

# FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

## Cultural Affairs

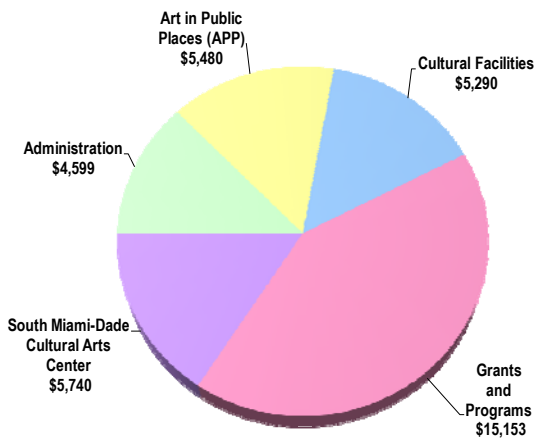
The Department of Cultural Affairs and its advisory board, the Cultural Affairs Council, create and promote opportunities for artists and cultural organizations to grow and improve; develop, manage and operate cultural facilities; and provide information and cultural resources for residents and visitors. The Department also directs the Art in Public Places (APP) program and supports its board, the Art in Public Places Trust, commissioning, curating, tracking, maintaining and promoting the County's art collection, upgrading public buildings, and improving the overall experience of public spaces. The Department also manages and facilitates the grant investments made by the Tourist Development Council to create a more competitive environment for tourism throughout Miami-Dade County.

As part of the Recreation and Culture strategic area, the Department develops cultural excellence, diversity and participation; builds better cultural facilities throughout Miami-Dade County; and makes cultural activities more accessible for residents and visitors. The Department's various competitive grants programs provide direct support for cultural organizations' development and activities, individual artists' professional growth, cultural facilities improvements, and technical assistance that addresses the non-profit cultural sector. The Department also manages, programs and operates the South Miami-Dade Cultural Arts Center, a campus of state-of-the-art cultural facilities in Cutler Bay, as well as Miami-Dade County Auditorium, Joseph Caleb Auditorium and the African Heritage Cultural Arts Center, all dedicated to presenting and supporting excellence in the arts for the entire community. The Department creates, publishes, promotes, and disseminates information about the excellence of Miami-Dade County's artistic offerings in order to increase accessibility and audience engagement; develops and coordinates arts education and outreach programs; and pioneers inclusion-focused programs reaching audiences of all abilities.

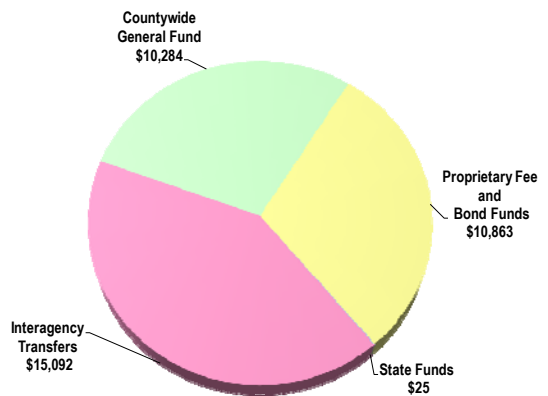
The Department's stakeholders include artists, cultural organizations, and the residents and visitors who are their audiences and supporters. In order to implement its curriculum-based arts in education programs, the Department has developed partnerships with the Miami-Dade County Public School system, cultural organizations, individual artists, and community and statewide organizations.

