



2019 PROGRAM OF WORK



About Visit Panama City Beach

Visit Panama City Beach, a 501(c)(6) nonprofit corporation, is the official destination marketing organization for Panama City Beach Florida and is an extension of the Bay County Tourist Development Council (TDC). The TDC has oversight of the destination marketing activities for the cities of Panama City and Mexico Beach, but those activities are performed by separate 501(c)(6) nonprofit corporations.

Visit Panama City Beach (CVB) is primarily funded by a tourist development tax paid by visitors for overnight lodging stays on Panama City Beach. Of the 5% tax, approximately 2.5% is used by Visit Panama City Beach to fund its destination marketing activities; 1.5% is utilized by the TDC for beach renourishment, beach maintenance, landscaping and other tourist development activities; and the remaining portion of the tax will be used to cover the debt payments and other expenses of the new Sports Park and Stadium Complex. Additional funding is secured from the private sector through cooperative marketing opportunities, corporate sponsorships and revenues generated through festivals and events.

The Board of Directors for Visit Panama City Beach is comprised of the nine members of the Tourist Development Council. For the purpose of this document, the acronym TDC is synonymous for both entities.

More information on Visit Panama City Beach can be found on our website: [VisitPanamaCityBeach.com](https://www.visitpanamacitybeach.com)



About Visit Panama City Beach

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This program of work and budget is the road map that guides all Visit Panama City Beach marketing and sales efforts for FY 2019. The plan was developed, following the Strategic Planning Workshop, which was held on August 23, 2018, by Visit Panama City Beach Staff and Agencies of Record, with guidance and insight from the Board of Directors.

The plan was presented to the Board of Directors and was adopted on September 25, 2018.



[VISIT OUR INSTAGRAM PAGE](#)

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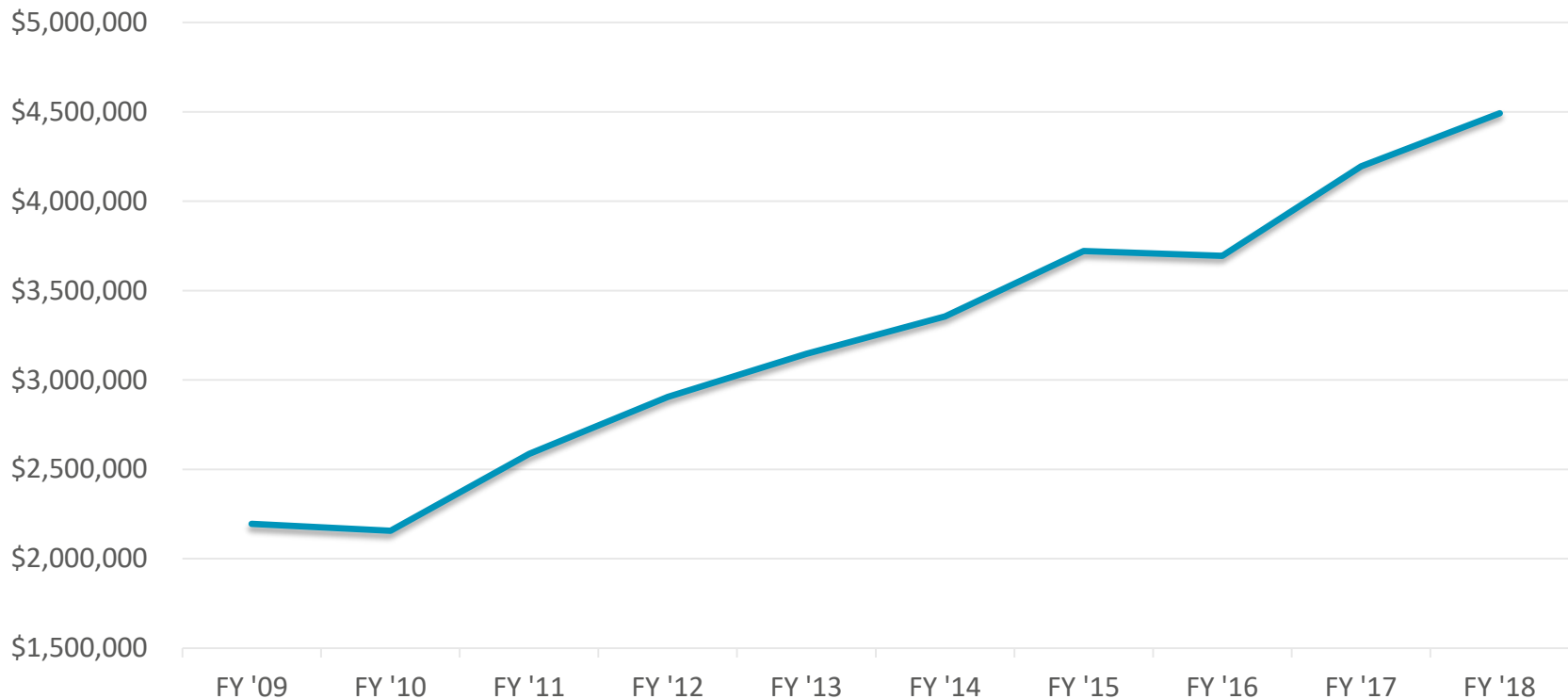
SITUATIONAL OVERVIEW



Tourist Development Taxes - growth over time

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Tourist Development Tax Value of 1%



Tourist Development Taxes - collections by month

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	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Growth/Time
October	\$ 675,654	\$ 785,184	\$ 968,998	\$ 1,043,773	\$ 1,312,781	\$ 1,289,221	90.8%
November	\$ 319,617	\$ 352,194	\$ 367,917	\$ 480,391	\$ 523,191	\$ 591,967	85.2%
December	\$ 351,169	\$ 293,998	\$ 342,313	\$ 354,270	\$ 393,263	\$ 471,436	34.2%
January	\$ 361,645	\$ 390,029	\$ 446,108	\$ 475,340	\$ 495,113	\$ 511,021	41.3%
February	\$ 522,026	\$ 580,225	\$ 683,922	\$ 662,056	\$ 728,369	\$ 798,179	52.9%
March	\$ 2,133,953	\$ 1,913,476	\$ 2,012,955	\$ 1,192,962	\$ 1,421,784	\$ 1,778,549	-16.7%
April	\$ 1,143,303	\$ 1,305,434	\$ 1,532,803	\$ 1,437,883	\$ 1,625,317	\$ 1,705,011	49.1%
May	\$ 1,480,795	\$ 1,600,954	\$ 1,842,628	\$ 1,876,251	\$ 2,148,364	\$ 2,262,740	52.8%
June	\$ 2,956,806	\$ 3,171,751	\$ 3,379,852	\$ 3,491,951	\$ 3,855,439	\$ 4,257,916	44.0%
July	\$ 3,143,165	\$ 3,463,580	\$ 3,960,944	\$ 4,362,155	\$ 4,947,031	\$ 5,269,072	67.6%
August *	\$ 1,522,920	\$ 1,871,889	\$ 1,745,766	\$ 1,671,868	\$ 1,900,446	\$ 1,900,446	24.8%
September *	\$ 1,123,199	\$ 1,046,274	\$ 1,323,646	\$ 1,422,161	\$ 1,620,578	\$ 1,620,578	44.3%
TOTAL	\$ 15,734,252	\$16,774,987	\$18,607,852	\$ 18,471,061	\$ 20,971,676	\$ 22,456,136	42.7%

* Assumes flat with prior year

GUIDING PRINCIPLES



Guiding Principles

Panama City Beach's vision – to remain the Gulf Coast's premier, year-round, fun beach destination that offers a quality experience for visitors and residents alike – is ambitious but achievable. To succeed, Visit Panama City Beach must build a strategic marketing platform that aligns the collective interests of the local tourism industry and provides integrated marketing opportunities for the industry to leverage.

In order to ensure that Visit Panama City Beach is maximizing the impact of its marketing resources (money, time and relationships), we have adopted a set of Marketing Principles that drives all strategic thinking:

- **Visitor Engagement is Paramount**
- **All Activities Must Support and Extend Our Brand - Real.Fun.Beach.**
- **Create Value & Add Value**
- **If It's Worth Doing, It's Worth Doing Right**
- **Innovation**
- **Best-In-Class Partnerships**



Guiding Principles

Visitor Engagement is Paramount

Though we are blessed with a base of fiercely loyal visitors, we are neighbored by beach destinations that also provide a high-quality visitor experience, some without the negative stereotypes that we have to overcome. Our sustained growth is only achievable by maintaining our current visitor base, increasing the frequency of their visits to Panama City Beach, further penetrating core Southeastern and Midwestern markets and cultivating emerging markets. To increase frequency of visits, we must enhance our ability to communicate with our core customers and provide them with compelling opportunities to come back to the beach. In order to change perceptions and eliminate objections in our core markets, we must enlist our core customers' assistance in being "brand evangelists" for Panama City Beach. As visitation has grown, there has been a natural increase in the number of first-time visitors. We need to engage with these visitors, help ensure they have a positive experience in Panama City Beach and encourage return visitation.

All Activities Must Support and Extend the Brand

With Real.Fun.Beach., we have developed a brand that reflects the nature of Panama City Beach, differentiates us from our competitive beaches, and communicates the central reason that visitors come here throughout the year. Everything the TDC does must communicate and reinforce this brand position.

Create Value & Add Value

Every Visit Panama City Beach program or initiative must create value and add value for travelers and industry Partners. Visit Panama City Beach programs must provide the local tourism industry a strategic advantage and must inspire consumers with valuable information or a valuable service.



If It's Worth Doing, It's Worth Doing Right

Panama City Beach ranks as one of Trip Advisor's Top Five U.S. Beach Destinations. We have a quality destination that is worthy of visitation. Everything we do must demonstrate quality and worth, but not extravagance. Understanding that wise financial stewardship is critical in all that we do, Visit Panama City Beach will not sacrifice quality to save money; nor will we initiate a new program or continue with an existing program without dedicating the resources necessary to make the program a success. Visit Panama City Beach will protect our brand promise and will commit to do it right or not do it at all.

Innovation

The TDC is committed to building a culture of innovation that encourages staff and Partners to create more effective campaigns, initiatives and programs to give Panama City Beach a competitive advantage.

Best-In-Class Partnerships

Just as the Panama City Beach tourism industry expects Visit Panama City Beach to create and add value to their independent marketing efforts, Visit Panama City Beach expects our partners to create and add value to our internal efforts. In FY 2019, we will implement strategic co-op marketing programs and other partner engagement opportunities, including the development of vertical marketing platforms that leverage public and private sector investments in marketing Panama City Beach as a tourist destination.



Panama City Beach – our point of difference

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Panama City Beach has a base of loyal visitors who are fiercely protective of the REAL.FUN.BEACH. experience. They are typically active, diverse and engaged – both while in the destination and through social media channels upon returning home. While the award-winning beach is the main draw, what makes Panama City Beach exceptionally distinctive is its authenticity and dynamism.

The visitor experience is not contrived or overpriced. A number of very successful family-owned businesses offer quintessential Floridian activities and product travelers cannot find at home. Compared to other beachfront communities, Panama City Beach is considered a value destination, worthy of visitors' investment. And no matter the interest (e.g. golf, shopping, eco-tourism, fishing, diving, watersports, family attractions, team sports) or time of year, Panama City Beach always has something fun in store.

Continued investment in infrastructure and retail establishments, as well as the growth of annual events and the introduction of new events, will make Panama City Beach an increasingly desirable place to visit, live and work. It's what keeps visitors coming back year after year while also attracting new audiences.



GOALS



- Implement integrated marketing, social media and public relations campaigns to further leverage awareness of Panama City Beach as a tourist destination to drive additional visitation.
- Develop opportunities to further penetrate core markets through sales, sports marketing and visitor engagement activities to enhance the visitor experience, guest satisfaction, support the brand position of REAL.FUN.BEACH and drive incremental visitation.
- Continue development and support of sports tournaments, festivals and special events created to generate incremental tourism demand for Panama City Beach.
- Open the Panama City Beach Sports Complex.
- Increase private sector industry participation and engagement in TDC programs.
- At the direction of the TDC Board of Directors, diligently work with public and private sector partners to enhance and develop public venues to spur incremental tourism demand.

