

YEAR IN REVIEW 19/20



MIAMI™

GREATER MIAMI CONVENTION & VISITORS BUREAU

THE OFFICIAL DESTINATION SALES & MARKETING ORGANIZATION FOR GREATER MIAMI AND THE BEACHES.



BEACH WARNING FLAG
Water Closed to Public
High Hazard
Medium Hazard
Low Hazard
Emergency Response

157

MIAMI BEACH

MIAMI
shines

GREATER MIAMI AND THE BEACHES



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Vision: A global leisure and business destination that delivers culturally rich, diverse and innovative experiences inspiring boundless passion in visitors and residents alike.



Mission: Generate travel demand to Greater Miami and the Beaches to maximize economic impact on the community, ensure industry resiliency and elevate residents' quality of life.





Bruce Orosz
Chairman of the Board



William D. Talbert III, CDME
President & CEO

MESSAGE TO THE INDUSTRY

GREATER MIAMI'S TRAVEL INDUSTRY – STRONGER TOGETHER

Greater Miami and the Beaches' travel and hospitality industry started the year strong and vibrant, hosting Super Bowl LIV and setting tourism records across many key performance metrics: hotels, dining, retail spending and hospitality industry employment. The COVID-19 pandemic presented itself shortly thereafter, battering the global tourism community with an unprecedented impact resulting in the shutting down of hotels, restaurants and businesses. The performance high set early in the year was starkly contrasted by a sudden and sharp decline accompanied by travel restrictions, a halt to international air service and cruising, and postponement of events, meetings and conventions scheduled to take place in the community.

As the devastating effects of the COVID-19 pandemic mounted, the Greater Miami Convention & Visitors Bureau (GMCVB) quickly jumped into action and announced a series of recovery initiatives for the local tourism economy. Early in the COVID-19 pandemic it became evident that any recovery effort would need to be done in close collaboration with Greater Miami's tourism and business

community. More than ever, working across business segments and leaning on partnerships and close collaborations was vital to the industry's survival and recovery.

The GMCVB soon unveiled **Miami Shines**, a tourism recovery campaign created to drive business back to hotels, restaurants, museums and attractions. Offering tourism partners dedicated toolkits containing marketing materials in English, Spanish and Creole, **Miami Shines** was part of a growing list of pre-recovery efforts. With its message of hope, **Miami Shines** served as the foundation for a full recovery campaign supported by advertising, social media and public relations.

The GMCVB also launched the award-winning **Miami Eats** program to promote takeout and delivery options from local restaurants during a time when restaurant dining rooms were ordered shut to help stop the spread of COVID-19. Completely free and open to all restaurants in Miami-Dade County, the program featured a website serving as a hub for customers to search more than 1,000 restaurants by location, cuisine type and price point.

The GMCVB also launched **Miami Salutes**, an initiative to show support for

the heroic work of frontline workers and first responders in the community. The program called on hotels, restaurants and retailers to extend special offers to hospital workers, medical professionals, firefighters, paramedics, National Guard and law enforcement officers.

The cultural community quickly responded to closures due to the COVID-19 pandemic with amazing virtual programming. The GMCVB gathered links to online/social media offerings and promoted them nationally through the new **Virtual Miami** online platform to keep the Miami brand top-of-mind with future customers and visitors.

Following a Miami-Dade County emergency order to limit hotel reservations to Essential Lodgers (which included health care professionals, first responders and patients' families, among many others), the GMCVB created a comprehensive list of hotels that remained open for these guests. That list was updated in real time to make it as easy as possible for those who met the criteria to search for available hotels.

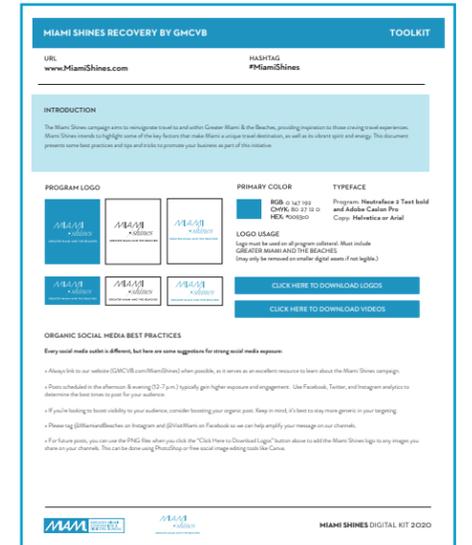
In response to increasing need, the GMCVB launched a web page listing all the resources and charitable opportunities available for those employed in the travel and hospitality

industry. It provided GMCVB partners and others in the industry with information about how to secure assistance or even offer help should they be in the position to do so.

Hospitality industry workers were among the hardest hit in terms of business impact and job losses as a result of low demand related to COVID-19. Thanks to a partnership among the GMCVB, United Way, Miami Herald/el Nuevo Herald, Health Foundation of South Florida and The Miami Foundation, a fund was created to support struggling families with emergency needs including food, supplies, utilities, rent/mortgage assistance and micro-grants. As everyone works to get through this difficult period for the tourism industry, we know we will continue to be stronger together.

STRATEGIC PLAN

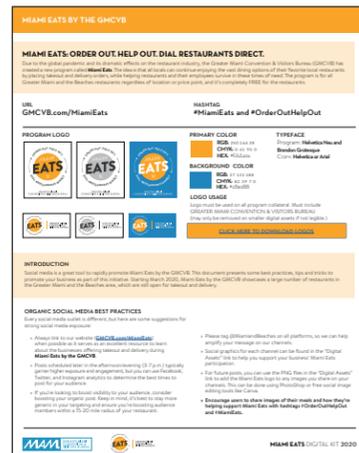
Last October, the GMCVB completed its 5-Year Strategic Plan following its most comprehensive community-wide engagement endeavor ever. Once the global COVID-19 pandemic hit our shores, the tenets of countywide community engagement have continued to be the backbone of our efforts as we quickly pivoted to a Tourism Recovery Plan.



Above: Miami Shines program logo and toolkit; Virtual Miami online platform.



Miami Eats collateral designed to promote takeout and delivery options from local restaurants: TV commercial; participant toolkit; program logo.



We have adjusted our roadmap to ensure the resiliency of Greater Miami and the Beaches' travel and tourism industry.

INDUSTRY PERFORMANCE

Greater Miami and the Beaches enjoyed another strong year in 2019, with 16.3 million overnight visitors and an additional 7.8 million "Day trippers" who visited but did not spend the night, for a grand total of 24.2 million visitors. These visitors spent nearly \$18 billion in 2019 and supported 146,800 leisure and hospitality jobs in Greater Miami and the Beaches. The destination was on track for another record-breaking year before the COVID-19 pandemic struck in March. The pandemic has had a deep impact, as shown in the following

figures from September 2019-August 2020. The Miami-Dade County Resort Tax was down -25%, the Convention Development Tax (CDT) was down -29%, the Miami Beach Resort Tax was down -32% and the Hotel Food & Beverage Tax was down -30% over the same period a year prior. The GMCVB's recovery efforts have positioned the destination to thrive once the travel industry rebounds.

MEETINGS & CONVENTION SALES & SERVICES

Through September 2020, the Meetings & Convention Sales team booked 338 meetings representing 297,395 room nights, with an estimated economic impact of \$153 million. The team also generated 1,132 sales

leads. The Meetings & Convention Services team serviced 406 meeting and convention groups with a total of 380,554 attendees. The team also organized and executed 43 site visits for more than 100 meeting planners. If not for the COVID-19 pandemic, these numbers would have been much higher.

When the pandemic took hold, Meetings & Convention Sales communicated directly with clients to address their concerns and provide positive messaging through face-to-face Zoom calls, monthly destination updates, and virtual happy hours and site visits. The team did everything within its power to mitigate clients' losses while keeping them in the destination. Looking to the future, the team worked with

local stakeholders to put precautionary measures in place to allow business to come back. This included producing promotional videos for hotel partners highlighting the steps they are taking to create a safe and healthy environment, and developing special offers to entice meeting planners to rebook. Meetings & Convention Services reached out to clients to answer all of their questions. In addition, the team played a supporting role during the rollout of the new Miami Eats program.

ADVERTISING & DIGITAL MARKETING

In January 2020 the MIAMILAND campaign was launched as an extension of the Found in Miami campaign. This

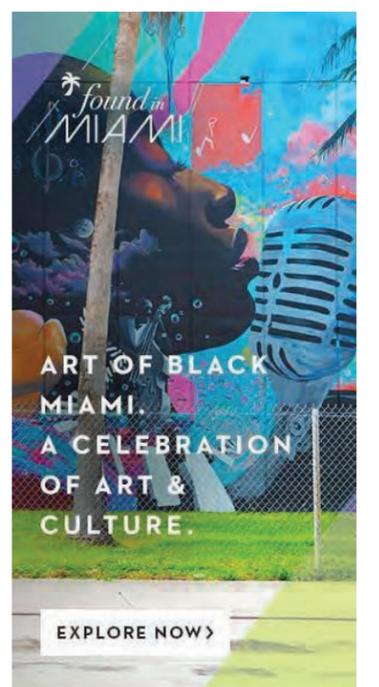
rollout teased a brand new theme park coming to Miami. After much online hype, MIAMILAND was revealed to be not a traditional theme park, but Miami's great outdoors. It received extremely high engagement until it was paused due to COVID-19. Other efforts throughout the year included a cruise campaign that encouraged cruise-goers to book a pre/post-stay in Miami and Art of Black messaging supported through partnerships with *The Root* and *Undertone*. Overall, advertising programs delivered 203 million impressions.

The team created customized cooperative marketing programs to highlight Greater Miami's unique neighborhoods, targeting leisure and meetings markets through partnerships with Expedia and Cvent. Meetings and conventions advertising promoted the Miami Beach Convention Center District and announced the headquarter hotel. The GMCVB's Miami on Google posts launched in April 2019 and have delivered more than 54 million new views of Miami-branded content to those searching for Miami on Google. As a result of this, in addition to a boost from the launch of the MIAMILAND campaign, MiamiandBeaches.com had 4.47 million visitors and drove 145,331 hotel bookings

from October 2019 to August 2020. MiamiandBeaches.com has been the central channel for the GMCVB's COVID-19 visitor communication and tourism industry recovery initiatives. Efforts were focused on communicating health and safety guidelines, community support, hotel offers and openings, and Greater Miami and the Beaches' reopening protocols. The site's Travel Guidelines page has received significant traffic and engagement from those looking for up-to-date visitation information. During the spring and summer months, the highest-traffic pages included the Travel Advisory page, the webcams that showcase Miami's beauty, and the virtual 360 tours allowing people to interact with Miami from anywhere, all driving interest for future travel to Miami. After a period of softer year-over-year traffic, the site is now experiencing an average growth of +11% in site visitors month-over-month in the late summer and fall months.

COMMUNICATIONS

In Fiscal Year 2019/2020 the Communications Division completed 11 targeted media missions, hosted 14 custom-themed press tours and serviced 76 media visits. These efforts



Top to bottom, left to right: MIAMILAND launch video; GMCVB Travel Advisory page; Art of Black Miami web banner; cruise campaign web banners.



Top: William D. Talbert III, CDME speaks at Super Bowl LIV press conference. Bottom: The Travel Industry Sales and Communications team promoting MIAMILAND at Atlanta Travel & Adventure Show.

produced feature articles and electronic broadcasts (primarily television) creating more than 10 billion impressions with an estimated comparable ad value of more than \$21 million in advertising equivalence.

The Communications team launched the PR campaign for the MIAMILAND program in January 2020. The first step was an activation at the New York Boat Show where the team pulled back the curtain on the secret campaign to reveal the new action-adventure theme park called MIAMILAND, which was revealed to actually be Greater Miami's immense footprint and its natural assets. Another highlight this year was Super Bowl LIV. The team showcased the destination to 6,000 journalists at the Miami Beach Convention Center. The team was onsite at the Miami booth and facilitated several key interviews with media outlets from around the world.

As the COVID-19 pandemic began dominating the news cycle, the Communications team stopped international PR services from March through September and shifted focus to domestic and regional customers who were more likely to be able to fly or drive to Miami. The team worked with local

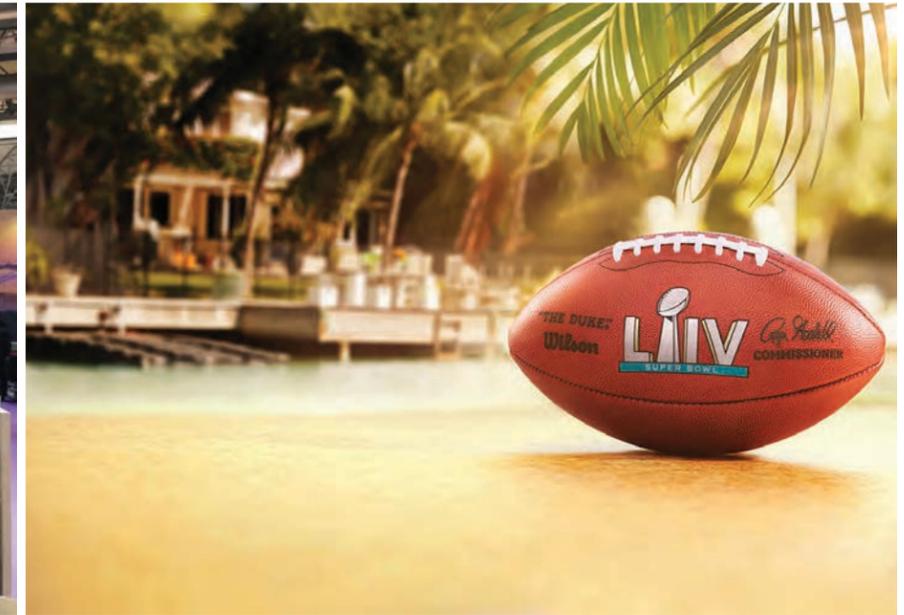
media to reach drive-market customers. The team developed a public relations strategy focused on responsible and safe travel while also spotlighting Miami travel community members who were going above and beyond to help those in need. This "Who Shines in Miami" program, promoted via a video campaign, featured notable Miami locals in positive stories about the community. In order to promote safe and responsible travel, the team expanded the Travel Advisory page on MiamiandBeaches.com and spotlighted visitors who were safely traveling to Miami and following all guidelines.

TRAVEL INDUSTRY SALES

The Travel Industry Sales Division participated in nearly 50 travel trade shows/sales missions in 16 countries around the world through March 2020, establishing and strengthening relationships with travel industry professionals. The team participated in leading consumer and travel trade shows including the U.S. Travel & Adventure Shows in key U.S. markets; the New York Times Show and CruiseWorld. International travel shows included Gramado (Brazil); ANATO (Colombia); World Travel Market (UK); FIT (Argentina);



Left: Travel Industry Sales Team at IBTM 2019. Right: Super Bowl LIV.



and IFTM Top RESA (France).

In May 2020 the team launched the online Greater Miami & Beaches Travel Specialist Program in partnership with the Travel Agent Academy. This online course provides a high-level overview featuring the destination's attractions, cultural and heritage neighborhoods, and pre/post-cruise options. More than 2,100 travel advisors have already enrolled and 800 have graduated.

Due to the closure of borders resulting from the COVID-19 pandemic, the GMCVB paused its Global Representation Network, which covers 62 countries. The Travel Industry Sales team has

maintained frequent contact with the global representatives to stay up to date about COVID-19's impact throughout international markets. The team has maintained contact with tour operators and travel advisors through monthly phone calls and destination webinars encouraging responsible travel to Miami. It has also partnered with airlines, cruise lines and tour operators to host webinars for travel advisors throughout key feeder markets. Finally, the team assisted other GMCVB divisions by gathering information from local restaurants to support the new Miami Eats program.

CONTENT & CREATIVE SERVICES

Creative Services continued to produce high-quality collateral material and videos to support all GMCVB divisions' sales and marketing efforts. The team completed 241 Creative Services requests including work on various trade show booths and all the artwork for the Super Bowl LIV Media Center at the Miami Beach Convention Center.

The Content & Creative Services Division executed the following Miami Temptations Programs: Miami Entertainment Months; Miami Arts & Heritage Months; Miami Health & Wellness Months; Miami Spice

Restaurant Months (which ran from June-September, highlighting information for consumers such as Spice To-Go options and "Outdoor Dining" tags on the website); and Miami Spa Months.

The team secured \$358,974 in contributed services through advertising added value in print, digital, broadcast and outdoor media. Facebook, Twitter and Instagram traffic has increased +2.9% year-over-year, with Instagram leading the charge with a +10% increase in followers. As of September 2020, there were a combined 974,159 followers across all three platforms. Impressions have increased +64%, total audience has



Top: Research Team at the SOBEEFF; Bottom: Miami Beach Hotels Task Force Hybrid Meeting.

increased +1.9% and engagements have increased +15.7%.

