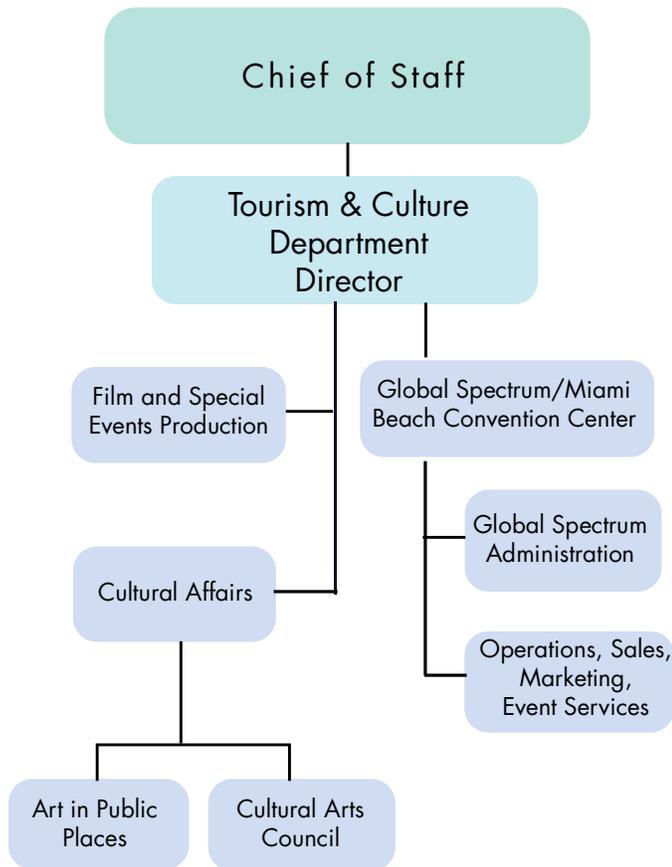


# TOURISM & CULTURE

## DEPARTMENT MISSION STATEMENT

The Tourism and Culture Department (TCD) is dedicated to supporting, attracting, and retaining innovative tourism and culture that, accentuates the City's profile as a world-class, international destination, and ensures a holistic approach to resident and visitor quality of life and experiences while on Miami Beach.



## DEPARTMENT DESCRIPTION

TCD develops and sustains quality programs and initiatives to support the City's tourism-based economy, including meaningful engagements and partnerships with key industries, specifically hospitality, and collaborative efforts with local and regional stakeholders. The Department also manages the administrative oversight, promotion, and booking of the Miami Beach Convention Center (MBCC), one of the main drivers of revenue to the City.

In support of these efforts, TCD partners with tourism and marketing organizations, including the Miami Beach Visitor and Convention Authority (VCA) and the Greater Miami Convention and Visitors Bureau (GMCVB), to market and promote the City of Miami Beach as a world-class destination.

## DEPARTMENT DESCRIPTION CONT'D

The City of Miami Beach has evolved as an international tourist destination and quality residential community. The City's overall goal is to attract high quality events that measurably benefit the City, its residents, visitors, and businesses. As a pristine, seven-mile beach community, the City has emerged as a preeminent special event venue, creating a significant demand on City services and resources, and is an attractive business location. This success presents the challenge of balancing the residential quality of life with the needs of the tourism industry and creative economy. Creating a balance between major event activations and City residents and resources is a major focus for the Department. The Department has also had to reimagine the mission to the community in response to the COVID-19 pandemic. As the liaison to Miami Beach hospitality, cultural, event, and film industries, TCD has focused on being the main source of Miami Beach COVID-19 response and recovery information to these communities. Moreover, TCD, in collaboration with City departments, continues to maintain a regulatory role in overseeing the use of public spaces

To achieve the TCD mission, the Department has created three individual areas of focus to address the rich and diverse Miami Beach cultural and business communities. These units provide sustaining support to residents, businesses, and visitors to encourage a robust cultural climate and facilitate the development of a healthy economy so that residents, businesses, and tourists can prosper, engage, innovate, and grow.

