



# MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMITTEE MEMORANDUM

TO: Mayor Matti H. Bower and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: August 22, 2013

This shall serve as written notice that a meeting of the Finance and Citywide Projects Committee has been scheduled for August 22, 2013, at 3:00 P.M. at 1755 Meridian Avenue, in the 3<sup>rd</sup> Floor Training Room.

The agenda is as follows:

### OLD BUSINESS

1. Carryover of any items from August 21, 2013

### NEW BUSINESS

2. Other Issues from non-General Fund Budgets
  - a) Update Regarding World Out Games
  - b) Mass Transit Circulator Funding
  - c) GMCVB Budget for City of Miami Beach Initiatives
  - d) Proposed "Visitors Convention Authority" Budget
  - e) Proposed Water and Sewer Rates
  - f) Discussion Regarding future Stormwater Bonds and Related Rates

**Finance and Citywide Projects Committee Meetings for 2013:**

**August 22, 2013 (Budget)**

**September 19, 2013**

**October 24, 2013**

**November 14, 2013**

**December 19, 2013**

PDW/rs/kd

*To request this material in accessible format, sign language interpreters, information on access for persons with disabilities, and/or any accommodation to review any document or participate in any city-sponsored proceeding, please contact 305-604-2489 (voice), 305-673-7524 (fax) or 305-673-7218 (TTY) five days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service).*

Cc. Mayor and Members of the City Commission  
Management Team

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**Discussion Item**

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# MIAMI BEACH

OFFICE OF THE CITY MANAGER

## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: August 21, 2013

SUBJECT: World Outgames 2017 Update

On May 22, 2013, on update, see attached, regarding World Outgames 2017 was provided via Letter to Commission (LTC).

### **BACKGROUND**

The Miami Beach - Miami LGBT Sports & Cultural League, Inc (LGBTSCCL) is a Florida non-profit organization formed to bid on the World Outgames. They are a group of active community leaders involved in Human Rights, Culture or Sports throughout our LGTBQ community. The League was formed to insure that a competitive and organized bid be delivered to Gay Lesbian International Sports Association (GLISA) for the World Outgames 2017.

On March 2, 2013, GLISA announced Miami Beach-Miami will host the 2017 World Outgames. The event will be held May 24 – June 3, 2017. LGBTSCCL has requested \$500,000 (payable over several years) in cash and \$250,000 in-kind from the City in support of the event. LGBTSCCL has worked with City Staff and the GMCVB to refine their economic impact estimates, which they project to be in excess of \$88 million and is attached for your reference.

The Finance and Citywide Projects Committee considered this request at their March 21, 2013 meeting and recommended the item go straight to Commission once the details have been worked out, because \$100,000 in potential funding was included in the City's FY 12/13 annual budget for sponsorship of Miss USA Pageant or to be used to attract another new event to the City. Staff requested time to meet with them and review the information in more detail.

City staff has provided cost estimates for their use of the Miami Beach Convention Center, Miami Beach Golf Club, Colony Theater, sports fields at Flamingo Park and other special event associated fees. Rental of the Convention Center alone is estimated to be \$351,000. Other City fees for use of Miami Beach Golf Club, Colony Theater, sports fields at Flamingo Park and other special event associated fees could total approximately \$350,000, depending on the scope of activity and number of days of use. The estimated costs for all fees (convention center rental, special event fees, Colony Theater rental and Miami Beach Golf Club are estimated at approximately \$700,000.

LGBTSCCL is committed to raising private revenue from corporate sponsors, but is seeking financial support from the City and other governmental agencies. LGBTSCCL is required to pay GLISA a Licensing Fee totaling \$175,000 in annual installments. The GMCVB assisted with funding the first installment in order to meet the June 30, 2013 deadline for the initial license fee payment to GLISA, which was the most immediate concern for LGBTSCCL. The GMCVB has not committed to any additional funding beyond the initial \$50,000 at this time.

The next installment of the License Fee must be made prior to June 30, 2014. Additionally, LGBTSCL's funding request of \$500,000 will help support operating and staff expenses required to continue to plan for the 2017 World Outgames. They have also requested any available office space from the City be provided in-kind to assist in defraying operating expenses.

A long term sponsorship agreement with future funding commitments for cash and in-kind support for any event is unprecedented for the City of Miami Beach. By comparison, the City has provided waivers for rental of the Convention Center to the National Football League (NFL) for Super Bowl and to World Wrestling Entertainment (WWE) for Wrestlemania of approximately \$100,000 respectively. The NFL also received \$95,000 cash contribution from the City.

Based on the aforementioned, the Administration recommends a one-time cash sponsorship of \$100,000 and in-kind rent waiver of the Convention Center of \$100,000. At this time, the City does not have office space available for use by LGBTSCL.

The FCWPC met on July 28, 2013 and discussed the proposal. The LGBTSCL provided some additional information, see attached, for the Committee to consider. The FCWPC requested additional financial information including a detailed budget, fundraising projections, and a list of other governmental entities who the Committee would be requesting funding from. The Committee recommended \$125,000 annual sponsorship subject to annual funding availability, but subject to a match, dollar for dollar, public benefits and annual fundraising benchmarks. The FCWPC requested this item be considered by the City Commission during FY 13/14 budget discussions.

## **CONCLUSION**

The Administration requests this matter be discussed and direction provided on how to proceed.



JLM/KGB/MAS

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TO: Mayor Matti Herrera Bower & Members of the City Commission  
FROM: Ivan Cano, VP, Miami Beach-Miami LGBT Sports & Cultural League, Inc.;  
Co-Chair of worldOutgames 2017  
DATE: July 18, 2013  
SUBJECT: Financial Partnership for worldOutgames 2017

This is a follow up in regards to May 22, 2013 memo. We would like to request \$500,000 (payable in 4 installments) and \$250,000 In-kind from the City in support of the event.

At present, we have raised from our corporate partners over \$65,000 (includes \$50,000 from the GMCVB – THANK YOU) and received a commitment \$60,000 from a private donor, payable in 4 years.

We sat down with our partners at the City of Miami Beach and Greater Miami Convention & Visitor Bureau and went over the Economic Impact. In our meetings we considered changes and made the necessary edits to adjust the report, within reason to our experiences and knowledge in the LGBT market.

The following pages will illustrate the project for a better understanding and scope which will take less than 2.5 years to create and plan so that remainder of the time the staff and city can be stable and spend their time efficiently.

The board of director clearly understands that there has not been precedence for an undertaking of this type and size and we understand that there may be a certain level of anxiety. I stand before you representing the organization and tell you that we are dedicated to ensuring a mayor successful event in 2017, an event that will put the city of Miami Beach on the map for hosting future multi-sport international event.

We look forward to our partnership in the next 4 years.

First - Oct 2013-Sept 2014	\$125,000	Second – Oct 2014 – Sept 2015	\$125,000
Third - Oct 2015-Sept 2016	\$125,000	Forth & Final Oct 2016 – Feb 2017	\$75,000

Ivan Cano

## I. EXECUTIVE SUMMARY

### A. Mission Statement

To host a global event for the LGBTQ community, and its allies for the purpose of human rights, sportsmanship and cultural events while providing a safe environment and producing a world-class production of **worldOutgames 2017**.

### B. Company Information

#### **About the Gay and Lesbian International Sport Association**

Established in 2004, the Gay and Lesbian International Sport Association (GLISA) is a democratically governed, international association of sport, culture and human rights organizations that works for lesbian, gay, bisexual and transgender (LGBT) people. GLISA's mandate is to support and grow an international LGBT movement by organizing continental associations, continental **Outgames**, and global **worldOutgames** every four years.

#### About **worldOutgames** □

The first **worldOutgames** was held in 2006 in Montreal and attracted more than 12,000 participants. The event was based on three components: Sport, Culture and Human Rights. The second **worldOutgames** was held in Copenhagen in 2009. It was an attractive, open and inclusive event that welcomed the local and international LGBT community as well as the wider population of Copenhagen and Denmark. Successful events have also been hosted by GLISA's Continental Associations in North America and Asia-Pacific: the 2007 North America **Outgames** in Calgary, the 2008 Asia-Pacific **Outgames** in Melbourne, the 2011 Asia-Pacific **Outgames** in Wellington, and most recently the 2011 North America **Outgames** that took place in Vancouver in July of that year. In 2014, Darwin, Australia will host the 3rd Asia-Pacific

About **Miami Beach-Miami LGBT Sports & Cultural League, Inc.** (The League) In pursuing of creating an organization and bid for the 4<sup>th</sup> worldOutgames, Ivan Cano, Bruce Townsend, and Jerry Torres started researching and planning in August 2012. During late August and early September, a more local leaders formed "The League". The League, a Florida not-for-profit corporation was established to bid on GLISA's worldOutgames 2017 and submitted a "Letter of Intent" on September 17, 2012 and became one of 5 cities (Denver, Miami Beach, Reykjavik, Rio de Janeiro and Rome) to do so.

GLISA announced on December 4, 2012 that Miami Beach, Florida, and Reykjavík, Iceland had been shortlisted to host the fourth edition of the worldOutgames for 2017. The League made it to the last round. The finalists were invited to present in person at GLISA's annual conference in Antwerp, Belgium. On February 28, 2013, Bruce Townsend, Cindy Brown and Ivan Cano were accompanied by Jerry Torres, Keith Hart, George Neary, Miami Beach's Mayor Matti Herrera Bower and Commissioner Michael Gongora and presented to the GLISA Board Members around the world and The League won the bid to become the first U.S.A. city and 4<sup>th</sup> city to host a worldOutgames.

The League was conceived and developed by community leaders, activists and event professionals:

- Ivan Cano, Co- Chair| Executive Director, Miami Beach Gay Pride, Inc.
- Bruce Townsend, Co- Chair | Social Catering Sales Director, Centerplate
- Jerry Torres, Treasurer | Principal, GT Entertainment LOC
- Keith Hart, Secretary | Relationship Manager- GBPS- American Express
- Steven Adkins, President & CEO, Miami-Dade Gay & Lesbian Chamber of Commerce
- Bob Balsam, General Manager, Global Spectrum
- George Neary, Associate Vice President of Cultural Affairs, Greater Miami Convention and Visitor Bureau (GMCVB)
- Cindy Brown, Executive Director, Miami Beach Botanical Gardens
- Nick Tierno, General Manger- Centerplate, Miami Beach Convention Center
- Jose Sotolongo, Executive Director, Miami- Dade Sports Commission
- Richard Murry, President, The Murry Agency
- Karen Brown, Executive Director, LGBT Visitors Center

The Honorary Directors consists Honorable Matti Herrera Bower, Mayor of the City of Miami Beach, and the Honorable Michael Gongora, Commissioner of the City of Miami Beach.

While our 501 (c ) (3) is established, the Miami-Dade Gay & Lesbian Chamber of Commerce Foundation, Inc (MDGLCC Foundation, Inc) is our fiscal agent.

Donations Payable to: **MDGLCC Foundation, Inc**  
**(notes) worldOutgames 2017**  
**P.O. Box 191929**  
**Miami Beach, FL 33119**

## II EVENTS

**worldOutgames 2017** will be held Wednesday, May 24 to Saturday, June 3, 2017 and has three components – a Human Rights Conference, Sports Events and Cultural activities.

### A. Human Rights Conference

Continuing the reputation of stellar conferences on the state of Human Rights for LGBTQI people around the globe, The League will present a world forum addressing the pressing issues at that time. An evaluation of the 2013 Antwerp conference will help to inform the committee as to areas of concern and further direction.

The Human Rights Conference at the **worldOutgames 2017** will take place at the Miami Beach Convention Center May 24 – 26, 2017.

We would like to take the approach of listening, not preaching. Starting in 2015, two advisory committees will be formed.

- International Leadership - Quarterly conference call with leaders from several under-served countries and our state especially Central and South America, Africa, Asia and Muslim nations.
- National Leadership – Equal representation and equal geographical representation

### Outreaching

A local advisory group formed mainly of representatives from the National Gay and Lesbian Chamber of Commerce (NGLCC), National Gay and Lesbian Task Force (NGLTF), Human Rights Campaign (HRC), The Victory Fund, National Center for Lesbian Rights (NCLR), International Gay and Lesbian Human Rights Campaign (IGLHRC) and other international rights organizations.

A request for abstracts will be distributed in summer 2016 for workshops that address the current areas of interest of our community; however topics of definitive inclusion are:

- |                            |                      |            |
|----------------------------|----------------------|------------|
| • LGBTQ Families           | • Worldwide Marriage | • Business |
| • Health (Men's & Women's) | • Status             | • Legal    |
| • HIV/AIDS                 | • Religion           |            |
|                            | • Youth*             |            |

\*Youth 17 & under (*not excluding 18-24 years old in certain instances*)

We are working towards a partnership with Pridelines Youth Services and other local organizations to develop a tandem track during the events

Additional workshop tracks will be added based on abstracts received. The program will feature over 3 days of workshops with more than 125 specialized platforms offered. All workshops will be recorded and available as podcasts or mp3 uploads.

For those in certain fields, we will try to offer Continuing Education Units (CEU) and CLU's will be offered.

In addition to the workshops and plenary sessions, the conference will feature a business & travel expo that will highlight both international business and run through until Closing Ceremonies. A plan of over 50 booths will be set up in the common areas of the Miami Beach Convention Center.

As a great opportunity to continue education the general public, we would identify several shorter workshops and offer during the week of the Miami Beach – Miami worldOutgames 2017.

### **Conference Schedule**

#### **Day 0 – May 23, 2017**

Registration  
Opening Reception late afternoon

#### **Day 1 – May 24, 2017**

Opening plenary session  
Lunch  
Expo opens following Plenary  
Workshops  
Reception

#### **Day 2 – May 25, 2017**

Expo open  
Workshops  
Main Plenary session  
Lunch  
Workshops  
Evening Cultural activity

#### **Day 3 – May 26, 2017**

Expo Open  
Workshops  
Lunch

As the world continues to change, the focus of the conference will be on the topics that are at the forefront in the coming years. Both a collective of national and international organizations and the workshop abstracts that are submitted will determine the direction. A committee including leaders from these organizations will review abstract submissions for relevance, impact and professionalism to collectively create a conference that will be a must attend for anyone doing equality work around the globe.

Proper interpretation, Day Care for participant's family will be *provided*. *In addition*, we would be looking forward to introducing a Youth Track for children of participants and provide a Safe Haven for those that need privacy for security reasons. Those delegates

would receive a color-code credential to ensure our press respects their rights and we would take extra measure to reserve an area to avoid any photography

We will need to start promoting the conference and outreach to South America, Eastern Europe, Middle East and Countries in Asia that are not represented in major conference in advance so individuals can apply for visas and plan accordingly. We plan on having a dedicated staff member working with the State Department to help expedite visas for all.

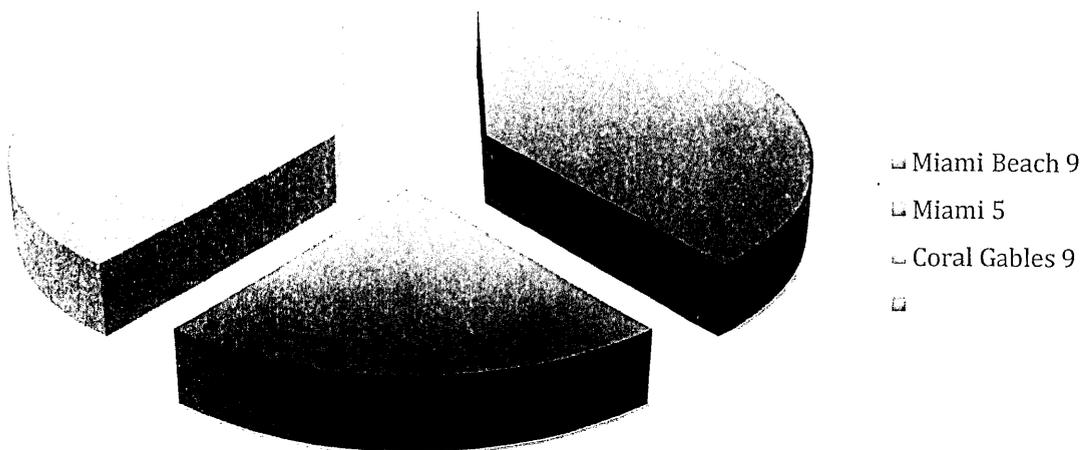
The Legacy would like to leave behind is a global statement with one unified voice on priorities and steps to achieve our goals and send that message to United Nation's Diplomatic Offices

## B Sports

The sporting component will include than 18 sports and over 31 sporting events (others are being considered and determined based in venue and interest at a later date) in the Greater Miami Area:

No.	Events	Sport	Targeting	City-Venue	Venue - 1st option	Venue - 2nd Option	
1	1	Aquatics - Competitive Diving	70	Coral Gables	UM - Norman Whitten Student Union Pool		
	2	Aquatics - Swimming	800	Coral Gables	UM - Norman Whitten Student Union Pool		
	3	Aquatics - Synchronized Swimming	100	Miami Beach			
	4	Aquatics - Water Polo	120	Coral Gables	UM - Norman Whitten Student Union Pool		
2	5	Badminton Singles	250	Miami Beach	Convention Center		
	3	6	Basketball	250	Coral Gables	UM- BankUnited Center	
	4	7	Bowling Doubles	300	Miami	Bird Bowl Bowling Center	
		8	Bowling Singles		Miami	Bird Bowl Bowling Center	
		9	Bowling Trios		Miami	Bird Bowl Bowling Center	
5	10	Cycling: Road race	100				
	6	11	Dance - Country Western	1400	Miami Beach	Convention Center	
		12	Dance - Sport	500	Miami Beach	Convention Center	
7	13	Dominos	60	Miami Beach	Convention Center		
	8	14	Field Hockey	300	Coral Gables	UM - Greentree Practice Fields	
	9	15	Golf 3-day competition	90	Miami Beach	Miami Beach Golf Club	
10	16	Rowing	220	Miami Beach	Ronald W Shane Rowing Center		
	11	17	Running 10k	500	Miami Beach-Miami		
		18	Running 5k				
		19	Running half marathon	800			
		20	Running marathon				
12	21	Rugby					
13	22	Soccer	2000	Miami	Tamiami Park		
14	23	Softball	2000	Miami	Tamiami Park		
15	24	Tennis Doubles	800	Coral Gables	UM-Neil Schiff Tennis Center		
	25	Tennis Mixed Doubles		Coral Gables	UM-Neil Schiff Tennis Center		
	26	Tennis Singles		Coral Gables	UM-Neil Schiff Tennis Center		
16	27	Track and Field	275	Coral Gables	UM - Cobb Stadium		
	17	28	Triathlon: individual	225			
		29	Triathlon: teams				
18	30	Volleyball	500	Miami Beach	Convention Center		
	31	Volleyball - Beach	320	Miami Beach	Lummus Park		
			11980				
		10% <25 yrs old	1198				
		60% < 44 yrs ol	7188				
		20% between 45 - 59 yrs old	2396				
		10% > 60 yrs old	1198				

## Miami-Dade Venues



### C Cultural

#### The Rainbow Village

The **worldOutgames 2017** Village will be created in the heart of the Historical Art Deco District on Ocean Drive. A tented city will be built a block away from the gay beach to house vendors, merchandising, café and beer gardens and a state-of-the art worldOutgames Stage for nightly competitions and entertainment, some free and some for a small fee. The Village will be a great meeting place to infuse new ideas and meet everyone from around the world. As the grand central of Miami Beach, it would be opened for 8 days from Noon to 11pm and also house the smaller sports and cultural programs but not limited to worship services and healthy activities and feature the official results point for the sport and cultural disciplines (privacy permitting). This will provide a daily meeting place for all athletes, cultural participants and people of Miami Beach.

#### Women's Space at the Miami Beach Botanical Gardens

The Miami Beach Botanical Garden venue is situated directly behind the Miami Beach Convention Center in South Beach. This location will also feature an entertainment stage, the official results point for the sport and cultural disciplines, several food and drink vendors and merchandising stands. This will provide another daily meeting place for all athletes, cultural participants and the people of Miami Beach.

#### Dances

We do plan on producing events that are dedicated to specific niches in our community. Leather Dance, Circuit Dance, Women's Dance and Youth Dances will be designed and set to accommodate all the people that seek to enjoy and express themselves in a special place.

