

Tourist Development Council

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MINUTES

TOURIST DEVELOPMENT COUNCIL MEETING
Council President Aaron L. Bowman, TDC Chairman
Thursday, February 14, 2019
1:30 P.M.
117 West Duval Street
City Hall, First Floor
Lynwood Roberts Room

I. CALL TO ORDER

Roll Call

City Council President Aaron Bowman, Board Chairperson
City Council Vice President Scott Wilson, Board Vice Chairperson
City Council Member Lori N. Boyer, Board Member
Steven Grossman, Board Member
Kirit Patidar, Board Member
Craig Smith, Board Member - EXCUSED
Dawn Southworth, Board Member
Jeffrey Truhlar, Board Member

Lillian Graning, TDC Executive Director Sarah Maples, TDC Administrator Sondra Fetner, Interim TDC Staff Kim Taylor, Assistant Council Auditor Lawsikia Hodges, Deputy General Counsel

Meeting Convened: 1:34 Meeting Adjourned: 4:14

II. Introduction – Council President Aaron Bowman, TDC Chairman

Chairman Bowman called the meeting to order. The other meeting attendees then introduced themselves for the record. He reintroduced the new TDC staff and announced that they have a new office on the second floor of City Hall.

He then announced that Ms. Barbara Goodman has resigned from the Tourist Development Council due to a conflict. He recognized the value Ms. Goodman brought to the board and stated that the process has begun to identify a new council member.

III. Approval of Minutes

TDC Meeting – January 10, 2019

Ms. Maples requested a change to the minutes to correct a misstatement at the January meeting. The average score for the UNF NCAA Track and Field East Preliminary was stated as 40.3; the correct average was 47.

The minutes of January 10, 2019 as amended, were approved unanimously.

IV. TDC Financial Report

Kim Taylor, Assistant Council Auditor

Assistant Council Auditor Kim Taylor gave the financial report. She reported that bed tax collections were \$559,640 for the month of December, bringing the total so far this fiscal year to \$1,990,547. Collections were up 5.75% year over year from December 2017 through December 2018, collections in the fiscal year to date (October-December) are down 3.77% over the same period in 2017, and December 2018 collections were down 26.7% over December 2017.

Council Member Boyer stated she was concerned regarding the apparent decline in the December 2018 revenue. She stated that, per the budget office, January 2019 collections are down 1.7% over last year as well. The TDC fiscal year 17-18 budget was 7.9, the actual 17-18 actual collections were 8.5; as a result TDC proposed a flat 8.5 budget for 18-19, increased to 9mil at City Council, that's why the 500k was put into a contingency line item. Based on collections so far being down, she does not recommend TDC think about moving that money above the line at this time. She would like to see predictions and trends on this topic presented at a future meeting. Mr. Grossman agreed and requested any reports provided to the council include analysis as well as numbers.

Mr. Patidar requested information on the total increase in hotel room inventory during the first quarter of the fiscal year. Visit Jacksonville staff stated that they did not have an exact number available, but estimated roughly 200 new rooms and offered to provide a report. There was a discussion on how this addition would impact occupancy and REVPAR, but should not impact overall revenue. In response to a question from Mr. Truhlar, Ms. Taylor stated that the historical average was pulled from the past three years. Mr. Truhlar suggested a more in-depth look, considering such influences as sporting and special event scheduling, might be necessary to accurately determine cause of the decline. Chairman Bowman mentioned that short-term rentals may also be a contributing factor.

Chairman Bowman requested that, if this trend continues, the council be provided with options for how to offset any shortfall that exceeds the \$500,000 reserve amount.

Michael Corrigan, Visit Jacksonville CEO, stated that his staff would send the TDC members the new hotel room inventory and that they would confirm with the Tax Collector's office that those new hotels were reporting, which could impact the numbers somewhat. Biggest change would be the number of Jaguars fans that wanted to see the level of play last year and the hurricane, and possibly the change in Gator Bowl date had a slight impact. CM Boyer stated that, per what was provided in Dalton's first quarter report, the downward trend was statewide, despite lower gas prices and increase in sales tax revenue. In response to a question from the TDC Executive Director, Mr. Corrigan stated that Jacksonville was in line with long-term state trends. CM Boyer stated that the City had been doing better than state trends. Mr. Truhlar commented that all STR indexes across the state were down.