### FY 2017-18 Adopted Budget

**Expenditures by Activity**  
(dollars in thousands)

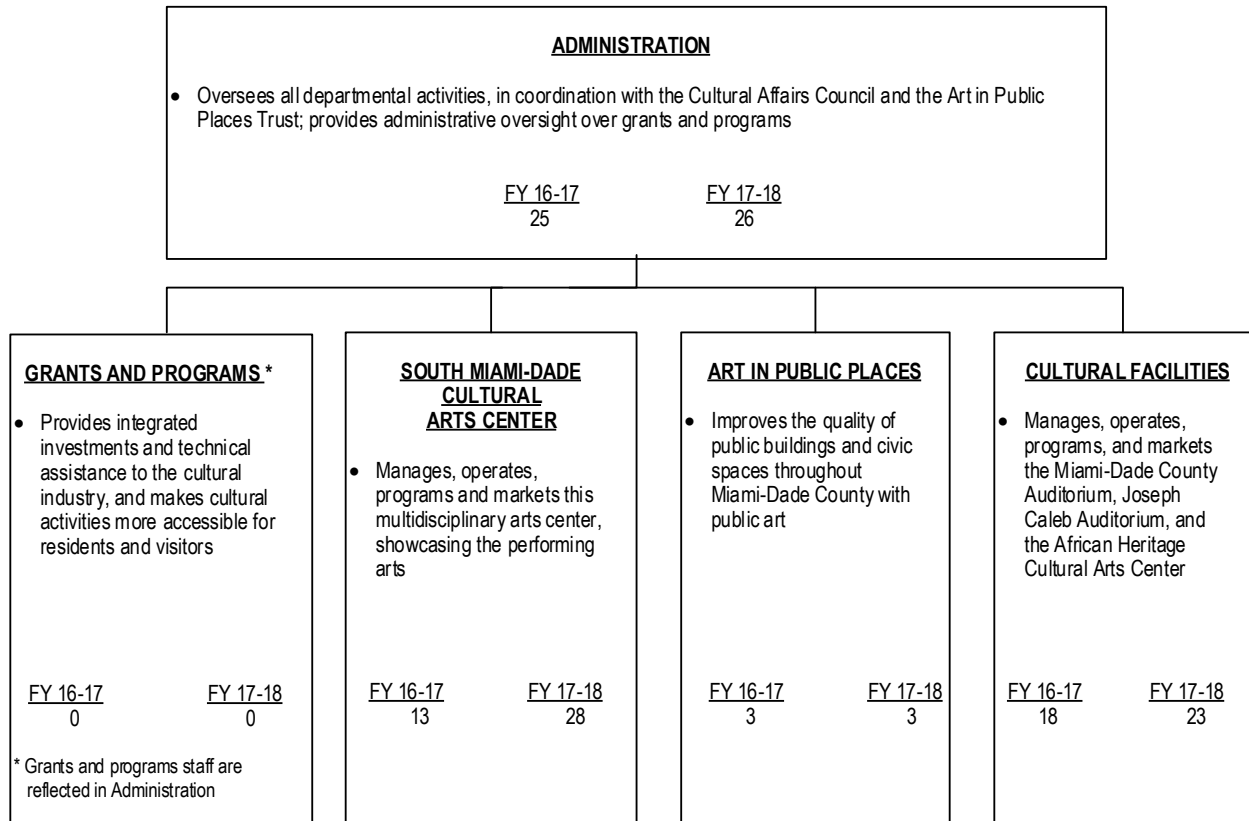


**Revenues by Source**  
(dollars in thousands)



# FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



The FY 2017-18 total number of full-time equivalent positions is 111

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
<b>Revenue Summary</b>				
General Fund Countywide	5,144	8,418	9,068	10,284
General Fund UMSA	1,624	0	0	0
Carryover	8,289	7,869	3,728	1,662
Fees and Charges	347	335	370	330
Interest Earnings	7	6	0	0
Miscellaneous Revenues	4,249	2,164	4,337	5,139
Other Revenues	3,196	2,920	3,452	3,712
Private Donations	87	11	20	20
State Grants	24	25	25	25
Convention Development Tax	8,004	8,201	9,167	9,803
Tourist Development Tax	5,268	5,343	5,560	5,289
<b>Total Revenues</b>	<b>36,239</b>	<b>35,292</b>	<b>35,727</b>	<b>36,264</b>

### **Operating Expenditures**

#### **Summary**

Salary	4,598	5,304	7,201	6,799
Fringe Benefits	1,359	1,675	2,270	2,381
Court Costs	8	1	24	13
Contractual Services	3,984	4,000	3,774	3,909
Other Operating	2,658	2,480	3,419	3,437
Charges for County Services	534	1,078	1,119	1,114
Grants to Outside Organizations	13,239	13,635	13,960	14,339
Capital	1,061	2,658	2,696	4,270
<b>Total Operating Expenditures</b>	<b>27,441</b>	<b>30,831</b>	<b>34,463</b>	<b>36,262</b>

### **Non-Operating Expenditures**

#### **Summary**

Transfers	928	1,040	1,262	0
Distribution of Funds In Trust	1	1	2	2
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
<b>Total Non-Operating Expenditures</b>	<b>929</b>	<b>1,041</b>	<b>1,264</b>	<b>2</b>

