



VISIT LAUDERDALE

2021 GROWTH PLAN
resiliency
+ RECOVERY

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Message from the President

Visit Lauderdale (a.k.a. the Greater Fort Lauderdale Convention & Visitors Bureau) is pleased to present to our community the organization's 2021 Growth Plan entitled **Resiliency + Recovery**. This document highlights the goals, strategies and tactics for each of our operating departments for the coming fiscal year. The Plan also highlights our destination marketing initiatives relative to target markets, demographics and geographic focus.

In addition, the Plan presents a roadmap concerning the direction of the hospitality industry's economic recovery from the dramatic impact of the COVID-19 pandemic. Tourism defines Broward County's economy, and with that realization, the CVB has responded with an unprecedented level of effort and innovation. We have embraced the fluidity of these difficult times, and the resiliency we have displayed will be the foundation of future successes. This success will be defined by a full recovery of our vital tourism economy.

I would like to thank our community stakeholders and the entire CVB team for their unwavering support during these trying times. We are proud of what we have accomplished.

STACY RITTER, PRESIDENT & CEO



Introduction: Resiliency + Recovery

During the Spring of 2020, the Greater Fort Lauderdale CVB and the community it serves showed great resiliency in the face of unprecedented and unimaginable events. We have persevered and, in the process, we are stronger and more capable of facing an uncertain future. Through courageous action with our valued community partners the CVB has built new innovative approaches of managing, marketing and selling our destination.

Finding strength in our resiliency, we now enthusiastically lean-in to the economic recovery of the Broward County visitor industry. It will not be easy, but with adaptability and innovation the CVB faces the uncertainty with new confidence.

With 31 municipalities we are one community united to solve the most complex economic challenge of our lifetime. Our sense of inclusion, authenticity and collaboration will be our strength. It is a powerful combination as we optimistically look to the future.

The 2021 Growth Plan reflects this winning formula. This Plan is our commitment to you, our valued stakeholders, that a full economic recovery is our all-encompassing objective.



Organizational Values

The GFLCVB team is committed to management and organizational excellence. We are driven by the following values:

- Results Oriented
- Innovative
- Passionate
- Diverse
- Collaborative
- Resilient
- Courageous
- Accountable

Through the instability which characterizes 2020, we have aggressively addressed the dramatic economic consequence of a global pandemic and we have remained true to our Vision and Mission. These “cornerstones” provide direction for sustainable growth of Greater Fort Lauderdale, based on the shared interests of stakeholders, visitors and the local community.

Vision

To captivate visitors from around the world with our relaxed warmth, adventurous spirit, diverse culture and flavors.

Mission

Advance Greater Fort Lauderdale's economy and create job opportunities for our residents by promoting our community and our visitor industry on a global stage.



Evolving Brand Attributes

COMMUNITY-DRIVEN

We support and foster relationships with local businesses and leaders, while finding new opportunities for innovation and collaboration.

PROGRESSIVE & PROVOCATIVE

We are advocates of growth and change. We stay curious. We seek out the unexpected and encourage residents and visitors to do the same.

INVIGORATING & INVITING

We bring a fresh perspective to typical vacations. We surprise visitors with new ways to relax and recharge, while remaining uncomplicated.

DIVERSE & INCLUSIVE

Diversity is in our DNA. We welcome everyone under the sun with open hearts.

COSMOPOLITAN

We are an emerging, dynamic and international destination – evolving every day.

Destination Marketing Overview

Visit Lauderdale, also known as the Greater Fort Lauderdale Convention & Visitors Bureau (GFLCVB), is a public authority chartered by Broward County with the purpose of attracting overnight visitors to the community to support the local economy, expand the customer base for local businesses, create jobs and generate tax revenue.

Visit Lauderdale creates and manages the tourism destination marketing and sales efforts raising awareness regionally, domestically and globally. These promotional efforts are tied directly to the attraction of more than 13 million overnight visitors each year who spend \$6.27 billion, resulting in \$8.8 billion in economic impact.

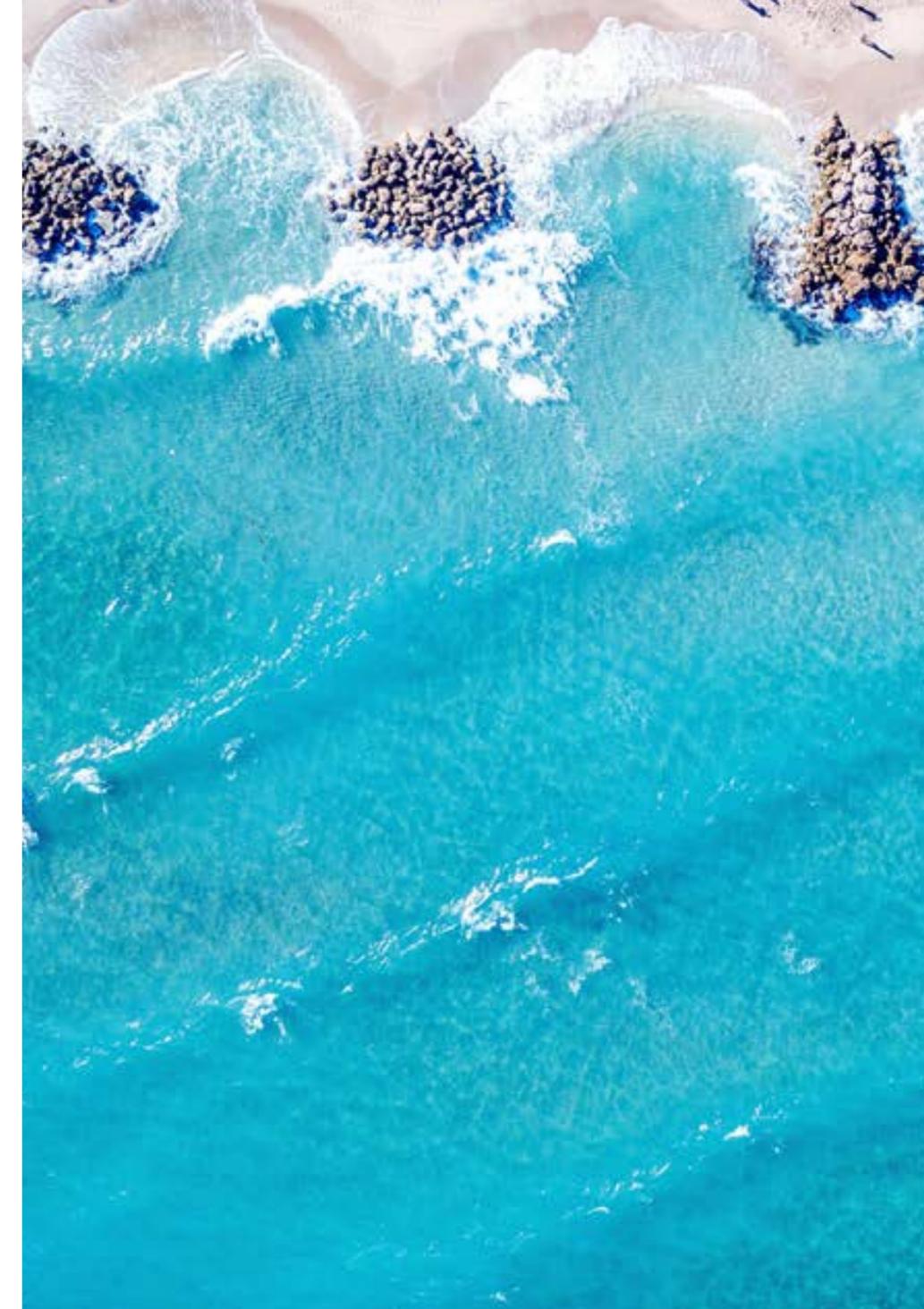
We are a destination on a mission to drive tourism. We're letting the world know that time spent here is a chance to refresh and recharge, while exploring the opportunity to meet new people and try something unexpected –all while providing a safe and clean experience in the new normal.



Marketing Overview (cont.)

From 23 miles of beaches in the east, to the Florida Everglades in the west, we are a diverse and inclusive community that's 31 municipalities strong. Together with civic leaders, partners and residents, we're working for the common good.

People from over 170 countries, speaking more than 147 languages call Broward County home. They are our welcoming committee into distinctive neighborhoods that are alive with culture, flavors and activities. With easy access through Fort Lauderdale-Hollywood International Airport and Port Everglades, we are the heart of South Florida.





Targeting

VISIT LAUDERDALE

Target Audiences

- Greater Fort Lauderdale loyalists who have traveled to the destination in the past
- Active adults who embrace diversity, including LGBT+ and multicultural travelers
- Multigenerational travelers visiting as a family
- Meeting planners
- Travel advisors

Demographics

- Millennials without children, HHI \$75k+
- Multigenerational travelers and families with one or more children at home, (age 25-54), HHI \$100k+
- Couples, focusing primarily on women (age 25-54), HHI \$100k+
- Multicultural travelers, HHI \$100k+
- LGBT+ travelers, HHI \$100k+



Geographic Focus

- Pre-Recovery Stage: Paid advertising is paused while health and safety is paramount
- Recovery Stage 1: State of Florida and drive market
- Recovery Stage 2: Traditional markets of lift + nationwide digital sponsorships
- Full Recovery: return to traditional consumer, convention, trade show, sports, international, LGBT+ and Multicultural markets

We are monitoring the recovering process by volume and activity at FLL and other top airports. We will use this strategy to look for long-haul markets as they open back up. Some markets might be lagging compared to others and this strategy will help us prioritize marketing investments. We are also closely monitoring national trends relative to meetings and conventions, sports and group tourism and other important niche markets.



Current Situation Analysis

VISIT LAUDERDALE



Economic Recovery Messaging: Key Points

BEACH &
OUTDOOR



OPEN SPACE
& ABILITY
TO AVOID
CROWDS



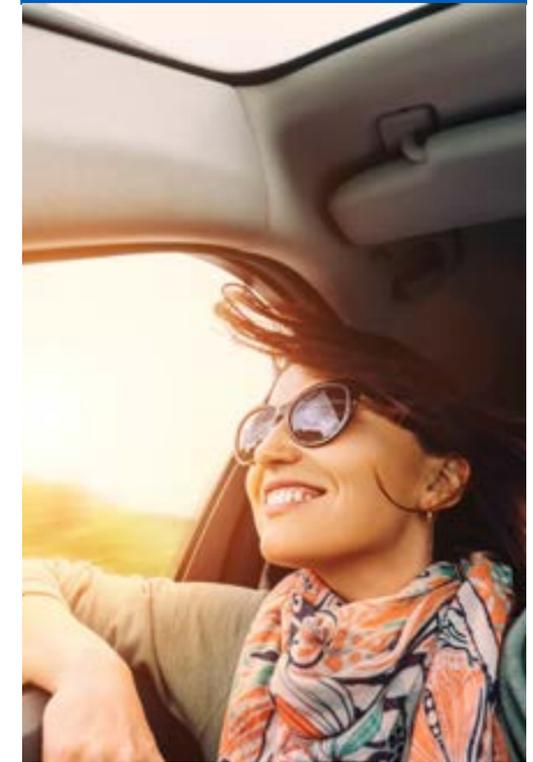
LAUDER
DEALS



ASSURANCE
OF HEALTH
& SAFETY



EASY
ACCESS
BY DRIVING





Economic Recovery

For the tourism industry around the world, the COVID-19 crisis has been a dramatic and defining moment.

Tourism is the lifeblood of the Broward County economy and the recovery will have many starts and stops. We all need to embrace the fluidity of the situation as new conditions unfold. We encourage our stakeholders, industry partners and residents to help with the recovery plan. Flexibility is crucial as we navigate this challenge together.



The Deciding Factors

When travelers make their decisions, it is imperative that they see Broward County as a safe and clean destination. We believe that this factor will outweigh all others as travelers make their travel plans.

How Broward County businesses present their various tourism products as safe to visitors, will be the difference between success and failure. Hotels, restaurants, attractions, event venues, arts and culture entities, transportation assets and retail will need to collaborate at unparalleled levels to assure consumers that the entire tourism value chain is safe and secure. And that is why we continue to encourage businesses to take our Safe + Clean Pledge. As of September 15, 2020, more than 335 businesses have taken the pledge.

