

CITY OF MIAMI BEACH, FLORIDA

CORPORATE SPONSORSHIP PROGRAM

ASSET INVENTORY AND VALUATION REPORT



Presented By:



The Superlative Group, Inc.
2706 Franklin Blvd.
Cleveland, OH 44113
(216) 592-9400
(216) 592-9405 (fax)
www.superlativegroup.com



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INTRODUCTION

The City of Miami Beach hired The Superlative Group, Inc. to develop a Corporate Sponsorship Program to generate non-tax revenue for the City. This Report, or Asset Inventory and Valuation, acts as the first of three deliverables to the City in Phase I of the project. The purpose of this report is to provide the City of Miami Beach with documentation of all the “City-owned” facilities, programs, equipment, and intellectual property that are available to optimize a municipal marketing campaign. The decision to solicit corporate marketing partners or to explore any other private/public partnerships and municipal marketing opportunities for any facility, event, program or other tangible or intangible asset is the decision of the City of Miami Beach. Specifically, this report will provide a document to:

1. Determine the potential of a municipal marketing program
2. Develop a strategy for creating a sustainable municipal marketing program
3. Prioritize the use of the City’s resources for the highest benefit
4. Obtain the synergistic benefit of seeing all the assets and rights formatted together

When visualizing corporate sponsorship or municipal marketing programs, it is usually assumed that the only opportunities lie in naming rights to municipal-owned facilities or corporate logos and signs obstructing views and cluttering areas. This vision is not Superlative’s intention for a municipal marketing program for the City of Miami Beach.

Naming rights and signage are both assets that need to be included in the Asset Inventory and can be very lucrative opportunities for the municipality, but in most cases the political risks and acceptance issues weigh more than the revenue gain. It is Superlative’s approach to first find what packages the City of Miami Beach is willing to offer and then secondly match a corporation to that package. What



elements can and cannot be included in a sponsorship, preferred vendor, or municipal marketing program are the sole decision of the municipality. An example of a corporate sponsorship package that does not include naming rights and obstructive signage, for a municipal marketing program is shown in the “Municipal Marketing Opportunities” section below.



MUNICIPAL MARKETING OVERVIEW

Municipal Marketing is the merging of private and public funds to provide non-tax revenue to the municipality while building both the private and public brands in a manner reflecting the stability and values of the community, its people, and its goals for the future.

- **Corporate Sponsorship defined** – *As a subset of municipal marketing corporate sponsorship is a cash and/or in-kind fee paid to an entity in return for access to the commercial potential and branding opportunities associated with that entity.*

Municipal Marketing Industry Standards and Trends - The Municipal Marketing industry was built from models associated with the sponsorship and naming rights of sports stadiums around the world. These models value both the quantitative (media, signage, advertising) and the qualitative (hospitality, community good will, public relations) benefits associated with a sponsorship to produce mutually beneficial, long-term partnerships between the entity and the corporation.

The evolution of sponsorship to municipal marketing has had challenges because of political risks, municipal processes, and over-commercialization concerns in the public sector. These issues were overcome by the introduction of reports like this one to educate the municipality on how a sponsorship program works, establishing a process for approval, and activating long-term relationships. As the industry continues to grow, the concerns mentioned above are still relevant but do not affect the growth of the municipal marketing industry.



In 2004, companies spent \$220 million on municipal marketing across the nation and the spending has continued its upward momentum with projected spending to be above \$531 million in 2007 equating to a 230% increase in revenue in the industry over the past three years. These investments by corporations are going to continue to grow in high exposure areas because companies desire to break through traditional advertising clutter and sports arena sponsorship marketing continues to mature.



MUNICIPAL MARKETING OPPORTUNITIES

In lieu of cutting City services or charging additional fees for programs and events to generate revenue, the City can create alternative revenue sources through corporate sponsorship. Possible partnerships include; venue sponsorship and naming rights, preferred vendor contracts, advertising, and promotional support. These partnerships will allow exclusive use of identified public assets for marketing purposes in a manner that benefits the public. These win-win partnerships will enhance the quality of life through improved services while creating greater access, unique branding, and an improved image for partner corporations. Specifically, the types of sponsorships available are outlined below:

- 1. Category Sponsorship** - A category sponsorship will be offered to those companies that provide a product or service to Miami Beach, and visitors to City facilities. Revenue will be generated by way of cash sponsorships and by reducing City spending for products and/or services (in-kind).
- 2. Preferred Vendor Sponsorship** - Preferred vendor contracts create the opportunity for non-tax revenue without substantial resources from the City. Vendor agreements offer an attractive partnership to selected vendors by combining on-site sales, sampling and the ability to reach the buying power of the City of Miami Beach.
- 3. Event Sponsorship** - Existing and new City events including parades, festivals and athletic events, can be leveraged to increase sponsorship revenues.



4. **Cause-Related Project Sponsorship** - Highly visible preservation, memorial or restoration projects could anchor marketing promotions for potential corporate partners.
5. **Naming Rights** - Facility sponsorship will provide City partners with a point of differentiation and a platform from which to deliver their message. The naming of a facility is a catalyst, embodied by advertising, communications and marketing, with a defined purpose of executing a specific plan and presence. The central initiative involved in naming rights is the ability for the sponsor or partner to take advantage of the marketing opportunities offered.
6. **Capital Project Sponsorship** - Expansion of existing buildings and the creation of new permanent facilities, attractions, transit and other infrastructure improvements afford Miami Beach additional opportunity for revenue generation.
7. **Advertising** - Advertising can generate revenue and interest in City programs, properties and special events. Advertising can be impacted enormously by creating promotional tie-ins with various retail partners.
8. **Signage** - Signage opportunities include temporary or permanent placement on buildings, facilities, fields, or even parking garages.