## Band

Band participation will be highlighted in both Opening and Closing Ceremonies, and a special once-off performances. The band concert will be held at The Village. The Lesbian and Gay Band Association will also be holding their regional Events in 2017 Miami.

## Choral

Miami has a long and prestigious history of choral singing. A gala choir concert will be held at The Fillmore Miami Beach at Jackie Gleason Theater, configured to accommodate 1,000 performers and 2,100 audience members. We propose a mass choir of 1,000 international voices for our Opening and Closing Ceremonies.

## Additional Cultural Events

Museums - we will be working closely to all the local museums and set a standard discount to all **worldOutgames 2017** participants. And the local Organizing Committee of **worldOutgames 2017** may request to add additional participatory cultural events to the Cultural Program, based on their financial and logistics implications.

## Glow Run

For the first time ever, we would be hosting a GLOW RUN that would be FREE and open to all as a Welcome Event and embrace all that would like to be a part of the spirit. With black lights and glow-in-the-dark clothes, adults and kids would have a great time running up the coast and finishing off at the Village.

## OPENING & CLOSING CEREMONIES

Miami – Miami Beach, the gateway between North, Central and South America will give the participants and guests of the **worldOutgames 2017** an especially warm welcome at (tbd). With a perfect combination of feeling, impressive productions produced by a Grammy or Tony Award Winner and strong symbols of motivation for the games ahead, the Opening Ceremony will be an unforgettable experience for all involved.

## Closing Ceremony

After all the competitions and cultural events have come to an end, each participant will have made new friends, obtained numerous impressions and spent an unforgettable week in Miami Beach-Miami. This will all be celebrated in the Closing Ceremony.

The Closing Ceremony will take place in tbd. Athletes, artists, guests and people from Miami-Dade will all come together, on the final evening of the worldOutgames2017. We will consciously forego formal entry of the participants and do without seating in order to encourage mingling of all groups and create a comfortable, personal atmosphere. A professional stage will be built to accommodate the formal elements of the Closing Ceremony and the following artistic program.

### III FINANCE

We will be following Generally Accepted Accounting Principles and audited by a third party. Then our financial review will be presented to GLISA as directed by our agreements that illustrates the financial performance and strategic direction of the Human Rights, Sports and Cultural programs.

#### Fee Structure

*All projections based on US currency and the current economic environment  
Sports, Human Conference, or Cultural Program*

*Registration Fee \$175 Sports, Human Rights Conference, or Cultural Program  
Participant and Spouse*

#### *Early Bird*

*Registration Fee \$150 Sports, Human Rights Conference, or Cultural Program  
Participant and Spouse before Dec 31, 2016*

*Registration Fee \$115 Youth/Students of any Sports, Human Rights Conference, or  
Cultural Program Participant*

*Registration Fee includes:*

- *Opening/Closing Ceremonies –Participants Area*
- *Program Guide*
- *Official Participation Shirt (Limited edition)*
- *Closing Party Ticket*
- *Reduced Rate to all Official Events produced by **worldOutgames 2017***
- *Reduced Meals and Drinks at the Village*
- *One Ticket to Cultural Program*
- *Participant Medal*
- *Transit Ticket*

#### *Sports Program*

#### *1<sup>st</sup> Sports Fee*

<i>Tier 1 \$50 US</i>	<i>Tier 2 \$60 US</i>	<i>Tier 3 \$75 US</i>	<i>Tier 4 \$125 US</i>	<i>Tier 5 \$150</i>	<i>Tier 6 \$275</i>
<i>Dominos</i>	<i>Basketball Field Hockey Soccer Softball Triathlon –Teams Volleyball Volleyball – Beach Aquatics- Synchronized Swimming Aquatics-Water Polo</i>	<i>Track &amp; Field Aquatics-Diving Aquatics-Swimming Aquatics-Open water Swim Badminton- Doubles Badminton-Doubles Mixed Badminton-Singles Bowling-Doubles Bowling-Singles Bowling-Trios</i>	<i>Rowing Triathlon</i>	<i>Cycling</i>	<i>Golf – 3 Days</i>

		<i>Dance-Ballroom</i> <i>Dance-Country</i> <i>Western</i> <i>Sance-Sport</i> <i>Running-5K</i> <i>Running-10K</i> <i>Running Half Marathon</i> <i>Running-Full Marathon</i> <i>Tennis-Doubles</i> <i>Tennis-Mixed Doubles</i> <i>Tennis Singles</i>			
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2<sup>nd</sup> Sport Fee 20% of equal or less value  
value

3<sup>rd</sup> Sport Fee 30% of equal or less

#### Human Rights Conference

Conference Fee \$500

**worldOutgames 2017** Participant 3 Day \$450

**worldOutgames 2017** Participant 1 Day \$150

Student Fee \$200

1 Day \$200

Early Bird Before Dec 31, 2016

Conference Fee \$400

**worldOutgames 2017** Participant 3 Day \$350

**worldOutgames 2017** Participant 1 Day \$100

Student Fee \$175

1 Day \$175

#### Sponsorship Package

(Please see 2017 WOG Partner Package)

#### IV MARKETING PLAN

Miami Beach is no newcomer to major events. From Super Bowls to the MTV Video Music Awards to Art Basel Miami Beach, our experience reaches far across all cultures and media mediums.

Additionally, the city has played host to numerous, world-class LGBT events, festivals and fundraisers, including Winter Party Festival, White Party Week, Miami Beach Gay Pride, Aqua Girl and the Miami Gay & Lesbian Film Festival, to name a few.

From a marketing and promotions standpoint, we have existing relationships across all of the key marketing-related disciplines and can leverage not only our paid support from these media partners, but also editorial support as well. We would design and implement a multi-level global marketing campaign for **worldOutgames 2017** that would include several disciplines:

- Public Relations
- Media Relations
- Advertising
- Special Events
- Social Media Marketing

This will serve to integrate the **worldOutgames 2017** into the community as an event that the community is not only hosting...but also supporting.

#### Key Elements of Marketing Outreach:

- IT'S SO MIAMI – Quarterly video on YouTube promoting LGBT community in Miami area
- Faces of **worldOutgames 2017** Athletes Circle – Quarterly column highlighting openly out and friendly athletes globally
- Media FAM Tours – With the help of the GMCVB, we can organize 6-10 international journalists to visit and write about Miami Beach
- "How Am I" report – Once the website is launched, we will prompt athletes and cultural members to upload their profiles.
- Global Outreach Tours – Starting in June 2013 until December 2013:
  - June Washington NIKE Meeting
  - June 26-28 Peru, South America
  - Fifth Convention of the "Asociación Internacional de Familias por la Diversidad Sexual"**  
Lima Peru □ June 27-30, 2013  
Representatives of 23 COUNTRIES will attend: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Portugal, Puerto Rico, Spain, Uruguay, U.S.A., and Venezuela.  
The goal of the convention is to promote and strengthen ways to support to persons who are lesbian, gay, bisexual or transgender (LGBT).
  - June 28-30 Santo Domingo, Dominican Republic  
Santo Domingo Pride: Promoting WOG with a Miamian DJ and then meeting with Political and local leaders
  - July/August Antwerp, Belgium  
worldOutgames 2013
  - Sept mid Guadalupe, Mexico
  - Nov mid Asia – Shanghai, China, Singapore, Taipei, Taiwan
- Promotional Tours – Starting in 2014, making sure we visit and activate booths/floats in 5-10 cities globally and increase every year by 2 cities. We would partner with a local sports/cultural group and pay all the expenses.
- Global Language – Besides English, Spanish, Portuguese, Mandarin, German, Hindi and several underserved countries, we would have a dedicated section to their language.

- Global Events – As part of our Promotional Tours, we would make sure to attend the Gay Games, Continental Outgames and the Olympics in Brazil

Additionally, we are planning to engage the professional services of local marketing agencies such as The Murry Agency, a Miami Beach-based marketing and PR firm with international events and LGBT-oriented contacts and experience, including: the National Gay & Lesbian Task Force, Winter Party Festival, Miami Beach Gay Pride, Miami Gay & Lesbian Film Festival, Pridelines Youth Services, Sizzle Miami, the Miami-Dade Gay and Lesbian Chamber of Commerce, the LGBT Visitor Center, and more. The Murry Agency is also certified by the National Gay and Lesbian Chamber of Commerce as an LGBT Business Enterprise™ (LGBTBE) through the NGLCC Supplier Diversity Initiative.

## V OUTREACH PLAN

The worldOutgames2017 Outreach Program will be designed to provide assistance to those attendees who wish to participate but cannot afford to do so.

\$1-\$5 from the registration fee will be earmarked to help low-income participants requiring assistance to attend the worldOutgames2017. This funding will be dedicated to the travel, housing, hospitality and event participation fees of those attendees who qualify.

Additionally, a portion of each fundraising event for the worldOutgames2017Miami Beach will be allocated to support community grants.

Dormitories at the University of Miami will be reserved for recipients of the scholarship and will include meal options. This option will also be made available for large sporting teams looking to stay in close proximity to their sporting event. Public transportation and shuttle service will be within walking distance to ensure that all attendees can easily access transportation to all event surrounding the worldOutgames2017.

We will also be actively pursuing individuals and focusing on our marketing efforts in the following regions and working to recruiting 26% above our budgeted participates to prepare for attrition:

USA/CANADA	40%
Europe and Middle East	18%
Latin America & Caribbean	23%
Asia. Pacific	15%
Africa	4%

## Economic Impact Report During worlOutgames 2017 May 24, 2017 to June 3, 2017

Prepared by Ivan Cano & Bruce Townsend, July 18, 2013

<b>ATTENDEES:</b>	<u>Event</u>	<u>Participants</u>	<u>Guest</u>	<u>Total</u>
	Human Rights	1,000	500	1,500
	Sports	11,000	22,200	33,000
	Cultural	<u>2,000</u>	<u>4,000</u>	<u>6,000</u>
	<b>Total</b>	<b>14,000</b>	<b>26,500</b>	<b>40,500</b>

\*Half of the 1,500 participants will bring 1 additional person during stay.

<b>LODGING:</b>	<u>Event</u>	<u>Miami Beach</u>	<u>Greater Miami</u>
	Human Rights**	\$1,200,000	\$228,000
	Sports***	\$21,120,000	\$4,012,800
	Cultural***	<u>\$3,840,000</u>	<u>\$729,600</u>
	<b>Total</b>	<b>\$26,160,000</b>	<b>\$4,970,400</b>

Revenue Calculation based on GMCVB 2.5 Guest per room

\*\*Human Rights - 100% Guest will arrive on the 23rd of May since the conference starts at 8am on the 24<sup>th</sup>. Calculations are based on the guest leaving Sunday (5 nights), not Monday (Memorial Day)

\*\*\*Sports and Cultural- Calculations based on 80% of the participants and guest staying in a Miami-Dade hotel.

<b>F&amp;B:</b>	<u>Event</u>	<u>Miami Beach</u>	<u>Greater Miami</u>
	Human Rights^	\$643,031	\$33,844
	Sports#	\$19,750,500	\$2,194,500
	Cultural#	<u>\$3,591,000</u>	<u>\$399,000</u>
	<b>Total</b>	<b>\$23,984,531</b>	<b>\$2,627,344</b>

Revenue Calculation based on \$95 per day

^Human Rights 95% of the attendees will be spending this amount, since meals are not included. 95% in Miami Beach and 5% in Greater Miami

# Sports and Cultural - 90% of the attendees will be spending this amount, since meals are not included. 90% in Miami Beach and 10% in Greater Miami.

<b>Shopping:</b>	<u>Event</u>	<u>Miami Beach 70%</u>	<u>Greater Miami 30%</u>
	All	\$12,551,875	\$5,379,375
	<b>Total</b>	<b>\$12,551,875</b>	<b>\$5,379,375</b>

Revenue Calculation based on 95% of tourist purchasing \$50 per day during their lodging.

<b>Taxi:</b>	<u>Event</u>	<u>Miami Beach 70%</u>	<u>Greater Miami 30%</u>
	All	\$1,391,250	\$596,250
	<b>Total</b>	<b>\$1,391,250</b>	<b>\$596,250</b>

Revenue Calculation based on 50% of all groups spending \$10 per day during their lodging.

**ALL REVENUE DEPARTMENTS:**

	<b>Miami Beach</b>	<b>Greater Miami</b>	<b>Total</b>
LODGING:	\$26,160,000	\$4,970,400	
F&B:	\$23,984,531	\$2,627,344	
SHOPPING:	\$12,551,875	\$5,379,375	
TAXI:	<u>\$1,391,250</u>	<u>\$596,250</u>	
<b>TOTAL</b>	<b>\$64,087,656</b>	<b>\$13,573,369</b>	<b>\$77,661,025</b>

Range is from \$77,661,025 (present estimate) to \$117,633,232  
(reduced by 33%) based on various LGBT spending opinions.

**MIAMI BEACH**

MB Resort Tax \$1,264,491  
2-3%

Convention \$986,459  
Development Tax  
CDT 3%

**MIAMI-DADE**

Tourist Development Tax TDT 2% \$151,955  
Tourist Development Surtax TDS 1% \$26,273  
Homeless & Domestic Violence Tax HDV 1% \$26,273  
Professional Sports Franchise Facilities PSFFT 1% \$49,704

**STATE OF FLORIDA** 7% \$3,618,230

And 3 copies in color of this as well, please.

TY!

Bruce Townsend | Social Catering Sales Manager  
Centerplate | Miami Beach Convention Center  
1901 Convention Center Drive | Miami Beach, FL 33139  
Dir 305.672.0771 | Cell 305.967.3691 | Fax 305.538.4802  
PLEASE NOTE MY NEW EMAIL: [BTownsend@CenterplateMBCC.com](mailto:BTownsend@CenterplateMBCC.com)  
[www.MiamiBeachConvention.com](http://www.MiamiBeachConvention.com)  
Information: [Menu Information](#) | [Find us on Facebook for Photos & Fan Club](#)  
[Follow us on Twitter](#) | [Add our LinkedIn to your Network](#)  
[Centerplate @ MBCC](#) | [Centerplate Corporate](#)



Consider the environment. Please don't print this e-mail unless you really need to.

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**From:** Dean Nelson [mailto:[dean@gaywhistler.ccsend.com](mailto:dean@gaywhistler.ccsend.com)] **On Behalf Of** Dean Nelson  
**Sent:** Tuesday, June 11, 2013 2:21 PM  
**To:** [btownsend@centerplatembcc.com](mailto:btownsend@centerplatembcc.com)  
**Subject:** WinterPRIDE GENERATES \$9.0 MILLION TO BC



**gaywhistler  com**

## **GayWhistler's WinterPRIDE GENERATES \$9.0 MILLION TO THE PROVINCE OF BC**

Press Release

For Immediate Release

### **Signature Winter Festival in Whistler generates \$9.0 MILLION in Gay Tourism**

**Vancouver, BC - June 11, 2013** - The twenty-first annual GayWhistler WinterPRIDE - Gay & Lesbian Ski/Snowboard week took place on February 3-10, 2013 and attracted visitors from around the world. Approximately three thousand gay and lesbian vacationers from 28 nations descended on the region with their friends over the eight day, sixty five events at the award winning ski resort of Whistler,



BC, Canada.

This year the Resort Municipality of Whistler commissioned an economic impact study to better understand the overall value of the festival. The report found ***spending made by participants, spectators and event organizers generated \$9.0 million in economic activity for the Province of British Columbia.***

### **Economic Activity**

Total Industry Output representing direct and indirect expenditures generated by the event.

- Total to Province of British Columbia: \$9.0 million
- Total to Whistler: \$4.8 million

### **Jobs**

Spending associated with the event supported \$3.1 million in wages and salaries in the Province through the support of 69 jobs, of which 52 jobs were supported in Whistler.

### **Tax**

Considerable tax revenues were supported by the event totaling \$2.1 million.

\$953,000 federal  
\$772,000 for province of British Columbia  
\$332,000 for municipality of Whistler

*\* The economic impact assessment in 2013 was conducted by the Canadian Sport Tourism Alliance (CSTA), using the Sport Tourism Economic Assessment Model (STEAM). The 2013 study was funded by the Province of British Columbia's Resort Municipality Initiative (RMI). The Resort Municipality of Whistler (RMOW) allocated RMI funds to produce a series of economic impact analyses for events throughout the community including GayWhistler's WinterPRIDE.*

The festival is Whistler's primary LGBT activation to welcome the gay and lesbian traveler to experience the dynamic and welcoming nature of the province and attracts tourism spending in British Columbia that goes beyond the week-long event. In fact, according to survey research, 31% of participants plan to visit Vancouver/Whistler two or more times outside of the WinterPRIDE week, including 52% of the out-of-province participants.

*"We are very proud of the economic impact that our event has made to the province," said **Dean Nelson, CEO and Executive Producer of GayWhistler's WinterPRIDE.** "It demonstrates the strong buying power of the gay community and how loyal this segment is in supporting a destination that embraces diversity and makes everyone feel welcome."*

Post-festival entertainment in Vancouver, encouraged participants and their friends to extend their stay pre/post Whistler vacation. Strategic partnership with some of Vancouver's LGBT community groups and special events help to entice guests to stay a bit longer in the Province.

*"The Resort Municipality of Whistler (RMOW) is committed to working with our partners to create an environment conducive to events," said **Mayor Nancy Wilhelm-Morden.** "We are delighted to work with third party event producers such as GayWhistler - producers of WinerPRIDE Whistler - to attract incremental visits to the resort."*

The event, which takes place annually on the first week of February, has taken one of Whistler's historically slower winter weeks and made it one of the busiest in the calendar year. Next year, the festival will move a week sooner to the last week of January to ease some of the added pressure the new BC Family Day holiday as well as the Chinese New Years celebrations has on the resort. The twenty second-annual WinterPRIDE festival will take place on new dates of January 26th to February 2nd, 2014. For more information, visit [www.gaywhistler.com](http://www.gaywhistler.com)

## Whistler's WinterPRIDE celebrates 22nd Annual Festival

WinterPRIDE 2014 runs from January 26 - February 2nd, 2014, and continues to revolutionize the traditional gay lesbian ski week format with its unique blend of four winter festival elements: Sports, Culinary, Health and Wellness, and Entertainment.

In addition to the world-class skiing and snowboarding being offered in Whistler, many of WinterPRIDE's regular highlights will return for 2014, such as an array of dance parties, culinary events, canopy tours with SuperFly Zipline and dog sledding. WinterPRIDE 2014 also offers an expanded program of on-and-off mountain events, including special events for lesbians and bears as well as the annual Mr. Gay Canada competition.



### About Alpenglow Productions/GayWhistler

GayWhistler ([www.gaywhistler.com](http://www.gaywhistler.com)) is a year-round promoter of Whistler to the gay and lesbian community, and promotes and produces the annual Gay Ski Week. 7 Night Lodging at the host hotel Aava Whistler and full week festival Packages start at just \$129/person/night. Available until August 30th, 2013 for stays from January 26 - February 2nd, 2014 [available online at gayWhistler.com](http://www.gaywhistler.com) only. Other packages available call 1.866.787.1966 or visit online at [gayWhistler.com](http://www.gaywhistler.com)

### About the Resort Municipality of Whistler

The Resort Municipality of Whistler (RMOW) is Whistler's local government led by an elected council and administered by an executive team and staff on behalf of 10,000 residents and two million annual visitors. The RMOW manages municipal planning and development, park and Village operations, sports facilities and recreation, public utilities and environmental services, bylaws and enforcement, fire rescue, fiscal planning and financial services, legislative services, human resources, communications and the administration of the Whistler2020 Comprehensive Sustainability Plan and Whistler's Official Community Plan.

Whistler's vision is to be the premier mountain resort community as it moves toward sustainability. Whistler was the proud Host Mountain Resort for the 2010 Olympic and Paralympic Winter Games.

