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MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager 

DATE: February 2, 2015

SUBJECT: **DISCUSSION REGARDING THE GREATER MIAMI CONVENTION AND VISITORS BUREAU INTERLOCAL AGREEMENT.**

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. I have also attached for your review a summary of the GMCVB current annual revenues, as well as a comparison of the City's funding allocation to the GMCVB versus the City's resort tax collections.

NEW AGREEMENT

In anticipation of the expiration of the GMCVB agreement, the City contracted with Strategic Advisory Group (SAG) to assist the City in analyzing the current GMCVB agreement and recommend revisions. As you know, SAG is the City's consultant for the Convention Center Renovation Project. In addition to these services SAG also has destination marketing experience. Mr. Daniel Fenton, Associate Partner with SAG, has over 25 years of Hospitality and Destination Marketing experience. Prior to joining SAG, Mr. Fenton was CEO of the San Jose Convention and

Visitors Bureau and has held senior management positions with Radisson, Amfac and Hyatt Hotels. He is a graduate of the Cornell School of Hospitality Management.

Mr. Fenton specifically performed the following services for the City:

1. Reviewed and analyzed the current GMCVB agreement;
1. Reviewed historical bookings and recommended future production goals and goal setting process;
2. Reviewed proposed Term Sheet by GMCVB;
3. Reviewed budget information from CMB and Bureau including summary data on key measures from the past three to five years;
4. Reviewed hotel inventory data for Miami Beach and the Greater Miami area, including trends in transient occupancy tax collections; and
5. Conducted interviews with stakeholders including City staff, and multiple interviews with key staff of the Convention Center.
6. This research effort established industry standards, as well as suggest alternative strategies that are currently working well in other locations (along with lessons learned from failed experiments elsewhere).
7. Identifying opportunities to refine approach to guiding future performance; and
8. Proposing revisions to current GMCVB agreement.

SAG RECOMMENDATIONS

SAG's primary recommendation was to change the overall direction of the proposed terms for the GMCVB contract with the City to a performance based agreement from a fee for services approach. This new direction focuses on the achievement of key metrics and the overall measureable success of GMCVB in their contractual relationship with the City. As part of this recommendation, the City would establish a base fee and establish an incentive fee to be paid based on the overall achievement of agreed-upon annual performance goals.

On July 18, 2014 this item was brought to Finance and Citywide Projects Committee meeting. The committee made no recommendation and moved the item to the August 13, 2014 Budget meeting and then to the September 10, 2014 Commission meeting for final discussion. On September 10, 2014, the City Commission adopted Resolution No. 2014-28745, which accepted the recommendations of the Finance And Citywide Projects Committee to extend the Interlocal Agreement with The Greater Miami Convention And Visitors Bureau (GMCVB) on a month-to-month basis under the current contracted terms, but not to exceed one (1) year from September 30, 2014; for the City Administration to re-negotiate an incentive based agreement that establishes a base fee and an incentive fee to be paid based on the overall achievement of annual performance goals; and further that funding to the GMCVB remain at the current level of \$5,366,000; and that the city hire an owner's representative in an amount not to exceed \$161,000 at the City Manager's discretion.

GMCVB Agreement
Finance and Citywide Projects Committee
February 2, 2015
Page 3 of 3

CONCLUSION

The Attached Term Sheet represents the culmination of negotiations to date and is being presented for your consideration.

JLM/KGB/MAS
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DRAFT TERM SHEET

Agreement between the City of Miami Beach (CMB)
and
Greater Miami Convention & Visitors Bureau (GMCVB)

Overview: The overall direction of the proposed terms for the GMCVB contract with the City of Miami Beach (City) is a shift to a performance based agreement from a fee for services approach. This new direction focuses on the achievement of key metrics and the overall measureable success of GMCVB in their contractual relationship with the City.

TERMS	
<p>1. Term</p>	<p>Five years, commencing October 1, 2015, with a five-year extension option based on the satisfactory achievement of performance metrics and overall execution of the contract.</p> <p>During the full term of this agreement, the GMCVB agrees to maintain a sales office at the Miami Beach Convention Center.</p> <p><i>Note: A "contract year" shall be defined as the period from October 1 through September 30 of the following year (coinciding with the City's Fiscal Year).</i></p>
<p>2. Base Fee</p>	<p>Base fee will be \$4,700,000. This fee will be indexed against the overall growth or reduction of the gross hotel and food and beverage tourist tax collections on an annual basis, provided however that the GMCVB achieves 100% of all incentive fee metrics.</p>
<p>3. Incentive Fee</p>	<p>The City will establish an incentive fee to be paid based on the overall achievement of agreed-upon annual performance goals. A fee of \$1.5 million will be paid for 100% achievement of all metrics and will be awarded on a pro-rated basis for achieving a minimum of 85% of the established goals and can be exceeded to a maximum of 135%.</p> <p>Additional Incentive for Leveraging City of Miami Beach Investment: GMCVB is eligible for an additional \$50,000 for every 100% match of the City of Miami Beach investment secured by the GMCVB from other public or private entities, not including Miami-Dade County.</p>
<p>4. Performance Metrics</p>	<p>Citywide Conventions</p> <ul style="list-style-type: none"> • Definite Room Nights <ul style="list-style-type: none"> ○ Associated with future Convention Center bookings ○ Associated with agreed-upon future need periods • Convention Center Fiscal Performance As a key partner in the overall success of the Miami Beach

	<p>Convention Center (MBCC), the GMCVB will have performance metrics tied to the fiscal results. The following are the performance metrics:</p> <ul style="list-style-type: none"> ○ MBCC Revenue <ul style="list-style-type: none"> ▪ Future Revenue booked into MBCC annually <ul style="list-style-type: none"> • Future revenue will be determined based on the estimated revenues in rent, food and beverage, electric and audio visual ▪ Current Revenue <ul style="list-style-type: none"> • As an indicator of past sales efforts, current annual MBCC revenue will be a performance metric ○ Economic Impact <p>Using an agreed-upon formula, the economic impact of future citywide bookings</p> <p><i>Miami Beach Hotels "In house" group bookings</i></p> <ul style="list-style-type: none"> ▪ Room Nights <ul style="list-style-type: none"> ○ Room nights associated with future "in house booking" ▪ Economic Impact <ul style="list-style-type: none"> ○ Using an agreed-upon formula, the economic impact of "in house" bookings <p><i>Leisure Groups</i></p> <ul style="list-style-type: none"> • The efforts to secure group tour/leisure business will be measured with the following metrics: <ul style="list-style-type: none"> ○ Consumed Room Nights <ul style="list-style-type: none"> ▪ Consumed room nights are defined as actual rooms occupied by tour groups and others verified through hotel rooming lists ○ Economic Impact <ul style="list-style-type: none"> ▪ Using an agreed-upon formula, the economic impact of leisure groups will be determined <p><i>Individual Leisure Travel</i></p> <ul style="list-style-type: none"> • The marketing and conversion of leisure travel will be measured with the following metrics: <ul style="list-style-type: none"> ○ Room Night Conversion <ul style="list-style-type: none"> ▪ Using an agreed-upon methodology, an annual conversion study will be conducted to determine the direct impact of leisure travel marketing efforts. ○ Online Bookings <ul style="list-style-type: none"> ▪ Room nights booked through the online booking engine
<p>5. Incentive Matrix</p>	<p>A scoring matrix will be finalized utilizing the following weighted percentages:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Citywide Group Business – 55% <input checked="" type="checkbox"/> In house Miami Beach Hotel Group Business – 20%