Municipal Marketing – Corporate Sponsorship Package Example

As an example of a corporate sponsorship package, assume that the City has approved an “Official Sponsor” package for the City of Miami Beach Parks and Recreation Department and Superlative is presenting the package to Tide Brand (P&G). Initially, Superlative will provide a sponsorship entitlements package to the City for approval depending on the level of sponsorship. For an “Official Sponsorship” of the Parks and Recreation Department for Tide Brand, entitlements can include:

- Designation of the Official Detergent of the City of Miami Beach Parks and Recreation Department
- Brand name and logo showcased in a mutually agreed manner on relative City of Miami Beach Websites with sponsorship designation and a link to the Tide website
- Five signage opportunities in mutually agreed, high traffic, locations within City of Miami Beach managed facilities
- Official Detergent Sponsorship of the City of Miami Beach Youth Soccer Program
- Brand Logo on the inside tag of all Miami Beach Youth Soccer Jerseys, bags, towels, etc.
- Opportunity to sponsor additional after-school programs and events with additional sponsorship fees
- Sampling opportunities and promotions to be mutually agreed with City of Miami Beach managed facilities, parks, events, and programs

A valuation of the above package depends on which entitlements are offered, where the signage is placed, how many sampling opportunities etc. are offered to Tide



Brand. The terms, conditions, and pricing will be negotiated and mutually agreed after initial interest is confirmed.



SUCCESSFUL EXAMPLES OF MUNICIPAL MARKETING

City of Tampa, FL – Tampa Bay Electric Company (TECO) purchased naming rights to the new 2.3-mile electric streetcar line for \$1 million. In addition, private companies can pay \$250,000 per car for the exclusive sponsorship of a single trolley car for a 10-year term and individual trolley stations are available for \$100,000 per year.

City of Lake Forest, CA - In exchange for \$100,000, Etnies, a popular teenage shoe/clothing company, received naming rights to a city park and will have the right to use the property to host skateboard competitions.

City of San Diego, CA - Executed a 12-year exclusive Municipal Marketing partnership for cold drink services with The Pepsi Bottling Group. The agreement affords the City a \$1.5 million “marketing rights fee” and “incremental marketing fee” for placement of additional vending machines.

Cedar Rapids, Iowa – The mass transit system and parking authorities in Cedar Rapids combined to form the Five Season Transportation and Parking Authority. This merger resulted in parking revenues being used for transit, a new 1000-plus space garage that increased ridership, and the joint development of a new hotel, daycare, and a senior center. The private/public partnership is estimated to have saved the citizens of Cedar Rapids over \$1,180,000 in local taxes.

City of New York, NY – In 2003, the City of New York negotiated a \$166 million dollar partnership with Snapple to become the official beverage of the city, thus becoming the largest beverage vending relationship to date.



BENEFITS TO CORPORATIONS

Given the wide array of highly visible marketing properties available to companies through sports teams and venues, entertainment properties and television and radio, it would be reasonable to ask, ‘why spend money with a municipality?’. The answer lies in part in two factors: competition and clutter. The intense level of competition among many consumer-oriented products has caused corporate marketing executives to seek new communication vehicles to reach their customers while enhancing their brand image. With media clutter reaching new levels in television, the internet, and telecommunications, brand managers are continually seeking new ways to separate their brand from the competition.

While all companies can purchase television, radio and print advertising, only sponsorship connects their brand with a facility, event or program. Municipalities have those assets, and some companies are making municipal relationships a strategic focus that they fund with explicit marketing budgets. The soft drink industry has done this for years, and other industries (express shipping, wireless services, and banking, for example) are following suit.



POTENTIAL PARTNERS

Potential partners for the City of Miami Beach can be companies with local, national, and international branding and marketing interests because of the amount of exposure Miami Beach receives from tourism, movies, and TV shows. Companies with the most interest would have a local presence, interest in the Miami Beach community, and should be a company with high standards of practice in order to maximize a Miami Beach brand association. Some examples include:

- AutoNation, Inc.
- BankAtlantic Bancorp, Inc.
- BankUnited Financial Corporation
- Bluegreen Corporation
- Burger King Holdings Inc.
- Carnival Corporation
- Claire's Stores, Inc.
- DHL Holdings (USA), Inc.
- Mount Sinai Medical Center
- National Beverage Corporation
- Office Depot, Inc.
- Perry Ellis International, Inc.
- Royal Caribbean Cruises Ltd.
- Ryder System, Inc.
- Watsco, Inc.

The companies listed above include those that have a stake in the area and the Latino market and have similar values and brand image to that of the City of Miami Beach. The list is in no way a reflection of companies that have shown an interest in having a corporate partnership, nor is it a list of the only companies that would be interested in a corporate partnership.



POLITICAL CONSIDERATIONS

A municipal marketing program must, by its nature, be sensitive to issues of over-commercialization and what is in the public interest. This, of course, is subjective with no single answer. For example, the use of the City's parks as sponsorship and marketing vehicles has natural attractiveness to the corporate community. However, there exists the possibility of creating conflict between the park mission and corporate mission when sponsorship is introduced. The City of Miami Beach's programs should be designed to seek sponsors whose goals are consistent with those of the City and its stakeholders.