### Alpenglow Productions/GayWhistler

Dean Nelson  
CEO, Executive Producer  
W: +1.604.288.7218  
E: [dean@gaywhistler.com](mailto:dean@gaywhistler.com)  
T: [@gaywhistler](https://twitter.com/gaywhistler)

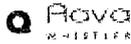
### Resort Municipality of Whistler (RMOW)

W: +1.604.967.3030  
E: [communications@whistler.ca](mailto:communications@whistler.ca)  
T: [@RMOW](https://twitter.com/RMOW)

### Tourism Whistler

W: +1.604.935.3358  
E: [mediarelations@tourismwhistler.com](mailto:mediarelations@tourismwhistler.com)  
T: [@goWhistler](https://twitter.com/goWhistler)

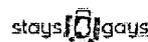
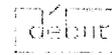
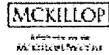
HOST HOTEL



DESTINATION



SPONSORS



Fairmont Chateau Whistler | Whistler Premier | Tantalus Lodge | Scandinave Spa | TAG  
GLC | Vrag | WE | OUTcity | Xtral



gaywhistler.com

GayWhistler.com, WinterPRIDE and Mr. Gay Canada are registered trade marks of Alpenglouw Productions Corp. All rates and ski packages are quoted in Canadian Dollars, subject to availability at time of request, subject to change, some restriction may apply. Whistler Blackcomb is the official travel partner and provider for GayWhistler.

Get Social Tweet:

\$9M LGBT Tourism Spend @GayWhistler #WinterPRIDE @goWhistler @RMOW @tourismBC #TravelTuesday

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Next PRide today!

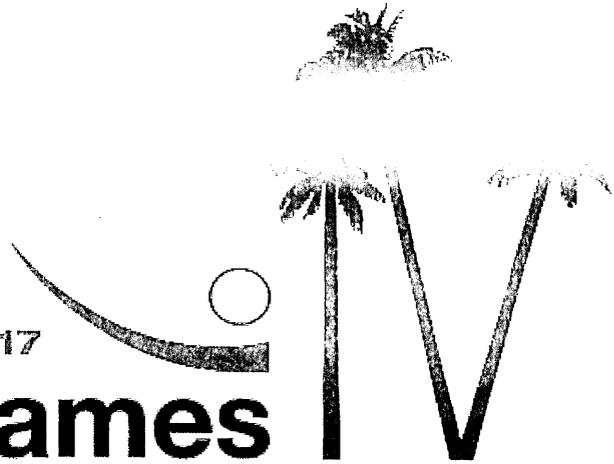
This email was sent to btownsend@centerplatembcc.com by dean@gaywhistler.com | Update Profile/Email Address | Instant removal with SafeUnsubscribe™ | Privacy Policy.

Alpenglow Productions/GayWhistler | Suite 1025, 106-4368 Main St | Whistler | BC | V0N 1B4 | Canada

MIAMI BEACH - MIAMI 2017

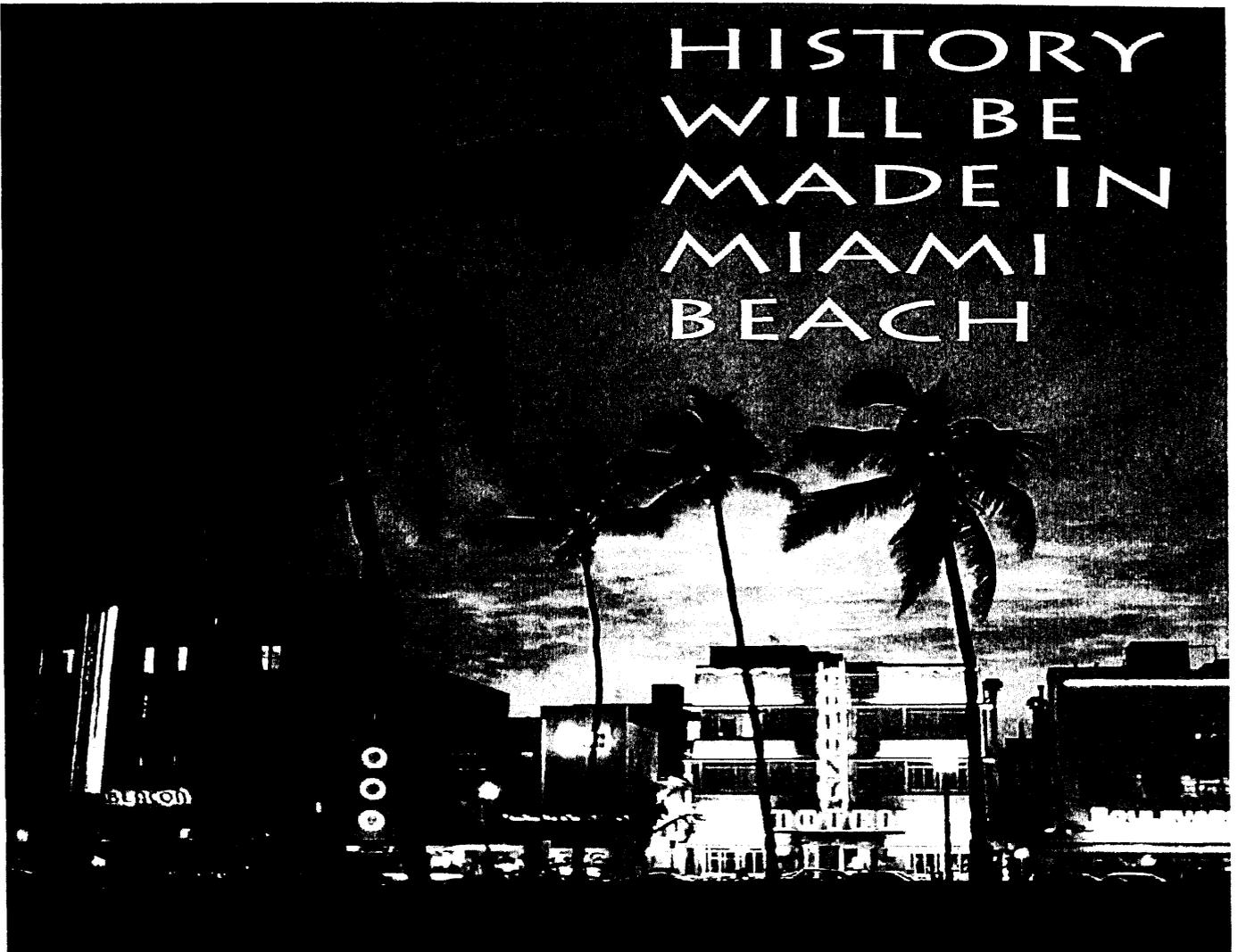
# worldOutgames

Sport • Culture • Human Rights



## PARTNERSHIP OPPORTUNITIES

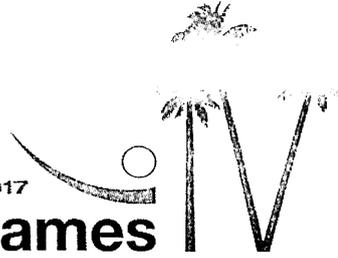
HISTORY  
WILL BE  
MADE IN  
MIAMI  
BEACH



MIAMI BEACH - MIAMI 2017

worldOutgames

Sport • Culture • Human Rights



## MIAMI BEACH & MIAMI WIN BID TO HOST 2017 WORLDOUTGAMES

**MIAMI-** Miami Beach & Miami have been chosen to host the worldOutgames in 2017, announced **Daniel Vaudrin**, president of the Gay and Lesbian International Sports Association, yesterday. Vaudrin made the announcement on February 28 during the selection ceremony in Antwerp, Belgium, site of the 2013 worldOutgames. This will mark the first time that the worldOutgames will be held in the United States.

"We are extremely honored that GLISA chose Miami Beach-Miami for the 2017 worldOutgames, this is a major leap forward for our community," said **Bruce Townsend**, co-chair of the Miami Beach-Miami Sports and Cultural League, the 12-member volunteer coalition that entered the bid on behalf of the cities. "This experience has been unbelievable for our team and we are grateful to represent Miami Beach and Miami for this once-in-a-lifetime opportunity. We are ecstatic about being able to showcase Miami Beach and Miami on this world stage."

Included in the Miami Beach-Miami bid were proposals to host a human rights conference, a diverse cultural program, a worldOutgames Village, opening and closing ceremonies, and 30 sporting events. The event takes place every four years in a different city over a 10-day period.

While Miami Beach will be the headlining city, events will be held through out Miami-Dade County. Lummus Park, Flamingo Park, Tamiami Park, the University of Miami, the Ransom Everglades School Aquatic Center and Miami Beach Convention Center were all presented as venues for the games.

Miami Beach-Miami Sports & Cultural League members who presented the bid on behalf of the cities and the United State are as follows:

- **Ivan Cano**, Co-Chair- Executive Director of Miami Beach Gay Pride
- **Bruce Townsend**, Co-Chair, Social Catering Sales Director-Centerplate at the Miami Beach Convention Center
- **Jerry Torres**, Treasurer-Secretary, Principal Stereo Entertainment
- **Steven Adkins**, President & CEO of the Miami-Dade Gay & Lesbian Chamber of Commerce
- **Bob Balsam**, General Manager-Global Spectrum, managing company of the Miami Beach Convention Center
- **George Neary**, Associate Vice President/Cultural Tourism, Greater Miami Convention and Visitors Bureau
- **Cindy Brown**, Executive Director of the Miami Beach Botanical Gardens
- **Nick Tierno**, General Manger-Centerplate at the Miami Beach Convention Center
- **Jose Sotolongo**, Executive Director of the Miami-Dade Sports Commission
- **Keith Hart**, Relationship Manager-GBPS- American Express
- **Richard Murry**, President - The Murry Agency Public Relations & Marketing
- **Karen Brown**, Executive Director of the LGBT Visitors Center

The Board of Directors consists of the current committee members with the addition of the Honorable **Matti Herrera Bower**, Mayor of the City of Miami Beach, and the Honorable **Michael Gongora**, Commissioner of the City of Miami Beach, as honorary Directors.

The worldOutgames is sponsored by the Gay and Lesbian International Sport Association (GLISA) and takes place every four years in a different global city. Previous hosts have been Montreal and Copenhagen with the 2013 games slated for July and August in Antwerp, Belgium. The worldOutgames are open to all who wish to participate, without regard to sexual orientation, and all competitions are arranged according to the skill level of the athletes. Cultural and human rights components make the event a well-rounded experience for athletes and non-athletes alike.

-- WOG --

MIAMI BEACH - MIAMI 2017

**worldOutgames** IV

Sport • Culture • Human Rights



## 2017 WORLDOUTGAMES - WHO ARE WE?

The WorldOutgames IV 2017 Miami Beach-Miami will take place in Miami Beach and at various sporting locations around Greater Miami. This will mark the first time the worldOutgames IV will be hosted in the United States.

The economic impact from the worldOutgames IV 2017 will provide a multitude of employment opportunities not only from the direct operation of the worldOutgames IV 2017 but also from the halo effect for hotels, restaurants, transportation and shopping. Overall, the community could see well over \$125 million in economic impact.

The worldOutgames IV 2017 Miami Beach-Miami will be held May 24- June 3, 2017, and has three components – a human rights conference, cultural activities and sporting events. Miami Beach-Miami will feature an array of speakers during the three-day Human Rights Conference that will centralize on issues pertinent to the global LGBTQI (lesbian, gay, bisexual, transgender, queer and intersex) community in 2017.

The cultural component will feature LGBT bands and choruses from around the world as well as multiple themed dances. A large part of the cultural component will be the Opening and Closing Ceremonies along with a Women's Village. These spectacular events will feature the worldOutgames participants as well as well-known talent.

The sporting component will include more than 30 sports comprising of, but not limited to, tennis, swimming, soccer, dancing and a newly introduced sport -- dominos. Expected attendance for the WorldOutgames IV 2017 will be at least 50,000 participants and spectators from around the world.

The WorldOutgames IV 2017 Miami Beach-Miami was conceived and developed by a 12-member board of community leaders, activists and event professionals who came together to establish the Miami Beach-Miami LGBT Sports & Cultural League with the sole purpose of submitting a bid for the two cities to host the games in 2017.

The Gay and Lesbian International Sport Association (GLISA International) awarded the 2017 bid to Miami Beach-Miami on February 28, 2013 after an international vote of GLISA members. The announcement was made at a ceremony in Antwerp, Belgium, site of the worldOutgames III, to be held July 31 to August 11, 2013.



Miami Beach Mayor Matti Herrera Bower (middle in red) proclaims May 26, 2017 as "worldOutgames Day"



The Miami Beach and Miami team successful secures the bid for the 2017 worldOutgames

# 2017 WORLDOUTGAMES TITLE PARTNERSHIP PACKAGE

- Designation as Title Partner with exclusivity rights
- Corporate name to be included as part of the name of the 2017 WorldOutgames
- Name and logo on all printed materials
- Name and logo on all advertising, including print and electronic
- Corporate logo to be displayed at the venues of all indoor competitions
- Signs (3' x 8') to be displayed at all outdoor sports venues
- Corporate name and logo to be included on the official website of the 2017 worldOutgames, including a hyperlink to the title partners website
- Tickets to each sporting event
- Tickets to the Human Rights Conference
- Tickets to all VIP events/receptions
- Opportunity to set up a 20' x 20' display area at all events
- Public address announcements at all events acknowledging partnership
- Corporate logo to be displayed on the scoreboard at all events which have scoreboards capable of displaying images
- Opportunity to present awards to medalists as part of each medal ceremony
- Corporate logo on lanyards that hold medals
- Corporate logo on all official apparel
- Corporate logo on the breast panel on all volunteer t-shirts
- Designated tab on the official WOG2017 website to promote partner
- Designated page in the official WOG2017 event program
- Opportunity to provide all participants with a specifically branded item



# 2017 WORLDOUTGAMES PRESENTING PARTNERSHIP PACKAGE

- Designation as Presenting Partner with exclusivity rights
- Name and logo on all printed materials
- Name and logo on all advertising, including print and electronic
- Sign (5' x 10') to be displayed at the venues of all indoor competitions
- Sign (3' x 8') to be displayed at all outdoor sports venues
- Corporate name and logo to be included on the official website of the 2017 worldOutgames, including a hyperlink to the partners website
- Tickets to each sporting event
- Tickets to the Human Rights Conference
- Tickets to all VIP events/receptions
- Opportunity to set up a 10' x 10' display area at events
- Public address announcement at all events acknowledging partnership
- Corporate logo to be displayed on the scoreboard at all events which have scoreboards capable of displaying image
- Corporate logo on one sleeve of all volunteer t-shirts
- Designated tab on the official WOG2017 website to promote all Presenting-Level Partners
- Designated page in the official WOG2017 event program to promote all Presenting-Level Partners
- Opportunity to provide all participants with a specifically branded item



# 2017 WORLDOUTGAMES PLATINUM PARTNERSHIP PACKAGE

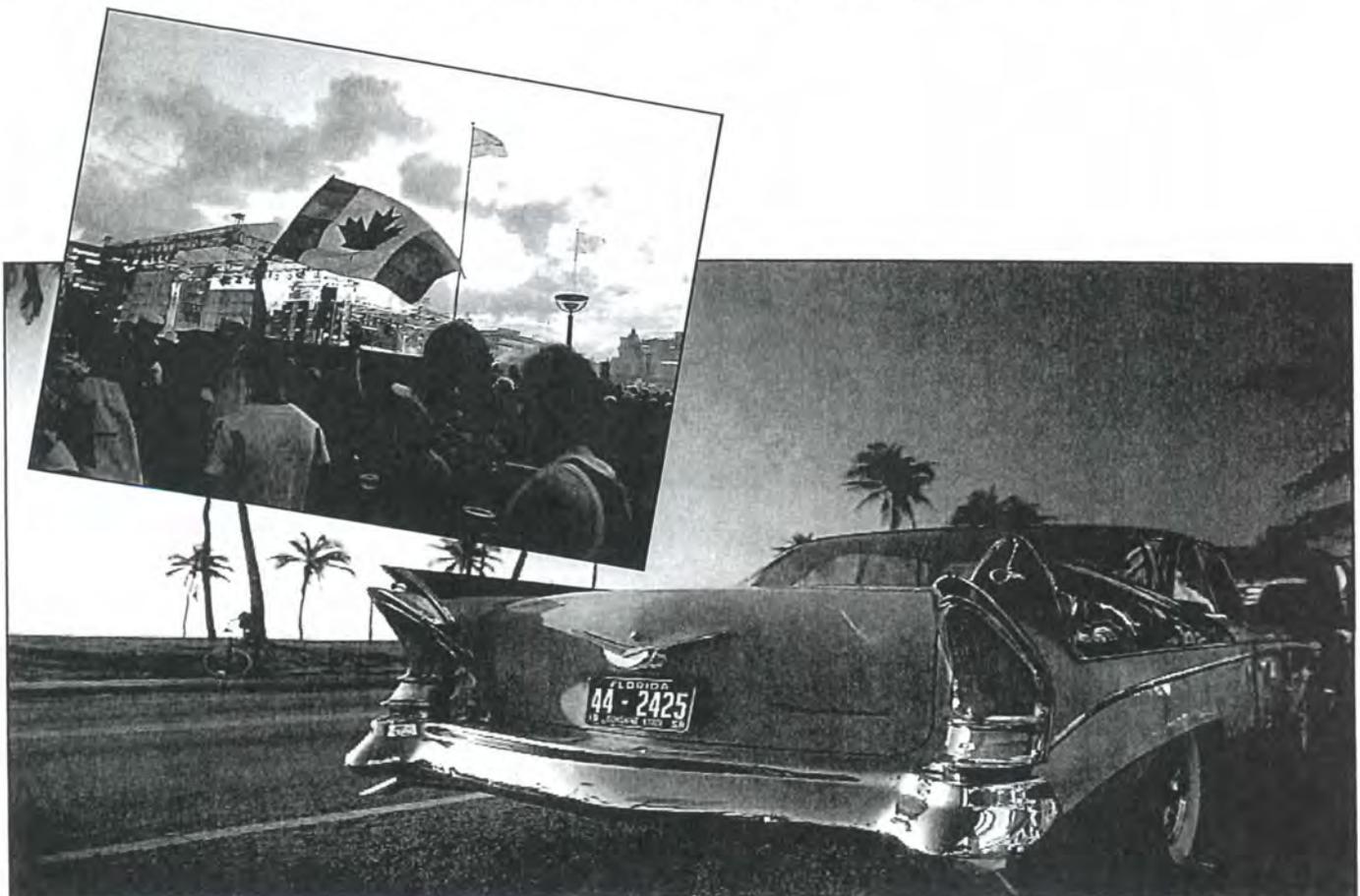
- Designation as Platinum Level Partner
- Name and logo on all printed materials
- Name and logo on all advertising, including print and electronic
- Sign (5' x 10') to be displayed at the venues of all indoor competitions
- Sign (3' x 8') to be displayed at all outdoor sports venues
- Corporate name and logo to be included on the official website of the 2017 worldOutgames, including a hyperlink to the partners website
- Tickets to each sporting event
- Tickets to the Human Rights Conference
- Tickets to all VIP events/receptions
- Opportunity to set up a 10' x 10' display area at events
- Public address announcement at all events acknowledging partnership
- Corporate logo to be displayed on the scoreboard at selected events which have scoreboards capable of displaying image
- Corporate logo on the back of all volunteer t-shirts designating the Platinum Level Partnership
- Designated tab on the official WOG2017 website to promote upper level partners
- Designated page in the official WOG2017 event program to promote upper level partners
- Opportunity to provide all participants with a specifically branded item



# 2017 WORLDOUTGAMES GOLD PARTNERSHIP PACKAGE



- Designation as Gold Level Partner
- Name and logo on all printed materials
- Name and logo on all advertising, including print and electronic
- Sign (5' x 10') to be displayed at the venues of all indoor competitions
- Sign (3' x 8') to be displayed at all outdoor sports venues
- Corporate name and logo to be included on the official website of the 2017 worldOutgames, including a hyperlink to the partners website
- Tickets to each sporting event
- Tickets to the Human Rights Conference
- Tickets to all VIP events/receptions
- Public address announcement at all events acknowledging partnership
- Corporate logo to be displayed on the scoreboard at selected events which have scoreboards capable of displaying image
- Corporate logo on the back of all volunteer t-shirts designating the Gold Level Partnership
- Designated tab on the official WOG2017 website to promote upper level partners
- Designated page in the official WOG2017 event program to promote upper level partners
- Opportunity to provide all participants with a specifically branded item