In addition to safety and cleanliness, we submit that our iconic beaches and the great outdoors affords visitors a winning combination. This, coupled with a focus on affordable accommodations for drive-market consumers, will assure a full economic recovery.

The New Normal

The circumstances surrounding COVID-19 have been most unfortunate. However, the GFLCVB team believes that it is an opportunity to align the visitor industry more closely with the destination's broader economic and community goals. This evolution of the GFLCVB from destination marketing to destination management is a strategic expansion from promoting communities to building communities. This in turn provides richer visitor experiences and more local business opportunities to help promote and differentiate the brand in an increasingly commoditized global marketplace.

The GFLCVB leadership suggests that the pandemic is a catalyst to rethink how our industry can once again enjoy robust growth, but in ways that build a stronger more equitable and a more resilient community.

Finally, how organizations can define their community DNA and how visitors can plug into that is what will differentiate the Visit Lauderdale brand and drive engagement and conversation, not only recovering from COVID-19, but also for the long-term future.



Key GFLCVB Organizational Goals

CONVENTION AND GROUP SALES

- Expedite the destination's group market recovery
- Secure value-minded large groups that can meet at the convention center during the construction of Phase 2.
- Lay the foundation for a successful opening of our newly expanded convention center and headquarters hotel.

SPORTS DEVELOPMENT

- Work closely with core business partners to ensure a safe return to sports events, and to stimulate growth in the number of visitors participating in and attending these events.
- Re-imagine our relationship with large sporting events.
- Position Greater Fort Lauderdale as one of the top 5 sports destinations in the nation.

MARKETING AND COMMUNICATIONS

- Generate 1 billion paid and earned media impressions
- Exceed 10 million organic social media impressions and 30K referrals to sunny.org
- Drive 2.5 million visits to sunny.org

Organizational Goals (cont.)

DIVERSITY, INCLUSION AND MULTICULTURAL

- Increase LGBT+ and Corporate America room nights to Greater Fort Lauderdale and increase destination awareness as one of the most diverse and inclusive destinations in the US. Success for this goal will be measured by bringing at least 4 meetings with a total of 5,000 room nights.
- Increase the destination's share of the LGBT+ leisure, sports, film, and meetings business, and by 2025 be in the Top 5 US LGBT+ destinations. Success for this goal will be demonstrated with national research provided by Community Marketing & Insights.
- Increase domestic and international LGBT+ travel visitation to Greater Fort Lauderdale. This will be measured by a minimum of 5 national and international LGBT+ travel stories on GFL.



Organizational Goals (cont.)

DIVERSITY, INCLUSION AND MULTICULTURAL

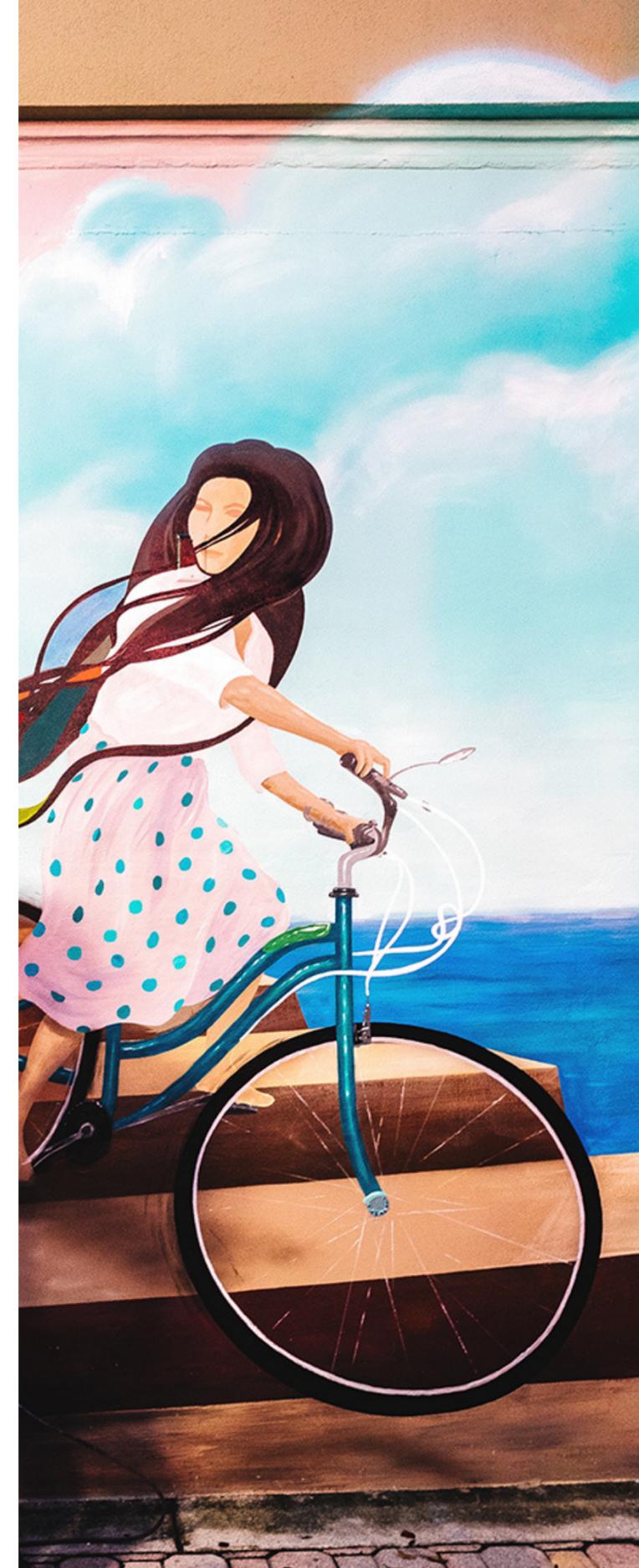
- Increase LGBT+ niche market segment tourism and awareness to Greater Fort Lauderdale including disabled, transgender, gay family, weddings, and honeymoons.
- Increase Greater Fort Lauderdale's visibility and appeal with millennial travelers. This will be measured by bringing in three well known influencers to showcase GFL.

FINANCE, ADMINISTRATIVE AND EXECUTIVE

- Provide management of all human resource functions to assure a productive and satisfying work environment, which is compliant with all Broward County policies and procedures.
- Ensure that the GFLCVB complies with all financial and budgetary requirements by adhering to both Broward County standards and DMO industry best practices
- Manage all administrative and operational requirements to ensure equipment, technology, and facilities contribute to the effectiveness of the GFLCVB.
- Empower the organization and hospitality community with the data knowledge necessary to make informed decisions.

Marketing and Communications Department

VISIT LAUDERDALE



Introduction

The Marketing and Communications Department is responsible for attracting overnight lodging visitors and expanding awareness of the Greater Fort Lauderdale area to increase aspirational desire to vacation and stimulate lodging demand.

The Department's primary goals include:

- Generate 1 billion paid and earned media impressions
- Exceed 10 million organic social media impressions and 30K referrals to sunny.org
- Drive 2.5 million visits to sunny.org

Using robust analytics and data-driven insights, the Visit Lauderdale Marketing & Communication team shapes creative messaging and determines the most effective distribution channels for paid media, while complementing that with integrated proactive public relations efforts, content development strategies, niche promotions and a social media outreach program to further amplify destination buzz. Why? To attract visitors who serve as a customer base for local businesses and spend tourist dollars in Broward County.

Key Performance Indicators

The Team is using the following key performance indicators and metrics to evaluate our performance:

ADVERTISING

Monitor each individual media channel's performance, using Google Analytics to complete the picture.

SOCIAL MEDIA

Monitor and evaluate using social metrics of impressions, website referrals, engagements, reach and shared media value, using Meltwater for statistical analysis.

PUBLIC RELATIONS

Measure using media value, impressions and audience reached, using Cision for media intelligence. Measure website traffic spikes aligned with publicity coverage dates.

WEBSITE

Drive traffic to sunny.org, increase total unique visitors, mobile visitors, organic search traffic, page views and user interaction, using Google Analytics for insights.





Paid Media

VISIT LAUDERDALE

Paid Media: Analytics and Data Optimization

GOAL Maximize analytics and data optimization.

STRATEGY Build strategy and tactics on robust analytics using data to optimize efforts.

- TACTICS**
- Build out new marketing dashboard and analyze regularly.
 - Reach the right audience, at the right time, with the right message through sophisticated targeting and retargeting to connect with audiences and showcase additional messages to the highest potential visitors.
 - Optimize digital messaging and delivery using analytical tools to maximize performance and goal conversion that deliver on KPIs.
 - Test different creative messages to different audience segments within digital and paid social to understand nuances and responsiveness, which showcases the most engaging messaging.
 - Utilize available visitation data to shift media dollars between tactics, partners, and channels based on data and other antidotal insights.



Paid Media: Increase Demand

GOAL

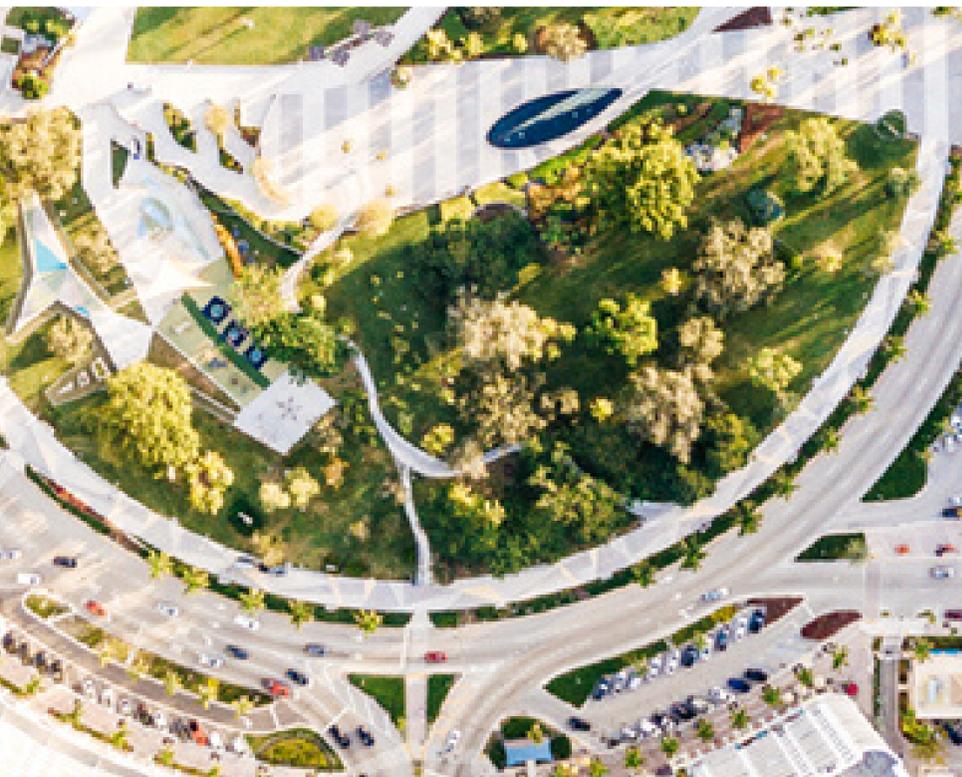
Increase destination demand in all market segments.

STRATEGY

Generate an increase in demand for overnight lodging stays by driving intent to visit the Greater Fort Lauderdale area.

TACTICS

- As the recovery plays out, shift from drive market digital strategy to key DMA digital strategy to ensure a broader reach of potential visitors.
- Connect with potential visitors through mass reach and niche targeting to ensure we fully encompass all key audiences.
- Continually optimize campaigns based on data.
- Target DMAs originating new direct flights to Greater Fort Lauderdale to showcase easy access.
- Create lead generation for the Greater Fort Lauderdale area and BCCC as the ultimate meetings destination.



Paid Media: Flight Channels

GOAL Maximize flighting channels to optimize media plans.

STRATEGY Flight each media channel specific to the media usage habits of each audience segment.

