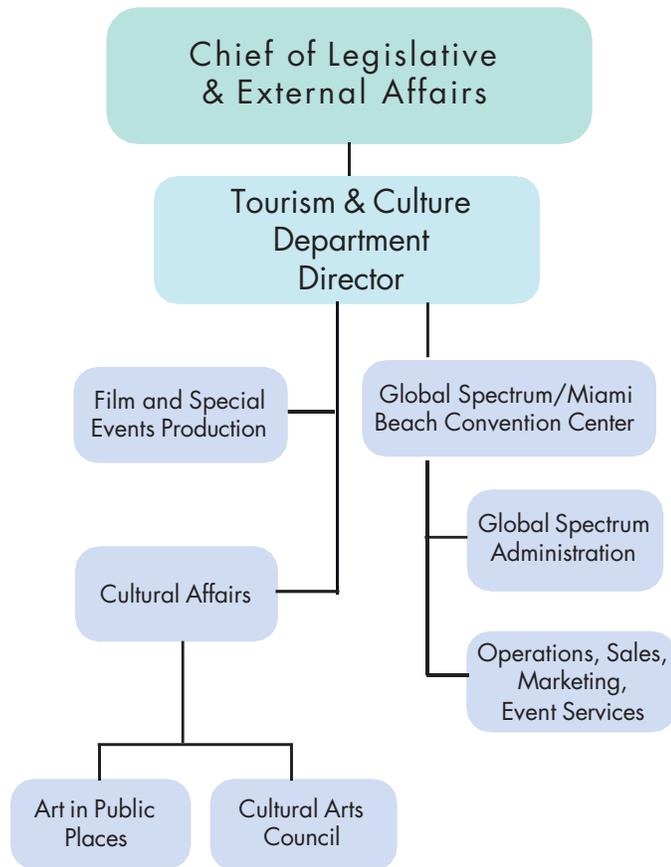


# TOURISM & CULTURE

## DEPARTMENT MISSION STATEMENT

The Tourism and Culture Department (TCD) is dedicated to supporting, attracting, and retaining innovative tourism and cultural programming that accentuates the Miami Beach brand as a world-class, international destination with a holistic approach to resident and visitor quality of life.



## 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, as well as 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 economic drivers for 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 premiere residential community. The City’s goal is to attract high-quality events that measurably benefit Miami Beach, its residents, visitors, and businesses. As a pristine, 7-mile beach community, the City has emerged as a preeminent special event venue as well as a desirable business location, placing a significant demand on City services and resources. This presents the added challenge of striking an appropriate balance between the need to maintain a high residential quality of life and the desire to bring major event activations to Miami Beach. As the liaison to the Miami Beach hospitality, cultural, event and film industries, TCD recognizes the important role it plays in sustaining these organizations, especially during the pandemic. Moreover, TCD, in collaboration with other City departments, continues to fulfill a regulatory role in overseeing the use of public spaces.

To achieve the TCD mission, the department has created three areas of focus that address the rich and diverse Miami Beach cultural and business communities:

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

Each of these units provides sustaining support to residents, businesses and visitors to encourage a robust cultural climate and facilitate the development of a healthy economy.

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 more than 35 cultural presenter grants each season. TCD serves as the primary liaison to cultural institutions such as The Bass, The Wolfsonian-FIU, Miami New Drama at the Colony Theatre and New World Symphony among others.

To support Miami Beach-based cultural organizations during the pandemic, Cultural Affairs distributed \$1 million in relief support to 13 Miami Beach cultural anchors. An additional \$1 million of relief support was distributed to cultural anchors through the FY 2022 grant process.

Cultural Affairs oversees management agreements with both The Bass and Miami New Drama, working closely to ensure that 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. Following the closure of the Colony Theatre in March 2020 due to the pandemic, Miami New Drama reopened in December 2021 with the highly anticipated world premiere of "A Wonderful World," which is a musical about Louis Armstrong. Three additional world premieres debuted in 2022, including "When Monica Met Hillary," "The Cuban Vote" and "Papa Cuatro."

