

VISIT JACKSONVILLE'S 2012–2013 BUSINESS PLAN



visit
Jacksonville
and the Beaches

Where Florida Begins

Learn how at VisitJacksonville.com

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INTERIM PRESIDENT'S LETTER

DEAR TOURISM INDUSTRY PARTNER,

Our mission is to market the region as a preferred destination for visitors, resulting in the increased sales of room nights producing higher bed tax revenues, significant economic impact and employment opportunities for the estimated 43,000 hospitality employees in our community today. The Jacksonville Regional Chamber of Commerce lists the hospitality tourism industry as one of the top industries for job growth in Jacksonville's future job market. Visit Jacksonville is dedicated to selling Jacksonville & the Beaches as an ideal meeting, convention, sports event and leisure destination on a state, regional, national and international platform, while striving to create an unforgettable experience for every visitor.

Our primary objective is to champion the economic growth of the tourism industry in Northeast Florida, while establishing tourism as an integral component of the overall economic development plan and uniting the community in a shared vision for the future transformation of our city and the tourism industry.

In alignment with the objectives established by the TDC, Visit Jacksonville will continue to work toward the fulfillment of the following goals:

- Increase and expand meetings, convention and leisure travel to Jacksonville & the Beaches
- Strategically increase the brand awareness of the City of Jacksonville
- Create the "Jacksonville experience" by utilizing Jacksonville's unique attributes of waterways and beaches, the country's largest outdoor urban park system and our city's passion for sports and special events
- Expand the promotion of Jacksonville in targeted niche markets highlighting the unique characteristics of the destination, generating additional awareness and visitor business opportunities, including:
 - Sports and special events
 - Medical tourism
 - Nature-based tourism
 - Cruise ship passengers
 - Arts and culture
 - History and heritage
 - International visitors
- Advocate the development of a new convention center facility
- Heighten local awareness of the positive economic impact and increased residential quality of life generated by the tourism industry
- Facilitate the active investment and participation of all local tourism-related businesses in the promotion of Jacksonville as a premiere travel destination

Serving as Jacksonville's marketing and sales champion for the hospitality and tourism industry for the past 18 years, the product that Visit Jacksonville sells is the intangible experience of our destination. Our product is what our city, its residents and the hospitality and tourism industry delivers.

It is through the passion, determination and talent of the 22 full-time team members who choose to use their collective 330-plus years of hospitality experience to strengthen our mission and directly generate billions of dollars in economic development for Jacksonville and Northeast Florida. The Visit Jacksonville team's belief in the mission and vision of Jacksonville as a premier destination results in an impressive employee retention rate, with the average length of employment at Visit Jacksonville being five years.

During a season of leadership transitions throughout the past two years, Visit Jacksonville's team has remained intact.

After engaging a national executive search firm specializing in the hospitality and tourism industry, Visit Jacksonville's Executive Committee has identified the final candidate and will execute contract negotiations upon completion of being awarded the RFP. This more than qualified professional is well respected in the industry due to the experience and proven track record as a senior sales and marketing leader in various hotels and major industry corporations, as well as president and CEO of multiple destination marketing organizations. Major accomplishments as president and CEO of the DMO at which he currently serves include convention center expansion development, strategic hotel development, creation of a sports commission as an LLC of the CVB and establishment of national sales staff in both Washington, D.C., and Chicago, substantially increasing room-night production and production accountability and building destination brand awareness through a collaborative community process. This is the right person at the right time for leading the inspirational vision for Jacksonville as an established national and international visitor destination.



Kerri Stewart

Kerri Stewart
Interim President, Visit Jacksonville

WELCOME



DEAR TOURISM INDUSTRY PARTNER,

As stewards of tourism charged with generating visitor demand for the destination, our partners and stakeholders, we are focused on the achievement of Fiscal Year 2012-2013 goals and the long-term success of making Jacksonville one of the top choices for conventions and leisure travel in the southeast.

Each Visit Jacksonville associate is personally committed to the program of work outlined in this marketing plan. We believe in the mission of the organization and will be committed to carrying out this responsibility for the greater success of the tourism industry.

Sincerely,

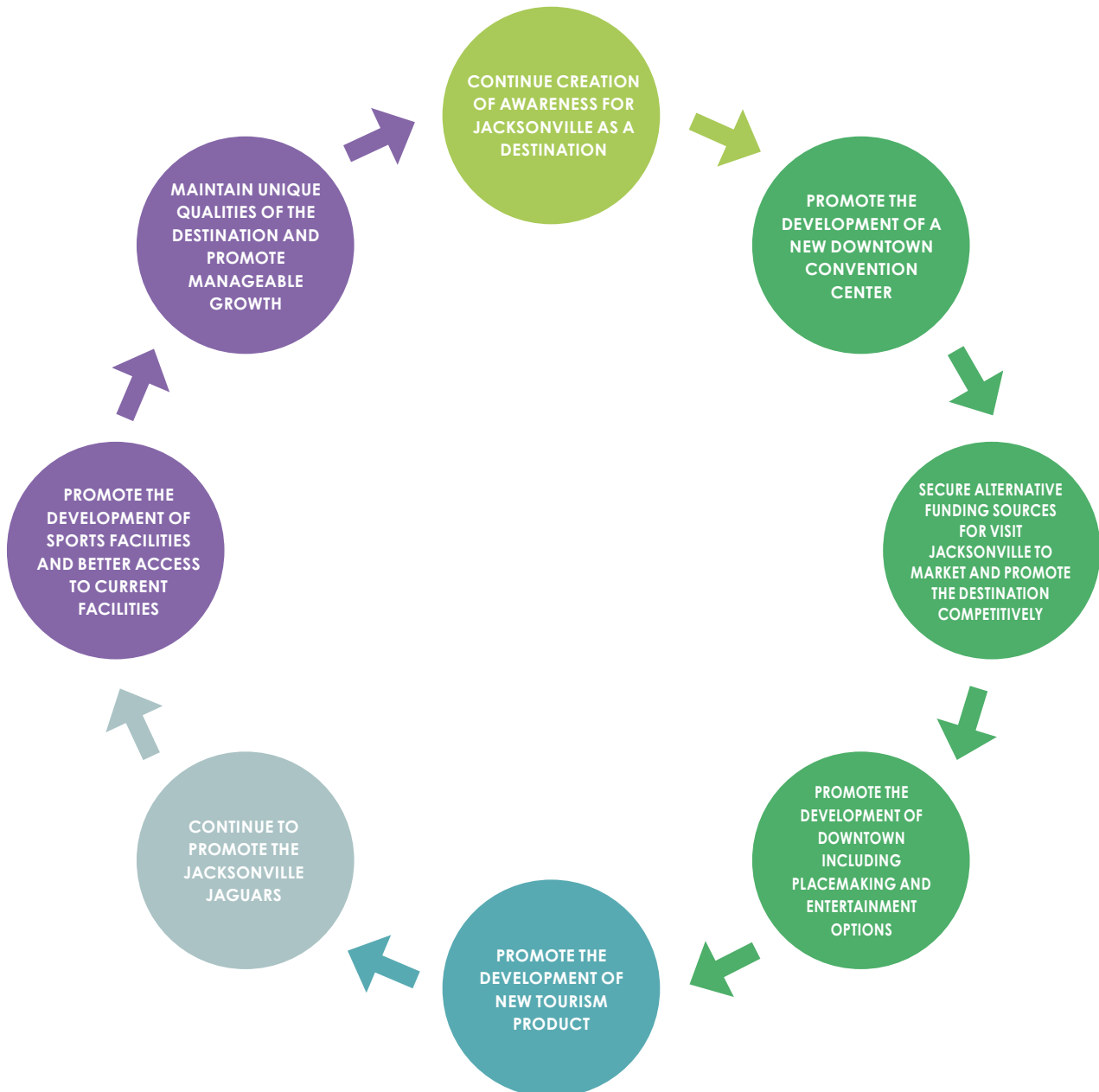
Visit Jacksonville Associates

ORGANIZATION OVERVIEW



VISION STATEMENT

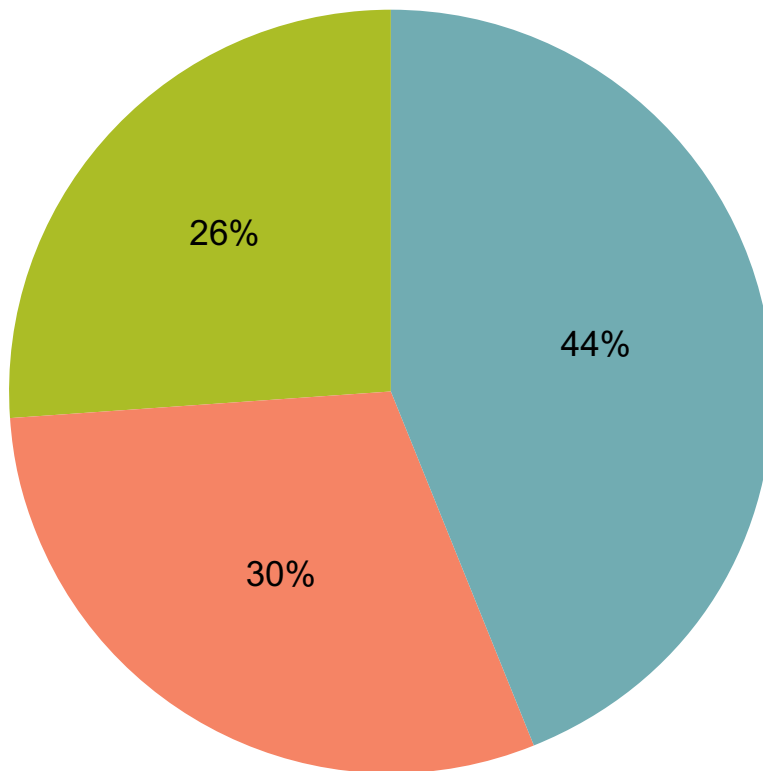
Visit Jacksonville is the official destination marketing organization of Greater Jacksonville. Our mission is to create visitor demand, resulting in measurable economic growth for our business partners and contributing to the quality of life of our community.