1. Cultural Affairs
2. Film and Special Event Production
3. Miami Beach Convention Center

### Unit & Major Project Summaries:

Cultural Affairs manages the grantmaking process of the Cultural Arts Council (CAC), which distributes approximately \$850,000 through an estimated 16 anchor grants and 35+ cultural presenter grants each season. TCD serves as the primary liaison to cultural institutions such as The Bass, The Wolfsonian, Miami New Drama at the Colony Theatre, and New World Symphony, among others.

The impact of the COVID-19 pandemic has resulted in unprecedented financial loss to cultural organizations nationwide, with an estimated loss of over \$8M in the Miami Beach cultural community. To support Miami Beach based cultural organizations during the pandemic, Cultural Affairs is managing up to \$2M in the Miami Beach Cultural Arts COVID-19 Emergency Relief Fund, offering support to thirteen Miami Beach cultural anchors.

Cultural Affairs oversees the management agreements with both The Bass and Miami New Drama, working closely to ensure financial and lease agreement obligations are met.

# TOURISM & CULTURE

## DEPARTMENT DESCRIPTION CONT'D

The Miami New Drama Management Agreement for the Colony Theatre includes a five-year projection for targeted audience and performance numbers. The Colony Theatre was closed in March 2020 due to the COVID-19 pandemic. Since this time, Miami New Drama has pivoted to offer a virtual MasterMIND Class series and in November 2020, the company opened the highly successful 7 Deadly Sins which took place in vacant storefronts across the 1100 block of Lincoln Road. The City is also required to provide oversight of the Bass Museum maintenance and permanent collection. Following the March 2020 closure due to the COVID-19 pandemic, The Bass was one of the City's first institutions to offer virtual educational programming through online summer art camps. The Bass reopened to the public in September 2020 and has continued to offer a significant portfolio of in person and virtual art experiences, education programs, and temporary public art commissions to keep the community engaged with the collection. Museum operations are supplemented by the Friends of the Bass, Inc. a 501(c)3 organization established to advise Trustees and to serve as the museum's main fundraising body.

Cultural Affairs oversees the Art in Public Places Program (AIPP) Committee, the installation and maintenance of all current installations and the AIPP Committee's curatorial work on all new and proposed artwork.

Film and Special Event Production manages and issues over 300 special event permits each year, working closely with local and national event producers to authorize events on public and private property including weddings, ceremonies and teambuilding activations. TCD issues close to 1,000 permits for film and photography productions each season. The special event permitting process includes major oversight and knowledge of interdepartmental guidelines and regulations, all managed by the TCD team with direct on-site monitoring of events. The team serves as a liaison to statewide film agencies, acting as both an ambassador and advocate for legislative support and business development of film and print production in Miami Beach; and serves as liaison to the Production Industry Council (PIC) and hosts monthly special event community meetings. Due to COVID-19, Film and Special Event permits were temporarily suspended in spring/summer 2020 but permitting continued in Fall 2020 on a case-by-case basis. Notable events in FY 2020 included: Art Basel Miami Beach, Design Miami, Pulse, Scope, Untitled, and an unforgettable Super Bowl LIV.

In 2020, TCD worked comprehensively with event producers, City colleagues, and contract managers to implement COVID-19 recommendations to improve the health, safety, and sustainability taking a leadership role in major events planning. Attracting and managing quality and COVID-19 compliant events throughout the year is a major contributor to the enhancement of the City's profile as a leader in hosting special events of the highest quality and driving revenues citywide.

## DEPARTMENT DESCRIPTION CONT'D

TCD also oversees the management agreement for the Miami Beach Convention Center (MBCC) to ensure it is aligned with the City's budget and operational plan, as well as best practices for securing booking opportunities that produce significant hotel revenue, and financial and community benefits including, but not limited to serving as liaison to the Convention Center Advisory Board (CCAB). The new world-class venue represents a critical revenue stream for the City, as well as serve as a tourism and destination attraction.