The team updated, maintained and added to a collection of more than 600 articles on MiamiandBeaches.com. On the publishing front, the Content team continued to produce high-end consumer and trade publications including the inaugural edition of the *Greater Miami & the Beaches Sports & Entertainment Venue Guide*.

In response to the COVID-19 pandemic, the Content & Creative Services Division developed new programs and reimaged some of its more popular programs to help local businesses educate, mitigate and recover. The team developed the Miami Eats program within the first week of the countywide shutdown in March to highlight all open restaurants. In late May the team began filming and producing videos for the Meetings & Convention Sales team at partner hotels and convention centers that had adjusted their meeting spaces in accordance with CDC guidelines. As part of the Miami Shines tourism recovery marketing campaign, at the end of May the team began filming a series of *Miamians Who Shine* interviews, shining a light on individuals who have gone above and beyond to help the community. In July, the team began filming and producing *Travel Responsibly Hotel Guest Testimonials* to showcase

partner hotels' commitment to keeping guests safe.

RESEARCH & STRATEGIC PLANNING

The focus groups and town hall meetings the GMCVB convened as it developed its 2025 Strategic Plan for Greater Miami's travel and tourism industry made it clear that research was needed to better understand residents' views on tourism. In response to this, the Research & Strategic Planning Division conducted the Tourism Sentiment Survey, which indicated that the vast majority of residents greatly value tourism and the role the GMCVB plays. In the future, the division will continue such outreach to assess how tourism impacts residents' lives.

The division responded to the COVID-19 pandemic by supplying vital industry information to local stakeholders. It redesigned the Research & Strategic Planning section of the GMCVB's website and created new interactive data dashboard visualizations to disseminate crucial information. Stakeholders now have access to more data than ever. The division has provided data, experience and guidance to local governments and organizations, focusing on tourism recovery for Greater Miami and the Beaches.

ARTS & CULTURE TOURISM

The Arts & Culture Tourism Division continued partnering with the City of Miami Beach to enhance the relationship with the MCH Group, owners of the Art Basel global art fairs. Though the 2020 editions of Art Basel Hong Kong, Art Basel Switzerland and Art Basel Miami Beach have been postponed, the division remains in close communication with the fair leadership team. The prominence of Art Basel Miami Beach remains a cornerstone of the local arts and culture community.

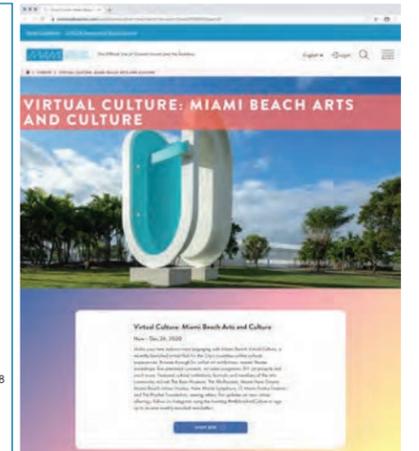
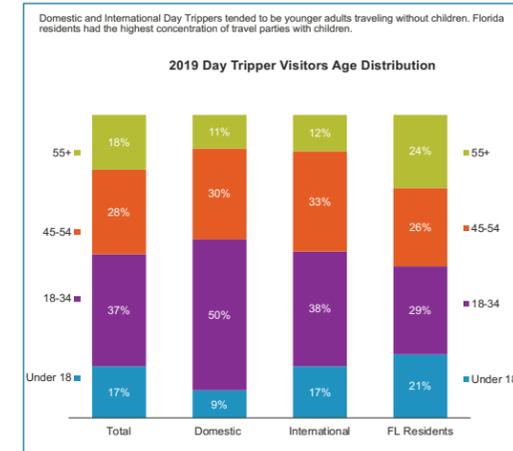
The division also continued working closely with and supporting organizations such as the Arts & Business Council of Miami, the Miami Arts Marketing Project (MAMP), Dade Heritage Trust, Miami Design Preservation League, Miami Music Project, the Florida Cultural Alliance, The Black Archives and HistoryMiami. It actively participated with the City of Miami Beach Cultural Affairs Department, the Coral Gables Division of Cultural Affairs and the Miami-Dade County Department of Cultural Affairs. The division also supported the GMCVB's Communications team in hosting the Art and Entertainment Cross-Market Press Tour and worked with the GMCVB's Convention Sales team to attract LGBTQ conventions including the National Dance

Education Organization Conference and the National Arts Marketing Project Conference by Americans for the Arts.

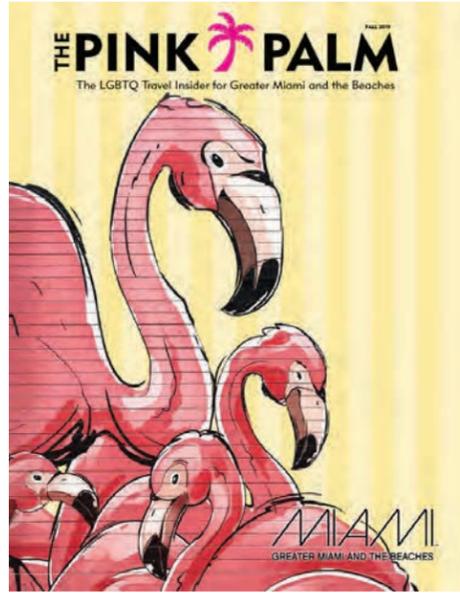
As most in-person cultural events were postponed due to COVID-19, the team launched Virtual Miami, a platform showcasing virtual exhibitions and performances at museums and performing arts venues, as well as live webcams and virtual tours of Miami's world-class museums, culture, attractions, national parks, beaches and more. The division also advocated for safe and healthy reopening procedures for arts venues, museums and attractions.

LGBTQ MARKETING

The LGBTQ Marketing Division represented the destination at WeTrade 2019 in Bogotá, at Community Marketing's LGBTQ Tourism Forum in Las Vegas and at Aspen Gay Ski Week. The division continued showcasing Miami Beach's LGBTQ Visitor Center and the destination's annual LGBTQ events, and worked with the GMCVB's Convention Sales team to attract LGBTQ conventions. It also completed the GMCVB's first dedicated LGBTQ photo shoot designed to highlight diversity within Greater Miami's LGBTQ Community. The LGBTQ media program was expanded to include partnerships with LGBTQ publishers



Top to bottom, left to right: GMCVB's first dedicated LGBTQ photo shoot designed to highlight diversity within Greater Miami's LGBTQ community; Day Tripper research data in 2019; Virtual Culture page on MiamiandBeaches.com.



LGBTQ Marketing Division's *The Pink Palm* fall publication; 2019 GMCVB Annual Meeting at the Hilton Miami Airport Blue Lagoon.

like Pride Media and Edge Media Network. The division published two issues of *The Pink Palm*, the LGBTQ Travel Insider for Greater Miami and the Beaches. Rollout of the Miami Begins with Me LGBTQ Diversity & Inclusion Training, produced in partnership with YES Institute, continued with monthly training sessions. The division welcomed reporters, bloggers and social media influencers, with a focus on showcasing the destination's outdoor experiences and supporting the MIAMILAND and Miami Shines campaigns.

In response to the COVID-19 pandemic, the division worked with other GMCVB teams to support recovery efforts. This included working with the Content & Creative Services team to update Miami Eats restaurant listings; identifying and updating virtual LGBTQ event listings for the Virtual Miami initiative; supporting the Advertising & Digital Marketing Division to develop new

articles for MiamiandBeaches.com; and helping the Travel Industry Sales Division by creating virtual portals to showcase Greater Miami and the Beaches. The division also joined weekly virtual meetings with LGBTQ organizations to provide updates on the destination.

BUSINESS DEVELOPMENT & PARTNERSHIP

The Business Development & Partnership Division continued to engage partners to take advantage of the vast marketing toolbox offered to them. The division continued to increase digital sales options on MiamiandBeaches.com, including several co-op programs, which generated \$377,900. The division executed more than 30 partner training and networking events, including the GMCVB Annual Meeting and the Partner Holiday Reception. The Miami Begins with Me (MBWM) Customer Service training program continued,

providing the opportunity for GMCVB partners, industry professionals and interested community members to learn more about the destination.

Understanding that local businesses are facing economic hardship due to the COVID-19 pandemic, the division established a "Six Months Free" program, offering all partners six free months along with new flexible payment installment plan options. Special discounted digital advertising packages were developed to offer partners increased exposure. In order to stay connected with partners and provide updates, the division launched weekly GMCVB Coffee & Conversation Virtual Networkers. The team also turned the Annual GMCVB Partner Marketing Workshop into a three-day virtual workshop held August 4-6, 2020.

MULTICULTURAL TOURISM & DEVELOPMENT

The Multicultural Tourism & Development Department (MTDD) continued to drive visitors to the destination and showcase the depth of Miami-Dade County's cultural diversity. Highlights this year included partnering with key events whether virtual or online, including the American Black Film Festival, Miami Carnival, Miami Smooth Jazz Festival, Calle Ocho Live and the Annual International African American Hotel Ownership & Investment Summit & Trade Show. The department's monthly newsletter outlined GMCVB collaborations, business relief efforts and available resources. The team executed two Neighborhood Spotlights via a partnership with The New Tropic, and also hosted its seventh annual Black History Community Tour. Tourism Business Enhancement (TBE) efforts continued, with collaborations with the Miami Bayside Foundation and the Downtown Development Authority. MTDD also continued promoting its Art of Black Miami program, hosting the annual Art of Black Miami reception at Hard Rock Stadium in Miami Gardens before Super Bowl LIV.

The death of George Floyd in May 2020 prompted an awakening about racial injustice in America. The GMCVB responded by showing its commitment to being a part of the solution and not perpetuating the problem. The MTDD helped create a response and statement of commitment that is posted on the GMCVB's website.

The stakeholders who are part of the Multicultural team's initiatives have been greatly affected by the COVID-19 pandemic. The team pivoted most of its programming to virtual activities, curating webinars and panels targeting small businesses and cultural organizations. The team used its monthly newsletter to share mitigation and recovery resource information with stakeholders. Media interviews were conducted to share industry updates and GMCVB recovery and relief efforts. The MTDD's Lunch & Learn presentations were shifted to a virtual platform, allowing the team to share its initiatives and offerings with various entities. The team worked with the GMCVB's Content & Creative Services Division to ensure that restaurants located in heritage neighborhoods were included in the Miami Eats program.



Top to bottom: Trolley on Biscayne Blvd. in Downtown Miami promoting Art of Black Miami 2019; American Black Film Festival 2019 FAM at the Black Police Precinct and Courthouse Museum in Historic Overtown.



Left to right: NASCAR Championship Weekend at Homestead-Miami Speedway; Super Bowl LIV Fan Fest at the Miami Beach Convention Center.

SPORTS & ENTERTAINMENT TOURISM

Sports & Entertainment Tourism highlights in Fiscal Year 2019/2020 included the ITF Young Seniors World Tennis Championships at the Flamingo Park Tennis Center in Miami Beach; attending the TEAMS Conference in Anaheim, California; NASCAR Championship Weekend at Homestead-Miami Speedway; SoccerEx Americas at the JW Marriott Miami Turnberry Resort & Spa in Aventura, where the division unveiled the Miami 2026 World Cup logo; attending FOCUS London; the 86th Capital One Orange Bowl at Hard Rock Stadium in Miami Gardens; the National Association of Television Programming Executives (NATPE) Conference &

Exhibition at the Fontainebleau Miami Beach; the Sundance Film Festival in Park City, Utah; and the 18th annual Miami Marathon and Half Marathon through the streets of Miami and Miami Beach.

The ultimate highlight was Super Bowl LIV, as Miami hosted the game for a record 11th time. News crews descended on the destination, providing coverage to a worldwide audience from the media center at the Miami Beach Convention Center and Hard Rock Stadium. Super Bowl LIV set a record as the game with the highest economic impact ever, \$572 million.

The Miami World Cup 2026 team was set to present in front of FIFA's governing council in March. The in-person meeting

was changed to a virtual meeting on July 23 due to COVID-19.

The Sports & Entertainment Tourism Division utilized its time during the pandemic to finalize and print the inaugural edition of the *Greater Miami & the Beaches Sports & Entertainment Venue Guide*, which highlights local venues that can host sporting events, trade shows, conferences and film crews.

The team also created the PracticeSafeSetsMiami.com website as a resource for the film and television production industry during COVID-19. The site highlights hotels with elevated health and safety measures for production crews.

As a sponsor of the American Black Film Festival (ABFF), the division

developed a virtual FAM tour highlighting the community's diverse locations available for filming. The team hosted a panel moderated by GMCVB Board Chair Bruce Orosz and focused on using Greater Miami and the Beaches for filming locations. The division also worked with the City of Miami Beach as part of its Business Outreach Program to offer assistance to local businesses affected by the pandemic.

FINANCE & ADMINISTRATION

Finance & Administration (F&A) completed its 29th consecutive annual independent audit without management comments (a clean audit) by auditor RMS US LLP. The auditor's assessment praised the team's professionalism and

transparency. F&A continued to manage the Bureau's not-for-profit organization, the Black Hospitality Initiative (BHI). The GMCVB's Annual H.O.T. Challenge Golf Tournament, the main fund raiser for the BHI, was cancelled due to the COVID-19 pandemic. The BHI still received generous support, most notably Southern Glazer's Wine & Spirits' contribution of \$50,000.

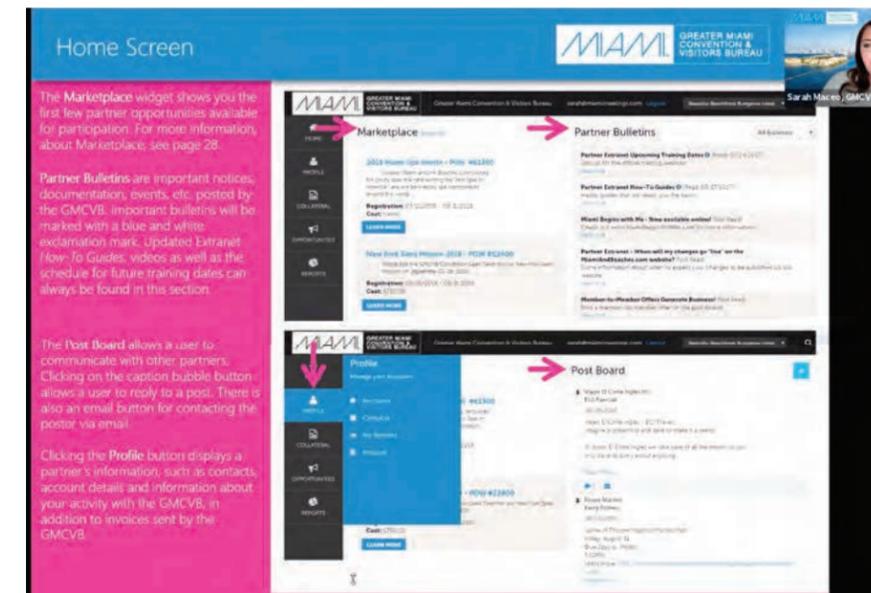
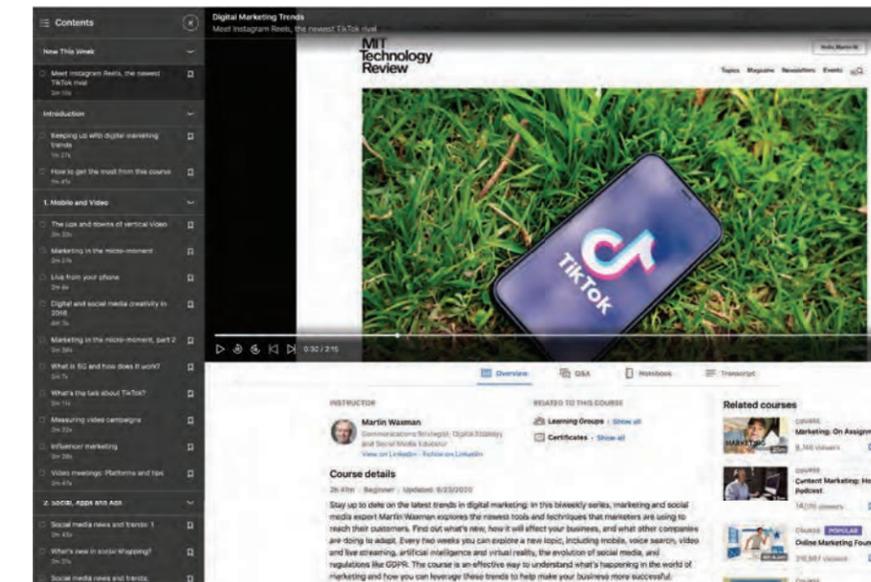
Approximately 350 GMCVB partners took advantage of the GMCVB's partner extranet training this fiscal year. The Information Technology (IT) team has almost completed its goal of making the office environment 100% paperless, which will allow the GMCVB to move its accounting system to the cloud and will result in a cost savings of approximately \$70,000 per year. F&A rolled out the Atmosphere of Learning (AOL) program for its staff, giving employees the opportunity to further their knowledge, skills and job effectiveness.

