

# Memorandum



**Date:** June 26, 2024

**To:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

Agenda Item No. 2(B)(4)  
July 16, 2024

**From:** Daniella Levine Cava  
Mayor

A handwritten signature in blue ink that reads "Daniella Levine Cava".

**Subject:** Report Regarding the Greater Miami Convention and Visitors Bureau's Marketing Plan to Highlight All Parts of Miami-Dade County  
– Directive No. 240212

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## Executive Summary

On February 6, 2024, the Board of County Commissioners adopted Resolution No. R-127-24, sponsored by Chairman Oliver G. Gilbert, III, directing the County Mayor or County Mayor's designee to engage the Greater Miami Convention and Visitors Bureau ("GMCVB") to develop a marketing plan to highlight cultural, culinary, outdoor and/or artistic events throughout all parts of Miami-Dade County; and to provide a written report.

Since its inception, the GMCVB has worked across the County to ensure a robust tourism strategy is developed for our economy. In the last three years, the GMCVB has worked hand in hand with the Office of Innovation and Economic Development (OIED) to strengthen programs and offerings. The benefits of tourism to our local economy and residents can be felt throughout our County and 34 municipalities. In 2023, a record 27.2 million visitors chose Miami-Dade County as their destination of choice, spending nearly \$21.2 billion across our communities. In Miami-Dade County, 32% of sales taxes collected comes from visitors, and visitor-generated taxes help support education, transportation, public health, and safety. Tourism accounts for more than 200,000 jobs and generates almost \$30 billion in overall economic impact and over \$19 billion in Gross Domestic Product (GDP), representing 9% of Miami-Dade County's total GDP. Furthermore, arrivals to Miami International Airport are up 11.5%, driven by both international and domestic travelers, and Miami-Dade County leads the nation in terms of hotel occupancy and boasts the second highest ADR (average daily rate) in the country.

The GMCVB approached this directive by evaluating and cataloging each of its department's ongoing promotional programs and activities across Miami-Dade County and engaged community partners to envision expanding programs to enhance the way it can additionally amplify promotion of visitor-related assets throughout each of the County's 34 municipalities. In partnership with the OIED, the GMCVB engaged in strategy meetings with municipalities that generate over \$1 million in tourism development taxes for input on current programs and how to best enhance and expand programs to serve the unique needs of their community.

Leveraging the strategic opportunity to amplify the assets found within neighborhoods and municipalities across all of Miami-Dade County allows the GMCVB to further highlight amenities such as parks, bolster listings of new businesses and restaurants, as well as introduce new community cultural programming, expand storytelling to highlight local community events, enhance listings of local sports facilities and more.

The report concludes that the GMCVB will continue and expand county/municipal marketing initiatives as follows:

Continue:

- Cross-county, municipal, and neighborhood mapping of assets and key events.
- Focused content strategy on arts, culture, history, culinary and neighborhood-specific themes.
- Building upon and expand Farmers' Month and Black Business Month programming.
- Building upon outcomes of Regional Tourism and Convention Sales Task Forces.
- Building upon municipal/neighborhood applications of existing behavioral personas.
- Development of *Brought to You by Tourism* campaign celebrating communities.

Expand:

- Website navigation tools and content strategy to highlight municipalities and neighborhoods.
- Evaluating current Temptations Months/Deals, such as Miami Spice, and expand assets/content geographically.
- Content focusing on music throughout Miami-Dade neighborhoods.
- Additionally, the GMCVB will establish a quarterly forum and invite each municipality's Public Information Officers as well as Chiefs of Staff from each Commission District to exchange information and provide updates from their respective cities to ensure each is included and showcased throughout the GMCVB marketing programs.

The expanded opportunities outlined in this marketing plan will be incorporated into the annual GMCVB planning process and they will implement a quarterly assessment and tactical checklist by department to ensure consistency. The GMCVB's countywide marketing commitment will ensure that all aspects of Miami-Dade County are showcased to our visitors resulting in broader economic impact for our residents.

In accordance with Ordinance No. 14-65, this report will be placed on the next available Board meeting agenda.

Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners  
Page No. 3

If you have questions concerning the above, please contact Francesca de Quesada Covey, Chief Innovation and Economic Development Officer, at 305-375-1934 or [Francesca.Covey@miamidade.gov](mailto:Francesca.Covey@miamidade.gov).

Attachment

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## Miami-Dade Countywide Marketing Initiatives

### Table of Contents

I.	<b>Executive Summary</b> .....	3
	a. Background .....	3
	b. By The Numbers .....	4
	c. Miami-Dade County Benefits .....	5
	d. Community Partners .....	6
	e. ONE Community .....	7
	f. Overview of Strategic Priorities .....	7
II.	<b>District Analysis</b> .....	9
	a. Municipalities by District .....	9
	b. The Economic Benefits of Tourism Throughout Our Municipalities.....	11
III.	<b>Countywide Marketing Strategy</b> .....	13
	a. The Brand .....	13
	b. Brand Pillars & Personas .....	13
	c. Destination Marketing Campaigns.....	14
	d. Reach.....	14
IV.	<b>Current Initiatives &amp; Strategic Opportunities by Department</b> .....	15
	a. Advertising & Marketing .....	15
	b. Arts & Culture Tourism.....	17
	c. Content & Creative Services .....	19
	d. Corporate Communications & External Affairs .....	22
	e. LGBTQ+ Tourism Marketing .....	24
	f. Marketing Communication & Social Media .....	26
	g. Meetings & Convention Sales and Services .....	28
	h. Multicultural Tourism & Development .....	30
	i. Partnership / Events .....	32
	j. Research & Business Intelligence .....	34
	k. Sports & Entertainment Tourism .....	37
	l. Travel Industry Sales.....	39
	m. Website / Digital Marketing .....	41
	n. Strategic Priorities / Organization.....	43

V. **Implementation and Assessment**..... 46

VI. **Addendum**

- a. Miami-Dade County Resolution..... 48
- b. GMCVB Program of Work FY 2023/24 ..... 54
- c. District Maps/Boundaries ..... 71
- d. Additional Responses by Department ..... 78
- e. Press Trips & Visiting Journalists ..... 80
- f. Editorial Pitches & Media Events..... 83
- g. Influencer Campaigns ..... 86
- h. Visitor Centers ..... 88

## I. Executive Summary

As per the February 5, 2024 Resolution (R-127-24) sponsored by Miami-Dade County Board Chairman Oliver G. Gilbert, III, the Greater Miami Convention & Visitors Bureau (GMCVB) has been directed by the County Mayor/Mayor’s Designee to develop a marketing plan to further highlight cultural, culinary, outdoor and/or artistic events throughout all parts of Miami-Dade County.

The GMCVB approached this directive by evaluating and cataloging each of its departments’ ongoing promotional programs and activities and engaged the entire organization to envision wide-ranging options to enhance the way it can additionally amplify promotion of visitor-related assets throughout each of the county’s 34 municipalities.

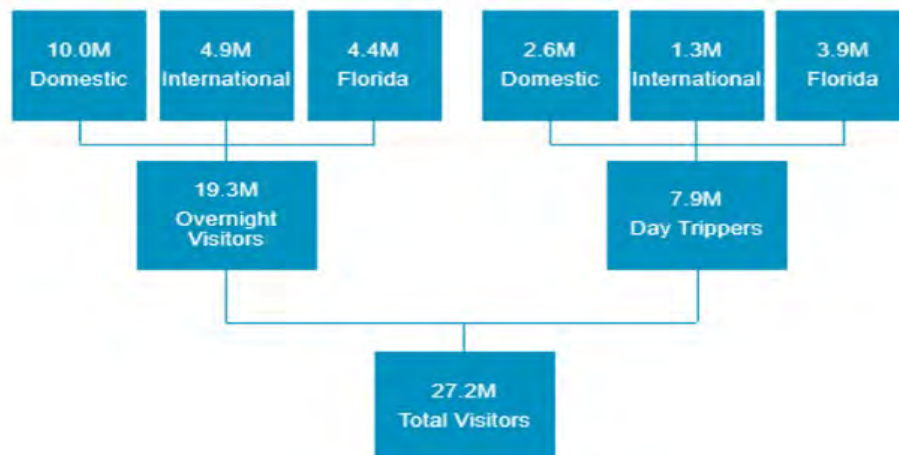
### Background

The GMCVB is the official, accredited destination sales and marketing organization for Miami-Dade County, a global leisure and business destination that delivers culturally rich, diverse, singular experiences inspiring passion in visitors and residents alike. We are charged with generating travel demand throughout the county, maximizing tourism’s economic impact across our communities, ensuring industry resiliency and elevating resident quality of life.

Recognizing the need for a dedicated countywide tourism marketing approach and coinciding with steep visitor declines, the GMCVB was created in 1985 following years of fragmented messaging and funding. By unifying sales and marketing efforts countywide under one brand, promotional efforts could be leveraged and maximized to allow the cornerstone of Miami-Dade County’s economy to better compete domestically and globally.

Since then, GMCVB sales and marketing programs, along with strong community partnerships, have helped grow Miami-Dade County into a premier global brand, destination and cruise capital that creates increased demand for the destination year-over-year.

### Greater Miami and Miami Beach Visitors - 2023



## By the Numbers

In 2023, a record 27.2 million visitors chose Miami-Dade County as their destination of choice, spending nearly \$21.2 billion across our communities and in our neighborhoods.

### 2023 Visitor Spend

Total Visitor Spend					
Segment	2020 (\$M)	2021 (\$M)	2022 (\$M)	2023 (\$M)	Variance to 2022 (%)
<b>Domestic</b>	\$4,153	\$9,315	\$11,367	\$10,684	-6%
<b>International</b>	\$2,501	\$6,743	\$6,058	\$6,637	10%
<b>FL Resident</b>	\$1,262	\$2,747	\$3,366	\$3,828	14%
<b>Total</b>	<b>\$7,916</b>	<b>\$19,222</b>	<b>\$20,792</b>	<b>\$21,149</b>	<b>2%</b>

### Occupancy / ADR / RevPAR Ranking (Jan 2024 - Apr 2024)

Occupancy			ADR			RevPAR		
Rank	Market	%	Rank	Market	\$	Rank	Market	\$
<b>1</b>	<b>Miami-Dade</b>	<b>81.1%</b>	1	Oahu Island	\$281.66	1	Oahu Island	\$223.86
2	Las Vegas	80.5%	<b>2</b>	<b>Miami-Dade</b>	<b>\$266.80</b>	<b>2</b>	<b>Miami-Dade</b>	<b>\$216.50</b>
3	Oahu Island	79.5%	3	New York	\$248.69	3	New York	\$192.01
4	New York	77.2%	4	San Francisco	\$226.26	4	Las Vegas	\$169.84
5	Phoenix	76.9%	5	Phoenix	\$216.49	5	Phoenix	\$166.46
6	Orlando	76.0%	6	Orlando	\$212.56	6	Orlando	\$161.47
7	Tampa	75.9%	7	Las Vegas	\$211.06	7	Tampa	\$149.97
8	San Diego	71.9%	8	Anaheim	\$204.16	8	San Diego	\$141.93
9	Los Angeles	68.8%	9	Tampa	\$197.62	9	Anaheim	\$138.94
10	Anaheim	68.1%	10	San Diego	\$197.46	10	San Francisco	\$136.32

(RevPAR – revenue per available room – is the hotel industry standard measuring the number of rooms being sold and how much revenue is generated from these bookings.)

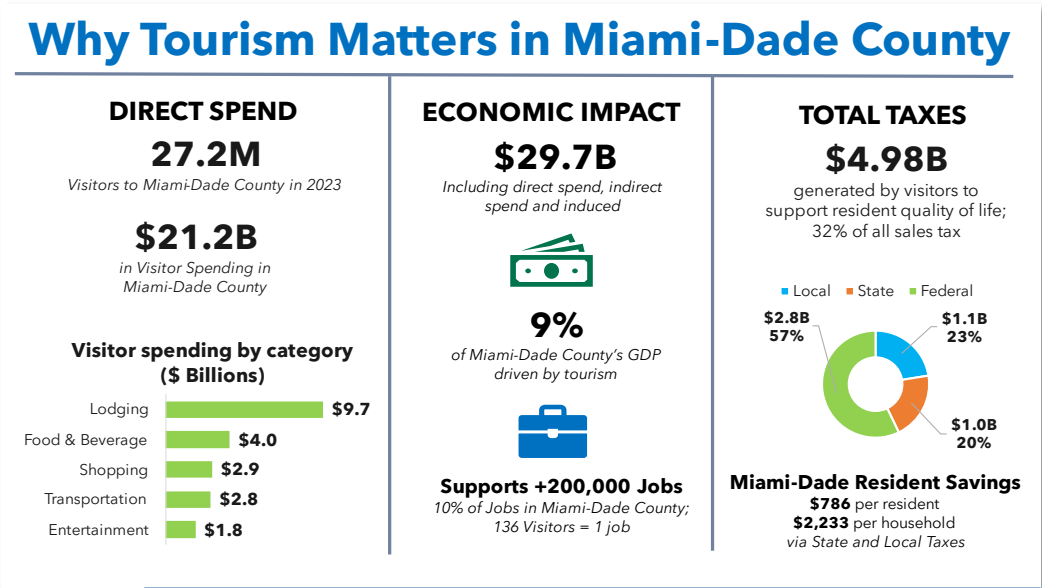
Since that time, more than 67 major conventions or trade shows have been booked or hosted at the Miami Beach Convention Center, our region’s largest meeting facility, generating more than half a billion dollars in estimated economic impact throughout Miami-Dade County.

Charged with creating this demand on behalf of all Miami-Dade County, for every \$1 the GMCVB spends on marketing programs, the destination achieves a remarkable return on investment of \$63 in economic impact.

Obviously advantageous to our regional economy, this is sustainable by encouraging, focusing and pooling tourism marketing resources across all Miami-Dade County, allowing the destination’s official sales and marketing organization to continue strengthening the county’s brand across the world and generate the significant visitor demand we see today. Without a unified voice, we put at risk our most vital economic engine and more than \$1.5 billion in sales taxes that tourists pay annually throughout our communities to support our local and state government services.

**Miami-Dade County Benefits**

In turn, the benefits of tourism to our local economy and residents can be felt throughout our county and 34 municipalities. In Miami-Dade County, 32% of sales taxes collected come from visitors. Indeed, these visitor-generated taxes help support education, transportation, public health and safety, providing the average homeowner more than \$2,250 in annual tax savings. Local food and beverage taxes paid by visitors provide support for social service programs addressing homelessness and domestic violence. And for every Miami-Dade resident, they provide quality-of-life benefits, from parks and recreational spaces to helping fund cultural institutions and arts throughout our communities and neighborhoods.



## Community Partners

Our marketing mandate requires both a holistic approach and regionalized efforts, detailed in Sections III and IV of this memorandum, as well as strong partnerships throughout Miami-Dade County. Working with our community and municipal partners – and our 1,100+ members inclusive of hotels, restaurants, attractions and cultural institutions – our sales and marketing approach engages potential hospitality touchpoints throughout the county.

Through collaborative initiatives, we strive to present a wide range of opportunities that promote all aspects of the destination to visitors and residents alike. We are committed to enhancing exposure for all Miami-Dade tourism-related businesses, irrespective of partnership status, via the comprehensive MiamiandMiamiBeach.com website, which reaches 12 million prospective visitors each year.

We are governed by a 51-member board of directors made up of a broad cross-section of industry and municipal stakeholders representative of Miami-Dade’s diversity and inclusive of all districts. These members include those representing municipalities and Miami-Dade County departments such as:

- Miami-Dade County Mayor Daniella Levine Cava
- Miami-Dade County Office of Innovation and Economic Development Chief Officer Francesca de Quesada Covey
- Miami Beach Commissioner and Vice Mayor Laura Dominguez
- Homestead Vice Mayor Sean Fletcher
- Miami-Dade County Commissioner Keon Hardemon
- Miami Beach City Manager Alina Hudak/Rickelle Williams
- Miami City Commissioner and Chairperson Christine King
- Director & CEO of Miami-Dade Aviation Department Ralph Cutie
- Village Manager of Bal Harbour Village Jorge Gonzalez
- Executive Director of Sunny Isles Beach Tourism & Marketing Council Ibis Romero
- PortMiami Port Director Hydi Webb

Their goal is to ensure that long-range plans for our community are ones that enhance the brand experience, whether the issue is one of public policy, infrastructure, aesthetics, sporting events, trade or commerce, film, fashion or entertainment.

Our long-standing partnership with Miami-Dade County includes working with many MDC departments on a number of sales and marketing initiatives including Aviation, Seaport, Cultural Affairs, Parks, Recreations & Open Spaces, Transportation and the Office of Film & Entertainment, as well as industry and community organizations such as the Greater Miami & the Beaches Hotel Association, Florida Restaurant and Lodging Association, Visit Florida, all area chambers of commerce, the Beacon Council and the Consular Corps.

We are also engaged on the state level with State Senator and Chair of the Miami-Dade County Legislative Delegation Ana Maria Rodriguez, who represents our district and provides valuable counsel and insight.

Among the benefits of joining with municipal and industry partners, these collaborations help us secure and host such countywide initiatives as Super Bowl LIV, Latin Grammys, Formula One, World Baseball Classic and in 2026, the FIFA World Cup. The halo effect of these marquee events is felt throughout the county and in the many municipalities and event venues that host them.

## **ONE Community**

As we are partners in success, we also mitigate challenges together that impact all our communities. From hurricanes, oil spills, 9/11 and a global recession to Zika and the pandemic, the GMCVB serves as an industry steward, guiding both the safe return of visitors and the recovery of Miami-Dade County's most important economic engines.

Many times, these efforts are member agnostic as was the case with the GMCVB's response during the pandemic. Partnering with municipalities across the county, the *Miami Eats* campaign was launched to mitigate the pandemic's dramatic impact on the hospitality industry. Asking residents to consider ordering out when possible while taking advantage of great deals, the marketing program was offered free to any Miami-Dade restaurant regardless of location or price point and was intended to support the industry's especially hard-hit frontline employees and keep Miami-Dade working. Similarly, *MiamiShines*, timed to coincide with the re-opening of hotels and public beaches, was designed to stimulate business and drive demand, and our *MiamiLand* campaign nimbly revamped and relaunched to tout the destination's many outdoor adventures, natural charms and national, state and local parks while most of the U.S. and the world remained locked down.

These and many other GMCVB initiatives – as well as four decades of unceasing efforts to drive visitor demand throughout our diverse destination, communities and neighborhoods – significantly contribute to what is often referred to as “the most recovered economy in the world” – Miami-Dade County.

## **Overview of Strategic Opportunities**

Leveraging strategic opportunities found later in this document to amplify the assets found within neighborhoods and municipalities allows the GMCVB to further highlight amenities such as parks, bolster listings of new businesses and restaurants to name a few, as well as take advantage of opportunities to do things such as introducing new community cultural programming to expanding storytelling to further magnifying community events throughout our municipalities and county districts to enhancing listings of local sports facilities and more.

**Recent Examples of Supported Events include:**



**Immediate County/Municipal Marketing Initiatives to include:**

- Cross-county and municipal/neighborhood mapping of assets and key events.
- Enhancement of destination website navigation tools and content strategy to highlight municipalities and neighborhoods.
- Focused content strategy on arts, culture, history, culinary and neighborhood-specific themes.
- Continuing to build upon and expand Farmers' Month and Black Business Month programming.
- Evaluating current Temptations Months/Deals and expand assets/content geographically.
- Significantly expanding content focusing on Music throughout Miami-Dade neighborhoods.
- Continuing to build upon outcomes of Regional Convention Sales Task Forces.
- Building upon municipal/neighborhood applications of existing behavioral personas.
- Continuing development of *Brought to You by Tourism* campaign celebrating communities.

## II. District Analysis

Following is a breakdown by County District, City and Neighborhood. Additional District maps and boundaries may be found in the Addendum.

Miami-Dade County encompasses 13 districts, 34 diverse municipalities and an unincorporated area home to nearly half our residents. While famous for our beautiful beaches, all points north, south, west and east of our Atlantic shores contribute to the unique fabric that is our Greater Miami brand and make up our destination and communities, offering a diversity of culinary journeys, arts and culture, and myriad outdoor experiences, including being the only major U.S. metropolis home to two national parks, Everglades National Park and Biscayne National Park.

As Miami-Dade County continues to grow as a destination, so do the many points of interest to travelers throughout our cities and neighborhoods, tourism infrastructure and new businesses serving the visitor industry. In putting together this comprehensive plan, an historical analysis and arduous review of ongoing and current marketing programs, campaigns and community assets was undertaken to identify both existing and new opportunities throughout each Miami-Dade district and 34 municipalities.

Marketing efforts were evaluated cross-county, and in Section IV we note new initiatives and programming that can be further expanded throughout Miami-Dade County's diverse municipalities and neighborhoods.

Based on this ongoing analysis, new and improved cross-county assets are also being identified and a municipal mapping of these assets and key events detailed that can expand storytelling opportunities throughout our 13 districts and 34 municipalities:

### ***Miami-Dade County Municipalities by District***

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#### **District 1, MDC Commissioner and Board Chairman Oliver G. Gilbert, III**

##### **Cities / Neighborhoods in Miami-Dade County North district include:**

Miami Gardens, Opa-locka, Miami Lakes, Carol City, Norland, Bunche Park, and northwest Miami-Dade County. (See Addendum for District Map/Boundaries.)

#### **District 2, MDC Commissioner Marleine Bastien**

**Cities / Neighborhoods in Miami-Dade County North/Central district include:** northeast Miami-Dade County, incorporating portions of North Miami, North Miami Beach, Biscayne Gardens, Little Haiti and Liberty City. (See Addendum for District Map/Boundaries.)

### **District 3, MDC Commissioner Keon Hardemon**

**Cities / Neighborhoods in Miami-Dade County Central district include:** Central Miami-Dade, Village of El Portal, Village of Miami Shores, Liberty City, Little Haiti, Overtown, the Upper East Side, Edgewater, Buena Vista, Allapattah, Wynwood, Venetian Causeway and Watson Island within the City of Miami and Brownsville, Military Trail Park, Biscayne Shores and Gardens Park areas. (See Addendum for District Map/Boundaries.)

### **District 4, MDC Commissioner Micky Steinberg**

**Cities / Neighborhoods in Miami-Dade County East district include:** Golden Beach, Aventura, North Miami Beach, North Miami, Sunny Isles Beach, Surfside, Bal Harbour, Bay Harbor Islands, Biscayne Park, Indian Creek, Miami Beach, Miami Shores and North Bay Village. (See Addendum for District Map/Boundaries.)

### **District 5, MDC Commissioner Eileen Higgins**

**Cities / Neighborhoods in Miami-Dade County Central district include:** portions of the City of Miami Beach, City of Miami, Fisher Island, Downtown Miami, Miami River, all of South Beach and parts of Brickell, Brickell Key, The Roads, Shenandoah, Little Havana, Grapeland Heights, Mid and North Beach, Hibiscus, Palm and Star Islands. (See Addendum for District Map/Boundaries.)

### **District 6, MDC Commissioner Kevin Marino Cabrera**

**Cities / Neighborhoods in Miami-Dade County Central district include:** Portions of the cities of Miami, Hialeah, Coral Gables, Miami Springs, Virginia Gardens, West Miami, and several unincorporated Miami-Dade neighborhoods. (See Addendum for District Map/Boundaries.)