# 2017 WORLDOUTGAMES SILVER PARTNERSHIP PACKAGE



- Designation as Silver Level Partner
- Name and logo on selected printed materials
- Name and logo on selected advertising, including print and electronic
- Corporate logo to be included in one (1) sign (5' x 10') to be displayed at the venues of all indoor competitions along with all Silver Level Partners
- Corporate logo to be included in one (1) sign (3' x 8') to be displayed at all outdoor sports venues along with all Silver Level Partners
- Corporate name and logo to be included on the official website of the 2017 worldOutgames
- Tickets to each sporting event or the Human Rights Conference
- Tickets to all VIP events/receptions
- Public address announcement at all events acknowledging partnership
- Corporate logo to be displayed on the scoreboard at selected events which have scoreboards capable of displaying image
- Corporate logo on the back of all volunteer t-shirts designating the Silver Level partnership
- Designated tab on the official WOG2017 website to promote upper level partners
- Designated page in the official WOG2017 event program to promote upper level partners



# 2017 WORLDOUTGAMES BRONZE PARTNERSHIP PACKAGE



- Designation as Bronze Level Partner
- Name and logo on selected printed materials
- Name and logo on selected advertising, including print and electronic
- Corporate logo to be included in one (1) sign (3' x 8') to be displayed at the venues of all indoor competitions along with all Bronze Level Partners
- Corporate logo to be included in one (1) sign (3' x 8') to be displayed at all outdoor sports venues along with all Bronze Level Partners
- Corporate name and logo to be included on the official website of the 2017 worldOutgames
- Tickets to each sporting event or the Human Rights Conference
- Public address announcement at all events acknowledging partnership
- Corporate logo to be displayed on the scoreboard at selected events which have scoreboards capable of displaying image
- Corporate logo on the back of all volunteer t-shirts designating the Bronze Level Partnership
- Designated page in the official WOG2017 event program to promote upper level partners



# 2017 WORLDOUTGAMES TICKET BACK PARTNERSHIP PACKAGE

- Designation the partner of all ticket backs
- Name and logo on the back of all tickets, including the opportunity for a redeemable offer at partner location
- Corporate name and logo to be included on the official website of the 2017 worldOutgames
- Tickets to each sporting event



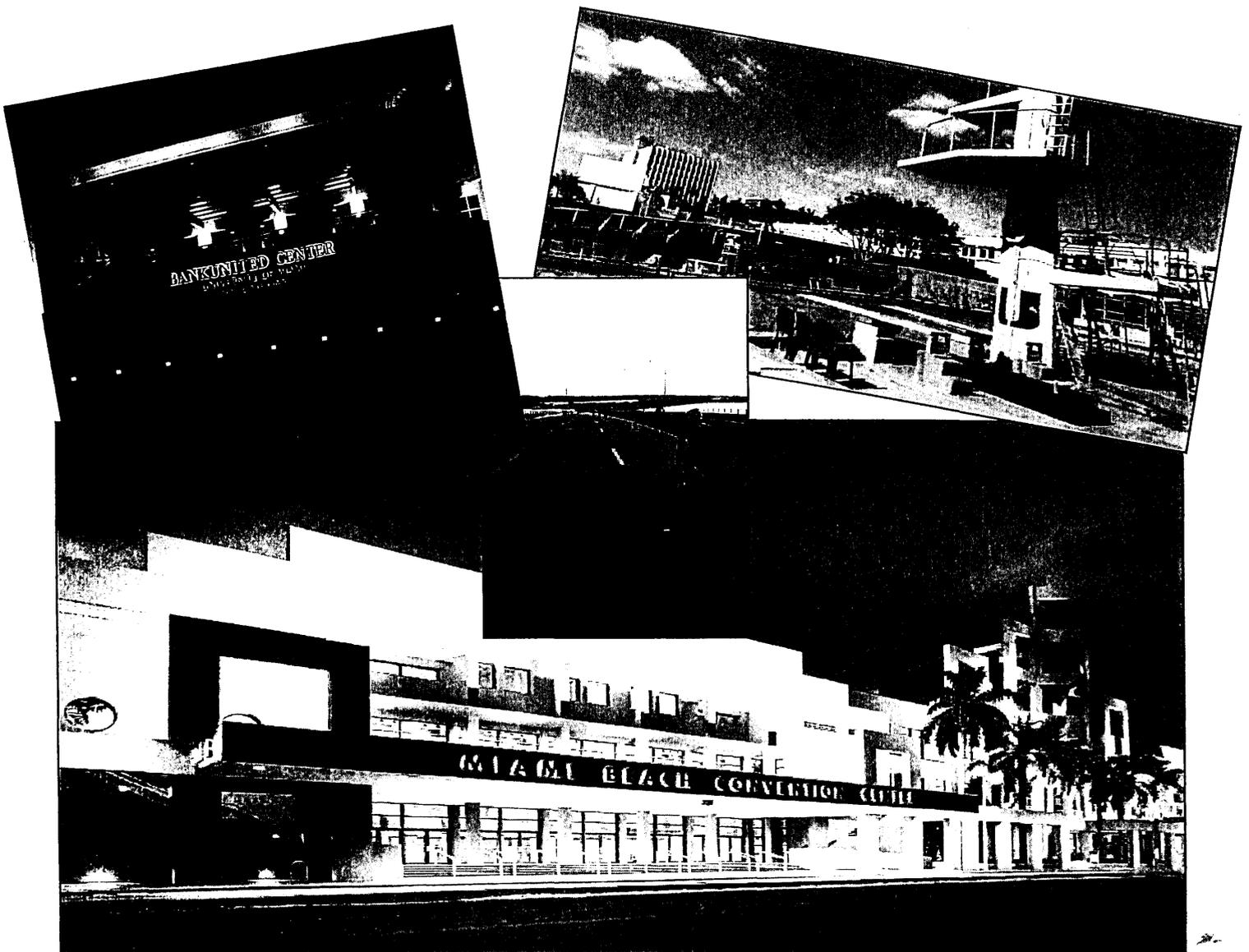
# 2017 WORLDOUTGAMES SIGNAGE PARTNERSHIP PACKAGE

- One (1) 3' x 8' sign at one (1) venue
- Corporate name and logo to be included on the official website of the 2017 worldOutgames
- Tickets to each sporting event



# 2017 WORLDOUTGAMES VENUE PARTNERSHIP PACKAGE

- Designation as a venue partner
- Name and logo on all materials pertaining to sports being played at that particular venue
- Name and logo on advertising, including print and electronic being played at that venue
- Corporate logo to be included in one (1) sign (3' x 8') to be displayed at the particular venue
- Corporate name and logo to be included on the official website of the 2017 worldOutgames
- Tickets to each sporting event at that particular venue
- Public address announcement at all events at that particular venue acknowledging Partnership
- Corporate logo to be displayed on the scoreboard at the particular venues which have score boards capable of displaying image
- Corporate logo on the back of all volunteer t-shirts designating the venue Partnership
- Designated page in the official WOG2017 event program to promote venue partners



What will...

1,000 Activists

10,000 Athletes

2,000 Artists

Spark in Miami-Dade, Florida in 2017?



Wednesday, May 24, 2017 to Saturday, June 3, 2017

## I. EXECUTIVE SUMMARY

### A. Mission Statement

To host a global event for the LGBTQ community, and its allies for the purpose of human rights, sportsmanship and cultural events while providing a safe environment and producing a world-class production of **worldOutgames 2017**.

### B. Company Information

#### **About the Gay and Lesbian International Sport Association**

Established in 2004, the Gay and Lesbian International Sport Association (GLISA) is a democratically governed, international association of sport, culture and human rights organizations that works for lesbian, gay, bisexual and transgender (LGBT) people. GLISA's mandate is to support and grow an international LGBT movement by organizing continental associations, continental **Outgames**, and global **worldOutgames** every four years.

#### About **worldOutgames** □

The first **worldOutgames** was held in 2006 in Montreal and attracted more than 12,000 participants. The event was based on three components: Sport, Culture and Human Rights. The second **worldOutgames** was held in Copenhagen in 2009. It was an attractive, open and inclusive event that welcomed the local and international LGBT community as well as the wider population of Copenhagen and Denmark. Successful events have also been hosted by GLISA's Continental Associations in North America and Asia-Pacific: the 2007 North America **Outgames** in Calgary, the 2008 Asia-Pacific **Outgames** in Melbourne, the 2011 Asia-Pacific **Outgames** in Wellington, and most recently the 2011 North America **Outgames** that took place in Vancouver in July of that year. In 2014, Darwin, Australia will host the 3rd Asia-Pacific

About **Miami Beach-Miami LGBT Sports & Cultural League, Inc.** (The League) In pursuing of creating an organization and bid for the 4<sup>th</sup> worldOutgames, Ivan Cano, Bruce Townsend, and Jerry Torres started researching and planning in August 2012. During late August and early September, a more local leaders formed "The League". The League, a Florida not-for-profit corporation was established to bid on GLISA's worldOutgames 2017 and submitted a "Letter of Intent" on September 17, 2017 and became one of 5 cities (Denver, Miami Beach, Reykjavik, Rio de Janeiro and Rome) to do so.

GLISA announced on December 4, 2012 that Miami Beach, Florida, and Reykjavík, Iceland had been shortlisted to host the fourth edition of the worldOutgames for 2017. The League made it to the last round. The finalists were invited to present in person at GLISA's annual conference in Antwerp, Belgium. On February 28, 2013, Bruce Townsend, Cindy Brown and Ivan Cano were accompanied by Jerry Torres, Keith Hart, George Neary, Miami Beach's Mayor Matti Herrera Bower and Commissioner Michael Gongora and presented to the GLISA Board Members around the world and The League won the bid to become the first U.S.A. city and 4<sup>th</sup> city to host a worldOutgames.

The League was conceived and developed by community leaders, activists and event professionals:

- Ivan Cano, Co- Chair | Executive Director, Miami Beach Gay Pride, Inc.
- Bruce Townsend, Co- Chair | Social Catering Sales Director, Centerplate
- Jerry Torres, Treasurer | Principal, GT Entertainment LOC
- Keith Hart, Secretary | Relationship Manager- GBPS- American Express
- Steven Adkins, President & CEO, Miami-Dade Gay & Lesbian Chamber of Commerce
- Bob Balsam, General Manager, Global Spectrum
- George Neary, Associate Vice President of Cultural Affairs, Greater Miami Convention and Visitor Bureau (GMCVB)
- Cindy Brown, Executive Director, Miami Beach Botanical Gardens
- Nick Tierno, General Manager- Centerplate, Miami Beach Convention Center

- Jose Sotolongo, Executive Director, Miami- Dade Sports Commission
- Richard Murry, President, The Murry Agency
- Karen Brown, Executive Director, LGBT Visitors Center

The Honorary Directors consists Honorable Matti Herrera Bower, Mayor of the City of Miami Beach, and the Honorable Michael Gongora, Commissioner of the City of Miami Beach.

While our 501 (c ) (3) is established, the Miami-Dade Gay & Lesbian Chamber of Commerce Foundation, Inc (MDGLCC Foundation, Inc) is our fiscal agent.

Donations Payable to:       **MDGLCC Foundation, Inc**  
   **(notes) worldOutgames 2017**  
   **P.O. Box 191929**  
   **Miami Beach, FL 33119**

## II       EVENTS

**worldOutgames 2017** will be held Friday, May 26 to Saturday, June 3, 2017 and has three components – a Human Rights Conference, Sports Events and Cultural activities.

### A. Human Rights Conference

Continuing the reputation of stellar conferences on the state of Human Rights for LGBTQI people around the globe, The League will present a world forum addressing the pressing issues at that time. An evaluation of the 2013 Antwerp conference will help to inform the committee as to areas of concern and further direction.

The Human Rights Conference at the **worldOutgames 2017** will take place at the Miami Beach Convention Center Friday, May 26 to Monday, May 29, 2017.

We would like to take the approach of listening, not preaching. Starting in late 2013, advisory committees will be formed.

- International Leadership - Quarterly conference call with leaders from several under-served countries and our state especially Central and South America, Africa, Asia and Muslim nations.
- National Leadership – Equal representation and equal geographical representation

### Outreaching

A local advisory group formed mainly of representatives from the National Gay and Lesbian Chamber of Commerce (NGLCC), National Gay and Lesbian Task Force (NGLTF), Human Rights Campaign (HRC), The Victory Fund, National Center for Lesbian Rights (NCLR), International Gay and Lesbian Human Rights Campaign (IGLHRC) and other international rights organizations.

A request for abstracts will be distributed in summer 2016 for workshops that address the current areas of interest of our community; however topics of definitive inclusion are:

- |                            |                             |         |
|----------------------------|-----------------------------|---------|
| • LGBTQ Families           | • Worldwide Marriage Status | • Legal |
| • Health (Men’s & Women’s) | • Religion                  |         |
| • HIV/AIDS                 | • Youth*                    |         |
|                            | • Business                  |         |

\*Youth 17 & under (not excluding 18-24 years old in certain instances)

We are working towards a partnership with Pridelines Youth Services and other local organizations to develop a tandem track during the events.

Additional workshop tracks will be added based on abstracts received. The program will feature over 3 days of workshops with more than 125 specialize platforms offered. All workshops will be recorded and available as podcasts or mp3 uploads.

For those in certain fields, we will try to offer Continuing Education Units (CEU) and CLU's will be offered.

In addition to the workshops and plenary sessions, the conference will feature a business & travel expo that will highlight both international business and run through until Closing Ceremonies. A plan of over 50 booths will be set up in the common areas of the Miami Beach Convention Center.

As a great opportunity to continue education the general public, we would identify several shorter workshops and offer during the week of the Miami Beach – Miami **worldOutgames 2017** .

### Conference Schedule

#### **Day 0 – May 25, 2017**

Registration  
Opening Reception late afternoon

#### **Day 1 – May 26, 2017**

Opening plenary session  
Lunch  
Expo opens following Plenary  
Workshops  
Reception

#### **Day 2 – May 27, 2017**

Expo open  
Workshops  
Main Plenary session  
Lunch  
Workshops  
Opening Ceremony

#### **Day 3 – May 28, 2017**

Expo Open  
Workshops  
Lunch

#### **Day 4 – May 29, 2017**

Breakfast  
Closing of Conerference

As the world continues to change, the focus of the conference will be on the topics that are at the forefront in the coming years. Both a collective of national and international organizations and the workshop abstracts that are submitted will determine the direction. A committee *including* leaders from these organizations will review abstract submissions for relevance, impact and professionalism to

collectively create a conference that will be a must attend for anyone doing equality work around the globe.

Proper interpretation, Day Care for participant's family will be provided. In addition, we would be looking forward to introducing a Youth Track for children of participants and provide a Safe Haven for those that need privacy for security reasons. Those delegates would receive a color-code credential to ensure our press respects their rights and we would take extra measure to reserve an area to avoid any photography

We will need to start promoting the conference and outreach to South America, Eastern Europe, Middle East and Countries in Asia that are not represented in major conference in advance so individuals can apply for visas and plan accordingly. We plan on having a dedicated staff member working with the State Department to help expedite visas for all.

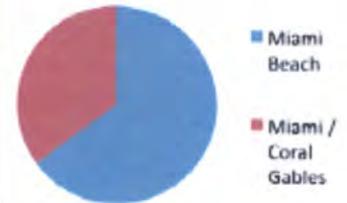
The Legacy would like to leave behind is a global statement with one unified voice on priorities and steps to achieve our goals and send that message to United Nation's Diplomatic Offices

## B Sports

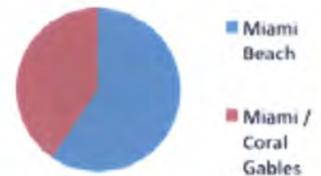
The sporting component will include than 18 sports and over 31 sporting events (others are being considered and determined based in venue and interest at a later date) in the Greater Miami Area:

Sport	Targeting	City-Venue	Venue - 1st option
Aquatics - Competitive Diving	70	Coral Gables	UM - Norman Whitten Student Union Pool
Aquatics - Swimming	800	Coral Gables	UM - Norman Whitten Student Union Pool
Aquatics - Synchronized Swimming	100	Coral Gables	UM - Norman Whitten Student Union Pool
Aquatics - Water Polo	120	Coral Gables	UM - Norman Whitten Student Union Pool
Badminton Singles	250	Miami Beach	Convention Center
Basketball	250	Coral Gables	UM - BankUnited Center
Bowling Doubles	300	Miami Beach	Lucky Strike Bowling Center
Bowling Singles		Miami Beach	Lucky Strike Bowling Center
Bowling Trios		Miami Beach	Lucky Strike Bowling Center
Cycling: Road race	100	Miami Beach	Miami Beach
Dance - Country Western	1400	Miami Beach	Convention Center
Dance - Sport	500	Miami Beach	Convention Center
Dominos	60	Miami Beach	Convention Center
Field Hockey	300	Coral Gables	FIU -
Golf 3-day competition	90	Miami Beach	Miami Beach Golf Club
Rowing	220	Miami Beach	Ronald W Shane Rowing Center
Running 10k	300	Miami Beach-Miami	
Running 5k	200	Miami Beach	Miami Beach Roads
Running half marathon	600	Miami Beach	Miami Beach Roads
Running marathon	200	Miami Beach-Miami	
Rugby		Miami	FIU -
Soccer	2000	Miami	Tamiami Park
Softball	2000	Miami	Tamiami Park
Tennis Doubles	800	Coral Gables	UM-Neil Schiff Tennis Center
Tennis Mixed Doubles		Coral Gables	UM-Neil Schiff Tennis Center
Tennis Singles		Coral Gables	UM-Neil Schiff Tennis Center
Track and Field	275	Coral Gables	UM - Cobb Stadium
Triathlon: Individual	225	Miami Beach	Miami Beach Roads & Atlantic Ocean
Triathlon: teams		Miami Beach	Miami Beach Roads & Atlantic Ocean
Volleyball	500	Miami Beach	Convention Center
Volleyball - Beach	320	Miami Beach	Lummus Park
<b>Total Sports</b>	11980		
<b>Other Events</b>			
Human Rights Conference	1000	Miami Beach	Miami Beach Covention Center
Rainbow Village	5,000	Miami Beach	Lummus Park
Women's Village	1,000	Miami Beach	Miami Beach Botantical Garden
Choral Competition	500	Miami Beach	Colony Theater
Film Festival	500	Miami Beach	Colony Theater
Mr Gay World	600	Miami Beach	Jackie Gleason Theater
<b>Total Other Events</b>	8,600		
<b>Summary</b>	<b>Targed</b>	<b>Sports/Events</b>	<b>Venues</b>
Miami Beach	13,365	19	9
Miami / Coral Gables	7,215	13	3
	20,580		
<b>Demographics</b>			
10% <25 yrs old	1198	Male	7,790
60% < 44 yrs old	7188	Female	4,190
20% between 45 - 59 yrs old	2396		
10% > 60 yrs old	1198		

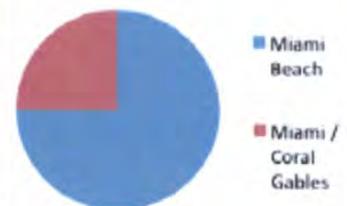
## Targed Participants



## Sports/Events



## Venues



## C Cultural

### The Rainbow Village

The **worldOutgames 2017** Village will be created in the heart of the Historical Art Deco District on Ocean Drive. A tented city will be built a block away from the gay beach to house vendors, merchandising, café and beer gardens and a state-of-the art worldOutgames Stage for nightly competitions and entertainment, some free and some for a small fee. The Village will be a great meeting place to infuse new ideas and meet everyone from around the world. As the grand central of Miami Beach, it would be opened for 8 days from Noon to 11pm and also house the smaller sports and cultural programs but not limited to worship services and healthy activities and feature the official results point for the sport and cultural disciplines (privacy permitting). This will provide a daily meeting place for all athletes, cultural participants and people of Miami Beach.

### Women's Space at the Miami Beach Botanical Gardens

The Miami Beach Botanical Garden venue is situated directly behind the Miami Beach Convention Center in South Beach. This location will also feature an entertainment stage, the official results point for the sport and cultural disciplines, several food and drink vendors and merchandising stands. This will provide another daily meeting place for all athletes, cultural participants and the people of Miami Beach.

### Dances

We do plan on producing events that are dedicated to specific niches in our community. Leather Dance, Circuit Dance, Women's Dance and Youth Dances will be designed and set to accommodate all the people that seek to enjoy and express themselves in a special place.

### Band

Band participation will be highlighted in both Opening and Closing Ceremonies, and a special once-off performances. The band concert will be held at The Village. The Lesbian and Gay Band Association will also be holding their regional Events in 2017 Miami.