RIGHTS MANAGEMENT CONSIDERATIONS AND LIMITATIONS

Many factors can affect the success of the marketing and sponsorship program. We consider the following factors as areas to be examined when developing a program:

- The extent to which marketing rights have been exploited in the past
- The degree to which City management understands and values its marketing rights
- The degree to which the legal processes in place support the use and protection of marketing rights
- The value of existing contracts measured against the value that would have been extracted in the private sector
- The extent to which the City has dedicated resources to exploit the rights
- The extent to which political concerns have been addressed
- The employment of sponsorship policies that define the use of such rights

There are limitations in all marketing endeavors and they should be recognized. While the City of Miami Beach can look to other municipalities in the United States as benchmarks for its program, the factors described above will be unique to Miami Beach. The types of assets that could create successful relationships here will be determined by the extent to which the factors above are addressed and considered. Many cities have developed good and valuable corporate sponsorships for specific projects, or on a one-off basis, while others have developed more strategic programs.



LICENSING AND OTHER OPPORTUNITIES

The City of Miami Beach can also take advantage of other areas of branding to maximize a municipal marketing program. Each of the City's seals, marks, logos, and slogans is a City-owned asset that has the potential for revenue generating, marketing, and branding opportunities. These elements can be registered, branded, or marketed in a way to give license to the City for commercial use of the name, logo, etc. Some setbacks, however, include the registration of a place that is not being used by the city for commercial use (merely descriptive) and making the case that the branding of the words by other entities has in fact confused consumers.

Another opportunity to capitalize on City logos and brand is in merchandizing. Miami Beach is one of the top tourist destinations in the world and whenever someone comes to visit, they want a way to remember the experience and beauty of the City. This opportunity is being used all over the beach with private companies selling t-shirts, souvenirs, mugs, towels, etc. for personal profit.

The City of Miami Beach also has very strong ties to the Latino market, which is very attractive to local, national, and international corporations when looking at municipal marketing and advertising opportunities. As a gateway to other countries, Miami Beach is seen as a tourism and commerce destination by cultures all over the world. The City can maximize this opportunity by producing public/private partnerships with companies that are interested in this market and its association to the City. In a municipal marketing partnership it would be considered a value added benefit to a company interested in making an investment with the City's brand.

In addition to the Latino Market, there are also opportunities with the Gay/Lesbian community, the Jewish community, and others. Specifically, the Gay/Lesbian



community in Miami Beach is supported by a Chamber of Commerce from a grant from Miami-Dade County and has a strong voice in the community. Support of Gay/Lesbian rights is important to many companies investing in community awareness and involvement. For example, Ford Motor Company supports Gay Rights and is a sponsor of the Gay Olympics. Ford has made a stand and supports communities that support gay rights even when it has resulted in a loss of market share.



HOW TO READ THE REPORT

The report is designed to give the reader a broad and comprehensive look at the types of assets owned by the City, which might provide value to a sponsor. Several pieces of information were considered for each asset mentioned. Generally, assets were grouped as “facilities”, “programs”, “events”, and “intangibles.” A brief description of each asset is given, as well as a description of the rights available, a value rating, and an estimate of the level of difficulty of selling the asset. Generally, naming rights – by way of example – are high value, difficult sales, while special events are lower value, but easier to sell.

There are some assets for which no available pricing can be reasonably estimated because either there are no benchmarks or the information was unavailable at the time this report was written. For each asset listed, we have included, a general description of the marketing value, other assets or sponsorships the assets can be packaged with, a value range and selling difficulty, and comments on any restrictions or guidelines related to the asset.

Generally, it is beneficial to see all the rights on one report so that the natural packaging of certain assets can be seen more readily. Also, the existence of this database allows the City to be more responsive to companies when opportunities present themselves.

The report has a value indicator for each asset, designated by dollar signs, with the greater number of dollar signs meaning greater value. It should be noted that the value of each asset is packaged with being an Official Partner of the City of Miami Beach. The values of each individual asset are not presented in an individual value basis. In other words, you cannot take the value range of each asset below and add



them together to get a whole value of a sponsorship. The sponsorship success column determines the level of difficulty in place for attaining a sponsor for that specific asset; this is shown with stars, with more stars the more attractive the asset is to a potential partner.

| RANK (Dollar Signs) | SPONSORSHIP VALUE |
|----------------------------|----------------------------|
| \$ \$ \$ \$ | \$500,000 + |
| \$ \$ \$ | \$100,000 - \$499,999 |
| \$ \$ | \$50,000 - \$99,999 |
| \$ | \$5,000 - \$49,999 |
| RANK (Stars) | SPONSORSHIP SUCCESS |
| ★ ★ ★ ★ | Likely Attainable |
| ★ ★ ★ | Moderate Success |
| ★ ★ | Difficult |
| ★ | Extremely Difficult |

Specifically, the following considerations account for the valuation and salability levels outlined above:



Value Range:

- **\$ \$ \$ \$**- Indicates a high-value sponsorship that would represent a long-term revenue stream and partnership for the City with a specific organization or private entity. These packages usually include naming rights or presenting sponsorship to a highly visible asset along with marketing, advertising, and promotional events.
- **\$ \$ \$** - Partnerships/sponsorships in this value range are comparable to the ones outlined above, but are representative of assets that are not as visible, do not allow signage, or have limited promotional and/or program capability. Contrastingly, this level of sponsorship may have a higher salability because the investment is not as demanding for the corporation.
- **\$ \$** - Generally, this level of sponsorship represents programs, smaller events and assets that have limited or no marketing/signage capabilities. For example, all parks are displayed with this value range because of the need to keep over commercialization out of the parks of Miami Beach. Allowing signage, promotional opportunities, and/or vending rights would most likely move sponsorships in this category to a higher value.
- **\$** - Sponsorships in this value range can be described as donations or gifts more so than a sponsorship. This sponsorship/partnership value range is also effective as “added value” to a larger sponsorship package depending on what corporation is involved.



