



**MIAMI-DADE COUNTY
DEPARTMENT OF CULTURAL AFFAIRS**

**FY 2016-2017 INTERNATIONAL CULTURAL EXCHANGE (ICE) GRANTS
PROGRAM GUIDELINES AND APPLICATION INSTRUCTIONS**

***** PLEASE READ ALL MATERIALS CAREFULLY *****

THE DEPARTMENT OF CULTURAL AFFAIRS RESERVES THE RIGHT TO REVISE INFORMATION PUBLISHED IN THESE GUIDELINES AND APPLICATION INSTRUCTIONS.

FOR QUESTIONS AND ASSISTANCE REGARDING THE INTERNATIONAL CULTURAL EXCHANGE (ICE) GRANTS PROGRAM, PLEASE CONTACT:

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www.miamidadearts.org

- ◆ Para asistencia en español, llame a nuestra oficina, 305-375-4634.
- ◆ Pou plis enformasyon sil vou ple rele biwo nou nan numewo, 305-375-4634.

It is the policy of Miami-Dade County to comply with all of the requirements of the Americans with Disabilities Act. To request materials in accessible format, sign language interpreters, and/or any accommodation to participate in any Miami-Dade County Department of Cultural Affairs sponsored program or meeting, please contact Francine Andersen 305-375-4634 culture@miamidade.gov five days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service.)

PROGRAM OBJECTIVE

The International Cultural Exchange Grants Program (ICE) seeks to advance Miami-Dade County's relationships with and artistic impact on the world's creative dialogue and direction. A cultural community comes of age when original work created by its professional artists informs, influences and/or becomes directly responsible for greater creative development and output. By participating actively in international cultural exchange, Greater Miami's specific creative "voice" is extended and our artistic views, themes, experiences and innovations are presented for exploration and incorporation the world-over. At the same time, being directly engaged with artists of different backgrounds and experiences edifies and develops our cultural community's work in important and progressive ways.

International cultural exchange projects are especially costly. International work often requires unanticipated additional expenditures for travel, visas, inoculations, unforeseen changes to logistics, implementation, etc. For these reasons, the ICE Grants Program strives to fund qualified projects at the maximum possible award levels that the annual total program allocation can support. The competition is *extremely rigorous*, and grant recommendations are based upon panel evaluation. There is no guarantee that proposals, even if technically eligible, will be funded. Successful projects may vary in size, artistic discipline, geographic focus and program type (i.e. performances, residencies, exhibitions, etc.).

The ICE Grants Program offers grants to Miami-Dade County-based professional cultural organizations to support meaningful artistic exchange, partnerships or collaborations with artists, arts professionals and/or organizations abroad. The program aims to accomplish the following two objectives:

- to elevate Miami-Dade County's image abroad; and
- to support the efforts of Miami-Dade's professional artists and cultural organizations to improve their work by engaging in meaningful arts and cultural activities with artists, arts professionals (such as curators, historians, designers) and/or arts organizations abroad.

Eligible projects may include:

- Projects which present the highest quality of **professional** Miami-Dade County artists and cultural programs to international audiences and which present the highest quality of **professional** international artists and cultural programs to Miami-Dade County audiences;
- Residency programs that foster exchange for professional foreign artists and/or arts professionals (such as curators, historians, designers) to work in Miami-Dade County or for Miami-Dade County professional artists and/or arts professionals to work abroad;
- International collaborations among partner cultural organizations to develop or create new work to be presented or exhibited for the general public in the participating countries.

*The ICE grants program does not fund tours of existing programs and does not fund presenting of artists from abroad.

Projects may involve any artistic discipline(s) and may take place in Miami-Dade County and/or abroad. Projects must demonstrate reciprocal relationships with another city, country or region, either as a component of the same project or over a specified period of time. Additionally, projects should demonstrate artistic excellence and originality within the organization's overall programming goals.

Projects must directly reflect the mission of the applicant organization. Projects that are not best suited for this program include those principally designed to provide: enrichment or educational opportunities for specific audiences; outreach services whether for general, niche or underserved populations; supplemental exposure only for local or international artistic products.

