

MBVCA FY 2020/2021 COMMISSION MEMO AND BUDGET

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, less 4% for administrative allowance. 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 1st.

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 underestimated 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 in the creation of 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.

FY 2019/2020 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 2019/2020, the MBVCA funded the TAP in seven categories, including: Development Opportunities, Film Incentive, Major One Time Special Event, Special Events Recurring, Special Projects, Special Projects Recurring, and Tourism Partnerships.

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A total of \$1,085,000 was originally awarded in FY 2019/2020, compared to \$1,028,575 in FY 2018/2019. Due to the COVID-19 global pandemic, the total awarded decreased to \$732,519. The decrease was due to the cancellation of several events between the months of March and September 2020 along with an overall reduction to all outstanding grants, due to the decrease in the MBVCA's budget.

Grants funded in partnership with the CMB are critical, branded tourism-related programs, such as the Food Network & Cooking Channel South Beach Wine + Food Festival and UNTITLED, Art in Miami Beach; both examples of events whose beginnings in Miami Beach stem from grants provided by the MBVCA; events that could easily be recruited by other destinations.

FY 2020/2021 TOURISM ADVANCEMENT PROGRAM

The MBVCA strategically focuses its 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 and 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 determines the grant category best suited to the potential applicant. Once it is determined that the project is eligible, the MBVCA administration provides further detail, including required attachments, relevant meeting dates, deadlines, and access to the online Application Portal. The applicant is provided with an overview of the application submission process. All applications are submitted through the online Application Portal in a multi-step format. 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 allowed the MBVCA to diversify their funding into other areas and initiatives as requested by the City Administration and/or the Board. In FY 2019/2020 the MBVCA voted to keep the criteria for the Major One Time Special Event and Special Events Recurring grant categories at a total of 275 hotel room nights, along with 1,000,000 in contracted media impressions, and 1,000,000 in contracted viewership. The Special Projects and Special Projects Recurring hotel room night; media impressions, and viewership requirements remained at 2,000; 150,000,000, and 15,000,000, respectively. Although the criteria remainder the same, the Board voted to allow for hotel agreements to be submitted in place of fully executed contracts, to meet the hotel requirement, as long as they were entered into by the Applicant Organization. This allowed for groups to assume less risk when entering agreements and also to encourage new events to apply.

The Board also allowed applicants to submit their reviews and/or audits using Generally Accepted Accounting Principles (GAAP), as well as, prepared in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA, for tax basis financial statements.

The grant criteria guidelines were reviewed for clarity and accuracy, requiring fully executed agreements and contracts to be submitted prior to proceeding with the next step in the application process. The application requires hotel room block agreements; media contracts, and/or broadcast/cable/TV contracts in order to proceed with the grant submission. The criteria must be confirmed before and after funding is awarded. Grant applicants must meet two of the three criteria in place for each of the MBVCA grant categories. MBVCA grants are paid upon

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performance; therefore, grantees are required to provide post-performance reports in the form of reservation or pick-up reports from Miami Beach hotels; impressions reports garnered from the organization's PR Firm, or accompanied by third party confirmation from a media monitoring/press clipping service such as BurrellesLuce to prove media impressions, and a broadcast post-performance report from a third party reporting delivery of Adult 18+ and Households (HH) in Thousands (000) from Nielsen, Over The Top (OTT), or Comscore/Rentrak for viewership.

The MBVCA guidelines and application process place 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. Standardized recap sheets and point systems have been developed to give each applicant a score that rates potential success. In 2020/2021, specific point systems will be developed and implemented for each of the grant categories. The redesign will allow for a better alignment with the minimum requirements in place within each grant category, focusing the scoring on the 3 grant criteria in place, of which an applicant must meet 2.

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 MBVCA Board 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 to the Board. A question and answer period follow, 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 2012/2013, and applicable to both non and for-profit agencies. The declining scale will remain in place for FY 2020/2021.

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:

TAP funds are currently awarded in seven categories, including: Development Opportunities, 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.

