



# THE FILLMORE®

**MIAMI BEACH** AT THE JACKIE GLEASON THEATER  
1700 WASHINGTON AVENUE • 305-673-7300

A **LIVE NATION** VENUE



## 2019 ANNUAL PLAN



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## **EXECUTIVE SUMMARY**

Since 2007, Live Nation has been responsible for the duties of operating, managing, maintaining, promoting, and marketing the Fillmore Miami Beach at the Jackie Gleason Theatre. During that time the venue has been the recipient of many awards, accolades and recognition.

In 2019 more than 155,000 visitors attended events at the facility that comprised more than 152 event days of operation. This continues our upward trend of producing more events annually, while we continue to find unique programming that appeals to residents and visitors alike. It also has generated thousands of hotel room nights and increased tourism dollars that flow back to the community, creating jobs and economic growth. In addition to being a significant economic driver for the city, the facility itself employs more than 400 full and part-time staff for its operation.

The quality and diversity of the programming has continued to be a strong marketing position for the Fillmore. We have presented a wide range of world-class artists on the Fillmore stage, while still making the venue readily available for local and community organizations to produce their own events. The teamwork and initiative we have displayed in working with these organizations has further weaved the Fillmore into the fabric of Miami Beach.

Although the theater continues to increase activity as well as attendance year over year, the building shows its age and repairs on the physical structure as well as physical plant are becoming more and more expensive. These repairs, coupled with increased utilities, including chilled water fees and the restrictions that were originally implemented by the management agreement continue to make it difficult for the company to actualize a return on our initial investment.

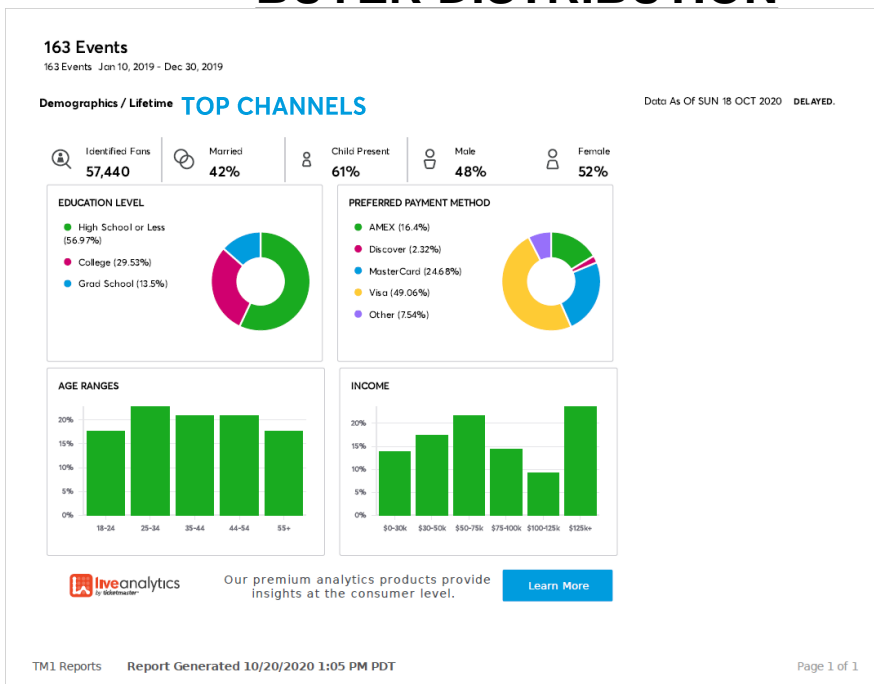
The 2019 Annual Plan details the economic impact, operating budget, booking strategy, operating and maintenance plans and capital improvements.