Measurements of Success

- Exceed industry in advertising, marketing, and social media engagement metrics
- Achieve 1.0 billion media impressions
- Increase tourist development tax collections by 4.0%
- Increase visitation to Panama City Beach by 2.5%
- Exceed budgeted ancillary revenue (co-op marketing/corporate sponsorship) goals
- Increase partner participation in TDC sponsored programs, workshops, and initiatives

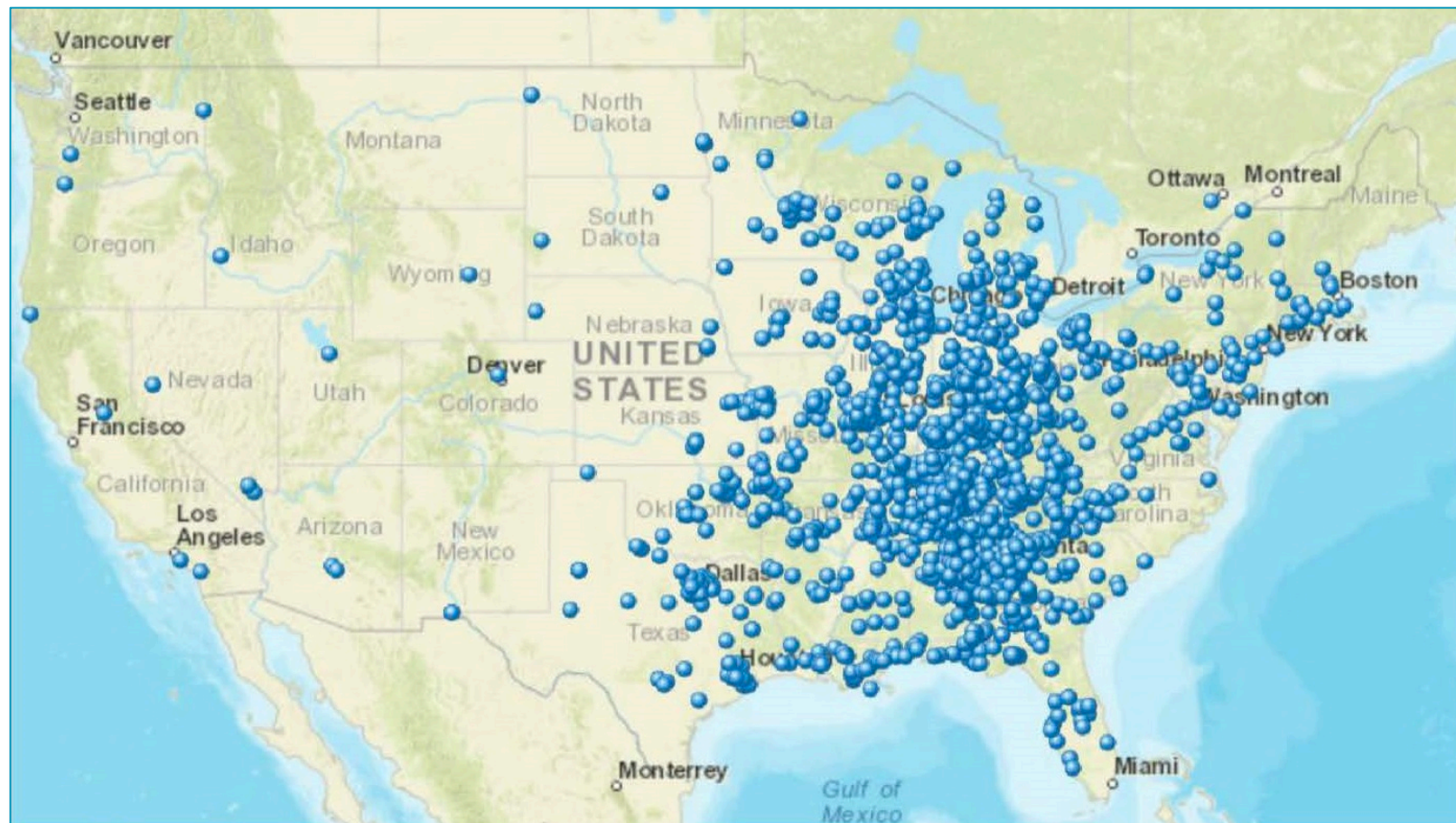


VISITOR PROFILE



Regional Distribution of Visitors

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2017 Visitor Profile

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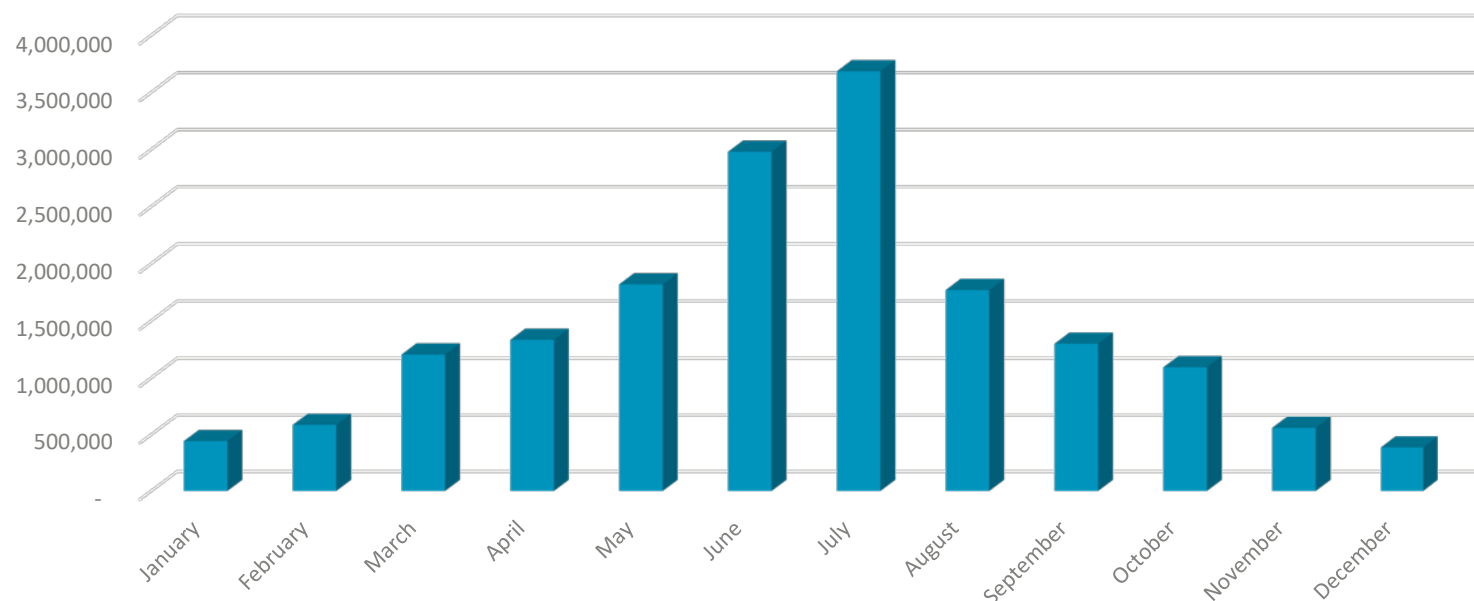
Visitor Spending - Overview

	Paid Lodging	2 nd Home & Day Visitor	Total
Taxed Lodging Revenue	\$ 426,912,714	n/a	\$ 426,912,714
Total Visitor Spending	\$ 1,376,905,433	\$527,714,673	\$ 1,706,675,722
Average Daily Spending*	\$ 114.07	\$ 64.93	\$ 99.52
Visitor Days/Nights	12,070,706	5,078,126	17,148,832
Annual Occupancy	46.7%	n/a	46.7%
Day Visitor Spending	n/a	n/a	\$197,974,384

2017 Visitor Profile

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Visitor Days by Month

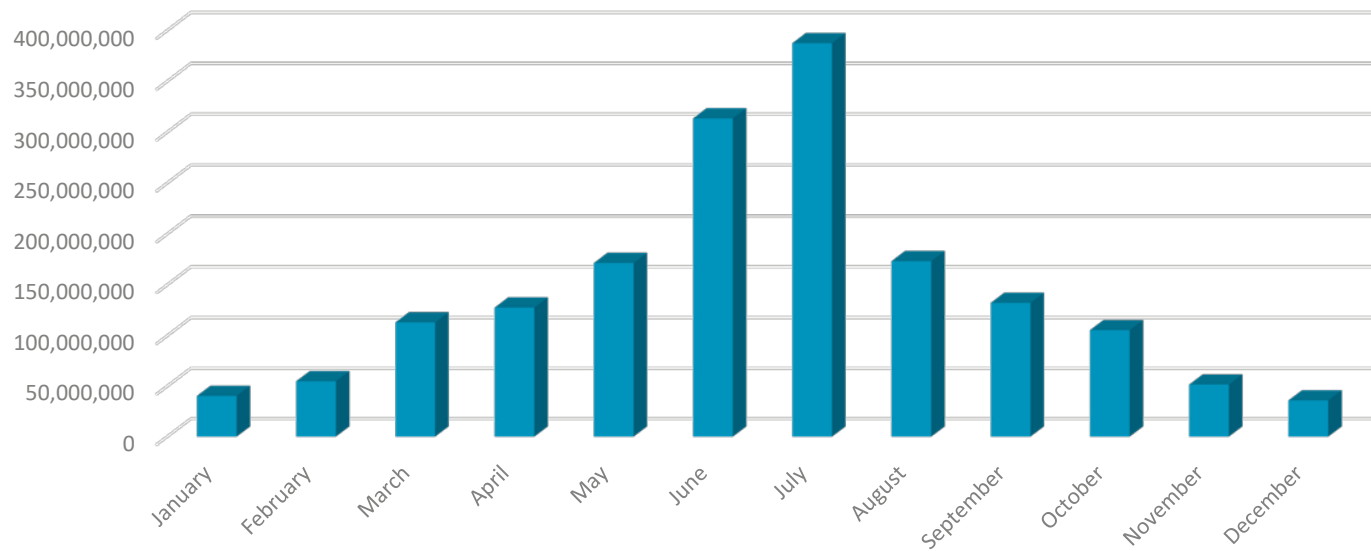


January	February	March	April	May	June	July	August	September	October	November	December
441,747	586,103	1,203,196	1,332,404	1,818,209	2,979,100	3,693,876	1,768,295	1,298,302	1,091,776	559,879	385,938

2017 Visitor Profile

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Visitor Spending by Month



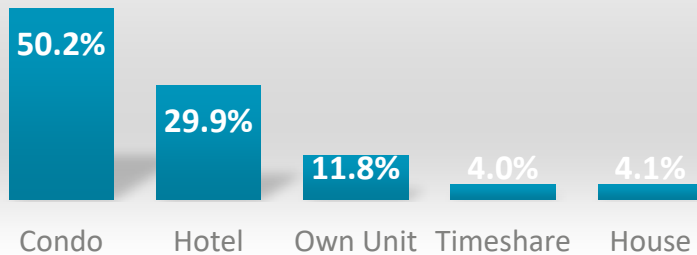
January	February	March	April	May	June	July	August	September	October	November	December
\$ 40.35	\$ 54.89	\$ 113.06	\$ 127.61	\$ 171.41	\$ 313.59	\$ 387.43	\$ 173.24	\$ 132.21	\$ 105.42	\$ 51.59	\$ 35.87

in \$ millions

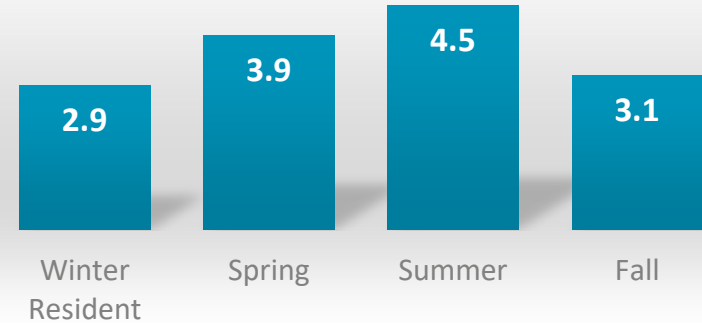
2017 Visitor Profile

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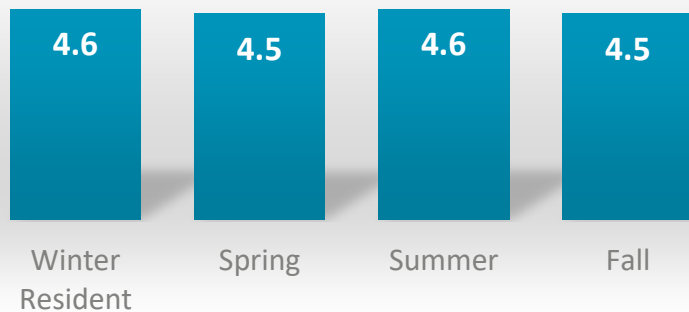
Type of Accommodation Occupied



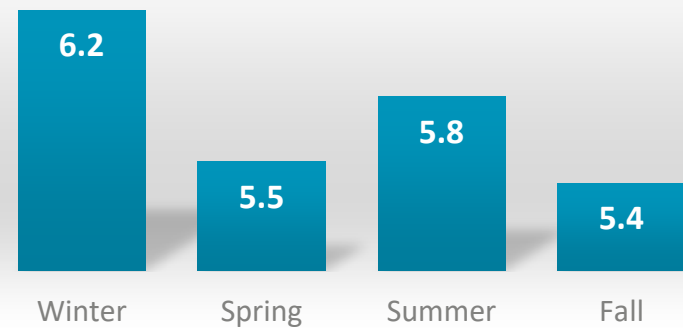
Average Party Size



Visitor Satisfaction



Length of Stay



* excludes winter residents, whose average length of stay was 67.0 days

OPERATIONS STRATEGY



IMPORTANCE

APPROACH

TACTICS

In addition to the functional departments that direct the destination marketing activities of promoting Panama City Beach as a tourist destination, the TDC Operations Department is responsible for overseeing beach renourishment, beach maintenance, landscaping select areas within the tourist corridor, as well as ensuring available resources are used in accordance with established policies, procedures and are accounted for properly.