Salability:

- ★ ★ ★ ★ – A sponsorship that is “Likely Attainable” is a program, facility or department that has been used successful in a number of different municipalities before and there is general interest from corporations to invest in this kind of relationship.
- ★ ★ ★ – Salability is seen as moderately successful with this type of asset. The industry understands what is included and the asset is generally one that is attractive to companies that invest in municipal marketing.
- ★ ★ – Sponsorship/partnership is difficult to acquire because of restrictions with the type of asset, investment involved, and/or the asset is new to the municipal marketing industry.
- ★ – Difficulty of a sponsorship/partnership for this asset is extremely high because of the location, restrictions, type of asset, limited knowledge of what companies could be involved, and/or needs of the department.

The value range and salability are estimates determined from industry standards, previous success, and general interest in the municipality, specifically, connection to the City of Miami Beach’s brand. Statements regarding value range and salability for the specific departments can be found below under the department or group of assets.



PARKS AND RECREATION DEPARTMENT

Description: The Parks and Recreation Department is responsible for all of the City-owned and managed Parks, recreational facilities, programs, events, etc. The Department is very organized and publishes two annual guides (in various amounts) for after-school programs, community events, adult leagues and summer camps.

Opportunity: The Parks and Recreation Department is one of the most valuable when it comes to corporate sponsorships because it is the most visible with the largest amount of inventory to present to a potential partner. The opportunity for sponsorship is represented by the amount of facilities and programs available, the quality of that program, and the media value of each sign, calendar, publication, and vocal announcement.

Packaging: Sponsorships can include Official Sponsorship to the entire Parks and Recreation Department, naming rights to one of the many facilities located inside each of the Parks, or small sponsorships to events, programs, maintenance, etc. The facilities that make up each of the Parks or recreational sites are highly visible and will not have the same political repercussions as renaming the entire park.

Limitations: It will be very difficult to change the names of the Parks or recreational sites because of the popularity of the name and the political considerations.

Value Range and Salability: The majority of assets in Parks and Recreation can be packaged together depending on the interests of the City and the partner corporation. The sponsorship packages are usually mid-range value and easier to develop than other departments. Value of sponsorships depends on the amount and location of the entitlements.



PARKS AND RECREATION DEPARTMENT
FLAMINGO PARK

| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|----------------------|--|---|--------------------|-------------------|---|
| Flamingo Park | Located in the center of South Beach, Flamingo Park is a highly visible, renowned asset | All Parks and Rec programs, Official Sponsorship of the park, etc. | \$ \$ \$ | ★ | High visibility and unique programs are attractive to many corporations |
| Flamingo Park Pool | Located in the center of Flamingo Park, the pool holds many activities and programs for all ages | Aquatic Programs, Merchandizing, other facilities | \$ \$ | ★ ★ ★ | Larger sponsorships that include naming of the pool are more lucrative to the City |
| Track Facility | Complex located next to the pool and behind the Police Athletic League | Track and field programs, Parks and Rec. events, and capital improvement projects | \$ \$ | ★ ★ ★ | The track needs to be renovated – corporate sponsorship opportunity for facility improvements |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|-----------------------------------|---|--|--------------------|-------------------|---|
| Tennis Center | State of the art tennis facility with full-time instructor and programs for all age groups | Programs, events, tournaments, and other tennis related activities at the other park locations | \$ \$ \$ | ★ ★ | The fact that the tennis center was named before lowers the value of the sponsorship |
| Youth Programs, Camps, and Events | Day camps, after school programs, adult programs and all other events held at Flamingo Park | Associated facilities and events | \$ \$ | ★ ★ ★ | Programs and events offer a great packaged value to all of the facility Presenting Sponsorships |
| Basketball Courts | Flamingo Park's basketball courts were voted "Best of Miami" | Programs, events tournaments, and other facilities within the park | \$ \$ | ★ ★ ★ | The basketball courts are highly visible and used year-round |
| Baseball Diamond | Home to the Miami Beach High Tides, Major League Baseball (MLB) teams train on this field during the off-season | Programs, facilities, and events | \$ \$ | ★ ★ ★ | The location of the baseball diamond will give sponsorships a higher value |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|------------------------|---|---|--------------------|-------------------|---|
| Athletic Fields | Miami Beach's travel and intramural teams play and compete on this field. This area is also used for general activities | Programs, tournaments, and events or other facilities in the park | \$ \$ | ★ ★ ★ | The field renovation gives an excellent opportunity to bring in a presenting sponsors |
| Police Athletic League | 13,000 sq. ft. facility that houses after school programs and a fitness center that is open to the public | Programs and events | \$ | ★ ★ ★ | The Athletic League is already an established brand but can be packaged with other facilities like the track facility |



