



December 2, 2024
Agenda & Meeting Materials

Agenda

DUVAL COUNTY TOURIST DEVELOPMENT COUNCIL MEETING AGENDA

Monday, December 2, 2024, 3:00 p.m.

City Hall - Lynwood Roberts Room

TDC Members: City Council President Randy White (Chair), City Council Vice President Kevin Carrico (Vice Chair), City Council Member Ron Salem, Jitan Kuverji, Dennis Chan, Dennis Thompson, Mark VanLoh, Shawn LeNoble, Michael Jenkins

TDC Staff: Carol Brock (Executive Director), Brett Nolan (Administrator), Phillip Peterson (Auditor), Jim McCain (Office of General Counsel)

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| I. Welcome and Call to Order | Chair White |
| II. Public Comments Including Action Items | Chair White |
| III. Approval of Minutes* <ul style="list-style-type: none">October 17, 2024 – TDC Regular Board Meeting | Chair White |
| IV. Visit Florida Update | Brenna Dacks |
| V. Visitor Profile & Strategic Market Analysis Final Report | Erin Dinkel |
| VI. Strategic Plan Proposal* | Erin Dinkel |
| VII. Visit Jacksonville FY 23-24 Annual Evaluation* | Carol Brock/Michael Corrigan |
| VIII. Visit Jacksonville Update <ul style="list-style-type: none">Travel Policy Reimbursement Rates Revision*FY 23-24 4th Quarter UpdateUK Marketing Campaign Report | Michael Corrigan
Michael Corrigan
Katie Mitura |
| IX. Financial Report | Phillip Peterson |
| X. Closing Comments and Adjournment | Chair White |

*** Denotes motion needed**

Informational Material Included in Meeting Packet:

- 2015 – 2024 Monthly Trends (Occupancy, ADR, TDC Revenue Data)**
- Florida’s First Coast of Golf Monthly Update**

Meeting Minutes

DUVAL COUNTY TOURIST DEVELOPMENT COUNCIL MEETING MINUTES

Thursday, October 17, 2024, 10:00 a.m.

City Hall - Lynwood Roberts Room

TDC Members: City Council President Randy White (Chair) – *Excused Absence*, City Council Vice President Kevin Carrico (Vice Chair), City Council Member Ron Salem – *Excused Absence*, Jitan Kuverji, Dennis Chan, Dennis Thompson, Mark VanLoh, Shawn LeNoble, Michael Jenkins – *Excused Absence*

TDC Staff: Carol Brock (Executive Director), Brett Nolan (Administrator), Phillip Peterson (Auditor), and Jim McCain (Office of General Counsel)

I. Welcome and Call to Order

Vice Chair Carrico

The meeting was called to order by Vice Chairman Carrico at 10:01 a.m. and the attendees introduced themselves for the record. The Vice Chair welcomed two new TDC members, Shawn LeNoble and Michael Jenkins. Due to work travel, Council President White, Council Member Salem, and Mr. Jenkins had excused absences. The Vice Chair asked Mr. LeNoble to share a few things about himself with the board.

Ms. Brock congratulated Mr. VanLoh, who also serves as the CEO of the Jacksonville Aviation Authority, as the Jacksonville International Airport was recently ranked number two in customer satisfaction out of all of America's mid-sized airports according to J.D. Power; just one point shy of being tied with the No. 1, Indianapolis International.

II. Public Comments Including Action Items

Vice Chair Carrico

Public Comments: *John Nooney*

Mr. Nooney spoke on advocating for a Pottsburg Creek Public Park, thus improving the City of Jacksonville's waterways and providing additional public access to Pottsburg Creek. Mr. Nooney wants to be the biggest cheerleader for the City of Jacksonville and provided evidence as to why that is.

III. Approval of Minutes

Vice Chair Carrico

The minutes of the August 15, 2024 Regular TDC meeting were **approved unanimously as distributed**.

IV. TDC Grants

Vice Chair Carrico/Carol Brock

The Vice Chair announced that the TDC would be considering six grant applications this cycle. Prior to the grant presentations, Ms. Brock shared an update on WasabiCon, a multi-year marketing grant recipient in year 2 of 3. The organization has moved their event date to November 22 – 24, 2024 due to Hurricane Milton. All else stays the same and no additional action is required. He asked Ms. Brock to introduce each applicant and provide an overview of their request. She reminded the board that this is the first of two grant cycles. While there are occasional exceptions, the next grant cycle will be in June 2025. Per the TDC guidelines, if any of the applicants fail to satisfy the requirements of their selected grant tier, they will be reimbursed for the level they do meet. Should the TDC approve all the grant requests presented at this meeting, Ms. Brock noted that there would be approximately 7,400 hotel room nights; 37,000 tourists; \$400,000 in grant funding awarded; \$175,230 in estimated bed tax dollars generated; and \$156,176 in estimated sales tax generated.

• **2025 JJVA Tropical Ice Challenge Volleyball Tournament** **Lisa Davis**

Ms. Brock stated that this is a first time application for the TDC and that the Jacksonville Juniors Volleyball Association (JJVA) has been working with the TDC for several years to get them in a place to apply for a grant. The event will take place in January over the span of three weekends. This atypical timeline was approved by the board at the last TDC meeting due to the size of the event and spacing limitations. The group has applied for Category E., planning for 1,300 hotel room nights and at least 6,001 tourists from outside of Duval County with a maximum award amount of \$70,000. The applicant scored a 78 out of 100 points. Lisa Davis, chairperson of JJVA, was introduced to further discuss the application request. She gave an overview of their non-profit organization.

Mr. Kuverji mentioned that he has worked with JJVA for a long time and the organization helps spur a lot of economic activity when these events take place in both the restaurant and lodging industries. Mr. Kuverji felt that it is these types of groups that will help the city during the time the EverBank Stadium is under

renovation. Vice Chair Carrico asked about the annual operating budget for the organization. Ms. Davis shared the total revenue was 4 million dollars. The Vice Chair followed up by asking how much goes towards kids and family, to which Ms. Davis answered that 100% does.

Motion (Thompson / 2nd VanLoh): Approve Jacksonville Juniors Volleyball Association to receive a special event grant for \$70,000 from the Tourist Development Council FY 24-25 Event Grants account for the 2025 Tropical Ice Challenge Volleyball Tournament. – **approved unanimously.**

- **2025 Donna Marathon Weekend**

Amanda Napolitano

Prior to introducing Amanda Napolitano, Executive Director of the DONNA Foundation, Ms. Brock read into the record a statement from the Ethics Office to “confirm that *The Donna Foundation applying for and receiving a TDC grant does not raise a conflict of interest under state ethics laws because Mayor Deegan is not a board member, officer, employee, or member of The Donna Foundation and is not paid by The Donna Foundation. This determination has been confirmed through research of prior State Ethics Commission opinions and consultation with the State Ethics Commission General Counsel.*” Ms. Napolitano confirmed that the statement is accurate.

Ms. Brock then discussed that the DONNA foundation is a returning applicant, coming back for a second time following their application that was awarded \$50,000 in 2023. This time, the foundation is seeking Grant Category E. for a total of up to \$70,000 with 1,300 hotel room nights and at least 6,001 tourists. The application received 87 points out of 100. Ms. Brock provided an overview of the event and Ms. Napolitano followed up by saying this event saw an 18% increase in event registration year-over-year. Additionally, their tourism numbers increased by 10%. This event has received numerous accolades on a national level for one of the better marathon events in the county. She thanked the board for their support and welcomed any questions.

Council Vice President Carrico asked if this event was located entirely in the beaches community. Ms. Napolitano answered that there is a two day health and wellness event at flex field next to the stadium in downtown as well as a 5k, the following Sunday hosts the marathon at Jacksonville Beach. Furthermore, the applicant was asked how many years the DONNA marathon has been around to which she answered this is their 18th year.

Motion (Thompson / 2nd VanLoh): Approve The DONNA Foundation, Inc. to receive a special event grant for \$70,000 from the Tourist Development Council FY 24-25 Event Grants account for the DONNA Marathon Weekend 2025.

Aye: Kuverji, Chan, Thompson, VanLoh, LeNoble (5)

Nay: Carrico (1)

Abstain: (0)

Motion Carries

- **2025 Jacksonville College Baseball Classic**

Cutter Sippel

Ms. Brock introduced Cutter Sippel and provided an overview of the event. The applicant is requesting Grant Category C for a maximum award amount of \$50,000 with 900 hotel room nights and at least 4,001 tourist guarantees. The event is a second year applicant who received \$40,000 in grant funding last year. The 2025 Jacksonville College Baseball Classic will be held at the 121 Financial Ballpark in Downtown Jacksonville. The application scored 64 out of 100 points. It is important to note, however, that the lower score is a result of the organization not being able to be flexible in the date of the event as it follows a schedule associated with specific tournament dates. Additionally, as a returning applicant, 5 points is also deducted.

Mr. Sippel, representing Peak Events LLC, provided more information on the event and welcomed questions. Vice Chair Carrico asked if this event was a preseason tournament or if they are regular season games. Mr. Sippel said it counts as regular season games. The Vice Chair suggested getting the applicant in connection with local youth baseball organizations to help with the quality of life of this event’s impact.

Motion (LeNoble / 2nd Thompson): Approve Peak Events, LLC to receive a special event grant for \$50,000 from the Tourist Development Council FY 24-25 Event Grants account for the 2025 Jacksonville College Baseball Classic. – **approved unanimously.**

- **2025 Michelob ULTRA PBR Jacksonville**

Dianne Hallam/Richie Cahill

Ms. Brock highlighted that this applicant is another first time applicant for a TDC grant and provided an overview of the event. This group is asking for Grant Category C with 900 hotel room nights produced and at least 4,001 tourists. It will be located at the VyStar Veterans Memorial Arena on February 22 – 23, 2025.

They received a score of 81 out of 100 points. Dianne Hallam, Tour Manager for Unleash The Beast, was introduced and she provided additional information to support her grant request.

Mr. Kuverji suggested in addition to the quality of life work the applicant is providing to youth initiatives like the 4-H club and veterans groups, they should reach out to hospital, schools, and the local Jacksonville chapter of the Wounded Warrior Project as an avenue to give tickets away. He also asked about advertising opportunities since the applicant mentioned national broadcasting for the event. Ms. Brock interjected that all grant applicants, once approved, will work closely with Visit Jacksonville to leverage sponsorship and advertising packages suitable to their event.

Motion (Chan / 2nd Thompson): Approve Professional Bull Riders LLC to receive a special event grant for \$50,000 from the Tourist Development Council FY 24-25 Event Grants account for the Michelob ULTRA PBR Jacksonville. – **approved unanimously.**

- **2025 AAU College Hockey National Championships** **Jon LaRochester**
Ms. Brock introduced the next applicant and provided an overview of the event; she reminded the board at their last meeting they voted on an exception to allow for the event to occur on nonconsecutive weekends. This applicant is a first time applicant and is seeking Grant Category F with a maximum award amount of \$80,000 with 1,500 hotel room nights and at least 7,001 tourists. The organization will host the championships at the Community First Igloo, which will be the first time the TDC has supported an event there. The group received a score of 74 out of 100 points for their application.

Jon LaRochester, Director of Hockey Operations for AAU College Hockey, provided additional information about the event via telephone as he was not able to be physically present.

Council Vice President asked if they were seeking a long term partnership with the City of Jacksonville, which Mr. LaRochester answered in the affirmative. When asked if the Community First Igloo was big enough to support the event, the applicant expressed support in the future to expand to the VyStar Veterans Memorial Arena if possible.

Motion (Chan / 2nd VanLoh): Approve The Amateur Athletic Union of the United States, Inc. to receive a special event grant for \$80,000 from the Tourist Development Council FY 24-25 Event Grants account for the 2025 AAU College Hockey National Championships. – **approved unanimously.**

- **2025 AAU T&F Primary National & Club Championships** **Jeanne Goldschmidt**
Ms. Brock shared to the board that because of the investments the TDC made at the University of North Florida's (UNF) Hodge Stadium, events like the AAU Track and Field Primary National & Club Championships have relocated to Jacksonville. The applicant is returning to UNF for their second year at a request for Grant Category F with a maximum amount of up to \$80,000 with 1,500 hotel room nights and at least 7,001 tourists. In 2024, they received a \$60,000 TDC grant for their event. While Crystal Mannino, AAU's Director of Junior Olympic and Outdoor Sports, was unable to attend the meeting, Jeanne Goldschmidt with Visit Jacksonville represented the applicant.

Ms. Goldschmidt shared additional information about this grant request to the board.

Motion (Thompson / 2nd VanLoh): Approve The Amateur Athletic Union of the United States, Inc. to receive a special event grant for \$80,000 from the Tourist Development Council FY 24-25 Event Grants account for the 2025 AAU Primary Nationals & Club Championships. – **approved unanimously.**

V. **MOCA 100th Anniversary Update**

Caitlín Doherty

Vice Chair Carrico reminded the board that the Museum of Contemporary Art (MOCA) was approved for a grant of \$80,000 to be used for marketing the MOCA 100th Year Anniversary campaign in December 2023. The organization has currently wrapped up their third quarter of event programming. The Vice Chair invited Caitlín Doherty, Executive Director of MOCA, to share an update on their grant report.

Ms. Doherty presented that the funding to support planning and implementation of a regional and national advertising campaign for MOCA, with the goal of increasing the museum's tourist traffic by 50%, from 14k to 21k tourist visitors in 2024 has been met by the end of Quarter 3. MOCA's visitors totaled 21,565 who traveled from outside of the 5-county Northeast Florida region to visit the museum. Media coverage has more than doubled compared to the same three quarters in FY 2023. Ms. Doherty then shared the upcoming events and programming the museum is offering in Quarter 4.

Mr. Thompson was happy to see MOCA's success and shared that the venue is critical to downtown and hopes to see more venues like MOCA come online.

VI. Sports Tourism Contract Amendment

Carol Brock

The Vice Chair asked Ms. Brock to discuss the Visit Jacksonville sports tourism contract amendment. Ms. Brock noted that the TDC voted to increase the Visit Jacksonville sports tourism contract by \$1.5 million for the purpose of encouraging the creation of a new non-profit to serve as a sports foundation in Jacksonville. She shared that there are some minor amendments that need to be made to the contract and approved by the TDC. This includes to renew the contract by one year and to clarify the reimbursement language to be more in line with similar contracts the TDC has with Visit Jacksonville.

Motion (LeNoble / 2nd VanLoh): Approve the amendments to the Visit Jacksonville sports tourism initiative services agreement to include a one-year extension and clarify the reimbursement process. – **approved unanimously.**

VII. Visit Jacksonville Update

Josh Harrison

Josh Harrison, Chief Operating Officer of Visit Jacksonville, presented the Visit Jacksonville update as their CEO, Michael Corrigan, was on a business trip in London. He shared the progress their Chief Marketing Officer, Katie Mitura, was making while promoting the city as a travel destination to individuals at the Waterloo Station in London. These efforts were done with the \$250k funding support the TDC provided at their June board meeting with the purpose to create a stronger marketing operation in the United Kingdom. Furthermore, Mr. Harrison provided an updating on the sports tourism campaign. Also, Visit Jacksonville's promotional video "A Love Letter to Jacksonville" was awarded a prestigious Silver Dolphin Trophy by the Cannes Corporate Media & TV Awards in the Tourism Films: Destinations - Cities category. The annual awards honor the best in corporate films, online media productions, and documentaries all over the world. To conclude, Mr. Harrison shared that WANDER Media's Visit Jacksonville visitors channel was launched on several streaming platforms.

VIII. Strategic Market Analysis Update

Carol Brock

Ms. Brock let the board know that Downs and St. Germain will be wrapping up Phase I – Market Analysis and Visitor Profile and will present the results at the December board meeting. At that time, the TDC will look at the scope of work for Phase II and formally move forward with the strategic plan. Phase II will look at where the TDC should focus on with their investments. The TDC approved funding for this phase in the FY 24-25 budget.

IX. Financial Report

Phillip Peterson

Assistant Council Auditor Phillip Peterson gave the financial report. TDC tax revenues for the 12 months ending September 2024 were \$10,403,744.21, a 2.43% decrease over the 12 months ending September 2023. Revenue from the start of FY 23-24 to date, ending in September 2024, was \$10,403,744.21, also down 2.43% compared to the start of FY 22-23 to date, ending in September 2023. Revenue for September 2024 was \$771,697.24, down 1.02% from the same month in 2023. Actual collections for the fiscal year to date underperformed the average monthly budgeted amount by \$536,330.79.

Mr. Peterson reviewed the budgetary balances as of September remaining in the TDC's contractual and operating accounts, they are: Destination Services - \$27,114; Marketing - \$0; Convention/Group Sales - \$0; Convention Grants, Sponsorships, and Promotions - \$294,739.85; Planning and Research - \$150,000; Event Grants - \$451,770; Development Account - \$2,121,075.63; Contingency Account - \$756,060; Equestrian Center Promotion - \$0; Remaining to be Spent in Accordance with the TDC Plan – TDC Operations - \$873,820; TDC Administration - \$27,655.60; and the Special Revenue Fund - \$32,767.50.

Council Vice President asked about the amount in left in the TDC Reserve, to which Mr. Peterson answered about \$6.5 million.

X. Closing Comments and Adjournment

Vice Chair Carrico

Ms. Brock shared that the December meeting was rescheduled to Monday, December 2nd at 3:00 p.m. in the Lynwood Roberts Room.

With no additional business, the Vice Chair adjourned the meeting at 11:12 a.m.

