



MIAMI™

GREATER MIAMI CONVENTION & VISITORS BUREAU

YEAR IN / REVIEW

THE OFFICIAL DESTINATION SALES & MARKETING ORGANIZATION FOR GREATER MIAMI & MIAMI BEACH.

MIAMI

GREATER MIAMI & MIAMI BEACH



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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 & Miami Beach to maximize economic impact on the community, ensure industry resiliency and elevate residents' quality of life.

GREATER MIAMI & MIAMI BEACH’S TRAVEL INDUSTRY – STRONGER TOGETHER

The Greater Miami Convention & Visitors Bureau (GMCVB) represents all sectors of hospitality – airports and airlines, hotels, cruise lines, transportation, attractions, restaurants – and prior to the pandemic, nearly 145,000 industry jobs. COVID-19’s economic damage has been especially devastating to our industry. The GMCVB worked with stakeholders to help mitigate these damages and help the industry begin its recovery.



The importance of travel and tourism to Greater Miami & Miami Beach cannot be overstated. The industry has historically been one of Miami-Dade County’s number one job creators. Visitor spending generates nearly 40% of all sales taxes collected. These dollars fund transportation, healthcare, schools, public safety and so much more. Without visitors, the average household would pay \$1,700 more in taxes each year. A sustained economic recovery can’t happen without a thriving tourism economy supporting the many employees who work to create and fulfill the visitor experience.

As we continue the work of restarting travel, our visitor economy is helping drive demand for employees in all sectors. In July 2020, Miami-Dade

County’s unemployment rate was 14.9%; as of July 2021, it’s 6.9%, a 53.7% drop. Leisure & Hospitality Sector job growth has contributed significantly to this turnaround.

After years of setting tourism records across many key performance metrics: hotels, dining, retail spending and hospitality industry employment, Greater Miami & Miami Beach’s travel and hospitality industry has continued to face the challenges of the COVID-19 pandemic well into 2021. To drive business and jobs back to hotels, restaurants, museums and attractions, the GMCVB introduced the Miami Shines recovery campaign in May 2020 to coincide with the County’s phased re-opening guidelines, and immediately focused on creating programming aimed at helping businesses

and workers who depend on tourism for their livelihoods. To drive demand and hotel bookings, the MiamiLand marketing campaign was launched to promote the destination’s natural assets and its wealth of outdoor adventures and open spaces.

While keeping a cautious eye on the pandemic and another surge in new cases due to the Delta variant, the destination has been experiencing encouraging momentum and success. With the national rollout of the COVID-19 vaccine, the U.S. saw a surge in domestic travel, and Greater Miami & Miami Beach benefited from this pent-up demand. In-bound flights increased significantly, new routes opened at Miami International Airport (MIA) from multiple domestic and international markets, and hotels experienced sharp increases in occupancy,

room rates and demand, reaching pre-pandemic levels.

The equally important story is that, despite the lack of international visitors and cruise ship passengers, and a significant slowdown in meetings & convention business, average daily rates and room revenues (and the corresponding hotel taxes generated from our industry) are pacing well ahead of where they were in 2018 and 2019. This is just another vivid indicator of the important role our visitor, event, meetings and hospitality industry plays in fueling economic recovery for all of Miami Dade County – and why our collective work remains so important.



BRUCE OROSZ
Board Chair

The primary focus of our Fiscal Year 2021/2022 budget and plan will be strategies and programs designed to continue to fuel and, more importantly, sustain the recovery for the destination and our partners. This will be done by building on the current momentum, continuing to navigate the current (and potentially new) challenges of COVID-19 and its variants, and a changing landscape for both international travel and the full resumption of major events including meetings and conventions. The GMCVB will also continue to double-down to ensure that the ongoing recovery and success we strive for is both inclusive and equitable for everyone in this industry



DAVID WHITAKER
President & CEO

(and those who have been previously limited or excluded outright) and the communities and constituents we serve and support.

Currently, our teams are continuing to help fuel the recovery and set the table for the future in a few key areas. On the consumer engagement front, our Marketing team is currently in-market with our Miami Shines tourism recovery campaign. Large-scale integrated marketing campaigns have featured our outdoor experiences, beaches, hotel deals, neighborhoods and PortMiami’s cruising restart.

The GMCVB’s Miami Temptations programs run year-round, and the



TRAVEL & HOSPITALITY INDUSTRY PERFORMANCE

Greater Miami & Miami Beach's tourism and hospitality industry was greatly impacted by the COVID-19 pandemic in 2020, with 7.9M overnight visitors and an additional 3.7M "day trippers" who visited but did not spend the night, for a grand total of 11.6M visitors (down from a total of 24.2M visitors in 2019). These visitors spent \$7.9B in 2020. Things have since begun to turn around. From September 2020-August 2021, the Miami-Dade County Resort Tax was up +12%, the Convention Development Tax (CDT) was up +17% and the Miami Beach Resort Tax was up 24%, while the Hotel Food & Beverage Tax was down -19% over the same period a year prior. The GMCVB's recovery efforts played a big part in boosting these numbers and have positioned the destination to thrive as the travel industry continues to rebound.



GMCVB website has supported all sales and marketing initiatives throughout the year. Our programs will continue to further accelerate the recovery by expanding media partnerships with new technology. These initiatives will continue to drive demand, interest and engagement, and expand reach.

Continuing to remain engaged also includes continuing to tell and amplify the unique stories found and told throughout our communities, and the stories of our partners. Our Communications team continues to pitch both traditional travel and lifestyle media as well as the ever-growing and important social media influencers.

As we continue to re-open our vitally important meetings, conventions and trade show industry, including our partnership with the amazing, reimagined Miami Beach Convention Center, our team has recently secured two new major

convention wins. This speaks volumes about the potential of the Miami Beach Convention Center and our host hotel package and, more importantly, the kind of delegate audience for which we are perfectly positioned.

Our Meetings & Conventions sales and marketing programs have also kept the destination top of mind with meeting planners looking to plan a safe and convenient meeting. These efforts have contributed to new city-wide bookings at the Miami Beach Convention Center. These successes are made possible through our close relationship with the team at the Convention Center.

We are also committed to a diverse and educated workforce. As we continue to focus on recovery and rebuilding, we must work to ensure an equitable recovery throughout Miami-Dade County. Before, after and throughout the pandemic, our Tourism Business Enhancement

Program (TBE) has supported our small, minority-owned partners in multicultural and heritage communities with training, marketing and technical assistance. Since its inception, the Black Hospitality Initiative (BHI) has awarded more than 450 scholarships and raised more than \$3.5M.

In closing, both of us would be remiss if we did not take this additional opportunity to celebrate Bill Talbert, his legacy and his leadership over the past year.





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 and Development 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.

2020/2021 EXECUTIVE COMMITTEE

CHAIRMAN BRUCE OROSZ President & CEO Act Productions, Inc.	AT LARGE T. WILLARD FAIR President & CEO Urban League of Greater Miami, Inc.
IMMEDIATE PAST CHAIR STEVEN HAAS Executive Director for Centerplate Miami Beach Convention Center	AT LARGE DAN GELBER Mayor City of Miami Beach
FINANCE COMMITTEE CHAIR ELIZABETH HICKS Consultant	AT LARGE ALINA HUDAK City Manager City of Miami Beach
MARKETING & TOURISM COMMITTEE CHAIR ERIC JELLSON Area Director of Marketing & Strategy Kimpton Hotels Florida & Cayman Islands	AT LARGE DANIELLA LEVINE CAVA Mayor Miami-Dade County
CONVENTION SALES COMMITTEE CHAIR JULISSA KEPNER General Manager Marriott Miami Biscayne Bay	AT LARGE GENE PRESCOTT President The Biltmore Hotel
MULTICULTURAL TOURISM & DEVELOPMENT COMMITTEE CHAIR CAROLE ANN TAYLOR Founder & President Miami To Go, Inc.	AT LARGE MARIA SASTRE Retired
	AT LARGE CHRISTINE VALLS Vice President, Florida, Caribbean & Latin America Sales American Airlines

2020/2021 BOARD OF DIRECTORS

STEVE ADKINS President & CEO Miami-Dade Gay & Lesbian Chamber of Commerce	BEN MOLLERE Corporate Vice President Hospitality & Business Relations Baptist Health of South Florida
RODNEY BARRETO Chairman & CEO Barreto Group	JOHN MULREY Regional Director FirstService Residential
MICHAEL CHENG, PH.D., CHE Dean, Chaplin School of Hospitality & Tourism Management Florida International University	ABE NG President, CEO & CSO Sushi Maki
HENRY CRESPO SR. President & Founder Urgent, Inc.	FREDDIE PETERSON General Manager Miami Beach Convention Center Spectra Venue Management
ALEX DIAZ DE LA PORTILLA Commissioner District 1 City of Miami	ALAN G. RANDOLPH Regional Director, Community Bank for Florida, Georgia, Texas and New York Bank OZK
LUIS GAZITUA Attorney At Law Gazitua Letelier, P.A.	ALFREDO RICHARD EVP, Corporate Communications NBC Universal Telemundo Enterprises
KEON HARDEMON Commissioner District 3 Miami-Dade County	MARY ROGERS Vice President & General Manager Fontainebleau Miami Beach
WENDY KALLERGIS President & CEO Greater Miami & The Beaches Hotel Association	CHRIS ROLLINS Chief Operating Officer South Beach Group Hotels
	STEPHEN R. SHELLEY Councilman City of Homestead