Ms. Taylor continued with the budget report, providing the remaining balances for the various accounts: Tourist Bureau -\$100,000; Marketing - \$0; Convention Sales - \$0 (with a CVB grant balance of \$39,929.65, which would cover today's requests for \$18,470); Development and Planning - \$50,000; Special Events - \$0; Equestrian Center Promotion - \$20,000; Remaining to be spent in accordance with TDC Plan - \$1,245 (\$75,000 awarded to UNF at January meeting); TDC Budget Reserve - \$500,000; Administrative Budget - \$284,294; Tourist Development Special Revenue Fund - \$33,278; Development Account (requiring further City Council action) - \$2,357,938 (does not include \$983,000 in fiscal year 17/18 remaining funds that have not yet been rolled over into that account); (requiring further City Council action) Contingency Account - \$2,263,000.

In response to a question from Chairman Bowman, Ms. Taylor stated that the contingency account was not an operating reserve and use of those funds was a policy decision. She stated that it was a new account based on a change in code and that the amounts in the Development and Contingency accounts are added to each year based on TDC vote, as well as any rollover funds that were unspent in the previous year. CM Boyer added that the contingency fund was designed to be available to fund a large, significant event, such as a Super Bowl, but it could potentially be used if the budget fell short in another area. Mr. Truhlar asked if it could be used for additional marketing, for example, if revenues continued to go down; Ms. Boyer said that was not how currently defined in the code, but it could be possible to introduce a bill for that, since accessing those funds for any purpose would require City Council approval. Chairman Bowman stated that he felt that, as a board, there should be a set contingency amount every year and it should take an extraordinary event to make them go below that and, since it required City Council approval, it would not be a quick turnaround.

Mr. Patidar asked for an update on the \$20,000 for equestrian grants. CM Boyer stated that the grant guidelines were approved at the last meeting, but that money is not yet available to the equestrian center to administer those grants, pending a legislation change.

Ms. Taylor reminded the council that the minimums and maximums for the various plan components are set in the TDC's annual plan, which runs out at the end of the 2018-2019 fiscal year. Council Member Boyer stated that the annual plan should be on next month's agenda.

V. <u>Budgetary Authority</u>

Ms. Graning stated that, as a result of establishing TDC as a separate department, there are expenditures that are involved in regular department operations, such as IT and build out of space. In order to manage that budget, we would need to create subobject codes within the administrative budget to meet the additional costs, then also have authority to transfer funds between funds and expend those funds.

In response to a question from CM Boyer, Ms. Hodges stated that a motion would be sufficient to delegate the authority to the TDC Executive Director.

CM Boyer motion: Delegate the authority to the TDC Executive Director to be able to set up accounts, transfer between subobject accounts, and expend funds from those accounts, as long as they remain within the administrative line item and do not exceed the available approved amounts

Chairman Bowman proposed a limit to the expenditure authority, with anything over that requiring approval of the TDC Chair. After discussion, it was agreed that any expenditure of more than \$5,000 would require approval.

CM Boyer amended her motion to include the requirement for the signature of both the TDC Chair and the Executive Director for any expenditure over \$5,000.

Mr. Patidar asked for clarification on how the additional costs for rent, etc., would be covered. Ms. Graning clarified that those would be internal charges from the City and paid out of excess funds previously allocated for salaries. Mr. Patidar stated that next year's budget would need to include these projections.

Public Comments - none

The Boyer motion, as amended, was approved unanimously.

VI. Department Set-up Update

Ms. Graning briefly reviewed the known costs involved in the department set-up, such as the build out and installation of locks and signage, as well as categories of costs that will be incurred, but which do not currently have known final costs, such as ITD support and furniture.

VII. TDC Logo Usage

Ms. Graning explained that historically with CVB grants there is a discrepancy with use of logo. The use of the logo is still technically required, but there is no established policy. We are asking that this be taken into consideration while a policy is crafted.

Ms. Maples stated that the requirement for logo usage also currently applied to previously awarded special event and marketing grants. A motion passed at the January meeting temporarily suspended the requirement for CVB grants awarded on or before that date but would not cover the CVB grants proposed at this meeting or any special event or marketing grants. The TDC staff requested the council consider extending the waiver to all grants until such time as a complete policy can be brought to the TDC for consideration.