### **District 7, MDC Commissioner Raquel Regalado**

**Cities / Neighborhoods in Miami-Dade County Central/South district include:** Village of Pinecrest, Village of Key Biscayne, City of South Miami, portions of City of Coral Gables, Coconut Grove, and segments of unincorporated Miami-Dade County including areas of Kendall. (See Addendum for District Map/Boundaries.)

### **District 8, MDC Commissioner Danielle Cohen Higgins**

**Cities / Neighborhoods in Miami-Dade County South district include:** Palmetto Bay, Cutler Bay, Homestead, unincorporated areas of South Dade including Redland, Falls, Princeton, Naranja, Leisure City and portions of West Kendall. (See Addendum for District Map/Boundaries.)

### **District 9, MDC Commissioner Kionne McGhee**

**Cities / Neighborhoods in Miami-Dade County South district include:** Florida City, Homestead, Cutler Bay, South Miami Heights, Perrine and Richmond Heights. (See Addendum for District Map/Boundaries.)

### **District 10, MDC Commissioner and Board Vice Chairman Anthony Rodriguez**

**Cities / Neighborhoods in Miami-Dade County Central/West district include:** no municipalities, unincorporated Miami-Dade and neighborhoods of Westchester, Fontainebleau, Kendale Lakes, Tropical Park and Sunset West. (See Addendum for District Map/Boundaries.)

### **District 11, MDC Commissioner Roberto J. Gonzalez**

**Cities / Neighborhoods in Miami-Dade County West district include:** no municipalities, unincorporated Miami-Dade and neighborhoods of Country Walk, Kendale Lakes, Bent Tree, Lake of the Meadow and The Hammocks. (See Addendum for District Map/Boundaries.)

### **District 12, MDC Commissioner Juan Carlos Bermudez**

**Cities / Neighborhoods in Miami-Dade County West district:** Doral, Hialeah Gardens, Medley, Sweetwater, and parts of Hialeah. (See Addendum for District Map/Boundaries.)

### **District 13, MDC Commissioner René Garcia**

**Cities / Neighborhoods in Miami-Dade County North/West district include:** unincorporated Miami-Dade, Hialeah, Hialeah Gardens and Miami Lakes. (See Addendum for District Map/Boundaries.)

### **The Economic Benefits of Tourism Throughout All Our Municipalities**

Every day, every resident of Miami-Dade County benefits from tourism. Tourism is responsible for providing quality-of-life impacts that the average resident does not immediately place top of mind. The GMCVB launched the countywide *Brought to You by Tourism* campaign – to engage and educate residents and stakeholders throughout Miami-Dade highlighting how our lives are enriched by services, amenities and infrastructure derived from tourism-related revenues. We're also using the campaign to highlight neighbors throughout our communities whose livelihoods are sustained by the industry and therefore heralded as *Brought to You by Tourism* success stories, amplified across all owned channels as well as social media.

Tourism dominates our economy. The leisure and hospitality sector employs nearly 145,000 and supports more than 600,000 direct and indirect jobs at our region's primary economic engines, Miami International Airport and PortMiami.

In Miami-Dade County, 32% of sales taxes collected come from visitors, helping support education, transportation, public health and safety, providing the average homeowner more than \$2,250 in annual tax savings.

In many cities, our industry is the largest contributor of property and sales taxes, and throughout every community, visitor-generated taxes support social service programs and quality-of-life benefits from parks and recreational spaces to arts and culture.

We are Miami-Dade County's official tourism sales and marketing agency, successfully generating demand for our County's most important economic engine – the visitor industry. Through a unified voice and a countywide marketing approach we can ensure that our neighborhoods, cities and Miami-Dade County continue to reap the many benefits of our \$21 billion-a-year industry.

Following in Sections III & IV, our marketing pillars, ongoing efforts by department and a comprehensive outline of future destination-wide tactical initiatives have been defined in partnership with Miami-Dade County.

### III. Countywide Marketing Strategy

Following is an overview of GMCVB branding strategies, audiences, campaigns and reach.

#### The Brand

Miami-Dade County is unlike any other destination. It simply cannot fit into a neat box. It's not one thing ... it's not even multiple things. It's an undefined blending of everything. It's the yin and the yang joining to create something that hasn't been seen before and isn't entirely easy to describe — but is certainly felt — revealing itself across Miami-Dade's diverse peoples, places, events, activities and social, as well as cultural norms.

#### Brand Pillars & Personas

Our brand pillars – art, culture, culinary, diversity, heritage, outdoors, sports and wellness – help drive engagement amongst our targeted personas: Explorer, Family traveler, Affluent traveler, Recharger and Meeting Planner. You'll see these illustrated throughout our extensive countywide marketing programs, with an emphasis on deep storytelling around authentic experiences and key moments to further engage audiences. Diversity, inclusion, accessibility and sustainability messaging are rooted throughout our programs.

## Marketing Priorities - January to March 2024

### Drive Engagement thru Website Personas Experience

Enabling content delivery based on user behavior and segmentation. Currently in testing stage.



These key initiatives permeate throughout marketing programs

Arts & Culture

LGBTQ+

Multicultural Tourism

Culinary

## Destination Marketing Campaigns

The GMCVB has developed a number of transformative countywide marketing campaigns in recent years with broad regional impact. Each has invited travelers to immerse themselves in Miami-Dade's diverse kaleidoscope of flavors, sights and sounds, elevating our neighborhoods and inspiring a deeper connection between visitors and the heart and soul of our destination.

*It's So Miami* captivated the city's vibrant culture, diverse neighborhoods and pulsating energy. Building upon this storytelling, *Found in Miami* delved deeper, spotlighting the hidden gems and unique experiences nestled within our neighborhoods, enticing visitors to explore beyond tourist mainstays.

*Miamiland* took this narrative to new heights, painting a vivid tapestry of our open spaces which included spotlighting the County's parks system, our beaches and the Everglades including areas throughout South Dade.

The current destination-wide campaign, *Find Your Miami*, is intended to capture our evolving spirit, connecting to brand pillars and personas while incorporating the uniqueness and variety of our experiences and people.

## Reach

As we grow and cultivate our brand across multiple channels from traditional to digital, we are continuously building out a platform that creates desire amongst visitors and meeting professionals, triggering engagement and consideration of all potential visitor touchpoints throughout Miami-Dade.

Our initiatives align with the traveler's journey. From search to bookings to destination experiences – we drive market development, capitalizing on travelers from domestic and international markets with the greatest opportunity to generate visitors to our destination.

We communicate across multi-channels creating a wide range of content beyond standard advertising. By distributing content via GMCVB Owned, Earned, and Paid channels, we can ensure that we deliver the right message, to the right audience, at the right time.

Following in Section IV, marketing efforts by department and an outline of future tactical initiatives for each have been defined in partnership with Miami-Dade County.

Our annual Program of Work (see Addendum) further outlines audiences, channels and tactics used in our comprehensive approach to promoting Miami-Dade County holistically and by region.

## IV. Current Initiatives & Strategic Opportunities by Department

The following section provides an overview of current marketing/promotional activities and program offerings underway by each GMCVB department, and proposed programming or promotional opportunities each department suggests implementing in the future to further promote municipalities.

### Advertising & Marketing Department

GMCVB Marketing and Advertising programs highlight unique *Find Your Miami* moments throughout Miami-Dade County utilizing paid media strategies. Targeted advertising with top booking and content partners is designed to align with campaign messaging, including custom articles showcasing hidden gems and adventures throughout the destination's many neighborhoods and municipalities.

#### Ongoing Initiatives – Advertising & Marketing

- **Brand Campaign** -- Continue to grow and cultivate the brand and *Find Your Miami* campaign, building out our countywide platform to trigger desire, engagement and consideration among visitors and meeting professionals.
- **Content** – Developed unique content and imagery for distribution across owned and paid platforms showcasing Miami-Dade County visitor and meeting planner assets that support storytelling pillars (art, culture, culinary, diversity, rich heritage, outdoor, sports, wellness).
- **Marketing Channels** – Showcased Miami-Dade assets across multiple channels, creating a wide range of content beyond traditional advertising; digital, video, native, social and print; paid advertiser and influencer collaborations; search engine; and email and co-op marketing campaigns.
- **Visitor Engagement** – Encouraged and engaged potential and repeat visitors to discover Miami-Dade County's many assets and diversity of experiences with interactive and high-impact content and strategic tactics that grab attention during key online touchpoints.
- **Meetings Matter** -- Reinforced messaging to planners on why Miami-Dade County is a top meeting destination while driving consideration and attendance.
- **Peak Travel Planning** – Captured potential audiences during peak travel planning periods and capitalize on seasonal mindsets (weather) across myriad channels and platforms including OOH, airport WiFi, AccuWeather and social media.

- **Video Content** – Connected with potential and repeat travelers using authentic storytelling via multi-video engagements and interactive content on platforms and channels such as YouTube and CTV.
- **Marketing Committee** – Engaged quarterly with key stakeholders via our Marketing Committee to capture their feedback and insights as we continue to shape our marketing programs.

### **Strategic Opportunities – Advertising & Marketing**

- **Brand Campaign** – Build upon municipal/neighborhood applications of existing behavioral personas and regionalize the *Find Your Miami* campaign to unveil and showcase “hidden gems” throughout the county, showcasing the unique experiences and exclusive local finds that each municipality can offer.
- **Storytelling** -- Expand storytelling tactics – including short form video, still imagery and articles for municipalities across all Miami-Dade districts including Hialeah, Doral, Miami Gardens, Miami Lakes, Miami Springs/Virginia Gardens, North Miami, North Miami Beach, Opa-Locka, Sweetwater, West Miami, unincorporated Miami Dade County and others.
- **Content Partnerships** – Expand content partnerships with trusted publishers such as TripAdvisor and Travelzoo that allow us to further elevate unique experiences and explore hidden gems throughout Miami-Dade and its 34 municipalities.
- **Tour Development** – Deepen relationship with Viator, one of the largest platforms for sightseeing tours, by identifying potential areas of interests in neighborhoods such as Hialeah, South Dade, Opa-Locka, Miami Gardens, Historic Overtown, North Miami Beach and throughout unincorporated Miami-Dade, working with their tour operator network to further research, develop and market new storytelling experiences.
- **Marketing Committee** – Expand the GMCVB Marketing Committee roster to include stakeholders from municipalities not currently represented.
- **Visit Florida** – Collaborate with the state’s tourism marketing arm, Visit Florida, on co-op opportunities highlighting the unique assets of Miami neighborhoods and municipalities with national media outlets, leveraging relationships with *Conde Nast Traveler*, Hearst, DotDash Meredith, Raptive, AFAR, Obscura and the *Washington Post*.

## Arts & Culture Tourism Department

Arts & Culture Tourism initiatives drive visitor demand by leveraging all GMCVB sales and marketing channels to raise awareness of Miami-Dade County as a unique cultural destination boasting outstanding art museums, galleries, historic sites, attractions, festivals and performing arts events for visitors and residents alike.

### Ongoing Initiatives – Arts & Culture Tourism

- **MiamiandMiamiBeach.com** – Drived engagement to MiamiandMiamiBeach.com Arts & Culture pages, working closely with web and content teams to ensure enticing new content, updated information and compelling storytelling featuring destinations throughout Miami-Dade County.
- **Community Outreach** – Worked to ensure that community arts and culture organizations have access to opportunities that attract visitor audiences and ensure long-term cultural vibrancy for the destination. (See Addendum for further details.)
- **Festivals** – Spurred growth of the nearly 30 arts & cultural festivals throughout Miami-Dade’s diverse neighborhoods and municipalities, leveraging all GMCVB sales and marketing channels to raise awareness of annual festival experiences and drive visitor demand.
- **Build Experiences** – Built and amplified arts & culture experiences throughout Miami-Dade’s accommodations eco-system such as Noche de Arte (Downtown Miami), Miami Art Week hotel activations (No Vacancy Miami Beach) and the numerous properties throughout the destination that feature annual arts programming.
- **Art-Centric Hotels** – Created a strategic campaign to highlight and promote these properties within a “collection” of art-centric hotels via dedicated web landing pages, social media inclusions and special offers featured within the three arts-related Temptation months.
- **New Programming** – Established and created awareness of new arts & culture programming such as the inaugural edition of Open House Miami (countywide) and the Montreux Jazz Festival (Coconut Grove) through strategic support and inclusion in all GMCVB owned channels, helping establish these marquee events as destination-defining annual experiences that attract cultural enthusiasts from around the world.
- **Insider Publications** – Increased distribution and circulation of the GMCVB/Miami-Dade County Cultural Affairs Council quarterly *Art & Culture Insider* publication, increasing awareness and promotional opportunities for artists and cultural organizations throughout the county to our 2.7

million residents and the 26.5 million annual visitors to Miami-Dade County who are their audiences.

- **Strategic Opportunities – Arts & Culture Tourism**

- **Community Outreach** – Expand relationships with approximately 250-300 Miami-Dade arts & culture, festival and attraction partners throughout our 34 municipalities, helping increase their visitor audiences and participation in GMCVB partner benefit programs, including special offers within the GMCVB’s Deals platform.
- **Community Content** – Expand arts & culture content and calendar event listings that are prevalent in many of our neighborhood-based facilities such as the Milandar Auditorium, Westchester Cultural Arts Center, Sandrell Rivers Theatre, Historic Lyric Theatre, Doral Cultural Arts Center, Lou Rawls Center for the Performing Arts, Homestead Center for the Arts, Pinecrest Gardens, the Moss Cultural Arts Center and others.
- **Storytelling** – Create new and engaging content for GMCVB website and social media platforms on topics that highlight the wide variety of activities that are happening outside of our primary urban areas. Stories can include: Curtis Mansion & Gardens (Miami Springs), Leah Arts District (Hialeah), Factory Town (Hialeah), Doral Arts & Culture, Artist Open (countywide open studio weekend), Kendall Art Center, etc.
- **Community Outreach** – Engage with smaller, grass roots arts & culture organizations throughout Miami-Dade County so they can maximize the benefits and expanded marketing reach of the GMCVB.

## Content & Creative Services Department

Content & Creative Services is the GMCVB's in-house creative agency, developing customized publications, content, collateral and sales material for visitors, media, travel trade, meeting planner and convention delegate audiences.

### Ongoing Initiatives – Content & Creative Services

- **MiamiandMiamiBeach.com** – Delivered impactful imagery and rich storytelling for the destination's content hub, detailing Miami-Dade's rich diversity and each neighborhood's unique art, culture and history, as well as their respective family-friendly itineraries, luxury experiences, outdoor recreation, dining and music scene, multicultural offerings and LGBTQ+ inclusivity.
- **Visitor Guides** – Published the destination's primary consumer publication, the *Greater Miami & Miami Beach Official Visitors Guide*, the *Destination Guide & Map* and the GMCVB's *Meeting Planner Toolkit*. Content is organized by neighborhood, with each featuring its own section, photos and stories highlighting its main attractions, with hotels also listed by neighborhood and all 34 municipalities mapped.
- **Insider Guides** – Published specialty insider guides highlighting things to do, transportation tips, sustainability practices and accessibility throughout Miami-Dade County's neighborhoods and municipalities, ensuring a diverse range of experiences for all.
- **Miami Temptations/Year-Round Deals** – The department supported countywide Miami Temptations/Deals marketing initiatives year-round, featuring special offers throughout the destination popular with visitors and locals alike: Miami-Dade Farmers' Month, Miami Spa Months, Miami Attraction & Museum Months, Miami Arts, Culture & Heritage Months, and now in its 23rd year, Miami Spice Restaurant Months. Campaigns are designed to engage hospitality touchpoints throughout the County and categorized by district for maximum impact.
- **Digital Asset Library (DAM)** – Managed the GMCVB's comprehensive digital media library, showcasing Miami-Dade neighborhoods and unique visitor experiences; available to both external partners and internal stakeholders looking for images and video from throughout Miami-Dade County's communities and neighborhoods.
- **In-house Creative** – Emphasized the diversity of visitor experiences found across Miami-Dade and ensure comprehensive representation throughout all creative services projects (tradeshow booth designs, postcards, banners, posters, evites, print publications, digital publications, etc.).

- **Local Initiatives** – Provided supporting content for specialty initiatives such as Miami-Dade County’s Black Business Month campaign and Autism Acceptance Month, amplifying the destination’s inclusion and diversity.

## Strategic Opportunities — Content & Creative Services

- **MiamiandMiamiBeach.com** – Continue development of content and rich visuals for the 25 municipalities live on MiamiandMiamiBeach.com, adding landing pages and navigation tools for nine not currently supported, maximizing exposure for all 13 districts and 34 cities among visitors and local audiences through high-quality, relevant and informative content.
- **Music Assets** – Significantly expand content and digital assets focusing on live music throughout Miami-Dade County, covering the latest events, performances and popular venues throughout neighborhoods east, south, north and west.
- **Digital Asset Library (DAM)** – A comprehensive audit of our digital media library has been initiated to optimize the relevance and accessibility of these assets and ensure every Miami-Dade municipality and neighborhood benefits from a robust digital presence in our destination marketing campaigns, website landing pages, print publications and other collateral.
- **Visitor Guides** – Prioritize inclusivity by ensuring that each district is featured in GMCVB publications including in the next edition of the *Greater Miami & Miami Beach Multicultural Guide*; following the same format as our *Visitors Guide*: organized by neighborhood and including maps detailing all 34 municipalities.
- **Insider Guides** – Look for ways to incorporate neighborhoods and municipalities on a rotating basis throughout our shorter, specialty publications such as our *Arts & Culture Insider Guide* and *Pink Palm LGBTQ+ Travel Insider* (which do not follow the same format).
- **In-house Creative** – Ensure that the unique values of every Miami-Dade district are represented throughout all creative efforts, rotating images and impactful content to spotlight the distinct neighborhoods and characteristic assets of each.

Recent examples include updated photo displays throughout Miami International Airport, where more than 90% of visitors to Miami-Dade County arrive. The project provided an opportunity to showcase the unique characteristics of various neighborhoods and municipalities throughout our county, enhancing the aesthetic appeal of these public spaces and cultivating a deeper appreciation for the rich cultural tapestry woven throughout our communities.

- **Local Initiatives** – Expand support of Black-owned businesses across all Miami-Dade districts and municipalities throughout Black Business Month, providing new content and neighborhood-specific feature articles to increase visitor and local foot traffic.
- **Year-Round Deals/Local Campaigns Effort (Miami Temptations)** – All 13 districts participate in one or more special offers campaigns, however, not all municipalities do. Our goal is to extend our special offers campaigns to municipalities currently not participating. We can also broaden our range of special offers by extending it to businesses and neighborhoods not currently featured on our website. We can also build upon Farmers' Month by exploring how municipalities can support local farming and agriculture initiatives.

## Corporate Communications & External Affairs Department

Corporate Communications & External Affairs efforts enhance the destination marketing brand of the GMCVB as an economic facilitator so audiences can understand how a robust tourism industry makes Miami-Dade County a better place to live, work, play and visit.

### Ongoing Initiatives — Corporate Communications & External Affairs

- **Engagement** – Engaged travel industry stakeholders, municipal and business leaders, local influencers and residents to amplify messaging that everyone, everywhere, every day throughout Miami-Dade County enjoys the quality-of-life benefits our community’s number one economic engine brings and the variety of visitor assets and programming available throughout the destination.
- **Brought to You by Tourism** -- Launched *Brought to You by Tourism* campaign, celebrating our communities and the importance of tourism to Miami-Dade County residents as an economic facilitator.
- **Traditional Media** – Worked with local and regional press to highlight GMCVB programming in communities throughout Miami-Dade County, including key initiatives and supported events such as the Black Hospitality Initiative, Art of Black Miami cultural programming, and Tourism Business Enhancement efforts communitywide.
- **Social Media** – Ongoing and robust social media efforts highlighting GMCVB stakeholder engagement countywide, including sponsored programming and partner networkers featuring hoteliers, attractions and restaurants throughout Miami-Dade municipalities.
- **What’s Happening** – Published the biweekly *What’s Happening* e-newsletter distributed to 6,000+ industry and municipal stakeholders, featuring executive messaging highlighting GMCVB and countywide visitor industry programming, news and trends.
- **Advertising** – Promoted *Brought to You by Tourism* initiatives throughout Miami-Dade County via traditional print, digital and billboard advertising, i.e. Clear Channel digital billboards countywide and local print publications such as *Miami Today* and *Community Newspapers*.
- **MDC Partnership** – Collaborated with county departments such as Miami-Dade Transit to feature *Brought to You by Tourism* public service announcements countywide, including in buses and digital kiosks at transportation centers.

- **Subject Matter Experts** – Provided opportunities for GMCVB and visitor industry subject-matter experts to share visitor industry business insights and destination highlights with stakeholders via traditional and digital media outlets.

## **Strategic Opportunities — Corporate Communications & External Affairs**

- **Economic Development** – Create an online GMCVB-branded relocation package that can be distributed or posted on municipal websites, webpages of company and organizational human resources departments, inserted into realtor relocation kits and promoted by the Beacon Council and/or corporate recruitment agencies for candidates seeking to live in Miami-Dade County, including a breakdown of community and visitor-related benefits associated with the use of tourism tax/visitor revenues in Miami-Dade County.
- **What’s Happening** – Highlight historic facts and municipal assets in regular *What’s Happening* articles, showcasing the unique cultural aspects of each town, village or city within Miami-Dade County to the newsletter’s 6,000+ community and industry stakeholder audiences.
- **Municipal Partnerships** – Work with municipal partners to leverage Community Advisory Councils where meetings can accommodate “Tourism Moments” and neighborhood tourism promotional opportunities can be vetted and explored at a grassroots level.
- **Miami-Dade County Public Schools** – Develop a GMCVB-branded “Benefits of Tourism” math percentages curriculum that allows students in grades 7-12 to raise their level of understanding of math percentages using real-life examples of tourism’s benefits to Miami-Dade County residents (taxes paid, transportation programs, homeless support programs, Jackson Memorial Hospital, etc.). This would be featured in lesson plans in public schools throughout Miami-Dade County and by default, municipalities.
- **Tourism Tool Kit** – Develop a tourism tool kit for each District, a vehicle that can be used to increase each district’s brand value with a focus on municipalities, including accompanying messaging to support.
- **District Fact Sheets** – Develop fact sheets or tourism numbers specific to each District; other points can include libraries, number of bus stops, restaurants, hotels, etc. by municipality.
- **Partner Network** – Demonstrate the districtwide scope of the GMCVB partner network by creating a visual overlay that points out the municipalities where GMCVB partners and visitor assets are located and their potential economic impact.

## LGBTQ+ Tourism Marketing Department

LGBTQ+ Tourism Marketing promotes Miami-Dade County as a premier destination for LGBTQ+ visitors through strategic sales, promotional efforts, content development and programming targeting leisure markets and travel trade professionals globally.