Cultural Affairs also provides oversight to the maintenance and permanent collection at The Bass, which offers a significant portfolio of in-person and virtual art experiences, education programs and temporary public art commissions to keep the community engaged. Museum operations are supplemented by the Friends of the Bass Museum, Inc., a 501(c)3 organization established to advise trustees and serve as the museum's main fundraising entity. Highlights of the season included "Naama Tsabar: Perimeters," which fuses elements from sculpture, music, performance, and architecture and transformed the museum itself into a playable instrument. In addition, the museum featured "Alex Israel X Snapchat," an exhibition of works that use Snap's augmented reality (AR) technology to bring Alex Israel's self-portraits to life.

In addition, 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. Over the past year, the program has overseen the donation process for two major works of public art, including "White Star" by Mark Handforth and "Minna" by Jaume Plensa. Through its Legacy Purchase Program, AiPP acquired an installation by Abu Dhabi-born, Dubai- and Brooklyn-based artist Farah Al Qasimi, which will be installed in the East Lobby of the Miami Beach Convention Center. In addition, AiPP started to oversee a major restoration of Tobias Rehberger's "obstinate lighthouse (2011)" located in South Pointe Park in March 2022.

**Film and Special Event Production** division manages, and issues special events and film permits, 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 and over 300 special event permits 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. It also serves as liaison to the Production Industry Council (PIC) and hosts monthly special event community meetings. In FY 2021, our annual marquee events returned to Miami Beach, including Art Basel Miami Beach, Design Miami, Scope, Untitled, and the Hyundai Air and Sea Show.

## DEPARTMENT DESCRIPTION CONT'D

In FY 2022, TCD continued to work comprehensively with event producers, City colleagues and contract managers to implement COVID-19 recommendations to improve health, safety and sustainability with a leadership role in major events planning. Attracting and managing quality and COVID-19 precautions for 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 citywide revenues.

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. TCD also serves as liaison to the Convention Center Advisory Board (CCAB). The new world-class Miami Beach Convention Center represents a critical revenue generating stream for the City as well as serving as a tourism and destination attraction.

## 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. In addition, Film and Special Event Production division 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.

Cultural Affairs programming is funded by Resort Tax revenues. Although previous grant cycles were funded by the Cultural Arts Council emergency fund, Resort Tax revenues for FY 2022 have trended upwards, allowing the grant programs and operations to be funded from current tax revenues.

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."

The Miami Beach Convention Center generates revenue from rental use of the facility, food and beverage sales as well as associated show-related services. The 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.

# TOURISM & CULTURE

## FISCAL ENVIRONMENT CONT'D

While most U.S. and International travel and tourism markets have faced challenges bouncing back to pre-pandemic numbers, the City of Miami Beach has been a super performer concerning the recovery of hotel occupancy and Average Daily Rate (ADR) in 2021. The City has maintained a consistent pace that was reflected a year ago, with being generally in the top five significant markets in the U.S. with travel search engines. We closed out December 2021 with a 72.3% occupancy rate, up 45.1% from 2020, and RevPar at \$362.87, up 160.8% from 2020. The future trend looks stellar, with March 2022 numbers displaying air travel up 16.5% from 2020 and hotel occupancy up 9.9% from 2020. As in past years, the City continues to attract the interest of notable events, conventions, and conferences.

Miami Beach continues to be a strong brand with a solid reputation as a leading travel destination. It was recognized in 2021 with the North Star Meeting Group's Silver Stella Award for the Miami Beach Convention Center.

TCD will continue to prioritize safety for all those attending the Convention Center during and after 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-pandemic 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-pandemic market.



## 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:

- Full-Time Office Associate IV Position
- Temporary Art Installations
- Incorporating Art to Public Infrastructure

### Resilient305 Actions:

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

# TOURISM & CULTURE

## BUSINESS ENVIRONMENT

Miami Beach's reputation as an international hub of arts and culture 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.

TCD has developed clear and consistent processes and regulatory frameworks for special events and encourages high standards from vendors that balance the economic, environmental and community benefits and concerns. Throughout the pandemic, TCD has managed to maintain a cohesive relationship with the arts, culture, special events and film industry leaders. Internally, TCD has a close working relationship with various city departments, such as Fire, Police, Code, Public Works, Parks and Recreation, Property Maintenance, Beach Maintenance and Environmental Sustainability in order to ensure city rules and regulations are followed.

## SIGNIFICANT ACCOMPLISHMENTS

### Cultural Affairs

- Instituted significant changes to grant applications for cultural anchors and cultural presenters, which produced increased effectiveness, accountability, cultural impact as well as assisted the CAC in scoring applications
- 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.