In response to a question by Mr. Truhlar, CM Boyer stated that there was some discussion about whether there was value for the Visit Jacksonville logo to be on grantees marketing materials for an event. More research has been done and the new Executive Director pointed out that there may be some advantage to the city getting credit for being a sponsor of events. It was suggested more research be done and a complete policy be presented.

Motion (Boyer): give staff authority to staff to process any currently awarded CVB, special event, and marketing grants, as well as any awarded between now and when an official policy is adopted, without requiring the use of the logo

In response to a question Mr. Patidar, CM Boyer clarified that this motion did not pertain to the corporate JAX logo.

Public comments - none

The Boyer motion was approved unanimously.

VIII. Gator Bowl Grant Terms

Ms. Maples provided the background on the current Gator Bowl grant award and requested clarification on use of STR report for reimbursement.

CM Boyer requested clarification from Ms. Hodges regarding how the new grant guidelines ordinance pertained to a previous multi-year award commitment. Ms. Hodges stated that the ordinance pertained to grants awarded after the ordinance effective date and the Gator Bowl contract was part of a prior TDC agreement. She stated that the council setting a standard on previously awarded grants does not legally conflict with the current grant guidelines.

Mr. Rick Catlett, President/CEO of Gator Bowl Sports, stated that STR report shows room nights were down about 100, but that revenue was up \$350,000 over last year. In response to a question from CM Boyer concerning how many room nights could be attributed to the Gator Bowl, Mr. Catlett responded that there were 51,417 total room nights during that four-day period. Occupancy usually runs 51% during that time of year and, everything over that was credited to Gator Bowl, it would be about 25-30,000. He stated that they scanned in 62% of local tickets sold and 94% of out-of-town tickets sold.

CM Boyer clarified that she would be satisfied with STR documentation of room nights but would want to look at room nights before and after the event to be able to look for a way to attribute a certain number of room nights to this event. Mr. Truhlar stated he would want to see a comparison of the same days year over year.

CP Bowman stated that the coming Gator Bowl would be covered under the current contract, but suggested there be discussion on any future contract because of the new rules. Mr. Catlett stated that there are other benefits, such as over \$800,000 in tv value and 1.2 million in national exposure. Mr. Truhlar said that other events are using out-of-town ticket sales to evaluate value and CM Boyer

suggested that ticket sales could potentially be used as a future measurement tool. CP Bowman stated that tv viewership of this Gator Bowl exceeded any time in the past and recognized the intangible value of the event.

Motion (Boyer): modify this year's (2018-2019) contract to accept STR report as evidence of room nights, comparing occupancy 4-days before and 4-days after the event and only attributing any increase in between to the 4-day Gator Bowl event

Public Comment: Mr. Stanley Scott, from African-American Economic Recovery Think Tank, requested information on any tickets Gator Bowl provided to underserved communities. Mr. Catlett responded that Gator Bowl charities works with local non-profits to bring about 1,200 children to game based strictly on need. Mr. Scott requested that Gator Bowl charities provide a report on the last five years and stated that he felt there needed to be more social engagement in the city.

The motion was approved unanimously.

IX. Visit Jacksonville Convention Grants

Mr. Corrigan presented three CVB grant requests totaling \$18,470.

Name of Group: Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) – 2021

Conference

CVB Contact: Veronica Frazier

Hotel(s) Utilized: Hyatt Regency Jacksonville Riverfront

Date: November 15-20, 2021

Room nights: 1,800 (at \$5 per room)

Estimated Attendance: 550

Funds Use: A/V, Venue or Meeting Room Rental, Reception (Food and Non-Alcoholic

Beverage Only)

Funds to be encumbered: \$9,000

Name of Group: American Institute for Conservation of Historic Artistic Works – 2021 Annual Meeting

CVB Contact: Veronica Frazier

Hotel(s) Utilized: Hyatt Regency Jacksonville Riverfront

Date: May 8-16, 2021

Room nights: 2,000 (at \$4 per room) Estimated Attendance: 1,000

Funds Use: Reception (Food and Non-Alcoholic Beverage Only), Group Transportation

Funds to be encumbered: \$8,000

Name of Group: The United Methodist Church – Southeastern Jurisdiction Clergywomen's Consultation

CVB Contact: Bob Doering

Hotel(s) Utilized: Hyatt Regency Jacksonville Riverfront

Date: November 17-20, 2019 Room nights: 735 (at \$2 per room) Estimated Attendance: 300

Funds Use: Reception (Food and Non-Alcoholic Beverage Only)

Funds to be encumbered: \$1,470

In response to a question from Mr. Truhlar, Katie Mitura from Visit Jacksonville explained the software and factors, such as flights and rental cars, used to determine the economic impact of an event. In response to a request from CM Boyer, Mr. Corrigan explained factors, such as number of events occurring here during that time of year and what services Visit Jacksonville provides as part of an agreement, that go into calculating the dollar-per-room night amounts.