The International Cultural Exchange Grants Program does **not** fund tours or presentations of existing works.

ELIGIBILITY

To be eligible to apply, an organization must:

- be legally incorporated as a STATE OF FLORIDA NOT-FOR-PROFIT ARTS OR CULTURAL ORGANIZATION, with a designated tax exempt status under section 501(c)(3) of the United States Internal Revenue Code;
- be an organization whose mission, primary purpose and function, as defined by the Articles of Incorporation and Bylaws of the organization, is the creation, performance, exhibition, and/or presentation of the arts or cultural programs;
- have a minimum one-year track record of year-round cultural programming and presentation;
- have its primary office in Miami-Dade County; and
- **not** be a municipality or governmental entity.

Departments within local colleges and universities that specifically engage in the creation, exhibition or presentation of professional arts or cultural programs that are available to the general public are eligible to apply, provided the **primary focus** of the proposed program demonstrates that:

- the artistic/cultural collaborators in the program are professional artists; and
- the public at-large is the direct beneficiary and target audience of the program

Proof of incorporation and IRS tax-exempt designation is required at the time of application. Applications from not-for-profit organizations designated tax exempt under other subsections of 501(c) will be reviewed on a case-by-case basis.

AN ORGANIZATION PARTICIPATING IN COLLABORATION WITH OTHER ORGANIZATIONS MAY SUBMIT AN APPLICATION FOR ITS OWN PROJECT IF THE ORGANIZATION IS NOT THE LEAD APPLICANT FOR THE COLLABORATION PROJECT.

NOTE: An organization receiving funding from another Department of Cultural Affairs program may not receive funding from the International Cultural Exchange Grants Program for the same component of the project in the same funding year. However, an organization may develop an enhanced component to an existing project for application to the International Cultural Exchange Grants Program. The applicant organization must be able to demonstrate that this new component takes the project to another level while adhering to the program requirements set forth in these guidelines.

DEADLINES

For application and deadline schedule information, visit the International Cultural Exchange (ICE) grant program information page at:

<http://www.miamidadearts.org/international-cultural-exchange-ice-grants-program>

Application Deadline:

Organizations are encouraged to complete the application process at least 72 hours in advance of the application deadline to ensure successful submittal. At precisely 4:00 PM on the deadline date the online grant system will automatically close the application system. Organizations that fail to complete the submittal process by this deadline will be locked out of the system and deemed ineligible. Applications submitted by any other means are not acceptable.

Corrections Deadline:

Application corrections requested by the program administrator will be issued approximately 7 days prior to the corrected/final application deadline. Organizations are encouraged to complete their corrections at least 72 hours in advance to ensure successful submittal. At precisely 4:00 PM on the corrections deadline the online grant system will automatically close the application system for corrections.

APPLICATION INSTRUCTIONS

The International Cultural Exchange (ICE) Grant Program is utilizing an online application process through the Department's website. Please visit www.miamidadearts.org and click on the GRANTS / CULTURE GRANTS ONLINE tab to access the Culture Grants Online System.

Pre-Grant Submission Workshops/Consultations:

All first-time CGO users MUST Attend ONE of the CGO Pre-Grant Submission Workshops before accessing the CGO system.

In addition, all ICE applicants MUST attend a consultation with Department staff, either in person or by telephone AT THE LATEST, ONE WEEK PRIOR TO DEADLINE. There are no exceptions to this requirement. Please call Adriana S. Pérez, Program Administrator at 305-375-5019 or via email at asp@miamidade.gov to schedule a consultation.

Application Process:

To apply, applicant organizations **MUST** complete ALL of the items listed below by the program's deadline date via the CGO online grant system. Make sure to allow sufficient time to complete each of the following:

- 1) **FIRST** complete the Grant Eligibility and Request Form AND be deemed eligible by the program's Grant Administrator **BEFORE** accessing Part 1 of the grant application FormSet.

- 2) Fully complete and successfully SUBMIT Part 1 of the grant application FormSet.
- 3) Fully complete and successfully SUBMIT Part 2 of the grant application FormSet.

