

The logo for the Greater Miami Convention & Visitors Bureau, featuring the word "MIAMI" in a stylized, white, outlined font on a dark blue background. The letters are composed of simple geometric shapes, with the 'M' and 'I's having a distinctive shape. A small trademark symbol (TM) is located at the end of the word.

MIAMI™

GREATER MIAMI CONVENTION & VISITORS BUREAU

2017/2018 YEAR IN REVIEW

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



found in
MIAMI

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ABOUT THE COVER

The first and most noticeable change in the reimagined Miami Beach Convention Center is its facade. The new exterior uses more than 500 giant fins of aluminum and glass to create an undulating presence, reminiscent of an ocean wave rolling onto the beach, making the facility look and feel brand new. The smooth interior design finishes emulate receding water, sea foam and patterns relating to varying types of local coral reefs.



MISSION STATEMENT

The Greater Miami Convention & Visitors Bureau (GMCVB) is the official destination sales and marketing organization for Greater Miami and the Beaches. Its mission is to attract, encourage and bring all persons and organizations to visit Greater Miami and the Beaches for conventions, business and leisure. Acting on behalf of its members, interlocal partners and the residents of Miami-Dade County, the GMCVB markets and promotes all segments of the community as a preferred destination. In furtherance of this mission, the GMCVB will support and encourage actions and programs that enhance the desirability and attractiveness of Greater Miami and the Beaches for its visitors.



Bruce Orosz
Chairman of the Board



William D. Talbert III, CDME
President & CEO



YEAR IN REVIEW

JOBS, JOBS, JOBS

Expanding the Hospitality and Tourism workforce remains central to the GMCVB's overall purpose. The GMCVB has found that the rate of growth in employment stands out as a key indicator of the health of the industry. Employment in Greater Miami in the Leisure & Hospitality sector has achieved more than 8 years of growth.

In August 2018, employment in the Leisure & Hospitality sector increased to 140,800. This was reported against an unemployment rate of 4.1% for Miami-Dade County for the same month.

In order to keep advancing this favorable employment growth trend, the GMCVB continues to embrace working with local and national industry organizations including: Destination International; Florida Association of Destination Marketing Organizations (FADMO); Brand USA; and U.S. Travel Association. Also, during 2017/2018, GMCVB President & CEO William D. Talbert III, CDME was reappointed by the U.S. Secretary of Commerce to the U.S. Travel and Tourism Advisory Board.

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GATEWAY TO THE AMERICAS

Thanks to the partnership of the GMCVB Air Service Development Program, Miami International Airport (MIA) welcomed two new airlines, El Al and Air Italy, and several carriers introduced new or expanded air service from 11 new markets. These expanded services continue to fuel MIA's growth, which ultimately increases the number of total visitors to the destination.

THE CRUISE CAPITAL OF THE WORLD™



This year, the GMCVB welcomed the arrival of MSC Cruises' MSC Seaside and Carnival Cruise Line's Carnival Horizon.

Building on the success of PortMiami, Royal Caribbean has nearly completed its new Terminal A, which will allow it to bring the world's largest cruise ship, the new Symphony of the Seas, to Miami. Norwegian Cruise Line (NCL) broke ground on its new cruise terminal on May 1. The new Norwegian terminal is expected to reach completion in November 2019, when NCL's forthcoming cruise ship, the Norwegian Encore, will make Miami its homeport. MSC Cruises has announced that it will also build a new terminal, with completion expected in fall 2022. All these improvements have reaffirmed Miami's position as "Cruise Capital of the World".

POST HURRICANE IRMA CHALLENGES

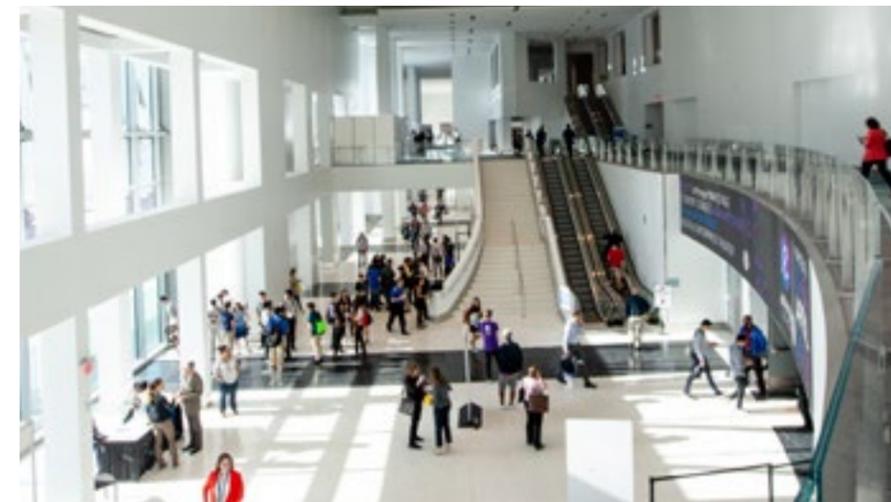
Although Hurricane Irma occurred at the end of last fiscal year (September 11, 2017), much of its impact was dealt with in 2017/2018. As with past disastrous events, the GMCVB immediately reviewed its marketing programs and adjusted its marketing

messages. The GMCVB's major focus was to let the world know that Greater Miami remained open for business through a "Miami Now" program with special offers. Other actions taken include extending Miami Hotel Months, Miami Spice Months and Miami Spa Months through October 15.

MEETINGS MEAN BUSINESS – CONVENTION SALES

During 2017/2018, the GMCVB's Convention Sales Team worked closely with its hotel partners to promote and sell the destination. Planning for 2018/2019 improved significantly because of the completion of construction on the newly reimagined Miami Beach Convention Center (MBCC). Thanks to the hard work of the City of Miami Beach, Miami-Dade County, and all of the GMCVB's hotel partners that contributed to this community milestone.

The GMCVB expanded its CVENT profile to promote the Miami Beach Convention Center and its new 60,000-square-foot ballroom throughout the year. CVENT is the largest source of leads and the largest distributor of group business in the industry.



In anticipation of a fully renovated and expanded Miami Beach Convention Center, the Convention Sales Department now strategically collaborates with the Marketing & Tourism Department to promote all convention sales activities.

During short periods of 2017/2018, MBCC was opened for a few significant events such as eMerge Americas, Art Basel, Swim Show and LE Miami. The City of Miami Beach and its management company, Spectra, did a great job servicing these groups while still undergoing construction. In September 2018, MBCC hosted the American Health Information Management Association (AHIMA), which was the first citywide convention at the newly reimagined Miami Beach Convention Center. More than 4,000 delegates attended. Also prior to Art Basel Miami Beach will be: International Society of Aesthetic Plastic Surgery, with 4,000 attendees. The success of these conventions will be far-reaching in the meetings industry.

In anticipation of a fully renovated and expanded Miami Beach Convention Center, the Convention Sales Department strategically collaborates with the Marketing & Tourism Department to promote all convention sales activities.

These efforts include: digital and print advertising, direct mail programs, new marketing collateral distributed at all sales missions, blitzes and tradeshow, and activated virtual reality experiences of the MBCC onsite at the annual ASAE (American Society of Association Executives) convention. Convention Sales will continue these efforts into 2018/2019 to promote and market MBCC with the hope of also having a positive outcome in November when the GMCVB attempts to win approval for a new 800-room headquarter hotel.

The GMCVB's Washington, D.C. regional office, under the leadership of its Director of Sales, continues to boost its profile and generate strong alliances and relationships with the Association markets in Virginia, D.C. and Maryland.

IT'S ALL ABOUT THE NUMBERS – STRATEGIC PLANNING & RESEARCH

Record airport arrivals and strong hotel demand allowed the destination to absorb new hotel inventory added a year prior, resulting in year-over-year improvements in Occupancy rates. Corresponding positive gains in Average Daily Room Rate (ADR) growth have been a significant contributor to increases in tax revenue.

For the first nine months (October–June) of 2017/2018, Greater Miami's ADR increased by +8.2%, Occupancy increased +5.0% and RevPar increased +13.9%, with total rooms in the destination remaining constant and rooms sold increasing by +4.9%. Hospitality jobs increased +0.5% for 2018 vs. 2017. In 2017/2018, the Convention Development Tax (CDT) was up +15.9%, the Tourist Development Tax (TDT) was up +21.3% and the 2% Food & Beverage Tax was up +4.4% from October through June year over year. Overnight visitors for the first nine months increased

+3.5% for a total of 12.6 million overnight visitors.

In 2017/2018, the Strategic Planning & Research Division conducted a variety of surveys at local events throughout Miami-Dade County including cultural, heritage, LGBTQ and sporting events including Art of Black Miami, Art Deco Weekend, the Coconut Grove Art Festival, South Beach Wine and Food Festival, Miami Beach Gay Pride, American Black Film Festival and the eMerge Americas Conference. The team continued to survey hotels for room demand during holidays and special events, as well as tracking the record levels for RevPAR by day for the destination.

DRIVING ENGAGEMENT – ADVERTISING & DIGITAL MARKETING



The Advertising & Digital Marketing Division continues to highlight Miami and the Beaches in compelling ways in order to drive discovery and engagement with the destination brand. The focus for 2017/2018 was increasing awareness of Miami and the Beaches in key domestic and international markets, and driving increased bookings during peak and need seasons. Primary advertising programs included Always Winter, Summer, Booking Co-ops, Online Retargeting, LGBTQ, Multicultural Meetings, Miami Beach Convention Center as well as the Found in Miami Destination Campaign.

The Expedia and TravelZoo Programs brought especially high returns for hotel partners, resulting in 14:1 and 17:1 return on ad spend, respectively.

Found in Miami incites prospective visitors to discover Miami's unique hotels, attractions, dining, arts, culture and heritage experiences, going deeper into the city and into themselves. It further positions Miami as a major global destination, with the goal of increasing total visitors, and inspiring longer average trips to Miami.

The Found in Miami Campaigns included digital display, native advertising, social and video, driving to FoundinMiami.com. In total, the 2017/2018 campaigns generated 302 million impressions, more than 2.2 million clicks and more than 148,000 clicks to partners. The campaigns generated approximately \$3.9 million, as measured by ADARA Impact travel behavior measurement.

Several co-op programs were expanded to drive hotel bookings. Partnerships with Expedia, Sherman's Travel, TravelZoo, and the New York Times generated 94% more



impressions than last year. The Expedia and TravelZoo Programs brought especially high returns for hotel partners, resulting in 14:1 and 17:1 return on ad spend, respectively. Expansion of these co-op partnerships drove more than \$2.33 million in revenue for partners.

The Meetings & Conventions Advertising Program generated 21.8 million advertising impressions in targeted meetings publications including Smart Meetings, Successful Meetings, and Meetings & Conventions. Advertising focused on promotion of the Miami Beach Convention Center, opening in 2018, with other new creative focused on Meeting in Miami.

To date, the GMCVB's social media activities have resulted in more than 12.5 million impressions for Miami during 2017/2018, an increase of 4.2% year over year.

The Division concluded the year launching a new, mobile-first, responsive website to better showcase the destination.

THE PRESS ROOM – MEDIA RELATIONS & PROMOTIONS

The GMCVB's Media Relations & Promotions Division also continued worldwide trade and consumer public relations efforts in support of the Meetings in Miami message, utilizing the new MBCC as the focal point, while leveraging destination attributes including: the natural beauty of the beaches, new hotel brands, notable chefs and dining options, arts and culture and world-renowned shopping and nightlife – all within walking distance to the Miami Beach Convention Center.

The GMCVB's Marketing Communications Team launched a "Making of the Miami Beach Convention Center" Campaign designed to drive awareness, buzz and anticipation among the important meeting planner community for the reimagined Miami Beach Convention Center, ultimately inspiring interest in bookings leading up to the MBCC's September 2018 grand opening.

SELL, SELL, SELL – TRAVEL INDUSTRY SALES

In 2017/2018, the Travel Industry Sales Division developed programs that resulted in more than 400 trade shows/missions/in-market destination workshops around the world, allowing the GMCVB to interact with more than 75,000 travel industry professionals.

The Division also hosted close to 100 Familiarization Tours (FAMs) with more than 1,200 travel advisors from all over the world. These FAMs allow travel professionals to experience the destination's tourism products first-hand. Continuing to build on the importance of these travel advisor interactions and new airline routes, the GMCVB expanded its Representation Network and added a new market to include Israel.

As part of the GMCVB's partnership with MIA's Air Service Development efforts, the GMCVB and other local county officials had an opportunity to meet with Japan Airlines' senior executives in Tokyo. During this meeting in March 2018, the Miami

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delegation discussed the strong business ties to Japan to help further build the business case for establishing a direct air link to Miami.

Due to the importance of cruise visitors to the community, the GMCVB continued its ongoing pre/post cruise support through its sales and marketing efforts in partnership with PortMiami. These efforts included the promotion of the GMCVB's Miami Cruise Month, attending the leading cruise tradeshow and creating a national advertising program targeting cruise travel advisors. Finally, recognizing the importance of emerging markets, the GMCVB continued to participate on an ongoing basis in key travel industry events organized by Brand USA throughout the Middle East, China and India.