Public Comments - none

Motion (Boyer): Approve all three convention grants.

Motion was approved unanimously.

X. Visit Jacksonville Travel Changes

Mr. Corrigan detailed the list of changes:

- Request cancellation of the Sales Mission trip to Houston (\$7,000) and use those funds for a Sales Mission trip to Altanta (\$6,000) with remaining funds (\$904.90) going to cover an October 2018 CALEA presentation in Virginia that was previously left off the approval list;
- Approve \$382.35 increase for October 2018 FSAE Education Expo trip costs, as trip went over budget by 24%;
- Remove March 2019 ConferenceDirect Annual Partner meeting (\$7,900) and replace with Connect Mega Marketplace in Louisville in August 2019, for same amount, as anticipated return on investment is better;
- Request cancellation of March 2019 Rendezvous South Conference in Texas (\$10,000) and replace with IMEX Las Vegas trip in 2019 (\$13,000);
- Request cancellation of Military Reunion Network Education Summit in Nashville June 2019 (\$6,900) and replace with Military Reunion Network in Baton Rouge March 2019 (\$4,290)
- Approve \$389.53 increase for TTRA Marketing Outlook Forum in Vegas October 2018, as trip went over budget by 14%;
- Approve addition Connect Marketing Leadership Summit in Kissimmee, \$400 for per diem and mileage to be paid for with savings from other trips;
- Date change for VJ Media Blitz in Chicago from February to June 2019

The costs for Destinations International, Operations and Technology Summit was also highlighted to indicate that costs for the same trip in the previous fiscal year were included in the total represented. Ms. Maples explained that costs for trips, where some funds were paid out of a previous fiscal year and some out of the current fiscal year, were not easily identifiable and requested that Visit Jacksonville provide a way to delineate that so that the TDC could better see both individual trip costs as well as total travel costs for the current fiscal year. Ms. Wiechens clarified that this primarily impacted trips that were close to the start of a new fiscal year. CM Boyer suggested going forward, instead of reflecting pre-

paid costs from a prior fiscal year as zero, that Visit Jacksonville indicate the carryover number in a separate column so the council can better understand total trip cost being approved.

CM Boyer asked about the impact of removing two Texas events, when Texas was a target market, and whether a decision had been made to remove Texas as a target market or if timing of conferences was the driving factor. Jeanne Bothwell, Visit Jacksonville's new Director of Sales, said that the timing of the events and who was registered to attend meant that the return on investment wasn't there. She said that the analytics show that Texas is not one of Jacksonville's strongest markets and recommended reallocation of effort and confirmed that Texas would not be on next year's list of target markets.

In response to a question from Mr. Patidar about the \$5,000 registration costs associated with IMEX, Ms. Bothwell stated that it is one of the largest conferences in the hotel industry and an opportunity to partner with Visit Florida. Additionally, many of the meals are included in the conference registration cost and Visit Jacksonville is able to use low-budget airlines to get there, which balances some of the cost.

Mr. Corrigan also requested approval for two events which would come out of the previously approved \$75,000 Media Site Visits, Media FAMS budget line item:

- Approve addition of Travel Media Meet-up in Daytona March 2019, \$1,755;
- Approve addition of Visit Florida Domestic Media Mission May 2019, \$3,500

Mr. Corrigan mentioned that Visit Florida had their recent board meeting at One Ocean resort and that the reviews from their new Executive Director were extremely favorable and their new marketing strategy should highlight Jacksonville's strengths.

Chairman Bowman asked if there would be any registration fees or down payments lost with any of the cancelled trips. Ms. Wiechens explained that she confirms they can get all funds back in the event of a cancellation because otherwise they wouldn't be able to be reimbursed.