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 16-17	Adopted FY 17-18	Budget FY 16-17	Adopted FY 17-18
<b>Strategic Area: Recreation and Culture</b>				
Administration	4,142	4,599	25	26
Art in Public Places (APP)	4,204	5,480	3	3
Cultural Facilities	5,691	5,290	18	23
Grants and Programs	14,809	15,153	0	0
South Miami-Dade Cultural Arts Center	5,617	5,740	13	28
<b>Total Operating Expenditures</b>	<b>34,463</b>	<b>36,262</b>	<b>59</b>	<b>80</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	470	555	648	488	548
Fuel	6	4	8	4	8
Overtime	12	10	12	11	12
Rent	250	263	276	276	290
Security Services	101	73	48	54	93
Temporary Services	13	57	0	27	0
Travel and Registration	41	50	59	45	53
Utilities	587	521	632	595	626

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

### DIVISION: GRANTS AND PROGRAMS

The Grants and Programs Division provides integrated investments and technical assistance to the cultural industry, and makes cultural activities more accessible for residents and visitors.

- Supports programs and cultural organizations through 15 competitive grant programs for operating and facilities improvements
- Provides direct support to local artists through fellowships and professional development grants, workshops, and exhibition opportunities
- Directs and administers the South Florida Cultural Consortium (SFCC)
- Creates access to cultural experiences for all audiences through programs such as Cultural Shock Miami for students, Golden Ticket Guide for seniors, and All Kids Included initiatives for children and families with and without disabilities

#### Strategic Objectives - Measures

- RC2-1: Increase attendance at recreational and cultural venues

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Increase student participation through Culture Shock Miami	Tickets sold through the Culture Shock Miami program*	OC	↑	12,060	20,898	11,000	18,405	10,000
Encourage participation of seniors in Golden Ticket program	Golden Ticket Arts Guides printed	OP	↔	18,000	20,000	17,000	17,000	17,000

\*All increases and/or decreases are the result of the variability in the number of programs and productions offered

- RC3-1: Provide vibrant and diverse programming opportunities and services that reflect the community's interests

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Diligently manage administration and efficacy of grant allocations	Grant contracts administered providing support to cultural organizations and artists*	OP	↔	582	562	550	569	500

\*The decrease from FY 2016-17 Budget to FY 2017-18 Target is due to a decrease in the availability of funds competitively allocated to non-profit cultural organizations; Tourist Tax revenues support these grants and as a result of declining Tourist Tax revenues the availability of funds has decreased

#### DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the continuation of a grant from The Children's Trust in the amount of \$1.246 million, renewing FY 2016-17's originally budgeted grant of \$996,000 as well as the \$250,000 supplement added, beginning in FY 2016-17, to the annual support awarded; the Children's Trust grant provides project-based funding to enrich the lives of children and families through the arts by making live arts experiences available to more children and youth throughout Miami-Dade County
- In FY 2017-18, the Department will continue to provide the bilingual Golden Ticket Arts Guides promoting free admission for adults over the age of 62 to hundreds of cultural events and activities; the use of the online publication continues to be encouraged; it is estimated that the Department will produce and distribute 17,000 Golden Ticket guide books (\$80,000)
- In FY 2017-18, the Department will continue to fund the Culture Shock Miami program ([www.cultureshockmiami.com](http://www.cultureshockmiami.com)) where students ages 13-22 can purchase tickets to cultural performances and museums around Miami-Dade County for only \$5; the FY 2017-18 Adopted Budget funds the Culture Shock Miami program
- The FY 2017-18 Adopted Budget includes the continuation of direct funding allocations provided to: Fairchild Tropical Botanic Garden (\$376,000), Miami Children's Museum (\$635,000), ZooMiami Foundation, Inc. (\$293,000), and Fantasy Theater Factory, Inc. (\$400,000) in accordance with its Management and Operating Agreement with the County for the Sandrell Rivers Theater, in which the M Ensemble Company is also a resident company
- *The Department's FY 2017-18 Adopted Budget includes \$11.284 million in funding to support the cultural competitive grants and programs which is a decrease of \$191,000 from last year's budgeted amount of \$11.475 million; the reduction in funding is the result of decreasing Tourist Development Tax (TDT) revenues, which fund the cultural grants and programs; the decrease in TDT revenues is due to a variety of economic factors that drive tourism in South Florida that include but are not limited to the strong US dollar, economic changes in South America, Zika, terrorism, and the increase in room inventory resulting in lower rates - all impacting the revenues collected to support these programs*

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ADMINISTRATION

The Administration Division oversees all departmental activities in coordination with the Cultural Affairs Council and the Art in Public Places Trust.