- TACTICS**
- When pandemic subsides, reengage an always-on digital presence.
 - Reach consumers most likely to visit through use of effective media partnerships.
 - Use media delivering measurable results and monitor key performance metrics.
 - Focus budget on measures and added value must-haves.
 - Keep paid social media active throughout the year to continue consumer conversations.
 - Flight video in winter season to capitalize on travelers' desire to escape cold weather.



Paid Media: Leveraging Assets

GOAL

Leverage market assets to target audiences.

STRATEGY

Leverage video and image assets that deliver inspirational storytelling, which creates emotional connections and increases aspirational desire among travelers.

TACTICS

- Engage potential visitors through dynamic storytelling.
- Ensure that all new assets showcase our diversity.
- Integrate video assets into cross-channel units maximizing views and increasing click-throughs.
- Refresh video assets by tailoring online video to individual markets and segments.
- Present Greater Fort Lauderdale as Florida's premier beach destination composed of exciting, cosmopolitan offerings, providing an eclectic, diverse and cultural vacation experience.
- Showcase Greater Fort Lauderdale as the ultimate destination for meetings, groups, sports and events through cutting edge AR technology.



VISIT LAUDERDALE

*Content
Development*



Content Development: Storytelling

GOAL

Use storytelling to depict Greater Fort Lauderdale's compelling narrative.

STRATEGY

Develop, curate and promote world class content through dynamic and diverse storytelling.

TACTICS

- Maintain and expand a robust content library to generate affinity for the destination, highlight distinctive brand attributes and evoke an emotional connection with the consumer.
- Develop creative that integrates with paid media campaigns and keeps the traveler engaged on sunny.org.
- Draw on data from SimpleView, Google Analytics and the expertise of local partners to determine editorial coverage based on consumer interest, news value and search trends.
- Continue to work with local freelance contributors to develop written and visual content with destination authority.
- Procure, create and integrate high-quality visual content (video, live broadcast, Instagram stories, infographics, quizzes, 360-degree photo and video tours, user-generated content) with high shareability and engagement across all digital platforms

Content Development: Storytelling (cont.)

TACTICS

- Continue to utilize Crowdriff technologies to source, curate and display user-generated content in the form of photographs or videos.
- Continue to build-out landing pages focused on the 31 municipalities and offering a thorough overview of all areas of Broward County.
- Deepen collection of social-friendly and engaging static visual content including drone photography, plus new editorial photography and video.
- Research and develop 360-degree photo and video assets and an interactive viewer to allow visitors to browse the destination while planning their visit.
- Continue the collaboration with the Google DMO Partnership Program to enhance Visit Lauderdale's role in Google's growing ecosystem of travel products.



Content Development: Boosting Engagement

GOAL

Develop strategic content to boost engagement and visitation.

STRATEGY

Optimize the online experience for sunny.org and social media channels to provide information according to individual needs and interests.

TACTICS

- Drive advertising and social communications to sunny.org content and landing pages and measure specific click-through actions.
- Maintain an editorial calendar and regularly update homepage.
- Complete a content audit to analyze the online visitor experience.
- Analyze findings and implement technical and content recommendations from SimpleView's SEO team.
- Employ search optimization best practices for new content pages.
- Engage web users with content balancing practical destination insight and resources with more aspirational context.
- Develop custom landing pages for digital campaigns to increase bookings and other conversion goals.
- Leverage sunny.org to serve as main point of fulfillment and to motivate actual and aspirational visitation, promote saving and sharing content.

Email Marketing: Strategic Outreach

GOAL Build visitor intent to travel through strategic outreach.

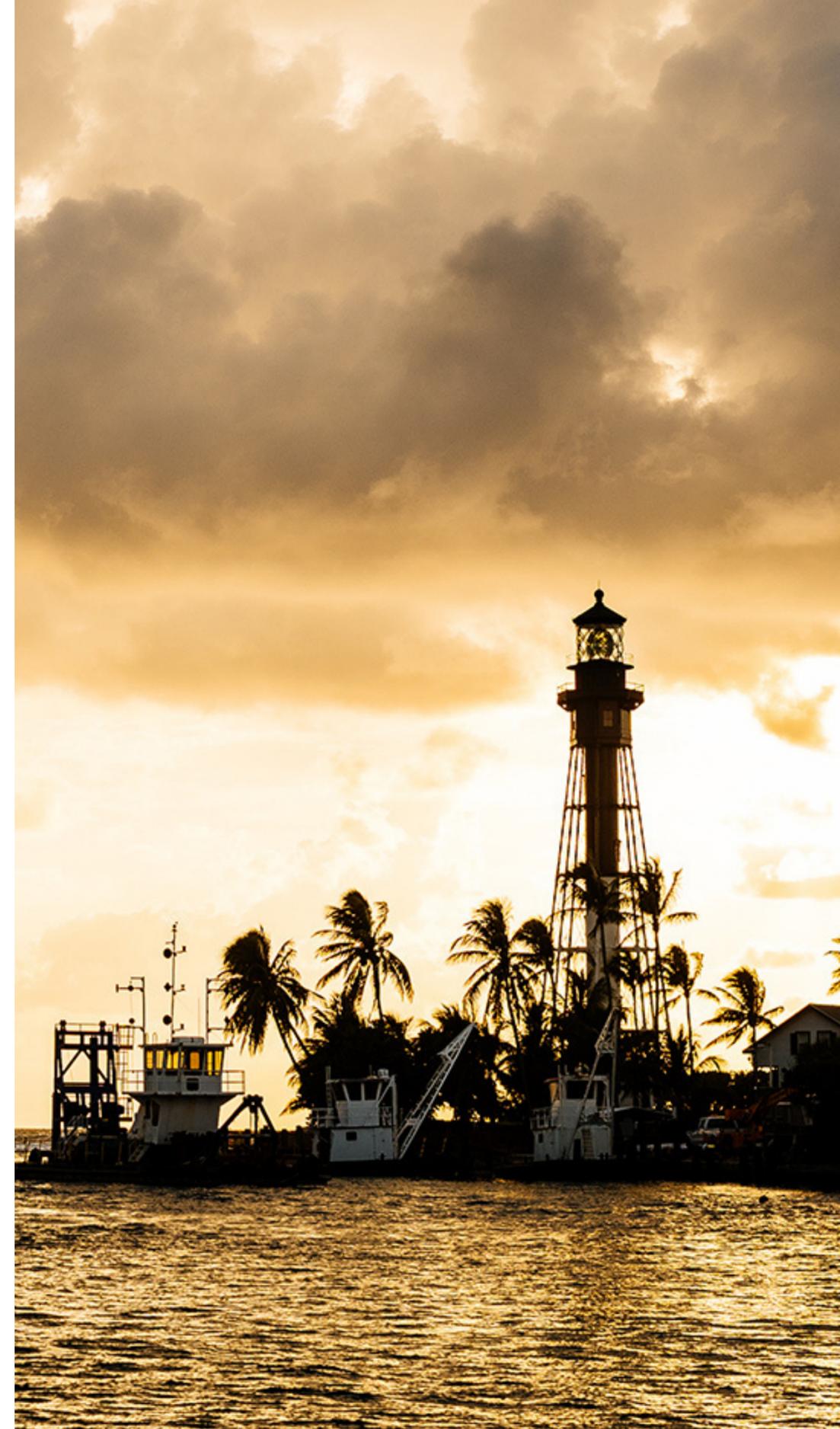
STRATEGY Optimize an online outreach program that leverages e-mail newsletters to consumers and to the local industry.

- TACTICS**
- Explore new e-newsletter marketing tools that functions better within the Broward County email system.
 - Build the e-newsletter subscriber database, grow click-through and open rates and engage new subscribers.
 - Send monthly destination eblasts to partners that drive traffic to sunny.org and inspire travelers to plan and book.
 - Send monthly industry eblasts to keep partners and stakeholders engaged and informed, especially the Marketing Advisory Committee, hotel representatives, chambers of commerce, city representatives, CRAs, etc.



VISIT LAUDERDALE

Community Outreach



Community Outreach: Destination Messaging

GOAL Enhance destination messaging to fully engage stakeholders and residents.

STRATEGY Differentiate Greater Fort Lauderdale by promoting its diverse and distinctive offerings to elevate the destination's visitor appeal and encourage increased patronage by residents of what is in their own backyards.

TACTICS

- Continue and build on regular communications with municipalities and multicultural community leaders to welcome new partners including restaurants, boutiques and custom tour providers.



- Collaborate with all local hospitality partners for cooperative media visits to illustrate the depth of the destination's quality tourism product.
- Engage established content creators to develop story, video and photo assets to promote key activities including fishing, Everglades exploration, water sports, dining, cultural activities and more.

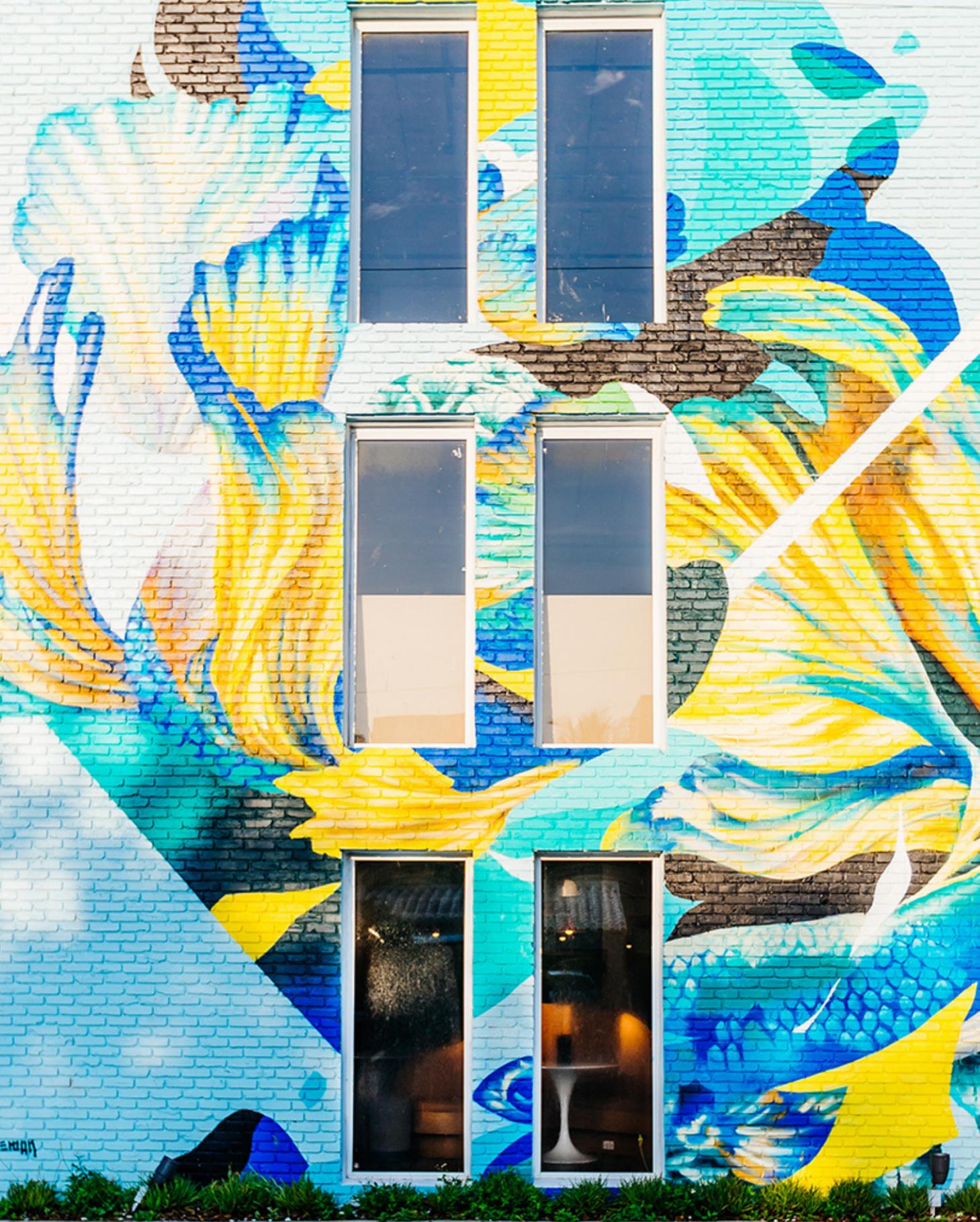


Community Outreach: Destination Messaging (cont.)