Motion (Patidar): Approve the changes as presented by Visit Jacksonville

Public Comment: Mr. Scott wanted to know who is on the list for the trips and whether the same people are going to these locations and reporting back to the city. Ms. Wiechens stated that five sales managers, the Director of Sales, and a Vice President of Marketing attend these trips. Chairman Bowman said that these are the professionals who understand what Jacksonville has to offer and the purpose of these trips is to get people and conferences to come to Jacksonville. Mr. Scott requested that Visit Jacksonville provide a report covering the past five years indicating what trips were taken and who went.

CM Boyer clarified that the motion is to approve the individual trip changes and does not include an increase in the overall travel budget.

Motion was approved unanimously as amended.

XI. Visit Jacksonville Website Presentation

Ms. Katie Mitura from Visit Jacksonville presented the Visit Jacksonville website and highlighted some of the key contents. She explained that the website, www.visitjacksonville.com, was designed for functionality and the menu includes items that visitors most frequently search for, such as family fun, shopping, and multicultural. We fixed this on the new website to make search easier; for example, if you search surfing, you get all of the results related to surfing on the site. Visit Jacksonville has also increased amount of content to increase search engine ratings. Ms. Mitura emphasized their focus on customer service and illustrated how items are categorized in their contractually required comprehensive database and the ability for visitors to save items to a favorites list and share those links. In response to a question from CM Boyer, Ms. Mitura gave examples of what would fall into the attractions category.

Mr. Truhlar complimented the website but noted that there was no separate hotel list, that you had to pick and area first and then choose where to stay. Ms. Mitura stated that they did that because most people don't know where they are staying before they choose a place to stay. She also mentioned that they are working to add 360 videos—they are all completed and are being uploaded. CM Boyer asked if things were searchable by map, based on showing where a visitor was at the time of the search. Ms. Mitura said this not currently available but may be available in the app. Ms. Mitura stated that the website used Googlemaps so it shouldn't be difficult and she would look into it.

Ms. Mitura then demonstrated the backside of the database, which included all of the categories as well as a list of the managers and planners they work with. She clarified that the terms partner is a legacy term and currently applies to all active businesses.

Ms. Southworth commented that the website differs from how other cities do things, specifically with how categories are labelled. Jacksonville uses the hotel/motel label, while others use hotels and resorts. Ms. Mitura stated that was based on STR categories, but that can be fixed. There was a discussion based on category breakdowns, easy of utilization, and using a star-rating system. Mr. Truhlar suggested the star-rating system may require a separate meeting and Ms. Graning offered to facilitate that.

Public comments - none

XII. <u>Visit Jacksonville Mobile Visitor Center Presentation</u>

Mr. Corrigan demonstrated a video on a possible mobile visitor center option. Mr. Corrigan contacted the company to discuss feasibility of adding certain modifications, such single-person set-up capability, making it above average height to standout, video screens, space to store a tent and supplies, a counter for a laptop computer, cellphone chargers for visitors to use. Cost estimates were about \$87,000 total for the vehicle, with possible delivery in June, and an additional \$7,000 for fuel, parking, and staff. Mr. Corrigan indicated he would like some direction from the council.

CM Boyer asked about research for types of vehicles that were included in the original plan. Mr. Corrigan stated that they did, but that it was too costly. CM Boyer indicated that she was concerned about the \$7,000 for fuel and staffing that council was told were included in the budget and are now being asked for as additional funds. Ms. Wiechens said the costs were not initially included in the budget, and that it was possible that funds currently allocated for visitor centers staffing that could be potentially moved to pay for these costs.

OGC Corporate Secretary Jim McCain replaced Ms. Hodges as the OGC rep for the meeting from 3:29-3:49pm.

Chairman Bowman recommended that, if action is to be taken on this at the next meeting, that the council be provided the details in advance. Mr. Corrigan asked if he should research partnerships with dealerships and Chairman Bowman said that he should get a response from vendors and that he would be happy to write a letter or support in another way.

Public Comments - none

XIII. Visit Jacksonville Visitor Center Staff Q&A

Bob Muller, one of the Visit Jacksonville's Visitors Center employees, answered questions from the TDC members about tourism in Jacksonville in order to satisfy a Year 1 metric.