PARKS AND RECREATION DEPARTMENT
SCOTT RAKOW YOUTH CENTER

| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|-----------------------------------|---|--|--------------------|-------------------|---|
| Scott Rakow Youth Center | Built in 1976 to serve the teens of Miami Beach, the facility now serves all ages with a variety of recreational activities | Presenting Sponsorship package that includes the entire facility and programs and events at the site | \$ \$ \$ | ★ ★ ★ ★ | A Presenting Sponsorship will help keep the facility free and support the overall budget |
| Youth programs, camps, and events | Children (4 th -12 th grade) can attend the after school and summer camp programs that are held during the week | Facilities or a specific area of the center where the program takes place | \$ \$ | ★ ★ | Youth programs and events are excellent underwriting opportunities for potential sponsors |
| Specialty Camps | Includes ice skating, hockey, outdoor swimming and water polo camps | Facilities or a specific area of the center where the program takes place | \$ | ★ ★ ★ | Excellent underwriting opportunity |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|------------------------|--|--|--------------------|-------------------|---|
| Ice Rink | 12,885 sq. ft. ice rink is home to many programs for children and adults | Programs and events or a Presenting Sponsorship of the center | \$ \$ \$ | ★ ★ | Excellent opportunity because of high visibility and uniqueness |
| Par-3 Golf Course | The course provides a place for beginners to learn and love the game of golf | Other programs and events | \$ \$ | ★ ★ ★ | Great packaging opportunity |
| Bowling Lanes | Bowlers of all ages and skill levels can enjoy the six lanes | Events and Presenting Sponsorship | \$ | ★ ★ ★ | Not as much exposure as other aspects of the center |
| Youth Center Pool | A six-lane lap pool that is aerated in the summer and heated in the winter | Movies in the pool, programs, events, and Presenting Sponsorship | \$ \$ | ★ ★ | Most visible asset of the center with great signage opportunities |
| Indoor Sand Volleyball | Miami Beach's only indoor sand volleyball court | Other facilities, programs, or Presenting Sponsorship | \$ \$ | ★ ★ | Unique asset that supports a popular sport in the area |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|--------------------|---|----------------------------------|--------------------|-------------------|--|
| Seahawks Swim Team | Swim team for children that are high level swimmers | Pool and other program or events | \$ | ★ ★ ★ | Great to package with another sponsorship to add value |



PARKS AND RECREATIONAL DEPARTMENT
NORTH SHORE PARK AND YOUTH CENTER

| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|--------------------------------------|---|--|--------------------|-------------------|---|
| North Shore Park Youth Center | Computer lab, fitness center, teen room with wide screen TVs and the latest in gaming, a dance room, and auditorium | Presenting Sponsorship can include all facilities and events in the center | \$ \$ \$ | ★ ★ ★ ★ | Opportunities to include entire facility for specialty programs or events |
| Youth Programs, camps, and events | Camps include, marine biology camp, boat building, water safety, bowling camp, and cheerleading camp | Official Partner of Parks and Rec and other programs or events | \$ \$ | ★ ★ | Programs can be packaged with similar programs from other Parks in the City |
| North Shore Open Space | 34.61 acres and the largest open space park in Miami Beach makes it a highly treasured natural resource | Value added benefits with the park and environmental sponsorships | \$ \$ | ★ ★ ★ | As the largest open space park, there are many environmental packaging capabilities |



PARKS AND RECREATION DEPARTMENT
NORMANDY ISLE PARK AND POOL

| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|----------------------|---|--|--------------------|-------------------|--|
| Normandy Isle Park | Includes multipurpose basketball courts, a tot lot, soccer field, pavilion and after school programs for children K-6 th grade | Other programs and events held at the park or with other Parks in the system | \$ \$ \$ | ★ ★ ★ ★ | Only underwriting or Presenting Sponsorship available – no naming rights |
| Educational Programs | Programs that are held at the park including, marine biology, surfing, snorkeling, learn to swim, and life guarding classes | Presenting Sponsorship, events, and signage opportunities | \$ \$ | ★ ★ | Excellent opportunity for company to pay for the classes and maximize the relationship |
| Pool | The pool offers an array of unique opportunities and programs that other pools don't offer like marine biology and snorkeling classes | Presenting Sponsorship of Miami Beach pools and other programs or events | \$ \$ | ★ ★ | Opportunity for access to a unique demographic |



PARKS AND RECREATIONAL DEPARTMENT
MIAMI BEACH AND NORMANDY SHORES GOLF CLUBS

| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|----------------------------------|---|--|--------------------|-------------------|--|
| Miami Beach Golf Club | 18-hole, par-72 course with new, environmentally friendly and exceptionally playable Paspalum turf is combined with world class course design | Other golf related events, tournaments, programs, and facilities | \$ \$ \$ | ★ ★ ★ | Miami Beach is a very golf-friendly community and there are many corporations that are comfortable investing in golf tournaments, etc. |
| Normandy Shores Golf Club | A challenging 18-hole, par-71 course that features native tree lined fairways and water hazards on 12 of the holes | Other golf related events, tournaments, programs, and facilities | \$ \$ \$ | ★ ★ ★ | Miami Beach is a very golf-friendly community and there are many corporations that are comfortable investing in golf tournaments, etc. |