GMCVB ANNUAL PERFORMANCE REPORT (FY 12/13 as of September 30, 2013)

	FY 03/04 (Base Yr.)	FY 04/05 (Yr. 1)	FY 05/06 (Yr. 2)	FY 06/07 (Yr. 3)	FY 07/08 (Yr. 4)	FY 08/09 (Yr. 5)	FY 09/10 (Yr. 6)	FY 10/11 (Yr. 7)	FY 11/12 (Yr. 8)	FY 12/13 (Yr. 9)
Bookings/Meetings										
Hotel Bookings/Meetings	459	489	441	470	485	494	593	659	623	664
Est. Room Nights	273,294	224,528	149,272	225,296	240,890	236,466	281,660	347,057	304,552	324,535
Est. Economic Impact	\$101,100,439	\$79,775,772	\$47,939,779	\$97,827,253	\$135,281,343	\$100,696,959	\$122,115,579	\$168,934,382	\$143,835,846	\$145,624,929
MBCC Bookings	41	27	48	32	51	41	33	30	46	38
Est. Room Nights	250,078	89,148	231,021	86,747	229,541	102,924	111,918	165,540	233,503	166,089
Est. Economic Impact	\$159,033,151	\$63,678,452	\$175,294,443	\$69,585,557	\$132,533,411	\$80,248,014	\$70,763,961	\$138,802,385	\$195,505,343	\$157,304,331
Meeting Express Division										
Bookings/Meetings	N/A	191	195	206	261	153	295	345	325	342
Est. Room Nights	N/A	15,220	17,555	15,843	27,320	13,834	33,092	53,501	55,344	59,165
Est. Economic Impact	N/A	\$12,822,440	\$16,992,000	\$12,571,000	\$23,264,000	\$9,103,000	\$21,345,000	\$26,872,000	\$38,592,000	\$29,314,000
Total Bookings	500	516	483	520	536	525	659	727	703	742
Est. Room Nights	523,372	313,678	400,097	341,502	470,431	339,390	452,051	551,816	581,868	523,089
Est. Economic Impact	\$260,133,590	\$154,225,616	\$240,226,222	\$178,130,810	\$267,614,754	\$160,944,973	\$214,361,052	\$338,688,632	\$365,767,306	\$332,318,196
Leads Generated										
MBCC Leads Generated	93	77	98	81	119	104	109	77	98	111
Hotel Leads Generated	1,109	1,226	1,249	1,368	1,280	964	1,178	1,320	1,428	1,656
Other Center Leads	89	63	70	104	131	104	128	160	172	182
Total Leads Generated	1,271	1,366	1,417	1,553	1,530	1,172	1,415	1,557	1,698	1,948
Fam Trips										
Convention Sales Fam Trips	4	4	4	4	3	5	6	6	4	5
Meeting Planner Attendees	21	26	47	32	35	60	165	328	50	48
Site Inspections										
Meeting Planner Site Inspections	172	184	165	186	222	185	245	238	230	215
Meeting Planner Attendees	195	182	162	309	400	380	488	453	381	329
Convention Services										
Meetings Serviced	370	570	579	619	450	452	433	538	569	1,359
Total Delegates	189,726	220,000	275,611	362,864 *	265,723	229,606	293,671	236,170	450,675	728,416
* Superbowl										
Media Relations										
Fam Tours	19	19	26	27	23	26	27	26	42	24
Media Hosted	128	138	148	155	161	182	189	175	294	120
Media Missions	13	16	14	23	15	16	21	13	17	13
Media Contacts	420	575	580	590	432	464	609	377	493	392
Media Visits	119	156	130	200	136	173	327	368	392	349
Media Serviced	150	193	181	2,500	1,750	1,900	3,900	4,200	4,472	3,982
Special Media Projects	43	39	38	35	13	24	30	32	29	21
Audience Impressions Generated	471 m	572 m	567 m	658 m	700 m	1.1 b	3.3 b	2.7 b	3.0 b	13.5 b
Estimated/Comparable Ad Promotional	\$10.8 m	\$12.0 m	\$13 m	\$13.2 m	\$15.9 m	\$25.5 m	\$34.4 m	\$63.7 m	\$41.2 m	\$65 m

GMCVB ANNUAL PERFORMANCE REPORT (FY 12/13 as of September 30, 2013)

	FY 03/04 (Base Yr.)	FY 04/05 (Yr. 1)	FY 05/06 (Yr. 2)	FY 06/07 (Yr. 3)	FY 07/08 (Yr. 4)	FY 08/09 (Yr. 5)	FY 09/10 (Yr. 6)	FY 10/11 (Yr. 6)	FY 11/12 (Yr. 8)	FY 12/13 (Yr. 9)
Tourism Sales										
Trade Shows/Missions	122	194	177	207	183	140	122	186	220	317
Travel Trade Client Contacts	12,733	15,666	16,730	47,503	35,620	31,500	33,908	38,646	72,000	82,061
Fam Tours	80	98	85	75	82	60	51	52	53	66
Travel Trade Clients Hosted	1,468	1,903	1,764	1,902	1,950	1,380	1,297	668	890	1,038

Advertising

Advertising Impressions	44,896,264	207,279,160	216,211,905	140,037,581	101,628,015	378,751,278	293,168,091	668,824,932	335,554,303	381,000,000
Call Center Inquiries	11,908	9,696	5,567	4,842	5,287	5,573	2,847	1,918	2,650	2,405
Website Visitors	1,308,546	2,092,456	2,685,882	3,454,840	3,907,226	3,088,979	4,380,748	2,548,551	1,590,600	1,910,032
Website Registered Users/Email Opt-ins	8,196	18,916	22,593	33,257	23,668	5,282	15,966	847	8,262	8,743
Website Brochure Requests	19,324	19,681	18,102	16,858	16,068	13,005	20,268	20,196	17,930	7,278

