

**Duval County Tourist Development Council
Financial Report - February 28, 2019**

Summary of Amounts Remitted to Trust Fund

Collections Received In	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/19
October	496,948.63	541,604.68	668,044.01	661,289.23
November	605,465.38	587,941.11	637,036.54	769,617.48
December	495,702.99	699,596.30	763,527.06	559,640.32
January	453,379.14	530,509.12	602,791.23	592,677.36
February	551,386.34	592,966.57	664,396.01	630,201.14
March	626,218.30	653,410.71	708,906.83	
April	712,788.88	769,115.39	804,785.92	
May	675,913.27	710,688.08	786,614.52	
June	679,849.55	723,941.13	785,963.53	
July	662,553.02	656,112.00	720,411.56	
August	675,028.85	713,000.13	715,961.70	
September	581,582.03	610,751.15	710,094.10	
Totals	\$ 7,216,816.38	\$ 7,789,636.37	\$ 8,568,533.01	\$ 3,213,425.53

Comparison of Collections, Last Twelve Months to Prior Twelve Months

12 months ending February, 2019	\$ 8,446,163.69
12 months ending February, 2018	\$ 8,172,813.44
Change over prior 12 months	<u>\$ 273,350.25</u>
Percentage change	3.34%

Comparison of Collections, Fiscal Year to Date vs. Prior Fiscal Year to Date

5 months ending February, 2019	\$ 3,213,425.53
5 months ending February, 2018	\$ 3,335,794.85
Change over prior year to date	<u>\$ (122,369.32)</u>
Percentage change	-3.67%

Comparison of Collections, This Month vs. Same Month Last Year

February, 2019	630,201.14
February, 2018	664,396.01
Change over prior year	<u>\$ (34,194.87)</u>
Percentage change	-5.15%

Comparison of Actual Collections to Average Revenues Received

Actual Collections, February 2019	\$ 3,213,425.53
Average Revenues to Budget, February 2019	\$ 3,386,700.00
Average Revenues Difference	<u>\$ (173,274.47)</u>

DUVAL COUNTY TOURIST DEVELOPMENT COUNCIL

Tourist Development Plan Components - February 28, 2019

		Budget
(1) Tourist Bureau		\$ 500,000.00
Less Disbursements to Visit Jacksonville		(162,599.86)
Less Encumbrances: Visit Jacksonville Contract	(237,400.14)	
		(237,400.14)
Budgetary Balance Available		\$ 100,000.00
(2) Marketing		\$ 3,100,000.00
Less Disbursements to Visit Jacksonville		(684,137.53)
Less Other Disbursements		(47,912.97)
Less Encumbrances: Visit Jacksonville Contract	(2,163,484.47)	
Florida's First Golf of Golf FY 2018/19	(104,465.03)	
The PLAYERS Championship 2019	(40,000.00)	
2019 Spartan Races	(60,000.00)	
		(2,367,949.50)
Budgetary Balance Available		\$ -
(3) Convention Sales		\$ 2,250,000.00
Less Disbursements to Visit Jacksonville		(678,144.07)
Less Other Disbursements		(13,430.00)
Less CVB Grants Paid Out		-
Less Encumbrances: Visit Jacksonville Contract	(1,388,425.93)	
CVB Grants (Approved)	(155,030.03)	
CVB Grants Remaining Balance	(14,969.97)	
		(1,558,425.93)
Budgetary Balance Available		\$ -
(4) Development and Planning		\$ 50,000.00
Less Encumbrances:		-
		-
Budgetary Balance Available		\$ 50,000.00
(5) Special Event Grants		\$ 800,000.00
Less Disbursements		-
Less Encumbrances: Gator Bowl Game 2018	(480,000.00)	
Edward Waters College Basketball Tournament	(10,000.00)	
The PLAYERS Championship 2019	(210,000.00)	
2019 Spartan Races	(100,000.00)	
		(800,000.00)
Budgetary Balance Available		\$ -
(8) Promotion of the Equestrian Center		\$ 20,000.00
Remaining to Spent in Accordance with TDC Plan		\$ 76,245.00
Less Encumbrances: UNF - NCAA Track & Field East Preliminary	(75,000.00)	
		(75,000.00)
Budgetary Balance Available		\$ 1,245.00
TDC Budget Reserve		\$ 500,000.00
	Total	\$ 671,245.00
<hr/>		
TDC Administrative Budget		\$ 323,551.00
Less Disbursements		(75,600.50)
Less Encumbrances: Staples Inc.	(168.60)	
		(168.60)
Budgetary Balance Available		\$ 247,781.90

DUVAL COUNTY TOURIST DEVELOPMENT COUNCIL

Tourist Development Plan Components - February 28, 2019

Tourist Development Special Revenue Fund		\$ 32,778.00
Transfers In		3,040.00
Less Disbursements		(2,040.00)
Less Encumbrances:		-
	<hr/>	-
Budgetary Balance Available		\$ 33,778.00

Accounts Requiring Additional City Council Action

(6) Development Account		\$ 4,407,938.00
Transfers In		-
Visitor Center & Outdoor Wall Projection Venue (Ord.		
Less Transfers Out: 2018-837-E)	(2,050,000.00)	(2,050,000.00)
		-
Budgetary Balance Available		\$ 2,357,938.00

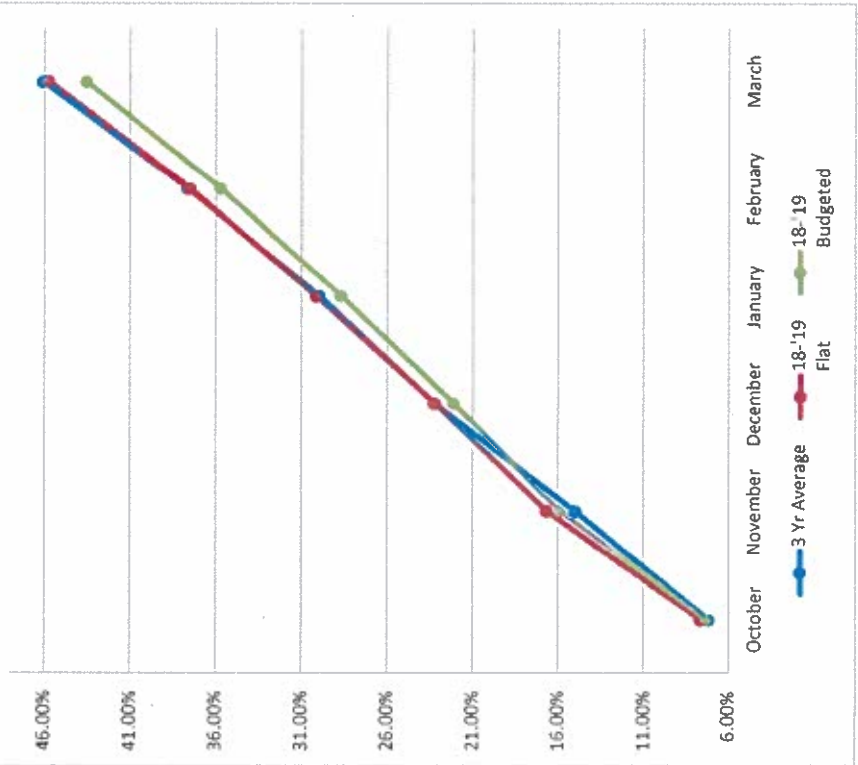
(7) Contingency Account		\$ 2,263,000.00
Transfers In		-
Less Encumbrances:		-
	<hr/>	-
Budgetary Balance Available		\$ 2,263,000.00

Summary of Amounts Remitted to Trust Fund

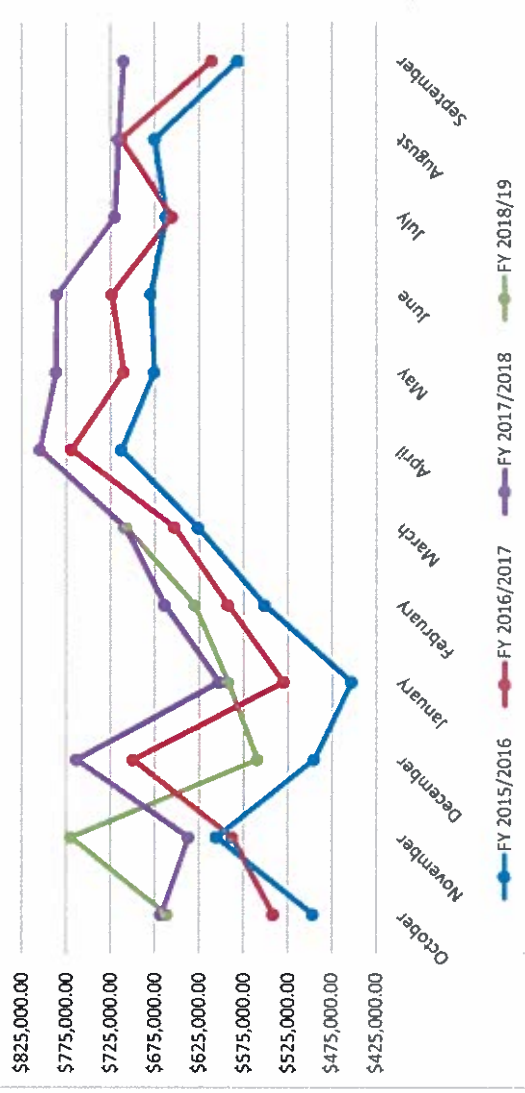
Collections

Received In	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/19	Month of FY	3 Yr Average	18-'19 Flat	18-'19 Budgeted
October	\$496,948.63	\$541,604.68	\$668,044.01	\$661,289.23	1	7.21%	7.72%	7.35%
November	\$605,465.38	\$587,941.11	\$637,036.54	\$769,617.48	2	15.00%	16.70%	15.90%
December	\$495,702.99	\$699,596.30	\$763,527.06	\$559,640.32	3	23.25%	23.23%	22.12%
January	\$453,379.14	\$530,509.12	\$602,791.23	\$592,677.36	4	29.96%	30.15%	28.70%
February	\$551,386.34	\$592,966.57	\$664,396.01	\$630,201.14	5	37.63%	37.50%	35.70%
March	\$626,218.30	\$653,410.71	\$708,906.83	\$707,493.12	6	46.08%	45.76%	43.57%
April	\$712,788.88	\$769,115.39	\$804,785.92		7	55.79%		
May	\$675,913.27	\$710,688.08	\$786,614.52		8	65.02%		
June	\$679,849.55	\$723,941.13	\$785,963.53		9	74.31%		
July	\$662,553.02	\$656,112.00	\$720,411.56		10	82.98%		
August	\$675,028.85	\$713,000.13	\$715,961.70		11	91.94%		
September	\$581,582.03	\$610,751.15	\$710,094.10		12	100.00%		
Totals	\$7,216,816.38	\$7,789,636.37	\$8,568,533.01	\$3,920,918.65				
Budgeted				\$9,000,000.00				

Year-Over-Year Collection Comparison



Historical Revenue Trends By Month



Travel & Entertainment Policy

I. Definitions

- A. *Business*- relating to the promotion of tourism to the City
- B. *City*- is Duval County, which includes Jacksonville, the Beaches, and Baldwin
- C. *Destination Marketing Organization* ("DMO")- the entity or business that has a valid contract(s) for tourism related services with the City
- D. *Duval County Tourist Development Council* ("TDC") - the governing body, authorized to counties by Florida Statutes, -that supervises the administration of the Tourist Development Plan and oversees the ~~collection and distribution of the local option tourist development tax~~ distribution of a portion of the local tourist development tax authorized to counties by Florida Statutes collected, pursuant to Section 666.106(c), Ordinance Code of the City of Jacksonville, including the contracts with the Destination Marketing Organization
- E. *Necessary*- minimum purchase or service required to achieve a particular business objective.
- ~~F.~~ F. *Directly Attributable* – Having a direct relationship to the primary business objective
- ~~F.~~ G. *Tourism Promoter*- journalists, travel agents, airlines, travel consultants, meeting planners, travel writers/bloggers, tour brokers, influencers, dignitaries and VIPs from foreign countries or any other persons connected with the tourist industry that can bring, direct or encourage travel or publicity to the City and in accordance with Section 125.0104, Florida Statutes.

II. Policy Statement

PURPOSE:

The purpose of this policy is to set ~~policy standards~~ and define responsibility for travel and entertainment expenses that the TDC will reimburse to the DMO.

SCOPE:

This policy applies to all employees, managers, and executive officers of the DMO.

POLICY:

It is the intent of this policy to reimburse the DMO for certain necessary expenses incurred by the DMO in pursuit of destination marketing business.

All expenses must be ordinary, reasonable, necessary and have a valid, directly attributable business purpose.

This policy covers items normally encountered as entertainment or travel expenses. The TDC expects the DMO to use good judgment. The TDC recognizes there will be times when the DMO will need to accommodate extenuating circumstances and/or must exceed "normal" expenses. Such occasions shall be the exception and not the rule and shall receive prior authorization from the TDC Executive Director via an exception to policy memo. In the event the Executive Director ~~cannot~~ is unavailable

to give prior authorization to the DMO within a reasonable period, prior authorization must be granted by the TDC Chairperson. The DMO shall provide an adequate explanation for the anticipated deviation at the time of the prior authorization request. In the event prior authorization is not possible, the DMO will submit an exception to policy memo as soon as possible after the event. If ~~and~~ exceeding the approved budget for anthe expense is necessary, the DMO may exceed the budgeted amount by no more than 10%. The DMO employee shall always keep track of his or her exact expenditures and provide proof of such expenditures with sufficient documentation and the reasoning for exceeding the budget.

The IRS tax code includes certain guidelines on legitimate travel expenses that are allowable for tax reporting purposes. These guidelines serve as basic policy guidelines for the TDC's reimbursement of travel and entertainment expenses. Complete explanations and documentation must be present on expense reports. Receipts should be obtained whenever possible, unless stated otherwise (see per diem allowance).