PAST CHAIRS

RICHARD FAIN Chairman & CEO Royal Caribbean Cruises Ltd.	THOMAS F. HEWITT Managing Partner WDI Hospitality, LLC	SIDNEY LEVIN*	CHRISTOPHER PERKS Retired
TONY GOLDMAN*	DONALD E. LEFTON Principal & CEO The Continental Companies	STEPHEN D. NOSTRAND*	STEPHEN SONNABEND Retired
ADOLFO HENRIQUES Vice Chairman The Related Group		R. DONAHUE PEEBLES Chairman & CEO Peebles Corporation	DOROTHY C. WEAVER*

* DECEASED

EX-OFFICIO

RALPH CUTIÉ Aviation Director & CEO Miami-Dade Aviation Department	WILFREDO GORT CAMACOL	JUAN KURLA Port Director & CEO PortMiami	ALFRED SANCHEZ President & CEO Greater Miami Chamber of Commerce
MICHAEL FINNEY President & CEO Miami-Dade Beacon Council, Inc.	G. ERIC KNOWLES President & CEO Miami-Dade Chamber of Commerce	IBIS ROMERO Executive Director Sunny Isles Beach Tourism and Marketing Council	

CORPORATE PARTNERS



The Greater Miami Convention & Visitors Bureau (GMCVB) 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 & Miami Beach.





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 travel barriers facing international markets are some of the biggest challenges for Greater Miami & Miami Beach to overcome in the upcoming year.

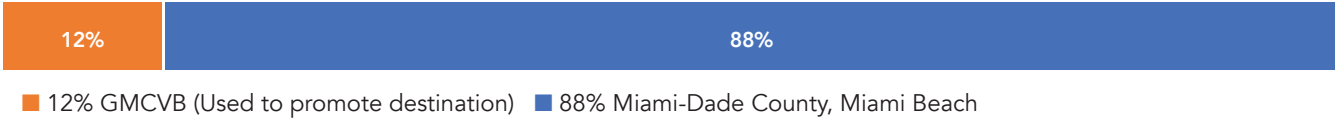
OVERVIEW OF TOURIST TAXES

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.

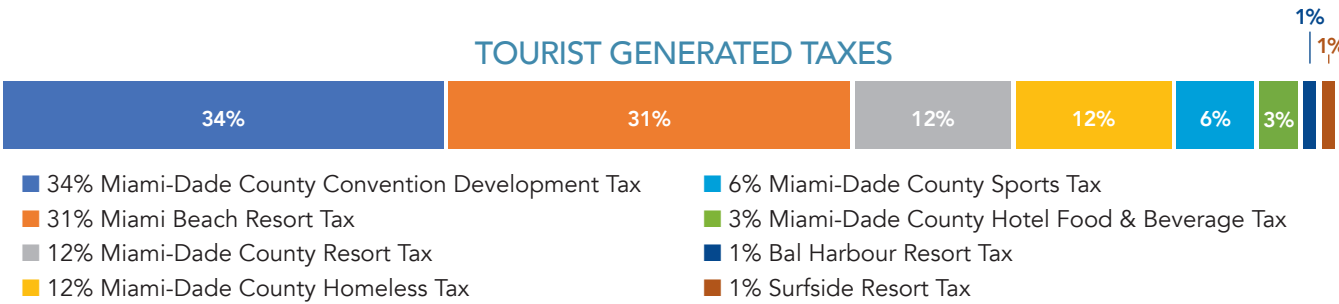
COLLECTING MUNICIPALITY	SEP 2020 – AUG 2021	SEP 2019 – AUG 2020	% CHANGE
Miami-Dade County			
Resort Tax	\$26,828,132	\$23,938,812	+12%
Convention Development Tax	\$77,621,949	\$66,312,604	+17%
Professional Sports Tax	\$13,414,066	\$11,969,643	+12%
Homeless Tax	\$28,758,596	\$23,575,727	+22%
Hotel Food & Beverage Tax	\$4,928,297	\$6,107,922	-19%
Miami Beach*			
Resort Tax	\$75,062,914	\$60,467,357	+24%
Bal Harbour*			
Resort Tax	\$4,773,050	\$2,797,420	+71%
Surfside*			
Resort Tax	\$4,230,840	\$2,348,603	+80%
Totals	\$235,617,845	\$197,518,088	+19%

* Miami Beach’s, Bal Harbour’s and Surfside’s Resort Taxes include both Food & Beverage and Resort Tax.

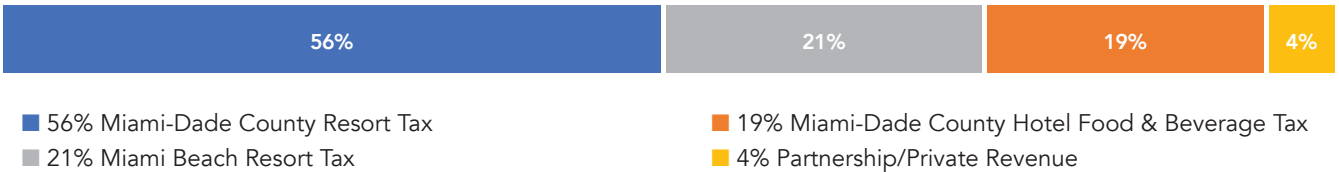
GMCVB SHARE OF TOURIST TAXES USED FOR SALES & MARKETING EFFORTS



TOURIST GENERATED TAXES



GMCVB FUNDING SOURCES





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 Department accomplishes this through a variety of initiatives and services whose main purpose is to drive demand to the destination.

ADVERTISING



GMCVB INTEGRATED MARKETING CAMPAIGNS As of July 2021	IMPRESSIONS 542M	HOTEL BOOKINGS 536K	HOTEL REVENUE \$361M
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The GMCVB’s Miami Shines tourism recovery campaign continued to fuel the recovery of our industry by helping to rebuild consumer and meeting planner confidence. The campaign highlighted the people, places and neighborhoods that make Miami shine. This recovery phase of the campaign launched in June 2020 to keep Greater Miami & Miami Beach top of mind and let audiences know to travel responsibly. Inspirational brand messaging was combined with special offer deals messaging and targeted to those in drive markets and key national markets.

During fall 2020, the GMCVB received a \$5 million grant through Miami-Dade County’s CARES Act, which allowed the organization to execute a large-scale national multimedia consumer campaign. As a result, the GMCVB re-launched and expanded MiamiLand, a campaign originally introduced in January 2020. MiamiLand showcased Greater Miami & Miami Beach’s great outdoors and highlights the area’s beaches, parks and

open spaces. The campaign included video, print, national TV broadcast, paid social and billboard placements and other high-impact units to engage with audiences. As part of the GMCVB’s commitment to Diversity, Equity & Inclusion (DEI) efforts, this campaign included support of Black-owned media partners that offer strong culture, travel and content. As of July 2021, this campaign has generated approximately 145M impressions, 45K hotel bookings and 167K room nights. The division continues to monitor and optimize the campaign’s ongoing impacts.