### Ongoing Initiatives – LGBTQ+ Tourism Marketing

- **Marketing** – Exposed LGBTQ+ audiences and travel professionals to the full range of Miami-Dade County visitor experiences, encouraging longer stays and helping them experience a broader range of activities across all neighborhoods by providing visitors and travel industry professionals with resources for planning, marketing and selling the destination’s welcoming and rich diversity of neighborhoods, experiences and people.
- **Advertising** – Worked with the GMCVB’s global and local advertising agencies to ensure that all marketing campaigns reflect LGBTQ+ content and target all segments of LGBTQ+ communities.
- **Travel Trade** – Designed and deployed a targeted LGBTQ+ Marketing program that includes participation in related trade shows, conferences and special events in partnership with the Miami-Dade Gay & Lesbian Chamber of Commerce and other key LGBTQ+ stakeholders.
- **Social Media** – Positioned Miami-Dade County on dedicated social and owned media channels as an LGBTQ+ welcoming destination that offers a wide and diverse range of visitor experiences throughout our communities.
- **Festival & Events** – Focused on promoting Miami-Dade County’s diverse neighborhoods by highlighting weekly and monthly events for the LGBTQ+ community including annual festivals and events such as Wigwood, Gay8 Festival, Winter Party Festival, Miami Beach Pride, Fling Women’s Weekend, OUTshine Film Festival, Sizzle Miami, SweetHeat Miami, Out in the Tropics, Wynwood Pride, Aqua Girl, Celebrate ORGULLO, URGE Miami Festival and Art Gaysel.
- **Outdoor Adventures** – Focused on highlighting the destination’s diverse attractions, with an emphasis on outdoor adventures appealing to LGBTQ+ families.
- **Business Development** – Worked with GMCVB Convention Sales and Sports & Entertainment teams, help attract LGBTQ+ centric groups, meetings and conventions.

- **LGBTQ+ Diversity & Inclusion Training** – Empowered individuals who work in Miami-Dade’s visitor industry to effectively engage with LGBTQ+ customers through newly expanded Miami Begins With Me LGBTQ+ Diversity & Inclusion Training.
- **Familiarization Tours/Visits** – Partnered with the GMCVB Marketing Communications team to organize and host LGBTQ+ domestic and international media and influencers, highlighting destination assets countywide.
- **Chamber Outreach** – Continued to work with the Miami-Dade Gay & Lesbian Chamber of Commerce and support its tourism/travel programs, including the LGBT Visitor Center in Miami Beach.

### Strategic Opportunities — LGBTQ+ Tourism Marketing

- **Hotel Booking Campaigns** – Build upon the success of hotel booking campaigns such as last year’s Expedia program that garnered 7.7M impressions and more than 26K room nights sold, featuring LGBTQ+-friendly hotels throughout Miami-Dade County.
- **Local Influencers** – Identify and partner with LGBTQ+ influencers and spokespeople throughout Miami-Dade County to showcase the essence of our community and neighborhoods through their unique lens, furthering the destination’s LGBTQ+ footprint.
- **Familiarization Tours/Visits** – Incorporate multiple municipalities into itineraries for travel trade, media and social media influencer trips to support messaging that Miami-Dade County provides a broad range of visitor experiences and is welcoming to all.
- **Social Media** – Expand and engage audiences across GMCVB LGBTQ+ social media channels, highlighting the County’s diverse communities and events with targeted posts, stories and influencer marketing.
- **Neighborhoods** – Expand development of custom content and visual assets for use on dedicated social and owned media channels as well as throughout global advertising campaigns, increasing the spotlight on the rich tapestry of cultures, identities and experiences that make up Miami-Dade and showcase our neighborhoods: Aventura, Bal Harbour, Bay Harbour Islands, Coconut Grove, Coral Gables, Doral, Florida City, Hialeah, Homestead, Key Biscayne, Little Haiti, Little Havana, Miami, Miami Beach, Miami Gardens, Miami Springs, Opa-Locka, Redland, South Miami, Sunny Isles Beach, Surfside, Upper East Side, Wynwood and West Miami.

## Marketing Communication & Social Media Department

Marketing Communications and Social Media teams work with journalists and influencers from across priority global markets, harnessing digital and print platforms to showcase and amplify the appeal of visitor touchpoints throughout Miami-Dade County.

### Ongoing Initiatives — Marketing Communication & Social Media

- **Storytelling** – Provided rich storytelling experiences and content showcasing the diversity of visitor experiences found throughout the destination, generating positive press coverage for Miami-Dade County in global and domestic media markets.
- **Social Media** – Developed/launched digital and social media campaigns providing rich storytelling from throughout Miami-Dade neighborhoods, working with influencers and content creators to increase audience engagement and allow for unique point of views across storytelling verticals.
- **Media Relations** – Pitched and showcased Miami-Dade County storytelling opportunities, working with media filing editorial stories across newspapers, magazines and television broadcasts globally.
- **Press Trips** – Identified/hosted journalists and influencers – newspapers, magazine, broadcast and digital – to visit and experience the diversity of experiences and neighborhoods found throughout Miami-Dade County on individual visits, press groups and specialty familiarization tours.
- **Trade Shows & Missions** – Visited priority markets, meeting with journalists at leading trade shows and on media missions to pitch travel and lifestyle stories highlighting the destination and neighborhoods across Miami-Dade County.
- **Global PR** – Directed 12 global PR agencies based throughout priority markets in Europe, Latin America, the Caribbean and North America, communicating the destination’s marketing initiatives in a culturally sensitive manner using native language in key feeder markets.

### Strategic Opportunities — Marketing Communication & Social Media

- **Local Storytelling** – Working in close collaboration with municipal partners throughout Miami-Dade County, PR and social media teams can help elevate smaller or lesser-known municipalities and attractions in the mindset of the visitor, deploying unique storytelling and content marketing, while leveraging local pride to create a sense of community and excitement that inspires potential visitors.

## **Social Media**

- Showcase diverse attractions and activities in each district through captivating content, visuals and videos, incorporating municipal hashtags when appropriate, and highlighting each neighborhood's unique cultural experiences, culinary offerings, outdoor adventures and family-friendly activities.
- Collaborate with local businesses, influencers and residents to create authentic storytelling and incorporate user-generated content fostering engagement and a sense of community.

## **Media Relations**

- Create press releases and media kits highlighting upcoming events, new attractions and developments throughout Miami-Dade County neighborhoods and municipalities.
- Working with County districts and municipalities, host press events and familiarization tours for journalists and influencers to experience the offerings of each firsthand.
- Establish partnerships with travel publications and websites to feature the diversity of visitor offerings available throughout Miami-Dade's neighborhoods and municipalities.

## **GMCVB-Owned Channels**

- Develop a content calendar with a mix of posts highlighting different municipalities, events, attractions and insider tips for each.
- Utilize and monitor platforms such as Instagram, Facebook and X to inspire travel throughout Miami-Dade's diverse neighborhoods, encouraging user engagement through contests, polls and interactive features.

## Meetings & Convention Sales and Services Department

The Convention Sales & Services team promotes Miami-Dade County as the ideal destination for meetings and conventions offering value, unparalleled airlift and great return on investment with increased attendance and strong attendee satisfaction.

### Ongoing Initiatives — Meetings & Convention Sales and Services

- **Sales** – Created relationships with corporate and association meeting planners and executives to generate leads, bookings and room nights, delivering a positive economic impact throughout Miami-Dade County. Since 2022, more than 67 major conventions or trade shows have been booked or hosted at the Miami Beach Convention Center (MBCC), our region’s largest meeting facility, generating more than half a billion dollars in estimated economic impact throughout Miami-Dade County.
- **Facilities & Venues** – Marketed meeting, convention and trade show space across Miami-Dade County, including citywide facilities such as the MBCC, James L Knight Center, Mana Wynwood, Miami Airport Convention Center and Miami-Dade County Fair & Expo Center.
- **Accommodations** – Promoted Miami-Dade accommodations – 480 hotels and over 64,000 rooms countywide – to meeting and event planners, generating leads, bookings and increased room nights.
- **Site Visits** – Showcased Miami-Dade’s regional hotel, meeting and event space on site visits for new and existing clients, cross-selling between neighborhoods based on client needs.
- **Convention Services** – Provided support to streamline and enhance the meeting planning experience for conventions, trade shows and business events.
- **Local Business** – Connected clients and event planners with local vendors and businesses countywide that offer meeting and event services and other resources.
- **Neighborhood Task Forces** – Met quarterly with Regional Convention Sales Task Forces (Downtown Miami, Miami Beach, Aventura/Surfside/Sunny Isles, Coral Gables/Coconut Grove and Airport Area) to strategize and roll out neighborhood-specific marketing campaigns and meeting planner guides designed to fit each market’s need and priority.
- **Sustainability** – Drove awareness among meeting planners of visitor industry sustainability initiatives throughout our municipalities and neighborhoods.

- **MBCC** – Staffed and supported the destination information booth at the region’s MBCC during citywide events, highlighting the diversity of experiences meeting delegates can explore throughout Miami-Dade neighborhoods.
- **Meeting & Event Proposals** – Highlighted the resources and distinctive meeting and event spaces found throughout Miami-Dade County in all event proposals and in presentations at trade shows and sales missions, e.g. the SITE (Society of Incentive Travel Excellence) eBook designed to showcase each neighborhood.
- **Communications** – Published monthly and quarterly e-newsletters highlighting new sales initiatives, special meetings programs and neighborhood content to meeting planners and community partners.

### **Strategic Opportunities— Meetings & Convention Sales and Services**

- **Hotel Task Forces** -- Continue to build upon outcomes of neighborhood Regional Sales Task Forces and ensure countywide representation.
- **Regional Task Forces** – Partner with Expedia to expand Regional Hotel Task Forces to include Doral, Hialeah/Miami Lakes, Miami Springs/Airport and Homestead, further driving business throughout Miami-Dade County neighborhoods and business districts.
- **CRM** – Ensure that all meeting and event spaces throughout Miami-Dade are catalogued in the GMCVB’s database and made available to meeting and event planners.
- **Industry Partners** – Collaborate with industry partners such as SITE, *Smart Meetings* and *Meetings & Incentives* to increase local exposure throughout Miami-Dade’s diversity of neighborhoods.
- **Emerging Markets** -- Identify and strengthen relationships with local emerging markets within our communities to further drive new meetings and conventions to as many parts of the County as appropriate.
- **Chamber Partnerships** – Develop a stronger collaboration with local chambers of commerce to identify opportunities within their membership, driving potential business to that municipality or region.
- **Sustainability** – Work with neighborhood hotels to achieve sustainability certification and amplify successes to both meeting planner and local audiences.
- **Corporate Social Responsibility** – Identify opportunities to support client legacy programs throughout Miami-Dade municipalities.

## Multicultural Tourism & Development Department

Helping promote the diversity of Miami-Dade's multicultural communities, attractions, events and businesses, perhaps no other department's reach is felt across all 34 municipalities more than the GMCVB's Multicultural Tourism & Development department.

### Ongoing Initiatives – Multicultural Tourism & Development

- **Heritage Neighborhoods** – Maximized marketing and engagement opportunities countywide, promoting the multicultural gems and special events found throughout our diverse neighborhoods, highlighting their connection to the diasporas that make up Miami-Dade County.
- **Tourism Business Enhancement** – Supported and strengthened the economic sustainability and access of multicultural communities and heritage-related businesses throughout Miami-Dade County. The GMCVB's Tourism Business Enhancement (TBE) programming and workshops are available countywide and help communities and their businesses that serve the visitor industry share in the direct economic benefits of travel and tourism.
- **Small Business** – Worked with the Miami-Dade Black Affairs Advisory Board and non-profit partners such as CareerSource Florida and Miami Bayside Foundation to elevate minority owned businesses through small business workshops, job training, and Miami-Dade County initiatives such as Black Business Month.
- **Art of Black** – Continued growing Art of Black Miami, highlighting the artistic and cultural landscape found throughout heritage neighborhoods, showcasing special exhibits, fairs, art talks, performances and podcasts.
- **Programming** – Supported multicultural public events and travel drivers such as Jazz in the Garden (Miami Gardens), Calle Ocho Festival (Little Havana), Miami Carnival (countywide), Haitian Compas Festival (Bayfront), American Black Film Festival (Miami Beach), ArtZ305 (South Dade) and the Asian Cultural Festival (Tropical Park).
- **Heritage Months** – Elevated marketing opportunities by celebrating Heritage Months throughout Miami-Dade's diverse communities: Black History, Hispanic, Haitian, Jewish American and Asian American Pacific Islander Heritage Months. Ongoing programming amplifies cultural and heritage offerings throughout communities that may not be as connected to the tourism ecosystem.
- **Black Hospitality Initiative** – Directed awareness and endowment of the GMCVB's Black Hospitality Initiative, an educational fund aimed at empowering Miami-Dade African American

students and those of African descent pursuing hospitality careers at Miami Dade College, Florida International University, and St. Thomas University and Florida Memorial University (Miami Gardens).

## **Strategic Opportunities — Multicultural Tourism & Development**

- **Heritage Neighborhoods** – Continue expanding the multicultural connection of tourism to the diasporas and cultural gems found throughout Miami-Dade. Curate a Haitian American Community Tour and a Multicultural Miami Spice Showcase featuring heritage neighborhood restaurants. Similar to the recent community tour of Asian American points of interest in South-Dade, these initiatives elevate cultural and heritage offerings throughout communities that may not be as connected to the tourism ecosystem.
- **Miami Music** – Create a countywide live music program highlighting and connecting neighborhoods, venues and restaurants with visitors and locals wanting to experience live music. Significantly expand content focusing on Music across all GMCVB owned channels, showcasing performances and special offers to drive demand.
- **Tourism Business Enhancement** – Continue to increase the number of minority-owned businesses throughout all our municipalities positively impacted by the visitor industry by increasing the number of GMCVB Tourism Business Enhancement capacity-building workshops and expanding their reach to additional meeting points throughout Miami-Dade County.
- **Capacity Building** – Engage in collaborations with more business development organizations to help support the goal of capacity-building and increase small business programming throughout Miami-Dade County.
- **Small Business** – Increase collaboration with area chambers of commerce and economic development agencies to connect small minority owned businesses to the tourism eco-system and benefit from TBE subject matter workshops such as Legal Essentials, Social Media, AI and Customer Service. (See Addendum for further details.)

## Partnership / Events Department

The Partnership & Events team increases exposure for visitor industry partners and stakeholders among local residents, visitors, and meeting and convention delegates, identifying new partnership opportunities throughout Miami-Dade County, and raising awareness of the GMCVB and Miami brand.

### Ongoing Initiatives — Partnership / Events

- **Miami Begins With Me** – Provided resources and support to promote Miami-Dade County businesses including Customer Service and Destination Training. Miami Begins with Me (MBWM) destination training highlights our many neighborhoods and experiences countywide. Classes are hosted throughout Miami-Dade and also offered online free of charge.
- **Networking** – Hosted Business Networking Events throughout Miami-Dade three-four times per month; most are open for any community member to attend.
- **Visitor Centers** – Provided support and materials year-round to Visitor Centers located throughout Miami-Dade County (see Addendum).
- **Business Outreach** – Joined in area networkers across Miami-Dade, hosted by local chambers or businesses, to identify new partnership opportunities throughout the county.
- **Festival & Community Events** – Participated in community events and local festivals with promotional guides, special offers and giveaways, showcasing the diversity of diversity of neighborhoods and experiences found throughout Miami-Dade County for residents and visitors alike.

### Strategic Opportunities — Partnership / Events

- **Miami Begins With Me** – Work with cities to expand MBWM training locations in their municipalities and ensure all local highlights are referenced in MBWM courses and programming. This is also an opportunity for elected officials to be featured guests at events hosted in their district.
- **Events/Networking** – Work with municipalities to expand Business Networking Events and programming across Miami-Dade, providing greater opportunities for community and stakeholder participation throughout the county.

- **Partnership** – Work with each municipality to identify businesses in their communities that would benefit from GMCVB partnership and/or Tourism Business Enhancement workshops, helping increase their share of the direct economic benefits of travel and tourism.
- **Festival & Community Events** – Expand festival and community event participation to have GMCVB presence at least once per municipality/per year with destination guides, special offers and promotional giveaways for residents and visitors.
- **Visitor Centers** – Explore opportunities for additional Visitor Center locations to be added and marketed in areas of Miami-Dade County that currently have none. If not a formal visitor center, the GMCVB can regularly provide destination guides and brochures to offices and municipal centers to be shared with guests and residents.

## Research & Business Intelligence Department

The GMCVB's Research team is Miami-Dade County's hub for travel and tourism intelligence, producing online profiles on visitors, demographics, expenditures and other valuable marketing information for industry and government stakeholders.

### Ongoing Initiatives — Research & Business Intelligence

- **Strategic Planning** – Supported destination marketing programs, tracking key industry benchmarks and analyzing data and trends to support strategic planning and targeted initiatives.
- **Countywide Outreach** – Disseminated visitor intelligence and data to municipal and industry stakeholders via multiple channels, including monthly presentations to chambers and organizations such as the South Florida Concierge Association, reaching a broad cross-section from leisure and hospitality touchpoints countywide.
- **Visitor Research** – Conducted ongoing visitor research throughout Miami-Dade County to understand behavior, source markets, visitation, spending and economic impact. County in-person survey locations include:
  - Miami International Airport
  - Ocean Drive (Miami Beach)
  - Lincoln Road (Miami Beach)
  - Wynwood Walls (Wynwood)
  - Aventura Mall (Aventura)
  - Brickell City Center (Miami)
  - Bayside Marketplace (Miami)
- **Resident Sentiment** – Conducted quarterly online Resident Sentiment surveying to understand:
  - Awareness of the benefits of tourism to Miami-Dade County
  - Topics of greatest interest to communities on tax allocation
  - The awareness of the GMCVB initiatives and the organization's impact on tourism throughout Miami-Dade County and individual municipalities
  - Attitudes by municipality
- **Event Impact** – Conducted event surveying to measure the impact of area events throughout Miami-Dade County including:
  - Jazz in the Gardens (Miami Gardens)

- Miami Marathon (Miami)
  - Miami Beach Pride (Miami Beach)
  - Art of Black (Countywide)
  - MUSA Art Fair (Miami Beach)
  - Afrikin Art Fair (North Miami)
  - Art Beat Miami (Miami)
  - Prizm Art Fair (Miami)
  - Art of Transformation Africa Global (Opa-Locka)
  - Historic Ward Rooming House (Overtown, Miami)
  - Loud Week! Love of Urban Design Fashion & Art Show (Coral Gables)
  - Calle Ocho Festival (Little Havana, Miami)
  - Caribbean Baseball Series (Miami)
  - Coconut Grove Arts Festival (Coconut Grove)
  - GroundUP Music Festival (Miami Beach)
  - South Beach Wine & Food Festival (Miami Beach)
  - World Baseball Classic (Miami)
- **Reporting** – Conducted weekly and monthly reporting of hotel and short-term rental performance to stakeholders regionally and Miami-Dade County as a whole. Areas covered include:
    - Miami International Airport and surrounding areas
    - Aventura/Sunny Isles
    - Central Miami-Dade
    - Coconut Grove
    - Coral Gables
    - Doral
    - Brickell/Downtown Miami
    - Miami Beach
    - North Miami-Dade
    - South Miami-Dade
    - Surfside/Bal Harbour
- **Forecasting** – Conducted weekly overnight visitor forecasting for City of Miami Beach Police, helping the department allocate sufficient staffing throughout the year to ensure adequate police presence.
  - **Regional Hotel Task Forces** – Conducted quarterly updates to Miami-Dade County hoteliers as part of the GMCVB Hotel Task Force meetings throughout the destination, including Miami Beach, Airport area and Downtown Miami.

## Strategic Opportunities — Research & Business Intelligence

- **Countywide Outreach** – Provide hotel and lodging data, including existing and new hotel supply, to Miami-Dade County municipalities in order to enhance development of visitor assets and spur economic growth.
- **Visitor Research** – Enhance existing Visitor Research and surveying via placement of additional interviewers in municipalities throughout the County, subject to feedback from cities on where interviewers can be placed to best capture traveler sentiment.

## Sports & Entertainment Tourism Department

The Sports & Entertainment Tourism team works to attract and retain sporting and entertainment events, conferences, conventions and film and television productions across Miami-Dade County, generating increased room nights and a greater visitor return rate throughout the destination.

### Ongoing Initiatives — Sports & Entertainment Tourism

- **Location Showcase** – Marketed and showcased locations, venues and the diversity of available assets throughout Miami-Dade County’s expansive sports and entertainment ecosystem to event planners, location scouts, producers and directors.
- **Securing Events** – Working with the county, municipal and private sector partners, secured and hosted marquee events such as Super Bowl, Miami Grand Prix, Latin Grammys, World Baseball Classic and in 2026, the FIFA World Cup. The halo effect of these major events is felt throughout the county and in the municipalities and event venues that host them.
- **Marketing** – Expanded efforts to attract film activations, trade shows and festivals throughout Miami-Dade neighborhoods, venues and event spaces.
- **Film Incentives** – Worked with Miami-Dade’s FilMiami and Film Florida to amplify new production industry film incentives and the incredible range of locations that are available countywide.
- **Collegiate & Amateur Sports** – Targeted Olympic/Collegiate and amateur sporting events, working closely with sanctioning bodies including USOC, NCAA and AAU, in partnership with local venues and educational institutions throughout Miami-Dade County.
- **Miami-Dade Parks & Recreation** – Worked with county and municipal parks directors throughout Miami-Dade to convey the needs of sports planners and gain a better understanding of existing spaces and programs.

### Strategic Opportunities — Sports & Entertainment Tourism

- **New Film Incentives** – Expand upon communitywide education and engagement with municipalities, producers, directors and location scouts to newly introduced Miami-Dade film incentives and the diversity of location assets found countywide. (See Addendum for further details.)

- **Interactive Venue Guide** – Build out an interactive venue guide that showcases the diversity of Miami-Dade County sports facilities throughout our communities to visitors and event planners. (See Addendum for further details.)
- **Countywide Task Force** – Establish a countywide Sports & Entertainment taskforce, including representatives from interested municipalities, to provide industry and regional insight and guide marketing efforts.
- **Miami Golf Trail** – Work with public and semi-private golf courses throughout Miami-Dade County to create a golf experience that connects municipalities and celebrates the unique aspects of each community through a Miami Golf Trail adventure. (See Addendum for further details.)
- **Event Planners** – Work with County and municipal partners to identify and highlight parks and recreation spaces in all 13 districts that serve event planner needs, including indoor and outdoor facilities, as well as highlight larger Miami-Dade County regional facilities such as the Miami Beach Convention Center, James L. Knight Center, Mana Wynwood, Miami Airport Convention Center and Miami-Dade County Fair & Expo Center.
- **Amplify** -- Increase the exposure of local programming and special events through social media, sporting events calendars and newsletters, i.e. highlight a different sports and entertainment venue/ park or event in each municipality in a social media series/campaign.
- **Hotel Program** -- Create a film-friendly hotel program that educates hoteliers throughout Miami-Dade to the needs of film producers and location scouts, in collaboration with municipal partners and FilMiami.

## Travel Industry Sales Department

The Travel Industry Sales department facilitates partnerships, provides resources and fosters collaboration within the global travel trade industry to elevate Miami-Dade County's premier offerings and tourism amenities, driving visitation throughout the region's hospitality touchpoints.

### Ongoing Initiatives – Travel Industry Sales

- **Travel Trade** – Showcased Miami-Dade County's rich diversity of visitor experiences throughout our communities and neighborhoods, providing travel industry professionals (tour operators and industry professionals) with resources for marketing and selling the destination.
- **Destination Specialist** – Expanded upon the GMCVB's Online Destination Specialist program, highlighting assets throughout Miami-Dade to 14.8K registered travel advisors globally, leveraging Brand USA partnerships for international growth, and engaging in 60+ domestic & international travel tradeshow/events reaching 25K delegates each year.
- **Global Representation** – Maximized the GMCVB's global representation network across 53 countries to highlight Miami-Dade visitor experiences, provide programming and training to in-market partners, and enhance communication and connection between local and international travel industries and audiences.
- **Familiarization Trips** - Showcased Miami-Dade's rich visitor experiences, landmarks, cultural sites, outdoor adventures, diverse historical neighborhoods, dining, attractions and shopping to domestic and international travel trade.
- **Sales Missions** – Met with tour operators and wholesalers at leading trade shows and on sales missions in global priority markets to showcase the diversity of experiences found throughout Miami-Dade, partnership opportunities and ongoing resources and promotional support offered by the GMCVB.
- **Pre-post Cruise Stays** – Highlighted pre- and post-cruise stays to PortMiami's 7.2M annual passengers, extending visitor stays and opportunities for more immersive experiences throughout Miami-Dade's diversity of neighborhoods.