Publishing

Advertising Revenue Generated	\$1,247,000	\$1,330,000	\$1,237,528	\$1,259,912	\$1,140,172	\$907,991	\$815,199	\$975,000	\$958,561	\$977,787
Collateral Projects	145	212	237	320	451	600	750	900	1,250	1,500
Collateral Projects Volume/Circulation	423,791	624,370	919,989	387,002	680,294	810,000	925,000	1,200,000	1,500,000	1,575,000

Membership

Renewal Members	887	898	858	881	863	928	914	935	1,010	787
Renewal Revenue	\$1,044,900	\$1,047,111	\$1,053,632	\$902,733	\$907,013	\$1,111,396	\$1,200,733	\$1,177,114	\$1,982,816	\$1,255,689
New Members	159	127	163	153	171	151	152	150	83	191
New Member Revenue	\$125,000	\$114,878	\$154,522	\$120,864	\$162,769	\$140,544	\$145,642	\$121,488	\$198,668	\$189,603
Total Members	1,046	1,025	1,021	1,034	1,034	1,079	1,066	1,085	961	978
Total Member Revenue	\$1,170,040	\$1,161,989	\$1,208,154	\$1,023,598	\$1,140,782	\$1,251,939	\$1,346,376	\$1,299,603	\$1,291,585	\$1,445,292
Lost Members	-193	-148	-167	-144	-206	-203	-154	-131	-75	-185
Lost Member Revenue	-\$145,759	-\$142,425	-\$122,246	\$132,840	\$177,483	\$194,946	\$135,402	\$115,618	\$55,051	\$160,181
Annual Membership Retention/Renewal Rate	79%	86%	83%	88%	91%	79%	83%	88%	93%	81%

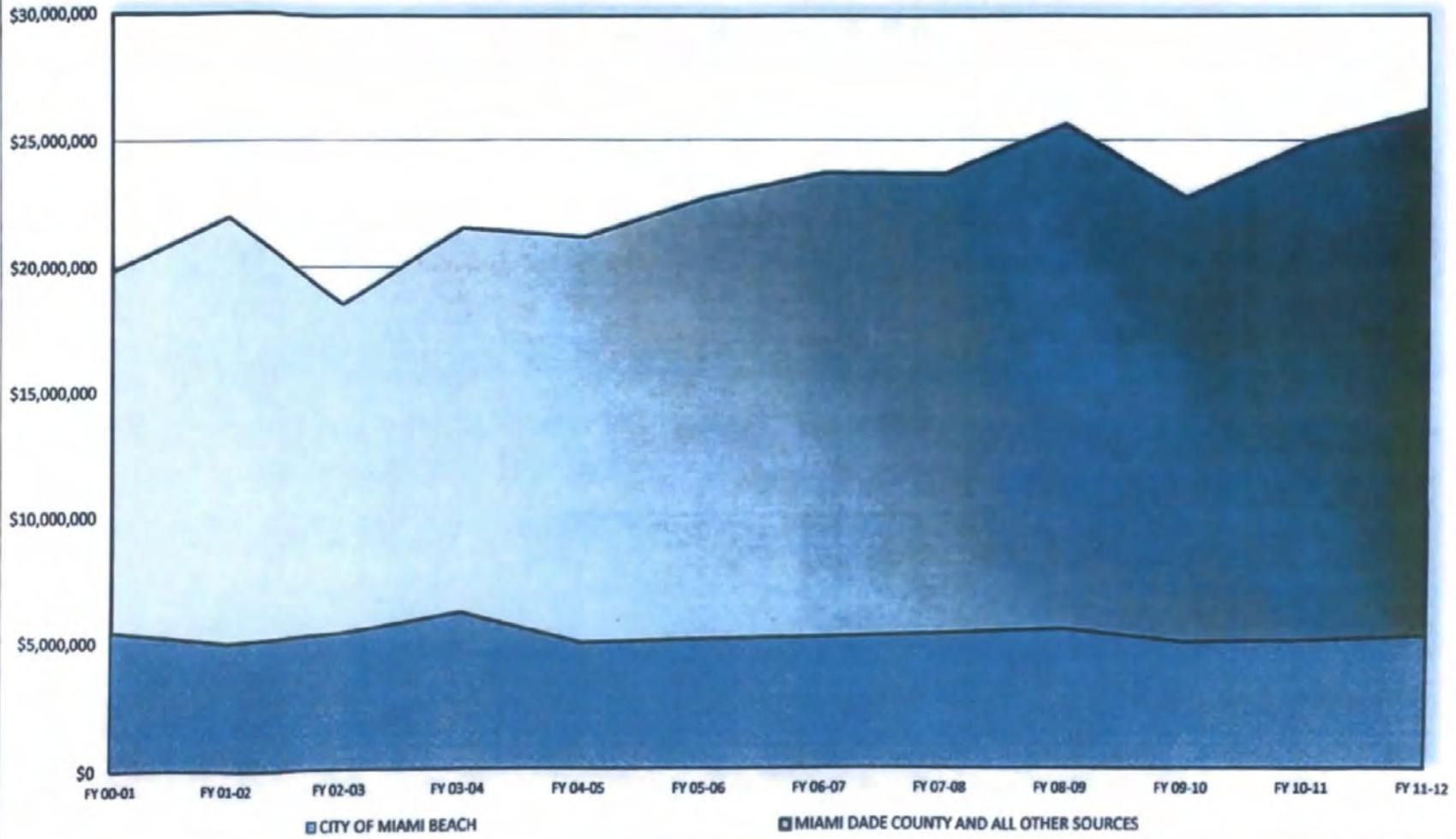
Updated: April 7, 2014

Greater Miami Convention & Visitors Bureau
Analysis of CMB Revenue as a % of Total Revenues