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## BUYER DISTRIBUTION



\*Market Summary does not include tickets purchased at the Box Office window

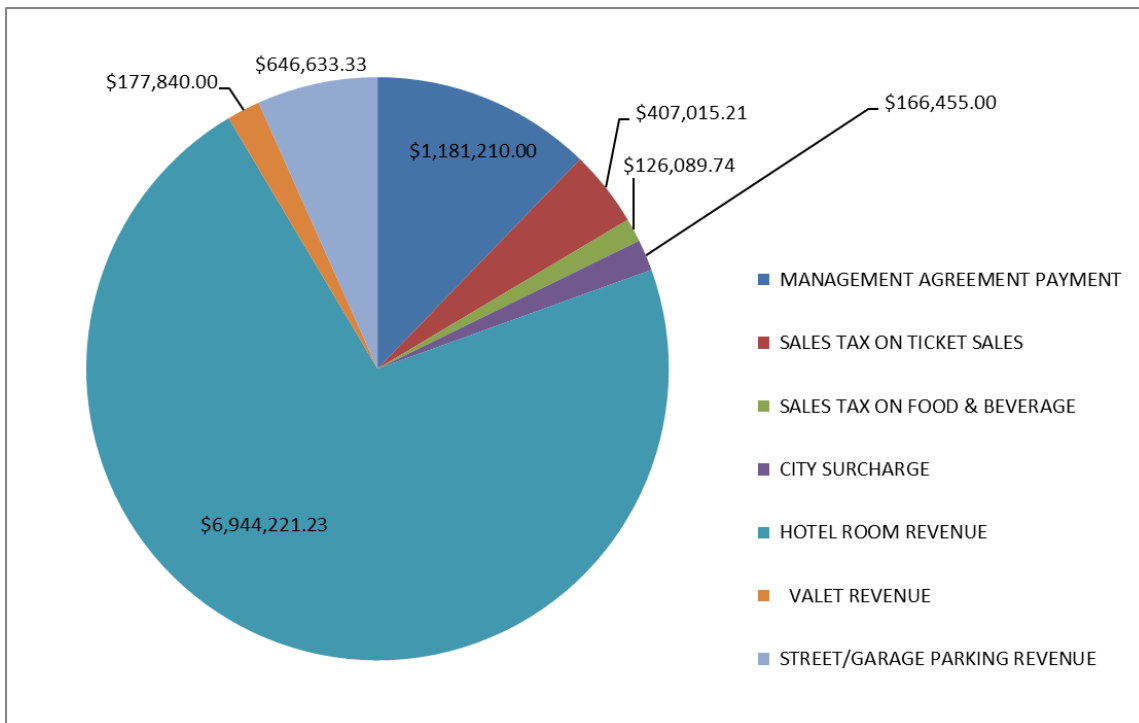
Market	All Sales Channels		Face Value	Sales Channel	Face Value	% Total Sales
	Tickets	% Total Distributed				
Miami-Ft. Lauderdale, FL, USA	85,565	62.33%	\$6,240,623.94	Internet	\$4,537,369.62	44.8%
West Palm Beach-Ft. Pierce, F...	13,260	9.66%	\$924,026.36			
Orlando-Daytona Bch-Melbrn,...	3,899	2.84%	\$393,511.31	Mobile	\$3,767,738.77	37.2%
Tampa-St. Pete (Sarasota), FL,...	3,453	2.52%	\$315,153.92			
New York, NY, USA	3,121	2.27%	\$300,282.39			
Ft. Myers-Naples, FL, USA	2,631	1.92%	\$204,266.81	Distributed Commerce	\$1,049,829.60	10.4%
Los Angeles, CA, USA	2,308	1.68%	\$182,297.81			
San Diego, CA, USA	1,808	1.32%	\$86,248.10			
Chicago, IL, USA	1,059	0.77%	\$103,831.64			
San Francisco-Oak-San Jose, ...	972	0.71%	\$80,671.02	Primary Box Office	\$681,977.35	6.7%
				Agent Assisted Phone	\$77,146.67	0.8%



## ECONOMIC IMPACT

### 2019 ECONOMIC IMPACT

MANAGEMENT AGREEMENT PAYMENT	\$ 1,181,210.00
SALES TAX ON TICKET SALES	\$ 407,015.21
SALES TAX ON FOOD & BEVERAGE	\$ 126,089.74
CITY SURCHARGE	\$ 166,455.00
HOTEL ROOM REVENUE	\$ 6,944,221.23
VALET REVENUE	\$ 177,840.00
<u>STREET/GARAGE PARKING REVENUE</u>	<u>\$ 646,633.33</u>
	\$ 9,649,464.52



**Total 2019 Economic Impact- \$9,649,464.52**



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## 2019 BUDGET

The information below details the 2019 budget with venue profit and loss from prior years