- Directs and coordinates all departmental internal and external operations
- Identifies countywide cultural needs; develops policies and establishes effective cultural growth strategies
- Manages and oversees the planning, design, and improvement/construction of both existing and new cultural facility capital projects
- Designs and implements curriculum-based arts in education programs and educational partnerships
- Coordinates cultural information services and increases accessibility of arts activities for audiences
- Secures and implements federal, state, local, and foundation grants to create and expand programs and services for arts organizations, artists, and audiences

#### Strategic Objectives - Measures

- RC1-1: Ensure parks, libraries, and cultural facilities are accessible to residents and visitors

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Efficiently manage and monitor cultural facilities projects, including Existing Neighborhood, Building Better Communities GOB, and Capital Development program projects	Existing and new neighborhood cultural facility capital projects being managed	OP	↔	12	14	15	15	14
	Building Better Communities General Obligation Bond cultural facility capital projects being managed*	OP	↔	13	12	8	10	9

\*All increases and/or decreases are the result of BBC-GOB capital projects managed by the Department either being added to their portfolio or having been completed

#### DIVISION COMMENTS

- Included in the Department's FY 2017-18 Adopted Budget is the conversion of one part-time position to full-time (\$81,000)
- As a result of lost revenues and increasing expenditures the Department's FY 2017-18 Adopted Budget includes \$1.216 million in General Fund support to cover administrative costs

### DIVISION: ART IN PUBLIC PLACES (APP)

The Art in Public Places Division improves the quality of public buildings and civic spaces throughout Miami-Dade County with public art.

- Manages and monitors the Art in Public Places (APP) inventory and provides routine maintenance of the art collection
- Commissions artists to create works of art for County buildings and facilities; maintains fiscal responsibility and construction coordination for these projects
- Develops and maintains partnerships for art education and professional development opportunities in conjunction with public art commissioning projects

#### Strategic Objectives - Measures

- RC3-2: Strengthen and conserve local historic and cultural resources and collections

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Manage and facilitate the process of selecting, constructing and maintaining the public art at various County facilities	Public art projects active (in design, fabrication, or installation phases)*	OP	↔	43	42	29	45	35

\*All increases and/or decreases are the result of either new APP projects commencing or having been completed

# FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

## DIVISION COMMENTS

- In FY 2017-18, the Department will continue to work on a variety of major public art projects, coordinating works by various local, national, and international artists, to include but not limited to projects such as the Miami Beach Convention Center, Seaport, African Heritage Cultural Arts Center, Tropical Park, Oak Grove Community Center, Animal Services Liberty City Clinic, and various BBC-GOB funded projects

## DIVISION: SOUTH MIAMI-DADE CULTURAL ARTS CENTER

The South Miami-Dade Cultural Arts Center Division operates and manages a campus of venues for the performing arts, including the 966-seat multidisciplinary theater, multi-purpose rehearsal and educational spaces, activities center, and an outdoor promenade and concert lawn.

- Develops and directs programmatic and operational plans for the Center
- Prepares performance and utilization schedule of the facility, and serves the Center's users, renters, and audiences
- Monitors and adheres to financial management policies and procedures of the Center

## Strategic Objectives - Measures

- RC3-1: Provide vibrant and diverse programming opportunities and services that reflect the community's interests

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Operate, manage, and program the South Miami-Dade Cultural Arts Center	Audience attendance*	OC	↑	101,328	70,581	79,000	72,460	76,000
	Active Performance and Rental days/evenings	OP	↔	582	550	401	508	410

\*The decrease in attendance from FY 2016-17 Budget to FY 2016-17 Actual is due to the variability of programming and rentals; the decrease from FY 2016-17 Budget to FY 2017-18 Target reflects the current scheduled programming for FY 2017-18; as more bookings are added and scheduled during the year, attendance projections increase

## DIVISION COMMENTS

- To support the South Miami-Dade Cultural Arts Center's on-going commitment to the community to provide diverse world class entertainment accessible to people of all ages, the Department's FY 2017-18 Adopted Budget includes \$5.74 million in operational support to fund this state-of-the-art facility; the facility is supported with \$3.305 million in Convention Development Tax revenues, \$628,000 in carryover funds, and \$1.807 million in various other miscellaneous revenues the facility receives through ticket sales, concessions, rentals, and sponsorships
- Included in the Department's FY 2017-18 Adopted Budget are 15 positions converted from part-time to full-time (\$832,000); these positions play a significant role in the operations of the facility

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

### DIVISION: CULTURAL FACILITIES

The Cultural Facilities Division provides oversight to the African Heritage Cultural Arts Center, the Joseph Caleb Auditorium, and the Miami-Dade County Auditorium.