TACTICS

- Build out the partner section of sunny.org to include an industry toolkit with videos, images, talking points, messaging and assets.
- Create “how to” courses for industry partners that will broadcast live and have a permanent home on sunny.org. Content can include how to leverage social media, public relations, advertising, email marketing, plus convention and group sales, etc.
- Connect industry stakeholders with other training opportunities through partner organizations.
- Specifically reach out to small businesses and multicultural businesses and explain training opportunities as well as benefits of working with Visit Lauderdale.





VISIT LAUDERDALE

Social Media

Relax...you're here
LAUDERDALE BY THE SEA

THE TOWN OF LAUDERDALE BY THE SEA
VETERANS DAY CELEBRATION
NOVEMBER 11TH AT 10AM
EL PRADO PARK

LAUDERDALE FARMERS MARKET
EL PRADO PARK
4300 El Prado Drive, 9am-2pm
Every Sunday, Dec 1st - May 31st
DISCOVERLBS.COM

Social Media: Boosting Engagement

GOAL Boost engagement to maximize reach across all social channels.

STRATEGY Use key social media channels to drive awareness and create engagement with traveling consumers.

- TACTICS**
- Continue to build a highly engaged community of followers and communicate regularly with them to influence and promote Visit Lauderdale's Instagram, Twitter, Facebook, LinkedIn, YouTube and Pinterest accounts.
 - Create social media content celebrating the people that give Greater Fort Lauderdale its distinct character, including a behind-the-scenes look at the businesses and attractions within the destination.
 - Provide authentic and realistic messaging and content on social media channels.
 - Highlight the CVB team and their efforts on business focused channels like LinkedIn and Twitter.
 - Utilize paid social media to reach our targets by lifestyle preferences, expand reach of marketing campaigns and generate awareness for destination events.
 - Highlight influencer and user-generated content for travel inspired stories from the eyes of the visitor.

Social Media: Boosting Engagement (cont.)

TACTICS

- Leverage YouTube, Facebook and Instagram as video distribution platforms for a new video content program.
- Evaluate other emerging social tools and OTT technologies to further expand the Visit Lauderdale brand.
- Incorporate keyword strategy in social messaging to assist in driving traffic to website.
- Further amplify reach through industry partner mobilization, including business stakeholders, brand enthusiasts and a proud community willing to link to sunny.org or share Visit Lauderdale social and multimedia messages and assets.
- Promote travel trade, group, and meetings news through social media channels.





Social Media & Public Relations: Tools & Tracking

GOAL

Use best practice tools and tracking methodology.

STRATEGY

Use insights and measurement tools to identify public relations and social media opportunities, gauge effectiveness and make adjustments as needed.

TACTICS

- Continue to track ROI of media relations efforts by employing news clip services, tracking media and site visits, logging proactive pitches, monitoring release performance and assessment of media buys.
- Use Cision, Meltwater and Google Analytics to measure traffic and social engagement.
- Develop and deploy strategies to leverage Cision/Meltwater media coverage insights that include high-impact targeting, promotion of trending or high-SEO stories.
- Refine best practices for deployment and integration of destination news content.





Public Relations

VISIT LAUDERDALE



Public Relations: Recovery Messaging

GOAL

Author recovery messages that build visitation to a new normal.

STRATEGY

Provide honest, compelling messaging designed to reassure travelers as they consider traveling again in the wake of COVID-19. Build on Greater Fort Lauderdale's reputation as a lively, fun-filled and intriguing destination with a vibrant arts and culture scene, commitment to diversity and a strong culinary appeal to complement its many charming neighborhoods, hidden gems and diverse activities.

TACTICS

- In the wake of the pandemic, establish the area's reputation as a safe and clean place for visitors.
- Clearly communicate the adoption of the Visit Lauderdale Safe + Clean Pledge.
- Host journalists eager to provide first-hand accounts of vacations within the drive market.
- Inform Greater Fort Lauderdale audiences through engaging content, imagery and messaging that paints a vivid picture of the destination's distinctive appeal.
- Create media materials designed to attract and inform target audiences and their preferred travel interests.
- Cultivate media and influencers who identify with the destination's target markets for creative coverage.

Public Relations: Destination Marketing

GOAL

Create high-impact destination marketing messages across a full spectrum of audiences.

STRATEGY

Support all CVB departments as they reach for their specific audiences.

TACTICS

- Develop highly engaging, personalized itineraries for individual press visits to facilitate authentic stories with rich detail.
- Continue to update the online newsroom and press kit collateral to meet changing needs of journalists on assignment, including photo/video asset management and streamlined media vetting and response.
- Optimize and fully leverage destination news and messaging strategies through integration and alignment with sunny.org editorial content.
- Create content for sunny.org news, pitches and editorials across audiences—including media—to maximize message reach, boost awareness and create synergy among CVB communications platforms and media outreach initiatives.



Public Relations: Driving Awareness

FIRST GOAL Drive awareness to position Greater Fort Lauderdale as a premier global destination.

STRATEGY Create high-impact communications of Greater Fort Lauderdale's dynamic growth with new hotels, districts, day-to-night lifestyle, ease of accessibility and playful vibe.

TACTICS

- Create a schedule for sharing new developments including topic-specific and “What’s New, What’s Happening” press releases and directed pitches to both consumer and trade media outlets.
- Proactively reach out to top consumer and trade publications to secure inclusion in roundups, feature stories and secure media visits.
- Promote ease of access for drive markets, returning and new airlines service and the restart of the cruise industry to showcase the destination’s convenience and accessibility.
- Leverage social media as an integrated tool for media relations, targeted pitching, news distribution and media reciprocity by sharing stories and tagging journalists through CVB social media channels.

Public Relations: Groups and Meetings

SECOND GOAL Enhance groups and meeting sales to assure success for this vital visitor segment

STRATEGY Promote the Greater Fort Lauderdale/Broward County Convention Center to build market awareness, generate bookings and enhance awareness of the destination's business offerings to meeting planners, decision makers and attendees.

- TACTICS**
- Amplify the ongoing journey mapping process through news releases and targeted media pitches to illustrate the destination's innovative and effective safety measures designed to keep attendees safe in the group environment.
 - Create a schedule of news releases, pitches and updates directed to key trade outlets on the progress of convention center aligned with construction milestones and special sales incentives and offers.
 - Promote new contract signings for major groups at the convention center and hotels.
 - Host meetings trade media visits to include tours of the new sections of the convention center.



Public Relations: Travel Trade

GOAL Improve travel trade exposure in domestic and international markets.

STRATEGY Promote domestic and international leisure travel industry sales opportunities and developments to stimulate bookings and relationships.

TACTICS

- Enhance awareness of Greater Fort Lauderdale through promotional campaigns and destination themes.
- Highlight “What’s New” and other destination news and key travel industry sales initiatives with news releases to travel trade media.
- Participate in TravMedia International Media Marketplaces focusing on both consumer and travel trade media in major markets and tied to top trade shows.
- Liaise with the travel industry sales team to assist with integrated marketing, promotions, social media and public relations.

Convention and Group Sales

VISIT LAUDERDALE



Convention and Group Sales: Goal 1

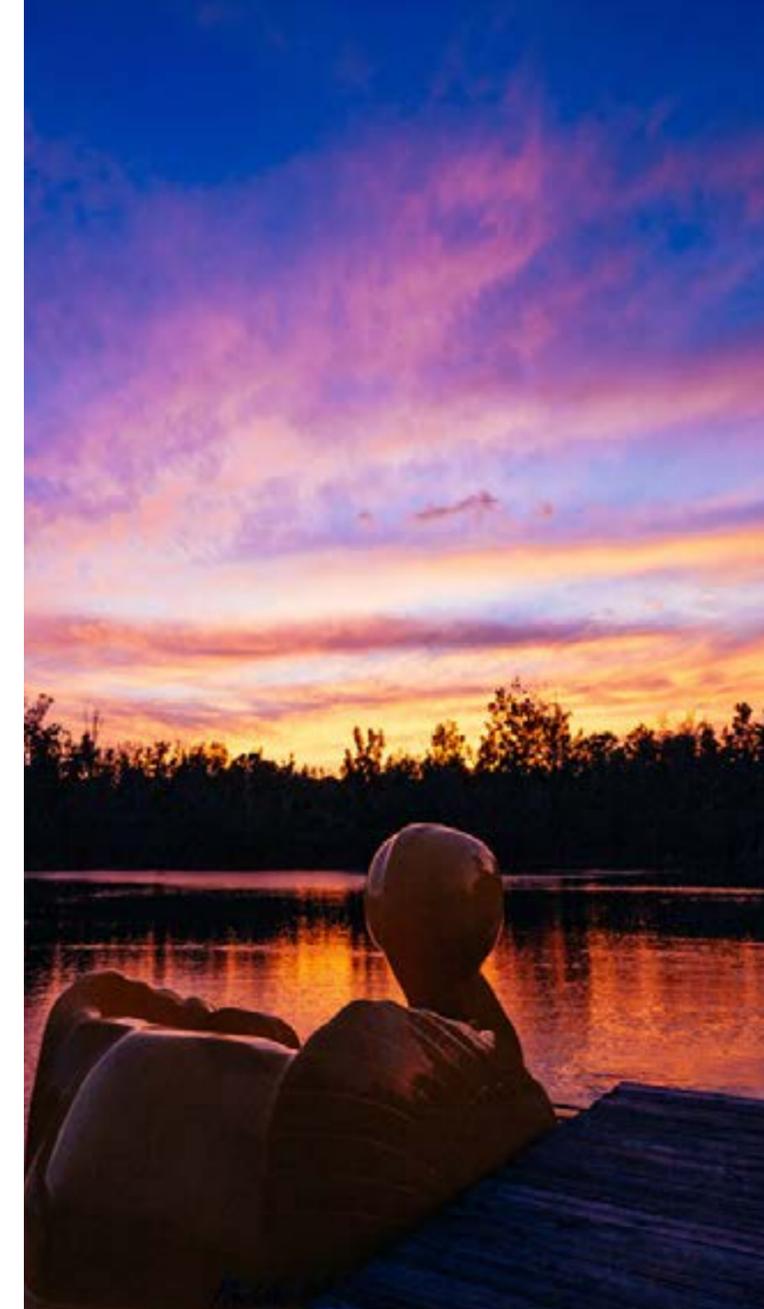
Expedite the destination's group market recovery.

STRATEGY

Build and promote a reputation for being on the leading edge of understanding “the new normal” for meetings and events and capable of delivering safe, yet still effective, meetings.

TACTICS

- Redeploy resources to focus more heavily on state-wide and regional meetings, as well as industries most likely to recover quickest.
- Increase the volume of smaller and midsize meetings that can adhere to social distancing guidelines, while still delivering maximum room nights.
- Specifically target high volume producers of small to mid-size meetings with increased live and virtual sales engagement, enhanced sponsorships, and greater visibility.



Convention and Group Sales: Goal 1 (cont.)

TACTICS

- Temporarily expand “Express Meetings” team dedicated to handling small meetings, building a stronger focus and greater effectiveness in closing business.
- Continue to promote our industry leading PCMA Whitepaper through social media, industry events, and trade press.
- Promote our non-traditional outdoor spaces to be used as meeting venues, providing fresh air and open space for attendees.
- Create memorable, innovative virtual activations and engagement at key industry “trade shows.”



VISIT LAUDERDALE
ESCAPE TO SOUTH FLORIDA... VIRTUALLY

LIVE VIRTUAL SITE TOUR SERIES

Experience Greater Fort Lauderdale from the comfort of your home. Live bi-monthly virtual site tours bring the beauty of South Florida to you.
Next Tour: Wednesday, October 7th at 11 a.m. EST.