PROMOTE THE BRAND – MARKETING & CREATIVE SERVICES/ PRODUCT DEVELOPMENT



The Marketing & Creative Services Division serves as the GMCVB's in-house marketing and creative agency by creating custom, specialty publications and hundreds of collateral sales materials for consumers and trade and meeting professionals. Marketing Services also supports the marketing efforts of all GMCVB departments as well as strategic community partners.

During 2017/2018, Marketing Services executed 12 Miami Temptations month-long promotions. These niche marketing initiatives continue to engage locals, national

and international visitors. More than \$500,000 in private revenue raised through these programs has afforded the GMCVB greater sales and marketing promotional dollars.

Marketing Services continues to work closely with communities to develop and enhance Visitor Centers. The newest center is the Miami Springs Visitor Center near MIA, with more planned for the near future. The GMCVB is also currently working with its visitor centers to obtain statistics and develop a visitor center attendance profile. During 2018/2019, the GMCVB will continue to work with its current visitor centers to revamp their locations and integrate the MIAMI branding and Miami Temptations Month promotions.



PRIDE & CULTURE – CULTURAL TOURISM & LGBTQ MARKETING



The Cultural Tourism/LGBTQ Division has achieved much success this year with attendance at more than 30 trade shows, including historic preservation and cultural shows taking place nationally and internationally. A major highlight is Art Miami, now in its 28th year. The Division's Found in Miami Campaign highlights Miami's diversity and inclusivity with digital banners, newsletters, social posts and print ads.

Features this year included a multi-channel program in partnership with Passport Magazine and Hotel Gaythering, which resulted in increased engagement among the LGBTQ audience by more than 350%. Cultural Tourism showcased the destination at all three Art Basel Art Fairs (Basel, Switzerland; Miami Beach; and Hong Kong). These shows provide Greater Miami with excellent visibility in the arts/culture world and help solidify Miami as one of the world's top destinations for contemporary art. Additionally this year, Olympic Silver Medalist Gus Kenworthy served as Celebrity Grand Marshal at Miami Beach Gay Pride, hosting more than 150,000 attendees.

WORKING WITH YOU – PARTNERSHIP DEVELOPMENT

The Partnership Sales Division has achieved a record revenue year, successfully growing the partner base to more than 1,180 partners including the addition of more than 200 new partners. Continued participation in local community festivals and events as well as a local print, TV and radio sponsorship campaign continued to generate new partner prospects and strengthen the local GMCVB brand and program awareness with area businesses. Additionally, the Miami Temptations Programs and the Multicultural Tourism & Development Department outreach continue to be a driver for generating new business leads and partnerships.

Further supporting the growth of the partnership base, the team successfully executed close to 60 partnership and training events, including key events such as the Miami Romance Month Wedding Showcase, the GMCVB Annual Meeting and State of the Industry events as well as the monthly sold-out Partner-exclusive luncheon networking events. A new Health & Wellness event, called the Miami Sports & Wellness Month Expo, was created to showcase Medical Tourism, Wellness and Sports Partners.

In addition to the monthly networking and signature annual events, the GMCVB held its 6th Annual Partner Planning Retreat. More than 300 partner participants



provided valuable feedback on GMCVB Programs of Work and worldwide marketing efforts.

The Miami Begins with Me Customer Service Champion Program continues to produce well informed graduates with twice weekly classes being offered at MIA and available to all airport staff and vendors at no cost. A permanent kiosk at the MIA Taxi Stand supports taxi drivers with destination resources along with details on the free Miami Begins with Me training opportunity. The GMCVB partner Miami Begins with Me training sessions also continue to be offered monthly at its Brickell Headquarters office.

The Miami Temptations Programs and the Multicultural Tourism & Development Department outreach continue to be a driver for generating new business leads and partnerships.

MULTICULTURAL TOURISM – PROMOTING MIAMI'S HERITAGE

The Multicultural Tourism & Development Department (MTDD) continues to showcase the diversity of Miami. The Department is holistically immersed in all of the GMCVB departments. For example, MTDD collaborates with Convention Sales on "Lunch and Learn" meetings to help inform local influencers about what the GMCVB does. MTDD has also participated in joint sales trips in the Caribbean and Latin America with Travel Industry Sales. The Miami Temptations Program, media press trips, general marketing and specifically GMCVB's Found in Miami campaign all have

A few key initiatives of the MTDD for the upcoming year include collaborating more deeply with Convention Sales on developing the Family Reunion market.

input from the MTDD. This past year, the Department launched a monthly newsletter to showcase multicultural activities in the community to visitors and residents.

Tourism Business Enhancement, another initiative of the MTDD, is a business capacity building program that

continues to grow. The core of the program involves being a conduit for businesses in the multicultural communities to have access to promote business training and growth development. MTDD has developed a partnership with the Miami Bayside Foundation in which the Department refers businesses to their Small Business Training workshops.

Now in its 5th year, the Art of Black Miami is another initiative led by the GMCVB and this department. This marketing platform showcases the diversity of art in Miami primarily during Art Basel but now its plan is to expand to year-round programming.

A few key initiatives of the MTDD for the upcoming year include collaborating more deeply with Convention Sales on developing the Family Reunion



market. The summer season is a great time for family reunion groups to consider Miami, and we will continue to work on the best ways to send this message to reunion and small group planners.

This year, MTDD will also plan a GMCVB Signature Event called Cafecito & Conversations, which will give the heritage and multicultural focused businesses insight on multicultural tourism, general business acumen and educational topics.

In past community engagement and awareness activities, the department has offered a Black History Month community tour. This year, MTDD added a Hispanic Heritage month community tour to its portfolio. Finally, the Department launched a Multicultural Guide to Miami in 2017. A revised edition is scheduled for May 2019 in time for National Tourism Week.

ALL ABOUT THE ACTION – SPORTS & ENTERTAINMENT TOURISM

This past year, the Sports Tourism Division was rebranded to "Sports & Entertainment Tourism" to better reflect the synergies of these strategic areas, especially with the new local film incentives.

During 2017/2018, Sports & Entertainment continued making Miami the "Sports Capital of the World." On top of the regular high-caliber sporting events held in Greater Miami on a yearly basis, Sports & Entertainment played an integral role in assuring the destination will stay "top of mind" for many years to come.

In the fall of 2017, Miami Beach played host to the International Tennis Federation (ITF) Seniors Championship. Played at both Flamingo Park and the North Beach Tennis Facility, this first-year event drew 86% international attendees staying an average of 10.5 nights. The event was well received and the City of Miami Beach has upped the ante, giving the fall 2018 event a higher profile.

The Capital One Orange Bowl saw the Wisconsin Badgers defeat the University of Miami, 34-24, on December 30, 2017 in another sold-out game. The Orange Bowl Committee has plenty to celebrate. Aside from hosting the 2018, 2021 and 2024 Semi-Final games, it was announced that Miami will be the host of the 2021 College Football National Championship to be played in January 2021.

The Fitbit Miami Marathon and Half Marathon sold out yet again for its 17th anniversary race in January 2018. The race has become a staple on the Latin



American circuit with Colombia, Brazil, Panama and Argentina sending a large number of runners to Greater Miami.

The Miami Open held its final tournament on Key Biscayne in March and April 2018 after announcing it will be moving to a permanent site at Hard Rock Stadium in Miami Gardens. The 30-year agreement with Hard Rock guarantees it will be in Miami until at least 2048.

Sports & Entertainment continued its partnership with the Miami International Agriculture, Horse & Cattle Show. Every year this show attracts more buyers from Central and South America as well as from the traditional cattle producing areas within the U.S. The department worked directly with FC Bayern Munich to promote their match with Manchester City in July as part of the International Champions Cup that was played at Hard Rock Stadium.

Sports & Entertainment also continued to work with the Miami Super Bowl Host Committee to ensure Super Bowl LIV, to be played at Hard Rock Stadium, provides the best experience for NFL fans coming to Miami for the game in February 2020.

The department finalized its portion of the RFP for the 2026 FIFA World Cup. Working in conjunction with Miami-Dade County and Hard Rock Stadium, the department delivered



a solid bid and was rewarded on June 13 when FIFA announced the United Bid Committee had won the right to host the 2026 World Cup. Miami is one of 17 U.S. cities vying to host the “beautiful game’s” championship in the most important and prestigious sporting event in the world, next to the Olympic Games.

Sports & Entertainment attended several trade shows throughout the year to promote Miami as the best destination to host not just sporting competitions but sports conferences and conventions.

The department attended ConnectSports, TEAMS and the National Association of Sports Commissions Symposium as well as specialty shows like the Toronto Golf Show, International Association of Golf Tour Operators (IAGTO), Connect LGBTQ Sports Summit, the Florida Sports Foundation Summit and the IEG Sponsorship Conference. In addition, the GMCVB was part of a 10-city United States delegation to the SportAccord Conference in Bangkok, Thailand.

The Department expanded its conference/convention footprint with the addition of the Sportel Summit held at the W South Beach in May 2018. This first-year CEO-level event was well attended and the organizers are now working on making this an annual event. The department continued to promote the diversity of the destination by

working directly with Marlins Park to land the November 2018 edition of SoccerEx, the premier soccer B2B conference in the world.

The evolution of the department includes the addition of Film & Entertainment to its repertoire. With the goal of increasing television and film production in the destination, Sports & Entertainment will expand its role with local film offices from Miami-Dade County, Miami Beach and the City of Miami. The department will partner with them in making the industry aware of Miami’s local film incentives, as well as other ways the GMCVB can work to help streamline expenses. The department will work with the film industry in hosting FAM trips for location scouts to experience Miami through the eyes of the local community, and expand the GMCVB’s outreach with Convention Sales to pursue film industry conventions and conferences.

The Miami Open’s 30-year agreement with Hard Rock Stadium guarantees it will be in Miami until at least 2048.



A SOLID FOUNDATION — FINANCE & ADMINISTRATION

Finance and Administration (F&A) successfully completed its 27th annual independent audit without management comments (a clean audit) under the engagement of the auditing firm of RSM. The auditors gave the GMCVB’s finance staff and management a favorable review and stated that the financial affairs of the GMCVB were well managed.

The primary duties of the F&A Department include the management of GMCVB finances, investments, accounting activities, Information Technology and GMCVB Office Administration. Under GMCVB Office Administration falls Human Resources and property management. Additionally, F&A continues to manage the finances of the Black Hospitality Initiative (BHI), a not-for-profit organization.

Finance & Administration provides administrative and operational support to all departments of the GMCVB. The main purpose of F&A is to help all GMCVB staff maximize performance while executing respective strategies to promote Greater Miami. As F&A embarks on 2018/2019, the team has as its chief initiative the promotion of continuous learning.

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Principal among all initiatives undertaken by F&A was updating and upgrading the GMCVB’s Business Continuity Plan. All F&A divisions, Human Resources (HR), Accounting & Finance, IT and Office Administration participated in this exercise, which now allows all staff and managers to work independently of their office environment.

In 2018/2019, the department’s IT Associate Vice President, who is trained in cyber-security, together with auditors will conduct a cyber-security audit.

The department’s goal is to boost the integrity of all of its IT systems.

TEAMWORK MAKES THE DREAM WORK

Fiscal year 2017/2018 was a very challenging, yet productive year. The GMCVB had several challenges to overcome, including hurricanes Irma and Matthew, a convention

center operating at less than 50% of its capacity due to construction, and lingering negative perceptions left over from the Zika virus. GMCVB worked diligently with the City of Miami Beach to produce the most comprehensive and effective Marketing Plan to promote and sell the Miami Beach Convention Center.

During 2017/2018, the GMCVB put forth maximum effort to help the City of Miami Beach win the approval from both the City Commission and the public to allow construction of the 800-room convention headquarter hotel. As November 6 approaches for citizens to cast their ballot in favor of the 800-room convention center headquarter hotel, the GMCVB’s Team, together with the Board of Directors and primary stakeholders, are excited and ready to provide information to the citizens of Miami Beach in order to achieve their approval for the new hotel.

During the next year, the GMCVB’s goal is to continue its specialized branding activities throughout Miami-Dade County. The GMCVB will continue to work with South Miami-Dade County neighborhoods including Homestead, Florida City and others to promote the unique natural attractions of this area.

With the completion of the Miami Beach Convention Center, the GMCVB will focus in 2018/2019 on surpassing previous fiscal year bookings for conventions and meetings. The GMCVB will achieve this goal by introducing new advertising and promotion programs. ■





GMCVB LEADERSHIP

A successful organization requires effective leadership to make it work. The vision for the Greater Miami Convention & Visitors Bureau 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's most influential community and business leaders, all of whom have a common goal of enhancing our visitor industry and generating jobs.

2017/2018 EXECUTIVE COMMITTEE

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Chamber of Commerce

LESTER SOLA

Director and Chief Executive Officer
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 continues 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 financial 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.