PROPOSED ORGANIZATION BUDGET

PROPOSED ORGANIZATION BUDGET

2012–2013 TDC Budget, \$3,474,402



- Promotion & Expansion of Convention Activities
- Marketing of Tourism-Oriented Facilities & Attractions
- Finance, Administration and Compliance

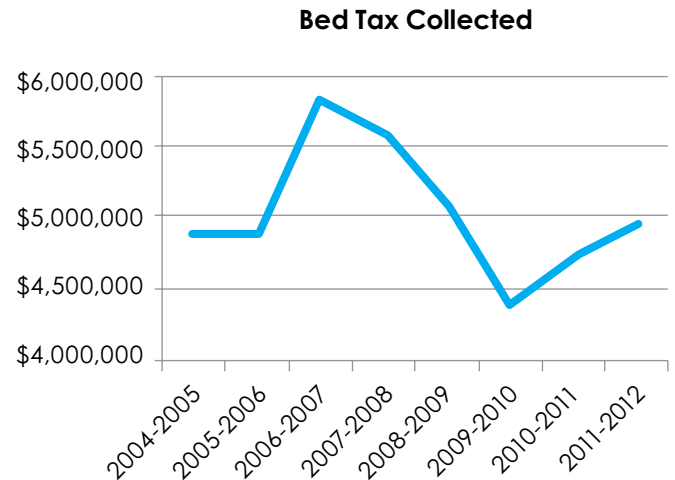
HISTORICAL INFORMATION

HISTORICAL TREND ANALYSIS

A six percent bed tax is collected from visitors that stay in our lodging facilities. Two cents of the bed tax is allocated for the bonds on EverBank Field, two cents for the Sports Complex Trust Fund to help with repairs and upgrades to the facilities, and the remaining two cents is allocated to the Tourist Development Council (TDC).

Visit Jacksonville receives a portion of the Tourist Development Tax Collections for its purposes as part of our contract with the TDC and the City of Jacksonville.

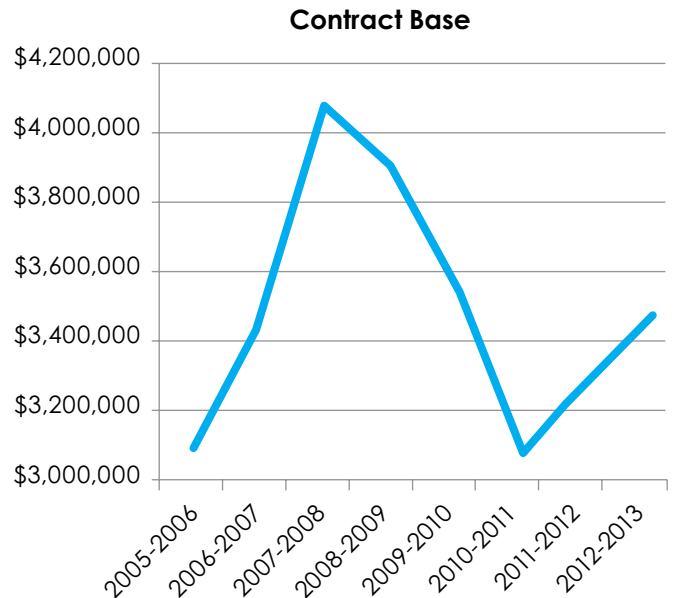
Bed Tax Collections
May-April Collections
Form Base of October-September Disbursements



VISIT JACKSONVILLE ANNUAL OPERATING BUDGET BASED ON ROOM TAX

Fiscal Year	Bed Tax Collected
2004-2005	\$4,888,137
2005-2006	\$4,908,079
2006-2007	\$5,823,097
2007-2008	\$5,573,219
2008-2009	\$5,073,613
2009-2010	\$4,390,613
2010-2011	\$4,699,973
2011-2012	\$4,963,431

Fiscal Year	Contract Base
2005-2006	\$3,095,885
2006-2007	\$3,435,655
2007-2008	\$4,076,168
2008-2009	\$3,901,254
2009-2010	\$3,551,529
2010-2011	\$3,073,364
2011-2012	\$3,289,981
2012-2013	\$3,474,402



DESTINATION OVERVIEW/RESEARCH

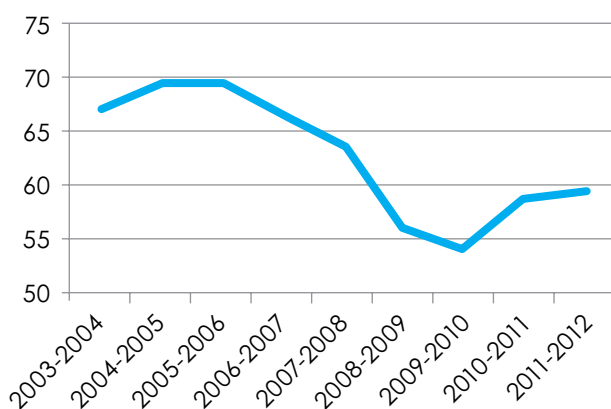


INDUSTRY TRENDS

Jacksonville has seen a steady growth in travel over the last year. Though the city has not seen the record number of visitors that other Florida destinations are experiencing, we are still seeing slight increases each month.

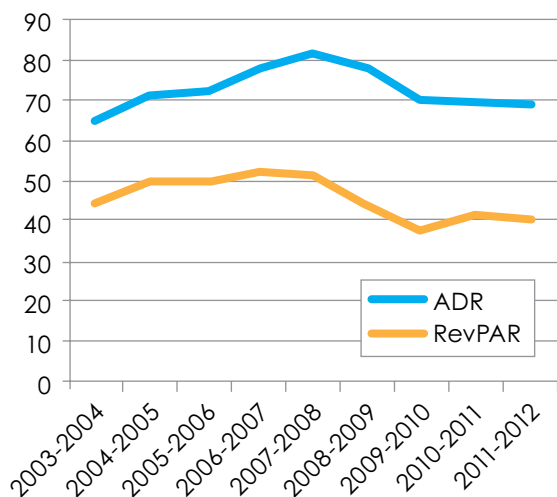
There has been growth across the board since the start of 2012. Duval County Occupancy has increased every month and year to date (YTD) we are up 3.4%. Duval County Average Daily Rate (ADR) is also up YTD 2.7% as well as Revenue per average room (RevPAR) up 6.1% YTD. There have been gains across the different neighborhoods of the city, as well.

Smith Travel Report Trend – Occupancy



June - July	Occupancy
2003-2004	67.3
2004-2005	69.5
2005-2006	69.2
2006-2007	66.8
2007-2008	63.4
2008-2009	55.8
2009-2010	54.2
2010-2011	58.4
2011-2012	59.9

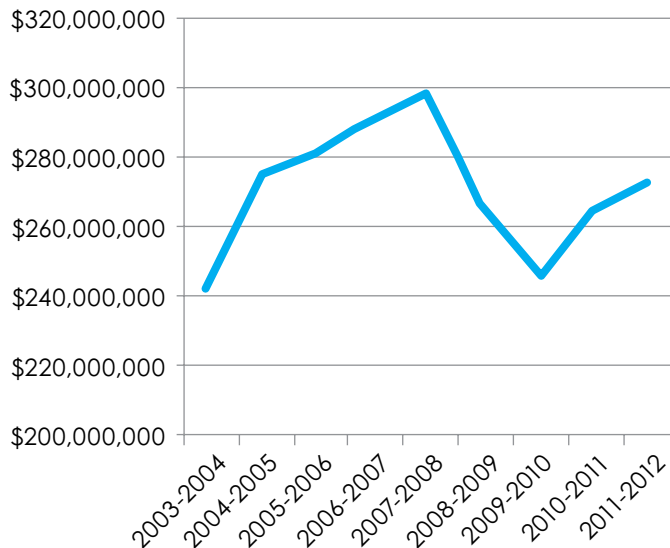
Smith Travel Report Trend ADR & RevPAR



July-June	ADR	RevPAR
2003-2004	65.69	44.26
2004-2005	71.11	49.81
2005-2006	72.25	50.16
2006-2007	77.97	52.05
2007-2008	81.67	51.75
2008-2009	77.8	43.41
2009-2010	70.17	38.08
2010-2011	69.22	40.42
2011-2012	70.4	42.14

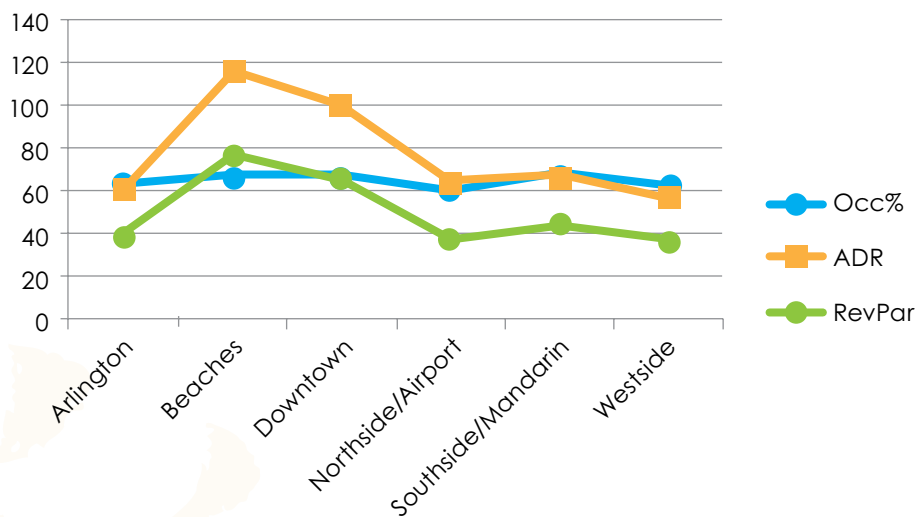
DESTINATION OVERVIEW/RESEARCH

Smith Travel Report Trend – Rooms Revenue



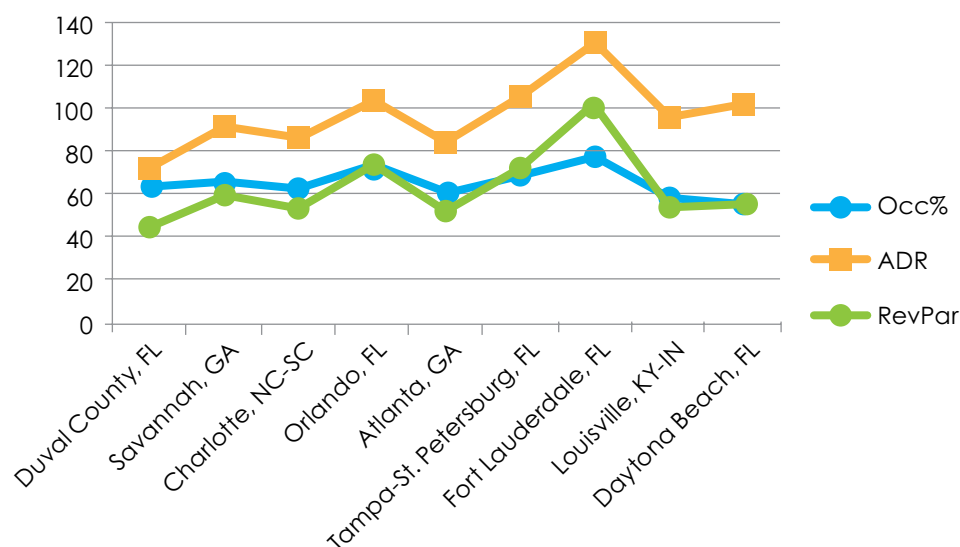
July-June	Rooms Revenue
2003-2004	\$242,513,662
2004-2005	\$275,068,043
2005-2006	\$281,542,002
2006-2007	\$291,020,160
2007-2008	\$298,283,056
2008-2009	\$265,952,002
2009-2010	\$245,537,659
2010-2011	\$261,826,654
2011-2012	\$274,516,797

Compared to last year, occupancy and RevPAR are up across the city. ADR still struggles depending on the area of town. The greatest growth has been from the Westside showing increases in occupancy (6.2%), ADR (4.3%) and RevPAR (10.8%). Strong improvement was also seen from the Southside occupancy (3.5%), ADR (4.4%) and RevPAR (8.0%), Arlington occupancy (5.9%), ADR (3.4%) and RevPAR (9.5%) and the Beaches occupancy (3.0%), ADR (3.6%) and RevPAR (6.8%). Downtown has seen improvement in Occupancy with an increase of 5.9%, but rate still struggles with a drop of 2.2% for an overall RevPAR of 3.6%. The slowest growth continues to be in the airport area occupancy (1.0%), ADR (1.7%) and RevPAR (2.7%). Across the board a steady growth shows signs that the city will take a while to return to the record numbers we experienced in 2007.