TUNE IN LIVE ON:

- 10/07 - Hyatt Centric Las Olas
- 10/21 - Renaissance Fort Lauderdale Cruise Port Hotel
- 11/04 - The Diplomat Beach Resort - Hollywood
- 11/18 - Ft Lauderdale Marriott Pompano Beach Resort

Watch previous tours at:
sunny.org/virtuallive

Register at sunny.org/virtuallivehyattcentric

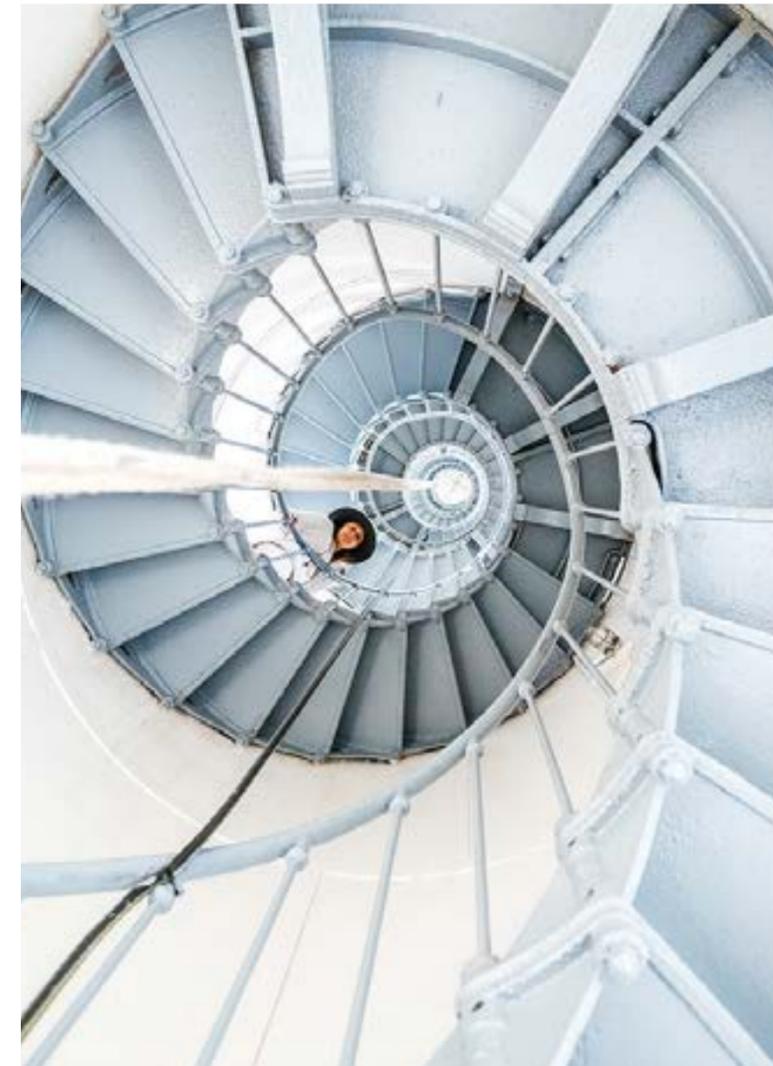


The Future of Live Events

In conversations with dozens of organizers, PCMA found that there are still more challenges than solutions. But in this in-between time when we are still living with COVID-19, we have a rare opportunity to collectively re-architect live events to keep participants safe.

BY BILLY W. CLARKE

Brigitte by
PCMA FORT LAUDERDALE



Convention and Group Sales: Goal 2

Secure value-minded large groups that can meet at the convention center during the construction of Phase 2.

STRATEGY

Identify and secure price-conscious, space-intensive groups greater than 400 rooms per night willing to meet in the convention center despite the distraction from the surrounding construction.

TACTICS

- Proactively solicit top prospective accounts among the SMERF (social, military, education, religious, and fraternal) segment that are traditionally driven by value and/or have difficulty finding venues that can allocate a greater amount of meeting space for their corresponding room block; update this target list quarterly.
- Incentivize appropriate groups to book the convention center with the “10 Million Reasons to Meet” giveaway and other financial offers.
- Increase direct mail, email, social media, and other marketing to the SMERF segment, highlighting the temporary opportunity to utilize a first-tier destination at second-tier pricing

Convention and Group Sales: Goal 3

Lay the foundation for a successful opening of our newly expanded convention center and headquarters hotel.

STRATEGY

Implement a strategic selling plan that targets specifically identified large meetings that will utilize the convention center and consume 1200-1800 hotel rooms per night.

TACTICS

- Hold sales team accountable for success toward 50 identified “target accounts” whose opportunity fits the profile and are currently sourcing venues for July 1, 2024 and beyond; update this target list quarterly.
- Promote the “10 Million Reasons to Meet” incentive, offering a total of \$10 million in convention center meeting space to qualified, marquee groups.
- Increase awareness of the project among key buyer communities by increasing visibility and engagement in leading industry associations, creating memorable in-market and virtual events and site visits, and maintaining a robust social media campaign sharing progress and effectively conveying the “game changer” effect of project.
- Prioritize the focus of regionally deployed national sales executives to be larger targeted accounts by shifting unsolicited, small size meeting demand to the new “Express Meetings” department.

Children's Hospital

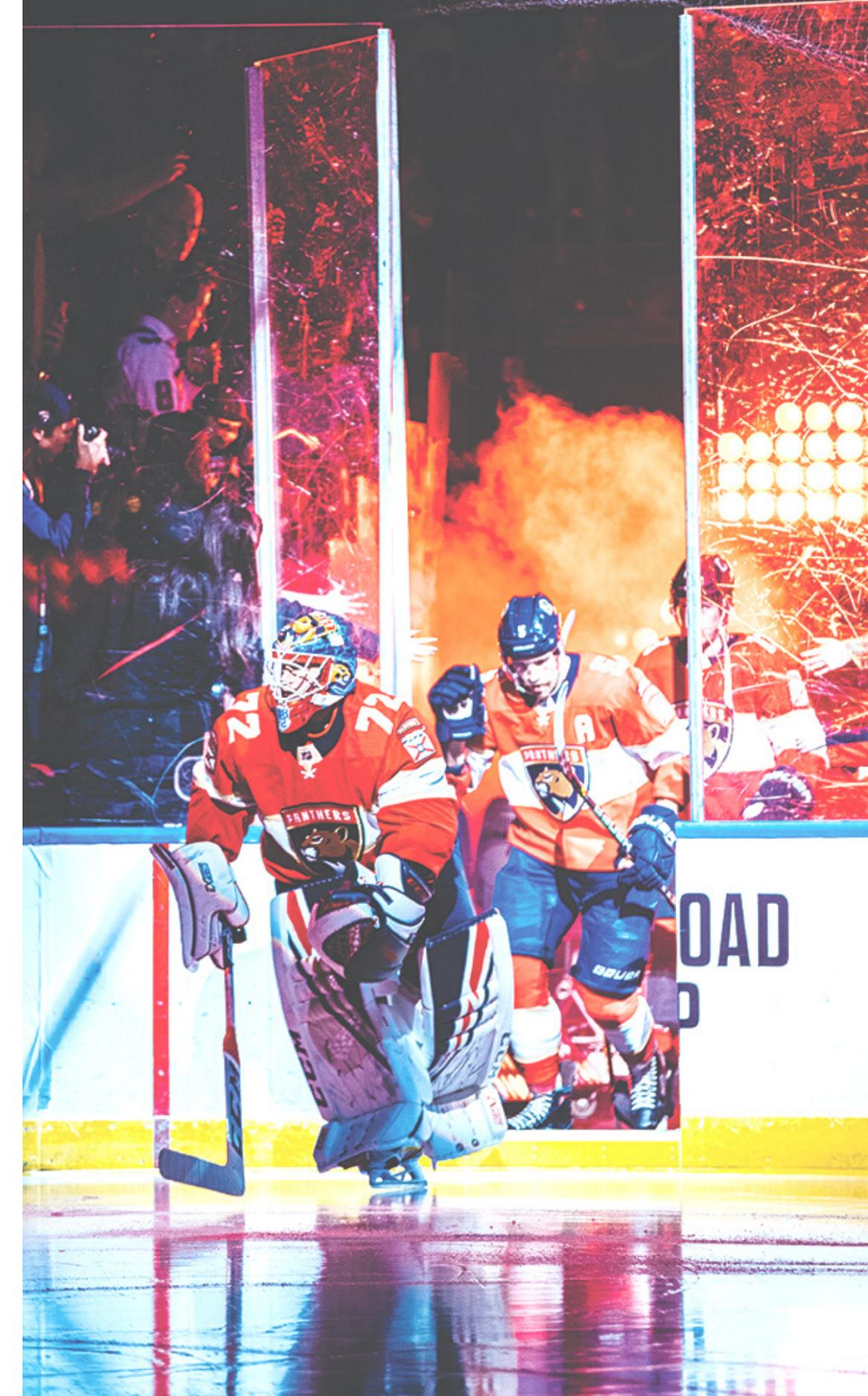
FOX SPORTS FLORIDA

BR

Sports



VISIT LAUDERDALE



ROAD

Sports: Goal 1

Work closely with core business partners to ensure a safe return to sports events, and to stimulate growth in the number of visitors participating in and attending these events.

STRATEGY

A vast majority of sports related visitors, room nights, and economic impact for Broward County is derived from core business events year-over-year. Support of these partners will be targeted in a way to ensure they can grow and expand.

TACTICS

- Maximize the value of event sponsorship funds by investing in events that are successfully driving business to the destination, and work with partners to target those dollars towards activities that will drive growth.
- Provide expertise, connections, and other resources to market and promote the event and destination directly to potential participants.
- Work closely with Broward County venues and municipal partners to give core business partners the greatest opportunity to succeed.



Sports: Goal 2

Re-imagine our relationship with large sporting events.

STRATEGY #1

Expand capabilities and offerings to provide an industry standard level of service and the support required to host major sporting events.

TACTICS

- Establish the capabilities to fully engage as a business partner in the operation of large events in the community and create potential revenue opportunities.
- Develop relationships with corporate partners interested in supporting large events.
- Create the best volunteer program in Florida to ensure the success of all events hosted in Broward County.

STRATEGY #2

Maximize the benefit of major events in the region to the Greater FortLauderdale destination and brand.

TACTICS

- Design agreements with major event partners that
- guarantee the GFLCVB brand is highlighted, hotel partners will benefit, and special events are hosted in this community.
- Reallocate resources, as necessary, to creatively promote Greater Fort Lauderdale to visitors attending these major regional events.
- Entertain our best prospects at our best events.

Sports: Goal 3

Position Greater Fort Lauderdale as one of the top 5 sports destinations in the nation.

STRATEGY

Share the story of Greater Fort Lauderdale's events, partners, experiences, and services through a coordinated messaging effort within the sports tourism industry to drive incremental business to Broward County.

TACTICS

- Develop a marketing campaign that tells Greater Fort Lauderdale's story utilizing advertising in key industry publications, digital, and social media resources.
- Highlight the variety of events, tournaments, and partners hosted in Broward County, and make some noise when there are big wins.
- Target select international sporting events and meetings.
- Develop a plan to capture market share in the e-sports industry.



Global Trade

VISIT LAUDERDALE



Introduction

The Global Travel Trade team oversees all targeted marketing to key domestic and international travel trade influencers including tour operators, travel advisors, and international inbound operators to reach the traveling consumer. The team is responsible for creating networks with these influencers, traditionally through face-to-face initiatives. However, due to the pandemic, we have reimagined how to best stay connected through technology and by leveraging key relationships with travel consortia, travel associations, and U.S. Commercial Service offices.

Studies indicate that U.S travel agencies are experiencing a shift in client inquiries from international destinations to domestic destinations in the U.S. We see an opportunity to capitalize on this trend. More travelers will turn to advisors for expert advice in booking new destinations and for assurance, should travel plans be interrupted.

While bookings are slow, our target intermediaries are staying current by participating in training and determining how best to prepare their destination to safely welcome travelers. We will retrench our approach to international sales and marketing by hyper-focusing on more traditional markets, looking to mitigate loss of market share in our top-producing countries: Canada, Brazil, Colombia, Germany, and the U.K. Much of our grassroots activity can be done from the office until travel restrictions and uncertainties are lifted, and flights return. The current situation requires a different frame, and therefore a different approach. We continue to effectively and creatively work with our travel influencers to reach our consumer. Destinations that do not abandon these activities will be poised to reap the rewards once travel returns to pre-pandemic levels.