## STRATEGIC ALIGNMENT

### Main Vision Area:

#### Prosperity

### Management Objectives:

- **Prosperity**
  - Market and promote Miami Beach
  - Develop the Convention Center campus
  - Balance residents' quality of life with tourism and special events
- **Neighborhoods**
  - Evolve parks and green spaces to meet the changing needs of the community
- **Organizational Innovation**
  - Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement



### Strategic Plan Actions:

- **IMPLEMENT** robust marketing campaigns to promote city programs and cultural assets.
- **COMPLETE** Miami Beach Convention Center Parks and Art in Public Places (by Art Basel 2019).
- **ELEVATE** the Collins Park Cultural District.
- **DEVELOP** a renovation and finance plan for the Fillmore Theater.

### Budget Enhancement Actions:

- N/A

### Resilient305 Actions:

- **BUILD** an Inclusive Economy
- **BE COUNTED**

# TOURISM & CULTURE

## FISCAL ENVIRONMENT

TCD, specifically Film and Special Event Production, is funded by the City's General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

Cultural Affairs programming is funded by Resort Tax Revenues. The impact of the COVID-19 pandemic has significantly diminished revenue for the Cultural Affairs programming, resulting in FY 2020 and FY 2021 grant programs and operations to be funded from the Cultural Arts Council emergency reserve fund. The reserve fund is a set aside rainy-day fund in the event of emergencies and unforeseeable situations such as the COVID-19 pandemic.

The AiPP program is funded by a City ordinance that reserves 2% of hard costs from Capital Construction Projects, Joint Development Projects, City Renovations Projects greater than \$250,000, and City Capital Change Orders greater than \$200,000. These funds are set aside for "works of art in public places other than museums which enrich and give diversion to the public environment."

Film and Special Event Production generates revenue from the collection of fees to offset the costs associated with permitting special events and film and print activations to ensure compliance with City regulations and guidelines. In response to COVID-19, Special Events and Film permitting were temporarily cancelled. The establishment of new guidelines and procedures to address the challenges of a post COVID-19 reality is key to the safe and responsible reopening of these industries. To safeguard the industry's activation in the City, TCD has become a strategic partner with event and film producers, and local industry stakeholders, to collectively develop reasonable safety and responsible protocols, and identify best practices for COVID-19 safety production specific procedures.

The Miami Beach Convention Center generates revenue from rental use of the facility, food and beverage sales, and associated show-related services. The newly reimagined Convention Center is 1.4 million square feet and includes a new 60,000 square-foot Grand Ballroom, 84 meeting rooms, and a 20,000 square-foot specialty glass rooftop Sunset Ballroom, along with new indoor and outdoor spaces. In FY 2019 there were 37 events and in FY 2020 there were 23 events, including Art Basel 2019 and Super Bowl 2020, hosted in the MBCC. Also critical to the revenue generated by the MBCC are the significant room night bookings which will result from the newly launched MBCC booking policy. This policy favors P1 events (generating a minimum of 1,500 room nights on peak) and P2 events (generating a minimum of 500 room nights on peak), which will result in direct resort tax growth for the City, and greater economic impact city wide. In response to COVID-19, TCD, together along with Spectra, Centerplate, and the GMCVB, continue to develop robust strategies to market, promote, and secure short term and long-term sales.

## FISCAL ENVIRONMENT CONT'D

At the request of the Florida Department of Emergency Management, the MBCC was transformed into an Alternate Care Facility and Convention Center Drive was transformed into a COVID-19 testing site during FY 2020 & FY 2021, generating more than \$3.9M in revenue for the MBCC.

## BUSINESS ENVIRONMENT

The Miami Beach reputation as an international hub of arts and culture, mixed with our well-trained and educated residents continues to attract new events, tourists, and conventions - locally and globally. TCD remains focused on increasing international awareness on Miami Beach as a cultural capital, while ensuring our residents, businesses, and visitors enjoy the fruits of creative programming.

### Film and Special Event Production

TCD has developed clear and consistent processes and regulatory frameworks for special events and encouraged high standards from vendors that balance the economic, environmental, and community benefits and concerns. Due to the unprecedented impact of COVID-19 on the production and special event industries, TCD will continue to implement and establish the safe, responsible, and successful execution of the "New Normal" in a post COVID-19 environment.