Meeting Minutes respectfully submitted by Brett Nolan, TDC Administrator

Visitor Profile & Strategic Market Analysis Final Report

Visit Jacksonville FY2024 Economic Impact and Visitor Tracking Report October 2023 – September 2024

Methodology: Interviews were completed online and in person with 2,761 visitors at the Jacksonville International Airport, attraction, events, beaches, and downtown between October 1st, 2023 and September 30th, 2024.

The total economic impact of tourism on the Jacksonville area is a function of direct spending by visitors to the area, as well as the indirect and induced effects of this spending, such as increased business and household spending generated by tourism dollars.

Downs & St. Germain Research uses IMPLAN economic modeling to calculate the multiplier based on direct expenditure data collected from visitors to Maine. Agencies such as FEMA, EPA, Federal Reserve Bank, and the Bureau of Land Management use IMPLAN modeling. Jacksonville's multiplier is 1.80.

Annual Snapshot:

- Jacksonville saw 8.2m visitors and \$4.1b in visitor spending in FY2024
- Nearly half (45%) of Jacksonville's visitors stay in paid accommodations
- Nearly a quarter (24%) of visitors recall seeing advertising for the Jacksonville area prior to their trip
- Jacksonville's top markets are the surrounding area, the Orlando area, New York, Atlanta, and the Tampa area
- Over half of Jacksonville's visitors come to the area to visit friends and relatives

Executive summary:

Economic Impact: Visitor spending generated \$7,391,702,300 in economic impact to Jacksonville's economy in FY2024

Direct Spending: Visitors to Jacksonville spent \$4,099,754,600 in the area in FY2024 on accommodations, transportation, groceries, restaurants, shopping, entertainment, and other expenses

Visitors: Jacksonville attracted 8,152,400 visitors in FY2024

Room Nights: Visitors to Jacksonville generated 4,999,700 room nights in area accommodations throughout FY2024

Bed Tax Collections: Visitors to Jacksonville staying in paid accommodations generated \$31,526,498 in TDT collections throughout FY2024

Jobs Supported: Visitors to Jacksonville supported 56,900 jobs in the Jacksonville area in FY2024

Wages Generated: Visitors to Jacksonville supported \$2,777,428,500 in wages paid to employees throughout the area in FY2024

Visitors Support Jobs: Every 143 visitors support a new job in the Jacksonville area

Household Tax Savings: Visitors to Jacksonville saved each local household \$540 in local taxes in FY2024

Visit Jacksonville Strategic Analysis Part 2: Top Feeder Markets

Methodology: This section provides an analysis of Jacksonville’s top feeder markets, offering insights into the origin of its visitors. The findings are based on a year-long visitor tracking study, during which 2,761 visitors to the Jacksonville area were surveyed. This approach enabled us to examine visitor preferences, travel behavior, and origin markets across several key segments.

Together, these findings create a holistic picture of Jacksonville’s feeder markets, offering actionable data to guide strategic decision-making in marketing and competitive positioning.

While this analysis is based solely on data from the visitor tracking study, we encourage Visit Jacksonville to consider these findings along with other available data sources, such as airport traffic data and booked meeting contract data, to gain a more comprehensive understanding of Jacksonville’s feeder markets.

Top 5 domestic competitive markets for tourists:

To identify Jacksonville’s top five domestic competitors for tourism, visitors were asked which other destinations they considered before choosing Jacksonville.

1. St. Augustine/Ponte Vedra
2. Orlando area
3. Daytona Beach area
4. Amelia Island
5. Tampa

Top 5 domestic flight feeder markets: For visitors who traveled to Jacksonville by air, the study pinpointed the top domestic markets of origin. This analysis provides a clear understanding of where the majority of flying visitors come from, enabling targeted efforts to enhance air connectivity and marketing campaigns.

1. New York
2. Atlanta
3. Detroit
4. Los Angeles
5. Raleigh-Durham

Top 5 domestic drive feeder markets: For visitors who drove to Jacksonville, the study identified the primary regions of origin. Understanding these drive markets is essential for refining regional marketing strategies.

1. Neighboring counties
2. Orlando-Daytona Beach-Melbourne
3. Atlanta
4. Tampa-St. Petersburg
5. Gainesville
6. Tallahassee-Thomasville

Top 5 domestic markets for meetings/groups business*: To analyze group and business travelers, we identified the top markets for visitors attending meetings, conventions, or group events. This segment-specific analysis offers actionable insights for strengthening Jacksonville’s position as a business and event destination. *Small sample size of visitors coming to the area for meeting/business. Interpret results with caution.

1. Orlando-Daytona Beach-Melbourne
2. Miami-Ft. Lauderdale
3. Atlanta
4. New York
5. Washington, DC-Hagerstown
6. Neighboring counties

Visit Jacksonville Strategic Analysis

Presented by: Downs & St. Germain Research

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STRENGTHS

Geographical Advantages: Possessing both a beach and a river with undeveloped land presents a unique advantage, offering vast potential for waterfront development and diverse recreational activities that can attract a broad range of visitors.

Diverse Attractions: Jacksonville's diverse offerings like its sporting events, concerts, and natural attractions provide a varied tourist experience that can appeal to different age groups and interests. Enhancing these venues and promoting them can increase tourist engagement and extend visit durations.

Strong Organizational Structure: Visit Jacksonville's structured efforts in sales, community engagement through awards, and ambassador programs help in building a strong community and business relations. These efforts enhance local support for tourism and improve service standards across the board.

Unique Branding: The "Flip Side of Florida" initiative is a step towards distinguishing Jacksonville from other Florida destinations. It aims to highlight unique local attributes that aren't typically associated with the typical Florida tourism narrative. Continuous refinement and promotion could solidify a distinct identity that attracts specific tourist demographics.

Effective Communication and Partnership: Communication channels between Visit Jacksonville and its partners facilitate better cooperation and alignment on goals. Successful lead generation initiatives for hotels and continual data provision help in fine-tuning marketing and operational strategies.

WEAKNESSES

Convention Center: Further challenges arise from the location of the facility which furthers misaligned objectives between the convention center and the destination marketing organization (DMO), with issues like differing event goals (i.e., servicing residents and visitors) and high room rental rates.

Limited Accommodations: The scarcity of full-service hotels greatly limits the ability to host large-scale business events or conventions, which might drive potential business tourists to other cities with better facilities. The city struggles with a lack of full-service hotels and a convention center that does not meet the needs of large group events, which limits its competitive edge against destinations like Orlando.

Transportation Deficiencies: The current lack of local transportation options can detract from the overall visitor experience, making it difficult for tourists to explore the city extensively. Large geographic footprint of the area further exacerbates the transportation deficiencies. Partnerships with local transport providers could be vital in addressing this gap.

Lack of Nightlife and Daily Attractions: Enhancing nightlife and creating more consistent daily attractions could significantly improve the attractiveness of Jacksonville as a destination that caters to diverse tourist needs, encouraging longer stays. Jacksonville draws in many visitors for specific events whether it be sporting events, concerts, performances, or business, but these events are time specific activities and there are few options for activities to do in-between or after these events.

Fragmented City Geography: The city's large size and diverse neighborhoods without a unifying theme can be confusing and less appealing to tourists. Developing a clear and compelling narrative that ties these neighborhoods together could help in presenting a cohesive destination. Though all participants noted the new campaign is step in the right direction.



OPPORTUNITIES

Riverfront Development: Capitalizing on the underdeveloped riverfront areas could transform Jacksonville into a vibrant waterfront destination, potentially increasing property values and attracting new businesses. This was seen as a major opportunity by all participants.

Urban Revitalization: Encouraging developments such as cafes and retail along the riverfront, supported by relaxed alcohol regulations (i.e., Sip and Stroll zones), could stimulate economic activity and improve the aesthetic and functional appeal of downtown.

Sports and Recreation Expansion: Expanding existing sports facilities and promoting Jacksonville as a hub for both professional and amateur sports can attract regular sports tourism influxes. All participants agreed this was a major opportunity and increased focus on sport tourism would be beneficial.

Cultural and Historical Emphasis: By promoting its unique African-American historical and cultural heritage, Jacksonville can offer enriching experiences that differentiate it from other destinations, potentially reaching visitors interested in cultural tourism.

Enhanced Local Engagement: Through initiatives like the Tourism Ambassador Program, there's potential to improve local advocacy for tourism, which can help to foster a positive sentiment around tourism and its importance to the community.

Airport Expansion: Jacksonville International Airport is seen as a great asset with an easy and positive experience. The airport has seen historic record-breaking passenger growth – serving approximately 7.4 million passengers last year. Currently, there are nearly 14,000 daily seats available to 36 non-stop destinations. The airport has a dedicated team working directly with airlines to build non-stop flight opportunities.

Capital Development: Opportunities for development were also identified, such as potentially repurposing municipal spaces like old police stations or jails for new facilities, either a convention center or a full-service hotel.

THREATS

Operational Risks: Losing major sports franchises or facing disruptions due to infrastructure projects can significantly impact tourist numbers and local enthusiasm. Specifically, plans to upgrade the EverBank Stadium would make it unavailable for use for at least one year.

Project Continuity Concerns: Frequent interruptions in city development projects can undermine investor confidence and slow down the overall growth of tourism infrastructure.

Inventory Diversity: Lack of control over certain infrastructural aspects, such as the limited number of full-service hotels and the inefficiencies of the current convention center. These factors significantly hinder their ability to attract and manage large group events compared to destinations like Orlando.

Safety and Reputation: Addressing safety concerns is crucial for improving the city's image and making it a more appealing destination. Effective crime prevention and management are vital in changing perceptions. Particularly, the lack of activities in the downtown area may contribute to an increased perception of safety concerns.

Strong Regional Competition: The proximity to major tourism hubs like Orlando and Miami necessitates a strong, unique value proposition for Jacksonville. Without distinct attractions or experiences, Jacksonville risks being merely a transit point rather than a destination.



RECOMMENDATIONS

1

It is important to have a well-defined strategic plan that ties in with the DMO and Tourism Development Council's objectives, which would help streamline their focus and ensure alignment across the board. We recommend this Strategic Analysis be followed with the development of a full strategic plan.

2

The discussions emphasized the need for the destination organization to secure a seat at decision-making tables for essential developments. This would include building up residential spaces that could attract businesses and potentially catalyze the interest of investors in establishing full-service hotels, thereby creating a more inviting destination.

3

Challenges arise from the location of the facility which furthers the misaligned objectives between the convention center and the destination marketing organization (DMO), with issues like differing event goals and high room rental rates, which sometimes appear strategically overpriced to deter certain events. There is a need for in-depth meetings with the convention center to reconcile goals and improve cooperation.

4

The effective use of Jacksonville's airport was highlighted, which has recently expanded its reach with the addition of several new non-stop markets, improving accessibility. This can be leveraged further by acquiring better data on visitor origins to partner with the airport's marketing team in their efforts to obtain additional non-stop flights.

COMMUNITY RELATIONS

Destination organizations are tasked with being stewards of the destinations and enhancing and optimizing tourism growth in a way that matches the unique goals and needs of the destination. It's essential for these organizations to invest time in educating residents about the benefits and value of tourism. By understanding how tourism impacts their lives, local community members can become strong supporters and advocates. This involvement not only enhances the visitor experience, making residents ambassadors of their destination, but could also influence visitors to become future residents, further enriching the community fabric and economic vitality.

To the right are specific examples of potential tactics that we recommend for Visit Jacksonville. These suggestions come from other destinations that have seen success.



- The Tourism Ambassador program and the ROSE Awards supported by Visit Jacksonville has been recognized as a key strength. Continued investment in this program is recommended to maintain its positive impact and enhance visitor experiences.
- Visit Jacksonville possesses a wealth of research resources available on its website. We recommend adding a reference slide, note, or QR code to be included at the end of all reports, presentations, and updates directing users to these resources. Tailoring the reference based on the audience (e.g., stakeholders or local residents) will enhance relevance and keep the importance of tourism and available resources top of mind. For example, communication to local residents should reference the value of tourism rather than detailed level research. This keeps the importance of tourism and the depth of research and resources that go into it top of mind.
- While it is vital to stay engaged with the community, we recognize that the primary objective is out of market messaging only. For this reason, we recommend negotiating with your TV distribution partners the inclusion of a local commercial within the out-of-market advertising buys. This approach can help maintain community engagement and enhance local awareness of tourism's impact.
- Organizing a community night in partnership with local sports teams at their venues presents a prime opportunity for local engagement. This event can feature the Visit Jacksonville's team alongside tourism ambassadors, offering information, promotional items, or even a giveaway. Such an event not only fosters community relations but also boosts local recognition and trust in a fun and engaging setting.

Top Feeder Markets



METHODOLOGY

This section provides an analysis of Jacksonville's top feeder markets, offering insights into the origin of its visitors. The findings are based on a year-long visitor tracking study, during which 2,761 visitors to the Jacksonville area were surveyed. This approach enabled us to examine visitor preferences, travel behavior, and origin markets across several key segments.

Together, these findings create a holistic picture of Jacksonville's feeder markets, offering actionable data to guide strategic decision-making in marketing and competitive positioning.

While this analysis is based solely on data from the visitor tracking study, we encourage Visit Jacksonville to consider these findings along with other available data sources, such as airport traffic data and booked meeting contract data, to gain a more comprehensive understanding of Jacksonville's feeder markets.

Top 5 domestic competitive markets for tourists

To identify Jacksonville's top five domestic competitors for tourism, visitors were asked which other destinations they considered before choosing Jacksonville.

1. St. Augustine/Ponte Vedra
2. Orlando area
3. Daytona Beach area
4. Amelia Island
5. Tampa

Top 5 domestic flight feeder markets

For visitors who traveled to Jacksonville by air, the study pinpointed the top domestic markets of origin. This analysis provides a clear understanding of where the majority of flying visitors come from, enabling targeted efforts to enhance air connectivity and marketing campaigns.

1. **New York**
2. **Atlanta**
3. **Detroit**
4. **Los Angeles**
5. **Raleigh-Durham**

Top 5 domestic drive feeder markets

For visitors who drove to Jacksonville, the study identified the primary regions of origin. Understanding these drive markets is essential for refining regional marketing strategies.

1. Neighboring counties
2. Orlando-Daytona Beach-Melbourne
3. Atlanta
4. Tampa-St. Petersburg
5. Gainesville
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Top 5 domestic markets for meetings/groups for business*

To analyze group and business travelers, we identified the top markets for visitors attending meetings, conventions, or group events. This segment-specific analysis offers actionable insights for strengthening Jacksonville's position as a business and event destination.

*Small sample size of visitors coming to the area for meeting/business. Interpret results with caution.

- 1. Orlando-Daytona Beach-Melbourne**
- 2. Miami-Ft. Lauderdale**
- 3. Atlanta**
- 4. New York**
- 5. Washington, DC-Hagerstown**
- 6. Neighboring counties**

Visit Jacksonville Strategic Analysis

Presented by: Downs & St. Germain Research

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Strategic Plan Proposal

Scope of Work for Phase II of Strategic Analysis

Background

The destination has conducted several critical studies to lay the groundwork for phase II of the strategic market analysis. These include a year-long visitor profile and economic impact study, a stakeholder-informed SWOT analysis, and a resident sentiment survey. To further enhance understanding and provide data-driven guidance for future investments, additional research efforts are planned, including stakeholder engagement, market perception analysis, asset evaluation, and a competitive meetings market study. The ultimate goal is to provide considerations for growth in tourism in the destination and to guide the Tourism Development Council (TDC) and Visit Jacksonville in prioritizing investments and initiatives that maximize the destination's economic and tourism potential.

Objective

To provide actionable recommendations for the TDC's resource allocation, ensuring investments align with market opportunities, visitor preferences, and community and stakeholder priorities.

Suggested Scope of Work

1. Stakeholder Groups Meetings and Survey

- Conduct six (6) focused stakeholder meetings grouped by stakeholder type (e.g., accommodations, attractions) or geography to ensure diverse perspectives are represented.
- Facilitate one-on-one interviews with TDC board members and any commissioners willing to participate, gathering detailed insights on their priorities and vision for the destination.
- Expand on the initial SWOT analysis by incorporating these findings to identify challenges, opportunities, and priorities.
- Develop and distribute a comprehensive survey to key stakeholders, including attraction boards, accommodation members, and other industry partners.

2. Market Perception Study and Asset Evaluation

- Survey potential visitors from key markets to assess their awareness, perceptions, and motivations related to the destination.
- Conduct an evaluation of the destination's assets from the visitor perspective, using survey data and data from travel review sites to inform an asset mapping matrix.
- Analyze asset performance and visitor draw to determine priority areas for investment and focus.

3. Competitive Meetings Market Analysis

- Compare Jacksonville's meetings and convention market to its competitive set using hotel segment occupancy metrics, event activity, and market share data.
- Incorporate an inventory analysis of meeting and convention space available in the destination, identifying strengths and gaps in the current inventory.

4. Integration of Findings and Recommendations

- Leverage insights from all studies to provide a holistic understanding of the destination's current position and opportunities for growth.

DRAFT

Collaborative Approach

This process emphasizes collaboration and inclusivity, ensuring that the final strategic plan reflects the collective vision of the TDC and stakeholders. The recommendations provided will serve as a foundation, but feedback, priorities, and insights from TDC members and stakeholders are necessary before finalizing the plan. The goal is to deliver a strategy that everyone on the TDC can support and champion.