III. Entertainment Related Expenses

- A.** Entertainment expenses are only reimbursable when entertaining journalists, travel agents, airlines, travel consultants, meeting planners, travel writers/bloggers, tour brokers, influencers, dignitaries and VIPs from foreign countries or any other persons connected with the tourist industry that can bring, direct or encourage travel or publicity to the City (collectively or singularly referred to as "Tourism Promoters"). See Section 125.0104(9)(a), Florida Statutes. All entertainment expenses shall be substantiated by receipts with complete and detailed justification for all expenditures. Entertainment expenses shall not exceed the maximum amounts set forth below, unless pre-approval to exceed such amount is authorized by the TDC Executive Director. In the event the Executive Director cannot give prior authorization to the DMO, prior authorization must be granted by the TDC Chairperson. The DMO shall provide an adequate explanation for the anticipated deviation at the time of the prior authorization request. In the event prior authorization is not possible and exceeding the approved budget for the expense is necessary, the DMO may exceed the budgeted amount by no more than 10%.
- B.** Entertaining expenses include the cost of meals, which shall include food, beverages, and gratuity associated or in conjunction with meetings, dinners, lunches, breakfasts, brunches, promotions, cocktail parties and similar events, whether catered or provided by the DMO or other tourism organizations or agencies, at a facility or private location and non-meal related activities, such as concerts, theatrical performances, sporting events, attractions such as a zoo or museum, or other similar event or attraction.

- C. All entertainment expenses (such as meals and cost of admission) for DMO employees to attend a function with Tourism Promoters in an official capacity are authorized to be included in the total cost of the function for reimbursement. The maximum amounts set forth herein apply equally to DMO employees. The TDC will only reimburse entertainment expenses for 2 DMO employees, per event, for entertaining up to 5 Tourism Promoters. In the event more than 5 Tourism Promoters are in attendance, TDC will reimburse the entertainment expenses for 1 additional DMO employee for each additional 3 Tourism Promoters. For example, 2 DMO employees for 1-5 Tourism Promoters; 3 DMO employees for 6-8 Tourism Promoters; and 4 DMO employees for 9-11 Tourism Promoters, etc. Additionally, for meals claimed as entertainment expenses, the ~~entertainment expense for cost for~~ no more than one hotelier can be included in the total cost of an entertainment expense for a meal.
- D. A detailed list of all planned events, FAM visits, and influencers for the upcoming month will be provided at any time at the request of the TDC or TDC Staff. The list shall include, at a minimum, name of event/influencer, date(s) of event/visit, and purpose of event/visit.
- E. Reimbursable entertainment expenses include the following:
1. ***Entertaining in the City:***
Unless prior authorization is given ~~by the TDC Executive Director or Chairperson~~, the maximum amounts for entertaining Tourism Promoters in the City are as follows:
 - i. Meals: Up to **\$225.00** per person, per day; however, no single meal shall cost more than **\$150.00** per person, per day.
 - ii. Non-Meal Activities: Up to **\$200.00** per day, per person will be reimbursed for non-meal activities, such as the cost of admission to the following activities *within* the City:
 - Concerts;
 - theatrical performances;
 - sporting events (an exception is made for golf-related FAM events at The Players Championship in Ponte Vedra);
 - attractions such as the zoo or a museum;
 - any other event or attraction.
 - iii. Gift cards for influencers on assignment in the City: Gift cards in an amount not to exceed \$100.00 per day are allowed to be given to social media influencers for purchase of meals or beverages in the City.
 2. ***Entertaining out-of-town:***
Unless prior authorization is given ~~by the TDC Executive Director or Chairperson~~, the maximum amount for entertaining Tourism Promoters on trips for conventions, trade shows and other tourism industry and association meetings or events outside of the City, are as follows:

- i. Up to **\$250.00** per person, per day for meals and all other non-meal activity expenses, such as admission to attractions or events.

3. Travel and Accommodations for Tourism Promoters:

- i. Expenses for vans, limousines, buses, or automobiles to transport Tourism Promoters are authorized for reimbursement at actual cost.
- ii. Expenses to accommodate Tourism Promoters on assignment in the City are authorized for reimbursement at actual cost. The DMO will utilize its best efforts to secure complimentary accommodations or reduced rates from hotels. The location of the accommodations to be provided are at the discretion of the DMO and based on the best available option for that particular Tourism Promoter within Duval County.
- iii. Airline tickets for promoters shall include the cost of insurance, in order to accommodate changes to the promoters' schedules without financial loss to the City. Change fees for airline tickets for promoters where insurance has not been purchased will only be reimbursed if there is proof of valid, unavoidable external circumstances.
- ii.

4. Gifts:

Tokens of appreciation, mementos, and acknowledgment of certain occasions (i.e. birthdays) given to Tourism Promoters are authorized for reimbursement at actual cost. However, there is a limit of \$50 per person, per occasion.

F. DMO soliciting sponsors:

The DMO is authorized, and encouraged, to solicit sponsors, donors, or discounts for gifts, meals, accommodations or other expenses related to entertaining Tourism Promoters. Any such sponsorships, complimentary meals, donations, or discounts shall be identified in the reimbursement request. Any cost savings can be utilized to enhance another event or trip so long as the DMO requests a budget modification from the TDC.

~~G. Reimbursement Documentation Requirements:~~

~~In order to receive reimbursement for entertainment expenses, the DMO shall submit reimbursement requests as follows:~~

- ~~(i) for pre-event costs (i.e. airfare, accommodations, and conference registration): within 60 days of incurring the pre-event cost; and~~
- ~~(ii)(i) for all other event-related expenses: within 60 days from the end of the event and all such expenses shall be submitted together as a package.~~

~~The DMO shall provide the following documentation and information for each reimbursement request expense category:~~

~~**Meal & Entertainment Expenses:** the names of ALL attendees (unless confidentiality of an attendee is required and prior approval is provided by TDC Executive Director or Chairperson), the affiliation of each attendee, date, location, reason or purpose for expense, and the specific line item in the budget~~

~~or Travel Plan. A detailed and itemized receipt indicating what items were ordered (i.e. food and beverages) at every meal must be provided for reimbursement.~~

- ~~1. **Travel & Accommodations:** the name of recipient of travel and/or accommodations, date, location, reason for expense, proof of reimbursement (if applicable) and the specific line item in the budget or Travel Plan.~~
- ~~1. **Gift Cards (only for travel bloggers/influencers):** the name of recipient, a copy of the signed acknowledgment of receipt of gift card, agenda of trip if available, dates of visit, amount of total gift card, and original receipt showing the purchase of the gift card(s).~~
- ~~2. **Gifts:** the name of recipient, date, identification or description of the gift, amount of gift, reason for the gift, original receipt showing the purchase of the gift.~~

IV. Non-entertainment Travel Expenses

A. Out-of-Town Travel by DMO Employees

1. Per-Diem Allowance:

The DMO is reimbursed the Meals and Incidental Expenses ("M&IE") per diem (specific for the destination city and time of year of their travel) according to the General Services Administration ("GSA") website for domestic travel or the U.S. Department of State website for international travel. DMO employees do not need to provide receipts, under any circumstances, for reimbursement of travel meals or incidental expenses included in the daily per diem. However, an official conference and/or event itinerary must be included with the reimbursement request in order to determine applicable per diem amounts.

i. Meals:

The TDC will reimburse the DMO for meals on the first and last days of travel, pursuant to the GSA policy, which is currently 75% of the per diem rate. The DMO will not be reimbursed for:

- Meal expenses exceeding the maximum meal rate for their destination city; or
- Any portion of the per diem that covers meals which are also provided as part of a conference or event or an entertainment expense of which the employee is entertaining a Tourism Promoter(s) with a meal. The amount specified by the GSA for the particular meal shall be deducted from the total per diem amount. *For example, if lunch is provided at a conference, the per diem amount would be \$41.00 because the standard GSA lunch cost of \$14.00 is deducted from the standard per diem rate of \$55.00.*
- Any travel costs associated with meals claimed as per diem.

ii. Incidentals:

Gratuities for personal baggage carriers, porters, and hotel staff (bellhops and house cleaners), as well as ATM fees, bank fees, and check cashing charges are included in the daily incidental amount of the per diem allowance. Incidental fees and tips associated with transporting business materials for a tradeshow, conference, or similar event within the hotel or show floor shall be limited to no more than three dollars per box/two dollars per bag, not to exceed a maximum of \$20 per event. Laundry and valet expenses are included in the daily incidental amount for International traveling. DMO should not submit or request reimbursement for any of these items. However, DMO may request reimbursement for laundry for domestic travel lasting 7 or more consecutive days.

2. Transportation:

It is expected that the DMO will use the best-most advantageous means of traveling to, ~~and~~ from, and within an out-of-town location, including transportation to the airport, taking into consideration cost, time, and transportation availability.

i. Air Travel:

a. All airline travel should reflect the lowest possible, ~~non~~ refundable rate and use Jacksonville International Airport as first choice.

b. Reservations shall be made a minimum of 307 days in advance of travel date.

c. Round trip airport transportation is provided and should be coordinated with groups arriving together when possible. Vehicles for hire should only be used for airport transportation when a hotel shuttle is not available, or there is reasonable justification for taking an alternative.

d. All fees pertaining to the first checked bag are reimbursable. Costs for additional baggage will only be reimbursed if the items contain business materials (tradeshow set-up items, brochures, etc.).

d-e. Receipts for all air travel should be attached to the expense report, including a copy of the flight confirmation email and the boarding pass.

ii. Ground Transportation:

a. Vehicles for hire: Taxi, Uber, Lyft, or other ride-sharing service, shuttle, and public transportation shall be reimbursed at actual cost including up to a 20% gratuity, where customary, for costs related to official business.

a. .

b. —

~~e.~~ b. Rental car: DMO is to rent compact or intermediate size vehicles on business trips when economy, ~~convenience~~ and the specific situation require their use instead of vehicles for hire, ~~limousines~~, buses, and other forms of transportation. However, if a medical condition or the amount of people utilizing the car justifies renting a larger car than compact or intermediate size, the DMO may rent a larger car.

1. The rental rates that are charged by the larger national car rental companies may include the cost of insurance for bodily injury and property damage to third parties and deductible coverage for collision damage to the rented automobile. Insurance to cover the deductible portion of collision damage and personal accident coverage should not be purchased for individual rentals. However, if the DMO enters into a contract for auto rental insurance, the cost of that agreement shall be reimbursable.

2. Copy of rental car confirmation email and final receipt upon return of the vehicle, and any receipts for fuel purchased for the vehicle, shall be attached to the reimbursement report.

c. Parking: Airport parking fees shall be reimbursed for each day of an approved business trip, not to exceed \$10 per day.

iii. Lodging:

a. Hotels selected should ~~be~~ be the headquarters hotel or comparable in price and location to the headquarters hotel. If there is no headquarters hotel, DMO should select those that are well established, reasonable in price, and conveniently located in relation to the traveler's work ~~or at the headquarters hotel.~~

b. Employees are reimbursed for the cost of single-room accommodations typically occupied by business travelers. Suites and other higher priced accommodations are to be used when essential to the direct conduct of business and with pre-approval ~~from the TDC Executive Director or Chairperson.~~

c. Hotel receipts, documentation of headquarters hotel, and confirmation email for all hotel stays shall be attached to the reimbursement report.

iv. Personal Travel: Personal travel in conjunction with business travel: DMO employees may combine personal travel with an approved business trip. Prior to trip arrangements being made, employee must verify actual cost of business-related travel costs

(flights on required dates of travel, hotel costs, per diem, etc.); this information must accompany any reimbursement requests. Any costs exceeding the required business amount, to include costs for flights on different dates, extra hotel nights, costs of extra guests, etc., are the sole responsibility of the employee and are not reimbursable.

~~b.~~

B. In-town Travel by DMO Employees

1. Business Mileage Reimbursement:

Business mileage is the travel a DMO employee incurs beyond normal commute mileage (~~from defined, in accordance with IRS statute and regulations, to be the distance between the employee's home and place of work or, if having no regular or main place of work, between the employee's residence and first business stop and last business stop and residence~~) ~~home to primary place of work and home again) on a normal workday.~~ Employees may request reimbursement for any business mileage incurred. ~~If an employee does not report to their primary work location during a business day, full mileage between home and the meeting location is reimbursable at the IRS mileage rate.~~ Employees must select the most economical method of travel for each trip and the most direct route necessary for accomplishing the official business. If multiple employees travel together, only one may claim mileage for reimbursement purposes.

Travel to City Hall for TDC meetings is not reimbursable.

- i. Reimbursement rate: Reimbursement will be calculated using the "per mile" rate set by the Internal Revenue Service and is subject to annual adjustments by the IRS.
- ii. No more frequent than monthly, the DMO must submit all completed Mileage Reimbursement forms for the DMO employees seeking local business mileage reimbursement. At their discretion, the DMO may use an app to track mileage, provided all mileage expenses claimed include, at a minimum, the following information shall be provided:
 - a. Employee information- name, job title
 - b. Dates vehicle was used and total mileage incurred
 - c. Origination and destination locations, ~~attach a Google map including indicating start and end name, street address, es~~ and mileage for each segment of travel
 - d. Reason and purpose of each segment of the travel
 - e. Calculated mileage reimbursement
 - f. Employee signature and date, which acknowledges the business appropriateness of the requested mileage reimbursement.

- iii. No other reimbursement for expenses related to the operation, maintenance, and ownership of a vehicle shall be allowed when privately owned vehicles are used for business purposes.

V. Reimbursement Requirements:

A. In order to receive reimbursement for entertainment and travel expenses, the DMO shall submit reimbursement requests as follows:

- (i) for pre-event/travel costs (i.e. airfare, accommodations, and conference registration); within 60 days of incurring the pre-event cost; and
- (ii) –for all other travel and event-related expenses: within 60 days from the end of the event and all such expenses shall be submitted together as a package.

B. The DMO shall provide the following documentation and information for each reimbursement request travel and expense category:

1. Entertainment Expenses (including meals): the names of ALL attendees (unless confidentiality of an attendee is required and prior approval is given), the affiliation and title of each attendee, date, location, reason or purpose for expense, and the specific line item in the budget or Travel Plan. A detailed and itemized receipt indicating what items were ordered (i.e. food and beverages) at every meal must be provided for reimbursement. If an individual attends more than one meal or non-meal activity on a single day, all receipts for that individual must be submitted together and a daily total provided.