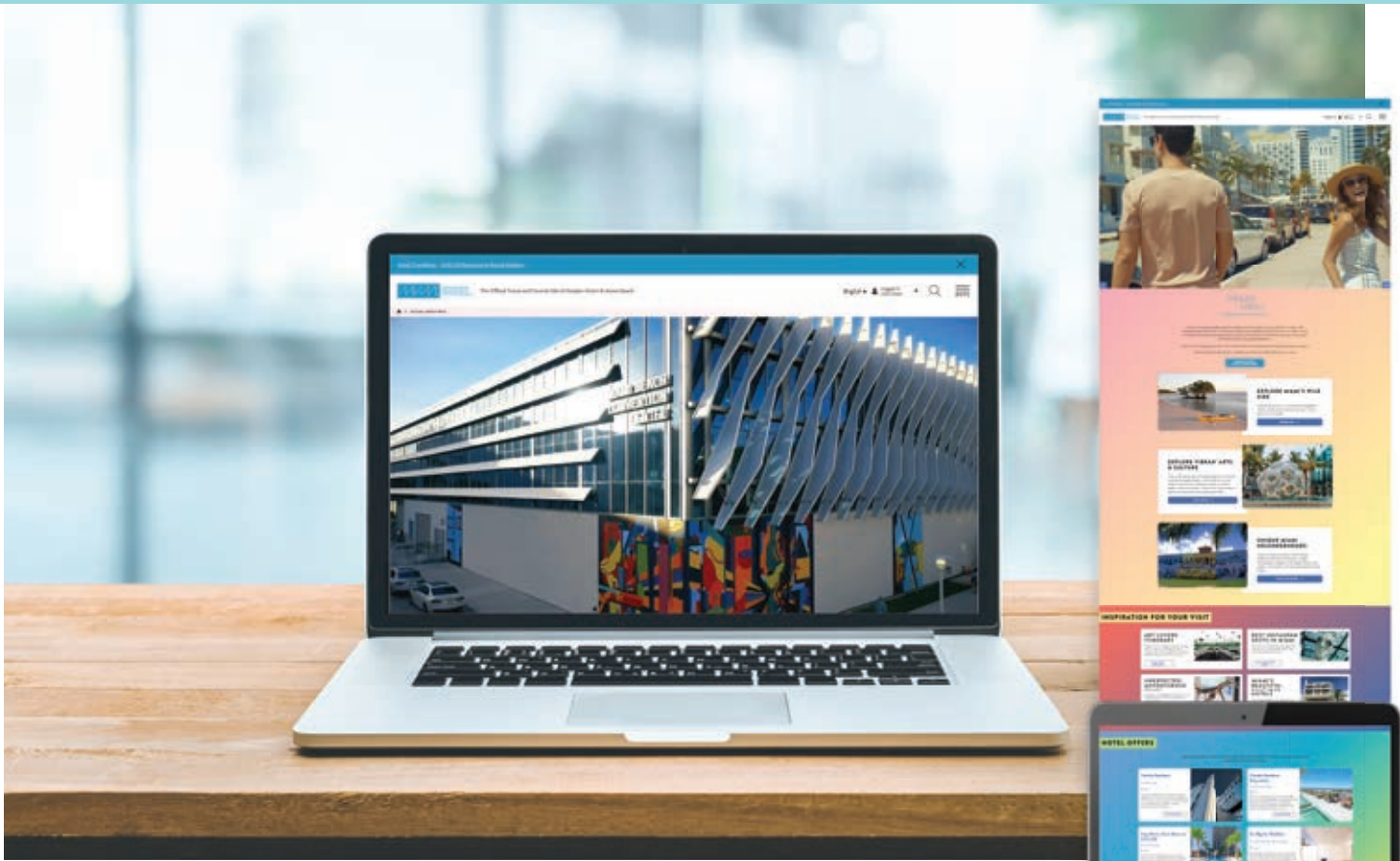
Other consumer recovery advertising efforts throughout the year included supporting many programs such as: winter weather retargeting, art/culture programs, Art of Black Miami, LGBTQ+ media programs, remote/work and learn programs, co-op programs with trusted partners such as Travelzoo and Expedia, and a “Welcome Back to Cruising” campaign with the restart of cruising from

PortMiami during summer 2021. The Meetings & 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. Messaging about this promotion, flexible indoor and outdoor meeting spaces, safety protocols and our Destination Pledge have helped highlight why Greater Miami & Miami Beach is the ideal destination to host a meeting.

The division’s large-scale integrated marketing campaigns have generated more than 542M impressions, 536K bookings and hotel revenue totaling more than \$361M through September 2021 (Source: Adara). Such programs will continue to further accelerate the recovery by expanding media partnerships with new technology. These initiatives will continue to drive demand/ interest/engagement and expand reach.

The Advertising Division seeks to highlight uniquely Greater Miami & Miami Beach moments, in order to drive interest and engagement through media and digital channels. Key program performance indicators include messaging impact, attributable hotel and flight bookings, attributable site traffic, click-through rates, engagement rates, partner site traffic volume, overall site traffic and Miami Beach Convention Center (MBCC) leads.





The Digital Marketing Division seeks to captivate potential Greater Miami & Miami Beach travelers and meeting planners through innovative experiences that inspire increased length of stay. The focus of the division is to engage and convert leisure travelers and meeting planners through MiamiandMiamiBeach.com and other digital channels.



GMCVB WEBSITE & DIGITAL PERFORMANCE

WEBSITE VISITORS +22.5%	EMAIL SUBSCRIBERS 123K	PARTNER ENGAGEMENT 212K
HOTEL BOOKINGS 634.3K	HOTEL REVENUE \$162M	GOOGLE BLOG VIEWS 36M

The GMCVB’s marketing efforts have shifted predominantly to digital channels, and visitor interest in Greater Miami & Miami Beach is burgeoning once again. This has resulted in strong website traffic and bookings YTD. The **MiamiandMiamiBeach.com** site received 6.4M visitors from October through August, up +22.5% versus the same period pre-pandemic in 2018/19. Website-driven hotel bookings have reached an all-time record of 634.3K annual room nights compared to 278.7K in 2018/19, and revenue reached \$162M versus \$56M in 2018/19.

Now, more than ever, the website has become the primary hub of the GMCVB’s sales and marketing efforts. In the past year, major initiatives to increase site engagement included a significant expansion of nature and outdoor adventure articles and videos to support the MiamiLand outdoor campaign, as well as hundreds of enhanced articles touching key facets of the destination, including arts & culture, beaches, multicultural

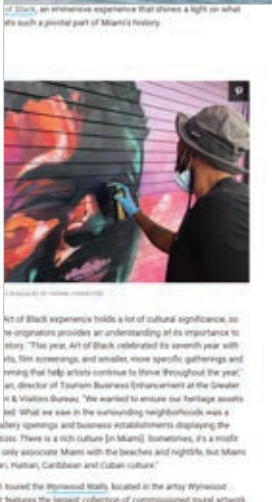
tourism, dining, events, attractions, neighborhoods and more, which were leveraged to support the Miami Shines reopening campaign as well as other programs.

The Meetings section of the website now hosts group booking incentives, Greater Miami & Miami Beach safety protocols and hybrid meeting videos. Event listings evolved to support both in-person and virtual events, including Art Basel and Art of Black Miami. Travel guidelines were updated frequently to provide visitors and meeting planners the latest information on planning a visit, as well as to showcase videos highlighting GMCVB partners’ efforts to create safer experiences for guests. A new Hospitality Job Board was introduced to assist partners in finding talent for their organizations. Interactive maps were launched to help visitors explore neighborhoods, and to discover all that the Miami Beach Convention Center District offers. Finally, the site’s popular webcams have relaunched and will

continue to expand to highlight many beautiful locales, showcasing the diversity of the destination.

As a result of optimization efforts, the site had a lower bounce rate of 59.1% compared to 64.5%, with average time on page increasing +8.4% in 2020/21 versus the same months in 2018/19. This firmly cements that the GMCVB is providing high-quality and relevant stories, images and videos that are attracting, inspiring and engaging site visitors. Total partner engagements topped 212K in 2020/21 versus 199K for the same period in 2018/19, with views of deals and offers just shy of 1 million, at 953.4K.

Increased consumer email capture efforts and list optimization resulted in a growth of the email list from 25K to 123K active subscribers. In the past year, the GMCVB’s DMO Google blog promoted three to five posts weekly on Google. These posts generated 36M views of engaging content from users searching for Miami on Google.



The Communications Division secures earned media coverage on behalf of Greater Miami & Miami Beach, 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. It is responsible for keeping an open dialogue between the GMCVB and the local travel and hospitality industry. In addition to daily publicity efforts, the division creates press events around the world.

The Communications Division pitches stories, writes and distributes press materials, partners with strategic brands to implement consumer-driven promotions, travels on media missions, works with leading broadcast, print and social media outlets, and conducts in-market press tours. The division arranges curated press itineraries to allow media to experience firsthand the many attributes of Greater Miami & Miami Beach.

While the pandemic caused a significant slowdown in media travel, the division kept the destination top of mind through active pitching. The team assisted 233 journalists with story development and support. It secured 134 media opportunities, resulting in many media interview opportunities for GMCVB leaders. As media started traveling again, the team has hosted more



MEDIA IMPRESSIONS & POSITIVE COVERAGE

POSITIVE COVERAGE
50
PIECES

CREATED
115B
MEDIA IMPRESSIONS

ESTIMATED
\$438M
ADVERTISING EQUIVALENT

than 50 media visits including nationally syndicated TV programs such as “Take it Outside” with Misty Wells on Fox Sports, “Traveling with Denella Ri’chard” on the CW, Argentina’s “En Modo con Nanci Guerrero” and in-flight content for American and United airlines. The team worked with influencers such as Michaela Guzy promoting safe travel to the destination through her “Sleeping Around (Again) Safely” series, and a partnership with Alexander-Julian Gibson to promote Miami’s multicultural neighborhoods. These content creators helped get out the messaging that the destination was open for business.

The team participated in virtual media missions in domestic and international markets including opportunities through Visit Florida, Travel Media Association of Canada, Brand USA and IPW.

It hosted group press tours with hotel stakeholders, such as an LGBTQ+ themed tour in support of Wynwood Pride; international tours from Paraguay including a partnership with Eastern Airlines in support of its new direct lift

to Miami International Airport (MIA); the UAE in partnership with Emirates in support of its new direct lift from Dubai to MIA; and a LATAM press group reporting on the destination and vaccine tourism. These media visits have resulted in more than 50 pieces of coverage, with substantial earned media value both in print and online (Circulation: 691.2K; Ad value \$6.5M). The team has hosted 12 key influencers specializing in arts & culture, cuisine, outdoors, family and pet travel, with a combined following of 573.9K.