Applicants are solely responsible for the content of their application packages. The application submission review conducted by Department staff and the corrections period is provided as a courtesy technical assistance service and in no way guarantees that an application will be recommended for funding by the grants review panel. Department staff will not make corrections on behalf of applicants.

NOTE: An organization that submits a substantially incomplete application at the time of deadline, as deemed by the program administrator and the Department Director, will receive notification via email and/or US mail from the Department Director as to the incomplete status of the application. A copy of this notice will be forwarded to the program panel prior to their review, alerting panelists to the status of the application at time of deadline.

If you have questions or need assistance accessing the online application, please contact Adriana S. Pérez, Program Administrator at 305-375-5019 or via email at asp@miamidade.gov.

TECHNICAL REQUIREMENTS

TO SATISFY THE PROGRAM'S TECHNICAL REQUIREMENTS, APPLICANTS:

- ✓ **MUST** ATTEND THE MANDATORY PRE-GRANT SUBMISSION WORKSHOPS AS DESCRIBED ABOVE. Click Here for Workshop Schedule.
- ✓ **MUST** COMPLETE AND SUBMIT A GRANT ELIGIBILITY AND REQUEST FORM IN THE CGO ONLINE GRANT SYSTEM AND BE ASSIGNED PERMISSION BY THE PROGRAM'S GRANT ADMINISTRATOR, BEFORE BEGINNING WORK ON THE GRANT APPLICATION.
- ✓ **MUST** COMPLETE THE ENTIRE ONLINE APPLICATION PROCESS (BOTH PART 1 AND PART 2).
- ✓ **MUST** SUBMIT A COMPLETE AND SELF-SUFFICIENT APPLICATION (BOTH PART 1 AND PART 2) AND UPLOAD ALL REQUIRED SUPPORT DOCUMENTS.
- ✓ **MUST** MAKE CERTAIN YOUR COMPLETE APPLICATION (BOTH PART 1 AND PART 2) IS COMPLETED AND SUBMITTED NO LATER THAN 4:00 PM ON THE DEADLINE DATE USING THE ONLINE APPLICATION GRANT SYSTEM.
- ✓ **MUST** ANSWER ALL QUESTIONS COMPLETELY AND UPLOAD ALL REQUIRED SUPPORT DOCUMENTS AND ATTACHMENTS.
- ✓ **MUST** LIST AS THE ORGANIZATION CONTACT PERSON AN INDIVIDUAL WHO IS KNOWLEDGABLE ABOUT THE PROJECT, ORGANIZATION AND BUDGET AND WHO CAN BE REACHED DURING REGULAR BUSINESS HOURS (MON-FRI: 9:00 AM - 5:00 PM).
- ✓ **MUST** PRINT A COPY OF THE COMPLETED APPLICATION AND ANY SUPPORT MATERIALS FOR YOUR RECORDS.
- ✗ **CANNOT** SUBSTITUTE AN APPLICATION WITH A SELF-CREATED OR SCANNED FORM. FAXED, MAILED, E-MAILED OR HAND DELIVERED APPLICATIONS WILL NOT BE ACCEPTED.

CATEGORIES/MATCHING FUNDS

The matching requirements vary according to project budget size as described in the following categories:

IF YOU REQUEST

- up to \$20,000
- between \$20,001 & \$30,000
- between \$30,001 & \$40,000

YOUR MINIMUM MATCHING REQUIREMENT IS

one matching dollar to one grant request dollar
one and a half matching dollars to one grant request dollar
two matching dollars to one grant request dollar

Successful applicants are required to maintain matching funds in the same ratio as the category in which they applied. Total in-kind contributions for the project may not exceed 25% of the total project budget.

An International Cultural Exchange grant shall not be considered the sole source of funding. Applicants should thoroughly explore other funding sources prior to seeking support from this program. An International Cultural Exchange grant carries no commitment for future support beyond the current funding cycle.

GRANT PAYMENTS

If awarded, funded projects will be paid to grantees after the Clerk of the Board certifies and confirms the Miami-Dade County Budget Ordinance, and grant award contracts are fully and duly executed.

Grant payments are anticipated to be released no sooner than December of the fiscal year for which the grant was awarded. Grant awards will not be released until all completed prior year final reports have been received and deemed complete. Final reports are due no later than 45 days after grant project completion. All funding allocations are subject to the availability of funds.