### Choral

Miami has a long and prestigious history of choral singing. A gala choir concert will be held at The Fillmore Miami Beach at Jackie Gleason Theater, configured to accommodate 1,000 performers and 2,100 audience members. We propose a mass choir of 1,000 international voices for our Opening and Closing Ceremonies.

### Additional Cultural Events

Museums - we will be working closely to all the local museums and set a standard discount to all **worldOutgames 2017** participants. And the local Organizing Committee of **worldOutgames 2017** may request to add additional participatory cultural events to the Cultural Program, based on their financial and logistics implications.

### Glow Run

For the first time ever, we would be hosting a GLOW RUN that would be FREE and open to all as a Welcome Event and embrace all that would like to be a part of the spirit. With black lights and glow-in-the-dark clothes, adults and kids would have a great time running up the coast and finishing off at the Village.

### OPENING & CLOSING CEREMONIES

Miami – Miami Beach, the gateway between North, Central and South America will give the participants and guests of the **worldOutgames 2017** an especially warm welcome at (tbd). With a perfect combination of feeling, impressive productions produced by a Grammy or Tony Award Winner and strong symbols of motivation for the games ahead, the Opening Ceremony will be an unforgettable experience for all involved.

### Closing Ceremony

After all the competitions and cultural events have come to an end, each participant will have made new friends, obtained numerous *impressions* and spent an unforgettable week in Miami Beach-Miami. This will all be celebrated in the Closing Ceremony.

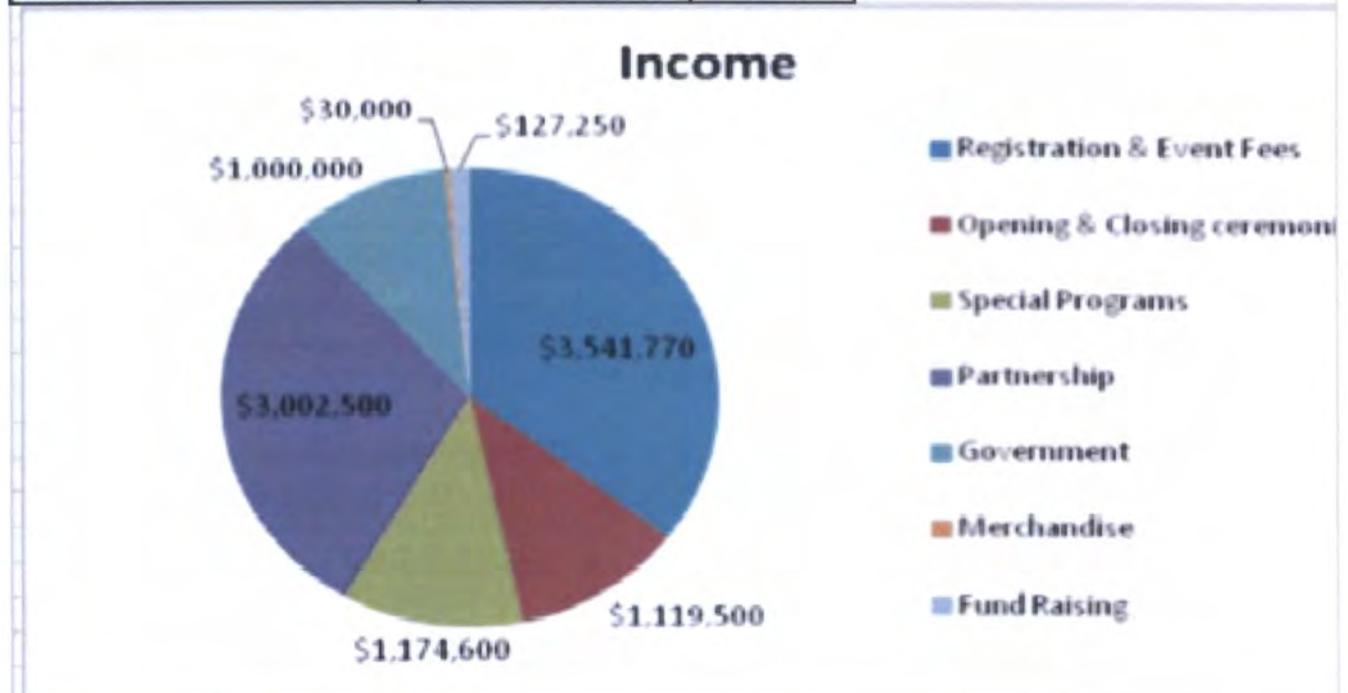
The Closing Ceremony will take place in tbd. Athletes, artists, guests and people from Miami-Dade will all come together, on the final evening of the worldOutgames2017. We will consciously forego formal entry of the participants and do without seating in order to encourage mingling of all groups and create a comfortable, personal atmosphere. A professional stage will be built to accommodate the formal elements of the Closing Ceremony and the following artistic program.

### III FINANCE

We will be following Generally Accepted Accounting Principles and audited by a third party. Then our financial review will be presented to GLISA as directed by our agreements that illustrates the financial performance and strategic direction of the Human Rights, Sports and Cultural programs.

#### A Projected Budget

<b>INCOME</b>	<b>Income</b>	<b>%</b>
Registration & Event Fees	\$ 3,541,770	35.43%
Opening & Closing ceremonies	\$ 1,119,500	11.20%
Special Programs	\$ 1,174,600	11.75%
Partnership	\$ 3,002,500	30.04%
Government	\$ 1,000,000	10.00%
Merchandise	\$ 30,000	0.30%
Fund Raising	\$ 127,250	1.27%
<b>TOTAL</b>	<b>\$ 9,995,620</b>	<b>100.00%</b>



<b>EXPENSES</b>	<b>Expenses</b>	<b>%</b>
Sports	\$ 879,800	8.80%
Human Right Conference	\$ 595,588	5.96%
Opening & Closing Ceremonies	\$ 1,304,200	13.05%
Cultural Program	\$ 724,680	7.25%
Women's Program	\$ 78,775	0.79%
Operations: Admin	\$ 1,357,960	13.59%
Operations: Marketing	\$ 1,328,888	13.29%
Operations: Staffing	\$ 3,178,240	31.80%
Outreach	\$ 127,489	1.28%
Merchandising	\$ 20,000	0.20%
Contingency	\$ 150,000	1.50%
Community Legacy	\$ 250,000	2.50%
<b>TOTAL EXPENSES</b>	<b>\$ 9,995,620</b>	<b>100.00%</b>

<b>INCOME</b>	Participant Registration Fee	\$2,383,370
	Sports Fee	\$860,900
	Human Right Conference Fee	\$297,500
	Opening & Closing Ceremonies	\$1,119,500
	Cultural Program	\$968,850
	Women's Program	\$125,750
	Corporate Partnership	\$3,002,500
	Merchandising	\$30,000
	Outreach-Fundraising	\$127,250
	Cultural Fee	\$80,000
	Government Partnership	<u>\$1,000,000</u>
	<b>TOTAL INCOME</b>	<b>\$9,995,620</b>

<b>EXPENSES</b>	Artists/Speakers	\$597,700
	AV - Lights/LED	\$200,000
	AV Sound	\$117,000
	Awards & Medals	\$33,000
	Business Expn	\$6,000
	Community Award 1st Place Prize	\$17,000
	Credentials	\$51,812
	Dining & Entertainment	\$277,500
	Entertainment/Performers/DJ	\$126,500
	Equipment Purchase	\$0
	Equipment Rental	\$125,000
	GLISA Fees	\$284,300
	Hospitality (2 days)	\$180,000
	Housing-Accommodations	\$80,300
	Insurance	\$32,275
	Local Transportation	\$20,000
	Marketing & Promotions	\$1,328,888
	Medical Supplies/Equipment	\$32,000
	Misc	\$81,500
	Operations - IT	\$119,765
	Operations - Office Supplies	\$50,000
	Operations - Office Equipment	\$55,000
	Operations - Office Furniture	\$50,000
	Operations - Office Rental	\$149,000
	Police & Fire	\$282,000
	Postage	\$50,000
	Printing	\$48,500
	Production/Décor	\$41,300
	Outreach Fees	\$127,489
	Security	\$45,000
	Signage	\$381,500
	Sports - Location Cost	\$82,500
	Sports - Marketing Cost	\$99,000
	Sports - Management Cost	\$44,800
	Sports - Venue Rental/Cost	\$488,500
	Staffing & Payroll & Commissions	\$3,178,240
	Stipends	\$10,000
	Tee Shirt	\$87,171
	Technical Personnel	\$71,500
	Travel Air	\$109,000
	Uniform - Staff	\$25,000
	Venue Rental	\$122,500
	Video/Record Production	\$200,026
	Volunteers	\$42,500
	Volunteers - Tee Shirts	\$24,555
	Merchandising	\$20,000
	Contingency	\$150,000
	Community Legacy	<u>\$250,000</u>
	<b>TOTAL EXPENSES</b>	<b>\$9,995,620</b>

ii. Fee Structure

*All projections based on US currency and the current economic environment*

*Sports, Human Conference, or Cultural Program*

*Registration Fee \$140 Sports, Human Rights Conference, or Cultural Program  
Participant and Spouse*

*Early Bird*

*Registration Fee \$150 Sports, Human Rights Conference, or Cultural Program  
Participant and Spouse before Dec 31, 2016*

*Registration Fee \$115 Youth/Students of any Sports, Human Rights Conference, or  
Cultural Program Participant*

*Registration Fee includes:*

- *Opening/Closing Ceremonies –Participants Area*
- *Program Guide*
- *Official Participation Shirt (Limited edition)*
- *Closing Party Ticket*
- *Reduced Rate to all Official Events produced by **worldOutgames 2017***
- *Reduced Meals and Drinks at the Village*
- *One Ticket to Cultural Program*
- *Participant Medal*
- *Transit Ticket*

*Sports Program*

**Spectator Tickets**

Individual Tickets will be available and sold separately

**B Corporate Partnership (Potential List)**

Corporate Partnerships are going to play an important role in the overall success of our event. But, it will not only be a success for the organizing team, but a win for both the corporate partner and the City of Miami Beach. Here is a tentative list of companies that we have started initial conversations with.

1. Centerplate (who has already assisted us financially)
2. Coca Cola
3. Heineken-Budweiser
4. American Airlines
5. American express
6. Marriott Hotels
7. Subaru
8. Super Shuttle
9. Front of the House
10. Elden Electric
11. Edd Helms
12. Prestige AV & Expo

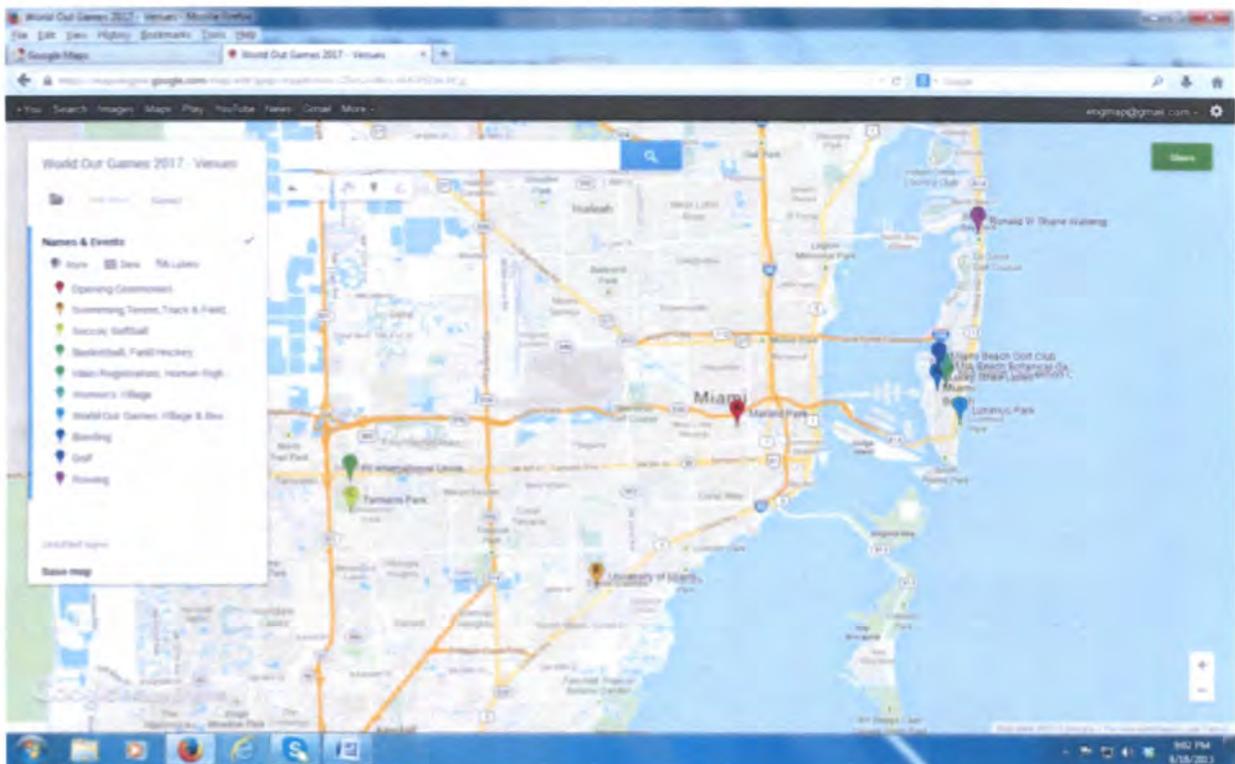
- 13. Accurate Security
- 14. Waste Management
- 15. Smart City

### C Hotel / Lodging on Miami Beach –

The committee is working directly with Barry Moskowitz, from the GMCVB in regards to securing and arranging the appropriate lodging/hotel rooms for the worldOutgames 2017. A specific host hotel has not yet been chosen. The Loews, Marriott and Ritz Carlton are all large enough to be considered for this function and are all located close to the center Hub of the event which will be the Rainbow Village at Lummus Park Beach. Having a partnership with the local GMCVB expert as well as the local Hotel Association Organization will aid us in making this decision shortly.

In addition to the official host hotel it is already known that many of the International GLBT Sports organizations book entire hotels near their venue for this event and for similar international competitions. It is our understanding that one of these organizations IAGLCWDC (venue is the Miami Beach Convention center) has already started conversations with both the Dorchester and the Marseilles of which they will book 100%.

The goal is to provide a great selection of hotel properties to our attendees, stressing the importance of utilizing hotel rooms near all of the events and social gatherings... that is Miami Beach.



#### IV      MARKETING PLAN

Miami Beach is no newcomer to major events. From Super Bowls to the MTV Video Music Awards to Art Basel Miami Beach, our experience reaches far across all cultures and media mediums.

Additionally, the city has played host to numerous, world-class LGBT events, festivals and fundraisers, including Winter Party Festival, White Party Week, Miami Beach Gay Pride, Aqua Girl and the Miami Gay & Lesbian Film Festival, to name a few.

From a marketing and promotions standpoint, we have existing relationships across all of the key marketing-related disciplines and can leverage not only our paid support from these media partners, but also editorial support as well. We would design and implement a multi-level global marketing campaign for **worldOutgames 2017** that would include several disciplines:

- Public Relations
- Media Relations
- Advertising
- Special Events
- Social Media Marketing

This will serve to integrate the **worldOutgames 2017** into the community as an event that the community is not only hosting...but also supporting.

#### Key Elements of Marketing Outreach:

- IT'S SO MIAMI – Quarterly video on YouTube promoting LGBT community in Miami area
- Faces of **worldOutgames 2017** Athletes Circle – Quarterly column highlighting openly out and friendly athletes globally
- Media FAM Tours – With the help of the GMCVB, we can organize 6-10 international journalists to visit and write about Miami Beach
- "How Am I" report – Once the website is launched, we will prompt athletes and cultural members to upload their profiles.
- Global Outreach Tours – Starting in June 2013 until December 2013:

June                      Washington                      NIKE Meeting

June 26-28                      Peru, South America

**Fifth Convention of the "Asociación Internacional de Familias por la Diversidad Sexual"**

Lima Peru □ June 27-30, 2013

Representatives of 23 COUNTRIES will attend: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Portugal, Puerto Rico, Spain, Uruguay, U.S.A., and Venezuela.

The goal of the convention is to promote and strengthen ways to support to persons who are lesbian, gay, bisexual or transgender (LGBT).

June 28-30                      Santo Domingo, Dominican Republic

Santo Domingo Pride: Promoting WOG with a Miamian DJ and then meeting with Political and local leaders

July/August                      Antwerp, Belgium

worldOutgames 2013

Sept mid                      Guadlhalhera, Mexico

Nov mid                      Asia – Shanghi, China, Singapoer, Tapei, Tawain

- Promotional Tours – Starting in 2014, making sure we visit and activate booths/floats in 5-10 cities globally and increase every year by 2 cities. We would partner with a local sports/cultural group and pay all the expenses.
- Global Language – Besides English, Spanish, Portuguese, Mandarin, German, Hindu and several underserved countries, we would have a dedicated section to their language.
- Global Events – As part of our Promotional Tours, we would make sure to attend the Pan American Games, Gay Games, Continental Outgames and the Olympics in Brazil

Additionally, we are planning to engage the professional services of local marketing agencies such as The Murry Agency, a Miami Beach-based marketing and PR firm with international events and LGBT-oriented contacts and experience, including: the National Gay & Lesbian Task Force, Winter Party Festival, Miami Beach Gay Pride, Miami Gay & Lesbian Film Festival, Pridelines Youth Services, Sizzle Miami, the Miami-Dade Gay and Lesbian Chamber of Commerce, the LGBT Visitor Center, and more. The Murry Agency is also certified by the National Gay and Lesbian Chamber of Commerce as an LGBT Business Enterprise™ (LGBTBE) through the NGLCC Supplier Diversity Initiative.

## V OUTREACH PLAN

The worldOutgames2017 Outreach Program will be designed to provide assistance to those attendees who wish to participate but cannot afford to do so.

\$1-\$5 from the registration fee will be earmarked to help low-income participants requiring assistance to attend the worldOutgames2017. This funding will be dedicated to the travel, housing, hospitality and event participation fees of those attendees who qualify.

Additionally, a portion of each fundraising event for the worldOutgames2017Miami Beach will be allocated to support community grants.

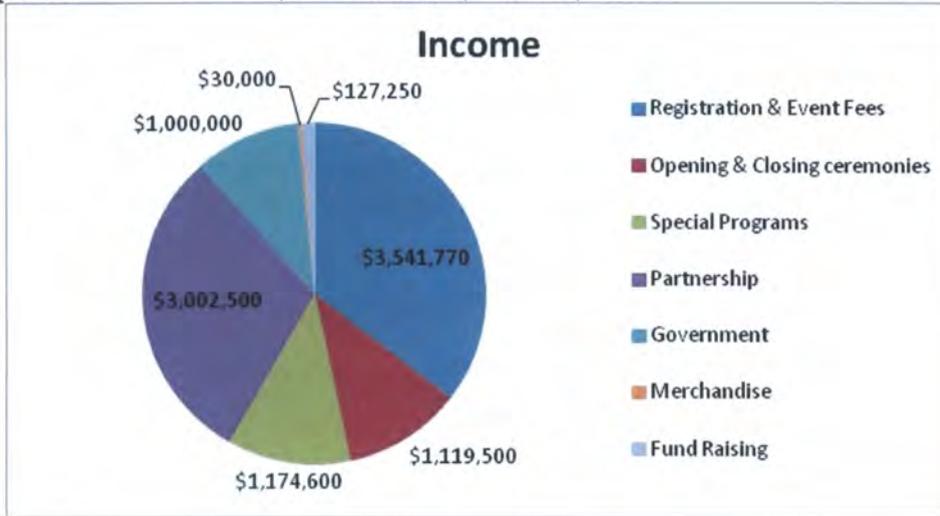
Dormitories at the University of Miami will be reserved for recipients of the scholarship and will include meal options. This option will also be made available for large sporting teams looking to stay in close proximity to their sporting event. Public transportation and shuttle service will be within walking distance to ensure that all attendees can easily access transportation to all event surrounding the worldOutgames2017.

