

Application #

Primary Contact:

Phone:

Email:

THIS DOCUMENT HAS BEEN EDITED FROM ITS ORIGINAL FORMAT TO EXCLUDE PERSONAL ORGANIZATION INFORMATION.

THIS DOCUMENT MAY BE USED AS A ROUGH GUIDE TOWARDS FUTURE APPLICATIONS. QUESTIONS ARE SUBJECT TO CHANGE.

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2. Background

Mission: Please state the mission of your organization.

XXX's mission is to create compelling and transformative genre-bending musical experiences that inspire, enrich and connect new and diverse audiences and artists.

Brief History: Provide a brief history of your organization's services and programs in Miami Beach.

XXX co-founders STAFF met while performing as young musicians with the Singapore Symphony in 2003. They bonded over their shared passion for orchestral music and the exciting possibilities of a 21st-century orchestra. They formed XXX years later in 2013, when the friends found themselves living and working in Miami. They serve as co-artistic directors, with ARTIST the composer and arranger and ARTIST as conductor.

As a flexible and innovative 21st-century orchestra, XXX's artistic vision focuses on performing works by living composers, creating cutting-edge collaborations with special guests, re-arranging works by innovative artists, and engaging and activating the community through dynamic outreach and educational programming. The core 30+ member ensemble includes a string section; woodwinds and brass; and a full rhythm section consisting of both acoustic (percussion, piano) as well as amplified instruments (electric bass, electric guitar, and keyboards).

The ensemble first performed on Miami Beach at the Miami Beach Bandshell during the inaugural season in collaboration with local icons, ARTISTS (November 2016). This marked the beginning of a fruitful partnership with the ORGANIZATION, with annual performances at the Bandshell with artists such as LISTS SEVERAL ARTIST COLLABORATIONS HERE. During the 2020-21 season, XXX launched streamed performances from the Bandshell with artists spanning all genres, highlighting music created in Miami Beach to local and global audiences. The collaboration with the ORGANIZATION, which began as a singular yearly performance, has developed into a residency with events throughout the year, focused on bringing international artists to Miami Beach, while elevating the music of musicians within the ensemble.

In 2018, XXX launched its commissioning series at the iconic YYY with multi-instrumentalist Kishi Bashi for the 75th anniversary of the internment of Japanese-Americans during WW2 (EO9066). This launched XXX's commissioning series which has included works by the eclectic ARTISTS AND DETAILS. These premieres have represented Miami Beach with presentations by orchestras across the country, including the ORGANIZATION 1, ORGANIZATION 2, and ORGANIZATION 3.

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During the 2022-23 season, XXX opened the season with its inaugural performance at the beautiful Colony Theater located on Lincoln Road. The ensemble will continue to create new musical experiences at the Colony Theater in upcoming seasons.

Some recent XXX Miami Beach highlights include:

- The release of EP recordings from the Miami Beach Bandshell with Larkin Poe, CimaFunk, and the Beach Boys on all digital streaming platforms
- The world-premiere orchestral work from singer, organist, and composer, Cory Henry at the Bandshell in May 2021
- 10 live/streamed educational concerts on Miami Beach for over 80,000 students across Miami-Dade County
- The premiere of over 125 new musical works and arrangements on Miami Beach

Recognition of Organization: Please upload reviews & editorial content by acknowledged critics, professional evaluations by recognized experts in your field, and any other press-related documents that prove your organization's artistic excellence.

(Please combine all recognition-related items into one document, and upload it here.)

Press_January 2023.docx.pdf

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3. Board Structure

How many members are on your board?

14

How often is your board required to meet?

Every 6-8 weeks from October - June.

What is the required financial contribution of each board member and how much does the board contribute annually to the organization?

\$1,500 board dues plus a get of \$5,000. The board contributed approximately \$40,000 in 21/22.

How many board members financially contribute to your organization?

Every board member contributes financially to the organization.

What percentage of your budget is raised by your board?

Approximately 30% of the budget is raised by the board.

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4. Funding Request

Project Discipline (select one)

Music

Total Proposed Organizational Budget Amount

\$2,415,035

Total Proposed Project Budget Amount

\$536,750

Grant Amount Requested

\$20,000

Proposed Project Title

2023-24 XXX Miami Beach Season

Project Start Date

October 1, 2023

Project End Date

May 15, 2024

How do you ensure that your programming is accessible to the public?

XXX’s Miami Beach programs will take place at the Miami Beach Bandshell, New World Center, and Colony Theatre, all fully accessible venues. Materials are made available upon request in alternate formats, assisted listening devices are also available upon request, and staff is trained to be prepared for accessibility requests. A block of \$5 tickets is made available to students through the Miami-Dade Department of Cultural Affairs Culture Shock program, free tickets to seniors through the Golden Tickets program, and XXX partners with local nonprofit and community organizations to provide access to underserved audiences in the community to attend the live/live streamed performances free-of-charge, including transportation where needed.