Global Trade: Goal 1

Increase and maintain destination brand awareness in domestic and international markets.

STRATEGY #1

Launch integrated targeted trade and consumer cooperative campaigns.

TACTICS

- Develop tailored campaigns with relevant and timely messaging through alliances with travel consortia, associations, and travel distribution companies (B2B) including Signature, ASTA, and Travelport.
- Create language-specific brand assets to leverage with top-producing travel brands (tour operators) for bespoke and impactful cooperative promotions in targeted international markets - UK, Germany, Canada, Brazil & Colombia.
- Leverage Brand USA, Visit USA, and Discover America committees as cooperative partners for value-add opportunities.
- Connect with the local U.S. Commercial Service office as well as in-country offices (key markets) to tap into international expertise and opportunities to promote GFL to key trade.
- Create brand kits in collaboration with new advertising agency, with manageable assets for promotional initiatives in-country.

Global Trade: Goal 1

Increase and maintain destination brand awareness in domestic and international markets.

STRATEGY #2

Create unique and bold brand-building initiatives to take Greater Fort Lauderdale beyond traditional destination sales & marketing.



TACTICS

- Develop Webisode Video series: 12 live broadcasts featuring themed conversations showcasing the breadth of GFL's hospitality and tourism industry.
- The series will be split into three "seasons" of four episodes.
- Every episode will feature lodging, dining, and experiences.
- Every episode will be recorded.
- Themes: Legacy GFL, Family Travel, Budget Travel, Unexpected GFL, Romantic GFL, EQ Encounters / Art Culture, Celebrations / Reunions, Tasty GFL, LGBT+, and Pre & Post Cruise
- Cultivate local industry storytellers for missions, events, video content, press, and social media opportunities.

Global Trade: Goal 1 (Strategy #2 cont.)

Increase and maintain destination brand awareness in domestic and international markets.

TACTICS

- Create unique activations at select trade shows for enhanced buyer/influencer engagement.
- Creators Collaborative Forum: Drawing inspiration from the original “Creators Exchange” idea, we will develop a concept to host and foster the creative interaction remotely. The forum will invite local artists to connect and mingle with artists from key markets. The aim remains to amplify the “Greater Together” message and show GFL’s openness to out-of-the-box thinkers and creators, with the goal to garner earned media coverage.
- Internationally, engage industry partners in virtual activations, such as hosting a Visit USA Committee “Happy Hour featuring GFL.”
- Create GFL branded presence at travel trade and consumer shows.



Global Trade: Goal 2

Drive growth in the value and volume of leisure tourism.

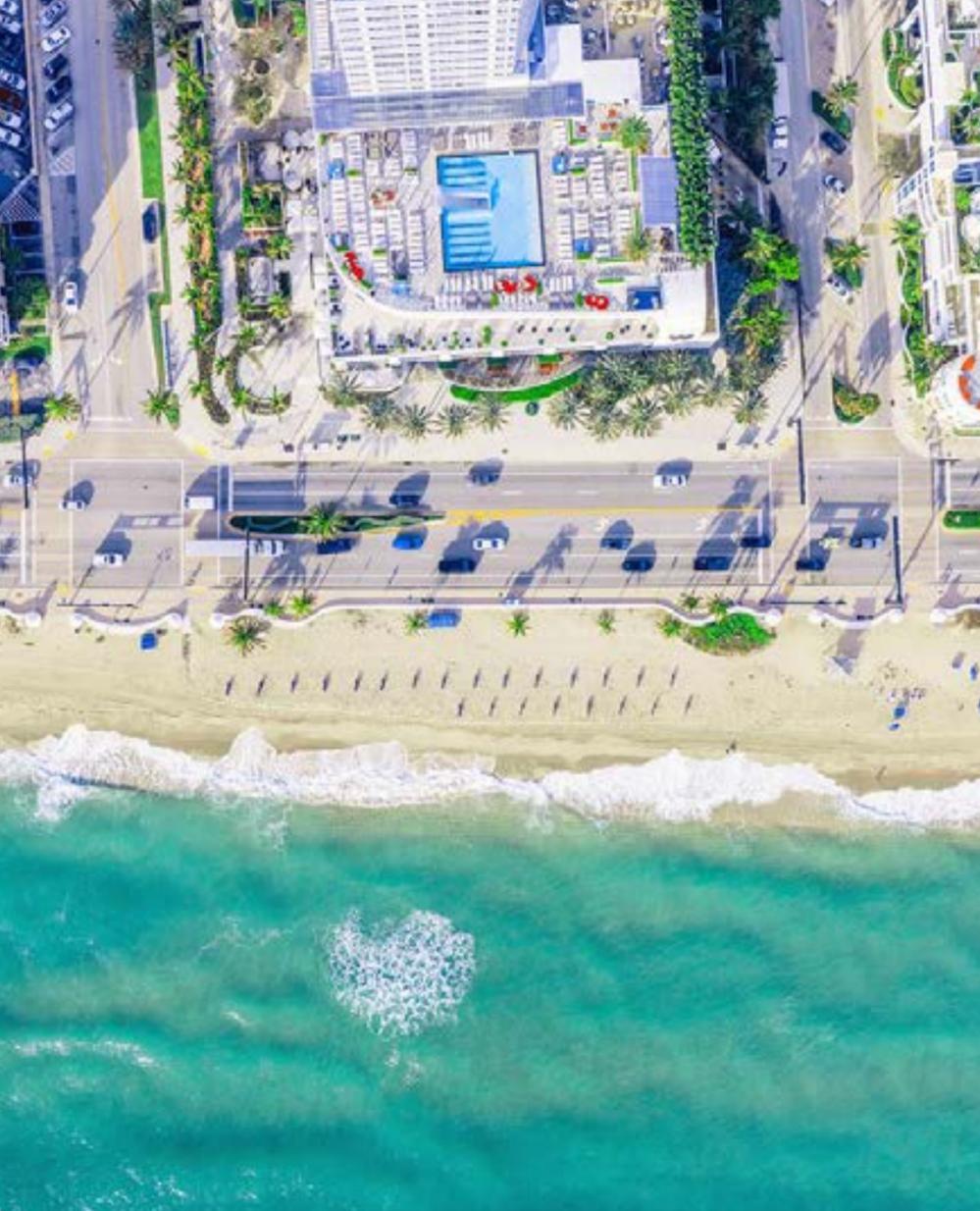
STRATEGY #1

Captivate and inspire travel to GFL through travel intermediaries/influencers including tour operators, international inbound operators, and travel advisors.

TACTICS

- Leverage research and key metrics to determine target markets, audiences, and timing.
- Cultivate and maintain engaged relationships with key buyers/influencers by attending select
- Organize and execute custom GFL missions (with partner participation) in key domestic markets and Canada to provide training and destination presentations.
- Internationally, enlist the help of in-market partners to construct and conduct virtual sales missions and trainings and/or visits with key clients in markets of focus.





Global Trade: Goal 2 (Strategy #1 cont.)

Drive growth in the value and volume of leisure tourism.

TACTICS

- Conduct destination preview tours for product managers, sales agents, and travel advisors to increase their awareness, packaging, and sales of GFL experiences.
- Leverage alliances with AAA Travel Clubs (Group and Northeast), and its Canadian equivalent (CAA), for opportunities to train and influence their travel counselors and member representatives.
- Work with local partners to develop new product for inclusion in receptive and tour operator programs to expand appeal to international markets.
- Generate leads and referrals (where allowed) for local industry partners





Global Trade: Goal 2

Drive growth in the value and volume of leisure tourism.

STRATEGY #2

Capitalize on cruise travelers* - Convert cruise travelers into multi-night visitors in GFL to drive incremental room nights and increase spend.

TACTICS

- Develop working relationships with cruise lines for opportunities to network directly with their top-producing advisors.
- Develop promotional packages with hotels, attractions, and restaurants for distribution to key travel advisors.
- Educate cruise planners/travel advisors at key cruise trade shows.
- Partner with Port Everglades for joint initiatives with Cruise Planners and Cruise One (both have headquarters in GFL).
- Proactive outreach to travel trade and cruise media with news releases about market development and package offers.
- Develop familiarization tours tailored for cruise planners.

*Strategy hinges on cruise lines' resumption of activities out of Port Everglades. As of July 2020, CDC-imposed restrictions on the cruise industry remain in place.



Global Trade: Goal 2

Drive growth in the value and volume of leisure tourism.

STRATEGY #3

Maintain and further develop GFL travel academy.

TACTICS

- Update existing travel academy program/continuously update and monitor travel academy to ensure up-to-date information.
- Add additional training related to clean and safe measures within Broward County.
- Review opportunity to develop loyalty program.
- Increase number of graduates by converting current enrollee list of over 5,000 advisors to new graduates.
- Scale relationship with Oasis Travel Network, Cruise One, and Cruise Planners for their new travel programs to engage in the academy.
- Proactively engage graduates through private Facebook page and direct promotional activity including newsletters, e-promotions, etc.
- Translate and develop training content in multiple languages (prioritize Spanish for US Hispanic and international Spanish-speaking audiences, followed by French and Portuguese).

Global Trade: Goal 3

Increase airlift to FLL.

STRATEGY

Coordinate efforts with Fort Lauderdale-Hollywood International Airport to attract new service and maintain air service to Greater Fort Lauderdale.

TACTICS

- Coordinate with FLL to participate in organic/virtual/remote opportunities to attract new service.
- Support FLL route development team at relevant events locally (new launches).
- Engage local airlines representatives for promotional opportunities and trainings.
- Provide FLL the background “reasons to visit” GFL to support leisure travel.
- Work with FLL team to recruit a community-wide collection of stakeholders to pitch airlines on new route development.
- Business, Chambers of Commerce, Commissions, Education
- Develop a community-wide approach to resiliency and anti-fragility.

Global Trade: Goal 4

Cultivate relationships to build scale for sharing the importance of leisure tourism.

STRATEGY

Foster relationships with local and regional partners for tourism promotion and community outreach.

TACTICS

- Engage local industry at quarterly events, providing up-to-date product and planning information.
- Conduct site visits to traditional and non-traditional partners to advocate for the bureau, and support new product offerings and itineraries.
- Continue to “connect the dots” for local partners to ensure correct product placement, client connects, etc.
- Formal trainings for County partners: connectivity, distribution, pricing, and more.
- Update and upkeep of recently rolled-out Junior Ambassador Program.
- Add-on content: Junior Ambassador Career Corner, highlighting community examples of model careers.
- Explore and expand “coalitions” with other DMOs to create cost and time efficiencies.

Diversity, Equity, and Inclusion





Introduction

Increase Greater Fort Lauderdale's share of the Lesbian, Gay, Bi-sexual, and Transgender market with savvy ahead of the curve marketing. Working with key media, influencers, strategic partnerships, non-profits and Corporate America, the Department will improve Greater Fort Lauderdale's position with businesses and events, sports groups, meeting planners, and travel professionals.

Diversity: Goal 1

Increase LGBT+ and Corporate America room nights to Greater Fort Lauderdale and increase destination awareness as one of the most diverse and inclusive destinations in the US. Success for this goal will be measured by bringing at least 4 meetings with a total of 5,000 room nights.

STRATEGY

Develop and grow relationships with Corporate America and LGBT+ Allies and educate them of Greater Fort Lauderdale's leadership in global diversity and inclusion, emphasizing the ideal location for a meeting and/or vacation.

TACTICS

- Host an annual global LGBT+ Think Tank attended by key global LGBT+ visionary leaders as well as key corporate US leaders.
- Distribute a global press release of Think Tank findings, highlighting Greater Fort Lauderdale's position as a visionary thought leader.
- Reach out to Corporate America promoting how diverse and inclusive Greater Fort Lauderdale is, with a goal of bringing their meetings to the destination to support the Convention Center and the local hospitality industry.



Diversity: Goal 1 (cont.)