2. Promoter Travel & Accommodations: the name of recipient of travel and/or accommodations, date, location, reason for expense, proof of reimbursement (if applicable) and the specific line item in the budget or Travel Plan.

3. Gift Cards (only for travel bloggers/influencers): the name of recipient, a copy of the signed acknowledgment of receipt of gift card, agenda of trip if available, dates of visit, amount of total gift card, and original receipt showing the purchase of the gift card(s).

2-4. Gifts: the name of recipient, date, identification or description of the gift, amount of gift, reason for the gift, original receipt showing the purchase of the gift.

C. Receipts for all travel and entertainment costs in excess of \$5 require a receipt for reimbursement. Signed affidavits must be provided for any receipts that are unavailable and for all incidentals and tips claimed for transporting business materials for a show, conference, or event, regardless of amount.

D. The appropriate report (trip, entertainment, or influencer) must accompany each reimbursement request. The report will be submitted using the form(s) provided by TDC Staff, and will include all requested and relevant information

a. _____

This Travel and Entertainment Policy was approved by the TDC at the regular meeting of the TDC held on ~~April 11~~ January 10, 2019.

TDC Chairperson

DRAFT

Travel Report:

- ✓ VJ Representative
- ✓ Event/Trip Name
- ✓ Location traveled to (Market targeted)
- ✓ Dates of travel
- ✓ ~~Roster of event~~Summary and profile of attendees and their affiliations
- ✓ Statement of objective
- ✓ Event summary (market evaluation & Pros/ & ConsCons)
- Market evaluation
- ✓ Recommended repeat (Y or N)
- ✓ Total trip budget
- ✓ Comped services and resulting savings
- Warm leads generated
- ✓ Industry contacts established
- ✓ # of Bookings initiatedPotential RFPs Uncovered
- ✓ Titles of education sessions attended

Entertainment Report:

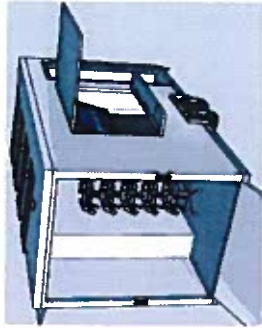
- ✓ VJ Representative/s
- ✓ Prospect name/s
- ✓ Market represented
- ✓ Industry represented (SIC codes)
- ✓ Dates of travel
- ✓ Roster of attendees and their titles
- ✓ Statement of objective
- ✓ Trip summary (Pros & Cons)
- ✓ Total trip budget
- ✓ Comped services and resulting savings
- ✓ Warm leads generated
- ✓ Industry contacts established
- ✓ Bookings initiated
- Event consideration timeline
 - How far out are they visiting/considering before the scheduled eventEvent dates under consideration
- ✓ Other markets/locations being considered
 - IF they will disclose

✓ Their assessment of Jax's value (Low/Med/High)

VJ Influencer Trip Report:

- ✓ VJ Representative managing trip
- ✓ Name of influencer
- ✓ Dates of travel
- ✓ Did we reach out to them or they to us?
- ✓ Total trip budget
- ✓ Comped services and resulting savings
- ✓ Demographic & market influencer represents
 - Google analytics and/or social media demographic insights acceptable
- ✓ Hashtag # — assigned and/or other common-trackable digital threads/seams
- ✓ Activities/attractions built into visit
- ✓ Influencer-Generated Content (IGC)
 - Google analytics "event" set-up
 - Host "live" events
- ✓ Product / Attraction / Jax exposure
 - Try to be as specific as possible so we can track pick-ups in sales
 - Commission agreement w/ supplier?? (Cool cash?)
 - Promo codes provided by product owner
 - Test product made available only to influencer
- ✓ AdMarketing material provided for their use
- ✓ Partner/Private market leveraged/amplifying/ coordinated with
- ✓ % of IGC reused through VJ mediums
- ✓ Cost Per Engagement (CPE)

VISIT JACKSONVILLE MOBILE VISITOR CENTER OPTIONS



OPTION A- Trailer with Truck

Vehicle (used)	\$30,000
Trailer	\$70,000
Buildout	\$0
Wrapping	\$5,000
FF&E	\$4,000
Signage, etc.	\$2,000
TOTAL YEAR 1	\$111,000
Fuel	\$4,000
Parking Fee	\$2,000
Staffing	\$20,000
Print Materials	\$4,000
Maintenance	\$2,500
Insurance	\$6,000
TOTAL YEAR 2	\$38,500



OPTION B- SUV with Slide-outs

Vehicle	\$45,000
Buildout	\$6,500
Wrapping	\$5,000
FF&E	\$4,000
Signage, etc.	\$2,000
TOTAL YEAR 1	\$62,500
Fuel	\$3,000
Parking Fee	\$1,500
Staffing	\$20,000
Print Materials	\$4,000
Maintenance	\$1,500
Insurance	\$4,000
TOTAL YEAR 2	\$34,000



OPTION C (Pop-up Library Model)

Vehicle	\$40,000
Buildout	\$31,000
Wrapping	\$5,000
FF&E	\$4,000
Signage, etc.	\$2,000
Shipping & Installation	\$5,000
TOTAL YEAR 1	\$87,000
Fuel	\$3,000
Parking Fee	\$1,500
Staffing	\$20,000
Print Materials	\$4,000
Maintenance	\$1,500
Insurance	\$4,000
TOTAL YEAR 2	\$34,000



OPTION D (Van/Truck Conversion)

Vehicle	\$39,000
Buildout	\$27,000
Wrapping	\$5,000
FF&E	\$4,000
Signage, etc.	\$2,000
TOTAL YEAR 1	\$77,000
Fuel	\$3,000
Parking Fee	\$2,000
Staffing	\$20,000
Print Materials	\$4,000
Maintenance	\$1,500
Insurance	\$4,000
TOTAL YEAR 2	\$34,500

VISIT JACKSONVILLE MOBILE VISITOR CENTER FEATURES

Features:	OPTION A (Trailer with Truck)	OPTION B (SUV with Slide-outs)	OPTION C (Pop-up Library Model)	OPTION D (Van Conversion)
Large Size, Large Promotion	YES	NO	YES	YES
Adequate Amounts of Storage Space for Materials	YES	NO	YES	YES
Easy to Drive/No Specialized Skills	NO	YES	YES	YES
Easy to Park & Set-up	NO	YES	YES	YES
Can be Parked in Garage/Easily Stored	NO	YES	NO	NO
Charging Stations for Cell Phones to Draw in Visitors	YES	NO	YES	YES
Ability to Have Built-in TV	YES	NO	YES	YES
One Storage/Driving Component	NO	YES	YES	YES
Compact Enough to get into Most Events and Locations	NO	YES	YES	YES
Can Transport Persons (Used for Site Visits)	NO	YES	NO	NO
Upgrades are Easily Added as Budget Allows	YES	NO	YES	YES
Easy Maintenance & Repair	NO	YES	NO	YES
Customizable	YES	NO	YES	YES
Gas-Powered Generator to Operate Electronics & Charging Station	NO	N/A	NO	YES (could seek solar power in RFP)
Cell-Phone Charging Station	YES	NO	YES	YES
May be Solar Powered or Battery Powered for Electronics	YES	NO	YES	NO
Requires Specialized Builder	YES	NO	YES	YES
Can Accommodate VJ Staff (Number)	YES (2-4)	YES (2-4)	YES (2)	YES (2)
TOTAL YEAR 1 COST	\$111,000	\$62,500	\$87,000	\$77,000
TOTAL YEAR 2 & RECURRING COST	\$38,500	\$34,000	\$34,000	\$34,500

TDC Support

SUMMARY

- JAXPORT is seeking \$15,000 from the Tourist Development Council (TDC) to conduct a marketing survey of cruise passengers.
- The hard work is done - bringing more than 170,000 visitors to Northeast Florida. Let's research how we can better leverage this opportunity.
- It's been nearly a decade since the last survey, conducted in 2009 by Martin and Associates.

BENEFITS

- An updated survey will provide both the TDC and JAXPORT with more accurate information on the cruise industry's economic impact and up to date marketing intelligence.
- This information can be utilized in future marketing campaigns for the advancement, generation, growth and promotion of tourism to the City.
- The survey can be customized to meet the needs of both the TDC and JAXPORT. For example:
 - How many visitors stay before or after their cruise?
 - What types of attractions interest visitors the most?
 - History, Arts and Culture;
 - Outdoors, Waterways and eco-friendly;
 - Sports and entertainment; or
 - Restaurants, Breweries and Shopping.
 - How many visitors, of those outside of Northeast Florida, traveled by car?
 - How many visitors, of those outside of Northeast Florida, traveled by plane?
 - What do they value in the hotels where they stay?

ECONOMIC IMPACT

- More than 60% of the economic impact from cruise ships comes from passengers, many of whom stay in Jacksonville before or after their cruise.
- They spend money as tourists at hotels, restaurants, rental car agencies, taxi and car shuttle services, gasoline stations, shopping centers, golf courses and similar attractions.
- Additionally, each ship has more than 900 crewmembers, many of whom spend money while in port making purchases at area shores, eating at local stores, eating at local restaurants, renting cars, taking taxis, and using area services.
- JAXPORT's four night cruises leave time on each end to stay and visit other attractions.
- The cruise industry in Jacksonville has created an estimated 460 new jobs and more than \$67 million in new annual economic impact for Northeast Florida, according to a 2009 study completed by Martin Associates.

MARTIN ASSOCIATES
ECONOMIC & TRANSPORTATION CONSULTANTS

941 Wheatland Ave. • Suite 203 • Lancaster, PA 17603
Lancaster, PA: (717) 295-2428 • FAX: (717) 295-7089
Avon, CO: (970) 748-1095 • FAX (970) 748-1097
www.martinassoc.net

January 18, 2019

Ms. Beth McCague
Chief Financial Officer
JAXPORT
2831 Talleyrand Avenue
Jacksonville, Florida 32206

Dear Beth:

Thank you for your interest in the Martin Associates' economic impact of cruise and cargo activity at JAXPORT. As you know, we have developed the economic impact studies for the Port for the past 20 years and we look forward to working with the Port again for this update. In addition to the economic impact of cargo activity, these impact studies assess the economic impacts of cargo and cruise activity at JAXPORT. The resulting cargo impact models are used to assess the impacts of alternative master plan development recommendation, the impact of changing tonnage levels, annual updates, the impact of new cargoes/services, and the justification of capital development projects, as well as channel deepening. The cruise model is used to evaluate the impact of new services, changes in passenger demographics and spending, vessel itineraries, and capital projects for cruise terminal development.

These port impact studies have become integral as planning tools, in addition to the traditional public relations use of impact studies. The major reason that these impact models have become planning tools is the fact that the underlying analysis is based on a detailed assessment of each port's operations, and no macro port impact models are used. Each port is unique and our models reflect the uniqueness of each port for which we conduct these studies. Hence, the results of the models are highly defensible and the direct economic impacts estimated can be traced to the individual firm level of detail. Furthermore, since we use a consistent methodology over time, changes in economic impacts can be explained in detail, and can be traced to specific changes at the firm level of detail or due to changes in service levels or gains in productivity.

In addition, we have been using portions of the economic impact studies to assist in TIGER Grant Applications as well as the new Build Grants. In fact, Ports America Chesapeake and the Maryland Port Administration were just awarded a grant for berth deepening, and Martin Associates prepared the benefits analysis used in the award application.

II. PROJECT SCHEDULE, MILESTONES AND FEE

The cost for the economic impact study is \$68,500, excluding the passenger survey. The cost of the passenger survey would be \$15,000 and includes direct expenses for the survey team, which will be conducted by a qualified research group under the supervision of Martin Associates. The length of time to complete the project is three months. We will bill in three equal amounts, the first invoice will be at the initiation of the study, and the following will be at the end of the second month, and third upon acceptance of the study. We would request payment within 30 days of invoice receipt by the Port.

Martin Associates recommends a sample size of 900 passengers and 200 crew. We recommend conducting a stratified sample of the cruise operations at JAXPORT. We would stratify by vessel size as well as potential itinerary, and further by class of ship (the type of market that the cruise attracts – high end vs. low end of the cruise market). The survey would be an intercept survey administered prior to boarding the cruise ship.

Subtask 10.3: Develop a Computer Framework for Cruise Service Sensitivity Analysis

Martin Associates will develop a separate cruise impact model which can be used to assess the impacts of changes in such factors as:

- . Number of cruise vessel calls;
- . Passenger levels;
- . Passenger characteristics:
 - Local expenditures;
 - Local residents versus tourists;
 - Length of time and where stayed after disembarking;
- . Different types of cruise service, including;
- . Number of crew; and
- . Size of vessel.

TASK 11: Prepare Final Economic Impact Report and Develop Computer Model

A separate report will be prepared, highlighting results rather than methodology. The final report will be directed to a wide, diversified audience, and will not be couched in maritime technicalities. The report will present the impacts by major commodity and for individual categories within the four economic sectors. Impacts will be discussed for the total port activity, as well as separately for cargo handled at public versus private terminals (i.e., petroleum/petrochemical terminals).

The main intent of the report will be to educate the general population as to the importance of Port to the community, to provide a tool for port planning and to provide the benefits information required for capital spending decisions and the widening and deepening projects.

The Martin Associates' Port Economic Impact Model (EIM) will be calibrated during the project. The EIM, which is based on EXCEL, will allow for the update of the port specific impacts periodically, and to test the sensitivity of the impacts to changes in specific investments – cranes, warehouses, land, highway, rail tonnage levels, new facilities, dredging, development, commodity mix, vessel calls, labor productivity, labor work rules, vessel mix, vessel load factors, and inland transportation modal mix (i.e., increased use of rail versus truck for a particular commodity).

The port-specific Economic Impact Models will allow the assessment of the impacts of alternative land use, i.e., new breakbulk terminal versus a dry bulk facility. The models can similarly be used to evaluate the impacts of alternative marketing strategies and to assess the impacts associated with various strategies developed as part of a master plan.