### Strategic Opportunities – Travel Industry Sales

- **Online Destination Specialist Program** - Expand destination specialist programming to broaden the number of communities spotlighted, empowering learners to gain a comprehensive understanding of Miami-Dade's vast visitor landscape and enriching their knowledge base of destination and neighborhood experiences.

- **Newsletter** - Feature different Miami-Dade municipalities in the destination's quarterly Travel Trade newsletter to showcase and amplify the unique attractions, special events, arts, culture and local initiatives found in each.
- **More to Explore** - Engage with local communities/stakeholders to gain insight and uncover hidden destination gems and cultural immersion activities within each, with a focus on developing and highlighting experiences distinctive to our lesser-known neighborhoods.
- **Travel Trade Website** – Enhance GMCVB website content for travel professionals and navigation tools that raise awareness of the unique experiences found throughout Miami-Dade, incorporating new off-the-beaten path locales that go beyond the more common visitor itineraries and explore the rich diversity of Miami-Dade's neighborhoods.

## Website / Digital Marketing Department

The digital marketing team oversees MiamiandMiamiBeach.com, a comprehensive content hub highlighting unique traveler experiences throughout Miami-Dade County's 13 districts, 34 municipalities and many neighborhoods to more than 12 million prospective visitors each year, delivering over 4.5M partner engagements including article outbound links and detail page interactions.

### Ongoing Initiatives — Website / Digital Marketing

- **Digital Marketing** – Leveraged destination marketing personas to enhance and expand the GMCVB website and other digital marketing channels, driving consideration, engagement, bookings and first-party data capture, including email opt-in and meetings leads.
- **MiamiandMiamiBeach.com** – Identified and featured engaging storytelling from throughout the destination, captivating and converting potential visitors and meeting planners on MiamiandMiamiBeach.com through immersive experiences that increase demand and inspire increased lengths of stay.
- **Neighborhoods** – Developed neighborhood landing pages and articles highlighting area hotels, attractions, arts, culture, shopping and special events throughout Miami-Dade County, with images and video where applicable.
- **Webcams** – Managed the GMCVB's popular webcam landing page, boasting the website's highest volume of traffic with an average of 2+ minutes per visit and maximize functionalities allowing community partners to link and easily embed views in their sales and marketing efforts. Livestreams featured throughout the destination include: Miami-Dade urban coral reef, Bayfront Park and Biscayne Bay, Brickell Key, Coconut Grove, numerous points throughout Miami Beach and Sunny Isles Beach, Little Havana, Virginia Key Beach, Wynwood, PortMiami and Miami International Airport.
- **Meeting Planners** – Continued to enhance the website Meeting Planner experience, amplifying the benefits of meeting throughout Miami-Dade County and at convention center facilities countywide.
- **Google** – Showcased Miami-Dade County site content in Google Featured Snippets, increasing the reach and MiamiandMiamiBeach.com and attracting and engaging consumers at all life cycle stages.

## Strategic Opportunities — Website / Digital Marketing

- **Content Strategy** – Increase investment in destination storytelling, articles and website enhancements including navigation tools, landing pages and content strategy to further highlight all Miami-Dade municipalities and neighborhood favorites, city landmarks, visitor experiences and special offers (i.e. hotels and attractions).
- **Neighborhoods** – Increase neighborhoods (22+), landing pages (40) and articles (900+) represented on MiamiandMiamiBeach.com current site navigation and interactive maps, encouraging visitors to explore further into Miami-Dade and visit multiple areas during their stay.
- **Navigation Tools** – Redesign map functionalities to highlight all municipalities and select neighborhood icons.
- **Virtual Tours** – Incorporate neighborhood virtual tours to encourage visitation of specific visitor touchpoints, streets, districts, etc.
- **Webcams** – Scout and add more locations throughout Miami-Dade County to the GMCVB’s webcam network, showcasing the breadth of Miami Dade County’s beauty and diversity.

## Strategic Priorities / Organization

The GMCVB is always looking proactively at its role and responsibility in making Miami-Dade County a better place to live, work and play which in turn makes it a better place to visit. This includes working with our hospitality partners on areas that historically were not prioritized but have now become standards that visitors and meeting/event planners consider in making their travel decisions.

In addition, better educating residents on the positive impacts of tourism and how it generates employment opportunities and supports quality-of-life benefits countywide is a focal point of the organization. This is accomplished in partnership with a variety of local civic, business and educational stakeholder organizations.

## Ongoing Initiatives

### Inclusivity & Accessibility

- **Inclusivity** -- Expanded upon diversity and inclusion initiatives in support of the GMCVB's countywide multicultural, accessibility and LGBTQ+ marketing efforts, positioning Miami-Dade County as welcoming to all and providing a broad range of visitor experiences throughout the destination.
- **Accessibility** – Continued to ensure the destination serves diverse travel audiences, including neurodivergent and those with mobility and sensory challenges, highlighting accessibility resources and amenities throughout Miami-Dade County, our ports, beaches, boating, parks and outdoor spaces, accommodations and attractions, shopping and other hospitality touchpoints across Miami-Dade County.
- **CAC Accreditation** – Achieved designation as a Certified Autism Center (IBCCES), including more than 250 hours of staff training on the special needs of the destination's growing neurodivergent audience, a critical first step in establishing Miami-Dade County as an inclusive destination for all audiences.
- **Wheel the World** – Partnered with platforms for travelers with disabilities, such as Wheel the World that offers comprehensive guides and specialized customer support, to further awareness of accessible experiences, accommodations and attractions throughout Miami-Dade County.
- **Miami-Dade County ADA** – Worked with Miami-Dade County to provide specialized ADA training and inclusivity webinars to hospitality partners countywide.

- **Website** – Expanded new sustainability and accessibility functionalities throughout MiamiandMiamiBeach.com municipal and partner listings.

## Sustainability

- **Sustainability Roadmap** -- Developed a comprehensive, countywide roadmap that supports sustainable tourism, convention, meeting and event strategies that improve Miami-Dade County’s social, economic and environmental development as a leading global destination and ensures a viable future for visitors and residents.
- **Resiliency** – Developed countywide resiliency programs and industry training such as the annual Hotel Hurricane Preparedness Seminar open to all Miami-Dade County hotel safety and security teams, learning from municipal emergency management experts on best practices to navigate the upcoming storm season.
- **Air Route Development** – Worked in in partnership with Miami International Airport, supporting expansion of existing service/routes and attracting new carriers in key feeder markets such as Spain (Level Airlines) and Germany (Condor Airlines).
- **Government Partners** – Worked with the Miami-Dade County League of Cities and 13 District offices to align goals and common interests of the visitor industry with municipalities throughout Miami-Dade County.
- **Workforce Resiliency** – Worked with organizations such as CareerSource Florida, the Miami Bayside Foundation, and local non-profits including Easter Seals, Goodwill Industries and Camillus House to increase workforce development and training opportunities countywide.
- **H.O.T. Challenge** – Supported the GMCVB’s annual H.O.T. Challenge golf tournament, raising funds for the organization’s Black Hospitality Initiative (BHI), an educational fund awarding scholarships to Black Miami-Dade students pursuing hospitality careers at partner universities FIU (Tamiami and Biscayne campuses), Florida Memorial (Miami Gardens), St. Thomas (Miami Gardens) and Miami Dade College (countywide).
- **Global Sustainability Tourism Program** – Developed a GMCVB sustainable tourism internship in partnership with Florida International University’s Global Sustainability Tourism Program.

## Strategic Opportunities

- **Countywide Initiatives** -- Broaden marketing partnerships such as with Wheels the World to further amplify inclusive and sustainable locations and experiences found throughout our municipalities and neighborhoods.

- **Accessibility** – Expand upon the organization’s designation as a Certified Autism Center, connecting county, city and business improvement district partners to training and certification opportunities, with the goal of being accredited as an Autism Certified Destination, aligning with destination-wide accessibility goals.
- **Sustainability Roadmap** – Implement roadmap initiatives and practical actions that can be taken across Miami-Dade County’s tourism ecosystem and are top-of-mind to partners, municipalities, meeting planners and travelers.
- **Route Development** – Continue to expand partnership with Miami International Airport to attract new carriers, routes and expanded service from key feeder markets.
- **H.O.T. Challenge** -- Increase annual tournament revenues and BHI fundraising. Since its inception in 1991, the organization has raised more than \$3.5 million and awarded 450 scholarships, fostering Miami-Dade’s next generation of hospitality leaders.

## V. Implementation and Assessment

Ultimately, the overall success of this program will be predicated on expanded communication. To that end, we will establish a quarterly forum and invite each municipality's public information officers as well as chiefs of staff from each commission district to exchange information and provide updates from their respective cities to ensure each is included and showcased throughout GMCVB marketing programs.

The expanded opportunities outlined in this marketing plan will be incorporated into the annual GMCVB planning process which runs throughout the summer leading up to the start of our fiscal year on October 1. The GMCVB is committed to identifying the necessary resources to implement these initiatives on a recurring basis moving forward.

In addition, the GMCVB will implement a quarterly assessment and tactical checklist by department to ensure consistency of our efforts.

The GMCVB has always had a countywide marketing commitment and looks forward to deepening and widening our efforts to further ensure that all aspects of Miami-Dade County are showcased to our visitors resulting in broader economic impact for our residents.

## VI. Addendum

Miami-Dade County Resolution.....	48
GMCVB Program of Work FY 2023/24.....	54
District Maps/Boundaries .....	71
Additional Responses by Department .....	78
Press Trips & Visiting Journalists .....	80
Editorial Pitches & Media Events .....	83
Influencer Campaigns .....	86
Visitor Centers .....	88

## Miami-Dade County Resolution No. R-127-24

<https://www.miamidade.gov/govaction/legistarfiles/MinMatters/Y2024/240212min.pdf>

**OFFICIAL FILE COPY  
CLERK OF THE BOARD  
OF COUNTY COMMISSIONERS  
MIAMI-DADE COUNTY, FLORIDA**

### MEMORANDUM

Agenda Item No. 14(A)(3)

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**TO:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**DATE:** February 6, 2024

**FROM:** Geri Bonzon-Keenan  
County Attorney

**SUBJECT:** Resolution directing the County Mayor (1) to engage with the Greater Miami Convention and Visitors Bureau to develop a marketing plan that further markets all parts of the County; and (2) to provide a report

Resolution No. R-127-24

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The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Chairman Oliver G. Gilbert, III



\_\_\_\_\_  
Geri Bonzon-Keenan  
County Attorney

GBK/jp



**MEMORANDUM**  
(Revised)

**TO:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**DATE:** February 6, 2024

**FROM:**   
Gen. Bonzon-Keenan  
County Attorney

**SUBJECT:** Agenda Item No. 14(A)(3)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's present \_\_\_\_, 2/3 membership \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) \_\_\_\_) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

MDC002

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 14(A)(3)  
2-6-24

RESOLUTION NO. \_\_\_\_\_ R-127-24

RESOLUTION DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE (1) TO ENGAGE WITH THE GREATER MIAMI CONVENTION AND VISITORS BUREAU TO DEVELOP A MARKETING PLAN THAT FURTHER MARKETS ALL PARTS OF THE COUNTY; AND (2) TO PROVIDE A REPORT

**WHEREAS**, Miami-Dade County (the "County") is a diverse County encompassing 34 different municipalities, 13 commission districts, and an unincorporated area with approximately 1.2 million residents who all contribute to the unique fabric of this community; and

**WHEREAS**, while the County is famous for its beautiful beaches, other parts of the County offer unique and fascinating culinary experiences, artistic performances, outdoor activities, and cultural events; and

**WHEREAS**, the Greater Miami Convention & Visitors Bureau ("GMCVB") is a sales and marketing organization for Greater Miami and Miami Beach; and

**WHEREAS**, the GMCVB's mission is to generate travel demand to Greater Miami and Miami Beach, to maximize economic impact to our community, ensure industry resiliency, and elevate the resident quality of life; and

**WHEREAS**, the County has partnered with the GMCVB in the past to coordinate event marketing and programming for activities across the Greater Miami area; and

**WHEREAS**, one such partnership was *MIAMILAND* which encouraged visitors to engage with the unique natural and outdoors activities found across Miami-Dade County; and

MDC003

**WHEREAS**, another successful partnership between Miami-Dade County and the GMCVB is the recent establishment of the month of November as Miami-Dade Farmers Month aimed at attracting visitors to the southern portions of the County, affectionately referred to as *Miami's Countryside*; and

**WHEREAS**, encouraging and focusing resources to promote activities across all Miami-Dade County is advantageous to the regional economy; and

**WHEREAS**, because there have been a number of new businesses openings, developments, points of interest, and expansion of tourism infrastructure in recent years, it is timely for a review of new and improved assets throughout the County that can be leveraged in the expanded storytelling of unique and diverse experiences; and

**WHEREAS**, this Board seeks to direct the County Mayor or County Mayor's designee to engage with the GMCVB to develop a marketing plan that further highlights the diverse culinary, artistic, and cultural offerings of the entire County,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA**, that this Board:

**Section 1.** Directs the County Mayor or County Mayor's designee to engage the Greater Miami Convention and Visitors Bureau ("GMCVB") to develop a marketing plan to highlight cultural, culinary, outdoor and/or artistic events throughout all parts of Miami-Dade County.

MDC004

**Section 2.** Further directs the County Mayor or County Mayor’s designee to provide a written report to this Board within 120 days of the effective date of this resolution setting forth the County’s plan with the GMCVB to effectuate the purpose laid out in section 1. The completed report shall be placed on an agenda of the full Board without committee review pursuant to rule 5.06(j) of the Board’s Rules of Procedure.

The Prime Sponsor of the foregoing resolution is Chairman Oliver G. Gilbert, III. It was offered by Commissioner **Raquel A. Regalado** , who moved its adoption. The motion was seconded by Commissioner **Keon Hardemon** and upon being put to a vote, the vote was as follows:

Oliver G. Gilbert, III, Chairman	aye		
Anthony Rodríguez, Vice Chairman	aye		
Marleine Bastien	aye	Juan Carlos Bermudez	aye
Kevin Marino Cabrera	aye	Sen. René García	absent
Roberto J. Gonzalez	aye	Keon Hardemon	aye
Danielle Cohen Higgins	aye	Eileen Higgins	aye
Kionne L. McGhee	aye	Raquel A. Regalado	aye
Micky Steinberg	aye		

MDC005

The Chairperson thereupon declared this resolution duly passed and adopted this 6<sup>th</sup> day of February, 2024. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.



MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

JUAN FERNANDEZ-BARQUIN, CLERK

By: Basia Pruna  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

SMG

Sophia Guzzo

MDC006

## FY 2023/24 Greater Miami Convention & Visitors Bureau Program of Work

TRAVEL INDUSTRY SALES	Oct-23	Nov-23 <i>Miami-Dade Femmes' Month</i>	Dec-23 <i>Miami Arts, Culture &amp; Heritage Month</i>	Jan-24 <i>Miami Arts, Culture &amp; Heritage Month</i>	Feb-24	Mar-24
	9/30-10/3 FIT America Latina / Buenos Aires, Argentina	10/30-11/3 Germany and Switzerland Sales Mission	11/30-12/2 ABTP (Association of Black Travel Professionals) Conference / Las Vegas, NV	1/6 Vincent Vacations Annual Award Gala / Oklahoma City, OK	1/29-2/2 Brand USA Mexico Sales Mission	2/28-3/1 ANATO Tradeshow / Bogota, Colombia
10/1 Tour America Red Cow Sales Event / Dublin, Ireland	11/1-3 CruiseWorld / Fort Lauderdale, FL	12/1 CCRA PowerSolutions / Atlanta, GA		1/31-2/2 Marvelous Mouse Travel Annual Conference / Orlando, FL	3/2 Swanson USA / Malmo, Sweden	
10/2 Pleasant Holidays Roadshow / Boston, MA	11/1-3 Specialists in Entertainment / New Orleans, LA	12/3-7 Key to the World Travel Conference / Orlando, FL	1/11 Travel Mach Norway / Oslo, Norway	2/3-4 Travel & Adventure Show / Los Angeles, CA	3/3 FDM / Copenhagen, Denmark	
10/2-5 OASIS Travel Network Annual Conference / Cabo San Lucas, Mexico	11/4 Dream Vacations/Cruise One Pre-Conference Reception / Miami, FL	12/4-7 ILM Cannes / Cannes, France	10 Making the Most of your Pre/Post Cruise Stay / Virtual (Webinar)	2/3 Unique Travel of Palm Beach Expo / Palm Beach, FL	3/5-6 Travel Market Place West / Vancouver, Canada	
10/2-6 Volaris Airlines Mexico FAM	11/2 TRAVVYs / Ft. Lauderdale, FL	12/5 CCRA PowerSolutions / New York, NY	1/12-14 Reisevissessen / Oslo, Norway	2/4-6 Florida Huddle / Miami, FL	3/9-3/10 Travel & Adventure Show / Atlanta, GA	
10/2-6 FVO Brazil Luxury FAM	11/4-5 Post-CruiseWorld FAM / Miami, FL	12/6 Travel Leaders Mixer / Richmond Hill (Toronto), Canada	1/13-14 Travel & Adventure Show / Chicago, IL	2/7-9 Post Florida Huddle FAM	3/11 Peninsula Show / Atlanta, GA	
10/3 Pleasant Holidays Roadshow / Weehawken, NJ	11/6-8 World Travel Market (WTM) / London, England		11 Find Your Miami Event / Chicago, IL	2/8-10 OTM (Outbound Travel Mart) / Mumbai, India	3/11-15 Brand USA Latin America Sales Mission / Brazil & Colombia	
10/4 ASTA Maine / Portland, ME			1/14 Arizona Travel Expo / Scottsdale, AZ	2/8 GBTA Supplier Summit / Atlanta, GA	3/12 UNITE 2024 / London, England	
10/4 Pleasant Holidays Roadshow / Glenside, PA	11/8 Visit USA Austria Workshop / Vienna, Austria		1/16 Pinecrest Business Association Luncheon / Miami, FL	2/10 AAA Northeast Travel Marketplace / Boston, MA	3/12 Peninsula Show / Greenville, SC	
10/4-7 PTANA Annual Conference / Baltimore, MD	11/9 Travel News Market / Stockholm, Sweden		15 Classic Vacations Event / La Jolla, CA	2/14-15 Brand USA New Zealand Sales Mission / Auckland & Christchurch, New Zealand	3/12 MTSA Event / Kansas City, MO	
10/5 Pleasant Holidays Roadshow / Baltimore, MD	11/13-16 AAA Threads Conference / Providence, RI		16 Classic Vacations Event / Orange County, CA	2/17 Mann Travels Cruise & Travel Show / Charlotte, NC	3/13 Peninsula Show / Charlotte, NC	
10/5-8 Travel A.L.L.I.E.S. Female Leaders in Travel Symposium / Cancun, Mexico			17 Find Your Miami Webinar for ACTA / Virtual	2/19 ASTA New Orleans Event / New Orleans, LA	3/13 ACTA Calgary Event / Calgary, Canada	
10/7-8 AAA Great American Expo / Columbus, OH	11/14-16 AVIAREPS Roadshow / Spain & Portugal		17 Classic Vacations Event / Beverly Hills, CA	2/19-22 Brand USA Australia Sales Mission / Brisbane & Sydney, Australia	3/14 Peninsula Show / Greensboro, NC	
10/10-13 CVC Corp Brazil FAM	11/21 Travel Leaders Canada Mixer / Montreal, Canada		17 Find Your Miami Webinar for ABTP / Virtual	2/19-22 Aer Lingus Taste of America Roadshow / Belfast, Northern Ireland & Dublin, Limerick, Cork, Ireland	3/19 Visit FL-Travel Leaders Webinar / Virtual	
10/11 ASTA Great Lakes/ Detroit, MI	11/21 Visit USA Committee France Workshop / Lyon, France		18 Classic Vacations Event / San Francisco, CA	2/20 ASTA Houston Event / Houston, TX	3/22-3/23 Cruise Planners Boot Camp / Las Vegas, NV	
10/11-13 TIG Travel Experience / Rimini, Italy	11/22 Travel Leaders Canada Mixer / Ottawa, Canada		1/18-21 MATKA / Helsinki, Finland	2/21 ASTA Austin Event / Austin, TX	3/22-24 Tour Connection LA / Palos Verdes, CA	
10/12 ASTA West Michigan	11/23 Visit USA Committee France Workshop / Paris, France		1/19-21 Pittsburgh Travel Showcase / Pittsburgh, PA	2/22 ASTA Dallas Event / Dallas, TX		

Phone: 305.539.3091

Email: [TravelTrade@GMCVB.com](mailto:TravelTrade@GMCVB.com)