The F&A Department took several steps to help the GMCVB work toward sustainability and global resiliency goals this fiscal year. The GMCVB partnered with local governmental and business partners to fight sea level rise and global warming. Internally, the GMCVB

initiated a sustainability and resiliency committee called *The Green Team*, which implemented environmentally friendly changes in the office and educated staff about steps they can take to reduce their carbon footprint.

In order to increase cultural awareness, the F&A team convened workshops where employees were able to share their concerns and learn more about American history and the roots of racial and social injustice. These initiatives led the GMCVB to create a year-long program dealing with issues of racial justice, social inclusion and diversity.

In response to the COVID-19 pandemic, the team developed a work-from-home environment and filed a request for federal assistance to manage staff through the initial stay-at-home order. To date, the GMCVB has received approximately \$773,000 from the CARES Act. The GMCVB's ongoing investment in IT infrastructure and database management allowed a seamless transition to remote operations. In order to make it safe for employees to work in the office, F&A redesigned and remodeled the GMCVB's main office suite to make it compliant with COVID-19 safety protocols.



Top: GMCVB's Atmosphere of Learning LinkedIn Learning; Bottom: Annual GMCVB Partner Marketing Workshop's Extranet Training.



COVID-19 RESPONSE & RECOVERY INITIATIVES

Greater Miami and the Beaches was enjoying another record-breaking year through February 2020. The global COVID-19 pandemic changed everything in March. The Greater Miami Convention & Visitors Bureau quickly adapted to support the local visitor industry during this tough period, launching programs under the Miami Shines platform to help businesses recover. When the time was right, the GMCVB launched the Miami Shines program in June to promote responsible travel to Greater Miami and the Beaches. Employees worked together across departmental boundaries to help Miami rebound from the pandemic. Here are some examples of how each division responded...

ADVERTISING & DIGITAL MARKETING

Advertising efforts were paused in early March due to the COVID-19 pandemic. After careful examination of consumer sentiment, Miami Shines was launched in April to highlight the people, places and neighborhoods that make Miami shine. This campaign was divided into a pre-recovery and a recovery phase. Pre-recovery messaging let our audiences know that Miami stands by them as they stand by, waiting to welcome them again with open arms. The recovery phase launched in June to keep Miami top of mind once visitors are ready to travel again. Special offer deals messaging, combined with inspirational brand messaging, were targeted to those in the tri-county area, drive markets and national markets in a phased approach. Miami Spice, Miami Spice To-Go, Miami Spice and Stay, and Miami Spa deals were also incorporated to promote Miami's culinary experiences and spa offers. Additionally, Work, Learn and Play Remote offers were introduced in September. Messaging was supported through paid social and paid search, as well as media partnerships with SpotX, Culture Trip, Sojern, TripAdvisor and Kayak. Partnerships with local publishers such as *Miami Modern Luxury*, *Miami Beach News*, *The Miami Herald* and *Miami New Times* generated awareness and staycation bookings from the local community. Regional bookings co-ops evolved into an even larger program with



GREATER MIAMI AND THE BEACHES



Miami Shines campaign logo and web banners.

Expedia and Travelzoo, helping to drive hotel bookings.

The Meetings and conventions advertising recovery program focused on print, digital display, targeted e-blasts with trusted publishers and digital advertorials highlighting the Zero Attrition and Zero Cancellation Fees promotion. Language about this promotion and Miami's safety protocols helps highlight why Miami is the ideal destination to host a meeting.

MiamiandBeaches.com has been the central communication channel for the GMCVB's COVID-19 visitor communication and tourism industry recovery initiatives. Efforts were focused on communicating health and safety guidelines, community support, hotel offers and openings, and Greater Miami and the Beaches' reopening protocols. The site's Travel Guidelines page has received significant traffic and engagement from those looking for up-to-date visitation information. During the spring and summer months, the highest traffic pages included the Travel Advisory page, the extremely popular webcams that showcase the beauty of Miami, and the virtual 360 tours allowing people to interact with Miami from anywhere, all driving interest for future travel to Miami. After a period of softer year-over-year traffic, the site is now experiencing an average growth of +11% in site visitors month-over-month in the late summer and fall months.

COMMUNICATIONS

The COVID-19 global pandemic dominated the news cycle in 2020, presenting the travel industry with an unprecedented public health crisis and forcing a temporary shutdown of international travel, hotels, restaurants and many local businesses. The Communications team made a strategic decision to halt international PR services from March through September. With reduced air service and government restrictions on travel in place, marketing dollars were better leveraged by targeting domestic and regional customers who were more freely able to fly or drive to Greater Miami. More emphasis was placed on local and drive-market customers. Therefore, the team increased collaboration with local media in order to reach a more regional customer.

Due to heightened awareness of COVID-19 spread in Miami-Dade County, national media frequently utilized Miami as a backdrop for feature stories on the virus in the local community. As the media focused on Miami as a "hot spot," the Communications team developed a public relations strategy focused on responsible and safe travel while also spotlighting Miami travel community members who

"Thank you! We appreciate the effort to keep us alive!"

— Restaurateur



Miamians Who Shine, Maghan Morin and Jeanine Suah of Thynk Global.

were going above and beyond to help those in need. The program, called “Who Shines in Miami,” promoted via a video campaign, featured notable Miami locals in positive stories about the community.

At the height of COVID-19 spread, the Communications team paused traditional sales and promotional messaging and instead focused on destination management practices leveraging the GMCVB’s position as an innovator and leader in safe and responsible travel. This was done by further expanding the travel advisory page on the GMCVB website and spotlighting visitors who were traveling to Miami and doing it safely. The goal was to identify visitors who were shining examples of how to “get away” responsibly during the pandemic.

Steering away from a promotional message during the COVID-19 public health crisis helped keep brand and

organizational credibility in the mind of the consumer. By shifting the message strategy to one focused on safety and positive community profiles, the Communications team achieved a healthy balance of positive and informative communication with the media.

ARTS & CULTURE TOURISM

Shortly after the COVID-19 shutdown, the Arts & Culture Tourism Division began collaborating closely with the GMCVB’s Advertising & Digital Marketing Division to update the calendar of events section of MiamiandBeaches.com. As most in-person cultural events were postponed, the team launched Virtual Miami, a platform showcasing live webcams and virtual tours of Miami’s world-class museums, culture, attractions, national parks, beaches and more. In addition, Virtual Miami highlights virtual exhibitions

and performances at museums and performing arts venues.

During the reopening process the Arts & Culture Tourism Director took on a larger role in supporting the GMCVB’s attraction partners. The division worked in close collaboration with the Florida Attractions Association to ensure local attraction partners were provided the latest news, information and statistics during the crisis. The division played an important support position in advocating for safe and healthy reopening procedures for this industry that provides a vital part of the resident and visitor experience.

LGBTQ MARKETING

After COVID-19, advertising creative targeting LGBTQ travelers was incorporated into the overall Miami Shines media campaign. This included display banners as well as paid social and paid search, which allowed for greater impressions and efficient targeting.

As a response to the impact of the pandemic, the LGBTQ Marketing Division ceased the year’s remaining marketing initiatives and shifted gears to provide support to the development and rollout of the GMCVB’s COVID-19 Response and Recovery initiatives. Efforts included working with the GMCVB’s Content & Creative Services team to source, size and upload images to MiamiandBeaches.com for the 1,200+ restaurants that participated in the Miami Eats program. Additionally,

the division worked to identify virtual events with a specific focus on Miami’s LGBTQ community, and creating landing pages for each event as part of the Virtual Miami initiative.

The LGBTQ Marketing Division also provided support to the GMCVB’s Advertising & Digital Marketing Division in the development of new articles for MiamiandBeaches.com, as well as updating existing articles. Furthermore, as the Travel Industry Sales team shifted from in-person to virtual trade shows, the division provided support with the creation of virtual portals to showcase Greater Miami and the Beaches.



In addition to supporting the GMCVB’s Response and Recovery initiatives, the LGBTQ Marketing Division joined weekly virtual meetings with LGBTQ organizations to provide updates on the destination. The division hosted several webinars for organizations including the British American Business Council of Miami and the International LGBTQ Travel Association.

SPORTS & ENTERTAINMENT TOURISM

The transition caused by the pandemic opened opportunities for the division. Working closely with the GMCVB’s Content & Creative Services Division, the team finalized and printed the inaugural edition of the *Greater Miami & the Beaches Sports & Entertainment Venue Guide*. The nearly 100-page, full-color book details local venues throughout Miami-Dade County that can be used to host anything from sporting events to trade shows and conferences, as well as for filming purposes. From the largest facilities like the Miami Beach Convention Center and Hard Rock Stadium to local parks, the guide contains all the information an event planner needs to know. The guide is also available on the GMCVB’s website for easy access worldwide. As the community moves forward after COVID-19, this guide will serve as an extended marketing tool for local venues that rely on special events to impact their bottom lines.

The team also worked closely with the GMCVB’s Advertising & Digital Marketing Division to finalize the Made in Miami Film Tour microsite. This site gives visitors an opportunity to see where their favorite Miami movies were shot. The site lists where in Greater Miami the filming took place for all projects from 1920 to today, including a clip and short description of each.

The new PracticeSafeSetsMiami.com website was created specifically for the film and television production industry. The site lists partner hotels that take health and safety to the highest level. Providing anything from production-only elevators, production-only floors and food & beverage service to prop storage and truck parking, production companies can choose from a menu of 13 items to find out which participating hotels can accommodate their specific needs in the current environment.

As a sponsor of the American Black Film Festival (ABFF), the division developed a virtual FAM tour highlighting the community’s incredibly diverse locations available for filming. Hosted by Sope Aluko, star of *Black Panther*, *Burn Notice* and many other productions, the virtual FAM took viewers to locations such as the sunny shores of Miami Beach, South Dade/Homestead and the Historic Hampton House. Viewed by thousands of unique viewers from more than 40 countries, the ABFF Virtual FAM was a rousing success. In addition to the virtual FAM, the team hosted a panel focused on using Greater Miami and the Beaches for filming locations. Moderated by GMCVB Board Chair Bruce Orosz, the panel included Miami-Dade Film Commissioner Sandy Lighterman; Interim Director of the Miami Beach Tourism and Culture Department, Heather Shaw;

“I take this opportunity to thank everyone at the GMCVB for the support and for the amazing work done to help restaurants during such difficult times. Miami Spice did “spice” things us up for us, and we are very grateful for the opportunity and the support! We look forward to participating next year and to be part of your many other promotions.”
— Restaurateur

and the GMCVB’s Director of Sports & Entertainment Tourism, Jose Sotolongo. The panel was by invitation only and was limited to the 100 ABFF award nominees.

Aside from these projects, the Sports & Entertainment Tourism team worked very closely with the City of Miami Beach as part of its Business Outreach Program. The team worked side-by-side with the City to reach out to local businesses affected by the pandemic and to offer

assistance on behalf of Miami Beach. Many local businesses did not know about the many avenues open to them and were very grateful for the advice.

When the Miami Beach Convention Center (MBCC) task force was launched, the Sports & Entertainment Tourism team was front and center in joining the GMCVB’s Convention Sales Division in looking at angles for “unconventional business” for the MBCC. Working together



The new PracticeSafeSetsMiami.com website.



The Sports & Entertainment Tourism Department's virtual FAM tour for ABFF.

with the MBCC, the team has been pitching potential events to use the MBCC in the near future.

TRAVEL INDUSTRY SALES

Due to the closure of borders around the world resulting from the COVID-19 pandemic, the GMCVB paused the activities of the Global Representation Network, which covers 62 countries. The Travel Industry Sales team has maintained frequent contact with the global representatives throughout this time to gather information and remain informed about the effects of COVID-19 throughout international markets.

It has been important to remain in frequent contact with leading tour operators and travel advisors, both internationally and domestically, through monthly phone calls and destination webinars encouraging responsible travel

to Miami and raising awareness of Greater Miami and the Beaches' travel guidelines for visitors. During this time, the team has also partnered with American Airlines, major cruise brands and leading tour operators by hosting webinars for travel advisors throughout key feeder markets. From April through September, the Travel Industry Sales Division engaged with hundreds of travel advisors globally.

Finally, the team assisted the GMCVB's Content & Creative Services Division by contacting restaurants to gather information for the Miami Eats initiative.

BOUTIQUE & LIFESTYLE HOTELS

This year the GMCVB launched a cooperative marketing campaign dedicated to Miami Beach hotels. This campaign, hosted on Expedia and part of the Miami Shines campaign, highlights the many things to do in Miami Beach,

including unique stays at boutique hotels. Many boutique hotels participated to drive bookings during this critical need period.

The Practice Safe Sets Program was introduced this year. The program provides a variety of flexible, safety-first production options: from sequester/quarantine scenarios for actors and crew to using hotels as filming locations, including ballrooms, to build sets. Many of the boutique and lifestyle hotels are participating in this program.

Finally, every quarter the GMCVB convenes a Boutique Hotel Partner Meeting to discuss ongoing initiatives, market trends and ideas for future programs. Due to COVID-19, these in-person meetings were interrupted and instead they are being held virtually.

CONTENT & CREATIVE SERVICES

In response to the COVID-19 pandemic, the Content & Creative Services Division developed new programs and reimagined some of its more popular programs to help local businesses educate, mitigate and recover.

The award-winning Miami Eats program was developed within the first week of the countywide shutdown. It highlights all open restaurants within Greater

Miami and the Beaches, with a dedicated website that lists the restaurants along with their open/closed status, delivery/takeout options and reopening dates for dine-in service. The team also recorded footage, for use in a commercial, of the restaurants doing their part to keep everyone safe while staying open. Division members communicate with all 1,300+ restaurants participating in the Miami Eats program on an ongoing basis to keep their information updated on the website.

Toward the end of March, the initial COVID-19 response was a heavy push on the Miami Eats #OrderOutHelpOut initiative. In addition, the team focused on providing virtual/online experiences that followers could safely enjoy from the comfort of their home and on creating posts highlighting Miami moments people could not wait to get back to. Heading into April, the team continued to push #MiamiShines content while also incorporating new Miami Eats messaging, expanding the program's relevance and usage from individuals and single households to friends, families and local heroes. April also featured the hugely successful David Guetta livestream event.

In late May the Content & Creative Services team began filming and

producing videos at partner hotels and convention centers that have adjusted their meeting spaces in accordance with CDC guidelines. These videos were created for the GMCVB's Meetings & Convention Sales and Services team and were very well received by meeting planners. These videos were also shared with the respective hotels and convention centers for their recovery efforts.

As part of its Miami Shines tourism recovery marketing campaign, at the end of May the Content & Creative Services team began filming a series of interviews for the Miamians Who Shine project, shining a light on individuals who have gone above and beyond to help the community during the COVID-19 pandemic. Through the end of September, 11 Miamians Who Shine interviews have been released on MiamiandBeaches.com and the GMCVB's YouTube and Vimeo channels, as well as sent to subscribers of the GMCVB's What's Happening newsletter. The team continues conducting interviews as nominees are sent.

On the social media front, in May the team began to tie in COVID-19 relief efforts, interactive quizzes and push holidays (Mother's Day, Haitian Heritage Month, Memorial Day). In mid-June, GMCVB and partner press appearances were added to social media content.

On June 1, 2020 the Content & Creative Services team launched Miami Hotel

offers, the Miami Spice program and Miami Attraction & Museum offers, all under the new Miami Shines campaign umbrella. On August 7, 2020, the Miami Spa Months program was launched. The Content & Creative Services team solicited all offers from program participants, designed, edited and added the content to the website and simultaneously managed the advertising and PR efforts for all of these programs.

In July, the team began to focus on businesses reopening. In mid-July, the Content & Creative Services team began filming and producing Travel Responsibly Hotel Guest Testimonials. These testimonial videos showcase partner hotels' commitment to keeping their guests safe by complying with CDC recommendations and their guests' reactions to these new rules. Twenty testimonial videos have been published on the GMCVB's YouTube and Vimeo platforms, its social media channels as well as MiamiandBeaches.com. Partner hotels have also received downloadable videos for their own use.

In addition to the above-mentioned programs, new article content creation for MiamiAndBeaches.com pivoted in response to the COVID-19 pandemic to focus primarily on all the wonderful and fun nature and outdoor activities that Miami offers. This included the new rules and what to expect with the reopening of beaches, parks, golf courses and marinas.

New content also included other things such as Miami staycations, road trips, outdoor dining and updates regarding virtual events and happenings.

RESEARCH & STRATEGIC PLANNING

The Research & Strategic Planning Division normally conducts surveys at more than 20 events every year throughout Miami-Dade County. Given the cancellation of many events since March, the Division took a step back to concentrate on reevaluating the industry's needs.