	Actual / Audited											Total All Years	
	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11		FY 11-12
MIAMI DADE COUNTY (TDT & FB)	10,470,737	9,070,487	9,539,409	10,978,954	12,392,838	13,720,824	14,701,149	14,908,491	11,895,916	12,738,323	14,755,015	16,545,542	151,717,685
CITY OF MIAMI BEACH	5,497,379	5,096,899	5,289,491	6,249,274	5,096,899	5,159,999	5,253,899	5,496,378	5,567,549	5,096,899	5,096,899	5,296,699	63,718,712
VILLAGE OF BAL HARBOUR	200,000	200,000	200,000	100,000	100,000	0	0	50,000	75,000	25,000	50,000	0	1,000,000
SUB-TOTAL PUBLIC REVENUE	16,168,116	14,270,487	15,128,900	17,328,228	17,492,838	18,870,824	19,959,149	20,363,869	17,538,456	17,763,323	19,860,015	21,752,192	216,436,396
PARTNER DUES	1,202,358	1,201,978	1,245,158	1,259,497	1,246,815	1,220,794	1,201,338	1,278,123	1,445,455	1,325,467	1,342,411	1,398,247	15,367,641
MEMBER PROGRAMS	1,494,082	5,710,783	1,263,362	2,044,016	1,249,760	1,150,739	1,127,661	794,333	4,938,533	2,442,808	1,608,093	1,188,847	25,013,018
REGISTRATION SERVICES	263,896	132,901	137,865	142,380	278,817	227,009	177,470	157,898	154,783	197,979	54,798	0	1,925,796
CONTRIBUTED SERVICES	625,960	620,688	716,612	762,111	804,479	952,985	910,914	929,807	1,528,187	978,982	1,994,796	1,873,434	12,698,954
SUB-TOTAL PRIVATE REVENUE	3,586,296	7,666,350	3,362,997	4,208,003	3,579,871	3,551,527	3,417,383	3,160,160	8,066,958	4,945,236	5,000,098	4,460,529	55,005,409
INTEREST INCOME	154,092	58,739	30,646	28,051	114,575	302,409	361,544	183,448	51,800	38,416	43,534	39,130	1,406,385
TOTAL ALL REVENUE	19,848,504	21,995,576	18,522,544	21,564,283	21,187,284	22,724,760	23,738,076	23,707,477	25,657,214	22,746,975	24,903,647	26,251,851	272,848,190
CMB % of Total	27%	23%	29%	29%	24%	23%	22%	23%	22%	22%	20%	20%	23%

← Current Contract Term

Greater Miami Convention & Visitors Bureau Analysis of All Revenue Sources

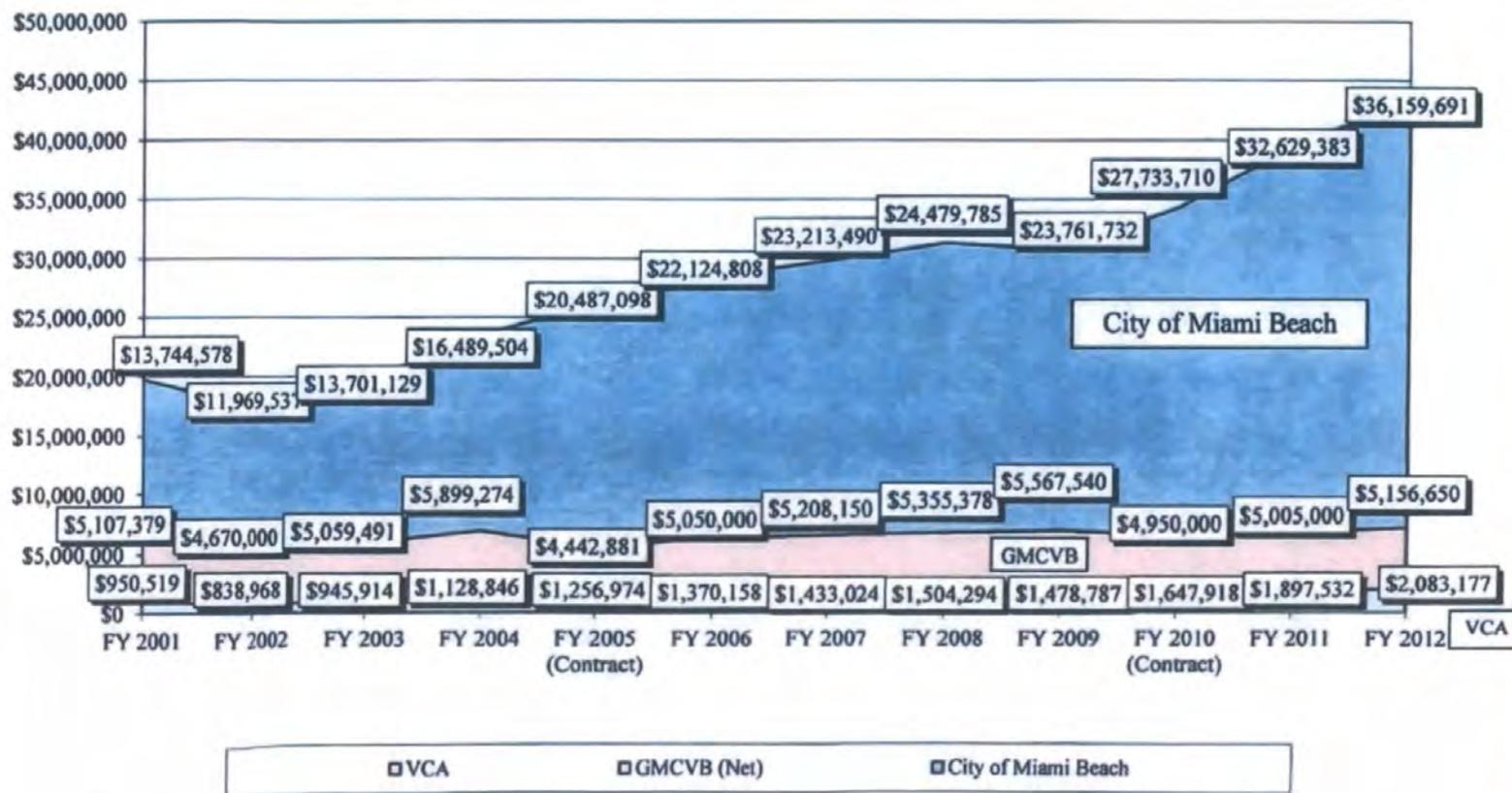


Greater Miami Convention & Visitors Bureau
Analysis of Distribution of Resort (Hotel & F & B) Tax Collected by the City of Miami Beach
 Fiscal Years 2001-2002-2003-2004-2005-2006-2007-2008-2009-2010-2011-2012

	GMCVB (Net)	VCA	City of Miami Beach	Total	% to CVB	% to VCA	% to CMB
FY 2001	\$5,107,379	\$950,519	\$13,744,578	\$19,802,476	26%	5%	69%
FY 2002	4,670,000	838,968	11,969,537	\$17,478,505	27%	5%	68%
FY 2003	5,059,491	945,914	13,701,129	\$19,706,534	26%	5%	70%
FY 2004	5,899,274	1,128,846	16,489,504	\$23,517,624	25%	5%	70%
FY 2005 (Contract)	4,442,881	1,256,974	20,487,098	\$26,186,953	17%	5%	78%
FY 2006	5,050,000	1,370,158	22,124,808	\$28,544,966	18%	5%	78%
FY 2007	5,208,150	1,433,024	23,213,490	\$29,854,664	17%	5%	78%
FY 2008	5,355,378	1,504,294	24,479,785	\$31,339,457	17%	5%	78%
FY 2009	5,567,540	1,478,787	23,761,732	\$30,808,058	18%	5%	77%
FY 2010 (Contract)	4,950,000	1,647,918	27,733,710	\$34,331,628	14%	5%	81%
FY 2011	5,005,000	1,897,532	32,629,383	\$39,531,915	13%	5%	83%
FY 2012	5,156,650	2,083,177	36,159,691	\$43,399,518	12%	5%	83%