### Cultural Programs

TCD historically has been a film and special event permitting office. Since FY 2020, the department has experienced a growth in demand for in-house produced programming. In FY 2021, TCD produced eight cultural events and programs. They are detailed as follows:

- **No Vacancy:** Funded more than 300 culture service days per year, not including cultural anchor institutions which provide experiences year-round through the CAC grant program
  - Partnered with the VCA to implement the second edition of 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. Taking place for 21 days, November 18 – December 9, 2021, the program awarded \$25,000 in prizes and garnered extensive national and international media coverage
- Implemented **Miami Beach Open House**, an innovative artist residency program that filled vacant Miami Beach storefronts with workspaces, studios, exhibition spaces, and multidisciplinary performances. The program, which placed 36 artists in empty storefronts, augmented the dynamic cultural

## SIGNIFICANT ACCOMPLISHMENT CONT'D

atmosphere and highlighted available spaces for temporary and long-term economic opportunities. Several long-term successes emerged from Open House, including Bookleggers Library, which has been in residence in a free space since March 2021; a collaboration between Hispafest and their Miami Beach Open House landlord partner to form a year-round and permanent arts incubator in North Beach; a long-term gallery and exhibition space in South Beach operated by Bas Fisher Invitational and Goldman Properties since March 2021 as well as Juan Mattos and the Dominga's Photo Studio in the Bridge Tender House outside the Wolfsonian-FIU. Museum.

- Launched the third season of **Culture Crawl** in October 2021, which featured free and unique cultural experiences throughout the city each third Thursday of the month through May, from 6 p.m. to 9 p.m.
- For the second iteration of **Juneteenth Freedom Day Celebration**, along with distinguished speakers, the program grew to include performances by Jim Gasior and the New World School of the Arts Jazz Band, Poet Butterfly Jones, and the Peter London Global Dance Company. The morning event kicked off a full day of City sponsored programming.
- Inaugurated the second **Miami Beach Hall of Fame** that recognizes remarkable individuals who have made a lasting and significant impact on Miami Beach.
- **Miami Beach OnStage!**: This event marks the city's largest free outdoor performing and visual arts program with live performances and site-specific temporary art installations in Miami Beach's beautiful parks, pedestrian streets and other unexpected locations throughout the city. These culturally diverse performances include music, movies, dance, and art.
- **Miami Beach Live!**: Production began on the inaugural March 2022 programming in June of the previous year for Miami Beach Live!, a four-weekend concert series that included, Friday night movies, Saturday concerts and weekend-long health, wellness and family-friendly activations. Each weekend was themed to include dance, pop, world and Broadway/symphonic talent and activations. Top-tier booked talent included Wilson Phillips, Jon Batiste, Alanis Morissette and Bernadette Peters though circumstances forced a cancellation of the performance by Peters. TCD worked closely with the GMCVB and Miami Beach VCA in the marketing of the events.

### Colony Theatre Miami New Drama

- In October 2021, Miami New Drama offered nine performances of "A Special Day" for free to our community. With minimalistic elements that celebrate the power of the imagination and remind us of the true essence of live theatre, Miami New Drama gifted this show to more than 2,000 people in our community partnering with nonprofit organizations, schools and others to make sure our community has access to theater and the arts.

# TOURISM & CULTURE

## SIGNIFICANT ACCOMPLISHMENT CONT'D

- Miami New Drama has co-produced an international tour of "Puras Cosas Maravillosas," starring Erika de la Vega, in Panama and soon to be in Argentina and Ecuador. The "7 Deadly Sins" concept has been licensed for production around the world in partnership with Tectonic Theatre Project after its version ran successfully in the Meatpacking District of New York in the summer of 2021. Finally, the published multilingual version of "Our Town" continues to be produced around the country, most recently opening at Dallas Theatre Center. Miami New Drama's impact and reach spans well beyond Miami-Dade County and Miami Beach will continue to reap the benefits.