Alignment with Statutory Guidelines

All resulting recommendations will comply with Florida statutes governing tourism development funding and public resource allocation. However, the plan may also include suggestions for initiatives that involve private sector opportunities, particularly in cases where partnerships could enhance the destination's tourism appeal and economic impact.

Deliverables

- Phase II Strategic Analysis PowerPoint document with integrated analysis and prioritized recommendations.
- Asset mapping matrix highlighting the performance and visitor appeal of key tourism assets.
- Executive Summary and presentation to the TDC and stakeholders.

Timeline

The strategic planning process will span 4–6 months, incorporating interim milestones for stakeholder engagement, data review, and feedback.

- TDC Presentation and Discussion: December 2024
- Stakeholder Meetings and 1-on-1 Interviews: February 2025 (2–3 days in market with additional interviews via Zoom as needed)
- Market Perception Study: March 2025
- Competitive Meetings Market Analysis: May 2025
- Reporting: May–June 2025
- Final Report Due: June 30, 2025

This comprehensive approach will provide a clear, actionable framework for the TDC's decision-making and ensure alignment with both market demand and stakeholder priorities.

Visit Jacksonville FY 23-24 Annual Evaluation



2023-2024



ANNUAL EVALUATION

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EVALUATION PROCESS

The fiscal year began October 1, 2023, and ended September 30, 2024, which served as the evaluation period for this annual review. Carol Brock, Executive Director of the Duval County Tourist Development Council, worked extensively with Michael Corrigan, President and CEO of Visit Jacksonville, along with his teams to account for all deliverables outlined in the contract for tourism marketing, sales, experiences, and promotion services. This is the second annual evaluation for the ten-year contract with Visit Jacksonville, which commenced on October 1, 2022 and will end on September 30, 2032.

Strategies used to evaluate Visit Jacksonville's annual plan components included:

- Assessment of records and documentation provided by Visit Jacksonville on a monthly and quarterly basis; and
- Monitoring success of products, services, and programs offered by Visit Jacksonville; and
- Anecdotal evidence based on personal observations and conversations with the Visit Jacksonville team, stakeholders, and visitors.

This summary offers TDC members and Visit Jacksonville staff time to review the assessment with the intention of approving the evaluation at the TDC meeting on December 2, 2024. All itemized details reflecting the individual deliverable scores for each component of the annual plan are included in the attached document:

1. VJ Advertising & Promotion FY 23-24 Deliverables Evaluation
2. VJ Visitor Interaction & Information FY 23-24 Deliverables Evaluation
3. VJ Meetings & Conventions FY 23-24 Deliverables Evaluation
4. VJ Experience Development FY 23-24 Deliverables Evaluation
5. VJ Community Outreach & Engagement FY 23-24 Deliverables Evaluation

For any questions regarding results or conclusions presented in this overview or the deliverables evaluation detail sheets provided, please contact:

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ADVERTISING & PROMOTION

Deliverables Score: 98.5 (A+)

Fiscal year 2023-2024 saw an aggressive effort to make Jacksonville the city of choice for leisure travelers as well as group meetings and conventions by amplifying the *Jacksonville – The Flip Side of Florida* campaign that launched in the spring of 2023.

Statements regarding the Advertising & Promotion plan component include:

- **Implemented Advertising Plan for Leisure Travel.** The *Jacksonville - The Flip Side of Florida* campaign was customized to advertise Jacksonville in five JIA non-stop flight markets as well as trending markets that included Washington D.C., Phoenix, and Vancouver. A new effort was placed on international travel with a targeted promotional campaign in the UK including in-market activations during Jacksonville Jaguars football games played in London.
- **Executed Advertising Plan for Convention and Meeting Travel.** In addition to reaching decision makers in the meeting planning industry, a concentrated effort was placed on locals to consider Jacksonville for small to medium sized meetings and conventions, especially targeting the timeframe when the stadium will be under construction. A “Bring it Home Jax” video was produced for this promotional campaign.
- **Promoted Jacksonville’s Trip Worthy Events.** Visit Jacksonville ramped up efforts to promote top trip worthy events which included Porchfest, Super Girl Surf Pro, Jazz Fest, World of Nations, and Collective Con. Five cultural festivals not promoted in the past were now included in the marketing efforts. Methods to advertise and promote these signature events included hosting media and content creators to visit in exchange for stories and social media coverage.
- **Curated “A Love Letter to Jacksonville” Film.** The film, produced by local filmmaker, Carl Rosen, debuted during National Travel and Tourism Week celebrations hosted by Visit Jacksonville. Receiving resoundingly positive reviews, *A Love Letter to Jacksonville* was awarded the prestigious Silver Dolphin Trophy from the Cannes Corporate Media & TV Awards for tourism films.
- **Targeted Media Coverage of Unique and Current Trends.** Leveraging media and influencer relationships, there was a focus on unique experiences in Jacksonville highlighting the Ale Trail, Mayport Shrimp culinary delights, sports events for fans of all ages, solo travelers, and accessible adventures. Media placements included *Travel & Leisure*, *Southern Living*, *Essence*, and *HGTV*, all highlighting the “Flip Side of Florida” campaign.
- **Improved Website Optimization.** There was a paid search engine optimization (SEO) advertising strategy, which was updated monthly, and more frequently if needed in response to changing environments, to enhance Visit Jacksonville’s presence on the internet.

VISITOR INTERACTION & INFORMATION

Deliverables Score: 95.7 (A)

Fiscal year 2023-2024 focused on increasing unique and creative visitor interactions as well as enhancing website and app experiences.

Statements regarding the Visitor Interaction & Information plan component include:

- **Increased Interaction at Visitor Centers.** The downtown and beaches centers saw an increase in visitor interactions, while the airport location saw a slight decrease. Each month, the downtown center hosted local vendors and artists during Art Walk. Four tour companies, Adlib Luxury Tours, Art Bikes, Explore Jax Core, and Go Tuk'n, incorporated regular stops at the downtown center. The Visit Florida welcome center continued to see more interactions and offered a special amenity for the travelers - a Visit Jax car air freshener. Including the mobile visitor center, there were almost 218,000 visitor interactions in total at all centers.
- **Expanded Seymour Jax Outreach and Engagement.** Seymour Jax, the mobile visitor center, received a new wrap, featuring the various "trails" and fresh sights around town. Seymour Jax appeared at 118 events throughout the city spanning 143 days. New this past year, the mobile center took three road trips outside of Jacksonville. This included the Rhythm & Ribs Festival in Tifton, Shrimpalooza in Homosassa, and Beer Fest in Tallahassee.
- **Extended Explorers Program.** This program was a hit as it elevated visitors' experiences. Locals also enjoyed participating in the Explorers Program. Events included Letters to Santa at the St. Johns Town Center, ShakesBeer performance at a downtown brewery, as well as multiple Explorers Programs at the beaches.
- **Enhanced Visitor Experience Through Website and App.** The Visit Jacksonville website and app were updated to include unique content such as "Best Restaurants with Patios," "Boiled Peanuts and Where to Buy Them," and a reworked Black History section. An enhanced accessibility tool, *Recite.me*, was added to the website, offering options for visitors of all ability levels and over 100 languages. The app had almost 17,000 downloads, far exceeding the goal of 14,252.
- **Refreshed Photos and Videos.** While print material was still desired, digital content remained preferred by many visitors, meeting planners, writers, and influencers. Special attention was given to several categories to update photos and video footage, including large events, top attractions, the Jacksonville skyline and beaches, outdoor recreation, and the Outeast neighborhood.

MEETINGS & CONVENTIONS

Deliverables Score: 97.9 (A+)

Fiscal year 2023-2024 concentrated efforts on increasing bookings and enhancing customer experience.

Statements regarding the Meetings & Conventions plan component include:

- **Increased Bookings for Meetings, Conferences, Sports, and Special Events.** The sales team achieved 104% of its goal by booking 80,640 room nights, an increase of almost 6,500 room nights from the previous year. There were 33 groups booked to host meetings during Jacksonville’s greatest need periods – July, August, September, November, December, and early January. The sales team participated in 21 conferences and tradeshow that primarily targeted bookings for groups and special events.
- **Enhanced Sports Tourism Focus.** Visit Jacksonville was tasked with greatly enhancing its focus on sports tourism, including the creation of the Jacksonville Sports Foundation. This effort generated 115 leads for sporting events. The NCAA awarded three different championships to Jacksonville to be held in a two-year period, a first for the city. These efforts positioned Jacksonville to be one of the top cities of choice for sporting events. The Visit Jacksonville team aggressively worked to begin securing events to “fill in the gaps” during stadium renovations, ensuring hotels continue realizing bookings.
- **Updated Meetings Section on Website.** The Meetings section received a refresh with the addition of informative blogs such as “Stadium of the Future Plans” and “New Airport Experiences.” Added to the Meeting Planners Toolkit was a new venue search tool, venue floor plans, volunteer opportunities, and health and wellness options for meetings and events. On a quarterly basis, email blasts with this information plus timely announcements were sent to over 627 meeting planner professionals.
- **Improved Convention and Meetings Sales Materials.** All brochures, collateral materials, and photos were updated to align with the *Jacksonville – The Flip Side of Florida* campaign and reflect Jacksonville’s richly diverse culture. Sales presentations were customized for various segments of the convention and meeting markets. A focus was placed on extending conferences and meetings for leisure stays and bringing families along to enjoy the city.
- **Executed Exceptional Customer Care.** The team received an average of 4.9 out of 5 points on surveys completed by meeting planners for services provided to the groups. All convention and meeting groups were offered welcoming comments at opening sessions by the Visit Jax CEO or a City official. Standard operating procedures (touchpoints) were created and implemented for all events that the team worked. Convention and meeting participants could receive co-branded amenities, if the planners took advantage of this opportunity.

EXPERIENCE DEVELOPMENT

Deliverables Score: 95.1 (A)

Fiscal year 2023-2024 centered around Jacksonville’s unique characteristics and assets, as well as its rich diversity.

Statements regarding the Experience Development plan component include:

- **Enhanced Focus on Diversity, Equity, Inclusion, and Accessibility Travel Experience.** The already established committee of community participants met quarterly to strengthen the focus on diversity, equity, and inclusion as it relates to visitor experiences. Five cultural events that were new or never featured were promoted by Visit Jacksonville, including Festival of Chariots, MOSH Native American Festival, Taste of the Philippines, and Viva la Fiesta. Visit Jacksonville continued to maintain its Certified Autism Center status by training new staff.
- **Updated Visitor Magazine, Materials, and Media.** The visitor magazine was updated with photos to reflect the richly diverse community with at least 50% of the photos featuring persons of various ages, accessibilities, races, genders, and more. All brochures and collateral materials were also updated to showcase Jacksonville’s diversity. Ninety-two percent of hosted media, writers, podcast hosts, and influencers represented diverse backgrounds.
- **Refreshed Medical Tourism Efforts.** The medical tourism patient pages were updated to feature more relevant information including hotels near medical centers, itineraries for shorter stays, and wellness businesses located in Jacksonville. Brochures were delivered to the top visited medical centers including The Mayo Clinic, MD Anderson, and The Ronald McDonald House, as indicated by geolocation data. A microsite was created and added to the Visit Jacksonville website for new physicians and medical residents moving to Jacksonville. Assertive efforts were made to secure 32 RFPs for medical conferences, well above the goal of two RFPs.
- **Expanded the “Trail Mix”.** The ever-popular Jax Ale Trail was converted from a paper passport to a digital version. All supporting materials for the Jax Ale Trail such as the Ale Trail Marketing Kit and Ale Trail Welcome Kit for breweries, were updated with the new information regarding the digital passport. The newest “trail” – *The Jax Coffee & Donuts Trail* – was launched and immediately drew in 48 local-only business participants. Like the Jax Ale Trail, it is a digital program that includes maps for easily navigating the trail. The third trail in the “trail mix” – *The Mayport Shrimp Trail* – was expanded by a partnership with the Jacksonville Jumbo Shrimp, the city’s Minor League Baseball team. The Jax Ale Trail, the Jax Coffee & Donuts Trail, and the Mayport Shrimp Trail received a tremendous amount of coverage on all media sites. These “trails” continued to be engaging and a favorite for tourists and locals alike.

COMMUNITY OUTREACH & ENGAGEMENT

Deliverables Score: 100 (A+)

Fiscal year 2023-2024 experienced the creation of innovative programs designed to have a broader reach in our community and to empower locals to be experts in Jacksonville tourism.

Statements regarding the Community Outreach & Engagement plan component include:

- ***Elevated Jacksonville Tourism Ambassador Program and Community Outreach.*** The Tourism Ambassador Program was greatly expanded this past year, certifying 145 locals as experts in Jacksonville tourism. Additional community outreach included presentations at local colleges during student orientations, with more than 2,500 students present. This was a first for this program and proved successful with hundreds of new Visit Jacksonville app downloads. The team worked with JAXUSA to provide ten welcome baskets to executives relocating to Jacksonville, filled with information on attractions, restaurants, and more. These efforts were made possible with the addition of a Community Outreach Manager.
- ***Enhanced National Travel & Tourism Week.*** The level of recognition and celebration was unprecedented this past year with both a City Council resolution and a proclamation from the Mayor as well as three media stories, numerous features on social media, and a press conference with the Mayor, the City Council President, and the CEO of Visit Jacksonville. The week was filled with special events each day including a tour of downtown, distribution of thank you items to airport staff and travelers, and a customized Visit Jacksonville ale at a local brewery. There was record attendance at the NTTW receptions with 170 guests.
- ***Expanded Kids Free November (KFN).*** An annual favorite, there were five businesses added to the participation list bringing the total to 17 KFN participants. Updated marketing kits were distributed to the partner businesses to assist with promotional efforts. The Visit Jacksonville team created a KFN challenge with prizes for using a digital check-in on the app.
- ***Extended Opportunities for Hotels and Front Line Employees.*** Postcards with the QR code linked to the Visit Jacksonville app were distributed to 165 hotels as a convenient way for hotel guests to access visitor information. Electronic communications and in-person meetings with hotels occurred on a weekly, monthly, and quarterly basis to provide STR data, pipeline development updates, events and things to do calendars, services available through Visit Jacksonville, and more. The Front Line Employees' Attraction Program was relaunched as FLIP (Front Line Industry Perks) and converted to a digital program on the Visit Jacksonville app.
- ***Encouraged Grants, Sponsorships, and Promotional Offerings.*** Convention grants were offered to 62 groups with 29 taking advantage of the offer. Several co-op promotional offerings were created including Visit Florida membership, utilization of the Prime Osborne Convention Center, video production with Wander Media, and Certified Autism Center business designation.

CONTRACT ADMINISTRATION

Fiscal year 2023-2024 was the second year of the comprehensive ten-year contract between Visit Jacksonville and the Duval County Tourist Development Council, replacing older contracts that were renewable every three to five years. This contract effective date began October 1, 2022, and runs through September 30, 2032. Now, two years into the ten year contract, the Duval County Tourist Development Council and Visit Jacksonville feel this structure is significantly more successful than previous structures.

Approximately 80% of the fiscal year 2023-2024 TDC budget was dedicated to Visit Jacksonville's management of tourism marketing, sales, experiences, and promotion services. The TDC, with the support of the Jacksonville City Council, increased Visit Jacksonville's budget by \$1.5 million to elevate sports tourism with the creation of the Jacksonville Sports Foundation.

Visit Jacksonville's performance this past year contributed to Jacksonville's economic growth, cultural experiences, job creation, and sense of community. Visit Jacksonville continued to serve as a vital advocate for our tourism industry, making Jacksonville a destination of choice for those seeking unique and diverse experiences.

Statements regarding fiscal year 2023-2024 include:

- **Stabilization.** The ten-year contract, now in its second year, is providing the eagerly desired long range planning, staffing, and partnership stabilization for both Visit Jacksonville and the Duval County Tourist Development Council, playing a crucial role in shaping tourism in Jacksonville. The Visit Jacksonville team continued to involve the TDC in comprehensive planning as well as daily operations when appropriate. The monthly payment process of twelve equal payments, plus a liquidity advance and contingency in the first month, created an uninterrupted administration of the contract and added to the stability of Visit Jacksonville's financial welfare.
- **Innovation.** This fiscal year built on the Visit Jacksonville team's creativity, response, and innovation that were stronger than the previous years as they established new ways of doing business in an everchanging and demanding sector. The team focused on making community interactions more inclusive and diverse for Jacksonville's tourists.
- **Differentiation.** Recognizing that Jacksonville is different than the rest of Florida, Visit Jacksonville has fully implemented the *Jacksonville – The Flip Side of Florida* campaign. This campaign takes advantage of the sights and events that are unique to our city and positions it in attractive ways for tourists, helping them experience Jacksonville in an unexpectedly delightful way.

VISIT JACKSONVILLE RESPONSE

On behalf of the entire Visit Jacksonville team, I would like to extend our sincerest gratitude to both you and the Tourist Development Council for your continued support of our efforts to promote tourism in our great city. Your dedication, flexibility, and adaptability have been instrumental in helping us navigate the evolving business landscape, allowing us to stay nimble and responsive to the changing needs of both our community and visitors alike.

Our collaboration with the TDC has also significantly advanced our understanding of traveler behavior and preferences through targeted data initiatives. These efforts have sharpened our focus and increased our efficiency, enabling us to connect more effectively with our audience and deliver meaningful experiences that showcase Jacksonville's unique appeal.

This year, we are proud to report the successful completion of 274 measurable deliverables, including servicing over 300 groups visiting, interacting with over 200,000 visitors and booking over 80,000 room nights to Jacksonville. Our marketing team also received national recognition for their "Love Letter to Jacksonville" campaign, a testament to their creative excellence and passion for our city. These achievements underscore our shared commitment to driving tourism growth and enhancing Jacksonville's reputation as a premier destination.