An International Cultural Exchange (ICE) grant carries no commitment for future support beyond the time of the program, project or event.

ALLOWABLE GRANT EXPENDITURES

- ✓ Production costs (may include visa fees, duties, insurance, translators, etc.)
- ✓ Artistic, administrative, technical salary support and/or consultant fees
- ✓ Honoraria
- ✓ Equipment rental and expendable materials
- ✓ Marketing
- ✓ Publications, Website development and Web publishing
- ✓ International and local travel and transportation costs (airfare, hotel accommodations, etc.)
- ✓ Equipment rental and personnel necessary to provide accessibility as mandated by the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973

GRANT USE RESTRICTIONS

- × No more than 25% of a Grantees' total administrative budget (i.e. salaries, benefits and fringes for the applicant's management personnel; general overhead costs; clerical or administrative personnel who do not directly provide the services required pursuant to the Grantee's contract with the County) may be paid from grant funds
- × Remuneration to County employees for any services rendered as part of a project receiving a grant from the Department of Cultural Affairs
- × "Bricks and mortar" or permanent equipment, unless the purchase price is less than the cost of rental
- × Debt reduction
- × Personal vehicle travel expenses (such as mileage, gas, tolls)
- × Social/Fundraising events, beauty pageants or sporting events
- × Hospitality costs including decorations or affiliate personnel with the exception of artists
- × Cash prizes
- × Lobbying or propaganda materials
- × Charitable contributions
- × Events which are restricted to private or exclusive participation (e.g., by invitation and/or purchase requirements that exceed the cost of a typical, standard ticket to an event/performance), including restricting access to programs or facilities on the basis of race or ethnicity, color, creed, national origin, religion, age, gender, sexual orientation or physical ability
- × Indirect costs
Fees for indirect costs may not be assessed against ICE funded programs as a result of having been awarded an ICE grant. Indirect costs assessed as a consequence of other, non-County grant support received by an ICE funded program may not be assigned to, charged against or debited from County grant funds.

EVALUATION CRITERIA

The International Cultural Exchange Grants Panel is instructed to evaluate all proposals based on the criteria below. Other considerations, such as if the proposed project, program, or event is better suited for funding through another grants program, may enter into the Panel's decision making process.

Please be advised that the Panel will utilize these criteria to identify a limited number of applicants for International Cultural Exchange Grants funding support. Typically, fewer than twelve diverse projects are selected.

Each application is evaluated using the following criteria:

1) **Artistic and Cultural Merit**

- Project Narrative
- Degree to which project reflects the mission of the organization

- Resumes of key U.S. and/or international artistic participants
- Support material such as critical reviews, articles, catalogs, etc., which demonstrate the reputation of the organization, its programs and services
- History of organization

2) Efforts Leading to Long-Term Cultural Enrichment for Miami-Dade County

- Commitment to develop sustained and meaningful international ties
- Project's capacity to increase audience/artist understanding of the art form(s) and culture(s) involved
- Project's plans to increase and expand audience participation and to promote awareness of Miami-Dade as an international cultural center
- Estimated number of people directly served or impacted by the project or program
- Degree to which project complements Miami-Dade's business and tourism objectives

3) Management Capability

- Ability to plan and implement international projects
- Resumes of key U.S. and/or international administrative staff
- Proposed project timeline and logistics
- Feasibility and effectiveness of project evaluation methods
- Financial stability of the organization (*organizational revenue and expenditure budgets*)
- Demonstrating capacity to attract broad-based financial support (*project revenue budget*)

PANEL PRESENTATIONS

Applicants are strongly encouraged to attend the panel evaluation meeting as observers, and will be notified by email of its scheduled time, date and location. Applicants will be allowed to respond to panelists' questions or to make a 2-minute presentation to the panel. Presentations should highlight noteworthy aspects of the project and/or provide clarification where necessary. Applicants must attend the panel meeting in order to make a presentation. However, applicants are not permitted to interact with panelists at any other time during the proceedings or during panel breaks. Presentations or involvement of any kind by an applicant, other than the above noted exception, may result in the disqualification of the application by the program panel and/or the withdrawal of the application by Department staff.