### AiPP

Oversees the continued maintenance and conservation of major works of public art, including the protective framing and installation of three new acquisitions for the Miami Beach Convention Center by Sanford Biggers, Amoako Bofofo and Ebony G. Patterson, tile replacement for Kevin Arrow's Beatles Mandala, and repair of eloquent South Pointe Park pier gate by Tobias Rehberger. With the new installations as part of the Miami Beach Convention Center, the AiPP program will ensure that the new pieces are maintained in their current state.



# TOURISM & CULTURE

## FISCAL ENVIRONMENT CONT'D

### **Miami Beach Convention Center**

TCD oversees the management and operations of the MBCC as well as the reputation and sales of the facility by creating and promoting competitive services, packages, and amenities that attract and secure conventions, tradeshow, and corporate groups.

TCD will work to restore confidence and safety for all those attending the Convention Center during the COVID-19 pandemic. We will also work closely with all our clients, vendors, suppliers, partners, stakeholders, and management partners to leverage the policies and practices that resulted in a Global Biorisk Advisory Council (GBAC) Gold Standard rating and make sure all are aware and adhere to the highest standards for safety and cleanliness operation in the post COVID-19 environment.

Booking policies will equally weigh financial needs with diversified programming that benefits the City, the MBCC, and the neighboring businesses, hotels, and restaurants in a post COVID-19 market.

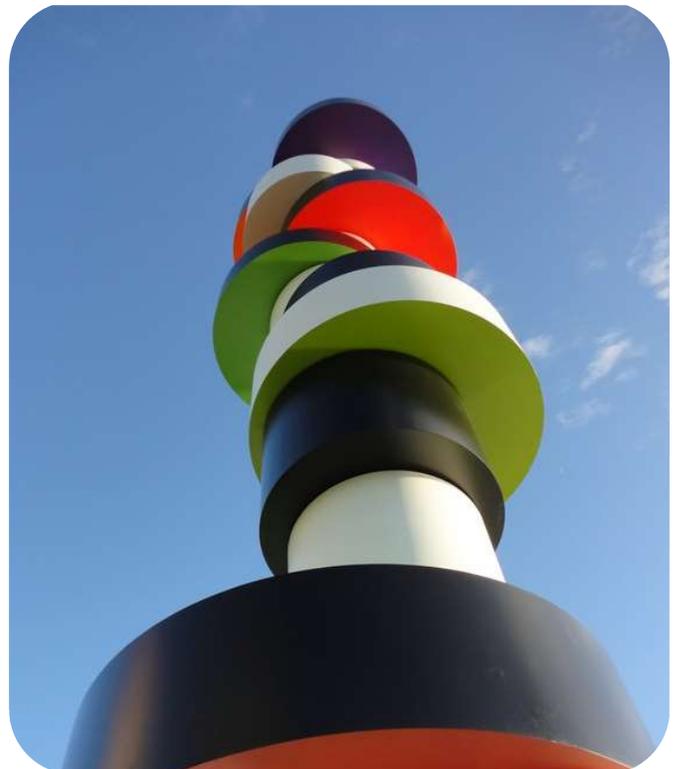
## SIGNIFICANT ACCOMPLISHMENTS

### **Cultural Affairs**

- Launched the Cultural Arts Emergency Fund, providing \$879,086 in financial assistance to thirteen (13) Miami Beach based cultural organizations experiencing revenue losses due to the COVID-19 crisis. The Relief Fund provided meaningful emergency grants that mitigated the financial and programmatic hardships created by the COVID-19 pandemic. Funds were used to support administration, operations, programming, marketing, facility rentals, and contract employees
- Implemented the Miami Beach Film & Print COVID-19 Relief Grant to support and retain responsible local production companies struggling to adhere to new COVID-19 safety and sanitation guidelines outside standard budgetary reach, and promote and embed compliance of both said guidelines and industry COVID-19 best practices that would protect our residents, businesses, and visitors. As part of this grant program, \$53,148 in grants were issued in aid of local production companies
- Instituted significant changes to Cultural Anchors and Cultural Presenters grant applications, which will produce increased effectiveness, accountability, cultural impact, and assist the CAC in application scoring
- Continued to refine the new online applications system and offer mandatory grant workshops to explain the grant application process and final reporting system. This will improve the effectiveness and efficiency in over 60 applications for grant support received this year