We will also be actively pursuing individuals and focusing on our marketing efforts in the following regions and working to recruiting 26% above our budgeted participates to prepare for attrition:

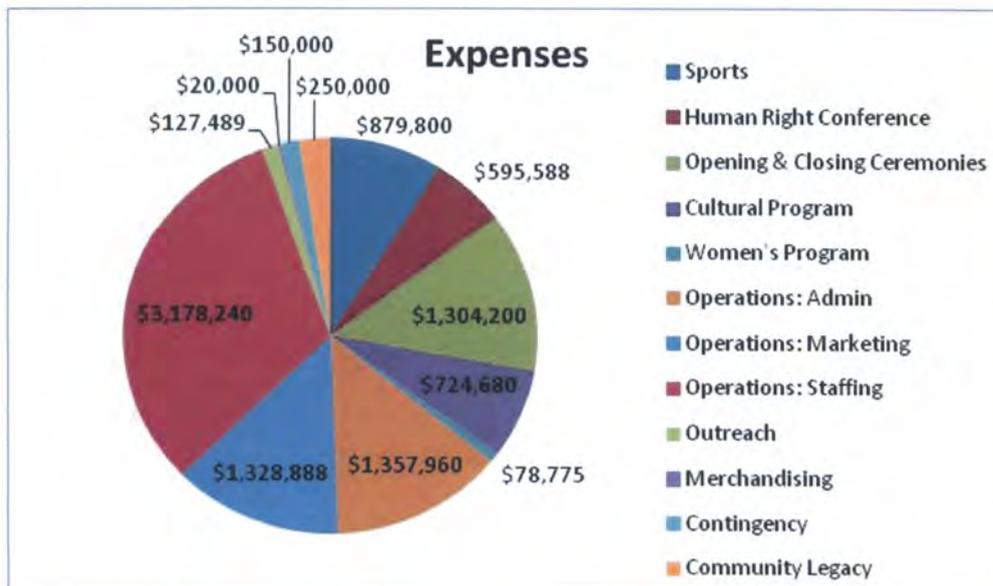
USA/CANADA	40%
Europe and Middle East	18%
Latin America & Caribbean	23%
Asia. Pacific	15%
Africa	4%

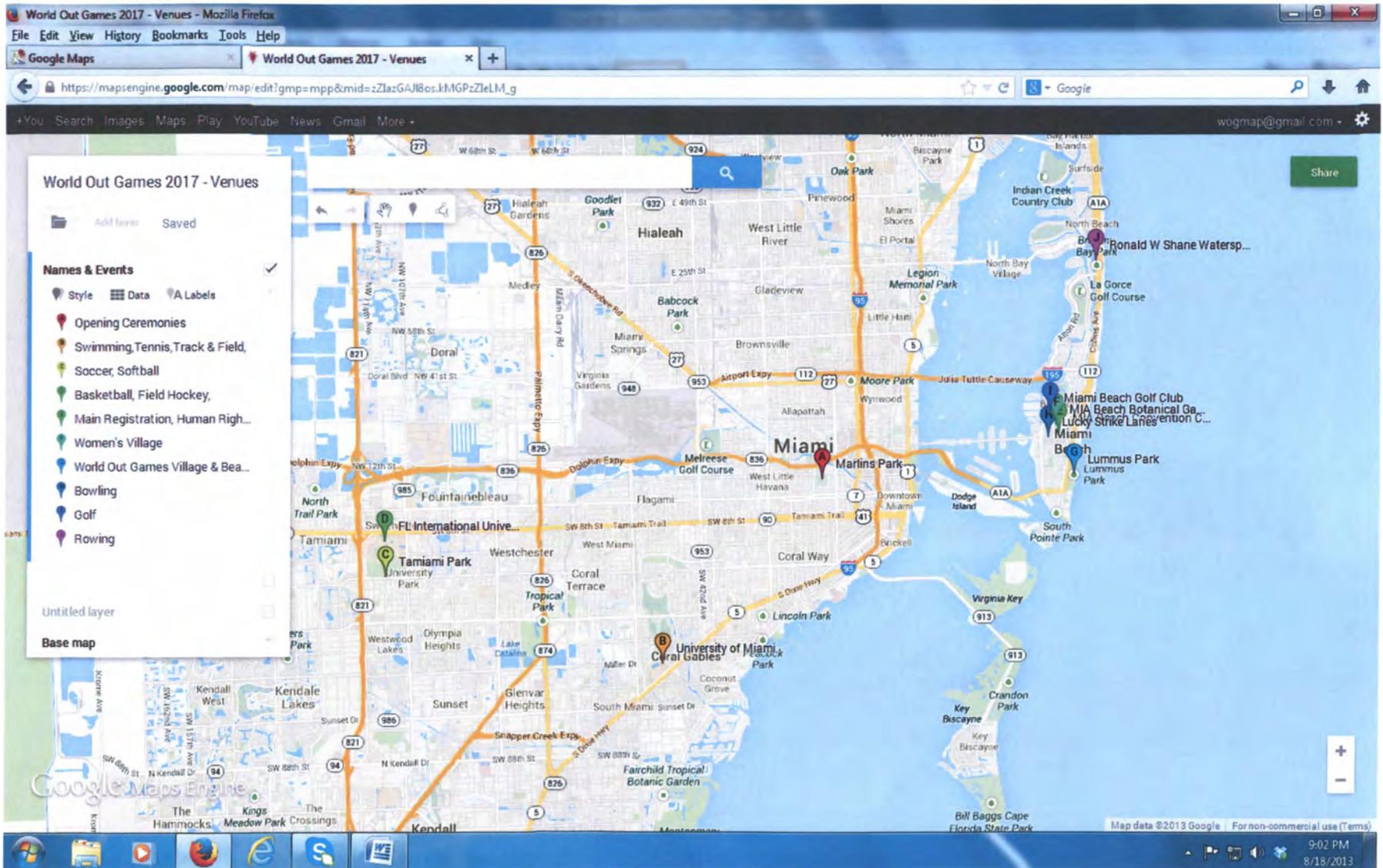
# worldOutgames 2017 Budget Summary

INCOME	Income	%
Registration & Event Fees	\$ 3,541,770	35.43%
Opening & Closing ceremonies	\$ 1,119,500	11.20%
Special Programs	\$ 1,174,600	11.75%
Partnership	\$ 3,002,500	30.04%
Government	\$ 1,000,000	10.00%
Merchandise	\$ 30,000	0.30%
Fund Raising	\$ 127,250	1.27%
<b>TOTAL</b>	<b>\$ 9,995,620</b>	<b>100.00%</b>



EXPENSES	Expenses	%
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Operations: Staffing	\$ 3,178,240	31.80%
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Merchandising	\$ 20,000	0.20%
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<b>TOTAL EXPENSES</b>	<b>\$ 9,995,620</b>	<b>100.00%</b>





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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

Date: August 21, 2013

SUBJECT: **MASS TRANSIT CIRCULATOR FUNDING**

This item was discussed at the Neighborhood/Community Affairs Committee meeting on July 29, 2013 and previously discussed at the Joint Neighborhood/Community Affairs and Land Use and Development Committee meeting on March 19, 2013.

### **BACKGROUND**

At the July 29, 2013 meeting of the Neighborhood/Community Affairs Committee (NCAC), the Administration presented the results of an evaluation of several transit studies completed in recent years that recommended transit circulator service for the North Beach community, in particular, the Coastal Communities Transit Plan (CCTP) completed in 2007 (Exhibit 1). Subsequently, staff presented a preliminary route for a North Beach Circulator based on the CCTP but with some suggested modifications.

As a result of staff's presentation and after some discussion from the Committee regarding the need to improve mobility in North Beach, the Committee directed the Administration to immediately pursue a transit circulator for North Beach and work with Miami-Dade Transit (MDT) to implement an express north-south bus route as part of its ongoing bus service restructuring process in order to connect a proposed North Beach Circulator (Exhibit 2) with the current South Beach Local service.

In addition, the Committee recommended that the Administration create a fifth category for transit circulators in tourism eligible areas from the 50% portion of Quality of Life (QOL) resort tax funds. It should be noted that if MDT will not fund the North Beach Circulator or if funding is needed for the South Beach Local, there is potential funding available from the 50% portion of QOL portion of resort tax funds. Currently the QOL funds are split into 4 categories, North Beach, Middle Beach, South Beach, and Arts. QOL funds are projected to generate approximately \$1.35 million per category in FY2012/13.

If a fifth category was created for circulators in tourism eligible areas, this would result in approximately \$1 million per category. While not all portions of a North Beach Circulator route may be tourism eligible, funding could be swapped with the South Beach Local to result in approximately \$1 million being available for a North Beach Circulator regardless of the route.

**NEXT STEPS**

The direction of the NCAC was to implement a new North Beach Circulator in partnership with MDT by January 2014 and urge MDT to implement a new north-south express service along Collins Avenue to connect the North Beach Circulator to the South Beach Local.

City staff will continue to coordinate and negotiate with MDT over the next couple of months to develop a service plan for the proposed North Beach Circulator. Once a tentative service plan is agreed to, including funding contributions from both parties, a Draft Interlocal Agreement with MDT for circulator services will be presented to the Transportation and Parking Committee and to City Commission for approval. Subsequently, the Interlocal Agreement must be approved by the Miami-Dade County Commission.

If MDT does not agree to fund the North Beach Circulator but is willing to operate the service, preliminary estimates indicate that the approximate \$1 million in funding generated by the fifth category will be sufficient.

**RECOMMENDATION**

It is recommended that, in conjunction with adopting the Resort Tax budget for FY 2013/2014, the City adopt a policy creating a fifth category from the 50% portion of QOL funds to provide \$1 million per year in funding for portions of circulators operating in tourism eligible areas.

  
KGB/ETC/JRG

Exhibits:

1. NCAC Meeting Agenda Item - July 29, 2013
2. Proposed North Beach Circulator Route

Neighborhood/Community Affairs Committee Meeting  
July 29, 2013

**Discussion Regarding Miami Beach Mass Transit Loop And Transit Enhancement For  
North Beach And Middle Beach Circulator**

Commission Item

(Requested by Commissioner Libbin)

Jose Gonzalez, Transportation Manager

**ITEM #7**



# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMITTEE MEMORANDUM

TO: Neighborhoods/Community Affairs Committee

FROM: Jimmy L. Morales, City Manager

Date: July 29, 2013

SUBJECT: **DISCUSSION REGARDING MIAMI BEACH MASS TRANSIT LOOP AND TRANSIT ENHANCEMENT FOR NORTH BEACH AND MIDDLE BEACH CIRCULATOR**

This item was discussed at the City Commission meeting on April 17, 2013 and subsequently requested by Commissioner Libbin for discussion at the Neighborhoods/Community Affairs Committee (NCAC) meeting on April 29, 2013. This item was previously discussed at the Joint Neighborhoods/Community Affairs and Land Use and Development Committee meeting on March 19, 2013.

### **BACKGROUND**

At the April 29, 2013 meeting of the NCAC, the Committee recommended that the Administration review previous transportation studies related to a Middle and North Beach Circulator to explore if any recommendations from those studies remain viable. Further, staff was directed to return to the Committee, report its findings and advise as to options for a Middle/North Beach Circulator.

Previously, at the March 19, 2013 joint meeting of the NCAC and the Land Use and Development Committee (LUDC), City staff presented a concept for a North-Mid Beach Circulator that was developed as part of a recent planning study conducted by Gannett Fleming, Inc. for the City through a grant from the Miami-Dade Metropolitan Planning Organization (MPO). The recommended circulator route proposed to connect the SR A1A/Collins Avenue high density corridor to the City's commercial corridors along Normandy Drive/71<sup>st</sup> Street and Arthur Godfrey Road/41<sup>st</sup> Street. The circulator would serve the North and Middle Beach Condominium corridor and connect to the South Beach Local (Attachment A).

The Committee expressed a desire to extend circulator service to areas that would not be served by the North-Middle Beach Circulator concept developed by the Gannett Fleming team. The Committee recommended that the Administration pursue the analysis of two independent circulator routes, one serving North Beach and one serving Middle Beach.

At the joint meeting, the Committee also recommended that the City coordinate with Miami-Dade Transit (MDT) for the provision of an express bus route along Collins Avenue as part of the County's ongoing transit service evaluation study. The recommended MDT express bus route along Collins Avenue would serve to connect the proposed independent North Beach and Middle Beach Circulators to the South Beach Local via an express north-south service.

**UPDATE SINCE THE APRIL 29, 2013 NCAC MEETING**

Pursuant to the Committee's request, City staff has conducted a review of over a dozen transportation studies in Miami Beach completed in recent years. Three studies in particular included recommendations for transit circulator service in the Middle and North Beach communities. The three transit studies identified were the following:

- Coastal Communities Transit Plan (2007)
- Miami Beach Municipal Mobility Plan (1999)
- Miami Beach Intermodal Feasibility Study (2000)

Below is a succinct summary of each relevant transit study.

**Coastal Communities Transit Plan (CCTP)**

The CCTP was completed in 2007 by the Center for Urban Transportation Research (CUTR) at the University of South Florida for Miami-Dade Transit (MDT) and the City of Miami Beach. The goal of the planning level study consisted of analyzing existing transit service along several coastal communities, including Miami Beach, consolidating transit service along Collins Avenue with the purpose of providing more efficient and effective service, reallocating resources to serve other areas in need of transit and identifying locations and criteria for major transit transfer hubs.

To achieve this goal, the study concentrated on creating high-capacity transit service along Collins Avenue comprised of two routes, one route would be a frequent-stop local service and the other an express/limited-stop service.

East/West regional bus connections were proposed along each Causeway (excluding Venetian Causeway). These routes would be truncated at Collins Avenue and connect to one of the two routes proposed along Collins Avenue.

The study proposed modifications to multiple existing bus routes, including the South Beach Local, and recommended the implementation of new bus routes, including circulator service in North Beach (Figure 1), Middle Beach (Figure 2), and direct bus service from Miami International Airport to Miami Beach. It is important to note that the CCTP was a planning level study and did not include any modeling or ridership forecasting analysis as part of its scope.

As a result of this study, the following bus service modifications were implemented by MDT among numerous others changes to bus service in the City of Miami Beach:

- Modified Route 123/South Beach Local extension to Collins Park and Belle Isle (Attachment B)
- Implemented Route 115/117 (Mid-North Beach Connection) (Figure 3)
- Implemented Route 150 (Airport Flyer)

The CCTP also recommended Park & Ride facilities at the following locations:

- 5<sup>th</sup> Street and Alton Road
- Mount Sinai Hospital campus



Fig. 1: CCTP North Beach Circulator



Fig. 2: CCTP Middle Beach Circulator



Fig. 3: MDT Routes 115 and 117 (Mid-North Beach Connection)

*Miami Beach Municipal Mobility Plan (MMP)*

The MMP was completed by the City and adopted by Commission in 1999. The objectives of the MMP were the following:

- To address the future transportation needs of the City (15-year horizon)
- To provide a snapshot of transportation issues and trends which will impact the City
- To identify strategies to help the City establish a course of action to address the transportation opportunities

The MMP identified 43 distinct transportation and transit projects in the City, including circulator services for both North Beach and Middle Beach. Approximately 76% of the proposed MMP projects are complete, in construction, or design at this point.

Five (5) of the projects identified in the MMP were transit projects. The transit projects are the following:

- North Beach Community Shuttle Expansion  
Status: Currently MDT Routes 115 and 117 serve North and Middle Beach. Service is explained in this memo, the City is analyzing the existing routes in an effort to improve service.
- Middle Beach Community Shuttle Expansion  
Status: Currently MDT Routes 115 and 117 serve North and Middle Beach. Service is explained in this memo, the City is analyzing the existing routes in an effort to improve service.
- East-West Transit Corridor  
Status: Study scope was approved at the Miami Dade Metropolitan Planning Organization (MPO). The MPO will assign the study to one of the firms in their rotational list.
- South Beach Intermodal Facility  
Status: An intermodal facility was planned as part of the 5<sup>th</sup> Street and Alton Road development. The City will re-analyze this concept for feasibility under the current building design.  
Status: The Mt. Sinai Hospital facility will also be analyzed for feasibility based upon current conditions.

*Miami Beach Intermodal Feasibility Study*

This study was completed by the City in 2000. The goal of the study was to identify potential sites throughout the City for an intermodal facility intended to accommodate the Electrowave service, MDT bus service, potential City circulator service in the North Beach and Middle Beach communities, future light rail, water taxi, and bicycle/pedestrian connections.

Eleven (11) sites throughout the City were identified as potential locations for an intermodal facility. Although no recommendations from the study have been implemented, the following three (3) locations identified in the study as appropriate sites for an intermodal facility remain viable to some extent:

- Convention Center Parking Lot  
Status: The possibility of including an intermodal facility or advanced transit hub as part of the proposed Convention Center Design was discussed with the development team. It is in the City's best interest that this facility is able to accommodate multiple bus stops and be capable to accommodate future rail connection.
- 17<sup>th</sup> Street and Washington Avenue  
Status: Still being contemplated as part of the Convention Center redevelopment
- 5<sup>th</sup> Street and Alton Road  
Status: As previously discussed

**ANALYSIS**

Staff conducted a preliminary comparison between the North Beach Circulator route recommended in the CCTP and the current MDT Route 115/117 bus service implemented as a result of the CCTP. The comparison is depicted in the table below.

PARAMETERS	CCTP North Beach Circulator	CCTP Middle Beach Circulator	Current MDT Route 115/117 (Mid-North Beach Connection)
Limits	Bal Harbor Shops on the North, North Beach Residential Zone, 71st Street Commercial Corridor, and 69th Street Publix	72 <sup>nd</sup> Street on the North to Sunset Harbour neighborhood on the south, including former Miami Heart Institute, Mt. Sinai Hospital, and 41 <sup>st</sup> Street	From the City Limits (88 Street) to 17th Street, while serving the Alton Road residential corridor, Central Bayshore Neighborhood, and the Mount Sinai Hospital
Service Span	Phase I: 16 hours Phase II: 18 hours	Phase I: 16 hours Phase II: 18 hours	15 hours (6:20AM – 9:20PM)
Route Length (One-Way)	9.1 miles	8.2 miles	15.839 miles
One-Way Running Time	41 minutes	41 minutes	1 hour and 20 minutes
Headways	Phase I: 40 minutes Phase II: 20 minutes	Phase I: 40 minutes Phase II: 20 minutes	45 minutes south of 63 <sup>rd</sup> St 22 minutes north of 63 <sup>rd</sup> St
Fleet	Phase I: 3 32-foot buses Phase II: 5 32-foot buses	Phase I: 3 32-foot buses Phase II: 5 32-foot buses	2 buses in each route
Annual Ridership (FY12)	N/A (Not in Service)	N/A (Not in Service)	Approximately 330,000
Annual O&M Cost	Phase I: \$1.9 Million (2007) Phase II: \$4.3 Million (2007)	Phase I: \$1.9 Million (2007) Phase II: \$4.2 Million (2007)	\$1.25 Million (FY13)

As part of its restructuring and cost savings initiative, MDT is considering eliminating numerous circulator and connection services throughout the County. Due to extended headways and span of service, as well as minimal ridership on Route 115/117, this route may be eliminated. However, staff believes that if modifications to the route can be made to make it more successful, the City may be able to save this service.

Based on the preliminary comparison of the CCTP North Beach Circulator and MDT Route 115/117, City staff developed proposed revisions to the CCTP North Beach Circulator in an effort to improve route connectivity and increase service area coverage (Figure 4). With the proposed truncations and extensions to the CCTP North Beach Circulator route, the circulator would serve a larger market in the North Beach community than the current MDT Route 115/117. However, further analysis and route refinement is needed to develop the optimal route for a circulator in North Beach. The optimal route would also need to comply with acceptable headways (15 min. to 20 min.) to ensure its success.

Given the low transit ridership in the Middle Beach area (1% according to the City of Miami Beach Community Survey Final Report), City staff believes that a more in-depth analysis and coordination with MDT is needed to determine if the area would be served appropriately by the proposed grid system. The critical service points in this area, Mt. Sinai Hospital and the 41<sup>st</sup> Street Corridor, would be covered by the MDT regional service and would connect to the Collins Avenue service.