Thank you again for your unwavering partnership and support.

Respectfully Submitted,



Michael Corrigan

President & CEO, Visit Jacksonville

I. Advertising and Promotion			Q4 Updates
LEISURE FOCUSED INITIATIVES			
Goal		Deliverable/Measurement	
1 Execute a multi-platform Advertising Plan for leisure tourist efforts and initiatives.	A	Adhere to the advertising plan for Leisure as approved by the TDC.	Final FY Report
	B	Advertise in 5 JIA non-stop flight markets.	Complete
	C	Purchase social media ads in 5 trending markets obtained from Zartico, Google Analytics or social media audiences during 2023-2024.	Link to Report
	D	Purchase advertising with WJXT's Jax Best Monthly Polls.	Link to Report
	E	Extend the "Flip Side of Florida" Campaign, switching out new ads a minimum of 3 times during the fiscal year.	Q4 Report - Launched new ads with MediaMax & Carvertise - This link is to all of the new ads created in the FY
2 Entice visitors to Jacksonville through a focus on Jacksonville's "Trip Worthy" Events.	F	Create new video ads for each of Jacksonville's ad focuses. (Arts/History/Culture, Beaches, Ale Trail, Culinary, Outdoor/Adventure)	All completed Videos found here, each pillar has a videos folder
	B		
	A	Promote at least 3 per quarter of Jacksonville's "trip worthy" events via website, app and social media content.	Link
	B	Execute paid ads quarterly that include quarterly selected "Trip Worthy" events.	Complete Final Annual Report
	C	Execute paid social ads that include quarterly selected "Trip Worthy" Events.	Complete
	D	Pitch 5 "Trip Worthy" Events for media coverage; resulting in coverage in at least two media outlets.	Complete
	E	Using Zartico show results of advertising "trip worthy" events.	Q4 Report included Fin Fest
	F	Promote at least 5 cultural festivals not previously promoted.	Complete
	G	Update and revise the Event Toolkit for partners by the end of Q1.	Complete
	H	Host media or content creators to visit during at least 3 "Trip Worthy" events.	Complete
3 Target media coverage to expand the focus of Jacksonville as a destination.	I	Post videos and photos live from at least 5 of the selected trip worthy events.	Complete
	A	Create targeted media and freelance writer, blogger, influencer lists containing at least 50 outlets and update each quarter.	Q4 Report
	B	Secure placements or media visits from 35% of media hitlist outlets through unpaid efforts.	Complete
	C	Write and distribute a quarterly newsletter to media to pitch coverage ideas.	Q4 Report
	D	Leverage media relations by attending appropriate tradeshows/media missions representing Jacksonville.	Q4 Report. Attended 3 in Q4, the remaining were spread throughout the year
	E	Host media or content creators that highlight unique and current trends in the travel and tourism industry to include the following:	Q4 report
	i. Beer Travel	Complete	
	ii. Food Travel	Complete	
	iii. Sports Travel	Complete	
	iv. Outdoor Travel/Adventure	Complete	
	v. Solo Travel	Complete	
	vi. Accessible Travel	Complete	

Goal		Deliverable/Measurement	
		vii. Cultural/Historic Travel	Complete
		F Establish in Q 1 and utilize beginning in Q2 a model of evaluating influencers on engagement vs. number of followers.	Complete
		G Participate with initiative to help host artist influencers from around the world.	Complete
4	Execute social media campaigns and efforts to improve the appeal of Jacksonville as a destination.	A Increase engagement rates by 5% on Instagram and Facebook above the prior year's engagement rates.	Complete
		B Create and post 20 new videos to Instagram Reels and other social media platforms.	Complete
		C Maintain a minimum of 15 Social Media Insiders posting content with Visit Jacksonville hashtags.	Complete
		D Add 2 new Social Media Insiders.	Complete
		E Meet twice annually with all Insiders sharing Visit Jacksonville focuses and the requirements associated with being an Insider.	Complete
		F Recruit 5 Insiders to create a "This is My Jax" video showcasing their favorite places/things in Jax.	Complete
		G Coordinate access for Social Media Insiders to at least 4 special events or festivals to increase coverage and reach.	Complete
		H Post all WJXT's JaxBest Quarterly Poll winners through Instagram.	Complete
		I Execute a staff contest for uploads of social media content from local events and tourism attractions.	Complete
		J Update Visit Jacksonville's Instagram Highlights to remove dated info and remain current.	Complete
		K Create 5 new videos for Instagram and other social media platforms that follow 5 of the existing travel itineraries, such as art, LGBTQ, etc.	Complete
		L Create 5 promoted social posts featuring Gullah Geechee content created in the prior fiscal year.	Complete
5	Expand coverage on other websites of Jacksonville's presence.	A Review all YouTube videos and eliminate those no longer relevant/current. Edit remaining YouTube titles and descriptions to optimize for SEO.	Complete
		B Add 15 videos uploaded to the YouTube Shorts platform with a goal of 200 views/video.	Complete
		C Update and organize all content on Pinterest platform.	Complete
6	Expand efforts of bi-weekly newsletter distributed through email.	A Share at least 10 pieces of content of Visit Jacksonville created during the fiscal year.	Complete
		B Modify LiveChat FAQ into a "did you know segment" and feature quarterly in Only in Jax Facts newsletter for education of tourism partners and subscribers.	Complete

Goal	Deliverable/Measurement	
	C	Share new business openings through bi-weekly newsletter. Q4 Report
	D	Add a business spotlight monthly to "Only in Jax Facts" biweekly distribution. Q4 Report
7	A	Execute promotional events and contests to entice tourists to visit Jacksonville for a get-away. Run 3 promotional contests with a trip to Jacksonville as the prize. Report
	B	Host two inmarket activations in cities outside Jacksonville that include an enter to win contest with a goal of 500 entries per city. Report
	C	Execute a Jaguars Season long promotion targeting visitation to Jacksonville during Jaguars games and achieve 10,000 visitor entries into the contest.
MEETINGS FOCUSED INITIATIVES		
Goal	Deliverable/Measurement	
1	A	Execute a multi-platform Advertising Plan for Convention Sales efforts and initiatives. Adhere to the advertising plan for Convention Sales as approved by the TDC. Final Report
	B	Extend the "Flip Side of Florida" Campaign, switching out new ads a minimum of 3 times during the fiscal year. Quarterly Creative Link
	C	Advertise annually to key industry partners through 4 e-newsletters (i.e. MPI, HelmsBriscoe, others as determined throughout year). Final Report
	D	Execute paid search/SEO keyword advertising strategy. Review and adjust a minimum of quarterly for optimization of results. Final Report
	E	Send pre and/or post emails for all tradeshow using the travel calendar for 2023-2024. Q4 Report
	F	Redesign email templates for pre and post show e-blasts. Complete
2	A	Maintain a focus on the "Bring it Home Jax!" campaign for meetings. Present at least once per quarter to local groups and provide information on Visit Jacksonville and the City as a meetings destination. Q4: CEO presented at Cuppa Jax 9/4/24
	B	Secure a placement of a Bring It Home Jax story related to Global Meetings Industry Day. Complete
	C	Create a Bring it Home Jax Video and place in at least one local outlet. Complete
3	A	Execute a social media campaign for meetings & conventions. Execute the following initiatives/posts through LinkedIn:
	B	Execute the following initiatives/posts through X (formerly Twitter):
		i. 100 annual minimum posts on various Visit Jacksonville social media outlets for 2023-24 that include the following: group welcome posts, industry trend articles, venue and services highlights, sales team hosted events or tradeshow attendance, local business community highlights, and economic development news. Q4 Report
		i. 2 post per month; 26 annual posts. Complete

Goal	Deliverable/Measurement	
4 Execute a public relations campaign for Jacksonville meetings in media outlets.	A	Establish a hitlist of meetings, conventions, trade publications and freelance writers and pitch to a minimum of 10 writers per quarter. Complete
	B	Secure placements or visits from 20% of pitched media/hitlist. Complete
	C	Write and distribute a quarterly newsletter to media. Q4 Report
	D	Host at least one writer focused on meetings and conventions. Q4 Report
5 Update videos for use in advertising and promotion.	A	Update and edit the Welcome to Jax Video. Final Video
	B	Create a new Sizzle Reel. Final Video
II. Visitor Interaction & Information		
Goal	Deliverable/Measurement	
1 Increase the outreach to visitors in Downtown Jacksonville.	A	Increase all interactions in Downtown by 5% above the prior year totals. (Chat, Email, Web, Phone and In-person) Q4 Support; 134% to Goal with 22,297/16,551 Interactions
	B	Increase in-person interactions in Downtown by 5% above prior year totals. Q4 Support; 159% to Goal with 16,799/10,519 Interactions
	C	Participate in 60 Downtown outreach opportunities around events and happenings. Q4 Support; 18 Downtown Outreach Events, 21 days for a total of 73 Downtown events and 82 days (122% to Goal)
	D	Continue the Visitor Center referral program to offer monthly prize opportunities for hotel staff referring visitors to Downtown center. Q4 Support
	E	Participate in monthly Artwalk and invite a minimum of 3 vendors to utilize visitor center space each month for set-up. Announce participating vendors on Visit Jacksonville social media platform ahead of artwalk for promotion. Q4 Support
	F	Partner with a local artist at least once per quarter to host an interactive art experience in the visitor center during Artwalk. Q4 Support; Painting with Olivia Gonzalez
	G	Partner with at least (3) local tour companies to incorporate a stop at the Downtown center and offer a small amenity to tour participants. Complete
	H	Identify and promote a minimum of (4) unique holidays and provide small amenities to individuals who stop into centers on those days. Complete
	I	Develop new content for Downtown Visitor Center video wall. Complete
2 Increase the outreach to visitors at Jacksonville International Airport.	A	Increase all interactions at JIA by 5% above the prior year totals. (Phone and In-person) Q4 Support; 88% to Goal with 110,739/125,110 Interactions
	B	Increase in-person interactions at JIA by 5% above prior year totals. Q4 Support; 88% to Goal with 110,699/124,799 Interactions
	C	Participate in at least one annual appreciation or recognition day (beyond NTTW) at JIA and provide visitors a small amenity. Complete
	D	Put together small amenities for staff to provide to travelers at JIA, a minimum of once a quarter. Complete
	E	Present at least annually the data gathered from the data tracking platform for the airport as well as updates regarding tourism and Visit Jacksonville to JIA staff. Complete
3 Increase the outreach to visitors in the Beaches communities.	A	Increase all interactions in the beaches community by 5% above the prior year totals. (Chat, Phone and In-person) Q4 Support; 122% to Goal with 7,873/6,435 Interactions

Goal		Deliverable/Measurement	
		B Increase in-person interactions in the beaches by 5% above prior year totals.	Q4 Support; 122% to Goal with 7,541/6,139 Interactions
		C Enhance participation with Seymour Jax and staff members at Beaches Opening Day parade.	Complete
		D In coordination with the beaches community, co-host a Sandcastle Building Competition during the Opening of the Beaches Weekend.	Complete
		E Participate in 10 events in the beaches community.	Q4 Support; 3 different events in the beaches community for a total of 21 through Q4.
		F Continue the Visitor Center referral program to offer monthly prize opportunities for hotel staff referring visitors to the Beaches center.	Q4 Support
		G Promote through Visit Jacksonville social media platforms the Explorers Program and other events with Destination Experience participation throughout the fiscal year.	Q4 Report
4	Increase the outreach to visitors at the VISIT FLORIDA welcome center.	A Increase in-person interactions at the VF welcome center by 5% above prior year totals.	Q4 Support; 104% to Goal with 81,679/77,871 Interactions
		B Identify and participate in at least 2 VISIT FLORIDA events to interact with high visitor traffic periods.	Complete
		C Redesign advertising effort through Visit Florida Transparency program.	Complete
		D Develop and distribute custom amenity for Visit Florida visitors.	Complete
5	Increase the outreach of the Mobile Visitor Center (Seymour Jax).	A Participate with Seymour Jax (or a staffed event table) at local events and community initiatives a minimum of 100 times in fiscal year 23-24.	Q4 Support; 118 different events, with a total of 143 staffed days of events through Q4.
		B Staff Seymour Jax at all TDC grant recipient and signature City of Jacksonville events as allowed.	Q4 Support; 1 event for a total of 14 events through Q4.
		C Staff Seymour Jax at a minimum of 3 events or festivals outside of the City of Jacksonville to promote visitation to Jax.	Complete
		D Design and execute a rewrap of Seymour Jax, highlighting the new Flip Side of Florida campaign.	Complete
		E Secure participation from the Visit Jacksonville Insiders to be a local celebrity at Seymour Jax a minimum of 3 times during the fiscal year.	Complete
6	Improve outreach and resources available to visitors as a result of LiveChat.	A Increase LiveChat interactions by 5% above prior year totals.	Q4 Support; 94% to Goal with 4,459/4,698 Interactions
		B Utilize LiveChat and other visitor interaction points to receive Google ratings.	See below.
		i. Increase Google reviews by adding 100 new reviews. (Goal: 314 Google Reviews)	Complete; 314 Google Reviews at the end of Q4.
		ii. Maintain a star rating of 4.7 or higher.	Q4 Support; Star rating of 4.9 at the end of Q4.
		C Provide frequently asked questions regarding cruise experiences in Jacksonville to Marketing for updates and enhanced information on the website's Cruise Line page(s).	Complete
		D Provide frequently asked questions regarding Teen-Friendly Activities to Marketing for updates and enhanced information on the website's family and kid-friendly page(s).	Complete

Goal		Deliverable/Measurement	
7	Expand knowledge of Visit Jacksonville staff for visitor recommendations.	A Team members from DE and MKG staff partner to visit 15 new tourism businesses, parks, restaurants or attractions not previously targeted or marketed. Ensure website updated and any content for social or otherwise created and shared.	Complete; 3 businesses visited for a total of 15 through Q4.
		B Information from team that visited the businesses will be distributed to entire Visit Jacksonville staff for use.	Complete
		C Quarterly trainings for Destination Experience team members targeting tourism businesses. Training will include minimum: 1 hotel, 1 "only in Jax" attraction, 1 "only in Jax" restaurant and 1 venue. A summary of points from training will be distributed to all VJ staff.	Q4 Support; Training in Durkeeville
		D Prepare bi-weekly training information focused on new business openings, seasonal opportunities, event happenings, etc. and distribute to all Visit Jacksonville staff.	Complete
		E Secure at least 6 tourism businesses to come to Visit Jacksonville offices to share information about their business with the Visit Jacksonville team.	Complete
8	Enhance visitor information and experiences by maintenance and improvement of the content and quality on the Visit Jacksonville website.	A Achieve an increase in visitors to the website of 5% above the prior year.	Complete. End result for YOY 50% increase
		B Add the following content improvements:	Report
		i. Best Restaurants with Patios	
		ii. Agri-tourism - Jacksonville farms you can visit	Complete
		iii. Other content as deemed needed throughout the fiscal year.	On-going as needed
		C Update the database weekly with new and closed tourism businesses to post to website.	Complete
		D Improve content on Jaguars Gameday experience by updating the page and blog.	Complete
		E Create the following new blogs:	
		i. Quarterly blog focused on "trip worthy" events within the quarter.	Complete
		ii. Boiled peanuts and where to try them	Complete
		F Review and update all travel guides annually.	Complete
		G Database will be monitored and cleansed each quarter with the following focus:	
		i. Q1: Restaurants: open/website/phone	Complete
		ii. Q2: Hotel contact information	Complete
		iii. Q3: Restaurants: open/website/phone	Complete
		iv. Q4: Things to do	Complete
		H Eliminate 30% of existing Blogs on the website for better concentration on tourist interests.	Complete
		I Maintain calendar of events on website with all current events in Jacksonville.	Complete
		J Review and update the top 50 Crowdriff galleries on the website with newly collected UGC photos.	Complete
		K Rework the Black History section of the Visit Jacksonville website to show top reasons to choose Jacksonville for black history travel.	
		L Add Outeast as a neighborhood on the website.	Complete