From October through July, corporate communications and media efforts have produced feature articles and electronic broadcasts creating more than 115B impressions, with an estimated comparable ad value of more than \$438M. The GMCVB’s Miami Temptations programs run year-round. These programs have generated 123 media placements, totaling 129.5M media impressions.

Organic social media posts are a strategic way to reach consumers and stakeholders. Such posts have generated 2.7M impressions with a reach of 1.7M,

28.8K clicks and 77.1K engagements. The state of social media is strong. The GMCVB gained 20K new followers across Facebook, Twitter and Instagram and continued to meet or exceed platform engagement rate averages. Instagram led the way with more than 33K engagements and an engagement rate (ER) of 3.9% (platform average: 2-3%), followed by Twitter with 24K engagements and an ER of 2.5% (platform average: 0.2-0.75%) and Facebook with 20K engagements and an ER of 2.3% (platform average: 2-3%).

The Communications team made a strategic decision to halt international PR services at the start of the COVID-19 pandemic. Marketing dollars were better leveraged by targeting domestic and regional customers, especially with the MiamiLand marketing initiative. Domestic travel continues to generate most of the media visits to the destination. The team has focused its public relations strategy on responsible and safe travel. It maintains an up-to-date COVID-19 travel advisory page on the GMCVB website.

SOCIAL MEDIA ACTIVITY
Oct 2020 – July 2021

NEW FOLLOWERS
20K

INSTAGRAM ENGAGEMENTS
33K

TWITTER ENGAGEMENTS
24K

FACEBOOK ENGAGEMENTS
20K





The Arts & Culture Tourism Division promotes Greater Miami & Miami Beach as a unique destination boasting outstanding museums, galleries, historic sites, attractions, 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 Arts & Culture Tourism Division has historically focused on more than a dozen local, national and international trade shows, conferences and conventions, selling Greater Miami & Miami Beach to travel professionals, media and consumers. While only a handful of these events have returned to in-person gatherings, the division continues to participate in many virtual experiences to keep engagement very high with these constituent groups.

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 Miami Beach, Switzerland and Hong Kong were canceled, the division remained in close communication with the fair leadership team. In September 2021, the division traveled to Switzerland to host a Greater Miami & Miami Beach information desk promoting the upcoming December 2021 edition of Art Basel Miami Beach. The prominence of Art Basel Miami Beach remains a cornerstone of the local arts and culture community. This world-renowned contemporary art event attracts more than 80,000 visitors to Greater Miami & Miami Beach.

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 as a volunteer on the Board of Directors and is a committee member of the Miami Arts Marketing Project (MAMP) steering committee. 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 providing up-to-date details and information regarding the recovery of Miami's local arts industry. The director participated in numerous press interviews emphasizing the importance of arts & culture to the tourism economy. The ongoing work of connecting journalists and press teams with cultural institutions is important in highlighting the destination year-round.

The Arts & Culture Tourism Director has taken 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 COVID-19 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. A new attractions partner

cooperative marketing program has been developed and is being launched in fall 2021 to assist attractions, experiences and museums in their audience recovery efforts.

The division worked with the GMCVB's Meetings & Convention Sales & Services team to attract major arts-focused conferences. Future conferences will include: El Sistema USA, 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 Museum 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 Academy of Hospitality & Tourism, 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.



The LGBTQ+ Marketing Division promotes Greater Miami & Miami Beach 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 the 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.

LGBTQ+ MARKETING INITIATIVES

MEDIA IMPRESSIONS
27.5M

The LGBTQ+ Marketing Division represented the destination at numerous virtual events, including Community Marketing Insights (CMI), WeTrade Colombia, LGBT Tourism Forum Brazil and GNetwork MasterClass Argentina. Additionally, the division supported local events and community partners including Celebrate ORGULLO, Miami Beach Pride Queer-A-Thon, Miami Book Fair, National LGBTQ Task Force Virtual Gala, TransArt and the Winter Party Festival, via social media initiatives and promotions. The division continues working to showcase Miami Beach's LGBT Visitor Center and the destination's annual LGBTQ+ events, and works closely with the GMCVB's Meetings & Convention Sales & Services team to attract LGBTQ+ meetings and associations.

Content creation was an important part of this fiscal year and included a photo shoot showcasing GMCVB partners in Historic Overtown as well as hotel partners in Miami Beach. The division also released a social media video series to support the GMCVB's Miami Eats program, which highlights eateries throughout the destination. A combination of proprietary, user-generated and partner content was rolled out on the dedicated LGBTQ+ social media channels and resulted in a net audience growth of +800% and engagement increase of +103% compared to Fiscal Year 2019/2020.

SOCIAL MEDIA ENGAGEMENT
+103%

The division continued the rollout of the Miami Begins with Me LGBTQ+ Diversity & Inclusion Training, produced in partnership with YES Institute via the online portal, which has welcomed more than 1,600 individuals to participate in the course.

The LGBTQ+ media program was expanded this year to include partnerships with trusted publishers like EDGE Media, Pride Media, Q.Digital and Towleroad. Display banners, paid social, paid search and targeted eblasts were used to share Greater Miami & Miami Beach's diverse and welcoming cultural offerings with the LGBTQ+ community. The program drove more than 27.5M impressions.

On the media front, the LGBTQ+ Marketing Division welcomed reporters, bloggers and social media influencers from Chicago, Florida, Los Angeles, New York and The Netherlands. The focus was on showcasing the destination's returning in-person events such as Miami Beach Pride and Wynwood Pride, as well as Greater Miami & Miami Beach's rich outdoor experiences ranging from its beaches to national parks.

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

DIVERSITY TRAINING PARTICIPANTS
1,600





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 growth and economic development through increased visitor stays and a more frequent visitor return rate.

SPORTS & ENTERTAINMENT EFFORTS

PRODUCED
+15,000
ROOM NIGHTS

WITH
+100K
FANS IN ATTENDANCE

ESTIMATED
\$25M
ECONOMIC IMPACT



The fiscal year began with Greater Miami & Miami Beach’s ongoing bid to become a host destination for the 2026 FIFA World Cup. The team established a Human Rights committee consisting of community leaders to stress the importance of an all-encompassing community-wide strategy. At the end of the fiscal year, FIFA and U.S. Soccer made their first in-person site visit. The delegation inspected potential team training sites, fan fest sites as well as Hard Rock Stadium. The final list of host cities will be released in Q1-Q2 2022.

From December 7-13, the PGA Tour LatinoAmérica returned to Trump National Doral for its tour championship. The event, scaled down due to the pandemic, produced 927 room nights and an estimated economic impact of \$750K.

The new year kicked off with the Capital One Orange Bowl between Texas A&M University and the University of North Carolina on January 2. Having received the first Global BioRisk Advisory Council (GBAC) designation for a major stadium, Hard Rock was able to deliver appropriate safety protocols for the 13,737 fans in attendance. Nine days later, the stadium hosted the College Football Playoff National Championship game. The University of Alabama defeated Ohio State University, 52-24, before 14,926 fans. The nationally televised game generated more than 28.7B digital impressions and 7.1M social media engagements.

The Miami Open tennis tournament welcomed back fans in March. The tournament was broadcast globally on ESPN and the Tennis Channel. The GMCVB’s sponsorship of the event included promoting the MiamiLand campaign onsite as well as on 48 television commercials.

The GMCVB continued its longstanding partnership with the Miami International Agriculture, Horse and Cattle Show, which was produced virtually on April 16. The division teamed up with the GMCVB’s Content & Creative Services division and Commissioner Javier Souto’s office to produce a video showcasing Greater Miami & Miami Beach for international cattle breeders.

In May, the team took to the road for the first time in more than a year to attend the Express Conference in Myrtle Beach, SC. It held one-on-one meetings with more than 30 event producers and DMOs to explore hosting opportunities in the destination.

Miami Beach welcomed the National Salute to America’s Heroes air and sea show over Memorial Day weekend. Various U.S. military branches put on a great show. The event included a GMCVB-sponsored reception honoring military heroes at the Fontainebleau Miami Beach.

The Optimist International Junior Golf Championships returned to Trump National Doral in July. The multi-week tournament generated more than 4K

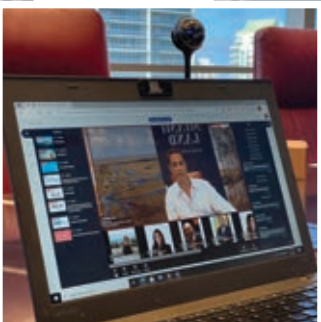
room nights and featured youth golfers from more than 22 nations and 38 states.

The Orange Blossom Classic, a mainstay in the Historically Black Colleges and Universities (HBCU) football schedule from 1933 to 1978, returned to Miami Gardens in September. Jackson State defeated Florida A&M University, 7-6, in front of 31,000 fans at Hard Rock Stadium.