DESTINATION OVERVIEW/RESEARCH

When looking at Jacksonville's competitive set of cities there appears to be some growth in comparison. Prior to this spring Jacksonville was lagging in comparison to these other cities. When looking at the May numbers this year Jacksonville was only surpassed by Louisville in Occupancy growth. We still fall in the middle of the pack when comparing rate, but had the second highest RevPAR compared to May 2011.



According to preliminary estimates released by VISIT FLORIDA - the state's official tourism marketing corporation - 23.4 million visitors came to Florida in the first quarter of 2012 (January-March), an increase of 2.4 percent over the same period in 2011. Direct travel-related employment in Florida also rose 1.9 percent to 1,027,500, adding 19,200 jobs since this time one year ago and representing the largest employment total since first quarter 2008.

Looking at Florida statistics, Florida's hotel occupancy was up every month in 2011, increasing 6.3% for the year. Average daily room rate (ADR) was up 4 percent over 2011 to \$108.25, according to VISIT FLORIDA'S 2012 Marketing Plan. The majority of visitors are still coming to Florida for leisure purposes, whether for vacation (41%) or to visit friends and relatives (25%). Business travelers contribute 13% to the visitor mix.

Looking at the trends in travel from the U.S Travel Association, 71% of US adults reported taking at least one leisure trip in the prior 12 months. This number is consistent with 2011 numbers. On average, adults report taking 3.8 leisure trips in the last year. It is speculated that, as the economy and family budgets have improved, US adults have returned to taking longer and fewer leisure trips. Improving trends show that 65% of adults plan to take at least one leisure trip between May-October of 2012. This is up 11% from 2010 numbers.

In terms of business travel, the percentage of adults traveling for business shows an increase for the first time since 2010. The average number of business trips also increased. Unfortunately, there seemed to be a decrease in travelers for conventions or conferences.

PROMOTION & EXPANSION OF CONVENTION ACTIVITIES



PROMOTION & EXPANSION OF CONVENTION ACTIVITIES

PROMOTION & EXPANSION OF CONVENTION ACTIVITIES OVERVIEW

The successful capture of market share and growing room nights for meetings, conventions and sporting events comprise the major focus of the Visit Jacksonville sales team. The sales team has maintained their record pace this year and is expected to once again exceed the annual booking goal of 218,000 group room nights for the 2011-2012 fiscal year. Room night goals are achieved by the sales team's ability to cultivate and build strong relationships with meeting planners, Jacksonville's hospitality community and city alliances. Room night goals for '12-'13 will expect to exceed this year's final number.

As the sales team continues to solicit and cultivate the top markets which have historically booked in Jacksonville, the team's focus shifted this fiscal year to find larger room night groups which will cause compression to smaller properties and outlying areas. In 2012, our destination experienced a definite room night market segment shift. The shift is showing an increase in corporate bookings, which will help drive ADR, and a decline in government business. Visit Jacksonville will increase focus on hobby and group tour and travel to fill need periods for the '12-'13 year.

Year to date booking trends:

- Sports bookings (combination of Amateur and Youth) continue to be a leading producer of room nights. With our alliance with the city's sports and entertainment office, larger city-wide collegiate and professional sporting events remain a focus for future years
- Corporate bookings is currently leading the year-to-date single category segment at 18.2% equal to last year's year-end total and brought in more multi-tiered and medical market groups
- Government shows a reduction by 5.5% (Government is more attractive in low-demand times vs. higher demand times due to low government per diem rate)
- Multicultural focus and growth in room nights will continue with focus in the Mid-Atlantic and Atlanta markets
- More focused effort on the group tour/motorcoach market which, along with a continued increase in military reunions, typically fills our focused select service properties and provides incremental weekend business for all hotels

This year has been marked by the accomplishments of our sales professionals who have successfully secured group bookings with increased projected room night production over past years. This generation of room nights for 2012 and future years will result in great economic impact and increased exposure for Jacksonville. We will continue to grow our room night production with the following:

Tradeshows – Our Sales Directors and Managers attend and participate in industry tradeshows throughout the US, which support our focused sales efforts in the of Religious, Sports, State & National Association, Medical & Corporate, Multicultural, Fraternal and Tour & Travel markets. The sales team represents Jacksonville at approximately 50 shows per year. These shows allow staff to prospect and cultivate client relationships and in networking environments.

Buyer's Education Trips (BET's)/Meeting Industry Conferences – Through proven successes and return on investment, Visit Jacksonville, recognizes the importance of a convention planner experiencing Jacksonville first hand. Through the Visit Jacksonville-hosted BET's each year, and by hosting meeting industry conferences, such planners are educated on why Jacksonville is a top destination to facilitate a meeting, convention or sporting event. BET's are generally hosted around a special event to showcase the city's ability to welcome, entertain, move and logistically manage large groups of people. October '12 the Small Market Meetings Conference (SMMC) will bring 100 planners to our city and May '13 THE PLAYERS Championship BET will bring 10-14 planners to our city. These unique opportunities allow the hospitality community to rally together and offer a one of a kind experience for these planners. Planner attendees represent all markets and are selected through an invitation process in which each attendee must meet specific qualifying criteria.

PROMOTION & EXPANSION OF CONVENTION ACTIVITIES

Site Visits/Bid Presentations – Along with the BET's, when the sales team brings a client to the city for a site visit, our ability to close the business increases, resulting in a greater chance of capturing the business against competitive cities. A Visit Jacksonville representatives presents the city's bids at a customer's annual meeting and/or to executive board. Strong relationships with Mayor Alvin Brown, Senator Tony Hill and other key officials have played an important part in securing many of our future groups who will hold their convention or sports event here in Jacksonville.

Jacksonville River District Convention Collection – In the fall 2011 the Jacksonville Convention Center Alliance was renamed the Jacksonville River District Convention Collection. The collaboration of Visit Jacksonville, SMG, our downtown hotels and tourism partners has allowed the group to streamline the booking process for the SMG facilities and focus on branding our downtown for large convention groups of 600 peak rooms or more. In '12-'13 the JRDCC will continue, through marketing efforts, to build a brand for our downtown to attract city-wide conventions by promoting special incentives and packages to book our convention center and downtown hotels.

Business Development – Sales efforts will focus on increasing the number of new and qualified convention sales leads for Northeast Florida. Through enhanced database marketing and management (upgraded D3000 database system), refined geographical and market segmentation, greater use of digital marketing tools, sharper messaging and direct selling tools, we project an increase in leads for '12-'13. With creatively developed promotional e-marketing campaigns for meeting planners and sports organizers, there will be improved brand awareness for Jacksonville.

Services – Visit Jacksonville continues to provide services to our booked groups and sporting events by helping to create ways for attendance stimulation and building experiences for the attendees. Customized microsites create a benefit for convention and sporting groups by replacing the need for them to create and manage their own special event website. Visit Jacksonville's event microsites feature a welcome letter from the Mayor, Visit Jacksonville's President or the event's leader. Also on the microsites, useful links highlight all the great things to see and do while in Jacksonville encouraging attendees to plan pre or post extended stays. Social Media will continue to play a big part in connecting Jacksonville with the delegates. Visit Jacksonville also provides housing services through our booking system Meeting Max which again streamlines the process for the attendees to book a reservation and provides pick-up upon conclusion of event. Meet and greets, personal welcomes by Mayor Brown and/or other dignitaries and additional special touches are all part of Visit Jacksonville's services offered. Our new housing service, MeetingMax (MMX), will continue to allow convention/sporting attendees to secure their hotel reservations on-line, 24 hours a day. MMX allows us to market each participating hotel, utilizing different cancellation policies, restrictions and personal welcome messages for guests. MMX will continue to be used for sports events, utilizing group's logo, brand, etc and provide better actualized room night pick-up.

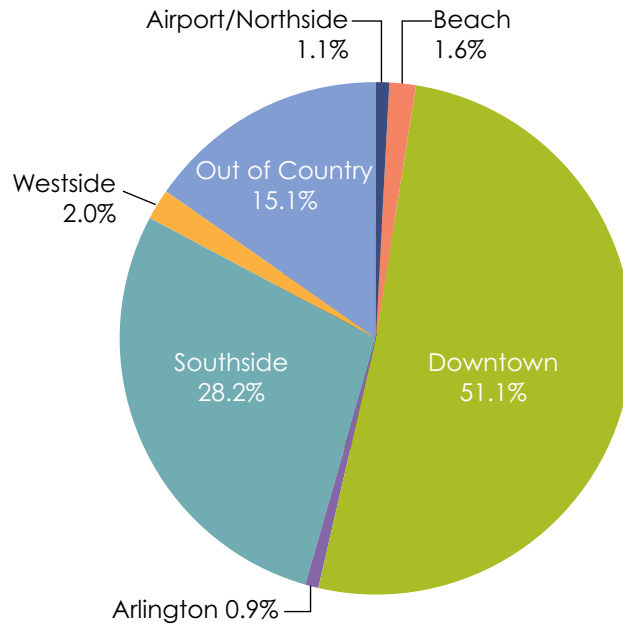
Marketing & Advertising – The emphasis this year will be on three distinct strategies:

- 1) A "Come back to Jax" campaign focusing on finding business which has been here before and invite them back to experience the new things that have changed since their last meeting here.
- 2) "Affordable Florida year round – Jacksonville" will be our main message in general meetings advertising. Jacksonville truly is a much more affordable destination than the rest of Florida; it's affordable Florida no matter what time of year (seasonality depending on seasons and area of the city). This promotion will also include a discount card for attendees to attractions, restaurants, etc.
- 3) Promotions – The goal on this strategy is to increase the number of RFPs to the site with a call to action – i.e. "submit to win", "book to win", giving away a chance to win to one winner who submits an RFP – for example: \$5000 credit to master account to the winner. Our goal is to get 50 within 50 (50 Request for Proposals in 50 days). It is important to place a very aggressive goal for this promotion and promote digitally as much as possible.