All programs are posted on XXX’s website, social media channels, and partner venue websites for full accessibility. XXX’s website recently underwent a remodel in 2021, and a portion of that was to ensure that everything on the website is fully accessible based on Section 508, IT accessibility laws and policies. Tickets may be purchased online, via phone, or at the door (subject to availability) for any XXX events.

Is your organization currently involved in litigation with the City of Miami Beach?

No

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Does your organization currently have an outstanding balance with any City of Miami Beach facility, department, or agency?

No

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5. Budgeting and Accounting

Please describe in detail how your organization secures the organizational funding required to deliver your current and proposed programming.

In eight seasons, XXX has grown from a \$200,000 annual budget to \$2+ million. This has been accomplished with fast but smart growth, lean overhead, and a balanced fundraising approach consisting of individual, government, corporate, foundational support, and a broad range of earned revenue opportunities. By ensuring each performance is of the highest artistic and creative quality, XXX has built trust amongst supporters as well as a dedicated, engaged, and expanding audience.

The majority of contributed revenue comes from grants and individual donations. We receive \$800K or more in government and foundational support and over \$600K in individual contributions annually. The XXX board and senior leadership are central to fundraising efforts for individual support, and many individual gifts are cultivated through them via direct relationships. XXX also has a robust membership program that provides individuals with tickets to all major presented events. XXX currently has over 100 members, accounting for \$100,000+ in annual budget revenue.

Outside of the contributed revenues listed above, XXX also has earned revenue opportunities including private and presented performances. Previous events have included performances at the Miami Beach Live Festival with CimaFunk, South Beach Wine and Food Festival with Rev Run, and a public performance for Super Bowl LIV in Bayfront Park in Miami; private events for Visa, PAMM, and Surf Club; and recording projects with YoungArts, Kishi Bashi, Scarypoolparty, among others. With the assistance of XXX management company, Red Light Management, XXX has secured additional earned revenue through content distribution (EP releases, brand partnerships) and additional performance opportunities, including a performance as part of the Tuesday Musical Association in Akron, Ohio in May 2022 and other touring opportunities in the pipeline for 2023 and beyond.

How does your organization document its multi-year fiscal responsibility and accuracy?

XXX documents its multi-year fiscal responsibility and accuracy in the following ways.

The day-to-day accounting activities are handled by Kaufman Rossin (KR). They, along with XXX internal staff, ensure that the books are accurate and up-to-date. KR also handles all vendor payments through the billing system bill.com. Monthly they provide financial statements to the Board Treasurer and the Board Finance Committee.

The Finance Committee, chaired by the Board Treasurer, reviews the monthly financial standing. The committee examines project budgets to ensure XXX remains within the budget and monitors cash flow to ensure that the organization remains solvent, especially during quieter funding periods.

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XXX also has its books audited annually by an independent audit agency. The past four audits have been conducted by PAAST, and they have reviewed XXX protocols and found no deficiencies. XXX will audit books annually in the summer/fall months following the closing of the fiscal year.

Please describe how your organization maximizes the impact of your financial resources in order to sustain and expand current programs, as well as develop new ones.

Since 2013, every investment in staffing and infrastructure has elevated XXX's capacity to excel as a 21st-century orchestra in Miami-Dade. These informed decisions have sustained and supported the continued success and creation of new programs for the ensemble.

In May 2019, XXX was signed by ZZZ in LA to represent the ensemble. They assist with booking guest artists, distribution of album and EP releases, content release strategies on the XXX catalog of videos, and representation of XXX to the music community - with goals set for touring and national appearances. ZZZ has helped increase the organization's earned revenue opportunities, including streaming, earned revenue performances, and licensing and distribution fees for the ensemble's music on digital streaming platforms.

In September 2019, XXX hired a full-time Education Manager to assist in the growth and expansion of the education and outreach programs, including the launch of XXX Access (free tickets to underserved communities) program and XXX (youth orchestra). Through this additional staff support, XXX has been able to foster relationships with community partners and grow its educational programming to include live and streamed educational concerts during each residency week, digital curriculum, in-school workshops and masterclasses, and the continued expansion of XXX.

In January 2020, XXX began to increase investment in the ensemble's digital presence (social media, marketing/advertising, SEO, google ads, etc). This support allowed XXX to thrive during the COVID-19 pandemic by increasing digital following and setting the organization up for success through live streaming. The digital agency manages and strategizes digital marketing initiatives for the ensemble, heightened brand awareness, increased traffic and followers, and streamline XXX's digital presence.

To address the organization's changing needs amid rapid expansion, XXX received a multi-year capacity-building grant in 2022 to hire three new full-time staff members in marketing, development, and production. The Marketing Manager collaborates with the digital agency to clarify and amplify the organization's brand and identity through email advertising, organic socials, web content creation, local press, and other digital and print media. The Development Coordinator helps the organization identify new sources of individual, corporate, foundation, and government support that will ensure the organization's longevity. This individual also creates proposals, drafts grant applications and serves as a first touch point for new and continuing supporters of the

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organization. The Production Assistant helps with the day-to-day operations and logistics for all XXX programs and assists in production advancing for new and continuing programs. The marketing and development positions have been onboarded, with the production position joining in Summer 2023.