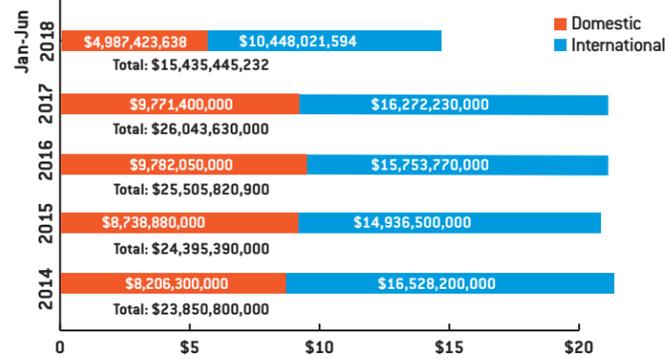




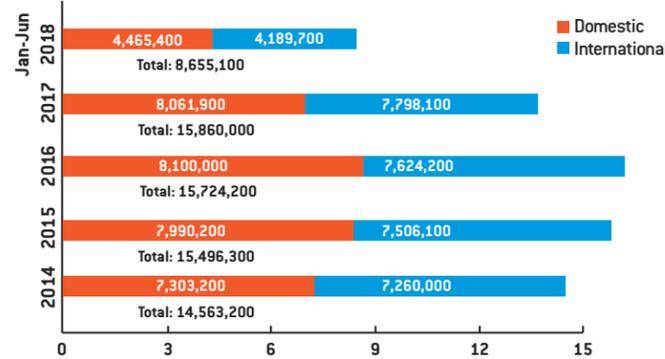
TOURISM IS EVERYBODY'S BUSINESS

With 15.9 million visitors in 2017, Greater Miami and the Beaches is one of the world's most popular destinations. Despite the area's natural beauty and allure, it hasn't always been this way. The 1980s were a difficult time for Greater Miami, which depends heavily on tourism for its economic stability. The establishment of the Greater Miami Convention & Visitors Bureau (GMCVB) in 1986 helped overcome the challenges of the early 1980s. By 1987, the number of overnight visitors coming into Miami rebounded to 6.7 million from 5.4 million in 1984. In 2017, international overnight visitors to Greater Miami and the Beaches reached heights of 7.8 million, and domestic reached 8.1 million for a total of 15.9 million visitors.

**Overnight Visitors to Greater Miami and The Beaches
Total Expenditures (in Billions)**



**Overnight Visitors to Greater Miami and The Beaches
Domestic and International Origins (in Millions)**



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	FY 2017/2018	FY 2016/2017	% CHANGE
Miami-Dade County			
Resort Tax	\$31,094,625	\$26,170,790	18.8%
Convention Development Tax	\$90,570,156	\$79,785,954	13.5%
Professional Sports Tax	\$15,547,313	\$13,085,395	18.8%
Homeless Tax	\$28,458,112	\$26,290,561	8.2%
Hotel Food & Beverage Tax	\$8,286,627	\$8,076,770	2.6%
Miami Beach			
Resort Tax	\$86,545,064	\$83,008,583	4.3%
Bal Harbour			
Resort Tax	\$3,442,900	\$3,334,200	3.3%
Total Collected	\$263,944,796	\$239,752,253	10.1%

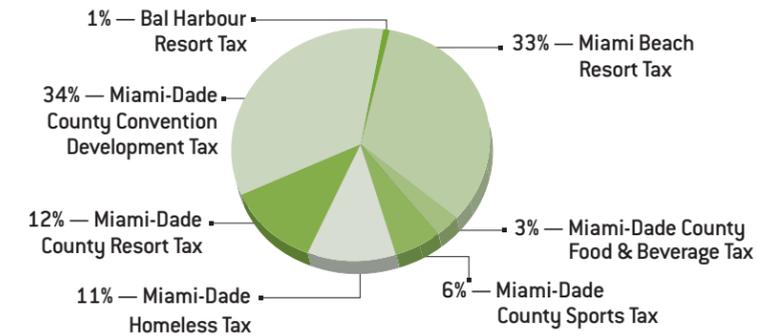
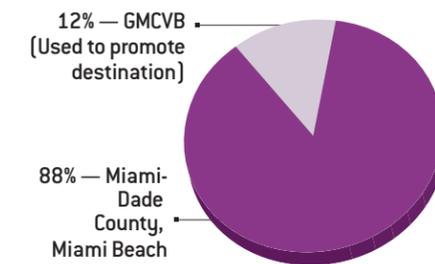
*Miami Beach's and Bal Harbour's Resort Tax includes both Food & Beverage and Resort Tax.

141K people were employed by the tourism industry in Greater Miami and the Beaches as of July 2018

+\$26 billion was the direct economic impact generated in 2017 by overnight visitors to our local economy

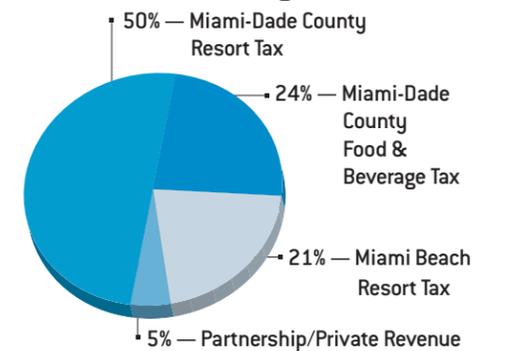
\$1.5 billion was generated by visitors from October 2017 through July 2018 in tourist-related taxes and state sales tax

GMCVB Share of Tourist Taxes used for Sales & Marketing



Tourist Generated Taxes
\$263,944,796

GMCVB Funding Sources



STRATEGIC PLAN UPDATE YEAR 5



REDEVELOPMENT OF THE MIAMI BEACH CONVENTION CENTER (MBCC) IS NEARLY COMPLETED

- ✓ The Miami Beach Convention Center (MBCC) sits on a slice of paradise, surrounded by spectacular beaches, world-class hotels, fine dining, exciting nightlife, diverse shopping experiences and historic architecture, making Miami one of the most sought out meetings destinations in the world. The City of Miami Beach, the GMCVB, Spectra and Centerplate are collaborating on sales and marketing efforts through clear lines of communication to ensure the success of selling and booking the MBCC.
- ✓ The MBCC is currently hosting business on a limited basis because it is undergoing a \$620 million renovation and expansion set for completion by December 2018. In anticipation of the MBCC's grand opening in January 2019, the GMCVB and Spectra will devote additional financial resources and staff focus to ensure the success of future bookings. This year we will continue to focus on marketing and selling to high-priority clients that impact our hotels, including conventions and meetings within the medical, technology and finance industries.
- ✓ With the City of Miami Beach's investment in renovating and modernizing the Miami Beach Convention Center, as well as the support of the hospitality industry, Miami-Dade County and others, it is critical to develop new and innovative sales and marketing efforts to maximize this investment and further establish Miami Beach as a premier meetings and conventions destination. In November 2018, Miami Beach voters will decide whether to add a Convention Center Headquarter Hotel. If approved, developers anticipate the hotel would open in late 2022. This would result in new sales and marketing efforts being added to the GMCVB's Marketing Plan to ensure the success of the new MBCC Headquarter Hotel.

ENHANCEMENT OF SERVICE CULTURE AND PRODUCT

- ✓ The GMCVB continued its partnership with the Miami-Dade Aviation Department and Miami Dade College to provide mandatory customer service training to all badged Miami International Airport employees. More than 50,000 airport employees have been trained since 2009.
- ✓ In addition, the GMCVB continued to offer the free twice-weekly Miami Begins with Me customer service champion training classes at Miami International Airport, open and available to all airport employees, ambassadors, airlines and vendors. This year, Miami-Dade Aviation continued to require all newly hired employees to go through the complete program.
- ✓ The Miami Begins with Me customer service public service announcements campaign continues at various Miami International Airport lightboxes and bus stop locations.
- ✓ The GMCVB continues to offer Miami Begins with Me customer service champion training classes at the GMCVB corporate office on Brickell, delivering more than 800 local tourism industry graduates in the last year.
- ✓ The Partnership Development Department launched the program as an online training course for the community in Spring 2018.

CONTINUE AND STRENGTHEN FOCUS TOWARD A COMBINATION OF BROAD INTERNATIONAL MARKETING AND TARGETED DOMESTIC MULTICULTURAL MARKETING

INTERNATIONAL MARKETING

- ✓ The Found in Miami campaign targeted Germany, China, Colombia, Argentina and the UK, based on growth in U.S. travel. The program continues to expand, highlighting destination experiences based on key interests in each region. To date, the international program has delivered more than 85 million impressions across various social and digital platforms.
- ✓ The GMCVB worked with Brand USA and Expedia to target Canada, the UK, Australia and Mexico through a unique music-centric partnership. Expedia users in target countries were given opportunities to listen to and interact with Miami-related music, and ultimately encouraged to book trips to Miami through Expedia.
- ✓ A co-op program with Travelzoo allowed Miami hotel partners the opportunity to offer incredible deals to visitors from the UK and Germany. This co-op extension drove international outbound clicks directly to hotel partners to book. The GMCVB also targeted Chinese visitors through a partnership with Brand USA and Ctrip, China's leading online travel service. This program included Ctrip web banners and mobile app ads, social media posts, and email targeting to connect with the highly social Chinese traveler.



MULTICULTURAL MARKETING

- ✓ In 2017/2018 Multicultural Advertising has delivered more than 18.9 million impressions to date, through summer and winter Found in Miami media placements as well as partnerships with Tom Joyner.
- ✓ The Art of Black advertising program leveraged social media to invite prospective cultural visitors to Miami for Art of Black activities in December, as well as year-round.
- ✓ Added People Español and parenting titles within the Time Inc. database to target U.S. Hispanic families online for the *Found in Miami* Summer effort.

MBCC UPDATES

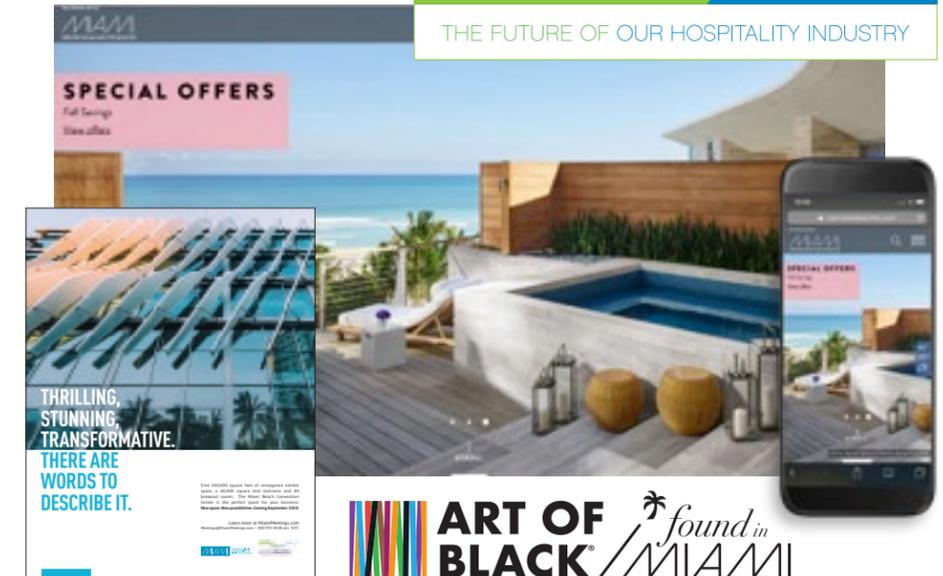
- ✓ The Meetings & Conventions advertising program generated 21.8 million advertising impressions in targeted publications including Smart Meetings, Successful Meetings, and Meetings & Conventions. Advertising focused on promotion of the Miami Beach Convention Center, with new creative focused on Meeting in Miami.
- ✓ CVENT advertising focused on promoting Miami within the influential RFP site, targeting competitive destinations, as well as targeting planners in active destination research mode.
- ✓ Search marketing and LinkedIn were leveraged in order to target meeting planners and meeting decision makers. Geo-fenced display media were successfully used to target convention-goers at the ASAE, PCMA, IMEX and MPI conferences, and retarget them after each conference.
- ✓ A media partnership with Northstar included multi-page print insertions in Meetings & Conventions and Successful Meetings, targeted emails, and social and video retargeting through Facebook, Instagram and YouTube. Full-page ads and inserts highlighted the new MBCC and supported Miami as a preferred meetings destination. Additionally, four MBCC videos were released teasing the center's new features, in order to build excitement and awareness about the new space.
- ✓ The **MiamiMeetings.com** and **MBCCReimagined.com** webpages highlighted the MBCC throughout the meeting planner section of the MiamiandBeaches website. These pages featured floor plans, meeting planner testimonials, construction news and video updates.
- ✓ The GMCVB had a large presence at the ASAE conference, with a Lounge Sponsorship, geofenced mobile ads, paid social ads, outdoor billboards and trade print ads. This event coverage generated 9.4 million impressions across event marketing, mobile, paid social, out-of-home and print channels.