PARKS AND RECREATIONAL DEPARTMENT
OTHER OPPORTUNITIES

| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|---------------------|---|--|--------------------|-------------------|--|
| Fairway Park | A large neighborhood park; 4.48 acres bordered by North Shore Dr., South Shore Dr., and Normandy Shores Blvd. | Other Parks and Rec facilities, programs, and events | \$ \$ | ★ ★ | Excellent opportunity for an “Official Sponsor” or a value add asset |
| Fisher Park | Neighborhood green space with a secured, shaded playground, contains a prominent memorial to Carl Fisher | Other Parks and Rec facilities, programs, and events | \$ \$ | ★ ★ | Excellent opportunity for an “Official Sponsor” or a value add asset |
| LaGorce Park | A .75-acre park that primarily serves the surrounding single-family neighborhood | Other Parks and Rec facilities, programs, and events | \$ \$ | ★ ★ | Excellent opportunity for an “Official Sponsor” or a value add asset |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|-----------------------------------|---|--------------------------------|--------------------|-------------------|--|
| Lummus Park | 26.34-acre regional park located east of Ocean Dr. | Other Parks and Rec facilities | \$ \$ | ★ ★ ★ | Excellent opportunity for an “Official Sponsor” or a value add asset |
| Maurice Gibb Memorial Park | 3.43-acre neighborhood park that provides recreational resources to residents of Venetian and Sunset Islands | Other Parks and Rec facilities | \$ \$ | ★ ★ ★ | Excellent opportunity for an “Official Sponsor” or a value add asset |
| Muss Park | Located near the geographic center of Mid-beach District, anchors the mini Parks of the area by providing a full range of organized recreational programs | Other Parks and Rec facilities | \$ \$ | ★ ★ ★ | Excellent opportunity for an “Official Sponsor” or a value add asset |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|-------------------------|--|--------------------------------|--------------------|-------------------|--|
| Palm Island Park | A 2.13-acre park that serves the predominately single-family homes on Palm Island | Other Parks and Rec facilities | \$ \$ | ★ ★ ★ | Excellent opportunity for an “Official Sponsor” or a value add asset |
| Pinetree Park | A 7.75-acre passive park of the Mid-beach District | Other Parks and Rec facilities | \$ \$ | ★ ★ ★ | Excellent opportunity for an “Official Sponsor” or a value add asset |
| Polo Park | Playground with spring riders and free-standing upper body equipment, horizontal bars and includes tennis, racquet ball, basketball courts, and fields | Other Parks and Rec facilities | \$ \$ | ★ ★ ★ | Excellent opportunity for an “Official Sponsor” or a value add asset |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|--------------------------|---|--------------------------------|--------------------|-------------------|--|
| South Pointe Park | 17-acre regional park at the southern most point of the island and one of Miami Beach's most scenic Parks | Other Parks and Rec facilities | \$ \$ | ★ ★ ★ | Excellent opportunity for an "Official Sponsor" or a value add asset |
| Stillwater Park | A 1.68-acre neighborhood park serving the surrounding single and multiple family homes | Other Parks and Rec facilities | \$ \$ | ★ ★ ★ | Excellent opportunity for an "Official Sponsor" or a value add asset |
| Tatum Park | A .78-acre neighborhood park located on a triangular lot bordered by Tatum Waterway Dr. | Other Parks and Rec facilities | \$ \$ | ★ ★ ★ | Excellent opportunity for an "Official Sponsor" or a value add asset |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|--|--|---|--------------------|-------------------|---|
| City Center Park | New park under construction outside the New World Symphony that acts as an expansion of the facility | Other cultural events and facilities | \$ \$ | ★ ★ | The park will have very high visibility and a premium for being a new location |
| 21st St. Recreation Center | The center offers a variety of programs and activities for all ages including, dance, gymnastics, yoga, and salsa classes, and has 4,070 sq. ft. auditorium with at wooden dance floor and stage | Programs and events held at the facility through Presenting Sponsorships, and adult or special populations activities | \$ \$ \$ | ★ ★ ★ | This center has less exposure than the others but can be an excellent value-added opportunity |



CULTURAL AFFAIRS

Description:

With The City of Miami Beach working to become a major cultural destination for tourism and events, this is a perfect time to get assistance in developing programs through private/public partnerships. There are a lot of very unique aspects to the assets controlled by the Cultural Affairs Department, from Art Museums to Convention Centers and Theatres. This inventory offers opportunities for value added benefits through a corporate foundation or an individual gift to support the Arts in Miami Beach.

Opportunity:

There are many opportunities within the Cultural Affairs Department, which match companies' giving missions through grants and donations, but can also be a great opportunity for underwriting and sponsorships. Other opportunities in the Cultural Affairs Department are to partner with one or all of the events, facilities, or conventions that paint the Beach every year. For example, providing opportunities to package sponsorships with the following organizations and events that are not directly owned and operated by the City:

- Art Basel Miami Beach
- Art Miami
- Art Americas
- South Beach Comedy Festival
- International Ballet Festival
- Miami World Theatre Festival
- Winter Music Conference
- Florida Dance Festival
- Maim International Piano Festival
- Miami / Project Hip-Hop
- Fillmore Miami Beach at the Jackie Gleason Theatre
- Lincoln Road Organizations
- Gallerie d'Arts Decorateifs
- Britto Gallery
- Miami Beach Convention Center
- Sleepless Night



Packaging:

Cultural Affairs sponsorship packages can go from a small exhibit in the Bass Museum of Art to Presenting Sponsorship of Art Basel Miami Beach depending on how passionate the company and its representatives are about supporting the arts.

Limitations:

Some exhibits and facilities will have their own sponsors that are known nationally, this sponsorship may overshadow any local sponsorship in the category if the sponsor of the exhibits and facilities has exclusive rights. This needs to be checked before any sponsorship is solicited so it is known that the category of sponsorship is off limits. Also, Cultural Affairs has a higher level of signage restrictions so as to not take away from the performance or exhibit.

Value Range and Salability:

In Miami Beach, culture is a very attractive asset to a partner corporation and/or municipal marketing opportunity. These assets are going to be valued at a much higher value than other departments because of the cultural destination Miami Beach has become. The difficulty of the sale stems from 1) the amount of an asset actually controlled and/or owned by Miami Beach, 2) visibility, and 3) the fact that some of these assets are new to corporations that invest in Municipal Marketing.