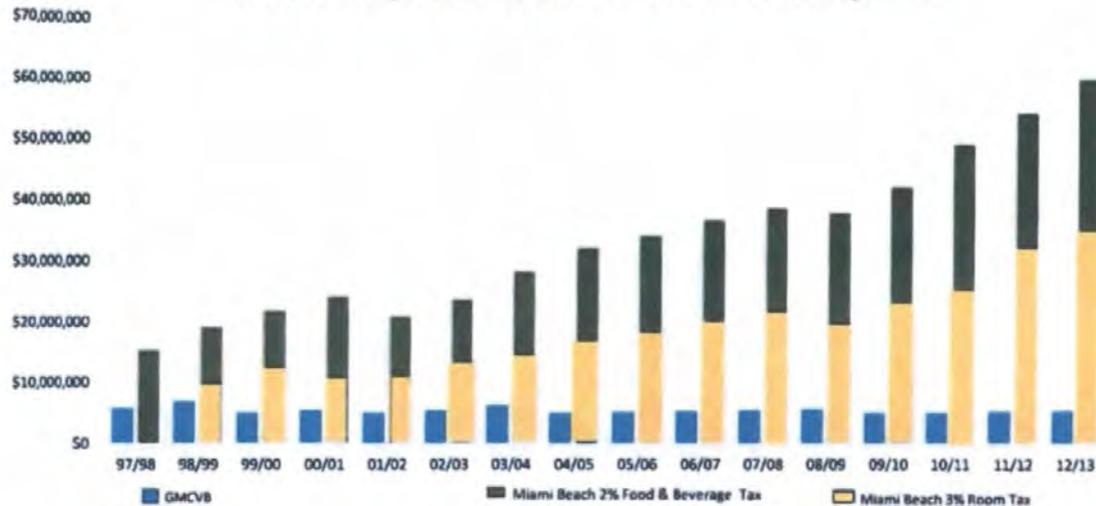
Note: VCA receives 5% of the Resort Tax less a 4% collection fee.

Greater Miami Convention & Visitors Bureau Analysis of Distribution of Resort (Hotel & Food and Beverage) Tax Collected by the City of Miami Beach



**Greater Miami Convention Visitors Bureau
 Analysis of City of Miami Beach Room and Food Beverage Tax Collections
 Fiscal Years 1997/1998 to 2012/2013* (16 Years)
 *Projected**

GMCVB and City of Miami Beach Room and F&B Tax Comparison



Fiscal Year	3% Room	Fiscal Year	2% F & B	Fiscal Year	GMCVB	Total Collections	GMCVB % of Collections
97/98	\$8,152,910	97/98	\$7,247,163	97/98	\$5,837,568	\$15,400,073	37.9%
98/99	\$10,636,299	98/99	\$8,528,672	98/99	\$5,912,500	\$19,164,971	36.1%
99/00	\$11,793,777	99/00	\$10,032,692	99/00	\$5,000,000	\$21,826,469	22.9%
00/01	\$12,989,436	00/01	\$11,130,708	00/01	\$5,437,379	\$24,120,144	22.5%
01/02	\$10,511,805	01/02	\$10,430,992	01/02	\$5,000,000	\$20,942,797	23.9%
02/03	\$12,015,479	02/03	\$11,663,794	02/03	\$5,389,491	\$23,679,273	22.8%
03/04	\$14,685,556	03/04	\$13,594,246	03/04	\$6,249,274	\$28,279,802	22.1%
04/05	\$16,554,553	04/05	\$15,490,526	04/05	\$5,000,000	\$32,045,079	15.6%
05/06	\$17,730,824	05/06	\$16,291,916	05/06	\$5,150,000	\$34,022,740	15.1%
06/07	\$19,398,252	06/07	\$17,276,319	06/07	\$5,258,150	\$36,674,571	14.3%
07/08	\$20,706,940	07/08	\$17,917,547	07/08	\$5,405,378	\$38,624,487	14.0%
08/09	\$19,678,107	08/09	\$18,150,738	08/09	\$5,267,539	\$37,828,845	14.7%
09/10	\$22,112,123	09/10	\$19,873,982	09/10	\$5,000,000	\$41,986,105	11.9%
10/11	\$26,285,403	10/11	\$22,725,978	10/11	\$5,055,000	\$49,011,381	10.3%
11/12	\$29,751,712	11/12	\$24,319,507	11/12	\$5,206,650	\$54,071,219	9.6%
12/13	\$33,500,428	12/13	\$26,216,429	12/13	\$5,365,580	\$59,716,857	8.9%

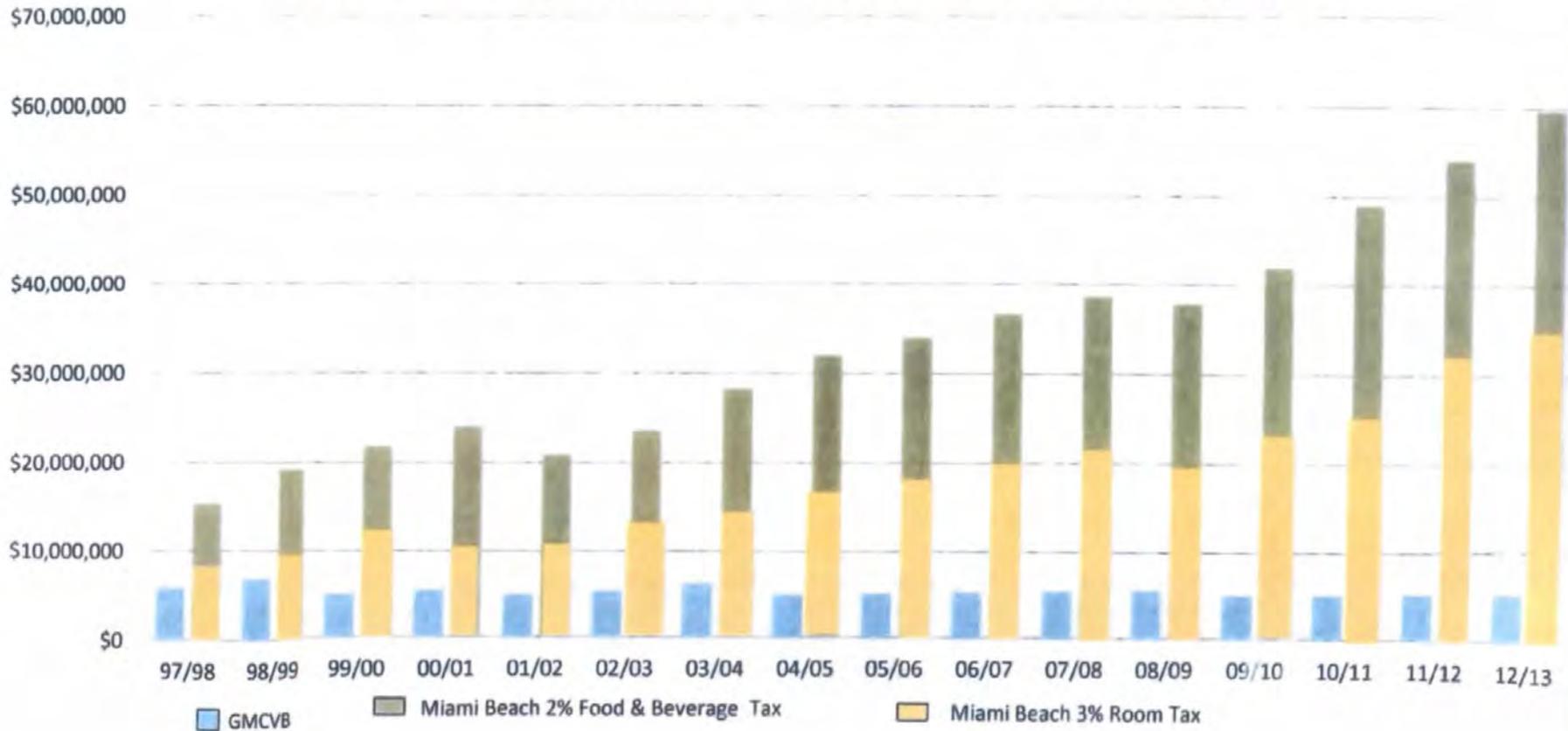
Greater Miami Convention Visitors Bureau