DIGITAL MARKETING

- ✓ Now in its third year, the Found in Miami campaign works to expand the view of Miami and specifically highlight the destination's many cultural, artistic and culinary offerings. By tailoring messaging to international, national and local audiences, the Found in Miami campaign is able to engage with visitors and residents across multiple channels. Nineteen neighborhood spotlight videos were created to engage with local residents, while social and digital tools were used to connect and interact with

DESTINATION MIAMI

THE FUTURE OF OUR HOSPITALITY INDUSTRY



national and international audiences. The Found in Miami campaign delivered over 78 million impressions this year.

- ✓ **MiamiandBeaches.com** welcomed over 4 million website visitors, with over 2.2 million coming in from mobile devices. International visitors made up a quarter of all website traffic, with Canada and the UK delivering the most traffic. A comprehensive re-design of **MiamiandBeaches.com**, completed in August, provides visitors with more engaging content, easier site navigation and integrated partner offers.
- ✓ The GMCVB's social media activities resulted in over 13 million impressions for Miami during the 2017/2018 fiscal year, an increase of 4.2% year over year. Instagram continues to drive the highest engagement, allowing users to share their #FoundInMiami content. The GMCVB's social media efforts in top international markets, including the UK, Germany, Latin America and Brazil continue to grow, promoting the destination and focusing on key interests by region.

The GMCVB has begun the process to select the consultant to assist in the development of the 2019-2023 Strategic Plan. The final plan is expected to be delivered by spring 2019.



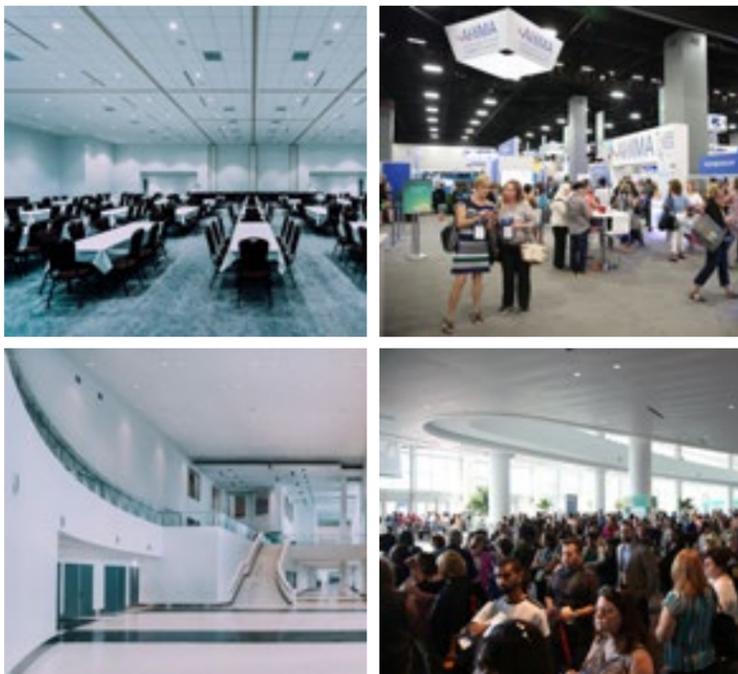
September 23, 2018 marked the official ribbon-cutting of the MBCC during the highly anticipated American Health Information Management Association (AHIMA) convention, the first citywide convention held in the newly reimagined MBCC, with more than 4,000 delegates.

MIAMI BEACH CONVENTION CENTER

The Greater Miami Convention & Visitors Bureau has enjoyed a great partnership with the City of Miami Beach promoting the renovation of the Miami Beach Convention Center. As the official sales and marketing organization for the City, we have proactively led all aspects of this initiative in close partnership with the City, Spectra and the hospitality industry to retain and expand current business and attract new customers. Internally, we have devoted additional financial resources and staff focus to ensure the success of future bookings. This year we focused on marketing and selling to high-priority clients that impact our hotels, including conventions and meetings within the medical, technology, pharmaceutical and finance industries.

Since construction at the Miami Beach Convention Center is getting close to the end, we are working in partnership with the City of Miami Beach, the Miami Beach Convention Center and meeting planners to develop and deliver unique service enhancements. These service enhancements encompass projects that are reimagining the entire experience of planning, exhibiting and attending an event at

the Miami Beach Convention Center. These initiatives will live in every facet of the customer experience from the walk-up to the main entrance, to the public spaces, to the concierge-like customer service to the cuisine. These elements will distinguish this facility from the rest and create a true sense of place.



JOIN US IN WELCOMING THE NEWLY REIMAGINED MIAMI BEACH CONVENTION CENTER

MEETINGS MEAN BUSINESS

MiamiMeetings.com

We continue to focus our sales and marketing efforts on key takeaways from a recent survey:

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

Additionally, we have expanded our comprehensive sales and marketing toolkit, which includes but is not limited to a printed and digital version of a brochure, videos, sales presentations and links to our digital assets. This toolkit was designed to assist the GMCVB's sales team and meeting planners in selling Miami as a perfect meetings and conventions destination.

Our advertising department focused on strategizing and developing new integrated media buys, which integrated promoting to our vertical markets via print, digital and nontraditional efforts. A new strategic social media approach was developed to provide educational information via social to stay connected and top of mind.

This new approach involved the development of rich meeting planner content on MiamiandBeaches.com, including meeting planner testimonials and drone footage of the Miami Beach Convention Center construction project that was shared to drive traffic and engagement. We also integrated relevant messaging and awareness ads on LinkedIn to drive quality leads.

The Media Relations & Promotions team continued to launch both trade and consumer public relations campaigns to support the Meeting in Miami message, utilizing the new Miami Beach Convention Center as the focal point while leveraging destination attributes including: natural beauty of the 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 Miami Beach Convention Center.

The Communications team has worked on a PR campaign

designed to drive awareness, buzz and anticipation among the important meeting planner community for the reimagined Miami Beach Convention Center, ultimately inspiring interest in bookings leading up to the Miami Beach Convention Center's September 2018 soft opening.

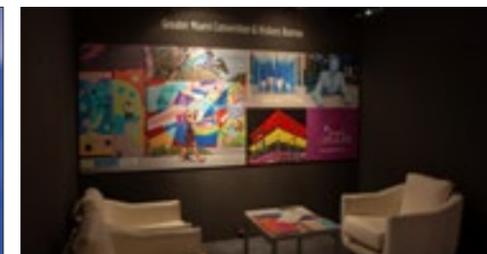
The Marketing & Creative Services Division worked on the development and production of the MBCC marketing plan, sales brochures, print and video mailers (showcasing four videos produced in partnership with NorthStar Video). The Marketing & Creative Services Division also worked on a sales booth for LE Miami, and a satellite booth and light box for ASAE 2018. All of our booths consisted of Greater Miami and the Beaches branding, with a strong focus on the Miami Beach Convention Center. The Miami Beach Convention Center renovation is one of the most significant projects in the history of Miami Beach and will help fuel a rebirth of our meetings and conventions.



THE ART OF MEETING MEETS STATE OF THE ART.

Art Basel Miami Beach stages one of the world's premier art fairs at the Miami Beach Convention Center. With 500,000 square feet of reimagined exhibit space, innovative technology, and service enhancements, we help understand the art of business. **New space. New possibilities. Coming September 2018.**

Learn more at MiamiMeetings.com
Meetings@MiamiMeetings.com | 800-955-8448 ext. 3071



INSPIRATION BEGINS WITH A CHANGE OF SCENERY.

Immersed in year-round sunshine is the beautifully reimagined Miami Beach Convention Center. With 500,000 square feet of reimagined and modern exhibit space, unlimited possibilities await. **New space. New possibilities. Coming September 2018.**

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THRILLING, STUNNING, TRANSFORMATIVE. THERE ARE WORDS TO DESCRIBE IT.

Immersed in year-round sunshine is the beautifully reimagined Miami Beach Convention Center. With 500,000 square feet of transformative and modern exhibit space, a new 60,000-square-foot grand ballroom and 94 breakout rooms with more than 180,000 square feet of meeting space. **New space. New possibilities.**

Learn more at MiamiMeetings.com | Meetings@MiamiMeetings.com | 800-955-8448 ext. 3071

GLOBAL REPRESENTATION NETWORK

COVERING 53 COUNTRIES

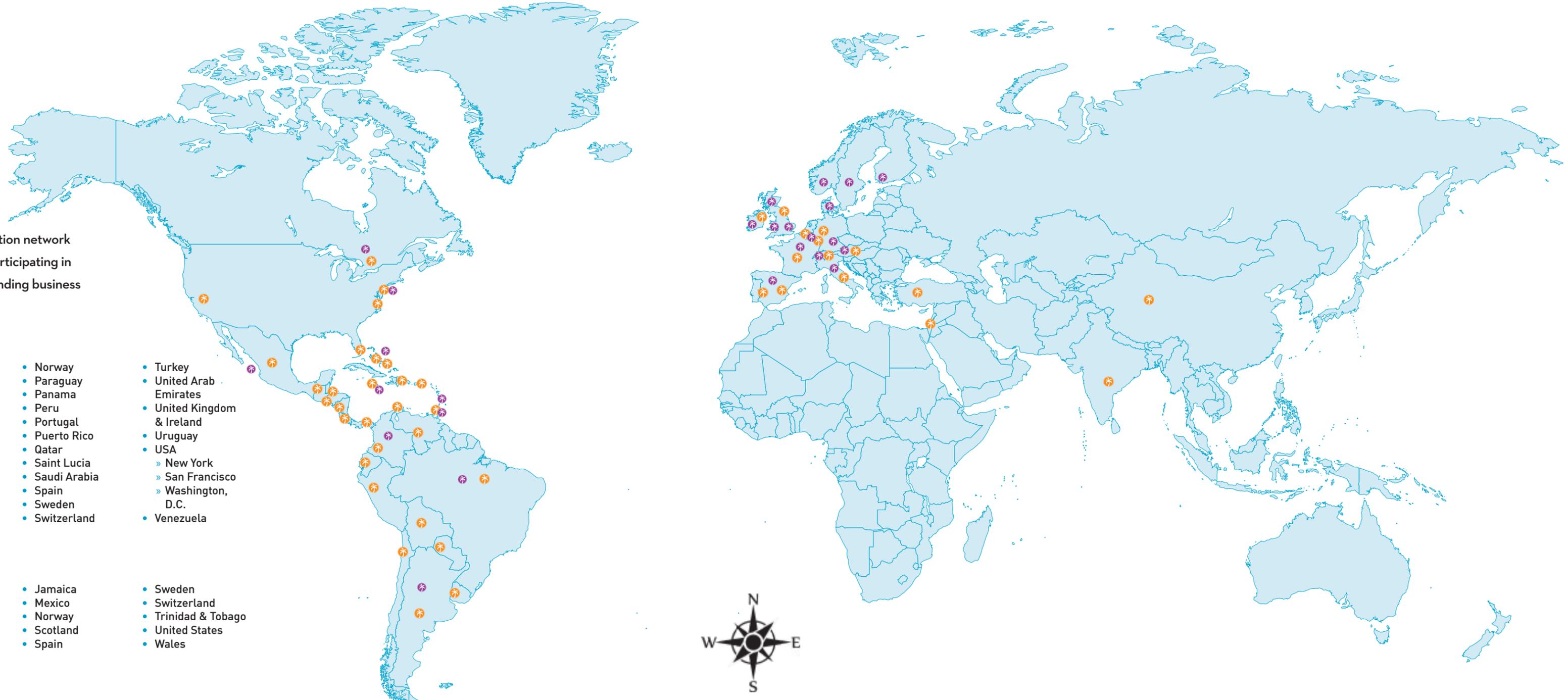
The Greater Miami Convention & Visitors Bureau representation network allows it to make global connections worldwide by actively participating in high-profile industry events, fostering relationships and expanding business opportunities for partners.