Apr-24 Miami Attractions & Museum Exhibits	May-24 Miami Attractions & Museum Exhibits	Jun-24	Jul-24 Miami Spa Month	Aug-24 Miami Spa Month & Miami Spa Month	Sep-24 Miami Spa Month
4/1 Peninsula Show / Dallas, TX	5/2 Visit Florida Pro-IPW Event / Los Angeles, CA	6/1 PATH Symposium / Dallas, TX	7/10 ASTA Mid-Michigan Jingle in July / Detroit, MI	8/13-16 GBTA Convention / Atlanta, GA	9/16-20 Colombia Sales Mission / Bogota, Medellin & Barranquilla
4/1-5 Visit FL Sales Mission / New York Chicago	5/3 Travel Advisor Appreciation Day	6/2-4 GTM (Global Travel Marketplace) West / Las Vegas, NV	7/15-19 Brand USA Japan/Korea Sales Mission	8/25-29 Future Leaders in Travel Retreat / La Romana, Dominican Republic	9/17-19 Visit USA Switzerland Roadshow / St. Gallen, Zurich & Basel
4/2 Peninsula Show / Austin, TX	5/3-7 IPW / Los Angeles, CA	6/3-6 Soul Traveler Viagens FAM / Brazil	7/18-20 GTM (Global Travel Marketplace) / Fort Lauderdale, FL	8/26-30 Argentina Sales Mission / Buenos Aires, Mendoza & Cordoba	9/22-26 Discover America Fall Roadshows / Malmö, Gothenburg & Stockholm, Sweden
4/3 Peninsula Show / San Antonio, TX	5/7-10 LTM Latin America / Sao Paulo, Brazil	6/3-7 UK Sales Mission / Scotland & England	7/9 TRAVELSAVERS Tuesday / Virtual	TBA Encuentro Profesional de Turismo (EPTUR) / Mexico City, Mexico	9/23-28 Scandinavia Sales Mission / Sweden, Norway, Finland
4/4 Peninsula Show / Houston, TX	5/8-10 ULTRA Luxury Summit / Palm Beach Gardens, FL		7/11 ACTA Golf Tournament / Toronto, Canada	TBA Spain Sales Mission	9/30 Vancouver International Travel Expo / Vancouver, Canada
4/6-4/7 Travel & Vacation Show / Ottawa, Canada	5/29-31 ASTA Global Conference / Dallas, TX	6/10-13 LE Miami / Miami Beach, FL	7/15 - 7/18 TRAVELSAVERS FAM / Miami, FL	TBA Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL	TBA Grupo OEA Argentina (Grupo de Gestión de Agencias de Turismo) Tradeshow / Buenos Aires, Argentina
4/8-11 Seabreeze / Miami, FL	TBA ANTOR on the Road	6/13 Discover America Summer Reception / Helsinki, Finland	7/21 - CCRA Event / Jersey City, NJ	8/2 - 8/3 ASTA Fiesta in the Desert / Scottsdale, AZ	TBA Canada Sales Mission
4/8-12 Brazil Sales Mission / Sao Paulo, Belo Horizonte & Curitiba	TBA Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL	6/24-28 Mexico Sales Mission / Mexico City, Monterrey & Guadalajara		8/5 - 8/9 Cruise Planners Luxury Forum / Cancun, Mexico	9/4 ASTA SEM NY Event / New York, NY
4/8-12 Italy Sales Mission	5/1 UTAA Event / Long Island, NY	6/25-26 Travel Market Place East / Toronto, Canada		8/8 - 8/10 FTANA New Orleans Boot Camp / New Orleans, LA	9/5 Salva Blitz / New York, NY
4/9 TravelBrands Agent Appreciation Event / Toronto, Canada	5/2 TravelSavers Dine & Discover Event / Cherry Hill, NJ	TBA Visit USA Germany Roadshows		8/10 KeyCon On Tour / Denver, CO	9/9 - 9/13 Canada Sales Mission / Calgary & Toronto, Canada
4/10 TravelBrands Agent Appreciation Event / Montreal, Canada	5/13 M TSA Event / Glen Ellyn, IL	TBA ANTOR on the Road		8/15 - 8/18 ABTP Summit / Louisville, KY	9/12 - 9/14 Ba Cur Guest Conference / Raleigh, NC
4/15 Peninsula Show / York, PA	5/14 M TSA Event / Milwaukee, WI	6/3 Classic Vacations Event / Nashville, TN		8/27 CCRA Event / Washington, DC	9/19 ACTA MarketPlace / Vancouver, Canada
4/16 Peninsula Show / McLean, VA	5/14 GTIN Event / Tulsa, OK	6/4 Classic Vacations Event / Dallas, TX			9/23 - 9/26 LTM North America / Nassau, Bahamas
4/15-17 WTM Latin America / Sao Paulo, Brazil	5/15 GTIN Event / Oklahoma City, OK	6/5 Classic Vacations Event / Houston, TX			9/25 ACTA MarketPlace / Montreal, Canada
4/17 M TSA Event / Cleveland, OH	5/16 Lunch & Learn / Oklahoma City, OK	6/5 - 6/6 Signature Travel Network Regional / Chicago, IL			9/26- 9/27 ASTA PA Symposium / Mechanicsburg, PA
4/17-19 CUA Cruise360 / Fort Lauderdale, FL	5/16 M TSA Event / Minneapolis, MN	6/6 Classic Vacations Event / Austin, TX			9/27 - 9/29 TRAVELSAVERS Global Conference / Marco Island, FL
4/18 M TSA Event / Cincinnati, OH	5/21 ASTA Southern New England / Boston, MA	6/8 - 6/11 Travel Leaders-EDGE / National Harbour, DC			9/27 - 9/28 MSC Seminar-At-Sea FAM / Miami, FL





<b>COMMUNICATIONS , PR &amp; SOCIAL</b>  <b>Phone: 305.539.3084</b>  <b>Email: Media@GMCVB.com</b>	Nov-Jan: Find Your Voice Miami Beach	TBA Creatives Connect Brought to You by Visit Miami: Farmers Month	TBA Art of Block Miami/Multicultural Media Visits / Miami, FL	4-7 South Beach Jazz Festival Social Media Support	TBA Creatives Connect Brought to You by Visit Miami	28-1 Vibrina Turístico ANATO / Bogotá, Colombia
	1-13 Celebrate Orgullo Social Media Engagement and Content	4-7 Get Airlines Latam Press Tour / Miami, FL	5-10 Art Basel Miami Beach & Art Miami Media Visits and Social Media Content	7-10 PCMA Convening Leaders / San Diego, CA	1-29 Black History Month Social Media Content	1-2 Open House Miami Media Visits / Miami, FL
	2-4 Visit Florida West Coast Media Mission / Los Angeles & San Francisco, CA	2-5 Gems Film Festival Social Media Content / Miami, FL		12-14 Art Deco Weekend Social Media Support	4-6 Florida Hudole / Miami, FL	1-3 Montreux Jazz Festival / Miami, FL
	3-5 International French Travel Market (FTM) Top Resa / Paris, France	5 NFL Chiefs-Dolphins Games In-Market Event / Frankfurt, Germany		13-14 The Pickle Games at Miami Marine Stadium / Miami, FL	14 Valentino's Day Social Media Collab with @MiamiDateSite	12-14 IMM 2024 France, Monaco & Benelux
	6-8 Miami Carnival Media Visits / Miami, FL	6-8 World Travel Market (WTM) & Media Desk Siders / London, England		6-13 Sailing, Foil and Formula Kite Racing	14-18 Discover Boating Miami International Boat Show Social Media Content / Miami, FL	5 305 Day Social Media Content and Influencer Collaboration
	16-19 Brand USA Travel Week U.K. & Europe 2023	9-11 Scandinavia Media Mission / Stockholm, Sweden & Copenhagen, Denmark		21-25: Brand USA India Mission	17-19 Coconut Grove Arts Festival Weekend Social Media Content / Miami, FL	9-10 Jazz in the Gardens Media Visits / Miami Gardens, FL
	17-19 IMEX America / Las Vegas, NV	9-12 Festuria Gramado / Gramado, Brazil		23-25 Cosmoprof North America Media Visits and Social Media Support / MBCC	18 Gay8 Festival Social Media Support / Miami, FL	11-14 Aspen Ideas: Climate Summit / MBCC
	18-22 "Adventurist" Arts & Culture Cross-Market / Miami, FL	12-19 Miami Book Fair Media Visits / Miami, FL		22-26 LATAM Press Tour: Volun-Tourism & Sustainability / Miami, FL	19-20 TravMedia International Media Marketplace (IMM) / London, England	15-21 Norway Airline Germany Press Tour
	21-22 Miami NASCAR Dixie Vodka 400 Weekend Influencer Visits / Miami, FL	17-19 South Beach Slam Pickleball on Lincoln Road / Miami Beach, FL		24-25 TRAVMEDIA North American Media Marketplace & Summit (IMM) / New York, NY	21-25 SOBE Wine & Food Festival Media Visits / Miami, FL	22-24 Ultra Music Festival
	23-27 Visit Florida Canada Media Mission / Toronto & Vancouver, Canada	28-30 IBTM World / Barcelona, Spain		24-28 FITUR / Madrid, Spain	22-25 Food*Con Sponsorship and Social Media Influencers Collaborations	
	24-27 Leading Hotels of the World Press Tour / Miami, FL			28 Lifetime Miami Marathon & Half Marathon Social Media Content	28-1 Vibrina Turístico ANATO / Bogotá, Colombia	
	26 GMCVB Annual Meeting / Tourism Numbers and Strategic Plan Announcement					
				30 National Plan Year Vacation Day Social Media Partnership with US Travel		17-31 Miami Open Social Media Collaboration with Hard Rock/Local Influencer
						18-22 Visit Florida Mexico Media Mission / Mexico City, Mexico

1-30 D, Miami Poetry Festival Social Media Support	TBA Creatives Connect Brought to You by Visit Miami	10-13 LE Miami Media Visits / Miami Beach, FL	TBA Temptations Press Trip with Brightline & Orlando DMO		
1-14 Miami Beach Pride Media Visits	TBA National Tourism Month and GMCVB State of the Industry Announcement	TBA American Black Film Festival (ABFF) Media Visits and Influencer Partnership / Miami, FL	TBA Miami Swim Week Media Visits	26 Black Pepper Festival Social Media Support / Miami, FL	
2-4 World Travel Market (WTM) Brazil / Sao Paulo, Brazil	TBA US/Canada Sports "Let the Games Begin" Press Tour / Miami, FL	TBA VF U.K./Ireland Media Mission 2024 / London & Dublin		1-31 National Black Business Month Influencer/Media Visits / Miami, FL	18-19 Pan-European Sports "Let the Games Begin" Press Tour
11 Global Meetings Industry Day Media Outreach	TBA Miami Fashion Week Media Visits / Miami, FL	1-30 Black Music Month		28-30 Argentina Media Mission	9/15-10/15 National Hispanic Heritage Month Social Media Influencer Collaborations
18-19 eMerge Americas Social Media Support / NBCC	3-5 F1 Miami Grand Prix Influencer Visits / Miami, FL	2 PRSA 2024 Travel & Tourism Conference			TBD Society of American Travel Writers ACME Conference
3 Level Airlines Event + press tour	3-7 IPW 2024 / Los Angeles, CA	8 International Oceans Day Social Media Content			
11-15 Cross Mic LGBTQ+ press tour	13-17 SATW's Central States and Eastern Chapter	12-16 Travel Media Association of Canada (TMAC) AGM & Conference / St. Johns, Canada			
5-14 Miami Film Festival		19 Juheteenth Media Support			
15 - 17 World Travel Mt Brazil	13-17 Visit Florida Germany M				
	13-19 US/Canada Sports Press Tour	20-14 Connebel Cope America USA 2024 Media Visits / Miami, FL			
	18 International Museum Day Social Media Content	25-29 LATAM Sports "Let the games Begin" Press Tour / Miami, FL			
	19-23 Cross-Market Find Your Miami Press Tour / Miami, FL	3-7 Pan-European "Savory Insights: Gastronomy & Cultural Discover" Press Tour / Miami, FL			

		Oct-23	Nov-23 Miami-Dade Farmer's Month	Dec-23 Miami Arts, Culture & Heritage Months	Jan-24 Miami Arts, Culture & Heritage Months	Feb-24	Mar-24
<b>ARTS &amp; CULTURE TOURISM</b>  Phone: 305.539.3083  Email: CulturalTourism@GMCVB.com	10/18-22 Paris+ Art Fair / Paris, France	11/2-5 Miami Film Festival GEMS / Miami, FL	12/5-10 Miami Art Week / Miami, FL	1/4-7 South Beach Jazz Festival / Miami Beach, FL	2/2-4 GroundUP Music Festival / Miami Beach, FL	3/1-2 Open House Miami / Miami, FL	
	10/20-21 ill Points Music Festival / Miami, FL	11/6-8 WTM London / London, England	12/8-10 Art Basel Miami Beach / Miami, FL	1/11-15 Art Deco Weekend / Miami Beach, FL	2/14-16 Art Wynwood / Miami, FL	3/1-3 / Montreux Jazz Miami Festival / Coconut Grove, FL	
	10/30 Pérez Art Museum Miami Corporate Luncheon / Miami, FL	11/8-10 PastForward Preservation Conference / Washington, DC	11/16-12/14: No Vacancy: Miami Beach / Miami Beach, FL	1/11 Arts & Culture Task Force Meeting/ in-person / GMCVB Office	2/15-18 Superline Art Fair / Miami, FL	3/28-30 Art Basel Hong Kong / Hong Kong, China	
		11/12-19 Miami Book Fair / Miami, FL		1/18-20 /TAnDeM2024/ Palermo, Italy	2/17-19 Coconut Grove Arts Festival / Coconut Grove, FL		
		11/16 Give Miami Day / Miami, FL		1/24 Florida Arts & Culture Day / Tallahassee, FL			
		11/16 - 12/14 No Vacancy: Miami Beach / Miami Beach, FL					
		11/28 Business of Art/Doral, FL					
<b>LGBTQ+ Marketing</b>  Phone: 305.503.3245  Email: LGBTQ@GMCVB.com	10/1-13 Celebrate ORCULLO	11/12-19 Miami Book Fair / Miami, FL	12/6-10 Fridge Art Fair / Miami, FL		4Ward Miami Gala	3/1-6/30 Rainbow Spring	
	10/4-7 IGLTA Global Convention / San Juan, PR	11/14-16 Spain Roadshow / Barcelona, Madrid & Lisbon	12/7-9 Art Gaysol / Miami Beach, FL	1/14-21 Aspen Gay Ski Week / Aspen, CO	2/22-25 South Beach Wine & Food Festival / Miami Beach, FL	2/28-3/5 Winter Party Festival / Miami Beach, FL	
	10/10-11 Destinations International EDI Summit / Little Rock, AR	11/24-27 URGE Miami Festival / Miami Beach, FL	12/16-19 / 27Travels Inflow	1/24-28 FITUR / Madrid, Spain	2/28-3/5 Winter Party Festival / Miami Beach, FL	TBA LGBTQ+ Press Trip / Miami, FL	
	10/14 National LGBTQ Task Force Gala / Miami Beach, FL	11/21 / GMCVB LGBTQ+ Tourism Advisory Task Force		TBA TransArt / Miami, FL	TBA Travel Bulletin LGBTQ+ Showcase / Manchester, England	TBA Miami Beach Pride Angel's Dinner / Miami Beach, FL	
	10/16 GMCVB LGBTQ+ Tourism Advisory Task Force Meeting - Virtual / Miami, FL				TBA Wigwood Miami / Miami Beach, FL		
					TBA GMCVB LGBTQ+ Tourism Advisory Task Force Meeting - Virtual / Miami, FL		

Apr-24 Miami Attractions & Museum Months	May-24 Miami Attractions & Museum Months	Jun-24	Jul-24 Miami Spice Months	Aug-24 Miami Spa Months & Miami Spice Months	Sep-24 Miami Spice Months
4/5-14 Miami Film Festival / Miami, FL	5/3-7 IPW / Los Angeles, CA	9-12 / Florida Attractions Association Annual Conference	7/16-18 Destinations International / Tampa, FL	TBA Florida Festivals & Events Association / Bonita Springs, FL	TBA ArtsLaunch 2024 @ the Arsh Center / Miami, FL
TBA Breakfast with the Arts & Hospitality Industry / Miami, FL	5/29-31 Music Tourism Convention / Cape Breton Island, Canada	6/13-16 Art Basel / Basel, Switzerland	TBA: Arts & Culture Task Force Meeting	8/28-30 / Visit FL Governor's Conference	
TBA: Arts & Culture Task Force Meeting	5/1-5 Frieze New York / New York, NY	TBA Greater Miami Festivals & Events Annual Conference / Miami, FL	TBA: GMCVB Partner Marketing Workshop / Miami, FL		
Apr-24 Miami Attractions & Museum Months	May-24 Miami Attractions & Museum Months	Jun-24	Jul-24 Miami Spa Months	Aug-24 Miami Spa Months & Miami Spice Months	Sep-24 Miami Spice Months
3/1-6/30 Rainbow Spring	3/1-6/30 Rainbow Spring	3/1-6/30 Rainbow Spring	TBA LGBTQ+ Turismo Expo / São Paulo, Brazil	12-14 FLOCC – Florida OutCoast Convention / Florida	TBA LGBTQ+ Travel Industry Trade Familiarization Trip / Miami, FL
4/5-14 Miami Beach Pride Week / Miami Beach, FL	5/3-7 IPW / Los Angeles, CA	6/3-5 PROUD Experiences / Los Angeles, CA	TBA GMCVB Partner Marketing Workshop / Miami, FL	TBA GNetwork360 BUE / Buenos Aires, Argentina	
4/6-10 Miami Beach Pride Media Visits / Miami Beach, FL	TBA SweetHeat Miami / Miami Beach, FL	TBA Arsh Center Community Dance / Miami, FL		TBA LGBTQ+ U.S.-Mexico Travel & Tourism Forum / Mexico City, Mexico	
4/16-17 GNetwork360 SCL / Santiago, Chile		TBA Pérez Art Museum Miami (PAMM) Pride / Miami, FL	7/30- 8/2 NGLCC International Business & Leadership Conference / Palm Springs, CA	7/30- 8/2 NGLCC International Business & Leadership Conference / Palm Springs, CA	
4/18-28: OUTshine Film Festival / Miami, FL		TBA Pride at Marlins Park / Miami, FL		TBA GMCVB LGBTQ+ Tourism Advisory Task Force Meeting - Virtual / Miami, FL	
TBA GMCVB LGBTQ+ Tourism Advisory Task Force Meeting - Virtual / Miami, FL		TBA Wynwood Pride / Miami, FL			
April: LGBTQ+ Press Trip / Miami, FL		TBA GMCVB LGBTQ+ Tourism Advisory Task Force Meeting - Virtual / Miami, FL			
		TBA LGBTQ+ Influencer Familiarization Trip / Miami, FL			
		TBA LGBTQ+ Travel Industry Trade Familiarization Trip / Miami, FL			

<b>MULTICULTURAL TOURISM &amp; DEVELOPMENT</b>  Phone: <a href="tel:305.539.3123">305.539.3123</a>  Email: <a href="mailto:MulticulturalTourism@GMCVB.com">MulticulturalTourism@GMCVB.com</a>	Oct-23	Nov-23 Miami-Dade Farmer's Month	Dec-23 Miami Arts, Culture & Heritage Month	Jan-24 Miami Arts, Culture & Heritage Month	Feb-24	Mar-24
	9/15-10/15 Hispanic Heritage Month	11/1-30 Native American Heritage Month	12/1-15 Art of Black Miami/Art Season	1/11-25 Miami Jewish Film Festival	2/22-25 SoBE Wine & Food Festival	3/2-3 Annual Asian Cultural Festival
	10/1-31 Italian American Heritage Month	11/3 MTDO Community Day Project	12/6-9 National Coalition of Black Meeting Planners (NCBMP)/Atlanta, GA	15 Martin Luther King Jr. Scholarship Breakfast (virtual)	22-25 Melton Mustafa's Jazz Festival Weekend	3/2-3 Carnaval on the Mile
	9/30-10/8 Miami Carnival	11/1-30 Miami-Dade Farmers Month		TBA Art of Black Miami/Kimpron MLK Art Activation	Lunar Year Experience	3/10 Calle Ocho Music Festival
	10/1-11/14 Tourism Business Development Program begins, in collaboration with the Miami Bayside Foundation Fall Program	TBA BHI Board of Director Quarterly Meeting	12/28-31 Micosaukee Indian Arts & Crafts Festival	TBA BHI School and Community Outreach and Engagement Booker T. Washington Senior High School (BTW)	TBA Art of Black Miami/Hilton Art Activation	3/9-10 Jazz in the Gardens
	10/13 Hispanic Heritage Month Community Tour				TBA Black History Month Heritage Community Tour and/or Experiences	TBA Tourism Business Development Program begins, in collaboration with the Miami Bayside Foundation Spring Program
	10/24 Tourism Business Development Workshop				TBA Homestead Blues & Jazz Festival	TBA BHI Scholars Attend Professional Development Workshop (Miami Begins with Me)
	BHI Internship/Apprenticeship Open Enrollment (ongoing activity throughout the fiscal year)					TBA BHI Board of Director Quarterly Meeting
	BHI Scholarship Open Enrollment (ongoing activity throughout the fiscal year)					
	TBA BHI Scholarship Committee Convening/Interviews and Selections				TBA BHI Quarterly Board of Directors Meeting	

Apr-24 Miami Attractions & Museums Month	May-24 Miami Attractions & Museums Month	Jun-24	Jul-24 Miami 66th Month	Aug-24 Miami 66th Month & Miami Spice/Winter	Sep-24 Miami Spice Month
4/1-30 Diversity Awareness Month	5/1-31 Jewish American Heritage Month	6/19 Juneteenth Celebrations	7/12-18 International Hispanic Theater Festival	8/30-9/1 Urban Film Festival	8/30-9/1 Urban Film Festival
6 Asian Community Tour	5/1-31 Haitian Heritage Month	6/12-16 American Black Film Festival (ABFF)	7/16-18 Destinations International Convention / Tampa, FL	TBA Black Pepper Food & Wine Festival	9/14-10/15 Hispanic Heritage Month
TBA Community Awareness Presentation	5/1-31 Asian American and Pacific Islander Heritage Month	TBA Goombay Festival	TBA Lunch & Learn Presentation	TBA Black Business Month Programming	TBA Orange Blossom Classic Weekend
TBA Art of Black Miami Monthly Podcast Series 4 Launch	5/3-7 IPW Conference / Los Angeles, CA	TBA Art of Black Miami Monthly Podcast Series 4	TBA National Association of Black Hotel Owners, Operators & Developers (NABHOOD) International Multicultural Summit	TBA Art of Black Miami Monthly Podcast Series 4	TBA Brazilian Film Festival of Miami
TBA Multicultural Tourism & Development Committee - Quarterly Meeting	5/17 H.O.I. Challenge Golf Tournament Fundraiser	TBA Art of Black Miami - Art Talk	TBA Overtown Music & Arts Festival		TBA Africana Trade and Investment Conference
TBA GMCVB Tourism Business Enhancement Workshop	5/18 Haitian Compass Festival (Haitian Flag Day Festival)	TBA Black Music Month Programming	TBA Tourism Business Enhancement - Professional Business Workshop		TBA Art of Black Miami Monthly Podcast Series 4
TBA Asian Community Tour	5/24 Best of the Best Reggae Festival	TBA Pillars Award Scholarship Luncheon, Miami-Dade Black Affairs Advisory Board Office of the Chair	TBA Tourism Business Development Program begins, in collaboration with the Miami Bayside Foundation Summer Program		TBA GMCVB Tourism Business Enhancement Workshop
	TBA Sounds of Little Haiti/Haitian Heritage Month Celebration		TBA Art of Black Miami Monthly Podcast Series 4		TBA BHI Scholarship Committee Convening/ Interviews and Selections
	TBA Taste of Haiti		TBA Multicultural Tourism & Development Committee - Quarterly Meeting		TBA BHI Scholarship Alumni and Partnership Reception
	TBA Art of Black Miami Monthly Podcast Series 4		TBA BHI Board of Directors Quarterly Meeting		TBA AOHT Annual Retreat
	TBA GMCVB Tourism Business Enhancement Workshop				
	TBA BHI Scholarship Committee Convening/ Interviews and Selections				

<b>BUSINESS DEVELOPMENT &amp; PARTNERSHIP</b>  Phone:  305.539.3076  Email: Partnership@GMCVB.com		Miami-Dade Farmer's Month	Miami Arts, Culture & Heritage Months	Miami Arts, Culture & Heritage Months		
	10/04 GMCVB Partner Networking Breakfast / Miami Beach Botanical Garden	11/8 Partner Networking Breakfast / Healing Hands Brickell		1/11 New Partner Orientation	2/1 Miami Begins with Me Training / Miami Beach Convention Center	3/6 GMCVB Partnership Luncheon / Courtyard by Marriott Coral Gables
	10/11 GMCVB Partner Networking Reception / Puttshack, Brickell City Centre	11/15 Partner Networking Reception / Nautilus Sonesta Miami Beach	12/12 GMCVB + GMBHA + FRLA Holiday Networking Reception / Jungle Island		2/27 GMCVB Black History Month Breakfast Networker / Wolfsonian - FIU Miami Beach	3/15 Miami Begins with Me Training / Marjory Stoneman Douglas Biscayne Nature Center
	10/19 Miami Begins with Me Training / Miami Beach Convention Center	11/29 Partner Networking Breakfast / DoubleTree by Hilton Miami Airport & Convention Center		1/24 GMCVB Networking Luncheon / Element Miami International Airport Hotel	2/23 Miami Begins with Me with LGBTQ / Superblue	3/13 Partnership Breakfast / Hyatt Centric Brickell
	10/26 GMCVB Annual Meeting / Miami Beach Convention Center				2/28 GMCVB Networking Event / TBA	3/20 GMCVB Networking Luncheon / ABA Bal Harbour
				1/31 GMCVB Networking Reception / Branja		