Goal	Deliverable/Measurement	
	Update the #OnlyinJax Marketplace to add 10 additional makers, ensuring at least 30% are diverse.	Complete
	M	
9 Enhance visitor information and experiences by maintenance and improvement of the content and quality on the Visit Jacksonville app.	Add 10 new discount partners to the Deals on the App. (Maintain minimum of 40 total partners)	Complete; 10 businesses added through Q4.
	A	
	Promote the app more resulting in a 10% increase in downloads, sessions and engagement.	Complete exceeding all three goals
	B	
	Ensure all new business listings added in the 2023-24 fiscal year on the app have a photo on the listing information page.	Complete
	C	
10 Enhance visitor information through the availability of print materials.	Redesign and reprint the Visitor Magazine by August 2024.	Complete
	A	
	Twice annually review the current brochures available for needed updates and reprints.	Complete
	B	
11 Expand visitor information through new photo and video footage creation.	Gather new photos and video footage from:	Complete
	A	
	i. Large Events	II.11.A.docx
	ii. Top Attractions	II.11.A.docx
	iii. Skyline and Pier	II.11.A.docx
	iv. St. Johns Town Center	II.11.A.docx
	v. Outdoor recreation	II.11.A.docx
	Create a new neighborhood conversation video about Outeast.	Complete
	B	
III. Meetings & Conventions		
Goal	Deliverable/Measurement	
1 Increase bookings to Jacksonville by meetings, groups, sporting events, conferences and special events.	Achieve definite room night bookings at 5% above the PY actual.	Annual Goal: 77,250 Q4 Goal: 19,813 Q4 Actual: 20,605 (104% to Goal) YTD: 80,640 (104.4% of Annual Goal) See Memo
	A	
	Conduct a minimum of 5 site visits per quarter per National Accounts Manager.	Q4 Results: Bob - 8 of 5 site visits (160% of goal) Emma - 6 of 5 site visits (120% of goal) YTD Results: Bob - Met goal 4 out of 4 Quarters (100% of Goal) Emma - Met Goal 3 out of 3 Quarters (100% of Goal)
	B	
	Attend tradeshows and conferences targeting primary markets for bookings.	FSAE Annual Conference ASAE Annual Meeting Connect Marketplace Professional Fraternity Association Conference HPN Global Conference TEAMS
	C	
	Partner with area hotels for attendance at 5 tradeshows, client events or sales missions for 2023-24.	Q4: Partnered with 3 hotel partners at a client dinner during FSAE Partnered with 1 hotel partner at ASAE YTD: 6 of 5 (120% of Goal)
	D	
	Visit a minimum of 12 hotels per quarter.	Q4 Goal: 12 hotel site visits Q4 Results: 12 hotel site visits YTD: 48 hotel site visits (4 out of 4 quarters - 100% to goal)
	E	
	Host 4 sales missions or client events in key target markets for 2023-24.	
	F	

Goal		Deliverable/Measurement	
		Book 20 groups to host meetings during Jacksonville's historic need periods of July, August, September, November, December and early January. G	Q4: 13 events booked during need times. YTD: 33 of 20 (165% of Goal) YTD:
		Each National Accounts Manager will host 5 clients in 2023-24 that have not been to Jacksonville previously. H	Bob Doering: 17 of 5 (340% to Goal) Emma Carlo: 11 of 5 (220% of Goal) Complete
		Secure 4 total RFPs from Local businesses through relaunch of Bring It Home Jax campaign. I	Q4 Results: Received 1 RFPs YTD Results: 6 of 4 RFPs (150% of Goal)
2	Enhance the partnership with the Prime Osborn Convention Center.	Book 6 new groups to the POCC for 2023-24. A	Q4: Booked 4 of 6 groups (66.7% to Goal) See attached memo for details
		Include the POCC in at least 1 of the 5 site visits each quarter by each National Accounts Manager. B	Q4: Bob included the POCC in 1 site visits. 1 of 1 (100%) Emma included the POCC in 2 site visits. 2 of 1 (200%)
		Hold quarterly meetings with the POCC team to determine improvements and strategize on sales initiatives. C	Met with Whitney Mayze with the POCC on August 1, 2024. See memo for details.
		Execute at least two Downtown Convention Center Leadership Group meetings during the fiscal year. D	Q4: Held a meeting of the DCCLG on September 30, 2024. See memo for details.
		Recruit at least two additional members to participate in the Downtown Convention Center Leadership Group. E	Q3: Added Kate DeMaster and Tracey Estep to the Downtown Convention Center Leadership Group. Completed
		Partner with POCC at at least one Industry Event to promote the venue for tradeshow, meetings and events. F	Partnered with the POCC to exhibit at the Chamber Business Expo. See memo for details Completed.
		Collaborate with ASM to ensure that Visit Jacksonville material/information is included in their marketing collateral and proposals as a resource for hotel sourcing and visitor information. G	Complete; link to support.
		Create a microsite that targets the sports market by providing a city packet offering multiple facilities and the POCC. H	Complete
3	Expand the knowledge of Jacksonville as a meetings destination.	Partner with area hotels to bid to host a professional meeting or conference of meeting planners in Jacksonville. A	Partnered with hotels to bid to host 3 professional meetings in Jacksonville. Completed
		Create a one day Jacksonville Experience for attendance by at least 4 meeting planners at the Professional Fraternity Association Conference in Jacksonville. B	Q4: Created a one day Jacksonville experience that features our trails (Coffee & Donuts, Mayport Shrimp and Ale) invite is being extended to meeting planners attending the PFA Conference in September. See Memo for details.
		Add 250 new meeting professional contacts to our database. C	Annual Goal: 250 new contacts Q4: 134 New contacts added YTD: 627 New Contacts (250% of Goal) Link to support
		At least quarterly, execute an eblast to our meeting planner database. D	Q4 Report
4	Target key planners to increase awareness of Jacksonville as a meetings destination.	National Accounts Managers to create a Hit List of top desired meeting planners (minimum 20). A	Complete. Q4 Results:
		Achieve results with 25% from Hit List. Results can include: booking a group, receiving an RFP from planner, attendance by planner at a FAM, attendance by planner on a site visit, attendance by planner at a client event or sales mission. B	Bob Doering: Achieved results from 5% of Hit List Emma Carlo: Achieved results from 5% of Hit List YTD: Bob (20% of Hit List) Emma (20% of Hit List)

Goal	Deliverable/Measurement	
5 Target key planners to increase awareness of Jacksonville as a sports destination.	A	Create a Hit List of top desired Sports Events to target (minimum of 10) Complete.
	B	Achieve results with 25% from Hit List. Results can include: booking a group, receiving an RFP, attendance by planner on a site visit, attendance by planner at a client event or sales mission. Q4 Results: Achieved results from 30% of Hit List YTD: Overall results (70% of Hit List)
	C	Develop and/or enhance Visit Jacksonville profile on at least two Sports RFP platforms (Play Easy, Sport index (Scout), NCAA, FSF). Enhanced VJ profile with the Florida Sports Foundation through partnerships at sporting events and with a bid submission to host Summit in future years. YTD: 3 of 2 (150%) Complete
6 Provide exceptional customer service to convention groups, meetings and planners.	A	Achieve average survey results of 4.5/5 for services provided to groups for the 2023-24 year. Q4 Support: 12 surveys received with an average survey result of 4.9/5. 30 Surveys received YTD with an average survey result of 4.9/5.
	B	Provide 2 new concession offerings for 2023-2024. Complete
		i. Design, purchase, and provide co-branded amenities for all participants of the event and/or conference. Complete
		ii. Provide a group welcome at conference/event opening session by the Visit Jacksonville President & CEO or from another City of Jacksonville Official. Complete
	C	Achieve 4.5/5 for site visit services survey results for the year. Q4 Results: 5 surveys received YTD: Score 4.95 out of 5
	D	Increase referrals made by Destination Experience team by 5% above prior year referral totals. Q4 Support: 638 referrals of 636 made through Q4.
	E	Revise and implement Destination Experience touchpoints to meeting and event planners pre-conference or event. Complete
	F	Host monthly meetings with the VJ Convention Sales team to discuss recently booked groups and how to exceed their needs. Complete
	G	A member of the Destination Experience team will join the Convention Sales team on a minimum of 4 VIP site visits identified as taking place during need months or high in economic impact to the area. Complete
	H	Enhance non-profit volunteer opportunities for meetings and events into the Meeting Planner Toolkit. Complete
	I	Incorporate health & wellness options for meetings and events into the Meeting Planner Toolkit. Complete
7 Maintain and improve Convention Sales materials and photos.	A	Review brochures and collateral and update as needed to align with current campaigns and promotions. Complete, no updates were needed.
	B	Quarterly updates to the sales presentations to include custom edits as needed for specific segments. Q4 Report
	C	Build the following web content for conference attendees: Complete
		i. Extending your Trip/Bleisure
		ii. Bring your Family Along to your Conference
		iii. Jacksonville's Diversity
	D	Execute a photo/video shoot targeting: III.7.D
	i. Venues III.7.D	
	ii. Conference/Sporting Events III.7.D	
8 Enhance the Meetings section of the website and share new content through social media and e-distributions as appropriate.	A	Create the following new blogs:

Goal	Deliverable/Measurement	
	i. New Airport Experience	Complete
	ii. Jaguars Stadium Plans Update	Complete
	B Review and update as needed website section on building and infrastructure development in Jacksonville for meetings/groups.	Q4 Report
	C Distribute all new content created through e-blast and/or social media a minimum of quarterly.	Q4 Report
	D Add more customizable venue search abilities to website.	
	E Add floorplans for top meeting venues to website.	Complete
IV. Experience Development		
Goal	Deliverable/Measurement	
1 Expand our Diversity, Equity, Inclusion and Accessibility Tourism efforts.	A Execute quarterly meetings of the established DEI committee.	Complete
	B Host at least 1 media, freelance writer, podcast host, blogger or influencer in Jacksonville that highlights diversity, equity and inclusion.	Complete
	C Host at least 1 media or content creator in Jacksonville that highlights accessible travel.	Complete
	D Ensure 30% of hosted media, freelance writers, podcast hosts, bloggers or influencers are diverse for 2023-24.	Complete: 26 hosted, 24 diverse = 92%
	E The visitor magazine will include at least 40% of photos with persons will include a focus on: age, accessibility, race, gender diversity, etc.	Complete, over 50% of photos
	F Focus on featuring and promoting at least 5 new or not previously featured cultural events.	Complete
	G Ensure the website maintains ADA compliant accessibility.	Complete
	H Review and update the accessibility section of the website with new information related to accessible travel.	Complete
	I Maintain Certified Autism Center through training of any new staff members.	Complete
	J Secure 4 new RFPs from Diverse groups during FY 23-24.	Q4 5 RFPs from Diverse Groups See memo for details YTD: 9 RFPs received (225% of Goal)
	K Partner with Black Meetings and Tourism for 1 tradeshow to promote Jacksonville as a destination for meetings.	Sponsored the NCBMP Annual State of Black Tourism breakfast in Washington DC on September 12, 2024. Complete
	L Host a local cultural event for at least 1 artwalk at the Downtown Visitor Center.	Complete
2 Increase Initiatives in Jacksonville for Medical Tourism.	A Redesign and update Visit Jacksonville website content for medical tourism patient pages.	Complete
	B Create new content for the pages:	
	i. Hotel recommendations near facilities pages.	Complete
	ii. Jacksonville's wellness businesses.	Complete
	C Deliver brochures to the top visited medical facilities as evidenced by our geolocation platform.	Complete
	D Secure 2 new RFPs for Medical Conferences during FY 23-24.	Q4 Results: 11 Medical RFPs received YTD: 32 of 2 (1600% of Goal)

Goal	Deliverable/Measurement	
	E Attend or present information quarterly at events/meetings at a major medical facility as evidenced by our geolocation platform.	Q4 Support
	F Create a microsite for new physicians and residents moving to Jacksonville within the newly designed medical tourism section.	Complete
	G Establish contact information for major medical facilities as evidenced by our geolocation platform.	Complete - Link to Q4 Updates
3 Expand the Jacksonville Ale Trail.	A Update the Ale Trail Marketing Kit and the Ale Trail Welcome Kit for breweries.	Complete
	B Revise and relaunch the Ale Trail Brewery partner newsletter.	Complete
	C Convert and launch the printed Ale Trail Passport to digital.	Complete
	D Send 2 eblasts encouraging Ale Trail Breweries to participate in craft beer marketing awards.	Q2-2 of 2 done
	E Develop and execute a post-Ale Trail completion survey noting areas for future improvement.	Q4 Complete
4 Develop and Launch a Jacksonville Coffee & Donuts Trail.	A Design the concept and imagery for the trail.	Complete
	B Establish the guidelines and the procedure for the trail and prize redemption.	Complete
	C Recruit the businesses to participate and execute a kickoff meeting.	Complete
	D Design new microsite web pages.	Complete
	E Execute a social media plan for the launch and promotion of the trail.	Complete
	F Develop and deliver a kit to the media for launch.	Complete
	G Purchase and inventory the amenities/prizes for trail completion.	Complete
	H Include a stop at a participating trail locations in at least 2 site visits for media annually.	Report Q4: 3 of 4 trail stops during site visits.
	I Include a stop at a participating trail locations in at least 4 site visits for planners annually.	See memo for details. YTD: 3 of 4 (75% of Goal)
5 Expand and Create a Promotion for the Mayport Shrimp Passport.	A Relaunch and redesign the Shrimp Passport and launch as a digital check-in for completion through the Visit Jacksonville app.	Complete Complete - the Jumbo Shrimp will donate 2 tickets for each completed trail entry as well as a prize package for the sweepstakes contest.
	B Create a partnership for the program with the Jacksonville Jumbo Shrimp.	Complete, announced the new trail on National Shrimp Day and launched trail on May 24
	C Develop a promotion for summer 2024 with a target launch for National Shrimp Day.	Complete
	D Design new microsite web pages.	Complete
	E Distribute shrimp passport information at 3 Jumbo Shrimp games.	Complete
	F Include a stop at a participating trail location in at least 2 site visits for media annually.	Complete Q4: 4 trail stops during site visits.
	G Include a stop at a participating trail location in at least 4 site visits for planners annually.	See memo for details. YTD: 5 of 4 (125% of Goal)
V. Community Outreach & Engagement		
Goal	Deliverable/Measurement	

	Goal	Deliverable/Measurement	
1	Expand the Tourism Ambassador program and other community initiatives to assist in referral information for locals and advocacy for tourism.	A Create and execute a branding effort in the community focusing on "your jax".	Complete, final memo includes A & B Together
		B Create and launch a local advertising campaign.	Complete, final memo includes A & B Together
		C Execute a minimum of 4 community presentations providing locals with visitor referral facts and information certifying attendants as local tourism ambassadors.	Complete
		D Provide welcome amenities to high level executives relocating to Jacksonville that includes information on attractions and restaurants.	Complete
		E Participate with Seymour Jax (mobile visitor center) or a staffed table at 4 events/festivals held primarily for locals.	20 events held primarily for locals
	neede # of students from JU	F Outreach to at least 2 colleges in Jacksonville to establish relationship and provide information on parents weekends.	Complete
		G Create at least two custom amenities to distribute while in the community.	Complete
		H Post on social media and visitjacksonville.com recognition of the trainings and attendees for each of the 4 presentations/ambassador training sessions.	Complete
		I Expand involvement with Duval County public schools that have programs focused on the hospitality and tourism industry through presentations and Board representation.	Complete. Additional activities for Q4
		J Enhance the downtown relationship with Jacksonville Sheriff's Office by recognizing law enforcements impact on tourism on National Law Enforcement Day.	Complete
		K Host an event with training session for the Downtown Ambassadors (DVI).	Complete
	2 Expand the Explorers Program.	A Execute at least 6 weekend activities through the Explorers program with at least 50% in locations outside of the Beaches community.	Complete
		B Distribute information on the program to tourism and community businesses/hotels for each event with a focus on those locations closest to where the event will be held.	Complete
		C Promote each event on Visit Jacksonville social media platforms leading up to execution to gain interest and traction in the program.	Complete
		D Provide an amenity to the participants of each event with Visit Jacksonville branding.	Q4 Support; Complete
	3 Promote and Expand the Kids Free November Program.	A Increase participating businesses in 2024 Kids Free November by 30%.	Complete
		B Create 3 new videos for social media and ads featuring kids focused on attractions that participate in Kids Free November offers.	Complete
		C Update and distribute a Kids Free November partner marketing kit and distribute to participating businesses with offers.	Complete
		D Create a Kids Free November challenge with a prize for completion using digital check in within the Visit Jax app.	Complete

	Goal	Deliverable/Measurement	
4	Promote National Travel & Tourism Week in the Local Community.	A Host a reception in the Downtown Visitor Center thanking tourism and hospitality workers.	Complete
		B Distribute a thank you item at JIA to tourism workers and travelers.	Complete
		C Host a press conference with the Mayor about the importance of tourism on the Jacksonville economy.	Complete
		D Secure placement in 3 media outlets discussing the impact of tourism in the community.	Complete
		E Partner with an Ale Trail brewery to offer and promote a special Visit Jacksonville beer to celebrate National Travel & Tourism Week.	Complete
		F Partner with a local tour company to offer tours starting from the downtown Visitor Center in celebration of National Travel & Tourism Week.	Complete
		G Establish and promote a "Tour de Seymour" schedule of events for National Travel & Tourism Week.	Complete
		H Use Visit Jacksonville Insiders and staff to develop social media content and videos to feature on Visit Jacksonville accounts during National Travel and Tourism Week.	Complete
	5 Offer Grant, Sponsorship and Promotional Offerings to Expand Tourism Revenue and Opportunities in the City.	A Offer a co-op to tourism related businesses to offset the cost of partnership and participation in Visit Florida membership and offerings.	Complete
		B Update the promotional opportunity for smaller groups for use by National Accounts Managers in selling Jacksonville as a meetings destination targeting groups under 200 room nights that may not qualify for a traditional convention grant.	Complete
		C Establish and offer a custom promo or convention grant for use by National Accounts Managers to assist in selling the POCC as a meetings destination targeting larger groups that require exhibition space as well as room nights.	Q3: Developed a Promo for Groups that utilize the POCC and book room nights. See memo for details. Complete.
		D Offer CVB Grants consistent with TDC Grant guidelines to secure business.	Q4: 13 groups were offered Grants link to support
		E Offer video co-op with Wander Media for video production and advertising for tourism businesses.	Complete, relaunched November 2023.
		F Print community and tourist-oriented brochures in accordance with established criteria.	Complete
		G Offer a co-op to tourism related businesses to offset the cost to achieve Certified Autism Center designation through IBCCES.	Complete; Co-op announced at Community Meeting on December 12, 2023.
	6 Expand Offerings and Opportunities in the Hotel Community to Increase Tourism for the City.	A Distribute VJ QR Code for app (digital or collateral depending on hotel need) to at least 15 hotel properties.	
		B Create 3 seasonal "rack cards" and distribute to hotels and attractions along with other desired Visit Jacksonville collateral.	Complete
		C Post and distribute pipeline development report quarterly.	Q4 Report
		D Continue distribution of weekly and monthly STR Notes.	
		E Hold a minimum of two DOS Meetings to ensure Visit Jacksonville remains a known resource to the hotel community.	Q4: DOS Meeting held September 25, 2024 at the Sheraton Jacksonville Hotel. See memo for details YTD: 2 of 2 (100% to Goal)