TRAVEL TRADE REPRESENTATION 53 COUNTRIES

- Antigua
- Argentina
- Aruba
- Austria
- Bahamas
- Barbados
- Belgium
- Belize
- Bolivia
- Brazil
- Canada
- Chile
- China
- Colombia
- Costa Rica
- Curaçao
- Denmark
- Dominica
- Dominican Republic
- Ecuador
- El Salvador
- Finland
- France
- Germany
- Grenada
- Guatemala
- Honduras
- India
- Israel
- Italy
- Jamaica
- Luxembourg
- Mexico
- The Netherlands
- Nicaragua
- Norway
- Paraguay
- Panama
- Peru
- Portugal
- Puerto Rico
- Qatar
- Saint Lucia
- Saudi Arabia
- Spain
- Sweden
- Switzerland
- Turkey
- United Arab Emirates
- United Kingdom & Ireland
- Uruguay
- USA
 - » New York
 - » San Francisco
 - » Washington, D.C.
- 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
- Wales

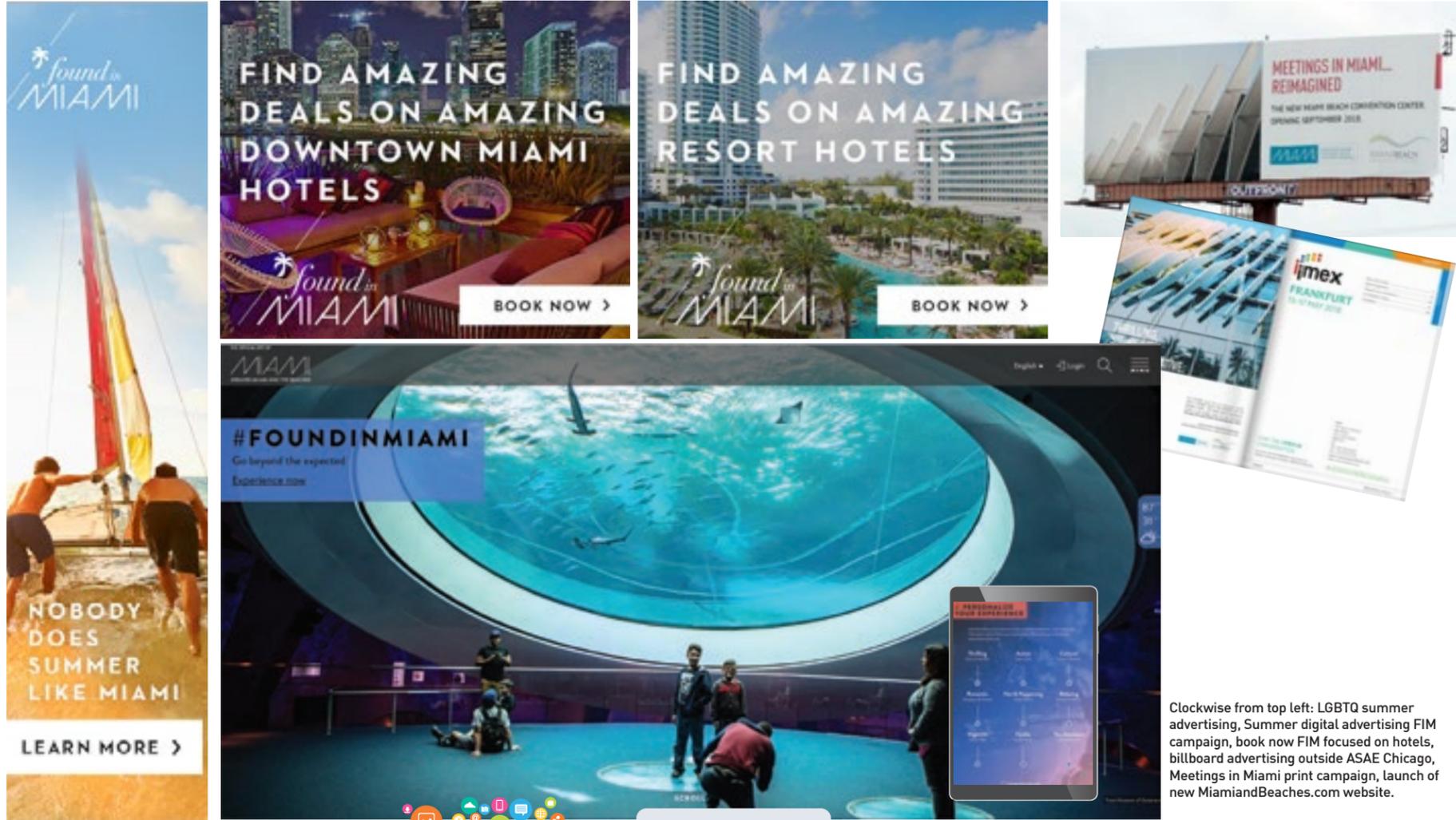




Rolando Aedo, CDME
Chief Operating Officer &
Chief Marketing Officer

MARKETING & TOURISM

Creating and defining an image requires several key elements: a well-defined brand, strategic advertising and digital marketing, relationships with travel professionals and media, and building and maintaining a diverse partner base. All of this must be supported by ongoing research to ensure that the goals of all marketing and outreach programs are achieved. The Marketing & Tourism Sales Department accomplishes this through a variety of initiatives and services.



Clockwise from top left: LGBTQ summer advertising, Summer digital advertising FIM campaign, book now FIM focused on hotels, billboard advertising outside ASAE Chicago, Meetings in Miami print campaign, launch of new MiamiandBeaches.com website.



ADVERTISING & DIGITAL MARKETING 2017/2018 OVERVIEW

The Advertising and Digital Marketing Division seeks to highlight moments that are unique to Miami and the Beaches, in order to drive interest and engagement through media and digital channels. Key program performance indicators include messaging impact, attributable hotel bookings, site traffic, click through rates, engagement rates, partner site traffic volume, overall site traffic and meetings leads.

The focus for 2017/2018 was increasing awareness and consideration of Miami and the Beaches in key domestic and international markets, and driving increased bookings during peak and need seasons.

The Found in Miami campaign works to highlight Miami's cultural, artistic, and culinary offerings. National FIM efforts targeted Washington, D.C., Boston, Philadelphia, New York, and Chicago, where artificial intelligence tools created opportunities to engage with users who expressed winter weather frustration. Videos showcasing 19 unique Miami neighborhoods were created to encourage prospective visitors to dive deeper into the city. A local campaign leveraged digital and outdoor media to encourage Miami and Beaches residents to share their #FoundInMiami moments. The FIM International program expanded to five countries with high U.S. travel rates: Germany, China, Colombia, Argentina and the UK.

Several co-op programs were expanded to drive hotel bookings. Partnerships with Expedia, Sherman's Travel, TravelZoo and the New York Times directed 89,000 clicks to partner deals. The Expedia and TravelZoo programs brought especially high returns for hotel partners, resulting in 14:1 and 17:1 return on ad spend respectively.

New partnerships with LGBTQ publisher Passport Magazine increased engagement by 350%, and included a contest to win a trip to Miami. Seasonal multicultural initiatives included an Art of Black promotion giving black artists at Art Basel greater exposure, and a Tom Joyner media sponsorship that delivered coverage in radio and digital media.

Meetings and conventions advertising focused on the promotion of the Miami Beach Convention Center, with other new creative focused on Meeting in Miami. Search marketing, LinkedIn, 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 at events such as ASAE and PCMA before and after the events.

GMCVB social media impressions increased 4.2% from last year, with YouTube experiencing the largest increase in followers. Instagram continues to generate the highest engagement across all channels, encouraging users to share their unique #FoundInMiami moments. Social media efforts in top international markets continue to grow, promoting the destination and focusing on key interests by region.

A comprehensive re-design of MiamiandBeaches.com, completed in August, provides visitors with more engaging content, easier site navigation and integrated partner offers.

The GMCVB won two Gold Adrian Awards for the Found in Miami campaign in the Digital Marketing Multimedia and Digital Marketing Integrated Campaign categories. ■

Meetings and conventions advertising focused on the promotion of the Miami Beach Convention Center, with other new creative focused on Meeting in Miami.

27 press trips conducted to showcase partners

7.9 billion mass media impressions

MEDIA RELATIONS & PROMOTIONS

2017/2018 OVERVIEW

Media Relations & Promotions' 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 towards 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.

\$39 million value generated from articles and electronic broadcasts

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.

In addition, the Media Relations Division brought the "Found in Miami" global marketing campaign to life at the KTUphoria 2018 concert event. In partnership with WKTU (103.5 KTU, The Beat of New York) and iHeart Media, the GMCVB hosted a consumer-facing "Found in Miami" social media activation and was a presenting sponsor of the "Found in Miami" artist interview lounge which included appearances by numerous celebrities including Dua Lipa, Charlie Puth, Ne-Yo, Enrique Iglesias, Sting & Shaggy, Pitbull, and Backstreet Boys.

The Media Relations Division brought the "Found in Miami" global marketing campaign to life at the KTUphoria 2018 concert event.

The Media Relations & Promotions Division successfully designed and executed a Program of Work resulting in the completion of 14 targeted media missions, hosting 27 custom themed press tours, assisting in the planning and servicing of 270 media visits researching and featuring Miami, and 11 special media projects. These efforts are calculated to have produced feature articles and electronic broadcasts (primarily television) creating more than 7.9 billion impressions with an estimated comparable ad value of more than \$39 million in advertising equivalence.

Another way in which Media Relations & Promotions spreads the word about Miami as a premier destination is through the Monthly PR Newsletter, which is translated into several languages and distributed to journalists and influencers all over the globe. It provides key media with up-to-date happenings in the destination, including new offerings by GMCVB partners.

The Media Relations & Promotions Division executed an experiential marketing campaign bringing the Greater Miami and the Beaches brand to some of the world's leading marquee events. The team brought the brand to life with specialty spaces at The South Beach Wine & Food Festival, as well as during the American Society of Association Executives (ASAE) Annual Meeting in Chicago. These events created positive headlines in leading entertainment, lifestyle and niche publications.

The Media Relations & Promotions Division will continue to leverage select niche events such as the American Black Film Festival, Miami Film Festival, OUTshine Film Festival and Art Basel Miami Beach, as well as other key events to help attract press coverage for the destination. ■

270 Miami media visits were hosted

Clockwise from top left: Media Relations at ITB Berlin, press conference at 2018 Air & Sea Show, New York summer stunt, FIM Artist Lounge at KTUphoria, MBCC Northstar promo video, GMCVB press conference at IPW.

CULTURAL TOURISM & LGBTQ MARKETING

2017/2018 OVERVIEW

The Cultural Tourism & LGBTQ Marketing Division promotes Greater Miami and the Beaches as a unique cultural 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, collaborating with the production of targeted promotional materials, and providing support and serving as a resource for local organizations. The Division also works to promote Greater Miami as a premier LGBTQ destination through strategic sales and promotional efforts.

The Cultural Tourism & LGBTQ Marketing Division partnered with the City of Miami Beach to foster and enhance the relationship with Art Basel in Switzerland, Art Basel Miami Beach and Art Basel Hong Kong, which resulted in thousands of media impressions, international visibility and further cementing Miami as a world-class cultural destination. The Division also attended 27 local, national and international trade shows, selling Greater Miami and the Beaches to travel professionals, media and consumers. Through a partnership with the Arts & Business Council of Miami, the Division co-hosted the annual Breakfast with the Arts & Hospitality Industries at the InterContinental Miami with a record attendance of more than 140 industry professionals.

The Division also supported the Media Relations team in hosting the Art, Culture and Architecture Cross-Market Press Tour that included a community breakfast attended by more than 30 local arts organizations. This year the Division helped coordinate the ninth annual Miami Museum Month with 25 museums participating. With openings at both The Bass Museum of Art and the Frost Science Museum, the Division took an active role in supporting the success of these important events.

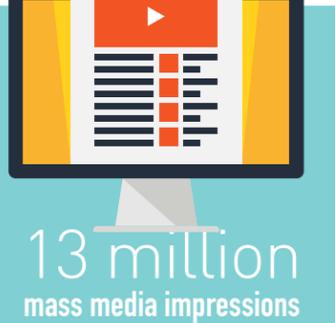
The Division works with the Dade Heritage Trust, Miami Design Preservation League, the Black Archives and the Ancient Spanish Monastery in promoting heritage and preservation. The Division was recognized consistently by local preservation organizations for highlighting preservation and tourism. These are in addition to serving on the Board of Advisors to the National Trust for Historic Preservation, being a board member of the Florida Trust for Historic Preservation, board member of the Ancient Spanish Monastery, committee member of the Miami Arts Marketing Project and past chair and current board member of the Design & Architecture High School (DASH) Advisory Board.

The LGBTQ Marketing Division traveled to Berlin, Buenos Aires, Montréal, Palm Springs, Philadelphia and Toronto to promote Greater Miami as a diverse destination that welcomes LGBTQ visitors, and continues to work with Convention Sales to attract LGBTQ conventions and associations to Greater Miami and the Beaches. The Division continues working to showcase Miami Beach's LGBTQ Visitor Center and the destination's signature LGBTQ events, sending a message to the world that Miami-Dade County continues to be an LGBTQ travel mecca.

Passport Magazine was selected as our new LGBTQ publisher and has delivered significant gains in audience participation when compared to the previous year. The Passport campaign — a multi-channel program with digital banners, newsletters, social posts across Facebook/Instagram/Twitter, along with print ads — featured a call-to-action contest to win a trip to Miami for a stay at Hotel Gaythering. The partnership resulted in 13M impressions served from January to June, reflecting a 27.6% increased volume compared to FY 16/17, in addition to a 358% increase in click-through-rates and 484% more clicks. The Division was represented on the Miami Beach LGBTQ Advisory and Miami Beach Gay Pride Committees and on the board of the Miami Beach Gay & Lesbian Chamber of Commerce.