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Grant Category	Contracted Hotel Room Nights	Contracted Media Impressions	Contracted Television and/or Cable Broadcast
Development Opportunities	70	200,000	500,000
Film Incentive*	200	N/A	N/A
Major One Time Special Event	200	1,000,000	1,000,000
Special Events Recurring	200	1,000,000	1,000,000
Special Projects	1,500	100,000,000	10,000,000
Special Projects Recurring	1,500	100,000,000	10,000,000
Tourism Partnerships	175	500,000	5,000 (visitors/attendees/participants)

* Specific requirements are in place for the Film Incentive Grant Program.

Budget

Budget (TAP) FY 2020/2021:

The MBVCA has budgeted \$1,198,900 for FY 2020/2021 for its Tourism Advancement Program which reflects 47% of the total budget. This grant funding reflects a decrease of \$746,100 from FY 2019/2020. This decrease is due to the reduction in the projected resort tax collections for FY 2020/2021 due to the current global pandemic and the MBVCA 50% reduction at the request of the CMB. As a result, grant funding is expected to be reduced.

- The *Tourism Partnerships* category is budgeted at \$81,000, reflecting 3% of the total budget for 2020/2021. The category currently includes applicants at the maximum request cap of \$30,000. Three applications are anticipated to be received.
- The *Major One Time Special Event* category, representing 7% of the total budget, is budgeted at \$180,000 for 2020/2021. The MBVCA expects four to five new events to apply at a maximum request of \$45,000 each. 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 FIBEGA, Slamdance Film Festival, and two to three additional projects.
- The *Special Events Recurring* category, reflecting 19% of the total budget, has been calculated at \$500,400 for FY 2020/2021 based on the established declining scale and the number of applicants anticipated to return.
- The *Special Projects* category is budgeted at \$72,000 with one applicant expected at the maximum request of \$90,000 representing 3% of the total budget.
- The *Special Projects Recurring* category is budgeted at \$229,500 and represents 9% of the total budget. Anticipated applicants include the Orange Bowl Marketing Campaign; Lifetime Miami Marathon, Half Marathon, and Tropical 5K; the Food Network & Cooking Channel South Beach Wine & Food Festival; Swim Fashion Week - Paraiso Miami Beach; and Winter Music Conference. These events, recruited and sustained by the MBVCA, are all marquee events and annually fill the City's hotel rooms.
- The *Development Opportunities* category is budgeted at \$36,000 for FY 2020/2021, representing 1% of the budget; in anticipation of 2 applicants at the maximum request of \$30,000 each.
- The *Film Incentive* category is budgeted at \$100,000 for FY 2020/2021 representing 1% of the budget.

Partnerships

- The Cultural Tourism Program will be merged with Tourism Enrichment and has been budgeted at \$105,000 for FY 2020/2021., representing 4% of the budget. This revised program will allow for

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partnerships with the Miami Beach Cultural Arts Council and other institutions to generate and attract between 1 - 3 citywide projects and initiatives that highlight the entire destination.

Another project is the Miami Beach Visual Memoirs Project that was started in 2011/2012 to record, catalogue and warehouse personal and eyewitness accounts of the history of the City of Miami Beach. The deliverables included 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 (MDPL) in partnership with Close-Up Productions has conducted a total of 130 interviews to date. In previous years, components have included an exhibit that was open to the public daily and free of charge, initially from mid-October through late November 2012, re-opening during Art Deco Weekend 2013. The documentary played on a loop in the lecture hall portion of the Art Deco Welcome Center. An educational component was also developed that included a video and teacher guide for Miami Beach Middle Schools and used as a model for other educational videos to be used with Elementary and High School students. Videos were prepared for archival as part of a statewide university consortium. A digital promotional portal showcasing the video archive with links highlighting other Miami Beach historical resources and housed at institutions in Miami Beach and Miami Dade County, were also developed. The "Windows on Miami Beach" portal generated local interest and support through school contests and online displays created by students and portal partners; daily and weekly calendars of partners' events; social media linkages that drove people to the new website and its resources; easier access to the interviews, educational videos and curricula produced by the Visual Memoirs Project; patronization of museums and historic sites on Miami Beach, and promoted Miami Beach as a tourist destination through historic and artistic connections.