### Fillmore Miami Beach

#### Profit & Loss

Dec-19	Year To Date	
	2019 ACT	2018 ACT
# of Promoted Shows	69	57
# of Rentals	48	56
# of Special Events	28	20
# of Filler / Club Nights	0	0
# of Small Room	7	0
# of Other Events	0	0
<b>Total Events</b>	<b>152</b>	<b>133</b>
Promo Paid Attendance	110,970	90,329
Total Drop Count	155,192	106,674
Avg Paid	1,608	1,585
<b><u>PROMOTER REVENUE</u></b>		
Ticket Revenue	5,814,503	4,456,994
Co Promote/Sell Off Revenue	0	0
<b>Promoter Revenue</b>	<b>5,814,503</b>	<b>4,456,994</b>
Avg Ticket Price	\$52.40	\$49.34
<b><u>PROMOTER VARIABLE EXPENSE</u></b>		
Production Expense	654,667	512,555
Operating Expense	412,919	323,994
Advertising Expense - local spend only	514,308	493,788
Central Advertising	94,073	83,017
Sound & Lights Expense	0	0
Event Rent Expense	(120)	320
Insurance Expense	39,083	31,965
Other Variable Expenses	48,649	31,511
Seasonality Adjustment	0	0
<b>Promoter Variable Expense</b>	<b>1,763,578</b>	<b>1,477,151</b>
Co-Promote Expense	56,309	0
Talent Fees	3,995,453	3,326,540
<b>Promoter Profit/(Loss)</b>	<b>(837)</b>	<b>(346,696)</b>
Talent %	69%	75%
<b>Total Ancillary CM</b>	<b>2,433,199</b>	<b>2,045,742</b>
APF	\$21.93	\$22.65
<b>Event CM</b>	<b>2,432,362</b>	<b>1,699,045</b>
Avg CM	35,252	29,808
<b>Contribution Margin</b>	<b>4,266,933</b>	<b>3,469,580</b>
<b><u>FIXED EXPENSE</u></b>		
<b>Total Fixed Expense</b>	<b>3,601,962</b>	<b>3,222,321</b>
<b>AOI</b>	<b>664,971</b>	<b>247,259</b>





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## PROGRAMMING

The Fillmore has built a solid reputation on providing a diverse world class mix of popular musical styles, comedy, rentals, not for profit and community events. Highlights from the many shows for 2019 included performances by Madonna, New Order, Kali Uchis and Jorja Smith, Kidz Bop Kids, Daniel Cesar, Simple Interpol, Lizzo, Gipsy Kings, Bill Maher and Brokhampton.

### Highlights for 2019 include or have already included:

- Draco Rosa
- Duran Duran
- Marcos Musica
- David Bisbal
- Luann de Lesseps
- Meek Mill
- Joan Manuel Serrat
- Dropkick Murphy's
- Gary Clarck Jr.
- Nick Mason
- Hernan Cattaneo
- Leon Bridges



## **PROGRAMMING**

The Fillmore Miami Beach at the Jackie Gleason Theatre has once again shown it can bring a wide variety of the top national and international performers to its award-winning stage. True to its rich tradition the Fillmore continues to reach out to unique performers that had not had the opportunity or professional venue to showcase their talents to South Florida audiences.

In 2019 the facility continued to bring in acts that had previously been playing in larger arenas and amphitheatres. In the intimate and comfortable confines of the Fillmore, over the years, audiences were treated to performances by Macklemore and Ryan Lewis, Bill Maher, La Banda, Bryson Tiller, Madeon, Gary Clark Jr., Bryan Adams, Coheed and Cambria, Troye Sivan, Kirk Franklin, Vance Joy, New Order, Lewis Black, The Cult, Tori Kelly, Iggy Pop, Bush, Melendi, Fonseca, Marlon Wayans, ZHU, Ha Ash, Lord, Huron, Brit Floyd, Los Van Van, Chino Y Nacho & Guaco, Ray LaMontagne, Orishas, Romam Vs. Fousey, Emilio Lovera, Jill Scott, Bill Clinton, Julieta Venegas, Flume, Leon Bridges, Robi Draco Rosa, Pablo Milanés, Il Divo, James Bay, Gov't Mule, Slayer, Charlie Puth, Chance The Rapper, Alessia Cara, Diego El Cigala, Puscifer, Ghost, PartyNextDoor, Animal Collective, Evanescence, Pet Shop Boys, Fito Paez, Guaco & Gilberto Santarosa, Lara Fabian, Joe Rogan Sting & Shaggy, John Legend, The Pretenders, Wendy Williams, Alberto Barros, Simple Minds, Gipsy Kings and Matisyahu. Kids and families were not left out with fun-filled performances by Peppa Pig, Let's Dance Tour, Kidz Bop, Moscow Ballet and Octonauts Live. The Fillmore's commitment to the Community has also been evident in the increased number of rentals featuring an eclectic mix of the arts from ballet to Latin music to world beat and more for Miami Beach.