- Operates and manages a 980-seat theater at the Joseph Caleb Auditorium
- Operates and manages the Miami-Dade County Auditorium: a 2,372-seat theater that hosts major dance, theater and music performances; a 400-seat more intimately scaled theater configuration; and a 200-seat "On Stage Black Box Theater" in which audiences and performers share the stage
- Operates and manages the African Heritage Cultural Arts Center's black box theater, music building with a concert hall, piano lab with practice rooms, accessible dance studio, art gallery, studio spaces, print shop, and classrooms
- Provides arts instruction in all artistic disciplines to youth, offering after school programs, school break academies, and summer programs
- Develops and directs operational plans for the facilities
- Prepares performance and utilization schedules of the facilities, and serves users, renters, and audiences
- Monitors and adheres to financial management policies and procedures of the facilities
- Serves as a center for showcasing the diversity of Miami-Dade County's cultural life

### Strategic Objectives - Measures

- RC2-1: Increase attendance at recreational and cultural venues

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Operate, manage, and program the Joseph Caleb Auditorium	Audience attendance*	OC	↑	36,288	34,044	14,500	33,825	13,720
	Active Performance and Rental days/evenings*	OP	↔	41	34	17	42	15
Operate, manage, and program the Miami-Dade County Auditorium	Audience attendance**	OC	↑	107,854	111,230	89,000	104,995	90,000
	Active Performance and Rental days/evenings**	OP	↔	163	170	100	153	105
Operate, manage, and program the African Heritage Cultural Arts Center	Audience attendance***	OC	↑	65,580	47,220	39,500	40,281	39,500
	Active Performance and Rental days/evenings***	OP	↔	546	525	406	481	406

\*The increase from FY 2016-17 Budget to FY 2016-17 Actual is due to increased programming and rentals; the decrease from FY 2016-17 Budget to FY 2017-18 Target reflects the impact of the ongoing construction of the parking garage at the Joseph Caleb Center and the expansion of the theater's back-of-house at the Joseph Caleb Auditorium; in the meantime, Caleb programming is being presented at the Miami-Dade County Auditorium, to the extent possible; the theater is scheduled to reopen at its full capacity in early 2019

\*\*The increase from FY 2016-17 Budget to FY 2016-17 Actual is due to increased programming and rentals; the decrease from FY 2016-17 Budget to FY 2017-18 Target reflects the possible impact of renovation work to be performed at the Auditorium which is scheduled to begin in summer of 2017

\*\*\*The increase from FY 2016-17 Budget to FY 2016-17 Actual is due to increased programming and rentals; the FY 2017-18 Target remains flat from FY 2016-17 Budget as it reflects current scheduled programming for FY 2017-18 as well as the projected impact of renovation work to be performed at the Center beginning in early FY 2017-18; as more bookings are added and scheduled during the year, attendance and rentals projections increase

### DIVISION COMMENTS

- In FY 2017-18 the Department continues its implementation of work needed to upgrade the African Heritage Cultural Arts Center, Joseph Caleb Auditorium, and Miami-Dade County Auditorium to achieve the mission-driven programming and community engagement objectives of each facility including initiating the prioritized sequence of work required to improve each facility based on available revenues
- To date, the Department has applied for and received three State of Florida Cultural Facilities Grants totaling \$1.5 million (\$500,000 each for African Heritage Cultural Arts Center, Joseph Caleb Auditorium and Miami-Dade County Auditorium) to augment the Building Better Communities General Obligation Bond proceeds (BBC-GOB) approved for each facility for critical renovations and necessary upgrades
- Included in the Department's FY 2017-18 Adopted Budget is \$2.488 million in funding to support the Miami-Dade County Auditorium and the conversion of two part-time positions to full-time (\$133,000); since 1951, the Miami-Dade County Auditorium has served as a central showplace for Miami-Dade's diverse cultural life and is a hub for celebrating the Hispanic arts community

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

- The Department's FY 2017-18 Adopted Budget also includes \$2.287 million in funding to support the African Heritage Cultural Arts Center and the conversion of one part-time position to full-time (\$72,000); the African Heritage Cultural Arts Center has been the nucleus for arts learning, training and access for Miami-Dade's African American community for more than 40 years
- Also included in the Department's FY 2017-18 Adopted Budget is \$517,000 in funding to support for the Joseph Caleb Auditorium and the conversion of two part-time positions to full-time (\$127,000); the Auditorium is a 962-seat theater that has been the gathering place in the Liberty City community for the performing arts for more than 36 years