TACTICS

- Connect with Allies who enjoy being part of the LGBT+ community and forge relationships to create market influence.
- Partner with key LGBT+ non-profits such as NGLCC and the Moser Foundation.
- Continue to spread the word about Greater Fort Lauderdale's LGBT+ appeal and thought leadership through speaking opportunities at conferences and events.



Diversity: Goal 2

Increase the destination's share of the LGBT+ leisure, sports, film, and meetings business, and by 2025 be in the Top 5 US LGBT+ destinations. Success for this goal will be demonstrated with national research provided by Community Marketing & Insights.

STRATEGY

Position the destination as a top choice for LGBT+ group, meetings, film, sports and special events.

TACTICS

- Implement #CelebrateYou to use for all LGBT+ events, promotions and media.
- Partner with local LGBT+ events to greater increase destination awareness with a goal of increasing LGBT+ room nights.
- Increase visibility in the Lesbian market by collaborating with key national Lesbian promoters, and assist in developing and marketing a Greater Fort Lauderdale Lesbian-centric event.
- Partner with Provincetown for Women as their presenting sponsor for their 4 Lesbian events in Provincetown.

Diversity: Goal 3

Increase domestic and international LGBT+ travel visitation to Greater Fort Lauderdale. This will be measured by a minimum of 5 national and international LGBT+ travel stories on GFL.

STRATEGY

Use market research to better understand the key LGBT+ motivators to both domestic and international leisure and group business and the challenges to travel to Greater Fort Lauderdale.

TACTICS

- Target non-traditional US cities like: Cincinnati, Columbus, Nashville, and Dallas through marketing and public relations.
- Continue to grow key feeder markets including Northeast, Mid-West, and California. Target International markets with direct service including Canada, UK, Brazil, Argentina, and Colombia.
- Collaborate with Colombian LGBT Chamber of Commerce focusing on driving Colombian visitation to Greater Fort Lauderdale.
- Develop and grow relationships with key LGBT+ leaders and organizations in Brazil.
- Continue an integrated approach to social media, print, and digital placements.



Diversity: Goal 4

Increase LGBT+ niche market segment tourism and awareness to Greater Fort Lauderdale including disabled, transgender, gay family, weddings, and honeymoons.

STRATEGY

Through creative gay-centric messaging, inform the LGBT+ traveler that Greater Fort Lauderdale is Florida's largest and most popular diverse LGBT+ hub, with the largest resident LGBT+ community, and the most LGBT+ owned and operated businesses in Florida.

TACTICS

- Partner with the Greater Fort Lauderdale LGBT Chamber of Commerce and work closely with its members on all LGBT+ tourism.
- Target transgender travelers as well as lesbian and gay families through marketing and PR initiatives. Grow the Southern Comfort Transgender Conference.
- Weave disabled, transgender, lesbian, gay, and lesbian and gay family images throughout the GFLCVB's mainstream and LGBT+ collateral and marketing materials.
- Promote the Greater Fort Lauderdale LGBT+ Visitors Center.
- Highlight the destination's Love is Love persona as a hallmark of inclusiveness to attract incremental business from special interest audiences, gay and transgender families, and romance market.

Diversity: Goal 5

Increase Greater Fort Lauderdale's visibility and appeal with millennial travelers. This will be measured by bringing in three well known influencers to showcase GFL.

STRATEGY

Through social media and specific geo targeting, educate LGBT+ millennial travelers that Greater Fort Lauderdale is the gay capital of Florida and one of the most LGBT+ progressive destinations in the US.

TACTICS

- Promote GFL as a diverse, edgy, cosmopolitan, modern, progressive, and affirming destination for the younger demographic.
- Promote GFL as the LGBT+ Capital of Florida and one of the most diverse and inclusive LGBT+ destinations in the World.
- Educate the younger LGBT+ traveler that Greater Fort Lauderdale is Florida's sunny, cosmopolitan, youthful, progressive, and hip gay capital.
- Develop close working partnerships through non-traditional travel vehicles.
- Greater visibility with key global LGBT+ influencers, bloggers, and Vloggers.

Multicultural



VISIT LAUDERDALE

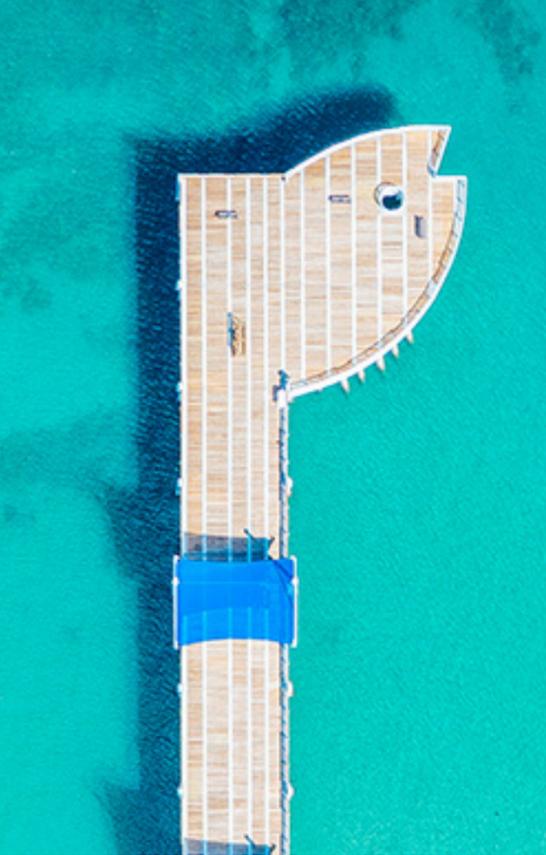


Introduction

With the untimely passing of Albert Tucker, the GFLCVB's former Vice President of Multicultural Business and Government Affairs, the organization's efforts in these areas are currently being evaluated and revised. Albert Tucker was in the vanguard of the national tourism industry as a voice for equity and inclusion among all people. He was committed to assuring that the Fort Lauderdale destination focused adequate resources on this important business area. He is sorely missed by the Fort Lauderdale community.

The unprecedented emphasis currently being placed on the importance of inclusion and diversity within the Great Fort Lauderdale community, and across the nation, has renewed the GFLCVB's determination to improve our efforts in these areas.

The Department has built and continues to maintain relationships within Greater Fort Lauderdale's 31 municipalities and across diverse cultural communities to encourage tourism economy expansion within all local municipalities. We create partnerships with organizational decision makers, meetings planners, and local and national media to continue to increase multicultural visitation and ensuring Greater Fort Lauderdale remains the destination of choice for individuals of color.



Multicultural: Goal 1

Increase awareness and appreciation of Greater Fort Lauderdale by diverse audiences to drive business growth from multicultural and multigenerational visitors for the destination's hotels, attractions, restaurants, retails and convention center.

TACTICS

- Welcome a new Vice President of Multicultural & Community Development during the new fiscal year.
- Focus on developing relationships with affinity and resource groups to enhance meetings and events business.
- As the pandemic subsides, continue to support a variety of live multi-cultural events.
- Maintain and enhance communication with all Greater Fort Lauderdale cities to promote more 'beyond the beach' visitation opportunities, and further tourism development within communities.
- Work with communities to promote multicultural events.





Multicultural: Goal 1 (cont.)

TACTICS

- Collect sentiment, travel preference, and destination awareness data through a Black traveler survey. This data will be utilized to inform multicultural media placements and strategic partnerships.
- Create new city mini guides to enhance visitor awareness of multicultural attractions, shopping, attractions and dining throughout Greater Fort Lauderdale.
 - Utilize LinkedIn and other platforms to market the destination and convention center expansion with multicultural meeting planners.
 - Enhance education and understanding of multicultural issues through a Diversity, Equity & Inclusion masterclass for GFLCVB staff and industry partners.



Finance, Administration and Executive



VISIT LAUDERDALE



Introduction

The Department is directly responsible, or indirectly, through other County agencies for: human resources, finance and accounting, information technology, facilities, facilitating development of agreements and contracts, and research. In addition, the Department develops and communicates policies and procedures, plus oversees all administrative functions. The Department also provides oversight of the operational management of the Broward County Convention Center. Further, the Department is responsible for staff training initiatives.

Over the last five months, the Department has made a concerted effort to support the GFLCVB team as it manages the unprecedented events associated with the Coronavirus. The Department has assisted employees to adapt to remote work, as well as being supportive with the technical and human resource challenges associated with this situation.

Furthermore, the pandemic has impacted tax revenues, which provide the financial resources to run the GFLCVB. Thus, the organization has made aggressive moves to control operating and personnel expenses. We anticipate that the decline in tax revenue will continue to affect the operations of the GFLCVB throughout FY2020-2021. The Department has planned for these contingencies and will continue to manage the situation by balancing financial constraint and operational efficiencies.

Finance, Administration and Executive: goal

1 Provide management of all human resource functions to assure a productive and satisfying work environment, which is compliant with all Broward County policies and procedures.

STRATEGY

Utilize human resources best practices across the full spectrum of employee interactions with the organization.

TACTICS

- Increase employee engagement and collaboration skills through regular staff meetings and teambuilding exercises. Continue to host regular employee meetings and engagement events.
- Provide employees with training opportunities that are relevant to the needs of the organization with a focus on improving communications and building employee value; encourage employees to suggest new training and certification courses.
- Formalize expectations for positions so that employees know how to exceed expectations.
- Plan and initiate relevant development plans with specific training objectives.

Finance, Administration and Executive: Goal 1

(cont.)

TACTICS

- Improve the Leadership Performance Review process to address employee strengths and deficiencies by working with the Learning and Organizational Development section of human resources to provide guidance and training to supervisors.
- Continue to build a solid team, strengthening the focus on customer experience and service.
- In the Spring of 2021, begin the delayed start (due to the pandemic) of revising the GFLCVB Strategic Plan using Destinations International's "Cornerstone" approach to community responsibility, teamwork, and service.
- Continue to encourage professional development for all employees.





Finance, Administration and Executive: goal 2

Ensure that the GFLCVB complies with all financial and budgetary requirements by adhering to both Broward County standards and DMO industry best practices.

STRATEGY

Manage all financial and budgetary workflows in a timely and effective manner to assure value for money for the citizens of Broward County.

TACTICS

- Review and manage administrative section contracts for vendor compliance and financial efficiencies.
- Maintain administrative section Florida Sunshine Law regulatory compliance.
- Produce and distribute an Annual GFLCVB Budget that reflects the strategic and tactical needs of the organization.



Finance, Administration and Executive: Goal 2 (cont.)

TACTICS

- Produce an Annual Growth Plan, which provides the visitor industry and the community-at-large with details concerning the organization's goals, strategies, and tactics for all operating departments.
- Assure the GFLCVB is observing the highest standards of budget compliance with the goals of compliance with all County standards.
- Produce and regularly update a policies and procedures manual that provides employees with a guidebook to compliance with the state statutes, local legislation, and County Approved Policies and Procedures that are relevant to their financial and administrative needs.
- Procure via appropriate methods, or assist sections in procuring, the products and services needed by sections in a timely manner. Through education and training, continue to guide staff on how to navigate the purchasing environment.
- Assure staff are well-trained to conduct themselves ethically as public employees; ensure staff attend and participate in annual ethics training facilitated by the Broward County Attorney's Office.



Finance, Administration and Executive: Goal 3

Manage all administrative and operational requirements to ensure equipment, technology, and facilities contribute to the effectiveness of the GFLCVB.

STRATEGY

Collaborate with all GFLCVB departments to deliver highly effective administrative and operational services.

TACTICS

- Complete the renovation and relocation of employees into the new GFLCVB office space.
- Continue to upgrade and change technology equipment and software as necessary to assist productivity and capabilities.
- This includes upgrading marketing computers as needed for creative work and providing the organization with web conferencing software for online meetings.
- Administration staff will begin attending other section's staff meetings to provide information regarding purchasing, timelines, and policies when needed.





Finance, Administration and Executive: *Goal 3 (cont.)*

TACTICS

- Research and implement methods of decreasing the administrative burden, timelines for purchasing items, and provide methods for purchasing services necessary to conduct marketing internally.
- Hire and develop a contract administrator to manage the flow of group contracts needed by the sales divisions and to assist in managing the ASM contract for the management of the Broward County Convention Center.
- Manage the ASM contract for the Broward County Convention Center operations; continue to procure items needed before and during the process of opening the Center following the renovation project.