As we look to next year, we have designed very comprehensive programs for both our Cultural Tourism and LGBTQ Marketing efforts to drive incremental business. ■

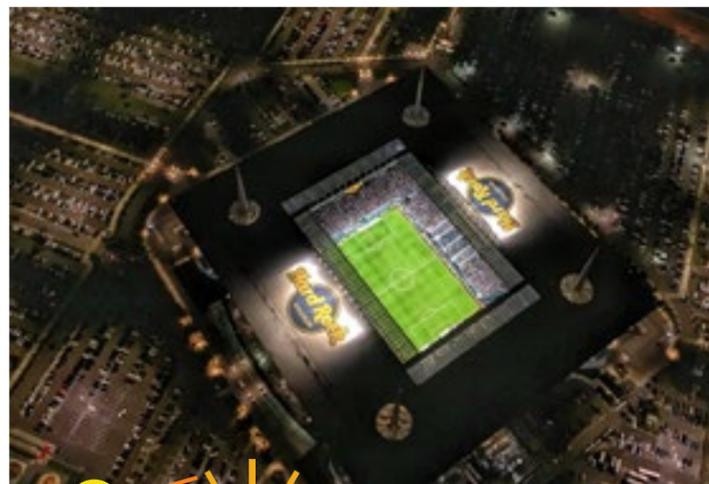
The Division attended 27 local, national and international trade shows, selling Greater Miami and the Beaches to travel professionals, media and consumers.



Clockwise from top left: Montreal Gay Pride, digital campaign for LGBTQ Marketing, the new Frost Science Museum, GMCVB LGBTQ Marketing at NGLCC, international digital campaign for Cultural Tourism.

The 2018 Miami Open said its final goodbyes to Key Biscayne after a 32-year run at the Tennis Center at Crandon Park

Clockwise from top left: Miami Open, South Beach Triathlon, Soccer at the Hard Rock Stadium, World Cup Celebration



WE'RE #1

\$1.1 billion

Annual economic impact of Greater Miami's six largest sporting events

84/63

Average yearly high and low temperatures in Miami

138

varieties of year-round sports Miami can accommodate, from Archery to Zip Lining

SPORTS & ENTERTAINMENT TOURISM

2017/2018 OVERVIEW

The 2017/2018 fiscal year was the second year of the Sports & Entertainment Tourism Department being fully integrated with the Greater Miami Convention & Visitors Bureau. One of our goals was to increase the quantity of sports-related conventions in the market, as well as grow the number of international soccer friendlies.

Sports & Entertainment Tourism also continued to work with local teams, and the venues in which they play, to help promote major sporting events that have market-wide effects. The goal being that "success breeds success" and more major events seen nationwide and worldwide will drive additional business by keeping Miami "top of mind."

An additional goal was to continue assisting these same venues to promote non-traditional use of their facilities. This shows the flexibility of the building/location and continues to showcase Miami as a destination that can adjust to any event from any international market.

With the enhanced push to promote Miami as a destination for conventions and conferences, we hosted several new functions during the 2017/2018 fiscal year. Sportel America, a bi-annual meeting of television sports-content buyers and sellers, has decided to expand on the concept and created a CEO-level meeting called the Sportel Decision Makers Summit that takes place on off years, thereby having an annual footprint in Miami and Miami Beach. The business of eSports took to the sands of Miami Beach with the creation of the eSports Bar Miami, bringing together the most important eSports decision makers who are helping to shape the future of the industry. The conference is the first of its kind in the United States with similar meetings being held in Seoul and Cannes. Diversity in Aquatics again called the Biscayne Bay Marriott home for their annual conference, which is focused on efforts to eliminate the drowning disparity among historically underrepresented populations.

The 2017/2018 fiscal year continued Miami's goal of becoming the epicenter of soccer in the Americas. In June, the United States, Canada and Mexico were awarded the 2026 World Cup and Miami was announced as one of 17 finalist cities to host matches when the tournament returns to North America for the first time since 1994. Hard Rock Stadium again played host to the International Champions Cup (ICC) in July, welcoming FC Bayern, Manchester City, Real Madrid and Manchester United to the Magic City. Hard Rock Stadium was also the site of the inaugural ICC Women's Tournament and a pre-World Cup friendly between Peru and eventual 2018 World Cup runner-up, Croatia.

Mid-fiscal 2017/2018 ushered in a new era with the addition of Entertainment

to the existing Sports Tourism repertoire. The department supported our local film office partners by attending national and international film conferences and festivals to educate the film/entertainment industry about local incentives available to qualifying productions. We continued our partnership with Film Florida, the Miami-Dade Office of Film & Entertainment, the City of Miami Beach Department of Tourism and Cultural Development and the City of Miami Mayor's Office of Film, Arts & Entertainment to support the film/entertainment industry and increase the destination's viability as a top-notch film location.

Greater Miami has the advantage of being considered a part of the Latin American/Caribbean landscape. Sports like footvolley and padel tennis are very popular in Latin America and the Caribbean and are viewing Greater Miami as a part of the geographical landscape. This makes us a natural location for their tournaments. Additionally, using traditional sports venues for non-traditional sporting events was an important goal.

Miami was home to several new sporting events during fiscal 2017/2018. Miami Marine Stadium Flex Park hosted the P1 Miami Superstock Grand Prix, the first time in 26 years that this one-of-a-kind facility has witnessed a powerboat race.

The 2018 Miami Open said its final goodbyes to Key Biscayne after a 32-year run at the Tennis Center at Crandon Park. The Open will move to its new home in Miami Gardens at Hard Rock Stadium beginning in 2019.

The new facility will feature 30 total courts, nine more than at Crandon Park, including double the number of practice courts. A permanent grandstand will be erected, and the players will benefit from expanded dining, gym and locker room facilities. Outside the stadium, a 90-foot-by-40-foot video screen will be installed, allowing fans to relax and dine in the plaza while still catching the on-court action on the largest video board in all of tennis. ■

The department supported our local film office partners by attending national and international film conferences and festivals to educate the film/entertainment industry about local incentives available to qualifying productions.



100 familiarization (FAM) tours showcasing partners to 1,340 travel advisors/tour operators



TRAVEL INDUSTRY SALES 2017/2018 OVERVIEW

The Travel Industry Sales Division provides travel industry professionals with easy access to the resources they need for planning, marketing and selling the destination – a one-stop trip planning resource for travel industry professionals. Our current representation network allows us to make global connections worldwide by actively participating in high-profile industry events, fostering relationships and expanding business opportunities for our member partners.

In Fiscal Year 2017/2018, the Travel Industry Sales Division developed and created programs that resulted in more than 400 trade shows/missions/in-market destination workshops around the world, allowing the GMCVB to interact with more than 75,000 travel industry professionals. The Travel Industry Sales Division also hosted a record number of 100 FAMs with more than 1,200 travel advisors from all over the world. These FAMs allow travel professionals to experience the destination's tourism products firsthand. All of these sales activities allowed the Travel Industry Sales Division to raise more than \$500,000 in private revenue through member participation and secure approximately \$2 million in contributed services from our partners (airlines, hotels, restaurants, attractions, transportation, etc.). Continuing to build on the importance of these client interactions, we had the opportunity to host the 2018 Advantage Travel Conference in Miami. This conference provided a unique opportunity to bring together the UK's leading travel buyers to showcase the destination's tourism amenities.

As part of the GMCVB's partnership with Miami International Airport's Air Service Development efforts, the GMCVB and other local county officials had an opportunity to meet with Japan Airlines' senior executives in Tokyo. During this meeting in March 2018, the Miami delegation discussed the strong business ties to Japan to help further build the business case of establishing a direct air link to Miami. The group also discussed next steps in its efforts to secure the first-ever nonstop

passenger service between Miami and Asia. Due to the importance of cruise visitors to our community, we continued our ongoing pre/post cruise support through our sales and marketing efforts in partnership with PortMiami. These efforts included the promotion of GMCVB's Miami Cruise Month, attending the leading cruise tradeshow and creating a national advertising program targeting cruise travel agents. This year, we welcomed the arrival of MSC Cruises' MSC Seaside and Carnival Cruise Line's Carnival Vista and Carnival Horizon. We celebrated the groundbreaking of Norwegian Cruise Lines' new terminal at PortMiami scheduled to open during November 2019 and look forward to the completion of Royal Caribbean's Terminal A in fall 2018.

Recognizing the importance of the renovation of the Miami Beach Convention Center, we continued to meet and network with meeting planners and sold Miami as a perfect meetings and conventions destination. Finally, recognizing the importance of emerging markets, the GMCVB continued to participate on an ongoing basis in key travel industry events organized by Brand USA and Visit Florida throughout the Middle East, China and India. ■

The Travel Industry Sales Division raised \$500,000 in private revenue through member participation and secured \$2 million in contributed services from our partners.

53 countries in the GMCVB's global representation network

400 trade shows/missions/workshops/sales calls globally showcased partners



Clockwise from top left: Florida Road Show, Brazil Sales Familiarization Group, Welcoming Air Italy to MIA, ANATO 2018, American Airlines & Brand USA South Korea FAM, WTM London.



75K client contacts cultivated to showcase partners





250+
Miami media visits were hosted

125+
boutique & lifestyle hotels featured in publication

400+
trade shows and special events distributed copies of Bütik: Miami's Boutique & Lifestyle Magazine

BOUTIQUE & LIFESTYLE HOTELS

2017/2018 OVERVIEW

The Boutique & Lifestyle Hotels program currently represents more than 150 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, production industry decision makers, as well as film and production agents globally.

The Boutique & Lifestyle program creates programming for niche markets in the Film, Fashion & Entertainment industries.

The GMCVB continues to evolve partnerships with the Miami-Dade Office of Film & Entertainment, the City of Miami Beach's Department of Tourism and Cultural Development and the City of Miami Mayor's Office of Film, Arts and Entertainment to support the film and production industry. Miami-Dade County offers an incentive program for qualifying movies and television programs to be filmed in Miami. Local film production incentives will aid in attracting new productions to the area. The program speaks directly to the film community with special events for producers at the Tribeca Film Festival, Produced by Conference and Toronto International Film Festival by participating in film festivals and film conferences internationally.

Each year, under the Boutique & Lifestyle Hotel platform, a special welcome reception is organized for the National Association of Television Programming Executives (NATPE). It is part of the strategy in formalizing an ongoing dialogue with this important segment that returns to Miami and the Beaches to enjoy offerings from the boutique hotel community while they finalize their production projects in our tropical and cosmopolitan destination.

On an ongoing basis, our boutique and lifestyle hotel partners are part

of the GMCVB's booking campaign focused on driving outbound clicks and bookings to boutique hotels. The MiamiandBeaches website is key in driving guests to these properties. Activities were supported through native banner advertising and organic and paid social media posts highlighting various boutique and lifestyle hotel partners through the Found In Miami campaign. Every quarter, the GMCVB convenes a Boutique Hotel Task Force Meeting with leading boutique hotels to discuss ongoing initiatives, market trends and ideas for future programs.

Connecting with entertainment and discerning travel advisors is a key part of the program. As a result, the GMCVB is one of the sponsors of LE Miami, a four-day luxury and lifestyle appointment show, which offers boutique and lifestyle hotels the opportunity to meet with production and entertainment travel agents during pre-scheduled appointments.

Bütik: Miami Boutique & Lifestyle Magazine is a source of information for the target industries and consumers alike. It provides information about boutique programs, amenities and meeting space, as well as special happenings and events. ■

Every quarter, the GMCVB convenes a Boutique Hotel Task Force Meeting with leading boutique hotels to discuss ongoing initiatives, market trends and ideas for future programs.

Clockwise from top left: Boutique Hotels web portal, Twitter feed, William D. Talbert III, CDME at NATPE opening event.



Top to bottom: GMCVB publications, Miami Temptations programs, Miami Sports & Wellness expo, Miami Temptations activation at Partner Marketing Retreat.

MARKETING & CREATIVE SERVICES / PRODUCT DEVELOPMENT

2017/2018 OVERVIEW

Marketing & Creative Services is the driving force behind Product Development and the 12 monthly Miami Temptations programs, as well as promoting our brand at visitor centers, Miami International Airport and PortMiami. The Division also serves as the GMCVB's in-house marketing and creative agency developing custom, targeted publications and collateral and sales materials for consumers, media, travel trade and convention delegates.

Of note, this year Miami Hotel Months had a record number of participants with more than 100 hotels sending in special offers.

The Miami Temptations programs have raised the GMCVB's profile among local stakeholders.

- MIAMI CRUISE MONTH**
january
- MIAMI ROMANCE MONTH**
february
- MIAMI HERITAGE MONTH**
december
- MIAMI SPORTS MONTH**
april
- MIAMI MUSEUM MONTH**
may
- MIAMI FILM MONTH**
june
- MIAMI HOTEL MONTHS**
june-september
- MIAMI SPA MONTH**
july+august
- MIAMI SPICE MONTH**
august+september
- MIAMI ATTRACTIONS MONTH**
october
- MIAMI LIVE ARTS MONTH**
november
- SHOP MIAMI MONTH**
march

Marketing & Creative Services is the driving force behind Product Development and the Miami Temptations programs, as well as promoting our brand at visitor centers, Miami International Airport and PortMiami. The Division also serves as the GMCVB's in-house marketing and creative agency by developing custom, targeted publications and collateral and sales materials for consumers, media, travel trade and convention delegates.

revenue through member participation and sponsor support and secured approximately \$700,000 in contributed services through advertising added value in print, digital, broadcast and outdoor media.