GRANT APPLICATION REVIEW AND AWARD PROCESS

For application schedule information, visit the International Cultural Exchange (ICE) grant program information page at:

<http://www.miamidadearts.org/international-cultural-exchange-ice-grants-program>

SUBMISSION AND REVIEW

- ◆ Upon submission, Department staff will review applications for technical eligibility and provide comments/suggestions to aid the applicant in improving the content and quality of

the application. An application checklist will be posted in the CGO system or sent via e-mail, fax and/or mail to applicants indicating the recommended corrections, corrections procedures and deadline date to submit corrections and required materials for panel distribution. Panel meeting specifics such as date confirmation, time and location will be provided to applicants prior to the panel meeting. **Note:** Department staff may not review final corrected applications prior to distribution to the grant evaluation panel.

PANEL REVIEW AND RECOMMENDATION

- ◆ The International Cultural Exchange Grants Program panel will review applications on the corresponding meeting date. A list of panel members is available upon request and will be available at the panel meeting.
- ◆ Grant recommendations are submitted to the Cultural Affairs Council for approval. The Council's decision is considered final and may not be appealed.

APPROVAL PROCESS

- ◆ Upon approval by the Council, recommendations are forwarded to the Board of County Commissioners and Mayor for final approval.
- ◆ Upon approval by the Board of County Commissioners and Mayor, properly completed grant agreements are submitted to the Office of the County Attorney, the Office of the County Mayor or his Designee and the Clerk of the Board for review and execution.

AWARD NOTIFICATION AND GRANT AGREEMENT

- ◆ Applicants will be notified of award by e-mail and/or mail following the Council's decision. The grant award package will include grant agreements (contracts), other required documents and instructions for proper completion. These documents must be properly completed before the grant award recommendation can be processed.

GRANT PAYMENT

- ◆ Once reviewed and executed, grant agreements and a request for payment are sent to the Finance Department. The grant award check is prepared and mailed directly from the Finance Department to the grantee at the address on record in the Finance Department. **It is imperative that grantees make every effort to notify staff in writing of any address changes during this process.** Grantees **may not** request pickup of checks.

Alternatively, grantees may sign up for Automatic Deposit of County funds directly into the organization's bank account. This is the fastest way to receive County funds once the request for payment has been processed by Finance. The Automatic Deposit sign up form and instructions can be downloaded at <http://www.miamidade.gov/finance/direct-deposit.asp>. It is critically important to follow the instructions for Direct Deposit carefully, and to keep your account information current at all times with the County's Finance Department. Grant payments are anticipated to be released beginning in December of the fiscal year for which the grant was awarded. Grantees can review payment status via the Miami-Dade County Department of Finance Vendor Payment Inquiry website: https://was8exp.miamidade.gov/VInvoice/1_0a_vendor_login.jsp

It is critically important to follow the instructions for Direct Deposit carefully, and to keep your account information current at all times with the County's Finance Department. Grant payments are anticipated to be released beginning in December of the fiscal year for which the grant was awarded.

NOTE: GRANT AWARDS WILL BE AVAILABLE FOR RELEASE DURING THE COUNTY'S FISCAL YEAR FOR WHICH THE GRANT WAS AWARDED, OCTOBER 1 – SEPTEMBER 30. DUE TO THE STRICT CONSTRAINTS ACCOMPANYING EACH STEP OF THIS REVIEW PROCESS, IT IS CRITICAL THAT THE APPLICANT ADHERE TO ALL DEADLINES. FAILURE TO COMPLY WITH DEADLINES AND/OR INCORRECT EXECUTION OF CONTRACTS OR OTHER PAPERWORK WILL RESULT IN A DELAY OF PAYMENT OR CANCELLATION OF FUNDING.