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CULTURAL AFFAIRS

| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|--|---|--|--------------------|-------------------|---|
| Fillmore Miami Beach at the Jackie Gleason Theater Road Signage | City owned asset on the LED sign outside the Theatre | Provides a value-added benefit to a large Presenting Sponsorship | \$ \$ \$ | ★ ★ ★ | Will be more valuable in a package |
| Bass Museum of Art | The Museum is a cultural staple in Miami Beach – it is going through many renovations over the next few years | Programs and events held at the facility | \$ \$ \$ | ★ ★ | The renovations will be an excellent opportunity to help build the cultural arts in Miami Beach |
| Colony Theatre | The refurbished auditorium, with a seating capacity of 440, is the region’s premiere mid-sized performance space. | Programs, events, plays, workshops in the facility and other cultural affairs assets | \$ \$ | ★ ★ | Cannot be renamed because of its history but is available for Presenting Sponsorships |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|-------------------------------------|--|---|--------------------|-------------------|---|
| Byron Carlyle Theatre | Renovated 1968 structure that houses 304 patrons as a single playhouse | Programs, events, play, workshops in the facility and other cultural affairs assets | \$ \$ | ★ ★ | As a historic building with a name, only programs and events held at the theatre will be available for sponsorship |
| CANDO Cultural Arts District | The mission of CANDO is to provide a wonderful and successful neighborhood for arts-related mixed use and community gatherings | Other cultural related events, programs, and facilities | \$ \$ \$ | ★ ★ | Available for an underwriting sponsor to support the program |
| Sleepless Night Event | City-wide event to celebrate the culture of Miami Beach and the extra hour of day-light savings time | Cultural Affairs Department sponsorship | \$ \$ \$ | ★ ★ | There are many different levels of involvement in the event and the success of the first year will increase involvement in coming years |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|---------------------------------------|---|--|--------------------|-------------------|--|
| North Shore Bandshell Building | Band shell located in North Shore Park that hosts a number of cultural events throughout the year | North Shore Park activities and other cultural events and programs | \$ \$ | ★★ | Opportunity for Naming Rights or Presenting Sponsorship as a part of a Parks or cultural affairs sponsorship |



PUBLIC WORKS DEPARTMENT AND FLEET VEHICLES

Description: To maintain the City’s roadway and traffic control infrastructure and provide services related to causeway operations and maintenance, and the physical environment. Its primary focus includes emergency/disaster recovery efforts, highway engineering, street cleaning, maintenance, and government building repair. The fleet vehicles include all of the police and rescue vehicles, dump trucks, construction equipment, and other maintenance and city owned cars and trucks.

Opportunity: The Public Works Department understands the concept of corporate sponsorship and is extremely eager to implement it into its properties, programs, and services. This department will be most involved in Official Sponsorships of The City of Miami Beach because it is charged with new facilities, replacements, and signage placement.

Packaging: The Public Works Department manages the entire inventory that will be included in an Official Sponsorship of the City of Miami Beach and the assets can be packaged with most of the other inventory. Fleet vehicles can be included in these sponsorships as well through in-kind and signage opportunities.

Limitations: The Miami Beach signage ordinance is the largest limitation for the Department of Public Works. With each sponsorship, the ordinance will have to be consulted on the size and shape of the signs according to the particular location and partnership.

Value Range and Salability: The higher value range in the Department of Public works are displayed by assets that are visible, help the environment, or can include some kind of licensing arrangement or “official product” status for the corporate partner. Salability depends on the willingness to provide amenities to the corporate partner.



PUBLIC WORKS DEPARTMENT AND FLEET VEHICLES

| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|---|--|--|--------------------|-------------------|---|
| Vehicle Inventory | Police, rescue, construction, clean-up, and maintenance vehicles | Official partners of the City, the police department, and other inventory where applicable | \$ \$ \$ | ★ ★ ★ | The exposure of vehicles in Miami Beach makes a sponsorship very attractive for an in-kind investment |
| Maintenance | The City maintains and operates facilities, streets, Parks, beaches, government buildings, etc. | Packaging opportunity with a “Keep Miami Beach Clean” sponsorship | \$ \$ | ★ ★ | Excellent opportunity for packaging with signage on street sweepers or in-kind product sponsorships |
| Streetscape Environmental Seawalls | Miami Beach has a unique obstacle in keeping the seawalls, beach, and boardwalk well maintained and in regulation with codes set by the County and State | Package with an Official Beach partnership | \$ | ★ ★ | Great opportunity for a company that is committed to helping the environment – especially the ocean |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|-------------------------------|---|---|--------------------|-------------------|---|
| Street Clean Up Effort | Miami Beach prides itself in being clean and well kept – this effort is very expensive for the City | Opportunity for product company to give an in-kind donation | \$ \$ | ★ ★ | Sponsorship can include signage on the street sweepers and dumpsters and public relations opportunities |



PARKING DEPARTMENT

Description: Responsible for the operation of all of the City owned parking in garages, on the street, and residential areas. The Department controls 11,000 on street spaces, six garages, and 64 surface lots .

Opportunity: Parking garages can be seen as another facility in the City's inventory with signage, naming rights, promotional, and advertising opportunities to offset the costs of maintenance and operation of the garage or lot. There are also opportunities with pay to park displays, meter sponsorships, and free lot cost underwriting. The annual exposure of a parking garage sponsorship would include the parking garage patrons (~210,000 annually) and other patrons that will see signage or receive promotional material. This value will be contingent on exactly what kind of partnership is established with the Parking Department.

Packaging: Parking sponsorships can be packaged together for a limited number of high value corporate partnerships keeping with the overall design of the City.

Limitations: Limitations include signage ordinances and naming rights of existing garages to keep from over commercialization of city managed properties. Some companies only see parking garages as advertising, not as a sponsorship opportunity. That will also hinder the value and ease of sale of a parking department sponsorship.

Value Range and Salability: Assets within the Parking Department have a lower value range because of the limited amenities available, but a higher sale rate because of the impressions available and the simplicity of the relationship.