Visit Jacksonville Annual Plan Year 3

CONVENTION SALES & SERVICES

This document is to be used in collaboration with the Year 3 Evaluation document which actually provides the details of the actions Visit Jacksonville will take in Year 3 to execute the Strategies provided below.

Components

1. Promotion of Jacksonville as a Destination to Tourist Groups.
2. Focused Efforts on Convention Market Targeting.
3. Actively Pursuing Convention Sales Activities and Coordinating Bookings.
4. Coordinated Efforts with the City Convention Center Manager.
5. Provide Exemplary Convention Services to Convention and Group Attendees.
6. Utilize Convention Grants to Leverage Jacksonville as a Destination.

Market Indicators

- An annual 5% increase in new room night future production for a total of 93,712 room nights.
- An annual 5% increase in room night actualization for a total of 93,712 actualized room nights.
- Annual .25% minimum REVPAR group segment growth based on the Group Segment Trend Report data per year over each year's actual rate; CY 19-20 \$14.62.
- An annual 2% increase in awareness in meeting planners of Jacksonville as a destination as measured by Smith Travel Research as part of the Destination MAP report and surveys with a minimum 40% response rate.
- Maintain a minimum base of 50% of room night production that is new business.

COMPONENT 1: Promotion of Jacksonville as a Destination to Tourist Groups.

Strategies to Achieve this Component in Year 3:

1. Expand group tour sales.
 2. Expand and maintain current brochures, post cards, banners, and sales presentations.
 3. Diversify digital advertising efforts through industry newsletters and/or eblast campaign.
 4. Develop seasonal promotions for outreach to meeting planners, trade associations industry groups and professional associations.
 5. Leverage #OnlyInJax experiences.
-



COMPONENT 2: Focused Efforts on Convention Market Targeting.

Strategies to Achieve this Component in Year 3:

1. Expand the Bring It Home Jax initiative.
 2. Improve meeting tools for planners on Visit Jacksonville website.
 3. Increase meeting planner traffic to the Visit Jacksonville website.
 4. Align the strategies provided by Visit Jacksonville with the needs of both planners and the industry.
 5. Increase market penetration in the following markets: Association, Corporation, SMERF (Sports, Military, Education, Religious, Fraternal), Government, Multicultural & Reunion/Wedding.
-

COMPONENT 3: Actively Pursuing Convention Sales Activities and Coordinating Bookings.

Strategies to Achieve this Component in Year 3:

1. Retain, empower and challenge 5 Sales Managers positions.
 2. Attend tradeshows targeting key segments.
 3. Leverage the awareness of Jacksonville as a destination in targeted cities.
 4. Partner with local businesses and entities to leverage Jacksonville as a destination.
 5. Target multi-year bookings by groups.
-

COMPONENT 4: Coordinated Efforts with the City Convention Center Manager.

Strategy to Achieve this Component in Year 3

1. Expand the relationship in the community between Visit Jacksonville and the City Convention Center Manager.
-

COMPONENT 5: Provide Exemplary Convention Services Activities to Conventions and Group Attendees.

Strategies to Achieve this Component in Year 3:

1. Expand service efforts to groups to create referable experiences.
2. Collaborate with local hoteliers, venues, restaurants and tourism entities to ensure service levels exceed expectations.
3. Target prior year conferences to increase attendance and length of stay.
4. Coordinate targeting and hosting large-scale meeting planners.



5. Create itineraries for meeting planners to promote and encourage #OnlyInJax experiences.
-

COMPONENT 6: Utilize Convention Grants to Leverage Jacksonville as a Destination.

Strategies to Achieve this Component in Year 3:

1. Issue grants to groups to close bookings to groups considering alternative cities.



Year 3 Evaluation – Convention Sales & Services

Date: Click here to enter text.		
Reviewer Name: Click here to enter text.	Overall Grade: Click here to enter text.	
Deliverable	Quality Assessment	% Completed
Component 1: Promotion of Jacksonville as a Destination to Tourist Groups		
1. Expand Group Tour Sales <ul style="list-style-type: none"> a. Create an experiential itinerary/agenda for group tour organizations. b. Host a group tour specific FAM; consider partnership with Visit Florida to perform around the 2020 Florida Huddle. c. Create marketing collateral based on the 5 A's of destination sales: Affordability, Accessibility, Attractions, Amenities, Availability to promote Jacksonville to tour operators. 	Click here to enter text.	Click here to enter text.
2. Expand and Maintain Brochures, Post Cards, Banners, and Sales Promotions <ul style="list-style-type: none"> a. Document updates made to existing materials. b. Produce the following new brochures: <ul style="list-style-type: none"> i. Pre-Meeting promo card (incorporate Bleisure message here) ii. Bring it Home Jax iii. Venue Guide c. Provide evidence of 2 new banners produced. d. New sales presentations produced: <ul style="list-style-type: none"> i. Unique Meeting Venues ii. Maximize your Time in Jax – what do locals do (incorporate Bleisure message here) 	Click here to enter text.	Click here to enter text.
3. Diversify Digital Advertising Efforts <ul style="list-style-type: none"> a. Target key audience personas through website content, social media & online engagement b. 4 e-newsletters distributed to key industry partners (MPI, HelmsBriscoe, MPI, HPN) c. Pre & Post eblast campaign for attended tradeshows d. Create quarterly relevant blog posts to share on digital platforms e. Use Social Media channels to deploy authentic meeting experiences 	Click here to enter text.	Click here to enter text.

<p>4. Seasonal Promotions</p> <ul style="list-style-type: none"> a. Deploy 2nd & 4th quarter eblast to highlight seasonal saving opportunities shared by hotels and venues b. Create small meetings promotion with incentives to capture new business within drive market (example – concession for valet parking reimbursement up to \$500) c. Promote seasonal opportunities on website and social media channels via sponsored ads 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>5. Leverage #OnlyInJax Campaign</p> <ul style="list-style-type: none"> a. Connect with COJ Mayor's office to define full scope of efforts b. Identify and create monthly organic posts. c. Create 2 collateral pieces around posts. 		
<p>Component 2: Focused Efforts on Convention Market Targeting</p>		
<p>1. Expand Bring It Home Jax Initiative</p> <ul style="list-style-type: none"> a. Update collateral. b. Update website. c. Develop a recognition program with the local community with quarterly award. d. Make quarterly releases to local business publications. 		
<p>2. Improve Meeting Tools for Planners on Visit Jacksonville Website</p> <ul style="list-style-type: none"> a. Implement "Meeting on Demand" features on website for planners to view value dates, flex dates and special event dates. b. Add virtual reality facility and venue tours to website. c. Implement a site visit agenda scheduling tool for planners to select venues and hotels for their tour. d. Create easily accessible sample dine-around packages for groups. 		
<p>3. Increase Meeting Planner Traffic to Website</p> <ul style="list-style-type: none"> a. Utilize a pre and post tradeshow geofencing to target planners and direct them to our website. b. Include virtual reality tour information in sales presentations. c. Update the Destinations Meetings video with 360-video concepts. d. Use digital advertising placements to drive traffic to RFP page. e. Implement retargeting campaign. f. Ensure website and email updates are mobile responsive. 		

<p>g. Increase database for targeted lead generation.</p>		
<p>4. Align the Strategies Provided with Needs of Planners and the Industry</p> <p>a. Conduct an annual survey to determine the needs and services to offer to grow business.</p> <p>b. Conduct an annual survey to assess the local tourism industry to determine the interest level in continued group tour sales efforts, sales efforts on the part of the agency and number of tour groups confirmed in the destination.</p> <p>c. Utilize SEM/SEO reports to determine growth opportunities for future meeting and group tour target markets.</p>		
<p>5. Increase Market Penetration in the Following Markets: Association, Corporation, SMERF, Government, Multicultural & Reunion/Wedding</p> <p>a. Work with Only In Jax partners to offer incentives and specials for groups.</p> <p>b. Increase exposure on RFP distribution channels.</p> <p>c. Create a referral campaign.</p>		
<p>Component 3: Actively Pursuing Convention Sales Activities and Coordinating Bookings</p>		
<p>1. Retain, Empower and Challenge 5 Sales Manager Positions</p> <p>a. Require 5% increase in bookings above prior year.</p> <p>b. Require 60 site visits per year per sales manager.</p> <p>c. Conduct 120 sales calls with current and potential clients to include a presentation on an annual basis per sales manager.</p> <p>d. Host 2 FAMs targeted around unique Jacksonville events (specific events to be determined based on discussions with facility partners on coming attractions).</p>		
<p>2. Attend Tradeshows Targeting Key Segments</p> <p>a. Develop tradeshow travel schedule targeting Association, Corporation, SMERF, Government, Multicultural and Reunion/Wedding.</p> <p>b. Provide ROI tracking and reports on all travel.</p> <p>c. Utilize digital marketing pre & post show to communicate sales team travel & tradeshow activities to create</p>		

<p>awareness to planners for promotional opportunities.</p> <p>d. Use tradeshow attendance to qualify planners for additional site visit/FAM follow-up.</p>		
<p>3. Leverage Awareness of Jacksonville in Targeted Cities</p> <p>a. Determine 4 major Jacksonville feeder cities using data from iDSS database, Smith Travel Research and website platforms.</p> <p>b. Host Sales Missions in the 4 major cities determined from the research.</p> <p>c. Provide ROI tracking and reports on Sales Mission efforts.</p>		
<p>4. Partner with Local Businesses and Entities to Leverage Jacksonville as a Destination</p> <p>a. Create sharable experiential content with local businesses, partners and planners.</p> <p>b. Partner with Only In Jax locations to develop additional deals and incentives through the Bandwango app. Add a minimum of 5 new businesses.</p> <p>c. Share any seasonal discounts or promotions that would enhance group destination experience.</p>		
<p>5. Target Multi-Year Bookings by Groups</p> <p>a. Develop a promotion for small meetings groups that don't qualify for grant dollars targeting need months.</p> <p>b. Expand grant coverage opportunities to offer 1-3 years instead of single year bookings.</p> <p>c. Develop concessions packages incentivizing multi-year bookings.</p>		
<p>Component 4: Coordinated Efforts with the City Convention Center Manager</p>		
<p>1. Expand the Relationship Between Visit Jacksonville and the City Convention Center Manager</p> <p>a. Develop a Customer Advisory Council of diverse and qualified local hoteliers and venues to provide input on meeting facilities, city developments, expansions, renovations and other needs as determined.</p> <p>b. Develop and distribute a survey to the Advisory Council to determine objectives, create focused goals and address concerns.</p>		

<ul style="list-style-type: none"> c. Develop a Jacksonville Venue Guide of venues, best practices and strategies for partners to utilize. d. Review and update the Convention Center Alliance agreement with hoteliers and the Prime Osborn Convention Center. e. Partner with the TIAA Bank Field and Bold Events to assist in their efforts to sell stadium event space during their identified need periods. 		
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Component 5: Provide Exemplary Convention Services Activities to Conventions and Group Attendees

<p>1. Expand Service Efforts to Groups to Create Referable Experiences</p> <ul style="list-style-type: none"> a. Provide personalized touches to each planner booked to Jacksonville every 3 months once booked. b. Strategize to determine 2 additional services that can be offered and implement during the year. c. Assist with planning site visits during planning phase for booked groups that make visits to Jacksonville prior to their meeting or event. d. Service groups that request information or referrals but did not book through Visit Jacksonville to entice the group to return. e. Incentivize completion of post-event surveys by planners so that improvements can be continually made. 		
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<p>2. Collaborate with Local Hoteliers, Venues, Restaurants, and Tourism Entities to Ensure Service Levels Exceed Expectations</p> <ul style="list-style-type: none"> a. Partner with Only In Jax businesses to develop additional deals and incentives through the Visit Jacksonville Attendee Passport – onboard an additional 5 businesses. b. Create a robust Meeting Planner Toolkit with destination information and share with booked groups to assist with planning. 		
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<p>3. Target Prior Year Conferences to Encourage Attendees to Come to Jacksonville and Increase Length of Stay</p> <ul style="list-style-type: none"> a. Work with marketing to develop bleisure-focused collateral and promotional materials to provide to meeting planners for attendees. b. Develop an e-blast template for planners to send to attendees with 5 		
--	--	--

<p>reasons they should attend the conference in Jacksonville.</p>		
<p>4. Assist Sales Team in Targeting and Hosting Large-Scale Meeting Planners</p> <ul style="list-style-type: none"> a. Coordinate and execute (4) Sales Mission/Client Events in Jacksonville feeder cities as determined by sales team outreach and research. b. Assist with coordination of FAM itineraries, invitations, RSVP management and coordination of expenses and payments in collaboration with Sales Managers. c. Focus on Only In Jax unique locations and experiences when bringing planners to Jacksonville. 		
<p>5. Create Sample Itineraries to Meeting Planners and Attendees to promote and encourage visits to Only In Jax Assets.</p> <ul style="list-style-type: none"> a. (4) Sample Dine-Around Itineraries <ul style="list-style-type: none"> • Downtown / Springfield • Riverside/Avondale • Beaches • San Marco b. (4) Sample one-day itineraries for attendees who extend their stay. <ul style="list-style-type: none"> • Family-friendly • Sports Fans • Nature Enthusiasts • Art & Museum Lovers 		
<p>Component 6: Utilize Convention Grants to Leverage Jacksonville as a Destination</p>		
<p>1. Issue grants to groups to close bookings to groups considering alternative cities.</p> <ul style="list-style-type: none"> a. Adhere to TDC requirements for convention grant issuance. b. Review current and past uses of TDC convention grants to recommend updates to the policy to maintain a competitive grant program. c. Extend grants to multi-year groups to target need months. d. Utilize grant funding that doesn't actualize to obtain an additional group. 		
<p>Market Indicators:</p>		
<p>Room Night Future Production 5% increase in new room night future production for a total of 93,712 room nights</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>



<p>Room Night Actualization <i>5% increase in room night actualization for a total of 93,712 actualized room nights</i></p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>REVPAR <i>.25% minimum REVPAR group segment growth based on the Group Segment Trend Report data per year over each year's actual rate; CY 19-20 \$14.62</i></p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>Market Awareness <i>2% increase in awareness in meeting planners of Jacksonville as a destination as measured by Smith Travel Research as part of the Destination MAP report and surveys with a minimum 40% response rate.</i></p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>New Business <i>Minimum base of 50% of room night production that is new business.</i></p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>

<p>Verification of Review</p>	
<p>By signing this form, you confirm that you have discussed this review and it has been presented to TDC members in its entirety. <i>*Signing this form does not necessarily indicate that you agree with the evaluation.</i></p>	
<p>Visit Jacksonville Signature:</p>	<p>Date:</p>
<p>TDC Executive Director Signature:</p>	<p>Date:</p>
<p>TDC Chair Signature:</p>	<p>Date:</p>



Visit Jacksonville Annual Plan Year 3

TOURIST BUREAU

This document is to be used in collaboration with the Year 3 Evaluation document which provides the details of the actions Visit Jacksonville will take in Year 3 to execute the Strategies provided below.