The GMCVB collaborated with the Miami-Dade Film Office to sponsor the Joshua Tree Film Festival in Palm Springs, CA in September and promote the Slamdance Film Festival scheduled for Miami Beach in October 2021. The PracticeSafeSetsMiami.com website remained a powerful tool to promote a safe environment for film and television productions.

The division attended Connect Sports in Tampa followed by the TEAMS Conference in Atlantic City in September. Partnering with the Florida Sports Foundation, the team met with representatives of dozens of potential events and tournaments.

The fiscal year ended with exciting news, as Formula 1 announced its inaugural race at the newly constructed Miami International Autodrome in Miami Gardens will take place May 6-8, 2022. The 10-year agreement is expected to produce an economic impact equivalent to the Super Bowl every year.



TRAVEL INDUSTRY
SALES TEAM
ENGAGEMENT

IN-PERSON
FAMILIARIZATION
TRIPS
10

VIRTUAL
TRADE SHOWS
20

GREATER MIAMI & MIAMI
BEACH TRAVEL SPECIALISTS
2,300



The Travel Industry Sales Division partnered with Brand USA, Visit USA Committees, airlines, cruise lines and other industry partners to engage with the travel trade primarily through webinars, virtual trade shows and events. These efforts resulted in participation in more than 60 webinars, close to 20 virtual trade shows, eight in-person travel trade shows and 10 in-person familiarization trips. This ongoing process allowed the GMCVB to establish and enhance new as well as existing relationships with travel industry professionals.

During the COVID-19 pandemic, the Travel Industry Sales team participated in the following leading virtual travel trade shows: Brand USA Travel Week, CruiseWorld 2020, World Travel Marketplace, Oasis Travel Network Tradeshow, CLIA Cruise Port & Destination Showcase, Feria AVIAREPS Latin America, ITB Berlin, IntelTravel Quest, Visit USA Committee Italy Showcase, Brand USA One-to-One Business Meetings Canada, Mexico & Europe, Unite USA Tradeshow, Visit USA Committee Germany Counter Days, Travel & Adventure Show – Road Trip USA, Brand USA Global Marketplace Focus on UK & Ireland, Brand USA Global Marketplace Focus on Australia & New Zealand, India Travel Connect ANTOR Meets Travel Trade and Countdown to

Re-opening Brazil. The team participated in the following in-person events: Global Travel Marketplace, Receptive Tour Operator West, Receptive Tour Operators East, CLIA Cruise360, ASTA Annual Global Convention, Receptive Tour Operator South, Travel & Adventure Show Dallas and Global Travel Marketplace West.

The online Greater Miami & Miami Beach 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, approximately 4,100 travel advisors have enrolled and nearly 2,300 have graduated to become Greater Miami & Miami Beach Travel Specialists.

To support the cruise industry restart, the GMCVB and PortMiami teamed up on a “Welcome Back to Cruising” consumer and trade multimedia campaign during summer 2021. The campaign helped reinvigorate and inspire consumers to take a cruise from Miami.

Over the course of the fiscal year, the Travel Industry Sales Division engaged with thousands of travel advisors globally.

In September 2021 the GMCVB, along with elected officials and the executive team, attended IPW, the premier international inbound travel B2B event in the U.S. The three-day event provided the GMCVB with the opportunity to meet face-to-face with leading global travel buyers, media and press. The announcement that the U.S. will lift restrictions on fully vaccinated international travelers in November 2021 coincided with IPW.



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 & Miami Beach’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 & Miami Beach, this channel of guidance and promotion is crucial.



The Boutique Hotels program represents more than 100 boutique 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 Boutique Hotels program creates programming across several audiences, 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 July, the Boutique Hotels team co-hosted numerous webinars with several boutique hotel partners, primarily for U.S.-based travel advisors. This allowed for virtual engagement while trade shows and sales missions were paused. These sales events were an important networking opportunity to meet one-on-one with influential travel advisors who book 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 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 & Miami Beach as a diverse and inclusive destination, the GMCVB offers the Miami Begins with Me LGBTQ+ Diversity & Inclusion Training program.

Sessions are open to individuals who work in the tourism industry, and are often hosted at boutique 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. The GMCVB team will once again participate in FOCUS London and in the Sundance Film Festival, as well as



the National Association of Television Programming Executives (NATPE) in Miami Beach. In addition, the team will work with the Slamdance Film Festival as it makes its first visit to 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.

The Practice Safe Sets Program continues to be a very important asset in luring productions to Greater Miami

& Miami Beach. The program provides a variety of flexible, safety-first production options ranging from sequester/quarantine scenarios for actors and crew, to using hotels as filming locations, including ballrooms, to build sets. Many of the boutique hotels are participating in this program.

This year the GMCVB launched a cooperative marketing campaign featuring many Miami Beach hotels. This campaign was hosted on Expedia and Travelzoo during April and May as part of the Miami Shines tourism recovery campaign, which highlighted the many things to do in Miami Beach, including unique stays at boutique hotels. The primary objective was to drive demand and incremental bookings.

This year, more than 50 Boutique Hotel partners participated in the following Miami Temptations programs: Miami Hotel Months, Miami Spa Months and Miami Spice Restaurant Months. Throughout the summer months of June through September, participants offered their best dining, spa and hotel accommodations experiences with unbeatable deals of up to 50% off for locals and visitors alike.

Finally, the GMCVB convenes a Boutique Hotel Partner Meeting every quarter to discuss ongoing initiatives, market trends and ideas for future programs. These in-person meetings resumed during June 2021 after being interrupted due to COVID-19.

CONTENT & CREATIVE SERVICES



As an ongoing response to the COVID-19 pandemic, the Content & Creative Services Division continued developing popular programs and videos to help local businesses educate, mitigate and recover.

The award-winning Miami Eats program, which was developed within the first week of the countywide shutdown in March 2020, continued to grow in 2021. The dining section of the website was rebranded as Miami Eats and highlights 1,400+ restaurants throughout Greater Miami & Miami Beach.

The Content & Creative Services team continued filming and producing “travel responsibly” guest testimonials at hotels, museums, attractions, retail

establishments, performing arts centers, parks and sporting events. These videos showcase partner businesses’ commitment to keeping their guests safe by complying with the CDC and capture their guests’ reactions to these new rules. More than 40 testimonial videos have been published across all GMCVB social media channels and MiamiandMiamiBeach.com. Partner businesses received downloadable versions of their videos. The team also filmed and produced *Miamians Who Shine* videos, which showcase examples of individuals who made Miami shine during the COVID-19 pandemic.

The team also continued filming and producing videos at partner hotels and

The Content & Creative Services Division serves as the GMCVB’s in-house creative agency, developing customized, targeted videos, 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-round Miami Temptations programs, the expanded Miami Eats and Miami Shines programs, as well as its website/digital editorial articles and printed editorial materials. This includes promoting the destination at visitor centers, Miami International Airport (MIA) and PortMiami.

meetings venues that have adjusted their spaces in accordance with CDC guidelines. These videos were created for the GMCVB’s Meetings & Convention Sales & Services Department and were very well received by meeting planners. The videos were also shared with the respective hotels and venues.

In mid-June 2021, the team began working on a new video initiative led by the LGBTQ+ Marketing Division, in conjunction with the Miami Eats program, to encourage LGBTQ+ locals and visitors to feel welcomed in Miami’s dining scene. These videos highlight restaurants in Greater Miami & Miami Beach’s diverse neighborhoods. The team has filmed five locations to date, displaying some of the

GMCVB’S WEBSITE CONTENT HIGHLIGHTS

MIAMI EATS
+1,400
RESTAURANTS
HIGHLIGHTED

MANAGED
+570
WEBSITE
ARTICLES

PRODUCED
+40
TESTIMONIAL
VIDEOS

destination’s best restaurants and showing their inclusivity.

Creative Services continued to produce quality collateral to support all sales and marketing efforts for the destination. This fiscal year, the team completed more than 300 Creative Services requests, which included design work on various trade show booths such as IPW 2021. Creative Services also created and printed the Fall 2021 issue of the Arts & Culture Insider Guide.

To further support the Meetings & Convention Services Division, Creative Services developed collateral for the new Show Your Badge Program, which provides discounts at different locations for convention delegates.

Creative Services also lent a hand to the Business Development & Partnership Division, creating signage and other branded material for both hybrid and in-person meetings and workshops, as well as recap videos filmed and produced by the team.

Print and digital ads were curated using the Miami Shines and MiamiLand campaigns for travel trade and marketing 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 Switzerland 2021, Miami Art Week 2021 as well as

Art Deco Weekend 2021 were created, targeting local and visiting art lovers, to help navigate art installments and events throughout the destination. Creative collateral was also created for the Miami Temptations programs.

The Content team executed six Miami Temptations programs. Miami Arts, Culture & Heritage Months (December-January) showcased arts and culture offerings from partners in heritage neighborhoods throughout Greater Miami & Miami Beach. Miami Health & Wellness Months (February-March) provided locals and visitors with deals from recreational facilities, watersports, biking experiences and wellness offerings from various spas. Once attractions and museums reopened, Miami Attraction & Museum Months launched for two months (April-May) and showcased more than 35 special deals such as BOGO offers, admission savings, membership deals and free items with proof of ticket purchase.