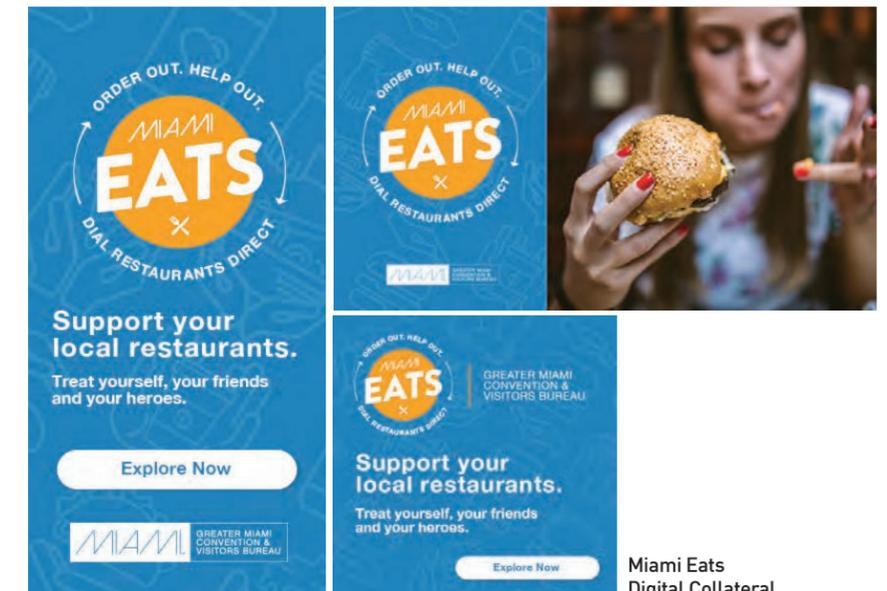
The division's primary objective has always been to monitor the health of the local visitor industry by tracking key indicators such as traffic by sea and air, tourist taxes, hotel statistics and visitors

to Greater Miami. Its role has adapted to the changing needs of its stakeholders in supplying vital industry information since the COVID-19 pandemic began.

While the GMCVB already maintains a robust database, the need for the most current data has increased dramatically. The GMCVB stepped up its efforts to collect the most relevant and up-to-date data for its stakeholders. By defining industry Key Performance Indicators (KPIs) and locating data sources that provide the most accurate information about the present health and future recovery of Greater Miami's tourism industry, the GMCVB was able to quickly disseminate crucial information to the public with a redesigned Research & Strategic Planning section of the website

"We have seen a substantial increase in direct traffic to our website from the GMCVB site since the Miami Shines promotion has been running."

— Boating Company Owner



Miami Eats Digital Collateral.



Miami Herald Spadea Ad for Hotel, Miami Spice and Attractions & Museums offers.

and create new interactive data dashboard visualizations. Stakeholders now have the ability to access even more daily, weekly and monthly data than ever before. During the upcoming 2020/2021 fiscal year, the Strategic Planning Division will continue to identify additional sources of data and build more interactive dashboards for the use of the industry as a whole.

Since the role of the GMCVB has always been integrated with important Miami-Dade County stakeholders, the Research & Strategic Planning Division has taken a seat at the tables of numerous local committees, providing data, experience and guidance to various entities. Moving forward, the Division will continue to support the county and its organizations, keeping the focus on tourism recovery for Greater Miami and the Beaches.

BUSINESS DEVELOPMENT & PARTNERSHIP

The Business Development & Partnership Division established a "Six Months Free" program, extending all existing partnerships with six free months along with new additional flexible payment installment plan options. New partners are also being offered an additional six free months.

New weekly GMCVB Coffee & Conversation Virtual Networkers were quickly created to stay connected with partners, while providing constant updates and opportunities for interaction. These events provide a platform for partners to connect. They highlight various tourism industry areas of interest and updates, along

with GMCVB initiatives.

The team also pivoted the Annual GMCVB Partner Marketing Workshop into a three-day virtual workshop held August 4-6, 2020. Following the welcome session, GMCVB senior staff hosted 11 breakout sessions in their respective areas to listen to partner needs and updates to help formulate plans for the upcoming fiscal year. The team secured sponsorship of every workshop session.

Special Discounted Digital Advertising Packages were created and promoted to partners, offering exposure on MiamiandBeaches.com and the GMCVB consumer monthly e-newsletter: Miami Insider.

The division identified new wedding trends and immediately worked with the GMCVB's Advertising & Digital Marketing team to solicit partner wedding offers and develop an enhanced Plan your Miami Wedding section on MiamiandBeaches.com to further provide partners with exposure opportunities and drive bookings and business.

MEETINGS & CONVENTION SALES

The Meetings & Convention Sales Department's primary focus was direct communication with clients. Through continuous positive messaging during the beginning phases of COVID-19 via face-to-face Zoom calls, monthly destination updates, customized playlists, Zoom happy hours and virtual site visits, and sharing live beach webcams, the team was in constant contact with all clients. The team

addressed concerns, reduced hotel blocks when necessary, assisted with additional marketing ideas and did everything possible to mitigate their losses while keeping them in the destination. The team also worked closely with other departments to quantify the destination-wide impact of cancellations and postponements. The team created specialized reports and a recovery strategy moving forward.

The team also worked alongside the Greater Miami & the Beaches Hotel Association and other stakeholders to develop precautionary measures for business to come back. Part of that work included a specialized promotional video for hotel partners, along with a special offer to incentivize meeting planners to rebook within the calendar year.

MEETINGS & CONVENTION SERVICES

The Meetings & Convention Services Division quickly pivoted to address the needs of meeting planners during the COVID-19 pandemic. The team contacted all meeting clients and answered questions about the health emergency and its impact on their programs. Virtual pre-planning meetings were conducted with clients to assess the situation.

The Meetings & Convention Services Division proactively contacted GMCVB partners to check in and update partner profiles as necessary. The team also collected safety protocols from both GMCVB and local community partners to provide the latest destination pledge to clients.

To aid the local restaurant community, the Meetings & Convention Services team assisted with the Miami Eats program by making thousands of calls to gather updates from participating restaurants.

MIAMI BEACH CONVENTION CENTER

Advertising was briefly paused in March, with a relaunch of media in June through the Miami Shines tourism recovery campaign. Efforts have focused on keeping Miami and the Beaches top of mind as a meetings destination. Select platforms such as sponsored email and CVENT were leveraged to showcase the MBCC's efforts to create a safe environment for meetings, while also increasing investments locally to drive short-term meetings business.

The GMCVB's Content & Creative Services team shot and produced a video at the MBCC that highlights adjustments to the facility's meeting spaces to allow for more social distancing. Meetings & Convention Services team members use the video, which has been very well received. The video was also shared with the MBCC for use on its marketing channels.

MULTICULTURAL TOURISM & DEVELOPMENT

The stakeholders who are a big part of the Multicultural team's initiatives have been greatly affected by the COVID-19 pandemic. The team pivoted most of its programming to virtual activities to help with key foundational business needs,

"We appreciate all the GMCVB does for the local Arts & Culture community."

— Arts Organization Director

recovery action planning and inspiration. From April through September, the team curated webinars and panels targeting small businesses and cultural organizations.

Other activities to raise awareness and increase engagement in the community included increasing content in the team's monthly newsletter to share mitigation and recovery resource information with stakeholders. Media interviews were conducted to share industry updates and GMCVB recovery and relief efforts in publications and outlets including Legacy Magazine, Venture Café Panels, Going Overtown, Eye Urban TV, Black Meetings & Tourism and the National Black Economic Summit.

The MTDD's Lunch & Learn presentations were shifted to a virtual platform, allowing the team to share its initiatives and offerings with various entities. These included Tourism Professionals of Color (TPOC), American Airlines Latin America sales team, family reunions scheduled for 2021, and the Allapattah Neighborhood Enhancement Team.

The team worked with the GMCVB's Content & Creative Services Division to include restaurants located in heritage

neighborhoods in the Miami Eats program, as well as to expand the restaurant pool to neighborhoods that are rich in diversity.

FINANCE & ACCOUNTING, HUMAN RESOURCES AND INFORMATION TECHNOLOGY

The COVID-19 pandemic required the team to develop a work-from-home environment and maintain constant awareness of guidelines, resources and updates from the Centers for Disease Control (CDC), Society of Human Resource Management (SHRM), United States Travel Association (USTA) and the Small Business Administration (SBA). The F&A Department promptly filed a request for federal assistance to manage staff through

the initial stay-at-home order. The GMCVB has received approximately \$773,000 from the CARES Act.

The goal of the F&A Department during the shutdown was to make the GMCVB fully location-independent for all staff. The realization of this goal allowed for all employees to work from home or from any location in Miami-Dade County. The GMCVB's investment in IT infrastructure and database management over the past decade allowed a seamless transition to remote operations while meeting staff members' needs so they were able to sell and market the destination successfully and efficiently.

In order to make it safe for employees to work in the office, the team redesigned and remodeled the GMCVB's main office suite to make it compliant with COVID-19 safety protocols. At the beginning of the 2020/2021 fiscal year, the GMCVB welcomed staff back to the office. ■



COVID-19 compliant GMCVB work stations.



GMCVB LEADERSHIP

A successful organization requires effective leadership to make it work. The vision for the Greater Miami Convention & Visitors Bureau (GMCVB) is guided by the volunteer leadership of its Board of Directors, Chairperson, Finance, Marketing & Tourism, Convention Sales and Multicultural Tourism committees, as well as the President & CEO. The GMCVB is led by some of Miami-Dade County's most influential community and business leaders, all of whom have a common goal of enhancing the destination's visitor industry and generating jobs.

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FINANCE COMMITTEE CHAIR
ELIZABETH HICKS
 Consultant

MARKETING & TOURISM COMMITTEE CHAIR
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 Kimpton Hotels Florida & Cayman Islands

MULTICULTURAL TOURISM & DEVELOPMENT COMMITTEE CHAIR
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CONVENTION SALES COMMITTEE CHAIR
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AT LARGE
CARLOS A. GIMENEZ
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AT LARGE
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AT LARGE
MARIA SASTRE
 Retired

AT LARGE
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 Miami-Dade Beacon Council, Inc.

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 Baptist Health of South Florida

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 Miami-Dade Beacon Council, Inc.

WILFREDO GORT
 CAMACOL

G. ERIC KNOWLES
 President & CEO
 Miami-Dade Chamber of Commerce

JUAN KURYLA
 Port Director & CEO
 PortMiami

IBIS ROMERO
 Executive Director
 Sunny Isles Beach Tourism and
 Marketing Council

ALFRED SANCHEZ
 President & CEO
 Greater Miami Chamber of Commerce

LESTER SOLA
 Aviation Director & CEO
 Miami-Dade Aviation Department

* DECEASED

INTERLOCAL PARTNERS

In 1986, community and governmental leaders created the Greater Miami Convention & Visitors Bureau to function as Miami-Dade County's official destination sales and marketing organization. Their vision and unified support continue to allow the GMCVB to pursue, on behalf of the entire destination, strategic objectives to promote the visitor industry, targeting the convention and meeting market, the travel trade and potential consumers. The GMCVB gratefully acknowledges their support.



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CORPORATE PARTNERS

The Greater Miami Convention & Visitors Bureau wishes to recognize and thank our Corporate Partners for their high-level financial commitment and support of the GMCVB's mission as the official destination sales and marketing organization for Greater Miami and the Beaches.





TOURISM'S ECONOMIC IMPACT

The COVID-19 pandemic caused all industry metrics to decrease in 2020, as can be seen in the overview of tourist taxes on the following page. While traveler confidence is slowly improving, significant hurdles lie ahead for travel and tourism. Aside from the recovery from COVID-19, uncertain economics, disruption in the cruise industry and barriers that international markets face on travel are some of the biggest challenges for Greater Miami and the Beaches to overcome in the upcoming year.

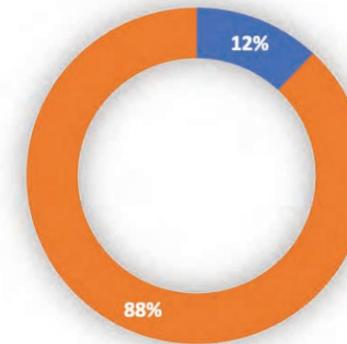
OVERVIEW OF TOURIST TAXES

The following table and charts represent the various tourist taxes collected by each municipality, Miami-Dade County, the City of Miami Beach and Bal Harbour, as well as the percentage of total tourist dollars allocated to the GMCVB. Each year, the GMCVB receives approximately 12% of the total tourist dollars collected in Miami-Dade County. The remaining 88% is used to support and maintain public facilities such as existing convention centers, sports facilities and auditoriums, and to promote cultural events and support community programs.

COLLECTING MUNICIPALITY	SEP 2019- AUG 2020	SEP 2018- AUG 2019	% CHANGE
Miami-Dade County			
Resort Tax	\$23,938,812	\$31,926,445	-25%
Convention Development Tax	\$66,312,604	\$92,942,954	-29%
Professional Sports Tax	\$11,969,643	\$15,963,222	-25%
Homeless Tax	\$23,575,727	\$30,210,386	-22%
Hotel Food & Beverage Tax	\$6,107,922	\$8,675,125	-30%
Miami Beach			
Resort Tax	\$60,467,357	\$88,974,693	-32%
Bal Harbour			
Resort Tax	\$2,797,420	\$4,224,648	-34%
Surfside			
Resort Tax	\$2,348,603	\$3,750,778	-37%
Totals	\$197,518,088	\$276,668,291	-29%

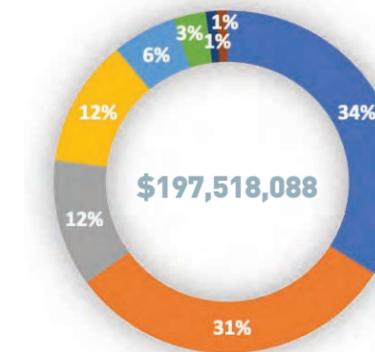
*Miami Beach's and Bal Harbour's Resort Tax includes both Food & Beverage and Resort Tax.

GMCVB SHARE OF TOURIST TAXES USED FOR SALES & MARKETING EFFORTS



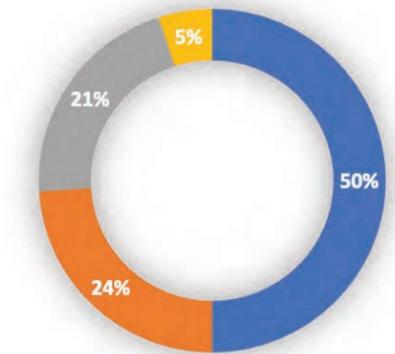
88% GMCVB (Used to promote destination)
12% Miami-Dade County, Miami Beach

TOURIST GENERATED TAXES



34% Miami-Dade County Convention Development Tax
31% Miami Beach Resort Tax
12% Miami-Dade County Resort Tax
12% Miami-Dade County Homeless Tax
6% Miami-Dade County Sports Tax
3% Miami-Dade County Hotel Food & Beverage Tax
1% Bal Harbour Resort Tax
1% Surfside Resort Tax

GMCVB FUNDING SOURCES



50% Miami-Dade County Resort Tax
24% Miami-Dade County Hotel Food & Beverage Tax
21% Miami Beach Resort Tax
5% Partnership/Private Revenue

GLOBAL REPRESENTATION NETWORK

COVERING 62 COUNTRIES

The Greater Miami Convention & Visitors Bureau representation network allows it to make global connections worldwide by actively participating in high-profile industry events, fostering relationships and expanding business opportunities for partners.