PARKING DEPARTMENT

| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|-----------------------------|--|--|--------------------|-------------------|--|
| Six Parking Garages | Garages in Miami Beach that are maintained by the City and provide business and hotels with parking separate from the street | Signage opportunities on roof to be seen by airplanes; also elevators, security arms, pay stations | \$ \$ \$ | ★ ★ ★ | Most of the garages are not available for naming rights |
| 68 Surface Lots | Parking for visitors of the beach, Parks, and other cultural destinations | Packaged with other department sponsorships or solo | \$ \$ \$ | ★ ★ | Opportunity for community relations investment |
| 8,500 Metered Spaces | Spaces located on the street or in small lots that are used on a hourly basis by visitors | Value add to a parking sponsorship or garage naming rights partnership | \$ \$ | ★ ★ | Added to a partner package for the parking department to keeps price down |
| 250 Pay Stations | Located near metered stops and in surface lots to pay for time allowed to park in the space | Value add to a parking sponsorship or garage naming rights partnership | \$ \$ | ★ ★ | Backs of Pay Stations are currently bare and can be used for signage placement |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|-------------------|--|---|--------------------|-------------------|--|
| Smart Cards | Cards that residents and employees use to access a specific garage at a monthly cost | Value add to a parking department sponsorship or garage naming rights partnership | \$ | ★ | Backs of cards are available to be printed with company name and logo. |



THE BEACH

Description: The Beach is the jewel of Miami Beach and the surrounding area. It is showcased in many different movies and TV shows, which in turn displays the City and its many assets available for corporate sponsorship.

Opportunity: Through discussions with representatives – Superlative has determined that cash and in-kind investments and partnership will be very lucrative for the City and help off-set costs incurred from the maintenance and operation of the Beach and its departments.

Packaging: The assets held on the beach can be packaged in a way where in-kind donations (combers, jet-skies, etc.) can be combined with cash sponsorships depending on what company is approached and what they can offer to the City to make the partnership mutually beneficial.

Limitations: Many City representatives feel that sponsorship can be representative of over-commercialization of such an important landmark. The City and its consultants need to be careful in the entitlements that it offers a sponsorship with regards to signage and product display on the beach.

Value Range and Salability: The Beach is another valuable asset to the City of Miami Beach with the most visibility and relationship opportunities. Partnership/sponsorship opportunities are valuable and straightforward to develop, with difficulty arising in providing corporate value to the asset while keeping with the vision of the City.



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|---------------------------------|--|---|--------------------|-------------------|---|
| Ocean Rescue | The beach patrol is a staple of life in Miami Beach - making the beaches safe for residents and visitors | Official Beach Sponsorships | \$ \$ | ★ ★ | The beach patrol has many value added benefits that can be included in a “Official Beach Partnership” |
| Life Guard Stations (29) | The lifeguard stations are the symbol of Miami Beach. The image is shown in every magazine and movie about the beach | A large asset that can be included with an “Official Beach Sponsor” package | \$ \$ \$ \$ | ★ ★ | The stations are considered public art and corporate sponsorship signage has to be done tastefully without over commercialization |
| Other | The beach has value added assets including boardwalks, combers, towels, showers, etc. | Value-added benefits to beach packages | \$ | ★ ★ | Brothers vending and other City Vendors have inventory that can be bought and then distributed to a corporate partner |

THE BEACH



OTHER AVAILABLE INVENTORY

| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|----------------------------|---|---|---------------------------|--------------------------|---|
| City-owned vehicles | Miami Beach owns an impressive number of vehicles from ATV's to dump trucks | Automotive or vehicle sponsorship package | \$ \$ \$ \$ | ★ ★ | The fleet vehicle department is very aware of sponsorship opportunities |
| Trash Cans | The trash cans in Miami Beach are very visible and in high demand with the tourists and residents to keep the City clean | Value added awareness benefit to any sponsorship | \$ | ★ | Opportunity available after conclusion of the "Adopt a Trash Can" campaign |
| Wi-Fi | Wi-Fi is going to be a very large asset to the City because of the recent agreement that allows Wi-Fi to be free to residents | Technological partnerships or a value added benefit to Official Sponsors | \$ \$ | ★ | The Wi-Fi assets will not be available until advertising is allowed |
| MB Magazine | With six issues a year, Miami Beach turns to the magazine for the latest happenings in government, culture, and nightlife | The magazine advertising section can be packaged with any sponsorship to add value – it is also a great PR outlet | \$ \$ \$ | ★ ★ ★ | Keeping the magazine free the advertising and sponsorship dollars have to offset the printing costs |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|-----------------------------------|--|--|--------------------|-------------------|---|
| Signage (Entrance Signage) | The City is placing new LED signs in all the entrances to the City – showcasing the new logo for the city | Official Partnership Sponsorship of the City | \$ \$ \$ | ★ ★ | Have to support the signage ordinance and overall design |
| Intellectual Rights | The City owns intellectual rights to its name and all of its sister agencies such as South Beach | Copyrights and trademarks to insure everyone that uses the marks pays for that use | \$ \$ | ★ ★ ★ | The City is working on the paper work, but also has to make this a priority in the legal department |
| Fourth of July Fireworks | Miami Beach holds many different free Independence Day fireworks celebrations in different parts of the City | Other official status partnerships and events | \$ \$ | ★ ★ ★ | Feel good opportunity to keep an event free for residents |
| Lighting | All of the lighting of the board walks and streets are the City's responsibility | Value add to other sponsorship packages or solo | \$ \$ | ★ | In-kind sponsorship opportunity for a environmentally friendly lighting company |



| <u>Asset Name</u> | <u>Description</u> | <u>Packaging availability</u> | <u>Value Range</u> | <u>Salability</u> | <u>Comments</u> |
|----------------------------|---|---|--------------------|-------------------|---|
| Street-pole Banners | Every street has street-pole banners that advertise different events and ad exposure to an event or facility | Value add to other sponsorship packages | \$ | ★ ★ ★ | Excellent to add exposure value to a sponsorship |
| Beverage Vending | City-wide official beverage provider for any park, department, beach, or area that has vending machines and sales | Other “Official Partner” sponsorship of City or with another product or service | \$ \$ \$ \$ | ★ ★ ★ | The beverage vending asset is one of the most lucrative but may have political issues with other companies involved |