To kick off the summer programming, Miami Hotel Months (June-September) showcased nearly 100 special hotel offers including family packages, resort credits, luxury amenities, complimentary meals and more. Miami Spa Months (July-August) launched with more than 30 participating spas, offering consumers up to 50 percent off treatments to indulge in the highest standards of pampering throughout Greater Miami & Miami Beach. The 20th anniversary of Miami Spice Restaurant Months (August-



September) featured more than 200 participating restaurant partners offering incredible prix fixe \$28 lunch/brunch menus and \$42 dinner menus.

On the publishing front, the Content team produced the Destination Guide & Map in both English and Spanish. This handy guide offers visitor information as well as Attractions, Museums, Shopping, Parks, Water Activities, Visitor Information Centers and Convention Center partner listings plotted on a map of Greater Miami & Miami Beach. It is distributed at visitor centers throughout the destination. The team also assisted the LGBTQ+ Marketing Division in producing the Pink Palm LGBTQ Travel Insider publication.

The team conducted an analysis of other DMOs across the country to determine best practices for print publications moving forward. The results will guide the division in expanding the print portfolio in 2022 and beyond.

The Content team also manages editorial content on MiamiandMiamiBeach.com. The team updated, maintained and added to a collection of more than 570 website articles. The team executed a detailed and comprehensive editorial process whereby existing articles were updated and new articles were created, covering a vast array of topics. This process helped keep content fresh and drive engagement.

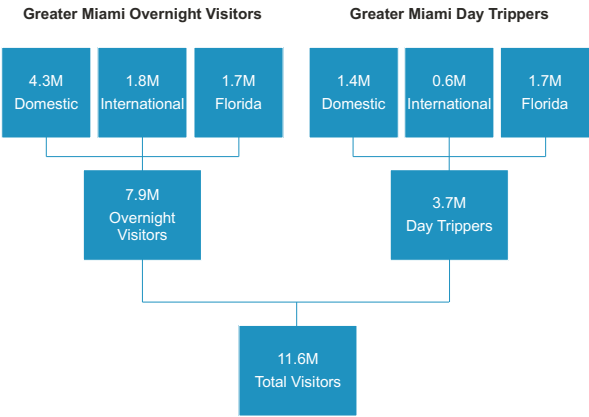


The Research & Strategic Planning Division supports the GMCVB’s various marketing programs by analyzing industry performance. The division assists with effective strategic planning by tracking key industry benchmarks and providing ongoing, in-depth analysis of visitor trends through a multitude of data sources. Additionally, the division is responsible for identifying and utilizing the best business tools to help the GMCVB’s internal and external stakeholders. 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. The division also publishes an annual state of the industry report, highlighting the industry’s performance for the prior year and providing the public with a comprehensive overview of tourism to Greater Miami & Miami Beach.



The COVID-19 recovery effort is well underway, and the Research & Strategic Planning Division continues to support the tourism industry. As the industry struggled amid the global pandemic, the division’s top priority was supplying relevant and up-to-date information to stakeholders. For example, several new relationships have developed between the division and local police departments, which urgently need information on visitation and projected hotel occupancy during peak visitation periods.

In October, visitor research collected through in-person interviewing resumed once it was deemed safe to do so. This research has always been important to both the GMCVB as well as the entire industry in providing information such as top visitor markets, volume of visitors and their spending. Furthermore, the division’s Florida Resident survey continued to track traveler perceptions,



the impact of COVID-19 on their lives and future intent to travel. This information, along with metrics such as examining the performance of other Florida markets, continues

to be crucial to many people in the industry in understanding more about our recovery. Greater Miami & Miami Beach’s battle for its share of tourism versus other Florida destinations was greatly impacted due to COVID-19, as all destinations have been working very hard for their piece of the pie. The GMCVB’s multi-channel marketing efforts were critical in restoring Greater Miami & Miami Beach’s share of hotel demand to what it was historically, with the destination showing a robust rebound.

The identification and implementation of technology is important to every destination, and the division continues to evaluate and adopt best-in-class tools. The GMCVB recognizes that as a Destination Sales & Marketing Organization, the need for information is as important as ever

and the adoption of technology is crucial to marketing efforts. The competition for tourists has never been greater. Therefore, to adapt to these changes and remain competitive, the division has identified and begun to implement new sources of intelligence. The evolution of cell phone tracking technology has created platforms that allow the division to monitor and learn more about visitors than ever before. The utilization of “big data,” as this has been named, connects internal departments and synchronizes data in a shared digital environment. One of the division’s objectives will be to roll out a big data platform across the organization that will integrate information across departments in an innovative way.

Greater Miami Visitors (000s)				
	2018	2019	2020	Var %
Domestic Overnight	6,198	6,897	4,328	-37%
International Overnight	5,779	5,337	1,842	-65%
Florida Resident Overnight	4,006	4,089	1,708	-58%
Total Miami Overnight Visitors	15,983	16,323	7,877	-52%
Domestic Day Trippers	2,050	2,213	1,421	-36%
International Day Trippers	1,913	1,568	614	-61%
FL Resident Day Trippers	3,305	4,064	1,682	-59%
Total Day Trippers	7,268	7,845	3,717	-53%
Total	23,251	24,168	11,594	-52%



The Business Development & Partnership Division was fully engaged with partners as businesses started reopening and industry staff started returning to open positions in fall 2020. The team resumed partnership dues collection, after pausing for six months, and generated close to \$1.2M in partnership dues revenue while bringing on 115 new partners for Fiscal Year 2020/2021. During this period, the division also raised close to \$40K in incremental private revenue, derived from GMCVB program and event sponsorship along with digital marketing packages.

PARTNERSHIP HIGHLIGHTS	PARTNER REVENUE	PRIVATE REVENUE	NEW PARTNERS
	\$1.2M	\$40K	115

Despite working with a smaller partnership sales team, the division continued to drive revenue while further engaging and supporting both new and current partners to take advantage of the vast marketing resources available to them. The team also supported other GMCVB divisions with data entry and special projects as needed to ensure that partner programs continued to be successful.

Further supporting the growth and retention of its partnership base, the division successfully executed more than 40 partner training and networking events, including key industry events such as the GMCVB Annual Meeting, GMCVB State of the Industry Breakfast and the GMCVB Annual Partner Planning Workshop. Many of these events were produced as hybrid events, allowing participation remotely or in-person.

The team also hosted GMCVB Coffee & Conversation Virtual Networkers most weeks, in addition to returning to hosting

some in-person networkers.

To help businesses attract employees, and to help employees take the next step toward a rewarding career, the division launched the Greater Miami & Miami Beach Hospitality Job Board and hosted several job fairs.

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.

Digital advertising packages will continue to be promoted, along with event sponsorship opportunities. Through a new partnership with Bandwango, the division will also integrate added promotional opportunities for niche partners, such as craft breweries, art mural tours and other unique offerings, to further drive traffic to these local businesses and increase partner benefits.



The Miami Begins with Me (MBWM) Customer Service training program resumed 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 was updated with new destination information as well. It remains available to all GMCVB partners, industry professionals and interested community members.

The program encourages and provides the opportunity for all to learn more about the destination and foster a sense of pride in Greater Miami & Miami Beach.

The team also continued to expand LGBTQ+ Sensitivity & Awareness Workshops, most held virtually, for key partners and organizations. They are available online for the community to take at no cost.

Learn more at
MiamiBeginsWithMe.com





MEETINGS & CONVENTION SALES & SERVICES

Greater Miami & Miami Beach has hosted a large number of meetings and conventions of all sizes. This business is key to generating hotel room nights and helps filter 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, together with the Marketing & Tourism Department, continues to develop new programs to increase hotel bookings and develop new Miami Beach Convention Center business as well as lay the groundwork for future events of all sizes.

MEETINGS & CONVENTION SALES



The Meetings & Convention Sales Division promotes Greater Miami & Miami Beach 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 are important because they fill hotels in blocks of hundreds and thousands. Many convention attendees have such a great experience that, after their convention ends, they plan to come back and see more of what Greater Miami & Miami Beach has to offer.

MEETINGS & CONVENTION SALES HIGHLIGHTS

MEETINGS BOOKED	ROOM NIGHTS	ECONOMIC IMPACT	SALES LEADS
160	180.9K	\$143M	625

The Meetings & Convention Sales Division booked 160 meetings representing 180.9K room nights through September 2021. This business represents all partner hotels, the Miami Beach Convention Center (MBCC) and other centers, with an estimated economic impact of \$143M. Through September 2021, the sales team generated 625 sales leads. These leads are an important foundation for future bookings and a barometer of interest from the industry.

The division’s primary focus this fiscal year was direct communication with clients and hotel partners. During the first months of the year, the team promoted continuous positive messaging as it communicated with clients via one-on-one Zoom calls, monthly destination updates, Zoom happy hours and virtual site visits. The team addressed concerns, reduced hotel blocks when necessary, assisted with postponements and cancellations, offered additional marketing ideas, and did everything possible to mitigate clients’ losses while keeping them in the destination.