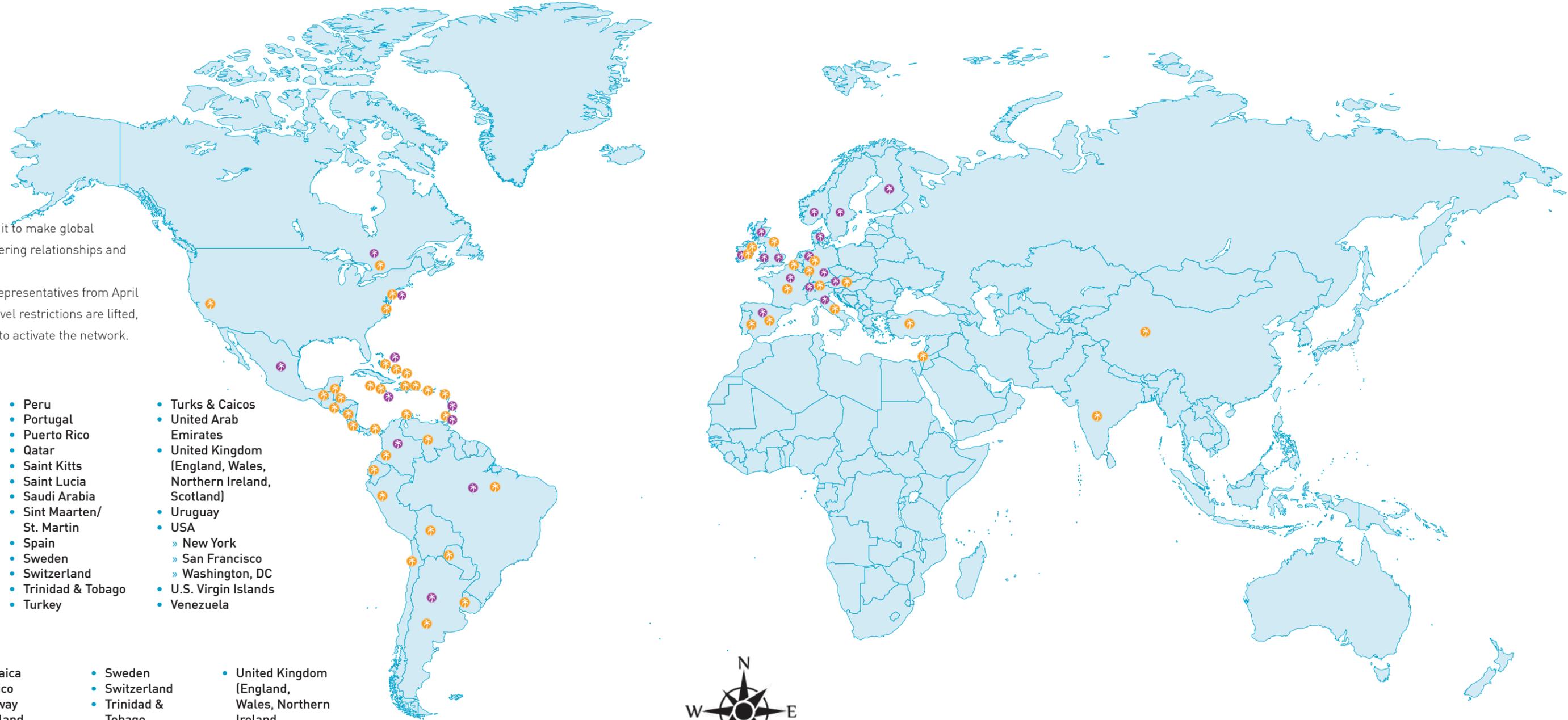
As a result of COVID-19, the GMCVB paused the relationships with the internal representatives from April to September 2020. Once the demand from international markets resumes and travel restrictions are lifted, the GMCVB will reassess market opportunities and decide at the appropriate time to activate the network.

✈️ TRAVEL TRADE REPRESENTATION 62 COUNTRIES

- Antigua
- Argentina
- Aruba
- Austria
- Bahamas
- Barbados
- Belgium
- Belize
- Bolivia
- Bonaire
- Brazil
- Canada
- Cayman Islands
- Chile
- China
- Colombia
- Costa Rica
- Curaçao
- Denmark
- Dominica
- Dominican Republic
- Ecuador
- El Salvador
- Finland
- France
- Germany
- Grenada
- Guatemala
- Haiti
- Honduras
- India
- Ireland
- Israel
- Italy
- Jamaica
- Luxembourg
- Mexico
- The Netherlands
- Nicaragua
- Norway
- Paraguay
- Panama
- Peru
- Portugal
- Puerto Rico
- Qatar
- Saint Kitts
- Saint Lucia
- Saudi Arabia
- Sint Maarten/ St. Martin
- Spain
- Sweden
- Switzerland
- Trinidad & Tobago
- Turkey
- Turks & Caicos
- United Arab Emirates
- United Kingdom (England, Wales, Northern Ireland, Scotland)
- Uruguay
- USA
 - » New York
 - » San Francisco
 - » Washington, DC
- U.S. Virgin Islands
- Venezuela

🌐 PUBLIC RELATIONS REPRESENTATION 25 COUNTRIES

- Argentina
- Austria
- Bahamas
- Barbados
- Belgium
- Brazil
- Canada
- Colombia
- Denmark
- England
- Finland
- France
- Germany
- Ireland
- Italy
- Jamaica
- Mexico
- Norway
- Scotland
- Spain
- Sweden
- Switzerland
- Trinidad & Tobago
- United States
- United Kingdom (England, Wales, Northern Ireland, Scotland)





Rolando Aedo, CDME
Chief Operating Officer &
Chief Marketing Officer

MARKETING & TOURISM

Promoting a global, diverse destination requires innovative thinking, strategic advertising and digital marketing, key relationships with travel professionals and media, and building and maintaining a strong partnership base. All of this must be supported by ongoing research to ensure that the goals of all marketing and outreach programs are being measured and achieved. The Marketing & Tourism Sales Department accomplishes this through a variety of initiatives and services whose main purpose is to drive demand to the destination.

ADVERTISING & DIGITAL MARKETING

The Advertising & Digital Marketing Division seeks to captivate potential Miami & Beaches travelers and meeting planners through innovative experiences that inspire increased length of stay. Primary engagement vehicles include the website, digital, native, video, paid search, paid social media and Google channels.

THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

As the foundation the GMCVB's advertising efforts, the Found in Miami campaign highlights Miami's cultural, artistic and culinary offerings. During the winter months, targeted display ads, streaming TV and social listening were used to engage with those in feeder markets who expressed winter weather frustration on social media. The MIAMILAND campaign teased a brand new theme park coming to Miami. After much online hype, MIAMILAND was revealed as not a traditional theme park, but as Miami's great outdoors. This campaign was supported by partnerships with iExplore, social media influencers, billboard placements, paid search and paid social.

Other efforts throughout the year included a cruise campaign that encouraged cruise-goers to book a pre/post-stay in Miami, partnerships with LGBTQ publishers like Pride Network and Edge Media Network, and Art of Black messaging supported through partnerships with *The Root* and *Undertone*. International media targeted Argentina, Brazil, China, Colombia and Germany before being paused due to COVID-19. Overall, advertising programs delivered 203 million impressions.

Customized cooperative marketing programs were created to highlight Miami's unique regions. Programs were created for Miami Beach, Downtown Miami, Doral, the Airport Area, South Dade/Homestead and Aventura.



Left to right, top to bottom: Meetings World Class City advertorial and campaign ad; pre/post-stay in Miami digital ads; One City Many Destinations meetings ad; Successful Meetings advertorial for MBCC; Headquarter Hotel-focused carousel ads on social media.



They targeted both leisure and meetings markets through partnerships with Expedia and Cvent. The luxury cooperative program also continued this year, highlighting Miami's luxury properties and destinations, with special program elements for Bal Harbour, Surfside and Sunny Isles Beach.

Meetings and conventions advertising focused on both the promotion of the Miami Beach Convention Center District and on announcing the headquarter hotel. New creative was developed to showcase the benefits of meeting in the Miami Beach City Center Campus and to highlight the forthcoming Grand Hyatt. Search marketing and Cvent were used to target competitive destinations as well as planners in destination research mode. Geo-fenced display media was used to target meeting planners before and after events such as IAEE and PCMA. Print and digital packages were leveraged with trusted partners like *Successful Meetings*, *Corporate and Incentive Travel* and others.

MiamiandBeaches.com is a popular travel resource for travel enthusiasts from across the globe. Prior to COVID-19, MiamiandBeaches.com had been experiencing an ongoing lift in growth and engagement year-over-year. This lift increased exponentially with the addition of Miami on Google blog posts and the highly successful MIAMILAND campaign. Overall, the MiamiandBeaches website received 4.47 million visitors and drove 145,331 hotel bookings destination-wide from October 2019 to August 2020.

The Meeting Planner, Weddings, Events and Partner site

sections were all updated with new content as well as site structure enhancements that helped drive increased site visitation and site clicks.

New database enhancements were also built into the website's backend to add new amenities and other hotel additions to entice the film industry to shoot in Miami. The Film section of the site was updated to include this new information as well as other user experience enhancements and added content. Other new data enhancements and front-end functionality updates are currently underway, including adding sports venue amenities to search functionality and detail pages for sports event planning.

Updates to the partner and special offers pages were implemented, which have increased interaction with partner content as well as outbound partner clicks. Other page enhancements include landing page structural changes, video module updates, story and other content page integration, as well as various site interconnectivity optimizations.

New testing and heat map tracking were used to help inform website usability enhancements to create a more engaging and useful experience for site visitors. This has led to increased clickthrough rates and an additional focus on inspirational Miami content, ultimately leading to increased hotel bookings.

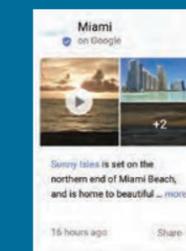
The GMCVB's Miami on Google posts launched in April 2019 and have delivered more than 54 million new views of Miami-branded content to those searching for Miami on Google. ■



4.47M
unique visitors to
MiamiandBeaches.com



145K
hotel bookings destination-wide
from Oct. 2019 to Aug. 2020



54M
new views of Miami-branded content
from Miami on Google searches



Clockwise from top left: Media Center activation at MBCC for Super Bowl LIV; Travel & Adventure Consumer Trade Show, Boston, MA; Arts & Entertainment Press Group, November 2019; William D. Talbert III, CDME with celebrity/TV personality Samantha Brown.

COMMUNICATIONS

The Communications Division secures earned media coverage on behalf of the Greater Miami and the Beaches brand with the purpose of inspiring travel to the destination. The team also works to communicate travel advocacy and industry messaging to stakeholders and local press. The travel and hospitality industry is the number one economic engine for Miami-Dade County and the Communications team is responsible for keeping an open dialogue between the GMCVB and the local industry. In addition to daily publicity efforts, the division creates press events around the world to bring the brand to life for thousands of consumers while generating press coverage in novel and creative ways.

THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

The Communications Division’s mission is to generate positive earned media coverage in support of Greater Miami and the Beaches’ positioning as a world-class destination. The division works toward this goal by pitching stories, writing and distributing press materials, partnering with strategic brands to implement consumer-driven promotions, traveling on media missions, working with leading broadcast, print and social media outlets, and conducting in-market press tours.

One of the most effective ways of selling the destination is to have journalists see for themselves the stories we want them to report. The GMCVB arranges curated press itineraries to allow media to experience firsthand the many attributes of Greater Miami and the Beaches. Press trips include media and influencers from all over the world and partners play a vital role by providing sponsored services, garnering them editorial exposure.

The Communications Division successfully designed and executed a Program of Work resulting in the completion of 11 targeted media missions, hosting 14 custom-themed press tours, and assisting in the planning and servicing of 76 media visits researching and featuring Miami.

These efforts produced feature articles and electronic broadcasts (primarily television) creating more than 10 billion impressions, with an estimated comparable ad value of more than \$21 million in advertising equivalence.

The Communications team began the calendar year by launching the PR campaign for the MIAMILAND program. Following the press release distribution for the program, the team put together an activation at the New York Boat Show where they pulled back the curtain on the secret campaign to reveal the new action-adventure theme park called MIAMILAND.

The light-hearted and covert operation was an extension of the GMCVB’s existing Found in Miami campaign. The creative execution for MIAMILAND was designed to create intrigue and increase excitement for an action-adventure theme park filled with adventure and natural wonders. The revelation showed that the “theme park” is actually Greater Miami’s immense footprint, home to these natural assets organically situated to provide access for authentic action adventures.

Soon following the MIAMILAND launch, the Communications team was front and center showcasing the destination in front of an audience of 6,000 journalists from around the world at the Super Bowl LIV media center at the Miami Beach Convention Center. The team was onsite at the Miami booth providing media with information about the destination, organizing media interviews and creating media opportunities. To further drive traffic to the stand, the GMCVB served the media with coffee breaks and culinary delights daily. Food presentations showcased Greater Miami’s diverse neighborhoods including a “Caja China” representing Little Havana, seafood from South Beach, BBQ from South Dade/Homestead and Haitian cuisine from Little Haiti.

The Communications Division facilitated several key Super Bowl LIV media interviews on behalf of the destination with GMCVB President & CEO William D. Talbert III, CDME and Chief Operating Officer, Rolando Aedo, CDME. Key interviews conducted ahead of the big game included the Associated Press, the Weather Channel, the AP’s Get Outta Here! Podcast, the Miami Herald, CNN en Español, Adweek.com, USAE, South Florida Business Journal, Miami Today and the CBS affiliate in Fort Myers, among others. In addition to these interviews, the team facilitated dozens of media requests for images, economic data, quotes and general destination information. ■

14 custom-themed press tours

76 media visits hosted

\$21 million in advertising equivalence



Clockwise: GMCVB staff tour the new Rubell Museum in Allapattah with Juan Valadez, Museum Director; GMCVB Arts & Culture Tourism Director, John Copeland, hosts a virtual roundtable on fundraising with the Arts & Business Council of Miami; Miami hosted the National Arts Marketing Project annual conference at the InterContinental Miami hotel in November 2019.



ARTS & CULTURE TOURISM

The Arts & Culture Tourism Division promotes Greater Miami and the Beaches as a unique destination boasting outstanding museums, galleries, historic sites and visual and performing arts. Marketing initiatives include hosting programs targeting media, attending local, national and international trade shows, and producing compelling promotional materials. Additionally, the division works to ensure that local arts and culture organizations have access to skill-building educational opportunities that will help attract a visitor audience.

THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

The Arts & Culture Tourism Division works to promote Greater Miami and the Beaches as a premier arts and culture destination through strategic sales, promotional and partnership efforts. Prior to the pandemic lockdowns beginning in March 2020, the division focused on more than a dozen local, national and international trade shows, conferences and conventions, selling Greater Miami and the Beaches to travel professionals, media and consumers.

The division continued its unique partnership with the City of Miami Beach to foster and enhance the relationship with the MCH Group, owners of the Art Basel global art fairs. Though the 2020 editions of Art Basel Hong Kong, Art Basel Switzerland and Art Basel Miami Beach were cancelled, the division remains in close communication with the fair leadership team. The prominence of Art Basel Miami Beach remains a cornerstone of the local arts and culture community and a world-renowned contemporary art event that attracts more than 80,000 visitors to Miami.

Through its strong partnership with the Arts & Business Council of Miami, the division continued to support this service organization. The Arts & Culture Tourism Director serves on the volunteer Board of Directors and is a committee member of the Miami Arts Marketing Project (MAMP). Through the MAMP Conference and Lab Series, held both in person and virtually, the GMCVB partnered in providing hundreds of arts organizations with in-depth skills building and marketing education workshops designed to attract audiences and cultural tourists.

The division also supported the GMCVB's Communications team in hosting the Art and Entertainment Cross-Market Press Tour, which included a community breakfast attended by more than 25 local arts organizations at The Bass museum in Miami Beach. The ongoing work of connecting journalists and press teams with cultural institutions is important in highlighting the destination year-round.

The division worked with the GMCVB's Convention Sales team to attract several major arts-focused conferences to Miami including the National Dance Education Organization Conference and the National Arts Marketing Project Conference by Americans for the Arts. Future conferences will include: Chorus America, National Trust for Historic Preservation's Annual PastForward Conference and the Association of Science and Technology Centers.

The division continued to work with the Dade Heritage Trust, Miami Design Preservation League, The Black Archives and HistoryMiami to promote heritage and preservation. The division is recognized consistently by local preservation organizations for highlighting preservation and tourism. The division also actively participates with the National Trust for Historic Preservation and the Florida Trust for Historic Preservation.

The Director of Arts & Culture Tourism serves as a volunteer director with the boards of the Arts & Business Council of Miami, Miami Music Project and the Florida Cultural Alliance and actively participates with the City of Miami Beach Cultural Affairs Department, the Coral Gables Division of Cultural Affairs and the Miami-Dade County Department of Cultural Affairs. ■



Arts & Culture Tourism team at the Rubell Museum; Bass Museum press tour; Betsy Hotel Tour.



From top, left to right: LGBTQ Marketing Team presenting at WeTrade; Aspen Gay Ski Week; New LGBTQ photo shoot.

LGBTQ MARKETING

The LGBTQ Marketing Division promotes Greater Miami and the Beaches as a premier destination for LGBTQ visitors through strategic sales and promotional efforts. The division provides potential visitors and travel industry professionals with resources for planning, marketing and selling the destination. It also ensures that potential visitors and the travel trade are informed about the latest developments in the destination, including new hotels, attractions, airlines and cruise ships. Initiatives include the rollout of the Miami Begins with Me LGBTQ Diversity & Inclusion Training, which aims to empower individuals who work in Miami's tourism industry to effectively engage with LGBTQ customers. Additionally, the division oversees the development of programs targeting media, attends local, national and international trade shows, produces targeted promotional materials, provides support and serves as a resource for local organizations.

THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

The LGBTQ Marketing Division launched the year by representing the destination at WeTrade 2019 in Bogotá, Colombia, where Greater Miami and the Beaches was featured as a top destination for LGBTQ visitors. The division then traveled to Las Vegas to attend Community Marketing & Insights' LGBTQ Tourism Forum, which brings together LGBTQ tourism professionals to discuss developments in the industry. January brought the division to Aspen, Colorado to showcase Greater Miami during Aspen Gay Ski Week with a series of branded events running alongside a geofencing activation. The division continues working to showcase Miami Beach's LGBTQ Visitor Center and the destination's annual

LGBTQ events, and works closely with the GMCVB's Convention Sales team to attract LGBTQ conventions and associations to Miami.