Miami Attractions & Museum Months	Miami Attractions & Museum Months		Miami Spa Months	Miami Spa Months & Miami Cruise Month	Sep 24 Miami Cruise Month
4/2 GMCVB Networking Event/ The Standard Hotel Miami Beach	5/1 GMCVB Networking Event/ Marlins Networker with Game ticket	6/5 GMCVB Networking Luncheon / Ironside	7/10 GMCVB Networking Event / TBA	8/7 GMCVB Networking Event / TBA	9/12 Miami Begins with Me Training / TBA
4/11 New Partner Orientation	5/9 GMCVB Networking Event / THE DECK at Island Gardens	6/13 Miami Begins with Me Training / TBA	7/18 Miami Begins with Me Training / TBA	8/14 GMCVB Networking Event / TBA	9/18 GMCVB Networking Event / TBA
4/17 GMCVB Networking Event / Residence Inn Surfside	5/10 Miami Begins with Me Training / Wingate by Wyndham Miami Airport Hotel	6/26 GMCVB Networking Event / TBA	7/31 New Partner Orientation	8/17 Miami Begins with Me Training / TBA	9/25 GMCVB Networking Event / TBA
4/24 GMCVB Networking Breakfast / AC Hotel Miami Beach	5/21 State of the Industry NCL Port Miami	6/16 GMCVB Networking Event / Networking Event Trump National Doral	TBA July Annual Marketing Workshop / TBA	8/27 Annual Partner Expo + Black Owned Business Month Celebration / TBA	TBA White Glove Concierge Awards Luncheon / TBA
4/25 Miami Begins with Me Training / TBA	5/29 GMCVB Networking Event / TBA	6/26 GMCVB Networking Event / Truluck	7/12 Partner Workshop Loew's Miami Beach Hotel		
4/25 ADA Hotel-Specific Training (Virtual)					

	Oct-23	Nov-23 Miami-Dade Farmer's Month	Dec-23 Miami Arts, Culture & Heritage Months	Jan-24 Miami Arts, Culture & Heritage Months	Feb-24	Mar-24	
<b>RESEARCH &amp; STRATEGIC PLANNING</b>  Phone:  Email: Research@GMCVB.com	Visitor Surveys:  Ft. Lauderdale Airport Miami International Airport Aventura/Bal Harbour/Sunny Isles Cape Florida State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco PortMiami Robert Is Here Seaquarium Zoo Miami FL Resident (online)	Visitor Surveys:  Ft. Lauderdale Airport Miami International Airport Aventura/Bal Harbour/Sunny Isles Cape Florida State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)	Visitor Surveys:  Ft. Lauderdale Airport Miami International Airport Aventura/Bal Harbour/Sunny Isles Cape Florida State Park CocoWalk/Mayfair Dolphin Mall Downtown/ Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco PortMiami Robert Is Here Seaquarium Zoo Miami	Visitor Surveys:  Ft. Lauderdale Airport Miami International Airport Aventura/Bal Harbour/Sunny Isles Cape Florida State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)	Visitor Surveys:  Ft. Lauderdale Airport Miami International Airport Aventura/Bal Harbour/Sunny Isles Cape Florida State Park CocoWalk/Mayfair Dolphin Mall Downtown/ Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)	Visitor Surveys:  Ft. Lauderdale Airport Miami International Airport Aventura/Bal Harbour/Sunny Isles Cape Florida State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)	Visitor Surveys:  Ft. Lauderdale Airport Miami International Airport Aventura/Bal Harbour/Sunny Isles Cape Florida State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)
		Hotel Research:	FL Resident (online)		Hotel Research:		
			Hotel Research:				
	<b>CONTENT &amp; CREATIVE SERVICES</b>  Phone: 305.503.3255  Email: Content@gmcvb.com		Miami-Dade Farmers Month - project management, including program initiation (solicitation), planning (strategize/finalize media plan), execution (website development/creative deliverables), and closing (recap reporting/partner feedback)	Miami Arts, Culture & Heritage Months - project management, including program initiation (solicitation), planning (strategize/finalize media plan), execution (website development/creative deliverables), and closing (recap reporting/partner feedback)	Miami Arts, Culture & Heritage Months - project management, including program initiation (solicitation), planning (strategize/finalize media plan), execution (website development/creative deliverables), and closing (recap reporting/partner feedback)		
Editorial/Creative Services - Africanda 2023		Editorial/Creative Services - MIA rebranding project	Editorial/Creative Services - MIA Project	Editorial/Creative Services - Hat Challenge Creative; Convention Sales PPT; Brought to you by Tourism Campaign	Editorial/Creative Services: Greater Miami & Miami Beach Visitors Guide; Multicultural Guide; Visitors Guide; Arts & Culture Insider Guide; The Pink Palm LGBTQ+ Insider Guide; Update YouTube Video descriptions; MIA Rebrand Visitor Center Branding	Editorial/Creative Services - Miami Beach Marketing Plan	
Website Content - manage article creation process and ongoing updates		Website Content - manage article creation process and ongoing updates	Website Content - manage article creation process and ongoing updates	Website Content - project manage article creation process and ongoing updates	Website Content - manage article creation process and ongoing updates	Website Content - manage article creation process and ongoing updates	Website Content - manage article creation process and ongoing updates

Apr-24 Miami Attractions & Museum Months	May-24 Miami Attractions & Museum Months	Jun-24	Jul-24 Miami Spa Months	Aug-24 Miami Spa Months & Miami Spice Months	Sep-24 Miami Spice Months
Visitor Surveys: Ft. Lauderdale Airport Miami Intl Airport Aventura/Bal Harbour/Sunny Isles Cape FL State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)	Visitor Surveys: Ft. Lauderdale Airport Miami Intl Airport Aventura/Bal Harbour/Sunny Isles Cape FL State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)	Visitor Surveys: Ft. Lauderdale Airport Miami Intl Airport Aventura/Bal Harbour/Sunny Isles Cape FL State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)	Visitor Surveys: Ft. Lauderdale Airport Miami Intl Airport Aventura/Bal Harbour/Sunny Isles Cape FL State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)	Visitor Surveys: Ft. Lauderdale Airport Miami Intl Airport Aventura/Bal Harbour/Sunny Isles Cape FL State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)	Visitor Surveys: Ft. Lauderdale Airport Miami International Airport Aventura/Bal Harbour/Sunny Isles Cape Florida State Park CocoWalk/Mayfair Dolphin Mall Downtown/Bayside Little Havana Ocean Drive/Lincoln Road/Art Deco Robert Is Here Seaquarium Zoo Miami FL Resident (online)
Hotel Research:	Hotel Research:	Hotel Research:		Hotel Research:	
Event Interviewing					
Miami Beach Pride					
Apr-24 Miami Attractions & Museum Months	May-24 Miami Attractions & Museum Months	Jun-24	Jul-24 Miami Spa Months	Aug-24 Miami Spa Months & Miami Spice Months	Sep-24 Miami Spice Months
Miami Attraction & Museum Month/s - project management, including program initiation (solicitation), planning (strategize/finalize media plan), execution (website development/creative deliverables), and closing (recap reporting/partner feedback)	Miami Attraction & Museum Month/s - project management, including program initiation (solicitation), planning (strategize/finalize media plan), execution (website development/creative deliverables), and closing (recap reporting/partner feedback)		Miami Spa Months - project management, including program initiation (solicitation), planning (strategize/finalize media plan), execution (website development/creative deliverables), and closing (recap reporting/partner feedback)	Miami Spa & Spice Month - project management, including program initiation (solicitation), planning (strategize/finalize media plan), execution (website development/creative deliverables), and closing (recap reporting/partner feedback)	Miami Spice Restaurant Month - project management, including program initiation (solicitation), planning (strategize/finalize media plan), execution (website development/creative deliverables), and closing (recap reporting/partner feedback)
Editorial/Creative Services	Editorial/Creative Services	Editorial/Creative Services	Editorial/Creative Services	Editorial/Creative Services	Editorial/Creative Services
Website Content - manage article creation process and ongoing updates	Website Content - manage article creation process and ongoing updates	Website Content - manage article creation process and ongoing updates	Website Content - manage article creation process and ongoing updates	Website Content - manage article creation process and ongoing updates	Website Content - manage article creation process and ongoing updates

		Oct-23	Nov-23 Miami-Dade Farmer's Month	Dec-23 Miami Arts, Culture & Heritage Month	Jan-24 Miami Arts, Culture & Heritage Month	Feb-24	Mar-24
<b>SPORTS &amp; ENTERTAINMENT TOURISM</b>		10/2-6 TEAMS Conference / Palm Beach, FL	11/5 Miami Dolphins vs. Kansas City Chiefs / Frankfurt, Germany	12/5-6 Focus London / London, England	1/11 Miami Beach Production Industry Council Meeting / Miami Beach, FL	1/30-2/1 Sunshine Sports Council Innovation Think Tank	3/1 - 3/3 Miami Beach Alliance Basketball Tournament / Miami Beach Convention Center
		10/12 Miami Beach Production Industry Council Meeting / Miami Beach, FL	11/6 World Strategic Forum / Coral Gables, FL	12/14 Miami Beach Production Industry Council Meeting / Miami Beach, FL	1/11 - 1/25 Miami Jewish Film Festival / Miami Beach, FL	2/1-2/9 Serie del Caribe / Miami, FL	3/9 UFC 299 / Kaseya Center
		10/16-19 MIPCom / Cannes, France	11/9 Miami Beach Production Industry Council Meeting / Miami Beach, FL	12/16-17 CSCAA Open Water Championships / Miami, FL	1/13-14 The Pickle Games / Miami, FL	2/2 - 2/4 Toronto Golf Show / Toronto, Canada	3/8-3/10 CLASH Endurance Miami / Homestead, FL
	Phone: 305.539.2972	10/21-22 NASCAR Cup Series 400 / Homestead, FL	11/14-15 Soccerex / Miami, FL	12/30 Capital One Orange Bowl / Miami Gardens, FL	1/18-28 Sundance Film Festival / Park City, UT	2/8 Miami Beach Production Industry Council Meeting / Miami Beach, FL	3/10 Miami Beach Production Industry Council Meeting / Miami Beach, FL
		10/23-25 Sports ETA 45 Summit / El Paso, TX	11/14-17 MIP Cancun / Cancun, Mexico		1/22-26 Sports Express / Tempe, AZ	2/18 City Bikes Gravel Miami / Homestead, FL	3/17 - 3/31 Miami Open Tennis Tournament / Miami Gardens, FL
		10/28 Miami Dragon Boat Festival / Miami, FL	11/20-22 Host City Conference / Glasgow, Scotland		1/26-28 Life Time Miami Marathon & Half Marathon / Miami, FL	2/27 - 2/29 Houston Livestock Show & Rodeo / Houston TX.	3/20 - 3/24 APP Miami Open / Miami Beach Convention Center
					1/29-31 Large Market Sports Commission Meetings / New Orleans, LA		3/24 - 3/26 RacquetX Conference / Miami Beach Convention Center
		Ongoing: 2026 FIFA World Cup Hosting Initiative	Ongoing: 2026 FIFA World Cup Hosting Initiative	Ongoing: 2026 FIFA World Cup Hosting Initiative	Ongoing: 2026 FIFA World Cup Hosting Initiative	Ongoing: 2026 FIFA World Cup Hosting Initiative	Ongoing: 2026 FIFA World Cup Hosting Initiative
		Practice Safe Sets Filming Initiative	Practice Safe Sets Filming Initiative	Practice Safe Sets Filming Initiative	Practice Safe Sets Filming Initiative	Practice Safe Sets Filming Initiative	Practice Safe Sets Filming Initiative
<b>MEETINGS &amp; CONVENTION SALES &amp; SERVICES</b>		10/1-4 AAD - HNS Annual Announcing Miami Beach 2024 / Nashville, TN	11/2 Chicago Client Event / Chicago, IL	11/29-12/3 IBTM - World / Barcelona, Spain	1/7-10 PCMA - Convening Leaders / San Diego, CA	1/30-2/2 SITE ISE European Market / Barcelona, Spain	3/12-14 Chicago Sales Mission / Chicago, IL
		10/2-5 TEAMS Conference / West Palm Beach, FL	11/8 PCMA - Greater Midwest Chapter Bowl-A-Thon / Chicago, IL	12/1 Los Angeles Client Event / Los Angeles, CA	1/19-21 ESPA - Annual Conference / Indianapolis, IN	2/4-6 Visit Florida - Florida Encounter / Miami Beach, FL	3/24-27 Pharma Forum / Tampa, FL
	Phone: 305.539.3071	10/3-4 Destination Reps Chicago / Columbus, OH & Indianapolis, IN	11/12-15 FICP - Annual / Marco Island, FL	12/3-6 American Express Interaction Conference / Seattle, WA	1/30-2/2 SITE ISE European Market / Barcelona, Spain	2/23-24 NYSAE Event / New York, NY	3/26-27 MIC Colorado Conference & Tradeshow / Denver, CO
	Email: MariaD@GMCVB.COM	10/3-6 Retreats Resources / Atlanta, GA, Charlotte, NC & Charleston, SC	11/14 Destination Reps Chicago / Milwaukee, WI	12/5-7 IAAE - Expo Expo / Dallas, TX		2/26-29 SITE - World / Istanbul, Turkey	TBA Brazil Sales Mission / Brazil
		10/10-12 Destinations Link Hospitality NE Sales Mission / New York, New Jersey & Boston, MA	11/27-29 Connect DC / Washington, DC	12/6-9 National Coalition of Black Meeting Professionals / Atlanta, GA			
		10/17-19 IMEX - Americas / Las Vegas, NV	11/28 SITE - Chicago Holly Trolley / Chicago, IL	12/13 PCMA Holiday Event / Atlanta, GA			
		TBA USOC Sales Presentation / Colorado Springs, CO	11/29-30 Association Forum - Holiday Showcase / Chicago, IL	12/13 CVB Reps Holiday Party / Washington, DC			
			11/29-12/3 IBTM - World / Barcelona, Spain	TBA Destination Reps Chicago Client Holiday Event / Chicago, IL			
			TBA Northern CA Sales Mission / San Francisco, CA	TBA MPI - CAC Holiday Event / Chicago, IL			

Apr-24 Miami Attractions & Museum Months	May-24 Miami Attractions & Museum Months	Jun-24	Jul-24 Miami Attractions & Museum Months	Aug-24 Miami Attractions & Museum Months	Sep-24 Miami Attractions & Museum Months
4/3-5 Sports ETA Women's Summit / Cleveland, OH	5/3 - 5/5 Formula 1 Miami Grand Prix / Miami Gardens, FL	6/5 - 6/16 Tribeca Film Festival / New York	7/11 Miami Beach Production Industry Council Meeting / Miami Beach, FL	8/26 - 8/27 AFCE Week / Los Angeles, CA	9/1 Orange Blossom Classic / Miami Gardens, FL
4/5 - 4/7 LIV Golf / Miami FL, Trump National Doral	5/3- 5/7 IPW / Los Angeles, CA	6/12 - 6/16 American Black Film Festival / Miami Beach, FL	7/14 Copa America Final / HardRock Stadium Miami Gardens	8/26 - 8/30 Connect Sports Marketplace / Milwaukee, WI	9/23 - 9/26 TEAMS Conference / Anaheim, CA
4/5-14 Miami Film Festival / Miami, FL	5/9 Miami Beach Production Industry Council Meeting / Miami Beach, FL	6/13 Miami Beach Production Industry Council Meeting / Miami Beach, FL	7/16 - 7/31 Optimist International Junior Golf Championship / Doral, FL	8/30 - 9/1 Urban Film Festival / Overtown Performing Arts Center	TBA Miami Beach Production Industry Council Meeting / Miami Beach, FL
<b>4/11 Miami Beach Production Industry Council Meeting / Miami Beach, FL</b>	5/20 - 5/24 Florida Sports Foundation Summit / Panama City Beach, FL	6/17-21 International Association of Golf Tour Operators NAC / Petoskey, MI	TBA Miami Beach Production Industry Council Meeting / Miami Beach, FL	TBA Miami Beach Production Industry Council Meeting / Miami Beach, FL	TBA Toronto International Film Festival (TIFF) / Toronto, Canada
4/20 - 4/21 Miami-Dade Country Fest / Tropical Park	5/29 - 5/31 eSports Travel Summit / Raleigh, NC	6/18-20 TEAMS Europe / London, England			TBA NATPE Streaming / Los Angeles, CA
4/22 - 4/25 Sports ETA Symposium / Portland, OR		6/20 - 7/14 Copa America Begins / HardRock Stadium Miami Gardens			TBA Miami Media and Film Market / Miami Beach, FL
		TBA Produced by Conference / Los Angeles, CA			TBA Urban Film Festival / Miami, FL
Ongoing: 2026 FIFA World Cup Hosting Initiative	Ongoing: 2026 FIFA World Cup Hosting Initiative	Ongoing: 2026 FIFA World Cup Hosting Initiative	Ongoing: 2026 FIFA World Cup Hosting Initiative	Ongoing: 2026 FIFA World Cup Hosting Initiative	Ongoing: 2026 FIFA World Cup Hosting Initiative
Practice Safe Sets Filming Initiative	Practice Safe Sets Filming Initiative	Practice Safe Sets Filming Initiative	Practice Safe Sets Filming Initiative	Practice Safe Sets Filming Initiative	Practice Safe Sets Filming Initiative
Apr-24 Miami Attractions & Museum Months	May-24 Miami Attractions & Museum Months	Jun-24	Jul-24 Miami Attractions & Museum Months	Aug-24 Miami Attractions & Museum Months	Sep-24 Miami Attractions & Museum Months
4/7-10 Simpleview Summit / Milwaukee, WI	5/7-9, SGMP - Society of Government Meeting Professionals / Omaha, NE	6/6 Philadelphia Sales Activation / Philadelphia, PA	7/17-19 FSAE / Orlando, FL	8/10-13 ASAE - American Society of Association Executives Annual / Cleveland, OH	9/11-12 IBTM - Latin America / Mexico City, Mexico
4/7-11 ConferenceDirect Annual Partner Meeting / Arlington, TX	5/14-16 IMEX Frankfurt / Frankfurt, Germany	6/12-13 Flexpo Latin America / Panama City, Panama	7/21-24 Legal Summit / Philadelphia, PA	8/12-14 CMEE - Canada / Toronto, Canada	9/17-19 Gold 100 / Santa Barbara, CA
4/10-11 IAEE Women's Leadership Forum / Washington, DC	5/14-17 Holmcrosscoo Annual Business Conference / Las Vegas, NV	6/18-20 TEAMS Europe / London, England	TBA DI - Destinations International/Annual Convention / TBA	8/25-27 SmartMeetings / Florida	9/19 MPI Boston Sales Activation / Boston, MA
4/10-11 Sales Activation/Events / Georgia	5/21-23 MPI - Meeting Professionals International WEC / Louisville, KY	6/19-20 The Meeting Show London / London, England	TBA Cyent - CONNECT / Las Vegas, NV	8/26-28 Maritz Activate / National Harbor, MD	9/23-26 TEAMS Conference / Anaheim, CA
4/11 Visionary Awards / Washington, DC	5/26-31 IRF Invitational / Nasseau, Bahamas	6/25-26 TN Sales Activation/Events / Tennessee	TBA PCMA SE Chapter 2-day Education Program / Orlando, FL	TBA CVB Reps Annual Summer Client Event / Washington, DC	TBA DC Sales Mission/Lunch Events / Washington, DC
4/17-18 GPS Tradeshows Northeast / Boston, MA & New York, NY	5/29-6/1 Fraternity Executives Assn. / Orlando, FL	TBA Sales Activation / New York, NY or Boston, MA	TBA Destination Reps Chicago / Chicago, IL	TBA CONNECT - Marketplace / TBA	TBA Meetings Made Easy Experience / TBA
4/29-5/2 Maritz Elevate / Vancouver, BC	TBA MPI Northern CA Chapter ACE / Northern California	TBA ConferenceDirect Diversity Conference / TBA	TBA E-sports Travel Summit / TBA	TBA ESTC - U.S. Travel / TBA	TBA Texas Sales Mission
TBA Connect Spring Marketplace / TBA	TBA TSE Fastest 50 / TBA	TBA PCMA Educon / TBA	TBA MPI Business Exchange / TBA	TBA Northern - Destination Southeast / TBA	TBA STE Classic 2024 / Miami Beach, FL
TBA Showcase (formerly Destinations Showcase) / Washington, DC	TBA DC Corporate Client Event / Washington, DC	TBA MN June Event & Sales Calls / Minneapolis, MN	TBA CEMA - Corporate Event Management Association / TBA	TBA Hotel Data Conference / TBA	TBA Florida Governors / TBA


**FY24 GMCVB CONSUMER P**

**PAID MEDIA & PROGRAMS**

	Oct-23	Nov-23 Miami-Dade Farmer's Month	Dec-23 Miami Arts, Culture & Heritage Months	Jan-24 Miami Arts, Culture & Heritage Months	Feb-24	Mar-24
Find your Miami Annual	Fall/Winter Campaign including Cruise Nov - Feb.					
Always On Site Retargeting						Site Retargeting
Multicultural Plans	Art of Black Oct 15 - Dec. 15			JITG November - mid-March and Calle Ocho Festival (Carnaval Miami)		
LGBTQ					Rainbow Spring Expedia Program	
Formula One						
OTA	Priceline/Expedia Annual FYM OTA , Destination Wid					
Temptations - Always On	Always On G					
Farmers Month	10/15 - 11/30					
Art/Culture/Heritage			11/14 - 1/31			
Attractions & Museums						
Spa Months						
Spice Months						
BrandUSA				1/15 UK Winter Launch	Brazil, France, UK Spring Launches	
SEM						Aligned with p
Find your Wave	TBD - Cover NY support behind "Plan for Vacation Day" on 1/30					

	Oct-23	Nov-23 Miami-Dade Farmer's Month	Dec-23 Miami Arts, Culture & Heritage Months	Jan-24 Miami Arts, Culture & Heritage Months	Feb-24	Mar-24
<b>GMCVB STAKEHOLDER MEETINGS &amp; ENGAGEMENT</b>				22-Jan EXECUTIVE COMMITTEE MEETING TONY GOLDMAN BOARDROOM		
			11-Dec BOARD OF DIRECTORS "HOLIDAY" MEETING LOCATION TBD		26-Feb BOARD OF DIRECTORS MEETING LOCATION TBD	

TBA Sales and Services Summit / Washington, DC		TBA Travel and Tourism Research Aasn / TBA			TBA Congressional Black Caucus / Washington, DC
TBA Prestige Annual Partner Conference / TBA					TBA PCMA EMEA / TBA
TBA MPI Southern CA Chapter WeCon / California					

**PROGRAMS**

Apr-24 Miami Attraction & Museum Months	May-24 Miami Attraction & Museum Months	Jun-24	Jul-24 Miami Spa Months	Aug-24 Miami Spa Months & Miami Spice Months	Sep-24 Miami Spice Months
SPRING/SUMMER CAMPAIGN Including Luxury April - July and Hispanic Market Campaign support April					
keyword search					
ABFF Propose February - May (June event)			Black Business Month (Mid July/Aug) organic/paid social		Orange Blossom Classic Mid Aug/Sept
Feb - June	Pride Month May/June		Annual Plan Continues		
Mid March - May 5					
e Coop TBD		Expedia Summer Coop			
General Deals December - August					
March - May					
		June - August			
		July - September			
Program timing					

Apr-24 Miami Attraction & Museum Months	May-24 Miami Attraction & Museum Months	Jun-24	Jul-24 Miami Spa Months	Aug-24 Miami Spa Months & Miami Spice Months	Sep-24 Miami Spice Months
1-Apr EXECUTIVE COMMITTEE MEETING TONY GOLDMAN BOARDROOM	29-May EXECUTIVE COMMITTEE MEETING LOCATION TBD				16-Sep EXECUTIVE COMMITTEE 'PROGRAM OF WORK' MEETING LOCATION TBD
29-Apr BOARD OF DIRECTORS MEETING LOCATION TBD		24-Jun BOARD OF DIRECTORS MEETING LOCATION TBD			23-Sep BOARD OF DIRECTORS 'PROGRAM OF WORK' MEETING LOCATION TBD

## District Maps/Boundaries

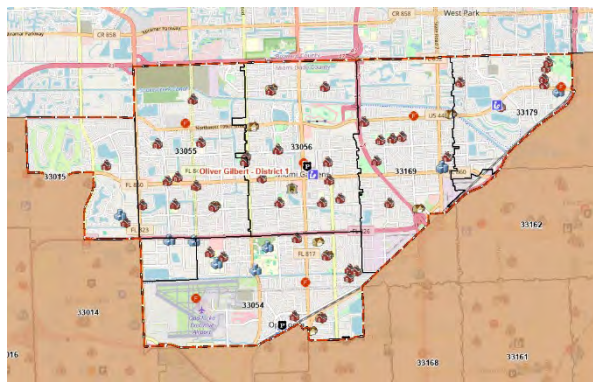
### ***Miami-Dade County Municipalities (34) by District***

Aventura, Bal Harbour, Bay Harbor Islands, Biscayne Park, Coral Gables, Cutler Bay, Doral, El Portal, Florida City, Golden Beach, Hialeah, Hialeah Gardens, Homestead, Indian Creek Village, Key Biscayne, Medley, Miami, Miami Beach, Miami Gardens, Miami Lakes, Miami Shores, Miami Springs, North Bay Village, North Miami Beach, North Miami, Opa-Locka, Palmetto Bay, Pinecrest, South Miami, Sunny Isles Beach, Surfside, Sweetwater, Virginia Gardens, West Miami

### **District 1, MDC Commissioner and Board Chairman Oliver G. Gilbert, III**

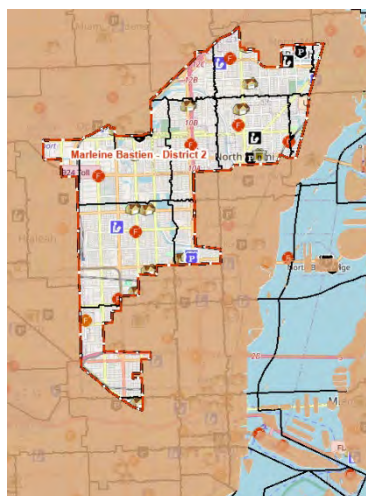
#### **Cities / Neighborhoods in Miami-Dade County North district include:**

Miami Gardens, Opa-locka, Miami Lakes, Carol City, Norland, Bunche Park, and northwest Miami-Dade County.