The GMCVB continued its Miami Shines recovery campaign to inspire optimism about future meetings and travel to our

vibrant destination. The primary objective was to reignite bookings for meetings and conventions, and to drive interest and educate meeting planners about the convenience and experiences the destination provides for their meetings. In addition to a proactive earned media push, paid media highlighted the flexible indoor and outdoor spaces, convenience and open spaces that Miami Meetings and the MBCC’s GBAC Star facility offer. A combination of media including print, digital, video, search and social media generated more than 12M digital impressions.

The team worked with the GMCVB’s Content & Creative Services Division to produce videos highlighting changes hotels and convention centers made to ensure that their meeting spaces conform with CDC guidelines. These videos were used to assure meeting planners that the destination follows the latest health and safety protocols.

Due to COVID-19, there were a large number of MBCC cancellations this year. Many re-booked for the following year, and some re-booked further out into the future. The division’s focus shifted to more short-term business. Travel was very

limited due to industry trade shows and events either cancelling or going virtual. Clients’ offices were closed and the Convention Sales team was not able to attend its usual sales missions.

Toward the middle of the fiscal year, based on clients’ comfort level with traveling, the team hosted several small site inspections for both MBCC and in-hotel business. Starting in May, the sales team started to travel to trade shows and attend industry events, many of which were hybrid. The team started to host its own small client events in various destinations and continues to do so to promote Greater Miami & Miami Beach as being open and ready for business.

The team also worked alongside the Greater Miami & the Beaches Hotel Association and other stakeholders to develop measures for business to return, including special offers for future new business. Part of that work included a specialized promotional video for hotel partners, ZERO Attrition and Cancellation offers through December 2021 at participating hotels, and special GMCVB offers to incentivize meeting planners to book their meetings.



The Meetings & Convention Services Division provides operational support to incoming convention groups by assisting with the development of attendance builders, marketing materials, welcome signage, 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.

MEETINGS & CONVENTION SERVICES HIGHLIGHTS

MEETINGS SERVICED
103

The Meetings & Convention Services Division provided ongoing service assistance to 103 meetings, totaling 187.1K delegates. The division supported 39 Meeting Planner Sales Visits, including several Citywide Clients (attendance of 10,000+) planning for 2022 and 2023. In addition, the team organized and carried out six fun-filled and educational Familiarization Site Visits. The team continued to reach out to confirmed clients to make certain all their needs were met at every point in the planning process. They were also on site for the start of every convention to ensure all needs – expected and unexpected – were successfully addressed, in partnership with the Miami Beach Convention Center (MBCC) team.

The division welcomed an increase in requests from meeting planners, as the demand tripled from 2020 to 2021. With many unable to travel in advance of their meeting or convention as in the past, the Meetings & Convention Services Division truly became the boots on the ground. The team was able to answer numerous inquiries pertaining to venues, restaurants, attractions, staffing and transportation. They also provided referrals for on-site COVID-19 testing and vaccination requests, as well as communicated the latest Miami-Dade County and City of Miami Beach safety mandates.

DELEGATES HELPED
187.1K

The Meetings & Convention Services Division embarked on several critical marketing and community initiatives over the spring and summer. The team worked with Miami International Airport (MIA) to create a template for the new digital Baggage Claim monitors that were installed in early 2021. These eco-friendly signs welcome large conventions to the community on behalf of the GMCVB, MIA and Miami-Dade County.

To further support safety precautions at the MBCC, the GMCVB-supported City Information Desk will have new signage with QR Codes to access destination guides and key sections of the GMCVB’s website.

The team met with representatives from the Chaplin School of Hospitality & Tourism Management at Florida International University to further enhance Corporate Social Responsibility (CSR) opportunities for visiting meetings and conventions. The team also re-engaged its efforts with the MBCC to develop a hospitality-focused internship program.



SUPPORTING
39
MEETING PLANNERS



A significant advancement this year was the development of the free, mobile “Show Your Badge – Deals for Delegates” program. This entailed meetings and presentations about this new trackable technology to neighborhood associations, BIDs, GMCVB partners, merchants, the MBCC and key global event management companies to solicit feedback and participation. Once operational, convention delegates will be able to quickly sign up to discover dining, shopping and cultural discounts with their convention badge at businesses located just steps from the MBCC, helping the community’s recovery while elevating delegates’ experience.



The Greater Miami Convention & Visitors Bureau (GMCVB) has enjoyed a great partnership with the City of Miami Beach promoting the recently reimagined 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.

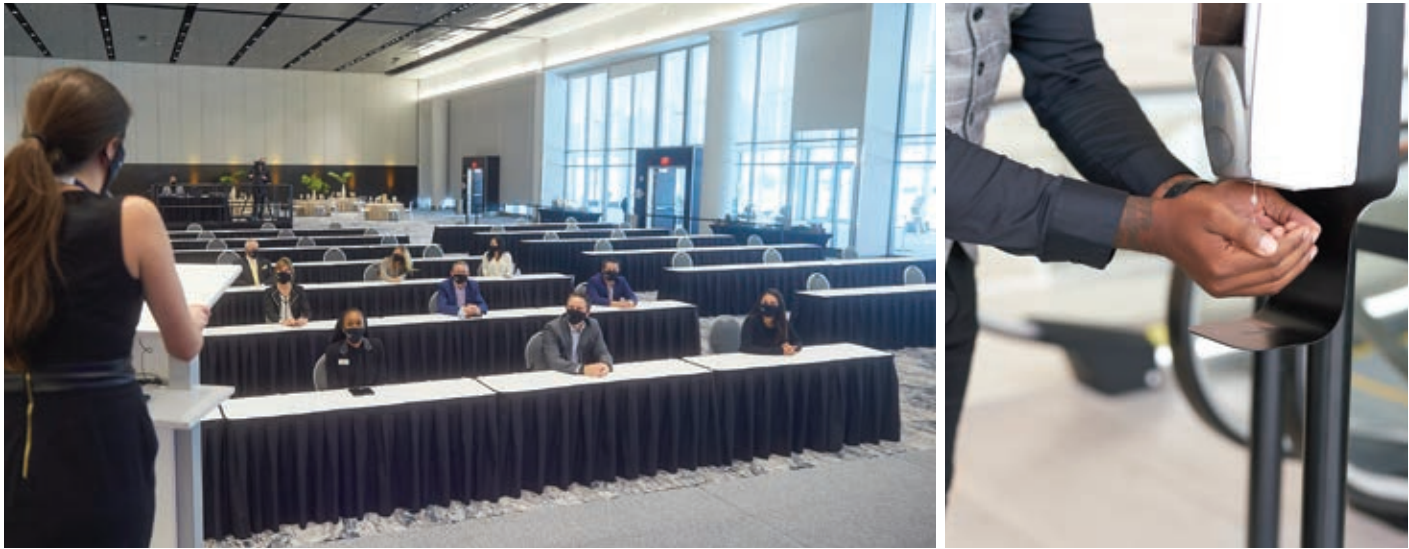
MIAMI BEACH CONVENTION CENTER FEATURES	TOTAL SQ. FT.	GRAND BALLROOM	BREAKOUT ROOMS
	1.4M	60K SQ. FT.	84

Due to COVID-19, many Miami Beach Convention Center pieces of business canceled their meetings this year. Fortunately, the majority re-booked for future years or are looking into future years. For this reason, the team's efforts moved to short-term business at the MBCC.

Efforts were focused on keeping Greater Miami & Miami Beach 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 produced videos at the MBCC illustrating how it has adjusted its meeting spaces to adhere to CDC guidelines. The GMCVB's Meetings



& Convention Sales & Services team distributed these videos to meeting planners to show them the health and safety measures the MBCC has in place. These videos were also shared with the MBCC for its recovery efforts and marketing channels.

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.
- Flexible and functional spaces are important.

Additionally, the GMCVB's Meetings & Convention Sales team has developed

a comprehensive digital sales and marketing toolkit that includes, but is not limited to, 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 Greater Miami & Miami Beach as the perfect meetings and conventions destination.

The GMCVB's Digital Marketing team continued to produce 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.

This approach involved the development of rich meeting planner content on MiamiandMiamiBeach.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 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 GMCVB is committed to showcasing the destination's cultural diversity and promoting heritage tourism. It continues to expand these marketing initiatives through the Multicultural Tourism & Development Department (MTDD). The department highlights the diversity of Greater Miami & Miami Beach'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 Greater Miami & Miami Beach's rich history and heritage, increase convention business, improve leisure traveler experiences, and assist in tourism capacity-building with businesses in culturally rich heritage neighborhoods.

MULTICULTURAL TOURISM & DEVELOPMENT



The stakeholders who are a big part of the Multicultural Tourism & Development Department’s initiatives have been greatly affected this past fiscal year by the COVID-19 pandemic. The team pivoted most of its programming to virtual activities to help with key foundational business needs, recovery action planning and inspiration. The team curated webinars and panels targeting small businesses and cultural organizations.