<b>Department Operational Unmet Needs</b>			
<b>Description</b>	<b>(dollars in thousands)</b>		<b>Positions</b>
	<b>Startup Costs/ Non Recurring Costs</b>	<b>Recurring Costs</b>	
Expand services of the Culture Shock Miami, Golden Ticket, and Arts Education programs	\$0	\$4,000	0
Restore annual cultural grant funding eliminated since FY 2006-07 and provide additional funding to support cultural programming for organizational and programmatic development, sustainability, and growth necessary for the viability of cultural organizations throughout Miami-Dade County	\$0	\$30,000	0
Renovate, upgrade, continuously maintain and progressively program, activate and promote County-owned and operated cultural facilities	\$0	\$7,500	0
Fund six full-time administrative and theatre based positions at the Miami-Dade County Auditorium to enhance operations and overall audience experience	\$0	\$850	6
Fund twelve full-time theatre production based positions at the South Miami-Dade Cultural Arts Center to augment performance and scheduling at the facility	\$0	\$1,300	12
Fund four full-time administrative positions and ten full-time equivalent production/instructor based positions at the African Heritage Cultural Arts Center to better serve the needs of the center and its audience	\$0	\$1,000	14
Fund four full-time administrative positions in the Cultural Affairs Administration Division to enhance support to the grants administration and the Cultural Shock Miami program	\$0	\$506	4
<b>Total</b>	<b>\$0</b>	<b>\$45,156</b>	<b>36</b>



## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Financing	15,427	7,548	13,530	16,841	10,942	0	0	0	64,288
BBC GOB Series 2005A	72	0	0	0	0	0	0	0	72
BBC GOB Series 2008B	27	0	0	0	0	0	0	0	27
BBC GOB Series 2008B-1	558	0	0	0	0	0	0	0	558
BBC GOB Series 2011A	53	0	0	0	0	0	0	0	53
BBC GOB Series 2013A	2	0	0	0	0	0	0	0	2
Capital Outlay Reserve	0	603	0	0	0	0	0	0	603
Convention Development Tax Series 2005B	5,300	0	0	0	0	0	0	0	5,300
State of Florida Cultural Facilities Grant Program	0	1,500	0	0	0	0	0	0	1,500
<b>Total:</b>	<b>21,439</b>	<b>9,651</b>	<b>13,530</b>	<b>16,841</b>	<b>10,942</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72,403</b>
<b>Expenditures</b>									
<b>Strategic Area: RC</b>									
Cultural Facilities - New	2,223	3,000	2,777	0	0	0	0	0	8,000
Cultural, Library, and Educational Facilities	11,555	3,862	10,000	10,841	9,042	0	0	0	45,300
Facility Expansion	1,230	1,270	2,100	6,000	1,900	0	0	0	12,500
Facility Improvements	1,211	4,330	1,062	0	0	0	0	0	6,603
<b>Total:</b>	<b>16,219</b>	<b>12,462</b>	<b>15,939</b>	<b>16,841</b>	<b>10,942</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72,403</b>

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- Included in the Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan is the oversight of the planning, design, and construction of the Coconut Grove Playhouse project; once completed, the day-to-day operations and maintenance of the playhouse will be managed by a not-for-profit organization, GablesStage Inc.; the estimated annual operating impact will begin in FY 2019-20 in the amount of \$2 million (total project cost \$20 million; \$2.511 million in FY 2017-18)
- The Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes the oversight of planned renovations, improvements, and/or expansion of the History Miami Museum; the project is still in the planning and design phase, for which there is no operational impact projected at this time; the total project cost is \$10 million of which \$500,000 is allocated in FY 2017-18 funded with Building Better Communities General Obligation Bond (BBC GOB) proceeds
- The FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes BBC-GOB funding for the planning, design, and construction of the Westchester Cultural Arts Center, a new community cultural center within Tropical Park; the community cultural center is expected to offer performances, classes and related recreational activities to serve families and children; the new facility will seek LEED Silver certification which will designate it as an environmentally "green" building; LEED certified buildings among other things are energy and water efficient providing savings in utility costs over the long-term as well as reducing its footprint on the environment; the facility is scheduled to open in FY 2018-19 with an estimated annual operating impact of \$750,000 (total project cost \$8 million; \$3 million in FY 2017-18)

# FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

## FUNDED CAPITAL PROJECTS

(dollars in thousands)