Marketing & Creative Services continued the success of the 12 Miami Temptations programs: Miami Cruise Month (January), Miami Romance Month (February), Shop Miami Month (March), Miami Sports & Wellness Month (April), Miami Museum Month (May), Miami Film Month (June), Miami Hotel Months (June-September), Miami Spa Month (July-August), Miami Spice Month (August-September), Miami Attractions Month (October), Miami Live Arts Month (November) and Miami Heritage Month (December). These niche marketing initiatives continued to engage locals and national and international visitors. The Miami Temptations programs have also raised the GMCVB profile among local stakeholders.

On the publishing front, Marketing & Creative Services continued to produce high-end consumer and trade publications in collaboration with HCP Media. These publications include the award-winning Vacation Planner/Visitors Guide for consumers; the Meeting Planner for meeting and convention planners; the Travel Planner for tour operators and travel agents; the Pocket Guide for meeting delegates and consumers; and the Family Fun Guide for consumers. Through this partnership, the GMCVB continued to produce "e-zines," or electronic versions, of its consumer and trade publications in an effort to be more environmentally friendly. The City Sites & Map brochures were produced in English, Spanish, French, Portuguese, German, Italian, Russian, Hebrew and Chinese.

Of note, this year Miami Hotel Months had a record number of participants with more than 100 hotels sending in special offers. Miami Spice also broke a participant and revenue record with more than 250 participating restaurants this year. We also had more than 20 new restaurants added to the Miami Spice program for the first time, which also lead to an increase in partnership revenue.

Creative Services also produced the Calendar of Events and Shop Miami, Amazing Miami Attractions, Cruise Miami and Medical Tourism brochures, to name a few. New this year, the division produced a National Parks brochure, a Craft Beer Scene brochure and the Discover Our Neighborhoods guide. Thousands of postcards, invitations, e-newsletters, signs, banners and other collateral materials were created in several languages for consumers, media, travel trade and convention delegates. ■

Marketing & Creative Services generated more than \$500,000 in private



\$1.2M
generated in private revenue and contributed services

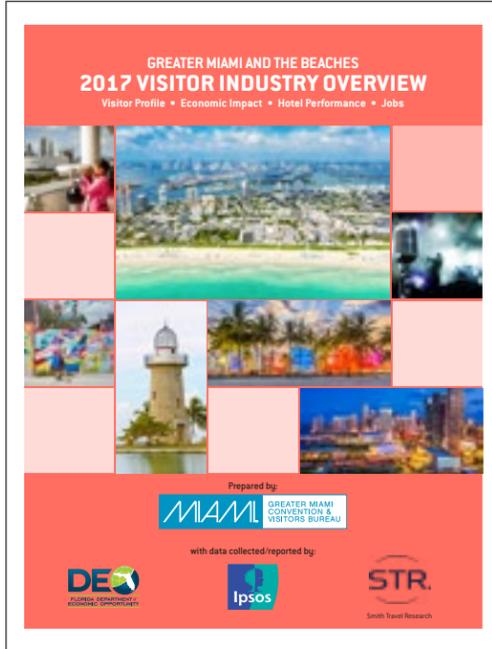
While the GMCVB has made strides over the years through its partnership with Miami International Airport, PortMiami and others, significant incremental efforts will be made in the coming year.



4,800 surveys conducted at Miami International Airport (MIA), Fort Lauderdale International Airport (FLL), attractions and visitor centers



Clockwise from top left: digital surveys, 2017 Visitor Industry Overview publication, research services at GMCVB events.



GREATER MIAMI CONVENTION AND VISITORS BUREAU

MIAMI-DADE REV PAR BY REGION

Region	JULY		% Change	YEAR TO DATE		% Change
	2018	2017		2018	2017	
Airport/Civic Center	\$98.28	\$97.27	1.0%	\$128.56	\$120.71	6.5%
Aventura/Sunny Isles	\$165.74	\$176.32	-6.3%	\$202.61	\$207.04	-2.1%
Central Dade	\$104.03	\$99.25	4.8%	\$123.72	\$122.25	1.2%
Coconut Grove/Key Biscayne	\$100.41	\$103.45	-2.9%	\$120.38	\$122.50	-1.8%
Coconut Grove	\$100.41	\$103.45	-2.9%	\$120.38	\$122.50	-1.8%
Doral	\$100.41	\$103.45	-2.9%	\$120.38	\$122.50	-1.8%
Downtown	\$100.41	\$103.45	-2.9%	\$120.38	\$122.50	-1.8%
Miami Beach	\$100.41	\$103.45	-2.9%	\$120.38	\$122.50	-1.8%
North Dade	\$100.41	\$103.45	-2.9%	\$120.38	\$122.50	-1.8%
South Dade	\$100.41	\$103.45	-2.9%	\$120.38	\$122.50	-1.8%
Southwest/Harbour	\$100.41	\$103.45	-2.9%	\$120.38	\$122.50	-1.8%
Miami Dade	\$100.41	\$103.45	-2.9%	\$120.38	\$122.50	-1.8%

MIAMI-DADE ROOM RATE BY REGION

Region	JULY		% Change	YEAR TO DATE		% Change
	2018	2017		2018	2017	
Airport/Civic Center	\$189.17	\$189.17	0.0%	\$189.17	\$189.17	0.0%
Aventura/Sunny Isles	\$202.61	\$207.04	-2.1%	\$202.61	\$207.04	-2.1%
Central Dade	\$123.72	\$122.25	1.2%	\$123.72	\$122.25	1.2%
Coconut Grove/Key Biscayne	\$120.38	\$122.50	-1.8%	\$120.38	\$122.50	-1.8%
Coconut Grove	\$120.38	\$122.50	-1.8%	\$120.38	\$122.50	-1.8%
Doral	\$120.38	\$122.50	-1.8%	\$120.38	\$122.50	-1.8%
Downtown	\$120.38	\$122.50	-1.8%	\$120.38	\$122.50	-1.8%
Miami Beach	\$120.38	\$122.50	-1.8%	\$120.38	\$122.50	-1.8%
North Dade	\$120.38	\$122.50	-1.8%	\$120.38	\$122.50	-1.8%
South Dade	\$120.38	\$122.50	-1.8%	\$120.38	\$122.50	-1.8%
Southwest/Harbour	\$120.38	\$122.50	-1.8%	\$120.38	\$122.50	-1.8%
Miami Dade	\$120.38	\$122.50	-1.8%	\$120.38	\$122.50	-1.8%

MIAMI-DADE OCCUPANCY BY REGION

Region	JULY		% Change	YEAR TO DATE		% Change
	2018	2017		2018	2017	
Airport/Civic Center	87.6%	87.0%	0.7%	87.0%	86.8%	0.2%
Aventura/Sunny Isles	87.6%	87.0%	0.7%	87.0%	86.8%	0.2%
Central Dade	74.8%	74.0%	0.8%	74.8%	74.0%	0.8%
Coconut Grove/Key Biscayne	63.4%	63.4%	0.0%	63.4%	63.4%	0.0%
Coconut Grove	69.5%	75.5%	-6.0%	77.3%	76.2%	1.4%
Coral Gables	70.0%	78.7%	-11.0%	80.5%	78.8%	2.2%
Doral	79.5%	80.6%	-1.0%	83.9%	80.6%	4.2%
Downtown	71.3%	77.2%	-7.8%	78.2%	76.5%	2.2%
Miami Beach	78.5%	81.8%	-3.8%	80.4%	78.2%	2.7%
North Dade	78.3%	78.3%	0.0%	82.3%	78.4%	5.0%
South Dade	64.7%	74.8%	-10.3%	79.5%	77.4%	2.8%
Southwest/Harbour	73.9%	78.2%	-4.4%	73.6%	74.8%	-1.4%
Miami Dade	76.3%	80.6%	-5.3%	80.5%	79.0%	1.9%

RESEARCH & STRATEGIC PLANNING 2017/2018 OVERVIEW

Research & Strategic Planning 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 the dissemination and collection of surveys. 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 an established independent research firm. Market research reports are available to GMCVB partners.

The research from GMCVB's Strategic Planning process emphasized that customer service is an area that warrants further attention. While the GMCVB has made strides over the years through its partnership with Miami International Airport, PortMiami and others, significant incremental efforts will be made in the coming year.

The Research & Strategic Planning Division conducted surveys at 22 events throughout Miami-Dade County. The Division expanded its efforts in local event surveys throughout Greater Miami to include various local events that attract tourists, including those of national prominence such as Jazz in the Gardens, Miami Book Fair International, Annual Miami Beach Bowl, Coconut Grove Art Festival, Miami International Agriculture, Horse & Cattle Show and Art of Black Miami, SoBe Wine & Food Festival, eMerge, Ocean Drive and Lincoln Road surveys. The primary objective of the Division is to continue 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 overnight visitors to Greater Miami.

The GMCVB has begun the process to select the consultant to assist in the development of the 2019-2023 Strategic Plan. The final plan is expected to be delivered by spring 2019.



5.3 million cruise passengers



44.1 million annual international and domestic airport arrivals

265 hotels with more than 44,115 rooms are tracked for occupancy and room rates

The team successfully executed more than 60 partner training and networking events.



60+
partnership events including monthly mixers, networking luncheons, training programs and cooperative programs with key community and interlocal partners

1,180+
partner base, which includes a boost of more than 190 new partners

\$1.63M
generated in partner revenue, a record

4,741
referrals were given to partners

PARTNERSHIP DEVELOPMENT

2017/2018 OVERVIEW

The Partnership Division continued to further engage current partners to take advantage of the vast marketing toolbox offered to official GMCVB partners, while working alongside the Customer Relationship Management team to continue to engage partners on the new Partner Extranet and new MiamiandBeaches.com website. Despite 2017/2018 being a transitional year, the Partnership Development team was successful in achieving record partner revenue.

The Partnership Sales Team as a whole has successfully grown its company base from 1,140 to more than 1,180.

While 2017/2018 started off slowly due to Hurricane Irma recovery efforts with hotel re-opening delays still affecting the local hospitality business landscape, the Partnership Development team was able to overcome the economic slowdown and end the year with revenue above the budgeted goal.

provided valuable feedback on the GMCVB Program of Work.

The Corporate Partner and Medical Tourism Targeted Program continued to expand and increase the Corporate and Medical Category Partner Base, while adding a new Health & Wellness Expo to further promote and support GMCVB healthcare partners. The corporate account manager has successfully targeted and closed new corporate partner business, well exceeding the goal along with continuing to increase and strengthen the Medical Tourism Industry Partner benefits and opportunities. The Partnership Sales Team as a whole has successfully increased its company base from 1,140 to more than 1,180.

The Miami Begins with Me Customer Service training program continues to produce graduates with twice-weekly classes being offered at Miami International Airport (MIA) and available to all airport staff and vendors at no cost, and with permanent signage, dedicated training space and ad campaign presence at various MIA kiosk locations thanks to MIA.

Currently, the program at MIA is mandatory for all newly hired Miami-Dade Aviation employees. A permanent information kiosk continues to support taxi cab drivers working from the MIA taxi stand to further promote the free Miami Begins with Me training opportunity as well as offer taxi cab driver destination resources including maps, attraction guides, calendars of events and Chauffeur Guide handbooks.

Participation in local community festivals and events, as well as a local print and a recently added radio advertising campaign have generated new partner prospects and continue to strengthen the GMCVB brand and program awareness. Additionally, the Miami Temptations Programs as well as expanded Multicultural Tourism Department outreach has continued to increase GMCVB presence, further generating new partner inquiries and business.

Monthly, the GMCVB offers Miami Begins with Me training sessions to partners at our Brickell Avenue office as well as at partner locations throughout the year. A free, online version of the Miami Begins with Me course launched in the Spring of 2018 — further encouraging and providing the opportunity for industry professionals and interested community members to learn more about our destination and further fostering a sense of Miami Pride. The GMCVB has partnered with City of Miami Net Offices and the Miami-Dade Public Library system to further promote this free program.

Further supporting the growth of our partnership base, the team successfully executed more than 60 partner training and networking events, including key events such as the Miami Romance Month Wedding Showcase and the GMCVB Annual Meeting. In addition to the monthly networking and signature annual events, the GMCVB held the Partner Planning Retreat for the sixth year, which generated more than 300 partner participants who

In the new fiscal year, this Division will continue focusing on increasing partnership revenue, as well as begin creating custom sponsor packages and identifying new platforms that will generate incremental partner revenue — while raising awareness of the GMCVB and the Miami brand. ■



Clockwise from top left: State of the Industry Breakfast, registration at Partner Marketing Retreat, 2017 GMCVB Annual Meeting, Holiday Mixer at Saks in Brickell City Centre.

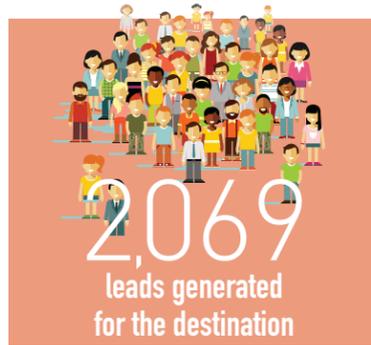


Ita Moriarty
Senior Vice President
Meetings & Convention
Sales & Services

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 meeting business is fierce among the country's major destinations, which is why the Meetings & Convention Sales & Services Department in conjunction with our Marketing & Tourism Department continues to develop new programs to increase hotel bookings and generate new MBCC conventions and lay the groundwork for future business of all sizes.