The division completed the GMCVB's first dedicated LGBTQ photo shoot designed to highlight diversity within Greater Miami's LGBTQ community. The comprehensive photo shoot represents every letter of the initialism LGBTQ, as well as race, age and body-type diversity. The project, shot by local photographer Karli Evans, features 42 members of Greater Miami's LGBTQ community in 23 different locations throughout the destination.

The LGBTQ media program was expanded this year to include partnerships with trusted LGBTQ publishers like Pride Media and Edge Media Network. Display banners, paid social, paid search and targeted eblasts were used to share Greater Miami's diverse and welcoming cultural offerings with the LGBTQ community. The program drove more than 5.3 million impressions prior to COVID-19. The program also included geofencing Aspen during Aspen Gay Ski Week, which drove more than 1.2 million impressions. The introduction of the MIAMILAND campaign featured social media influencer Justin Walter (@atwjustin) and drove more than 52K engagements via 89 posts through the GMCVB's social media platforms.

This year the division published two issues of *The Pink Palm*, the LGBTQ Travel Insider for Greater Miami and the Beaches. This publication is available for download on the GMCVB's website and printed copies were distributed through select visitor centers, hotel partners, at events and at local, national and international trade shows through March. Additionally, rollout of the Miami Begins with Me LGBTQ Diversity & Inclusion Training, produced in partnership with YES Institute, continued this year with monthly in-person training sessions through March. The online portal was introduced in April as part of the shift to virtual programming.

On the media front, the LGBTQ Marketing Division welcomed reporters, bloggers and social media influencers from Florida, New York, Spain and the United Kingdom. The focus was on showcasing the destination's rich outdoor experiences from the beaches to both national parks, as well as supporting the MIAMILAND and Miami Shines campaigns.

Looking to next year, the division will continue to expand programs and develop comprehensive new initiatives that will continue to present Greater Miami and the Beaches as a premier destination for LGBTQ visitors. ■



Left to right: LGBTQ Marketing presentation slide; VisitMiamiLGBTQ post on Instagram, showcasing the destination's rich arts & cultural experiences.



Pink Palm Publication distributed throughout select Greater Miami and the Beaches visitor centers & Boutique Hotels.



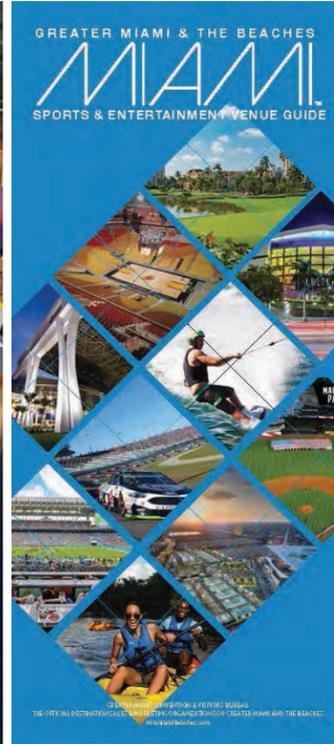
52K

engagements driven from an LGBTQ media influencer's feature of MIAMILAND



MIAMI | begins with me.

Rollout of the Miami Begins with Me LGBTQ Diversity & Inclusion Training.



From left: Fan Gallery for Super Bowl LIV at the Miami Beach Convention Center; Miami Lounge at Sundance; Greater Miami & the Beaches Sports & Entertainment Venue Guide.

SPORTS & ENTERTAINMENT TOURISM

The mission of the Sports & Entertainment Tourism Division is to attract, promote and retain sporting events, conferences, conventions and film and television productions for Miami-Dade County. As the premier destination for sporting events and leisure and entertainment, the team's goal is to foster positive growth and economic development for the local community through increased visitor stays and a more frequent visitor return rate. Additionally, promoting motion picture and television production in Miami-Dade County further stimulates tourism by highlighting the community as a vibrant, seductive destination.

THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

The fiscal year started off with the ITF Young Seniors World Tennis Championships in Miami Beach from October 22 through November 3, 2019. As the ITF Senior Circuit's highest-ranked event, the tournament was played at the Flamingo Park Tennis Center in South Beach and at the Miami Beach Tennis Center in North Beach. The 2019 event generated 4,805 room nights and brought thousands of the best senior (35-45 years old) players in the world to compete.

November was a very busy month for the Sports & Entertainment Tourism Division, which began the month by attending the TEAMS Conference in Anaheim, California. As the longest-running sports-specific trade show in North America, TEAMS brings together more than 1,000 attendees including both event rights holders and destinations.

The Homestead-Miami Speedway (HMS) once again hosted NASCAR Championship Weekend from November 15-17, 2019. The season-ending event crowned NASCAR's season champions in the Camping World Truck Series, the Xfinity Series and the NASCAR Cup series. This was the last year for HMS to host the championship. HMS was set to host its 2020 race in March 2020 but it was postponed due to the COVID-19 pandemic.

SoccerEx Americas expanded its conference, which was held November 21-22, 2019 and moved to the JW Marriott Miami Turnberry Resort & Spa. Miami is a finalist to host FIFA's 2026 World Cup, so the division used this event to debut the Miami 2026 logo. Miami-Dade County Mayor Carlos Gimenez introduced the logo alongside GMCVB Chief Operating Officer Rolando Aedo, CDME, Inter Miami CF CEO Jorge Mas and Concacaf General Secretary Philippe Moggio.

The team joined Miami-Dade Film Commissioner Sandy Lighterman from December 3-4 for the 2019 edition of FOCUS London. Aimed at all creative screen industries including film, TV, advertising, animation and interactive, FOCUS is the only UK trade event where attendees can meet with content makers, film commissions, and production services and locations providers from more than 60 countries.

The 86th Capital One Orange Bowl was played at Hard Rock Stadium on

December 30, 2019 in front of 65,157 fans who watched the Florida Gators defeat the Virginia Cavaliers, 36-28.

The annual National Association of Television Programming Executives (NATPE) Conference & Exhibition was held at the Fontainebleau Miami Beach, for the 10th consecutive year, from January 21-23, 2020. This three-day market and conference is one of the highest-rated media events in the world. The GMCVB hosted an invitation-only networking event for key NATPE executives and conference participants at LIV nightclub.

The team attended the Sundance Film Festival in Park City, Utah from January 24-26, 2020 to promote the 2020 Slamdance Film Festival in Miami Beach, which had been scheduled for May 2020. Sundance provided the opportunity to meet with film industry professionals to highlight local film incentives and the wide range of diverse filming locations in Greater Miami and the Beaches.

As January gave way to February, the community rolled out the red carpet for the NFL and the start of Super Bowl LIV festivities. As host of a record 11 Super Bowls, Miami did not disappoint. Complemented by excellent weather throughout Super Bowl week, dozens of out-of-town news crews claimed their stake of the beach along Lummus Park and broadcast the beauty that is South Beach to the world. When all was said and done, Super Bowl LIV at Hard Rock Stadium claimed the title as the game with the highest economic impact ever, a whopping \$572 million.

The last major event the team hosted prior to COVID-19 was the 18th annual Miami Marathon and Half Marathon. As a "destination" race, the streets of Miami and Miami Beach were filled with more than 22,000 runners, 65% of which were from outside of Miami-Dade County. The race created an economic impact of \$19 million with a demand of 19,334 room nights throughout the county.

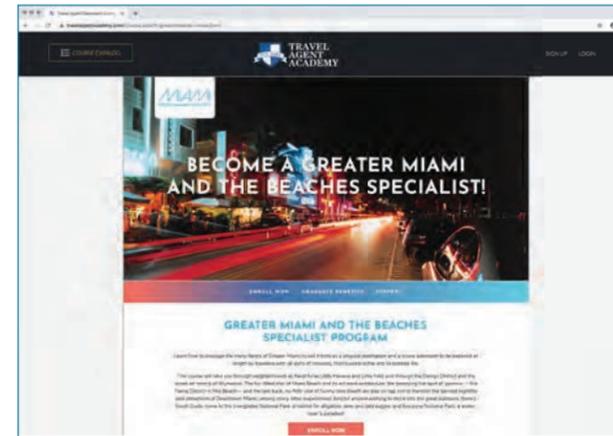
Originally, the Miami World Cup 2026 team was scheduled to make its one-on-one presentation to FIFA's governing council in Dallas in March. As one of 17 finalist cities to host the World Cup in 2026, the team's presentation was designed to detail to FIFA how Miami would host the month-long event. In light of the pandemic, the in-person meeting was converted to a virtual meeting on July 23. FIFA plans to begin in-person site visits to all 17 finalist cities in early 2021. ■



World Travel Market, London.

TRAVEL INDUSTRY SALES

Global outreach to the Travel Trade... The Travel Industry Sales Division provides travel professionals with easy access to the resources they need for planning, marketing and selling the destination — a one-stop trip planning resource for travel professionals. The leisure traveler frequently turns to travel professionals (tour operators, travel agencies, OTAs and online guides and influencers) to inspire and plan their trips. Many of Greater Miami's overnight visitors rely on these sources throughout their trip planning and booking processes. Given the size of the leisure travel market in Greater Miami, this channel of guidance and promotion is crucial.



Attended **50** trade shows & sales missions in 16 countries around the world

THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

The Tourism Industry Sales Division developed and created programs that resulted in participation in close to 50 travel trade shows/sales missions in 16 countries around the world through March 2020. These ongoing sales efforts allowed the GMCVB to establish and deepen relationships with travel industry professionals.

Before the COVID-19 pandemic, the Travel Industry Sales team participated in several leading consumer and travel trade shows. These shows included the U.S. Travel & Adventure Shows in key U.S. markets such as: Boston, Chicago, Los Angeles, Atlanta and Washington, DC; as well as the New York Times Show and CruiseWorld. International travel shows included Gramado (Brazil); ANATO (Colombia); World Travel Market (UK); FIT (Argentina); and IFTM Top RESA (France).

The online Greater Miami & Beaches Travel Specialist Program was launched in partnership with the Travel Agent Academy. This four-chapter online course provides a high-level overview featuring the destination's attractions, cultural and heritage neighborhoods, and pre/post-cruise options. The Program offers the ability for travel advisors to earn continuing education credits from the Travel Institute. Since the May 2020 launch, more than 2,100 travel advisors have enrolled and 800 have graduated to become Greater Miami and the Beaches Travel Specialists. ■



Clockwise from top to bottom: Travel Agent Academy website; Florida Road Show; Atlanta Travel and Adventure Show; CruiseWorld 2019; Vitrina Turistica ANATO.



BOUTIQUE & LIFESTYLE HOTELS

The Boutique & Lifestyle Hotels program currently represents more than 100 boutique and lifestyle hotel partners. Efforts are focused on promoting the destination and its boutique and lifestyle hotels to specialty trade and consumer lifestyle press, LGBTQ event producers, travel advisors, production industry decision makers, as well as film and production agents globally.

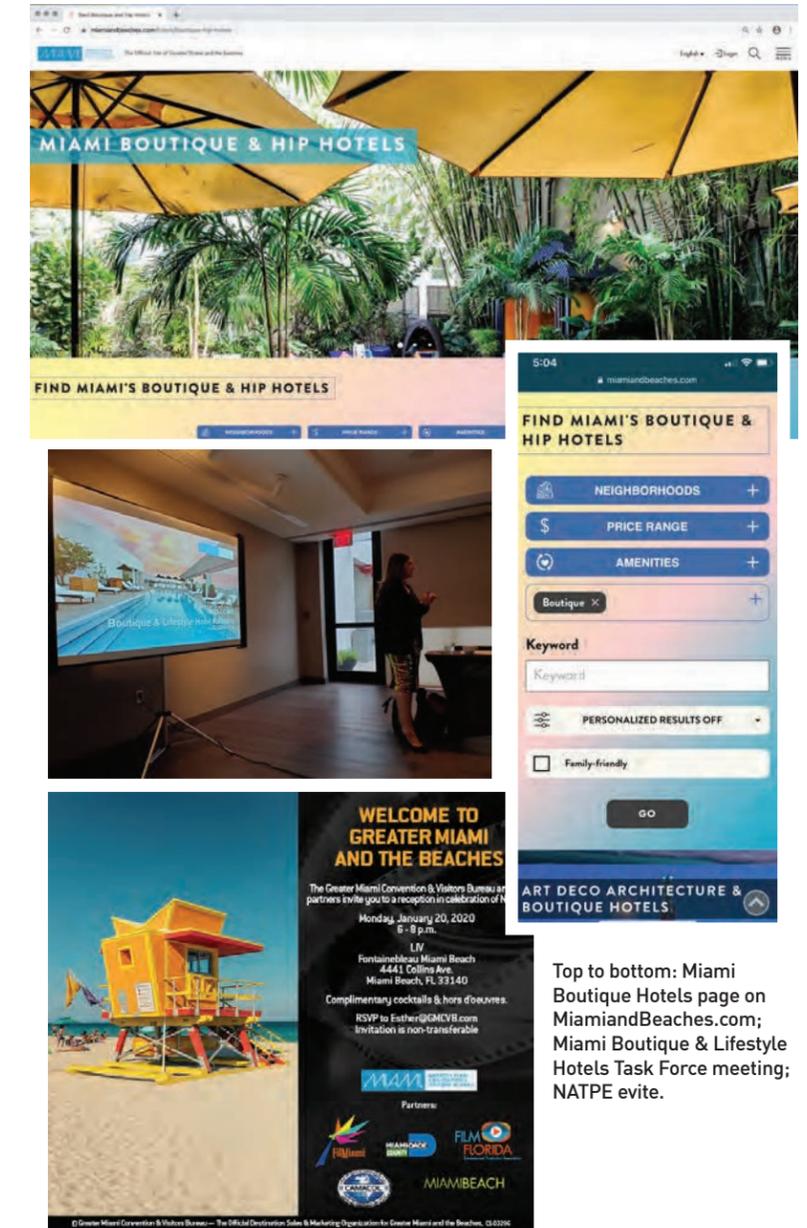
THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

The Boutique & Lifestyle program creates programming across several niche markets including: Luxury, LGBTQ, Family Travel, Film and Fashion & Entertainment.

Connecting with entertainment, production and luxury travel advisors is a key part of the program. Between October and March, many boutique hotel partners joined the GMCVB's sales team at many trade shows and sales missions in key feeder markets. These sales events are an important networking opportunity to meet one-on-one with influential travel advisors who are booking leisure business into the destination. Here at home, many of the boutique hotels are key participants in the GMCVB's familiarization itineraries, which offer a unique experience for travel advisors.

The GMCVB's LGBTQ Marketing Division looks to connect LGBTQ media, including social media influencers, with boutique and lifestyle hotel partners, garnering valuable exposure for both partners and the destination. Additionally, the GMCVB works closely with the producers of annual LGBTQ events to identify potential partnerships, including room nights and event space needs. As part of the strategy to promote Greater Miami and the Beaches as a diverse and inclusive destination, the GMCVB introduced the Miami Begins with Me LGBTQ Diversity & Inclusion Training. Sessions are open to individuals who work in Miami's tourism industry and are often hosted at boutique and lifestyle hotels.

Connecting with the film community at key film festivals is an ongoing effort to help raise awareness of the incentives established by Miami-Dade County and the City of Miami Beach. These incentives are helpful in attracting future productions to the community. This year the team participated in FOCUS London and in the Sundance Film Festival as well as the National Association of Television Programming Executives (NATPE) in Miami Beach. These festivals and meetings allow the GMCVB to meet in person with film and production decision makers who are developing content and future programming for the creative screen industry. ■



Top to bottom: Miami Boutique Hotels page on MiamiandBeaches.com; Miami Boutique & Lifestyle Hotels Task Force meeting; NATPE evite.



+64%
increase in impressions
across all platforms



From top to bottom, left to right: GMCVB Publications—Travel Planner, Vacation Planner and Special Edition Visitors Guide; Miami Spa ad in Facebook Stories; 2020 Cruise Guide; Miami Spice ad.



CONTENT & CREATIVE SERVICES

The Content & Creative Services Division serves as the GMCVB's in-house creative agency, developing custom, targeted publications, collateral and sales materials for each internal department including media, travel trade, meeting planners and convention delegates. It is also the driving force behind the GMCVB's year-long Miami Temptations programs, the newly developed Miami Eats and Miami Shines programs, as well as its social media accounts, website/digital editorial articles and printed editorial materials. This includes promoting the destination at visitor centers, Miami International Airport (MIA) and PortMiami.

THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

Creative Services continued to produce quality collateral material and videos to support all GMCVB divisions' sales and marketing efforts for the destination. This fiscal year, the team completed 241 Creative Services requests. This includes design work on various trade show booths such as FOCUS London 2019 to support the Sports & Entertainment Tourism Division; IBTM World 2019 for the Travel Industry Sales Division; IAEE EXPO Trade Show Booth for the Meetings & Convention Sales Division; and all the artwork for the Media Center at the Miami Beach Convention Center for Super Bowl LIV Media Day in February 2020. Creative Services also created and printed newsletters showcasing what's new in the destination for distribution at these trade shows.