PROMOTION & EXPANSION OF CONVENTION ACTIVITIES

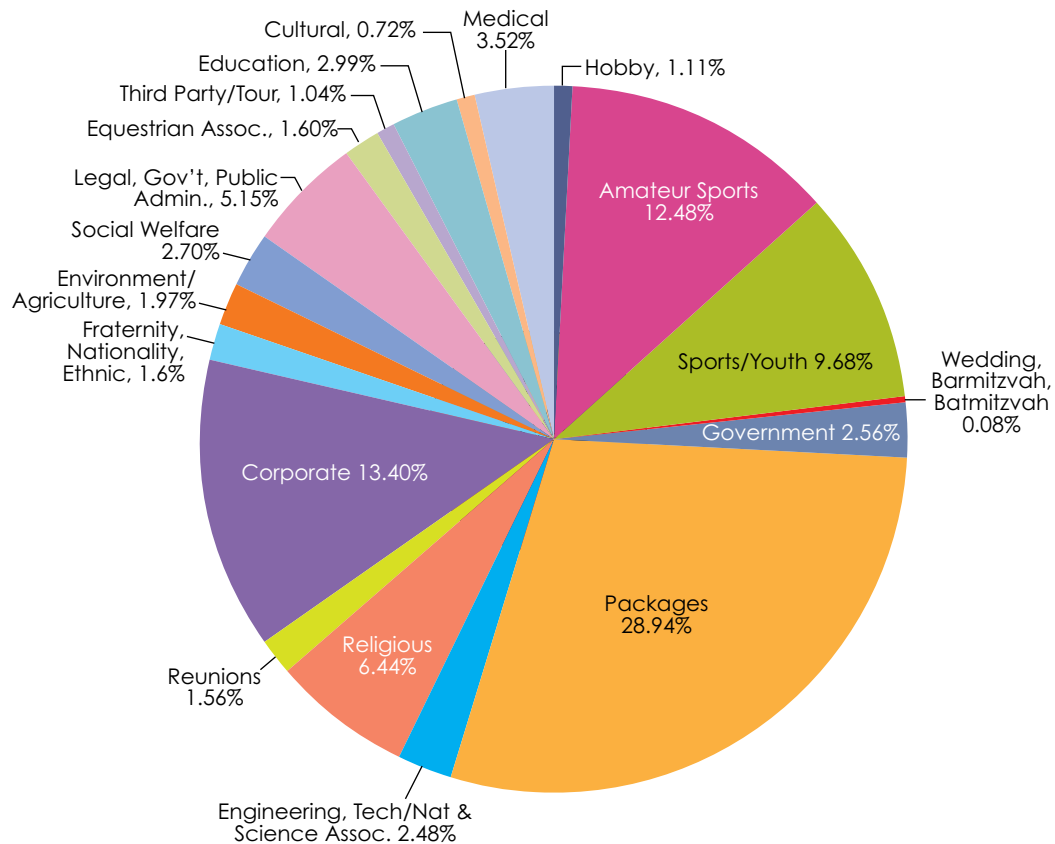
DEFINITE ROOM NIGHTS BY REGION FISCAL YEAR 2012

as of 8/23/12



DEFINITE BOOKINGS BY MARKET SEGMENT FISCAL YEAR 2012

as of 8/23/12



PROMOTION & EXPANSION OF CONVENTION ACTIVITIES



PROMOTION & EXPANSION OF CONVENTION ACTIVITIES

FY2012 – 2013 BUSINESS PLAN OVERVIEW: CONVENTION SALES

Target/Core Market: **Business Development**

Objective: To increase the number of new and qualified Convention Sales leads for Northeast Florida by reaching and/or exceeding annual room night goal and increase number of new leads by 5–8%.

Key Strategies:

- Generate new, qualified convention sales leads for Northeast Florida
- Initiate contact with new and existing accounts for new convention leads
- Increase destination awareness through prospect solicitation in all target markets
- Use destination profiles and actionable marketing offers in key planner searches to benefit Visit Jacksonville partners
- Solicit D3000, empowerMINT database, tradeshow contact list and purchased targeted market segment lists
- Host a tele-blitz using a qualified database of organizations, targeting key markets (citywide, association, corporate, medical, sports, multi-cultural and religious) through phone qualification and e-marketing, resulting in new lead generation
- Increase the overall number of convention sales leads in all Visit Jacksonville target markets through various social media channels i.e. Facebook, Twitter, LinkedIn utilizing the name Visit Jacksonville – Meetings
- Develop Promotional E-Marketing campaigns for Meeting Planners

Target/Core Market: **Corporate**

Objective: Build on the increasing number of corporate events, meetings and conventions within the Northeast Florida region. Goal is to increase new lead room nights by 3–5%.

Key Strategies:

- Execute sales missions within key areas focusing on corporate companies that meet in competitive destinations
- Research events held in competing destinations
- Promote awareness of the affordability of the destination when compared to similar cities
- Focus on attending industry events that host one-on-one appointment shows to maximize the number of RFP's received with the goal of receiving minimum of two RFP's per show
- Use local resources in key industries; such as distribution, aviation and technology to penetrate and uncover meetings focused within these markets that could benefit from the Northeast Florida area for future meetings
- Target third party representatives for sales calls and solicitations to access multiple accounts

PROMOTION & EXPANSION OF CONVENTION ACTIVITIES

Target/Core Market: Mid Atlantic Associations

Objective: To continue the growth of the association market as a destination for association board meetings, regional and national conventions. Increase new lead room nights by 5-8%

Key Strategies:

- Display Visit Jacksonville's banner throughout the Mid Atlantic footprint at key annual association meetings
- Coordinate sales calls at least once per quarter in D.C., Maryland and Virginia
- Collaborate with Sales Directors on an association promotion campaign
- Collaborate with local clubs, associations and organizations to secure potential new business
- Attend at least three national association convention tradeshow receiving a minimum of two RFP's per show
- Pitch stories featuring association conventions to promote affordability and mobility of the market
- Participate in the annual teleblitz to contact associations to inquire about their upcoming meeting opportunities

Target/Core Market: Midwest Association/Corporate excluding Medical Corporate

Objective: Generate leads to hotel partners in Northeast Florida by identifying and soliciting associations and corporations that hold meeting and conventions in the Southeast. To increase new lead room nights by 5%

Key Strategies:

- Continue membership of PCMA, Association Forum, MPI (Chicago chapter and Ohio chapter) and ASAE to find new planners and leads
- Attend annual trade shows: ASAE, Holiday Showcase and other association focused shows with the goal of receiving a minimum of two RFP's per show
- Conduct sales trips to Chicago, Atlanta and Ohio. That include sales calls and a client event in each destination
- Solicit a minimum of 15 associations in the Midwest for new business opportunities per month
- Solicit a minimum of 10 associations and corporations that have had conventions in Jacksonville in the past five years per month

PROMOTION & EXPANSION OF CONVENTION ACTIVITIES

Target/Core Market: State Association

Objective: Identify business opportunities and generate leads to Visit Jacksonville accommodation Partners in Northeast Florida with a goal of increasing new lead room nights by 3–5%.

Key Strategies:

- Join and become an active member in GAMPI, FSAE and GSAE
- Conduct sales trip to Orlando targeting Florida associations with the goal of uncovering 5 new leads per trip
- Attend Kellen Meeting in Atlanta
- Attend annual FSAE education conference with a goal of receiving a minimum of 2 RFP's
- Attend TSAE Education Day and trade show with a goal of receiving a minimum of 2 RFP's
- Conduct quarterly sales trip to Tallahassee targeting the Florida association market to include sales calls and TSAE luncheons

Target/Core Market: Hobby

Objective: To grow the hobby market and brand Jacksonville as a destination for hobbies and collectables conventions. Increase lead room nights by 5–8%.

Key Strategies:

- Identify a key resource/database for securing hobby groups
- Research and identify groups that best fit in the Jacksonville market
- Identify national hobby groups that have a local presence. Host a luncheon and provide a Visit Jacksonville overview
- Collaborate with local hobby, collectable and antique enthusiast to promote Jacksonville as a potential convention site
- Create an ad for industry papers and magazines to promote Jacksonville as a destination
- Attend at least one hobby convention to promote Jacksonville
- Include hobby groups' leadership in BET's invitation list

PROMOTION & EXPANSION OF CONVENTION ACTIVITIES

Target/Core Market: Social, Military, Educational, Religious, and Fraternal (SMERF)/Government

Objective: Become a preferred choice among meetings and conventions within the Southeastern United States. Grow new room nights leads by 3–5%.

Key Strategies:

- Visit Jacksonville will advertise, sell and promote the destination incorporating a pricing strategy, deploying campaigns that offer off-season and nonpeak period incentives
- Cultivate local planners/companies to find new associations and conventions within SMERF/Government markets
- Attend trade shows targeting SMERF/Government markets: Rejuvenate Marketplace, RCMA, SGMP, Springtime D.C., FEA, and Connect Marketplace. Goal is to receive a minimum of 2 RFP's per show
- Host Sales Missions in Nashville, Indianapolis, Charlotte, Atlanta, D.C. With the goal to develop existing accounts and generate new ones.
- Increase destination awareness by participating in tradeshow, sales missions, email and phone solicitations, and marketing campaigns
- Develop third party accounts to saturate more business opportunities within their client contact

Target/Core Market: Medical

Objective: Continue to create awareness and promote the Northeast Florida region as a top medical tourism destination. Increase new lead room nights by 5–8%.

Key Strategies:

- Penetrate target markets where multiple medical organizations are headquartered
- Increase involvement in local medical organizations
- Continue to uncover local resources to assist in securing medical events
- Participate in trade shows and industry related events that target the corporate medical, pharmaceutical and medical associations to increase awareness of the Northeast Florida region as an affordable medical meetings destination.
- Incorporate medical meeting/convention focused sales calls into each sales mission planned throughout the 2012-2013 fiscal year
- Partner with hotel counterparts on medical meeting/convention site inspections to assist in the promotion of our medical infrastructure within the destination that provides meeting related support to events being hosted in our area
- Focused solicitation of corporate medical, pharmaceutical and medical association accounts that meet in similar destinations, such as Orlando, Tampa and Charlotte

PROMOTION & EXPANSION OF CONVENTION ACTIVITIES

Target/Core Market: Multicultural Groups and Conventions

Objective: Increase the number of multicultural conventions by promoting Jacksonville as a destination for multicultural meetings and conventions. Increase lead room nights by 5-8%.