To increase departmental efficiency and accountability, expenditures that span multiple departments or expenditures that fall under the direction of the President's Office are maintained within the Operations Department. These include all accounting, administrative functions, payroll, research, share supplies, etc.



Operations Overview

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IMPORTANCE

APPROACH

TACTICS

The TDC takes its responsibility for managing and expending tourist development tax funds very seriously. We have implemented policies, practices and procedures that guarantee the checks and balances are in place to ensure funds are used in an appropriate manner.



IMPORTANCE

APPROACH

TACTICS

- Articulate established policies and procedures to all members of the TDC staff to ensure compliance.
- Follow established standards for accounting, financial management, human resources, record creation and retention.
- Continually review established policies and procedures to ensure they provide the framework and appropriate guidance necessary for staff to achieve their operational responsibilities. If revisions, clarifications, or additions are needed, work with the Board of Directors to facilitate the changes.
- Regularly communicate with members of the Board of Directors on issues related to the operation of the TDC.
- Work with appropriate members of the TDC staff to ensure all contracts for work to be performed are properly negotiated and monitored in order for the expected result of the contract to be achieved.
- Work with TDC staff to ensure shared resources within the Operations Budget are effectively utilized across all departments.
- Work with TDC staff to ensure all budgets are maintained and expenditures are within the parameters established by the Board of Directors.

MARKETING & COMMUNICATIONS STRATEGY



Marketing Overview

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IMPORTANCE

APPROACH

TACTICS

Marketing Panama City Beach as a tourist destination is the primary activity of the TDC, accounting for 40 percent of the entire budget. For FY 2019, the Panama City Beach CVB will continue to grow the REAL.FUN.BEACH. brand by tying the marketing and public relations campaigns directly to the brand. The primary campaign, “Make It Yours,” will continue to build loyalty and brand evangelism among current visitors, as well as attract new visitors to the market.



Universal



Control



Marketing Overview

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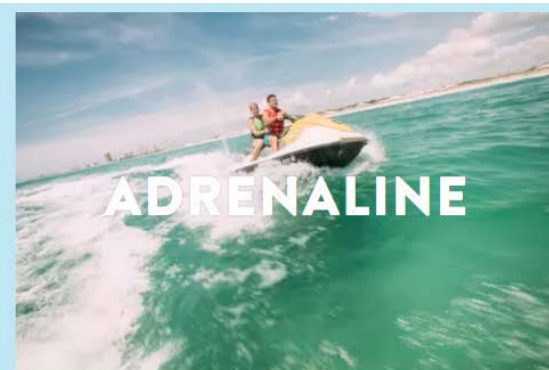
IMPORTANCE

APPROACH

TACTICS

Visit Panama City Beach Creative

By highlighting the wide range of activities and amenities to suit visitors' travel styles, preferences and interests, we show how Panama City Beach is different from other beach destinations. Our campaign is an invitation to "Make It Yours," and creates a sense of belonging for the first-time visitors and returning visitors alike. We will continue to promote our current personas for 2019.



Marketing Overview

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IMPORTANCE

APPROACH

TACTICS

Media Objectives & Strategy

Address all segments and stages of vacation planning

Focus targeting based on dynamic segmentation modeling

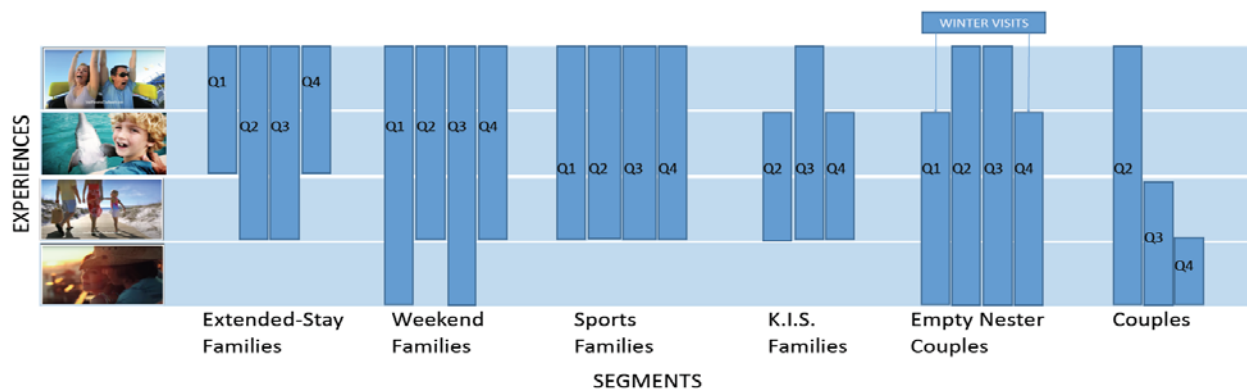
Customize against seasons, geography, events and annual support

Digital first, quantifiable metric – quality site traffic, higher engagement

Continue to build on the success of the MAKE IT YOURS campaign by enhancing and expanding the personalization and dynamic segmentation.

Dynamic Segmentation

Theme and Segment Overlay by Time of Year



* Directional focus areas for creative rotation, not mandates, will be tested and optimized in market

Marketing Overview

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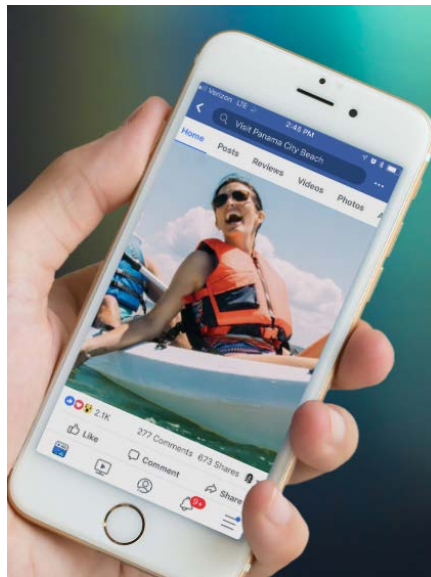
IMPORTANCE

APPROACH

TACTICS

Marketing Partners - With the support of Luckie & Co., Lou Hammond Group, and Simpleview, our Agencies of Record, we will focus on an integrated approach that leverages the activities of the operational departments, as well as our industry partners to help communicate our story through a variety of media and messages.

Digital First – As more travel decisions are being made on mobile platforms, the TDC will leverage the strength of the PCB brand through innovative digital-first campaigns. These “thumb-stopping” campaigns will showcase Panama City Beach as a dynamic beach destination that offers the experiences consumers crave.



IMPORTANCE

APPROACH

TACTICS

Interactive Marketing - Search engine optimization, marketing for VisitPanamaCityBeach.com, deployment email automation and monthly e-newsletters to our database are all core strategies for the upcoming year, along with utilizing new and emerging digital technology.

- New Destination Website to inspire visitors to experience Panama City Beach featuring easy navigation and flow along with a clean and modern design
- New Dynamic Content Module will enable Visit PCB to create content areas specific to Profiles set in the CMS. Profiles based on Geographic Location (e.g. in market vs. out of market) This allows us to display targeted content built for various User Profiles
- New Special Event App platform enables Visit PCB to deploy a full featured app for special events allowing for push notifications, in app message center etc.
- New Email Platform Act-On Deployment utilized for targeted events and offers with new creative features and import capabilities through the CRM
- New Google DMO Partnership work with Google to become a leading local guide for Panama City Beach on Google.



Marketing Overview

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IMPORTANCE

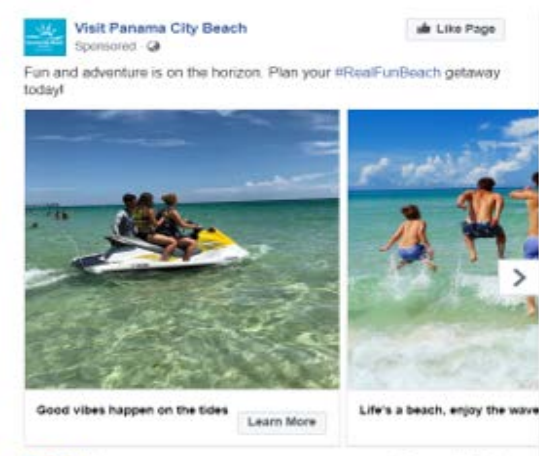
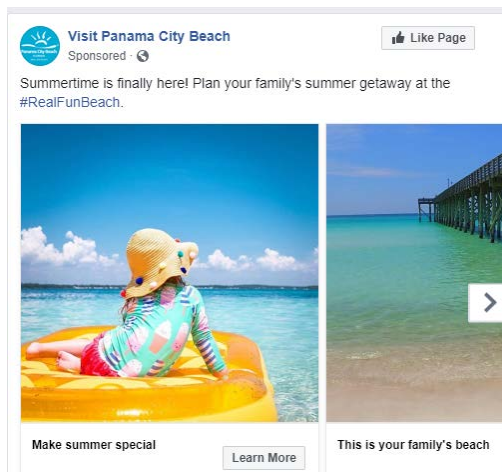
APPROACH

TACTICS

Social Media – The TDC’s website is a conduit for visitors to connect with the destination and experience user-generated content across a variety of social media platforms.

Engagement on Facebook remains high, with over 750,000 likes. Twitter, Google+, YouTube, Instagram, Pinterest and Snapchat continue to see marked growth.

- Continued partnership with Facebook/Instagram
- Brand Lift Study with Facebook
- Continued partnership with Brand Networks
- Continued partnership with the Chute Platform for User Generated Content
- Continued content calendar for Real. Fun. Organic posts/engagement
- Continue to include social media opportunities in partner co-ops (Facebook Lives, carousels, canvas etc.)
- Expand and develop a more robust partnership program with Google
- Continue to A/B test creative through social



Marketing Overview

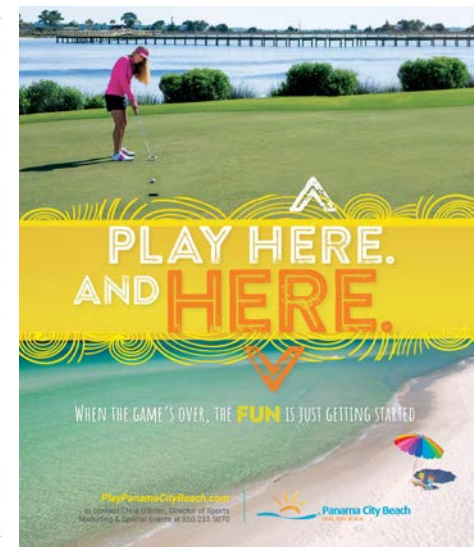
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IMPORTANCE

APPROACH

TACTICS

Traditional Media – Television, radio, and print advertising will comprise the majority of our traditional media campaigns. The campaigns, based on the brand position of REAL.FUN.BEACH, will highlight how Panama City Beach offers consumers authentic, fun experiences with friends and family on vacation and highlight our new “Make It Yours” copy.



Marketing Overview

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IMPORTANCE

APPROACH

TACTICS

Video – The TDC has developed an extensive library of b-roll video content that can be repurposed and edited into short, compelling videos to reach highly targeted consumers looking for the experiences that PCB offers.

The marketing team will continue to push these real FUN videos out to targeted consumers and specific niche audiences like the Eco-friendly, Adventure, Romance, fishing, special events along with scenic/inspirational videos and Instagram Stories. Videos will be a mix of authentic/organic, 360 and targeted creative.



Marketing Overview

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IMPORTANCE

APPROACH

TACTICS

Partner Co-op Programs

Continue to develop a robust series of co-op marketing selections to our partners. Analyze campaign results, gather partner feedback and adjust the program as necessary to make it the most successful.

Sample co-ops will include:

- Facebook Live | Facebook Promoted Posts | Facebook Canvas Ads | Facebook Carousel Ads
- Instagram Promoted Posts
- Print Opportunities
- Feature opportunities on partner pages like Trip Advisor
- Email Sweepstakes | Custom Targeted Emails
- Digital Banners | remarketing | custom targeted display
- Special Event Toolkits for signature events
- Google Partnership



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Sherman's Travel Bulletin

NEXT STOP: THE REAL. FUN. BEACH.