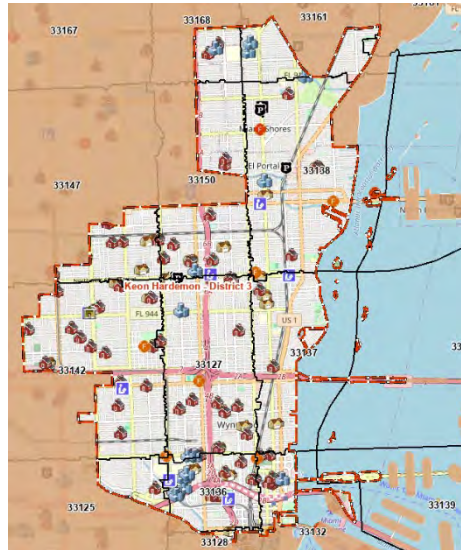
### **District 2, MDC Commissioner Marleine Bastien.**

**Cities / Neighborhoods in Miami-Dade County North/Central district include:** northeast Miami-Dade County, incorporating portions of North Miami, North Miami Beach, Biscayne Gardens, Little Haiti and Liberty City.



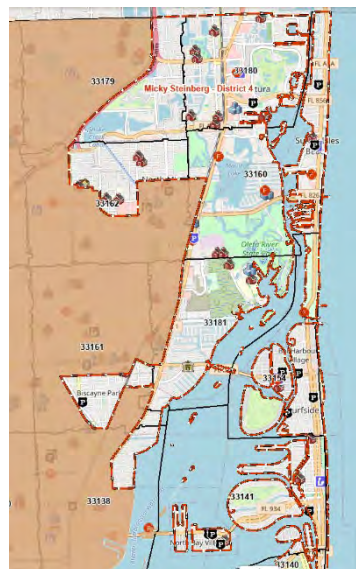
### District 3, MDC Commissioner Keon Hardemon

**Cities / Neighborhoods in Miami-Dade County Central district include:** Central Miami-Dade Village of El Portal, Village of Miami Shores, Liberty City, Little Haiti, Overtown, the Upper East Side, Edgewater, Buena Vista, Allapattah, Wynwood, Venetian Causeway and Watson Island within the City of Miami and Brownsville, Military Trail Park, Biscayne Shores and Gardens Park areas.



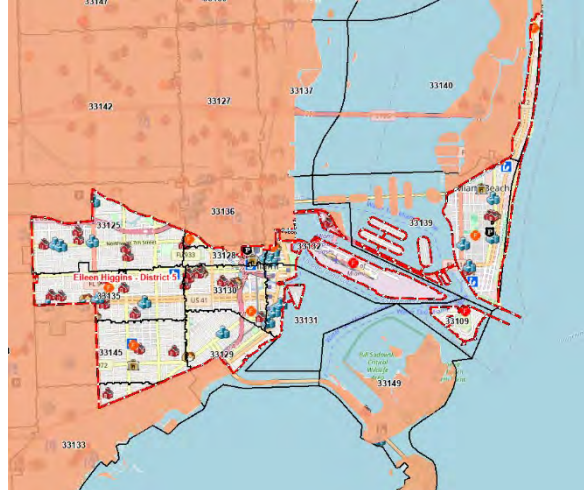
### District 4, MDC Commissioner Micky Steinberg

**Cities / Neighborhoods in Miami-Dade County East district include:** Golden Beach, Aventura, North Miami Beach, North Miami, Sunny Isles Beach, Surfside, Bal Harbour, Bay Harbor Islands, Biscayne Park, Indian Creek, Miami Beach, Miami Shores and North Bay Village.



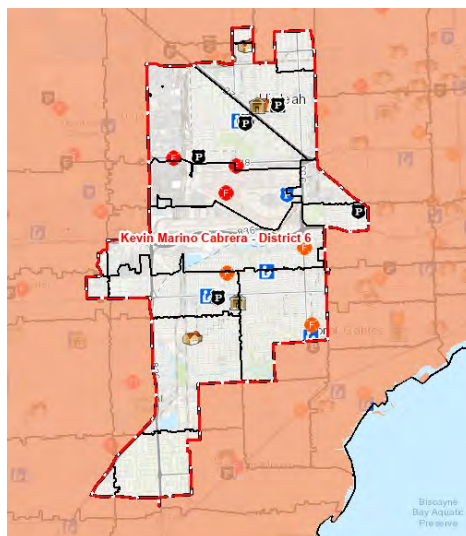
**District 5, MDC Commissioner Eileen Higgins**

**Cities / Neighborhoods in Miami-Dade County Central district include:** portions of the City of Miami Beach, City of Miami, Fisher Island, Downtown Miami, Miami River, all of South Beach and parts of Brickell, Brickell Key, The Roads, Shenandoah, Little Havana, Grapeland Heights, Mid and North Beach, Hibiscus, Palm and Star Islands.



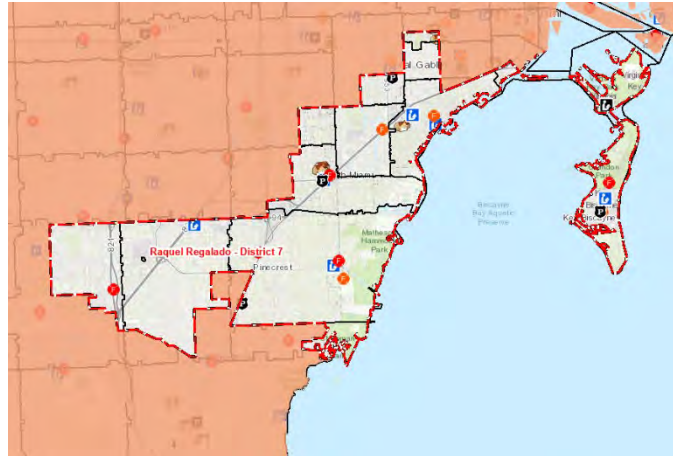
**District 6, MDC Commissioner Kevin Marino Cabrera**

**Cities / Neighborhoods in Miami-Dade County Central district include:** Portions of the cities of Miami, Hialeah, Coral Gables, Miami Springs, Virginia Gardens, West Miami, and several unincorporated Miami-Dade neighborhoods.



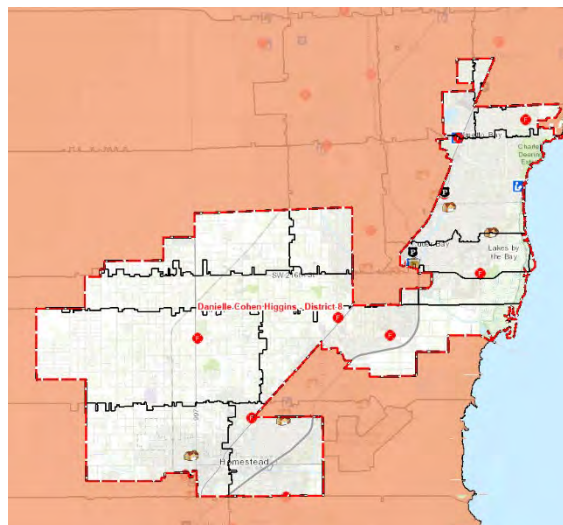
**District 7, MDC Commissioner Raquel Regalado**

**Cities / Neighborhoods in Miami-Dade County Central/South district include:** Village of Pinecrest, Village of Key Biscayne, City of South Miami, portions of City of Coral Gables, Coconut Grove, and segments of unincorporated Miami-Dade County including areas of Kendall.



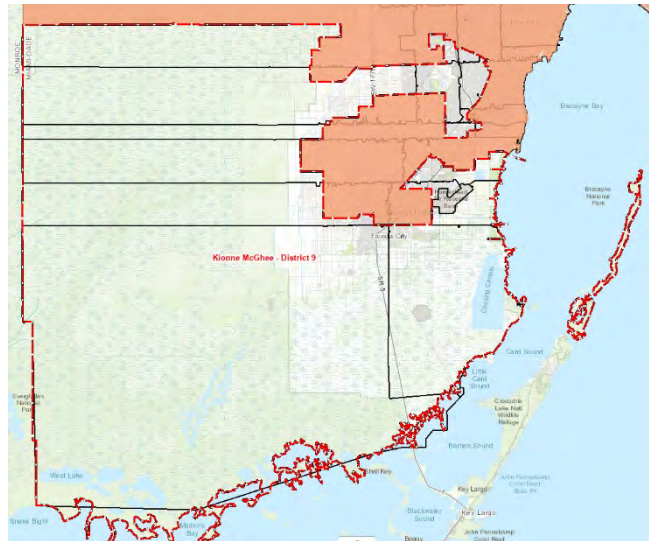
**District 8, MDC Commissioner Danielle Cohen Higgins**

**Cities / Neighborhoods in Miami-Dade County South district include:** Palmetto Bay, Cutler Bay, Homestead, unincorporated areas of South Dade including Redland, Falls, Princeton, Naranja, Leisure City and portions of West Kendall.



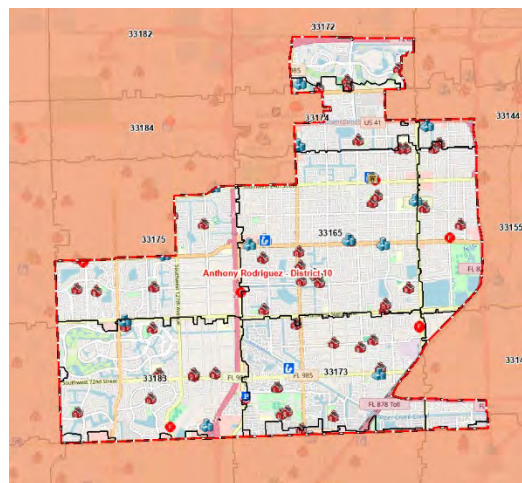
**District 9, MDC Commissioner Kionne McGhee**

**Cities / Neighborhoods in Miami-Dade County South district include:** Florida City, Homestead, Cutler Bay, South Miami Heights, Perrine and Richmond Heights.



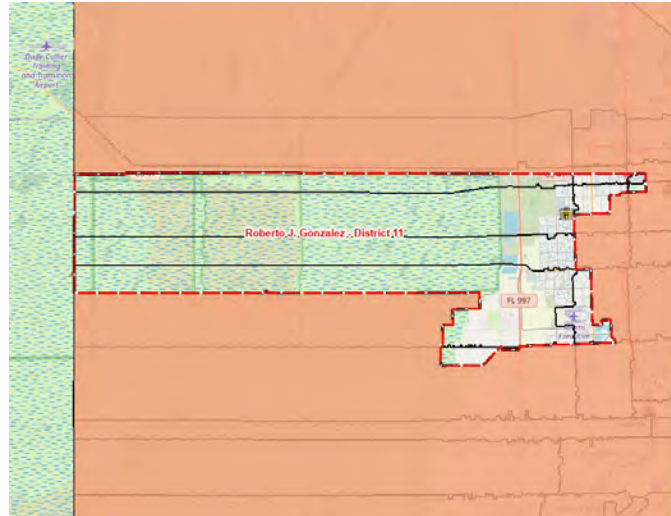
**District 10, MDC Commissioner and Board Vice Chairman Anthony Rodriguez**

**Cities / Neighborhoods in Miami-Dade County Central/West district include:** no municipalities, unincorporated Miami-Dade and neighborhoods of Westchester, Fontainebleau, Kendale Lakes, Tropical Park and Sunset West.



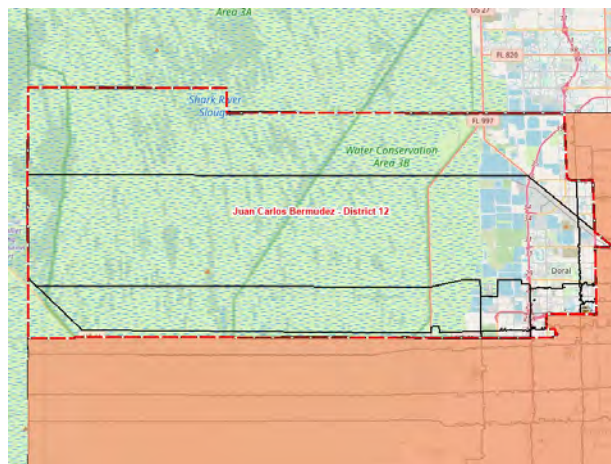
**District 11, MDC Commissioner Roberto J. Gonzalez**

**Cities / Neighborhoods in Miami-Dade County West district include:** no municipalities, unincorporated Miami-Dade and neighborhoods of Country Walk, Kendale Lakes, Bent Tree, Lake of the Meadow and The Hammocks.



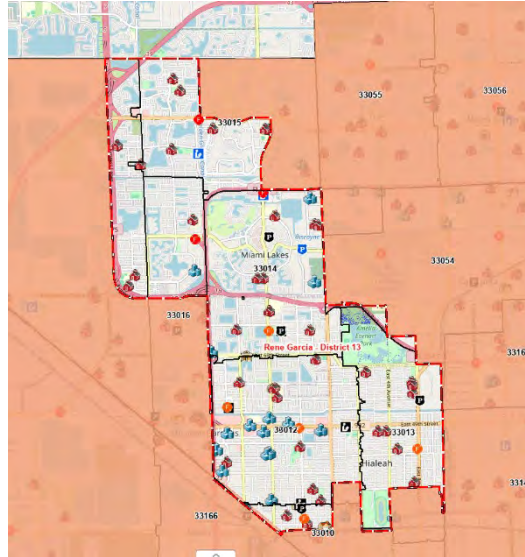
**District 12, MDC Commissioner Juan Carlos Bermudez**

**Cities / Neighborhoods in Miami-Dade County West district:** Doral, Hialeah Gardens, Medley, Sweetwater, and parts of Hialeah.



**District 13, MDC Commissioner René Garcia**

**Cities / Neighborhoods in Miami-Dade County North/West district include:** unincorporated Miami-Dade, Hialeah, Hialeah Gardens and Miami Lakes.



## Additional Responses by Department

### Arts & Culture Tourism

- **Community Outreach** – Work to ensure that community arts and culture organizations have access to opportunities that attract visitor audiences and ensure long-term cultural vibrancy for the destination.

As an example, each year GMCVB and Miami-Dade Cultural Affairs teams work together to encourage area nonprofit arts organizations and museums from across Miami-Dade to participate in Miami Attractions and Museums Months, regardless of GMCVB membership.

Throughout the two-month program, exclusive savings at museums and attractions (including theaters, gardens, ZooMiami, etc.) are heavily promoted. Users can search by category (Visual Arts, History, Children’s Museums) or by neighborhood, allowing all destinations in the County to be showcased.

The campaign includes a public relations and media effort along with print and display advertising to provide awareness of offerings to the local community, including presence in *Modern Luxury*, *Miami New Times*, and *Miami Times/Biscayne Times*; daily messaging reaching traffic entering and exiting the downtown corridor, enhanced with Brightline in-station messaging at all stations through *Clear Channel* and *Outfront*; and paid search optimization (via *Google*) and social media to drive engagement through trusted social networks, including *Facebook*, *Twitter*, and *Instagram*.

In 2023, the campaign accounted for more than 15.5 million impressions in April and May alone.

### Sports & Entertainment Tourism

- **Miami Golf Trail** – Work with public and semi-private golf courses throughout Miami-Dade County to create a golf experience that connects municipalities and celebrates the unique aspects of each community through a Miami Golf Trail adventure.

Participating courses could include the Biltmore Golf Course (Coral Gables), Briar Bay Golf Course (Kendall), Costa del Sol Golf Club (Doral), Country Club of Miami (Hialeah), Crandon Golf at Key Biscayne (Key Biscayne), Granada Golf Course (Coral Gables), Greynolds Golf Course (North Maimi Beach), JW Marriott Turnberry Resort and Spa (Aventura), Killian Greens Golf Club (Kendall), Miami Beach Golf Club (Miami Beach), Miami Shores Country Club (Miami Shores), Miami Springs Golf and Country Club (Miami Springs), Miccosukee Golf and Country

Club (West Kendall), Normandy Shores (Miami Beach), Palmetto Golf Course (Palmetto Bay), Redland Golf and Country Club (Homestead / Florida City), Miami Lakes Golf and Country Club (Miami Lakes), and Trump National Doral Golf Club (Doral).

- **New Film Incentives** – Expand upon communitywide education and engagement with municipalities, producers, directors and location scouts to newly introduced Miami-Dade film incentives and the diversity of location assets found countywide. (See Addendum for further details.)

Miami-Dade County can transform from a major metropolitan city with a world-class skyline and stunning beaches to the small-town vibe of El Portal and Miami Springs while offering a country or farmland setting in Homestead, South Dade, and the Redland. A Hispanic atmosphere throughout our communities easily serve as a backdrop for filmmakers wanting to shoot in Latin America or the Caribbean, and European and Mid-Eastern vibes can be found at Vizcaya, the Ancient Spanish Monastery, and in the hearts of Opa-locka and Coral Gables, as examples.

- **Interactive Venue Guide** – Build out an interactive venue guide that showcases the diversity of Miami-Dade County sports facilities throughout our communities to visitors and event planners including professional venues such as the Homestead-Miami-Speedway, loanDepot park in Little Havana, Kaseya Center in Downtown Miami, Hard Rock Stadium in Miami Gardens, and the Ronald Reagan Equestrian Center at Tropical Park; colleges and universities including the University of Miami in Coral Gables, Florida Memorial and St. Thomas Universities in Miami Gardens, Barry University in Miami Shores, Florida International University and Miami-Dade College.

## Multicultural Tourism & Development

- **Small Business** – Increase collaboration with area chambers of commerce and economic development agencies to connect small minority owned businesses to the tourism eco-system and benefit from TBE subject matter workshops such as Legal Essentials, Social Media, AI and Customer Service.

These efforts are already underway with the South Florida Hispanic Chamber of Commerce, Miami Dade Chamber of Commerce, Camacol, Miami Beach Chamber of Commerce, Greater Miami Chamber of Commerce and Miami-Dade Beacon Council and can be expanded to reflect chambers throughout all Miami-Dade municipalities.

The GMCVB also works with the Miami-Dade Black Affairs Advisory Board and non-profit partners such as CareerSource Florida and Miami Bayside Foundation to elevate minority owned businesses countywide.

## Marketing Communications & Social Media

A comprehensive listing of YTD initiatives, including the municipalities and neighborhoods showcased, is included below and details press trips and visiting journalists, editorial pitches, media events/missions, content development and influencer campaigns.