Finance, Administration and Executive: Goal 4

Empower the organization and hospitality community with the data knowledge necessary to make informed decisions.

STRATEGY

Provide research and data services to internal and external customers.

TACTICS

- Deliver research and business intelligence support for the GFLCVB staff to assure the full spectrum of visitor industry information can be utilized.
- Conduct consumer research, track tourism trends, measure customer satisfaction, and assess overall visitor industry economic impact.
- Measure brand and advertising performance in key markets on an ongoing basis.
- Assess competitive positioning, general tourism trends, and new markets.
- Continue to develop a dashboard for the organization, which includes the use of website and CRM data and other data points considered valuable to the Mar/Comm and Sales efforts.
- Ensure industry partners will be able to access reports as they are developed using the online portal or through other means.
- Develop tourism forecasts and economic impact models that aid future strategy and quantify current efforts.

Budget Summary



VISIT LAUDERDALE

Total Operating and Personnel Services

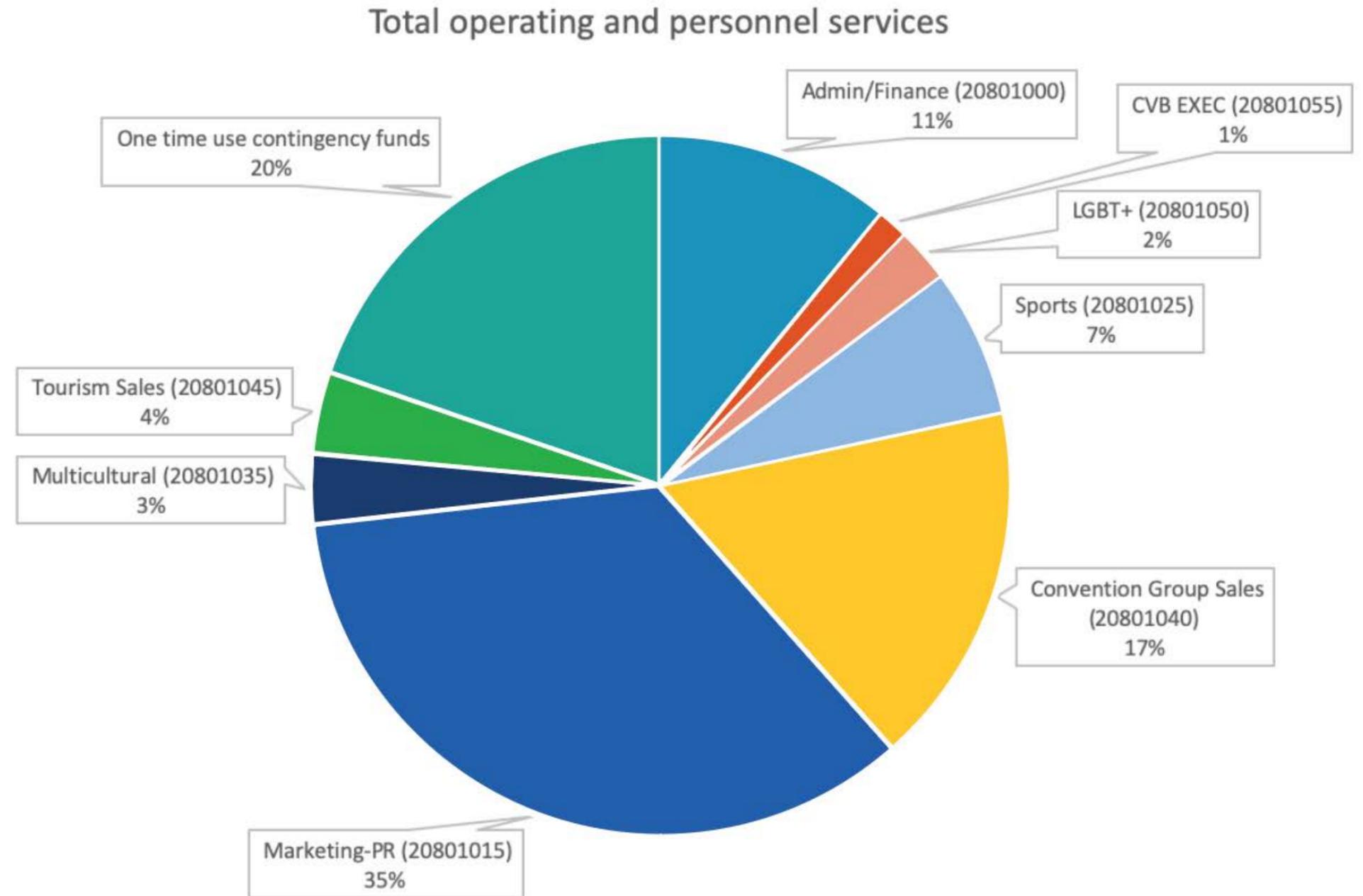
All department total:
\$24,350,900

* Budgeted to use in response to COVID-19 economic recovery. This can only be used for one-time expenses that are directly connect to restoring the industry

	Personnel Services	Operating Expenses	Total
Admin/Finance	\$602,930	\$2,046,380	\$2,649,310
CVB Exec.	\$345,700	---	\$345,700
LGBT	\$168,740	\$450,500	\$619,240
Sports	\$408,803	\$1,250,800	\$1,659,630
Convention Group Sales	\$1,663,750	\$2,422,658	\$4,086,408
Marketing/PR	\$749,340	\$7,726,782	\$8,476,122
Multicultural	\$308,190	\$464,000	\$772,190
Tourism Sales	\$520,580	\$421,350	\$941,930
One-time Use Contingency Funds*	---	\$4,800,370	\$4,800,370

Total Operating and Personnel Services

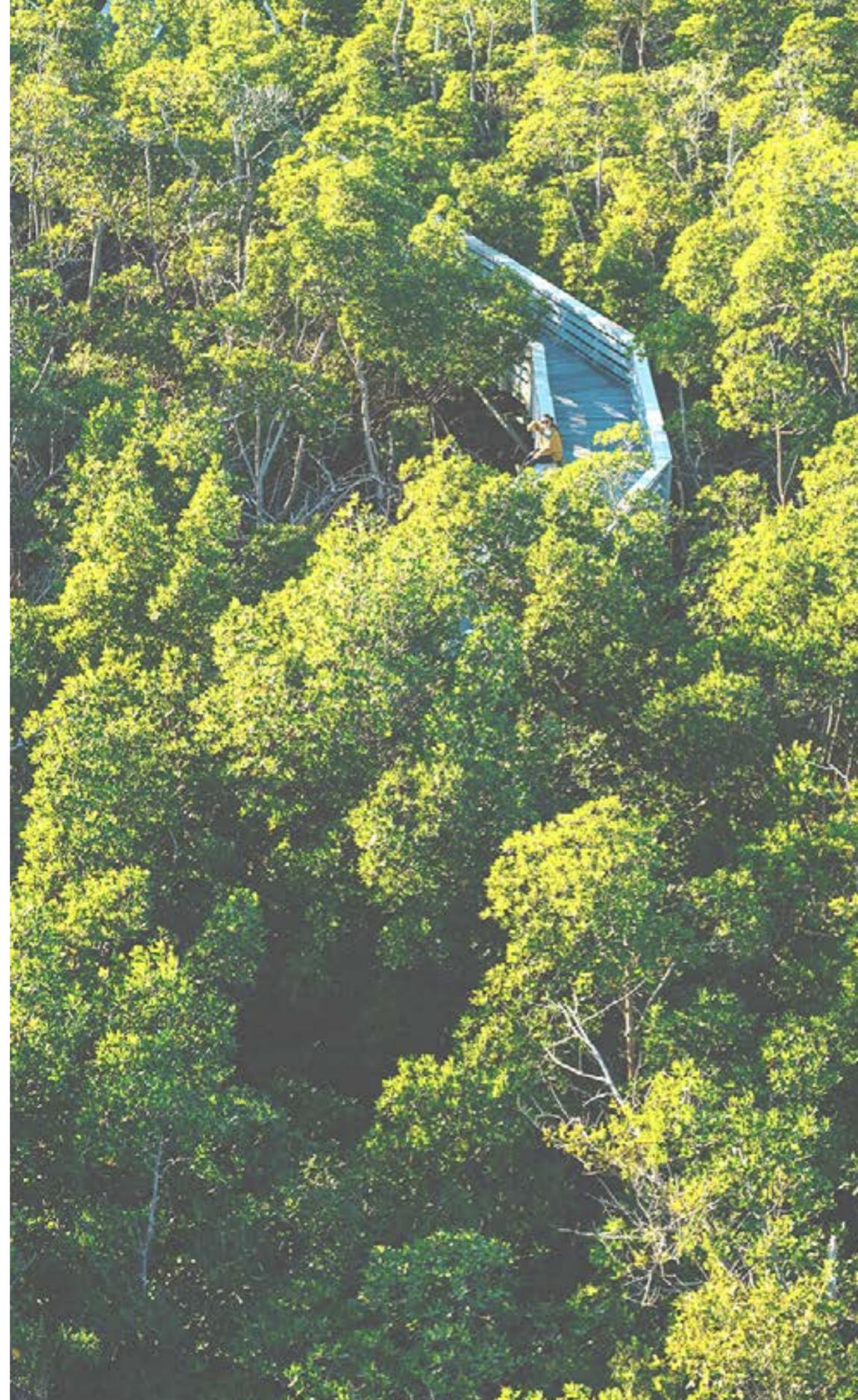
All department total:
\$24,350,900





Meet Our Team

VISIT LAUDERDALE



Meet Our Team



STACY RITTER
President & CEO



ED SIMON
Executive Vice President



KARA FRANKER
Senior Vice President,
Marketing & Communications



ANTHONY CORDO
Senior Vice President,
Administration



TRACY VAUGHAN
Senior Vice President,
Tourism Sales



RICHARD GRAY
Senior Vice President,
Diversity, Equity & Inclusion



MICHAEL POUHEY
Vice President,
Group Sales



MIKE SOPHIA
Vice President,
Sports Business Development

Meet Our Team



HEIDI BARFELS
Senior Manager,
Marketing & Communications



JOHANA DAVILA
Project Coordinator,
Marketing & Communications



CAITLAN ETCHEVERS
Senior Manager,
Tourism Sales



SASKIA FISHER
Senior Manager,
Sports Business Development



RAQUEL FLORES
Assistant,
Tourism Sales



ELENA GLADSTONE
Regional Sales Executive,
Southeast



KATHY HALL
Administrative Specialist



CANDACE HARTSELL
Senior Business
Intelligence Manager

Meet Our Team



LIZ KARA
Regional Sales Executive,
Midwest



ELIZABETH LIDDELL
Assistant to the President & CEO



LISA LIPFIELD
Administrative Assistant



ANGELLA LOPEZ
Regional Sales Executive,
Multicultural Business Development



IVONNE MACMILLAN
Senior Manager,
Marketing & Communications



GABRIEL MARTINEZ
International Manager,
Tourism Sales



HEATHER MILLER
Regional Sales Executive,
Midwest



JONELL MODYS
Senior Executive,
Marketing & Communications

Meet Our Team



KRISTEN NORONA
Specialist,
Marketing & Communications



FRANK PADIN
Logistics Coordinator,
Marketing & Communications



DAWSON PRITCHETT
Manager,
Sports Business Development



JULIET ROACHE
Convention Sales Assistant



GONZALO RUBIO
Sales Executive



ANNA LEVIN SEGAL
Business Development Manager



JENNIFER SENA
Regional Sales Executive,
Northeast



CELIA THOMPSON
Convention Sales Coordinator

Meet Our Team



APRIL VAUGHN
Administrative Coordinator



GILBERT VILLARD
Regional Sales Executive, Southeast



RITA WELLS
Partner Relations Manager,
Marketing & Communications



DION JAMES ZANFORDINO
Regional Sales Executive,
Mid-Atlantic



AGNES ZARANSKI
Regional Sales Executive,
Northeast

NOT PICTURED
Sophia Jones
Barbara DeMott