2019 promises to be just as exciting. Already we have seen concerts by Draco Rosa, Julio Iglesias Jr., Franco Escamilla, Tribalistas, Duran Duran, David Bisbal, and Luann de Lesseps.

## **PROGRAMMING CONT'D**

The venue has continued to build on its relationships with non-profits and small businesses and has hosted many community based events. Additionally we have increased rental programming by continuing to work with several outside promoters as well as enticing new promoters to become an active part of this multi-use facility. Whether it is a major Latin concert or wedding and bar mitzvah receptions, the Fillmore has become a popular destination for events outside our own concert calendar.

Finally the Fillmore has solidified its position as a valuable asset for Convention Center events by playing host to ancillary activities and private rentals. 2019 was an incredibly busy year as the Fillmore Miami Beach hosted a variety of special events and private rentals. Digital Bond SX19 Conference as well as Superbowl Events. In 2020, we look forward to growing this area of events and continuing to positively impact our community.

Since 2007, the Fillmore Miami Beach at the Jackie Gleason Theatre has continued to establish itself as an important and contributing member of the South Florida Community. Whether presenting major concert performers, hosting community events or even just providing tickets to local non-profit organizations, we have become a part of the tapestry of life that makes up our hometown. We look forward to continuing our work in the future.

The Facility currently has a strong social media presence as well, with over 70,400 Facebook fans, 23,000 Twitter followers, and over 22,000 Instagram followers. It currently also has a 4 Star Ranking (out of 5) on yelp!





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## COMMUNITY PROGRAMMING

### Miami Beach Parks and Recreation Playground Revue Annual Performance

The Fillmore Miami Beach remains the proud home of the Annual Miami Beach Parks and Recreation Playground Review. Each year, hundreds of youth enrolled in Miami Beach Parks and recreation summer camp get an opportunity to perform LIVE at the Fillmore Miami Beach! The annual Playground Review has been a staple in our community for over 30 years, and we are honored to continue to host this outstanding community event.



### Miami-Dade Graduations

Each year, the Fillmore Miami Beach serves as one of the facilities in the city to host graduations for Miami Dade County Students. In 2019, we will hosted the graduation exercises for the following school: Westminster High School.





## **Ticketing Programs and the Community Benefit Fund:**

The Fillmore Miami Beach at the Jackie Gleason Theater proudly supports the local community through various programs and fundraising efforts. Below is a listing of the various programs that are currently in place:

### **Discounted Ticket Programs:**

The Fillmore Miami Beach, in conjunction with the City of Miami Beach, FL, offer discounted tickets for \$10.00 to any performance at the theater to both Senior Citizens and Students. In order to qualify, patrons must have valid identification proving they are over the age of 62, or show a valid student ID card.

The venue also offers a limited presale program for residents of Miami Beach. Residents can purchase tickets to upcoming shows at the Fillmore Information on the City of Miami Beach Resident presale program may be obtained at [www.miamibeachfl.gov](http://www.miamibeachfl.gov).

In addition to offering discounted and presale tickets for the venue's events, The Fillmore works closely to distribute complimentary tickets to certain performances through the Tourism and Cultural Development Office.

### **Community Benefit Fund:**

Live Nation collects \$1.50 as a surcharge on every ticket sold to the venue to be used as part of the Miami Beach Community Benefit Fund. Since the Fillmore opened in October of 2007, the venue has collected over \$507,200.00 to help fund ticketing programs as well as helped finance the following not-for-profit events:

Love The Everglades  
Little Dreams  
Miami New Drama  
Unity Coalition  
Miami Web Fest  
Miami Beach Jewish Community  
Fundarte  
Miami Hispanic Ballet  
Erika Moon  
South Florida Art Enrichment  
School Board Miami Dade County  
Ballet Flamenco La Rosa Inc.  
Rhythm Foundation

501 (C) 3 charitable organizations still receive a discounted rate, even if they do not qualify for the City Rent Waiver.