To further support the Meetings & Convention Services Division, Creative Services produced various postcards for distribution to convention participants and attendees showcasing deals at restaurants and retail stores located along Lincoln Road and Ocean Drive. Airport signs, buttons and other creative for welcoming meeting and convention participants and attendees were provided.

A new media kit was designed for the Business Development & Partnership Division's marketing efforts. Included in the media kit were updated partner benefits sheets that were packaged inside the media kit folder. Creative Services also lent a hand to this division, creating digital and print invitations, signage and other branded material for the 2019 GMCVB Annual Meeting, followed by a recap video that

was filmed by the team and produced in-house. Creative Services also designed web banners for display on MiamiandBeaches.com.

Print and digital ads were curated using Found in Miami campaign concepts for travel trade publications and websites such as LADEVI, Travel Weekly, Star Tribune Vacation & Travel Experience and other leading industry publications targeting tour operators, meeting planners and consumers. Ads for placement in local print publications to support Art of Black Miami, Art Basel Miami Beach 2019, Miami Art Week 2019 as well as for Art Deco Weekend 2020 were created, targeting local and visiting art lovers, to help navigate the abundance of art installments throughout the destination. Print ads with a special focus on the GMCVB's Miami Temptations Program were also designed to run in GMCVB publications such as the Meeting Planner, Vacation Planner and Visitors Guide. Digital ads showcasing the GMCVB's outdoor campaign, MIAMILAND, were created to be displayed on digital screens throughout Hard Rock Stadium during Super Bowl LIV.

In collaboration with PortMiami, Creative Services produced the 2020 Cruise Itineraries digital brochure. Creative Services also filmed and produced various videos for articles on MiamiandBeaches.com, ranging from the Celebrity Chef series to where to find the best mojito on South Beach. A special holiday card video was created and distributed via email to go alongside the printed version.

The Content team executed the following Miami Temptations Programs: Miami Entertainment Months (October-November) highlighted Miami's entertainment scene with special offers from theaters, malls, attractions, museums and more. Miami Arts & Heritage Months (December-January) showcased arts and culture offerings from partners in heritage neighborhoods throughout Greater Miami and the Beaches. Miami Health & Wellness Months (February-March) provided locals and tourists alike with deals from recreational facilities, watersports, biking experiences and wellness offerings from various spas.

In an effort to help the community and the GMCVB's partners, Miami Spice Restaurant Months ran from June through October, highlighting information for consumers such as Spice To-Go options and "Outdoor Dining" tags on the website. Miami Spa Months then launched in August, offering consumers up to 50 percent off treatments to indulge in the highest standards of pampering through September.

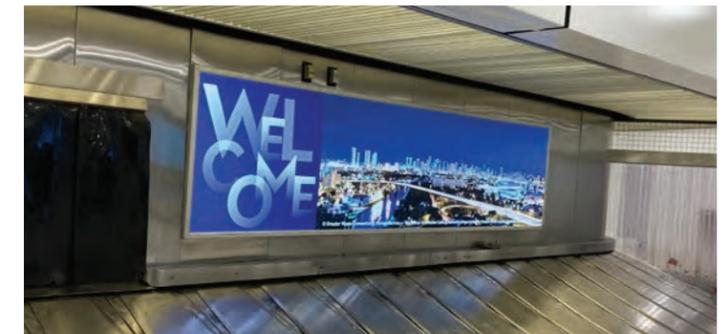
The Content team secured \$358,974 in contributed services through advertising added value in print, digital, broadcast and outdoor media.

Year-to-date (as of September 2020) the Facebook, Twitter and Instagram pages have increased +2.9% year-over-year, with Instagram leading the charge with a +10%

increase in followers. As of September 2020, there were a combined 974,159 followers across all three platforms. Impressions have increased +64%, total audience has increased +1.9% and engagements have increased +15.7% across all three platforms.

On the publishing front, the Content team continued to produce high-end consumer and trade publications. These publications included the award-winning Vacation Planner/Visitors Guide for consumers; the Meeting Planner for meeting and convention planners; and the Travel Planner for tour operators and travel agents. The team also collaborated with the GMCVB's Sports & Entertainment Tourism Division to produce the inaugural edition of the Sports & Entertainment Venue Guide.

The Content team also manages editorial content on MiamiandBeaches.com. The team updated, maintained and added to a collection of more than 600 website articles. Through the framework of a new editorial workflow management tool, the team executed a detailed and comprehensive editorial process whereby existing articles were continuously updated and new articles were continuously created, covering a vast array of topics. This process helped keep content fresh and relevant for the benefit and enjoyment of visitors and locals. ■



Top to bottom: GMCVB Welcome signage at Concourse E baggage claim at Miami International Airport; Filming for Miamians Who Shine video series.



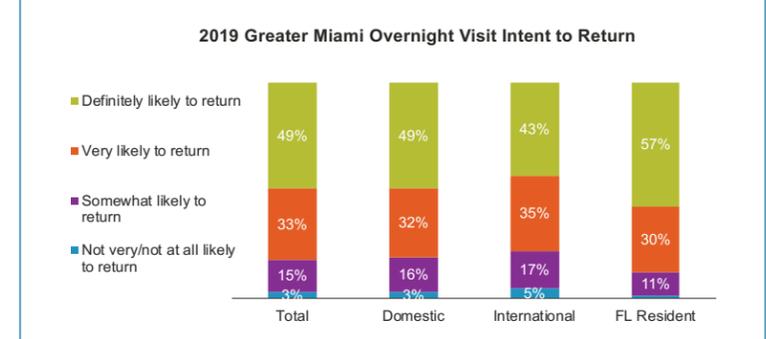
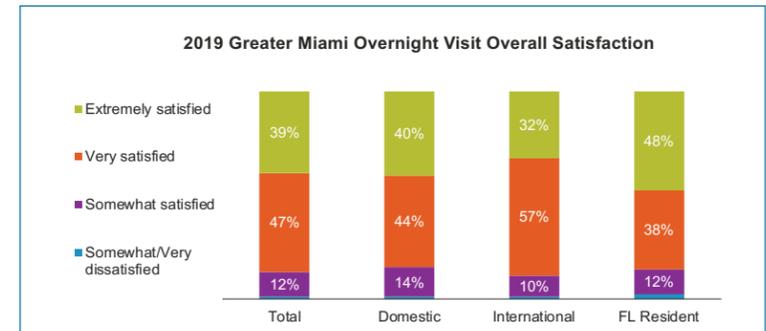
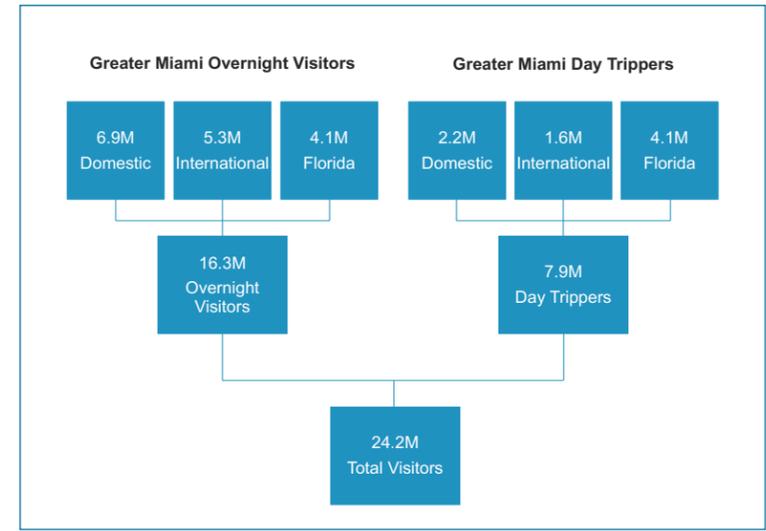
RESEARCH & STRATEGIC PLANNING

The Research & Strategic Planning Division supports the Greater Miami Convention & Visitors Bureau's various marketing programs by gathering and analyzing data and trends. The division assists with effective strategic planning by tracking key industry benchmarks and providing ongoing, in-depth analysis of visitor trends through surveying and other sources of data. Research & Strategic Planning also conducts specialized research for GMCVB partners and responds to data inquiries from various groups including partners, media and staff. GMCVB-sponsored research is conducted by established independent research firms. Market research reports are available to GMCVB partners.



THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

In 2019, the GMCVB partnered with InterVISTAS to develop its 2020-2025 Strategic Plan for Greater Miami's travel and tourism industry. This was an extensive and thorough process, including focus groups and 15 town halls at areas throughout the county in order to collect as much information as possible across its many diverse neighborhoods. One of many actionable takeaways from this research was the need to gather a better understanding of Greater Miami and the Beaches residents' views on tourism. The Research & Strategic Planning Division conducted its first ever Tourism Sentiment Survey, which gathered the opinions of residents on tourism and its role in the community. The initial findings indicated the vast majority of residents are aware of and greatly value tourism as well as the GMCVB's role in promoting Greater Miami and the Beaches to the world. Looking ahead, there will be future outreach to residents of Greater Miami and the Beaches to assess how tourism impacts their lives. ■





BUSINESS DEVELOPMENT & PARTNERSHIP

The Business Development & Partnership Division had a fantastic first six months of the fiscal year, generating more than \$795,200 in partner renewal revenue and 76 new partners. During this period the division also raised close to \$80,000 in incremental private revenue, derived from GMCVB program and event sponsorship along with digital marketing packages. The division continued to find new revenue streams by establishing custom sponsor packages and identifying previously untapped affiliate partnership opportunities, along with new platforms that generate additional private revenue – all while raising awareness of GMCVB programs and the Miami brand.

THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

Partnership continued to further engage current partners to take advantage of the vast marketing toolbox offered to them and other GMCVB departments to further integrate partner exposure into various relevant programs.

Furthering the Business Development monetization goals, the division continued to increase digital sales options on MiamiandBeaches.com, including supporting the sale and execution of several co-op programs, which generated \$377,900.

The GMCVB Corporate Partner and Medical Tourism Partnership programs continued to expand, increasing these partner bases while also focusing on new efforts to create upgraded custom packages to generate additional revenue and partnerships.

Further supporting the growth of its partnership base, the division successfully executed more than 30 partner training and networking events, including key events such as the GMCVB Annual Meeting and the Partner Holiday

Reception. The team also launched several new free, in-person LGBTQ Sensitivity & Awareness Workshops hosted around the community between October and March.

The Miami Begins with Me (MBWM) Customer Service training program continued with twice-weekly classes at Miami International Airport (MIA). These classes were available to all airport staff and vendors at no cost – with permanent signage, dedicated training space and ad campaign presence at various MIA kiosk locations. The free online MBWM course continued through March 2020. These programs encourage and provide the opportunity for GMCVB partners, industry professionals and interested community members to learn more about the destination and foster a sense of Miami pride.

In the new fiscal year, the division will continue focusing on increasing partnership and digital revenue, as well as further expanding and selling custom sponsor packages while building on additional affiliate relationship opportunities. ■

+1,240
total partners

60 virtual and in-person events



Opposite page: 2019 GMCVB Annual Meeting at Hilton Miami Airport Blue Lagoon. This page, top to bottom: Coconut Grove Visitor Center ribbon-cutting; Biscayne Gardens Visitors Center; Miami Begins with Me Customer Service training program online course.



Ita Moriarty
Senior Vice President
Meetings & Convention
Sales & Services

MEETINGS & CONVENTION SALES & SERVICES

Greater Miami and the Beaches has hosted a large number of conventions and meetings of all sizes. This business is key to generating hotel room nights and helps generate traffic to local businesses. Competition for the lucrative meetings business is fierce among the country's major destinations, which is why the Meetings & Convention Sales & Services Department in conjunction with the Marketing & Tourism Department continues to develop new programs to increase hotel bookings and generate new Miami Beach Convention Center conventions and lay the groundwork for future business of all sizes.



Left to right: Miami Beach Hotels Task Force Hybrid Meeting; with clients at the American Academy of Otolaryngology and NECA in Washington, D.C. December 2019.



THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

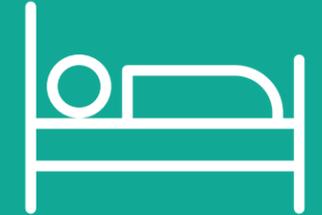
Convention Sales booked 338 meetings representing 297,395 room nights through September 2020. This business represents all partner hotels, the Miami Beach Convention Center and other centers, with an estimated economic impact of \$153 million. Through September 2020, the sales team generated 1,132 sales leads. These leads are an important foundation for future bookings and a barometer of interest from the industry. ■





338

meetings booked



297,395

room nights booked



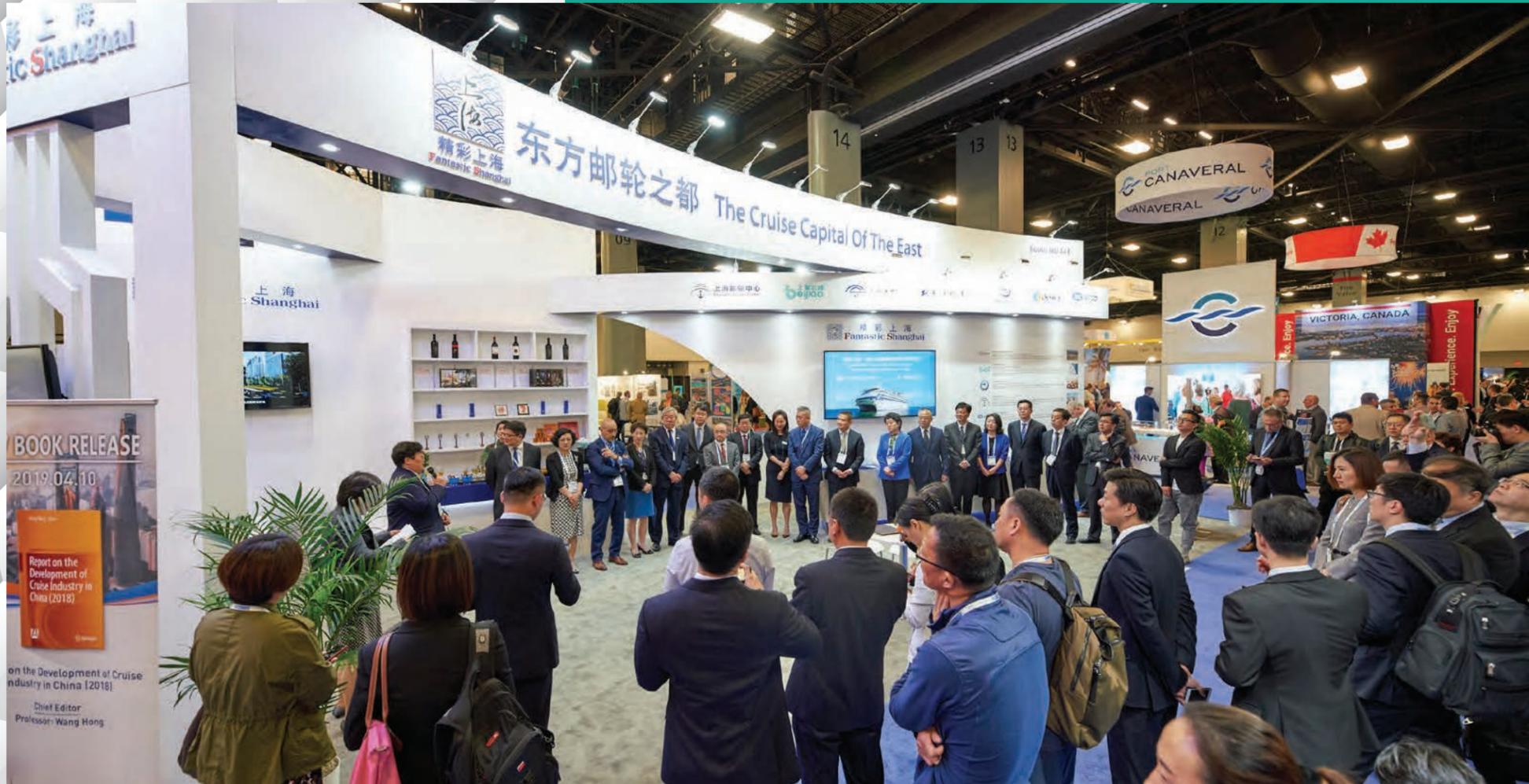
1,132

sales leads generated

Left to right, top to bottom: Corporate FAM Trip; Destination Downtown FAM Trip at Kimpton EPIC Hotel; Meeting Planners International Chicago Chapter NEXT Event.

MEETINGS & CONVENTION SALES

Meetings & Convention Sales promotes Greater Miami and the Beaches as the ideal destination for meetings and conventions by creating relationships with meeting planners and association executives to generate leads, bookings and room nights and, therefore, a positive economic impact for the community. Conventions and meetings also fill the hotels in blocks of hundreds and thousands. Many convention attendees have such a great time here that after their convention ends, they plan to come back and see more of what Miami has to offer.