Summer may be sailing away, but in Panama City Beach we're just getting warmed up. With 320 days of sunshine a year, you can enjoy fun along our turquoise waters and sugar-white sands in every season. From golf courses and fine dining to bike trails and state parks, you'll discover countless ways to make it yours.

RESORTQUEST
Book with ResortQuest by Wyndham Vacation Rentals and experience the finest in Gulf-front condos and homes on your Panama City Beach vacation.
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REAL FUN BEACH

Marketing Overview

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IMPORTANCE

APPROACH

TACTICS

Public Relations- Continue the partnership with Lou Hammond Group to position Panama City Beach as the all American Real. FUN. Beach through the following methods:

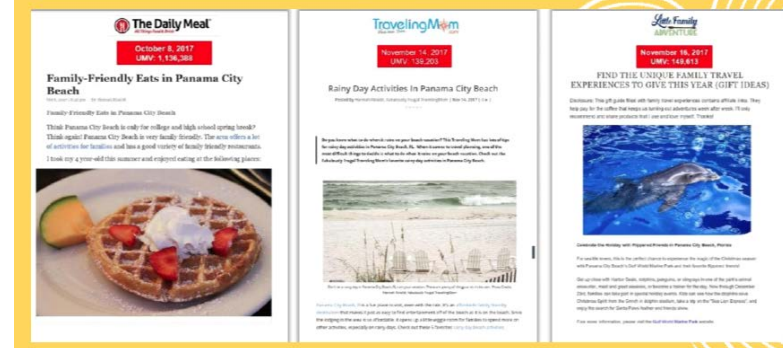
- Press Releases
- Press Visits – Group and Individual Trips | Influencers | Mommy Bloggers etc.
- Media Missions/Deskside visits in key markets
- Promotions | Broadcast Outreach
- Crisis Communications
- Proactive pitching
- Reactive news bureau
- Integrated strategic planning with the team (Make It Yours Campaign)
- Work with targeted social media influencers
- Brand messaging (Real. Fun. Beach Tees) and storytelling
- Public awareness (Beach Flags, Leave Only Footprints Ordinance, etc.)
- Community Education and Outreach | Local Brand Ambassadors

SOCIAL MEDIA COVERAGE

INSTAGRAM REACH = 55,700



BLOG COVERAGE CONTINUED



Marketing Overview

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IMPORTANCE

APPROACH

TACTICS

Real. FUN. Event support

The Marketing Department will continue to support the real. FUN. Special events to help drive demand in key periods to impact tourism for the destination. The marketing support will keep all creative within the brand standards of Visit Panama City Beach and also work to target and support new audiences within our dynamic segmentation.

- Special Event overviews for each Visit PCB signature event will continue to be created to include the event goal, opportunity Statement, creative assets, budget and results
- Special Event marketing support for Visit PCB signature events along with continued marketing support for partner events via the special event support marketing template.



Marketing Overview

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IMPORTANCE

The detailed marketing plan will be presented to the TDC/CVB Board of Directors at its October Board Meeting.

APPROACH

TACTICS



SALES STRATEGY



Sales Overview

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TACTICS

In FY 2019, we will focus our sales activities in maintaining and growing our presence within the leisure, military, and reunion travel segments, while expanding our meetings and conference sales initiatives. Emphasis will be placed on the evolution of our product, natural surroundings, accessibility, value and on our new offerings that enhance the visitor experience.



IMPORTANCE

APPROACH

TACTICS

Through integrated sales initiatives, the TDC will work to increase leisure, group travel, and meetings demand to Panama City Beach each season of the year. We will emphasize new offerings including accommodations, attractions, dining options, and ecotourism opportunities with a continued focus on events, accessibility to the destination, value, and the bonus of experiencing true southern hospitality in a beachside setting.

Leisure Travel – Through direct contact with both consumers and travel professionals, we will continue to promote Panama City Beach as a year-round destination highlighting new accommodations, attractions, dining options, value-added experiences, events and the specific attributes of our different seasons.

Group Travel – Increase visitation to Panama City Beach with the group market in all seasons with particular emphasis on the shoulder seasons and various events. Using the strength of our REAL.FUN.BEACH brand, we will emphasize that we are truly a destination that offers something for everyone. In addition, we will strengthen our relationships with qualified travel trade professionals and domestic tour operators and grow the tour market by working more closely with industry partners to present Panama City Beach as a group friendly, affordable, fun destination.

Meetings/Conventions – Collaborating with our lodging partners that are active in hosting meetings and conventions, we will develop cooperative sales and marketing opportunities to create additional demand for Panama City Beach throughout the year.



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We will accomplish these goals through targeted consumer shows, attendance at travel marketplaces, and dedicated appointment shows for conferences and meetings. We will also participate in cooperative opportunities with our accommodation partners with VISIT FLORIDA and the destination marketing organizations in Northwest Florida.

Consumer Shows – Travel shows in key domestic drive and fly markets are an important vehicle to increase awareness of Panama City Beach as a tourist destination within our target audiences. The shows in which we will exhibit include:

- Southern Women's Shows – Charlotte and Nashville are three and four-day consumer shows geared to women, with an estimated attendance of 30,000 per show
- New York Times Travel Show & Boston Globe Travel Show - allows the TDC to target NE travelers as well as New York/Boston-based national travel professionals and travel media
- AAA Ohio – provides an opportunity for the TDC to reach AAA members in the Ohio market.
- Travel & Adventure Show – Chicago – allows the TDC to target travelers in the greater Chicago region.

Domestic Travel Tradeshows – Group travel shows remain a viable way to reach domestic tour operators and other group travel organizers that have the potential to generate visitation to Panama City Beach.

- VISIT FLORIDA Trade Events
- ITT Military Shows – provide an opportunity to reach veterans across the Southeast US as they plan and coordinate both individual travel and military reunions
- ABA and Boomers Group Tour Travel shows



IMPORTANCE

APPROACH

TACTICS

Conference and Meeting Tradeshows – Trade and appointment shows with meeting planners that are interested in Northwest Florida as a potential conference location. The shows include: Connect, Florida Encounter, Rendezvous South, and Christian Meeting and Convention Association (CMCA).

Other Sales Tactics

- Continue to promote the message that Panama City Beach has “something for everyone.”
- Encourage increased partner participation in TDC programs.
- Continue to educate partners on the value of participating in sales programs through industry workshops.
- Leverage additional exposure for Panama City Beach through cooperative sales opportunities and missions with VISIT FLORIDA.
- Host Fam trips for qualified group travel professionals targeting family and military reunions, groups, and the meetings markets.
- Optimize budget to ensure that target markets are enhanced and new markets are addressed on regional, national and international levels.
- Update collateral materials, trade shows booths, etc.
- Secure compelling photography that effectively communicates the Panama City Beach experience to sales clients.
- Enhance the group visitor experience – step-on guided tours, group welcomes, welcome packages, etc.



Maui City Beach
IDA
FUN. BEACH.

INTERNATIONAL OVERVIEW



IMPORTANCE

APPROACH

TACTICS

Our International Program is a joint initiative of our Marketing and Sales teams. Our continuing development of business relationships within the international travel-trade and media is critical to expanding international visitation to Panama City Beach. Through partnership opportunities with VISIT FLORIDA, Brand USA, and through our international representation firms, Lieb Management (Germany) and Gosh PR Gosh (UK), emphasis in FY 2019 will be placed on furthering these relationships with European “travel influencers.” In addition, we will conduct educational seminars and workshops with accommodation partners in order to increase awareness and participation in this emerging market segment.

VISIT FLORIDA and Brand USA have developed cooperative marketing relationships with Expedia expanding our ability to offer direct to consumer opportunities for our lodging partners without having to involve tour operators and other intermediaries.

International travel from the UK and Germany continues to be a strong market for Florida with opportunities in spring/fall shoulder seasons. Canadians are an important aspect of our winter resident business and we will also stress the viability of year round travel to this lucrative market.

In 2017, total spending, from Panama City Beach’s top 10 international markets using VISA credit and debit cards equaled \$4,733,007, with Canada (\$4,108,443), Germany (\$343,307) and the United Kingdom (\$281,257) comprising the bulk of the spending.



IMPORTANCE

APPROACH

TACTICS

International Tradeshows – International tradeshows, in partnership with VISIT FLORIDA, provide an excellent platform to increase awareness of Panama City Beach to tour operators, receptive operators, and travel media from key countries across the globe.

Partnership with Tour Operators – Through our efforts to date, we have connected lodging properties with a number of tour operators in the UK and Germany. We will continue to develop and strengthen these relationships. In FY 2019, we will focus particular emphasis on Virgin Holidays, Funway, US Air Tours, and Thomas Cook, as well as Florida-based receptive tour operators.

International Tour Operator FAM Trips/Media Visits – The old adage “seeing is believing” applies to the international market. As we continue to build international awareness of Panama City Beach as a tourist destination, hosting tour operators and travel media is essential. Their first-hand experiences and recommendations are important as they educate their constituents on a “new” Florida destination.

Direct to Consumer Communications – To increase demand among international audiences, we will work with VISIT FLORIDA and Brand USA on cooperative marketing campaigns in Canada, UK and Germany. Expedia will be a primary marketing partner in these programs.

Northwest Florida Tourism Council Cooperative Efforts – A number of other Northwest Florida communities have expressed interest in collaborating on a targeted international campaign to extend the reach of our collective efforts.



IMPORTANCE

APPROACH

TACTICS

International Tradeshows – International tradeshows, in partnership with VISIT FLORIDA, provide an excellent platform to increase awareness of Panama City Beach to tour operators and travel media from key countries across the globe. These shows include:

- **Florida Huddle** is an international marketplace held in Florida for tour operators and media
- **World Travel Market** (WTM) is an annual three-day travel event that brings together nearly 50,000 worldwide travel industry professionals for appointments (suppliers and buyers), networking, etc.
- **ITB** is the world's largest travel and tourism tradeshow in Berlin that will further extend our ability to expose Panama City Beach to the international wholesale and FIT travel markets
- **IPW** is the Travel Industry Association of America's annual international tour operator and media event promoting travel to the United States
- **IITA** is a travel tradeshow focusing on US-based receptive tour operators who provide the on the ground management for internationally-based tour operators.



SPECIAL EVENTS STRATEGY



Special Events Overview

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IMPORTANCE

APPROACH

TACTICS

Special events continue to be a focus area to help increase visitation to Panama City Beach throughout the year, with particular emphasis during the spring and fall. Research has shown that our visitors will increase the frequency of their visits when given a compelling reason to do so. Outside of the peak summer season, festivals and special events help spur this type of travel.

Additionally, fun, unique and well-orchestrated festivals and special events can have a halo effect for destinations and create intangible benefits by spurring interest in the destination even if the potential visitor is unable to attend a specific event. The TDC operates a number several high-profile events throughout the year and works with other event organizers to demonstrate the dynamic, fun nature of Panama City Beach. These events include: Pirates of the High Seas Fest, Oktoberfest, Beach Home for the Holidays, New Year's Eve Beach Ball Drop, Panama City Beach Mardi Gras and Music Festival, Food Truck Festival, Emerald Coast Boat Show, PCB Scottish Festival, Emerald Coast Cruizin', UNwineD, Seabreeze Jazz Festival, SandJam, Thunder Beach, Beach Jeep Jam, and Pepsi Gulf Coast Jam.

We will continue to foster relationships with organizations throughout the destination to create and assist with special events that have the potential to drive incremental demand for Panama City Beach as a tourist destination. Potential partners include: City of Panama City Beach, Grand Lagoon Coalition, Panama City Beach Chamber of Commerce, Beach Arts Alliance and Bay County Chamber of Commerce.



Special Events Overview

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IMPORTANCE

APPROACH

TACTICS

The TDC will collaborate with outside organizations on festivals, concerts and special events that take place throughout the year. This collaboration includes: sponsorships, and in-kind or paid advertising support. Additionally, the TDC will continue to develop, manage, host and publicize signature events designed to increase visitation to the destination.

The TDC will continue to support and add events to the calendar as we strive to make Panama City Beach a year-round destination. All the events supported by the TDC must strengthen, extend, and leverage the brand of Real.Fun.Beach.



