz Festival, Miami International Piano Festival, Dance Now Miami, Miami Children's Choir, Florida Grand Opera, and the Miami Light Project.
- Under the management of Miami New Drama, The Colony Theatre hosted 35,892 attendees during 2018, and presented 199 performances.

## SIGNIFICANT ACCOMPLISHMENT CONT'D

### Art in Public Places (AiPP)

- Continues to oversee the coordination and implementation of the public art projects for the Miami Beach Convention Center Renovation and Expansion Project with six international artists for site specific, highly integrated monumental artworks, with a budget of \$7.1 million for expected completion of five projects in May 2019 and the final project in Fall 2019.
- Completed audio/video installation for Soundscape Park in October 2018 (in collaboration with New World Symphony)

### Bass Museum

- Organized and presented 4 major exhibitions: Paola Pivi: *Art with a View* and Aaron Curry: *Tune Yer Head* (October 2018) and Haas Brothers, *Fergully and Call and Response*/ recent acquisitions (December 2018), each supplemented by related education and public programs.
- Originated and presented Curator Culture series: *Questlove and Pedro Reyes*; *Kimberley Drew and Charles Blow* and confirmed upcoming talks with speakers *Sheila Hicks*, *Pepon Osorio*, *Edwidge Danticat*, *Mikalene Thomas*, and *Thelma Golden*, among others.
- Conceived (together with Mayor's office) and originated STEAM PLUS, a city-wide in school program in collaboration with six Miami Beach arts organizations: *Miami City Ballet*, *New World Symphony*, *Wolfsonian*, *Jewish Museum*, and others.
- Awarded \$1.25 million grant from Knight Foundation, over five years for new arts commissions

### Film & Special Event Production

- Implemented revisions to existing Film permitting guidelines and requirements to provide an easier and more streamlined process, encouraging major productions to return to the City, including a new local Film Incentive program to encourage scripted film and television productions in Miami Beach. The program is now available for reimbursement to qualified productions which meet target requirements. As a result of the newly modified guidelines and incentive program, major TV and film productions have returned to Miami Beach including the Fox series on *Gianni Versace*, the Martin Scorsese film *"The Irishman,"* the ABC pilot *"Grand Hotel,"* produced by *Eva Longoria* and shot for three weeks on location in Miami Beach, and *Will Smith's "Bad Boys 3"*.
- Implemented revisions to the existing Special Event Guidelines and requirements to provide efficient and effective procedures and processes for returning events and producers, and frequently used and new venues. These revisions, created in partnership with the production community, will be important as the City continues to attract large events such as *Super Bowl 2020*, *Pop Festival*, *Air & Sea*, and numerous festivals such as *Miami Beach Pride*, *Art Week*, *Art Deco*, and more.



# TOURISM & CULTURAL DEVELOPMENT

## SIGNIFICANT ACCOMPLISHMENT CONT'D

### Tourism & Conventions

- Sustained hotel occupancy levels of 76% for calendar year 2018
- Sustained an average daily room rate of \$271.09 for calendar year 2018
- Sustained RevPar (revenue per available room) of \$205.74 per day, and \$75,095 per year

### Miami Beach Convention Center

- Completed the MBCC (substantially) and welcoming new and repeat business utilizing all four exhibit halls, using all new areas of the building. Art Basel 2018 welcomed its highest number of attendees and the facilities first large gala, Baptist Health, received accolades from local and regional influencers.
- Restructured the financial terms with MBCC food & beverage (F&B) vendor, Centerplate, to provide for the City to receive 95% of the net operating profits of the catering and F&B operations at the MBCC (after payment of all operating expenses), and extended the term of the City's agreement with Centerplate for an additional two years.
- Secured (significant bookings) for future years during FY 2019 includes: National Automated Clearing House Association - The Electronics Payments Association (NACHA), American Society for Aesthetic Plastic Surgery, Association Of The Nonwoven Fabrics Industry, and Zendesk
- Secured significant social catering, including Baptist Health Gala