## SIGNIFICANT ACCOMPLISHMENT CONT'D

- Instituted significant changes to Cultural Anchors and Cultural Presenters grant applications, which will produce increased effectiveness, accountability, cultural impact, and assist the CAC in application scoring
- Funded more than 300 culture-service days per year, not including cultural anchor institutions which provide experiences year-round through CAC grant program
- Partnered with the VCA to implement No Vacancy, Miami Beach, a juried art competition that celebrates artists, provokes critical discourse, and invites the public to experience Miami Beach's famed hotels as destination art spaces. Launched during Art Week Miami Beach, December 2020, the program awarded \$25,000 in prizes and garnered extensive national and international media coverage, reaching a total of 853,818,000 unique views per month (UVPM)
- Launched Miami Beach Open House, an innovative artist residency program that fills vacant Miami Beach storefronts with workspaces, studios, exhibition spaces, and multi-disciplinary performances. The program augments the dynamic cultural atmosphere and highlights available spaces for temporary and long-term economic opportunities
- Re-launched Culture Crawl in January 2021, offering free and unique cultural experiences throughout the city each third Thursday of the month, from 6 p.m. to 9 p.m.
- Launched the second Miami Beach Hall of Fame that recognizes remarkable individuals that have made a lasting and significant impact on Miami Beach



# TOURISM & CULTURE

## SIGNIFICANT ACCOMPLISHMENT CONT'D

### Colony Theatre Miami New Drama

- Awarded a grant of \$750,000 from the John S. and James L. Knight Foundation (over the next five years)
- Secured a \$50,000 award from the Jorge M. Perez Family Foundation at the Miami Foundation to support its education initiative to tour a play to public high schools around the County. This work will resume once schools are open for in-person learning
- Produced *Seven Deadly Sins* in empty storefronts along Lincoln Road. The production was extended twice, selling out for most of its two-month run. According to Actors Equity, *Seven Deadly Sins* produced at a cost of \$580,000, was the biggest live professional theater production in the country at the time, employing 100 theater workers, from stage crew to designers and actors

### Art in Public Places (AiPP)

- Oversaw the final implementation of the public art projects for the Miami Beach Convention Center Renovation including highly integrated monumental artworks, with a budget of \$7.1 million
- Oversaw the City investment in works by artists Sanford Biggers, Ebony G. Patterson, and Amoako Bofofo, three internationally recognized artists representing Black diaspora



### Bass Museum

- Presented and live streamed the Curator Culture series: with speakers Thelma Golden, Regina King, Questlove, Henry Louis Gates and Najja Moon, among others

## SIGNIFICANT ACCOMPLISHMENT CONT'D

- Implemented virtual programming for STEAM PLUS, a city-wide in school program in collaboration with six Miami Beach arts organizations: Miami City Ballet, New World Symphony, Wolfsonian, Jewish Museum, and others
- Curated and developed Art Outside a public art exhibition, in collaboration with Art in Public Places (AiPP), that offered residents and visitors the opportunity to see and experience a network of public artworks throughout Miami Beach, including works by Elmgreen and Dragset, Joep Van Lieshout, Abraham Cruzvillegas, Zanele Muholi, Ugo Rondinone, Franz Ackermann, Jim Drain, Dan Graham, Sylvie Fleury, Lawrence Weiner, Bill Fontana and Susan Philipsz, among others