Additionally, the project developed a video on Barbara Baer Capitman, "Barbara's Crusade", that premiered during Art Deco 2017. The project's website, miamibeachvisualmemoirs.com, was rebuilt for new and readily expandable internet access. The project stored archives through FIU's Digital Archive continued to expand full-length interviews in an effort to stimulate interest in Miami Beach's history and historic venues. The social media exposure attracted nearly 500 followers on the project's Facebook page. The ON-MiamiBeach.com Portal added a separate "Learning and Teaching" section that included links to current videos and mini co-curations and videos about Miami Beach by the portal partners and students.

The Project has continued to enhance its community and visitor awareness of the Portal through partner organizations' cross-promotional efforts and increased social media integration. New interviews continue to take place; thereby, augmenting the existing database. In addition, an architectural discussion was mounted at the Wolfsonian Museum during Art Deco Weekend 2018 that included leading architects discussing preservation architecture and the combining of styles within the expansion on Miami Beach.

The Project has also continued to expand its distribution on cable, social media, digital libraries, and their linked websites. A YouTube channel has been launched featuring additional interviews conducted throughout FY 2018/2019. In addition, a total of 6 segments were produced using video material culled from the Visual Memoirs archive, along with an additional 10 interviews.

In FY 2019/2020, the Project's mission was to continue to add interviews with interesting people and also enter an intensive phase of promoting the archive and video mini features to an even wider range of tourists, documentary makers, journalists, scholars and history buffs. The organizers continued to explore strategic partnerships with other institutions with a shared interest in Miami Beach history, such as a partnership with Florida International University's Digital Library. This resulted in a link with the National Digital Public Library, where usage of the archived material has increased dramatically in the past year.

In addition, a program for students to produce videos incorporating interviews from the Miami Beach Visual

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Memoirs (MBVM) archive was created. After several in-school presentations, the program was put on hold due to COVID-19 precautions; however, the instructor plans to make the program part of her ongoing curriculum, with plans to introduce the program on the college level in the fall. In addition, the extensive library of edited videos was used as part of the live promotional video streaming for Art Deco Weekend by the City of Miami Beach, in addition to their existing promotional outlets. An additional 4 interviews were also held as of May 2020, with an additional 2 interviews scheduled for later in the fiscal year, bringing the total number of interviews to date to 134.

In 2019/2020, the MBVCA partnered with the City of Miami Beach to assist with the funding of the No Vacancy, Miami Beach project that was scheduled to take place May 7 – 17, 2020. The project is a contemporary art experience that celebrates artists, provokes critical discourse, and invites the public to experience Miami Beach's famed hotels as destination art spaces by turning hotels into temporary cultural institutions. The art was to have been exhibited throughout ten hotels in Miami Beach - lobbies, restaurants, lounges, patio areas, rooms, balconies and swimming pools may serve as the canvas. Due to the pandemic, the project was postponed until 2020/2021, where the MBVCA expects to once again partner with the City to bring the project to fruition.

Initiatives

The MBVCA expects to support new initiatives in FY 2020/2021. Strategic plans, goals and initiatives are developed through consultation; the result of ongoing communications with the Mayor, Commission, and City Administration.