## CRITICAL SUCCESS FACTORS

### Cultural Affairs

- Creating awareness for residents and visitors regarding the many significant cultural venues in Miami Beach underlines the City's reputation as an emerging arts and culture leader (The Bass, Fillmore Miami Beach at the Jackie Gleason Theater, North Beach Bandshell, Colony Theatre, and Byron Carlyle Theater) and provides an international profile lift for Miami Beach.
- Working successfully with the Communications Department, GMCVB, and outside PR agency will be critical to successfully message the reveal of the MBCC AiPP projects.
- The ability to attract and sustain working artists will be crucial to enhancing a lasting cultural landscape.

## CRITICAL SUCCESS FACTORS CONT'D

### Film & Special Event Production

- Working with the Production Industry Council (PIC) to ensure efficient tracking of the new local Miami Beach film incentive program applicants and awardees will be critical to monitor a measurable return on investment in the short term, as well as a regeneration of this critical revenue stream for the City in the long term.

### Miami Beach Convention Center

- Identifying, securing and maintaining strong MBCC management and measurable performance measures with respect to the GMCVB's role as the marketing and booking organization for the City, specifically;
  1. Ability to provide the highest level of service in all departments to users of the facility
  2. Ability to address renovations or expansions of existing facilities in order to compete for convention and corporate business
  3. Ability to secure competitive hotel packages for convention, tradeshow, and corporate groups looking to come to the destination

## FUTURE OUTLOOK

The business mix at the MBCC will now be shaped by the booking policy in place to prioritize shows which have maximum room night impact and minimal to no traffic and congestion impact on the City.

The City's profile as a tourism driven City remains strong and is steadily rebounding from last season's challenges – hurricanes, and a Convention Center under construction. Revenue Per Available Room (RevPAR) continues to steadily rise, and hotel occupancy and rates are strong. The City will continue to develop strategies to address the volatility associated with market downturn and natural events, but will also look to ways to further market the assets that we have and ensure that both tourists and residents have easy access to our cultural and artistic offerings.

The City's cultural profile is expanding, with new events and arts activity drawn to the City on both a permanent and temporary basis.

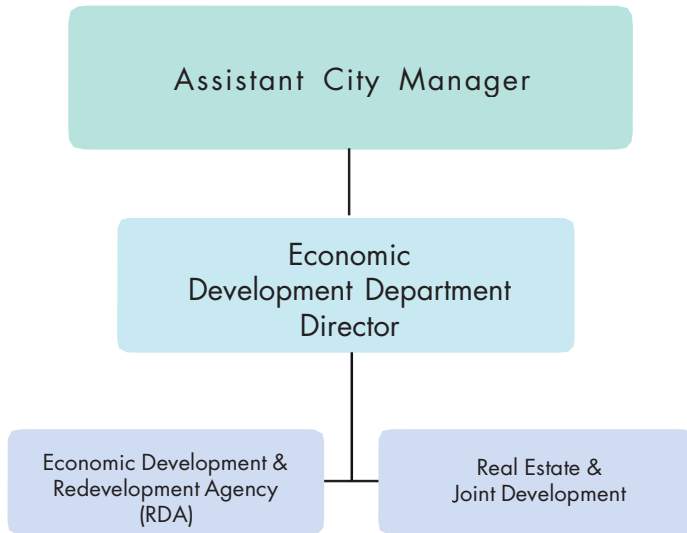




# ECONOMIC DEVELOPMENT

## DEPARTMENT MISSION STATEMENT

The City of Miami Beach’s Economic Development Department (EDD) is dedicated to establishing a robust economy that stimulates balanced growth by connecting business, community, people and jobs, business assistance and resources, corridor development/redevelopment, real estate, and creating a diverse economy for this dynamic and resilient community.