In December 2022, XXX's Board of Directors approved XXX's Five-Year Strategic Plan, which clarifies the organization's strategic mission, vision, and objectives over the next five years, paving a clear path for assured exponential growth. The full strategic plan will be available in Spring 2023.

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6. Organizational Budget Income

Revenue	FY21/22	FY22/23	FY23/24
Admissions/Ticket Sales			
Membership & Subscriptions			
Contracted Services			
Concessions			
Investment Income			
Space Rental			
Program Revenue			
Merchandise			
Licensing			

SubTotals: \$\$\$ \$\$\$ \$\$\$

Private Support	FY21/22	FY22/23	FY23/24
Corporate			
Foundations			
Individuals			
Board Members			

SubTotals: \$\$\$ \$\$\$ \$\$\$

Government Support	FY21/22	FY22/23	FY23/24
Federal			
Local - City			
Local - County			
State/Regional			
City of Miami Beach (CAC)			
Miami Dade Dept of Cultural Affairs			
Development Grant			
Miami Dade Dept of Cultural Affairs -			
International			
Cultural Exchange			

SubTotals: \$\$\$ \$\$\$ \$\$\$

Other Support	FY21/22	FY22/23	FY23/24
Applicant Cash			
Funds Released from Restriction			

MIAMIBEACH

City of Miami Beach (TCD) - Cultural Presenters FY
23/24 - FULL APP

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SubTotals:

Totals:

\$\$\$

\$\$\$

\$\$\$

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7. Organizational Budget Expense

	FY21/22	FY22/23	FY23/24
Personnel			
Administration			
Artistic			
Education			
Technical/Production			
Support			
Fringe Benefits			
Outside Artistic Fees/Service			
Outside Other Fees/Services			
SubTotals:	\$\$\$	\$\$\$	\$\$\$

	FY21/22	FY22/23	FY23/24
Contracted Services			
Administration			
Artistic			
Education			
Technical/Production			
Support			
Arts Management Consultant			
Videographer/Photographer (Documentation)			
Security Services			
Parking Services			
PR			
Legal and Accounting			
SubTotals:	\$\$\$	\$\$\$	\$\$\$

	FY21/22	FY22/23	FY23/24
Marketing/Publicity			
Advertising			
Design			
Printing			
Mailing/Postage			
SubTotals:	\$\$\$	\$\$\$	\$\$\$

	FY21/22	FY22/23	FY23/24
Accessibility			
Equipment Rental and/or Personnel for Program			
Accessibility			

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	SubTotals:	\$\$\$	\$\$\$	\$\$\$
Space and Facility Rental		FY21/22	FY22/23	FY23/24
Office				
Theatre, Hall, Gallery, etc				
	SubTotals:	\$\$\$	\$\$\$	\$\$\$
Remaining Operating Expenses		FY21/22	FY22/23	FY23/24
Office Supplies				
Sales/Concessions				
Fundraising				
Interest				
Utilities				
Phone				
Postage				
Insurance				
Additional Operating Expenses				
Miscellaneous + Move & Storage Expenses				
Repairs and Maintenance				
Bank & Financial Fees				
Other Materials & Supplies				
Education and Outreach				
Misc. Production and Rehearsal Expenses				
Depreciation				
	SubTotals:	\$\$\$	\$\$\$	\$\$\$
	Totals:	\$\$\$	\$\$\$	\$\$\$

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8. In-kind Budget

In-Kind Contributions	FY21/22	FY22/23	FY23/24
In Kind Venue Rental			
SubTotals:	\$\$\$	\$\$\$	\$\$\$
Secured Cash Funding Sources	FY21/22	FY22/23	FY23/24
SubTotals:			
Totals:	\$\$\$	\$\$\$	\$\$\$

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9. Proposed Project Budget

	Expenses
Personal - Artistic	
Personal - Technical	
Outside Artistic Fees	
Marketing/Publicity	
Printing	
Postage	
Equipment Rental	
Space Rental (Performance Related Only)	
Video	
Audio	
SubTotals:	\$\$\$
Totals:	\$\$\$

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10. Proposed Grant Award Budget

Proposed Grant Award Budget	Expenses
Personal - Artistic	
Personal - Technical	
Outside Artistic Fees	
Marketing/ Publicity	
Printing	
Postage	
Equipment Rental	
Space Rental (Performance Related Only)	
SubTotals:	\$\$\$
Totals:	\$\$\$

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12. Current Programming Impact (FY 22/23)

Cultural Impact: How does your approved program for FY 22/23 contribute to Miami Beach's portfolio of cultural and artistic excellence?

XXX performances take the audience on a musical journey, with new music from some of today's most exciting living composers, orchestral masterworks from artists like Copland and Stravinsky, symphonic reimaginings of popular and classical artists and composers, and collaborations with diverse musical guest artists. Whether you are an avid attendee at the orchestra, or if you are watching your favorite band at the local club or stadium, these concerts provide a space for diverse audiences to connect.