Fig. 4: CCTP North Beach Circulator with Preliminary Revisions

**RECOMMENDATION**

In order to pursue the recommendation of the Committee to evaluate alternatives for two independent circulator routes and an express north-south bus service along SR A1A/Collins Avenue corridor, the Administration recommends the following approach:

1. The Administration will continue to coordinate with MDT regarding its on-going comprehensive evaluation of County bus routes in order to have a better understanding of how a new grid-based bus service may impact the City and the Middle and North Beach communities in particular. As part of the coordination with MDT, and if directed by the Committee, City staff would request that MDT evaluate the City's proposed North Beach Circulator alternative. The City would request that MDT redirect its resources currently applied to Route 115/117 (Mid-North Beach Connection) to the proposed North Beach Circulator as part of its restructuring effort.
2. In addition, the City will coordinate with MDT to include an express north-south enhanced bus service along the SR A1A/Collins Avenue corridor as part of its restructuring efforts.
3. The City will coordinate with MDT to evaluate the level of service provided in Middle Beach by the MDT restructured routes and determine the need for a Middle Beach Circulator.

It should be noted that if MDT will not fund the North Beach Circulator or if funding is needed for the South Beach Local, there is potential funding available from the Quality of Life (QOL) portion of resort tax funds. Currently the QOL funds are split into 4 categories, North Beach, Middle Beach, South Beach, and Arts. QOL funds are projected to generate approximately \$1.35 million per category in FY2012/13.

If a fifth category was created for circulators in tourism eligible areas, this would result in approximately \$ 1 million per category. While not all portions of the route of a North Beach or Middle Beach Circulators would be tourism eligible, funding could be swapped with the South Beach Local to result in \$ 1 million being available regardless of the route.

Depending on the outcome of the coordination with MDT and upon direction from the Committee, the Administration would engage one of its transportation planning and traffic engineering firms to conduct a service planning analysis for a North Beach Circulator. The analysis would include route modeling, ridership forecasting, procurement options, and cost analysis. Funding for this effort would be from FY 2012/13 and FY 2013/14 PTP funds.

**CONCLUSION**

This item is being presented to the Neighborhoods/Community Affairs Committee (NCAC) for discussion and further direction.

**Attachments:**

Attachment A: Service Details for Service Proposed by MPO Grant Study

Attachment B: Current South Beach Local Route.

KGB/ETC/JRG

# Service Proposed by MPO Grant Study

- Service 7 days/week
- Hours 12 noon to 12 midnight
- Route 14.3 miles in length
- 32 stops
- 7 vehicles
- 15-20 minute headway
- 1,140,000 estimated annual ridership

Scenario	Capital Costs	Annual Operating & Maintenance Costs
MDT Operates Service <sup>1</sup>	2,169,000	3,160,000
Miami Beach Operates Service <sup>2</sup>	2,169,000	1,382,000
Turnkey operation by private vendor <sup>3</sup>	2,169,000	1,655,000

88<sup>th</sup> Street

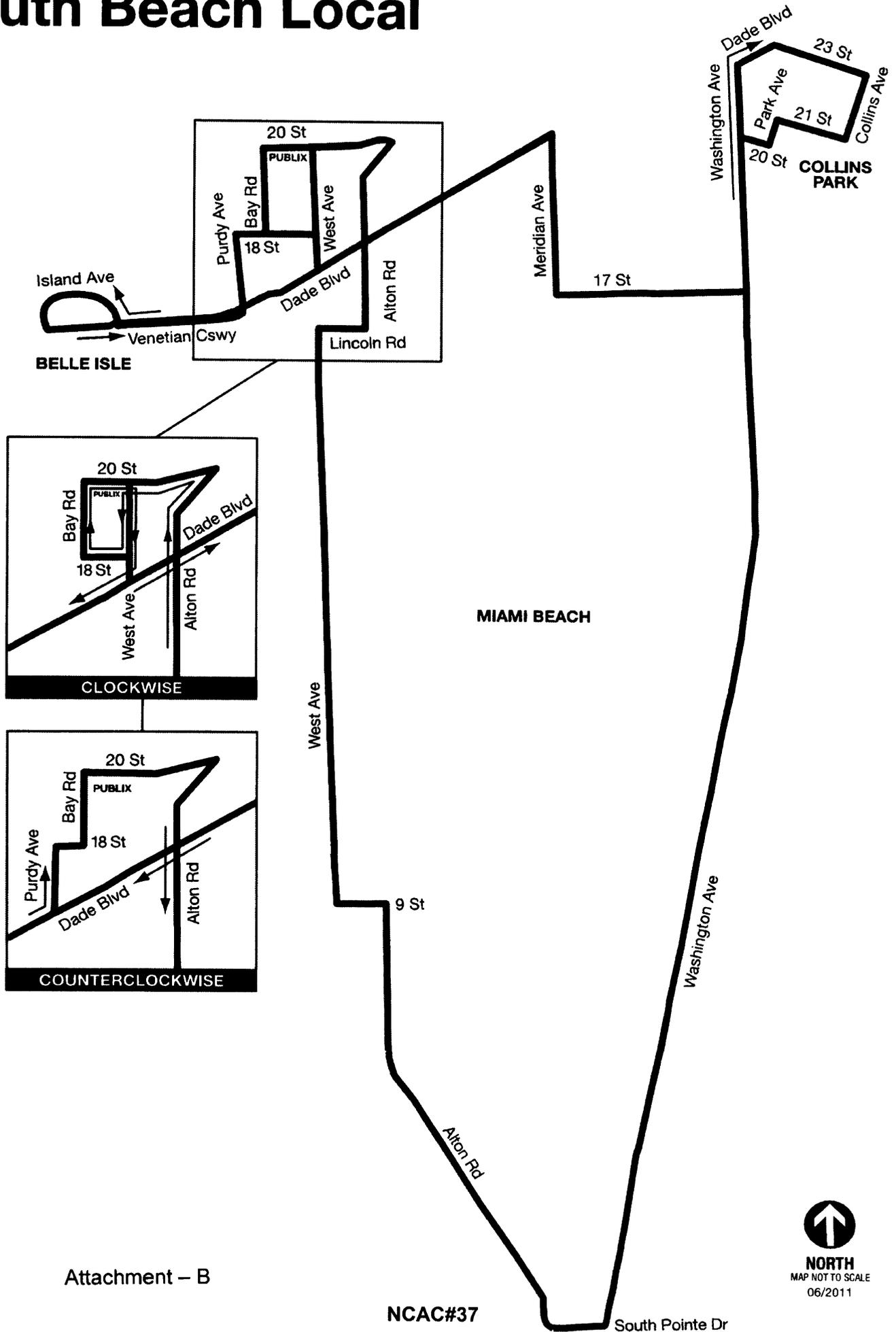
71<sup>st</sup> Street

41<sup>st</sup> Street

17<sup>th</sup> Street

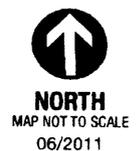


# South Beach Local

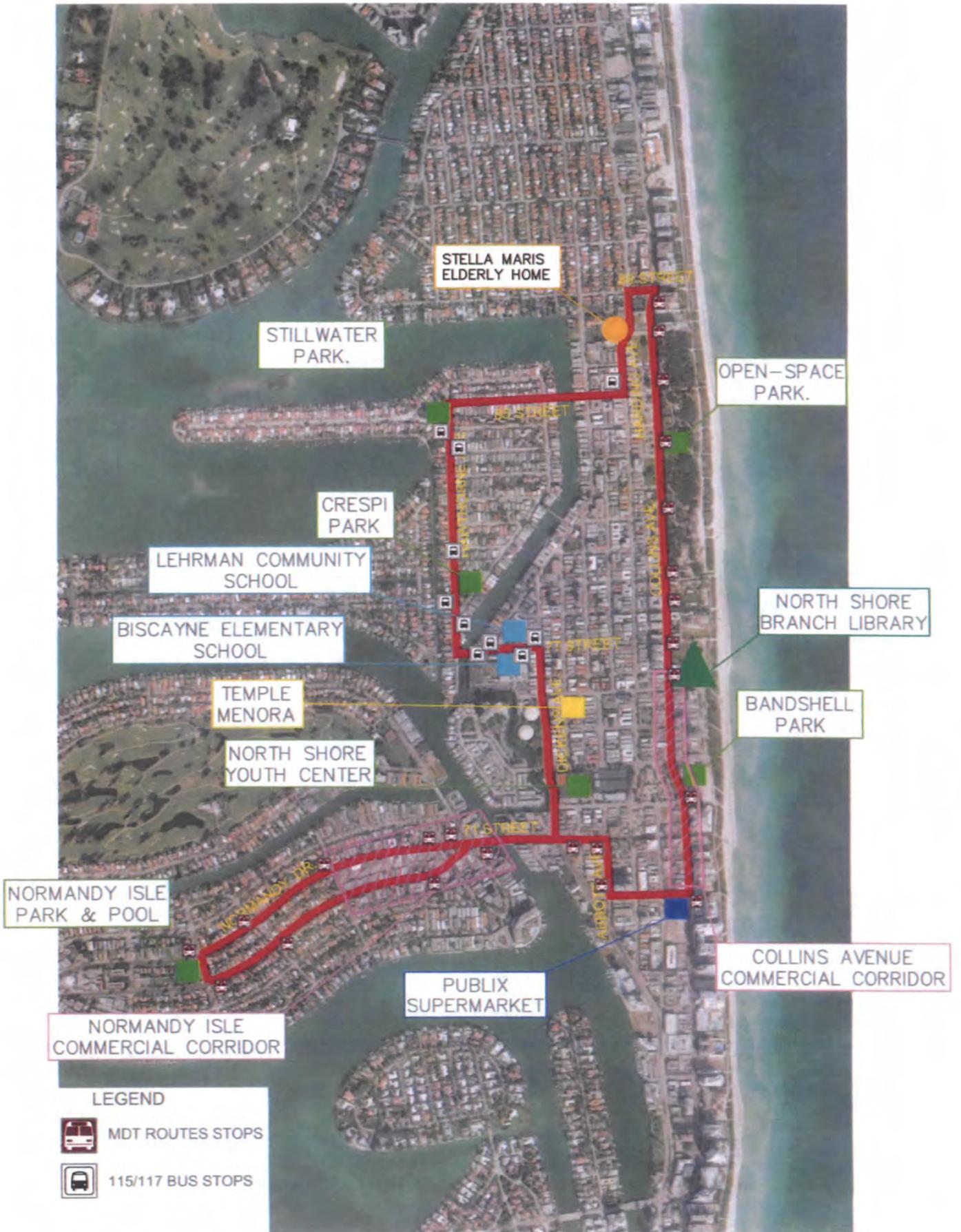


Attachment – B

NCAC#37



# EXHIBIT 2



Proposed North Beach Circulator

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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMISSION MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: August 21, 2013

SUBJECT: **DISCUSSION REGARDING THE GREATER MIAMI CONVENTION AND VISITORS BUREAU SUB-MARKET INITIATIVES.**

### **BACKGROUND**

The City has been contracting with the Greater Miami Convention and Visitor's Bureau (GMCVB) since 1984 for the purpose of promoting the Miami Beach Convention Center and the destination. The GMCVB is the entity primarily responsible for pursuing and securing Convention business for the Convention Center, with the Convention Center management company also responsible for pursuing booking business, which typically includes shorter term uses. A booking policy governs priority of bookings. The GMCVB also engages in local, national and international marketing of the overall destination in an effort to promote tourism. The goal of both the convention booking and destination marketing is to secure hotel room nights in the City, and further enhance the City's tourism economy. Funding for the City's Agreement with the GMCVB is derived from the Municipal Resort Tax revenue. The GMCVB derives additional funding from Miami-Dade County, Village of Bal Harbour, member fees and cooperative marketing partnerships. The GMCVB's activities are focused primarily in marketing and convention sales/meeting sales.

In 1984, the City of Miami Beach (CMB), Miami Dade County, the City of Miami and the Village of Bal Harbour, entered into an Interlocal Agreement with the Greater Miami Convention and Visitor's Bureau to perform tourism and convention sales and promotion functions. On July 7, 1999 the Mayor and City Commission adopted Resolution No. 99-23237 approving an agreement with the GMCVB for an initial term commencing on October 1, 1999 and ending on September 30, 2002 with one, two (2) year renewal option, at the City's discretion. On December 8, 2004, the City Commission adopted Resolution No. 2004-25767 which approved an agreement with the GMCVB for five (5) years from October 1, 2004 – September 30, 2009. On July 7, 2009, the Finance and Citywide Projects Committee directed the Administration to negotiate a new five (5) year agreement with the GMCVB. On September 24, 2009, the City Commission adopted Resolution No. 2009-27217 approving a new five (5) year agreement commencing on October 1, 2009, and ending on September 30, 2014.

### **SUB-MARKET INITIATIVES**

The Agreement included not less than \$950,000 annually to support and implement sub-market initiatives developed by the City, in partnership with the Bureau, that market, promote or support activities or events in the City, or that directly benefit the City. These sub-market initiatives will be revisited annually and established by the City, in its reasonable discretion, on an annual basis. The attached summary of funding allocated for the sub-market initiatives is presented for your review.

JLM/KGB/MAS

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## Greater Miami Convention & Visitors Bureau / City of Miami Beach Targeted Initiatives

	<b>Projected</b>	<b>Planned</b>
	<b>2012/2013</b>	<b>2013/2014</b>
<b>Goal 1: Enhance the Destination's Tourism Infrastructure and Expand Attraction Assets</b>		
Shop Miami Beach	19,938	25,000
Miami Beach Golf Club / Normandy Golf Course - Targeted Advertising	12,775	15,000
 <b>Goal 2: Enhance the Visitor Experience</b>		
Miami Beach Visitor Center	30,000	30,000
Miami Beach Latin Chamber of Commerce Visitor Center	5,000	5,000
Customer Service Initiatives (Airport, Seaport, Taxi) - Training, Surveys, Etc.	10,000	10,000
 <b>Goal 3: Optimized Sales and Marketing</b>		
Boutique Hotel Marketing Program / Advertising	225,000	225,000
Boutique Hotel Brochure	60,468	
LGBT Tourism Advertising	150,000	150,000
Gay Pride - Sponsorship	5,000	15,000
Orgullo (Hispanic Gay Pride) - Sponsorship	7,000	7,000
Support of CMB Film Office in Involvement in Film, Fashion, Entertainment Trade Shows	20,000	20,000
 <b>Dedicated Event Support:</b>		
Art Basel Miami Beach - Sponsorship and Media Familiarization Trip	65,000	60,000
Art Basel Miami Beach - CMB Staff Travel	6,161	6,000
South Beach Wine and Food Festival - Sponsorship	46,800	45,000
South Beach Comedy Festival - Sponsorship	5,000	5,000
Untitled Art Fair - Sponsorship	25,040	
Miami Beach Polo - Sponsorship	10,000	
American Black Film Festival - Sponsorship	15,000	
World Out Games - Miami Beach - Sponsorship	55,849	
 <b>Other Marketing Support:</b>		
Welcome Channel Promotion of CMB Parking, Transportation, Culture and Shopping	15,000	15,000
DiscoverMiamiBeach.com	10,854	
Major Event Communication / "Respect the Scene" Campaign	25,524	25,000
General Marketing / Public Relations for CMB	250,000	250,000
<b>Total</b>	<b>1,075,409</b>	<b>908,000</b>
<b>Minimum Annual Commitment</b>	<b>950,000</b>	<b>950,000</b>
<b>Under (Over)</b>	<b>(125,409)</b>	<b>42,000</b>

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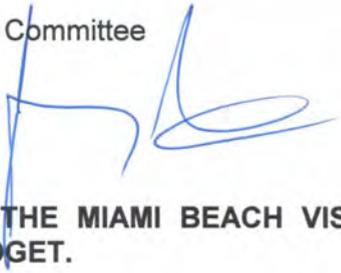


# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMISSION MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager 

DATE: August 21, 2013

SUBJECT: **DISCUSSION REGARDING THE MIAMI BEACH VISITOR AND CONVENTION AUTHORITY FY 2013/14 BUDGET.**

The attached memorandum and budget has been submitted by the Miami Beach Visitor and Convention Authority for your review and consideration.

  
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**MEMORADMUM**

TO: Max Sklar

FROM: Grisette Roque Marcos *GRM*  
Executive Director

DATE: August 8, 2013

RE: MBVCA FY 2013.2014 BUDGET

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As per your request, attached please find a copy of the MBVCA FY 2013.2014 Budget. The budget was unanimously approved by the board on August 7, 2013.

Cc: Harold Rosen, Esq.

**ADMINISTRATION RECOMMENDATION**

Adopt the Budget

**ANALYSIS**

**BACKGROUND**

The Miami Beach Visitor and Convention Authority (MBVCA) was created and exists pursuant to Chapter 67-930 of the Laws of Florida and Sections 102-246 through, and including 102-254 of the Code of the City of Miami Beach (CMB).

According to Sec. 102-251, the MBVCA is to take “all necessary and proper action to promote the tourist industry for the city, including but not restricted to causing expert studies to be made, promotional programs, the recommendations and development of tourist attractions and facilities within the city, and to carry out programs of information, special events, convention sales and marketing, advertising designed to attract tourists, visitors and other interested persons.” The MBVCA also has the duty of making all necessary rules and regulations for the efficient operations of the authority.

The MBVCA is a seven-member authority. Each member is appointed by the City of Miami Beach Commission, with the goal of encouraging, developing and promoting the image of Miami Beach locally, nationally and internationally as a vibrant community and tourist destination. To this end, the MBVCA strategically focuses its funding investments in a balanced manner, fostering outstanding existing programs, stimulating new activities, and encouraging partnerships. The MBVCA is committed to a careful, long-term plan for allocation of resources to build the uniqueness of Miami Beach as one of the world’s greatest communities and tourism destinations.

A budget revenue projection is provided to the MBVCA by the City of Miami Beach Budget Office annually based on 5% of the 2% Resort Tax, calculated on 96% of the collections. On an annual basis the MBVCA must provide the City with a budget, on City forms, based on this projection as outlined in Sec. 102-252, before October 1<sup>st</sup>.

The MBVCA normally budgets funding below the City’s projection, as the collection of funds can differ substantially from projection, such as the result of unanticipated problems like an airline strike, terrorism, economic issues or storms. In 2008, revenue collections came in \$48,000 under estimated projection, and in 2001 the revenue collection was down approximately \$300,000 from projection. When and if there are unallocated funds remaining at the end of the budget year, those funds are either rolled over and allocated in the next budget year, or retained in MBVCA accounts for future reserves, endowment funding, to address any funding reductions in future years; in 2001, by statute, the MBVCA began investing into the creation on an endowment fund.

The MBVCA is required by law to maintain reserve bank accounts in approved public depositories, with sufficient reserves to cover one year of funding, which it does. Reserves are maintained to pay grant recipients (contracted) for the previous program funding cycle, and to ensure that sufficient funds can be invested to stimulate tourism in the future. The level of reserves was modified in 2011 in order to maximize the value and impact of tourism directed funds.

The MBVCA submits an annual Program of Work to the CMB as required by Sec. 102-281, and is audited annually by the City of Miami Beach as required in Sec. 102-281. **MBVCA audits have been positive for the past 13 years.**

**FY 2012/2013 REVIEW/TOURISM ADVANCEMENT PROGRAM (TAP)**

The MBVCA Tourism Advancement Program (TAP) was established to promote Miami Beach as a sophisticated tourist destination by increasing the number of visitors; through enhancement of visitors’ experiences; through the allocation of funds granted to events or programs that bring visitors to the CMB and strengthen the CMB brand. In fiscal year 2012/2013, the MBVCA funded TAP in eight categories, including: Cultural Tourism, Film Incentive, Initiatives, Major One Time Special Event, Special Events Recurring, Special Projects, Special Projects Recurring, and Tourism Partnerships. In 2012, the MBVCA continued to fund investments, utilizing funds rolled over from several years past.

A total of \$1,432,000 was awarded in FY 2012/2013, compared to \$1,683,650 in FY 2011/2012. The decrease in awards reflects a revision to the declining scale in place and less applicants. Grants funded in partnership with the CMB are critical, branded tourism-related programs, such as the South Beach Wine & Food Festival and Winter Music Conference, both examples of events whose beginnings in Miami Beach stem from grants provided by the MBVCA—events that could be recruited by other destinations.

#### **FY 2013/2014 TOURISM ADVANCEMENT PROGRAM**

The MBVCA strategically focuses funding to maximize tourism and brand, to improve Miami Beach by focusing on events and projects that generate significant publicity, strengthen brand and increase tourism (generating critical resort taxes for Miami Beach). The Board pays significant attention to marquee events.