Goal		Deliverable/Measurement	
		Hold 2 networking events with our hotel partners in each of the following regions of Jacksonville: Downtown, Beaches, Southside and Airport (8 total for the year) to foster relationships and provide updates and introductions with our respective sales teams.	Q4: Held a meetings for the Downtown Hotel Partners on August 15, 2024, Beaches Hotel Partners on August 20, 2024 and Airport Hotel Partners on September 4, 2024 See memo for details YTD: 8 of 8 (100% of Goal)
		Conduct outreach to the hotel community and add at least (40) Front Desk Manager contacts into iDSS for distribution of event related information and Visitor Center referral updates.	Complete
		Execute two community tourism meetings for all businesses in the industry.	Complete
		Execute 2 marketing training sessions for tourism businesses using local experts.	Complete
		Review and update content in the business toolkit as needed.	
Expand Offerings and Opportunities in the Tourism Community to Increase 7 Tourism Business for the City.		Utilize local consultants to expand relationships and build engagement within specific cultural segments in Jacksonville.	Complete
		Create a position on the Visit Jacksonville team centered on community outreach and engagement endeavors.	
		Feature weekly content on social media and in Only in Jax Facts focusing each week on something that Visit Jacksonville does within and for the community (52 Things Visit Jacksonville Does) to increase awareness.	Q4 Report Complete
		Expand the FLEAP initiative: Relaunch the FLEAP Program (with potential rebranding) to expand interest and participation in the training opportunity.	Complete
		i. Expand the Front Line Employees' Attraction Program (FLEAP) by adding 3 new offers.	Complete
		ii. Distribute FLEAP information to a minimum of 40 hotels/attractions with site visits.	Complete
		iii. Promote FLEAP to local hotels in eblasts quarterly.	Q4 Report
		iv. Create incentive opportunities for completion of front-line employee participation in the program.	Complete
		v. Make completion and use easier through digital/paperless execution opportunities.	Complete
		vi. Execute a FLEAP survey to continue enhancements to the program.	Complete
		vii.	Complete

Visit Jacksonville Travel Policy
Reimbursement Rates Revision

TRAVEL AND ENTERTAINMENT POLICY

Effective August 15, 2024

I. Definitions

- A. *Business* - relating to the promotion of tourism to the City
- B. *City* - Duval County, which includes Jacksonville, the Beaches, and Baldwin
- C. *Destination Marketing Organization (DMO)* - the entity or business that has a valid contract for tourism-related services with the City
- D. *Duval County Tourist Development Council (TDC)* - the governing body, authorized by Florida Statutes, to oversee the administration of the Tourist Development Plan and oversee the distribution of a portion of the local tourist development tax collected, pursuant to Section 666.106(c), Ordinance Code of the City of Jacksonville, including the contract with the Destination Marketing Organization
- E. *Necessary* - minimum purchase or service required to achieve a particular business objective
- F. *Directly Attributable* - having a direct relationship to the primary business objective
- G. *Tourism Promoter* - journalists, travel agents, airlines, travel consultants, meeting planners, travel writers and bloggers, tour brokers, influencers, dignitaries 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 standards and define responsibility for DMO travel and entertainment expenses authorized by TDC.

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

Policy: The intent of this policy is to define authorized 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 exceed normal expenses. Such occasions shall be an 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 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 exceeding the approved budget for an 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 authorized 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).

To the extent of any conflicting provisions between this Policy and applicable Florida Statutes regarding government travel reimbursement, i.e., Section 125.0104(9), and Section 112.061, Florida Statutes, the applicable provisions of Florida Statutes shall govern.

III. Entertainment Related Expenses

- A. Authorized entertainment expenses only include entertaining journalists, travel agents, airlines, travel consultants, meeting planners, travel writers and bloggers, tour brokers, influencers, dignitaries 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. The maximum amounts set forth herein apply equally to DMO employees. The TDC will only authorize entertainment expenses for two DMO employees, per event, for entertaining up to five Tourism Promoters. In the event more than five Tourism Promoters are in attendance, TDC will authorize the entertainment expenses for one additional DMO employee for each additional three Tourism Promoters. For example, two DMO employees for one to five Tourism Promoters; three DMO employees for six to eight Tourism Promoters; and four DMO employees for nine to eleven Tourism Promoters, etc. Additionally, for meals claimed as entertainment expenses, the 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. The list shall include, at a minimum, name of event or influencer, date(s) of event or visit, and purpose or event or visit.
- E. Authorized entertainment expenses include the following:
1. Entertaining in the City
Unless prior authorization is given, the maximum amounts for entertaining Tourism Promoters in the City are as follows:
 - a. Meals: Up to \$225.00 per person, per day; however, no single meal shall cost more than \$150.00 per person, per day.
 - b. Non-Meal Activities: Up to \$200.00 per day, per person will be authorized 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
 - c. 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, 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 is as follows:

- 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

- a. Expenses for vans, limousines, buses, or automobiles to transport Tourism Promoters are authorized at actual cost.
- b. Expenses to accommodate Tourism Promoters on assignment in the City are authorized 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 option available for that Tourism Promoter within Duval County.
- c. Airline tickets for promoters shall include the cost of insurance, 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 authorized if there is proof of valid, unavoidable external circumstances.

4. Gifts

Tokens of appreciation, mementos, and acknowledgment of certain occasions (i.e., birthdays) given to Tourism Promoters are authorized at actual cost. However, there is a limit of \$100 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 and included in the travel reimbursement packet. Travel reimbursement packets are submitted to the DMO's COO in keeping with the TDC and DMO travel policy. Any cost savings can be utilized to enhance another event or trip so long as the DMO reports the adjustment to the Executive Director.

IV. Non-Entertainment Travel Expenses

A. Out-of-Town Travel by DMO Employees

1. Per-Diem Allowance:

The DMO is authorized for 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-City of Jacksonville per diems established in Section 106.708 of the Ordinance Code](#) 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 authorized travel meals or incidental expenses included in the daily per diem. However, an official

conference and/or event itinerary must be included with the DMO's travel reimbursement packet.

a. Meals

The TDC will authorize the DMO for meals based on the City of Jacksonville per meal rates for any portion of a travel day that occurs during the established timeframes. ~~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 authorize:

- Meal expenses outside of the required travel time parameters. ~~exceeding the maximum meal rate for their destination city~~
- 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 for the meal by the GSA for the 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 \$55.00* ~~41.00 because the standard GSA lunch cost of \$25.00~~ ~~14.00 is deducted from the standard per diem rate of \$80~~ ~~55.00~~
- ~~Any travel costs associated with meals are claimed as per diem.~~

b. 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 not included in the per diem allowances and not claimable. ~~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 include on travel reimbursement packets any of these items. However, DMO may be authorized for laundry for domestic travel lasting 7 or more consecutive days.

2. Transportation

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

a. Air Travel

- i. All airline travel should reflect the lowest possible, refundable rate and use Jacksonville International Airport as first choice.
- ii. Reservations shall be made a minimum of 30 days in advance of travel date unless otherwise authorized by the TDC Executive Director.
- iii. 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.

- iv. All fees pertaining to the first checked bag are authorized expenses. Costs for additional baggage will only be authorized if the items contain business materials (tradeshow set-up items, brochures, etc.).
- v. Receipts for all air travel should be attached to the expense report, including a copy of the flight confirmation email and the boarding pass.

b. Ground Transportation

- i. Vehicles for hire: Taxi, Uber, Lyft, or other ride-sharing service, shuttle, and public transportation shall be authorized at actual cost including up to a 20% gratuity, where customary, for costs related to official business.
- ii. Rental car: DMO is to rent compact or intermediate size vehicles on business trips when economy and the specific situation require their use instead of vehicles for hire, 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.
 - 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 a contract for auto rental insurance, the cost of that agreement shall be an authorized expense.
 - 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 DMO's travel reimbursement packet upon submission to the DMO's COO.
- iii. Parking: Airport parking fees shall be authorized for each day of an approved business trip, not to exceed \$12
- iv. Travel by private motor vehicle is allowed at the rate per mile authorized and recognized by the United States Internal Revenue Service (IRS) pursuant to current IRS rules and regulations.

c. Lodging

- i. Hotels selected should be the headquarters hotel or comparable in price and location to the headquarters hotel. If there is no headquarters hotel or no availability at the event, DMO should select those that are well established, reasonable in price, and conveniently located in relation to the traveler's work.
 - ii. Employees are authorized 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 of TDC Executive Director.
 - iii. Hotel receipts, documentation of headquarters hotel, and confirmation email for all hotel stays shall be attached to the travel reimbursement packet submitted to the DMO's COO.
- d. 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 authorized requests. Costs exceeding the required business amount, including costs for flights on different dates, extra hotel nights, costs of extra guests, etc., are the sole responsibility of the employee.

B. In-Town Travel by DMO Employees

Business Mileage Authorization: Business mileage is the travel a DMO employee incurs beyond normal commute mileage (normal commute mileage is 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). Employees may request authorization for any business mileage incurred. 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 or City Council meetings is not an authorized expense.

1. Authorized rates will be calculated using the "per mile" rate set by the Internal Revenue Service and is subject to annual adjustments by the IRS.

2. DMO employees must submit completed Mileage Reimbursement forms for the DMO employees authorized local business mileage expenses. The DMO may use an app to track mileage, provided all mileage expenses claimed include, at a minimum, the following information:
 - a. Employee information - name, job title
 - b. Dates vehicle was used and total mileage incurred
 - c. Origination and destination locations, including name, street address, 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
3. Expenses related to the operation, maintenance, and ownership of a vehicle are not authorized expenses when privately owned vehicles are used for business purposes.

v. Quarterly Report Requirements

The DMO shall keep the TDC Executive Director with the most current approved travel plan so that the submit a quarterly report no later than the 30th of the month following the quarter to TDC Executive Director reflecting all approved travel and entertainment with dates. ~~The TDC Executive Director~~ will randomly select travel and entertainment events each quarter for a full review. The DMO will have 30 days to respond to and correct any discrepancies. The DMO shall provide the completed travel reimbursement packet if needed for a full review. Receipts for all travel and entertainment costs more than \$5 require a receipt for reimbursement by the DMO and must be included in the travel reimbursement packet to the DMO's COO. 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.

This Travel and Entertainment Policy was approved by the TDC on August 15, 2024.

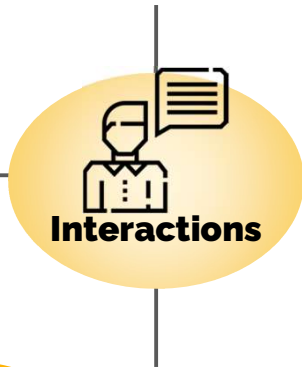
Visit Jacksonville 2023-2024 Stats

Downtown Area

22,297
(134% to Goal)

Beaches Area

7,873
(122% to Goal)



JIA Visitor Center

110,739
(88% to Goal)

VISIT FLORIDA Welcome Center

81,679
(104% to Goal)

Seymour JAX At Local Events

118 Different Events

Definite Room Nights Bookings

80,640
(104% to Goal)



Website Users

3,121,705
(50% Increase YOY)

PR
Placement
Generated

134



Writer/
Influencer
Trips Hosted

32

Total Advertising
Clicks/Views

2,380,000



Total Advertising
Impressions

172,000,000

Ale Trail Passport

Total Passports
turned in: **459**

Visited all 25 stops: **208**

% Out of Region
Visitors: **39%**



Coffee & Donuts Trail

Total Check-ins:
5,181

Total turned
in: **520**

4 stops: **323**
8 stops: **151**
20 stops: **46**

Highlights:

- (3) Seymour on the Road Events speaking with 817 individuals outside of Jacksonville.
- Participated in (118) different events throughout Jacksonville totaling (143) days of Seymour Jax events.
- Launched the Jax Coffee & Donuts Trail, 48 local only businesses participating.
- Launched the Mayport Shrimp Trail, 21 local restaurants participating, partnership with Jacksonville Jumbo Shrimp.
- Released the Love Letter from Jacksonville Video and won a Dolphin Trophy by the Cannes Corporate Media & TV Awards in the Tourism Films: Destinations - Cities category

Check out the
Flip Side for more!



Visit Jacksonville Q4 Report

- Converted our Front Line Employees Attractions Program (FLEAP) to Front-Line Industry Perks (FLIP) and now available through our app.
- Held multiple Tourism Ambassador Trainings, educating 145 community members on Jacksonville tourism.
- Launched a new “Inside the Flip Side” Campaign to the local market focused on things to do when you have visitors. Partnered with First Coast News on 26 segments on local things to do.
- Secured top media placements in: Travel & Leisure, Southern Living, Essence, Afar, NerdWallet, Fodor’s, HGTV, Lavender Magazine and Smart Meetings.
- Hosted 32 writers and influencers
- Added a new Enhanced Accessibility Toolbar to visitjacksonville.com, offering options for visitors with all level of abilities and over 100 different languages.
- Launched new Medical Tourism pages for Visiting Patients and included Physician Recruitment efforts.
- Built relationships with UNF and JU, participating in the orientation program over the summer for incoming fall students and providing cups and materials for over 2,500 new students
- Executed a new wrap for Seymour highlighting the Flip Side of Florida campaign.
- Spoke with (4,459) individuals on LiveChat
- Had a total of (217,535) interactions across all Visitor Centers and Seymour and Outreach events.
- Hosted (52) vendors in the Visitor Center while welcoming 935 visitors for the monthly Downtown Artwalk.
- Held activation events in Charlotte and Atlanta interacting with thousands of potential new visitors.



Visit Jacksonville Q4 Report

- Attended Women in Travel Summit, Southeast Tourism Society's Travel Media Meet-Up and North American Travel Journalists Association and had meetings with more than 75 writers and content creators.
- Completed Q4 Training of Durkeeville, Eastside, LaVilla.
- Completed Q4 iDSS database cleansing project focusing on Attractions/Things to Do.
- Received 12 post-event surveys with an average score of 4.9/5.
- Executed the fourth interactive Art Walk experience with a live painting with Olivia Gonzalez of Garage Roses Art Studio.
- Issued 598 Sales Leads for future business.
- Hosted 48 sales site visits.
- Attended 21 National and Regional Tradeshows and Conferences.
- Held Client Events in Tallahassee, Washington, DC, Indianapolis, IN and Detroit.
- Added 627 new client contacts to database – 250% of Annual Goal
- Partnered with Castano Group to create new content for the Downtown Visitor Center Video Wall highlighting The Flip Side of Florida campaign, Friendship Fountain and the Jacksonville Jazz Festival.
- Hosted (6) Explorers Events across the City and began quarterly trivia at Ale Trail breweries.
- Worked with and provided convention services to a total of (314) groups
- Received a total of (30) post-event surveys from meeting and event planners with an average score of 4.9/5.
- The Sales Team trained and developed 3 new Managers during Fiscal Year 24.
- Achieved 104% of their Room Night Goal
- Attended 21 Conferences and Tradeshows.
- Conducted 48 Site Tours for Meeting Planners
- Held Sales Missions in key markets – Tallahassee, Washington DC and Indianapolis.
- Exceeded our Lead Production Goal at 179%
- Reenergized our focus on Sports and generated 115 Sports Leads.

UK Marketing Campaign Results

Fall 2024

Jacksonville
THE FLIP SIDE
OF FLORIDA



Web Traffic Results

- 524% increase in web traffic year over year
- 29,629 Active Users, 46% engagement rate



United Kingdom		Country	Active users	New users	Engaged sessions	Engagement rate	Engaged sessions per active user	Average engagement time per active user
SHOW ALL ROWS								
Total			29,629 vs. 4,745 ↑ 524.43%	30,066 vs. 4,534 ↑ 563.12%	15,715 vs. 2,228 ↑ 605.34%	46.6% vs. 39.79% ↑ 17.1%	0.53 vs. 0.47 ↑ 12.96%	25s vs. 20.23 ↑ 27.73%
United Kingdom								
Oct 1 - Nov 25, 2024			29,629	30,066	15,715	46.6%	0.53	25s
Oct 1 - Nov 25, 2023			4,745	4,534	2,228	39.79%	0.47	20s
% change			524.43%	563.12%	605.34%	17.1%	12.96%	27.73%

Contest Results

- 5,203 Entries
- 1,600 opt-ins for future emails
- 1,125 Entries during activations in Waterloo Station
 - 50% above goal



PAID CONTENT FOR VISIT JACKSONVILLE ⓘ



TRAVEL

From beautiful beaches to NFL action—why Jacksonville should be your next Florida getaway

Florida's largest city has a welcoming, small-town feel. Here's how to explore Jacksonville like a local, from catching a high-energy Jaguars game to unwinding on the water.