## DEPARTMENT DESCRIPTION

The Economic Development Department develops and sustains quality programs and initiatives to support the City’s tourism-based economy, including public/partnerships with key industries such as hospitality, and collaborative efforts with local and regional stakeholders.

To achieve the Economic Development Department’s mission, the Department has created two areas of focus to address the rich and diverse Miami Beach cultural and business communities. These units provide support to residents, businesses, and visitors to encourage a robust cultural climate and facilitate the development of a healthy economy so that residents, businesses and tourists can prosper, engage, innovate, and grow.

1. Economic Development
2. Office of Real Estate and Joint Development

## DEPARTMENT DESCRIPTION CONT'D

### Unit & Major Project Summaries:

The Economic Development area of focus provides economic development revitalization initiatives:

- Business recruitment, retention, and expansion
- Small Business Advocacy
- Business assistance, resources, and investments
- Community revitalization and key strategic projects
- Facilitate the connections between people and jobs
- Data resources, market research, and information
- Promote the City of Miami Beach

In managing the City’s real estate portfolio, the Real Estate/Joint Development Division evaluates and consummates real estate transactions, maintains contracts governing the use of City-owned properties, City-owned land and properties leased from others, administers management and operation agreements for City facilities, and manages vendor agreements related to the acquisition, development, management, and disposition of City-owned assets.

The Department also provides general oversight for redevelopment areas in the City including the Redevelopment Development Agency (RDA):

The Redevelopment Agency (RDA) is funded by tax increment revenues received from the City and County within the boundaries of the City Center Redevelopment Area. These funds focus on revitalization of the district and all excess funds are set aside to pay down existing debt early, where possible. Upon the payoff of all debt, the RDA district expires. The City, through the Economic Development Department, is in the process of exploring establishment of another Community Redevelopment Agency in North Beach. As the RDA had significant accomplishments it is further discussed in the RDA workplan.

## FISCAL ENVIRONMENT

The Economic Development Department, except for the RDA, is funded from the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

The Real Estate/Joint Development Division, through the management of the City’s real estate portfolio, assessed at approximately \$1 billion dollars, generates revenues from leases, contracts, and concession agreements, while, at the same time, leveraging the City’s real estate assets to maximize public benefit and purpose.

# ECONOMIC DEVELOPMENT

## STRATEGIC ALIGNMENT

Main Vision Area:

### Prosperity

Management Objectives:



- **Prosperity**
  - Revitalize targeted areas and increase investment
- **Mobility**
  - Support affordable, compatible workforce housing
- **Organizational Innovation**
  - Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement.
  - Make Miami Beach more business and user-friendly
  - Empower employees to provide excellent customer service, be problem solvers and solution finders

Strategic Plan Actions:

- **MAKE** substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- **COMPLETE** Ocean Drive renovation, activation, and programming underway.
- **COMPLETE** Lincoln Road renovation within 3 to 3.5 years.

Budget Enhancement Actions:

- North Beach CRA Redevelopment Plan
- Create an Economic Vitality Strategic Plan
- South Beach Store Front Covers
- Washington Avenue Parklets
- Small Business Development Program

Resilient305 Actions:

- **BUILD** an Inclusive Economy
- **BE COUNTED**
- **FINANCING** a Resilient Future

## BUSINESS ENVIRONMENT

The Miami Beach brand, recognized as a robust and innovative business environment, with its skilled workforce and educated residents, continues to attract new industries and workers from around the globe. Together, with our existing business community, the Economic Development Department remains focused on elevating Miami Beach businesses and helping to unlock their economic potential. The Economic Development Department achieves this by welcoming new businesses, connecting Miami Beach residents with rewarding jobs, creating a stronger business community, and building thriving neighborhoods throughout the island.