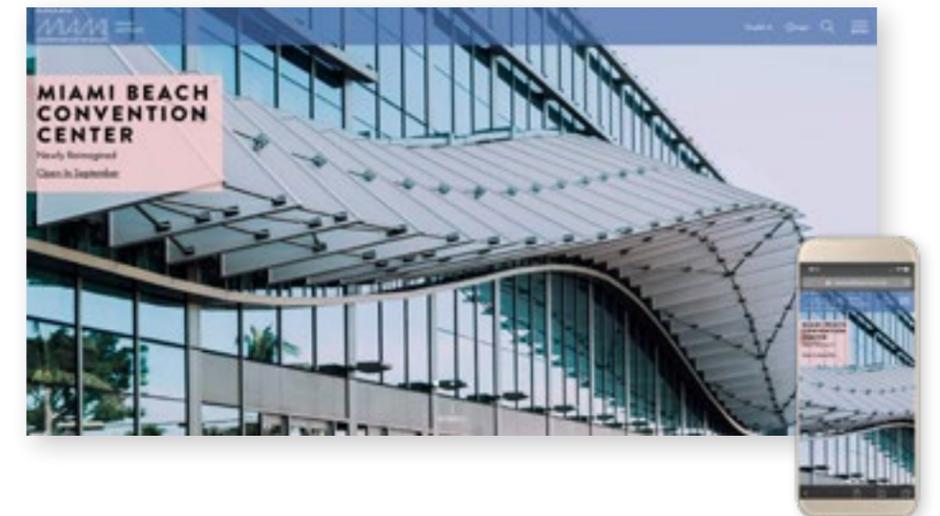
Our partnership with CVENT benefits us and also the destination. This year to date: CVENT reports show 258 bookings and 64,036 room nights awarded to Miami hotels through the GMCVB.



MEETINGS & CONVENTION SALES 2017/2018 OVERVIEW

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 our community. Conventions and meetings also fill our hotels in blocks of hundreds and thousands. Many convention attendees have such a great time in our community that after their convention ends, they plan to come back and see more of what Miami has to offer.

Convention Sales booked 805 meetings representing 526,649 room nights through September 2018. This business represents all partner hotels, the Miami Beach Convention Center and the Miami Convention Center. Through September 2018, our sales team generated 2,069 sales leads. These leads are an important foundation for future bookings and a barometer of interest from the industry. Our partnership with CVENT benefits us and also the destination. This year to date: CVENT reports show 258 bookings and 64,036 room nights awarded to Miami hotels, with an economic impact in excess of \$25 million. The Washington, D.C. office conducted four sales missions and some special events, and our director represented our destination at numerous industry events. ■



Clockwise from top: ASAE, IMEX America, ASAE Satellite booth, AHIMA opening at the newly reimagined MBCC, IMEX Frankfurt.



The Meetings & Convention Services Division provides operational support to incoming convention groups by assisting with the development of attendance builders, marketing materials, distributing destination collateral and promoting GMCVB partner products and services.



10
citywide & trade show
convention groups
welcomed

348,309
attendees from
724 meeting
and convention groups
were serviced

93
site visits for more than
200 meeting planners



Clockwise from top: eMerge Americas, Meetings & Convention Services welcome poster at MIA, special offers for incoming citywide meetings and conventions participants, special edition of the pocket guide welcoming AHIMA to the Miami Beach Convention Center.

MEETINGS & CONVENTION SERVICES

2017/2018 OVERVIEW

The Meetings & Convention Services Division continues to make improvements to the service offerings for incoming convention groups. As Greater Miami and the Beaches appeals to more incentive groups from around the world, meeting planners search for unique activities for their attendees. The Division has been investing time and effort researching extraordinary activities for groups to experience in the destination. The team also works closely with Convention Sales staff to explore creative ways to showcase the destination through venue reviews, such as Miami's Heritage neighborhoods, preview of the new Miami Beach Convention Center and more. The Meetings & Convention Services Division provides operational support to incoming convention groups by assisting with the development of attendance builders, marketing materials, distributing destination collateral and promoting GMCVB partner products and services.

The Meetings & Convention Services Division provided ongoing service assistance to 724 meeting and convention groups, representing more than 348,309 attendees through September 2018. The Division also sponsored banners, signs and city information desks for 10 citywide conventions and eight repeat citywide groups throughout the year. The Meetings & Convention Services Division organized and executed 93 site visits for more than 200 meeting planners. ■





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 our 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.

The Art of Black Miami marketing platform is a way to showcase multicultural art touching the Black Diaspora exhibited in the various communities.



Clockwise from top: TBE Small Business Training Graduation, MTDD Winter in Miami FIM web banners, TBE workshops, MTDD Summer in Miami FIM.

MULTICULTURAL TOURISM & DEVELOPMENT 2017/2018 OVERVIEW

The Multicultural Tourism & Development Department (MTDD) completed its second year as a cohesive Department that led and coordinated many initiatives showcasing and heightening the awareness of multicultural Miami. Some of the highlights of this past year were increased involvement with locally based festivals to include the Miami Carnival, Calle Ocho Festival and Jazz in the Gardens. A Multicultural Guide to Miami was produced that showcases some of the city's multicultural gems, as well as our heritage communities. Regarding the Tourism Business Enhancement program, we have a continued partnership with the Miami Bayside Foundation that graduates businesses from our multicultural communities, all with the end goal of small business training and capacity building to capitalize on spending by more than 15 million annual visitors to Miami.

The structure of the Department lends itself to collaborations through programming with various departments throughout the GMCVB. A main goal of the MTDD is to help create a multicultural heritage footprint in all major initiatives at the GMCVB. The Multicultural Department is holistically immersed throughout all of the GMCVB departments. The MTDD will continue collaborations with Convention Sales on lunch and learn meetings to help inform local influencers about the GMCVB's accomplishments. The Department will also continue partnering in joint sales trips in the Caribbean and Latin America with Travel Industry Sales. The Miami Temptations Program, media press trips and marketing campaigns will consistently receive input from the team. This past year the Department launched a monthly e-newsletter which is another channel of communication and promotion to showcase multicultural activities in the community to visitors and residents.

Under its Tourism Business Enhancement efforts were the business development sessions and the continued coordination of the Art of

Black Miami Program. The Tourism Business Enhancement Program (TBE) consisted of general marketing training and intense small group workshops for businesses in the Heritage neighborhoods and/or culturally focused businesses that directly or indirectly affect tourism.

The Art of Black Miami marketing platform is a way to showcase multicultural art touching the Black Diaspora exhibited in the various communities to include West Coconut Grove, Little Havana, Little Haiti, Historic Overtown and other surrounding communities during the Art Basel timeframe. This initiative continuously grows in participation with an increased number of exhibits showcased and participants. The marketing program originated by the GMCVB also included the support of Art Talks and other activations year-round. ■

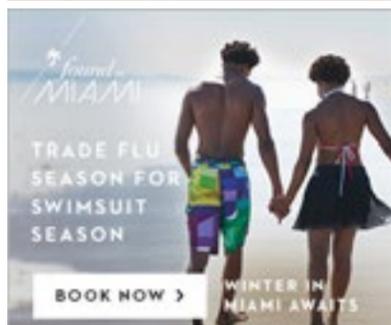
A Multicultural Guide to Miami was produced that showcases some of the city's multicultural gems, as well as our heritage.



800
subscribers to the
Multicultural Newsletter in
approx. 8 month period



15
referrals/assists for
potential convention group
business this fiscal year



52
businesses/participants
have completed the small
business coordinated
sessions to date



10
businesses joined/renewed
as partners this fiscal year



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

FINANCE & ADMINISTRATION

The Finance & Administration Department is the cornerstone of the Greater Miami Convention & Visitors Bureau, facilitating its operations by managing customer support functions and up-to-date technological tools. The Department hires employees whose innovative talents and skills are among the finest in the marketplace. Finance & Administration also provides oversight to the GMCVB's community outreach programs and other fundraising activities such as United Way. Additionally, Finance & Administration provides executive and administrative oversight to the Black Hospitality Initiative of Greater Miami, formerly known as the Visitor Industry Council.

The F&A Team understands that the GMCVB's success in reaching its marketing and sales goals depends on electronic communications. Therefore, it maintains cutting-edge and state-of-the-art equipment and programs to do the job.



FINANCE & ACCOUNTING, HUMAN RESOURCES AND INFORMATION TECHNOLOGY

2017/2018 OVERVIEW

The Finance & Administration Department ensures that the Greater Miami Convention & Visitors Bureau's strategic mission is achieved by effectively managing customer support functions. Finance & Administration seeks to hire and retain highly skilled employees through the efforts of the Human Resources (HR) Division. Finance & Administration also oversees the Information Technology (IT) Division, which ensures cutting-edge technology is employed to support and maintain the best sales and marketing team in destination marketing.

The Finance & Administration (F&A) Department is the cornerstone of the Greater Miami Convention & Visitors Bureau (GMCVB), responsible for Human Resources, Finance & Accounting, Information Technology and Facility Operations.

This past fiscal year, the F&A Team proudly completed its 27th consecutive annual independent audit without management comments by auditors, RMS US LLP. The auditor's assessment of the performance of the F&A Team, as communicated to the GMCVB's Finance Committee chaired by Elizabeth Hicks, indicated that the F&A Team is highly professional and the finances of the GMCVB are very well managed.

The F&A Team understands that the GMCVB's success in reaching its marketing and sales goals depends on electronic communications. Therefore, it maintains cutting-edge and state-of-the-art equipment and programs to do the job.

The F&A Team implemented new technology systems that significantly improved GMCVB staff performance. A new telephone system that works on land lines as well as an App was installed. This system allows staff the flexibility to move about and remain available for customer contact at all times. The Team also implemented new Microsoft 365 software throughout the GMCVB. Microsoft 365, a cloud-based system, allows staff the freedom to work from anywhere in the world. These systems prove to be extremely valuable during disasters. For instance, during a hurricane and its recovery period, staff can remain 100% connected and productive without being tethered to the office.

The Information Technology (IT) Division continues to provide the popular

GMCVB Partner Extranet Training to our Convention Sales and Tourism partners. This fiscal year alone, more than 297 GMCVB partners were trained. The GMCVB Partner Extranet, which is part of GMCVB's database management system, allows our partners to manage and update their business information online from their place of business. The partner information is utilized in GMCVB sales and promotional materials.

The Human Resources (HR) Division concentrates on staff retention and job satisfaction to ensure above-average productivity and sustained success. These valued attributes are critical in the highly competitive and creative travel and tourism industry. This past year, HR together with Accounting, implemented a new App that gives staff access to their personnel information on demand. It is the goal of the entire F&A Team to consistently keep the GMCVB offices running smoothly and seamlessly, in order to support our dynamic sales and marketing teams.

F&A continues to organize and lead the fundraising efforts of the GMCVB's Annual H.O.T. Challenge Golf Tournament. At last May's event, 136 golfers came out in support of the H.O.T. Challenge. As a result, Finance & Administration raised \$145,000 to benefit deserving BHI students seeking careers in hospitality management by providing them with scholarships. ■

The Finance & Administration Team implemented new technology systems that significantly improved GMCVB staff performance.

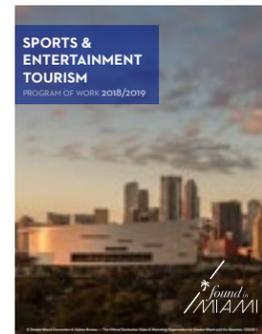
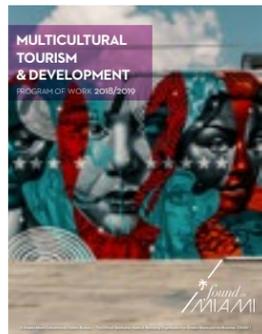
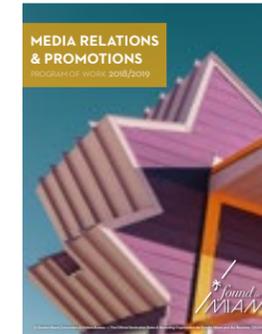
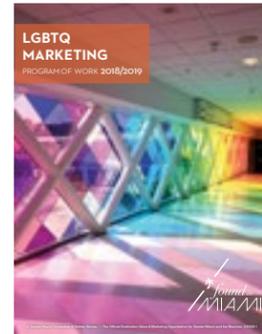


Clockwise from top: Extranet partner training, GMCVB Thanksgiving pot luck, H.O.T. Challenge, GMCVB offices.



GMCVB SALES & MARKETING TOOLS & RESOURCES

The 2018/2019 Marketing Plan features GMCVB brand positioning, sales and marketing strategies and tactics, as well as partner benefits and opportunities. The 2018/2019 Program of Work Calendars outline the GMCVB's sales and marketing activities including sales missions, tradeshows, press trips and familiarization tours, as well as partner participation opportunities. To view these resources and many others online, please visit GMCVBtools.com.



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