By Helen Wright

October 24, 2024



Carlisle United - Gameday Sponsor



Presented to

VISIT JACKSONVILLE






Activation Insights & Results



Performance at a Glance



200,000
Total Footfall



5 out of 5
Success Score



4 minutes
Average Engagement
Time



128
Activity Participation



3,250
Total giveaways
distributed



10,500
Total Consumer
Engagements



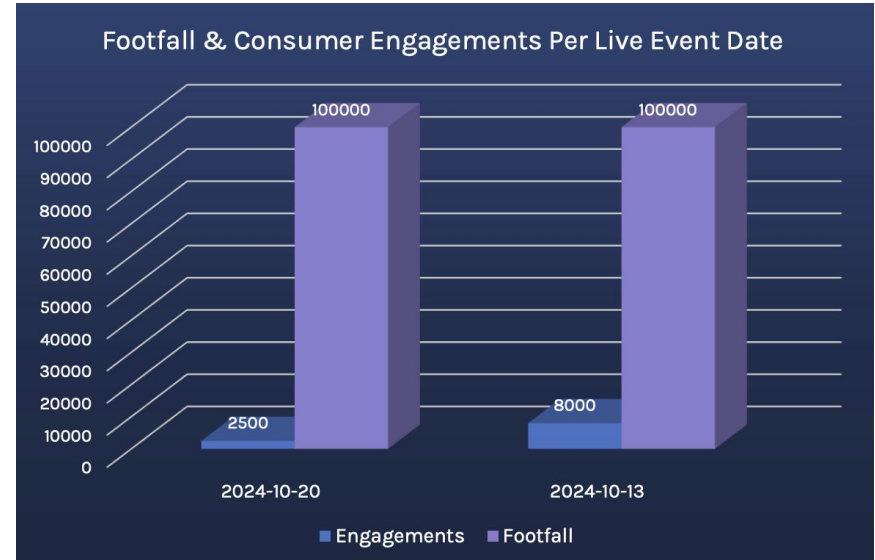
1,125
Total signups captured



9 out of 10
Audience Positivity
Score

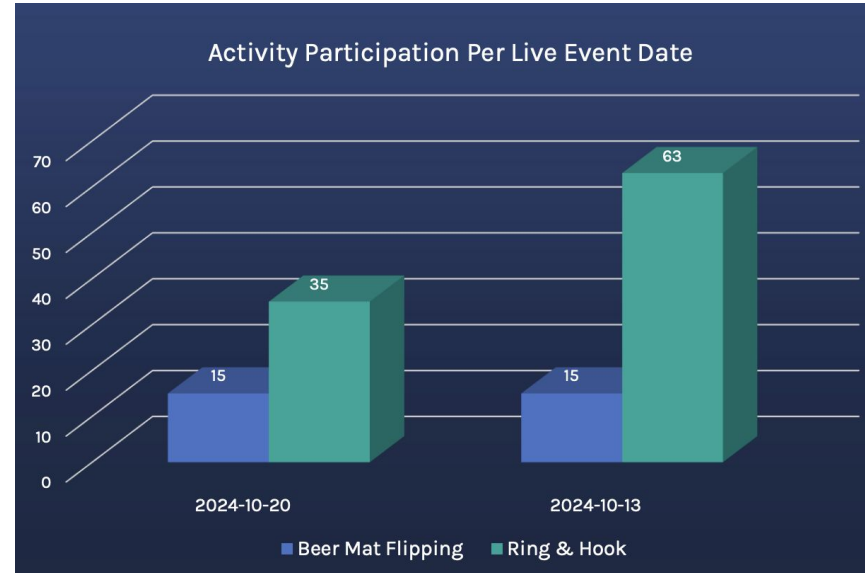
Footfall & Consumer Engagement

- Generally, Footfall and Engagement Figures varied throughout.
- Footfall figures were consistent throughout both event days, both at 100,000.
- Engagement figures were highest on the first day of activation of 8,000 and were lowest on the last day of activation of 2,500.
- However, it is important to note that due to smashing the sign up target on the 13th, the 20th was solely focused on having more detailed conversations with consumers, and ultimately learning more about Jacksonville. The quality over quantity technique provides rationale behind the 31.3% decrease in Engagement figures.
- Overall, our team engaged with only 5.3% of those who attended. Conversely, Footfall figures were exceptionally high, and Engagement targets were remarkably achieved nonetheless.



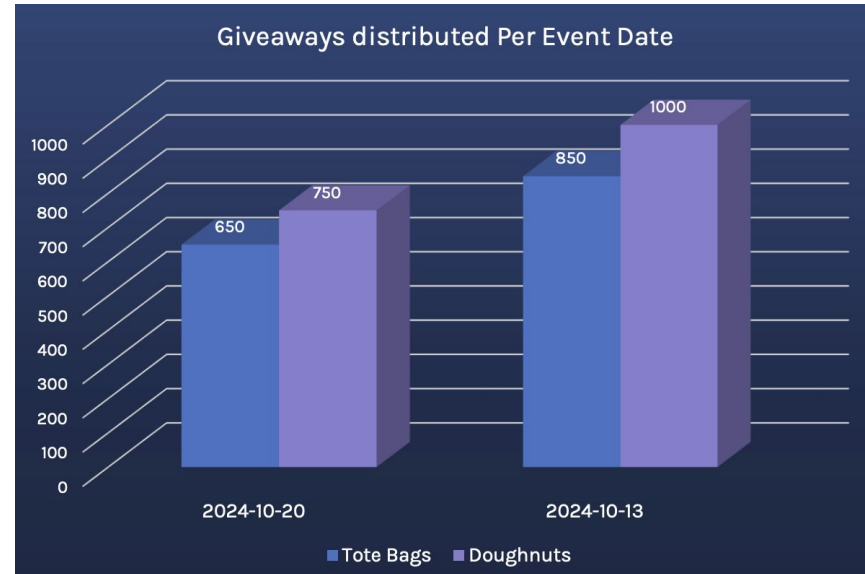
Activity Participation

- 128 guests engaged in The Beer Mat Flipping and Ring & Hook games in Total.
- The Ring & Hook game was more successful, accounting for 77% of Total Activity Participation figures.
- The Beer Mat Flipping game was consistent throughout both event dates, both accumulating 15 participants per date.
- The initial day of activation accumulated the majority of those who participated in The Ring & Hook game (56%).
- A key take out is that in a busy station environment often consumers don't have the time to play a game, as well as have a conversation with the team. The team wanted to ensure that consumers learnt about Jacksonville in the first instance, and so games took a secondary importance.



Giveaway Distribution

- In total, 3,250 giveaways were distributed throughout the course of the event.
- Doughnut giveaways accounted for 54% of total giveaways distributed, with 1000 distributed on the 13th and 750 on the 20th.
- 1,500 Tote bags were distributed in total, with 850 distributed on the 13th and 650 distributed on the 20th.
- This showcases a strong effort to connect with consumers and create a positive experience; the concept of achieving a doughnut can be viewed as a fun treat, while tote bags are reusable, practical items that promote sustainability.
- Overall, this selection of giveaways foster goodwill and encourage participation in the event, which is evident within the giveaway figures.



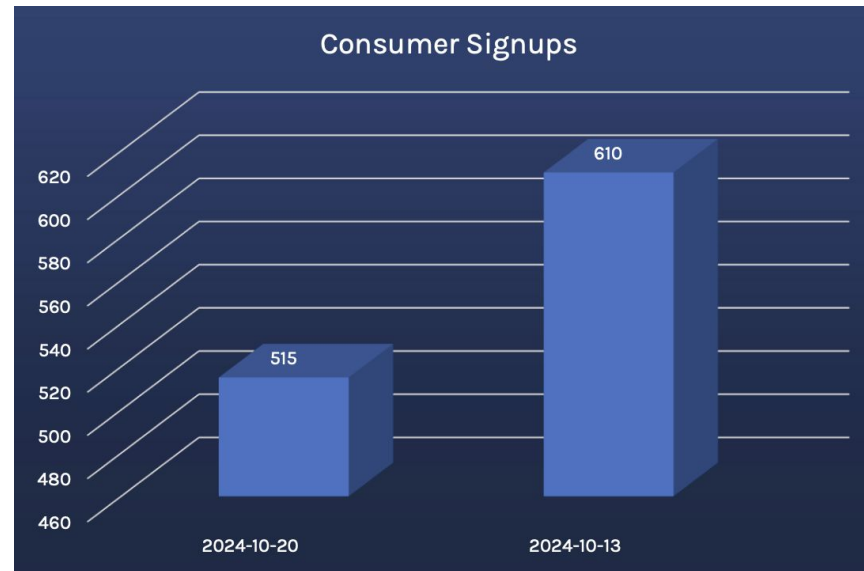
Engagements to giveaways
distributed conversion score

31%



Consumer Signups

- In total, 1,125 consumer signups were achieved, which was 56% over the target of 250 signups per day.
- The 13th achieved 610 signups, 59% over the 250-signup target, accounting for the top performing day.
- The 20th achieved 515 signups, also remarkably over the 250 target by 51%.
- Ultimately, the event was highly successful in surpassing the daily email signups targets. With a goal of 250 signups per day, the campaign exceeded expectations, with a combined total of 1,125 signups against the expected 500.
- Therefore, more than double of the anticipated outcome was achieved.



Engagements to consumer
signup conversion score

11%

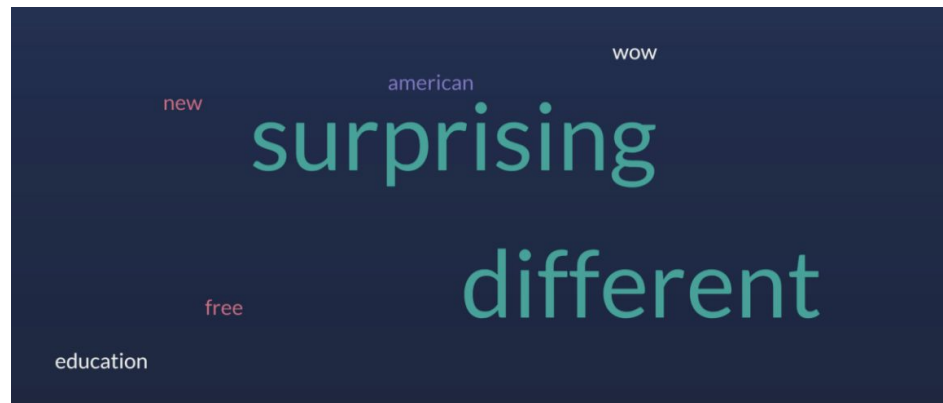


Consumer Insights

- Audience attendance was mostly in the age brackets between 25-34 and 35-44 years.
- The Highest Footfall Periods were between Morning 08:00-12:00 and Lunchtime 12:00-14.00.
- The venue was scored 5 out of 5 for suitability.
- Those who attended the event overall had an extremely positive experience.



- The majority of words used to describe the event were positive, with the most common including:
 - Surprising
 - Different
 - New
 - Free



Consumer Comments/Questions



- I've only driven past Jacksonville, wouldn't mind going there this time
- This is where I'm from, was proud to see it
- Is Jacksonville going to be a popular destination soon?
- I guess you are going Jacksonville too
- This is interesting
- Been to Florida but not Jacksonville
- Oh, that's really good
- I've heard of Jacksonville before
- Is it a one-way ticket? Or do we have to come back?
- I see what you are doing



TAKEAWAYS:

- The Consumer comments indicated a keen interest in the holiday destination promoted.
- Comments such as "Is this a one-way ticket?" reflects excitement and enthusiasm. It highlights a positive reaction and strong interest in the destination.
- On the other hand, all responses regarding the consumer questions appointed to "Why are you promoting Jacksonville?". Suggesting some curiosity or scepticism.
- This may indicate that some consumers are unfamiliar with Jacksonville's appeal, presenting opportunity to further educate and highlight its unique attractions.



Public Relations Insights & Results



PR Activities - Content Creators

CONTENT TRIP

- Researched and vetted UK content creators.
- Provided a shortlist for review.
- Outreach to content creator for fees and packages.
- Negotiations and contract agreements
 - Helen Wright
 - Kerry Whelpdale
 - Cora Harrison
- Travel arrangements made to Jacksonville for 1 x Gosh PR staff and 3 x content creators.
- Liaison with Visit Jacksonville on itinerary and planning of trip.
- Hosted group trip 15th – 19th August 2024.
- Post-trip liaison on content schedule and call-to-action.
- Liaison with Visit Jacksonville and content creators regarding changes to content schedule following hurricane activity on the Gulf Coast.

WATERLOO BRUNCH

- Researched and booked venue.
- Outreach to content creators for attendance.
- Hosted content creator brunch and attended the activation at Waterloo.
- Visit Jacksonville was interested in inviting UK-based surf publications to the brunch. Gosh PR identified that the surf publications were based in the southwest of England, so too far away to be considered for the brunch.

PR Activities - Trade Activity

Gosh PR identified that MVP Travel and Ocean Florida would be the best two trade partners to work with initially on product development for Visit Jacksonville.

- Ocean Florida
 - Gosh PR introduced Ocean Florida and Madden Media.
 - Gosh PR later provided communication support.
- MVP Travel
 - Gosh PR reached out to MVP Travel for marketing packages.
 - Visit Jacksonville agreed to a marketing package for £3,000, which included:
 - Dedicated landing page
 - Social media paid ads
 - Newsletter
 - Product development
 - Travel agent training
 - The package went live on 15 October and received 4 x bookings within the first 24 hours.



PR Activities - Media Liaison

- Gosh PR liaised with Helen Wright regarding possible print feature commissions off the back of her trip to Jacksonville. Helen secured a commission with the Metro, which is a free daily newspaper distributed across London, including all train and tube stations. Gosh PR helped facilitate a Q&A with Touchdown Trips (MVP Travel) for the article. Helen's feature has been filed and awaiting publication.
- Gosh PR pitched NFL in Jacksonville as part of a "fun things to do" round-up in the Sunday World, which was published on 22 September.
- Gosh PR pitched an NFL themed idea to The Sun newspaper for the "Take Three" column. Gosh PR additionally coordinated packages and information with Illinois and Boston to complete the "Three" required for the pitch.
- Laura Miller was writing a feature on the best sporting destinations for Escapism Magazine. Gosh PR pitched Jacksonville and included information on NFL.
- Gosh PR pitched ideas to Nigel Thompson for the travel sections across the Reach PLC group.
- Dan Garlick @NottsNomad – Dan is interested in future opportunities.
- Ongoing liaison with Andrew Dent from Family Traveller Magazine regarding editorial opportunities. Andrew would be interested in sending a writer. Andrew shared information on the Family Traveller Live consumer show, taking place March 2025.
- Ongoing liaison with Graham Mckenzie. Graham is interested in visiting Jacksonville after Florida Huddle.
- Gosh PR invited Lewis McClymont for a meeting with Katie Mitura during her time in London. Meeting dates clashed with team holidays and publication deadlines, so they were unable to meet but are interested in hearing more about Jacksonville. Lewis later follow-up with paid opportunities for the upcoming issue which was shared with Visit Jacksonville.

Content Creator Coverage - Helen Wright

Helen Wright		
	Instagram stories highlight reel	https://www.instagram.com/stories/highlights/18318887839084027/
29 August	TikTok (extra coverage) Footage from Mayport Garden Club.	https://www.tiktok.com/@passportstampsuk/video/7408377575413648673
29 August	Instagram reel 1/3: Footage from Mayport Garden Club.	https://www.instagram.com/p/C_PkeOziUFn/
17 October	Instagram reel 2/3: Footage from Jacksonville Jaguars game with mention of London game and activation.	https://www.instagram.com/p/DBNuUeOo8XX/
18 October	TikTok (extra coverage) Footage from Jacksonville Jaguars game with mention of London game and activation.	https://www.tiktok.com/@passportstampsuk/video/7427244048886385952
19 October	Instagram reel 3/3: Jacksonville highlight reel with mention of London game.	https://www.instagram.com/p/DBS32WtgiDU/
20 October	Instagram carousel 1/1: Jacksonville overview with images with numbered location names.	https://www.instagram.com/p/DBVelQH07qZ/?img_index=1
20 October	Facebook (extra coverage): Jacksonville overview with images with numbered location names.	https://www.facebook.com/passportstampsuk/posts/pfbidouLjVydVbDFmDLk8UD95QvoeevqHrgW/HQY2NsTWDEpkiZdV4veU7EPTxHqWwiFXoil
27 October	Instagram carousel (extra coverage) Sunrise in Jacksonville	https://www.instagram.com/p/DBnsxC_AkBg/?img_index=1
27 October	Facebook (extra coverage): Sunrise in Jacksonville	https://www.facebook.com/passportstampsuk/posts/pfbidokqeecayBuEfy1rCiEpHW9EaL_SusE4AHg3MfqUyvftZHku7JcGwqU5aSmX6itEKdQl
14 November	How to spend a weekend in Jacksonville Florida	https://www.passportstamps.uk/florida/weekend-in-jacksonville-florida/