- **Press Trips & Visiting Journalists**

- o **Seatrade Cruise Global 2024 Pre/Post Cruise Press Trip:** GMCVB partnered with Seatrade Cruise Global 2024, the world's largest event for cruise line executives and suppliers of cruise services to host a group of (3) select consumer lifestyle journalists, April 8-11, to cover the event and experience destination activities to promote pre and post cruising.
- o Participating journalists were freelancers Scott Laird (*CNT* and *TravelPulse*), Emily Price (*Forbes*, *Conde Nast*, *Insider*, *Elle*, *Mashable*, etc.), and Susan Barnes (*AFAR*, *AARP*, *CNT*, *Garden&Gun*, *MSN*, etc.). **Municipalities: Miami (Little Havana, Wynwood), Miami Beach**
- o **Digital Influencer Marissa Austin (@\_austinfamilyadventures)** who will be visiting Miami & Miami Beach with her family April 8-11, to produce social content promoting family travel to the destination and to encourage and inspire her family-centric audience to book travel to Miami & Miami Beach this Spring (IG: 151K). **Municipalities: Miami (El Portal/Little River, Downtown), Miami Beach**
- o **Digital Influencer Kelly Rizzo:** In partnership with Visit Florida, hosted influencer and content creator Kelly Rizzo (@eattravelrock, IG 437K followers), to promote the reveal of the 2024 MICHELIN Guide Miami, Orlando, and Tampa and the culinary scene in Miami. **Municipalities: Miami (Wynwood, Miami Design District, Little Havana) and Miami Beach**
- o **Jazz in the Gardens Media Visits:** (U.S./Canada) March 8-10, 2024: Marketing Communications Team partnered with the organizers of Jazz in the Gardens and sponsored the press trips for media covering the event, March 8-10. Journalists who participated represent the following publications: *Black Enterprise* (829,966 UVM), *Blavity* (1,074,727 UVM) *The Root* (2,028,862 UVM) and *Ebony* (235,718 UVM) magazines. **Municipalities: Miami Gardens**
- o **New York Times** (U.S./Canada) March 14-16, 2024: Communications assisted Nora Walsh, a freelancer working on a story about remarkable places for The New York Times (NYT), a daily newspaper based in New York City in which she will write a first-person essay about Patch of Heaven Sanctuary, the world's first Mindful Pocket Park and located in the Redlands area of Homestead (136,659,740 UVM). **Municipalities: Homestead (Redlands)**
- o **Travel and Leisure** (U.S./Canada) March 14-16, 2024: Communications assisted Nora Walsh, a freelancer working on a story about unique daytrips from Miami for *Travel + Leisure*, in which she will highlight the agricultural side of the Redlands and the wide variety of parks and farms that provide unique access to the tropical fruits and vegetables that help define Miami's food scene. *Travel + Leisure's* mission is to inform and inspire passionate travelers and is one of the top travel media brands in the world (15,298,774 UVM). **Municipalities: Homestead (Redlands)**

- o **Despierta America/Univision** (U.S./Canada) March 25-26, 2024: Communications partnered with VISIT FLORIDA on a broadcast and promotional opportunity with Univision TV. The network will be in destination March 25-26, filming a dedicated two-minute travel segment in Miami focused on Hispanic family travel to increase awareness and engagement among families, especially millennial mothers, in the lead-up to Mother's Day for Hispanic family travel in Florida. The segment will air on Despierta America in New York and Los Angeles (76,160 - LA, 290,360 - NYC, 11,519,906 UVM). **Municipalities: Miami (Wynwood, Little Havana), Miami Beach**
- o **Satellite Media Tour (SMT)** (U.S./Canada) February 29, 2024: Communications conducted a Satellite Media Tour (SMT), February 29, featuring award-winning documentary filmmaker, travel journalist, + on-air show host Michaela Guzy who represented the destination during broadcast interviews that showcased the many events taking place during the Spring in Miami-Dade County. She conducted approximately 20 interviews reaching audiences in national, regional and local television and radio markets across the country in our primary visitor markets (NYC, Chicago, Philadelphia, Boston, Atlanta and Los Angeles), with a potential audience of over 100+ million. **Municipalities: Miami (Wynwood, Miami Design District, Little Havana), Sunny Isles Beach**
- o **Florida Huddle International Media Fam** (Int'l) February 4-7, 2024: GMCVB Communications Team hosted a group of (20) travel trade journalists attending Florida Huddle, February 4-7, Florida's premier trade show for tour operators and wholesalers from around the globe, showcasing the vast offerings of the Sunshine State. The international group represents our top feeder markets; from LATAM, Europe, Canada, and the U.S. To showcase the destination, the GMCVB will be hosting the group for activities and tours that showcase the destination's diverse offerings. **Municipalities: Miami (Wynwood, Little Havana), Miami Beach**
- o **Canadian Influencer Camille Sperandio** (U.S./Canada) January 27-30, 2023: Communications hosted influencer and podcaster, Camille Sperandio (@cam\_ds) visiting the destination January 27-30, to produce digital content and a podcast, to pre-promote Miami's Formula 1 Grand Prix and the U.S. Travel Associations' National Plan for Vacation Day (on January 30, 2024) to encourage and inspire her audience to book travel to Miami through Instagram (49.3K) and TikTok (12.2K). **Municipalities: Miami Gardens**
- o **Boston Globe** (U.S./Canada) January 29-February 2, 2024: Communications hosted freelance writer Pam Wright, exploring Miami and Miami Beach from January 31st - February 2nd on an assignment for the *Boston Globe* for a travel story for their "Big Cities, Small Budget" travel series. Pam also did a feature on the opening of Flamingo Lodge in the Everglades. *The Boston Globe*, the oldest and largest daily newspaper in Boston (Online circulation: 4,150,867/Print Audience: 346,630). **Municipalities: Homestead**
- o **Essence.com** (U.S./Canada) November 19-29, 2023: Communications assisted Dwight Brown, in destination November 19-29, to do research for a feature story about Black restaurants, chefs, and hotels for an article for *Essence.com* to serve as a guide for *Essence* readers during Art Week and to support the GMCVB's Art of Black Miami program. The article, slated to run on December 4th, will stay in perpetuity on *Essence's* website (UVM: 2.8M). **Municipalities: Miami (Historic Overtown, Downtown, Wynwood), Miami Gardens, Miami Beach, El Portal**

- o **Affluent Traveler Collection Group Symposium Press Tour** (U.S./Canada) October 28, 2023: Communications hosted a select group of (8) travel trade journalists attending the Affluent Traveler Collection Group Symposium, in Miami October 28-30. The Affluent Traveler Collection is an exclusive marketing group for luxury travel specialists, preferred travel suppliers and destinations. The Affluent Traveler Collection Symposium brings together luxury travel specialists. The GMCVB provided programming showcasing history, culture and cuisine in Little Havana for media participating in the symposium. Participating media represent the following publications: *Recommend*, *TravelPulse*, *Travel Market Report*, *Insider Travel Report*, *Travel Weekly*, *Travelweek* and *Open Jaw*. **Municipalities: Miami (Little Havana, Downtown, Wynwood, Miami Design District), Miami Beach**
- o **Art & Culture Press Trip:** GMCVB hosted 6 journalists to experience the best of Miami-Dade County's art and culture assets to inspire tourism to the destination. The global media roster included: *People.com*, *Notable Life (Canada)*, *Culture Trip (UK)*, *DEX (Germany)*, *Estilo DF (Mexico)*, *Chicken or Pasta (Brazilian Travel Portal)*. **Municipalities: Miami (Wynwood, Miami Design District, Downtown), Miami Beach**
- o **Air Transat** (U.S./Canada) October 3-5, 2023: Communications assisted the in-house content creator for Air Transat, visiting Miami October 3-5 to gather content to promote the destination on their social media and digital publications. Air Transat will be increasing flight frequencies to Miami out of Quebec and Montreal this winter and will start offering packages to Florida with flights, transfers, and hotels. **Municipalities: Homestead**
- o **Sweet July** (U.S./Canada) October 5-9, 2023: Communications hosted freelance writer, Samantha Hunter, in Miami October 5-9, to cover Miami Carnival and the destination for Sweet July, a quarterly lifestyle magazine founded by Ayesha Curry. The website and quarterly magazine are a destination for daily inspiration and chock-full of articles addressing an array of topics (Article Reach: 121,985). **Municipalities: Miami (Allapattah, South Miami, Wynwood), Miami Beach, El Portal**
- o **Leading Hotels of the World Press Trip:** GMCVB hosted 7 Brazilian journalists to experience Miami's luxury scene. *O Estado Newspaper* (Circ: 2M print, 8M digital), *Talk Magazine* (Circ: 2M print, 8M digital), *Top Destinos* (Circ: 40K print), *Elite Magazine* (Circ: 180k print) and *Revista Unquiet* (Circ: 80K print). **Municipalities: Aventura, Sunny Isles Beach, Miami, El Portal (Wynwood)**
- o **GOL Airlines Press Trip:** GMCVB hosted 3 media on a press fam in partnered with Gol Airlines. Media participants included: *UOL* (5M digital), *Finnisimo* (UMV 33K), and @babilins (IG 188k followers). **Municipalities: Miami (Little Havana, Downtown), El Portal (Wynwood)**
- o **Latam Ecofriendly Press Trip:** GMCVB hosted a group of journalists from Latin America to experience the destination's ecofriendly activities. Media participants included: *Elle Magazine*, Mexico (206K UMV); *GQ Mexico* (250K UMV); *Revista Istoe Dinheiro*, Brazil (616K UMV), *El Espectador Newspaper* (6M+ UMV), Colombia. **Municipalities: Miami Beach, Unincorporated Miami - Dade**
- o **La Nacion Newspaper:** GMCVB hosted journalist from major newspaper daily of Argentina to experience the Everglades and Biscayne National Park and surrounding areas. Circ:111K print; 16M UMV. **Municipalities: Homestead, Unincorporated Miami – Dade**

- o **Infobae:** GMCVB hosted local correspondent from Argentina’s INFOBAE news wire experiencing the new Brightline service from Miami/Orlando/Miami including activities in downtown Miami. 45M UMV. **Municipalities: Miami**
- o **Folha de Sao Paulo Newspaper:** GMCVB hosted journalist from Brazil’s major daily newspaper in South Dade featuring the new reopening of the Flamingo Lodge. Circulation: 400K print and 170M UMV. **Municipalities: Homestead, Unincorporated Miami - Dade**
- o **Level Airlines Press Trip:** GMCVB hosted 5 journalists from top-tier publications in Spain to experience the destination. **Municipalities: Miami, Miami Beach, Coral Gables**

#### Editorial Pitching & Media Events:

- o **West Coast Media Mission:** The GMCVB PR team traveled to Los Angeles and San Francisco to meet and educate top-tier travel journalists on Miami tourism assets. Pitched editorial stories across countywide assets. **Municipalities: Miami, Miami Beach, Sunny Isles Beach, Miami Gardens**
- o **Visit Florida Canadian Media Mission (U.S./Canada) October 21-25, 2023:** GMCVB Communications Team member Sr. Director of Communication, Suzie Sponder will attend VISIT FLORIDA's Canada Media Mission and Reception, October 21-25. Media events conducted presented partners with an opportunity to showcase their destinations and pitch story ideas to (50+) top-tier travel journalists and content creators in Vancouver and Toronto. **Municipalities: Miami, Miami Beach, Sunny Isles Beach, Miami Gardens**
- o **Discover America Media Day - Canada (U.S./Canada) October 26, 2023:** GMCVB Communications Team member Sr. Director of Communication, Suzie Sponder attended Canada's Discover America Media Day in Toronto on Thursday, October 26 where she conducted one-on-one media appointments with (15) top-tier content creators and journalists. **Municipalities: Miami, Miami Beach, Sunny Isles Beach, Miami Gardens**
- o **International French Travel Market (IFTM) Top Resa:** A representative from the GMCVB’s PR agency in Paris attended IFTM Top Resa, France’s leading international B2B tourism trade show, attended by over 31,000 trade professionals and 900 journalists. **Municipalities: Miami, Miami Beach, Sunny Isles Beach, Key Biscayne, Homestead**
- o **IMM North America 2024 (U.S./Canada) January 24-26, 2024:** GMCVB Marketing Communications Team Sr. Director, Suzie Sponder participated in TravMedia’s North American Media Marketplace (IMM), a two-day networking and relationship-building opportunity for journalists and travel & tourism brands. Held in New York City, January 24-26, IMM is the industry’s leading event for the media to meet travel and tourism brands. There, she conducted (20) one-on-one media appointments at the International Media Marketplace (IMM) in addition to participating in networking opportunities throughout the Summit. **Municipalities: Miami, Miami Beach, Homestead**
- o **SATW DEAI Enrichment Webinar (U.S./Canada) January 17, 2024:** Communications participated in a SATW DEAI Enrichment session, presenting updates on multi-cultural Miami, Art of Black Miami and introducing new GMCVB Christine Brown-Simpson Owner/Founder of Miami Break Room who made a presentation to the attendees about her business. **Municipalities: Miami (Allapattah)**
- o **Brand USA Travel Week U.K. & Europe 2023:** The GMCVB attended Brand USA Travel Week U.K. & Europe 2023 with media track participation in London meeting with press for two

- days. **Municipalities: Miami, Miami Beach, Bal Harbour, Homestead, Sunny Isles Beach, Coral Gables, Aventura, Key Biscayne, Doral, Miami Gardens, Indian Creek Village**
- o **World Travel Market London:** GMCVB staff met with UK and Irish consumer media at WTM, the UK's leading travel trade event, attracting buyers and visitors from more than 200 countries. **Municipalities: Miami, Miami Beach, Bal Harbour, Homestead, Sunny Isles Beach, Coral Gables, Aventura, Key Biscayne, Miami Gardens**
  - o **Scandinavia Media Mission:** GMCVB staff attended the Travel News Market tradeshow in Sweden to meet with key trade and consumer media. **Municipalities: Miami, Miami Beach, Bal Harbour, Florida City, Homestead, Sunny Isles Beach, Coral Gables, Aventura, Key Biscayne**
  - o **Festuris:** GMCVB Staff participated in Festuris, a travel trade show in Gramado, Brazil. The show caters to media in the south region of the country. Staff promoted the destination and new happenings. **Municipalities: Miami (Downtown, Wynwood, Coconut Grove) Miami Beach**
  - o **Anato:** GMCVB Staff participated in Anato, travel trade show in Bogota, Colombia. It is one of the largest travel trade shows in Colombia. Staff promoted the destination and new happenings. **Municipalities: Miami (Downtown, Wynwood, Coconut Grove) Sunny Isles Beach, Miami Beach**
  - o **Brand USA India Sales and Media Mission:** GMCVB staff participated in Brand USA's media track while meeting with press in Goa, India. The USA is the top long-haul destination for Indian travelers. India is the fastest-growing major economy with a +6.1% GDP in 2023. **Municipalities: Miami, Miami Beach, Florida City, Homestead, Sunny Isles Beach, Aventura, Key Biscayne, Bal Harbour**
  - o **GMCVB Media Lunch:** GMCVB hosted an intimate brunch with top media and content creators/influencers in Bogota, Colombia. Staff discussed the destination pillars (sports, neighborhoods, art, culinary arts, sustainability) by conducting a presentation and sharing new happenings in our neighborhoods. **Municipalities: Miami (Downtown, Wynwood, Sunny Isles Beach, Coconut Grove) Miami Beach**
  - o **Visit Florida Media Reception:** GMCVB participated in a Visit Florida media dinner reception to highlight the destination on what's new. **Municipalities: Miami (Downtown, Wynwood, Coconut Grove), Miami Beach, Sunny Isles Beach**
  - o **Visit Florida Media Reception:** GMCVB participated in a Visit Florida media reception in Mexico City to highlight the destination. Staff met with top traditional media including radio, TV, consumer, and trade publications to present what's new in the destination and conduct one-on-one interviews. **Municipalities: Miami (Downtown, Wynwood, Grove), Miami Beach, Sunny Isles Beach**
  - o **Visit Florida Media Lunch:** GMCVB participated in a Visit Florida media reception in Mexico City, Mexico to highlight the destination. Staff met with top content creators and social media influencers to present what's new in the destination and conduct one-on-one interviews. **Municipalities: Miami (Downtown, Wynwood, Coconut Grove), Miami Beach, Sunny Isles Beach**
  - o **World Travel Market:** GMCVB in-market rep participated in Brazil's World Travel Market to promote the destination on what's new. **Municipalities: Miami (Downtown, Wynwood, Coconut Grove), Miami Beach, Sunny Isles Beach**

- o **IMM London 2024:** GMCVB participated in TravMedia’s International Media Marketplace (IMM), a two-day networking opportunity with journalists on February 19th and 20<sup>th</sup>. Staff meet with travel writers and content creators about story ideas for the destination. **Municipalities: Miami, Miami Beach, Bal Harbour, Homestead, Sunny Isles Beach, Coral Gables, Aventura, Key Biscayne, Miami Gardens, Indian Creek Village.**
- o **IMM France 2024:** GMCVB participated in TravMedia’s International Media Marketplace (IMM), a one-day networking opportunity with journalists on March 11th. Staff meet with travel writers and content creators about story ideas for the destination. **Municipalities: Miami, Miami Beach, Bal Harbour, Homestead, Sunny Isle Beach, Coral Gables, Miami Gardens, Doral.**
- o **Miami-Dade Farmers Month Press Release and Media Support:** The GMCVB created and announced the Farmers Month program (November) to support agricultural tourism. The team also secured placements that highlighted interviews from a staff representative and partner representatives. **Municipalities: Unincorporated Miami - Dade, Homestead.**
- o **Miami Arts, Culture, & Heritage Months Press Release and Media Support:** The GMCVB announced and promoted the Miami Arts, Culture, & Heritage Months program (December & January). The team also secured placements that highlighted a staff representative and partner representatives. **Municipalities: Coral Gables, Key Biscayne, Homestead, Unincorporated Miami-Dade, North Bay Village, South Miami, Miami, North Miami Beach, Miami Beach.**
- o **Miami Attraction & Museum Months Press Release and Media Support:** The GMCVB announced and promoted the Miami Attraction & Museum Months program (April & May). **Municipalities: Miami, Miami Beach, North Miami Beach, Coral Gables, Palmetto Bay, Unincorporated Miami-Dade, Homestead**

## Social Media

### Influencer Campaigns

#### MIAMI ARTS, CULTURE, & HERITAGE MONTHS

- **@travelingchild 272K Followers:** The GMCVB partnered with The Traveling Child for 2 reels, highlighting the [Haitian Heritage Museum](#) and [Arts Deco Museum](#). **Municipalities: Miami (Little Haiti), Miami Beach**

#### MIAMI ATTRACTION & MUSEUM MONTHS

- **@travelingchild 272K Followers:** The GMCVB partnered with The Traveling Child to spotlight partner, Bobby's Bike Hike's Little Havana walking tour. See content [here](#). **Municipalities: Miami (Little Havana)**
- **@twooutsiders XXX Followers:** The GMCVB partnered with XXX to spotlight three partners, Deering Estate, Treetop Trekking at Jungle Island, and the Pérez Art Museum Miami. See content here. **Municipalities: Cutler Bay, Miami**

#### MIAMI-DADE FARMERS MONTH

- **@miami.foodiez 172K Followers:** The GMCVB partnered with Juliana Alvarez to spotlight partner, Berry Farms, for their Winter Festival that started during Miami-Dade Farmers Month. See content [here](#). **Municipalities: Homestead**
- **Open House Miami:** The GMCVB partnered with The Traveling Child to promote the new Open House Miami program which hosted architecture tours throughout Miami-Dade County. The influencer highlighted the Hard Rock Stadium Tour and the Art Deco Walking Tour. See content [here](#). **Municipalities: Miami Gardens, Miami Beach**
- **April Travel Guide:** Social media carousel promoting countrywide April programming including Miami-Dade County CountryFest, Deering Seafood Festival, Miami Creole Food Festival and more. See content [here](#). **Municipalities: South Miami, Palmetto Bay, Miami, Miami Beach, Unincorporated Miami-Dade**
- **Country Bay Festival Social Media Giveaway:** The GMCVB sponsored a ticket giveaway to promote the festival and South Dade's tourism assets. See content [here](#). **Municipalities: Unincorporated Miami - Dade**
- **Cosmoprof Beauty:** GMCVB hosted beauty influencer to cover Miami Beach's first Cosmoprof event. Some content [here](#). **Municipalities: Miami (Coconut Grove), Miami Beach, El Portal (Wynwood).**
- **Lifetime Miami Marathon:** The GMCVB partnered with Alejandro Carrandi (@iamthemayor) to cover the Lifetime Miami Marathon. See content [here](#). **Municipalities: Miami, Miami Beach**
- **Miami Open:** The GMCVB partnered with both the Miami Open (@MiamiOpen) and the Tennis Channel (@Tennis Channel) to give a POV experience of the event. **Municipalities: Miami Gardens**

## Marketing Communications & Social Media Opportunities

### PR and Social Media Goals and Objectives:

- Increase overall tourism to Miami-Dade County
- Elevate smaller or lesser-known municipalities and attractions in the mindset of the visitor
- Leverage local pride to create a sense of community and excitement that inspires potential visitors

### Target Audience:

- Target the traveler persona experiences:
  - Family Travel
  - Outdoor Adventures
  - Relaxing Getaway
  - Indulge
  - Meeting and Events
- Focus on audiences in priority markets:
  - Domestic northeast
  - Domestic drive market
  - Domestic local day-trippers
  - International (Canada, Latin America, Europe)

### PR and Social Media Strategy:

- Social media content strategy:
- Showcase diverse attractions and activities in each municipality through captivating visuals and videos.
- Highlight unique cultural experiences, culinary offerings, outdoor adventures, and family-friendly activities.
- Collaborate with local businesses, influencers, and residents to create authentic content.
- Incorporate user-generated content to foster engagement and a sense of community.
- Media relations strategy:
- Host press events and familiarization tours for journalists and influencers to experience the offerings of each municipality firsthand
- Create press releases and media kits highlighting upcoming events, new attractions, and developments across Miami-Dade County.
- Establish partnerships with travel publications and websites to feature Miami-Dade County's diverse offerings.
- Owned Channel Strategy:
- Develop a content calendar with a mix of posts highlighting different municipalities, events, attractions, and insider tips.
- Utilize platforms like Instagram, Facebook, Twitter to inspire travel.
- Encourage user engagement through contests, polls, and interactive features.
- Monitor social media channels for feedback and respond promptly to inquiries and comments.

## Partnership / Events

- **Visitor Centers** – Provide support and materials year-round to Visitor Centers located throughout Miami-Dade County.

Explore opportunities for additional Visitor Center locations to be added and marketed in areas of Miami-Dade County that currently have none. If not a formal visitor center, the GMCVB can regularly provide destination guides and brochures to offices and municipal centers to be shared with guests and residents.

### Current Miami-Dade County Visitors Centers

<b>Art Deco Welcome Center/Miami Design Preservation League</b>	1001 Ocean Drive Miami Beach, FL 33139
<b>Coral Gables Visitor Center</b>	285 Aragon Ave., Coral Gables, FL 33134
<b>Dade Heritage Trust Tourism Information Center &amp; Gallery</b>	190 SE 12th Terrace, Miami, FL 33131
<b>Historic Overtown Visitor Center</b>	The Historic Lyric Theater Welcome Center Complex 819 NW 2nd Ave. Miami, FL 33136
<b>Key Biscayne Chamber Of Commerce &amp; Visitors Center</b>	88 W. McIntyre St., Suite 100 Key Biscayne, FL 33149
<b>LGBTQ Visitor Center</b>	1130 Washington Ave. Miami Beach, FL 33139
<b>Little Haiti Visitor Center/Little Haiti Cultural Center</b>	212 NE 59th Terr, Miami, FL 33137
<b>Miami International Airport Tourist Information Counter</b>	2100 NW 42nd Ave, Miami , FL 33126 Central Terminal E, Level 2
<b>Miami Springs Visitor Center</b>	City Hall, 201 Westward Drive, Miami Springs
<b>Simpson Park Visitor Center</b>	55 SW 17th Rd. Miami, FL 33129
<b>South Dade Chamber of Commerce</b>	257 N Krome Avenue, Homestead, FL 33030
<b>South Dade Welcome Center</b>	10710 SW 211 St, Cutler Bay, FL 33189
<b>South Miami-Dade Tropical Agricultural Visitor Center</b>	UF/IFAS Miami Dade County Extension, 18710 SW 288 Street, Homestead, FL 33030
<b>Sunny Isles Beach Visitor Center</b>	18070 Collins Ave. Sunny Isles Beach, FL 33160
<b>Surfside Tourist Bureau</b>	9301 Harding Ave. Surfside, FL 33154
<b>Tropical Everglades Visitor Association (TEVA)</b>	160 S.E. 1st Avenue Florida City, FL 33034
<b>Visit Miami Beach - Visitors Center (Miami Beach Chamber of Commerce)</b>	530 17th Street, Miami Beach 33139
<b>Little Havana Welcome Center</b>	1460 SW 8 St. Miami, FL 33135
<b>Coral Gables Welcome Center</b>	201 Alhambra Circle, Suite 100 Coral Gables, FL 33134