Special Events Overview

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IMPORTANCE

APPROACH

TACTICS

- Maintain relationships with existing events, as well as work together to enhance the events through available resources including sponsorship, advertising/marketing or event management.
- Engage the industry partners, through workshops, on events, market trends and new opportunities that will create incremental demand for the destination.
- Use innovative event themes to support and extend the REAL.FUN.BEACH brand and create additional awareness and demand for Panama City Beach.
- Develop and manage budgets for each event to ensure the TDC is able to effectively and efficiently execute a quality events within established budget parameters.
- Attend Industry tradeshow and conferences to reach industry decision leaders; attend educational event seminars; and showcase the destination's venue to potential event partners.
 - Florida Festivals & Events Association
 - Pollstar
 - International Entertainment Buyers Association (IEBA)
- Foster relationships with national artist agencies such as WME, Live Nation, AEG Live, etc. and explore opportunities to enhance current events or produce new events.



VISITOR SERVICES STRATEGY



Visitor Services Overview

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IMPORTANCE

APPROACH

TACTICS

The Visitor Services staff serve an important role for visitors who are comparing vacation destinations, as well as those visitors who have made the decision to come to Panama City Beach, but desire additional information to enhance their vacation. We will implement strategies to help potential visitors choose Panama City Beach over competitive destinations, and encourage current visitors to do more, stay longer, and visit more frequently, while reinforcing the REAL.FUN.BEACH. Brand.



Visitor Services Overview

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IMPORTANCE

APPROACH

TACTICS

Taking advantage of the updated and enhanced Visitor Information Center space, the Visitor Services staff will focus on providing attentive, personalized service by meeting and greeting visitors as they enter the center and walking them to the brochure displays of interest. The staff will also encourage visitors to utilize CVB resources – Visitors Guide, websites, etc. – as the preferred source of information throughout their stay in Panama City Beach. The style of service will cultivate, support and celebrate a “visitor-centric” ethic that supports quality visitor experiences through unpretentious but attentive customer service.



Visitor Services Overview

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IMPORTANCE

APPROACH

TACTICS

- Maintain and enhance standards of excellence in answering visitors' questions about the destination, whether by phone, at the airport, in the Visitor Information Center or an off-site location.
- Actively interact with guests visiting the Visitor Information Center and encourage guests to use the TDC's website as their primary, trusted information source while visiting Panama City Beach.
- During select times of peak visitation, or as needed to support group sales, sports marketing or special event initiatives, provide off-site visitor information services to extend the reach of the Visitor Information Center and contribute to the sense that Panama City Beach is a safe and welcoming destination.
- Quickly, efficiently and accurately handle fulfillment of Visitor Guide requests coming into the Visitor Services staff.
- Continue Panama City Beach Days in the Official VISIT FLORIDA Welcome Centers.
- Rotate free-standing kiosk displays in Visitor Information Center to highlight events, eco-tourism, and other unique and memorable aspects of Panama City Beach.
- Organize the TDC's National Tourism Day events.
- Raise visibility within the community by having a presence at community events.
- Conduct themed events/activities to highlight upcoming events/seasons.
- Organize Winter Resident Appreciation Days.
- Organize Winter Resident Events, including Homecoming and the Senior Prom.



SPORTS MARKETING STRATEGY



IMPORTANCE

APPROACH

TACTICS

As evidenced by the TDC's \$35 million investment in the Panama City Beach Sports Complex, amateur athletic tournaments are a central component of the TDC's strategy to generate incremental visitor demand. In FY 2019, we will continue to target our key sports markets of softball and baseball, as well as emerging markets in both tournaments, such as soccer and lacrosse and sporting events, including as road races, beach, water and indoor sports that support this goal while staying with industry trends.

A centerpiece of our efforts will be the construction and opening the new sports park. Though we expect the facility to operate near capacity during the summer months, the complex is being designed to allow us to host tournaments that occur outside our peak travel season. As we approach the opening of the new facilities, we will coordinate efforts between the City and Sports Facilities Management (SFM) to maximize utilization of all available tournament facilities, including Frank Brown Park and the Panama City Beach Sports Complex.

Visitors coming to Panama City Beach to participate in or experience a tournament or sporting event generate over \$100,000,000 in direct visitor spending with a total economic impact in excess of \$170,000,000.

Additionally, as outlined in the Strategic Plan, we will continue the planning of a proposed indoor facility to further diversify our product offerings and our ability to drive incremental year-round visitor demand.



IMPORTANCE

APPROACH

TACTICS

Attracting, fostering and growing tournaments and sporting events requires a multifaceted approach that includes acting as a liaison and partnering the events right holders with the local partners that can help bring the event to fruition. These partners include local governments for the use of athletic facilities, accommodations and others.

Additionally, financial assistance in terms of sponsorships, bid fees, and host fees may be required to secure the events. By securing national, regional and large-scale events in Panama City Beach, local businesses, as well as local governmental partners benefit by having increased revenues from out of town visitors attending the events.

The TDC understands the standards required to host tournaments that will generate visitation and promote tourism may be higher than what is required for local play. The TDC remains committed to continue collaborating with local governments in making necessary enhancements to the public venues to ensure they are maintained in a tournament-ready condition.



IMPORTANCE

APPROACH

TACTICS

- Attend tradeshow and conferences, including:
 - NSA, NASC & USSSA National Conventions, TEAMS Sports Conference, Florida Sports Foundation Annual Summit, SPORTS – The Relationship Conference and Connect
- Provide financial assistance in terms of sponsorships, bid fees and host fees:
 - Sponsorships – paid to the event right holders: NSA Convention Outing/Booth, USSSA Convention Social/Booth, Gulf Coast Collegiate Classics, World Sports League, Arnold High Basketball Classic, NASC/TEAMS Conference, 9/11 Stair Climb, and other sporting events – such as Gymnastics, Cheer, Dance, & Golf - occurring in Panama City Beach
 - Bid Fees – paid to the event right holders: baseball - Grand Slam World Series and USSSA; softball – NSA Worlds, USSSA Worlds, USFA, and WSL, Beach Volleyball, Soccer Tournaments, Florida Ironman and Gulf Coast Ironman 70.3.
 - Host Fees – paid to local public athletic venues, including Frank Brown Park and Harders Park to offset the costs of hosting the events: FL/AL High School Fastpitch Challenge, GCSC Fastpitch Classic, USSSA Worlds, NSA Fall World Series, USSSA Fastpitch on the Beach, AAU Regional Basketball, USFA and WSL World Series
- Conduct workshops to facilitate communication between current and potential events right holders with local tourism industry businesses.
- Host Sports Conferences and fam trips with qualified event rights holders
- Enter into strategic partnership arrangements with organizations that have the ability to bring multiple tournaments to Panama City Beach.



PARTNER ENGAGEMENT & COMMUNITY SUPPORT STRATEGY



Partner Engagement & Community Support Overview

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IMPORTANCE

APPROACH

TACTICS

Panama City Beach is a large beach destination generating approximately of \$2.9 billion in economic impact (direct, indirect and induced), with over 16,500 overnight accommodations available to visitors and over a thousand small businesses serving our visitors. These independent, small businesses are the lifeblood of the Panama City Beach experience. To effectively tell the Panama City Beach story, in order to have potential visitors select Panama City Beach over all other destinations, the TDC needs to engage and partner with these businesses. We need to know their story. The tapestry of these businesses is one of the differentiating factors that make Panama City Beach special.

Many of these businesses have limited advertising budgets to market themselves. Through a robust cooperative marketing program, the TDC will provide affordable opportunities to Panama City Beach tourist businesses to advertise and promote the goods and services they offer. Getting more partners involved with the TDC will assist in extending our brand and bringing Real.Fun.Beach. to life. We also gain a better understanding of the needs of our partners which will assist us in planning for future events, campaigns and marketing activities.

The TDC also actively partners with non-profit organizations, like the Northwest Florida Tourism Council, Panama City Beach Chamber of Commerce, Bay County Chamber of Commerce and the Grand Lagoon Coalition, that are actively engaged in enhancing tourism to Panama City Beach.

Additionally, the TDC provides support, which is limited by statute, to Bay County and the City of Panama City Beach. This support helps offset the costs of lifeguards and public safety, as well as ensuring the facilities Aaron Bessant Park and Frank Brown Park are maintained at a level to attract incremental visitation to Panama City Beach.



Partner Engagement Overview

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IMPORTANCE

To engage our partners, the TDC must create value and clearly demonstrate the importance of their participation in our programs - to answer the question, “what’s in it for me?”

APPROACH

To this end, we revamped our approach to cooperative marketing. The TDC publishes the Visitors Guide, which is produced on a quarterly basis in order to provide up-to-date and relevant content to visitors as they make their travel planning decisions and allow our partners to adjust their marketing messages by season. The TDC also offers co-op marketing opportunities on an ongoing basis throughout the year to help our partners leverage their advertising budgets and take advantage of opportunities as they arise.

TACTICS

One of the most important aspects of partner engagement is listening to the needs of our partners, and that role extends to all members of the TDC staff. As we go forward, it is important for all the management team to reach out and interface with our partners in order for the industry to fully appreciate all that the TDC does in marketing Panama City Beach as a tourist destination. This outreach activity takes on many forms, including one-on-one, sending out industry newsletters and updates, hosting workshops and seminars, and participating in community activities.

Panama City Beach offers a wide variety of superlative experiences for visitors that go beyond the traditional activity of “hanging out on the beach.” In FY 2019, the TDC will assist partners on strategies to showcase these experiences and will develop a series of vertical markets (adventure travel, home-school families, destination weddings, etc.) that can be marketed to highly targeted audiences.



Partner Engagement Overview

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IMPORTANCE

APPROACH

TACTICS

- Develop Partner Engagement toolkit in order to effectively communicate all the goods and services the TDC has to offer.
- Working with the publisher of the Visitors Guide and the Marketing Department, develop a dynamic cooperative marketing sales kit that outlines the various cooperative marketing opportunities.
- Continually survey industry partners on their marketing needs and work with the Marketing Department on the development of new cooperative programs each quarter.
- Develop a brand toolkit that will assist industry partners in incorporating Real.Fun.Beach. into their messaging without diluting the brand or creating brand confusion.
- Each functional department of the TDC will host workshops on issues of interest to industry partners.
- To highlight the importance of tourism to the local community and its economy, the TDC will host National Tourism Month activities during the month of May.
- Partner with Visit Florida and other communities in Northwest Florida, through the Northwest Florida Tourism Council, on regional marketing initiatives.
- Maintain a presence in the Panama City Beach Chamber of Commerce's Circuit Magazine that highlights the importance of tourism to our community and how the TDC carries out its mission.
- Maintain CRM system with current partner contact information.
- Revamp industry communications – extranet landing site, newsletters, etc. – to increase readership and participation.



TOURISM DEVELOPMENT STRATEGY – SPORTS COMPLEX



Sports Complex Overview

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IMPORTANCE

The development and opening of the Panama City Beach Sports Complex will be a crowning achievement for the TDC in 2019. The opening of this complex will mark a new chapter in the TDC's commitment to diversifying Panama City Beach's tourism industry and driving incremental visitation to further strengthen the local economy.

APPROACH

TACTICS

Anchor CEI serves as the TDC's owners representative overseeing the construction of the Complex, which is expected to open in late Spring of 2019. The construction is being financed through a 15-year loan that is being paid entirely by proceeds from the tourist development tax. The complex will be owned by Bay County and leased to the CVB for a period of 99 years. The construction oversight and administrative fees paid to Anchor CEI are being paid directly by the CVB in its Tourism Development Budget.

The TDC has hired Sports Facilities Management to conduct the day to day operations of the complex on its behalf. The CVB is responsible for payment of the pre-opening expenses for the Complex, as well as covering any revenue subsidies necessary to operate the complex. Based upon the pro forma, a summary follows in this Program of Work, the TDC anticipates the park will achieve profitability in the fourth year of operation. All funds for pre-opening expenses, as well as any subsidies will be paid from the Tourist Development Budget.