Public Relations Initiative

In FY 2013/2014, the MBVCA issued a Request for Qualifications (RFQ) for a P.R. agency of record to enhance Miami Beach's image, after their initial Request for Proposals (RFP) issued in FY 2011/2012. The MBVCA selected Hill & Knowlton/SAMCOR (H+K) to support the MBVCA efforts by continuing to increase 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 current contract with H+K runs through September 30, 2020 in FY 2019/2020. Objectives include comprehensive destination marketing and communications consulting services to continue to expand public relations and marketing; an increase to the overall social media footprint through all social media handles, both MBVCA and Experience Miami Beach, and marketing of Miami Beach to international and national visitors, complimenting the efforts of the GMCVB. 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 and pitches during their first year as agency of record, garnering 3,416,581,560 media impressions and 12 press releases during their second year, generating 3,913,341,910 media impressions. In their third year, H+K generated 2,783,369,818 media impressions through the issuance of 12 press releases and a Harris Poll Survey that was conducted to determine why people visit Miami Beach. During their fourth year, H+K developed and released a total of 12 press releases and 1 pitch, generating a total of 1,492,734,059 media impressions, valued at \$15,615,214.75. During its fifth year H+K wrote and released 12 press releases, generating 1,410,465,887 media impressions, valued at \$15,638,438.52. During its sixth year, a total of 15 press releases were written and distributed, generating 1,272,729,422 impressions valued at \$14,353,222.76. During their seventh year, a total of 15 press releases and 1 Audio News Release (ANR) were distributed generating 1,302,477,118 impressions valued at \$1,583,728.46. During their eighth year, a total of 13 press releases were distributed, generating a total of 1,042,610,221 impressions with a value of \$1,041,811.24. In their ninth year in working with the MBVCA, H+K has released a total of 9 press releases to date, generating a total of 575,786,090 media impressions, with a value of \$3,019,177.30. H+K will continue to work with the MBVCA, in collaboration with the GMCVB and City of Miami Beach, to ensure the development and delivery of a cohesive

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message and marketing campaign as part of luring tourists back to Miami Beach, post-COVID-19, and into the next fiscal year.

Destination Marketing

The Destination Marketing allocation reflects a 15% of the total budget for FY 2020/2021. This allocation provides for the additional placement of stories and press releases on the PR Newswire as well as the continuation of our Blogger Program, FAM trips, and online sweepstakes to promote increased activity on our social media channels. Projects will include the continuation of the Forbes Travel Guide Online Hospitality Training, offered free of charge to Miami Beach-based employees. The online training will allow for a larger number of employees to be trained virtually and according to their role within the organization through the availability of specific Learning Paths. A new registration platform will also allow the ease of registration through the MBVCA's website directly.

The MBVCA is also expected to partner with the City of Miami Beach and the GMCVB to assist with the cost of the destination's re-branding initiative with Lewis & Lois, that will take place in FY 2020/2021.

App Marketing

The MBVCA wishes to continue 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') experiences. 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, CMBWi-Fi, to access the information they need at select public locations around town.

Since its latest version release, the Miami Beach Information (MBI) App has added new and exciting features for the end-user that include a side-swipe feature; listing the information in an A-Z format; the addition of new categories that included Shopping, Nightlife, Art & Culture, and Restaurants, and the creation of "My Miami Beach" section where users can add events, photos, and itineraries as they navigate the App. The App also features a "Deals" section that has special promotional rates or offers developed by MBVCA grantees that can be cross promoted through MBVCA grantees and special media pages such as Facebook, Twitter, and Instagram. The App has now been downloaded nearly 14,850 times (as of June 2020), across the Android and iOS platforms. Approximately half of all downloads come from European users seeking to learn about Miami Beach.

Funding has not been allocated for FY 2020/2021 due to the current pandemic and the reduction to the operating budget. The MBVCA will continue to promote the use of the App through their various social media channels. In addition, virtual events and promotions will also be featured on the App.

IT Development

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 third party mobile applications via an application programming interface (API).

Currently, the API is fully functional with 252 different categories of businesses, each averaging 90 different services and amenities. Web and App developers can use these attributes to create new and exciting experiences for their end-users.

Due to the budget reduction, \$0 has been allocated in FY 2020/2021 towards IT development and marketing of the API/App in FY 2020/2021. The MBVCA will continue to work with City personnel to ensure the business information within the API is the most up to date.

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Research and Development

The MBVCA will develop a strategic list of major events worldwide as the result of ongoing communications and consulting with all partners. We expect to investigate some of these events with the goal of the development of a new major event for the destination. Due to the reduction in the FY 2020/2021 budget, the MBVCA has not allocated funding towards this effort. They will continue to work with their PR firm of record, to compile a list of major events that could be attracted to the destination. The MBVCA will also to continue to work with local partners.

Projected Cash Flow Reserve

The MBVCA has budgeted \$2,000 of the total budget, for cash flow reserve in FY 2020/2021. 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 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.