Analysis of City of Miami Beach Room and Food Beverage Tax Collections

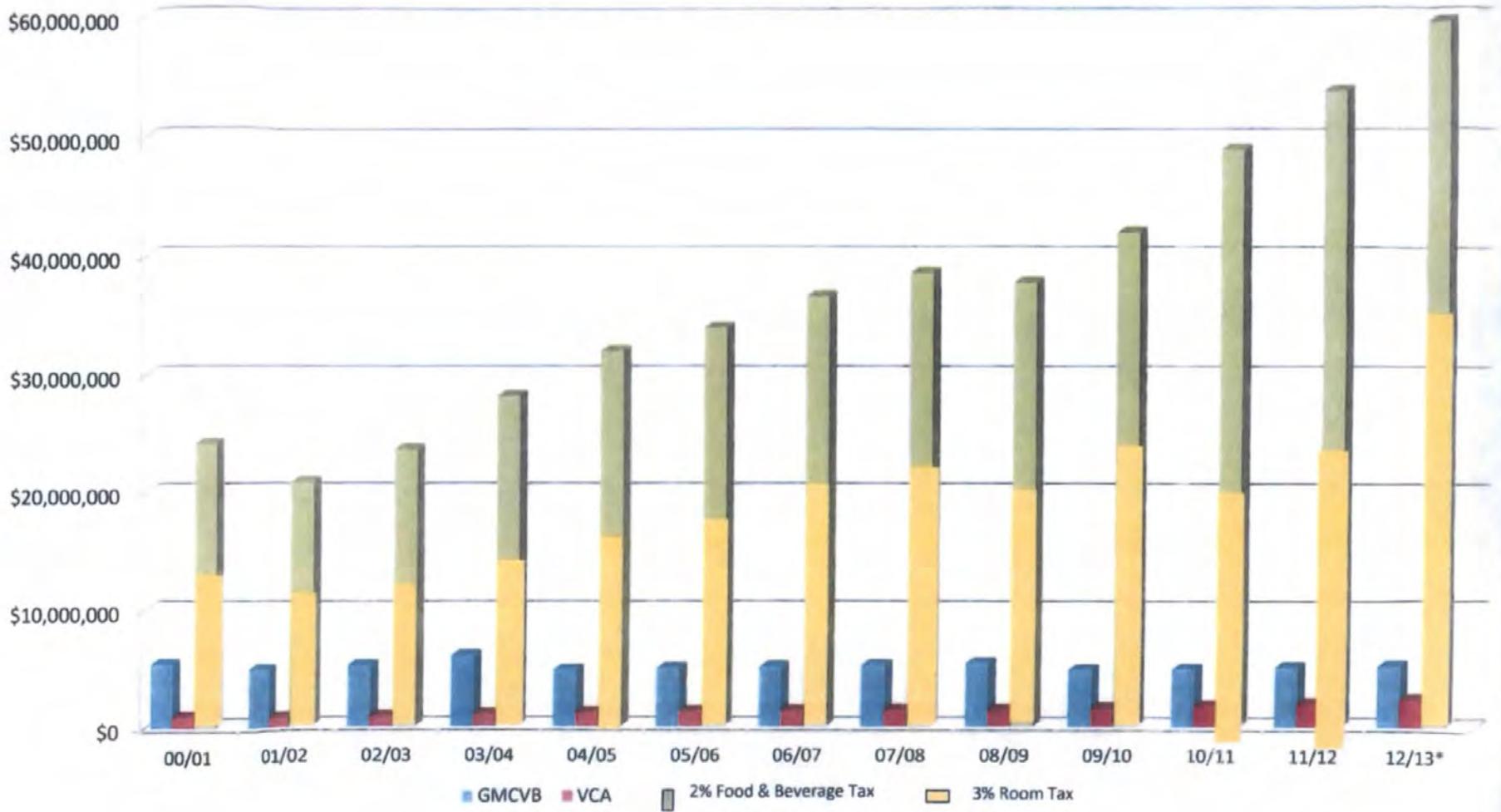
Fiscal Years 1997/1998 to 2012/2013* (16 Years)

***Projected**

GMCVB and City of Miami Beach Room and F&B Tax Comparison



GMCVB, VCA and City of Miami Beach Room and F&B Tax Comparison



GMCVB and City of Miami Beach Room and F&B Tax Comparison

City of Miami Beach Tax Collections

	Fiscal Year	3% Room
16	97/98	\$8,152,910
15	98/99	\$10,636,299
14	99/00	\$11,793,777
13	00/01	\$12,989,436
12	01/02	\$10,511,805
11	02/03	\$12,015,479
10	03/04	\$14,685,556
9	04/05	\$16,554,553
8	05/06	\$17,730,824
7	06/07	\$19,398,252
6	07/08	\$20,706,940
5	08/09	\$19,678,107
4	09/10	\$22,112,123
3	10/11	\$26,285,403
2	11/12	\$29,751,712
1	12/13*	\$33,500,428