Key Strategies:

- Host one multicultural BET to showcase the city to multicultural and religious markets
- Collaborate with local market leaders (churches, social groups, fraternities and sororities) to identify potential conferences and conventions
- Create a multicultural volunteer ambassadors program that will assist with airport greetings and hotel welcomes for multicultural groups
- Attend at least two targeted trade shows to promote Jacksonville as a destination
- Apply for Visit Florida and Cultural Council grants to assist with the creation of a training curriculum, delivery and guide for the Jacksonville Cultural Heritage Tour
- Develop pocket collateral material and an electronic media site to promote the multicultural market
- Pitch stories on meetings and leisure in the multicultural markets
- Conduct national presentations to secure and close business with groups considering Jacksonville as a destination for future conferences, meetings and events
- Coordinate two annual sales missions in major growth markets such as Atlanta, Georgia and Washington, D.C.

Target/Core Market: Sports Market

Objective: By utilizing the facilities that Northeast Florida has available, to become the most attractive youth, collegiate, and amateur sports destination in the Southeast.

Key Strategies:

- Coordinate sales calls and sales missions to feeder cities to target new amateur, youth and collegiate sporting events to Northeast Florida
- Attend national sports tradeshows to maintain relationships as well as meet new planners
- Host sports client event, BET, showcasing Northeast Florida's facilities, parks, and other sports related venues
- Target new qualified event organizers
- Maintain relationships with local, regional, and national sports associations in an effort to increase awareness of our services and resources
- Partner with the City of Jacksonville-Sports & Entertainment office to develop a Sports Board that would include local sports associations, city representatives, venues and event sponsors
- Host educational forum and reception for local sports associations, parks, facilities and coaches
- Develop a map of local facilities, parks, and other sports related venues
- Increase Jacksonville's sports market through various social media channels i.e. Facebook, Twitter, LinkedIn

*For further information on any market segment please feel free to contact the sales team at Visit Jacksonville.

GROUP SALES OVERVIEW

SALES PROGRAM OF WORK

OCTOBER 2012

- Small Markets Meeting Conference (SMMC), Jacksonville, FL
- Tallahassee Society of Association Executives (TSAE) Education Day and Trade Show, Tallahassee, FL
- IMEX Vegas, Las Vegas, NV
- Teams Conference, Detroit, MI
- Rejuvenate Marketplace, Columbus, OH
- Southeast Tourism Society (STS), Virginia Beach, VA

NOVEMBER 2012

- Sales Calls(Association Market), Tallahassee, FL
- Sales Calls (Florida Associations), Orlando, FL
- Sales Calls, Washington, DC
- Sales Calls, Chicago, IL
- Meet East Coast, Princeton, New Jersey
- Sales Calls, Northeast
- Buyer's Education Trip (BET) ConFAM, Jacksonville, FL

DECEMBER 2012

- Association Forum – Holiday Showcase, Chicago, IL
- Connect Leadership Summit, TBD (T)
- Client Event & Sales Calls, Tallahassee, FL

JANUARY 2013

- NTA & UMA Expo, Orlando, FL (T)
- American Bus Association, Grapevine, TX
- Florida Huddle, Orlando, FL
- Professional Convention Management Association (PCMA) Annual Meeting, Orlando, FL
- Religious Conference Management Assn. (RCMA), Minneapolis, MN

FEBRUARY 2013

- Richard Miseyki Trade Show, Tallahassee, FL
- Sales Calls, Tallahassee, FL
- Your Military Reunion Conference, Myrtle Beach, SC
- Military Travel Show, Eglin AFB (2/26), Pensacola (2/27) & Tyndal AFB (2/28), FL
- Receptive Service Assoc of America, Atlantic City, NJ (T)
- DMAI – Destinations Showcase – DC (Association/Government), Washington, DC (T)
- Sales Calls (mid Atlantic), Washington, DC

MARCH 2013

- Pharmaceutical Research Management Assn. (Conference only), Philadelphia, PA
- Sales Calls/ Client event (Corporate/ Medical), Philadelphia, PA
- Military Travel Show, Mayport (3/14), NAS JAX (3/16), FL & Kings Bay, GA (3/15)
- STS Spring Meeting, TBD

APRIL 2013

- HSMAI Affordable Meetings, Chicago, IL (T)
- Sales Calls (Chicago), Chicago, IL
- Collaborate Marketplace, TBD
- National Association of Sports Commissions (NASC), Louisville, KY

MAY 2013

- Visit Florida – Florida Encounter, TBD, FL
- Destinations Showcase, Chicago, IL
- Meeting Spots Tradeshow, Tallahassee, FL
- Society of Government Meeting Professionals (SGMP) (Government/Education), TBD
- American Society of Association Executives (ASAE) Springtime, Washington, DC (T)
- Buyer's Education Trip (BET) – The Players, Jacksonville, FL
- Sales Calls, Tallahassee, FL

JUNE 2013

- International POW WOW, Las Vegas, NV

JULY 2013

- Florida Society of Association Executives – Annual, TBD, FL
- DMAI Annual Convention, TBD
- FEA, TBD
- Florida Motorcoach, TBD, FL

AUGUST 2013

- American Society of Association Executives (ASAE) Annual, TBD
- Chuck Cook Trade Show, Tallahassee, FL
- Connect Marketplace, TBD
- The Reunion Network, Tampa, FL

SEPTEMBER 2013

- Governor's Conference, TBD, FL
- Sales calls (FL State Association), Tallahassee, FL
- S.P.O.R.T.S., TBD
- SGMP SEC Regional, TBD
- Sales Mission, Colorado Springs, CO
- NASC Olympic Sportslink, Colorado Springs, C
- Congressional Black Caucus Foundation, Washington DC (T)
- Black Caucus Foundation Conference, Washington, DC (T)
- Group Tour BET'S/FAM
- Sports BET (T)

MARKETING OF TOURIST-ORIENTED FACILITIES & ATTRACTIONS



MARKETING OF TOURIST-ORIENTED FACILITIES & ATTRACTIONS

MARKETING OF TOURIST-ORIENTED FACILITIES AND ATTRACTIONS

Marketing & Branding Efforts

Consumer awareness still tops the list of challenges for the Jacksonville tourism industry. Jacksonville continues to be a blank slate for those who have not visited the city. In the current times it takes an innovative approach to attract new consumers to a destination. Visit Jacksonville is consistently looking for new and innovative marketing, while continuing to promote return visits to Northeast Florida. There is always a need to come up with the newest “out-of-the-box” ideas and try to infuse them with the traditional marketing that has been successful previously.

Our newest campaign, which launched this past spring, combats the argument often heard that “There’s nothing to do in Jacksonville.” Multiple images in every advertisement show the vast range of activities that anyone could be experiencing during “Any Given Time.” The campaign uses images provided to us by our Partner attractions and service companies to show real-time activities happening in Northeast Florida.

Many of the ads focus on water activities. By using water as a main focus, we can give the consumer a better image of the amazing experiences that await them in Jacksonville. We will continue to work with the Dalton Agency to grow the focus on water within the destination.

Jacksonville is a city on the verge of being a major tourist destination. Many of the current residents have difficulty viewing our city as a vacation destination. Most of the tourism industry in Jacksonville is behind the times when it comes to turning our existing products into something that can appeal to a broad audience of visitors. Visit Jacksonville is working closely with other local agencies to continue to gain support from the local community on Jacksonville as a vacation destination.

The top focus of the marketing team for 2012-2013 will be to show off to the world what sets Jacksonville apart. We began with our new website “Only in Jax” which launched this summer featuring those things that make Jacksonville so special and unique. It includes everything from history and culture to dining and nightlife and shows off what the locals believe to be the real attributes of Jacksonville. The site even features an “Ask a Local” section where visitors can email and ask a local their thoughts on places to visit.

We need to look at familiar data with a new perspective. We need to reach beyond just being sellers or marketers of particular travel products and services and show that Jacksonville is a destination that would provide a wonderful experience to any audience. Visit Jacksonville will continue to conduct research on visitor spending and visitor profiles to determine the contribution of tourism’s impact to the city and the behaviors and patterns of the Jacksonville visitor.

Additionally, Visit Jacksonville will publish a biannual Visitor Magazine (for visitors) that includes information on attractions, hotels, restaurants, shopping establishments, venues, transportation services and more.

There will be continued growth and maintenance of www.visitjacksonville.com, www.gametimeanytime.com, www.VisitJacksonville.com/meetings, www.jaxhealthcenter.com visitor websites and www.udontknowjax.com social media site to serve as the official resources on the Jacksonville experience, including vacationing in, hosting meetings in and publishing/broadcasting information about the destination.

MARKETING OF TOURIST-ORIENTED FACILITIES & ATTRACTIONS

Product Development

There will be a larger focus on the product development for the city in the coming year. Visit Jacksonville will lead a push for tourism product development in the area. There will be dedicated staff to build these relationships and walk attractions and service companies through taking full advantage of the assets that already exist and turning them into a more marketable product.

Our partnership with Advance Reservation Systems, or ARES, will serve as an Internet-distribution channel for regional travel packages that promote the Jacksonville experience and deliver what our customers want. ARES makes it easy to package attractions and hotels to enhance the visitor experience and show off all of our product options.

There will be a continued effort to market our signature special events and partner with our hotels and attractions to provide the best resources. Every large-scale special-event weekend needs to be complemented with a citywide welcome feel to it.

By having a strong across-the-board approach, including social media, we will be able to reach a bigger audience. Currently, we have a large number of supporters on Facebook (22,000+) and Twitter (6,500+). In the last six months Visit Jacksonville has seen over a 2000% percent increase in Facebook fans alone! Facebook gives the ability to focus advertising efforts on very specific demographics, allowing for targeting of specific consumers based on hobby, age, sex, etc.

Our state-of-the-art, award-winning website has provided the best possible resources to a visitor. Website features allow us to showcase and promote city special events and top city highlights. The success of selling hotels, attractions and transportation through our website has attributed to over \$500,000 worth of business transactions in the past three years. In addition, having the ability to update the website internally allows changes to be done quickly and efficiently with constantly growing features.

