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February 1, 2026

Mayor Eileen Higgins
Commissioner Christine King
Commissioner Ralph Rosado
Commissioner Damian Pardo
Commissioner Rolando Escalona
Commissioner Miguel Gabela

Miami City Hall
3500 Pan American Drive
Miami, Florida 33133

Dear Mayor and Commissioners:

I am writing to strongly support restoration of the Miami Marine Stadium. I believe that this venue, once restored, will become one of the truly great venues in the world.

I speak from experience. I am an entertainment venue management professional who has worked in this field for many years. Most applicable: I have served as Production Manager and Assistant General Manager for Red Rocks Amphitheater outside Denver, Colorado (<https://www.redrocksonline.com/>). Red Rocks is a natural Amphitheatre that was converted into a public venue, carved from the hill by the Civilian Conservation Corps in the 1930's. It is one of the most successful venues in the world. Red Rocks hosts over 200 concerts and 1.5 million visitors per year, including 500,000 people from outside of Colorado. It is extremely profitable and generates \$20 million per year in tax revenues for the City of Denver through tourist expenditures. I believe it has become the largest tourist attraction in Colorado.

I was a consultant on the Marine Stadium feasibility study done for the City of Miami by AMS Planning and Research. When I saw the building for the first time, I was stunned. Red Rocks is hugely successful because it offers the viewer an extraordinary "immersive" experience. But artists often choose to play Red Rocks even though they can make much more money in other local venues. So many artists have told me it is their lifelong dream to play there. I believe the Miami Marine Stadium has a similar appeal. The distinct architecture, the views of the city, and a stage that will be on the water create a setting that will draw artists and music lovers alike.

There are so many events that would benefit from the setting. A producer with IMG told me he's always wanted to do a celebrity tennis match there. He can see the Stadium from his Miami condominium! The fact that there is not a permanent stage, opens it up

for so many possible productions. While a consultant for Denver Arts and Venues, before returning permanently, we created "Film on The Rocks" which generally sells out. Now there is "Yoga on the Rocks, 'Ski Shape on the Rocks". All sold out. People want to come to an incredible, one-of-a-kind destination so they can tell their friends about the experience.

Like Red Rocks, there is only one Miami Marine Stadium. And I absolutely could not believe that it is just sitting there. You have a magnificent asset, a building that once renovated, will truly become one of the great open-air venues in the world.

In a unique facility like this, there are always operational challenges. For one, you have to make sure that the stage will meet the current production and performance requirements. Red Rocks has always had physical challenges, but creative thinking can resolve them and often result in amazing improvements. After studying the facility, I know there are solutions and incredible opportunities!

Another important issue is community involvement. While I am convinced that the Marine Stadium will be commercially very successful, it is very important to make sure it is accessible to Miami residents, many of whom may not be able to afford to buy high priced tickets.

At Red Rocks, we make sure that the venue is open to the community on days where there are no shows booked.

One idea: Make the Marine Stadium a community venue during- off nights (ie. Monday/Tuesday/Wednesday).

I can see "Come Mondays" on Monday nights, a weekly tribute to Jimmy Buffett who, we know, loved the Stadium. Latin Music Tuesdays and World Music Wednesdays. The local CVB can promote these consistent shows to incoming tourists. This would help cement the Stadium as a destination.

I see that the City has selected the Oak View Group to operate the Marine Stadium. This is an excellent choice-they have the experience and capability to properly manage this building. They are especially strong in music and concert promotion and their very extensive relationships in the music industry should be extremely helpful to the Marine Stadium.

If I can provide you with help or guidance, please let me know. You have an incredible asset. Please take advantage of the magnificent opportunity that you have.

Yours truly,

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