### Art in Public Places (AiPP)

- Partnered with Studio Olafur Eliasson to Launch Earth Speakr in the US. Earth Speakr is created by Olafur Eliasson with his studio, kids, creative partners, and a group of researchers and experts, and is funded by the Federal Foreign Office on the occasion of the German Presidency of the Council of the European Union 2020 and realized in cooperation with the Goethe-Institut
- Increased Insurance Coverage of AiPP Collection by \$15M+ with the addition of the MBCC artworks, the Legacy Purchase Program pieces, and an increased valuation of the AiPP Collection as a whole, the collections' value increased by more than \$15M since the previous Fine Art Policy was underwritten

## SIGNIFICANT ACCOMPLISHMENT CONT'D

### Bass Museum

- To make the museum a welcome place for all, The Bass is a Miami Beach registered "safe space" for the LGBTQ+ community. The Bass entered an exciting partnership with the Museums for All program becoming the first Miami-Dade cultural institution to join 300+ museums nationwide that offer free/reduced admission to those receiving food assistance (SNAP). The Bass ensures free admission for up to four guests per SNAP card.
- STEAM Plus, initiated in 2019 by Mayor Gelber, is a curriculum-based art program managed by The Bass offered in conjunction with Hack Shack, Helping Hands, Jewish Museum of Florida, Miami Beach Botanical Gardens, Miami City Ballet, Miami Theater Center, Miami New Drama, New World Symphony, Perez Art Museum Miami, The Wolfsonian- FIU and Young Musicians Unite. Organizations offer seven Miami Beach public schools STEAM activities fusing M-DCPS curricula with the arts. In the most recent academic year, the initiative served 4,310 students, a 47% increase. The Bass facilitated 31 partnerships, serving 209 classes and 191 teachers, resulting in 1,127 instruction hours. 45 local teaching artists were supported by STEAM Plus employment and professional development led by The Bass provided teachers with enhanced understanding of incorporating arts through STEAM, utilizing technology. Achievements include students displaying their artwork at Miami Dade College and local galleries, a mentoring collaboration between Miami Senior High Robotics Club and Miami Beach Nautilus Middle School and 10 students received placement in Miami City Ballet's after-school program.
- Presented in person and live streamed the Curator Culture series: with speakers Thelma Golden, Dr. Jessica Harris, Abraham Cruzvilegas, Regina King, Questlove, Henry Louis Gates and Najja Moon, among others

### Film & Special Event Production

- In 2021, TCD implemented revisions to the Film Incentive Program. These changes are meant to maximize the reach of the program by increasing the number 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 provide funding to encourage the development of homegrown talent. Based on these new guidelines, TCD was able to successfully allocate 100% of the incentive funds for the first time in the Incentive program's history, fulfilling the program's mission to incentive local filmmakers, and attracting large scale projects and production adjacent activations, such as film festivals. Under the new Film Incentive Guidelines, TCD funded incentives for 10 local filmmakers under the Sustainability in Action program, one (1) Netflix TV series "Do Revenge" and one (1) major film festival titled "SlamDance."

# TOURISM & CULTURE

## SIGNIFICANT ACCOMPLISHMENT CONT'D

- Notable special events in FY 2022 included The Miami Boat Show, Orange Bowl, South Beach Wine, and Food Festival, Art Basel, Design Miami, Miami Beach Gay Pride Festival, Art Deco Weekend, and Hyundai Air & Sea Show. We were also excited to have the FTX Grand Prix Festival in May 2022, bringing international visitors and race car aficionados to the Art Deco Cultural District.



### Tourism & Conventions

- Based on the 2021 GMCVB Annual Report, the desire to visit Miami Beach experienced a steady increase in tourism and travel recovery during the pandemic. Travelers from the northeast United States showed an even greater likelihood to visit Miami Beach, surpassing Florida residents in 2020 from all markets and was the go-to spot for both domestic and international markets.
- Based on the 2021 GMCVB Annual Report, Miami Beach remained the most popular place to visit for 2021 overnight visitors, with 48% of domestic visitors, 23% of international visitors and 28% of Florida residents (based on 2021 Q4 data)
- Based on the 2021 GMCVB Annual Report, 28% of Florida residents visited Miami Beach
- Based on the 2020 GMCVB Annual Report, Greater Miami attracted 24.7 million overnight visitors, of which 10.6 million were tourist visits to Miami Beach, in the face of a worldwide pandemic that shut down travel for months. Total visitors were up 2% from 2019.