MEETINGS & CONVENTION SERVICES

The Meetings & Convention Services Division provides operational support to incoming convention groups by assisting with the development of attendance builders and marketing materials, distributing destination collateral materials and promoting GMCVB partner products and services. The division continues to make improvements to the service offerings for incoming meeting groups and works closely with GMCVB and local community partners to create more value-added services.



THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

The Meetings & Convention Services Division provided ongoing service assistance to 406 meeting and convention groups, representing 380,554 attendees. The division also sponsored banners, signs and city information desks for five major citywide events. The Meetings & Convention Services Division also organized and executed 43 site visits for 103 meeting planners.

Clockwise: Ocean Drive Special Offers postcard for MBCC convention attendees; airport welcome signage; Dine Around Special Offers for Brickell/Downtown Miami meetings and conventions attendees.



MIAMI BEACH CONVENTION CENTER

The Greater Miami Convention & Visitors Bureau (GMCVB) has enjoyed a great partnership with the City of Miami Beach promoting the recently renovated Miami Beach Convention Center (MBCC) as part of a district in the heart of South Beach. With the completion of the MBCC and as the official sales and marketing organization for the City, the GMCVB has continued to work with Spectra and Centerplate more closely than ever.



The Miami Beach Convention Center is in the heart of South Beach, with easy access to world-class dining and nightlife, incredible shopping and cultural activities. Best of all, it's only steps away from some of the most gorgeous beaches in the world.

Area highlights include:

1. **Grand Hyatt Miami Beach Headquarter Hotel**
Coming in 2023/2024, the Miami Beach Convention Center will be home to a stunning 800-room hotel directly connected to the Center.
2. **Pride Park**
Completed in Fall 2019, this beautiful new park faces the Miami Beach Convention Center with open lawns and stunning public art.
3. **New World Symphony and Soundscape Park**
Home to live performances by the New World Symphony, including large-screen broadcasts outdoors in Soundscape Park.
4. **Lincoln Road Mall**
Famed for the best people-watching in the city, it is Miami Beach's premier outdoor shopping, dining and entertainment destination.
5. **The Bass and Collins Park**
Miami Beach's renowned contemporary art museum, founded in 1964 by the City of Miami Beach and situated on Collins Park. Collins Park is a natural flow over for Art Basel Miami Beach events.
6. **The Fillmore Miami Beach at the Jackie Gleason Theater**
State-of-the-art theater showcasing the biggest names in live entertainment.
7. **Miami Beach Botanical Garden**
An urban oasis featuring subtropical plants from all around the world.
8. **Miami Beach Golf Club**
An 18-hole golf course featuring 6,903 yards of golf from the longest tees for a par of 72.
9. **Holocaust Memorial Miami Beach**
Take a self-guided tour or arrange for a group visit to this unforgettable monument.



A MODERN EVENT SPACE THAT ADAPTS TO YOUR BUSINESS.

UN MODERNO ESPACIO PARA EVENTOS QUE SE ADAPTA A SU NEGOCIO.

El nuevo Centro de Convenciones de Miami Beach ha sido diseñado para deslumbrar e impresionar: son 500,000 pies cuadrados de modernos y flexibles espacios para exhibición, 64 salones para reuniones y cinco grandes salones. Disfrute de una vista del atardecer desde un espacio de 20,000 pies cuadrados, o también puede organizar un evento en nuestro Grand Ballroom de 60,000 pies cuadrados, con entrada privada. Con servicio de conserje de guante blanco, un amplio estacionamiento en la azotea y nuestro propio chef, estamos listos para darle la más calorosa bienvenida. **Más espacio. Nuevas posibilidades. Abierto ya.**

Conozca más en MiamiBeachConvention.com
O llámenos al 786-276-2600

YOUR HOTEL HAS MEETING SPACE, JUST STEPS AWAY.

The new Miami Beach Convention Center is designed to impress while functioning as a seamless extension of your hotel. It features 500,000 square feet of modern, flexible exhibit space, 64 breakout meeting rooms and five new ballrooms. Enjoy a sunset view from a 20,000-square-foot space, or host an event in a 60,000-square-foot grand ballroom with private entrance. Unmatched possibilities await just steps away. **New space. New possibilities. Now open.**

Learn more at MiamiBeachConvention.com
Or call us at 786-276-2600

Internally, the team has devoted additional resources to focus on short-term business. Sales and marketing efforts continue to focus on:

- The brand matters. Miami is strong.
- Airport proximity to the Convention Center is important.
- Room blocks are essential.
- Promoting the Convention Center District/Campus.
- Transportation. Transportation. Transportation.
- Flexible and functional spaces are important.

Additionally, the Meetings & Convention Sales team has developed a comprehensive digital sales and marketing toolkit that includes, but is not limited to, a new digital sales brochure, the MBCC District Map, a dedicated meetings video and links to digital assets. This toolkit was designed to assist the GMCVB and Spectra's sales teams in selling Miami as the perfect meetings and conventions destination.

The GMCVB's Advertising & Digital Marketing team focused on producing fresh creative assets to promote the Miami Beach City Center Campus and the upcoming Grand Hyatt Miami Beach headquarter hotel. These materials showcase the many benefits of meeting in the Miami Beach City Center Campus, and were

shared through trusted partners like *Associations Now*, *Successful Meetings* and others. Digital efforts included geo-fenced banners used at key events like IAEE and PCMA to promote the MBCC, as well as e-newsletters, paid search and paid social. These efforts generated nearly 4 MM impressions throughout the year.

This new approach involved the development of rich meeting planner content on MiamiandBeaches.com, including meeting planner testimonials and recap videos of meetings and conventions held at the MBCC. These videos were produced to send to current clients and to future clients that are interested in hosting their meetings or conventions at the MBCC.

The GMCVB's Communications team continued to launch both trade and consumer public relations campaigns to support the Meeting in Miami message, utilizing the new MBCC as the focal point while leveraging destination attributes including: the natural beauty of Miami Beach; new hotel brands; notable chefs and dining options; arts and culture including museums and the New World Symphony; and world-renowned shopping and nightlife – all within walking distance to the MBCC. The team supported the MBCC, its surrounding district and the Grand Hyatt Miami Beach headquarter hotel through media placements that continuously position the venue as a state-of-the-art space for global meetings and events. ■



Connie W. Kinnard
Vice President
Multicultural Tourism &
Development

MULTICULTURAL TOURISM & DEVELOPMENT

The Greater Miami Convention & Visitors Bureau has a long history and dedicated commitment to showcasing Greater Miami and the Beaches' cultural diversity and promoting heritage tourism. The GMCVB continues to expand these marketing initiatives through the Multicultural Tourism & Development Department (MTDD). This Department's focus is to help showcase the diversity of Miami's multicultural communities, attractions and events. Working locally to build consistency and economic sustainability, broadening the scope of initiatives and maximizing marketing opportunities are all part of the Department's mission. The ultimate goals are to continue promoting Miami's rich history and heritage and increase convention business and leisure travelers.

MULTICULTURAL TOURISM & DEVELOPMENT

The Greater Miami Convention & Visitors Bureau is committed to showcasing the destination's cultural diversity and promoting heritage tourism. The GMCVB continues to expand these marketing initiatives through the Multicultural Tourism & Development Department (MTDD). The department highlights the diversity of Miami's multicultural communities, attractions and events. Working locally to build consistency and economic sustainability, broadening the scope of initiatives and maximizing marketing opportunities are all part of the department's mission. The ultimate goals are to continue promoting Miami's rich history and heritage, increase convention business, improve leisure traveler experiences and assist in tourism capacity-building with businesses in Miami's culturally rich heritage neighborhoods.

THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

This fiscal year, the MTDD continued to lead and coordinate many initiatives that showcase and heighten awareness of multicultural Miami. Highlights included partnering with key events whether virtual or online, including the American Black Film Festival, Miami Carnival, Miami Smooth Jazz Festival, Calle Ocho Live, the Annual International African American Hotel Ownership & Investment Summit & Trade Show, and others that



From top to bottom, left to right: Black History Tour at Historic Virginia Key Beach Park; Hispanic Heritage Tour at Opa-Locka Flea Market, photo by Saddi Khali Photography; web banner ads featuring Little Haiti and Little Havana.



help drive visitors to the destination and showcase the depth of Miami-Dade County's cultural diversity.

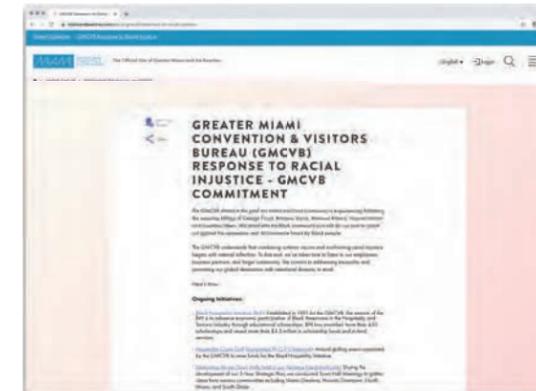
The department continued to produce a monthly newsletter that outlines GMCVB collaborations, business relief efforts and resources available on a local and national level. In addition, it contains past department activities and upcoming events in Greater Miami and the Beaches.

Whether through internal GMCVB strategies or via external collaborations, the department continued to connect the dots with Miami's heritage neighborhoods, minority-owned and small businesses, and cultural organizations.

The team executed two Neighborhood Spotlights via a partnership with The New Tropic, hosting events at Club Tipico Dominicano in Allapattah and Awash Ethiopian Restaurant in Miami Gardens. The team also hosted its seventh annual Black History Community Tour, which included Historic Overtown, Historic Virginia Key Beach Park and West Coconut Grove. The tour had educational elements as well as kid-friendly activities, making it an engaging and unforgettable experience.

MTDD collaborated with other GMCVB divisions including: the Communications team, to highlight Historic Overtown and Little Haiti in a Miami-themed episode of Samantha Brown's *Places to Love*; the Content & Creative services team, to write website articles highlighting Miami's heritage neighborhoods; the Convention Sales team, to greet their Coconut Grove/Coral Gables FAM and share information about Miami's multicultural meeting venues, pre- and post-event opportunities, and offsite activities for convention delegates and clients; and the Tourism Industry Sales team, to plan for the upcoming Tourism Professionals of Color Conference's heritage tour for its 150 attendees.

The team continued its Tourism Business Enhancement (TBE) efforts. It collaborated with the Miami Bayside Foundation's Small Business Entrepreneurial Training Workshops. Attendees went through a 10-session workshop facilitated by industry professionals with a business-oriented syllabus to help entrepreneurs successfully thrive. The team also participated in a "Friday Forum" panel presentation hosted by the Downtown



Development Authority, showcasing Downtown Miami's vibrant small business and residential communities coming together to network to Learn, Connect and Grow.

MTDD also continued promoting its Art of Black Miami program. The team partnered with the Hampton Art Lovers to host a Creative Conversation session featuring master sculptor Basil Watson at the Ward Rooming House in Historic Overtown. It hosted the 2019 Art Basel season with the annual Art of Black Miami reception at Hard Rock Stadium in Miami Gardens. The kick-off combined sports and art by featuring past Super Bowl-commissioned sculptor, George Gadson, as the speaker. The event was a precursor to the myriad of Art of Black Miami activations that took place during Art Week/Art Basel season.

In another Art of Black Miami event, the team co-Sponsored "Sectionality: Diaspora Art from The Creole City," presented by and in collaboration with Diaspora Vibe Cultural Arts Incubator, Inc. and George Washington University's Corcoran School of the Arts.

This year the death of George Floyd prompted an awakening about racial injustice in America. The GMCVB responded by showing its commitment to being a part of the solution and not perpetuating the problem. From a tourism perspective, with the diversity of Miami and the importance of Black culture here, the MTDD helped create the following response and statement of commitment that is posted on the GMCVB's website:

GREATER MIAMI CONVENTION & VISITORS BUREAU (GMCVB) RESPONSE TO RACIAL INJUSTICE - GMCVB COMMITMENT

The GMCVB shares in the grief our nation and local community are experiencing following the senseless killings of George Floyd, Breonna Taylor, Ahmaud Arbery, Trayvon Martin and countless others. We stand with the Black community and will do our part to speak out against the oppression and discrimination faced by Black people.

The GMCVB understands that combating systemic racism and confronting racial injustice begins with internal reflection. To that end, we've taken time to listen to our employees, business partners and larger community. We commit to addressing inequality and promoting our global destination with intentional diversity in mind.

*See the full statement online at MiamiandBeaches.com. ■



Alvin West, CDME
Senior Vice President
& Chief Financial Officer
Finance & Administration

FINANCE & ADMINISTRATION

The Finance & Administration (F&A) Department is the cornerstone of the Greater Miami Convention & Visitors Bureau, facilitating its operations by effectively managing customer support functions while utilizing leading-edge technological tools. F&A spends considerable effort to nurture the innovative talent and skills of Bureau employees, who are among the finest in the marketplace. Finance & Administration provides executive and administrative oversight to the Black Hospitality Initiative of Greater Miami, formerly known as the Visitor Industry Council.



FINANCE & ACCOUNTING, HUMAN RESOURCES AND INFORMATION TECHNOLOGY

The Finance & Administration (F&A) Department is the backbone of the Greater Miami Convention & Visitors Bureau (GMCVB), responsible for Human Resources, Finance & Accounting, Information Technology and Facility Operations divisions. The F&A team provides the GMCVB with access to cutting-edge tools and equipment to support its sales and marketing goals.

THE FOLLOWING IS A RECAP OF EFFORTS PRIOR TO COVID-19: OCTOBER 2019-MARCH 2020.

This past fiscal year, the F&A team completed its 29th consecutive annual independent audit without management comments (a clean audit) by auditor RMS US LLP. The auditor's assessment of F&A's performance as communicated to the GMCVB's Finance Committee, chaired by Elizabeth Hicks, praised the team's professionalism and transparency.

F&A continues to manage the Bureau's not-for-profit organization, the Black Hospitality Initiative (BHI). F&A organizes and leads its fundraising efforts through the GMCVB's Annual H.O.T. Challenge Golf Tournament. The H.O.T., which usually takes place in May, was cancelled this year due to the COVID-19 pandemic. The BHI still continues to receive generous support. Most notable this year was Southern Glazer's Wine & Spirits' contribution of \$50,000 to be awarded to 10 scholarship recipients over the next five years. In addition to this, the BHI awarded five new scholarships this fiscal year.

The GMCVB's partner extranet, which is a sub-system of the GMCVB's SimpleView database management system, allows partners to manage and update their business information online. The Information Technology (IT) team conducts the popular Extranet Training program on an ongoing basis. Approximately 350 GMCVB partners took advantage of the training this fiscal year.

The IT team recently updated the digital wiring throughout the GMCVB's offices, increasing the baud rate speed from 200 to 500 so that employees can be more productive. The IT team has almost completed the goal of making the office environment 100% paperless. This involved moving the Sage accounting system to the cloud. This allowed the GMCVB to eliminate its co-location center in Atlanta, realizing a cost savings of approximately \$70,000 per year.

F&A rolled out the Atmosphere of Learning (AOL) program for its staff this fiscal year. The purpose of this new policy is to give employees the opportunity to further their knowledge, skills and job effectiveness through higher education in fields that align with the GMCVB's mission. Participation in the program and use of available resources is voluntary and meant to provide a vehicle to expand employees' knowledge base, both professionally and personally.

The Human Resources (HR) team manages all employee activities, including processing new hires, benefits management and running programmatic activities such as team-building events. Consistent with F&A's overall objective of automating all systems, this year HR embarked on moving to a totally automated and paperless environment. Implementation of this system should

be completed by the end of the first quarter of 2021. It will be fully integrated with the payroll system and will be used for onboarding and employee file management. The system will enable facilitation and collaboration among staff, management and HR.

The F&A Department took several steps to help the GMCVB work toward sustainability and global resiliency goals this fiscal year. The GMCVB embraced and partnered with governmental and business partners throughout Miami-Dade County to assist in fighting sea level rise and global warming. The GMCVB worked with resiliency committees that were formed by Miami-Dade County, individual municipalities and the Downtown Development Authority (DDA).

Internally, the GMCVB initiated a sustainability and resiliency committee called *The Green Team*, which began educating staff about steps they can take to reduce global warming and mitigate sea level rise. The Green Team implemented the following changes in the office: elimination of plastics; use of reusable cutlery, glassware and serveware; and strategically placed recycling bins around the office.

Following the killing of George Floyd, the GMCVB created a statement of support for racial and social justice. In order to increase cultural awareness among staff members, the F&A team convened workshops where employees were able to share their concerns and learn more about American history and the roots of racial and social injustice. These initiatives led the GMCVB to create a year-long program dealing with issues of racial justice, social inclusion and diversity. ■

29
consecutive annual
independent clean audits



MIAMI
shines

GREATER MIAMI AND THE BEACHES

MIAMI *shines*

GREATER MIAMI AND THE BEACHES





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