### Film & Special Event Production

- In December 2020, TCD completed the grant process for the Miami Beach Film & Print COVID-19 Relief Grant. In partnership with Emergency Management, the City of Miami Beach qualified to receive Coronavirus Relief Funds from Miami-Dade County via the CARES ACT fund, to provide assistance to Miami-Dade based Film & Print Production companies that were impacted by COVID-19, by first enduring a months-long shutdown, and then shouldering the responsibility of implementing COVID-19 compliant operations at a significant financial cost
- Completed the grant process for the Miami Beach Film & Print COVID-19 Relief Grant. In partnership with Emergency Management, the City qualified to receive Coronavirus Relief Funds from Miami Dade County via the CARES ACT fund, to provide assistance to Miami-Dade based film & print production companies that were impacted by COVID-19, by first enduring a months-long shutdown, and then shouldering the responsibility of implementing COVID-compliant set operations at a significant financial cost
- Partnered with Oolite Arts to create the Climate Action Challenge (under the revised Film Incentive Program guidelines). The program invites local filmmakers to explore Miami Beach's environmental challenges and their effect on the public's quality of life. Twelve local filmmakers will be chosen to produce 30- to 60-second public service announcements that will delve into air quality, climate change, greenhouse gas emissions, water conservation, sea level rise, alternative transportation, green building and housing or energy conservation
- Implemented revisions to the Film Incentive Program. These changes are meant to maximize the reach of the program by increasing the amount of productions and industry related activations that can qualify, providing COVID-19 support to qualifying productions, adding a local-hire quota (in line with the County's incentive program) to incentivize local production, and providing funding to encourage the development of homegrown talent

# TOURISM & CULTURE

## SIGNIFICANT ACCOMPLISHMENT CONT'D

- Reopened under a “case-by-case” temporary permitting process. This allowed for productions to activate in Miami Beach under increased COVID-19 related CDC, Federal, State, County, and local restrictions such as capacity and gathering limitations, safety and sanitation requirements, social distancing, and curfew restrictions. By working hand-in-hand with conscientious productions and City services, the Film Office safely permitted hundreds of productions without incident, during a time in which many areas of the country remained closed to productions

### Tourism & Conventions

- Due to the COVID-19 pandemic, visitor volumes and behavior in 2020 had three (3) distinct phases, (1) a strong start in January/February, (2) a near complete shutdown in March/April/May and (3) then an uneven recovery through the rest of the year starting in June, including starts and stops related to declining and then rising COVID-19 cases
- Based on the 2020 GMCVB Annual Report, the desire to visit Miami Beach did not go away in 2020 despite the pandemic. Florida residents showed an even greater likelihood to visit Miami Beach than they did in 2019 from all markets and was the go-to spot for both domestic and international markets to stay
- Based on the 2020 GMCVB Annual Report, Miami Beach remained the most popular place to visit for 2020 overnight visitors, with 49% of domestic visitors, 37% of international visitors, and 37% of Florida residents (Based on 2020 Q4)
- Based on the 2020 GMCVB Annual Report, 29% of Florida residents visited Miami Beach
- Based on the 2020 GMCVB Annual Report, Greater Miami attracted 7.9 million overnight visitors, of which 3.4 million were tourist visits to Miami Beach, in the face of a world-wide pandemic that shut down travel for months. Total visitors were down 52% for the year after a strong start in the first two (2) months of the year bolstered by the Super Bowl

## SIGNIFICANT ACCOMPLISHMENT CONT'D

- Below are numerous articles highlighting Miami Beach as a Tourist Destination:
  1. <https://www.travelandleisure.com/trip-ideas/romantic-getaways/best-babymoon-destinations-ideas>
  2. <https://thepointsguy.com/guide/best-cruise-ship-beaches/>
  3. <https://www.islands.com/story/close-to-home/why-miami-beach-is-the-best-destination-for-a-quick-workation/>
  4. <https://www.palmbeachlwp.com/news/short-getaway-or-workation-miami-is-fun/>
  5. <https://www.jasminealley.com/instagrammable-miami/>
  6. <https://wtop.com/travel/2021/02/the-50-best-hotels-in-the-usa-2020/>
  7. <https://familydestinationguide.com/best-beaches-in-south-florida/>
  8. <https://www.travelawaits.com/2560829/best-resorts-for-wellness-retreats/>
  9. <https://familydestinationguide.com/best-beaches-in-miami/>
  10. <https://www.cntraveler.com/galleries/2016-03-28/the-10-best-beaches-in-florida>
  11. <https://www.cntraveler.com/gallery/best-places-to-travel-january>