Mr. Truhlar asked if there should be more training for the staff. Ms. Vicky from Visit Jacksonville, who manages the three visitors centers, said that they do onboarding training, center of Jacksonville orientation training, and quarterly training by area. Mr. Grossman said that volunteers were always a great resource at the airport when he was there. CM Boyer mentioned that this requirement came about due to some "secret shopper" visits to the visitors center and the staff at that time were not very knowledgeable of the area. She asked Mr. Muller to provide the new Executive Director with some examples of where she could take her children in Jacksonville. Mr. Muller gave several examples, such as the zoo and the river taxi. CM Boyer mentioned that she thought there could be more examples that were closer to where the Executive Director lived and suggested that next time the staff could have an iPad or other tool to reference.

CM Boyer referenced the itineraries that Visit Jacksonville is supposed to be developing. Ms. Mitura stated that they planned to provide an update on deliverables at the March meeting.

XIV. Other Business

Chairman Bowman mentioned that the Committee on Short Term rentals has finished their work and have a draft legislation in hand. However, he has elected not to file it at this time due to the high probability that the Florida legislation is going to take up legislation in this session and also because the Florida Cabinet came out with a harsh statement about AirBnb that said it could make it illegal to collect money from AirBnb. The legislation may be filed in the summer if circumstances warrant.

Chairman Bowman mentioned that the Urban Rest Stop had just opened and was an incredible new resource. It will provide resources for homelessness. They have mental health care, showers, laundry services, Goodwill job assistance, and other resources and are open Monday-Friday and Chairman

Bowman encouraged hoteliers to reach out and take advantage of the resource. He also mentioned that they are working with JTA to get transportation running to the location. He requested that the hoteliers consider donating towels, wash clothes and/or toiletries to the center.

CM Boyer said that she had been working with Ms. Hodges on several pieces of legislation that would include: an adjustment to radius for the equestrian center grants, as previously approved by the TDC and the rolling over of prior years' funds that were previously awarded as CVB grant funds and which were unused funds after the event to be rolled over into the current year's CVB grant fund availability. The discussion also included delegating the administration of the CVB grant pool to Visit Jacksonville via a separate contract or, alternatively, delegating the authority to the Executive Director so that she could approve them and they would no longer have to come to the council for approval every time. CM Boyer requested the Executive Director discuss the options with Visit Jacksonville and report back in March.

CM Boyer also raised the issue of delegating authority to TDC staff for initial review of special event and marketing grants.

Motion (Boyer): Delegate the authority to TDC staff to, at their discretion, reject any application that is incomplete or does not clearly meet any grant requirement that those would not need to come in front of the TDC; that they could review those and provide a recommendation to the TDC on each grant, and to give the Executive Director the authority to work with Visit Jacksonville on developing guidance for what should be included in the Visit Jacksonville marketing plan review, which is required for the grant applications.

Ms. Hodges clarified that the TDC members still need to do the threshold review included in the grant scoresheet.

Public Comment - none.

Motion was approved unanimously.

CM Boyer also mentioned that the Tourist Development plan will need to be updated in the ordinance and requested that the Executive Director bring suggestions to the March meeting. CM Boyer asked that she consider whether the research component, which is currently under the Tourist Bureau component, should remain where it is or whether it should be moved to the marketing component. Chairman Bowman said that, due to the coming change in Council Members in July, new legislation should be introduced by May 1.

Ms. Maples requested clarification on the consideration of grants at the March meeting, given the lack of available grant funds. Chairman Bowman said they would consider time critical ones, but others should be delayed to a future meeting.

Mr. Corrigan asked if the visitor center employee presentation satisfied Year 1 and Year 2 requirement, or if a second presentation would be required before June to satisfy the Year 2 requirement. It was decided that a second presentation would be required to meet the Year 2 requirement.

Mr. Corrigan also pointed out that there are only two weeks between the March meeting and the April meeting and wanted to be sure the council was aware they might be unable to meet the two-weeks-prior to the meeting requirement for any deliverables required as a result of the March meeting.

XV. Public Comments

Mr. Scott expressed his opinion, as a subject matter expert, that the website needed assistance, that the mobile display would cost too much and he didn't believe that money should be spent on something that would be obsolete as soon as it was built, that there is a social engagement component missing in the city and that he believes people are bypassing Jacksonville due to this situation and that transportation to attractions, such as the zoo, should be provided.

XVI. Closing Comments

Next Meeting – March 20, 2019

XVII. Adjourn

***Other Items may be added or deferred at discretion of the Chair. ***

Sarah Maples, Tourist Development Council 904-630-7625 smaples@coj.net
Posted 2.22.19 5:00 p.m.