Sports Complex Pro Forma

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Total Revenue & Expenses

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Soccer Rental Tournaments	\$188,400	\$233,100	\$301,980	\$364,560	\$369,873	\$380,969	\$392,398	\$404,170	\$416,296	\$428,784
Lacrosse Rental Tournaments	\$24,480	\$47,760	\$72,960	\$84,240	\$85,428	\$87,991	\$90,631	\$93,349	\$96,150	\$99,034
Other Rental Tournaments	\$27,280	\$49,780	\$67,060	\$67,060	\$68,149	\$70,193	\$72,299	\$74,468	\$76,702	\$79,003
Baseball Rental Tournaments	\$145,200	\$173,400	\$208,740	\$208,740	\$212,667	\$219,047	\$225,618	\$232,387	\$239,359	\$246,539
Outdoor Field Rental	\$34,864	\$36,607	\$40,359	\$42,377	\$44,496	\$45,831	\$47,206	\$48,622	\$50,081	\$51,583
Food & Beverage	\$355,865	\$461,971	\$563,374	\$617,825	\$617,825	\$636,360	\$655,451	\$675,114	\$695,368	\$716,229
Hotel Rebates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Secondary Revenue	\$100,000	\$125,000	\$137,500	\$151,250	\$166,375	\$171,366	\$176,507	\$181,802	\$187,257	\$192,874
Total Revenue	\$876,089	\$1,127,618	\$1,391,973	\$1,536,053	\$1,564,814	\$1,611,758	\$1,660,111	\$1,709,914	\$1,761,211	\$1,814,048
Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Soccer Rental Tournaments	\$17,220	\$22,140	\$27,858	\$32,946	\$33,477	\$34,482	\$35,516	\$36,582	\$37,679	\$38,809
Lacrosse Rental Tournaments	\$2,448	\$4,200	\$6,144	\$6,696	\$6,815	\$7,019	\$7,230	\$7,447	\$7,670	\$7,900
Other Rental Tournaments	\$4,136	\$6,026	\$7,394	\$7,394	\$7,503	\$7,728	\$7,960	\$8,199	\$8,445	\$8,698
Baseball Rental Tournaments	\$28,920	\$34,515	\$41,181	\$41,181	\$41,770	\$43,023	\$44,314	\$45,643	\$47,013	\$48,423
Outdoor Field Rental	\$1,743	\$1,830	\$2,018	\$2,119	\$2,225	\$2,292	\$2,360	\$2,431	\$2,504	\$2,579
Food & Beverage	\$210,284	\$272,983	\$332,903	\$365,079	\$365,079	\$376,031	\$387,312	\$398,931	\$410,899	\$423,226
Hotel Rebates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Secondary Revenue	\$30,000	\$37,500	\$41,250	\$45,375	\$49,913	\$51,410	\$52,952	\$54,541	\$56,177	\$57,862
Total Cost of Goods Sold	\$294,751	\$379,194	\$458,748	\$500,789	\$506,781	\$521,984	\$537,644	\$553,773	\$570,386	\$587,498
Gross Margin	\$581,338	\$748,424	\$933,226	\$1,035,263	\$1,058,033	\$1,089,774	\$1,122,467	\$1,156,141	\$1,190,825	\$1,226,550
% of Revenue	66%	66%	67%	67%	68%	68%	68%	68%	68%	68%
Facility Expenses	\$261,962	\$277,883	\$293,346	\$301,635	\$304,661	\$309,231	\$313,870	\$318,578	\$323,356	\$328,207
Operating Expense	\$271,144	\$280,829	\$292,059	\$298,488	\$300,314	\$304,818	\$309,391	\$314,032	\$318,742	\$236,523
Management Payroll	\$240,000	\$249,600	\$259,584	\$269,967	\$280,766	\$291,997	\$303,677	\$315,824	\$328,457	\$341,595
Payroll Taxes/Benefits/Bonus	\$105,428	\$123,152	\$141,391	\$151,882	\$155,276	\$157,605	\$159,970	\$162,369	\$164,805	\$167,277
Total Operating Expenses	\$878,533	\$931,463	\$986,380	\$1,021,971	\$1,041,018	\$1,063,652	\$1,086,907	\$1,110,802	\$1,135,360	\$1,073,602
EBITDA	(\$297,195)	(\$183,039)	(\$53,154)	\$13,292	\$17,015	\$26,122	\$35,560	\$45,339	\$55,465	\$152,948
% of Revenue	-34%	-16%	-4%	1%	1%	2%	2%	3%	3%	8%
Economic Impact	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Non-Local Days in Market	137,390	189,642	239,877	272,464	272,464	272,464	272,464	272,464	272,464	272,464
Total Room Nights	37,023	51,402	65,242	74,377	74,377	74,377	74,377	74,377	74,377	74,377
Total Economic Impact	\$13,951,394	\$19,257,354	\$24,358,597	\$27,667,608	\$27,667,608	\$27,667,608	\$27,667,608	\$27,667,608	\$27,667,608	\$27,667,608
County Tax Revenue Generation	\$327,492	\$453,555	\$574,841	\$654,309	\$654,309	\$654,309	\$654,309	\$654,309	\$654,309	\$654,309
Net Financial Impact	\$30,296	\$270,515	\$521,687	\$667,601	\$671,324	\$680,430	\$689,869	\$699,647	\$709,774	\$807,257

Sports Complex FY 2019 SFM Pre-opening Budget

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PRE-OPENING OPERATIONS

FY 2018-2019 Pre-Opening Operations Forecast: \$507,000

	October	November	December	January	February	March	April	May	Total	% of Total
Soft Costs Operations										
Pre-Launch Professional Services	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 24,000.00	24%
Permits and Extensions	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 8,000.00	27%
Presentation Materials	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 8,000.00	40%
Interest on Construction Loan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Facility Development Consulting Fees	\$ -	\$ -	\$ 67,500.00	\$ -	\$ -	\$ 67,500.00	\$ -	\$ -	\$135,000.00	50%
Consultant Travel	\$ 3,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 5,000.00	\$ 2,000.00	\$ 20,000.00	83%
Management Deposit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Marketing Allowance	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 30,000.00	\$ 7,000.00	\$ 7,000.00	\$ 79,000.00	79%
Tournament and Event Business Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Pre-Funded Operational Account	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Pre-Opening Staff Budget	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 25,000.00	\$ 35,000.00	\$ 40,000.00	\$ 40,000.00	\$220,000.00	103%
Relocation Expenses	\$ -	\$ -	\$ 1,000.00	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -	\$ 3,000.00	28%
Cost of Issuance/Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Working Capital Reserve	\$ -	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 10,000.00	0%
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Total	\$ 35,000.00	\$ 34,000.00	\$ 102,500.00	\$ 38,000.00	\$ 41,000.00	\$ 141,500.00	\$ 59,000.00	\$ 56,000.00	\$507,000.00	46%

Sports Complex FY 2019 SFM Post-opening Budget

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POST-OPENING OPERATIONS

FY 2018-2019 - Revenue and Expenses: (\$108,928) EBITDA

Revenue	June	July	August	September	Total
Tournaments	\$ 37,680	\$ 37,230	\$ 42,150	\$ 27,600	\$ 144,660
Field Rental	\$ 2,883	\$ 2,849	\$ 3,225	\$ 2,112	\$ 11,069
Food & Beverage	\$ 25,015	\$ 24,716	\$ 27,982	\$ 18,323	\$ 96,036
Hotel Rebates	\$ -	\$ -	\$ -	\$ -	\$ -
Secondary	\$ 7,500	\$ 8,500	\$ 10,000	\$ 10,000	\$ 36,000
Total Revenue	\$73,078	\$73,295	\$83,357	\$58,035	\$ 287,765
Cost of Goods Sold	June	July	August	September	Total
Tournaments	\$ 5,791	\$ 7,073	\$ 4,958	\$ 3,945	\$ 21,768
Field Rental	\$ 144	\$ 142	\$ 161	\$ 106	\$ 553
Food & Beverage	\$ 14,781	\$ 14,605	\$ 16,535	\$ 10,827	\$ 56,748
Hotel Rebates	\$ -	\$ -	\$ -	\$ -	\$ -
Secondary	\$ 2,250	\$ 2,550	\$ 3,000	\$ 3,000	\$ 10,800
Total COGS	\$ 22,967	\$ 24,370	\$ 24,655	\$ 17,878	\$ 89,870
Operating Expenses	June	July	August	September	Total
Facility Expenses	\$20,809	\$20,870	\$23,736	\$16,525	\$81,940
Operating Expenses	\$22,595	\$22,595	\$22,595	\$22,595	\$90,381
Management Payroll	\$24,000	\$24,000	\$24,000	\$24,000	\$96,000
Payroll Taxes/Benefits/Bonus	\$9,626	\$9,626	\$9,626	\$9,626	\$38,503
Total Operating Expenses	\$ 77,030	\$ 77,091	\$ 79,957	\$ 72,746	\$ 306,823
EBITDA	(\$26,919)	(\$28,167)	(\$21,254)	(\$32,589)	(\$108,928)



TOURISM DEVELOPMENT STRATEGY



Tourism Development Overview

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IMPORTANCE

APPROACH

TACTICS

The Tourism Development Department helps drive incremental visitation and awareness through corporate relationships, cutting-edge media and new tourism products. Its goals are to:

- Generate additional sources of revenue;
- Assist local entities (e.g., City of Panama City Beach, Bay County Chamber of Commerce, PCB Chamber of Commerce, Bay Economic Development Alliance, Grand Lagoon Coalition) that are actively involved in advancing tourism-related activities;
- Establish and leverage relationships with consumer brands to enhance *Visit Panama City Beach* programs and elevate the “REAL. FUN. BEACH.” brand; and,
- Produce and deliver creative, compelling content and tourism products that take PCB’s story to new audiences.

The Tourism Development Department’s accomplishments include:

- Application for \$25.9 million in Triumph Gulf Coast funding for the Panama City Beach Sports Complex’s Indoor Sports Center;
- Corporate sponsorship program that has generated non-TDT revenue of more than \$1.4 million in cash, product and in-kind services since inception;
- Award-winning “Chasin’ The Sun” TV series, aired on Discovery Channel, with viewership of 4.4 million households and sustained growth of social media platforms;
- Ongoing relationships with national brands through program and event sponsorships; and,
- Live PCB webcam that averages 51,000 views per month – one of the most popular pages on the *Visit Panama City Beach* website.



Tourism Development Overview

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IMPORTANCE

In FY 2019, we will implement new sales strategies to aggressively pursue corporate investment as a means to enhance existing tourism assets and offset costs associated with construction of the new Panama City Beach Sports Complex.

APPROACH

TACTICS

At present, Triumph Gulf Coast has not acted on the TDC's grant application and our efforts remain focused on securing these funds. Aside from the potential grant, the Sports Complex will offer unprecedented opportunities to generate sponsorship revenue via naming rights, vendor agreements, signage and activations.

Departmental goals include offsetting a significant portion of "Chasin' The Sun" production costs, sourcing new corporate sponsorships and developing existing brand relationships to their full potential.

Sponsorship sales efforts will incorporate recommendations contained in *Revenue Maximizer™*, an asset identification and valuation service provided by Premier Partnerships. This customized, multi-tier packaging strategy will address sponsorship hierarchy, pricing and target categories.

We will position *Visit Panama City Beach* as an investment vehicle for companies to reach millions of visitors and, by doing so, increase awareness and sales. Aligning our brand with America's top corporate brands also elevates the reputation of Panama City Beach among visitors and the community at large.



Tourism Development Overview

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IMPORTANCE

APPROACH

TACTICS

The TDC will aggressively seek corporate sponsorships by pursuing:

- National companies that offer products/services with universal appeal or target the coastal vacation experience or amateur sports;
- Bay County-based companies that have high visibility and offer products/services targeted to visitors or see value in aligning themselves with Panama City Beach as a way to build community awareness, foster goodwill or underwrite local events; and,
- Private businesses interested in forming partnership alliances that add value to the sponsorship proposition.

The TDC will actively seek new sources of revenue to supplement programs traditionally funded through the Tourist Development Tax by:

- Leveraging opportunities to monetize assets associated with the new Panama City Beach Sports Complex;
- Identifying opportunities to monetize a wider variety of TDC assets (website, social media, events);
- Continuing to evolve the CTS-TV sponsorship model to generate cash investments (goal is 100% funding of the program with sponsorship revenue); and,
- Sourcing and applying for grants offered by governmental agencies, private corporations, foundations or other entities for the express purpose of promoting tourism.



Tourism Development Overview

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IMPORTANCE

APPROACH

TACTICS



A cornerstone of Tourism Development Department efforts is the award-winning Discovery Channel television series, “Chasin’ The Sun,” filmed entirely in Panama City Beach.

- Showcases world-class fisheries – *offshore, bay, pier, surf, backwater creeks*
- Episodes feature popular species – *redfish, pompano, grouper, snapper, tarpon, kingfish*
- Highlights recreational diving – *artificial reefs, lionfish eradication, near shore wrecks*
- Focus on the coastal lifestyle and outdoor recreation
- 2018 sweepstakes generated 10,000+ entries
- All full episodes available for viewing online at ChasinTheSunTV.com
- Related programming includes bi-monthly fishing report authored by local guide and posted to digital platforms



2019 SEASON FOUR

Air Dates	January – June
Broadcast Weeks	26
Original Episodes	13 (each airs 2x)
Day/Time	Saturdays 8:00am EST



Tourism Development Overview

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IMPORTANCE

APPROACH

TACTICS



REACH

99 million U.S. & Canada Households

AVAILABILITY

All 210 U.S. DMAs

QUICK FACTS

- Discovery Communications' #1 global brand
- #1 non-sports network among U.S. men



AVAILABILITY

80% of pay TV subscribers (150 million)*

AUDIENCE

40% of app users age 18-34

QUICK FACTS

- Multi-platform video service
- Live and on-demand programming



Tourism Development Overview

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IMPORTANCE

APPROACH

TACTICS



Beginning in Q4 2018, syndication of "Chasin' The Sun" on the Outdoor America platform will deliver an audience across broadcast, digital and social media channels in key visitor markets.