Marketing Key Strategies:

The Marketing department expands on the industry-focused efforts of the sales team by creating campaigns that introduce leisure travelers to the diverse array of activities found within the Jacksonville region. Visit Jacksonville also seeks to identify potential or underdeveloped visitor attractions, working to address their specific needs and create solutions to increase their business market share, while remaining dedicated to developing a stronger tourism infrastructure and expanding the local market for visitor-oriented facilities and attractions.

Visit Jacksonville continues to best utilize the bed tax generated by visitors staying in commercial lodging to market Jacksonville as the premiere leisure and business travel destination through advertising, public relations and sales efforts, promotions, e-mail campaigns, websites, direct mail, and other collateral.

MARKETING OF TOURIST-ORIENTED FACILITIES & ATTRACTIONS

Market Focus

For the last few years the budget cuts in marketing have made it impossible to focus dollars on “niche markets”. That will change in fiscal year 2012–2013. We will have a much larger focus on individual groups of travelers. The primary categories we have identified are:

- **Water Activities, Nature & Outdoors** – The natural surroundings make outdoor activities a regular component of the Jacksonville lifestyle, from hiking and biking the many recreational trails to kayaking and boating the salt marshes, lakes and waterways. Fishing can be done in the river or estuaries, the Intracoastal Waterway, or the ocean. With the largest urban park system in the country along with two national parks, the community takes pride in protecting the natural beauty of the area for all visitors to enjoy.
 - **Attributes:**
 - Fishing – river, backwater estuaries, the ocean, Intracoastal Waterway
 - Two National Parks
 - The largest urban park system in the country
 - Boating resources – kayaking, canoeing, sailing, yachting
 - Biking – bike trails, nature trails
 - Waterways – easily accessible, attractions that cater to water activities
- **History & Heritage** – Jacksonville has some unique and vibrant history, many culturally significant activities showed the way Jacksonville developed.
 - **Attributes:**
 - As the most historically rich region in the state, Jacksonville’s Ft. Caroline marks the site of the earliest French colonization attempt in Florida.
 - Kingsley Plantation provides a glimpse of life on a slave-era cotton plantation.
 - Ritz Theatre & Museum chronicle the significant contributions of the local African-American community.
 - The State of Florida has embraced their Viva Florida 500 initiative to embrace 500 years of European exploration here. Ponce de Leon landed in Ponte Vedra 500 years ago, and embracing and celebrating history is a huge trend for travelers.
 - Embracing our French heritage complimented by our close location to St. Augustine and Amelia Island make this the perfect location to experience culture and history.
 - Recognizing the strong African-American historical milestones that took place in Jacksonville:
 - *Uncle Tom’s Cabin*, written by Harriet Beecher Stowe, was published in Boston. Much of writing was done while she wintered in the Mandarin neighborhood of Jacksonville.
 - The state’s first historically black college and university, Edward Waters College, was founded in Jacksonville.
 - Harlem Renaissance founder and civil rights leader James Weldon Johnson was born in Jacksonville. In 1900, James Weldon Johnson and J. Rosamond Johnson composed *Lift Ev’ry Voice and Sing*. The poem is referred to as the black national anthem.
 - In 1935, Black entrepreneur A.L. Lewis founded American Beach on Amelia Island as a haven for African Americans during segregation.
 - Celebrate other diverse cultural achievements connected to Jacksonville.

MARKETING OF TOURIST-ORIENTED FACILITIES & ATTRACTIONS

- **Arts, Culture & Entertainment** – Cultural activities are plentiful.

- **Attributes:**

- The edgy exhibits at the Jacksonville Museum of Contemporary Art in the heart of downtown's historic Hemming Plaza show modern art at its best.
- Cummer Museum of Art & Gardens, nestled along the edge of the St. Johns River and accredited by the American Association of Museums (AAM) is the largest fine arts museum in Northeast Florida and the second largest art museum in Florida. World-class art spanning from 2100 B.C. through the 21st Century, its permanent collection includes masterpieces by Peter Paul Rubens, Winslow Homer, Thomas Moran, Norman Rockwell, Andy Warhol and Romare Bearden. The museum is home to The Wark Collection of Early Meissen Porcelain, recognized as the most significant collection of its type in the United States and one of the top three in the world.
- The Jacksonville Symphony Orchestra is the largest full time orchestra in Florida. Jacksonville Symphony is ranked in the Top 40 in the country.
- Jacksonville consistently hosts top level, premier sold out concerts for the most popular performers in the world at our Veteran's Memorial Arena
- The World Golf Hall of Fame & IMAX Theatre is a premiere, unique attraction for the area.
- The Riverside Arts Market takes place every Saturday from March-December in Riverside showcasing, arts, crafts, fruits and vegetables, food vendors and live music
- FSCJ hosts the Broadway Series annually bringing top notch shows to the area.
- Alhambra Theatre & Dining was built in 1967; it is one of the very few remaining dinner theatres in America.

- **Family Activities** – Jacksonville offers amazing family-oriented activities for all ages. It's a great place for multigenerational family activities, as well.

- **Attributes:**

- The Museum of Science & History (MOSH) hosts childrens' exhibits year round as well as traveling exhibits like "A T. rex named Sue". The Bryan-Gooding Planetarium is the largest single-lens planetarium in the world! What makes the Bryan-Gooding Planetarium so unique? Its large dome – 60-foot in diameter – and its new technology, the Konica Minolta Super MediaGlobe II.
- The Jacksonville Zoo & Gardens is the top rated family attraction in Jacksonville. This interactive zoo is often ranked among the top zoos in the country. The Jacksonville Zoo and Gardens is an accredited institution of the American Zoo and Aquarium Association.
- Adventure Landing and Shipwreck Island Water Park in Jacksonville Beach is the largest Family Entertainment Center in northeast Florida. With over 5,000,000 visitors since opening, the Jacksonville Beach Park can proudly claim that Adventure Landing is the "Place to Play" for Florida families and visitors.

MARKETING OF TOURIST-ORIENTED FACILITIES & ATTRACTIONS

- **Sporting Events** – Jacksonville is a great sports city, home of the:
 - **Attributes:**
 - NFL's Jacksonville Jaguars
 - Jacksonville Suns double-A baseball team
 - Arena Football League Champion Jacksonville Sharks
 - American Basketball Association's Champion Jacksonville Giants
 - Each year, the annual athletic events, such as the TaxSlayer.com Gator Bowl, the Georgia vs. Florida Football Classic, the Florida–FSU annual baseball game, the 26.2 with Donna–Finish Breast Cancer Marathon (half marathon and relay), the Greater Jacksonville Kingfish Tournament and the Gate River Run, help attract additional special events such as the NCAA Men's Basketball Tournament, NCAA Track & Field Championships and National Team Roping.
- **Special Events** – Jacksonville & the Beaches host an incredible amount of annual events, offering exciting opportunities for visitors, including:
 - **Attributes:**
 - The Jacksonville Jazz Festival
 - World of Nations
 - Sea & Sky Spectacular
 - Springing the Blues
 - Florida's Birding & Photo Fest
 - Lighted Boat Parade
 - Fourth of July Fireworks
 - Funk Fest
 - THE PLAYERS Championship
- **Beaches** – From the quiet solitude of Talbot Islands' seaside wilderness to the boardwalk, pier and nightlife of Jacksonville Beach, over 20 miles of stunning coastline provide ample opportunity for reflection or recreation.
- **Golf** – Walk in the footsteps of champions on one of Jacksonville's 72 golf courses. Jacksonville offers a great value for golf, giving the opportunity to golf more often at a more affordable price. As home to the headquarters of the PGA Tour and host of THE PLAYERS Championship, Northeast Florida is an attractive destination for the recreational golfer. There are also several golf schools in Jacksonville making it a great place to improve your game.

MARKETING OF TOURIST-ORIENTED FACILITIES & ATTRACTIONS

Increased attention has also been turned to a selection of emerging markets with the ability to strongly impact the future success of the tourism industry in Jacksonville:

- **Medical Tourism** – With strong medical facilities located in the Jacksonville area, the “Jacksonville: America’s Health Center” initiative focuses on a few main areas:
 - (1) Patient services for those coming to Jacksonville for medical procedures
 - (2) Growing the number of medical meetings in the area.
 - (3) Recruitment and Retention of Quality Physicians and Staff

Patients account for an estimated impact of nearly \$7 million or 28,625 room nights annually. The initiative has 11 medical hospitals involved and is dedicated to promoting Jacksonville to patients and their families, business transient visitors conducting calls with biotech companies headquartered in Jacksonville, and medical meetings and convention attendees. With a sales director dedicated to focusing on medical meetings and conventions, this market has increased 50.2 percent.

- **Cruise Passengers** – the success of Carnival’s *Fascination* has continued to open a new window of opportunity with the cruise market, providing a prime opportunity to encourage passengers to extend their stay in Jacksonville. A focus on trying to grow the market to pre- and post-cruise trips will continue in partnership with JaxPort.
- **Multicultural** – the multicultural traveler is one of the fastest-growing segments within the industry. We have dedicated sales managers and marketing efforts toward this audience. Since 2008 we have grown our business within this market and continue annually to develop specialized marketing and advertising plans to find more business from this market.
- **International** – Florida is a top destination for the international traveler. With unspoiled beaches, unique history and unmatched golf, Jacksonville is presented with a prime opportunity to introduce a new dimension to the international marketing strategy. Most return international visitors are looking for a different side of Florida. With an effort to convince these repeat visitors to try a previously unknown area of Florida, we can grow the number of international visitors to our area.

Advertising

Annually Visit Jacksonville focuses on the leisure market with a media campaign, including print and online, as well as billboard and social media. Additional exposure is garnered on television and radio through promotional opportunities. Information requests generated by the different advertising campaigns, through Visit Jacksonville’s website, at the Visitor Welcome Centers and through direct mail pieces are serviced by providing the official *Visitors Magazine* and targeting specific information when requested. Visit Jacksonville actively participates in VISIT FLORIDA’s cooperative marketing opportunities and has a regular presence at the I-95 Visitor Welcome Center. This year Jacksonville will go out of our marketing norm and try some “out-of-box” marketing strategies including taking over a city on the eastern seaboard for a few days. By using some traditional media, some local earned media and some guerilla marketing we hope to increase Jacksonville’s exposure within that city and increase visitation to Jacksonville in the future.

We will return to offering seasonal co-op marketing opportunities for our partners. Just like previous years, this will give the Partners the opportunity to buy into Visit Jacksonville advertising. The co-ops will offer a range of price points for Partners to choose from, making the opportunity affordable.

Travel Industry Sales & Marketing

Target/Core Market: Travel industry sales including tour operators, travel agents, cruise market, AAA offices and military reunions.