As Miami's 21st-century orchestra, XXX prides itself in its ability to cultivate and strengthen community through transformative musical experiences. At the Bandshell, XXX fuses genres like hip hop, Latin, and world music into the repertoire to unify audience members from diverse musical backgrounds for a stimulating evening under the stars. A cultural landmark in the vibrant North Beach neighborhood, the charm of the venue inspires the program, as does the opportunity to collaborate with the Rhythm Foundation. The outdoor nature of the venue creates a relaxed setting, all while providing audiences with a high-quality live musical experience right in their community.

The 2022-23 program included XXX's first presentation at the Colony Theatre. Right in the heart of South Beach, this beautiful and historic venue is the perfect setting for XXX to carry out its mission. With over 400 seats, the venue is capacious enough to host a substantial audience over a two-night run, while offering the intimacy necessary to foster kinship and cultural connection. The location right on Lincoln Road also provided XXX with the opportunity to partner with local businesses and organizations, including the Lincoln Road Business Improvement District.

These programs attract audiences to Miami Beach through the presentation of world-class artists, showcase the unique musical characteristics of XXX, and will go on to represent Miami Beach on the national stage through digital concert releases and recordings.

Social and Community Impact: How does your approved program for FY 22/23 enhance the quality of life for residents, visitors and Miami Beach's diverse community? Also detail any collaborative efforts your current programming has with other Miami Beach Cultural Anchors or Presenters for FY 22/23.

The 2022/23 performances on Miami Beach enhance the quality of life for residents, visitors, and Miami Beach's diverse community by providing new music and collaborations with exceptional artists, free tickets to community members through the XXX program, education opportunities for students throughout Miami to attend live-streamed performances, and elevating the artistic community through partnerships with the Rhythm Foundation and Miami New Drama.

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Over the years, XXX has worked with many exciting and genre-bending artists on Miami Beach, from Kishi Bashi to Cimafunk to Larkin Poe. These artists bring their world-class music to Miami Beach, inviting their fans to the beach to hear their music while exposing others to their work. Each XXX concert includes new music from artists that inspire us and over the course of a season, XXX premieres over 100 arrangements and new pieces of music across all genres.

XXX Access engages the community by extending invitations to nonprofit and community-based organizations to attend the live concerts free of charge and enjoy the camaraderie of listening to live music in some of Miami's best venues. XXX partners in this program include organizations such as Guitars Over Guns, Chapman Partnership, Lotus House, Unidad of Miami Beach, Miami Music Project, and others. XXX works in partnership with the Rhythm Foundation and Miami New Drama to identify additional local organizations. This program helps make orchestral music accessible to all in the community, no matter their financial situation.

XXX's education and outreach programs are a vital part of the residency weeks. In the 2022-2023 season on Miami Beach, XXX is offering two opportunities for Miami-Dade County Public Schools to attend or stream a high-energy live stream performance into their classrooms. These performances will cover various musical topics that fulfill Florida Sunshine Standards and help students use music as a tool in their learning. XXX will reach over 20,000 students through these live and streamed performances with many students hailing from Miami Beach schools.

Economic Impact: How does your approved program for FY 22/23 enhance Miami Beach's cultural tourism or its image as an international cultural destination?

XXX's work creates a positive economic impact on the community. The 2022-23 anticipated annual budget of \$2.2MM is spent on local administration, artists, production expenses, and services. Referencing Arts & Economic Prosperity V calculator (Americans for the Arts, 2017), XXX is estimated to expend \$2.46 million in total expenditures and supports 79 Full-Time Equivalent jobs during the 2022-23 season.

In the 22-23 season, XXX performances on Miami Beach will attract over 2,500 audience members to Miami Beach, in addition to over 1,500 audiences tuning into the live stream and over 16,000 students through the live and streamed education concerts. The attendees will include Miami Beach and Greater Miami residents, as well as visitors and audiences from across the globe, who provide a positive economic impact by filling hotel rooms and visiting local restaurants in the vicinity. Over each 6 day residency, 50+ artists, musicians, and staff spend significant amounts of time in the neighborhood and regularly visit local favorites in North Beach (Sazon, Manolo's, Taquiza, La Sandwicherie) and South Beach (Harry's, Books and Books, Segafredo). Each of these individuals on average spends \$25/day on food, parking, and at other businesses in the community. In addition to the price of their tickets, audiences self-identified that they spend an additional \$56/per person at other businesses when attending an XXX performance. With music festivals and non-profit arts organizations (like

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XXX) presenting significant performances here on Miami Beach, XXX aims to make this city a cultural destination for people from all areas of the world.

Through streaming, XXX continues to reach audiences and students here in Miami and across the globe through live-streamed education concerts and streamed public concerts. Audiences have streamed in from Australia, Bulgaria, Brazil, Canada, Germany, UK, Israel, India, Japan, Mexico, South Africa, among others. The virtual audiences, though not providing a direct economic impact in the community, are being exposed to high-level artistry in world-class venues here in the Miami Beach community. Many of these individuals attend other XXX live streaming events, and the goal is to attract these loyal fans to Miami for live performances, continuing to help highlight Miami Beach as a destination for arts and culture.