## CHARITABLE DONATIONS

**Striving to be a positive force in the greater Miami Community, the Fillmore Miami Beach at the Jackie Gleason Theater actively supports not-for-profit groups and foundations. Over the years we have proudly donated to several organizations and foundations. The following list is a sample of groups that we have supported:**

- "Together We Can" 37th Annual Awards Ceremony
- 13th Annual Hugs and Kisses Children's Fashion Show
  - 14th Annual Miami Gala Hosted by Best Buddies
  - 16th Annual Best Buddies Miami Gala
  - 17th Annual Cheer for Children Ball
- 17th Annual InterContinental Miami Make-A-Wish Ball
- 2010 Make-A-Wish 2010 Miami Recognition Dinner
  - 2011 Diamond Ball: *A Masquerade Affair*
  - 2011 Miami Heat and Stroke Ball
  - 2011 SFK Children's Benefit Luncheon
  - 2011 Women's White Party Silent Auction
- 2012 Living Well with Epilepsy Candle Light Dinner and Auction
  - 2012 Orange Gala Awards 33rd Biscayne Bay Gala
  - 4th Annual Dunkin' Cup Golf Tournament
  - 50th Year Golden Jubilee Gala: A Night In Paris
- 5K for the I Care I Cure Childhood Cancer Foundation
  - 7th Anniversary of Miamiartzine.com
  - Annual "Girls Night Out" Fundraiser
  - Cocktails For A Cause Familia of SMA's
    - 2nd Annual Gala of Hope
- Family Resource Center's Annual Children's Hero Award Gala
  - Fifteenth Annual Best Buddies Miami Gala
- Hebrew Academy Volunteer of the Year Casino Cruise
  - Immigrant Justice's Seventeenth Annual Dinner
  - Intercontinental Make A Wish Ball
- Kovens Conference Center: Fund Raiser for House Childrens Home
- Lasko Family Tours and Hebrew Academy Passover Casino Night
  - Miami Beach Chamber of Commerce 90th Annual Gala
  - Miami Children's Hospital Foundation's 2012 Diamond Ball
- National Gay and Lesbian Task Force Miami Recognition Dinner
- Saint Sophia Greek Orthodox Cathedral Christmas Under The Stars
  - Sounding Off For A Cure Benefit Concert
  - South Florida Industry Holiday Party Team Challenge
- The Education Fund's 2011 Art of Found Objects Charity Auction
- The National Gay and Lesbian Task's Force Recognition Dinner
  - The Rhythm Foundation 25th Anniversary Silent Auction
  - The South Florida Beach Bums Golf Tournament
- Third Annual Children's Hero Award Gala Tropical Research Foundation Raffle



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  - The Rhythm Foundation 25th Anniversary Silent Auction
  - The South Florida Beach Bums Golf Tournament
- Third Annual Children's Hero Award Gala Tropical Research Foundation Raffle
  - Jason Taylor Foundation Golf Classic
  - St. Mark's Episcopal School Auction Fundraiser



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## **CHARITABLE DONATIONS**

- Jason Taylor Foundation Golf Classic
- St. Mark's Episcopal School Auction Fundraiser
- Miami Girls Rock Camp Benefit- sweat Records
- The Education Fund's Annual "For The Love of Art"
  - 75<sup>th</sup> Annual Diamond Jubilee
- Henry S. West Lab PTO- Carnival and Silent Auction
  - Prismatic Event Planning
- Miami Beach Chamber of Commerce
- Citizen's' Crime Watch 41<sup>st</sup> Annual Awards Ceremony
  - Deliver The Dream's- denim and Diamonds Gala
    - 39<sup>th</sup> Annual Music Gala
  - Nation LGBTQ Task Force
- Rhythm Foundations 29<sup>th</sup> Season Launch
- 6<sup>th</sup> Annual Deck The Palms Holiday Market
- Holocaust Documentation Education center
  - 11<sup>th</sup> Anniversary of Miamiartzine.com
- The Fashion Fundraiser for the WOW Foundation
  - St. Patrick's Annual Gala
- St. Thomas University 8<sup>th</sup> Annual Stone Crab Dinner for Athletics
  - Frost School of Music Staff Raffle
  - Meat Market's Holiday Party