#### *Review process:*

For over a decade, the MBVCA has used a multi-level review process for its grant program; the process is reviewed annually. The process includes a mandatory pre-proposal staff conference regarding MBVCA policies and procedures and TAP. During the interview, MBVCA administration advises each potential applicant regarding the eligibility and appropriateness of the proposed project and defines the grant category best suited to the potential applicant. If eligible, the applicant will then receive further detail of the process, including required attachments and meeting dates. All grant formats and policies are available on the MBVCA website. By Florida law, all MBVCA meetings are advertised and open to the public; all records are public records.

Annually, the MBVCA Board reviews and refines grant guidelines with respect to efficacy and effectiveness. In FY 2012/2013, the MBVCA implemented changes to its funding caps and declining scale. The new declining scale and funding caps allow the MBVCA to diversify their funding into other areas and initiatives as requested by the City administration and/or the Board. The MBVCA also increased the criteria in place for the Major One Time Special Event and Special Events Recurring grant categories requiring a total of 350 hotel room nights to be contracted, from the original 250 hotel room nights required and the media impressions up from 500,000 to a required 1,000,000. Although the declining scale was revised and the maximum request caps reduced, by splitting the Special Events Recurring and Major One Time Special Event grant categories, and the Special Projects and Special Projects Recurring grant categories to each having their own maximum grant requests, each applicant was moved up by one year on the declining scale. This led to individual increases in their request caps for the 2012/2013 fiscal year, even though it reduced the percentage cap requests over time.

The MBVCA guidelines and application process places emphasis on defining and measuring the economic impact of each event, as well as considering the impact and value of marketing, publicity and television origination/viewership. Questions concerning the economic impact of the program, including requiring an explanation of various aspects of the marketing plan, and how the numbers of hotel room nights are calculated and where they are contracted, are also required as part of the application, as are the event's or organization's publicity plan, community and residential involvement, or special residents' considerations. Standardized recap sheets and point systems have been developed to give each applicant a score that rates potential success. Using this tool, the MBVCA can better evaluate the applicant's long-term commitment to the community, commitment to brand enhancement, value to tourism, and economic impact. The application requires contract confirmation for hotel room blocks; letters of media confirmation and/or viewership contracts to be attached to the completed application; that data must be confirmed before and after funding is awarded. The MBVCA votes on each specific and individual grant, and evaluates the grant request, funds available and possible extenuating circumstances after a formal presentation is made by the grant applicant. A question and answer period follows with further discussion as needed.

**RECURRING PROJECTS:**

The MBVCA has a current policy in place to fund recurring projects on a declining scale. The declining scale encourages recurring events to recruit corporate and private sponsorship and, therefore, not solely rely on MBVCA funds as a means of sustaining the event year after year. The award category establishes funding caps for recurring events, funding that can be reduced based on the maximum request for the specific grant category. Below is the current scale, implemented in FY 2012/13; applicable to not and for profit agencies.

Year 1	Initial Grant Award
Year 2	No more than 80% of Eligible Request
Year 3	No more than 70% of Eligible Request
Year 4	No more than 60% of Eligible Request
Year 5	New Cycle Begins

**CATEGORIES:**

Tourism Advancement Program funds are currently awarded in eight categories, including: Cultural Tourism, Film Incentive, Initiatives, Major One Time Special Event, Special Events Recurring, Special Projects, Special Projects Recurring and Tourism Partnerships. The MBVCA has developed pre-eligibility criteria for grants within these categories. The criteria allow staff to determine eligibility and the appropriate grant category. Applicants must meet two of three of the criteria noted.

Grant Category	Hotel Room Nights	Impressions	Viewership
Cultural Tourism	200	500,000	1,000,000
Film Incentive*	250	N/A	N/A
Initiatives**	N/A	N/A	N/A
Major One Time Special Event	350	1,000,000	1,000,000
Special Events Recurring	350	1,000,000	1,000,000
Special Projects	2,500	250,000,000	15,000,000
Special Projects Recurring	2,500	250,000,000	15,000,000
Tourism Partnerships	200	500,000	5,000 (visitors/attendees/participants)

\* Industry specific eligibility criteria in place for this program

\*\* Initiatives are specifically targeted towards organizations chosen by the MBVCA to carry out the designated initiative

**Budget**

*Budget (TAP) FY 2013/2014:*

The MBVCA has budgeted \$1,589,500 for FY 2013/2014 for its Tourism Advancement Program which reflects 61% of the total budget. This grant funding reflects a decrease of \$81,667 from FY 2012/2013. This decrease is due to the decrease in the total grant amount being requested due in part to the declining scale.

- The *Tourism Partnerships* category is budgeted at \$120,000, reflecting 5% of the total budget for FY 2013/2014. The category currently includes applicants at the maximum request cap of \$30,000. Four applications are anticipated to be received.
- The *Cultural Tourism* category, a joint grant with the City’s Cultural Arts Council (CAC) is budgeted at \$30,000 with the CAC contributing an additional \$30,000. A total of three applicants are expected, each at a \$30,000 request.
- The *Major One Time Special Event* category, representing 7% of the total budget, is budgeted at \$180,000 in FY 2013/2014, which reflects a decrease from FY 2012/2013. The MBVCA expects four new events to apply at a maximum request of \$45,000. The MBVCA works tirelessly to stimulate and recruit new events and is willing and prepared to fund valuable tourism and brand related events. In fact, the MBVCA works with all partners, city

leadership and media to solicit appropriate new projects. New applicants are expected to include Scope Miami Beach, Sweat Miami Beach, Miami Beach Jazz, and Nature Capitale.

- The *Special Events Recurring* category, reflecting 24% of the total budget, has been calculated at \$616,000 for FY 2013/2014 based on the established declining scale and the number of applicants anticipated to return.
- The *Special Projects* category is budgeted at \$180,000 with a total of two applicants expected at the maximum request of \$90,000 each.
- The *Special Projects Recurring* category is budgeted at \$433,500 and represents 17% of the total budget. Anticipated applicants include Orange Bowl Marketing Campaign; South Beach Comedy Festival; ING Miami Marathon and Half Marathon and Tropical 5K; the Food Network South Beach Wine and Food Festival; the Miami International Film Festival; FUNKSHION Fashion Week Miami Beach; and Miami Beach International Fashion Week. These events, recruited and sustained by the MBVCA, are all marquee events and annually fill the City's hotel rooms.
- The *Film Incentive* category is budgeted at \$30,000 for FY 2013/2014, which represents 1% of the budget; budgeting for a total of 1 possible applicant.

### **Destination Marketing**

The Destination Marketing allocation reflects a 2% of the total budget for FY 2013/2014. This allocation provides for the additional placement of stories and press releases on the PR Newswire.

### **New Initiatives**

The MBVCA expects to support new initiatives in FY 2013/2014. Strategic plans, goals and initiatives are developed through consultation, the result of ongoing communications with the Mayor, Commission and City Administration. Some of these initiatives include Code for America, in conjunction with the City of Miami Beach and the continued support of The Customer and You – Certificate Program in Service.

### **Public Relations Initiative**

In FY 2013/2014, the MBVCA will again put out a Request for Proposals (RFP) for a P.R. agency of record to enhance Miami Beach's image. The selected agency will support the MBVCA efforts by increasing brand awareness through strategic media outreach to consumer and travel trades, major event recruitment, and business and corporate communications programs. There is an allotment of \$250,000, representing 10% of the total budget, towards this effort.

The MBVCA renewed the contract with H+K in FY 2012/2013. The contract runs through June 30, 2014 in FY 2013/2014. Objectives include increased public relations or tourism related activities in CMB, recruitment of new events and meetings, and improvement of CMB global reputation. CMB leaders have been active participants in planning and oversight. H+K has an extensive presence in the US and internationally. The agency's ability to network and leverage its global relationships is crucial to the growth of the 'Miami Beach' brand.

H+K created and distributed a total of 15 press releases during their first year as agency of record, garnering 4,630,690,127 media impressions and 12 press releases during their second year, generating 3,913,341,910 media impressions as of June 2013.

### **Visual Memoirs Project**

The MBVCA issued an RFP for qualified entities to record, catalogue and warehouse personal and eyewitness accounts of the history of the City of Miami Beach in FY 2011/2012. The deliverables were to include a recorded detailed history of Miami Beach through personal interviews, creating collateral materials about the history of Miami Beach and identifying comprehensive exhibit concepts that can be implemented to execute a comprehensive visual memoir library and promotional campaign.

The Miami Design Preservation League in partnership with Close-Up Productions, was awarded a one year contract on October 1, 2011 in the amount of \$21,000, and the contract was renewed in FY 2012/2013 for an additional \$21,000,

which represents 1% of the total budget. A total of forty interviews were conducted during the Project's first year.

The proposed exhibit opened to the public daily for its initial run from mid-October through late November 2012, free of charge from 10:00am until 4:30pm and reopened during Art Deco Weekend 2013. The documentary played on a loop in the lecture hall portion of the Art Deco Welcome Center. Seating was also placed near the screen and accommodated approximately 25 people at a time with standing room in the back. A total of twelve interviews have been conducted as of July 2013 with another eight interviews to be completed by September 2013.

An educational component was developed for FY 2012/2013 that included a video and guide for Miami Beach Middle Schools.

In FY 2013/2014, the videos will be prepared for archival as part of a statewide university consortium. MDPL will also collaborate with various institutions to create links to the online materials.

### **IT/API Development**

The MBVCA wishes to provide visitors with timely and relevant information about the City of Miami Beach, its public and private attractions, services, hotels, businesses, and events in order to enhance visitors (and residents) experience. Visitors to Miami Beach - all visitors worldwide – are increasingly using technology to navigate cities or make decisions about leisure experiences, dining, parking, entertainment and travel in general. Worldwide, technology is king. Many visitors already use the free Miami Beach Wi-Fi service to access the information they need at locations around town.

Miami Beach visitors and residents are using smartphones and tablets to communicate and acquire information to make these kinds of decisions on-the-go. It is now critical for these visitors and residents to have access to mobile applications (Apps) that can help them obtain the information they need to make a timely and informed decisions.

The MBVCA's preliminary review of opportunities and needs was initiated in spring 2011 in consultation with area experts, and subsequent to a public meeting sponsored by the MBVCA, as a situational analysis. The MBVCA released an RFP in January 2012 and awarded a one year contract to Just Program LLC dba Solodev on May 22, 2012. The purpose of the RFP was to develop a Miami Beach-focused web-based digital content management system (CMS) and modifiable database to support 3<sup>rd</sup> party mobile applications via an application programming interface (API).

Currently, the API is fully functional with 230 different categories of businesses each averaging 90 different services and amenities. Web and App developers will be able to use these attributes to create new and exciting experiences for their end-users.

We have allocated \$100,000 or 10% of the overall budget in FY 2013/2014, to undertake a fine tuning and release of a fully functional mobile App for the MBVCA API for both iPhone and Android platforms, expand the API data to include local non-business information that can be useful in app development such as beach access roads, public restroom, and life guard stands.

### **Research and Development**

The MBVCA has budgeted \$21,235 for the FY 2013/2014, to be used toward the development of a business plan for the API. The allocation represents 1% of the overall budget.

### **Projected Cash Flow Reserve**

The MBVCA has budgeted \$2,000, or 0% of the total budget, in the cash flow reserve for FY 2013/2014. The City of Miami Beach allots resort tax payments to the MBVCA a month after its collection. Therefore, as a fiscal responsibility, the MBVCA has built in a \$2,000 projected cash flow reserve to its budget to ensure that all grants awarded will have the necessary funds to be reimbursed upon proper request and documentation.

**FY 2013/2014 Administration and Overhead**

The MBVCA's administration and benefits costs are budgeted at \$311,265 for the FY 2013/2014. This figure represents 12% of the total budget and includes a 3% COLA.<sup>1</sup> The overhead allocation is budgeted at \$170,000 which reflects 7% of the overall budget. The increase from FY 2012/2013 is attributed to the hiring of an additional staff person; the build out of new office space, cloud information hosting and redundancy, and capital expenditures. The total administration and overhead is 19% of the total budget.<sup>2</sup>

**FY 2012/2013 Rollover**

A total of \$200,000 will be rolled over from FY 2012/2013 into the FY 2013/2014 MBVCA budget to fund special projects. This rollover of funds is primarily from the grants that were either not awarded and/or were rescinded for noncompliance.

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<sup>1</sup> Approved by the City Commission on March 21, 2012

<sup>2</sup> This is below the non-profit industry standard of 20% (Source: BBB)

**MIAMI BEACH VISITOR AND CONVENTION AUTHORITY**  
**FY 2013/2014**

	ADOPTED BUDGET FY 2012.2013	PROPOSED FY 2013.2014	VARIANCE
<b>REVENUES</b>			
Unrestricted	\$ 269,331	\$ 175,000	\$ 94,331
Rollover	207,000	\$ 200,000	\$ (7,000)
Projected Resort Tax	2,118,361	\$ 2,220,000	\$ 101,639
TOTAL REVENUES	\$ 2,594,692	\$ 2,595,000	\$ 308
<b>EXPENDITURES</b>			
Administration & Benefits	\$ 314,000	\$ 311,265	\$ (2,735)
Operating Expenses	140,000	\$ 170,000	\$ 30,000
Capital	25,000	\$ 25,000	\$ -
Total Administration	\$ 479,000	\$ 506,265	\$ (27,265)
<b>GRANTS - Tourism Advancement Program</b>			
Tourism Partnerships	\$ 120,000	\$ 120,000	\$ -
Cultural Tourism	30,000	\$ 30,000	\$ -
Major One Time Special Event	190,000	\$ 180,000	\$ (10,000)
Special Events Recurring	636,000	\$ 616,000	\$ (20,000)
Special Projects	155,167	\$ 180,000	\$ 24,833
Special Projects Recurring	510,000	\$ 433,500	\$ (76,500)
Film Incentive	30,000	\$ 30,000	\$ -
Total Tourism Adv. Program	\$ 1,671,167	\$ 1,589,500	\$ (81,667)
<b>Reinvestment plan over 3 years</b>			
Marketing/Communications and PR RFP	\$ 250,000	\$ 250,000	\$ -
Visual Memoirs	\$ 21,000	\$ 21,000	\$ -
IT Development	100,000	\$ 100,000	\$ -
Total	\$ 371,000	\$ 371,000	\$ -
<b>Other</b>			
Destination Marketing	41,525	\$ 45,000	\$ 3,475
Initiatives	30,000	\$ 60,000	\$ 30,000
R&D	-	\$ 21,235	\$ 21,235
Projected Cash Flow Reserve	2,000	\$ 2,000	\$ -
Total Other	\$ 73,525	\$ 128,235	\$ 54,710
<b>TOTAL</b>	\$ 2,594,692	\$ 2,595,000	\$ 308

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# MIAMI BEACH

## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: August 22, 2013

SUBJECT: **DISCUSSION REGARDING WATER/SEWER RATES AND POTENTIAL MODIFICATION OF RATE STRUCTURE FOR SINGLE FAMILY WATER ACCOUNTS**

### **BACKGROUND**

The Miami-Dade Water and Sewer Department (WASD) has proposed a sewer rate increase to all wholesale customers of \$.2995 per 1000 gallons effective October 1, 2013. The last increase to the City of Miami Beach customers for water and sewer rates was effective for billings on or after October 1, 2009. In order to ensure the financial viability of the water fund, in the past, the City has passed through County rate increases to its customers.

### **ANALYSIS**

The City's utility rates for water and sanitary sewer services are structured to collect the necessary revenues to meet annual operating and maintenance costs of the water and sanitary sewer infrastructure, to cover debt service for water and sewer bonds to maintain adequate operating fund reserves, and, to pay Miami-Dade County for wholesale water purchased, the treatment of the City's sewage and other fees. Increasing the sanitary sewer rate in the amount levied by the County, and maintaining the existing water rate to pay all other costs listed above will keep the City water and sewer funds balanced.

In general, the rates for water supply and sanitary sewer services consist of:

- Pass-through of the wholesale rate the City pays to Miami-Dade County for the purchase of potable water and treatment of sewage;
- Debt service for the Water and Sewer Revenue Bonds;
- Operating and maintenance costs for the water and sewer utility;
- 7.5% fee of previous year total revenue paid to the Miami-Dade County Environmental Resource Management Department (DERM).

### **FY2013/14 Miami Dade County Wholesale Water and Sewer Rates**

The Miami-Dade Water and Sewer Department (WASD) has informed all wholesale customers that the proposed water rate for FY2013/14 would remain the same as the current rate, \$1.7142 per thousand gallons. All operational expenditure increases related to proposed Cost of Living Adjustment to salaries, increased costs of health insurance and pension, and increases in other

operating costs can be absorbed without fee increases.

WASD has also notified wholesale customers that their proposed sewer rate will be \$2.4523, an increase of \$0.2995, or 13.91% above the current rate of \$2.1528. The cost of the proposed FY2013/14 sewer rate increase to Miami Beach is approximately \$2,425,278. The proposed wholesale water and sewer rates are subject to approval by the Board of County Commissioners at their Public Budget Hearings, scheduled for September 10 and September 19, 2013.

The sewer rate increase for FY2013/14 is \$0.2995 per 1,000 gallons. There is no increase in the water rate. For the average 11,000 gallons per month customer, the combined water and sewer rates result in a monthly increase of \$3.29 in FY2013/14. For the minimum usage customer (5,000 gallons or less per month), the combined monthly impact would be a total of \$1.50.

Fee (per thousand gallons)	FY 2012/13 Fee	Proposed FY14 M-D County Incr.	Prop. FY 2013/14 Fee	Difference From FY 2012/13
Water	\$4.36	\$0.00	\$4.36	\$0.00
Sewer	\$6.04	\$0.30	\$6.34	\$0.30
<b>Total Increase</b>		\$0.30		\$0.30
<b>Combined Fee</b>	\$10.40		\$10.70	\$0.30
Monthly Cost to 11,000 gallon Customer	\$114.40	\$3.29	\$117.69	\$3.29
Monthly Cost to 5,000 gallon Customer	\$52.00	\$1.50	\$53.50	\$1.50

**Conservation Rate Structure**

The following portion of the discussion is submitted as a follow up to the June 6, 2012 Commission Meeting wherein Agenda item C4G was referred to the Finance and Citywide Projects Committee (FCWPC) by Commissioner Wolfson.

In general, conservation rates are a tool to influence water consumption behavior. The benefits of implementing conservation rates may include reducing water demand and potentially saving capital infrastructure costs, depending on the unique characteristics of the city. Based on the existing customer base and growth projections furnished by the City, the CDM Smith projected rate impacts by meter size (the existing customer billing classification) and number of dwelling units, which may be recommended as a customer billing classification. Because revenues are affected when usage decreases (a likely consequence of an inclining block rate structure), a utility has to carefully analyze its consumption patterns to ensure that revenues will be sufficient to cover utility costs. The study included annual revenue requirements projected separately for the water system and the wastewater system, and on a combined basis. The study also included an assessment of the significant impact the prospective rate changes on a range of customers (single family, multi-family, hotels, hospital, and businesses).

At the April 25, 2013 FCWPC meeting, the CDM Smith presentation reaffirmed the conclusion that it still makes sense to foster water conservation (even though it's not required by Miami Dade County). Assistant City Manager Kathie Brooks explained that the goal of such a program is to structure the rates so that those individuals using more water pay more for the water that

they use. CDM Smith stated that there currently is no incentive to save on water usage, given that the existing rate structure imposes a minimum charge on all accounts. Elimination of the minimum allowance would likely lead to a revenue shortfall that would have to be made up by the other volume customers. CDM Smith recommended that the study be updated with more current financial information. Assistant City Manager Brooks asked that the additional analysis be done in order to evaluate impact on the City Budget, and noted that there would need to be community input in considering the adoption of a conservation rate structure. The Committee requested additional analysis (based upon the FY2012/13 Adopted budget and existing utility data) to include the following;

1. Development of five year pro forma projections of the water and wastewater systems for prudent financial planning.
2. Evaluate rate structures for single family customers eliminating the minimum monthly allowance, thus mitigating the charges to low volume consumers
3. Assess the impact of combined monthly water and wastewater billings of various customer classes.

The consultant is scheduled to complete the additional analysis for the end of August, a draft presentation will be presented to the committee on August 22, 2013. In addition, information on rate increases related to future debt service for capital project will also be presented at the August 22, 2013 meeting.

  
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**Discussion Item**

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