XXX performances provide important financial opportunities for local musicians, continue to support the incredible venues like the Miami Beach Bandshell, and support local businesses during our residency weeks, while also encouraging tourism through reaching global streaming audiences.

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14. Proposed Programming Impact (FY 23/24)

Please further describe your proposed program/project to be presented in Miami Beach between October 1, 2023 - September 30, 2024.

XXX requests \$20,000 for the 2023-24 Miami Beach Concert Season, which includes two residencies at the Miami Beach Bandshell, a residency at the renowned New World Center, and a residency at the Colony Theatre. The residency weeks will take place between October 2023 and May 2024. The Bandshell and New World Center will feature one-night performances, and the Colony Theatre will feature performances over two nights. These performances will be hosted live with opportunities for audiences to join virtually through post-concert streams. XXX anticipates reaching over 2,800 audience members live and 1,000 through the live streams. During each residency week, XXX will provide education and outreach opportunities through our XXX programs, reaching over 1,000 community members and students live and an additional 5,500 virtually through streaming.

The four performances will feature new music from composers ARTISTS LISTED HERE (8+). The concerts will be captured and released as special releases after the live performance cost-free on YouTube. These performances will bring new audiences to Miami Beach (either in-person or virtually), provide meaningful financial opportunities for local musicians and production teams, highlight the music of artists not otherwise seen on Miami Beach, create new and engaging education and outreach opportunities for Miami Beach and Greater Miami communities, and continue to showcase the artistic excellence of Miami Beach as a cultural epicenter.

Cultural Impact: How does your proposed programming contribute to Miami Beach's portfolio of cultural and artistic excellence?

Over the years, XXX has learned that calculated risk-taking begets transformative growth. As XXX's capacity grows, the ensemble is increasingly able to experiment with new ideas, build connections with local cultural institutions, and collaborate with high-profile artists to enrich Miami's cultural landscape. Audience members from a range of musical backgrounds come for symphonic reimaginations of popular and classical artists and composers, as well as collaborations with diverse musical guest artists, and stay for XXX original works that reimagine the sound an orchestra can achieve. While XXX brings innovation and originality to the concert hall, XXX performances also expose its diverse audiences to the technical prowess of classical orchestral work, presenting new music from some of today's most exciting living composers and orchestral masterworks from artists like Copland and Stravinsky.

In the 2023-24 season, XXX will continue to collaborate with the Rhythm Foundation to present two

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performances at the Miami Beach Bandshell. A centerpiece of the historic North Beach neighborhood, the Bandshell has been fostering community through cultural connection for over sixty years. Named “The Best Venue for Locals” by the Miami New Times, the Bandshell is driven by a belief that international cultural exchange has the power to build and strengthen local community. Inspired by this mission, XXX performances at the Bandshell bring world-class artists to the stage and integrate genres like hip hop, Latin, and world music into the repertoire to unify audience members from diverse musical backgrounds for a transformative musical experience right in their backyard.

The 2023-24 season will mark XXX’s return to the world-renowned New World Center. New World Center is the perfect venue for commissioning and creating new work with XXX not only because of its perfect acoustic capabilities as the home of the New World Symphony, but also because of its impressive technological capabilities. XXX’s upcoming show at the New World Center will utilize the modern technology incorporated into the space including HD video and audio recording systems, immersive projection system, and iconic projection sails to present an innovative performance to be remembered.

XXX will present a two-night run at the Colony Theatre again during the 23-24 season. Awarded the keys to the City of Miami Beach at the same venue in October 2022, XXX is excited to continue to deepen its relationships with South Beach cultural partners and music-lovers alike. The venue will comfortably accommodate XXX’s audience in the 400-seat space over a two-night run, while offering the intimacy necessary to foster kinship and cultural connection. The location on Lincoln Road will provide XXX with the opportunity to partner with local businesses and increase pre-concert opportunities for audiences.

XXX’s innovative programs attract audiences to Miami Beach through the presentation of world-class artists, showcase the unique instrumentation of XXX, and call attention to Miami Beach on the national stage through digital concert releases and recordings.

Social and Community Impact: How does your proposed programming enhance the quality of life for residents, visitors and Miami Beach's diverse community? Also detail any collaborative efforts your current programming has with other Cultural Anchors or Cultural Presenters in Miami Beach.

Understanding that cultural activity develops community and builds neighborhoods, XXX is proud to have a distinct group of collaborators and partners that provide space to create new art, interact with diverse audiences, explore new artistic collaborations, and provide opportunities for students and underserved audiences in the Miami community to learn and grow. Some of these local partners include the Rhythm Foundation, who provides rehearsal and performance space, as well as logistical support for our residency weeks at the Bandshell; the Lincoln Road Business Improvement District (BID) who provides financial support, assists with logistics support, and engages the local community; as well as Miami-Dade County Public Schools who help engage and invite students of all ages to participate in XXX’s education programs.