Fiscal Year	2% F & B
97/98	\$7,247,163
98/99	\$8,528,672
99/00	\$10,032,692
00/01	\$11,130,708
01/02	\$10,430,992
02/03	\$11,663,794
03/04	\$13,594,246
04/05	\$15,490,526
05/06	\$16,291,916
06/07	\$17,276,319
07/08	\$17,917,547
08/09	\$18,150,738
09/10	\$19,873,982
10/11	\$22,725,978
11/12	\$24,319,507
12/13*	\$26,216,429

Fiscal Year	GMCVB	Total Collections
97/98	\$5,837,568	\$15,400,073
98/99	\$6,912,500	\$19,164,971
99/00	\$5,000,000	\$21,826,469
00/01	\$5,437,379	\$24,120,144
01/02	\$5,000,000	\$20,942,797
02/03	\$5,389,491	\$23,679,273
03/04	\$6,249,274	\$28,279,802
04/05	\$5,000,000	\$32,045,079
05/06	\$5,150,000	\$34,022,740
06/07	\$5,258,150	\$36,674,571
07/08	\$5,405,378	\$38,624,487
08/09	\$5,567,539	\$37,828,845
09/10	\$5,000,000	\$41,986,105
10/11	\$5,055,000	\$49,011,381
11/12	\$5,206,650	\$54,071,219
12/13*	\$5,305,580	\$59,716,857

* FY 2012/13 IS PROJECTED

GMCVB , VCA and City of Miami Beach Room and F&B Tax Comparison

City of Miami Beach Tax Collections

	Fiscal Year	3% Room
13	00/01	\$12,989,436
12	01/02	\$10,511,805
11	02/03	\$12,015,479
10	03/04	\$14,685,556
9	04/05	\$16,554,553
8	05/06	\$17,730,824
7	06/07	\$19,398,252
6	07/08	\$20,706,940
5	08/09	\$19,678,107
4	09/10	\$22,112,123
3	10/11	\$26,285,403
2	11/12	\$29,751,712
1	12/13*	\$33,500,428

	Fiscal Year	2% F & B
	00/01	\$11,130,708
	01/02	\$10,430,992
	02/03	\$11,663,794
	03/04	\$13,594,246
	04/05	\$15,490,526
	05/06	\$16,291,916
	06/07	\$17,276,319
	07/08	\$17,917,547
	08/09	\$18,150,738
	09/10	\$19,873,982
	10/11	\$22,725,978
	11/12	\$24,319,507
	12/13*	\$26,216,429

Fiscal Year	GMCVB	VCA	Total Collections
00/01	\$5,437,379	\$950,519	\$24,120,144
01/02	\$5,000,000	\$838,968	\$20,942,797
02/03	\$5,389,491	\$945,914	\$23,679,273
03/04	\$6,249,274	\$1,128,846	\$28,279,802
04/05	\$5,000,000	\$1,256,974	\$32,045,079
05/06	\$5,150,000	\$1,370,158	\$34,022,740
06/07	\$5,258,150	\$1,433,024	\$36,674,571
07/08	\$5,405,378	\$1,504,294	\$38,624,487
08/09	\$5,567,539	\$1,478,787	\$37,828,845
09/10	\$5,000,000	\$1,647,918	\$41,986,105
10/11	\$5,055,000	\$1,897,532	\$49,011,381
11/12	\$5,206,650	\$2,083,177	\$54,071,219
12/13*	\$5,305,580	\$2,427,502	\$59,716,857

* FY 2012/13 IS PROJECTED

GREATER MIAMI CONVENTION AND VISITORS BUREAU

TOP 25 HOTEL MARKETS

REVPAR

2013 Rank	City	Oct. 2013	Oct. 2012	Oct. 2008	% Change 13 vs 12	% Change 13 vs 08
1	New York	\$270.91	\$260.79	\$257.43	3.9%	5.2%
2	San Francisco	\$197.09	\$181.70	\$135.06	8.5%	45.9%
3	Boston	\$171.69	\$149.61	\$131.75	14.8%	30.3%
4	Oahu Island	\$162.57	\$147.75	\$116.67	10.0%	39.3%
5	New Orleans	\$117.37	\$115.85	\$76.06	1.3%	54.3%
6	Miami	\$111.45	\$114.59	\$91.20	-2.7%	22.2%
7	Washington	\$108.84	\$114.55	\$126.36	-5.0%	-13.9%
8	Los Angeles	\$107.94	\$103.38	\$91.87	4.4%	17.5%
9	Chicago	\$105.25	\$111.38	\$98.78	-5.5%	6.5%
10	San Diego	\$97.35	\$93.50	\$94.79	4.1%	2.7%
11	Seattle	\$96.54	\$90.49	\$85.29	6.7%	13.2%
12	Anaheim	\$94.70	\$93.09	\$76.82	1.7%	23.3%
13	Philadelphia	\$89.96	\$86.83	\$93.08	3.6%	-3.4%
14	Nashville	\$83.06	\$72.39	\$62.81	14.7%	32.2%
15	Denver	\$82.29	\$82.10	\$66.68	0.2%	23.4%
16	Minneapolis	\$81.00	\$73.33	\$62.88	10.5%	28.8%
17	Houston	\$77.15	\$68.04	\$93.02	13.4%	-17.1%
	United States	\$73.48	\$70.57	\$66.82	4.1%	10.0%
18	Phoenix	\$69.26	\$65.34	\$72.20	6.0%	-4.1%
19	Dallas	\$68.81	\$61.97	\$60.83	11.0%	13.1%
20	Orlando	\$67.33	\$63.22	\$65.97	6.5%	2.1%
21	St Louis	\$65.36	\$58.82	\$55.00	11.1%	18.8%
22	Atlanta	\$61.02	\$57.24	\$54.16	6.6%	12.7%
23	Tampa	\$56.49	\$54.59	\$52.67	3.5%	7.3%
24	Detroit	\$55.66	\$55.89	\$46.51	-0.4%	19.7%
25	Norfolk	\$39.30	\$39.68	\$40.95	-1.0%	-4.0%