**AFRICAN HERITAGE CULTURAL ARTS CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROJECT #: 934250**

DESCRIPTION: Conduct a facility-wide assessment and implement prioritized improvements to include, but not limited to, roofing, HVAC system upgrades, interior improvements, and courtyard reconfiguration to improve space functionality  
 LOCATION: 6161 NW 22 Ave District Located: 3  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	467	533	0	0	0	0	0	0	1,000
State of Florida Cultural Facilities Grant Program	0	500	0	0	0	0	0	0	500
<b>TOTAL REVENUES:</b>	<b>467</b>	<b>1,033</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	200	1,033	0	0	0	0	0	0	1,233
Planning and Design	267	0	0	0	0	0	0	0	267
<b>TOTAL EXPENDITURES:</b>	<b>467</b>	<b>1,033</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>

**COCONUT GROVE PLAYHOUSE PROJECT #: 921070**

DESCRIPTION: Renovate the historically designated Coconut Grove Playhouse site to establish a regional theater with 21st century standards  
 LOCATION: 3500 Main Hwy District Located: 7  
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	1,468	0	6,591	6,941	0	0	0	0	15,000
Convention Development Tax Series 2005B	5,000	0	0	0	0	0	0	0	5,000
<b>TOTAL REVENUES:</b>	<b>6,468</b>	<b>0</b>	<b>6,591</b>	<b>6,941</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Art Allowance	150	150	0	0	0	0	0	0	300
Construction	0	2,000	9,000	5,191	0	0	0	0	16,191
Furniture Fixtures and Equipment	0	0	0	250	0	0	0	0	250
Planning and Design	1,398	361	0	0	0	0	0	0	1,759
Project Contingency	0	0	0	1,500	0	0	0	0	1,500
<b>TOTAL EXPENDITURES:</b>	<b>1,548</b>	<b>2,511</b>	<b>9,000</b>	<b>6,941</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$2,000,000



## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

### HISTORY MIAMI MUSEUM (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #: 114969**

DESCRIPTION: Renovate and expand History Miami Museum to include indoor and outdoor exhibition space  
 LOCATION: 101 W Flagler St  
 City of Miami

District Located: 5  
 District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	458	500	0	0	9,042	0	0	0	10,000
<b>TOTAL REVENUES:</b>	<b>458</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>9,042</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	0	0	0	8,636	0	0	0	8,636
Planning and Design	458	500	0	0	406	0	0	0	1,364
<b>TOTAL EXPENDITURES:</b>	<b>458</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>9,042</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>

### JOSEPH CALEB AUDITORIUM (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #: 9310220**

DESCRIPTION: Conduct a facility-wide assessment and implement prioritized improvements to include, but not limited to, back-of-house expansion to enhance the facility's functionality (expansion of loading dock, on stage access, chorus dressing rooms with showers and laundry facilities, green room for performers, break room for technical staff, administrative offices, and storage)

LOCATION: 5400 NW 22 Ave  
 Unincorporated Miami-Dade County

District Located: 3  
 District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	636	695	100	0	0	0	0	0	1,431
BBC GOB Series 2008B	22	0	0	0	0	0	0	0	22
BBC GOB Series 2008B-1	547	0	0	0	0	0	0	0	547
State of Florida Cultural Facilities Grant Program	0	500	0	0	0	0	0	0	500
<b>TOTAL REVENUES:</b>	<b>1,205</b>	<b>1,195</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	812	1,195	0	0	0	0	0	0	2,007
Permitting	4	0	0	0	0	0	0	0	4
Planning and Design	389	0	0	0	0	0	0	0	389
Project Contingency	0	0	100	0	0	0	0	0	100
<b>TOTAL EXPENDITURES:</b>	<b>1,205</b>	<b>1,195</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>

### MIAMI-DADE COUNTY AUDITORIUM (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #: 931360**

DESCRIPTION: Conduct a facility-wide assessment and implement prioritized improvements, which include but are not limited to, HVAC System upgrades and controls, electrical system upgrades, parking lot lighting upgrades, replacement of emergency doors, and rigging system

LOCATION: 2901 W Flagler St  
 City of Miami

District Located: 5  
 District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	744	2,194	1,062	0	0	0	0	0	4,000
State of Florida Cultural Facilities Grant Program	0	500	0	0	0	0	0	0	500
<b>TOTAL REVENUES:</b>	<b>744</b>	<b>2,694</b>	<b>1,062</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	300	2,500	1,062	0	0	0	0	0	3,862
Planning and Design	444	194	0	0	0	0	0	0	638
<b>TOTAL EXPENDITURES:</b>	<b>744</b>	<b>2,694</b>	<b>1,062</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500</b>