Objective: Develop new tour packages for our area. Increase new lead room nights by 15%, definite room nights by 10%

Key Strategies:

- Attend American Bus Association, National Tour Operators and Florida Motorcoach Association trade shows to increase contact with tour operators
- Work with international and domestic operators to increase the destination exposure in tariffs and catalogues
- Attend the International POW WOW trade show in Las Vegas to strengthen the destination knowledge and awareness
- Distribute commissionable package information to educate cruise planners about our facilities and the destination
- Distribute trade show and sales referrals to Partners
- Coordinate referral dialogue program
- Target travel professionals in an effort to sell the destination by providing resources and planning assistance
- Continue to update and distribute bus and group travel itineraries for the region
- Attend military reunion trade shows to sell our destination
- Host BET's for both motor coach operator and motor coach group leaders
- Set up sales calls in Orlando, Charlotte and Miami
- Send postcard or direct mail piece to motor coach companies and military planners in an effort to increase the awareness of the services Visit Jacksonville provides.
- Continue to update and distribute packages and information to AAA Offices and trade shows
- Continue to build awareness and promote Jacksonville as a destination for multicultural tourism
- Partner with Florida First Coast of Golf to host a BET to the region for golf tour operators and wholesalers
- Partner with Jacksonville Port Authority and Carnival Cruise line in hosting a BET to experience Jacksonville and the Port.

COMMUNICATIONS OVERVIEW

COMMUNICATIONS & MEDIA

The focus of the Communications department is to shape the positive perception of and conversation about the destination through public relations and third-party media sources. The team does this through traditional and social media approaches. Visit Jacksonville secured over 3,500 earned media placements over the last five years. Media coverage secured by the communications team resulted in an earned media value of over \$45 million for Jacksonville! Generated media coverage was viewed by an estimated 325.8 million people. Additionally, over the past five years we have hosted writers from all over the globe. We increased international media visits with travel and guidebook writers from Canada, Japan, Germany and the United Kingdom.



The top targets for our communications efforts are non-local travel journalists, bloggers and leisure travel content producers. There will be a continued proactive domestic media outreach with established media contacts through targeted pitches and press releases. Visit Jacksonville will develop new relationships with media contacts through research, trade shows, etc. Our continued participation in media missions and in news release opportunities with VISIT FLORIDA will help to stretch communications dollars. We will monitor editorial calendars for story placements to proactively reach the outlets covering items pertaining to Jacksonville. Additionally, we will continue hosting individual media site visits for qualified leisure press on assignment to visit Northeast Florida, producing positive stories toward increasing visitor demand.

Leisure

Objective: Become a preferred choice among travelers and meetings/conventions attendees within the Southeast United States.

Target/Core Market: Non-Local Travel Journalists and Leisure Press

Key Strategies:

- Continue proactive domestic media outreach with established media contacts
- Participate in media missions and in news release opportunities with VISIT FLORIDA and leisure travel media trade shows
- Direct public relations agency to secure proactive destination placements in top markets
- Update media site with fresh story ideas and images
- Continue efforts to pitch leisure stories to regional drive market as well as direct flight cities
- Monitor editorial calendars for story placements
- Focus on calendar placements in leisure publications
- Incorporate regional special events into story ideas and pitches to highlight the area as a travel destination
- Populate social media site, udontknowjax.com, with blog and podcasting information
- Enlist local residents to populate the virtual community

- Utilize social media sites, such as Twitter, to correspond with media on direct leads and inquiries
- Respond to leads and inquiries from VISIT FLORIDA, reporters and other sources on the vacation market in Jacksonville
- Host leisure media FAM trip for qualified travel writers to experience the destination first hand and subsequently write positive stories which will generate visitor demand
- Continue to host qualified media on individual media site visits resulting in positive stories that will increase visitor demand
- Continue to work with St. Augustine, Ponte Vedra & the Beaches VCB and the Amelia Island CVB to share media site visits and FAM tours

Meetings & Conventions

Objective: Become a preferred choice among travelers and meetings/conventions attendees within the Southeast United States.

Target/Core Market: Meetings & Conventions Media

Key Strategies:

- Pitch specific stories to meetings and convention press based on current Visit Jacksonville initiatives, meeting trends and meeting facilities in Jacksonville
- Distribute news releases and public relations collateral which promotes Jacksonville to meetings press
- Schedule interviews with meetings press during media missions, trade shows, etc. to talk about Jacksonville as a meetings destination
- Create opportunities for reporters to visit Jacksonville to research stories related to the city's meetings market during individual press trips
- Ensure that the Media section of the website is up-to-date with the latest in Jacksonville meetings news and information
- Support the Sales team with their efforts to promote Jacksonville as a premiere meetings destination
- Continue to develop content that describes and promotes Jacksonville's attributes for a meeting planner
- Respond to leads and inquiries from VISIT FLORIDA and reporters on the meetings market in Jacksonville
- Pitch stories to media outlets in accordance with the Marketing Department's media plan to compliment placed advertising with editorial content
- Continue to host qualified media on individual media site visits that will produce positive stories that will increase visitor demand

VISITOR CENTERS

VISITOR CENTERS

The Jacksonville Visitor Centers offer valuable information and services for today's traveler. The Visitor Centers are here as the personal travel concierge to assist travelers in all aspects of their trip, to educate, enhance, and improve the visitor's experience in our city. Visit Jacksonville will continue to develop and provide the excellent service we are known for, and to develop more outreach opportunities during Art Walk, Jazz Festival and other city-wide event opportunities.



Welcome and Visitor Centers:

The Visit Jacksonville Welcome and Visitor Centers will continue to inform and welcome visitors and groups to the region, sharing information on the abundance of historical attractions, family fun, and cultural experiences. To maximize guest interaction, the strategically located centers include the Jacksonville International Airport Welcome Center, the Beaches Visitor Center at Pablo Historical Park, the Jacksonville Landing Visitor's Center, and the main Visitor Center located on Laura Street in the heart of Downtown.

The centers provide a special opportunity for Partners to reach over 223,000 visitors annually, impacting room nights, and increasing revenue to restaurants, shopping, etc. Our Partners are provided the opportunity to showcase their product and property by participating in the brochure rack space, the Visitor Center Outreach program, trade shows and the window display program.

Our goal is to present Jacksonville at its best and suggest itineraries that contribute to the guest's experience with the anticipation of a future return visit.

Strategies:

- Develop new benefits and investment structure for destination partnerships at the JIA Welcome Center
- Grow the Visitor Center Outreach program to reach out to military bases with trade shows and information/welcome booths for docking ships; attend Military Travel Fairs
- Expand trade show opportunities
- Increase opportunities for Medical Tourism
- Expand "explore in your own backyard" to educate locals of opportunities/things to do without leaving their city
- Staff booths at I-95 VISIT FLORIDA to educate travelers passing through our city about opportunities in Jacksonville

PARTNER DEVELOPMENT DEPARTMENT

Objective: Provide business opportunities through Visit Jacksonville partnerships, creating value for local businesses while better serving the individual and group leisure customer and the meeting professional.

Strategy: Offer a new Partnership model that is more inclusive for businesses in the greater Jacksonville area that want to reach individual leisure travelers, tour operators and meeting and special event planners and their attendees.

Target/Core Market: All businesses targeting the individual leisure, tour operator, meeting or special event planner and their attendees.

Action Plan:

- Invite local businesses interested in pursuing like customers to Partner with Visit Jacksonville at some level. Key targets will be:
 - Accommodations – October 2013 – December 2013
 - Attractions – January 2013 – June 2013
 - Dining/Nightlife – October 2012 – September 2013
 - Meeting Facilities – January 2013 – March 2013
 - Retail Shopping – January 2013 – March 2013
 - Service Companies – June 2013 – September 2013
 - Also plan neighborhood blitzes (Avondale, San Marco, Tinseltown, Springfield, 5 Points, St. Johns Town Center, etc.) – October 2012 – September 2013
- Develop strategic Partnerships with local and regional organizations and businesses that can grow our Partner base (i.e., multicultural chambers of commerce, industry trade associations, publishers, etc.)
- Recreate the Partner Handbook to more clearly define each Partner marketing and sales opportunity available, how to access it, when it is available, etc. Publication will be available online only in the Partners Only section and via email to new Partners and new contacts.
- Seek opportunities to collaborate with local corporations on economic development related projects that may impact their business directly or indirectly and be beneficial to growing the hospitality/tourism industry.

Objective: Create new and enhance current opportunities for investing Partners to engage in strategic marketing and sales initiatives that may grow their business and contribute to the success of the entire destination.

Target/Core Market: Investing Partners

Action Plan:

- Continue to communicate results of Visit Jacksonville's efforts via monthly Partner newsletter
- Provide engaging relevant educational events that may grow an investing Partner's business by reviewing standard skill sets, improving knowledge of the Jacksonville product and considering new markets to target, innovative business strategies and more
- Revive the Partner Benefits Refresher and Website User Training events to introduce new investing Partners, prospective investing Partners and new contacts to Visit Jacksonville's organization, team members and available marketing and sales opportunities

RESOURCES

VISIT JACKSONVILLE BOARD OF DIRECTORS: FY '12-'13

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Tourism Industry
General Manager
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Duval County Hotelier**

Vice President
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Attraction, Travel and
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CFO/Sr. VP Stadium Operations
Jacksonville Jaguars, LTD

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Director of Lodging
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**Jeffrey York (Ex-Officio)
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General Manager
Amelia Hotel at the Beach

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SMG Jacksonville

**Shawn Frisbee
Marketing Committee Chair**

Duval County Hotelier
General Manager
Crowne Plaza Jacksonville Riverfront

**Richard Lowe
Clay County Hotelier**

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Gator Bowl Association

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**Greg Franks
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Tourism Industry**

Managing Partner
East Coast Transportation

OPEN

Jacksonville Regional Chamber

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NFHLA President**

General Manager
Omni Amelia Island Plantation

**Tony Vecchio
Attraction, Travel and
Tourism Industry**

Executive Director
Jacksonville Zoo and Gardens

**Donald Harris (Ex-Officio)
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Wyndham Jacksonville Riverwalk

**Barry Sondern
Sales Committee Chair**

Duval County Hotelier
General Manager
Omni Jacksonville Hotel

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Attraction, Travel and
Tourism Industry**

President
Sysco Food Service, Jacksonville

**David Reese (Ex-Officio)
President**

Florida's First Coast of Golf

**Michael Hightower
Chair, Government Relations
Committee**

Community at Large
VP, Governmental &
Legislative Relations
Blue Cross Blue Shield

**David Kaufman
Reps of JaxPort,
Chamber, etc.**

Senior Director of Planning &
Properties
Jacksonville Port Authority
(JAXPORT)

**Sarah Marie Johnston
Member At Large**

Community at Large
Marketing Director
Bistro Aix

**Barbara Halverstadt
Reps of JaxPort,
Chamber, etc.**

Manager of Marketing &
Development
Jacksonville Aviation Authority

DUVAL COUNTY TOURIST DEVELOPMENT COUNCIL (TDC) MEMBERS FY '12-'13

The Duval County Tourist Development Council (TDC) is the governing body responsible for overseeing the collection and distribution of the local-option tourist development tax authorized to Duval County by Florida Statute s.125.0104 (3) (c), F.S.