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With the support of these partners, the 2023/24 performances on Miami Beach will continue to enhance the quality of life for residents, visitors, and Miami Beach's diverse community by providing new music and collaborations with exceptional artists, free tickets to community members through the XXX program, education opportunities for students, and elevating the artistic community through partnerships with the Rhythm Foundation, Miami New Drama, and New World Symphony.

Every year, XXX invites world-class artists, from singer-songwriter ARTIST, to bring their talent to Miami Beach. In bringing cultural enrichment to the Miami Beach community, these artists steer their global fanbases to South Florida to hear their music while exposing locals to their work. Each XXX concert includes new music from artists that inspire us and over the course of a season, XXX premieres over 100 pieces of music across all genres.

XXX strengthens ties within the community by extending invitations to nonprofit and community-based organizations to attend the live concerts free of charge, hear a bit about the program through select pre-concert presentations, and enjoy the camaraderie of listening to live music in some of Miami's renowned venues. XXX partners include organizations such as Guitars Over Guns, Chapman Partnership, Lotus House, Unidad of Miami Beach, Miami Music Project, and others. XXX will work in partnership with the Rhythm Foundation, New World Symphony, and Miami New Drama to identify additional local organizations. This program helps make orchestral music accessible to all in the community, no matter their financial situation.

During the 2023-24 Miami Beach Season, XXX will be offering unique educational opportunities to engage with students in Miami-Dade County Public Schools. These programs will include live and streamed education concerts, in-school workshops for students at select Miami Beach schools, and programming with our youth ensemble, XXX. These programs help fulfill Florida Sunshine Standards and help inspire students through orchestral music.

Economic Impact: How does your proposed programming enhance Miami Beach's cultural tourism or its image as an international cultural destination?

In 2023-24, XXX's work will continue to create a positive economic impact on the community. A \$2.4+ million annual budget is spent on local administration, artists, production expenses, and services. Referencing Arts & Economic Prosperity V calculator (Americans for the Arts, 2017), XXX generates \$2.76 million in total expenditures and supported 88 Full-Time Equivalent jobs during the 2023-24 season.

When the COVID-19 pandemic put a pause to live performances, XXX pivoted to releasing and producing high-quality live videos, pre-recorded videos, and audio recordings for release on digital streaming platforms including YouTube, Spotify, Apple, and Amazon Music. With an added focus during the pandemic on these digital platforms, XXX was able to garner global audiences and views with almost 8 million streams/views across all channels since 2020. This global focus has helped to bring national and international attention to the arts and culture taking place on Miami Beach and has helped the ensemble close its first record deal. XXX

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plans to continue to grow in the digital realm with an eye toward touring and bringing its music to audiences across Florida, the nation, and the globe. In turn, XXX's rapidly broadening fanbase will further solidify its native Miami Beach as a nexus of world-class music and culture.

The performances on Miami Beach in the 2023-24 season will attract over 10,000 live and virtual audience members and students to XXX programs. The attendees will include Miami Beach and Greater Miami residents, as well as visitors and audiences from across the globe. In addition to the price of their tickets, audiences self-identified that they spend an additional \$56/per person at other businesses when attending an XXX performance. With music festivals and non-profit arts organizations (like XXX) presenting significant performances here on Miami Beach, XXX aims to make this city a cultural destination for people from all areas of the world.

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15. Additional Uploads



Title: Nu Deco Videos_January 2023
Download: 260550.pdf
[View File](#)



Title: Nu Deco Education Programs_January 2023
Download: 260551.pdf
[View File](#)



Title: NDE Digital Analytics Report 2022
Download: 260553.pdf
[View File](#)



Title: Nu Deco at the Bandshell featuring Lawrence Audience_January
Download: 260557.
[View File](#)



Title: Nu Deco at the Bandshell featuring Lawrence_January 2023
Download: 260558.
[View File](#)



Title: Nu Deco at the Colony featuring Angelique Kidjo_October 2022
Download: 260560.
[View File](#)



Title: Nu Deco at the Colony_October 2022
Download: 260562.
[View File](#)



Title: Nu Deco Education Concert at the Colony Theatre_October 2022
Download: 260556.
[View File](#)

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16. Audience Reach

How does your organization engage audiences, reach target audiences and assess feedback?

XXX believes that its audiences are part of the greater musical family. XXX engages with them personally at shows, provides surveys to them after the season to garner feedback, and works to make any changes to performances that will elevate their experiences. XXX has seen that its audiences choose to attend XXX concerts for many reasons—perhaps they know the guest artist, or they know the performing space, or they are fans and followers of the ensemble. They also often leave completely surprised by what they enjoyed most. Traditional orchestra audiences often find that they are inspired by the genre-bending guest artist. Younger, newer audiences are surprised to enjoy the orchestral classics that we perform. This model combining the traditional and non-traditional is drawing more diverse audiences to get involved in and appreciate the orchestral art form.

XXX engages with audiences through its outreach program, XXX. Through this program, XXX works with partners to identify key community organizations to provide free tickets to performances. In addition to the tickets, these audience members are provided with transportation to the performances and pre-concert conversations led by XXX musicians.