PUBLICITY AND CREDIT REQUIREMENTS

The Grantee must include the following credit line in all promotional and marketing materials related to this grant including websites, news and press releases, public service announcements, broadcast media, event programs, and publications: **"With the support of the Miami-Dade County Department of Cultural Affairs and the Cultural Affairs Council, the Miami-Dade County Mayor and Board of County Commissioners."** The grantee must also use the County's logo in marketing and publicity materials, including but not limited to newsletters, press releases, brochures, fliers, websites or any other materials for dissemination to the media or general public. Please call the Department to request an electronic logo file or download it from our website (<http://www.miamidadearts.org/publicity-and-credit-requirements>).

By accepting County funds, the grantee is required to recognize and acknowledge Miami-Dade County's grant support in a manner commensurate with all contributors and sponsors of its activities at comparable dollar levels.

In addition, grantees receiving funds through the YEP, SAS-C and AKI grant programs must include The Children's Trust logo and the following statement in all materials related to the grant project, including but not limited to newsletters, press releases, brochures, fliers, websites or any other materials for dissemination to the media or general public:

"The (insert event/program name) is funded by The Children's Trust. The Children's Trust is a dedicated source of revenue established by voter referendum to improve the lives of children and families in Miami-Dade County by making strategic investments in their future." To download an electronic version of The Children's Trust logo, please go to: [The Children's Trust Media Kit & Logos](#).

Note: In cases where funding by The Children's Trust represents only a percentage of the grantee's overall funding, the above language can be altered to read "The (insert event/program name) is funded in part by The Children's Trust..."

COMPLIANCE REQUIREMENTS AND RELEASE OF FUNDS

A Final Report is required within forty-five (45) days of the project completion date. Final Report forms are available from the Department of Cultural Affairs' electronic grants system.

Funded activities must take place within the County's fiscal year for which they are approved (October 1 - September 30). All funding recommendations are contingent upon approval of the Department of Cultural Affairs' budget by the Miami-Dade County Mayor and Board of County Commissioners, and are subject to the availability of funds. **Grant awards will be available for release during the County's fiscal year in which the grant was awarded, October 1 - September 30. Grant awards will not be released until all final reports for previous years' funding from all Department programs are received.**

Grant funds not encumbered (contracted for) by the end of the County's fiscal year in which they were awarded, or for which a project extension has not been approved, shall revert to the Department of Cultural Affairs on September 30 of the same fiscal year.

All funded activities must provide equal access and equal opportunity in employment and services, and may not discriminate on the basis of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, physical ability, gender identity or gender expression, or status as a victim of domestic violence, dating violence or stalking, in accordance with Title VI and Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972 as amended (42 U.S.C. 2000d et seq.), the Americans with Disabilities Act (ADA) of 1990, Section 504 of the Rehabilitation Act of 1973, and Miami-Dade County ordinances No. 97-170, § 1, 2-25-97 and No. 98-17, § 1, 12-1-98.

Miami-Dade County provides equal access and equal opportunity in employment and services and does not discriminate on the basis of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, physical ability, gender identity or gender expression, or status as a victim of domestic violence, dating violence or stalking, in accordance with Title VI and Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972 as amended (42 U.S.C. 2000d et seq.), the Americans with Disabilities Act (ADA) of 1990, Section 504 of the Rehabilitation Act of 1973, and Miami-Dade County ordinances No. 97-170, § 1, 2-25-97 and No. 98-17, § 1, 12-1-98.

The Miami-Dade County Department of Cultural Affairs and the Cultural Affairs Council develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and our residents and visitors who are their audiences. The Department directs the Art in Public Places program and serves its board, the Art in Public Places Trust, commissioning, curating, maintaining and promoting the County's award-winning public art collection. 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. Through staff, board and programmatic resources, the Department, the Council and the Trust promote, coordinate and support Miami-Dade County's more than 1,000 not-for-profit cultural organizations as well as thousands of resident artists through grants, technical assistance, public information and interactive community planning. The Department receives funding through the Miami-Dade County Mayor and Board of County Commissioners, The Children's Trust, the National Endowment for the Arts, the State of Florida through the Florida Department of State, Division of Cultural Affairs and the Florida Council on Arts and Culture, and the John S. and James L. Knight Foundation. Other support and services are provided by TicketWeb for the Culture Shock Miami program, the Greater Miami Convention and Visitors Bureau, the South Florida Cultural Consortium and the Tourist Development Council.