Components

1. Improve Engagement through Visitor Centers.
2. Develop, Leverage and Maintain Comprehensive Listings.
3. Update and Expand Assembly of Information.

Market Indicators

- An annual 5% increase in the total visitors to all centers except the Beaches Visitor Center at a minimum of 10,000.
 - Year 3 Goals: Airport: 173,422; Beaches: 10,000; Downtown: 29,983; Visit Florida: 120,137
- An annual 5% increase in the total in-person visitors at all centers combined.
 - Year 3 Goal: 340,079

COMPONENT 1: Improve Engagement through Visitor Centers.

Strategies to Achieve this Component in Year 3:

1. Staff all visitor centers and outreach as required per contract.
2. Increase the number of visitors to each center.
3. Improve training of staff knowledge of the area and customer service skills.
4. Increase interactive experiences within the downtown center.
5. Implement the capital improvement projects determined by TDC.
6. Move the downtown visitor center to increase foot traffic.

COMPONENT 2: Develop, Leverage and Maintain Comprehensive Listings.

Strategies to Achieve this Component in Year 3:

1. Maintain a complete and comprehensive database system available to the public through the Visit Jacksonville website.



COMPONENT 3: Update and Expand Assembly of Information.

Strategies to Achieve this Component in Year 3:

1. Provide the Marketing team with the data and information required to ensure all guides and publications are current and complete.



Year 3 Evaluation – Tourist Bureau

Date: Click here to enter text.		
Reviewer Name: Click here to enter text.	Overall Grade: Click here to enter text.	
Deliverable		
Quality Assessment		% Completed
Component 1: Improve Engagement through Visitor's Centers		
<p>1. Staff all Visitor Centers and outreach per contract.</p> <ul style="list-style-type: none"> a. Adhere to the 50 hours staffing required at each location. b. Provide a staffed booth at: <ul style="list-style-type: none"> I. Jacksonville Jazz Festival II. Florida/Georgia football game III. TaxSlayer Bowl IV. TPC 	Click here to enter text.	Click here to enter text.
<p>2. Increase the number of visitors to each center.</p> <ul style="list-style-type: none"> a. Add 4 additional locations to the TRIP program. b. Implement the results from the Google audit from year 2. c. Implement the Waze platform to draw additional visitors from those using the app. d. Coordinate the installation of wayfinding signage downtown and at the beaches. e. Research and coordinate effort of signage on I-95. f. Coordinate with Marketing Manager to develop a social media campaign to promote visitor center awareness. g. Additional staffed booths as the following: Art Walk Downtown, Art Walk Beaches, Proton Center, Airport Tradeshow, Parklet Day, North Pole Express, Beaches Opening Parade, Spartan, Fishing at Visit Florida, Beaches Hospitality Network, Beaches Art Fest. 	Click here to enter text.	Click here to enter text.
<p>3. Improve training of staff knowledge of the area and customer service skills.</p> <ul style="list-style-type: none"> a. Implementation of requirement for front line employees to utilize the FLEAP program to enhance training. b. Implement outreach to business, activities, attractions near their closest center to make presentations to visitor center staff to increase knowledge on attractions. 	Click here to enter text.	Click here to enter text.

<ul style="list-style-type: none"> c. Implement a "Staffs Favorite Picks" in centers featuring Only in Jax locations. d. Develop and implement a questionnaire for secret shoppers the results of which would be used as a training tool e. Provide a representative from staff to TDC for demonstration of skillset and knowledge. f. Ensure staff can recommend to visitors: <ul style="list-style-type: none"> i. Suggested day tours by geographic areas of the City and subject areas of interest. ii. Recommend enhanced experiences surrounding existing attractions. iii. Package tourist attractions and events to increase tourist awareness and enhance the experience. 		
<p>4. Increase the Interactive Experiences within the Visitor Centers</p> <ul style="list-style-type: none"> g. Outreach to allow museums, attractions, etc. to use a space within the downtown center to create an interactive display. h. Create 2 additional 360 videos for use in the centers (requires capital request). <ul style="list-style-type: none"> iv. A video with an "only in Jax" focus highlighting unique experiences not available elsewhere (ideas: Congaree & Penn, Catty Shack, Jumbo Shrimp game; work with vendor to secure exact locations). v. Enhance an existing tour with a 360 video in the center to experience prior to using the brochure/app for the tour. 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>5. Implement the Capital Improvement Projects Determined by the TDC</p> <ul style="list-style-type: none"> a. Implement the use of the mobile visitor center for local and community event outreach. Calendar to be developed. b. Provide data regarding the kiosk usage at the Beaches and Zoo locations to make a recommendation to the TDC regarding additional kiosk cost/benefit. c. Collaborate with SMG for the development and buildout of the downtown center. 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>6. Move the Downtown Visitor Center to Increase Foot Traffic and Promote River Walk</p> <ul style="list-style-type: none"> a. Plan, coordinate and implement the move of the facility. 		
<p>Component 2: Develop, Leverage and Maintain Comprehensive Listings</p>		

<p>1. Maintain a Complete and Comprehensive Database System Available to the Public through the Visit Jacksonville Website.</p> <ul style="list-style-type: none"> a. Daily monitor local publications to include the Daily Record, Jacksonville Business Journal and Florida Times Union for openings and closings posted. b. Monitor Yelp listings on a weekly basis to ensure accuracy and consistency. c. Travel hotels through the STR report for business transactions to ensure name changes are accurate in our system. d. Maintain a listing of new hotel developments and monitor local media outlets for openings. e. Monitor social media postings of local bloggers regarding new restaurants, locations and attractions. f. Coordinate monthly to obtain a report from the Tax Collector's Office of the local business receipts issued for new businesses to scan for any tourism related openings. g. Coordinate with the Chamber of Commerce to receive notifications on new business coming to Jacksonville. 		
<p>Component 3: Update and Expand Assembly of Information</p>		
<p>1. Provide the Marketing Team with the Data and Information Required to Ensure all Guides and Publications are Current and Complete.</p> <ul style="list-style-type: none"> a. Develop a master listing of all current information available in iDSS segmented by the following categories: running routes/trails; bicycling tour routes; scenic walks; historic walking tours; tourist attraction and activity locations; public docks/boat ramps/non-motorized launches/waterfront facilities accessible to those on the water; other maps and guides for which tourists search. b. Analyze the master listing and ensure that the collateral developed and published on the website and in print is accurate and current. c. If any segments listed above are missing focus on assembly of all available data for that subject matter. Provide data to Marketing to determine best means for publishing/providing information to visitors. d. Determine 3 additional segments to research and expand collateral beyond those listed above and begin compilation of information. 		



Market Indicators:		
<p>Increase in Visitors to Each Centers <i>An annual 5% increase in the total visitors to each center except the Beaches Visitor Center at a minimum of 10,000.</i> Airport: 173,422 Beaches: 10,000 Downtown: 29,983 Visit Florida: 120,137</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>Increase in Visitors to All Centers <i>An annual 5% increase in the total in-person visitors at all centers combined.</i> Year 3 Goal: 340,079</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>

Verification of Review	
<p>By signing this form, you confirm that you have discussed this review and it has been presented to TDC members in its entirety. <i>*Signing this form does not necessarily indicate that you agree with the evaluation.</i></p>	
<p>Visit Jacksonville Signature:</p>	<p>Date:</p>
<p>TDC Executive Director Signature:</p>	<p>Date:</p>
<p>TDC Chair Signature:</p>	<p>Date:</p>

Visit Jacksonville Annual Plan Year 3

MARKETING

This document is to be used in collaboration with the Year 3 Evaluation document which provides the details of the actions Visit Jacksonville will take in Year 3 to execute the Strategies provided below.

Components:

Market existing tourist-oriented facilities, attractions, activities and events:

1. Name Branding. Branding of Jacksonville as a unique destination focusing primarily: waterways, beaches, and parks and outdoor adventure; cultural and historical resources; and sports; secondary: culinary, ale trail.
2. Market Targeting. Advertising that targets bleisure travelers and increasing visitation during slower visitor months.
3. Audience Targeting: Jacksonville Jaguars and other professional sports teams' opponents around away game cities and grow out of town visitation for home games, and local leisure tourism by targeting opponent's cities.
4. Audience Targeting: Audiences based on activities unique to the area and that attract large numbers of tourists.
5. Targeting direct flight market destinations.
6. Maintain, update information and perform upgrades to visitjacksonville.com to create the best user experience.
7. Maintain social media sites and digital advertising.
8. To create and print the annual visitor magazine for distribution.
9. To promote Jacksonville as a unique destination through media, bloggers and social media influencers.
10. To create new maps for publication and the website.
11. To create new topic specific brochures and videos.
12. To collect brochures, videos, and other collateral materials prepared by existing tourist-oriented facilities, attractions, activities, and events to use at visitor centers, kiosks, the website and such other opportunities as may arise.
13. Through marketing services develop and create experiences for visitors.

Market Indicators:

- An annual five percent (5%) increase in the leisure market visitors/tourists as determined by the Longwood Travel USA Jacksonville Visitor Report
- An annual five percent (5%) increase in total tourist development tax collections
- A five percent (5%) annual increase in website traffic to the City's official tourism website as driven by paid media.
- Campaign Type Performance Metrics:
 - o Advertising Impressions
 - o Clicks/Engagement
 - o Email Opens

o Video Views

COMPONENT 1: Name branding. Branding of Jacksonville as a unique destination focusing primarily: waterways, beaches, and parks and outdoor adventure; cultural and historical resources; and sports; secondary: culinary, ale trail.

Strategies to Achieve this Component in Year 3:

1. Emphasize uniqueness in Jacksonville through “Only in Jax” experiences in advertising.
2. Deploy a multi-platform approach, focused on digital channels.
3. Develop an advertising plan that will encompass the required contractual focuses: nature, outdoor, water activities, cultural and arts experiences and the local sports options. Secondary focuses, culinary and Jax Ale Trail.
4. Stay abreast of new attractions and activity development to promote and advertise.

COMPONENT 2: Advertising that targets bleisure travelers and increasing visitation during slower visitor months.

Strategies to Achieve this Component in Year 3:

1. Target travelers coming to Jacksonville for a convention, conference or business trip to extend their visit length.
2. Focus advertising on slower travel months of August to December to increase tourists during this time.

COMPONENT 3: Audience targeting: Jacksonville Jaguars and other professional sports teams' opponents around away game cities and grow out of town visitation for home games, and local leisure tourism by targeting opponent's cities.

Strategies to Achieve this Component in Year 3:

1. Increase out of town visitors attending Jacksonville Jaguars games.
2. Create new blogs and web content featuring other professional sports focusing on Jacksonville's uniqueness.

COMPONENT 4: Audience targeting: Audiences based on activities unique to the area and that attract large numbers of tourists (i.e. golf, beaches and watersports, etc.).

Strategies to Achieve this Component in Year 3:

1. Develop and distribute content focusing on the unique attributes of Jacksonville.

COMPONENT 5: Targeting direct flight market destinations.

Strategies to Achieve this Component in Year 3:

1. Coordinate advertising efforts with the Jacksonville Aviation Authority (they cannot advertise out of market).

COMPONENT 6: Maintain, update information and perform upgrades to visitjacksonville.com to create the best user experience.

Strategies to Achieve this Component in Year 3:

1. Continually explore website for potential upgrades and requested additional features by TDC.
2. Continually update information on website to provide accurate and complete information to visitors.

COMPONENT 7: Maintain social media sites and focus on digital advertising .

Strategies to Achieve this Component in Year 3:

1. Increase followers on all social media sites.
2. Create raving fans of Jacksonville who will tell others about their trip to the destination.

COMPONENT 8: To create and print the annual visitor magazine.

Strategies to Achieve this Component in Year 3:

1. Visit Jacksonville will create and print a 2019-2020 visitor magazine in the summer of 2020.

COMPONENT 9: To promote Jacksonville as a unique destination through media, bloggers and social media influencers.

Strategies to Achieve this component in Year 3:

1. Use 2019 Travel Trends to develop new tactics.
2. Pitch new story ideas for 2019-2020 for media writers, bloggers, and influencers.
3. Plan four out-of-market media events.
4. Attend travel shows in 2019-2020 to stay current on trends and outreach to media in other markets.
5. Distribute media releases monthly.
6. Obtain placement in media outlets.

7. Host journalists and freelance writers in Jacksonville targeting top travel publications.
8. Hold an in-market media FAM for social media influencers.
9. Expand local media outreach.

COMPONENT 10: Create new maps for publication and the website.

Metrics & Deliverables for this component in Year 3:

1. Create new maps.
2. Reprint full destination maps

COMPONENT 11: Create new topic specific brochures and videos.

Strategies to Achieve this component in Year 3:

1. Create new brochures.
2. Create new videos.
3. Reprint brochures completed in Years 1 and 2 for distribution.
4. Translate most popular brochures into other languages.
5. Assist with community and tourist-oriented brochure printing.

COMPONENT 12: To collect brochures, videos, and other collateral materials prepared by existing tourist-oriented facilities, attractions, activities, and events to use at visitor centers, kiosks, the website and such other opportunities as may arise.

Strategies to Achieve this component in Year 3:

1. Collaborate with the Tourist Bureau component of assembly of information to collect.
2. Research weekly to gather available resources.