In addition to directly reaching out to audiences and community organizations in South Florida through word-of-mouth, XXX has cultivated a robust marketing strategy that will ensure the success of these programs in Miami Beach. In 2020, XXX pivoted the bulk of its marketing to digital strategies, investing more in google ads, social media paid marketing, Spotify, and YouTube. This shift saw 100-1000% growth across all these channels and this focus has allowed the ensemble to attract audiences outside of Miami. XXX's digital agency manages and executes the digital advertising campaigns for XXX's performances. In addition to digital marketing, XXX has partnered with the management team at ZZZ to gather national attention, and work with the artists we present to reach their audiences through advertising across their channels.

The success of these projects on Miami Beach will be garnered through gaining an informed understanding of the identities and needs of XXX's audience members, reviewing the ensemble's own process, and tracking the life of commissioned, new works. The strategy for this process includes:

- Collecting data on the number of attendees and demographic data
- Distributing survey to attendees
- Conducting a post-event review with staff and board, looking at all aspects of the programming, promotion, production, and budget
- Tracking subsequent life of new pieces, with a goal of seeing it performed by other orchestras and ensembles

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17. Audience and Programming Assessment

Please upload your most recently completed Audience Survey findings here. This document must include sample surveys, submitted surveys from audience members, and overall findings.

2021-22 Season Survey Results.pdf

Please describe in detail the most important conclusions that you and your team discovered while evaluating your Audience Surveys. (For example: What did the majority of audience members like/dislike? What are the main demographics of your overall audience? What demographics are missing from your audience? Are there any other significant findings that are important? If so, please describe them here.)

In the 2021-22 season, XXX was able to bring transformative musical experiences back to the concert hall, with the continuation of high-quality live streams for audience members hesitant or otherwise unable to return to in-person events. In contrast with the 2020-2021 season, when live events were paused and audiences craved virtual cultural experiences, XXX's 21-22 end of season survey results showed that only 12.5% of audience members attended a virtual concert stream, and 28% said that they would consider streaming a XXX concert in the future. Many survey respondents noted that attending in-person performances was the aspect they enjoyed most about the season. These findings are independent of survey findings surrounding education live-streams, which continue to be a popular educational tool in classrooms across the state, country, and world.

Survey respondents noted that they enjoyed the unique instrumentation of the ensemble and engaging program repertoire with comments like, "fabulous quality musicians," "great variety in music," "the diversity," and "the originality and musicality of the shows." The topic of guest artist collaborations showcased the varied preferences of audience members, as some respondents emphasized guest collaborations as their favorite aspect of the program and suggested longer guest artist sets, while others preferred hearing the ensemble without vocalists, proposing that every other performance exclude singers.

XXX received many helpful recommendations regarding ways to improve audience experience. Audience members that attended XXX performances prior to the pandemic requested that the ensemble return to former, more intimate partner venues, including The Citadel in Little Haiti and The Light Box in Wynwood. Other comments note the price point of XXX tickets as prohibitive. XXX looks forward to expanding its XXX program and partnering with a range of venues to increase accessibility and diversity of guest experience in the coming season.

The most common responses to how survey respondents heard about XXX were "Word of Mouth" and "Social Media," attesting to XXX's strong community ties and robust digital marketing strategy. The least common response was "Newspaper/Magazines," signalling an opportunity for growth in the arena of PR.

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The demographics of our attendees are diverse due to the programming, and specifically the guest artist collaborations. Each artist has their own unique audiences, and by partnering with such diverse artists including ARTIST NAMES (4+), XXX is able to continue to tap into new audiences both in Miami and across the globe. Continuing to attract these artist-specific audiences to attend other XXX concerts is a major goal of the ensemble.

Taking into consideration your data findings, how do you plan to incorporate these findings into your upcoming programming in Miami Beach in order to further develop, expand, and diversify your future audiences? (In your answer, please include your planned marketing techniques and any adjustments to your programming that can show active accommodations in direct response to your survey's findings).

In response to survey findings that express an overall preference for in-person shows, XXX will continue to present live performances and contract digital media production company Sugarshack Media to record the season's programs for later release. Recorded performances offer increased accessibility to those unable to attend performances in person, and allow for broader audience reach worldwide. In line with efforts to make XXX performances more accessible, XXX will continue to expand its XXX program, identifying more community partners to provide free tickets to XXX performances.

Regarding the topic of guest artist inclusion in the program repertoire, XXX will continue to invite guest artists to perform during each main concert residency week, but plans to include more original music and orchestral-centered music during these residency weeks. The addition of this programming will allow XXX to premiere more original works throughout the season and offer increased opportunities for audience members to engage with musicians, artistic directors, staff, and other supporters of the ensemble.