99 Broadcast Station Affiliates + 7 Regional Sports Networks
58 Million U.S. Television Households



135 Television Station Websites
75 Million Monthly Unique Users



IMPORTANCE

APPROACH

TACTICS

The Tourism Development Department's FY 2019 efforts will also include:

- Continued progress toward fully leveraging brand relationships through cross-promotions, event activations and sharing of digital content across media platforms.
- Potential expansion of the popular live webcam to include a second camera location and cash sponsorship.
- Leveraging existing high-profile events in Panama City Beach to host prospective sponsors and demonstrate the destination's infrastructure and drawing power.
- Expanding relationships with existing rights holders to develop co-op sponsorship programs.
- Identifying cross-promotional opportunities involving multiple sponsors and facilitating joint activations to maximize their combined investments.



Tourism Development Overview

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IMPORTANCE

APPROACH

TACTICS

Panama City Beach Vacation Magazine

The marketing team will continue to work with Rowland Publishing to provide curated content to potential visitors and subscribers.

- Mailed to Visit PCB subscribers – current subscriber list is in excess of 38,000 households
- Distributed through the TDC Visitor Information Centers, Visit Florida Visitor Information Centers, Sales Trade Shows, Media Missions



SEASONAL STRATEGIES & DYNAMIC SEGMENTATION



Seasonal Strategies & Dynamic Segmentation

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Seasonal Strategies

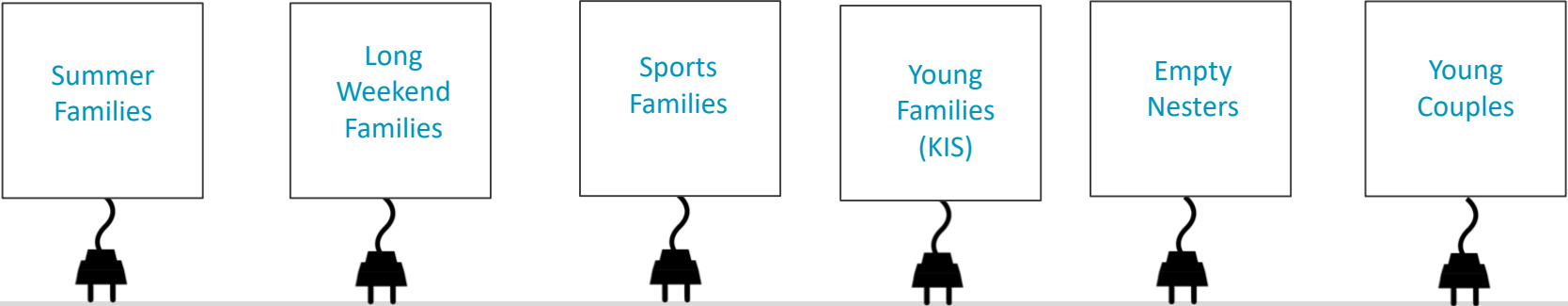
The TDC has a stated goal of driving incremental visitor demand each and every month of the year. By developing and supporting targeted campaigns, initiatives and events that appeal to various market segments that have a propensity to travel at different times, we have been successful in achieving this goal. Our seasonal strategies outline and memorialize the tactics that support this goal.

Dynamic Segmentation

The addition of Luckie & Co., supported by our partnership with Brand Networks and Facebook, has allowed the TDC to more efficiently get the RIGHT creative message, in front of the RIGHT consumer, at the RIGHT time. Listed below is a description of each of the key segments we are targeting through our advertising messages.



Dynamic Segmentation Overlay by Seasonality



Winter

Dec /Holidays

Dec /Holidays

Jan - Feb /
Events Driven visits
Post - holiday
romance

Spring

Mar /School Break
+ Eastern Holiday

Mar / School Break+
Easter Holiday

Mar / School Break
Apr - May / Sports
Tournaments

Mar / Late
Spring
vacation

Extended family
summer trip
Festival & Events
Driven visits

Jan - Feb /
Events - Driven visits
Post - holiday
romance

Summer

Jun - Jul / Summer
vacation

Jun - Jul / Summer
vacation

Jun - Jul / Summer
vacation + Sports
Tournaments

Late Aug /
Weeklong
Vacation

Late Aug /
Weeklong vacation
- Adults
Tournaments

Late Aug /
Weeklong
vacation

Fall

Oct / Fall Break
Nov / Thanksgiving

Oct / Fall Break
Nov / Thanksgiving

Nov /
Thanksgiving

Oct / Fall Break
Nov / Thanksgiving

Sep / Nov Events

Sep - Nov /
Pre - holiday
Relaxation

Dynamic Segmentation Overlay by Seasonality

SPORTS FAMILIES

Parents , Aged 25-54 with elementary school aged children or older.

Interest: Florida

Behavior: Family vacations + Sports Tournaments for children

Relationship status: Married

Sports families are those that come first because they have to for sports tournaments/ events and then we win them over to come back. Their primary visit motivator is to assisting and participating in different tournaments and sports events. In addition to sports driven visits, they also look for a destination that offers family time at the beach as well as activities full of adrenaline and excitement.

K.I.S. FAMILIES (Kids In Strollers)

Parents, oldest child < 5

Interests: Florida

Behavior: Family Vacations

Young families are interested in destinations with a wide variety of activities offerings that perfectly combine outdoor recreation and experiencing nature. Their primary motivators are to have a fun family time and build lasting memories. Visits are usually planned and don't depend on school calendars, which represents a more flexible visitation frequency.

Dynamic Segmentation Overlay by Seasonality

EMPTY NESTERS

Age: 40 – 64, Couples without kids living in the household (may or may not have grown children)

Interest: Florida

Behavior: Family vacations

Relationship status: Married

Empty nesters are constantly looking for a variety of travel options. Their primary motivators are to spend quality of time with their partner or families, and gather meaningful experiences. They are interested in nature, relaxation and enjoying small moments of life. Since their visitation frequency is flexible throughout the year, they don't spend a higher amount of time on the planning cycle.

YOUNG COUPLES

Adults, 25-54, in a relationship (can be married, engaged, cohabitating, or in a relationship)

Interests: Florida

Behavior: Travel

Young couples seek for destinations that provide a relaxing getaway. When visiting a destination, they are interested in experiencing culture in its full potential and build unforgettable memories. They seek for attractions that foster romanticism, excitement, and joy. Visitation intent can be driven from pre and post holiday romance to events.

SEASONAL STRATEGIES WINTER



Seasonal Strategy - Winter

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IMPORTANCE

Historically, Winter sees the greatest fluctuations in year-to-year performance. The uncertain economic climate and marginal weather have been contributing factors to the annual variations.

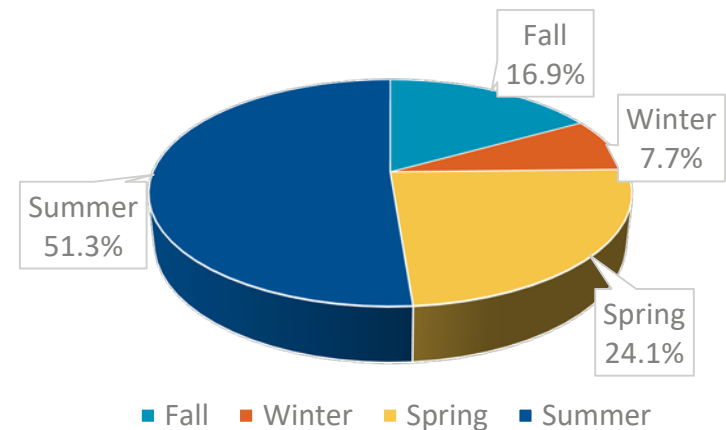
APPROACH

TACTICS

The Winter Season accounts for approximately 7.7% of annual revenue. Even though revenue created over this 90-day period is about on par with April, the revenues generated during the Winter Season along the beach help keep businesses open and preserve jobs.

Our winter visitors generally fall into two categories – Families traveling to the beach during the Christmas – New Year holidays (many coming specifically for the Beach Ball Drop) and Winter Residents looking to escape colder weather at home – Upper South, Midwest and Canada.

Revenue by Season



Seasonal Strategy - Winter

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IMPORTANCE

APPROACH

TACTICS

Our winter strategy focuses on creating fun, memorable experiences for our Winter Residents under the basic premise, “We can’t control the weather, but we can ensure that a visit to Panama City Beach is all about FUN!” Word of mouth, social media and public relations were the primary vehicles for spreading the message.

Since implementing this strategy in FY 2011, revenues have increased by 71.6%. In the previous decade, revenues only grew by 41.3%.

Seasonal Key Statistics

	Lodging Revenue	Visitor Spending	Visitor Days
December	\$ 9,428,720	\$ 35,869,882	385,938
January	\$ 9,902,260	\$ 40,352,938	441,747
February	\$ 14,567,380	\$ 54,886,500	586,103
Total	\$ 33,898,360	\$ 131,109,320	1,413,788



Seasonal Strategy – Critical Segments | Winter Dynamic Segmentation

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IMPORTANCE

APPROACH

TACTICS

Key Audience	Core Message	Reasoning
Summer Families	Adrenaline + Eco tourism	Holidays
Long Weekend Families	Adrenaline + Eco tourism + Family Beach + Romance	Holidays
Empty Nesters	Romance + Family Beach+ Eco tourism	Events Driven visits



IMPORTANCE

APPROACH

TACTICS

In order to continue executing our strategy of making Panama City Beach the destination known for fun and further leveraging the Real.Fun.Beach. brand, we will:

- Continue to support the Beach Ball Drop through an event sponsorship, as well as execute targeted social media, public relations and digital campaigns.
- Execute targeted social media, public relations and digital campaigns highlighting our Winter Resident Activities and special events.
- Promote winter visitation through consumer shows in the Midwest, Northeast and Canada
- Continue to develop, support and implement components of our Winter Resident program, including:
 - Winter Resident Appreciation Days
 - Homecoming, Senior Prom, Grande Finale
 - Sponsorship of State Days
 - Sponsorship of non-profit cultural events that appeal to Winter Residents
 - Sponsorship of GCSC Winter Residents educational programs
- Host the Annual Mardi Gras and Music Festival.
- Continue publishing the Visitors Guide on a quarterly basis to provide more relevant and topical information to potential visitors as they are planning their vacations.
- Promote the network airings of Chasin' the Sun TV Season Three premiering in January, to create demand and incremental visitation among outdoor enthusiasts.



SEASONAL STRATEGIES SPRING



Seasonal Strategy - Spring

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IMPORTANCE

APPROACH

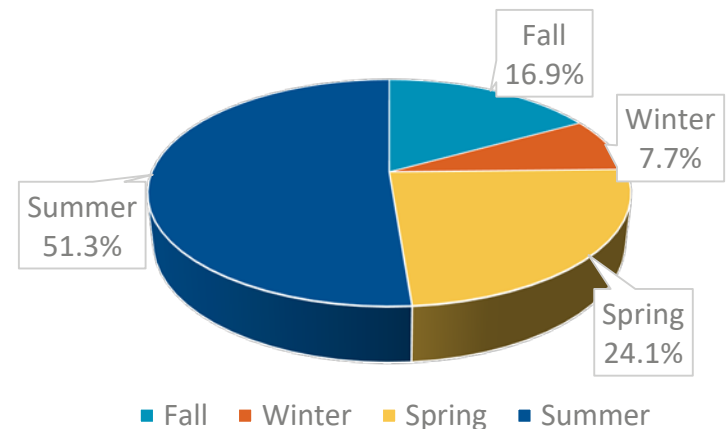
TACTICS

Spring is second only to summer in its economic importance to Panama City Beach, accounting for 24.1% of annual revenues. During the Spring season, fluctuations in monthly revenues between the months of March and April clearly demonstrate the importance of family travel over the Easter holiday. In years when Easter occurs in March, March revenues increase while April revenues suffer. When Easter is late and occurs in April, the converse is true.

Signature special events like the UNwineD, Seabreeze Jazz Festival, SpringJam and Thunder Beach, along with the desire of families to head to Panama City Beach after long, cold winter months, drive much of the Spring season revenues.



Revenue by Season



Seasonal Strategy - Spring

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IMPORTANCE

APPROACH

TACTICS

Panama City Beach enjoys high of top of mind recognition as a Spring destination. The approach the TDC utilizes to market the beach focuses on aggressive public relations strategy, leveraging interest in Spring to highlight the beach on a year-round basis. In addition, the TDC will deploy integrated marketing campaigns focusing on family travel to the beach and supporting the signature events that occur in the Spring.

Sports tournaments and sporting events are also important demand drivers in April and May.