COMPONENT 13: Marketing Services

Strategies to Achieve this component in Year 3:

1. Create 3 new experiences focused on differentiation of Jacksonville from other locations:
 - a. Neighborhood Tour Experience
 - b. Seven Creeks
 - c. Beaches Tour Experience
2. Reassess the experiences developed in year 1 & 2 to make them more encompassing.



Year 3 Evaluation – Marketing

Date: Click here to enter text.		
Reviewer Name: Click here to enter text.	Overall Grade: Click here to enter text.	
Deliverable	Quality Assessment	% Completed
Component 1: Name branding. Branding of Jacksonville as a unique destination focusing primarily on: waterways, beaches and parks, outdoor adventure; cultural and historical resources; sports; secondary: culinary, ale trail.		
1. Emphasize Uniqueness in Jacksonville through “Only In Jax” Experiences in Advertising a. Brainstorm and provide marketing agency with key unique locations and experiences in Jacksonville. b. All new ads developed will feature uniquely Jacksonville, recognizable locations.	Click here to enter text.	Click here to enter text.
2. Deploy a Multi-Platform Advertising Approach a. TDC will be provided with the full detailed advertising plan with the budget. b. Geographical targeted areas: i. Geo: Southeastern US ii. Markets of focus: New York, Philadelphia, Houston, Dallas, Washington, D.C. iii. Local market campaigns: Atlanta & Charlotte (Houston & Dallas if funds allow) c. Digital channel focus: i. Place increased emphasis on channels driving strong site traffic: native, paid social, paid search ii. Strategies that drive hotel bookings, travel booking sites and travel intent data targeting iii. Explore additional strategies such as Artificial Intelligence (AI) mobile targeting and new high impact units iv. Based on success of Facebook at driving awareness + site traffic, evaluate cost/benefit of adding Instagram + YouTube	Click here to enter text.	Click here to enter text.
3. Advertising plan will encompass the required contractual focuses of nature, outdoor, water activities, cultural and arts experiences and the	Click here to enter text.	Click here to enter text.

<p>local sports options. Secondary focuses, culinary and Jax Ale Trail.</p> <p>a. TDC will be provided with the full detailed advertising plan with the budget which will show the breakdown of the focuses by contractual requirements.</p>		
<p>4. Stay abreast of new attractions and activity development to promote and advertise.</p> <p>a. Marketing team will receive updated information through Tourist Bureau research regarding openings and closings.</p> <p>b. Continual outreach to new attractions for staff to visit for promotional opportunities.</p>		
<p>Component 2: Advertising that targets bleisure travelers and increasing visitation during slower visitor months.</p>		
<p>1. Bleisure Travelers: Target travelers coming to Jacksonville for a convention, conference or business trip to extend their visit length.</p> <p>a. Create a toolkit to share with meeting professionals who have booked in Jacksonville to share with attendees focusing on reasons to extend their stay.</p> <p>b. Target convention attendees by promoting local attractions.</p> <p>c. Utilize a paid search strategy to target this audience.</p> <p>d. Promote this option to local companies with large numbers of business travelers.</p> <p>e. Leverage the Attendee Passport to encourage longer stays.</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>2. Focus advertising on slower travel months of August to December to increase tourists during this time.</p> <p>a. Increase the monthly STR report rooms sold by 1% during the months of August-December (a total of approximately 4,000 room nights).</p> <p>b. Focused budgetary spends to target need months.</p> <p>c. Increase ads focused on weekend getaways and short trips.</p> <p>d. Strategize with attractions and hotels to develop deals and incentives.</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>

<p>e. Plan travel writers and influencer trips to target events occurring around these months.</p>		
<p>Component 3: Audience targeting – Jacksonville Jaguars and other professional sports teams’ opponents around away game cities and grow visitation for local tourism.</p>		
<p>1. Increase out of town visitors attending Jacksonville Jaguars games. a. Run advertising in 2 visiting team markets prior to home games in the 2019 season (TBD once schedule is released) b. Create blog on Changes in the NFL Experience in Jacksonville</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>2. Create new blogs and content for other local professional sports. a. Create new blogs for: i. Jumbo Shrimp ii. Sharks iii. Giants iv. Icemen v. Armada vi. Axemen b. Promote new content created through the website and social media</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>Component 4: Audience targeting – Unique Activities in Jacksonville</p>		
<p>1. Develop and distribute content focusing on the unique attributes of Jacksonville. a. Develop content for distribution through a monthly email segmented to personas in our database b. Encourage email signups through contests/promotions to increase all personas by 5%.</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>Component 5: Target direct flight market destinations.</p>		
<p>1. Coordinate advertising efforts with the Jacksonville Aviation Authority. a) Targeted Digital and social media ads to the following new flight markets: i. Dallas-Love Field ii. Baltimore iii. Raleigh-Durham iv. Kansas City v. Milwaukee vi. Minneapolis vii. St. Louis viii. Denver ix. Additional markets added by JAA in the future</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>

Component 6: Maintain, update information and perform upgrades to visitjacksonville.com to create the best user experience.		
<p>1. Continually explore website for potential upgrades and requested additional features by TDC.</p> <ul style="list-style-type: none"> a. Daily monitoring of site for any issues. b. Regular contact with the vendor to ensure current on all capabilities. c. Demonstrate website functionality at least once per contract year to inquire on additional desired features. d. Feature User Generated Content (UGC) throughout the website. 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>2. Continually update information on the website to provide accurate and complete information to visitors.</p> <ul style="list-style-type: none"> a. Receive updated information from Tourist Bureau research manager to ensure site is updated. b. Create an email address on site where users can provide comments, feedback or content issues. 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
Component 7: Social Media and Digital Advertising		
<p>1. Increase Followers on Social Media Sites</p> <ul style="list-style-type: none"> a. Implement weekly Live Facebook and Instagram segments. b. Search for viral moments in Jacksonville and promote as those arise throughout Visit Jacksonville social media channels. c. Develop and implement a Local Brand Ambassadors-Influencers Program. d. Feature, reshare and use on website the photos submitted through the above program. e. Gather user generated content and share it with our audience. f. Create and implement Visit Jax mascot social media personality. g. Conduct social media polls. 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>

<p>2. Create Raving Fans of Jacksonville</p> <ul style="list-style-type: none"> a. Create weekly digital content (photos, social posts, blogs, videos) that is shareable. b. Implement a strategy for featured photos of the week, include in social channels and weekly emails. c. Create a program to incentivize visitors to post about their trip using the hashtag #OnlyInJax. This would feature a prize of some sort or recognition of the winning photo/post. 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>3. Digital Advertising</p> <ul style="list-style-type: none"> a) Full detailed advertising plan will be completed in coming months 		
<p>Component 8: To create and print the annual visitor magazine.</p>		
<p>1. Create new content and print annual visitor magazine in August 2020.</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>Component 9: To promote Jacksonville as a unique destination through media, bloggers and social media influencers.</p>		
<p>1. Use 2019 Travel Trends to develop new tactics</p> <ul style="list-style-type: none"> a. Ecotourism and wellness travel driving travel decisions: will request journalists/writers to focus promotion on our extensive park systems and wellness options. b. Caribbean travel is on the increase: will request media coverage on our beaches and the affordability as compared to other locations (Caribbean). c. Solo travel is on the rise: will make a big push of Bleisure travel in media which will align with travelers that are making trips alone without family. d. Mini-vacations are in: will request media focus on short 2 or 3 day what-to-do in Jacksonville weekend getaway trips. e. Insta-Holidays: Travelers are choosing destinations based on their social media appeal. We will require all media coming to Jacksonville to use "#OnlyInJax" to spread the appeal of postable locations in Jacksonville. 		
<p>2. New Media Pitches</p> <ul style="list-style-type: none"> a. Nature/outdoors: Ecotourism and Adventure (to align with trends); 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>

<p>Wellness Itineraries; Park Trails to explore</p> <ul style="list-style-type: none"> b. History/Culture/Arts: Black Historical Sites in Jacksonville; African American Heritage Trail & Culture; Coverage of Porchfest in Springfield; Roaring 20's Film & Architectural History of Jacksonville c. Sports: Fishing Tournaments (El Cheapo, Kingbuster, Flounder Pounder); Big Fun in the Little Leagues (Shrimp, Shark, Giants) d. Culinary: Female Makers Transforming Springfield into a Foodie Hotspot; Five Points Dining District; Jax Most Recognizable Chefs; Top Local Food Influencers 		
<p>3. Four (4) out-of-market events:</p> <ul style="list-style-type: none"> a. Atlanta b. Charlotte c. NYC d. Houston 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>4. Attend Travel Shows:</p> <ul style="list-style-type: none"> a. International Media Marketplace b. STS Travel Media Meetups (2 planned for 2019-2020) c. Visit Florida Public Relations Media Travel Events (2 planned for 2019-2020) d. TBEX 2020: This is the largest conference event for travel bloggers, travel writers, social media marketers and content creators. e. Public Relations Society of America Travel and Tourism Conference 		
<p>5. Distribute media releases at least once per month (12 annually).</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>6. Obtain placements in 60 media outlets.</p>		<p>Click here to enter text.</p>
<p>7. Host journalists and freelance writers in Jacksonville targeting top travel publications.</p> <ul style="list-style-type: none"> a. Host 20 writers. b. Of those, 4 from major national, regional outlets. c. Plan influencer and writer visits focusing on Only in Jax locations, events, food, etc. d. Plan visits during slower time of year. 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>8. Hold an in-market media FAM for social media influencers.</p>		

<ul style="list-style-type: none"> a. Host 4-6 major travel influencers for FAM. b. Vet social media influencers targeted for the in-market FAM. 		
<p>9. Expand local media outreach.</p> <ul style="list-style-type: none"> a. Revamp our current newsletter distributed to local media. b. Add 2 local media company relationships to Visit Jacksonville's circulation. 		
Component 10: Create new maps for publication and the website.		
<p>1. New Maps*:</p> <ul style="list-style-type: none"> a. Seven Creeks Exploration Map b. Neighborhood Maps for: <ul style="list-style-type: none"> a. Riverside/Avondale b. Arlington c. Beaches d. Mandarin c. Reprint of existing overall destination map. d. Top Happy Hour Spots (Bleisure Travelers) e. Sports Complex Map (venues, dining, nightlife) f. Mayport Shrimp Passport: Where to enjoy seafood and Mayport Shrimp in Jacksonville <p>*NOTE: Complete list still being determined, will be provided with final budget request</p>	Click here to enter text.	Click here to enter text.
<p>2. Reprint of destination maps</p> <ul style="list-style-type: none"> a. Update and reprint map created in 2018. 	Click here to enter text.	Click here to enter text.
Component 11: Create new topic specific brochures and videos.		
<p>1. New brochures planned*:</p> <ul style="list-style-type: none"> a. Jacksonville's Sports Teams b. Seven Creeks c. Seasonal Event Rack Cards (3 times a year) d. Exchange Island Brochure <p>*NOTE: Complete list still being determined, will be provided with final budget request</p>	Click here to enter text.	Click here to enter text.
<p>2. New videos planned*:</p> <ul style="list-style-type: none"> a. Neighborhood overviews narrated by residents: Springfield, San Marco, FivePoints, Downtown, Railyard District, Murray Hill, Atlantic Beach, LaVilla (History) b. Best Accessible Views in Jacksonville (Rooftops, Sunrises, Nature views) c. Seven Creeks Area 	Click here to enter text.	Click here to enter text.

<ul style="list-style-type: none"> d. Why should you extend your stay in Jacksonville? e. New 30 second commercial <p>*NOTE: Complete list still being determined, will be provided with final budget request</p>		
<p>3. Reprint of brochures created in year 1 & 2 for distribution.</p> <ul style="list-style-type: none"> a. Parks Brochure b. Museum Brochure c. Fishing Brochure d. Historic Building Brochure e. Ale Trail Brochures 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>4. Translate most popular brochures into Spanish and French. *</p> <ul style="list-style-type: none"> a. Sections of the Visitor Magazine b. Parks Brochure c. Museum Brochure <p>*NOTE: Complete list still being determined, will be provided with final budget request</p>		
<p>5. Continue to assist with community and tourist-oriented brochure printing.</p>		
<p>Component 12: To collect brochures, videos, and other collateral materials prepared by existing tourist-oriented facilities.</p>		
<p>1. Collaborate with the Tourist Bureau</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>2. Research weekly new existing content.</p> <ul style="list-style-type: none"> a. Outreach regularly with community partners to review their materials for display, create new social media videos and gather photography. 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>Component 13: Marketing Services – Experience Development</p>		
<p>1. Neighborhood Tour Experience (1) Riverside/Avondale; (2) Beaches; (3) Mandarin</p> <ul style="list-style-type: none"> a. New videos b. Map c. Web Content; tie all components together d. Compelling blogs to introduce more visitors to different neighborhoods of Jacksonville and their unique history. e. New videos featuring neighborhood residents. 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>

<p>(2) Seven Creeks Area Experience (Work with National, State and City park partners)</p> <ul style="list-style-type: none"> a. Develop Map b. Develop Brochure c. Develop New Webpages d. Create Content – photography, web content, blogs e. Top locations to visit f. Video 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>(3) Beaches Tour Experience</p> <ul style="list-style-type: none"> a. Self-guided history tour of beaches b. Itineraries for trips to the beach c. Neighborhood tour of top things to see in the beaches d. Blog featuring top #OnlyInJax spots throughout the beaches community e. Blog on beaches events – especially focused on those that are trip worthy 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>(4) Reassess the experiences developed in year 1 & 2 to expand efforts and make them more encompassing</p> <ul style="list-style-type: none"> a. Historic Buildings Tour b. Downtown Mural Tour c. African-American Heritage Trail 		
<p>Market Indicators:</p>		
<p>An annual five percent (5%) increase in the leisure market visitors/tourists as determined by the Longwood Travel USA Jacksonville Visitor Report.</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>An annual five percent (5%) increase in total tourist development tax collections.</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>A five percent (5%) annual increase in website traffic to the City's official tourism website as driven by paid media.</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
<p>Campaign Type Performance Metrics:</p> <ul style="list-style-type: none"> • Advertising Impressions • Clicks/Engagement • Email Opens • Video Views 	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>