## SIGNIFICANT ACCOMPLISHMENT CONT'D

- Below are a representative sample of articles highlighting Miami Beach as a tourist destination:
  1. [Lockdown-free Florida Seen as Top Vacation Spot for Holidays \(mysuncoast.com\)](https://mysuncoast.com/lockdown-free-florida-seen-as-top-vacation-spot-for-holidays)
  2. [Florida Wins Big in Travel+Leisure’s 2021 World’s Best Awards \(visifloridamedia.com\)](https://visifloridamedia.com/florida-wins-big-in-travel-leisure-2021-worlds-best-awards)
  3. [Miami Beach Welcomes New, Travel-Worthy Hotels and Experiences \(apnews.com\)](https://apnews.com/miami-beach-welcomes-new-travel-worthy-hotels-and-experiences)
  4. [Key West, Miami Beach Top Summer Travel Spots — Tripadvisor | Miami Herald](https://tripadvisor.com/miami-herald/key-west-miami-beach-top-summer-travel-spots)
  5. [Miami Beach Archives - Guide to World’s Best Destinations - Traveler.com](https://traveler.com/miami-beach-archives-guide-to-worlds-best-destinations)
  6. [Cancun, New York and Miami, in the first positions of the Top 20 of the favorite tourist destinations of 2021 - American Post](https://americanpost.com/cancun-new-york-and-miami-in-the-first-positions-of-the-top-20-of-the-favorite-tourist-destinations-of-2021)
  7. [South Florida Expecting A Tourism Rebound For Spring Break – CBS Miami \(cbslocal.com\)](https://cbslocal.com/south-florida-expecting-a-tourism-rebound-for-spring-break)
  8. [Bookings Soaring with Return of International Travelers - Miami Today \(miamitodaynews.com\)](https://miamitodaynews.com/bookings-soaring-with-return-of-international-travelers)
  9. [Miami Beach Tourism and Hospitality Industry Making Faster Than Expected Recovery - Citywide \(remiamibeach.com\)](https://remiamibeach.com/miami-beach-tourism-and-hospitality-industry-making-faster-than-expected-recovery-citywide)
  10. [Miami Beach Hoteliers Say Visitors Are Returning | Miami Herald](https://miamiherald.com/miami-beach-hoteliers-say-visitors-are-returning)

### Miami Beach Convention Center

- Major events hosted in FY 2022 included Florida Supercon, Jewelry International Showcase, Florida International Medical Expo, American Society of Plastic Surgeons Convention, Catersource, the International Floriculture Expo, Seatrade Cruise Global Annual Meeting, and eMerge America’s Technology Conference. For the first time ever, the facility hosted the Bitcoin 2022 Conference, with the events footprint extending into Pride Park.
- The Miami Beach Convention Centers achieved GBAC Star Facility Accreditation and LEED Silver Certification. In December 2021, the facility was awarded a Silver Stella Award by Northstar Meeting Group.

**“ 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, which provides an international profile lift for Miami Beach. Venues include The Bass, Fillmore Miami Beach at the Jackie Gleason Theater, Miami Beach Bandshell and Colony Theatre
- 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

### Film & Special Event Production

- Working with the Production Industry Council (PIC) to develop a strategic plan that will promote the city as a premier location and attract film and print industry projects
- 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 continue implementing best practices for production-specific COVID-19 safety procedures

### Miami Beach Convention Center

- Identifying, securing, and maintaining strong 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 Miami Beach Convention Center
  2. Ability to leverage renovations or expansions of existing facilities in order to compete for convention and corporate business
  3. Ability to secure competitive hotel packages for convention, trade show and corporate groups looking to come to Miami Beach
  4. Highlight the Global Biorisk Advisory Council (GBAC) accreditation attained by the Miami Beach 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 continue prioritizing safety to all those who visit the center during and after the COVID-19 pandemic

## FUTURE OUTLOOK

The City's profile as tourism location was enhanced during FY 2022, as residents, visitors and businesses explored new arts, cultural and business opportunities. The pandemic has had a significant effect on the past decline in Revenue Per Available Room (RevPAR). However, it has demonstrated a steady rise along with hotel occupancy and room rates. The City will continue to develop strategies to address the volatility associated with market downturns, natural events and pandemics. We will also continue to look for ways to further market City attributes to ensure that both tourists and residents are aware of the many cultural and artistic offerings in Miami Beach. The City's cultural profile continues to expand with new events and arts activities.