Seasonal Key Statistics

	Lodging Revenue	Visitor Spending	Visitor Days
March	28,435,680	113,064,444	1,203,196
April	32,506,340	127,608,651	1,332,404
May	42,967,280	171,408,463	1,818,209
Total	103,909,300	412,081,558	4,353,809



Seasonal Strategy – Critical Segments | Spring Dynamic Segmentation

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IMPORTANCE

APPROACH

TACTICS

Key Audience	Core Message	Reasoning
Summer Families	Adrenaline + Eco Tourism + Family Beach	Spring Break and Easter Holiday
Long Weekend Families	Adrenaline + Eco Tourism + Family Beach	Spring Break and Eastern Holiday
Sports Families	Adrenaline + Eco Tourism + Family Beach	Spring Break and Sports Tournaments
Young Families	Eco Tourism + Family Beach	Late spring Vacation / Events Driven Visit
Empty Nesters	Adrenaline + Eco Tourism + Family Beach + Romance	Extended family summer trip / Events



Seasonal Strategy - Spring

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IMPORTANCE

APPROACH

TACTICS

- Conduct media missions to New York and other key cities in the 1st Quarter to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons.
- Leverage latent media interest in Spring into larger destination stories that promote travel to Panama City Beach throughout the year.
- Continue to support the Scottish Festival, Seabreeze Jazz Festival, Jeep Beach Jam and other signature events throughout the season.
- Execute targeted, integrated social media, public relations and advertising campaigns highlighting travel to Panama City Beach in the Spring.
- Continue to develop and support tournaments and sporting events throughout the Spring season.
- Attend Consumer trade shows to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons.
- On peak travel days, take the “Visitor Center To Go” to the Florida Welcome Centers at I-10 and US 231 to encourage visitors without lodging reservations to make Panama City Beach their destination of choice.
- Continue publishing the Visitors Guide on a quarterly basis to provide more relevant and topical information to potential visitors as they are planning their vacations.



SEASONAL STRATEGIES SUMMER



Seasonal Strategy - Summer

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IMPORTANCE

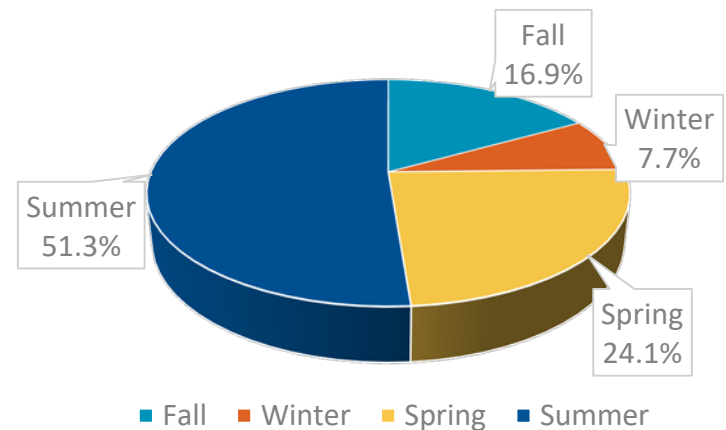
APPROACH

TACTICS

The 92 days of the Summer months constitute half of revenue generated by Panama City Beach.



Revenue by Season



Seasonal Strategy - Summer

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IMPORTANCE

APPROACH

TACTICS

Panama City Beach is first and foremost a summer, family beach destination. During June and July, all of our marketing, sales, sports marketing, special events, and visitor services strategies focus on driving additional interest in Panama City Beach as a family destination. After schools are back in session for the Fall in early August, we expand our messaging to appeal to families with young children that have not entered school and adults traveling without children.

Youth baseball and fastpitch softball tournaments provide a base of business for June and July, while adult softball is our strongest sports component in August.

Seasonal Key Statistics

	Lodging Revenue	Visitor Spending	Visitor Days
June	77,108,780	313,587,278	2,979,100
July	98,940,620	387,434,281	3,683,876
August	38,008,920	173,244,143	1,768,295
Total	214,058,320	874,265,702	8,431,271



Seasonal Strategy – Critical Segments, Summer | Dynamic Segmentation

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IMPORTANCE

APPROACH

TACTICS

Key Audience	Core Message	Reasoning
Summer Families	Adrenaline + Eco tourism + Family Beach	Summer Vacation
Long Weekend Families	Adrenaline + Eco tourism + Family Beach	Summer Vacation
Sports Families	Adrenaline + Family Beach+ Eco tourism	Summer Vacation + Sports Tourney
Young Families	Family Beach + Eco tourism	Weeklong Vacation
Empty Nesters	Adrenaline + Eco tourism + Beach+ Romance	Weeklong Vacation
Young Couples	Romance+ Family Beach	Events driven visit



Seasonal Strategy - Summer

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IMPORTANCE

APPROACH

TACTICS

- Conduct media missions to New York and other key cities in the 1st Quarter to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons
- Execute targeted social media, public relations, broadcast and digital campaigns highlighting travel to Panama City Beach in the Summer.
- Continue to develop and support tournaments and sporting events throughout the Summer season.
- Attend Consumer trade shows to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons.
- On peak travel days, take the “Visitor Center To Go” to the Florida Welcome Centers at I-10 and US 231 to encourage visitors without lodging reservations to make Panama City Beach their destination of choice.
- Continue publishing the Visitors Guide on a quarterly basis to provide more relevant and topical information to potential visitors as they are planning their vacations.



SEASONAL STRATEGIES FALL



Seasonal Strategy - Fall

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IMPORTANCE

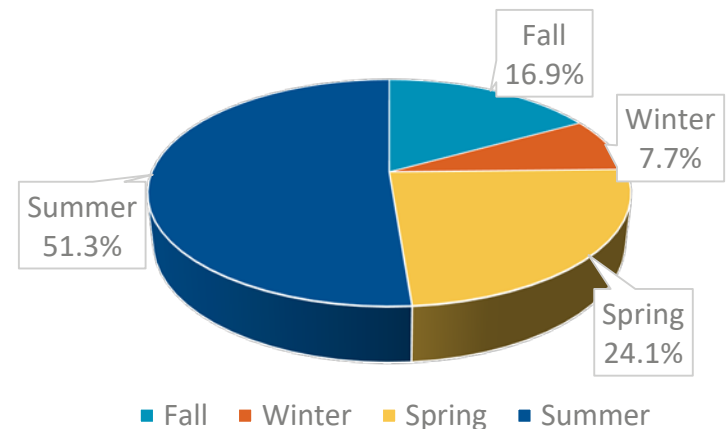
APPROACH

TACTICS

The TDC Board of Directors believes the Fall season has potential for strong revenue growth and is of critical importance to Panama City Beach. Barring a storm event in the Gulf of Mexico, the Fall season has arguably some of the best weather all year, and yet, the Fall season has grown and now constitutes 16.9% of annual revenues. Kids going back to school, college football and the upcoming holiday season contribute to the difficulty in driving Spring-like revenue totals in the Fall.



Revenue by Season



Seasonal Strategy - Fall

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IMPORTANCE

APPROACH

TACTICS

To overcome the obstacles that impede visitation in the Fall, the TDC Board of Directors set the strategic direction of creating, supporting and fostering Special Events throughout the Fall to give visitors a reason (an excuse) to come back to the beach in the Fall. Since implementing this strategy in 2010, revenues for the Fall have increased over 118.7%.

Special events occur almost every weekend during September and October. Gulf Coast Jam, The Lobster Festival, Pirates of the High Seas Fest, Thunder Beach, Emerald Coast Cruzin' and Beach Home for the Holidays help drive incremental visitation and top of mind awareness.



Seasonal Key Statistics

	Lodging Revenue	Visitor Spending	Visitor Days
September	32,411,560	132,212,918	1,298,302
October	25,784,420	105,421,143	1,091,776
November	11,839,340	51,585,167	559,879
Total	70,035,320	289,219,228	2,949,957

Seasonal Strategy – Critical Segments, Fall | Dynamic Segmentation

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IMPORTANCE

APPROACH

TACTICS

Key Audience	Core Message	Reasoning
Summer Families	Adrenaline + Eco tourism + Family Beach	Summer Vacation
Long Weekend Families	Adrenaline + Eco tourism + Family Beach	Summer Vacation
Sports Families	Adrenaline + Family Beach+ Eco tourism	Summer Vacation + Tourneys
Young Families	Family Beach + Eco tourism	Weeklong Vacation
Empty Nesters	Adrenaline + Eco tourism + Family Beach+ Romance	Weeklong Vacation + Adult Tournament
Young Couples	Romance+ Family Beach	Events driven visit



Seasonal Strategy - Fall

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IMPORTANCE

APPROACH

TACTICS

- Conduct media missions to New York and other key cities in the 1st Quarter to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons
- Execute targeted social media, public relations and advertising campaigns highlighting travel to Panama City Beach in the Fall.
- Conduct an integrated in-market campaign during the Summer and Fall to encourage return visitation.
- Continue to develop and implement strategies to grow TDC owned and operated events in the Fall – Pirates of the High Seas Fest, and Beach Home for the Holidays.
- Continue to develop and support tournaments and sporting events throughout the Fall season.
- Attend consumer trade shows to promote visitation to Panama City Beach during the Spring, Summer and Fall seasons.
- On peak travel days, take the “Visitor Center To Go” to the Florida Welcome Centers at I-10 and US 231 to encourage visitors without lodging reservations to make Panama City Beach their destination of choice.
- Continue to support Fall events, including Gulf Coast Jam, Oktoberfest, Thunder Beach, and Emerald Coast Cruzin’ through event sponsorships, as well as executing targeted social media, public relations and digital campaigns.
- Continue to sponsor the Florida Ironman.
- Continue publishing the Visitors Guide on a quarterly basis to provide more relevant and topical information to potential visitors as they are planning their vacations.

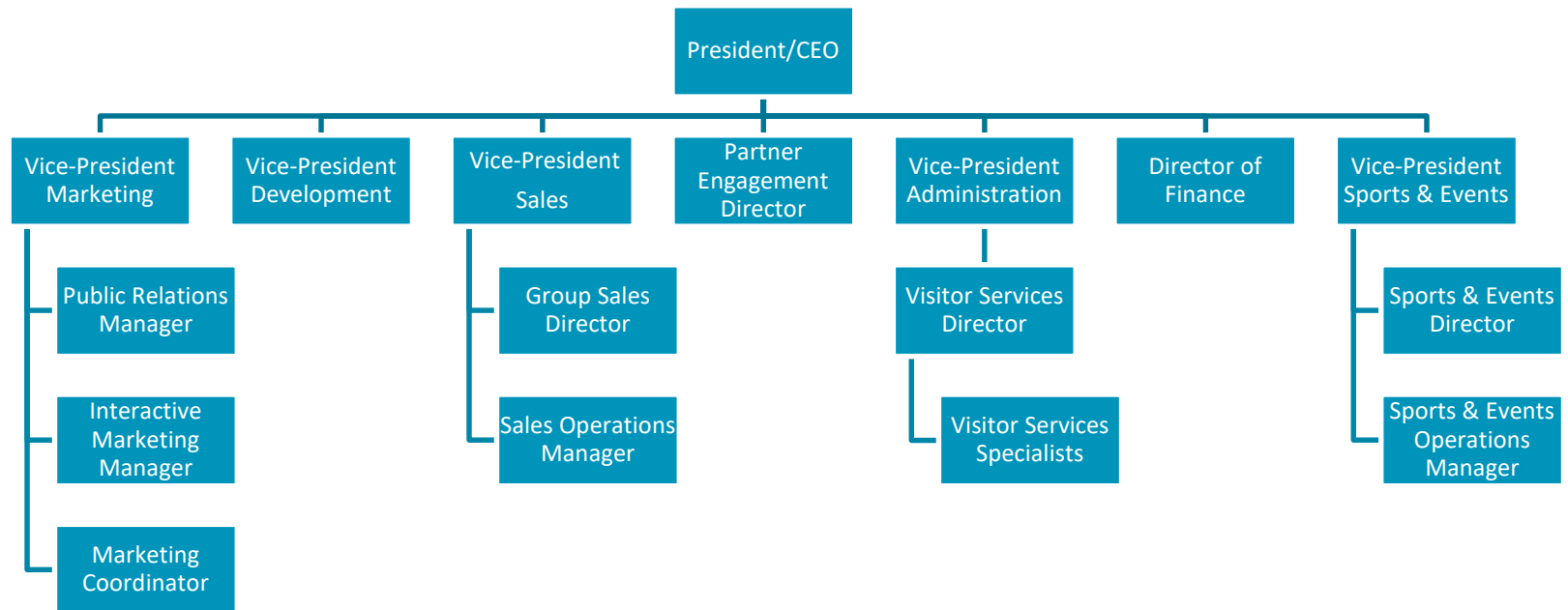


ORGANIZATIONAL CHART



Organizational Chart

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THANK YOU