Verification of Review	
By signing this form, you confirm that you have discussed this review and it has been presented to TDC members in its entirety. <i>*Signing this form does not necessarily indicate that you agree with the evaluation.</i>	
Visit Jacksonville Signature:	Date:
TDC Executive Director Signature:	Date:
TDC Chair Signature:	Date:

Account	Category	Baseline Budget Components			Account Balance
		FY18-19 Budget	FY19-20 Proposed	Base Change	
		Expenditures			
CCTD132AD	Administration	\$323,551	\$359,527	\$35,976	
	Salaries	\$181,030	\$191,050	\$10,020	
	Pension Costs	\$40,084	\$44,557	\$4,473	
	Employer Provided Benefits	\$16,604	\$20,663	\$4,059	
	Internal Services Charges	\$48,276	\$57,354	\$9,078	
	Insurance Costs & Premiums	\$350	\$476	\$126	
	Professional and Contractual Services	\$3,164	\$3,164	\$0	
	Other Operating Services	\$27,094	\$28,365	\$1,271	
	Indirect Costs	\$6,949	\$13,898	\$6,949	
CCTD132TB	Tourist Bureau	\$500,000	\$500,000	\$0	
	VJ TB Contract	\$400,000	\$500,000	\$100,000	
	Capital	\$100,000	\$0	-\$100,000	
CCTD132MA	Marketing	\$3,100,000	\$3,100,000	\$0	
	VJ Marketing Contract	\$2,847,622	\$2,847,622	\$0	
	FL First Coast Golf Contract	\$152,378	\$152,378	\$0	
	Marketing Grants	\$100,000	\$100,000	\$0	
CCTD132CON	Convention Sales & Services	\$2,250,000	\$2,250,000	\$0	
	VJ CSS Contract	\$2,066,570	\$2,066,570	\$0	
	STR Report Subscription	\$13,430	\$36,300	\$22,870	
CCTD132CON / CCTD136CG	Convention Grants	\$170,000	\$147,130	-\$22,870	\$0
CCTD132SEG	Special Events Grants	\$800,000	\$800,000	\$0	
	Special Events Grants	\$800,000	\$800,000	\$0	
CCTD132EC	Equestrian Center	\$20,000	\$20,000	\$0	
	Equestrian Center Grants	\$20,000	\$20,000	\$0	
CCTD132DE	Research & Planning	\$50,000	\$50,000	\$0	
	Research & Planning	\$50,000	\$50,000	\$0	
CCTD136DEV	Development	\$600,000	\$600,000	\$0	\$3,341,077
	Contribution	\$600,000	\$600,000	\$0	
CCTD136CON	Contingency Account	\$800,000	\$600,000	-\$200,000	\$2,263,000
	Contribution	\$800,000	\$600,000	-\$200,000	
CCTD132OP	Operations	\$576,245	\$2	-\$576,243	
	Reserve	\$500,000	\$1		
	Unallocated	\$76,245	\$1		
Totals:		\$9,019,796	\$8,279,529	-\$763,137	
		Revenue			
CCTD132OP	Bed Tax Revenue	\$9,000,000	\$8,500,000	-\$500,000	
CCTD136SD	Sponsorships & Donations Revenue	\$0	\$0		\$33,778
CCTD132OP	Interest	\$19,796	\$19,796		
		Unallocated			
	Surplus	\$0	\$240,267		

CCTD132AD-Administration

Account	Category	Subject	FY18-19 Budget	Proposed FY 19-20
CCTD132AD	Salaries			
	Permanent and Probationary Salaries	01201	\$ 181,029.00	\$ 170,334.71
	Drop (Terminal) Leave Payout	01302	\$ -	\$ -
	Salaries Part Time	01306	\$ 1.00	\$ 20,715.28
	Lump Sum Payment	01510	\$ -	\$ -
	Special Pay	01511	\$ -	\$ -
Total:			\$ 181,030.00	\$ 191,050.00
CCTD132AD	Pension Costs			
	DB Pension	02201	\$ 4,873.00	\$ 5,605.00
	DB Unfunded Liability	02201B	\$ 13,487.00	\$ 17,046.00
	GEDDC (Death/Disability)	02207	\$ 544.00	\$ 544.00
	GEDCC (DC) Defined Contribution	02213	\$ 21,180.00	\$ 21,340.00
Total:			\$ 40,084.00	\$ 44,537.00
CCTD132AD	Employer Provided Benefits			
	Medicare Tax	02102	\$ 2,629.00	\$ 2,629.00
	Group Life Insurance	02303	\$ 385.00	\$ 622.00
	Medical	02304	\$ 13,418.00	\$ 17,223.00
	Workers' Compensation	02401	\$ 172.00	\$ 189.00
Total:			\$ 16,604.00	\$ 20,663.00
CCTD132AD	Internal Services Charges			
	DGC Legal	04205	\$ 46,257.00	\$ 46,257.00
	Copy Center	04211	\$ -	\$ 2,407.00
	Computer Systems Maintenance (ITD)	04223	\$ 2,019.00	\$ 6,118.00
	Mailroom	04221	\$ -	\$ 2,572.00
Total:			\$ 48,276.00	\$ 57,354.00
CCTD132AD	Insurance Costs and Premiums			
	Liability	04502	\$ 350.00	\$ 476.00
Total:			\$ 350.00	\$ 476.00
CCTD132AD	Professional and Contractual Services			
	Professional Services	05109	\$ 3,164.00	\$ 3,164.00
Total:			\$ 3,164.00	\$ 3,164.00
CCTD132AD	Other Operating Services			
	Local Mileage	04021	\$ 100.00	\$ 100.00
	Printing and Binding (Commercial)	04721	\$ 500.00	\$ 500.00
	Trust Fund Authorized Expenses	04904	\$ 20,605.00	\$ 20,725.00
	Misc. Services & Charges	04938	\$ 5,000.00	\$ 5,000.00
	Parking Costs Non-Travel	04938A	\$ -	\$ 240.00
	Office Supplies	05101	\$ 589.00	\$ 1,500.00
	Dues, Subscriptions, and Memberships	05402	\$ 300.00	\$ 300.00
Total:			\$ 27,094.00	\$ 28,365.00
CCTD132AD	Indirect Costs			
	Indirect Costs (General Government)	09904	\$ 6,949.00	\$ 13,897.92
			\$ 6,949.00	\$ 13,897.92
			\$ 329,551.00	\$ 359,526.92

Table 1.1 from Sec. 666.108 (c)
 Tourist Development Plan Funding Allocations for Plan Components

Plan components (abbreviated reference to Section 666.108)	Min./Max. Funding Amount FY 16-17	Min./Max. Funding Amount FY 17-18	Min./Max. Funding Amount FY 18-19
(b)(1) Tourist bureau	\$300,000	\$300,000	\$300,000
(b)(2) Marketing (including Marketing Grants)	\$2,250,000	\$2,300,000	\$2,350,000
(b)(3) Promotion of the City as a convention and meeting site (including Convention Grants)	\$2,000,000 (min) - \$2,250,000 (max)	\$2,000,000 (min) - \$2,250,000 (max)	\$2,000,000 (min) - \$2,250,000 (max)
(b)(4) Development and planning of additional tourist facilities	\$150,000	\$100,000	\$50,000
(b)(5) Special event grants	\$800,000	\$800,000	\$800,000
(b)(6) Acquisition of and improvements to certain publically owned facilities	\$500,000 + any amounts transferred pursuant to Section 666.108(d)	\$500,000 + any amounts transferred pursuant to Section 666.108(d)	\$500,000 + any amounts transferred pursuant to Section 666.108(d)
(b)(7) Contingency	\$500,000	\$500,000	\$500,000
(b)(8) Promotion of Equestrian Center	n/a	n/a	\$20,000



Economic Impact Report Reflecting TDC's '17-'18
\$687,000 Grant

Funding provided through the TDC Grant to the Jacksonville Zoo and Gardens for fiscal year 2017 – 2018 assisted in supporting and creating the following impact:

- Released \$687,000 of Zoo operating budget to assist in the building and development of the African Forest through support of the Zoo's annual marketing, events and advertising budget
- The largest percentage of the grant supported the marketing and advertising of two large-scale events, Spooktacular and Zoolights
 - o Spooktacular is a long-standing, family-friendly Halloween themed special event. Attendance in 2018 saw an increase of an additional 3,261 guests or 13 nights.
 - 2018 attendance – 41,259
 - 2017 attendance – 37,998
 - o Zoolights is a relatively new special event going into its eighth year. Attendance in 2018 saw an increase of an additional 13,178 guests.
 - 2018 attendance – 37,344
 - 2017 attendance – 24,166
- The TDC grant ear-marked \$50,000 in support of the grand opening celebration of the African Forest which took place Labor Day weekend 2018
 - The additional allocation to promote the opening weekend, provided resources to assist in driving the **best Labor Day weekend** attendance in the history of the Zoo
 - 19,375 guests attended the opening weekend August 31 – September 3, 2018
 - 4,989 additional visitors from previous year's record attendance of 14,386 in 2017
- Advertising/marketing for the opening extended outside of market to promote non-resident visitation with an increase of non-resident visitation up 13%:
 - September 2017 Visitation
 - Duval County guests – 55%
 - Non-resident guests – 45%
 - September 2018 Visitation
 - Duval County guests – 68%
 - Non-resident guests – 32%

GUESS WHO'S BACK?

AFRICAN
FOREST



NOW OPEN



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JACKSONVILLE



AND GARDENS

Night at the Zoo

FRIDAY
AUG 10

Online Tickets Only
jacksonvillezoo.org



Night at the Zoo



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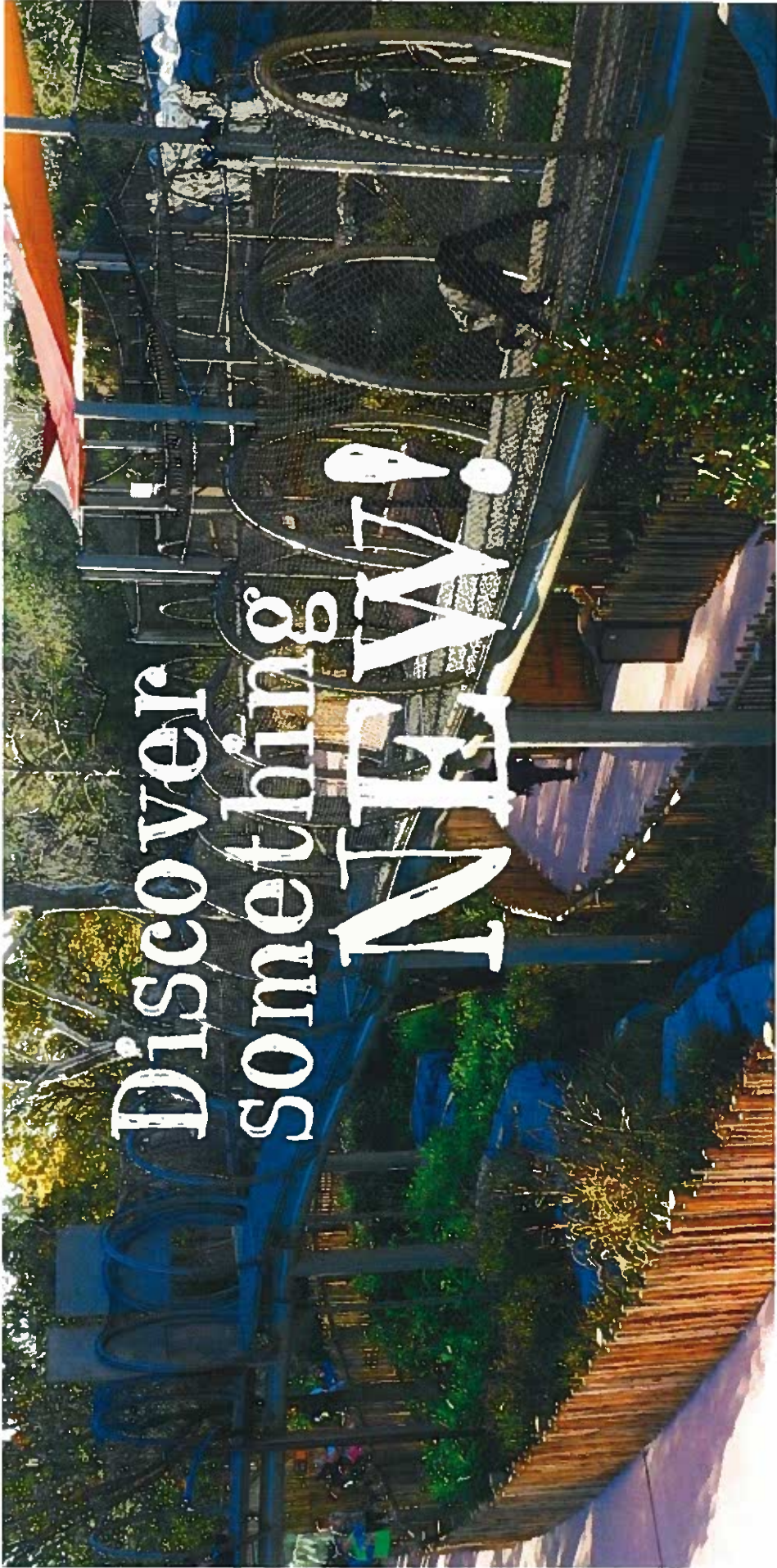
FRIDAY
JUNE 22ND - JULY 13TH
JULY 27TH - AUGUST 10TH
6:30 PM - 10:00 PM
ANIMAL EXHIBITS OPEN UNTIL 9:30 PM

LIVE MUSIC | FOOD TRUCKS | AND MORE
CASH BAR FOR THE GROWN-UPS

TICKETS AVAILABLE VIA ONLINE PRESALE ONLY



For Details, visit
jacksonvillezoo.org





Projected Tourism Impact
Opening of the
African Forest Exhibit
Source: Schultz & Williams