Administration and Overhead

The MBVCA's administration and benefits costs are budgeted at \$432,000 for FY 2020/2021. This figure represents 17% of the total budget. The overhead allocation is budgeted at \$150,000 which reflects 6% of the overall budget. The decrease from FY 2019/2020 is attributed to the reduction in costs related to office supplies, office equipment upgrades, and the elimination of cost of living and merit increases. The total administration and overhead are 23% of the total budget.

Reserves

A total of \$1,500,000 is being transferred from reserves to supplement the FY 2020/2021 budget.

CONCLUSION

During their July 27, 2020 meeting, the MBVCA Board recommended the Mayor and City Commission adopt the MBVCA Budget for FY 2020/2021 in the amount of \$2,575,000 as reflected in Exhibit A.

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MIAMI BEACH VISITOR AND CONVENTION AUTHORITY FY 2020/2021

	APPROVED	REDUCED	PROPOSED	% OF PROPOSED	
	FY 2019.2020	FY 2019.2020	FY 2020.2021	VARIANCE	FY 2020.2021 BUDGET
REVENUES					
Unrestricted					
Rollover	\$ 375,000	\$ 375,000	\$ -	\$ (375,000)	-100%
Reserves	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	100%
Projected Resort Tax	\$ 2,940,000	\$ 1,906,048	\$ 1,075,000	\$ (1,865,000)	-63%
TOTAL REVENUES	\$ 3,315,000	\$ 2,281,048	\$ 2,575,000	\$ (740,000)	-22%
EXPENDITURES					
Administration & Benefits	\$ 449,500	\$ 449,500	\$ 432,000	\$ (17,500)	17%
Operating Expenses	\$ 215,500	\$ 200,108	\$ 150,000	\$ (65,500)	6%
Capital	\$ 5,000	\$ -		\$ (5,000)	0%
Total Administration	\$ 670,000	\$ 649,608	\$ 582,000	\$ (88,000)	23%
GRANTS - Tourism Advancement Program					
Tourism Partnerships	\$ 90,000	\$ 90,000	\$ 81,000	\$ (9,000)	3%
Major One Time Special Event	\$ 265,000	\$ -	\$ 180,000	\$ (85,000)	7%
Special Events Recurring	\$ 786,000	\$ 475,000	\$ 500,400	\$ (285,600)	19%
Special Projects	\$ 90,000	\$ 180,000	\$ 72,000	\$ (18,000)	3%
Special Projects Recurring	\$ 374,000	\$ 251,000	\$ 229,500	\$ (144,500)	9%
Film Incentive	\$ 250,000	\$ -	\$ 100,000	\$ (150,000)	4%
Development Opportunities	\$ 90,000	\$ 150,000	\$ 36,000	\$ (54,000)	1%
Total Tourism Adv. Program	\$ 1,945,000	\$ 1,146,000	\$ 1,198,900	\$ (746,100)	47%
PARTNERSHIPS					
Cultural Tourism	\$ 165,000	\$ -	\$ -	\$ (165,000)	0%
Tourism Enrichment	\$ 80,000	\$ 30,000	\$ 105,000	\$ 25,000	4%
Total	\$ 245,000	\$ 30,000	\$ 105,000	\$ (140,000)	4%
MARKETING/PR/TECHNOLOGY					
Marketing/Communications and PR	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	10%
Destination Marketing	\$ 108,000	\$ 108,000	\$ 387,100	\$ 279,100	15%
APP Marketing	\$ 10,000	\$ -	\$ -	\$ (10,000)	0%
IT Development	\$ 30,000	\$ 45,000	\$ -	\$ (30,000)	0%
Total	\$ 398,000	\$ 403,000	\$ 637,100	\$ 239,100	25%
OTHER					
Initiatives	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	2%
R&D	\$ 5,000	\$ 440	\$ -	\$ (5,000)	0%
Projected Cash Flow Reserve	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0%
Total Other	\$ 57,000	\$ 52,440	\$ 52,000	\$ (5,000)	2%
TOTAL	\$ 3,315,000	\$ 2,281,048	\$ 2,575,000	\$ (740,000)	-22%