### Economic Development

The division strives to promote itself as an ombudsman office between the public and private sector by facilitating interaction between private property owners and the City's permitting and approval departments. Staff serves as a liaison to the Small Business Task Force and the 41st Street Committee, which address economic development opportunities in the City and critical transit corridors. Ongoing projects include serving as staff liaison for Business Improvement Districts (BIDs) within the City and other ad hoc committees, including, currently, the Washington Avenue BID, and the Mayor's Ocean Drive Panel.

### Real Estate/Joint Development Division

The Division negotiates, manages and ensures compliance for the + 80 contracts and agreements governing the use of City-owned properties and land, including leases, concession agreements, and management/operation agreements in order to leverage the City's assets to maximize the City's goals, with entities requiring varying amounts of oversight, from international conglomerates like Live Nation Worldwide, Inc., to fledgling non-profits like O Cinema.





# ECONOMIC DEVELOPMENT

## SIGNIFICANT ACCOMPLISHMENTS

### Economic Development

- Implemented the long-anticipated Rue Vendome programming adjacent to the Normandy Fountain, with community activation and regeneration planned to revitalize the area with Rue Vendome Business Grants
- Completed the design and conceptual plan for the potential West Lots development. Design plans were completed by June 2018 and implementation of the plan commences with the solicitation of a potential hydroponic container farms
- Completed the urban neighborhood design plan for Ocean Terrace
- Completed the design and vision plan for the 41st Street corridor
- Implemented the NSBA Small Business Congress Regional Meeting with the Small Business Task Force
- Created and completed a Miami Beach Small Business Survey with the Small Business Task Force
- Initiated and completed new storefront cover and parklet designs with the 41st Street Committee
- Created a Miami Beach Job Fair for Miami Beach High School students
- Retained an Architectural firm to develop a design and conceptual plan for Washington Avenue



### Real Estate/Joint Development Division

- Maintained 97% occupancy of leasable sites
- Developed and executed 20 leases, agreements and projects
- Renewed 16 leases and agreements

## CRITICAL SUCCESS FACTORS

### Economic Development

- Adoption and adherence to economic development and revitalization strategy plans for various areas of the City and the City as a whole

## CRITICAL SUCCESS FACTORS CONT'D

- Continued networking and communication with the general public including residents, property owners, business owners/operators, and visitors to gauge interest in various economic development initiatives and supportable business sectors
- Access to local/zip code level market information especially the real estate and job markets
- Improved website and data development to ensure more and detailed information instantly available to the public, site selection consultants, and potential business owners
- Ability to welcome, network and interact with the business and development communities to encourage new and expanding private investment in the City

### Real Estate/Joint Development Division

- Daily communication and close coordination with Property Management, Finance Department, City Attorney's Office, and various other City Departments
- Maintain maximum occupancy in all City-owned assets and increased activation of public spaces
- Generate revenue from City-owned assets while maximizing public benefit and use of public land
- Assist in providing services and amenities that benefit the community through contractual relationships, and agreements such as the weekly street markets
- Provide continuing education opportunities for staff to stay current on market trends and industry standards, and serving as in-house real estate consultant for all City departments

## FUTURE OUTLOOK

Economic Development opportunities are found throughout the City; from North Beach to the 41st Street Corridor, from Washington Avenue to Collins Park. New development projects, public private partnerships, economic revitalization programs, and creative financing for start-up and entrepreneurial endeavors are critical to the pathway forward towards building a robust and balanced economy.

The Real Estate/Joint Development Division forecasts moderate to strong growth in rental revenues as economic conditions are on a stable trend. Tenants paying a percentage of gross revenues are optimistic about continued growth, but financial gain is not the Division's primary driver. As contracts with flat-fee rents contain escalators requiring either a fixed percentage increase or an increase based upon the Consumer Price Index, rental revenue will continue to increase as long as occupancy levels remain strong. Revenue generation is certainly an important function, but the Division's underlying goal is to activate the City's land and property for the benefit of the public, partnering with diverse and dynamic businesses to enhance the City's culture, entertainment, commerce, and community.