Most survey respondents indicated that they heard about XXX by word of mouth or digital advertising on social media, particularly through cross-promotional content exchanges with partner venues and guest artists. On the other hand, almost no respondents indicated that newspapers or magazines brought them to the show. With the hire of an in-house Marketing Manager in September 2022, along with the novel support of digital marketing agency Black Box Consulting, XXX has expanded capacity to cultivate and implement XXX's digital marketing strategy, and strive towards to goal of organizational exposure in five meaningful articles from various news outlets by the end of the fiscal year. In addition to increasing brand awareness in the community, organizational exposure in local print and online publications will help magnify Miami Beach's image as a cultural hub on the national and international stage.

What improvement can you make in the upcoming program cycle to reach your goal?

XXX has already taken key steps to implement these goals during the 22-23 season. To help reach our goals

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of increasing accessibility, strengthening public relations, and attracting more national audiences and continuing to reach and grow our local audiences in the 23-24 season, XXX will:

- Premiere more original works that are orchestral focused
- Release XXX performance streams post-show
- Be featured in five meaningful articles from different news outlets
- Continue to expand XXX through increased partnerships

This list will be adjusted and reviewed annually by our board to ensure that we continue to improve the audience experience. The XXX staff will meet after every performance with the Rhythm Foundation, Miami New Drama, and New World Symphony teams to discuss the concert experience and find ways to improve execution.

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18. Marketing and Communications

Please upload examples of your marketing materials from your previous season programming. (Please combine all marketing-related items into one document, and upload it here.)

22-23_Marketing Materials.pdf

Please describe (in detail) your proposed marketing plan for the upcoming season (FY 23/24).

In the upcoming season, XXX will continue to implement a primarily digital-focused marketing strategy. The full marketing plan for this residency (included in the supplemental materials) at the Arsht Center includes: 1) Digital Advertising; 2) Email Advertising; 3) XXX and Guest Artist Organic Socials; 4) Cross-promotional relationships and free digital calendars; 5) Hotel Partnerships; 6) Utilizing the resources of in-house marketing personnel, Red Light Management, and Black Box Consulting.

Digital Advertising

XXX engages digital advertising firm, Black Box, to manage and run XXX's digital marketing strategy. For this series, their oversight includes Facebook Event Response Ads, Spotify Ads, YouTube Ads, Google Ads, Facebook and Instagram Ads, and Closeout Ads from both XXX's page, as well as guest artists' pages.

Email Advertising

Emails are sent out weekly to over 6,000 past patrons and fans through the XXX, with concert-specific emails scheduled starting 3-4 weeks in advance of each program. XXX will send approximately 10 email communications featuring each individual residencies.

In addition to these email communications, XXX also engages host venues to target their audiences with dedicated email communications leading up to the performance.

Lastly, XXX partners with Bandsintown to send email communications to their audience of over 3,000 from across the nation, with a click-through-rate of 18.8%.

XXX and Guest Artist Organic Social Media

Through partnership with Black Box, XXX has created a high-volume posting schedule that is helping to drive more followers to these platforms and highlight XXX's programs in Miami. XXX posts daily on TikTok, and has an additional 3-5 organic posts across other platforms weekly.

In addition to XXX's accounts, each guest artist will also post 5 organic social posts in advance of the performance to their global audience.

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Cross Promotions

A number of cultural organizations – including New World Symphony, Miami City Ballet, Rhythm Foundation, IlluminArts, Miami Light Project, the Adrienne Arsht Center, Miami Theater Center, , and others – assist XXX in efforts to help promote and support the organization through cross-promotional email and social content.

Management & In-house Marketing Personnel

In September 2022, XXX hired a full-time Marketing Manager to increase the organization’s focus on digital marketing. In addition to being the point person with Black Box, this individual also serves as a storyteller for the organization and oversees the brand and identity of XXX through email advertising, organic socials, web content creation, local press, and other digital and print media. They also collaborate with Red Light Management (Management) to gather local and national attention for performances through print and digital publications, as well as through word-of-mouth to industry professionals.

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19. Submission Form

First and Last Name of person completing this application

Title

Contact Phone Number

Email Address

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20. Certification/Signature

(check)

Grantees must include the follow credit lines in all promotional and marketing materials related to this grant including news releases, public announcements, press releases, print and broadcast media: "With the support of the City of Miami Beach Department of Tourism and Culture, Cultural Arts Council, and the Miami Beach Mayor and City Commissioners." Grantees are also required to use the City of Miami Beach logo in marketing and publicity materials. Upon Request by the Grantee, the Communications Department will send you the proper logo to use on all of your marketing materials. Request the City's logo here: <https://www.miamibeachfl.gov/city-hall/communications/logos/request-for-city-logo-form/>. The City of Miami Beach provides equal access and equal opportunity in employment and services and does not discriminate on the basis of race or ethnicity, color, creed, national origin, or religion, age, gender, sexual preference, in accordance with Title VI and Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975 and Title IX of the Education Amendment of 1972 as amended (42 U.S.C. 2000d et seq.). The City of Miami Beach Department of Tourism and Culture, Cultural Arts Council, supports and advocates compliance with the requirements of the Americans with Disabilities Act (ADA) of 1990, and Section 504 of the Rehabilitation Act of 1973, which prohibit discrimination on the basis of disability.