Content Creator Coverage - Kerry Whelpdale

Kerry Whelpdale		
	Instagram stories (not saved to highlight reel)	
15 August	Instagram reel (extra coverage) Pack with me for Jacksonville	https://www.instagram.com/p/C-rs7f6sw0j/
18 August	Instagram reel (extra coverage) Sunrise in Jacksonville	https://www.instagram.com/p/C-z28i3uhXF/
19 August	Instagram post (extra coverage) Mayport Garden Cocktail Club	https://www.instagram.com/p/C-2aeDPJOLK/?img_index=1
21 August	Instagram carousel (extra coverage) Jacksonville Jaguars game day	https://www.instagram.com/p/C-6-Ho9Mzly/?img_index=1
23 August	Instagram carousel (extra coverage) Surfing in Jacksonville	https://www.instagram.com/p/C_AKw8VsMo7/?img_index=1
16 October	Instagram carousel 1/1: Promotion of activation and competition at Waterloo	https://www.instagram.com/p/DBMOd_ps4R1/?img_index=1
16 October	Facebook post (extra coverage) Promotion of activation and competition at Waterloo	https://www.facebook.com/kerrywhelpdale/posts/pfbidoZHD5aQeKe3NcrJayeNziyubMwoepJRUNM6Cp4TqsBbPuuaRiqx53CEREUJeknflcl?locale=en_GB
20 October	Instagram reel 1/1: 5 must-do things in Jacksonville	https://www.instagram.com/p/DBViLABM62H/
22 October	TikTok video 1/1: 5 must-do things in Jacksonville	https://www.tiktok.com/@kerrywhelpdale/video/7428626052848667937?lang=en



Content Creator Coverage - Kerry Whelpdale

Kerry Whelpdale		
	Instagram stories (not saved to highlight reel)	
15 August	Instagram reel (extra coverage) Pack with me for Jacksonville	https://www.instagram.com/p/C-rs7f6sw0j/
18 August	Instagram reel (extra coverage) Sunrise in Jacksonville	https://www.instagram.com/p/C-z28i3uhXF/
19 August	Instagram post (extra coverage) Mayport Garden Cocktail Club	https://www.instagram.com/p/C-2aeDPJOLK/?img_index=1
21 August	Instagram carousel (extra coverage) Jacksonville Jaguars game day	https://www.instagram.com/p/C-6-Ho9Mzly/?img_index=1
23 August	Instagram carousel (extra coverage) Surfing in Jacksonville	https://www.instagram.com/p/C_AKw8VsMo7/?img_index=1
16 October	Instagram carousel 1/1: Promotion of activation and competition at Waterloo	https://www.instagram.com/p/DBMOd_ps4R1/?img_index=1
16 October	Facebook post (extra coverage) Promotion of activation and competition at Waterloo	https://www.facebook.com/kerrywhelpdale/posts/pfbidoZHD5aQeKe3NcrJayeNziyubMwoepJRUNM6Cp4TqsBbPuuaRiqx53CEREUJeknflcl?locale=en_GB
20 October	Instagram reel 1/1: 5 must-do things in Jacksonville	https://www.instagram.com/p/DBViLABM62H/
22 October	TikTok video 1/1: 5 must-do things in Jacksonville	https://www.tiktok.com/@kerrywhelpdale/video/7428626052848667937?lang=en



Content Creator Coverage - Cora Harrison

Cora Harrison		
	Instagram stories highlight reel	https://www.instagram.com/stories/highlights/18326640274177123/
15 October	Instagram post 1/1: Promotion of the activation and competition at Waterloo	https://www.instagram.com/p/DBJnSpAT48x/?img_index=1
17 October	Instagram reel 1/1: The Ultimate Guide to Jacksonville, Florida	https://www.instagram.com/reel/DBOziWsoxwt/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFlZA==
19 October	Facebook 1/2: The Ultimate Guide to Jacksonville, Florida	https://www.facebook.com/watch/?v=516108301232349
16 November	Facebook 2/2: Come with me on a press trip to Jacksonville, Florida	https://fb.watch/vX6B3WticM/
15 November	TikTok 1/2: This is the ultimate guide to Jacksonville, Florida	https://vm.tiktok.com/ZGdYRNL2V/
16 November	TikTok 2/2: Come with me on a press trip to Jacksonville, Florida	https://www.tiktok.com/@insideoursuitcase/video/7437428521485552929?is_from_webapp=1&sender_device=pc&web_id=7431512242329880096
14 November	Blog: (extra coverage) 8 Best Things to Do in Jacksonville, Florida	https://insideoursuitcase.com/things-to-do-in-jacksonville/
14 November	Blog: (extra coverage) Going to an NFL Game in America – As a Brit	https://insideoursuitcase.com/nfl-game-as-a-brit/



Content Creator Coverage - Media Coverage

Date	Publication	Description	Media value	UVM/Circ	Link/PDF
22 September	Sunday World	Inclusion in round of fun things to do in Florida	\$4,650.00	114,000	PDF
1 October	Sundayworld.com	Inclusion in round of fun things to do in Florida	\$7,800.00	1,560,000	Link
17 October	TravelMole.com	Graham McKenzie interview with Katie Mitura	\$1,395.00	75,000	Link
22 October	TravelMole newsletter	Graham McKenzie interview with Katie Mitura	\$1,395.00	75,000	Link
<i>Awaiting publication</i>	<i>Metro</i>	<i>Feature following Helen Wright's participation of group trip</i>	<i>\$49,608.68</i>	<i>953,769</i>	
			64,848.68	2,777,769	

SUNDAY WORLD NEWS CRIME SPORT SHOWBIZ **LIFESTYLE** VIDEOS POD

HOME | LIFESTYLE | TRAVEL

THE FUN-SHINE STATE | Ten things to add to your check list on your next Florida trip

Whether it's the great outdoors, tasty seafood restaurants or amazing rocket launches there's more to Florida than theme parks



Universal's Islands of Adventure



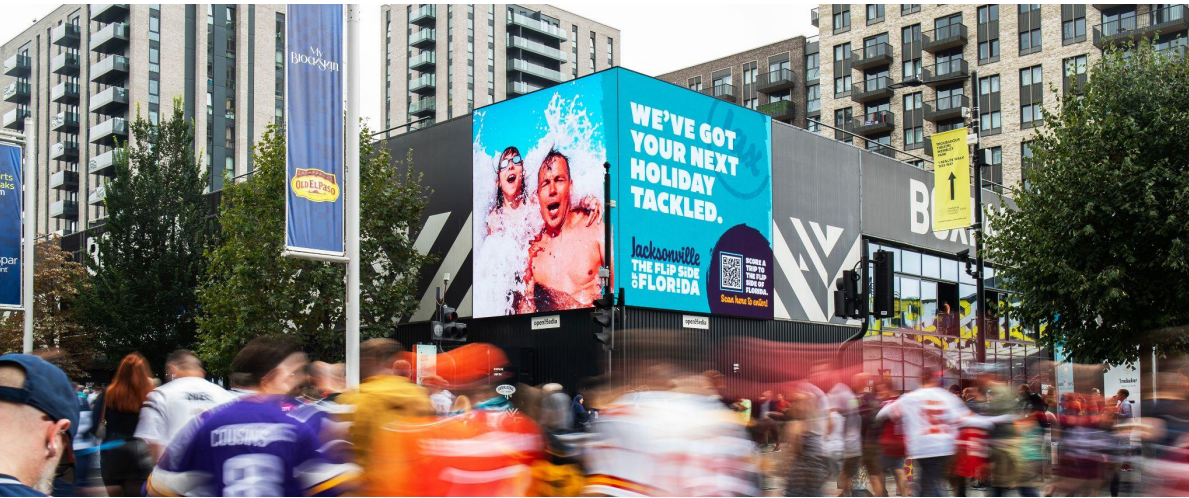








UK Marketing Campaign Proposal



Jacksonville's annual Jaguars games in London provides a unique opportunity to enhance tourism from the UK. These events garner substantial media attention, positioning Jacksonville favorably among UK sports enthusiasts.

Our marketing strategy will focus on Jacksonville's key attractions such as beaches, golf courses, craft beer and cultural experiences, aligning with the preferences of UK travelers who seek destinations offering relaxation and recreation.

This targeted approach will cater to couples, and solo international travelers who stay longer and spend more, showcasing Jacksonville as a versatile holiday destination.

To optimize our effectiveness, the proposed marketing campaign will include:

- Targeted advertising leading up to and during the NFL games in London that showcases Jacksonville's lifestyle and leisure activities
- Collaborations with UK-based travel planners and tour operators
- An experiential consumer activation that educates, excites and rewards our audience to genuinely consider Jacksonville as their next holiday, supported by efforts to garner earned media attention
- Engaging digital content that showcases Jacksonville's lifestyle and leisure activities.

This approach will not only strengthen the sports connection but also extend the city's appeal to broader leisure experiences, encouraging potential visitors to explore Jacksonville further.



Campaign Summary:

Leveraging the Jaguars' annual NFL games in London, our targeted marketing campaign seeks to capitalize on the heightened exposure to attract UK tourists to Jacksonville. With a total budget of \$250,000, the campaign is strategically planned from June to October 2024 to optimize our presence in the UK market.

We aim to maximize impact through a blend of digital and out-of-home advertising, valued at \$65,000, to capture key audiences. An additional \$60,000 will foster partnerships with top tour operators specializing in Florida vacations, enhancing our reach. A key component of our strategy includes a \$80,000 experiential marketing event coinciding with the Jaguars' games to directly engage potential travelers. Finally, \$45,000 will ensure meticulous campaign management, covering media negotiations, partnership optimization, and Madden Media's fees for comprehensive project oversight, ensuring every aspect of the campaign delivers maximum ROI and effectively promotes Jacksonville as a premier travel destination.

- **Campaign Timeline:** June - October 2024
- **Campaign Goals:**
 - 4.5M media impressions aimed at UK residents
 - Exposure to 25,000 people via marketing activation
 - 500 new email leads generated
- **Total Budget:** \$250,000

○ Digital advertising, programmatic and out-of-home ad media placements	\$65,000
○ Top tour operator/travel planners partnerships	\$60,000
○ Experiential marketing activation adjacent to Jaguar NFL games	\$80,000
○ Campaign Management (Madden Media)	\$45,000

Negotiation, placement and optimization of all media buys and travel planner partnerships, project management of consumer activation partners and supporting PR efforts, and staff travel



Informational Materials

2015 – 2024 MONTHLY TRENDS

Occupancy (%)													
	January	February	March	April	May	June	July	August	September	October	November	December	Year Avg
2015	66.0	72.5	74.8	73.1	69.9	68.8	73.6	64.6	64.2	66.9	63.0	59.2	68.1
2016	66.4	74.5	78.6	76.2	75.2	73.5	74.4	67.6	64.9	74.0	68.6	62.9	71.4
2017	66.9	76.0	80.3	76.1	73.8	72.0	73.0	69.4	73.7	78.8	72.0	66.3	73.2
2018	72.1	79.5	81.9	79.4	75.8	75.7	73.7	74.9	71.9	74.0	66.5	62.7	74.0
2019	66.6	78.1	85.7	77.8	76.4	76.1	76.2	70.4	65.9	72.1	70.5	62.7	73.2
2020	71.7	78.2	22.0	29.7	43.6	53.7	54.5	53.8	57.3	56.1	55.1	52.5	52.4
2021	61.8	67.5	78.2	80.7	76.5	76.8	76.5	66.7	65.1	70.8	70.2	65.1	71.3
2022	65.4	74.2	82.5	79.3	73.4	74.7	73.7	71.6	65.7	72.7	68.9	67.7	72.5
2023	69.4	77.1	81.6	73.5	69.6	70.2	68.9	65.0	66.1	68.7	66.8	64.4	70.1
2024	66.3	73.4	74.9	71.1	71.4	66.6	67.1	63.7	63.2	71.0			68.9
10 yr Avg	67.3	75.1	74.1	71.7	70.6	70.8	71.2	66.8	65.8	70.5	66.8	62.6	69.4

ADR (\$)													
	January	February	March	April	May	June	July	August	September	October	November	December	Year Avg
2015	\$79	\$80	\$84	\$85	\$87	\$84	\$84	\$80	\$80	\$85	\$79	\$75	\$82
2016	\$82	\$87	\$89	\$90	\$93	\$88	\$88	\$84	\$84	\$93	\$86	\$85	\$87
2017	\$88	\$92	\$95	\$94	\$98	\$91	\$91	\$88	\$92	\$97	\$92	\$88	\$92
2018	\$93	\$98	\$99	\$103	\$104	\$97	\$96	\$94	\$96	\$102	\$92	\$89	\$97
2019	\$92	\$99	\$111	\$102	\$104	\$98	\$99	\$94	\$95	\$97	\$100	\$89	\$98
2020	\$97	\$101	\$80	\$65	\$76	\$82	\$82	\$79	\$79	\$78	\$78	\$75	\$81
2021	\$79	\$81	\$91	\$100	\$105	\$106	\$113	\$98	\$98	\$105	\$100	\$97	\$98
2022	\$98	\$106	\$126	\$121	\$115	\$114	\$114	\$107	\$107	\$120	\$109	\$113	\$112
2023	\$110	\$119	\$137	\$123	\$123	\$116	\$115	\$109	\$112	\$119	\$111	\$112	\$117
2024	\$111	\$120	\$131	\$118	\$120	\$111	\$112	\$107	\$107	\$115			\$115
10 yr Avg	\$93	\$98	\$104	\$100	\$102	\$99	\$99	\$94	\$95	\$101	\$94	\$91	\$98

TDC Revenue/Collections													
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year
2015	\$429,455	\$515,053	\$531,359	\$630,863	\$622,788	\$613,152	\$562,867	\$616,882	\$529,196	\$496,949	\$605,465	\$495,703	\$6,649,733
2016	\$453,379	\$551,386	\$626,218	\$712,789	\$675,913	\$679,850	\$662,553	\$675,029	\$581,582	\$541,605	\$587,941	\$699,596	\$7,447,841
2017	\$530,509	\$592,967	\$653,411	\$769,115	\$710,688	\$723,941	\$656,112	\$713,000	\$610,751	\$668,044	\$637,037	\$763,527	\$8,029,102
2018	\$602,791	\$664,396	\$708,907	\$804,786	\$786,615	\$785,964	\$720,412	\$715,962	\$710,094	\$661,289	\$769,617	\$559,640	\$8,490,472
2019	\$592,677	\$630,201	\$707,493	\$949,015	\$793,963	\$791,225	\$716,940	\$768,698	\$656,739	\$590,918	\$680,003	\$648,659	\$8,526,530
2020	\$614,776	\$705,145	\$626,965	\$372,295	\$279,311	\$434,139	\$430,792	\$502,107	\$418,715	\$466,407	\$416,221	\$446,841	\$5,713,714
2021	\$429,325	\$475,348	\$503,963	\$730,334	\$799,299	\$799,026	\$856,827	\$877,610	\$749,120	\$668,070	\$760,461	\$795,585	\$8,444,968
2022	\$749,480	\$667,143	\$775,853	\$1,042,102	\$1,083,987	\$910,004	\$896,077	\$924,781	\$817,773	\$731,410	\$910,588	\$775,754	\$10,284,952
2023	\$802,673	\$831,281	\$898,016	\$1,196,808	\$969,071	\$939,203	\$886,091	\$896,240	\$776,666	\$777,132	\$870,151	\$781,111	\$10,624,442
2024	\$791,222	\$785,825	\$923,150	\$1,096,556	\$940,634	\$956,049	\$813,753	\$896,465	\$771,697	\$746,570			\$8,721,922
Monthly Differential	\$11,451	\$45,455	\$25,134	\$100,252	\$28,437	\$16,847	\$72,338	\$225	\$4,969	\$30,561			
10yr Average	\$599,629	\$641,874	\$695,534	\$830,466	\$766,227	\$763,255	\$720,242	\$758,677	\$662,233	\$634,839	\$693,054	\$662,935	\$702,414

GOLF TOURIST ACTIVITY



Sep-24

2023 FFCG TOP 10 REGION DEMAND MARKETS

1	Florida	6	Ohio
2	California	7	Texas
3	England	8	Colorado
4	Georgia	9	North Carolina
5	Virginia	10	New York

TOP 5 DEMAND MARKETS (DIGITAL USERS)

UNITED STATES

Florida
Georgia
New York
Illinois
Virginia



INTERNATIONAL

Canada
United Kingdom
Germany
Ireland
Australia

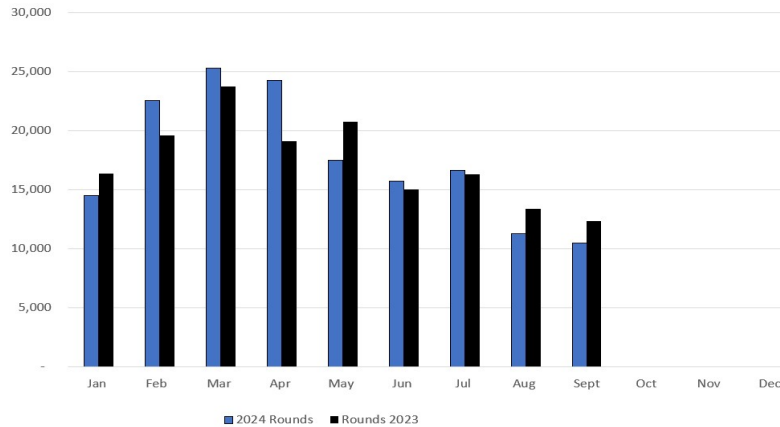
DIGITAL TRAFFIC

	2024	2023	CHANGE
MONTHLY	10,073	8,784	15%
YEAR TO DATE	98,080	94,975	3%



*2023 Clicktivated Campaign removed from Feb-Apr data

DUVAL TOURIST ROUNDS TREND



Sept -15%
YTD 1%

PRECIPITATION

2024	2023	CHANGE
13.08	8.71	4.37



AVERAGE TEMP



2024	2023	CHANGE
79	79	0

FY24 EARNED MEDIA

VALUE	\$3,736,599
IMPRESSIONS	46,419,544



ADDITIONAL METRICS AVAILABLE ON REQUEST