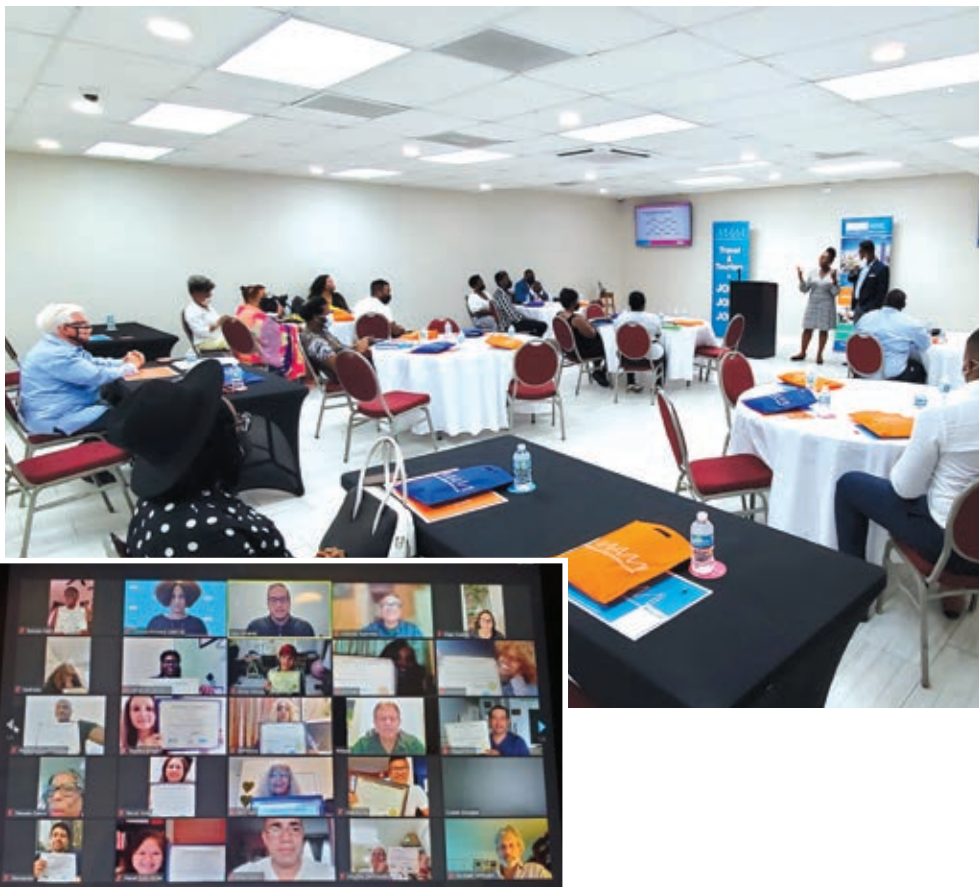
Other activities to raise awareness and increase engagement in the community included increasing content in the department’s monthly newsletter to share mitigation and recovery resource information with stakeholders. Media interviews were conducted to share industry updates as well as GMCVB recovery and relief efforts in publications and outlets including *MIA Legacy Magazine*, *Venture Café Panels*, *Going Overtown*, *Eye Urban TV*, *Calle Ocho News*, *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), the 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.

From a tourism business capacity standpoint, the department served as a resource for the community by increasing collaborations and virtual programming to assist small businesses. Some of the virtual programming included the Small Business Contingency Resource Webinar, Creative Mindfulness



in a Time of Unpredictability, The Comeback: Making a Business Shift to the New Reality, Re-Imagining the Way Forward: Collective Ideas Around Arts & Culture, Building Forward Together: It’s Not Over Until We WIN with Les Brown and Dr. Ona Brown, Arts Entrepreneurial Workshop, Technical Assistance Grant Workshop, and an ongoing partnership with the Miami Bayside Foundation.

Under the Art of Black Miami (AOBM)

marketing program, the team conducted a virtual kick-off for the annual December art season. The team also highlighted arts & culture organizations by creating an AOBM podcast series that showcased six local artists over the course of the summer. The MTDD partnered with Kimpton Hotels during Black History Month/Black Music Month by showcasing in-person AOBM talent at a different Kimpton property every week.



In a time of unrest, this past year the MTDD worked with the GMCVB’s Communications Division to create content touching on world issues and promoting solidarity.

This included voicing the GMCVB’s stance against the killing of George Floyd, against unjust treatment of the Asian-American community, support of the Cuban community during protests against the government on the island and in Miami, and support of the Haitian community following the assassination of Haiti’s president and the subsequent earthquake and hurricane. The MTDD also worked with the GMCVB’s Finance & Administration Department to promote Diversity, Equity & Inclusion (DEI) efforts within the GMCVB and in the Greater Miami & Miami Beach community.





ALVIN WEST, CDME
Chief Financial Officer &
Senior Vice President
Finance & Administration

FINANCE & ADMINISTRATION

The Finance & Administration (F&A) Department is the backbone of the Greater Miami Convention & Visitors Bureau (GMCVB), responsible for the Human Resources (HR), Finance & Accounting, Information Technology (IT) and Facility Management divisions. The team’s primary goal and purpose is to keep the Sales & Marketing departments fully and successfully functioning so that the GMCVB can continue driving business to Greater Miami & Miami Beach and support job growth. F&A recognizes that it can only meet these objectives by providing technologically advanced, cutting-edge tools and equipment to support the overall communications effort with clients and stakeholders.



This past fiscal year, the F&A team completed its 30th consecutive annual independent audit without management comments (a clean audit) by the audit firm of RMS US LLP. The auditors praised the F&A team for its professionalism and transparency, as conveyed by Finance Committee Chairperson, Elizabeth Hicks.

The annual H.O.T. Challenge golf tournament, which funds the Black Hospitality Initiative (BHI) and is the responsibility of F&A, has not taken place over the past two years due to COVID-19. Fundraising efforts for the organization have continued, however. Most notably, the BHI received \$50,000 to be awarded to at least seven prospective students seeking careers in Hospitality & Tourism.

The Partner Extranet, which is the GMCVB’s member management portal and an extension of its database management system, SimpleView, allows partners to manage and update their business information online. The IT team trained approximately 300 GMCVB partners on how to use the Partner Extranet this fiscal year.

To provide staff with faster internet speed, the IT team updated the digital wiring throughout the Bureau. This update increased the speed of the GMCVB’s primary communication line to 1gb while increasing the backup internet service line to 500mb.

The HR team manages all employee activities, including processing new hires, benefits management and programmatic activities such as team building, training and implementing new Bureau-wide programs such as the Atmosphere of Learning program, which encourages employees to take advantage of professional development opportunities.

Consistent with F&A’s overall objective of automating all systems, and in an effort to minimize paper handling as well as

to facilitate remote working, the F&A team was responsible for developing an Electronic File Management (EFM) system, which has the added value of supporting the GMCVB’s commitment to sustainability. This automated upgrade, when completed, will allow employees to remotely access and manage all data, including critical files such as HR, payroll and benefits. Furthermore, F&A has created a major file that resides in the Customer Resources Management (CRM) database and instantly gives management the ability to review, access and manage all GMCVB contracts.

Following the death of George Floyd in 2020, the GMCVB has continued its effort to be culturally sensitive to the diverse community of Greater Miami & Miami Beach. In doing so, F&A probed deeper into Diversity, Equity & Inclusion (DEI), as these issues affect the GMCVB community. The team expanded the GMCVB’s internal cultural awareness programs by giving employees the opportunity to lead presentations about their own cultural backgrounds during the monthly “Lunch & Learn” program, which was widely popular. Additionally, the DEI committee created a program to present little-known historical facts about interesting individuals, highlighting their diverse backgrounds. This program is known as “Did You Know?” and is presented to all staff every month. To further emphasize the GMCVB’s sincerity about DEI issues, the team started a book club that allows staff to engage in

discussions about various subjects.

In an effort to continue to keep all GMCVB employees safe and protected, F&A continued its responsibility for monitoring all COVID-19 recommendations as they were issued by the CDC. In an effort to keep management abreast of how other DMOs were reacting to the pandemic, F&A engaged in several surveys on how they were handling protocols, working relationships, etc. This included staying current on what was happening in trade organizations such as the Society of Human Resource Management (SHRM), United States Travel Association (USTA) and the Small Business Administration (SBA).

Through the work of F&A, approximately \$4M was added to the GMCVB’s revenue stream as a result of grants received from the Payroll Protection Program (PPP) and the Employee Retention Credits (ERC). These programs made it possible for the Bureau to avoid drawing down on the \$6M Business Recovery Fund that had been set aside for operations during Fiscal Year 2020/2021.





MIAMI
GREATER MIAMI & MIAMI BEACH



701 Brickell Ave., Suite 2700, Miami, FL 33131 USA
1901 Convention Center Drive, Miami Beach, FL 33139 USA
305/539-3000, 800/933-8448
MiamiandMiamiBeach.com