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## **CHARITABLE DONATIONS**

- Jason Taylor Foundation- 14 Annual Golf Classic
  - Equality Florida- 2017 Miami Gala
- Miami Dade County Police Benevolent Association
- Americans for Immigrant Justice's 21<sup>st</sup> Annual Award Dinner
  - Carnival of sound- Miami Girls Rock Camp
- The Education Fund's For The Love of Art Charity Auction 2017
  - The Arc of South Florida- Summer Spree Auction
- The Miami Dade Gay and Lesbian Chamber of Commerce Topaz Gala
  - Miami Dolphins Foundation Fins Weekend
  - National LGBTQ Task Force Dinner Gala
  - Deliver The Dream Denim & Diamonds Gala
- United Way of Miami Dade Publix Annual Raffle
  - Fisher Island Philanthropic Fund
  - St. Joseph Hospitals Fund
- Holocaust Documentation & Education Center
- JCC Miami Beach Annual 3 on 3 Hoopsfest Basketball Fundraiser



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## CHARITABLE DONATIONS

- Benevolent Police Association
  - Jason Taylor Foundation
- Big Brother's Big Sister's of Broward
- St. Phillip's Episcopal School Gala
- Americans for Immigrant Justice
  - Miami Girls Rock Camp
- Miami Beach Chamber of Commerce
  - St. Patrick's Parish School
- For the Love of Art- The Education Fund
  - Camillus House
- Hot Challenge Golf tournament
- United Way of Miami Dade
  - Ruby Gala
  - Waterway Soiree
- Pridelines Masquerade Ball
- National LGBTQ Task Force Gala Miami
- Ronald McDonald House Charities of South Florida
  - Annual Buen Provecho
  - Best Buddies Gala
- Little Dream Denim and Diamonds Gala
- Greater Miami Visitors and Convention Bureau
- Dade County Police Benevolent Association
  - St. Thomas Athletics



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## **STAFFING & FACILITY OPERATIONS**

The Fillmore Miami Beach employs over 400 employees full time, part time, seasonal, union, and subcontracted employees annually, many of whom are residents of Miami Beach.

The facility is also one of the largest employers of off-duty personnel for the Miami Beach Police Department, as well as Miami Beach Fire Rescue, spending over \$250,398.00 in 2019 in off-duty staff.

### **STAFFING**

Staffing the facility adequately on event and non-event days is critical to the successful operations of the venue. Below is a listing of both in-house and subcontracted departments and their roles:

- Executive team and Support staff (including Programming, Marketing, General Manager, Operations Manager, Production Manager, Box Office Manager, Director of Sales, Director of Premium Seating, Director of Sponsorship Sales)
- Miami Beach Police Department
- Miami Beach Fire Rescue
- Ticket takers and ushers
- Security personnel
- Stagehands - IATSE Local 500
- Food and Beverage – Professional Concessions, Inc.

### **GENERAL MAINTENANCE**

Proper maintenance is an integral part of our daily operations. Maintenance to the building includes:

- Preventative / general maintenance and inspection of all systems including but not limited to HVAC, elevators / escalators, lifts, pump stations, emergency generator, stage-goods, electrical, and plumbing.
- Day-to-day cleaning and repair.
- Pest control.

### **LIFE SAFETY**

Life safety plays an important role in any public gathering facility. The Fillmore has instituted several guidelines to protect the safety of our guests, employees and contractors. These programs include:

- Inspection, ongoing repair and maintenance of Simplex Fire Safety system.
- Underground Storage Tank and Emergency Generator testing
- Annual test and recharge of all fire extinguishers and sprinkler system.
- Review and revise emergency response plan with the City of Miami Beach



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## **CAPITAL IMPROVEMENTS & FF&E**

To date, Live Nation has invested over **\$10.5 million** in projects to extend the useful life of the facility, including the initial renovation in 2007. As the building continues to age, new issues consistently develop. These include HVAC replacements, elevator/escalator repairs and replacements, and several other items that continually threaten the structural integrity of the facility.