Source: Smith Travel Research

GREATER MIAMI CONVENTION AND VISITORS BUREAU

TOP 25 HOTEL MARKETS

OCCUPANCY

2013					% Change	% Change
Rank	City	Oct. 2013	Oct. 2012	Oct. 2008	13 vs 12	13 vs 08
1	San Francisco	90.3%	87.8%	79.6%	2.8%	13.4%
2	New York	89.1%	89.0%	82.7%	0.1%	7.7%
3	Boston	86.1%	81.0%	76.4%	6.3%	12.7%
4	Oahu Island	80.8%	82.0%	73.3%	-1.5%	10.2%
5	Los Angeles	78.4%	77.6%	70.9%	1.0%	10.6%
6	Anaheim	75.7%	75.7%	65.7%	0.0%	15.2%
7	Denver	75.1%	72.4%	62.1%	3.7%	20.9%
8	New Orleans	74.9%	78.0%	64.5%	-4.0%	16.1%
9	Minneapolis	74.6%	69.7%	61.0%	7.0%	22.3%
10	Nashville	74.5%	70.2%	62.9%	6.1%	18.4%
11	Seattle	73.6%	72.7%	66.2%	1.2%	11.2%
12	Miami	73.5%	75.4%	66.2%	-2.5%	11.0%
13	Chicago	73.4%	75.7%	69.4%	-3.0%	5.8%
14	Houston	72.7%	69.6%	84.8%	4.5%	-14.3%
15	San Diego	70.8%	70.1%	68.6%	1.0%	3.2%
16	Philadelphia	70.6%	70.2%	71.8%	0.6%	-1.7%
17	Dallas	70.0%	66.7%	61.8%	4.9%	13.3%
18	Orlando	67.6%	65.5%	61.7%	3.2%	9.6%
19	Washington	67.4%	72.3%	73.6%	-6.8%	-8.4%
20	St Louis	66.7%	64.8%	62.0%	2.9%	7.6%
21	Atlanta	66.6%	63.3%	57.5%	5.2%	15.8%
	United States	64.7%	64.2%	61.9%	0.8%	4.5%
22	Detroit	64.6%	67.9%	54.3%	-4.9%	19.0%
23	Phoenix	61.3%	59.6%	59.4%	2.9%	3.2%
24	Tampa	59.6%	58.5%	52.0%	1.9%	14.6%
25	Norfolk	50.2%	52.0%	51.7%	-3.5%	-2.9%

Source: Smith Travel Research

GREATER MIAMI CONVENTION AND VISITORS BUREAU

TOP 25 HOTEL MARKETS

ROOM RATE

2013 Rank	City	Oct. 2013	Oct. 2012	Oct. 2008	% Change 13 vs 12	% Change 13 vs 08
1	New York	\$304.02	\$293.02	\$311.19	3.8%	-2.3%
2	San Francisco	\$218.18	\$206.93	\$169.73	5.4%	28.5%
3	Oahu Island	\$201.12	\$180.29	\$159.09	11.6%	26.4%
4	Boston	\$199.42	\$184.59	\$172.46	8.0%	15.6%
5	Washington	\$161.47	\$158.47	\$171.72	1.9%	-6.0%
6	New Orleans	\$156.76	\$148.55	\$117.87	5.5%	33.0%
7	Miami	\$151.72	\$152.07	\$137.86	-0.2%	10.1%
8	Chicago	\$143.36	\$147.05	\$142.43	-2.5%	0.7%
9	Los Angeles	\$137.71	\$133.29	\$129.50	3.3%	6.3%
10	San Diego	\$137.55	\$133.39	\$138.20	3.1%	-0.5%
11	Seattle	\$131.18	\$124.42	\$128.87	5.4%	1.8%
12	Philadelphia	\$127.42	\$123.74	\$129.69	3.0%	-1.8%
13	Anaheim	\$125.14	\$122.97	\$116.84	1.8%	7.1%
	United States	\$113.48	\$109.86	\$107.89	3.3%	5.2%
14	Phoenix	\$112.96	\$109.71	\$121.58	3.0%	-7.1%
15	Nashville	\$111.48	\$103.17	\$99.83	8.1%	11.7%
16	Denver	\$109.62	\$113.38	\$107.43	-3.3%	2.0%
17	Minneapolis	\$108.65	\$105.25	\$103.07	3.2%	5.4%
18	Houston	\$106.09	\$97.83	\$109.65	8.4%	-3.2%
19	Orlando	\$99.63	\$96.48	\$106.99	3.3%	-6.9%
20	Dallas	\$98.32	\$92.90	\$98.41	5.8%	-0.1%
21	St Louis	\$98.05	\$89.57	\$88.73	9.5%	10.5%
22	Tampa	\$94.72	\$93.33	\$101.19	1.5%	-6.4%
23	Atlanta	\$91.69	\$90.46	\$94.22	1.4%	-2.7%
24	Detroit	\$86.20	\$82.29	\$85.67	4.8%	0.6%
25	Norfolk	\$78.24	\$76.35	\$79.27	2.5%	-1.3%

Source: Smith Travel Research

MIAMI BEACH TARGETED INITIATIVES

	2011/12	2012/13
Art Basel Miami Beach	\$ 55,000	
Art Basel (Art Fairs Unlimited - Pavillion and installation)		\$ 25,040
Art Basel (Media Support/airline tickets)	\$ 10,000	\$ 10,000
Art Basel, Basel, Switzerland - Staff Travel	\$ 5,771	\$ 6,161
Miami Beach Resident Program		
South Beach Wine and Food Festival Marketing	\$ 46,800	\$ 46,800
South Beach Comedy Festival	\$ 5,000	\$ 5,000
Marketing-Public Relations / LGBT Social Media with Current MB Golf Club and Normandy Golf Course and Shop Miami Beach - HCP Ads	\$ 250,000	\$ 250,000
Welcome Channel (Shop MB, Park & Culture and Events)	\$ 15,925	\$ 17,850
Miss Miami Beach USA	\$ 22,500	\$ 15,000
Shop Miami Beach	\$ 5,000	
Shop Miami Beach Brochure Distribution through CTM	\$ 15,000	\$ 16,871
Miami Beach Itineraries Bochures	\$ 4,600	\$ 3,067
Miami Beach Police/Water Safety Brochure Translations	\$ 3,970	\$ 1,342
Funding for Miami Beach Visitor Center currently operated by the Miami Beach Chamber		
Customer Service	\$ 30,000	\$ 30,000
	\$ 10,000	\$ 10,000
Boutique Hotel Program	\$ 225,000	\$ 225,000
Boutique Hotel Brochure Repring		\$ 60,468
Gay & Lesbian Tourism Research & Co-op Advertising	\$ 145,000	\$ 150,000
Gay Pride Miami Beach	\$ 5,000	
Orgullo	\$ 15,000	\$ 5,000
Miami Beach OutGames		\$ 50,849
Miami Beach OutGames Delegation Expenses		\$ 5,000
Film, Fashion & Entertainment		
Trade Shows/events (Graham Winick's Expenses)	\$ 27,941	\$ 20,541
Miami Beach Website	\$ 24,247	\$ 10,854
Respect the Scene Campaign	\$ 59,288	\$ 25,524
Polo Life, LLC	\$ 20,000	\$ 10,000
Film Life, Inc. (American Black Film Festival)	\$ 15,000	\$ 17,250
Miami Beach Latin Chamber Visitor Center	\$ 5,000	\$ 5,000
Total	\$ 1,021,042	\$ 1,022,617

November 25, 2013