12.6% Increase
in Tourist Visitors

\$1.4 Million
Increase in
Direct Revenues

\$2.4 Million
Increase in Indirect
"Off-Site Spending"

African Forest Opening Weekend August 31 – September 4, 2018 **19,375 visitors**

September 2018
15% increase in
attendance







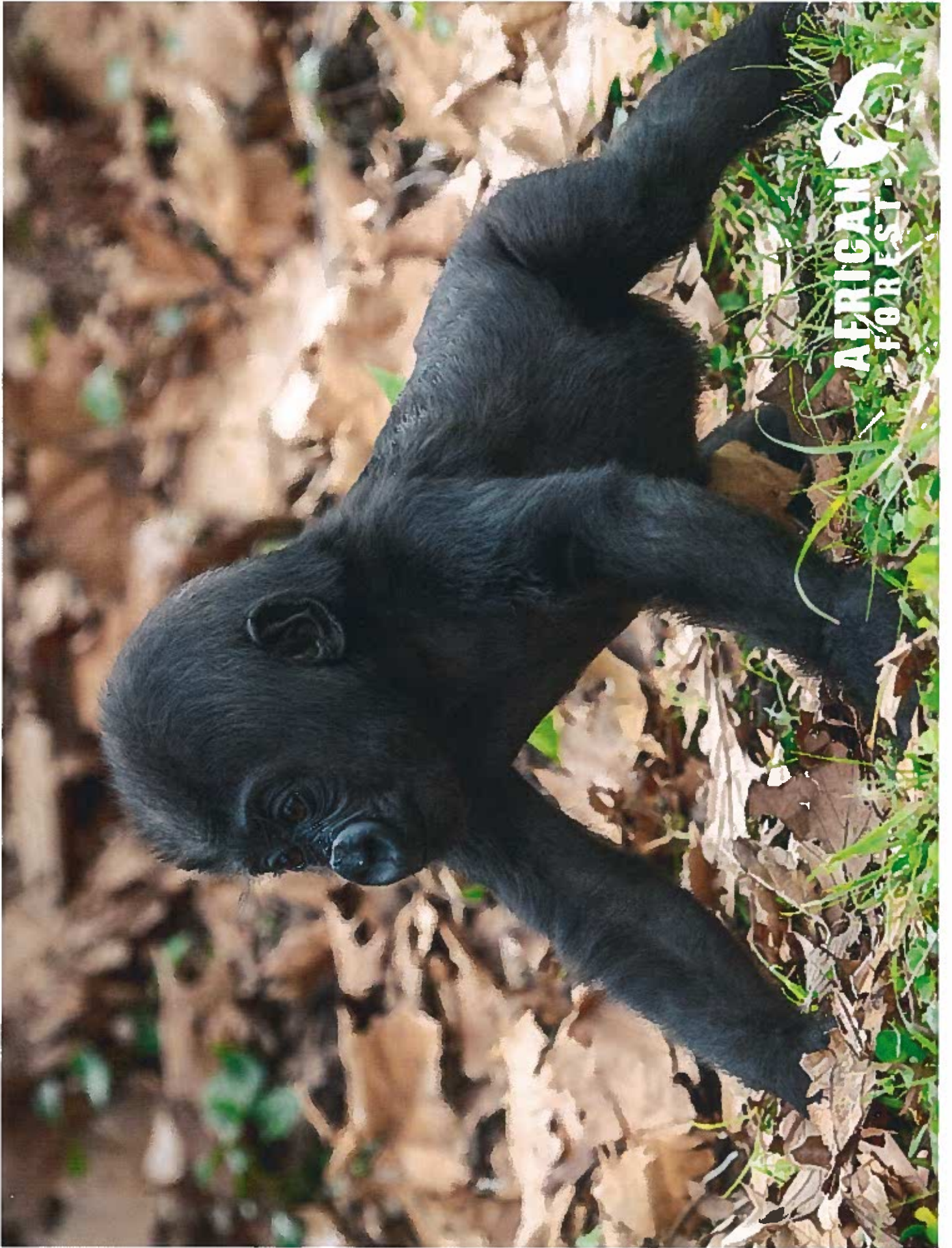
Fiscal Year Record-setting Monthly Attendance

October
December
February



10% increase
overall attendance
through March 2019





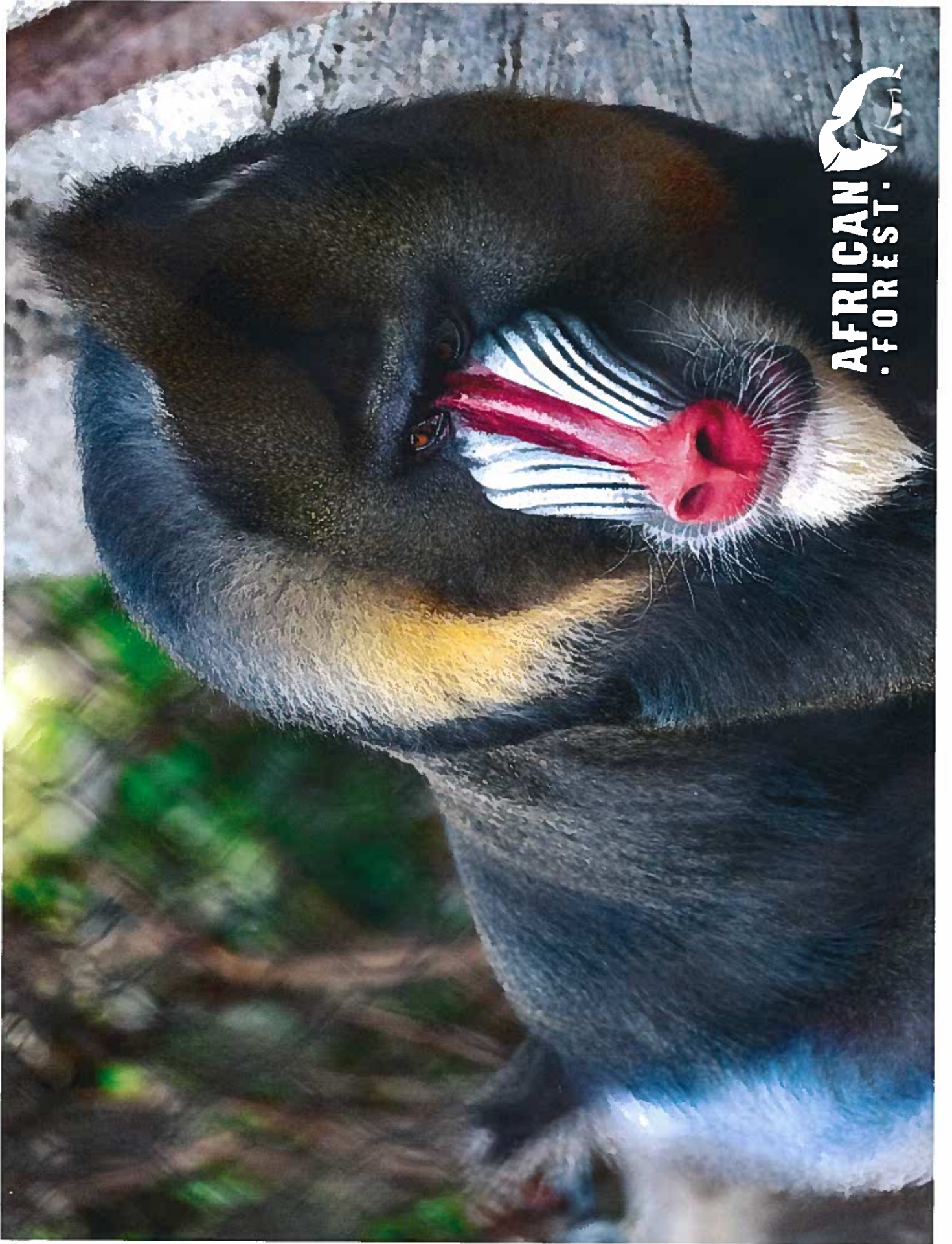


**Year to Date
Revenue Increase
October – March 2019**



\$400,000





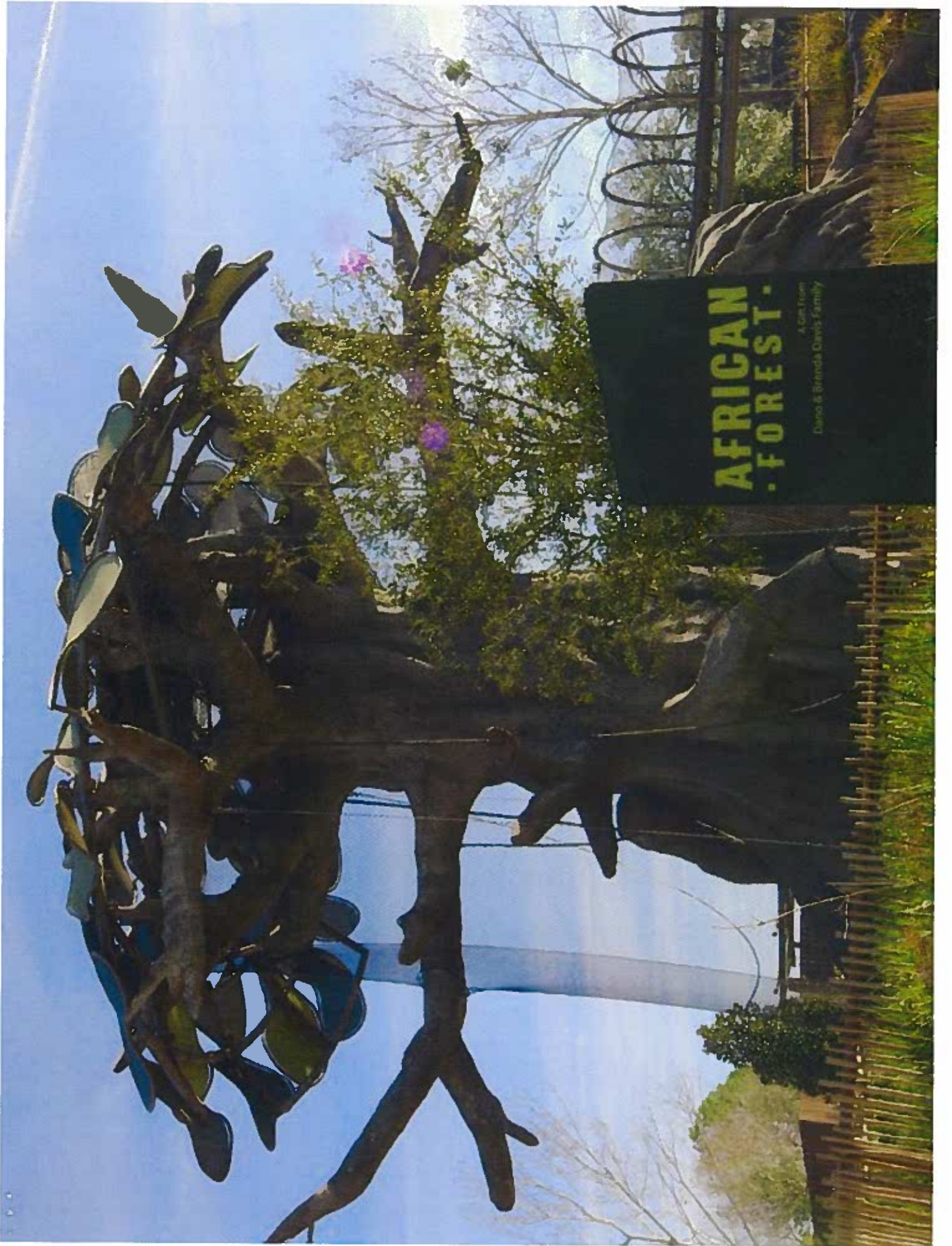
AFRICAN
.FOREST.



Economic Impact

Estimated \$1.7 million
increase based on
previous studies





AFRICAN FOREST.

A gift from
Doris & Brenda Davis Family

CITY COUNCIL RESEARCH DIVISION
LEGISLATIVE SUMMARY



JEFFREY R. CLEMENTS
Chief of Research
(904) 630-1377

117 West Duval Street
City Hall, Suite 425
Jacksonville, FL 32202
FAX (904) 630-3403

Bill Type and Number: Ordinance 2019-152

Introducer/Sponsor(s): Council Member Boyer

Date of Introduction: February 26, 2019

Committee(s) of Reference: NCSPHS, F

Date of Analysis: February 27, 2019

Type of Action: Appropriation, budget amendment and Ordinance Code amendments

Bill Summary: This bill is an appropriation of \$486,061.70 from the Tourist Development Tax Special Revenue Fund to separate account for convention grants awarded. This legislation also: amends the TDC Fiscal Year 2018-2019 Budget; amends Section 111.600, Part 6, Chapter 111, *Ordinance Code*; amends Chapter 666, Section 666.108 *Ordinance Code* (the Duval County Tourist Development Plan); and the Tourist Development Council Grant Guidelines.

Background Information: The purpose of this bill is to provide funding for Tourist Development Council convention grants which carryover to maximize the dollars available for convention grants rather than having those funds lapse. The convention grant funds will be received in a new account- the Convention Grants Account and the FY 18-19 TDC budget is amended to itemize funding for convention grants.

The Tourist Development Plan is amended to reflect that:

- convention grants will be funded from the Convention Grants Account
- events held at the Equestrian Center are eligible for grants if participants are drawn from outside a 50 mile radius rather than a 150 mile radius
- a new account is created to be used for convention grant awards that do not require Council approval for distribution

The Tourist Development Council Grant Guidelines are amended to reflect:

- the TDC and/or the Executive Director may evaluate convention grant requests
- the TDC may amend, but not eliminate, qualifying factors for grant applications without further council approval
- Special event grants may be awarded for attendance of 5000 tourists or greater for events held at publically or privately owned venues
- Equestrian Center grant applications may be evaluated by the TDC and/or the Equestrian Center facility manager using the approved criteria

Policy Impact Area: Tourist Development Council

Fiscal Impact: Appropriation of \$486,061.70 from the Tourist Development Tax Special Revenue Fund to the newly created Convention Grants Account

Analyst: Hampsey