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

### PERFORMING ARTS FACILITIES - EXISTING UPGRADES

**PROJECT #: 9140021**

DESCRIPTION: Provide renovations to existing performing arts facilities to serve as a network of neighborhood venues for the development of cultural activities

LOCATION: Countywide  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Convention Development Tax Series 2005B	300	0	0	0	0	0	0	0	300
<b>TOTAL REVENUES:</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	300	0	0	0	0	0	0	300
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>

### WESTCHESTER CULTURAL ARTS CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #: 932730**

DESCRIPTION: Design and construct the Westchester Cultural Arts Center within Tropical Park

LOCATION: 7900 SW 40 St  
Unincorporated Miami-Dade County

District Located: 10  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	2,080	3,000	2,777	0	0	0	0	0	7,857
BBC GOB Series 2005A	72	0	0	0	0	0	0	0	72
BBC GOB Series 2008B	5	0	0	0	0	0	0	0	5
BBC GOB Series 2008B-1	11	0	0	0	0	0	0	0	11
BBC GOB Series 2011A	53	0	0	0	0	0	0	0	53
BBC GOB Series 2013A	2	0	0	0	0	0	0	0	2
<b>TOTAL REVENUES:</b>	<b>2,223</b>	<b>3,000</b>	<b>2,777</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Art Allowance	120	0	0	0	0	0	0	0	120
Construction	1,500	2,650	2,777	0	0	0	0	0	6,927
Planning and Design	603	0	0	0	0	0	0	0	603
Project Contingency	0	350	0	0	0	0	0	0	350
<b>TOTAL EXPENDITURES:</b>	<b>2,223</b>	<b>3,000</b>	<b>2,777</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of \$750,000

### WOLFSONIAN FLORIDA INTERNATIONAL UNIVERSITY (FIU) (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #: 200000382**

DESCRIPTION: Expand the museum's headquarter facility to include additional storage and public access to its library, public galleries, auditorium/lecture hall, classrooms and teaching spaces, additional elevator, visitor-friendly entrance and other pedestrian access improvements

LOCATION: 1001 Washington Ave  
Miami Beach

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	25	75	2,000	6,000	1,900	0	0	0	10,000
<b>TOTAL REVENUES:</b>	<b>25</b>	<b>75</b>	<b>2,000</b>	<b>6,000</b>	<b>1,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	0	600	6,000	1,900	0	0	0	8,500
Planning and Design	25	75	1,400	0	0	0	0	0	1,500
<b>TOTAL EXPENDITURES:</b>	<b>25</b>	<b>75</b>	<b>2,000</b>	<b>6,000</b>	<b>1,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

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### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
ADRIENNE ARSHT CENTER - MISCELLANOUES FACILITY IMPROVEMENTS	1300 Biscayne Blvd	4,500
AFRICAN HERITAGE CULTURAL ARTS CENTER - REPAIRS AND RENOVATIONS	6161 NW 22 Ave	3,000
AFRICAN HERITAGE CULTURAL ARTS CENTER - NEW FACILITY	6161 NW 22 Ave	20,000
COCONUT GROVE PLAYHOUSE - REHEARSAL SPACE, SCENE AND COSTUME SHOP	3500 Main Hwy	10,000
JOSEPH CALEB AUDITORIUM - REPAIRS AND RENOVATIONS	5400 NW 22 Ave	5,000
MIAMI-DADE COUNTY AUDITORIUM - PARKING GARAGE	2901 W Flagler St	20,000
MIAMI-DADE COUNTY AUDITORIUM - REPAIRS AND RENOVATIONS	2901 W Flagler St	10,000
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - BANDSHELL	10950 SW 211 St	3,000
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - CAFE BUILD OUT	10950 SW 211 St	500
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - FACILITY IMPROVEMENTS	10950 SW 211 St	480
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - FURNITURE, FIXTURES, EQUIPMENT, AND REMAINING CAPITAL FEATURES	10950 SW 211 St	1,000
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - PARKING GARAGE	10950 SW 211 St	12,500
WESTCHESTER CULTURAL ARTS CENTER - ADDITIONAL FACILITY IMPROVEMENTS	7900 SW 40 St	3,000
<b>UNFUNDED TOTAL</b>		<b>92,980</b>