### Miami Beach Convention Center

- Before the pandemic, MBCC hosted 21 events with attendance of 301,000
- Major shows included Art Basel, Super Bowl Experience, International Auto Show, and Future Education Conference
- From April 7, 2020 through October 27, 2020, the MBCC was converted into an Alternate Care Facility (ACF) for the State of Florida, receiving 3.2 million in rent and expenses
- MBCC Staff provided daily, on-going logistical support for the COVID-19 testing site on Convention Center Drive

### Black Affairs Advisory Committee (BAAC)

- Created and launched the 1st BAAC in Miami Beach to ensure the voices of the Black community are further woven and embedded into the fabric of Miami Beach

**Provided crucial support to our Cultural Anchors and Film Production Industry with up to \$2 million in COVID-19 relief funding.**



# TOURISM & CULTURE

## CRITICAL SUCCESS FACTORS

### Cultural Affairs

- Creating awareness for residents and visitors regarding the many significant cultural venues in Miami Beach underlines the City's reputation as an emerging arts and culture leader (The Bass, Fillmore Miami Beach at the Jackie Gleason Theater, North Beach Bandshell, Colony Theatre, and Byron Carlyle Theater) and provides an international profile lift for Miami Beach.
- Developing a cultural strategic plan will be critical to a successful short and long-term plan to build awareness, and access to world-class art and culture.
- Offering safe, socially-distanced in person and virtual culture experiences to keep audiences engaged during the COVID-19 pandemic.

### Film & Special Event Production

- Working with the Production Industry Council (PIC) to develop a strategic plan that will promote the city as a location and attract film and print industry utilization.
- Collaborate with Miami Dade County and the Miami Beach Visitor and Convention Authority (MBVCA) to create stackable film incentives.
- Collaboration with the State's Office of Film and Entertainment (OFE) and FilmFlorida to identify best practices for production specific COVID-19 safety procedures.
- Address the evolving processes of film, print, and television production in a post COVID-19 environment with safety and common sense. The City will prioritize the well-being of our local talent, stakeholders, and residents while continuing to establish itself as an ally of the Industry.
- Launch of new Miami Beach Event Sponsorship guidelines and process.

### Miami Beach Convention Center

- Identifying, securing, and maintaining strong MBCC management and measurable performance measures with respect to the GMCVB's role as the marketing and booking organization for the City, specifically;
  1. Ability to provide the highest level of service in all departments to users of the facility
  2. Ability to address renovations or expansions of existing facilities in order to compete for convention and corporate business

## CRITICAL SUCCESS FACTORS CONT'D

3. Ability to secure competitive hotel packages for convention, tradeshow, and corporate groups looking to come to the destination
4. Obtain Global Biorisk Advisory Council (GBAC) accreditation for Convention Center. GBAC STAR is a performance-based accreditation program that helps facilities demonstrate that they have the work practices, procedures and protocols to prepare, respond, and recover from outbreaks and pandemics
5. Ability to restore confidence and safety to all those who visit the center during and after COVID-19 pandemic

## FUTURE OUTLOOK

The business mix at the MBCC is now shaped by the booking policy in place to prioritize shows which have maximum room night impact and minimal to no traffic and congestion impact on the City.

The City's profile as a tourism driven City is currently dealing with COVID-19 pandemic. The pandemic has had a significant effect on Revenue Per Available Room (RevPAR) numbers declining, but have shown a steady rise, along with hotel occupancy and rates in the previous quarters. The City will continue to develop strategies to address the volatility associated with market downturns, natural events, and pandemics, but will also look for ways to further market the assets that we have and ensure that both tourists and residents have easy access to our cultural and artistic offerings. The City's cultural profile is expanding, with new events and arts activity drawn to the City on both a permanent and temporary basis.