The TDC is comprised of nine members appointed by the Jacksonville City Council. Representatives include the City Council President, who serves as TDC Chair; two elected officials from the City of Jacksonville, the beaches' cities and Baldwin; three representatives of the establishments subject to the tourist development tax (i.e., hotels, motels, R V parks, etc.); and three additional persons involved in the tourism industry with a vested interest in tourism promotion (i.e., restaurants, museums, attractions, etc.). The TDC conducts business via quarterly meetings of the council representation.

Jacksonville currently levies a 6 percent tourist development tax on transient accommodations within Duval County. The TDC utilizes a portion of this tax to fund tourism promotions and events anticipated to generate a substantial number of visitors to Jacksonville, the beaches and Baldwin.

The TDC uses 70 percent of this two cents which is allocated for tourism promotion to fund a contract with Visit Jacksonville. An additional 10 percent in funding has been awarded annually to allow Visit Jacksonville to increase its competitiveness in advertising and marketing the destination.

2012 – 2013 Tourist Development Council:

Council President Bill Bishop, Chairman
Councilman Richard Clark
Councilman Warren Jones

Sonny Bhikha
Henry Fonde
MG Oreder

David Potts
Fred Pozin
OPEN POSITION

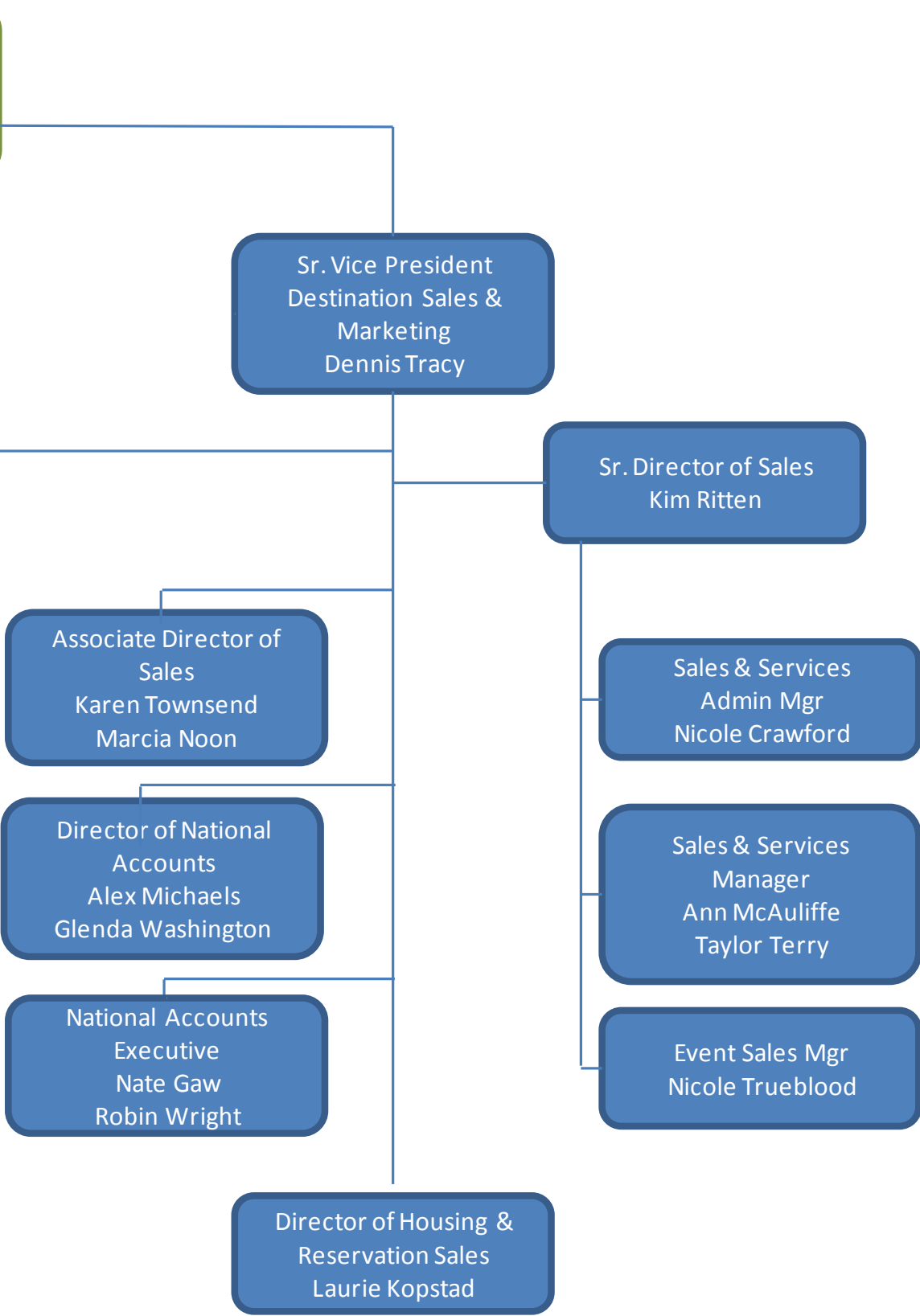
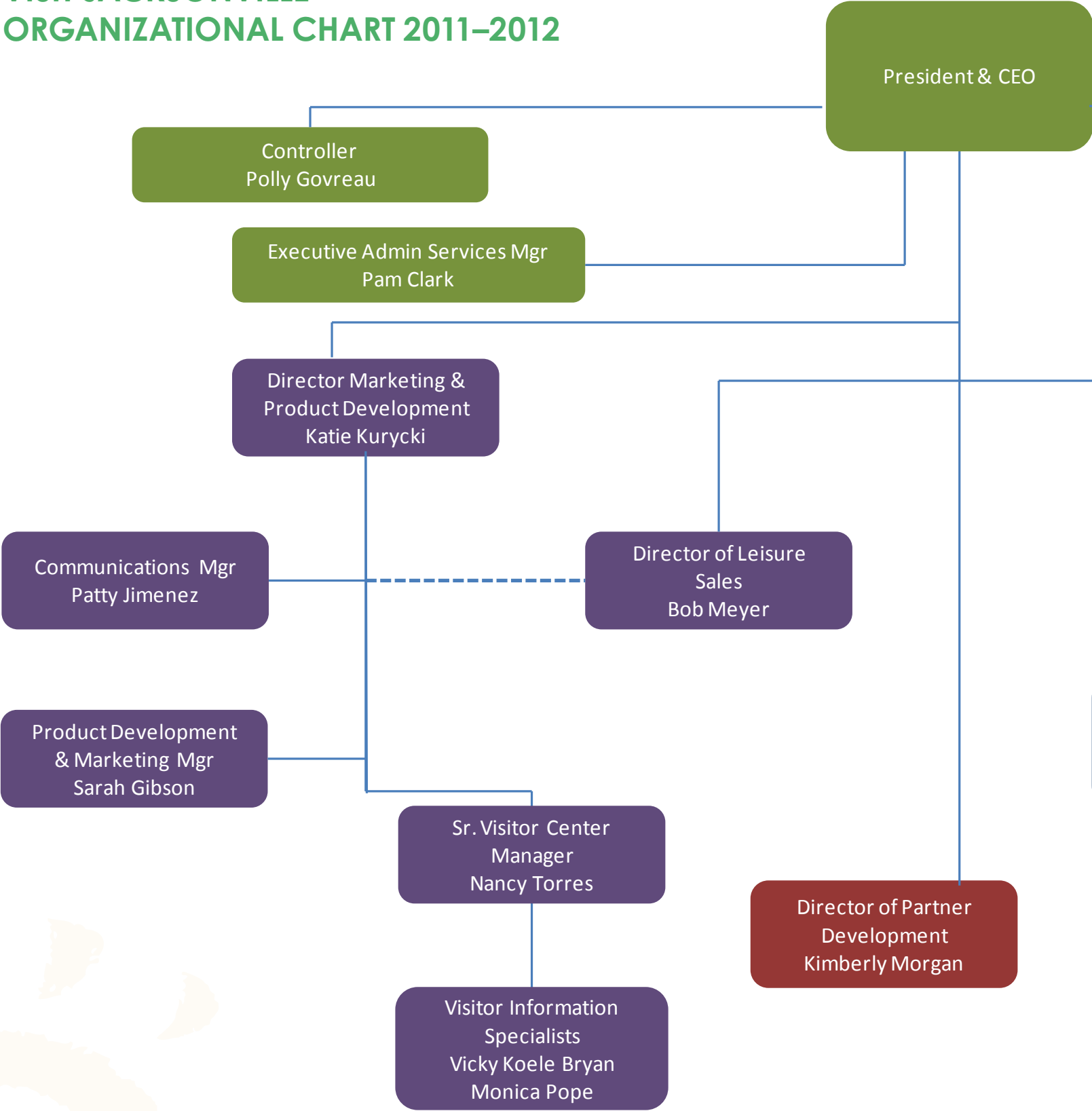
PROFESSIONAL AFFILIATIONS

Visit Jacksonville's personnel participate in industry associations and organizations, including:

ABA – American Bus Association
ASAE – American Society of Association Executives
ASTA – American Society of Travel Agents
CAF – Chicagoland Association Forum
DMAI – Destination Marketing Association International
FAA – Florida Attractions Association
FACVB – Florida Association of Convention & Visitors Bureaus
FMCA – Florida Motorcoach Association
FOWA – Florida Outdoor Writers Association
FPRA – Florida Public Relations Association
FSAE – Florida Society of Association Executives
GSAE – Georgia Society of Association Executives
HCEA – Healthcare Convention & Exhibitor Association
HSMIAI – Hospitality Sales and Marketing Association International
IAEE – International Association of Exhibitions and Events
IAHMP – International Association of Hispanic Meeting Planners

JMAC – Jacksonville Marketing & Advertising Club
MPI – Meeting Professionals International
NASC – National Association of Sports Commissions
NATJA – North American Travel Journalists Association
NCBMP – National Coalition of Black Meeting Planners
NFHLA – North Florida Hotel & Lodging Association
NL – Navy League
NTA – National Tour Association
PCMA – Professional Convention Management Association
PRSA – Public Relations Society of America
RCMA – Religious Conference Management Association
RFN – Reunion Friendly Network
SGMP – Society of Government Meeting Planners
TRN – The Reunion Network
TSAE – Tallahassee Society of Association Executives
U.S. Travel Association
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